

2018 Draft Budget

Town of Collingwood



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Introduction

The annual budget is one of the most important and most complicated documents produced by a municipality. It outlines not only the final costs for providing services in the previous year, but also forecasts how much it will cost to provide those same services in the coming year, and whether those services will increase, decrease, or remain constant.

The Town of Collingwood Budget Book provides an overview of the 2018 budget, the tax dollar distribution, and business plans for each program area. Business plans not only provide information on the purpose and responsibilities of each department, but the accomplishments of the previous year, and the budget drivers and priorities for the upcoming year. Since the adoption of the Community Based Strategic Plan, these priorities include CBSP goals.

Program based budgeting has significant benefits to members of Council who are often faced with difficult decisions regarding maximizing service delivery while minimizing tax rate increases. It empowers Council by providing high-level information, which allows for informed decisions about programs and critical service delivery. It is also easier for the public to understand how their municipal tax dollars are being spent, as there is narrative and context provided alongside the numbers.

A key feature of program based budgeting are the performance indicators, which help to show staff, Council and the public, the impact that each program and service has on the public. By measuring and including metrics, as well as setting targets for the upcoming year, the program's budget requests become clearer and more tangible.

Preliminary Budget

Program	Actual 2016	Budget 2017	Inflation and Unavoidable Increases	Operating Efficiencies	Base Budget 2018	% Change	Unmet Needs	TOTAL REQUEST	%
General Government	5,316,992	5,059,426	(116,926)	(11,982)	4,930,518	-2.55%	15,000	4,945,518	-2.25%
Protection Services	10,359,775	10,734,428	253,103	(3,750)	10,983,781	2.32%	0	10,983,781	2.32%
Public Works	6,172,660	5,809,128	324,541	0	6,133,669	5.59%	40,000	6,173,669	6.28%
Housing	105,541	104,235	(30,674)	0	73,561	-29.43%	0	73,561	-29.43%
Parks, Recreation & Culture	4,241,140	4,905,309	(7,403)	(3,000)	4,894,906	-0.21%	155,170	5,050,076	2.95%
Planning & Development	1,183,406	1,381,230	2,528	(40,000)	1,343,758	-2.71%	15,000	1,358,758	-1.63%
Airport	319,567	113,583	65,224	0	178,807	57.42%	0	178,807	57.42%
Library	1,437,051	1,562,157	55,722	0	1,617,879	3.57%	0	1,617,879	3.57%
Total Expenditures from Taxes	29,136,131	29,669,496	546,115	(58,732)	30,156,879	1.64%	225,170	30,382,049	2.40%
¹ Tax Related Revenue	30,384,889	929,275	(129,000)	0	1,058,275	13.88%		1,058,275	13.88%
² Capital Levy	1,247,000	1,402,000	149,000	0	1,551,000	10.63%		1,551,000	10.63%
To Be Raised From Taxes	(1,758)	30,142,221	566,115	(58,732)	30,649,604	1.68%	225,170	30,874,774	2.43%

The Unmet Needs figure of \$225,170 represents operating items only. There is an additional \$137,650 in Unmet Capital Needs

To Be Raised From Taxes Including Capital Unmet Needs:

30,649,604	1.68%	362,820	31,012,424	2.89%
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¹ Tax Related Revenue is comprised of estimated revenues from supplementary taxes and penalty and interest on tax arrears less Court of Revision reductions, ARB minutes of settlement, vacancy rebates and charity rebates.

² The Capital Levy of \$1,551,000 is based on the 2017 budget with the addition of \$145,000 (the anticipated increase in Supplementary Tax bills) and an estimated \$4,000 increase in the 0.75% Special Capital Levy.



STAFF RECOMMENDED

Budget Overview – 2011-2018

	(Millions)							
	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Operating	\$39.2	\$39.7	\$41.4	\$43.5	\$44.2	\$52.1	\$54.8	\$55.5
Capital	\$19.8	\$ 9.8	\$18.9	\$13.8	\$23.1	\$15.0	\$26.5	\$27.0
Total	\$59.0	\$49.5	\$60.3	\$57.3	\$67.3	\$67.1	\$81.3	\$82.5

Tax Dollar Distribution

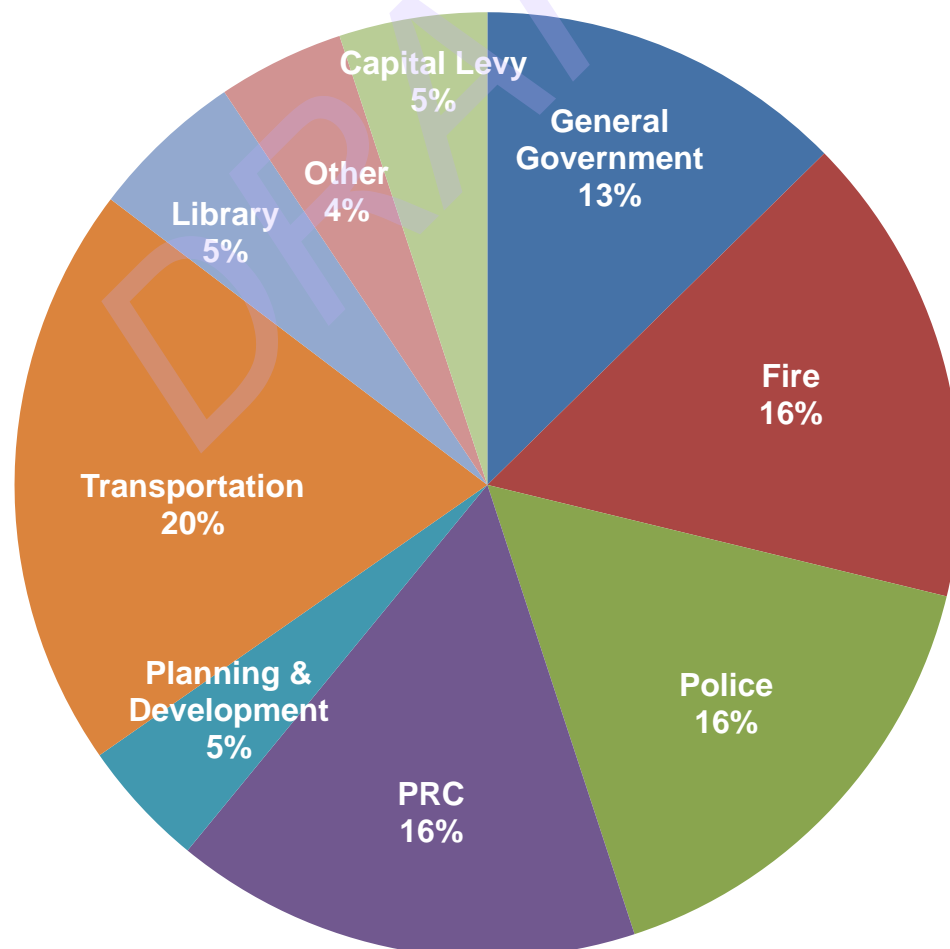
Property taxes are made up of three elements: County, Education, and Town.

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 a number of services to its member municipalities, including Collingwood, such as waste collection, ambulance service, and social services.

Distribution of the \$30,649,604 Tax Levy



Operating Budget Summary

The total operating budget for 2018 is \$55.5 million.

General Government expenditures decreased by \$128,908 or a decrease of 2.55% compared to the 2017 budget with net expenditures of \$4.93 million

The Fire Services' operating budget increased by \$188,003 or 2.55%, mainly due to one-time expenditures, for a net expenditure of \$4.95 million.

Police Services saw a small increase of \$45,083 or 0.92%, with a net expenditure of \$4.96 million.

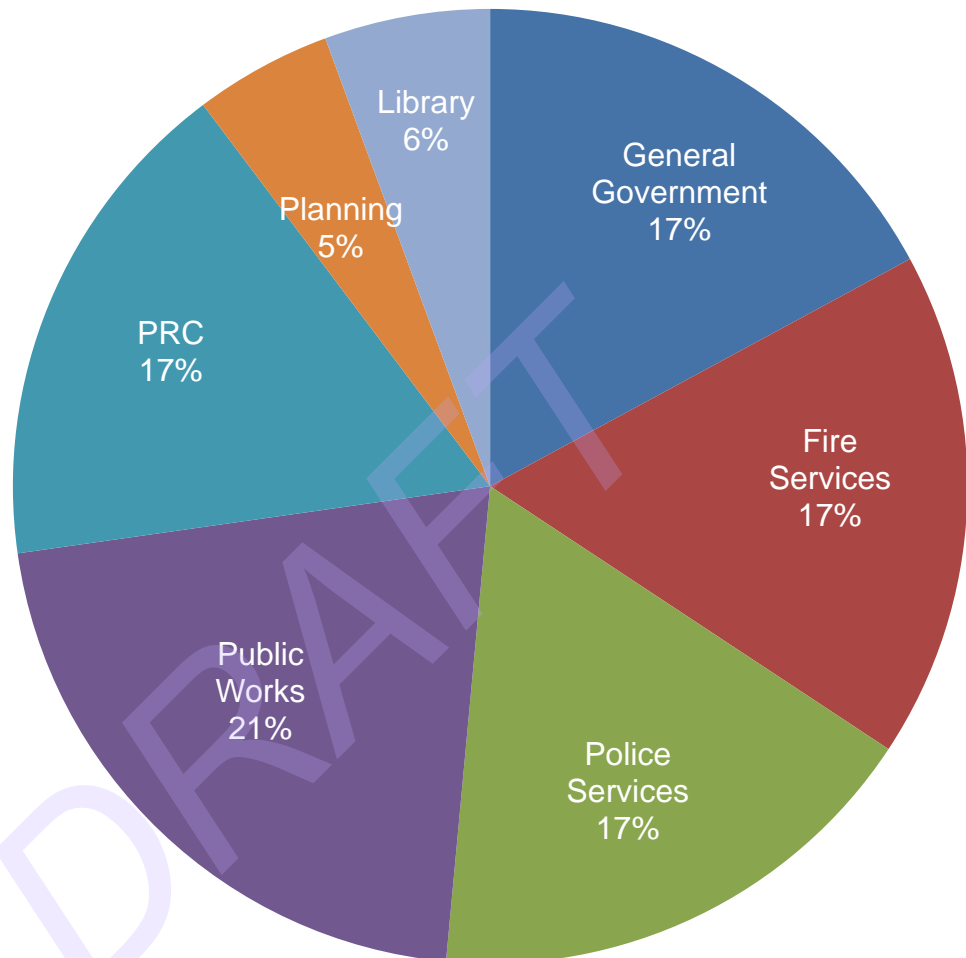
Public Works increased by \$324,541 or 5.59% over 2017, with a net expenditure of \$6.13 million.

Parks, Recreation and Culture will see a small decrease of \$10,403 or a decrease of 0.21%, with a net operating budget of \$4.89 million.

The Planning Department decreased by \$37,472 or a decrease of 2.71%, and a net operating budget of \$1,343,758.

The Collingwood Public Library's operating budget increased by \$55,722 or 3.57%, to a net of \$1.62 million

The recent increase to minimum wage had a significant impact on operating budgets for several departments, including the Library and Parks, Recreation and Culture.



Capital Budget Summary

The total capital expenditures for 2018 will be \$26.5 million.

The majority of the Town's capital expenditures are considered non-tax supported, and consist of capital projects that are financed through user rates (such as water and waste water), user fees (such as building permits) or fines (such as parking).

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.

Roads and public transit have significant capital expenditures, including improvements at the intersection of Third and High Streets (\$3M) vehicle replacements (\$1M) and asphalt resurfacing (\$500,000).

Third & High Street intersection (Google Maps)

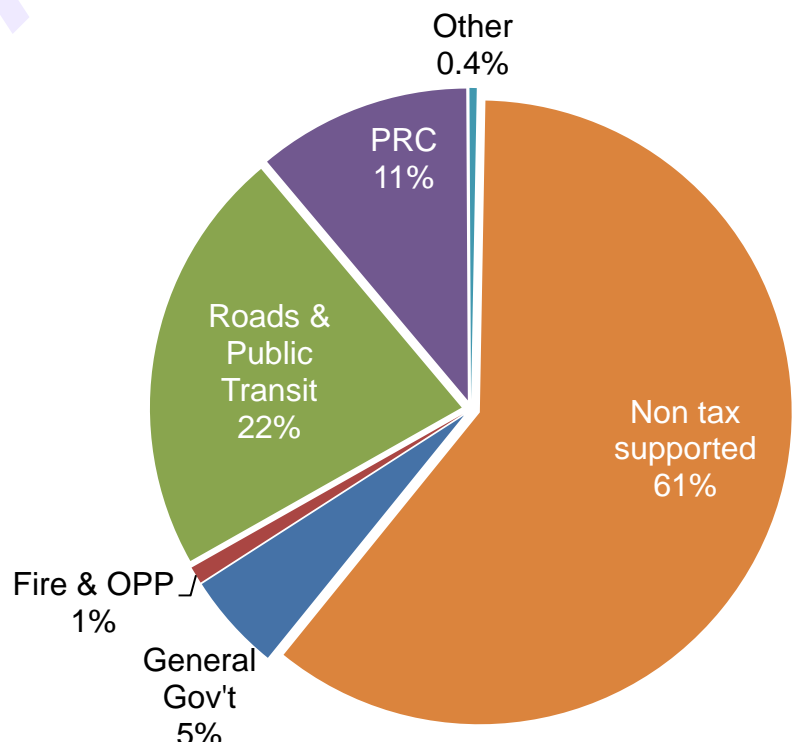


Parks, Recreation and Culture's capital projects in 2018 include playground replacements (\$600,000), Heritage Park improvements (\$580,000), Central Park baseball lights (\$200,000) and phase two of the Promenade Dock (\$150,000).


General Government consists of municipal facilities and administrative support. Capital projects for 2018 include strategic land acquisition (\$350,000), Town Hall refurbishment (\$200,000) a backup generator (\$200,000) and IT support (\$172,500).

Much of the funding for these projects comes from reserve funds, grants from the federal or provincial government or development charges. Only 1.6% or \$429,950 is being taken from 2018 taxes.

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.



Town of Collingwood Capital Summary 2018


												
General Government Corporate Management - Facilities	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Town Hall Refurbishment Program	A	200,000	-	-	-	-	-	-	-	200,000	-	-
Electronic Records Mngmnt	C	148,000	-	-	-	-	-	-	-	148,000	-	-
Backup Generator	S	200,000	-	-	-	-	-	-	-	200,000	-	-
Sprinkler System	H	20,000	-	-	-	-	-	-	-	-	20,000	-
Collingwood Terminals	A	83,500	-	-	-	-	-	-	-	-	83,500	-
3rd fl library audio visual	S	50,000	-	-	-	-	-	-	-	50,000	-	-
Communication Kiosk	S	21,650	21,650	-	-	-	-	-	-	-	-	-
Website	A	50,000	45,000	-	-	-	-	-	-	5,000	-	-
Offices 507 10th line	G	54,500	-	-	-	-	-	-	-	-	54,500	-
Strategic Land Acquisition	G	350,000	-	-	-	-	-	-	-	-	350,000	-
Integrated Work Management Software	C	20,000	-	-	-	-	10,000	-	-	10,000	-	-
		1,197,650	66,650	-	-	-	10,000	-	-	613,000	508,000	-

General Government Support IT	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Computer Hardware	A	45,000	45,000	-	-	-	-	-	-	-	-	-
Computer Software	A	57,500	57,500	-	-	-	-	-	-	-	-	-
Networking LAN	A	55,000	55,000	-	-	-	-	-	-	-	-	-
Email System	A	15,000	15,000	-	-	-	-	-	-	-	-	-
		172,500	172,500	-	-	-	-	-	-	-	-	-

Protective Services Fire	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Trainer Extinguisher	A	30,000	-	-	-	-	-	-	-	30,000	-	-
Fire Vehicles	A	45,000	-	-	-	-	-	-	-	-	45,000	-
Radio Replacement	H	80,000	-	-	-	-	-	-	-	80,000	-	-
		155,000	-	-	-	-	-	-	-	110,000	45,000	-


Protective Services OPP	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
OPP Building	A	88,000	-	-	-	-	-	-	-	-	88,000	-
		88,000	-	-	-	-	-	-	-	-	88,000	-

Town of Collingwood Capital Summary 2018

							Provincial / Federal/ Other Grants					
Transportation Roads/Overhead	Priority	Cost	Taxes	DCs	Debenture	Other Municipality		Donation	User Fees	Reserve	Reserve Funds	Unfunded
Hume St Widening	A/G	5,000	-	-	-	-	-	-	-	-	5,000	-
Hwy 26 W Connecting Link	A/G	5,000	-	-	-	-	-	-	-	-	5,000	-
Large Tools Equipment	A/G	20,000	-	-	-	-	-	-	-	20,000	-	-
LED Lights	C	90,000	-	-	-	-	-	-	-	90,000	-	-
545 Tenth Line	G	85,000	-	-	-	-	-	-	-	-	85,000	-
Sidewalk Repairs	A	100,000	-	26,800	-	-	-	-	-	-	73,200	-
Streetlight Installation	A/G	35,000	-	-	-	-	-	-	-	-	35,000	-
Vehicle Replacement	A	1,025,000	-	-	-	-	-	-	-	1,025,000	-	-
Vehicle Purchase (DC)	G	220,000	-	220,000	-	-	-	-	-	-	-	-
Mountain Road Upgrade	A/G	200,000	-	72,000	-	-	-	-	-	-	128,000	-
Hwy 26 Widening * On hold*	G	-	-	-	-	-	-	-	-	-	-	-
Hurontario - Lockhart Turn Lanes	A/G	30,000	-	-	-	-	30,000	-	-	-	-	-
Third/High Intersection	-	-	-	-	-	-	-	-	-	-	-	-
Improvements	A/G	3,015,000	-	1,860,500	-	-	-	-	-	-	1,154,500	-
Asphalt Resurfacing	A	500,000	-	-	-	-	250,000	-	-	-	250,000	-
Complaints Management Software	C	15,000	-	-	-	-	-	-	-	15,000	-	-
Third Street Road and Bridge	-	-	-	-	-	-	-	-	-	-	-	-
Reconstruction	A	60,000	-	-	-	-	60,000	-	-	-	-	-
Maple Street Drainage Improvements	S	20,000	-	-	-	-	-	-	-	-	20,000	-
Hurontario Crosswalk	S	48,000	-	-	-	-	-	-	-	-	48,000	-
		5,473,000	-	2,179,300	-	-	340,000	-	-	1,150,000	1,803,700	-

							Provincial / Federal/ Other Grants					
Transportation Transit	Priority	Cost	Taxes	DCs	Debenture	Other Municipality		Donation	User Fees	Reserve	Reserve Funds	Unfunded
Auto Announce	G	20,000	-	-	-	-	-	-	-	-	20,000	-
Public Washroom	S	237,500	-	-	-	-	237,500	-	-	-	-	-
Bus Shelters	G	7,000	-	6,300	-	-	-	-	-	-	700	-
Bus replacement	A	240,000	-	-	-	-	240,000	-	-	-	-	-
		504,500	-	6,300	-	-	477,500	-	-	-	20,700	-

Town of Collingwood Capital Summary 2018


												
Parks Recreation and Culture Parks	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Waterfront Safety	H	7,500	7,500	-	-	-	-	-	-	-	-	-
Fisher Field Improvements	G	40,000	-	20,000	-	-	-	20,000	-	-	-	-
Mountain Croft Park	G	20,000	-	18,000	-	-	-	-	-	-	2,000	-
Harbour East Wall Docking	G	142,000	-	127,800	-	-	-	-	-	-	14,200	-
Equipment	G	80,000	-	63,990	-	-	-	-	-	-	16,010	-
Heritage Park Improvements	G	580,000	-	486,000	-	-	-	40,000	-	-	54,000	-
Playground Replacements	A/G	600,000	-	47,250	-	-	250,000	-	-	-	302,750	-
Shade Shelters	G	75,000	-	60,750	-	-	-	-	-	-	14,250	-
Town Signage	G	20,000	-	9,000	-	-	-	-	-	-	11,000	-
Trail Development	G	100,000	-	90,000	-	-	-	-	-	-	10,000	-
Truck Replacement-	G/A	164,000	57,300	69,066	-	-	-	-	-	-	37,634	-
CP Baseball Lights	G	200,000	-	90,000	-	-	-	-	-	-	110,000	-
Admiral School Park	G	10,000	-	8,100	-	-	-	-	-	-	1,900	-
Asphalt Walkways	A	10,000	-	-	-	-	-	-	-	-	10,000	-
Neighbourhood Park Enhance	G	75,000	-	33,750	-	-	-	-	-	-	41,250	-
Promenade Dock Phase 2	G	150,000	-	135,000	-	-	-	-	-	-	15,000	-
Waterfront Master Plan	S	75,000	-	-	-	-	-	-	-	-	75,000	-
		2,348,500	64,800	1,258,706	-	-	250,000	60,000	-	-	714,994	-

Parks Recreation and Culture Facilities	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
EBMA Building Maintenance	A	80,000	-	-	30,000	-	-	-	-	-	50,000	-
Centennial Aquatic Center	H	69,000	-	-	-	-	-	-	-	12,500	56,500	-
Facilities Equipment	A	104,500	-	-	-	-	87,000	-	-	-	17,500	-
CPA-Bollards & Signage	H	15,000	5,000	-	-	-	-	-	-	10,000	-	-
Sailing School Building	H/A	35,000	35,000	-	-	-	-	-	-	-	-	-
Curling Club	A	65,000	-	-	-	-	-	-	-	-	65,000	-
		368,500	40,000	-	30,000	-	87,000	-	-	22,500	189,000	-

Parks Recreation and Culture Recreation Services	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Sailing School Equipment	A	33,000	-	-	-	-	-	-	-	11,000	22,000	-
		33,000	-	-	-	-	-	-	-	11,000	22,000	-

Parks Recreation and Culture Culture and Events	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Station Museum Retrofit	A	116,075	-	-	-	-	-	-	-	-	116,075	-
Festivals & Events	C	46,500	39,000	-	-	-	-	7,500	-	-	-	-
Arts & Culture	A	14,500	14,500	-	-	-	-	-	-	-	-	-
		177,075	53,500	-	-	-	-	7,500	-	-	116,075	-

Town of Collingwood Capital Summary 2018

												
Municipal Service Board Library	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
library IT	A	5,000	-	-	-	-	-	-	-	5,000	-	-
Study Desk	S	8,000	-	-	-	-	-	5,500	-	2,500	-	-
		13,000	-	-	-	-	-	5,500	-	7,500	-	-


Municipal Service Board Airport	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Hangar development	G	32,500	32,500	-	-	-	-	-	-	-	-	-
Capital Improvements non growth	A	54,500	-	-	-	-	-	-	-	-	-	54,500
		87,000	32,500	-	-	-	-	-	-	-	-	54,500

Non-Tax Supported Parking	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Meter Shelter Trial	G	8,000	-	-	-	-	-	-	-	-	8,000	-
Parking Signage	S	25,000	-	-	-	-	-	-	-	-	25,000	-
Mobile Technology	C	75,000	-	-	-	-	-	-	-	-	75,000	-
Electric Charging	G	50,000	-	-	-	-	-	-	-	-	50,000	-
Meters	A	30,000	-	-	-	-	-	-	-	-	30,000	-
		188,000	-	-	-	-	-	-	-	-	188,000	-

Non-Tax Supported Building	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Building Bluebeam	C	8,000	-	-	-	-	-	-	-	-	8,000	-
		8,000	-	-	-	-	-	-	-	-	8,000	-

Non-Tax Supported Sanitary Sewer Collections	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Sanitary Sewer Replace Program	A	602,500	-	-	-	-	500,000	-	-	-	102,500	-
Grouting	A	50,000	-	-	-	-	-	-	-	-	50,000	-
		652,500	-	-	-	-	500,000	-	-	-	152,500	-

Town of Collingwood Capital Summary 2018

 Non-Tax Supported Waste Water Treatment	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Brick Replacement	A	240,000	-	-	-	-	-	-	-	-	240,000	-
Cogen-Odour	L/S	96,000	-	-	-	-	64,000	-	-	-	32,000	-
Lagoon	H	80,000	-	-	-	-	-	-	-	-	80,000	-
Minnesota PS	A	1,650,000	-	-	-	-	592,436	-	-	-	1,057,564	-
Black Ash PS	A/G	2,020,000	-	839,888	-	-	620,186	-	-	-	559,926	-
Diesel Generator	A	75,000	-	-	-	-	-	-	-	-	75,000	-
Ultra Violet	A	825,000	-	-	-	-	40,000	-	-	-	785,000	-
Inflow and Infiltration	H	50,000	-	-	-	-	-	-	-	-	50,000	-
Vehicles	A	35,000	-	-	-	-	-	-	-	-	35,000	-
		5,071,000	-	839,888	-	-	1,316,622	-	-	-	2,914,490	-

Non-Tax Supported Water	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	Donation	User Fees	Reserve	Reserve Funds	Unfunded
Stewart Rd. Reservoir	G	4,301,000	-	3,440,800	-	-	-	-	-	-	860,200	-
Watermain Replacement	A/L	382,500	-	-	-	-	-	-	-	-	382,500	-
Water Services Replacement	A/L	107,700	-	-	-	-	-	-	-	-	107,700	-
In Ground Reservoirs	G	495,000	-	396,000	-	-	-	-	-	-	99,000	-
WT Plant Refurbishment	A	1,150,000	-	-	-	540,500	-	-	-	-	609,500	-
Valve Additions & Replacements	A/L	33,100	-	-	-	-	-	-	-	-	33,100	-
Hydrants	A/L	16,600	-	-	-	-	-	-	-	-	16,600	-
New Res & Gen Services	G	81,500	-	-	-	-	-	-	76,500	-	5,000	-
Transmitters	C	1,790,000	-	-	-	-	-	-	-	-	1,790,000	-
New Watermains	G	1,865,000	-	1,615,000	-	-	-	-	-	-	250,000	-
Booster Stations	A	110,000	-	-	-	-	-	-	-	-	110,000	-
Vehicles	A	70,000	-	-	-	-	-	-	-	-	70,000	-
Large Tools	A	35,000	-	-	-	-	-	-	-	-	35,000	-
		10,437,400	-	5,451,800	-	540,500	-	-	76,500	-	4,368,600	-
Total Expenditures		26,974,625	429,950	9,735,994	30,000	540,500	2,981,122	73,000	76,500	1,914,000	11,139,059	54,500

Reserve

Capital Contingency	210,000
General	550,500
Public Works	1,045,000
Landfill Settlement	90,000
Mayors Golf	11,000
Library Internet	7,500
	1,914,000

Reserve Funds

Parking	188,000
Water	4,409,600
Wastewater	3,025,990
Lifecycle	2,755,225
10% Non DC	327,244
Land Acquisition	350,000
Waterfront Master Plan	75,000
Buidling	8,000
	11,139,059

Note: Project priority

L	Legislated
H	Health and Safety
A	Asset Management
C	Cost Benefit
G	Growth
S	Service Enhancement

Town of Collingwood Capital Summary 2018

Reserves

Town Hall Refurbishment Program	General	200,000
Electronic Records Mngmnt 2016	General	148,000
3rd fl library audio visual	General	50,000
Website	Accessibility	5,000
Trainer Extinguisher	General	30,000
Radio Replacement	General	80,000

Complaints Management Software	General	15,000
Centennial Aquatic Center	General	12,500
Integrated Work Management	General	10,000
	Capital	
Backup Generator Townhall	Contingency	200,000
	Capital	
CPA Bollards & Signage	Contingency	10,000
Vehicle replacement PW	PW reserve	1,025,000
Large Tools PW	PW reserve	20,000
LED Lights	LED reserve	90,000
Sailing school Boats	Mayors Golf	11,000
Library PC replacement	Library Internet	5,000
Study Desk Library	Library Internet	2,500
		<u>1,914,000</u>

Water Reserve Fund

Stewart Rd. Reservoir	860,200
Watermain Replacement	382,500
Water Services Replacement	107,700
In Ground Reservoirs	99,000
WT Plant Refurbishment	609,500
Valve Additions & Replacements	33,100
Hydrants	16,600
New Res & Gen Services	5,000
Transmitters	1,790,000
New Watermains	250,000
Booster Stns	110,000
Vehicles	70,000
Large Tools	35,000
Sanitary Replacement Program	41,000
	<u>4,409,600</u>

Lifecycle Reserve Fund

Sprinkler System	Building	20,000
Collingwood Terminals	Building	83,500
Offices 507 10th line	Building	54,500
OPP Building	Building	88,000
545 Tenth Line	Building	85,000
EBMA Building Maintenance	Building	50,000

Centennial Aquatic Center	Building	56,500
Curling Club	Building	65,000
Station Museum Retrofit	Building	116,075

Sailing School Equipment	Equipment	22,000
Facilities Equipment	Equipment	17,500
Fire Vehicles	Fleet	45,000
Auto Announce	Fleet	20,000
Bus Shelters	Fleet	700
Asphalt Walkways	Land Improvements	10,000
Playground Replacements	Land Improvements	302,750
Hume St Widening	Linear Assets	5,000
Hwy 26 W Connecting Link	Linear Assets	5,000
Sidewalk Repairs	Linear Assets	73,200
Streetlight Installation	Linear Assets	35,000
Mountain Road Upgrade	Linear Assets	128,000
Hwy 26 Widening * on hold	Linear Assets	
Third/High Intersection	Linear Assets	1,154,500
Asphalt Resurfacing	Linear Assets	250,000
Maple Street Drainage	Linear Assets	20,000
Hurontario Crosswalk	Linear Assets	48,000
		<u>2,755,225</u>

Waterfront Masterplan Reserve Fund

Waterfront Masterplan	<u>75,000</u>
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Land Acquisition Reserve Fund

Strategic Land acquisitions	<u>350,000</u>
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Grant Funding

Minnesota PS	CWWF	592,436
Black Ash PS	CWWF	620,186
Co Gen Odour	SCF -0664	64,000
Sanitary Sewer Replacement	OCIF AC2-0065	500,000
Enviropark	Jumpstart	250,000
Hurontario/Lockhart Turn Lanes	OCIF FC-083	30,000

Asphalt Resurfacing	OCIF FC-083	250,000
3rd St Bridge	OCIF FC-083	60,000
Integrated Work Management Sol	OCIF FC-083	10,000

Transit Public Washroom	Fed Gas Tax	237,500
Facilities Equipment	Fed Gas Tax	87,000
Bus Replacement	Fed Gas Tax	240,000
Waste Water UV	Save On Energy	40,000
		<u>2,981,122</u>

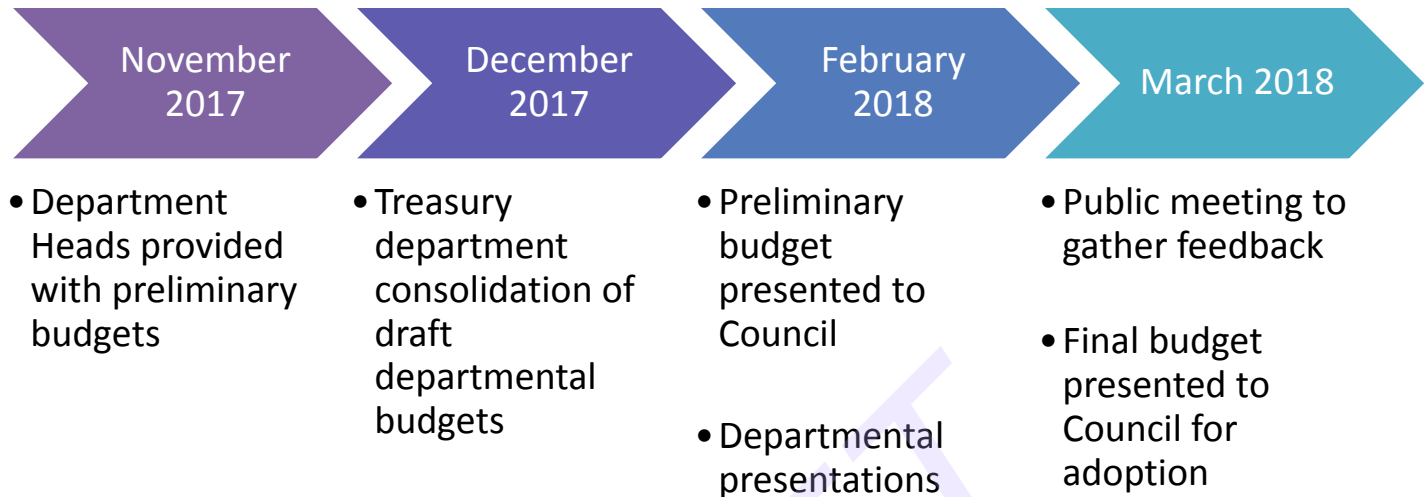
10% Non DC

Harbour East Wall Docking	14,200
Mountain Croft Park	2,000
Equipment	16,010
Heritage Park Improvements	54,000
Shade Shelters	14,250
Town Signage	11,000
Trail Development	10,000
Truck Replacement-	37,634
CP Baseball Lights	110,000
Admiral School Park	1,900
Neighbourhood Park Enhance	41,250
Promenade Dock Phase 2	15,000
	<u>327,244</u>

Waste Water Reserve Fund

Sanitary Sewer Replace Program	61,500
Grouting	50,000
Brick Replacement	240,000
Cogen-Odour	32,000
Lagoon	80,000
Minnesota PS	1,057,564
Black Ash PS	559,926
Diesel Generator	75,000
Ultra Violet	785,000
Inflow & Infiltration	50,000
Vehicles	35,000
	<u>3,025,990</u>

Budget Process



Each department was given a departmental budget and business plan template in the fall of 2017. Departments completed their budgets and Treasury staff compiled and reviewed the estimates, asked questions, made suggestions and revised the estimates accordingly.

This fine-tuning was done in accordance with several reports that were presented to Council on the topics of the Town's financial health, debt, reserve, and reserve funds, and the Capital Asset Management Plan.



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. Along with this closeness comes a responsibility.

The Town of Collingwood is committed to engaging its community of residents, visitors, business owners, 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 budget page includes copies of all documents presented, as well as a feedback form to allow the public to share comments, questions, and suggestions on the preliminary 2018 budget. Detailed contact information for phone, email, and in-person feedback was also provided.

An informal “Coffee with Council” session is scheduled for Tuesday, March 6 at 6:00 p.m., to be followed by a public meeting of the Strategic Initiatives Standing Committee at 6:45 p.m. to provide an additional opportunity for those who would like to share their feedback on the Town of Collingwood’s 2018 draft budget.

Town of Collingwood 2018 BUDGET



Coffee with Council & Budget Public Meeting Tuesday, March 6

Council Chambers | Town Hall | 97 Hurontario St.

S.I.C. Meeting - Budget | 4:00 p.m.

Coffee with Council | 6:00 p.m.

Share your comments, questions or feedback on the 2018 Budget over coffee with Council and staff.

Budget Public Meeting | 6:45 p.m.

Council will host a Public Meeting to officially receive feedback on the 2018 Draft Budget.

(We'll have decaf available too!)

Collingwood.ca/budget

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.

Unmet Needs: Unmet needs are those items that are controllable by Council and at their discretion to fund or not fund in any given year. Departments will present their unmet needs and the rationale for Council to fund them during budget deliberations.

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 centre for northwest Simcoe County and northeast Grey County, servicing an overall trade area of approximately 75,000 people. In 2016, Collingwood's population was approximately 22,000.

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).

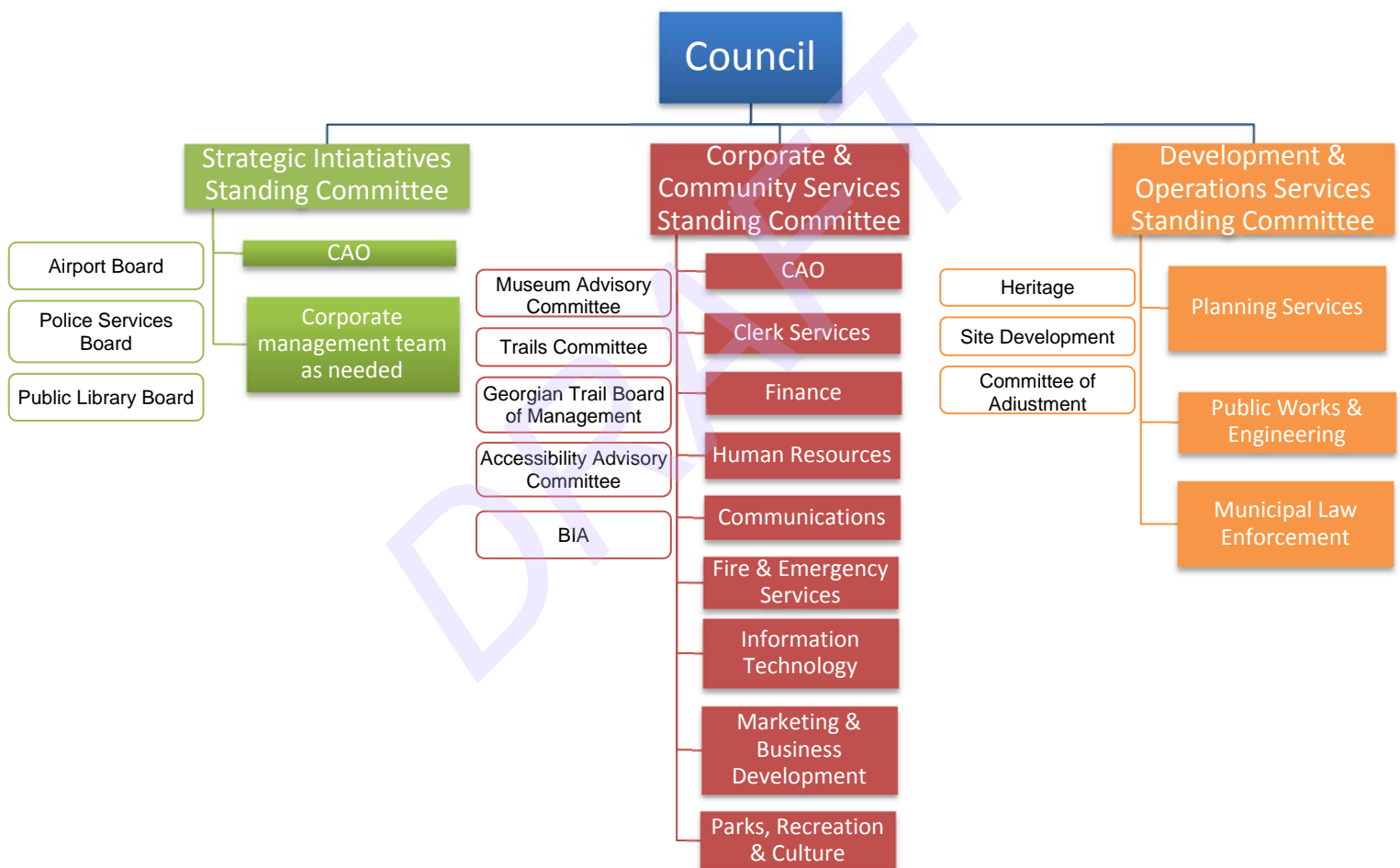
Collingwood is a welcoming community with impressive residential growth and quality of life. The community maintains a small town feel while offering big city amenities and providing unparalleled recreational opportunities year-round.



Organizational Structure

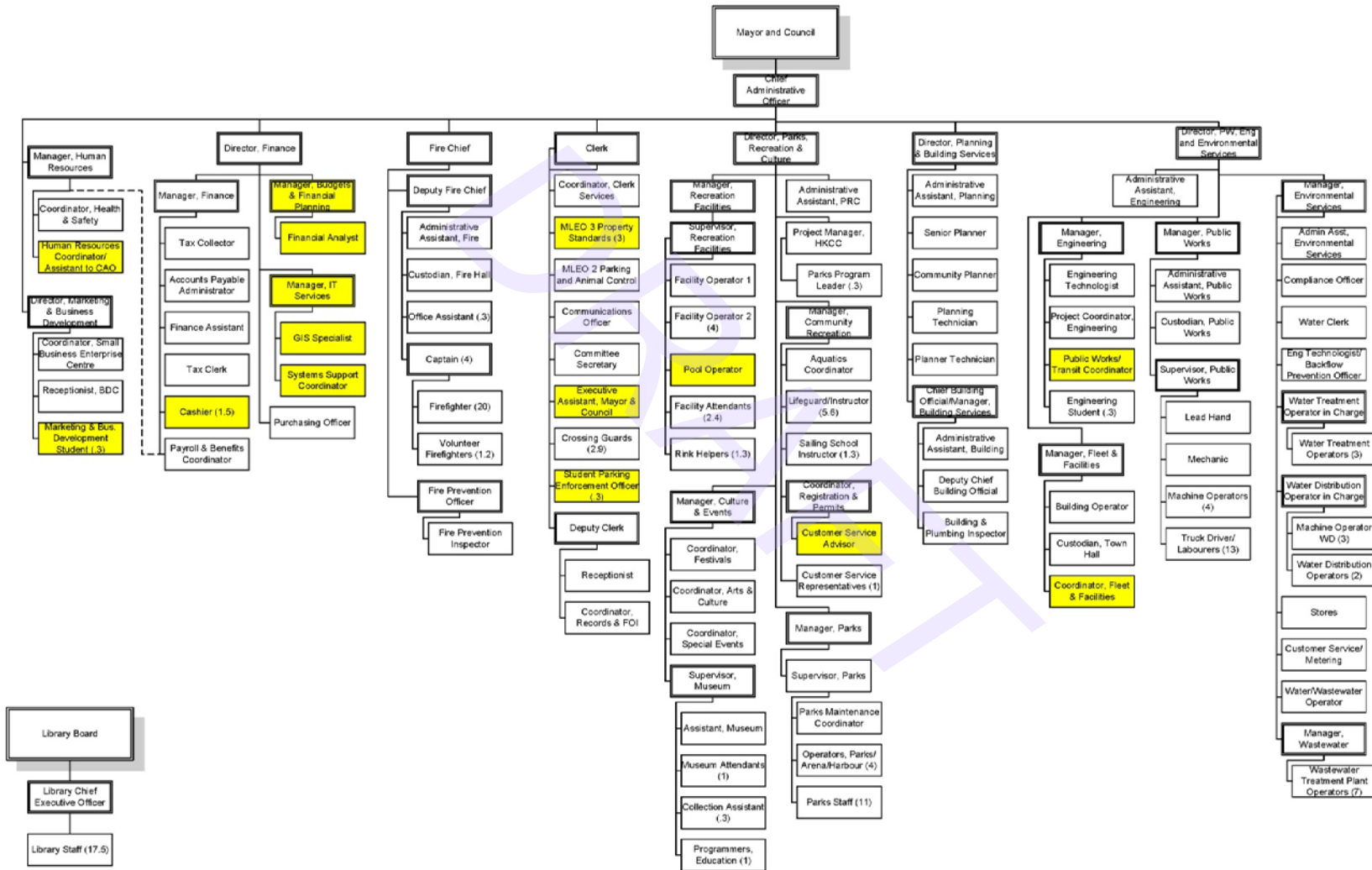
- Nine members of Council.
- Council meets twice a month.
- Two standing committees comprised of five members of Council each, and a Strategic Initiatives Standing Committee that is comprised of all members of Council, and meets at the call of the chair.

<i>Strategic Initiatives</i>	<i>Corporate & Community Services</i>	<i>Development & Operations Services</i>
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Town of Collingwood Organizational Chart

December 2017



191 FTEs

Staff Complement Report

Including 2018 Unmet Staffing Needs

Department	2015 FTE's	2016 FTE's	2017 FTE's	2018 FTE's
Governance	1.00	1.00	1.00	- 0 -
Corporate Management:				
Administration	17.60	19.60	19.60	20.83
Human Resources	2.75	2.75	3.00	3.00
Information Technology	-0-	-0-	3.00	3.33
Protection Services:				
Fire Services	31.23	31.56	31.56	31.56
By-law Enforcement	4.00	4.00	4.33	4.33
Crossing Guards	2.88	2.88	2.88	2.88
Public Works & Engineering:				
Engineering	6.00	6.33	6.33	7.00
Fleet & Facilities	3.00	3.00	4.00	4.00
Public Works	23.00	23.00	23.00	25.00
Parks, Recreation & Culture:				
Administration	3.00	3.33	3.33	3.33
Parks	17.10	17.60	17.60	19.01
Facilities	10.73	10.73	11.73	11.73
Recreation Services	13.26	14.30	13.30	13.44
Culture & Events	8.40	8.40	8.40	9.43
Planning & Development:				
Planning	6.00	6.00	6.00	6.00
Marketing & Business Development	3.00	3.00	3.33	3.33
Library Services	19.56	18.56	18.56	18.56
Non-Tax Supported:				
Building Services	4.00	4.00	4.00	4.00
Water Services	-0-	18.00	18.00	18.00
Wastewater Services	8.00	8.00	8.00	8.00
Total FTE's	184.51	206.04¹	210.95²	216.75³

Report Notes:

- 2016 Activity shows full time equivalents increased
 - Water Department added 21.53
 - Finance added Manager of Finance and Procurement Officer 18.00
 - 3 Co-op Students added equaling 2.00
 - 1 Seasonal Parks person added 0.99
 - Customer Service Representative positions added equaling 0.50
 - Library reduced staffing by 1.04
 - 1.00**
 - 21.53**
- 2017 Activity shows full time equivalents increased
 - Addition of HR Coordinator and Assistant to CAO position 4.91
 - 3 Information Technology positions 0.25
 - 3.00

• Added Fleet & Facilities position	1.00
• Pool Operator position added	1.00
• 1 Aquatic Coordinator position removed	-1.00
• 2 Co-op Students added equaling	<u>0.66</u>
	<u>4.91</u>
3. 2018 Activity shows a proposed increase in full time equivalents of	<u>5.80</u>
• Governance reduced staffing levels by	-1.00
• Administration increased staffing due to reorganization by	0.90
• Administration one Co-op student requested	0.33
• IT one Co-op Students requested	0.33
• Engineering one Co-op Student position eliminated	-0.33
• Engineering requested one full time staff	1.00
• Public Works requested four additional part-time snow plow operators	2.00
• PRC Administration -Healthy Kids Challenge – end of program	-0.25
• PRC Administration Healthy Kids Challenge – requested to extend to end of 2018	0.25
• PRC Parks three additional summer Parks/Events staff requested	1.41
• PRC Recreation Services two part-time Sailing School instructors	0.14
• PRC Culture and Events one summer Parks/Events staff requested	0.33
• PRC Culture and Events one part-time Educational Programmer	0.69
• Water Stores position vacant	-1.00
• Water requested Project Manager for capital projects	<u>1.00</u>
	<u>5.80</u>

Business Plans

A key feature of the Town of Collingwood budget document is the Departmental Business Plans. 2015 was the first year that we required department heads to submit business plan information, and we continue to develop our templates and formatting. We will continue to adjust and improve these plans as we move forward in this approach to the annual budget.

Departmental Business plans include performance based budgeting indicators, along with metrics that can be measured and compared against past performance, and our municipal peers.

We encourage you to review the Business Plans and performance metrics contained within this draft budget, as they present the purpose, accomplishments, and priorities of each of the program areas for which the Town is responsible.

Division & Section	Sub-Section	TAB	Page #
General Government			
	Governance.....	1	23
	Corporate Management.....	1	27
	Treasury.....	1	31
	Clerk Services.....	1	39
	Information Technology.....	1	45
	Human Resources.....	1	53
Protective Services			
	Fire.....	2	59
	Protective Inspection and Control.....	2	71
	Police Services.....	2	77
	Conservation.....	2	81
Transportation			
	Public Works and Engineering.....	3	83
	Fleet and Facilities.....	3	107
	Transit.....	3	111

Division & Section	Sub-Section	TAB	Page #
Social Housing			
	Affordable Housing.....	4	117
Parks, Recreation and Culture			
	Administration.....	5	119
	Parks Division.....	5	125
	Facilities Division.....	5	135
	Recreation Services Division.....	5	145
	Culture and Events Division.....	5	153
Planning & Development			
	Planning / COA.....	6	163
	Marketing and Business Development.....	6	167
	Heritage.....	6	175
Municipal Service Boards			
	Airport.....	7	179
	Library.....	7	183
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	Building.....	8	191
	Parking.....	8	197
	Water.....	8	205
	Wastewater.....	8	221

Governance

Purpose

The Town Council consisting of the Mayor, Deputy Mayor and seven Councillors 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. 2016-020 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 considers the well-being and interests 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.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
	10	10	10		--

Key driver(s) that determine the 2018 departmental budget

Executive Assistant to the Mayor and Council is identified in the Governance budget, however through a reorganization the position is a Clerk Services Direct Report.

2018 Priorities

Continue to establish priorities that support the municipal service requirements of the majority of local residents (Community Based Strategic Plan)

Continue to engage in transparent and accountable decision-making processes and actions.

Demonstrate leadership on matters that affect Collingwood.

Program Based Budgeting - Performance Indicators

Department - Governance

Program Description - Mayor's Charity Golf Tournament					
Program Outcome/ Customer Benefit/ Impact			The Mayor's Charity Golf Tournament raises funds for local charities.		
Indicator / Metric			Amount of money raised.		
Comments					
2017 Target	\$25,000	2017 Actual	\$45,000	2018 Target	\$25,000

Operating Budget Details

Governance	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$344,421	\$321,792	\$360,915	\$8,431	(\$4,482)	\$364,864		\$364,864
Financial Support	\$51,000	\$37,759	\$50,000			\$50,000		\$50,000
Professional Development	\$21,212	\$23,213	\$42,500		(\$7,500)	\$35,000		\$35,000
Golf Tournament	\$50,796	\$52,929	\$42,125			\$42,125		\$42,125
In-Kind Support	\$32,906	\$52,423	\$35,000			\$35,000		\$35,000
Administrative	\$16,671	\$18,143	\$45,705	\$60,900		\$106,605		\$106,605
Grants & Donations	\$22,252	\$180,895	\$20,000	\$150,000		\$170,000		\$170,000
Transfers to Own Funds	\$25,378	\$18,339						
Insurance	\$6,002	\$3,762	\$4,074			\$4,074		\$4,074
Occupancy								
Other								
CAPITAL LEVY								
Total Expenditures	\$570,639	\$709,256	\$600,319	\$219,331	(\$11,982)	\$807,668		\$807,668
Revenues:								
User Fees	\$63,274	\$74,424	\$42,125			\$42,125		\$42,125
Transfers from Own Funds				\$80,000		\$80,000		\$80,000
Expense Recoveries								
Provincial Funding								
Recoveries								
Total Revenues	\$63,274	\$74,424	\$42,125	\$80,000		\$122,125		\$122,125
Total Levy Requirement	\$507,365	\$634,832	\$558,194	\$139,331	(\$11,982)	\$685,543		\$685,543

Governance accounts include the Office of the Mayor, Members of Council, Council Donations & Grants and the costs for the Municipal Election.

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Corporate Management

Overview

Purpose

Corporate Management comprises the Office of the CAO, Clerk Services, Communications, and Treasury.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
Office of the CAO	1	1	1		
Clerk Services	8.5	8.5	8		
*Mayor's Office			1		
Treasury	10	11.5	11.93		0.33

**requesting co-op student for purchasing, Treasury*

Key driver(s) that determine the 2018 departmental budget

The drivers affecting the need for additional staffing are common throughout municipal operations.

- Increased workloads which are a by-product of municipal growth or legislative changes stretch the capacity of current staffing levels.
- Legislative changes themselves may require different skill sets than those already existing in the staff complement and the legislative requirement does not provide sufficient time to allow staff to develop those skills in-house or the niche skill set is too costly to develop in-house.
- Council direction related to the development and implementation of new or additional services and programs.

Departmental Priorities

Corporate Management is comprised of several administrative functions that, while having the common priorities of efficiency, cost control, cost reduction, cost avoidance and customer service, have distinctive functional priorities that allow them to meet the common priorities of the Municipality.

Each functional area has detailed their 2017 accomplishments; 2018 priorities; budget pressures and trends; Program Based Budgeting and, unmet needs on their individual business plans.

Operating Budget Details

Corporate Management	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$2,164,818	\$1,988,717	\$2,147,459	\$166,717		\$2,314,176		\$2,314,176
Debt servicing costs	\$1,118,370	\$1,078,602	\$1,078,602	(\$31,391)		\$1,047,211		\$1,047,211
Administrative	\$301,882	\$325,876	\$380,300	\$106,200		\$486,500		\$486,500
Professional Services	\$444,162	\$700,734	\$272,500	\$18,500		\$291,000		\$291,000
Occupancy	\$174,273	\$176,304	\$251,110	(\$1,310)		\$249,800		\$249,800
Contracted Services	\$70,152	\$80,174	\$184,200	(\$16,500)		\$167,700		\$167,700
Insurance	\$166,422	\$153,035	\$138,895	\$8,785		\$147,680		\$147,680
Other Expenses	\$23,923	\$98,805	\$375,858	(\$257,658)		\$118,200		\$118,200
Transfers to Own Funds	\$1,178,345	\$110,000	\$110,000			\$110,000		\$110,000
Health & Safety	\$1,917	\$1,391	\$7,500			\$7,500		\$7,500
Material & Supplies								
Transfers to Capital				\$50,000		\$50,000		\$50,000
CAPITAL LEVY	\$1,247,000	\$1,402,000	\$1,402,000	\$149,000		\$1,551,000		\$1,551,000
Total Expenditures	\$6,891,265	\$6,115,636	\$6,348,424	\$192,343		\$6,540,767		\$6,540,767
Revenues:								
Investment Income	\$497,195	\$754,483	\$375,000	\$100,000		\$475,000		\$475,000
Recoveries	\$360,686	\$360,198	\$365,000			\$365,000		\$365,000
Expense Recoveries	\$100,800	\$231,150	\$231,150	\$62,734		\$293,884		\$293,884
Transfers from Own Funds	\$120,893		\$148,126	\$90,481		\$238,607		\$238,607
Rent	\$420,640	\$272,975	\$50,000	\$64,349		\$114,349		\$114,349
User fees	\$82,557	\$84,397	\$77,500			\$77,500		\$77,500
Other Revenues	(\$171,196)	\$1,080,815	\$25,000			\$25,000		\$25,000
Provincial Funding	\$3,592			\$20,000		\$20,000		\$20,000
Total Revenues	\$1,415,167	\$2,784,018	\$1,271,776	\$337,564		\$1,609,340		\$1,609,340
Total Levy Requirement	\$5,476,098	\$3,331,618	\$5,076,648	(\$145,221)		\$4,931,427		\$4,931,427

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Corporate Management							
Town Hall Refurbishment Program	A	\$200,000		\$200,000			
Electronic Records Management	C	\$148,000		\$148,000			
Backup Generator	S	\$200,000		\$200,000			
Sprinkler System	H	\$20,000		\$20,000			
Collingwood Terminals	A	\$83,500		\$83,500			
3rd Floor Library audio visual	S	\$50,000		\$50,000			
Communication Kiosk	S	\$21,650	\$21,650				
Website	A	\$50,000	\$45,000	\$5,000			
Offices 507 10th Line	G	\$54,500		\$54,500			
Strategic Land Acquisition	G	\$350,000		\$350,000			
Integrated Work Management Software	C	\$20,000		\$10,000			10,000
Total Corporate Management		\$1,197,650	\$66,650	\$1,121,000			\$10,000

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Purpose

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

- 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 and 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 other departments.
- Oversight and management of the corporate Information Technology and GIS unit.

The Treasury department experiences high volume and peak periods of workload between September and May each year. This period encompasses budget direction, preparation and coordination; final tax billings for supplementary assessments; interim audit information collection; year-end reconciliations and 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 the preparation and submission of the Financial Information Return (FIR) by the deadline date of May 31.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	11	11	11	0	0
PT		.5	.5	0	0
CO-OP Student			.33	.33	.33

Key driver(s) that determine the 2018 departmental budget

Key drivers for the Finance Department relate to:

1. Increased workload due to growth

- more taxpayers mean more tax bills, payments and pre-authorized payments to process;
- more interaction with taxpayers at the front counter assisting them with various questions and concerns;
- more invoices to process in the accounts payable function due to the increase in service load and diversity of those services;

2. Legislative changes

- Federal and Provincial programs are increasingly placing emphasis on a competitive process for grant programs. This emphasis places a higher burden on Finance staff to meet deadlines to ensure that the Town does not lose out on any funding as well as ensuring compliance with the reporting requirements.
- The change to full accrual accounting with the introduction of PSAB 3150 requires more time to prepare the Financial Information Return (FIR) and produce the financial statements for audit.
- Capital asset management plans are a critical and labour intensive new legislative requirement. This is not a one-time plan. It must continually be monitored and updated to reflect the current status of the Town's assets and meet legislative compliance. It is required in order to qualify for Provincial funding opportunities.

3. Senior staff retirements

The following positions will need to be replaced over the course of the next few years. This will require additional training costs and overlapping salary and benefit costs until the candidates are proficient in their positions:

- Tax Collector will retire in 2018. At present, we are in the process of cross training a staff member that can fill this position internally.
- Accounts Payable Administrator will retire in 2018. We have crossed trained staff that can fill this position internally.
- Treasurer can retire in 2019. We have a succession plan for this position.
- Payroll and Benefits Coordinator can retire in 2019. We have crossed trained staff that can fill this position internally.

2017 Priorities

What we accomplished – Comment
PCard program has been rolled out to all departments.
Centralized purchasing processes have been fully implemented in PRC, BDC, Fire, Finance and HR. Partial implementation has occurred in all other departments and will be completed in 2018 on the individual department's time line.
All open market competitive bids are using purchase orders as are all capital projects.
Asset Management Plan (AMP) update with condition assessments - in progress
Implementation of Program Based Budgeting – in progress
WorkTech implementation – in progress / Phase 1, 2, 3, 4 + 5 complete
Payroll Cross Training completed.
Financial policies relating to Debt Management and Surplus Management were updated and a Reserve and Reserve Fund Management Policy was introduced.
Financial policies relating the purpose, funding mechanism, target balance and management of the individual reserves and reserve funds were adopted in 2017.
Development of reserve and reserve fund adequacy measures.
Restructure Finance department – completed.
What we did not get done - Comment
Strategic Financial Plan policies related to Budget Principles and Assessment Growth were deferred. Staff will make amendments to these policies and reintroduce them in 2018.

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1.Continue with the development of the Strategic Financial Plan	Undertake an annual financial report card tracking the progress of the Town towards its achievement of financial sustainability, with particular regard for debt and reserve fund adequacy.			<input checked="" type="checkbox"/>
2.Continue improving the Town's Asset Management Plan	Continue with conditions assessments of core assets	<input checked="" type="checkbox"/>		
3. Monitor Debt Management Plan and continue implementing	Continue to implement the approved Debt Management Plan and monitor on a semi-annual basis.	<input checked="" type="checkbox"/>		
4.Continuation of WorkTech System implementation	Stage 1 – 5 completed. Introduction of condition assessments.	<input checked="" type="checkbox"/>		
5.Development of a 5 year capital plan	Finance staff have been working with the other departments to create a full funded 5 year capital plan. The Community Based Strategic Plan has included this as a key performance indicator of effective management of Town debt and assets.	<input checked="" type="checkbox"/>		
6.Strategic Asset Management Policy	The municipality must adopt a strategic asset management policy by July 1, 2019. During 2018, staff will be researching and developing this policy.	<input checked="" type="checkbox"/>		
7.Further development of centralized purchasing process	Complete the rollout of centralized purchasing to all departments in 2018.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
8.Centralize the invoicing and accounts receivable functions	Centralization of this function will allow for improved internal control	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

9.Implementation of electronic funds transfer (EFT) for accounts payable and accounts receivable.	Provide the suppliers and customers with an alternative method of receiving or making payment. The first step will be the development of policies and standard operating procedures for the process.			<input checked="" type="checkbox"/>
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Budget Pressures and Trends:

- Preparing increasingly detailed reports for Provincial grant programs and annual reports. As the granting process has gravitated toward a competitive model there is more emphasis on having, updating and maintaining a Capital Asset Management Plan as well as providing more detailed information regarding the actual application process in terms of the funding options the municipality has investigated.
- With the introduction of O. Reg. 588/17 – Asset Management Planning for Municipal Infrastructure there is an increasing emphasis on third party studies to support the plans developed by the municipalities.
- Implementing software updates to accommodate changes in technology and to create workload efficiencies.
- Creating, updating and maintaining the capital asset database that ties into the Capital Asset Management Plan. This is a labour-intensive function that, while not requiring a dedicated full time person, does require the coordination and collaboration of Finance, Public Works including Water and Wastewater, PRC and Fleet and Facilities to ensure accuracy.
- Growth pressures in terms of incremental costs for software licensing and communication fees.
- Increased pressure to maintain the existing service levels and meet new demands that result from growth.
- Monitoring the financial position of the Town and ensuring that operations are fiscally responsible and financially sustainable.

Program Based Budgeting: Performance Indicators

Department: Treasury

Program Description: Receipts Transactions

Program Outcome/ Customer Benefit/ Impact	Receipts Transactions processed
Indicator / Metric	Number of receipts entered into finance system
Comments	All receipts transactions including customer service counter transactions such as dog licenses, parking passes, bus passes, oaths, taxi licenses, garbage tag sales, marriage licenses, building permits, parking tickets, tax certificates, wedding ceremony fees, tax transactions and individual departmental deposits. Similar to Accounts Payable, the majority of transactions must be entered manually into finance system. Objective is reduce overall volume and develop more efficient processing methods (online, E Transfer)
2016 Target	24,000
2016 Actual	24,454 (Library 6,236, Townhall and other 18,218)
2017 Target	23,500
2017 Actual	24,184 (Library 6,626, Townhall and other 17,558)
2018 Target	24,000

Program Description: Pre-Authorized Tax Program

Program Outcome/ Customer Benefit/ Impact	Efficient process to pay taxes
Indicator / Metric	% of property owners on Pre-Authorized Payment Plan and online banking
Comments	Most efficient form of receiving tax payments. 2014-30%, 2015-35%
2016 Target	40%
2016 Actual	37%
2017 Target	40%
2017 Actual	35.7%
2018 Target	40%

Program Description: Accounts Payable Cheques	
Program Outcome/ Customer Benefit/ Impact	Vendor payments
Indicator / Metric	# of cheques issued
Comments	Currently implementing a PCard system to decrease the number of cheques issued. Each cheque costs around \$20 as of Nov 15 th we have issued 247 under \$50. Reflective of accounts payable processing volume
2016 Target	5,000 (10% reduction)
2016 Actual	5,766 (PCard program implementation began late in 2016, also Water Department added in 2016)
2017 Target	5,000
2017 Actual	5,069
2018 Target	4,500

Program Description: Accounts Payable Transactions	
Program Outcome/ Customer Benefit/ Impact	Vendor invoices entered
Indicator / Metric	# of invoices entered into financial system
Comments	Currently implementing a PCard system to alleviate the number of small dollar value invoices required to be entered.
2016 Target	9,000 (10% reduction)
2016 Actual	10,142 (9,476 Invoices, 151 P Card, 512 PO receipts; PCard implementation started late 2016, Water dept. added 2016 (1,400 invoices)
2017 Target	9,000
2017 Actual	11,669 (7,161 invoices, 2978 PCard, 1,530 PO receipts)
2018 Target	13,000 (6,000 invoices, 4,500 P Card, 2,500 PO)

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Corporate Management

Clerk Services

Purpose

Clerk Services is responsible for secretariat functions and acts as the key staff resource to Council. Key functions include the preparation and circulation of notices; meeting agendas and minutes; preparation of by-laws, agreements and procedural matters; municipal elections; accessibility compliance policies, procedures and training; management of corporate records (including the release and protection of information); land sales and acquisitions; legal contracts and agreements; performing civil marriage ceremonies; administration of vital statistics (marriage and death records); lottery and business licenses including taxi, food vendors, transient traders, second hand goods and buskers; by-law enforcement; animal control, crossing guard program and also provides commissioner of oaths services; and corporate communications, including internal and external communications.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	7	7	7	0	0
*Mayor's Office		1	1		
PT	.5	.5	0	0	0

**Identified in the Mayor & Council Budget, however a Clerk Services direct report per 2017 BMA.*

Key driver(s) that determine the 2018 departmental budget

Key drivers for the Clerk Services area relate to:

1. Administration of the 2018 Municipal Election, incorporating recent amendments to the Municipal Elections Act.
2. Increased demand for municipal information and services;
3. Public engagement and participation;
4. New policy and by-law implementation, administration and/or enforcement;
5. Implementation and coordination of corporate records management policies and practices; and

Departmental Responsibilities

- Successful administration of the municipal election process, implementing the new alternative voting method (internet/telephone) as well as the new *MEA* amendments and reporting requirements;

- Council meeting management and compliance with municipal and provincial regulations;
- Committee/Board meeting management and compliance with municipal and provincial regulations;
- Administration and management of corporate records and the *Municipal Freedom of Information and Protection of Privacy Act*;
- Responsible for accessibility policies, procedures and training;
- Manage the administration of land sales and acquisitions, together with respect departments;
- Preparation and review of legal contracts and agreements;
- Management and administration of claims and claims adjustment;
- Act as Division Registrar for the processing and administration of the vital statistics act for deaths, marriages and births, including officiating civil marriage ceremonies;
- Administration of the lottery and business licensing program which includes taxi, food vendors, transient traders, second hand goods, buskers, etc.;
- Oversee the management and supervision of by-law enforcement, animal control, and crossing guard program;
- Administration and coordination of corporate prosecutions;
- Provide public service of Commissioner of Oaths, to commission oaths and affidavits;
- Provide for and manage corporate communications, both internal and external communications.

2017 Priorities

What we accomplished – Comment
BMA Report Priorities - Completed
Review fees (marriage licenses, oaths, etc.): Completed
Community Based Strategic Plan Priorities
Reaffirmation of the Code of Conduct for Council: Completed
Annual Operational Report – Committees/Boards: Completed as part of CBSP Report Card
Directors Recommended Priorities
Records Management System – Policy Updates: Ongoing
Preparation for 2018 Municipal Election: Completed & Ongoing
Agenda Management System – Phase 1: Completed
Realignment of Records & FOI Function: Completed
Training MFIPPA and Records Management: Filled vacancy for FOI / Records Coordinator and commenced training
By-law & Policy Updates/Review: Ongoing
Enhance Customer Service: Ongoing
What we did not get done - Comment
Issue RFP for Insurance Adjuster Services – <i>shift in workload priorities</i>
Disposition of Land (in conjunction with Planning Services) – <i>shift in workload priorities</i>

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Preparation for 2018 Municipal Election	Continue to work with stakeholders on Voters List; commit voting method; strategize engagement.	<input checked="" type="checkbox"/>		
2. Enhancement of Corporate Meeting Management System & Webportal				<input checked="" type="checkbox"/>
3. Records Management System	Updating policies / procedures prior to consideration of system to ensure compliance with Bill 8; analysis of needs to determine system requirements, shared drive creation, and appropriate indexing of active and inactive records.	<input checked="" type="checkbox"/>		
4. Development of New Corporate Municipal Website and increase website visitors	Current website is not mobile friendly nor fully accessible. Must update design and increase satisfaction of user experience, and easy access to information. Need to seek a system that provides enhanced back-end features to provide efficient uploading and coordination of information, including removal of outdated information, and enhance on-line customer usability for municipal business, registration, etc.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
5. By-law & Policy Updates / Reviews	Conduct reviews of various policies and by-laws and update, revise or repeal as necessary (priority items: noise by-law, sign by-law, records policies, code of conduct).	<input checked="" type="checkbox"/>		
6. Enhance Communication and Customer Service	Review current customer service standards and investigate opportunities for continued enhancements either through internal operations, new practices or technologic capabilities. Upgrade	<input checked="" type="checkbox"/>		

	electronic newsletter technology, social media enhancement, and implementation of communication protocol.			
7. Annual reaffirmation of the Code of Conduct for Council (CBSP)	To be confirmed annually.	<input checked="" type="checkbox"/>		
8. Annual report operational performance from board, committees and companies (CBSP)	To be completed annually in accordance with CBSP Report Card Review.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

- Trends for ongoing openness, accountability and transparency initiatives.
- Growth pressures in terms of incremental costs for software licensing and communication fees.
- Increased pressure to maintain the existing service levels and meet new demands that result from growth.
- Regular inflationary increases
- Increasing demands for services
- With new/approved policy or by-law implementation, impacts/pressures increase with respect to available resources and administration.
- The Records Management Program has been broken down into phases for better implementation and spread across three years. Clerk Services has moved forward with the implementation of an Agenda Management System to assist in providing some records functionality for a small group of vital records and to create workflow efficiencies throughout the corporation.
- Compliance with changes to legislation (Bill 8) including records management practices, audits to ensure compliance with retention schedules, providing open data and managing / maintaining personal information banks continues to be a struggle as priorities are continually being reallocated.

Program Based Budgeting - Performance Indicators

Department - Clerk Services – Administration/Communication

Program Description – Website					
Program Outcome/ Customer Benefit/ Impact		Enhancing communications and the overall functionality of the municipal website, we want to continue to increase the number of visitors to the site including the use of the on-line meeting portal created in 2017.			
Indicator / Metric		Website analytics			
Comments		With a new website and 2018 being an election year, we have set aggressive targets for website “hits”. We would like to see this number continually increase to ensure taxpayers are staying apprised of the most current notices, information, programs and services. *Staff maintain a detailed log of all website analytics, however, for the purpose of this indicator we are utilizing the initial “visits” to the website.			
2016 Actual	208,875	2017 Actual	218,244	2018 Target	240,000

Program Description – Commissioner of Oath Services					
Program Outcome/ Customer Benefit/ Impact		Municipalities provide commissioner of oath services. While this is a public service, a municipality can choose to limit the purposes for providing such services.			
Indicator / Metric		Number of commissions annually (x 20% non-chargeable documents)			
Comments		Most common types of commission services are for MTO transfers, pension documents, bank documents, affidavits, and immunization requirements. Average commissioning requires .25 hours of staff time.			
2016 Actual	694	2017 Actual	840	2018 Target	

<i>Program Description – Flag Raising / Proclamation Policy</i>					
Program Outcome/ Customer Benefit/ Impact			Council implemented the above noted policy in 2017. Staff are monitoring the number of requests that are received and the staff time required to administer the new program, particularly with the realignment of staff in the Mayor's Office.		
Indicator / Metric			Number of requests and staff time required.		
Comments			Flag raising requests require approximately 2.5 hours of staff time (in addition to the Mayor and Council's time to attend events). Proclamation requests require approximately 1.5 hours of staff time.		
Flag Raising		2017 Actual	6	2018 Target	9
Proclamations		2017 Actual	10	2018 Target	15

Program Support

Information
Technology**Purpose**

The Town of Collingwood's (TOC) Information Technology Department is a key strategic corporate service and is increasingly a central element behind the achievement of the Town of Collingwood's short and long term goals and objectives. This was one of the primary rationales behind the decision to establish a Town of Collingwood IT department in 2017.

In addition to the acquisition, management, and maintenance of a robust, reliable and secure information technology and telecommunications architecture, IT increasingly has a integral role to play with respect to the ongoing development 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 development of customer facing applications and Customer Relationship Management (CRM) tools that facilitate and optimize our customers' experience when making use of the Towns' service offerings.

Lastly, the IT departments are the steward's one of the Towns' most important asset's which is the Town's information and data.

Departmental Staffing Complement

	2016 Approved Contracted	2017 Approved	2018 Base	2018 Impact	Net Change
FT		3	3		0

Key driver(s) that determine the 2018 departmental budget

2017 was the first year of operations for the newly formed Town of Collingwood (TOC) IT department after a decision earlier in 2017 for the TOC to have its own IT department (formerly IT was a shared service with COLLUS Powerstream). The official handoff of responsibility for the Town's IT services took place April 1, 2017 and the initial focus was simply learning and assessing the infrastructure as well as making sure to "keep the lights on" and avert any major technology failures. After an internal initial assessment and after reviewing the external report from Compusolve, it was realized there was a critical and immediate need to replace nearly all of the Town's existing IT infrastructure. This remained the major focus of 2017 and will continue into 2018. In addition, IT also embarked upon a IT Master Plan process with Perry Consulting Group. The objective of this process is to develop a roadmap and framework for the Town of Collingwood's IT initiatives for the next 3 or 4 years. Having just migrated the Town's IT services in house in 2017, the timing for such a process was felt to be opportune and appropriate. The IT Master Planning process is still underway and will be completed in the winter of 2018. The first phase of the IT master plan focused on the infrastructure aspects and the immediate issues to address.

2017 Priorities

What we accomplished – Comment

- 1) Established newly created IT Department for the Town as of May 1 2017
 - a) Managed transition process from COLLUS Powerstream after having received Notice of Termination of Service.
 - i) 1 month for knowledge transfer from existing COLLUS employees
 - b) Hired new Support Technician and GIS Specialist
 - c) Departmental startup (office, tools and supplies).
 - d) Initially focused on maintaining existing systems (keeping lights on) and avoiding any near term technology issues while at same time learning and evaluating current system.
- 2) Infrastructure
 - a) Our own independent assessment as well as the Compusolve report on the state of Town's IT infrastructure identified a serious and critical requirement to replace nearly all of the IT infrastructure immediately.
 - b) Extensive research, meetings with other municipalities, and vendor meetings to ensure the best and most appropriate infrastructure replacement taking into account a time horizon of 5 years. Assets included :
 - i) Wired and Wireless Infrastructure Replacements
 - ii) Security Infrastructure Replacements
 - iii) Servers/Storage Infrastructure Replacements
- 3) Also in 2017,
 - a) Worked with More Group consulting to develop a Print Assessment
 - i) Rationalize printers and print service contracts
 - ii) More efficient and standardized printing model
 - iii) Approximately 50% or \$45k savings over current annual cost
 - b) Initiated IT Master Plan process with Perry group Consulting
 - i) Will help establish new TOC IT department with appropriate strategic goals for next 3-4 years
 - ii) Will be completed 2018

What we did not get done – Comment

- 1) Exchange 2007/Office 2007 replacement
 - a) Process initiated in 2017 and will be completed in 2018
 - b) Microsoft Office 365 is preferred replacement product
 - c) Infrastructure replacement will need to be completed first

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Complete IT Master Plan Process	The first phase of the IT master plan focused on the infrastructure aspects and the immediate issues to address. Next steps in the plan will deal with software and an IT governance structure that will ensure an enterprise wide approach is taken to technology investments. Integration of products to eliminate duplication of effort and customer service for both internal and external customers are integral components of next steps in the plan.	<input checked="" type="checkbox"/>		
2. Implement infrastructure replacement	Critical need	<input checked="" type="checkbox"/>		
3. Implement Microsoft Office 365	Critical need	<input checked="" type="checkbox"/>		
4. Website upgrade – with Clerks dept.	Critical need	<input checked="" type="checkbox"/>		

Program Based Budgeting - Performance Indicators

Department - Information Technology

<i>Program Description – System Up Time</i>					
Program Outcome / Customer Benefit / Impact		Minimize system downtime and maximize system availability for users.			
Indicator / Metric		System uptime. System availability target is 24/7			
Comments		2017 Uptime – Since May 1st. 5856 Total Hours May 1 – Dec 31. 1) Unplanned downtime (where more than 1 business unit impacted): a) 45 Mins – Email - September 25th b) 45 Mins – Power – November 28 th c) 6 Hours – County Internet - December 13 th			
2017 Target	99.9999%	2017 Actual	99.9987%	2018 Target	99.9999%

Program Description – Help Desk Tickets per User					
Program Outcome / Customer Benefit / Impact		Object is to decrease the metric over time and minimize user down time and ability to perform job functions. Proactive maintenance and monitoring of the infrastructure to ensure IT assets are operating at peak efficiency should decrease break fix type tickets over the longer term. Also, migration towards more standardized hardware platforms makes system management more efficient. Door lock and ID card tickets in particular will be a target in 2018.			
Indicator / Metric		Help desk Tickets per user			
Comments		1) Total Tickets 2017 – 1212 Tickets, 255 users a) 17% - ID Cards (create, replacements) including Door Hardware Reprogramming b) 17% - Hardware – Desktops/Laptops issues, Monitors and Printers c) 9% General Software (Installs and troubleshooting) d) 7% - Email (Account creation/deactivation, setup, aliases) e) 7% Website and 3rd Party Website f) 7% - Phone and Cellular Phones g) 5% - GP (Test Database refresh, users, errors) h) 5% Spam Email Investigation i) 5% - Hardware peripherals – (TV, Laptop Batteries, Mice, Keyboards, cables) j) 2% - Security Cameras k) 19% Miscellaneous			
2017 Target		2017 Actual	4.75 Tickets per user	2018 Target	4.5 Tickets per user

Operating Budget Details

Information Technology	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits		\$185,480	\$332,395	(\$6,677)		\$325,718		\$325,718
Transfers to Capital	\$52,957		\$158,500	\$14,000		\$172,500		\$172,500
Administrative	\$3,261	\$31,572	\$3,500	\$52,000		\$55,500		\$55,500
Other Expenses	\$94	\$2,687	\$3,000	\$13,950		\$16,950		\$16,950
Contracted Services	\$151,428	\$62,989	\$30,000	(\$15,000)		\$15,000		\$15,000
Transfers to Own Funds	\$5,500	\$5,500	\$5,500			\$5,500		\$5,500
Materials & Supplies	\$3,255	\$10,804	\$3,000	\$2,000		\$5,000		\$5,000
Occupancy	\$3,687	\$1,487	\$4,000			\$4,000		\$4,000
CAPITAL LEVY								
Total Expenditures	\$220,181	\$300,519	\$539,895	\$60,273		\$600,168		\$600,168
Revenues:								
Recoveries	\$2,400	\$102,400	\$102,400	\$10,450		\$112,850		\$112,850
User Fees								
Total Revenues	\$2,400	\$102,400	\$102,400	\$10,450		\$112,850		\$112,850
Total Levy Requirement	\$217,781	\$198,119	\$437,495	\$49,823		\$487,318		\$487,318

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Program Support - IT							
Computer Hardware	A	\$45,000	\$45,000				
Computer Software	A	\$57,500	\$57,500				
Networking - LAN	A	\$55,000	\$55,000				
Email System	A	\$15,000	\$15,000				
Total Program Support - IT		\$172,500	\$172,500				

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Program Support

Human Resources

Purpose

Human Resources is responsible for leading and administering the following functions:

- recruitment;
- labour/employee relations, negotiations and contract administration;
- health and safety;
- training, development and performance management;
- compensation administration;
- development and implementation of corporate human resource policies and procedures;
- development and recommendation of plans, policies and strategies to address human resources and organizational objectives;
- providing advice to departments, staff and Council; and,
- ensuring employment and legislative compliance.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	3	2	3		
Co-op student	$\frac{2}{3}$	$\frac{2}{3}$			

Key driver(s) that determine the 2018 departmental budget

- **Legislative changes:** With increased emphasis on health and safety as well as accessibility, there is more onus on employers to ensure the well-being of workers. Municipalities are also faced with more exposure to liability from all facets of their operations. It is imperative that the Town ensures that the appropriate staff members are receiving relevant training. The employer faces the burden of proof to demonstrate due diligence and therefore documentation in the form of policies, procedures and records/certificates are essential.
- **Demographics:** With an aging population, workforce and candidate pool, as well as an increased awareness of accessibility, there will be more requests for accommodation, modified work, etc. All of these requests will have to be considered on an individual basis and accommodation plans prepared as required.
- **Changes in staff:** A certain level of staff turnover is expected during the course of the year but changes to operations also affect staff levels and composition. The recruitment and selection process takes time to properly carry out including a thorough review of applications, coordination of interviews, appropriate vetting of candidates' qualifications and references. The orientation process must be set out for each new

employee and supervisors must be assisted with both the establishment and communication of expectations as well as the subsequent monitoring of the staff member's progress to ensure he/she is successfully integrated.

2017 Priorities

What we accomplished – Comment
Recruitment – More than fifty (50) job postings resulted in over one hundred (100) staff changes, including the addition of the new IT division and the recruitment of a new CAO.
Labour Relations – Fire negotiations carried over from 2016 and the CUPE and IBEW Water agreements expired in 2017 so the Town was in bargaining with the three (3) existing bargaining units. A new bargaining unit was formed at the Wastewater Treatment Plant during the first few months of 2017 and their first collective agreement was negotiated and ratified by December 2017.
Risk Management – <u>job demands analysis</u> (physical and cognitive demands) completed for job positions in the following departments - fire (2), environmental services (4) and public works (2); <u>post traumatic stress disorder plan</u> for fire department compiled and staff trained; <u>fire safety plans</u> reviewed and updated for Town Hall, Curling Club and drills held at Town Hall, Curling Club, Library and Museum; upgrades to <u>panic buttons and security camera</u> implemented to enhance security and response for Town Hall staff; <u>Training Coordination</u> – Overhead & Truck-mount Crane (18), Aerial Work Platform (19), Employee New Hire Orientation (54), Fire Extinguisher (39), Forklift (2), Front Desk Safety & Security (27), JHSC Certification (2), Propane Handling (15), First-Aid CPR w AED (61), Working at Heights (1), Confined Space Entry & Rescue (2), Hearing Testing (113): <u>Injury / Illness Report Coordination</u> – Work Related (22), Non Work Related (18); <u>Hazard Awareness / Communication</u> – Departmental Safety Talks (4); <u>Workplace Inspection Support</u> for JHSC – (8)
Health and Safe Program – first year with newly established multi-site <u>Joint Health and Safety Committee</u> (MJHSC). Workshops held to help develop a scorecard for tracking 2017 goals including meetings, inspections, training and updating health and safety boards; online <u>Internal Responsibility System</u> (IRS) awareness training and provided sample models videos to support awareness.
Performance Management – The majority of permanent staff are using the on-line system, a handful are still using a paper system.
Training and Development – More training records and certificates have been entered into the HR Information System with initially the Public Works division set up to enter and access information for their staff. We are progressing towards providing access and training to additional divisions in 2018.
Compensation Administration – The change to a pay-in-arrears system for all staff was communicated and implemented at the end of 2017. New and revised positions evaluated including Public Services Supervisor, Pool Operator, PW & Transit Coordinator, Fleet & Facilities Coordinator, HR Coordinator/Assistant to CAO and Financial Analyst.
Plans to Address Organizational Objectives – Most recommendations from the BMA report (August 2017) have been implemented; the remaining few within the Finance Department are in progress.
Employment and Legislative Compliance – financial implications of Bill 148 have been anticipated and included in the 2018 draft budget; operational implications are still being reviewed.

What we did not get done – Comment
Labour Relations – Fire negotiations are scheduled for mediation/arbitration, CUPE is scheduled for conciliation and IBEW Water negotiations are on-going.
Health and safety program – hazard assessment system to be compiled, reporting program to be updated and staff trained accordingly; online IRS survey to help evaluate safety climate to be issued to all staff and review results.
HR Policies – no HR policies were updated in 2017.
Performance Management – The concept of an on-line system is appreciated by most users but HR, staff and supervisors agree that the current system is cumbersome to use and there is support to seek an alternative solution.
Develop HR strategy – no progress made.

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2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Review health and safety program	Support MJHSC to achieve 2018 goals, use Safety Climate Survey results to identify IRS improvement opportunities.	<input checked="" type="checkbox"/>		
2. Succession planning	Planning for impending retirements, identify essential functions.	<input checked="" type="checkbox"/>		
3. Collective agreement negotiations	Remaining three collective agreements which are expired – firefighters (CPFFA December 2016), public works (CUPE April 2017), water (IBEW August 2017).	<input checked="" type="checkbox"/>		
4. Develop HR Strategy	Development of plans, policies and strategies to address human resources and organizational objectives.	<input checked="" type="checkbox"/>		
5. Risk Management	Ensure employment and legislative compliance; continue health and safety initiatives including job demands assessments, hazard identification and control, health and safety management system.	<input checked="" type="checkbox"/>		
6. Promote a balanced and healthy lifestyle	Consider staff health and wellness initiatives.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

- Increased costs for benefits, etc. – we need to find ways to reduce costs and improve the health of employees, as well as communicate the costs of providing those benefits, to reduce the demands on the group health benefits. The implementation of OHIP+ will assist but potential plan design changes will be researched.
- Budget constraints may require Council to look at the level of service it wants to provide to the ratepayers – staffing levels may be affected and have to be managed accordingly.
- Staff turnover – with several staff retirements in key positions pending in the next few years, together with the pressure to expand operations due to legislative requirements and community growth, the trend in the number of recruitments is expected to continue to rise. Recruitment, selection, orientation, training and performance management services are required to ensure the organization's staffing resources are supported.
- Legislative changes – the impacts of the changes from Bill 148 affecting minimum wage, equal pay, scheduling (3-hour rule, on-call pay), vacation pay, emergency leave (paid or unpaid), holiday pay, etc. are not fully known. Implementation dates range from 2018 to 2020 so the organization will continue to be impacted by this particular piece of legislation for the next few years.

Program Based Budgeting - Performance Indicators

Department - Human Resources

<i>Program Description - Workplace Audits (H&S Coordinator)</i>					
Program Outcome / Customer Benefit / Impact		Workplace hazards proactively identified and addressed to minimize risk of injury, illness, property damage.			
Indicator / Metric		Number of Workplace Audits			
Comments		A regular visit to workplaces within the town provides an opportunity to maintain contact with staff, inspect the workplace, provide support, identify trends, identify opportunities for improvement and make recommendations. Audits tracked through electronic filing.			
2017 Target	24 inspections / year	2017 Actual	21 inspections focusing on H&S Mandatory Postings	2018 Target	24 inspections / year

Operating Budget Details

Human Resources	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$297,376	\$238,127	\$279,689	(\$16,554)		\$263,135		\$263,135
Health and Safety	\$34,811	\$35,841	\$47,500			\$47,500		\$47,500
Administrative	\$10,558	\$17,356	\$20,500	\$2,595		\$23,095	\$15,000	\$38,095
Legal	\$7,437	\$16,240	\$17,500	\$7,500		\$25,000		\$25,000
Occupancy	\$6,456	\$5,483	\$6,500			\$6,500		\$6,500
Professional Services	\$5,870	\$3,485	\$6,000			\$6,000		\$6,000
Contracted Services		\$686	\$10,000	(\$5,000)		\$5,000		\$5,000
Other Expenses	\$411	\$416	\$1,400	(\$400)		\$1,000		\$1,000
Insurance								
Material & Supplies								
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$362,919	\$317,634	\$389,089	(\$11,859)		\$377,230	\$15,000	\$392,230
Revenues:								
Recoveries	\$171							
Total Revenues	\$171							
Total Levy Requirement	\$362,748	\$317,634	\$389,089	(\$11,859)		\$377,230	\$15,000	\$392,230

Fire

Purpose

This program provides Fire and Emergency Services for the Town of Collingwood.

The program delivers the following services:

- Multi-discipline response
- Fire Marshals' three pillars of defense: public education, fire prevention and fire suppression.

This is a mandatory program.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	30	30	30		0
Volunteer firefighters	9	9	11		+ 2

Key driver(s) that determine the 2018 departmental budget

2017 Priorities

What we accomplished – Comment
1. Churches and Places of Worship & Group Occupancies - Fire Safety & Fire Prevention inspections
2. Fire Prevention – able to respond to all received complaints and requested inspections / enforcement issues.
3. Set targets and reviewed results for Fire Prevention
4. Received and reviewed Fire Master Plan
5. Emergency Management Plan – Update Critical Infrastructure Identification section of the binder. Updated other sections of binder also – expected completion by end of 2017.
6. Emergency Management Training Exercises for Primary members to be completed by end of year.
7. Met 2017 OFMEM Annual Compliance.
8. Vulnerable Occupancy Inspections – the vulnerable occupancy sector which includes retirement homes, long-term homes, and residences for people with disabilities, hospitals and group homes – fire safety and fire prevention inspections.
9. Track all non-incident suppression activities in Fire House. This activity started in 2017 and will be an ongoing process.
10. Administrative Assistant track all public education activities and continue to track prevention inspections using Fire House software. This activity started in 2016 and will be an ongoing process.
11. Updated Simplified Risk Assessment
12. To re-certify all firefighters to Emergency Medical Responder level by June 2017 – all fulltime firefighters
13. Volunteer Firefighter hiring with certified candidates completed in 2017
14. Utilization of a private firm as a potential revenue source – as per recommendation in the Fire Master Plan. Fire Marque Inc. signed on a term basis of three years.

What we did not get done - Comment
1. Establishing & Regulating By-Law – completed but not presented to Council because of Fire Master Plan being approved.
2. Industrial Inspections

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Increase fire safety & public education services and inspections as set out in the Fire Protection & Prevention Act (FPPA)				<input checked="" type="checkbox"/>
2. Succession Planning	Aggressive training for future division openings / moves			<input checked="" type="checkbox"/>
3. Training – Suppression	<ul style="list-style-type: none"> • Technical Skills – Elevator, Auto Extrication Train the Trainer & Driver Certification. • Public Education – Community Educator • Staff Training to Fire Officer 1 Level – On-line and Ontario Fire College training 	<input checked="" type="checkbox"/>		
4. Emergency Management Program	Legislative requirements with annual compliance components.	<input checked="" type="checkbox"/>		
5. Firefighter Certification to meet new Ontario Reg. changes and compliance				<input checked="" type="checkbox"/>
6. Present Fire Master Plan	Present Fire Master Plan to Council			<input checked="" type="checkbox"/>
7. Building Preplanning / Familiarization	Familiarization of buildings & infrastructure			<input checked="" type="checkbox"/>
8. Administrative Assistant track all public education activities and continue to track prevention inspections using Fire House software.	This activity started in 2016 and will be an ongoing process.			<input checked="" type="checkbox"/>
9. Town requests an update to the Fire Underwriters Survey	Master Plan recommendation			<input checked="" type="checkbox"/>

10. Dispatch agreement to be updated to include activity levels and performance standards.	Dispatch Agreement is due for renewal January 1, 2019			<input checked="" type="checkbox"/>
11. Create a positive business relationship between the fire and building departments.	Ensure code compliance with the building and fire code requirements.			<input checked="" type="checkbox"/>

Budget Pressures and Trends:

- Fire safety inspections of existing and new industrial and commercial businesses; schools; day care; hotels; motels; and the vulnerable occupancy sector which includes retirement homes, long-term care homes, residences for people with disabilities, hospitals and group homes.
- Have legislative mandate to educate through fire prevention – public education for fire safety and fire prevention.
- Increased municipal growth activity through recreation, tourism, industrial, commercial and residential development, increases the number of responses for fire and emergency services.
- The downloading of legislative requirements through fire and emergency services; i.e., Emergency Management and Public Education
- Certification Training – Provide certification training that is current and meets NFPA and all other applicable standards.

Program Based Budgeting - Performance Indicators

Department - Fire Services

Program Description - Emergency Planning					
Program Outcome/ Customer Benefit/ Impact		Public Education in emergency preparedness.			
Indicator / Metric		10 Venues where emergency preparedness education is delivered: <ul style="list-style-type: none">• Emergency Preparedness Week• Fire Prevention Week• Fire Marshall's Public Safety Messages & Pamphlets• Peak FM• Twitter• Town Page• Town Website• Communications Officer Press Releases• New LED sign at front of fire hall• Emergency Preparedness Pocket Guide to be inserted in the water bill mail out			
Comments		Emergency preparedness education material is also provided through the County in conjunction with the Town.			
2017 Target	8	2017 Actual	8	2018 Target	10

<i>Program Description - Emergency Planning</i>					
Program Outcome/ Customer Benefit/ Impact		Full compliance with Emergency Management and Civil Protection Act:			
Indicator / Metric		All 15 components of the act are met annually			
Comments		<ul style="list-style-type: none"> The mandatory emergency management program elements are required. Include “Alternates” in the annual Emergency Management Control Group meeting/table top exercise. 			
2017 Target	15	2017 Actual	15	2018 Target	15

<i>Program Description - Fire Prevention / Suppression</i>					
Program Outcome/ Customer Benefit/ Impact		Smoke/CO Alarm Education Program			
Indicator / Metric		Installation of carbon monoxide alarms mandatory – Ontario Regulation 194/14 Fire Protection and Prevention Act, 1997.			
Comments		<ul style="list-style-type: none"> Promote Smoke/CO Alarms through all media (Peak FM, Twitter, Town Page, Town Website, Communications Officer Press Releases), pamphlets to schools, Fire Marshal’s Public Safety Messages, and door to door. Partnership with Enbridge – “Smelfie” simulator at Elvis Festival - a picture of your face reacting to the awful smell of natural gas. “Project Zero” - Received 216 smoke/CO alarms from Enbridge to enhance the program. This is not a “knock and run program”. Program succeeds with community interaction and positive feedback. 			
2017 Target	25% of the community	2017 Actual	20%	2018 Target	20%

Program Description - Fire Prevention					
Program Outcome/ Customer Benefit/ Impact		Fire Safety Plan Lock Box.			
Indicator / Metric		Easier access to fire safety plan.			
Comments		NEW PROGRAM - Installation of Fire Safety Plan Lock Boxes at required locations. An ongoing program to encourage those who require a Fire Safety Plan to install a Fire Safety Plan lock box at the cost of approximately \$107.00+ each. (expense of business owner)			
2017 Target	8	2017 Actual	25	2018 Target	8

Program Description - Fire Prevention					
Program Outcome/ Customer Benefit/ Impact		Review Fire Safety Plans			
Indicator / Metric		Review existing and new Fire Safety Plans			
Comments		Update Sign-off Sheets / Track numbers each year			
2017 Target	0	2017 Actual	0	2018 Target	15

Program Description - Fire Prevention & Suppression					
Program Outcome/ Customer Benefit/ Impact		Lock Box Inspections and Maintenance			
Indicator / Metric		Last lock box inspections and maintenance program was fully completed in 2016.			
Comments		120 lock boxes listed on file.			
2017 Target	120	2017 Actual	9	2018 Target	120

<i>Program Description - Suppression</i>					
Program Outcome/ Customer Benefit/ Impact			Building Familiarization / Pre-Planning		
Indicator / Metric			Tactical aspects and layout of buildings		
Comments			Fire crew tour and receive a briefing on new fire protection features and other issues that may impact fire-related emergency response to specific industrial, commercial, residential & public buildings		
2017 Target		2017 Actual		2018 Target	60

<i>Program Description - Suppression</i>					
Program Outcome/ Customer Benefit/ Impact			Training		
Indicator / Metric			Meets all components (theory and practical) of the certification process		
Comments			Training <ul style="list-style-type: none"> - Suppression crews will be involved in Emergency Vehicle Driving certification (24) - Elevator certification (10) - Train the Trainer Auto Extrication (12) - Fire Instructor Level 1(6) 		
2017 Target		2017 Actual	N/A	2018 Target	52

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact		Assembly Occupancy Blitz (Restaurants & Bars) - Building Safety Standards are being met			
Indicator / Metric		Restaurant and Building Safety Standards blitz. Place for the gathering of persons for the consumption of food or drink.			
Comments		Restaurant Appliances and building safety - working on detailed inspections of restaurants in Collingwood.			
2017 Target	30	2017 Actual	30	2018 Target	Project is Completed

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact		Hotel & Motel Blitz - Building Safety Standards are being met			
Indicator / Metric		Hotel & Motel Building Safety Standards blitz.			
Comments		Working on detailed inspections of hotels and motels in Collingwood. <ul style="list-style-type: none"> • Due to inspection complaints and enforcement of other requirements, was not able to complete this program 			
2017 Target	8	2017 Actual	0	2018 Target	12

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact		Assembly Occupancy (Churches & Places of Worship) - Building Safety Standards are being met			
Indicator / Metric		Places for the gathering of persons for religious purposes.			
Comments		Working on detailed inspections of churches & places of worship in Collingwood.			
2017 Target	12	2017 Actual	12	2018 Target	Program Completed

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact			Schools – Building Safety Standards are being met.		
Indicator / Metric			Schools Safety Standards blitz.		
Comments			Working on detailed inspections of schools in Collingwood		
2017 Target	10	2017 Actual	10	2018 Target	10

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact			Industrial Occupancy - Building Safety Standards are being met		
Indicator / Metric			Fabricating, manufacturing, repair, storing goods or materials		
Comments			Working on detailed inspections of industry in Collingwood. <ul style="list-style-type: none"> Due to inspection complaints and enforcement of other requirements, was not able to complete this program 		
2017 Target	35	2017 Actual	5	2018 Target	25

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact			Public Education – Fire Prevention		
Indicator / Metric			Extinguisher Training – 5 Story Time – 1 Requests for Fire Drills – Participation and observation - 8		
Comments			Enhance Public Education & Training		
2017 Target	0	2017 Actual	14	2018 Target	14

Operating Budget Details

Fire				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$3,899,829	\$3,814,350	\$4,026,305	\$182,594		\$4,208,899		\$4,208,899
Debt servicing costs	\$264,040	\$259,295	\$259,295	(\$5,313)		\$253,982		\$253,982
Occupancy	\$130,805	\$140,595	\$134,150	\$3,850		\$138,000		\$138,000
Transfers to Own Funds	\$100,000	\$100,000	\$100,000	\$0		\$100,000		\$100,000
Administrative	\$76,161	\$76,312	\$83,000	\$5,000		\$88,000		\$88,000
Other Expenses	\$69,957	\$77,721	\$71,500	\$5,000		\$76,500		\$76,500
Insurance	\$87,562	\$54,343	\$59,628	(\$4,628)		\$55,000		\$55,000
Contracted Services	\$41,370	\$43,599	\$45,000	\$1,500		\$46,500		\$46,500
Transfers to Capital	\$3,663							
CAPITAL LEVY								
Total Expenditures	\$4,673,388	\$4,566,216	\$4,778,878	\$188,003		\$4,966,881		\$4,966,881
Revenues:								
User fees	\$20,069	\$18,750	\$12,000			\$12,000		\$12,000
Fines	\$500		\$500			\$500		\$500
Expense Recoveries	\$9,405	\$5,700						
Provincial Funding								
Transfers from Own Funds								
Total Revenues	\$29,974	\$24,450	\$12,500			\$12,500		\$12,500
Total Levy Requirement	\$4,643,415	\$4,541,766	\$4,766,378	\$188,003		\$4,954,381		\$4,954,381

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Protective Services - Fire							
Trainer Extinguisher	A	\$30,000		\$30,000			
Fire Vehicles	A	\$45,000		\$45,000			
Radio Replacement	H	\$80,000		\$80,000			
Total Protective Services - Fire		\$155,000		\$155,000			

Protective Inspection
and Control**Purpose**

The purpose of Protective Inspection & Control is to administer and enforce (with an emphasis on compliance) Town by-laws which focus on health and safety, consumer protection, nuisance control and quality of life issues as well as the enforcement of some Provincial Statutes (Highway Traffic Act, Building Code Act, DOLA, Municipal Act etc.). All citizens benefit from the enforcement of Town by-laws as neighbourhoods and overall quality of life in the community is improved. It is a mandatory function for the Municipality.

Officers research and provide input into the development of municipal by-laws including any amendments, they prepare staff reports, attend Council / Committee meetings as required, co-ordinate with prosecution services (Town Prosecutor) and prepare and file legal documents such as Informations, Notices of Motion, Summons, Crown Briefs etc.

Officers are also responsible for attending various community gatherings and events in an attempt to provide public education and awareness and respond to inquiries from members of the public by providing information, assistance and direction regarding Town by-laws and policies.

The department is also responsible for the management and supervision of crossing guards including the covering of shifts when required.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
MLEO III	2	3	3		0
MLEO II*	2	1	1		0
PT – Student*		.5	.5		
PT – Coordinator	.5				
Crossing Guards	14	14	14		0

*staffing is also reflected in non-tax supported parking business (for the portion of functions attributed to parking)

2017 Priorities

What we accomplished – Comment
Completed department realignment.
Created and launched a by-law enforcement page on Town website
Developed draft Noise By-law ready for 2018 public and stakeholder consultation
Increased awareness to coyote concerns by developing information and material on the wildlife webpage as well as an online reporting tool.
Continued community engagement to encourage compliance with Responsible Pet Ownership By-law through attendance at community events and officer visibility in the community including increased trail patrols.
Assisted and provided input to other departments in developing by-law(s) and preparing legal documents and managing prosecutions.
Developed a draft Yard Maintenance By-law for further considerations in 2018
Gathered information / data on short term accommodation (STA) in Collingwood
Developed a RFQ for School Crossing Guard Locations
Progressed on developing a municipal by-law enforcement policy and continued updating municipal by-law enforcement procedures
What we did not get done – Comment
Update Responsible Pet Ownership By-law - <i>Workload priority</i>
Provide the ability to issue dog license renewals online – <i>IT/Finance constraints</i>
Provide a formal review of additional business licensing opportunities – <i>Workload priority</i>

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Continue to update / amend Town By-laws	Responsible Pet Ownership, Noise, Snow Removal, Waste Collection, Tree Preservation, <i>others...</i>	<input checked="" type="checkbox"/>		
2. Develop a municipal by-law enforcement policy including standard operating guides	No policy currently exists	<input checked="" type="checkbox"/>		
3. Create / develop innovative ways to provide public education of by-law regulations	Website content update, by-law pamphlets, media advertisements, proactive education campaigns	<input checked="" type="checkbox"/>		
4. Continue to assist / make recommendations regarding enforcement assistance of Town by-laws for other departments		<input checked="" type="checkbox"/>		
5. Consider the merits of licensing additional businesses to support community objectives	Ongoing	<input checked="" type="checkbox"/>		
6. Provide the ability to issue dog license renewals online	In progress			<input checked="" type="checkbox"/>

Budget Pressures and Trends:

- Progressive Enforcement Practice – Achieve compliance without laying charges (if possible)
- Increase in population creates additional demand on by-law resources
- Number of by-laws being enacted / required to be enforced vs. # of available officers
- Enforcement expectations from residents
- Increase time and resources required for court appearances

Program Based Budgeting: Performance Indicators

Department: By-law Enforcement

Program Description: Compliance Based Enforcement					
Program Outcome/ Customer Benefit/ Impact		Compliant, safe and livable community			
Indicator / Metric		% of investigations resolved favourably without court action			
Comments		28 matters attended court in 2017. Staff strives to achieve compliance out of court and amicably for all matters. This metric is based on a percentage because the number of charges each year is a variable. We recognize that 100% compliance is not practical for various charges. This number is monitored to ensure that enforcement and prosecution administration is within budgeted accounts.			
2017 Target	95%	2017 Actual	97%	2018 Target	95%

Program Description: Self-Sustained Animal Care Program					
Program Outcome/ Customer Benefit/ Impact		Self-sustained animal licensing and care program			
Indicator / Metric		Cost of providing the service / revenue			
		2017 issued dog tags = 1307 The purpose of this metric is to monitor the cost of providing this program, in an effort to make it more self-sustaining. Staff will be investigating options to increase dog tag sales while fostering our relationship with the Georgian Triangle Humane Society.			
2017 Actual	50.7 %	2018 Target	55%	2019 Target	65% Increase

Program Description: Active and Responsive Enforcement					
Program Outcome/ Customer Benefit/ Impact		Active and responsive By-law Department			
Indicator / Metric		# of cases created # of total inspections			
Comments		Collingwood By-law Enforcement is primarily complaint driven. Officers conduct regular investigations and patrols throughout Town and will initiate investigations on their own accord if they observe matters that are a blatant disregard to municipal by-laws, or matters pertaining to property standards. The number of cases continue to grow based on population and development, however, we continue to provide more information on-line, provide improved customer service responses, have high compliance targets and have increased visibility in the Community – this helps to limit the number of inspections required.			
2016 Cases	1418	2017 Cases	1513	2018 Cases	1550
2016 Inspections	1441	2017 Inspections	1375	2018 Inspection	1400

Operating Budget Details

Protective Inspection & Control	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$276,490	\$256,551	\$283,013	\$12,899		\$295,912		\$295,912
Contracted Services	\$25,714	\$26,000	\$29,500			\$29,500		\$29,500
Other Expenses	\$4,043	\$5,384	\$17,483	(\$250)		\$17,233		\$17,233
Administrative	\$8,639	\$13,176	\$17,000	(\$300)		\$16,700		\$16,700
Occupancy	\$11,384	\$8,154	\$12,660	(\$1,185)		\$11,475		\$11,475
Insurance	\$9,509	\$5,155	\$6,511	(\$826)		\$5,685		\$5,685
Professional Services	\$4,008	\$3,918	\$4,000			\$4,000		\$4,000
Materials & Supplies	\$1,472	\$1,512	\$3,500	(\$250)		\$3,250		\$3,250
Debt Servicing Costs								
Legal								
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$341,258	\$319,849	\$373,667	\$10,088		\$383,755		\$383,755
Revenues:								
User Fees	\$49,654	\$42,515	\$35,000	\$3,700		\$38,700		\$38,700
Recoveries	\$4,315	\$2,343	\$4,150			\$4,150		\$4,150
Fines	\$4,330	\$2,915	\$3,500	(\$250)		\$3,250		\$3,250
Provincial Funding								
Transfers to Own Funds								
Total Revenues	\$58,299	\$47,773	\$42,650	\$3,450		\$46,100		\$46,100
Total Levy Requirement	\$282,959	\$272,077	\$331,017	\$6,638		\$337,655		\$337,655

Police Services

Purpose

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:

1. Crime Prevention
2. Law Enforcement
3. Assistance to Victims of Crime
4. Public Order Maintenance
5. Emergency Response

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

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
Contracted services. All staffing needs are determined by the OPP.					

Budget 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. The 2017 preliminary costing shows an increase of \$165,000 or \$169,000. This is subject to change, however any reductions will not be effective until 2018.

Operating Budget Details

Protective Services - OPP	2016	2017		2018				
	Y-T-D	Y-T-D	2017	Inflation/ Unavoidable	2018	2018	2018	2018
	Actual	Actual	Budget	Increases	Operating Efficiencies	Base Budget	Unmet Needs	2018 REQUEST
Expenditures:								
Contracted Services	\$4,838,695	\$4,895,756	\$5,008,286	\$20,178		\$5,028,464		\$5,028,464
Occupancy	\$131,432	\$106,381	\$120,382	\$18,000	(\$3,750)	\$134,632		\$134,632
Administrative	\$17,284	\$20,663	\$12,700	\$1,650		\$14,350		\$14,350
Insurance	\$9,855	\$6,755	\$6,725	\$205		\$6,930		\$6,930
Other Expenses	\$7,877	\$15,132	\$1,000			\$1,000		\$1,000
Transfers to Capital								
Police Service Board	\$761	\$1,426	\$5,000			\$5,000		\$5,000
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$5,005,903	\$5,046,114	\$5,154,093	\$40,033	(\$3,750)	\$5,190,376		\$5,190,376
Revenues:								
Fines	\$168,258	\$99,287	\$178,000	(\$8,000)		\$170,000		\$170,000
Provincial Funding	\$36,000	\$44,958	\$36,000			\$36,000		\$36,000
User Fees	\$24,445	\$24,938	\$21,200			\$21,200		\$21,200
Other Municipalities	\$13,000	\$6,500	\$6,500			\$6,500		\$6,500
Recoveries			\$800	(\$800)				
Total Revenues	\$241,703	\$175,683	\$242,500	(\$8,800)		\$233,700		\$233,700
Total Levy Requirement	\$4,764,201	\$4,870,431	\$4,911,593	\$48,833	(\$3,750)	\$4,956,676		\$4,956,676

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Protective Services - OPP							
OPP Building	A	\$88,000		\$88,000			
Total Protective Services - OPP		\$88,000		\$88,000			

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Purpose

The purpose of this program is to provide for the Nottawasaga Valley Conservation Authority requisition and debenture repayments for the Black Ash Creek Channelization project.

The primary objectives of the NVCA are:

- To provide water management (conservation and flood control) to all properties within the authority's boundaries; and,
- To provide future planning and control for all municipalities in the NVCA catchment area.

The Black Ash Creek Channelization project was undertaken 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 is applied to debenture payments.

Budget Pressures and Trends:

The NVCA is an independent body 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.

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

Operating Budget Details

Conservation	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Debt Servicing Costs	\$521,490	\$522,576	\$522,576			\$522,576		\$522,576
Requisition	\$226,847	\$235,659	\$235,660	\$9,745		\$245,405		\$245,405
Administrative								
Contracted Services								
Transfers to Capital								
Transfers to Own Funds								
Salaries and Benefits								
CAPITAL LEVY								
Total Expenditures	\$748,337	\$758,235	\$758,236	\$9,745		\$767,981		\$767,981
Revenues:								
Transfers from Own Funds	\$79,137	\$22,912	\$32,796	\$116		\$32,912		\$32,912
Expense Recoveries								
Provincial Funding								
Recoveries								
User Fees								
Total Revenues	\$79,137	\$22,912	\$32,796	\$116		\$32,912		\$32,912
Total Levy Requirement	\$669,200	\$735,324	\$725,440	\$9,629		\$735,069		\$735,069

Public Works and
Engineering

Overview

Purpose

The Public Works portfolio oversees maintenance activities for roadways, infrastructure management including roadway and bridge construction, sanitary sewer infrastructure maintenance and construction, traffic control, transit, development engineering review and approval.

The department is responsible for the delivery of services to residents and businesses in our community with a focus on customer service. Roads are to be maintained in accordance with Town and minimum maintenance standards as per O.Reg 239/02.

Functions of the department can be categorized as follows:

Operations:

- Maintenance of local right-of-ways (trees, ditches, sidewalks, catch basins, litter pickup)
- Winter control operations, including snow plowing/removal and sanding/salting
- Installation and maintenance of signage on roadways
- Installation and maintenance of ditching and drainage systems
- Surface treatment, shoulder repair and dust control on rural roads
- Asphalt patching, street sweeping

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 marking

Engineering:

- Review and approval of engineering drawings and reports for all new residential & commercial developments
- Inspection of all subdivision and site plan municipal services (storm sewers, roads, curb, sidewalk, grading, sanitary sewer, storm water management ponds, etc.)

Roads/Sanitary Sewer/Infrastructure Management:

- Long range planning of the Town's road, storm water and sanitary sewer network
- Design and construction of roadways, storm water and sanitary sewer infrastructure
- Environmental Assessments
- Active participant in the capital asset management plan

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
Engineering	6	6	7	Net \$0*	+1
Public Works Administration	3	3			0
Public Works Unionized Staff	20	20			0
Public Works Seasonal Unionized Staff	0	0	4**		+4

* Additional engineering staff to be funded through development engineering fees

** Winter seasonal staff for 5 months

Key driver(s) that determine the 2018 departmental budget

Engineering

The Public Works and Engineering Operational Review, done by BMA Consulting (August 14, 2015) recommended the need to monitor for additional staffing resources as greater demand has been put on the department. Not only has the scope of the Engineering Department's purview increased, due to increased development activity, transit expansion, and asset management requirements, but the general municipal engineering field has become more complex due to liability concerns; emerging legislation and regulations; improved standards and best practices. The following is a list of drivers who's cumulative effect result in the need for additional staffing:

- Collingwood is experiencing significant grow that has resulted in increased pressures on the engineering department. The number of development applications has increased significantly over the past several years:

	2014	2015	2016	2017
Pre-consultation	11	20	24	36
Variance	3	6	10	10
Incidental MV	13	15	9	19
Consents	10	14	14	21
OPA's & ZB	3	1	2	4
Re-zoning	3	7	6	9
Site Plans	12	16	10	23
Subdivisions (extensions and red-lines)	4	10	5	3
Subdivision Registration	0	1	3	3
TOTAL	59	90	83	128

In addition, from 2008 to 2015 town-wide construction value averaged approximately \$63 million per year. Construction values have ballooned to \$114 million in 2016 and \$115 million in 2017. The engineering department currently employs one engineering

technologist to review development applications and provide construction inspection. Workload is becoming unmanageable due to this growth and an additional staff member is required to keep up. The engineering department is currently hiring consultants to assist in application review, but this work could be done much more effectively in-house.

- Over the next three years, the engineering department will be conducting background studies in support of a storm water user fee. This is a significant project that will include conducting an inventory of storm water assets, completing a master storm water study and, ultimately, a rate study if council chooses to implement a fee. Additional staff is required to manage this project, particularly someone with a background in water resources engineering.
- The establishment of O. Reg. 588/17 requires municipalities to establish strategic asset management policies, prepare asset management plans for all municipal assets, and develop those plans to identify levels of service and funding strategies. Implementation under the regulation is required by July 2024. While this initiative will be led by Treasury, significant input and background studies will be required from engineering. Additional staff will be required to effectively manage these studies.
- The engineering department is not currently tracking and inspecting lot grading on newly constructed in-fill lots as staffing is not available. Lots that are not constructed properly can result in drainage issues on neighbouring properties. The engineering department spends a significant amount of time dealing with complaints associated with these issues. Additional resources are required to conduct inspections which will reduce nuisance drainage and ultimately reduce staff time spent dealing with the associated complaints.
- Recent expansion of the transit system requires additional coordination with our provider, Sinton, and with the general public dealing with questions and requests. Additional staff is required to assume some of the non-transit related duties of the Transit Coordinator.
- Additional legislative requirements with respect to the Accessibility for Ontarians with Disabilities Act (AODA) requires added resources when procuring transit vehicles and equipment; reviewing development applications and subsequent inspection; and ensuring compliance on all capital road projects. While the Town is currently complying with all AODA requirements, it has consumed additional staff resources. Additional staffing would help alleviate this pressure.
- Yearly inspections of newly assumed and/or constructed storm water management facilities, such as ponds and oil grit separators, are required as mandated under site specific Environmental Compliance Approvals, issued by the Ministry of the Environment and Climate Change (MOECC). Historically, this has not been done as Collingwood has either had no facilities or the facilities were newly constructed and did not require maintenance. Engineering has been notified that MOECC inspections will be forthcoming in the future. Additional staffing is required to conduct yearly inspections and track maintenance activities.
- The Town's Road Occupancy Permit is in need of an update. Private works within the Town right-of-way completed by utility companies, home owners, or developers, require a Road Occupancy Permit to ensure Town property is adequately restored. The permit currently only addresses hard surfaces such as asphalt or sidewalk, not vegetated areas. These areas need to be added to the permit; but to have any substantive effect, inspections are required to ensure contractor adherence. Additional staff is required to carry out these inspections.
- Engineering does not currently inspect infill development projects. Additional resources are required to ensure Town assets are not damaged during construction, such as sidewalk and curbs, and that servicing is decommissioned properly, such as capping abandoned sanitary services. Additional staff is required to carry out these inspections.

- Under the Public Transportation and Highway Improvement Act, the Town is required to inspect all bridges and culverts, every two years, in accordance with the Ontario Structure Inspection Manual. While larger structural issues are addressed through the Town's ten year capital program, smaller maintenance activities (that can help increase the life span of these structures) are required. Additional staff is required to conduct site inspections and prepare annual maintenance plans.

Public Works additional needs

- Implement a durable pavement marking paint program for the main roads. The legislation related to water based paints has increased the need to repaint the lines annually.
- Additional crack sealing of asphalt roads is required. This is a preventative measure that can significantly extend the lifespan of a road.
- Four additional seasonal staff for Winter 2018/2019 are required to alleviate compliance issues with hours of work and rest, and will reduce funds spent on overtime. Staff are to be an additional resource to help with snow plowing and sanding/salting and snow removal operations during off time. This is required in order for drivers to adhere to hours of work while still maintaining the roads to an acceptable standard.

2017 Priorities

What we accomplished
7 th & 8 th Street Sanitary Sewer Renewal (75% complete) <ul style="list-style-type: none"> • 650m Sanitary Sewer • 350m Storm Sewer • 750m Watermain • 750m new road
Various Sidewalk Restorations <ul style="list-style-type: none"> • 475m sidewalk replacement • 700m paved trails
Asphalt Resurfacing <ul style="list-style-type: none"> • 2.7km resurfaced roads
Major brick repairs downtown
Hazardous tree removal <ul style="list-style-type: none"> • 22 trees
LED Streetlight Conversion 100% complete <ul style="list-style-type: none"> • 2334 light fixtures converted to LED
Maple Street Drainage Improvements <ul style="list-style-type: none"> • 110m storm sewer installed
Master Servicing Plan for Water and Sanitary (75% complete)
Environmental Assessments for Mountain Road and 10 th Line (75% complete)
What we did not get done – Comment

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Unavoidable Increase
Priority	Comment			
OPERATIONS				
Engineering Technologist	As described in the Key Drivers above we have experienced tremendous growth in the development sector as well as increased pressures and demands on the scope of our engineering staff department's purview. The cost of this position will be recovered through the Engineering Fees charged to developers and should not affect the tax base.		<input checked="" type="checkbox"/>	
Engineering Studies	Transportation Study, Master Storm Water Study, Bridge Inspection	<input checked="" type="checkbox"/>		
Asphalt Spray & Patching	Sealing cracks in our asphalt is a preventative measure that can extend the road surface life. More effort is required in this area.		<input checked="" type="checkbox"/>	
Traffic Signs and Markers	Implement a durable paint program for our main roads. Since the banning of oil base paints our main roads have had difficulty hold the water base paints for an entire season. We would like to implement a program that will include some conversion to a durable plastic base paint. This paint will last more than one season but is more costly.		<input checked="" type="checkbox"/>	
Winter Control	Additional seasonal staff is required in order to maintain the legislated hours of work. The request is for four additional seasonal plow drivers. This is a requirement to comply with legislation.			<input checked="" type="checkbox"/>

CAPITAL				
Mountain Road upgrades	Mountain Road from Cambridge St. to the Tenth Line. It is planned to upgrade the road from its current 2 lane rural standard to a 3 lane cross section with sanitary sewer upgrades to accommodate future development along Tenth Line. With the increase in traffic demand, it is anticipated that this road will require upgrading in the near future. Staff is proposing to complete the engineering in conjunction with the 10th Line project in 2017 and 2018. Construction of Mountain Road is contingent on federal/provincial funding and Council direction.	<input checked="" type="checkbox"/>		
10 th Line upgrades	In conjunction with proposed developments (Mair Mills, Consar and Linksvew) the 10th Line is proposed to be upgraded to a two lane urban standard. This project will have to be coordinated with the development servicing needs such as sewer, water & storm sewer. Designed is planned for 2017 and 2018. Timing of construction will depend on development progress.	<input checked="" type="checkbox"/>		
2nd Street Sidewalk	New sidewalk along the south side of Second Street from High Street to Spruce Street. To be completed in conjunction with Centennial Park Improvements	<input checked="" type="checkbox"/>		
8 th Street Sanitary Renewal	Completion of road, sewers, and watermain for one block on 8 th Street (from Maple Street to Hurontario Street)	<input checked="" type="checkbox"/>		

Highway 26 East (MTO)	The MTO confirmed Highway 26 widening, from Sixth Line to Pretty River Parkway, will proceed in 2018. There are construction items considered to be outside of MTO's obligations. Town costs include allowances for trails, sidewalks, landscaping, drainage and servicing	<input checked="" type="checkbox"/>		
Left turn lanes at Lockhart and Campbell Streets	Engineering for this project will proceed in 2018.	<input checked="" type="checkbox"/>		
Third and High property acquisitions	Property acquisitions are underway for Third and High Street Intersection improvements. Improvements are dependent on development activity in the area, and recent development applications have the scope of improvements to include signalization and the installation of left turn lanes on all approaches. Construction is forecasted to begin in 2018 with costs being shared between the developer, development charges, and the Town.	<input checked="" type="checkbox"/>		
Third Street Bridge Reconstruction	The limit of this project is Third Street, from Oak Street to Birch Street. The scope includes bridge, road, sanitary and watermain reconstruction	<input checked="" type="checkbox"/>		
Hurontario Crosswalk	New crosswalk at the Hamilton Drain	<input checked="" type="checkbox"/>		
Vehicle replacements and purchases	1 SUV, 1 plow, 3 sidewalk plows, and 1 light duty garbage truck	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

- Addressing the growth related concerns of the community in terms of servicing and funding.
- Increases in the lane kilometers of roadways that are constructed or assumed each year along with the increase in sidewalk/multi-use trails the department maintains
- Aging infrastructure in the more mature neighbourhoods continues to be an issue and is addressed through the annual resurfacing programs.
- Inflation related cost increases for construction materials, fuel and insurance costs impact both the operating and capital construction budgets.
- Traffic and parking issues continue to grow as the population and neighborhoods expand.
- Costs incurred to ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA)
- Winter control is based on weather conditions and the last couple of years have seen a major increase in snow loads and costs. As a result, the five year average for these costs has increased and the proposed budget has included this increase.
- Legislative requirement for hours of work will necessitate additional seasonal staff so that drivers have their required rest times.
- In the past five plus years we have added a number of new subdivision roads to our road network but not added to our winter maintenance routes. Each route is now at their maximum time allotment and more streets cannot be added without additional equipment and staffing.
- The cost of asphalt patching is directly related to the condition of our paved roads and improved capital paving program should have a long term positive impact on this budget.
- It is anticipated that the Emerald Ash Borer will begin having a significant impact on Town trees. The Town's tree removal program will need to be increased.
- Over the past several years, there has been an increase of insurance claims made against the Town. As a result, our due diligence in terms of our systems in place has increased demand on our technical staff maintaining these systems. They include GPS tracking, sign inventory, winter and summer road patrol, tree inventory etc.
- Cost increases related to the maintenance of storm water management facilities. Many facilities are coming on-line or existing facilities have reached a certain age and significant maintenance will be required in the short term.

Program Based Budgeting - Performance Indicators

Department -Transportation

<i>Program Description –Roads Paved</i>				
Program Outcome/ Customer Benefit/ Impact				
Indicator / Metric	Lane Km of paved road			
Comments	<p>PROGRAM OBJECTIVES / ACTIVITIES</p> <p>3150 Asphalt Spray & Patch</p> <ul style="list-style-type: none"> • Cold Patch – potholes • Small hot laid asphalt patches <p>3170 Sweeping & Flushing</p> <ul style="list-style-type: none"> • Sweeping & flushing of roads to remove winter sand • Street cleaning & sweeping throughout the summer • Motor vehicle accidents – cleanup <p>3200 Shoulder Maintenance</p> <ul style="list-style-type: none"> • General shoulder repairs • Regular grading of shoulders <p>3540 Road Patrol</p> <ul style="list-style-type: none"> • Increased Provincial requirements to maintain Minimum Maintenance Standards as per O.Reg 239/02. Implementation of computerized GPS patrol system in 2010 			
Program	2015	2016	2017	2018 Target
Lane km of assumed road	301.6km	302.7km	302.7km	
Hours of Sweeping			639 hr or 4,200km	

<i>Program Description –Roads Unpaved</i>				
Program Outcome/ Customer Benefit/ Impact				
Indicator / Metric	Km of unpaved road maintained			
Comments	PROGRAM OBJECTIVES / ACTIVITIES 3220 Grading & Scarifying <ul style="list-style-type: none"> Grading gravel roads 3250 Dust Control <ul style="list-style-type: none"> Dust control on gravel roads Dust control on shoulders Some sweeping 3270 Gravel Surface & Patch <ul style="list-style-type: none"> Gravel patching Purchase of gravel for new paved roads, gravel stockpile for future use on sewers etc. Gravel inventory for other public works projects 			
Program	2015	2016	2017	2018 Target
km of unpaved Road	1.2	1.2	1.2	

Program Description –Traffic and Operations	
Program Outcome/ Customer Benefit/ Impact	
Indicator / Metric	
Comments	<p>PROGRAM OBJECTIVES / ACTIVITIES</p> <p>3400 Traffic Signs/Markers</p> <ul style="list-style-type: none"> • Installation, repair, and purchase of new signs • Pavement marking and line painting of all municipal streets <p>3430 Traffic Control</p> <ul style="list-style-type: none"> • Operation and maintenance costs for all traffic signals • Utility invoices and Maintenance invoices <p>3550 Sidewalk Maintenance</p> <ul style="list-style-type: none"> • Repairs to existing sidewalk, maintaining a sidewalk inventory and evaluation <p>3560 Downtown Maintenance</p> <ul style="list-style-type: none"> • Maintenance requirements for the downtown core such as tree guards, brick repairs, curb repairs, garbage containers <p>3570 Ditch & Creek Maintenance</p> <ul style="list-style-type: none"> • Cleaning out non-roadside ditches and creeks • Clearing creeks of debris i.e. tree limbs, Cleaning Oak Street canal <p>3620 Miscellaneous Maintenance</p> <ul style="list-style-type: none"> • Utilization of rented municipal equipment to outside private work and charged back • Cost for work for other municipal departments that are not recorded <p>3020 Grass Mow/Weed Spray</p> <ul style="list-style-type: none"> • Spraying poison ivy (by Contractor) • Cutting roadside grass in June & August and maintenance rural areas <p>3050 Tree Removal & Trim</p> <ul style="list-style-type: none"> • Trim trees on Town property or overhanging Town property • Remove dead trees from Town property • Cleanup after wind storms • Trees and limbs are removed on a priority safety basis <p>3070 Ditching & Boulevards</p> <ul style="list-style-type: none"> • Clean ditches, repair boulevards (winter equipment damage) • Filling ditches with culverts (owner invoiced for cost) • Improved drainage reduces our liability and makes for better road stability <p>3100 Catchbasins/Gutters</p> <ul style="list-style-type: none"> • Removal of winter sand from all catchbasins (Vactor truck) • Minor repairs to catchbasins, curbs and storm sewers

	3120 Debris,/Litter Pickup <ul style="list-style-type: none"> BIA weekend & holiday refuse pickup – Contracted out Roadside pickup of debris & litter, dead animal removal and other miscellaneous debris removal by Town Staff Monday to Friday removal of refuse from downtown containers 			
Program	2015	2016	2017	2018 Target
Signs Replaced	65	353	146	150
Trees Removed	66	53	22	50
Trees Trimmed	48	54	34	50
Sidewalk Replaced (linear metre)	328	632	476	500
Catch basins Maintained			1915	

<i>Program Description –Winter Control</i>				
Program Outcome/ Customer Benefit/ Impact				
Indicator / Metric				
Comments	PROGRAM OBJECTIVES / ACTIVITIES 3300 Snowplowing <ul style="list-style-type: none"> Snowplowing of all municipal roads 3320 Sanding/Salting <ul style="list-style-type: none"> Winter maintenance – sanding local and minor roads - salting major roads and connecting link highways Purchase of salt and sand 3370 Culvert Thawing <ul style="list-style-type: none"> Thawing culverts & catch basins Unblocking flooded catch basins 3350 Snow Removal <ul style="list-style-type: none"> Removal of snow at intersections and laneways for safety Loader work (clearing lanes, bus stop downtown)			
Program	2015	2016	2017	2018 Target
Lane Km of assumed road maintained	301.6km	302.7km	302.7km	
Lane Km of un-assumed road maintained	17.6km	18.7km	18.7km	

<i>Program Description –Winter Control Sidewalks</i>				
Program Outcome/ Customer Benefit/ Impact				
Indicator / Metric				
Comments	PROGRAM OBJECTIVES / ACTIVITIES <ul style="list-style-type: none"> • Winter maintenance of all municipal sidewalks 			
Program	2015	2016	2017	2018 Target
Lane Km of assumed sidewalk maintained			77.3 km	
Lane Km of un-assumed sidewalk maintained			5.4 km	

Operating Budget Details

Public Works	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$2,742,154	\$2,828,654	\$2,999,910	\$77,885		\$3,077,795	\$56,250	\$3,134,045
Debt servicing costs	\$834,395	\$958,197	\$954,336	(\$24,402)		\$929,934		\$929,934
Other Expenses	\$3,369,372	\$2,000,102	\$539,935	\$12,955		\$552,890	\$40,000	\$592,890
Occupancy	\$687,314	\$454,368	\$432,530	(\$8,815)		\$423,715		\$423,715
Machine Rentals	\$751,333	\$626,922	\$644,170	\$92,350		\$736,520		\$736,520
Material & Supplies	\$377,072	\$374,765	\$289,075	\$106,635		\$395,710		\$395,710
Transfers to Own Funds	\$544,879							
Professional Services	\$28,867	\$55,150	\$62,000	\$218,000		\$280,000		\$280,000
Insurance	\$123,596	\$79,102	\$84,340	\$818		\$85,158		\$85,158
Administrative	\$47,509	\$46,674	\$55,400	\$2,230		\$57,630		\$57,630
Health & Safety	\$4,650	\$2,883	\$3,500			\$3,500		\$3,500
Transfers to Capital								
CAPITAL LEVY								
Total Expenditures	\$9,511,141	\$7,426,817	\$6,065,196	\$477,656		\$6,542,852	\$96,250	\$6,639,102
Revenues:								
Transfers from Own Funds	\$10,549		\$355,985	\$120,000		\$475,985		\$475,985
User fees	\$182,027	\$303,919	\$300,485	\$7,465		\$307,950		\$307,950
Recoveries	\$3,675,404	\$1,963,175	\$196,784	\$1,600		\$198,384	\$56,250	\$254,634
Provincial Funding	\$11,134			\$120,000		\$120,000		\$120,000
Other Municipalities	\$11,050		\$20,500	(\$20,500)				
Sale of Material			\$9,400	(\$9,400)				
Expense Recoveries								
Total Revenues	\$3,890,165	\$2,267,093	\$883,154	\$219,165		\$1,102,319	\$56,250	\$1,158,569
Total Levy Requirement	\$5,620,977	\$5,159,724	\$5,182,042	\$258,491		\$5,440,533	\$40,000	\$5,480,533

Overhead				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$1,498,795	\$1,558,847	\$1,684,973	(\$138,666)		\$1,546,307	\$56,250	\$1,602,557
Debt servicing costs	\$834,395	\$958,197	\$954,336	(\$24,402)		\$929,934		\$929,934
Transfers to Own Funds	\$544,879							
Occupancy	\$152,046	\$99,321	\$148,750	(\$29,815)		\$118,935		\$118,935
Professional Services	\$18,503	\$25,611	\$32,000	\$218,000		\$250,000		\$250,000
Insurance	\$122,615	\$78,638	\$83,658			\$83,658		\$83,658
Administrative	\$46,148	\$45,448	\$50,400	\$1,230		\$51,630		\$51,630
Other Expenses	\$2,841,026	\$1,554,239	\$36,000	\$600		\$36,600		\$36,600
Material & Supplies	\$17,079	\$14,975	\$16,225	\$2,100		\$18,325		\$18,325
Health & Safety	\$4,447	\$2,668	\$3,000			\$3,000		\$3,000
Transfers to Capital								
Machine Rentals	\$11,586	\$36,312	\$7,930	\$33,200		\$41,130		\$41,130
CAPITAL LEVY								
Total Expenditures	\$6,091,520	\$4,374,256	\$3,017,272	\$62,247		\$3,079,519	\$56,250	\$3,135,769
Revenues:								
Transfers from Own Funds	\$10,549		\$325,985	\$120,000		\$445,985		\$445,985
User fees	\$182,027	\$303,919	\$300,485	\$7,465		\$307,950		\$307,950
Recoveries	\$3,636,501	\$1,951,004	\$158,784			\$158,784	\$56,250	\$215,034
Provincial Funding	\$11,134			\$120,000		\$120,000		\$120,000
Expense Recoveries								
Total Revenues	\$3,840,211	\$2,254,922	\$785,254	\$247,465		\$1,032,719	\$56,250	\$1,088,969
Total Levy Requirement	\$2,251,309	\$2,119,334	\$2,232,018	(\$185,218)		\$2,046,800		\$2,046,800

Roads Paved				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$169,700	\$188,354	\$175,243	\$14,946		\$190,189		\$190,189
Machine Rentals	\$129,583	\$131,460	\$116,340	\$14,960		\$131,300		\$131,300
Other Expenses	\$41,168	\$46,641	\$50,000			\$50,000	\$20,000	\$70,000
Material & Supplies	\$9,734	\$9,091	\$20,040	\$300		\$20,340		\$20,340
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$350,185	\$375,546	\$361,623	\$30,206		\$391,829	\$20,000	\$411,829
Revenues:								
Recoveries			\$1,000	(\$1,000)				
Provincial Funding								
Expense Recoveries								
Transfers from Own Funds								
User Fees								
Total Revenues			\$1,000	(\$1,000)				
Total Levy Requirement	\$350,185	\$375,546	\$360,623	\$31,206		\$391,829	\$20,000	\$411,829

Roads Unpaved								
	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$3,408	\$7,910	\$14,780	(\$5,300)		\$9,480		\$9,480
Machine Rentals	\$2,921	\$4,620	\$8,800	(\$2,000)		\$6,800		\$6,800
Other Expenses	\$40,873	\$4,579	\$5,000			\$5,000		\$5,000
Material & Supplies	\$109		\$3,080	(\$665)		\$2,415		\$2,415
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$47,311	\$17,109	\$31,660	(\$7,965)		\$23,695		\$23,695
Revenues:								
Recoveries								
Provincial Funding								
Expense Recoveries								
Transfers from Own Funds								
User Fees								
Sale of Material			9,400	(9,400)				
Total Revenues			9,400	(9,400)				
Total Levy Requirement	\$47,311	\$17,109	\$22,260	\$1,435		\$23,695		\$23,695

Bridges & Culverts				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$1,585	\$160	\$6,404			\$6,404		\$6,404
Machine Rentals	\$1,344	\$492	\$520			\$520		\$520
Other Expenses	\$9,636	\$6,274	\$11,040			\$11,040		\$11,040
Material & Supplies			\$520			\$520		\$520
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$12,564	\$6,926	\$18,484			\$18,484		\$18,484
Revenues:								
Recoveries	\$5,000	\$1,752	\$5,000	(\$2,500)		\$2,500		\$2,500
Provincial Funding								
Expense Recoveries								
Transfers from Own Funds								
User Fees								
Total Revenues	\$5,000	\$1,752	\$5,000	(\$2,500)		\$2,500		\$2,500
Total Levy Requirement	\$7,564	\$5,174	\$13,484	\$2,500		\$15,984		\$15,984

Traffic Operation & Roadside				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$409,271	\$402,862	\$391,858	\$45,942		\$437,800		\$437,800
Machine Rentals	\$154,145	\$119,988	\$155,280	\$5,190		\$160,470		\$160,470
Other Expenses	\$160,029	\$149,809	\$196,795	\$9,355		\$206,150	\$20,000	\$226,150
Occupancy	\$111,060	\$88,323	\$79,000	\$11,000		\$90,000		\$90,000
Material & Supplies	\$43,924	\$36,236	\$38,210	\$4,400		\$42,610		\$42,610
Transfers to Own Funds								
Transfers to Capital								
Total Expenditures	\$878,429	\$797,218	\$861,143	\$75,887		\$937,030	\$20,000	\$957,030
Revenues:								
Recoveries	\$23,904	\$7,640	\$32,000	\$5,100		\$37,100		\$37,100
Provincial Funding								
Expense Recoveries								
Transfers from Own Funds								
User Fees								
Total Revenues	\$23,904	\$7,640	\$32,000	\$5,100		\$37,100		\$37,100
Total Levy Requirement	\$854,525	\$789,578	\$829,143	\$70,787		\$899,930	\$20,000	\$919,930

Winter Control Roads				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$324,198	\$267,086	\$296,860	\$63,450		\$360,310		\$360,310
Machine Rentals	\$307,020	\$222,712	\$223,000	\$41,000		\$264,000		\$264,000
Other Expenses	\$273,210	\$237,816	\$239,000	\$1,000		\$240,000		\$240,000
Material & Supplies	\$305,766	\$313,331	\$210,000	\$100,000		\$310,000		\$310,000
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$1,210,194	\$1,040,945	\$968,860	\$205,450		\$1,174,310		\$1,174,310
Revenues:								
Recoveries	\$10,000	\$2,779						
Provincial Funding								
Expense Recoveries								
Transfers from Own Funds								
User Fees								
Other Municipalities	\$11,050		\$20,500	(\$20,500)				
Total Revenues	\$21,050	\$2,779	\$20,500	(\$20,500)				
Total Levy Requirement	\$1,189,144	\$1,038,166	\$948,360	\$225,950		\$1,174,310		\$1,174,310

Winter Control Sidewalks				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$122,591	\$90,538	\$119,300			\$119,300		\$119,300
Machine Rentals	\$144,734	\$111,338	\$132,300			\$132,300		\$132,300
Other Expenses	\$20							
Material & Supplies	\$133	\$152						
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$267,478	\$202,028	\$251,600			\$251,600		\$251,600
Revenues:								
Recoveries								
Provincial Funding								
Expense Recoveries								
Transfers from Own Funds								
User Fees								
Total Revenues								
Total Levy Requirement	\$267,478	\$202,028	\$251,600			\$251,600		\$251,600

Street Lighting			2018					
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits								
Machine Rentals								
Other Expenses								
Occupancy	\$424,207	\$266,193	\$204,280	\$10,000		\$214,280		\$214,280
Material & Supplies								
Transfers to Own Funds								
Transfers to Capital								
Total Expenditures	\$424,207	\$266,193	\$204,280	\$10,000		\$214,280		\$214,280
Revenues:								
Recoveries								
Provincial Funding								
Expense Recoveries								
Transfers from Own Funds								
User Fees								
Total Revenues								
Total Levy Requirement	\$424,207	\$266,193	\$204,280	\$10,000		\$214,280		\$214,280

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Public Works							
Hume Street Widening	A/G	\$5,000		\$5,000			
Hwy 26 West Connecting Link	A/G	\$5,000		\$5,000			
Large Tools Equipment	A/G	\$20,000		\$20,000			
LED Lights	C	\$90,000		\$90,000			
545 Tenth Line	G	\$85,000		\$85,000			
Sidewalk Repairs	A	\$100,000		\$73,200	\$26,800		
Streetlight Installation	A/G	\$35,000		\$35,000			
Vehicle Replacement	A	\$1,025,000		\$1,025,000			
Vehicle Purchases (DC)	G	\$220,000			\$220,000		
Mountain Road Upgrade	A/G	\$200,000		\$128,000	\$72,000		
Hwy 26 Widening *on hold*	G						
Hurontario - Lockhart Turn Lanes	A/G	\$30,000					\$30,000
Third / High Intersection Improvements	A/G	\$3,015,000		\$1,154,500	\$1,860,500		
Asphalt Resurfacing	A	\$500,000		\$250,000			\$250,000
Complaints Management Software	C	\$15,000		\$15,000			
Third Street Road & Bridge Reconstruction	A	\$60,000					\$60,000
Maple St Drainage Improvements	S	\$20,000		\$20,000			
Hurontario Crosswalk	S	\$48,000		\$48,000			
Total Public Works		\$5,473,000		\$2,953,700	\$2,179,300		\$340,000

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Fleet and Facilities

Purpose

Fleet and Facilities is responsible for:

- Fleet
 - Permitting and insuring of all licensed vehicles, maintaining complete inventory, life cycle determination, develops vehicle and equipment specifications, warranty definition and follow-up, service requirements, and development of consistent fleet policies across Town functions with the exception of specialized fire vehicles.
- Facilities
 - Recommends and oversees building repair and maintenance, ensures appropriate insurance coverage and risk management strategies, coordinates new construction and renovation projects, monitors contractor performance, and identifies opportunities for consolidation.
 - Project management on various facility capital items across all departments.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	2	3*	3	\$75,000*	0

*Additional staff approved by Council part way through 2017. The impact here represents 3/4 year of wages and benefits

Key driver(s) that determine the 2018 departmental budget

- A renewed focus on fleet and facility management that is made possible by the transfer of purchasing activities to the Finance department.
- An additional technical staff person will be hired and will help with the development and implementation of formal fleet and facility management systems and to assist with the management of facility renewal and renovation projects. The additional employee is a prerequisite to the successful implementation of the Worktech System, and will allow for the development of advanced corporate Fleet and Facility Management systems. It is expected that the additional employee will alleviate project delays that are caused by day-to-day problems that come up with facilities.
- Analysis of the Terminals facility with regards to maintenance requirements and potential costs as it relates to future development of the Collingwood waterfront. Current maintenance priorities include roof repairs, restricted access, basement egress, window assessment and bin floor assessment.

2017 Priorities

What we accomplished – Comment
Various equipment purchases including twelve replacement fleet vehicles.
Sprinkler system at Town Hall completed, and fire panel upgraded.
New fire alarm systems installed at Public Work and Parks buildings.
Underground fuel system and pumps removed and HVAC rooftop unit has been replaced at 201 Ontario Street
Upgrade to Museum HVAC system completed (Phase 1).
Eave trough installation on Curling Club building has been completed.
Emergency generator design and installation for Public Works.
Parapet wall renovations at the Library to prepare for supervised public access and to eliminate hazard of falling snow and ice.

What we did not get done – Comment
Development of energy conservation projects.
Analysis of the Terminals facility's maintenance requirements (in progress).
Implementation of facility maintenance contracts under a formal Vendor of Record system.
Several capital projects including major roofing and building maintenance projects, HVAC upgrades, terminal building repairs etc. were not completed due to lack of permanent resources.
Several fleet purchases have been carried over to 2018.

2018 Budget Priorities

What we accomplished – Comment
Town-wide Accommodation Review and the development of a Master Accommodation Plan.
Town Hall brick and façade restoration.
Town Hall emergency generator installation and switchgear upgrade.
Curling Club parapet wall thermal barrier installation.
HVAC Replacement & Zone Controls at 545 Tenth Line.
Staff office development at 507 Tenth Line.
Installation of cabling to enable upgrade of the police detachment phone system.
Upgrade of police detachment overhead doors (Phase 1) to improve security.
Development of energy conservation and Greenhouse Gas (GHG) reduction opportunities at major facilities.
Coordination of all fleet purchases and disposals for all departments.
Continued management of fleet and facility operational concerns as they arise.

Budget Pressures and Trends:

- The number of projects and priorities for Fleet and Facilities has been a perpetual issue since the inception of the position. Progress on projects has been interrupted and delayed routinely as day-to-day issues take priority over established objectives. The addition of a permanent resource to the department will allow projects and objectives to keep moving forward while also ensuring that daily maintenance concerns are addressed. The development of the Facility and Fleet Management systems in Worktech will improve our ability to meet legislated and regulatory requirements and improve coordination and workflow.

Operating Budget Details

Fleet & Facilities	2016	2017		2018				
	Y-T-D	Y-T-D	2017	Inflation/	2018	2018	2018	
	Actual	Actual	Budget	Unavoidable	Operating	Base	Unmet	2018
				Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$212,606	\$312,897	\$310,492	\$97,513		\$408,005		\$408,005
Professional Services	\$10,364	\$29,539	\$30,000			\$30,000		\$30,000
Administrative	\$1,361	\$1,226	\$5,000	\$1,000		\$6,000		\$6,000
Other Expenses	\$3,409	\$745	\$2,100	\$2,000		\$4,100		\$4,100
Material & Supplies	\$327	\$979	\$1,000	\$500		\$1,500		\$1,500
Insurance	\$981	\$464	\$682	\$818		\$1,500		\$1,500
Occupancy		\$531	\$500			\$500		\$500
Health & Safety	\$204	\$214	\$500			\$500		\$500
Machine Rentals								
Transfers to Own Funds								
Transfers to Capital								
CAPITAL LEVY								
Total Expenditures	\$229,253	\$346,596	\$350,274	\$101,831		\$452,105		\$452,105
Revenues:								
Transfers from Own Funds			\$30,000			\$30,000		\$30,000
Recoveries								
Provincial Funding								
Expense Recoveries								
User Fees								
Total Revenues			\$30,000			\$30,000		\$30,000
Total Levy Requirement	\$229,253	\$346,596	\$320,274	\$101,831		\$422,105		\$422,105

Transit

Purpose

This program provides and manages the Colltrans Bus Service, Collingwood Wasaga Beach Link, the Collingwood Blue Mountain Link, and Parallel Accessible Transit (in partnership with the Red Cross) and the accessible shuttle.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
All service provision is through external contracts.					

2017 Priorities

What we accomplished – Comment
Purchased two new conventional 30-foot transit buses as replacements
Refurbished two Eldorado E-Z Rider buses
Design and contract administration for new Transit Terminal
What we did not get done - Comment
Construction of new Transit Terminal and Washroom facility
Replaced Red Cross Accessibility Van

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. No proposed rate increase for 2018		<input checked="" type="checkbox"/>		
2. Conduct an internal review of existing operations and report to Council with recommendations for possible improvements		<input checked="" type="checkbox"/>		
3. Implement a bus tracking app for improved customer service.		<input checked="" type="checkbox"/>		
4. Complete the new Public Washrooms/Terminal Building		<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

Colltrans

The 2018 Budget reflects current service levels and no fare increase.

Contract costs reflect the cost increases as determined by the 5 year contract established in 2014.

Over the years we have noticed a sharp reduction in the number of passes purchased by Ontario Works (County). The budget reflects this reduction.

Compliance with AODA Standards

The *Accessibility for Ontarians with Disabilities Act* (AODA) Integrated Standards was released in 2011. These are mandatory provincial standards that remove and prevent barriers to accessibility for people with disabilities. Implementations of these new standards are to be phased in over several years. We are in compliance with the regulation.

Automated Stop Announcement System

As part of our Ridership Growth Plan, and in accordance with Gas Tax requirements, we create bus stops and accessible landing pads, provide service enhancements, and comply with AODA requirements. We are including the 2018 implementation of the Automated Transit tracking, web mapping, and customer payment portal

Program Based Budgeting - Performance Indicators

Department - Transit

Program Description - Transit Conventional

Program Outcome/ Customer Benefit/ Impact		Review of Transit Ridership to modify and enhance services to the public.			
Indicator / Metric		Number of riders on all Conventional Service including transit link services			
Comments		Current ridership is tracked through use of on-board fare management system.			
2017 Target	215,000	2017 Actual	207,422	2018 Target	215,000

Operating Budget Details

Transit Conventional	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Contracted Services	\$867,345	\$889,184	\$921,000	\$6,500		\$927,500		\$927,500
Other Expenses	\$237,698	\$286,442	\$264,000	\$4,000		\$268,000		\$268,000
Occupancy	\$29,941	\$35,710	\$41,500	\$500		\$42,000		\$42,000
Administrative		\$1,609	\$4,500	\$3,600		\$8,100		\$8,100
Transfers to Capital								
Transfers to Own Funds								
Salaries and Benefits	\$2,393	\$1,726	\$2,486			\$2,486		\$2,486
CAPITAL LEVY								
Total Expenditures	\$1,137,378	\$1,214,672	\$1,233,486	\$14,600		\$1,248,086		\$1,248,086
Revenues:								
User Fees	\$307,097	\$307,765	\$335,000	(\$29,000)		\$306,000		\$306,000
Transfers from Own Source Funds								
Other Municipalities	\$80,753	\$62,925	\$80,550	(\$2,500)		\$78,050		\$78,050
Recoveries	\$16,385	\$15,000	\$15,000			\$15,000		\$15,000
Provincial Funding	\$286,432		\$299,400			\$299,400		\$299,400
Total Revenues	\$690,668	\$385,690	\$729,950	(\$31,500)		\$698,450		\$698,450
Total Levy Requirement	\$446,710	\$828,982	\$503,536	\$46,100		\$549,636		\$549,636

Transit Accessible				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Contracted Services	\$150,250	\$131,055	\$142,500			\$142,500		\$142,500
Other Expenses			\$1,000			\$1,000		\$1,000
Occupancy								
Administrative								
Transfers to Capital								
Transfers to Own Funds								
Salaries and Benefits								
CAPITAL LEVY								
Total Expenditures	\$150,250	\$131,055	\$143,500			\$143,500		\$143,500
Revenues:								
User Fees								
Transfers from Own Source Funds								
Other Municipalities								
Recoveries								
Provincial Funding								
Total Revenues								
Total Levy Requirement	\$150,250	\$131,055	\$143,500			\$143,500		\$143,500

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Transit							
Auto Announce	G	\$20,000		\$20,000			
Public Washroom	S	\$237,500					237,500
Bus Shelters	G	\$7,000		\$700	\$6,300		
Bus Replacement	A	\$240,000					240,000
Total Transit		\$504,500		\$20,700	\$6,300		\$477,500

Purpose

With access to provincial funding for Affordable Housing, the Town applied and was awarded an eight unit allocation. There were several proposals discussed including a redevelopment of the Tremont which lead to the Town seeking and receiving an additional allocation of ten units from the Province.

Our expenses relate to uncollectible rents, vacancy costs, property management fees and any damage charges caused by our tenants.

Both the 18 unit lease and the five unit lease are for 20 year terms. The 18 unit lease will come due in 2029 and the five unit lease 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 budget includes a fee for service contract with the Housing Resource Centre. The Centre provides valuable services to families and individuals to obtain safe, adequate permanent housing, avoiding homelessness and continued marginalization of these vulnerable individuals. The Town also provides a one month bus pass to individuals who sought assistance from the Centre and are lodged in temporary housing.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
Not applicable. Property management is a contracted service.					

Operating Budget Details

Affordable Housing	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Occupancy	\$194,753	\$198,181	\$220,715	(\$17,389)		\$203,326		\$203,326
Contracted Services	\$58,337	\$53,473	\$67,400	(\$5,800)		\$61,600		\$61,600
Other			\$1,000			\$1,000		\$1,000
Administrative								
Salaries and Benefits								
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$253,091	\$251,655	\$289,115	(\$23,189)		\$265,926		\$265,926
Revenues:								
Rentals	\$147,550	\$143,092	\$184,880	\$7,485		\$192,365		\$192,365
Provincial Funding								
Recoveries								
Transfers from Own Funds								
User Fees								
Total Revenues	\$147,550	\$143,092	\$184,880	\$7,485		\$192,365		\$192,365
Total Levy Requirement	\$105,541	\$108,563	\$104,235	(\$30,674)		\$73,561		\$73,561

Purpose

The PRC Administration Division provides connectivity and oversight for the four operational divisions of the department, plus the Healthy Kids Community Challenge. In addition to logistics and administrative functions, budget management support, procurement support, support for reports and research, and interface with stakeholders on an as-needed basis, the Administration Division supplies a collective vision for PRC as a whole, based on Council direction, policy and community response.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
Administration	2.0	2.0	2.0		0
Healthy Kids Community Challenge	1.0	1.0	1.0		0

Key driver(s) that determine the 2018 departmental budget

The key drivers for the 2018 budget continue to be addressing resource deficits across the department as a whole. Continuing to assess and construct plan documents that guide recommendations to Council, as well as capturing operational efficiencies wherever possible, is a key expense and need for 2018.

Training also constitutes a key driver for 2018 as the Administration area seeks to build efficient management models and practices, as well as develop the skills to properly assess service delivery provided by PRC. Additionally, as Truth and Reconciliation with Indigenous peoples across the country continues to be topic of growing interest, ongoing education into the role that the municipality will play in the future is required.

Finally, recognizing and rationalizing the role of PRC as a participant for health and well-being within Collingwood continues to be a key development for the department. Initiatives that include health promotion and communication (tied to the Healthy Kids Community Challenge), as identified by the 2016 Community Based Strategic Plan, the 2017 BMA report, and the early indications of the 2017/18 PRC Master Plan, have combined with objectives such as providing appropriate tools for front-line staff who may face residents and/or visitors suffering from either a mental health crisis, or ongoing issues, is a large departmental priority.

2017 Priorities

What we accomplished – Comment

Launch of the PRC Master Plan

Ongoing development of the Implementation Strategy for Collingwood's Waterfront Master Plan – initiation of funding strategies

Supporting education and learning related to relationships with First Nations, Métis, and Inuit peoples who live in, or visit Collingwood

Development of a strategy to supply front-line personnel (and supervision) with the tools, resources, and confidence to manage contact with residents or visitors suffering mental health crises/ issues

What we did not get done - Comment

All of the above is ongoing

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
Build "Coordinator, Recreation, Wellness and Lifestyle" role as strategy for continuation of HKCC benefits after the end of the HKCC project in September	This role not only addresses clear objectives in the Community Based Strategic Plan (Healthy Lifestyles), but also acts as a connecting focal point for the entire PRC department. The HKCC mission has clarified the purpose and mandate of PRC, including all divisions, and losing this impetus will be a step backward for the community while at the same time disabling much of what has been accomplished over the past three years of the HKCC program.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Work with the Parks, Trails, and Harbour division to rationalize opportunities for efficiency to compensate for capacity insufficiency and operational program-leak.	The Parks, Trails, and Harbour division is at a crucial juncture where the community expectations and mandate have greatly exceeded the resources to be able to provide those functions. The goal in 2018 is to complete the rationalization of workloads that are a result of operational-leak (i.e. responsibilities that have emerged without a formal recognition of the work involved or the budgets to support it).	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Conduct a community-wide consultation and needs assessment process	PRC Master Plan due to be finished in summer of 2018.	<input checked="" type="checkbox"/>		

Priority	Comment	Base Budget	Unmet Need	Operational Efficiencies
That the Town develop a parks classification system and adopt maintenance standards for each classification	PRC Master Plan due to be finished in summer of 2018.	<input checked="" type="checkbox"/>		
That a joint Parks and Public Works “forestry management strategy” be established	PRC Master Plan due to be finished in summer of 2018 – discussions with PW underway currently.	<input checked="" type="checkbox"/>		
Implementation of the 2016 Waterfront Master Plan	Continue implementation of the 2016 Waterfront Master Plan through community and public/private partnerships with goals related to accomplishing definitive results in 2018 (i.e. ground breaking or RFP development that ensures ground breaking in 2019).	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Emphasis on support/development of the Culture and Arts mandate	<p>Capitalize on the recent opportunity to manage the Simcoe Street Theatre and be supportive of local culture and arts organizations – as well as establishing a consistent physical Town-based presence in the Arts and Culture community.</p> <p>Continued work on recognition of the legacy and culture of indigenous peoples of the past, present, and future. Synergizing with the development of the Waterfront Master Plan and such activities as the Cultural Symposium and support for local artists.</p>	<input checked="" type="checkbox"/>		

Budget Pressures and Trends

Within the Administration budget the only pressure that could be seen is a need for resources to continue studying and understanding options and opportunities for departmental performance enhancements or service reduction recommendations for Council. Having said that, the “contracted services” budget is adequate to at least move along this path of understanding in the shorter term.

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Operating Budget Details

PRC - Administration				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$324,466	\$266,154	\$318,667	(\$3,778)		\$314,889	\$15,690	\$330,579
Insurance	\$215,625	\$141,438	\$145,600	(\$2,530)		\$143,070		\$143,070
Other Expenses	\$17,357	\$24,945	\$93,471	(\$26,105)		\$67,366		\$67,366
Occupancy	\$63,014	\$63,354	\$44,528	(\$2,196)		\$42,332		\$42,332
Contracted Services	\$907	\$22,845	\$20,000			\$20,000		\$20,000
Professional Services								
Administrative	\$156,912	\$79,368	\$21,280	\$1,025		\$22,305		\$22,305
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$778,282	\$598,105	\$643,546	(\$33,584)		\$609,962	\$15,690	\$625,652
Revenues:								
Expense Recoveries								
Provincial Funding	\$195,968	\$112,279	\$125,000	(\$31,250)		\$93,750		\$93,750
Donations		\$26,000						
Recoveries								
Transfers from Own Funds								
User fees								
Other Revenue	\$3,201							
Total Revenues	\$199,169	\$138,279	\$125,000	(\$31,250)		\$93,750		\$93,750
Total Levy Requirement	\$579,113	\$459,826	\$518,546	(\$2,334)		\$516,212	\$15,690	\$531,902

Parks Division

Purpose

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 37 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 facilities as well as plans for future growth and requests as well as responds to on-demand tasks that must be dealt with in a timely manner.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	7 (4 shared)	7 (4 shared)	7 (4 shared)	7 (4 shared)	0
Seasonal	22	23	23	26	+3

Key driver(s) that determine the 2018 departmental budget

The Community Based Strategic Plan's 5 goals as defined by the community include:

Public Access to a Revitalized Waterfront - Phase 1 of the Waterfront Master Plan has been approved and will be implemented depending on budget.

Healthy Living - Having safe and enjoyable parks, greenspaces and facilities supports these two goals. As the demand for healthy lifestyle increases this puts more demand on providing services and infrastructure and as such resources must be expanded to retain these services.

Bill 148 Fair Workplaces, Better Jobs Act, 2017 has resulted in an unavoidable increase for seasonal staff wages.

Changing weather patterns has resulted in higher than normal waterfront shore erosion and trail washouts. This has resulted in more unexpected repairs and will require a shore line evaluation for capital repairs.

Increase in park usage (programmed and unprogrammed) results in more labour required to maintain (garbage pickup, janitorial, repairs and maintenance to grounds and amenities) as

well as more wear and tear on facilities which leads to more repairs to maintain the standard.

Increase in number of special events and rentals, requires more labour to deliver these services while taking away from Parks duties. Requesting 2 additional seasonal staff to maintain current service level.

The Department will be applying for a grant from Canadian Parks and Recreation Association for matching funding for an additional 2 Park Ambassador/Greenspace seasonal staff (1 funded through the Parks Division and 1 funded through Culture and Events Division). The staff will assist with event deliveries and logistics as well as greenspace maintenance.

2017 Priorities

What we accomplished – Comment

Capital Asset Replacement Program

Replacement equipment was purchased (dump trailer, zero turn mower). Replacement of Walnut Street Park playground. An asphalt walkway in the Lockhart subdivision was rebuilt.

PRC Master Plan

MHBC was retained to update the PRC Master Plan with the final report expected in August 2018.

New Park Development

Mountaincroft Park was constructed in the new subdivision as well as a new Skatepark in Heritage Park.

Trail Construction

Heritage Drive trail extension was completed to Millennium Park. A missing link of the Vacation Inn trail between Cranberry Trail West and Silver Glen Boulevard was constructed.

What we did not get done - Comment

Central Park baseball lights – time constraints prevented this project from starting.

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
The single highest priority in the Parks Division area is the appropriate allocation of resources to meet community expectations and properly manage, support, and maintain community investments in parks, trails, harbour and sports field assets over the past many years.	<p>The growth of assets and expectations has not been matched by growth of resources to address and maintain these assets. Staff and equipment levels have remained constant while the acreage and quality standards have escalated alongside the population growth as indicated by StatsCan. Certain assets, such as a majority of Trails for example, are reaching an age of maturity that will require more personnel to facilitate repair. Contracted services are expensive, costly to acquire, unreliable, and out of tune with the community interest when it comes to meeting standards of maintenance.</p> <p>In recent years it has been implied that the Parks division should have role in supporting such environmental mandates as tree canopy strategies, phragmite issues, source water health, environmental education and promotion, and even butterfly and bee preservation. While all of the listed objectives have merit, the resource issues within the Parks division have made these kinds of additive objectives all but impossible to fathom.</p>		☒	
Fill the position of FT Lead Hand	Will delay until 2019		☒	
Joint Parks & Public Works forestry management strategy be established	A grant application has been submitted to FCM for the development of an Urban Forest Management Plan	☒		

Budget Pressures and Trends:

- Imminent arrival of the Emerald Ash borer which results in 100% mortality of all ash trees. Management program includes treatment of 100+ ash trees and removal and replacement of the remaining.
- Accessibilities for Ontarians with Disabilities Act and the Design of Public Spaces Regulation. Will require additional costs to conform to the law.
- Maintain the trail system to a level that allows it to be used for active transportation, not just recreational use.
- Managing the material needs of events and festivals, both internal and external alongside regular park maintenance duties and staffing levels.
- Changes to minimum wage will directly impact operating budgets.

Program Based Budgeting - Performance Indicators

Department - Parks

<i>Program Description - Parks Administration</i>					
Program Outcome/ Customer Benefit/ Impact		Clear, understandable and usable policies, procedures and practices that affect services' work.			
Indicator / Metric		# of policies and procedures reviewed with staff over one year to ensure clarity and understanding.			
Comments		Online training, parks orientation manual, health and safety standard operating procedures, tailgate safety talks.			
2017 Target	4	2017 Actual	4	2018 Target	4

<i>Program Description - Parks Administration</i>					
Program Outcome/ Customer Benefit/ Impact		Staffing operations compliant with legislated and corporate requirements.			
Indicator / Metric		% of compliance as identified by internal audit and by external audit functions.			
Comments		Visits from Ministry of Labour, observations from Health & Safety Coordinator, keep MSDS books up to date.			
2017 Target	100% compliance	2017 Actual	100% compliance	2018 Target	100% compliance

Program Description - Park Maintenance					
Program Outcome/ Customer Benefit/ Impact		Sport fields, parks, boulevards, dog parks, trails, horticulture, trees, hazardous plants, park equipment, amenities, playgrounds and facilities; maintenance and repairs to maintain current service levels.			
Indicator / Metric		Maintain current schedule of all cutting, repairs and maintenance based on user schedule, on-demand requirements and current service levels.			
Comments		Weather has impact on timing of cutting and lining, quality of turf and plant material. Repairs and maintenance of public spaces must now be AODA compliant. Also includes support services for special events, other departments, community groups, BIA			
2017 Target	23,000 seasonal hours	2017 Actual	22,000 seasonal hours	2018 Target	26,000 seasonal hours

Program Description - Urban Forestry					
Program Outcome/ Customer Benefit/ Impact		Urban Forestry			
Indicator / Metric		Canopy conservation, tree pruning, tree planting, Emerald Ash Borer (EAB) injections			
Comments		Staff resources required is dependent on favorable weather conditions to support plant / insect growth			
2017 Target	Inject 70 ash trees from 2015 for EAB Replace 60 Ash trees in various locations Replace 30 boulevard trees in various locations	2017 Actual	Injected 67 trees from 2015. 3 deemed too unhealthy to treat. Replaced 30 boulevard trees in various locations	2018 Target	Inject 70 ash trees from 2016 for EAB Replace 30 boulevard trees in various locations

<i>Program Description - Harbour Operations</i>					
Program Outcome/ Customer Benefit/ Impact		Mooring slips for the community.			
Indicator / Metric		# of slips available for season or monthly rental			
Comments		Waiting list for seasonal slips is currently 70, majority for new docks which accommodate longer boats			
2017 Target	Fill all 37 boat slips with seasonal or monthly rentals	2017 Actual	Target met	2018 Target	Fill existing 37 boat slips plus additional 22 new slips once constructed

<i>Program Description - Implement Project Management Software (WorkTech)</i>					
Program Outcome/ Customer Benefit/ Impact		Operations Management Software: Project management, Work Orders, Fleet Management etc. Provides data for analysis and improved operational decision making. The information from this system becomes the basis for future performance metrics.			
Indicator / Metric		Complete migration to WorkTech Pearl Timesheet payroll module in 2016 for Parks employees			
Comments		Project is partnership with resources from Treasury, Payroll and Parks and Recreation			
2017 Target	Not implemented	2017 Actual	Not implemented	2018 Target	Switch from entering timesheets in Penny to WorkTech

Operating Budget Details

PRC - Parks								
	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$828,540	\$786,076	\$894,499	\$95,499		\$989,998	\$54,600	\$1,044,598
Occupancy	\$384,058	\$360,006	\$407,577	(\$1,037)		\$406,540	\$27,000	\$433,540
Internal Repayment	\$100,000	\$500,557	\$500,557	(\$350,557)		\$150,000		\$150,000
Other	\$47,089	\$45,991	\$55,979	\$4,000		\$59,979		\$59,979
Administrative	\$32,226	\$21,176	\$22,500	\$3,100		\$25,600		\$25,600
Material & Supplies	\$11,814	\$21,973	\$22,400			\$22,400		\$22,400
Professional Services			\$25,000			\$25,000		\$25,000
Transfers to Capital	\$70,124		\$7,500	\$57,300		\$64,800		\$64,800
Health & Safety	\$2,860	\$3,610	\$3,000			\$3,000		\$3,000
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$1,476,711	\$1,739,389	\$1,939,012	(\$191,695)		\$1,747,317	\$81,600	\$1,828,917
Revenues:								
Donations	\$12,914	\$10,159						
User fees	\$57,923	\$70,896	\$54,400	\$18,000		\$72,400		\$72,400
Rentals	\$61,367	\$75,269	\$38,450	\$8,600		\$47,050		\$47,050
Recoveries	\$5,740		\$7,500			\$7,500		\$7,500
Expense Recoveries	\$25,181	\$42,566	\$4,500	\$10,100		\$14,600		\$14,600
Sponsorship	\$9,800							
Total Revenues	\$172,925	\$198,891	\$104,850	\$36,700		\$141,550		\$141,550
Total Levy Requirement	\$1,303,786	\$1,540,498	\$1,834,162	(\$228,395)		\$1,605,767	\$81,600	\$1,687,367

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
PRC - Parks							
Waterfront Safety	H	\$7,500	\$7,500				
Fisher Field Improvements	G	\$40,000			\$20,000		\$20,000
Mountain Croft Park	G	\$20,000		\$2,000	\$18,000		
Harbour East Wall Docking	G	\$142,000		\$14,200	\$127,800		
Equipment	G	\$80,000		\$16,010	\$63,990		
Heritage Park Improvements	G	\$580,000		\$54,000	\$486,000		\$40,000
Playground Replacements	A/G	\$600,000		\$302,750	\$47,250		\$250,000
Shade Shelters	G	\$75,000		\$14,250	\$60,750		
Town Signage	G	\$20,000		\$11,000	\$9,000		
Trail Development	G	\$100,000		\$10,000	\$90,000		
Truck Replacement	G/A	\$164,000	\$57,300	\$37,634	\$69,066		
CP Baseball Lights	G	\$200,000		\$110,000	\$90,000		
Admiral School Park	G	\$10,000		\$1,900	\$8,100		
Asphalt Walkways	A	\$10,000		\$10,000			
Neighbourhood Park Enhancements	G	\$75,000		\$41,250	\$33,750		
Promenade Sock Phase 2	G	\$150,000		\$15,000	\$135,000		
Waterfront Master Plan	S	\$75,000		\$75,000			
PRC - Parks Total		\$2,348,500	\$64,800	\$714,994	\$1,258,706		\$310,000

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Facilities Division

Purpose

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

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

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

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

Summary of services provided:

- Maintain safe ice surfaces at Eddie Bush Arena, Central Park Arena and the outdoor rink
- Provide safe water swimming at Centennial Aquatic Centre
- Maintain heating, ventilation and air conditioning (HVAC) equipment
- 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

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	6 (4 shared)	7 (4 shared)	8 (4 shared)		0
Seasonal	0	0	0		0
PT	5	11	11		0

Key driver(s) that determine the 2018 departmental budget

The aging infrastructure at both the EBMA and the curling club continue to place a strain on the operating and capital budgets as integral pieces of equipment require a higher level of maintenance to keep them operating at the level required..

The two Sprung Structures will be five years old later this year and some of the smaller pieces of equipment in these facilities will be reaching significant milestones and will need major servicing or replacement in order to support scheduled programming.

The Sailing School facility requires substantial maintenance to the exterior façade to prevent weather from infiltrating the building and causing mould growth. This facility is predominately used for practical lessons for the youth sailing camps.

2017 Departmental Priorities

What we accomplished	Comment:
Replace the spectator seating in the Eddie Bush Memorial Arena.	The project was completed in a timely manner. Comments from the patrons are all positive.
Replace the exterior perimeter doors and entrance doors at the EBMA.	Project was completed under budget and on time.
Remove the rubber surface around the perimeter of the main pool and install ceramic tile.	This project was completed during the pool shutdown and it was completed under budget. The new surface has received accolades from patrons that use the pool every day.
Replaced 80% of the fluorescent light fixture at EBMA with LED fixtures.	This project was made possible with funds received from the 2017 Kraft Hockeyville Challenge
Ice Leveler installed on Ice Resurfacer at Central Park Arena	This project was completed in several days and under budget.
Replaced Flooring in the lobby at the Aquatic Centre	This project was completed during the pool shutdown period and has received many compliments.
Set up a Preventative Maintenance Agreement for our Refrigeration Plants and a Water Treatment and Chemical Services agreement.	A three year contract with two option years were agreed to with CIMCO Refrigeration and Chem-Aqua Ltd.
AODA improvements in facilities; two ramps and a sliding door were installed at EBMA. Two power door operators were installed at the Museum for the washroom doors.	The ramps and door allow patrons with mobility issue the opportunity to get closer to ice level without assistance. The door openers allow the freedom to use the washrooms at the Museum without requiring assistance to hold doors open.
We were able to secure our first in ice advertising with "Noble Insurance".	Hopefully this leads to a new revenue stream.
Hired a full time Pool Operator.	This position takes the responsibility of dealing with chemicals, pool systems and equipment from the lifeguard and places it in the hands of a Pool Operator.

2018 Priorities

What we need to do	Comment
Install a boiler and a heat exchange loop in the snow pit at EBMA	This will reduce the need to run hot water into the snow pit to melt ice for entire shifts.
Purchase a new Ice Resurfacer for EBMA	The new Ice Resurfacer would be placed into rotation at EBMA and the IR from EBMA would be moved to the outdoor rink where it would be used. The IR at the outdoor rink would also serve as a back-up if either of the other two units breakdown. The next IR would be replaced in 2021 as it will be 8 years old and at the end of its life expectancy.
Remove the rubber surface around the perimeter of the warm water pool and install ceramic tile.	Current surface has to be replaced with an impervious surface and a temporary barrier purchased to be set up between the spectator seating and the pool for large events in order to be compliant with the Ontario Building Code.
Continue to upgrade the equipment in the refrigeration room at EBMA. The water tank would be the next item on the list to replace and relocate.	The current unit is made of metal and deteriorating. It is located in a hard to reach area for maintenance. A new unit would be made of plastic and would not require the weekly cleaning that the current metal unit does.
Purchase and install power door openers for the male and female change room doors at the Aquatic Centre	Installing power door openers would make the facility compliant with the AODA.
Purchase and install a new scoreboard at EBMA	The current scoreboard is 25 years old and is at the end of its life cycle.

2018 to 2021 Plans

Repair stucco surface and prevent future damage to the exterior facade of EBMA	The exterior surface of the facility needs attention as water has infiltrated the stucco through penetrations in the facade. Improper installations of duct work, piping and other items that have been attached to the facility over the years has allowed water access behind the stucco finish to cause damage. This project would be phased in over three years and include the installation of an eaves trough, to deter water from sheeting down the side of the looking for enter points.
Replace the two dehumidifiers located at the EBMA with new desiccant units.	New dehumidifiers will be more energy efficient and provide for greater dehumidification at higher temperatures allowing ice installation to be a smoother process.

Replace the ice surface light fixtures with LED fixtures	The time has come to replace the ice surface lighting with an energy efficient LED fixture.
Install bollards at Central Park Arena to protect pedestrians walking along path	A consistent issue that needs to be addressed for public safety.
Drywall and install a new window at The Sailing School	Drywall will cover up the exposed insulation and a new window will prevent the weather from entering the building. This work will allow us to utilize this facility for more than a sailing school.
Replace the metal partitions in the change rooms and washrooms with plastic (HDPE) partitions over at the Centennial Aquatic Centre.	The metal partitions are starting to rust exposing patrons to a deteriorating surface upon which they might cut/scratch themselves.
Replace the roof material along with insulation at the Curling Club	The Curling Club will need to have the roofing material and the insulation replaced as there are holes in the vapour barrier.
EBMA Refrigeration Room upgrades - Compressors	Continue to replace equipment in the refrigeration room as they are getting older and are beyond their life expectancy.
Outdoor Ice Resurfacer storage - design and build	Current practice is not as safe as it should be and problematic with respect to where the public are during ice sessions.
Update the change rooms and the lobby area of EBMA	The change rooms and lobby of the EBMA is dated and requires upgrading of the flooring, the shower areas, benches and washroom.
Installation of an elevator at EBMA.	The installation of an elevator would be necessary for the facility to be complaint with AODA.
Replace the Compressors in the refrigeration room at EBMA	The compressors are over 30 years old and have reached the end of their life cycle. Replacing them now before there is a catastrophic
Purchase new Ice Resurfacer for PRC - Facilities	The new Ice Resurfacer would be placed into rotation at Central Park Arena and the IR from CPA would be moved to the outdoor rink where it would be used. The IR at the outdoor rink would then serve as a back-up if either of the other two units breakdown. The next IR would be replaced in 2021 as it will be 8 years old and at the end of its life expectancy.

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
Continue to find ways to apply the appropriate staff levels to the regular facility operations.	The Rink Helpers position is a creative approach to increasing staff without increasing budget. Evaluating service levels compared to use and prioritizing services will also be effective ways of distributing staff to support key operations. The Pool Operator was a much needed addition to our Facilities Division to maintain a high standard for wellness.		<input checked="" type="checkbox"/>	
Accountable Local Government	Cost effective operations with transparent budgets that identify clear objectives.	<input checked="" type="checkbox"/>		
Support for Economic Growth	Recreation Facilities that can effectively host events such as hockey tournaments and swim meets adds a measure of impact to the local economy.	<input checked="" type="checkbox"/>		
Healthy Lifestyle	Recreation Facilities are a key component of a healthy lifestyle across all age groups. Continuing to enhance the Town's standards regarding the maintenance and upkeep of these facilities is essential to meeting this CBSP objective.		<input checked="" type="checkbox"/>	
That recreation facility staffing levels be reviewed in light of the expansion of the facilities to ensure adequate coverage of required maintenance and to mitigate risk.	Ensure equipment and facilities are safe for patrons and staff to use. Make certain that the equipment is running efficiently and is maintained in good conditioned.	<input checked="" type="checkbox"/>		
That the Town develop and implement a formal preventative maintenance program for all facilities to ensure that facility management services are provided at a	Ensures that equipment and facilities are running optimally to reduce down time. Put in place a Preventative Maintenance Agreement for the Heating, Ventilation,			

level sufficient to reduce equipment breakdown and service interruption. Preventative maintenance is one of the most important components of a successful maintenance and operations program. This will be an important orientation reference during staff turnover and orientation.	and Air Conditioning systems at all Recreation Facilities.		<input checked="" type="checkbox"/>	
Consider an in-ice advertising program or "Naming Rights" sponsorship program – naming various meeting or general purpose rooms in the arenas and pool and even naming facilities under the Town banner.	In 2017, we placed our first in-ice advertising in our arenas and in 2018 we plan to push for more “outside the box” advertising opportunities within our facilities. Hopefully these new opportunities can boost our revenues.			<input checked="" type="checkbox"/>

Budget Pressures and Trends

With each passing year we recognize, understand and adapt to the challenges related to the two new unique facilities as well as the aging ones. The continued operationalization of the new facilities, combined with the aging infrastructure of the old facilities, all together leads to challenges when attempting to maintain low operational costs while upholding a high level of service.

Staffing levels in the full-time category continue to be the largest challenge, with a continued need for trained and experienced staff to operate our facilities. These levels have not changed significantly, despite the addition of new facilities, increased expectations and the additional requirements for liability risk management.

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

Program Based Budgeting - Performance Indicators

Department - Facilities

<i>Program Description</i>					
Program Outcome/ Customer Benefit/ Impact		Cost to operate town facilities (per ft ²)			
Indicator / Metric		Increased costs for utilities and the costs for repair & maintenance for aging infrastructure are determining factors			
Comments		Expenses before revenues			
2017 Target	\$15.09 ft ²	2017 Actual	\$15.95ft ²	2018 Target	\$17.66ft ²

<i>Program Description</i>					
Program Outcome/ Customer Benefit/ Impact		Natural gas consumption (per year)			
Indicator / Metric		With a focus on green house gases a natural gas reduction is essential			
Comments		2018 target is to decrease or maintain the same consumption as previous year			
2017 Target	222,752 m ³	2017 Actual	268,906 m ³	2018 Target	268,906 m ³

<i>Program Description</i>					
Program Outcome/ Customer Benefit/ Impact		Energy Consumption			
Indicator / Metric		Increased costs in utilities and a need to lower energy consumption is desired			
Comments		2018 target is a 3% decrease from 2017 Actual			
2017 Target	3,014,397.22 kWh	2017 Actual	3,040,248.31 kWh	2018 Target	2,949,040.86 kWh

Operating Budget Details

PRC - Facilities				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$884,279	\$880,376	\$875,041	\$114,854		\$989,895		\$989,895
Occupancy	\$791,226	\$772,243	\$814,932	(\$4,415)		\$810,517	\$8,000	\$818,517
Program Subsidies Expenses	\$180,000	\$180,000	\$180,000			\$180,000		\$180,000
Material & Supplies	\$30,886	\$33,242	\$40,730	\$4,270		\$45,000		\$45,000
Administrative	\$19,585	\$24,993	\$24,860	\$13,663		\$38,523	\$2,300	\$40,823
Other Expenses	\$17,091	\$18,942	\$18,130	\$2,200		\$20,330	\$4,200	\$24,530
Transfers to Capital			\$9,000	(\$4,000)		\$5,000		\$5,000
Health & Safety	\$1,053	\$3,673	\$1,400	\$500		\$1,900		\$1,900
Contracted Services								
Debt servicing costs								
Insurance								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$1,924,120	\$1,913,469	\$1,964,093	\$127,072		\$2,091,165	\$14,500	\$2,105,665
Revenues:								
Rentals	\$486,516	\$521,665	\$506,500	\$9,850		\$516,350		\$516,350
Program Subsidies Revenue	\$180,000	\$180,000	\$180,000			\$180,000		\$180,000
User fees	\$15,353	\$33,445	\$34,100	(\$11,500)	\$3,000	\$25,600		\$25,600
Recoveries	\$17,120							
Transfers from Own Funds								
Total Revenues	\$698,989	\$735,110	\$720,600	(\$1,650)	\$3,000	\$721,950		\$721,950
Total Levy Requirement	\$1,225,131	\$1,178,359	\$1,243,493	\$128,722	(\$3,000)	\$1,369,215	\$14,500	\$1,383,715

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
PRC - Facilities							
EBMA Building Maintenance	A	\$80,000		\$50,000		30,000	
Centennial Aquatic Center	H	\$69,000		\$69,000			
Facilities Equipment	A	\$104,500		\$17,500			87,000
CPA-Bollards & Signage	H	\$15,000	5,000	\$10,000			
Sailing School Building	H/A	\$35,000	35,000				
Curling Club	A	\$65,000		\$65,000			
PRC - Facilities Total		\$368,500	\$40,000	\$211,500		\$30,000	\$87,000

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**Recreation Services
Division**

Purpose

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

- Program Administration
- Facility Bookings
- Recreational Programming
- Centennial Aquatics Centre
- Community Engagement
- Youth Engagement
- Bursary and Legacy Funds
- Community Service Representatives
- Collingwood Sport Alliance

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	3	4	4		0
PT	24	24	24		0
Seasonal – FT	4	4	4		0
Seasonal – PT	0	0	2		+2

Key driver(s) that determine the 2018 departmental budget

The budget includes a recommendation to increase Administration Salaries to account for the training of the person covering current staff Maternity Leave.

A small increase in Sailing School salaries for program expansion. The division is requesting to hire 2 part-time staff that will cover current overtime hours performed by full-time staff, sick days, and allow for the program to expand and accommodate the registrants that sit on the waitlist for the Adult evening program.

2017 Priorities

What we accomplished – Comment
Centennial Aquatic Centre – registration #s continue to increase, new Masters Swim program introduced and successful
Collingwood Sailing School – 3 new 420 dinghys, continued increase in registrations
Collingwood Sport Alliance – will now function independent utilizing the Manager, Community Recreation as a resource
Online Registration – implemented and accepted by community with 88% of registrations happening online

What we did not get done - Comment
Although the priority of the online registration was completed in 2017, the software company has experienced some difficulty and we now need to research a new option in 2018.

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2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
Careful management of a budget that has risk due to the variability of program demand and other external factors	Careful management of divisional budget to ensure that needs is being met in the most cost-effective way possible.	<input checked="" type="checkbox"/>		
Ongoing development of supportive relationships with 3 rd party providers of recreation, wellness, and lifestyle programs.	Working with minor sports groups and managing recreation programs to ensure that potential residents may be aware of the many recreational opportunities available in Collingwood. Tournaments and hosted events provide an opportunity for economic impact on local business as well as an opportunity to showcase the community's offerings. Identifying gaps in senior recreation offerings and building relationships to support growth in this area.	<input checked="" type="checkbox"/>		
Access to affordable recreation	Working with the consultants leading the PRC Master Plan to identify and develop an "access to affordable recreation" policy to meet the growing needs of the community sectors that struggle with access.		<input checked="" type="checkbox"/>	
Healthy Lifestyle	Continue to work with organizations through partnerships to help fill the programming gaps in the community especially with respect to senior activity and relationships at the Collingwood Youth Centre.	<input checked="" type="checkbox"/>		
Research and Implement new registration software	As our support from Vantage diminishes, staff is tasked with finding new software for registrations and permitting.		<input checked="" type="checkbox"/>	

	Approximately 88% of program registrations now occur online.			
That the Town continue to support the growth of the Sailing School	The Sailing School is a very popular program with limited capacity due to approved staffing numbers. The 2018 budget requests additional staff that will assist with lessening the numbers on the waitlist by increasing programming opportunities. Growth of this program helps to support gap-filling in the senior and youth sectors.		☒	

Budget Pressures and Trends

As pool programming continues to grow in popularity, capacities are stretched in terms of programming gaps, infrastructure and personnel. This will add pressure for the future.

With the increased enrollment in the Collingwood Sailing School program and the aging inventory, the 3 new 420 dinghies were very beneficial in ensuring the quality of the program and experience remained high. The major budget pressures will come from the capital inventory of boat assets as the fleet (including coach boats) continues to age. Further, the growth of the school will require more assets and personnel that are appropriate in order to maintain a safe environment for school participants.

Program Based Budgeting - Performance Indicators

Department - Parks, Recreation, and Culture – Recreation Services Division

<i>Program Description</i>					
Program Outcome/ Customer Benefit/ Impact		Getting residents active and engaged in recreation programs and services			
Indicator / Metric		# of active registrations and passes			
Comments		Combined number of registrations and passes. 2017 Actual also includes our Frequent Swim Card sales with the Senior Frequent Swim Card being our most popular pass opportunity			
2017 Target	2000	2017 Actual	2868	2018 Target	3000

Operating Budget Details

PRC - Recreation				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$567,585	\$582,808	\$628,186	(\$3,741)		\$624,445		\$624,445
Administrative	\$22,461	\$31,760	\$21,600	\$32,950		\$54,550		\$54,550
Program Subsidies Expenses		\$1,551	\$15,000			\$15,000		\$15,000
Material & Supplies	\$10,256	\$16,727	\$14,500	\$6,000		\$20,500		\$20,500
Other Expenses		\$2,103	\$3,500			\$3,500		\$3,500
Health & Safety	\$75	\$104	\$1,200	(\$500)		\$700		\$700
Occupancy	\$3,473	\$2,518	\$14,000	\$19,000		\$33,000		\$33,000
Insurance								
Transfers to Capital								
Transfers to Own Funds	\$16,267							
CAPITAL LEVY								
Total Expenditures	\$620,117	\$637,570	\$697,986	\$53,709		\$751,695		\$751,695
Revenues:								
User Fees	\$236,229	\$252,760	\$199,600	\$27,400		\$227,000		\$227,000
Program Subsidies Revenues			\$15,000			\$15,000		\$15,000
Donations	\$4,068							
Sponsorship	\$327		\$2,500	(\$2,500)				
Other Revenues	\$1,593	\$3,003	\$1,750	\$3,600		\$5,350		\$5,350
Rentals	\$14	\$9,721	\$250	\$7,750		\$8,000		\$8,000
Expense Recoveries								
Grant Provincial								
Total Revenues	\$242,230	\$265,484	\$219,100	\$36,250		\$255,350		\$255,350
Total Levy Requirement	\$377,886	\$372,085	\$478,886	\$17,459		\$496,345		\$496,345

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
PRC - Recreation							
Sailing School Equipment	A	\$33,000		\$33,000			
PRC - Recreation Total		\$33,000		\$33,000			

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**Culture and Events
Division**

Purpose

The Culture & Events Division promotes and develops cultural spaces, events and resources to sustain a vibrant town and enrich Collingwood's sense of place, pride and community.

The Division consists of three work units: Arts & Culture, Special Events, and the Collingwood Museum.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	6	6	6		0
PT			1		+1
Casual	3	3	3		0
Summer Student (potential partial subsidy)	4	4	5		+1

Key driver(s) that determine the 2018 departmental budget

Collingwood Museum

Children's programming at the Collingwood Museum has been very well received, highly attended, and helps fulfill our community outreach and educational objectives. In order to maximize these programs while maintaining service levels in other areas of the Museum's operations, the reinstatement of a part time programmer position is being proposed. This position would help with the following:

1. Changing workload requirements
 - Increased donations, community partnerships, information and image requests have lessened time available for program development, implementation, and marketing the Museum.
2. Underutilized programming and marketing opportunities
 - Create missing synergies between public programming and Museum exhibitions, projects, and community events, etc.
3. Undetermined community interests/needs:
 - Determine programming needs and interests within the community (schools, groups and organizations, etc.) through community consultation.

Arts & Culture

- Simcoe Street Theatre partnership provides opportunities to celebrate and encourage the arts

- As a result of a well-established Visual Arts community, shift resources from this area to Spoken Word resulting in a new Poet Laureate program in Collingwood
- Responding to community interest following the themes of the Creative Collingwood Symposium and initiating open labs to discuss challenges in the community through arts exploration
- Positive feedback from ArtXPress 2017 provides an opportunity for growth of this event

Special Events

- Aiding with infrastructure and venue preparation for special events continues to be an ongoing burden for existing summer Parks staff. The addition of a Park Ambassador (50% of two students, wages split between Parks and Events) dedicated to park maintenance and infrastructure support for special events which take place in those parks will greatly reduce this burden.
- The Simcoe Street Partnership provides opportunity to re-imagine existing event spaces and programming in an effort to support and expand the diversity of community events and festivals. L&O will utilize this space in 2018 as will a new monthly event which will support workshops and collaborative performance opportunities for local musicians.
- Based on the success of the newly added wakeboarding component at Sidelaunch Days in 2017, the 2018 budget supports further growth in this area with the proposed addition of a two-day wakeboarding competition. A matching grant is pending for this activity.
- Participation and feedback at the 2017 Frozen in Time Festival suggests that the interactive ice slide was a primary driver for family attendance. The 2018 budget seeks to support a similar interactive activity again in 2018.

2017 Priorities

What we accomplished – Comment:
Collingwood Museum
<ul style="list-style-type: none"> • Received \$19,323.09 grant funding for summer students from the Canadian Museum Association YCW for 3 Educational Programmers, 1 Collections Management Assistant. • Received Community Museum Operating Grant funding from the Ministry of Tourism, Sport and Culture in the amount of \$21,996.00. • The First Shipyard Social was held on September 16, 2017, attracting more than 40 shipyard workers and more than 200 attendees in total. The event was sponsored by Living Water Resort & Spa and Balmoral Place Retirement Community. Results from the participant survey were overwhelmingly supportive and will inform the Second Annual Shipyard Social in 2018. • 1867: Collingwood At Confederation. The Collingwood At Confederation presentation was shared with 694 individuals from local Probus Clubs, the Collingwood District Historical Society, and several special interest groups. • The exhibit opening of “Collingwood Retrospective: 150 Years of Innovation” took place on July 1, 2017 and attracted 110 visitors. The interactive components of this exhibit proved to be very popular for all ages. • Staff continued to engage residents at promotional booths at community events including the Great Northern Exhibition, Jazz & Blues at the Station, and Sidelaunch Days. Summer students participated in one Farmers’ Market to promote Museum programs. In total 1,484 community members directly interacted with Museum staff at these events. • The Gallery Redesign RFP was awarded with work to commence in 2018.

<ul style="list-style-type: none"> Space reallocation at reception and the north office has been completed. A new recording device was researched and purchased which allows for more than one participant being interviewed at a time. The device was used to record an interview with a shipyard diver and the interview was then utilized alongside the museum ice sculpture during the Frozen In Time Festival.
Arts & Culture
<ul style="list-style-type: none"> Successfully applied and was accepted to artsVest 2017, bringing \$30,000 in matching grant dollars to the community and providing partnership/sponsorship training to six non-profit arts organizations Installation of a Canada 150 mural, a community project involving more than 200 residents and visitors Second year for ArtXPress, an art exploration event for teens. Audience attendance increased to more than 100 and registrants increased to 15 Adoption of revised Public Art Policy & Procedures and Arts & Culture Policy to acknowledge Indigenous artists Engaged in a regional music strategy consultation alongside Simcoe County, the City of Barrie, and the City of Orillia. Seek to begin implementation in 2018 in conjunction with the pending PRC Master Plan.
Events
<ul style="list-style-type: none"> Successful animation of the Shipyards Amphitheatre through Movies by the Bay, Peak to Shore, and Sidelaunch Days programming. Community rentals of the venue increased and included theatre productions, a music festival, pipe and drum rehearsals, and various recreational activities. Shifting the Live & Original Music Series out of the Elvis Festival and into the Eddie Bush Arena in May was logistically successful. Although attendance numbers were shy of goal, the brand received significant growth and support from both the local and regional music industry. Continued discussion with several community musician and industry representatives is helping shape the direction of L&O in 2018. Moving the Frozen in Time Festival Winter Wonderland Village from the Pine Street lot to the Tremont & Simcoe Street event space was very positively received. It allowed for increased indoor programming (given the temperatures this was very beneficial), opportunity to partner further with the Library, a wider variety of outdoor programming, greater interaction with local businesses, and a reduction in required infrastructure and associated costs. The addition of wakeboarding to Sidelaunch Days was well received. Residents and visitors of all ages and abilities were able to try wakeboarding for a minimal fee in a controlled environment that doesn't necessitate a tow boat. 110 event permits were administered in 2017, twenty more than were issued in 2016. The revised processing procedures which implemented monthly review meetings rather than relying on email review and authorization proved to be more efficient and effective. Changes to the Elvis Festival street layout reduced overcrowding, improved emergency access, and reduced barriers to participation. Health & safety and economic impact were the key drivers of the 2017 Elvis Festival model.

What we did not get done – Comment
Collingwood Museum
<ul style="list-style-type: none">We were unable to build on the successful museum programming series and expand reach in the community. Our intention was to develop in-class programming, on-site (museum) programming, and edu-kits which would be utilized by the teacher and which would generate rental revenue. To provide these added educational components requires an educational programmer that can develop, create, and implement them.Development of a public education page on the Town's website that explains the process and policy regarding donations of artifacts was postponed to 2018 due to time constraints and competing priorities.
Arts & Culture
<ul style="list-style-type: none">Marketing of Public Art Program

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2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
Arts & Culture				
Explore opportunities to promote education within the arts	<ul style="list-style-type: none"> • Art workshops leading up to teen event, ArtXPress • Equity/Courage Lab training and implement ongoing labs to encourage dialogue among citizens and exploration through the arts • Initiate a Spoken Word Program including a Poet Laureate for Collingwood • Expand format of the Creative Collingwood Symposium 	<input checked="" type="checkbox"/>		
Invest in Public Art Project	<ul style="list-style-type: none"> • Seek additional \$5,000 contributions to the Reserve for public art for 2018 and 2019, to initiate public art project at Tremont Lane. 		<input checked="" type="checkbox"/>	
Develop Simcoe Street Theatre Partnership	<ul style="list-style-type: none"> • Support the arts and culture community with access to affordable rehearsal, workshop, creative, and performance space. • Introduce a Music Lab concept – a monthly opportunity for musicians to jam, collaborate, and establish mentorship relationships • Continue to develop the L&O brand. Explore its potential for education, inspiration, and collaboration as a means of growing and supporting the local music community. Consider its operational model through the lens of 	<input checked="" type="checkbox"/>		

	the Simcoe Street Theatre opportunity.			
Special Events				
Support and expand the diversity of community events and festivals	<ul style="list-style-type: none"> Expand programming, diversify sport and recreational activities, and increase attendance at Sidelaunch Days through the addition of a two-day wakeboarding competition 		<input checked="" type="checkbox"/>	
Remove barriers to participation	<ul style="list-style-type: none"> Address some outstanding physical, audio, and visual barriers at the Elvis Festival by increasing outdoor seating, renting additional screens, and adding parking/venue shuttles. 	<input checked="" type="checkbox"/>		
Create Parks Ambassador role	<ul style="list-style-type: none"> Create summer student positions to support a combined parks and special event role in an effort to reduce burden on existing Parks staff and to produce events more efficiently. 		<input checked="" type="checkbox"/>	
Collingwood Museum				
Promote the Town's history and heritage assets	<ul style="list-style-type: none"> Museum will continue implementing its 3-year exhibit plan, Will implement the first phase of the Gallery Redesign Project Will continue to provide community research assistance Will provide PA Day, March Break and summer educational programs. 	<input checked="" type="checkbox"/>		
Create Educational Programmer role	<ul style="list-style-type: none"> Expanded onsite and in school programming will be dependent on additional staffing request of an Educational Programmer 		<input checked="" type="checkbox"/>	

Budget Pressures and Trends:

The strength of festivals, events, culture and the arts to enhance a community's attractiveness to visitors, residents, and businesses.

The need to balance provision of services with appropriate resource levels.

Program Based Budgeting - Performance Indicators***Department: PRC – Culture and Events***

Program Description - Arts & Culture					
Program Outcome/ Customer Benefit/ Impact		Residents and visitors are engaged in culture and the arts in Collingwood.			
Indicator / Metric		# of points of contact with public			
Comments		Total number of responses to calls for participation (juries, public art selection, etc), attendees at arts and culture events including the Creative Collingwood Symposium and ArtXpress. In 2017, 175 people contributed to the Canada 150 mural project and are counted in the below 2017 actuals.			
2017 Target	475	2017 Actual	713	2018 Target	600

Program Description - Collingwood Museum					
Program Outcome/ Customer Benefit/ Impact		Collingwood's heritage is promoted to and explored by visitors and residents via the Collingwood Museum.			
Indicator / Metric		# of points of contact with public			
Comments		Total number of visitors to Museum (as of December 31, 2017), number of participants in Museum children's programs, and number of Museum information requests.			
2017 Target	10,720	2017 Actual	8,449	2018 Target	8,500

<i>Program Description - Special Events</i>					
Program Outcome/ Customer Benefit/ Impact		Residents and visitors attend special events in Collingwood.			
Indicator / Metric		# of points of contact with public			
Comments		Combined estimated attendance at four municipal signature events, and number of event permits processed.			
2017 Target	33,875	2017 Actual	22,595	2018 Target	24,320

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Operating Budget Details

PRC - Culture & Events	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$577,430	\$582,376	\$611,890	\$12,865		\$624,755	\$25,880	\$650,635
Other Expenses	\$446,373	\$302,927	\$247,187	(\$50,910)		\$196,277	\$12,500	\$208,777
Administrative	\$147,335	\$119,496	\$139,716	(\$31,867)		\$107,849		\$107,849
Professional Services	\$17,323	\$85,386	\$124,012	(\$5,012)		\$119,000		\$119,000
Contracted Services	\$16,812	\$32,351	\$17,500	\$4,100		\$21,600		\$21,600
Material & Supplies	\$13,922	\$13,919	\$10,500	\$5,650		\$16,150		\$16,150
Occupancy	\$55,005	\$40,734	\$60,815	\$22,900		\$83,715		\$83,715
Insurance	\$7,513	\$8,190	\$4,992	\$3,200		\$8,192		\$8,192
Transfers to Own Funds	\$5,000	\$5,000	\$5,000	(\$5,000)			\$5,000	\$5,000
Health & Safety	\$230	\$622	\$400			\$400		\$400
Legal								
Transfers to Capital								
CAPITAL LEVY								
Total Expenditures	\$1,286,944	\$1,191,002	\$1,222,012	(\$44,074)		\$1,177,938	\$43,380	\$1,221,318
Revenues:								
User fees	\$330,174	\$242,137	\$332,294	(\$131,219)		\$201,075		\$201,075
Grant - Federal	\$29,236	\$19,923						
Grant - Provincial	\$100,780	\$37,979	\$21,996			\$21,996		\$21,996
Sponsorship	\$31,500	\$29,827	\$20,000	\$10,000		\$30,000		\$30,000
Other Municipalities	\$9,536							
Other Revenue	\$21,070	\$35,190	\$10,000			\$10,000		\$10,000
Donations	\$9,078	\$10,371	\$6,000			\$6,000		\$6,000
Recoveries		\$111						
Rentals	\$348		\$1,500			\$1,500		\$1,500
Total Revenues	\$531,721	\$375,898	\$391,790	(\$121,219)		\$270,571		\$270,571
Total Levy Requirement	\$755,223	\$815,104	\$830,222	\$77,145		\$907,367	\$43,380	\$950,747

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
PRC - Culture & Events							
Station Museum Retrofit	A	\$116,075		\$116,075			
Festivals & Events	C	\$46,500	\$39,000				\$7,500
Arts & Culture	A	\$14,500	\$14,500				
PRC - Culture & Events Total		\$177,075	\$53,500	\$116,075			\$7,500

Purpose

The Planning Services Department guides, regulates and makes recommendations regarding community growth and development in a manner that protects the environment, enhances quality of life, promotes a complete community and involves the public in decisions that affect them.

Planning Services staff process all applications for development including Official Plan Amendments (OPA), Zoning By-law Amendments, applications for draft approval of subdivisions and condominiums, site plan applications, Committee of Adjustment applications and any other related *Planning Act* applications submitted to the Municipality. Staff takes these applications through the approval process to their conclusion, including hearings before the Ontario Municipal Board if required. This program is considered a mandatory function.

Planning Services staff are also responsible for preparing a variety of special studies and updates to the Town's guiding planning documents.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	6	6	6		0

2017 Priorities

What we accomplished – Comment
Processed an increased number of applications. Details noted in chart below.
Participation in CGMH re-development process.
Active Transportation Framework approved.
Individual site analysis for the Natural Heritage System and refine policies
Continued to assist with the Oak Street spill analysis
Public meeting re: Zoning amendment to accommodate second suites

	2014	2015	2016	2017
Pre-consultation	11	20	24	36
Variance	3	6	10	10
Incidental MV	13	15	9	19
Consents	10	14	14	21
OPA's & ZB	3	1	2	4
Re-zoning	3	7	6	9
Site Plans	12	16	10	23
Subdivisions *	4	10	5	3
Subdivision Registration		1	3	3
TOTAL	59	90	83	128

Note * - Subdivisions includes applications for extensions and red-line revisions.

What we did not get done - Comment
Environmental Protection section update
General update to the Official Plan to incorporate latest Provincial planning policy changes including the latest changes to the Growth Plan and Sourcewater Protection
Second suite Zoning By-law

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Timely processing of applications under the <i>Planning Act</i>	Workloads have increased dramatically in the past several years so the staff's ability to respond will need to be carefully monitored.	<input checked="" type="checkbox"/>		
2. Complete the ongoing Official Plan updating during this term of Council	Work being done between review of development applications.	<input checked="" type="checkbox"/>		
3. Natural Heritage System OPA	Site visits in 2017 and implementation in 2018.	<input checked="" type="checkbox"/>		
4. Zoning for second suites	Public meeting held and now may be brought forward.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

Need to continually update and review the Town's Official Plan to ensure compliance with Provincial and County policies and as required by the *Planning Act*.

Operating Budget Details

Planning & COA				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$655,930	\$626,206	\$653,743	(\$15,761)		\$637,982		\$637,982
Professional Services	\$85,974	\$33,934	\$104,500			\$104,500		\$104,500
Occupancy	\$69,740	\$54,840	\$70,585	\$2,000		\$72,585		\$72,585
Administrative	\$20,325	\$29,526	\$29,900	(\$135)		\$29,765		\$29,765
Other	\$3,397	\$4,987	\$4,500			\$4,500		\$4,500
Material & Supplies	\$269	\$315	\$700			\$700		\$700
Insurance	\$4,997	\$3,883	\$4,000			\$4,000		\$4,000
Contracted Services								
Debt servicing costs								
Legal								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$840,632	\$753,692	\$867,928	(\$13,896)		\$854,032		\$854,032
Revenues:								
Expense Recoveries								
Grant Provincial	\$14,842	\$10,487	\$12,998	(\$12,998)				
Recoveries	\$55,365	\$66,755	\$40,000	\$12,000		\$52,000		\$52,000
Transfers from Own Funds	\$3,499							
User fees	\$140,973	\$211,095	\$125,200	\$12,000		\$137,200		\$137,200
Total Revenues	\$214,679	\$288,337	\$178,198	\$11,002		\$189,200		\$189,200
Total Levy Requirement	\$625,953	\$465,355	\$689,730	(\$24,898)		\$664,832		\$664,832

Purpose

This program focuses on:

1. Growing tourism traffic to Collingwood and motivating visitors to spend more time experiencing the Town's great lifestyle;
2. Sustaining large business presence while stimulating growth and recognition of Collingwood's small business community.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	2	2	2		

2017 Priorities

What we accomplished	Comment:
Business Development Centre (BDC)	Appointments with BDC partners increased +3% in 2017 (1880 vs 1829) however overall contacts were down -11%. The contact decline was driven by sharp drop in 2 nd half that may be due to uncertainty related to the impact of Bill 148. Elevating awareness of the services offered by the BDC will be a priority in 2018, with increased online advertising and continued radio sponsorship of The Peak's weekly Locally Owned & Awesome campaign.
Business Visitation & Celebration	In 2017, 13 informational tours were organized. Invitations to informational tours are now extended to all of Council as a reflection of the high level of engagement by the businesses. There are 31 profiled success stories at www.Collingwood.Business across 12 sectors. These and other success stories are celebrated on Sundays on facebook at ExperienceCollingwood.
Small Business Support	Small Business Enterprise Centre (SBEC) has provided over 600 consultations and provided financial support to 19 companies through its Starter and Summer Company programs. The Centre for Business and Economic Development (CBED) approved 10 companies for expansion loans with a total of 49 businesses actively being funded. Together with Georgian College, year 3 of the <i>PowerUp Your Business Mentorship Series</i> is underway with 12 mentee businesses. New in 2017 was the introduction of the Excite Pitch Competition, originally based in Barrie, with 23 participants in the Mars-facilitated workshop and 11 finalists.

Digital Platform Communication	The Collingwood.Business 60 Second News Update digital newsletter was launched, providing a platform to inform businesses about key issues and opportunities up to 4 times per year and highlighting the resources available at http://www.Collingwood.Business . Social media impact continues to rise driven by the success of www.facebook.com/experiencecollingwood , which now has over 14,500 followers. Street Teams were introduced to increase a social media presence using live videos at festivals including Elvis and Sidelaunch Days, regularly generating over 5,000 views.
Signage & Wayfinding	Together with the Downtown BIA, the Town was successful in securing a matching grant from Regional Tourism Organization 7 (RTO7) to fund a plan for increasing wayfinding signage for the waterfront/downtown. This plan was completed and represents a 'shovel ready' platform once funding is secured for implementation.
Inspire & Understand Business	Two major business campaigns were organized in the spring (Grow Your Business) and the fall (Back to Business) to profile over 30 different networking and educational events. This included organizing two <i>Business in Motion Forums</i> and supporting the first TEDx Collingwood event, collectively reaching over 350 organizational leaders.
Partnership & Competitive Advantage Marketing	Together with PRC and Downtown BIA, over \$100,000 in private and public funding was secured for tourism events including <i>Whiskylicious</i> , <i>Festival for Canada</i> , <i>Sidelaunch Days</i> , <i>Collingwood Elvis Festival</i> and <i>Frozen in Time Festival</i> . In partnership with Tourism Simcoe County, a pilot PR program to celebrate the growing craft brewing sector and attract tourists from across Ontario proved highly successful, generating over 40 million print and online impressions with an estimated PR value of almost \$850,000. The partnership with GTTA continues to direct tourist to local businesses, with over 40 Collingwood organizations profiled in the District Marketing Organization (DMO) website and re-organized tourism office at the Museum.
Workforce at Work	Given the acute workforce shortage, promoting local youth employment opportunities has grown in importance: i) the Town supported the second annual <i>Youth Career Expo</i> , which attracted over 50 company-exhibitors and over 800 students from 5 high schools; ii) together with CBED, Rotary, Elephant Thoughts, The Environment Network and other partners, the Collingwood Youth Centre (CYC) officially opened in the Fall, focused on increasing the capacity to support youth job training and career searching. The Town also joined the newly formed Labour Task Force and has become a driving force in addressing major issues such as attainable housing and affordable transportation. These municipal and county partners also worked together to secure Trillium funding for the Collingwood to Blue Mountain Village trail report, which developed a plan to create a better active transportation commuter connection between these two vital hubs.
Great Place for Business	The Broadband Report was completed. It identified that Collingwood business having good to excellent Broadband Connectivity that is significantly better off relative to Barrie and Orillia and comparable connectivity to only a handful of other communities in Ontario. Support for the Waterfront Master Plan included hosting two provincial tourism officials. A new brochure and webpage was developed for the airport to better brand and promote it.

What we did not get done	Comment
Downtown BIA Memorandum of Understanding (MOU)	This extensive agreement has required more resources to collect appropriate information from all stakeholders than originally anticipated. A detailed workback schedule has been developed, assuming support from a consultant, so that the MOU can be completed in 2018.
Business Survey	A business survey has been developed and is ready for launch to the business community once there is threshold membership in the business database. This threshold membership was not achieved in 2017.

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2018 Budget Priorities

From the Economic Development Action Plan		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Existing Business Support	Connect with local businesses to better understand issues affecting business owners in Collingwood, and to identify opportunities for growth.	<input checked="" type="checkbox"/>		
2. Small Business Growth	Strengthening the culture of innovation and entrepreneurship that currently exists in Collingwood, as a means to grow and sustain Collingwood's local economy.	<input checked="" type="checkbox"/>		
3. Business Service Priority	Become better prepared to support business development opportunities and potential investors.	<input checked="" type="checkbox"/>		
4. Business and Tourism Promotion	Connect and engage with local business community, to provide helpful information to the community, and to communicate with potential visitors and investors. Develop Tourism Strategic Plan. Pilot Business Attraction program for Tech sector is an unmet need.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Great Place for Business	High priority infrastructure projects that positively impact the community's economic development.	<input checked="" type="checkbox"/>		
6. Workforce at Work	Labour force development in partnership with regional Labour Task Force with particular focus on accessible accommodation needs identification and affordable transportation solutions; create opportunities to connect potential employees with business owners.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

External Funding for Projects Take Extra Effort

The demands placed on economic development continue to increase in order to support the Town's designation by the Province as a growth node, and its population growth that was among the 25 highest in Ontario at 13.3% in the latest census. Efforts have been made to reach out to public and private funding sources in 2017. Together they represented almost \$200,000 in incremental revenue that supported the funding of 6 initiatives. Securing this incremental funding often requires initial 'seed' investment by the Municipality and significant time to complete the submissions and their fulfillment, often involving several departments including Finance and PRC. As a result applications must be balanced against their potential financial returns. In 2018 the plan is to continue seeking larger external funding from private and public sector partners, in consultation with Finance and other departments, including Celebrate Ontario, Trillium, RTO7 Partnership Funding, Simcoe County, the Ontario Tourism Development Fund and Rural Economic Development (RED) from OMAFRA.

Partnership Resources Critical for Image Enhancement, Signage and Wayfinding Projects

These two projects have been identified in the EDAP and further supported in the Downtown Opportunities Plan Council approved in January 2016. They are major projects that require significant staff resources:

- The image of Collingwood is intricately linked with the Downtown and visa versa. The Waterfront Master Plan has the ability to further expand the Town's appeal. Provincial representatives identified developing a Tourism Strategy as a significant opportunity. Funds have been identified internally for this project for potential matching by the province.
- Signage and Wayfinding to get people to come discover Collingwood's historic, harbourfront downtown has been identified as a key need. RTO7 helped fund the development of a wayfinding signage plan in 2017, in collaboration with the Collingwood BIA. In 2018, the plan is to submit a funding request to RTO7, together with the Collingwood BIA, to secure funds to implement phase 1 of the plan.

Potential to Pilot Tech Business Attraction Campaign

A Tech sector is growing in Collingwood and is becoming recognized as part of Ontario's Tech Triangle...Kitchener, Toronto, Collingwood. With more than 15 Tech companies calling Collingwood their head office (representing over 450 jobs), the opportunity exists to attract more Tech companies as well as employees to support this emerging cluster. This Tech cluster is comprised of several industry sub-segments including environmental engineering, robotics, advanced manufacturing, digital agencies, SMART technology, Big Data, blockchain, sensor specialists and electric vehicles.

- The objective of the pilot would be to harness the energy of locally based companies to attract employees and new Tech companies, targeting start-ups in Kitchener-Waterloo and Guelph. This pilot would be done in partnership with SBEC and CBED as well as local Tech companies and would include social media, PR, weekly and monthly events.
- This pilot is an unmet need as it goes beyond the scope of the original Economic Development Action Plan. It is a reflection of the success of the original plan and the rapidly emerging knowledge-based industries in Collingwood. It would also leverage relationships developed over the last 2 years with Communitech in Kitchener and the University of Guelph Engineering Department.

Program Based Budgeting - Performance Indicators

Department - Marketing & Business Development

Program Description - Business Development Centre					
Program Outcome/ Customer Benefit/ Impact		Promote and provide accessible business startup and support services, awareness of BDC as having 'all your business needs under one roof', provide mentorship support and educational/training services, inspire food entrepreneurship as part of 'health and wellbeing' sector support.			
Indicator / Metric		Front desk counter, participation in mentorship, education/training and food events.			
Comments		Link to priorities: EDAP- Existing Business Support, Small Business Growth, CBSP- Support for Economic Growth, Healthy Lifestyle.			
2017 Target	Contacts with business at BDC increases 10% vs 2016, 3 rd year of PowerUp Your Business Mentorship Series	2017 Actual	Contacts with business at BDC was down -11% vs 2016 but appointments increased +3%; in 3 rd year of PowerUp Your Business Mentorship Series with 12 mentees	2018 Target	Contacts with business at BDC increase 10% vs 2017; 4 th year of PowerUp Your Business Mentorship Series

Program Description - Business Visitation & Celebration					
Program Outcome/ Customer Benefit/ Impact		Expand Informational Tours and encourage companies to record their success at Town's Business Development website so they can get promoted as Success Stories.			
Indicator / Metric		Number of Informational Tours, number of Success Stories at Collingwood Business website.			
Comments		Link to priorities: EDAP- Existing Business Support, CBSP- Support for Economic Growth.			
2017 Target	12 Informational Tours, 24 posted Success Stories	2017 Actual	13 Informational Tours, 31 posted Success Stories	2018 Target	12 Informational Tours, 36 posted Success Stories

Program Description - Digital Platform Communication					
Program Outcome/ Customer Benefit/ Impact		Increased use of Town's Business Development Website, expanded social media presence, Town-managed business database.			
Indicator / Metric		Unique website visits, Facebook likes & Twitter/Instagram followers, Business database directory creation and management.			
Comments		Link to priorities: EDAP- Business and Tourism Promotion, CBSP- Support for Economic Growth, Culture and the Arts.			
2017 Target	Over 10,000 followers on www.facebook.com/experiencecollingwood , 250 members in new Business Directory	2017 Actual	14,500 followers; 256 members in directory	2018 Target	20,000 followers; 300 companies in Business Directory; Collingwood.Business 60 Second Update newsletters published atleast 3 times

Program Description - Inspire & Understand Business					
Program Outcome/ Customer Benefit/ Impact		Hold an annual symposium that brings together local businesses, governments and business development support agencies; conduct an annual business survey to gauge the perception of Collingwood's investment readiness compared with other communities.			
Indicator / Metric		Symposium attendance and feedback; Conduct and analyze Business Survey.			
Comments		Link to priorities: EDAP- Business and Tourism Promotion, CBSP- Support for Economic Growth.			
2017 Target	Two Symposiums, one employer session, conduct annual business survey	2017 Actual	Two symposium forums; survey postponed due to below threshold members in business database; supported first TEDx Collingwood event	2018 Target	Two forums for employers, conduct annual business survey and support 2 nd TEDx Collingwood

Operating Budget Details

Marketing				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$225,401	\$231,860	\$225,352	\$14,829		\$240,181		\$240,181
Promotion, Publicity & Marketing	\$125,433	\$136,938	\$116,000			\$116,000		\$116,000
Administrative	\$10,755	\$45,675	\$44,700			\$44,700		\$44,700
Debt servicing costs	\$83,021	\$83,194	\$83,195			\$83,195		\$83,195
Occupancy	\$69,194	\$150,387	\$81,600			\$81,600	\$15,000	\$96,600
Research & Development	\$66,271	\$35,392	\$23,000			\$23,000		\$23,000
Insurance	\$250	\$253	\$260			\$260		\$260
Contracted Services								
Transfers to Capital								
Transfers to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$580,325	\$683,698	\$574,107	\$14,829		\$588,936	\$15,000	\$603,936
Revenues:								
Other Municipalities	\$50,000	\$25,000	\$25,000	(\$12,500)		\$12,500		\$12,500
Recoveries	\$31,296	\$33,827	\$23,000			\$23,000		\$23,000
User Fees								
Federal Funding		\$2,394						
Provincial Funding	\$15,000	\$7,979						
Expense Recoveries	\$11,433	\$44,614						
Sponsorship	\$21,243	\$26,850						
Transfers from Own Funds								
Total Revenues	\$128,972	\$140,664	\$48,000	(\$12,500)		\$35,500		\$35,500
Total Levy Requirement	\$451,353	\$543,034	\$526,107	\$27,329		\$553,436	\$15,000	\$568,436

Heritage

Purpose

The Collingwood Heritage Committee serves as an advisory committee to Town Council regarding matters pertaining to the built heritage of Collingwood.

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

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

The Ministry of Culture suggests that municipal staff act as a municipal liaison with the Municipal Heritage Committee. The value in having a staff liaison is consistency in procedure and in having a guiding hand through municipal procedures. There are two staff resources who are non-voting members of the Collingwood Heritage Committee.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
Administered by Planning and Building Department Staff.					

Key driver(s) that determine the 2018 departmental budget

2017 Priorities

What we accomplished – Comment
Processed 16 Heritage Grant applications – resulted in over \$135,248.42 construction value to heritage buildings
Processed 59 Heritage Tax Relief applications (10 new and 36 approved as of January 25, 2018)
Continued to update the Heritage Collingwood website – added updated and new information
Promoted public awareness of heritage issues through partnerships with other community groups – ACO Heritage Information Night (Ron Martin and Kandas Bondarchuk) – November 14, 2017; BIA discussions with heritage committee regarding graffiti eradication; Library and Museum – provided copies of heritage newsletter
Issued 62 Heritage Permits
Administered the Town of Collingwood Municipal Register of Heritage Properties – updated for ownership changes
Continued the Heritage Award Program with two properties receiving an award
Reviewed Heritage Impact Assessments, applications for Site Plan Approval, Committee of Adjustment and Property Standards
Heritage Week presentation to Council
Walking Tour brochures published
Published two heritage newsletters
Two Amendments to older Heritage Designation By-laws; 224 Minnesota St and 291 Third St.
Heritage Committee made recommendations on Public Bus Terminal building proposal
Discussions began with County of Simcoe for Doors Open program 2018
Letter sent to Parliament and MP regarding support for Bill C 323 financial incentive for historic places
One member attended the Ontario Heritage Conference & one staff member attended the Canadian National Trust Conference (Ottawa for both)
What we did not get done - Comment
Implement heritage considerations in the Emergency Preparedness Plan
Victoria Annex cultural heritage designation (Ontario Heritage Act Part IV)

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Ongoing promotion of the Town's history and heritage assets.	This is the role of the Committee.	<input checked="" type="checkbox"/>		
2. Continue to establish a reserve fund for the long term expansion of the Heritage District.	Previously requested budget support for this initiative.	<input checked="" type="checkbox"/>		
3. Review Heritage Committee grants and incentives.	Heritage grants will continue to function much like a Community Improvement Plan.		<input checked="" type="checkbox"/>	

Budget Pressures and Trends:

Our heritage buildings continue to age and require more repairs and restoration of heritage features. More financial support will be needed to encourage the continued maintenance and upkeep of our built heritage resources.

Increased eligibility for financial benefit programs if number of designated buildings increases due to new designations, expansion or creation of a new Heritage District.

Operating Budget Details

Heritage	2016	2017		2018				
	Y-T-D	Y-T-D	2017	Inflation/ Unavoidable	2018	2018	2018	2018
	Actual	Actual	Budget	Increases	Operating Efficiencies	Base Budget	Unmet Needs	2018 REQUEST
Expenditures:								
Administrative	\$60,178	\$50,842	\$85,000			\$85,000		\$85,000
Salaries and Benefits		\$8,939	\$28,393	\$97		\$28,490		\$28,490
Transfers to Own Funds	\$10,000	\$10,000	\$10,000			\$10,000		\$10,000
Professional Services								
Occupancy								
Other Expenses								
Contracted Services	\$2,022	\$1,704	\$2,000			\$2,000		\$2,000
Transfers to Capital								
CAPITAL LEVY								
Total Expenditures	\$72,200	\$71,485	\$125,393	\$97		\$125,490		\$125,490
Revenues:								
Transfers from Own Funds	\$5,400							
Recoveries								
User Fees	\$700	\$100						
Total Revenues	\$6,100	\$100						
Total Levy Requirement	\$66,100	\$71,385	\$125,393	\$97		\$125,490		\$125,490

Purpose

To maintain and operate Collingwood Regional Airport in a cost effective manner for the benefit of local industries and recreational flyers, tourists, flight training, medevac, and search and rescue operations. Improve the business viability of the Airport by attracting users and new business opportunities.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
Contracted Service.					
Town staff involved on a part time basis include Dir. P/W, Admin & meeting recorder					

2017 Priorities

What we accomplished – Comment
<ul style="list-style-type: none"> Fuel Sales increased by 30,000 litres. Successfully defeated the wind turbine application along with a number of other interested groups. Landing fees and airport traffic up over previous years. New hanger leases have completed the recent phase of hanger development and new taxiways are required for the next phase. Council herein declared the Collingwood Regional Airport as surplus to the needs of the municipality and commence the disposal of the property in accordance with the Town's land disposition by-law.

2018 Priorities

What we accomplished - Comment
<ul style="list-style-type: none"> Complete the RFP process for the potential sale of the airport. Next phase of hanger development and taxiways needs to be constructed. This is on a cost recovery bases in the form of Hanger Development fees. Small capital projects include: plow for pickup, small tracker, aviation radio, and electric heating replacement in maintenance building.

Budget Pressures and Trends:

- Clearview has withdrawn its \$25,000 financial support of the airport.
- The cost of a consultant to assist the town in a potentially very complex sale transaction is estimated at \$60,000 additional to the budget.
- Next phase of hanger development and taxiways needs to be constructed. This is on a cost recovery bases in the form of Hanger Development fees.

Operating Budget Details

Airport	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Aviation Fuel	\$299,068	\$354,603	\$324,149	\$30,000		\$354,149		\$354,149
Contracted Services	\$237,295	\$239,075	\$242,556			\$242,556		\$242,556
Professional Services	\$285,735	\$26,853	\$13,000	\$100,000		\$113,000		\$113,000
Other Municipalities	\$52,912	\$74,497	\$52,443	\$20,000		\$72,443		\$72,443
Insurance	\$31,804	\$26,919	\$19,475	\$8,790		\$28,265		\$28,265
Debt Servicing Costs	\$32,626	\$31,660	\$31,660	(\$1,066)		\$30,594		\$30,594
Occupancy	\$45,423	\$47,990	\$51,420	(\$700)		\$50,720		\$50,720
Administrative	\$18,873	\$21,682	\$17,060	\$6,200		\$23,260		\$23,260
Other Expenses	\$16,959	\$12,440	\$9,000	\$2,000		\$11,000		\$11,000
Transfer to Capital								
Transfer to Own Funds								
CAPITAL LEVY								
Total Expenditures	\$1,020,695	\$835,718	\$760,763	\$165,224		\$925,987		\$925,987
Revenues:								
Sale of Fuel	\$428,321	\$466,506	\$435,690	\$25,000		\$460,690		\$460,690
Rentals	\$128,044	\$150,903	\$164,500			\$164,500		\$164,500
Other Municipalities (Revenue)	\$35,500	\$35,500	\$35,490	(\$25,000)		\$10,490		\$10,490
User Fees	\$9,263	\$19,009	\$11,500			\$11,500		\$11,500
Transfers from Own Funds	\$100,000			\$100,000		\$100,000		\$100,000
Total Revenues	\$701,128	\$671,917	\$647,180	\$100,000		\$747,180		\$747,180
Total Levy Requirement	\$319,567	\$163,801	\$113,583	\$65,224		\$178,807		\$178,807

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Municipal Services Board - Airport							
Hangar Development	G	32,500	32,500				
Capital Improvements Non Growth	A	\$54,500		\$54,500			
Airport Total		\$87,000	\$32,500	\$54,500			

Library

Purpose

The mission of the Collingwood Public Library is to foster innovation and lifelong learning. We seek to inspire, enrich and entertain.

The Library is governed by a Board of Trustees appointed by Town Council. The Board is responsible for approving the Library budget. 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.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	13	12	12		0
PT	10	11	12		+1

2017 Priorities

What we accomplished – Comment

The Collingwood Public Library is now an Accredited Ontario Public Library, one of 42 in Ontario, an indication that we are providing a very high level of public library service.

Once again, we have broken records for program attendance, room bookings and library circulation. The number of people using the library continues to grow year by year.

We've established a Seniors' Advisory Council to assist us with planning programs specifically for seniors and have launched several new senior programs, including a crafting corner and genealogy club.

We partnered with other Simcoe County libraries to launch the Simcoe County Libraries Immigrant Hub Project to assist New Canadians to settle into our communities.

Our policy manual is now fully up-to-date.

What we did not get done - Comment

Renovations to the library roof are pending

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Rebuild parapet on green roof to allow public access and to eliminate falling ice hazard	Funded by a combination of capital reserve funds, an Ontario 150 Grant, and a donation from C.C. Tatham & Associates, Ltd. Work must be completed by the end of March 2018.		<input checked="" type="checkbox"/>	
2. Renovate second floor seating area. Create more wired study space.	Funded by a grant from the Frank Cowan Home Town Program.		<input checked="" type="checkbox"/>	
3. New security cameras for local history area.	With fewer staff and more casual traffic, we want to protect the irreplaceable items in our local history collection.	<input checked="" type="checkbox"/>		
4. Expand library programs to become more inclusive	While library program attendance was at an all-time high in 2017, we continue to try to find new ways to welcome more people into the library through initiatives like the accessibility audit, the Simcoe County Libraries Immigrant Hub Project and the Senior's Advisory Council.	<input checked="" type="checkbox"/>		
5. Plan for expected population growth	The current library structure is geared toward a population of 20,000. The Provincial planning document, <i>Places to Grow</i> , predicts a population of 33, 400 by 2031, and this coincides quite closely with our actual growth. If Collingwood continues to grow as rapidly as predicted, we will soon outgrow our present facility. One strategy might be to begin setting aside DC Reserve Funds, currently transferred to our operating budget, and placing these instead in a special reserve		<input checked="" type="checkbox"/>	

	for library expansion. In ten years, there should be enough money set aside to renovate the third floor of the current building or, alternately, to furnish a branch library in a rented space in a rapidly growing suburb.			
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Budget Pressures and Trends:

There are a number of concerns at the Library.

More and more library service is moving online. Maintaining these systems is expensive and requires specialized skills. We must continue to explore partnerships, such as the Simcoe County Library Cooperative, to help defray these costs. Similarly, libraries continue to pay higher prices for eBooks than do individual consumers. We will continue to purchase more eBooks through a cooperative venture with other Simcoe County libraries, but unless publishers agree to lower prices for public libraries, our ability to supply the demand will be restricted.

Collingwood has a growing population of citizens who are at risk and living below the poverty line, particularly teens and the elderly, some of whom are homeless and some of whom suffer from mental illness. Many of these people find a refuge in the library. Serving this population has presented challenges. We will continue to explore new ideas to meet the needs of this segment of the Collingwood population.

In the past four years, program attendance, room bookings, the circulation of library materials, computer use, and the number of people visiting the library have continued to grow. We are doing more now with fewer staff members than we did when the library first opened in 2010, but we've probably reached the limit of what we can accomplish with the current staff complement.

Program Based Budgeting - Performance Indicators

Department - Library

<i>Program Description – Library Strategic Plan (Administrative)</i>					
Program Outcome/ Customer Benefit/ Impact		Library goals will coincide with community expectations			
Indicator / Metric		Strategic planning timeline and checklist			
Comments		The Library Board completed a new strategic plan in 2016 (the first since 1991). Budget planning will reflect the new strategic directions expressed in the plan.			
2017 Target	Achieve 50% of our strategic objectives	2017 Actual	Met 55% of our strategic objectives	2018 Target	Achieve 80% of our strategic objectives

<i>Program Description – Program Inclusivity</i>				
Program Outcome/ Customer Benefit/ Impact		Strive to be a facility that is welcoming to every age group, ethnicity and ability.		
Indicator / Metric		Increased visitation, program attendance, and circulation. Also, program outcome surveys.		
Comments		We need to be aware, when planning library programs, of barriers both obvious and not so obvious. Part of this involves making the facility physically accessible to all ages and abilities, but it also means becoming aware of unintended cultural barriers. One aspect of this is staff training, but it also means taking a good look at our collection and removing dated or biased materials and replacing them with better products that are currently on the market. We've already made some headway through the training and collection development offered by the Simcoe County Libraries Immigrant Hub Project, and in 2018 we will be implementing a new program, one which will pair senior volunteers with immigrants to help them navigate their new home.		
Indicators	2015	2016	2017	Goal for 2018
Visitors	227,298	234,356	247,006	255,000
Program Attendance	6,621	8,809	11,103	12,000
Circulation (paper and electronic)	247,326	247,984	253,569	258,000

Program Description - Collection				
Program Outcome/ Customer Benefit/ Impact	Deliver more of what the community wishes to read or view in a timely up-to-date format			
Indicator / Metric	Circulation of library materials			
Comments	We overhauled our collection practices in 2015 by providing staff training, by reviewing the offerings and pricing practices of various library vendors, and by setting up collection development committees to choose library materials.			
COLLECTION	2015	2016	2017	Goal for 2018
Circulation - paper	234,502	232,653	237,411	240,500
Circulation - eBook	11,112	12,652	12,756	13,000
Circulation - eAudio	1,712	2,706	3,402	4,500
Total	247,326	247,984	253,569	258,000

Operating Budget Details

Library	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$1,071,134	\$1,116,823	\$1,119,870	\$46,634		\$1,166,504		\$1,166,504
Occupancy	\$362,681	\$346,985	\$362,191	(\$2,630)		\$359,561		\$359,561
Material & Supplies	\$81,598	\$92,319	\$103,000	(\$1,000)		\$102,000		\$102,000
Administrative	\$57,220	\$55,620	\$63,500	\$700		\$64,200		\$64,200
Contracted Services	\$25,256	\$24,545	\$28,382	\$218		\$28,600		\$28,600
Insurance	\$8,947	\$6,745	\$6,076			\$6,076		\$6,076
Transfers to Own Funds	\$8,666		\$5,000			\$5,000		\$5,000
Other Expenses	\$2,158	\$1,824	\$1,000			\$1,000		\$1,000
Special Events								
Debt servicing costs								
Legal								
Professional Services								
Transfers to Capital								
CAPITAL LEVY								
Total Expenditures	\$1,617,660	\$1,644,862	\$1,689,019	\$43,922		\$1,732,941		\$1,732,941
Revenues:								
Grant Provincial	\$2,978	\$6,983	\$6,000			\$6,000		\$6,000
User fees	\$45,192	\$38,627	\$35,000	\$400		\$35,400		\$35,400
Transfers from Own Funds	\$83,185		\$33,000	(\$10,000)		\$23,000		\$23,000
Fines	\$5,257	\$5,973	\$8,200	(\$2,200)		\$6,000		\$6,000
Grant Federal	\$35,175	\$32,513	\$35,162			\$35,162		\$35,162
Donations	\$6,070	\$6,066	\$5,000			\$5,000		\$5,000
Other	\$2,753	\$12,714	\$4,500			\$4,500		\$4,500
Total Revenues	\$180,609	\$102,876	\$126,862	(\$11,800)		\$115,062		\$115,062
Total Levy Requirement	\$1,437,051	\$1,541,986	\$1,562,157	\$55,722		\$1,617,879		\$1,617,879

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Municipal Services Board - Library							
Library IT	A	\$5,000		\$5,000			
Study Desk	S	\$8,000		\$2,500			5,500
Library Total		\$13,000		\$7,500			\$5,500

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Building

Purpose:

To facilitate construction and development within the Town of Collingwood that meets or exceeds the requirements of the *Ontario Building Code* and other applicable law. To provide a level of service that is knowledgeable, comprehensive, consistent, timely, as well as courteous and professional.

To ensure compliance with the *Building Code Act* and the Town of Collingwood Building By-law.

Continue to provide a high level of customer service through the monitoring and tracking of applications with City View software program.

Continue to review and update the Town's website in order to provide greater access to current municipal building information.

Departmental Staffing Complement:

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
FT	4	4	5		1

2017 Priorities:**What we accomplished – Comment:**

1. Kept pace with the increased Building activity
2. Replacement of Retired Administration Assistant

2018 Budget Priorities:

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Electronic Plans Submission	In progress.			<input checked="" type="checkbox"/>
2. Improve Customer service by providing more online services.	Ongoing.		<input checked="" type="checkbox"/>	
3. Move towards a total paperless Building permit processing system	Continue to move forward.			<input checked="" type="checkbox"/>
4. Shift more responsibilities to Building Inspectors	Succession planning ongoing.			<input checked="" type="checkbox"/>
5. Ensure Building Officials stay up to date and informed with new legislation by attending conferences and courses	The Building Code is a living document that keeps changing with new regulations.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

1. Keeping up with employee vacation time,
2. keeping up with new legislation and
3. Complying with rules relating to process of plans and inspections times.

Program Based Budgeting: Performance Indicators

Department: Building Services

Program Description: Permit Administration

Program Outcome/ Customer Benefit/ Impact	Timely review and issuance of permits and/or refusal letters in accordance with provincial regulations
Indicator / Metric	% of permits / refusal letters issued within mandated timeframes
Comments	All permits are issued within the mandatory requirements. If the application is not complete at time of submittal, we notify the applicant ASAP regarding what is missing. Tracked through City View
2017 Target	100%
2017 Actual	100% 836 permits, \$114 million construction value
2018 Target	100 %

Program Description: Inspection Services

Program Outcome/ Customer Benefit/ Impact	Cost effective delivery of Building services
Indicator / Metric	% of inspections completed within mandated timeframes
Comments	The mandatory time is 48 hours to have inspections completed. Our standard is to complete inspections the same day requested as long as we get notice prior to 9:30 a.m. After 9:30 a.m. next day. Tracked through City View
2017 Target	100%
2017 Actual	100% 3,279 inspections (increase of 26% more inspections over 2016)
2018 Target	100 %

Operating Budget Details

Building	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Salaries and Benefits	\$408,474	\$413,638	\$420,518	\$27,832		\$448,350		\$448,350
Transfers to Own Funds	\$30,000		\$100,900	\$70,678		\$171,578		\$171,578
Occupancy	\$48,080	\$42,096	\$36,404	\$34,375		\$70,779		\$70,779
Administrative	\$14,268	\$16,723	\$22,110	\$250		\$22,360		\$22,360
Other	\$4,390	\$6,923	\$9,560			\$9,560		\$9,560
Professional Services	\$16,782	\$634	\$5,316	\$5,000		\$10,316		\$10,316
Insurance	\$16,423	\$9,415	\$10,682			\$10,682		\$10,682
Material & Supplies	\$186	\$310	\$510			\$510		\$510
Contracted Services								
Debt servicing costs								
Legal								
Transfers to Capital								
CAPITAL LEVY								
Total Expenditures	\$538,604	\$489,739	\$606,000	\$138,135		\$744,135		\$744,135
Revenues:								
User Fees	\$538,604	\$1,154,315	\$606,000	\$138,135		\$744,135		\$744,135
Provincial Funding								
Recoveries								
Transfers from Own Funds								
Total Revenues	\$538,604	\$1,154,315	\$606,000	\$138,135		\$744,135		\$744,135
Total Levy Requirement		\$664,576						

Capital Budget Details

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Non-Tax Supported - Building							
Building Bluebeam	C	\$8,000		\$8,000			
Building Total		\$8,000		\$8,000			

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Parking

Purpose

Parking Control provides enforcement and administration of the Parking Control By-laws throughout the community and including the downtown parking program.

- The department is responsible for enforcement of by-laws (*parking control, bicycles, signage, sidewalk and nuisance violations, accessible parking locations, fire routes, idling infractions etc.*). Officers also assist in other department responsibilities such as animal control, crossing guard, and general by-law enforcement and compliance.
- The department oversees preventative maintenance to all meters in the downtown core and works in coordination with the Public Works Department, Fire Department and OPP to evaluate parking regulations throughout the community.
- Officers are responsible for the administration of the parking program which includes: sending out correspondence, scheduling trial requests, filing documents with external agencies (Service Ontario, MTO, Court Office etc.) and coordinating with prosecution services (Town Prosecutor) regarding parking enforcement matters.
- The department also operates a "First Attendance" program which allows individuals who have received a Parking Infraction Notice (ticket) to come in and speak to staff regarding the charge. Staff have the ability to resolve the matter without the involvement of the Courts; this process leads to improved customer service and public relations.

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
MLEO II - FTE	2	1	1	0	0
PTE		.75	.75	0	0

Key driver(s) that determine the 2018 departmental budget

* Contained within the Protective Inspection Budget (1.75 officers are responsible for parking enforcement, animal control and other regulatory by-law enforcement)

2017 Priorities

What we accomplished – Comment
Ongoing maintenance of aging parking meters – spare part acquisitions.
Implemented a parking meter rate increase to align with peer municipalities as per recommendations from BMA
Implementation of new set fines for new and existing parking violations
Completed a comprehensive review of the fire route by-law schedules and fire route approval procedures to aid in enforcement and standardization throughout the Town.
Continued research and draft work on a new comprehensive parking by-law
Recruitment of a seasonal/contract parking officer to assist with parking and animal control enforcement
Parking website content information reviewed and updated. New information and links provided. Ongoing in 2018
What we did not get done - Comment
Enhance paid parking signage in the downtown core – Project rolled into wayfinding program and funding requested for 2018 budget.

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Mobile Technology Request for Proposals	Will be seeking a business solution to provide smartphone parking payments for customers, replace out of date critical parking software and provide a modern mobile enforcement solution.		<input checked="" type="checkbox"/>	
2. Electric Charging Stations	Investigate options to provide charging stations in parking lots.		<input checked="" type="checkbox"/>	
3. Meter Shelter Trial in Arena parking lot.	Shelter over parking meter will also include cycle storage, downtown map, and wayfinding kiosk station.		<input checked="" type="checkbox"/>	
4. Parking wayfinding signage partnership	Funding to replace parking signs in downtown.		<input checked="" type="checkbox"/>	
5. Repair and refurbish existing parking meters to extend lifecycle.		<input checked="" type="checkbox"/>		
6. New comprehensive parking by-law	In Progress	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

- Accessibility, provincial legislation
- Increase demand for payment options for fines and at parking meters
- Unpredictable weather
- Parking equipment – lifecycle replacement
- Use of municipal parking lots for special events
- Conflicting enforcement expectations from residents, business owners and tourists
- Increased demand on officer time responding to other by-laws

Program Based Budgeting - Performance Indicators

Department - Non Tax Supported - Parking

<i>Program Description – Customer Service / Education</i>					
Program Outcome/ Customer Benefit/ Impact		Achieve future compliance through education and discretion			
Indicator / Metric		Issuance of courtesy and warning tickets issued			
Comments		Increase in warning/courtesy tickets for winter/overnight enforcement in early December, and for vehicles at expired meters not less than 30mins.			
2017 Target	15%	2017 Actual	17.6%	2018 Target	15%

<i>Program Description - Court Diversion through Early Resolution Process</i>					
Program Outcome/ Customer Benefit/ Impact		Ensure efficient usage of the first attendance program to reduce court and administrative costs.			
Indicator / Metric		Calculation: Court appearance / Tickets issued			
Comments		More tickets handled through first attendance means less time in court, however, must be managed to ensure first attendance isn't being abused.			
New Performance Metric		2017 Actual	0.1%	2018 Target	0.1%

<i>Program Description - Online Services</i>					
Program Outcome/ Customer Benefit/ Impact		Progression towards on-line services to reduce administrative impact.			
Indicator / Metric		% of on-line payments			
Comments					
2017 Target	25%	2017 Actual	30.8%	2018 Target	35%

<i>Program Description - Revenue Generation</i>					
Program Outcome/ Customer Benefit/ Impact		Maintain a revenue surplus to cover parking lot maintenance, parking program expansion, etc...			
Indicator / Metric		Revenue per parking stall			
Comments		Increase reflects higher parking meter rates			
2017 Target	\$350.00/Stall	2017 Actual	\$429.00/Stall	2018 Target	\$400.00/Stall

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Operating Budget Details

Parking				2018				
	2016	2017		Inflation/	2018	2018	2018	
	Y-T-D	Y-T-D	2017	Unavoidable	Operating	Base	Unmet	2018
	Actual	Actual	Budget	Increases	Efficiencies	Budget	Needs	REQUEST
Expenditures:								
Salaries and Benefits	\$159,576	\$143,909	\$180,435	(\$46,535)		\$133,900		\$133,900
Occupancy	\$108,004	\$69,494	\$104,650	\$68,562		\$173,212		\$173,212
Administrative	\$21,161	\$19,956	\$21,700	\$3,100		\$24,800		\$24,800
Transfers to Own Funds	\$95,633		\$7,134	\$42,473		\$49,607		\$49,607
Material & Supplies	\$197	\$923	\$1,500			\$1,500		\$1,500
Other Expenses	\$933	\$846	\$1,000			\$1,000		\$1,000
Insurance	\$118	\$119	\$81			\$81		\$81
Contracted Services	\$15,000							
Debt servicing costs								
Legal								
Professional Services								
Transfers to Capital								
CAPITAL LEVY								
Total Expenditures	\$400,621	\$235,246	\$316,500	\$67,600		\$384,100		\$384,100
Revenues:								
User Fees	\$380,234	\$437,135	\$300,000	\$61,600		\$361,600		\$361,600
Fines	\$20,387	\$26,892	\$16,500	\$6,000		\$22,500		\$22,500
Recoveries								
Transfers from Own Funds								
Total Revenues	\$400,621	\$464,027	\$316,500	\$67,600		\$384,100		\$384,100
Total Levy Requirement		\$228,781						

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Non Tax Supported - Parking							
Meter Shelter Trial	G	\$8,000		\$8,000			
Parking Signage	S	\$25,000		\$25,000			
Mobile Technology	C	\$75,000		\$75,000			
Electric Charging	G	\$50,000		\$50,000			
Meters	A	\$30,000		\$30,000			
Parking Total		\$188,000		\$188,000			

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Water

Purpose

The Water Department is responsible for treating and distributing potable water to residential, industrial, commercial and institutional customers within the Town of Collingwood. The department also distributes non-potable water to industrial users through a dedicated waterline. Water is also supplied to the Town of The Blue Mountains and via the Regional Pipeline to the Town of New Tecumseth. The Water Department operates the water and wastewater treatment and distribution facilities at the 4th Canadian Division Training Centre in Meaford.

Functions of the department can be categorized as follows:

Water Treatment:

- Maintenance of all treatment processes and equipment at the RAB Filtration Plant.
- Maintenance of all distribution system equipment at Carmichael Reservoir, Davey Reservoir, Elevated Tower, Osler Booster Station and Georgian Meadows Booster Station,
- Monitoring of water quality (24hrs a day, 365 days a year) in accordance with all requirements of the Drinking Water Works Permit and Safe Drinking Water License issued to Collingwood, in agreement with Regulations under the Safe Drinking Water Act.
- Weekly sampling of raw, treated water in accordance with all Regulations under the Safe Drinking Water Act.

Water Distribution:

- Maintenance of 242km of watermain.
- Maintenance of 10,506 water services from the main to the curbstop at property line.
- Maintenance of 1892 valves.
- Annual flushing of 1304 hydrants and weekly flushing of dead-ends.
- Maintenance of 1304 fire hydrants including snow clearing and grass cutting.
- Weekly sampling of distribution water in accordance with all regulations under the Safe Drinking Water Act.
- Various capital projects including new watermains, services etc.

Compliance:

- All operations within the Water Department must adhere to strict legislative requirements including:
 - All requirements of the Drinking Water Works Permit and Safe Drinking Water License issued to Collingwood
 - All regulations under the Safe Drinking Water Act
 - Drinking Water Quality Management System (DWQMS)

- Ontario Underground Infrastructure Notification System Act (Ontario One Call)
- Green Energy Act – Energy and Conservation Demand Management

Stores:

- Management of water material supply stores, including purchase order, receive and issue material, maintain accurate inventory records and ensure parts are in compliance with Drinking Water Quality Requirements.

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 10,506 water meters.
- Complete water locates.
- Administer and enforce compliance with the Backflow Prevention Program.

Departmental Staffing Complement

	2017 Approved	2018 Proposed	2018 Impact	Net Change
Treatment	4	4		0
Distribution	6	6		0
Stores	1	vacant		0
Compliance	1	1		0
Meter Technician/Customer Service	1	1		0
Administrative	2	2		0
Backflow Prevention Officer/Technical Support	1	1		0
Project Management		1/2	\$29,250*	\$29,250*
Management	1	1		0
Contract	1	1		0
Total	18	19		0

- ❖ Project Management position would be shared with Wastewater. This represents position for 6 months in 2018.

Key driver(s) that determine the 2018 departmental budget

Project Manager

- The Department of ES (water and wastewater) will be supporting significant critical infrastructure upgrades in the following 10 years, in accordance with our asset management plan. Schedule and Estimated costs are summarized below:

Project	Schedule	Estimated Capital Value
Minnesota SPS	Spring 2018-Winter 2018	\$1.7M
Black Ash Creek SPS	Summer 2018-Summer 2019	\$2.5M
Stewart Road Reservoir and Trunk Watermain	Summer 2018-Summer 2020	\$7.0M
Water Treatment Plant – Class EA, Design, Construction	Class EA – 2019 Design – 2020-2021 Construction – 2021-2024	\$36M
Wastewater Treatment Plant – Class EA, Design, Construction	Class EA – 2020 Design – 2021 Construction – 2022-2024	\$43M
Watermain Projects	Capital 2019 2020 2021 2022 2023 2024	\$1.2M \$300K \$200K \$300K \$2.2M

For each of these projects, there needs to be a capable project manager who can oversee, coordinate with other departments and complete the procurement and completion of all required studies/Class EAs, design, Ministry approvals, and construction – see the projects through from infancy to completion. The Project Manager will develop the terms of reference for all sourced work and contractors, work with Engineers to ensure Town standards are required and met in design and on site, review all invoices and payment certificates, source and apply for funding opportunities, and act as the Town representative at meetings and on site. The position would work with and report to the Manager of Environmental Services.

These infrastructure projects represent the major capital projects that the Town will be undertaking in the next 10 years. Both treatment plants are close to points where equipment and processes need to be upgraded for efficiency and to meet changing regulations. Expansion is also required to the treatment plants and distribution system through the construction of works to support the significant growth we have seen and will continue to see. We also have requests from our neighbouring municipalities on the potential of using our treatment plants more (Water – New Tecumseth and Town of the Blue Mountains, Wastewater – County).

This position will reduce the municipality's risk associated with large capital projects. Position expectations will include fiscal discipline of projects (maintaining schedules and budgets), ability to work with a variety of professions (engineers, contractors, authorities) and disciplines (structural, architectural, process, mechanical, electrical, systems controls, siteworks), being strict about municipal requirements (DWQMS, Town standards), understanding Provincial and Federal requirements (Regulatory, construction lien act, etc), source and apply for funding opportunities.

The project manager should be one with an Engineering/Technologist background, with proven experience in project management as well as construction administration and construction supervision, specifically with multi-discipline projects. The Town does not have the resources or time (to project initiation) to hire a less experienced

candidate and offer training for these skills. It is important a capable candidate be selected so these projects, already in the works, can be taken on and managed appropriately.

Operations

- Upgrades and improvements to existing treatment processes for operational efficiency and energy conservation (Replacement membranes, variable frequency drives on pumps, etc).
- Asset Management of WTP, facility and distribution infrastructure as per the asset management plan (replacement of valves and controls, replacement watermain and services, inline valves and hydrants).
- Addressing the growth related concerns of the community in terms of servicing and funding. Review of development files, updates to the water model to include future developments, determining required infrastructure needs to support proposed development, assistance during the construction installation of infrastructure, contract supervision and administration.

Development Applications:

	2014	2015	2016	2017
Pre-consultation	11	20	24	36
Variance	3	6	10	10
Incidental MV	13	15	9	19
Consents	10	14	14	21
OPA's & ZB	3	1	2	4
Re-zoning	3	7	6	9
Site Plans	12	16	10	23
Subdivisions (extensions and red-lines)	4	10	5	3
Subdivision Registration	0	1	3	3
TOTAL	59	90	83	128

- Climate change effects on water treatment processes; increased stresses on inground infrastructure.
- Inflation related cost increases for construction materials, fuel and insurance costs impact both the operating and capital construction budgets.

2017 Priorities

What we accomplished - Comment

Replacement of Watermain & Services on Seventh & Eighth Streets

- Completed in conjunction with sanitary sewer renewal programs.

Audits/Inspections

- The Ministry of the Environment and Climate Change (MOECC) annual inspection was completed in November. One (1) non-conformance with regulatory testing requirements was noted. This non-conformance was addressed with corrective and preventative actions, as noted by the Inspector

	<p>in the report. The system received 98.69% compliance rating.</p> <ul style="list-style-type: none"> • A QMS reaccreditation audit was conducted on our Drinking Water Quality Management System in July by NSF International. Four (4) minor non-conformities were noted, which were unrelated to water quality. Two (2) have already been corrected and the others are being addressed as procurement items.
Backflow Prevention Program	<ul style="list-style-type: none"> • Backflow and Cross Connection Control By-law was passed by Council. • Contracted services for the installation of required devices and annual inspection and testing requirements were completed for all Town facilities. This contract secures work for two years, with two one year extensions. • Backflow Prevention Officer continues to work with ICI customers on the implementation of the backflow program. • Backflow Prevention software was purchased.
Contracts	<ul style="list-style-type: none"> • The CAO's office and Management continue to meet and discuss with the Town of New Tecumseth a revised water supply contract. • 2017 was the eleventh year of a fifteen year contract to operate the wastewater treatment facilities and water supply and distribution facilities at the 4th Cdn Div TC Meaford.
Stewart Road Reservoir	<ul style="list-style-type: none"> • Upon receipt of funding from two developers, the department proceeded with completing the design of the Stewart Road Reservoir and booster station, and the Tenth Line trunk watermain. • Completed the prequalification of contractors for the reservoir and trunk watermain construction
Laboratory Results	<ul style="list-style-type: none"> • 104 raw and treated water microbiological samples were taken from the RAB Filtration Plant • Quarterly samples were taken for 14 inorganic parameters; no samples exceeded the Maximum Allowable Concentration (MAC) set by the MOECC. • Quarterly samples were taken for 52 organic parameters; no samples exceeded the Maximum Allowable Concentration (MAC) set by the MOECC. • Semi-annual samples were taken of finished water for 14 aesthetic characteristics; no samples exceeded the Maximum Allowable Concentration (MAC) set by the MOECC. • 472 microbiological samples were taken within the distribution system and tested by an accredited laboratory.

	<ul style="list-style-type: none"> 16 lead samples are collected in the distribution system and tested by an accredited laboratory.
Distribution Operations	<ul style="list-style-type: none"> Hydrant flushed – 1,304 New meters installed – 282 Meters replaced – 61 Meters serviced - 260 Transmitters installed – 402 Locates completed – 1997
Staff Compliment	<ul style="list-style-type: none"> The storekeeper retired in October 2017/ Vacant
Training	<ul style="list-style-type: none"> Total on-the-job practical training - 175 hours. Total Continuing Education Credits (CEUs) = 7.2 (the equivalent of 72 hours) Bi-weekly meetings conducted; rotation of safety and general meeting topics.
Benchmarking	<ul style="list-style-type: none"> 2015 data was submitted in April 2017 and 2016 was submitted in November 2017. Staff attended the annual National Water and Wastewater Benchmarking Initiative conference.
Third Party Supply & Services Contracts	<ul style="list-style-type: none"> Procurement of third parties to conduct the following maintenance (2 year contracts): <ul style="list-style-type: none"> Preventative Maintenance Service for Generators Preventative Maintenance Service for Flow, Pressure and Level Transmitters Preventative Maintenance of Process Analyzing Equipment
Locate Software	<ul style="list-style-type: none"> Purchased in conjunction with Public Works to enable operators to complete locates in a more timely and efficient manner.
Frozen Services	<ul style="list-style-type: none"> Implementation of Frozen Services Plan in anticipation of 2018 winter weather.

What we did not get done - Comment

Mass installation of wireless water meter transmitters on residential meters	<ul style="list-style-type: none"> Due to staffing limitations and increased workloads this project was put on hold. It is planned to have our Customer Service Representative continue to install transmitters on all new homes and meter replacements with a mass installation, contracted to a third party, planned for 2018.
Installation of hydrant markers	<ul style="list-style-type: none"> Inability to dedicate Manager and ORO time towards process to determine coding on the Town system. Intend to use newly developed and calibrated water model for coding identification.

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Project Manager	Engineer or Technologist to manage major capital works projects		<input checked="" type="checkbox"/>	
2. Membrane Replacement	Lifecycle replacement. Energy cost reduction	<input checked="" type="checkbox"/>		
3. New Tecumseth Contract	Contract for water supply to New Tecumseth expires in 2020; Collingwood to begin negotiations for a new twenty year agreement and discuss current Water Treatment infrastructure needs.		<input checked="" type="checkbox"/>	
4. Stewart Road Reservoir	As a result of development proposals in pressure zone 2, finalize agreement with developers to front end infrastructure requirements.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
5. Transmitters	Mass deployment of residential transmitters to be procured for third party installation. Benefits of installation will include: increased leak detection, meter reading accuracy, on demand readings and customer service.		<input checked="" type="checkbox"/>	

Budget Pressures and Trends:

- Water services are completely user fee funded and are not supported by taxes. Budgets have been projected through the Water and Wastewater Rate study. This study encapsulates operational, maintenance, capital, and asset management costs. The Council adopted report prescribes a 2.5% annual increase from 2014-2022. In accordance with Ontario Regulation 453-07 and our Drinking Water System license renewal, a Financial Plan was submitted and approved by Council in October 2015, in which the budgets were updated within the same rate structure.

- The Master Servicing Plan for Water and Wastewater commenced in 2017 and will be complete in 2018. The MSP will identify water infrastructure needs to support growth to 2031. It will identify the required WTP capacity requirements, as well as distribution infrastructure deficiencies. This study will form the basis for an update Development Charges and Rate Study, to ensure adequate monies will be collected through both avenues to meet the needs.
- Existing infrastructure is aging and reaching identified points of replacement within the asset management plan, increasing preventative maintenance programs and infrastructure replacements. Long term asset management planning continues to be at the forefront of water operations.
- As existing facilities age, the number and variety of upgrades and improvements to existing treatment processes that would be beneficial for operational efficiency and energy conservation increases. (New technology typically provides efficiencies like saving operator time, provides for a greater variety of use and more energy efficient.)
- Substantial development with the municipality requires expansion at facilities to accommodate growth. As the system grows and new facilities are added, the number daily tasks increases; extensions to the water distribution system increase water quality maintenance tasks (flushing, samples, hydrants) and general planned and reactive maintenance tasks.
- Consistent increase in development application files places an increased demand on the Manager's time to review of proposed infrastructure and connections to existing infrastructure, determining and planning for infrastructure needs, overseeing the construction installation of infrastructure, contract supervision and administration.
- Continued residential development increases the demand for watermain disinfection and commissioning services completed by the Water Department. This has resulted in higher labour with respect to these projects.
- Frozen services have become an area of concern for the department. The implementation of a Frozen Services Plan will eliminate much of the labour associated with addressing frozen services, but will still result in lost revenue for the Department (in the form of unbilled water consumption).
- Although not a legislated requirement, the guidelines issued by the MOECC for a Backflow Prevention Program have highlighted the issue for DWQMS auditors as well as customers who demand their water is protected from cross contamination. The current program, as implemented, is not full cost recovery. Full costs recovery will be reviewed in 3-4 years, when the program has been established within the community.
- The Quality Management Standard requires a utility to show continual improvement of the drinking water system. Collingwood has selected energy reduction as a key performance indicator (KPI). This KPI is in line with the requirements of the Green Energy Act, the impact of electricity prices to the operating budget, as well as pressure from the customer to act in an environmentally conscious manner.
- Inflation related cost increases for construction materials, fuel and insurance costs impact both the operating and capital construction budgets.

Program Based Budgeting - Performance Indicators

Department - Environmental Services – Water

<i>Program Description - Energy Reduction/Membrane Replacement</i>				
Program Outcome/ Customer Benefit/ Impact	Reduce the amount of energy required to treat raw water. <ul style="list-style-type: none"> • Energy is the largest expense outside labour. Reduction in energy costs decreases expenses and in turn benefits user rates and/or reserves. • Cost to purchase energy is increasing. • Reduction of greenhouse gases a requirement of the Green Energy Act. • Energy reduction initiatives available through hydro providers (Global emphasis to reduce energy consumption). 			
Indicator / Metric	Indicator: Meet Service Requirements with Economic Efficiency Metric: Energy consumed in kWh/ML treated			
Comments	<ul style="list-style-type: none"> • Reduce the amount of energy required to treat water through installation of more efficient equipment and improvements to processes. • Metric included in NWWBI. 2017 results to be determined by April 2018. • As noted in the BMA report, the membrane filters have a 10 year life expectancy; however some of the current membranes are approximately 18 years old. Installation of new membranes will reduce energy consumption as old membranes require more effort from equipment to produce the same amount of water, require more cleaning (increase operator time, increase chemical). • Production is reduced when aged filters are off-line for repairs as there is no redundancy and they are required to operate 24/7. • Expect to see decrease in 2017 energy costs as one train of membrane was replaced and put into full operation (allowing less reliance on old membranes) mid 2017. • 2018 will reflect one full year of one train replacement and a half a year of a second train replacement. • Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2015	2016	2017	2018 Target
Energy Consumed in kWh/ML treated	911	921	910	900
NWWBI Median	626	908		

Program Description – O&M cost for membrane treatment				
Program Outcome/ Customer Benefit/ Impact	Stabilize the cost to treat water to Ministry regulated standards. <ul style="list-style-type: none"> Cost to treat water is basis for water user rates (fixed and consumption). 			
Indicator / Metric	Operation and Maintenance Cost/ML treated			
Comments	<ul style="list-style-type: none"> Customer service expectation: Provide safe drinking water that exceeds legislated standards. Metric included in NWWBI. 2017 results to be determined by April 2018. O&M costs directly related to planned and unplanned maintenance needs. These will fluctuate based on a large variety of variables. Labour, utility, material and equipment costs increase every year. Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2015	2016	2017	2018 Target
O&M Cost/ML treated	\$162	\$169	\$160	\$158
NWWBI Median	\$162	\$155		

Program Description - Wireless Water Meter Transmitters – Advanced Metering Infrastructure (AMI)				
Program Outcome/ Customer Benefit/ Impact	<ul style="list-style-type: none"> Increased customer service by having access to daily meter reading. Alerted to anomalies sooner so leaks and inaccurate reads can be rectified sooner, decreasing customer costs (for leaks) and missed revenues. First step towards a true customer centric billing system. 			
Indicator / Metric	Indicator: Meet service requirements with economic efficiency Metric: Number of transmitters installed			
Comments	<ul style="list-style-type: none"> Transmitters are currently on all commercial meters. In 2017, transmitters installed on all new meter installs and replacements. 402 transmitters were installed, 59 more than target. Meter technician installed units on residences with other readings issues/where regular readings were not being obtained. Full roll-out of transmitters to be procured in 2018. Anticipate install on all remaining meters in Town (approximately 9500). 2017 total number of service connections = 10,506 Third party contractor meter reader Olameter is paid a daily minimum based on contract. As transmitters are installed and the contractor reads less meters, the daily minimum will occur more frequently and the costs associated with paying for this increase (increasing billing and collection operating costs). 			
Program	2016	2016	2017	2018 Target
Number of transmitters installed			402	9500

Program Description - Backflow Prevention Program			
Program Outcome/ Customer Benefit/ Impact	<ul style="list-style-type: none"> Ensure safe drinking water for all customers connected to the distribution system Limit the risk related to cross contamination of the drinking water system. 		
Indicator / Metric	All (46) Town Services inspected and compliant by 2018.		
Comments	<ul style="list-style-type: none"> by requiring all industrial/commercial/institutional customers install back flow prevention devices on their ; 		
Program	2017 Target	2017 Actual	2018 Target
Devices compliant	50 (actual)	27 (Inspected) 16 (irrigation – not inspected) 7 (to be inspected)	23 (remaining to be inspected) 50 annual testing complete in fall

<i>Program Description – Cost to provide water to population (Treatment and distribution)</i>				
Program Outcome/ Customer Benefit/ Impact	Stabilize the cost (treatment and distribution) to provide safe drinking water to users. <ul style="list-style-type: none"> Cost to treat water is basis for water user rates (fixed and consumption). 			
Indicator / Metric	Total Cost to provide water/population served			
Comments	<ul style="list-style-type: none"> Customer service expectation: Provide safe drinking water that exceeds legislated standards. Metric included in NWWBI. 2017 results to be determined by April 2018. Costs directly related to labour, type of treatment, process efficiencies, planned and unplanned maintenance needs. These will fluctuate based on a large variety of variables. Labour, utility, material and equipment costs increase every year. Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2015	2016	2017	2018 Target
Total cost/population served	\$207	\$194	\$190	\$185
NWWBI Median	\$174	\$166		

Program Description – Reduce cost of water quality monitoring				
Program Outcome/ Customer Benefit/ Impact	Reduce the cost to complete water testing in accordance with Ministry regulated standards. <ul style="list-style-type: none"> Cost for third party, certified lab testing to treat water affects water user rates (fixed and consumption). 			
Indicator / Metric	Cost of Water Quality Monitoring / Population Served			
Comments	<ul style="list-style-type: none"> Customer service expectation: Number of tests exceeds Ministry requirements. Customer service expectation: Procurement of lab services follows Town procurement policy with open bidding for competitive prices, lowering or keeping costs as low as possible. Raw, treated and distribution sample testing required. Weekly, quarterly and annual testing required. All testing must be completed by a third party laboratory certified by the MOECC. Metric included in NWWBI. 2017 results to be determined by April 2018. Aim for metric value to be under NWWBI median and reaching for minimum, indicating operations are in line with other municipalities. 			
Program	2015	2016	2017	2018 Target
Cost/population	\$1.17	\$1.30	\$1.30	\$1.00
NWWBI Median	\$1.90	\$1.36		
NWWBI Minimum	\$0.19	\$0.18		

Operating Budget Details

Water	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Transfers to Own Funds	\$2,107,288		\$1,744,057	\$150,577		\$1,894,634	(\$29,250)	\$1,865,384
Salaries and Benefits	\$1,538,117	\$1,502,168	\$1,852,654	\$8,585		\$1,861,239	\$58,500	\$1,919,739
Occupancy	\$1,348,060	\$1,250,741	\$1,477,513	(\$182,435)		\$1,295,078		\$1,295,078
Contracted Services	\$467,007	\$611,857	\$585,622	(\$61,622)		\$524,000		\$524,000
Debt servicing costs	\$484,532	\$480,460	\$480,461	(\$4,490)		\$475,971		\$475,971
Rent	\$314,400	\$216,000	\$216,000	(\$216,000)				
Administrative	\$241,140	\$353,692	\$379,300	\$53,433		\$432,733		\$432,733
Material & Supplies	\$121,909	\$114,764	\$151,206	(\$3,250)		\$147,956		\$147,956
PIL	\$97,676	\$97,354		\$43,400		\$43,400		\$43,400
Machine Rental	\$87,276	\$86,785	\$86,469	\$4,095		\$90,564		\$90,564
Other Expenses	\$203,541	\$186,292	\$86,955	\$11,450		\$98,405		\$98,405
Insurance	\$61,912	\$50,379	\$43,987	\$8,118		\$52,105		\$52,105
Professional Services	\$35,744	\$119,732	\$189,000	(\$68,000)		\$121,000		\$121,000
Health & Safety	\$4,110	\$3,806	\$8,000	\$4,000		\$12,000		\$12,000
Transfers to Capital	\$125,000							
CAPITAL LEVY								
Total Expenditures	\$7,237,711	\$5,074,029	\$7,301,224	(\$252,139)		\$7,049,085	\$29,250	\$7,078,335
Revenues:								
User Fees	\$6,598,571	\$5,798,683	\$6,780,701	(\$139,127)		\$6,641,574	\$29,250	\$6,670,824
Rentals	\$237,922	\$216,000	\$216,000	(\$91,302)		\$124,698		\$124,698
Contracted Service Revenue	\$199,479	\$207,182	\$206,700			\$206,700		\$206,700
Recoveries	\$51,702	\$98,095	\$50,000	\$25,000		\$75,000		\$75,000
Special Charges			\$7,000	(\$7,000)				
Investment Income			\$6,000	(\$6,000)				
Expense Recoveries	\$55,155	\$45,485	\$34,823	(\$33,710)		\$1,113		\$1,113
Other Revenues	\$94,883							
Total Revenues	\$7,237,711	\$6,365,444	\$7,301,224	(\$252,139)		\$7,049,085	\$29,250	\$7,078,335
Total Levy Requirement		\$1,291,416						

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Water							
Stewart Road Reservoir	G	\$4,301,000		\$860,200	\$3,440,800		
Watermain Replacement	A/L	\$382,500		\$382,500			
Water Services Replacement	A/L	\$107,700		\$107,700			
In Ground Reservoirs	G	\$495,000		\$99,000	\$396,000		
Water Treatment Plant Refurbishment	A	\$1,150,000		\$609,500			\$540,500
Valve Additions and Replacements	A/L	\$33,100		\$33,100			
Hydrant	A/L	\$16,600		\$16,600			
New Res & Gen Services	G	\$81,500		\$5,000			\$76,500
Transmitters	C	\$1,790,000		\$1,790,000			
New Watermains	G	\$1,865,000		\$250,000	\$1,615,000		
Booster Stations	A	\$110,000		\$110,000			
Vehicles	A	\$70,000		\$70,000			
Large Tools	A	\$35,000		\$35,000			
Total Water		\$10,437,400		\$4,368,600	\$5,451,800		\$617,000

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Wastewater**Purpose**

This department 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. Maintaining treated water quality and limiting treatment by-pass occasions is paramount.

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

Compliance:

- All operations within the wastewater department must adhere to strict legislative requirements including:
 - All criteria requirements of the WWTP ECA 2639-5TLQB2.
 - O.REG.129/04, the Ontario Water Resources Act, and Environment Canada's Wastewater Systems Effluent Regulations
 - 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

Departmental Staffing Complement

	2016 Approved	2017 Approved	2018 Base	2018 Impact	Net Change
Operator in Charge	8	8	8	\$5,000	\$5,000
Project Manager Capital Projects		0	1/2	\$29,250*	\$29,250*

- ❖ Project Management position would be shared with Water. This represents position for 6 months in 2018.

Key driver(s) that determine the 2018 departmental budget

- Project Manager: The Department of ES (water and wastewater) will be supporting significant critical infrastructure upgrades in the following 10 years, in accordance with our asset management plan. See water business plan for full details.
- Upgrades and improvements to existing treatment processes for operational efficiency and energy conservation (Upgraded UV system, variable frequency drives on pumps, etc.).
- Asset Management of WWTP and SPS infrastructure as per the asset management plan (Minnesota and Black Ash Creek SPS upgrades).
- Addressing the growth related concerns of the community in terms of servicing and funding. Expansion and upgrades required at pump stations (BAC SPS expansion).
- Climate change effects on wastewater treatment; high lake levels causing the WWTP overflow to be submerged, contributing to sanitary sewer back-ups and reducing ability to discharge directly to the lake in emergencies.
- Inflation related cost increases for construction materials, fuel and insurance costs impact both the operating and capital construction budgets.
- Daily demands on Manager at WWTP warrant elevating one operator to a Supervisor position to distribute and oversee daily tasks and operation, allowing Manager to concentrate on overall operations, system improvements and capital projects.
- Daily maintenance and operation procedures require an additional operation truck for efficiency.

2017 Priorities

What we accomplished – Comment	
Cogen/Odour Control	<ul style="list-style-type: none"> • Construction commenced in 2016. • Construction substantial completion in September 2017. • This project received funding under the Small Communities Fund (33% Federal, 33% Provincial, 33% Municipal). • This project qualified for SaveON Energy funding.
Staffing	<ul style="list-style-type: none"> • Wastewater staff elected to unionize in March 2017 under IBEW 636 (Water workers union). Town amicably negotiated a collective agreement for this division in December 2017.
Minnesota SPS Upgrades	<ul style="list-style-type: none"> • Design commenced in 2016. • Received Canada Water and Wastewater Funding. • Request for Prequalification of contractors complete in 2017. • Construction to commence in 2018.

Black Ash Creek SPS Upgrades	<ul style="list-style-type: none"> • Class EA commenced in 2016. • Received Canada Water and Wastewater Funding. • Request for Prequalification of contractors complete in 2017. • Design to commence Jan 2018, project completion April 2019.
Maintenance	<ul style="list-style-type: none"> • Dissolved Air Flotation unit drive rebuilt and collector chain repaired. • Primary Clarifiers emptied and inspected. • Secondary Clarifiers emptied and inspected; one set of chains replaced. • Bar Screen motor and brake assembly replacement. • UV unit bulb failure from new style of affordable blubs; referred back to original manufacturer bulbs. Replaced two communication boards. • Repair on the generator transfer switch.
Quality Assurance	<ul style="list-style-type: none"> • 178 in house laboratory tests for Collingwood. • 230 in house laboratory tests for contracted sites. • 487 in house laboratory tests for Industrial sites. • 305 tests conducted by an accredited external laboratory.
Third Party Supply & Services Contracts	<ul style="list-style-type: none"> • Procurement of third parties to conduct the following maintenance (2 year contracts): <ul style="list-style-type: none"> • Preventative Maintenance Service for Generators; • Preventative Maintenance Service for Flow, Pressure and Level Transmitters.
HVAC Replacement	<ul style="list-style-type: none"> • Procurement of HVAC Unit Heater for the influent building.
VFD Installation	<ul style="list-style-type: none"> • Procurement for the supply and installation of variable frequency drives on process water pumps, screw pumps and mixers. • Significant energy savings expected.
Compliance	<ul style="list-style-type: none"> • The Compliance Officer and Management have continued working on a Quality Management System for Wastewater similar to that in place for Water. • The current wastewater lab technician is working with the Compliance Officer to develop the wastewater QMS for approximately 10% of the technicians time.
Benchmarking	<ul style="list-style-type: none"> • 2015 data was submitted in April 2017 and 2016 was submitted in November 2017.

What we did not get done - Comment	
Brick Work	<ul style="list-style-type: none"> • Brick and concrete repair on various buildings at 3 Birch Street. • Upon investigation, staff has recommended further engineering evaluation and design services in 2018.
Lagoon Fencing	<ul style="list-style-type: none"> • Fencing is still required however additional work is required including: road improvements, monitoring well refurbishment and restoration of the berm. • Will be done in conjunction with Public Works. • Planning to take place in 2018. • Staff did not consider this a priority in 2016/2017.

2018 Budget Priorities

Director's Recommendations		Base Budget	Unmet Need	Operational Efficiencies
Priority	Comment			
1. Project Manager	Engineer or Technologist to manage major infrastructure projects		<input checked="" type="checkbox"/>	
2. Elevate one operator position to Operator in Charge (Lead Hand daily operations)	Manager recommends the elevation of one Wastewater Operator to a Supervisor role, resulting in an increased wage for one operator. Supervisor would alleviate Manager responsibility to delegate daily jobs amongst operators.		<input checked="" type="checkbox"/>	
3. Additional operational vehicle	Currently the 8 wastewater staff share 3 vehicles. One vehicle must go to Clearview every day for the daily operations. Two vehicles is limiting if a second vehicle must go to Clearview, requires maintenance or if there is an offsite emergency.		<input checked="" type="checkbox"/>	

Budget Pressures and Trends:

- Wastewater services are completely user fee funded and are not supported by taxes. Budgets have been projected through the Water and Wastewater Rate study. This study encapsulates operational, maintenance, capital, and asset management costs. The Council adopted report prescribes a 3.5% annual increase to 2018, and from 2019 it is reduced to a 2.5% increase. As such it can be seen that the rate is trending downwards to sustainable levels.
- As existing facilities age, the number and variety of upgrades and improvements to existing treatment processes that would be beneficial for operational efficiency and energy conservation increases. (New technology typically provides efficiencies like saving operator time, provides for a greater variety of use and more energy efficient.)
- Existing infrastructure ages and reaches identified points of replacement within the asset management plan.
- Substantial development with the municipality requires expansion at facilities to accommodate growth. As the system grows and new facilities are added, the number daily tasks increases.
- Increase in daily testing and monitoring of extra strength customers requires more dedicated lab technician time.
- Climate change effects on wastewater treatment; high lake levels causing the WWTP overflow to be submerged, contributing to sanitary sewer back-ups and reducing ability to discharge directly to the lake in emergencies. Properly identifying the problem and investigating solutions and implementation require Management time and dedicated funds.
- Increase in construction material, fuel and insurance costs (inflation and booming construction industry) impact both the operating and capital construction budgets.
- Manager required to spend more time managing umbrella operations, workforce, budgets, determining system improvements, selecting maintenance and capital projects due to growing system, municipal direction and aging infrastructure. Unable to dedicate appropriate time to distribution of daily tasks amongst operators and be available to provide none emergency guidance and direction.
- With the provincial success of the Drinking Water Quality Management System (DWQMS), it is anticipated that the Ministry will develop a wastewater regulation in the near future. As a proactive measure we have been working to create a Quality Management System at the WWTP that will follow elements of DWQMS. In this way, when a regulation is passed, the WWTP will already have processes in place to apply for accreditation.
- As a result of the Green Energy Act, public awareness and the rise of electricity prices, the WWTP continues to source innovative technology to reduce its energy consumption.

Program Based Budgeting - Performance Indicators

Department - Wastewater Treatment

Program Description - Wastewater Treatment				
Program Outcome/ Customer Benefit/ Impact	Reduce energy consumption at WWTP <ul style="list-style-type: none"> • Energy is the largest expense outside labour. Reduction in energy costs decreases expenses and in turn benefits user rates and/or reserves. • Cost to purchase energy is increasing. • Reduction of green house gases a requirement of the Green Energy Act. • Energy reduction initiatives available through hydro providers (Global emphasis to reduce energy consumption). 			
Indicator / Metric	Indicator: Meet Service Requirements with Economic Efficiency Metric: Cost of Purchased Energy/ML treated.			
Comments	<ul style="list-style-type: none"> • Reduce the amount of energy required to treat wastewater through installation of more efficient equipment and improvements to processes. • Metric included in NWWBI. 2017 results to be determined by April 2018. • The Co-generation plant was a project that reduced green house gas emissions. There will be some energy savings, but slight. • Installation of variable frequency drives on a variety of process pumps greatly reduces energy consumption. • Installation of a new, up to date UV disinfection system will greatly reduce energy consumption. • Expect to see slight increase in energy costs in 2017 due to substantial construction activities at WWTP. • 2018 will reflect co-generation project and VFD installs. • Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2015	2016	2017	2018 Target
Cost of Purchased Energy/ML treated	\$103.2	\$91.4	\$92	\$85
NWWBI Median	\$65.7	\$71.9		

Program Description –Wastewater Treatment

Program Outcome/ Customer Benefit/ Impact	Stabilize the cost to treat wastewater to Ministry regulated standards. <ul style="list-style-type: none"> Cost to treat wastewater basis for wastewater user rates (fixed and consumption). 			
Indicator / Metric	Operation and Maintenance Cost/ML treated			
Comments	<ul style="list-style-type: none"> Customer service expectation: Cost to treat wastewater in a manner safe to persons and the environment that meets all legislated requirements. Metric included in NWWBI. 2017 results to be determined by April 2018. O&M costs directly related to planned and unplanned maintenance needs. These will fluctuate based on a large variety of variables. Labour, utility, material and equipment costs increase every year. Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2015	2016	2017	2018 Target
O&M Cost/ML treated	\$634	\$356	\$400	\$400
NWWBI Median	\$341	\$346		

Operating Budget Details

Wastewater	2016 Y-T-D Actual	2017 Y-T-D Actual	2017 Budget	2018 Inflation/ Unavoidable Increases	2018 Operating Efficiencies	2018 Base Budget	2018 Unmet Needs	2018 REQUEST
Expenditures:								
Transfers to Own Funds	\$2,317,211		\$1,894,032	(\$37,767)		\$1,856,265	(29,250.00)	\$1,827,015
Debt servicing costs	\$1,761,691	\$1,729,682	\$1,729,930	(\$35,490)		\$1,694,440		\$1,694,440
Occupancy	\$1,645,769	\$1,515,636	\$1,702,659	\$154,264		\$1,856,923		\$1,856,923
Salaries and Benefits	\$937,066	\$935,745	\$1,081,609	\$1,017		\$1,082,626		\$1,082,626
Administrative	\$998,169	\$995,919	\$1,013,299	\$105,438		\$1,118,737	29,250.00	\$1,147,987
Material & Supplies	\$161,351	\$133,379	\$191,750	(\$16,100)		\$175,650		\$175,650
Insurance	\$115,399	\$83,288	\$79,000	\$8,000		\$87,000		\$87,000
Machine Rental	\$116,219	\$132,167	\$112,500	\$14,205		\$126,705		\$126,705
Professional Services	\$94,693	\$184,506	\$300,500	(\$51,000)		\$249,500		\$249,500
Contracted Services	\$74,738	\$67,753	\$74,500	\$5,700		\$80,200		\$80,200
Other Expenses	\$66,738	\$94,771	\$29,450	\$20,500		\$49,950		\$49,950
Health & Safety	\$12,478	\$9,670	\$20,000			\$20,000		\$20,000
Transfers to Capital								
CAPITAL LEVY								
Total Expenditures	\$8,301,522	\$5,882,517	\$8,229,229	\$168,767		\$8,397,996		\$8,397,996
Revenues:								
User Fees	\$8,258,303	\$7,518,347	\$8,164,324	\$68,936		\$8,233,260		\$8,233,260
Recoveries	\$42,355	\$90,104	\$32,000	\$11,030		\$43,030		\$43,030
Other Municipalities								
Transfers from Own Funds				\$90,000		\$90,000		\$90,000
Expense Recoveries	\$865	\$32,575	\$32,905	(\$1,199)		\$31,706		\$31,706
Total Revenues	\$8,301,522	\$7,641,026	\$8,229,229	\$168,767		\$8,397,996		\$8,397,996
Total Levy Requirement		\$1,758,508						

Capital Budget Details

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Wastewater							
Brick Replacement	A	\$240,000		\$240,000			
Cogen-Odour	L/S	\$96,000		\$32,000			\$64,000
Lagoon	H	\$80,000		\$80,000			
Minnesota Pumping Station	A	\$1,650,000		\$1,057,564			\$592,436
Black Ash Pumping Station	A/G	\$2,020,000		\$559,926	\$839,888		\$620,186
Diesel Generator Replacement	A	\$75,000		\$75,000			
UV Replacements/ Upgrades	A	\$825,000		\$785,000			\$40,000
I & I	H	\$50,000		\$50,000			
New Vehicles	A	\$35,000		\$35,000			
Total Wastewater		\$5,071,000		\$2,914,490	\$839,888		\$1,316,622

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Sanitary Sewer Collection							
Sanitary Sewer Replacement Program	A	\$602,500		\$102,500			\$500,000
Grouting	A	\$50,000		\$50,000			
Total Sanitary Sewer Collection		\$652,500		\$152,500			\$500,000