



Town of Collingwood 2024 Proposed Municipal Budget

Draft 2

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INTRODUCTION

2024 is a year where Collingwood businesses and residents are being faced with continued economic uncertainty, with increasing interest rates and inflation.

This is the beginning of the second year for a new Council where new strategic goals and priorities will be set to continue to move the Town forward in a renewed vision and mission.

This will create a set of work that will set town leadership up for success in 2024 and beyond.





2024 Municipal Pressures

When looking back over the last number of years, the Town (and really all municipalities) have had increasing significant financial pressures some of these pressures include:

- The downloading of responsibilities from senior levels of government (e.g. Affordable Housing and Homelessness pressures);
- Increases in operating costs (e.g. Insurance and increasing Policing Costs; as well as inflationary and supply chain pressures that have driven costs of essential supplies and construction);
- Declines in sources and amounts of revenue (e.g. OCIF funding decreases);
- Cost pressures resulting from lifecycle maintenance requirements from an aging infrastructure (as we include the non-core assets into the Asset Management Plan these pressures);
- Demands for new services or increases in service levels from Council and the community;
- The Judicial Inquiry at a cost of \$8.5M;
- Changes in taxpayers' expectations and values as they relate to the services and programs provided by their municipal governments;
- Changes in policy, legislative and regulatory instruments, especially at the Provincial tier, has added significant pressure, especially related to timelines and fee refunds within Development Management; and
- Resident and business demands to limit property tax increases.

Staff and Council have worked extremely hard over the last several years to introduce efficiencies and create innovative solutions to manage this huge dichotomy (i.e. All of the increased costs and pressures noted above alongside the continued desire to maintain tax rate increases at a low level). As staff continue to develop the Strategic Financial Plan it will identify and prioritize the resources needed to achieve strategic objectives by managing the financial sustainability and financial vulnerability and ensuring financial flexibility, while also supporting efficient and effective delivery of programs and services





BUDGET CONCEPTS

Town Property Taxes and other Incomes

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

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

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

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

To put these amounts in context the Town's total Operating and Capital Expenditures for 2023 was \$130.0 Million, while the total municipal tax levy was \$38.8 Million.

Municipal Land Taxes vs. Development Charges

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

Development charges are fees collected from developers at the time a building permit to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, transit, water and sewer infrastructure, community centres and fire and police facilities. You will see in the Capital portion of the budget where growth-related projects are funded from the DC reserves and not the tax base. If the original developer did not initially install the assets (e.g., sidewalks, lights, trails, roadways), then if desired the current owners can pay for them under a special assessment.





BUSINESS PLANS

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

The 2024 Operating Budget Charts contained within each Business Plan provides an overview of the Proposed 2024 Operating Budgets for each Program by major expense/revenue categories. The following is a description of what expenses/revenues are included in each category.

EXPENSES

Administrative Expenses

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

Equipment Related

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

Financial Expenses

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

Information Technology and Communications

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

Legal Expenses

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





BUSINESS PLANS CONTINUED

Long Term Debt Servicing

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

Operating Expenses

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

Personnel and Training

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

Premise and Site

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

Purchased Services

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

Salaries and Benefits

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

Transfers to Capital

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





BUSINESS PLANS CONTINUED

Transfers to Town Reserves and Reserve Funds

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

Utilities

Includes hydro, natural gas, propane, and water.

Vehicle and Fleet Related

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

REVENUES

Donations

Includes revenues received from external parties as a donation.

Government Transfers

Includes revenues received from the Federal and Provincial government.

Investment Income

Includes interest income generated from the Town's investments.

Other

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

Other Municipalities

Includes funds received from other municipalities.





BUSINESS PLANS CONTINUED

Rentals and Concessions

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

Transfers from Obligatory Reserve Funds

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

Transfers to Town Reserves and Reserve Funds

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

User Charges

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





2024 Proposed Budget – Draft 1 -Background

As part of the September 25th, 2023, Committee of the Whole meeting, staff prepared a report of the current economic outlook (CPI at 3.8%), and an overview of previous years' tax rates (from 2019 – 2023 the tax rate increase has been 0.54%). A proposed guideline was put forward by staff to begin the 2024 budget process with a tax rate of 5.0%, this proposed guideline took into consideration the ongoing inflation that is being experienced in both operational and capital programs as well as the pressure of ensuring that the Town continues to provide the programs and services at a level that is expected from our residents and businesses. The direction staff received was to complete the first draft with a base budget of 2.0% and provide members of Council a list of priorities for consideration.

At the time the guidelines were prepared including inflationary items (Utilities, Insurance, Fuel, COLA, Benefits) and growth the total municipal levy was at \$41.7M in comparison to \$38.8M from 2023, this meant an increased tax rate of 5.93% (well over the 2.0% guideline). Staff worked exceptionally hard to reduce where possible and search for additional efficiencies some which included:

1. Deferring growth-related increases to services, for example delaying vehicle purchases and/or staff increases to complete a greater capacity of work with the same equipment and staff (i.e. Increased population and greater number of kms of roads/trails/sidewalks to maintain);
2. Remove Taxi Licensing and add the Administrative Monetary Policy to improve staff efficiencies;
3. Incorporated Energy savings from various building projects (LED lighting and pool cover);
4. Confirm where printers are still required and reduced maintenance contracts;
5. Reduced staff training where possible while keeping employee engagement in mind; and
6. Increased revenues where possible i.e. completing the review on the Development Management process to assist in improving efficiencies and collecting the appropriate application fees for Planning, Building and Engineering Services; increasing user rates to reflect CPI increases; adding new revenues where applicable.





2024 Proposed Budget – Draft 1 –Background Cont'd

As part of the October 16th, Draft 1 presentation, staff presented a “back to the basics” approach and through all of this work and adjustments staff were able to meet the 2% guideline. However, this was not without risk. There remains increased pressure on the Town to be able to continue to deliver the programs and services expected and ensure that the Town is financially secure well into the future. Additionally, this did not include any priority investments, for example staff held the Affordable Housing investment at \$124K and the Asset Management investments are only slightly higher than the 2023 amounts (\$124K in additional investment in 2024), these levels of investment are much less than required.

The programs and services the Town provides is mainly supported by taxes, user fees and grants, one of the largest and most critical costs is Asset Renewal and as the Town grows and ages this becomes increasingly more difficult without appropriate tax increases. As described in the guidelines report the CPI has far outpaced the tax rate increases.





2024 Proposed Budget – Draft 2 -Background

Based on the fine-tuning of the base to adjust for an increase in the Nottwasaga Valley Conservation Authority, recovery for the Engineering Manager and refinement of wages with updated contracts, the base is now at a tax rate increase of 2.2%.

The Service Enhancements that were included following the last meeting of Council a total of \$612,024 was added which includes the following:

- Affordable Housing top-up to \$350,000 investment - \$224,000;
- New Website and Engagement Portal - \$128,500;
- Excess Fill Removal from the PW yard - \$127,500 – note this amount was refined to assume that the fill is Class 2 or better and can be disposed of much easier, however it is important to note that if the fill is considered to be contaminated additional funding may be required in future years;
- AODA Contract position - \$97,424;
- Climate Change Specialist contract to Full time position - \$15,000;
- Additional Customer Service Software Licenses - \$10,500; and
- Change in Title - System Support Coordinator to IT Systems Administrator - \$9,100.

This results in a tax rate change of 3.75% (inclusive of the updated 2.2% tax rate increase for the base).





2024 Proposed Budget – Draft 2 –Background Cont'd

This results in a tax rate change of 3.75% (inclusive of the updated 2.2% tax rate increase for the base).

Year	Total Municipal Levy	Yr over Yr % Change	Local Municipal Tax Rate	Yr over Yr % Change
2019	\$ 32,472,653	4.81%	0.71953%	-2.03%
2020	\$ 33,933,028	4.50%	0.70543%	-1.96%
2021	\$ 35,181,570	3.84%	0.70417%	-0.18%
2022	\$ 36,779,741	4.54%	0.71821%	2.00%
2023	\$ 38,760,746	5.39%	0.73763%	2.70%
2024 Draft #2	\$ 40,977,469	5.72%	0.76525%	3.75%
Total increase from 2019 - 2024:				4.29%

Which then means an impact of \$90.33 on a median assessed household annually or \$7.53 per month as detailed in the table below:

Year	Median Assessed Home	Local Municipal Tax Rate	Local Municipal Tax Amount	Local Municipal Tax Amount Change
2019	\$ 319,000	0.71953%	\$ 2,295	-\$ 46.59
2020	\$ 327,000	0.70543%	\$ 2,307	\$ 11.46
2021	\$ 327,000	0.70417%	\$ 2,303	-\$ 4.12
2022	\$ 327,000	0.71821%	\$ 2,349	\$ 45.91
2023	\$ 327,000	0.73763%	\$ 2,412	\$ 63.51
2024 Draft #2	\$ 327,000	0.76525%	\$ 2,502	\$ 90.33
Total increase from 2019 - 2024:				\$ 160.49





2024 Proposed Budget - Programs & Services

The Town of Collingwood is moving toward a service based budget. This approach will mean we are able to clearly identify the work that staff does and what the Town as a whole is trying to accomplish (i.e. the mission of the Town). This information will benefit us in:

- Having a clear understanding of what the current resources (human and financial) are delivering and to what level of service;
- Setting out and defining who can make what decisions;
- Allocating the resources effectively;
- Creating a framework to enable the creation and improvement of performance measures;
- Identifying best practices and efficiencies;
- Ensuring that there isn't a duplication of efforts and that the efforts are being conducted by the appropriate resource; and
- Being the framework for risk management analysis.

What is a service?

A Service provides outputs that satisfy clients needs and contributes to achieving the Program's outcomes. The Services that we select to accomplish each Program's Objectives are our "Program Strategy", or in other words the approach that we take to accomplish outcomes in the community. Services use resources (such as people and money) in processes to create their output.





2024 Proposed Budget - Programs & Services

The Town's Programs & Services

Included on the next page is a visual chart laying out what staff have defined as the current programs and services, and in some cases sub-services. This document has helped guide our current budget. The programs we are currently defining are:

- Development & Growth – Plan and deliver a physically complete community and support economic success
- Environmental Management, Conservation & Sustainability - Manage, mitigate and improve environmental impacts today and for the future
- Community Standards & Safety - Set community standards so all can enjoy the community and enhance the safety of individuals and property within the community
- Community Health & Well-being - Inspire and support the physical and mental well-being of all people in our community through inclusive opportunities that foster social interactions and a sense of place and belonging
- Arts, Culture & Heritage – Recognize and strengthen arts, culture and built heritage within the community
- Community Access & Mobility - Integrated, safe and accessible movement of people and goods across multiple modes of transportation (e.g., active, transit, cars, etc.)
- Municipal Governance & Civic Engagement - Effective, responsible and accountable governance and two-way engagement of residents, businesses and visitors
- Corporate Services - Excellence in the administration of the Municipal government

This is a work in progress that has evolved over the last year and will continue to be further refined. You will note that throughout the budget book that in some cases not all of the subservices identified have yet been reallocated financially, however as we evaluate the chart of accounts and rethink the services appropriate allocations will be made.



PROGRAMS & SERVICES

PROGRAMS

Development & Growth	Environmental Management, Conservation & Sustainability	Community Standards & Safety	Community Health & Well-being	Arts, Culture & Heritage	Community Access & Mobility	Municipal Governance & Civic Engagement	Corporate Services
Plan and deliver a physically complete community, and support economic success	Manage, mitigate and improve environmental impacts today and for the future	Set community standards so all can enjoy the community and enhance the safety of individuals and property within the community	Inspire and support the physical and mental well-being of all people our community through inclusive opportunities that foster social interactions and a sense of place and belonging	Recognize and strengthen arts, culture and built heritage within the community	Integrated, safe and accessible movement of people and goods across multiple modes of transportation (e.g., active, transit, cars, etc.)	Effective, responsible and accountable governance and two-way engagement of residents, businesses and visitors	Excellence in the administration of the Municipal government

SERVICES

<div><div><div>Growth Planning*<div>Land Use</div><div>Parks, Rec and Culture*</div><div>Roads & Active Transportation</div><div>Stormwater Wastewater Linear*</div><div>Wastewater Overall* Water*</div><div>Development Charges*</div></div></div><div><div>Development Management *<div>Planning Act Applications</div><div>Committee of Adjustment</div><div>Third Party Peer Reviews</div><div>Development Agreements</div><div>Provision of Conditions & Requirements *</div><div>Administration of Approved Planning Applications & Agreements</div><div>Rights of Way, Encroachments & Easements</div></div></div><div><div>Right of Way Utility Consents</div></div><div><div>Economic Development*<div>Business Retention & Expansion</div><div>Investment Attraction</div><div>Tourism Promotion & Support</div><div>Business Support</div><div>Business Encroachments *</div></div></div><div><div>Housing Supports<div>Affordable Housing Initiative</div><div>Social Housing</div></div></div></div>	<div><div><div>Climate Change Action<div>Climate Action Plans</div><div>Energy Mgmt</div></div></div><div><div>Wastewater Non-linear & Treatment Operations & Maintenance<ul style="list-style-type: none">- Pump Stations- Third Party Services-Septage treatmentNon-Linear Asset Management Planning</div><div>Non-Linear Capital Projects Delivery</div></div><div><div>Stormwater Management<div>Asset Mgt & Capital Work</div><div>Operations & Maintenance</div></div></div><div><div>Environmental Containment</div></div><div><div>Source Water Protection</div></div><div><div>Ontario Building Code Admin & Enforcement</div></div></div>	<div><div><div>Community Standards*<div>Bylaw Development & Enforcement</div><div>Private Enforcement</div><div>Animal Control</div><div>Business Licencing *Property</div><div>By-law Admin *</div></div></div><div><div>Police</div></div><div><div>Fire<div>Fire Prevention & Public Education</div><div>Fire Suppression & Emergency Response</div></div></div><div><div>Emergency Management</div></div></div>	<div><div><div>Parks, Trails & Amenities Parks, Trails and Amenities<div>Marina & In-Water services</div><div>Noxious Species Mgt</div><div>Urban Forestry/ Tree Canopy Protection**</div></div></div><div><div>Community Recreation Spaces*</div></div><div><div>Community Gathering Space (Library)</div></div><div><div>Community Recreation Activities*</div></div><div><div>Library Community Activities</div></div><div><div>Building Community Well-being & Inclusion</div></div><div><div>Water Treatment & Distribution<div>Asset Mgt Planning</div><div>Capital Project Delivery</div><div>Operations & Maintenance<ul style="list-style-type: none">- Operations- Third Party Services</div><div>Backflow Prevention</div></div></div></div>	<div><div><div>Conservation & Promotion of Heritage & Culture *<div>Museum Collection</div><div>Cultural Diversity & Inclusion</div><div>Heritage Permits</div><div>Heritage Incentives</div><div>Heritage Committee</div></div></div><div><div>Community Arts & Culture<div>Build Arts & Culture Capacity</div><div>Public Art Promotion & Awareness</div><div>Museum Activities*</div></div></div><div><div>Community & Public Events</div></div><div><div>Circulation & Curation of Library Materials</div></div></div>	<div><div><div>Roads & Active Transportation*<div>Asset Mgt</div><div>Capital & Minor Capital Projects Delivery</div><div>Operations & Maintenance</div><div>ROW Permits and Locates</div><div>Parking Payment & Enforcement *</div><div>Crossing Guards *</div></div></div><div><div>Transit</div></div><div><div>HR Operations<div>Compliance, Health & Safety</div></div></div><div><div>Talent Management<div>Labour Relations</div><div>Succession Planning</div><div>Performance Management</div><div>Compensation & Benefits</div><div>Talent Acquisition</div></div></div><div><div>Employee Experience</div></div><div><div>Other Engineering Services *</div></div></div>	<div><div><div>Governance Support*<div>Parliamentary Procedures & Clerking</div><div>Accountability</div><div>Council Relations & Support</div></div></div><div><div>Communications<div>Internal Communications</div><div>External Communications</div></div></div><div><div>Public Commissioner*</div></div><div><div>Vital Statistics*</div></div><div><div>Municipal Elections Support*</div></div><div><div>Records* Records Management FOI</div></div><div><div>Council Representation</div></div><div><div>Corp Facilities Mgmt<div>Corp Fleet Mgmt</div><div>Asset Disposal & Sale</div></div></div><div><div>Corp Fleet Mgmt<div>Corp Fleet Mgmt</div><div>Asset Disposal & Sale</div></div></div><div><div>Municipal Law Enforcement*</div></div><div><div>Customer Service*<div>Corp Office Support</div></div></div></div>	<div><div><div>Strategic Planning & Leadership (CAO)</div></div><div><div>Strategic Planning & Leadership (Library CEO)</div></div><div><div>Legal*<div>Legal Advice & Corp Agreements</div><div>Land Needs, Acquisition & Disposal</div><div>By-Law Appeals and Municipal & Provincial Prosecution*</div></div></div><div><div>Risk Mgmt*<div>Enterprise Risk Management</div><div>Insurance</div></div></div><div><div>Procurement Support *</div></div><div><div>Corporate Finance<div>Financial Budgeting & Planning</div><div>Financial Accounting & Reporting</div><div>Cash Mgmt</div><div>Debt Mgmt</div><div>Taxation</div><div>Asset Management</div></div></div><div><div>Information Technology<div>Network Infrastructure</div><div>Maintenance & Support</div><div>Business Applications</div><div>GIS and Data</div><div>Telecommunications Support</div><div>End User Technology Support</div><div>Asset Disposal and Sale</div></div></div></div>
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Tasks Included in All Services

(Effort spent on these tasks should be considered in determining FTE hours to produce the service deliverables.)

- Customer Service delivery, unless MOU'd to Corporate Customer Service and website information management
- Management (including hiring/terminations), supervision, training and performance review of staff
- Engaging in professional development for skills to deliver the service/contribute to the organization
- Creating and monitoring Service's budget including the updating of service fees and charges
- Setting and seeking endorsement of Service's levels of service; community engagement
- Strategic and Operational Planning for the Service including Master Plans
- Procurement (developing and issuing PO's, managing deliverables), coding and approving accounts payable invoices
- Applying for funding and managing grants
- Asset management including maintenance/updating
- Prepare reports (memos, staff reports), make recommendations/ presentations, and attend Council/Committee, Senior Management, community group, public and/or other meetings, as required.
- Providing input to Council and initiatives corporately or in other Services related to this Service
- Development and continuous improvement of Service's bylaws, policies, procedures, guidelines, etc , including keeping up with industry/service best practices and legislative requirements
- Participating in committees and task forces directly related to the service or organizational goals/legislative compliance
- Managing office supplies, unless MOU'd to someone else (e.g. CCS for Town Hall)
- Input to Risk Management, Insurance and Claims
- Understanding and complying with internal policies such as document management, privacy and FOI requirements
- Ensuring decision making and administration is done in a professional, accountable and transparent manner (BD)



2024 Proposed Budget – Draft #2

Budget Overview

BUDGET OVERVIEW - 2016-2024

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

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Proposed Budget
Operating	\$52.1	\$54.8	\$55.5	\$60.1	\$59.9	\$62.1	\$64.3	\$66.7	\$69.7
Capital	\$15.0	\$26.5	\$27.0	\$33.0	\$33.4	\$38.7	\$51.6	\$63.3	\$85.3
Total	\$67.1	\$81.3	\$82.5	\$93.1	\$93.3	\$100.8	\$115.9	\$130.0	\$155.0

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

	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Proposed Budget
Tax Levy	\$28.9	\$30.1	\$31.0	\$32.5	\$33.9	\$35.2	\$36.8	\$38.8	\$41.0





2024 Proposed Budget – Draft #2

Summary by Program

Program	2022 Actual	2022 Budget	2023 YTD Actual as at Oct-22-23	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Development & Growth	\$ 7,484,643	\$ 8,920,403	\$ 5,401,825	\$ 8,593,120	\$ 6,683,515	-\$ 1,909,604
Wastewater Services	8,432,847	8,003,059	3,513,691	8,611,019	8,551,019	(60,000)
Water Services	14,811,803	8,070,426	4,015,890	7,832,476	8,152,476	320,000
Community Standards & Safety	11,306,668	11,525,801	8,573,523	11,273,485	12,107,259	833,773
Community Health & Well-being	5,664,000	5,964,431	4,774,672	6,804,678	6,718,444	(86,234)
Arts, Culture & Heritage	3,035,958	3,208,472	2,721,016	3,535,723	3,692,379	156,656
Community Access & Mobility	6,428,260	6,068,175	4,276,677	6,424,935	9,340,962	2,916,027
Municipal Governance & Civic Engagement	1,930,877	2,078,270	1,597,108	2,294,481	2,780,218	485,737
Corporate Services	10,492,717	10,456,680	6,759,652	11,297,082	11,677,138	1,041,113
Total	\$ 69,587,774	\$ 64,295,718	\$ 41,634,054	\$ 66,666,999	\$ 69,703,410	3,036,411
Less:						
Capital Levy	\$ 308,437	\$ 300,000	\$ 320,097	\$ 315,000	\$ 330,750	\$ 15,750
Tax Related Revenues	37,600,732	1,307,000	39,793,814	1,497,704	1,497,704	\$ -
Non-Tax Revenues	31,678,605	25,908,977	20,915,115	26,093,549	26,897,487	\$ 803,938
Total to be raised by Taxes	\$ -	\$ 36,779,741	-\$ 19,394,972	\$ 38,760,746	\$ 40,977,469	\$ 2,216,723





2024 Proposed Budget – Draft #2

Summary by Expense Type

	2022 Actual	2022 Budget	2023 YTD as at Oct-22-23	2023 Budget	2024 Budget	% CHG
Expenditures:						
Salaries and Benefits	\$ 24,496,811	\$ 25,296,480	\$ 20,605,758	\$ 26,785,055	\$ 28,984,746	8.2%
Administrative Expenses	2,255,332	2,535,111	1,661,698	2,017,078	2,146,714	6.4%
Operating Expenses	4,155,462	3,878,889	2,449,174	3,773,215	4,211,992	11.6%
Information Technology and Communications	926,154	1,012,372	821,418	1,112,317	1,432,392	28.8%
Financial Expenses	1,557,534	1,624,643	1,585,595	1,772,111	2,113,811	19.3%
Personnel and Training	488,030	729,689	476,328	730,726	739,851	1.2%
Utilities	2,219,440	2,592,985	1,670,161	2,752,600	2,711,400	-1.5%
Equipment Related	455,077	733,240	582,933	982,735	1,272,535	29.5%
Vehicle and Fleet Related	1,053,049	1,845,633	747,147	1,755,247	1,831,634	4.4%
Purchased Services	9,536,595	10,851,935	6,647,029	11,220,192	12,735,685	13.5%
Long Term Debt Servicing	4,212,616	4,635,296	2,196,816	4,494,370	4,181,805	-7.0%
Premise and Site	1,919,799	1,851,257	1,290,871	1,833,068	1,759,429	-4.0%
Transfers to Capital	500,373	593,500	-	691,250	746,500	8.0%
Transfers to Reserves and Reserve Funds	16,233,874	6,114,689	2,696,833	6,747,035	5,835,500	-13.5%
Total Expenditures	\$ 70,010,146	\$ 64,295,718	\$ 43,431,761	\$ 66,667,000	\$ 70,703,994	6.1%
Revenues:						
Municipal Taxation	\$ 36,963,172	\$ -	\$ 39,311,618	\$ -	\$ -	N/A
General Tax Revenues	1,857,985	1,606,999	1,535,783	1,812,704	1,828,454	0.9%
User Charges	18,919,937	18,523,053	15,256,295	18,985,179	19,911,158	4.9%
Government Transfers	894,468	1,564,458	293,500	1,598,658	1,368,503	-14.4%
Investment Income	338,839	300,000	2,480,268	300,000	300,000	0.0%
Donations	125,819	158,350	148,166	166,350	170,350	2.4%
Rentals and Concessions	1,377,086	1,225,634	1,447,361	1,379,538	1,567,788	13.6%
Other	9,154,869	2,825,743	2,300,079	2,273,872	2,455,905	8.0%
Transfers from Obligatory Reserve Funds	226,352	254,091	-	359,091	689,991	92.1%
Transfers from Reserves and Reserve Funds	151,619	1,057,648	53,664	1,030,862	1,434,377	39.1%
Total Revenues	\$ 70,010,146	\$ 27,515,977	\$ 62,826,733	\$ 27,906,253	\$ 29,726,525	6.5%
Total Estimated Tax Levy	\$ 0	\$ 36,779,742	-\$ 19,394,972	\$ 38,760,746	\$ 40,977,469	5.7%

Town Staff Complement

	2022 FTEs	2023 FTEs	2024 Proposed	Notes
Development & Growth				
Growth Planning	1.25	1.25	1.25	
Development Management	13.15	13.15	13.15	
Economic Development	4.43	4.43	2.65	1
Ontario Building Code	7.15	7.15	7.15	
Housing Supports	1.00	1.00	1.00	
Environmental Management, Conservation & Sustainability				
WasteWater	9.10	10.10	10.10	
Community Standards & Safety				
Community Standards	4.97	4.97	6.55	2
Police	-	-	-	
Fire	32.11	32.11	32.11	
Community Health & Well-being				
Parks, Trails & Amenities	17.74	18.74	18.74	
Community Recreation Spaces	15.95	16.61	16.61	
Community Recreation Activities	11.77	11.77	10.57	3
Building Community Well-being	3.00	3.00	3.00	
Water Treatment	20.00	20.00	20.00	
Circulation Curation Library	19.21	19.21	19.21	
Arts, Culture & Heritage				
Conservation & Promotion of Heritage	4.83	4.83	4.83	
Community Arts & Culture	3.00	3.00	3.00	
Community & Public Events	2.10	2.10	2.10	
Community Access & Mobility				
Roads & Active Transportation	30.19	30.69	31.69	4
Transit	1.00	1.00	1.00	
Municipal Governance & Civic Engagement				
Governance Support	9.00	9.50	9.50	
Council Representation	9.00	9.00	9.50	5
Municipal Elections Support	-	-	-	
Communications	2.00	2.00	2.00	
Corporate Services				
Strategic Planning CAO	1.50	1.50	1.50	
Corporate Finance	10.00	10.00	10.00	
Information Technology	4.33	4.33	5.33	6
Talent Management (HR)	3.70	3.00	3.00	
Corporate Fleet & Facilities	6.00	6.00	6.00	7
Customer Service	6.70	8.03	9.03	8
Grand Total	254.18	258.47	260.56	

Notes

- 1 Contract positions expire in 2024 - Supervisor, Economic Development, SBEC Advisor, SBEC Summer Support - Note these positions are dependent on the Provincial Grant received annually.
- 2 Short Term Accommodations Staffing added to Draft 2.
- 3 Sailing School service retraction/removal from base budget.
- 4 Engineering, Manager - new
- 5 Admin Assistant, Mayor and Council - new
- 6 Systems Analyst - new
- 7 Contract position expires in 2024 - Climate Change Specialist. Added FT for Draft 2.
- 8 A.O.D.A Coordinator (contract) added to Draft 2.



MONTHLY COST* PER HOUSEHOLD PER PROGRAM

Development & Growth

\$17.37
Per month



Community Safety & Standards

\$61.75
Per month



Community Health & Well-being

\$26.12
Per month



Arts, Culture & Heritage

\$17.90
Per month



Community Access & Mobility

\$41.85
Per month



Municipal Governance & Civic Engagement

\$14.12
Per month



Corporate & Customer Services

\$28.95
Per month



Debt Mgmt (related to Other Services)

\$4.45
Per month



Asset Mgmt (related to Other Services)

\$17.65
Per month



* Monthly cost calculated on 12,895 households and the residential share of tax at 83.2% (includes tax-supported services only).



DEVELOPMENT & GROWTH

PROGRAM OVERVIEW

Plan and deliver a physically complete community and support economic success.

SERVICES

- Growth Planning
- Development Management
- Economic Development
- Ontario Building Code Administration
- Housing Supports
- Right of Way Utility Consents*
- Source Water Protection*

* Financial data for this service will be allocated to this program in future phases of the Programs & Services work.



GROWTH PLANNING

WHAT WE DELIVER

- Land use policies and regulations
- Growth Planning
 - Roads & Active Transportation
 - Stormwater
 - Parks, Recreation & Culture*
 - Wastewater Linear and Overall*
 - Water*
 - Development Charges*

* Financially reflected under other programs & services at this time.

MAJOR SERVICE OUTPUTS

- Prepare, monitor and update policy and regulatory instruments
- Respond to Provincial and Federal policy or legislative amendments
- Provide input into other Master Plans
- Staff reports and presentations
- Public consultation and Indigenous engagement
- Managing consultants
- Monitoring legislative and policy changes at all levels of government
- Capital Project Delivery
- Stormwater Asset Management Planning

2024 MAJOR DELIVERABLES

- Official Plan Review
- Zoning By-law Update
- OSIM Bridge Inspections
- Transportation Master Plan
- Stormwater Master Plan
- DC Background Study
- Transportation Master Plan
- Affordable Housing Master Plan - Implementation (pending budget approval)
- Public Realm Plan
- Short Term Accommodation Regulation
- Tree Protection Project
- Tourism Strategy Development (Pending MAT Implementation)
- Economic Development Action Plan Update/Refresh

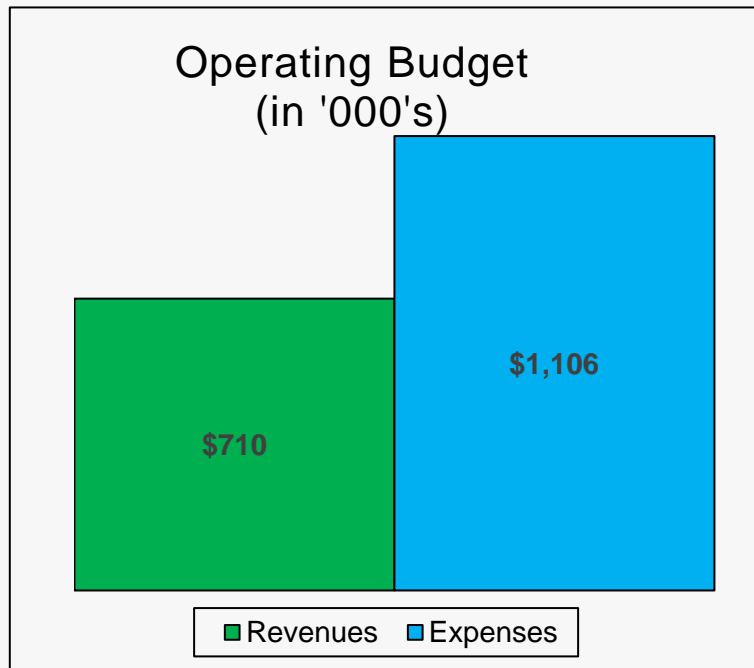




GROWTH PLANNING

REVENUE & EXPENSES

Cost per month per household: \$2.13



Net Tax Impact: \$396,001

WHO WE ARE

Director, Planning, Building & Economic Development	0.25
Senior Planner	1.00
Total FTEs	1.25



GROWTH PLANNING

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 28,275	\$ 350,000	\$ -	\$ 290,000	\$ 710,000	\$ 420,000
- Government Transfers	28,275	330,000	-	230,000	295,000	65,000
- Transfers from Obligatory Reserve Funds	-	20,000	-	60,000	360,000	300,000
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	55,000	55,000
Expenses / Expenditure	-\$ 33,413	-\$440,000	-\$ 440	-\$552,500	-\$1,106,001	-\$553,501
- Operating Expenses	- 5,139	- 40,000	- -	32,500	32,500	-
- Purchased Services	- 28,275	- 400,000	- 440	- 520,000	- 890,000	- 370,000
- Salaries and Benefits	-	-	-	-	183,501	- 183,501
Grand Total	-\$ 5,139	-\$ 90,000	-\$ 440	-\$262,500	-\$ 396,001	-\$133,501



DEVELOPMENT MANAGEMENT

WHAT WE DELIVER

- Planning Act applications
- Zoning compliance certificates and letters
- Third party peer reviews
- Development agreements
- Administration of approved planning applications and agreements
- Committee of Adjustment
- Rights of way, encroachments and easements
- Other Engineering Services*

* This is a service under the Corporate Services program; however, financial information has not been separated for this year.

MAJOR SERVICE OUTPUTS

- Field inquiries and manage pre-consultations
- Application circulation, review and recommendations to Council or Committees
- Staff reports, public meetings, presentations, and Indigenous engagement
- Staff delegated development approvals
- Zoning certificates and zoning compliance letters
- Development agreements pre and post approval
- Peer review services (contracted)
- Source water protection services (contracted)
- Manage OLT appeals and provide evidence
- Review and verify capacity and servicing requirements for developments.

2024 MAJOR DELIVERABLES

- Development Process and Fees Review - Implementation (pending budget approval)
- Ontario Land Tribunal Appeals
- Grain Terminals Revitalization
- Cityview Review
- Other corporate projects requiring planning review (e.g. WTP design, parks, public realm enhancements)

MAJOR SERVICE OUTPUTS (continued)

- Administer subdivision agreements
- Construction monitoring of approved planning applications and agreements
- Act as the Risk Management Official & Inspector to enact Source Water Protection Policies.

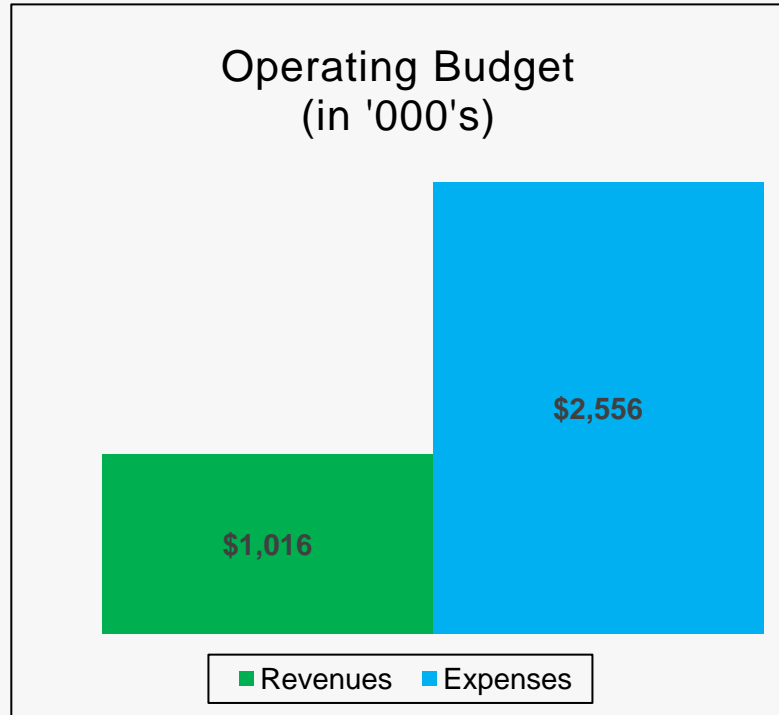




DEVELOPMENT MANAGEMENT

REVENUE & EXPENSES

Cost per month per household: \$8.52



Net Tax Impact: \$1,540,590

WHO WE ARE

Admin Assistant, Eng	1.00
Admin Assistant, Planning	1.00
Community Planner	3.00
Director, Planning, Building & Economic Development	0.45
Director, PW, ENG & ENV Services	1.00
Engineering Technician	1.00
Engineering Technologist	1.00
Manager Planning	1.00
Manager, EngServices	1.00
Planning Technician	1.00
Project Engineer	1.00
Senior Planner	0.70
Total FTEs	13.15

DEVELOPMENT MANAGEMENT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 1,017,572	\$ 1,651,668	\$ 894,374	\$ 1,337,594	\$ 1,015,594	\$ (322,000)
- Government Transfers	-	335,000	-	335,000	-	(335,000)
- Municipal Taxation	-	-	-	-	-	-
- Non-Tax Revenue	112,421	-	106,292	-	15,000	15,000
- Other	111,912	112,813	86,725	96,000	96,000	-
- Transfers from Obligatory Reserve Funds	-	10,000	-	10,000	-	(10,000)
- Transfers from Town Reserves and Reserve Funds	-	348,897	-	-	-	-
- User Charges	793,240	844,958	701,357	896,594	904,594	8,000
Expenses / Expenditure	-\$ 4,986,797	-\$ 5,579,776	-\$ 3,436,568	-\$ 5,473,077	-\$ 2,599,461	\$ 2,873,616
- Administrative Expenses	- 21,452	- 17,000	- 9,031	- 17,800	- 11,800	6,000
- Equipment Related	- 7,885	- 21,225	- 7,223	- 16,825	- 5,000	11,825
- Financial Expenses	- 138,806	- 147,461	- 134,434	- 174,599	- 36,612	137,987
- Information Technology and Communications	- 66,740	- 90,042	- 65,123	- 90,522	- 48,187	42,335
- Inter-functional Transfers	- 30,545	- 30,545	- 25,455	- 30,545	- 30,545	-
- Legal Expenses	- 49,901	- 28,000	- 41,646	- 28,000	- 38,000	10,000
- Long Term Debt Servicing	- 743,953	- 1,081,496	- 370,454	- 558,464	0	558,465
- Operating Expenses	- 436,700	- 404,864	- 373,093	- 422,155	- 478,932	56,777
- Personnel and Training	- 60,000	- 77,340	- 41,422	- 76,635	- 43,635	33,000
- Premise and Site	- 42,622	- 46,105	- 43,293	- 45,605	- 45,605	-
- Purchased Services	- 50,118	- 245,000	- 101,369	- 210,000	- 60,000	150,000
- Salaries and Benefits	- 2,366,786	- 2,818,053	- 1,963,495	- 3,002,032	- 1,743,685	1,258,347
- Transfers to Capital	- 145,220	- 155,000	-	- 288,250	-	288,250
- Transfers to Town Reserves and Reserve Funds	- 725,478	-	- 187,500	- 225,000	-	225,000
- Utilities	- 46,474	- 48,460	- 31,302	- 52,460	- 52,460	-
- Vehicle and Fleet Related	- 54,117	- 369,185	- 41,729	- 234,185	- 5,000	229,185
Grand Total	-\$ 3,969,224	-\$ 3,928,108	-\$ 2,542,194	-\$ 4,135,483	-\$ 1,583,867	\$ 2,551,616

ECONOMIC DEVELOPMENT

WHAT WE DELIVER

- Business Retention and Expansion
- Tourism Promotion and Support
- Business Support
- Investment Attraction
- Business Encroachments*

* The financial information for this sub-service is reflected under Governance, Legal & Risk Management service.

MAJOR SERVICE OUTPUTS

- Due diligence and business consultations
- Investment attraction package (e.g. eBook, land inventory, community profile, sector profiles)
- Distribution of funding and promotion (e.g. Summer Company, Starter Company Plus, Digital Main Street)
- Referrals to partner programs and services
- Increase the local economic impact of the tourism sector
- Provide the necessary information to businesses so they can thrive and grow
- Advocacy to all levels of government

2024 MAJOR DELIVERABLES

- Municipal Accommodation Tax
- Tourism Strategy Development (Pending MAT Implementation)
- Economic Development Action Plan Update/Refresh
- Delivery of Digital Main Street
- Updating Home Based Business Guide

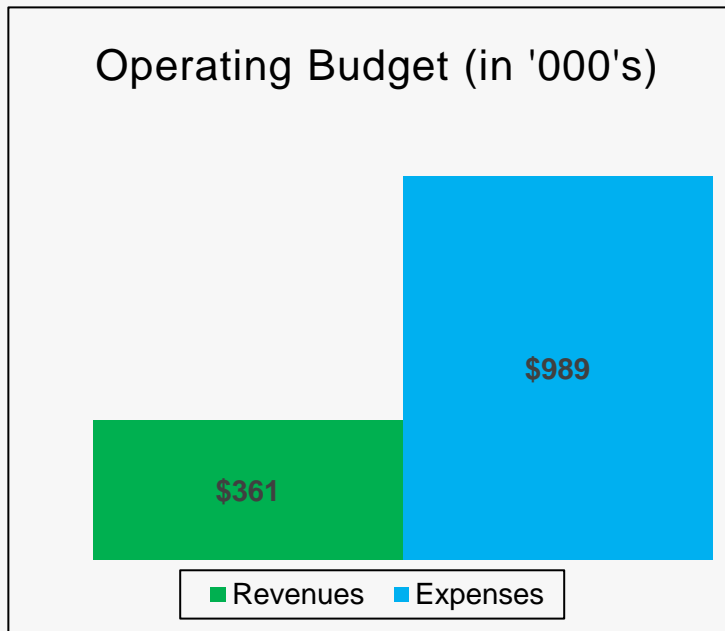




ECONOMIC DEVELOPMENT

REVENUE & EXPENSES

Cost per month per household: \$3.37



Net Tax Impact: \$627,306

WHO WE ARE

Administrative Assistant, Economic Development	1.00
Director, Planning, Building & Economic Development	0.15
Manager, Economic Development	1.00
Small Bus Digital Specialist/Event & Program Advisor	0.25
Supervisor SGB SBEC	0.25
Total FTEs	2.65

ECONOMIC DEVELOPMENT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 277,577	\$ 454,658	\$ 327,728	\$ 358,358	\$ 361,248	\$ 2,890
- Government Transfers	297,132	308,050	265,102	206,750	239,640	32,890
- Other	(42,355)	24,108	21,239	24,108	24,108	-
- Other Municipalities	22,500	67,500	30,000	72,500	42,500	(30,000)
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	-	-
- User Charges	300	55,000	11,387	55,000	55,000	-
Expenses / Expenditure	-\$ 1,044,337	-\$1,144,576	-\$633,831	-\$951,387	-\$988,554	-\$37,167
- Administrative Expenses	- 6,702	- 17,661	- 4,009	- 17,661	- 17,661	-
- Equipment Related	- 58	-	-	-	-	-
- Financial Expenses	- 49,246	- 68,355	- 38,984	- 68,431	- 68,431	-
- Information Technology and Communications	- 138,638	- 127,104	- 78,523	- 124,604	- 120,604	4,000
- Inter-functional Transfers	- 26,456	- 31,351	- 24,020	- 31,351	- 31,351	-
- Long Term Debt Servicing	- 82,954	- 83,195	- 41,597	- 83,195	- 83,464	- 269
- Operating Expenses	- 229,016	- 231,200	- 61,986	- 99,200	- 99,200	-
- Personnel and Training	- 11,573	- 8,500	- 6,658	- 8,500	- 8,500	-
- Premise and Site	-	- 8,649	-	- 8,649	- 8,649	-
- Purchased Services	- 103,977	- 180,038	- 88,733	- 74,088	- 74,088	-
- Salaries and Benefits	- 395,717	- 388,523	- 289,321	- 435,708	- 476,606	- 40,898
- Transfers to Capital	-	-	-	-	-	-
Grand Total	-\$ 766,760	-\$ 689,918	-\$306,103	-\$593,029	-\$627,306	-\$34,277



Ontario Building Code Administration & Enforcement Service

WHAT WE DELIVER

- Ontario Building Code Administration & Enforcement
- Property By-law Administration*

* The financial information for this sub-service is reflected under Community Standards service.

MAJOR SERVICE OUTPUTS

- Issued building permits
- Completed building inspections
- Enforcement of Ontario Building Code (public health and safety) by following up on complaints
- Civic Addressing and Street Naming – assigning civic addresses, and new street names if applicable, as needed.
- Fence By-law - Includes reviewing and approving/denying variances to the fence by-law.
- Pool Enclosure By-law – Issue permits and perform inspections to ensure compliance with pool enclosure by-law.
- Non-OBC sign by-law – Includes reviewing and approving/denying variances to the sign by-law
- Update/Create various policies and procedures specific to building services:
- Under the Building Code Act, the role of the Chief Building Official is to establish operational policies for the enforcement of this Act and the building code within the applicable jurisdiction. Work is ongoing as required.

2024 MAJOR DELIVERABLES

- Dormant File Process.
- Records Management of Permit Documentation.
- Review of By-laws Administered by Building Services.
- Building Division Organization Review.
- Update/Create various policies and procedures specific to building services.
- Development Process and Fees Review - Implementation (pending budget approval)

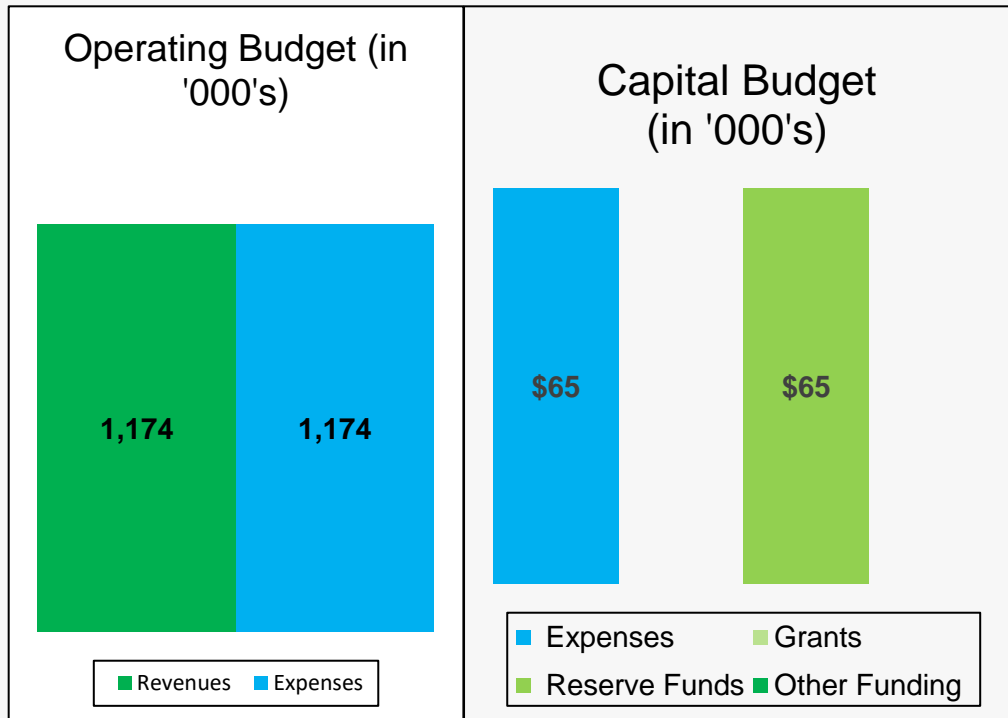




Ontario Building Code Administration & Enforcement Service

REVENUE & EXPENSES

Cost per month per household: \$0.00



Net Tax Impact: \$0

WHO WE ARE

Admin Assistant, Building	1.00
Deputy CBO	1.00
Director, Planning, Building & Economic Development	0.15
Inspector, Building	2.00
Manager Building Services/ CBO	1.00
Plans Examiner	1.00
Senior Building Inspector	1.00
Total FTEs	7.15



Ontario Building Code Administration & Enforcement Service

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 991,012	\$ 1,020,990	\$ 679,858	\$ 1,070,141	\$ 1,174,344	\$ 104,203
- Other	940,201	750,000	671,593	750,000	850,000	100,000
- Transfers from Town Reserves and Reserve Funds	39,763	261,855	-	311,006	317,344	6,338
- User Charges	11,049	9,135	8,265	9,135	7,000	(2,135)
Expenses / Expenditure	-\$ 987,512	-\$1,020,990	-\$711,103	-\$1,070,141	-\$1,174,344	-\$104,203
- Administrative Expenses	- 7,123	- 3,500	- 3,131	- 3,500	- 3,500	-
- Equipment Related	- 506	- 2,500	- 35	- 2,500	- 2,500	-
- Financial Expenses	- 23,440	- 14,760	- 21,654	- 22,860	- 22,860	-
- Information Technology and Communications	- 26,068	- 16,520	- 56,102	- 17,420	- 54,020	- 36,600
- Inter-functional Transfers	- 74,898	- 61,817	- 61,599	- 61,817	- 61,817	-
- Legal Expenses	- 1,241	- 5,000	-	- 5,000	- 5,000	-
- Operating Expenses	- 3,757	- 1,560	- 1,233	- 1,560	- 1,560	-
- Personnel and Training	- 16,812	- 15,940	- 9,677	- 16,940	- 16,940	-
- Premise and Site	- 330	- 4,515	- 151	- 4,515	- 4,515	-
- Purchased Services	- 2,749	- 83,000	-	- 83,000	- 83,000	-
- Salaries and Benefits	- 827,349	- 806,178	- 554,810	- 845,329	- 912,932	- 67,603
- Transfers to Capital	-	-	-	-	-	-
- Transfers to Town Reserves and Reserve Funds	-	-	-	-	-	-
- Vehicle and Fleet Related	- 3,240	- 5,700	- 2,711	- 5,700	- 5,700	-
Grand Total	\$ 3,500	-\$ 0	-\$ 31,244	\$ 0	\$ 0	-\$ 0



Ontario Building Code Administration & Enforcement Service

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Ontario Building Code Administration & Enforcement Service	\$65,000		\$65,000	\$0
9230 - Building Fleet	\$65,000		\$65,000	\$0





HOUSING SUPPORTS

WHAT WE DELIVER

- Affordable housing initiatives
- Social Housing

MAJOR SERVICE OUTPUTS

Affordable Housing:

- One window concierge service for affordable housing matters
- Prepare, monitor and update master plans/policies/regulations
- Deliver programs and incentives, including approval of grants
- Support for the Affordable Housing Task Force by preparing agendas, materials and updates
- Foster partnerships and engage with stakeholders
- Educate and communicate on affordable housing matters
- Respond to funding opportunities and/or consultation from upper levels of government

Social Housing:

- Management and subsidization of 23 social housing units (141 High Street)
- Provision of subsidized housing
- Property ownership, insurance and lease agreements
- Funding to landlord who owns the building (i.e. uncollectible rents, vacancy costs, property management fees, damages, etc.)

2024 MAJOR DELIVERABLES

- Affordable Housing Master Plan - Implementation (pending budget approval)
- Rapid Accessory Dwelling Unit Deployment
- Official Plan Review
- Zoning By-law Update
- Development Process and Fees Review - Implementation (pending budget approval)

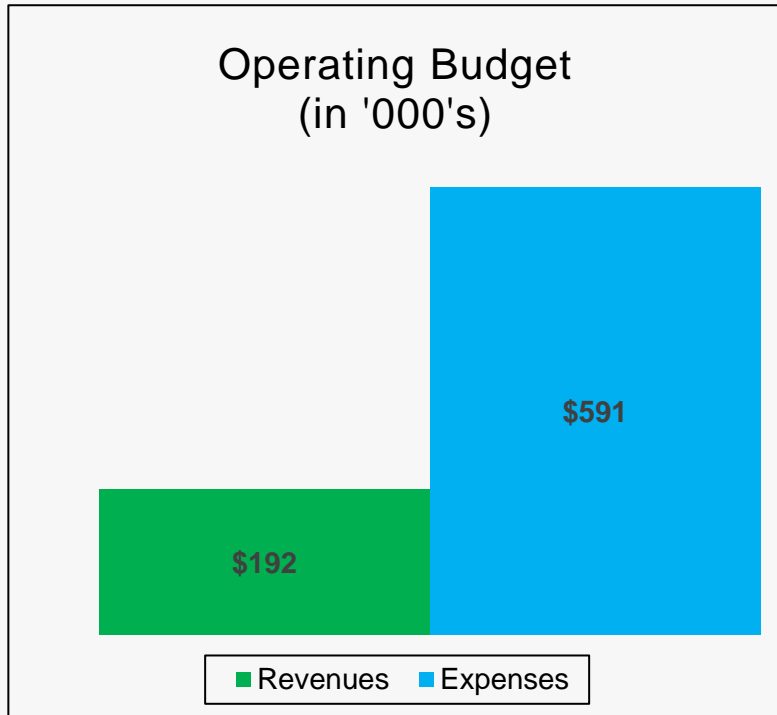




HOUSING SUPPORTS

REVENUE & EXPENSES

Cost per month per household: \$3.35



Net Tax Impact: \$398,836

WHO WE ARE

Housing Development Coordinator	1.00
Total FTEs	1.00



HOUSING SUPPORTS

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ (80,759)	\$ 192,320	\$ 154,272	\$ 192,320	\$ 192,320	\$ -
- Rentals and Concessions	270,241	192,320	154,272	192,320	192,320	-
- Transfers from Town Reserves and Reserve Funds	(351,000)	-	-	-	-	-
Expenses / Expenditure	-\$ 432,584	-\$735,060	-\$554,415	-\$546,014	-\$815,156	-\$269,142
- Financial Expenses	- 32,561	- 73,600	- 82,514	- 73,600	- 102,100	- 28,500
- Information Technology and Communications	- 98	-	- 176	-	-	-
- Legal Expenses	- 1,986	-	- 6,541	-	-	-
- Operating Expenses	- 98,722	- 351,000	- 10,374	- 126,000	- 350,000	- 224,000
- Premise and Site	- 238,082	- 230,460	- 235,104	- 230,460	- 243,160	- 12,700
- Purchased Services	- 23,196	-	- 110,129	-	-	-
- Salaries and Benefits	- 34,030	- 80,000	- 90,497	- 115,954	- 119,896	- 3,942
- Utilities	- 3,908	-	- 19,082	-	-	-
Grand Total	-\$ 513,343	-\$542,740	-\$400,144	-\$353,694	-\$622,836	-\$269,142





ENVIRONMENTAL MANAGEMENT, CONSERVATION & SUSTAINABILITY

PROGRAM OVERVIEW

Manage, mitigate and improve environmental impacts today and for the future.

SERVICES

- Wastewater
- Climate Change Action*
- Stormwater Management*
- Environmental Containment*

* Financial data for this service will be allocated to this program in future phases of the Programs & Services work.



WASTEWATER

WHAT WE DELIVER

- Growth planning*
- Development management* including Provision of Conditions and Requirements for Planning & Other Applications and Administration of Approved Planning Applications & Agreements (Wastewater Non-linear Assets and Treatment, and Water Treatment and Distribution)
- Asset management
- Capital project delivery
- Operation and maintenance of wastewater collection and treatment systems
- Septage receiving and treatment
- Third party wastewater operating services (Township of Clearview)

* This is a sub-service under the Development & Growth program; however, financial information has not been separated for this year.

MAJOR SERVICE OUTPUTS

- Sewage collection and treatment to meet regulated effluent quality limits
- Regulatory compliance and reporting for wastewater (ECAs)
- Internal laboratory services
- Annual Performance Reports and other regulatory reporting
- Extra strength surcharge agreement administration and billing
- Technical review, administration and acceptance of new development applications and approvals
- Uncommitted Hydraulic Reserve Capacity tracking and updates

2024 MAJOR DELIVERABLES

- Sewage collection and treatment to meet regulated effluent quality limits
- Regulatory compliance and reporting for wastewater (ECAs)
- Internal laboratory services
- Annual Performance Reports and other regulatory reporting
- Extra strength surcharge agreement administration and billing
- Technical review, administration and acceptance of new development applications and approvals
- Uncommitted Hydraulic Reserve Capacity tracking and updates
- New wastewater infrastructure construction to support development/growth
- Maintain and replace wastewater infrastructure to achieve existing levels of service for wastewater collection and treatment

MAJOR SERVICE OUTPUTS (continued)

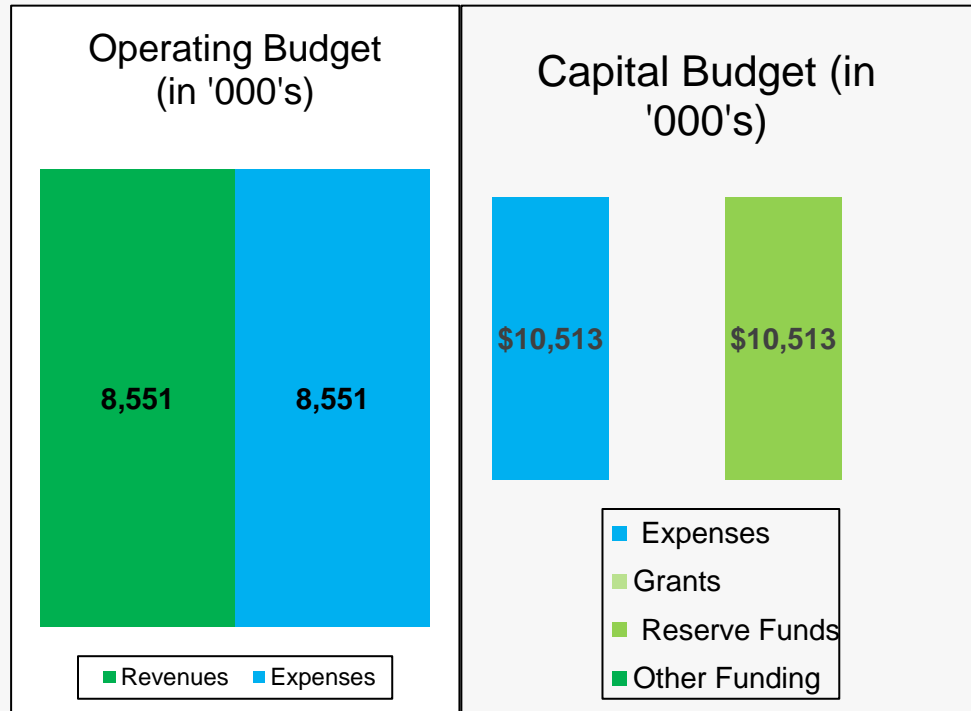
- New wastewater infrastructure construction to support development/growth
- Maintain and replace wastewater infrastructure to achieve existing levels of service for wastewater collection and treatment



WASTEWATER

REVENUE & EXPENSES

Cost per month per household: \$0.00



Net Tax Impact: \$0

WHO WE ARE

Custodian, PW	0.10
H&S Coordinator	0.00
Lead Hand PW	0.10
Machine Operator PW	0.40
Mechanic PW	0.10
Project Manager, Environmental Services	0.00
Seasonal Truck Driver/Labourer PW	0.10
Supervisor, Wastewater	1.00
Truck Driver/Labourer PW	1.30
Wastewater Chief Operator	1.00
Wastewater Operator	6.00
Total FTEs	10.10



WASTEWATER

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 8,433,637	\$ 8,003,059	\$ 5,730,339	\$ 8,611,019	\$ 8,551,019	\$ (60,000)
- Government Transfers	-	-	-	200,000	140,000	(60,000)
- Non Tax Revenue	1,976	-	-	-	-	-
- Other	27,242	43,030	1,643	43,030	43,030	-
- Other Municipalities	513,402	418,861	291,652	538,861	538,861	-
- Transfers from Obligatory Reserve Funds	-	-	-	-	-	-
- User Charges	7,891,017	7,541,168	5,437,043	7,829,128	7,829,128	-
Expenses / Expenditure	-\$ 8,432,847	-\$8,003,059	-\$3,513,691	-\$8,611,019	-\$8,551,019	\$ 60,000
- Administrative Expenses	- 1,115,033	- 1,164,558	- 620,408	- 738,851	- 772,211	- 33,360
- Equipment Related	- 292,256	- 211,500	- 130,606	- 237,000	- 222,500	- 14,500
- Financial Expenses	- 135,605	- 124,521	- 100,422	- 124,521	- 124,521	-
- Information Technology and Communications	- 24,204	- 36,000	- 17,986	- 41,000	- 54,000	- 13,000
- Legal Expenses	- -	- 4,000	- -	- 4,000	- 4,000	-
- Long Term Debt Servicing	- 1,027,274	- 1,049,407	- 508,292	- 1,012,549	- 770,794	- 241,755
- Operating Expenses	- 1,675,118	- 1,567,550	- 913,182	- 1,725,100	- 1,779,600	- 54,500
- Personnel and Training	- 20,773	- 31,000	- 26,031	- 31,000	- 35,000	- 4,000
- Premise and Site	- 110,794	- 92,815	- 37,596	- 107,072	- 106,172	- 900
- Purchased Services	- 216,778	- 483,000	- 127,455	- 769,125	- 772,125	- 3,000
- Salaries and Benefits	- 974,419	- 1,067,542	- 651,589	- 1,087,223	- 1,226,707	- 139,484
- Transfers to Town Reserves and Reserve Funds	- 2,263,476	- 1,519,006	- -	- 2,027,306	- 1,977,118	- 50,188
- Utilities	- 430,955	- 513,700	- 285,027	- 545,892	- 545,892	-
- Vehicle and Fleet Related	- 146,164	- 138,460	- 95,098	- 160,380	- 160,380	-
Grand Total	\$ 790	\$ 0	\$ 2,216,648	\$ 0	\$ 0	\$ 0



WASTEWATER

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Wastewater	\$10,513,000		\$10,513,000	\$0
9505 - Sanitary Renewal Program	\$162,000		\$162,000	\$0
9506 - Sanitary Sewer Grouting and Manhole Repairs	\$50,000		\$50,000	\$0
9509 - Digester #2 Repairs	\$4,500,000		\$4,500,000	\$0
950E - Class EAs	\$100,000		\$100,000	\$0
950F - Wastewater Treatment Plant Expansion	\$1,035,000		\$1,035,000	\$0
950Q - WWTP - Boiler Replacement	\$1,215,000		\$1,215,000	\$0
9511 - WW Vehicles	\$71,000		\$71,000	\$0
9514 - Wastewater IT Upgrades/Replacements	\$110,000		\$110,000	\$0
9532 - Sewage Pumping Station Refurbishments	\$70,000		\$70,000	\$0
9550 - Wastewater Treatment Plant Refurbishment	\$519,500		\$519,500	\$0
9553 - Inflow & Infiltration	\$200,000		\$200,000	\$0
9554 - Paterson SPS Pump Replacements	\$5,000		\$5,000	\$0
9558 - Osler Bluff Lagoon	\$450,000		\$450,000	\$0
9582 - WWTP Blower Replacement	\$145,000		\$145,000	\$0
9583 - WWTP Screw Pump Rehabilitation	\$1,880,500		\$1,880,500	\$0



PROGRAM OVERVIEW

Set community standards so all can enjoy the community and enhance the safety of individuals and property within the community.

SERVICES

- Community Standards
- Police
- Fire*
- Emergency Management*

* Financially combined under one service at this time.





COMMUNITY STANDARDS

WHAT WE DELIVER

- By-law Development & Enforcement
- Animal Control
- Business Licensing & Permits
- Private Enforcement Initiative
- Municipal Law Enforcement*
- By-Law Appeals and Municipal & Provincial Prosecution**

* This is a service under the Corporate Services program; however, financial information has not been separated for this year.

** This is a sub-service of Legal service; however, financial information has not been separated for this year.

MAJOR SERVICE OUTPUTS

- Investigations
- Compliance with by-laws
- New or updated by-law
- Education and awareness
- Public Engagement
- Enforce by-laws
- Fines/penalties and/or Notices/Orders (for non-compliance)
- Legal proceedings
- Issue licenses (animal control)
- Provide training (Private Enforcement Officers)
- Respond to complaints and inquiries

2024 MAJOR DELIVERABLES

- Prepare for Launch of STA Licensing Program (subject to Council approval)
- Update By-law Policy and Service Matrix
- Prepare an AMPs By-law and Related Documents (forms, policies etc.)
- Update Clean Yards and Long Grass By-law and Consider Creating a Single Yard Maintenance By-law
- Plan for CityView Improvements
- Update Property Standards By-law

MAJOR SERVICE OUTPUTS (continued)

- Offer (limited) wildlife assistance
- Enforcement advice and services to other departments/divisions
- Committee or Court Decision**
- Penalties/fines and Court Orders to correct contravention

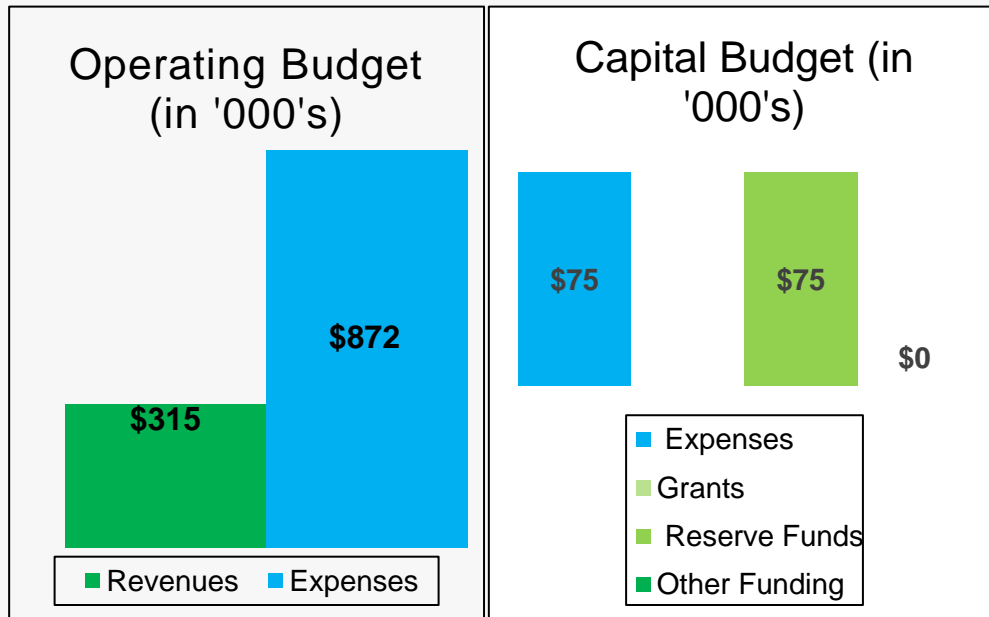




COMMUNITY STANDARDS

REVENUE & EXPENSES

Cost per month per household: \$2.99



Net Tax Impact: \$496,203

WHO WE ARE

Licensing Program & Compliance Officer	1.08
Municipal Law Enforcement Officer II	0.50
Municipal Law Enforcement Officer III	3.55
Seasonal By-Law Enforcement Officer	0.13
Seasonal Head By-Law Enforcement Officer	0.03
Supervisor, Bylaw	0.75
By-Law Services Coordinator	0.50
Total FTEs	6.55



COMMUNITY STANDARDS

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 40,987	\$ 55,750	\$ 32,891	\$ 44,750	\$ 314,625	\$ 269,875
- Other	40,987	45,750	32,891	44,750	59,750	15,000
- Other Municipalities	-	-	-	-	-	-
- Transfers from Town Reserves and Reserve Funds	-	10,000	-	-	254,875	254,875
Expenses / Expenditure	-\$ 617,243	-\$619,682	-\$562,087	-\$633,294	-\$871,578	-\$238,285
- Administrative Expenses	- 3,240	- 2,500	- 2,596	- 2,500	- 7,000	- 4,500
- Equipment Related	- 252	- 2,000	- 1,443	- 2,000	- 4,000	- 2,000
- Financial Expenses	- 8,948	- 8,689	- 8,032	- 10,431	- 10,431	-
- Information Technology and Communications	- 19,886	- 18,400	- 16,730	- 17,900	- 75,100	- 57,200
- Inter-functional Transfers	- 37,349	- 26,182	- 33,099	- 26,182	- 40,000	- 13,818
- Legal Expenses	- 4,543	- 5,000	- 3,256	- 5,000	- 15,000	- 10,000
- Operating Expenses	- 6,403	- 3,900	- 6,594	- 3,900	- 3,900	-
- Personnel and Training	- 12,476	- 15,500	- 14,149	- 15,500	- 17,000	- 1,500
- Premise and Site	- -	- 4,005	- -	- 4,005	- 4,005	-
- Purchased Services	- 34,030	- 59,500	- 19,500	- 26,000	- 22,000	- 4,000
- Salaries and Benefits	- 481,940	- 465,033	- 452,544	- 504,190	- 658,029	- 153,839
- Transfers to Capital	- -	- -	- -	- -	- -	-
- Vehicle and Fleet Related	- 8,175	- 8,973	- 4,145	- 15,686	- 15,113	- 573
Grand Total	-\$ 576,256	-\$563,932	-\$529,196	-\$588,544	-\$556,953	\$ 31,590





COMMUNITY STANDARDS

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Community Standards	\$75,000		\$75,000	\$0
926X - New By-law Vehicle	\$75,000		\$75,000	\$0





POLICE

WHAT WE DELIVER

- The municipality has contracted with the OPP to act as the Collingwood Local Police, under the oversight of the Police Services Board.
- The municipality is also responsible for providing the infrastructure necessary for the provision of adequate and effective police services.

MAJOR SERVICE OUTPUTS

- The Police Services Act lists five core functions of policing that must be provided by every municipality in Ontario in order to meet the minimum threshold for providing adequate and effective police services, in accordance with the needs of the community. The core functions are:
 - Crime Prevention
 - Law Enforcement
 - Assistance to Victims of Crime
 - Public Order Maintenance
 - Emergency Response

2024 MAJOR DELIVERABLES

- No major projects planned for 2024

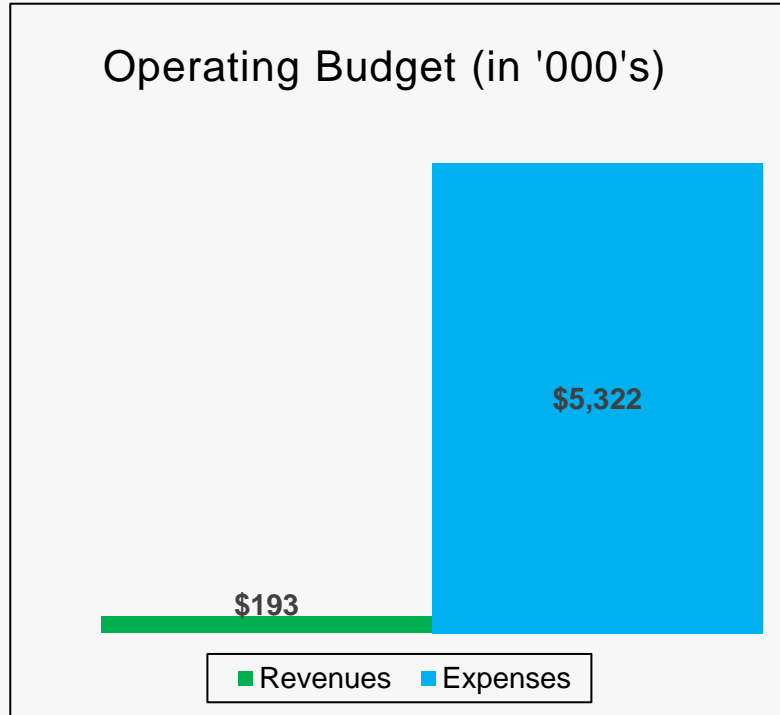




POLICE

REVENUE & EXPENSES

Cost per day per household: \$27.58



Net Tax Impact: \$5,129,470

WHO WE ARE

No FTEs – contracted to OPP





POLICE

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 76,805	\$ 219,000	\$ 83,988	\$ 193,000	\$ 193,000	\$ -
- Government Transfers	33,320	67,500	40,975	41,500	41,500	-
- Other	-	25,000	11,252	25,000	25,000	-
- Other Municipalities	18,469	126,500	31,760	126,500	126,500	-
- Transfers from Town Reserves and Reserve Funds	25,017	-	-	-	-	-
Expenses / Expenditure	-\$ 5,334,732	-\$5,408,219	-\$3,778,431	-\$5,083,174	-\$5,322,470	-\$239,296
- Equipment Related	-	2,500	-	2,500	2,500	-
- Financial Expenses	- 15,050	- 25,004	- 14,336	- 27,092	- 29,092	- 2,000
- Operating Expenses	- 10,314	- 3,500	- 11,824	- 3,500	- 3,500	-
- Premise and Site	- 37,336	- 60,452	- 53,928	- 86,252	- 73,832	12,420
- Purchased Services	- 5,234,186	- 5,276,163	- 3,672,858	- 4,919,897	- 5,169,613	- 249,716
- Utilities	- 37,846	- 40,600	- 25,485	- 43,933	- 43,933	-
Grand Total	-\$ 5,257,926	-\$5,189,219	-\$3,694,444	-\$4,890,174	-\$5,129,470	-\$239,296





FIRE & EMERGENCY MANAGEMENT

WHAT WE DELIVER

- Fire Prevention & Public Education
- Fire Suppression & Emergency Response
- Emergency Management

MAJOR SERVICE OUTPUTS

Division of Fire Prevention & Public Education Functions

- Fire prevention & public education programs
- Enforcement of the Ontario Fire Code & all Municipal Fire Prevention By-laws
- Fire Inspections arising from complaints & requests
- Provide Fire & Life Safety information & public education materials through public appearances, school visits, residential smoke alarm programs
- Provide Fire & Life safety message

Division of Fire Suppression, Training & Rescue

- Fire suppression services
- Emergency pre-hospital care
- Rescues from motor vehicle accidents
- Water & Ice Rescue including marine rescue
- HAZ-MAT response
- Confined Space Rescue
- Trench Rescue
- Rope Rescue
- Training of department personnel

2024 MAJOR DELIVERABLES

- Purchase Radio/Pagers (EOC)
- Ice Rescue Training
- E-Draulic Replacement
- 1/2 Ton Truck Replacement
- Acting Captain Testing
- Inspection of all Apartment Buildings (complexes)
- Surface Water Training
- Purchase Storage Shed
- Bay Doors Painted
- Fire Training Trailer
- Live Fire Training
- Coast Guard Training
- Annual Emergency Control Group Training
- Annual School Evacuation Drills
- Vulnerable Occupancy Inspections
- EMS (Quality Care Training)

MAJOR SERVICE OUTPUTS (continued)

Emergency Operations

- Provide a coordinated emergency response by a number of agencies in order to protect residents, businesses & visitors for the Town of Collingwood

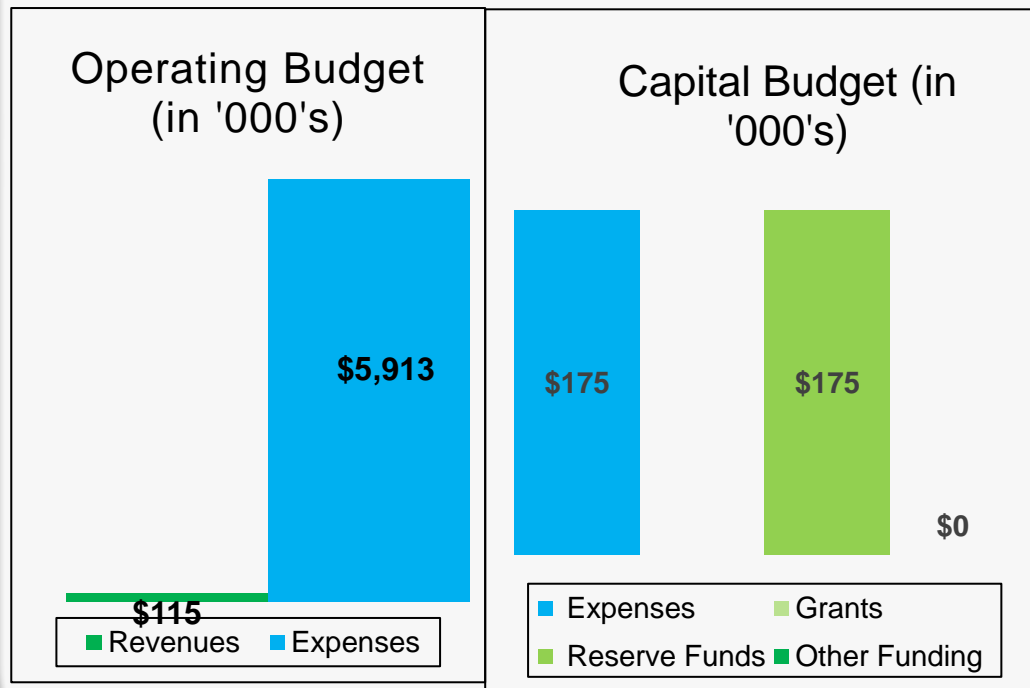




FIRE & EMERGENCY MANAGEMENT

REVENUE & EXPENSES

Cost per month per household: \$31.18



Net Tax Impact: \$5,798,710

WHO WE ARE

1st Class Firefighter	17.00
2nd Class Firefighter	1.00
3RD Class Firefighter	1.00
4TH Class Fire Fighter	1.00
Admin Assistant, Fire	1.00
Custodian, Fire	1.00
Deputy Fire Chief	1.00
Fire Captain	4.00
Fire Chief	1.00
Fire Prevention Inspector	1.00
Fire Prevention Officer	1.00
Fire Training Officer	1.00
Office Support	0.50
Volunteer Firefighter	0.61
Total FTEs	32.11



FIRE & EMERGENCY MANAGEMENT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 209,146	\$ 18,500	\$ 41,817	\$ 30,500	\$ 114,500	\$ 84,000
- Donations	-	-	-	-	-	-
- Government Transfers	-	-	-	-	-	-
- Non-Tax Revenue	173,473	-	12,435	-	29,000	29,000
- Other	35,672	18,500	29,382	30,500	85,500	55,000
Expenses / Expenditure	-\$ 5,354,694	-\$5,497,900	-\$4,226,306	-\$5,557,018	-\$5,913,210	-\$356,192
- Administrative Expenses	- 6,132	- 5,800	- 5,947	- 5,800	- 5,800	-
- Equipment Related	- 63,336	- 67,500	- 47,971	- 67,500	- 67,500	-
- Financial Expenses	- 90,022	- 82,459	- 81,000	- 100,017	- 115,217	- 15,200
- Information Technology and Communications	- 20,980	- 17,500	- 16,154	- 17,500	- 19,225	- 1,725
- Long Term Debt Servicing	- 231,886	- 238,043	- 114,116	- 227,417	- 222,264	5,153
- Operating Expenses	- 2,163	- 4,000	- 2,502	- 4,000	- 3,000	1,000
- Personnel and Training	- 62,617	- 74,500	- 66,716	- 74,500	- 74,500	-
- Premise and Site	- 54,408	- 44,500	- 76,649	- 49,500	- 62,500	- 13,000
- Purchased Services	- 95,597	- 112,200	- 47,264	- 112,200	- 112,200	-
- Salaries and Benefits	- 4,514,977	- 4,650,938	- 3,607,791	- 4,693,774	- 5,010,819	- 317,045
- Transfers to Capital	-	-	-	-	-	-
- Transfers to Town Reserves and Reserve Funds	- 100,000	- 100,000	- 83,333	- 100,000	- 100,000	-
- Utilities	- 47,340	- 42,100	- 35,407	- 42,100	- 52,475	- 10,375
- Vehicle and Fleet Related	- 65,237	- 58,360	- 41,455	- 62,710	- 67,710	- 5,000
Grand Total	-\$ 5,145,548	-\$5,479,400	-\$4,184,489	-\$5,526,518	-\$5,798,710	-\$272,192



FIRE & EMERGENCY MANAGEMENT

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Fire Services	\$175,000		\$175,000	\$0
9203 - Fire - Vehicle Replacements	\$80,000		\$80,000	\$0
9205 - Edraulic Tools	\$65,000		\$65,000	\$0
920j - Storage Unit	\$10,000		\$10,000	\$0
920K - Fire Training Trailer	\$20,000		\$20,000	\$0





COMMUNITY HEALTH & WELL-BEING

PROGRAM OVERVIEW

Inspire and support the physical and mental well-being of all people our community through inclusive opportunities that foster social interactions and a sense of place and belonging.

SERVICES

- Parks, Trails & Amenities
- Community Recreation Spaces
- Community Recreation Activities
- Building Community Well-Being & Inclusion
- Water Treatment & Distribution
- Community Gathering Spaces (Library)*
- Library Community Activities*

* Financial data for this service will be allocated to this program in future phases of the Programs & Services work.





PARKS, TRAILS & AMENITIES

WHAT WE DELIVER

- Parks, Trail and Amenities
- Marina and In-Water Services
- Noxious Species Management
- Urban Forestry
- Tree Canopy Protection*
- Growth Planning**

* The financial information for this sub-service is reflected under Development Management service.

** This service is under the Development & Growth program; however, the financial information has not been separated for this year.

MAJOR SERVICE OUTPUTS

- Provide safe and clean public spaces to inspire and support community health and well being
- Provide trails and multi-use pathways to encourage active transportation
- Manage risk through regular scheduled inspections and maintenance
- Provide input on development management for parkland and trail/active transportation growth
- Provide public access to the waterfront
- Formalize urban forest management practices

2024 MAJOR DELIVERABLES

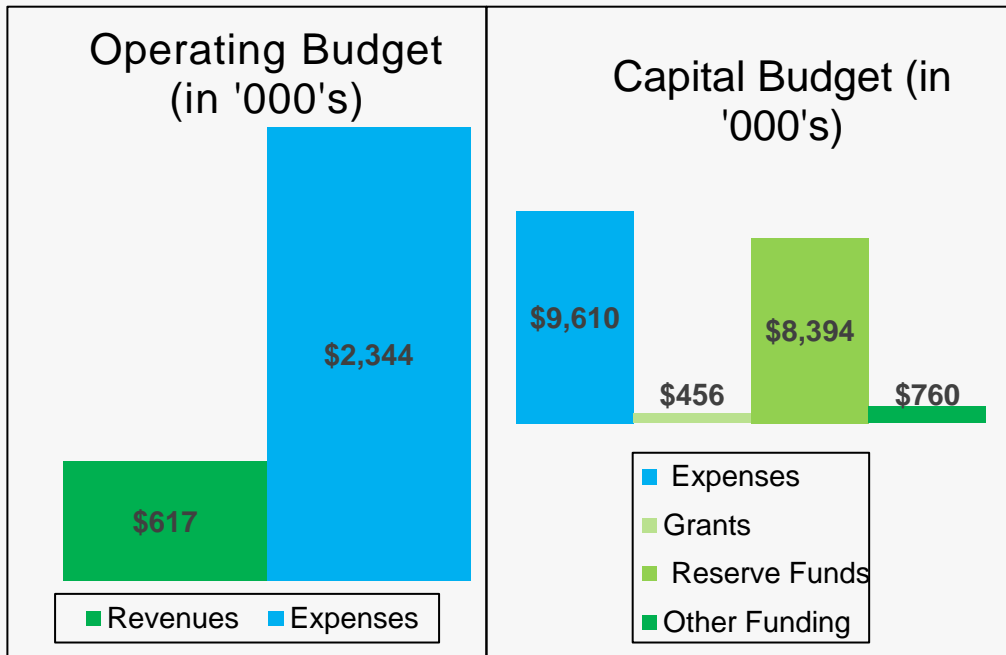
- New Park Construction - Summitview Park and Wilson Sheffield Park
- New Park Construction - Ste. Marie Street north Block 9 between BMO and Huron House
- Replacement of Hen and Chicken pedestrian bridge
- Development of Urban Forestry Unit



PARKS, TRAILS & AMENITIES

REVENUE & EXPENSES

Cost per month per household: \$9.28



Net Tax Impact: \$1,726,637

WHO WE ARE

Coordinator, Parks Maintenance	1.00
Manager, Parks	1.00
Parks Operator	6.00
Parks-General Labourer	8.74
Supervisor, Parks	1.00
Urban Forestry Arborist	1.00
Total FTEs	18.74



PARKS, TRAILS & AMENITIES

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 530,712	\$ 500,550	\$ 546,041	\$ 616,550	\$ 617,350	\$ 800
- Donations	110,050	148,850	120,150	148,850	148,850	-
- Government Transfers	-	-	-	-	-	-
- Non-Tax Revenue	33,695	-	14,594	-	10,000	10,000
- Other	32,500	32,000	34,300	32,000	32,000	-
- Rentals and Concessions	93,823	56,700	103,344	62,200	86,000	23,800
- Transfers from Obligatory Reserve Funds	7,866	-	-	-	-	-
- Transfers from Town Reserves and Reserve Funds	-	-	-	112,500	49,500	(63,000)
- User Charges	252,778	263,000	273,653	261,000	291,000	30,000
Expenses / Expenditure	-\$ 1,882,968	-\$1,943,146	-\$1,585,667	-\$2,417,674	-\$2,343,987	\$ 73,687
- Administrative Expenses	- 11,456	- 12,500	- 10,347	- 12,500	- 12,500	-
- Equipment Related	- 25,089	- 28,000	- 20,810	- 28,000	- 28,000	-
- Financial Expenses	- 17,416	- 17,600	- 16,830	- 17,600	- 18,100	- 500
- Information Technology and Communications	- 7,502	- 8,961	- 3,405	- 8,961	- 9,961	- 1,000
- Operating Expenses	- 43,218	- 47,600	- 56,450	- 47,600	- 42,600	5,000
- Personnel and Training	- 13,087	- 19,500	- 26,274	- 19,500	- 19,500	-
- Premise and Site	- 276,180	- 225,446	- 240,302	- 370,490	- 323,590	46,900
- Purchased Services	- 111,248	- 182,850	- 148,451	- 281,350	- 243,350	38,000
- Salaries and Benefits	- 1,188,062	- 1,210,109	- 985,423	- 1,408,293	- 1,453,006	- 44,713
- Transfers to Capital	- 60,000	- 60,000	-	- 90,000	- 60,000	30,000
- Utilities	- 50,798	- 63,550	- 29,423	- 66,350	- 66,350	-
- Vehicle and Fleet Related	- 78,910	- 67,030	- 47,951	- 67,030	- 67,030	-
Grand Total	-\$ 1,352,256	-\$1,442,596	-\$1,039,626	-\$1,801,124	-\$1,726,637	\$ 74,487



PARKS, TRAILS & AMENITIES

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Parks, Trails & Amenities	\$9,610,063	\$456,250	\$8,393,813	\$760,000
9703 - Shade Shelters	\$30,000		\$30,000	\$0
9704 - Trail Development	\$150,000		\$150,000	\$0
9708 - Neighbourhood Park Replacement/Enhancements	\$200,000		\$100,000	\$100,000
9710 - Trail Bridges - (Hen and Chickens)	\$475,000	\$356,250	\$118,750	\$0
9713 - Fisher Field Improvements	\$185,000		\$185,000	\$0
9723 - Harbour East Wall Docking phases	\$100,000		\$100,000	\$0
9724 - Wilson Sheffield Park	\$3,350,000		\$3,350,000	\$0
9728 - PRC Summit View Park	\$1,750,000		\$1,750,000	\$0
9733 - Asphalt Walkways	\$15,000		\$15,000	\$0
9741 - Truck Replacements	\$130,000		\$130,000	\$0
9743 - Town Signage	\$10,000		\$10,000	\$0
9744 - Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	\$66,000		\$66,000	\$0
9745 - Parks Equipment	\$59,000		\$59,000	\$0
9747 - St. Marie St North Block 9 Park - Public Realm Plan	\$2,000,000		\$1,500,000	\$500,000





PARKS, TRAILS & AMENITIES

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
9773 - Heritage Drive Reconstruction and Parking	\$95,000		\$95,000	\$0
9776 - Healing Forest	\$15,000		\$15,000	\$0
9782 - Active Transportation	\$60,000		\$0	\$60,000
9784 - Urban Forestry equipment	\$50,000		\$50,000	\$0
9786 - Harbourview Park Floating Docks	\$45,063		\$45,063	\$0
9787 - Old Village Park Washroom	\$450,000		\$450,000	\$0
978X - Irrigation Downtown Gardens	\$100,000		\$0	\$100,000
978XX - Sunset Point Volleyball Improvements	\$100,000	\$100,000	\$0	\$0
978XY - Pump Track Installation	\$175,000		\$175,000	\$0





COMMUNITY RECREATION SPACES

WHAT WE DELIVER

- Community Recreation Spaces

MAJOR SERVICE OUTPUTS

- Facility Rentals
- Building Maintenance
- Equipment Maintenance
- Ice Maintenance
- Water Chemistry / Balance
- Facility Operations
- Operational & Capital Project Management

2024 MAJOR DELIVERABLES

- Multi Use Recreation Facility Feasibility Study
- Engage Engineer to Design Roof for Outdoor Rink
- Replace Outdoor Rink Board System
- Purchase Electric Vehicle
- Retrofit EBMA Scoreboard
- Museum Space Conversation

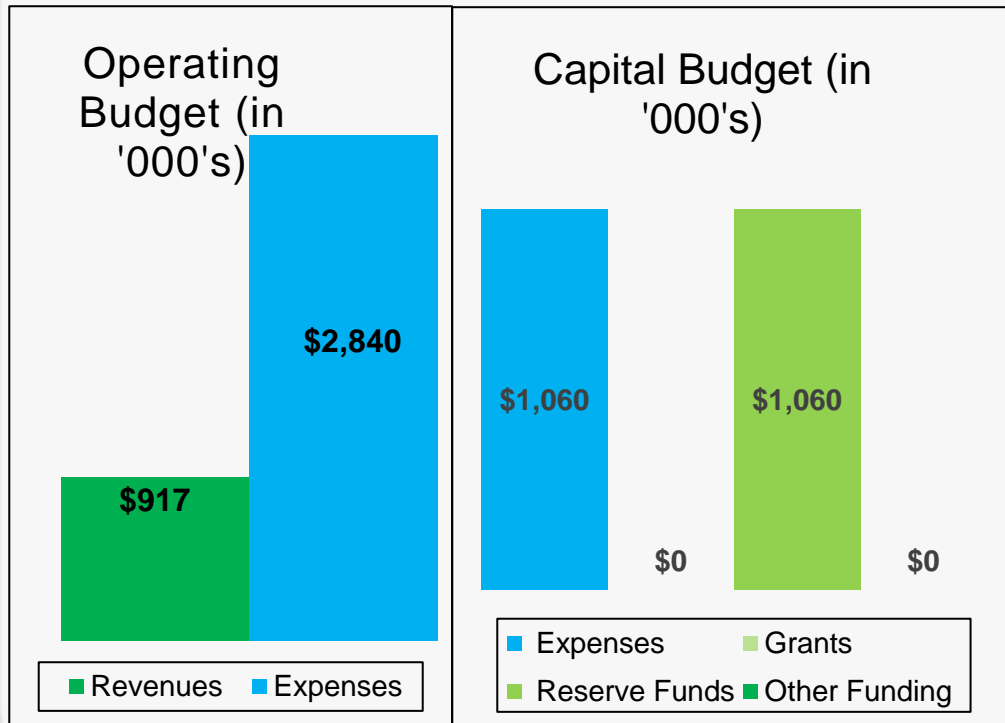




COMMUNITY RECREATION SPACES

REVENUE & EXPENSES

Cost per month per household: \$10.34



Net Tax Impact: \$1,923,007

WHO WE ARE

Attendant, PT Arena	2.40
Coordinator Recreation Facilities	1.00
Coordinator, Recreation Facilities Allocation & Partnerships	1.00
Manager, Rec Facilities	1.00
Outdoor Rink Operator	0.66
Recreation Facilities Operator	8.00
Rink Helper	1.55
Supervisor, Rec Facilities	1.00
Total FTEs	16.61



COMMUNITY RECREATION SPACES

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 539,915	\$ 640,200	\$ 767,187	\$ 771,000	\$ 916,900	\$ 145,900
- Non-Tax Revenue	-	-	-	-	-	-
- Other	(7,056)	15,000	248	15,000	15,000	-
- Rentals and Concessions	524,605	592,700	739,346	726,000	864,400	138,400
- User Charges	22,367	32,500	27,593	30,000	37,500	7,500
Expenses / Expenditure	-\$ 2,366,192	-\$2,411,271	-\$2,068,015	-\$2,892,051	-\$2,839,907	\$ 52,144
- Administrative Expenses	- 8,038	- 9,500	- 4,986	- 6,300	- 6,300	-
- Equipment Related	- 111,601	- 141,550	- 149,949	- 186,010	- 189,510	- 3,500
- Information Technology and Communications	- 7,333	- 7,607	- 11,063	- 8,872	- 13,572	- 4,700
- Operating Expenses	- 23,811	- 29,000	- 29,612	- 36,670	- 38,670	- 2,000
- Personnel and Training	- 22,513	- 24,473	- 23,988	- 30,465	- 31,365	- 900
- Premise and Site	- 211,909	- 210,300	- 194,559	- 257,795	- 187,145	70,650
- Purchased Services	- 34,519	- 23,000	- 14,962	- 23,000	- 26,500	- 3,500
- Salaries and Benefits	- 1,414,210	- 1,335,946	- 1,220,504	- 1,621,863	- 1,660,769	- 38,906
- Transfers to Capital	-	-	-	-	-	-
- Transfers to Town Reserves and Reserve Funds	-	-	-	- 30,000	- 30,000	-
- Utilities	- 503,115	- 619,315	- 409,367	- 676,883	- 639,883	37,000
- Vehicle and Fleet Related	- 29,143	- 10,580	- 9,025	- 14,193	- 16,193	- 2,000
Grand Total	-\$ 1,826,277	-\$1,771,071	-\$1,300,827	-\$2,121,051	-\$1,923,007	\$ 198,044



COMMUNITY RECREATION SPACES

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Community Recreation Spaces	\$1,059,500	\$0	\$1,059,500	\$0
9705 - PRC Facility Equipment	\$12,000		\$12,000	\$0
970H - Facilities Vehicles	\$160,000		\$160,000	\$0
9711 - Central Park Arena - Facility Maintenance / Improvements	\$70,000		\$70,000	\$0
9712 - EBMA - Facility Maintenance / Improvements	\$135,000		\$135,000	\$0
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	\$370,000		\$370,000	\$0
9716 - Curling Facility - Facility Maintenance / Improvements	\$75,000	\$0	\$75,000	\$0
9718 - Museum Building - Facility Maintenance / Improvements	\$70,000		\$70,000	\$0
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	\$42,500	\$0	\$42,500	\$0
9763 - Multi-Purpose Facility Feasibility Study	\$125,000		\$125,000	\$0





COMMUNITY RECREATION ACTIVITIES

WHAT WE DELIVER

- Community Recreation Activities

MAJOR SERVICE OUTPUTS

- Swim Lessons
- Drop-in Programs such as Aquafit, Open Swim, Lane Swims, Mobile Park Program, Outdoor Rink programming
- Aquatics Leadership Programs
- Sailing School
- Working collaboratively across departments, including the library, to support programming across the life-span including chair yoga, Nordic pole walking
- Working collaboratively with the community to encourage and communicate through an activity guide the recreation and activities available from private businesses and community groups
- Working with 3rd Party community groups to fill programming gaps beyond the Town's scope and implement outreach programs such as water safety, High Five standards for recreation
- Barrier free recreation by delivering fee subsidy program, supporting safer spaces initiatives, lowering sensory swim and lesson opportunities
- Community Recreation and Culture (CRC) Grants for recreation purposes

2024 MAJOR DELIVERABLES

- Aquatics Volunteer Policy and Program

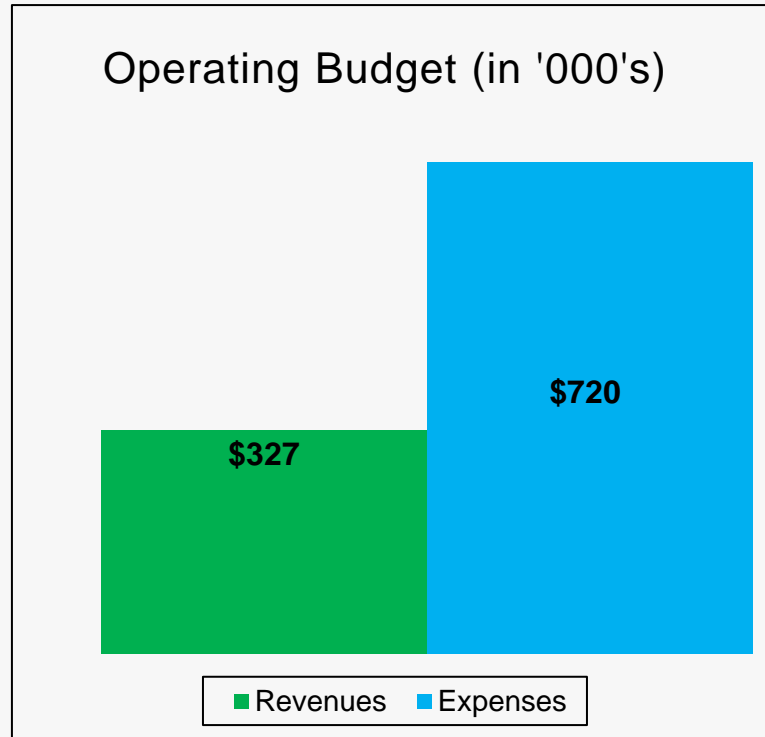




COMMUNITY RECREATION ACTIVITIES

REVENUE & EXPENSES

Cost per month per household: \$2.11



Net Tax Impact: \$392,911

WHO WE ARE

Aquafit Instructor, PT	0.36
Aquatics Coordinator	1.00
Lifeguard/Instructor, PT	7.20
Manager, Recreation Services	1.00
Senior Lifeguard/ Instructor	1.00
Total FTEs	10.57



COMMUNITY RECREATION ACTIVITIES

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 184,479	\$ 290,350	\$ 215,075	\$ 290,350	\$ 326,744	\$ 36,394
- Donations	-	-	-	-	-	-
- Rentals and Concessions	71,859	13,000	50,643	13,000	21,300	8,300
- User Charges	112,619	277,350	164,433	277,350	305,444	28,094
Expenses / Expenditure	-\$ 491,004	-\$717,728	-\$467,047	-\$697,022	-\$719,655	-\$22,633
- Administrative Expenses	- 1,072	- 7,700	- 3,044	- 4,700	- 5,200	- 500
- Equipment Related	- -	3,000	- -	3,000	3,000	-
- Financial Expenses	- 13,079	- 15,000	- 15,171	- 15,000	- 15,000	-
- Information Technology and Communications	- 17,147	- 30,266	- 16,335	- 30,266	- 30,266	-
- Operating Expenses	- 16,913	- 25,200	- 22,021	- 27,200	- 28,000	- 800
- Personnel and Training	- 4,633	- 7,100	- 9,723	- 7,100	- 10,100	- 3,000
- Premise and Site	- -	-	- -	-	-	-
- Salaries and Benefits	- 438,160	- 628,962	- 400,753	- 609,256	- 627,589	- 18,333
- Vehicle and Fleet Related	- -	500	- -	500	500	-
Grand Total	-\$ 306,525	-\$427,378	-\$251,972	-\$406,672	-\$392,911	\$ 13,761





BUILDING COMMUNITY WELL-BEING & INCLUSION

WHAT WE DELIVER

- Building Community, Well-being & Inclusion
- Growth Planning*

* This is a sub-service under the Development & Growth program; however, financial information has not been separated for this year.

MAJOR SERVICE OUTPUTS

- Support to Parks, Trails & Amenities; Community Recreation Spaces; Community Recreation Activities; Community Arts & Culture; Community & Public Events; Conservation & Promotion of Heritage & Culture (Allocation of costs to be determined in next phase of Programs & Services work).
- Delivery of community engagement sessions including charrettes, information tables, stakeholder feedback opportunities and data gathering
- Delivery of community-based initiatives and events supporting knowledge sharing and awareness building
- Development of tools and resources to support department
- Partnership development and consultation including special projects and donations
- Policy review and development

2024 MAJOR DELIVERABLES

- Community engagement for the Tree Preservation Plan/By-law
- Community engagement for the Community Centre (MURF) Feasibility Study
- Finalize community engagement for Wilson-Sheffield & Triangle Park
- Continued consultation re: Shipyards Public Realm Plan
- Continued delivery of Canopy Collingwood program
- Finalize PRC Master Plan Refresh
- Knowledge sharing and education as related to days of significance and cultural celebrations (e.g.. Black History Month, Truth & Reconciliation)
 - Delivery of Yonnhe'ón:we - Indigenous Arts Series
 - Finalize the Healing Forest Project

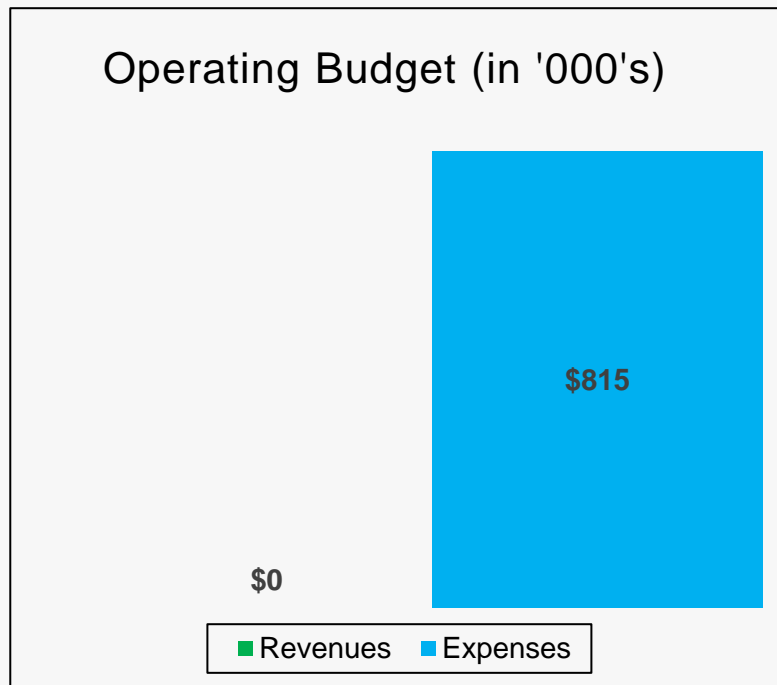




BUILDING COMMUNITY WELL-BEING & INCLUSION

REVENUE & EXPENSES

Cost per month per household: \$4.38



Net Tax Impact: \$814,895

WHO WE ARE

Admin Assistant, PRC	1.00
Coordinator, Comm Well-being & Inclusion	1.00
Director, PRC	1.00
Total FTEs	3.00



BUILDING COMMUNITY WELL-BEING & INCLUSION

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ (18)	\$ -	\$ 8,485	\$ -	\$ -	\$ -
- Donations	(18)	-	(1,018)	-	-	-
- Other	-	-	-	-	-	-
- Transfers from Town Reserves and Reserve Funds	-	-	9,503	-	-	-
Expenses / Expenditure	-\$ 923,836	-\$892,286	-\$552,457	-\$797,931	-\$814,895	-\$16,964
- Administrative Expenses	- 9,336	- 8,200	- 5,738	- 8,200	- 8,200	-
- Equipment Related	- -	3,000	-	-	-	-
- Financial Expenses	- 237,253	- 229,836	- 217,985	- 280,580	- 319,580	- 39,000
- Information Technology and Communications	- 2,049	- 1,463	- 2,124	- 2,163	- 2,163	-
- Inter-functional Transfers	- 960	-	- 606	-	-	-
- Operating Expenses	- 32,596	- 36,100	- 15,181	- 49,000	- 34,000	15,000
- Personnel and Training	- 12,871	- 11,295	- 5,231	- 13,395	- 13,395	-
- Purchased Services	- 34,630	- 30,000	- 7,377	- 25,000	- 25,000	-
- Salaries and Benefits	- 393,725	- 372,392	- 298,215	- 402,093	- 412,557	- 10,464
- Transfers to Capital	- 200,417	- 200,000	-	- 17,500	-	17,500
Grand Total	-\$ 923,854	-\$892,286	-\$543,972	-\$797,931	-\$814,895	-\$16,964





WATER TREATMENT & DISTRIBUTION

WHAT WE DELIVER

- Growth planning*
- Development management including Provision of Conditions and Requirements for Planning & Other Applications and Administration of Approved Planning Applications & Agreements (Wastewater Non-linear Assets and Treatment, and Water Treatment and Distribution)
- Asset management (asset inventory, condition assessments, prioritization of lifecycle replacements/refurbishments)
- Capital project delivery (design, tender, construction)
- Operation and maintenance of drinking water treatment and distribution infrastructure
- Backflow prevention

* This service is under the Development & Growth program; however, the financial information has not been separated this year.

MAJOR SERVICE OUTPUTS

- Potable water for Collingwood residents and business in compliance the Safe Drinking Water Act
- Third Party Drinking Water Supply (Town of New Tecumseth, Township of Essa, Township of Clearview, Town of the Blue Mountains)
- Non-Potable Water Supply (Industrial System)
- Regulatory compliance reporting for the drinking water system
- Access points (hydrants) and water for fire fighting
- Annual compliance reporting (Safe Drinking Water Act, Ontario Water Resources Act)

2024 MAJOR DELIVERABLES

- Water Treatment Plant Expansion and Upgrades
- Carmichael Reservoir and Upgrades
- High Lift Pump Refurbishments
- Georgian Meadows BPS Upgrades
- Hydraulic Model Update and Calibration
- Water Tower Rehabilitation
- IBEW (Water Union) Collective Agreement Negotiations

MAJOR SERVICE OUTPUTS (continued)

- Drinking Water Quality Management System
- Technical review and acceptance of new development applications, approvals and infrastructure
- Uncommitted Hydraulic Reserve Capacity tracking and updates
- New drinking water infrastructure to support development/growth
- Maintain and replace drinking infrastructure
- Backflow prevention program
- Water meter installations and replacements
- Water Metering
- Water and wastewater billing data
- Utility locates
- Quench Buggy
- Bulk Water
- Backflow Prevention By-Law Compliance

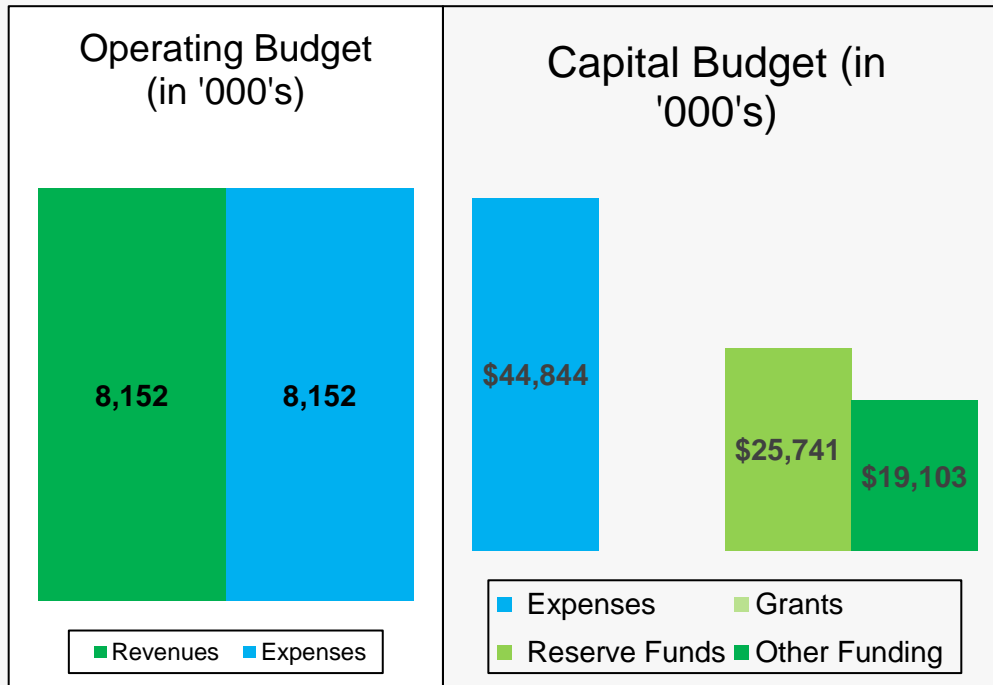




WATER TREATMENT & DISTRIBUTION

REVENUE & EXPENSES

Cost per month per household \$0.00



Net Tax Impact: \$0

WHO WE ARE

Admin Assistant, Env Services	1.00
Backflow Prevention Officer	1.00
Compliance Officer, Environmental Services	1.00
Engineering Technologist , ENV	1.00
H&S Coordinator	0.00
Manager, Environmental Serv	1.00
Project Manager, Environmental Services	1.00
Supervisor, water	1.00
Water Assistant	1.00
WD Control Technician / WT Operator	1.00
WD Distribution Operator	4.00
WD Distribution ORO	1.00
WD Machine Operator	2.00
WD Treatment Operator	2.00
WD Treatment ORO	1.00
WD Water Meter Technician	1.00
Total FTEs	20.00



WATER TREATMENT & DISTRIBUTION

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 14,814,672	\$ 8,070,426	\$ 5,694,168	\$ 7,832,476	\$ 8,152,476	\$ 320,000
- Non Tax Revenue	33,290	-	-	-	-	-
- Other	6,638,343	94,015	93,867	94,015	94,015	-
- Rentals and Concessions	249,550	219,000	222,190	241,000	241,000	-
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	-	-
- User Charges	7,893,489	7,757,411	5,378,112	7,497,461	7,817,461	320,000
Expenses / Expenditure	-\$ 14,811,803	-\$8,070,426	-\$3,715,267	-\$7,832,476	-\$8,152,476	-\$ 320,000
- Administrative Expenses	- 241,914	- 392,846	- 224,529	- 270,920	- 311,378	- 40,458
- Equipment Related	- 203,638	- 157,105	- 268,917	- 344,750	- 809,650	- 464,900
- Financial Expenses	- 93,260	- 88,355	- 112,912	- 102,713	- 102,713	-
- Information Technology and Communications	- 79,284	- 113,250	- 65,655	- 107,500	- 139,900	- 32,400
- Legal Expenses	- 12,108	- 30,000	- 7,478	- 30,000	- 30,000	-
- Long Term Debt Servicing	- 457,295	- 462,499	- 53,667	- 458,009	- 449,090	8,919
- Operating Expenses	- 282,296	- 188,425	- 160,036	- 299,050	- 291,550	7,500
- Personnel and Training	- 45,506	- 71,000	- 61,949	- 90,500	- 98,000	- 7,500
- Premise and Site	- 336,528	- 354,286	- 86,794	- 347,436	- 373,036	- 25,600
- Purchased Services	- 914,961	- 1,093,400	- 629,338	- 865,600	- 1,671,100	- 805,500
- Salaries and Benefits	- 1,992,767	- 2,196,129	- 1,543,416	- 2,270,034	- 2,451,550	- 181,516
- Transfers to Town Reserves and Reserve Funds	- 9,310,987	- 1,918,550	-	- 1,572,126	- 317,211	1,254,915
- Utilities	- 730,804	- 854,300	- 457,294	- 896,300	- 898,300	- 2,000
- Vehicle and Fleet Related	- 110,455	- 150,280	- 43,282	- 177,538	- 208,998	- 31,460
Grand Total	\$ 2,869	\$ 0	\$ 1,978,901	-\$ 0	-\$ 0	0



WATER TREATMENT & DISTRIBUTION

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Water Treatment & Distribution	\$44,843,500		\$25,740,600	\$19,102,900
9600 - Water Efficiency Measures	\$20,000		\$20,000	\$0
9610 - Vehicles & Equipment	\$380,500		\$380,500	\$0
9611 - Large Tools	\$38,000		\$38,000	\$0
9612 - 100mm Watermain Replacement	\$1,808,000		\$1,808,000	\$0
9613 - Booster Pumping Station Refurbishments	\$742,000		\$742,000	\$0
9620 - Carmichael Reservoir Upgrades	\$3,430,000		\$3,430,000	\$0
9621 - In Ground Reservoirs	\$395,000		\$395,000	\$0
9624 - Water Tower Refurbishments	\$10,000		\$10,000	\$0
9625 - Water Meter Data Analytics Software	\$50,000		\$50,000	\$0
9640 - Water Treatment Plant Refurbishment	\$295,000		\$295,000	\$0
9641 - Water Treatment Plant Expansion	\$32,755,000		\$13,734,900	\$19,020,100
9642 - Stewart Road Reservoir and Booster Pumping Station	\$110,000		\$110,000	\$0





WATER TREATMENT & DISTRIBUTION

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
9643 - Water Treatment Plant Membrane Filter Replacements	\$1,510,000		\$1,510,000	\$0
9644 - Water SCADA Improvements	\$75,000		\$75,000	\$0
9645 - New Residential and General Water Services	\$92,000		\$9,200	\$82,800
9646 - Water Services Replacement	\$122,000		\$122,000	\$0
9648 - New Watermains	\$205,000		\$205,000	\$0
9649 - Watermain Replacement	\$2,741,000		\$2,741,000	\$0
9650 - Hydrants	\$25,000		\$25,000	\$0
9652 - Valve Additions and Replacements	\$40,000		\$40,000	\$0



ARTS, CULTURE & HERITAGE

PROGRAM OVERVIEW

Recognize and strengthen arts, culture and built heritage within the community.

SERVICES

- Conservation & Promotion of Heritage & Culture
- Community Arts & Culture
- Community & Public Events
- Circulation & Curation of Library Materials





CONSERVATION & PROMOTION OF HERITAGE & CULTURE

WHAT WE DELIVER

- Conservation and promotion of heritage and culture
- Designation of heritage properties and areas
- Heritage incentive programs
- Support for the Heritage Committee
- Museum Collection
- Museum Activities*

* This is a sub-service of Community Arts & Culture service; however, the financial information has not been separated.

MAJOR SERVICE OUTPUTS

- Heritage grants
- Heritage tax incentives
- Heritage permits
- Approved heritage designations
- Preparation, update and monitoring of policy and regulatory documents
- Preparation of Heritage Committee agendas and reports
- Educate and communicate on built heritage matters
- Museum exhibits, programs, events, items for purchase, access to historic images for reproduction.
- Safeguarded and catalogued Museum collection, digitization of collection, annual accession and deaccession instances.

2024 MAJOR DELIVERABLES

- Heritage Program Review (pending budget allocation)
- Official Plan Review
- Zoning By-law Update
- Grain Terminals Revitalization
- Public Realm Plan

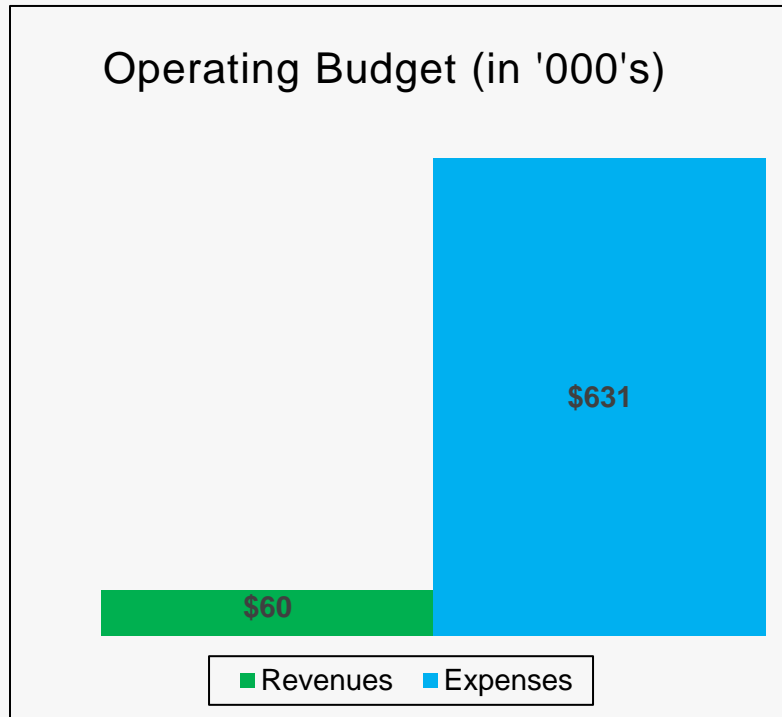




CONSERVATION & PROMOTION OF HERITAGE & CULTURE

REVENUE & EXPENSES

Cost per month per household: \$3.07



Net Tax Impact: \$571,241

WHO WE ARE

Attendant, PT Museum & Event	0.90
Collections Support- Museum	0.31
Coordinator, Museum	1.00
Programmer, Education	0.70
Senior Planner	0.30
Student Programmer- Museum	0.62
Supervisor, Museum	1.00
Total FTEs	4.83



CONSERVATION & PROMOTION OF HERITAGE & CULTURE

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 92,931	\$ 49,231	\$ 48,747	\$ 55,481	\$ 59,731	\$ 4,250
- Donations	13,225	4,000	14,246	8,000	12,000	4,000
- Government Transfers	53,543	31,246	-	31,246	21,996	(9,250)
- Non-Tax Revenue	-	-	-	-	-	-
- Other	-	-	-	-	-	-
- Rentals and Concessions	397	375	916	375	375	-
- User Charges	25,766	13,610	33,585	15,860	25,360	9,500
Expenses / Expenditure	-\$ 509,277	-\$551,375	-\$412,053	-\$622,330	-\$630,972	-\$ 8,642
- Administrative Expenses	- 4,487	- 4,360	- 4,968	- 6,860	- 6,360	500
- Equipment Related	- 8,225	- 11,850	- 12,060	- 9,750	- 9,750	-
- Financial Expenses	- 75,238	- 123,029	- 59,945	- 104,901	- 104,901	-
- Information Technology and Communications	- 19,663	- 22,100	- 18,609	- 23,950	- 27,950	- 4,000
- Legal Expenses	-	-	- 731	- 10,000	- 10,000	-
- Operating Expenses	- 11,475	- 12,080	- 5,748	- 13,780	- 15,780	- 2,000
- Personnel and Training	- 4,998	- 6,746	- 3,555	- 10,896	- 9,146	1,750
- Premise and Site	- 30,562	- 37,315	- 29,558	- 44,715	- 39,815	4,900
- Purchased Services	-	- 2,000	-	- 10,000	- 10,000	-
- Salaries and Benefits	- 335,762	- 311,955	- 265,498	- 367,538	- 377,330	- 9,792
- Transfers to Town Reserves and Reserve Funds	-	-	-	-	-	-
- Utilities	- 18,866	- 19,940	- 11,383	- 19,940	- 19,940	-
Grand Total	-\$ 416,346	-\$502,144	-\$363,307	-\$566,849	-\$571,241	-\$ 4,392



COMMUNITY ARTS & CULTURE

WHAT WE DELIVER

- Building Arts & Culture Capacity
- Public Art Promotion & Awareness
- Community & Public Events*
- Museum Activities*

* This is a sub-service under the Conservation & Promotion of Heritage & Culture service; however, financial information has not been separated for this year.

MAJOR SERVICE OUTPUTS

- Free and low-cost arts programs and initiatives for the community to attend, partner on, participate in
- Community Recreation & Culture Grants (financial and in-kind)
- Rentable performance spaces
- Opportunity for creative sector to showcase their work
- Creation and promotion of new public art, maintenance and promotion of existing collection

2024 MAJOR DELIVERABLES

- Collingwood Arts Centre Feasibility Study Next Steps
- Public Art Plan Update
- Museum Children's Summer Programming

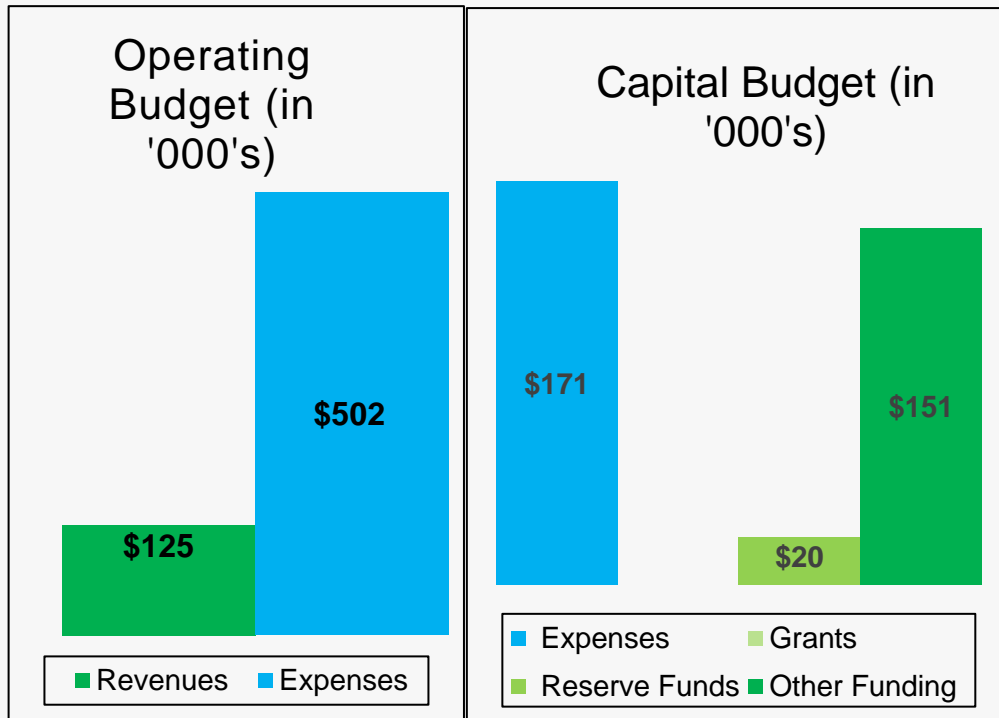




COMMUNITY ARTS & CULTURE

REVENUE & EXPENSES

Cost per month per household: \$2.02



Net Tax Impact: \$376,287

WHO WE ARE

Coordinator, Arts & Culture	1.00
Manager, Culture & Events	1.00
Theatre & Event Representative	1.00
Total FTEs	3.00



COMMUNITY ARTS & CULTURE

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 26,799	\$ 13,048	\$ 28,742	\$ 73,008	\$ 125,310	\$ 52,302
- Other	-	-	-	-	-	-
- Rentals and Concessions	26,799	13,048	25,742	13,048	25,048	12,000
- Transfers from Town Reserves and Reserve Funds	-	-	-	59,960	100,262	40,302
- User Charges	-	-	3,000	-	-	-
Expenses / Expenditure	-\$ 395,939	-\$340,430	-\$334,691	-\$449,265	-\$501,597	-\$52,332
- Administrative Expenses	- 3,300	- 2,500	- 1,810	- 2,500	- 7,500	- 5,000
- Equipment Related	- 345	- 2,500	- 162	- 2,500	- 2,500	-
- Financial Expenses	- 5,992	- 5,584	- 4,484	- 6,560	- 6,560	-
- Information Technology and Communications	- 3,760	- 4,695	- 1,208	- 4,695	- 5,195	- 500
- Operating Expenses	- 19,627	- 20,300	- 17,047	- 20,300	- 20,300	-
- Personnel and Training	- 1,406	- 3,500	- 897	- 3,500	- 9,700	- 6,200
- Premise and Site	- 36,634	- 36,700	- 40,122	- 48,700	- 48,700	-
- Purchased Services	- 40,676	- 371	- 61,013	- 65,331	- 100,633	- 35,302
- Salaries and Benefits	- 276,734	- 256,280	- 200,775	- 287,179	- 292,509	- 5,330
- Transfers to Capital	-	-	-	-	-	-
- Transfers to Town Reserves and Reserve Funds	- 5,000	- 5,000	- 4,167	- 5,000	- 5,000	-
- Utilities	- 2,466	- 3,000	- 3,006	- 3,000	- 3,000	-
Grand Total	-\$ 369,141	-\$327,382	-\$305,949	-\$376,257	-\$376,287	-\$ 30



COMMUNITY ARTS & CULTURE

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Community Arts & Culture	\$171,000		\$20,000	\$151,000
970C - Simcoe Street Theatre Improvements	\$51,000		\$0	\$51,000
970E - Amphitheatre Seasonal Washrooms	\$100,000		\$0	\$100,000
9739 - Heading Dockside Mural Replacement	\$20,000		\$20,000	\$0





COMMUNITY & PUBLIC EVENTS

WHAT WE DELIVER

- Community & Public Events

MAJOR SERVICE OUTPUTS

- Annual special events, one-off programs and events that support annual PRC work plans.
- Approved special event permits, conditions of approval, guidance and best practices, coordination with emergency services.

2024 MAJOR DELIVERABLES

- 2024 Live & Original Music Initiatives
- 2024 Community Events

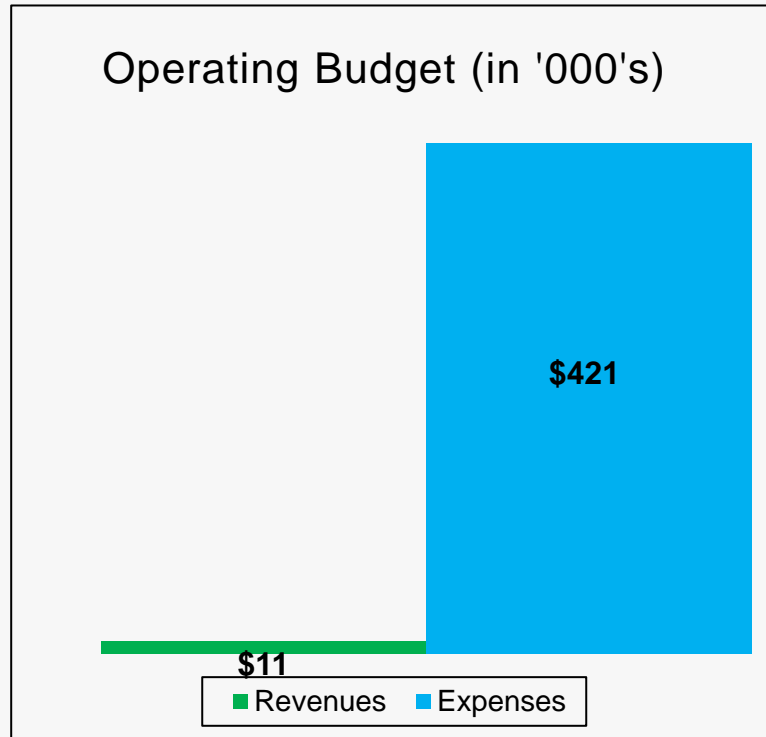




COMMUNITY & PUBLIC EVENTS

REVENUE & EXPENSES

Cost per month per household: \$2.21



Net Tax Impact: \$410,218

WHO WE ARE

Attendant, PT Museum & Event	0.10
Coordinator, Events	1.00
Coordinator, Festivals	1.00
Total FTEs	2.10



COMMUNITY & PUBLIC EVENTS

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 17,322	\$ 55,500	\$ 63,665	\$ 5,500	\$ 10,500	\$ 5,000
- Government Transfers	-	-	-	-	-	-
- Other	887	51,000	22,630	1,000	6,000	5,000
- Rentals and Concessions	885	3,000	-	3,000	3,000	-
- User Charges	15,550	1,500	41,034	1,500	1,500	-
Expenses / Expenditure	-\$ 409,077	-\$417,282	-\$367,569	-\$382,401	-\$420,718	-\$38,317
- Administrative Expenses	- 2,084	- 1,500	- 893	- 1,500	- 1,500	-
- Equipment Related	- 6,501	- 13,000	- 2,627	- 13,000	- 16,500	- 3,500
- Information Technology and Communications	- 35,476	- 9,050	- 25,195	- 14,050	- 15,050	- 1,000
- Operating Expenses	- 59,063	- 70,950	- 50,361	- 35,950	- 51,350	- 15,400
- Personnel and Training	- 912	- 4,000	- 6,149	- 4,000	- 4,900	- 900
- Purchased Services	- 128,603	- 143,600	- 136,963	- 123,600	- 132,600	- 9,000
- Salaries and Benefits	- 176,438	- 175,182	- 145,382	- 190,301	- 198,818	- 8,517
- Transfers to Capital	-	-	-	-	-	-
- Utilities	-	-	-	-	-	-
Grand Total	-\$ 391,756	-\$361,782	-\$303,905	-\$376,901	-\$410,218	-\$33,317





CIRCULATION & CURATION OF LIBRARY MATERIALS AND COMMUNITY GATHERING SPACE

WHAT WE DELIVER

- Curation and circulation of library materials
- Community gathering space (Library)
- Library community activities*
- Strategic planning and leadership (Library)**

* This is a service under the Arts, Culture & Heritage program; however, financial information has not been separated for this year.

** This is a service under the Corporate Services program; however, financial information has not been separated for this year.

MAJOR SERVICE OUTPUTS

- Leisure space for people to gather
- Rentable meetings rooms for community groups and gatherings
- Programming and events for all ages that support literacy, diversity, local history, arts, and digital literacy
- Activities that support volunteer hours for youth
- Provide modern, diverse, and accessible collection of materials in a variety of formats
- Loan materials in-person
- Loan materials online through e-platforms
- Social system navigation
- Resource and information connection
- Library programs and services that push toward a common vision

2024 MAJOR DELIVERABLES

- 2025-2029 strategic plan
- Capital project plan
- Fundraising plan
- 2025-2029 technology plan
- Community Centre feasibility study
- Update security cameras
- Update audio/visual technology in meeting rooms

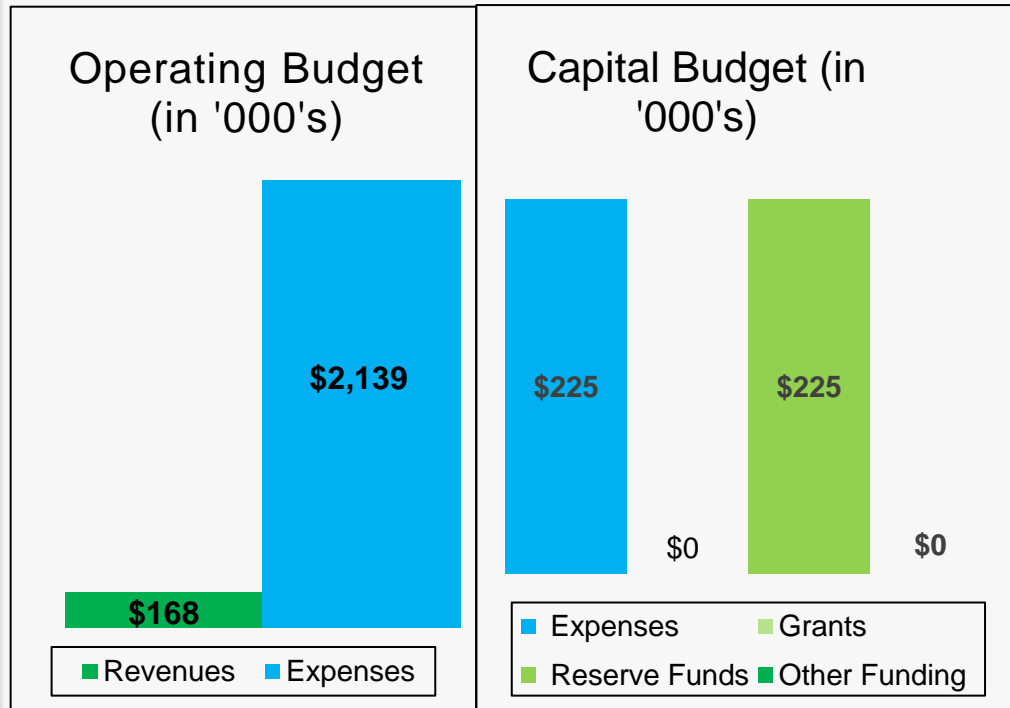




CIRCULATION & CURATION OF LIBRARY MATERIALS AND COMMUNITY GATHERING SPACE

REVENUE & EXPENSES

Cost per month per household: \$10.60



Net Tax Impact: \$1,971,580

WHO WE ARE

ClerkL, PT Public Services	2.60
Collections Assistant Library	1.71
Coordinator, Adult & Sen, Prog	1.00
CoordinatorL, Comm Eng/Learnin	1.00
CoordinatorL, Hist/Genealogy	1.00
CoordinatorL, PR	1.00
CoordinatorL, Public Services	1.00
CoordinatorL, Technology	1.00
CoordinatorL, Youth Services	1.00
CoorindatorL, Childrens Services	1.00
Early Literacy Planner	0.23
History/Genealogy	0.23
Junior Public Services Clerk	0.71
ManagerL, PR&IN/LCEO	1.00
References Assistant, Lib	1.00
Supervisor Community Services	1.00
Supervisor, Acquisitions & Programming (Library)	1.00
Supervisor, LPublic Services	1.00
Technology Assistant, Library	0.71
Total FTEs	19.21



CIRCULATION & CURATION OF LIBRARY MATERIALS AND COMMUNITY GATHERING

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 144,714	\$ 167,912	\$ 56,285	\$ 167,912	\$ 167,513	\$ (399)
- Donations	2,561	5,500	13,827	9,500	9,500	-
- Government Transfers	32,513	39,162	-	39,162	32,513	(6,649)
- Other	3,839	4,000	6,172	4,000	4,000	-
- Rentals and Concessions	-	-	21,531	14,250	20,000	5,750
- Transfers from Obligatory Reserve Funds	78,395	84,000	-	84,000	84,000	-
- User Charges	27,406	35,250	14,755	17,000	17,500	500
Expenses / Expenditure	-\$ 1,721,665	-\$1,899,386	-\$1,567,428	-\$2,081,727	-\$2,139,093	-\$57,366
- Administrative Expenses	- 19,711	- 18,000	- 16,095	- 18,000	- 20,000	- 2,000
- Equipment Related	- 643	- 1,000	- 688	- 1,000	- 1,000	-
- Financial Expenses	- 12,263	- 11,572	- 11,505	- 13,716	- 16,716	- 3,000
- Information Technology and Communications	- 16,888	- 15,700	- 10,049	- 12,700	- 12,700	-
- Inter-functional Transfers	- 264,000	- 264,000	- 220,000	- 264,000	- 264,000	-
- Operating Expenses	- 145,435	- 148,500	- 126,132	- 164,500	- 173,500	- 9,000
- Personnel and Training	- 9,451	- 9,000	- 8,018	- 9,000	- 12,000	- 3,000
- Premise and Site	- 27,398	- 69,529	- 67,006	- 69,529	- 73,610	- 4,081
- Purchased Services	- 26,683	-	- 453	-	-	-
- Salaries and Benefits	- 1,139,708	- 1,303,085	- 1,063,170	- 1,469,527	- 1,505,812	- 36,285
- Transfers to Town Reserves and Reserve Funds	- 6,903	- 7,000	- 5,833	- 7,000	- 7,000	-
- Utilities	- 52,583	- 52,000	- 38,478	- 52,755	- 52,755	-
Grand Total	-\$ 1,576,950	-\$1,731,474	-\$1,511,143	-\$1,913,815	-\$1,971,580	-\$57,765



CIRCULATION & CURATION OF LIBRARY MATERIALS AND COMMUNITY GATHERING

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Circulation & Curation of Library Materials Service	\$224,500		\$224,500	\$0
9752 - I.T. Replacement - Training Room & Public Computers	\$7,000		\$7,000	\$0
9757 - Library Heat Pump Replacement	\$150,000		\$150,000	\$0
9759 - Library Building Lifecycle	\$50,000		\$50,000	\$0
975H - Library - Meeting Rooms Audio/Video Equipment	\$10,000		\$10,000	\$0
975I - Security Camera Replacement	\$7,500		\$7,500	\$0





COMMUNITY ACCESS & MOBILITY

PROGRAM OVERVIEW

Integrated, safe and accessible movement of people and goods across multiple modes of transportation (e.g., active, transit, cars, etc.).

SERVICES

- Roads & Active Transportation
- Transit





ROADS & ACTIVE TRANSPORTATION

WHAT WE DELIVER

- Asset Management
- Capital & Minor Capital Projects Delivery
- Road and transportation network Operations & Maintenance
- ROW Permits and Municipal infrastructure Locates
- Parking Payment & Enforcement *
- Crossing Guards *
- Stormwater Management ** including Asset Mgt & Capital Work and Operations & Maintenance
- Right of Way Utility Consents***
- Parking Payment & Enforcement

* Financial information related to these sub-services is reflected in Community Standards service

** This is a separate service under the Environmental Management, Conservation & Sustainability program; however, financial information has not been separated for it for this year

*** This is a separate service under the Development & Growth program; however, financial information has not been separated for it this year

MAJOR SERVICE OUTPUTS

- Replacement of aging infrastructure and assets
- Operation and Maintenance of roadways and transportation networks
- Operation and Maintenance of Storm water infrastructure
- Capital Improvements to roadways and transportation networks
- Safe and reliable roadway and transportation networks

2024 MAJOR DELIVERABLES

- Concrete Sidewalk and Curb Repair
- Asphalt Resurfacing
- Fleet and Transit acquisitions
- Mountain Road Reconstruction
- Minnesota Storm Sewer Reconstruction
- Sixth Street Design
- High Street Design & EA
- Draft a new Parking By-law
- Start procurement process for the repair/replacement of downtown parking meter pads
- Purchase a new parking enforcement vehicle

MAJOR SERVICE OUTPUTS (continued)

- Winter control
- Parking equipment maintenance and repair
- Regular and secure coin collection from the P&D machines and meters
- Procure system provider(s) and related equipment
- Monitor and patrol designated zones/areas on a proactive and reactive basis
- Issue parking infraction notices (tickets) to vehicles parked illegally
- Conduct First Attendance (FA) for disputed tickets
- Schedule and manage tickets that cannot be resolved at FA and need to proceed to court
- Manage the process for collecting unpaid tickets

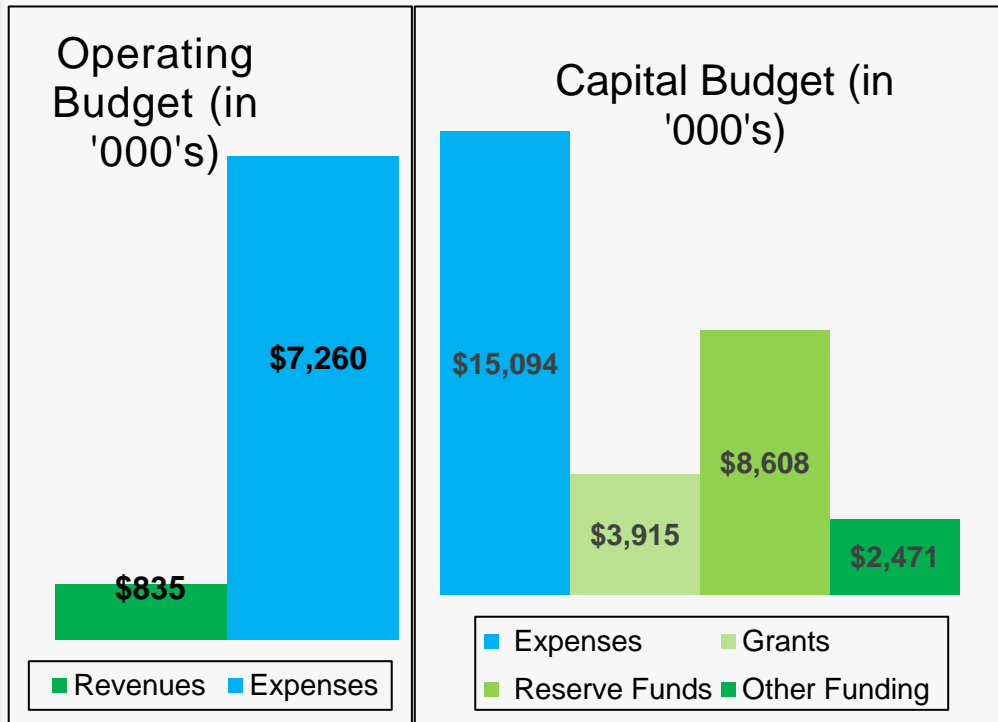




ROADS & ACTIVE TRANSPORTATION

REVENUE & EXPENSES

Cost per month per household: \$34.36



Net Tax Impact: \$6,389,969

WHO WE ARE

Admin Assistant, PW	1.00
Crossing Guard, PT	3.13
Custodian, PW	0.90
Engineering Technologist	1.00
Lead Hand PW	0.90
Machine Operator PW	3.60
Manager, PW	1.00
Mechanic PW	0.90
Municipal Law Enforcement Officer II	0.50
Municipal Law Enforcement Officer III	0.45
Project Manager, Engineering	1.00
Seasonal By-Law Enforcement Officer	1.20
Seasonal Head By-Law Enforcement Officer	0.30
Seasonal Truck Driver/Labourer	0.50
Seasonal Truck Driver/Labourer PW	0.90
Supervisor, Bylaw	0.25
Supervisor, Public Works	1.00
Technologist, PWs	1.00
Truck Driver/Labourer PW	11.70
*Manager, Engineering	1.00
Total FTEs	32.23



ROADS & ACTIVE TRANSPORTATION

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 767,932	\$ 565,749	\$ 822,338	\$ 697,999	\$ 834,670	\$ 136,671
- Other	147,561	204,277	411,356	322,999	329,670	6,671
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	110,000	110,000
- User Charges	620,371	361,472	410,982	375,000	395,000	20,000
Expenses / Expenditure	-\$ 4,690,734	-\$4,379,212	-\$3,083,498	-\$4,588,254	-\$7,224,639	-\$2,636,385
- Administrative Expenses	- 9,041	1,000	- 7,408	- 6,500	- 12,500	- 6,000
- Equipment Related	- 21,141	- 8,000	- 6,872	- 8,000	- 24,825	- 16,825
- Financial Expenses	- 21,851	- 10,610	- 32,162	- 30,634	- 208,121	- 177,487
- Information Technology and Communications	- 28,097	- 41,800	- 37,113	- 47,800	- 95,035	- 47,235
- Long Term Debt Servicing	-	-	-	-	- 544,759	- 544,759
- Operating Expenses	- 911,527	- 536,910	- 461,458	- 528,250	- 563,850	- 35,600
- Personnel and Training	- 6,269	- 16,000	- 17,384	- 20,000	- 60,000	- 40,000
- Premise and Site	- 94,261	- 84,350	- 34,751	- 84,350	- 85,100	- 750
- Purchased Services	- 799,892	- 775,240	- 454,599	- 837,926	- 1,064,476	- 226,550
- Salaries and Benefits	- 2,035,043	- 1,838,459	- 1,691,683	- 1,877,090	- 3,176,169	- 1,299,079
- Transfers to Capital	-	-	-	-	-	-
- Transfers to Town Reserves and Reserve Funds	- 345,131	- 59,132	-	- 175,603	- 201,019	- 25,415
- Utilities	- 242,501	- 282,000	- 184,654	- 292,400	- 279,900	12,500
- Vehicle and Fleet Related	- 175,981	- 727,711	- 155,414	- 679,701	- 908,886	- 229,185
Grand Total	-\$ 3,922,802	-\$3,813,463	-\$2,261,160	-\$3,890,255	-\$6,389,969	-\$2,499,714



ROADS & ACTIVE TRANSPORTATION

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Roads & Active Transportation	\$15,094,265	\$3,915,150	\$8,608,040	\$2,471,075
926Y - Parking Meter Pad Replacement/Repair	\$40,000		\$40,000	\$0
9301 - Cameron St - Walnut to Hurontario	\$20,000	\$20,000	\$0	\$0
9304 - Sixth Street Trunk Watermain - High to Hurontario	\$725,000		\$725,000	\$0
9306 - Hurontario St - Hume to Collins	\$198,000		\$198,000	\$0
9308 - Third St Bridge Rehabilitation	\$89,000	\$89,000	\$0	\$0
9309 - Highway 26 - Longpoint (Osler Bluff) to Cranberry Trail W	\$100,000	\$90,000	\$10,000	\$0
930PWC - Public Works Staff Communication and Information Improvements	\$10,075		\$0	\$10,075
9311 - Stanley Street Drainage Improvements	\$200,000		\$200,000	\$0
9312 - First Street/Pretty River Parkway Street Side Enhancements	\$490,000		\$490,000	\$0
9324 - Provision for Development-Related Vehicles	\$387,000		\$387,000	\$0
9329 - Pedestrian Traffic Signals & PXOs	\$230,000	\$230,000	\$0	\$0
9330 - Traffic Calming Improvements	\$180,000		\$180,000	\$0
9331 - Peel Street - Hume to Bush	\$85,000		\$85,000	\$0
9332 - Large Tools & Office Equipment Replacement PW 04	\$10,000		\$10,000	\$0
9334 - Traffic Signal Controller Upgrades	\$60,000		\$60,000	\$0
9352 - Sidewalk Repairs	\$120,000		\$120,000	\$0
9371 - High St - 10th St to Poplar Sideroad	\$735,000		\$735,000	\$0



ROADS & ACTIVE TRANSPORTATION

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
9377 - Guide Rail Repairs	\$335,000	\$335,000	\$0	\$0
9378 - Connaught Storm Sewer	\$70,000		\$70,000	\$0
9379 - Pretty River Channelization	\$58,000		\$0	\$58,000
9380 - Asphalt Resurfacing PW 09	\$350,000	\$175,000	\$175,000	\$0
9382 - Vehicle Replacement PW 02	\$713,040		\$713,040	\$0
9387 - Bridge Rehabilitation	\$1,476,150	\$1,476,150	\$0	\$0
9388 - Mountain Road Widening	\$4,010,000	\$0	\$4,010,000	\$0
9389 - Minnesota Storm Sewer Repair	\$3,893,000	\$1,500,000	\$0	\$2,393,000
9390 - High St - 2nd to 5th	\$200,000		\$200,000	\$0
9392 - Traffic Signal Retiming Project	\$110,000		\$110,000	\$0
9393 - Community Safety Zone Improvements (CSZ)	\$100,000		\$0	\$0
9433 - Streetlight Installation	\$10,000		\$0	\$10,000
9482 - Parking Accommodation Study	\$80,000		\$80,000	\$0
9484 - Parking Replacement Meters	\$10,000		\$10,000	\$0





TRANSIT

WHAT WE DELIVER

- Transit

MAJOR SERVICE OUTPUTS

- Conventional Transit System
- On-demand Transit System
- Specialized Transit System
- Transit Terminal

2024 MAJOR DELIVERABLES

- Continued implementation of on demand service delivery
- Transit Fleet replacement program
- Blue Mountain Link Agreement renewal
- Service Agreements with Partnering Municipalities

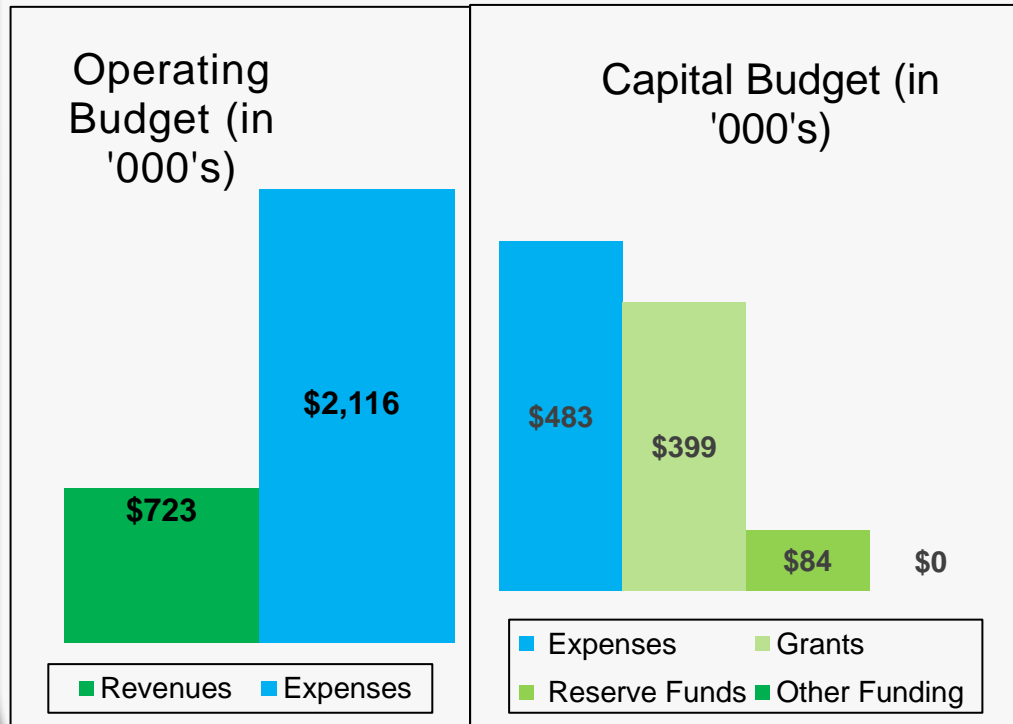




TRANSIT

REVENUE & EXPENSES

Cost per month per household: \$7.49



Net Tax Impact: \$1,393,498

WHO WE ARE

Community Transit Coordinator	1.00
Total FTEs	1.00



TRANSIT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 708,986	\$ 612,263	\$ 262,009	\$ 660,325	\$ 722,825	\$ 62,500
- Government Transfers	420,144	301,400	(20,000)	375,000	435,000	60,000
- Other	160	-	2,025	250	250	-
- Other Municipalities	98,220	100,863	99,860	94,075	94,075	-
- Transfers from Obligatory Reserve Funds	-	-	-	-	-	-
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	-	-
- User Charges	190,462	210,000	180,125	191,000	193,500	2,500
Expenses / Expenditure	-\$ 1,737,526	-\$1,688,963	-\$1,193,179	-\$1,836,681	-\$2,116,323	-\$279,642
- Financial Expenses	- 4,989	- 4,271	- 5,317	- 5,063	- 6,063	- 1,000
- Information Technology and Communications	- -	10,500	- 7,123	- 10,500	- 10,500	-
- Legal Expenses	-	-	-	-	-	-
- Operating Expenses	- 45,268	- 46,000	- 47,713	- 51,000	- 113,200	- 62,200
- Premise and Site	- 212,576	- 106,325	- 16,221	- 15,990	- 21,990	- 6,000
- Purchased Services	- 1,075,416	- 1,212,573	- 789,804	- 1,367,075	- 1,430,000	- 62,925
- Salaries and Benefits	- 15,843	-	- 31,166	- 45,500	- 155,017	- 109,517
- Utilities	- 6,311	- 4,520	- 4,976	- 8,553	- 8,553	-
- Vehicle and Fleet Related	- 377,124	- 304,774	- 290,859	- 333,000	- 371,000	- 38,000
Grand Total	-\$ 1,028,539	-\$1,076,700	-\$ 931,170	-\$1,176,356	-\$1,393,498	-\$217,142



TRANSIT

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Transit Service	\$482,750	\$399,000	\$83,750	\$0
9423 - Bus Shelters	\$7,750		\$7,750	\$0
9424 - Bus replacement and Refurbishment	\$475,000	\$399,000	\$76,000	\$0





MUNICIPAL GOVERNANCE & CIVIC ENGAGEMENT

PROGRAM OVERVIEW

Effective, responsible and accountable governance and two-way engagement of residents, businesses and visitors.

SERVICES

- Governance Support*
- Public Commissioner*
- Vital Statistics*
- Council Representation
- Municipal Elections Support
- Communications

* These services are financially combined under the service name Governance, Legal & Risk Management and also include financial results for the services of Legal, Risk Management and Procurement Support which are under the Corporate Services Program. Financial data will be allocated to their respective programs in future phases of the Programs & Services work.





GOVERNANCE, LEGAL & RISK MANAGEMENT

WHAT WE DELIVER

- Business Licensing and Provincial Licensing (lottery) *
- Business Encroachments (boulevard patios and merchandise displays) **
- Governance Support - Parliamentary Procedures & Clerking Council Relations and Support
- Public Commissioner
- Legal Advice & Corporate Agreements ***
- Land Needs, Acquisition & Disposal ***
- Municipal Elections Support
- Procurement Support
- Records / Information Management
- Risk Management - Insurance; Enterprise Risk Management
- Vital Statistics Services

The following sub-services have not been financial separated into the service referenced for this year:

* Sub-service of Community Standards service

** Sub-service of Economic Development service

*** Sub-service of Legal service

MAJOR SERVICE OUTPUTS

- Marriage Licenses and Ceremonies
- Burial Permits and Death Registrations
- Land acquisitions and dispositions
- Easements (patio/merchandise)
- Licensing - Business and Lottery
- Commission Services

2024 MAJOR DELIVERABLES

- Implement a new Agenda and Minutes Software System
- Youth Engagement Initiatives
- Deliver 2024-2027 Community Based Strategic Plan and Downtown Visioning Master Plan
- Committee of Adjustment - Education/Training on CBSP
- Committee/Board/Etc. Review
- Whistleblower Policy - 2024 Review
- Continue to Assess Land Needs
- Resolve East End Road Ownership
- Complete Analysis of current Records Management Systems and implement solution (pending budget Approval)
- Records Management/FOI - Personal Information Bank and Policy/Procedure
- Rules Framework Implementation - Build Infrastructure (pending policy completion)
- Braniff Room Upgrades (pending budget approval)
- Insurance Options

MAJOR SERVICE OUTPUTS (continued)

- Conduct Investigations
- Fulfill requests for Information
- Governance for Council, Committees and Local Boards
- Procurement support for organization
- Insurance Claims
- Lobbyist Registry
- Enterprise Risk Management;
- Integrity/Code of Conduct management

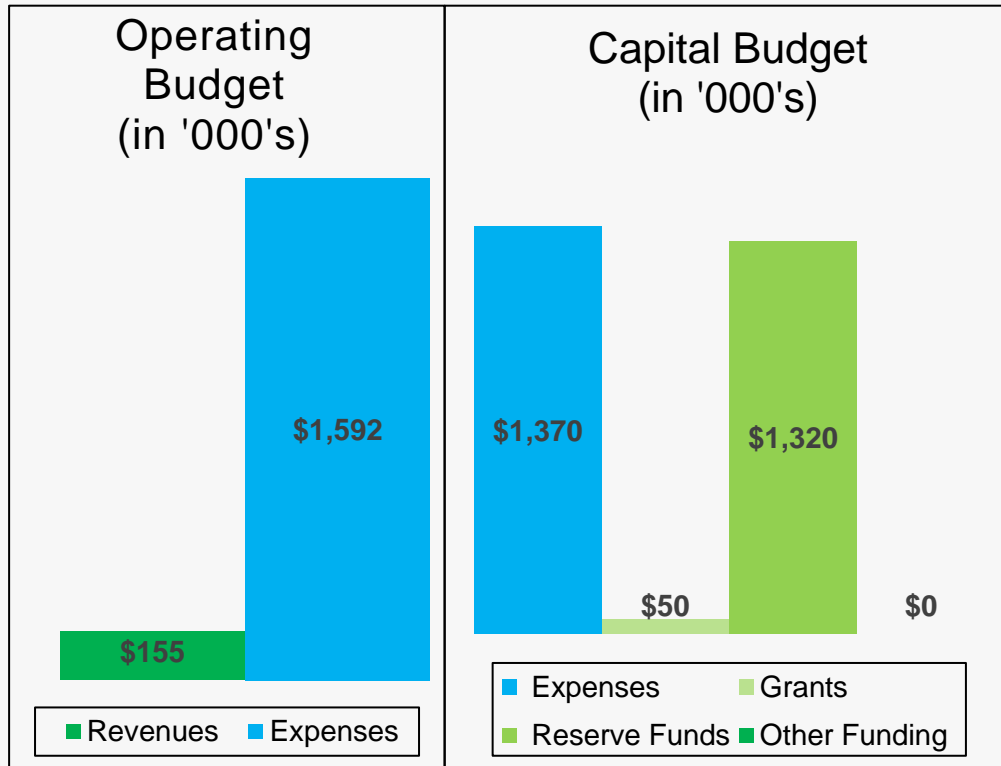




GOVERNANCE, LEGAL & RISK MANAGEMENT

REVENUE & EXPENSES

Cost per month per household: \$7.72



Net Tax Impact: \$1,436,629

WHO WE ARE

Admin Assist, Clerks Services	1.00
AV Coordinator	0.50
Coordinator Administrative	1.00
Coordinator, Legislative Services	1.00
Coordinator, Purchasing	1.00
Coordinator, Records & IM	1.00
Director Legislative Services/ Clerk	1.00
Manager, Accountability, Procurement & Risk Management	1.00
Manager, Legislative Services/Deputy Clerk	1.00
Purchasing Officer	1.00
Technology Assistant, Library	0.00
Total FTEs	9.50



GOVERNANCE, LEGAL & RISK MANAGEMENT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 38,308	\$ 54,225	\$ 38,962	\$ 76,125	\$ 154,979	\$ 78,854
- Government Transfers	-	17,100	-	35,000	106,854	71,854
- Other	28,406	30,150	32,211	34,150	41,150	7,000
- User Charges	9,903	6,975	6,751	6,975	6,975	-
Expenses / Expenditure	-\$ 1,038,947	-\$1,165,125	-\$779,577	-\$1,305,306	-\$1,591,608	-\$286,301
- Administrative Expenses	- 31,711	- 70,200	- 6,506	- 72,200	- 70,200	2,000
- Information Technology and Communications	- 4,016	- 33,182	- 8,369	- 44,682	- 35,082	9,600
- Legal Expenses	-	-	687	-	150,000	- 150,000
- Operating Expenses	- 27,163	- 30,000	- 11,879	- 29,000	- 24,000	5,000
- Personnel and Training	- 28,820	- 49,625	- 16,932	- 52,625	- 50,000	2,625
- Purchased Services	-	-	-	25,000	35,000	- 10,000
- Salaries and Benefits	- 947,237	- 982,119	- 735,204	- 1,081,800	- 1,227,326	- 145,526
- Transfers to Town Reserves and Reserve Funds	-	-	-	-	-	-
Grand Total	-\$ 1,000,638	-\$1,110,900	-\$740,615	-\$1,229,181	-\$1,436,629	-\$207,448





GOVERNANCE, LEGAL & RISK MANAGEMENT

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Governance Support	\$1,370,000	\$50,000	\$1,320,000	\$0
910B - Agenda Management Software	\$20,000	\$20,000	\$0	\$0
910C - Land Acquisition Funds	\$1,300,000		\$1,300,000	\$0
910D - Procurement Software	\$30,000	\$30,000	\$0	\$0
9129 - Strategic Land Acquisition	\$20,000		\$20,000	\$0





COUNCIL REPRESENTATION

WHAT WE DELIVER

- Represents the public and considers the well-being and interest of the municipality
- Directs and evaluates policies and programs of the municipality
- Ensures that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council
- Maintains the financial integrity of the municipality

MAJOR SERVICE OUTPUTS

- Financial supports to community groups
- Approval of policies and procedures
- Direct the vision and mission of the community

2024 MAJOR DELIVERABLES

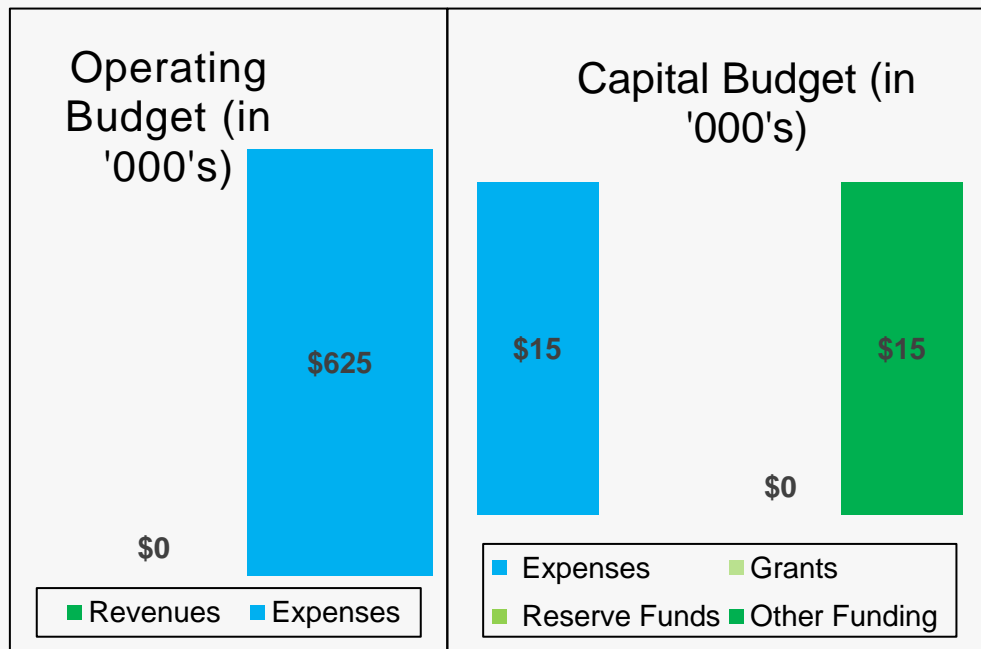
- Community Based Strategic Plan Update



COUNCIL REPRESENTATION

REVENUE & EXPENSES

Cost per month per household: \$3.36



Net Tax Impact: \$625,212

WHO WE ARE

Councillor	7.00
Deputy Mayor	1.00
Mayor	1.00
*Admin Assistant	0.50
Total FTEs	9.50



COUNCIL REPRESENTATION

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 8,136	\$ 9,500	\$ (3,660)	\$ -	\$ -	\$ -
- Other	(1,364)	-	(3,660)	-	-	-
- Transfers from Town Reserves and Reserve Funds	9,500	9,500	-	-	-	-
Expenses / Expenditure	-\$ 455,907	-\$511,145	-\$458,247	-\$567,313	-\$625,212	-\$ 57,900
- Administrative Expenses	- 2,716	- 600	- 871	- 600	- 600	-
- Financial Expenses	- 140,293	- 146,842	- 157,770	- 158,586	- 208,586	- 50,000
- Information Technology and Communications	- 564	- 580	- 423	- 580	- 580	-
- Operating Expenses	- 511	-	- 41	- 2,000	- 7,000	- 5,000
- Personnel and Training	- 15,112	- 57,500	- 15,666	- 60,500	- 60,500	-
- Salaries and Benefits	- 296,712	- 305,623	- 283,559	- 345,047	- 347,946	- 2,900
- Transfers to Town Reserves and Reserve Funds	-	-	-	-	-	-
Grand Total	-\$ 447,771	-\$501,645	-\$461,907	-\$567,313	-\$625,212	-\$ 57,900

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Council Representation	\$15,000		\$0	\$15,000
9103 - Audio/Video Equipment Council Chambers	\$15,000		\$0	\$15,000





MUNICIPAL ELECTIONS SUPPORT

WHAT WE DELIVER

- Municipal and school board trustee elections

MAJOR SERVICE OUTPUTS

- Conduct municipal and school board elections every four years or as required by bi-election

2024 MAJOR DELIVERABLES

- Ward boundary review (pending budget approval)

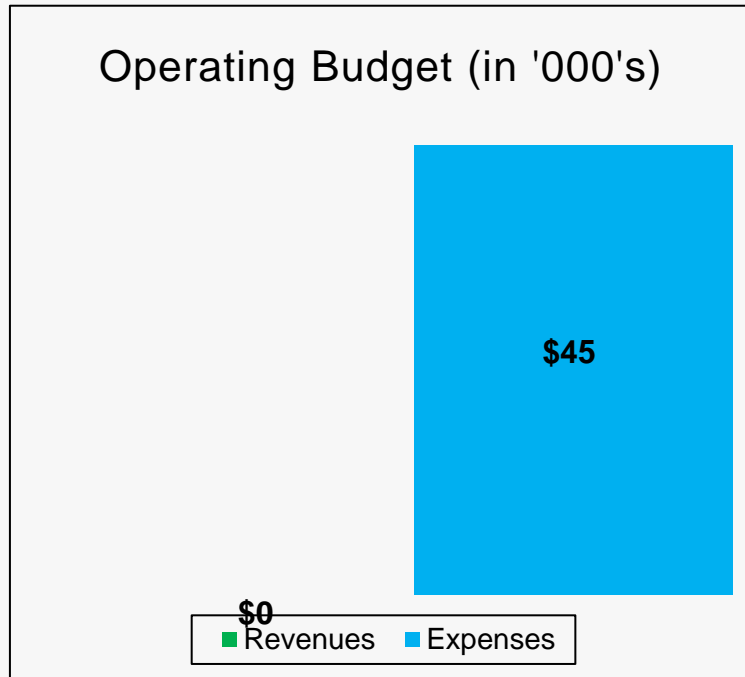




MUNICIPAL ELECTIONS SUPPORT

REVENUE & EXPENSES

Cost per month per household: \$0.24



Net Tax Impact: \$45,000

WHO WE ARE

FTEs contracted in election years only





MUNICIPAL ELECTIONS SUPPORT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 127,414	\$ 80,000	\$ (1,600)	\$ -	\$ -	\$ -
- Other	2,735	-	(1,600)	-	-	-
- Transfers from Town Reserves and Reserve Funds	124,679	80,000	-	-	-	-
Expenses / Expenditure	-\$ 172,634	-\$102,610	-\$24,645	-\$47,600	-\$45,000	\$ 2,600
- Equipment Related	- 13,352	- 2,310	- -	- 2,600	-	2,600
- Information Technology and Communications	- 1,067	- -	- 478	-	-	-
- Legal Expenses	- 382	- 5,000	- -	- 5,000	- 5,000	-
- Operating Expenses	- 34	-	-	-	-	-
- Purchased Services	- 95,680	- 50,000	- 4,999	- 5,000	- 5,000	-
- Salaries and Benefits	- 14,510	- 20,300	-	-	-	-
- Transfers to Town Reserves and Reserve Funds	- 47,610	- 25,000	- 29,167	- 35,000	- 35,000	-
Grand Total	-\$ 45,220	-\$ 22,610	-\$26,245	-\$47,600	-\$45,000	\$ 2,600



COMMUNICATIONS

WHAT WE DELIVER

- External Communications (Communication and Engagement with Public)
- Internal Communications (Communication with Staff and Council)

MAJOR SERVICE OUTPUTS

- External communications: Strategic communications and public engagement planning, key message preparation for significant municipal matters, corporate website and engagement portal management, media releases, media relations (interview preparation and media enquiries), municipal advertising/promotion, content creation (photography, basic graphic design, video creation), social media management, emergency communications
- Internal Communications: Staff intranet, Council intranet, Inside Scoop (weekly communications), media training, website and engagement portal training

2024 MAJOR DELIVERABLES

- Implement recommendations from Community Engagement Action Plan
- Communications Collaboration Committee / Inter-departmental service agreements
- Website AODA compliance and improvements (whether improvements to existing website or new website - Search function, AODA compliance, end user friendly navigation, back-end user friendly functionality)
- Municipal Information Guide



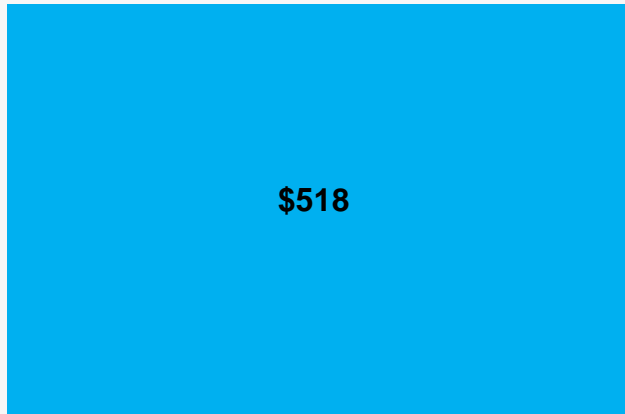


COMMUNICATIONS

REVENUE & EXPENSES

Cost per month per household: \$2.79

Operating Budget (in '000's)



■ Expenses

Net Tax Impact: \$518,398

WHO WE ARE

Coordinator Communications	1.00
Manager, Public Relations & Communications	1.00
Total FTEs	2.00



COMMUNICATIONS

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Expenses / Expenditure	-\$263,389	-\$299,390	-\$275,626	-\$374,262	-\$518,398	-\$144,136
- Administrative Expenses	- 929	- 2,500	- 1,786	- 17,500	- 17,500	-
- Information Technology and Communications	- 93,337	- 95,550	- 99,859	- 134,350	- 268,350	- 134,000
- Operating Expenses	- 900	-	-	-	-	-
- Personnel and Training	- 1,759	- 2,500	- 7,724	- 9,000	- 2,500	6,500
- Purchased Services	-	-	-	-	- 5,000	- 5,000
- Salaries and Benefits	- 166,464	- 198,840	- 166,258	- 213,412	- 225,048	- 11,636
Grand Total	-\$263,389	-\$299,390	-\$275,626	-\$374,262	-\$518,398	-\$144,136





CORPORATE & CUSTOMER SERVICES

PROGRAM OVERVIEW

Excellence in the administration of the Municipal government .

SERVICES

- Strategic Planning & Leadership (CAO)
- Strategic Planning & Leadership (Library) ***
- Corporate Finance
- Information Technology
- HR Operations*
- Talent Management*
- Employee Experience*
- Corporate Fleet Management**
- Corporate Facilities Management**
- Customer Service
- Strategic Planning & Leadership (Library)
- Legal***
- Risk Management***
- Procurement Support***
- Other Engineering Services****

* Financially combined under one service at this time named Human Resource Operations.

** Financially combined under one service at this time named Corporate Fleet & Facilities & Climate Change Action.

*** These services are financially combined under the service name Governance, Legal & Risk Management under the Municipal Governance & Civic Engagement Program.

*** Financial data for this service will be allocated to this program in future phases of the Programs & Services work.





STRATEGIC PLANNING & LEADERSHIP

WHAT WE DELIVER

- Strategic Planning & Leadership

MAJOR SERVICE OUTPUTS

- Executive management and direction, management of Town strategies

2024 MAJOR DELIVERABLES

- 2024-2027 Strategic Plan
- Downtown Master Plan





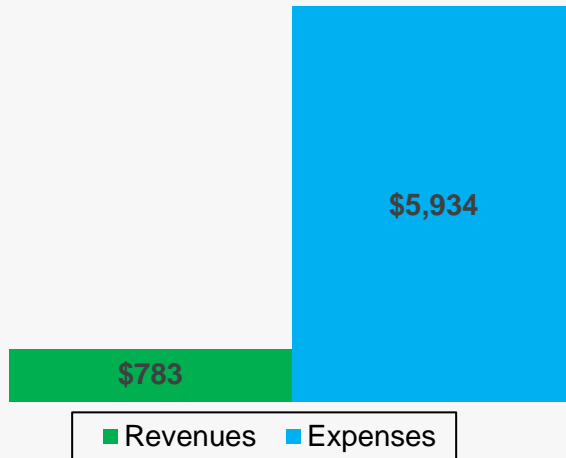
STRATEGIC PLANNING & LEADERSHIP

REVENUE & EXPENSES

Cost per month per household: \$27.70*

*Note the above amount includes \$4.45 of Debt & \$17.65 of Asset Management related to other Services to be reallocated in the future.

Operating Budget (in
'000's)



Net Tax Impact: \$5,151,325

WHO WE ARE

CAO	1.00
Executive Assistant, CAO & CS	0.50
Total FTEs	1.50



STRATEGIC PLANNING & LEADERSHIP

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 946,462	\$ 1,129,218	\$ 433,247	\$ 617,017	\$ 782,917	\$ 165,900
- Government Transfers	-	-	-	-	-	-
- Investment Income	-	-	-	-	-	-
- Municipal Taxation	-	-	-	-	-	-
- Non Tax Revenue	(45,965)	-	-	-	125,000	125,000
- Other	334,598	516,240	41,883	-	-	-
- Rentals and Concessions	83,491	83,491	51,954	62,345	62,345	-
- Transfers from Obligatory Reserve Funds	140,091	140,091	-	140,091	180,991	40,900
- Transfers from Town Reserves and Reserve Funds	73,361	27,396	40,147	27,396	27,396	-
- User Charges	360,885	362,000	299,263	387,185	387,185	-
Expenses / Expenditure	-\$ 6,005,875	-\$5,139,111	-\$3,239,052	-\$5,303,411	-\$5,934,242	-\$630,831
- Administrative Expenses	- 17,964	- 59,000	- 31,829	- 55,000	- 55,000	-
- Equipment Related	- 11,568	- 32,000	- 27,598	- 32,000	- 32,000	-
- Financial Expenses	- 423,740	- 413,081	- 195,518	- 286,182	- 442,182	- 156,000
- Information Technology and Communications	- 28,755	- 17,486	- 18,537	- 17,486	- 17,486	-
- Legal Expenses	- 126,419	- 150,000	- 88,074	- 150,000	-	150,000
- Long Term Debt Servicing	- 939,176	- 976,146	- 458,147	- 1,431,666	- 1,399,004	32,662
- Operating Expenses	- 44,798	- 6,500	- 6,858	- 6,500	- 7,500	- 1,000
- Personnel and Training	- 58,552	- 62,800	- 4,289	- 8,300	- 8,300	-
- Premise and Site	- 77,769	- 179,000	- 25,362	- 29,000	- 29,000	-
- Purchased Services	- 68,322	- 25,000	-	- 25,000	-	25,000
- Salaries and Benefits	- 684,205	- 555,898	- 244,590	- 399,243	- 567,812	- 168,569
- Transfers to Capital	- 94,737	- 178,500	-	- 285,000	- 676,000	- 391,000
- Transfers to Town Reserves and Reserve Funds	- 3,398,289	- 2,450,000	- 2,115,833	- 2,539,000	- 2,665,000	- 126,000
- Utilities	- 31,580	- 33,700	- 22,415	- 39,033	- 34,958	4,075
Grand Total	-\$ 5,059,413	-\$4,009,893	-\$2,805,805	-\$4,686,394	-\$5,151,325	-\$464,931



CORPORATE FINANCE

WHAT WE DELIVER

- Financial Budgeting & Planning
- Financial Accounting & Reporting
- Cash Management
- Debt Management
- Taxation
- Asset Management
- Development Charges*

* This is a sub-service under the Development & Growth program; however, financial information has not been separated for this year.

MAJOR SERVICE OUTPUTS

- Financial plans, budget book and tax rate, accounting, financial statements, management reporting, financial information returns, grant reporting
- Payment processing and collections, reserve and reserve fund reporting, cash flow statement, investment statement, new investment or divestment
- Debentures and loans
- Tax bills, payments plans, tax certificates, account statements
- Asset management plan

2024 MAJOR DELIVERABLES

- Development Charges Background Study
- Water / Wastewater Rates Study
- Asset Retirement Obligations Financial Statement Preparation (PSAB Update)
- Banking Services RFP
- Parkland Dedication
- CBC Review
- Review Online Payment Processing
- Efficiency/Modernization Tax Process
- Phase 3 Asset Management Plan O.Reg 588/17

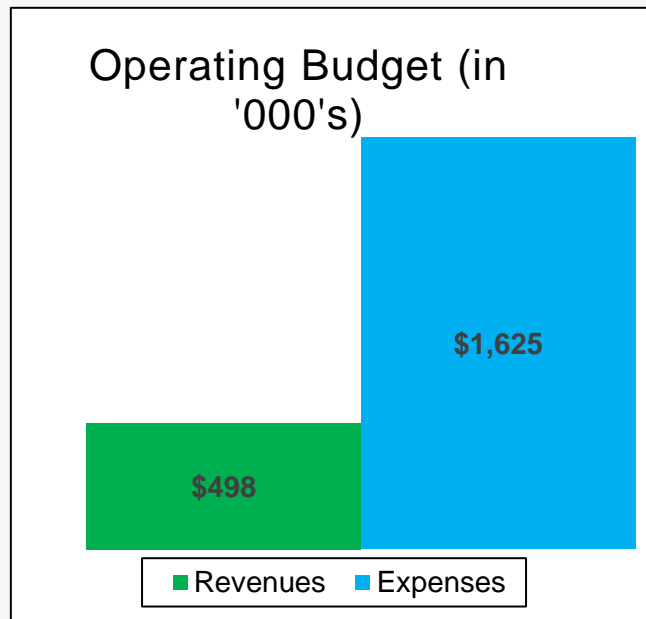




CORPORATE FINANCE

REVENUE & EXPENSES

Cost per month per household: \$6.06



Net Tax Impact: \$1,127,466

WHO WE ARE

Cashier	1.00
Coordinator, Accounts Payable	1.00
Coordinator, Finance	1.00
Coordinator, Payroll	1.00
Director Finance/Treasurer	1.00
Finance Operations Analyst	1.00
Financial Planning Analyst	1.00
Manager, Finance	1.00
Tax Assistant	1.00
Tax Collector	1.00
Total FTEs	10.00



CORPORATE FINANCE

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 373,551	\$ 443,000	\$ 2,342,335	\$ 513,692	\$ 497,692	\$(16,000)
- Government Transfers	-	105,000	-	55,000	40,000	(15,000)
- Investment Income	338,839	300,000	2,270,240	300,000	300,000	-
- Other	2,957	-	27,578	11,500	15,500	4,000
- Rentals and Concessions	-	-	-	-	-	-
- Transfers from Obligatory Reserve Funds	-	-	-	65,000	65,000	-
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	-	-
- User Charges	31,755	38,000	44,517	82,192	77,192	(5,000)
Expenses / Expenditure	-\$ 1,589,317	-\$1,628,035	-\$1,050,851	-\$1,550,329	-\$1,625,158	-\$ 74,829
- Administrative Expenses	- 58,012	- 46,000	- 25,596	- 46,000	- 57,500	- 11,500
- Equipment Related	- 1,677	- 5,200	- 1,169	- 5,200	- 5,200	-
- Financial Expenses	- 16,289	- 12,000	- 13,637	- 12,000	- 18,500	- 6,500
- Information Technology and Communications	- 106,508	- 111,426	- 106,055	- 106,426	- 125,176	- 18,750
- Legal Expenses	-	-	-	-	-	-
- Operating Expenses	- 2,745	- 15,000	- 1,394	- 15,000	- 10,000	- 5,000
- Personnel and Training	- 14,449	- 50,875	- 7,364	- 50,875	- 36,875	- 14,000
- Purchased Services	- 92,954	- 110,000	- 59,363	- 170,000	- 185,000	- 15,000
- Salaries and Benefits	- 1,296,683	- 1,277,534	- 836,271	- 1,144,828	- 1,186,907	- 42,079
Grand Total	-\$ 1,215,765	-\$1,185,035	\$ 1,291,485	-\$1,036,636	-\$1,127,466	-\$ 90,829



INFORMATION TECHNOLOGY

WHAT WE DELIVER

- End User Technology Support
- Network Infrastructure Maintenance and Support
- GIS Services and Data Support
- Business Application Support
- Access/Security Control and related Support
- Telecommunications Support
- Asset Disposal & Sale

MAJOR SERVICEOUTPUTS

- IT Service Desk
- On Premise and Mobile Telecommunications
- Client/Server Networking
- Data and IT Network Security
- IT Asset Management
- GIS Data and Visualization Support
- Corporate Software Support including Email, Electronic Door Lock Management, Corporate Printing

2024 MAJOR DELIVERABLES

- Firewall Replacement
- Video Security Server Replacement
- Disaster Recovery Server Node Replacement
- Desktop/Laptop Replacements
- Security Assessment and Remediation of any Critical/High Risk items
- Internal Multifactor Authentication
- Mobile Device Management
- GIS - Transition to named users and migration of public service endpoints

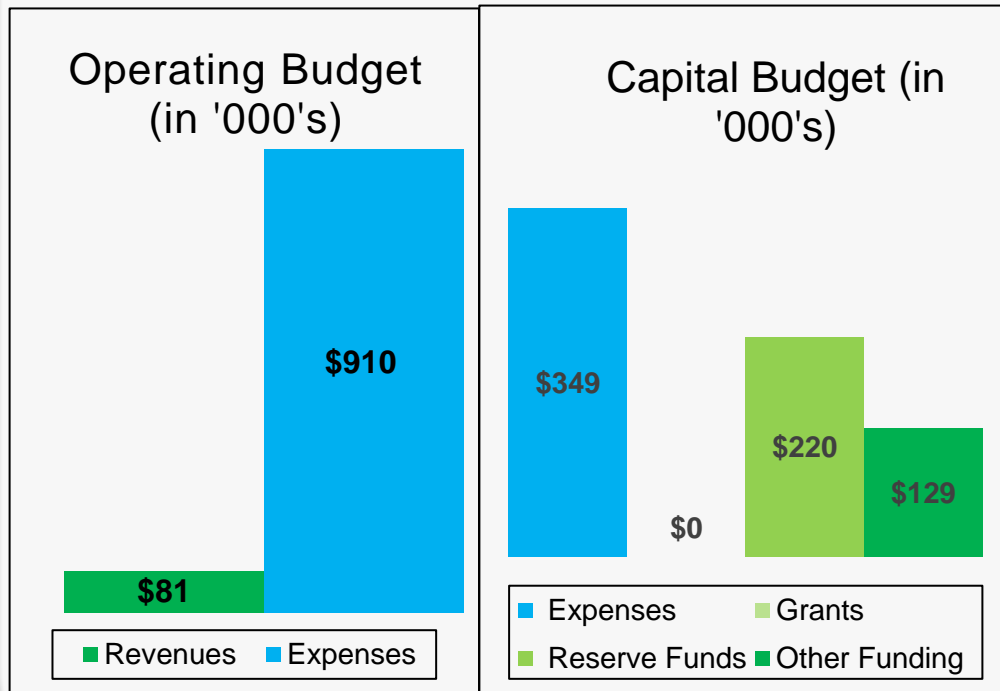




INFORMATION TECHNOLOGY

REVENUE & EXPENSES

Cost per month per household: \$4.45



Net Tax Impact: \$828,562

WHO WE ARE

Coordinator, Systems Support	1.00
GIS Specialist	1.00
GIS Support	0.33
IT Service Desk Coordinator	1.00
Manager, IT Services	1.00
* IT Business Analyst	1.00
Total FTEs	5.33



INFORMATION TECHNOLOGY

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$	68,357	\$ 112,850	\$ 74,218	\$ 81,469	\$ -
- Non Tax Revenue		5,507	-	3,327	-	-
- Other		62,850	112,850	11,708	-	-
- Transfers from Town Reserves and Reserve Funds		-	-	-	-	-
- User Charges		-	-	59,183	81,469	81,469
Expenses / Expenditure	-\$	665,535	-\$693,976	-\$551,562	-\$745,001	-\$910,031
- Administrative Expenses	-	4,611	-	4,200	-	4,300
- Equipment Related	-	62	-	2,000	-	1,180
- Information Technology and Communications	-	156,394	-	157,109	-	113,040
- Inter-functional Transfers	-	24,174	-	13,091	-	22,190
- Operating Expenses	-	199	-	500	-	416
- Personnel and Training	-	6,731	-	11,500	-	7,591
- Premise and Site	-	-	-	4,005	-	-
- Purchased Services	-	2,137	-	15,000	-	9,322
- Salaries and Benefits	-	439,785	-	454,621	-	367,454
- Transfers to Capital	-	-	-	-	-	10,500
- Transfers to Town Reserves and Reserve Funds	-	31,000	-	31,000	-	25,833
- Vehicle and Fleet Related	-	443	-	950	-	235
Grand Total	-\$	597,178	-\$581,126	-\$477,344	-\$663,532	-\$828,562





INFORMATION TECHNOLOGY

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Information Technology	\$348,500	\$0	\$220,000	\$128,500
9125 - Server Asset Management	\$50,000	\$0	\$50,000	\$0
9141 - Computer Hardware	\$9,000	\$0	\$0	\$9,000
9143 - Computer Software	\$2,500	\$0	\$0	\$2,500
9144 - Networking - WAN & LAN Infrastructure	\$117,000	\$0	\$0	\$117,000
9145 - Doorlock Replacement / Installation - Corporate Wide (incl Library)	\$120,000		\$120,000	\$0
9148 - Desktop/Laptop Replacements	\$50,000	\$0	\$50,000	\$0





HUMAN RESOURCE OPERATIONS

WHAT WE DELIVER

- HR Operations - Compliance, Health & Safety
- Talent Management including Labour Relations, Succession Planning, Performance Management, Compensation & Benefits, Talent Acquisition
- Employee Experience

MAJOR SERVICE OUTPUTS

- Reviewed and updated policies; training compliance monitored; audits to ensure records and documentation are up to date
- Health & safety initiatives promoted, risk assessments and inspections with follow up actions, employees area of rights and expectations and culture of safety
- Foster positive relations with Unions, collective agreements negotiated, labour-management meetings
- Assist management to ensure training deficiencies in their teams are addressed
- Attraction of top talent, a streamlined recruitment process, talent pipeline, objective data to inform recruitment decisions
- Competency model, rewards and recognition aligned with organization values and linked to performance, action plans to address work-life balance concerns

2024 MAJOR DELIVERABLES

- HR Master Plan - implementation of immediate term recommendations (HR technology, HR data and analytics)
- Procurement of HR technology (HR Information System)
- Procure Learning Management System for Compliance and Health & Safety training
- Collective Agreement Negotiations - CPFFA
- Collective Agreement Negotiations - IBEW-WW
- Collective Agreement Negotiations - IBEW-W
- Hearing Conservation Program - follow up actions in 2024

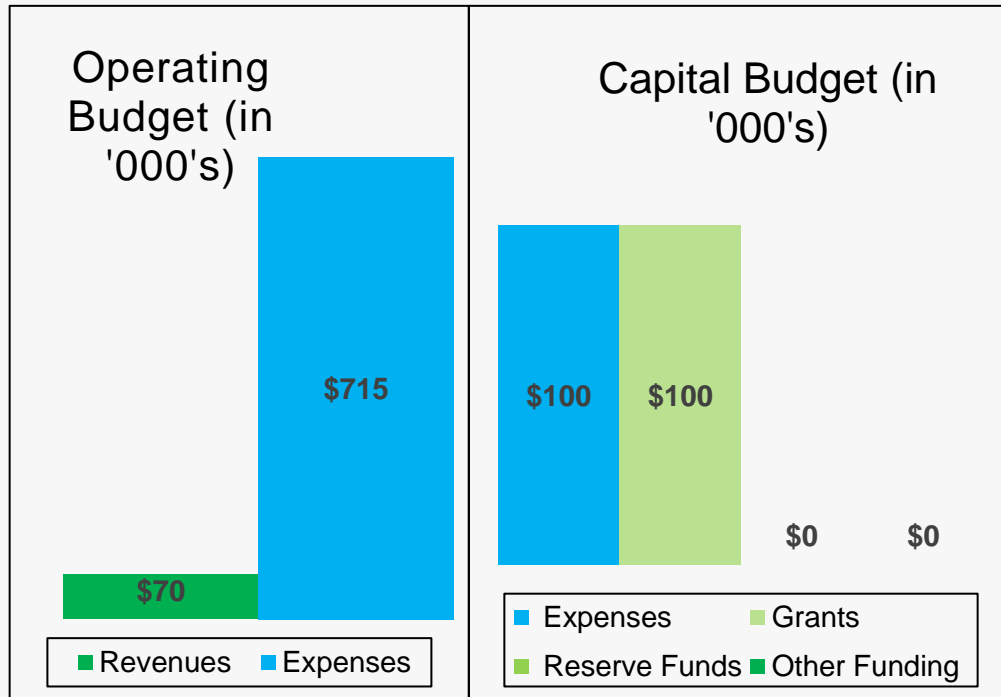




HUMAN RESOURCE OPERATIONS

REVENUE & EXPENSES

Cost per month per household: \$3.47



Net Tax Impact: \$645,816

WHO WE ARE

Coordinator, HR	1.00
H&S Coordinator	1.00
Manager, HR	1.00
Total FTEs	3.00



HUMAN RESOURCE OPERATIONS

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ -	\$ -	\$ 57,938	\$ 119,525	\$ 69,525	\$(50,000)
- Government Transfers	-	-	-	50,000	-	(50,000)
- User Charges	-	-	57,938	69,525	69,525	-
Expenses / Expenditure	-\$ 489,645	-\$482,782	-\$611,951	-\$752,067	-\$715,341	\$ 36,726
- Administrative Expenses	- 3,431	- 10,500	- 937	- 500	- 500	-
- Equipment Related	- 1,643	- 15,000	- 766	- 15,000	- 15,000	-
- Financial Expenses	-	-	- 124,467	- 134,583	- 134,583	-
- Information Technology and Communications	- 9,655	- 12,000	- 9,060	- 12,000	- 12,000	-
- Legal Expenses	- 7,431	- 10,000	- 20,387	- 20,000	- 20,000	-
- Operating Expenses	- 174	- 1,000	- 392	- 1,000	- 1,000	-
- Personnel and Training	- 53,054	- 79,495	- 65,261	- 85,995	- 85,995	-
- Purchased Services	- 52,207	- 10,000	- 79,632	- 89,000	- 39,000	50,000
- Salaries and Benefits	- 362,051	- 344,787	- 311,050	- 393,989	- 407,263	- 13,274
Grand Total	-\$ 489,645	-\$482,782	-\$554,014	-\$632,542	-\$645,816	-\$ 13,274

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Talent Mgmt (HR)	\$100,000	\$100,000	\$0	\$0
9132 - HRIS	\$100,000	\$100,000	\$0	\$0





CORPORATE FLEET & FACILITIES & CLIMATE CHANGE ACTION

WHAT WE DELIVER

- Corporate Facilities Management
- Corporate Fleet Management including Asset Disposal & Sale
- Climate Change Action* including Climate Action Plans and Energy Management
- Environmental Containment *

* This is a service under the Environmental Management, Conservation & Sustainability program; however, financial information has not been separated this year.

MAJOR SERVICE OUTPUTS

- Facility Asset Inventories
- Corporate Facility Maintenance Contracts
- Capital and Renovation Project Management and Administration
- Staff and Council Accommodation Planning
- Fleet Asset Inventories, Specifications, Operating Policies, Regulatory Compliance
- Fleet and Other Asset Disposals
- Corporate and Community Climate Change Action Plans
- Greenhouse Gas Reduction Initiatives
- Facility Energy Management Service

2024 MAJOR DELIVERABLES

- Design of Tenth Line Operations Campus
- Engineering Design for Roof Replacements at Various Facilities
- Janitorial and Cleaning Services Contract Renewal
- Emergency Generator Inspection, Testing and Maintenance Contract Renewal
- Transportation Fuel, Bulk Fluids and Lubricants Supply Contracts
- Overhead Door Inspection and Maintenance Contract Implementation
- Expansion of the Corporate Light Duty Electric Vehicle Fleet and Charging Infrastructure
- Greenhouse Gas (GHG) Reduction Pathway Feasibility Study Completion
- Detailed Engineering Design of High Priority Measures from GHG Study
- Corporate Building Envelope Energy Loss Prevention Program
- Transit and Heavy Vehicle Electrification Study (with PW)
- Waste Audits for Corporate Facilities and Operations

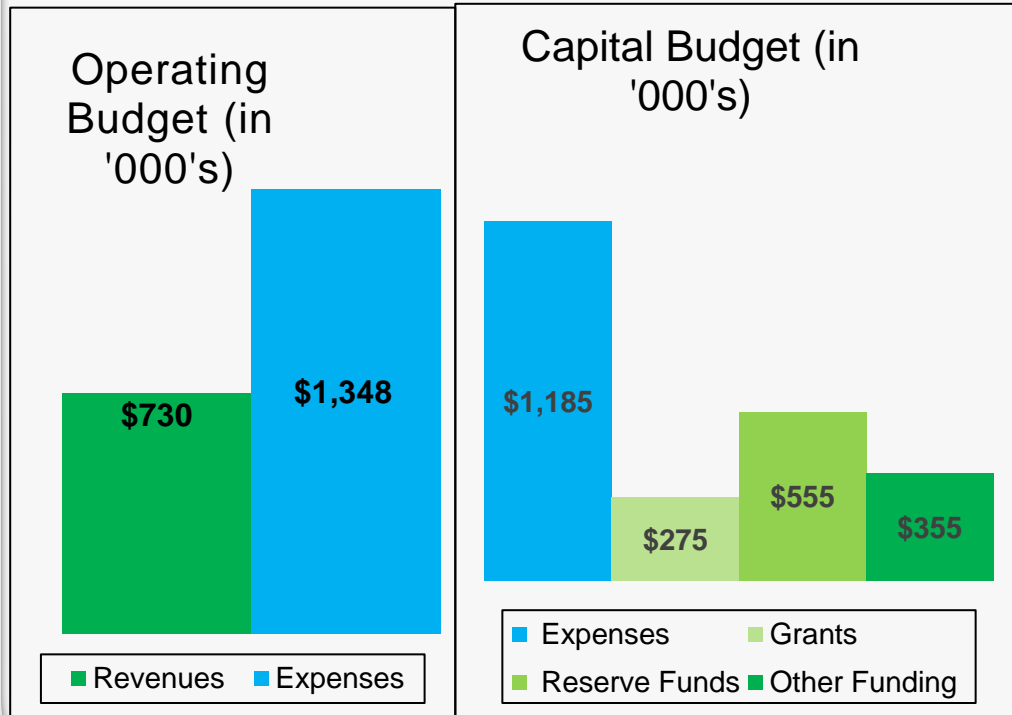




CORPORATE FLEET & FACILITIES & CLIMATE CHANGE ACTION

REVENUE & EXPENSES

Cost per month per household: \$3.32



Net Tax Impact: \$617,853

WHO WE ARE

Building Maintenance Custodian, Town Hall	1.00
Building Operator	1.00
Climate Change Specialist	1.00
Coordinator, Fleet&Facilities	2.00
Manager, Fleet & Facilities	1.00
Total FTEs	6.00



CORPORATE FLEET & FACILITIES & CLIMATE CHANGE ACTION

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 377,818	\$ 374,500	\$ 106,340	\$ 644,368	\$ 730,236	\$ 85,868
- Government Transfers	29,542	-	-	-	16,000	16,000
- Non-Tax Revenue	305	-	-	-	-	-
- Other	62,280	2,500	3,272	2,500	2,500	-
- Rentals and Concessions	55,391	52,000	44,779	52,000	52,000	-
- Transfers from Town Reserves and Reserve Funds	230,300	320,000	-	520,000	520,000	-
- User Charges	-	-	58,290	69,868	139,736	69,868
Expenses / Expenditure	-\$ 1,067,491	-\$977,650	-\$662,842	-\$1,225,982	-\$1,348,089	-\$122,107
- Administrative Expenses	- 1,579	- 1,500	- 159	- 1,500	- 1,500	-
- Equipment Related	- - 500	- - 500	- - 500	- - 500	- - 500	-
- Financial Expenses	- 2,193	- 2,014	- 1,969	- 2,442	- 2,942	- 500
- Information Technology and Communications	- 5,865	- 5,000	- 3,061	- 7,500	- 8,500	- 1,000
- Operating Expenses	- 162	- 2,250	- -	- 2,250	- 11,250	- 9,000
- Personnel and Training	- 2,546	- 4,500	- 260	- 5,000	- 5,000	-
- Premise and Site	- 131,943	- 25,000	- 66,827	- 25,000	- 25,000	-
- Purchased Services	- 264,675	- 320,000	- 97,999	- 528,000	- 520,000	- 8,000
- Salaries and Benefits	- 647,098	- 600,756	- 483,302	- 637,416	- 756,523	- 119,107
- Transfers to Capital	- -	- -	- -	- -	- -	-
- Utilities	- 11,030	- 13,000	- 6,737	- 13,000	- 13,000	-
- Vehicle and Fleet Related	- 398	- 3,130	- 2,526	- 3,375	- 3,875	- 500
Grand Total	-\$ 689,673	-\$603,150	-\$556,501	-\$ 581,614	-\$ 617,853	-\$ 36,239



CORPORATE FLEET & FACILITIES & CLIMATE CHANGE ACTION

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Corp Fleet & Other Asset Mgmt	\$1,185,000	\$275,000	\$555,000	\$355,000
9104 - Facility LED Lighting Retrofit	\$275,000	\$275,000	\$0	\$0
9105 - Roof Replacements	\$75,000		\$75,000	\$0
9106 - BDC HVAC Replacement	\$70,000		\$0	\$70,000
9107 - Fleet EV Charging Stations	\$25,000		\$0	\$25,000
9108 - GHG Reduction Project Design	\$100,000		\$0	\$100,000
9121 - Town Hall Refurbishment Program	\$60,000		\$0	\$60,000
9136 - New Accommodation Townhall - Retrofit	\$100,000		\$0	\$100,000
9210 - Collingwood Police Building	\$60,000	\$0	\$60,000	\$0
9364 - New Accommodation - P/W Building and Shop renovations - tied to Accommodation Plan	\$400,000		\$400,000	\$0
9366 - 545 10th Line Lifecycle - Shop Improvements tied to Lifecycle and Operations	\$20,000	\$0	\$20,000	\$0





CUSTOMER SERVICE

WHAT WE DELIVER

- Customer Service
- Corporate Office Support Service

MAJOR SERVICE OUTPUTS

- Supporting access to Town programs & services on behalf of the various divisions such as: Sale of transit passes, parking permits, dog tags
- Receiving payments for property taxes, invoices, licenses
- Booking and payment for recreational facilities
- Managing the customer experience, including support and resolution of various public inquiries or assistance in referral to expert department
- Delivering Corporate Office mail services

2024 MAJOR DELIVERABLES

- Division Service Agreements
- Customer Service Standards Policy Training & Launch
- Service Collingwood Portal Knowledge Article Creation

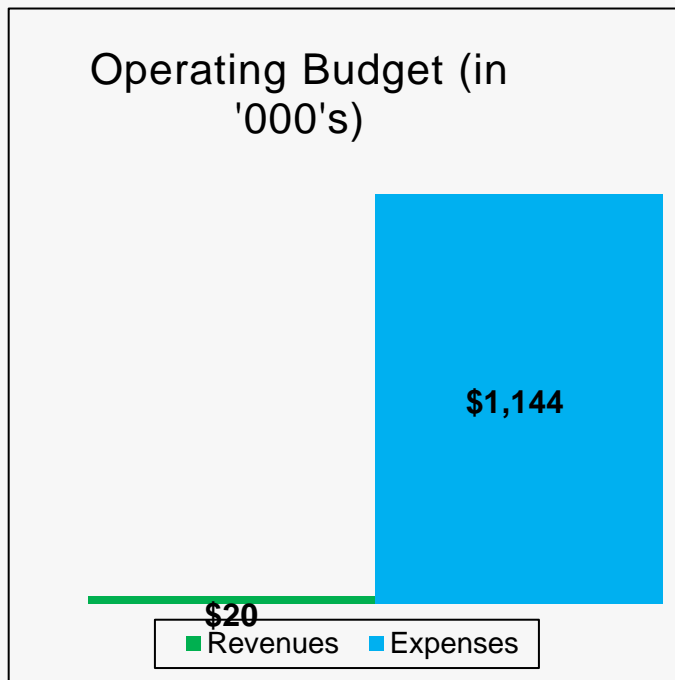




CUSTOMER SERVICE

REVENUE & EXPENSES

Cost per month per household: \$6.04



Net Tax Impact: \$1,124,277

WHO WE ARE

Customer Service Ambassador	2.00
Customer Service Rep, PT PRC	1.53
Executive Assistant, CAO & CS	0.50
Executive Director, Cust & Cor	1.00
Manager, Customer Service	1.00
Project Manager, CCS	1.00
Recreation Services Advisor	1.00
A.O.D.A Coordinator (contract)	1.00
Total FTEs	9.03



CUSTOMER SERVICE

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 2,265	\$ 30,000	\$ -	\$ 20,000	\$ 20,000	\$ -
- Government Transfers	-	30,000	-	-	-	-
- Other	2,265	-	-	20,000	20,000	-
Expenses / Expenditure	-\$ 674,855	-\$780,316	-\$598,735	-\$1,059,235	-\$1,144,277	-\$85,042
- Administrative Expenses	- 1,867	- 9,500	- 3,343	- 11,000	- 11,000	-
- Equipment Related	-	-	- 1,400	- 1,600	- 1,600	-
- Information Technology and Communications	- 6,179	- 9,081	- 2,560	- 45,481	- 60,481	- 15,000
- Operating Expenses	- 20,215	- 55,000	- 1,488	- 25,750	- 25,750	-
- Personnel and Training	- 1,111	- 15,500	- 12,149	- 15,500	- 15,500	-
- Premise and Site	-	- 20,000	-	-	-	-
- Purchased Services	- 5,088	- 20,000	-	- 50,000	- 20,000	30,000
- Salaries and Benefits	- 640,396	- 651,235	- 577,795	- 909,904	- 1,009,946	-100,042
Grand Total	-\$ 672,590	-\$750,316	-\$598,735	-\$1,039,235	-\$1,124,277	-\$85,042

2024 Proposed Capital Budget By Program

	Expenses	Grants	Reserve Funds	Other Funding
Circulation & Curation of Library Materials Service	\$224,500		\$224,500	\$0
9752 - I.T. Replacement - Training Room & Public Computers	7,000		7,000	-
9757 - Library Heat Pump Replacement	150,000		150,000	-
9759 - Library Building Lifecycle	50,000		50,000	-
975H - Library - Meeting Rooms Audio/Video Equipment	10,000		10,000	-
975I - Security Camera Replacement	7,500		7,500	-
Community Arts & Culture	\$171,000		\$20,000	\$151,000
970C - Simcoe Street Theatre Improvements	51,000		-	51,000
970E - Amphitheatre Seasonal Washrooms	100,000		-	100,000
9739 - Heading Dockside Mural Replacement	20,000		20,000	-
Community Recreation Spaces	\$1,059,500	-	\$1,059,500	\$0
9705 - PRC Facility Equipment	12,000		12,000	-
970H - Facilities Vehicles	160,000		160,000	-
9711 - Central Park Arena - Facility Maintenance / Improvements	70,000		70,000	-
9712 - EBMA - Facility Maintenance / Improvements	135,000		135,000	-
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	370,000		370,000	-
9716 - Curling Facility - Facility Maintenance / Improvements	75,000	-	75,000	-
9718 - Museum Building - Facility Maintenance / Improvements	70,000		70,000	-
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	42,500	-	42,500	-
9763 - Multi-Purpose Facility Feasibility Study	125,000		125,000	-
Community Standards	\$75,000		\$75,000	\$0
926X - New By-law Vehicle	75,000		75,000	-
Corp Fleet & Other Asset Mgmt	\$1,185,000	275,000	\$555,000	\$355,000
9104 - Facility LED Lighting Retrofit	275,000	275,000	-	-
9105 - Roof Replacements	75,000		75,000	-
9106 - BDC HVAC Replacement	70,000		-	70,000
9107 - Fleet EV Charging Stations	25,000		-	25,000
9108 - GHG Reduction Project Design	100,000		-	100,000
9121 - Town Hall Refurbishment Program	60,000		-	60,000
9136 - New Accommodation Townhall - Retrofit	100,000		-	100,000
9210 - Collingwood Police Building	60,000	-	60,000	-
9364 - New Accommodation - P/W Building and Shop renovations - Accommodation Plan	400,000		400,000	-
9366 - 545 10th Line Lifecycle - Shop Improvements tied to Lifecycle and Operations	20,000	-	20,000	-
Council Representation	\$15,000		\$0	\$15,000
9103 - Audio/Video Equipment Council Chambers	15,000		-	15,000
Fire Services	\$175,000		\$175,000	\$0
9203 - Fire - Vehicle Replacements	80,000		80,000	-

2024 Proposed Capital Budget By Program

	Expenses	Grants	Reserve Funds	Other Funding
9205 - Edraulic Tools	65,000		65,000	-
920j - Storage Unit	10,000		10,000	-
920K - Fire Training Trailer	20,000		20,000	-
Governance Support	\$1,370,000	50,000	\$1,320,000	\$0
910B - Agenda Management Software	20,000	20,000	-	-
910C - Land Acquisition Funds	1,300,000		1,300,000	-
910D - Procurement Software	30,000	30,000	-	-
9129 - Strategic Land Acquisition	20,000		20,000	-
Information Technology	\$348,500	-	\$220,000	\$128,500
9125 - Server Asset Management	50,000	-	50,000	-
9141 - Computer Hardware	9,000	-	-	9,000
9143 - Computer Software	2,500	-	-	2,500
9144 - Networking - WAN & LAN Infrastructure	117,000	-	-	117,000
9145 - Doorlock Replacement / Installation - Corporate Wide (incl Library)	120,000		120,000	-
9148 - Desktop/Laptop Replacements	50,000	-	50,000	-
Ontario Building Code Administration & Enforcement Service	\$65,000		\$65,000	\$0
9230 - Building Fleet	65,000		65,000	-
Parks, Trails & Amenities	\$9,610,063	456,250	\$8,393,813	\$760,000
9703 - Shade Shelters	30,000		30,000	-
9704 - Trail Development	150,000		150,000	-
9708 - Neighbourhood Park Replacement/Enhancements	200,000		100,000	100,000
9710 - Trail Bridges - (Hen and Chickens)	475,000	356,250	118,750	-
9713 - Fisher Field Improvements	185,000		185,000	-
9723 - Harbour East Wall Docking phases	100,000		100,000	-
9724 - Wilson Sheffield Park	3,350,000		3,350,000	-
9728 - PRC Summit View Park	1,750,000		1,750,000	-
9733 - Asphalt Walkways	15,000		15,000	-
9741 - Truck Replacements	130,000		130,000	-
9743 - Town Signage	10,000		10,000	-
9744 - Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	66,000		66,000	-
9745 - Parks Equipment	59,000		59,000	-
9747 - St. Marie St North Block 9 Park - Public Realm Plan	2,000,000		1,500,000	500,000
9773 - Heritage Drive Reconstruction and Parking	95,000		95,000	-
9776 - Healing Forest	15,000		15,000	-
9782 - Active Transportation	60,000		-	60,000
9784 - Urban Forestry equipment	50,000		50,000	-

2024 Proposed Capital Budget By Program

	Expenses	Grants	Reserve Funds	Other Funding
9786 - Harbourview Park Floating Docks	45,063		45,063	-
9787 - Old Village Park Washroom	450,000		450,000	-
978X - Irrigation Downtown Gardens	100,000		-	100,000
978XX - Sunset Point Volleyball Improvements	100,000	100,000	-	-
978XY - Pump Track Installation	175,000		175,000	-
Roads & Active Transportation	\$15,094,265	3,915,150	\$8,608,040	\$2,471,075
926Y - Parking Meter Pad Replacement/Repair	40,000		40,000	-
9301 - Cameron St - Walnut to Hurontario	20,000	20,000	-	-
9304 - Sixth Street Trunk Watermain - High to Hurontario	725,000		725,000	-
9306 - Hurontario St - Hume to Collins	198,000		198,000	-
9308 - Third St Bridge Rehabilitation	89,000	89,000	-	-
9309 - Highway 26 - Longpoint (Osler Bluff) to Cranberry Trail W	100,000	90,000	10,000	-
930PWC - Public Works Staff Communication and Information Improvements	10,075		-	10,075
9311 - Stanley Street Drainage Improvements	200,000		200,000	-
9312 - First Street/Pretty River Parkway Street Side Enhancements	490,000		490,000	-
9324 - Provision for Development-Related Vehicles	387,000		387,000	-
9329 - Pedestrian Traffic Signals & PXOs	230,000	230,000	-	-
9330 - Traffic Calming Improvements	180,000		180,000	-
9331 - Peel Street - Hume to Bush	85,000		85,000	-
9332 - Large Tools & Office Equipment Replacement PW 04	10,000		10,000	-
9334 - Traffic Signal Controller Upgrades	60,000		60,000	-
9352 - Sidewalk Repairs	120,000		120,000	-
9371 - High St - 10th St to Poplar Sideroad	735,000		735,000	-
9377 - Guide Rail Repairs	335,000	335,000	-	-
9378 - Connaught Storm Sewer	70,000		70,000	-
9379 - Pretty River Channelization	58,000		-	58,000
9380 - Asphalt Resurfacing PW 09	350,000	175,000	175,000	-
9382 - Vehicle Replacement PW 02	713,040		713,040	-
9387 - Bridge Rehabilitation	1,476,150	1,476,150	-	-
9388 - Mountain Road Widening	4,010,000	-	4,010,000	-
9389 - Minnesota Storm Sewer Repair	3,893,000	1,500,000	-	2,393,000
9390 - High St - 2nd to 5th	200,000		200,000	-
9392 - Traffic Signal Retiming Project	110,000		110,000	-
9393 - Community Safety Zone Improvements (CSZ)	100,000		-	-
9433 - Streetlight Installation	10,000		-	10,000
9482 - Parking Accommodation Study	80,000		80,000	-
9484 - Parking Replacement Meters	10,000		10,000	-

2024 Proposed Capital Budget By Program

	Expenses	Grants	Reserve Funds	Other Funding
Talent Mgmt (HR)	\$100,000	100,000	\$0	\$0
9132 - HRIS	100,000	100,000	-	-
Transit Service	\$482,750	399,000	\$83,750	\$0
9423 - Bus Shelters	7,750		7,750	-
9424 - Bus replacement and Refurbishment	475,000	399,000	76,000	-
Wastewater	\$10,513,000		\$10,513,000	\$0
9505 - Sanitary Renewal Program	162,000		162,000	-
9506 - Sanitary Sewer Grouting and Manhole Repairs	50,000		50,000	-
9509 - Digester #2 Repairs	4,500,000		4,500,000	-
950E - Class EAs	100,000		100,000	-
950F - Wastewater Treatment Plant Expansion	1,035,000		1,035,000	-
950Q - WWTP - Boiler Replacement	1,215,000		1,215,000	-
9511 - WW Vehicles	71,000		71,000	-
9514 - Wastewater IT Upgrades/Replacements	110,000		110,000	-
9532 - Sewage Pumping Station Refurbishments	70,000		70,000	-
9550 - Wastewater Treatment Plant Refurbishment	519,500		519,500	-
9553 - Inflow & Infiltration	200,000		200,000	-
9554 - Paterson SPS Pump Replacements	5,000		5,000	-
9558 - Osler Bluff Lagoon	450,000		450,000	-
9582 - WWTP Blower Replacement	145,000		145,000	-
9583 - WWTP Screw Pump Rehabilitation	1,880,500		1,880,500	-
Water Treatment & Distribution	\$44,843,500		\$25,740,600	\$19,102,900
9600 - Water Efficiency Measures	20,000		20,000	-
9610 - Vehicles & Equipment	380,500		380,500	-
9611 - Large Tools	38,000		38,000	-
9612 - 100mm Watermain Replacement	1,808,000		1,808,000	-
9613 - Booster Pumping Station Refurbishments	742,000		742,000	-
9620 - Carmichael Reservoir Upgrades	3,430,000		3,430,000	-
9621 - In Ground Reservoirs	395,000		395,000	-
9624 - Water Tower Refurbishments	10,000		10,000	-
9625 - Water Meter Data Analytics Software	50,000		50,000	-
9640 - Water Treatment Plant Refurbishment	295,000		295,000	-
9641 - Water Treatment Plant Expansion	32,755,000		13,734,900	19,020,100
9642 - Stewart Road Reservoir and Booster Pumping Station	110,000		110,000	-
9643 - Water Treatment Plant Membrane Filter Replacements	1,510,000		1,510,000	-
9644 - Water SCADA Improvements	75,000		75,000	-
9645 - New Residential and General Water Services	92,000		9,200	82,800

2024 Proposed Capital Budget By Program

	Expenses	Grants	Reserve Funds	Other Funding
9646 - Water Services Replacement	122,000		122,000	-
9648 - New Watermains	205,000		205,000	-
9649 - Watermain Replacement	2,741,000		2,741,000	-
9650 - Hydrants	25,000		25,000	-
9652 - Valve Additions and Replacements	40,000		40,000	-
Grand Total	\$85,332,078	5,195,400	\$57,053,203	\$22,983,475