




2020 Budget
Supplementary Information





This booklet contains additional information related to details of:
Summarized Draft Budget by Department
Unavoidable Increases
Growth Related Increases
2016 - 2020 Staff Complement Report
Budget Scenarios





Summarized Draft Budget by Department





**Town of Collingwood
Draft Budget**

	2018 Actual	2019 Budget	Inflation and Unavoidable Increases	Sub-total	%	2020 Growth Related	2020 Proposed Budget	%
General Government								
Mayor & Council	372,328	414,023	3,334	417,357	0.81%		417,357	0.81%
Elections	0	27,000	0	27,000	0.00%		27,000	0.00%
Corporate Management	5,681,729	4,012,400	(732,182)	3,280,218	-18.25%	72,260	3,352,478	-16.45%
Corporate and Customer Services	1,116,419	1,471,206	810,829	2,282,035	55.11%	78,384	2,360,419	60.44%
Council Grants & Donations	108,047	255,000		255,000	0.00%		255,000	0.00%
Total General Government	7,278,523	6,179,629	81,981	6,261,610	1.33%	150,644	6,412,254	3.76%
Protection								
Fire	4,876,204	4,930,054	201,910	5,131,964	4.10%		5,131,964	4.10%
Police	4,851,634	4,962,671	299,963	5,262,634	6.04%		5,262,634	6.04%
Protective Inspection	294,556	350,175	84,134	434,309	24.03%		434,309	24.03%
Conservation Authority	735,157	750,603	6,784	757,387	0.90%		757,387	0.90%
Total Protection	10,757,551	10,993,503	592,791	11,586,294	5.39%	0	11,586,294	5.39%
Transportation and Public Works								
Overhead	2,536,778	2,107,981	(88,773)	2,019,208	-4.21%	10,000	2,029,208	-3.74%
Roads - Paved	372,851	446,306	103,492	549,798	23.19%		549,798	23.19%
Roads - Unpaved	10,220	19,866	(1,159)	18,707	-5.83%		18,707	-5.83%
Bridges & Culverts	12,579	17,428	4,592	22,020	26.35%		22,020	26.35%
Traffic Operations	852,912	913,337	(119,809)	793,528	-13.12%		793,528	-13.12%
Winter Control - Roads	1,403,098	1,128,704	38,425	1,167,129	3.40%		1,167,129	3.40%
Winter Control - Sidewalks	426,829	299,943	5,065	305,008	1.69%		305,008	1.69%
Transit - Conventional	586,603	696,802	(52,438)	644,364	-7.53%		644,364	-7.53%
Transit - Accessible	134,985	143,500		143,500	0.00%		143,500	0.00%
Streetlighting	110,896	304,280	(24,280)	280,000	-7.98%		280,000	-7.98%
Total Transportation and Public Works	6,447,751	6,078,147	(134,885)	5,943,262	-2.22%	10,000	5,953,262	-2.05%
Housing	108,793	78,775	9,465	88,240	12.02%		88,240	12.02%



**Town of Collingwood
Draft Budget**

	2018 Actual	2019 Budget	Inflation and Unavoidable Increases	Sub-total	%	2020 Growth Related	2020 Proposed Budget	%
Parks, Recreation & Culture								
Administration	542,879	560,035	45,023	605,058	8.04%		605,058	8.04%
Parks	1,328,417	1,748,158	(197,374)	1,550,784	-11.29%		1,550,784	-11.29%
Facilities	1,295,062	1,513,153	174,551	1,687,704	11.54%	12,160	1,699,864	12.34%
Recreation Services	406,592	440,818	(85,740)	355,078	-19.45%		355,078	-19.45%
Culture & Events	870,368	1,050,068	(91,194)	958,874	-8.68%		958,874	-8.68%
Total Parks, Recreation & Culture	4,443,318	5,312,232	(154,734)	5,157,498	-2.91%	12,160	5,169,658	-2.68%
Planning & Development								
Planning & COA	443,302	896,632	94,276	990,908	10.51%		990,908	10.51%
Heritage	65,754	135,212	2,945	138,157	2.18%		138,157	2.18%
Economic Development	554,815	606,523	(9,091)	597,432	-1.50%		597,432	-1.50%
Total Planning & Development	1,063,871	1,638,367	88,130	1,726,497	5.38%	0	1,726,497	5.38%
Municipal Service Boards								
Airport	176,470	59,297	(59,297)	0	-100.00%		0	-100.00%
Library	1,479,729	1,756,979	11,147	1,768,126	0.63%	500	1,768,626	0.66%
Total Municipal Service Boards	1,656,198	1,816,276	(48,150)	1,768,126	-2.65%	500	1,768,626	-2.62%
Total Expenditures from Taxes	31,756,005	32,096,929	434,598	32,531,527	1.35%	173,304	32,704,831	1.89%
Tax Related Revenue	33,610,697	1,195,275		1,195,275	0.00%		(1,195,275)	0.00%
Capital Levy	1,854,692	1,571,000		1,571,000	0.00%		1,571,000	0.00%
To Be Raised From Taxes	0	32,472,654	434,598	32,907,252	1.34%	173,304	33,080,556	1.87%

Inflation and Unavoidable Increases

2020 Net Unavoidable Increases

Program/Variance	Explanation			Major Components	
General Government	Net Change - Increase of				\$81,981
1 Governance					
1 a) Mayor and Council	Salary and benefit reduction to reflect 2020 estimated results			\$5,261	
1 b) Council	Community recognition reduction to more closely reflect usage.			(\$2,000)	
2 Corporate Management					
2 a) Transfer from DC Reserves	Decrease in eligible DC expenditures creates a reduction in DC revenues			\$50,909	
2 b) Transfers from Reserves/Reserve Funds	Decrease in transfers from Reserve/Reserve Funds due to the completion of the Judicial inquiry			\$1,530,000	
2 c) Salary and Benefits	Net change due to inclusion of 1.9% COLA.			\$60,368	
2 d) Reallocation of costs to Customer and Corporate Services	Reallocation of costs to realign with structure defined by the reorganization			(\$778,589)	
2 e) Judicial Inquiry	Remove from accounts			(\$1,400,000)	
2 f) Salary Contingency	Reduce to 2018 levels.			(\$100,000)	
2 g) Insurance	Estimated increase in insurance costs related to general insurance and WSIB supplementary insurance premiums			\$18,690	
2 h) Transfer to Capital	Reduction in administrative capital spending			(\$123,500)	
3 Corporate and Customer Service					
3 a) Corporate and Customer Service Administration	Reallocation of costs to realign with structure defined by the reorganization			\$773,350	

2020 Net Unavoidable Increases

Program/Variance	Explanation		Major Components	
3 b) Fleet and Facilities	Net change in Salaries & Benefits due to inclusion of 1.9% COLA.		\$7,965	
3 c) Information Technology	i) Computer Software - reduction in licencing costs for Office 365		(\$28,000)	
	ii) Contracted Services decreased to reflect hiring a permanent Help Desk Technician.		(\$50,000)	
	iii) Reduction in Transfer to Capital		(\$62,500)	
	iv) Increase in annual support and maintenance		\$13,000	
	v) Net change in Salaries & Benefits due to inclusion of 1.9% COLA.		\$16,215	
	vi) Increase in Transfer to Reserve Fund to meet lifecycle replacement needs.		\$20,000	

2020 Net Unavoidable Increases

Program/Variance	Explanation	Major Components
Protection Services	Net Change - Increase of	\$592,791
4 Fire Services		
4 a) Salary Related	Increase reflects the contract settlement amount for the firefighters and a 1.9% COLA for non union staff.	\$166,383
4 b) Dispatch Services	New agreement has been signed and is based on a charge of \$2.65 per capita, \$3,500 stand-by fee and a seasonal population per capita charge of \$0.20.	\$16,500
4 c) Transfer to Capital	Fire services would like to purchase a boat dedicated to their needs. They have received a \$25,000 donation, \$25,000 can be covered by DC's and the remainder will come from taxes.	\$50,000
4 d) Burn Permit revenue	Permit revenue has been increased to reflect historical levels.	(\$6,000)
5 Police Services	Increase in OPP contract based on preliminary costing calculation received	\$286,947
6 Protective Inspection		
6 a) Salaries & Benefits	Adjusted to include 50% of the Chief Building Official salary and benefits plus a 1.9% COLA on all non-union departmental staff.	\$78,421
7 Conservation Authority	Increase in NVCA requisition	\$6,784
Transportation (Public Works and Transit)	Net Change - Decrease of	\$ (134,885)

2020 Net Unavoidable Increases

Program/Variance	Explanation	Major Components
8 Overhead		
8 a) Revenues	Due to the rapid development growth in the community Engineering is anticipating increased revenues from Engineering Fees and Permit issuance.	(\$100,000)
8 b) Provincial Funding	OCIF funding will be applied to the cost of the Master Stormwater Plan.	(\$25,000)
8 c) Transfer from DC reserve Funds	Reduction due to no eligible expenditures included in operations for 2020	\$52,500
8 d) Transfer from Reserve	Reduction due to no eligible expenditures included in operations for 2020	\$50,000
8 e) Debenture Interest	Annual decrease in interest portion of debenture payments	(\$28,328)
8 f) Salaries and Benefits	Net increase due to union contract settlement amounts and 1.9% COLA for non-union employees	\$60,828
8 g) Studies	Reduction related to percentage of completion of each particular study. Pretty River Spill - 100% complete - \$40,000 reduction Master Stormwater - 25% complete - \$75,000 reduction Transportation - 40% complete - \$40,000 reduction	(\$155,000)
8 h) Bridge Study	Bridge condition studies must be completed every 2 years.	\$25,000
8 i) Winter Control	Estimated increase in contracted services and materials	\$38,425

2020 Net Unavoidable Increases

Program/Variance	Explanation	Major Components
8 j) Transit - Conventional	Reduction related to County taking over the operation of the Collingwood - Wasaga link route	(\$60,375)
9 Affordable Housing	Estimated annual rent expense increase	\$9,465
Parks, Recreation and Culture	Net Change - Decrease of	(\$154,734)
10 Administration		
10 a) Salary Related	Net change in Salaries & Benefits due to inclusion of 1.9% COLA.	\$12,769
10 b) Insurance	Increase related to volume of assets to be insured and the age of those assets	\$14,754
10 c) Overhead Allocation	Increase in PRC portion of building operations and maintenance	\$18,000
11 Parks		
11 a) Mooring Fees	Increase due to more available docking space	(\$10,000)
11 b) Rentals	Anticipated increase in rental revenue at Harbourlands Park	(\$30,000)
11 c) Salary Related	Adjusted allocations to reflect actual experience	(\$32,869)
11 d) Repairs and Maintenance - Grounds	Decrease to reflect actual experience	(\$41,000)
11 e) Transfer to Capital	Reduction in capital requiring funding from taxes	(\$59,800)
12 Facilities		
12 a) Ice Rental	Increase in ice rental at EBMA	(\$19,750)
12 b) Advertising Revenue	Net increase - EBMA \$10,000 increase, CPA \$5,000 decrease	(\$5,000)
12 c) Rentals	Curling Club rental increase to reflect actual experience	(\$20,000)

2020 Net Unavoidable Increases

Program/Variance	Explanation		Major Components	
12 d) Salary Related	Allocations were adjusted to reflect moving the Coordinator of Registration and Permits to Facilities. An addition of \$12,160 was included for staffing the Colts games. As well the 1.9% COLA increase has been included		\$147,710	
12 e) Natural Gas	Increase in usage at EBMA		\$5,000	
12 f) Repairs & Maintenance - Building	Total requested increase is \$101,280. Centennial Pool - Every 3 or 4 years the pool tank requires to have several coats of paint removed and then repaint the tank. The estimated cost is \$83,000. At some point, Council should consider tiling the tank.		\$83,000	
12 g) Utilities	Reduce to closer reflect actual experience		(\$32,830)	

2020 Net Unavoidable Increases

Program/Variance	Explanation	Major Components
13 Recreation Services		
13 a) Annual Support	Annual licence/usage fee for Perfect Mind recreation software	\$15,000
13 b) Salary Related	Allocations were adjusted to reflect moving the Coordinator of Registration and Permits to Facilities. As well the 1.9% COLA increase has been included	(\$103,290)
14 Culture and Events		
14 a) Elvis Festival	Removal of all revenue and expense related to the Festival	(\$69,959)
14 b) Salary Related	Net increase related to 1.9% COLA for non-union staff	\$5,571
14 c) Transfer to Capital	Reduction in requests for 2019	(\$28,500)
Planning and Development	Net Change - Increase of	\$88,130
15 Planning		
15 a) Salary Related	Net decrease related to retirement	(\$147,224)
15 b) Council Initiated Amendments	Increase to anticipated 2020 costs	\$39,500
15 c) Official Plan	Inclusion of funding for an external review of the Official Plan.	\$200,000
16 Marketing & Business Development		
16 a) Recoveries	Reduction in recoveries from BIA and CED as the lease agreements end at June 30, 2020	\$10,746
16 b) General Expenses	Savings due to elimination of Elvis Festival advertising	(\$32,000)
16 c) Salary Related	Net increase related to 1.9% COLA for non-union staff	\$7,163
16 d) Overhead Allocation	Increase to reflect prior usage	\$5,000

2020 Net Unavoidable Increases

Program/Variance	Explanation		Major Components	
Municipal Service Boards				
17 Airport	Remove			(\$59,297)
18 Library - Salary Related	Increase in salary related items due to bringing the staff compliment in line with the approved head count and the addition of 1.9% COLA increase			\$11,147

2020 Net Unavoidable Increases

Program/Variance	Explanation		Major Components	
Reconciliation:				
	Amount to be raised through taxes per 2019 Approved Budget			\$32,472,654
	Net 2020 Unavoidable Increases			<u>\$434,598</u>
	Amount to be raised through taxes per 2020 Preliminary Budget			<u><u>\$32,907,252</u></u>



Growth Related Increases



2020 Growth Related Requests

Program/Variance	Explanation					
1 Corporate Management	<p>Staff are recommending the hiring of a Purchasing Coordinator to assist in the Accountability/Purchasing Office. The procurement function within the Town is evolving and becoming more centralized with one pivotal employee. This position would provide day-to-day support and administrative assistance allowing the Accountability Officer and Procurement Officer to develop policies, procedures, and processes to govern how we procure.</p> <p>Furthermore, staff feel that the Judicial Inquiry will have recommendations related to the establishment and auditing of internal compliance with procurement procedures and processes. This emphasis will place more pressure and workload on the Accountability Officer and Procurement Officer beyond effective management and control of corporate procurement. In addition, the Inquiry focused on training regarding the Procurement By-law. This position will provide the support to allow the Accountability Officer and Procurement Officer to develop and implement training programs for those individuals in the corporation that have the authority to procure.</p>			\$72,260		
2 Information Technology	<p>IT is requesting the contract position of Help Desk Support become a full time permanent position. If the request is not approved, the contract position will be renewed. The net cost to the municipality is \$28,384 with the reduction in contracted services.</p>			\$78,384		



2016-2020 Staff Complement Report

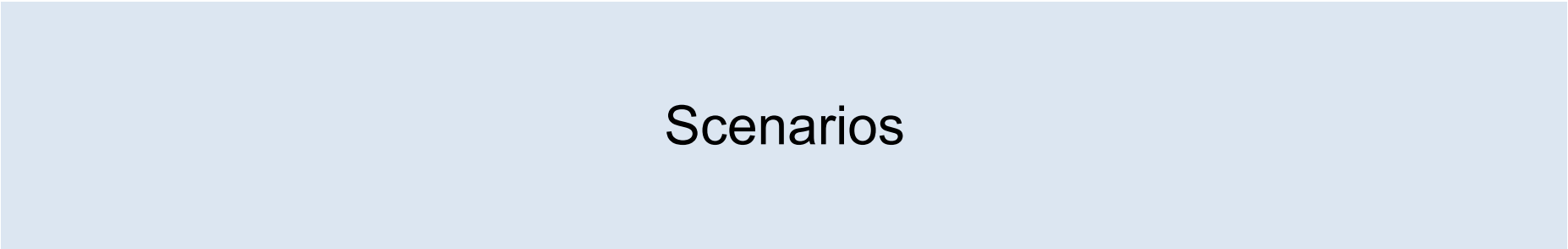



Staff Complement Report – 2020
Excluding 2020 Tax Related Service Enhancement Requests


Department	2016 FTE's	2017 FTE's	2018 FTE's	2019 FTE's	2020 FTE's
Governance	1.00	1.00	- 0 -	- 0 -	
Corporate Management:					
Administration	19.60	19.60	20.83	18.33	19.00
Corporate and Customer Services	-0-	-0-	-0-	6.00	6.00
Fleet & Facilities	3.00	3.00	4.00	4.00	4.00
Human Resources	2.75	3.00	3.00	3.00	3.00
Information Technology	-0-	3.00	3.33	4.33	4.33
Protection Services:					
Fire Services	31.56	31.56	31.56	32.56	32.56
By-law Enforcement	4.00	4.33	4.33	4.50	4.50
Crossing Guards	2.88	2.88	2.88	2.88	2.88
Public Works & Engineering:					
Engineering	6.33	6.33	7.00	8.33	8.33
Public Works	23.00	23.00	25.00	25.00	25.00
Parks, Recreation & Culture:					
Administration	3.33	3.33	3.33	3.00	3.00
Parks	17.60	17.60	20.01	19.01	19.01
Facilities	10.73	11.73	11.23	13.23	13.23
Recreation Services	14.30	13.30	13.44	13.72	13.72
Culture & Events	8.40	8.40	9.43	9.43	9.43
Planning & Development:					
Planning	6.00	6.00	7.00	7.00	7.00
Marketing & Business Development	3.00	3.33	3.33	3.33	3.33
Library Services	18.56	18.56	18.56	19.56	19.56
Non-Tax Supported:					
Building Services	4.00	4.00	5.00	6.00	6.00
Water Services	18.00	18.00	18.00	18.00	19.33
Wastewater Services	8.00	8.00	8.00	8.00	8.00
Total FTE's	206.04	210.95	219.25	229.21	231.21¹

Report Notes:

- | | |
|---|-------------|
| 1. 2020 Activity shows full time equivalents increased | <u>2.00</u> |
| • Clerks requesting a Procurement Co-ordinator | 1.00 |
| • Clerks remove Procurement Co-op Student | -0.33 |
| • Water is requesting full time water supervisor position | 1.00 |
| • Water is requesting GIS Co-op Student | <u>0.33</u> |
| | <u>2.00</u> |



Scenarios



Taxation / Assessment Information¹



The significance of the following chart is to illustrate the two most common methods of presenting the increase or decrease that residential taxpayers may see on their tax notices.

Readers are cautioned that all numbers used in this report are based on preliminary assessment information and subject to change when the certified roll is returned in December.

Total Municipal Expenditures is the **Municipal Tax Levy** and it is defined as the *overall amount of money that must be raised through taxes to meet the expenditures of the Corporation*. This figure **does not** directly reflect the increase or decrease in the taxes that the property owner will pay. For 2020, the Proposed Budget total expenditures of the Town will increase by 1.87% (the final 2019 increase was 4.81%). Due to the increase in the Town's total assessment value, the impact on the taxpayer will be lessened.

Municipal Assessment is determined by MPAC and comprises a portion related to actual growth in rateable properties and a phase-in of increased market value. The Town's actual growth for 2020 is unknown at this time however, in accordance with the Budget Principles Policy, the calculations have been based on the estimated growth rate provided by Municipal Tax Consultants (MTE) Consultants Inc. of 3.64% (the 2019 actual growth according to the returned roll was 3.93%). Actual growth is defined as *actual changes in a property's state, condition or use rather than elements of market value changes*. This growth is combined with the market value (phase-in) changes to produce the 6.49% increase in Municipal Assessment. Again I caution the readers that this is based on very preliminary assessment data and may not reflect actual results

The **Tax Rate** is calculated by dividing the Total Municipal Expenditures by the Total Municipal Assessment which is the weighted Current Value Assessment. The Tax Rate increase is the increase in the Residential rate applied to the assessment of property. It **does not** directly reflect the increase or decrease in the taxes that the property owner will pay. For 2020, residents could see a 4.34% decrease in their residential tax rate.

	TOWN OF COLLINGWOOD		
	2019	2020	% Change
Municipal Operations	\$32,081,804	\$32,771,406	2.12%
Municipal Capital	390,850	309,150	-20.90%
Total Municipal Expenditures	\$32,472,654	\$33,080,556	1.87%
 Municipal Tax Rate	0.00719527	.00688329	-4.34%
Assessment	4,513,054,575	4,805,922,238	
\$\$ Change		292,867,663	
% Change		6.49%	

The following table provides the calculations for five (5) different scenarios. In all cases:

¹ Taxpayers should note that 2020 is the final year of the four year phase-in cycle which brings assessments to January 31st, 2016 values. It is the magnitude of this change that will have the greatest impact on any particular property.

- the preliminary average assessment for residential properties is \$324,385;
- the average increase in phase-in assessment is \$9,790; and,
- the increase in tax dollars for a residential home owner is the **town portion only** and does not include the 0.75% Capital Levy.

Scenario 1

This option represents the 2019 Municipal Levy and the estimated 2020 Assessment Base simply as a reference point. If the municipality were not subject to contract settlements, inflation and expectation of the residents to maintain service levels, the average residential taxpayer would realize a **decrease** in their taxes of \$72. The municipal levy would be equivalent to 2019 at \$32,472,654.

Scenario 2

This option shows the impact on the average residential taxpayer of inflation and contract settlements and maintenance of service levels and other unavoidable increases. Taxes would **decrease** by \$42. The tax levy would increase \$434,598 to \$32,907,252 a 1.34% increase.

Scenario 3

Scenario 3 incorporates growth related increases to ensure the same level of service can be provided to the growth components of the community. At this level, taxpayers would realize a **decrease** in taxes of \$31. The tax levy would increase another \$173,304 to \$33,080,556 a 1.87% increase over the 2019 levy.

Scenario 4

This is one of the required scenarios under the Budget Principles Policy - 0% increase in the tax rate. The tax rate for 2020 would be the same as the tax rate calculated for 2019. The municipal levy would be increased to \$34,578,653 or 6.49% more than the 2019 levy and would produce an **increase** of \$70 for the average residential taxpayer.

Scenario 5

This is another of the required scenarios – a levy increase equal to the CPI at December 31st. For the purposes of these preliminary calculations, the Bank of Canada target inflation rate of 2.0% will be used. The result is very similar to the proposed budget Scenario 3. It produces a municipal levy of \$33,122,106 and a **decrease** in taxes of \$28.

Tax Calculations:

2020 Averages All Residential Properties

Assessment	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
314,595	2,263.60	2,263.60	2,263.60	2,263.60	2,263.60
324,385	2,191.80	2,221.14	2,232.84	2,333.36	2,235.64
Taxes	-71.80 -3.17%	-42.46 -1.88%	-30.76 -1.36%	69.76 3.08%	-27.96 -1.24%
	2019 Levy \$32,472,654	2020 Base \$32,907,252	2020 Proposed \$33,080,556	0% Tax Rate Increase \$34,578,653	2% Levy Increase \$33,122,106