



2020 Budget

Town of Collingwood



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Introduction

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

The Town of Collingwood Budget Book provides an overview of the 2020 budget, the tax dollar distribution, and business plans for each program area. Business plans not only provide information on the purpose and responsibilities of each department, but the accomplishments of the previous year, and the budget drivers and priorities for the upcoming year. Since the adoption of the Community Based Strategic Plan, these priorities include CBSP goals.

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

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

2020 Final Budget

Program	2018 Actual	2019 Budget	Inflation and Unavoidable Increases	Sub-total	%	2020 Growth Related	2020 Proposed Budget	%	2020 Service Enhancements	2020 Approved Budget	%
General Government	7,278,523	6,179,629	-71,485	6,108,144	-1.16%	72,260	6,180,404	0.01%	723,000	6,903,404	11.71%
Protection Services	10,757,551	10,993,503	551,291	11,544,794	5.01%	0	11,544,794	5.01%	0	11,544,794	5.01%
Transportation and Public Works	6,447,751	6,078,147	(134,885)	5,943,262	-2.22%	10,000	5,953,262	-2.05%	175,000	6,128,262	0.82%
Housing	108,793	78,775	9,465	88,240	12.02%	0	88,240	12.02%	0	88,240	12.02%
Parks, Recreation & Culture	4,443,318	5,312,232	(172,234)	5,139,998	-3.24%	12,160	5,152,158	-3.01%	158,122	5,310,280	-0.04%
Planning & Development	1,063,871	1,638,367	150,330	1,788,697	9.18%	0	1,788,697	9.18%	25,000	1,813,697	10.70%
Airport	176,470	59,297	(59,297)	0		0	0		0	0	
Library	1,479,729	1,756,979	11,147	1,768,126	0.63%	500	1,768,626	0.66%	0	1,768,626	0.66%
Total Expenditures from Taxes	31,756,005	32,096,929	284,332	32,381,261	0.89%	94,920	32,476,181	1.18%	1,081,122	33,557,303	4.55%
¹ Tax Related Revenue	33,610,697	1,195,275	0	1,195,275	0.00%	0	1,195,275	0.00%	0	1,195,275	0.00%
² Capital Levy	1,854,692	1,571,000	0	1,571,000	0.00%	0	1,571,000	0.00%	0	1,571,000	0.00%
To Be Raised From Taxes	0	32,472,654	284,332	32,756,986	0.89%	94,920	32,851,906	1.18%	1,081,122	33,933,028	4.55%



¹ Tax Related Revenue is comprised of estimated revenues from supplementary taxes and penalty and interest on tax arrears less Court of Revision reductions, ARB minutes of settlement, and charity rebates.

² The Capital Levy of \$1,571,000 is based on the 2019 budget.

Budget Overview – 2013-2020

	(Millions)							
	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Operating	\$41.4	\$43.5	\$44.2	\$52.1	\$54.8	\$55.5	\$60.1	\$59.9
Capital	\$18.9	\$13.8	\$23.1	\$15.0	\$26.5	\$27.0	\$33.0	\$33.4
Total	\$60.3	\$57.3	\$67.3	\$67.1	\$81.3	\$82.5	\$93.1	\$93.3

Tax Dollar Distribution

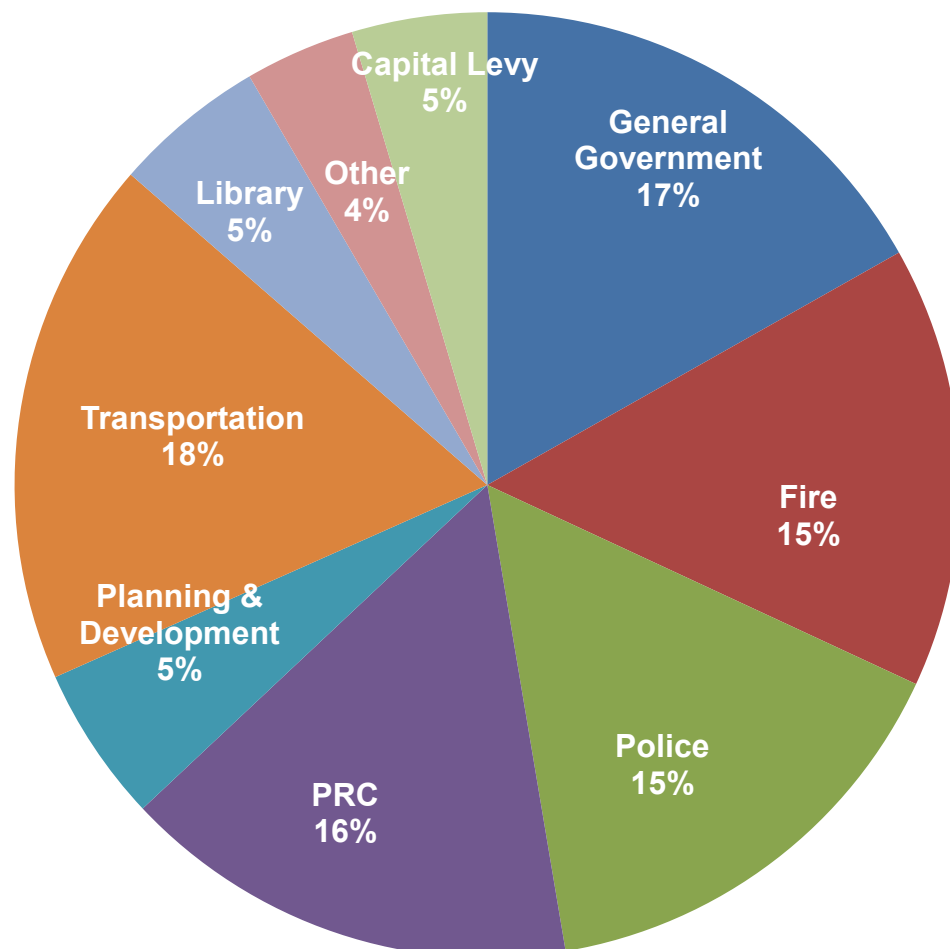
Property taxes are made up of three elements: County, Education, and Town.

The Town sets the tax rates for the Town's portion of the bill only. The municipal tax rate for your municipal services is set by Council's adoption of the annual budget and relates to the services provided by the municipality, such as roads, recreation, fire and police protection.

Education taxes are set by the province of Ontario, and collected by your municipality through your property taxes. The monies collected are remitted to your district school board.

County of Simcoe taxes are based on the annual budget and tax levy set by County Council. County Council is made up of the Mayors and Deputy Mayors from the 16 member municipalities. The County provides a number of services to its member municipalities, including Collingwood, such as waste collection, ambulance service, and social services.

Distribution of the \$33,933,028 Proposed Tax Levy



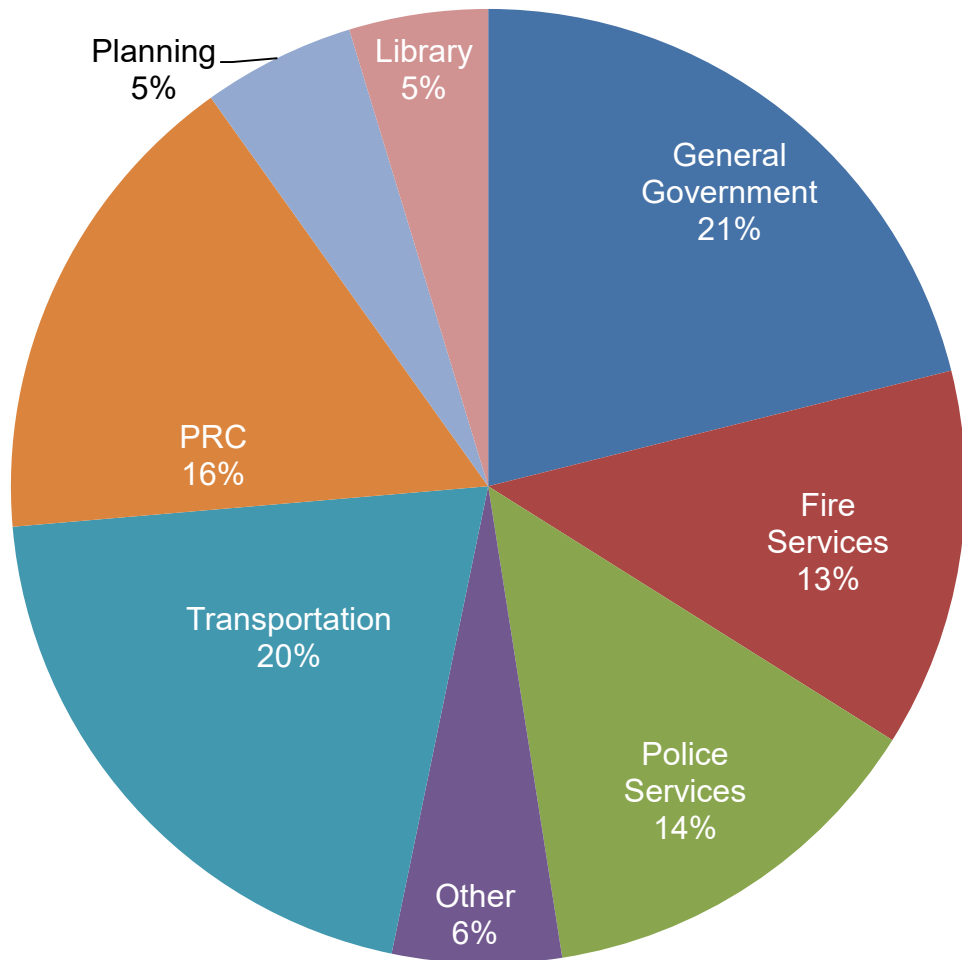
Operating Budget Summary

The total operating budget for 2020 is \$59.9 million.

General Government expenditures increased by \$723,775 or an increase of 11.71% compared to the 2019 budget with net expenditures of \$6.9 million

The Fire Services' operating budget increased by \$191,910 or 3.9%, for a net expenditure of \$5.12 million.

Other which includes Building, By-law Enforcement, Affordable Housing, Conservation Authority account for \$1,279,936 an increase of \$100,383 or 8.51% over 2019.



Police Services saw an increase of \$268,463 or 5.41%, with a net expenditure of \$5.23 million.

Transportation and Public Works increased by \$50,115 or 0.82% over 2019, with a net expenditure of \$6.12 million.

Parks, Recreation and Culture will have a decrease of \$1,952 or 0.04%, with a net operating budget of \$5.31 million.

The Planning and Development increased by \$175,330 or an increase of 10.7%, and a net operating budget of \$1,813,697.

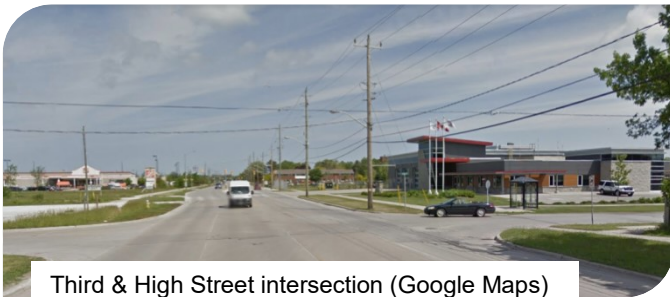
The Collingwood Public Library's operating budget increased by \$11,647 or 0.66%, to a net of \$1.76 million

Capital Budget Summary

The total capital expenditures for 2020 will be \$33.4 million.

\$15.0 million of the Town's capital expenditures are considered non-tax supported, and consist of capital projects that are financed through user rates (such as water and waste water), user fees (such as building permits) or fines (such as parking).

Capital Budget: The capital budget refers to projects and expenses where the benefits can be seen over the course of many years. Facilities, vehicles and parks are a few examples of capital expenses.



Third & High Street intersection (Google Maps)

Roads and public transit have significant capital expenditures, including improvements at the intersection of Third and High Streets (\$3M), turning lanes at Lockhart and Hurontario (\$1.7M), and Bus Replacement (\$1.3).

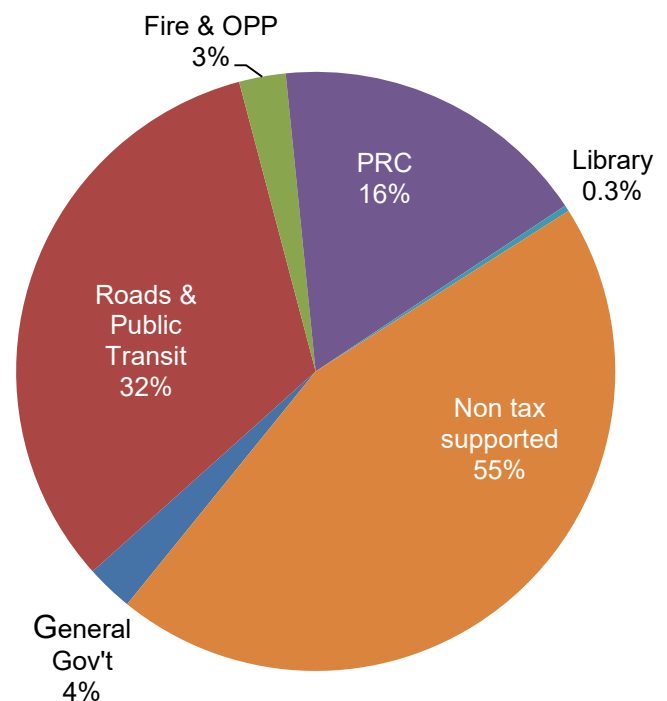
Parks, Recreation and Culture's capital projects in 2020 include initial expenditures for multi-year projects such as Enviropark

replacements (\$800,000), Fisher Field clubhouse (\$910,000), Harbourview splash pad (\$1.55M), and \$250,000 for the Boardwalk.

General Government consists of municipal facilities and administrative support. Capital projects for 2020 include accommodations/renovations to Town Hall, facilities condition assessments and additional customer service related software purchases.

Much of the funding for these projects comes from reserve funds, grants from the federal or provincial government or development charges. Only 1.53% or \$510,000 is being taken from 2020 taxes.

Reserve: A reserve is a type of dedicated municipal finance account that is set up for a specific purpose. It is comparable to a savings account.



**Town of Collingwood
Capital Budget 2020**

General Government Corporate Management - Facilities	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Town Hall Refurbishment Program	A	40,000	-	-	-	-	-	-	-	40,000	-
Electronic Records Mngmnt	C	-	-	-	-	-	-	-	-	-	-
Council Hearing Accessibility	S	5,000	5,000	-	-	-	-	-	-	-	-
Collingwood Terminals	A	90,000	-	-	-	-	-	-	-	-	90,000
Communication Kiosk	S	56,924	-	-	-	-	56,924	-	-	-	-
New Accommodation Townhall	G	100,000	-	-	-	-	-	-	-	-	100,000
P/W Building and Shop renovations	G	-	-	-	-	-	-	-	-	-	-
Office and Shop Improvements at 507 Tenth Line	G	200,000	175,000	-	-	-	-	-	-	-	25,000
Strategic Land Acquisition	G	20,000	-	-	-	-	-	-	-	-	20,000
Town Facilities Condition Assessment	A	80,000	-	-	-	-	80,000	-	-	-	-
Integrated Work Management Software	C	20,000	-	-	-	-	20,000	-	-	-	-
HR Performance Management System ITSC-19-032	L	30,000	-	-	-	-	-	-	-	30,000	-
CRM Customer Service Software ITSC-19-002	C	41,000	-	-	-	-	-	-	-	-	41,000
Citizen Web Interface ITSC-19-006/7	C	46,000	-	-	-	-	-	-	-	-	46,000
Budgeting Software ITSC-19-034	C	24,500	-	-	-	-	-	-	-	-	24,500
		753,424	180,000	-	-	-	156,924	-	-	70,000	346,500

General Government Support IT	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Computer Hardware	G	14,000	14,000	-	-	-	-	-	-	-	-
I.T. Replacement Library Training Room	A	3,000	-	-	-	-	-	-	-	3,000	-
Computer Software		2,500	2,500	-	-	-	-	-	-	-	-
Networking LAN	G	3,000	3,000	-	-	-	-	-	-	-	-
Phone System	A	12,000	-	-	-	-	-	-	-	-	12,000
SIEM appliance (Security Information Event Monitoring) ITSC-19-041	S	38,000	38,000	-	-	-	-	-	-	-	-
Desktop/Laptop Replacements	A	19,950	-	-	-	-	-	-	-	-	19,950
		92,450	57,500	-	-	-	-	-	-	3,000	31,950

Protective Services Fire	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Fire Vehicle Replacements:Pumpe +F150	A	710,000	-	-	-	-	-	-	-	-	710,000
Fire-Rescue Boat	G	90,000	40,000	25,000	-	-	-	25,000	-	-	-
		800,000	40,000	25,000	-	-	-	25,000	-	-	710,000

Protective Services OPP	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
OPP Building	A	40,000	-	-	-	-	-	-	-	-	40,000
		40,000	-	-	-	-	-	-	-	-	40,000

Transportation Roads/Overhead	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Large Tools Equipment	A	20,000	-	-	-	-	-	-	-	20,000	-
Streetlight Installation	A	10,000	-	-	-	-	-	-	-	-	10,000
Vehicle Replacement	A	1,850,205	-	-	-	-	-	-	-	1,850,205	-
Crosswalk Huron and Niagara	H	-	-	-	-	-	-	-	-	-	-
Mountain Road Upgrade	G	1,395,000	-	1,171,800	-	-	223,200	-	-	-	-
Huronario - Lockhart Turn Lanes	G	1,722,500	120,000	192,625	-	-	650,000	-	-	-	759,875
Third/High Intersection Improvements	G	3,075,000	-	2,398,500	-	-	-	-	-	-	676,500
Asphalt Resurfacing	A	310,000	-	-	-	-	155,000	-	-	-	155,000
Traffic Calming and Crosswalks	H	25,000	25,000	-	-	-	-	-	-	-	-
Minnesota Storm Sewer Repair	H	50,000	-	-	-	-	33,300	-	-	-	16,700
70 Huron Stormwater Improvements	A	560,000	-	-	-	-	-	-	-	-	560,000
Peel Street: Ontario St to Bush(upgrade 2 lanes)	G	85,000	-	54,400	-	-	-	-	-	-	30,600
545 Tenth Line	G	283,600	-	39,704	-	-	-	-	-	-	243,896
Sidewalk Repairs	A	100,000	-	-	-	-	-	-	-	-	100,000
		9,486,305	145,000	3,857,029	-	-	1,061,500	-	-	1,870,205	2,552,571

Transportation Transit	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Transit Terminal	S	20,000	-	-	-	-	20,000	-	-	-	-
Bus Shelters	G	7,000	-	6,300	-	-	-	-	-	-	700
Bus replacement	A	1,276,000	-	-	-	-	935,800	-	-	-	340,200
Transit Study - Growth-Related Needs	G	60,000	-	60,000	-	-	-	-	-	-	-
		1,363,000	-	66,300	-	-	955,800	-	-	-	340,900

**Town of Collingwood
Capital Budget 2020**

Parks Recreation and Culture Parks	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Waterfront Safety	H	-	-	-	-	-	-	-	-	-	-
Fisher Field Improvements	G	910,000	-	747,000	-	-	-	80,000	-	-	83,000
Harbourview Park Boardwalk	A	250,000	-	-	-	-	-	75,000	100,000	-	75,000
Harbour East Wall Docking	G	300,000	-	270,000	-	-	-	75,000	-	-	30,000
Sunset Point Breakwall repair	C	300,000	-	-	-	-	-	75,001	-	300,000	-
Playground Replacements	A	800,000	-	161,660	-	-	-	-	-	-	638,340
Trail Bridges 10-071	G	200,000	-	180,000	-	-	-	-	-	-	20,000
Princeton Shores tennis	A	50,000	-	-	-	-	-	-	-	-	50,000
SSP Parking	G	100,000	-	-	-	-	-	-	-	-	100,000
Equipment	G	59,000	-	35,577	-	-	-	-	-	-	23,423
Harbourview Splash Pad	G	1,550,000	-	1,395,000	-	-	-	-	-	-	155,000
Sunset Point Amenities (EnviroPark Equip, Washrooms and Tables)	G	259,350	-	233,415	-	-	-	-	-	-	25,935
Trail Development	G	330,000	-	225,000	-	-	80,000	-	-	-	25,000
Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	G	66,000	-	59,400	-	-	-	-	-	-	6,600
		5,174,350	-	3,307,052	-	-	80,000	305,001	100,000	300,000	1,232,298

Parks Recreation and Culture Facilities	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
EBMA Building Maintenance	A	145,000	-	-	-	-	35,000	-	-	-	110,000
Centennial Aquatic Center	A	50,000	-	-	-	-	25,000	-	-	-	25,000
EBMA - Sprinkler System	H	-	-	-	-	-	-	-	-	-	-
Facilities Equipment	A	20,000	-	-	-	-	-	-	-	-	20,000
CPA-Bollards & Signage	H	63,000	-	20,000	-	-	-	-	-	-	43,000
Sailing School Building	S	7,500	7,500	-	-	-	-	-	-	-	-
Curling Club	A	110,000	-	-	-	-	35,000	-	-	-	75,000
Museum Maintenance and Retrofit	A	81,500	-	-	-	-	-	-	-	-	81,500
		477,000	7,500	20,000	-	-	95,000	-	-	-	354,500

Parks Recreation and Culture Recreation Services	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Membership Card Printer	G	5,000	5,000	-	-	-	-	-	-	-	-
Kick plates	G	4,800	-	-	-	-	-	-	-	-	4,800
		9,800	5,000	-	-	-	-	-	-	-	4,800

Parks Recreation and Culture Culture and Events	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Station Museum Retrofit	A	25,000	-	-	-	-	-	-	-	-	25,000
Heading Dockside Mural Replacement	S	25,000	25,000	-	-	-	-	-	-	-	-
Arts & Culture Centre	G	50,000	50,000	-	-	-	-	-	-	-	-
		100,000	75,000	-	-	-	-	-	-	-	25,000

Municipal Service Board Library	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
I.T. Replacement	A	7,000	-	-	-	-	-	-	-	7,000	-
Furnishings for Library Roof Patio	G	4,000	-	-	-	-	-	-	-	4,000	-
Accessible Entrance Doors	H	100,000	-	-	-	-	-	-	-	-	100,000
		111,000	-	-	-	-	-	-	-	11,000	100,000

Non-Tax Supported Parking	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Municipal Lot (Arena) - Meter Shelter Trial	G	8,000	-	-	-	-	-	-	-	-	8,000
Parking Mobile Payment and Ticketing Application ITSC-19-033	S	75,000	-	-	-	-	-	-	-	-	75,000
Electric Charging	G	240,000	-	-	-	-	120,000	-	-	-	120,000
Meter Replacement	A	300,000	-	-	-	-	-	-	-	-	300,000
Meters	A	30,000	-	-	-	-	-	-	-	-	30,000
Waterfront Expansion	G	75,000	-	67,500	-	-	-	-	-	-	7,500
		728,000	-	67,500	-	-	120,000	-	-	-	540,500

Non-Tax Supported Building	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
City View Upgrade ITSC-19-003 /004	C	60,000	-	-	-	-	-	-	60,000	-	-
Building Office Renovations	S	25,000	-	-	-	-	-	-	25,000	-	-
City View Cashiering Module ITSC-19-005	C	45,000	-	-	-	-	-	-	45,000	-	-
		130,000	-	-	-	-	-	-	130,000	-	-

**Town of Collingwood
Capital Budget 2020**

Non-Tax Supported Sanitary Sewer Collections	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Sanitary Renewal Program - Napier:Hume to Dillon	A	1,930,000	-	-	-	-	305,000	-	-	-	1,625,000
Sanitary Sewer Grouting and Manhole Repairs	A	50,000	-	-	-	-	-	-	-	-	50,000
		1,980,000	-	-	-	-	305,000	-	-	-	1,675,000

Non-Tax Supported Waste Water Treatment	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
Brick Replacement	A	796,000	-	-	-	-	-	-	-	-	796,000
Minnesota PS	A	60,800	-	-	-	-	-	-	-	-	60,800
Black Ash PS	A	2,795,000	-	2,795,000	-	-	-	-	-	-	-
Diesel Generator	A	1,278,000	-	-	-	-	-	-	-	-	1,278,000
Waste Water Treatment Plant Refurbishment	A	50,000	-	-	-	-	-	-	-	-	50,000
Sewage Pumping Stations	A	80,000	-	-	-	-	-	-	-	-	80,000
Sludge Transfer Pumps Replacement	A	97,000	-	-	-	-	-	-	-	-	97,000
Blower Replacment	A	130,000	-	-	-	-	-	-	-	-	130,000
		5,286,800	-	2,795,000	-	-	-	-	-	-	2,491,800

Non-Tax Supported Water	Priority	Cost	Taxes	DCs	Debenture	Other Municipality	Prov/ Fed/ Grants	Donation	User Fees	Reserve	Reserve Funds
100mm Watermain Replacement	G	230,000	-	-	-	-	-	-	-	-	230,000
Class EA & Studies (Water Treatment Plant)	G	225,000	-	225,000	-	-	-	-	-	-	-
Water Efficiency Measures	G	20,000	-	20,000	-	-	-	-	-	-	-
Cranberry Trail PRV	G	40,000	-	40,000	-	-	-	-	-	-	-
Water Treatment Plant Expansion	G	1,000,000	-	158,400	-	820,000	-	-	-	-	21,600
Stewart Rd. Reservoir	G	1,250,000	-	1,250,000	-	-	-	-	-	-	-
Watermain Replacement	A	200,000	-	-	-	-	-	-	-	-	200,000
Water Services Replacement	A	113,100	-	-	-	-	-	-	-	-	113,100
In Ground Reservoirs	G	1,050,000	-	950,000	-	-	-	-	-	-	100,000
WT Plant Refurbishment	A	1,170,000	-	-	-	585,000	-	-	-	-	585,000
Valve Additions & Replacements	A	160,000	-	-	-	-	-	-	-	-	160,000
Hydrants	A	25,000	-	-	-	-	-	-	-	-	25,000
New Res & Gen Services	G	85,000	-	-	-	-	-	-	76,500	-	8,500
Transmitters	A	70,000	-	-	-	-	-	-	-	-	70,000
Water Meters and Transmitters	A	80,000	-	-	-	-	-	-	-	-	80,000
New Watermains	G	50,000	-	42,500	-	-	-	-	-	-	7,500
Booster Stns	A	566,000	-	-	-	-	-	-	-	-	566,000
Vehicles	A	465,000	-	-	-	-	-	-	-	-	465,000
Large Tools	A	35,000	-	-	-	-	-	-	-	-	35,000
		6,834,100	-	2,685,900	-	1,405,000	-	-	76,500	-	2,666,700
Total Expenditures		33,366,229	510,000	12,823,781	-	1,405,000	2,774,224	330,001	306,500	2,254,205	13,112,519

Reserve	
General	70,000
Public Works	1,870,205
Contingency	300,000
Library	14,000
	2,254,205

Reserve Funds	
Parking	633,000
Water	3,116,700
Wastewater	3,816,800
Lifecycle	4,914,569
Modernization RF	236,500
10% Non DC	374,950
Land Acquisition	20,000
	13,112,519

Note: Project priority

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

Reserves

Town Hall Refurbishment Program
HR Performance Management System ITSC-19-032
I.T. Replacement Library Training Room

	General	40,000
	General	30,000
	Library	3,000
	Public works	
Large Tools Equipment	Reserve	20,000
	Public works	
	Reserve	1,850,205
Vehicle Replacement	Library	7,000
I.T. Replacement	Library	4,000
Furnishings for Library Roof Patio		
Total		1,954,205

Water Reserve Fund

Huronario - Lockhart Turn Lanes	450,000
100mm Watermain Replacement	230,000

Lifecycle Reserve Fund

Collingwood Terminals	Building	90,000
OPP Building	Building	40,000
EBMA Building Maintenance	Building	110,000
Centennial Aquatic Center	Building	25,000
CPA-Bollards & Signage	Building	43,000
Curling Club	Building	75,000
Museum Maintenance and Retrofit	Building	81,500
Station Museum Retrofit	Building	25,000
Accessible Entrance Doors	Building	100,000
545 Tenth Line	Building	243,896
Phone System	Equipment	12,000

Grant Funding

Communication Kiosk	Main St revitalization	56,924
Town Facilities Condition Assessment	OCIF Formula	80,000
Integrated Work Management Software	OCIF Formula	20,000
Trail Development	Municipal Cycling Infrass	80,000
EBMA Building Maintenance	Federal Gas Tax	35,000
Centennial Aquatic Center	Federal Gas Tax	25,000
Curling Club	Federal Gas Tax	35,000
Electric Charging	NRCan	120,000
Mountain Road Upgrade	OCIF Formula	223,200
Huronario - Lockhart Turn Lanes	OCIF Formula	650,000
Asphalt Resurfacing	OCIF Formula	55,000
Minnesota Storm Sewer Repair	Ontario Green Funding	33,300

**Town of Collingwood
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Water Treatment Plant Expansion	21,600	Desktop/Laptop Replacements	Equipment	19,950	Transit Terminal	Federal Gas Tax	20,000
Watermain Replacement	200,000	Facilities Equipment	Equipment	20,000	Bus replacement	PTIF	935,800
Water Services Replacement	113,100	Kick plates	Equipment	4,800	Sanitary Renewal Program - Napier: Erie to Hume	OCIF Formula/Fed Gas	1,305,000
In Ground Reservoirs	100,000	Fire Vehicle Replacements	Fleet	710,000	Total		2,774,224
WT Plant Refurbishment	585,000	Bus Shelters	Fleet	700			
Valve Additions & Replacements	160,000	Bus replacement	Fleet	340,200			
					10% Non DC		
Hydrants	25,000	Harbourview Park Boardwalk	Land Improvements	75,000	Fisher Field Improvements		83,000
New Res & Gen Services	8,500	Playground Replacements	Land Improvements	620,378	Playground Replacements		17,962
Transmitters	70,000	Princeton Shores tennis	Land Improvements	50,000	Harbour East Wall Docking		30000
Water Meters and Transmitters	80,000	Equipment	Land Improvements	19,470	Trail Bridges 10-071		20,000
New Watermains	7,500	Streetlight Installation	Linear Assets	10,000	Equipment		3,953
		Hurontario - Lockhart Turn Lanes	Linear Assets	309,875	Harbourview Splash Pad		155,000
Booster Stns	566,000	Third/High Intersection Improvements	Linear Assets	676,500	Sunset Point Amenities (EnviroPark Equip, Washrooms and Tables)		25,935
Vehicles	465,000	Asphalt Resurfacing	Linear Assets	155,000	Trail Development		25,000
Large Tools	<u>35,000</u>	Minnesota Storm Sewer Repair	Linear Assets	16,700	Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)		6,600
Total	<u>3,116,700</u>	70 Huron Stormwater Improvements	Linear Assets	560,000	Waterfront Expansion		<u>7,500</u>
Parking		Peel Street: Ontario St to Bush(upgrade 2 lanes)	Linear Assets	30,600	Total		<u>374,950</u>
SSP Parking	100,000	Sidewalk Repairs	Linear Assets	100,000	Waste Water Reserve Fund		
Municipal Lot (Arena) - Meter Shelter Trial	8,000	Sanitary Renewal Program - Napier: Erie to Hume	Linear Assets	<u>350,000</u>	Sanitary Renewal Program - Napier: Erie to Hume		1,275,000
		Total		<u>4,914,569</u>	Sanitary Sewer Grouting and Manhole Repairs		50,000
					Brick Replacement		796,000
Parking Mobile Payment and Ticketing Application ITSC-19-033	75,000	Modernization Reserve Fund			Minnesota PS		60,800
Electric Charging	120,000	CRM Customer Service Software ITSC-19-002		41,000	Diesel Generator		1,278,000
Meter Replacement	300,000	Citizen Web Interface ITSC-19-006/7		46,000	Waste Water Treatment Plant Refurbishment		50,000
		507 10th Line		25000	Sewage Pumping Stations		80,000
Meters	30,000	Budgeting Software ITSC-19-034		24,500	Sludge Transfer Pumps Replacement		97,000
Total	<u>633,000</u>	Townhall Accommodation		<u>100,000</u>	Blower Replacement		<u>130,000</u>
Building Stabilization				<u>236,500</u>	Total		<u>3,816,800</u>
Building Bluebeam	7,500						
Building Office Renovations	25,000						
City View Cashiering Module	<u>45,000</u>						
Total	<u>77,500</u>						

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General Government Corporate Management - Facilities	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Town Hall Refurbishment Program	A	190,000	40,000	150,000	-	-	-	-	-	-	-	-
Clerks Electronic Records Mngmnt	C	203,000	-	55,000	148,000	-	-	-	-	-	-	-
Council Hearing Accessibility	A	5,000	5,000	-	-	-	-	-	-	-	-	-
Collingwood Terminals	A	8,150,000	90,000	60,000	8,000,000	-	-	-	-	-	-	-
Communication Kiosk	S	56,924	56,924	-	-	-	-	-	-	-	-	-
New Accommodation Townhall	G	8,500,000	100,000	400,000	-	4,000,000	4,000,000	-	-	-	-	-
P/W Building and Shop renovations	G	2,300,000	-	920,000	1,380,000	-	-	-	-	-	-	-
EBMA Accommodation study project	G	4,300,000	-	-	-	-	-	4,300,000	-	-	-	-
Office and Shop Improvements at 507 Tenth Line	G	270,000	200,000	70,000	-	-	-	-	-	-	-	-
Strategic Land Acquisition	G	20,000	20,000	-	-	-	-	-	-	-	-	-
Town Facilities Condition Assessment	A	80,000	80,000	-	-	-	-	-	-	-	-	-
Integrated Work Management Software	C	60,000	20,000	20,000	20,000	-	-	-	-	-	-	-
HR Performance Management System ITSC-19-032	A	30,000	30,000	-	-	-	-	-	-	-	-	-
CRM Customer Service Software ITSC-19-002	C	41,000	41,000	-	-	-	-	-	-	-	-	-
Citizen Web Interface ITSC-19-006/7	C	46,000	46,000	-	-	-	-	-	-	-	-	-
Budgeting Software ITSC-19-034	C	24,500	24,500	-	-	-	-	-	-	-	-	-
Water Billing in House ITSC-19-008	C	20,000	-	20,000	-	-	-	-	-	-	-	-
Development Charge Study	G	-	-	-	-	-	-	-	-	-	-	-
Development Charge Study	G	45,000	-	-	-	-	45,000	-	-	-	-	-
Provision for Future Development-Related Studies	G	350,000	-	-	-	-	-	87,500	87,500	87,500	87,500	-
		24,691,424	753,424	1,695,000	9,548,000	4,000,000	4,045,000	4,387,500	87,500	87,500	87,500	-

General Government Support IT	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Computer Hardware	A	104,000	14,000	15,000	15,000	15,000	15,000	15,000	15,000	-	-	-
I.T. Replacement Library Training Room	G	33,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000
Computer Software	A	22,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	-
Networking LAN	A	27,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	-
Phone System	A	12,000	12,000	-	-	-	-	-	-	-	-	-
Door Lock Replacements	A	105,000	-	35,000	35,000	35,000	-	-	-	-	-	-
SIEM appliance (Security Information Event Monitoring) ITSC-19-041	S	38,000	38,000	-	-	-	-	-	-	-	-	-
Server Network Asset Management	A	530,000	-	-	150,000	-	100,000	-	-	170,000	110,000	-
Desktop/Laptop Replacements	A	248,950	19,950	7,950	58,550	73,950	66,300	22,250	-	-	-	-
		1,120,450	92,450	66,450	268,050	132,450	189,800	46,750	23,500	178,500	119,500	3,000

Protective Services Fire	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Vehicle Replacements	A	3,990,000	710,000	50,000	-	-	860,000	2,250,000	60,000	60,000	-	-
Radio Replacement	A	100,000	-	-	-	-	-	100,000	-	-	-	-
SCBA Replacement	A	300,000	-	-	300,000	-	-	-	-	-	-	-
Bunker Gear Program	A	165,000	-	-	90,000	-	-	-	-	75,000	-	-
Fire-Rescue Boat	G	90,000	90,000	-	-	-	-	-	-	-	-	-
Land for New Fire Facility (2 Acres)	G	1,600,000	-	1,600,000	-	-	-	-	-	-	-	-
East End Fire Station	G	3,000,000	-	-	3,000,000	-	-	-	-	-	-	-
Pumper	G	750,000	-	-	750,000	-	-	-	-	-	-	-
Rescue	G	550,000	-	-	-	-	-	550,000	-	-	-	-
Pumper/Tanker	G	362,500	-	-	-	-	-	-	-	-	181,250	181,250
Squirt/Aerial	G	550,000	-	-	-	-	-	-	-	-	275,000	275,000
New Firefighters (16)	G	144,000	-	-	-	-	24,000	24,000	24,000	24,000	24,000	24,000
Fire Master Plan	G	90,000	-	-	90,000	-	-	-	-	-	-	-
		11,691,500	800,000	1,650,000	4,230,000	-	884,000	2,924,000	84,000	159,000	480,250	480,250

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Protective Services OPP	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPP Building	A	390,000	40,000	350,000	-	-	-	-	-	-	-	-
Provision for Future Development-Related Space (5,000 sf)	G	1,000,000	-	-	-	-	-	-	-	-	500,000	500,000
Provision for Additional Gear for Additional Officers (20 Officers)	G	20,769	-	2,308	2,308	2,308	2,308	2,308	2,308	2,308	2,308	2,308
		1,410,769	40,000	352,308	2,308	2,308	2,308	2,308	2,308	2,308	502,308	502,308

Transportation Roads/Overhead	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Large Tools Equipment	G	180,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-
Streetlight Installation	A	90,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Vehicle Replacement	A	6,931,690	1,850,205	1,028,865	664,560	459,025	338,604	520,956	590,475	776,000	703,000	-
Crosswalk Huron and Niagara	A	275,000	-	275,000	-	-	-	-	-	-	-	-
Mountain Road Upgrade	G	12,545,000	1,395,000	5,575,000	5,575,000	-	-	-	-	-	-	-
10th Line Urbanization	G	6,584,000	-	150,000	6,434,000	-	-	-	-	-	-	-
High Street Widening-10th to Poplar	G	8,942,800	-	150,000	400,000	8,392,800	-	-	-	-	-	-
Hurontario - Lockhart Turn Lanes	G	1,722,500	1,722,500	-	-	-	-	-	-	-	-	-
Third/High Intersection Improvements	G	3,075,000	3,075,000	-	-	-	-	-	-	-	-	-
Asphalt Resurfacing	A	3,150,000	310,000	320,000	330,000	340,000	350,000	360,000	370,000	380,000	390,000	-
Bridge Rehabilitation	A	1,506,500	-	510,000	234,500	200,500	110,000	219,000	232,500	-	-	-
Traffic Signal Hurontario Findlay	G	550,000	-	550,000	-	-	-	-	-	-	-	-
Traffic Calming and Crosswalks	0	253,978	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	-
Minnesota Storm Sewer Repair	0	2,480,000	50,000	1,175,000	1,255,000	-	-	-	-	-	-	-
70 Huron Stormwater Improvements	0	560,000	560,000	-	-	-	-	-	-	-	-	-
Hurontario Street: Hume st to Collins St (widen 2 lane to 3)	0	3,088,000	-	-	3,088,000	-	-	-	-	-	-	-
Highway 26: Silver Glen Boulevard to Silver Creek Drive	G	2,500,000	-	-	-	-	-	2,500,000	-	-	-	-
High St: 3rd St to Fifth St (widen 4 lanes to 5)	G	2,433,600	-	-	-	2,433,600	-	-	-	-	-	-
Mountain Road: Tenth Line to Osler Bluff Road (upgrade 2 lanes)	G	6,569,700	-	-	-	-	6,569,700	-	-	-	-	-
Collins St: Ste Marie St to Katherine St (upgrade 2 lanes)	G	1,519,000	-	-	-	-	1,519,000	-	-	-	-	-
Cameron St: Walnut to Hurontario (upgrade and extend 2 lanes)	G	3,372,700	-	-	-	-	-	3,372,700	-	-	-	-
Peel Street: Ontario St to Bush(upgrade 2 lanes)	G	3,684,200	85,000	1,500,000	-	-	-	-	2,099,200	-	-	-
Third St: High St to Birch St (upgrade 2 lanes)	G	4,519,000	-	-	-	-	-	-	-	-	4,519,000	-
Sixth Line: poplar Sideroad to Sandford Fleming Dr (Upgrade 2 lane)	G	1,619,000	-	-	-	-	-	-	-	-	1,619,000	-
Highway 26: Keith Ave to Silver Creek Dr (widen 3 lanes to 5)	G	12,060,600	-	-	-	-	-	-	-	-	-	12,060,600
Harbour Street Extension: Tenth Line to georgian Trail (extend 2 lanes)	G	1,388,100	-	-	-	-	-	-	-	-	-	1,388,100
Mountain Rd / First St Extension / Cambridge St (turning lanes)	G	216,000	-	-	-	-	216,000	-	-	-	-	-
High St/First St (turning lanes and timing)	G	431,000	-	-	-	-	-	431,000	-	-	-	-
Highway 26: Marine View Drive to Sixth Line	G	295,100	-	295,100	-	-	-	-	-	-	-	-
Poplar Sideroad: Hurontario to High St	G	217,700	-	-	-	-	-	217,700	-	-	-	-
Provision for Development-Related Vehicles	G	1,345,630	-	319,850	64,660	563,120	220,000	-	-	178,000	-	-
545 Tenth Line	G	448,600	283,600	85,000	80,000	-	-	-	-	-	-	-
Provision for New Storage Space (Containers)	G	15,000	-	-	-	15,000	-	-	-	-	-	-
Sidewalk Repairs	G	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transportation Master Plan Update	G	150,000	-	-	-	-	75,000	-	-	-	-	75,000
Class EA and Studies	G	311,538	-	34,615	34,615	34,615	34,615	34,615	34,615	34,615	34,615	34,615
		96,030,936	9,486,305	12,124,180	18,316,858	12,595,979	9,591,057	7,814,953	3,486,642	1,529,362	7,427,285	13,658,315

Transportation Transit	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Public Washroom	S	20,000	20,000	-	-	-	-	-	-	-	-	-
Bus Shelters	G	63,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	-
Bus replacement	A	4,726,292	1,276,000	-	661,700	-	567,139	330,854	-	1,890,599	-	-
Transit Study - Growth-Related Needs	G	60,000	60,000	-	-	-	-	-	-	-	-	-
		4,869,292	1,363,000	7,000	668,700	7,000	574,139	337,854	7,000	1,897,599	7,000	2

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Parks Recreation and Culture Parks	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Waterfront Safety	H	7,500	-	7,500	-	-	-	-	-	-	-	-
Fisher Field Improvements	G	910,000	910,000	-	-	-	-	-	-	-	-	-
Harbourview Park Boardwalk 06-09A	A	300,000	250,000	50,000	-	-	-	-	-	-	-	-
Harbour East Wall Docking	G	1,010,000	300,000	460,000	100,000	50,000	50,000	50,000	-	-	-	-
Sunset Pt Breakwall repair	A	300,000	300,000	-	-	-	-	-	-	-	-	-
Heritage Park Improvements	G	150,000	-	150,000	-	-	-	-	-	-	-	-
Playground Replacements	A	1,550,000	800,000	200,000	150,000	200,000	-	-	-	-	200,000	-
Shade Shelters	G	380,000	-	50,000	50,000	40,000	30,000	20,000	40,000	50,000	50,000	50,000
Admiral School Park	G	1,225,000	-	525,000	700,000	-	-	-	-	-	-	-
Asphalt Walkways	A	120,000	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-
Promenade Dock Phase 2	G	150,000	-	-	150,000	-	-	-	-	-	-	-
Trail Bridges 10-071	G	500,000	200,000	100,000	100,000	100,000	-	-	-	-	-	-
Central ParkingLots	A	400,000	-	400,000	-	-	-	-	-	-	-	-
Old Village Washroom	A	200,000	-	200,000	-	-	-	-	-	-	-	-
Princeton Shores tennis	A	50,000	50,000	-	-	-	-	-	-	-	-	-
Linksview Park	G	825,000	-	-	-	825,000	-	-	-	-	-	-
St. Marie Street North Dev Park	O	550,000	-	550,000	-	-	-	-	-	-	-	-
Kings Property Dev Park	O	550,000	-	-	-	550,000	-	-	-	-	-	-
Pretty River Parkway Median	O	220,000	-	220,000	-	-	-	-	-	-	-	-
SSP Canteen Washrooms	O	500,000	-	500,000	-	-	-	-	-	-	-	-
SSP Shoreline Restoration	O	3,000,000	-	1,250,000	1,750,000	-	-	-	-	-	-	-
SSP Parking	O	700,000	100,000	100,000	500,000	-	-	-	-	-	-	-
SSP Black Rock Washrooms	O	500,000	-	-	500,000	-	-	-	-	-	-	-
Promenade Dock Phase 3	G	250,000	-	125,000	125,000	-	-	-	-	-	-	-
Provision for New Development-Related Park	G	1,000,000	-	-	1,000,000	-	-	-	-	-	-	-
Provision for New Development-Related Park	G	1,000,000	-	-	-	-	1,000,000	-	-	-	-	-
Provision for New Development-Related Park	G	1,800,000	-	300,000	300,000	150,000	300,000	300,000	300,000	150,000	-	-
Equipment	G	531,000	59,000	59,000	59,000	59,000	59,000	59,000	59,000	59,000	59,000	-
Neighbourhood Park Replacement/Enhancements	G	810,000	-	180,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	-
Town Signage	G	90,000	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Forestry	G	750,000	-	500,000	250,000	-	-	-	-	-	-	-
Baseball Facility	G	6,000,000	-	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	500,000	-	-
Harbourview Splash Pad	G	1,550,000	1,550,000	-	-	-	-	-	-	-	-	-
Cranberry Quay/Balsam Street Bike Lane	G	10,080	-	-	-	2,520	2,520	2,520	2,520	-	-	-
Harbourview Park Lighting	G	300,000	-	300,000	-	-	-	-	-	-	-	-
Harbourview Park Parking	G	462,000	-	462,000	-	-	-	-	-	-	-	-
Harbourview Park Pavilion	G	4,738,650	-	2,369,325	2,369,325	-	-	-	-	-	-	-
Harbourview Park Landscaping	G	224,000	-	224,000	-	-	-	-	-	-	-	-
Harbourview Park Servicing	G	184,010	-	184,010	-	-	-	-	-	-	-	-
Harbourview Park Boat Storage Building	G	910,000	-	-	227,500	227,500	227,500	227,500	-	-	-	-
Harbourview Park Floating Docks	G	180,250	-	-	-	45,063	45,063	45,063	45,063	-	-	-
Harbourview Park Asphalt Trail	G	52,188	-	26,094	26,094	-	-	-	-	-	-	-
Harbourview Park Public Art Pieces	G	84,000	-	42,000	42,000	-	-	-	-	-	-	-
Harbourview Park Signage	G	70,000	-	70,000	-	-	-	-	-	-	-	-
Collingwood Pier Heritage Drive Reconstruction and Parking	G	1,540,000	-	385,000	385,000	385,000	385,000	-	-	-	-	-
Collingwood Pier Pedestrian Lighting	G	159,600	-	39,900	39,900	39,900	39,900	-	-	-	-	-
Collingwood Pier Services	G	1,760,080	-	440,020	440,020	440,020	440,020	-	-	-	-	-
Collingwood Pier Terminals Repair	G	700,000	-	175,000	175,000	175,000	175,000	-	-	-	-	-
Collingwood Pier Tree Planting Trail	G	147,840	-	-	36,960	36,960	36,960	36,960	-	-	-	-
Sunset Point Amenities (EnviroPark Equip, Washrooms and Tables)	G	518,700	259,350	129,675	129,675	-	-	-	-	-	-	-
Ridgeline Granular Pathways	G	84,630	-	-	21,158	21,158	21,158	21,158	-	-	-	-
Shipyards Walkway	G	911,410	-	303,803	303,803	303,803	-	-	-	-	-	-
Harbourlands Marina Facility	G	6,000,000	-	6,000,000	-	-	-	-	-	-	-	-
Harbourview Park Granular Trail Connection (Arboretum)	G	13,965	-	-	-	2,328	2,328	2,328	2,328	2,328	2,328	-
Harbourview Park Birch Street Boat Launch Replacement	G	99,120	-	-	-	16,520	16,520	16,520	16,520	16,520	16,520	-
Western Harbour Tree Planting	G	56,000	-	-	-	9,333	9,333	9,333	9,333	9,333	9,333	-
Western Harbour Signage	G	35,000	-	-	-	5,833	5,833	5,833	5,833	5,833	5,833	-
Western Harbour Replacement Viewing Platform (Western Fens)	G	99,750	-	-	-	16,625	16,625	16,625	16,625	16,625	16,625	-

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Western Harbour Bridge over Black Ash Creek	G	58,800	-	-	-	9,800	9,800	9,800	9,800	9,800	9,800	-
Western Harbout Kaufman Site Trail	G	34,545	-	-	-	5,758	5,758	5,758	5,758	5,758	5,758	-
Western Harbour Hen and Chickens Trail Boardwalk Extension	G	291,200	-	-	-	48,533	48,533	48,533	48,533	48,533	48,533	-
Western Harbour Hen and Chickens Island Boardwalk Connection	G	163,800	-	-	-	27,300	27,300	27,300	27,300	27,300	27,300	-
Western Harbour Public Art	G	28,000	-	-	-	4,667	4,667	4,667	4,667	4,667	4,667	-
Shipyards Docks along west side of Side Launch	G	281,428	-	-	-	46,905	46,905	46,905	46,905	46,905	46,905	-
Shipyards Signage	G	56,000	-	-	-	9,333	9,333	9,333	9,333	9,333	9,333	-
Shipyards Electrical /Water Pedestals for Docks	G	4,200	-	-	-	700	700	700	700	700	700	-
Shipyards Promenade Extension	G	567,000	-	-	-	94,500	94,500	94,500	94,500	94,500	94,500	-
Shipyards Docks in Dry Dock	G	198,492	-	-	-	33,082	33,082	33,082	33,082	33,082	33,082	-
Shipyards Side Launch Way (Curb, Furnishings, Lighting, Trees, Paving)	G	3,234,070	-	-	-	539,012	539,012	539,012	539,012	539,012	539,012	-
Shipyards Bury Hydro Line	G	2,151,156	-	-	-	358,526	358,526	358,526	358,526	358,526	358,526	-
Collingwood Pier Public Art	G	42,000	-	-	-	7,000	7,000	7,000	7,000	7,000	7,000	-
Collingwood Pier Additional Marina Slips	G	1,193,136	-	-	-	198,856	198,856	198,856	198,856	198,856	198,856	-
Collingwood Pier Parking Lot Improvements	G	1,582,000	-	-	-	263,667	263,667	263,667	263,667	263,667	263,667	-
Collingwood Pier Millennium Park	G	285,600	-	-	-	47,600	47,600	47,600	47,600	47,600	47,600	-
Collingwood Pier Watt's Boathouse Renovation	G	255,150	-	-	-	42,525	42,525	42,525	42,525	42,525	42,525	-
Collingwood Pier Seasonal Shop Buildings	G	406,000	-	-	-	67,667	67,667	67,667	67,667	67,667	67,667	-
Collingwood Pier Additional Deck	G	630,000	-	-	-	105,000	105,000	105,000	105,000	105,000	105,000	-
Collingwood Pier Guard Rail	G	35,000	-	-	-	5,833	5,833	5,833	5,833	5,833	5,833	-
Ridgeline Signage	G	9,800	-	-	-	1,633	1,633	1,633	1,633	1,633	1,633	-
Ridgeline Electrical Servicing to Overlook park	G	159,858	-	-	-	26,643	26,643	26,643	26,643	26,643	26,643	-
Ridgeline Overlook Park	G	35,470	-	-	-	5,912	5,912	5,912	5,912	5,912	5,912	-
Ridgeline General Landscape Improvements	G	126,000	-	-	-	21,000	21,000	21,000	21,000	21,000	21,000	-
Ridgeline Amphitheatre Seating Upgrade	G	84,000	-	-	-	14,000	14,000	14,000	14,000	14,000	14,000	-
Ridgeline Amphitheatre Stage Upgrade	G	126,000	-	-	-	21,000	21,000	21,000	21,000	21,000	21,000	-
Sunset Point Public Art	G	42,000	-	-	-	7,000	7,000	7,000	7,000	7,000	7,000	-
Sunset Point Tree Planting	G	56,000	-	-	-	9,333	9,333	9,333	9,333	9,333	9,333	-
Sunset Point Waywaring Signage	G	35,000	-	-	-	5,833	5,833	5,833	5,833	5,833	5,833	-
Sunset Point Naturalization of Eastern Park	G	107,800	-	-	-	17,967	17,967	17,967	17,967	17,967	17,967	-
Sunset Point Concrete Pathway Widen/Extension	G	428,750	-	-	-	71,458	71,458	71,458	71,458	71,458	71,458	-
Sunset Point Raised Crosswalk	G	14,000	-	-	-	2,333	2,333	2,333	2,333	2,333	2,333	-
Sunset Point Benches	G	158,200	-	-	-	26,367	26,367	26,367	26,367	26,367	26,367	-
Sunset Point Raglan Street Shade Structure	G	156,800	-	-	-	26,133	26,133	26,133	26,133	26,133	26,133	-
Sunset Point Eastern Parking Lot (60 Spaces)	G	700,000	-	-	-	116,667	116,667	116,667	116,667	116,667	116,667	-
Sunset Point EnviroPark parking Lot (53 Spaces)	G	630,000	-	-	-	105,000	105,000	105,000	105,000	105,000	105,000	-
Trail Development	G	1,230,000	330,000	150,000	150,000	100,000	100,000	100,000	100,000	100,000	100,000	-
Truck Replacements/Enhancments	G	344,000	-	-	104,000	40,000	40,000	40,000	40,000	40,000	40,000	-
Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	G	594,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	-
		63,755,028	5,174,350	17,818,327	11,365,435	7,417,105	6,578,302	4,528,382	4,212,764	3,525,182	3,075,182	60,000

Parks Recreation and Culture Facilities	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
EBMA Building Maintenance	A	7,095,000	145,000	285,000	220,000	250,000	195,000	5,500,000	500,000	-	-	-
Centennial Aquatic Center	A	872,500	50,000	462,500	150,000	2,500	25,000	50,000	50,000	80,000	2,500	-
Backup Generator 2016	H	205,000	-	-	205,000	-	-	-	-	-	-	-
Sprinkler System	H	230,000	-	230,000	-	-	-	-	-	-	-	-
Facilities Equipment	A	755,000	20,000	196,000	-	12,000	12,000	150,000	162,500	35,000	167,500	-
CPA-Bollards & Signage	H	967,250	63,000	65,000	200,000	225,000	100,000	6,750	300,000	7,500	-	-
Sailing School Building	H/A	7,500	7,500	-	-	-	-	-	-	-	-	-
Central Park Outdoor Rink	A	905,000	-	175,000	-	250,000	250,000	30,000	50,000	50,000	50,000	50,000
Curling Club	A	527,500	110,000	12,500	330,000	-	45,000	-	-	30,000	-	-
Multi-Purpose Facility Feasibility Study	O	75,000	-	75,000	-	-	-	-	-	-	-	-
Museum Maintenance and Retrofit	O	666,450	81,500	80,000	296,450	133,500	-	-	-	75,000	-	-
Multi-Purpose Facility	O	27,877,374	-	-	-	-	-	-	-	450,000	27,427,374	-
Provision for Building Space to Accommodate Additional Parks Staff	G	400,000	-	-	-	-	-	-	-	-	400,000	-
		40,583,574	477,000	1,581,000	1,401,450	873,000	627,000	5,736,750	1,062,500	727,500	28,047,374	50,000

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Parks Recreation and Culture Recreation Services	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Sailing School Equipment	A	150,678	-	14,857	15,154	15,457	15,766	16,082	16,403	16,731	40,227	-
Membership Card Printer	G	5,000	5,000	-	-	-	-	-	-	-	-	-
Kick plates	G	4,800	4,800	-	-	-	-	-	-	-	-	-
		160,478	9,800	14,857	15,154	15,457	15,766	16,082	16,403	16,731	40,227	-

Parks Recreation and Culture Culture and Events	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Tremont Public Art Commission	O	50,000	-	50,000	-	-	-	-	-	-	-	-
Millennium Park Docks	O	150,000	-	-	-	150,000	-	-	-	-	-	-
Station Museum Retrofit	A	56,000	25,000	31,000	-	-	-	-	-	-	-	-
Heading Dockside Mural Replacement	A	25,000	25,000	-	-	-	-	-	-	-	-	-
Arts & Culture Centre	G	50,000	50,000	-	-	-	-	-	-	-	-	-
Event Folding Chairs	O	36,500	-	36,500	-	-	-	-	-	-	-	-
		367,500	100,000	117,500	-	150,000	-	-	-	-	-	-

Municipal Service Board Library	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
I.T. Replacement	A	75,000	7,000	7,000	7,000	7,000	7,000	8,000	8,000	8,000	8,000	8,000
Furnishings for Library Roof Patio	G	4,000	4,000	-	-	-	-	-	-	-	-	-
Accessible Entrance Doors	O	100,000	100,000	-	-	-	-	-	-	-	-	-
Provision for Land for New Library	G	576,000	-	-	-	-	-	576,000	-	-	-	-
Provision for New Library Space (10,000 sf)	G	4,000,000	-	-	-	-	-	-	4,000,000	-	-	-
Provision for New Library Space Furniture and Equipment (10,000 sf)	G	300,000	-	-	-	-	-	-	300,000	-	-	-
Library Strategic Plan	G	25,000	-	-	25,000	-	-	-	-	-	-	-
		5,080,000	111,000	7,000	32,000	7,000	7,000	584,000	4,308,000	8,000	8,000	8,000

Non-Tax Supported Parking	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Meter Shelter Trial	S	8,000	8,000	-	-	-	-	-	-	-	-	-
Mobile Technology	C	75,000	75,000	-	-	-	-	-	-	-	-	-
Electric Charging	G	240,000	240,000	-	-	-	-	-	-	-	-	-
Meter Replacement	A	300,000	300,000	-	-	-	-	-	-	-	-	-
Meters	A	30,000	30,000	-	-	-	-	-	-	-	-	-
Waterfront Expansion	G	75,000	75,000	-	-	-	-	-	-	-	-	-
Provision for 100 Space Parking Garage	G	4,416,323	-	-	-	4,416,323	-	-	-	-	-	-
Provision for 100 Space Parking Lot	G	3,378,487	-	-	-	-	-	3,378,487	-	-	-	-
Provision for 100 Space Street Parking	G	172,303	-	-	-	-	-	-	172,303	-	-	-
Parking Accomodation Study	G	30,000	-	-	-	-	30,000	-	-	-	-	-
		8,725,113	728,000	-	-	4,416,323	30,000	3,378,487	172,303	-	-	-

Non-Tax Supported Building	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Building Fleet	A	108,000	-	35,000	36,000	-	37,000	-	-	-	-	-
City View Upgrade ITSC-19-003 /004	O	60,000	60,000	-	-	-	-	-	-	-	-	-
Building Office Renovations	O	25,000	25,000	-	-	-	-	-	-	-	-	-
City View Cashiering Module ITSC-19-005	O	45,000	45,000	-	-	-	-	-	-	-	-	-
		238,000	130,000	35,000	36,000	-	37,000	-	-	-	-	-

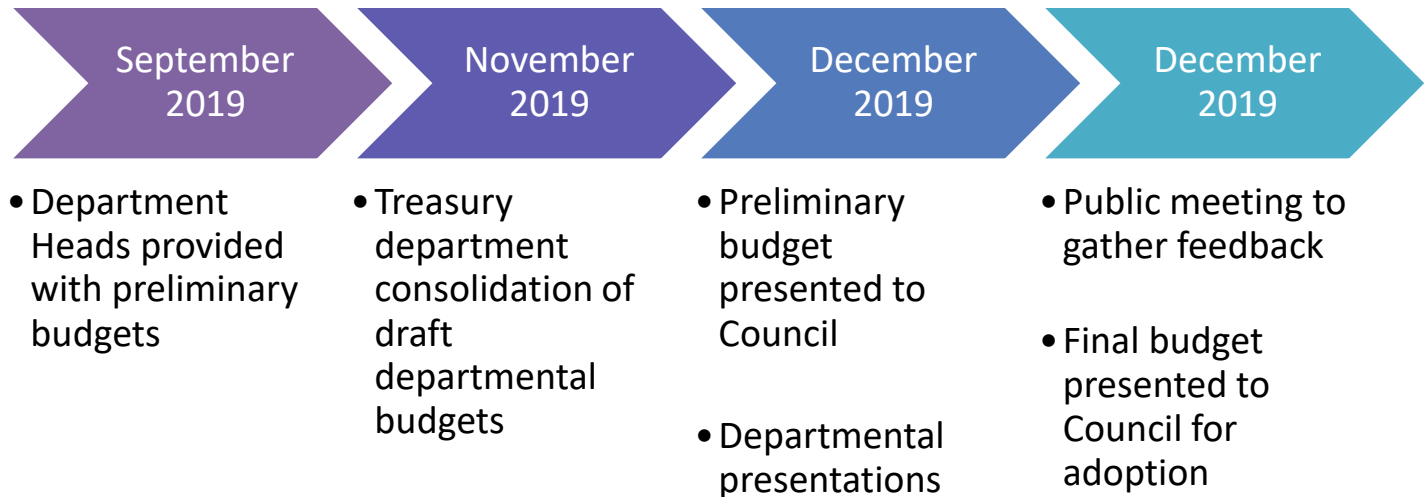
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Non-Tax Supported Sanitary Sewer Collections	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Hurontario St from Lockhart Rd to Collins St: replace existing trunk sewer	G	848,400	-	-	-	-	848,400	-	-	-	-	-
North of Mountain Road b/w Tenth Line to beyond Eleventh Line: Oversize trunk sewer through future development	G	191,000	-	-	-	-	-	191,000	-	-	-	-
Mountain Road West of Balsam Street	G	1,095,700	-	-	-	-	-	1,095,700	-	-	-	-
Wastewater Plan Update	G	240,000	-	-	-	-	120,000	-	-	-	-	120,000
Sanitary Renewal Program - Napier: Erie to Hume	A	17,455,000	1,930,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000
Sanitary Sewer Grouting and Manhole Repairs	A	500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Class EA & Studies	G	150,000	-	-	-	75,000	-	-	-	-	-	75,000
		20,480,100	1,980,000	1,775,000	1,775,000	1,850,000	2,743,400	3,061,700	1,775,000	1,775,000	1,775,000	1,970,000

Non-Tax Supported Waste Water Treatment	Priority	Cost	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Brick Replacement	A	796,000	796,000	-	-	-	-	-	-	-	-	-
WWT Expansion	G	90,700,000	-	-	-	-	-	300,000	1,400,000	89,000,000	-	-
Minnesota PS	A	60,800	60,800	-	-	-	-	-	-	-	-	-
Black Ash PS	A	3,157,000	2,795,000	362,000	-	-	-	-	-	-	-	-
Diesel Generator	A	1,298,000	1,278,000	20,000	-	-	-	-	-	-	-	-
Inflow & Infiltration	H	550,000	-	50,000	500,000	-	-	-	-	-	-	-
NEW - Vehicles	A	145,000	-	35,000	35,000	35,000	-	-	-	40,000	-	-
Waste Water Treatment Plant Refurbishment	0	550,000	50,000	55,000	55,000	60,000	60,000	65,000	65,000	70,000	70,000	-
Sewage Pumping Stations	0	372,000	80,000	33,000	33,000	35,000	35,000	38,000	38,000	40,000	40,000	-
Sludge Transfer Pumps Replacement	0	108,000	97,000	11,000	-	-	-	-	-	-	-	-
Blower Replaceent	0	642,500	130,000	445,000	67,500	-	-	-	-	-	-	-
		98,379,300	5,286,800	1,011,000	690,500	130,000	95,000	403,000	1,503,000	89,150,000	110,000	-

Non-Tax Supported Water	Priority	Cost	2020	2021	2020	2021	2022	2023	2024	2025	2026	2027
100mm Watermain Replacement	G	1,150,000	230,000	-	230,000	-	230,000	-	230,000	-	230,000	-
Class EA & Studies (Water Treatment Plant)	G	225,000	225,000	-	-	-	-	-	-	-	-	-
Georgian Meadows BPS	G	210,000	-	-	155,000	55,000	-	-	-	-	-	-
New Elevated Tank	G	3,200,000	-	-	-	-	-	-	-	-	-	3,200,000
Water Efficiency Measures	G	200,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Water Master Plan Update	G	240,000	-	-	-	-	120,000	-	-	-	-	120,000
Cranberry Trail PRV	G	1,017,000	40,000	-	-	-	-	977,000	-	-	-	-
Water Treatment Plant Expansion	G	53,250,000	1,000,000	1,000,000	6,000,000	21,000,000	16,000,000	5,500,000	2,750,000	-	-	-
Stewart Rd. Reservoir	G	8,300,000	1,250,000	4,250,000	2,450,000	350,000	-	-	-	-	-	-
Watermain Replacement	A/L	4,241,600	200,000	1,571,800	1,250,000	1,219,800	-	-	-	-	-	-
Water Services Replacement	A/L	988,900	113,100	116,000	118,900	121,900	125,000	128,100	131,300	134,600	-	-
In Ground Reservoirs	0	1,800,000	1,050,000	750,000	-	-	-	-	-	-	-	-
WT Plant Refurbishment	A	2,870,000	1,170,000	1,100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	-
Valve Additions & Replacements	A/L	872,000	160,000	170,000	180,000	190,000	40,000	42,000	44,000	46,000	-	-
Hydrants	A/L	216,000	25,000	20,000	20,000	20,000	25,000	25,000	25,000	28,000	28,000	-
New Res & Gen Services	G	728,500	85,000	86,500	88,500	90,000	92,000	94,000	95,500	97,000	-	-
Transmitters	C	70,000	70,000	-	-	-	-	-	-	-	-	-
New /Replacement Water Meter/Transmitters	A	865,000	80,000	80,000	85,000	85,000	85,000	90,000	90,000	90,000	90,000	90,000
New Watermains	G	6,893,700	50,000	627,100	55,000	1,007,500	65,000	1,170,000	235,000	3,684,100	-	-
Booster Stns	0	566,000	566,000	-	-	-	-	-	-	-	-	-
Vehicles	A	635,000	465,000	70,000	-	50,000	-	50,000	-	-	-	-
Large Tools	A	280,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	-	-
		88,818,700	6,834,100	9,896,400	10,787,400	24,344,200	16,937,000	8,231,100	3,755,800	4,234,700	368,000	3,430,000
Total Expenditures		466,402,165	33,366,229	48,151,022	59,136,855	55,940,821	42,356,772	41,452,865	20,496,720	103,291,382	42,047,625	20,161,873

Budget Process



Each department was given a departmental budget and business plan template in the fall of 2019. Departments completed their budgets and Treasury staff compiled and reviewed the estimates, asked questions, made suggestions and revised the estimates accordingly.



Public Consultation

Municipal governments are proud of the fact that they are the level of government that is closest to the people, and have the most impact on residents' day-to-day lives. Along with this closeness comes a responsibility.

The Town of Collingwood is committed to engaging its community of residents, visitors, business owners, and tourists – everyone who lives, works, or plays in Collingwood. In this way, we can make sure that we are best representing what these communities want and need from their municipal government, and we can truly be the closest level of government to the people, in not only location, but also actions.

The budget page will include copies of all documents presented, as well as a feedback form to allow the public to share comments, questions, and suggestions on the draft 2020 budget. Detailed contact information for phone, email, and in-person feedback will also be provided.

Council will hold two Strategic Initiatives meetings one on December 5th and one on December 9th followed by an informal “Coffee with Council” session on December 10th to provide an additional opportunity for those who would like to share their feedback on the Town of Collingwood's 2020 draft budget.

Key Terms

Annualization: The revising of the predicted costs for a service or facility, with the actual full-year costs of that expense.

Assessment: The estimated current value of a municipal property, as determined by the Municipal Property Assessment Corporation (MPAC). Property taxes are calculated by applying a tax rate to the assessment value of your property.

Base Budget: The base budget is the previous year's budget with the impact of annualized salaries for new hires, inflationary increases for utilities, fuel, insurance, employee benefits, natural gas, and other necessary inputs to the provision of services to the community.

Budget: The planned expenses and revenues for the municipality in any given year.

Capital Budget: The capital budget refers to projects and expenses where the benefits can be seen over the course of many years. Facilities, vehicles and parks are a few examples of capital expenses.

Debt Servicing: The cost of carrying municipal debt and can be compared to interest payments.

Development Charge: Development charges are paid by new municipal developments, in order to assist in paying for the infrastructure (roads, sewers, recreation etc.) required to meet the increased need for services resulting from growth and development.

Inflation: Inflation refers to an increase in the cost of a fixed selection of expenses, including food, shelter, furniture, clothing, transportation, and recreation. If there is an increase in the cost of these standard expenses, it is known as the rate of inflation. The rate is set by the Bank of Canada.

MPAC: MPAC is the Municipal Property Assessment Corporation. MPAC administers a uniform, province-wide property assessment system based on current value assessment in accordance with the provisions of the *Assessment Act*. It provides municipalities with a range of services, including the preparation of annual assessment rolls used by municipalities to calculate property taxes.

Operating Budget: The operating budget refers to the expenses required annually to run the municipality. Salaries, legal and insurance costs, as well as winter control are examples of operating expenses.

Reserve: A reserve is a type of dedicated municipal finance account that is set up for a specific purpose. It is comparable to a savings account.

Unavoidable Increases: Unavoidable increases are those items that are not under the control of Council and include items such as the OPP contract, increases in snow removal budgets, increased maintenance costs due to legislated requirements such as minimum maintenance standards, accessibility requirements, etc.

Community Profile

The Town of Collingwood has experienced steady population growth in the past decade.

With the largest population of any municipality in the area, Collingwood functions as the major commercial centre for northwest Simcoe County and northeast Grey County, servicing an overall trade area of approximately 75,000 people. In 2019, Collingwood's population was approximately 24,000.

The Town of Collingwood accounts for approximately half of all business activity including retail sales in the region and has a substantial health, manufacturing, financial, and knowledge-based employment foundation. Collingwood benefits from the surrounding visitor attractions and has a strong base of accommodation and food businesses.

Collingwood is the location of the Regional Hospital and a wide range of other personal and business services. The region is seen as one economic corridor, with strong labour mobility within a 20-minute commute.

Collingwood has seen a significant shift towards the tourist-related service industries in the past 30 years, and has built up a reputation of being a great home base for visiting both the winter ski resorts to the west and the summer beach attractions to the east. Despite this move to a more service-focused economy, Collingwood's manufacturing base remains relatively healthy, and a source of a significant number of regional jobs.

Today, the Collingwood area is a major tourist destination for the Greater Toronto Area (GTA).

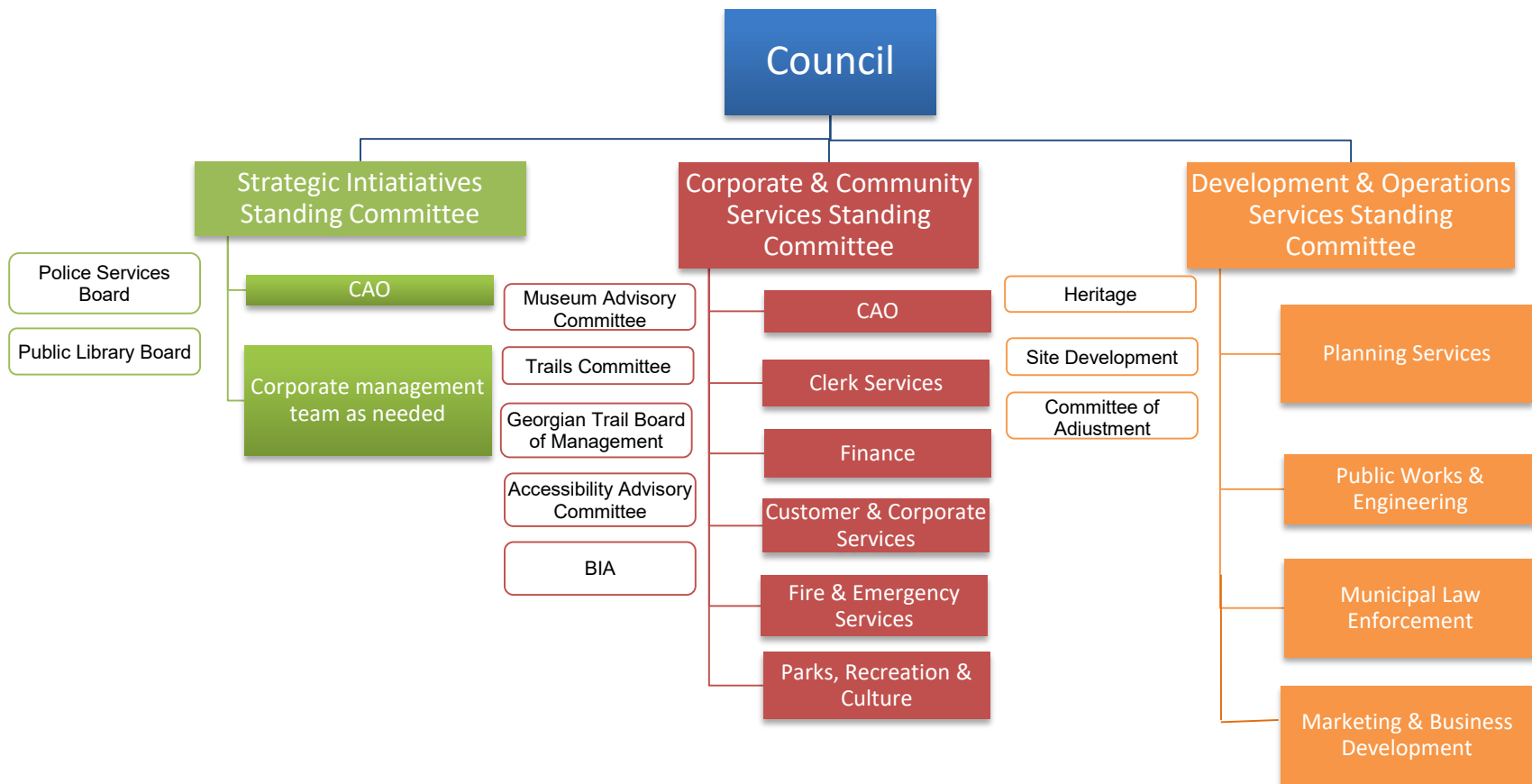
Collingwood is a welcoming community with impressive residential growth and quality of life. The community maintains a small town feel while offering big city amenities and providing unparalleled recreational opportunities year-round.

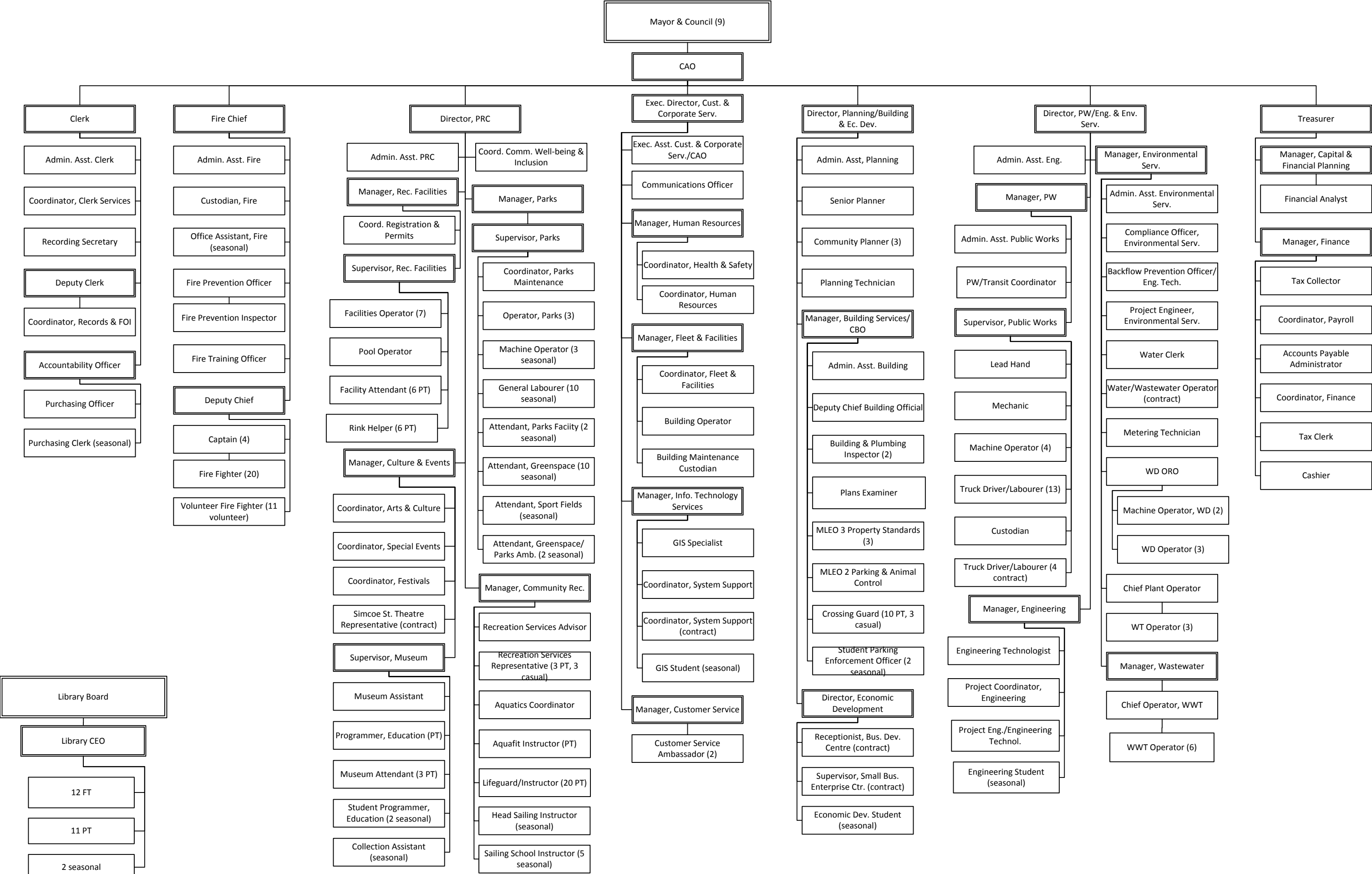


Organizational Structure

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

<i>Strategic Initiatives</i>	<i>Corporate & Community Services</i>	<i>Development & Operations Services</i>
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Staff Complement Report

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	4.00
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	13.45
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	231.10¹

Report Notes:

- 2020 Activity shows full time equivalents increased 1.89
- Clerks requesting a Procurement Co-ordinator 1.00
- Clerks remove Procurement Co-op Student **-0.33**
- IT remove GIS Student **-0.33**
- PRC Facilities requesting staffing assistance for the Colts games 0.22
- Water is requesting full time water supervisor position 1.00
- Water is requesting GIS Co-op Student 0.33
- 1.89

Business Plans

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

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

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

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Governance

Purpose

The Town Council consisting of the Mayor, Deputy Mayor and seven Councillors make up the governing body of the town of Collingwood.

The *Municipal Act, 2001* outlines the role of the Municipal Council and the Head of Council while Town of Collingwood Procedural By-law No. 2016-020 provides for the Rules of Order of Council and its Committees, The Council Code of Conduct and Procedural Matters.

Collingwood Town Council:

- Represents the public and considers the well-being and interests of the municipality;
- Directs and evaluates policies and programs of the municipality;
- Determines which services the municipality provides;
- Ensures that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council; and
- Maintains the financial integrity of the municipality.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Base
	10	10	-1	9

2020 Priorities

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

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

Demonstrate leadership on matters that affect Collingwood.

Operating Budget Details

Governance	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 340,103	\$ 322,783	\$ 5,259		\$ 328,042		\$ 328,042
Grants & Donations	\$ 4,374	\$ 170,000	\$ (75,000)		\$ 95,000	\$ 10,000	\$ 105,000
Administrative	\$ 49,297	\$ 51,605	\$ (2,140)		\$ 49,465		\$ 49,465
Financial Support	\$ 45,673	\$ 50,000			\$ 50,000		\$ 50,000
Professional Development	\$ 20,046	\$ 42,500	\$ 2,000		\$ 44,500		\$ 44,500
In-Kind Support	\$ 61,051	\$ 35,000			\$ 35,000		\$ 35,000
Transfers to Own Funds		\$ 20,000			\$ 20,000		\$ 20,000
Insurance	\$ 4,038	\$ 4,135	\$ 215		\$ 4,350		\$ 4,350
Golf Tournament							
CAPITAL LEVY							
Total Expenditures	\$ 524,582	\$ 696,023	\$ (69,666)	\$ 0	\$ 626,357	\$ 10,000	\$ 636,357
Revenues:							
User Fees	\$ 3,051						
Transfers from Own Funds	\$ 41,588						
Total Revenues	\$ 44,639	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 479,943	\$ 696,023	\$ (69,666)	\$ 0	\$ 626,357	\$ 10,000	\$ 636,357

Corporate Management

Overview

Purpose

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

- To provide corporate leadership by creating and maintaining an effective strategic framework to help the town achieve its goals and objectives and to assist departments in providing accessible and responsive communications to the community.
- Continue to undertake annual reviews of town business processes to maximize efficient use of online service delivery channels to ensure town provides its citizens with excellent value for their tax dollars.
- Provide leadership on key town capital projects and strategic initiatives to support Council in achieving its strategic priorities.
- To provide professional advice to Council and direction to the corporation with a focus on results, leadership, accountability and organizational values.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
Office of the CAO	1	1	-	1
Clerk Services	8	8	+1	9
Treasury	11.93	10	+1	11
Total	20.93	21.33	2	21

Key driver(s) that determine the 2020 departmental budget

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

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

Departmental Priorities

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

Each functional area has detailed their 2019 accomplishments; 2020 priorities; budget pressures and trends; Program Based Budgeting and, service enhancement on their individual business plans.

Budget Pressures and Trends:

Provide corporate leadership by creating and maintaining an effective strategic framework to help the town achieve its goals and objectives and to assist departments in providing accessible and responsive communications to the community.

Continue to undertake annual reviews of town business processes to maximize efficient use of online service delivery channels to ensure town provides its citizens with excellent value for their tax dollars.

Continue to promote effective risk management, human resources management and sound management decision-making practices throughout the town.

Provide leadership on key town capital projects and strategic initiatives to support Council in achieving its strategic priorities.

To provide professional advice to Council and direction to the corporation with a focus on results, leadership, accountability and organizational values.

Operating Budget Details

Corporate Management							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 2,408,494	\$ 2,508,706	\$ (177,725)	\$ 69,260	\$ 2,400,241		\$ 2,400,241
Debt servicing costs	\$ 1,347,563	\$ 1,779,132	\$ (3,586)		\$ 1,775,546		\$ 1,775,546
Other Expenses	\$ 1,207,401	\$ 1,620,000	\$ (1,399,500)		\$ 220,500	\$ 700,000	\$ 920,500
Administrative	\$ 331,744	\$ 983,000	\$ (564,670)		\$ 418,330		\$ 418,330
Professional Services	\$ 281,693	\$ 291,000	\$ (40,000)		\$ 251,000		\$ 251,000
Occupancy	\$ 195,498	\$ 209,800	\$ 8,200	\$ 3,000	\$ 221,000		\$ 221,000
Insurance	\$ 124,475	\$ 149,145	\$ 11,660		\$ 160,805		\$ 160,805
Contracted Services	\$ 113,194	\$ 136,500	\$ (41,000)		\$ 95,500	\$ 38,000	\$ 133,500
Transfers to Own Funds	\$ 14,261,180	\$ 110,000			\$ 110,000		\$ 110,000
Transfers to Capital	\$ 29,307	\$ 150,150	\$ (145,150)		\$ 5,000		\$ 5,000
Health & Safety	\$ 115	\$ 7,500			\$ 7,500		\$ 7,500
CAPITAL LEVY	\$ 1,551,000	\$ 1,571,000			\$ 1,571,000		\$ 1,571,000
Total Expenditures	\$ 21,851,664	\$ 9,515,933	\$ (2,351,771)	\$ 72,260	\$ 7,236,422	\$ 738,000	\$ 7,974,422
Revenues:							
Transfers from Own Funds	\$ 1,129,012	\$ 1,721,000	\$ (1,580,909)		\$ 140,091	\$ 200,000	\$ 340,091
Expense Recoveries	\$ 579,367	\$ 1,091,590	\$ (52,520)		\$ 1,039,070		\$ 1,039,070
Investment Income	\$ 286,812	\$ 600,000			\$ 600,000		\$ 600,000
Recoveries	\$ 360,428	\$ 365,000			\$ 365,000		\$ 365,000
Rent	\$ 1,395,337	\$ 52,443	\$ 33,206		\$ 85,649		\$ 85,649
User fees	\$ 86,232	\$ 77,500	\$ 10,900		\$ 88,400		\$ 88,400
Other Revenues	\$ 10,769,006	\$ 25,000	\$ 25,200		\$ 50,200		\$ 50,200
Provincial Funding	\$ 12,740						
Total Revenues	\$ 14,618,935	\$ 3,932,533	\$ (1,564,123)	\$ 0	\$ 2,368,410	\$ 200,000	\$ 2,568,410
Total Levy Requirement	\$ 7,232,729	\$ 5,583,400	\$ (787,648)	\$ 72,260	\$ 4,868,012	\$ 538,000	\$ 5,406,012

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Corporate Management							
Council Hearing Accessibility	S	\$ 5,000	\$ 5,000				
Strategic Land Acquisition	G	\$ 20,000		\$ 20,000			
Integrated Work Management Software	C	\$ 20,000					\$ 20,000
Citizen Web Interface ITSC-19-006/7	C	\$ 46,000		\$ 46,000			
Budgeting Software ITSC-19-034	C	\$ 24,500		\$ 24,500			
Total Corporate Management		\$ 115,500	\$ 5,000	\$ 90,500			\$ 20,000

Purpose

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

- Preparation and coordination of capital and operating budgets;
- Financial analysis and reporting;
- Development charge administration;
- Cash, investment and debt management;
- Capital asset management and reporting;
- Reserve fund administration;
- Establishment of financial policies and procedures;
- Establishment of internal controls to ensure the integrity of the financial systems;
- Calculation, billing, collection, and tax adjustment programs for property taxes;
- Provision of accounting and financial services support to Council, the CAO and all other departments.

The Treasury department experiences high volume and peak periods of workload between September and May each year. This period encompasses budget direction, preparation and coordination; final tax billings for supplementary assessments; interim audit information collection; year-end reconciliations and working papers for the year-end audit; preparation of the Provincially mandated reports to Council prior to the deadline date of March 31; year-end reporting for various Provincial and Federal grant programs with deadline dates ranging from February 28 to March 31 and the preparation and submission of the Financial Information Return (FIR) by the deadline date of May 31.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	11	10	1	11
PT	.5			
Co-op Student	.33			
Total	11.83	10.00	1.00	11.00

Key driver(s) that determine the 2020 departmental budget

Key drivers for the Finance Department relate to:

1. Increased workload due to community growth

- More taxpayers mean more tax bills, payments and pre-authorized payments to process;
- More interaction with taxpayers at the front counter assisting them with various questions and concerns;
- More invoices to process in the accounts payable function due to the increase in service load and diversity of those services;
- More accounts receivable processing due to the introduction of new programs such as back flow prevention.

2. Increased workload due to program growth

- As other departments introduce new programs there is invariably a finance component involved to ensure that the accounting and internal controls are being implemented correctly;
- Software implemented in other departments may require a dedicated finance person to assist with implementation.

3. Over-time pressure on current staffing level

- Finance is requesting a contract Financial Analyst to assist in day to day operations and reduce overtime costs (average overtime costs \$42,288 per year). Finance is asking to increase contracted services by \$38,000 to provide staff relief and allow for appropriate staff cross-training.

4. Legislative changes

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

5. Senior staff retirements

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

- Treasurer can retire at any time.

2019 Priorities

What we accomplished – Comment
Strategic Asset Management Policy developed and approved by Council in time to meet the July 1, 2019 deadline
Development Charge Background Study completed and new fees approved by Council.
Phase 6 of Worktech implementation – conversion to Worktech timesheets. The system has been configured and is ready for January 1, 2020 implementation.
Phase 6 of Worktech – fixed asset module. This is still a work in progress. Staff have been working on matching the PSAB and AMP figures to facilitate yearend financial statement preparation.
10 Year Capital Plan – staff are in the process of updating the report for introduction in 2020.

What we did not get done – Comment
Budgeting software – staff have investigated potential software and will be issuing an RFP in 2020.
Internal staff training. With part of finance located at Sheffer Court we have not been able to arrange all of the internal cross training. The payroll function training is underway since both of the staff members are located at Sheffer Court.
Business process reengineering. This is an ongoing process however, we have not had the time to review the “big picture” and have been looking at processes one at a time.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Improve the Town's Asset Management Plan	Condition assessments for water, wastewater, roads and bridges have been completed and loaded into the AMP modeling software. Stormwater assets are next. We will have all our core assets ready for an update of the AMP by 2021.	<input checked="" type="checkbox"/>		
Improve the Town's Asset Management Plan	Completion of the required Strategic Asset Management Plan for core assets by July 1, 2021.	<input checked="" type="checkbox"/>		
Continue with the development of the Strategic Financial Plan	Prepare the annual financial report card tracking the progress of the Town towards its achievement of financial sustainability, with particular regard for debt and reserve fund adequacy.	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Budgeting Software	We have looked at products that integrate with the software packages used by finance (Great Plains, Worktech and Caseware). Staff will prepare an RFP in early 2020 for this software platform and, hopefully, have the 2021 budget prepared using this software. We will be looking for a package that will have a customer service ability to provide taxpayers with real time updates on the budget, progress on capital projects etc.	<input checked="" type="checkbox"/>		
2. Virtual City Hall	This is a customer service initiative that will provide taxpayers with the ability to have access to their Property Tax information on-line, provide for on-line payments, and includes e-send that will allow us to deliver tax bills and other invoices by email.	<input checked="" type="checkbox"/>		
3. Phase 7 of Worktech Implementation	Roll out of the work order module to the corporation.	<input checked="" type="checkbox"/>		
4. Internal staff training	There is a need to cross train staff to back fill critical functions such as payroll, tax collector and accounts payable.	<input checked="" type="checkbox"/>		
5. Business process reengineering	The goal is to modernize outdated processes and change from a task orientation to a process orientation with the focus on the customer.	<input checked="" type="checkbox"/>		
6. Contract Financial Analyst	Provide relief, reduce costs and provide cross training to current staff. Current overtime costs for Finance averages \$42,888 per year and year to date over time hours as at October 26 th equal 965.			<input checked="" type="checkbox"/>

7. Water and Wastewater billing	To provide our ratepayers with a one stop shop for all of their municipal services, it is time to bring the water and wastewater billing in-house. Our current and proposed systems are capable of providing this service we just need to convert data from Epcor to Great Plains.	<input checked="" type="checkbox"/>		
CAPITAL				
1. 10 Year Capital Plan	Expand our current 5 Year Capital Plan that was introduced in 2018 to be a 10 year Capital Plan. A Long Term Capital Plan is an essential element of the Town's Strategic Financial Plan as it illustrates the Towns continued commitment to financial sustainability.			

Budget Pressures and Trends:

- Preparing increasingly detailed reports for Provincial grant programs and annual reports. As the granting process has gravitated toward a competitive model there is more emphasis on having, updating and maintaining a capital asset management plan as well as providing more detailed information regarding the actual application process in terms of the funding options the municipality has investigated.
- Creating, updating and maintaining the Capital Asset database that ties into the Capital Asset Management Plan. This is a labour intensive function that, while not requiring a dedicated full time person, does require the coordination and collaboration of Treasury, Public Works, PRC and Fleet and Facilities to ensure accuracy.
- Growth pressures in terms of incremental costs for software licensing and communication fees.
- Increased pressure to maintain the existing service levels and meet new demands that result from growth.
- Monitoring the financial position of the Town and ensuring that operations are fiscally responsible and financially sustainable.
- Increased inflation and interest rate hikes will impact the cost of services that the Town has to purchase.
- The Finance department are the stewards of the Town's Great Plains (GP) Diamond Financial system. In order for the Town to fully realize its Customer Relationship Management (CRM) objectives, different departmental software (PRC Programming Software, GIS, CityView etc. will need to be integrated into the GP Diamond platform which will require finance staff involvement and oversight.

Customer Service Performance Indicators

Department - Finance

<i>Program Description – Virtual City Hall / Customer Service Enhancement</i>					
Program Outcome/ Customer Benefit/ Impact		This software will allow customers to have secure access to their property tax and other accounts, pay bills on line and is mobile friendly.			
Indicator / Metric		Number of customers activating an account. Number of customers adopting e-send for property tax notices.			
Comments		As this is a new program, the base measurement will be determined in 2020. The first few months will be focused on configuration and customer education.			
2018 Actual	NA	2019 Actual	NA	2020 Target	TBD

Purpose

Clerk Services is responsible for secretariat functions and acts as the key staff resource to Council. Key functions include the preparation and circulation of notices, meeting agendas and minutes; ensuring meeting procedure is being met; preparation of by-laws, agreements and procedural matters; municipal elections; accessibility compliance policies, procedures and training; management of corporate records (including the release and protection of information); legal contracts and agreements; performing civil marriage ceremonies; administration of vital statistics (marriage and death records); lottery and business licenses including sidewalk patios, taxi, food vendors, transient traders, second hand goods and buskers; provides commissioner of oaths services; administer mail for the corporation; ensure that accountability and good governance are being maintained throughout the corporation; and oversee procurement and purchasing.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	7	7	+1	9
*Mayor's Office	1	1		
PT	.5			
Total	8.5	8	+1	9

Key driver(s) that determine the 2020 departmental budget

Key drivers for the Clerk Services area relate to:

1. Implementation of Judicial Inquiry findings

- this will result in policy change that will need to be implemented in 2020

2. Enhancing accountability and good governance

- implementation of the roles and responsibilities of the Accountability Office
- establishment of a Lobbyist Registry program
- ensure procurement policies and procedures are in line with providing an accountable and transparent purchasing protocol for the corporation

3. Increased demand for municipal information and services

- ability to provide general information to the public in an accessible and efficient manner
- ability to continue to add efficiencies in access to information for staff and the public through the ongoing implementation of a records management program

4. Legislative changes and updates

- direct result from the Judicial Inquiry
- the need to update by-laws and policies to ensure they meet directives of providing an accessible, accountable and transparent government
- ability to ensure current by-laws and policies are in conformity to current legislation
- Ensuring records are being maintained in accordance to the records retention by-law and retention for such records are up to date with current legislative requirements
- Ensuring procurement practices are within/exceed legislative requirements

5. Staffing Growth

- As the legislative requirements for procurement become more and more complex, the role of the Purchasing Officer has grown since it was established in 2015. To provide for enhanced openness and accountability of the Towns purchases, additional policies and procedures are being implemented and a purchase order system is being rolled out. To ensure that purchasing requirements are being met at minimum, additional support is needed.
- In order to meet demand and to ensure compliance levels are being met, staff resources that are dedicated to procurement have experienced an extensive amount of overtime. A co-op student has been utilized to assist the Purchasing Officer, but has not been implemented on a regular basis to provide the ongoing support.
- The addition of this staff resource would also provide opportunity for succession planning within this division of Clerk Services as there is currently no back-up in place.

2019 Priorities

What we accomplished – Comment
Enhancement of Corporate Meeting Management System: Ongoing
Enhance accountability / transparency measures – council meetings: Complete
Judicial Inquiry Support: Complete
Implementation of municipal website: Complete
By-law / Policy Updates and Reviews: Ongoing
Continue to grow records management program: Ongoing
Continue to find opportunities to enhance community engagement: Bang the Table implemented in March 2019
Community Based Strategic Plan Items
Reaffirmation of the Code of Conduct for Council – Complete (election year)
Use of CBSP logo on all initiatives and activities that implement the CBSP Vision: Ongoing
Enhance Communication / Customer Service: Ongoing
Monitor operation of committee structure to further encourage public attendance and participation in the decision making process: Ongoing
Priorities that moved to Customer and Corporate Services – August 2019
Continue to find opportunities to enhance community engagement: Ongoing (Bang the Table was implemented by Clerk Services)
Continue to issue newsletter, to include update on CBSP implementation: Ongoing
Council Highlights issued to website and media after each regular Council meetings: Ongoing

What we did not accomplish – Comment
Implement tracking tool for public queries and complaints
Annual summary report from all boards, committees and companies in which the Town has an interest to include operational performance or such other information as may be of public interest
Complete and implement procurement procedures (clerk services was transferred this responsibility in April 2019)
Implement purchase order system corporate-wide procedures (clerk services was transferred this responsibility in April 2019)

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Reaffirmation of the Code of Conduct for Council	To be completed on an annual basis.	<input checked="" type="checkbox"/>		
Annual summary report from all boards, committees and companies in which the Town has an interest to include operational performance or such other information as may be of public interest	To be completed on an annual basis in conjunction with the CAO.	<input checked="" type="checkbox"/>		
Monitor operation of committee structure to further encourage public attendance and participation in the decision making process.	To be completed on an annual basis.	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Enhancement of Corporate Meeting Management System	Implement action tracking and other modules to achieve greater efficiencies including board/committee manager, workflow of staff reports and minute approvals.	<input checked="" type="checkbox"/>		
2. Judicial Inquiry - Implementation	Implement policy decisions wherever required – by-law and policy review and implementation	<input checked="" type="checkbox"/>		
3. Implement Lobbyist Registry Program	Training and education to council, staff, stakeholders and the public, create and maintain registry	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
4. Review of Procurement By-law	Incorporate findings from judicial inquiry and update by-law, policies and procedures to reflect legislative changes and incorporate green and social initiatives		<input checked="" type="checkbox"/>	
5. Storage of Vital Records	Provide for efficiencies in record retrieval and to ensure vital records are being maintained in a safe and secure format in line with current digital application processes			<input checked="" type="checkbox"/>
6. Risk Mitigation - Claims	To establish policies and procedures to better manage claims and provide clear direction to the claimant on the process, and provide recommendations to departments on risk mitigation resulting from past claims	<input checked="" type="checkbox"/>		
7. Staffing – Purchasing Coordinator	The request for a purchasing coordinator is predicated by the forthcoming findings and recommendations to procurement policy from the judicial inquiry.		<input checked="" type="checkbox"/>	
8. Enhance procurement processes	Move forward with an FRI to determine software need to meet CFTA requirements with regard to electronic procurement and provide for efficiencies in work flow and project management. Software to be implemented by 2022.	<input checked="" type="checkbox"/>		
CAPITAL				
1. Continue to grow records management program	Determine software for electronic records for more efficient management of corporate records	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

- Trends for ongoing openness, accountability and transparency initiatives
- Enhance public engagement opportunities
- Support to the Judicial Inquiry in terms of continued requests to provide necessary support and document production, witness participation, etc. as required by the judicial inquiry was ongoing throughout 2019. In 2020 Clerk Services anticipates there will be a number of policy changes to be implemented which, while adding value in terms of accountability and good governance, will require extra attention and staff resources to ensure they are implemented in a timely manner.
- With new/approved policy or by-law implementation, impacts/pressures increase with respect to available resources and administration
- Due to the Council Chambers being used for the Judicial Inquiry hearings for most of 2019, Clerk Services was not able to officiate marriages at Town Hall resulting in a loss of revenue.
- Growth pressures in terms of incremental costs for software licensing fees
- Regular inflationary increases
- The Records Management Program has been broken down into phases for better implementation and spread across five years. The first stage being the implementation of an Agenda Management System to assist in providing some records functionality for a small group of vital records and to create workflow efficiencies throughout the corporation is complete. Electronic records have been consolidated into one central repository to allow for sharing of information amongst the various staff and reduce the amount of duplication. In correlation with the implementation of Office 365, Clerk Services will be working with IT in providing efficiencies with email management, as well as exploring the implementation of on-line applications corporate wide and electronic records management software.
- Ability to attract qualified vendors when procuring for services.

Customer Service Performance Indicators

Department - Clerk Services

Program Description – Commissioner of Oath Services					
Program Outcome/ Customer Benefit/ Impact		<p>To ensure Commissioner of Oaths services are available to the public during regular business hours, best efforts are made to ensure a staff member is available at all times to provide this service. Should a member of the public in need of this service not be able to attend Town Hall, the service is offered at an off-site location suitable to the person requesting the service.</p> <p>To enhance this service delivery, Clerk Services has since requested the appointment of a Planning Services staff member to provide commission services of planning applications at 55 Ste. Marie Street, and appointment of the Customer Service Ambassadors to provide general commissioner services at the front counter at Town Hall, in addition to the staff in Clerk Services.</p>			
Indicator / Metric		The number of staff delegated authority to act as a Commissioner to ensure customer serviced levels are maintained at minimum.			
Comments		Most common types of commission services are for MTO transfers, court document submissions, pension documents, bank documents, affidavits, and immunization requirements. Average commissioning requires .25 hours of staff time. The number of users for this service solely depends on the needs of the public.			
2018 Actual	5	2019 Actual	7	2020 Target	8

Program Description – Vital Statistics					
Program Outcome/ Customer Benefit/ Impact		<p>Clerk Services is responsible for the administration of marriage and death related records. To ensure this vital service is always available, best efforts are made to ensure that a staff member is available to issue marriage licenses and burial permits during regular business hours as needed.</p> <p>To enhance the service delivery of Vital Statistics, Clerk Services has since appointed the Customer Service Ambassadors to provide enhanced customer service to the funeral directors in the registration of deaths by providing front counter services for burial permits.</p> <p>Marriage ceremonies are offered on Fridays at the Town Hall in the Council Chambers upon request, accommodating up to three ceremonies in a day during regular business hours. Off-site ceremonies are offered when the Council Chambers is unavailable or at the request of the persons wishing to get married at an alternate venue.</p>			
Indicator / Metric		The number of staff delegated authority to act as deputy division registrar (DR), marriage license issuers (MI) and marriage officiants (MO) to ensure customer serviced levels are maintained at minimum.			
Comments		Approximately 550 deaths registered, 175 marriage licenses issued and 40 marriage ceremonies conducted in an average year.			
2018 Actual	DR: 4 ML: 3 MO: 2	2019 Actual	DR: 5 ML: 3 MO: 3	2020 Target	DR: 6 ML: 4 MO: 3

Administration

Purpose

This is the first of four components that together form the Customer and Corporate Services Department's portfolio.

Customer and Corporate Services - Administration comprises the Office of the Executive Director, Customer and Corporate Service, Corporate Communications, and Customer Service.

It is responsible for:

- Oversight of Corporate Services, including the other three components that follow in separate sections (Fleet and Facilities, Human Resources and Information Technology)
- Leadership of Customer Service, including establishing and continuously improving of the Centre of Excellence, and delivering front line town hall public liaisons.
- Leadership of Corporate Communications,
- Leadership of the Town's Climate Change and 'green' initiatives, and
- Leadership of intergovernmental affairs.

This department was created in 2019, and the resources either previously existed in the Clerk's Department (Corporate Communications and two Customer Service Ambassadors) or were approved in-year and hired in 2019 (Executive Director, Customer Service Manager and Executive Assistant).

There is complexity in the costing of many corporate services, as while the Department provides leadership and/or oversight for a broad swath of work, the resulting expenditures may be shown in other departments budgets, for example the costs of renovations, vehicles or computer applications. Where possible, these linkages have been highlighted.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	3	3 + 3 In-year	0	6

Key driver(s) that determine the 2020 departmental budget

With the creation of the Customer and Corporate Services Center of Excellence, there was intention after onboarding to determine the 2020 work plan and request any needs.

Staff propose a one-time \$22,500 investment to support of a communications transformation that will raise the public's civic awareness of the challenges the Town faces and what is being done about them, move to a more proactive communications approach, integrate tourism and marketing communications with broader town communications and implement enhanced internal communications, including an intranet site. This funding represents a contract or consultant resource working 1 ½ days per week to deliver routine corporate communications (e.g. news releases, road closures) enabling the full time corporate communications resource to lead the transformation.

The capital budget (under the Clerk's Department, who provide leadership of Town Hall Capital work including the "Town Hall Refurbishment Program") includes a renovation of the counters at Town Hall to increase the efficiency of Customer Service by adding one station and dividers between client stations. It also includes \$5000 for a customer service tracking tool.

Council has Resolved that staff report back on potential actions to address Climate Change, and indicated interest in a green and clean town. While significant changes may require further investments which are pending a proposal and Resolution by Council, the related financial changes proposed in this budget component now are:

- 2 SeaBins to enhance harbour water quality and related water testing (\$15K),
- Enhanced water quality (benthic) testing of Collingwood's cold water trout streams (\$4K), and
- A microplastics filtration pilot with Georgian Bay Forever (in kind supports and external funding).

In support of Climate Change actions the Fleet and Facilities budget component contains previously-endorsed funding for Electric Vehicle charging stations if partially funded externally, and about \$100K for energy-saving LED lighting retrofits in several facilities.

2019 Priorities

What we accomplished – Comment

Implementation of the Customer and Corporate Services Centre of Excellence, including the hiring of the Executive Director, Manager Customer Service and Executive Assistant.

Through this budget document, corporate wide each department has set in motion their initial set of customer service standard(s).

The customer service ambassadors' portfolio has matured such that they are able to respond to public inquiries as a one-point contact for the public with regard to services and programs offered by the Town. Where required, inquiries are triaged to be sent for specific detailed information (e.g. building permits) or to locations for specific services (e.g. transit card loading).

The new municipal website was fully implemented, including an interactive Engage Collingwood component, and received an international award.

Continue to find opportunities to enhance community engagement

A proposed refresh to the Community-based Strategic Plan was developed and proposed for public input.

What we did not get done – Comment

A Customer Service tracking tool to manage and streamline queries and complaints and provide for a means of measuring customer service levels has been investigated, and has not yet been implemented.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Frequent, proactive communication with the public, including quarterly reporting to the CCS Committee	Intentions include raising the public's civic awareness of the challenges the Town faces and what is being done about them, and moving to a more proactive communications approach	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Integrated Customer Service Strategy	Set out our contract with Collingwood customers including customer service standards, monitoring and reporting on customer service, determining hours of service, service locations and offerings at each, and better utilization of technology to enhance customers' experiences	<input checked="" type="checkbox"/>		
2. Advance the environmental agenda	Recommend and initiate town program to act on Climate Change and preserve a green and clean Town. Includes: Proposal of environmental performance measures, microplastics filtration project if externally funded, 2 SeaBins to enhance harbour water quality (\$15K), Greener Collingwood team, considering conservation in setting water and wastewater fees, enhancing forest cover using tree funding donation,	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
	updating Natural Heritage mapping through Official Plan project, enhanced water quality (benthic) testing of major streams (\$4K), under the Fleet and Facilities budget component Electric Vehicle charging stations if partially funded externally, and LED lighting retrofits			
3. Support UN – Habitat Small Cities Sustainable Development Goals pilot	Terms of Reference to be determined between Collingwood and the UN	<input checked="" type="checkbox"/>		
CAPITAL				
1. Customer Service	See Fleet and Facilities Division for proposed renovations to Town Hall front counter			<input checked="" type="checkbox"/>
2. Customer Service	Customer Service Tracking tool			<input checked="" type="checkbox"/>

Budget Pressures and Trends:
Continuing internal and external demands for increased two-way community engagement, and the need to coordinate and manage the engagement and analyze incoming information.
Mounting interest in actions on Climate Change and a green program.

Customer Service Performance Indicators

Collingwood's Common Service Standards

In addition to the program-specific service standards outlined throughout this document, Collingwood will have a standard level of service for all Departments when you visit an office in person, or contact us online or by phone, email, fax or mail:

Visit an Office with a Public Reception Desk – Town Hall at 97 Hurontario Street, Building, Planning, and Parks, Recreation, and Culture at Collingwood Public Library 3rd Floor – 55 Ste. Marie Street, Public Works and Engineering at 545 Tenth Line North, Parks, Recreation, and Culture at Centennial Aquatic Centre – 451 Third Street, Fire Hall Administration Desk at 45 High Street, Marketing and Business Development at 105 Hurontario Street

- Business hours are 8:30 a.m. – 4:30 p.m., Monday to Friday, except for statutory holidays and unless otherwise posted
- Without an appointment, wait times are less than 15 minutes, unless told otherwise

Contact by Phone

- Calls are answered by the third ring or directed to voicemail during business hours (8:30 a.m. – 4:30 p.m.) unless received through the main town line (705 445-1030)
- Calls received through the main town line are answered within three minutes, unless otherwise stated
- Callers will not be redirected more than once
- Callers will be assisted and redirected to the correct area if needed. Callers will not be transferred to voicemail without being made aware.
- We return main town line voice mail messages within one business day (24 hours), and strive to do the same for all mailboxes

Contact us by Email at TownHall@Collingwood.ca, through the town website Collingwood.ca “Contact a Department” form, the main town fax line (705 445-2448) or mail addressed to the CAO and Department Heads

- We acknowledge TownHall@Collingwood.ca emails and Collingwood.ca “Contact a Department” messages within two business days
- We answer incoming items through these four channels within 15 business days, and if we can't answer your question right away, we will send you an estimated date of when we can answer it within 15 business days
- We strive to do the same for all staff emails, individual contacts and mail

Contact us by Social Media

- Staff will respond to input and questions posted via social media channels on a best effort basis. It is recommended that users requesting a response use one of the other available channels

Each department is accountable to implement the Common Service Standards, including helping their staff understand and apply the service standards in their day-to-day work, and monitoring the department's performance. Customer and Corporate Services will communicate overall performance to the public.

<i>Program Description – Corporate Communications</i>					
Program Outcome/ Customer Benefit/ Impact		Customers Reached			
Indicator / Metric		Number of hits received or people reached, per current CSS Committee reporting			
Comments		It is intended that this Measure will evolve over time into a measure of residents' satisfaction with their Town communication, and knowledge of what is happening in the Town			
2018 Actual	388,394	2019 Target	As shown in quarterly CCS Committee Reports	2020 Target	Continue with reporting of counts and insights

<i>Program Description – Corporate Customer Service</i>					
Program Outcome/ Customer Benefit/ Impact		Customer Service Standards – Online Payments			
Indicator / Metric		A) Number/percent of applications or payments made on-line and through a kiosk B) Percent of Town's financial transactions that should be payable online that are payable online			
Comments		Enhance opportunity for the public to apply for various programs and services, and make payment on-line through the Town website or kiosk, in addition to being able to attend in person. Intend to enable online credit card payments (for a surcharge) in 2020			
2018 Actual	B)Parking tickets	2019 Actual	B)Added for recreation programs, facility and park bookings (not payments)	2020 Target	A)To be baselined B)Total # and % to be baselined

Operating Budget Details

Customer and Corporate Services							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits			\$ 665,350		\$ 665,350		\$ 665,350
Administrative			\$ 42,100		\$ 42,100		\$ 42,100
Occupancy			\$ 23,400		\$ 23,400		\$ 23,400
Greener Collingwood			\$ 22,500		\$ 22,500		\$ 22,500
Contracted Services			\$ 20,000		\$ 20,000		\$ 20,000
Total Expenditures	\$ 0	\$ 0	\$ 773,350	\$ 0	\$ 773,350	\$ 0	\$ 773,350
Total Levy Requirement	\$ 0	\$ 0	\$ 773,350	\$ 0	\$ 773,350	\$ 0	\$ 773,350

Capital Budget Details

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Corporate Management							
Town Hall Refurbishment Program	A	\$ 40,000		\$ 40,000			
Collingwood Terminals	A	\$ 90,000		\$ 90,000			
Communication Kiosk	S	\$ 56,924					\$ 56,924
New Accommodation Townhall	G	\$ 100,000		\$ 100,000			
Town Facilities Condition Assessment	A	\$ 80,000					\$ 80,000
HR Performance Management System ITSC-19-032	L	\$ 30,000		\$ 30,000			
CRM Customer Service Software ITSC-19-002	C	\$ 41,000		\$ 41,000			
Total Corporate Management		\$ 437,924		\$ 301,000			\$ 136,924

Service Enhancements

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Corporate Management							
New Accommodation Townhall	G	\$ 40,000		\$ 40,000			
P/W Building and Shop renovations	G						
Office and Shop Improvements at 507 Tenth Line	G	\$ 200,000	\$ 175,000	\$ 25,000			
Total Corporate Management Service Enhancements		\$ 200,000	\$ 175,000	\$ 25,000			

Fleet and Facilities

Purpose

This is the second of four components that together form the Customer and Corporate Services Department's portfolio.

Fleet and Facilities is responsible for:

- Fleet
 - For all departments maintaining the vehicles inventory, fleet purchases and disposal, permitting and insuring of all licensed vehicles, life cycle determination, development of vehicle and equipment specifications, service requirements, warranty definition and follow-up, and development of consistent fleet policies with the exception of specialized fire vehicles.
- Facilities
 - Recommends and oversees buildings repair, maintenance and cleanliness, ensures appropriate insurance coverage and risk management strategies, coordinates new construction and renovation projects, monitors contractor performance, and identifies opportunities for consolidation of efforts.
 - Directly provides facility operations (including cleaning) at Town Hall, Library, Museum, OPP Station, and Grain Terminals.
 - Project management on the commercial cleaning contract for various facilities.
 - Project management on various facility capital items across all departments.
 - Monitors energy consumption at Town facilities and recommends improvement opportunities.
 - Project management on the development of the Town Asset Management Plan for all facilities.
- Staff Accommodation
 - Identifies and analyses staff accommodation requirements and recommends the best use of Town facilities in order to match growth objectives with evolving Customer Service Excellence initiatives.
 - Develops short and medium term projects intended to meet future space requirements in a fiscally responsible manner.

Departments own budgets include the capital, maintenance and operating costs of their applicable vehicles, buildings and offices themselves, unless noted otherwise, and thus the Fleet and Facilities department's operational budget has historically been composed of salaries and benefits with limited discretionary spending.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	4	4	1	5

Key driver(s) that determine the 2020 departmental budget

This budget requests 6 months effort of a contract technician position with Project Management and analysis skills, ideally enabled as a half-time position that is present throughout the entire year.

- The existing Manager and technician support a fleet of approximately 120 licensed or otherwise registered vehicles, over 100 pieces of rolling stock and equipment and over \$3M in vehicle procurement in 2020, about \$2 MM of capital building work, and the accommodations for almost 300 staff individuals. In particular in the coming year, the Master Accommodation plan outlines major work in the next seven years to adjust offices at Town Hall, re-envision and expand the Tenth Line facilities, move out of Stewart Road, and potentially rebuild/expand Town Hall. There will also be significant work and transformation underway in 2020 at the Grain Terminals, and in implementing the proposed LED lighting retrofits that will support reducing the Town's energy demands.
- The requested part-time position will enable this work to proceed, both through his or her direct work and by removing work from the two existing resources.

The Grain Terminals are currently carrying an \$8M liability on the Town's books, and one of Council's strategic decisions in 2020 will include next steps, pending completion of the public consultation. To provide a placeholder for the option of a Public Private Partnership, \$300,000 has also been included in the capital budget for the Grain Terminals, representing the expected costs of a P3 expert consultant, a fairness advisor and advertising/communication costs. This funding may be recoverable pending the ultimate decisions on the Terminals.

Another set of strategic decisions upcoming for Council will be next steps on the staff Accommodation Plan. As recommended by the consultant's work a year ago, a consulting assignment has been included under the Capital budget for Public Works and Engineering and is recommended to commence early in 2020 to plan the Tenth Line building(s) expansion to accommodate staff, potentially including water staff from Stewart Street.

To support the Town's Energy Conservation and Demand Management Plan, as well as Council's Resolution on a Climate Change Emergency, about \$100K of work to retrofit LED lighting has been incorporated into various other departments' budgets for work at Eddie Bush Memorial Arena, the Centennial Aquatic Centre, Public Works and the OPP building. Due to the impressive 2-3 year payback, this investment is considered very positive. A staff team comprised of representatives from Fleet & Facilities, Recreation Facilities, Water Filtration Operations, and Wastewater Operations will also be formed to steer energy reductions.

2019 Priorities

What we accomplished – Comment
Completion of a white paper on the next steps for the Grain Terminals, achieving Council's endorsement of a public consultation
Analysis and implementation of the Grain Terminal facility's maintenance requirements
Town Hall brick and façade restoration and painting
Town Hall emergency generator installation and switchgear upgrade, which performed well in subsequent power outages
Completion of the Library roof parapet modifications
Upgrade of police detachment overhead doors (Phase 2) to improve security and energy efficiency
Investigated opportunities for public electric vehicle charging installations, including joint application with Simcoe County for federal funding
Coordination of fleet purchases and disposals for all departments
Continued management of fleet and facility operational concerns as they arise
Implementation of a new cleaning contract for a number of Town facilities (Approx. \$165k/year)
Implementation of a new Inspection, Testing, and Maintenance contract for all of the Town's Emergency Generators
Project management for various facility maintenance related tasks at the OPP Station. (New flooring, water fountain, roof repairs, new fence, jail cell repairs, etc.)
Continued management of the Inspection, Testing, and Maintenance contract for all of the Town's Fire Protection Systems

What we did not get done – Comment
Further development of energy conservation and Greenhouse Gas (GHG) reduction opportunities at major facilities
Implementation of facility maintenance contracts under a formal Vendor of Record system
Re-construction of the entrance doors to the Library and Municipal Offices

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Effective management of Town Debt and Assets <ul style="list-style-type: none"> Improve the Town's Asset Management Plan to take into account maintenance costs and a funding model for the replacement of assets that have reached the end of their lifecycle. Assets include road, water and wastewater infrastructure in addition to all buildings, recreational facilities, vehicles and equipment owned and maintained by the Town. 	Facilities - Complete development of a complete facility inventory with condition assessments as a prerequisite to the Asset Management program. Fleet - Encourage and support departments' entries of fleet work orders into Asset Management WorkTech system.	☒		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
Additional Fleet and Facilities technician (equivalent of 6 months in 2020)	The request for a contract fleet and facilities technician is predicated by the forthcoming major staff accommodation projects, the increasing maintenance and transformation demands of the Grain Terminals and managing Town energy reduction projects		<input checked="" type="checkbox"/>	
Development of additional VOR contracts for fleet and facilities to assist with the management of day to day concerns in the longer term		<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
4. Fleet - Vehicle Use Policy	Work with Finance to update Fleet Vehicle Use Policy, per Council's Pending request	<input checked="" type="checkbox"/>		
CAPITAL				
3. Staff Accommodation - Engineering and design for comprehensive PW and Water operations centre at the Tenth Line (costed in corporate soft capital listing)	The Accommodation Plan recommended that the Water Department move from Stewart Road to join PW at the Tenth Line site in a comprehensive operations center	<input checked="" type="checkbox"/>		
4. Staff Accommodation - 2 nd Floor Office Renovations at 507 Tenth Line	Conversion of storage space to office space to allow occupancy in the short term, accommodating space needs due to growth and office renovations.	<input checked="" type="checkbox"/>		
5. Staff Accommodation – Minor renovations at Town Hall post-Inquiry to repatriate staff, increase number of offices and improve customer service counter		<input checked="" type="checkbox"/>		
6. Grain Terminals – Complete Recommended Mandatory Maintenance from Engineers' Report	Required to maintain safety of staff, contractors and the public as the long term plan for the Terminals is developed. Includes basement egress and emergency lighting, window assessment and restraint, foundation inspection and ensuring adequate fall protection.	<input checked="" type="checkbox"/>		
7. Fleet - Vehicles Purchases	There are about \$3.72 MM in purchases forecasted for 2020. This includes \$840 K in carryover spending (i.e. – equipment on order and to be delivered in 2020) and approximately \$1.37 MM for transit buses and a specialized Fire-Rescue boat, (these two will primarily procured by Engineering and Fire respectively, with this department's input and responsibility	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
	to register, insure, etc.). Fleet will purchase the remaining \$1.5 MM of rolling stock which includes 9 separate vehicles or pieces of equipment.			
8. Facilities – Other capital projects	<p>Coordination of additional facility related capital projects across all departments</p> <p>There is just over \$2 MM worth of work forecasted in 8 Departments with Fleet and Facilities as the primary resource. Additionally, there is \$1.7 MM in spending forecasted for 2020 with Fleet and Facilities as the secondary resource.</p>	☒		
9. Reduce Energy Demands - LED Lighting Retrofits at Eddie Bush Memorial Arena, Centennial Pool, Curling Club and OPP Building	Approximately \$100,000 value		☒	

Budget Pressures and Trends:

With the creation of a corporate services centre of excellence, there will be activities in 2020 that will set out the internal services and service levels expected, which may re-position this or other departments with more or less resource needs going forward.

A disciplined approach to determining the long term asset management needs for fleet and facilities may lead to studies showing adjustments to the longer-term capital outlook.

Customer Service Performance Indicators

Department – Fleet & Facilities

<i>Program Description – Fleet and Facilities</i>					
Program Outcome/ Customer Benefit/ Impact		Facilities – Energy Conservation and Demand Management			
Indicator / Metric		Reduction of actual energy use			
Comments		Intention is to reduce carbon production due to the Town's activities, to act on Climate Change and reduce energy costs. Energy consumption will be reduced through the implementation of energy conservation projects using more efficient technology. Several LED lighting projects are currently scheduled for implementation in 2020. Actual consumption data will be updated in conjunction with annual Ontario Regulation 507/18 reporting requirement.			
Energy Type	2017	2018	2019	2020	Comment
Electricity	Actual: 13,350 MW	Target: 13,216 MW	Target: 13,082 MW	Target: 12,948 MW	Reduction equivalent to 1% of 2017 consumption per year on reportable facilities
Natural Gas	Actual: 577,000 m ³	Target: 571,230 m ³	Target: 565,460 m ³	Target: 559,690 m ³	Reduction equivalent to 1% of 2017 consumption per year on reportable facilities

Program Description – Fleet and Facilities					
Program Outcome/ Customer Benefit/ Impact		Fleet – Energy Conservation and Greenhouse Gas Reduction			
Indicator / Metric		Fleet Progress toward Electrification			
Comments		Intention is to reduce carbon production due to the Town's activities, to act on Climate Change and reduce energy costs through the use of electric or hybrid vehicles. The Fleet currently has 46 passenger vehicles (19) or light duty pick-up trucks (27). The Fleet will be transitioned to electric or hybrid vehicles through normal replacement cycles. The overall target is to have 100% of light duty fleet hybrid or fully electrified by 2028. Three light duty vehicles are currently scheduled for replacement in 2020. The successful transition will be somewhat dependent on acceptable purchase cost relative to traditional vehicles for the particular class of vehicle required.			
2018 Actual	None	2019 Actual	#: 4 vehicles %: 9%	2020 Target	#: 7 vehicles %: 15%

Operating Budget Details

Fleet & Facilities							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 367,127	\$ 446,228	\$ 7,965		\$ 454,193		\$ 454,193
Professional Services	\$ 34,881	\$ 30,000	\$ (10,000)		\$ 20,000		\$ 20,000
Other Expenses	\$ 12,523	\$ 6,100	\$ 150		\$ 6,250		\$ 6,250
Administrative	\$ 3,087	\$ 7,525	\$ (525)		\$ 7,000		\$ 7,000
Insurance	\$ 485	\$ 1,523	\$ (23)		\$ 1,500		\$ 1,500
Material & Supplies	\$ 933	\$ 1,500			\$ 1,500		\$ 1,500
Occupancy	\$ 37,821	\$ 40,500	\$ 39,400		\$ 79,900		\$ 79,900
Health & Safety	\$ 330	\$ 500			\$ 500		\$ 500
Transfers to Own Funds							
Transfers to Capital						\$ 175,000	\$ 175,000
CAPITAL LEVY							
Total Expenditures	\$ 457,186	\$ 533,876	\$ 36,967	\$ 0	\$ 570,843	\$ 175,000	\$ 745,843
Revenues:							
Rent	\$ 52,042	\$ 52,000			\$ 52,000		\$ 52,000
Transfers from Own Funds		\$ 30,000	\$ (10,000)		\$ 20,000		\$ 20,000
Total Revenues	\$ 52,042	\$ 82,000	\$ (10,000)	\$ 0	\$ 72,000	\$ 0	\$ 72,000
Total Levy Requirement	\$ 405,145	\$ 451,876	\$ 46,967	\$ 0	\$ 498,843	\$ 175,000	\$ 673,843

Program Support

Human Resources

Purpose

This is the third of four components that together form the Customer and Corporate Services Department's portfolio.

Human Resources is responsible for leading and administering:

- recruitment;
- labour/employee relations, negotiations and contract administration;
- health and safety;
- training, development and performance management;
- compensation and group benefits administration;
- development and implementation of corporate human resource policies and procedures;
- development and recommendation of plans, policies and strategies to address human resources and organizational objectives;
- the provision of advice to departments, staff and Council; and,
- compliance with employment or related legislation and regulations.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	3	3		3
PT (Co-op)			2/3	2/3
Total	3	3	2/3	3 2/3

Key driver(s) that determine the 2020 departmental budget

There is one new request in the 2020 operational budget, which is an 8-month co-op contract position. This person will help the department better enable electronic filing (preserving valuable office space from new paper files) and catch up with filing and documentation after delivering over 56 recruitments with over 80 hires in 2019. The position will also provide a youth-oriented opportunity, exposing the candidate to a broad swath of HR activities. The deliverables of this position will also take routine work from the Manager's plate, enabling delivery of the budget priorities (listed below). The requested funding has been included in the proposed budget, and staff will also actively seek and apply for available grant funding for this position.

The only HR-related capital budget item is the Performance Management System.

2019 Priorities

What we accomplished – Comment
Recruitment (as of October 15) – Fifty-six (56) job postings/competitions (several vacancies due to retirement and organizational realignment/new positions) resulted in over eighty (80) hires and eleven (11) orientation sessions. Special attention was paid to Crossing Guard recruitment with the development of a retention bonus program and a recruitment Open House.
Labour Relations – The current agreement with the Collingwood Professional Fire Fighters Association (CPFFA) expires December, 2019 and a renewed agreement was ratified October 16 for the period January, 2020 to December, 2023.
Group Health Benefits – a working group comprised of representation from all employee groups (union and non-union) established and a survey distributed to staff to gather feedback on the current group benefits plan
Organizational Realignment – creation of the new Corporate and Customer Service Department and new positions associated with that department, consolidation of positions within the Planning division, and realignment of positions within Parks, Recreation & Culture Department
Job Evaluation New and revised positions were evaluated including: new positions in Customer & Corporate Service department, Accountability Officer, Community & Well-Being Coordinator, Aquatics Coordinator, Plans Examiner and Adult & Senior Programmer (Library).
Policies – Fit for Duty, Council-Staff Relations and Council Parental Leave policies completed
Health & Safety Program – JHSC certification (4). Continued with Ergonomics Initiative (Part 2) – discomfort surveys and ergonomic assessments. Corporate Procedures: Ergonomics (complete), Incident and Investigation Reporting (complete), Biohazardous Waste (in progress), Confined Space Entry (in progress), Workplace Violence and Harassment (in progress), Backing Up (in progress). Panic button procedure, training and testing.
Risk Management – Job demands analysis planned (10) and completed (3). Provided support for: workplace inspections (MJHSC), Safe Work Practices (Public Works), Risk Assessments (Environmental Services); Fire Safety Plan (Stewart Rd), division safety talks/meetings. First aid kits vendor managed program at all locations. Eyewash Assessments (and updates). Install sharps containers. SDS Audits.
Training and Development – Health & Safety: Coordinated safety training including standard first aid & CPR/AED (36), hearing testing (141), reasonable suspicion training (44), respiratory fit testing, working at heights, confined space entry & rescue, fire drills (4 facilities – Townhall, Library,

Museum, Stewart Rd) and Panic Button Testing. MSD awareness training for Ergonomics Committee, Sharps Handling. Mental Health First Aid. Traffic Protect Plan (Book 7).

HRIS: training completed with H&S Coordinator, access granted to HRIS to Environmental Services Admin, and Compliance Officer

HR Manager, HR Coordinator and H&S Coordinator attended Workplace Investigation Training through Simcoe County

Assistant to CAO – HR Coordinator provides administrative support to the CAO and initially also to the Executive Director, Customer & Corporate Service

What we did not get done – Comment

Compensation Review – RFP has been awarded and work initiated for a comprehensive non-union and Council compensation review.

Performance Management System – Vendor demonstration occurred, however selection and implementation of a new performance management system was deferred due to work load

Training and Development/HR Information System – This system will document staff licenses and certificates, and there is intention to provide divisions with access to the system. This was delayed for staff from the Environmental Services division due to staff turnover in the Finance area, this will be revisited in Q1, 2020

HR Policies – the update of some policies (e.g. vacation, overtime, and sick leave) are dependent upon the completion of the 2020 Compensation Review

2020 Budget Priorities

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
5. Complete Compensation Review for non-union positions and Council	Initiated in 2019, project planned to be completed in Q1 2020	<input checked="" type="checkbox"/>		
6. Performance Management System (Information Technology Application)	Implementation of improved system that is user-friendly and more flexible (can be tailored for specific functions)	<input checked="" type="checkbox"/>		
7. Initiate Succession Plan for Critical Positions		<input checked="" type="checkbox"/>		
8. Employee Engagement	Initiate Employee Engagement Survey and host semi-annual Staff Forums	<input checked="" type="checkbox"/>		
9. Health & Safety Program	Conduct a staff survey and investigate the feasibility of a wellness program (design would be based on needs identified from staff and the Town); create respiratory protection program based on regulatory changes to O.Reg. 883/90 Biological and Chemical Agents and O.Reg. 490/09 Designated Substances.	<input checked="" type="checkbox"/>		
10. Collective agreements negotiations	Two collective agreements are due for re-negotiation – wastewater (IBEW-WW March 2020) and public works (CUPE April 2020)	<input checked="" type="checkbox"/>		
11. Employee life cycle management	Mapping of the process of how a position is created, the on-boarding of a new staff member, supporting staff transitions within the organization, and when an employee exits the organization (coordinate with	<input checked="" type="checkbox"/>		

	Health and Safety, IT, Communications, Purchasing, Clerk Services, etc.).			
12. Co-op Student, 8 months	Supports records management, local youth employment and succession planning		<input checked="" type="checkbox"/>	

Budget Pressures and Trends:

- Staff turnover – With several staff retirements in key positions pending in the next few years, and pressure to expand operations due to legislative requirements and community growth, the trend in the number of recruitments is expected to continue to rise. Recruitment, selection, orientation, training and performance management services are required to ensure the organization's staffing resources are supported.
- Staff retention – Wellness initiatives, including group benefits, recognition, etc. are known to be of interest to staff and are components of an effective recruitment and retention strategy. We need to find ways to reduce costs and improve the health of employees, as well as communicate the costs of providing those benefits, to reduce the demands on the group health benefits while still having this as an attractive and effective component of our compensation program.
 - If a Wellness program has a positive business case, there is potential for a budget request in 2021.
- Legislative changes - With increased emphasis on health and safety as well as accessibility, there is more onus on employers to ensure the well-being of workers. Municipalities are also faced with more exposure to liability from all facets of their operations. It is imperative that the Town ensures that the appropriate staff members are receiving relevant training. The employer faces the burden of proof to demonstrate due diligence and therefore documentation in the form of policies, procedures and records/certificates are essential.

Customer Service Performance Indicators

Department – Human Resources

<i>Program Description – Incident Investigations (H&S)</i>					
Program Outcome / Customer Benefit / Impact		Workplace incidents investigated to determine root causes and take corrective action to improve workplace safety			
Indicator / Metric		Percentage of workplace incidents investigated			
Comments		<p>The goal of the Internal Responsibility System is to reduce workplace incidents and is only effective when everyone works together. A robust incident reporting and investigation process will prevent future accidents from occurring and is the cornerstone of injury and loss prevention.</p> <p>By investigating workplace incidents (including near misses), the organization can identify root causes or system failures that underlie why incidents occur and then take action to fix those factors to improve workplace safety and avoid future incidents. Training will be provided to supervisors and JHSC members on how to conduct workplace investigations. H&S will guide employees through the incident investigation process with the aim that the work place parties can promptly conduct investigations into incidents that occur at their work sites and implement appropriate actions.</p>			
2018 Actual	n/a	2019 Actual	77%	2020 Target	100%

Operational Budget Details

Human Resources							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 271,052	\$ 269,187	\$ 10,614		\$ 279,801		\$ 279,801
Professional Services	\$ 1,021	\$ 56,000	\$ (13,000)		\$ 43,000		\$ 43,000
Health and Safety	\$ 27,824	\$ 47,500			\$ 47,500		\$ 47,500
Administrative	\$ 20,736	\$ 35,095			\$ 35,095		\$ 35,095
Legal	\$ 4,419	\$ 20,000			\$ 20,000		\$ 20,000
Contracted Services	\$ 2,057	\$ 20,000			\$ 20,000		\$ 20,000
Occupancy	\$ 3,663	\$ 11,500			\$ 11,500		\$ 11,500
Other Expenses	\$ 348	\$ 1,000			\$ 1,000		\$ 1,000
CAPITAL LEVY							
Total Expenditures	\$ 331,120	\$ 460,282	\$ (2,386)	\$ 0	\$ 457,896	\$ 0	\$ 457,896
Revenues:							
Recoveries	\$ 22	\$ 5,730	\$ (5,730)				
Total Revenues	\$ 22	\$ 5,730	\$ (5,730)	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 331,098	\$ 454,552	\$ 3,344	\$ 0	\$ 457,896	\$ 0	\$ 457,896

Program Support

Information Technology

Purpose

This is the fourth of four components that together form the Customer and Corporate Services Department's portfolio.

The Town of Collingwood's (TOC) Information Technology Division is a key strategic corporate service and is increasingly a central element behind the achievement of the Town of Collingwood's Goals and Objectives, such as support for the development of customer facing applications that facilitate and optimize our customers' experience when making use of the Towns' service offerings.

The Division's responsibilities include:

- Acquisition, management, and maintenance of a robust, reliable and secure information technology and telecommunications architecture,
- Recognizing and assisting in the documentation of departments' needs,
- Leading IT Steering Committee governance to ensure an aligned suite of technologies that provide best value and reduce the Town's risks,
- Procuring and configuring (or building) corporate and departments' applications to meet needs, and working with departments in training and roll-outs,
- Stewarding of one of the Towns' most important assets, its information and data, including Geographic Information Systems as a framework for gathering, managing, and analyzing many types of spatial and tabular data,
- Managing the electronic door locks and identification cards for all staff and facilities,
- Operating the IT Help Desk and resolving issues from staff and Council, and
- Asset management planning and replacements for all IT equipment (e.g. servers, storage, laptops, printers).

This department provides the essential IT and GIS expertise, and pays for the following types of items: Corporate Microsoft software (e.g. Excel and Word), security training and testing and all IT asset renewals (e.g. servers, storage and laptops).

Individual departments pay for the costs of initial IT equipment for new staff, their printers and plotters, and their department-specific software.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	3	3	+1	4
Contract Position		1	-1	
Total	3	4	0	4

Key driver(s) that determine the 2020 departmental budget

While the 2020 operational budget is slightly below the 2019 request, the salary and wages and benefits has increased, representing a request to change one position from a contract position to a full time permanent position. In 2019 there were in excess of 2000 requests for IT Service, which were largely handled by this position. There is a need to establish this position permanently, which will support the development of expertise and continuity, the retention of skilled staff and provide a succession planning opportunity.

Prudent reserve funding to level out the ongoing financial needs for asset replacements in future years has also been included.

These costs were offset as IT found opportunities to reduce software costs by switching licensing models for office software (e.g. Microsoft Word, Excel, etc.) and servers licensing.

Departments have been embracing the power of GIS to support their business decisions, and the need for enhancing the GIS support has been mitigated by the Water Department's proposal to for a GIS student for water-focused work.

2019 Priorities

What we accomplished – Comment
The IT department fine-tuned all the infrastructure items that were implemented in 2018. In early 2019, we migrated from our legacy email system over to an interim Microsoft Exchange email system, solved issues and cleaned up 153 email accounts, and worked with staff to clean up old emails. This reduced 5 additional legacy servers and brought the email environment into a virtualized platform.
We implemented new hardware platform for our Water Scada Environment, eliminating a key piece of legacy hardware.
We implemented a FortiAnalyzer which is a reporting component for our Firewall system.
We rolled out our new copier and printer fleet, replacing and consolidating 45 printers that had 18 different models and 8 brands with 37 printers, consistent models, 2 brands and a single vendor and contract. We also implemented Papercut which reports on usage and environmental impact, and reduces misprints and increases flexibility leveraging ID swipe cards.
Expanded our disaster recovery site hardware including additional computing nodes to our Scale infrastructure environment and replicating more data to a disaster recovery site.
We consolidated and retired a legacy file server that had supported water staff and migrated files to a corporate TOMRMS format.
We improved network security by implementing segmentation and control by assigning unique network addressing to each building. Every piece of equipment that is on the network was reconfigured with a new address.
94 Computer Assets were deployed. Essentially all units have Windows 10 as the Windows 7 operating system will soon be at end. We also replaced the legacy Townhall webcam with a new high definition webcam, enabling the elimination of the legacy PC supporting the streaming.
Implemented the IT Steering Committee and IT governance, including investigation of online payments and our electronic ledger as well as implementing of cashing for building permit payments.
Supported the successful relaunch of the Perfect Mind recreation software, including the evaluation and integration with Moneris Payments and the rollout of integrated pinpads, receipt printers, scanner and go live support.
Migrated and revamped the TOMRMS structure over to a new file server which allowed us to retire a server running an operating system that will be end of support in 2020.
Consolidated the Museum phone system, bringing the Museum onto the Town's main system. This further reduces legacy hardware and consolidates another device in a unified system.

What we accomplished – Comment

Provided ongoing IT support to the Collingwood Judicial Inquiry, maintaining standby to assist at all times while the inquiry was in session, and daily audio testing.

Collingwood Fire Services were looking for a new approach to their Alarmed For Life – Fire Safety program. In consultation with Fire Staff, we designed a database of information they wished to capture in the field while doing their fire education outreach. Staff were given a GIS application called ArcGIS Survey123 to use in the field to help facilitate consistent messaging and capture data that can further be used for analysis. Fire Captains were trained on how to capture this information using the departmental iPads. We also created an ArcGIS Operations Dashboard with various widgets to easily visualize data for management. Fire services were also provided with an interactive map of various GIS layers, specifically showing hydrant locations. Although in it's infancy, we have also started conversations regarding a new, easy-to-use, Fire Pre-Planning interactive application for a more robust and efficient collection of data.

The Town's Public Works and Environmental Services have seen various behind the scenes changes to the structure of their datasets over the year. In consultation with a variety of staff (field worker/data editors/managers), we are continuously updating and adjusting data schemas and improving the methodology for capturing related inspection and maintenance table data. Water Dept. field staff were provided with new updated hydrant flushing and maintenance mapping applications and will continue to see further enhancements towards the end of 2019. Some of these enhancements include new ways of capturing information in the field (external GPS & ArcGIS Quick Capture) and inclusion of water model flow data. The water model flow data will also be used in updated Fire Services interactive mapping.

Planning, Building, Bylaw & Economic Development had improvements made to their online interactive mapping. Specifically, we created two applications that have a direct connection to our CityView database to show Building Permits and various statistics associated with each permit application. A Heritage Story Map has also been designed. We anticipate creating more and similar applications for Planning as resources permit and the Official Plan review is complete. With respect to the Bylaw Department, we created an online interactive map to show municipal parking lots and downtown street parking and continue to pull data from the GIS Coyote Reporting tool for their use. Planning and Economic Development have a desire to better understand our vacant Industrial/Employment Lands and complementary data so we are currently working through analysis of various datasets to provide such.

Parks, Recreation and Culture worked with GIS staff to create a variety of online, public facing GIS applications. For example, when the summer temperatures rose, we created an application to show where town cooling centers and water bottle refill stations were located. We also updated our existing Public Artwork dataset and created a new online interactive map. In conjunction with a variety of staff and the Town's Poet Laureate, we created an interactive application showcasing local poets, their poetry, and videos. We also combined efforts with students at Fleming College to create two public facing interactive parks, trails, and facilities web applications. Although in its early stages, we have created a new dataset and application for Parks staff to utilize in the field capturing memorial trees, benches, and stones.

What we accomplished – Comment

Finance staff continue to integrate GIS data with Worktech for asset management purposes. Although very time consuming, it is important that we continue to keep our datasets up to date and as accurate as possible.

We continue to promote access to a shared online interactive map, and have started monthly GIS working group meetings with staff in Environmental Services. We hope to help facilitate workflow improvements and provide knowledge and/or access to training for staff using GIS software. Continued collaboration and departmental reach will assist with our GIS inventory/needs analysis. The analysis will carry on throughout the latter part of 2019 and early 2020 to help establish an appropriate GIS governance road map for Collingwood to ensure future GIS success.

What we did not get done – Comment

As of end of October – Migration to Office 365/Exchange Online. Anticipated email migration finalized by end of 2019. Scale out of additional features to occur after email migration in early 2020 starting with Sharepoint. This work has enabled a significant reduction in the funds required to support office tools for all staff and Council.

Follow-up Security Assessment. We have deferred and tentatively scheduled this engagement for spring of 2020. We have spent and continue to spend portions of 2019 fine tuning and enhancing our network using our security first minded approach. We wanted this engagement to be performed once the majority of the fine tuning was completed.

As of end of October – ArcGIS software update to 10.6.1. Anticipated upgrade before end of 2019.

Planning department Official Plan and Zoning Bylaw interactive mapping. Staff embarked on an Official Plan review, so the decision was made to defer this until this is completed.

Asset inspection tables and applications for PRC. Deferred in favor of interactive public facing applications.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Finalize migration to Office 365/Exchange Online. Expand to include additional features.	Migration of on premise email and leverage collaboration tools.	<input type="checkbox"/>		
2. Full Implementation and Committee Reports on IT Steering Committee	Per Council-approved Terms of Reference	<input type="checkbox"/>		
3. Follow-up Security Assessment and Recommended Actions	To provide measured assurance of progress on security	<input type="checkbox"/>		
4. Convert Contract IT position to Permanent	To maintain service levels and increase continuity	<input type="checkbox"/>		
CAPITAL				
1. Support Implementation of IT Steering Committee High Priority Projects	Includes business cases, needs assessments, security, delivery, etc. for approximately 20 projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Asset Management Renewals - Desktop and Laptop Refresh	End of Lifecycle	<input type="checkbox"/>		
3. Implement Security Information and Event Monitoring solution	Security Enhancement	<input type="checkbox"/>		
4. Asset Management Renewals - Desktop Library Phone System Consolidation	Retire/Consolidate Aging System	<input type="checkbox"/>		
5. Support staff accommodation changes and moves	Cabling, inter- and intra-net access, printers, etc.	<input type="checkbox"/>		

Customer Service Performance Indicators

Department – Information Technology

<i>Program Description – Help Desk Tickets per User</i>					
Program Outcome / Customer Benefit / Impact		Object is to decrease the metric over time and minimize user down time and maximize ability to perform job functions. Proactive maintenance and monitoring of the infrastructure to ensure IT assets are operating at peak efficiency should decrease break fix type tickets over the longer term. Also, migration towards more standardized hardware platforms makes system management more efficient. It is recognized that new systems may initially cause a spike in the number of generated tickets but will reduce over time.			
Indicator / Metric		Help desk Tickets per user			
Comments		1) Total Tickets 2019 – 2000 Tickets, 260 users (as of October 31) a) 13% - Email (account creation/deactivation, setup, aliases, issues) Up 5% b) 7% - Printers Up 1% c) 7% - Access Control (ID Cards, Door programming) Up 2% d) 7% - 3 rd Party Website (Whitelisting) Up 2% e) 6% - General Software (Misc Software, PDF, Utilities) f) 6% - File and Folder Security Up 3% g) 4% - Network Accounts Passwords h) 3% - General Computer Hardware (troubleshooting, new PC related) i) 3% - Junk Email investigations j) Remaining – Mix of requests.			
2018 Target	6.6 Tickets per user	2019 Actual	7.7 Tickets per user	2020 Target	6 Tickets per user

<i>Program Description – System Up Time</i>					
Program Outcome / Customer Benefit / Impact		Minimize system downtime and maximize system availability for users.			
Indicator / Metric		System uptime. System availability target is 24/7			
Comments		Unplanned downtime (where more than 1 business unit impacted): <ul style="list-style-type: none"> - 1 Hour – Power outage – Townhall Impacted - 1 Hour – County Internet HTTPS browsing – July 15th - 3 Hours – County Internet Feed – October 9th - 3 Hours – Power Outage in Collingwood – October 16th 			
	99.9999%	2019 Actual	99.9999%	2020 Target	99.0 %

Operating Budget Details

Information Technology							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 338,656	\$ 315,198	\$ 16,215		\$ 331,413		\$ 331,413
Administrative	\$ 51,056	\$ 137,600	\$ (15,500)		\$ 122,100		\$ 122,100
Transfers to Capital	\$ 88,240	\$ 119,900	\$ (62,400)		\$ 57,500		\$ 57,500
Contracted Services	\$ 2,005	\$ 80,000	\$ 2,500		\$ 82,500		\$ 82,500
Occupancy	\$ 7,673	\$ 8,333			\$ 8,333		\$ 8,333
Transfers to Own Funds	\$ 5,500	\$ 5,500	\$ 25,500		\$ 31,000		\$ 31,000
Materials & Supplies	\$ 5,789	\$ 5,000			\$ 5,000		\$ 5,000
Other Expenses	\$ 1,353	\$ 1,950			\$ 1,950		\$ 1,950
CAPITAL LEVY							
Total Expenditures	\$ 500,271	\$ 673,481	\$ (33,685)	\$ 0	\$ 639,796	\$ 0	\$ 639,796
Revenues:							
Recoveries	\$ 120,095	\$ 108,703	\$ 4,147		\$ 112,850		\$ 112,850
Total Revenues	\$ 120,095	\$ 108,703	\$ 4,147	\$ 0	\$ 112,850	\$ 0	\$ 112,850
Total Levy Requirement	\$ 380,176	\$ 564,778	\$ (37,832)	\$ 0	\$ 526,946	\$ 0	\$ 526,946

Capital Budget Details

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Program Support - IT							
Computer Hardware	G	\$ 14,000	\$ 14,000				
I.T. Replacement Library Training Room	A	\$ 3,000		\$ 3,000			
Computer Software	O	\$ 2,500	\$ 2,500				
Networking LAN	G	\$ 3,000	\$ 3,000				
Phone System	A	\$ 12,000		\$ 12,000			
SIEM appliance (Security Information Event Monitoring) I	S	\$ 38,000	\$ 38,000				
Desktop/Laptop Replacements	A	\$ 19,950		\$ 19,950			
Total Program Support - IT		\$ 92,450	\$ 57,500	\$ 34,950			

Fire

Purpose

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

The program delivers the following services:

- Multi-discipline response
- Office of the Fire Marshal three pillars of defense: public education, fire prevention and fire suppression.

This is a mandatory program.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	30	31		31
PT	9	10		10
Total	39	41		41

Key driver(s) that determine the 2020 departmental budget

- NFPA
- Section 21
- Asset Management

2019 Priorities**What we accomplished – Comment**

1. Emergency Management Plan Project completed – plan updated and will be presented to Committee in 2020.
2. Emergency Management Training Exercises for Primary and Alternate members completed on May 31/19 (Note Taking & EOC Essentials) and November 22/19 (table-top exercise) required for OFMEM Annual Compliance.
3. Critical Infrastructure Identification for the Town of Collingwood updated.
4. Alarmed for Life web based APP to simplify & track homes for working smoke/co alarms. 1,700 homes visited in 2019.
5. Track all suppression training in Fire House. Will be using Target Solutions in 2020
6. Live Fire Training with fulltime firefighters at Camp Borden.

What we accomplished – Comment
7. Vulnerable Occupancy Inspections & education – the vulnerable occupancy sector which includes retirement homes, long-term homes and residences for people with disabilities, hospitals and groups – fire safety and fire prevention inspections.
8. Wellness Program - Peer Support Group annual educational session to promote wellness in the workplace. Sauna Ray, hearing testing, Fit testing, HAZ MAT mandated recertification
9. Quality Care Program – training of all suppression staff with specialized training of Naloxone for opioid use & Epinephrine.
10. Training – technical skills for elevator, auto extrication train the trainer & driver certification.
11. Training – Staff training to Fire Officer 1 Level & Fire Officer 11 Level.

What we did not get done – Comment

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
The Fire Department is not included in the Community Based Strategic Plan. Fire uses the Fire Master Plan to drive priorities.				

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Training – Suppression & Fire Prevention	<ul style="list-style-type: none">• Quality Care Program – Recertification of all suppression staff with specialized training of Naloxone for opioid use and Epinephrine (Epi-Pin).• Technical Skills – Elevator, Auto Extrication Train the Trainer & Driver Certification, Ice/Water Rescue training.• Public Education – Community Educator• Staff Training to Fire Officer 1 Level – On-line and Ontario Fire College training• Staff Training to Fire Officer II Level – On-line and Ontario Fire College Training.• Target Solutions Training – Online training; register, input & update record retention & management.	<div>☒</div>		
2. Increase fire safety & public education services and inspections as set out in	Vulnerable Occupancy annual certification	<div>☒</div>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
the Fire Protection & Prevention Act (FPPA)				
3. Succession Planning	Aggressive training for future division openings / moves.	☒		
4. Emergency Management Program	Legislative requirements with annual compliance components. - Climate change and environmental hazards.	☒		
5. Firefighter Certification to meet new Ontario Reg. changes and compliance	Meet new certification requirements that will be introduced in 2020 by OFMEM.	☒		
6. Building Preplanning / Familiarization	Familiarization of buildings & infrastructure. This is an ongoing project.	☒		
7. Administrative Assistant track all public education activities and continue to track prevention inspections using Fire House software.	Ongoing process.	☒		
8. Continuing a positive business relationship between the fire and building departments.	Ensure code compliance with the building and fire code requirements. Ongoing quarterly meetings.	☒		
9. Emergency Management Plan update.	Updated EMP completed. To be presented to Committee in 2020. This is a living document with updates and changes annually.	☒		
10. Create relationship with key stakeholders regarding Emergency Management Plan	Engaging community partners to discuss the revised Town of Collingwood emergency plan to ensure all needs are met (CGMH, EPCOR, NVCA)	☒		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
11. Customer Service Model Training – Administrative Assistant and staff	To strengthen customer support with more knowledgeable employees and services in regards to municipal requirements.	<input checked="" type="checkbox"/>		
12. Wellness Program	Peer Support Group annual educational session to promote wellness in the workplace. Sauna Ray, hearing testing, Fit testing, HAZ MAT mandated recertification.	<input checked="" type="checkbox"/>		
CAPITAL				
13. Replace 2012 Expedition	8 year replacement plan	<input checked="" type="checkbox"/>		
14. Fire Rescue Boat	Growth & tourism – more water traffic	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

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

Customer Service Performance Indicators

Department - Fire Services

Program Description - Emergency Planning					
Program Outcome/ Customer Benefit/ Impact		Public Education in Emergency Preparedness.			
Indicator / Metric		11 Venues where emergency preparedness education is delivered: <ul style="list-style-type: none"> • Emergency Preparedness Week • Fire Prevention Week • Fire Marshall's Public Safety Messages & Pamphlets • Peak FM • Twitter • Town Page • Town Website • Communications Officer Press Releases • New LED sign at front of fire hall • Town APP (new) • Town Hall window display 			
Comments		Emergency preparedness education material is also provided through the Province / County in conjunction with the Town.			
2018 Actual	9	2019 Actual	10	2020 Target	11

Program Description - Emergency Planning					
Program Outcome/ Customer Benefit/ Impact		Full compliance with Emergency Management and Civil Protection Act			
Indicator / Metric		All 15 components of the act are met annually			
Comments		<ul style="list-style-type: none"> • The mandatory emergency management program elements are required. • Include “Alternates” in the annual Emergency Management Control Group meeting/table top exercise. • BEM training & certification of primary and alternate members. 			
2018 Actual	15	2019 Actual	15	2020 Target	15

Program Description - Fire Prevention / Suppression					
Program Outcome/ Customer Benefit/ Impact		Smoke/CO Alarm Education Program			
Indicator / Metric		Installation of carbon monoxide alarms mandatory – Ontario Regulation 194/14 Fire Protection and Prevention Act, 1997.			
Comments		<ul style="list-style-type: none"> • Promote Smoke/CO Alarms through all media (Peak FM, Twitter, Town Page, Town Website, Communications Officer Press Releases), pamphlets to schools, Fire Marshal’s Public Safety Messages, and door-to-door. • This is not a “knock and run program”. Program succeeds with community interaction and positive feedback. • APP – APP test for Alarms for Life is complete. APP is now in-place and active. 			
2018 Actual	20% (1,276)	2019 Actual	1,800	2020 Target	1,800

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact		Review Fire Safety Plans			
Indicator / Metric		Review existing and new Fire Safety Plans			
Comments		Update Sign-off Sheets / Track numbers each year			
2018 Actual	40	2019 Actual	24	2020 Target	25

<i>Program Description - Fire Prevention & Suppression</i>					
Program Outcome/ Customer Benefit/ Impact		Lock Box Inspections and Maintenance			
Indicator / Metric		Last lock box inspections and maintenance program was fully completed in 2018.			
Comments		Amount has increased from 131 to 143 lock boxes listed on file.			
2018 Actual	83	2019 Actual	143	2020 Target	150

<i>Program Description - Fire Prevention (NEW Program)</i>					
Program Outcome/ Customer Benefit/ Impact		Commercial / Kitchen Safety			
Indicator / Metric		6 month and annual compliance documentation – suppression systems & cleaning			
Comments		Found non-compliance in a quick inspection of a few facilities (up to four years being non-compliant)			
2018 Actual	N/A	2019 Actual	N/A	2020 Target	10

Program Description - Suppression					
Program Outcome/ Customer Benefit/ Impact		Building Familiarization / Pre-Planning			
Indicator / Metric		Tactical aspects and layout of buildings			
Comments		Fire crew tour and receive a briefing on new fire protection features and other issues that may impact fire-related emergency response to specific industrial, commercial, residential & public buildings			
2018 Actual	89	2019 Actual	50	2020 Target	50

Program Description - Training					
Program Outcome/ Customer Benefit/ Impact		Training			
Indicator / Metric		Meets all components (theory and practical) of the certification process. Numbers in comments represent personnel in previous years. <u>The new target number for 2020 is based on training programs.</u>			
Comments		Training <ul style="list-style-type: none"> - Auto Extrication Training (35 staff) - Fire Instructor Level II (6 staff) - Public Education (4 staff) - Recertification of Quality Care Program Training (25 staff) - First Aid & CPR Training (10 staff) - Driver Training (25 staff) - Life Safety Educator (8 staff) - Ice / Water Rescue Training (25 staff) - New Pumper – familiarization & certification (35 staff) - Target Solution training – register, input & update (record retention and management) (37 staff) - Prevention training of Ontario Core Standards (GAP course) (2 staff) 			
2018 Actual	52	2019 Actual	77	2020 Target	12

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact		Hotel & Motel Blitz - Building Safety Standards are being met			
Indicator / Metric		Hotel & Motel Building Safety Standards blitz.			
Comments		Follow-up inspections of hotels and motels in Collingwood. <ul style="list-style-type: none"> Large resorts 			
2018 Actual	12	2019 Actual	8	2020 Target	12

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact		Schools – Building Safety Standards are being met.			
Indicator / Metric		Schools Safety Standards blitz.			
Comments		Working on detailed inspections of schools in Collingwood			
2018 Actual	10	2019 Actual	10	2020 Target	10

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact		Industrial Occupancy - Building Safety Standards are being met			
Indicator / Metric		Fabricating, manufacturing, repair, storing goods or materials			
Comments		Working on detailed inspections of industry in Collingwood. <ul style="list-style-type: none"> Due to inspection complaints and enforcement of other requirements, was not able to complete this program 			
2018 Actual	28	2019 Actual	20	2020 Target	20

<i>Program Description - Fire Prevention</i>					
Program Outcome/ Customer Benefit/ Impact		Public Education – Fire Prevention			
Indicator / Metric		Extinguisher Training–New digital extinguisher trainer allows for all year training (15) Fire Drills – Participation and observation (10)			
Comments		Enhance Public Education & Training			
2018 Actual	14	2019 Actual	20	2020 Target	25

<i>Program Description - Fire Prevention – NEW PROGRAM ***</i>					
Program Outcome/ Customer Benefit/ Impact		Fire Prevention – Requests for Inspections & Complaints			
Indicator / Metric		Track number of inspections not tracked in other programs.			
Comments		Requests generated by the public, by-law, building, Alarms for Life Program and suppression Dispatch calls.			
2018 Actual	N/A	2019 Actual	N/A	2020 Target	110

***** NOTE: In 2020 will be tracking requests for inspections and complaints requiring inspections by the Fire Prevention Dept.**

Operating Budget Detail

Fire	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 4,156,827	\$ 4,169,860	\$ 142,930		\$ 4,312,790		\$ 4,312,790
Debt servicing costs	\$ 253,138	\$ 248,669	\$ (5,095)		\$ 243,574		\$ 243,574
Occupancy	\$ 137,496	\$ 138,000	\$ (3,800)		\$ 134,200		\$ 134,200
Transfers to Own Funds	\$ 100,000	\$ 100,000			\$ 100,000		\$ 100,000
Administrative	\$ 78,526	\$ 95,000	\$ 300		\$ 95,300		\$ 95,300
Other Expenses	\$ 76,757	\$ 76,500	\$ 500		\$ 77,000		\$ 77,000
Contracted Services	\$ 44,585	\$ 58,700	\$ 17,500		\$ 76,200		\$ 76,200
Insurance	\$ 58,480	\$ 55,825	\$ 5,575		\$ 61,400		\$ 61,400
Transfers to Capital			\$ 40,000		\$ 40,000		\$ 40,000
CAPITAL LEVY							
Total Expenditures	\$ 4,905,809	\$ 4,942,554	\$ 197,910	\$ 0	\$ 5,140,464	\$ 0	\$ 5,140,464
Revenues:							
User fees	\$ 18,540	\$ 12,000	\$ 6,000		\$ 18,000		\$ 18,000
Fines		\$ 500			\$ 500		\$ 500
Expense Recoveries	\$ 11,065						
Total Revenues	\$ 29,605	\$ 12,500	\$ 6,000	\$ 0	\$ 18,500	\$ 0	\$ 18,500
Total Levy Requirement	\$ 4,876,204	\$ 4,930,054	\$ 191,910	\$ 0	\$ 5,121,964	\$ 0	\$ 5,121,964

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Protective Services - Fire							
Fire Vehicle Replacements:Pumpe +F150	A	\$ 710,000		\$ 710,000			
Fire-Rescue Boat	G	\$ 100,000	\$ 50,000		\$ 25,000		\$ 25,000
Total Protective Services - Fire		\$ 810,000	\$ 50,000	\$ 710,000	\$ 25,000		\$ 25,000

Protective Inspection
and Control

Purpose

The mandate of the By-law Services Division is guided by Town by-laws and provincial legislation including the *Municipal Act*, *Building Code Act*, *Highway Traffic Act*, *Dog Owner's Liability Act* and the *Provincial Offenses Act* with an important role in providing services to ensure a vibrant, safe and healthy community in the Town of Collingwood. By-law Services accomplishes this by encouraging voluntary compliance with over 40 Town By-laws and provincial statutes and regulations through public education and enforcement by our qualified Municipal Law Enforcement Officers; responding to community complaints and assisting neighbours in resolving issues within the 3 main core service areas:

1. Animal Related By-law Services

- Animal Welfare
- Dogs running at large
- Dog bite legislation enforcement under the *Dog Owner's Liability Act*
- Dog licensing
- Rabies control
- Responsible pet ownership
- Reuniting lost dogs with owners

2. Property Related By-law Services

- Clean Yards
- Construction without a building permit
- Debris and Refuge
- Heritage properties
- Long grass standards
- Maintenance of existing buildings, structures and vacant lots
- Noise
- Pool enclosures
- Signs

3. Parking Related By-law Services

- Patrol illegal parking
- Enforce illegal parking in designated fire routes
- Patrol illegal parking in designated accessible parking spaces
- Assist in snow removal operations by patrolling overnight parking
- Managing the parking on private property parking program

The Division is also responsible for managing the School Crossing Guard Program, Provincial Act prosecutions and inspecting Taxi Cabs and Commercial Patios as part of business licensing

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
MLEO III (FT)	3	3	1	4
MLEO II (FT)	1	1	1	2
Parking Student (PT)	0.5	1.5	1.5	3.0
Crossing Guards (PT)	14	14	0	14
Total	18.5	18.5		23.0

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

2019 Priorities

What we accomplished – Comment
Transition of By-law Services from Clerk's Office to Planning & Building Department
Implemented protocol for communications and case follow up between Building & By-law Staff to ensure coordinated efforts on illegal buildings, illegal short term accommodation and property standards matters.
Health & Safety policies implemented and continuous review
Customer service improvements on response times and status update on service request
By-law Enforcement Policy approved by Council
Federal Cannabis Act - participated in a Staff Task Force established to lead the public consultation and stakeholders meetings.
Updated all existing No Smoking Signage throughout all Town properties and buildings to reflect No Vaping
Coyote Education Program
Creation of hanging by-law notice door hanger and educational noise control brochure.
Additional Trail Patrols during summer
Increased enforcement along Sunset Point
What we did not get done – Comment
Review of Town By-laws dealing with such matters as responsible pet ownership, snow removal, waste collection, tree preservation, open air burning, yard maintenance and private pool enclosures.
Operations Manual for the By-law Services Division

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority				

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Health & Safety	Job Hazard Analysis to be completed, health & safety policies to be reviewed and implemented	<input checked="" type="checkbox"/>		
2. By-law Enforcement Policy	Implement the By-law Enforcement Policy approved by Council and develop service delivery standards	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
3. Continuous By-law Review Plan	Implement a Continuous By-law Review Plan for the purpose of determining the need to update a particular by-law	<input checked="" type="checkbox"/>		
4. Short Term Accommodation	Enforce illegal Short Term Accommodation premises			<input checked="" type="checkbox"/>
5. Parking By-law	Review and update no parking zones	<input checked="" type="checkbox"/>		
6. Building Code Act	Investigate and monitor illegal building activity and prosecute Orders issued. By-law Staff continue to cross train with Building Services Division	<input checked="" type="checkbox"/>		
7. Online Dog Tag Renewal and Complaint Portal	Implement City View online portal to allow payment of dog tags online and for the public to submit complaints online			<input checked="" type="checkbox"/>
8. Town's Website	Complete and update the By-law Enforcement section of the Town's website			<input checked="" type="checkbox"/>
9. Animal Control Pound Facility	Consider partnering with other municipalities and re-negotiate Pound Agreement with the	<input checked="" type="checkbox"/>		

	Georgian Triangle Humane Society (GTHS) and/or put out a RFP for a Pound Service			
10. Crossing Guard Policy	Implement recommendations from consultant review and create a Crossing Guard Policy	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

- Significant increase in complaints related to illegal Short Term Accommodations with corresponding increase in investigations & prosecutions
- Increasing expectations for after-hours enforcement; working alone concerns must be addressed
- Maintain customer service standards with current FTE and case volume unsustainable over the long term

Customer Service Performance Indicators

Department: By-law Enforcement

<i>Program Description: Compliance Based Enforcement</i>					
Program Outcome/ Customer Benefit/ Impact		Compliant, safe and livable community			
Indicator / Metric		% of investigations resolved favorably without court action			
Comments		28 matters attended court in 2017. Staff strives to achieve compliance out of court amicably for all matters. This metric is based on a percentage because the number of charges each year is variable. We recognize that 100% compliance is not practical for various charges. This number is monitored to ensure that enforcement and prosecution administration is within budgeted accounts.			
2018 Actual	98.5%	2019 Actual	98%	2020 Target	95%

Program Description: Self-Sustained Animal Care Program					
Program Outcome/ Customer Benefit/ Impact		Self-sustained animal licensing and care program			
Indicator / Metric		Cost of providing the service / revenue			
		2019 issued dog tags = 1294 (2018 – 1290 tags) The purpose of this metric is to monitor the cost of providing this program, in an effort to make it more self-sustaining. Staff will be investigating options to increase dog tag sales while fostering our relationship with the Georgian Triangle Humane Society.			
2018 Actual	37%	2019 Actual	62.5%	2020 Target	75%

Program Description: Active and Responsive Enforcement					
Program Outcome/ Customer Benefit/ Impact		Active and responsive By-law Department			
Indicator / Metric		# of cases created # of total inspections			
Comments		Collingwood By-law Enforcement is primarily complaint driven. Officers' conduct regular investigations and patrols throughout Town and will initiate investigations on their own accord if they observe matters that are a blatant disregard to municipal by-laws, or matters pertaining to health and safety. The number of cases continue to grow based on population and development, however, we continue to provide more information on-line, provide improved customer service responses, have high compliance targets and have increased visibility in the Community – this helps to limit the number of inspections required.			
2018 Cases	1723	2019 Cases	2,100	2020 Cases	2,300
2018 Inspections	1496	2019 Inspections	1,900	2020 Inspection	2,200

Operating Budget Details

Protective Inspection & Control	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 270,564	\$ 318,547	\$ 8,003		\$ 326,550		\$ 326,550
Contracted Services	\$ 33,637	\$ 29,500			\$ 29,500		\$ 29,500
Administrative	\$ 10,630	\$ 16,200	\$ 500		\$ 16,700		\$ 16,700
Occupancy	\$ 6,983	\$ 11,775			\$ 11,775		\$ 11,775
Other Expenses	\$ 19,142	\$ 7,233			\$ 7,233		\$ 7,233
Insurance	\$ 5,978	\$ 5,770	\$ 328		\$ 6,098		\$ 6,098
Professional Services	\$ 1,755	\$ 4,000			\$ 4,000		\$ 4,000
Materials & Supplies	\$ 2,136	\$ 3,250			\$ 3,250		\$ 3,250
CAPITAL LEVY							
Total Expenditures	\$ 350,826	\$ 396,275	\$ 8,831	\$ 0	\$ 405,106	\$ 0	\$ 405,106
Revenues:							
User Fees	\$ 40,229	\$ 38,700			\$ 38,700		\$ 38,700
Recoveries	\$ 13,618	\$ 4,150			\$ 4,150		\$ 4,150
Fines	\$ 2,423	\$ 3,250			\$ 3,250		\$ 3,250
Total Revenues	\$ 56,270	\$ 46,100	\$ 0	\$ 0	\$ 46,100	\$ 0	\$ 46,100
Total Levy Requirement	\$ 294,556	\$ 350,175	\$ 8,831	\$ 0	\$ 359,006	\$ 0	\$ 359,006

Operating Budget Details

Protective Inspection & Control	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 270,564	\$ 318,547	\$ 8,003		\$ 326,550		\$ 326,550
Contracted Services	\$ 33,637	\$ 29,500			\$ 29,500		\$ 29,500
Administrative	\$ 10,630	\$ 16,200	\$ 500		\$ 16,700		\$ 16,700
Occupancy	\$ 6,983	\$ 11,775			\$ 11,775		\$ 11,775
Other Expenses	\$ 19,142	\$ 7,233			\$ 7,233		\$ 7,233
Insurance	\$ 5,978	\$ 5,770	\$ 328		\$ 6,098		\$ 6,098
Professional Services	\$ 1,755	\$ 4,000			\$ 4,000		\$ 4,000
Materials & Supplies	\$ 2,136	\$ 3,250			\$ 3,250		\$ 3,250
CAPITAL LEVY							
Total Expenditures	\$ 350,826	\$ 396,275	\$ 8,831	\$ 0	\$ 405,106	\$ 0	\$ 405,106
Revenues:							
User Fees	\$ 40,229	\$ 38,700			\$ 38,700		\$ 38,700
Recoveries	\$ 13,618	\$ 4,150			\$ 4,150		\$ 4,150
Fines	\$ 2,423	\$ 3,250			\$ 3,250		\$ 3,250
Total Revenues	\$ 56,270	\$ 46,100	\$ 0	\$ 0	\$ 46,100	\$ 0	\$ 46,100
Total Levy Requirement	\$ 294,556	\$ 350,175	\$ 8,831	\$ 0	\$ 359,006	\$ 0	\$ 359,006

Police Services

Purpose

The *Police Services Act* lists five core functions of policing that must be provided by every municipality in Ontario in order to meet the minimum threshold for providing adequate and effective police services, in accordance with the needs of the community. The core functions are:

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

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

Departmental Staffing Complement

Contracted services. All staffing needs are determined by the OPP.

Budget Pressures and Trends:

Policing costs have been escalating in recent years and vary considerably across the 324 municipalities policed by the OPP. The OPP billing model has been revised based on the principles of fairness and transparency. The Town saw a significant one-time reduction in policing costs for fiscal 2015 and again in 2016. Since then, we have seen increases of \$57,000 in 2017, \$20,178 in 2018, \$100,291 in 2019 and a forecasted increase of \$186,947 for 2020.

Operating Budget Details

Protective Services - OPP							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Contracted Services	\$ 4,858,663	\$ 5,028,755	\$ 286,947		\$ 5,315,702		\$ 5,315,702
Occupancy	\$ 121,175	\$ 120,232	\$ (11,800)		\$ 108,432		\$ 108,432
Administrative	\$ 14,605	\$ 14,350	\$ (1,650)		\$ 12,700		\$ 12,700
Insurance	\$ 7,164	\$ 7,034	\$ 266		\$ 7,300		\$ 7,300
Police Service Board	\$ 2,938	\$ 5,000			\$ 5,000		\$ 5,000
Other Expenses	\$ 16,816	\$ 1,000			\$ 1,000		\$ 1,000
CAPITAL LEVY							
Total Expenditures	\$ 5,021,360	\$ 5,176,371	\$ 273,763	\$ 0	\$ 5,450,134	\$ 0	\$ 5,450,134
Revenues:							
Fines	\$ 89,073	\$ 150,000	\$ (30,000)		\$ 120,000		\$ 120,000
Provincial Funding	\$ 42,971	\$ 36,000	\$ 31,500		\$ 67,500		\$ 67,500
User Fees	\$ 26,039	\$ 21,200	\$ 3,800		\$ 25,000		\$ 25,000
Other Municipalities	\$ 6,500	\$ 6,500			\$ 6,500		\$ 6,500
Recoveries	\$ 5,143						
Total Revenues	\$ 169,726	\$ 213,700	\$ 5,300	\$ 0	\$ 219,000	\$ 0	\$ 219,000
Total Levy Requirement	\$ 4,851,634	\$ 4,962,671	\$ 268,463	\$ 0	\$ 5,231,134	\$ 0	\$ 5,231,134

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Protective Services - OPP							
OPP Building	A	\$40,000		\$40,000			
Total Protective Services - OPP		\$40,000		\$40,000			

Purpose

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

The primary objectives of the NVCA are:

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

The Black Ash Creek Channelization project was undertaken to allow for development to occur in the west end of town. The channelization relieved flooding issues in the area and storm water drainage in the Black Ash Creek watershed. The development area is subject to a special area development charge which is applied to debenture payments.

Budget Pressures and Trends:

The NVCA is an independent body that determines the amount of levy to be raised from the municipalities in the watershed. The Town representatives are cognizant of the effect any increase in the NVCA budget has on the Town budget.

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

Operating Budget Details

Conservation	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Debt Servicing Costs	\$ 521,364	\$ 522,576			\$ 522,576		\$ 522,576
Requisition	\$ 245,405	\$ 260,939	\$ 6,784		\$ 267,723		\$ 267,723
CAPITAL LEVY							
Total Expenditures	\$ 766,769	\$ 783,515	\$ 6,784	\$ 0	\$ 790,299	\$ 0	\$ 790,299
Revenues:							
Transfers from Own Funds	\$ 31,612	\$ 32,912			\$ 32,912		\$ 32,912
Total Revenues	\$ 31,612	\$ 32,912	\$ 0	\$ 0	\$ 32,912	\$ 0	\$ 32,912
Total Levy Requirement	\$ 735,157	\$ 750,603	\$ 6,784	\$ 0	\$ 757,387	\$ 0	\$ 757,387

**Public Works and
Engineering**

Purpose

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

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

Functions of the department can be categorized as follows:

Operations:

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

Traffic:

- Reviewing traffic data
- Streetlight maintenance
- Traffic signal timing and maintenance
- Crosswalk maintenance
- Analysis of traffic control measures, on street parking and other requests
- Traffic signs and pavement marking

Development Review:

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

Roads/Sanitary Sewer/Infrastructure Management:

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

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
Engineering (FT)	7	6	0	6
Administration (FT)	3	4	0	4
Unionized Staff (FT)	20	20	0	20
Unionized Staff (Seasonal)	4	4	0	4
Total	34	34	0	34

Key driver(s) that determine the 2020 departmental budget

- The structure of the Operating Budget has been modified to redefine delivery categories and functions with a focus of service based delivery. While new accounts have been introduced into the operating budget to better track service delivery, there is no net impact to budget dollars.
- Health and Safety has taken on a revised role in day to day operations with the Department to ensure worker safety, well-being and compliance with legislation and related regulations
- A detailed review of current winter operations has been undertaken with the outcome of a revised methodology starting to be implemented for the 2019/2020 winter season. Traditionally, the Town has deployed a two unit (snow plow followed by sander) approach. This will be the first attempt to have some routes (2 of 5 internal routes) covered by a combination plow/sander unit reducing the capital fleet overhead required, reducing the number of hours delivering service and increasing service delivery as streets will now receive sand at the time of snow clearing. As this process and new equipment evolves, it is anticipated that the number of combination routes will continue to increase.
- Continued funds are required for the Master Storm Water Study that will evaluate the state of repair of the Town's storm water infrastructure.
- Statutory requirement to inspect all Town bridges every other year.
- Development of a traffic calming policy and potential infrastructure. Increased pressure for active transportation facilities. As this is a new program there will be an \$110,000 request for service enhancement for this item. This includes \$35,000 for the study and \$75,000 in new capital improvements.
- Capital renewal of aging infrastructure.

2019 Priorities

What we accomplished
Sidewalk replacement of 621 meters of Sidewalk
Asphalt resurfacing of 1700 meters of road
Reviewed 71 various development applications and advanced two subdivision agreements.
Reconstruction of Napier Street from Hume Street to Erie Street, including the replacement of sanitary and storm sewer.
Hurontario Crosswalk installed at the Hamilton Drain
Sidewalk installed along 2 nd Street, between High Street and Spruce Street
Mountain Road Environmental Assessment
Pretty River Hydraulics Assessment
Transportation Study Update
Development Charge Background Study
Oak Street Canal Floodplain Study
Highway 26 East, Sixth Line to Pretty River Parkway (MTO)
Design and Engineering of Hurontario and Lockhart Turn Lanes
Continued Work on Multi-Year Master Servicing Plan

What we did not get done – Comment
Vehicle replacement purchases – Sewer Flusher and Snow Plough delivery will not be arriving until Spring of 2020
Hurontario and Lockhart Turn Lanes. Late approval of budget did not allow for timely tendering and for construction scheduling during school holidays. Only one bid was received which staff did not feel was good value for the Town. Decision was made to delay the project to 2020.
Master Servicing Study. This is a multi-year project that will conclude in 2020.
Third and High Intersection Improvements. This project is dependent on the timing of the neighbouring subdivision.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Huron Street and Niagara Street crosswalk	This aligns with the CBSP goal of improving access to the revitalized waterfront.		<input checked="" type="checkbox"/>	

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Master Storm Water Study	Study to inventory Town storm water assets and to determine deficiencies in the system.	<input type="checkbox"/>		
2. Development Standards Update	Town Engineering Development Standards require updating.		<input type="checkbox"/>	
3. Bridge Study	Legally required to inspect all bridges every two years.	<input type="checkbox"/>		
4. Traffic Calming Policy	Consultant required to develop Traffic Calming Policy.			<input type="checkbox"/>
5. Transportation Studies	Traffic signal timing review at two intersections. Also includes pedestrian counts at potential crosswalk locations.	<input type="checkbox"/>		
CAPITAL				
1. Huron Street and Niagara Street crosswalk (design and construction)	New crosswalk across Huron Street at Niagara Street			<input type="checkbox"/>
2. Mountain Road Upgrades (design and property purchase)	Road reconstruction from Cambridge Street to 10 th Line, new bridge over Black Ash Creek, roundabout at 10 th Line, and new trail crossing at Black Ash Creek. Road cross section to be 5 lanes (plus bike lanes). Project construction	<input type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
	subject to ICIP Rural and Northern Infrastructure Funding.			
3. Hurontario and Lockhart Turn Lanes (construction)	Add left turn lanes on Lockhart and Campbell, new watermain on Campbell, and new sidewalk on Hurontario from Lockhart to Tracey Lane.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
4. Third/High Street Intersection Improvements	Property acquisitions are underway. Improvements are dependent on development activity in the area. Improvements to include signalization and left turn lanes on all approaches. Project timing is dependent on the developer as they will be front-ending this project	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
5. Traffic Calming and Crosswalks	Projects that may come out of the proposed traffic calming policy. Installation of crosswalks at various locations throughout Town.			<input checked="" type="checkbox"/>
6. Minnesota Storm Sewer Repair (design and construction)	Repair partially collapsed storm sewer within the parking lot of 40 Huron Street and 100 Minnesota Street.	<input checked="" type="checkbox"/>		
7. Peel Street Urbanization (design)	Road reconstruction to an urban cross section and repair damaged storm sewer.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
8. Asphalt Resurfacing	Continue with asphalt resurfacing program.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

- Addressing the growth related concerns of the community in terms of servicing and funding.
- Development continues to be strong. Application review and construction coordination continue to be a significant strain on staff resources.
- Increases in the lane kilometers of roadways that are constructed or assumed each year along with the increase in sidewalk/multi-use trails the department maintains.
- Aging infrastructure in the more mature neighbourhoods continues to be an issue.
- Inflation related cost increases for construction materials, fuel and insurance costs impact both the operating and capital construction budgets.
- Traffic and parking issues continue to grow as the population and neighbourhoods expand.
- Winter control is based on weather conditions and the last couple of years have seen a major increase in snow loads and costs. As a result, the five year average for these costs has increased and the proposed budget has included this increase.
- In the past five plus years, we have added a number of new subdivision roads to our road network but not added to our winter maintenance routes. Each route is now at their maximum time allotment and more streets cannot be added without additional equipment and staffing. Route expansions will be an issue for the 2021 budget.
- The cost of asphalt patching is directly related to the condition of our paved roads and improved capital paving program should have a long term positive impact on this budget.
- It is anticipated that the Emerald Ash Borer will begin having a significant impact on Town trees. The Town's tree removal program will need to be increased.
- Over the past several years, there has been an increase of insurance claims made against the Town. As a result, our due diligence in terms of our systems in place has increased demand on our technical staff maintaining these systems. They include GPS tracking, sign inventory, winter and summer road patrol, tree inventory, etc.
- Cost increases related to the maintenance of storm water management facilities. Many facilities are coming on-line or existing facilities have reached a certain age and significant maintenance will be required in the short term.

Customer Service Performance Indicators

Department – Transportation

<i>Program Description – Transportation Network Administration, Control and Access</i>	
Program Outcome/ Customer Benefit/ Impact	Review of the maintenance activities performed on paved roads that are required according to Town standards and minimum maintenance standards, as per O. Reg. 239/02, and to extend the life of the paved road.
Indicator / Metric	There are many possible indicators for this program. Below we plan on tracking the number of locates completed and the percentage completed within the legislative 5 working days. In addition we will track road occupancy and oversized load permits.
Comments	<p>PROGRAM OBJECTIVES / ACTIVITIES</p> <p>3540 Road Patrol</p> <ul style="list-style-type: none"> Increased Provincial requirements to maintain Minimum Maintenance Standards as per O.Reg 239/02. Implementation of computerized GPS patrol system in 2010 <p>3390 Underground Utility Locates</p> <ul style="list-style-type: none"> Locating and marking of Municipal Underground infrastructure including Sanitary mains and laterals, Storm drains and laterals, traffic light detection systems and Street light power lines as per the Ontario Underground Infrastructure Notification Systems Act <p>3380 Permit Approval and Inspection</p> <ul style="list-style-type: none"> Review, comment, approval and inspection of various Roadway related permits including entrance way permits, road occupancy permits, oversized load permits to control and regulate third party works and ensure compliance <p>3620 Third Party Maintenance</p> <ul style="list-style-type: none"> Utilization of rented municipal equipment to outside private work and charged back. Repair to municipal infrastructure resulting from third party damages and accidents.

Program	2017	2018	2019	2020 Target
Number of Locates complete	N/A	1577	1950	2000
Number of Road Occupancy Permits processed and inspected				
Number of Oversize Load permits processed				
Number of Inquiries responded within 24 hours.	Not available	Not available	Not available	90%
Average number of days to complete inquiry	Not available	Not available	Not available	5

Program Description –Hard Surfaced Roads

Program Outcome/ Customer Benefit/ Impact	Review of the maintenance activities performed on paved roads that are required according to Town standards and minimum maintenance standards, as per O. Reg. 239/02, and to extend the life of the paved road.			
Indicator / Metric	Lane kilometers of assumed paved road maintained and hours of sweeping			
Comments	PROGRAM OBJECTIVES / ACTIVITIES 3150 Asphalt Spray & Patch <ul style="list-style-type: none"> • Cold Patch – potholes • Small hot laid asphalt patches 3170 Sweeping & Flushing <ul style="list-style-type: none"> • Sweeping & flushing of roads to remove winter sand • Street cleaning & sweeping throughout the summer • Motor vehicle accidents – cleanup 3200 Shoulder Maintenance <ul style="list-style-type: none"> • General shoulder repairs • Regular grading of shoulders 3365 Pavement Markings <ul style="list-style-type: none"> • Center, lane and edge line painting • Painting of directional arrows and stop bars • Painting of cross walks and parking stalls 			
Program	2017	2018	2019	2020 Target
Lane Km of assumed road	302.7 km	308.1 km	308.1 km	310 km
Hours of Sweeping	639 hrs or 4,200 km	570 hrs or 4,025 km	609 hrs or 4100 km	610 hrs

Program Description – Loose Top Roads (Gravel)				
Program Outcome/ Customer Benefit/ Impact	Review of the maintenance activities performed on unpaved roads that are required according to Town standards and minimum maintenance standards, as per O. Reg. 239/02, and to extend the life of the unpaved road.			
Indicator / Metric	Kilometers of unpaved road maintained			
Comments	PROGRAM OBJECTIVES / ACTIVITIES 3220 Grading & Scarifying <ul style="list-style-type: none"> Grading gravel roads 3250 Dust Control <ul style="list-style-type: none"> Dust control on gravel roads Dust control on shoulders Some sweeping 3270 Gravel Surface & Patch <ul style="list-style-type: none"> Gravel patching Purchase of gravel for new paved roads, gravel stockpile for future use on sewers etc. Gravel inventory for other public works projects 			
Program	2017	2018	2019	2020 Target
Km of unpaved Road	1.2 km	1.2 km	1.2 km	1.2 km

Program Description –Traffic and Road Side Safety

Program Outcome/ Customer Benefit/ Impact	Review of the various traffic and operations activities performed by Public Works throughout the Town, according to Town standards and minimum maintenance standards, as per O. Reg. 239/02.			
Indicator / Metric	Number of signs replaced, trees trimmed and removed			
Comments	<p>PROGRAM OBJECTIVES / ACTIVITIES</p> <p>3400 Traffic Signs/Markers</p> <ul style="list-style-type: none"> • Installation, repair, and purchase of new signs • Pavement marking and line painting of all municipal streets <p>3430 Traffic Signals</p> <ul style="list-style-type: none"> • Operation and maintenance costs for all traffic signals • Utility invoices and Maintenance invoices <p>3050 Tree Removal & Trim</p> <ul style="list-style-type: none"> • Trim trees on Town property or overhanging Town property • Remove dead trees from Town property • Cleanup after wind storms • Trees and limbs are removed on a priority safety basis <p>3020 Grass Mow/Weed Spray</p> <ul style="list-style-type: none"> • Spraying poison ivy (by Contractor) • Cutting roadside grass in June & August and maintenance rural areas <p>3120 Roadway Debris and Litter</p> <ul style="list-style-type: none"> • Removal of debris and litter, dead animals and other misc. materials by Town staff from the travelled portion of road including roadside shoulders and ditches <p>3433 Street Lights</p> <ul style="list-style-type: none"> • Operation and Maintenance of Street Lights <p>3385 Guiderail/Guidewire</p> <ul style="list-style-type: none"> • Installation and Maintenance of roadside Guiderail safety devices 			
Program	2017	2018	2019	2020 Target
Signs Replaced	146	104	83	90
Trees Removed	22	61	91	75
Trees Trimmed	34	206	438	400

Program Description – Storm Water				
Program Outcome/ Customer Benefit/ Impact	Operations and Maintenance of storm water infrastructure including ditches, catch basins, storm drains and storm water retention ponds.			
Indicator / Metric	Number of catch basins maintained			
Comments	PROGRAM OBJECTIVES / ACTIVITIES 3570 Ditch & Creek Maintenance <ul style="list-style-type: none"> Cleaning out non-roadside ditches and creeks Clearing creeks of debris i.e. tree limbs, Cleaning Oak Street canal 3100 Catchbasins/Gutters <ul style="list-style-type: none"> Removal of winter sand from all catchbasins (Vactor truck) Minor repairs to catchbasins, curbs and storm sewers 3070 Ditching <ul style="list-style-type: none"> Improved drainage reduces our liability and makes for better road stability 3000 Bridges and Culverts <ul style="list-style-type: none"> Maintenance of Bridges and Large Culverts 3395 Storm Water Ponds <ul style="list-style-type: none"> Maintenance of Storm Water ponds and outlets to ensure quantity and quality control 3375 Flood Control <ul style="list-style-type: none"> Response to unforeseen weather events which cause flooding within the municipality. 			
Program	2017	2018	2019	2020 Target
Catch basins Maintained	unknown	2403	2405	2405

Program Description – Winter Control				
Program Outcome/ Customer Benefit/ Impact	Review of winter control operations performed on Town roadways by Public Works, according to Town standards and minimum maintenance standards, as per O. Reg. 239/02.			
Indicator / Metric	Lane kilometers of assumed and un-assumed road maintained			
Comments	PROGRAM OBJECTIVES / ACTIVITIES 3300 Snowplowing/Sanding Operations <ul style="list-style-type: none"> • Snowplowing of all municipal roads • Winter maintenance – sanding local and minor roads - salting major roads and connecting link highways • Purchase of salt and sand • Repair boulevards (winter equipment damage) 3370 Culvert Thawing <ul style="list-style-type: none"> • Thawing culverts & catch basins • Unblocking flooded catch basins 3350 Snow Removal <ul style="list-style-type: none"> • Removal of snow at intersections and laneways for safety • Loader work (clearing lanes, bus stop downtown) 			
Program	2017	2018	2019	2020 Target
Lane Km of assumed road	302.7 km	308.1 km	308.1 km	310 km
Lane Km of un-assumed road	18.7 km	13.4 km	14.3 km	15 km
Number of Winter Events with response	103	132	90 to date	Unknown factor

Program Description – Winter Control Sidewalks

Program Outcome/ Customer Benefit/ Impact	Review of summer and winter control operations performed on Town sidewalks by Public Works, according to Town standards and minimum maintenance standards, as per O. Reg. 239/02.			
Indicator / Metric	Lane kilometers of assumed and un-assumed sidewalk maintained			
Comments	PROGRAM OBJECTIVES / ACTIVITIES 3360 Sidewalk Snow Removal <ul style="list-style-type: none"> • Winter maintenance of all municipal sidewalks 3550 Sidewalk Maintenance <ul style="list-style-type: none"> • Repairs to existing sidewalk, maintaining a sidewalk inventory and evaluation 			
Program	2017	2018	2019	2020 Target
Lane Km of assumed sidewalk	77.3 km	81.6 km	81.6	82
Lane Km of un-assumed sidewalk	5.4 km	4.2 km	4.8	5
Number of Winter Events	103	132	90 to date	Unknown factor
Sidewalk Replaced (linear metre)	476 m	52 m	621	

Operating Budget Details

Public Works							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 1,592,301	\$ 1,789,867	\$ 60,828		\$ 1,850,695		\$ 1,850,695
Debt servicing costs	\$ 960,084	\$ 900,978	\$ (28,328)		\$ 872,650		\$ 872,650
Machine Rentals	\$ 36,312	\$ (376,994)	\$ (3,000)		\$ (379,994)		\$ (379,994)
Other Expenses	\$ 1,473,573	\$ 41,600	\$ (500)		\$ 41,100		\$ 41,100
Occupancy	\$ 99,405	\$ 120,995	\$ (2,760)		\$ 118,235		\$ 118,235
Professional Services	\$ 25,993	\$ 420,000	\$ (127,000)	\$ 10,000	\$ 303,000	\$ 30,000	\$ 333,000
Material & Supplies	\$ 14,975	\$ 18,325	\$ 4,500		\$ 22,825		\$ 22,825
Insurance	\$ 80,770	\$ 84,913	\$ 5,937		\$ 90,850		\$ 90,850
Administrative	\$ 45,448	\$ 52,130	\$ 14,500		\$ 66,630		\$ 66,630
Contracted Services							
Health & Safety	\$ 2,668	\$ 5,500	\$ (5,000)		\$ 500		\$ 500
Transfers to Capital							
Transfers to Own Funds	\$ 343,630	\$ 325,985			\$ 325,985		\$ 325,985
CAPITAL LEVY							
Total Expenditures	\$ 4,675,159	\$ 3,383,299	\$ (80,823)	\$ 10,000	\$ 3,312,476	\$ 30,000	\$ 3,342,476
Revenues:							
Transfers from Own Funds		\$ 445,985	\$ (120,000)		\$ 325,985		\$ 325,985
User fees	\$ 303,919	\$ 334,950	\$ 5,400		\$ 340,350		\$ 340,350
Provincial Funding		\$ 265,000	\$ 25,000		\$ 290,000		\$ 290,000
Sale of Materials			\$ 7,000		\$ 7,000		\$ 7,000
Recoveries	\$ 2,018,934	\$ 229,383	\$ 90,550		\$ 319,933		\$ 319,933
Total Revenues	\$ 2,322,853	\$ 1,275,318	\$ 7,950	\$ 0	\$ 1,283,268	\$ 0	\$ 1,283,268
Total Levy Requirement	\$ 2,352,306	\$ 2,107,981	\$ (88,773)	\$ 10,000	\$ 2,029,208	\$ 30,000	\$ 2,059,208

Roads Paved		2020					
	2018 Actual	2019 Budget	Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 179,785	\$ 199,666	\$ 4,366		\$ 204,032		\$ 204,032
Machine Rentals	\$ 128,437	\$ 131,300	\$ 2,626		\$ 133,926		\$ 133,926
Other Expenses	\$ 57,793	\$ 95,000	\$ (95,000)				
Contracted Services			\$ 191,500		\$ 191,500		\$ 191,500
Material & Supplies	\$ 6,835	\$ 20,340			\$ 20,340		\$ 20,340
CAPITAL LEVY							
Total Expenditures	\$ 372,851	\$ 446,306	\$ 103,492	\$ 0	\$ 549,798	\$ 0	\$ 549,798
Revenues:							
Total Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 372,851	\$ 446,306	\$ 103,492	\$ 0	\$ 549,798	\$ 0	\$ 549,798

Roads Unpaved		2020					
	2018 Actual	2019 Budget	Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 3,304	\$ 5,651	\$ 120		\$ 5,771		\$ 5,771
Machine Rentals	\$ 3,088	\$ 6,800	\$ 136		\$ 6,936		\$ 6,936
Other Expenses	\$ 3,297	\$ 5,000	\$ (2,500)		\$ 2,500		\$ 2,500
Material & Supplies	\$ 531	\$ 2,415	\$ 1,085		\$ 3,500		\$ 3,500
CAPITAL LEVY							
Total Expenditures	\$ 10,220	\$ 19,866	\$ (1,159)	\$ 0	\$ 18,707	\$ 0	\$ 18,707
Revenues:							
Total Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 10,220	\$ 19,866	\$ (1,159)	\$ 0	\$ 18,707	\$ 0	\$ 18,707

Bridges & Culverts							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Other Expenses	\$ 17,457	\$ 13,040	\$ 4,460		\$ 17,500		\$ 17,500
Salaries and Benefits	\$ 3,163	\$ 3,768	\$ 80		\$ 3,848		\$ 3,848
Machine Rentals	\$ 2,629	\$ 2,600	\$ 52		\$ 2,652		\$ 2,652
Material & Supplies	\$ 34	\$ 520			\$ 520		\$ 520
CAPITAL LEVY							
Total Expenditures	\$ 23,283	\$ 19,928	\$ 4,592	\$ 0	\$ 24,520	\$ 0	\$ 24,520
Revenues:							
Recoveries	\$ 10,703	\$ 2,500			\$ 2,500		\$ 2,500
Total Revenues	\$ 10,703	\$ 2,500	\$ 0	\$ 0	\$ 2,500	\$ 0	\$ 2,500
Total Levy Requirement	\$ 12,579	\$ 17,428	\$ 4,592	\$ 0	\$ 22,020	\$ 0	\$ 22,020

Traffic Operation & Roadside							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 409,959	\$ 435,117	\$ 10,767		\$ 445,884		\$ 445,884
Other Expenses	\$ 203,567	\$ 221,150	\$ (181,750)		\$ 39,400		\$ 39,400
Machine Rentals	\$ 160,147	\$ 168,470	\$ (4,999)		\$ 163,471		\$ 163,471
Occupancy	\$ 75,743	\$ 85,000	\$ (35,000)		\$ 50,000		\$ 50,000
Material & Supplies	\$ 27,469	\$ 43,100	\$ 39,750		\$ 82,850		\$ 82,850
Contracted Services			\$ 121,200		\$ 121,200		\$ 121,200
Transfers to Capital						\$ 145,000	\$ 145,000
CAPITAL LEVY							
Total Expenditures	\$ 876,886	\$ 952,837	\$ (50,032)	\$ 0	\$ 902,805	\$ 145,000	\$ 1,047,805
Revenues:							
Transfers from Own Funds	\$ 20,100	\$ 22,500			\$ 22,500		\$ 22,500
Recoveries	\$ 3,873	\$ 17,000	\$ 69,777		\$ 86,777		\$ 86,777
Total Revenues	\$ 23,973	\$ 39,500	\$ 69,777	\$ 0	\$ 109,277	\$ 0	\$ 109,277
Total Levy Requirement	\$ 852,912	\$ 913,337	\$ (119,809)	\$ 0	\$ 793,528	\$ 145,000	\$ 938,528

Winter Control Roads		2020					
	2018 Actual	2019 Budget	Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 371,289	\$ 344,704	\$ 7,545		\$ 352,249		\$ 352,249
Material & Supplies	\$ 348,298	\$ 280,000	\$ 15,600		\$ 295,600		\$ 295,600
Machine Rentals	\$ 419,743	\$ 264,000	\$ 5,280		\$ 269,280		\$ 269,280
Other Expenses	\$ 270,041	\$ 240,000	\$ (215,000)		\$ 25,000		\$ 25,000
Contracted Services			\$ 225,000		\$ 225,000		\$ 225,000
CAPITAL LEVY							
Total Expenditures	\$ 1,409,371	\$ 1,128,704	\$ 38,425	\$ 0	\$ 1,167,129	\$ 0	\$ 1,167,129
Revenues:							
Recoveries	\$ 6,273						
Total Revenues	\$ 6,273	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 1,403,098	\$ 1,128,704	\$ 38,425	\$ 0	\$ 1,167,129	\$ 0	\$ 1,167,129

Winter Control Sidewalks							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 155,689	\$ 167,643	\$ 2,419		\$ 170,062		\$ 170,062
Machine Rentals	\$ 271,019	\$ 132,300	\$ 2,646		\$ 134,946		\$ 134,946
Material & Supplies	\$ 121						
CAPITAL LEVY							
Total Expenditures	\$ 426,829	\$ 299,943	\$ 5,065	\$ 0	\$ 305,008	\$ 0	\$ 305,008
Revenues:							
Total Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 426,829	\$ 299,943	\$ 5,065	\$ 0	\$ 305,008	\$ 0	\$ 305,008

Street Lighting							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Occupancy	\$ 274,993	\$ 304,280	\$ (114,280)		\$ 190,000		\$ 190,000
Contracted Services			\$ 90,000		\$ 90,000		\$ 90,000
CAPITAL LEVY							
Total Expenditures	\$ 274,993	\$ 304,280	\$ (24,280)	\$ 0	\$ 280,000	\$ 0	\$ 280,000
Revenues:							
	\$ 164,097						
Total Revenues	\$ 164,097	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 110,896	\$ 304,280	\$ (24,280)	\$ 0	\$ 280,000	\$ 0	\$ 280,000

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Public Works							
Large Tools Equipment	A	\$20,000		\$20,000			
Streetlight Installation	A	\$10,000		\$10,000			
Vehicle Replacement	A	\$1,850,205		\$1,850,205			
Mountain Road Upgrade	G	\$1,395,000		\$0	\$1,171,800		\$223,200
Hurontario - Lockhart Turn Lanes	G	\$1,722,500		\$759,875	\$192,625		\$650,000
Third/High Intersection Improvements	G	\$3,075,000		\$676,500	\$2,398,500		
Asphalt Resurfacing	A	\$310,000		\$155,000			\$155,000
Minnesota Storm Sewer Repair	H	\$50,000		\$16,700			\$33,300
70 Huron Stormwater Improvements	A	\$560,000		\$560,000			
Peel Street: Ontario St to Bush(upgrade 2 lanes)	G	\$85,000		\$30,600	\$54,400		
545 Tenth Line	G	\$283,600		\$243,896	\$39,704		
Sidewalk Repairs	A	\$100,000		\$100,000	\$0		
Total Public Works		\$9,461,305	\$0	\$4,422,776	\$3,857,029	\$0	\$1,061,500

Service Enhancements

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Public Works							
Crosswalk Huron and Niagara	H	\$0	\$0				
Traffic Calming and Crosswalks	H	\$25,000	\$25,000				
Total Public Works		\$25,000	\$25,000	\$0	\$0	\$0	\$0

Transit

Purpose

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

Departmental Staffing Complement

All major service provision is through external contracts. Administrative staff time for managing the contracts, coordinating customer concerns, counting fares etc. are not included in this budget and are part of the respective department overhead budget.

Key driver(s) that determine the 2020 departmental budget

- Update and refurbishment of fleet to meet asset management guidelines and to meet the 10 year capital transit.
- Increased maintenance and repair as a result of aging fleet.
- Transfer of Wasaga Link to the County has netted an overall reduction in cost for 2020.

2020 Priorities

What we accomplished – Comment

- Final completion of transit terminal and washroom
- Permanent extension of the Blue Mountain Collingwood Link hours to operate between 7:00am and 9:00pm
- Purchase of new Red Cross Accessible Paratransit Bus
- Began implementation of AVL (Automated Vehicle Location) with web map and mobile application

What we did not get done - Comment

- Replacement of 30-foot bus was not completed as federal funding was released in mid-2019 then put on hold pending the election. A comprehensive 8-year fleet renewal and replacement program has been submitted to the provincial and federal government. Approvals should be finalized in late 2019

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
No Proposed Fare increase 2020	This decision is consistent with the recommendations of our municipal partners. It also helps to provide an affordable means of transportation to the community.	<input checked="" type="checkbox"/>		
CAPITAL				
Replacement of 2 - 30 ft. buses	Two buses have reached the end of their useful life, and with funds from the Provincial and Federal governments, the Town will be paying only 26% of the total costs of the buses.	<input checked="" type="checkbox"/>		
Refurbishment of 2 – 40 ft. buses	Two buses need capital improvements to extend their useful life, and with funds from the Provincial and Federal governments, the Town will be paying only 26% of the total cost of refurbishments.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

Colltrans

The 2020 Budget reflects current service levels and no fare increase.

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

With the increase of service levels we have seen a sharp increase in ridership reflective of the growth of the increased hours.

There has also been an increase in bus pass sales from the international student program at Georgian College.

Compliance with AODA Standards

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

Wasaga Beach Link Taken over by Simcoe LINX Transit

In August of 2019 the County of Simcoe assumed all operations of the Collingwood Wasaga Beach Link service. This has proved to be successful, with limited to no impact on riders. Funds previously allocated to this service should be considered for a reserve fund to be used for further growth opportunities for Collingwood Transit. It is anticipated that expanded service to the south could be considered as early as 2021.

Growth Related Transit Needs

With the increase of development in the south end of Collingwood we have seen a greater need for transit expansion to service new developments as they move closer to completion. The Town will also be working with Clearview Township to discuss the needs of public transit to the community of Nottawa. In 2020, staff will be determining additional transit needs when reviewing the current service levels, as well as planning for a possible new route for 2021.

Blue Mountain Link

Staff have had preliminary discussions with our partners in this service about the possibility of combining this service into our Colltrans service. This initiative would streamline efficiencies for our administration as well as improve the service to the riders. We would have one fare and riders could seamlessly transfer between services. We will continue these discussions and develop a business plan to be presented to our respective councils in yearly 2020. With the streamlining of efficiencies it is not anticipated that this change will have a significant impact on the budget and details in terms of a structured costing model will need to be determined.

Customer Service Performance Indicators

Department - Transit

<i>Program Description - Transit Conventional</i>					
Program Outcome/ Customer Benefit/ Impact		Review of Transit Ridership to modify and enhance services to the public.			
Indicator / Metric		Number of riders on all Conventional Services, including transit link services.			
Comments		Current ridership is tracked through use of on-board fare management system. 2019 and 2020 ridership numbers will see a net decrease with the absence of the Collingwood Wasaga Beach Link. Overall the two remaining services (Colltrans and Blue) have shown an approximate 30% increase over previous years due to the increased level of service. It is anticipated that this will level off somewhat but we still anticipate an increase of approximately 5% ridership.			
2019 Target	258,202	2019 Estimate	244,000	2020 Target	200,000

Operating Budget Details

Transit Conventional							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Contracted Services	\$ 1,016,151	\$ 1,127,373	\$ (191,520)		\$ 935,853		\$ 935,853
Other Expenses	\$ 329,197	\$ 333,894	\$ (32,120)		\$ 301,774		\$ 301,774
Occupancy	\$ 69,767	\$ 48,900			\$ 48,900		\$ 48,900
Administrative	\$ 4,476	\$ 14,100			\$ 14,100		\$ 14,100
Salaries and Benefits	\$ 982	\$ 2,500	\$ (2,500)				
CAPITAL LEVY							
Total Expenditures	\$ 1,420,574	\$ 1,526,767	\$ (226,140)	\$ 0	\$ 1,300,627	\$ 0	\$ 1,300,627
Revenues:							
User Fees	\$ 342,412	\$ 334,000	\$ (77,000)		\$ 257,000		\$ 257,000
Provincial Funding	\$ 302,808	\$ 299,400	\$ (13,000)		\$ 286,400		\$ 286,400
Other Municipalities	\$ 168,751	\$ 181,565	\$ (83,702)		\$ 97,863		\$ 97,863
Recoveries	\$ 20,000	\$ 15,000			\$ 15,000		\$ 15,000
Total Revenues	\$ 833,971	\$ 829,965	\$ (173,702)	\$ 0	\$ 656,263	\$ 0	\$ 656,263
Total Levy Requirement	\$ 586,603	\$ 696,802	\$ (52,438)	\$ 0	\$ 644,364	\$ 0	\$ 644,364

Transit Accessible							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Contracted Services	\$ 134,851	\$ 142,500			\$ 142,500		\$ 142,500
Other Expenses	\$ 134	\$ 1,000			\$ 1,000		\$ 1,000
CAPITAL LEVY							
Total Expenditures	\$ 134,985	\$ 143,500	\$ 0	\$ 0	\$ 143,500	\$ 0	\$ 143,500
Revenues:							
Total Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 134,985	\$ 143,500	\$ 0	\$ 0	\$ 143,500	\$ 0	\$ 143,500

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Transit							
Transit Terminal	S	\$ 20,000					\$ 20,000
Bus Shelters	G	\$ 7,000		\$ 700	\$ 6,300		
Bus replacement	A	\$ 1,276,000		\$ 340,200			\$ 935,800
Transit Study - Growth-Related Needs	G	\$ 60,000			\$ 60,000		
Total Transit		\$ 1,363,000		\$ 340,900	\$ 66,300		\$ 955,800

Affordable Housing

Purpose

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

Our expenses relate to uncollectible rents, vacancy costs, property management fees and any damage charges caused by our tenants. Some of the damage charges have been quite considerable in last three to four years.

Both the 18 unit lease and the five unit lease are for 20 year terms. The 18 unit lease will come due in 2029 and the five unit lease will expire in 2030. In both cases the leases allow for a move to market rents for any tenant that leases in the last five years of the affordability period.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
Not applicable. Property management is a contracted service.				

Operating Budget Details

Affordable Housing	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Occupancy	\$ 201,439	\$ 212,000	\$ 5,960		\$ 217,960		\$ 217,960
Contracted Services	\$ 49,322	\$ 61,600			\$ 61,600		\$ 61,600
Other		\$ 1,000			\$ 1,000		\$ 1,000
CAPITAL LEVY							
Total Expenditures	\$ 250,761	\$ 274,600	\$ 5,960	\$ 0	\$ 280,560	\$ 0	\$ 280,560
Revenues:							
Rentals	\$ 141,968	\$ 195,825	\$ (3,505)		\$ 192,320		\$ 192,320
Total Revenues	\$ 141,968	\$ 195,825	\$ (3,505)	\$ 0	\$ 192,320	\$ 0	\$ 192,320
Total Levy Requirement	\$ 108,793	\$ 78,775	\$ 9,465	\$ 0	\$ 88,240	\$ 0	\$ 88,240

Administration

Purpose

The PRC Administration Division provides connectivity and oversight for the four operational divisions of the PRC department. Divisional responsibilities include logistics and administrative functions, budget management support, procurement support, support for reports, community engagement and research and providing an interface with stakeholders on an as-needed basis.

Overall the Administration Division supplies a collective vision for PRC as a whole based on Council direction, policy and community needs.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
Administration (FT)	2	3		3
Seasonal (PT)			+1	1
Total	3	3		4

Key driver(s) that determine the 2020 departmental budget

The key drivers for the 2020 budget continue to be addressing resource deficits across the department as a whole. We will work to promote and facilitate healthy and active lifestyles in Collingwood by taking a leadership role through programming, facility development and partnerships with organizations who share our passion for a dynamic, innovative and inclusive community. The PRC Master plan will provide a guide to the implementation of initiatives across the department. Through collective impact we will work in coordination with local and regional agencies, a model that can be seen as an efficient way to generate municipal outcomes.

Collingwood is a rapidly growing community with diverse needs. We will continue to build relationships with local and regional Indigenous groups to advance Truth and Reconciliation in our community and build upon our efforts to increase awareness and recognition of Indigenous People's rights. PRC has worked hard to build partnerships with a focus on reaching vulnerable populations and will continue this work to reduce barriers to participation in recreation. Building a welcoming, inclusive, and supportive environment.

Building upon the work undertaken in 2019, we will explore and implement innovative and creative ways of reaching and engaging the community across age demographics. These efforts will help guide our practice and measure our success.

2019 Priorities

What we accomplished – Comment
Introduced new opportunities for increasing healthy active living across the lifespan (partnership and seniors programming with library, introduction of Coordinator of Wellbeing and Inclusion role, community garden etc.)
Completed the development of the Parks, Recreation and Culture Master Plan and delivered the implementation plan to Council.
Successfully brought the Elvis Festival to its 25 th year while repositioning festival and events to more closely align with the PRC mandate
Participation in community based collaborations and partnerships with health and local service agencies, assisting in the development and delivery of tools and resources to support health and well-being across the community.
2019 represents a year of community engagement in support of major capital projects including Sunset Point Playground, Fisher Field Clubhouse, Cycling Plan and the Urban Forest Management Plan

What we did not get done – Comment
Capital projects through 2019 were developed for completion in 2020

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Create opportunities for increasing healthy active living across the lifespan	Work across the lifespan through community partnerships and collaboration, supporting the sustainability of the legacy of HKCC interventions and continuing work on youth friendly and age friendly focused action plans	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Support inclusive and equitable access to services, programs and facilities by removing barriers to participation, recognizing diversity as a core value.	Work in partnership with community service providers and organizations to develop inclusion policies and guidelines. Develop a subsidy or assistance program for low income seniors, individuals and families. Employ an equity and inclusion lens in the planning, development and delivery of activities to ensure they meet the full diversity of the community with a focus on groups who risk exclusion. Provide PRC staff with mental health tools and resources to support their work within the community.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Continued implementation of the 2016 Waterfront Master Plan and of the 2019 Parks, Recreation and Culture Master Plan	Use a range of techniques or approaches to ensure purposeful and meaningful community engagement, whereby opportunities for representation and inclusion from the whole of community assist in informing PRC actions. Continue to develop and build upon public private partnerships.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
The PRC Master Plan and the Cycle Plan contain actions that drive the Active Transportation mandate	The department will take the leadership role in transforming the Trails Committee to an Active Transportation Committee and complete associated short term actions		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	within the cycle plan including Council initiated Biketown recommendations			
From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Through use of the newly implemented PerfectMind software and PRC's front line Customer Service Representatives we will seek to roll together with the corporate customer service objectives	Working with the corporate and customer service department to support consistent practices across the organization	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Completion of year one objectives from the PRC Master Plan	<ul style="list-style-type: none"> Review community information vehicles Host interdepartmental information sessions Host recreation stakeholder round table 	<input checked="" type="checkbox"/>		
2. Implementation of year two objectives from the PRC Master Plan	<ul style="list-style-type: none"> Per PRC Master Plan document 	<input checked="" type="checkbox"/>		
CAPITAL				
1. Completion of three major projects in 2020	<ul style="list-style-type: none"> Sunset Point Park Fisher Field Clubhouse Harborview Water Park 		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Budget Pressures and Trends:

Understanding and meeting service expectations based on public input and Council's inspiration while working to implement direction from PRC Master Plan, Waterfront Master Plan, and the Community Based Strategic Plan.

Ongoing community growth, and the diverse needs of our vulnerable populations continues to provide pressure to budget and operations.

Adapting to changing weather patterns and environment impacts and expectations for sustainability add to existing pressures.

Customer Service Performance Indicators

Department – PRC-Administration

<i>Program Description – Community Wellbeing and Inclusion</i>					
Program Outcome / Customer Benefit / Impact		Engage community in a variety of initiatives supporting health and well-being.			
Indicator / Metric		# of people reached			
Comments		Will include the delivery of programs and resources in partnership with community organizations and through integration into current PRC activities, building an environment that supports health and well-being.			
2018 Actual	19,287	2019 Actual	20,000+	2020 Target	20,000+

<i>Program Description – Community Wellbeing and Inclusion</i>					
Program Outcome / Customer Benefit / Impact		Provide opportunities for purposeful and meaningful community engagement reaching across the community.			
Indicator / Metric		# of people reached			
Comments		Community engagement will support actions taken as part of Waterfront Master Plan, PRC Master Plan, and Cycle Plan			
2018 Actual	500+	2019 Actual	1000+	2020 Target	1200+

<i>Program Description – Customer Satisfaction Measurement</i>					
Program Outcome/ Customer Benefit/ Impact		Direct communication and input from the Public being served			
Indicator / Metric		High percentage of “Good” to “Excellent” rating by survey participants			
Comments		All divisions of PRC (5 in total) will participate in a semi-annual internal survey that measures customer satisfaction.			
2018 Actual		2019 Actual	n/a	2020 Target	80% “Good” to “Excellent” responses

Operating Budget Details

PRC - Administration							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 339,720	\$ 335,514	\$ 12,769		\$ 348,283		\$ 348,283
Insurance	\$ 152,351	\$ 145,216	\$ 14,754		\$ 159,970		\$ 159,970
Occupancy	\$ 61,087	\$ 37,000	\$ 18,000		\$ 55,000		\$ 55,000
Administrative	\$ 62,674	\$ 22,305	\$ 4,500		\$ 26,805		\$ 26,805
Contracted Services	\$ 10,748	\$ 20,000	\$ (5,000)		\$ 15,000		\$ 15,000
Other Expenses							
CAPITAL LEVY							
Total Expenditures	\$ 626,579	\$ 560,035	\$ 45,023	\$ 0	\$ 605,058	\$ 0	\$ 605,058
Revenues:							
Provincial Funding	\$ 81,439						
Donations	\$ 2,000						
Other Revenue	\$ 260						
Total Revenues	\$ 83,700	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 542,879	\$ 560,035	\$ 45,023	\$ 0	\$ 605,058	\$ 0	\$ 605,058

Parks Division

Purpose

The Parks Division is responsible for parks, trails, harbour and horticulture. With over 216 acres of parks and open space, 70 kilometres of trails and 122 boat slips the division strives to provide residents and visitors with a safe and beautiful experience as they play in organized or unorganized activities. The Division maintains existing facilities, assists with special event logistics as well as responds to on-demand tasks that must be dealt with in a timely manner. The division also plans for future parkland growth (approx. 20 acres) as there are 10 up and coming subdivisions in various stages of development.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	7 (4 shared)	6 (2 shared)	1	7 (2 shared)
PT - seasonal	28	28		28
Total	35	34		35

Key driver(s) that determine the 2020 departmental budget

1. The Parks Division has been challenged with a short fall of applicants for available seasonal positions. Staff recommend grouping the seasonal staff into 2 categories – General Labourer and Machine Operator from the original 6 categories. Introducing a homogenous workforce allows better deployment of more staff to respond to tasks which results in them being completed in a shorter time frame. It introduces an efficiency by cross training and reduces complacency and repetitiveness.
2. The request for an additional FT Park Operator will provide the necessary resources to;
 - assist in risk management and preventing legal proceedings by undertaking documented park inspections on a monthly basis and prioritizing repairs when necessary;
 - implementing the Cycling plan objectives such as coordinating sign placement, pavement markings;
 - maintain and repair in a timely manner aging infrastructure while maintaining new infrastructure (new playground at Sunset Point, water park at Harbourview, new clubhouse/washrooms at Fisher Field).
 - lead the sport field lining crew (baseball, soccer, rugby, football, track & field, bocce ball). Currently we rely on seasonal staff experience for this duty.
 - provide a resource to assist with the seasonal staff during shortfalls and busy weekends from May to September.

3. Residents have requested a service enhancement of snow removal along the Promenade.

Increased park usage also results in more wear and tear on facilities which results in additional inspections and repairs to maintain to the current standard.

Changing weather patterns has resulted in higher than normal waterfront shore erosion and trail washouts. This has resulted in trail closures and unexpected repairs to keep the facilities safe and accessible where possible. Staff resources have been focused on cleaning up the storm damage.

Managing the logistics of special event rentals requires more resources to deliver these services while taking away from regular Parks duties.

The Department will be applying for a grant from Canadian Parks and Recreation Association for matching funding for an additional 2 Park Ambassador/Greenspace seasonal staff who will assist with park maintenance and Cycling Plan recommendations.

2019 Priorities

What we accomplished – Comment

An additional 44 docks were installed at the Harbour for total of 122. Grown from 12 slips just 8 years ago.

Phase 2 works at Heritage Park was completed which formalized the dog park, completed the Junior Baseball Diamond, addressed drainage challenges, provided landscaping and pathways, introduced 2 3x3 basketball courts, provided overflow parking. Shade sails were added at the Town's new skateboard and BMX park

Cycling Plan was finalized and received by Council

The Urban Forest Management Plan is near finalization

The pre-construction phase of the Fisher Field Clubhouse/Washroom facility was undertaken

Tender for the design of the new Playground in Sunset Point Park was issued

The pre-construction phase of the water park at Harbourview Park was undertaken

Floating docks with an accessible kayak/canoe launch was piloted at Harbourview Park for full implementation in 2020

A portion of Heritage Drive was graded and asphalted

A granular trail between south Maple St and Findlay Dr was asphalted to allow for snow removal in the winter

River Trail was widened to provide safe passing for pedestrians

What we did not get done – Comment
Resurfacing the Princeton Shores tennis court – tender is complete, out to tender
New Baseball fencing at large Heritage Park diamond – tender document in the works
Replacement of Trail bridge in Harbourview Park – tender is complete, out to tender
Parkway medians renovation – staff report went to council and sent back to staff for more information
Replacing the burnt section of boardwalk and replacing old section of boardwalk in Harbourview Park – tender document in the works

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Public Access to a Revitalized Waterfront	Phase 1 of the Waterfront Master Plan has been approved and will be implemented depending on budget. A water park will be constructed in Harbourview Park to provide more opportunity for play as well as reduce the strain on Sunset Point Park	<input checked="" type="checkbox"/>		
Healthy Living	Having safe and enjoyable parks, greenspaces and facilities supports this goal. As the demand for healthy lifestyle increases this puts more demand on providing services and infrastructure and as such resources must be expanded to retain these services.	<input checked="" type="checkbox"/>		
Accountable Local Government	Effectively manage Town assets and equipment. Continue to follow Town's procurement procedure to ensure fair and equitable purchasing and tendering.			<input checked="" type="checkbox"/>
Culture and the Arts	Include a public art component in all new park development and support the Culture and Arts division in their efforts to expand public art.	<input checked="" type="checkbox"/>		
Support for Local Growth	Continue to beautify the Town and make the trails and park amenities safe and accessible to attract a variety of businesses and tourists.			<input checked="" type="checkbox"/>

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Appropriate allocation of resources to meet community expectations and properly manage, support, and maintain community investments in parks, trails, harbour and sports field assets.	<p>The growth of assets and expectations has not been matched by growth of resources to address and maintain these assets. Staff and equipment levels have remained constant while the acreage and quality standards have escalated alongside the population growth as indicated by StatsCan.</p> <p>Certain assets, such as a majority of trails for example, are reaching an age of maturity that will require more personnel to facilitate repair. Contracted services are expensive, costly to acquire, unreliable, and out of tune with the community interest when it comes to meeting standards of maintenance.</p>			<input checked="" type="checkbox"/>
2. Define the Parks Division role with respect to supporting environmental mandates.	In recent years it has been implied that the Parks division should have a role in supporting such environmental mandates as tree canopy strategies, phragmite issues, environmental education and promotion, and even butterfly and bee preservation. While all of the listed objectives have merit, the resource issues within the Parks division have made these kinds of additive objectives all but impossible to fathom.	<input checked="" type="checkbox"/>		
3. Formalize Maintenance Standards and Policies that support Park Operations	Recommended from the PRC Masterplan the Parks Division will prepare a Parks Maintenance Standards document to be approved by Council for all park functions that will provide the minimum maintenance and level of service for the many functions of the Parks Division.	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
4. Additional FT Park Operator				<input checked="" type="checkbox"/>
CAPITAL				
1. Public expectations of new park amenities that are common in big cities but unaffordable in small towns.	During the WMP process, the public's number one priority is a splash pad along the waterfront. Capital budget request for 2019/20 include the construction of a water park in Harbourview Park. Adding another facility requires additional resources from Parks and Facilities divisions to safely maintain.			<input checked="" type="checkbox"/>
2. Missing and Aging infrastructure	<p>Many park amenities have not been provided (e.g., washroom facilities) in the parks which are now experiencing an increase in use. Capital budget requests for 2019/20 include the construction of a washroom/club house facility at Fisher Field.</p> <p>Many existing amenities are in need to updating and replacement. Capital budget request for 2019/20 includes the replacement of the Sunset Point Park playground.</p>	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

- Imminent arrival of the Emerald Ash borer which results in 100% mortality of all ash trees. Tree management program includes treatment of 100+ ash trees and removal and replacement of the remaining.
- The increase in subdivision development (present and future) results in additional trees and greenspace which require maintenance to ensure longevity.
- Accessibilities for Ontarians with Disabilities Act and the Design of Public Spaces Regulation. Will require additional costs to conform to the law.
- Maintain the trail system to a level that allows it to be used for active transportation, not just recreational use. Implementing the Cycling Plan 0-5 year projects.
- Managing the material needs of events and festivals, both internal and external alongside regular park maintenance duties and staffing levels.
- Finding employees that have the skill set to perform the tasks with minimal supervision.
- Managing the increase in park visitors and the additional stress on the parks and washrooms with existing budget and resources.

Customer Service Performance Indicators

Department – PRC Parks Division

<i>Program Description - Park Maintenance</i>					
Program Outcome/ Customer Benefit/ Impact		Customer feedback and Response time			
Indicator / Metric		Maintain schedule of all grass cutting, park repairs and maintenance based on user schedule, on-demand requirements and current service levels. Response within 36 hours.			
Comments		Weather has impact on timing of cutting and lining, quality of turf and plant material. Also includes support services for special events, other departments, community groups, BIA.			
2018 Actual	Response within 36 hrs	2019 Actual	Respond within 36 hrs	2020 Target	Respond within 36 hrs

<i>Program Description - Urban Forestry</i>					
Program Outcome/ Customer Benefit/ Impact		Preserve the Urban Forest			
Indicator / Metric		Canopy conservation, tree pruning, tree planting, Emerald Ash Borer (EAB) injections			
Comments		Staff resources required is dependent on favorable weather conditions to support plant / insect growth			
2018 Actual	Injected 65 ash trees from 2016 list for EAB Replaced 45 boulevard trees	2019 Actual	Injected 69 ash trees from 2017 list for EAB Replaced 45 boulevard trees	2020 Target	Forestry to amalgamate with Public Works in 2020 following the advice of the Urban Forest Management Plan and the PRC Master Plan

<i>Program Description – Waterfront Access</i>					
Program Outcome/ Customer Benefit/ Impact		Access to the Waterfront			
Indicator / Metric		Amount of docking available for public access			
Comments		122 dock slips are available as well as 600 feet of docking along the promenade			
2018 Actual	70 boat slips	2019 Actual	122 slips	2020 Target	New wavebreak to preserve and protect harbour slips

<i>Program Description – Customer Satisfaction Measurement</i>					
Program Outcome/ Customer Benefit/ Impact		Direct communication and input from the Public being served			
Indicator / Metric		High percentage of “Good” to “Excellent” rating by survey participants			
Comments		All divisions of PRC (5 in total) will participate in a semi-annual interval survey that measures customer satisfaction.			
2018 Actual		2019 Actual	n/a	2020 Target	80% “Good” to “Excellent” responses

Operating Budget Details

PRC - Parks							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 945,150	\$ 1,092,389	\$ (33,664)		\$ 1,058,725		\$ 1,058,725
Occupancy	\$ 366,006	\$ 442,540	\$ 27,630		\$ 470,170		\$ 470,170
Internal Repayment	\$ 150,000	\$ 150,000			\$ 150,000		\$ 150,000
Professional Services	\$ 4,568	\$ 119,000	\$ (94,000)		\$ 25,000		\$ 25,000
Transfers to Capital		\$ 67,300	\$ (77,300)		\$ (10,000)		\$ (10,000)
Other	\$ 54,489	\$ 59,979			\$ 59,979	\$ 60,000	\$ 119,979
Administrative	\$ 22,302	\$ 35,600	\$ 3,900		\$ 39,500		\$ 39,500
Material & Supplies	\$ 8,666	\$ 22,400	\$ (1,000)		\$ 21,400		\$ 21,400
Health & Safety	\$ 6,999	\$ 3,000	\$ 3,200		\$ 6,200		\$ 6,200
Contracted Services		\$ 21,500	\$ 1,060		\$ 22,560		\$ 22,560
CAPITAL LEVY							
Total Expenditures	\$ 1,558,179	\$ 2,013,708	\$ (170,174)	\$ 0	\$ 1,843,534	\$ 60,000	\$ 1,903,534
Revenues:							
Federal Funding		\$ 99,000	\$ (99,000)				
User fees	\$ 97,448	\$ 97,400	\$ 10,000		\$ 107,400		\$ 107,400
Rentals	\$ 90,140	\$ 47,050	\$ 33,700		\$ 80,750		\$ 80,750
Expense Recoveries	\$ 25,942	\$ 14,600			\$ 14,600		\$ 14,600
Recoveries	\$ 4,050	\$ 7,500			\$ 7,500		\$ 7,500
Donations	\$ 350		\$ 100,000		\$ 100,000		\$ 100,000
Total Revenues	\$ 217,931	\$ 265,550	\$ 44,700	\$ 0	\$ 310,250	\$ 0	\$ 310,250
Total Levy Requirement	\$ 1,340,248	\$ 1,748,158	\$ (214,874)	\$ 0	\$ 1,533,284	\$ 60,000	\$ 1,593,284

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
PRC - Parks							
Waterfront Safety	H						
Fisher Field Improvements	G	\$ 910,000		\$ 83,000	\$ 747,000		\$ 80,000
Harbourview Park Boardwalk	A	\$ 250,000		\$ 75,000			\$ 175,000
Harbour East Wall Docking	G	\$ 300,000		\$ 30,000	\$ 270,000		\$ 75,000
Sunset Point Breakwall repair	C	\$ 300,000		\$ 300,000			\$ 75,001
Playground Replacements	A	\$ 800,000		\$ 638,340	\$ 161,660		
Trail Bridges 10-071	G	\$ 200,000		\$ 20,000	\$ 180,000		
Princeton Shores tennis	A	\$ 50,000		\$ 50,000			
SSP Parking	G	\$ 100,000		\$ 100,000			
Equipment	G	\$ 59,000		\$ 23,423	\$ 35,577		
Harbourview Splash Pad	G	\$ 1,550,000		\$ 155,000	\$ 1,395,000		
Sunset Point Amenities (EnviroPark Equip, Washrooms and Tables)	G	\$ 259,350		\$ 25,935	\$ 233,415		
Trail Development	G	\$ 330,000		\$ 25,000	\$ 225,000		\$ 80,000
Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	G	\$ 66,000		\$ 6,600	\$ 59,400		
PRC - Parks Total		\$ 5,174,350		\$ 1,532,298	\$ 3,307,052		\$ 485,001

Facilities Division

Purpose

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

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

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

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

Summary of services provided:

- Maintain safe ice surfaces at Eddie Bush Arena, Central Park Arena and the outdoor rink
- Provide safe swimming water at Centennial Aquatic Centre
- Maintain heating, ventilation and air conditioning (HVAC) equipment
- Comply with regulatory agencies (TSSA, MOL, SMDHU) to ensure that our facilities are safe for patrons to visit
- Maintain 132,113 ft² of facility space clean and free of hazards and debris
- Special event set up and take down

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	7 (4 shared)	9 (4 shared)	+1	10 (2 shared)
PT	12	12		12
Total	18	20	+1	21

Key driver(s) that determine the 2020 departmental budget

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

The two Sprung Structures will be seven years old and up keep on equipment in these facilities will be required as they reach significant milestones and require major servicing or replacement in order to support scheduled programming.

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

The introduction of a new junior hockey team at the Eddie Bush Memorial Arena has brought excitement back to the community and revitalized this local landmark.

The growing list of events that are held in our facilities will continue to place a significant strain on staffing which will impact the operating budget.

2019 Priorities

What we accomplished – Comment

A new emergency egress from the refrigeration room at EBMA has been created and in doing so makes us compliant with the Technical Standards & Safety Act 2000.

- The project involved no less than eight (8) contractors to complete
- Approximately \$18,000 was saved as we assumed the role of General Contractor

The condenser at the Curling Club malfunctioned near the end of the March and needed to be replaced. The unit is an integral part of the refrigeration system for both the Curling club and the Outdoor Rink.

- A new unit was ordered, received and installed in early September just in time to start the system for the curling season.

Dehumidifiers have been replaced at both EBMA (2) and the Curling Club (1)

- The two (2) units at EBMA had to be installed in different locations to optimizer their performance. A platform needed to be engineered, manufactured and assembled to accommodate one (1) of the units.

The asbestos floor tile that was identified in the Designated Substances & Hazardous Materials Assessment (2017) has been removed at EBMA.

- Asbestos tiles were identified in the following areas
 - Hall of Fame Concession
 - Ticket Booth
- Once the tiles were removed a non-slip epoxy was applied to the surface.

Floor tiles in the change rooms at the Centennial Aquatic Centre have been removed and new tiles have been laid.

- New tiles are a non-slip tile that are ideal for this application unlike the previous tiles
- Additional floor drains needed to be installed to allow for proper slope and drainage of water off the floor

What we accomplished – Comment
<ul style="list-style-type: none"> Shower controls had to be replaced during the tile projects as leaks were identified at the time. Units installed are less expensive to upkeep and parts are readily available unlike the ones removed.
<p>New flooring was install at the Outdoor Rink change room/concession building.</p> <ul style="list-style-type: none"> the new flooring is a resilient sport flooring which will protect the patrons skates and cleats when they walk on it oppose to the bare concrete that was there previously the new surface will prevent water from migrating beneath the surface creating a bacterial breading ground
<p>New park benches have been purchased and received for entrance way to the Central Park Arena.</p> <ul style="list-style-type: none"> The benches along with the bollards (2018) have been installed and clearly identify pedestrian access from vehicular traffic routes.
<p>We took possession of two (2) new Zamboni ice resurfacers in early spring and are operating at EBMA and CPA.</p> <ul style="list-style-type: none"> Both units are lithium ion powered and are the first two units in use in the world
<p>Engaged an Engineer firm to assist with the building of a new equipment storage facility at Central Park Arena.</p> <ul style="list-style-type: none"> Hoping to go out to market and award before years' end
<p>A new tractor was purchased and received.</p> <ul style="list-style-type: none"> The tractor along with its implements will be used to clear snow at Central Park Arena and the outdoor rink.
<p>A new floor scrubber was purchased and received.</p> <ul style="list-style-type: none"> The floor scrubber will be used to clean the floors year round and the concrete slab in the summer at EBMA
<p>The Public Address system at the EBMA received a slight upgrade</p> <ul style="list-style-type: none"> A new equalizer and power source was purchased and installed to improve the spoken word during large events

What we did not get done – Comment
<p>RFQ for a Facility Condition & Needs Assessment for town owned buildings</p> <ul style="list-style-type: none"> This is an ongoing project hopefully completed by the end of the 2019
<p>RFQ for a Preventative Maintenance Agreement for HVAC equipment in facilities.</p> <ul style="list-style-type: none"> This is an ongoing project.
<p>Replacement of exterior doors at Central Park Arena</p> <ul style="list-style-type: none"> Funding for the door replacement needed to redirected to the floor tile project at the pool to offset the additional floor drains expense

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Accountable Local Government	Cost effective operations with transparent budgets that identify clear objectives.	<input checked="" type="checkbox"/>		
Support for Economic Growth	Recreation Facilities that can effectively host events such as hockey tournaments, curling bonspiels and swim meets add a measure of impact to the local economy.	<input checked="" type="checkbox"/>		
Healthy Lifestyle	Recreation Facilities are a key component of a healthy lifestyle across all age groups. Continuing to enhance the Town's standards regarding the maintenance and upkeep of these facilities is essential to meeting this CBSP objective.	<input checked="" type="checkbox"/>		
Culture and the Arts	The Eddie Bush Memorial Arena has been the host venue of the Collingwood Elvis Festival and now will be available to host future events. In addition to this, the facility could host other events during the non-ice season. Adapting the EBMA to the application of culture activities will be an ongoing objective.	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Continue to find ways to apply the appropriate staff levels to the regular day to day facility operations.	The transfer of the Coordinator of Registration & Permits from Recreation Services to Recreation Facilities will be beneficial in supporting the day to day operations. The student co-op position is		<input checked="" type="checkbox"/>	

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
	a creative approach to increasing staff without increasing budget. Evaluating service levels compared to use and prioritizing services will also be effective ways of distributing staff to support key operations. The Pool Operator was a much needed addition to our Facilities Division to maintain a high standard for wellness.			
2. Accountable Local Government	Cost effective operations with transparent budgets that identify clear objectives.	<input checked="" type="checkbox"/>		
3. Support for Economic Growth	Recreation Facilities that can effectively host events such as hockey tournaments and swim meets adds a measure of impact to the local economy.	<input checked="" type="checkbox"/>		
4. Healthy Lifestyle	Recreation Facilities are a key component of a healthy lifestyle across all age groups. Continuing to enhance the Town's standards regarding the maintenance and upkeep of these facilities is essential to meeting this CBSP objective.	<input checked="" type="checkbox"/>		
CAPITAL				
1. Facility Condition Assessment	Complete a Facility Condition Assessment on both corporate and recreational facilities. This process will analyze the condition of our facilities in terms of age, design, construction methods, usefulness, and materials.		<input checked="" type="checkbox"/>	

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
2. Develop and implement a formal preventative maintenance program for all facilities to ensure that facility management services are provided at a level sufficient to reduce equipment breakdowns and service interruption.	Ensures that equipment and facilities are running optimally to reduce down time. Put in place a Preventative Maintenance Agreement for the Heating, Ventilation, and Air Conditioning systems at all Recreation Facilities. Preventative maintenance is one of the most important components of a successful maintenance and operations program. This will be an important orientation reference during staff turnover and orientation.		<input checked="" type="checkbox"/>	

Budget Pressures and Trends:

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

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

The addition of the Collingwood Junior "A" Colts has placed an increased demand on the operational budget. The additional funds stem from the operational requirements during game time, additional staffing and upkeep, which were not originally included in the operating budget when prepared the previous year.

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

Customer Service Performance Indicators

Department – PRC - FACILITIES

<i>Program Description – Ice Capacity</i>					
Program Outcome / Customer Benefit / Impact		Prime & Non-Prime Time Ice Capacity			
Indicator / Metric		Weekly Prime & Non-Prime Time ice that is available during operating hours.			
Comments		Strive to maintain or increase ice capacity			
2018 Actual	93%	2019 Actual	95%	2020 Target	Maintain or increase

<i>Program Description – Natural Gas Consumption</i>					
Program Outcome/ Customer Benefit/ Impact		Natural gas consumption (per year)			
Indicator / Metric		With a focus on greenhouse gases a natural gas reduction is essential			
Comments		2019 target is to decrease or maintain the same consumption as previous year. Consumption is directly affected by “Heating Degree Days” in the calendar year.			
2018 Actual	364,573 m ³	2019 Actual	373,605 m ³	2020 Target	Reduce consumption by 3%

<i>Program Description – Energy Consumption</i>					
Program Outcome/ Customer Benefit/ Impact		Energy Consumption			
Indicator / Metric		Increased costs in utilities and a need to lower energy consumption is desired			
Comments		2019 target is a 3% decrease from 2018 Actual			
2018 Actual	2,824,247.85 kWh	2019 Actual	3,000,114.47 kWh (6.2% increase)	2020 Target	Reduce consumption by 3%

Program Description – Customer Satisfaction Measurement

Program Outcome/ Customer Benefit/ Impact		Direct communication and input from the Public being served			
Indicator / Metric		High percentage of “Good” to “Excellent” rating by survey participants			
Comments		All divisions of PRC (5 in total) will participate in a semi-annual interval survey that measures customer satisfaction.			
2018 Actual		2019 Actual	n/a	2020 Target	80% “Good” to “Excellent” responses

Operational Budget Details

PRC - Facilities							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 1,042,873	\$ 1,087,239	\$ 147,710	\$ 12,160	\$ 1,247,109		\$ 1,247,109
Occupancy	\$ 789,733	\$ 887,914	\$ 68,900		\$ 956,814		\$ 956,814
Material & Supplies	\$ 39,935	\$ 41,750	\$ 2,450		\$ 44,200		\$ 44,200
Administrative	\$ 31,768	\$ 39,036	\$ 50		\$ 39,086		\$ 39,086
Other Expenses	\$ 23,256	\$ 13,930	\$ (1,400)		\$ 12,530		\$ 12,530
Health & Safety	\$ 1,677	\$ 1,900			\$ 1,900		\$ 1,900
Program Subsidies Expenses	\$ 180,000						
Transfers to Capital	\$ 26,878		\$ 7,500		\$ 7,500		\$ 7,500
CAPITAL LEVY							
Total Expenditures	\$ 2,136,120	\$ 2,071,769	\$ 225,210	\$ 12,160	\$ 2,309,139	\$ 0	\$ 2,309,139
Revenues:							
Rentals	\$ 629,845	\$ 530,716	\$ 44,059		\$ 574,775		\$ 574,775
User fees	\$ 31,213	\$ 27,900	\$ 6,600		\$ 34,500		\$ 34,500
Program Subsidies Revenue	\$ 180,000						
Total Revenues	\$ 841,058	\$ 558,616	\$ 50,659	\$ 0	\$ 609,275	\$ 0	\$ 609,275
Total Levy Requirement	\$ 1,295,062	\$ 1,513,153	\$ 174,551	\$ 12,160	\$ 1,699,864	\$ 0	\$ 1,699,864

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
PRC - Facilities							
EBMA Building Maintenance	A	\$ 145,000		\$ 110,000			\$ 35,000
Centennial Aquatic Center	A	\$ 50,000		\$ 25,000			\$ 25,000
Facilities Equipment	A	\$ 20,000		\$ 20,000			
CPA-Bollards & Signage	H	\$ 63,000		\$ 43,000	\$ 20,000		
Sailing School Building	S	\$ 7,500	\$ 7,500				
Curling Club	A	\$ 110,000		\$ 75,000			\$ 35,000
Museum Maintenance and Retrofit	A	\$ 81,500		\$ 81,500			
PRC - Facilities Total		\$ 477,000	\$ 7,500	\$ 354,500	\$ 20,000		\$ 95,000

**Recreation Services
Division**

Purpose

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

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

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	4	4	-1	3
PT	24	24		24
Seasonal (FT)	4	4		4
Seasonal (PT)	0	2		2
Total	32	34		33

Key driver(s) that determine the 2020 departmental budget

2019 Priorities

What we accomplished – Comment

Collingwood Sailing School – purchased a 420 dinghy to continue with the asset replacement. Introduced a camp concept for the shorter/holiday weeks. These programs were more introductory by nature and were well received.

Centennial Aquatic Centre – the registration software was implemented and executed for the Fall session. The program was well received with minimal issues. We managed to do 266 total transactions (349 actual swimmer registrations) by 6:30pm on day one. 246 of those were done online.

What we did not get done - Comment

Due to parental leave, measurements of client satisfaction in AquaFit (one of the Town's largest programs) were not completed. This will be accomplished in 2020.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Promote a balanced and healthy lifestyle	Aquatics training in Waterfront NL to provide a safe experience for those participating in special events by the water		<input checked="" type="checkbox"/>	
	Begin replacement of kick plates on starter blocks as they have begun to reach the end of their lifespan			<input checked="" type="checkbox"/>
	Continue to build the membership module of the recreation software by purchasing the membership card printer		<input checked="" type="checkbox"/>	

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. High Five Training a priority for all PRC staff	Incorporating High Five Principles of Healthy Child Development will align us with other municipalities and the PRC Master Plan	<input checked="" type="checkbox"/>		
2. PerfectMind implementation across PRC	Maximizing the opportunities and benefits of this software to enhance customer service in all divisions.	<input checked="" type="checkbox"/>		
CAPITAL				
1. Membership printer to work with PerfectMind	Customer service and organization	<input checked="" type="checkbox"/>		
2. Kickplates	Facility maintenance	<input checked="" type="checkbox"/>		

Budget Pressures and Trends

As pool programming continues to grow in popularity, capacities are stretched in terms of programming gaps, infrastructure and personnel. We are currently experiencing a tough realization of the loss of almost 50% of our staff to post-secondary school. Finding qualified replacement staff is proving to be extremely difficult. This will add pressure for the future.

With the increased enrollment in the Collingwood Sailing School, the growth of the school will require more personnel that are appropriate in order to maintain a safe environment for school participants.

Customer Service Performance Indicators

<i>Program Description – Swimming lesson performance outcomes</i>					
Program Outcome / Customer Benefit / Impact		Meeting the performance objectives for swimming lessons as set out by Parks Recreation Ontario Quest 2 Evaluation			
Indicator / Metric		Attaining a score of 283.77 to 327.42 or above 90% on Quest 2 Evaluation. This is excellent and maintains a high standard.			
Comments		The purpose of QUEST 2 is to help determine the quality of a child's experience in a program based on the determinants of healthy child development (Caring Leader, Participation, Play, Mastery, Friends). QUEST 2 enables organizations to identify program strengths and weaknesses based on the score.			
2018 Actual	N/A	2019 Actual	N/A	2020 Target	283.76

Program Description – Aquafit participant satisfaction					
Program Outcome / Customer Benefit / Impact		Meeting the expectations of the participants in the Aquafit program			
Indicator / Metric		Customer Satisfaction rating of 'very good' or 'excellent'			
Comments		At the midpoint and end of Aquafit seasons we will collect data of overall satisfaction. The data collected prior to hiring an Aquafit Instructor will be our benchmark.			
2018 Actual	N/A	2019 Actual	N/A	2020 Target	75% excellent satisfaction rating

Program Description – PerfectMind					
Program Outcome / Customer Benefit / Impact		Convenience and accuracy in program registration and facility booking			
Indicator / Metric		Volume of adopters of on-line booking			
Comments		Moving from past systems to PerfectMind we are seeking to build confidence in the new system. Online registration volumes have been good in 2019, we will work to increase this number.			
2018 Actual	N/A	2019 Actual	80% adoption	2020 Target	85% adoption of online vs in-person registration

<i>Program Description – Customer Satisfaction Measurement</i>					
Program Outcome/ Customer Benefit/ Impact		Direct communication and input from the Public being served			
Indicator / Metric		High percentage of “Good” to “Excellent” rating by survey participants			
Comments		All divisions of PRC (5 in total) will participate in a semi-annual interval survey that measures customer satisfaction.			
2018 Actual		2019 Actual	n/a	2020 Target	80% “Good” to “Excellent” responses

Operational Budget Details

PRC - Recreation							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 621,903	\$ 652,418	\$ (103,290)		\$ 549,128		\$ 549,128
Administrative	\$ 48,671	\$ 56,050	\$ 3,050		\$ 59,100		\$ 59,100
Material & Supplies	\$ 9,557	\$ 20,500	\$ (500)		\$ 20,000		\$ 20,000
Other Expenses	\$ (162)	\$ 3,500			\$ 3,500		\$ 3,500
Occupancy	\$ 15,575	\$ 3,000	\$ 15,000		\$ 18,000		\$ 18,000
Health & Safety		\$ 700			\$ 700		\$ 700
Program Subsidies Expenses							
Transfers to Capital			\$ 5,000		\$ 5,000		\$ 5,000
CAPITAL LEVY							
Total Expenditures	\$ 695,545	\$ 736,168	\$ (80,740)	\$ 0	\$ 655,428	\$ 0	\$ 655,428
Revenues:							
User Fees	\$ 269,033	\$ 272,000	\$ 10,000		\$ 282,000		\$ 282,000
Rentals	\$ 12,499	\$ 18,000	\$ (5,000)		\$ 13,000		\$ 13,000
Other Revenues	\$ 3,106	\$ 5,350			\$ 5,350		\$ 5,350
Donations	\$ 4,315						
Total Revenues	\$ 288,953	\$ 295,350	\$ 5,000	\$ 0	\$ 300,350	\$ 0	\$ 300,350
Total Levy Requirement	\$ 406,592	\$ 440,818	\$ (85,740)	\$ 0	\$ 355,078	\$ 0	\$ 355,078

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
PRC - Recreation							
Membership Card Printer	G	\$ 5,000	\$ 5,000				
Kick plates	G	\$ 4,800		\$ 4,800			
PRC - Recreation Total		\$ 9,800	\$ 5,000	\$ 4,800			

**Culture and Events
Division**

Purpose

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

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

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	6	6		6
PT		2		2
Casual	3	3		3
Summer Student (potential partial subsidy)	4	3		3
Total	13	14		14

Key driver(s) that determine the 2020 departmental budget

Arts & Culture

- PRC plans to continue to build relationships with local Indigenous community members and Elders through events and it is customary to provide an honorarium for Elder teachings, introductions and acknowledgment of traditional lands at events and openings. An increase of \$500 (increase from \$2000 to \$2500 within total sundry account) has been requested within the Arts & Culture budget to provide these honorariums at various times throughout 2020.
- PRC seeks to continue to provide opportunities to artists, musicians, and cultural organizations in Collingwood by providing affordable rehearsal and performance space through the Simcoe Street Theatre municipal management agreement. In reviewing the current lease agreement, the building owner has requested that the leasing model be adjusted to a strict flat fee rather than the current base fee plus 60/40 percentage split on rental rates. This results in an increase of \$3300 in rent but is expected to be offset by PRC maintaining 100% of revenues. The building owner has also requested that the PRC department assume the cost of utilities related to the Theatre and a portion of repair and maintenance expenses. Combined these total \$6122. The lease is proposed for a three year term.

Key driver(s) that determine the 2020 departmental budget

Special Events

- PRC recognizes that the conclusion of the Elvis Festival as a municipal event creates an opportunity to redirect resources to the growth and development of other municipal events, as per the PRC Master Plan. Of the \$69,000 previously allocated to the Elvis Festival, we propose that \$42,000 be allocated to support the growth of the Collingwood Art Crawl and Sidelaunch Days, and the creation of a new winter event that will replace the cancelled Frozen in Time Festival.
- Entering its sixth year in 2020, the Sidelaunch Days Harbour Festival is showing strong growth in attendance and economic impact and has the potential to grow further, establishing itself as a major signature Collingwood event. In order to continue to increase tourism revenues, the event needs to either expand its physical footprint or extend its length in days. Both options will require increased resources to add new programming elements. The proposed additional \$20,000 will also increase our opportunity to receive greater matching funds through the Celebrate Ontario Grant program.
- The Collingwood Live & Original Music Initiative consists of a series of events designed to create opportunities for musicians to connect, collaborate, and cultivate the craft of developing and sustaining live and original music. The 2019 series included Music Labs, L&O concerts, promotion of L&O music creators, and the Collingwood Art Crawl. Additional funds of \$12,000 in 2020 will allow the PRC department to continue to build this initiative, showcase a greater number of emerging musicians, and establish the Art Crawl as a signature Collingwood event.
- PRC proposes to host an annual event at Central Park beginning in January 2020 that celebrates winter in Collingwood and which connects multiple generations with arts, culture, recreation and outdoor sport. The budget currently allocated to the PRC portion of the Frozen in Time Festival will be reallocated to this new event and an additional \$10,000 has been requested (noting that the funds PRC allocated to Frozen in Time were only a portion of that overall event budget with the majority of funding coming from the BIA). It is anticipated that this event will begin as a community event and build to signature event level within three years, rounding out our signature events alongside Sidelaunch Days and the Collingwood Art Crawl.

2019 Priorities

What we accomplished – Comment:

Collingwood's first Poet Laureate acted as a champion for poetry and literary arts, appearing at numerous community and official Town events and producing new original works and creative projects that encouraged new poets and an appreciation for poetry. The five areas of focus for this program were to put poetry in the public eye; take poetry to underserved communities; link poetry with other arts; use poetry and other written/spoken forms to help residents find a voice and; use the written and spoken word to enhance the overall wellbeing of the community.

The 6th annual Creative Collingwood Symposium integrated a "Maker 5x5" to feature presentations by Collingwood-based visual artists, musicians and writers. The sold-out event brought Juno-nominated musician and storyteller Peter Katz to speak on the theme of resilience.

The Niibi Gatherings Summer Discussion & Ceremony Series offered 3 water-themed events at the Awen' Gathering Place commencing on June 18 in honour of National Indigenous Peoples Day. Community members were invited to learn about indigenous culture and heritage. PRC continued to learn about and develop relationships with indigenous community

What we accomplished – Comment:

members. PRC worked with the School Board and local schools to host a gathering at the Awen' on Orange Shirt Day. Over 350 students attended.

A temporary Public Art Committee was formed to help provide input on the acquisition of artwork to replace the mural at 28 Huron Street in accordance with the Town's Public Art Policy and Procedures.

The L&O Music Crawl partnered with the 7th annual Collingwood Art Crawl held on September 22. The event featured 41 different venues including retail shops, restaurants, bars, cafes, offices, art galleries and cultural as well as community spaces. A total of 74 visual artists and 57 musical acts participated, showcasing the diversity and talent of our art community. Feedback garnered from 'crawlers' and participating artist, musicians and venues was compiled for 2020.

The 25th annual Collingwood Elvis Festival had many successes from a programming and budgetary perspective. Expenses were within budget and revenues, specifically ticket sales, exceeded budget. Council elected to retire the Elvis Festival from municipal management and the PRC department is currently working with a third party operator through the municipal special event permitting process on plans for a 2020 version.

What we did not get done – Comment

We were unable to complete the acquisition of new artwork at 28 Huron Street (Shipyards Medical Building). The former artwork (mural titled Heading Dockside) was removed from the site and remedial work as a result of the mural was completed in the summer. A temporary Public Art Committee was assembled for the express purposes of providing input on new artwork for the site and expects the process to continue to Fall of 2020.

We were unable to complete the third phase of the Museum Gallery redesign project. The remainder of the tasks outstanding from Phase two consumed much of 2019 and only a portion of the Phase three tasks were completed. The remaining tasks will be addressed in 2019 alongside the Phase four projects.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Promote arts and cultural programs	Commission new public art in place of the 'Heading Dockside' mural which has reached its lifespan. (Capital)	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Promote arts and cultural programs	Integrate indigenous awareness and recognition into more PRC programs and events. Allocate additional funds for honorariums for Elders who provide teachings and introductions. Base budget will continue to cover performance fees for Indigenous artists and musicians.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Promote arts and cultural programs	Continue to maximize overall use and breadth of activities at Simcoe Street Theatre to the benefit of the cultural community. Renew lease for three year term.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Promote arts and cultural programs and Support and expand the diversity of community events and festivals	Build upon the Collingwood Live & Original Music Initiative, offering more opportunities for local musicians to connect, collaborate, and cultivate their craft. Expand the Collingwood Art Crawl.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Support and expand the diversity of community events and festivals	Expand either the physical footprint or extend the length of Sidelaunch Days. Increase programming to increase tourism revenues.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Support and expand the diversity of community events and festivals	Create a new winter event to replace the Frozen in Time Festival. Begin as a community event and build to a signature event within three years.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Continued recognition of Collingwood's unique heritage	Continue to support the revitalization of the Collingwood Museum Gallery. Complete			<input checked="" type="checkbox"/>

	phase three and implement phase four of the gallery redesign project. (Capital)			
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Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
1. Recognizing the need for security, consistency, and high performance in Culture and Arts activities in the face of fiscal challenges	The department will continue to strive for recognition of the importance of the "soft service" activities in a vibrant and desirable community. Fiscal challenges often affect the "soft services" first, it is important to recognize the value of Culture, Arts and Heritage within the context of a growing community and the vision set forth by the Community Based Strategic Plan.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
CAPITAL				
1. Review the feasibility and sustainability of a multi-functional arts and cultural centre for Collingwood, as per the PRC Master Plan	Conduct a feasibility study to determine the practicality of a multi-functional arts and culture centre, and to identify existing facility needs, potential locations, recommended amenities, and revenue and partnership potential.			<input checked="" type="checkbox"/>

Budget Pressures and Trends:

The strength of festivals, events, culture and the arts to enhance a community's attractiveness to visitors, residents, and businesses. The need to balance provision of services with appropriate resource levels.

Customer Service Performance Indicators

Department: PRC – Culture and Events

Program Description – A cross-section of activities from the arts & culture unit, special event unit, and Collingwood Museum					
Program Outcome/Customer Benefit/ Impact		Residents and visitors engaged in culture and events in Collingwood report high satisfaction ratings.			
Indicator/Metric		Customer satisfaction ratings of 'good', 'very good', and 'excellent'.			
Comments		Customer satisfaction data will be collected at a series of events including the Collingwood Art Crawl, Sidelaunch Days, Collectors' Night, and the Shipyard Social. The percentage of responses in the 'good', 'very good', and 'excellent' categories rating overall experience will be totaled for each activity and averaged across all evaluated activities. The 2019 results were our benchmark.			
2018 Actual	n/a	2019 Actual	96.8%	2020 Target	97%

Program Description – Customer Satisfaction Measurement					
Program Outcome/ Customer Benefit/ Impact		Direct communication and input from the Public being served			
Indicator / Metric		High percentage of "Good" to "Excellent" rating by survey participants			
Comments		All divisions of PRC (5 in total) will participate in a semi-annual interval survey that measures customer satisfaction.			
2018 Actual		2019 Actual	n/a	2020 Target	80% "Good" to "Excellent" responses

Operational Budget Details

PRC - Culture & Events							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 612,493	\$ 677,316	\$ 5,571		\$ 682,887		\$ 682,887
Other Expenses	\$ 201,205	\$ 255,577	\$ (136,877)		\$ 118,700	\$ 30,000	\$ 148,700
Professional Services	\$ 125,588	\$ 131,000	\$ (131,000)				
Administrative	\$ 114,086	\$ 109,049	\$ (44,727)		\$ 64,322		\$ 64,322
Occupancy	\$ 84,800	\$ 94,233	\$ (485)		\$ 93,748	\$ 9,422	\$ 103,170
Transfers to Capital	\$ 37,755	\$ 53,500	\$ (28,500)		\$ 25,000	\$ 50,000	\$ 75,000
Contracted Services	\$ 46,036	\$ 22,600	\$ 371		\$ 22,971	\$ 12,000	\$ 34,971
Material & Supplies	\$ 16,322	\$ 16,150	\$ (2,390)		\$ 13,760		\$ 13,760
Insurance	\$ 10,569	\$ 8,315	\$ 773		\$ 9,088		\$ 9,088
Transfers to Own Funds	\$ 5,000	\$ 2,500	\$ 2,500		\$ 5,000		\$ 5,000
Health & Safety	\$ 508	\$ 400			\$ 400		\$ 400
CAPITAL LEVY							
Total Expenditures	\$ 1,254,362	\$ 1,370,640	\$ (334,764)	\$ 0	\$ 1,035,876	\$ 101,422	\$ 1,137,298
Revenues:							
User fees	\$ 177,806	\$ 186,730	\$ (177,270)		\$ 9,460		\$ 9,460
Sponsorship	\$ 73,170	\$ 40,000	\$ (40,000)				
Rentals	\$ 18,840	\$ 24,296	\$ (750)		\$ 23,546	\$ 3,300	\$ 26,846
Grant - Provincial	\$ 58,246	\$ 50,546	\$ (28,550)		\$ 21,996		\$ 21,996
Other Revenue	\$ 19,184	\$ 13,000	\$ 3,000		\$ 16,000		\$ 16,000
Donations	\$ 10,076	\$ 6,000			\$ 6,000		\$ 6,000
Grant - Federal	\$ 26,223						
Recoveries	\$ 450						
Transfers from Own Funds							
Total Revenues	\$ 383,994	\$ 320,572	\$ (243,570)	\$ 0	\$ 77,002	\$ 3,300	\$ 80,302
Total Levy Requirement	\$ 870,368	\$ 1,050,068	\$ (91,194)	\$ 0	\$ 958,874	\$ 98,122	\$ 1,056,996

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
PRC - Culture & Events							
Station Museum Retrofit	A	\$ 25,000		\$ 25,000			
Heading Dockside Mural Replacement	S	\$ 25,000	\$ 25,000				
PRC - Culture & Events Total		\$ 50,000	\$ 25,000	\$ 25,000			
Service Enhancements							
Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
PRC - Culture & Events							
Arts & Culture Centre	G	\$ 50,000	\$ 50,000				
Total PRC - Culture & Events Service Enhancements		\$ 50,000	\$ 50,000				

Purpose

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

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

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

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	6	7		7

Key driver(s) that determine the 2020 departmental budget

Although initiated in 2019 the Official Plan review will be in full progress throughout 2020 with targeted completion in 2021.

Development activity continues to increase introducing the range and complexity of development applications necessitating additional consultation with specialist consultants and legal advice.

Special studies triggered by emerging issues in the community are likely to be required in order to address community and development related issues.

Changes to planning legislation will:

- increase the potential for appeals as the Province has returned to a more costly, litigious planning appeals system and reduced the period of time after which applicants may appeal for a non-decision
- require the creation of new legislative mechanisms such as the, as of yet not proclaimed into law requirement that municipalities pass a Community Benefits Charge Bylaw to be implemented by 2021 and other amendments as required by legislation

2019 Priorities

What we accomplished – Comment							
<p>Processed a variety of significant residential and non-residential development applications as noted in the table below. Additionally, staff have handled or are handling a variety of matters before the Local Planning Appeal Tribunal.</p>							
<p>Introduced various changes in planning processes to improve service delivery and spent more time and effort in the pre-application stages of the approvals process to reduce delays in the formal application process.</p>							
<p>Provided heritage planning support to the Heritage Committee – this is the first year where certified heritage trained Town staff are providing technical support to the Committee for a designated percentage of time</p>							
<p>Official Plan Update initiated – terms of reference approved, consultant selection completed, additional 2019 work pending</p>							
<p>Passed OPA 42 – Amendments to the Official Plan related to Source Water Protection</p>							
Processed Applications							
		2014	2015	2016	2017	2018	2019
Pre-Consultations		11	20	24	36	21	18
Variance		3	6	10	10	9	10
Incidental MV		13	15	9	19	24	18
Consents		10	14	14	21	19	5
Official Plan & Zoning By-Law Amendments		3	1	2	4	4	3
Re-Zoning		3	7	6	9	11	2
Site Plan Agreements		12	16	10	23	19	14
Subdivisions*		4	10	5	3	7	1
Subdivision Registrations**			1	3	3	5	
TOTAL		59	90	83	128	119	71
<p>Note * Subdivisions includes applications for extension and red-line revisions **Subdivision Registrations is primarily an engineering function Applications not counted: Tree cutting, deeming by-laws, model homes, part lot control, 2019 as of Oct 4 2019</p>							

What we did not get done - Comment

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Update natural heritage policies	To be completed as part of the Official Plan review	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
Official Plan Update		<input checked="" type="checkbox"/>		
Process development applications, make recommendations to Council and Committees, appear before appellate bodies as required on related matters.		<input checked="" type="checkbox"/>		
CAPITAL				

Budget Pressures and Trends:

Need to update and review the Town's Official Plan to:

- ensure compliance with Provincial and County policies and as required by the Planning Act including in response to overhaul of Provincial Planning legislation by the current Provincial government; and
- ensure that the Official Plan policies are generally up to date.

Ongoing development pressure is resulting in more complex, potentially more contentious development applications necessitating more engagement with consultants for professional advice.

Customer Service Performance Indicators

Department – Planning and COA

Currently as it stands this department does not have any customer service performance indicators. Generally speaking, the Division is seeking to convert more pre-consultation applications to formal applications and to expedite the approval of these applications preferably to approval recommendations that are consistent with the community vision.

Operating Budget Details

Planning & COA							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 620,814	\$ 776,610	\$ (45,524)		\$ 731,086		\$ 731,086
Professional Services	\$ 23,157	\$ 199,500	\$ 200,000		\$ 399,500		\$ 399,500
Occupancy	\$ 58,496	\$ 70,697			\$ 70,697		\$ 70,697
Administrative	\$ 21,507	\$ 29,765	\$ 2,000		\$ 31,765		\$ 31,765
Other	\$ 3,014	\$ 4,500			\$ 4,500		\$ 4,500
Insurance	\$ 4,154	\$ 4,060			\$ 4,060		\$ 4,060
Material & Supplies	\$ 265	\$ 700			\$ 700		\$ 700
CAPITAL LEVY							
Total Expenditures	\$ 731,407	\$ 1,085,832	\$ 156,476	\$ 0	\$ 1,242,308	\$ 0	\$ 1,242,308
Revenues:							
User fees	\$ 221,179	\$ 137,200			\$ 137,200		\$ 137,200
Recoveries	\$ 66,926	\$ 52,000			\$ 52,000		\$ 52,000
Grant Provincial							
Total Revenues	\$ 288,105	\$ 189,200	\$ 0	\$ 0	\$ 189,200	\$ 0	\$ 189,200
Total Levy Requirement	\$ 443,302	\$ 896,632	\$ 156,476	\$ 0	\$ 1,053,108	\$ 0	\$ 1,053,108

Purpose

1. Increase the attractiveness of Collingwood as a great place to invest, start and grow a business.
2. Provide an integrated set of business services that support existing businesses, entrepreneurship and investment attraction
3. Celebrate and promote Collingwood's great lifestyle for live, work and play.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	2	2		2

Key driver(s) that determine the 2020 departmental budget

The last Economic Development Action Plan (EDAP) was completed in 2019. A new Economic Development Action Plan is in development, however its recommendations will not be ready until early 2020. As a result, the 2020 plan represents a transitional year, with budgets based on supporting ongoing projects from the last EDAP, responding to insights from the annual Collingwood business survey and laying a foundation for the framework established for developing the next Economic Development Action Plan. As a result of it being a transitional year, no additional funding is being requested.

Entrepreneurship is emerging as one of the driving forces behind Collingwood's economic expansion. Ensuring consultants are available to help start-ups and small companies has been a key ingredient to this success, as recognized by the Canadian Federation of Independent Businesses (CFIB) rankings which consistently rank Collingwood in the top 10 communities for entrepreneurship in Canada. This critical service is provided by the Small Business Enterprise Centre (SBEC), which serves Collingwood and the broader South Georgian Bay region. Its total budget of more than \$240,000 is 70% funded by the Province of Ontario. The remaining budget is funded by regional municipalities, including \$40,000 by the Town of Collingwood. While this has been sourced from various other budgets in the past, this year it has been fully integrated into the Marketing & Business Development budgets in recognition of its important role in supporting small business growth.

2019 Priorities

What we accomplished – Comment	
Renewed the Business Development Centre (BDC) partnership-	This key component of economic development continues to grow in importance with over 3,000 visits to the BDC annually. A Memorandum of Understanding with the partners at the BDC was signed for another year.
New Economic Development Action Plan being developed with a novel approach-	A framework was developed that will support a more proactive plan that help more overtly market and sell Collingwood to investors, employers and employees.
Gained recognition as one of the top 25 best places to live in Canada-	This badge of recognition from Maclean's Magazine is an important re-enforcement to investors, employers and employees that Collingwood is the better place to be. This recognition adds to other recognition the Town has gained over the last 5 years including #1 entrepreneurship community in Canada and Top Outdoor Town in Eastern Canada.
Completed Phase 1 of the new Wayfinding Signage Project-	Nearly 50 signs will help direct drivers to the Downtown area so that they can find parking easier, and convert them into browsing shoppers within this historic commercial district.
Launched Tech Hub North-	In partnership with BDC partners and Simcoe County, this initiative has created an online portal and multi-media marketing campaign to increase the recognition of the growing cluster of tech companies located in Collingwood. More than 6,500 visitors in first 7 months with majority from GTA; includes 1,629 visitors to the job portal specifically with 63% viewing specific job listing.

What we did not get done	Comment
Downtown BIA Memorandum of Understanding (MOU)	While this extensive agreement has been advanced in 2018, it continues to require more resources to collect appropriate information from all stakeholders than originally anticipated. Given that it involves all departments, urgent 2019 projects have limited resources that could be dedicated to finishing this, particularly in the second half.

2020 Budget Priorities

From the Last Economic Development Action Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Existing Business Support	Continue engaging with existing businesses and success story celebration	<input checked="" type="checkbox"/>		
Small Business Growth	Promote services available from partners at the Business Development Centre (BDC)	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Business Service Priority	Renew the BDC partnership agreement; Begin work on integrating customer service efforts with Planning	<input checked="" type="checkbox"/>		
Business & Tourism Promotion	Begin more overt investment attraction efforts; Continue to support promotion of Collingwood as a great place to live in partnership with PRC	<input checked="" type="checkbox"/>		
Workforce at Work	Support the regional Labour Task Force & collaboration with Georgian College	<input checked="" type="checkbox"/>		
Great Place for Business	Support continued growth of downtown as a central business hub	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
Support Small Business Growth & Entrepreneurship	Includes the ongoing management and funding assistance for the Small Business Enterprise Centre (SBEC), support for the BDC, Power Up Mentorship Program and project funding to help youth find jobs and discover careers in the region via Collingwood Youth Centre	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Make Collingwood recognized as an emerging tech cluster	Promote Tech Hub North and associated job portal at www.LiveMoreNow.ca . In-kind support for the development of a plan to create a business accelerator in Collingwood in combination with funding from Simcoe County (pending approval)	<input checked="" type="checkbox"/>		
Encourage growth of existing companies	Support existing companies by providing networking and collaboration opportunities through events such as Business in Motion Speaker Series, Informational Tours, Success Story Celebration and 5x5 Networking events	<input checked="" type="checkbox"/>		
Lifestyle Promotion	Marketing efforts directed to digital, print and outdoor seasonal campaigns along with more focused support for Walk Collingwood series of accessible discovery walks. A Tourism Strategy being developed with PRC & BIA to be released in early 2020 will help guide additional efforts.	<input checked="" type="checkbox"/>		
Investment Attraction	Along with a PR campaign, a new project will actively engage key site selector agents and experts to raise awareness of industrial land clusters available for investment, leveraging a database of available lands. Support for regional Labour Task Force efforts will continue.	<input checked="" type="checkbox"/>		
Corporate Social Responsibility	Organize annual Mayor's Golf Tournament to help raise money from businesses to support local youth initiatives.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

Service Enhancement Funding for Small Business Enterprise Centre (SBEC)

Since 2007, the Town has been the host municipality for the provincially funded Small Business Enterprise Centre (SBEC) program. The program has been the cornerstone for support services focused on entrepreneurs and small companies. SBEC has been a key driver of Collingwood's recognition as one of the top communities in Canada for entrepreneurs. The Town has been providing in-kind support (administration, free rent, etc.) along with \$40,000 per year of financial support to compliment the Province's 3 year commitment to \$379,920 in operational funding and \$204,000 in grants. The Town has funded the \$40,000 annual contribution from a separate reserve. That reserve is now depleted. As a result the Service Enhancement request recommends bringing the \$40,000 into the Economic Development budget and funding it by a) re-investing \$32,000 in savings from the Collingwood Elvis Festival b) sourcing \$8,000 from efficiencies within the base Economic Development budget.

External Funding for Projects Take Extra Effort

The financial demands placed on economic development continue to increase. Efforts have been made to reach out to public and private funding sources in 2018. They represented over \$60,000, extending the core project budget of \$200,000 by more than 25%. In addition more that \$400,000 in grants was secured from Rural Economic Development (RED) and FCM to fund the creation of the Collingwood Youth Centre and establishing the www.CollingwoodPilotProject.ca. Each of these grants required significant effort to complete the applications and the reporting requirements. As a result in 2019 the plan is to focus on implementation excellence with these grant-associated projects. Any further funding applications will be carefully evaluated with Finance and other departments to ensure they deliver a strong return on investment of staff time.

Key Strategic Plans Are Still In Development

Both the Economic Development Action Plan as well as the Town's first Tourism Strategy, are due to be presented in early 2020. Once approved, implementation can begin but will in 2020 be limited by funding if new projects are recommended. While building in funds to reflect these new projects heading into 2020 would be ideal, at this point we lack the visibility as to the scope and magnitude of these projects. Certainly if there are any urgent projects, they could be brought forward to Council during 2020 for discussion and approval for additional funding. Otherwise, they would be included in the 2021 budget process.

Customer Service Performance Indicators

Economic Development

<i>Program Description - Business Development Centre (BDC) Service Priority</i>					
Program Outcome/ Customer Benefit/ Impact		Promote and provide accessible business startup and support services, awareness of BDC as having 'all your business needs under one roof', provide mentorship support and educational/training services.			
Indicator / Metric		Front desk counter, participation in mentorship, education/training and food events.			
Comments		Link to priorities: EDAP- Existing Business Support, Small Business Growth, Business Service Priority; CBSP- Support for Economic Growth, Healthy Lifestyle.			
2018 Actual	Contacts with business at BDC increase 8% vs 2017; BDC now has over 30 mentors/ambassadors companies can access with over 100 promoted educational events	2019 Actual	Contacts for 9 months ending September 2019 hit new record of 3,126, up +28% vs 2018. Appointments are up +32% with more than 56% with 2 or more BDC partners.	2020 Target	+10% growth in contacts and appointments (capacity limiting factor) with more than 55% with multiple BDC partners.

<i>Program Description - Celebrate Collingwood's Companies</i>					
Program Outcome/ Customer Benefit/ Impact		Expand Informational Tours and encourage companies to record their success at Town's Business Development website so they can be promoted as Success Stories in order to stay current with needs of businesses and celebrate their accomplishments.			
Indicator / Metric		Number of Informational Tours, number of Success Stories at Collingwood Business website.			
Comments		Link to priorities: EDAP- Existing Business Support, CBSP- Support for Economic Growth.			
2018 Actual	13 Informational Tours, 36 posted Success Stories	2019 Actual	10 Informational Tours by end of 2019; 36 posted success stories (between Collingwood.Business @Collingwood.ca and www.Livemorenow.ca	2020 Target	10 Informational Tours; 25 Success Stories

Program Description – Lifestyle Promotion					
Program Outcome/ Customer Benefit/ Impact		Increased awareness of Collingwood's lifestyle as a great place to live, work and play.			
Indicator / Metric		Impressions delivered across print, online and outdoor mediums. Net Promoter Score (NPS) for "place to live" and "place to visit and vacation"			
Comments		Link to priorities: EDAP- Business and Tourism Promotion, CBSP- Support for Economic Growth, Culture and the Arts.			
2018 Actual	20,000+ followers projected by Dec 31; 647 subscribers to Business Directory; Collingwood Business 60 Second Update newsletters published at least 4 times; NPS "Excellent" as a place to live and 'World Class' score for "Place to visit and vacation"	2019 Actual	Over 10,000,000 impressions through: 23,000+ followers across facebook & instagram (one of the highest per capita followership's by Ontario municipality), seasonal print campaign, 52 weeks regional radio advertising, event specific billboards; 596 successful business newsletter deliveries in March, May and October (42.7% open vs industry average of 25.1%); NPS "Excellent" as a place to live and 'World Class' score for "Place to visit and vacation"	2020 Target	10,000,000+ impressions through 25,000 social media followers, radio, print and outdoor focused on seasonal themes and events; 600 business newsletter database delivered at least 3x per year; NPS "Excellent" as a place to live and 'World Class' score for "Place to visit and vacation"

<i>Program Description – Investment Attractiveness</i>					
Program Outcome/ Customer Benefit/ Impact		Conduct an annual business survey to gauge the perception of Collingwood's investment and lifestyle attractiveness.			
Indicator / Metric		Net Promoter Score (NPS) was recommended by the research consultant (RMCG Inc) given its ease of measurement and extensive database of benchmarks.			
Comments		Link to priorities: EDAP- All 6 themes as these represent the overarching mission of the department, CBSP- Support for Economic Growth.			
2018 Actual	NPS 33% score ranked it as 'good' place to invest with majority indicating improvement in last 2 years;	2019 Actual	NPS 19% score still ranked it as 'good' place to invest with decrease mostly drive by workforce shortages linked to lack of attainable accommodation	2020 Target	NPS 30%+ score ranking it as 'good' place to invest

Operating Budget Details

Economic Development							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 246,070	\$ 239,164	\$ 7,163		\$ 246,327		\$ 246,327
Occupancy	\$ 136,939	\$ 148,700	\$ 5,000		\$ 153,700		\$ 153,700
Promotion, Publicity & Marketing	\$ 124,377	\$ 116,450			\$ 116,450		\$ 116,450
Debt servicing costs	\$ 83,001	\$ 83,195			\$ 83,195		\$ 83,195
Administrative	\$ 45,028	\$ 44,700	\$ (32,000)		\$ 12,700	\$ 25,000	\$ 37,700
Research & Development	\$ 24,240	\$ 23,000			\$ 23,000		\$ 23,000
Contracted Services		\$ 21,738			\$ 21,738		\$ 21,738
Other Expenses	\$ 222,720	\$ 7,312			\$ 7,312		\$ 7,312
Insurance	\$ 441	\$ 264			\$ 264		\$ 264
Transfers to Own Funds	\$ 12,995						
CAPITAL LEVY							
Total Expenditures	\$ 895,812	\$ 684,523	\$ (19,837)	\$ 0	\$ 664,686	\$ 25,000	\$ 689,686
Revenues:							
Sponsorship	\$ 24,540	\$ 30,000			\$ 30,000		\$ 30,000
User Fees	\$ 63,539	\$ 25,000			\$ 25,000		\$ 25,000
Recoveries	\$ 22,331	\$ 23,000	\$ (10,746)		\$ 12,254		\$ 12,254
Other Municipalities	\$ 12,500						
Federal Funding	\$ 1,680						
Provincial Funding	\$ 92,977						
Expense Recoveries	\$ 123,430						
Total Revenues	\$ 340,997	\$ 78,000	\$ (10,746)	\$ 0	\$ 67,254	\$ 0	\$ 67,254
Total Levy Requirement	\$ 554,815	\$ 606,523	\$ (9,091)	\$ 0	\$ 597,432	\$ 25,000	\$ 622,432

Purpose

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

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

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

The Ministry of Culture suggests that municipal staff act as a municipal liaison with the Municipal Heritage Committee. The value in having a staff liaison is consistency in procedure and in having a guiding hand through municipal procedures. There is one staff resource dedicated at 30% of 1 full time position who is a non-voting member of the Collingwood Heritage Committee.

Departmental Staffing Complement

There is one staff resource dedicated at 30% of 1 full time position who is a non-voting member of the Collingwood Heritage Committee.

Key driver(s) that determine the 2020 departmental budget

N/A

2019 Priorities

What we accomplished – Comment
Processed 10 Heritage Grant applications – resulting in over \$65,315.19 construction value to heritage buildings (plus 3 additional grants approved by Council retroactively)
Processed 45 Heritage Tax Relief applications
Issued 56 Heritage Permits (since April 2019)
Continued the Heritage Award Program with 0 properties receiving an award for 2019, while the committee recognized there are projects currently under construction that are noteworthy for the 2020 Awards.
Reviewed Heritage Impact Assessments, applications for Site Plan Approval, Committee of Adjustment and Property Standards
Published two heritage newsletters
Staffed a booth at the Farmer's Market
Participated in the County of Simcoe Doors Open program 2019
Pending recommendation for approval of the designation of Victoria Annex (Ontario Heritage Act Part IV)
Defended Council Notice of Intent to Designate the Victoria Annex before the Conservation Review Board – appeal by owner subsequently dismissed
Defended Council decision to refuse demolition request at 174 St. Paul St. before the Local Planning Appeal Tribunal – appeal by owner subsequently approved by LPAT
What we did not get done - Comment
Undertake study for the expansion of the Heritage District

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			
Continued recognition of Collingwood's unique heritage.	Develop a campaign to promote and educate the public on the heritage and history of Collingwood.	<input checked="" type="checkbox"/>		

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
1. Ongoing promotion of the Town's history and heritage assets.	This is the role of the Committee.	<input checked="" type="checkbox"/>		
2. Continue to administer grants, incentives and permits.	Heritage grants, tax relief and permit issuance for the core mandate of the Heritage Committee.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:
The current staff commitment to the Heritage program provides limited resources in priority areas. Additional program commitments require additional resources.

Operating Budget Details

Heritage							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Administrative	\$ 50,591	\$ 85,000			\$ 85,000		\$ 85,000
Salaries and Benefits	\$ 1,591	\$ 48,212	\$ 2,945		\$ 51,157		\$ 51,157
Contracted Services	\$ 3,572	\$ 2,000			\$ 2,000		\$ 2,000
Transfers to Own Funds	\$ 10,000						
CAPITAL LEVY							
Total Expenditures	\$ 65,754	\$ 135,212	\$ 2,945	\$ 0	\$ 138,157	\$ 0	\$ 138,157
Revenues:							
Transfers from Own Funds							
User Fees							
Total Revenues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Levy Requirement	\$ 65,754	\$ 135,212	\$ 2,945	\$ 0	\$ 138,157	\$ 0	\$ 138,157

Library

Purpose

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

The Library is governed by a Board of Trustees appointed by Town Council. The Board is responsible for approving the Library budget. The duties and responsibilities of the Library Board are outlined in the *Ontario Public Libraries Act*. The Library Board appoints a CEO to manage the day to day operations of the library.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	12	13		13
PT	11	12		12
Total	23	25		25

Key driver(s) that determine the 2020 departmental budget

Growth. We've seen the numbers of people entering the library increase by 7.5% since last year, which is well over 900 people per day. And while it's wonderful to see the facility being so well used by our community, this means that our repair and maintenance costs have also increased.

Provincial cutbacks. Funding cuts in the spring of 2019 led to the cancellation of the Provincial interlibrary loan courier service and temporary suspension of the service itself. Service has resumed using Canada Post to deliver the materials, but this has led to increased costs, both for postage and in staff time.

Increased use in credit cards for things like room rentals, bus passes, and non-resident memberships have led to increased fees from the credit card companies.

2019 Priorities

What we accomplished – Comment

With the addition of a new staff member to facilitate adult and senior programming, we have been able to offer more programs than ever before. Program attendance has increased by 60%.

We did a major reorganization of library space in 2019, moving the teen area to the second floor (which was where the majority of teens were congregating anyway), and shifting bookshelves on the first floor to create a new seating area near the front desk where the newspapers and periodicals are now displayed. This has allowed us to offer better coverage and service, and it has also eliminated some of the security issues we were facing.

Work was completed on the library roof, raising the parapet to a safe height, and creating a new programming area.

The number of people using the library continues to grow steadily year by year.

What we did not get done – Comment

Library entrance doors are sagging on their hinges and still need to be properly reinforced (or possibly replaced) and the accessibility features need to be improved upon.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
Ensure sufficient funding to meet the growing costs of providing the interlibrary loan system	In 2109, Provincial funding cuts led to the elimination of the provincial library courier system, so all interlibrary loan requests must now be fulfilled using Canada Post. This has led to increased costs for postage and staff time.	☒		
CAPITAL				
Renovate the Grant Egan Technology Suite	The library will be 10 years old in 2020, and computer equipment will need to be updated in our tech suite. We would also like to add more features to the existing room, like scanners and a green screen, to supplement existing equipment and allow us to broaden our program offerings to the public. We also want to encourage individuals to book this room and work on their own digital projects.			☒
Furnishings for the library roof	We plan to open the library roof as a programming space in the spring of 2020. A set of chairs that could be stored on the roof would be preferable to constantly moving stacks of chairs up and down in the elevator.			☒

Budget Pressures and Trends:

The library is heavily-used by the community, and while this is wonderful, it also means that the facility is starting to show its age. In 2019, there were a number of expensive repairs to plumbing and HVAC fixtures, plus numerous smaller repairs to walls, flooring, window openers, etc. We've learned that maintaining a LEED building is rather expensive. We also replaced some worn-out meeting room tables and digital projectors. We expect this trend to continue into 2020.

The cost of eBooks continues to be a concern for public libraries. Multinational publishers charge libraries two to three times what they would charge a consumer for the same title. The titles also time-out, either after a specified number of checkouts or after a specified time period, and libraries have to re-purchase the book if they wish to keep it in their collection. In Simcoe County, we have addressed this issue through consortium purchasing (for the online delivery platform called Overdrive) and by sharing the costs of the collection with other Simcoe County libraries.

Technology is a larger and larger part of our budget each year, as more library services move online, and more and more of our patrons come to us either for technology training or for help managing the digital world.

An interesting trend in library service is that we are taking more of our programs out into the community, rather than being strictly based in the library building. We are also working more with community partners to deliver programs to the public.

The library is well-used by members of our community who are at-risk or living on the margins. We will continue to address this need by providing specialized training to our staff (e.g., de-escalation training, mental health first aid, and ASIST training) and by working closely with community partners.

Customer Service Performance Indicators

Department - Library

<i>Program Description – Library Strategic Plan (Administrative)</i>					
Program Outcome/ Customer Benefit/ Impact		Library goals will coincide with community expectations			
Indicator / Metric		Strategic planning timeline and checklist			
Comments		The Library Board completed a new strategic plan in 2016 (the first since 1991). Budget planning will reflect the new strategic directions expressed in the plan.			
2018 Actual	We met 90% of our strategic objectives	2019 Actual	All strategic objectives completed	2020 Target	Revise and refresh the Library's Strategic Plan for another four years
Indicators As part of the planning process, we will once again reach out to our community in 2020 with surveys, both paper and online, to assess the community's service needs. Also, we will schedule a "Talk to Us" Corner on select days in the foyer with senior management available to hear public feedback about library service.					

<i>Program Description – Program Inclusivity</i>	
Program Outcome/ Customer Benefit/ Impact	Strive to be a facility that is welcoming to every age group, ethnicity and ability.
Indicator / Metric	Increased visitation, program attendance, and circulation. We also intend to use program outcome surveys. In 2020, we will focus on two programs in each of our target age groups—children, teens, adults and seniors—and ask patrons to participate in a short survey to see if the programs meet the community's expectations and to see if they are fulfilling our intentions.
Comments	We need to be aware, when planning library programs, of barriers both obvious and not so obvious. Part of this involves making the facility physically accessible to all ages and abilities, but it also means becoming aware of unintended cultural barriers. One aspect of this is staff training, but it also means taking a good look at our collection and removing dated or biased materials and replacing them with better products that are currently on the market. We've already made some headway through the training and collection development offered by the Simcoe County

	Libraries Immigrant Hub Project, and in 2018 we implemented a new program, pairing senior volunteers with immigrants to help them navigate their new home. In 2019, we performed a diversity audit of the collections, the results of which will be presented at the Ontario Library Association Conference in February 2020. The library's strategic plan noted a lack of programming for seniors. Since 2018, we have made a concerted effort to introduce a number of new programs and services directed at seniors in the community, to be held both in the library and as outreach programs in area nursing and retirement homes.		
Indicators	2018 Actual	2019 Actual	2020 Target
Visitors	322,817	325,013	334,763
Program Attendance	13,314	15,569	16,344
Circulation (paper and electronic)	237,610	245,389	252,751

Program Description - Collection			
Program Outcome/ Customer Benefit/ Impact	Deliver more of what the community wishes to read or view in a timely up-to-date format		
Indicator / Metric	Circulation of library materials. We also have an online "suggest a book" form, which is evaluated by our collections staff for possible purchase.		
Comments	We overhauled our collection practices in 2015 by providing staff training and by reviewing the offerings and pricing practices of various library vendors. In 2017, we wrote the library's first collection development plan, which we intend to revise in 2020. As noted above, we also performed a diversity audit of the current collection in 2019 to note gaps in our collection practices.		
COLLECTION	2018 Actual	2019 Actual	2020 Target
Circulation - paper	219,710	225,508	231,421
Circulation - eBook	13,826	14,196	14,622
Circulation - eAudio	4,074	5,685	6,708
Total	237,610	245,389	252,751

Operating Budget Details

Library	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 1,117,030	\$ 1,304,613	\$ 11,814		\$ 1,316,427		\$ 1,316,427
Occupancy	\$ 353,658	\$ 359,561	\$ (14,000)		\$ 345,561		\$ 345,561
Material & Supplies	\$ 97,787	\$ 102,000			\$ 102,000		\$ 102,000
Administrative	\$ 69,847	\$ 63,700	\$ 11,500	\$ 1,500	\$ 76,700		\$ 76,700
Contracted Services	\$ 28,717	\$ 28,600			\$ 28,600		\$ 28,600
Insurance	\$ 7,156	\$ 6,167	\$ 1,333		\$ 7,500		\$ 7,500
Transfers to Own Funds	\$ 7,224	\$ 6,000	\$ 1,000		\$ 7,000		\$ 7,000
Other Expenses	\$ 1,753	\$ 1,000	\$ 500		\$ 1,500		\$ 1,500
CAPITAL LEVY							
Total Expenditures	\$ 1,683,172	\$ 1,871,641	\$ 12,147	\$ 1,500	\$ 1,885,288	\$ 0	\$ 1,885,288
Revenues:							
Grant Federal	\$ 36,313	\$ 35,162			\$ 35,162		\$ 35,162
User fees	\$ 43,793	\$ 35,000	\$ 1,000	\$ 1,000	\$ 37,000		\$ 37,000
Transfers from Own Funds	\$ 99,215	\$ 23,000			\$ 23,000		\$ 23,000
Grant Provincial	\$ 7,608	\$ 6,000			\$ 6,000		\$ 6,000
Fines	\$ 6,533	\$ 6,000	\$ 500		\$ 6,500		\$ 6,500
Donations	\$ 4,332	\$ 5,000	\$ (1,000)		\$ 4,000		\$ 4,000
Other	\$ 5,649	\$ 4,500	\$ 500		\$ 5,000		\$ 5,000
Total Revenues	\$ 203,444	\$ 114,662	\$ 1,000	\$ 1,000	\$ 116,662	\$ 0	\$ 116,662
Total Levy Requirement	\$ 1,479,729	\$ 1,756,979	\$ 11,147	\$ 500	\$ 1,768,626	\$ 0	\$ 1,768,626

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Municipal Services Board - Library							
I.T. Replacement	A	\$ 7,000		\$ 7,000			
Furnishings for Library Roof Patio	G	\$ 4,000		\$ 4,000			
Accessible Entrance Doors	H	\$ 100,000		\$ 100,000			
Library Total		\$ 111,000		\$ 111,000			

Building Services

Purpose:

The legislated duty and purpose of Building Services is to protect the public's safety, health, and general welfare in the lawful use of new and existing buildings within the Town of Collingwood. Assist all members of the public to contribute to the well-being of our community in an effort to achieve sustainable, healthy, and safe living environments by promoting excellence in design and construction to the minimum building standards of the *Ontario Building Code* and other applicable law.

Services provided:

- Assist customers with our specialized technical knowledge to understand the intent and purpose of the prescriptive standards of the Ontario Building Code, to understand the legal obligations for compliance and to encourage voluntary compliance.
- Review/process permit applications for compliance with applicable law, minimum standards of the Ontario Building Code and other regulations and standards.
- Inspect buildings through routine building inspections during all phases of construction to ensure minimum requirements of the building code and the related standards are satisfied.
- Carry out legislated duties under the Building Code Act for illegal construction activities and unsafe buildings and to take emergency measures where necessary.
- Respond to inquiries/service requests for information and other building related matters to provide a level of service that is knowledgeable, comprehensive, consistent, timely, as well as courteous and professional.
- Administer the Town's Sign By-law; reviewing and issuing sign permits, sign variances and inspecting the same.
- Administer the Town's Pool Enclosure By-law; reviewing and issuing pool enclosure permits and inspecting the same.
- Administer the Town's Civic Addressing and Street Naming By-laws by assigning civic address and recommend to Council proposed street names; and
- Provide technical guidance to internal departments for proposed development projects.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
FT	4	5		5

Key driver(s) that determine the 2020 departmental budget

2019 Priorities

What we accomplished – Comment
Successful recruitment of the Plans Examiner position
Implement Building Code minimum 48 hours' notice for building inspections
Updated and greatly enhanced Building Services portion of the Town website
Issued Building Bulletins to the Town website summarizing Building Code Interpretations
Continuous improvement on the e-Permit Service and Plan Review
Supporting participation on the provincial e-Permit and Development Approval Process streamlining project

What we did not get done - Comment
Training and Development for Staff. Minimal Building Code training completed in 2019 due to record volume of permits & inspections.
Review and close archived permit files

2020 Budget Priorities

Chief Building Official's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
1. <i>Building Code Act</i> Enforcement	<i>Building Code Act</i> enforcement, specifically illegal construction without the benefit of a building permit – continue to cross train By-law Staff for more proactive enforcement		<input checked="" type="checkbox"/>	
2. Fees & Service Delivery Review	Review current building permit fees to ensure cost recovery and to ensure adequate reserves will be maintained given changes to Building Services Division and in anticipation of Ministry streaming review			<input checked="" type="checkbox"/>
3. Credit Card Payment Option for Permits	Building Services implemented e-permits in 2018, however, customers are unable to pay for permits by credit card. Inconvenience and frustration remain. <i>Building Services' recommendation to implement credit card payment for permit fees needs to be a high priority and fully supported.</i>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
4. Integrated City View Payment Module to eliminate Inefficient Processes	Several financial spreadsheets required to record development charges and fees are highly inefficient with multiple departments manually entering data and duplication. <i>Building Services' recommendation to implement City View Cashiering should be a high priority and fully supported.</i>			<input checked="" type="checkbox"/>
5. Enhancing the electronic permit (e-permit) process	Full e-permit implementation in 2019 with 100% of permit reviews completed electronically.	<input checked="" type="checkbox"/>		

Chief Building Official's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
	Accepting credit card payments up to \$5,000 for each permit transaction. Implement online services with the City View online portal to allow customers to schedule inspections, submit permit applications, complaints and to track status of same.			
6. Permit Turn Around Timeframes	The Town is not responding within mandated timeframes under the Ontario Building Code. Zoning review & approval process should be reviewed and enhancements implemented. Building Services unable to issue same day permits for small projects and unable to respond within mandated timeframes. A Zoning Certificate process should be implemented			<input checked="" type="checkbox"/>
7. Operations Manual	Implementing Operations Manual for day-to-day operations	<input checked="" type="checkbox"/>		

Budget Pressures and Trends

- 2019 was a record year for permits & inspections, high volume activity can be expected for 2020
- Non-residential permit activity increasing into 2020

<i>Program Description: Inspection Services</i>					
Program Outcome/ Customer Benefit/ Impact			Timelines delivery of Building services		
Indicator / Metric			% of Requested Building Inspections Completed within 2 business days		
Comments			To provide effective and timely inspection services by attending the site for the requested inspection within two business days. 100% of inspections requested are required to be completed within 2 business days.		
2018 Actual	Not Tracked	2018 Actual	100%	2020 Target	100%

Operating Budget Details

Building	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Salaries and Benefits	\$ 485,596	\$ 542,113	\$ 114,586		\$ 656,699		\$ 656,699
Occupancy	\$ 88,614	\$ 78,975			\$ 78,975		\$ 78,975
Transfers to Own Funds		\$ 54,559	\$ (169,283)		\$ (114,724)	\$ (25,000)	\$ (139,724)
Administrative	\$ 24,594	\$ 24,260			\$ 24,260		\$ 24,260
Other	\$ 7,818	\$ 12,560			\$ 12,560		\$ 12,560
Insurance	\$ 10,051	\$ 10,842			\$ 10,842		\$ 10,842
Professional Services	\$ 30,052	\$ 10,316			\$ 10,316		\$ 10,316
Contracted Services		\$ 10,000			\$ 10,000		\$ 10,000
Material & Supplies	\$ 265	\$ 510			\$ 510		\$ 510
Transfers to Capital	\$ 7,023		\$ 130,000		\$ 130,000		
CAPITAL LEVY							
Total Expenditures	\$ 654,013	\$ 744,135	\$ 75,303	\$ 0	\$ 819,438	\$ 0	\$ 819,438
Revenues:							
User Fees	\$ 654,013	\$ 744,135			\$ 744,135		\$ 744,135
Total Revenues	\$ 654,013	\$ 744,135	\$ 0	\$ 0	\$ 744,135	\$ 0	\$ 744,135
Total Levy Requirement	\$ 0	\$ 0	\$ 75,303	\$ 0	\$ 75,303	\$ 0	\$ 75,303

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Non-Tax Supported - Building							
City View Upgrade ITSC-19-003 /004	C	\$ 60,000					\$ 60,000
Building Office Renovations	S	\$ 25,000					\$ 25,000
City View Cashiering Module ITSC-19-005	C	\$ 45,000					\$ 45,000
Building Total		\$ 130,000					\$ 130,000

Parking

Purpose

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

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

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
MLEO II - FT	1	1	+1	2
PT	0.5	0.75	+2.25	3
Total	1.5	1.75	3.25	5

Key driver(s) that determine the 2020 departmental budget

Additional 1.0. FTE to assist with Parking and Animal Control duties due to increase in overall by-law complaints, *Building Code Act* enforcement; illegal Short Term Accommodations investigations and prosecutions.

2019 Priorities

What we accomplished – Comment
Ongoing maintenance of aging parking meters – spare part acquisitions.
Recruitment of two (2) seasonal/contract parking officer to assist with parking and animal control enforcement
Revise summer shift schedule for seasonal parking officers to include mornings, evenings and weekends. Focus on accessible parking enforcement, fire route enforcement and parking enforcement at Sunset Point Park.
Comprehensive Parking Amendment to be brought to Council in December 2019.

What we did not get done - Comment
Meter Shelter Trial in Arena parking lot – This project is a partnership between the Parks, Recreation and Culture Department as well as the Business Development Centre. Funding is being determined. A project lead will be assigned in 2019.
Mobile Technology Request for Proposal – This RFP has been drafted and the project has been passed to the Purchasing Officer.
Electric Vehicle Charging Stations – Request for quotations completed and passed onto Fleet and Facilities. Amendments to original project scope to include Level 1 charging stations in collaboration with the County of Simcoe. Waiting for approval of NRCAN funding.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATING				
1. Existing parking meters	Repair and refurbish existing parking meters to extend lifecycle	<input checked="" type="checkbox"/>		
2. Prepare for, research and draft Request for Proposal for parking meter equipment	Request for Proposal to be released in 2020 pending budget approval	<input checked="" type="checkbox"/>		
3. Parking By-law	Review and update no parking zones	<input checked="" type="checkbox"/>		
4. 1.0 FTE Law Enforcement Officer	Parking & Animal Control duties due to increase in by-law complaints, <i>Building Code Act</i> enforcement, illegal Short Term Accommodations investigations and prosecutions.			<input checked="" type="checkbox"/>
CAPITAL				
1. Meter Shelter	Trial shelter over parking meter in the Arena parking lot; will include cycle storage, downtown map, and wayfinding kiosk station.			<input checked="" type="checkbox"/>
2. Meter Replacement	Replace parking meters that have reached this lifespan in accordance with our capital asset replacement program	<input checked="" type="checkbox"/>		
3. Mobile Technology	Acquire mobile ticketing technology that integrates mobile parking space payments, and parking ticket payments			<input checked="" type="checkbox"/>

4. Electric Charging Station	Integrate electric charging stations in 2 key parking locations in partnership with external parties.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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Budget Pressures and Trends:

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

Customer Service Performance Indicators

Department - Non Tax Supported - Parking

<i>Program Description – Customer Service / Education</i>					
Program Outcome/ Customer Benefit/ Impact		Achieve future compliance through education and discretion			
Indicator / Metric		Cancelled tickets and issuance of courtesy and warning tickets			
Comments		Increase in warning/courtesy tickets for winter/overnight enforcement in early December, and for vehicles at expired meters not less than 30mins.			
2018 Actual	16% (18% including overnight warnings)	2019 Actual	17% (as of October 31)	2020 Target	15%

<i>Program Description - Court Diversion through Early Resolution Process</i>					
Program Outcome/ Customer Benefit/ Impact		Ensure efficient usage of the first attendance program to reduce court and administrative costs.			
Indicator / Metric		Calculation: Court appearance / Tickets issued			
Comments		More tickets handled through first attendance means less time in court, however, must be managed to ensure first attendance isn't being abused.			
2018 Actual	0.1%	2019 Actual	0.1%	2020 Target	0.1%

<i>Program Description – Online Services</i>					
Program Outcome/ Customer Benefit/ Impact		Progression towards on-line services to reduce administrative impact.			
Indicator / Metric		% of on-line payments			
Comments					
2018 Actual	33.5%	2019 Actual	40% (as of October 31)	2020 Target	45%

<i>Program Description - Revenue Generation</i>					
Program Outcome/ Customer Benefit/ Impact		Maintain a revenue surplus to cover parking lot maintenance, parking program expansion, etc.			
Indicator / Metric		Revenue per parking stall			
Comments		Decrease to meter revenue due to significant increase in parking permits purchased and impact of reduced parking stall availability due to construction.			
2018 Actual	\$412.00/ Stall	2019 Actual	\$440.00 / Stall (as of October 31)	2020 Target	\$440.00 / Stall

Operating Budget Details

Parking							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2020 Total Request
Expenditures:							
Occupancy	\$ 145,960	\$ 181,697	\$ 19,103		\$ 200,800		\$ 200,800
Salaries and Benefits	\$ 160,879	\$ 135,508	\$ 2,629		\$ 138,137		\$ 138,137
Transfers to Own Funds	\$ 181,103	\$ 61,613	\$ (21,732)		\$ 39,881		\$ 39,881
Administrative	\$ 17,789	\$ 24,800			\$ 24,800		\$ 24,800
Material & Supplies	\$ 972	\$ 1,500			\$ 1,500		\$ 1,500
Other Expenses	\$ 77	\$ 1,000			\$ 1,000		\$ 1,000
Insurance	\$ 123	\$ 82			\$ 82		\$ 82
Contracted Services							
CAPITAL LEVY							
Total Expenditures	\$ 506,903	\$ 406,200	\$ 0	\$ 0	\$ 406,200	\$ 0	\$ 406,200
Revenues:							
User Fees	\$ 466,445	\$ 381,200			\$ 381,200		\$ 381,200
Fines	\$ 38,664	\$ 25,000			\$ 25,000		\$ 25,000
Federal Grants	\$ 1,680						
Recoveries	\$ 113						
Total Revenues	\$ 506,903	\$ 406,200	\$ 0	\$ 0	\$ 406,200	\$ 0	\$ 406,200
Total Levy Requirement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Non Tax Supported - Parking							
Municipal Lot (Arena) - Meter Shelter Trial	G	\$ 8,000		\$ 8,000			
Parking Mobile Payment and Ticketing Application ITSC-19-033	S	\$ 75,000		\$ 75,000			
Electric Charging	G	\$ 240,000		\$ 120,000			\$ 120,000
Meter Replacement	A	\$ 300,000		\$ 300,000			
Meters	A	\$ 30,000		\$ 30,000			
Waterfront Expansion	G	\$ 75,000		\$ 7,500	\$ 67,500		
Parking Total		\$ 728,000		\$ 540,500	\$ 67,500		\$ 120,000

Water

Purpose

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

Functions of the department can be categorized as follows:

Water Treatment:

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

Water Distribution:

- Maintenance of 157.75 km of watermain.
- Maintenance of 10,726 water services from the main to the curbstop at property line.
- Maintenance of 1652 valves (isolation valves).
- Annual flushing of 1198 hydrants and weekly/ as needed flushing of dead-ends.
- Maintenance of 1198 fire hydrants including snow clearing and grass cutting.
- Weekly sampling of distribution water in accordance with all regulations under the Safe Drinking Water Act.
- Various capital projects including new watermains, services etc.

Compliance:

- All operations within the Water Department must adhere to strict legislative requirements including:
- All requirements of the Drinking Water Works Permit and Safe Drinking Water License issued to Collingwood.
- All regulations under the Safe Drinking Water Act
- Drinking Water Quality Management System (DWQMS)
- Ontario Underground Infrastructure Notification System Act (Ontario One Call)
- Green Energy Act – Energy and Conservation Demand Management

Administration/Customer Service:

- Address all customer complaints and inquiries as they relate to their water service, quality of water, and billing.
- Analyze monthly meter readings for variances that may indicate a problem; for example, comparatively high water use may indicate a leak and alert customer.
- Maintain 10,726 water meters.
- Complete water locates.
- Administer and enforce compliance with the Backflow Prevention Program.
- Management of water material supply stores, including purchase order, receive and issue material, maintain accurate inventory records and ensure parts are in compliance with Drinking Water Quality Requirements.

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
Treatment	4	4		4
Distribution	6	6		6
Stores	1			
Compliance	1	1		1
Meter Technician/Customer Service	1	1		1
Administrative	2	2		2
Backflow Prevention Officer/Technical Support	1	1		1
Project Engineer		0.5		0.5
Management	1	1	1	2
Contract	1	1		1
Co-op Student			0.5	0.5
Total	18	17.5	1.5	19

Key driver(s) that determine the 2020 departmental budget**Program Growth/Supervisor Water**

Water operations staff continue to deal with increased workload due to program growth including the development of a valve maintenance program, hydrant maintenance and flushing, watermain and service replacement & repairs, frozen services and water meters. As such, the department would like to see the reestablishment of Supervisor Water to lead the treatment and distributions team on their daily operation and maintenance programs and to separate that role from the Manager position.

Co-op Student

This paid position will focus on GIS database administration for the Water Services Department. Specific duties will include updating existing water asset information, determining if information is missing or outdated and developing user-friendly applications in conjunction with the IT/GIS department that support water maintenance activities including hydrant maintenance, valve

Key driver(s) that determine the 2020 departmental budget

maintenance, water lateral additions, and locates. The position would work under the GIS specialist and report to the Manager of Environmental Services.

Climate Change

Climate change effects on water treatment processes including water levels, turbidity, plastics as well as increased stresses on in-ground infrastructure.

Inflation

Inflation related cost increases for construction materials, fuel and insurance costs impact both the operating and capital construction budgets.

Water Plant Expansion

The completion of a Class Environmental Assessment (EA) in Spring 2020 will allow for the issuance of an RFP for engineering services to complete the detailed design, tender and construction contract supervision and administration will be issued. Additionally, the completion of the Master Servicing Plan will allow staff to be mindful about the allocation of future development and the plants ability to provide for them.

Infrastructure Projects 2020 - 2024

Project	Schedule	Estimated Capital Value
Stewart Road Reservoir and Trunk Watermain	Summer 2020-Summer 2022	\$8.3M
Water Treatment Plant – Class EA, Design, Construction	Class EA – 2019-2020 Design – 2020-2022 Construction – 2023-2024	\$53M
Wastewater Treatment Plant – Class EA, Design, Construction	Class EA – 2025 Design – 2026 Construction – 2027-2028	\$89M
Watermain Capital Projects	2020	\$480K
	2021	\$2.2M
	2022	\$1.5M
	2023	\$2.3M
	2024	\$295K

These infrastructure projects represent the major capital projects that the Town will be undertaking in the next 5 years.

Stewart Road Reservoir

A reservoir, booster station and trunk watermain are required to service development lands in the west end of Town, which are located within a different pressure zone (pressure zone 2). These works are Development Charges funded. With limited DC funds available, the Town is proposing a cost sharing agreement with one interested developer who is prepared to provide advance funding and support 50% of the full costs.

Water Distribution System Classification

In May 2019, the water distribution system was re-classified by MECF to a higher level (Water Distribution System Class 3). This requires the ORO to have a higher license level (must

Key driver(s) that determine the 2020 departmental budget

match system level), as well as increases the overall training requirements for all operators at all levels going forward.

2019 Priorities

What we accomplished

Training

The operator with a Class III license was designated ORO, and training for two operators (including the Chief Operator) was prioritized for them to accomplish a higher certification.

- Total on-the-job practical training – 175 hours.
- Total Continuing Education Credits (CEUs) = 7.2 (the equivalent of 72 hours)
- Bi-weekly meetings conducted; rotation of safety and general meeting topics.

RAB Class EA

- A Municipal Class Environmental Assessment (EA) for the expansion of the water treatment plant is currently underway with our consultant team of Ainley Group and AECOM.
- Several alternatives will be developed and evaluated.
- Public consultation with stakeholders is underway and a public meeting will be held in early 2020.
- The process is scheduled to conclude in the spring on 2020 and will result in a preferred solution for increasing the capacity of the water treatment plant to provide service to future development through to 2044.
- Once the EA process has been completed and RFP for engineering services to complete the detailed design, tender and construction contract supervision and administration will be issued.

RAB Roof Repairs

- In the spring of 2019 several roof leaks were discovered at the water treatment plant. Clean up and remediation have been completed.
- R.J. Burnside & Associates (Burnside) were retained through the engineering roster to develop a scope of work and specify repairs to the metal portion of the roof. Quotes to complete these repairs were solicited from multiple contractors and the work will be completed in the fall of 2019.
- The membrane portion of the roof has exceeded its 20 year expected service life. An investigation into the condition of the membrane roof was completed and signs of failure were identified. Burnside has prepared a design and a formal tender document for the replacement of the membrane roof. This work will be tendered in the spring of 2020.

Osler Booster Pumping Station Upgrades

- The electrical components of the Osler Booster Pumping Station (BPS), built to the standards of the day, do not meet current codes and pose a safety risk. Components are past their life span and require replacement.
- Tatham Engineering was retained through the engineering roster to develop a design and tender document for upgrades to the electrical equipment and supply/installation of a prefabricated building to be installed on site. Improvements to operator access to the below grade pumping station chamber and site regrading to improve storm water drainage will also be incorporated into the project scope.
- This work will be completed in 2020.

Water Tower Inspection

- An inspection of the elevated water tower was completed in the fall of 2019.
- Report to be provided by the inspection contractor and engineering consultant end of 2019 identifying any repairs and maintenance requirements including cost estimates.
- Repairs and maintenance within the allocated budget will be completed in 2020.

What we accomplished

Carmichael Reservoir Upgrades

- Water model results are being completed.
- Pump selections to be made and design upgrades completed.

Hydrant Classification and Markers

Pressure coding of fire hydrants is a requirement under the Fire Code.

- The Town's water model was used to identify available capacities at all hydrants in the distribution system.
- Town staff have completed field testing to verify the results from the model.
- Town staff are now colour coding and installing markers to identify available pressures at each hydrant. This information will be added to our GIS mapping and provided to the Fire Department.

Transmitter Mass Deployment

- Project was procured in 2018 and installations began in December of 2018. Mass deployment & installation continued in 2019 and will be wrapped up by early 2020.
- Benefits of installation will include: increased leak detection, meter reading accuracy, on demand readings and customer service.

Hydro Overbilling Rebates

- Rebates applied to all active water and sewer accounts in affected by the overbilling of electricity at the R.A. Barker Water Ultrafiltration Plant.
- Rebates in excess of \$70.00 were paid via cheque and mailed to customers.
- Additionally those who no longer hold active accounts were given the option to pick-up their rebate at the Town Hall Offices.

Procurement Items

- Lab services for water and wastewater samples, including weekly and quarterly testing. Resulted in significant savings (**60% reduction in costs**).
- Extension of Backflow Prevention Testing contract for Town owned services.
- Extension of contract for chemical purchasing.

Benchmarking

- 2018 data to be submitted by November 22nd, 2019.
- Staff attended the annual National Water and Wastewater Benchmarking Initiative conference in April 2019.

Contracts

- 2019 was the thirteenth year of a fifteen year contract to operate the wastewater treatment facilities and water supply and distribution facilities at the 4th Cdn Div TC Meaford.
- The Town will not be proceeding with this contract beyond 2021.

What we did not get done

Stewart Rd. Reservoir

- Despite a signed advance timing agreement, only one Developer has come forward with front ending LOC.
- For 2020, it is proposed to share funding of the project 50% from DC reserve and enter an agreement with one interested developer to provide advance funding for the remaining 50% of the full costs.

Capital Charges By-Law (East End Servicing)

- In conjunction with the Clerk's Office and Finance, the Water Department would like to see all outstanding capital charges from the east end servicing rolled into taxes. These outstanding charges represent a significant source of unpaid revenue to the Town (\$1.5M) and have increasingly become an issue for staff due to development in the east end of Town.

Campbell Street watermain replacement

- Late approval of budget did not allow for timely tendering and for construction scheduling during school holidays. Only one bid was received which staff did not feel was good value for the Town. Decision was made to delay project to 2020.

Vehicle Replacement purchases

- 2019 vehicles were not procured. Carried over the 2020.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
New Tecumseth Contract	Continue with negotiations on water supply agreement, which expires in May 2020.	<input checked="" type="checkbox"/>		
Supervisor, Water Operations	Community growth has increased infrastructure inventory and operational programs. Staff recommended to lead daily activities, similar to PW, Parks and Rec Facility structure.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
GIS Operational Applications	Complete linear asset information and developing user-friendly applications in conjunction with the IT/GIS department that support water maintenance activities including hydrant maintenance, valve maintenance, water lateral additions, and locates.			<input checked="" type="checkbox"/>
CAPITAL				
RAB Water Treatment Plant Expansion	Class EA to determine preferred expansion alternative currently underway.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Control Systems at RAB	Continued replacement of legacy controls equipment for increased reliability and security.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
Stewart Road Reservoir	As a result of development proposals in pressure zone 2, finalize agreement with developers to front end infrastructure requirements.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Carmichael Reservoir	Upgrades to improve distribution system operation and asset replacement.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Campbell Street watermain replacement	Replacement of aged and undersized watermain in conjunction with Hurontario and Lockhart intersection improvements.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Budget Pressures and Trends:

- Water services are completely user fee funded and are not supported by taxes. Budgets have been projected through the Water and Wastewater Rate study, being renewed in 2019. This study encapsulates operational, maintenance, capital, and asset management costs.
- The Master Servicing Plan for Water and Wastewater commenced in 2017 and was completed in 2019. The MSP identifies water infrastructure needs to support growth to 2044. It will identify the required WTP capacity requirements, as well as distribution infrastructure deficiencies. This study was incorporated into the 2019 Development Charges and Rate Study, to ensure adequate monies will be collected through both avenues to meet the needs.
- The Water Treatment Plant reached 78% capacity in 2018. Staff must manage capacity allocations for proposed developments (site plans and subdivisions) for the next 5-6 years as the Town moves through the processes for a WTP expansion (Class EA, detailed design, construction). The WTP also has known treatment limitations during winter months which are carefully monitored to ensure adequate disinfection treatment.
- Existing infrastructure is aging and reaching identified points of replacement within the asset management plan, increasing preventative maintenance programs and infrastructure replacements. Long term asset management planning continues to be at the forefront of water operations.
- As existing facilities age, the number and variety of upgrades and improvements to existing treatment processes that would be beneficial for operational efficiency and energy conservation increases. (New technology typically provides efficiencies like saving operator time, provides for a greater variety of use and more energy efficient).
- Substantial development with the municipality requires expansion at facilities to accommodate growth. As the system grows and new facilities are added, the number of daily tasks increases; extensions to the water distribution system increase water quality maintenance tasks (flushing, samples, hydrants) and general planned and reactive maintenance tasks.
- Consistent increase in development application files places an increased demand on the department's time to review proposed infrastructure and connections to existing infrastructure, determining and planning for infrastructure needs, overseeing the construction installation of infrastructure, contract supervision and administration.
- Continued residential development increases the demand for watermain disinfection and commissioning services completed by the Water Department. This has resulted in higher labour with respect to these projects.

Customer Service Performance Indicators

Department - Environmental Services – Water

<i>Program Description - Energy Reduction/Membrane Replacement</i>				
Program Outcome/ Customer Benefit/ Impact	Reduce the amount of energy required to treat raw water. <ul style="list-style-type: none"> • Energy is the largest expense outside labour. Reduction in energy costs decreases expenses and in turn benefits user rates and/or reserves. • Cost to purchase energy is increasing. • Reduction of greenhouse gases a requirement of the Green Energy Act. • Energy reduction initiatives available through hydro providers (Global emphasis to reduce energy consumption). 			
Indicator / Metric	Indicator: Meet Service Requirements with Economic Efficiency Metric: Energy consumed in kWh/ML treated			
Comments	<ul style="list-style-type: none"> • Reduce the amount of energy required to treat water through installation of more efficient equipment and improvements to processes. • Metric included in NWWBI: <u>2018 results to be finalized by December 2019.</u> • As noted in the BMA report, the membrane filters have a 10 year life expectancy; however some of the current membranes are approximately 18 years old. Installation of new membranes will reduce energy consumption as old membranes require more effort from equipment to produce the same amount of water, require more cleaning (increase operator time, increase chemical). • Expect to see decrease in 2018 energy costs as one train of membrane was replaced and put into full operation (allowing less reliance on old membranes) mid 2017. • 2018 will reflect one full year of one train replacement and a half a year of a second train replacement. • Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2017	2018 Target	2019 Target	2020 Target
Energy Consumed in kWh/ML treated	532	520	520	500
NWWBI Median	709			

Program Description – O&M Cost for Membrane Treatment				
Program Outcome/ Customer Benefit/ Impact	Stabilize the cost to treat water to Ministry regulated standards. <ul style="list-style-type: none"> Cost to treat water is basis for water user rates (fixed and consumption). 			
Indicator / Metric	Operation and Maintenance Cost/ML treated (membrane filtration)			
Comments	<ul style="list-style-type: none"> Customer service expectation: Provide safe drinking water that exceeds legislated standards. Metric included in NWWBI: <u>2018 results to be finalized by December 2019.</u> O&M costs directly related to planned and unplanned maintenance needs. These will fluctuate based on a large variety of variables. Labour, utility, material and equipment costs increase every year. Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2017	2018 Target	2019 Target	2020 Target
O&M Cost/ML treated	\$174	\$160	\$160	\$160
NWWBI Median	\$261			

Program Description – Cost to Provide Water to Population (Treatment and Distribution)				
Program Outcome/ Customer Benefit/ Impact	Stabilize the cost (treatment and distribution) to provide safe drinking water to users. <ul style="list-style-type: none"> Cost to treat water is basis for water user rates (fixed and consumption). 			
Indicator / Metric	Total Cost to provide water/population served			
Comments	<ul style="list-style-type: none"> Customer service expectation: Provide safe drinking water that exceeds legislated standards. Metric included in NWWBI: <u>2018 results to be finalized by December 2019.</u> Costs directly related to labour, type of treatment, process efficiencies, planned and unplanned maintenance needs. These will fluctuate based on a large variety of variables. Labour, utility, material and equipment costs increase every year. Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2017	2018 Target	2019 Target	2020 Target
Total cost/population served	\$216	\$200	\$190	\$190
NWWBI Median	\$190			

Program Description – Reduce Cost of Water Quality Monitoring				
Program Outcome/ Customer Benefit/ Impact	Reduce the cost to complete water testing in accordance with Ministry regulated standards. <ul style="list-style-type: none"> Cost for third party, certified lab testing to treat water affects water user rates (fixed and consumption). 			
Indicator / Metric	Cost of Water Quality Monitoring / Population Served			
Comments	<ul style="list-style-type: none"> Customer service expectation: Number of tests exceeds Ministry requirements. Customer service expectation: Procurement of lab services follows Town procurement policy with open bidding for competitive prices, lowering or keeping costs as low as possible. Raw, treated and distribution sample testing required. Weekly, quarterly and annual testing required. All testing must be completed by a third party laboratory certified by the MOECC. Metric included in NWWBI: <u>2018 results to be finalized by December 2019.</u> Aim for metric value to be under NWWBI median and reaching for minimum, indicating operations are in line with other municipalities. 			
Program	2017	2018 Target	2019 Target	2020 Target
Cost/population	\$1.12	\$1.10	\$1.00	\$0.70
NWWBI Median	\$1.12	\$1.12		

Program Description - Wireless Water Meter Transmitters – Advanced Metering Infrastructure (AMI)				
Program Outcome/ Customer Benefit/ Impact	<ul style="list-style-type: none"> Increased customer service by having access to daily meter reading. Alerted to anomalies sooner so leaks and inaccurate reads can be rectified sooner, decreasing customer costs (for leaks) and missed revenues. First step towards a true customer centric billing system. 			
Indicator / Metric	Indicator: Meet service requirements with economic efficiency Metric: Number of transmitters installed			
Comments	<ul style="list-style-type: none"> Transmitters are currently on all commercial meters. In 2018, transmitters installed on all new meter installs and replacements. Mass deployment began in December 2018 and will be complete in the first few months of 2020. 			
Program	2017	2018	2019	2020 Target
Number of transmitters installed (annually)	402	416	8,306	964

Program Description - Backflow Prevention Program			
Program Outcome/ Customer Benefit/ Impact	<ul style="list-style-type: none"> Ensure safe drinking water for all customers connected to the distribution system Limit the risk related to cross contamination of the drinking water system. 		
Indicator / Metric	All ICI customers to have backflow prevention devices installed and tested annually.		
Comments	<ul style="list-style-type: none"> Compliance to the by-law by requiring all industrial/commercial/institutional customers to complete a site survey and install back flow prevention devices on their services (if required by survey). 20% (approx. 20) are rolled out to backflow officer each month for enforcement *stats current as of Nov 1/19		
Program	2018 Actual	2019 Actual	2020 Target
Devices compliant	Total ICI: 660 Devices Required: 210 Devices Installed: 120 Devices Requiring Testing: 345 Devices Tested: 299	Total ICI: 623 Devices Required: 135 Devices Installed: 73 Devices Requiring Testing: 551 Devices Tested: 415	50% increase in devices installed & tested

Program Description – Locates				
Program Outcome/ Customer Benefit/ Impact	Locating underground infrastructure reduces unnecessary repairs, as marking where infrastructure is located helps to ensure that anyone working in the area does not hit or damage the infrastructure. This is a benefit to customers, as the service is performed free of charge and reduces the likelihood of accidents.			
Indicator / Metric	Number of Locates Completed/ Average Number of Days to Complete Action			
Comments	<p>Locating and marking of Municipal Underground infrastructure including water mains and laterals, hydrants & curb stops as per the Ontario Underground Infrastructure Notification Systems Act.</p> <p>Below we plan on tracking the number of locates completed and the percentage completed within the legislative 5 working days. The department will meet this 80% of the time.</p>			
Program	2017	2018	2019	2020 Target
Number of Locates Completed	1997	2127	2141	
Average Number of Days to Complete Action				5

Program Description – Water Distribution Customer Service				
Program Outcome/ Customer Benefit/ Impact	The Town of Collingwood Water Department receives calls regarding various customer concerns. These calls are categorized and prioritized based on risk. The department responds and acknowledges all calls and emails within 1 business day. Dependent on the type of concern, operators are dispatched or low-risk concerns, such as curb-stops are added to a prioritized repair list.			
Indicator / Metric	Number of Concerns			
Comments	<p>Emergencies which occur during working hours, such as water quality concerns or leaks are dealt with immediately, typically less than one (1) hour from the time that the call was received.</p> <p>The Water Department recently began using Worktech to start tracking customer service callouts.</p>			
Program	2017	2018	2019	2020 Target
Curbstop			27	
Leak			4	
Miscellaneous			5	
Pressure			2	
Water Quality			16	

Operating Budget Details

Water							
	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2019 Total Request
Expenditures:							
Transfers to Own Funds	\$ 3,073,895	\$ 2,278,007	\$ 321,403		\$ 2,599,410	\$ (119,044)	\$ 2,480,366
Salaries and Benefits	\$ 1,608,613	\$ 1,741,439	\$ 53,220		\$ 1,794,659	\$ 119,044	\$ 1,913,703
Occupancy	\$ 827,122	\$ 1,067,041	\$ 17,892		\$ 1,084,933		\$ 1,084,933
Contracted Services	\$ 843,535	\$ 770,750	\$ 40,020		\$ 810,770		\$ 810,770
Debt servicing costs	\$ 475,372	\$ 471,480	\$ (4,380)		\$ 467,100		\$ 467,100
Administrative	\$ 222,181	\$ 331,625	\$ 58,971		\$ 390,596		\$ 390,596
Material & Supplies	\$ 215,426	\$ 155,156	\$ 27,094		\$ 182,250		\$ 182,250
Machine Rental	\$ 124,428	\$ 95,264	\$ 6,371		\$ 101,635		\$ 101,635
Rent	\$ 62,349	\$ 89,198	\$ (5,707)		\$ 83,491		\$ 83,491
Professional Services	\$ 66,354	\$ 96,750	\$ (17,000)		\$ 79,750		\$ 79,750
Insurance	\$ 53,276	\$ 52,887	\$ 3,607		\$ 56,494		\$ 56,494
Other Expenses	\$ 133,264	\$ 31,405	\$ (3,300)		\$ 28,105		\$ 28,105
Health & Safety	\$ 3,659	\$ 12,000	\$ (7,000)		\$ 5,000		\$ 5,000
CAPITAL LEVY							
Total Expenditures	\$ 7,709,474	\$ 7,193,002	\$ 491,191	\$ 0	\$ 7,684,193	\$ 0	\$ 7,684,193
Revenues:							
User Fees	\$ 7,031,209	\$ 6,695,302	\$ 478,191		\$ 7,173,493		\$ 7,173,493
Rentals	\$ 216,000	\$ 216,000			\$ 216,000		\$ 216,000
Contracted Service Revenue	\$ 216,355	\$ 206,700			\$ 206,700		\$ 206,700
Recoveries	\$ 88,073	\$ 75,000	\$ 13,000		\$ 88,000		\$ 88,000
Expense Recoveries							
Other Revenues	\$ 157,838						
Total Revenues	\$ 7,709,474	\$ 7,193,002	\$ 491,191	\$ 0	\$ 7,684,193	\$ 0	\$ 7,684,193
Total Levy Requirement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Water							
100mm Watermain Replacement	G	\$ 230,000		\$ 230,000			
Class EA & Studies (Water Treatment Plant)	G	\$ 225,000			\$ 225,000		
Water Efficiency Measures	G	\$ 20,000			\$ 20,000		
Cranberry Trail PRV	G	\$ 40,000			\$ 40,000		
Water Treatment Plant Expansion	G	\$ 1,000,000		\$ 21,600	\$ 158,400		\$ 820,000
Stewart Rd. Reservoir	G	\$ 1,250,000			\$ 1,250,000		
Watermain Replacement	A	\$ 200,000		\$ 200,000			
Water Services Replacement	A	\$ 113,100		\$ 113,100			
In Ground Reservoirs	G	\$ 1,050,000		\$ 100,000	\$ 950,000		
WT Plant Refurbishment	A	\$ 1,170,000		\$ 585,000			\$ 585,000
Valve Additions & Replacements	A	\$ 160,000		\$ 160,000			
Hydrants	A	\$ 25,000		\$ 25,000			
New Res & Gen Services	G	\$ 85,000		\$ 8,500			\$ 76,500
Transmitters	A	\$ 70,000		\$ 70,000			
Water Meters and Transmitters	A	\$ 80,000		\$ 80,000			
New Watermains	G	\$ 50,000		\$ 7,500	\$ 42,500		
Booster Stns	A	\$ 566,000		\$ 566,000			
Vehicles	A	\$ 465,000		\$ 465,000			
Large Tools	A	\$ 35,000		\$ 35,000			
Total Water		\$ 6,834,100		\$ 2,666,700	\$ 2,685,900		\$1,481,500

Wastewater**Purpose**

This department is responsible for the operation and maintenance of the Collingwood Wastewater Treatment Plant (WWTP), Minnesota Street Sewage Pump Station (SPS), St Clair SPS, Black Ash Creek SPS, Paterson Street SPS, Cranberry Trail SPS, Silver Glen SPS, Pretty River Estates SPS and the Tenth Line SPS. Maintaining treated wastewater quality and limiting treatment by-pass occasions is paramount.

We also provide contract operational and maintenance services to Clearview Township for the Creemore Wastewater Treatment Plant, Stayner Wastewater Treatment Plant and Stayner Sewage Pumping Station.

Functions of the department can be categorized as follows:

Wastewater Treatment:

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

Compliance:

- All operations within the wastewater department must adhere to strict legislative requirements including:
 - All criteria requirements of the WWTP ECA 5807-B8GM4G.
 - O.REG.129/04, the Ontario Water Resources Act, and Environment Canada's Wastewater Systems Effluent Regulations
 - Green Energy Act – Energy and Conservation Demand Management
- The department is working on developing an internal Quality Management System as an internal plan-check-do system for standard operating procedures and emergency response procedures.

Administration/Customer Service:

- Address all customer inquiries and complaints as they relate to the wastewater treatment plant (operators at the plant)
- Address all customer inquiries and complaints as they relate to wastewater billing, which is an outcome of water meter reads (joint administration with water, completed by a third party)
- Administer hauled sewage accounts

Departmental Staffing Complement

	2018 Approved	2019 Approved	2020 Change	2020 Request
Management	1	1		1
Project Engineer		0.5		0.5
Operations	7	7		7
Total	8.5	8.5	0	8.5

Key driver(s) that determine the 2020 departmental budget

Succession Planning

- The current Manager will be retiring in spring 2020. Focus will be on succession planning and recruitment to fill the role. To match Town department structure, this role will become the Supervisor, Wastewater under the Manager of Environmental Services.

Staffing

- Daily demands on Supervisor at WWTP warrant elevating one operator to a Chief Operator/ORO position to distribute and oversee daily tasks and operation, allowing Supervisor to concentrate on overall operations, system improvements and capital projects. This position was approved in 2019 and will be implemented through the transition of Supervisor, Wastewater.

Asset Management Planning

- Asset Management of WWTP and SPS infrastructure as per the asset management plan. Projects continuing in 2020 include: Black Ash Creek SPS, WWTP Generator replacement, WWTP Brickwork. New projects include: Sludge transfer pumps and Blower replacement.

Growth Related Concerns

- Addressing the growth related concerns of the community in terms of servicing and funding. Expansion and upgrades required at pump stations (BAC SPS expansion).

Climate Change

- Climate change effects on wastewater treatment; high lake levels causing the WWTP overflow to be submerged, contributing to sanitary sewer back-ups and reducing ability to discharge directly to the lake in emergencies.

Inflation

- Inflation and tariff related cost increases for construction materials, fuel and insurance costs impact both the operating and capital construction budgets.

2019 Priorities

What we accomplished

Minnesota SPS Upgrades

- Construction on the SPS was successfully substantially completed in the spring of 2019.
- Minor deficiencies are being addressed and the project is in its warranty period until the spring of 2020.
- Options for visually improving the site through landscaping and painting are being explored internally by Town staff. Landscaping and installation of a fence were completed in the fall of 2019. Painting of the exterior building will be scheduled in 2020.

Black Ash Creek SPS Expansion and Upgrades

- Construction contract awarded and construction commenced in 2019.
- Construction to proceed into 2020.

UV System Replacement

- Completed design, build and install contract procured via RFP for replacement and upgrade for UV disinfection equipment at WWTP.
- System replacement has already resulted in significant hydro savings **(\$10,000/month)**
- Project eligible for the Save On Energy Rebate program **(estimate greater than \$200,000 rebate in 2020)**

WWTP Brick Replacement and Masonry Repairs

- Design for the replacement of the deteriorated brickwork and concrete repairs was completed, tendered and awarded.
- Upgrades to stairs and landings identified as health and safety issues are being addressed as part of this project.
- Construction is scheduled to be completed in early 2020.
- Following completion of this work a second phase will be quantified and tendered in 2020 for further repairs and upgrades.

WWTP Generator Replacement

- Design for the replacement of the diesel generator system and upgrades to meet current electrical codes have been completed and tendered.
- Construction has begun in the fall of 2019 with completion scheduled for 2020.

Tenth Line SPS

- Transferred responsibility to WW budget (from PW). Small pump station that serves more than the PW building.
- Equipment failure resulted in overhaul of underground station equipment to bring it up to wastewater, electrical and health and safety standards.

Compliance and Safety Engagement

- The Compliance Officer and Management have continued working on a Quality Management System for Wastewater similar to that in place for Water.
- In 2019, Compliance Officer worked with Wastewater Manager and Health & Safety Officer to develop risk assessments and SOP's for required procedures at the WTP. The wastewater treatment plant also began holding monthly meetings to discuss general & safety topics.

Quality Assurance

- 173 in-house laboratory tests for Collingwood.
- 210 in-house laboratory tests for contracted sites.

What we accomplished
<ul style="list-style-type: none"> • 452 in-house laboratory tests for Industrial sites. • 303 tests conducted by an accredited external laboratory.
Procurement Items
<ul style="list-style-type: none"> • Lab services for water and wastewater samples, including weekly and quarterly testing. Resulted in significant savings (60% reduction in costs). • Extension of contract for chemical purchasing.
Training
<ul style="list-style-type: none"> • Total on-the-job practical training & Continuing Education Credits (CEUs) – 40 hours. • Monthly meetings conducted; rotation of safety and general meeting topics
Benchmarking
<ul style="list-style-type: none"> • 2018 data to be submitted by November 22nd, 2019. • Staff attended the annual National Water and Wastewater Benchmarking Initiative conference in April 2019.

What we did not get done
Staffing
<ul style="list-style-type: none"> • Operator has not yet been elevated to Operator in Charge
Aeration tank inspection
<ul style="list-style-type: none"> • Complete an inspection of the aeration tanks and equipment. Requires draining of one process tank/train, third party inspection and possible equipment repair or replacement.

2020 Budget Priorities

From the Community Based Strategic Plan		Base Budget	Growth	Service Enhancements
Priority	Comment			

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
OPERATIONS				
Elevate one operator position to Chief Operator/ORO (Lead Hand daily operations)	Manager recommends the elevation of one Wastewater Operator to a Chief Operator/ORO role, resulting in an increased wage for one operator. Chief Operator would alleviate Supervisor responsibility to delegate daily jobs amongst operators.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
CAPITAL				
Black Ash Creek SPS - upgrade and expansion	Replacement of pump station and components (asset replacement) including capacity expansion to service future development. Construction to conclude in 2020.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Replacement of Brickwork at WWTP	Asset replacement/refurbishment to maintain the structural integrity of WWTP structures. Phase 1 complete in 2019, replacement work to be distributed over 2-3 years for budget management.	<input checked="" type="checkbox"/>		
WWTP Generator replacement	Asset replacement to replace aged equipment and bring the essential WWTP component up to current electrical and safety standards.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>

Director's Recommendations		Base Budget	Growth	Service Enhancements
Priority	Comment			
Blower Replacement	Replace two of three existing blowers and associated electrical. Existing asset is aged, inefficient and becoming obsolete. Replacement will improve plant efficiency and reduce electrical operating costs. Engineering assignment will include securing government funding. Design and construction in 2020.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Sludge Transfer Pumps	Asset replacement of existing sludge transfer pumps that have reached the end of their service life and replace failing pump bases. Design and tender in 2020.	<input checked="" type="checkbox"/>		

Budget Pressures and Trends:

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

Customer Service Performance Indicators

Department - Wastewater Treatment

<i>Program Description - Wastewater Treatment</i>				
Program Outcome/ Customer Benefit/ Impact	Reduce energy consumption at WWTP <ul style="list-style-type: none"> • Energy is the largest expense outside labour. Reduction in energy costs decreases expenses and in turn benefits user rates and/or reserves. • Cost to purchase energy is increasing. • Reduction of greenhouse gases a requirement of the Green Energy Act. • Energy reduction initiatives available through hydro providers (Global emphasis to reduce energy consumption). 			
Indicator / Metric	Indicator: Meet Service Requirements with Economic Efficiency Metric: Cost of Purchased Energy/ML treated.			
Comments	<ul style="list-style-type: none"> • Reduce the amount of energy required to treat wastewater through installation of more efficient equipment and improvements to processes. • Metric included in NWWBI: <u>2018 results to be finalized by December 2019</u>. • The Co-generation plant was a project that reduced greenhouse gas emissions. There will be some energy savings, but slight. • Installation of variable frequency drives on a variety of process pumps greatly reduces energy consumption. • Installation of a new, up to date UV disinfection system will greatly reduce energy consumption. • 2018 will reflect co-generation project and VFD installs. • Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2017	2018 Target	2019 Target	2020 Target
Cost of Purchased Energy/ML treated	\$63.40	\$62.00	\$60.00	\$50.00
NWWBI Median	\$68.70			

Program Description – Wastewater Treatment				
Program Outcome/ Customer Benefit/ Impact	Stabilize the cost to treat wastewater to Ministry regulated standards. <ul style="list-style-type: none"> Cost to treat wastewater basis for wastewater user rates (fixed and consumption). 			
Indicator / Metric	Operation and Maintenance Cost/ML treated			
Comments	<ul style="list-style-type: none"> Customer service expectation: Cost to treat wastewater in a manner safe to persons and the environment that meets all legislated requirements. Metric included in NWWBI: <u>2018 results to be finalized by December 2019.</u> O&M costs directly related to planned and unplanned maintenance needs. These will fluctuate based on a large variety of variables. Labour, utility, material and equipment costs increase every year. Aim for metric value to be close to NWWBI median, indicating operations are in line with other municipalities. 			
Program	2017	2018 Target	2019 Target	2020 Target
O&M Cost/ML treated	\$266.00	\$260.00	\$250.00	\$230.00
NWWBI Median	\$357.00			

Program Description – Water Distribution Customer Service				
Program Outcome/ Customer Benefit/ Impact	The Town of Collingwood Wastewater Department receives customer concerns regarding odour coming from the Wastewater Plant, as well concerns regarding the methane flare. Although these concerns do not pose a health and safety or operational risk to the plant, they are an opportunity to educate the public on the operations at the Plant.			
Indicator / Metric	Number of Concerns			
Comments	These statistics are reported yearly in our Annual Report.			
Program	2017	2018	2019	2020 Target
Flame Out	0	0	1	
Odour Complaint	0	0	3	

Operating Budget Details

Wastewater	2018 Actual	2019 Budget	2020 Inflation/ Unavoidable Increases	2020 Growth	2020 Proposed Budget	2020 Service Enhancements	2019 Total Request
Expenditures:							
Transfers to Own Funds	\$ 3,090,945	\$ 1,973,869	\$ (15,510)		\$ 1,958,359		\$ 1,958,359
Debt servicing costs	\$ 1,689,579	\$ 1,659,322	\$ (34,647)		\$ 1,624,675		\$ 1,624,675
Occupancy	\$ 1,711,412	\$ 1,867,488	\$ (67,338)		\$ 1,800,150		\$ 1,800,150
Salaries and Benefits	\$ 987,563	\$ 1,016,373	\$ 23,701		\$ 1,040,074		\$ 1,040,074
Administrative	\$ 1,169,124	\$ 1,170,982	\$ 287,426		\$ 1,458,408		\$ 1,458,408
Material & Supplies	\$ 137,272	\$ 175,650	\$ (500)		\$ 175,150		\$ 175,150
Insurance	\$ 87,730	\$ 88,305	\$ 4,415		\$ 92,720		\$ 92,720
Machine Rental	\$ 128,264	\$ 126,705	\$ 7,285		\$ 133,990		\$ 133,990
Professional Services	\$ 144,066	\$ 334,500	\$ (66,500)		\$ 268,000		\$ 268,000
Contracted Services	\$ 73,926	\$ 82,200			\$ 82,200		\$ 82,200
Other Expenses	\$ 68,542	\$ 49,950			\$ 49,950		\$ 49,950
Health & Safety	\$ 16,563	\$ 20,000			\$ 20,000		\$ 20,000
CAPITAL LEVY							
Total Expenditures	\$ 9,304,986	\$ 8,565,344	\$ 138,332	\$ 0	\$ 8,703,676	\$ 0	\$ 8,703,676
Revenues:							
User Fees	\$ 9,179,337	\$ 8,432,314	\$ 228,332		\$ 8,660,646		\$ 8,660,646
Recoveries	\$ 62,646	\$ 43,030			\$ 43,030		\$ 43,030
Transfers from Own Funds	\$ 36,307	\$ 90,000	\$ (90,000)				
Expense Recoveries	\$ 26,696						
Total Revenues	\$ 9,304,986	\$ 8,565,344	\$ 138,332	\$ 0	\$ 8,703,676	\$ 0	\$ 8,703,676
Total Levy Requirement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Program Capital Budget

Description	Priority	Expenditures	Taxation	Reserves/ Reserve Funds	Development Charges	Debentures	Other
Wastewater							
Brick Replacement	A	\$ 796,000		\$ 796,000			
Minnesota PS	A	\$ 60,800		\$ 60,800			
Black Ash PS	A	\$ 2,795,000			\$ 2,795,000		
Diesel Generator	A	\$ 1,278,000		\$ 1,278,000			
Waste Water Treatment Plant Refurbishment	A	\$ 50,000		\$ 50,000			
Sewage Pumping Stations	A	\$ 80,000		\$ 80,000			
Sludge Transfer Pumps Replacement	A	\$ 97,000		\$ 97,000			
Blower Replacement	A	\$ 130,000		\$ 130,000			
Total Wastewater		\$ 5,286,800		\$ 2,491,800	\$ 2,795,000		