

2018 Budget

Preliminary Budget



Town of Collingwood 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	(151,926)	(11,982)	4,895,518	-3.24%	15,000	4,910,518	-2.94%
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	290,541	0	6,099,669	5.00%	70,250	6,169,919	6.21%
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	125,224	0	238,807	110.25%	0	238,807	110.25%
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	537,115	(58,732)	30,147,879	1.61%	255,420	30,403,299	2.47%
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	557,115	(58,732)	30,640,604	1.65%	255,420	30,896,024	2.50%



The Unmet Needs figure of \$255,420 represents operating items only. There is an additional \$137,650 in Unmet Capital Needs

To Be Raised From Taxes Including Capital Unmet Needs:

30,640,604	1.65%	393,070	31,033,674	2.96%
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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.



**Town of Collingwood
Preliminary Budget**

	Actual 2016	Budget 2017	Inflation and Unavoidable Increases	Operating Efficiencies	Base Budget 2018	%	Unmet Needs	TOTAL REQUEST	%	Inflationary Needs	Minimum Wage Effect
General Government											
Mayor & Council	386,626	426,094	9,431	(11,982)	423,543	-0.60%		423,543	-0.60%	4,189	
Elections	16,681	27,100	(20,100)		7,000	-74.17%		7,000	-74.17%		
Corporate Management	4,229,098	3,674,648	(329,221)		3,345,427	-8.96%		3,345,427	-8.96%	25,070	
Program Support	580,529	826,584	37,964		864,548	4.59%	15,000	879,548	6.41%	7,230	
Council Grants & Donations	104,058	105,000	150,000		255,000			255,000	142.86%		
Total General Government	5,316,992	5,059,426	(151,926)	(11,982)	4,895,518	-3.24%	15,000	4,910,518	-2.94%	36,489	0
Protection											
Fire	4,643,415	4,766,378	188,003		4,954,381	3.94%		4,954,381	3.94%	87,373	
Police	4,764,201	4,911,593	48,833	(3,750)	4,956,676	0.92%		4,956,676	0.92%		
Protective Inspection	282,959	331,017	6,638		337,655	2.01%		337,655	2.01%	3,868	
Conservation Authority	669,200	725,440	9,629		735,069	1.33%		735,069	1.33%		
Total Protection	10,359,775	10,734,428	253,103	(3,750)	10,983,781	2.32%	0	10,983,781	2.32%	91,241	0
Public Works											
Fleet & Facilities	229,253	320,274	101,831		422,105	31.79%		422,105	31.79%	6,670	
Overhead	2,251,309	2,232,018	(185,218)		2,046,800	-8.30%	(3,750)	2,043,050	-8.47%	30,037	
Roads - Paved	350,185	360,623	31,206		391,829	8.65%	20,000	411,829	14.20%		
Roads - Unpaved	47,311	22,260	1,435		23,695	6.45%		23,695	6.45%		
Bridges & Culverts	7,564	13,484	2,500		15,984	18.54%		15,984	18.54%		
Traffic Operations	854,525	829,143	70,787		899,930	8.54%	20,000	919,930	10.95%		
Winter Control - Roads	1,189,144	948,360	191,950		1,140,310	20.24%	34,000	1,174,310	23.83%		
Winter Control - Sidewalks	267,478	251,600			251,600	0.00%		251,600	0.00%		
Transit - Conventional	446,710	503,536	46,100		549,636	9.16%		549,636	9.16%		
Transit - Accessible	150,250	143,500			143,500	0.00%		143,500	0.00%		
Streetlighting	424,207	204,280	10,000		214,280	4.90%		214,280	4.90%		
Railway	(45,276)	(19,950)	19,950		0	-100.00%		0	-100.00%		
Total Public Works	6,172,660	5,809,128	290,541	0	6,099,669	5.00%	70,250	6,169,919	6.21%	36,707	0
Housing											
	105,541	104,235	(30,674)		73,561	-29.43%		73,561	-29.43%		
Parks, Recreation & Culture											
Administration	579,113	518,546	(2,334)		516,212	-0.45%	15,690	531,902	2.58%	3,665	
Parks	1,303,786	1,834,162	(228,395)		1,605,767	-12.45%	81,600	1,687,367	-8.00%	11,776	35,960
Facilities	1,225,131	1,243,493	128,722	(3,000)	1,369,215	10.11%	14,500	1,383,715	11.28%	11,741	7,400
Recreation Services	377,886	478,886	17,459		496,345	3.65%		496,345	3.65%	7,801	3,068
Culture & Events	755,223	830,222	77,145		907,367	9.29%	43,380	950,747	14.52%	6,695	4,828
Total 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%	41,677	51,256



Town of Collingwood
Preliminary Budget

	Actual 2016	Budget 2017	Inflation and Unavoidable Increases	Operating Efficiencies	Base Budget 2018	%	Unmet Needs	TOTAL REQUEST	%	Infaltionary Needs	Minimum Wage Effect
Planning & Development											
Planning & COA	625,953	689,730	(24,898)		664,832	-3.61%		664,832	-3.61%	5,731	
Heritage	66,100	125,393	97		125,490	0.08%		125,490	0.08%		
Marketing & Business Development	491,353	566,107	27,329	(40,000)	553,436	-2.24%	15,000	568,436	0.41%	2,231	
Total Planning & Development	1,183,406	1,381,230	2,528	(40,000)	1,343,758	-2.71%	15,000	1,358,758	-1.63%	7,962	0
Municipal Service Boards											
Airport	319,567	113,583	125,224		238,807	110.25%		238,807	110.25%		
Library	1,437,051	1,562,157	55,722		1,617,879	3.57%		1,617,879	3.57%	13,764	15,005
Total Municipal Service Boards	1,756,618	1,675,740	180,946	0	1,856,686	10.80%	0	1,856,686	10.80%	13,764	15,005
Total Expenditures from Taxes	29,136,131	29,669,496	537,115	58,732	30,147,879	1.61%	255,420	30,403,299	2.47%	227,840	66,261
Tax Related Revenue	30,384,889	929,275	129,000		1,058,275	13.88%		1,058,275	13.88%		
Capital Levy	1,247,000	1,402,000	149,000		1,551,000	10.63%		1,551,000	10.63%		
To Be Raised From Taxes	(1,758)	30,142,221	557,115	(58,732)	30,640,604	1.65%	255,420	30,896,024	2.50%	227,840	66,261


 The Unmet Needs figure of \$255,420 represents operating items only. There is an additional \$137,650 in Unmet Capital Needs

To Be Raised From Taxes Including Capital Unmet Needs:

30,640,604	1.65%	393,070	31,033,674	2.96%
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2018 Budget

Unavoidable Increases

2018 Net Unavoidable Increases

Program/Variance	Explanation	Major Components
General Government	Net Change - Decrease of	(\$163,908)
1 Inflationary Increases		\$36,489
2 Insurance	Estimated liability premium increase	\$8,785
3 Governance		
3 a) Mayor and Council	Minor increases in various accounts to reflect actual usage	\$760
	Reduction in Intergovernmental Relations	(\$7,500)
3 b) Elections	With the changes to the <i>Municipal Elections Act</i> and the adoption of telephone voting, the resulting net increase to the Elections budget for 2018 is \$59,900. This is offset by the Elections Reserve funds that have accumulated since the 2014 election. The net result is an increase in revenues for the year of \$20,100	(\$20,100)
3 c) Council Grants & Donations	Funding to assist the Collingwood General and Marine Hospital with their funding applications	\$150,000
4 Corporate Management		
4 a) Provincial Grant	OCIF formula based funding to undertake a building condition assessment on the Johnston Rotary apartments.	(\$20,000)
4 b) Miscellaneous Revenues and Recoveries	Projected increase in investment income and inter-departmental recoveries net of expenses related to recoveries	(\$225,083)
4 c) Transfers from Reserves/Reserve Funds	Increase in transfers into the operating budget to reflect the 2018 expenditures that will be made from reserves/reserve funds	(\$90,481)
4 d) Advertising and Communications	Increase in funds to source social media apps to enhance our communication strategy.	\$16,000
4 e) Corporate Contingency	Decrease to normal annual amount. 2017 contained a large one-time increase to cover computer systems and upgrades.	(\$265,158)

2018 Net Unavoidable Increases

Program/Variance	Explanation	Major Components
4 f) Debentures	Normal decrease in interest payments	(\$31,391)
4 g) Integrity Commissioner Fees	Estimated 2018 cost	\$15,000
4 h) Salary Related Items	Annualization of salaries for 2017 approved hires, increase in benefit rates, supplementary insurance increase, return Salary Contingency to annual amount.	\$155,847
4 i) Staff Training, Conferences, Courses and Workshops	Increase to provide for new Council training workshop, full Town staff meeting and provide for new CAO training requirements.	\$27,500
4 j) Transfer to Capital	Provision for the development of a new website.	\$50,000
4 k) Various	Minor increases in various accounts to reflect actual usage.	\$5,489
4 h) Terminals	Rental revenues have been adjusted to reflect actual income to be generated and utility costs have been decreased to reflect actual usage	(\$4,610)
5 Program Support		
5 a) Information Technology	i) Annual Support - this item was not in the 2017 budget. With the introduction of an in-house IT department, this item has been included in 2018 for the implementation of Office 365.	\$25,000
	ii) Consulting Fees - phase 2 of the IT Master Plan	\$15,000
	iii) Contracted Services - related to contracted services from CPUSC which are no longer required.	(\$30,000)
	iii) Internet/Fibre - annual cost of an additional fibre connection to add redundancy to systems	\$12,000
	iv) IT Projects - to cover the cost of smaller IT projects that crop up during the year and cannot be anticipated at this time.	\$12,000

2018 Net Unavoidable Increases

Program/Variance	Explanation	Major Components	
	v) Transfer to Capital - continued updating of hardware in particular switches and routers during 2018.	\$14,000	
	vi) Various - several accounts were adjusted from the 2017 budget figures to reflect the IT Manager's allocations.	(\$1,596)	
5 b) Human Resources	i) Major cost increases relate to advertising, employee benefits and an increase in Labour Relations Costs to finalize the 3 remaining contracts under negotiation.	\$14,086	
	ii) Significant decreases relate to a \$5,000 decrease in staff recruitment costs and a decrease of \$20,945 in salaries to reflect the actual experience.	(\$25,945)	
		(\$163,908)	
Protection Services	Net Change - Increase of		\$249,353
6 Inflationary Increases		\$91,241	
7 Insurance	Align premiums with 2017 actual	(\$5,429)	
8 Debentures	Normal decrease in interest	(\$5,313)	
9 Fire Services			
9 a) Salary Related	Estimated additional contract settlement over and above the 1.5% cost of living included in the base budget amount	\$95,211	
9 b) Various	Various minor increases/decreases for dispatch services, gas & oil, natural gas, radios, staff training, utilities and repairs, etc	\$15,063	
10 Police Services			
10 a) Contracted services	Increase in OPP contract based on preliminary costing calculation received	\$20,178	
10 b) Provincial Offenses Act	Projected decrease in fine revenue	\$8,000	
10 c) Janitorial Contract	Increase related to contract renegotiation	\$6,000	

2018 Net Unavoidable Increases

Program/Variance	Explanation		Major Components		
10 d) Building repairs	One-time increase for duct cleaning		\$12,000		
10 e) Various	Minor adjustments to several accounts		(\$1,095)		
11 Protective Inspection					
11 a) Salaries & Benefits	Increase in wage related items due to a reallocation of staffing within the department.		\$12,899		
11 b) Various	Increased revenues from licences (\$3,700) and decrease in Veterinary costs (\$1,500) to reflect actual experience and other minor adjustments		(\$9,031)		
12 Conservation Authority	Preliminary increase in NVCA requisition \$9,745 net of \$116 increase in Transfer from Reserve		\$9,629		
			<u>\$249,353</u>		
Public Works	Net Change - Increase of			\$ 290,541	
13 Inflationary Increases			\$36,707		
14 Debentures	Normal decrease in interest		(\$24,402)		
15 Fleet & Facilities					
15 a) Staffing costs	Inclusion of 2017 approved additional staff member		\$95,161		
16 Overhead					
16 a) Revenues	Estimated increase in permit revenues, OCIF Provincial Funding, use of Development Charges and Reserve Funds (in relation to studies), etc.		(\$97,465)		
16 b) Salary Related	Adjustment in salaries and benefits to more closely reflect actual results		(\$168,703)		
16 c) Studies	Increase in study costs for Roads, Bridges and Development Standards		\$68,000		
16 d) Various	Minor adjustments to various accounts resulting in a net decrease		\$7,315		8

2018 Net Unavoidable Increases

Program/Variance	Explanation		Major Components		
17 Roads - Paved	Estimated increase in maintenance costs including increased labour costs.		\$31,206		
18 Roads - Unpaved	Reductions in revenue of \$9,400 and decreases in cost allocations net to an overall increase in maintenance.		\$1,435		
19 Bridges & Culverts	Reduction in expense recoveries		\$2,500		
20 Traffic Operations					
20 a) Traffic Signs/Markers	Increase required due to minimum maintenance standards and increased roadways		\$28,510		
20 b) Traffic Control	Increase required due to minimum maintenance standards as well as increased signalized intersections		\$11,000		
20 c) Downtown Maintenance	Increased expense recoveries		(\$5,100)		
20 d) Catch Basins, Gutters	Increase in number to maintain		\$8,520		
20 e) Debris, Litter Pickup	Increase to more closely reflect actual experience		\$16,108		
20 f) Various	Minor adjustments to various accounts		\$11,749		

2018 Net Unavoidable Increases

Program/Variance	Explanation		Major Components		
21 Winter Control - Roads	Reflects increased machine rental for snowplowing, increased machine rental and sand and salt purchases, removal of Culvert Thawing costs.		\$191,950		
22 Streetlights	Increase related to pole repairs		\$10,000		
23 Transit - Conventional					
23 a) Revenue	Reductions in revenue to more closely reflect actual experience.		\$31,500		
23 b) Contract adjustments	Annual adjustments in Sinton contract and fuel contracts		\$6,500		
23 c) Fuel	Reduction in expense to more closely reflect actual experience		(\$21,000)		
23 d) Vehicle Repairs	Increase due to age of fleet		\$25,000		
23 e) Various	Addition of Coin Processing fees and increase in Sundry expenses		\$4,100		
24 Railway	Revenue reduction due to sale of railway		\$19,950		
			<u>\$290,541</u>		
25 Affordable Housing	Correction to base budget		(\$30,674)	(\$30,674)	

2018 Net Unavoidable Increases

Program/Variance	Explanation		Major Components		
Parks, Recreation and Culture	Net Change - Decrease of				(\$10,403)
26 Inflationary Increases			\$41,677		
27 Minimum Wage	Estimated effect of legislated minimum wage increase		\$51,256		
28 Administration					
28 a) Healthy Kids Challenge	Program ends September 30		\$4,088		
28 b) Administration	Various accounts adjusted to reflect actual experience		(\$1,754)		
28 Parks					
28 a) Parks - General	Reduction in Internal Repayment		(\$350,557)		
28 b) Parks - General	Increase in Transfer to Capital for truck purchase and water safety equipment		\$57,300		
28 c) Various Program Related	Increases in revenue particularly mooring fees		(\$36,700)		
	Various accounts adjusted to reflect actual experience		(\$13,138)		
28 d) Salaries & Benefits	Increase related to reallocation of seasonal staffing levels		\$47,763		
29 Facilities					
29 a) Building Repairs	EBMA - remove 2017 one time increase		(\$14,716)		
29 b) Building Repairs	Centennial Aquatic Centre - reduce to reflect actual experience		(\$21,400)		
29 c) Equipment Repairs	Increase to reflect actual experience		\$12,200		
29 d) Grounds Repairs & Maint	Reduction to reflect actual experience		(\$10,000)		
29 e) Ice Plant Maintenance	Central Park Arena - compressor rebuild \$7,000 Outdoor Ice Surface - replace safety devices - \$11,600	one time increase	\$18,600		
29 f) Salaries & Benefits	Increase related to salary and benefit annualization		\$95,713		
29 g) Staff Training	Increase for legislated recertifications		\$7,273		
29 h) Utilities	Estimated increase for 2018		\$7,065		
29 i) Various	Various accounts adjusted to reflect actual experience		\$11,846		

2018 Net Unavoidable Increases

Program/Variance	Explanation		Major Components		
30 Recreation Services					
30 a) Revenue	Estimated increase in revenues		(\$36,250)		
30 b) Annual Support	Increase in costs for licensing of new on line software as well as training and annual maintenance costs		\$30,000		
30 c) Credit Card Discount	Increase to reflect actual experience		\$8,000		
30 d) Office Supplies	Increase to reflect actual experience		\$2,000		
30 c) Program Fees	Increase to reflect actual experience		\$4,750		
30 d) Program Supplies	Increase in Masters Swim Coach fees		\$6,000		
30 e) Promo, Publicity & Marketing	Increase due to reallocating the Activity Guide production to Recreation Services from Culture & Events		\$17,100		
30 f) Pool Programs	Reduction in employee benefits to reflect actual results		(\$20,810)		
30 g) Sailing School	Reduction in Sponsorship Revenue and increases in costs		\$5,159		
30 h) Various	Various accounts adjusted to reflect actual experience		\$1,510		
31 Culture and Events					
31 a) Collingwood Elvis Festival	Net estimated increase in costs		\$30,032		
31 b) Special Events	Net decreases in: Canada Day Event \$3,000 Winter Festival Event \$4,000 Live & Original Event \$500		(\$7,500)		
31 c) Special Events	Net increase in: Sidelaunch Event \$14,910 Winter Wonderland Event \$4,800		\$19,710		
31 d) Event Facilitator	Various accounts adjusted to reflect actual experience		\$4,452		

2018 Net Unavoidable Increases

Program/Variance	Explanation		Major Components		
31 e) Administration	Revenue reduction \$4,000 Event Insurance \$3,200 Office Supplies \$2,000 Simcoe Street Theatre \$22,600 Less: Activity Guide costs (\$16,800)		\$15,000		
31 f) Various	Minor adjustments in several accounts		(\$895)		
31 g) Arts & Culture	Reduction in transfer to Reserve since the reserve has reached the target balance.		(\$5,000)		
31 h) Museum	Net increase in various operating costs		\$9,823		
			(\$10,403)		

2018 Net Unavoidable Increases

Program/Variance	Explanation	Major Components
Planning and Development	Net Change - Increase of	(\$37,472)
32 Inflationary Increases		\$7,962
33 Planning		
33 a) Employee Benefits	Decrease in OMERS contributions	(\$19,627)
33 b) Revenues	Net increase in revenues due to increase in planning applications	(\$11,002)
33 c) Various	Minor adjustments to several accounts in Planning and Heritage	\$97
34 Marketing and Development		
34 a) Other Municipalities	Reduction in County funding as per agreement	\$12,500
34 b) Salaries & Benefits	Adjustment to base budget to reflect inclusion of summer student at the BDC and reflect more closely actual results	\$12,598
34 c) SBEC	Reduction in cash contribution. The Town will continue to support the SBEC and its programs through in-kind support - accounting, payroll, HR and IT services as well as the provision of facilities.	(\$40,000)
		(\$37,472)

2018 Net Unavoidable Increases

Program/Variance	Explanation		Major Components		
Municipal Service Boards					\$180,946
35 Airport					
35 a) Other Municipalities	Reduction of funding from other municipalities			\$25,000	
35 b) Aviation Fuel	Increase in fuel purchases offset by increased fuel sales			\$5,000	
35 c) Clearview Taxes	Increase in Clearview taxes. These are recoverable through the hangar rental fees			\$20,000	
35 d) Credit Card Discount	Increase to more closely reflect the actual experience			\$5,000	
35 e) Insurance	Increase to more closely reflect the actual experience			\$8,790	
35 f) Survey/Appraisal	Consulting costs related to the potential sale of the airport.			\$60,000	
35 g) Various	Net increases in various operating costs			\$1,434	
36 Library					
36 a) Inflationary Increases				\$13,764	
36 b) Minimum Wage	Effect of minimum wage increase			\$15,005	
36 c) Transfer from DC Reserve Funds	Reduce to reflect DC collections			(\$10,000)	
36 d) Salaries & Benefits	Estimated increase related to reclassification			\$12,820	
36 d) Various	Net increases in various operating costs			\$24,133	
				<u>\$180,946</u>	
Tax Related					\$20,000
39 Capital Levy Revenue				(\$4,000)	
40 Supplementary Tax Revenue	Increase supplementary tax revenues to reflect the potential net increase from reassessments during 2017			(\$145,000)	
41 Penalties & Interest	Reduce to more closely approximate actual results			\$20,000	
43 Capital Levy Reserve Fund Transfer				\$149,000	
				<u>\$20,000</u>	

2018 Net Unavoidable Increases

Program/Variance	Explanation		Major Components		
Reconciliation:					
	Amount to be raised through taxes per 2017 Approved Budget			\$30,142,221	
	Net 2018 Unavoidable Increases			<u>\$498,383</u>	\$498,383
	Amount to be raised through taxes per 2018 Preliminary Budget			<u><u>\$30,640,604</u></u>	

2018 Budget

Capital Summary




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	-

 Transportation Roads/Overhead	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	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	10,000	-	-	-	-	-	-	-	-	10,000	-
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	-
		5,448,000	-	2,179,300	-	-	340,000	-	-	1,150,000	1,778,700	-


Transportation Transit	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Provincial / Federal/ Other Grants	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	-

												
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	-	-	-	-
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	-
		2,328,500	64,800	1,240,706	-	-	250,000	60,000	-	-	712,994	-

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	-


 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	-

 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	-	-	-	-	620,186	-	-	-	1,399,814	-
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					1,316,622				3,754,378	

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		26,929,625	429,950	8,878,106	30,000	540,500	2,981,122	73,000	76,500	1,914,000	11,951,947	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
	<u>1,914,000</u>

Reserve Funds	
Parking	188,000
Water	4,409,600
Wastewater	3,865,878
Lifecycle	2,730,225
10% Non DC	325,244
Land Acquisition	350,000
Waterfront Master Plan	75,000
Buidling	8,000
	<u>11,951,947</u>

Note: Project priority

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

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

Backup Generator Townhall	Contingency Capital	200,000
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CPA Bollards & Signage	Contingency	10,000
Vehicle replacment PW	PW reserve	1,025,000
Large Tools PW	PW reserve	20000
LED Lights	LED reserve	90000
Sailing school Boats	Mayors Golf	11000
Library PC replacement	Library Internet	5000
Study Desk Library	Library Internet	2500
		<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
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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	10,000
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>2,730,225</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
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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
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>325,244</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		1,399,814
Diesel Generator		75,000
Ultra Violet		785,000
Inflow & Infiltration		50,000
Vehicles		35,000
		<u>3,865,878</u>

2018 Budget

Unmet Needs

2018 Unmet Needs

Program/Description of Change		Service Impact	Increase	Impact on Tax Rate	Cost per \$100,000 CVA	Recommend for Addition
BASE BUDGET			\$30,640,604	(3.45%)		
OPERATING						
General Government						
1	Human Resources	Requesting an increase in Staff Training to provide organization wide training such as Project Management, Risk Mangement etc.	\$15,000	0.05%	\$0.36	
Public Works						
2 a)	Engineer or Senior Engineering Technologist	With the increase in development applications, current staff are working overtime to keep up with demand. The cost of this position will be recovered through the Engineering fees charged to developers and should not affect the tax base.	\$56,250	0.18%	\$1.33	
2 b)	Engineer or Senior Engineering Technologist	Increase in Engineering Fees to fund the position for 2018	(\$60,000)	(0.19%)	(\$1.42)	
3	Asphalt Crack Sealing	Sealing the cracks in our asphalt roads is a preventative measure that can extend the road surface life significantly	\$20,000	0.06%	\$0.47	
4	Traffic Signs and Markers	Implementing a durable paint program for the main roads. The legislation related to water based paints have increase the need to repaint the lines annually	\$20,000	0.06%	\$0.47	
5	Winter Control	Additional seasonal staff is required in order to maintain the legislated required hours of work. The request is for four additional seasonal plow drivers.	\$34,000	0.10%	\$0.80	
Parks, Recreation & Culture						
6	Healthy Kids Community Challenge	The program offically ends September 30, 2018. This request is to retain the staff until the end of the year	\$15,690	0.05%	\$0.37	
7	Parks - Greenspace	Requesting one additional seasonal staff	\$22,600	0.07%	\$0.54	

2018 Unmet Needs

Program/Description of Change		Service Impact	Increase	Impact on Tax Rate	Cost per \$100,000 CVA	Recommend for Addition
8	Parks - Greenspace	Requesting one Park Ambassador to assist with both Parks and Events	\$10,400	0.04%	\$0.24	
9	Parks - Neighborhood Parks	Requesting one additional seasonal staff	\$21,600	0.06%	\$0.51	
10	Parks - Shipyard Walkway	Requesting funding for snow removal along the Promenade	\$27,000	0.09%	\$0.64	
11	Facilities - Administration	Requesting funding to attend the World Aquatic Health Conference	\$2,050	0.01%	\$0.05	
12	Facilities - Central Park Arena	Requesting funding to replace TV and computer for dressing room assignments	\$3,000	0.01%	\$0.07	
13	Facilities - Central Park Arena	Requesting funding for additional Ice Rrsurfacer repair	\$2,400	0.01%	\$0.06	
14	Facilities - EBMA	Requesting funding to replace TV and computer for dressing room assignments and purchase some chairs	\$3,250	0.01%	\$0.07	
15	Facilities - Outdoor Ice Surface	Requesting funding for additional Ice Rrsurfacer repair	\$1,800	0.01%	\$0.04	
16	Facilities - Curling Club	Requesting funding for additional maintenance on the aging structure	\$2,000	0.01%	\$0.05	
17	Events	Requesting one Park Ambassador to assist with both Parks and Events	\$11,440	0.03%	\$0.27	
18	Events - Sidelaunch Days	Requesting funding to incorporate a wakeboard competition into the festival	\$12,500	0.04%	\$0.29	26

2018 Unmet Needs

Program/Description of Change	Service Impact	Increase	Impact on Tax Rate	Cost per \$100,000 CVA	Recommend for Addition
19 Culture	Requesting funding to reestablish a Reserve for the purchase of public art	\$5,000	0.02%	\$0.12	
20 Museum	Requesting funding to a part-time position for an Educational Programmer	\$14,440	0.04%	\$0.34	
Marketing and Business Development					
21 Special Projects	Requesting funding to pilot a Tech Business Attraction Program	\$15,000	0.05%	\$0.36	

TOTAL OPERATING UNMET NEEDS	\$255,420	0.81%	\$6.03
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Budget Parameters With Inclusion of ALL Unmet Operating Needs **\$30,896,024 (2.64%)**

2018 Unmet Needs

Program/Description of Change		Service Impact	Increase	Impact on Tax Rate	Cost per \$100,000 CVA	Recommend for Addition
CAPITAL						
General Government						
1	Clerk Services - Communications	Develop and install new integrated information kiosk(s) in municipal facilities, beginning with Townhall with the goal of providing accessible, enhanced customer service.	\$21,650	0.07%	\$0.51	<input type="checkbox"/>
Parks, Recreation and Culture						
2	Sailing School Building	Interior repairs are necessary for health & safety reasons	\$35,000	0.16%	\$0.83	<input type="checkbox"/>
3	Culture	Restoration of the "Heading Dockside" mural	\$14,500	0.06%	\$0.34	<input type="checkbox"/>
4	Events	Replacement of deteriorating fencing to mitigate potential safety risk to the public.	\$15,000	0.06%	\$0.35	<input type="checkbox"/>
5	Events	Portable bleachers for events	\$4,000	0.02%	\$0.09	<input type="checkbox"/>
6	Events	People Movers - 10 person golf cart	\$15,000	0.06%	\$0.36	<input type="checkbox"/>
Airport						
7		Continued Hangar development plan - gravel for taxiway and electrical improvements	\$32,500	0.16%	\$0.77	<input type="checkbox"/>
TOTAL CAPITAL UNMET NEEDS			\$137,650	0.43%	\$3.25	
TOTAL UNMET NEEDS TO CONSIDER			\$393,070	1.24%	\$9.28	

Budget with ALL Unmet Needs Included

\$31,033,674 (2.21%)

2018 Budget

2015 - 2018 Staff Complement

Staff Complement Report – 2018 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:

1. 2016 Activity shows full time equivalents increased 21.53
 - Water Department added 18.00
 - Finance added Manager of Finance and Procurement Officer 2.00
 - 3 Co-op Students added equaling 0.99
 - 1 Seasonal Parks person added 0.50
 - Customer Service Representative positions added equaling 1.04
 - Library reduced staffing by **-1.00**21.53

2. 2017 Activity shows full time equivalents increased 4.91
 - Addition of HR Coordinator and Assistant to CAO position 0.25
 - 3 Information Technology positions 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 0.664.91

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>