

2023 Final Budget

Town of Collingwood

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TABLE OF CONTENTS

<u>Introduction</u>	<u>1</u>
<u>Community Profile</u>	<u>8</u>
<u>Budget Concepts</u>	<u>9</u>
<u>Key Terms</u>	<u>12</u>
<u>Public Consultation</u>	<u>13</u>
<u>Highlights of Budget Scenario Presented</u>	<u>14</u>
<u>Significant Changes Graph – Municipal Levy</u>	<u>15</u>
<u>Significant Changes Graph – Municipal Tax Rate</u>	<u>16</u>
<u>Unavoidable Changes</u>	<u>17</u>
<u>Items for Consideration</u>	<u>18</u>
<u>Efficiency Gains</u>	<u>22</u>
<u>Budget Overview 2015 – 2023</u>	<u>24</u>
<u>Operating Budget by Expense Type</u>	<u>25</u>
<u>Operating Budget by Division</u>	<u>26</u>
<u>Town Staff Complement</u>	<u>27</u>
<u>Business Plan Definitions</u>	<u>29</u>
<u>General Government</u>	<u>35</u>
<u>Governance</u>	<u>36</u>
<u>Office of the CAO and Administration</u>	<u>41</u>
<u>Clerk’s Office</u>	<u>46</u>
<u>Finance</u>	<u>52</u>
<u>Customer & Corporate Services</u>	<u>57</u>
<u>CCS – Administration</u>	<u>58</u>
<u>Communications</u>	<u>62</u>
<u>Customer Service</u>	<u>67</u>
<u>Fleet & Facilities</u>	<u>72</u>
<u>Human Resources</u>	<u>78</u>
<u>Information Technology</u>	<u>83</u>

<u>Protective Services</u>	<u>88</u>
<u>Fire</u>	<u>89</u>
<u>By-Law</u>	<u>94</u>
<u>Policing</u>	<u>100</u>
<u>Conservation Authority</u>	<u>104</u>
<u>Transportation</u>	<u>109</u>
<u>Public Works & Engineering</u>	<u>110</u>
<u>Transit</u>	<u>117</u>
<u>Social Housing</u>	<u>122</u>
<u>Parks Recreation & Culture</u>	<u>128</u>
<u>PRC Administration</u>	<u>129</u>
<u>PRC – Parks Division</u>	<u>134</u>
<u>PRC – Facilities Division</u>	<u>141</u>
<u>PRC – Recreation Division</u>	<u>148</u>
<u>PRC – Culture & Events</u>	<u>153</u>
<u>Planning & Development</u>	<u>159</u>
<u>Planning</u>	<u>160</u>
<u>Economic Development</u>	<u>168</u>
<u>Collingwood Public Library</u>	<u>176</u>
<u>Non-Tax Supported</u>	<u>181</u>
<u>Building Services</u>	<u>183</u>
<u>Parking Services</u>	<u>189</u>
<u>Water Services</u>	<u>195</u>
<u>Wastewater Services</u>	<u>204</u>
<u>2023 Capital Budget Overview</u>	<u>211</u>
<u>2023 Capital Projects Table</u>	<u>213</u>
<u>2023 Capital Project Details</u>	<u>216</u>
<u>2023 Capital Program & Asset Management</u>	<u>220</u>

INTRODUCTION

2023 is a year where Collingwood businesses and residents will continue to recover post-pandemic and start to slowly move towards what is hoped to be full recovery. This is amidst a very difficult economic time where borrowing interest rates continue to climb, and inflation is swelling to 6.9%. This year the Town will begin with a new Council where new strategic goals and priorities will be set to continue to move the Town forward in a renewed vision and mission. This will create 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 1st Draft Budget for 2023, was presented to members of Council on November 23rd 2022, through a Strategic Initiatives Committee (SIC) Meeting. This draft of the 2023 Municipal Budget **was prepared as a discussion document, that still required refinement and review**. Staff approached this **with great consideration of the fact that a new term of Council has begun where new ideas, goals and priorities may come to light**.

The staff-proposed 2nd Draft Budget for 2023, was presented to members of Council on December 5th 2022, through a Strategic Initiatives Committee (SIC) Meeting. This draft has been reviewed and refined and the change that has occurred is as follows:

- 1) Correction to the funding for the Art Feasibility Study Phase 2 – as part of Council resolution #232-2022 – the funding for this work was planned for from the Arts & Culture Legacy Fund created from the Asset Sale Proceeds. The impact on taxation is a reduction of (\$60,000) from the municipal levy or a 0.16% decrease in the tax rate.

The staff-proposed 3rd Draft Budget for 2023, was presented to members of Council on January 9th, 2023, through a Strategic Initiatives Committee (SIC) Meeting. This draft has been reviewed and refined and the changes that have occurred are as follows:

1. The following items were changed as per the SIC resolutions:
 - a. Heritage Review removed – (\$100,000);
 - b. Drone Show removed – (\$65,000);
 - c. UN/UEF World Summit funding removed – (\$50,000);
 - d. Social Media Monitoring Software removed – (\$12,000); and
 - e. Affordable Housing budget increased back to 2022 levels - \$225,000 (for a total of \$350,000).
2. Following a presentation from the Georgian Triangle Humane Society (GTHS) to request funding in the amount of \$2,000,000 spread over 8 municipalities over four years and a grant in lieu of Building/Planning fees as well as Development Charges of approximately \$315,000 by Collingwood, Council asked that the the total of the request including fees and development charges be spread across all municipalities bringing the total amount being requested to \$2,315,000. If GTHS was successful in receiving an equal share of funding from all 8 municipalities, this would mean an approximate request of \$72,000 per year for the Town of Collingwood. As the Town of Collingwood would like to be a community that supports the GTHS, at this time **an additional \$20,000** has been added to the \$115,000 Council Grants budget to accommodate a contribution in 2023 of up to \$20,000 of funding and/or fees and charges forgiveness.

3. A review of the Urban Forestry Plan was completed to ensure a detailed understanding of this Council-approved Master Plan and its recommendations. Understanding that a balance is required between moving the municipality forward and fiscal responsibility; that the development of a Forestry arm of the organization is forecasted to be a long term and costly undertaking; and finally that Council is conscious of the current impact of costs on residents following a pandemic during high inflationary times, staff have revised this request to recommend a more pragmatic entry point into the evolution of the Town's services and thus its organization. Including this modified proposed funding for the 2023 budget is a short-term intention to ensure that efficiencies can be gained by creating a single point person to manage the Urban Forest Tree Canopy as a tangible asset to the Town. This revised recommendation will still move the town from a reactive to a proactive stance, and consolidate to one lead department:
 - a. With the increased risks developing from the Emerald Ash Borer (EAB), including damaged and dead trees that may impact properties, it is important for the Town to start catching up as resources have been dedicated to mitigate these risks.
 - b. A change from a reactive approach to a proactive approach through the development of long-term policies and an action plan to reduce the ever growing list of dangerous or damaged trees –over 150 trees are currently listed. The creation of these policies/action plans will not only work to address the current issues but also create a proactive approach to pruning, tree planting (what type of species and where), monitoring tree canopy and a clear guide to actively manage this very important asset for the Town.
 - c. Reduce the escalating risks that have developed due to aging trees and more frequent and intense storms which puts our residents, their property and the Town's property at risk for injury and damages.
 - d. Manage increased collaboration with EPCOR as a partner through shared policies and assistance where feasible. Additionally, future consideration may be given to expanding partnerships with other municipalities or even possibly Grey and/or Simcoe Counties.

The original proposed amount for this new level of service included:

- a. Full Time Arborist - \$133,000 (1 FTE);
- b. Seasonal Forestry Position - \$22,000 (0.3 FTE);
- c. Materials and Equipment - \$150,000; and
- d. Capital equipment, including a Bucket Truck - \$450,000 (funded through Development Charges).

Changes to the updated proposal include the following:

- a. Reduced tree trim and removal expenses from the Public Works department as it will be covered through the materials and equipment amount noted above – **(\$80,000)**; and
- b. Remove the Bucket Truck for 2023 – **(\$300,000)** (funded through Development Charges – i.e. no impact on taxation).

As this new service evolves and staff learn more about the needs of the community and the opportunities of such concepts as a regionalized approach, shared resources, and

further ways to manage the Town's canopy asset efficiently, it is expected that further requests for support will be made in future budget cycles.

4. Additional review and refinement of the Transit Coordinator position was completed. As part of this review staff evaluated and analyzed the staff report PW2021-18, Transit Service Review and Optimization Study Final Recommendations. One of the specific recommendations was that staff include the recommendation to consider one FTE dedicated to transit in the 2023 budget considerations. With the implementation of a changed transit operating system, the overall transit service would benefit operationally and financially from a full-time dedicated staff member for operations and management. In the current delivery method, the transit system is being managed and supervised by half of one existing staff person who has several other job functions. The recommended full-time transit position would be able to provide more direct oversight, support, management and would take a lead on a more regional approach to transit services (including TBM, Clearview and WB, and possibly County transit), integration with active transportation and electrification of the transit fleet in the future. While we expect that once the transit services move to a more regional approach that this position would be partly offset by contributions from participating neighbouring municipalities, staff are of the opinion that this regional approach would be a future item and would like to ensure that a full focus of this new position is on achieving efficiencies and optimal levels of service for the Collingwood system. Although the current Transit staff person (0.5 FTE) works very closely with the area municipalities and staff are expecting this to continue, the report noted above advocated for an additional FTE to achieve both financial and operational effectiveness.

The updated proposed budget has reduced the expected contribution from our partner municipalities (to recognize the change in philosophy noted above) and have reduced the level of the position from a Coordinator to a Technician with the expectation that in the future that an elevated position may be required.

The net result is that there is **no change to the amount of funding**, with a balance between a reduction in the expected inputs from other municipalities and a reduction in the costs for the position.

5. The Grain Terminals project review noted that additional information was required to provide a clear picture of the \$500,000 requested amount. Below you will find the details of this:
 - a. Legal Services - \$100,000 - KPMG Estimate: Miller Thompson LLP is representing the Town on contract requirements related to the MOU, Development Agreement and subsequent lease and purchase/sale agreements (as may be required). The Town will also need to provide a legal survey for the lands (as may be required), and this will also fund any additional specialized legal (as may be required).
 - b. Planning Services - \$75,000 - KPMG Estimate: Strategic and timely project advice as it relates to Planning. This recognizes the significant complexities and nuances of the proposed development lands and proposed vision for the lands. In addition, aids in mitigating pressures and workload within the Town's Planning division currently, including new pressures from Bill 23. Ensures a degree of separation from in-house planning experts who will be responsible for the review of the submitted planning applications.

- c. Public and Stakeholder Engagement - \$70,000 - KPMG Estimate: Extensive input will be sought from community members, key stakeholders, federal, provincial, and local government agencies, Indigenous groups and public arts and heritage communities, among others. Early consultation with various ministries and authorities will be required to advance the design of the proposed development and will be in part the Town's responsibility.
- d. Project Advisor - \$70,000 – Staff Estimate: KPMG was selected through an open market RFP process in 2021 to act as a Project Advisor through the development, procurement, contract negotiation, construction, and operation phases of the Grain Terminals Revitalization project. This funding would enable continued Project Advisory Services, as required, in alignment with the original RFP terms and conditions.
- e. Studies - \$70,000 – Staff Estimate: Studies that will be required under the Town's responsibility for Public Realm Enhancements, sustainable development opportunities and the verification of existing site parameters. Development of the design will include further definition of the project scope including marina building components, an analysis of marina services, a parking study, prospective shoreline amenities and protection opportunities and servicing requirements. The Town will need to consider the risk associated with any environmental concerns and the business case for ongoing operation and maintenance of the amenities.
- f. Signature Initiatives - \$35,000 – Staff Estimate: The Proponent's effort through the planning approval process will be focused on the Grain Terminals and immediate surroundings and not necessarily the entire spit. This funding enables the Town to work in parallel with the Proponent's efforts to investigate signature initiatives for the project such as the opportunity for a district energy collaboration, green building principles, renewable energy sources, amenities such as electric vehicle charging stations and other opportunities to enhance the entire project as a destination.
- g. Project Administration - \$40,000 – Staff Estimate: Administrative support for communications drafting, coordination of stakeholder/community consultations, action tracking, etc.
- h. Minimum Maintenance/ Contingency - \$40,000 – Staff Estimate: Contingency amount for unforeseen circumstances which may include supporting minimum maintenance requirements of the Grain Terminals. These may be required for health and safety or risk reduction reasons as the final vision is solidified through public engagement and the project moves to the next stage.

Additionally, as part of this review you will note that item (g.) includes a Project Administrator at a cost of \$66,000, this amount is partly offset by the elimination of the HR Seasonal support for the 2023 Budget. The main focus of this role will be to support the Executive Director with the Grain Terminals revitalization project and will include other duties as follows:

- Supporting key corporate initiatives and projects that align with the Towns Community Based Strategic Plan. Examples: Grain Terminals Revitalization, Accessibility for Ontarians with Disabilities Act (AODA) Compliance, and the Federation of Canadian Municipalities: Women in Local Leadership Partnership.
- Supporting key division initiatives and projects that align with the Towns Employee Engagement and Wellbeing Plan. Examples: Human Resources policy updates, employee recognition, and training & development planning. Includes action tracking and reporting.

- Support and lead policy development (corporate policies and CCS division specific).
- Project planning, management, communication, and relationship building.
- Prepare, edit, and proofread correspondence, presentations, reports and related material.
- Support, organize and compile information to complete funding or other applications in collaboration with other departments/divisions.

There is **no change to the proposed 2023 municipal levy** for the project administrator as a reallocation of funds has occurred.

6. Finally, the 2023 Capital Budget was assessed to understand where pre-budget approval may be required to ensure that the Town can continue to be part of the early tender awards, which provides a great economic advantage. An update will be brought forward at the January 9th, 2023 SIC meeting for review and consideration. Additionally, staff have updated the Capital program for 2023 to ensure that staff have the capacity to complete the projects and programs that are proposed, this resulted in **no change to the Capital Levy**.

The staff-proposed 4th Draft Budget for 2023, was presented to members of Council on January 16th, 2023, through a Special Strategic Initiatives Committee (SIC) Meeting.

At the SIC meeting on January 9th, 2023 two resolutions were passed:

“AND FURTHER THAT Staff prepare Draft #4 of the Budget for the January 16th, 2023 Special SIC meeting scheduled for 2:00 pm, and exclude or adjust based on the following:

- a. *Request Staff to reduce the levy by a minimum of 1% to be achieved in part by allocating funds for the Grain Terminals from reserves; and*
- b. *The estimated annual surplus from 2022 of up to \$225,000 be allocated to the 2023 Affordable Housing Reserve.”*

This draft has been updated to meet Council’s resolution and the changes that have occurred in this are as follows including the net municipal levy impact for each change.

For the first portion of the January 9th Resolution, portion a):

- 1) The Grain Terminals Project has been funded fully through reserves, given that it is a one-time expense that is not expected to continue into 2024 – (\$250,000);
- 2) The Urban Forestry Unit was reviewed and three options were presented with option (a.) being included in the current proposed draft – (\$84,500):
 - a. Delay hiring of the FT Arborist until May 2023, remove the Seasonal Position for this year and defer the purchase of major capital equipment; this option would allow the senior team to determine the best opportunity for staff and the municipality on where and how the team should be structured (which department, unionized verses non-union, etc). An Arborist may have several levels of qualifications based on the types of training and experience that the person has. The Town has envisioned an Arborist who has the ability to assess tree health, choose replacement trees for Town

initiatives, and also has the writing and analysis skills to support policy changes and to monitor and enhance the Town's tree canopy. It is also expected that the Arborist will be fully qualified to use a chain saw and other tree-related equipment, and can actively cut and trim trees with other team member(s) as is required for safe operations. The position qualifications would support:

- i. develop policy, private and development-related and potentially site modification tree by-laws;
- ii. manage tree canopy consultant;
- iii. climate change;
- iv. development and capital project review;
- v. procure and manage contracted services;
- vi. assess trees;
- vii. creating and managing tree inventory;
- viii. managing customer service related to trees;
- ix. GIS updates;
- x. asset management;
- xi. develop standard operating procedures;
- xii. establish EAB policies/plans/processes; and
- xiii. lead/supervise a team, including themselves, a forestry labourer, possibly operators, equipment and contracted services.

Some alternatives for this option that staff are considering include:

- i. Supplement the arborist position with staff from PW or PRC for tree removals in addition to contracted services;
 - ii. Further delay the hiring of the Arborist to follow the recommended outcomes of the consulting assignment that is in flight (see report [CAO2022-11](#)); or
 - iii. Hire a PT Customer Service position in addition to option (b.) below so residents have more notification of the work and the individual can manage the list of work needed and consultant payments under the supervision of PW.
- b. Maintain the status quo approach with Public Works (PW) responsible for tree management including procuring and managing external contracted services to complete tree assessments, proactive tree removal and etc. PRC would manage the in-flight tree related consulting assignment to examine Collingwood's tree-related bylaws for development, and potentially for private property. PW and PRC teams would continue to complete emergency hazardous tree removal as well as minor tree pruning/trimming maintenance (branches blocking signs, branches encroaching on trails). The gap that would exist with this approach is that the implementation of new corporate directions related to the updated policies/bylaws recommended by the 2023 consulting outcomes, and further implementation of the Urban Forestry Master Plan, including the ability to monitor or plan for Collingwood's public property trees and coverage (list supplied in Option 2). A key issue for residents related to the ability to provide Customer Service notifications will not be substantially improved. The impact this change would have on the current proposed option is a reduction overall to the municipal levy of \$140,000, which would result in approximately \$105,000 being available in funding for contracted services (note \$25k is remaining of the 2022 allocation through report CAO2022-11).

- c. Maintain the originally proposed initial implementation of a Forestry Unit through the hiring of an Arborist, seasonal support, and purchase of equipment. The primary role of the Arborist in this scenario being to develop policy and procedure around Hazardous Tree Assessment and conduct as many Assessments as possible developing priority lists for removal and/or remediation, develop and execute appropriate Maintenance Programs to the extent it is possible in the initial year of the new Division, assist with the development and execution of Fall Planting Programs, long term capital asset plans including review of the current tree inventory, and SOPs for equipment operations in anticipation of further Forestry Unit implementation in 2024. The Arborist will also have close supervision of the contracted forestry service to ensure priorities and execution in the latter part of the 2023 season, manage the tree-related consulting assignment in flight, and transition the Town well into an implementation that is led by the Arborist (with supports from other Departments, including Public Works, Planning and PRC). Cost, as presented in the previous draft budget has a net impact to taxation of \$225,000.
- 3) Defer a portion of the Zoning By-law update to reflect a more reasonable and appropriate time frame for the works to be completed, with the work starting in 2023 and being completed in 2024 – (\$25,000);
- 4) The 2023 insurance quotation has been received and is less than the forecasted amount by (\$24,000);
- 5) Reduce the miscellaneous traffic studies included for Engineering to reflect a more realistic time frame – (\$7,500);
- 6) Reduce the CaseWare software package for the Finance Department as it has been decided that the software is no longer effective for the audit process – (\$5,000); and
- 7) Reduce the postage amount in the Administration budget to reflect actual historical amounts following the reorganization of the division – (\$4,000).
- 8) Remove the Affordable Housing funding from the municipal levy, with the expectation that the 2022 surplus be applied to the Affordable Housing reserve up to a maximum of \$225,000 – (\$225,000).

The staff-proposed 5th Draft Budget for 2023, will be presented to members of Council on January 30th, 2023, through a regularly scheduled Council Meeting. This draft has been updated to meet Council's resolutions and the changes that have occurred are as follows (including the net municipal levy impact for each change; negative or (\$XX) is a reduction in the municipal levy; positive is an increase to the municipal levy):

- 1) Remove the Fleet & Facilities Operator - (\$113,000);
- 2) Remove the MLEO Position and add back the 2 seasonal positions - (\$55,000);
- 3) Reduce the Transit Technician to 0.5 FTE - (\$45,500);
- 4) Add AMO Board Expenses - \$3,000; and
- 5) Miscellaneous 2022 carry-forwards were added where projects in progress are delayed due to supplier issues, weather conditions and etc. - \$0.

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 2022, Collingwood's population was approximately 25,000.

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 2022 was \$115.9 Million, while the total municipal tax levy was \$36.8 Million.

Due to COVID, The Ontario Government has announced that the 2023 property values Assessment Update will be postponed. Property assessments for the 2023 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 and 2022 taxation year). As a result, the Town already knows and will use the 2022 values, plus supplemental (new properties') values to calculate the 2023 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 July 2022, indicated that the Town is under-investing approximately \$1M annually in capital funding for Core Assets, this draft budget serves to close that gap keeping in mind that the Lifecycle Reserve Fund will be severely depleted in 2023 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 in 2023.

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, 2023 to December 31, 2023.

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/2023-municipal-budget-join-the-conversation>

Council will hold Strategic Initiatives Committee (SIC) meetings 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 during the October 3rd, 2022 SIC, the report can be found by following this link: [T2022-13 2023 Budget Preliminary Status Report #2](#).

On November 28th, 2022 a public meeting was held both virtually (from 1:00pm to 3:00pm) and in-person (from 6:00pm to 8:00pm) to gather feedback from residents and businesses. Both sessions were well attended in comparison to prior years and many great ideas were shared. A summary of the questions and information received were presented through a staff report at the December 5th, 2022 SIC, the report can be found by following this link: [T2022-17 2023 Budget Draft #2 & Public Feedback](#).

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 of approval in early 2023.

HIGHLIGHTS OF BUDGET SCENARIO PRESENTED

This draft has been refined and the changes that have occurred are included in the introduction section of this report (see page 2) and amount to a **total reduction to the municipal levy of (\$210,500)**.

At this point in time **this budget includes a 2.70% municipal tax rate increase over 2022, with all Changes built-in.**

Staff have categorized these changes into two separate categories:

- 1) **“Unavoidable changes”** items that Council and staff have limited control over such as inflation, union contracts, benefit increases (CPP/EI) and staff – Impact on municipal levy: \$1,268,355; Impact on Tax Rate + 0.81% (includes Growth of Assessment).
- 2) **“Items for Consideration”** these include Service Enhancements, previous Council resolutions and/or adjustments to service levels – Impact on municipal levy: \$910,250; Impact on Tax Rate + 1.89%.

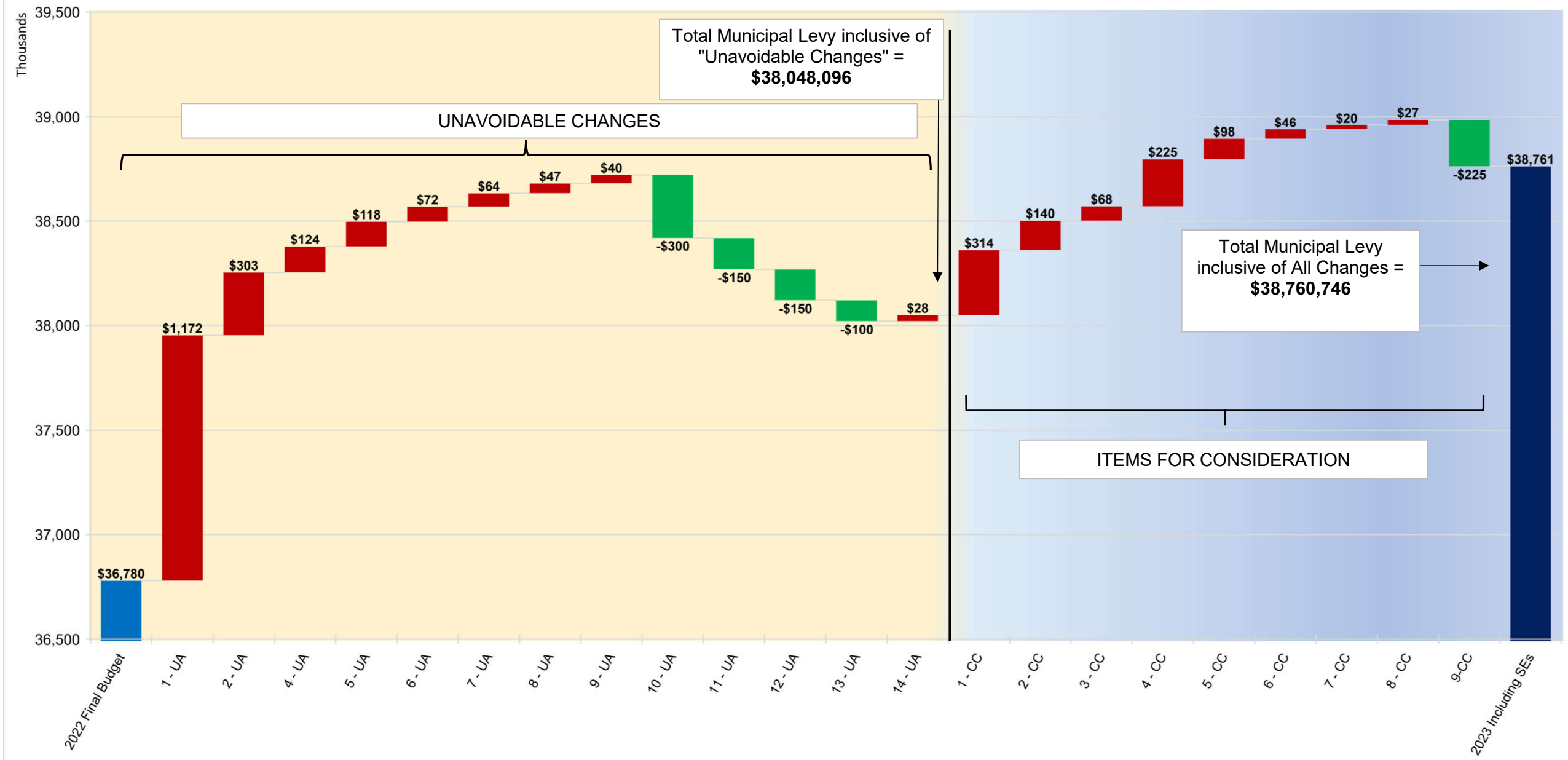
The table below details the change in the total taxes collected and the tax rate (for the municipal portion only) over the past 5 years:

Year	Total Municipal Levy	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	3.84%	0.70417%	-0.18%
2022	\$ 36,779,741	4.54%	0.71821%	2.00%
2023 Draft 5 including Items for Consideration	\$ 38,760,746	5.39%	0.73763%	2.70%

From 2019 to 2022 the total change in the municipal tax rate was a reduction of **(2.17%)** including 2023 results in a cumulative change of 0.54% over the last 5 years.

This equates to the following total annual impact on a median assessed home, note that for the 2023 tax year MPAC will once again hold current assessed values (note the median assessment has been updated to the 2023 post closed roll value for comparison purposes):

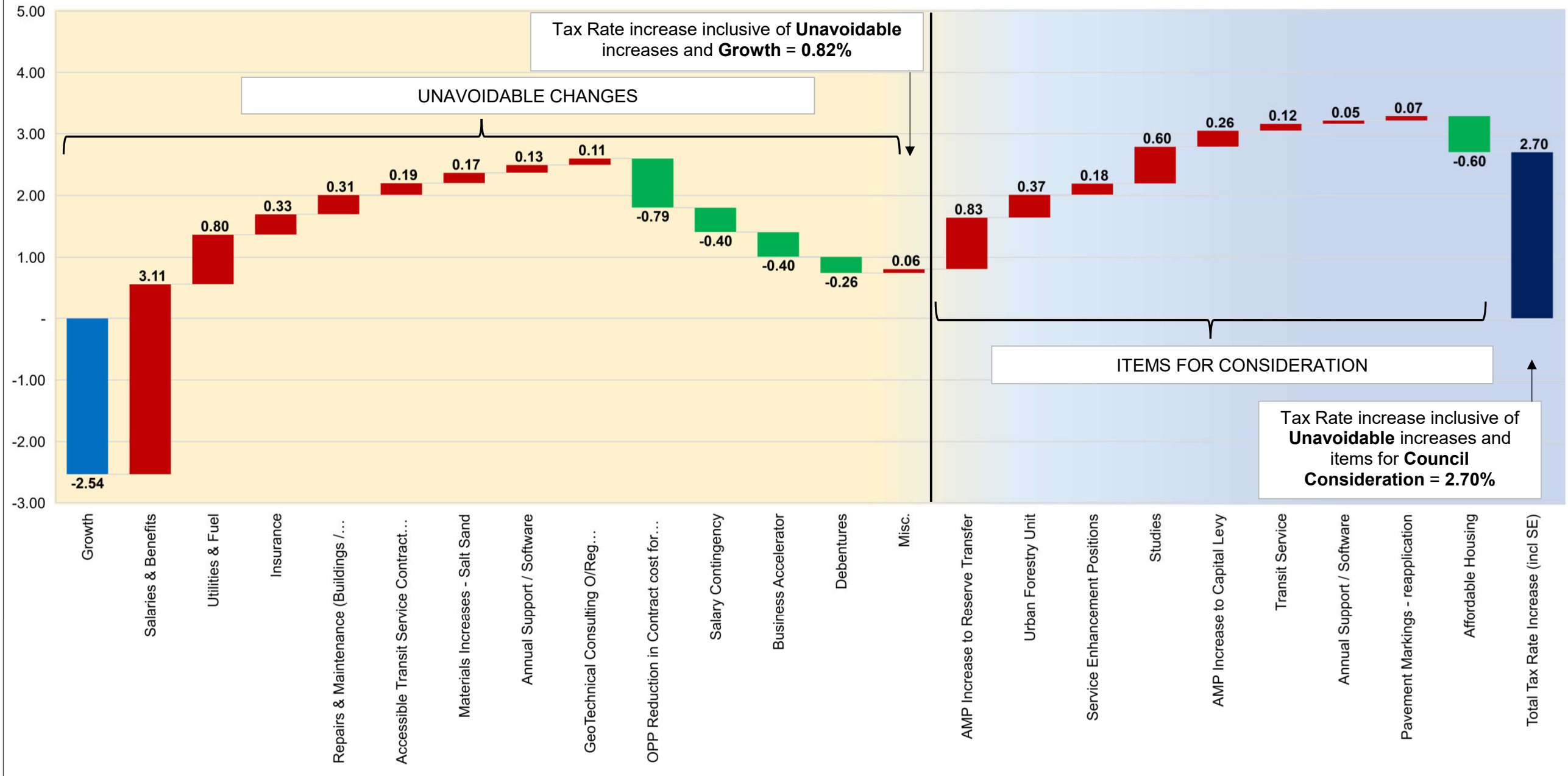
Significant Changes from the 2022 Municipal Levy to the 2023 Proposed Municipal Levy



UNAVOIDABLE			
1 - UA	Salaries & Benefits	1,172,489	Merit Increases / COLA at 2.0% / Union Contracts
2 - UA	Utilities & Fuel	302,569	Inflationary
3 - UA	Insurance	123,838	Inflationary
4 - UA	Repairs & Maintenance (Buildings / Equipment	118,375	Facility Condition Assessment Results
5 - UA	Accessible Transit Service Contract Change	71,500	Contract renewal
6 - UA	Materials Increases - Salt Sand	63,840	Inflationary
7 - UA	Annual Support / Software	47,250	New customer service software (\$37k)
8 - UA	GeoTechnical Consulting O/Reg 406/16	40,000	New regulations
9 - UA	OPP Reduction in Contract cost for 2023 based c -	300,000	Mainly due to a reduction in the Town's allocation for "Calls for Service" (decreased from 1.4677% to 1.4118%)
10 - UA	Salary Contingency	-	150,000 Removed - was included in 2022 for Salary Grid Evaluation
11 - UA	Business Accelerator	-	150,000 Removed - not requested for 2023 - Council decision and review would be required
12 - UA	Debentures	-	99,578 Reduction in payments
13 - UA	Misc.	28,073	Miscellaneous Items

ITEMS FOR CONSIDERATION			
1 - CC	AMP Increase to Reserve Transfer	314,000	Proposed AMP Amount
2 - CC	Urban Forestry Unit	140,000	Arborist FT; Equipment and Supplies
3 - CC	Service Enhancement Positions	68,000	AV Coordinator PT; CCS Project Mgmt Position; Admin Positions to Coordinator
4 - CC	Studies	225,000	CBSP Refresh, Statistically Significant Survey, GHG and Master Transportation Plan
5 - CC	AMP Increase to Capital Levy	97,750	Proposed AMP Amount
6 - CC	Transit Service	45,500	Technician position at 0.5FTE
7 - CC	Annual Support / Software	20,000	
8 - CC	Pavement Markings - reapplication	27,400	Council Resolution
9 - CC	Affordable Housing	-	225,000 Council Resolution

Tax Rate Impacts - Significant Changes 2022 to 2023



Year	Median Assessed Home	Local Municipal Tax Rate	Local Municipal Tax Amount	Local Municipal Tax Amount Change
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	\$ 327,000	0.71821%	\$ 2,349	\$ 45.91
2023 Draft 5 including Items for Consideration	\$ 327,000	0.73763%	\$ 2,412	\$ 63.51

* Note that each percentage point of taxation equates to approximately \$375,000 in taxes collected.

What this indicates is that the amount of tax that will be paid in 2023 will have increased by \$63.51 over 2022, or approximately \$5.30/month.

In addition to this, a \$15,000 increase is being proposed for the Special Capital Levy, this increase forms part of the proposed financial plan to fund the Asset Management Plan.

The items that have been included as “**UNAVOIDABLE CHANGES**” total **\$1,268,355** and are as follows (note that the \$\$ amounts listed are the net impact on the Municipal Levy):

1. **Salaries & Benefits - \$1,172,489** - includes Step/Merit increases, union contracted amounts and non-union cost of living adjustments (COLA) of 2.0% as well as an increase for benefits such as CPP, EI, OMERS and Medical Benefits plans.
2. **Utilities & Fuel - \$302,569** – due largely to inflationary increases (fuel CPI 13.3% year over year; energy CPI at 15.2%) and bringing the Transportation division inline with historical actuals.
3. **Insurance - \$123,838** - inflationary increases.
4. **Repairs & Maintenance (Buildings & Equipment) - \$118,375** – as part of the Facility Condition Assessment review it was noted that many roofs within the Town need to be repaired and assessed. Staff will be conducting some initial engineering reviews for certain buildings in 2023 along with repairs and patching (Curling Club, Collingwood Police Storage Building and Red Brick Building).
5. **Accessible Transit Service Contract Change - \$71,500** – updated contract to new service provider.
6. **Materials Increase for Salt and Sand - \$63,840** – inflationary increases.
7. **Annual Support / Software - \$47,250** – new customer service software (\$37k) and inflationary increases throughout software subscriptions.
8. **Geo-technical Consulting O/Reg 406/19 (On-site and Excess Soil Management) - \$40,000** – new regulations from the Province that require consulting recommendations.

9. **Policing Contract Costs (OPP) – (\$300,000)** – due mainly to a reduction in the Town’s allocation for “Calls for Service” (decreased from 1.4677% to 1.4118%); the cost for the “Base Services” reducing from \$172.07/household to \$165.66/household; and the reconciled 2021 billing period resulting in a net credit.
10. **Salary Contingency from 2022 – (\$150,000)** – removed amount that was previously budgeted for the Salary Grid evaluation that occurred in 2021.
11. **Business Accelerator – (\$150,000)** – not requested for 2023 – further Council decision may be required.
12. **Debentures – (\$99,578)** – reduction in payment schedules.
13. **Miscellaneous – \$28,073** – due mainly to a one-time adjustment for inter-functional charges applied between Tax Supported and Non-tax Supported divisions.

The items that have been included as “ITEMS FOR CONSIDERATION” total \$712,650 and are as follows (note that the \$\$ amounts listed are the net impact on the Municipal Levy):

Note that at the beginning of the budget process staff met over several weeks to review master plans, priorities and objectives and create a list of expenditures for deliberation and discussion. This list began with nearly 150 items and a total net impact of approximately \$5,000,000 and has been refined to those that are the most beneficial to meet the Town’s Vision and Master Plans. These items are listed below (note that the \$\$ amounts listed are the net impact on the Municipal Levy):

1. **Asset Management Plan (AMP) – Funding Gap - \$314,000** – following the proposed AMP to assist in reducing the funding gap. The July 2022 update to the AMP revealed that for both Tax Supported and User Fee supported Core Assets we have a funding gap of approximately \$900,000, several options were presented to assist in offsetting this gap. This is the first of many steps to work towards that. Additionally, it is important to note that as staff continue to work through the non-core assets it is expected that this gap will grow considerably since the number and types of grants available to help offset that infrastructure is far more limited in scope.
2. **Urban Forestry Unit - \$140,000** – A review of the Urban Forestry Plan was completed to ensure a detailed understanding of the Council-approved report and its recommendations. Please see the changes noted in the introduction section of this document. The updated proposed amount for this new level of service includes:
 - Full Time Arborist - \$90,000 (1 FTE – deferred to May-2023);
 - Materials and Equipment - \$130,000 (net change from prior year of \$50,000); and
 - Capital equipment - \$50,000 (funded through Development Charges).
3. **Service Enhancement Positions - \$68,000:**
 - i. Water Distribution Operator - \$100,000 (User Fee Supported, i.e. no Tax Impact) - new development, system expansions, capital projects plus aging infrastructure requiring increased maintenance and repairs.

- j. CCS Project Administrator - \$66,000 (Tax rate impact is 0.12% as this position is offset by the HR Seasonal Position elimination and is incorporated within the Grain Terminals funding which is funded 50% by reserves). The main focus of this role will be to support the Executive Director with the Grain Terminals revitalization project and will include other duties as described above in the introduction section of this document.
- k. Audio / Video (AV) Coordinator - \$42,000 – since the beginning of the pandemic and the move to Hybrid meetings the Coordinator of Clerk Services and the System Support Coordinator have been managing through additional overtime and external expertise. In order to properly support the AV needs a staff member with appropriate training and background to continue to ensure that meetings can be held successfully. This position is partially offset by savings in overtime as well. It is proposed that this position be combined with the current part time Technology Assistant within the library, where efficiencies can be gained through the sharing of resources and expertise.
- l. Part Time Customer Service Representative - \$20,000 (User Fee Supported, i.e. no Tax Impact) – prior to the beginning of the summer of 2022 this position was authorized through a Council resolution. This position allowed the Customer Service team to manage the growing number of parking concerns and was fully funded through Parking Revenues.
- m. Transition of Administrative positions to Coordinator positions - \$6,000
 - i. Economic Development - \$3,000 - This is a re-evaluation of an existing position with a change in title to Economic Development Coordinator. While the administrative duties of the position would remain, this is an acknowledgement of the recent expansion of duties. An adjusted job description would include mention of several new day-to-day duties, including: Tourism product and experience development management – programs such as Patiolicious, Craft Beverage Capital, and the Discover Collingwood app; Organic and paid social media marketing, local business communications (newsletter 52x+ per year); Data management (community profile, data dashboard); Preparation of marketing materials – events, investment attraction, business retention and expansion, public presentations. The position would move to the next salary band (Band 6 to Band 7) and place the position on equal footing to an equivalent position in Economic Development supporting the Small Business Enterprise Centre (Small Business Digital Specialist). Front desk duties are now shared amongst all organizations within the Business Development Centre with a positive response from all partners, creating capacity for more core economic development activities.
 - ii. Parks Recreation and Culture - \$3,000 - The 2019 PRC Master Plan discussed a number of role transitions and additions that were not presented in the final public edition of the Master Plan. Additionally, the capacity and needs of the department have transitioned away from dependency on all but approximately 2% of the existing administrative role. The role has become more project-based, and requiring tasks associated with the Coordinator level for several years.

4. Studies - \$225,000:

- a. Master Transportation Plan - \$130,000 - the Town completed a transportation update in 2019 which focused on the evaluation of current and future vehicle traffic on the Town's arterial and collector roads. The Town also has an Active Transportation Plan (2013) and Cycling Plan (2019) that look at modes of transportation other than vehicles. Listening to concerns raised by residents and members of Council over the designation of our roads, the effect of higher traffic on local and collector roads, and overall road safety couple with a desire to encourage and support multi modal transportation under our Town vision, Staff are recommending the completion of a comprehensive Master Transportation Plan (under the Class EA process) that will update and improve upon the Transportation study, Active transportation plan and cycling plan. There is community pressure to engage in this long-term visioning process prior to the typical five year review of master plans.
 - b. Green House Gas Reduction Pathway Feasibility Study - \$50,000 – this study will help identify projects to move the Town towards the climate action plan. This is grant funded and shows only the net impact to taxation.
 - c. Strategic Plan Refresh - \$25,000 - Seek the services of a consultant or consulting firm to facilitate the development and documentation of a corporate strategic plan 2023 - 2026.
 - d. Community Based Strategic Plan Priorities Strategy Survey - \$25,000 - Consulting Services to conduct a Community Based Strategic Plan Priorities Strategy Survey. The purpose of this project is to have a statistically valid community-wide survey completed on behalf of the Town of Collingwood which will be used for strategic, tactical and operational planning activities. At the beginning of each Council term, a third-party survey of public opinions including communications, engagement, inclusiveness and civic pride.
- 5. Asset Management Plan –Capital Levy Increase - \$97,750** - following the proposed AMP to assist in reducing the funding gap. The July 2022 update to the AMP revealed that for both Tax Supported and User Fee supported Core Assets we have a funding gap of approximately \$900,000, several options were presented to assist in offsetting this gap. This is the first of many steps to work towards that. Additionally, it is important to note that as staff continue to work through the non-core assets it is expected that this gap will grow considerably since the number and types of grants available to help offset that infrastructure is far more limited in scope.
- 6. Transit Service Technician - \$45,500** – The 0.5 FTE transit position will assist in providing more direct oversight, support, management and improve both financial and operational effectiveness **and was a recommendation brought forward from an outside consultant group IBI on the Transit Optimization Study.** (Please see the introduction section of this document for more details on the changes in this position from Draft #2 to #3 and #5).
- 7. Annual Support / Software - \$20,000** – Interim Website modifications for accessibility and the heritage program.

8. **Pavement Marking Reapplication - \$27,400** - The proposed LOS would be to increase the number of applications of Pavement Markings, Long line as requested by Council over the past budget processes. These works would allow for a second application of line painting on Hume, Hurontario, HWY 26 East, HWY 26 West, High Street and Mountain Rd.
9. **Affordable Housing – (\$225,000)** - at this time a place holder of \$125,000 has been included in the 2023 budget. This amount is decreased from 2022 (previously \$350,000), while the Affordable Housing Master Plan is underway (\$75,000). Affordable housing initiatives are anticipated to evolve into 2023 from the results of the Master Plan, with the Town's role and contribution being more clearly defined. Pilot projects related to secondary dwelling unit rapid deployment and employer idea-generation as well as partnership activities are ongoing as the master planning process unfolds.

Additionally, as part of the January 9th SIC Meeting members of Council supported a resolution that up to \$225,000 of the 2022 general surplus will be allocated to the Affordable Housing Reserve Fund.

EFFICIENCY GAINS

Staff and members of Council are determined to make the Town of Collingwood a premier Town to Live, Work and Play. As part of this drive an intense focus is placed on continuous improvement actions to deliver services and programs in the most effective and efficient manner.

Throughout 2022 the following are examples of improvements that have been executed to follow this and have been incorporated into the 2023 proposed budget:

- 1) **Outdoor Rink Equipment Storage Building change in Approach** – as part of the 2022 Capital Budget \$350,000 was approved to support the construction of a new maintenance and storage facility adjacent to the Outdoor Rink at Central Park. Following receipt of extremely high tenders (in some cases the tenders received were nearly double the budgeted amount), Recreation Facilities staff reviewed and recommended an alternate approach where the available space in the Curling Club was repurposed and brought the total cost to \$150,000 (savings of \$200,000).
- 2) **Finance Department Reorganization** - throughout 2022 a reorganization was completed within the Finance Department which has helped streamline processes and ensure focus was applied in the most important areas, including business process review. Net cost savings = \$173,000 per year.
- 3) **Non-resident Parking Fees** – the collection of fees for non-residents from parking at the waterfront has been reinvested into Town Parks and the By-law departments, helping to offset the increased costs for garbage collection and maintenance.
- 4) **New Tecumseth Administrative Fee** – the administrative fee that was introduced in the water supply agreement will commence in 2026 – this amounts to just under \$200,000 in the first year and will increase over time as the volume of water changes.
- 5) **Fees and Service Review – Development Process** – there have been many changes to the Planning Act that will be enacted in 2023; as part of the preparation for this a full process review (inclusive of Building and Engineering) will commence early in 2023 to ensure that timelines are met and refundable application fees are minimized. Additionally, the fees associated with this service will right-sized to ensure that growth pays for growth. Finally, including a new Senior Planner will assist in meeting the levels of service required.
- 6) **Grain Terminals MOU** – outstanding financial and other risks related to remediation will be addressed, while providing benefits to the community that will be further explored in the public consultation planned with the proponent in 2023.
- 7) **Trailer Purchase for the WWTP** – since the beginning of the pandemic a trailer was required to house the staff at the WWTP, as staff were not sure if this would continue to be required the trailer was leased. At this time given that the space is still required for adequate distancing a business case was presented to purchase the trailer and has a payback period of 3.75 years.

- 8) **Mitigation of Vandalism at Central Park Arena and Centennial Pool** – a protective shield will be installed on the entrance ways at the pool and at Central Park Arena to prevent further vandalism. The cost to replace the exterior membrane is approximately \$11K (time & material), while the protective shield is \$11K and this eliminates the need ever to replace the fabric due to vandalism. Additionally, it reduces the cost of ongoing repairs and maintenance; savings of nearly \$40,000.
- 9) **Additional funding for Pumper Truck (Fire)** – as part of the purchase of the new Pumper truck a trade-in was offered at approximately \$90,000; alternate channels of supply allowed for a sale of \$150,000 to another Ontario Fire Department.
- 10) **Increased community engagement** – through the development of Hybrid meetings and additional communications channels staff have worked to ensure that community engagement has been increased extensively.
- 11) **Service Level Efficiencies:**
 - a. The MLEO II position request is offset by 2 seasonal officers which ensures a streamlined approach and more robust service level throughout the year.
 - b. Combining the Customer Service team at Town Hall with the Recreation Services team at the pool means the Town is able to provide a more fulsome customer experience.
 - c. In the 2022 budget a full time Lifeguard position was included that offset part time hours to ensure that programming could continue, given the new restrictions and the difficulty with maintaining part time staff. Additionally, it ensured a greater level of expertise and professionalism enhanced the overall customer experience.
- 12) **Transit Funding** – staff presented an updated Transit service plan which included a move to on demand service, which provides for a much more efficient system. Additionally, in order to provide the appropriate resources to manage the system a new position is requested that will be offset by contributions from the partner municipalities.
- 13) **Clearview Wastewater Treatment** – staff have been closely monitoring the actual costs required to manage the Clearview WWT facility, to ensure the appropriate recovery and administration fees are received.

BUDGET OVERVIEW – 2015-2023

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.

	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Proposed Budget
Operating	\$44.2	\$52.1	\$54.8	\$55.5	\$60.1	\$59.9	\$62.1	\$64.3	\$66.7
Capital	\$23.1	\$15.0	\$26.5	\$27.0	\$33.0	\$33.4	\$38.7	\$51.6	\$63.3
Total	\$67.3	\$67.1	\$81.3	\$82.5	\$93.1	\$93.3	\$100.8	\$115.9	\$129.9

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

	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Proposed Budget
Tax Levy	\$27.8	\$28.9	\$30.1	\$31.0	\$32.5	\$33.9	\$35.2	\$36.8	\$38.8

OPERATING BUDGET SUMMARY BY EXPENSE

The total operating budget is \$66.9 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 2023 Proposed Draft Operating Budget as compared to the 2022 Approved Budget by Department. The bottom line of the chart shows the 2023 proposed Total Tax Levy of \$38,760,746 which is a 5.4% increase over the 2022 Approved Levy of \$36,779,741.

OPERATING BUDGET BY EXPENSE CATEGORY						
	2021 Actual	2021 Budget	2022 YTD as at Dec-15-22	2022 Budget	2023 Budget	% CHG
Expenditures:						
Salaries and Benefits	\$ 22,945,706	\$ 23,836,074	\$ 24,708,352	\$ 25,363,480	\$ 26,785,055	5.6%
Administrative Expenses	1,540,386	1,811,125	1,972,835	2,298,111	1,761,092	-23.4%
Operating Expenses	4,975,563	3,073,114	3,990,814	3,878,889	3,770,201	-2.8%
Information Technology and Communications	770,210	845,550	1,185,266	1,012,372	1,112,317	9.9%
Personnel and Training	450,054	660,014	481,342	729,689	730,726	0.1%
Utilities	2,275,011	2,508,044	2,071,135	2,592,985	2,752,600	6.2%
Equipment Related	618,215	671,480	789,920	733,240	982,735	34.0%
Vehicle and Fleet Related	862,300	1,375,014	1,069,123	1,845,633	1,755,247	-4.9%
Legal Expenses	179,265	245,316	93,859	237,000	247,000	4.2%
Purchased Services	9,758,005	10,721,615	9,145,208	10,911,935	11,212,192	2.8%
Long Term Debt Servicing	4,292,796	4,306,417	3,931,863	4,635,296	4,494,370	-3.0%
Financial Expenses	1,361,114	1,553,779	1,556,192	1,544,953	1,792,111	16.0%
Premise and Site	2,087,855	2,264,018	1,850,263	1,863,947	1,833,068	-1.7%
Transfers to Capital	500,470	636,179	0	533,500	691,250	29.6%
Transfers to Town Reserves and Reserve Funds	10,150,085	6,491,104	2,617,903	6,114,689	6,747,035	10.3%
Total Expenditures	\$ 62,767,035	\$ 60,998,843	\$ 55,464,074	\$ 64,295,719	\$ 66,667,000	3.7%
Revenues:						
Municipal Taxation	\$ 37,206,671	\$ 1,503,567	\$ 39,497,960	\$ 1,607,000	\$ 1,812,704	12.8%
User Charges	17,201,066	16,751,077	16,933,944	17,809,329	18,153,242	1.9%
Government Transfers	2,119,694	911,058	898,484	1,564,458	1,598,658	2.2%
Other Municipalities	572,881	641,963	644,232	713,724	831,936	16.6%
Investment Income	344,734	200,000	963,622	300,000	300,000	0.0%
Donations	51,521	157,350	126,429	158,350	166,350	5.1%
Rentals and Concessions	956,241	1,170,220	1,292,460	1,225,634	1,379,538	12.6%
Other	3,090,394	3,232,836	8,806,076	2,825,743	2,273,872	-19.5%
Transfers from Obligatory Reserve Funds	275,232	291,891	0	254,091	359,091	41.3%
Transfers from Town Reserves and Reserve Funds	948,601	834,793	27,396	1,057,648	1,030,862	-2.5%
Total Revenues	\$ 62,767,035	\$ 25,694,755	\$ 69,190,604	\$ 27,515,978	\$ 27,906,253	1.4%
Total Estimated Tax Levy	\$ 0	\$ 35,304,088	-\$ 13,726,529	\$ 36,779,741	\$ 38,760,746	5.4%

OPERATING BUDGET SUMMARY BY DIVISION

OPERATING BUDGET BY DIVISION						
Department	2020 Actual	2021 Actual	2022 YTD as at Dec-15-22	2022 Budget	2023 Budget	% CHG
Governance	\$ 495,134	\$ 412,817	\$ 585,435	\$ 613,755	\$ 614,913	0.2%
Corporate Management	10,900,786	10,267,677	7,764,677	8,676,781	8,882,116	2.4%
Customer and Corporate Services	2,313,905	2,658,787	3,162,287	3,234,114	4,094,535	26.6%
Collingwood Fire Services	5,364,371	5,215,445	5,506,145	5,497,900	5,557,018	1.1%
Ontario Provincial Police	5,255,664	5,639,981	5,322,438	5,408,219	5,083,174	-6.0%
Protective Inspection and Control	471,269	565,729	763,736	757,746	762,832	0.7%
Coservation Authority	788,946	791,500	807,340	807,340	298,655	-63.0%
Public Works and Engineering	6,530,656	7,298,183	5,937,680	7,473,993	8,020,137	7.3%
Transit	1,308,113	1,582,332	1,540,170	1,688,963	1,836,681	8.7%
Social Housing		495,204	418,195	735,060	546,014	-25.7%
Parks, Recreation and Culture	5,421,738	5,742,333	6,608,158	7,136,991	8,113,526	13.7%
Planning and Development	2,431,675	2,895,223	3,136,660	2,819,523	2,676,814	-5.1%
Collingwood Public Library	1,702,528	1,770,335	1,730,263	1,899,386	2,081,727	9.6%
Collingwood Regional Airport	-169	-169				
Building	933,158	859,430	1,012,616	1,020,990	1,070,141	4.8%
Parking	311,498	483,600	390,603	451,472	585,222	29.6%
Water	7,725,878	9,130,259	5,008,945	8,070,426	7,832,476	-2.9%
Wastewater	8,726,269	8,220,706	5,769,727	8,003,059	8,611,019	7.6%
Total Funding Needed	\$ 60,681,419	\$ 64,029,372	\$ 55,465,077	\$ 64,295,718	\$ 66,667,000	3.7%
Less:						
Capital Levy	\$ 272,506	\$ 269,036	\$ 308,263	\$ 300,000	\$ 315,000	5.0%
Tax Related Revenues	35,741,721	36,937,635	39,311,670	1,307,000	1,497,704	14.6%
Non-Tax Revenues	24,667,192	26,822,701	30,314,280	25,908,977	26,093,549	0.7%
Total to be Raised from Taxes	\$ -	\$ 0	-\$ 14,469,136	\$ 36,779,741	\$ 38,760,746	5.4%

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. 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.)

	2021 FTEs	2022 FTEs	2023 Proposed
Administration:			
CAO	1.00	1.00	1.00
Clerks	9.00	9.00	9.50
Finance	11.00	10.00	10.00
Customer & Corporate Services:			
Customer Service	7.00	5.20	5.53
Fleet and Facilities	5.00	5.00	5.00
Human Resources	3.70	3.70	3.00
Information Technology	4.33	4.33	4.33
Customer & Corporate Service	-	3.00	4.00
Communications	-	2.00	2.00
Social Housing	-	1.00	1.00
Protection Services:			
Fire	32.56	32.11	32.11
ByLaw	7.16	7.66	7.66
Crossing Guards	2.10	2.59	2.59
Public Works & Engineering:			
Engineering	7.00	8.00	8.00
Public Works	26.00	26.00	26.50
Planning and Development:			
Planning	8.00	9.00	9.00
Marketing Bus Dev	4.43	4.28	4.28
Parks Recreation & Culture:			
PRC Admin	3.00	4.00	4.00
Parks	20.30	17.74	18.74
PRC Facilities	15.90	15.95	16.61
PRC Rec Services	12.60	11.77	11.77
PRC Culture and Events	9.60	8.63	8.63
Non-Tax Supported:			
Parking			
Building	7.00	7.00	7.00
WasteWater	8.00	8.00	8.00
Water	18.55	19.00	20.00
Library	19.56	19.21	19.21
Grand Total	242.79	245.17	249.46

The Proposed Budget Scenario includes the following staff complement changes for 2023:

• Full Time Arborist	1.00
• Water Operator	1.00
• PT Audio / Video Coordinator (to be combined with Library IT Tech)	0.50
• Customer Service Seasonal Permanent position (Parking offset)	0.33
• Transit Technician	0.50
• CCS Project Administrator (offset by elimination of HR Seasonal position) – Contract Position	0.30
• PRC Facilities – Outdoor Rink Operators (back to normal following the pandemic)	<u>0.66</u>
Total	<u>4.29</u>

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 2023 Operating Budget Charts contained within each Business Plan provides an overview of the Proposed 2023 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

Administrative Expenses

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

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.

Financial Expenses

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

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.

Legal Expenses

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

Long Term Debt Servicing

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

Operating Expenses

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

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.

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.

Purchased Services

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

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.

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.

Utilities

Includes hydro, natural gas, propane, and water.

Vehicle and Fleet Related

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

REVENUES

Donations

Includes revenues received from external parties as a donation.

Government Transfers

Includes revenues received from the Federal and Provincial government.

Investment Income

Includes interest income generated from the Town's investments.

Other

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

Other Municipalities

Includes funds received from other municipalities.

Rentals and Concessions

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

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.

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.

BUSINESS PLANS

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

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Purchased Services

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

Salaries and Benefits

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Includes hydro, natural gas, propane, and water.

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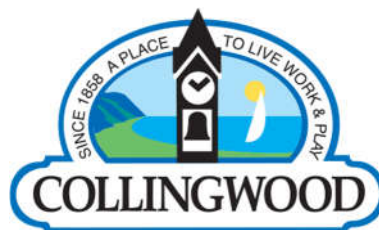
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User Charges

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.

GENERAL GOVERNMENT



**Governance – Offices of the Mayor and
Members of Council**

Division Team Leader: Yvonne Hamlin

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 form 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.

Under the Town's Services Model, the following Services are delivered by this funding:

- Council Relations & Support;
- Member's Professional Development & Expenses; and
- Council directed in-year financial supports.

Division's Pressures and Trends

- Legislative Changes and Updates
- Council & Community Engagement / Expectations
- 2023 Council Training

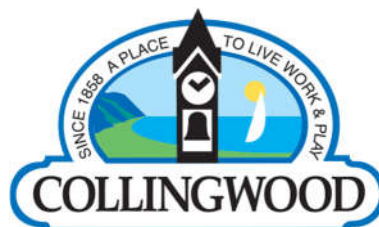
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ -	\$ -	-\$ 1,068	\$ 9,500	\$ -	-\$ 9,500	-100.0%
- Other	-	-	- 1,068	-	-	-	
- Transfers from Town	-	-	-	-	-	-	
Reserves and Reserve Funds	-	-	-	9,500	-	-	0.0%
Expenses / Expenditure	- 385,329	- 585,994	- 457,640	- 511,145	- 567,313	-\$ 9,500	-100.0%
- Administrative Expenses	- 1,603	-	- 2,633	- 600	- 600	- 56,167	11.0%
- Financial Expenses	- 52,600	- 211,720	- 140,293	- 146,842	- 158,586	-	0.0%
- Information Technology and Communications	- 564	- 1,465	- 564	- 580	- 580	- 11,744	8.0%
- Operating Expenses	-	-	- 511	-	- 2,000	-	0.0%
- Personnel and Training	- 8,075	- 42,000	- 13,748	- 57,500	- 60,500	- 2,000	0.0%
- Purchased Services	-	-	-	-	-	- 3,000	5.2%
- Salaries and Benefits	- 312,988	- 330,809	- 299,892	- 305,623	- 345,047	-	0.0%
- Transfers to Town Reserves and Reserve Funds	- 9,500	-	-	-	-	- 39,423	12.9%
Grand Total	- 385,329	- 585,994	- 458,708	- 501,645	- 567,313	-\$ 112,335	22.4%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ (9,500)
- Transfers from Town Reserves and Reserve Funds	Transfer from 2021	1 - Unavoidable	(9,500)
Expenses / Expenditure			\$ (56,167)
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(1,244)
	Request from PRC to keep \$9500 from 2021	1 - Unavoidable	9,500
	Add GTHS as per Request at SIC December 5th 2022	1 - Unavoidable	(20,000)
- Operating Expenses	Gift fund	3 - Service Enhancement	(2,000)
- Personnel and Training	January 23 Council - NOM waived Coun. Doherty - increase AMO expenses to \$5k.	3 - Service Enhancement	(3,000)
- Salaries and Benefits	Merit increase, COLA and Mayor FT	1 - Unavoidable	(39,423)
Grand Total			\$ (65,667)

Corporate Management



[Office of the CAO & Corporate Management]

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 coordinated plan of action.

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

Under the Town's Services Model, the Services delivered by this funding are:

- Strategic Planning & Leadership

Debentures for the Municipality are included within Corporate Management and include:

Black Ash Creek Channelization Debenture

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.

The total annual payment including interest is \$522K. This debenture will be complete in 2024.

Infrastructure Ontario (IO) Debentures

These debentures were issued for the Collingwood Public Utility Board and were then assumed by EPCOR as part of the sale agreement of the public utility. IO debt, however, is not transferrable to a private corporation and thus a section within the agreement was established where EPCOR is obligated to pay the Town for 100% of the debt. There is zero impact to the Town as payment is made on a monthly basis, in line with the actual debenture payments that the Town makes.

Library Debenture

The Library Debenture was entered into upon completion of the new Library in 2010. The debenture is partly Development Charge recoverable at 40%. The total annual payment including interest is \$485K, and the debenture will be complete in 2030.

South Servicing Debenture

This debenture represents work performed to service the South side of Town back in 2008. The total annual payment including interest is \$398K and is partly offset by property owner contributions through Local Improvement charges. This debenture will be complete in 2028.

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
1.00	1.00	1.00	1.00	-	1.00

Division’s Pressures and Trends

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

Supporting staff and Department Heads in a fast-paced, high-demand environment.

Mounting expectations for local governments to take on social service enhancements and for both Council Members and staff to engage with our residents and businesses, often receiving both helpful correspondence, and correspondence that is negative, personal, or non-constructive.

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

2023 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.

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.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 2,501,150	\$ 2,082,728	\$ 1,867,172	\$ 1,873,728	\$ 1,340,087	-\$ 533,641	-28.5%
- Government Transfers	695,082	-	-	-	-	-	0.0%
- Investment Income	344,734	200,000	313,327	-	-	-	0.0%
- Municipal Taxation	-	-	-	-	-	-	0.0%
- Other	1,048,957	1,260,750	1,082,072	1,260,750	723,070	- 537,680	-42.6%
- Rentals and Concessions	83,491	83,491	83,491	83,491	62,345	- 21,146	-25.3%
- Transfers from Obligatory Reserve Funds	140,091	140,091	-	140,091	140,091	-	0.0%
- Transfers from Town Reserves and Reserve Funds	- 172,604	27,396	27,396	27,396	27,396	-	0.0%
- User Charges	361,399	371,000	360,885	362,000	387,185	25,185	7.0%
Expenses / Expenditure	-\$ 7,709,443	-\$ 5,675,208	-\$ 5,095,828	-\$ 5,883,621	-\$ 6,026,481	-\$ 142,860	2.4%
- Administrative Expenses	- 36,782	- 89,000	- 26,560	- 59,000	- 55,000	4,000	-6.8%
- Equipment Related	- 33,125	- 37,200	- 10,814	- 32,000	- 32,000	-	0.0%
- Financial Expenses	- 389,032	- 403,049	- 408,061	- 413,081	- 286,182	126,899	-30.7%
- Information Technology and Communications	- 56,829	- 71,600	- 28,496	- 17,486	- 17,486	-	0.0%
- Legal Expenses	- 101,405	- 200,000	- 41,885	- 150,000	- 150,000	-	0.0%
- Long Term Debt Servicing	- 1,714,615	- 1,720,656	- 1,676,408	- 1,720,656	- 2,154,736	- 434,080	25.2%
- Operating Expenses	- 6,442	- 11,000	- 42,147	- 6,500	- 6,500	-	0.0%
- Personnel and Training	- 6,039	- 11,800	- 58,204	- 62,800	- 8,300	54,500	-86.8%
- Premise and Site	- 163,754	- 359,000	- 70,608	- 179,000	- 29,000	150,000	-83.8%
- Purchased Services	- 19,587	-	- 25,440	- 25,000	- 25,000	-	0.0%
- Salaries and Benefits	- 861,683	- 333,817	- 229,092	- 555,898	- 399,243	156,654	-28.2%
- Transfers to Capital	- 307,415	- 183,200	-	- 178,500	- 285,000	- 106,500	59.7%
- Transfers to Town Reserves and Reserve Funds	- 3,985,705	- 2,212,746	- 2,450,000	- 2,450,000	- 2,539,000	- 89,000	3.6%
- Utilities	- 27,032	- 42,140	- 28,113	- 33,700	- 39,033	- 5,333	15.8%
Grand Total	-\$ 5,208,293	-\$ 3,592,480	-\$ 3,228,657	-\$ 4,009,893	-\$ 4,686,394	-\$ 676,501	16.9%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ (533,641)
- Other	Interest earned on AR - moved to Finance 1225	1 - Unavoidable	(50,200)
	Updated Cross Charges across Organization	1 - Unavoidable	(466,040)
	Updated for 2023	1 - Unavoidable	(21,440)
- Rentals and Concessions	Updated Rent from 43 Stewart Rd from Water Department - see Cross Charge File.	1 - Unavoidable	(21,146)
- User Charges	Building Administration Charges	1 - Unavoidable	25,185
Expenses / Expenditure			\$ (142,860)
- Administrative Expenses	Reduce Postage based on Actual	1 - Unavoidable	4,000
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(31,684)
	Reduce Inflationary Adjustment to Match actual quote	1 - Unavoidable	24,000
	Transferred to HR	1 - Unavoidable	134,583
- Long Term Debt Servicing	Per debenture schedule	1 - Unavoidable	88,496
	Reallocate Black Ash Creek Debenture from Conservation	1 - Unavoidable	(474,638)
	Reallocate Black Ash Creek Debenture from Conservation Authority	1 - Unavoidable	(47,938)
- Personnel and Training	Remove UN/UEF Conference	3 - Service Enhancement	50,000
	Bring down to just AED Pad Supplies and replacement machines.	1 - Unavoidable	4,500
- Premise and Site	Remove 2022 - Additional Cleaning and Other	1 - Unavoidable	150,000
- Purchased Services	Remove 2022 - Council Compensation Review	3 - Service Enhancement	25,000
	Strategic Plan Refresh - Seek the services of a consultant or consulting firm to facilitate the development and documentation of a corporate strategic plan 2024-2027.	3 - Service Enhancement	(25,000)
- Salaries and Benefits	Remove Salary Grid Comp Review for 2022	1 - Unavoidable	150,000
	Transfer to 1245 for Appreciation Night	1 - Unavoidable	28,600
	Merit increase and COLA	1 - Unavoidable	(8,346)
	Staff appreciation	1 - Unavoidable	(13,600)
- Transfers to Town Reserves and Reserve Funds	Increase in reserve transfer to align with AMP	3 - Service Enhancement	(89,000)
	Reallocate AMP Transfer to 67600 - appropriate recording - remainder is Special Capital Levy only	1 - Unavoidable	1,485,000
	Reallocate AMP Transfer to 67600 - from 67620 - appropriate recording	1 - Unavoidable	(1,485,000)
- Utilities	Inflationary Adjustment	1 - Unavoidable	(5,333)
- Transfers to Capital	Project 9136 - Town Hall Accommodations	3 - Service Enhancement	(125,000)
	Remove one time funding from 2022	1 - Unavoidable	178,500
	9121 - Fund Town Hall Refurbishment	1 - Unavoidable	(70,000)
	9125 - Add Capital Funding for Server Management	1 - Unavoidable	(65,000)
	9125 - Add Capital Funding for Server Project - 01.11.23	1 - Unavoidable	(25,000)
Grand Total			\$ (676,501)

Division Team Leader: Sara Almas, Director of Legislative Services

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, Fairness Monitor and Closed Meeting Investigator, Division Registrar for all Vital Statistic Registrations, Marriage Licence 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.

Under the Town's Services Model, the following Services are delivered by this funding:

- Council Support;
- Public Commissioner Services;
- Vital Statistics;
- Municipal Elections Support;
- Freedom of Information;
- Committees & Task Force Support;
- Legislative – corporate agreements, acquisition & disposal of land or property, accountability, Municipal & Provincial Prosecution, business licencing;
- Corporate Risk Management, Insurance & Claim Reviews – legal advice; and
- Procurement & Disposal

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
8.30	9.00	9.00	9.00	0.50	9.50

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

Continuation with hybrid meetings: the system that was put into place in 2022 is a make-shift system that will require a major upgrade if council wishes to continue with offering hybrid meetings. The audio and visual equipment in the council chambers is at the end of its lifecycle and in need of replacement, with enhancements to provide a more efficient hybrid experience required. These enhancements include a monitor at each seat, replacement of the audio/visual equipment, and an upgraded OBS system which includes a new projector and screen and upgraded microphones. Staff are also requesting a part-time staff resource to manage the production of the hybrid meetings in the council chambers to reduce the amount of overtime currently being incurred by Clerks/IT staff and allow them to focus on their duties and responsibilities.

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.

Continue to adapt the Town's 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.

2023 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.
- Establishing and coordinating youth engagement in governance opportunity.
- Act on Recommendations from Judicial Inquiry: Lobbyist Registry Fully Implemented. Timeline: 1 to 3 years Lobbyist Registry By-law & Program Updates & Training.
- Annual public reports to Council from all boards, committees, and companies in which the Town has an interest, including their priorities for the next year and accomplishments related to the Town's Strategic Plan.
- Annual reaffirmation of the Code of Conduct by Council.

Master Plan Priority Projects

Deloitte Service Delivery Review:

Evaluate the Town's electronic records management system needs and ability to incorporate Office 365 and SharePoint technology as an EDRMS for the Town's corporate records. Recommendations also to come out of the IT Master Plan specific to this priority.

Develop and implement outstanding Procurement policies and procedures (review templates annually).

Further centralize Procurement services across the Town. To support the program, policies and procedures should be created to assist in the transition.

Develop a more comprehensive training program that contains training guides and sessions for all staff involved within the Procurement process.

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 Town's electronic records management system needs and ability to incorporate Office 365 and SharePoint technology as an EDRMS for the Town's corporate records. Recommendations also to come out of the IT Master Plan specific to this priority.

Implement upgrades to the council chambers to continue to provide enhanced transparency and participation in council discussion, decision making, and public engagement.

Ongoing training (CJI Recommendations).

Create a risk management program including standards consultation with respective departments, Health & Safety Coordinator, and insurance providers.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 25,683	\$ 187,125	\$ 40,378	\$ 134,225	\$ 76,125	-\$ 58,100	-43.3%
- Government Transfers	-	-	-	17,100	35,000	17,900	104.7%
- Other	18,178	180,150	31,648	30,150	34,150	4,000	13.3%
- Transfers from Town Reserves and Reserve Funds	-	-	-	80,000	-	- 80,000	-100.0%
- User Charges	7,505	6,975	8,730	6,975	6,975	-	0.0%
Expenses / Expenditure	-\$ 951,728	-\$ 1,230,179	-\$ 966,178	-\$ 1,267,735	-\$ 1,352,906	-\$ 85,171	6.7%
- Administrative Expenses	- 18,093	- 21,000	- 24,164	- 70,200	- 72,200	- 2,000	2.8%
- Equipment Related	- 2,188	- 2,000	- 11,194	- 2,310	- 2,600	- 290	12.6%
- Financial Expenses	-	-	-	-	-	-	0.0%
- Information Technology and Communications	- 3,025	- 17,080	- 2,897	- 33,182	- 44,682	- 11,500	34.7%
- Legal Expenses	- 79	-	- 153	- 5,000	- 5,000	-	0.0%
- Operating Expenses	- 19,200	- 25,000	- 20,200	- 30,000	- 29,000	1,000	-3.3%
- Personnel and Training	- 23,097	- 49,625	- 18,146	- 49,625	- 52,625	- 3,000	6.0%
- Purchased Services	- 24	- 30,000	- 73,680	- 50,000	- 30,000	20,000	-40.0%
- Salaries and Benefits	- 861,022	- 935,474	- 794,912	- 1,002,419	- 1,081,800	- 79,381	7.9%
- Transfers to Town Reserves and Reserve Funds	-25,000	-150,000	-20,833	-25,000	-35,000	-10,000	40.0%
Grand Total	-\$ 926,045	-\$ 1,043,054	-\$ 925,800	-\$ 1,133,510	-\$ 1,276,781	-\$ 143,271	12.6%

2023 Variance Analysis

		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ (58,100)
- Government Transfers	Modernization Funding - Agenda Mgmt contract renewal and upgrade	3 - Service Enhancement	10,000
	Modernization Funding for Consultant for ERM	3 - Service Enhancement	25,000
	Remove 2022 - Agenda Mgmt Software Upgrade - Modernization Funding	3 - Service Enhancement	(17,100)
- Other	Increase in Marriage licences	1 - Unavoidable	4,000
- Transfers from Town Reserves and Reserve Funds	Only brought into income during election year	1 - Unavoidable	(80,000)
Expenses / Expenditure			\$ (85,171)
- Administrative Expenses	Vital stats and notices	1 - Unavoidable	(2,000)
- Equipment Related	Municipal Voter View - annual subscription	1 - Unavoidable	(290)
- Information Technology and Communications	Agenda and Minutes Software - open market review	1 - Unavoidable	(10,000)
	E-signature Software (consignO - notarius/AMO)	2 - Growth	(3,600)
	FOI tracking software	3 - Service Enhancement	(10,000)
	Increase to cover agenda mgmt	1 - Unavoidable	(5,000)
	Remove Agenda one time	1 - Unavoidable	17,100
- Legal Expenses	Compliance audit applications	1 - Unavoidable	-
- Operating Expenses	Reduce - volunteer appreciation shown sepeartely above	1 - Unavoidable	5,000
	Volume of licences being issued has increased	1 - Unavoidable	(4,000)
- Personnel and Training	Existing subscriptions were not captured in 2022 budget	1 - Unavoidable	(3,000)
- Purchased Services	EDRMS Evaluation - dependant on the IT Master Plan recommendations	2 - Growth	(25,000)
	Remove 2022 - Internet Voting Vendor	1 - Unavoidable	45,000
	PT AV Coordinator 50% Band 7 30% of salaries	3 - Service Enhancement	(10,000)
	Volunteer appreciation	3 - Service Enhancement	(5,000)
	Merit increase and COLA	1 - Unavoidable	(32,381)
	PT AV Coordinator 50%, Band 7	3 - Service Enhancement	(32,000)
- Transfers to Town Reserves and Reserve Funds	Increase reserve amount	1 - Unavoidable	(10,000)
Grand Total			\$ (143,271)

Division Team Leader: **Monica Quinlan, Director of Finance/Treasurer**

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.

Under the Town’s Services Model, the following Services are delivered by this funding:

- Financial Accounting and Reporting
- Budgeting & Planning
- Financial Analytics
- Cash Management – including collections
- Debt Management
- Taxation
- Asset Management
- Payroll

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
10.00	11.00	11.00	11.00	-	10.00

Division's Pressures and Trends

The Finance division experiences high volume and peaks periods of workload between September and June 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; and preparation and submission of the Financial Information Return (FIR) by the deadline date of May 31.

There are a number of current trends that are putting pressure on the Finance division to maintain its current level of service:

- Community growth – more taxpayers, increased development and increased real estate transactions have 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) is 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.
- Finance Department Reorganization – throughout 2022 a reorganization was completed within the Finance Department which has helped streamline processes and ensure focus was applied in the most important areas, including business process review.

2023 Priorities

Community Based Strategic Plan Items

Continue with more in-depth Quarterly financial reporting to address transparency.

Master Plan Priority Projects

Complete written report for AMP - Non-Core Assets

Move to 4th Stage of AMP and complete by the end of the year

Continue evolution of 10 Year Capital Plan, including AMP projects, DC Growth Projects and Non-DC growth projects

Create and develop a 4 Year Operation Forecast

Perform Development Charge Study Update

Continuous Improvements

Water/Wastewater Billing – create business case.

Quarterly reporting beginning in the 3rd Quarter – update to include review of the Balance Sheet.

Long Term Financial Strategy – update to include Reserve / Debt details.

Investment strategy – make it more robust.

Chart of accounts and sub-department rationalization to prepare a service-based approach.

Business Process Re-engineering – modernize outdated processes and change from a task orientation to a process orientation and streamline current activities and tasks.

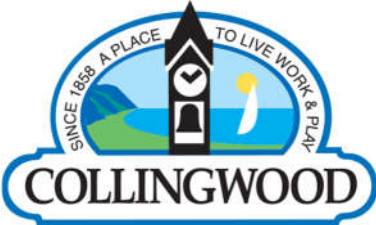
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 68,183	\$ 141,000	\$ 685,007	\$ 443,000	\$ 513,692	\$ 70,692	16.0%
- Government Transfers	26,100	40,000	-	105,000	55,000	- 50,000	-47.6%
- Investment Income	-	-	650,295	300,000	300,000	-	0.0%
- Other	1,781	-	2,957	-	11,500	11,500	0.0%
- Transfers from Obligatory Reserve Funds	-	48,000	-	-	65,000	65,000	0.0%
- Transfers from Town Reserves and Reserve Funds	-	15,000	-	-	-	-	0.0%
- User Charges	40,302	38,000	31,755	38,000	82,192	44,192	116.3%
Expenses / Expenditure	-\$ 1,540,915	-\$ 1,652,805	-\$ 1,584,947	-\$ 1,628,035	-\$ 1,550,329	\$ 77,706	-4.8%
- Administrative Expenses	- 41,332	- 13,500	- 46,636	- 46,000	- 46,000	-	0.0%
- Equipment Related	- 2,122	-	- 1,677	- 5,200	- 5,200	-	0.0%
- Financial Expenses	- 17,088	- 12,000	- 15,504	- 12,000	- 12,000	-	0.0%
- Information Technology and Communications	- 113,512	- 107,000	- 86,596	- 111,426	- 106,426	5,000	-4.5%
- Legal Expenses	- 4,040	-	-	-	-	-	0.0%
- Operating Expenses	- 996	- 25,000	- 1,090	- 15,000	- 15,000	-	0.0%
- Personnel and Training	- 23,899	- 50,875	- 13,275	- 50,875	- 50,875	-	0.0%
- Purchased Services	- 158,086	- 208,500	- 89,324	- 110,000	- 170,000	- 60,000	54.5%
- Salaries and Benefits	- 1,179,840	- 1,235,930	- 1,330,846	- 1,277,534	- 1,144,828	132,706	-10.4%
Grand Total	-\$ 1,472,732	-\$ 1,511,805	-\$ 899,940	-\$ 1,185,035	-\$ 1,036,636	\$ 148,399	-12.5%

2023 Variance Analysis

			2023 Budget Impact
	Description	Change Type	
Revenues / Funding Source			\$ 70,692
- Government Transfers	OCIF Funding reduced to match AMP work and include some staff time as well - i.e. Financial Analyst so total OCIF should be \$40k for consulting and \$15k for staff time.	1 - Unavoidable	(25,000)
	Remove 2022 - AMP Phase 2 - Add \$25k for consulting services	1 - Unavoidable	(25,000)
- Other	Interest earned on AR - moved from 1200	1 - Unavoidable	10,000
	New fee added in 2021	1 - Unavoidable	1,500
- Transfers from Obligatory Reserve Funds	DC Update - \$65k	2 - Growth	65,000
- User Charges	Recovery from Wastewater	1 - Unavoidable	23,346
	Recovery from Water	1 - Unavoidable	23,346
	Reduce to match actual	1 - Unavoidable	(2,500)
Expenses / Expenditure			\$ 77,706
- Information Technology and Communications	Remove Caseware Licenses	1 - Unavoidable	5,000
- Purchased Services	Additional AMP work to follow the final Provincial Guidelines	1 - Unavoidable	(25,000)
	Based on updated RFP results + \$10k for any additional special audits that may be needed.	1 - Unavoidable	5,000
	DC Study update	2 - Growth	(65,000)
	Remove 2022 - AMP Phase 2 - Equip/ Non Core Assets	1 - Unavoidable	25,000
- Salaries and Benefits	Reorganization of Finance, Merit Increase and COLA	1 - Unavoidable	132,706
Grand Total			\$148,399

Customer & Corporate Services



Division Team Leader: Amanda Pegg, Executive Director

Division Overview

The Customer & Corporate Services Department is responsible for the direct oversight and leadership of integrated initiatives across the organization related to customer service delivery, strategy, performance, and improvement with a commitment to providing exceptional customer service to meet the needs of residents, business, stakeholders, and employees regarding timeliness and effectiveness.

The department is also responsible for the management and leadership of corporate services which include Talent Management and Human Resources (HR), Fleet & Facilities (F&F) including Green and Climate Change Leadership, Information Technology Services (IT), and Public Relations & Communications (PR). This includes ensuring a coordinated, streamlined, and efficient approach to the delivery of internal services to the organization and stakeholders.

The main accountabilities within this department are in the areas of developing and managing an integrated customer service strategy, overseeing corporate service functions and administration functions related to corporate policy, and making recommendations to Council on service levels within the department and divisions.

The Executive Director’s office manages several initiatives directly, including leadership of the Grain Terminals Revitalization project, Federation of Canadian Municipalities (FCM) International Programming partnership, climate change and green leadership, employee engagement and wellbeing.

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
-	-	-	3.00	1.00	4.00

Division Pressures and Trends

As a central service department, the need to provide timely service delivery and support to all Town departments for corporate functions of information technology, human resources, communications, customer service, fleet and facilities as well as climate change continues to increase. Ensuring key priorities are addressed in a timely manner to ensure Town departments have the internal resources required to deliver on strategic and operational plans.

2023 Priorities

Community Based Strategic Plan Items

See roll out in Customer Service / IT / HR / Communications and Fleet & Facilities

Note that a Project Administrator has been included in the Grain Terminal Revitalization Project, this role is at a cost of \$66,000, this amount is partly offset by the elimination of the HR Seasonal support for the 2023 Budget (\$24k). The main focus of this role will be to support the Executive Director with the Grain Terminals revitalization project and will include other duties as follows:

- Supporting key corporate initiatives and projects that align with the Towns Community Based Strategic Plan. Examples: Grain Terminals Revitalization, Accessibility for Ontarians with Disabilities Act (AODA) Compliance, and the Federation of Canadian Municipalities: Women in Local Leadership Partnership.
- Supporting key division initiatives and projects that align with the Towns Employee Engagement and Wellbeing Plan. Examples: Human Resources policy updates, employee recognition, and training & development planning. Includes action tracking and reporting.
- Support and lead policy development (corporate policies and CCS division specific).
- Project planning, management, communication, and relationship building.
- Prepare, edit, and proofread correspondence, presentations, reports and related material.
- Support, organize and compile information to complete funding or other applications in collaboration with other departments/divisions.

Master Plan Priority Projects

See roll out in Customer Service / IT / HR / Communications and Fleet & Facilities

Continuous Improvement

See roll out in Customer Service / IT / HR / Communications and Fleet & Facilities

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 56,233	\$ -	\$ 2,265	\$ 30,000	\$ -	-\$ 30,000	-100.0%
- Government Transfers	54,790	-	-	30,000	-	- 30,000	-100.0%
- Other	1,442	-	2,265	-	-	-	0.0%
Expenses / Expenditure	-\$ 816,420	-\$ 902,869	-\$ 370,795	-\$ 506,212	-\$ 595,058	-\$ 88,846	17.6%
- Administrative Expenses	- 2,852	- 12,000	- 192	- 7,000	- 7,000	-	0.0%
- Information Technology and Communications	- 50,108	- 48,900	- 5,563	- 7,881	- 7,881	-	0.0%
- Operating Expenses	-	- 22,500	- 20,000	- 55,000	- 25,000	30,000	-54.5%
- Personnel and Training	- 5,934	- 19,000	- 132	- 11,000	- 11,000	-	0.0%
- Premise and Site	0	0	0	-20,000	0	20,000	-100.0%
- Purchased Services	- 112,393	- 20,000	- 5,088	- 20,000	- 50,000	- 30,000	150.0%
- Salaries and Benefits	- 645,133	- 780,469	- 339,819	- 385,331	- 494,177	- 108,846	28.2%
Grand Total	-\$ 760,187	-\$ 902,869	-\$ 368,530	-\$ 476,212	-\$ 595,058	-\$ 118,846	25.0%

2023 Variance Analysis

			2023 Budget Impact
	Description	Change Type	
Revenues / Funding Source			\$ (30,000)
- Government Transfers	Remove 2022 - Climate change Specialist programming resources Grant Dependent	3 - Service Enhancement	(30,000)
Expenses / Expenditure			\$ (88,846)
- Operating Expenses	Remove 2022 - \$30k Program resources for Climate Change Specialist - grant dependent	3 - Service Enhancement	30,000
- Premise and Site	Remove COVID-19	1 - Unavoidable	20,000
- Purchased Services	Consulting Services to conduct a Community Based Strategic Plan Priorities Strategy Survey. The purpose of this project is to have a statistically valid community wide survey completed on behalf of the Town of Collingwood which will be used for strategic, tactical and operational planning activities. As per the 2020-2023 Community Based Strategic Plan (Objective: Enhance Public Trust) At beginning of each Council term, a third party survey of public opinions including communications, engagement, inclusiveness and civic pride.	3 - Service Enhancement	(30,000)
- Salaries and Benefits	Transfer from 1200	1 - Unavoidable	(28,600)
	Remove Seasonal HR Support for Project Coordinator in CCS - Grain Terminals Project	3 - Service Enhancement	(66,000)
	Merit increase and COLA	1 - Unavoidable	(14,246)
Grand Total			\$ (118,846)

[Communications & Public Relations]

Division Team Leader: **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.

Under the Town’s Services Model, the following Services are delivered by this funding:

- Communications

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

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
-	-	-	2.00	-	2.00

Division's Pressures and Trends

As the maturity of the organization evolves, there is 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, 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. 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 are 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.

A Communications Coordinator position was approved in the 2022 Budget, with the role filled in June 2022 to help support the growing needs of the division and desire for increased communications and engagement with the public. There have been significant enhancements in the level of service in terms of transparent and consistent communication and engagement with the community but this will be an evolving pressure to ensure we are meeting the needs and wants of the community in ways which are inclusive, practical, and in alignment with our strategic goals.

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

2023 Priorities

Community Based Strategic Plan Items

Under the Community Based Strategic Plan, within the goal of “Transparent and Accountable Local Government”, “Enhance Public Trust” is a key component. This includes actions to “Proactively engage the public on town decisions, using Engage Collingwood, Coffees with Council and other opportunities,” and provide an “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.

Begin the development of an overarching communications strategy.

Develop a community engagement framework.

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

Through the projects listed below, the division will 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.

- Promoting stories of success in a meaningful and systematic way
- Introduction of key metrics
- Website content review (cross functional)
- Media releases – continue looking at what the community cares about and provide the community with news they want
- Promote and provide clarity of how we can use committee meetings – opportunities to speak to Council
- Promote opportunities for the public to access town information that interests them (increasing e-newsletters)
- Proactive public education opportunities
- Analytics – Enhance statistics and success measurement of communication and engagement campaigns to ensure the Town is utilizing the most effective tools and strategies to connect with the community and stakeholders.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Expenses / Expenditure	\$ -	\$ -	-\$ 224,837	-\$ 299,390	-\$ 374,262	-\$74,872	25.0%
- Administrative Expenses	-	-	- 151	- 2,500	- 17,500	- 15,000	600.0%
- Information Technology and Communications	-	-	- 72,795	- 95,550	- 134,350	- 38,800	40.6%
- Personnel and Training	-	-	- 1,017	- 2,500	- 9,000	- 6,500	260.0%
- Salaries and Benefits	-	-	- 150,875	- 198,840	- 213,412	- 14,572	7.3%
Grand Total	\$ -	\$ -	-\$ 224,837	-\$ 299,390	-\$ 374,262	-\$74,872	25.0%

2023 Variance Analysis

			2023 Budget Impact
	Description	Change Type	
Expenses / Expenditure			\$ (74,872)
- Administrative Expenses	Hard copy Municipal Information Guide to be delivered to all households	3 - Service Enhancement	(15,000)
- Information Technology and Communications	10% per year on Metroland Media - contract	1 - Unavoidable	(5,000)
	Inflationary Increase	1 - Unavoidable	(5,000)
	Reduce to follow actual	1 - Unavoidable	400
	Mailchimp subscription (electronic media release distribution system)	1 - Unavoidable	(200)
	Online Town Pages - online version of Town Pages hosted by CollingwoodToday.	3 - Service Enhancement	(14,000)
	Website interim modifications/improvements - accessibility/Heritage	3 - Service Enhancement	(15,000)
- Personnel and Training	Media training	3 - Service Enhancement	(6,500)
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(14,572)
Grand Total			\$ (74,872)

Customer Service

Division Team Leader: 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, and mail with some support on 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.

Under the Town’s Services Model, the following Services are delivered by this funding:

- Customer Service
- Corporate Office Support

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

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Changes	2023 Proposed
6.00	6.00	7.00	5.20	0.33	5.53

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 continually 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.

There is a definite seasonality in the inquiries received with Q1 being dominantly property tax and dog licencing requests; Q2 & Q3 heavily weighted to parking related support including registration and support for seasonal waterfront parking permits, parking ticket disputes and payment of tickets; and Q4 primarily election questions including checking if residents are on the voters list and updating their information which our Customer Service Ambassadors were cross-trained to support.

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 2022, based on current trends the Customer Service team alone is trending to have handled over 20,000 inquiries across the channels supported, approximately 40-50% higher than 2021 volumes.

2023 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

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	0.0%
- Other	-	-	-	-	20,000	20,000	0.0%
Expenses / Expenditure	\$ -	\$ -	-\$ 221,758	-\$ 274,104	-\$ 464,177	-\$ 190,073	69.3%
- Administrative Expenses	-	-	551	2,500	4,000	1,500	60.0%
- Equipment Related	-	-	-	-	1,600	1,600	0.0%
- Information Technology and Communications	-	-	503	1,200	37,600	36,400	3033.3%
- Operating Expenses	-	-	-	-	750	750	0.0%
- Personnel and Training	-	-	-	4,500	4,500	-	0.0%
- Salaries and Benefits	-	-	220,704	265,904	415,727	149,823	56.3%
Grand Total	\$ -	\$ -	-\$ 221,758	-\$ 274,104	-\$ 444,177	-\$ 170,073	62.0%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ 20,000
- Other	Parking fees allocation to offset PT position	3 - Service Enhancement	20,000
Expenses / Expenditure			\$ (190,073)
- Administrative Expenses	Office Supplies increase to reflect additional staff moving from PRC 7007 to CS 1235.	1 - Unavoidable	(1,500)
- Equipment Related	Happy or Not survey terminal. Has previously been paid by PRC but we have one at TH so taking on the cost for that machine/subscription	1 - Unavoidable	(1,600)
- Information Technology and Communications	New customer service software	1 - Unavoidable	(36,400)
- Operating Expenses	Currently no sundry account exists within CS (aligning with other CCS divisions)	1 - Unavoidable	(750)
- Salaries and Benefits	PT position - to help with Parking - offset by Parking Fees	3 - Service Enhancement	(20,000)
	Merit increase and COLA, Reorg of staff from 7007 Pool	1 - Unavoidable	(129,823)
Grand Total			\$ (170,073)

Fleet and Facilities

Division Team Leader: Dave McNalty, Manager Fleet & Facilities

Division Overview

As a division within the Customer & Corporate Services department, Fleet & Facilities supports the operation of all Town departments. Overall, the department is responsible for facility and energy management of Municipal properties, as well as corporate fleet management activities. This includes all aspects of business planning, project research, project procurement & management, contract administration, and supervision of contracted services for all facilities and the corporate fleet. The level of service Fleet & Facilities provides will vary by department depending on their needs. Additionally, the Climate Change Specialist and the development of Corporate and Community Climate Change Action Plans are included in the Fleet & Facilities portfolio.

The division's Key services and activities fall into one of four categories; corporate fleet activities, development and management of corporate service contracts, development and management of facility construction/renovation/repair projects, and climate change driven policy and action.

Corporate Fleet Activities

- Identification of requirements and preparation of contract documents for procurement of new vehicles/equipment.
- Coordination of the delivery of vehicles/equipment and arranging for vehicle/equipment specific familiarization and training.
- Vehicle asset management, licensing, registration, insurance, maintenance, inspection, etc.
- Managing the disposal of surplus assets which are no longer required.

Development and Management of Service Contracts

- Contracted commercial cleaning services, as well as some in-house cleaning services.
- Inspection/Testing/Maintenance (ITM), of life & fire safety systems for all facilities.
- ITM of all emergency generators.
- New facility related service contracts to allow other divisions to focus on their core business functions.

Facility Construction/Renovation/Operation

- Initiation, development, and management of facility related projects required due to lifecycle requirements of asset components.

- Initiation, development, and management of new construction to support corporate functions (ie. staff accommodations).
- Provision of Building Operators for some sites who perform routine building maintenance, coordination of minor contracted works, and support of corporate functions (ie. set up for meetings, flag raisings, lighting for awareness campaigns).
- Management of the Town’s asset management plan for the facility related elements of all facilities.

Climate Change

- Meeting the requirements of regulatory reporting identified in Ontario Regulation 507/18 which includes the creation and updating of an Energy Conservation and Demand Management Plan as well as providing annual reports on energy consumption.
- Development of a Corporate Climate Action Plan as well as a Community Climate Action Plan.
- Identification, development, and management of projects that will allow the Town to meet its GHG reduction targets.
- Ongoing education and collaboration requirements between council, staff, public, and environmental organizations/groups.

Under the Town’s Services Model, the following Services are delivered by this funding:

- Corporate Facilities Management
- Corporate Fleet Management
- Climate Change Action – including energy management
- Asset Disposal & Sale

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
4.00	4.00	5.00	5.00	-	5.00

Division’s Pressures and Trends

A heightened focus on the following has been observed and is expected to continue into 2023:

1. Climate Change - Council declared a Climate Crisis in 2019 and since then expectations have risen in the development and implementation of Climate Action Plans. As part of the Corporate Plan, the next step is to identify projects that will help the Town reach its GHG reduction goals. Added pressure is expected in the development and management of these projects.

2. Staff Accommodations - With the implementation of the remote work policy, and staff's return to Town offices following the pandemic, Town Hall renovation requirements and the consolidation of operations staff to the Tenth Line have moved to the forefront.

3. Corporate Wide Service Contracts - As a trend, the aim is to develop and put in place more corporate service contracts. This will help ensure consistency in the level of service across the organization and create a more cost-effective way of providing a service needed by multiple departments.

4. Asset Management - Completion of the facility condition assessments and creation of an asset management plan has increased the pressure on our team to address the lifecycle requirements for the facility related elements at all facilities.

5. Grain Terminals Revitalization Project Support - A high level of Fleet & Facility staff resources was expended in 2022 in support of the RFP processes, including the document development, proponent and staff tours, and the evaluation. With the award complete, 2023 support levels for Fleet & Facilities staff are not expected to be as high as 2022, however continued coordination efforts will be required. See the introduction section for an itemized listing of the amount included in the 2023 Budget.

6. Construction Industry - As a trend, the construction sector is still dealing with supply chain, material pricing, and labour availability issues due to the impacts of the pandemic. This trend in the construction industry has impacted the ability to deliver projects on time and within budget.

2023 Priorities

Community Based Strategic Plan Items

Enhance Community Well-Being and Sustainability

- Corporate and Community Climate Action Plan
- GHG Reduction Pathway Feasibility Study
- Library Geothermal/Heat Pump Access
- Electric Vehicle Charging Stations (corporate)
- LED Lighting Upgrades. Complete all remaining upgrades as directed by Council.
- 545 Tenth Line Lifecycle Management and Site Design for Staff Accommodations

Public Access to a Revitalized World-Class Waterfront

- Collingwood Terminals Redevelopment Coordination

Transparent and Accountable Local Government

- Vehicle Replacements (delayed deliveries)/Electrification of Fleet
- Library Door Upgrades
- Staff Accommodation Plan Update

- Asset Management/Lifecycle Projects. Implement Town wide roofing program based on asset management plan. Investigation, repairs, and asphalt shingle roofing replacements to be completed in 2023.
- Fleet Management/Transition to Worktech

Master Plan Priority 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 and Library

Corporate Vehicle Use Policy Review

Staff Accommodation Plan Update

Lifecycle Management - Collingwood Police Building

Disposal of Surplus Assets

Town Hall Refurbishment Program

New Corporate Service Contracts - Facility Maintenance

Vehicle Replacements including potential electrification for all departments

Installation of electronic Access Control infrastructure at the Public Library and Municipal Offices and implementation of access control on two doors.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 56,710	\$ 320,000	\$ 305	\$ 320,000	\$ 589,868	\$269,868	84.3%
- Government Transfers	56,710	-	-	-	-	-	0.0%
- Non Tax Revenue	-	-	305	-	-	-	0.0%
Reserves and Reserve Funds	-	320,000	-	320,000	520,000	200,000	62.5%
- User Charges	-	-	-	-	69,868	69,868	0.0%
Expenses / Expenditure	-\$ 727,076	-\$ 928,621	-\$ 965,027	-\$ 939,650	-\$ 1,187,982	-\$248,332	26.4%
- Administrative Expenses	- 1,709	- 1,500	- 1,579	- 1,500	- 1,500	-	0.0%
- Equipment Related	-	- 500	-	- 500	- 500	-	0.0%
- Financial Expenses	- 2,145	- 1,800	- 2,193	- 2,014	- 2,442	- 428	21.3%
- Information Technology and Communications	- 1,754	- 3,000	- 5,865	- 5,000	- 7,500	- 2,500	50.0%
- Operating Expenses	- 226	- 2,250	- 156	- 2,250	- 2,250	-	0.0%
- Personnel and Training	- 1,555	- 4,500	- 2,546	- 4,500	- 5,000	- 500	11.1%
- Premise and Site	896	-	- 66,942	-	-	-	0.0%
- Purchased Services	- 98,828	- 340,000	- 230,300	- 320,000	- 528,000	- 208,000	65.0%
- Salaries and Benefits	- 541,755	- 571,071	- 655,413	- 600,756	- 637,416	- 36,659	6.1%
- Transfers to Capital	- 80,000	-	-	-	-	-	0.0%
- Vehicle and Fleet Related	-	- 4,000	- 33	- 3,130	- 3,375	- 245	7.8%
Grand Total	-\$ 670,366	-\$ 608,621	-\$ 964,722	-\$ 619,650	-\$ 598,114	\$ 21,536	-3.5%

2023 Variance Analysis

			2023 Budget Impact
	Description	Change Type	
Revenues / Funding Source			\$ 269,868
- Transfers from Town Reserves and Reserve Funds	Remove 2022 re Grain Terminal RFP	1 - Unavoidable	(300,000)
	Removed - Interdepartmental cross charges updated organization wide	1 - Unavoidable	(79,100)
	50% funding for Grain Terminal RFP from Waterfront Master Plan	1 - Unavoidable	250,000
	Following SIC 01.09.23 - fund the remaining 50% through reserves for the Grain Terminals	1 - Unavoidable	250,000
	Building Operator - 70% W&WW (35/35)	3 - Service Enhancement	79,100
- User Charges	Recovery from Wastewater	1 - Unavoidable	30,860
	Recovery from Water - Phased in over two years	1 - Unavoidable	39,008
Expenses / Expenditure			\$(248,332)
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(428)
- Information Technology and Communications	Additional cellular phone for new Building Operator	3 - Service Enhancement	(500)
		3 - Service Enhancement	(2,500)
	Increase due to new staff	3 - Service Enhancement	(50,000)
- Purchased Services	GHG Reduction Pathway Feasibility Study - FCM Grant	3 - Service Enhancement	(50,000)
	Grain Terminals Continuation Planning, Legal and Consultants	1 - Unavoidable	(458,000)
	Remove 2022 - Grain Terminal RFP	1 - Unavoidable	300,000
- Salaries and Benefits	F&F Building Operator FT - partly funded by W/WW	3 - Service Enhancement	(113,000)
	Merit increase and COLA	1 - Unavoidable	(36,659)
	Remove - F&F Building Operator as per Sp SIC 01.16.23	3 - Service Enhancement	33,000
	Remove F&F Building Operator FT - as per Sp SIC 01.16.23	3 - Service Enhancement	80,000
- Vehicle and Fleet Related	Inflationary Adjustment	1 - Unavoidable	(245)
Grand Total			\$ 21,537

Human Resources

Division Team Leader: **Melissa McCuaig, Manager HR**

Division Overview

Human Resources (HR), a division of Customer & Corporate Services is a multi-faceted division, responsible and accountable 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 well-being
- Employee engagement programs, initiatives, and reporting
- Training and development
- Performance management and performance planning
- Compensation and group benefits administration (including claims management)
- Development and implementation of corporate HR policies and procedures
- Development and recommendation of plans, policies, and strategies to address HR and organizational strategic and operational objectives
- Providing advice to departments, staff, and Council on HR related matters
- Ensuring employment and legislative compliance in relation to HR

HR leads employee and 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 are delivered through various programs and initiatives. HR supports the organization in the delivery and development of a positive, safe, healthy, and supportive culture and 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.

Under the Town's Services Model, the following Services are delivered by this funding:

- People & Talent Management
 - Employee Relations
 - Compensation and group benefits administration
 - Labour relations
 - Employee Health, Safety & Well-being

- Performance Management and Planning

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
3.00	3.00	3.70	3.70	(0.70)	3.00

*** Note: as part of the Grain Terminals Revitalization project a Project Administrator was included in the budget under CCS – Admin, this position was partly offset by eliminating the HR Seasonal position.*

Division’s Pressures and Trends

Recruitment, attraction, and retention of top talent: A certain level of staff turnover is expected but the labour market is continuing to see a dire shortage of workers to fill jobs across all sectors. Staff are retiring from key positions and the labour shortage is an on-going challenge. Investing in training of current staff, succession planning, and showcasing opportunities to work in our organization will be key factors for how the organization faces pressures to expand operations due to legislative requirements and community growth.

Within the HR function, capacity constraints and a lack of streamlined processes, supported by technology, require significant manual administration for service delivery. Services are also in need of enhanced clarification of accountabilities within HR and across corporate divisions. HR is eager to explore the more regular/formal use of people analytics towards supporting strategic decisions that are informed or influenced by HR data and information.

2023 Priorities

Community Based Strategic Plan Items

Our staff are the key factor enabling the implementation and achievement of the Community Based Strategic Plan and having a clear HRMP strategy will

- aid in prioritizing the talent processes, programs, and initiatives critical to determining the success of our organization
- help inform, and provide clear tactics for, the development and implementation of a succession plan program

- aid in informing the expansion and implementation of an HR Information System (i.e. which components would yield the highest return-on-investment and when new/additional components should be considered/added)

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. It will provide a strategic roadmap and a robust tactical action plan for the HR division to implement to elevate the service to align with best-in-class service delivery practices in the field.

Continuous Improvements

Diversity & Inclusion

Review of HR-related policies and procedures

Health and Safety programs

Employee Lifecycle Management

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ -	\$ -	\$ -	\$ -	\$ 119,525	\$ 119,525	0.0%
- Government Transfers	-	-	-	-	50,000	50,000	0.0%
- User Charges	-	-	-	-	69,525	69,525	0.0%
Expenses / Expenditure	-\$ 435,333	-\$ 473,538	-\$ 459,095	-\$ 482,782	-\$ 690,055	-\$ 207,272	42.9%
- Administrative Expenses	- 4,470	- 10,500	- 2,928	- 10,500	- 10,500	-	0.0%
- Equipment Related	-	- 15,000	- 1,033	- 15,000	- 15,000	-	0.0%
- Financial Expenses	-	-	-	-	- 134,583	- 134,583	0.0%
- Information Technology and Communications	- 11,012	- 8,600	- 8,795	- 12,000	- 12,000	-	0.0%
- Legal Expenses	- 14,737	- 10,000	- 6,908	- 10,000	- 10,000	-	0.0%
- Operating Expenses	- 222	- 1,000	- 179	- 1,000	- 1,000	-	0.0%
- Personnel and Training	- 51,538	- 79,495	- 42,346	- 79,495	- 85,995	- 6,500	8.2%
- Purchased Services	- 41,350	- 20,000	- 52,207	- 10,000	- 89,000	- 79,000	790.0%
- Salaries and Benefits	- 312,003	- 328,943	- 344,699	- 344,787	- 331,977	12,811	-3.7%
Grand Total	-\$ 435,333	-\$ 473,538	-\$ 459,095	-\$ 482,782	-\$ 570,530	-\$ 87,747	18.2%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ 119,525
- Government Transfers	Modernization Funding towards the HR Master Plan	3 - Service Enhancement	50,000
- User Charges	Recovery from Wastewater	1 - Unavoidable	20,600
	Recovery from Water	1 - Unavoidable	48,925
Expenses / Expenditure			\$(207,272)
- Financial Expenses	Transferred from ADMIN	1 - Unavoidable	(134,583)
- Personnel and Training	Increased subscription fee for HRdownloads on-line training program	1 - Unavoidable	(2,500)
	Management H&S responsibilities training - external provider	3 - Service Enhancement	(4,000)
- Purchased Services	Carry forward of HR Master Plan into 2023	3 - Service Enhancement	(50,000)
	Salary continuance service fees - utilize external adjudicator for sick leave occurrences >5 days	3 - Service Enhancement	(14,000)
	Allocation for workplace investigation services	3 - Service Enhancement	(15,000)
- Salaries and Benefits	Remove Seasonal HR Support for Project Coordinator in CCS - Grain Terminals Project	3 - Service Enhancement	24,368
	Merit increase and COLA	1 - Unavoidable	(11,557)
Grand Total			\$ (87,747)

Information Technology

Division Team Leader: 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 department 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.

Under the Town's Services Model, the following Services are delivered by this funding:

- IT Support
 - Voice & Data Infrastructure Maintenance & Support
 - End User Technology Support
- Asset Security & Privacy
- Geographical Information Systems (GIS)
- Asset Disposal & Sale

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
4.00	4.33	4.33	4.33	-	4.33

Division's Pressures and Trends

As of October 2022, the IT division has received over 1750 logged requests for service. IT has also had to take on the current responsibility of managing and supporting various departmental software's due to lack of succession within the respective divisions. This has been unanticipated and contributes by adding additional pressure and responsibility within the IT division. Year over year there is an upward trend for IT support and guidance. 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. 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.

IT has also assumed the responsibility of all public facing library systems and infrastructure including a new management solution for the public facing computers and printing.

Unplanned or reactive work continues to increase with the division often having to prioritize ensuring staff can perform their job duties using technology, which will continue to be the number one priority.

From a GIS perspective, the division continues to see an upward adoption of GIS related solutions. Asset Management was a primary focus in 2022 and other daily task were often re-prioritized in favor of Asset Management. This has led to some backlog. 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.

2023 Priorities

Community Based Strategic Plan Items

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

Master Plan Priority Projects

Support for IT Master plan outcomes. Plan will be delivered by end of 2022.

Continued support from Geographic Information systems towards the Asset Management Plan.

Continuous Improvements

Lifecycle Replacements:

- Server and Storage Infrastructure
- Laptop/Desktop
- Electronic Door Locks

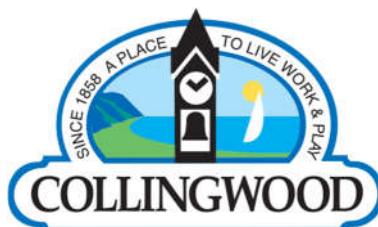
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 62,717	\$ 236,350	\$ 64,274	\$ 112,850	\$ 81,469	-\$ 31,381	-27.8%
- Non Tax Revenue	555	-	1,524	-	-	-	-
- Other	62,162	112,850	62,750	112,850	-	- 112,850	-100.0%
- Transfers from Town Reserves and Reserve Funds	-	123,500	-	-	-	-	0.0%
- User Charges	-	-	-	-	81,469	81,469	0.0%
Expenses / Expenditure	-\$ 637,571	-\$ 761,156	-\$ 657,680	-\$ 693,976	-\$ 745,001	-\$ 51,025	7.4%
- Administrative Expenses	- 1,823	- 2,500	- 4,611	- 4,200	- 4,700	- 500	11.9%
- Equipment Related	- 1,602	- 2,000	- 62	- 2,000	- 1,500	500	-25.0%
- Information Technology and Communications	- 118,507	- 131,850	- 139,766	- 157,109	- 163,409	- 6,300	4.0%
- Inter-functional Transfers	- 26,293	- 13,091	- 23,790	- 13,091	- 13,091	-	-
- Operating Expenses	- 182	- 500	- 302	- 500	- 500	-	-
- Personnel and Training	- 5,711	- 12,000	- 6,268	- 11,500	- 11,500	-	-
- Premise and Site	-	- 4,005	-	- 4,005	- 4,005	-	-
- Purchased Services	- 7,714	- 15,000	-	- 15,000	- 15,000	-	-
- Salaries and Benefits	- 443,609	- 423,960	- 451,676	- 454,621	- 488,546	- 33,925	0
- Transfers to Capital	-	- 123,500	-	-	- 10,500	- 10,500	-
- Transfers to Town Reserves and Reserve Funds	- 31,000	- 31,000	- 31,000	- 31,000	- 31,000	-	-
- Vehicle and Fleet Related	- 1,130	- 1,750	- 206	- 950	- 1,250	- 300	0
Grand Total	-\$ 574,854	-\$ 524,806	-\$ 593,406	-\$ 581,126	-\$ 663,532	-\$ 82,406	14.2%

2023 Variance Analysis

			2023 Budget Impact
Description		Change Type	
Revenues / Funding Source			\$ (31,381)
- Other	Removed - Interdepartmental cross charges updated organization wide	1 - Unavoidable	(112,850)
	Recovery from Building	1 - Unavoidable	10,450
- User Charges	Recovery from Wastewater	1 - Unavoidable	21,043
	Recovery from Water	1 - Unavoidable	49,976
Expenses / Expenditure			\$ (51,025)
- Administrative Expenses	Increase in Staff ID Card costs	2 - Growth	(500)
- Equipment Related	Reduction in equipment repairs.	1 - Unavoidable	500
- Information Technology and Communications	Increase for Lifecycle Replacement in Department	1 - Unavoidable	(600)
	Increase in Hardware Maintenance Fortinet	1 - Unavoidable	(4,400)
	Increase in Office 365 Licenses (QTY 10)	2 - Growth	(1,800)
	Reduction in telephone expense	1 - Unavoidable	500
- Purchased Services	Moving of Funding from Consulting Fees	1 - Unavoidable	(5,000)
	Consolidate to Contracted Services	1 - Unavoidable	5,000
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(33,925)
- Vehicle and Fleet Related	Increase in Fuel Costs	1 - Unavoidable	(300)
- Transfers to Capital	Transfer to capital	1 - Unavoidable	(10,500)
Grand Total			\$ (82,406)

PROTECTIVE SERVICES



Fire

Division Team Leader: Dan Thurman, Fire Chief

Division Overview

This division provides a multi-discipline response to incidents including fires, fire alarm activations, carbon monoxide alarms, tiered medical calls, motor vehicle collisions (MVCs) including extrication, ice, and water rescues (i.e. boat/marine incidents).

Office of the Fire Marshal and Emergency Management (OFMEM) -Three Lines of Defense:

1. Public Fire Safety Education
2. Fire Safety Standards and Enforcement
3. Emergency Response

Under the Town’s Services Model and in line with the OFMEM, the following Services are delivered by this funding:

- Fire including fire prevention, public education, and fire suppression
- Emergency management

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
32.56	32.56	32.56	32.11	-	32.11

Division’s Pressures and Trends

Increased municipal growth of 13.8% between 2016 – 2021, tourism and recreational activities, residential and commercial construction have all led to an rise in call volume and response time due to traffic and new streets in previously undeveloped areas.

Public education deliverables not being met due to additional workload for Prevention Division.

Training and educational demands; Mandatory Certification by the OFMEM; Closure of the Ontario Fire College has made educational opportunities more difficult for staff to access.

Increase in emergency calls due to homelessness and addiction issues in the community. Concerns regarding business occupancies change of use without a registry program.

Prevention division dealing with mental health issues (hoarding, squatting). Increase in the number of high-rises fires and the greater complement of firefighters that are required.

2023 Priorities

Community Based Strategic Plan Items

Fire Master Plan - identification of service needs in alignment with community growth.

Create a training program for condominium property management companies.

Inspection of all businesses/apartments on Hurontario Street (1st-4th Street).

Launch of our certified extinguisher training program to all vulnerable occupancies which includes retirement homes, senior care, and living facilities and hospitals.

Fire Prevention; Vulnerable Occupancy annual certification

Master Plan Priority Projects

Emergency Apparatus - replace pumper truck (end of life cycle)

Fire Hose - end of life cycle

Implement proposed Ontario Fire Marshal and Emergency Management (OFMEM) Regulations. regarding Mandatory Certification.

Conduct training for surface water rescue (NFPA 1006).

Complete certification Fire Officer 2 (NFPA 1021).

Continuous Improvement

Develop enhanced emergency driver training program.

Maintain focus on mental health and post-traumatic stress programs for our fire service family that are structured to support the emotional/mental wellness of our firefighters and staff, build resilience and encourage a healthy workplace.

Capitalize on social media to ensure the public is better informed/prepared in the event of an emergency.

Enhancement and maintenance of drone program.

Continued review and updating of emergency management program to meet Provincial requirements.

Enhance website to provide a user oriented/ functional design.

Continue developing a positive relationship between the fire and building department to ensure code compliance is met.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 115,106	\$ 18,500	\$ 206,295	\$ 18,500	\$ 30,500	\$ 12,000	64.9%
- Government Transfers	9,900	-	-	-	-	-	0.0%
- Non Tax Revenue	70,330	0	172,223	0	0	0	0.0%
- Other	34,875	18,500	34,071	18,500	30,500	12,000	64.9%
Expenses / Expenditure	-\$ 5,188,980	-\$ 5,187,019	-\$ 4,507,667	-\$ 5,497,900	-\$ 5,557,018	-\$ 59,118	1.1%
- Administrative Expenses	- 6,065	- 5,800	- 3,649	- 5,800	- 5,800	-	0.0%
- Equipment Related	- 67,539	- 67,500	- 34,712	- 67,500	- 67,500	-	0.0%
- Financial Expenses	- 87,890	- 73,680	- 74,986	- 82,459	- 100,017	- 17,558	21.3%
- Information Technology and Communications	- 20,047	- 17,500	- 14,658	- 17,500	- 17,500	-	0.0%
- Long Term Debt Servicing	-237,199	-238,043	-232,730	-238,043	-227,417	10,626	-4.5%
- Operating Expenses	- 1,483	- 4,000	- 1,529	- 4,000	- 4,000	-	0.0%
- Personnel and Training	- 79,507	- 74,500	- 48,839	- 74,500	- 74,500	-	0.0%
- Premise and Site	-49,781	-41,000	-41,718	-44,500	-49,500	-5,000	11.2%
- Purchased Services	- 87,948	- 94,200	- 93,155	- 112,200	- 112,200	-	0.0%
- Salaries and Benefits	- 4,383,511	- 4,374,996	- 3,813,012	- 4,650,938	- 4,693,774	- 42,836	0.9%
- Transfers to Capital	0	0	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	-38,305	-43,600	-35,869	-42,100	-42,100	0	0.0%
- Vehicle and Fleet Related	-29,705	-52,200	-29,477	-58,360	-62,710	-4,350	7.5%
Grand Total	-\$ 5,073,874	-\$ 5,168,519	-\$ 4,301,373	-\$ 5,479,400	-\$ 5,526,518	-\$ 47,118	0.9%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ 12,000
- Other	Increased to match historical values	1 - Unavoidable	12,000
Expenses / Expenditure			\$ (59,118)
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(17,558)
- Long Term Debt Servicing	Per debenture schedule	1 - Unavoidable	10,626
- Premise and Site	Bring to actuals	1 - Unavoidable	(5,000)
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(42,836)
- Vehicle and Fleet Related	Inflationary Adjustment	1 - Unavoidable	(4,350)
Grand Total			\$ (47,118)

By-Law**Division Team Leader: Adam Harrod, Supervisor Bylaw****Division Overview**

The purpose of the By-law Enforcement Division (“Division”) is to enforce the Town’s bylaws, and, in some cases, to develop policy related to these bylaws (e.g. parking and short term accommodations). This enforcement is intended to support achievement of the Town’s Vision, including 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. These regulations are passed with the purpose of maintaining the health, safety, and general wellbeing of the public. The Division is also responsible for the Town’s School Crossing Guard Program and for facilitating Provincial Offence Prosecutions for all departments and divisions within the Town of Collingwood.

Listed below is a summary of some of by-laws and Provincial Statutes that the Division is responsible for enforcing:

1. Licensing & Permit related By-Laws

Business Licensing By-law, Fill By-law, Fireworks By-law, Ontario Heritage Act, Patio and Merchandise Encroachment By-law, Parks and Facilities By-law, Retail Holiday By-law, Sign By-law, Special Event By-law

2. Environmental related By-Laws

Fill By-law, Fireworks By-law, Idling By-law, Noise Control By-law, Open Air Burning By-law, Parks and Facilities By-law, Sewer Use By-law, Tree Preservation By-law, Waste and Recycling By-law, Water By-law

3. Health & Safety related By-Laws & Provincial Statutes

Discharge of Firearm By-law, Fireworks By-law, Parks and Facilities By-law, Public Nuisance By-law, Reopening Ontario Act (not currently enforced), Smoking By-law/Smoke Free Ontario Act, Zoning By-law (e.g., short term accommodations)

4. Property related By-Laws & Provincial Statutes

Clean Yards By-law, Civic Addressing By-law, Fence By-law, Heritage District By-law and Plan (non-compliance issues only), Long Grass and Weeds By-law, Ontario Heritage Act Pool Enclosure By-law (non-compliance issues only), Property Standards By-law, Snow Removal By-law, Standing Water By-law, Zoning By-law

5. Animal Control

24-hour emergency response service for found or injured dogs; Animal Licencing; Coyote Management and Communication Plan; contract management for animal control pound facility

6. Crossing Guard Service

The Town of Collingwood currently has 9 crossing guard locations serving 6 different schools. The By-law Services Division, in conjunction with Town's Engineering Department, is responsible for:

- a) Reviewing/considering new crossing guard locations (Engineering Services); and
- b) Training and recruitment of Crossing Guards, including conducting evaluations.

Under the Town's Services Model, the following Services are delivered by this funding:

- By-law Enforcement (excludes Parking By-law Enforcement Service, which is presented separately as a Non Tax Supported item)
- Animal Control & Enforcement
- Crossing-Guard – (as active school transportation is encouraged)

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
6.60	7.60	7.60	7.60	-	7.60

Division's Pressures and Trends

Maintaining Service Levels and meeting demands as:

- The volume of calls and numbers of occurrences have increased year over year (statistics available), including new calls due to population growth
- The extent and complexity of by-law cases has increased the number of inspections related to each item and the amount of time it takes to resolve each issue
- Increases in the number of rules / regulations enacted and needing to be enforced
- We must address and mitigate concerns for officers Health & Safety – including stress from case load, as well as risks related to working alone, violence & harassment
- Managing increase calls that also relate to mental health and homelessness issues.

- Demand for ongoing Evaluations of new/existing Crossing Guard Locations (new subdivisions/growth of community)
- Increase in wildlife calls for service (i.e., distempered racoons)

The Town has attempted to address service levels by implementing proactive versus reactive response approaches for certain bylaws, as well as support from the Collingwood Police for some types of after-hours calls.

Reduction in income due to:

- A reduction in POA fines being collected. A majority of charges are a result of OPP charges, including the change in their traffic enforcement unit.
- Court closures and accessibility. There continues to be a backlog in cases during 2022 and the courts have limited availability for various non-urgent offenses.
- Reduction in animal control licensing collection.

Support Services or Staffing options limited or not available

- Limited number of veterinarians offering 24/7 emergency response for injured animals
- Difficulty in finding rescue agencies for injured wildlife
- Currently only the GTHS provide 24 hour pound facilities
- Recruitment and Retention of Crossing Guards is difficult

2023 Priorities

Community Based Strategic Plan Items

The By-law Services Division intends on:

- report back with recommendations regarding short term accommodation and taxi/ride sharing policies and responsible for the implementation of Council’s direction.
- continuing to promote Municipal By-laws compliance through education, information, and interactions with the public;
- continue to enhance public trust by engaging with the public prior to and following town decisions pertaining to regulatory by-laws and/or processes.
- preserving the Town's environment and acting on climate change by continuing to use bicycles to patrol public spaces (parks and trails) to monitor and promote compliance of Town By-laws; and
- enhancing public trust by engaging with youth by continuing to offer high school co-op placements.

Master Plan Priority Projects

Continuous Improvement

Ensure Collingwood remains a safe place to live, work, and play.

Complete the By-law Service Review and present report to Council, including recommendations, intended to address the appropriate services and service levels to meet Council's intentions, and to right-size the resources to the work.

Report to Council on options for Short Term Accommodation management and enforcement.

Investigate the merits of implementing an Administrative Monetary Penalty (AMP) System. The AMP system is an alternative forum in which to administer certain provincial offences. Rather than proceeding through the court system, upon contravention of a by-law, an administrative procedure is triggered, and the Town imposes a financial penalty upon the person who contravened the particular bylaw. The system is more akin to a civil process rather than a quasi-criminal process.

Streamline customer service and other Initiatives including the new customer service management software.

Regularly review and make recommendations to update existing By-laws and policies.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 42,482	\$ 57,400	\$ 40,987	\$ 55,750	\$ 44,750	-\$11,000	-19.7%
- Other	42,420	57,400	40,987	45,750	44,750	- 1,000	-2.2%
- Other Municipalities	62	-	-	-	-	-	0.0%
- Transfers from Town Reserves and Reserve Funds	-	-	-	10,000	-	- 10,000	-100.0%
Expenses / Expenditure	-\$ 559,661	-\$ 681,013	-\$ 756,582	-\$ 757,746	-\$ 762,832	-\$ 5,086	0.7%
- Administrative Expenses	- 2,953	- 2,000	- 3,240	- 2,500	- 2,500	-	0.0%
- Equipment Related	- 1,787	- 2,000	- 252	- 2,000	- 2,000	-	0.0%
- Financial Expenses	- 8,749	- 7,818	- 8,948	- 8,689	- 10,431	- 1,742	20.0%
- Information Technology and Communications	- 10,781	- 9,915	- 19,886	- 18,400	- 17,900	500	-2.7%
- Inter-functional Transfers	- 39,384	- 26,182	- 36,981	- 26,182	- 26,182	-	0.0%
- Legal Expenses	- 2,277	- 4,000	- 4,280	- 5,000	- 5,000	-	0.0%
- Operating Expenses	- 6,945	- 5,660	- 5,073	- 5,900	- 5,900	-	0.0%
- Personnel and Training	- 13,965	- 18,000	- 15,564	- 21,500	- 20,500	1,000	-4.7%
- Premise and Site	-	- 4,005	-	- 4,005	- 4,005	-	0.0%
- Purchased Services	- 26,000	- 69,500	- 34,030	- 59,500	- 26,000	33,500	-56.3%
- Salaries and Benefits	- 440,257	- 521,800	- 627,733	- 595,097	- 626,729	- 31,631	5.3%
- Transfers to Capital	- 3,555	- 3,500	-	-	-	-	0.0%
- Vehicle and Fleet Related	- 3,010	- 6,633	- 594	- 8,973	- 15,686	- 6,713	74.8%
Grand Total	-\$ 517,179	-\$ 623,613	-\$ 715,595	-\$ 701,996	-\$ 718,082	-\$16,086	2.3%

2023 Variance Analysis

		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ (11,000)
- Other	Reduction in dog tag purchases until adjustments can be made (i.e., proactive AC licensing, improved animal licensing system etc.)	1 - Unavoidable	(5,000)
	Adjusted based on historical data	1 - Unavoidable	(1,000)
	Remove 2022 - return to pre-COVID levels	1 - Unavoidable	5,000
- Transfers from Town Reserves and Reserve Funds	To support Bylaw Review	1 - Unavoidable	(10,000)
Expenses / Expenditure			\$ (5,086)
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(1,742)
- Information Technology and Communications	Reduce based on historical actuals	1 - Unavoidable	500
- Personnel and Training	Reduce to historical actuals	1 - Unavoidable	1,000
- Purchased Services	Remove One-Time expense - was for STA Review	1 - Unavoidable	30,000
	GTHS Contract to actual	1 - Unavoidable	3,500
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(31,631)
	MLEO II Position - less 2 seasonal	3 - Service Enhancement	(55,000)
	Remove MLEO II Position - as per Sp SIC 01.16.23	3 - Service Enhancement	55,000
- Vehicle and Fleet Related	Inflationary Adjustment	1 - Unavoidable	(6,713)
Grand Total			\$ (16,086)

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

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
-	-	-	-	-	-

**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) (reapplied for in 2022). 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.

2023 Priorities

Community Based Strategic Plan Items

Master Plan Priority Projects

Continuous Improvements

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 50,436	\$ 219,000	\$ 53,044	\$ 219,000	\$ 193,000	-\$ 26,000	-11.9%
- Government Transfers	35,811	67,500	37,665	67,500	41,500	- 26,000	-38.5%
- Other	- 525	25,000	-	25,000	25,000	-	0.0%
- Other Municipalities	15,150	126,500	15,379	126,500	126,500	-	-
Expenses / Expenditure	-\$ 5,529,546	-\$ 5,664,655	-\$ 4,425,748	-\$ 5,408,219	-\$ 5,083,174	\$ 325,045	-6.0%
- Equipment Related	-	- 2,500	-	- 2,500	- 2,500	-	0.0%
- Financial Expenses	- 16,425	- 23,960	- 13,131	- 25,004	- 27,092	- 2,088	8.4%
- Operating Expenses	- 16,888	- 3,500	- 7,715	- 3,500	- 3,500	-	0.0%
- Premise and Site	-67,708	-62,432	-10,512	-60,452	-86,252	-25,800	42.7%
- Purchased Services	- 5,390,839	- 5,526,163	- 4,364,270	- 5,276,163	- 4,919,897	356,266	-6.8%
- Utilities	-37,686	-46,100	-30,120	-40,600	-43,933	-3,333	8.2%
Grand Total	-\$ 5,479,110	-\$ 5,445,655	-\$ 4,372,703	-\$ 5,189,219	-\$ 4,890,174	\$ 299,045	-5.8%

2023 Variance Analysis

			2023 Budget Impact
	Description	Change Type	
Revenues / Funding Source			\$ (26,000)
- Government Transfers	Community Safety & Policing - Local Priorities funding (resource officer)	3 - Service Enhancement	28,100
	Reducing Impaired Driving Everywhere funding	3 - Service Enhancement	13,400
	Remove 2022 Grant Funding	1 - Unavoidable	(67,500)
Expenses / Expenditure			\$ 325,045
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(2,088)
- Premise and Site	COVID related cleaning costs to contract	1 - Unavoidable	(25,800)
- Purchased Services	Updated to follow 2023 Billing Notice - see attached	1 - Unavoidable	356,266
- Utilities	Inflationary Adjustment	1 - Unavoidable	(3,333)
Grand Total			\$ 299,045

Conservation Authority

Division Team Leader: **Peggy Slama, Director of Public Works, Engineering and Environmental Services**

Division Overview

The purpose of this Business Plan is to provide for:

The Nottawasaga Valley Conservation Authority (NVCA) Operating and Capital Levies, which cover both:

- the Conservation Authority Levy to Municipalities, and
- 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 (CA) 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%).

The 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; and
- 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 2023 levy contribution is \$286,121 an increase of \$15,425 over 2022. The capital asset levy will be \$12,534 a decrease of \$1,534 over 2022. This represents a total of \$298,655 contribution for 2032.

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.

Under the Town’s Services Model, the Services delivered by this funding are:

- Protection from Natural Hazards (riverine flooding, shoreline, and slopes)

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
-	-	-	-	-	-

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

Master Plan Priority Projects

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 has been extended yet will expire at the end of 2022.
- 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 2023 Debenture Payments (\$522,576), including collection from Developers as applicable.

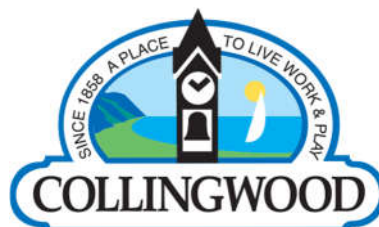
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 45,824	\$ 32,912	\$ -	\$ 32,912	\$ 10,000	-\$ 22,912	-69.6%
- Transfers from Obligatory Reserve Funds	-	10,000	-	10,000	10,000	-	0.0%
- Transfers from Town Reserves and Reserve Funds	45,824	22,912	-	22,912	-	- 22,912	-100.0%
Expenses / Expenditure	-\$ 791,500	-\$ 792,930	-\$ 546,052	-\$ 807,340	-\$ 298,655	\$508,685	-63.0%
- Long Term Debt Servicing	-521,146	-522,576	-261,288	-522,576	0	522,576	-100.0%
- Operating Expenses	- 270,354	- 270,354	- 284,764	- 284,764	- 298,655	- 13,891	4.9%
Grand Total	-\$ 745,677	-\$ 760,018	-\$ 546,052	-\$ 774,428	-\$ 288,655	\$485,773	-62.7%

2023 Variance Analysis

		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ (22,912)
- Transfers from Town Reserves and Reserve Funds	Reserve depleted in 2021	1 - Unavoidable	(22,912)
Expenses / Expenditure			\$ 508,685
- Long Term Debt Servicing	Per debenture schedule	1 - Unavoidable	-
	Reallocate Black Ash Creek Debenture to Admin	1 - Unavoidable	522,576
- Operating Expenses	Updated notice from NVCA received via email 10.03.22	1 - Unavoidable	(13,891)
Grand Total			\$ 485,773

TRANSPORTATION



Public Works and Engineering

Division Team Leader: Daniel Cole, Manager Public Works
Stuart West, (A) 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 rights-of-way (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.)
- Administrative 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, bridges, storm water and sanitary sewer infrastructure
- Environmental Assessments (Municipal Class EAs)
- Active participant in the capital asset management plan
- Consult and collaborate with NVCA on watershed management

Under the Town's Services model, the Services delivered by this funding are:

- Road Transportation & Active Transportation
- Roads Operations & Maintenance
- Growth Planning & Asset Management
 - Transportation
 - Waste Water (WW) Linear Assets
 - Drainage
- Development Engineering & Administration – including front ending agreements and oversight of infrastructure design, construction & commissioning
- Storm Water Management
- Right of Way Encroachments & Easements

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
32.33	32.33	33.00	34.00	-	34.00

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 and sanitary sewer network instead of having separate approvals for individual facilities and pipes making up the system. This will create some increased pressures 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.

Additionally, O.Reg 406/19 (Excess Soil Requirements) also requires stricter regulations on the movement and re-use of soil within the province. The regulations are expected to come into place on January 1st, 2023. Staff are reviewing the implications of this regulation as it will have an impact on development approvals/ regulations, road capital projects, and road maintenance activities such as ditching, sweeping, catch basin cleaning, and winter maintenance sanding.

2023 Priorities

Community Based Strategic Plan Items

- Development Review Engineer/Technologist - Support and Manage Growth and Prosperity – Fee and Process Review
- Development Standards Update – Support and Manage Growth and Prosperity
- Traffic Calming – Enhance Community Well-Being and Sustainability
- Crosswalks - Enhance Community Well-Being and Sustainability

Community Based Strategic Plan Items

- Asset Management Plan continuation to non-core assets - Transparent and Accountable Local Government

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
- Sixth Street - High to Hurontario - Development Charge Study, Cycling Plan, Active Transportation Framework
- Bridge Rehabilitation - Asset Management Plan
- Guide Rail Repairs - Asset Management Plan
- Minnesota Storm Sewer Repair - Asset Management Plan, Active Transportation Framework
- Sanitary Renewal Program – 5th St. Oak to Spruce - Asset Management Plan
- Master Storm Water Plan - Asset Management Plan
- Transportation Master Plan - Development Charge Study, Asset Management Plan
- 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
- Catch Basin Grate Replacements - Active Transportation Framework and Assessment Management

Continuous Improvements

- Cranberry Trail West Drainage Improvements
- Connaught Storm Sewer Easement
- Pretty River Channelization
- Inflow at WWTP
- Level of Service Improvements and Policy Updates
- Speed Reduction Study
- AODA Intersection Improvements

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 737,311	\$ 1,345,833	\$ 433,139	\$ 1,900,833	\$ 1,548,171	-\$ 352,662	-18.6%
- Government Transfers	-	225,000	-	665,000	565,000	- 100,000	-15.0%
- Non Tax Revenue	95,783	-	64,138	-	-	-	0.0%
- Other	78,877	182,090	74,914	182,090	163,777	- 18,313	-10.1%
- Transfers from Obligatory Reserve Funds	-	20,000	-	20,000	60,000	40,000	200.0%
- Transfers from Town Reserves and Reserve Funds	-	325,985	-	325,985	-	- 325,985	-100.0%
- User Charges	562,650	592,758	294,088	707,758	759,394	51,636	7.3%
Expenses / Expenditure	-\$ 6,879,071	-\$ 6,643,258	-\$ 6,559,583	-\$ 7,290,536	-\$ 7,839,557	-\$ 549,022	7.5%
- Administrative Expenses	- 14,498	- 10,000	- 14,941	- 3,000	- 13,300	- 10,300	343.3%
- Equipment Related	- 5,867	- 16,575	- 5,804	- 16,575	- 13,825	2,750	-16.6%
- Financial Expenses	- 123,856	- 109,020	- 132,869	- 122,009	- 147,987	- 25,978	21.3%
- Information Technology and Communications	- 51,483	- 54,235	- 45,492	- 61,685	- 61,685	-	0.0%
- Legal Expenses	- 19,217	- 3,000	- 9,644	- 3,000	- 3,000	-	0.0%
- Long Term Debt Servicing	- 228,687	- 230,039	- 223,464	- 558,920	- 558,464	456	-0.1%
- Operating Expenses	- 509,062	- 476,810	- 739,280	- 503,310	- 515,550	- 12,240	2.4%
- Personnel and Training	- 54,026	- 54,900	- 47,686	- 55,650	- 63,670	- 8,020	14.4%
- Premise and Site	- 35,527	- 42,400	- 37,292	- 42,400	- 41,900	500	-1.2%
- Purchased Services	- 655,257	- 1,016,700	- 702,308	- 1,175,240	- 1,357,926	- 182,686	15.5%
- Salaries and Benefits	- 2,983,060	- 3,162,448	- 3,152,729	- 3,185,590	- 3,309,454	- 123,864	3.9%
- Transfers to Capital	- 50,096	- 110,000	-	- 155,000	- 288,250	- 133,250	86.0%
- Transfers to Town Reserves and Reserve Funds	- 804,635	-	-	-	- 225,000	- 225,000	0.0%
- Utilities	- 313,912	- 275,235	- 258,766	- 326,260	- 340,660	- 14,400	4.4%
- Vehicle and Fleet Related	- 1,029,889	- 1,081,896	- 1,189,307	- 1,081,896	- 898,886	183,010	-16.9%
Grand Total	-\$ 6,141,760	-\$ 5,297,425	-\$ 6,126,444	-\$ 5,389,703	-\$ 6,291,386	-\$ 901,684	16.7%

2023 Variance Analysis

			2023 Budget Impact
	Description	Change Type	
Revenues / Funding Source			\$(352,662)
- Government Transfers	OCIF Stormwater Plan - \$225k OCIF Road Needs - \$80k	1 - Unavoidable	(25,000)
	Reduce Stormwater Master Plan Funding - only need \$150k for 2023	1 - Unavoidable	(75,000)
- Other	REMOVE - SUB DEPT WILL BE INACTIVE Was a historical transfer of surplus from 5610 (CV WWT) - does not make sense discussed during meeting 10.05.22	1 - Unavoidable	(1,500)
- Transfers from Obligatory Reserve Funds	Master Transportation Plan	2 - Growth	60,000
	Remove \$20k - not needed	2 - Growth	(20,000)
- Transfers from Town Reserves and Reserve Funds	Offset in Vehicle and Fleet Maintenance	1 - Unavoidable	(325,985)
- User Charges	Recovery from Wastewater	1 - Unavoidable	306,118
	Recovery from Water	1 - Unavoidable	34,368
	Remove Interdepartmental Cross Charges updated Organization wide	1 - Unavoidable	(288,850)
Expenses / Expenditure			\$(549,022)
- Administrative Expenses	Based on 2 year actuals	1 - Unavoidable	(1,200)
	Inter-functional	1 - Unavoidable	(9,100)
- Equipment Related	Based on 2 year actuals	1 - Unavoidable	2,750
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(25,978)
- Long Term Debt Servicing	Minnesota Storm Sewer Repair - new debenture required	1 - Unavoidable	(335,000)
	Per debenture schedule	1 - Unavoidable	335,456
- Operating Expenses	Based on 2 year actuals	1 - Unavoidable	(5,000)
	Based on previous actuals	1 - Unavoidable	(1,500)
	Inflationary plus increased material usage volumes	1 - Unavoidable	(60,000)
	Inter-functional	1 - Unavoidable	1,600
	Inter-functional offsetting	1 - Unavoidable	47,500
	Remove \$7.5K for Misc Traffic studies	1 - Unavoidable	7,500
	Inflationary Adjustments	1 - Unavoidable	(2,340)
- Personnel and Training	Based on Actuals	1 - Unavoidable	(5,750)
	New CA + New employees Eng	1 - Unavoidable	(1,020)
	New Staff + Inflation	1 - Unavoidable	(1,250)
- Premise and Site	Based on 2 year actuals	1 - Unavoidable	500

	Description	Change Type	2023 Budget Impact
	Inflationary Adjustment	1 - Unavoidable	(8,786)
	LOS - Additional funding	3 - Service Enhancement	(62,200)
	Maintenance for 41 Hurontario St	1 - Unavoidable	(2,500)
	Master Transportation Plan	1 - Unavoidable	(130,000)
	Master Transportation Plan - Class EA - Multi-modal means of transportation - 50% complete in 2023		
	DC C.1 50, 51, 52 - 100% DC Recoverable	2 - Growth	(60,000)
	Remove 2022 - Completion of a Roads Needs Study to assist with maturing the AMP for core assets.	1 - Unavoidable	80,000
	Road Needs Study - move forward to 2023 - works start in 2022 but majority of the work will finish in 2023	1 - Unavoidable	(80,000)
- Purchased Services	Speed Reduction Study	3 - Service Enhancement	40,000
	Speed reduction study - move forward to 2023	1 - Unavoidable	(40,000)
	Inter-functional offsetting	1 - Unavoidable	(35,000)
	Inflationary Adjustments	1 - Unavoidable	(24,000)
	LOS - partial 2nd application	3 - Service Enhancement	(27,400)
	Remove 2023, completed in 2022	1 - Unavoidable	25,000
	Legal issues being resolved in 2022, start study in 2023	1 - Unavoidable	(15,000)
	Remove as per discussions - if the Urban Forestry Plan does not go through this may be a consideration.	3 - Service Enhancement	97,200
	Reduce as per SW	1 - Unavoidable	90,000
	Remove \$10k misc included in 60650	1 - Unavoidable	10,000
	Retain Geotechnical Firm to assist with O.Reg 406/19 requirements at municipal level	2 - Growth	(40,000)
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(123,864)
- Transfers to Town Reserves and Reserve Funds	AMP amount for PW Fleet and Equipment	1 - Unavoidable	(225,000)
- Utilities	Inflationary Adjustment	1 - Unavoidable	(14,400)
	Offset in Transfer from Reserve Fund to actual	1 - Unavoidable	300,000
	To match historical actuals	1 - Unavoidable	(165,000)
- Vehicle and Fleet Related	Remove as per discussions - Urban Forestry moved to Parks - if Urban Forestry does not go through this will be added back	3 - Service Enhancement	45,000
	REMOVE - SUB DEPT WILL BE INACTIVE	1 - Unavoidable	3,010
	Remove one time funding from 2022	1 - Unavoidable	155,000
	Project 9344 - Streetlights	1 - Unavoidable	(10,000)
	Project 9371 - High St. EA	2 - Growth	(83,250)
- Transfers to Capital	Project 9366 - 545 10th Line Lifecycle - Shop Improvements tied to Lifecycle and Operations	1 - Unavoidable	(115,000)
	Project 9378 - Storm Sewer Asset Renewal	1 - Unavoidable	(80,000)
Grand Total			\$(901,684)

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 includes accessible transit. Some management of overall transit procurements and contracts is also provided for Clearview and Wasaga.

All major service provisions are completed through third party contracts, though the Town generally supplies the transit vehicles. 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.

This scope also includes the provision of the downtown Transit station.

Under the Town’s Services model, the Services delivered by this funding are:

- Transit

Staff Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
-	-	-	-	0.50	0.50

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 reduced ridership below previous norms and new social awareness and expectations to provide transit programs that incorporate environmental sustainability (including system electrification planning),

support active transportation and are priced such that housing and transportation costs are a reasonable proportion of local incomes.

2023 Priorities

Community Based Strategic Plan Items

Master Plan Priority Projects

- Transit Optimization Study Implementation, including the request to employ a 0.5 FTE Transit Technician that will be able to provide more direct oversight, support, management and improve both financial and operational effectiveness.
- New Contract and Service Provider acquisition, including incorporation of accessible transit in the overall transit contract, and the staged implementation of on demand service.
- AMP - Bus Replacement Program

Continuous Improvements

Over the longer term, there is need to plan for system electrification, including a physical location with appropriate electrical service and electrification of the fleet. Studies are expected in 2024 or beyond.

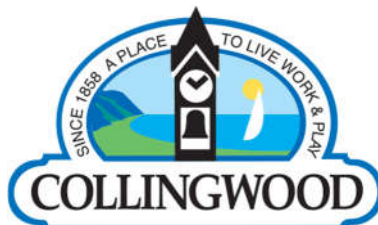
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 832,354	\$ 518,763	\$ 687,371	\$ 612,263	\$ 660,325	\$ 48,062	7.8%
- Government Transfers	525,957	301,400	380,144	301,400	375,000	73,600	24.4%
- Other	150	-	160	-	250	250	0.0%
- Other Municipalities	96,854	88,863	116,605	100,863	94,075	- 6,788	-6.7%
- Transfers from Obligatory Reserve Funds	54,476	-	-	-	-	-	0.0%
- User Charges	154,917	128,500	190,462	210,000	191,000	- 19,000	-9.0%
Expenses / Expenditure	-\$1,574,192	-\$1,513,192	-\$1,520,199	-\$1,688,963	-\$1,836,681	-\$147,718	8.7%
- Financial Expenses	- 3,628	- 4,200	- 4,624	- 4,271	- 5,063	- 792	18.5%
- Information Technology and Communications	-	- 10,500	-	- 10,500	- 10,500	-	0.0%
- Legal Expenses	- 916	-	-	-	-	-	0.0%
- Operating Expenses	- 13,375	- 46,000	- 38,624	- 46,000	- 51,000	- 5,000	10.9%
- Premise and Site	- 139,974	- 10,925	- 199,329	- 106,325	- 15,990	90,335	-85.0%
- Purchased Services	- 1,149,959	- 1,136,573	- 938,192	- 1,212,573	- 1,367,075	- 154,502	12.7%
- Salaries and Benefits	- 1,313	-	- 15,843	-	- 45,500	- 45,500	0.0%
- Utilities	- 3,810	- 5,220	- 6,072	- 4,520	- 8,553	- 4,033	89.2%
- Vehicle and Fleet Related	- 261,218	- 299,774	- 317,515	- 304,774	- 333,000	- 28,226	9.3%
Grand Total	-\$ 741,839	-\$ 994,429	-\$ 832,828	-\$1,076,700	-\$1,176,356	-\$ 99,656	9.3%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ 48,062
- Government Transfers	Adjust to actual	1 - Unavoidable	68,600
	Increase - new agreement	1 - Unavoidable	5,000
- Other	Adjust to actual	1 - Unavoidable	250
- Other Municipalities	Adjust with other budget changes	1 - Unavoidable	(6,788)
	Reduction in funding	1 - Unavoidable	(20,000)
- User Charges	Online transit fare	1 - Unavoidable	10,000
	Reduction in revenue	1 - Unavoidable	(9,000)
Expenses / Expenditure			\$ (147,718)
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(142)
	Online pass sales hosting fees	1 - Unavoidable	(650)
- Operating Expenses	Adjust to historical	1 - Unavoidable	1,000
	3rd party consultation	1 - Unavoidable	(6,000)
- Premise and Site	Inflationary Adjustment	1 - Unavoidable	(4,665)
	remove COVID specific coding	1 - Unavoidable	95,000
- Purchased Services	Increased cleaning costs re COVID	1 - Unavoidable	(15,000)
	Inflationary Adjustment	1 - Unavoidable	(2,002)
	Inter-functional + new contract	1 - Unavoidable	(122,500)
	Move to contracted services	1 - Unavoidable	60,000
	Security costs	1 - Unavoidable	(75,000)
- Salaries and Benefits	Add one Transit Coordinator - shared 70/30 TOC @ 70%	3 - Service Enhancement	(100,000)
	Add one Transit Coordinator - shared 70/30 TOC @ 70%	3 - Service Enhancement	(30,000)
	New Transit position changed from Coordinator to Technician	3 - Service Enhancement	39,000
	Reduce Transit position as per Sp SIC 01.16.23	3 - Service Enhancement	45,500
- Utilities	Inflationary Adjustment	1 - Unavoidable	(4,033)
- Vehicle and Fleet Related	Increased costs	1 - Unavoidable	(1,000)
	Increased external costs	1 - Unavoidable	(5,000)
	Increased fuel costs	1 - Unavoidable	(8,750)
	Inflationary Adjustment	1 - Unavoidable	(3,476)
	Vehicle previously maintained by Red Cross will become Town maintained	1 - Unavoidable	(10,000)
Grand Total			\$ (99,656)

SOCIAL & AFFORDABLE HOUSING



Division Team Leader: Summer Valentine, Director of Planning, Building and Economic Development
Jenn Rae, Housing Development Coordinator

Division Overview

Social Housing

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 considerable in last three to four years.

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.

Affordable Housing

The Town of Collingwood acknowledges that housing is a fundamental and universal human right. Affordable housing is not traditionally seen as a local municipal issue, however the Town of Collingwood believes that action can and should occur at all levels of government and, in times of crisis, municipalities need to take a leadership role.

The Affordable Housing Task Force (AHTF) was established in 2021 as the first step in the Town's response to the affordable housing crisis. In 2022, two of the AHTF's recommendations were realized:

- An Affordable Housing Reserve Fund (AHRF) was established with initial funding of 1% of tax revenues (i.e. \$350,00) included in the 2022 budget and an understanding that additional funds would be requested in subsequent budgets.
- A Housing Development Coordinator was hired to lead the Affordable Housing portfolio, under the Planning, Building & Economic Development Department.

The primary functions within the Affordable Housing program area are to provide “one window” municipal access for those property owners or community stakeholders interested in developing or promoting affordable housing, to coordinate the preparation of an Affordable Housing Master Plan, to support the Affordable Housing Task Force, and to implement programs and projects that are prioritized through these efforts. The efficient delivery of on-the-ground results and leveraging of partnerships with other levels of governments and neighbouring municipalities are paramount.

Under the Town's Services Model, the following Services are delivered by this funding:

- Management of social and affordable housing operations

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
-	-	-	1.00	-	1.00

Division's Pressures and Trends, including Public Input

Affordable Housing

Collingwood is one of the fastest growing municipalities in Canada, providing opportunities and challenges for the provision of housing that meets the needs of the community.

The lack of affordable housing makes it difficult for local employers to attract and retain workers, with some employers incurring costs to house or transport their workers. Additional economic pressure related to residential activity is also increasing the development of low-rise housing forms, which is not affordable. The rising cost of construction, servicing, municipal fees/development charges, public opposition (including "Not In My Backyard" or NIMBYism), outdated public and regulatory instruments, and the time associated with approvals are some of the barriers identified by developers to creating housing that is affordable for the local work force.

2023 Priorities

Community Based Strategic Plan Items

Affordable Housing Strategic Planning

Goal: Support and Manage Growth and Prosperity

Affordable housing improves economic sustainability through labour force stability and productivity. It also increases the amount of discretionary money that people have to spend on goods and services, which increases consumer spending and support of local businesses.

Goal: Enhance Community Well-being and Sustainability

An increase of affordable housing supply will lead to:

- Improved community wellbeing and vibrancy
- Reduction in people experiencing homelessness
- Improved health, reducing strain on health and social services
- Improved education access and outcomes

Community Based Strategic Plan Items

- Reduced crime rates and food insecurity

Master Plan Priority Projects

Affordable Housing Master Plan and Short-Term Programs

As a new program and with the Affordable Housing Master Plan underway (\$75,000 from reserves), affordable housing initiatives are anticipated to evolve into 2023, with the Town's role and contribution being more clearly defined. Pilot projects related to secondary dwelling unit rapid deployment and employer idea-generation as well as partnership activities are ongoing as the master planning process unfolds. With the housing crisis at top of mind, this business unit will be prioritized in the short- to mid-term.

Continuous Improvements

Affordable Housing and Land Use Planning

This division will contribute to the Official Plan update that is currently underway. It will also synchronize across departments to navigate affordable housing development proposals through the land use planning process.

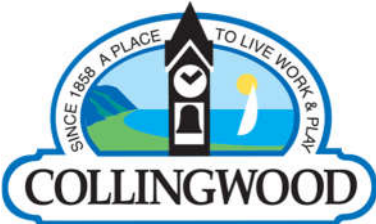
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 227,041	\$ 192,320	\$ 185,723	\$ 192,320	\$ 192,320	\$ -	0.0%
- Rentals and Concessions	227,041	192,320	185,723	192,320	192,320	-	-
Expenses / Expenditure	-\$ 495,204	-\$ 293,060	-\$ 415,996	-\$ 735,060	-\$ 546,014	\$ 189,046	-25.7%
- Financial Expenses	- 30,002	- 61,600	- 32,052	- 73,600	- 73,600	-	0.0%
- Information Technology and Communications	-	-	79	-	-	-	0.0%
- Operating Expenses	- 122,049	- 1,000	- 83,048	- 351,000	- 126,000	225,000	-64.1%
- Premise and Site	- 217,194	- 230,460	- 225,743	- 230,460	- 230,460	-	0.0%
- Purchased Services	- 125,276	-	- 36,379	-	-	-	0.0%
- Salaries and Benefits	-	-	- 35,103	- 80,000	- 115,954	- 35,954	44.9%
- Utilities	- 683	-	- 3,591	-	-	-	0.0%
Grand Total	-\$ 268,163	-\$ 100,740	-\$ 230,273	-\$ 542,740	-\$ 353,694	\$ 189,046	-34.8%

2023 Variance Analysis

			2023 Budget Impact
Description		Change Type	
Expenses / Expenditure			\$189,046
- Operating Expenses	Add \$125k as per discussions for AH	1 - Unavoidable	(125,000)
	Remove one-time Council Resolution from 2022	1 - Unavoidable	350,000
	Bring funding back up to \$350k as per council	1 - Unavoidable	(225,000)
	Remove the \$225k following SIC 01.09.23 - to be funded through the surplus	1 - Unavoidable	225,000
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(35,954)
Grand Total			\$189,046

PARKS RECREATION & CULTURE



Administration

Division Team Leader: Dean Collver, Director

Division Overview

The driving programs of Parks, Recreation and Culture are to promote and facilitate healthy lifestyles, social wellbeing, and inclusion, in Collingwood. We do this by taking a leadership role in developing active opportunities, 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

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
3.00	3.00	3.00	4.00	-	4.00

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 2023 include continuing to navigate expanding expectations as the population of Collingwood increases and the demographic profile continues to broaden. Equity, Diversity, and Inclusion, Age-Friendly Initiatives, Barrier Reduction and Social Awareness and Inclusion, are still very active files while staffing capacity remains under-equipped to maintain our base level of services.

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.

A PRC Master Plan refresh, initiated in 2022 and continuing into 2023, will attempt to address a rapidly changing landscape in the community caused by growth. 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.

New involvement in the Community Safety and Wellbeing Plan, as well as related to Homelessness issues in the community have added more strain to existing capacities even as large capital projects are starting to decrease in terms of demands on time. Having said that, ongoing capital projects and the supply chain and costing issues that have plagued the management of these projects is a continuing concern to both project completion and staff capacities.

2023 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;
- Progress on 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;
- Consultation with Indigenous Advisors toward the implementation of the "Healing Forest" concept; and

Community Based Strategic Plan Items

- Participation in review of food truck bylaw to encourage appropriate park usage for food truck attractions.

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; and
- 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; and
- 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

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 2,989	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
- Donations	2,989	-	-	-	-	-	-
Expenses / Expenditure	-\$ 538,654	-\$ 622,754	-\$ 602,360	-\$ 892,286	-\$ 797,931	\$94,355	-10.6%
- Administrative Expenses	- 7,957	- 8,200	- 4,952	- 8,200	- 8,200	-	0.0%
- Equipment Related	-	- 3,000	-	- 3,000	-	3,000	-100.0%
- Financial Expenses	- 228,763	- 199,464	- 194,965	- 229,836	- 280,580	- 50,744	22.1%
- Information Technology and Communications	- 1,788	- 2,210	- 1,783	- 1,463	- 2,163	- 700	47.8%
- Inter-functional Transfers	- 1,001	-	- 732	-	-	-	0.0%
- Operating Expenses	- 3,576	- 6,100	- 32,041	- 36,100	- 49,000	- 12,900	35.7%
- Personnel and Training	- 11,074	- 11,295	- 9,137	- 11,295	- 13,395	- 2,100	18.6%
- Purchased Services	- 28,852	- 30,000	- 29,676	- 30,000	- 25,000	5,000	-16.7%
- Salaries and Benefits	- 255,643	- 362,485	- 329,073	- 372,392	- 402,093	- 29,701	8.0%
- Transfers to Capital	-	-	-	- 200,000	- 17,500	182,500	-91.3%
Grand Total	-\$ 535,665	-\$ 622,754	-\$ 602,360	-\$ 892,286	-\$ 797,931	\$94,355	-10.6%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Expenses / Expenditure			\$ 94,355
- Equipment Related	Remove unneeded code, offset Coordinator position change	1 - Unavoidable	3,000
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(45,744)
	Legislative compliance	1 - Unavoidable	(5,000)
- Information Technology and Communications	Adjust to actual costs	1 - Unavoidable	(700)
- Operating Expenses	Additional funds re Equity, Diversity & Inclusion	3 - Service Enhancement	(15,000)
	Reallocate to 53750	1 - Unavoidable	2,100
- Personnel and Training	Reallocate from licenses	1 - Unavoidable	(2,100)
- Purchased Services	Reduce re Equity, Diversity & Inclusion addition	3 - Service Enhancement	5,000
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(26,701)
	Transition PRC Admin to Coordinator	3 - Service Enhancement	(3,000)
- Transfers to Capital	Project 9781 - Mater Plan Refresh	3 - Service Enhancement	(17,500)
	Remove one time Capital Funding	1 - Unavoidable	200,000
Grand Total			\$ 94,355

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 40% 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).

Under the Town's Services Model, the following Services are delivered by this funding:

- Urban Forestry
- Natural Hazard Management
- Access to Parks and Outdoor Spaces

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
19.80	18.80	20.30	17.74	1.50	18.74

Division's Pressures and Trends

The Parks Division still experiences challenges related to COVID: struggling to fulfill staff complement while maintaining expected service levels in most areas; increased frequency of garbage pickup; and an increase with assisting other departments and the Collingwood Police.

Increases in park 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 stronger storms resulting in trail closures, downed trees and unexpected repairs to keep the facilities safe and accessible where possible.

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. Require additional resources to manage existing urban forest to extend its life as well as add additional trees/understory to increase the urban forest.

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.

New parks currently being constructed will result in requiring additional resources for operations and maintenance.

2023 Priorities

Community Based Strategic Plan Items

Public Access to a Revitalized Waterfront

- New splashpad in Harbourview Park;
- Maintaining new inclusive playground in Sunset Point;
- Supporting Harbourview park leasable space for rentals of non-motorized water sports and bicycles;
- Studies and geotechnical work to prepare for Heritage Drive extension of servicing; and
- Augment the Waterfront Master Plan with a Public Realm Design Plan for the Sidelaunch Way area.

Healthy Living

- Park and trail maintenance and repairs;
- Collaborate with Engineering regarding cycling infrastructure, including the replacement of catch basins to be replaced on bike; and
- routes to bike friendly grates.

Accountable Local Government

- Effectively manage Town assets and equipment; and
- 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 (Summitview, Wilson-Sheffield Park).

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.
- Create an Urban Forestry Unit that includes a FT Arborist, along with appropriate machinery and equipment. The FT Arborist position would include qualifications that would provide for the advancement of the corporate directives related to trees, creation of the team structure required to support prioritized tasks, development of corporate policy and master plans related to trees.

This unit will begin to address the following:

Master Plan Priority Projects

- With the increased risks developing from the Emerald Ash Borer (EAB), including damaged and dead trees that may impact properties, it is important for the Town to start catching up as resources have been dedicated to mitigate these risks.
- A change from a reactive approach to a proactive approach through the development of long-term policies and an action plan to reduce the ever-growing list of dangerous or damaged trees – note that over 150 trees are currently listed. The creation of these policies/action plans will not only work to address the current issues but also create a proactive approach to pruning, tree planting (what type of species and where), monitoring tree canopy and a clear guide to actively manage this very important asset for the Town.
- Reduce the escalating risks that have developed due to ageing trees and more frequent and intense storms which put our residents, their property and the Town's property at risk for injury and damages.
- Manage increased collaboration with EPCOR as a partner through shared policies and assistance where feasible. Additionally, future consideration may be given to expanding partnerships with other municipalities or even possibly the County.

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 from the garden plan.

Asset Management Plan

- In conjunction with the AMP Team create a long term plan for asset replacement and maintenance.

Continuous Improvements

Strive to maintain current service levels while community grows and quantity of services increases.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 442,173	\$ 395,050	\$ 525,911	\$ 500,550	\$ 616,550	\$ 116,000	23.2%
- Donations	31,373	148,850	110,050	148,850	148,850	-	0.0%
- Government Transfers	29,813	-	-	-	-	-	0.0%
- Non Tax Revenue	487	-	26,827	-	-	-	0.0%
- Other	43,178	12,000	34,000	32,000	32,000	-	0.0%
- Rentals and Concessions	28,935	56,700	93,867	56,700	62,200	5,500	9.7%
Reserves and Reserve Funds	-	-	-	-	112,500	112,500	0.0%
- User Charges	308,387	177,500	261,167	263,000	261,000	- 2,000	-0.8%
Expenses / Expenditure	-\$ 1,696,361	-\$ 2,148,741	-\$ 1,739,022	-\$ 1,953,446	-\$ 2,417,674	-\$ 464,228	23.8%
- Administrative Expenses	- 3,882	- 4,500	- 10,927	- 12,500	- 12,500	-	0.0%
- Equipment Related	- 29,253	- 28,000	- 25,361	- 28,000	- 28,000	-	0.0%
- Financial Expenses	- 17,709	- 17,600	- 17,416	- 17,600	- 17,600	-	0.0%
- Information Technology and Communications	- 9,667	- 9,850	- 7,502	- 8,961	- 8,961	-	0.0%
- Operating Expenses	- 57,957	- 47,600	- 39,135	- 47,600	- 47,600	-	0.0%
- Personnel and Training	- 28,178	- 19,500	- 12,947	- 19,500	- 19,500	-	0.0%
- Premise and Site	- 180,831	- 227,996	- 265,474	- 232,946	- 370,490	- 137,544	59.0%
- Purchased Services	- 129,444	- 242,850	- 82,593	- 182,850	- 281,350	- 98,500	53.9%
- Salaries and Benefits	- 1,114,291	- 1,229,656	- 1,199,290	- 1,210,109	- 1,408,293	- 198,184	16.4%
- Transfers to Capital	- 46,949	- 194,979	-	- 60,000	- 90,000	- 30,000	50.0%
- Utilities	- 53,062	- 72,010	- 51,205	- 66,350	- 66,350	-	0.0%
- Vehicle and Fleet Related	- 25,139	- 54,200	- 27,171	- 67,030	- 67,030	-	0.0%
Grand Total	-\$ 1,254,188	-\$ 1,753,691	-\$ 1,213,111	-\$ 1,452,896	-\$ 1,801,124	-\$ 348,228	24.0%

2023 Variance Analysis

			2023 Budget Impact
Description		Change Type	
Revenues / Funding Source			\$ 116,000
- Rentals and Concessions	Leasable space rental income	3 - Service Enhancement	14,500
	Removed was for Wakestock - has not been here since prior to 2014	1 - Unavoidable	(9,000)
- Transfers from Town Reserves and Reserve Funds	CAO Report 2022-11 - Tree Canopy Preservation & Augmentation Report AND THAT Council direct Administration to retain consultant(s), funded first from Corporate Contingency (~\$30,000) and then from General Reserve Funds, to complete the following work for presentation to the newly elected Council, at an estimated cost of \$75,000-100,000: The PO has been issued at \$87.5K - \$30K will come from Corporate Contingency which needs to be reserved at the end of 2022.	1 - Unavoidable	87,500
	CAO-2022-11 Report - Additional funds for Tree maintenance to be funded through Op Contingency - \$50k has been spent thus far with \$25k remaining	1 - Unavoidable	25,000
	25% decrease - based on historical actuals	1 - Unavoidable	(15,000)
- User Charges	Add parking revenue - split with Parking 60/40	2 - Growth	5,500
	Split between Parking and Parks 60/40	2 - Growth	7,500
Expenses / Expenditure			\$(464,228)
- Premise and Site	Increase in park use and moving the supplies GL from other sub departments into one GL	1 - Unavoidable	(10,000)
	Inflationary Adjustment	1 - Unavoidable	(2,180)
	Only needed during COVID	1 - Unavoidable	2,000
	Arborist equipment and supplies	3 - Service Enhancement	(150,000)
	Supplies purchased centrally	1 - Unavoidable	2,000
	Will use existing staff, thought we may need this service during COVID	1 - Unavoidable	7,480
	Remove - only needed during COVID	1 - Unavoidable	18,156
	Defer a portion of Arborist work to 2024	3 - Service Enhancement	20,000
	CAO-2022-11 Report - Additional funds for Tree maintenance to be funded through Op Contingency - \$50k has been spent thus far with \$25k remaining	1 - Unavoidable	(25,000)

		2023 Budget Impact	
	Description	Change Type	
- Purchased Services	Cost increase for rentals and cleaning - monthly rental increased along with cleaning due to growth and use of spaces.	1 - Unavoidable	(11,000)
	CAO Report 2022-11 - Tree Canopy Preservation & Augmentation Report AND THAT Council direct Administration to retain consultant(s), funded first from Corporate Contingency (~\$30,000) and then from General Reserve Funds, to complete the following work for presentation to the newly elected Council, at an estimated cost of \$75,000-100,000: The PO has been issued at \$87.5K - \$30K will come from Corporate Contingency which needs to be reserved at the end of 2022.	1 - Unavoidable	(87,500)
- Salaries and Benefits	FT Arborist + Seasonal Position	3 - Service Enhancement	(133,000)
	Merit increase and COLA	1 - Unavoidable	(107,684)
	Seasonal Forestry Position	3 - Service Enhancement	(22,000)
	Defer FT Arborist Position until May 2023	3 - Service Enhancement	42,500
	Defer Seasonal Forestry Position	3 - Service Enhancement	22,000
- Transfers to Capital	Project 9776 - Healing Forest	3 - Service Enhancement	(30,000)
Grand Total			\$(348,228)

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.

PRC Facilities Division operates 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 provide 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 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

Under the Town’s Services Model, the following Services are delivered by this funding:

- Provision of Community Gathering Spaces Service

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
12.70	14.90	15.90	15.95	0.66	16.61

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. The last 3 hiring competitions to fill part time roles have yielded less than five applicants, where in the past the norm would be approximately 10-20 applicants per competition. Factors that could be affecting this outcome could be non-competitive pay and the nature of the positions that we are filling. Another issue we are experiencing is multiple "short term" illnesses that require surgery and recovery time along with graduated return to work programs. It is difficult to fill any positions with the hiring pool currently thin or non-existent.

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.

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 continued until March of 2022, have led to a decrease in revenues. Facilities staff were redeployed during shutdowns to assist with the day to day operation and contact tracing at the Outdoor Rink. Capital projects were impacted once again with contractor availability and / or higher than normal price increases for building materials and labour. 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. Revenues were also impacted by ice time cancellations by several summer hockey tournament organizers and hockey camps as local accommodations were almost non-existent or the rates for accommodations were higher than normal.

The outdoor rink equipment storage facility project received bids that were nearly twice the budgeted amount which forced staff to think outside of the box for an alternative solution instead of requesting additional funds to build the facility. Staff proposed the renovation of the storage area at the back end of the Curling Club which is not currently being used. This required staff to act as a general contractor for the project; set up a schedule, line up the contractors, demolish walls, decommission equipment and services, remove old concrete floor and pour a new floor, and build / create the space to accommodate the equipment used at the outdoor rink.

2023 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 Multi-Use Recreational Feasibility Study will be started and should shed some light on what recreation amenities the town requires moving forward. Three ice surfaces, a fieldhouse, a gymnasium, and programmable space will most likely top the list of amenities requested. Other items such as rock walls, running / walking track, indoor pickleball courts will be of importance to a segment of the community. Discussions around land acquisition to accommodate the future Recreation Complex should also ramp up to ensure we have the land necessary to develop and build on.

Continuous Improvements

- Purchase and install an automated pool cover (\$100,000) for the main pool. The automated pool cover will reduce energy and natural gas consumption by 30-50%. Hopefully, we can secure grant funding to cover some of the expenses as 80% of the costs of the project might qualify for the GICB (Green Inclusive Community Fund) Fund.
- Purchase one (1) battery powered SUV / CUV (\$70,000) to assist with the day-to-day operations in Facilities. This vehicle will be used by the Supervisor and Coordinator. Currently, if the Supervisor or Coordinator require a vehicle, they use the town truck. This effects operations as staff require the truck to complete their work. PRC Facilities will continue to purchase green vehicles when and where possible when adding to the fleet.
- Renovate and update the lobby and change rooms (\$175,000) at the Eddie Bush Memorial Arena as they require some repair and updating. The recommended work would include the following: new rubber flooring, benches, change room doors and showers.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 325,783	\$ 574,536	\$ 414,649	\$ 640,200	\$ 771,000	\$ 130,800	20.4%
- Other	4,987	15,000	- 7,056	15,000	15,000	-	0.0%
- Rentals and Concessions	317,202	547,036	399,600	592,700	726,000	133,300	22.5%
- User Charges	3,595	12,500	22,106	32,500	30,000	- 2,500	-7.7%
Expenses / Expenditure	-\$ 2,049,087	-\$ 2,369,328	-\$ 1,861,160	-\$ 2,411,271	-\$ 2,892,518	-\$481,247	20.0%
- Administrative Expenses	- 5,231	- 9,500	- 7,077	- 9,500	- 6,300	3,200	-33.7%
- Equipment Related	- 92,171	- 125,550	- 86,101	- 141,550	- 186,010	- 44,460	31.4%
- Information Technology and Communications	- 6,478	- 7,800	- 6,041	- 7,607	- 8,872	- 1,265	16.6%
- Operating Expenses	- 23,975	- 29,000	- 21,583	- 29,000	- 36,670	- 7,670	26.4%
- Personnel and Training	- 18,155	- 24,473	- 9,537	- 24,473	- 30,465	- 5,992	24.5%
- Premise and Site	- 151,844	- 203,000	- 161,118	- 210,300	- 257,795	- 47,495	22.6%
- Purchased Services	- 21,013	- 23,000	- 14,009	- 23,000	- 23,000	-	0.0%
- Salaries and Benefits	- 1,248,142	- 1,292,412	- 1,163,573	- 1,335,946	- 1,622,330	- 286,384	21.4%
- Transfers to Capital	- 12,456	- 12,500	-	-	-	-	0.0%
- Transfers to Town Reserves and Reserve Funds	0	0	0	0	-30,000	-30,000	0.0%
- Utilities	- 464,973	- 630,863	- 375,719	- 619,315	- 676,883	- 57,568	0
- Vehicle and Fleet Related	- 4,649	- 11,230	- 16,403	- 10,580	- 14,193	- 3,613	0
Grand Total	-\$ 1,723,304	-\$ 1,794,792	-\$ 1,446,511	-\$ 1,771,071	-\$ 2,121,518	-\$350,447	19.8%

2023 Variance Analysis

		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ 130,800
- Rentals and Concessions	Increase in rental revenue due to returning to normal operations and an increase to rates.	2 - Growth	500
	Revenue adjustment	1 - Unavoidable	(1,700)
	Revenue adjustment based upon historical data and lease agreement increase based on the CPI	1 - Unavoidable	(5,500)
	Revenues increase as we return to normal with ice time reaching 100% capacity, ice fee increases, and demand for ice time has also added to the increase.	2 - Growth	140,000
- User Charges	Revenues received from Blues advertising. Slightly decrease at CPA, but an increase at EBMA	1 - Unavoidable	(2,500)
Expenses / Expenditure			\$ (481,247)
- Administrative Expenses	No longer stocking the vending machine	1 - Unavoidable	3,200
- Equipment Related	HVAC Preventative Maintenance Agreement	1 - Unavoidable	(3,500)
	Increased costs as per new PMA	1 - Unavoidable	(33,320)
	Inflation is driving up costs for material & labour	1 - Unavoidable	(2,885)
	Inflationary Adjustment	1 - Unavoidable	(255)
	New HVAC Preventative Maintenance Agreement	1 - Unavoidable	(3,500)
	Replacing tools as they reach the end of their lifecycle	1 - Unavoidable	(1,000)
- Information Technology and Communications	Expense adjustment	1 - Unavoidable	500
	Increase expense for telephone and internet services	1 - Unavoidable	(315)
	Increased costs associated with telephone and internet services	1 - Unavoidable	(150)
	Replacement cell phones	1 - Unavoidable	(1,800)
	Replacement phones for CPA & EBMA	1 - Unavoidable	500
- Operating Expenses	Based on previous year expenses	1 - Unavoidable	(500)
	Inflationary Adjustment	1 - Unavoidable	(1,520)
	New contract for waste pick up is the driving factor for this increase	1 - Unavoidable	(5,650)
- Personnel and Training	Increase in the price of clothing	1 - Unavoidable	(3,000)
	Inflationary Adjustment	1 - Unavoidable	(750)
	World Aquatic Health Conference - Flight and accommodations fees	1 - Unavoidable	(2,242)
- Premise and Site	Historical data adjustment	1 - Unavoidable	25,000
	Increase based on historical data	1 - Unavoidable	(1,000)
	Increased use of cleaning supplies for cleaning & sanitization of facility	1 - Unavoidable	(700)
	Inflation is driving up costs for material & labour	1 - Unavoidable	(8,330)
	Inflationary Adjustment	1 - Unavoidable	(2,465)
	Roof Consultant - Engineering/Patch repair	1 - Unavoidable	(50,000)
	Vandalism - deductible for insurance	1 - Unavoidable	(5,000)
Vandalism - Insurance deductible	1 - Unavoidable	(5,000)	

- Salaries and Benefits	Add back to budget following Post COVID - previously removed as FT staff were used during COVID - now fully open and back to pre-Covid operations.	1 - Unavoidable	(55,000)
	Merit increase and COLA	1 - Unavoidable	(215,984)
	Post COVID - previously removed as FT staff were used during COVID - now fully open and back to pre-Covid operations.	1 - Unavoidable	(15,400)
- Transfers to Town Reserves and Reserve Funds	New - AMP Non-Core - portion of increased Revenue to transfer to Lifecycle Mgmt	1 - Unavoidable	(30,000)
- Utilities	Hydro and water expenses to operate splash pad	1 - Unavoidable	(38,500)
	Natural Gas prices have increased dramatically by 43.6% for the next 12 months	1 - Unavoidable	(44,768)
	Propane is no longer required on site	1 - Unavoidable	1,200
	Reduce Utilities costs for Automated Pool Cover - set at 15% for first year	3 - Service Enhancement	24,500
- Vehicle and Fleet Related	Inflation and aging IR expenses on the rise	1 - Unavoidable	(250)
	Inflation and an aging IR has driven up expenses	1 - Unavoidable	(500)
	Inflationary Adjustment	1 - Unavoidable	(2,863)
Grand Total			\$ (350,447)

Recreation Services Division

Division Team Leader: Michelle Findlay

Division Overview

The purpose of the Recreation Services Division is 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.

To provide access to affordable recreation through the management of the Affordable Recreation program, applications, and disbursements.

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
- Affordable Recreation Program
- Collingwood Sport Alliance
- Additional support for the Parks, Recreation & Culture department.

Under the Town's Services Model, the following Services are delivered by this funding:

- Community Recreation & Activities Service

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
13.60	12.60	12.60	11.77	-	11.77

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 restrictions/limitations imposed by the COVID-19 pandemic which gravely affected the Aquatics Industry and the certification process of lifeguards. Finding qualified replacement staff has continued to prove 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 by students with limited availability. This continues to add pressure and will be felt more in the future. We acquired a FT Lifeguard/Instructor at the of June which has helped in filling some of the gaps from the past.

The Sailing School has face similar staffing issues as the Aquatics Centre. We require specific certification for staffing through Ontario Sail which, during the pandemic, had very limited opportunity to certify new instructors. The Sailing School operations will be under review for 2023 to see where opportunities may exist for the 2023 summer.

2023 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.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 43,813	\$ 103,925	\$ 127,413	\$ 290,350	\$ 290,350	\$ -	0.0%
- Rentals and Concessions	21,519	3,250	50,047	13,000	13,000	0	0.0%
- User Charges	22,295	100,675	77,367	277,350	277,350	-	0.0%
Expenses / Expenditure	-\$ 392,642	-\$ 673,702	-\$ 390,160	-\$ 717,728	-\$ 697,680	\$ 20,048	-2.8%
- Administrative Expenses	- 2,531	- 7,700	- 547	- 7,700	- 4,700	3,000	-39.0%
- Equipment Related	-	- 3,000	-	- 3,000	- 3,000	-	0.0%
- Financial Expenses	- 8,418	- 15,000	- 9,318	- 15,000	- 15,000	-	0.0%
- Information Technology and Communications	- 16,726	- 25,800	- 16,353	- 30,266	- 30,266	-	0.0%
- Operating Expenses	- 4,858	- 25,200	- 8,636	- 25,200	- 27,200	- 2,000	7.9%
- Personnel and Training	- 3,240	- 7,100	- 4,554	- 7,100	- 7,100	-	0.0%
- Salaries and Benefits	- 356,868	- 589,402	- 350,752	- 628,962	- 609,914	19,048	-3.0%
- Transfers to Capital	-	-	-	-	-	-	0.0%
- Vehicle and Fleet Related	-	- 500	-	- 500	- 500	-	-
Grand Total	-\$ 348,828	-\$ 569,777	-\$ 262,747	-\$ 427,378	-\$ 407,330	\$ 20,048	-4.7%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Expenses / Expenditure			\$ 20,048
- Administrative Expenses	Transfer to Customer Service	1 - Unavoidable	3,000
- Salaries and Benefits	Merit increase and COLA, offset by transfer of staff to Customer Service	1 - Unavoidable	19,048
- Operating Expenses	Continued program partnership with Library - Chair Yoga contribution	1 - Unavoidable	(2,000)
Grand Total			\$ 20,048

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, 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.

Under the Town’s Services Model, the following Services are delivered by this funding:

- Community Arts & Culture
- Provision of Community Events
- Conservation & Promotion of Heritage & Culture including Heritage Permits, Museum Collection and Cultural Diversity

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
9.60	9.60	9.60	8.63	-	8.63

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 2023 work plans of the Culture & Events Division relate to balancing resources and capacity with community expectations for pre-pandemic levels of arts and cultural programs and events. Similarly, enhancements made to programming during the pandemic which increased reach and inclusion shouldn't be discarded. Rather, these should be incorporated alongside traditional service delivery methods to form the new standard for cultural programming and event delivery.

2023 Priorities

Community Based Strategic Plan Items

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

- Proceed with Phase 2 of the Collingwood Arts Centre Feasibility Study in order to identify the ideal size, scope, and location for an Arts Centre. Present to Council for consideration in the longer term.

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

Promote public viewing of arts and culture

- Complete the Heading Dockside mural replacement project pending finalized location renovations.
- Upgrade electrical service on the grounds of the Museum to better accommodate third party event organizers such as Jazz & Blues at the Station.
- Assess accessibility upgrades to the Simcoe Street Theatre

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

- Deliver programming and events that foster acknowledgement and inclusion, including National Day for Truth & Reconciliation programming and Changing of the Seasons Gatherings.

Community Based Strategic Plan Items

- Present an Indie Movie Series at the Simcoe Street Theatre to explore themes of equity, diversity, and inclusion through the lens of diverse filmmakers.
- Projects expected to include: community gardens, mobile park play program, L&O Summer Concert Series, Changing of the Seasons Gatherings, Canadian Multiculturalism Day, National Indigenous People's Day, and Sidelaunch Days.

Master Plan Priority Projects

Complete the transition of the Special Event Permitting process to a fully capable digital 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

Upgrade electrical service on the grounds of the Museum to better accommodate third party event organizers who rent the venue.

Maximize use of the Shipyards Amphitheatre by improving access and usability. Projects include the addition of a set of stairs on the east side of the Amphitheatre, lighting along the pathway from Maple Street to the top of the Amphitheatre, and the addition of a dedicated performer green room using a converted sea bin.

Conduct a building audit of the Simcoe Street Theatre to assess existing conditions, identify critical issues and create a roadmap toward cost-effective solutions that incorporate accessibility, health, and safety considerations to improve the user experience and rentability of the space.

Operating Budget Details

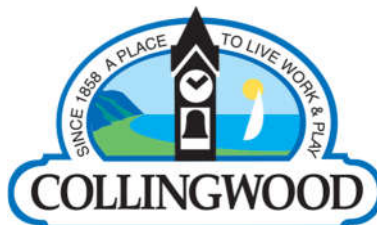
	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 171,611	\$ 64,029	\$ 135,055	\$ 117,779	\$ 133,989	\$ 16,210	13.8%
- Donations	17,001	3,000	13,728	4,000	8,000	4,000	100.0%
- Government Transfers	67,204	31,246	53,543	31,246	31,246	-	0.0%
- Other	-	1,000	887	51,000	1,000	- 50,000	-98.0%
- Rentals and Concessions	6,248	16,423	28,081	16,423	16,423	-	0.0%
- Transfers from Town							
Reserves and Reserve Funds	50,724	-	-	-	59,960	59,960	0.0%
- User Charges	30,434	12,360	38,816	15,110	17,360	2,250	14.9%
Expenses / Expenditure	-\$ 1,005,260	-\$ 1,087,963	-\$ 1,179,340	-\$ 1,162,259	-\$ 1,308,848	-\$ 146,589	12.6%
- Administrative Expenses	- 6,626	- 8,360	- 9,559	- 8,360	- 8,860	- 500	6.0%
- Equipment Related	- 11,905	- 25,650	- 12,841	- 27,350	- 25,250	2,100	-7.7%
- Financial Expenses	- 28,946	- 15,314	- 17,275	- 18,613	- 21,461	- 2,848	15.3%
- Information Technology and Communications	- 45,205	- 35,960	- 56,805	- 35,845	- 42,695	- 6,850	19.1%
- Operating Expenses	- 44,627	- 61,730	- 79,746	- 103,330	- 70,030	33,300	-32.2%
- Personnel and Training	- 6,136	- 14,246	- 7,174	- 14,246	- 18,396	- 4,150	29.1%
- Premise and Site	- 62,669	- 65,960	- 64,230	- 74,015	- 93,415	- 19,400	26.2%
- Purchased Services	- 103,904	- 128,971	- 138,772	- 143,971	- 188,931	- 44,960	31.2%
- Salaries and Benefits	- 669,154	- 698,432	- 768,212	- 708,589	- 811,870	- 103,281	14.6%
- Transfers to Capital	-	- 3,500	-	-	-	-	0.0%
- Transfers to Town							
Reserves and Reserve Funds	- 5,000	- 5,000	- 5,000	- 5,000	- 5,000	-	0.0%
- Utilities	- 21,088	- 24,840	- 19,726	- 22,940	- 22,940	-	0.0%
Grand Total	-\$ 833,649	-\$ 1,023,934	-\$ 1,044,285	-\$ 1,044,480	-\$ 1,174,859	-\$ 130,379	12.5%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ 16,210
- Donations	Increased to reflect pre-pandemic visitation and admission-by-donation levels.	1 - Unavoidable	4,000
	remove 2022 - grant required for truth reconciliation day	3 - Service Enhancement	(25,000)
- Other	remove 2022 - 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)
- Transfers from Town Reserves and Reserve Funds	Arts and Culture Legacy Fund Transfer - Res # 273-2022 - for Phase 2 of the Arts Centre Feasibility Study	1 - Unavoidable	59,960
- User Charges	Decreased based on order frequency trends	1 - Unavoidable	(250)
	Expected to return to pre-pandemic levels	1 - Unavoidable	2,500
Expenses / Expenditure			\$ (146,589)
- Administrative Expenses	Replacement of two office chairs 10+ years old that can no longer hold set positions.	1 - Unavoidable	(500)
- Equipment Related	Expenses reflected in other GLs.	1 - Unavoidable	2,100
- Financial Expenses	Increase of \$20/month for monthly pest inspections.	1 - Unavoidable	(250)
	Inflationary Adjustment	1 - Unavoidable	(2,598)
	For When I Work scheduling subscription.	1 - Unavoidable	(200)
- Information Technology and Communications	Reallocation of funds from Sidelaunch Days which can be reduced to support Live & Original which requires increased funds to support the L&O Summer Concert Series.	1 - Unavoidable	(5,000)
	Replacement of one outdated exhibit iPad.	1 - Unavoidable	(750)
	Return to pre-pandemic levels	1 - Unavoidable	(400)
	Return to pre-pandemic levels and expected increase in programming promotions.	1 - Unavoidable	(500)
	Additional materials to support Truth & Reconciliation programming and events throughout the year.	3 - Service Enhancement	(5,000)
	Based on GL trend.	1 - Unavoidable	(200)
	Council Resolution - Additional funds to support an alternative to traditional fireworks e.g. drone show	3 - Service Enhancement	(65,000)
	Increase to pre-pandemic levels	1 - Unavoidable	(1,000)
	Reduced to 2021 levels. It was increased in 2022 to reflect additional spending we hoped to do as the result of securing a grant for Truth & Reconciliation programs and events. This did not occur.	1 - Unavoidable	25,000
- Operating Expenses	remove 2022 - 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
	Return to pre-pandemic levels. One painting was purchased in 2022, using up most of the \$500 in available funds.	1 - Unavoidable	(500)
	remove funds to support alternative to fireworks	3 - Service Enhancement	65,000
	Truth & Reconciliation did not get through voting - removed during meeting	3 - Service Enhancement	5,000

- Personnel and Training	AED due for replacement (10 yrs)	1 - Unavoidable	(1,750)
	Increase based on return to in-person training. Also sending PT staff on more training workshops.	1 - Unavoidable	(1,000)
	Increase in annual memberships	1 - Unavoidable	(300)
	Increase to support membership recruitment activities as identified in Museum Strat Plan for 2023	3 - Service Enhancement	(100)
- Premise and Site	Return to pre-pandemic levels and return to in-person courses and workshops	1 - Unavoidable	(1,000)
	Annual roof inspection and maintenance contract.	1 - Unavoidable	(1,000)
	Extension of power source from south railcar to the exterior of the second railcar	1 - Unavoidable	(4,900)
	Increase in rental rate from \$13 to \$17.72/sq' to bring closer in line with other tenants in the building. Reflects increases in insurance, maintenance, inflation.	1 - Unavoidable	(12,000)
- Purchased Services	Increase to HVAC annual maintenance	1 - Unavoidable	(1,500)
	Additional entertainers and performers supporting Truth & Reconciliation programs and events throughout the year.	3 - Service Enhancement	(10,000)
	Additional service providers to support Truth & Reconciliation Programming and Events throughout the year.	3 - Service Enhancement	(10,000)
	Arts Centre Feasibility Study Phase 2 (2022-2023) carry over portion for 2023 work. Approved in 2022 to move forward.	1 - Unavoidable	(59,960)
	Building audit to assess existing conditions and identify accessibility and health & safety upgrades that can be made over the next 2-3 years to improve the user experience and rentability of the space.	3 - Service Enhancement	(5,000)
	Reallocation of funds from Sidelaunch Days which can be reduced to support Live & Original which requires increased funds to support the L&O Summer Concert Series.	1 - Unavoidable	(15,000)
	Reallocation of funds from Sidelaunch Days which can be reduced to support On The Land We Love which requires increased funds.	1 - Unavoidable	(20,000)
	Reallocation of funds from Sidelaunch Days which can be reduced to support increased Live & Original Music Initiatives and On The Land We Love events.	1 - Unavoidable	40,000
	remove 2022 - 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
	Truth & Reconciliation did not get through voting - removed during meeting	3 - Service Enhancement	20,000
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(103,281)
	Remove Project 972P - deferred to 2024	3 - Service Enhancement	25,000
- Transfers to Capital	Project 972P - Tremont Square Electrical Upgrades	3 - Service Enhancement	(25,000)
Grand Total			\$ (130,379)

PLANNING AND DEVELOPMENT



Planning

Division Team Leader: Summer Valentine, Director of Planning, Building and Economic Development

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, and promotes a complete community. With strong links to a variety of internal and external partners, agencies and other levels of government, Planning Services works toward delivering healthy, affordable and sustainable development in a way that supports the ability of all individuals in our community to meet their needs and enjoy a high quality of life.

Key Services and Activities:

Development Review and Approvals (Core Legislative Function): The Planning Services Division processes all development applications including Official Plan Amendments, Zoning By-law Amendments, Plans of Subdivision, Plans of Condominium, Site Plans, Committee of Adjustment applications (i.e. Consents, Minor Variances, Rights-of-Way, etc.) and other related Planning Act applications submitted to the Town. Staff guide these applications through the review and approval process from pre-consultation to the building permit application stage, including evaluation of the planning merits, recommendations to Committee/Council and/or exercise of delegated authority, and hearings before the Ontario Land Tribunal (OLT).

Policy and Corporate Projects: The development review and approvals process is supported by a robust policy and regulatory regime. While land use planning policy is provincially-led, the Planning Services Division is responsible for the update of the Town's Official Plan, Zoning By-law, Downtown Heritage Conservation District Plan, Urban Design Manual, and other related policy and implementation documents as local, regional and Provincial trends and priorities evolve. Land use planning is also a generalist field that impacts many corporate projects such as the reimagining of the Grain Terminals or the Tree Preservation By-law, with Planning Services playing a strong supporting or advisory role.

Built Heritage: The Planning Services Division supports the Town's Heritage Committee (including with staff reports and recommendations), reviews and issues heritage permits, and manages heritage incentive programs. The Collingwood Heritage Committee serves as an advisory body to Town Council regarding matters pertaining to the built cultural heritage

of Collingwood in accordance with the Downtown Heritage District Conservation Plan, individually designated properties, and other applicable policies, regulations and legislation. The staff and Committee also promote community awareness of cultural and built heritage through a variety of promotional and award-based tools.

Most of the Planning Services Division programs are considered mandatory functions and involve the coordination of three advisory/quasi-judicial committees.

Under the Town’s Services Model, the following Services are delivered by this funding:

- Development Review & Approvals including Planning Act applications, agreements & appeals
- Affordable Housing Initiative Support
- Growth Management including infrastructure planning, policy & regulatory tools
- Conservation & Promotion of Heritage & Culture including Heritage Permits
- Source Water Protection

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
7.00	7.00	8.00	9.00	-	9.00

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, in particular the update of the Town’s Official Plan, Zoning By-law, and Urban Design Manual as outlined in more detail the sections below.

Current Development, Legislative Changes 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 (OLT) appeals than ever before. Many projects represent infill in existing established neighbourhoods 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 2023 budget includes funds for significant OLT-related legal expenditures in line with 2022 actuals and dollars for consultant assistance.

2022 also saw significant legislative changes at the Provincial level, with more to come, designed to fast-track housing supply to market in an effort to combat the affordability crisis. Notable amendments included the delegation of certain land use planning decisions to staff and the requirement for municipalities to refund some fees if applications are not processed in a timely manner. Further, new tools were introduced similar to Minister's Zoning Orders (of which Collingwood saw one unanticipated request in 2022) that are likely to be pursued by developers and represent large projects that are currently unplanned in the budget and current staff resourcing allocations. The Province is also proposing changes to the roles of Regional Governments and Conservation Authorities in land use planning, reducing or waiving fees and charges, increasing permissions for additional residential units, eliminating some public meetings and appeal rights, altering parkland dedication and heritage designation processes, among many other legislative amendments with the goal of increasing the supply of housing.

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 the Grain Terminals Revitalization, Tree Preservation By-law Update, 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.

2023 Priorities

Community Based Strategic Plan Items

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 was impacted by other priority projects that arose in 2022 and release of the final draft is now slated for early 2023 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 2023, funds have been budgeted for legal and consulting costs related to possible appeals, but may be exceeded depending on the number and nature of the appeals. If appeals arise, significant diversion of staff resources would also be expected and the ability to deliver on other commitments and timelines may be compromised.

Community Based Strategic Plan Items

County/Growth Management Related 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). A MCR is a term used by the Province to describe the various technical studies that are conducted in advance of the preparation and adoption of a 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. In 2022, the County adopted the MCR Phase One Amendment and work continues into 2023 on Phase Two, including planning for additional lands to accommodate growth, watershed management and climate change resiliency. The local municipalities within the County are required to amend their respective Official Plans to conform to the County's plan within one year of changes at the County level. 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. Budget has been allocated to complete the required amendments in 2023 and further funds may be required in 2024 depending on the timing of the MCR Phase Two.

Some uncertainty has been raised by the Province's recent passing of Bill 23: More Homes Built Faster Act (2022), which eliminates the land use planning role for certain upper tier municipalities, including Simcoe County. This change is not yet in effect and will come into force at a future date to be named by proclamation. Though not timeline has been announced, staff are proactively working with the County to determine the impacts on the MCR. However, it is our current understanding that once the County's role in land use planning ceases, any outstanding official plan amendments not yet approved by the Province could be advanced by the lower tier municipality and further that the County Official Plan would be deemed as part of the local official plans until they can be suitably amalgamated. Adding to the complexity is the ongoing review of the Provincial Policy Statement and Growth Plan for the Greater Golden Horseshoe, which may be significantly amended and consolidated into a single province-wide policy document. No matter the ultimate process, there will be updates required to the Town of Collingwood Official Plan to ensure conformity with the Provincial framework and funding in 2023 and 2024 will be needed, either to expand the scope of the ongoing Official Plan Review or to proceed with separate amendments.

Zoning By-law and Urban Design Manual Reviews

The Town's Zoning By-law 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; and
- implement the policies in the updated Official Plan.

The Zoning By-law Update is expected to begin in 2023 following Collingwood Council's adoption of a new Official Plan, with the remainder of the update to be completed after County approval of the Official Plan, likely into 2024 and possibly beyond.

Community Based Strategic Plan Items

Various content-related issues emerge with sufficient frequency that the current Zoning By-law is triggering unnecessary delays or lengthening of development review and approval processes. Amendments to the Zoning By-law in advance of the comprehensive review to remove barriers to affordable housing and address tree preservation are also anticipated.

The Urban Design Manual is another tool to implement Official Plan policies and community aspirations regarding how the Town physically looks and feels. While some design matters will be addressed through the updated Zoning By-law, other activities that cannot be legally controlled through zoning would be tackled through the update of the Urban Design Manual. This work began concurrently with the Official Plan Review and would be completed after or concurrently with the Zoning By-law update, including decisions on the desired level of flexibility. While the majority of the work plan would be undertaken in 2024, immediate needs related to tree canopy preservation and removal of barriers for affordable housing have been identified and would see changes initiated in 2023. Development Process and Fees Review - Required to implement Community Based Strategic Plan and to improve service levels - \$85,000.

Interim Control By-law

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.

The Land Use Planning Policy Study recommending changes to the Town's land use planning policies and/or regulatory framework resulting from water and wastewater servicing capacity limitations was completed in early 2022. Implementation tools were updated to 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, including a Council-adopted Servicing Capacity Allocation Strategy (SCAP) and updates to the Town's Zoning By-law. Appeals to the Zoning By-law Amendment resulted in the automatic continuation of the ICBL and staff will continue to advise Council on short-term exemption programs, SCAP implementation, and other activities to ensure that priority shovel ready projects can continue to the building permit stage. The Ontario Land Tribunal hearing for the appeals is scheduled in mid-2023 but settlements may be reached before that time.

Master Plan Priority Projects

Continuous Improvements

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, meet legislative requirements, and provide clarity to the development industry. Right-sizing of fees and staff resources are also important factors to ensure that development review and approvals runs smoothly. This review project is to be undertaken concurrently with Finance, Engineering and Public Works, and Building Services Divisions, to begin in late 2022, with most expenditures expected in 2023. The review will also confirm the full cost of application processing and provide recommended fee revisions to Council.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 161,713	\$ 182,200	\$ 209,104	\$ 182,200	\$ 182,200	\$ -	0.00%
- Donations	-	-	500	-	-	-	0.00%
- Municipal Taxation	-	-	-	-	-	-	0.00%
- Other	37,064	45,000	47,522	45,000	45,000	-	0.00%
- User Charges	124,650	137,200	161,082	137,200	137,200	-	0.00%
Expenses / Expenditure	-\$ 1,174,362	-\$ 1,560,636	-\$ 1,273,844	-\$ 1,674,947	-\$ 1,725,427	-\$ 50,480	3.01%
- Administrative Expenses	- 2,839	- 6,500	- 4,544	- 6,500	- 4,500	2,000	-30.77%
- Equipment Related	- 1,794	- 4,650	- 1,386	- 4,650	- 3,000	1,650	-35.48%
- Financial Expenses	- 17,416	- 100,372	- 68,473	- 135,452	- 136,612	- 1,160	0.86%
- Information Technology and Communications	- 19,262	- 31,270	- 19,227	- 28,357	- 28,837	- 480	1.69%
- Inter-functional Transfers	- 30,545	- 30,545	- 30,545	- 30,545	- 30,545	-	0.00%
- Legal Expenses	-	-	- 18,474	- 25,000	- 25,000	-	0.00%
- Operating Expenses	- 52,782	- 28,500	- 72,710	- 103,500	- 103,500	-	0.00%
- Personnel and Training	- 7,147	- 33,765	- 3,971	- 31,690	- 27,965	3,725	-11.75%
- Premise and Site	- 10,527	- 10,705	- 7,965	- 10,705	- 10,705	-	0.00%
- Purchased Services	- 111,361	- 369,000	- 30,732	- 247,000	- 212,000	35,000	-14.17%
- Salaries and Benefits	- 877,922	- 938,954	- 1,013,081	- 1,047,348	- 1,138,563	- 91,215	8.71%
- Transfers to Town Reserves and Reserve Funds	- 40,000	-	-	-	-	-	0.00%
- Utilities	- 2,766	- 6,375	- 2,735	- 4,200	- 4,200	-	0.00%
Grand Total	-\$ 1,012,648	-\$ 1,378,436	-\$ 1,064,740	-\$ 1,492,747	-\$ 1,543,227	-\$ 50,480	3.38%

2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Expenses / Expenditure			\$ (50,480)
- Administrative Expenses	Reduce in line with actual expenditures	1 - Unavoidable	2,000
- Equipment Related	Reduce in line with actual expenditures	1 - Unavoidable	1,650
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(1,160)
- Information Technology and Communications	Anticipated additional costs related to Cityview maintenance	1 - Unavoidable	(2,000)
	Increased for Senior Planner replacement phone and new staff phone	1 - Unavoidable	(1,500)
	Reduce in line with actual expenditures, one new computer system anticipated in 2023	1 - Unavoidable	3,020
- Personnel and Training	Increase for new staff and rising costs	1 - Unavoidable	(2,275)
	Reduce in line with actual expenditures	1 - Unavoidable	6,000
- Purchased Services	Anticipated rising OLT consulting costs	1 - Unavoidable	(40,000)
	Heritage Review - Council Resolution - In need of External Consultant and additional Project Manager - currently only 30% of 1 Staff person is allocated to Heritage	3 - Service Enhancement	(100,000)
	Remaining contracted budget \$20K plus \$30K for additional consultation/contingency, reduce by half	1 - Unavoidable	50,000
	Remove 2022 - Add Zoning By-law Update back in as a one-time expense to meet goals of CBSP	2 - Growth	100,000
	Zoning By-law Updated (\$50K) and Process and Fees Review (\$85K) allocated in 2022 remain unspent and need to be moved to 2023	2 - Growth	(100,000)
	remove Heritage Review	3 - Service Enhancement	100,000
	Defer timing of ZBL Update - reduce by (\$25K)	2 - Growth	25,000
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(91,215)
Grand Total			\$ (50,480)

Economic Development

Division Team Leader: **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 by Council in 2020, and will run until 2025. The plan zeroes in on 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

The 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 is 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.

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 includes participation in potential MZOs, Official Plan, and Zoning Bylaw updates.

Under the Town’s Services Model, the following Services are delivered by this funding:

- Economic Development including Business Development

Division’s Pressures and Trends, including Public Input

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; and
- 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

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
3.30	4.30	4.43	4.28	-	4.28

2023 Priorities

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:

Community Based Strategic Plan Items

- feasibility (completed) and establishment (underway and ongoing) of business accelerator;
- developing a data dashboard/community profile (underway and ongoing);
- adopting the economic development action plan (completed); and
- identifying the future of Business Development Centre location (underway and ongoing).

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 2023:

- 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.
- Tourism Product and Experience Development: Expand current programs (Discover Collingwood App, Craft Beverage Tour, Patiolicious), provide educational opportunities for local tourism-related businesses, increase spend per customer.
- Expand Live More Now campaign: targeting both local/regional business owners and GTA entrepreneurs, create meaningful leads for investment including key sectors (tourism, craft beverage, creative economy, manufacturing, and others).
- Investigate the feasibility, benefits and cost of implementing Municipal Accommodation Tax (MAT).
- Act as a Champion for Business Development: Advocate within the Official Plan and Zoning Bylaw processes, involve Economic Development in housing discussions (workforce and investment attraction implications), and provide feedback on local policies and bylaws that may affect the business community.

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 continue to integrate the 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 selectors, realtors, landowners, and developers.

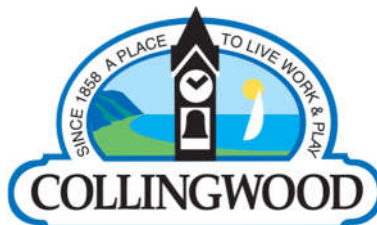
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 618,507	\$ 338,358	\$ 315,280	\$ 454,658	\$ 358,358	-\$ 96,300	-21.2%
- Government Transfers	471,378	206,750	323,880	308,050	206,750	- 101,300	-32.9%
- Other	117,886	24,108	- 31,400	24,108	24,108	-	0.0%
- Other Municipalities	27,500	52,500	22,500	67,500	72,500	5,000	7.4%
- User Charges	1,743	55,000	300	55,000	55,000	-	0.0%
Expenses / Expenditure	-\$ 1,210,051	-\$ 951,010	-\$ 824,874	-\$ 1,144,576	-\$ 951,387	\$ 193,189	-16.9%
- Administrative Expenses	- 5,601	- 17,661	- 4,539	- 17,661	- 17,661	-	0.0%
- Equipment Related	- 1,102	-	- 58	-	-	-	0.0%
- Financial Expenses	- 56,878	- 68,317	- 37,821	- 68,355	- 68,431	- 76	0.1%
- Information Technology and Communications	- 106,142	- 98,250	- 92,890	- 127,104	- 124,604	2,500	-2.0%
- Inter-functional Transfers	- 28,735	- 31,351	- 20,136	- 31,351	- 31,351	-	0.0%
- Long Term Debt Servicing	- 82,966	- 83,195	- 41,597	- 83,195	- 83,195	-	0.0%
- Operating Expenses	- 262,957	- 124,700	- 218,575	- 231,200	- 99,200	132,000	-57.1%
- Personnel and Training	- 14,681	- 8,500	- 9,795	- 8,500	- 8,500	-	0.0%
- Premise and Site	- 5,476	- 8,649	-	- 8,649	- 8,649	-	0.0%
- Purchased Services	- 278,430	- 89,738	- 70,204	- 180,038	- 74,088	105,950	-58.8%
- Salaries and Benefits	- 367,081	- 415,649	- 329,259	- 388,523	- 435,708	- 47,185	12.1%
- Transfers to Capital	-	- 5,000	-	-	-	-	0.0%
Grand Total	-\$ 591,544	-\$ 612,652	-\$ 509,594	-\$ 689,918	-\$ 593,029	\$ 96,889	-14.0%

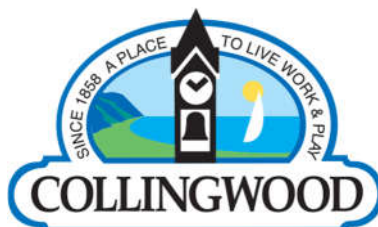
2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ (96,300)
- Government Transfers	Remove - RED Grant Complete	1 - Unavoidable	(101,300)
- Other Municipalities	Requesting increase from Other Munis - \$2.5k x 2 = \$5000	2 - Growth	5,000
Expenses / Expenditure			\$ 193,189
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(76)
- Information Technology and Communications	Removed during meeting	1 - Unavoidable	2,500
	Reduced during meeting	1 - Unavoidable	7,000
- Operating Expenses	Remove 2022 - 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
	Transfer \$25k to PRC Collingwood Youth Centre	1 - Unavoidable	(25,000)
- Purchased Services	Remove - RED Grant Complete	1 - Unavoidable	101,300
	Removed during meeting	1 - Unavoidable	4,650
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(44,185)
	Move Admin to Coordinator Position	3 - Service Enhancement	(3,000)
Grand Total			\$ 96,889

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.

Under the Town's Services Model, the following Services are delivered by this funding:

- Strategic Planning & Leadership
- Library Community Programing & Activities
- Circulation & Curation of Library Materials
- Provision of Community Gathering Spaces
- Public Technology Access

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
19.56	19.56	19.56	19.21	-	19.21

Division's Pressures and Trends, including Public Input

The library is not immune to the inflation that is currently being experienced across the globe. The cost of resources has slowly been rising over the past few years, but our wholesalers are now estimating that book prices will increase by 4-10% in the new year. We will see fewer resources purchased for our patrons if our materials budgets do not grow to match inflation. Similarly, we are experiencing supply chain challenges and delays in the shipment of resources.

We are transitioning to a new service model with the County of Simcoe, who will be providing solely digital services moving into 2023. We are collaborating with the County and other Simcoe libraries to monitor pricing and budgets, and navigate any changes in resources.

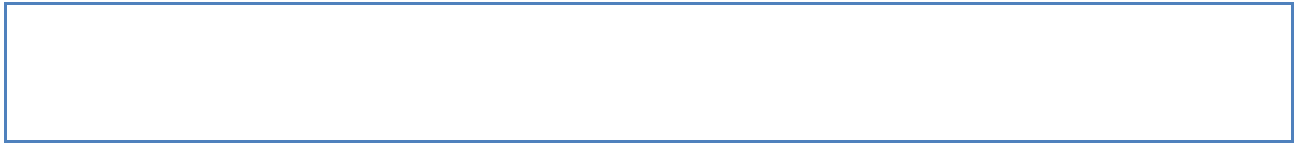
In the long-term, one of the pressures we will face are the challenges and limitations of our current physical space. We continue to receive feedback from patrons that we do not offer enough quiet or private study space. Our physical collections are nearly at maximum capacity, as we are getting close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

The library is well-used by members of our community who are living on the margins. Post-pandemic, we are seeing more need than ever and one of our biggest pressures is the staff time dedicated to serving vulnerable individuals. We continue to address this need by providing specialized training to our staff and working closely with community partners.

2023 Priorities

Community Based Strategic Plan Items

Master Plan Priority Projects



Continuous Improvements

The COVID pandemic highlighted the desire and value of streamlined virtual services. In alignment with our strategic plan, we will be procuring a new library website to unveil in 2023. Our current website was launched in 2014 and we are limited by the template that was provided to us. As our services and resources expand, it becomes challenging to update our website while maintaining ease of use and navigation.

As mentioned above, one of our long-term pressures will be the limitations of our current space and continuing to meet the needs of our rapidly growing community. In partnership with Parks, Recreation and Culture, we will be undergoing a feasibility study for a multi-use recreation facility. More municipalities are incorporating library services into community centre or recreation facilities – London, Wasaga Beach, Stayner, Innisfil, to name a few. We believe that this model could work well in Collingwood, should the project move forward.

A continued invest in technology services is imperative and aligns with our strategic priority to bridge the gap and overcome barriers to service. The pilot of loaning HotSpots went well in 2022, and we are investing more in this service to provide residents of our community with reliable internet access.

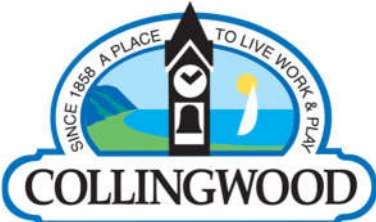
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 140,960	\$ 157,712	\$ 27,876	\$ 167,912	\$ 167,912	\$ -	0.0%
- Donations	158	5,500	1,123	5,500	5,500	-	-
- Government Transfers	32,513	39,162	-	39,162	39,162	-	0.0%
- Other	5,936	4,000	3,349	4,000	4,000	-	0.0%
- Transfers from Obligatory Reserve Funds	80,666	73,800	-	84,000	84,000	-	0.0%
- User Charges	21,688	35,250	23,404	35,250	35,250	-	0.0%
Expenses / Expenditure	-\$ 1,761,771	-\$ 1,912,840	-\$ 1,391,121	-\$ 1,899,386	-\$ 2,081,727	-\$ 182,340	9.6%
- Administrative Expenses	- 18,363	- 18,000	- 15,402	- 18,000	- 18,000	-	0.0%
- Equipment Related	- 242	- 1,000	- 643	- 1,000	- 1,000	-	0.0%
- Financial Expenses	- 12,044	- 10,500	- 9,616	- 11,572	- 13,716	- 2,144	18.5%
- Information Technology and Communications	- 14,345	- 13,700	- 11,773	- 15,700	- 12,700	3,000	-19.1%
- Inter-functional Transfers	- 264,000	- 264,000	- 220,000	- 264,000	- 264,000	-	0.0%
- Operating Expenses	- 146,941	- 144,500	- 107,237	- 148,500	- 164,500	- 16,000	10.8%
- Personnel and Training	- 7,761	- 9,000	- 7,246	- 9,000	- 9,000	-	0.0%
- Premise and Site	- 23,141	- 69,529	- 20,999	- 69,529	- 69,529	-	0.0%
- Purchased Services	- 44,184	-	- 26,683	-	-	-	0.0%
- Salaries and Benefits	- 1,175,390	- 1,317,194	- 925,050	- 1,303,085	- 1,469,527	- 166,442	12.8%
- Transfers to Town Reserves and Reserve Funds	- 6,950	- 7,000	- 5,736	- 7,000	- 7,000	0	0.0%
- Utilities	- 48,410	- 58,417	- 40,736	- 52,000	- 52,755	- 755	0
Grand Total	-\$ 1,620,810	-\$ 1,755,128	-\$ 1,363,245	-\$ 1,731,474	-\$ 1,913,815	-\$ 182,340	10.5%

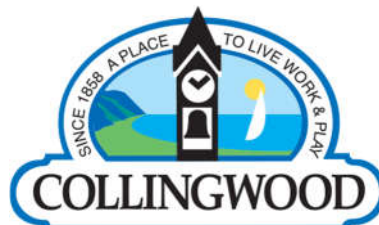
2023 Variance Analysis

Description		Change Type	2023 Budget Impact
Expenses / Expenditure			\$ (182,340)
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(2,144)
- Information Technology and Communications	Moving programming funding to Special Events for more clarity on what is being spent on programs vs. promotion. No actual impact to budget.	1 - Unavoidable	5,000
	Increase to cost of merchandise for sale	1 - Unavoidable	(2,000)
- Operating Expenses	Inflation - rising cost of processing supplies	1 - Unavoidable	(1,000)
	New library website - has not been updated since 2014. Need to streamline virtual presence, communication standards, and AODA compliance. Annual maintenance cost is estimated to be around \$2000.	3 - Service Enhancement	(10,000)
	Programming budget was incorporated into Promo/Publicity/Marketing line. We have separated this budget for more clarity. No impact to actual budget.	1 - Unavoidable	(5,000)
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(166,442)
- Utilities	Inflationary Adjustment	1 - Unavoidable	(755)
Grand Total			\$ (182,340)

NON-TAX SUPPORTED



Building Services



Building Services

Division Team Leader: Tammy Hogg

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 through the enforcement of the Building Code Act (BCA). The BCA lays out the legislative framework governing the construction, renovation, demolition and change of use of buildings in Ontario. Legislated duties under the BCA for illegal construction activities and unsafe buildings and to take emergency measures where necessary, are also carried out by Building Services. Building Services assists homeowners, business owners, contractors, builders and design professionals during the application and construction phase of buildings. Building Services provides technical guidance regarding compliance with the Ontario Building Code to both internal and external stakeholders for proposed development within the Town.

There are strict timelines that Building Services must adhere to while enforcing the Code. Permit review turnaround times vary from 10 to 30 business days depending on the class of building. Permit inspections as prescribed by the Building Code and the Building By-law and must be carried out within 2 business days of notification of request for an inspection on a permit.

Building Services also administers several Town By-Laws including the Sign By-law, Fence By-law, Pool Enclosure By-law, and the Civic Addressing By-Law for addressing and street names within Collingwood.

In all of our activities, our focus is public safety and providing excellent customer service.

Under the Town's Services Model, the Services delivered by this funding are:

- Ontario Building Code Administration & Enforcement Service
- Building By-law Administration

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
6.00	6.00	7.00	7.00	-	7.00

Division's Pressures and Trends, including Public Input

Despite the development pause under the Interim Control Bylaw (ICBL), with the Exemptions process in place Council has endorsed a level of building similar to previous years, and the Building Division continues to be active in issuing permits and completing prescribed building inspections within the required timeframes. The Town is also experiencing a significant increase in multi residential unit buildings and a more complex building stock in addition to residential subdivision/condo developments.

The Ontario Government is looking to build 1.5 million homes in the next 10 years. This means a change in the built form from a typical single or semi-detached dwelling to stacked towns to detached accessory dwelling units to high rise multi-residential buildings. This will bring on additional innovative designs, construction techniques and materials requiring technically trained and experienced staff who stay up to date on construction practices and code changes. There is currently a shortage of qualified building inspectors across the province to deal with this mandate. Staff retention and succession planning will continue to be a focus in order to continue to meet 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.

2023 Priorities

Community Based Strategic Plan Items

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Master Plan Priority Projects

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Continuous Improvements

By-Law Review

Review and identify updates required in the Civic Addressing By-Law, Fence By-Law, Sign By-law, and Pool Enclosure By-Law to ensure up to date with current processes and legislative requirements.

Accessory Apartment Building Apartment and Approvals Guide Update

To support the Affordable Housing Task Force in clarifying the Ontario Building Code (OBC) Requirements for creating a secondary residential unit, whether attached or detached. Simplifying the guide and providing easier to understand language to help homeowners comply with the OBC.

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 Planning Services Divisions. The review will also confirm the full cost of application processing and provide recommended fee revisions to Council.

Staff Responsibility Review and Succession Planning

Review staff roles and responsibilities to ensure adequate training, qualifications and competencies are in place to reduce Town risk and liability. Provide a training and competency program for staff to enable progression within the Division.

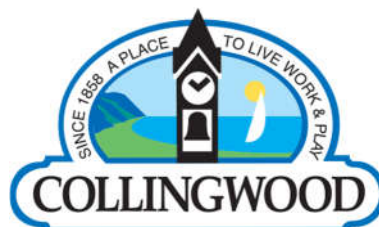
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 880,669	\$ 1,009,135	\$ 773,442	\$ 1,020,990	\$ 1,070,141	\$ 49,151	4.8%
- Other	867,097	1,000,000	763,100	750,000	750,000	-	0.0%
- Transfers from Town Reserves and Reserve Funds	-	-	-	261,855	311,006	49,151	18.8%
- User Charges	13,572	9,135	10,343	9,135	9,135	-	0.0%
Expenses / Expenditure	-\$ 855,315	-\$ 1,009,135	-\$ 814,188	-\$ 1,020,990	-\$ 1,070,141	-\$49,151	4.8%
- Administrative Expenses	- 3,392	- 3,500	- 6,590	- 3,500	- 3,500	-	0.0%
- Equipment Related	177	- 2,500	- 124	- 2,500	- 2,500	-	0.0%
- Financial Expenses	- 20,538	- 13,210	- 17,532	- 14,760	- 22,860	- 8,100	54.9%
- Information Technology and Communications	- 17,593	- 17,565	- 4,153	- 16,520	- 17,420	- 900	5.4%
- Inter-functional Transfers	-75,415	-61,817	-63,846	-61,817	-61,817	0	0.0%
- Legal Expenses	- 2,251	- 2,316	- 343	- 5,000	- 5,000	-	0.0%
- Operating Expenses	- 2,154	- 1,560	- 2,751	- 1,560	- 1,560	-	0.0%
- Personnel and Training	- 17,621	- 15,940	- 12,865	- 15,940	- 16,940	- 1,000	6.3%
- Premise and Site	-189	-4,515	-207	-4,515	-4,515	0	0.0%
- Purchased Services	- 20,722	- 113,000	- 1,050	- 83,000	- 83,000	-	0.0%
- Salaries and Benefits	- 694,137	- 691,157	- 703,554	- 806,178	- 845,329	- 39,151	4.9%
- Transfers to Capital	0	0	0	0	0	0	0.0%
- Transfers to Town Reserves and Reserve Funds	0	-65,055	0	0	0	0	0.0%
- Vehicle and Fleet Related	-1,482	-17,000	-1,174	-5,700	-5,700	0	0.0%
Grand Total	\$ 25,354	\$ -	-\$ 40,746	-\$ 0	\$ 0	\$ 0	-174.2%

2023 Variance Analysis

		Change Type	Budget Impact
Revenues / Funding Source			\$ 49,151
- Transfers from Town Reserves and Reserve Funds	Self-Sustaining 2022	1 - Unavoidable	(261,855)
	Updated Self-Sustaining 2023	1 - Unavoidable	311,006
Expenses / Expenditure			\$ (49,151)
- Financial Expenses	Credit Card / Moneris fees	1 - Unavoidable	(5,000)
	Inflationary Adjustment	1 - Unavoidable	(3,100)
- Information Technology and Communications	End of contract replacement for 2 phones	1 - Unavoidable	(900)
- Personnel and Training	Adjust to pre-COVID amounts	1 - Unavoidable	(1,000)
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(39,151)
Grand Total			\$ 0

Parking Services



Parking Services

Division Team Leader: Adam Harrod, (A) Manager By-law

Division Overview

The Parking Services Division provides parking operations, maintenance of parking policies, software, meters and equipment, and enforcement services for residents, businesses, and visitors of the municipality. The goals of the Division include ensuring that parking is available in an equitable, affordable, and safe manner. The Division also completes all of the administrative tasks associated with the service, and operates the Town’s “First Attendance” initiative which allows defendants who have received a Parking Infraction Notice to resolve their matter without proceeding court.

The Division is responsible for the parking program in the downtown, various parks and throughout the community, as well as enforcing other tax supported Town By-law’s within the Heritage District including. Responsibilities include:

1. Parking Related Duties and Tasks:

- Regular parking patrols & enforcement
- Parking policy recommendations
- Preparation and delivery of legal notices/documents/forms
- Coordinate court hearings and prosecutions including scheduling parking trial requests and filing documents with external agencies (ARIS, Barrie Provincial Offences Office, MTO, Service Ontario, etc.)

3. Services/Programs:

- Administer the First Attendance initiative
- Parking meter maintenance and repair, including meter collection
- Administer the Private Property Parking Enforcement Program, including training of Private Enforcement Officers (New)

3. Other regulatory (tax-supported) By-law Enforcement

Responsible Pet Ownership By-law, Bicycle By-law, Business Licensing By-law, Patios and Merchandise By-law, Public Nuisance By-law, Sign By-law, Smoking By-law etc.

Under the Town’s Services Model, the following Services are delivered by this funding:

- Parking By-law Enforcement

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
1.50	1.66	2.30	2.30	-	2.30

Division's Pressures and Trends, including Public Input

Maintaining Service Levels and meeting demands as:

1. Volume of calls – steady increase in the number of occurrences each year
2. Increasing enforcement needs to manage parking (and other regulatory enforcement) throughout the year in addition to the summer months and events.
4. Parking complaints and investigations/inspections – can be complex and require timely responses and actions to resolve each issue.
5. Growth – as our community continues to grow and increasing parks, subdivisions, home occupations, etc. increase our request for service.
6. Increase in parking and boulevard rules / regulations (i.e. parking amendments, fire routes, parks & facilities by-law, and road occupancy by-law)
7. Increasing caution regarding the health & safety of Officers. (i.e. violence, harassment, stress, caseload, working alone)
9. Parking machines are past lifecycle replacement and require regular maintenance therefore a need to proceed with replacements in 2023.
10. Increasing opportunities for public transportation, cycling, online shopping may start to indicate a slight decline in parking space needs.

The Town has attempted to address service levels by implementing proactive versus reactive response approaches for certain bylaws, as well as support from the Collingwood Police for some types of after-hours calls.

2023 Priorities

Community Based Strategic Plan Items

Downtown Parking Meter Replacement

This project supports the goal of "Transparent and Accountable Local Government" since the purchase and supply of these machines involved an open market competition. Instead of replacing all 25 machines, the By-law Division will be attempting to promote and encourage use of pay-by-phone option which will save approximately \$80,000.00 and another \$5,000 per year for cellular connectivity fees.

Community Based Strategic Plan Items

Is noted in the By-law Division Business Plan, an additional year-round MLEO position is required to manage caseload, and provide consistency through out the year for parking enforcement, animal control and other regulatory enforcement. Having an additional officer will reduce the need for 2 additional seasonal officers. This additional position would be offset primarily from 'non-tax supported' parking revenue.

Master Plan Priority Projects

A future Transportation Masterplan and Downtown Vision Exercise will assist in identifying appropriate parking level of service needs.

Continuous Improvements

Completing a By-law Services review in early 2023 will assist in identifying enforcement needs and level of service expectations and opportunities, including streamlining processes that may impact parking administration, enforcement and customer service.

Update Parking By-law - Work with the community and other key stakeholder (BIA, Collingwood Police, etc.) on updating and creating a comprehensive Parking By-law that will capture new and innovative ways to pay for parking (pay-by-phone), address community concerns (parking in bike lanes etc.), and other issues.

Continue and expand use of HotSpot Parking Payment 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.

Investigate the merits of implementing an Administrative Monetary Penalty (AMP) System. The AMP system is an alternative forum in which to administer certain provincial offences. Rather than proceeding through the court system, upon contravention of a by-law, an administrative procedure is triggered, and the Town imposes a financial penalty upon the person who contravened the particular bylaw. The system is more akin to a civil process rather than a quasi-criminal process

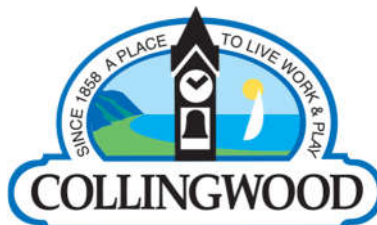
Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 483,600	\$ 487,722	\$ 637,280	\$ 451,472	\$ 585,222	\$ 133,750	29.6%
- Other	57,415	100,000	97,345	90,000	210,222	120,222	133.6%
- User Charges	426,185	387,722	539,935	361,472	375,000	13,528	3.7%
Expenses / Expenditure	-\$ 483,589	-\$ 487,722	-\$ 291,657	-\$ 451,472	-\$ 585,222	-\$ 133,750	29.6%
- Administrative Expenses	- 9,738	- 5,000	- 5,769	- 6,500	- 6,500	-	0.0%
- Equipment Related	- 4,953	- 8,000	- 20,663	- 8,000	- 8,000	-	0.0%
- Financial Expenses	- 7,082	- 13,098	- 13,379	- 10,610	- 30,634	- 20,024	188.7%
- Information Technology and Communications	- 13,886	- 21,700	- 24,626	- 41,800	- 47,800	- 6,000	14.4%
- Operating Expenses	- 51,009	- 91,400	- 37,585	- 88,200	- 63,200	25,000	-28.3%
- Premise and Site	-77,616	-80,000	-34,046	-77,350	-77,350	0	0.0%
- Purchased Services	-	- 15,000	-	-	-	-	0.0%
- Salaries and Benefits	- 250,268	- 210,067	- 146,575	- 144,880	- 161,135	- 16,255	11.2%
- Transfers to Town Reserves and Reserve Funds	-55,615	-43,457	0	-59,132	-175,603	-116,471	197.0%
- Utilities	0	0	-1,446	0	0	0	0.0%
- Vehicle and Fleet Related	-13,423	0	-7,569	-15,000	-15,000	0	0.0%
Grand Total	\$ 11	\$ -	\$ 345,623	-\$ 0	-\$ 0	-\$ 0	66.7%

2023 Variance Analysis

		Change Type	2023 Budget
Revenues / Funding Source			\$ 133,750
- Other	Increase due to increased fine amounts	1 - Unavoidable	25,000
	Reallocate from Cash Fares	1 - Unavoidable	85,222
	Remove 2022 - Due to COVID-19 and staffing resources	1 - Unavoidable	10,000
- User Charges	Add back to Pre COVID and new machines with additional MLEO II	1 - Unavoidable	25,000
	Back to Pre-COVID Levels	1 - Unavoidable	(31,250)
	Back to Pre-Covid times and additional MLEO Position	1 - Unavoidable	10,000
	Reallocate to Fines account - was going to cash fares	1 - Unavoidable	(85,222)
	Remove 2022 - Due to COVID-19 and staffing resources	1 - Unavoidable	95,000
Expenses / Expenditure			\$ (133,750)
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(24)
	Inter-departmental Recovery - Customer Service PT position - to help with Parking - offset by Parking Fees	3 - Service Enhancement	(20,000)
- Information Technology and Communications	Increase in annual support	1 - Unavoidable	(6,000)
- Operating Expenses	Reduce to actuals	1 - Unavoidable	25,000
- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(16,255)
- Transfers to Town Reserves and Reserve Funds	Balance Self Sustaining	1 - Unavoidable	20,102
	Balance Self-Sustaining	1 - Unavoidable	(152,248)
	Remove 2022 - Balance Self Sustaining	1 - Unavoidable	15,675
Grand Total			\$ 0

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. Drinking water is also supplied to the Town of The Blue Mountains and via the Regional Pipeline to the Town of New Tecumseth, the Townships of Essa and Clearview.

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 treatment facility and pump station upgrades.

Water Distribution:

- Maintenance of approximately 173 km of watermain (including non-potable industrial water supply).
- Maintenance of approximately 11,500 water services.
- Maintenance of approximately 1,900 valves.
- Annual flushing of approximately 1,600 hydrants (private and Town-owned).
- Maintenance of approximately 1,150 fire hydrants including snow clearing, 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 approximately 11,700 water meters.
- Coordinate water utility locates.
- Administer and enforce compliance with the Backflow Prevention Program.

- Management of water material supply stores, including purchase orders, receive and issue material, 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

Under the Town’s Services Model, the following Services are delivered by this funding:

- Water Supply & Distribution
- Growth Planning & Asset Management

Water Linear & Non-Linear Assets

Note: Management of the Town’s water distribution system planning and engineering, including the water hydraulic model, is not in scope for this funding, and is contained within the Engineering Division.

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
18.00	19.30	18.55	19.00	1.00	20.00

Division's Pressures and Trends, including Public Input

Development Pressures – Water Supply:

While the Water Treatment Plant (WTP) is operating at around 80% capacity – the industry standard threshold for triggering an expansion – projection on the pace and scope of growth initiated an Interim Control Bylaw to pause some development and the implementation of a Servicing Capacity Allocation Policy. 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.

The design of the WTP is underway with a planned commissioning date for the expanded WTP of late 2025. In early 2023, the goal is to bring interim UV disinfection online to resolve winter disinfection limitations related to cold water temperatures.

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. The needed work has been reflected in the Town's Asset Management Plan for Core Assets, as endorsed by Council in 2022.

2023 Priorities

Community Based Strategic Plan Items

Support and Manage Growth and Prosperity:

Continue to advance the construction of critical water treatment and supply infrastructure, including the Water Treatment Plant expansion, Sixth Street watermain, and Carmichael Reservoir Upgrades, to support growth.

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 and upgrades to replace aging equipment and support new development
- Sixth Street watermain lifecycle replacement and new (twinning) watermain to support development
- Carmichael Reservoir and Booster Pumping Station upgrades to support development
- WTP 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.

Watermain Condition Assessment – Non-intrusive investigation of the pipe wall thickness can help determine watermain rehabilitation/replacement prioritization. Another targeted

Continuous Improvements

condition assessment will be completed in 2023 to help refine and update the asset management plan.

Operating Budget Details

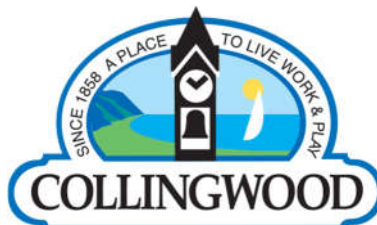
	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 9,051,501	\$ 7,770,076	\$ 6,302,803	\$ 8,070,426	\$ 7,832,476	-\$ 237,950	-2.9%
- Other	271,206	149,458	82,096	94,015	94,015	-	0.0%
- Rentals and Concessions	225,561	219,000	230,504	219,000	241,000	22,000	10.0%
- Transfers from Town Reserves and Reserve Funds	1,024,657	-	-	-	-	-	0.0%
- User Charges	7,530,076	7,401,618	5,990,202	7,757,411	7,497,461	- 259,950	-3.4%
Expenses / Expenditure	-\$ 9,067,366	-\$ 7,770,078	-\$ 3,975,971	-\$ 8,070,426	-\$ 7,832,476	\$ 237,950	-2.9%
- Administrative Expenses	- 241,220	- 393,346	- 201,025	- 392,846	- 320,920	71,926	-18.3%
- Equipment Related	- 181,502	- 105,355	- 179,136	- 157,105	- 344,750	- 187,645	119.4%
- Financial Expenses	- 99,039	- 79,793	- 79,815	- 88,355	- 102,713	- 14,358	16.3%
- Information Technology and Communications	- 41,644	- 71,800	- 61,184	- 113,250	- 107,500	5,750	-5.1%
- Legal Expenses	- 30,201	- 23,000	- 11,275	- 30,000	- 30,000	-	0.0%
- Long Term Debt Servicing	- 461,785	- 462,501	- 110,914	- 462,499	- 458,009	4,490	-1.0%
- Operating Expenses	- 1,371,339	- 179,000	- 197,095	- 188,425	- 299,050	- 110,625	58.7%
- Personnel and Training	- 41,654	- 69,500	- 33,761	- 71,000	- 90,500	- 19,500	27.5%
- Premise and Site	- 297,877	- 306,636	- 177,638	- 354,286	- 347,436	6,850	-1.9%
- Purchased Services	- 849,965	- 916,220	- 618,523	- 1,093,400	- 865,600	227,800	-20.8%
- Salaries and Benefits	- 1,882,398	- 1,946,359	- 1,630,044	- 2,196,129	- 2,286,712	- 90,583	4.1%
- Transfers to Town Reserves and Reserve Funds	- 2,678,858	- 2,326,518	-	- 1,918,550	- 1,505,448	413,103	0
- Utilities	- 787,720	- 778,615	- 587,375	- 854,300	- 896,300	- 42,000	0
- Vehicle and Fleet Related	- 102,164	- 111,435	- 88,187	- 150,280	- 177,538	- 27,258	0
Grand Total	-\$ 15,865	-\$ 2	\$ 2,326,832	\$ 0	-\$ 0	-\$ 0	-101.2%

2023 Variance Analysis

	Description	Change Type	2023 Budget
Revenues / Funding Source			\$ (237,950)
- Rentals and Concessions	CPI Increase	1 - Unavoidable	22,000
- User Charges	Confirmed with 2019 Study - 25% Comm / 75% Res	1 - Unavoidable	(152,814)
	Decrease to reflect historical actuals	1 - Unavoidable	(40,000)
	Recovery from Wastewater	1 - Unavoidable	316,134
	Remove - Interdepartmental cross charges updated organization wide	1 - Unavoidable	(596,645)
	Update to match historical	1 - Unavoidable	7,500
	Updated to New Agreement -Rate = \$0.4772 @9500CM/day	1 - Unavoidable	205,875
Expenses / Expenditure			\$ 237,950
- Administrative Expenses	Inflationary Adjustment	1 - Unavoidable	(250)
	Updated Cross Charges - see attached files	1 - Unavoidable	72,176
- Equipment Related		3 - Service	
	2 more auto flushers to be purchased	Enhancement	(2,000)
	2 Pressure Transducers	1 - Unavoidable	(3,000)
	Adjust base on Actual	1 - Unavoidable	(3,000)
	Adjust based on historical actuals	1 - Unavoidable	205
	Adjust to align with historical actuals - aging equipment	1 - Unavoidable	(20,000)
	Adjustment	1 - Unavoidable	250
	Adjustment based on historical actuals	1 - Unavoidable	(2,000)
	Based on historical Actuals	1 - Unavoidable	(2,000)
	Guarding for blower belts and pumps	1 - Unavoidable	(10,000)
	Inflationary Adjustment	1 - Unavoidable	(11,600)
	Inflationary Increase	1 - Unavoidable	(2,000)
		3 - Service	
	New portable generator	Enhancement	(2,500)
	Replacement VFD for HLP	1 - Unavoidable	(15,000)
To Reflect Meter Purchases no longer in Capital - offset by revenues above. Some will be replacements where we wouldn't receive revenue	1 - Unavoidable	(65,000)	
Replace registers for large meters (premature failure) 40*\$1000 + contingency	1 - Unavoidable	(50,000)	
- Financial Expenses	Inflationary Adjustment	1 - Unavoidable	(14,358)
- Information Technology and Communications	\$25/mth for new bulk water data plan	1 - Unavoidable	(600)
	\$25/mth for new bulk water system (recurring)	1 - Unavoidable	(300)
	2023 - est 6 cell phone lifecycle replacements	1 - Unavoidable	(3,250)
	5 Laptop Replacements	1 - Unavoidable	(5,850)
		3 - Service	
	Adjust to actual but include RNI	Enhancement	21,000
	Adjustment to updated amount	1 - Unavoidable	(8,000)
	Inflationary Increase	1 - Unavoidable	(250)
	Remove 2022 - 9 cell phone lifecycle replacements + accessories	1 - Unavoidable	3,000
- Long Term Debt Servicing	Per debenture schedule	1 - Unavoidable	4,490
- Operating Expenses	Adjustment	1 - Unavoidable	200
	Adjustment based on historical actuals	1 - Unavoidable	(10,000)
	Costs as per latest tender plus estimated inflation	1 - Unavoidable	(30,000)
	Increase to reflect historical actuals	1 - Unavoidable	(50,000)
	Inflationary Adjustment	1 - Unavoidable	(20,825)
- Personnel and Training	2023 3 Replacement AED (WTP, Stewart Rd, Truck)	1 - Unavoidable	(6,000)
	2023 New Fall Retrieval/Life Line Winch	1 - Unavoidable	(8,000)

	Inflationary Adjustment	1 - Unavoidable	(5,500)
	Adjust based on historical actuals	1 - Unavoidable	500
	Grass cutting contract	1 - Unavoidable	(5,000)
	Inflationary Adjustment	1 - Unavoidable	(4,500)
- Premise and Site	On-going roof repairs and investigations	1 - Unavoidable	(30,000)
	PILS as per 2022 Tax Schedule	1 - Unavoidable	(35,870)
	PILS charged to 5910	1 - Unavoidable	41,720
	Roof repairs for Stewart Rd to fix recurring leaks	1 - Unavoidable	40,000
	2023 Water/Wastewater Rate Study Update	2 - Growth	(25,000)
	50% charged to WW 5505 - in the past it was in the WW Admin Fee charged to 5922 - direct allocation from JE created when we receive the EPCOR charges for billing	1 - Unavoidable	335,800
	Add Carmichael Inspection (every 3 years)	1 - Unavoidable	(15,000)
	Adjustment	1 - Unavoidable	750
	Adjustment for extra costs for vac truck services	1 - Unavoidable	(15,000)
	Annual structural inspection no longer required due to repairs completed in 2022	3 - Service Enhancement	15,000
	Arc Flash Study/Improvements for Generator	1 - Unavoidable	(7,500)
	Increase budget for watermain condition assessments to \$35,000 (\$24.50/m in 2022)	3 - Service Enhancement	(17,000)
	Increase to match actual	1 - Unavoidable	(60,000)
	Inflationary Adjustment	1 - Unavoidable	(18,000)
	Inflationary adjustment for extra vac truck disposal costs	1 - Unavoidable	(15,000)
	Inflationary Increase	1 - Unavoidable	(200)
	Remove 2022 Budget Item	1 - Unavoidable	73,950
	Reservoir inspection (every 3 years)	1 - Unavoidable	15,000
	Soils management plan to comply with new regulations	1 - Unavoidable	(50,000)
	Underwater inspection for Davey (every 3 years)	1 - Unavoidable	15,000
	Increase budget for asphalt/road base disposal (regulatory)	1 - Unavoidable	(5,000)
	Valve chamber ladder inspections	1 - Unavoidable	(10,000)
		3 - Service Enhancement	(100,000)
- Salaries and Benefits	Add Water Dist. Operator	1 - Unavoidable	26,096
	Merit increase and COLA		
- Transfers to Town Reserves and Reserve Funds	Balance Self Sustaining	1 - Unavoidable	396,424
- Utilities	Inflationary Adjustment	1 - Unavoidable	(42,000)
	Adjustment based on historical actuals	1 - Unavoidable	500
	Adjust based on historical actuals	1 - Unavoidable	(13,500)
	Adjustment	1 - Unavoidable	3,500
	Based on historical Actuals	1 - Unavoidable	1,500
	Inflationary Adjustment	1 - Unavoidable	(4,258)
	Inflationary Increase	1 - Unavoidable	(5,000)
Grand Total			\$ -

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 provincial Environmental Compliance Approval (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

Under the Town’s Services Model, the following Services are delivered by this funding:

- Wastewater Collection & Treatment Service
- Growth Planning & Asset Management
 - Wastewater Non-Linear Assets

Staffing Complement

2019 Approved	2020 Approved	2021 Approved	2022 Approved	2023 Request	2023 Proposed
8.00	8.00	8.00	8.00	-	8.00

Division’s Pressures and Trends

Asset management of aging infrastructure:

Various components of the wastewater treatment infrastructure are approaching or have exceeded their useful life. This is resulting in increased operational challenges and costs with failures and repairs, and extra staff time to complete this work.

Development/Growth:

Average day flows at the wastewater treatment plant (WWTP) are approaching 80% of the rated treatment plant capacity – the threshold where a Municipal Class Environmental Assessment (EA) for an expansion would be initiated by the Town. Continuing to adjust internal processes to align with the Town’s new Servicing Capacity Allocation Policy (SCAP) will help ensure the remaining wastewater treatment capacity is transparently and appropriately managed and the Municipal Class EA is initiated at the appropriate time.

Inflow and Infiltration and Climate Change:

Inflow and infiltration (I&I) into sanitary sewers is increasing peak flows at the WWTP, which increase the likelihood of by-pass and overflow events and reduces the treatment capacity

available for new development/growth. I&I is negatively impacted by the increased frequency of high intensity precipitation events and recent high lake levels. The development of a comprehensive I&I program commenced in 2022, led by the Engineering Division which manages the wastewater collection hydraulic model and infrastructure, and will continue to be developed and implemented in the coming years.

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. It is anticipated that this new consolidated Environmental Compliance Approval (ECA) will come into effect by the end of 2022. This will create some increased pressures in 2022 and 2023 as staff adjust and/or implement new business processes to ensure compliance with the new ECA.

2023 Priorities

Community Based Strategic Plan Items

Transparent and Accountable Local Government - Enhance Public Trust:

Inflow at the Wastewater Treatment Plant (WWTP): As demonstrated with significant rainfall events in the past few years, 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 WWTP where partially treated water flows out to the bay. 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 sub-service for the Town, that will require significant staff and capital resources to properly address. The first step will be to develop an Inflow & Infiltration reduction strategy and work plan, and updating/calibrating the existing wastewater hydraulic model.

Support and Manage Growth and Prosperity:

The Town is closely monitoring the remaining treatment capacity at the WWTP. This remaining capacity will be managed in accordance with the new Servicing Capacity and Allocation Policy, and a Municipal Class EA for a WWTP expansion will be initiated when appropriate.

Transparent and Accountable Local Government:

Continued work with Finance to refine and implement the Asset Management Plan for core assets.

Master Plan Priority Projects

- Lifecycle replacement of assets
- Digester No. 2 repair
- Inflow and infiltration reduction, including study Part 1 to develop an I & I flow monitoring and update/calibrate the existing wastewater hydraulic model, including WWTP inflow (Engineering Division to lead with support of Environmental Services (WW), and Public Works)

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
- 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
- Lifecycle replacement and upgrade of WWTP Supervisory Control and Data Acquisition (SCADA) servers to align with corporate data management approach and to improve system security
- Digester No. 2 mixing system replacement with roof work to reduce operational challenges with existing mixing system.

Operating Budget Details

	2021 Actual	2021 Budget	2022 Actual	2022 Budget	2023 Budget	2023 vs 2022 (\$)	2023 vs 2022 (%)
Revenues / Funding Source	\$ 8,220,706	\$ 7,702,014	\$ 7,768,957	\$ 8,003,059	\$ 8,611,019	\$ 607,960	7.6%
- Government Transfers	-	-	-	-	200,000	200,000	0.0%
- Non Tax Revenue	-	-	1,976	-	-	-	0.0%
- Other	219,042	43,030	27,242	43,030	43,030	-	0.0%
- Other Municipalities	433,315	374,100	486,658	418,861	538,861	120,000	28.6%
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	-	-	0.0%
- User Charges	7,568,349	7,284,884	7,253,082	7,541,168	7,829,128	287,960	3.8%
Expenses / Expenditure	-\$ 8,219,187	-\$ 7,702,014	-\$ 5,769,727	-\$ 8,003,059	-\$ 8,611,019	-\$ 607,960	7.6%
- Administrative Expenses	- 1,100,337	- 1,161,058	- 1,115,029	- 1,164,558	- 738,851	425,707	-36.6%
- Equipment Related	- 176,163	- 219,500	- 292,256	- 211,500	- 237,000	- 25,500	12.1%
- Financial Expenses	- 132,566	- 111,264	- 135,605	- 124,521	- 124,521	-	0.0%
- Information Technology and Communications	- 29,240	- 28,000	- 24,204	- 36,000	- 41,000	- 5,000	13.9%
- Legal Expenses	- 4,143	- 3,000	-	- 4,000	- 4,000	-	0.0%
- Long Term Debt Servicing	- 1,046,567	- 1,049,407	- 1,030,969	- 1,049,407	- 1,012,549	36,858	-3.5%
- Operating Expenses	- 1,509,447	- 1,439,250	- 1,285,173	- 1,567,550	- 1,725,100	- 157,550	10.1%
- Personnel and Training	- 20,652	- 30,000	- 20,773	- 31,000	- 31,000	-	0.0%
- Premise and Site	- 111,103	- 80,815	- 108,674	- 92,815	- 107,072	- 14,257	15.4%
- Purchased Services	- 128,014	- 317,200	- 215,569	- 483,000	- 769,125	- 286,125	59.2%
- Salaries and Benefits	- 999,982	- 1,052,723	- 989,790	- 1,067,542	- 1,087,223	- 19,681	1.8%
- Transfers to Town Reserves and Reserve Funds	- 2,382,756	- 1,550,328	-	- 1,519,006	- 2,027,306	- 508,300	33.5%
- Utilities	- 464,389	- 508,879	- 405,756	- 513,700	- 545,892	- 32,192	6.3%
- Vehicle and Fleet Related	- 113,829	- 150,590	- 145,931	- 138,460	- 160,380	- 21,920	15.8%
Grand Total	\$ 1,519	\$ -	\$ 1,999,230	\$ 0	\$ 0	-\$ 0	-61.3%

2023 Variance Analysis

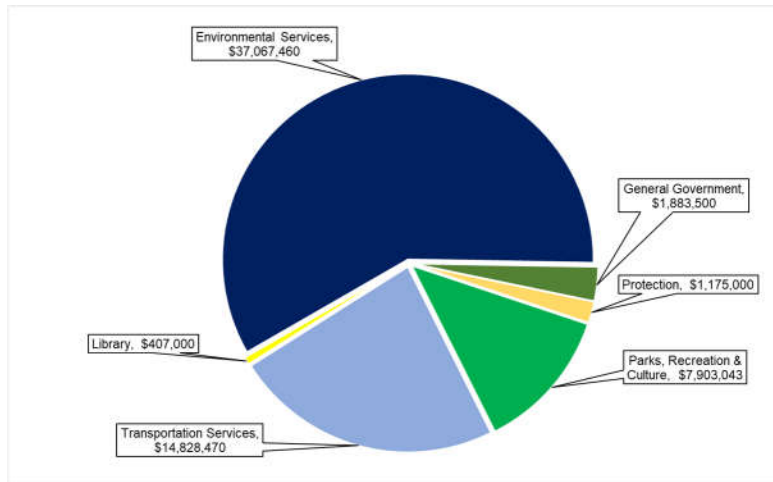
Description		Change Type	2023 Budget Impact
Revenues / Funding Source			\$ 607,960
- Government Transfers	OCIF Funding	3 - Service Enhancement	200,000
- Other Municipalities	Inflationary Increase	1 - Unavoidable	120,000
- User Charges	Increase based on historical	1 - Unavoidable	287,960
Expenses / Expenditure			\$ (607,960)
- Administrative Expenses	Cross Charges From the Whole Org	1 - Unavoidable	(718,101)
	Inflationary Adjustment	1 - Unavoidable	(2,000)
	Inflationary Increase	1 - Unavoidable	(1,250)
	Transfer to 5505	1 - Unavoidable	858,208
	Updated Cross Charges across Organization	1 - Unavoidable	288,850
- Equipment Related	2023 Lifecycle Replacement AED for WWTP	1 - Unavoidable	(2,000)
	Adjust based on historical actuals	1 - Unavoidable	4,500
	Adjustment based on historical actuals	1 - Unavoidable	2,000
	Inflationary Adjustment	1 - Unavoidable	(5,000)
	One time charge to purchase a new SCBA	1 - Unavoidable	(25,000)
- Information Technology and Communications	Firewall upgrade annual support	1 - Unavoidable	(2,500)
	lifecycle replacement of 3 iphones	1 - Unavoidable	(3,000)
	Remove 2022 one time	1 - Unavoidable	3,000
	Windows upgrade annual support	1 - Unavoidable	(2,500)
- Long Term Debt Servicing	Per debenture schedule	1 - Unavoidable	36,858
- Operating Expenses	Adjust based on historical	1 - Unavoidable	5,100
	Adjust based on historical actuals	1 - Unavoidable	6,250
	Adjustment based on historical actuals	1 - Unavoidable	(14,900)
	Increase for inflation and growth	1 - Unavoidable	(125,000)
	Inflationary Adjustment	1 - Unavoidable	(25,000)
	Inflationary Increase	1 - Unavoidable	(3,000)
	Not previously budgeted	1 - Unavoidable	(1,000)
	Remove one time charge - Beach 1 support for new SCADA reporting templates/SQL transition	1 - Unavoidable	18,000
	Carryforward from 2022 - WWTP SQL Server/Reporting Template Upgrades	1 - Unavoidable	(18,000)
- Premise and Site	2022 PIL Schedule - was previously charged to 5500	1 - Unavoidable	(14,907)
	Adjustment based on historical actuals	1 - Unavoidable	1,000
	Increase for inflation	1 - Unavoidable	(100)
	Inflationary Increase	1 - Unavoidable	(250)

- Purchased Services	2023 USI support to relocate instrumentation for energy monitoring (support audit)	3 - Service Enhancement	(10,000)	
	2023 Water/Wastewater Rate Study Update	2 - Growth	(25,000)	
	2023 WWTP Energy Audit	3 - Service Enhancement	(40,000)	
	Adjust based on historical actuals	1 - Unavoidable	2,000	
	Adjustment based on historical actuals	1 - Unavoidable	2,500	
	Consulting services to support treatment process optimization (eg. digester), etc. - new recurring	3 - Service Enhancement	(10,000)	
	Increased frequency of cleanouts due to debris interfering with floats/alarms	1 - Unavoidable	(3,000)	
	Remove 2022 - Consulting services to support rehab of a digester in 2022	1 - Unavoidable	100,000	
	Remove from Admin fee charged to Water 5925 - EPCOR amounts for billing at 50%	1 - Unavoidable	(322,625)	
	Remove one time charges for electrical drawings (2022)	1 - Unavoidable	50,000	
	SCADA and Electrical Drawing Updates	3 - Service Enhancement	50,000	
	Reduce as not as much CCTV is required this year	1 - Unavoidable	50,000	
	Misc. sanitary modeling and CCTV inspection, Forcemain condition assessment	1 - Unavoidable	(130,000)	
	- Salaries and Benefits	Merit increase and COLA	1 - Unavoidable	(19,681)
		Balance Self Sustaining Fund	1 - Unavoidable	(376,556)
	Balance Self-Sustaining	1 - Unavoidable	(7,947)	
	Balance Surplus Transfer	1 - Unavoidable	(73,797)	
	Balance Self-Sustaining - change to CCTV work	1 - Unavoidable	(50,000)	
	Inflationary	1 - Unavoidable	(25,000)	
	Inflationary Adjustment	1 - Unavoidable	(7,192)	
- Vehicle and Fleet Related	Inflationary	1 - Unavoidable	(920)	
	Not previously budgeted	1 - Unavoidable	(21,000)	
Grand Total			\$ (0)	

2023 CAPITAL OVERVIEW

The capital budget is the Town’s plan to purchase, build, maintain, repair and replace assets including infrastructure. Capital assets also directly and indirectly impact the Town’s operating budget as funds are needed to cover day-to-day operating expenses associated with the asset. The total capital expenditures for 2023 is estimated to be \$63.3 million, and the list of proposed projects and funding sources follows.

Over \$37.0 Million of the Town’s Capital Expenditures are considered non-tax supported and consist of projects that are financed through rates (Water & Wastewater), user fees (Building Permits and Parking Meters). The graph illustrates the breakdown between divisions of the total Capital spending for 2023.



The Transportation division (Roads, Storm/Sanitary Sewer Infrastructure and Transit) have significant capital expenditures, including the Minnesota Storm Sewer Repair project (\$5.1M); the continuation of the widening of Mountain Road (\$4.3M) and many Asset

Management (AM) Projects such as resurfacing and drainage improvements.

Parks, Recreation and Culture’s capital projects in 2023 include the completion of the Awen Water Play Splash Pad (including lighting, landscaping, trails and signage) (\$2.3M); the Summit View Park (\$1.5M); the Wilson Sheffield Park (\$1.1M); the Hens and Chickens Trail Bridge (\$450K); and many AM projects such as Shoreline Restoration and the Facility Improvements at the Eddie Bush Memorial Arena. In addition, a Feasibility Study for a Multi-Purpose Facility (including a Library Satellite location) will be conducted in 2023.



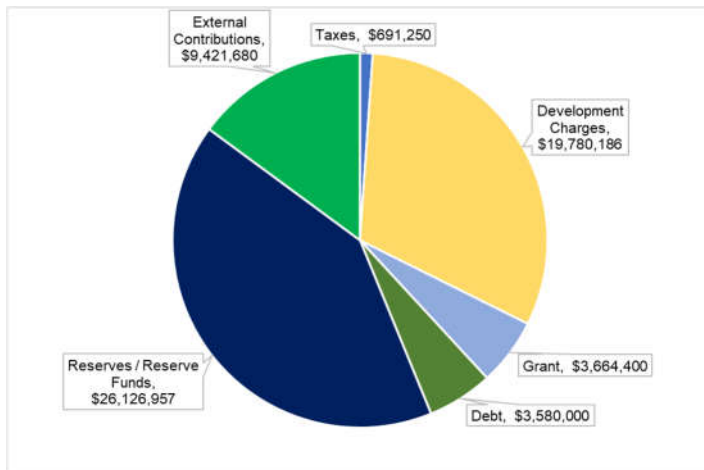
General Government consists of municipal facilities and administrative support. Capital projects for 2023 include accommodations/renovations to Town Hall, a full LED Replacement project for all municipal facilities (\$600K) and Information Technology AM projects (\$400K).

Protection Services capital projects include the replacement of the pumper truck that is at the end of its' useful life (\$1.2M - \$900k will be spent in 2023 with the remaining balance paid in 2024), the replacement of Fire Hoses (\$60K) and a Fire Master Plan study (\$60K).



The Library Capital program consists mainly of AM projects to maintain the building, including the Heat Pump Replacement (\$200K) and the Accessible Entrance Doors replacement (\$150k).

There are six main sources of funding for Collingwood's capital projects. Projects can receive funding from a single source, but the majority of projects are funded through multiple sources. The funding sources include: Direct Tax Support, which is defined as amounts included in the Municipal Levy (for 2023 this amounts to \$691K); Reserves/Reserve Funds, are funds that have been accumulated over the years to support programs, projects and services (the net impact on Reserves/Reserve Funds included in the proposed 2023 Capital Budget is \$26.0M);



Development Charges (DC), are funds that are accumulated when new development occurs (the total amount to be withdrawn from DCs in the 2023 Capital Budget is \$19.9M); External Contributions (Other Municipalities and Developer Contributions), this amount mainly arises from the contributions the Town of New Tecumseth (NT) will make towards the WTP (as part of the updated water supply agreement NT will be responsible for nearly 60% of newly expanded WTP, for 2023 this amounts to \$9.2M); Debt financing is defined as the Town entering into new loans from either internal or external sources (in 2023 it is

expected that the Town will enter into new debt for the Minnesota Storm Sewer project in the amount of \$3.6M); and Grant Funding includes funds financial awards through other levels of government (Provincial or Federal) and/or external non-profit agencies (For 2023 the Town expects to use \$3.7M of grant funding to support the Capital program). The funding breakdown for the 2023 capital project is illustrated in the graph above.

Project Name	Funding Source	Total 2023 Cost	Taxes	Development Charges	Grant	Debt	Reserve	Reserve Fund	Donations	External Contributions
9121 - Town Hall Refurbishment Program	Taxes	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9125 - Server Asset Management	Lifecycle	185,000	90,000	-	-	-	-	95,000	-	-
9129 - Strategic Land Acquisition	Land Acquisition Fund	20,000	-	-	-	-	-	20,000	-	-
9131 - Water Billing in House ITSC-19-008	Wastewater/Water Reserve Funds	140,000	-	-	-	-	-	140,000	-	-
9132 - HRIS	Modernization	80,000	-	-	80,000	-	-	-	-	-
9134 - CRM Customer Service Software ITSC-19-002	Modernization	10,000	-	-	10,000	-	-	-	-	-
9136 - New Accommodation Townhall - Retrofit	Taxes	125,000	125,000	-	-	-	-	-	-	-
913A - Facility LED Lighting Retrofit	Federal Gas Tax	600,000	-	-	600,000	-	-	-	-	-
913B - Roof Replacements	Building/Wastewater Reserve Funds	125,000	-	-	-	-	-	125,000	-	-
913D - BDC HVAC Replacement	Lifecycle Building	10,000	-	-	-	-	-	10,000	-	-
913E - Fleet EV Charging Stations	Lifecycle Fleet	25,000	-	-	-	-	-	25,000	-	-
913G - Audio/Video Equipment Council Chambers	Lifecycle Equipment	150,000	-	-	-	-	-	150,000	-	-
9141 - Computer Hardware	Taxes	5,000	5,000	-	-	-	-	-	-	-
9143 - Computer Software	Taxes	2,500	2,500	-	-	-	-	-	-	-
9144 - Networking - WAN & LAN Infrastructure	Taxes	3,000	3,000	-	-	-	-	-	-	-
9145 - Doorlock Replacement / Installation - Corporate Wide (incl Library)	Lifecycle Equipment	75,000	-	-	-	-	-	75,000	-	-
9148 - Desktop/Laptop Replacements	Lifecycle Equipment	58,000	-	-	-	-	-	58,000	-	-
9364 - New Accommodation - P/W Building and Shop renovations - tied to Accommodation Plan	DC	200,000	-	200,000	-	-	-	-	-	-
Total General Government		\$ 1,883,500	\$ 295,500	\$ 200,000	\$ 690,000	\$ -	\$ -	\$ 698,000	\$ -	\$ -
9202 - Fire Master Plan - Fire Master Plan	DC	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9203 - Fire - Vehicle Replacements	Lifecycle Fleet	900,000	-	-	-	-	-	900,000	-	-
9206 - Fire Hose Replacement	Lifecycle Equipment	60,000	-	-	-	-	-	60,000	-	-
Total Fire		\$ 1,020,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 960,000	\$ -	\$ -
9210 - Collingwood Police Building	Lifecycle Building	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -
Total Collingwood Police Building		\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -
9230 - Building Fleet	Building	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -
Total Building		\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -
9484 - Parking Replacement Meters	Parking RF	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Total Parking		\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -
9781 - PRC Master Plan Refresh	Taxes	\$ 17,500	\$ 17,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9703 - Shade Shelters	DC	50,000	-	50,000	-	-	-	-	-	-
9704 - Trail Development	DC	150,000	-	150,000	-	-	-	-	-	-
9708 - Neighbourhood Park Replacement/Enhancements	DC	100,000	-	65,000	-	-	-	35,000	-	-
970c - Old Village Park Washroom	Lifecycle Land Improvements	15,000	-	-	-	-	-	15,000	-	-
970T - Harbourview Park Floating Docks	DC	45,063	-	45,063	-	-	-	-	-	-
9710 - Trail Bridges - (Hen and Chickens)	DC	450,000	-	112,500	-	-	-	337,500	-	-
9719 - Shoreline Restoration - Sunset Point	Lifecycle Land Improvements	50,000	-	-	-	-	-	50,000	-	-
9720 - Heritage Park Improvements	DC	350,000	-	-	-	-	-	350,000	-	-
9723 - Harbour East Wall Docking phases	DC	250,000	-	125,000	-	-	-	125,000	-	-
9724 - Wilson Sheffield Park	DC	200,000	-	200,000	-	-	-	-	-	-
9727 - Harbourview Splash Pad - Awen Splash Pad	DC	1,505,395	-	1,505,395	-	-	-	-	-	-
9728 - PRC Summit View Park	DC	1,500,000	-	1,500,000	-	-	-	-	-	-
972F - Ridgeline Electrical Servicing to Overlookpark	DC	50,000	-	50,000	-	-	-	-	-	-
972I - Ridgeline Amphitheatre Seating Upgrade	DC	50,000	-	11,000	-	-	-	39,000	-	-
9731 - Parkway Medians	Lifecycle Land Improvements	240,000	-	-	-	-	-	240,000	-	-
9733 - Asphalt Walkways	Lifecycle Land Improvements	15,000	-	-	-	-	-	15,000	-	-
9741 - Truck Replacements	Lifecycle Fleet	51,000	-	-	-	-	-	51,000	-	-
9742 - Shoreline Restoration - Millennium Park	Lifecycle Land Improvements	750,000	-	-	-	-	-	750,000	-	-
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	-	-
9747 - St. Marie St North Block 9 Park - Public Realm Plan	DC	75,000	-	75,000	-	-	-	-	-	-
9748 - Harbourview Park Lighting - Awen Splash Pad	DC	300,000	-	300,000	-	-	-	-	-	-
9749 - Harbourview Park Landscaping - Awen Splash Pad	DC	224,000	-	224,000	-	-	-	-	-	-
9770 - Harbourview Park Servicing - Awen Splash Pad	DC	184,010	-	184,010	-	-	-	-	-	-
9771 - Harbourview Park Asphalt Trail - Awen Splash Pad	DC	52,118	-	52,118	-	-	-	-	-	-

Project Name	Funding Source	Total 2023 Cost	Taxes	Development Charges	Grant	Debt	Reserve	Reserve Fund	Donations	External Contributions
9772 - Harbourview Park Signage - Awen Splash Pad	DC	70,000	-	70,000	-	-	-	-	-	-
9773 - Heritage Drive Reconstruction and Parking	Waterfront Master Plan	100,000	-	-	-	-	-	100,000	-	-
9776 - Healing Forest	Taxes	30,000	30,000	-	-	-	-	-	-	-
9782 - Active Transportation	Taxes	60,000	60,000	-	-	-	-	-	-	-
9784a - Urban Forestry equipment	DC	50,000	-	50,000	-	-	-	-	-	-
9705 - PRC Facility Equipment	DC	102,000	-	90,000	-	-	-	12,000	-	-
970H - Facilities Vehicles	DC	70,000	-	70,000	-	-	-	-	-	-
9711 - Central Park Arena - Facility Maintenance / Improvements	Lifecycle Building	19,500	-	-	-	-	-	19,500	-	-
9712 - EBMA - Facility Maintenance / Improvements	Lifecycle Building	175,000	-	-	-	-	-	175,000	-	-
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	Lifecycle Building	40,000	-	-	-	-	-	40,000	-	-
9716 - Curling Facility - Facility Maintenance / Improvements	Lifecycle Equipment	57,500	-	-	-	-	-	57,500	-	-
9718 - Museum Building - Facility Maintenance / Improvements	Lifecycle Building	40,000	-	-	-	-	-	40,000	-	-
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	Land Building Other	100,000	-	-	-	-	100,000	-	-	-
975B - Multi-Purpose Facility Feasibility Study	DC	125,000	-	125,000	-	-	-	-	-	-
9778 - Town Hall / EBMA Backup Generator	Capital Contingency Reserve	10,000	-	-	-	-	-	10,000	-	-
9779 - Sailing School Equipment	Lifecycle Equipment	15,457	-	-	-	-	10,305	5,152	-	-
9739 - Heading Dockside Mural Replacement	Public Art Reserve	26,500	-	-	-	-	26,500	-	-	-
9760 - Museum Gallery Retrofit	Lifecycle Equipment	13,000	-	-	-	-	-	13,000	-	-
Total PRC		\$ 7,903,043	\$ 107,500	\$ 5,159,616	\$ -	\$ -	\$ 136,805	\$ 2,499,122	\$ -	\$ -
930a - Traffic Signal at Hurontario and Findlay	DC	25,000	-	25,000	-	-	-	-	-	-
930b - Hurontario St - Hume to Collins	DC	150,000	-	129,000	-	-	-	21,000	-	-
930f - Cameron St - Walnut to Hurontario	Active Transportation Fund	40,000	-	-	40,000	-	-	-	-	-
930j - Provision for new storage	DC	15,000	-	15,000	-	-	-	-	-	-
930l - Third St Bridge Rehabilitation	Lifecycle Roads	88,000	-	-	-	-	-	88,000	-	-
930m - Highway 26 - Longpoint (Osler Bluff) to Cranberry Trail W	Connecting Link Funding	150,000	-	-	135,000	-	-	15,000	-	-
930Y - Sixth Street Trunk Watermain - High to Hurontario	DC	300,000	-	125,000	-	-	-	175,000	-	-
930Z - Saint Lawrence St Drainage Improvements	Capital Contingency Reserve	65,000	-	-	-	-	65,000	-	-	-
9324 - Provision for Development-Related Vehicles	DC	580,000	-	580,000	-	-	-	-	-	-
9329 - Crosswalks	Federal Gas Tax	224,400	-	-	224,400	-	-	-	-	-
9330 - Traffic Calming - Findlay Drive	Lifecycle Roads	137,700	-	-	-	-	-	137,700	-	-
9331 - Peel Street - Hume to Bush	DC	125,000	-	80,000	-	-	-	45,000	-	-
9332 - Large Tools & Office Equipment Replacement PW 04	Public Works Reserve	10,000	-	-	-	-	10,000	-	-	-
9333 - Catch Basin Grate Replacements	Lifecycle Building	35,000	-	-	-	-	-	35,000	-	-
9334 - Traffic Signal Controller Upgrades	Lifecycle Roads	60,000	-	-	-	-	-	60,000	-	-
9336 - Replace Salt Storage Facility	DC	405,000	-	202,500	-	-	-	202,500	-	-
9352 - Sidewalk Repairs	Lifecycle Roads	155,000	-	-	-	-	-	155,000	-	-
9366 - 545 10th Line Lifecycle - Shop Improvements tied to Lifecycle and Operations	DC	135,000	115,000	-	-	-	-	20,000	-	-
9371 - High St - 10th St to Poplar Sideroad	DC	225,000	83,250	141,750	-	-	-	-	-	-
9377 - Guide Rail Repairs	OCIF	235,000	-	-	235,000	-	-	-	-	-
9378 - Connaught Storm Sewer	Building	80,000	80,000	-	-	-	-	-	-	-
9379 - Pretty River Channelization	Expense Recovery	110,000	-	-	-	-	-	4,000	-	106,000
9380 - Asphalt Resurfacing PW 09	OCIF	340,000	-	-	170,000	-	-	170,000	-	-
9382 - Vehicle Replacement PW 02	Public Works Reserve	805,870	-	-	-	-	805,870	-	-	-
9384 - Cranberry Trail West Drainage Improvments	Federal Gas Tax	80,000	-	-	80,000	-	-	-	-	-
9387 - Bridge Rehabilitation	OCIF	570,000	-	-	570,000	-	-	-	-	-
9388 - Mountain Road Widening	DC	4,285,000	-	3,256,600	-	-	-	1,028,400	-	-
9389 - Minnesota Storm Sewer Repair	Federal Gas Tax	5,080,000	-	-	1,500,000	3,580,000	-	-	-	-
93AA - Stanley Street Drainage Improvements	Lifecycle Land Improvements	160,000	-	-	-	-	-	160,000	-	-
93AB - First Street/Pretty River Parkway Street Side Enhancements	Lifecycle Land Improvements	140,000	-	-	-	-	-	140,000	-	-
9423 - Bus Shelters	DC	7,500	-	7,500	-	-	-	-	-	-
9433 - Streetlight Installation	Taxes	10,000	10,000	-	-	-	-	-	-	-
Total Transportation		\$ 14,828,470	\$ 288,250	\$ 4,562,350	\$ 2,954,400	\$ 3,580,000	\$ 880,870	\$ 2,456,600	\$ -	\$ 106,000

Project Name	Funding Source	Total 2023 Cost	Taxes	Development Charges	Grant	Debt	Reserve	Reserve Fund	Donations	External Contributions
9751 - Accessible Entrance Doors	Lifecycle Building	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -
9752 - I.T. Replacement - Training Room & Public Computers	Library Internet Reserve	7,000	-	-	-	-	7,000	-	-	-
9756 - Library Heat Pump Access	Lifecycle Building	30,000	-	-	-	-	30,000	-	-	-
9757 - Library Heat Pump Replacement	Lifecycle Building	200,000	-	-	-	-	200,000	-	-	-
9758 - Library Lighting Retrofits	Federal Gas Tax	20,000	-	-	20,000	-	-	-	-	-
Total Library		\$ 407,000	\$ -	\$ -	\$ 20,000	\$ -	\$ 237,000	\$ 150,000	\$ -	\$ -
9505 - Sanitary Renewal Program - 5th Street Oak to Spruce Stre	Lifecycle Roads/Water/Wastewater	\$ 5,722,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,722,000	\$ -	\$ -
9506 - Sanitary Sewer Grouting and Manhole Repairs	Wastewater	50,000	-	-	-	-	-	50,000	-	-
950H - WWTP Access Road	Wastewater	245,000	-	-	-	-	-	245,000	-	-
950K - Wastewater IT Upgrades/Replacements	Wastewater	75,000	-	-	-	-	-	75,000	-	-
9511 - WW Vehicles	Vehicle Purchases	51,000	-	-	-	-	-	51,000	-	-
9532 - Sewage Pumping Station Refurbishments	Wastewater	30,000	-	-	-	-	-	30,000	-	-
9550 - Wastewater Treatment Plant Refurbishment	Wastewater	420,000	-	-	-	-	-	420,000	-	-
9553 - Inflow & Infiltration	Wastewater	250,000	-	-	-	-	-	250,000	-	-
9554 - Paterson SPS Pump Replacements	Wastewater	1,190,000	-	-	-	-	-	1,190,000	-	-
9558 - Osler Bluff Lagoon	Wastewater	50,000	-	-	-	-	-	50,000	-	-
9581 - WWTP Sludge Transfer Pump Replacements	Wastewater	5,000	-	-	-	-	-	5,000	-	-
9583 - WWTP Screw Pump Rehabilitation	Wastewater	2,230,000	-	-	-	-	-	2,230,000	-	-
9509 - Digester #2 Repairs	Wastewater	4,500,000	-	-	-	-	-	4,500,000	-	-
Total Wastewater		\$ 14,818,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,818,000	\$ -	\$ -
9600 - Water Efficiency Measures	DC	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
960C - Water & Wastewater Master Plan Update	DC	125,000	-	125,000	-	-	-	-	-	-
960D - Distribution Pressure Reducing Valves	DC	5,000	-	5,000	-	-	-	-	-	-
960G - Water Tower Refurbishments	Water	300,000	-	-	-	-	-	300,000	-	-
9610 - Vehicles & Equipment	DC	325,000	-	67,500	-	-	-	257,500	-	-
9611 - Large Tools	Water	56,000	-	-	-	-	-	56,000	-	-
9613 - Booster Pumping Station Refurbishments	Water	80,000	-	-	-	-	-	80,000	-	-
9620 - Carmichael Reservoir Upgrades	DC	3,719,500	-	3,719,500	-	-	-	-	-	-
9621 - In Ground Reservoirs	Water	169,000	-	-	-	-	-	169,000	-	-
9625 - Water Meter Data Analytics Software	Water	50,000	-	-	-	-	50,000	-	-	-
9640 - Water Treatment Plant Refurbishment	Water	312,000	-	-	-	-	-	312,000	-	-
9641 - Water Treatment Plant Expansion	DC	15,652,000	-	5,634,720	-	-	-	782,600	-	9,234,680
9642 - Stewart Road Reservoir and Booster Pumping Station	DC	150,000	-	150,000	-	-	-	-	-	-
9643 - Water Treatment Plant Membrane Filter Replacements	Water	318,960	-	-	-	-	-	318,960	-	-
9644 - Water SCADA Improvements	Water	400,000	-	-	-	-	-	400,000	-	-
9645 - New Residential and General Water Services	Expense Recovery	90,000	-	-	-	-	-	9,000	-	81,000
9646 - Water Services Replacement	Water	120,000	-	-	-	-	-	120,000	-	-
9648 - New Watermains	DC	90,000	-	76,500	-	-	-	13,500	-	-
9649 - Watermain Replacement	Water	202,000	-	-	-	-	-	202,000	-	-
9650 - Hydrants	Water	20,000	-	-	-	-	-	20,000	-	-
9652 - Valve Additions and Replacements	Water	45,000	-	-	-	-	-	45,000	-	-
Total Water		\$ 22,249,460	\$ -	\$ 9,798,220	\$ -	\$ -	\$ 50,000	\$ 3,085,560	\$ -	\$ 9,315,680
Grand Total		\$ 63,264,473	\$ 691,250	\$ 19,780,186	\$ 3,664,400	\$ 3,580,000	\$ 1,304,675	\$ 24,822,282	\$ -	\$ 9,421,680

2023 CAPITAL PROJECT DETAILS

As described in the capital overview section the total capital program for 2023 is being proposed at \$63.3M. A breakdown and additional details of some of the major projects are included below.

Environmental Services - \$37,067,460:

- 1) **Water Treatment Plant Expansion - \$15,652,000** - Water treatment plant expansion to accommodate growth and development in Collingwood as well as replace aging infrastructure of existing plant. This will be phase 1 and will increase treatment capacity from 31 MLD to 52MLD. Funding for this project is primarily through contributions from the town of New Tecumseth as well as Development Charges and the Town Water Reserves. The total multi-year estimate for this project is over \$120 million and about \$71.2M is being funded by the town of New Tecumseth.
- 2) **Sanitary Renewal Program – 5th Street, Oak to Spruce - \$5,722,000** – This reconstruction project includes sanitary sewer replacement and associated services and structures; storm sewer installation and associated structures; minor watermain relocation, service replacement and hydrant installations; and 530m of road reconstruction to an urban cross section, complete with curb and gutter, 1.5m wide concrete sidewalk and restoration of all associated disturbed areas, including driveways, topsoil, sod and surface elements within the boulevard. The project will also include repair of a leaking water-main valve located on the Pretty River Parkway near the Pretty River crossing. Funded through Lifecycle Reserve and the Wastewater Reserve Funds.
- 3) **Sanitary Treatment - Digester #2 Repairs - \$4,500,000** – Following the structural failure and subsequent emergency removal of the concrete Digester roof in 2022, structural remediation work and replacement digester roof are required in order to put this necessary piece of wastewater treatment infrastructure safely back into service. Cost estimates include engineering to explore various roof options and mixing systems as well as digester coating renewal. Construction cost is based on a fixed carbon steel cover with gas proofing coatings and insulation. Funded through the Wastewater Reserve.
- 4) **Carmichael Reservoir Upgrades - \$3,719,500** - Modifications to the Ted Carmichael (West End) Reservoir are required to operate it as an "in and out" reservoir, with flow filling it from the east and flow coming out to supply customers to the west. This will assist with maintaining fire flows and distribution pressures as development proceeds to the west of the reservoir. Design for this project commenced in 2020. It is now anticipated that construction will occur in 2023. Funded through Development Charges.
- 5) **Wastewater Treatment Plant (WWTP) Screw Pump Rehabilitation - \$2,230,000** - The concrete trough for the screw pump at the wastewater treatment plant has worn over time and needs to be rebuilt to ensure it continues to operate as designed. Engineering review of options has recommended that the screw pump be replaced with submersible pumps with

variable frequency drives (VFDs) to facilitate ease of future maintenance/repairs and to accommodate the wide range of flows these pumps experience. Engineering design was started in 2022 and will be completed in 2023. Construction to occur in 2024. Additional scope to include upgrades to polymer system have been included in these costs. Funded through the Wastewater Reserve.

- 6) **Paterson SPS Pump Replacements - \$1,190,000** - Partial replacement of pumps that are reaching the end of their useful life at the Patterson Sewage Pumping Station. Design commenced in 2021 and the engineer's review has identified that structural and mechanical modifications will be required to separate spaces in the building due to the National Fire Protection Association (NFPA) hazard rating for the site. Construction is expected to be completed in 2022/2023. Funded through the Wastewater Reserve.

Transportation Services - \$14,828,470:

- 1) **Minnesota Storm Sewer Repair - \$5,080,000** - Repair of a partially collapsed storm sewer within the parking lots of the Collingwood Police station and the Adult Learning Center. Project also includes a crosswalk crossing Ontario St at the Train Trail. Funded through the Federal Gas Tax and Debentures.
- 2) **Mountain Road Widening - \$4,285,000** - Mountain Road from Cambridge St. to the Tenth Line. Five lane urban cross section. Potential sanitary sewer upgrades based on condition. Localized water main improvements based on condition. New bridge at Black Ash Creek and pedestrian signal at trail. EA completed in 2019 in conjunction with 10th Line. Land Acquisition activities have occurred over the past several years with the expectation that construction will begin in 2023. Funded through Grants, Development Charges and Lifecycle Reserves.
- 3) **Vehicle Replacements - \$805,870** - Planned Replacements for 2023 include: Unit 327 2012 Pick-up, units 307/304 2014 Pick-ups, unit 336 Town Sweeper, unit 337 1966 steamer. Funded through the Lifecycle Reserve.
- 4) **Bridge Rehabilitation – Bridge #9 – Second Street - \$570,000** - Ten-year plan for bridge rehabilitations as recommended in the 2020 Bridge Inspection Report. Funded through OCIF grant.

Parks, Recreation and Culture - \$7,903,043:

- 1) **Awen Water Play – Splash Pad - \$2,335,523** - The Awen' Waterplay provides an opportunity to explore water through the act of 'play' allowing for interpretation and exploration of the properties of water, as well as its role in environmental cycles. With the research, consultation, and design aspects now complete, the Town is moving forward onto construction of the Awen' Waterplay. Effectively this has three projects occurring: site servicing, which includes bringing water, wastewater, electrical from the area of Cedar and Oak Streets. Construction of a formalized parking lot to accommodate the expected influx of visitors and residents to Harbourview Park. The final step is constructing the water play infrastructure, installing a control room, washrooms, an outdoor change room, and an outdoor seating space. Funding through Development Charges.

- 2) **Summit View Park - \$1,500,000** – A new park in subdivision at High St and Poplar Sideroad. Funding through Development Charges.
- 3) **Wilson Sheffield Park - \$1,100,000** – The development of a park just south of Admiral School. Funding through Development Charges.
- 4) **Shoreline Restoration Project - Millennium Park - \$750,000** - Engineering and Construction works to repair shoreline and trail damage from high water and wave action. Funding through Lifecycle Reserves.
- 5) **Trail Bridges - (Hen and Chickens) - \$450,000** - Replace pedestrian bridge at Hen & Chickens trail that was damaged from high water / wave action. Expectation that it will be 25% larger. Funding through Lifecycle Reserves and Development Charges.
- 6) **Urban Forestry Equipment - \$50,000** - Procure chainsaws, handheld equipment and safety equipment in support of a new proposed Urban Forestry Unit, as recommended in the Urban Forest Master Plan. Funding through Development Charges.
- 7) **Parkway Medians - \$240,000** - The gardens in the Pretty River Parkway medians require significant renovations to decrease the amount of time required for maintenance and increase staff safety while still providing a visual attraction when coming into Town. Works will include irrigation. Funding through Lifecycle Reserves.
- 8) **EBMA Facility Maintenance and Improvements - \$175,000** - Lobby and changeroom conditions need to be improved; the rubber flooring is over 20 years old and is worn through in some places, the shower tiles are falling off, the wooden benches have approximately 50 coats of paint on them and are in need of replacement. Funding through Lifecycle Reserves.
- 9) **Multi-Purpose Facility Feasibility Study - \$125,000** - A feasibility study should be completed to determine the practicality of whether or not a multi-purpose recreational facility should be built in the town. The feasibility study will determine and identify any existing or lack of facility needs, optimal location, amenities, revenue and partnership potential. This project will include the assessment of a satellite location for the Library. Funding through Development Charges.

General Government - \$1,883,500:

- 1) **Facility LED Lighting Retrofit - \$600,000** – A request from Council in 2022 was included to streamline conversion of all remaining lighting to LED. This work covers multiple facilities/departments and will span over 3 years as there is limited staff capacity to complete the project all within one year (\$700k per year is planned in years 2 and 3) and to match the timing of other facility improvements that are in progress or planned. Funding through Federal Gas Tax (CCBF).
- 2) **New Accommodation Townhall – Retrofit - \$125,000** - Carry forward total of \$100K (short term renovations as required to accommodate staff in the Town Hall) and 100K study of Town Hall accommodations/layout. Funding through Lifecycle Reserves.

- 3) **New Accommodation - P/W Building and Shop renovations - tied to Accommodation Plan - \$200,000** - As per the Accommodation Review it was recommended that the Water Department move from Stewart Road to join P/W in a comprehensive operations center. Renovations to the existing building will accommodate management and supervisory staff from the P/W and Water Departments and a new stores and 3 shop bay addition. 2023 will consist of site analysis and shop design. Funding through Development Charges.
- 4) **Server Asset Management - \$185,000** - Original servers were implemented in 2018 so replacement should be early in 2023. This includes primary data center server infrastructure and the network attached storage servers. Funding through Lifecycle Reserves.
- 5) **Town Hall Refurbishment Program - \$70,000** - Provision for replacement of the passenger elevator in the Town Hall and finishing updates. Design for elevator is contingent on structural analysis of third floor for potential use as office space. Funding through Lifecycle Reserves.
- 6) **Audio/Video Equipment Council Chambers - \$150,000** - Audio equipment in the Council Chambers is in a failure state and must be replaced. The video equipment is old and can no longer transfer a HiDef Video. A Council decision was made to keep live streaming meetings. This will allow it to be a true production system. Funding through Lifecycle Reserves. This is associated with an operating budget item for part time staff to operate the streaming system.

Protection Services - \$1,175,000:

- 1) **Fire Pumper Truck Replacement - \$900,000** – Lifecycle replacement of the pumper truck. Funding through Lifecycle Reserves.

2023 CAPITAL PROGRAM & ASSET MANAGEMENT

Asset management (AM) refers to a planned approach for managing and investing in a municipality's infrastructure. Asset management helps communities like Collingwood manage municipal infrastructure assets and make better investment decisions. It also helps reduce risks so the Town can provide reliable and affordable services and a high quality of life to our residents. In general, AM looks out over the entire lifecycle of each asset, estimates the most effective investments to keep them in reasonable condition, which is generally at a Level of Service endorsed by Council, and then calculates how much must be spent or put aside every year so the Town's needs are met. This type of analysis ensures that decision makers are not surprised by individual large or unexpected expenditures, and supportable multi-year plans provide predictability for taxpayers and assurance that investments are needed.

Asset Management is planning for the renewal of existing assets, and does not include future asset expansion, and thus to calculate the total capital expenditures one must add any expansion or growth project costs to the AMP investments.

Throughout the proposed 2023 Budget much emphasis has been placed on Asset Management. Staff presented an updated Asset Management Plan (AMP) in July 2022 which included only the Core Assets at an amount of \$667.3 Million. Core assets include Roads, Bridges, Storm/Sanitary Sewers and Water. **Based on this updated plan the Town has a funding gap of just under \$900,000 each year.** On top of this there is much backlog in the projects that need to be completed, which are included in the funding gap identified yet still need to be delivered with the staffing, consultant and contractor resources available to the Town.

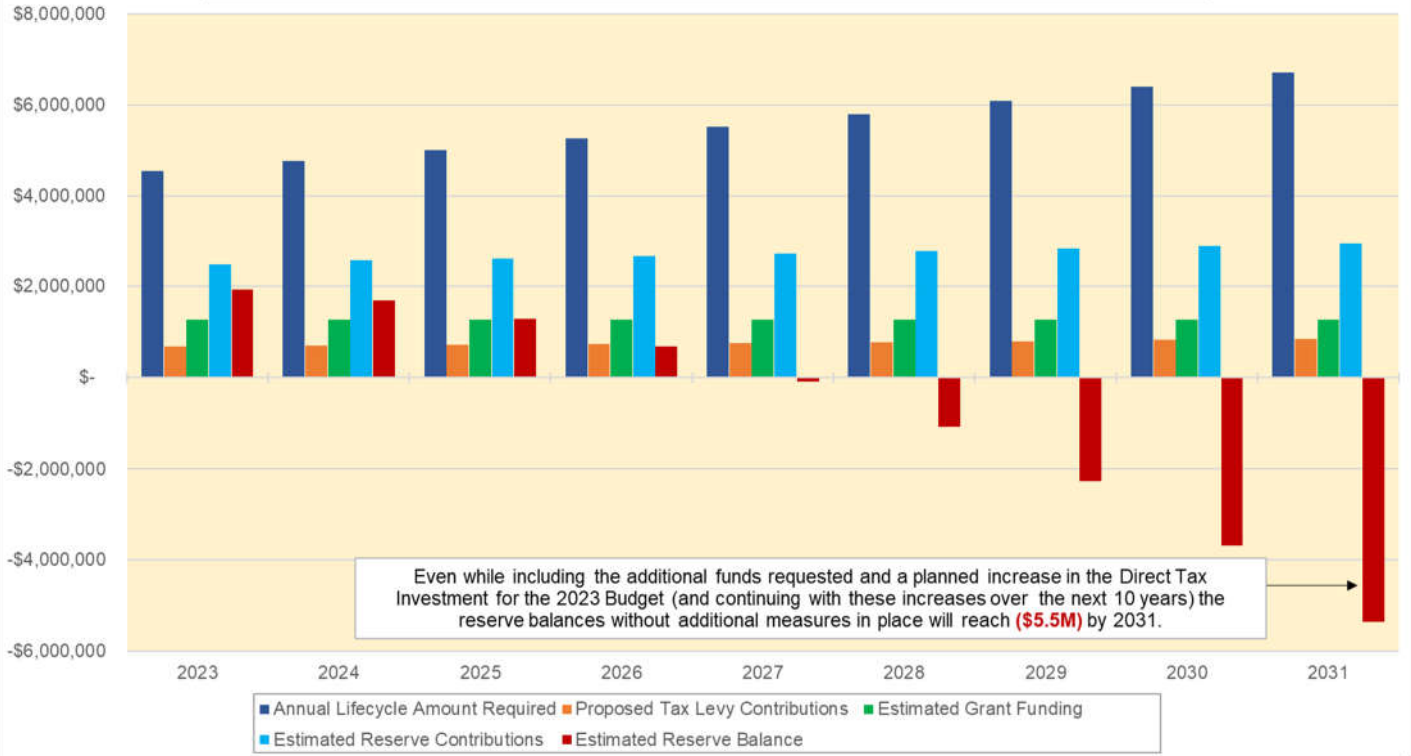
While this budget includes individual capital projects for Non-Core assets such as Parks and Recreation, Library, Fire, Administration and all of the fleet, facilities and equipment that are utilized to provide the services and programs our residents and businesses depend on, in 2023 the AMP will be updated to include multi-year planning for non-core assets as well. It is expected that when non-core assets are considered on a multi-year basis, the funding gap will grow considerably.

The 2023 budget includes many AM projects in both categories of assets (Core and Non-core) the total impact is detailed below:

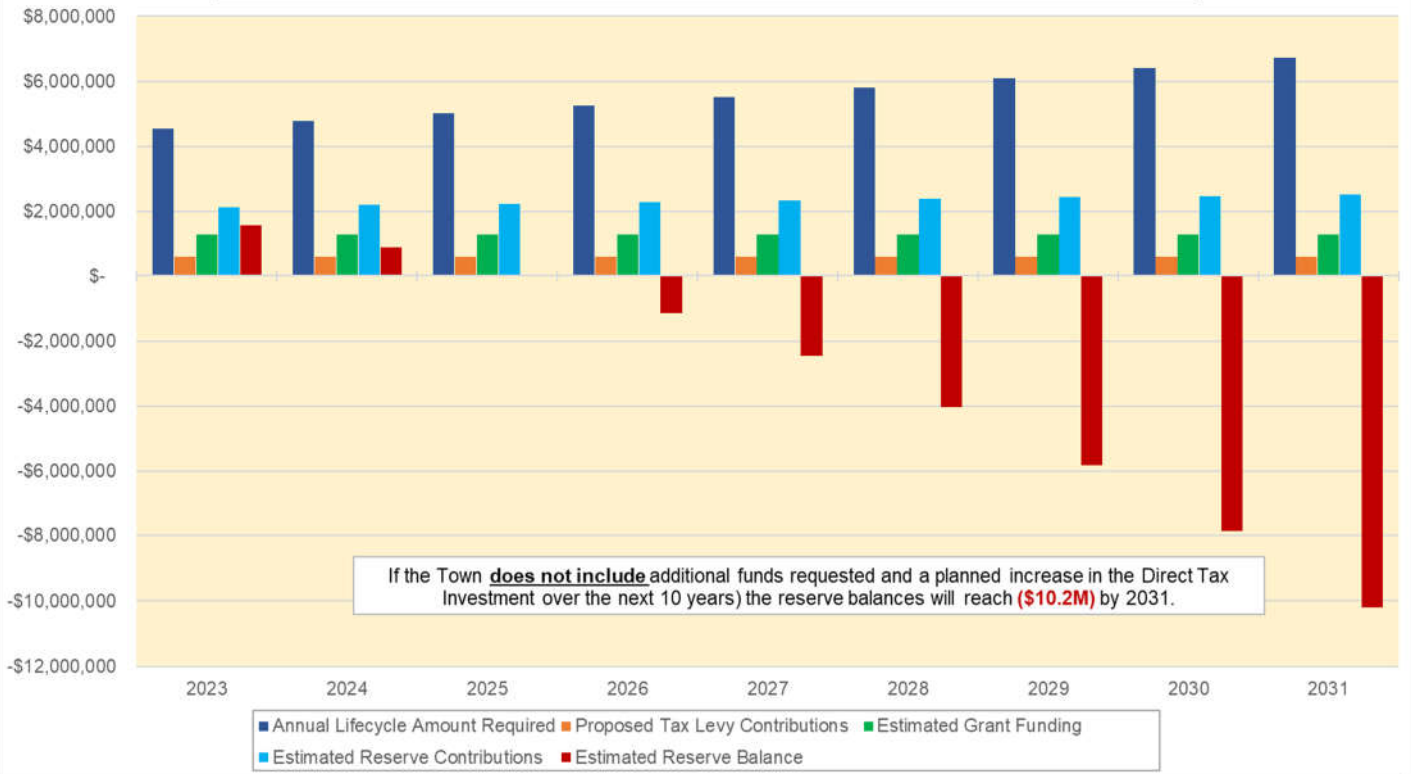
Tax Supported Assets		
Estimated Lifecycle Reserve Balance December 31, 2022		\$ 5,178,450
Core Asset Mgmt Projects	\$ 9,016,370	
Non-Core Asset Mgmt Projects	4,895,775	
Total Asset Mgmt Projects	\$ 13,912,145	
Funding:		
Taxes	\$ 375,000	
Grants	4,215,000	
Debentures	3,580,000	
Total Funding (Not reserve based)	\$ 8,170,000	
Net Reserve Requirement	\$ 5,742,145	-\$ 5,742,145
Reserve Funding in 2023 Proposed Budget		\$ 2,489,000
Estimated Lifecycle Reserve Balance December 31, 2023		\$ 1,925,305

The graphs following depict the impact on reserves over the next 10 years, the first shows the balance with additional funding being included both through contributions from reserves and an increase of the tax portion of the capital levy over time. Without these adjustments, reserve balances are impacted severely and are more than double the deficit. It is also important to note that while the planned amount of contribution each year is constant, the actual spending required each year may vary, which means that cash flow management and the use of internal/external borrowing vitally important.

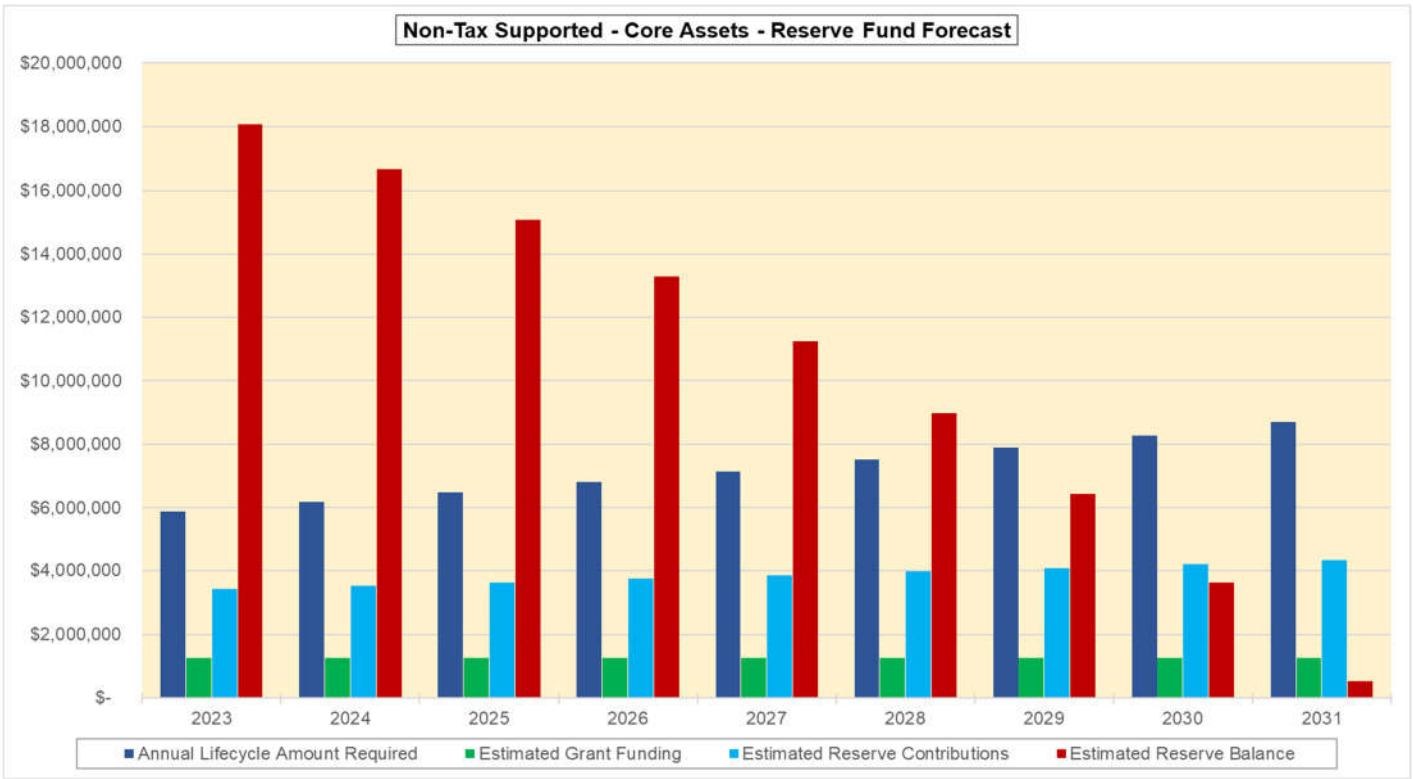
Tax Supported - Core Assets - Reserve Fund Forecast - Including additional funding requested



Tax Supported - Core Assets - Reserve Fund Forecast - Without additional funding requested



Non-Tax Supported Assets		
Estimated Lifecycle Reserve Balance December 31, 2022		\$ 31,039,007
Total Asset Mgmt Projects	\$ 16,393,460	
Funding:		
Grants	\$ -	
Debentures	-	
Total Funding (Not reserve based)	\$ -	
Net Reserve Requirement	\$ 16,393,460	-\$ 16,393,460
Reserve Funding in 2023 Proposed Budget		<u>\$ 3,422,000</u>
Estimated Lifecycle Reserve Balance December 31, 2023		<u>\$ 18,067,547</u>



This information illustrates how **critically important Asset Management funding** is to the Town, if no reserve contribution was provided it would mean the Tax-Supported reserve would be in a deficit, and more importantly the **current reserve transfer only addresses the Core Assets at this time**. Although the Non-Tax reserve continues to be relatively healthy over the next 5 years, the latter part of the 10 year schedule with many competing priorities and aging infrastructure (WTP Expansion and future WWTP Expansion) will cause these reserves to deplete rapidly.