



Town of Collingwood 2024 Proposed Municipal Budget

Final Approved

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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.





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.





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

At the November 6th 2023 presentation to Committee of the Whole the following was reported:

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 resulted in a net tax rate increase of 3.75% (inclusive of the updated 2.2% tax rate increase for the base). Which then meant an impact of \$90.33 on a median assessed household annually or \$7.53 per month.





2024 Proposed Budget - Draft 3 – Background

On November 8th, 2023 members of Council hosted a “Coffee with Council” which included a presentation of Draft 3. The changes for this draft included:

- FIRE SERVICE: Fire Inspector: \$44,000;
- ECONOMIC DEVELOPMENT: Business Accelerator Support: \$120,000;
- ROADS & ACTIVE TRANSPORTATION:
 - Excess Fill Removal from the Public Works yard: Reduction to \$127,500;
 - Crossing Guard Policy: \$20,000; and
 - Cameron Street Ditching: \$15,000.

The continuation of the Grain Terminals Project was also included a \$0 net tax impact as it is funded through reserves.

At this point the tax rate increase was at 4.25% and had \$102.51 impact on a median assessed home annually.





2024 Proposed Budget - Draft 4 – Background

At the special Council meeting held on December 6th, 2023 Draft 4 was presented with the removal of the Urban Forestry Coordinator. The tax rate increase was presented as 3.73% with the impact on a median assessed home of \$89.93.





2024 Proposed Budget - Draft 5 – Background

At the special Council meeting held on December 18th, 2023 Draft 5 was presented with the following changes:

- Remove the AODA contract position – (\$97K);
- Reduce the amount for the new website to \$60K – (\$68K);
- Reduce the amount for removal of the excess fill at the Public Works Yard to \$63K – (\$57K);
- Add back the Urban Forestry Coordinator position - \$110K;
- Add back the Water Intake Pipe Inspection - \$450K (no tax impact); and
- Add in amounts for Physician Recruitment - \$14K.

The tax rate increase was presented as 3.47% with the impact on a median assessed home of \$83.61.





2024 Proposed Budget – Draft 6 – Background

The Draft 6 2024 budget was presented on January 8th, 2024 with a total municipal tax rate increase of 1.67%, with the impact on a median assessed home of \$40.71. The changes incorporated into this draft were:

- Usage of the 2023 projected year end surplus to bring the general tax rate increase to 0%;
- Increase the Special Capital Levy to 2.5% of the general tax rate; and
- Staff made three minor refinements to accommodate the carry-forward of capital projects from 2023 to be completed in 2024.





2024 Proposed Budget – Final – Background

During the meeting of Council on January 8th, 2024 a further amendment was added prior to the passing of the 2024 Municipal budget. This change was to reduce Salary & Benefits by \$390K and to also reduce the amount of the year-end surplus utilized within the 2024 budget by \$390K, such that the tax rate increase of 1.67% was maintained.

Year	Median Assessed Home	Local Municipal Total Tax Rate	Tax Rate Change	Local Municipal Tax Amount	Change \$\$
2019	\$ 319,000	0.72495%	-2.03%	\$ 2,313	-\$ 47.80
2020	\$ 327,000	0.71089%	-1.94%	\$ 2,325	\$ 12.01
2021	\$ 327,000	0.70945%	-0.20%	\$ 2,320	-\$ 4.69
2022	\$ 327,000	0.72407%	2.06%	\$ 2,368	\$ 47.81
2023	\$ 327,000	0.74363%	2.70%	\$ 2,432	\$ 63.94
2024 FINAL	\$ 327,000	0.75607%	1.67%	\$ 2,472	\$ 40.71





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

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 Safety & Standards

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 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 & Customer Services

Excellence in the administration of the Municipal government

SERVICES

Growth Planning*

Land Use
Parks, Rec and Culture*
Roads & Active Transportation
Stormwater Wastewater Linear*
Wastewater Overall* Water*
Development Charges*

Development Management *

Planning Act Applications
Committee of Adjustment
Third Party Peer Reviews
Development Agreements
Provision of Conditions & Requirements *
Administration of Approved Planning Applications & Agreements
Rights of Way, Encroachments & Easements

Right of Way Utility Consents

Economic Development*

Business Retention & Expansion
Investment Attraction
Tourism Promotion & Support
Business Support
Business Encroachments *

Housing Supports

Affordable Housing Initiative
Social Housing

Climate Change Action

Climate Action Plans
Energy Mgmt

Wastewater

Non-linear & Treatment Operations & Maintenance
- Pump Stations
- Third Party Services
- Septage treatment
Non-Linear Asset Management Planning
Non-Linear Capital Projects Delivery

Stormwater Management

Asset Mgt & Capital Work
Operations & Maintenance

Environmental Containment

Source Water Protection

Ontario Building Code Admin & Enforcement

Community Standards*

Bylaw Development & Enforcement
Private Enforcement
Animal Control
Business Licencing *
Property By-law Admin *

Police

Fire

Fire Prevention & Public Education
Fire Suppression & Emergency Response

Emergency Management

Parks, Trails & Amenities

Parks, Trails and Amenities
Marina & In-Water services
Noxious Species Mgt
Urban Forestry/ Tree Canopy Protection**

Community Recreation Spaces*

Community Gathering Space (Library)

Community Recreation Activities*

Library Community Activities

Building Community Well-being & Inclusion

Water Treatment & Distribution

Asset Mgt Planning
Capital Project Delivery
Operations & Maintenance
- Operations
- Third Party Services
Backflow Prevention

Conservation & Promotion of Heritage & Culture *

Museum Collection
Cultural Diversity & Inclusion
Heritage Permits
Heritage Incentives
Heritage Committee

Community Arts & Culture

Build Arts & Culture Capacity
Public Art Promotion & Awareness
Museum Activities*

Community & Public Events

Circulation & Curation of Library Materials

Roads & Active Transportation*

Asset Mgt
Capital & Minor Capital
Projects Delivery
Operations & Maintenance
ROW Permits and Locates
Parking Payment & Enforcement *
Crossing Guards *

Transit

HR Operations

Compliance, Health & Safety

Talent Management

Labour Relations
Succession Planning
Performance Management
Compensation & Benefits
Talent Acquisition

Employee Experience

Other Engineering Services *

Governance Support*

Parliamentary Procedures & Clerking
Accountability
Council Relations & Support

Communications

Internal Communications
External Communications

Public Commissioner*

Vital Statistics*

Municipal Elections Support*

Records*

Records Management
FOI

Council Representation

Corp Facilities Mgmt

Corp Fleet Mgmt

Corp Fleet Mgmt
Asset Disposal & Sale

Municipal Law Enforcement*

Customer Service*

Corp Office Support

Strategic Planning & Leadership (CAO)

Strategic Planning & Leadership (Library CEO)

Legal*

Legal Advice & Corp Agreements
Land Needs, Acquisition & Disposal
By-Law Appeals and Municipal & Provincial Prosecution*

Risk Mgmt*

Enterprise Risk Management
Insurance

Procurement Support *

Corporate Finance

Financial Budgeting & Planning
Financial Accounting & Reporting
Cash Mgmt
Debt Mgmt
Taxation
Asset Management

Information Technology

Network Infrastructure
Maintenance & Support
Business Applications
GIS and Data
Telecommunications Support
End User Technology Support
Asset Disposal and Sale

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 – Final 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 Final Budget
Operating	\$52.1	\$54.8	\$55.5	\$60.1	\$59.9	\$62.1	\$64.3	\$66.7	\$71.3
Capital	\$15.0	\$26.5	\$27.0	\$33.0	\$33.4	\$38.7	\$51.6	\$63.3	\$71.1
Total	\$67.1	\$81.3	\$82.5	\$93.1	\$93.3	\$100.8	\$115.9	\$130.0	\$142.3

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 Final Budget
Tax Levy	\$28.9	\$30.1	\$31.0	\$32.5	\$33.9	\$35.2	\$36.8	\$38.8	\$39.6



2024 Proposed Budget – Final Summary by Program

Program	Actual YTD					
	2022 Actual	2022 Budget	as at Nov-30-23	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Development & Growth	\$ 7,484,643	\$ 8,920,403	\$ 7,343,912	\$ 8,593,120	\$ 6,913,951	-\$ 1,679,169
Wastewater Services	8,432,847	8,003,059	3,513,691	8,611,019	8,803,171	192,152
Water Services	14,811,803	8,070,426	5,384,566	7,832,476	8,367,476	535,000
Community Standards & Safety	11,306,668	11,525,801	11,422,708	11,273,485	12,155,739	882,253
Community Health & Well-being	5,664,000	5,964,431	6,039,609	6,804,678	6,708,517	(96,161)
Arts, Culture & Heritage	3,035,958	3,208,472	3,407,613	3,535,723	3,686,635	150,913
Community Access & Mobility	6,428,260	6,068,175	4,616,932	6,424,935	9,326,488	2,901,553
Municipal Governance & Civic Engagement	1,932,241	2,078,270	2,065,989	2,294,481	2,750,903	456,422
Corporate Services	10,492,717	10,456,680	8,883,155	11,297,082	12,017,790	720,708
Total	\$ 69,589,138	\$ 64,295,718	\$ 52,678,174	\$ 66,666,999	\$ 70,730,671	4,063,672
Less:						
Capital Levy	\$ 299,021	\$ 300,000	\$ -	\$ 315,000	\$ 988,650	\$ 673,650
Tax Related Revenues	36,298,880	1,307,000	-	1,497,704	1,497,704	\$ -
Non-Tax Revenues	31,678,605	25,908,977	20,915,115	26,093,549	28,656,691	\$ 2,563,142
Total to be raised by Taxes	\$ 1,312,632	\$ 36,779,741	\$ 31,763,059	\$ 38,760,746	\$ 39,587,626	\$ 826,880



2024 Proposed Budget – Final Summary by Expense Type

	2022 Actual	2022 Budget	2023 YTD as at Nov-30-23	2023 Budget	2024 Budget	% CHG
Expenditures:						
Salaries and Benefits	\$ 24,496,811	\$ 25,296,480	\$ 25,553,098	\$ 26,785,055	\$ 28,341,221	5.8%
Administrative Expenses	2,255,332	2,535,111	1,898,746	2,017,078	2,146,714	6.4%
Operating Expenses	4,155,462	3,878,889	3,412,521	3,773,215	4,356,992	15.5%
Information Technology and Communications	926,154	1,012,372	1,018,803	1,112,317	1,359,142	22.2%
Financial Expenses	1,557,534	1,624,643	2,013,977	1,772,111	2,127,811	20.1%
Personnel and Training	489,394	729,689	573,215	730,726	739,851	1.2%
Utilities	2,219,440	2,592,985	2,060,510	2,752,600	2,711,400	-1.5%
Equipment Related	381,386	733,240	690,852	982,735	1,272,535	29.5%
Vehicle and Fleet Related	1,053,049	1,845,633	1,038,080	1,755,247	1,831,634	4.4%
Purchased Services	9,536,595	10,851,935	9,086,942	11,220,192	12,968,539	15.6%
Long Term Debt Servicing	4,212,616	4,635,296	3,801,209	4,494,370	4,181,805	-7.0%
Premise and Site	1,919,799	1,851,257	1,749,298	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	2,942,000	6,747,035	6,720,530	-0.4%
Total Expenditures	\$ 69,937,818	\$ 64,295,718	\$ 55,839,251	\$ 66,667,000	\$ 71,264,103	6.9%
Revenues:						
Municipal Taxation	\$ 36,963,172	\$ -	-\$ 1,837,947	\$ -	\$ -	N/A
General Tax Revenues	1,857,985	1,606,999	1,837,947	1,812,704	2,486,354	37.2%
User Charges	18,920,187	18,523,053	19,486,712	18,985,179	19,911,158	4.9%
Government Transfers	894,468	1,564,458	344,308	1,598,658	1,432,503	-10.4%
Investment Income	338,839	300,000	2,877,261	300,000	300,000	0.0%
Donations	125,819	158,350	135,465	166,350	170,350	2.4%
Rentals and Concessions	1,377,086	1,225,634	1,738,725	1,379,538	1,567,788	13.6%
Other	9,156,232	2,825,743	2,661,817	2,273,872	2,455,905	8.0%
Transfers from Obligatory Reserve Funds	226,352	254,091	-	359,091	792,991	120.8%
Transfers from Reserves and Reserve Funds	151,619	1,057,648	57,679	1,030,862	2,559,428	148.3%
Total Revenues	\$ 70,011,760	\$ 27,515,977	\$ 27,301,966	\$ 27,906,253	\$ 31,676,477	13.5%
Total Estimated Tax Levy	\$ 73,942	\$ 36,779,742	\$ 28,537,285	\$ 38,760,746	\$ 39,587,626	2.1%

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	4.15	1
Ontario Building Code	7.15	7.15	7.15	2
Housing Supports	1.00	1.00	1.00	
Environmental Management, Conservation & Sustainability				
WasteWater	9.10	10.10	10.60	3
Community Standards & Safety				
Community Standards	4.97	4.97	6.97	4
Police	-	-	-	
Fire	32.11	32.11	33.11	5
Community Health & Well-being				
Parks, Trails & Amenities	17.74	18.74	18.74	6
Community Recreation Spaces	15.95	16.61	16.91	7
Community Recreation Activities	11.77	11.77	10.57	8
Building Community Well-being	3.00	3.00	3.00	
Water Treatment	20.00	20.00	20.50	9
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	10
Transit	1.00	1.00	1.00	
Municipal Governance & Civic Engagement				
Governance Support	9.00	9.50	9.30	11
Council Representation	9.00	9.00	9.70	12
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	13
Talent Management (HR)	3.70	3.00	3.00	
Corporate Fleet & Facilities	6.00	6.00	6.00	14
Customer Service	6.70	8.03	8.03	
Grand Total	254.18	258.47	263.78	

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. Both grant revenue and full time positions included in Budget.
2	Contract Building Inspector approved as permanent full time position.
3	Project Manager, Environmental Services - new (50% Water, 50% Wastewater)
4	Short Term Accomodations Staffing added to Draft 2: By-Law Services Coordinator and MELO III (note MELO III hiring to take place in Q4 of 2024. Contract Licensing Program & Compliance Officer approved as permanent full time position.
5	Fire Prevention Inspector - new. Note: hiring to take place Q4 of 2024.
6	Arborist added back per Council direction - no change in FTEs as was approved for 2023 as well.
7	Additional hours approved for Splash Pad Recreation Facilities Operator
8	Sailing School service retraction/removal from base budget.
9	Project Manager, Environmental Services - new (50% Water, 50% Wastewater)
10	Engineering, Manager - new
11	0.5 FTE Admin Assistant, Clerks - new Allocation change/job redesign Admin Assistant, Mayor's Office, Council, Clerks
12	Admin Assistant, Mayor's Office, Council and Clerks - allocation change/job redesign
13	Systems Analyst - new
14	Contract Climate Change Specialist approved as permanent full time position.



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.





MONTHLY COST* PER HOUSEHOLD PER PROGRAM

Development & Growth

\$18.51
Per month



Community Safety & Standards

\$62.01
Per month



Community Health & Well-being

\$26.06
Per month



Arts, Culture & Heritage

\$18.16
Per month



Community Access & Mobility

\$41.43
Per month



Unallocated Debt Management

\$4.61
Per month



Unallocated Asset Management

\$21.23
Per month



Municipal Governance & Civic Engagement

\$13.96
Per month



Corporate & Customer Services

\$26.20
Per month



Unallocated Surplus Utilization

(\$5.43)
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, including the Official Plan and the Zoning By-law
- Respond to Provincial and Federal policy or legislative amendments
- Develop Master Plans for the Services incorporating the infrastructure above, and provide input into other Master Plans
- Stormwater Asset Management Planning – Growth Components

2024 MAJOR DELIVERABLES

- Official Plan Review
- Zoning By-law Update
- OSIM Bridge Condition Inspections
- Transportation Master Plan Update
- Stormwater Master Plan Phase 2 Environmental Assessment
- DC Background Study Update

Also support for:

- Affordable Housing Master Plan - Implementation (pending budget approval)
- Public Realm Plan for the Shipyards Area
- Short Term Accommodation Regulation
- Tree Protection Project
- Tourism Strategy Development (Pending MAT Implementation)
- Economic Development Action Plan Update/Refresh

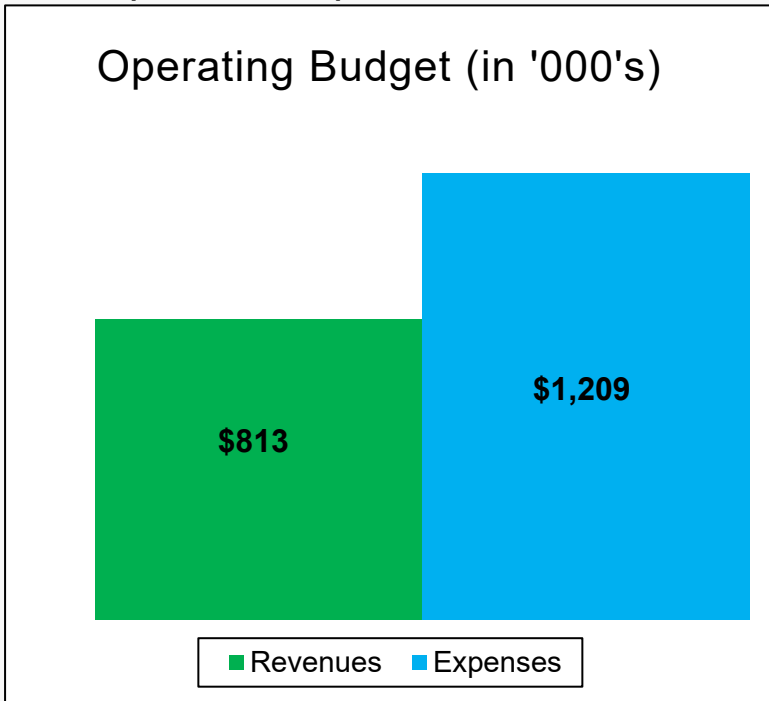




GROWTH PLANNING

REVENUE & EXPENSES

Cost per month per household: \$2.13



Net Tax Impact: \$395,555

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 28,275	\$350,000	\$ -	\$290,000	\$ 813,000	\$523,000
- Government Transfers	28,275	330,000	-	230,000	295,000	65,000
- Transfers from Obligatory Reserve Funds	-	20,000	-	60,000	463,000	403,000
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	55,000	55,000
Expenses / Expenditure	-\$ 33,413	-\$440,000	-\$ 35,343	-\$552,500	-\$1,208,555	-\$656,055
- Operating Expenses	- 5,139	- 40,000	- 2,512	- 32,500	- 32,500	-
- Purchased Services	- 28,275	- 400,000	- 32,831	- 520,000	- 993,000	- 473,000
- Salaries and Benefits	-	-	-	-	- 183,055	- 183,055
Grand Total	-\$ 5,139	-\$ 90,000	-\$ 35,343	-\$262,500	-\$ 395,555	-\$133,055





GROWTH PLANNING

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Government Transfers	OSIM Study - OCIF Funded	1 - Unavoidable	25,000
	Remove one-time	1 - Unavoidable	(230,000)
	Stormwater Master Plan Study OCIF	1 - Unavoidable	270,000
- Transfers from Obligatory Reserve Funds	DC identifies 100% recoverable for Master Transportation Study	2 - Growth	403,000
- Transfers from Town Reserves and Reserve Funds	To cover Carryforward of Studies not completed in 2023 - Eng Dev Stds - \$35K & Speed Reduction - \$20k	1 - Unavoidable	55,000
Expenses / Expenditure			
- Purchased Services	Carry forward 2024 initiation of master swm report	1 - Unavoidable	(120,000)
	2024 OSIM bridge inspections	1 - Unavoidable	(25,000)
	Carry forward 2024 initiation of: Master transportation study \$360K	2 - Growth	(153,000)
	Carry forward speed reduction study	1 - Unavoidable	(20,000)
	Carryforward from 2023 - Finalize update to Engineering development standards - result of proposal	1 - Unavoidable	25,000
	Maintenance Manual - CLI-ECA requirement	3 - Service Enhancement	(50,000)
	Remove (1st Draft changes) - Maintenance Manual - CLI-ECA requirement	3 - Service Enhancement	50,000
	Traffic count program	3 - Service Enhancement	-
	Zoning Bylaw - Transferred from 8067	1 - Unavoidable	(120,000)
	Reallocate OP from 8067	1 - Unavoidable	(30,000)
	Zoning Bylaw - Increase due to inflation/additional requirements - legislated requirement	1 - Unavoidable	(30,000)
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(183,055)
			(133,055)



DEVELOPMENT MANAGEMENT

WHAT WE DELIVER

- Assessment and implementation of 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

Financial information for Other Engineering Services, a service under the Corporate Services program, and for Tree Canopy Protect, a sub-service of Parks, Trails & Amenities have been reflected here 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 Software 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

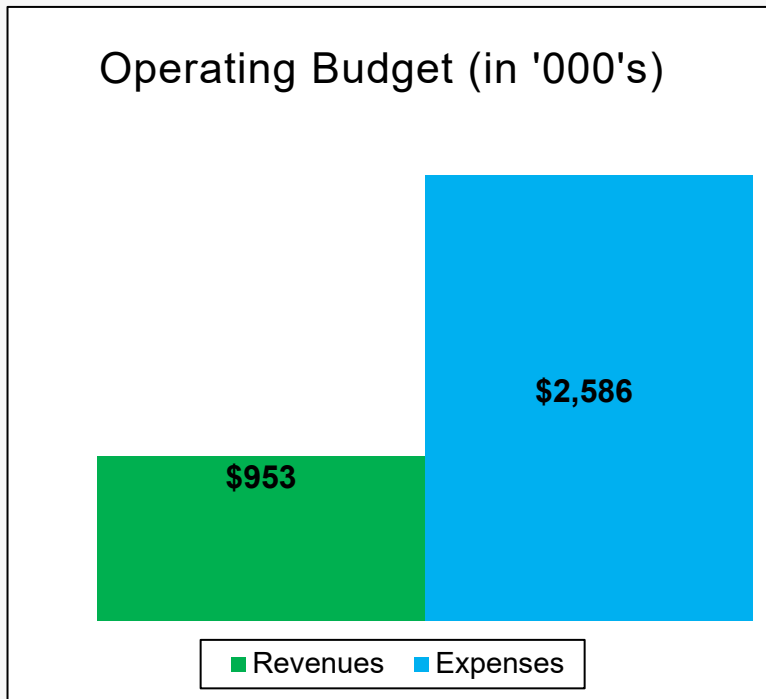




DEVELOPMENT MANAGEMENT

REVENUE & EXPENSES

Cost per month per household: \$8.78



Net Tax Impact: \$1,632,962

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 1,017,572	\$1,651,668	\$ 932,507	\$1,337,594	\$ 952,594	\$ (385,000)
- Government Transfers	-	335,000	-	335,000	-	(335,000)
- Municipal Taxation	-	-	-	-	-	-
- Non-Tax Revenue	112,421	-	108,303	-	-	-
- Other	111,912	112,813	91,610	96,000	51,000	(45,000)
- 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	732,593	896,594	901,594	5,000
Expenses / Expenditure	-\$ 4,986,797	-\$5,579,776	-\$3,804,333	-\$5,473,077	-\$2,585,556	\$2,887,521
- Administrative Expenses	- 21,452	- 17,000	- 9,940	- 17,800	- 11,800	6,000
- Equipment Related	- 7,885	- 21,225	- 7,316	- 16,825	- 3,000	13,825
- Financial Expenses	- 138,806	- 147,461	- 148,287	- 174,599	- 36,612	137,987
- Information Technology and Communications	- 66,740	- 90,042	- 67,818	- 90,522	- 32,187	58,335
- Inter-functional Transfers	- 30,545	- 30,545	- 28,000	- 30,545	- 30,545	-
- Legal Expenses	- 49,901	- 28,000	- 47,707	- 28,000	- 38,000	10,000
- Long Term Debt Servicing	- 743,953	- 1,081,496	- 413,051	- 558,464	-	558,465
- Operating Expenses	- 436,700	- 404,864	- 451,927	- 422,155	- 478,932	56,777
- Personnel and Training	- 60,000	- 77,340	- 48,187	- 76,635	- 43,635	33,000
- Premise and Site	- 42,622	- 46,105	- 43,637	- 45,605	- 14,705	30,900
- Purchased Services	- 50,118	- 245,000	- 104,199	- 210,000	- 60,000	150,000
- Salaries and Benefits	- 2,366,786	- 2,818,053	- 2,148,353	- 3,002,032	- 1,739,495	1,262,537
- Transfers to Capital	- 145,220	- 155,000	-	- 288,250	-	288,250
- Transfers to Town Reserves and Reserve Funds	- 725,478	-	- 206,250	- 225,000	-	225,000
- Utilities	- 46,474	- 48,460	- 31,552	- 52,460	- 22,460	30,000
- Vehicle and Fleet Related	- 54,117	- 369,185	- 48,109	- 234,185	- 74,185	160,000
Grand Total	-\$ 3,969,224	-\$3,928,108	-\$2,871,827	-\$4,135,483	-\$1,632,962	\$2,502,521





DEVELOPMENT MANAGEMENT

OPERATING BUDGET IMPACT

Description		Change Type	2024 Budget Impact
Revenues / Funding Source			
- Government Transfers	Remove one-time for Minnesota Storm Sewer	1 - Unavoidable	(335,000)
- Non-Tax Revenue	Sale of Surplus Equipment - becoming annual based on actuals	1 - Unavoidable	15,000
	Transfer to 3655 - note from D.C. 11.21.23	1 - Unavoidable	(15,000)
- Other	Transfer to 3655 - note from D.C. 11.21.23	1 - Unavoidable	(45,000)
- Transfers from Obligatory Reserve Funds	Adjust to Actual	1 - Unavoidable	(10,000)
	Updates for CPI	1 - Unavoidable	8,000
	Transfer to 3655 - note from D.C. 11.21.23	1 - Unavoidable	(3,000)
Expenses / Expenditure			
- Administrative Expenses	Reallocate to 3655	1 - Unavoidable	6,000
- Equipment Related	Reallocate to 3655	1 - Unavoidable	13,825
- Financial Expenses	Inflationary - 10%	1 - Unavoidable	(15,000)
	Reallocate to 3655	1 - Unavoidable	162,987
	Zoning Bylaw Update for STAs - updated 10.16.23	3 - Service Enhancement	(10,000)





DEVELOPMENT MANAGEMENT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Information Technology and Communications	10% vendor increase for Bluebeam licenses	1 - Unavoidable	(2,000)
	Cityview updates - Required to streamline Planning Services software for Development Review and Approvals tracking	3 - Service Enhancement	(15,000)
	engineering staff cell phone renewal	1 - Unavoidable	(1,900)
	Reallocate to 3655	1 - Unavoidable	55,735
	Remove (1st Draft changes) - Cityview Updates required for DAP	3 - Service Enhancement	15,000
	Remove 2023 one time - Increased for Senior Planner replacement phone and new staff phone To match actuals	1 - Unavoidable 1 - Unavoidable	1,500 5,000
- Legal Expenses	Additional funds to cover increasing legal costs, align with 2023 actuals	2 - Growth	(10,000)
- Long Term Debt Servicing	Adjust per Amortization Schedule - leave Minnesota Storm Sewer in. \$85k interest and \$250k principal.	1 - Unavoidable	13,706
	Minnesota Storm Sewer Repair - Debt	1 - Unavoidable	(335,000)
	Reallocate to 3655	1 - Unavoidable	544,759
	Remove 2023 one time - Minnesota Storm Sewer Repair - new debenture required	1 - Unavoidable	335,000



DEVELOPMENT MANAGEMENT

Expenses / Expenditure	Description	Change Type	2024 Budget Impact
- Operating Expenses	Additional funds to cover increasing OLT costs, align with 2023 actuals	2 - Growth	(25,000)
	Estimate for increase same as last year - Updated with NVCA Letter - total increase is \$47k yr over yr.	1 - Unavoidable	(46,777)
	Reallocate to 3655	1 - Unavoidable	12,500
	Reduction across the organization to get to 2%	1 - Unavoidable	2,500
- Personnel and Training	Reallocate from Conferences	1 - Unavoidable	(21,000)
	Reallocate Staff Training to 66700	1 - Unavoidable	12,000
	Reallocate to 3655	1 - Unavoidable	33,000
	Reallocate to Staff Training	1 - Unavoidable	9,000
- Premise and Site	Reallocate to 3655	1 - Unavoidable	30,900
- Purchased Services	Zoning By-law Update - Delayed to 2024 post OP Review, total budget required \$100,000, added \$20,000 for comes and Indigenous consultation (estimate)	2 - Growth	(120,000)
	DAP Review - Implementation of recommendations	3 - Service Enhancement	(25,000)
	OP Review - carry over to 2024 and OLT defense	1 - Unavoidable	20,000
	Reallocate to 8068 OP	1 - Unavoidable	30,000
	Remove (1st Draft changes) - DAP review - Implementation of Recommendations	3 - Service Enhancement	25,000
	Remove 2023 one time - Zoning By-law Updated (\$50K) and Process and Fees Review (\$85K) allocated in 2022 remain unspent and need to be moved to 2023	2 - Growth	100,000
	Transfer Zoning Bylaw expenses to 8068 (Growth Planning)	1 - Unavoidable	120,000



DEVELOPMENT MANAGEMENT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Salaries and Benefits	Reallocate to 3655 COLA, Merit Increase, Reallocation	1 - Unavoidable 1 - Unavoidable	17,500 1,245,037
- Transfers to Capital	Remove 2023 one time - Project 9344 - Streetlights Remove 2023 one time - Project 9366 - 545 10th Line Lifecycle - Shop Improvements tied to Lifecycle and Operations	1 - Unavoidable 1 - Unavoidable	10,000 115,000
	Remove 2023 one time - Project 9371 - High St. EA Remove 2023 one time - Project 9378 - Storm Sewer Asset Renewal	1 - Unavoidable 1 - Unavoidable	83,250 80,000
- Transfers to Town Reserves and Reserve Funds	Reduce offset by Capital Levy - included in Admin for now	1 - Unavoidable	225,000
- Utilities	Reallocate to 3655	1 - Unavoidable	30,000
- Vehicle and Fleet Related	Reallocate to 3655	1 - Unavoidable	160,000
Grand Total			2,502,521



ECONOMIC DEVELOPMENT

WHAT WE DELIVER

- Business Retention and Expansion
- Tourism Promotion and Support
- Business Support
- Investment Attraction
- Business Encroachments in Town Spaces (Patios, Signs)*

* 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
- Business Accelerator (pending budget approval)

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

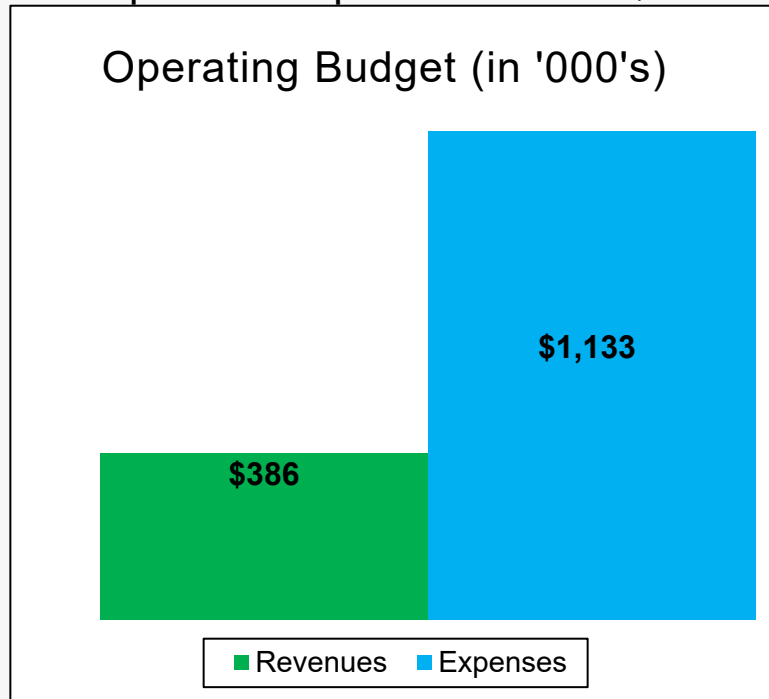




ECONOMIC DEVELOPMENT

REVENUE & EXPENSES

Cost per month per household: \$4.01



Net Tax Impact: \$746,517

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	1.00
Supervisor SGB SBEC	1.00
Total FTEs	4.15



ECONOMIC DEVELOPMENT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 277,577	\$ 454,658	\$ 329,943	\$ 358,358	\$ 386,248	\$ 27,890
- Government Transfers	297,132	308,050	265,102	206,750	239,640	32,890
- Other	(42,355)	24,108	23,454	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	-	-	-	-	25,000	25,000
- User Charges	300	55,000	11,387	55,000	55,000	-
Expenses / Expenditure	-\$ 1,044,337	-\$1,144,576	-\$ 721,800	-\$ 951,387	-\$1,132,765	-\$181,377
- Administrative Expenses	6,702	17,661	4,610	17,661	17,661	-
- Equipment Related	58	-	-	-	-	-
- Financial Expenses	49,246	68,355	50,288	68,431	68,431	-
- Information Technology and Communications	138,638	127,104	84,796	124,604	120,604	4,000
- Inter-functional Transfers	26,456	31,351	27,413	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	64,096	99,200	244,200	145,000
- Personnel and Training	11,573	8,500	7,153	8,500	8,500	-
- Premise and Site	-	8,649	-	8,649	8,649	-
- Purchased Services	103,977	180,038	102,297	74,088	74,088	-
- Salaries and Benefits	395,717	388,523	339,551	435,708	475,817	40,108
- Transfers to Capital	-	-	-	-	-	-
Grand Total	-\$ 766,760	-\$ 689,918	-\$ 391,857	-\$ 593,029	-\$ 746,517	-\$153,487





ECONOMIC DEVELOPMENT

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Government Transfers	\$194,640 from the Province	1 - Unavoidable	(18,850)
	Reallocate to Provincial Funding	1 - Unavoidable	6,740
	TOC SBEC support	1 - Unavoidable	15,000
	- Transfers from Town Reserves and Reserve Funds	Carryforward from 2023 \$25K Special Projects	25,000
Expenses / Expenditure			
- Information Technology and Communications	Reallocation to Staff Training/Dues Membership Fees	1 - Unavoidable	4,000
- Long Term Debt Servicing	Adjust per Amortization Schedule	1 - Unavoidable	(269)
- Operating Expenses	GB Accelerator Funding	3 - Service Enhancement	(120,000)
	Carry forward 2023 \$25K Tourism Strategy (Fully offset in transfer from reserves)	1 - Unavoidable	(25,000)
- Salaries and Benefits	COLA, Merit Increase,	1 - Unavoidable	(40,108)
Grand Total			(153,487)





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)

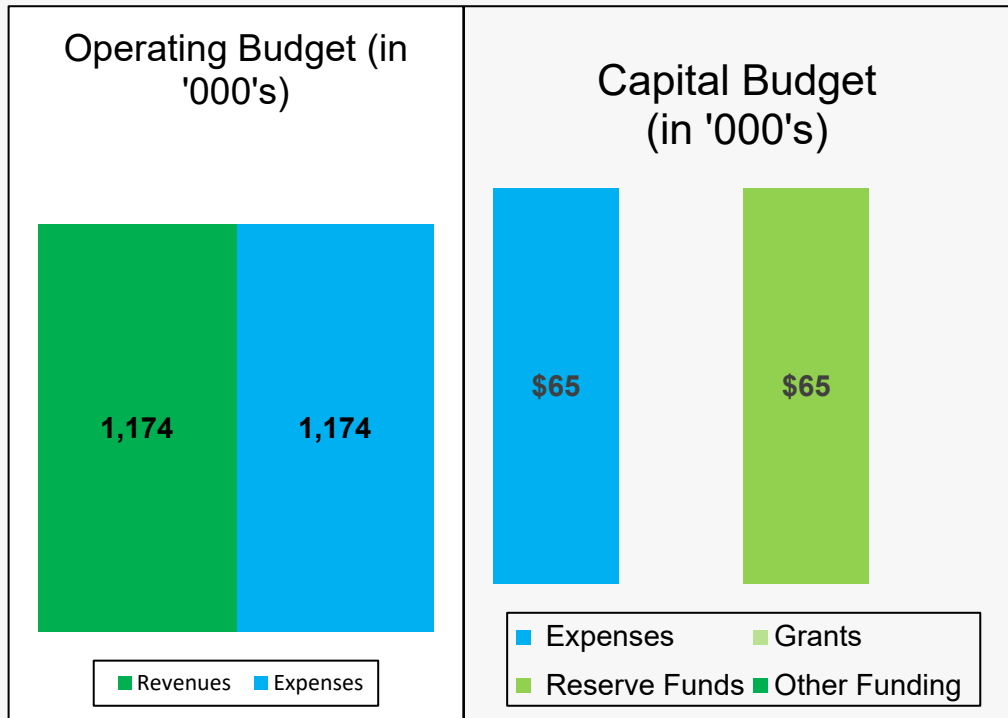




Ontario Building Code Administration & Enforcement Service

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 YTD	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
- Supports for:
 - Official Plan Review
 - Zoning By-law Update
 - Development Process and Fees Review - Implementation (pending budget approval)

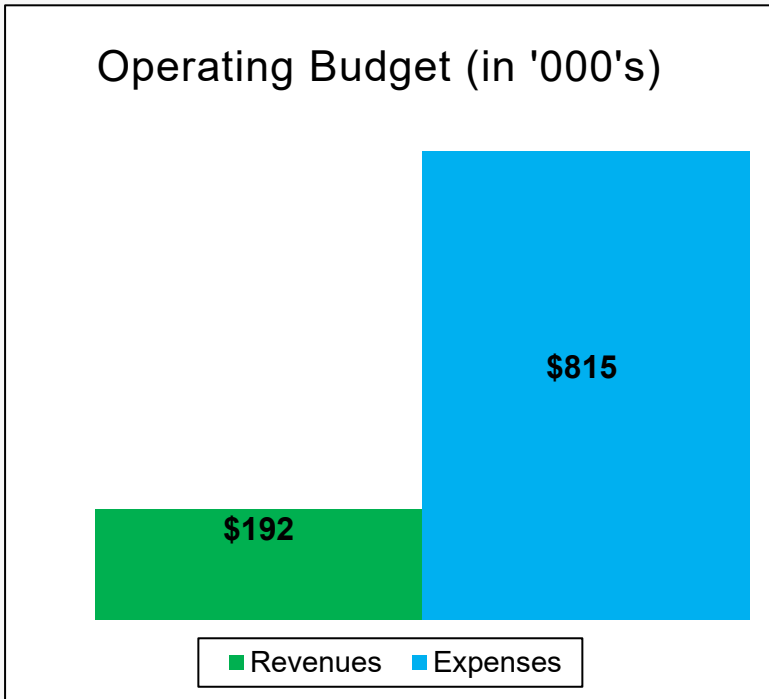




HOUSING SUPPORTS

REVENUE & EXPENSES

Cost per month per household: \$3.35



Net Tax Impact: \$622,545

WHO WE ARE

Housing Development Coordinator	1.00
Total FTEs	1.00



HOUSING SUPPORTS

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual YTD	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	-\$ 605,550	-\$546,014	-\$814,865	-\$268,851
- Financial Expenses	- 32,561	- 73,600	- 95,165	- 73,600	- 102,100	- 28,500
- Information Technology and Communications	- 98	-	- 196	-	-	-
- Legal Expenses	- 1,986	-	- 9,610	-	-	-
- Operating Expenses	- 98,722	- 351,000	- 17,780	- 126,000	- 350,000	- 224,000
- Premise and Site	- 238,082	- 230,460	- 253,389	- 230,460	- 243,160	- 12,700
- Purchased Services	- 23,196	-	- 111,303	-	-	-
- Salaries and Benefits	- 34,030	- 80,000	- 99,024	- 115,954	- 119,605	- 3,651
- Utilities	- 3,908	-	- 19,082	-	-	-
Grand Total	-\$ 513,343	-\$542,740	-\$ 451,279	-\$353,694	-\$622,545	-\$268,851





HOUSING SUPPORTS

OPERATING BUDGET IMPACT

			2024 Budget Impact
Description		Change Type	
Expenses / Expenditure			
- Financial Expenses	Add insurance with updated allocations	1 - Unavoidable	(28,500)
- Operating Expenses	AHMP - Placeholder for investment in implementation of recommendations	3 - Service Enhancement	(224,000)
- Premise and Site	Inflationary at 5.5%	1 - Unavoidable	(12,700)
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(3,651)
Grand Total			(268,851)





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

- Asset management
- Capital project delivery
- Operation and maintenance of wastewater collection and treatment systems
- Septage receiving and treatment
- Third party wastewater operating services (for the Township of Clearview)
- 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)

Financial information for related Growth Planning subservice Wastewater Overall has been included here 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
- 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)

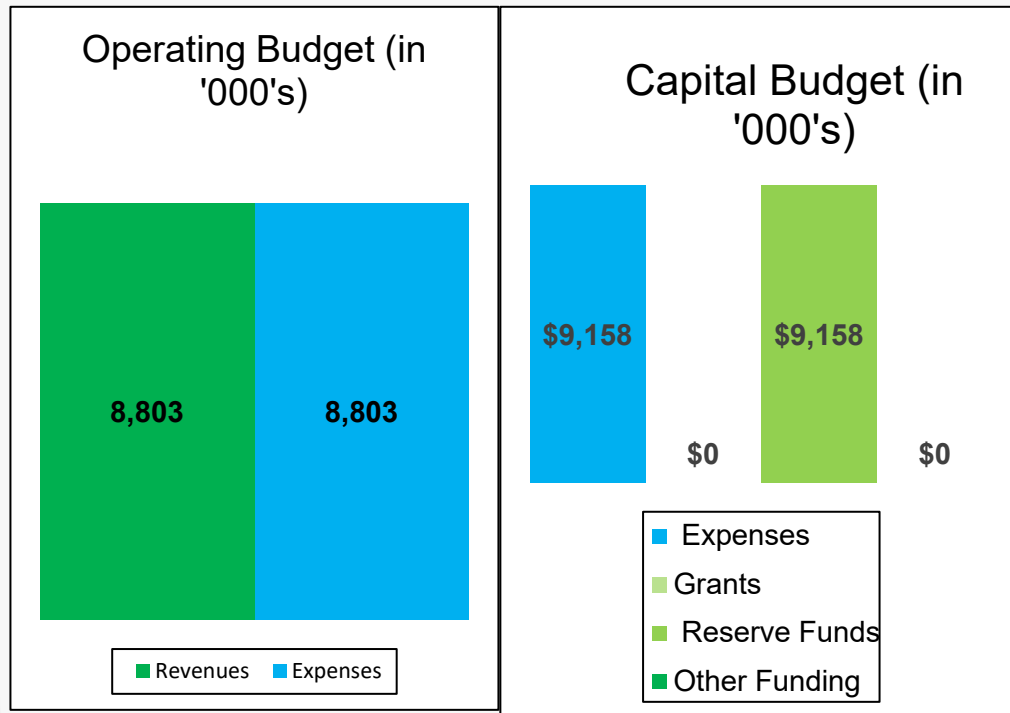
- New wastewater infrastructure construction to support development/growth
- Maintain and replace wastewater infrastructure to achieve existing levels of service for wastewater collection and treatment



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	0.50
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	10.60



WASTEWATER

OPERATING BUDGET DETAILS

		2022 Actual	2022 Budget	Actual YTD as at Oct 31, 2023	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$	8,433,637	\$8,003,059	\$5,730,339	\$8,611,019	\$8,803,171	\$192,152
- 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	8,081,280	252,152
Expenses / Expenditure	-\$	8,432,847	-\$8,003,059	-\$3,513,691	-\$8,611,019	-\$8,803,171	-\$192,152
- 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	- 53,500	- 12,500
- 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	- 1,164,602	- 77,379
- Transfers to Town Reserves and Reserve Funds	-	2,263,476	- 1,519,006	-	- 2,027,306	- 2,291,875	- 264,568
- 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

OPERATING BUDGET IMPACT

Description		Change Type	2024 Budget Impact
Revenues / Funding Source			
- Government Transfers	Forcemain Condition Assessments & CCTV Inspection	1 - Unavoidable	140,000
	Remove 2023 one time - OCIF Funding	1 - Unavoidable	(200,000)
- User Charges	As per Water Rate Study	1 - Unavoidable	252,152
Expenses / Expenditure			
- Administrative Expenses	Adjust based on historical actuals	1 - Unavoidable	(2,000)
	Full portion of F&F CC being included for 2024	1 - Unavoidable	(30,860)
	Inflationary increase	1 - Unavoidable	(500)
- Equipment Related	Adjust to reflect historical actuals	1 - Unavoidable	(3,000)
	Inflationary increase	1 - Unavoidable	(10,000)
	Recent upgrades completed to facility	1 - Unavoidable	2,500
	Remove 2023 one time - One time charge to purchase a new SCBA	1 - Unavoidable	25,000
- Information Technology and Communications	Adjust based on historical actuals	1 - Unavoidable	7,500
	New 1/2 FTE Sewer Use By-Law Compliance (Env Services)	3 - Service Enhancement	(2,500)
	One time charge - SCADA Server Windows Licences	1 - Unavoidable	(5,000)
	One time charge - Core Network Switch Upgrade	1 - Unavoidable	(10,000)
	One time charge - Lifecycle Computer Replacements (6)	1 - Unavoidable	(5,500)
	One time charge - Lifecycle replacement of 1 iPhone	1 - Unavoidable	(500)
	Remove 2023 one time - lifecycle replacement of 3 iphones	1 - Unavoidable	3,000
	Remove - 1/2 FTE Sewer Use ByLaw Compliance - Draft 2 Changes	3 - Service Enhancement	500



WASTEWATER

OPERATING BUDGET IMPACT

Description		Change Type	2024 Budget Impact
Expenses / Expenditure			
- Long Term Debt Servicing	Adjust per Amortization Schedule - 2013-102 Debenture fully paid in 2023.	1 - Unavoidable	241,755
- Operating Expenses	Adjust based on historical actuals	1 - Unavoidable	66,500
	Adjust based on historical actuals/projected growth	2 - Growth	(100,000)
	Inflationary adjustment	1 - Unavoidable	(13,500)
	One time charge - Lifecycle replacement of advanced oxidation lamps	1 - Unavoidable	(5,000)
	One time charge - SQL Server/Report Upgrades	1 - Unavoidable	(20,000)
	Remove 2023 one time - Cfwd from 2022 - WWTP SQL Server/Reporting Upgrades	1 - Unavoidable	17,500
- Personnel and Training	Compliance officer conference fees	1 - Unavoidable	(4,000)
- Premise and Site	Adjust based on historical actuals	1 - Unavoidable	900
- Purchased Services	Reduction forcemain condition assessments	1 - Unavoidable	80,000
	Adjust to reflect actual historical costs (inflationary/additional repairs & maint	1 - Unavoidable	(15,000)
	One time charge - ArcFlash Assessment for WWTP	1 - Unavoidable	(35,000)
	One time charge - IT Security Assessment	1 - Unavoidable	(8,000)
	One time charge - Review/Update Hydraulic Profile for WWTP (I&I risk mitigation)	3 - Service Enhancement	(25,000)
	One time charge - SOPs for WWTP log operation and SPS overflow events (I&I risk mitigation)	3 - Service Enhancement	(75,000)
	Remove 2023 one time - 2023 USI support	1 - Unavoidable	10,000
	Remove 2023 one time - 2023 Water/Wastewater Rate Study Update	1 - Unavoidable	25,000
	Remove 2023 one time - 2023 WWTP Energy Audit	1 - Unavoidable	40,000
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(5,506)
	New 1/2 FTE Sewer Use By-Law Comp -Env	3 - Service Enhancement	(61,772)
	New Project Manager, Env Services 50% W; 50% WW	3 - Service Enhancement	(71,873)
	Remove - 1/2 FTE Sewer Use ByLaw Compliance - Draft 2 Changes	3 - Service Enhancement	61,772
- Transfers to Town Reserves and Reserve Funds	Remove 2023 one time - Carryforward from 2022 - WWTP SQL Server/Reporting		
	Template Upgrades	1 - Unavoidable	(18,000)
	Self-Sustaining Adjustment to balance	1 - Unavoidable	(246,568)
Grand Total			0



WASTEWATER

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Wastewater	\$9,158,000	\$0	\$9,158,000	\$0
9505 - Sanitary Renewal Program	\$162,000	\$0	\$162,000	\$0
9506 - Sanitary Sewer Grouting and Manhole Repairs	\$50,000	\$0	\$50,000	\$0
9509 - Digester #2 Repairs	\$4,500,000	\$0	\$4,500,000	\$0
950E - Class EAs	\$0	\$0	\$0	\$0
950F - Wastewater Treatment Plant Expansion	\$0	\$0	\$0	\$0
950Q - WWTP - Boiler Replacement	\$1,215,000	\$0	\$1,215,000	\$0
9511 - WW Vehicles	\$71,000	\$0	\$71,000	\$0
9514 - Wastewater IT Upgrades/Replacements	\$0	\$0	\$0	\$0
9532 - Sewage Pumping Station Refurbishments	\$70,000	\$0	\$70,000	\$0
9550 - Wastewater Treatment Plant Refurbishment	\$739,500	\$0	\$739,500	\$0
9553 - Inflow & Infiltration	\$200,000	\$0	\$200,000	\$0
9554 - Paterson SPS Pump Replacements	\$5,000	\$0	\$5,000	\$0
9558 - Osler Bluff Lagoon	\$150,000	\$0	\$150,000	\$0
9582 - WWTP Blower Replacement	\$115,000	\$0	\$115,000	\$0
9583 - WWTP Screw Pump Rehabilitation	\$1,880,500	\$0	\$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
- Property By-law Administration*

* The financial information for this sub-service is reflected under Ontario Building Code Administration & Enforcement service.

Financial information for the following has been included here for this year:

- By-Law Appeals and Municipal & Provincial Prosecution, a sub-service of Legal service
- Municipal Law Enforcement service, a service under the Corporate Services program

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
- Canine control & licensing
- Provide training (Private Enforcement Officers)

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)

- Respond to complaints and inquiries
- Enforcement advice and services to other departments/divisions
- Committee or Court Decision**
- Penalties/fines and Court Orders to correct contravention

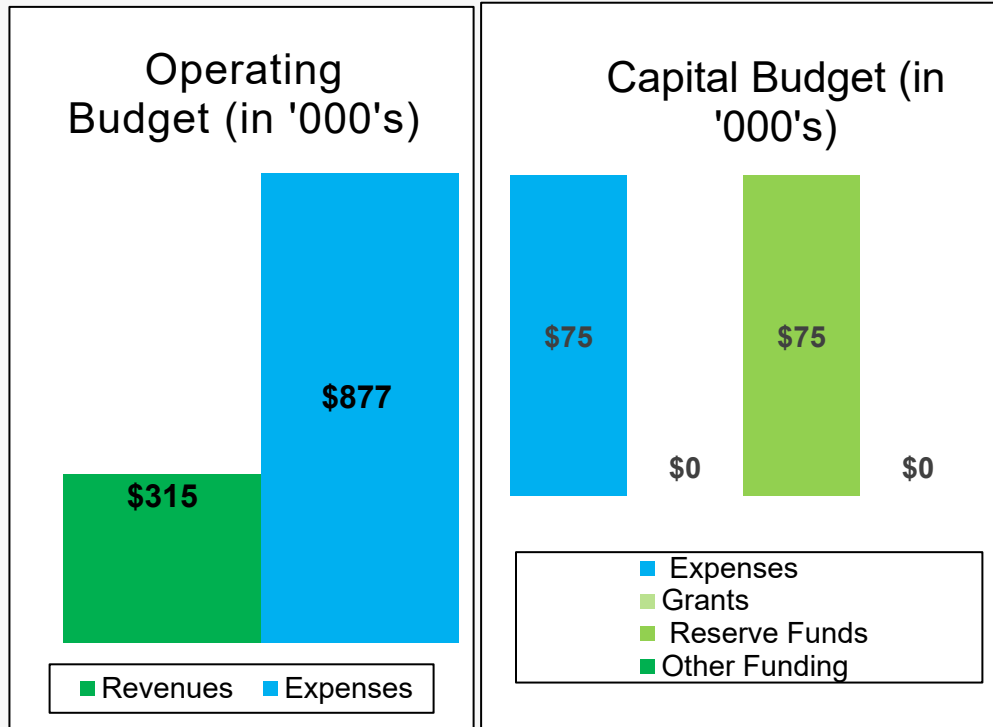




COMMUNITY STANDARDS

REVENUE & EXPENSES

Cost per month per household: \$3.02



Net Tax Impact: \$562,447

WHO WE ARE

Licensing Program & Compliance Officer	1.00
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 Administrative Assistant	1.00
Total FTEs	6.97



COMMUNITY STANDARDS

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	Actual YTD as at Oct 31, 2023	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 40,987	\$ 55,750	\$ 34,657	\$ 44,750	\$314,625	\$269,875
- Other	40,987	45,750	34,657	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	-\$ 612,997	-\$633,294	-\$877,072	-\$243,779
- Administrative Expenses	- 3,240	- 2,500	- 2,684	- 2,500	- 7,000	- 4,500
- Equipment Related	- 252	- 2,000	- 1,466	- 2,000	- 4,000	- 2,000
- Financial Expenses	- 8,948	- 8,689	- 8,922	- 10,431	- 10,431	-
- Information Technology and Communications	- 19,886	- 18,400	- 16,915	- 17,900	- 75,100	- 57,200
- Inter-functional Transfers	- 37,349	- 26,182	- 35,301	- 26,182	- 40,000	- 13,818
- Legal Expenses	- 4,543	- 5,000	- 4,767	- 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	- 14,504	- 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	- 497,195	- 504,190	- 663,523	- 159,333
- Transfers to Capital	-	-	-	-	-	-
- Vehicle and Fleet Related	- 8,175	- 8,973	- 5,151	- 15,686	- 15,113	573
Grand Total	-\$ 576,256	-\$563,932	-\$ 578,340	-\$588,544	-\$562,447	\$ 26,096





COMMUNITY STANDARDS

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Other	Anticipating an increase in the number of cases requiring remedial action/work	3 - Service Enhancement	750
	Estimated decline in the number of fines collected	1 - Unavoidable	(1,000)
	Increase by \$2,500 based historical actuals	1 - Unavoidable	2,500
	STA Licenses - Fees (Fee per License - \$1200*25)	3 - Service Enhancement	30,000
	Animal control increase based on historical actuals Estimated decline in licensing fees	1 - Unavoidable 1 - Unavoidable	250 (17,500)
- Transfers from Town Reserves and Reserve Funds	Parking Reserve Fund - To Fund STA Program for 2024 to be repaid once the STA program is sustainable	3 - Service Enhancement	254,875
Expenses / Expenditure			
- Administrative Expenses	Adjusted based on historical actuals	1 - Unavoidable	(4,500)
- Equipment Related	Equipment cost (computer + phone) for 1 new position	3 - Service Enhancement	(2,000)
	Increase related to licence/regulate STAs	3 - Service Enhancement	(3,600)
	Increase based on historical actuals.	1 - Unavoidable	(3,600)
	Additional module in CityView/other system for STAs	3 - Service Enhancement	(50,000)
- Inter-functional Transfers	Increase based on historical actuals.	1 - Unavoidable	(13,818)
- Legal Expenses	Anticipated cost of moving to AMP system in 2024 (cost for screening and hearing officers) and for by-law review services	3 - Service Enhancement	(10,000)





COMMUNITY STANDARDS

OPERATING BUDGET IMPACT

		Change Type	2024 Budget Impact
Expenses / Expenditure			
- Personnel and Training	Reallocated "clothing" account to parking	1 - Unavoidable	1,000
	Increase related to additional new staff members	3 - Service Enhancement	(2,500)
- Purchased Services	Increase related to trapping services for distempered raccoons on public property	3 - Service Enhancement	(2,000)
	GTHS contract renegotiation	1 - Unavoidable	6,000
	Benefits from MLEO III position.	3 - Service Enhancement	(5,625)
	COLA, Merit Increase	1 - Unavoidable	59,942
	Licensing Program and Compliance Officer position	3 - Service Enhancement	(25,200)
	MELO II - STA enforcement position. Anticipated hire date October 2024	3 - Service Enhancement	(18,750)
	Adjusting OT based on historical actuals	1 - Unavoidable	(2,500)
	New Coordinator to support the Division and Licensing Program (transfer of services from Clerks)	3 - Service Enhancement	(83,200)
	Conversion of Licensing Program and Compliance Officer position to permanent (contract to end April 30, 2024) - portion of salary paid by Licensing Fees	3 - Service Enhancement	(84,000)
- Vehicle and Fleet Related	Decrease based on historical actuals	1 - Unavoidable	573
Grand Total			26,097





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

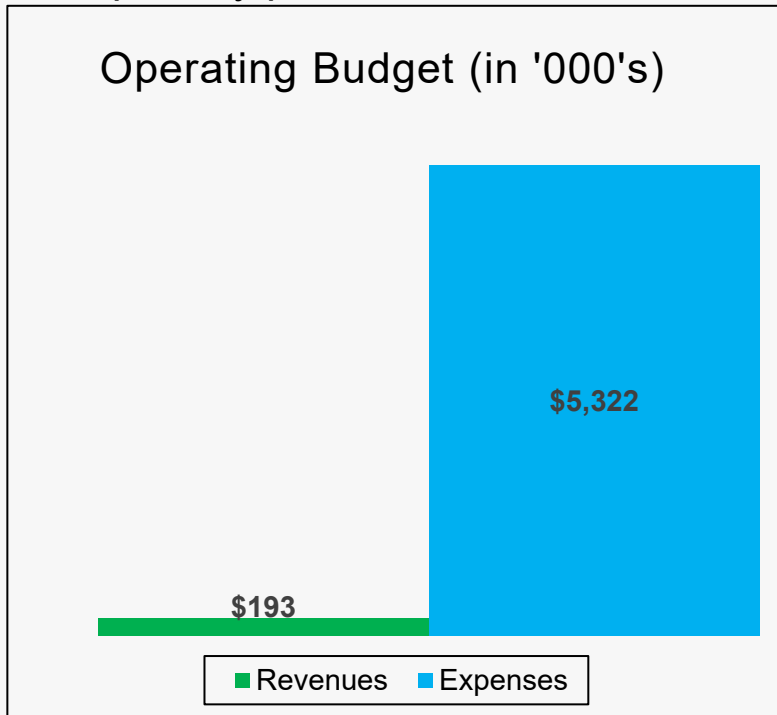




POLICE

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 YTD	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	-\$4,201,908	-\$5,083,174	-\$5,322,470	-\$239,296
- Equipment Related	-	2,500	-	2,500	2,500	-
- Financial Expenses	- 15,050	- 25,004	- 15,478	- 27,092	- 29,092	- 2,000
- Operating Expenses	- 10,314	- 3,500	- 12,011	- 3,500	- 3,500	-
- Premise and Site	- 37,336	- 60,452	- 61,151	- 86,252	- 73,832	12,420
- Purchased Services	- 5,234,186	- 5,276,163	- 4,082,849	- 4,919,897	- 5,169,613	- 249,716
- Utilities	- 37,846	- 40,600	- 30,419	- 43,933	- 43,933	-
Grand Total	-\$ 5,257,926	-\$5,189,219	-\$4,117,921	-\$4,890,174	-\$5,129,470	-\$239,296





POLICE

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Financial Expenses	Increase in OAPSB membership fee, education and training of members, remuneration	1 - Unavoidable	(2,000)
- Premise and Site	Remove porter service	1 - Unavoidable	12,420
- Purchased Services	Updated billing for 2024 from the Minister of Finance	1 - Unavoidable	(249,716)
Grand Total			(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

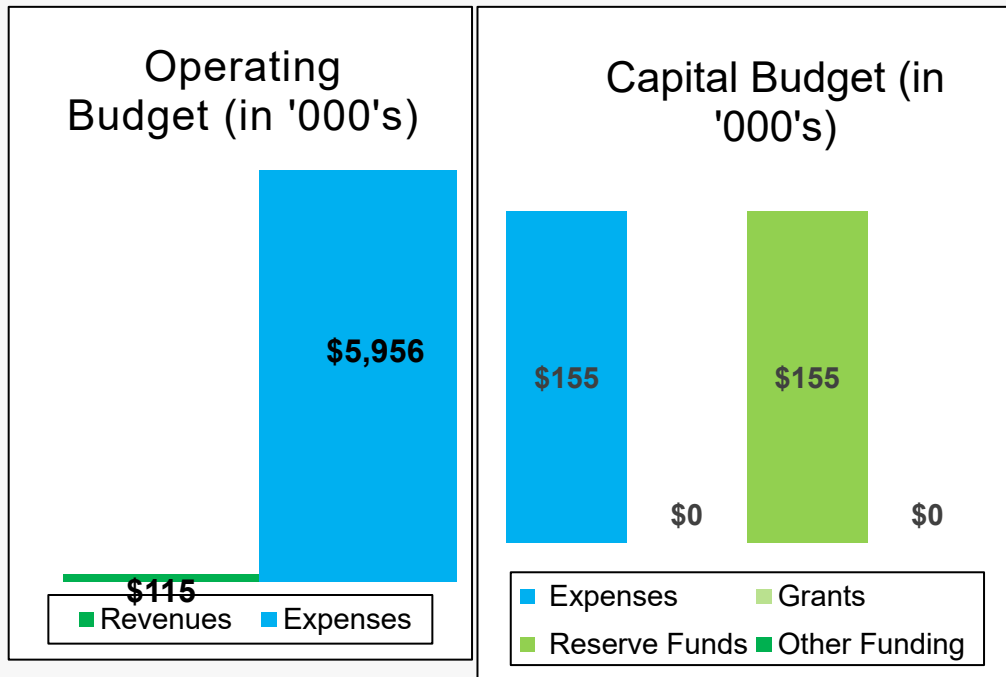




FIRE & EMERGENCY MANAGEMENT

REVENUE & EXPENSES

Cost per month per household: \$31.41



Net Tax Impact: \$5,841,696

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	2.00
Fire Prevention Officer	1.00
Fire Training Officer	1.00
Office Support	0.50
Volunteer Firefighter	0.61
Total FTEs	33.11



FIRE & EMERGENCY MANAGEMENT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	Actual YTD as at Oct 31, 2023	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 209,146	\$ 18,500	\$ 51,641	\$ 30,500	\$ 114,500	\$ 84,000
- Non Tax Revenue	173,473	-	21,461	-	29,000	29,000
- Other	35,672	18,500	30,179	30,500	85,500	55,000
Expenses / Expenditure	-\$ 5,354,694	-\$5,497,900	-\$4,706,037	-\$5,557,018	-\$5,956,196	-\$399,178
- Administrative Expenses	- 6,132	- 5,800	- 6,338	- 5,800	- 5,800	-
- Equipment Related	- 63,336	- 67,500	- 53,722	- 67,500	- 67,500	-
- Financial Expenses	- 90,022	- 82,459	- 89,962	- 100,017	- 115,217	- 15,200
- Information Technology and Communications	- 20,980	- 17,500	- 17,366	- 17,500	- 19,225	- 1,725
- Long Term Debt Servicing	- 231,886	- 238,043	- 227,417	- 227,417	- 222,264	5,153
- Operating Expenses	- 2,163	- 4,000	- 2,875	- 4,000	- 3,000	1,000
- Personnel and Training	- 62,617	- 74,500	- 67,005	- 74,500	- 74,500	-
- Premise and Site	- 54,408	- 44,500	- 77,879	- 49,500	- 62,500	- 13,000
- Purchased Services	- 95,597	- 112,200	- 48,451	- 112,200	- 112,200	-
- Salaries and Benefits	- 4,514,977	- 4,650,938	- 3,945,961	- 4,693,774	- 5,053,805	- 360,031
- Transfers to Town Reserves and Reserve Funds	- 100,000	- 100,000	- 91,667	- 100,000	- 100,000	-
- Utilities	- 47,340	- 42,100	- 35,860	- 42,100	- 52,475	- 10,375
- Vehicle and Fleet Related	- 65,237	- 58,360	- 41,536	- 62,710	- 67,710	- 5,000
Grand Total	-\$ 5,145,548	-\$5,479,400	-\$4,654,397	-\$5,526,518	-\$5,841,696	-\$315,178



FIRE & EMERGENCY MANAGEMENT

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Non-Tax Revenue	Fire Marque - incident claims / and Fees & Charges to be charged appropriately	1 - Unavoidable	29,000
- Other	Inspection of STAs	3 - Service Enhancement	55,000
Expenses / Expenditure			
- Financial Expenses	Inflationary	1 - Unavoidable	(15,200)
- Information Technology and Communications	Remove Office Support Computer	2 - Growth	1,600
	Technology for new FPI	2 - Growth	(3,325)
- Long Term Debt Servicing	Adjust per Amortization Schedule	1 - Unavoidable	5,153
- Operating Expenses	Budget reduction	1 - Unavoidable	1,000
- Premise and Site	repairs of bi-fold doors	1 - Unavoidable	(13,000)
- Salaries and Benefits	(1st Draft changes) - Delay FP Inspector to Sept 2024	3 - Service Enhancement	20,000
	Adjustment based on historical actuals	1 - Unavoidable	(4,900)
	Staffing Request - Fire Prevention Inspector	3 - Service Enhancement	(147,433)
	Staffing Request - FPI - delay start to Sept-24	3 - Service Enhancement	83,000
- Utilities	COLA, Merit Increase	1 - Unavoidable	(310,699)
	Inflationary	1 - Unavoidable	(10,375)
- Vehicle and Fleet Related	Inflationary	1 - Unavoidable	(5,000)
Grand Total			(315,178)



FIRE & EMERGENCY MANAGEMENT

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Fire Services	\$155,000	\$0	\$155,000	\$0
9203 - Fire - Vehicle Replacements	\$80,000	\$0	\$80,000	\$0
9205 - Edraulic Tools	\$65,000	\$0	\$65,000	\$0
920j - Storage Unit	\$10,000	\$0	\$10,000	\$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*

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

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

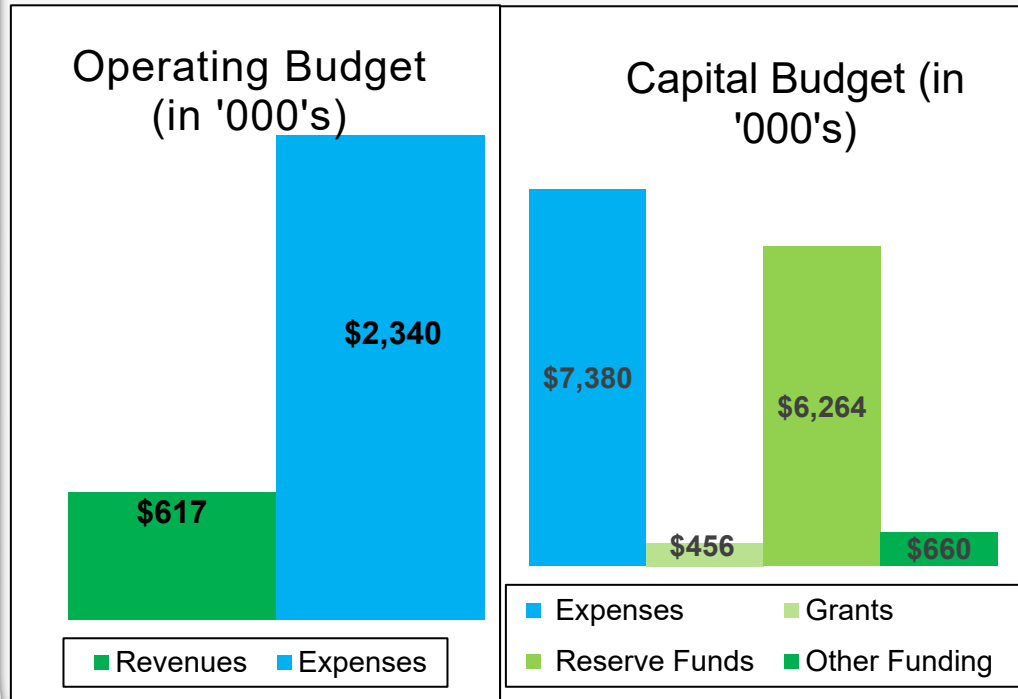
- New Park Construction - Summitview Park and Wilson Sheffield Park
- New Park Construction - Ste. Marie Street north Block 9 between BMO and Huron House
- Replacement of Hen and Chicken pedestrian bridge
- Development of Urban Forestry Unit



PARKS, TRAILS & AMENITIES

REVENUE & EXPENSES

Cost per month per household: \$9.26



Net Tax Impact: \$1,723,119

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	Actual YTD as at Oct 31, 2023	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 530,712	\$ 500,550	\$ 593,355	\$ 616,550	\$ 617,350	\$ 800
- Donations	110,050	148,850	120,250	148,850	148,850	-
- Government Transfers	-	-	-	-	-	-
- Non Tax Revenue	33,695	-	14,594	-	10,000	10,000
- Other	32,500	32,000	42,100	32,000	32,000	-
- Rentals and Concessions	93,823	56,700	107,121	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	309,291	261,000	291,000	30,000
Expenses / Expenditure	-\$ 1,882,968	-\$1,943,146	-\$1,829,846	-\$2,417,674	-\$2,340,469	\$77,206
- Administrative Expenses	- 11,456	- 12,500	- 10,422	- 12,500	- 12,500	-
- Equipment Related	- 25,089	- 28,000	- 25,915	- 28,000	- 28,000	-
- Financial Expenses	- 17,416	- 17,600	- 16,920	- 17,600	- 18,100	- 500
- Information Technology and Communications	- 7,502	- 8,961	- 3,697	- 8,961	- 9,961	- 1,000
- Operating Expenses	- 43,218	- 47,600	- 65,785	- 47,600	- 42,600	5,000
- Personnel and Training	- 13,087	- 19,500	- 26,964	- 19,500	- 19,500	-
- Premise and Site	- 276,180	- 225,446	- 280,196	- 370,490	- 323,590	46,900
- Purchased Services	- 111,248	- 182,850	- 165,018	- 281,350	- 243,350	38,000
- Salaries and Benefits	- 1,188,062	- 1,210,109	- 1,134,363	- 1,408,293	- 1,449,488	- 41,194
- Transfers to Capital	- 60,000	- 60,000	-	- 90,000	- 60,000	30,000
- Utilities	- 50,798	- 63,550	- 39,593	- 66,350	- 66,350	-
- Vehicle and Fleet Related	- 78,910	- 67,030	- 60,971	- 67,030	- 67,030	-
Grand Total	-\$ 1,352,256	-\$1,442,596	-\$1,236,490	-\$1,801,124	-\$1,723,119	\$78,006



PARKS, TRAILS & AMENITIES

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Non Tax Revenue	Increase based on historical actuals	1 - Unavoidable	10,000
- Rentals and Concessions	Decrease due to change in park space	1 - Unavoidable	(10,000)
	Increase based on historical actuals	1 - Unavoidable	33,800
- Transfers from Town Reserves and Reserve Funds	Tree canopy preservation consultant	1 - Unavoidable	49,500
	Remove 2023 one time - CAO Report 2022-11 - Tree Canopy Preservation	1 - Unavoidable	(112,500)
- User Charges	Increase based on historical actuals	1 - Unavoidable	30,000
Expenses / Expenditure			
- Financial Expenses	Contract cost increase	1 - Unavoidable	(500)
- Information Technology and Communications	new phone for coordinator of forestry	1 - Unavoidable	(1,500)
	Decrease based on historical actuals	1 - Unavoidable	500
- Premise and Site	Adjust grounds maintenance	1 - Unavoidable	(21,500)
	GL moved to 7180 63500	1 - Unavoidable	1,000
	Product change with inflation	1 - Unavoidable	(3,600)
	Budget reduction	1 - Unavoidable	1,000
	Remove 2023 one time - Arborist equipment and supplies	1 - Unavoidable	150,000
	Remove 2023 one time - CAO-2022-11 Report	1 - Unavoidable	25,000
	Forestry Equipment & Supplies back from 4th draft changes	1 - Unavoidable	(100,000)
	Tree canopy preservation and augmentation consultant	1 - Unavoidable	(49,500)
- Purchased Services	Remove 2023 one time - CAO Report 2022-11 - Tree Canopy Preservation	1 - Unavoidable	87,500
	COLA, Merit Increase	1 - Unavoidable	68,057
- Salaries and Benefits	Forestry Coordinator added back	1 - Unavoidable	(109,251)
- Transfers to Capital	Remove 2023 one time - Project 9776 - Healing Forest	1 - Unavoidable	30,000
Grand Total			78,006





PARKS, TRAILS & AMENITIES

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Parks, Trails & Amenities	\$7,380,063	\$456,250	\$6,263,813	\$660,000
9703 - Shade Shelters	\$30,000	\$0	\$30,000	\$0
9704 - Trail Development	\$150,000	\$0	\$150,000	\$0
9708 - Neighbourhood Park Replacement/Enhancements	\$200,000	\$0	\$100,000	\$100,000
9710 - Trail Bridges - (Hen and Chickens)	\$475,000	\$356,250	\$118,750	\$0
9713 - Fisher Field Improvements	\$185,000	\$0	\$185,000	\$0
9723 - Harbour East Wall Docking phases	\$100,000	\$0	\$100,000	\$0
9724 - Wilson Sheffield Park	\$850,000	\$0	\$850,000	\$0
9728 - PRC Summit View Park	\$1,750,000	\$0	\$1,750,000	\$0
9733 - Asphalt Walkways	\$15,000	\$0	\$15,000	\$0
9741 - Truck Replacements	\$130,000	\$0	\$130,000	\$0
9743 - Town Signage	\$10,000	\$0	\$10,000	\$0
9744 - Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	\$86,000	\$0	\$86,000	\$0
9745 - Parks Equipment	\$59,000	\$0	\$59,000	\$0
9747 - St. Marie St North Block 9 Park - Public Realm Plan	\$2,000,000	\$0	\$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	\$0	\$95,000	\$0
9776 - Healing Forest	\$15,000	\$0	\$15,000	\$0
9782 - Active Transportation	\$60,000	\$0	\$0	\$60,000
9784 - Urban Forestry equipment	\$50,000	\$0	\$50,000	\$0
9786 - Harbourview Park Floating Docks	\$45,063	\$0	\$45,063	\$0
9787 - Old Village Park Washroom	\$450,000	\$0	\$450,000	\$0
978X - Irrigation Downtown Gardens	\$100,000	\$0	\$100,000	\$0
978XX - Sunset Point Volleyball Improvements	\$100,000	\$100,000	\$0	\$0
978XY - Pump Track Installation	\$175,000	\$0	\$175,000	\$0
971U - Shipyards Side Launch Way (Curb, Furnishings, Lighting, Trees, Paving)	\$150,000	\$0	\$150,000	\$0
972O - Sunset Point Raised Crosswalk	\$100,000	\$0	\$100,000	\$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

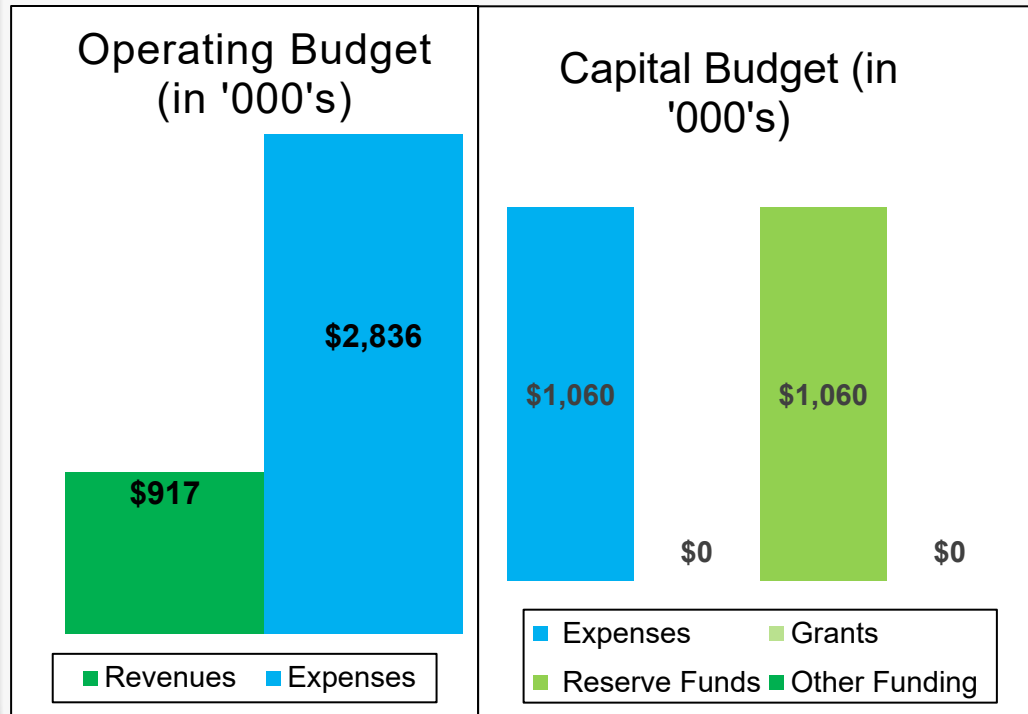




COMMUNITY RECREATION SPACES

REVENUE & EXPENSES

Cost per month per household: \$10.32



Net Tax Impact: \$1,919,116

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 539,915	\$ 640,200	\$ 824,410	\$ 771,000	\$ 916,900	\$145,900
- Non Tax Revenue	-	-	-	-	-	-
- Other	(7,056)	15,000	228	15,000	15,000	-
- Rentals and Concessions	524,605	592,700	796,471	726,000	864,400	138,400
- User Charges	22,367	32,500	27,711	30,000	37,500	7,500
Expenses / Expenditure	-\$ 2,366,192	-\$2,411,271	-\$2,216,206	-\$2,892,051	-\$2,836,016	\$ 56,035
- Administrative Expenses	- 8,038	- 9,500	- 4,864	- 6,300	- 6,300	-
- Equipment Related	- 111,601	- 141,550	- 156,530	- 186,010	- 189,510	- 3,500
- Information Technology and Communications	- 7,333	- 7,607	- 12,287	- 8,872	- 13,572	- 4,700
- Operating Expenses	- 23,811	- 29,000	- 32,629	- 36,670	- 38,670	- 2,000
- Personnel and Training	- 22,513	- 24,473	- 24,288	- 30,465	- 31,365	- 900
- Premise and Site	- 211,909	- 210,300	- 204,903	- 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	- 1,338,237	- 1,621,863	- 1,656,878	- 35,015
- Transfers to Capital	-	-	-	-	-	-
- Transfers to Town Reserves and Reserve Funds	-	-	-	- 30,000	- 30,000	-
- Utilities	- 503,115	- 619,315	- 417,212	- 676,883	- 639,883	37,000
- Vehicle and Fleet Related	- 29,143	- 10,580	- 10,295	- 14,193	- 16,193	- 2,000
Grand Total	-\$ 1,826,277	-\$1,771,071	-\$1,391,796	-\$2,121,051	-\$1,919,116	\$201,935





COMMUNITY RECREATION SPACES

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Rentals and Concessions	Increase based on historical actuals including CPI increase	1 - Unavoidable	138,400
- User Charges	Increase based on historical actuals including CPI increase	1 - Unavoidable	7,500
Expenses / Expenditure			
	Transferred from 63300	1 - Unavoidable	(3,500)
- Information Technology and Communications	Additional wifi service outside the town's dedicated service	1 - Unavoidable	(6,000)
	Remove 2023 one time - Replacement cell phones	1 - Unavoidable	1,300
- Operating Expenses	Costs to reflect full season operation	1 - Unavoidable	(2,000)
- Personnel and Training	Inflationary - Increase in membership dues with more certified staff	1 - Unavoidable	(900)
- Premise and Site	Adjustment to reflect previous years actuals	1 - Unavoidable	18,500
	Costs to reflect full season operation	1 - Unavoidable	(600)
	Increase in janitorial supplies	1 - Unavoidable	(750)
	Remove 2023 one time - Roof Consultant - Engineering/Patch repair	1 - Unavoidable	50,000
- Salaries and Benefits	Salaries to reflect full season operation	1 - Unavoidable	(20,000)
	COLA, Merit Increase	1 - Unavoidable	(15,015)
- Utilities	Inflationary adjustment	1 - Unavoidable	(6,000)
	No gas fired appliances	1 - Unavoidable	3,000
	Reduce due to new cover installed	1 - Unavoidable	25,000
	Decrease based on historical actuals	1 - Unavoidable	15,000
- Vehicle and Fleet Related	Increase based on historical actuals	1 - Unavoidable	(2,000)
Grand Total			201,935



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	\$0	\$12,000	\$0
970H - Facilities Vehicles	\$160,000	\$0	\$160,000	\$0
9711 - Central Park Arena - Facility Maintenance / Improvements	\$70,000	\$0	\$70,000	\$0
9712 - EBMA - Facility Maintenance / Improvements	\$135,000	\$0	\$135,000	\$0
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	\$370,000	\$0	\$370,000	\$0
9716 - Curling Facility - Facility Maintenance / Improvements	\$75,000	\$0	\$75,000	\$0
9718 - Museum Building - Facility Maintenance / Improvements	\$70,000	\$0	\$70,000	\$0
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	\$42,500	\$0	\$42,500	\$0
9763 - Multi-Purpose Facility Feasibility Study	\$125,000	\$0	\$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

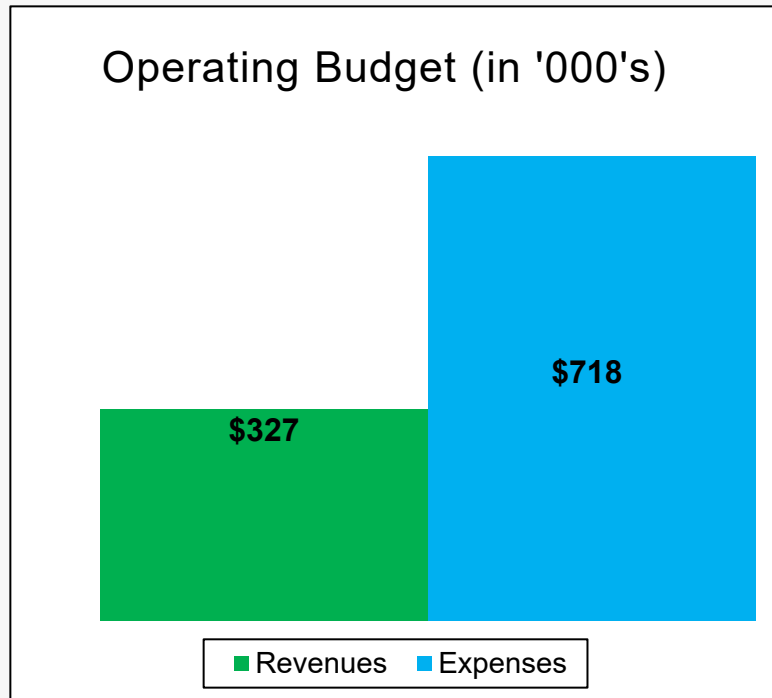




COMMUNITY RECREATION ACTIVITIES

REVENUE & EXPENSES

Cost per month per household: \$2.10



Net Tax Impact: \$391,388

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 184,479	\$290,350	\$ 226,838	\$290,350	\$326,744	\$36,394
- Donations	-	-	-	-	-	-
- Rentals and Concessions	71,859	13,000	50,755	13,000	21,300	8,300
- User Charges	112,619	277,350	176,083	277,350	305,444	28,094
Expenses / Expenditure	-\$ 491,004	-\$717,728	-\$ 514,429	-\$697,022	-\$718,132	-\$21,110
- Administrative Expenses	- 1,072	- 7,700	- 4,249	- 4,700	- 5,200	- 500
- Equipment Related	- -	- 3,000	- -	- 3,000	- 3,000	-
- Financial Expenses	- 13,079	- 15,000	- 15,177	- 15,000	- 15,000	-
- Information Technology and Communications	- 17,147	- 30,266	- 16,713	- 30,266	- 30,266	-
- Operating Expenses	- 16,913	- 25,200	- 26,296	- 27,200	- 28,000	- 800
- Personnel and Training	- 4,633	- 7,100	- 9,859	- 7,100	- 10,100	- 3,000
- Premise and Site	- -	- -	- -	- -	- -	-
- Salaries and Benefits	- 438,160	- 628,962	- 442,136	- 609,256	- 626,066	- 16,810
- Vehicle and Fleet Related	- -	- 500	- -	- 500	- 500	-
Grand Total	-\$ 306,525	-\$427,378	-\$ 287,592	-\$406,672	-\$391,388	\$15,284





COMMUNITY RECREATION ACTIVITIES

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- User Charges	All User Group Rentals	1 - Unavoidable	36,394
Expenses / Expenditure			
- Administrative Expenses	Portion of new laptop shared cost with Corp Cust Service	1 - Unavoidable	(500)
- Operating Expenses	Chair Yoga instructor being paid from Rec Services budget	3 - Service Enhancement	(800)
- Personnel and Training	1000 for new volunteer program, bring uniform costs up to actual +2000	3 - Service Enhancement	(3,000)
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(16,810)
Grand Total			15,284





BUILDING COMMUNITY WELL-BEING & INCLUSION

WHAT WE DELIVER

- Building Community, Well-being & Inclusion

Financial information for the Growth Planning sub-service Parks, Recreation and Culture has been included here 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

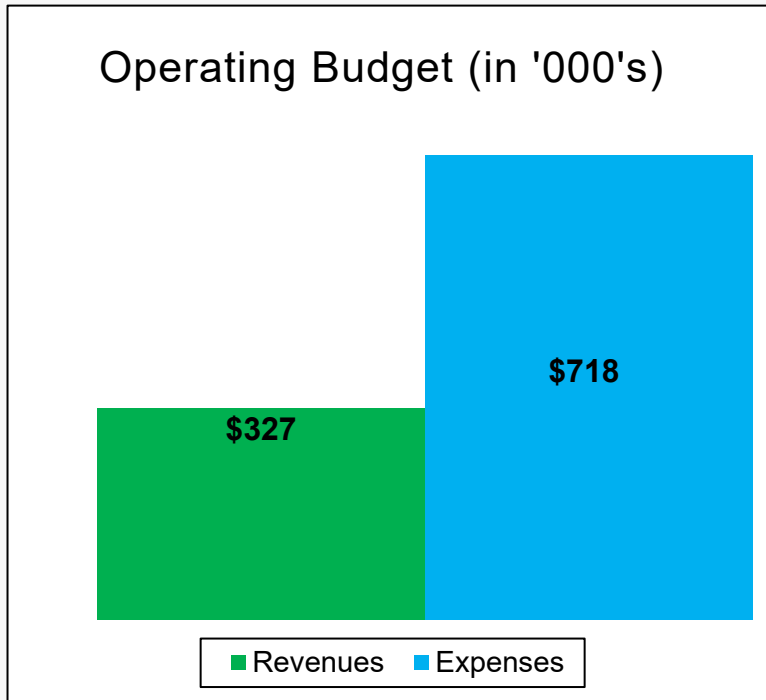




BUILDING COMMUNITY WELL-BEING & INCLUSION

REVENUE & EXPENSES

Cost per month per household: \$4.38



Net Tax Impact: \$813,901

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 YTD	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	-\$ 635,309	-\$797,931	-\$813,901	-\$15,970
- Administrative Expenses	- 9,336	- 8,200	- 6,700	- 8,200	- 8,200	-
- Equipment Related	- -	- 3,000	- -	- -	- -	-
- Financial Expenses	- 237,253	- 229,836	- 241,335	- 280,580	- 319,580	- 39,000
- Information Technology and Communications	- 2,049	- 1,463	- 2,221	- 2,163	- 2,163	-
- Inter-functional Transfers	- 960	- -	- 758	- -	- -	-
- Operating Expenses	- 32,596	- 36,100	- 20,920	- 49,000	- 34,000	15,000
- Personnel and Training	- 12,871	- 11,295	- 5,255	- 13,395	- 13,395	-
- Purchased Services	- 34,630	- 30,000	- 14,881	- 25,000	- 25,000	-
- Salaries and Benefits	- 393,725	- 372,392	- 343,239	- 402,093	- 411,563	- 9,470
- Transfers to Capital	- 200,417	- 200,000	- -	- 17,500	- -	17,500
Grand Total	-\$ 923,854	-\$892,286	-\$ 626,824	-\$797,931	-\$813,901	-\$15,970





BUILDING COMMUNITY WELL-BEING & INCLUSION

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Financial Expenses	Inflationary	1 - Unavoidable	(39,000)
- Operating Expenses	Remove one-time funding for additional funds to inclusive and diversity	1 - Unavoidable	15,000
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(9,470)
- Transfers to Capital	Remove 2023 one time - Project 9781 - Mater Plan Refresh	1 - Unavoidable	17,500
Grand Total			(15,970)





WATER TREATMENT & DISTRIBUTION

WHAT WE DELIVER

- 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

Financial information for the Growth Planning subservice Water has been included here for 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
- Water Intake Pipe

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

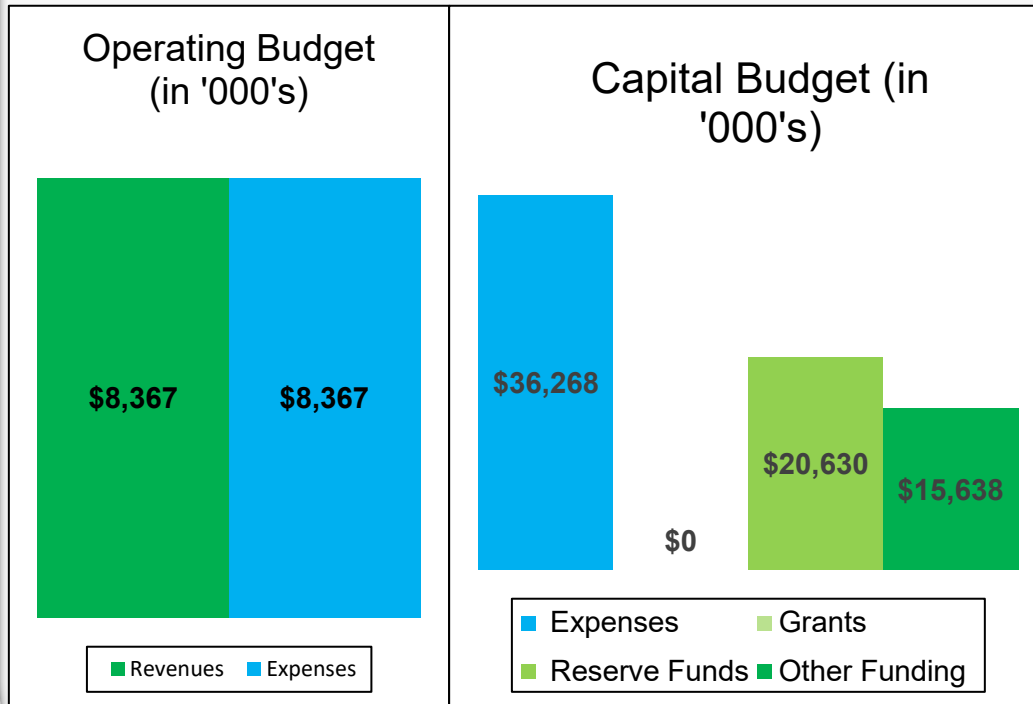




WATER TREATMENT & DISTRIBUTION

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	1.50
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	20.50



WATER TREATMENT & DISTRIBUTION

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	Actual YTD as at Oct 31, 2023	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 14,814,672	\$8,070,426	\$5,694,168	\$7,832,476	\$8,367,476	\$535,000
- 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	8,032,461	535,000
Expenses / Expenditure	-\$ 14,811,803	-\$8,070,426	-\$3,715,267	-\$7,832,476	-\$8,367,476	-\$535,000
- 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	- 139,150	- 31,650
- 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	- 1,571,100	- 705,500
- Salaries and Benefits	- 1,992,767	- 2,196,129	- 1,543,416	- 2,270,034	- 2,387,382	- 117,348
- Transfers to Town Reserves and Reserve Funds	- 9,310,987	- 1,918,550	-	- 1,572,126	- 697,130	874,997
- 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

OPERATING BUDGET IMPACT

Description		Change Type	2024 Budget Impact
Revenues / Funding Source			
- User Charges	Increase as per Water Rates Study	1 - Unavoidable	370,000
	New Meter / Trans Recoveries	1 - Unavoidable	65,000
	Resolving outstanding Meter Issues	1 - Unavoidable	100,000
Expenses / Expenditure			
- Administrative Expenses	Full portion of F&F CC being included for 2024	1 - Unavoidable	(39,008)
	Inflationary adjustment	1 - Unavoidable	(2,450)
	Remove budget amount - not being used	1 - Unavoidable	1,000
- Equipment Related	Adjust based on new water supply agreement	1 - Unavoidable	2,000
	Adjust based on replacement and new meter forecast	3 - Service Enhancement	(376,300)
	Based on historical	1 - Unavoidable	(3,500)
	Carry over replacement VFD	1 - Unavoidable	(15,000)
	Inflationary adjustment	1 - Unavoidable	(38,800)
	Moved from Water Meters Materials Code	1 - Unavoidable	(15,500)
	New VFD for HLP	1 - Unavoidable	(25,000)
	One time charge - 4 new ergonomic chairs for WTP	1 - Unavoidable	(3,000)
	One time charge - Four new concentrate check valves	1 - Unavoidable	(20,000)
	Remove 2023 one time - 2 more auto flushers to be purchased	3 - Service Enhancement	2,000
	Remove 2023 one time - Guarding for blower belts and pumps	1 - Unavoidable	10,000
	Remove 2023 one time - New portable generator	3 - Service Enhancement	2,500
	Remove 2023 one time - Replacement VFD for HLP	1 - Unavoidable	15,000
	Remove budget amount - not being used	1 - Unavoidable	700



WATER TREATMENT & DISTRIBUTION

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Information Technology and Communications	Inflationary adjustment	1 - Unavoidable	(3,800)
	New 1/2 FTE Engineering Technician (Env Services Development Reviews)	3 - Service Enhancement	(2,750)
	New Project Manager, Env Services (50% Water; 50% Wastewater)	3 - Service Enhancement	(2,750)
	One time charge - 2 Acronis backup licences (SCADA)	1 - Unavoidable	(6,000)
	One time charge - 4 desktop computer lifecycle replacements	1 - Unavoidable	(3,600)
	One time charge - 5 new Windows server licences (SCADA)	1 - Unavoidable	(5,000)
	One time charge - 7 Lifecycle Replacement Cell Phones	1 - Unavoidable	(3,500)
	One time charge - RAB network switch expansion	1 - Unavoidable	(5,000)
	Remove - 1/2 FTE Eng Tech Phone - Draft 2 Changes	3 - Service Enhancement	750
	Adjust per Amortization Schedule	1 - Unavoidable	8,919
- Long Term Debt Servicing	Based on historical	1 - Unavoidable	3,000
- Operating Expenses	Inflationary adjustment	1 - Unavoidable	(11,000)
	Move to Water Meters Equipment Purchases Code	1 - Unavoidable	15,500
- Personnel and Training	Adjust based on historical actuals	1 - Unavoidable	(5,500)
	Inflationary adjustment	1 - Unavoidable	(2,000)
	Adjust based on historical actuals	1 - Unavoidable	(600)
- Premise and Site	One time charge - Server Room HVAC Improvements	1 - Unavoidable	(15,000)
	Remove 2023 one time - On-going roof repairs and investigations	1 - Unavoidable	30,000
	Remove 2023 one time - Roof repairs for Stewart Rd to fix leaks	1 - Unavoidable	(40,000)



WATER TREATMENT & DISTRIBUTION

OPERATING BUDGET IMPACT

		Change Type	2024 Budget Impact
Expenses / Expenditure			
- Purchased Services	2024 Watermain Condition Assessment - Belcher, Downer, Kohl, Sandell (approx. 1.11 km) - inflationary increase to for these services \$40K	1 - Unavoidable	(5,000)
	Adjust based on historical actuals	1 - Unavoidable	(25,000)
	Benchmarking (water treatment & distribution) not previously accounted for in budget - recurring	1 - Unavoidable	(10,000)
	Carry forward - 2023 one time - soils management plan to comply with new regulations	1 - Unavoidable	(50,000)
	Electrical inspection-recurring	1 - Unavoidable	(80,000)
	Inflationary adjustment	1 - Unavoidable	(1,000)
	Intake Pipe Inspection reduced - per meeting 10.20.23 - more detailed discussions with Eng Consultants and \$400k will still cover this.	3 - Service Enhancement	100,000
	Move to contracted services GL (recurring)	1 - Unavoidable	4,000
	Moved from inspection GL (recurring)	1 - Unavoidable	(4,000)
	One time charge - 2024 Water Rates Study	1 - Unavoidable	(30,000)
	One time charge - ArcFlash Assessment (WTP, Davey, GM BPS, Osler BPS) - Electrical Health & Safety	1 - Unavoidable	(70,000)
	One time charge - Intake Pipe Inspection	3 - Service Enhancement	(550,000)





WATER TREATMENT & DISTRIBUTION

OPERATING BUDGET IMPACT

Expenses / Expenditure	Description	Change Type	2024 Budget Impact
- Purchased Services Continued	One time charge - IT Security Assessment	1 - Unavoidable	(8,000)
	One time charge - Update Electrical Line Drawings - recommended as part of Contract 1 so that when we transfer to the new WTP it will make it much more manageable	3 - Service Enhancement	(75,000)
	One time charge - Update to Water Hydraulic Model (5-year comprehensive update) - tied to the Master Servicing Plan - Model needs to be updated for operational improvements and new development	1 - Unavoidable	(100,000)
	Remove 2023 one time - 2023 Water/Wastewater Rate Study Update	1 - Unavoidable	25,000
	Remove 2023 one time - Add Carmichael Inspection (every 3 years)	1 - Unavoidable	15,000
	Remove 2023 one time - Arc Flash Study/Improvements for Generator	1 - Unavoidable	7,500
	Remove 2023 one time - Soils management plan to comply with new regulations	1 - Unavoidable	50,000
	Remove based on historical actuals	1 - Unavoidable	1,000
	Remove - Water Hydraulic Model - Draft 2 changes	1 - Unavoidable	100,000



WATER TREATMENT & DISTRIBUTION

OPERATING BUDGET IMPACT

		Description	Change Type	2024 Budget Impact
Expenses / Expenditure				
- Salaries and Benefits		COLA, Merit Increase	1 - Unavoidable	(15,475)
		Adjust based on 2023 actuals (not previously budgeted)	1 - Unavoidable	(20,000)
		New 1/2 FTE Engineering Technician (Env Services Development Reviews)	3 - Service Enhancement	(61,772)
		New Project Manager, Env Services (50% Water; 50% Wastewater)	3 - Service Enhancement	(71,873)
		Not previously accounted for	1 - Unavoidable	(10,000)
		Remove - 1/2 FTE Eng Tech - Draft 2 Changes	3 - Service Enhancement	61,772
- Transfers to Town Reserves and Reserve Funds		Self Sustaining to Balance	1 - Unavoidable	424,997
- Utilities		Inflationary adjustment	2 - Growth	(2,000)
- Vehicle and Fleet Related		Adjust based on historical	1 - Unavoidable	5,000
		Adjust based on new water supply agreement	1 - Unavoidable	250
		Inflationary adjustment	1 - Unavoidable	(2,710)
		Not previously budgeted	1 - Unavoidable	(35,000)
		Remove budget amount for items not used	1 - Unavoidable	1,000
Grand Total				0





WATER TREATMENT & DISTRIBUTION

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Water Treatment & Distribution	\$36,268,100	\$0	\$20,630,200	\$15,637,900
9610 - Vehicles & Equipment	\$380,500	\$0	\$380,500	\$0
9611 - Large Tools	\$30,000	\$0	\$30,000	\$0
9612 - 100mm Watermain Replacement	\$1,873,000	\$0	\$1,873,000	\$0
9613 - Booster Pumping Station Refurbishments	\$742,000	\$0	\$742,000	\$0
9620 - Carmichael Reservoir Upgrades	\$3,430,000	\$0	\$3,430,000	\$0
9621 - In Ground Reservoirs	\$445,000	\$0	\$445,000	\$0
9624 - Water Tower Refurbishments	\$432,600	\$0	\$432,600	\$0
9625 - Water Meter Data Analytics Software	\$50,000	\$0	\$50,000	\$0
9640 - Water Treatment Plant Refurbishment	\$295,000	\$0	\$295,000	\$0
9641 - Water Treatment Plant Expansion	\$27,255,000	\$0	\$11,699,900	\$15,555,100
9642 - Stewart Road Reservoir and Booster Pumping Station	\$110,000	\$0	\$110,000	\$0





WATER TREATMENT & DISTRIBUTION

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
9644 - Water SCADA Improvements	\$100,000	\$0	\$100,000	\$0
9645 - New Residential and General Water Services	\$92,000	\$0	\$9,200	\$82,800
9646 - Water Services Replacement	\$122,000	\$0	\$122,000	\$0
9648 - New Watermains	\$205,000	\$0	\$205,000	\$0
9649 - Watermain Replacement	\$641,000	\$0	\$641,000	\$0
9650 - Hydrants	\$25,000	\$0	\$25,000	\$0
9652 - Valve Additions and Replacements	\$40,000	\$0	\$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

The financial information for Museum Activities, a sub-service of Community Arts & Culture, has been included under this service for this year.

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
- Safeguarded and catalogued Museum collection, digitization of collection, annual accession and deaccession instances.

2024 MAJOR DELIVERABLES

- Support of
 - Official Plan Review
 - Zoning By-law Update
 - Grain Terminals Revitalization
 - Public Realm Plan

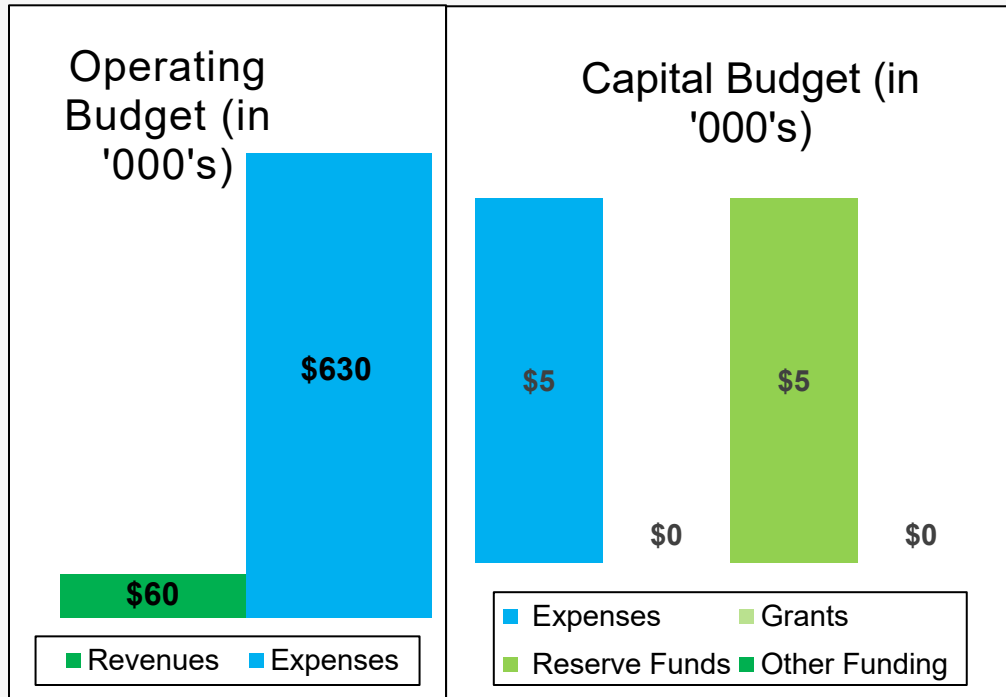




CONSERVATION & PROMOTION OF HERITAGE & CULTURE

REVENUE & EXPENSES

Cost per month per household: \$3.07



Net Tax Impact: \$570,329

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	Actual YTD as at Oct 31, 2023	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 92,931	\$ 49,231	\$ 60,305	\$ 55,481	\$ 59,731	\$4,250
- Donations	13,225	4,000	15,708	8,000	12,000	4,000
- Government Transfers	53,543	31,246	7,423	31,246	21,996	(9,250)
- Non Tax Revenue	-	-	-	-	-	-
- Other	-	-	-	-	-	-
- Rentals and Concessions	397	375	916	375	375	-
- User Charges	25,766	13,610	36,258	15,860	25,360	9,500
Expenses / Expenditure	-\$ 509,277	-\$551,375	-\$ 464,404	-\$622,330	-\$630,060	-\$7,730
- Administrative Expenses	- 4,487	- 4,360	- 5,524	- 6,860	- 6,360	500
- Equipment Related	- 8,225	- 11,850	- 12,060	- 9,750	- 9,750	-
- Financial Expenses	- 75,238	- 123,029	- 60,892	- 104,901	- 104,901	-
- Information Technology and Communications	- 19,663	- 22,100	- 22,337	- 23,950	- 27,950	- 4,000
- Legal Expenses	- -	- -	- 731	- 10,000	- 10,000	-
- Operating Expenses	- 11,475	- 12,080	- 9,162	- 13,780	- 15,780	- 2,000
- Personnel and Training	- 4,998	- 6,746	- 5,035	- 10,896	- 9,146	1,750
- Premise and Site	- 30,562	- 37,315	- 31,214	- 44,715	- 39,815	4,900
- Purchased Services	- -	- 2,000	- -	- 10,000	- 10,000	-
- Salaries and Benefits	- 335,762	- 311,955	- 303,035	- 367,538	- 376,418	- 8,880
- Transfers to Town Reserves and Reserve Funds	- -	- -	- -	- -	- -	-
- Utilities	- 18,866	- 19,940	- 14,414	- 19,940	- 19,940	-
Grand Total	-\$ 416,346	-\$502,144	-\$ 404,099	-\$566,849	-\$570,329	-\$3,480





CONSERVATION & PROMOTION OF HERITAGE & CULTURE

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Donations	Increased based on annual trends	1 - Unavoidable	4,000
- Government Transfers	Covid funding no longer available	1 - Unavoidable	(9,250)
- User Charges	Increased based on 2023 demand	1 - Unavoidable	250
	Increased based on annual trends	1 - Unavoidable	6,250
	Increased based on outcome of 2023 programs and increased user fees.	1 - Unavoidable	3,000
Expenses / Expenditure			
- Administrative Expenses	Remove 2023 one time - Replacement of two office chairs 10+ years old that can no longer hold set positions.	1 - Unavoidable	500
- Information Technology and Communications	Increase in gift shop inventory to accommodate projected sales.	1 - Unavoidable	(4,000)
- Operating Expenses	Increased based on 2023 outcomes and plans for additional programming in 2024.	3 - Service Enhancement	(2,000)
- Personnel and Training	Remove 2023 one time - AED due for replacement (10 yrs)	1 - Unavoidable	1,750
- Premise and Site	Remove 2023 one time - Extension of power source from south railcar to the exterior of the second railcar	1 - Unavoidable	4,900
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(8,880)
Grand Total			(3,480)





CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
9760 - Museum Gallery Retrofit	\$4,500	\$0	\$4,500	\$0
Grand Total	\$4,500	\$0	\$4,500	\$0



COMMUNITY ARTS & CULTURE

WHAT WE DELIVER

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

* The financial information for this sub-service is reflected under the Conservation & Promotion of Heritage & Culture service 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
- Museum exhibits, programs, events, items for purchase, access to historic images for reproduction.

2024 MAJOR DELIVERABLES

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

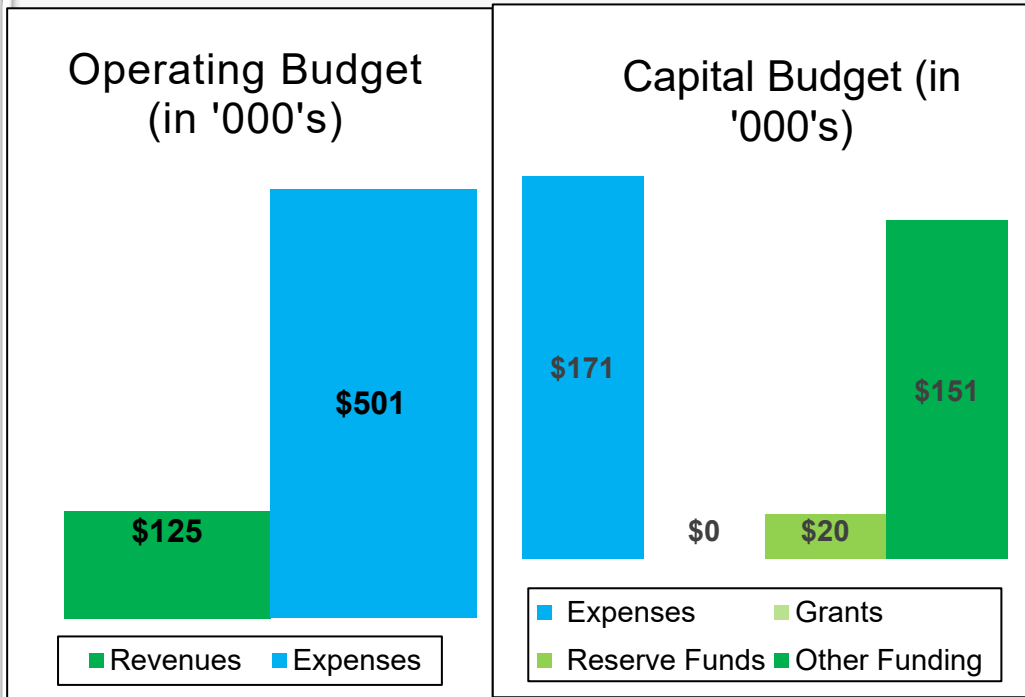




COMMUNITY ARTS & CULTURE

REVENUE & EXPENSES

Cost per month per household: \$2.02



Net Tax Impact: \$375,577

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 26,799	\$ 13,048	\$ 34,985	\$ 73,008	\$125,310	\$52,302
- Other	-	-	-	-	-	-
- Rentals and Concessions	26,799	13,048	31,985	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	-\$ 388,894	-\$449,265	-\$500,887	-\$51,622
- Administrative Expenses	- 3,300	- 2,500	- 1,909	- 2,500	- 7,500	- 5,000
- Equipment Related	- 345	- 2,500	- 478	- 2,500	- 2,500	-
- Financial Expenses	- 5,992	- 5,584	- 4,982	- 6,560	- 6,560	-
- Information Technology and Communications	- 3,760	- 4,695	- 1,451	- 4,695	- 5,195	- 500
- Operating Expenses	- 19,627	- 20,300	- 19,863	- 20,300	- 20,300	-
- Personnel and Training	- 1,406	- 3,500	- 1,737	- 3,500	- 9,700	- 6,200
- Premise and Site	- 36,634	- 36,700	- 43,921	- 48,700	- 48,700	-
- Purchased Services	- 40,676	- 371	- 72,678	- 65,331	- 100,633	- 35,302
- Salaries and Benefits	- 276,734	- 256,280	- 234,175	- 287,179	- 291,799	- 4,620
- Transfers to Capital	-	-	-	-	-	-
- Transfers to Town Reserves and Reserve Funds	- 5,000	- 5,000	- 4,583	- 5,000	- 5,000	-
- Utilities	- 2,466	- 3,000	- 3,116	- 3,000	- 3,000	-
Grand Total	-\$ 369,141	-\$327,382	-\$ 353,909	-\$376,257	-\$375,577	\$ 680





COMMUNITY ARTS & CULTURE

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Rentals and Concessions	Increase back to pre-covid levels	1 - Unavoidable	12,000
- Transfers from Town Reserves and Reserve Funds	Remove one-time expense (Carryforward of Arts Centre Feasibility Study)	1 - Unavoidable	(59,960)
	RES# 264-2023 PRC Report 2023-04 - \$200k from the Arts & Culture Legacy Fund towards the Arts Feasibility Study PH3	3 - Service Enhancement	100,262
Expenses / Expenditure			
- Administrative Expenses	Desktop computer purchase to support graphic design work that is limited on laptop. Costs offset over two years by savings having promotional materials designed in house rather than by a contracted service provider.	3 - Service Enhancement	(5,000)
- Information Technology and Communications	Cell phone replacement	1 - Unavoidable	(500)
- Personnel and Training	Entandem (ReSound and Socan) music licensing fees.	1 - Unavoidable	(3,600)
	Fees for FEO and Canadian Music Week Conferences	1 - Unavoidable	(2,000)
	Mileage and parking at conferences	1 - Unavoidable	(600)





COMMUNITY ARTS & CULTURE

OPERATING BUDGET IMPACT

			2024 Budget Impact
	Description	Change Type	
Expenses / Expenditure			
- Purchased Services	Remove one-time - Building audit to assess existing conditions and identify accessibility and health & safety upgrades that can be made over the next 2-3 years to improve the user experience and rentability of the space	1 - Unavoidable	5,000
	Remove one-time expense (Carryforward of Arts Centre Feasibility Study)	1 - Unavoidable	59,960
	RES# 264-2023 PRC Report 2023-04 - \$200k from the Arts & Culture Legacy Fund towards the Arts Feasibility Study PH3	3 - Service Enhancement	(100,262)
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(4,620)
Grand Total			680





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

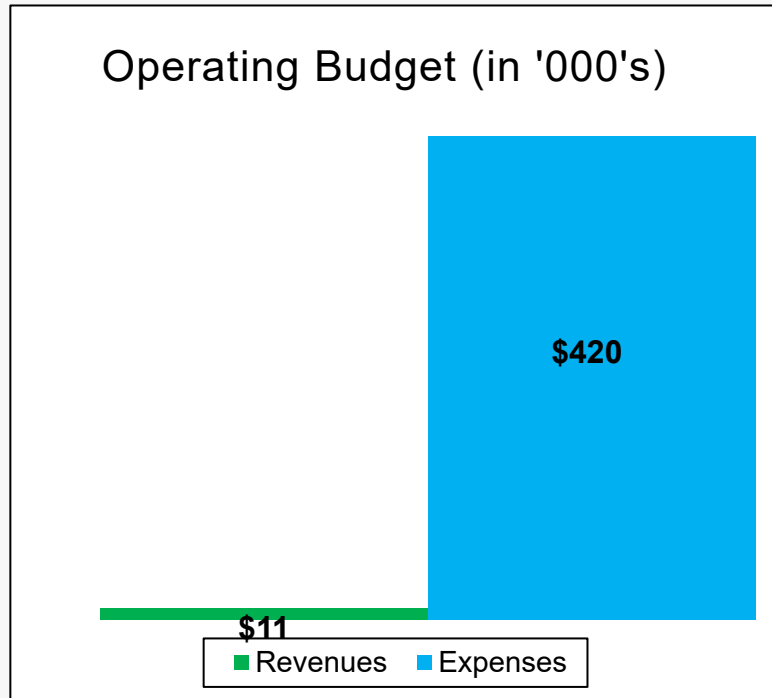




COMMUNITY & PUBLIC EVENTS

REVENUE & EXPENSES

Cost per month per household: \$2.20



Net Tax Impact: \$409,751

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 17,322	\$ 55,500	\$ 64,915	\$ 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	42,284	1,500	1,500	-
Expenses / Expenditure	-\$ 409,077	-\$417,282	-\$ 384,483	-\$382,401	-\$420,251	-\$37,850
- Administrative Expenses	- 2,084	- 1,500	- 979	- 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	- 26,503	- 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	- 160,901	- 190,301	- 198,351	- 8,050
- Transfers to Capital	-	-	-	-	-	-
- Utilities	-	-	-	-	-	-
Grand Total	-\$ 391,756	-\$361,782	-\$ 319,569	-\$376,901	-\$409,751	-\$32,850





COMMUNITY & PUBLIC EVENTS

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Other	Additional Permit Revenue to help offset Event & Programming Staff	1 - Unavoidable	5,000
Expenses / Expenditure			
- Equipment Related	Repairs and replacements of special event equipment.	1 - Unavoidable	(3,500)
- Information Technology and Communications	Expanded L&O programming including Sunset Session youth concert at Sunset Point Park Stage	3 - Service Enhancement	(1,000)
- Operating Expenses	Expanded L&O programming including Sunset Session youth concert at Sunset Point Park Stage	3 - Service Enhancement	(1,000)
	Increase to bring budget to a competitive level to secure bids	1 - Unavoidable	(14,400)
- Personnel and Training	Increased for mileage and parking fees to attend FEO and CMW conferences in person.	1 - Unavoidable	(900)
- Purchased Services	Expanded L&O programming including Sunset Session youth concert at Sunset Point Park Stage	3 - Service Enhancement	(4,000)
	Weekly services of proposed seasonal washroom trailer at Amphitheatre/Harbourview Park	3 - Service Enhancement	(5,000)
- Salaries and Benefits	New Staffing - Event & Programming Support @35hrs per week for 10 weeks.	1 - Unavoidable	(6,500)
	COLA, Merit Increase	1 - Unavoidable	(1,550)
Grand Total			(32,850)





CIRCULATION & CURATION OF LIBRARY MATERIALS AND COMMUNITY GATHERING SPACE

WHAT WE DELIVER

- Curation and circulation of library materials
- Community Gathering Space (Library)
- Financial information has been included here this year for Library Community Activities, a service under the Arts, Culture & Heritage program, and for Strategic Planning and Leadership (Library), a service under the Corporate Services program.

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

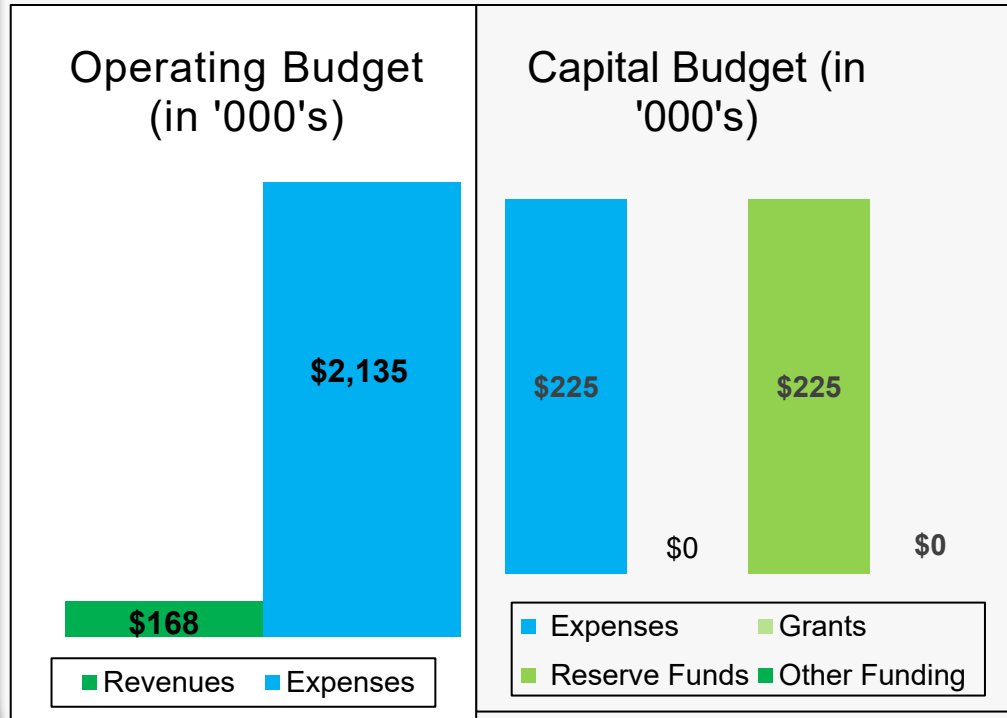




CIRCULATION & CURATION OF LIBRARY MATERIALS AND COMMUNITY GATHERING SPACE

REVENUE & EXPENSES

Cost per month per household: \$10.58



Net Tax Impact: \$1,967,925

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 144,714	\$ 167,912	\$ 57,926	\$ 167,912	\$ 167,513	\$ (399)
- Donations	2,561	5,500	14,290	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	-	-	22,266	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	15,199	17,000	17,500	500
Expenses / Expenditure	-\$ 1,721,665	-\$1,899,386	-\$1,693,819	-\$2,081,727	-\$2,135,438	-\$53,711
- Administrative Expenses	- 19,711	- 18,000	- 17,060	- 18,000	- 20,000	- 2,000
- Equipment Related	- 643	- 1,000	- 688	- 1,000	- 1,000	-
- Financial Expenses	- 12,263	- 11,572	- 12,599	- 13,716	- 16,716	- 3,000
- Information Technology and Communications	- 16,888	- 15,700	- 11,530	- 12,700	- 12,700	-
- Inter-functional Transfers	- 264,000	- 264,000	- 242,000	- 264,000	- 264,000	-
- Operating Expenses	- 145,435	- 148,500	- 133,910	- 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	- 67,060	- 69,529	- 73,610	- 4,081
- Purchased Services	- 26,683	- -	- 453	- -	- -	-
- Salaries and Benefits	- 1,139,708	- 1,303,085	- 1,155,497	- 1,469,527	- 1,502,157	- 32,630
- Transfers to Town Reserves and Reserve Funds	- 6,903	- 7,000	- 6,417	- 7,000	- 7,000	-
- Utilities	- 52,583	- 52,000	- 38,587	- 52,755	- 52,755	-
Grand Total	-\$ 1,576,950	-\$1,731,474	-\$1,635,893	-\$1,913,815	-\$1,967,925	-\$54,110





CIRCULATION & CURATION OF LIBRARY MATERIALS AND COMMUNITY GATHERING

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Government Transfers	Adjust to Actual	1 - Unavoidable	(4,000)
	Adjustment to reflect provincial operating grant	1 - Unavoidable	(2,649)
- Rentals and Concessions	Increased rental rates in 2023	3 - Service Enhancement	5,750
- User Charges	Increased fees in 2024 in line with CPI	1 - Unavoidable	500
Expenses / Expenditure			
- Administrative Expenses	Inflation	1 - Unavoidable	(2,000)
- Financial Expenses	Inflation	1 - Unavoidable	(2,500)
	Second floor Moneris terminal added in 2023	3 - Service Enhancement	(500)
- Operating Expenses	Remove 2023 one time - New library website	3 - Service Enhancement	10,000
	Security Costs Required	3 - Service Enhancement	(15,000)
	Supplies for media lab, increase diversity programs	3 - Service Enhancement	(4,000)
- Personnel and Training	Strategic planning facilitator, continued investment in staff learning	3 - Service Enhancement	(3,000)
- Premise and Site	Inflationary adjustment	1 - Unavoidable	(4,081)
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(32,630)
Grand Total			(54,110)





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
- Operations & Maintenance
- ROW Permits and Municipal Infrastructure Locates
- Parking Payment & Enforcement
- Crossing Guards

Financial information has been included here this year for the following:

- The separate service Stormwater Management including Asset Mgt & Capital Work and Operations & Maintenance which is under the Environmental Management, Conservation & Sustainability program
- The separate service Right of Way Utility Consents which is a service under the Development & Growth program

Financial information for related Growth Planning subservices has been included here for 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
- Winter control
- Parking equipment maintenance and repair
- Regular and secure coin collection from the P&D machines and meters

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)

- 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

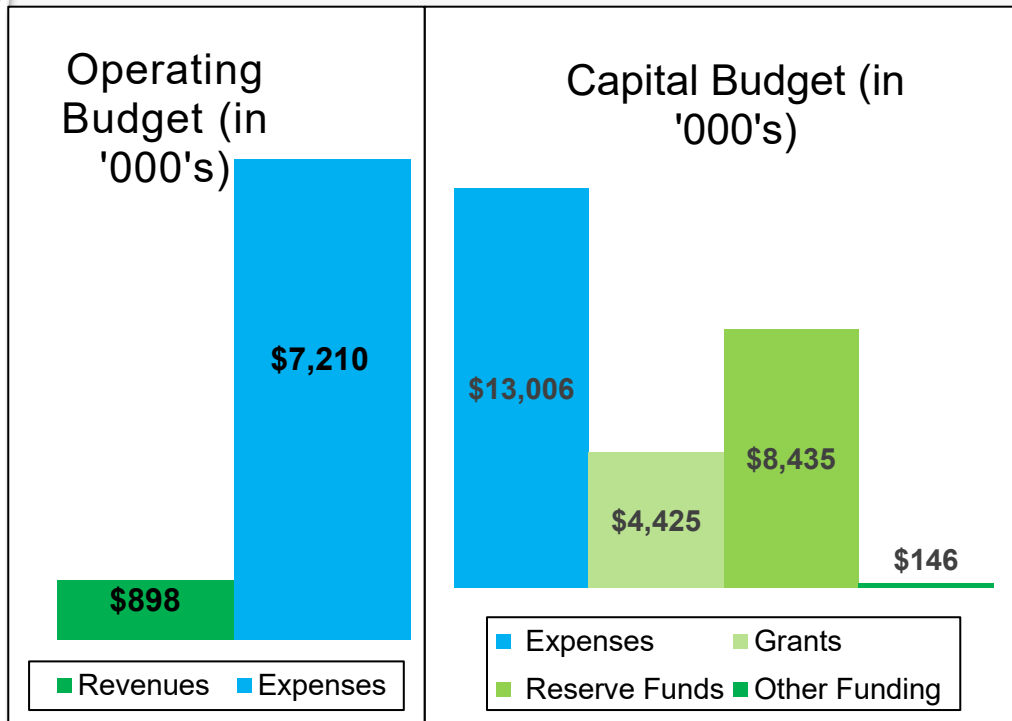




ROADS & ACTIVE TRANSPORTATION

REVENUE & EXPENSES

Cost per month per household: \$33.94



Net Tax Impact: \$6,312,760

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	Actual YTD as at Oct 31, 2023	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 767,932	\$ 565,749	\$ 900,936	\$ 697,999	\$ 897,670	\$ 199,671
- Non Tax Revenue	-	-	-	-	15,000	15,000
- Other	147,561	204,277	446,663	322,999	374,670	51,671
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	110,000	110,000
- User Charges	620,371	361,472	454,273	375,000	398,000	23,000
Expenses / Expenditure	-\$ 4,690,734	-\$4,379,212	-\$3,410,350	-\$4,588,254	-\$7,210,430	-\$2,622,177
- Administrative Expenses	- 9,041	- 1,000	- 8,096	- 6,500	- 12,500	- 6,000
- Equipment Related	- 21,141	- 8,000	- 6,960	- 8,000	- 26,825	- 18,825
- Financial Expenses	- 21,851	- 10,610	- 34,435	- 30,634	- 208,121	- 177,487
- Information Technology and Communications	- 28,097	- 41,800	- 41,360	- 47,800	- 111,035	- 63,235
- Long Term Debt Servicing	-	-	-	-	- 544,759	- 544,759
- Operating Expenses	- 911,527	- 536,910	- 535,048	- 528,250	- 563,850	- 35,600
- Personnel and Training	- 6,269	- 16,000	- 17,717	- 20,000	- 60,000	- 40,000
- Premise and Site	- 94,261	- 84,350	- 36,626	- 84,350	- 116,000	- 31,650
- Purchased Services	- 799,892	- 775,240	- 456,893	- 837,926	- 1,042,476	- 204,550
- Salaries and Benefits	- 2,035,043	- 1,838,459	- 1,886,944	- 1,877,090	- 3,174,639	- 1,297,549
- Transfers to Capital	-	-	-	-	-	-
- Transfers to Town Reserves and Reserve Funds	- 345,131	- 59,132	-	- 175,603	- 200,625	- 25,022
- Utilities	- 242,501	- 282,000	- 184,654	- 292,400	- 309,900	- 17,500
- Vehicle and Fleet Related	- 175,981	- 727,711	- 201,618	- 679,701	- 839,701	- 160,000
Grand Total	-\$ 3,922,802	-\$3,813,463	-\$2,509,415	-\$3,890,255	-\$6,312,760	-\$2,422,506



ROADS & ACTIVE TRANSPORTATION

OPERATING BUDGET IMPACT

			2024 Budget Impact
Revenues / Funding Source	Description	Change Type	
- Non-Tax Revenue	Transfer from 3650	1 - Unavoidable	15,000
- Other	Increasing by \$10,000. based on permit purchase trends	1 - Unavoidable	10,000
	Increasing to \$200,000 (combining Tickets/Cash Fare - 48300 with Fines - 43100.	3 - Service Enhancement	69,778
	Adjustment to match actual expenditures - insurance claims vary each year	1 - Unavoidable	(71,107)
	Adjustment based on historical actuals	1 - Unavoidable	(2,000)
	Transfer from 3650	1 - Unavoidable	45,000
- Transfers from Town Reserves and Reserve Funds	Lifecycle Reserve - Traffic Signal Retiming Project - was in capital 9392 - \$50 Eng + \$60K maintenance contract	3 - Service Enhancement	110,000
- User Charges	Decreasing based on expected increase in permit purchases	1 - Unavoidable	(5,000)
	For the Engineering Manager from W/WW	1 - Unavoidable	50,000
	More people using their phones to pay for parking	1 - Unavoidable	(25,000)
	Transfer from 3650	1 - Unavoidable	3,000



ROADS & ACTIVE TRANSPORTATION

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Administrative Expenses	Reallocate from 3650	1 - Unavoidable	(6,000)
- Equipment Related	Reallocate from 3650	1 - Unavoidable	(13,825)
	Seasonal staff will require new computers/hardware.	1 - Unavoidable	(5,000)
- Financial Expenses	Increase in HotSpot service charges and other backend charges	1 - Unavoidable	(14,500)
	Reallocate from 3650	1 - Unavoidable	(162,987)
- Information Technology and Communications	Ipad/Phone services for new Capital Project - 930PWC	3 - Service Enhancement	(7,500)
	Reallocate from 3650	1 - Unavoidable	(55,735)
- Long Term Debt Servicing	Reallocate from 3650	1 - Unavoidable	(544,759)
- Operating Expenses	Cameron Street - Ditching (Fitzgerald)	3 - Service Enhancement	(15,000)
	Clearing of Sundry account	1 - Unavoidable	20,400
	Increase in materials (granulars/culverts) as demand and works required are rapidly growing.	1 - Unavoidable	(9,000)
	Reallocate from 3650	1 - Unavoidable	(12,500)
	re-allocation of 66900	1 - Unavoidable	2,000
	re-allocation to 58200	1 - Unavoidable	1,000
	Reduction across the organization to get to 2%	1 - Unavoidable	3,500
	Removal of funds based on actuals	1 - Unavoidable	2,500
	Unit price increases	1 - Unavoidable	(28,500)
- Personnel and Training	Increase for seasonal positions training	1 - Unavoidable	(7,000)
	Reallocate from 3650	1 - Unavoidable	(33,000)
- Premise and Site	Reallocate from 3650	1 - Unavoidable	(30,900)
	Reallocation from 66900	1 - Unavoidable	(750)



ROADS & ACTIVE TRANSPORTATION

OPERATING BUDGET IMPACT

		2024 Budget
Expenses / Expenditure	Description	Impact
	Outsource development of a crossing guard policy and conducting a review of suitable locations to a third-party engineering firm	(40,000)
	Increase for supplies	(500)
	Increase based on actuals and demand of systems	(6,900)
	Price increase for contracted services	(3,150)
	Reallocation from 66900	(1,000)
- Purchased Services	Remove (1st Draft changes) - Redistribute - 50% in 2024 & 50% in 2025	150,000
	Remove (1st Draft changes) - Updated costing on Excess Fill Removal	30,000
	Remove (1st Draft changes) - Updated Quote email from Adam 10.26.23	20,000
	Testing and removal of excess fill from the Public Works yard located at 545 10th Line North.	(300,000)
	Traffic Signal Retiming Project - was in capital 9392 - \$50 Eng + \$60K maintenance contract	(110,000)
	Reallocated as Urban Forestry Coordinator position	(100,000)
	Removed reallocation for Urban Forestry position added back into 7250	100,000
	Reduce Excess fill 4th draft changes	57,000



ROADS & ACTIVE TRANSPORTATION

OPERATING BUDGET IMPACT

		Change Type	2024 Budget Impact
Expenses / Expenditure			
- Salaries and Benefits	Add FTE - Engineering Manager	1 - Unavoidable	(160,000)
	Crossing guards attendance bonuses	1 - Unavoidable	(9,000)
	Reallocate from 3650	1 - Unavoidable	(17,500)
	COLA, Merit Increase, Reallocation	1 - Unavoidable	(1,111,049)
- Transfers to Town Reserves and Reserve Funds			
	Self-Sustaining Adjustment	1 - Unavoidable	(25,022)
- Utilities	Adjustment	1 - Unavoidable	(2,500)
	Reallocate from 3650	1 - Unavoidable	(30,000)
	Decrease based on historical actuals and inflation	1 - Unavoidable	15,000
- Vehicle and Fleet Related	Reallocate from 3650	1 - Unavoidable	(160,000)
Grand Total			(2,422,506)





ROADS & ACTIVE TRANSPORTATION

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
Roads & Active Transportation	\$13,006,265	\$4,425,150	\$8,435,115	\$146,000
926Y - Parking Meter Pad Replacement/Repair	\$40,000	\$0	\$40,000	\$0
9301 - Cameron St - Walnut to Hurontario	\$18,000	\$18,000	\$0	\$0
9304 - Sixth Street Trunk Watermain - High to Hurontario	\$525,000	\$0	\$525,000	\$0
9306 - Hurontario St - Hume to Findlay	\$198,000	\$0	\$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	\$0	\$10,075
9311 - Stanley Street Drainage Improvements	\$200,000	\$0	\$200,000	\$0
9312 - First Street/Pretty River Parkway Street Side Enhancements	\$490,000	\$0	\$490,000	\$0
9324 - Provision for Development-Related Vehicles	\$387,000	\$0	\$387,000	\$0
9329 - Pedestrian Traffic Signals & PXOs	\$230,000	\$230,000	\$0	\$0
9330 - Traffic Calming Improvements	\$180,000	\$0	\$180,000	\$0
9331 - Peel Street - Hume to Bush	\$85,000	\$0	\$85,000	\$0
9332 - Large Tools & Office Equipment Replacement PW 04	\$10,000	\$0	\$10,000	\$0
9334 - Traffic Signal Controller Upgrades	\$60,000	\$0	\$60,000	\$0
9352 - Sidewalk Repairs	\$120,000	\$0	\$120,000	\$0
9371 - High St - 10th St to Poplar Sideroad	\$635,000	\$0	\$635,000	\$0





ROADS & ACTIVE TRANSPORTATION

CAPITAL BUDGET DETAILS

	Expenses	Grants	Reserve Funds	Other Funding
9377 - Guide Rail Repairs	\$225,000	\$225,000	\$0	\$0
9378 - Connaught Storm Sewer	\$70,000	\$0	\$70,000	\$0
9379 - Pretty River Channelization	\$58,000	\$0	\$0	\$58,000
9380 - Asphalt Resurfacing PW 09	\$2,050,000	\$1,025,000	\$1,025,000	\$0
9382 - Vehicle Replacement PW 02	\$713,040	\$0	\$713,040	\$0
9387 - Bridge Rehabilitation	\$1,476,150	\$1,476,150	\$0	\$0
9388 - Mountain Road Widening	\$3,445,000	\$0	\$3,445,000	\$0
9389 - Minnesota Storm Sewer Repair	\$1,272,000	\$1,272,000	\$0	\$0
9390 - High St - 2nd to 5th	\$200,000	\$0	\$200,000	\$0
9392 - Traffic Signal Retiming Project	\$0	\$0	\$0	\$0
9393 - Community Safety Zone Improvements (CSZ)	\$100,000	\$0	\$32,075	\$67,925
9433 - Streetlight Installation	\$10,000	\$0	\$0	\$10,000
9482 - Parking Accommodation Study	\$0	\$0	\$0	\$0
9484 - Parking Replacement Meters	\$10,000	\$0	\$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

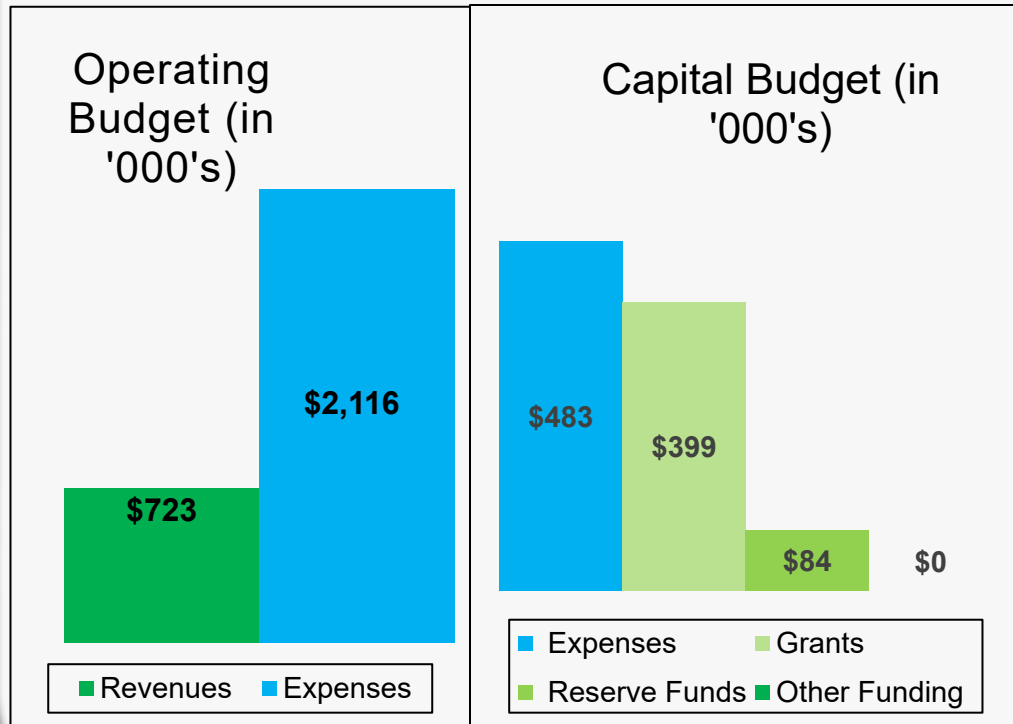
- Continued implementation of on demand service delivery
- Transit Fleet replacement program
- Blue Mountain Link Agreement renewal
- Service Agreements with Partnering Municipalities



TRANSIT

REVENUE & EXPENSES

Cost per month per household: \$7.49



Net Tax Impact: \$1,393,232

WHO WE ARE

Community Transit Coordinator	1.00
Total FTEs	1.00





TRANSIT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 708,986	\$ 612,263	\$ 283,891	\$ 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	202,007	191,000	193,500	2,500
Expenses / Expenditure	-\$ 1,737,526	-\$1,688,963	-\$1,338,655	-\$1,836,681	-\$2,116,057	-\$279,376
- Financial Expenses	- 4,989	- 4,271	- 5,581	- 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	- 52,580	- 51,000	- 113,200	- 62,200
- Premise and Site	- 212,576	- 106,325	- 20,419	- 15,990	- 21,990	- 6,000
- Purchased Services	- 1,075,416	- 1,212,573	- 892,165	- 1,367,075	- 1,430,000	- 62,925
- Salaries and Benefits	- 15,843	- -	- 31,166	- 45,500	- 154,751	- 109,251
- Utilities	- 6,311	- 4,520	- 5,084	- 8,553	- 8,553	-
- Vehicle and Fleet Related	- 377,124	- 304,774	- 324,536	- 333,000	- 371,000	- 38,000
Grand Total	-\$ 1,028,539	-\$1,076,700	-\$1,054,764	-\$1,176,356	-\$1,393,232	-\$216,876





TRANSIT

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Government Transfers	Based on actuals	1 - Unavoidable	(5,000)
	ZETF Feasibility Study Funding	3 - Service Enhancement	65,000
- User Charges	Based on actuals	1 - Unavoidable	2,500
Expenses / Expenditure			
- Financial Expenses	Cost increase	1 - Unavoidable	(1,000)
- Operating Expenses	Based on actuals	1 - Unavoidable	(1,000)
	Transfer Costs from Contracted Services	1 - Unavoidable	(61,200)
- Premise and Site	Based on actuals	1 - Unavoidable	500
	Building Maintenance required	1 - Unavoidable	(6,500)
	Based on contractual costs	1 - Unavoidable	(38,200)
- Purchased Services	Cost increase	1 - Unavoidable	(3,925)
	Electric Bus Feasibility Study - cost offset by ZETF grant	3 - Service Enhancement	(80,000)
	Security and increase contract costs	1 - Unavoidable	(2,000)
	Transfer Costs to Security Account	1 - Unavoidable	61,200
- Salaries and Benefits	COLA, Merit Increase, Reallocation	1 - Unavoidable	(109,251)
- Vehicle and Fleet Related	Aging Fleet	1 - Unavoidable	(14,000)
	Based on actuals	1 - Unavoidable	(4,000)
	Fuel price increases	1 - Unavoidable	(20,000)
Grand Total			(216,876)





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

- Governance Support - Parliamentary Procedures & Clerking Council Relations and Support
- Public Commissioner
- Legal - Legal Advice & Corporate Agreements; Land Needs, Acquisition & Disposal; By-Law Appeals and Municipal & Provincial Prosecution*
- Municipal Elections Support
- Procurement Support
- Records / Information Management
- Risk Management - Insurance; Enterprise Risk Management
- Vital Statistics Services
- By-Law Appeals and Municipal & Provincial Prosecution*

* Financial information for the By-Law Appeals sub-service is reflected under Community Standards for this year

Financial information for the Economic Development sub-service Business Encroachments has been included here for this year.

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

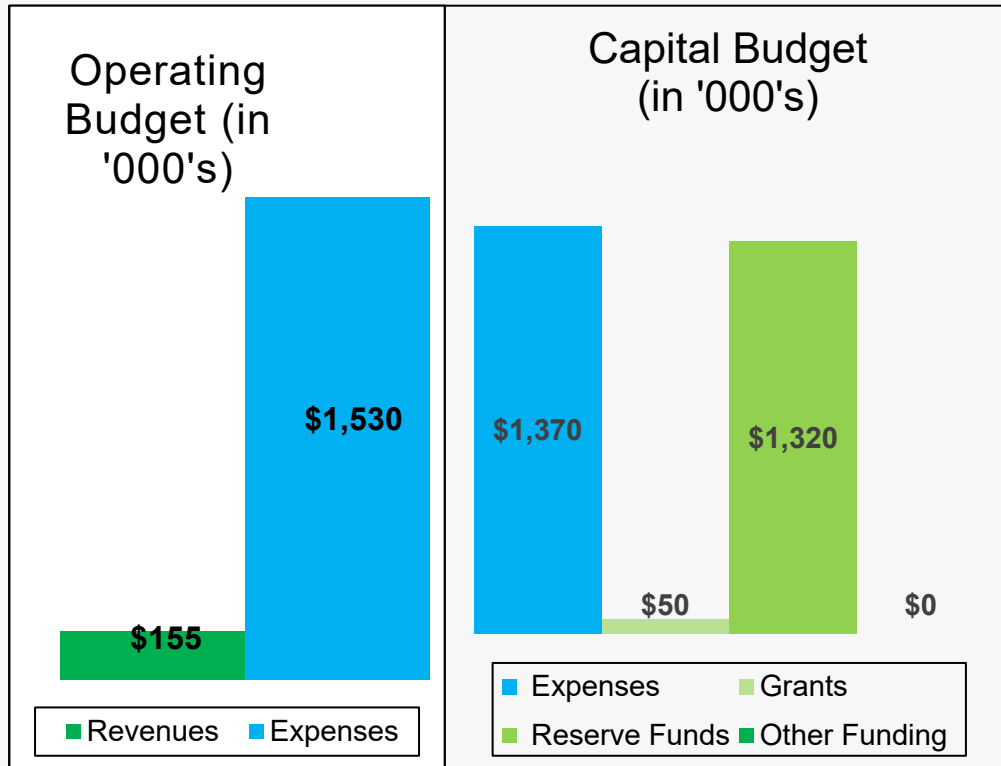




GOVERNANCE, LEGAL & RISK MANAGEMENT

REVENUE & EXPENSES

Cost per month per household: \$7.39



Net Tax Impact: \$1,374,669

WHO WE ARE

Admin Assist, Clerks Services	0.50
Admin Assist, Mayor's Office, Council and Clerk Services	0.30
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
Total FTEs	9.30



GOVERNANCE, LEGAL & RISK MANAGEMENT

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 38,308	\$ 54,225	\$ 40,743	\$ 76,125	\$ 154,979	\$ 78,854
- Government Transfers	-	17,100	-	35,000	106,854	71,854
- Other	28,406	30,150	33,325	34,150	41,150	7,000
- User Charges	9,903	6,975	7,418	6,975	6,975	-
Expenses / Expenditure	-\$ 1,038,947	-\$1,165,125	-\$900,235	-\$1,305,306	-\$1,529,648	-\$224,342
- Administrative Expenses	- 31,711	- 70,200	- 9,944	- 72,200	- 70,200	2,000
- Information Technology and Communications	- 4,016	- 33,182	- 8,605	- 44,682	- 35,082	9,600
- Legal Expenses	-	-	- 687	-	- 150,000	- 150,000
- Operating Expenses	- 27,163	- 30,000	- 14,537	- 29,000	- 24,000	5,000
- Personnel and Training	- 28,820	- 49,625	- 18,273	- 52,625	- 50,000	2,625
- Purchased Services	-	-	-	- 25,000	- 106,854	- 81,854
- Salaries and Benefits	- 947,237	- 982,119	- 848,190	- 1,081,800	- 1,093,512	- 11,713
- Transfers to Town Reserves and Reserve Funds	-	-	-	-	-	-
Grand Total	-\$ 1,000,638	-\$1,110,900	-\$859,492	-\$1,229,181	-\$1,374,669	-\$145,488



OPERATING BUDGET IMPACT

		Change Type	2024 Budget Impact
Description			
Revenues / Funding Source			
- Government Transfers	Information Management Implementation Specialist - Contract FT		
	- Modernization	1 - Unavoidable	71,854
- Other	2 Ceremonies	3 - Service Enhancement	7,000
Expenses / Expenditure			
- Administrative Expenses	Reduced printing costs - green initiative	1 - Unavoidable	2,000
	Annual software contract increase	1 - Unavoidable	(5,000)
- Information Technology and Communications	Committee recruitment, order of collingwood, mayors levee, volunteer recognition week	3 - Service Enhancement	(5,000)
	Council Chambers to support the AV	1 - Unavoidable	23,600
	Information Management Implementation Specialist	3 - Service Enhancement	(2,000)
	Mayor/Council Administrative/PR Assistant	3 - Service Enhancement	(2,000)
- Legal Expenses	Transferred from 1200	1 - Unavoidable	(150,000)
- Operating Expenses	Budget reductions	1 - Unavoidable	5,000





GOVERNANCE, LEGAL & RISK MANAGEMENT

OPERATING BUDGET IMPACT

			2024 Budget Impact
Description		Change Type	
Expenses / Expenditure			
- Personnel and Training	Includes 53200 and 52650	1 - Unavoidable	(10,000)
	Increase in annual membership fees	1 - Unavoidable	(1,000)
	Merged into staff training budget	1 - Unavoidable	13,625
- Purchased Services	Consultant for Information System Mgmt - carryforward from 2023	1 - Unavoidable	(35,000)
	Remove 2023 one time - EDRMS Evaluation - dependant on the IT Master Plan recommendations	2 - Growth	25,000
- Salaries and Benefits	Information Management Implementation Specialist - Contract FT	1 - Unavoidable	(71,854)
	Mayor/Council Administrative/PR Assistant	1 - Unavoidable	(16,506)
	Mayor/Council Administrative/PR Assistant - FT	1 - Unavoidable	(55,019)
	Update the Mayor/Council Admin/PR Assistant to a PT Position - 70% Council / 30% Clerk	1 - Unavoidable	21,524
	Volunteer Recognition Event	1 - Unavoidable	(5,000)
	COLA, Merit Increase	1 - Unavoidable	43,287
Grand Total			(145,488)





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

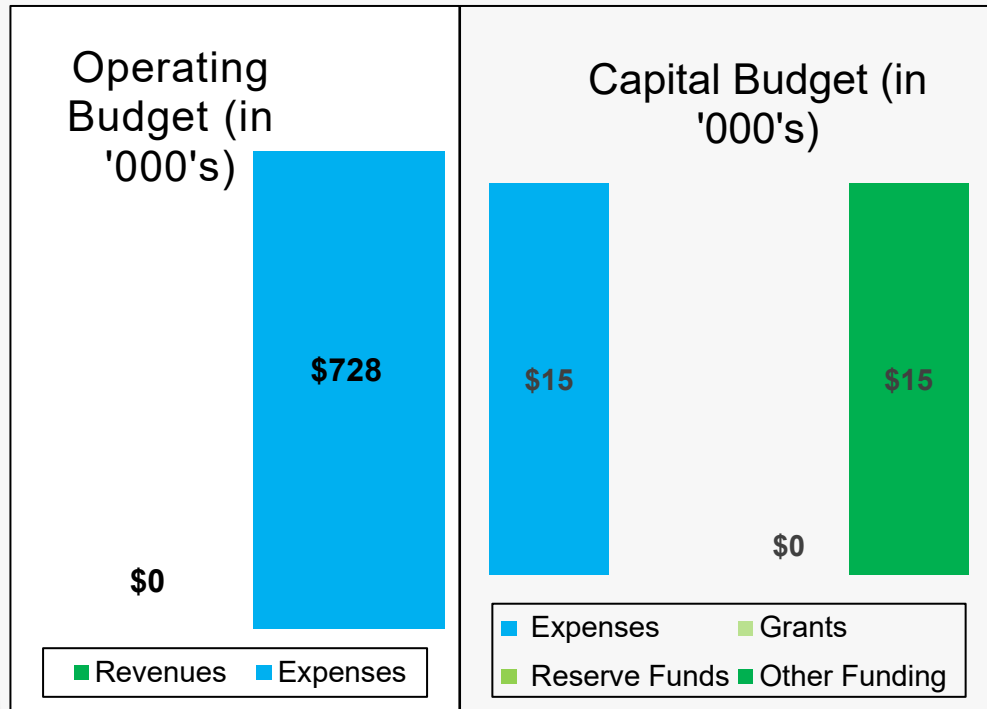




COUNCIL REPRESENTATION

REVENUE & EXPENSES

Cost per month per household: \$3.92



Net Tax Impact: \$728,400

WHO WE ARE

Councillor	7.00
Deputy Mayor	1.00
Mayor	1.00
*Admin Assistant, Mayor's Office, Council and Clerk Services	0.70
Total FTEs	9.70



COUNCIL REPRESENTATION

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 9,500	\$ 9,500	\$ -	\$ -	\$ -	\$ -
- Other	-	-	-	-	-	-
- Transfers from Town Reserves and Reserve Funds	9,500	9,500	-	-	-	-
Expenses / Expenditure	-\$ 457,271	-\$511,145	-\$514,322	-\$567,313	-\$728,400	-\$161,088
- Administrative Expenses	- 2,716	- 600	- 1,002	- 600	- 600	-
- Financial Expenses	- 140,293	- 146,842	- 162,393	- 158,586	- 222,586	- 64,000
- Information Technology and Communications	- 564	- 580	- 470	- 580	- 580	-
- Operating Expenses	- 511	-	- 41	- 2,000	- 7,000	- 5,000
- Personnel and Training	- 16,475	- 57,500	- 23,795	- 60,500	- 60,500	-
- Salaries and Benefits	- 296,712	- 305,623	- 326,704	- 345,047	- 437,134	- 92,088
- Transfers to Town Reserves and Reserve Funds	-	-	-	-	-	-
Grand Total	-\$ 447,771	-\$501,645	-\$514,322	-\$567,313	-\$728,400	-\$161,088

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





COUNCIL REPRESENTATION

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Financial Expenses	Add Additional Requests GTHS/ISGB/Pride	1 - Unavoidable	(50,000)
	Additional requests for ongoing support - GTHS/Theatre CWood/Pride Fest/ISGB	1 - Unavoidable	(20,000)
	Remove 2023 one time - Add GTHS as per Request at SIC December 5th 2022	1 - Unavoidable	20,000
	Add back \$14k Physician Recruitment - 4th draft changes	3 - Service Enhancement	(14,000)
- Operating Expenses	council meeting snacks/beverages; gifts	3 - Service Enhancement	(5,000)
- Salaries and Benefits	COLA, Merit Increase, Admin Assistant	1 - Unavoidable	(92,088)
			(161,088)





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)

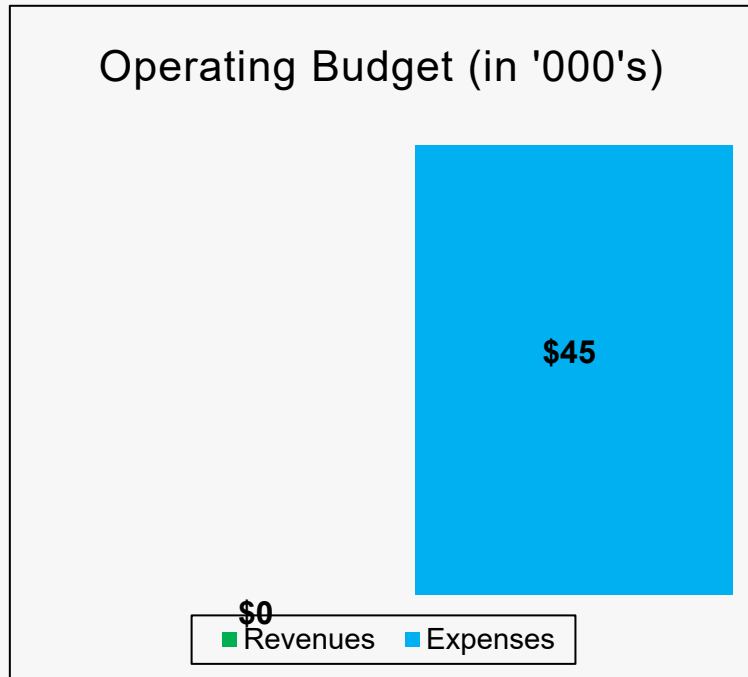




MUNICIPAL ELECTIONS SUPPORT

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	Actual YTD	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



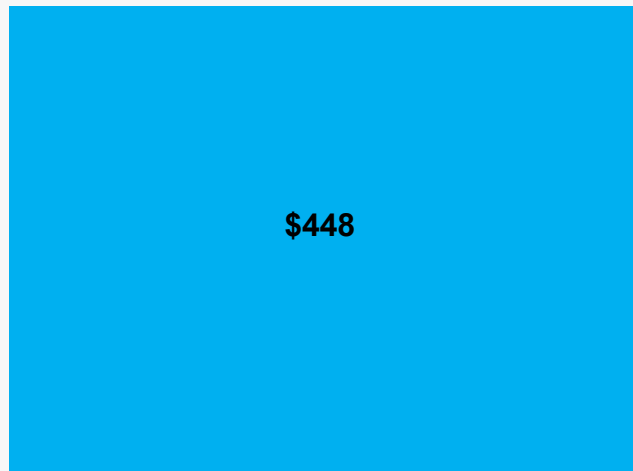


COMMUNICATIONS

REVENUE & EXPENSES

Cost per month per household: \$2.41

Operating Budget (in '000's)



■ Expenses

Net Tax Impact: \$447,855

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Expenses / Expenditure	-\$	263,389	-\$299,390	-\$	302,146	-\$374,262	-\$447,855	-\$73,593
- Administrative Expenses	-	929	- 2,500	-	1,786	- 17,500	- 17,500	-
- Information Technology and Communications	-	93,337	- 95,550	-	109,879	- 134,350	- 198,350	- 64,000
- Operating Expenses	-	900	-	-	-	-	-	-
- Personnel and Training	-	1,759	- 2,500	-	8,142	- 9,000	- 2,500	6,500
- Purchased Services	-	-	-	-	-	-	5,000	5,000
- Salaries and Benefits	-	166,464	- 198,840	-	182,340	- 213,412	- 224,505	- 11,093
Grand Total	-\$	263,389	-\$299,390	-\$	302,146	-\$374,262	-\$447,855	-\$73,593





COMMUNICATIONS

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Information Technology and Communication	Inflationary - Increase in costs 10%	1 - Unavoidable	(4,000)
	New Website & Engagement Portal	3 - Service Enhancement	(130,000)
	Reduce New Website/Engagement Portal following Draft 4 discussions	3 - Service Enhancement	70,000
- Personnel and Training	Removing amount budgeted in 2023 for Media Training	3 - Service Enhancement	6,500
- Purchased Services	PR/Comms Consulting services	3 - Service Enhancement	(5,000)
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(11,093)
Grand Total			(73,593)





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



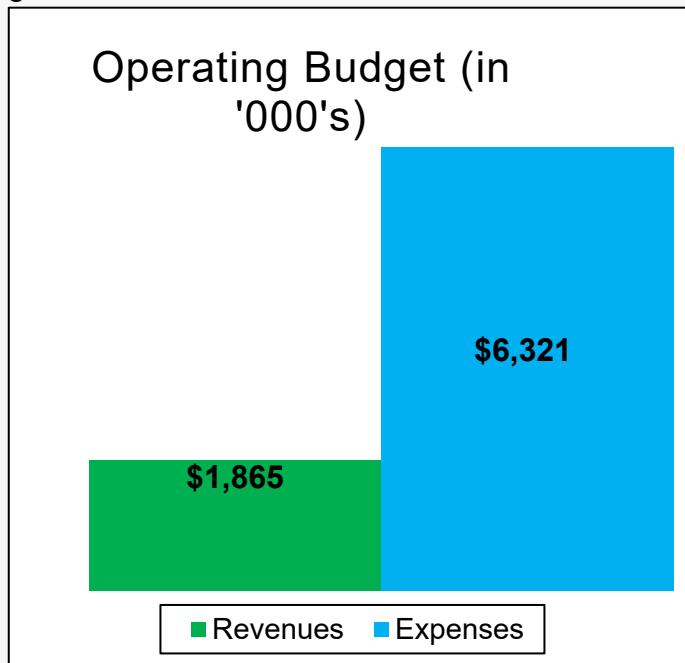


STRATEGIC PLANNING & LEADERSHIP

REVENUE & EXPENSES

Cost per month per household: \$23.96*

*Note the above amount includes (\$7.53) of Prior Year Surplus & \$4.61 of Unallocated Debt & \$21.23 of Asset Management



Net Tax Impact: \$4,456,189

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 946,462	\$1,129,218	\$ 453,850	\$ 617,017	\$1,865,102	\$ 265,900
- Non Tax Revenue	(45,965)	-	-	-	125,000	125,000
- Other	334,598	516,240	23,141	-	-	-
- Rentals and Concessions	83,491	83,491	57,150	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	44,161	27,396	1,109,581	1,472,185
- User Charges	360,885	362,000	329,398	387,185	387,185	-
Expenses / Expenditure	-\$ 6,005,875	-\$5,139,111	-\$3,731,996	-\$5,303,411	-\$6,321,291	-\$1,407,880
- Administrative Expenses	- 17,964	- 59,000	- 20,459	- 55,000	- 55,000	-
- Equipment Related	- 11,568	- 32,000	- 27,598	- 32,000	- 32,000	-
- Financial Expenses	- 423,740	- 413,081	- 244,522	- 286,182	- 442,182	- 156,000
- Information Technology and Communications	- 28,755	- 17,486	- 20,055	- 17,486	- 17,486	-
- Legal Expenses	- 126,419	- 150,000	- 76,356	- 150,000	-	150,000
- Long Term Debt Servicing	- 939,176	- 976,146	- 668,029	- 1,431,666	- 1,399,004	32,662
- Operating Expenses	- 44,798	- 6,500	- 7,285	- 6,500	- 7,500	- 1,000
- Personnel and Training	- 58,552	- 62,800	- 4,998	- 8,300	- 8,300	-
- Premise and Site	- 77,769	- 179,000	- 27,280	- 29,000	- 29,000	-
- Purchased Services	- 68,322	- 25,000	-	- 25,000	- 120,000	- 95,000
- Salaries and Benefits	- 684,205	- 555,898	- 281,669	- 399,243	- 176,961	- 167,717
- 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	- 2,327,417	- 2,539,000	- 3,322,900	- 783,900
- Utilities	- 31,580	- 33,700	- 26,327	- 39,033	- 34,958	4,075
Grand Total	-\$ 5,059,413	-\$4,009,893	-\$3,278,145	-\$4,686,394	-\$4,456,189	\$ 230,205



STRATEGIC PLANNING & LEADERSHIP

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Non-Tax Revenue	Fleet and Equipment Auction Funds	1 - Unavoidable	125,000
- Transfers from Obligatory Reserve Funds	Recoup interest portion of Library debenture from DCs as per discussions with Hemson	1 - Unavoidable	40,900
- Transfers from Town Reserves and Reserve Funds	To fund the Downtown Master Plan/Strategic Community Plan / Market research CAO 2023-07 + \$20K coming from the BIA see SV email 11.23.23.	1 - Unavoidable	100,000
	Fund the Tax Difference from 2023 Projected YE Surplus to bring the tax rate increase to 0% - Draft 5 Change	1 - Unavoidable	1,372,185
	To recognize the 1% reduction in salaries of the natural attrition that occurs each year in salaries and remain at a 1.7% tax rate increase.	1 - Unavoidable	(390,000)
Expenses / Expenditure			
- Financial Expenses	Inflationary Adjustment - 10% - to be distributed	1 - Unavoidable	(156,000)
- Legal Expenses	Transfer to Clerks	1 - Unavoidable	150,000
- Long Term Debt Servicing	Adjust per Amortization Schedule	1 - Unavoidable	32,662
- Operating Expenses	Pride Float	3 - Service Enhancement	(1,000)
- Purchased Services	Remove one-time item - Strategic Plan Refresh	1 - Unavoidable	25,000
	Downtown Visioning and Strategic Plan and Market Research - Report CAO2023-07	1 - Unavoidable	(120,000)



OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Salaries and Benefits	Retiree Benefits	1 - Unavoidable	(15,000)
	Updated costing Bands 11 to 13 - Inclusive of Benefits	1 - Unavoidable	(82,000)
	Updated Salary Bands 4 & 5 - Inclusive of Benefits	1 - Unavoidable	(60,000)
	Draft 6 change 01.08.24 - reduce \$390K from the Salaries budget in recognition of the natural attrition that occurs each year. This then reduces the utilization of the YE Surplus as we remain at a 1.7% tax rate increase.	1 - Unavoidable	390,000
	COLA, Merit Increase	1 - Unavoidable	(10,717)
- Transfers to Capital	Increase / Maintain Capital Levy as per AMP	1 - Unavoidable	(581,000)
	Reduce to Match prior year	1 - Unavoidable	65,000
	Remove 2023 one time - Project 9136 - Town Hall Accommodations	1 - Unavoidable	125,000
- Transfers to Town Reserves and Reserve Funds	As per the AMP add \$110K in 2024	1 - Unavoidable	(110,250)
	To update the Special Capital levy to 2.5% of the General Tax Rate - Draft 5 Changes	1 - Unavoidable	(657,900)
	As per the AMP add 5% per year to Special Capital Levy	1 - Unavoidable	(15,750)
- Utilities	Adjust to match actual + inflation	1 - Unavoidable	4,075
Grand Total			230,205



CORPORATE FINANCE

WHAT WE DELIVER

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

Financial information for the Growth Planning subservice Development Charges has been included here 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

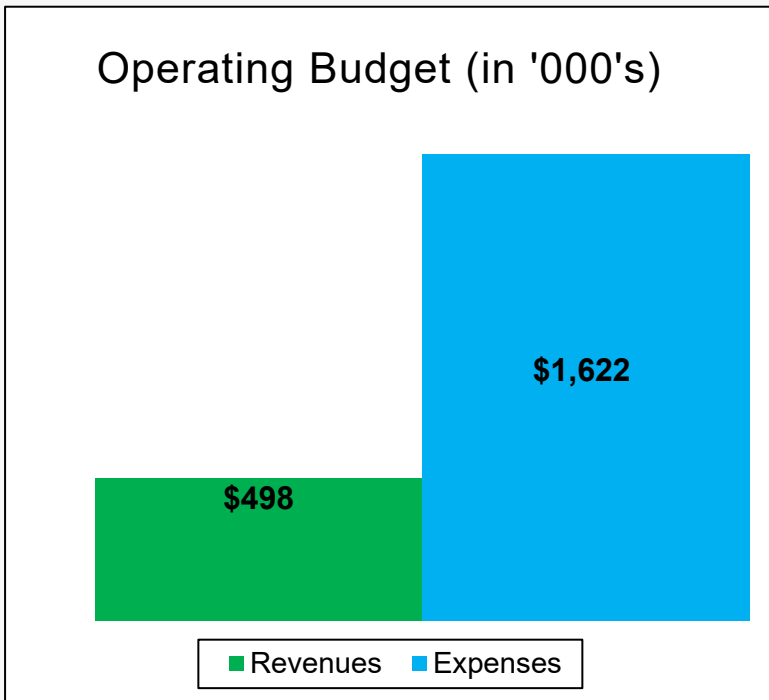




CORPORATE FINANCE

REVENUE & EXPENSES

Cost per month per household: \$6.05



Net Tax Impact: \$1,124,619

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 373,551	\$ 443,000	\$2,581,148	\$ 513,692	\$ 497,692	\$(16,000)
- Government Transfers	-	105,000	-	55,000	40,000	(15,000)
- Investment Income	338,839	300,000	2,480,268	300,000	300,000	-
- Other	2,957	-	50,248	11,500	15,500	4,000
- Transfers from Obligatory Reserve Funds	-	-	-	65,000	65,000	-
- User Charges	31,755	38,000	50,633	82,192	77,192	(5,000)
Expenses / Expenditure	-\$ 1,589,317	-\$1,628,035	-\$1,214,542	-\$1,550,329	-\$1,622,311	-\$ 71,982
- Administrative Expenses	- 58,012	- 46,000	- 38,586	- 46,000	- 57,500	- 11,500
- Equipment Related	- 1,677	- 5,200	- 1,169	- 5,200	- 5,200	-
- Financial Expenses	- 16,289	- 12,000	- 16,104	- 12,000	- 18,500	- 6,500
- Information Technology and Communications	- 106,508	- 111,426	- 120,564	- 106,426	- 125,176	- 18,750
- Operating Expenses	- 2,745	- 15,000	- 1,719	- 15,000	- 10,000	5,000
- Personnel and Training	- 14,449	- 50,875	- 7,922	- 50,875	- 36,875	14,000
- Purchased Services	- 92,954	- 110,000	- 64,780	- 170,000	- 185,000	- 15,000
- Salaries and Benefits	- 1,296,683	- 1,277,534	- 963,698	- 1,144,828	- 1,184,060	- 39,232
Grand Total	-\$ 1,215,765	-\$1,185,035	\$1,366,607	-\$1,036,636	-\$1,124,619	-\$ 87,982





CORPORATE FINANCE

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Government Transfers	Reduce OCIF funding for 2024 - AMP requirement lowered	1 - Unavoidable	(15,000)
- Other	Update to follow Historical amounts	1 - Unavoidable	4,000
- User Charges	Update to follow volume of sales of homes	1 - Unavoidable	(5,000)
Expenses / Expenditure			
- Administrative Expenses	Historically too low and increase in postage costs	1 - Unavoidable	(10,000)
	Increased Paper Costs for Tax Billings / Envelopes	1 - Unavoidable	(1,500)
- Financial Expenses	Increased Credit/Debit Card usage and pricing	1 - Unavoidable	(6,500)
- Information Technology and Communications	Adjust to actual	1 - Unavoidable	(9,750)
	Phones renewed	1 - Unavoidable	(1,500)
	Promotional info for Budgets etc.	3 - Service Enhancement	(7,500)
- Operating Expenses	Reflect actual	1 - Unavoidable	5,000
- Personnel and Training	Reduce Staff Training to reflect actuals	1 - Unavoidable	14,000
- Purchased Services	Add back AMP work for 2024 deadlines	1 - Unavoidable	(15,000)
	DC Study to continue in 2024 and add in CBC + Parkland Dedication	2 - Growth	(90,000)
	Remove 2023 one time - Additional AMP work to follow the final Provincial Guidelines	1 - Unavoidable	25,000
	Remove 2023 one time - DC Study update	2 - Growth	65,000
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(39,232)
Grand Total			(87,982)



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

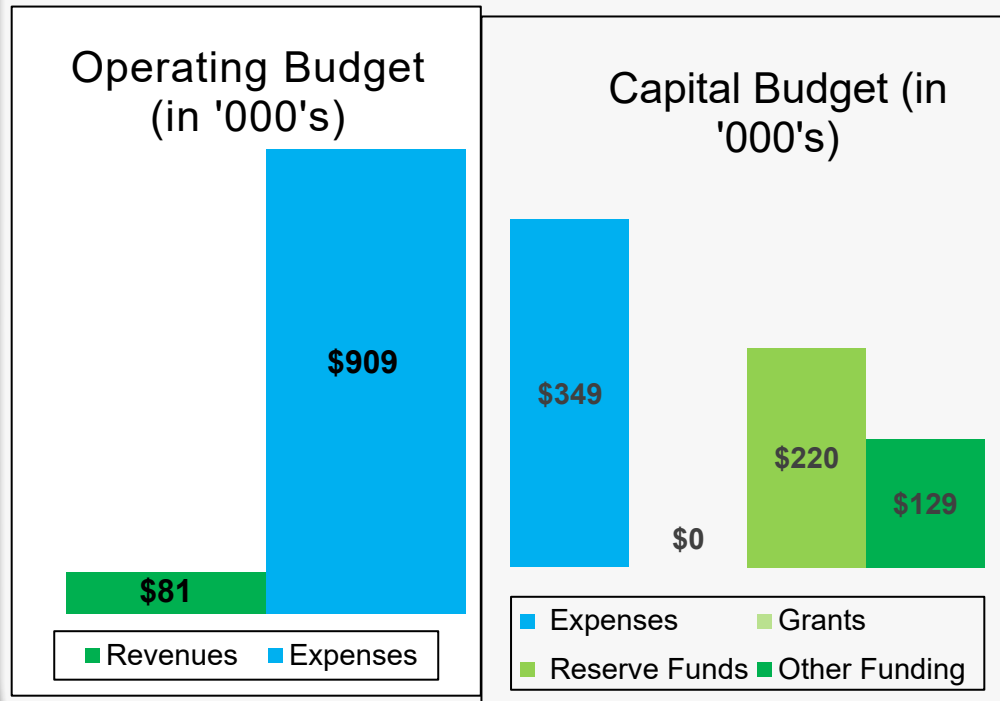




INFORMATION TECHNOLOGY

REVENUE & EXPENSES

Cost per month per household: \$4.45



Net Tax Impact: \$827,345

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 68,357	\$112,850	\$ 82,249	\$ 81,469	\$ 81,469	\$ -
- Non Tax Revenue	5,507	-	4,369	-	-	-
- Other	62,850	112,850	12,779	-	-	-
- Transfers from Town Reserves and Reserve Funds	-	-	-	-	-	-
- User Charges	-	-	65,101	81,469	81,469	-
Expenses / Expenditure	-\$ 665,535	-\$693,976	-\$ 612,341	-\$745,001	-\$908,814	-\$163,813
- Administrative Expenses	- 4,611	- 4,200	- 4,351	- 4,700	- 5,700	- 1,000
- Equipment Related	- 62	- 2,000	- 1,352	- 1,500	- 8,500	- 7,000
- Information Technology and Communications	- 156,394	- 157,109	- 135,541	- 163,409	- 171,309	- 7,900
- Inter-functional Transfers	- 24,174	- 13,091	- 23,301	- 13,091	- 13,091	-
- Operating Expenses	- 199	- 500	- 416	- 500	- 500	-
- Personnel and Training	- 6,731	- 11,500	- 7,591	- 11,500	- 11,500	-
- Premise and Site	- -	- 4,005	- -	- 4,005	- 4,005	-
- Purchased Services	- 2,137	- 15,000	- 9,322	- 15,000	- 40,000	- 25,000
- Salaries and Benefits	- 439,785	- 454,621	- 401,731	- 488,546	- 611,459	- 122,913
- Transfers to Capital	- -	- -	- -	- 10,500	- 10,500	-
- Transfers to Town Reserves and Reserve Funds	- 31,000	- 31,000	- 28,417	- 31,000	- 31,000	-
- Vehicle and Fleet Related	- 443	- 950	- 318	- 1,250	- 1,250	-
Grand Total	-\$ 597,178	-\$581,126	-\$ 530,092	-\$663,532	-\$827,345	-\$163,813





INFORMATION TECHNOLOGY

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Administrative Expenses	Increase in Printing Costs	1 - Unavoidable	(1,000)
- Equipment Related	Replacement of Townhall UPS Batteries	1 - Unavoidable	(7,000)
- Information Technology and Communications	Adobe Professional Licensing	1 - Unavoidable	(23,900)
	Reduction In Annual Maintenance	1 - Unavoidable	15,000
	reduction in internet/fibre expenses	1 - Unavoidable	1,000
- Purchased Services	IT Security Assessment	1 - Unavoidable	(25,000)
- Salaries and Benefits	System Support Coordinator to IT Systems Administrator	3 - Service Enhancement	(7,000)
	Benefits - Business Software Analyst	1 - Unavoidable	(22,626)
	Benefits - System support Coordinator to IT Systems Administrator	3 - Service Enhancement	(2,100)
	IT Business Software Analyst Position	1 - Unavoidable	(75,420)
	COLA, Merit Increase	1 - Unavoidable	(15,767)
Grand Total			(163,813)





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

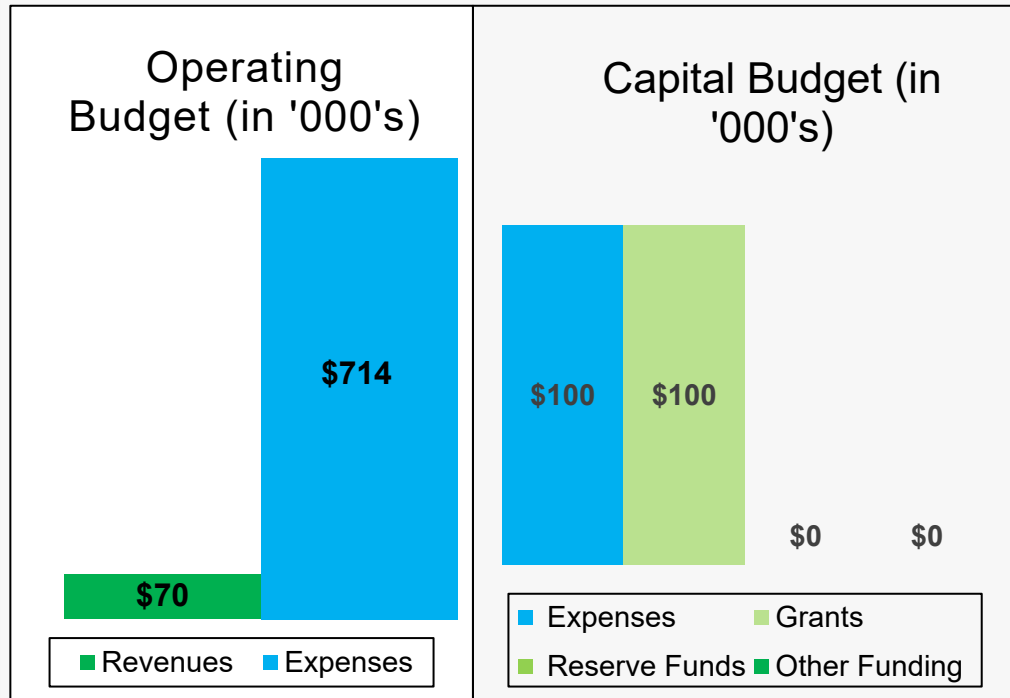




HUMAN RESOURCE OPERATIONS

REVENUE & EXPENSES

Cost per month per household: \$3.47



Net Tax Impact: \$644,836

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ -	\$ -	\$ 63,731	\$ 119,525	\$ 69,525	\$(50,000)
- Government Transfers	-	-	-	50,000	-	(50,000)
- User Charges	-	-	63,731	69,525	69,525	-
Expenses / Expenditure	-\$ 489,645	-\$ 482,782	-\$ 655,444	-\$ 752,067	-\$ 714,361	\$ 37,706
- Administrative Expenses	- 3,431	- 10,500	- 1,017	- 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	- 10,206	- 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	- 66,016	- 85,995	- 85,995	-
- Purchased Services	- 52,207	- 10,000	- 89,731	- 89,000	- 39,000	50,000
- Salaries and Benefits	- 362,051	- 344,787	- 342,463	- 393,989	- 406,283	- 12,294
Grand Total	-\$ 489,645	-\$ 482,782	-\$ 591,713	-\$ 632,542	-\$ 644,836	-\$ 12,294

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





HUMAN RESOURCE OPERATIONS

OPERATING BUDGET IMPACT

			2024 Budget Impact
Description		Change Type	
Revenues / Funding Source			
- Government Transfers	Remove one-time funding for HR Master Plan	1 - Unavoidable	(50,000)
Expenses / Expenditure			
- Purchased Services	Remove one-time - HR Master Plan	1 - Unavoidable	50,000
- Salaries and Benefits	COLA, Merit Increase	1 - Unavoidable	(12,294)
Grand Total			(12,294)





CORPORATE FLEET & FACILITIES & CLIMATE CHANGE ACTION

WHAT WE DELIVER

- Corporate Facilities Management
- Corporate Fleet Management – Asset Disposal & Sale
- Climate Change Action – Climate Action Plans and Energy Management

Financial information has been included here this year for Environmental Containment which is a service under the Environmental Management, Conservation & Sustainability program

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

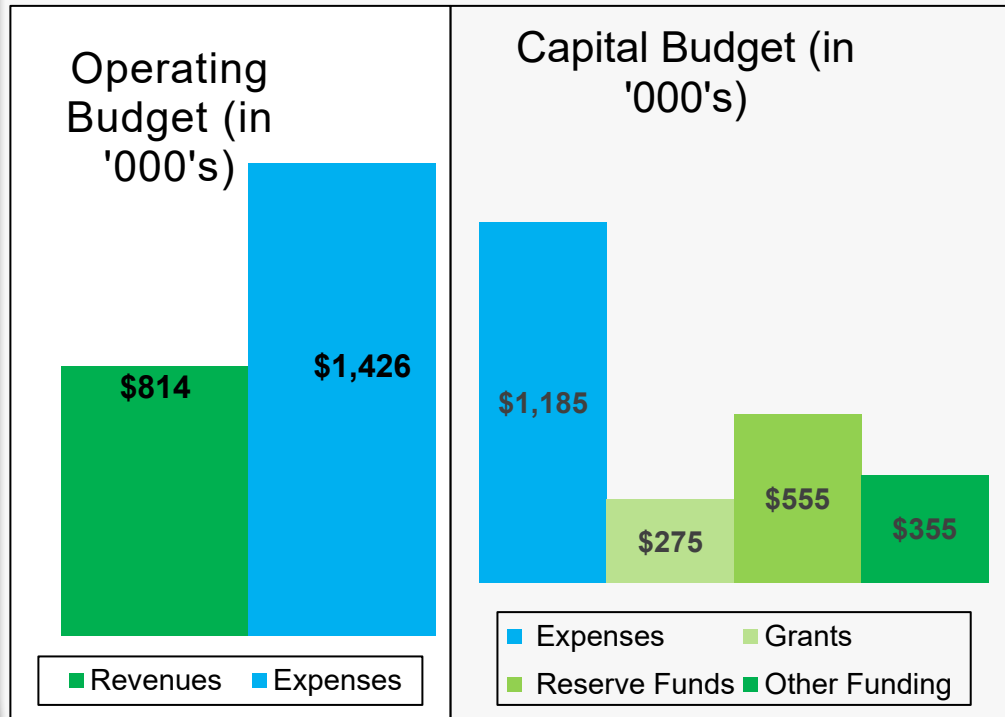
- Design of Tenth Line Operations Campus
- Engineering Design for Roof Replacements at Various Facilities
- Janitorial and Cleaning Services Contract Renewal
- Emergency Generator Inspection, Testing and Maintenance Contract Renewal
- Transportation Fuel, Bulk Fluids and Lubricants Supply Contracts
- 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: \$3.29



Net Tax Impact: \$612,057

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 YTD	2023 Budget	2024 Budget	2024 vs 2023 (\$)
Revenues / Funding Source	\$ 377,818	\$374,500	\$ 114,750	\$ 644,368	\$ 814,236	\$169,868
- Government Transfers	29,542	-	-	-	80,000	80,000
- Non Tax Revenue	305	-	-	-	-	-
- Other	62,280	2,500	3,272	2,500	2,500	-
- Rentals and Concessions	55,391	52,000	47,360	52,000	52,000	-
- Transfers from Town Reserves and Reserve Funds	230,300	320,000	-	520,000	540,000	20,000
- User Charges	-	-	64,119	69,868	139,736	69,868
Expenses / Expenditure	-\$ 1,067,491	-\$977,650	-\$ 772,798	-\$1,225,982	-\$1,426,293	-\$200,311
- Administrative Expenses	- 1,579	- 1,500	- 174	- 1,500	- 1,500	-
- Equipment Related	- -	500	- -	500	500	-
- Financial Expenses	- 2,193	- 2,014	- 2,188	- 2,442	- 2,942	- 500
- Information Technology and Communications	- 5,865	- 5,000	- 3,224	- 7,500	- 8,500	- 1,000
- Operating Expenses	- 162	- 2,250	- -	- 2,250	- 11,250	- 9,000
- Personnel and Training	- 2,546	- 4,500	- 530	- 5,000	- 5,000	-
- Premise and Site	- 131,943	- 25,000	- 80,515	- 25,000	- 25,000	-
- Purchased Services	- 264,675	- 320,000	- 151,888	- 528,000	- 600,000	- 72,000
- Salaries and Benefits	- 647,098	- 600,756	- 524,620	- 637,416	- 754,726	- 117,311
- Transfers to Capital	- -	- -	- -	- -	- -	-
- Utilities	- 11,030	- 13,000	- 6,737	- 13,000	- 13,000	-
- Vehicle and Fleet Related	- 398	- 3,130	- 2,922	- 3,375	- 3,875	- 500
Grand Total	-\$ 689,673	-\$603,150	-\$ 658,047	-\$ 581,614	-\$ 612,057	-\$ 30,443





CORPORATE FLEET & FACILITIES & CLIMATE CHANGE ACTION

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Revenues / Funding Source			
- Government Transfers	80% Grant for GHG Study	1 - Unavoidable	80,000
- Transfers from Town Reserves and Reserve Funds	GHG Funding carryforward from 2023	1 - Unavoidable	20,000
- User Charges	Update OH Allocation Recovery	1 - Unavoidable	69,868
Expenses / Expenditure			
- Financial Expenses	Inflationary - 10%	1 - Unavoidable	(500)
- Information Technology and Communications	Additional for replacement of 3 cell phones	1 - Unavoidable	(1,500)
	Remove 2023 one time - Additional cellular phone	3 - Service Enhancement	500
- Operating Expenses	Adjust to actual	1 - Unavoidable	1,000
	Security added	3 - Service Enhancement	(10,000)
- Purchased Services	Carryover for GHG reduction feasibility study	1 - Unavoidable	(20,000)
	Remove 2023 one time - annual amount for studies	1 - Unavoidable	20,000
	Remove 2023 one time - GHG reduction study	1 - Unavoidable	50,000
	Grain Terminals - New for 2024	1 - Unavoidable	(250,000)
	Grain Terminals Carry Forward - 2023	1 - Unavoidable	(250,000)
	Remove 2023 one time - Grain Terminals Continuation	1 - Unavoidable	458,000
	Add more for GHG study - not as much completed	1 - Unavoidable	(80,000)
- Salaries and Benefits	Climate Change Specialist to permanent full time	3 - Service Enhancement	(16,500)
	COLA, Merit Increase	1 - Unavoidable	(100,811)
- Vehicle and Fleet Related	Inflationary	1 - Unavoidable	(500)
Grand Total			(30,443)





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



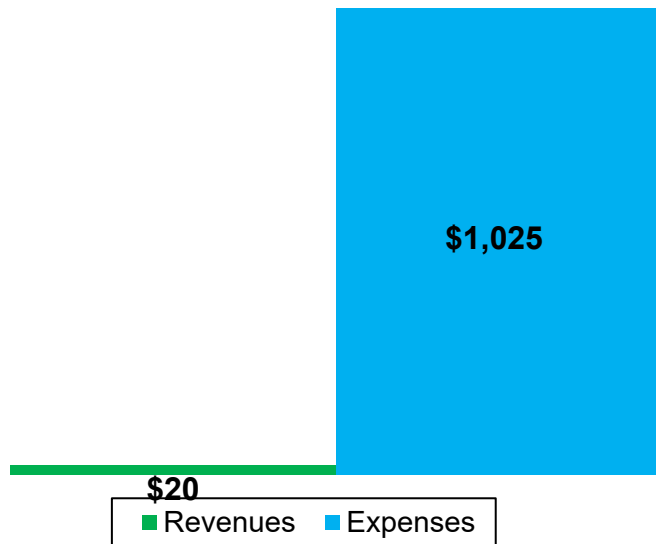


CUSTOMER SERVICE

REVENUE & EXPENSES

Cost per month per household: \$5.40

Operating Budget (in '000's)



Net Tax Impact: \$1,004,721

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
Total FTEs	8.03



CUSTOMER SERVICE

OPERATING BUDGET DETAILS

	2022 Actual	2022 Budget	2023 Actual YTD	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	-\$ 687,363	-\$1,059,235	-\$1,024,721	\$34,514
- Administrative Expenses	- 1,867	- 9,500	- 3,613	- 11,000	- 11,000	-
- Equipment Related	-	-	- 1,400	- 1,600	- 1,600	-
- Information Technology and Communications	- 6,179	- 9,081	- 26,062	- 45,481	- 58,481	- 13,000
- Operating Expenses	- 20,215	- 55,000	- 1,673	- 25,750	- 25,750	-
- Personnel and Training	- 1,111	- 15,500	- 12,319	- 15,500	- 15,500	-
- Premise and Site	-	- 20,000	-	-	-	-
- Purchased Services	-	-	-	- 50,000	-	50,000
- Salaries and Benefits	-	-	642,295	- 909,904	- 912,390	- 2,486
Grand Total	-\$ 672,590	-\$750,316	-\$ 687,363	-\$1,039,235	-\$1,004,721	\$34,514



CUSTOMER SERVICE

OPERATING BUDGET IMPACT

	Description	Change Type	2024 Budget Impact
Expenses / Expenditure			
- Information Technology and Communications	Accessibility Coordinator (computer)	3 - Service Enhancement	(2,000)
	Remove: Accessibility Coordinator	3 - Service Enhancement	2,000
	Software licenses	3 - Service Enhancement	(10,500)
	Equipment purchases	1 - Unavoidable	(2,500)
- Purchased Services	Remove 2023 one time - Consulting Services to conduct a Community Based Strategic Plan Priorities Strategy Survey	1 - Unavoidable	30,000
	To fund the Strategic Plan - support for CAO2023-07	1 - Unavoidable	20,000
- Salaries and Benefits	Accessibility Coordinator (12 month contract)	3 - Service Enhancement	(95,424)
	Remove Accessibility Coordinator - Draft 4 changes	3 - Service Enhancement	95,424
	COLA, Merit Increase	1 - Unavoidable	(2,486)
Grand Total			34,514



		Expenses	Taxes	Development Charges	Reserve Funds	Grants	Other Funding
Circulation & Curation of Library Materials Service		\$ 224,500	\$ -	\$ -	\$ 224,500	\$ -	\$ -
9752 - I.T. Replacement - Training Room & Public Computers	Asset Renewal	7,000	-	-	7,000	-	-
9757 - Library Heat Pump Replacement	Asset Renewal	150,000	-	-	150,000	-	-
9759 - Library Building Lifecycle	Lifecycle Renewal	50,000	-	-	50,000	-	-
975H - Library - Meeting Rooms Audio/Video Equipment	Asset Renewal	10,000	-	-	10,000	-	-
975I - Security Camera Replacement	Asset Renewal	7,500	-	-	7,500	-	-
Community Arts & Culture		\$ 171,000	\$ 100,000	\$ -	\$ 20,000	\$ 51,000	\$ -
970C - Simcoe Street Theatre Improvements	Service Enhancement	51,000	-	-	-	51,000	-
970E - Amphitheatre Seasonal Washrooms	Service Enhancement	100,000	100,000	-	-	-	-
9739 - Heading Dockside Mural Replacement	Asset Renewal	20,000	-	-	20,000	-	-
Community Recreation Spaces		\$ 1,064,000	\$ -	\$ 355,000	\$ 709,000	\$ -	\$ -
9705 - PRC Facility Equipment	Asset Renewal	12,000	-	-	12,000	-	-
970H - Facilities Vehicles	Growth	160,000	-	160,000	-	-	-
9711 - Central Park Arena - Facility Maintenance / Improvements	Cost Benefit	70,000	-	-	70,000	-	-
9712 - EBMA - Facility Maintenance / Improvements	Asset Renewal	135,000	-	-	135,000	-	-
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	Asset Renewal	370,000	-	70,000	300,000	-	-
9716 - Curling Facility - Facility Maintenance / Improvements	Asset Renewal	75,000	-	-	75,000	-	-

		Expenses	Taxes	Development Charges	Reserve Funds	Grants	Other Funding
9718 - Museum Building - Facility Maintenance / Improvements	Asset Renewal	70,000	-	-	70,000	-	-
9760 - Museum Gallery Retrofit	Asset Renewal	4,500	-	-	4,500	-	-
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	Asset Renewal	42,500	-	-	42,500	-	-
9763 - Multi-Purpose Facility Feasibility Study	Growth	125,000	-	125,000	-	-	-
Community Standards		\$ 75,000	\$ -	\$ -	\$ 75,000	\$ -	\$ -
926X - New By-law Vehicle	Growth	75,000	-	-	75,000	-	-
Corp Fleet & Other Asset Mgmt		\$ 1,185,000	\$ 255,000	\$ 56,000	\$ 499,000	\$ 375,000	\$ -
9104 - Facility LED Lighting Retrofit	Asset Renewal	275,000	-	-	-	275,000	-
9105 - Roof Replacements	Asset Renewal	75,000	-	-	75,000	-	-
9106 - BDC HVAC Replacement	Asset Renewal	70,000	70,000	-	-	-	-
9107 - Fleet EV Charging Stations	Growth	25,000	25,000	-	-	-	-
9108 - GHG Reduction Project Design	Asset Renewal	100,000	-	-	-	100,000	-
9121 - Town Hall Refurbishment Program	Asset Renewal	60,000	60,000	-	-	-	-
9136 - New Accommodation Townhall - Retrofit	Growth	100,000	100,000	-	-	-	-
9210 - Collingwood Police Building	Asset Renewal	60,000	-	-	60,000	-	-
9364 - New Accommodation - P/W Building and Shop renovations - tied to Accommodation Plan	Growth	400,000	-	56,000	344,000	-	-
9366 - 545 10th Line Lifecycle - Shop Improvements tied to Lifecycle and Operations	Lifecycle Renewal	20,000	-	-	20,000	-	-

		Expenses	Taxes	Development Charges	Reserve Funds	Grants	Other Funding
Council Representation		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -
9103 - Audio/Video Equipment Council Chambers	Asset Renewal	15,000	15,000	-	-	-	-
Fire Services		\$ 155,000	\$ -	\$ 10,000	\$ 145,000	\$ -	\$ -
9203 - Fire - Vehicle Replacements	Asset Renewal	80,000	-	-	80,000	-	-
9205 - Edraulic Tools	Asset Renewal	65,000	-	-	65,000	-	-
920j - Storage Unit	Growth	10,000	-	10,000	-	-	-
Governance Support		\$ 1,370,000	\$ -	\$ -	\$ 1,320,000	\$ 50,000	\$ -
910B - Agenda Management Software	Lifecycle Renewal	20,000	-	-	-	20,000	-
910C - Land Acquisition Funds	Growth	1,300,000	-	-	1,300,000	-	-
910D - Procurement Software	Service Enhancement	30,000	-	-	-	30,000	-
9129 - Strategic Land Acquisition	Growth	20,000	-	-	20,000	-	-
Information Technology		\$ 348,500	\$ 128,500	\$ -	\$ 220,000	\$ -	\$ -
9125 - Server Asset Management	Asset Renewal	50,000	-	-	50,000	-	-
9141 - Computer Hardware	Asset Renewal	9,000	9,000	-	-	-	-
9143 - Computer Software	Asset Renewal	2,500	2,500	-	-	-	-
9144 - Networking - WAN & LAN Infrastructure	Asset Renewal	117,000	117,000	-	-	-	-
9145 - Doorlock Replacement / Installation - Corporate Wide (incl Library)	Asset Renewal	120,000	-	-	120,000	-	-
9148 - Desktop/Laptop Replacements	Asset Renewal	50,000	-	-	50,000	-	-

		Expenses	Taxes	Development Charges	Reserve Funds	Grants	Other Funding
Ontario Building Code Administration & Enforcement Service		\$ 65,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -
9230 - Building Fleet	Asset Renewal	65,000	-	-	65,000	-	-
Parks, Trails & Amenities		\$ 7,380,063	\$ 160,000	\$ 5,214,280	\$ 1,049,533	\$ 456,250	\$ 500,000
9703 - Shade Shelters	Growth	30,000	-	30,000	-	-	-
9704 - Trail Development	Growth	150,000	-	150,000	-	-	-
9708 - Neighbourhood Park Replacement/Enhancements	Lifecycle/ Growth	200,000	100,000	-	100,000	-	-
9710 - Trail Bridges - (Hen and Chickens)	Lifecycle/ Growth	475,000	-	118,750	-	356,250	-
9713 - Fisher Field Improvements	Lifecycle/ Growth	185,000	-	185,000	-	-	-
971U - Shipyards Side Launch Way (Curb, Furnishings, Lighting, Trees, Paving)	Growth	150,000	-	150,000	-	-	-
9723 - Harbour East Wall Docking phases	Lifecycle/ Growth	100,000	-	-	100,000	-	-
9724 - Wilson Sheffield Park	Growth	850,000	-	850,000	-	-	-
9728 - PRC Summit View Park	Growth	1,750,000	-	1,750,000	-	-	-
972O - Sunset Point Raised Crosswalk	Growth	100,000	-	100,000	-	-	-
9733 - Asphalt Walkways	Growth	15,000	-	-	15,000	-	-
9741 - Truck Replacements	Asset Renewal Lifecycle	130,000	-	-	130,000	-	-
9743 - Town Signage	Renewal	10,000	-	10,000	-	-	-
9744 - Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	Growth	86,000	-	86,000	-	-	-
9745 - Parks Equipment	Growth	59,000	-	39,530	19,470	-	-
9747 - St. Marie St North Block 9 Park - Public Realm Plan	Asset Renewal Growth	2,000,000	-	1,500,000	-	-	500,000

		Expenses	Taxes	Development Charges	Reserve Funds	Grants	Other Funding
9773 - Heritage Drive Reconstruction and Parking	Growth	95,000	-	-	95,000	-	-
9776 - Healing Forest	Service Enhancement Lifecycle	15,000	-	-	15,000	-	-
9782 - Active Transportation	Renewal	60,000	60,000	-	-	-	-
9784 - Urban Forestry Equipment	Growth Lifecycle/	50,000	-	50,000	-	-	-
9786 - Harbourview Park Floating Docks	Growth	45,063	-	20,000	25,063	-	-
9787 - Old Village Park Washroom	Asset Renewal	450,000	-	-	450,000	-	-
978X - Irrigation Downtown Gardens	Cost Benefit	100,000	-	-	100,000	-	-
978XX - Sunset Point Volleyball Improvements	Asset Renewal	100,000	-	-	-	100,000	-
978XY - Pump Track Installation	Growth	175,000	-	175,000	-	-	-
Roads & Active Transportation		\$ 13,006,265	\$ 88,000	\$ 3,998,730	\$ 4,436,385	\$ 4,425,150	\$ 58,000
9301 - Cameron St - Walnut to Hurontario	Growth	18,000	-	-	-	18,000	-
9304 - Sixth Street Trunk Watermain - High to Hurontario	Growth	525,000	-	220,500	304,500	-	-
9306 - Hurontario St - Hume to Findlay	Growth	198,000	-	170,280	27,720	-	-
9308 - Third St Bridge Rehabilitation	Asset Renewal	89,000	-	-	-	89,000	-
9309 - Highway 26 - Longpoint (Osler Bluff) to Cranberry Trail W	Asset Renewal	100,000	-	-	10,000	90,000	-
930PWC - Public Works Staff Communication and Information Improvements	Service Enhancement	10,075	10,075	-	-	-	-
9311 - Stanley Street Drainage Improvements	Growth	200,000	-	-	200,000	-	-
9312 - First Street/Pretty River Parkway Street Side Enhancements	Asset Renewal	490,000	-	-	490,000	-	-

		Expenses	Taxes	Development Charges	Reserve Funds	Grants	Other Funding
9324 - Provision for Development-Related Vehicles	Growth Service	387,000	-	387,000	-	-	-
9329 - Pedestrian Traffic Signals & PXOs	Enhancement Service	230,000	-	-	-	230,000	-
9330 - Traffic Calming Improvements	Enhancement	180,000	-	-	180,000	-	-
9331 - Peel Street - Hume to Bush	Growth	85,000	-	52,700	32,300	-	-
9332 - Large Tools & Office Equipment Replacement PW 04	Lifecycle Renewal	10,000	-	-	10,000	-	-
9334 - Traffic Signal Controller Upgrades	Asset Renewal Lifecycle	60,000	-	-	60,000	-	-
9352 - Sidewalk Repairs	Renewal	120,000	-	-	120,000	-	-
9371 - High St - 10th St to Poplar Sideroad	Growth	635,000	-	400,050	234,950	-	-
9377 - Guide Rail Repairs	Asset Renewal	225,000	-	-	-	225,000	-
9378 - Connaught Storm Sewer	Asset Renewal	70,000	-	-	70,000	-	-
9379 - Pretty River Channelization	Asset Renewal	58,000	-	-	-	-	58,000
9380 - Asphalt Resurfacing PW 09	Asset Renewal	2,050,000	-	-	1,025,000	1,025,000	-
9382 - Vehicle Replacement PW 02	Asset Renewal	713,040	-	-	713,040	-	-
9387 - Bridge Rehabilitation	Asset Renewal	1,476,150	-	-	-	1,476,150	-
9388 - Mountain Road Widening	Growth	3,445,000	-	2,618,200	826,800	-	-
9389 - Minnesota Storm Sewer Repair	Asset Renewal	1,272,000	-	-	-	1,272,000	-
9390 - High St - 2nd to 5th	Growth	200,000	-	150,000	50,000	-	-
9393 - Community Safety Zone Improvements (CSZ)	Service Enhancement	100,000	67,925	-	32,075	-	-

		Expenses	Taxes	Development Charges	Reserve Funds	Grants	Other Funding
9433 - Streetlight Installation	Asset Renewal	10,000	10,000	-	-	-	-
9483 - Meter Replacement	Asset Renewal	50,000	-	-	50,000	-	-
Talent Mgmt (HR)		\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -
9132 - HRIS	Service Enhancement	100,000	-	-	-	100,000	-
Transit Service		\$ 482,750	\$ -	\$ 7,750	\$ 76,000	\$ 399,000	\$ -
9423 - Bus Shelters	Growth	7,750	-	7,750	-	-	-
9424 - Bus replacement and Refurbishment	Asset Renewal	475,000	-	-	76,000	399,000	-
Wastewater		\$ 9,158,000	\$ -	\$ -	\$ 9,158,000	\$ -	\$ -
9505 - Sanitary Renewal Program	Asset Renewal	162,000	-	-	162,000	-	-
9506 - Sanitary Sewer Grouting and Manhole Repairs	Asset Renewal	50,000	-	-	50,000	-	-
9509 - Digester #2 Repairs	Asset Renewal	4,500,000	-	-	4,500,000	-	-
950Q - WWTP - Boiler Replacement	Lifecycle Renewal	1,215,000	-	-	1,215,000	-	-
9511 - WW Vehicles	Asset Renewal	71,000	-	-	71,000	-	-
9532 - Sewage Pumping Station Refurbishments	Asset Renewal	70,000	-	-	70,000	-	-
9550 - Wastewater Treatment Plant Refurbishment	Asset Renewal	739,500	-	-	739,500	-	-
9553 - Inflow & Infiltration	Health and Safety	200,000	-	-	200,000	-	-
9554 - Paterson SPS Pump Replacements	Asset Renewal	5,000	-	-	5,000	-	-
9558 - Osler Bluff Lagoon	Legislated	150,000	-	-	150,000	-	-
9582 - WWTP Blower Replacement	Asset Renewal	115,000	-	-	115,000	-	-

		Expenses	Taxes	Development Charges	Reserve Funds	Grants	Other Funding
9583 - WWTP Screw Pump Rehabilitation Asset Renewal		1,880,500	-	-	1,880,500	-	-
Water Treatment & Distribution		\$ 36,268,100	\$ -	\$ 14,082,023	\$ 6,548,177	\$ -	\$ 15,637,900
9610 - Vehicles & Equipment	Asset Renewal	380,500	-	-	380,500	-	-
9611 - Large Tools	Asset Renewal	30,000	-	-	30,000	-	-
9612 - 100mm Watermain Replacement	Asset Renewal	1,873,000	-	-	1,873,000	-	-
9613 - Booster Pumping Station Refurbishments	Asset Renewal	742,000	-	-	742,000	-	-
9620 - Carmichael Reservoir Upgrades	Asset Renewal	3,430,000	-	3,430,000	-	-	-
9621 - In Ground Reservoirs	Asset Renewal	445,000	-	-	445,000	-	-
9624 - Water Tower Refurbishments	Asset Renewal	432,600	-	-	432,600	-	-
9625 - Water Meter Data Analytics Software	Cost Benefit	50,000	-	-	50,000	-	-
9640 - Water Treatment Plant Refurbishment	Asset Renewal	295,000	-	-	295,000	-	-
9641 - Water Treatment Plant Expansion	Growth	27,255,000	-	10,469,600	1,230,300	-	15,555,100
9642 - Stewart Road Reservoir and Booster Pumping Station	Growth	110,000	-	8,173	101,827	-	-
9644 - Water SCADA Improvements	Asset Renewal	100,000	-	-	100,000	-	-
9645 - New Residential and General Water Services	Growth	92,000	-	-	9,200	-	82,800
9646 - Water Services Replacement	Asset Renewal	122,000	-	-	122,000	-	-
9648 - New Watermains	Growth	205,000	-	174,250	30,750	-	-
9649 - Watermain Replacement	Asset Renewal	641,000	-	-	641,000	-	-

		Expenses	Taxes	Development Charges	Reserve Funds	Grants	Other Funding
9650 - Hydrants	Asset Renewal	25,000	-	-	25,000	-	-
9652 - Valve Additions and Replacements	Asset Renewal	40,000	-	-	40,000	-	-
Grand Total		\$ 71,068,178	\$ 746,500	\$ 23,723,783	\$ 24,545,595	\$ 5,856,400	\$ 16,195,900