



2021 Budget

Town of Collingwood



TABLE OF CONTENTS

INTRODUCTION	- 1 -
COMMUNITY PROFILE	- 3 -
BUDGET CONCEPTS.....	- 4 -
KEY TERMS.....	- 7 -
PUBLIC CONSULTATION	- 8 -
BUDGET OVERVIEW – 2013-2021	- 9 -
HIGHLIGHTS OF BUDGET SCENARIO PRESENTED.....	- 10 -
1. Unavoidable and Non-discretionary Changes	- 10 -
2. Discretionary Growth Requests	- 17 -
3. Discretionary Service Enhancement Requests.....	- 18 -
OPERATING BUDGET SUMMARY	- 21 -
OPERATING BUDGET by BUDGET DIVISION	- 24 -
OPERATING BUDGET by CATEGORIES	- 25 -
TOWN STAFF COMPLIMENT	- 27 -
PROPOSED ORGANIZATION CHART	- 30 -
ADDITIONAL SERVICE ENHANCEMENT OPTIONS.....	- 31 -
BUSINESS PLANS	- 35 -
GENERAL GOVERNMENT	- 38 -
Governance.....	- 39 -
Corporate Management	- 42 -
Office of the CAO	- 43 -
Clerk Services	- 47 -
Finance	- 54 -
Overhead	- 61 -
Customer & Corporate Services	- 64 -
Customer Service.....	- 65 -
Fleet and Facilities	- 73 -
Human Resources.....	- 81 -
Information Technology	- 88 -
PROTECTIVE SERVICES.....	- 99 -
Collingwood Fire Services.....	- 100 -
Protective Inspection and Control.....	- 110 -
Police Services.....	- 121 -
Conservation Authority	- 124 -
TRANSPORTATION	- 129 -
Public Works and Engineering	- 130 -
Transit	- 140 -
SOCIAL HOUSING	- 145 -
Affordable Housing.....	- 146 -
PARKS RECREATION & CULTURE.....	- 149 -
Administration	- 150 -
Parks Division	- 158 -
Facilities Division.....	- 169 -
Recreation Services Division.....	- 177 -

Culture & Events Division	- 182 -
PLANNING AND DEVELOPMENT	- 192 -
Planning	- 193 -
Economic Development	- 201 -
Heritage.....	- 214 -
MUNICIPAL SERVICE BOARDS.....	- 219 -
Collingwood Public Library	- 220 -
NON-TAX SUPPORTED	- 228 -
Building Services.....	- 229 -
Parking Services	- 238 -
Water Services.....	- 246 -
Wastewater Services.....	- 256 -
ITEMS NOT INCLUDED IN BUSINESS PLANS.....	- 264 -
TOWN OF COLLINGWOOD 2021 CAPITAL BUDGET.....	- 265 -
CAPITAL BUDGET OVERVIEW.....	- 266 -
CAPITAL BUDGET 2021 SUMMARY.....	- 267 -
CAPITAL BUDGET 2021 PROJECT DETAILS.....	- 274 -
LONG-TERM CAPITAL PLAN.....	- 288 -

INTRODUCTION

This approved budget was circulated for public input, which was considered and incorporated by the Strategic Initiatives Committee prior to their endorsement. Subsequently, the budget was approved by Council based upon this endorsement and recommendation of the Strategic Initiatives Committee at the December 21, 2020 Council session.

The total approved 2021 budgeted expenditures resulting from this process of Council deliberation and public input are \$100.1M comprised of \$61.4 in operating and \$38.7M in capital expenditures. The tax levy, which is the expenditures net of all other funding sources and therefore to be funded from taxes in 2021, is proposed to be \$35.2M.

This budget was constructed to activate Council's decisions over time, including:

1. The Vision and Goals of the Community-based Strategic Plan.
2. Council decisions on the ongoing Programs it endorses (such as PRC's Program to Support Active Living across Life Span), their component Services (such as a Sailing School), and the level of service that is set for each.
3. Specific Resolutions of Council to consider items in the budget (such as enhanced Bylaw services and the declaration of the Climate Crisis)

This budget required hard decisions to balance between the challenges of the unprecedented COVID crisis, driving forward Council's most important priorities, and with the capacity for staff to deliver. That means many desirable projects will be deferred to another year –some due to funding, and many due to staff capacity. We need a strong, skilled, motivated, and not overly stressed workforce to emerge from this crisis and continue driving forward.

This approved budget keeps the 2021 tax rate at the same as the 2020 tax rate and caps the operating portion of the budget at about 2% above the 2020 operating budget and places all other funds into capital assets renewal projects, depleted reserves, and reserve funds.

What this means is:

- **Property owners will experience no increase in their total municipal tax paid compared to 2020, and**
- **The staff proposed budget in this document is capped at \$34,611,689 (\$33,933,028 x 1.02) for net operating purposes.**

Despite huge challenges largely due to COVID, decreased interest on funds and increases such as insurance, all Town services are continuing, and the highest Council priorities are acted upon, such as:

- Judicial Inquiry Report Follow-up and Implementation of Recommendations
- An RFP for redevelopment of the Grain Terminals
- A decision on the allocation of Collingwood's Asset Sale Proceeds
- A clear articulation of the type of development desired with the completion of the Official Plan update and kick off of a zoning bylaw with supportive studies addressing issues such as infill.
- Continuation of Accessible Transit

- Finalization of Fisher Field Fieldhouse
- The Awen' Splash Pad and Sunset Point EcoPark Playspace
- Enhancements of capacity for Planning approvals, Building inspections and Bylaw services
- Collaboration with UN Habitat and Urban Economy Forum to host Collingwood Habitat in Towns UN Conference and seek pilot projects.
- Renewal of the Town's Asset Management Plan, setting more accurate goals for capital needs for the future.
- Renewal of drinking water agreements and substantial progress on expansion of the water treatment facility
- The declared Climate Emergency and the hiring of a climate change specialist and grant writer
- Traffic Calming implementation and Maple Street Bike Priority Street

Lastly, as development growth has occurred in Collingwood and thus the assessment base has grown, the Town will collect more municipal taxes than in 2020 even with existing taxpayers paying the same as they did in 2020. All excess taxes above the 2% cap have been budgeted into capital assets renewal projects to replenish depleted reserves and reserve funds. This proposed budget includes a proposed transfer to tax supported reserves and reserve funds of \$2,505,746 for 2021. This includes:

- \$2,000,000 in transfers to tax supported reserves and reserve funds,
- plus an estimated excess of \$505,746 that is above the tax levy funded 2% operating budget cap.

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 center for northwest Simcoe County and northeast Grey County, servicing an overall trade area of approximately 75,000 people. In 2020, 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.



BUDGET CONCEPTS

Town Property Taxes and other Incomes

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

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

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

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

To put these amounts in context with Collingwood's relative fiscal capacity, the total operating and capital 2019 municipal property tax collected was about \$93M, which included:

- The County Levy (staff asked to return with a 0% increase option for 2021), and
- Education Levy (the education portion of tax levies, as of 2020, is kept relatively consistent from year to year under O. Reg. 6/20), and
- The Town's own budget. In the past two years, this was:
 - o 2019: \$32,472,653
 - o 2020: \$33,933,028*

*Notes:

With the other sources of income added, the overall Town expenditures directed by Council are much greater than the property tax collected. For example, the total expenditures approved in the 2020 budget total to roughly \$60.6 million.

Due to COVID, The Ontario Government has announced that the 2020 property values Assessment Update will be postponed. Property assessments for the 2021 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e., the same valuation date in use for the 2020 taxation year). As a result, the Town already knows and will use the 2020 values, plus supplemental (new properties') values to calculate the 2021 levy. Thus, there is confidence in the general value of tax that will be levied.

Municipal Land Taxes vs. Development Charges

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

Development charges are fees collected from developers at the time a building permit is issued to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, transit, water and sewer infrastructure, community centres and fire and police facilities.

You will see in the Capital portion of the budget where growth-related projects are funded from the DC reserves and not the tax base.

If the original developer did not initially install the assets (e.g., sidewalks, lights, trails, roadways), then if desired the current owners can pay for them under a special assessment.

Capital and Operating Funds

The total budget is made up of the Operating funds, and the Capital funds.

Generally Operating funds are used to provide services and to operate and maintain an asset so it can reach its target life duration (such as filling potholes). Capital funds are used to establish a new asset or to extend the life of an asset (such as repaving a road).

Comparing Amortization and Asset Management Approaches

Using the valuable and long-accepted PSAB approach, each asset type is considered to have a set length of life (e.g., pavement lasts 15 years), and the value of the asset is depreciated (also called amortized) in a straight line over those years. At a high level this can help the municipality understand the remaining life in its assets and if there has been enough put aside in Reserves and Reserve Funds to renew them.

At a more detailed level, an Asset Management Plan looks at all the upcoming future needs individually across each of the thousands of Town assets to plan the investments needed to maximize their life cycles for the least amount of funding (as intervening at the right moment before deterioration accelerates is very important). Then, asset by asset the plan projects what funding will be needed and when.

Collingwood's 2014 Asset Management Plan indicated that the Town is under-investing about \$2M annually in capital reserves, and the 2018 Capital Forecast and Financing Plan indicated that the Town's capital reserves are tracking at between 19 and 38% of what they would need to be to cover the accumulated amortization, indicating that less than half of the annual value of depreciation is being re-invested or saved each year.

The next update of the Asset Management Plan is due in summer 2021 and will include the Town's highest value assets – the core linear assets such as roads and stormwater infrastructure. This budget also contains condition assessments for Town buildings.

Tax-Funded versus User-funded Programs and Services and the BIA

Several the Town's Programs and Services are funded by user rates, fees or fines, and not municipal taxes. In each Business Case the financial chart will show whether there is a "Total Levy Requirement" or not. The user-funded items are:

- Building,
- Parking (includes enforcement of some Bylaws),
- Water, and
- Wastewater.

All others are paid for or subsidized by municipal taxes.

The funds collected from properties within the Business Improvement Area on behalf of the BIA are not shown in this budget, as the funding is a flow-through and there is a separate report to Council early each year on the BIA's budget.

Cash Based vs PSAB Budgeting and Year end Auditing

This budget is based on the cash collected and intended to be spent during the fiscal year of January 1, 2021 to December 31, 2021.

Please note that the Town's annual audits are based on PSAB's rules, which include for example that goods must be received (not just paid for) at year end in order to be included in the year end as an expenditure. This can lead to legitimate differences between the cash-based budget number and the year-end audit totals.

What Property Taxes Cover

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 several services to its member municipalities, including Collingwood, such as waste collection, ambulance service, and social services.

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.

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.

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 Town's 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 budget.

Council held Strategic Initiatives meetings on December 2nd to present the contents of this document, as well on December 9th, 2020 to provide an additional opportunity for those who would like to share their feedback on the Town of Collingwood's proposed budget.

Opportunities also existed through the Town's Engage portal for the public to provide comments or suggestions as well as ask questions on the draft budget.

BUDGET OVERVIEW – 2013-2021

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

BUDGET EXPENDITURES (Millions)									
	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Proposed Budget
Operating	\$41.4	\$43.5	\$44.2	\$52.1	\$54.8	\$55.5	\$60.1	\$59.9	\$61.4
Capital	\$18.9	\$13.8	\$23.1	\$15.0	\$26.5	\$27.0	\$33.0	\$33.4	\$38.7
Total	\$60.3	\$57.3	\$67.3	\$67.1	\$81.3	\$82.5	\$93.1	\$93.3	\$100.1

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

TAX LEVY (Millions)									
	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Proposed Budget
Tax Levy	\$25.1	\$27.0	\$27.8	\$28.9	\$30.1	\$31.0	\$32.5	\$33.9	\$35.2

HIGHLIGHTS OF BUDGET SCENARIO PRESENTED

The overall bottom lines of the budget scenario presented are the rollup of the details in the Business Cases that follow. However, for the ease of the reader, the highlights of the changes are summarized here in three sections:

1. Unavoidable and Non-discretionary Changes

The table below estimates the known unavoidable increases for the 2021 budget. This section also includes significant expected decreases in revenues.

TAX SUPPORTED		
Item	Description	Amount
Significant Corporate Wide Changes		
Salary and Benefits	Increase in salary and benefits is due to Collective Agreement increases, merit increases, annualization of salaries, a proposed 1.5% cost of living increase for non-union staff and updating benefit rates.	(\$721,075)
Utilities	Utilities costs are expected to increase by approximately 5% in 2021.	(\$52,969)
Natural Gas	Natural Gas costs are expected to increase by approximately 10% in 2021.	(\$18,209)
Insurance	Insurance premium costs are estimated to increase 20% in 2021	(\$92,738)
Debt Servicing	Two tax supported debentures have matured in 2020 which has reduced principal and interest payments. In addition, regular principal payments on other debentures has reduced debt servicing in 2021.	\$703,032
Taxation Changes		
Special Capital Levy	Due to increases in the assessment base the Special Capital Levy will generate additional revenue with the rate held at 2020 value of 0.005461%.	\$26,000
Court of Revision	The Court of Revision account holds lost taxation revenue related to successful appeals sent to MPAC and changes due to MPAC changing property assessment/tax class. The change in 2021 represents an increase to better match the historical trend in this account.	(\$173,000)
Supplemental Taxes	Increase is to align with 5-year average in supplemental taxes received by the Town. Given the community growth this is reasonable.	\$500,000
Special Charges South Servicing	Increased to reflect actual funds to be received in 2021.	\$77,808

GENERAL GOVERNMENT		
Governance: Mayor's Office / Members of Council / Elections / Council Grants		
Strategic Planning	The Strategic Plan was a one-time expense in 2020.	\$25,000
Contracted Services	Increase relates to the need for an alternate voting supplier in the next election.	(\$25,000)
Transfer to Reserve	Transfer to Election Reserve removed since the reserve balance at the end of 2020 reached target balance of \$80,000.	\$20,000
Various	Individual changes below \$20,000	\$2,000
Corporate Management: Corporate Management Overhead / CAO / Clerks / Finance		
Corporate Re-Organization	Specific Corporate Management amounts related to CAO, Clerks and Finance have been moved to their own respective sub-departments. During this exercise budget amounts were adjusted to reflect estimated actuals which resulted in savings.	\$75,745
Expense Recoveries	Increase relates to Water Admin charge that has not been previously charged. Charge relates to corporate services provided to Water Department. Wastewater rate also increased by \$40,000.	\$182,400
Investment Income	Given the current economic climate caused by COVID-19 interest rates are significantly lower than previous years. The Town's bank interest rate has decreased roughly 100 basis points to approximately 0.80%.	(\$400,000)
Transfer from Reserve	Transfer from reserve is to fund the Airport debenture payments from the Airport Debenture Reserve.	\$27,396
Transfer from Reserve Funds	Removed 2020 Transfer from Asset Sale Proceeds Reserve Fund.	(\$200,000)
COVID-19	Increased cleaning costs related to COVID-19. \$200,000 for supplies and \$115,000 for janitorial contract.	(\$315,000)
Judicial Inquiry	Judicial Inquiry final report was issued on November 2 nd , 2020. Budget reduced from \$800,000 to \$100,000. Remaining balance relates to possible costs to address report recommendations.	\$700,000
Capital Levy	Increase in capital levy transfer to reserve funds due to increase in Special Capital Levy noted above.	(\$26,000)
Sale of Property	Clerks (1220): Increase in revenue relates to expected sale of an old road allowance called Ann Street and the expected sale of a lane off Beech Street.	\$150,000
Transfer to Reserve Fund	Clerks (1220): Transfer to Land Acquisition Reserve Fund related to expected sale noted directly above.	(\$150,000)
Provincial Funding	Finance (1225): Increase is OCIF funding for the Asset Management Plan costs budgeted in 2021.	\$40,000
Transfer from DC Reserve	Finance (1225): Increase is for DC Funding applicable to DC Update and Community Benefit Charge Study.	\$48,000
Contracted Services	Finance (1225): Increase in contracted services for Asset Management Plan (\$40,000) and DC Study Update and Community Benefit Charge Study (\$48,000).	(\$88,000)
Various	Individual changes below \$20,000	(\$331)

Corporate Services: Fleet & Facilities / Corporate & Customer Service / IT / Human Resources		
Transfer from Reserve Fund	Fleet & Facilities (1210): Increase is to fund Terminals RFP process noted directly below. Funding is budgeted to come from Asset Sale Proceeds Reserve Fund.	\$300,000
Contracted Services	Fleet & Facilities (1210): Per Staff Report CCS220-06 Path Forward: Collingwood Terminals, Council resolved that staff proceed with a Request for Proposal for re-developing the Collingwood Terminals Buildings with an upset limit of \$300,000.	(\$300,000)
Studies	Fleet & Facilities (1210): Per Staff report CCS2020-06 Path Forward: Collingwood Terminals, Council resolved that staff engage a consultant to help conduct a Heritage Assessment of the Collingwood Grain Terminals funded up to \$40,000 from the operating budget. Increase of \$40,000 offset by decrease of \$20,000 for Terminals Study which was completed in 2020.	(\$20,000)
Sheffer Court	Fleet & Facilities: Accommodation space lease at Sheffer Court ended in 2020 and \$175k for renovations to 507 10 th Line for PRC	\$214,400
Transfer to Capital	IT (1250): Transfer to capital in 2021 is \$123,500 and includes the following: Server Network Asset Management (\$42,000); UPS (\$37,000); Backup appliances (\$34,000); Computer Hardware (\$5,000); Networking – WAN & LAN Infrastructure (\$3,000); Computer Software (\$2,500). 2020 transfer to capital amount of \$57,500 increased by \$66,000 to total \$123,500.	(\$66,000)
Consulting Fees	Human Resources (1300): Decrease of \$38,000 relates to removal of consulting for compensation review which was completed in 2020 (\$43,000) and the addition of \$5,000 for employee engagement.	\$38,000
Various	Individual changes below \$20,000	(\$2,513)
PROTECTIVE SERVICES		
Collingwood Fire Services		
Transfer to Capital	Reduction relates to removal of 2020 Transfer to Capital for new Fire boat which was received in Q3 of 2020.	\$40,000
Various	Individual changes below \$20,000	(\$4,000)
Police Services		
Contracted Services	Increase due to 2021 Police Services Contract	(\$210,461)
Protective Inspection and Control / Conservation Authority		
Various	Individual changes below \$20,000	(\$25,268)

TRANSPORTATION		
Public Works and Engineering		
Winter Control: Snowplowing and Sanding	Increase in contracted services is the result of a new tender for highway snowplowing and sanding that came back higher than previous contract.	(\$75,000)
Traffic Control	Equipment lease and rental expense budget figure in traffic control was overstated and therefore has been reduced to reflect actual spending.	\$25,000
Transfer to Capital	Removal of 2020 transfer from operating to fund capital projects.	\$145,000
Provincial Funding for Studies	Funding from Province reduced to reflect studies completed in 2020. New balance represents estimated provincial funding for studies in 2021.	(\$65,000)
Development Charge Funding for Studies	Increase to transfer from Development Charges to fund update of Engineering Standards.	\$20,000
Transportation Study	Reduction to expense to reflect estimated cost for Traffic Calming Study of \$10,000.	\$20,000
Bridge Study	Removal of Bridge Study budget amount from 2020. The Bridge Study is only required every two years. A study was completed in 2020 so there is no requirement to do one in 2021.	\$25,000
Engineering Fees	Engineering fee revenue reduced from 2020 budget amount of \$300,000 to better reflect estimated actual.	(\$50,000)
Various	Individual changes below \$20,000	\$360
Transit		
Bus Fare Revenue	Estimated 50% decrease in revenue due to COVID-19.	(\$128,500)
Various	Individual changes below \$20,000	(\$11,145)
SOCIAL HOUSING		
Various	Individual changes below \$20,000	(\$12,500)
PARKS, RECREATION AND CULTURE		
Administration		
Overhead Allocation	This internal charge relates to allocation of the Library Building occupancy costs to benefiting departments. PRC is currently not working in the Library and at some point, in 2021, will be moving to another location. Therefore, the overhead allocation has been removed.	\$50,000
Various	Individual changes below \$20,000	(\$6,500)

Parks Division		
Transfer to Capital	Increase relates to Waterfront Safety Capital project which is proposed to be funded from the tax base.	(\$20,000)
Parks Revenue	Estimated 50% decrease in park rental revenue due to COVID-19	(\$19,150)
Mooring Fees	Increase in mooring fee revenue based on the number of slips available and the high demand for those slips.	\$22,000
Harbourland Rental Revenue	Revenue reduced to better reflect the average rental revenue collected.	(\$20,000)
Tree Planting Donations	Revenue increased to reflect the 2021 donation amount available of \$100,000 plus the amount carried over from 2020 of \$48,450.	\$48,450
Tree Planting	Expense increased to match donation revenue to fund tree planting in 2021.	(\$48,450)
Various	Individual changes below \$20,000	\$17,463
Facilities Division		
Facility Revenue	Estimated decrease in facility revenue due to COVID-19.	(\$49,739)
Pool Repairs and Maintenance	Reduction is due to a one-time replacement of a major component in a piece of equipment (\$25,000) and a reduction to the cost of repair work to be completed in 2021 (\$27,100).	\$52,100
Various	Individual changes below \$20,000	(\$14,487)
Recreation Services Division		
Program Revenue	Estimated decrease in program revenue due to COVID-19	(\$186,425)
Various	Individual changes below \$20,000	\$12,000
Culture and Events Division		
Transfer to Capital	Removal of 2020 transfer from operating to fund capital projects.	\$75,000
Various	Individual changes below \$20,000	(\$20,635)
PLANNING AND DEVELOPMENT		
Planning and Committee of Adjustment		
Official Plan Update	The Official Plan Update engagement has been partially completed. Reduction reflects estimated cost in 2021 for the Official Plan Update.	\$150,000
Studies	Studies expense reduced to match estimated study costs in 2021.	\$30,000
Various	Individual changes below \$20,000	(\$24,320)

Economic Development		
SBEC Funding	SBEC funding from Marketing has been reallocated to clearly show the cost of SBEC to taxpayers.	\$25,000
Promotion, Publicity and Marketing	Reallocation of \$14,400 to communications related to social media services and reallocation of \$15,000 transferred to SBEC.	\$29,400
SBEC Addition	SBEC revenues and expenses have been added to the budget. The figure of \$40,000 represents the net impact to the Collingwood taxpayer.	(\$40,000)
Various	Individual changes below \$20,000	\$10,354
Heritage		
Various	Individual changes below \$20,000	\$0
MUNICIPAL SERVICE BOARDS		
Collingwood Public Library		
Development Charge Funding	Per the Development Charge Study, a portion of Library collection purchases can be funded from Development Charges. Increase represents the estimated purchases in 2021 that can be funded with Development Charges per the Development Charge Study.	\$50,800
Contracted Services	Decrease due to reallocation of janitorial contract costs to appropriate account.	\$28,600
Janitorial Contract	Increase due to reallocation of janitorial contracts costs to appropriate account and updated contract costs.	(\$32,529)
Various	Individual changes below \$20,000	(\$14,750)

NON-TAX SUPPORTED		
Item	Description	Amount
Building Services		
Permit Revenue	Permit revenue increased to align with trend and estimated growth in 2021.	\$265,000
Salaries and Benefits	Overall decrease is due to reallocation of CBO salary to areas of responsibility.	\$71,398
Transfer to Capital	Removal of 2020 transfer from operating to fund capital projects.	\$130,000
Transfer to Reserve Fund	Increase in transfer represents overall increase in departmental net surplus	(\$370,635)
Various	Individual changes below \$20,000	(\$20,460)
Parking Services		
Salaries and Benefits	Increase due to revised 2021 budget figures to better reflect actual expenses.	(\$48,808)
Various	Individual changes below \$20,000	\$3,984
Transfer to Reserve Fund	Decrease in transfer represents overall decrease in departmental net surplus	\$44,824

Water Services		
Meaford Water Treatment Plant	The expense increase represents the net change given for the Meaford Water Treatment sub-department. The contract to operate the plant expires March 31, 2021.	(\$53,030)
Sale of Water	Increase in water sale revenue due to updated water/wastewater rate study update.	\$236,125
Salaries and Benefits	Increase due to collective agreement increases, 1.5% cost of living for non-union staff, and merit increases if applicable. (Excludes Meaford salary and benefit amounts)	(\$200,062)
Utilities	Utilities costs are expected to increase by approximately 5% in 2021.	(\$37,077)
Administrative Costs	Increase relates to corporate services (i.e. finance support) provided to the water department.	(\$142,400)
Studies	Expense reduced as no significant studies are anticipated in 2021.	\$20,000
Contracted Services	Expense increase due to inflationary increase as per agreement with EPCOR for monthly water and wastewater billing services.	(\$29,500)
Transfer to Reserve Fund	Decrease in transfer represents overall decrease in departmental net surplus.	\$196,892
Various	Individual changes below \$20,000	\$9,052
Wastewater Services		
Debt Servicing	One wastewater supported debenture matured in 2020 which has reduced principal and interest payments. In addition, regular principal payments on other debentures has reduced debt servicing in 2021.	\$575,268
Sewer Service Charge	Decrease in revenue due to updated water/wastewater rate study update.	(\$1,009,162)
Administrative Costs	\$288,850 was included twice in 2020 budget. Offset by \$40,000 increase in administrative overhead allocation.	\$248,850
Consulting Fees	Increase in expense for digester rehabilitation and condition assessment	(\$50,000)
Facility Upgrades	Budget for this item is no longer required. These expenses are being covered in the Repairs & Maintenance Buildings and Grounds codes.	\$40,000
Major repairs	Major repair expenses are being paid through other accounts therefore this budget is no longer required.	\$85,000
Bio-solids Repairs and Maintenance	Increase to perform rehabilitation work on digester #1.	(\$150,000)
Sludge Disposal	Expense increase due to Inflationary increase to biosolids disposal costs from the wastewater treatment process.	(\$100,000)
Salaries and Benefits	Increase due to collective agreement increases, 1.5% cost of livings for non-union staff, and merit increases if applicable.	(\$12,649)
Utilities	Utilities costs are expected to increase by approximately 5% in 2021.	(\$21,524)
Studies	Expense reduced as no significant studies are anticipated in 2021.	\$20,000
Transfer to Reserve Fund	Decrease in transfer represents overall decrease in departmental net surplus.	\$408,031
Various	Individual changes below \$20,000	(\$33,814)

2. Discretionary Growth Requests

Growth requests are budget increases that have occurred because of growth in the community and have resulted in an incremental increase in the demand for services and facilities. These requests are within Council's control and at their discretion to fund. Should Council choose not to fund requests due to community growth, the level of service would be impacted.

TAX SUPPORTED		
Item	Description	Amount
GENERAL GOVERNMENT		
Corporate Management: Corporate Management Overhead / CAO / Clerks / Finance		
Transfer to Capital	Increase relates to funding for the following capital projects: New Accommodation at the Public Works Building and Shop Renovations (\$103,200); Office and Shop Improvements at 507 Tenth Line (\$80,000)	(\$183,200)
Corporate Services: Fleet & Facilities / Corporate & Customer Service / IT / Human Resources		
Capital Projects Coordinator	A Capital Projects Coordinator is required to allow capacity to manage Grain Terminals work, along with completion of facility related capital and maintenance projects and the management of corporate wide service contracts. Estimated start date March 2021.	(\$100,815)
TRANSPORTATION		
Public Works and Engineering		
Engineering Technician	An Engineering Technician is required to assist in the management of development files, implementation of new services (traffic calming, crossing guard), implementation and management of projects and implement new Ministry directed regulatory processes. This position will be funded 50% (\$50,408) from development engineering fees and 50% from taxes. Estimated start date March 2021.	(\$100,815)
Engineering Fees	With the addition of the Engineering Technician more development engineering fees will be recognized due to additional capacity to complete related work.	\$50,408
OTHER		
Various	Individual changes below \$20,000	(\$27,979)

NON-TAX SUPPORTED		
Item	Description	Amount
Building Services		
Contract Building Inspector	The Building Department requires a Senior Building Inspector whose role will be dedicated to reviewing and inspecting large and complex buildings. This position will be an internal promotion. The Contract Building Inspector is intended to backfill the Building Inspector position for 2 years.	(\$105,856)
Transfer to Reserve Fund	The decrease in the transfer represents a decrease in the departments' net surplus because of the additional position.	\$105,856

3. Discretionary Service Enhancement Requests

Service enhancements or unmet needs are those items that are controllable by Council and at their discretion to fund or not fund in any given year. These requests may be one-time expenses, or permanent, and may include a service level enhancement and/or a new service.

Department Heads prioritized the following items for inclusion in the current scenario, and they are in line with Council's Oct. 2020 endorsement of items for continued inclusion in the budget.

TAX SUPPORTED		
Item	Description	Amount
GENERAL GOVERNMENT		
Corporate Services: Fleet & Facilities / Corporate & Customer Service / IT / Human Resources		
Human Resources Support	Current capacity does not meet organizational needs – additional support would create capacity to improve current processes; opportunity for a local youth to develop valuable career skills.	(\$21,040)
Diversity and Inclusion	Training for staff and Council to increase awareness and help identify biases.	(\$15,000)
Various	Individual changes below \$20,000	(\$5,700)
PROTECTIVE SERVICES		
Protective Inspection and Control / Conservation Authority		
Licensing Officer	Recruit 1.0 FTE Licensing Officer to assist in the enforcement and administration of an expanded municipal licensing program (Security Alarm Registry; Taxi/Vehicle for Hire; Short Term Accommodations etc.) Increase service level to investigate and track online STA operations. Expected start date for position is June 2021.	(\$46,013)
STA Licensing Consultant	Hire a consultant to advance STA Licensing. Possible deliverables would include educating Council and the public, engage the public, determine STA environment in Collingwood, program costs, and provide an independent recommendation.	(\$40,000)
Various	Individual changes below \$20,000	(\$2,000)

TRANSPORTATION		
Transit		
Accessible On-Demand Service (Taxi)	Subsidization of accessible on demand service – annual cost to continue to maintain our existing level of service.	(\$60,000)
Various	Individual changes below \$20,000	(\$4,000)
PARKS, RECREATION AND CULTURE		
Parks Division		
Replace four (4) seasonal staff with two (2) full time staff	This move will provide additional skilled staff to assist with Park Division duties that are growing as the Town's residential development expands.	(\$76,416)
Full Time Park Operator	To maintain current park standards, an additional full-time park operator is required to focus on repairs and maintenance, especially for the waterfront parks. Expected start date in April 2021.	(\$60,080)
Sunset Point Parking	Increase in revenue represents 50% of the estimated revenue from the parking program at Sunset Point Park	\$62,500
PLANNING AND DEVELOPMENT		
Planning and Committee of Adjustment		
Planning and Building Fee Review	Town fees in both the Planning and Building Services and Development Engineering divisions require update to reflect the cost of delivering services. 50% of total cost (\$170,000) in Planning budget.	(\$85,000)
Manager of Planning	Required to provide daily oversight to the Planning division. This is very important in Collingwood now, as rapid development will set the face and character of our neighbourhoods for many years to come.	(\$112,329)
Zoning By-Law Update	Required to implement Community Based Strategic Plan, meet community needs, implement legislative changes and coordinate with the outcomes of the Official Plan	(\$100,000)
Economic Development		
BDC Receptionist to Full Time Administrative Assistant	As the traffic at the BDC continues to grow and the demands of servicing the kinds of companies coming to Collingwood increases, the need exists to increase the scope of work of the receptionist position	(\$10,734)
Various	Individual changes below \$20,000	(\$10,000)
OTHER		
Various	Individual changes below \$20,000	(\$28,500)

NON-TAX SUPPORTED		
Item	Description	Amount
Building Services		
Planning and Building Fee Review	Town fees in both the Planning and Building Services and Development Engineering divisions require update to reflect the cost of delivering services. 50% of total cost (\$170,000) in Planning budget.	(\$85,000)
Transfer to Reserve Fund	Decrease in transfer represents overall decrease in departmental net surplus	\$85,000
Parking Services		
Sunset Point Parking	Increase in revenue represents 50% of the estimated revenue from the parking program at Sunset Point Park.	\$62,500
Parking Revenue	Additional revenue generated from summer students.	\$24,022
By-Law Summer Students	Addition of four (4) Summer Parking Students to assist the Division with parking enforcement duties and provide support for the MLEOs during peak volume, COVID-19 patrol/enforcement and ensuring a positive work/life balance for our full time Officers.	(\$23,122)
Contracted Services	Enhancements to include digital permit system as continuation of Parking Technology upgrade. Replace paper-based permit (pay & display tags, etc.) and resident parking pass system per RES-223-2020.	(\$15,000)
Transfer to Reserve Fund	Increase in transfer represents overall increase in departmental net surplus	(\$48,400)
Water Services		
Contracted Services	Increase is comprised of the following: Water electrical equipment condition assessment at the Collingwood Water Treatment Plant (\$20,000); Watermain Condition Assessment (\$18,000); Water electrical equipment condition assessment for in ground reservoirs (\$30,000).	(\$68,000)
Various	Individual changes below \$20,000	(\$5,000)
Transfer to Reserve Fund	Decrease in transfer represents overall decrease in departmental net surplus	\$73,000

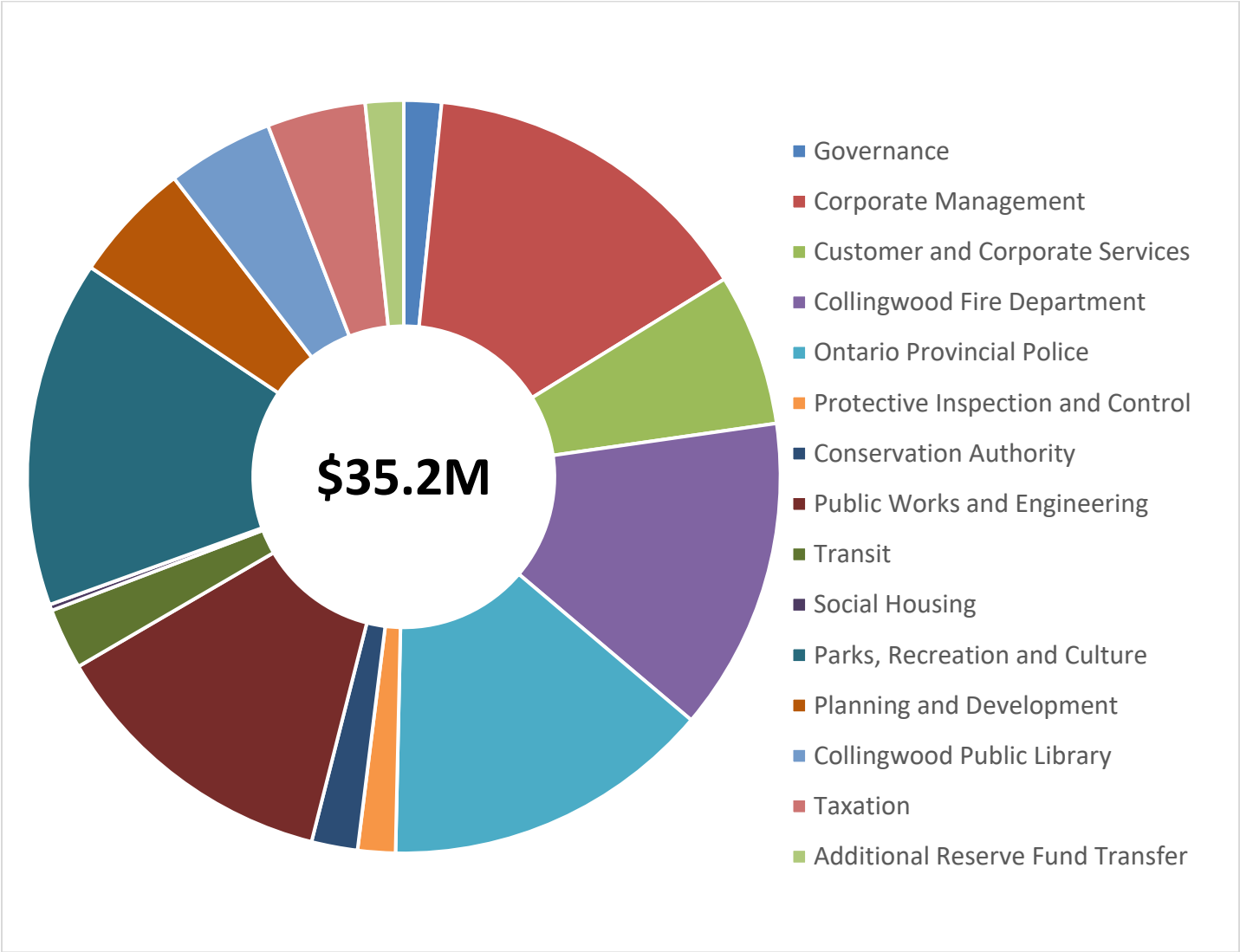
OPERATING BUDGET SUMMARY

The total operating budget is \$61.3 million. This amount includes all that the municipality expects to collect from every Revenue source, including the Capital Levy. It also includes any amounts that will be transferred to Capital in-year for a project or for future projects through the Reserves or Reserve Funds.

The schedule below provides a summary of the Town's 2021 Proposed Draft Operating Budget as compared to the 2020 Approved Budget by Department. The bottom line of the chart shows the 2021 proposed Total Tax Levy of \$35,181,570 which is a 4% increase over the 2020 Approved Levy of \$33,933,028. Approximately half of the 4% increase relates to an additional reserve fund transfer of \$505,746.

DEPARTMENT	2020 APPROVED BUDGET	2021 PROPOSED BUDGET	\$ CHANGE	% CHANGE
Governance	\$636,357	\$617,994	(\$18,363)	-3%
Corporate Management	\$5,406,012	\$5,609,593	\$203,581	4%
Customer and Corporate Services	\$2,432,035	\$2,496,084	\$64,049	3%
Collingwood Fire Services	\$5,121,964	\$5,168,519	\$46,555	1%
Ontario Provincial Police	\$5,231,134	\$5,445,655	\$214,521	4%
Protective Inspection and Control	\$434,309	\$623,613	\$189,304	44%
Conservation Authority	\$757,387	\$760,018	\$2,631	0%
Public Works and Engineering	\$5,340,398	\$4,973,098	(\$367,300)	-7%
Transit	\$787,864	\$994,429	\$206,565	26%
Social Housing	\$88,240	\$100,740	\$12,500	14%
Parks, Recreation and Culture	\$5,310,280	\$5,765,948	\$455,668	9%
Planning and Development	\$1,813,697	\$1,991,088	\$177,391	10%
Collingwood Public Library	\$1,768,626	\$1,755,128	(\$13,498)	-1%
Taxation Related Revenues	-\$1,195,275	(\$1,626,083)	(\$430,808)	36%
Reserve Fund Transfer	\$0	\$505,746	\$505,746	N/A
TOTAL LEVY	\$33,933,028	\$35,181,570	\$1,248,542	4%

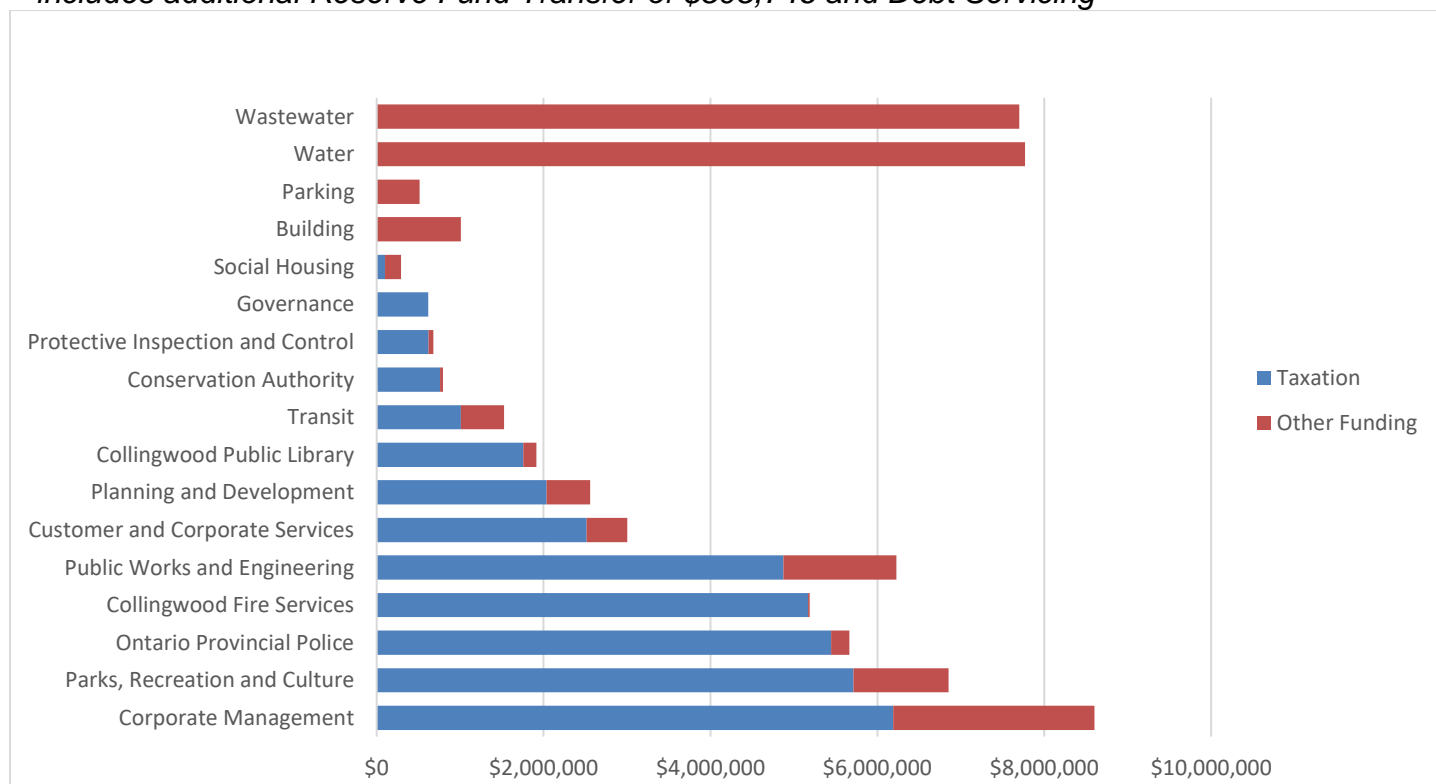
The graph below illustrates the 2021 Proposed Draft Tax Levy Funding Budget breakdown by Budget Division.



The table and chart below provide a breakdown of the funding for each budget Division into tax levy funded and other funding (user fees, grants, etc.).

DEPARTMENT	TAX LEVY	OTHER FUNDING	TOTAL BUDGET
Governance	\$617,994	\$0	\$617,994
Corporate Management ⁽¹⁾	\$6,115,339	\$2,410,853	\$8,526,192
Customer and Corporate Services	\$2,496,084	\$610,850	\$3,106,934
Collingwood Fire Services	\$5,168,519	\$18,500	\$5,187,019
Ontario Provincial Police	\$5,445,655	\$219,000	\$5,664,655
Protective Inspection and Control	\$623,613	\$57,400	\$681,013
Conservation Authority	\$760,018	\$32,912	\$792,930
Public Works and Engineering	\$4,973,098	\$1,345,833	\$6,318,931
Transit	\$994,429	\$518,763	\$1,513,192
Social Housing	\$100,740	\$192,320	\$293,060
Parks, Recreation and Culture	\$5,765,948	\$1,137,540	\$6,903,488
Planning and Development	\$1,991,088	\$520,558	\$2,511,646
Collingwood Public Library	\$1,755,128	\$157,712	\$1,912,840
Building	\$0	\$1,009,135	\$1,009,135
Parking	\$0	\$513,700	\$513,700
Water	\$0	\$7,770,076	\$7,770,076
Wastewater	\$0	\$7,702,014	\$7,702,014
Taxation Related Revenues	(\$1,626,083)	\$2,056,083	\$430,000
TOTAL	\$35,181,570	\$26,273,249	\$61,454,819

⁽¹⁾Includes additional Reserve Fund Transfer of \$505,746 and Debt Servicing



OPERATING BUDGET by BUDGET DIVISION

BUDGET DIVISION	2018	2019	2020	2020	2021 PROPOSED BUDGET				% CHG
	ACTUAL	ACTUAL	YTD ACTUAL	BUDGET	IN & UN	GR	SE	TOTAL	
Governance	\$525,015	\$544,374	\$372,999	\$636,357	(\$18,363)	\$0	\$0	\$617,994	-3%
Corporate Management	\$21,851,664	\$15,102,125	\$8,658,462	\$7,974,422	(\$152,176)	\$183,200	\$15,000	\$8,020,446	1%
Customer and Corporate Services	\$1,288,578	\$1,396,131	\$1,801,790	\$2,616,885	\$231,494	\$106,815	\$151,740	\$3,106,934	15%
Collingwood Fire Services	\$4,905,809	\$5,023,785	\$4,439,099	\$5,140,464	\$35,555	\$11,000	\$0	\$5,187,019	1%
Ontario Provincial Police	\$5,021,360	\$5,113,706	\$4,785,806	\$5,450,134	\$214,521	\$0	\$0	\$5,664,655	4%
Protective Inspection and Control	\$350,826	\$390,373	\$375,273	\$405,106	\$184,394	\$0	\$91,513	\$681,013	67%
Conservation Authority	\$766,769	\$782,235	\$790,299	\$790,299	\$2,631	\$0	\$0	\$792,930	0%
Public Works and Engineering	\$7,624,378	\$7,900,483	\$5,680,131	\$6,735,443	(\$634,327)	\$107,815	\$110,000	\$6,318,931	-8%
Transit	\$1,555,558	\$1,614,131	\$1,033,912	\$1,444,127	\$5,065	\$0	\$64,000	\$1,513,192	5%
Social Housing	\$250,761	\$254,656	\$264,678	\$280,560	\$12,500	\$0	\$0	\$293,060	4%
Parks, Recreation and Culture	\$6,270,784	\$6,600,837	\$4,486,902	\$6,610,457	\$113,056	\$3,979	\$175,996	\$6,903,488	4%
Planning and Development	\$2,004,601	\$2,112,791	\$1,774,166	\$2,070,151	\$133,432	\$0	\$308,063	\$2,511,646	21%
Collingwood Public Library	\$1,683,172	\$1,718,331	\$1,479,811	\$1,885,288	\$20,552	\$0	\$7,000	\$1,912,840	1%
Collingwood Regional Airport	\$870,999	\$211,918	\$0	\$0	\$0	\$0	\$0	\$0	
Building	\$654,013	\$721,665	\$668,527	\$819,438	\$189,697	\$0	\$0	\$1,009,135	23%
Parking	\$506,903	\$552,444	\$302,309	\$406,200	(\$5,000)	\$0	\$86,522	\$487,722	26%
Water	\$7,709,474	\$7,938,681	\$4,063,291	\$7,684,193	\$85,883	\$0	\$0	\$7,770,076	1%
Wastewater	\$9,304,986	\$10,039,146	\$5,410,557	\$8,703,676	(\$1,001,662)	\$0	\$0	\$7,702,014	-12%
Total Funding Needed	\$73,145,650	\$68,017,812	\$46,388,012	\$59,653,200	(\$582,748)	\$412,809	\$1,009,834	\$60,493,095	1%
Less:									
Capital Levy	\$243,587	\$255,333	\$272,506	\$244,000	\$26,000	\$0	\$0	\$270,000	11%
Tax Related Revenues ¹	\$33,064,158	\$34,469,859	\$35,714,364	\$951,275	\$404,808	\$0	\$0	\$1,356,083	43%
Non-Tax Revenues	\$39,837,905	\$33,292,620	TBD	\$24,524,897	(665,139)	50,408	281,022	24,191,188	-1%
Total to be Raised from Taxes	N/A	N/A	N/A	\$33,933,028	(\$348,417)	\$362,401	\$728,812	\$34,675,824	2%
Total Estimated Tax Levy	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$35,181,570	
Total Additional Funding for Reserves & Reserve Funds	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$505,746	

¹ 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

OPERATING BUDGET by CATEGORIES

IN & UN = Inflation and Unavoidable; GR = Growth; SE = Service Enhancement

	2018	2019	2020	2020	2021 PROPOSED BUDGET				% CHG
	ACTUAL	ACTUAL	YTD ACTUAL	BUDGET	IN & UN	GR	SE	TOTAL	
Expenditures:									
Salaries and Benefits	\$19,926,615	\$21,122,270	\$18,574,884	\$22,056,619	\$1,012,235	\$307,486	\$507,703	\$24,009,725	9%
Administrative Expenses	\$1,832,624	\$1,952,111	\$1,827,503	\$2,390,772	-\$152,661	\$0	\$2,000	\$2,240,111	-6%
Operating Expenses	\$3,537,093	\$3,589,703	\$2,266,664	\$2,961,433	\$104,681	\$0	\$7,000	\$3,076,114	4%
Information Technology and Communications	\$736,805	\$758,223	\$564,105	\$850,580	-\$16,730	\$6,000	\$5,700	\$845,550	-1%
Personnel and Training	\$533,656	\$523,486	\$272,966	\$683,142	-\$26,128	\$3,000	\$0	\$657,014	-4%
Utilities	\$2,187,521	\$2,281,347	\$1,707,683	\$2,370,195	\$137,849	\$0	\$0	\$2,508,044	6%
Equipment Related	\$751,547	\$759,994	\$447,549	\$735,630	-\$66,150	\$0	\$0	\$669,480	-9%
Vehicle and Fleet Related	\$2,679,116	\$2,366,794	\$1,689,992	\$1,357,093	\$17,921	\$0	\$0	\$1,375,014	1%
Legal Expenses	\$230,770	\$110,266	\$48,560	\$245,316	\$0	\$0	\$0	\$245,316	0%
Purchased Services	\$8,012,049	\$8,656,288	\$7,248,756	\$9,695,984	\$500,631	\$18,000	\$582,031	\$10,858,143	12%
Long Term Debt Servicing	\$5,327,370	\$5,679,410	\$5,373,762	\$5,589,316	-\$1,282,901	\$0	\$0	\$4,306,415	-23%
Financial Expenses	\$2,415,071	\$6,532,113	\$2,996,792	\$2,056,461	-\$502,682	\$0	\$0	\$1,553,779	-24%
Premise and Site	\$1,594,014	\$1,627,825	\$1,408,297	\$1,543,733	\$293,299	\$0	\$15,000	\$1,852,032	20%
Transfers to Capital	\$424,479	\$362,617	\$150,000	\$790,000	-\$479,000	\$187,179	\$0	\$311,000	-61%
Transfers to Town Reserves and Reserve Funds	\$22,988,684	\$11,695,364	\$1,844,000	\$6,326,926	-\$123,112	-\$108,856	\$396,146	\$6,491,104	3%
Total Expenditures	\$73,177,416	\$68,017,811	\$46,421,513	\$59,653,200	-\$582,748	\$412,809	\$1,515,580	\$60,998,841	2%
Revenues:									
Municipal Taxation	\$33,338,770	\$34,725,124	\$36,020,372	\$1,195,275	\$430,808	\$0	\$0	\$1,626,083	36%
User Charges	\$19,156,708	\$19,495,489	\$13,668,199	\$17,708,034	-\$1,156,387	\$50,408	\$149,022	\$16,751,077	-5%
Government Transfers	\$992,959	\$1,812,883	\$1,601,008	\$720,058	\$191,000	\$0	\$0	\$911,058	27%
Other Municipalities	\$629,432	\$699,364	\$244,966	\$598,463	\$43,500	\$0	\$0	\$641,963	7%
Investment Income	\$12,141,629	\$543,633	\$1,290,231	\$600,000	-\$400,000	\$0	\$0	\$200,000	-67%
Donations	\$21,955	\$23,863	\$7,736	\$111,500	\$45,850	\$0	\$0	\$157,350	41%
Rentals and Concessions	\$1,382,422	\$1,211,640	\$566,450	\$1,257,740	-\$87,520	\$0	\$0	\$1,170,220	-7%
Other	\$4,138,843	\$6,253,849	\$3,772,226	\$2,787,114	\$452,222	\$0	\$6,500	\$3,232,836	16%
Transfers from Obligatory Reserve Funds	\$198,205	\$303,223	\$0	\$173,091	\$118,800	\$0	\$138,500	\$430,391	149%
Transfers from Town Reserves and Reserve Funds	\$1,176,492	\$2,948,742	\$251,400	\$568,897	\$127,396	\$0	\$0	\$696,293	22%
Total Revenues	\$73,177,416	\$68,017,811	\$57,422,588	\$25,720,172	-\$234,331	\$50,408	\$281,022	\$25,817,271	0%
Total Estimated Tax Levy	N/A	N/A	N/A	\$33,933,028	-\$348,417	\$362,401	\$1,234,558	\$35,181,570	4%

TOWN STAFF COMPLIMENT

This section shows the year over year change in Full Time Equivalent (FTE) staff employed by the municipality. An FTE means the equivalent of a person working a full year, so that could be one working all year, or several working a part year. For example, three summer students working four months each is a total of 12 months worked or 1 FTE.

This chart provides an overall summary of all staff working for the municipality. Each Business Case identifies if there is a change in the staffing level requested and the type of staffing in the department (such as full time, part time, contract, seasonal and casual staff.)

Department	2018 FTE's	2019 FTE's	2020 FTE's	Proposed 2021 FTEs
Corporate Management:				
CAO	1.00	1.00	1.00	1.00
Clerks	9.00	8.30	9.00	9.00
Finance	11.30	10.00	11.00	11.00
Corporate and Customer Services		6.00	6.00	7.00
Fleet & Facilities	4.00	4.00	4.00	5.00
Human Resources	3.00	3.00	3.00	3.70
Information Technology	3.33	4.00	4.33	4.33
Protective Services:				
Collingwood Fire Services	31.56	32.56	32.56	32.56
By-law Enforcement	4.30	4.50	5.50	7.16
Crossing Guards	2.10	2.10	2.10	2.10
Public Works & Engineering:				
Engineering	7.33	7.33	7.33	8.00
Public Works	25.00	25.00	25.00	25.00
Parks, Recreation & Culture:				
Administration	3.30	3.00	3.00	3.00
Parks	19.80	19.80	18.80	20.30
Facilities	11.70	12.70	14.90	15.90
Recreation Services	13.40	13.60	12.60	12.60
Culture & Events	8.70	9.60	9.60	9.60
Planning & Development:				
Planning	7.00	7.00	7.00	8.00
Marketing & Business Development	3.30	3.30	4.30	4.43
Library Services	18.56	19.56	19.56	19.56
Non-Tax Supported:				
Building Services	5.00	6.00	6.00	7.00
Wastewater Services	8.00	8.00	8.00	8.00
Water Services	18.00	18.00	19.30	18.55
Total FTE's	218.68	228.35	233.88	242.79

The Proposed Budget Scenario includes the following staff compliment changes for 2021:

• Fleet and Facilities Capital Projects Coordinator	1.00
• Human Resources Support (Co-op Student)	0.70
• By Law Licensing Officer (Contract)	1.00
• By Law Supervisor position from Contract to Regular FT	0.00
• By Law 2 parking summer students	0.66
• Engineering Technician	1.00
• Engineering Summer Student	(0.33)
• Economic Development convert Administrator Contract to FT	0.00
• Economic Development - Project Manager Contract	0.13
• Manager Planning	1.00
• PRC Facilities Splashpad Operator	1.00
• Parks Operator	1.00
• Convert 4 parks seasonal to 2 regular FT	0.50
• Contract Building Inspector	1.00
• Climate Change Specialist/Grant Writer	1.00
• Wastewater Meaford Contract expiration	<u>(0.75)</u>
Total	8.91

The significant changes in recent years include:

2020

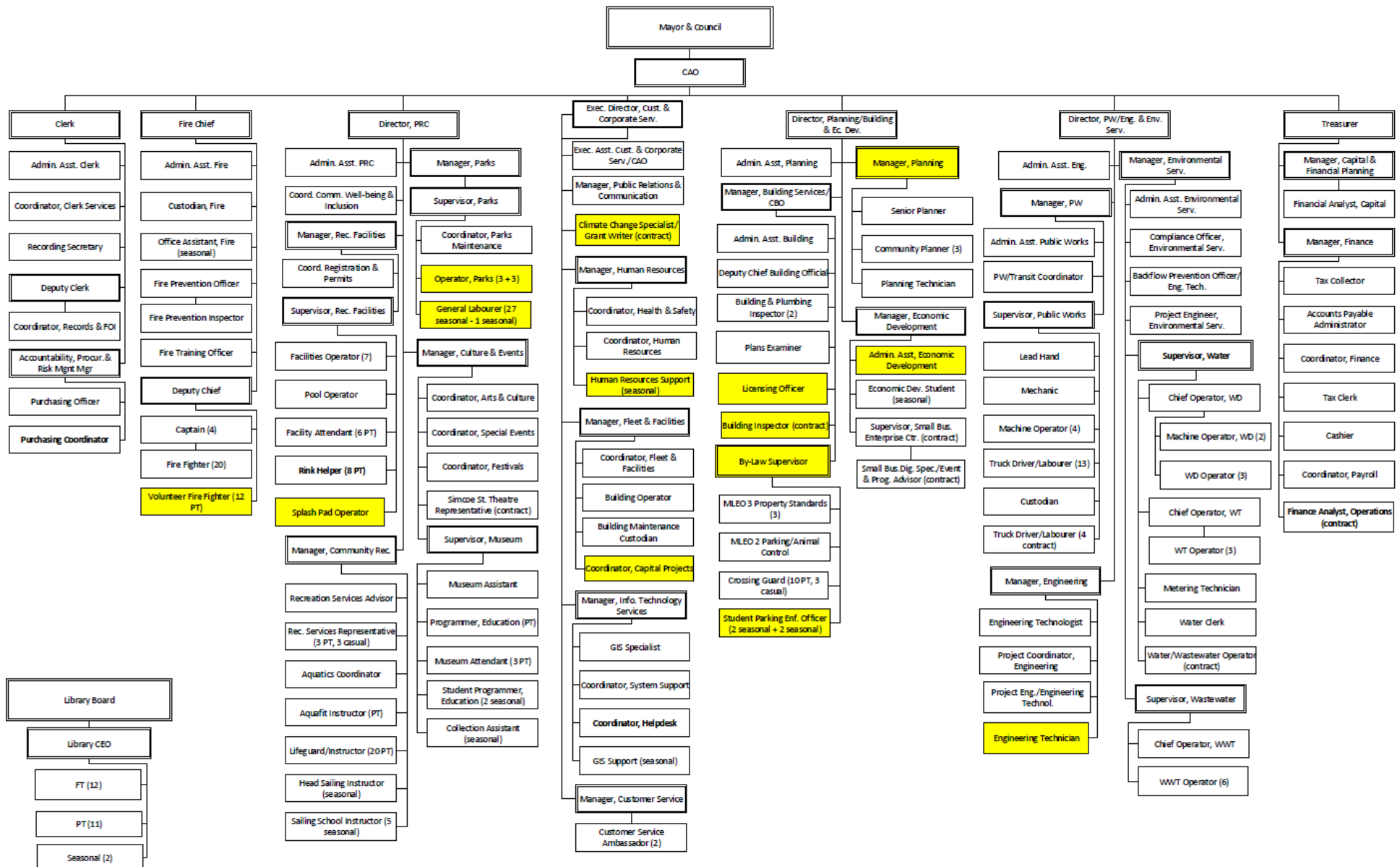
• Procurement Coordinator	1.00
• Purchasing Clerk (Contract)	(0.30)
• Finance Analyst (Contract)	1.00
• IT desktops support Contract to Regular FT	0.00
• IT GIS Co-op (Contract)	0.33
• By Law Supervisor (Contract in-year per COVID decision)	1.00
• Water Supervisor	1.00
• Water GIS Co-op (Contract)	0.30
• SBEC program delivery Advisor (Contract in-year per Economic Recovery Task Force)	1.00
• Rink Helpers Colts Games	<u>0.20</u>
Total	5.53

2019

• Admin Assistant Clerk and Council	1.00
• Executive Assistant Mayor /Council	(1.00)
• Executive Director, Customer and Corporate Services	1.00
• Customer Service Manager	1.00
• Accountability Officer	1.00
• Executive Assistant Customer Service/ CAO	1.00
• IT desktops support (Contract)	1.00
• IT Co op	(0.33)

• Fire Training Officer	1.00
• Student Parking	0.20
• Healthy Kids Program Leader	(0.30)
• Convert Healthy Kids Contract to Community Wellness FT	0.00
• Aquafit Instructor	0.20
• Simcoe Theatre	0.90
• PRC Facility Operator	1.00
• Building Plans Examiner	1.00
• Library Adult Programmer	<u>1.00</u>
	9.67

PROPOSED ORGANIZATION CHART



ADDITIONAL SERVICE ENHANCEMENT OPTIONS

The following list has been created from previous Council items that were referred to the Budget process, come from the Community-based Strategic Plan, other Master Plans or other Council conversations.

These Service Enhancement items were not selected by Department Heads in their initial review and prioritization of potential Service Enhancements for the 2021 budget. However, these items were subsequently identified for inclusion in the 2021 Budget as a priority by Council at SIC deliberation meetings which took place on December 2 and December 9th.

Given the crisis level of staff activity, it was not possible to proceed with all the Service Enhancement items considered and, as such, Council was judicious in electing to pursue the Additional Service enhancements selected based on the following criteria.

In September 2020 Council endorsed the following criteria be used to qualitatively assess and rank potential Growth and Service Enhancement Expenditures:

- A. Improvement to service
- B. Number of people benefiting.
- C. Whether ongoing legacy or shorter-term benefits
- D. Alignment with Community-based Strategic Plan Vision and contribution to achievement of Strategic Plan's transformational goals
- E. Risk reduction
- F. Staff capacity to deliver.

Outside of this budget, the Collingwood Habitat in Towns collaboration with the Urban Economy Forum and UN Habitat have identified draft pilot project priorities that will be presented to Council and then the Local Steering Committee will seek external funding and supports. The draft list includes:

- Sustainable Affordable and Attainable Housing, including a plan to fast track delivery, a diversity of built forms and zero carbon or negative carbon footprints.
- Development of an international network for town and Indigenous community leaders who work toward achieving SDGs at the scale of towns.
- Demonstration of proactive approaches to environmental challenges and climate mitigation and adaptation.

POTENTIAL SERVICE ENHANCEMENT	2021 VALUE and DURATION	STAFF NOTES
OPERATING		
Enhance Action on Climate Emergency and enable applications for funding through hiring a Contract part time Climate Change Specialist*	\$110,000/year 3-year Pilot	Value increased to \$110,000 in earlier report to represent half time position. Town staff currently monitor and manage the Town's production of Greenhouse Gasses. This funding would initiate a new service and support a Town-wide benchmarking and the development of a go-forward Master Plan, as well as allowing for applications for external funds to increase the Town's capacity.
OPERATING ITEMS SUBTOTAL	\$110,000	
CAPITAL		
By-Law Bicycles	\$3,500 One Time	Purchase of up to 4 bicycles for By-law Patrol of Town Trails & Parks – supports Collingwood as a green and active community
Traffic Calming Implementation	\$145,000 (\$35,000 funded from DC) One Time and Ongoing	\$100,000 for construction of various traffic calming projects. \$10,000 for annual purchase of traffic study and traffic calming devices such as vehicle and pedestrian counters, digital/solar speed signs and related equipment (Public Works). Increases with inflation by 3% each year. \$35,000 for traffic calming warrant reviews (DC funded)
Maple Bike Priority Street	\$88,000 (funded from Federal Gas Tax, does not impact taxes) One Time	Lifecycle implication. Cycle plan indicates bike lanes or creating a Bike Priority Street on Maple Street. Active Transportation Committee initiated project. 2021 budget is to hire consultant to conduct traffic counts, conduct traffic analysis, prepare preliminary concept plans, and assist in public consultation.
Establish secure leasable spaces (sea cans) on Waterfront to Activate and Encourage Entrepreneurship	\$21,000 One Time	Lifecycle implication. The 2016 Waterfront Master Plan conceptualized commercial opportunities in strategic zones along the waterfront of Collingwood. This project will establish leasable space to be rented by at least one proponent to leverage the new accessible dock at Harbourview Park and the location of this space at a critical juncture of community and regional trails. Ideally cycle, SUP, kayak, canoe rentals will be served from here. Includes purchase, installation, and \$14K of lease income (year1). Cost is net with year 1 lease income reducing installation costs, and about 3 years to break even.

POTENTIAL SERVICE ENHANCEMENT	2021 VALUE and DURATION	STAFF NOTES
Heading Dockside Mural Replacement	<p>\$26,500 (Carryforward item funded from taxes in 2020. Only \$3,500 impact to 2021 due to estimated project cost increase)</p> <p>One Time</p>	Lifecycle implication. 2021 Commission of Mural (Balance of Payment) \$10,000, Transportation and Installation of Mural \$6,000. Total budget is estimated at \$28,700 instead of the original estimate of \$25,000 due to the change in location and an anticipated increase in installation costs.
Arts & Culture Centre Feasibility Study	<p>\$50,000 (Carryforward item funded from taxes in 2020. No impact 2021)</p> <p>One Time</p>	<p>A feasibility study will determine the practicality of a multi-functional arts and culture centre, and will identify existing facility needs, potential locations, recommended amenities, and revenue and partnership potential.</p> <p>2020-\$50,000 was approved to conduct a feasibility and sustainability study of a multi-functional arts and cultural centre in Collingwood, as per the PRC Master Plan. This study has been advertised and is about to commence. It is recommended to continue.</p>
CAPITAL ITEMS SUBTOTAL	\$261,000	*Excluding carryforward items (Arts & Culture Centre Feasibility Study and Heading Dockside Mural Replacement) funded in 2020 from taxes.
TOTAL ITEMS SELECTED BY COUNCIL	\$371,000	\$248,000 funded from Taxes, \$35,000 from DCs and \$88,000 from Federal Gas Tax

* **Affordable housing** is a nation-wide challenge in Canada and the conversation and policies are evolving. A [10-year Housing Strategy for the County of Simcoe covering Collingwood](#) was delivered in 2014. Outside of the County study, little is known about how many units and at what price or ownership/rental options will make a difference for Collingwood. Other local municipalities such as Wasaga Beach have supplemented the County information with a local municipal [Housing Strategy](#).

There is a Simcoe Alliance to End Homelessness (SCATEH) group upon which Collingwood has a member and provides administrative support, as well as a County-level Affordable Housing Advisory Committee and a staff committee Municipal Liaison Group (MLG).

The County and the Province have a mandate for attainable and social housing. Collingwood is supporting a prior attainable housing initiative (18 units with about \$101K of Town expenditure), has a 3-year \$75K commitment per year to supporting a homeless shelter (with an additional \$9K for a study in 2020).

The Town has no staff assigned to this issue and does not have the internal policy development capacity to take this on.

Options for action include:

1. Finish Official Plan and Zoning Bylaw and seek options to encourage affordable or smaller units through policies, communicate funding opportunities such as County secondary units and CMHC loans to local developers and homeowners, and increase communication with County and participation in committees. Revisit development of a housing strategy in 2022 budget planning, potentially in collaboration with adjacent municipalities. (Uses existing resources in 2021) – **Recommended**
2. Hire a consultant for a housing strategy, including to baseline and assess trends, identify issues and next steps including potential areas of municipal involvement or advocacy within the Town's financial resources, role and authority – Preferably by seeking adequate external resources through Collingwood Habitat in Towns and UN/CMHC collaboration
 - 2.1. Option 1: In-house contract position (\$110K) to manage community engagement and work with staff, developers, and other local municipalities, and a consultant expert to baseline and support plan development (\$60K) for a total of \$170K
 - 2.2. Option 2: Deliver independent study with a consultant expert (\$90K)
3. Seek public and local employers' engagement, including the challenges they are having in finding housing and in hiring employees based on housing needs. (\$10K through Economic Development for survey resources and analysis)
4. Prioritize affordable housing options in a drinking water allocation policy in 2021 (Uses existing resources for implementation no earlier than 2022)
5. Take immediate action, such as:
 - 5.1. Market town-owned or other not-for-profit lands via RFP for development seeking to maximize affordable units (0.4 FTE to manage for 1 year; receive income from lands)
 - 5.2. Proceed to identify locations for and remove constraints to constructing a 'tiny town' of very small houses (resource needs are TBC, at least 0.4 FTE for 1-2 years).
 - 5.3. Use taxes to offset developers' costs by paying Development Charges or reducing fees
 - 5.4. Improvement of transportation links to Clearview & Wasaga Beach
 - 5.5. Several of the above could also include a design charrette with stakeholders and the community.

BUSINESS PLANS

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

Assumptions and Notes:

Throughout all the business plans, it has been assumed that COVID will be present at a level similar to October 2020 throughout most if not all of 2021. This impacts the services offered and the number of users of each.

All staffing numbers shown are based on head count which is consistent with past budgets.

The 2021 Operating Budget Charts contained within each Business Plan provides an overview of the Proposed 2021 Operating Budgets for each Department by major expense/revenue categories. The following is a description of what expenses/revenues are included in each category.

EXPENSES

Salaries and Benefits

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

Administrative Expenses

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

Operating Expenses

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

Information Technology and Communications

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

Personnel and Training

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

Utilities

Includes hydro, natural gas, propane, and water.

Equipment Related

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

Vehicle and Fleet Related

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

Legal Expenses

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

Purchased Services

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

Long Term Debt Servicing

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

Financial Expenses

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

Premise and Site

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

Transfers to Capital

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

Transfers to Town Reserves and Reserve Funds

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

REVENUES***User Charges***

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

Government Transfers

Includes revenues received from the Federal and Provincial government.

Other Municipalities

Includes funds received from other municipalities.

Investment Income

Includes interest income generated from the Town's investments.

Donations

Includes revenues received from external parties as a donation.

Rentals and Concessions

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

Other

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

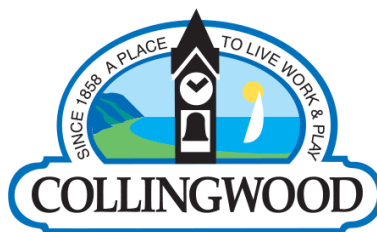
Transfers from Obligatory Reserve Funds

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

Transfers to Town Reserves and Reserve Funds

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

GENERAL GOVERNMENT



Governance

Division Team Leader: Municipal Council

Division Overview

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. 2019-075, as amended, 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 consider the well-being and interest 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.

Elections currently forms part of the Governance Business Plan. This division of the Governance Business Plan is administered by Clerk Services who are responsibility for the implementation and management of the Municipal Election Process, including the recommendation of voting methods, election governance, establishing election rules and procedures, and conducting the election for municipal council and school board trustees.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	10	10	9	0	9
PT	0	0	0	0	0
Contract	0	0	0	0	0
Seasonal	0	0	0	0	0

Division's Pressures and Trends, including Public Input

While COVID continues, the ability of Council members to travel has been decreased. However, this may be offset by a need for additional technology and devices to participate virtually.

Elections Pressures and Trends

Legislative Changes and Updates:

Introduction of Bill 218 - Supporting Ontario's Recovery and Municipal Elections Act, 2020. Establish by-laws, policies and procedures as required by Bill 218 prior to the 2022 Municipal and School Board Elections to ensure compliance with legislation.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
			Inflation/ Unavoidable Increase	Growth	Service Enhancements
Priority	Description and Justification if Applicable				
OPERATIONS					
Election Preparations	Determine and secure a vendor for alternative voting method; implement proposed changes to Municipal Elections Act. (included in Clerk Services Business Plan)	X			
Grants and Donations	Continue to provide grants and donations to the Community: \$75,000 to Out of the Cold \$30,000 Un-committed	X			

Operating Budget Details

GOVERNANCE							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 295,873	\$ 328,042	\$ 2,767			\$ 330,809	1%
Administrative Expenses	\$ 1,148						N/A
Information Technology and Communications	\$ 1,386	\$ 1,465				\$ 1,465	0%
Personnel and Training	\$ 28,362	\$ 44,000	\$ (2,000)			\$ 42,000	-5%
Equipment Related	\$ 7,466	\$ 2,000				\$ 2,000	0%
Purchased Services	\$ 532	\$ 30,000				\$ 30,000	0%
Financial Expenses	\$ 187,705	\$ 210,850	\$ 870			\$ 211,720	0%
Transfers to Town Reserves and Reserve Funds	\$ 21,903	\$ 20,000	\$ (20,000)				-100%
Total Expenditures	\$ 544,374	\$ 636,357	\$ (18,363)	\$ 0	\$ 0	\$ 617,994	-3%
Total Levy Requirement	\$ 544,374	\$ 636,357	\$ (18,363)	\$ 0	\$ 0	\$ 617,994	-3%

Major Changes	
Unavoidable	
Salaries and Benefits	Cost of Living increase (1.5% for 2021)
Financial Expenses	Corporate wide 20% insurance premium increase
Personnel and Training	Remove AMO Board expense

Corporate Management



Office of the CAO

Division Team Leader: Sonya Skinner, CAO

Division Overview

The Office of the CAO advises Town Council on matters of community and strategic significance, provides corporate leadership to all Town departments, and implements Council's direction and policies.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	1	1	1		1
PT					
Contract					
Seasonal					

Supported by an Executive Assistant who is supplied part time from Customer and Corporate Services.

Division's Pressures and Trends, including Public Input

Supporting the UN Habitat/UEF Collingwood Pioneer Town Project from CAOs office.

Supporting Council and staff through the development of an operational plan marrying the Community-based Strategic Plan with the Town's Master Plans to develop a prioritized and coordinate plan of action.

Supporting staff and Department Heads in a fast-paced, high demand environment, while dealing with the effects of COVID.

Mounting expectations for local governments to take on social service enhancements.

2021 Priorities

CAO's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Lead and provide support to the UN Habitat/Urban Economy Forum Collingwood pioneer Town Project and 2021 Summit		X			
Collaborate and advocate to Raise Cap on Number of Physicians in Collingwood	Work with TOBM, Clearview, Wasaga Beach, Dr. O'Halloran	X			
Implement a corporate Operational Planning Approach for 2021	Focusing on CB Strategic Plan, Approved Budget and Master Plans	X			
1. Support Asset Sale Proceeds decision by Council		X			

2021 Priorities

CAO's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
2. Closer alignment with Simcoe County		X			
Support Council in responding to the Judicial Inquiry Recommendations		X			
Determine Council's intentions with respect to members and staff's collaboration across South Georgian Bay municipalities		X			

Previous Year's Priorities

What we accomplished – Comment
Hosted the inaugural Habitat in Towns: Collingwood World Summit
What we did not get done – Comment

Operating Budget Details*

OFFICE OF THE CAO			2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
	2019 Actual	2020 Budget					
Expenditures:							
Salaries and Benefits			\$ 273,817			\$ 273,817	100%
Administrative Expenses			\$ 3,000			\$ 3,000	100%
Operating Expenses			\$ 5,500			\$ 5,500	100%
Information Technology and Communications			\$ 600			\$ 600	100%
Personnel and Training			\$ 4,300			\$ 4,300	100%
Total Expenditures	\$ 0	\$ 0	\$ 287,217	\$ 0	\$ 0	\$ 287,217	100%
Total Levy Requirement	\$ 0	\$ 0	\$ 287,217	\$ 0	\$ 0	\$ 287,217	100%

- *CAO is a new separate department (1215) broken out for 2021 from 1200 Corporate Management

Clerk Services**Division Team Leader: Sara Almas, Clerk****Division Overview**

Clerk Services is responsible for statutory functions of the Clerk's Office including corporate secretariat for Council, Council Committees, Boards and Advisory Committees, provision of technical advice related to parliamentary rules, legislative requirements, protocols, procedures and historical precedents; as well as the Office of Accountability including the centralized procurement services, legal services coordination, and support the independent functions of the Lobbyist Registrar, Integrity Commissioner, and Closed Meeting Investigator, Division Registrar for all Vital Statistic Registrations, Marriage Licence Issuer and officiate wedding ceremonies, responsible for the corporate records management function, oversee the Municipal Freedom of Information and Protection of Privacy Act, real estate administration, administration of the Corporate Insurance Program including the coordination of claim adjustments, and risk management; Official Signatory for the Town, management of the Municipal Election Process, including the recommendation of voting methods, election governance, and approving election rules and procedures; administer lottery, food vendor, transient trader, secondhand goods and busker licensing, patio and merchandise encroachments, provides commissioner of oaths services; administer mail for the corporation; ensure that accountability and good governance are being maintained throughout the corporation.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	8	7	9	0	9
PT	.5	.5	0	0	0
Contract	0	0	0	0	0
Seasonal	0	0	0	0	0

Division's Pressures and Trends, including Public Input

Implementation of Judicial Inquiry findings

Enhancing the Town's accountability and transparency framework

implementation of the roles and responsibilities of the Accountability Office to ensure that the Town's procedures and policies are clearly set out and accessible, and that the day-to-day operations of the Town are transparent and compliant with relevant legislation, regulation, and best practice.

update existing procurement policies and procedures and introduce new strategies for ensuring the Town's procurement decisions are fair, open, and transparent.

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

Legislative changes and updates

In response to the findings from the Judicial Inquiry

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 with the records retention by-law. Retention for such records are up to date with current legislative requirements

Ensuring procurement practices are within/exceed legislative requirements

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 continually need to be updated and implemented.

Unavoidable operational pressures

With new/approved policy or by-law implementation, impacts/pressures increase with respect to available resources and administration

Inflationary costs (insurance)

Division's Pressures and Trends, including Public Input

Growth pressures in terms of incremental costs for software licensing fees
Ability to attract qualified vendors when procuring for services.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
JI Report Implementation		X			
Procurement Updates	Recommending a number of changes to the procurement by-law, to be considered together with any recommendations from the JI.	X			
Records Management	Continue to explore SharePoint as an ERMS in coordination with Office 365 integration; implementation of digital signature policy and software program.	X			
Election Preparations	Determine and secure a vendor for alternative voting method; implement proposed changes to Municipal Elections Act.	X			
Review and Update Codes of Conduct for Council and Staff	The Code of Conduct has not been updated in a number of years. Staff will be working with the Integrity Commissioners and Council to update and integrate any findings from the JI as appropriate.	X			
Manage the Town's Social Housing assets and interests		X			
Further engage youth in governance		X			

Previous Year's Priorities

What we accomplished – Comment
Reaffirmation of the Code of Conduct for Council: Completed January 2020
Annual summary report from all boards and committees in which the Town has an interest to include operational performance or such other information as may be of public interest: Required prior to year end
Monitor operation of committee structure to further encourage public attendance and participation in the decision-making process. Enhanced with respect to COVID, and video conference ZOOM Meeting technology
Renewal of the Town's approach to Social Housing and the BIA, including recruitment of new members and significant supports for operational improvements.
Enhancement of Corporate Meeting Management System: Currently implementing changes to iCompass including video manager, action tracker and committee management software. The video manager allows people to view the meeting along with the agenda and click on a item to advance to that portion of the meeting.
Judicial Inquiry – Implementation: Report to be issued November 2, 2020. Review of findings and implementation of recommendations expected to continue into 2021.
Implement Lobbyist Registry Program: Lobbyist Registry By-Law and Lobbyist Code of Conduct adopted, online registry launched along with corresponding forms and procedures. Conducted multi training sessions for staff and Council members as well as relevant stakeholders.
Review of Procurement By-law Conducted departmental performance meetings to diagnose issues. Recommending a number of changes, to be considered together with any recommendations from the JI. Prepared a procurement policy for the BIA Board of Management, shifted to electronic bidding processes, and completed annual report on non-standard/emergency purchases.
Implementation of a flexible Boulevard Encroachment By-law: Provided greater opportunity to retail businesses and food establishments to extend their operations onto the municipal sidewalks and on-street parking areas during COVID-19. This provided the ability to pilot on-street patios to potentially implement on a permanent basis.
Staffing – Purchasing Coordinator: Procurement Coordinator internal redeployment opportunity until July and hired new position effective August 2020.

Previous Year's Priorities

What we accomplished – Comment

Continue to grow records management program:

Assisted with the development and implementation of the Sharepoint Site, updating of retention schedules and policies ongoing

What we did not get done – Comment

Risk Mitigation – Claims (not priority due to COVID)

Storage of Vital Records (not priority due to COVID)

Operating Budget Details*

CLERK SERVICES							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits			\$ 935,474			\$ 935,474	100%
Administrative Expenses			\$ 21,000			\$ 21,000	100%
Operating Expenses			\$ 25,000			\$ 25,000	100%
Information Technology and Communications			\$ 17,080			\$ 17,080	100%
Personnel and Training			\$ 49,625			\$ 49,625	100%
Transfers to Town Reserves and Reserve Funds			\$ 150,000			\$ 150,000	100%
Total Expenditures	\$ 0	\$ 0	\$ 1,198,179	\$ 0	\$ 0	\$ 1,198,179	100%
Revenues:							
User Charges			\$ 6,975			\$ 6,975	100%
Other			\$ 180,150			\$ 180,150	100%
Total Revenues	\$ 0	\$ 0	\$ 187,125	\$ 0	\$ 0	\$ 187,125	100%
Total Levy Requirement	\$ 0	\$ 0	\$ 1,011,054	\$ 0	\$ 0	\$ 1,011,054	100%

*Clerks 1220 is a new department for 2021 having been broken out from 1200 Corporate Management

Finance

Division Team Leader: Michael Switzer, Treasurer

Division Overview

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

Key responsibilities of the Finance division include: 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 Town departments.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	11	10	10	0	10
PT	0.5	0	0	0	0
Contract	0.33	0	1	0	1
Seasonal					

Division's Pressures and Trends, including Public Input

The Finance division experiences high volume and peaks periods of workload between September and May each year. This period encompasses budget direction, preparation and coordination; final tax billings and supplementary assessments; interim audit information collection; year-end reconciliations and preparation of 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; preparation and submission of the Financial Information Return (FIR) by the deadline date of May 31.

Current trends that are putting pressure on the Finance division to maintain its current level of service include:

- Community growth – more taxpayers, increased development and increased real estate transactions has increased the workload of the Finance division to the point where overtime is required to maintain the current level of service.
- Program growth – as other departments introduce new programs, software, apply for grant funding, etc., finance is involved to a certain degree to provide guidance and ensure that accounting and internal controls are being implemented correctly.
- Cross-training – the Finance division has several core services that are critical to the smooth operation of the Municipality (Accounts Payable, Payroll, Tax Collection). It is important that these functions have trained back-ups to ensure continuity of these services should staff turnover take place.
- Legislative Changes – Federal and Provincial programs are increasingly placing emphasis on a competitive process for grant programs. This places a higher burden on Finance staff to meet deadlines and reporting requirements to ensure that the Town does not lose out on any funding. In addition, the requirement for municipalities to prepare detailed Strategic Asset Management Plans puts added workload and pressure on Finance. The Town's Asset Management Plan (AMP) is an evolving, dynamic document that requires continual monitoring and updates to ensure timely, relevant information to assist with decision making. The AMP is also required to qualify for certain provincial funding opportunities.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Asset Management Plan (Core Assets)	Municipalities are legislated to complete and approve an Asset Management Plan (AMP) for core assets by July 1, 2021. The budget request relates to consulting services required to complete the model and load condition assessment data into Worktech. This item is budgeted to be funded from the OCIF reserve.		\$40,000		
Automation of Budget Book	Finance would like to leverage CaseWare, which is currently used to generate the Town's Financial Statements, to automate the annual Budget Book. This ask can be funded from the Modernization reserve fund.				\$15,000
Implementation of Budget Software	RFP for budget software was completed in 2020. Due to time constraints the implementation was deferred to 2021. Budget software will make the process more efficient and transparent and provide Council, staff, and taxpayers with real time updates on the budget and progress on capital projects.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Development Charges Update and Community Benefits Charge Analysis	Recent legislative changes to the Development Charges Act and the Planning Act require the Town to obtain consulting services to update the Town-wide Development Charges and to conduct a Community Benefits Charges Strategy and related By-law. The cost of this ask is being funded from Development Charges.		\$48,000		
Go Live with Virtual City Hall	Finance staff substantially completed the Virtual City Hall set up in 2020. Final checks and testing are required before go-live which is expected to take place in Q1 of 2021.	X			
Internal Staff Training	There is a continued need to cross train staff to back fill critical functions that are provided by Finance (payroll, AP, tax collection)	X			
Business Process Reengineering	Continued modernization of outdated processes and efficient integration of Town software applications with ERP based on a customer centric focus to	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Water and Wastewater Billing	To provide the Town's ratepayers with a one stop shop for all their municipal services, water and wastewater billing will be brought in-house. The Town's current and proposed systems can provide this service. Work would be required in transitioning data from Epcor systems to Town systems. Work in 2021 would involve preparations for bringing billing in-house. Capital budget includes software costs.	X			

Previous Year's Priorities

What we accomplished – Comment

Budgeting Software – staff completed an RFP in 2020 and Questica was the successful bid.

Phase 7 of Worktech Implementation – the work order module has been configured and implemented. Training has been provided to staff who will be utilizing the feature.

Contract Financial Analyst – Finance successfully hired a contract Financial Analyst

What we did not get done – Comment

Implementation of budgeting software – due time constraints to meet other deadlines and staff capacity the implementation was deferred to Q1 of 2021.

Virtual City Hall – Virtual City Hall is a customer service initiative that will provide taxpayers with the ability to have access to their Property Tax information on-line as well as provide several other services remotely. This project has been substantially completed however COVID-19 and website accessibility compliance items have deferred launch to 2021.

Internal staff training – this priority relates to cross training staff to provide backup for critical functions performed by Finance (AP, Payroll, Tax). Some cross training was completed in 2020 but delays due to COVID and the hiring of the contract Financial Analyst late in 2020 prevented more cross training from taking place. Finance still considers this critical to ensure operational continuity should staff turnover occur and therefore it remains a priority for 2021.

Business process reengineering – the goal of this priority was to modernize outdated processes and change from a task orientation to a process orientation. This was delayed due to COVID and the hiring of the contract Financial Analyst late in 2020. Finance still feels this is a priority and has included this for 2021.

Water and Wastewater billing – Bringing water and wastewater billing in house will provide a one-stop shop for ratepayers in the Town. Due to COVID and staff capacity this project has been delayed. Finance plans to investigate this priority early in 2021.

Operating Budget Details*

FINANCE							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits			\$ 1,235,930			\$ 1,235,930	100%
Administrative Expenses			\$ 13,500			\$ 13,500	100%
Operating Expenses			\$ 25,000			\$ 25,000	100%
Information Technology and Communications			\$ 107,000			\$ 107,000	100%
Personnel and Training			\$ 50,875			\$ 50,875	100%
Purchased Services			\$ 193,500		\$ 15,000	\$ 208,500	100%
Financial Expenses			\$ 12,000			\$ 12,000	100%
Total Expenditures	\$ 0	\$ 0	\$ 1,637,805	\$ 0	\$ 15,000	\$ 1,652,805	100%
Revenues:							
User Charges			\$ 38,000			\$ 38,000	100%
Government Transfers			\$ 40,000			\$ 40,000	100%
Transfers from Obligatory Reserve Funds			\$ 48,000			\$ 48,000	100%
Transfers from Town Reserves and Reserve Funds					\$ 15,000	\$ 15,000	100%
Total Revenues	\$ 0	\$ 0	\$ 126,000	\$ 0	\$ 15,000	\$ 141,000	100%
Total Levy Requirement	\$ 0	\$ 0	\$ 1,511,805	\$ 0	\$ 0	\$ 1,511,805	100%

*Finance 1225 a separate department is new for 2021 having been broken out from 1200 Corporate management

Overhead**Division Team Leader: Sonya Skinner, CAO****Division Overview**

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

The division provides 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.

Corporate Management provide professional advice to Council and direction to the Corporation with a focus on results, leadership, accountability, and organizational values.

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 2020 accomplishments; 2021 priorities; pressures and trends; and budget details on their individual business plans.

The budget details in this business plan represent revenues and expenses that cannot be allocated directly to one of the functional areas of Corporate Management – Office of the CAO, Clerk Services, and Finance. It is in addition to and not a rollup of these three functional areas.

Staffing Complement

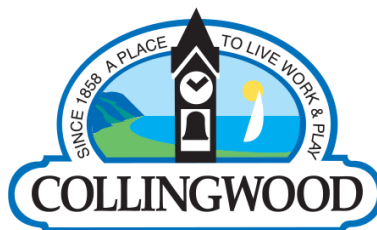
	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	0	0	0	0	0
PT	0	0	0	0	0
Contract	0	0	0	0	0
Seasonal	0	0	0	0	0

Operating Budget Details

Corporate Management Overhead	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 2,725,598	\$ 2,415,241	\$ (2,355,241)			\$ 60,000	-97.5%
Administrative Expenses	\$ 79,150	\$ 136,000	\$ (50,000)			\$ 86,000	-36.8%
Operating Expenses	\$ 96,946	\$ 71,000	\$ (65,500)			\$ 5,500	-92.3%
Information Technology and Communications	\$ 227,458	\$ 186,800	\$ (115,800)			\$ 71,000	-62.0%
Personnel and Training	\$ 53,937	\$ 127,500	\$ (120,000)			\$ 7,500	-94.1%
Utilities	\$ 29,602	\$ 39,800	\$ 2,340			\$ 42,140	5.9%
Equipment Related	\$ 35,961	\$ 37,200				\$ 37,200	0.0%
Vehicle and Fleet Related							0.0%
Legal Expenses	\$ 48,859	\$ 200,000				\$ 200,000	0.0%
Purchased Services	\$ 195,801	\$ 164,500	\$ (164,500)				0.0%
Long Term Debt Servicing	\$ 1,803,834	\$ 1,775,546	\$ (54,890)			\$ 1,720,656	-3.1%
Financial Expenses	\$ 5,440,470	\$ 1,090,835	\$ (687,786)			\$ 403,049	-63.1%
Premise and Site	\$ 23,489	\$ 44,000	\$ 315,000			\$ 359,000	715.9%
Transfers to Capital	\$ 16,689	\$ 5,000	\$ (5,000)	\$ 183,200		\$ 183,200	3564.0%
Transfers to Town Reserves and Reserve Funds	\$ 4,324,331	\$ 1,681,000	\$ 26,000		\$ 505,746	\$ 2,212,746	31.6%
Total Expenditures	\$ 15,102,125	\$ 7,974,422	\$ (3,275,377)	\$ 183,200	\$ 505,746	\$ 5,387,991	-32.4%
Revenues:							
Municipal Taxation							0.0%
User Charges	\$ 413,548	\$ 418,300	\$ (47,300)			\$ 371,000	-11.3%
Government Transfers	\$ 629,700						0.0%
Other Municipalities							0.0%
Investment Income	\$ 543,633	\$ 600,000	\$ (400,000)			\$ 200,000	-66.7%
Donations	\$ 1,589						0.0%
Rentals and Concessions	\$ 52,443	\$ 85,649	\$ (2,158)			\$ 83,491	-2.5%
Other	\$ 3,253,684	\$ 1,124,370	\$ 136,380			\$ 1,260,750	12.1%
Transfers from Obligatory Reserve F	\$ 140,091	\$ 140,091				\$ 140,091	0.0%
Transfers from Town Reserves and F	\$ 2,912,520	\$ 200,000	\$ (172,604)			\$ 27,396	-86.3%
Total Revenues	\$ 7,947,208	\$ 2,568,410	\$ (485,682)	\$ 0	\$ 0	\$ 2,082,728	-18.9%
Total Levy Requirement	\$ 7,154,917	\$ 5,406,012	\$ (2,789,695)	\$ 183,200	\$ 505,746	\$ 3,305,263	-38.9%

Major Changes	
Unavoidable	
Salaries and Benefits	COLA and merit level increases for 11 FTE + \$150k Salary contingency for compensation review
Administrative Expenses	Integrity Commissioner (20k), Office Supplies (15k), Printing & Stationery (14k)
Operating Expenses	Marriage Licenses (10k), Sundry (55.5k)
Information Technology and Communications	Annual Support (100k), Cellular Telephone (7k)
Personnel and Training	Conferences (20k), Courses & Workshops (13.5k), Dues, Fees & Memberships (29.5k), Staff training (45k), Travel & Business (12k)
Purchased Services	Studies (65.5k), Audit (31k), Contracted Services (68k)
Financial Expenses	Accessibility (7.5k), Insurance 22k, Judicial Inquiry (700k), Service Charges (12k), WSIB Supplementary 9k
Premise and Site	Covid-19 315k
User Charges	Oath & Commission (9.3k), Returned Cheque Fee (3k), Tax Certificate (35k)
Investment Income	(\$400k) COVID 19 reduced interest earnings
Other	Licenses (20k), Lottery Licenses (15k), Expense Recoveries 91k
Growth	
Transfers to Capital	Accommodation Town Hall (Covid related)\$100k , Growth Accommodation PW 10th line growth \$180k,
Service Enhancements	
Transfers to Town Reserves and Reserve Funds	\$505,746 amount that is above the tax levy funded 2% operating budget cap set by Council

Customer & Corporate Services



Customer Service

Division Team Leader: **Executive Director (Overall)**
 Ingrid Masiak (Customer Service)

Division Overview

The Customer and Corporate Services Division's overall leadership (Executive Director and Executive Assistant) as well as division-wide costs are included in this Business Plan. As well it includes that staffing and activities of the Customer Service Division.

The remaining CCS Divisions – Fleet and Facilities, Information and Information Technology and Human Resources – have separate Business Plans that stand separately and do not roll up into this Business Plan.

The Executive Director's office manages several initiatives directly, including the Town's corporate communications and its climate change and green leadership.

The Customer Service Division is responsible for leadership of Customer Service for the Town, including establishing and continuously improving the Centre of Excellence and delivering frontline Town Hall public liaisons. This department was created in late 2019, with the Manager of Customer Service joining at the beginning of 2020.

- To provide Customer Service leadership for the Town by creating and maintaining effective customer focused strategies and solutions to ensure customer satisfaction.
- Continue to support all manner of requests through various intake channels including in-person, phone, email, mail and social media within the defined service levels outlined in the Common Service Standards.
- Work collaboratively with departments to build on knowledge management resources to support first contact resolution within customer service whenever possible and keep transfers and referrals at a minimum for general requests.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT			6		6
PT					
Contract				1	1
Seasonal					

Division's Pressures and Trends, including Public Input

Since the establishment of the Customer Service Division (CSD) the utility of services provided by this area has grown substantially. As a center-point for customer inquiry, the Town has seen more and more reliance upon the growing knowledge base of the division, rapid response times, and the adoption of service delivery to provide efficiencies for other departments in the organization. Monitoring of inquiry topics is being used for continuous improvement in the Town's resources to residents, visitors, and businesses.

In addition to natural growth, strategic growth is being planned to further enhance the customer experience and provide further efficiency for response to stakeholder needs. An example of this is a proposed project to consolidate incoming phone lines to help customers avoid multiple phone calls to departments in search of a response to inquiries, as well as avoid having to hunt through multiple phone lines for the correct respondent. A successful outcome to this important project will see incoming call volumes increase dramatically for the CSD.

March 2020 saw a dramatic shift in processes with the onset of the global pandemic. Initially, in response to emergency orders, CSD staff worked from home but experienced call and email volumes unlike anything seen before. Once they were able to return to Town Hall, the electronic and phone volumes did not diminish significantly, and foot traffic has returned to near pre-Covid levels. Additionally, CSD staff have added mail handling to current responsibilities as physical distancing requirements have made this the most efficient way to manage incoming mail. This, and other responsibilities adopted during the pandemic, are expected to impact the level of response to requests and add additional pressures to the existing staff.

Finally, like many divisions within the organization, pressures on the CSD also include the continued growth of the community as a whole. Services are expanding in response to the needs of the growing constituency, and Council's encouragement of an open Town Hall to serve these needs and explain services, is also growing.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Provide an authoritative Set of Programs and Services resulting from the Service Delivery Review project	Support Council and staff's understanding of each consistently defined municipal service, the expenses associated with each defined service, impacts associated with changes to service standards, and seek improvements to the services and or better delivery options	X			
Integrated Customer Service Strategy	Building on the Common Service Standards that were launched in 2020, continuing to monitor and report on customer service trends, determining hours of services, service locations and technology to enhance the customer experience.	X			
Cross-training of Front-Line CSRs to support growing number of requests	Continue cross-departmental training to enhance CSR skillsets to support broader types of customer inquiries	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Continue the evolution of the Greener Collingwood staff group and respond to Council's declaration of a Climate Change Emergency	Manage the Town's internal green initiatives through the Green Team. Seek funding or efficiencies within the base budget to support the addition of a contract staff to lead and consolidate sustainability initiatives that reduce the Town's carbon footprint and provide an example of environmental stewardship in the community.	X			
Conduct de-escalation and other corporate customer service training to ensure that staff are equipped and prepared for increased standards and the pressures of providing good customer care	Great customer service is not accidental, and interacting with all manner of clients can provide, at times, significant challenges. Consistent and ongoing training is essential to providing a high standard of care for our stakeholders.	X			

Previous Year's Priorities

What we accomplished – Comment

This was the infancy year for the division and started with a department-by-department fact finding mission to understand the current state of customer service and opportunities across the Town. After meeting with key frontline facing individuals across all departments, several opportunities were gathered and addressed along with many COVID-19 related improvements such as: building a COVID-19 Services & Facilities Impacts page on our website; creation of a knowledge management library of articles to support the ability of all staff to answer general knowledge questions; preliminary work on simplifying the customer experience accessing Town services by migrating to one number; and the start of cross-training PRC & Town Hall customer service ambassadors to broaden their skill sets.

COVID-19 presented unique challenges for all departments, especially for customer service staff, however we remained accessible by virtual means through the height of the pandemic, providing support for Town services as well as skilling up on COVID-19 federal and provincial mandates and relief programs to support residents. Town Hall was reopened on a modified schedule in late July to resume support of in-person service and quickly pivoted to resuming full business hours in September, which was well received by patrons.

Since tracking began in April, the Customer Service team has supported an average of 900 citizen inquiries per month, increasing month over month, across all channels. To help support teams cross-functionally, Customer Service Ambassadors received training to enter By-Law complaints directly into the system and increase efficiency internally, while providing timely customer service to those filing a complaint. The partnership with By-Law was also extended to have Customer Service help support voicemail and email requests for general information for citizens contacting the By-Law team directly, with the intent to improve resolution time and allow By-Law staff to focus on more complex issues.

Common Customer Service Standards were launched across all Town departments. These standards outline the level of service that we strive to achieve when a customer reaches out via any contact method (phone, email, online, social media, mail).

Implementation of a basic tracking tool for all incoming requests to the Customer Service Ambassadors to being gathering base line data to formulate future metrics and KPI as well as gathering an understanding of the type of data and metrics we should be collecting in advance of a software tracking solution.

Service Delivery Review consulting project kicked off in year with Deloitte the successful proponent. Funding provided by the Ministry of Ontario. The project will tackle several key initiatives including:

Previous Year's Priorities

What we accomplished – Comment

- A rationalized listing of Programs and Services, using an accepted methodology such as the Ontario Public Service's "Defining Programs and Services in the OPS" approach, with the intent to understand the outcomes of each program on the users.
- A high-level overview of the Town's current delivery approach for each service, highlighting opportunities for streamlining and where further reviews are warranted,
- Financial investment in each service and identification of opportunities for efficiencies and cost savings, including where the Town could better focus on its core businesses,
- A vision on the physical locations for these services and what offerings should be available online,
- Proposed program performance success measures, as well as services customer service measures, considering current measures, public needs and approaches used by other municipalities (to incent productivity and performance and support driving efficiencies and modernization focus toward municipal services centered on the public),
- The business requirements for a customer management system to support and improve customer service excellence, including a review of available tools and their use by Ontario municipalities, and
- Where there may be opportunities to share resources across municipalities.

As part of our climate focused 'green' initiatives through our Fleet & Facilities Division:

We were successful in getting the NRCan grant for the install of public electric vehicle charging stations. The value of this grant is up to \$120k. Fleet has begun the designing phase, with implementation targeted for 2021.

Lighting retrofit and replacements have continued in 2020 in several Town of Collingwood facilities upgrading to more efficient LED lighting.

We have met the reporting requirements of O. Reg. 507/18 where we report on our natural gas and electricity consumption.

We have also started to put in place a process to track and analyze energy bills.

We are helping the Collingwood Climate Action Team determine a baseline for community wide GHG emissions by providing consumption data for the Town.

With the global pandemic, additional focus and pressure was placed on external communications throughout most of 2020.

However, many successes were realized in activities such as:

ensuring up to date information about how to access Town services throughout the various stages of the pandemic was readily available on the website, social media and through print via our Town Pages.

Sharing Public Health information and guidelines to promote a safe community via sharing and retweeting on Facebook and Twitter as well as highlighting key messages on the Town website homepage and notices.

Previous Year's Priorities

What we accomplished – Comment

The creation of a COVID-19 Portal on the Town website to act as a community HUB bringing information together from across various levels of government such as: Town Services, Health Information, Information for Businesses, Social Support, Provincial and Federal Government updates.

A COVID discussion board was created on our Engage Collingwood platform to encourage residents and visitors to pose questions and share positive community stories.

What we did not get done – Comment

Implementation of a software solution for customer service requests was not completed in 2020. However, an RFI was issued to gain an understanding of available products and the Service Delivery Review will provide key business requirements to help ensure an appropriate solution.

Operating Budget Detail

Corporate & Customer Service	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits		\$ 665,350	\$ 5,119		\$ 110,000	\$ 780,469	17.3%
Administrative Expenses		\$ 12,000				\$ 12,000	0.0%
Operating Expenses		\$ 22,500				\$ 22,500	0.0%
Information Technology and Communications		\$ 34,500	\$ 14,400			\$ 48,900	41.7%
Personnel and Training		\$ 19,000				\$ 19,000	0.0%
Purchased Services		\$ 20,000				\$ 20,000	0.0%
Total Expenditures	\$ 0	\$ 773,350	\$ 19,519	\$ 0	\$ 110,000	\$ 902,869	16.7%
Total Levy Requirement	\$ 0	\$ 773,350	\$ 19,519	\$ 0	\$ 110,000	\$ 902,869	16.7%

Major Changes	
Unavoidable	
Salaries and Benefits	COLA and merit increase for 3 staff
Information Technology and Communications	Social Media Marketing accountability transferred from Marketing and Economic Development budget (Wordjack)
Service Enhancements	
Salaries and Benefits	Climate Change Specialist

Fleet and Facilities

Division Team Leader: Dave McNalty

Division Overview

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. Develops opportunities for the electrification of the fleet.

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, standby generator maintenance inspection and repair, fire and life safety systems 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 obtaining Facility Condition Assessments and the development of the Town Asset Management Plan for all facilities. Manages Terminals facility, communication carriers and Yacht club lease and facility.

Staff Accommodation

Identifies and analyses staff accommodation requirements and recommends the best use of Town facilities 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.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	4	4	4	1	5
PT					
Contract					
Seasonal					

The above identifies the addition of a full time Capital Projects Coordinator as a growth requirement. This position has been identified as a very high need by senior staff and Department Heads.

Division's Pressures and Trends, including Public Input

The ongoing maintenance requirements and identified next steps in determining the future disposition of the Grain Terminals and its' impact on the development of the waterfront implies a multi-year project that must be resourced properly to obtain the desired outcomes. Immediate steps include attaining a heritage assessment, engaging a P3 consultant to advise on the process and assist with the development of an open market competition and soliciting proposals for future opportunities for the site.

The 2021 operating budget request includes the addition of one permanent staff position. A Capital Projects Coordinator is required in order to allow for greater completion of facility related capital and maintenance projects as well as the management of corporate wide service contracts and broader initiatives such as the Terminals project, climate change response and staff accommodations. Each year, several projects are not completed due to the limited capacity to manage the projects, while the procurement and documentation requirements continue to increase.

The COVID 19 response continues to impact the resources needed, necessitating increased contracts, more and better cleaning products, more sanitization and more comprehensive oversight.

Several corporate facility maintenance contracts (i.e. - Fire and Life Safety System Inspection and Repair, Emergency Generator Inspection/Maintenance/Repair, Cleaning Services, etc.) have been put in place and require ongoing management to achieve the objectives. The management of these service contracts is critical, particularly in light of the pandemic, and time consuming. There are several more opportunities to develop corporate service contracts on items such as passenger elevators, overhead doors inspection, maintenance and repair, HVAC system maintenance, etc. Some of these requirements are legislated, while others illustrate good health, safety and risk management opportunities while being cost effective. The additional resource will enable these objectives to move forward.

Facility Condition Assessments for all Town facilities are planned for 2021. This effort will inform the Asset Management initiative and satisfy legislated requirements, and will also provide the detailed data required for the development of additional corporate-wide facility maintenance contracts. A disciplined approach to determining the long term asset management needs for fleet and facilities will provide Council with increased confidence that there has been appropriate investment in reserves and reserve funds to meet the longer-term capital needs.

Energy conservation and Greenhouse Gas reduction projects are critically important and will be a focus of the division in 2021. The compilation of a complete Greenhouse Gas inventory that result from the Town's corporate-wide activities will enable the development of action plans going forward in response to the Climate Change initiatives.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Deliver Grain Terminals RFP and Manage Evaluation Process	Deliver the heritage assessment, hire P3 advisor and execute RFP and evaluation of proposals.	\$20,000	\$320,000		
Additional Staff Position	A Capital Projects Coordinator is required in order to allow capacity to manage Grain Terminals work, along with completion of facility related capital and maintenance projects and the management of corporate wide service contracts.			\$100,815	
Facility Condition Assessments, and delivery of asset management plan for town facilities	Oversight of the consultant contract for asset data collection for all Town facilities.	X			
Corporate Service Contracts	Development of additional well designed and transparent VOR contracts for fleet and facilities to reduce ongoing procurement loads, assist with effective and economical management of day to day concerns in the longer term.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Staff Accommodation	Deliver a comprehensive updated study, considering COVID and work at home, that recommends staff and Council accommodations over the next 10 years, including near-term changes and future years asset needs (e.g. Town Hall expansion, potential 3 rd floor renovation, etc.). Proceed with minor renovations at Town Hall and other administration offices to address COVID-19 response and interim improvements to customer service counters.	X			
Energy Consumption Analysis	Centralized real-time analysis of corporate wide energy consumption related to the Town's own use.	X			
Greenhouse Gas Inventory	Development of a complete corporate Greenhouse Gas inventory as the basis for the implementation of a Climate Action Plan for the Town's own facilities and usages.	X			
Fleet Asset Management	Continue to develop the use of Worktech to maintain work history and costing information and further the fleet asset management activities.	X			

Previous Year's Priorities

What we accomplished – Comment

Provided strong and ongoing corporate support for COVID-19 response initiatives, including working with local spirits providers on initial batch of hand sanitizer, delivering increased sanitization across all Town facilities, and coordinating the creation of a sanitization Procedure.

Modified corporate cleaning contract scope and deliverables and enhanced quality assurance initiatives.

Completed the installation of HVAC systems at 507 Tenth Line, in preparation for expanded offices capacity.

Secured NRCan grant funding for electric vehicle charging stations.

Coordinated all maintenance, inspection and repairs for standby generators and fire and life safety systems.

Secured foundation inspection and report for the Terminals.

What we did not get done – Comment

COVID-19 response had a significant impact on the Fleet and Facilities division in 2020. Many adjustments to the corporate cleaning contract, staff and fleet redeployment, sourcing of critical supplies and reorganization of workplaces consumed staff time and took away from work to complete planned projects. In some cases, projects were delayed in order to avoid unnecessary exposure in essential service facilities.

LED lighting upgrades were delayed through a combination of a lack of resources and actions to reduce facility exposure to COVID-19.

Some of the recommended short term maintenance work at the Terminals was delayed due to resource limitations.

Design for the replacement of the library doors to improve accessibility and reliability is in progress and is expected to proceed in 2021.

Operating Budget Details

FLEET & FACILITIES							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 439,527	\$ 454,193	\$ 16,063	\$ 100,815		\$ 571,071	26%
Administrative Expenses	\$ 377	\$ 1,500				\$ 1,500	0%
Operating Expenses	\$ 1,972	\$ 2,250				\$ 2,250	0%
Information Technology and Communications	\$ 3,874	\$ 15,500	\$ (12,500)			\$ 3,000	-81%
Personnel and Training	\$ 563	\$ 4,500				\$ 4,500	0%
Utilities	\$ 10,940	\$ 15,600	\$ 150			\$ 15,750	1%
Equipment Related		\$ 13,000	\$ (12,500)			\$ 500	-96%
Vehicle and Fleet Related	\$ 1,079	\$ 4,000				\$ 4,000	0%
Purchased Services		\$ 20,000	\$ 320,000			\$ 340,000	1600%
Financial Expenses	\$ 1,861	\$ 1,500	\$ 300			\$ 1,800	20%
Premise and Site	\$ 33,533	\$ 38,800	\$ (13,800)			\$ 25,000	-36%
Transfers to Capital		\$ 175,000	\$ (175,000)				-100%
Total Expenditures	\$ 493,727	\$ 745,843	\$ 122,713	\$ 100,815	\$ 0	\$ 969,371	30%
Revenues:							
Rentals and Concessions	\$ 52,383	\$ 52,000				\$ 52,000	0%
Other	\$ 2,893		\$ 2,500			\$ 2,500	100%
Transfers from Town Reserves and Reserve Funds		\$ 20,000	\$ 300,000			\$ 320,000	1500%
Total Revenues	\$ 55,276	\$ 72,000	\$ 302,500	\$ 0	\$ 0	\$ 374,500	420%
Total Levy Requirement	\$ 438,451	\$ 673,843	\$ (179,787)	\$ 100,815	\$ 0	\$ 594,871	-12%

Major Changes	
Unavoidable	
Salaries and Benefits	COLA and merit 1 staff
Information Technology and Communications	Remove Cabling cost for Sheffer Court 2020
Purchased Services	Grain Terminals RFP \$300k and Heritage Assessment \$40k (Staff Report CCS2020-06 Path Forward)
Premise and Site	Sheffer Court accommodation lease terminated
Transfers to Capital	Remove 2020 Capital project Office and Shop Improvements 507 10th Line
Transfer from Own Funds	\$300k for Grain Terminal RFP from Sale Proceeds Reserve Fund (Staff Report CCS2020-06 Path Forward)
Growth	
Salaries and Benefits	Capital Projects Coordinator

Human Resources

Division Team Leader: **Melissa McCuaig**

Division Overview

Human Resources is responsible for leading and administering the following functions:
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;
providing advice to departments, staff and Council; and,
ensuring employment and legislative compliance.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	3	3	3	0	3
PT					
Contract					
Seasonal				1	1

Division's Pressures and Trends, including Public Input

Compensation Strategy: Once the recommendations of the compensation review project are presented, implementation of the approved changes will have to be communicated and required follow up conducted including job description updates, policy revisions/updates, etc. 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

Diversity & Inclusion: As a starting point in the effort to advance inclusivity and diversity in the community, we can start within the organization to educate and advance the awareness of staff to recognize and remove biases in the workplace. While we are an equal opportunity employer and abide by all current legislation relating to an individual's rights to employment under the Human Rights Code and Accessibility Standards, there is no specific policy currently guiding hiring practices or policies to ensure, or encourage, a more inclusive workplace. Policies related to other employment areas such as performance management, training and development, harassment, discrimination, etc. will also need to be reviewed from the equity perspective.

Judicial Inquiry impacts: The recommendations from the Judicial Inquiry will be reviewed to determine impacts on and revisions to our HR policies and procedures.

Staffing priorities: A certain level of staff turnover is expected during the course of the year but changes to operations also affect staff levels and composition. Budget constraints may require Council to look at the level of service it wants to provide to the ratepayers – staffing levels may be affected and have to be managed accordingly. With several staff retirements in key positions pending in the next few years, together with the 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.

Risk management: 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.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
			Inflation/ Unavoidable Increase	Growth	Service Enhancements
Priority	Description and Justification if Applicable				
OPERATIONS					
Compensation Review	Initiated in 2019, it is anticipated that the project will be completed in 2020 with implementation in 2021	X			
Performance Management system	Implementation of an improved system that is user-friendly and more flexible (ability to be tailored for specific functions)	X			
Health & Safety Programs	Respiratory Protection Program, Hearing Conservation Program, etc.	X			
Collective agreement negotiations	Two collective agreements are due for re-negotiation – Public Works (CUPE expired April 2020) and Water (IBEW-W expires August 2021)	X			
Employment lifecycle management	Mapping the process starting from when 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 – coordination is required with H&S, IT, Communications, Purchasing, Clerk Services, etc.)	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
			Inflation/ Unavoidable Increase	Growth	Service Enhancements
Priority	Description and Justification if Applicable				
Judicial Inquiry impacts	Recommendations from the JI will be reviewed for potential impacts on and revisions to HR policies and procedures (e.g., Code of Ethical Conduct, whistle blower, etc.)	X			
Diversity & Inclusion	Training for staff and Council to increase awareness and help identify biases				\$15,000
HR Support	Current capacity does not meet organizational needs – additional support would create capacity to improve current processes; potential opportunity for a local youth to develop valuable career skills				\$21,040
Develop Work from Home (WFH) Policies	Develop a framework for WFH arrangements to reduce the spread of COVID while continuing to provide essential services for residents; facilitate options to contribute to work-life balance, and reduce carbon emissions		\$15,000		

Previous Year's Priorities

What we accomplished – Comment
Recruitment (as of October 31) – 38 Job postings/competitions (several vacancies due to retirement and organizational realignment/new positions) resulted in approximately forty-eight (48) hires. Three (3) orientation sessions were conducted in person before March, a subsequently a new process was developed to deliver orientation online due to new COVID-19 protocols.
Staffing impacts due to COVID – Approximately sixty-five (65) part-time/casual staff were placed on Declared Emergency Leave (DEL)/Temporary Layoff (TLA) in March with all having been recalled. Developed Staff skills inventory and temporarily redeployed approximately ten (10) staff to other divisions where critical assistance was needed COVID Tracing – developed daily attendance process to monitor health of staff, regular reporting to CAO
Labour Relations – International Brotherhood of Electrical Works (IBEW), Wastewater expired on March 31, 2020, new 4-year agreement ratified. The current agreement with Canadian Union of Public Employees (CUPE) expired on April 30, 2020, negotiations are scheduled to begin in November 2020. Coaching exercise conducted with Public Works staff with action plan being developed
Health & Safety Program – Successfully completed Ergonomics Initiative (Part 2) and included all divisions and a team approach. Corporate Procedures: Workplace Violence and Harassment (in progress); Respiratory Protection (in progress) Environmental: Special Project (Climate Change and other environmental initiatives). COVID-19: Case Management; Cash Handling; Contractor Screening; In-Person Gatherings; Mail Handling; Providing First Aid and CPR; Screening; Use of Face Masks; Contractor Safety Management (in progress); standardized procedures
Risk Management – Job Demands Analysis (10), noise surveys (2 completed, 6 more planned). Provided support for: Workplace Inspections (MJHSC), Division Safety Meetings (Environmental Services); First aid kits vendor managed program at all locations up until March, then trained the JHSC to complete. COVID-19: Support the Town with Pandemic Planning and Business Continuity Planning; Response & Recovery Team; Review re-opening plans and department specific procedures
Training and Development – Health & Safety: Standard First Aid & CPR/AED (Planned 57/Completed 6); Hearing Testing (Planned 52/Completed 40); Helped to Coordinate Working at Heights, Confined Space, and Traffic Protection Plan (Book 7) training; Virtual Orientation. *training extensions due to COVID *hearing testing only for essential services COVID-19: JHSC Training (first aid kits and COVID-related inspections); COVID Captain Training; Supervisor/Manager/DH Training on COVID-related procedures; All Staff Training; moved to virtual training.

Previous Year's Priorities

What we did not get done – Comment
Compensation Review – project behind target due to COVID, Job descriptions have been sent to the consultant (October)
Performance Management System – a new PMS was put on hold for 2020 due to staffing and financial resource constraints (COVID), the old system was deactivated in July, currently managing Performance Management process manually until a new system is in place.
Group Health Benefits – a working group comprised of representation from all employee groups, reviewed Benefits survey results, meeting with broker to discuss potential options/changes to current Benefits based on the survey results, project put on hold due to COVID
HR Policies – the update of some policies are dependent upon the completion of the compensation review; Sick Leave Policy (in progress)
Programs - development of Wellness Program/Initiatives, employee engagement on hold due to COVID priorities

Operating Budget Details

HUMAN RESOURCES							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 220,313	\$ 279,801	\$ 28,102		\$ 21,040	\$ 328,943	18%
Administrative Expenses	\$ 1,131	\$ 10,500				\$ 10,500	0%
Operating Expenses	\$ 203	\$ 1,000				\$ 1,000	0%
Information Technology and Communications	\$ 9,564	\$ 18,600	\$ (10,000)			\$ 8,600	-54%
Personnel and Training	\$ 48,329	\$ 89,495	\$ (10,000)			\$ 79,495	-11%
Equipment Related			\$ 15,000			\$ 15,000	100%
Legal Expenses	\$ 1,085	\$ 10,000				\$ 10,000	0%
Purchased Services	\$ 5,015	\$ 48,500	\$ (43,500)		\$ 15,000	\$ 20,000	-59%
Total Expenditures	\$ 285,640	\$ 457,896	\$ (20,398)	\$ 0	\$ 36,040	\$ 473,538	3%
Revenues:							
Government Transfers	\$ 7,126						N/A
Total Revenues	\$ 7,126	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Total Levy Requirement	\$ 278,513	\$ 457,896	\$ (20,398)	\$ 0	\$ 36,040	\$ 473,538	3%
Major Changes							
Unavoidable							
Salaries and Benefits	COLA and merit 1 staff						
Purchased Services	Remove 2020 consulting for compensation review						
Contracted Services	Reduce 2020 \$10k recruitment and \$5k for Survey						
Occupancy	Reduce 2020 annual support (software) Performance Management software						
Service Enhancement							
Salaries and Benefits	HR Support						

Information Technology

Division Team Leader: Mike Nancekivell

Division Overview

The Town of Collingwood's (TOC) Information Technology Department is a key strategic corporate service and is increasingly a central element behind the achievement of the Town of Collingwood's short and long term goals and objectives. This was one of the primary rationales behind the decision to establish a Town of Collingwood IT department in 2017.

In addition to the acquisition, management, and maintenance of a robust, reliable and secure information technology and telecommunications architecture, IT increasingly has an integral role to play with respect to the ongoing development of corporate software applications as well as the integration of corporate and departmental applications so as to maximize efficiencies and the effectiveness of these applications.

Furthermore, IT has a vital role to play with respect to the development of customer facing applications and Customer Relationship Management (CRM) tools that facilitate and optimize our customers' experience when making use of the Towns' service offerings.

Lastly, the IT departments is the steward of one of the Towns' most important asset's which is the Town's information and data.

A large component of the Town's spatial data and information is directly supported within the GIS component of the IT Department. Geographic Information Systems is a framework for gathering, managing, and analyzing many types of spatial and tabular data. The Town's GIS specifically has a large role in bringing various software suites together for maximum efficiencies by sharing insights into patterns and relationships. Overall operational efficiencies and public engagement are a high priority for staff.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	3	3	4		4
PT					
Contract	1	1			
Seasonal		1		1	1

Division's Pressures and Trends, including Public Input

As the municipality drives towards more technology driven solutions, the reliance on the Information Technology Services department remains critical as we see a continued increase in the amount of support related requests. The current workload that is on IT is overwhelming, often consuming more than 80% of available resources just to support the day-to-day operation of the department. During a pandemic year, the demand is even higher. As we increase staff and technologies, there should be more IT resources dedicated towards implementing and maintaining what we have. Routine management for GP, Cityview and Perfectmind has been transferred into Information Technology Services in 2020 and more into 2021, which also adds to the resourcing needs.

In response to growing corporate needs and emphasis on technologies required to improve customer experiences, as well as creating efficiencies that extend staff resources in all departments, future resources that must be considered are an IT Business Analyst/Software Specialist and a Systems Administrator. Without these resources, staff are navigating the introduction of softwares and business systems as needs arise and without a holistic overview of efficiencies that could be managed via corporate approaches and system architecture.

A major initiative of the Town in 2021 is the delivery of the Asset Management Plan for linear assets. A key part of baselining the current assets and their condition is the GIS data. A seasonal position has been requested to support the GIS Technician in inputting and maintaining this essential information.

The pandemic has also made us think about the need to have a mobile-first strategy to provide more substantial working capabilities. We will see more of a shift towards providing staff the required support to perform their jobs functions remotely.

We will also continue to support the customer service enhancement journey that was started in 2020 and are assisting with those needs as they arise.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Resolve recommendations provided by IT Security Assessment in 2020	IT Security re-assessment will be performed by end of 2020 year. Will look to resolve the recommendations out of this assessment.	X			
Lead or steward with departments the implementation of IT capabilities per IT Steering Committee decisions		X			
GIS Needs Assessment/Governance	Identify current and future needs, gaps and recommendations to assist with creating GIS governance policy	X			
GIS Seasonal Position	New position to enable delivery of Asset Management Plan		X		

Previous Year's Priorities

What we accomplished – Comment

2020 marked the 3 year of operation of the Information Technology Services Department. Continuing off a successful 2019, the IT Department continued to move forward in 2020 despite the COVID pandemic, albeit in somewhat of a reduced capacity. This is namely due to the increase in remote support requirements for staff. We prioritized “keeping what’s running, running” over new initiatives. This doesn’t mean we weren’t successful in meeting our goals. These are some of the highlights in addition to our daily priorities.

January saw the creation of our Virtual City Hall environment. Virtual City Hall was one of the recommended priorities established through the IT Steering Committee. The environment was created and pointed to our testing environment for testing and training purposes. Part of this rollout enabled an e-sending component which allows for bills and related material through great plains to be sent electronically. January also saw the decommissioning of the Collingwood Judicial Inquiry office space and reconfiguration of space to support the future move back of the Finance team.

February saw the decommissioning and archival of some older legacy servers. These servers were slowly being decommissioned during 2019. They were physically taken offline. We also created a new database server to assist with the future decommissioning of an older database server that is due for retirement this year.

March brought about interesting times which saw a rapid rollout of solutions quick to support work from home, Council meetings and information sharing among staff. The pandemic saw the rollout and quick implementation of several solutions including Microsoft Teams and the development of an internal SharePoint intranet site. Both solutions assisted staff in staying virtually connected to colleagues and allowed continued collaboration. The pandemic also saw an update in remote access needs for staff. IT found themselves re-purposing old equipment to quickly support work from home. 30 temporary laptops were issued to staff during the initial onset. Remote access users doubled to 75 users with the capability to work from home. March also saw the temporary migration from onsite Council meetings over to a virtual platform called Zoom. Quick research was done on this platform to ensure it met the needs of the municipality giving it the capability to stream our meetings through our YouTube channel. A platform we continue to heavily utilize and support to this day. It should be noted that IT also saw an increased volume of support requests as a result of work from home which is still an ongoing issue.

In April, another major project was started which was the conversion of our base financial system Microsoft GP to the latest version. The version we were previously running was going end of support in 2020. This was the start of a significant undertaking by IT and the Finance team. We created the new environment which included new servers and leveraged the new database server that was created back in February. We did a temporary migration of the system and created a testing environment for finance and procurement to validate. April also saw the permanent move of Finance staff back to townhall which resulted in the decommissioning of the IT equipment at Sheffer court. April also saw the initial go-live of the staff

Previous Year's Priorities

What we accomplished – Comment

COVID resource portal on SharePoint. This was an intranet site that was rapidly internally developed to allow all staff to access resources they required both onsite and at home.

In May, we started to prepare for the Cityview expansion project by creating some new servers for the environment. Cityview expansion and upgrade was also another strategic priority established through the IT Steering Committee. Part of this project involves decommissioning of an old server along with segmenting the workload for security and performance reasons. IT also aided in expanding our PerfectMind recreation solution at our Harbour by configuring a Cellular iPad and wireless payment terminal. IT was also able to decommission another server at our library which was hosting obituaries. We merged this into our Collingwood.ca website with assistance from our website vendor. IT assisted Clerks with implementing YouTube feeds through the iCompass meeting portal.

June brought about a review of our current work from home scenario which saw IT work with County of Simcoe to increase the internet bandwidth between the Town and the County. IT spent some time in June on some GP migration go live planning, which also involved another migration test and refresh of the 2018 test environment that was created back in April. We also migrated our Cityview test database over to the new database server created in February.

July brought about some staff accommodation shuffles which involved PRC, Bylaw and Information Technology departments. Network infrastructure improvements were made to support these moves. The balance of the month was consumed by application migrations. We finalized our GP migration to a new version along with migrating and upgrading of Worktech. We also migrated the production Cityview database over to the new database server. Worktech was migrated away from a legacy web server that is due for decommissioning over to its own dedicated server which is further segmented within a demilitarized zone. Given the public facing nature of Worktech, a proper demilitarized zone was created which segments the server from our internal server environment. With this approach, it further supports our security initiatives.

August saw the internal development of our permanent staff SharePoint portal. This was a collaborative effort by a number of individuals in the organization and will be the platform to deliver staff information moving forward. Some additional staff accommodation moves were performed which involved IT moving related equipment and ensuring data and voice networks were available. IT also provided assistance in migrating the Museum's Point of Sale system over to PerfectMind. This involved a new terminal, payment processing and related equipment setup. By decommissioning the stand alone point of sale system, the museum has found efficiencies in using a common platform. August also saw IT circling back to another major IT project, the migration of our email over to Microsoft Exchange online. We identified a small test group of users and migrated them over to assist us with troubleshooting any issues in advance of the major cutover that will occur near the end of the year.

In September, the SharePoint committee launched our permanent Staff Intranet Portal. This is a vital single repository of communication related information that all staff have access to. Finance staff are also leveraging it to get 2021 budget input

Previous Year's Priorities

What we accomplished – Comment

items. We also performed some more test migrations to Microsoft Exchange online in preparation for phased migrations starting In October.

October was what we dubbed security awareness month where we performed some well overdue phishing tests along with some refreshed training on our Knowbe4 training portal. October will also see the decommissioning of a legacy GIS server and the start of user mailbox migrations to Exchange Online.

For the remainder of 2020, we will be working on a follow-up IT Security assessment, consolidating Library Phone system over to our main townhall system and performing a GIS upgrade to 10.7.1 version.

GIS Specific: Being that Geographic Information Systems' primary role is to support both internal and external customers, the accomplishments for 2020 and future plans for 2021 can be best broken down departmentally and administratively.

Collingwood Fire Services were looking for a new approach to their tracking of building pre-incident inspections and cataloging of spatial information in 2020. Working with the Training Officer, we created a set of datasets specific to the Fire Department and the safety and hazard information they wish to track in the field. Using the ArcGIS Collector application, Fire staff can now efficiently and consistently capture the required data and use it for their Fire Pre-Planning tracking and activities.

Once the Pre-Plan datasets are populated, there is a desire to implement an inspection tracking program using GIS solutions as well. Anticipated for early 2021. Building on our existing datasets, improving web maps, and creating GIS Dashboards for Management are also anticipated for 2021.

The Town's Public Works and Environmental Services have again seen various behind the scenes changes to the structure of their datasets over the year. Continuous editing and additions to the infrastructure layers (capital works and developments), including updating schemas and database design are ongoing and will continue to be so.

Updated Sanitary and Storm datasets were provided by two consulting firms and thus these new and more comprehensive datasets were imported into our GIS database to be used as our primary default data. Ongoing data manipulation and QA/QC efforts continue throughout 2020 with hopes of creating new and improved Storm, Sanitary, Water utility networks in 2021.

Another dataset also received this year was an update inventory of our Town owned trees and woodlots. This dataset has been imported and is set for further QA/QC measures to help ensure our datasets are the most comprehensive and up to

Previous Year's Priorities

What we accomplished – Comment

date. Once finalized, we will update the Tree Inspection mobile application that Public Work staff use to track the inspection, maintenance, and removal of such.

Our PW and ES field staff use a variety of mobile GIS applications to complete/track their work progress. With the importation of a variety of new data, we must also review and update their mobile applications to ensure they have the most accurate data in their hands. These applications are anticipated to be reviewed and updated still in 2020. Further to viewing data, there is a desire to also have the capability to update or capture new data in the field. This was to be completed for Water Staff in 2020 with the hopes that it will still be completed before year end.

The Water Department also had an update to their hydrant data in that we now have Flow Rates. This data was added to the hydrant layer and is being used by Water Staff and the Fire Department.

Economic Development and Planning had a desire to better understand the amount of vacant industrial/employment land available in the Town and through GIS analysis we were able to help support that request. The Planning Department also released the Heritage Buildings & District Interactive map and Story Map on our Town's website. Since Planning is currently undergoing an Official Plan review, we anticipate some data QA/QC and importation for 2021. Associated public facing interactive mapping of finalized Official Plan schedules are also expected, exact timing unknown.

The Building and Bylaw group requested a new dataset of MLEO zones to help define boundaries why responding to calls. This layer was added to the County Partner shared web map. The external facing GIS applications showing Building Permits and the associated statistical data were also reformatted and updated to include 2020 building permits.

Parks, in particular waterfront parks received a lot of damage in early 2020. GIS was used to track damage along the shoreline and when determining which trees needed to be replaced to due damage. Later in the spring, in response to the Covid-19 pandemic, Parks, Recreation and Culture had a request to ensure the Temporary Closures of Parks and Trails were kept up to date and shared publicly on the web maps. GIS analysis was also consulted in determination of capacity rates at some of our parks, in particular Sunset Point Park.

GIS data capture and editing of existing datasets is anticipated for 2021. We also anticipate using GIS to track inspections and maintenance through 2021 and beyond.

Previous Year's Priorities

What we accomplished – Comment

In conjunction with the Town's Coordinator of Community Well-Being and Inclusion, we designed and published a GIS software solution called Survey123 in response to the Covid-19 pandemic. This tool allowed the public submit to their personal information to volunteer their time and expertise to aid in the response.

Finance Department have been working with GIS to connect our infrastructure datasets (Sanitary, Storm, Water, Streetlight, Bridges, etc.) with Worktech for the Asset Management Plan due in 2021. This collaboration is expected to continue through to early next year.

On the administrative side of GIS, we continue to promote access to a shared online interactive map with internal users, support improved workflows, encourage communication and collaboration to ensure up to date data, and provide general GIS analysis and support wherever it is needed. Continued partnership and departmental reach will assist with our GIS inventory/needs analysis which is now targeted for 2021. Our previously created external facing online mapping and applications will be updated throughout late 2020 and into 2021 to ensure our products are maintained and improved upon. Increasing our community engagement by centralizing our maps, associated apps and data into one easily accessible ArcGIS Hub is planned for 2021. We plan to create a 'one stop shop' customer service based interactive map for the Town. This is also planned for 2021.

Previous Year's Priorities

What we did not get done – Comment

IT did not procure and implement a desired Security Information and Event Monitoring System. The COVID pandemic caused an unforeseeable issue and consumed a lot of staff hours to support. IT will bring this initiative forward again in a future year once the appropriate resources are available.

From a GIS perspective. The Covid-19 pandemic delayed various projects, including the addition of extra staff resources. This fall will see the addition of a contract GIS Support person via our Public Works division. This will aid in helping to ensure we are up to date, accurate, progressive with our datasets, including helping to manage the significant workload. Many decisions, including Senior Mgt. level are based on our geospatial inventories and we will be in a better position keep up with extra resources available late 2020 through part of 2021.

Operating Budget Details

INFORMATION TECHNOLOGY							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 398,880	\$ 381,413	\$ 42,547			\$ 423,960	11.2%
Administrative Expenses	\$ 2,290	\$ 2,500				\$ 2,500	0.0%
Operating Expenses	\$ 453	\$ 500				\$ 500	0.0%
Information Technology and Communications	\$ 58,659	\$ 112,100	\$ 8,050	\$ 6,000	\$ 5,700	\$ 131,850	17.6%
Personnel and Training	\$ 9,141	\$ 12,000				\$ 12,000	0.0%
Equipment Related	\$ 3,838	\$ 3,000	\$ (1,000)			\$ 2,000	-33.3%
Vehicle and Fleet Related	\$ 399	\$ 1,950	\$ (200)			\$ 1,750	-10.3%
Purchased Services	\$ 13,127	\$ 32,500	\$ (17,500)			\$ 15,000	-53.8%
Premise and Site			\$ 4,005			\$ 4,005	0.0%
Transfers to Capital	\$ 118,013	\$ 57,500	\$ 66,000			\$ 123,500	114.8%
Transfers to Town Reserves and Reserve Funds	\$ 5,500	\$ 31,000				\$ 31,000	0.0%
Inter-functional Transfers	\$ 5,333	\$ 5,333	\$ 7,758			\$ 13,091	145.5%
Total Expenditures	\$ 615,634	\$ 639,796	\$ 109,660	\$ 6,000	\$ 5,700	\$ 761,156	19.0%
Revenues:							
Other	\$ 113,146	\$ 112,850				\$ 112,850	0.0%
Transfers from Town Reserves and R					\$ 123,500	\$ 123,500	0.0%
Total Revenues	\$ 113,146	\$ 112,850	\$ 0	\$ 0	\$ 123,500	\$ 236,350	109.4%
Total Levy Requirement	\$ 502,489	\$ 526,946	\$ 109,660	\$ 6,000	\$ (117,800)	\$ 524,806	-0.4%

Major Changes	
Unavoidable	
Salaries and Benefits	Conversion of 1FTE FT from contract as well as COLA and merit increase for one staff
Information Technology and Communication	Adjustment of Office 365 license type for specific users \$3,550 and the addition of the UPS maintenance contract at Townhall \$4,500.
Purchased Services	Reduce consulting fees - not required in 2021
Premise and Site	Corporate allocation janitorial contract
Transfers to Capital	Removal of 2020 transfer to capital, plus \$37k UPS (uninterruptable power supply) for critical IT equipment at server room datacenter, \$34k primary system backup appliance, \$42k Network Server expansion due to growth
Growth	
Administrative	Office 365 backup
Service Enhancement	
Administrative	Telecom work from home - 30 new users due to COVID
Transfers from Town Reserves and Reserve Funds	Fund from Modernization Reserve

PROTECTIVE SERVICES



Collingwood Fire Services

Division Team Leader: Ross Parr

Division Overview

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.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	30	31	31		31
PT ⁽¹⁾	9	10	10	1	11 ⁽²⁾
Contract					
Seasonal					

⁽¹⁾ Complement is 12 PT. Managing turnover

⁽²⁾ Original staffing complement. Held back on filling positions until able to hire more than one at a time.

Division's Pressures and Trends, including Public Input

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. Response times will be monitored for effects to service delivery.

Increase in fire prevention related complaint responses and follow-up.

Certification Training – Provide certification training that is current and meets NFPA and all other applicable standards.

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, restaurants/bars/bistros.

The downloading of legislative requirements through fire and emergency services; i.e., Emergency Management and Public Education

Have legislative mandate to educate through fire prevention – public education for fire safety and fire prevention.

Pressures - more working fires; Trends – Covid-19 and senior population

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Customer Service	Online Burn Permits	X			
Fire Prevention	Enable email reminders to all businesses that require annual & semi-annual inspections. Digital format to reach commercial & industrial customers for requirements for that year.	X			
Training – Suppression & Fire Prevention	Quality Care Program – Recertification of all suppression staff with specialized training of Naloxone for opioid use and Epinephrine (EpiPen). 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.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
	Target Solutions Training – Online training; register, input & update record retention & management.				
Increase fire safety & public education services and inspections as set out in the Fire Protection & Prevention Act (FPPA)	Vulnerable Occupancy annual certification	X			
Succession Planning	Aggressive internal & external training & education for a path of continued future growth and development to promote from within the fire department.	X			
Emergency Management Program	Legislative requirements with annual compliance components. Climate change and environmental hazards. Pandemic	X			
Firefighter Certification to meet new Ontario Reg. changes and compliance	Meet new certification requirements that were introduced in 2020 by OFMEM.	X			
Building Preplanning / Familiarization	Familiarization of buildings & infrastructure. This is an ongoing project.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Fire Prevention staff track all public education activities and continue to track prevention inspections using Fire House software.	Ongoing process.	X			
Continuing a positive business relationship between the fire and building departments.	Ensure code compliance with the building and fire code requirements. Ongoing quarterly meetings.	X			
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)	X			
Emergency Management Plan Update	Ensure Emergency Management Plan is updated. This is a living document with updates and changes annually.	X			
Customer Service – Administrative Assistant and staff	Ongoing evaluation of requests and service enhancements, ie., zoom meetings; advancing technology with group fire prevention email; updated external phone messages for after-hours to bounce to captain's cell on duty; Target Solutions training portal.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Wellness Program	Peer Support Group annual educational session to promote wellness in the workplace. Sauna Ray; hearing testing; SEQEX bed a health & wellness technology pulsed electromagnetic field therapy device that produces Ion Cyclotron Resonance phenomena which improves microcirculation. Fit testing, HAZ MAT mandated recertification.	X			

Previous Year's Priorities

What we accomplished – Comment
Emergency Management Plan Project completed – plan, annexes and attachments updated.
OFMEM Annual Compliance - Emergency Management Training Exercises for Primary and Alternate members to be completed in November/December 2020 through virtual; the table-top exercise was not required for 2020 due to Pandemic
Critical Infrastructure Identification for the Town of Collingwood updated.
Quality Care Program – Medical directives refresher and training of all suppression staff with specialized training of Naloxone for opioid use & Epinephrine – Completed November
Track all suppression training in Target Solutions; program started in 2020
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.
Fire Prevention – 94 restaurants inspected. This includes all high risk restaurants (cooking suppression system, grease laden vapour) have been inspected.
Fire Prevention – Completed inspection of Hotels/motels – 9 hotels/motels in Collingwood
Wellness Program - Peer Support Group annual educational session to promote wellness in the workplace. Sauna Ray, SEQEX bed, hearing testing, Fit testing, HAZ MAT mandated recertification
Training – Staff training to Fire Officer 1 Level & Fire Officer 11 Level; limited completions due to COVID-19
Training – technical skills for elevator, auto extrication train the trainer & driver certification.
New Fire Rescue Boat Training – VHF Marine Radio training – completed by all firefighters
New Fire Rescue Boat Training – Pleasure Boat Operator – completed by all firefighters

Previous Year's Priorities

What we accomplished – Comment

New Fire Rescue Boat in service and has already been requested for calls.

What we did not get done – Comment

Alarmed for Life program inspection of homes for working smoke/co alarms. Did not accomplish due to Pandemic.

Fire Prevention – Restaurant Inspections - 2 restaurants have not been inspected yet as they are part of the resorts, to be completed in 2021.

Fire Prevention – Inspection of Resorts x 2 – to be completed in 2021

Training – technical skills for elevator, auto extrication train the trainer & driver certification. Not completed due to COVID-19

Training – Staff training to Fire Officer 1 Level & Fire Officer 11 Level – re-certifications affected due to Pandemic – will be completed when Ontario Fire College reopens.

Operating Budget Details

COLLINGWOOD FIRE SERVICES	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 4,228,011	\$ 4,312,790	\$ 62,206			\$ 4,374,996	1%
Administrative Expenses	\$ 4,561	\$ 5,800				\$ 5,800	0%
Operating Expenses	\$ 3,878	\$ 4,000				\$ 4,000	0%
Information Technology and Communications	\$ 18,952	\$ 17,500				\$ 17,500	0%
Personnel and Training	\$ 70,916	\$ 74,500				\$ 74,500	0%
Utilities	\$ 38,391	\$ 41,000	\$ 2,600			\$ 43,600	6%
Equipment Related	\$ 66,240	\$ 65,500	\$ 2,000			\$ 67,500	3%
Vehicle and Fleet Related	\$ 50,707	\$ 52,200				\$ 52,200	0%
Purchased Services	\$ 77,166	\$ 81,200	\$ 2,000	\$ 11,000		\$ 94,200	16%
Long Term Debt Servicing	\$ 247,825	\$ 243,574	\$ (5,531)			\$ 238,043	-2%
Financial Expenses	\$ 68,210	\$ 61,400	\$ 12,280			\$ 73,680	20%
Premise and Site	\$ 48,928	\$ 41,000				\$ 41,000	0%
Transfers to Capital		\$ 40,000	\$ (40,000)				-100%
Transfers to Town Reserves and Reserve Funds	\$ 100,000	\$ 100,000				\$ 100,000	0%
Total Expenditures	\$ 5,023,785	\$ 5,140,464	\$ 35,555	\$ 11,000	\$ 0	\$ 5,187,019	1%
Revenues:							
Other	\$ 36,147	\$ 18,500				\$ 18,500	0%
Total Revenues	\$ 36,147	\$ 18,500	\$ 0	\$ 0	\$ 0	\$ 18,500	0%
Total Levy Requirement	\$ 4,987,638	\$ 5,121,964	\$ 35,555	\$ 11,000	\$ 0	\$ 5,168,519	1%

Major Changes	
Unavoidable	
Salaries and Benefits	Cost of living increases
Utilities	Natural Gas and Utilities corporate wide increases
Equipment Related	Bring the Radios budget back to previous year due to unavoidable repairs, maintenance & replacement of radios, pagers, repeater, cabling, communications related to the water tower and such.
Financial Expenses	Corporate wide insurance increase 20%
Transfers to Capital	Remove budget for Fire boat which was in 2020 Capital Budget partially funded by taxes
Growth	
Purchased Services	Barrie Fire Dispatching Fee - per capita rate for 2021 is \$2.80. The 2020 Stats Canada population for Collingwood is approximately 24,000 permanent residents. Technical Rescue for 2021 is \$4,000. Siniirji 911 is approx \$1,400

Protective Inspection and Control

Division Team Leader: Greg Miller

Division Overview

The purpose of the By-law Enforcement Division ("Division") is to help protect the public health, safety and property rights of citizens through timely, consistent and effective enforcement of Town By-Laws and various Provincial Statutes. The Division is also responsible for the Town's School Crossing Guard Program, Provincial Offence Prosecutions (for all departments and divisions), as well as a variety of animal control duties, functions, and responsibilities. Listed below is a list of some of by-laws and Provincial Statutes that the Division is responsible for enforcing as well as other services/programs that the Division delivers and/or operates:

1. Animal related By-Laws & Provincial Statutes

Dog Owners' Liability Act

Pounds Act

Prohibited Animal By-law

Responsible Pet Ownership By-law

Wildlife Feeding By-law

2. Property related By-Laws & Provincial Statutes

Building Code Act (Section 8 (1) and 15.1 to 15.8)

Civic Addressing By-law

Clean Yards By-law

Fence By-law

Heritage District By-law and Plan

Long Grass By-law

Ontario Heritage Act

Property Standards By-law

Standing Water By-law

Zoning By-law

3. Other By-Laws:

Business Licensing By-law

Firearms By-law

Fireworks By-law

Noise By-law

Public Nuisance

Road Occupancy By-law

Sign By-law etc.

4. Other Services/Programs:

Coyote Management Plan

Crossing Guard Program

Pound Facility (contract with the Georgian Triangle Humane Society)

Provincial Offence prosecutions, including disclosure requests (Building, By-law & Fire)

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	4	4	4	1	5
PT	12	12	12	0	12
Contract	1	1.5	2	2	4
Seasonal					

Division's Pressures and Trends, including Public Input

Community Demographics: The age of housing/buildings and residents' ability to maintain property to required standards

Downloading: Enforcement of Provincial Acts and Regulations

Enforcement: The number of rules/regulations enacted and needing to be enforced

Health & Safety: Case load, working alone, violence & harassment

Inspections: The extent and complexity of by-law cases

Response Time: Customer service standards and resident expectations

Service Levels: Proactive enforcement vs. reactive enforcement

Systems: The type and quality of systems used to tract complaints, inspections and other data

COVID-related education and enforcements

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Due to the COVID-19 pandemic and the important role the By-law Services Division has in enforcing the provincial Emergency Orders, Staff resources may be limited in 2021, with the current Staff compliment, for the following identified priorities:					
Enforcement of Emergency Orders related to the COVID-19 Pandemic	Continue to work collaboratively with the Health Unit and the Ontario Provincial Police (OPP) to educate and enforce of the Provincial Emergency Orders.	X			
By-law Supervisor and MLEO Contract Positions	Convert the current By-law Supervisor (contract) to permanent 1.0 FTE to assist in managing day-to-day operations and implementation of Council priorities and backfill the MLEO (contract) position to permanent 1.0 FTE.	X			
Health & Safety	Complete the Job Hazard Analysis and implement health & safety related work practices and policies.	X			
Building Code Act Enforcement	Continue to assist the Building Services Division to monitor and enforce the <i>Building Code Act</i> such as illegal construction activities	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Reduce OPP False Alarm Dispatches	Implement a False Alarm Reduction/ Security Alarm Registration Program to reduce the increasing number of false alarm dispatches by the OPP related to security alarm systems.				X
Short Term Accommodation Licensing	Research, prepare and review options to Implement a future (2022) licensing program to regulate short term accommodations other like accommodations.				40,000
By-law Review Plan	Implement a Continuous By-law Review Plan to review to continuously review, monitor and update by-laws enacted by Council; identifying various options, challenges and criteria and to develop a progressive action plan to ensure Town by-laws are up to date with legislation, Council priorities and community expectations.	X			
Administrative Monetary Penalty (AMP) System	In tandem with the By-law Review Plan, research merits of implementing an Administrative Monetary Penalty (AMP) System for infractions of Town by-laws.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Streamline Customer Service Initiative	Continue to work with the Customer Service Ambassadors to streamline customer service related to the Division	X			
Implement Online Services through City View Portal	Implement online services to allow the submission of by-law complaints, track by-law investigations on a complaint, allow payments online – City View upgrade will be completed in early 2021	X			
Review Options to Outsource Pet Licensing	Initial presentation with Docupet shows potential to improve pet licensing rates and increase revenue; improve overall pet licensing experience through online management of pet licenses. Reduce staff resources and increase efficiencies appears would be beneficial. Wasaga Beach implemented same in 2019.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Licensing Officer	Recruit 1.0 FTE Licensing Officer to assist in the enforcement and administration of an expanded municipal licensing program (Security Alarm Registry; Taxi/Vehicle for Hire; Short Term Accommodations etc.) Increase service level to investigate and track online STA operations.				\$46,013
Taxi Licensing & Ride Sharing Services	Review the taxi licensing program and opportunities within the ride share services	X			
Animal Control Pound Facility	Review options for a Pound Facility: partnering with other municipalities as the current agreement with the Georgian Triangle Humane Society (GTHS) has expired and the GTHS has communicated a desire to discontinue pound services to the Town.	X			
Continuous Professional Development of Staff	Continue to support continuous professional development (CPD) for By-law Staff including obtaining Building Code Qualifications under the Building Code	X			

Previous Year's Priorities

What we accomplished – Comment
By-law Customer Service Policy: Implemented a comprehensive customer service and By-law Enforcement Policy with a corresponding By-law Service Level Matrix
Alternative Services Protocol: In response to the COVID-19 pandemic, the Division implemented essential service procedures that prioritized community patrol and enforcement of the provincial emergency orders under the Emergency Management and Civil Protection Act (Now: Reopening Ontario Act) violations in consultation with the OPP and the Health Unit.
COVID-19 Patrol: Conducted over 1,800 patrol hours of Town Parks and open spaces with approx. 800 service requests including, patrol incidents, warnings and issuing Provincial Offences fines directly related to the provincial emergency orders.
Streamlining Customer Service: Working collaboratively with the Customer Service Ambassadors, implemented a one window service philosophy where the CSAs are the first point of contact for by-law service requests and entering same into the City View database system, first attendance and cancellation of parking tickets and educating/directing questions related to COVID-19
On-line Services: Commenced City View project in 2020 that will allow the public to submit by-law complaints, track complaint status and compliance progress and pay for dog tags online – full implementation in 2021.
Job Hazard Analysis: Commenced review of job hazards and implemented safe work practices and policies to minimize risk to Division Staff – continuous review into 2021
Short Term Accommodation: Implemented enforcement protocols to enforce illegal STAs currently not permitted under the Zoning By-law.
Crossing Guard Program: Conducted a review of the Crossing Guard Program and implemented recruitment policies to retain and recruit Adult Crossing Guards and identified areas if improvement such as implementing a Crossing Guard Request and Location Review policies.
Town Website: Significantly expanded information on the Town website for all Division services

Previous Year's Priorities

What we did not get done – Comment

By-law Enforcement: operating under the Alternative Services Protocol, follow up investigations and proactive enforcement of many by-law complaints remain outstanding. POA Court remain closed to the public as of October 1, 2020 and are providing limited services under their POA recovery roadmap. Staff continue to respond accordingly with voluntary compliance measures.

Operating Budget Details

Protective Inspection & Control	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 330,151	\$ 326,550	\$ 149,237		\$ 46,013	\$ 521,800	59.8%
Administrative Expenses	\$ 2,108	\$ 3,250	\$ (1,250)			\$ 2,000	-38.5%
Operating Expenses	\$ 4,249	\$ 5,660				\$ 5,660	0.0%
Information Technology and Communications	\$ 2,581	\$ 9,915				\$ 9,915	0.0%
Personnel and Training	\$ 7,042	\$ 13,000	\$ 5,000			\$ 18,000	38.5%
Equipment Related					\$ 2,000	\$ 2,000	0.0%
Vehicle and Fleet Related	\$ 5,644	\$ 6,633				\$ 6,633	0.0%
Legal Expenses	\$ 5,471	\$ 4,000				\$ 4,000	0.0%
Purchased Services	\$ 26,051	\$ 29,500			\$ 40,000	\$ 69,500	135.6%
Financial Expenses	\$ 7,075	\$ 6,598	\$ 1,220			\$ 7,818	18.5%
Premise and Site			\$ 4,005			\$ 4,005	0.0%
Transfers to Capital					\$ 3,500	\$ 3,500	0.0%
Inter-functional Transfers			\$ 26,182			\$ 26,182	0.0%
Total Expenditures	\$ 390,373	\$ 405,106	\$ 184,394	\$ 0	\$ 91,513	\$ 681,013	68.1%
Revenues:							
Other	\$ 69,953	\$ 46,100	\$ 11,300			\$ 57,400	24.5%
Total Revenues	\$ 69,953	\$ 46,100	\$ 11,300	\$ 0	\$ 0	\$ 57,400	24.5%
Total Levy Requirement	\$ 320,419	\$ 359,006	\$ 173,094	\$ 0	\$ 91,513	\$ 623,613	73.7%

Major Changes	
Unavoidable	
Salaries and Benefits	New Bylaw Supervisor position in addition to merit and COLA increases
Personnel and Training	Clothing Boots and Uniforms \$8,500 offset by decrease in Staff Training
Financial Expenses	Insurance: corporate estimated increase 20%
Premise and Site	Janitorial contract
Service Enhancement	
Salaries and Benefits	Short Term Accommodation Licensing Officer
Purchased Services	Short Term Accommodation investigation
Transfers to Capital	Bylaw bicycles

Police Services

Division Team Leader: Police Services Board

Division Overview

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

Crime Prevention

Law Enforcement

Assistance to Victims of Crime

Public Order Maintenance

Emergency Response

The municipality has contracted with the OPP to act as the Collingwood Local Police, under the oversight of the Police Services Board.

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

Staffing Complement

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

Division's Pressures and Trends, including Public Input

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 and \$210,461 for 2021.

Provincial funding is usually received toward the School Resource Officer (\$67,500), and for a Court Security and Prisoner Transportation Grant update (\$179, 208), offsetting Expenditures. A Ride grant is often received as well and is used to offset the additional OPP time and overtime used to run this program.

There is also funding (not shown) that is donated or due to the sale of unclaimed assets that is used under the authority of the Police Services Board for youth education and other police supports.

Operating Budget Details

POLICE SERVICES							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Operating Expenses	\$ 2,706	\$ 3,500				\$ 3,500	0%
Personnel and Training							N/A
Utilities	\$ 40,109	\$ 43,500	\$ 2,600			\$ 46,100	6%
Equipment Related		\$ 2,500				\$ 2,500	0%
Purchased Services	\$ 4,960,953	\$ 5,315,702	\$ 210,461			\$ 5,526,163	4%
Financial Expenses	\$ 24,325	\$ 22,500	\$ 1,460			\$ 23,960	6%
Premise and Site	\$ 85,614	\$ 62,432				\$ 62,432	0%
Total Expenditures	\$ 5,113,706	\$ 5,450,134	\$ 214,521	\$ 0	\$ 0	\$ 5,664,655	4%
Revenues:							
Government Transfers	\$ 43,217	\$ 67,500				\$ 67,500	0%
Other Municipalities	\$ 131,857	\$ 126,500				\$ 126,500	0%
Other	\$ 32,824	\$ 25,000				\$ 25,000	0%
Total Revenues	\$ 207,898	\$ 219,000	\$ 0	\$ 0	\$ 0	\$ 219,000	0%
Total Levy Requirement	\$ 4,905,809	\$ 5,231,134	\$ 214,521	\$ 0	\$ 0	\$ 5,445,655	4%

Conservation Authority

Division Team Leader: Director Peggy Slama

Division Overview

The purpose of this Business Plan is to provide for:

The Nottawasaga Valley Conservation Authority (NVCA) requisition, which covers both:

the Conservation Authority Levy to Municipalities, and Collingwood's MOU with NVCA to provide Natural Heritage opinion letters to Council to support Council's Planning Act decisions.

Ontario's 36 Conservation Authorities are created under the ***Conservation Authorities Act*** (CAA or the Act) which sets out their mandate as "...to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in watersheds in Ontario" led by municipal appointees from all jurisdictions covered.

CA jurisdictions are not based on traditional governmental borders. Rather they are defined by the specific watersheds they manage, as downstream municipalities are subject to the actions upstream, motivating the Board to act as a whole for the overall greater good.

NVCA delivers:

A regulatory program that protects people and property from the risk of Natural Hazards – generally paid for by user fees, and Applicants get a Permit directly from the CA that is issued under the CA's own regulatory authority

Flood Forecasting and the operation of NVCA-owned flood control structures such as the Oliver Ford near Sunset Point Park.

The conservation and management of lands owned or controlled by NVCA including 59 acres in Collingwood, generally paid for by user fees and municipal funding.

Drinking water source protection under the Clean Water Act - which identifies and sets policies for what can be done near municipal drinking water intakes – paid for by the province

Under an MOU with Collingwood, NVCA provides Natural Heritage expert advice to Municipal Planning Decisions – funded by user fees

Other Programs and Services that an Authority Board determines are advisable to further its objects, such as conservation education for youth or new Canadians.

The Town of Collingwood's proposed 2021 levy contribution is \$256,313.23 an increase of \$3,454.83 over 2020. The capital asset levy will be \$14,040.97. This represents a total of \$270,354.20 contribution for 2021.

A small portion of the area regulated by the Grey Sauble Conservation Authority extends into the west end of Collingwood, however no Levy is charged.

Debenture repayments for the Black Ash Creek Channelization project.

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

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.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT					0*
PT					0
Contract					0
Seasonal					0

**No staff compliment has been allocated to this Business Case, however there are significant efforts underway to study water and flooding and wave uprush/repairs that could be re-allocated into this Business Plan in future years.*

Division's Pressures and Trends, including Public Input

The NVCA is an independent Board made up of municipal representatives 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.

The proposed NVCA budget is provided annually to Council for at least 30 days to seek input prior to the NVCA Board's vote on it.

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

New changes to Conservation Authorities Act and Regulations that will require additional MOUs or other adjustments in the CA/municipal relationship.

Receiving comments on development applications and construction in a timely manner is important as Collingwood's development applications continue to be strong.

Collaboration on flood-related studies the Town needs to manager developable lands and existing flood control structures within Collingwood from asset management perspective.

High Georgian Bay levels and increased short, high intensity weather conditions are causing significant damage to residential and Town owned property and infrastructure. There is a need for NVCA site visits, permit approvals and inspections for the implementation of protection measures. The municipality would benefit from guidelines and recommendations specific to high water levels.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Renew Natural Heritage advice to Council MOU (Planning Division)	To enable Council and staff to carry out Planning Act decisions	X			
Development of new MOUs related to Conservation Act changes		X			
Meet 2021 Debenture Payments	Including collection from Developers as applicable	\$522,576			

Previous Year's Priorities

What we accomplished – Comment
See NVCA Report https://collingwood.civicweb.net/document/59320
2020 Debenture payments and collections

What we did not get done – Comment
See NVCA Report

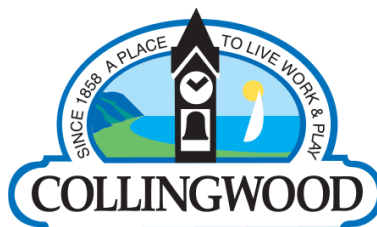
Operating Budget Details

CONSERVATION AUTHORITY							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Operating Expenses	\$ 260,939	\$ 267,723	\$ 2,631			\$ 270,354	1%
Long Term Debt Servicing	\$ 521,295	\$ 522,576				\$ 522,576	0%
Total Expenditures	\$ 782,235	\$ 790,299	\$ 2,631	\$ 0	\$ 0	\$ 792,930	0%
Revenues:							
Transfers from Obligatory Reserve Funds	\$ 22,173	\$ 10,000				\$ 10,000	0%
Transfers from Town Reserves and Reserve Funds	\$ 22,912	\$ 22,912				\$ 22,912	0%
Total Revenues	\$ 45,084	\$ 32,912	\$ 0	\$ 0	\$ 0	\$ 32,912	0%
Total Levy Requirement	\$ 737,150	\$ 757,387	\$ 2,631	\$ 0	\$ 0	\$ 760,018	0%

Notes:

The net change for NVCA operating expenses is less than the \$3,454.83 increase because the NVCA capital levy is less in 2021 than 2020.

TRANSPORTATION



Public Works and Engineering

Division Team Leader: Daniel Cole, Manager Public Works
John Velick, Manager Engineering

Division Overview

The Public Works and Engineering portfolio oversees and facilitates capital and maintenance activities for roadways, bridges, sanitary sewers, storm sewers, traffic control, transit, and development engineering review and approval. The division is also responsible for winter road and sidewalk maintenance.

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 maintained in accordance with Town and minimum maintenance standards as per O. Reg. 366/18.

Functions of the department can be categorized as follows:

Operations:

Maintenance of local roads and 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, drainage outlets and storm water management facilities
Road grading, shoulder repair and dust control on rural roads
Asphalt patching
Street sweeping
Administration and approval of various permits including Road Occupancy, Entrance Way and Oversize Overweight Loads

Traffic:

Reviewing traffic data
Streetlight maintenance
Traffic signal timing and maintenance
Analysis of traffic control measures, on street parking and other requests
Traffic signs and pavement markings
Analysis of traffic calming measures following request
Analysis of crossing guard warrants, and other warrants following request

Development Review:

Review and approval of engineering drawings and reports for all new development

Inspection of all subdivision and site plan municipal services (storm sewers, roads, curb, sidewalk, grading, sanitary sewer, storm water management, etc.)
 Administrative security reductions and acceptance and assumption of Town assets.

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
 Consult and collaborate with NVCA on watershed management

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	30	30	30	1	31
PT	0	0	0	0	0
Contract	0	0	0	0	0
Seasonal	4	4	4	0	4

Additional Staffing Request

Engineering Technician – The Engineering department has not increased in size for over 10 years. The Public Works and Engineering Operational Review, done by BMA Consulting (August 14, 2015) recommended the need to monitor for additional staffing resources as greater demand has been put on the department. The following is a list of drivers whose cumulative effects result in the need for additional staffing:

One key driver is related to both the increased number of development applications, but also the increase in complexity due to the growing scarcity of easily developable land. The “easy” sites have been developed, leaving more complicated sites that require more scrutiny. Additional staff are required for both development review and administration during construction.

Another key driver is the vision of Collingwood offering a healthy lifestyle of activities in safe settings, including an active transportation network. This means that there is much work to be done in designing and managing safety, such as:

- Staffing resources to implement the upcoming traffic calming policy. The policy will enable the public to request traffic calming on their street. It will take significant staff resources to conduct warrant analyses for these requests.
- The need to provide better engineering support for Parks-related capital projects. Examples include the AWEN' site and Heritage Drive.
- There is an increased demand for active transportation. This increases planning efforts on capital road projects, but also creates new projects (e.g., Maple Bike Priority Street).

- Enhance staff presence at development sites. We currently do not have the ability to proactively monitor development during construction.
- Staffing resources to conduct crosswalk, stop sign and other warrant reviews.
- Engineering Services has been tasked with taking over the school crossing guard warrant reviews. We have also been tasked with drafting the crossing guard policy.

The MECP has indicated that they will be implementing a streamlined program for Environmental Compliance Approvals, essentially downloading the process to the municipality. The conversion to the new system will require significant staff resources, along with the continued administration of the program.

The total cost for this additional staff member is \$100,815 in 2021, which includes 25% for benefits. It is proposed that 50% of this cost come from engineering fees collected through development applications, with the remainder coming from taxes.

Division's Pressures and Trends, including Public Input

Development Pressures

Development application review and construction coordination continue to place a significant strain on staff resources. As growth and development continues within the Municipality, service delivery and timing expectations rise as well. Each year, kilometres of roadways that are constructed or assumed, along with sidewalk/multi-use trails, continue to be added to the department's year-round maintenance inventory.

Aging Infrastructure

Aging infrastructure in the more mature neighbourhoods and consideration of proactive asset management measures is an increasing issue. Many storm water management facilities are coming online, or existing facilities have reached a certain age and significant maintenance is required to begin in the short term. With inflation-related cost increases for construction materials, fuel, and insurance costs, both the operating and capital construction budgets are being impacted. Construction costs appear to have increased because of COVID.

New Service Pressures

Addressing the growth-related concerns of the community in terms of servicing, funding asset management and traffic-related safety issues is increasing steadily. The department is experiencing increased pressure to implement and improve active transportation facilities in accordance with master plans and priorities of the Trails and Active Transportation Advisory Committee. New responsibilities have arisen through the crossing guard policy, which requires the Engineering division review warrants and implement new locations or verify existing locations, and the Urban Tree Forest Management initiative, which includes the protection of public and private trees.

Risk Management

The Town has seen an increase in insurance claims made against it. As a result, our due diligence in terms of our systems in place has increased demand on our technical staff maintaining these systems. These systems include GPS tracking, sign inventory, winter and summer road patrol, tree inventory, etc. COVID has resulted in modified delivery of frontline operations (split crews/crew rotation/increased vehicle usage) with increased safety measures to protect both municipal workers and

residents alike. High water levels within Georgian Bay continue to impact the Collingwood shoreline and have placed a heavy and frequent demand for maintenance of drainage ditch and system outlets to prevent flooding and blockages on the shoreline areas.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancement
OPERATIONS					
Engineering Technician	<p>Additional engineering staff member to assist in management of development files (during planning process, construction and post construction), assist in the implementation of new services (traffic calming, crossing guard) and active transportation projects, progress asset management projects and implement new Ministry directed regulatory processes.</p> <p>This position will be funded 50% (\$50,408) from development engineering fees and 50% from taxes. These costs include 25% benefits.</p>			\$50,408	
Master Storm Water Study	Second phase of Town wide master study to determine potential capital improvements to the storm system to mitigate deficiencies found in Phase 1.	\$225,000			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancement
Sanitary Maintenance and Video Inspections	Condition assessment of Town's sanitary sewers. Includes money to spot repair identified severe structural defects. Also includes money to maintain Town's sanitary hydraulic model. (Wastewater Budget)	\$170,000			
Oak Street Canal Flood Plain Mapping	Calibration of the Oak Street Canal storm water model. (Water Budget)	\$20,000			
Development Standards Update	Town Engineering Development Standards require updating.	\$20,000			
Winter Control	Public Works prior contract for Winter Control Services expired in the spring of 2020 requiring a new procurement for this service. The new contract resulted in an increase in the annual contract costs. Work and services are required and necessary to meet winter service delivery expectations of the Collingwood community and to meet Provincial Minimum Maintenance Standards.		\$75,000		

Previous Year's Priorities

What we accomplished – Comment
Engineering design of the Huron Street and Niagara Street crosswalk.
Commenced multi-year engineering design for Mountain Road, and commencement of the property acquisition process.
Constructed turn lane improvements at Hurontario Street and Lockhart Road, including a sidewalk along Hurontario Street to Tracey Lane and watermain replacement on Campbell Street to Maple Street.
Design and construction of Phase 1 of the Minnesota storm sewer.
Construction of storm sewer through the 70 Huron property (Parkbridge)
Reconstruction of Napier Street, including replacement sanitary sewers and watermain.
Completion of Master Servicing Study for Water and Wastewater (multi-year)
Master Storm Water Study (Phase 1)
Various development reviews
Bridge Inspection Report (completed every 2 years)
Video inspection of 10km of sanitary sewers
Traffic Calming Study (expected in late 2020)
Completion of the Annual Sidewalk Replacement program (approximately 350m).
Completion of the Annual Asphalt Resurfacing program (approximately 1.5kms).
Procurement, Purchase and Delivery of all Public Works 2020 approved capital fleet items.

Previous Year's Priorities

What we did not get done – Comment
Third and High Intersection Improvements. This project is dependent on the timing of the neighbouring subdivision.
Peel Street Urbanization (engineering) – resource constraints
Construction of the Huron Street and Niagara Street crosswalk – project design was delayed due to inability to begin field work during the spring months due to COVID.
Crosswalk warrant reviews at various locations – not complete due to skewed pedestrian and traffic data due to COVID.

Operating Budget Details

Transportation	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 2,984,006	\$ 3,032,541	\$ 120,959	\$ 100,815		\$ 3,254,315	7.3%
Administrative Expenses	\$ 9,282	\$ 7,000	\$ 3,000			\$ 10,000	42.9%
Operating Expenses	\$ 1,045,726	\$ 507,810	\$ (31,000)			\$ 476,810	-6.1%
Information Technology and Communications	\$ 52,329	\$ 54,235				\$ 54,235	0.0%
Personnel and Training	\$ 47,731	\$ 48,130	\$ 6,770			\$ 54,900	14.1%
Utilities	\$ 245,588	\$ 261,100	\$ 14,135			\$ 275,235	5.4%
Equipment Related	\$ 146,357	\$ 41,825	\$ (25,250)			\$ 16,575	-60.4%
Vehicle and Fleet Related	\$ 1,426,479	\$ 667,202	\$ (1,500)			\$ 665,702	-0.2%
Legal Expenses	\$ 16,462	\$ 3,000				\$ 3,000	0.0%
Purchased Services	\$ 312,891	\$ 957,700	\$ 52,000	\$ 7,000		\$ 1,016,700	6.2%
Long Term Debt Servicing	\$ 899,499	\$ 872,650	\$ (642,611)			\$ 230,039	-73.6%
Financial Expenses	\$ 103,751	\$ 90,850	\$ 18,170			\$ 109,020	20.0%
Premise and Site	\$ 42,869	\$ 46,400	\$ (4,000)			\$ 42,400	-8.6%
Transfers to Capital		\$ 145,000	\$ (145,000)		\$ 110,000	\$ 110,000	-24.1%
Transfers to Town Reserves and Reserve Funds	\$ 567,512						0.0%
Total Expenditures	\$ 7,900,483	\$ 6,735,443	\$ (634,327)	\$ 107,815	\$ 110,000	\$ 6,318,931	-6.2%
Revenues:							
User Charges	\$ 477,143	\$ 592,350	\$ (50,000)	\$ 50,408		\$ 592,758	0.1%
Government Transfers	\$ 221,486	\$ 290,000	\$ (65,000)			\$ 225,000	-22.4%
Other	\$ 1,243,014	\$ 186,710	\$ (4,620)			\$ 182,090	-2.5%
Transfers from Obligatory Reserve Funds	\$ 54,606		\$ 20,000			\$ 20,000	0.0%
Transfers from Town Reserves and Reserve Funds	\$ 8,310	\$ 325,985				\$ 325,985	0.0%
Total Revenues	\$ 2,004,559	\$ 1,395,045	\$ (99,620)	\$ 50,408	\$ 0	\$ 1,345,833	-3.5%
Total Levy Requirement	\$ 5,895,924	\$ 5,340,398	\$ (534,707)	\$ 57,407	\$ 110,000	\$ 4,973,098	-6.9%

Major Changes	
Unavoidable:	
Salaries and Benefits	COLA and merit increase for staff
Administrative Expenses	New printer management contract
Operating Expenses	\$26k shift to contracted services as well as overall reductions in Sundry account use
Personnel and Training	Additional requirements for Health and Safety training
Utilities	Increases of expected usage and overall expected rate increases of 5%
Equipment Related	Equipment Rental budget \$25k for Traffic Control not required
Purchased Services	\$75k highway snowplowing contract, \$26k moved from Sundry (see operating expenses) offset by reductions in Studies Transportation (20k), Studies Bridges (25k)
Long Term Debt Servicing	Road debentures maturing
Financial Expenses	20% premium increase insurance
Transfers to Capital	Remove 2020 Traffic Calming item (will be service enhancement request for 2021)
Growth:	
Salaries and Benefits	Additional Engineering Technician requirement due to growth (see number 1 priority Director's Recommendations in business plan) 50% funded from Engineering Fees (see user fees below)
Purchased Services	Requirement for oil separators in catch basins
User Charges	Additional draw from collected Engineering Fees to fund engineering technician request
Service Enhancements	
Transfers to Capital	Traffic calming crosswalks

Transit

Division Team Leader: Daniel Cole, Manager Public Works
Kris Wiszniak, Transit Coordinator

Division Overview

The Transit program provides the administration, management and facilitation of Transit in the Town of Collingwood through its Colltrans Bus Service, Collingwood Blue Mountain Link, Parallel Accessible Transit, and an accessible Taxi Service.

All major service provisions are completed through third party contracts. Administrative staff time for managing the contracts, coordinating customer concerns, counting fares etc. are not included in this budget and form part of the respective departments overhead budget (Public Works and Finance) as Municipal staff time is not charged or funded against this program.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	0	0	0	0	0
PT	0	0	0	0	0
Contract	0	0	0	0	0
Seasonal	0	0	0	0	0

- *This is a contracted service.*

Division's Pressures and Trends, including Public Input

Maintenance of Fleet and Assets

The current transit fleet is reaching the end of its efficient life span. The operational budget needs to be augmented to support increased maintenance and repairs as a result of an aging fleet. Management of fleet maintenance, repairs, and refurbishment or replacement is required in accordance with asset management guidelines and the 10-year capital replacement program.

Regulatory Requirements

The Transit operations must meet the *Accessibility for Ontarians with Disabilities Act* (AODA) and associated Integrated Accessibility Standards. These are mandatory provincial standards that remove and prevent barriers to accessibility for people with disabilities. The Town transit services are compliant with the regulation.

Level of Service Efficiencies/Customer Service Pressures

Collingwood's current transit program was determined in 2009. Understanding the needs of a growing community, development in the south and west ends of Collingwood and an expressed interest by users to improve access, reliability and efficiency of the service, the Town will be undertaking a comprehensive transit review study in 2021. The recommendations of the study will include alternative forms of providing transit for conventional and specialized (accessible) needs. The changes in LOS determined by the study are expected to alter the current service provider contracts. Service contracts for conventional and specialized transit have been extended to July 2022 and staff are working through interim provision of the on demand accessible shuttle service.

Operational Adaptations due to COVID-19

COVID pressures and implications significantly reduced ridership and thus receipt of fares while concurrently increasing safety and cleaning costs to provide a safe and uninterrupted service for those dependent on this mode of transportation. Assumptions include:
Keeping buses on the reduced Sunday schedule, and
Receiving fares of 50% of the normal amounts.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
			Inflation/ Unavoidable Increase	Growth	Service Enhancement
Priority	Description and Justification if Applicable				
OPERATIONS					
Accessible Transportation RFI and Purchased Services					\$75,000
Review of options and timeframes to move fleet toward electric power		X			
Fully implement Online Payment processes and options for Bus Passes		X			
Fully implement AVL (Automated Vehicle Location) with web map and mobile application		X			

Operating Budget Details
Conventional Transit

Transit - Conventional	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Operating Expenses	\$ 42,132	\$ 45,000				\$ 45,000	0.0%
Information Technology and Communications	\$ 4,595	\$ 10,500				\$ 10,500	0.0%
Utilities	\$ 4,425	\$ 2,400	\$ 2,820			\$ 5,220	117.5%
Vehicle and Fleet Related	\$ 342,865	\$ 299,774				\$ 299,774	0.0%
Purchased Services	\$ 1,058,117	\$ 910,853	\$ 19,220		\$ 4,000	\$ 934,073	2.5%
Financial Expenses	\$ 4,848	\$ 4,100	\$ 100			\$ 4,200	2.4%
Premise and Site	\$ 15,772	\$ 28,000	\$ (17,075)			\$ 10,925	-61.0%
Total Expenditures	\$ 1,472,754	\$ 1,300,627	\$ 5,065	\$ 0	\$ 4,000	\$ 1,309,692	0.7%
Revenues:							
Municipal Taxation							0.0%
User Charges	\$ 356,755	\$ 257,000	\$ (128,500)			\$ 128,500	-50.0%
Government Transfers	\$ 330,472	\$ 301,400				\$ 301,400	0.0%
Other Municipalities	\$ 130,882	\$ 97,863	\$ (9,000)			\$ 88,863	-9.2%
Other	\$ 120						0.0%
Total Revenues	\$ 818,229	\$ 656,263	\$ (137,500)	\$ 0	\$ 0	\$ 518,763	-21.0%
Total Levy Requirement	\$ 654,525	\$ 644,364	\$ 142,565	\$ 0	\$ 4,000	\$ 790,929	22.7%

Major Changes	
Unavoidable	
Utilities	Higher than expected utility cost at transit terminal
Purchased Services	Contract Increases
Premise and Site	Adjustment of corporate janitorial contract
User Fees	Reduced ridership impact due to COVID
Other Municipalities	2020 reflected expectation Simcoe County and the Town of Blue Mountain would contribute towards the Transit terminal costs. However, this has not occurred.
Service Enhancement	
Purchased Services	Cleaning of Bus Shelters

Accessible Transit

Transit - Accessible							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Operating Expenses	\$ 6,552	\$ 1,000				\$ 1,000	0.0%
Purchased Services	\$ 134,825	\$ 142,500			\$ 60,000	\$ 202,500	42.1%
Total Expenditures	\$ 141,377	\$ 143,500	\$ 0	\$ 0	\$ 60,000	\$ 203,500	41.8%
Total Levy Requirement	\$ 141,377	\$ 143,500	\$ 0	\$ 0	\$ 60,000	\$ 203,500	41.8%

Major Changes	
Service Enhancement	
Purchased Services	Subsidization of accessible on demand taxi service – annual cost to continue to maintain our existing level of service.

SOCIAL HOUSING



Affordable Housing**Division Team Leader: Finance****Division Overview**

While the title of this Business Plan is Affordable Housing, all the activities and expenditures currently are related to social housing that receives government subsidies.

With access to provincial funding, the Town applied and was ultimately awarded twenty-three units from the Province, which must be rented at 80% of market value. This project did not require capital outlay from the Town, however the Town funnels Federal, Provincial and County funds to the developer, who owns the building.

The Town's 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.

The provincial agreements are for 20-year terms. 18 units will come due in 2029 and the other five 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.

The Town is subsidizing this Affordable Housing at about \$101K per year, or about \$4,400 per unit per year.

The Town is also providing benefits and carrying substantial risk and some insurance costs related to its ownership of or interests in several other social housing premises.

The Town provides minute-taking for the North Simcoe component of Simcoe County Alliance to End Homelessness (SCATEH).

County / Municipal Mandate for Social Housing

Ontario's Housing Policy Statement, issued under section 5 of the Housing Services Act, provides direction to Service Managers to guide the development of locally relevant housing and homelessness plans and articulates the provincial priorities related to affordable housing, social housing, homelessness prevention and housing for persons with disabilities. Section 6 of the Act requires Service Managers to develop local housing and homelessness plans which must: identify current and future housing needs within an area, include objectives and targets relating to housing needs, describe measures proposed to meet these goals, and describe how progress towards meeting the identified goals will be measured.

The County of Simcoe is designated as the Consolidated Municipal Services Manager (CMSM) for this area [including Collingwood] by the Province of Ontario; as such, it is mandated to plan, fund, and manage the County's social housing system, including services to the cities of Barrie and Orillia.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
Not applicable. Property management is a contracted service.					

Operating Budget Details

Affordable Housing							
	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Total Request	% Change
Expenditures:							
Premise and Site	\$ 205,065	\$ 217,960	\$ 12,500			\$ 230,460	5.7%
Purchased Services	\$ 49,591	\$ 61,600				\$ 61,600	0.0%
Other		\$ 1,000				\$ 1,000	0.0%
CAPITAL LEVY							
Total Expenditures	\$ 254,656	\$ 280,560	\$ 12,500	\$ 0	\$ 0	\$ 293,060	4.5%
Revenues:							
Rentals	\$ 127,968	\$ 192,320				\$ 192,320	0.0%
Total Revenues	\$ 127,968	\$ 192,320	\$ 0	\$ 0	\$ 0	\$ 192,320	0.0%
Total Levy Requirement	\$ 126,688	\$ 88,240	\$ 12,500	\$ 0	\$ 0	\$ 100,740	14.2%
Major Changes							
Unavoidable:							
Premise and Site	Rent increase due to Clause 4.03 in rental agreement referencing Schedule "C"						

PARKS RECREATION & CULTURE



Administration**Division Team Leader: Director Dean Collver****Division Overview**

The Parks, Recreation and Culture mandate is to promote and facilitate health and active lifestyles in Collingwood. We do this by taking a leadership role through programming, facility development and creative partnerships with public and private sector groups who share our passion for a dynamic, inclusive, innovative and fun community (2019 PRC Master Plan)

To achieve this mandate, PRC delivers two overarching Programs:

Active Living Across the Lifespan

Community Inclusion through Art, Culture and Social Connection

Overall, the Administration Division supplies a collective vision for PRC as a whole based on Council direction, policy and community needs, including the provision of connectivity and oversight for the four operational divisions of the PRC department. This Business Plan stands alone, and does not roll up PRC's four operational Business Plans.

The PRC Administration Division is responsible for ensuring resources are coordinated and directed towards key service areas assisting with communication, logistics and administrative functions, budget management support, procurement, report/grant writing, community engagement and research as well as providing an interface with stakeholders on an as-needed basis. The PRC Administration Division takes on special projects to build an inclusive community and just system for all. Work undertaken by the PRC Administration Division to support equity, diversity and inclusion includes the facilitation of the Accessibility Advisory Committee, EDI Discussion Group and Health & Social Service Roundtable.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	2	3	3	0	3
PT					
Contract	1				
Seasonal					

Division's Pressures and Trends, including Public Input

The PRC Administration Division actively works in partnership with the four operational departments of PRC and the broader corporation.

The key drivers for the 2021 budget continue to be addressing resource deficits across the department. The COVID19 pandemic has created a unique set of challenges for PRC which will have operational implications across the department stretching resources and demanding innovative responses that safeguard health.

We will continue to work collaboratively with a focus on our core program areas, Active Healthy Living and Community Inclusion through Culture, Art and Social Connection.

The PRC Operational Review, Community Based Strategic Plan and PRC Master plan will provide a guide to the implementation of initiatives across the department. Through collective impact we will continue to 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. COVID19 has highlighted systemic inequities. We will continue to build relationships with local and regional organizations through initiatives such as the EDI Discussion Group, Health & Social Service Roundtable and community engagement platforms to advance Truth and Reconciliation in our community, advance anti-racism work and reach our more vulnerable populations to reduce barriers to participation in recreation. Participation on Municipal committees (Accessibility Committee, Trails & Active Transportation Committee) and community-based teams (SCATEH, SGB Health Alliance, CYC Board, LTC Board) will further enable the PRC Administrative Division to work collaboratively and in alignment with community needs.

Building upon the work undertaken in 2020, 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.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Adapting service delivery in response to COVID19 (opportunities and challenges).	As we continue to adapt and respond to COVID19 we will take key learnings from 2020 to guide 2021 service delivery	X			
Community well-being & social connection.	Build opportunities for supporting social connection and inclusion while safeguarding health	X			
Further improve PRC/Finance and Procurement Process	In compliance with the PRC audit review continue implementing new financial management operations	X			

Previous Year's Priorities

What we accomplished – Comment

Introduced new opportunities for increase health active living across the lifespan and supporting social connection

Active Living Across the Life Span & Community Inclusion through Culture, Art and Social Connection

Introduced new opportunities for increasing healthy active living across the lifespan:

- Developed RallyPoint webpage in response to COVID19 pandemic providing PRC, Town, Community and Global community virtual resources
- Established Camp Collingwood Initiative a weekly, thematic virtual summer program that provided activities for all ages and abilities focusing on arts, culture, heritage and active play (collaboration across departments and divisions – Museum, Library, Recreation, Water, PRC Admin)
- Delivered in collaboration with Library weekly chair yoga, Nordic pole walking and virtual chair yoga
- Established Heritage Park Community Garden supporting weekly access to fresh vegetables for CAPC mothers/children and seniors/families living in County social housing units
- Delivered Active & Safe Routes to School program at four SCDSB elementary schools including school walkabouts, parent surveys and student hands-up surveys. Collingwood On the Move is part of a broader County & Public Health initiative, locally it has also included activities such as International Walk Day, Winter Walk Day and Walk & Wheel Wednesdays.
- Maintained Train Trail StoryWalk initiative with the Collingwood Library
- Strengthened relationship with Leisure Time Club support programming and initiatives

Submitted funding applications to support large capital projects including Sunset Point Playground and Fisher Field Clubhouse.

Completed Sunset Point playground community engagement and consultation.

Supported the introduction of a Trails & Active Transportation Committee assisting in education and awareness initiatives.

Supported the distribution of resources in response to COVID 19 including PPE and food access in collaboration with the Optimist Club and Economic Recovery Taskforce.

Previous Year's Priorities

What we accomplished – Comment
Developed the Collingwood Together Volunteer Platform and worked in collaboration with Community Connection and local Rotary Clubs to assist residents facing challenges as a result of COVID19
Piloted community-based installations to support engagement, build awareness and facilitate conversations around equity, diversity and inclusion including the Doorway Project, Orange Shirt Day, Black History Month, Pink Shirt Day (Bullying Prevention) and the introduction of the Gathering Circle.
Assisted in the development of the Strategic Multi-Year Accessibility Plan, 2025-2025. Established weekly inclusive public skating and public access to sledges. Delivered sledge learn to play events and learning sessions with All Sports All People, CTN and Georgian College.
Worked with local schools to support well-being through the delivery of initiatives including tower gardens, playground stencils, StoryWalk, smoothie bike and active school travel planning. Established a hockey helmet program in collaboration with a local business.
Participated in community based advisory groups or collaborations including the Collingwood Youth Centre, Youth Advisory Group, Children's Treatment Network, SCATEH, SGB Health Alliance, Simcoe County Age Friendly, COMPASS and Be Well Community Collective
Actively supported PRC communication portfolio delivering Art Crawl social media communications campaign (virtual events, Facebook page and Instagram highlighting over 40 unmissable performances), participating on Experience Collingwood weekly social media content strategy meetings and developing marketing resources for PRC initiatives, highlight PRC and Town assets that support health, well-being inclusion.
Worked across corporate departments to build staff social connection and find opportunities for intersectoral collaboration ex. resident parking lot with bylaw, social committee, green team, mental health sessions, International Woman's Day

Previous Year's Priorities

What we did not get done – Comment

Capital projects through 2020 were developed for completion in 2021 these include Sunset Point Playground, Fisher Field Clubhouse and Harbour View Splash Pad. These projects were significantly impacted by COVID19, funding announcements and other factors outside the control of PRC.

Pathways to Wellbeing: Municipal Audit Tool. COVID19 created capacity and delivery challenges for working directly with staff across divisions to complete a comprehensive audit review.

Operating Budget Details

PRC - Administration	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 352,533	\$ 348,283	\$ 14,202			\$ 362,485	4.1%
Administrative Expenses	\$ 11,775	\$ 8,200				\$ 8,200	0.0%
Operating Expenses	\$ 3,792	\$ 6,100				\$ 6,100	0.0%
Information Technology and Communications	\$ 1,923	\$ 2,210				\$ 2,210	0.0%
Personnel and Training	\$ 9,282	\$ 12,295	\$ (1,000)			\$ 11,295	-8.1%
Equipment Related	\$ 2,153	\$ 3,000				\$ 3,000	0.0%
Purchased Services	\$ 36,077	\$ 15,000			\$ 15,000	\$ 30,000	100.0%
Long Term Debt Servicing							0.0%
Financial Expenses	\$ 177,789	\$ 159,970	\$ 39,494			\$ 199,464	24.7%
Inter-functional Transfers	\$ 55,058	\$ 50,000	\$ (50,000)				0.0%
Total Expenditures	\$ 650,382	\$ 605,058	\$ 2,696	\$ 0	\$ 15,000	\$ 622,754	2.9%
Revenues:							
Donations	\$ 7,500						0.0%
Rentals and Concessions							0.0%
Other	\$ 4,500						0.0%
Total Revenues	\$ 12,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
Total Levy Requirement	\$ 638,382	\$ 605,058	\$ 2,696	\$ 0	\$ 15,000	\$ 622,754	2.9%

Major Changes	
Unavoidable:	
Salaries and Benefits	Cost of living increase 1.5% and merit for 1 FTE
Personnel and Training	Reduced Course and Workshops to reflect 5-year trend of actual expenses
Financial Expenses	Corporate Insurance 20% increase estimate + assumption of Accessibility Committee budget from Clerks (\$7.5k)
Inter-functional Transfers	Reduction overhead due to PRC relocating to 10th line office

Service Enhancements	
Contracted Services	Staff Report CCS2020-05 Diversity Inclusion Equity Collingwood identifies actions to be taken to encourage, promote, and insist upon awareness, equality and acceptance of all residents in the Town of Collingwood.

Parks Division

Division Team Leader: Wendy Martin

Division Overview

The Parks, Recreation and Culture Department delivers two overarching programs to the community:

Active Living Across the Lifespan

Community Inclusion through Art, Culture and Social Connection

The Parks Division is responsible for ensuring infrastructure and resources are available and maintained for the Corporation and other divisions to deliver key services and programs with the ultimate outcome of supporting a physically active community that embraces connection, inclusion and belonging.

The Parks Division oversees parks, trails, harbour and horticulture. With over 216 acres of parks, playgrounds, landscaped areas, waterfront, and naturalized areas; 70 kms of trails and active transportation routes; 122 boat slips with a waiting list of 73 boaters, the Division strives to provide residents and visitors with a safe and beautiful experience as they participate in organized or unorganized activities.

The Division maintains existing park amenities (fencing, lighting, buildings and furniture), public waterfronts, public access paths; performs sport field lining for registered sport groups (i.e., baseball, soccer); assists with special event logistics as well as responds to on-demand tasks that must be dealt with in a timely manner for public safety (such as tree removal after a storm or pumping out Heritage Drive when it is flooded).

The Division deals with the public on a continuous basis as well as assists other departments where required. The Parks Division also collaborates with the Engineering and Planning Department regarding current and future developments and parkland growth (approx. 20 acres) as there are 10 up and coming subdivisions in various stages of development.

This Division receives user fees including 50% of the paid parking revenue at parks and 100% of boat launch fees, marina fees, and sport team fees for grassed fields (e.g. soccer and baseball).

Staffing Complement*

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	7 (4 shared with facilities)	6 (2 shared with facilities)	6 (2 shared with facilities)	+3	9
Contract					
Seasonal	25	28	28	-4	24

Division's Pressures and Trends, including Public Input

The Parks Division experienced unexpected challenges with COVID in 2020: reduced staff complement while maintaining expected service levels in most areas, increase in park visitors; increased cleaning, sanitation and garbage pickup; physical distancing between staff working together and between staff and the public; and an increase with assisting other departments and the OPP. Even though playgrounds, skatepark, sport fields and tennis courts were off limits for much of the summer, maintenance was still performed to protect the asset, safety inspections were still mandatory, as well as securing the park amenity closures that were legislated by the government.

Certain assumptions are made when preparing the 2021 budget. COVID will still impact our daily lives for at least 6 months into 2021 and as a result, revenues have been reduced by 50% to reflect the projected income from user fees. Other financial impacts from COVID may be requests for a reduction in fees from user groups, increase in the use of open space which will require more maintenance to retain the standard of care, as well as the cost for increased sanitation. Council should be aware that expenses will reflect the actual use of the facilities and open space, and staff will responsibly manage the unexpected outcomes of COVID.

The Harbour experienced their busiest year with all boat slips rented out as well as an increase in boat launching. The Harbour parking lot and Heritage Drive were parked beyond capacity many weekends in the summer. There was an increase in the use of the Birch Street Launch ramp and the Cranberry Launch ramp.

Sunset Point reached capacity (parking lots full) almost every weekend during the summer months. The increase in park use resulted in an increase in garbage, on-demand repairs, damage to the grounds, parking restrictions imposed in the neighbouring residential streets, more frequent janitorial cleaning as well as supervising a resident-only parking lot during the summer months.

PRC is requesting an FT Park Operator to provide the necessary resources to;

- Assist in risk management and prevent legal proceedings by undertaking legislated, documented park inspections on a monthly basis and prioritizing repairs when necessary;
- Focus on the waterfront parks (Sunset Point, Harbourlands and Millennium, Harbourview) to maintain and repair in a timely manner the aging infrastructure while maintaining new infrastructure (new playground at Sunset Point, water park at Harbourview) which allows the existing Park Operators to focus on other parks;
- Lead the sport field lining crew (baseball, soccer, rugby, football, track & field, bocce ball). Currently we rely on seasonal staff experience for this duty;

Division's Pressures and Trends, including Public Input

- Provide a resource to work weekends to assist the seasonal staff with current duties on weekends as well as oversee special event rentals and sport field rentals that mainly occur on weekends;
- Provide the skill set on weekends to operate specialized equipment to respond to on-demand repairs (chainsaw, tractor).

Labour challenges that are being experienced in our region have resulted in a shortage of staff complement for the past couple of years. Public expectations and growth of residents and visitors to the Town has stretched existing staff resources within the Parks Division to the extent that PRC is requesting the hiring of 2 Full Time Park Operators instead of 4 seasonal contract labourers. This move would provide much needed skilled staff to assist with Parks Division duties including:

- Staffing on the weekends during the busy seasons;
- Perform necessary repairs and maintenance in parks, trails, sports fields in the spring and fall without disrupting service during our busy summers to retain our current level of service; as well
- Winter work includes trimming the trails, maintaining park assets and equipment, snow removal in various locations, grooming trails and assisting other departments.
- Continuous duties include regular park inspections, emptying garbage containers and picking up loose garbage, fixing or reporting repairs, ensuring public safety and customer service to the public, assisting Bylaw and other departments.

Increasing the Full-Time staff complement allows for a quicker response to on-demand repairs, preventative maintenance instead of reactive repairs, as well as providing support for the seasonal staff. Full Time staff have a higher level of job dedication and provide extra detail to their work. Investments in staff and training are required as our community grows, and full-time staff come with a level of commitment that is reflected in the quality of work.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Appropriate staff complement with the skill set to maintain parks that will meet community and visitor expectations and properly manage, support, and maintain community investments in parks, trails, harbour, horticulture, and sports field assets.	The growth of assets and expectations has not been matched by growth of skilled staff to address and maintain these assets. Staff and equipment levels have remained constant while the acreage, public expectations and quality standards have escalated alongside the population growth as indicated by StatsCan.				\$76,416
Replace 4 seasonal staff with 2 full time staff	Contracted services are expensive, costly to acquire, unreliable, and out of tune with the community interest when it comes to meeting standards of maintenance.				

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
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, invasive plant/insect management, and even butterfly and bee preservation. While all of the listed objectives have merit, the Parks division is experiencing a shift in service direction which stretches out existing resources.	X			
Formalize Maintenance Standards and Policies that support Park Operations as well as update the Park Use Bylaw	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. As well the increase in number of park visitors has required the Park Use Bylaw to be updated to reflect appropriate uses of the Parks.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Additional FT Park Operator	To maintain current park standards, an additional full-time park operator is required to focus on repairs and maintenance, especially for the waterfront parks. This operator will be scheduled to work weekends to provide support for the seasonal staff, oversee sport field rentals, special event activities and has the skill set to complete on-demand repairs with the necessary equipment. Winter tasks are increasing with garbage collection, snow removal, equipment maintenance, tree pruning and storm cleanup, pumping out Heritage Drive and the existing wave break.				\$60,008

Previous Year's Priorities

What we accomplished – Comment
With the onset of COVID-19 staff closed all parks, playgrounds and open spaces by installing signage and barriers. Staff maintained these barriers on a daily basis. As public spaces opened up staff adjusted the signage and barriers. Staff maintained parks and trails during COVID-19 to keep them garbage free and safe.
In collaboration with Bylaw and OPP, a staffed, resident-only parking lot was established at Sunset Point to manage the volumes of traffic and provide residents an opportunity to visit the park when all other parking spots were full.
The high-water levels and wave action eroded the shoreline at Sunset Point Park. Work was completed by the Inukshuk to restore this section.
Projects that support Active Living Across the Lifespan:
<ul style="list-style-type: none">• Replacement of Trail pedestrian bridge at Walnut Trail and Cameron Street is underway.
<ul style="list-style-type: none">• Replacement of Trail pedestrian bridge in Harbourview Park is complete.
<ul style="list-style-type: none">• Princeton Shores tennis facility received a new court surface.
<ul style="list-style-type: none">• The granular trail in Central Park was upgraded to asphalt as per the Cycling Plan recommendations.
<ul style="list-style-type: none">• The burnt section of boardwalk in Harbourview Park has been replaced. The old section of boardwalk to the lookout is underway – work is underway but delayed due to shortage of pressure treated lumber.
Projects that support Connection, Inclusion and Belonging:
<ul style="list-style-type: none">• Tender for construction of the Fisher Field Clubhouse/Washroom facility was issued.
<ul style="list-style-type: none">• Tender for the construction of the new Playground and Pavilion washrooms in Sunset Point Park was issued.

Previous Year's Priorities

What we accomplished – Comment

Tender for the underground construction phase of the water park at Harbourview Park is prepared and will be issued early 2021.

Installation of trees for the Fisher Field forest was completed.

Tender for the floating breakwater was issued and project was awarded.

What we did not get done – Comment

Rebuild the Hen & Chickens boardwalk - the engineer's estimate to rebuild the Hen & Chickens boardwalk was over budget.

Operating Budget Details

PRC - Parks	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	- Subtotal	- Service Enhancements	2021 Proposed Budget	% Change
Expenditures:								
Salaries and Benefits	\$ 939,101	\$ 1,058,725	\$ 34,435		\$ 1,093,160	\$ 136,496	\$ 1,229,656	16.1%
Administrative Expenses	\$ 9,401	\$ 13,900	\$ (9,400)		\$ 4,500		\$ 4,500	-67.6%
Operating Expenses	\$ 58,212	\$ 55,100	\$ (7,500)		\$ 47,600		\$ 47,600	-13.6%
Information Technology and Communications	\$ 9,687	\$ 9,400	\$ 450		\$ 9,850		\$ 9,850	4.8%
Personnel and Training	\$ 19,823	\$ 23,200	\$ (3,700)		\$ 19,500		\$ 19,500	-15.9%
Utilities	\$ 50,218	\$ 64,700	\$ 7,310		\$ 72,010		\$ 72,010	11.3%
Equipment Related	\$ 28,657	\$ 32,000	\$ (4,000)		\$ 28,000		\$ 28,000	-12.5%
Vehicle and Fleet Related	\$ 51,430	\$ 48,779	\$ 5,421		\$ 54,200		\$ 54,200	11.1%
Legal Expenses								
Purchased Services	\$ 139,557	\$ 195,000	\$ 47,850		\$ 242,850		\$ 242,850	24.5%
Long Term Debt Servicing								
Financial Expenses	\$ 16,809	\$ 21,600	\$ (4,000)		\$ 17,600		\$ 17,600	-18.5%
Premise and Site	\$ 232,792	\$ 231,130	\$ (3,134)		\$ 227,996		\$ 227,996	-1.4%
Transfers to Capital	\$ 207,300	\$ 150,000	\$ 20,000	\$ 3,979	\$ 173,979	\$ 21,000	\$ 194,979	30.0%
Transfers to Town Reserves and Reserve Funds								
Inter-functional Transfers								
Total Expenditures	\$ 1,762,986	\$ 1,903,534	\$ 83,732	\$ 3,979	\$ 1,991,245	\$ 157,496	\$ 2,148,741	12.9%
Revenues:								
Municipal Taxation								
User Charges	\$ 89,124	\$ 98,000	\$ 17,000		\$ 115,000	\$ 62,500	\$ 177,500	81.1%
Government Transfers	\$ 96,000							
Other Municipalities								
Investment Income								
Donations	\$ 1,895	\$ 100,000	\$ 48,850		\$ 148,850		\$ 148,850	48.9%
Rentals and Concessions	\$ 98,240	\$ 90,150	\$ (33,450)		\$ 56,700		\$ 56,700	-37.1%
Other	\$ 20,500	\$ 22,100	\$ (10,100)		\$ 12,000		\$ 12,000	-45.7%
Transfers from Obligatory Reserve Funds								
Transfers from Town Reserves and Reserve Funds								
Total Revenues	\$ 305,759	\$ 310,250	\$ 22,300	\$ 0	\$ 332,550	\$ 62,500	\$ 395,050	27.3%
Total Levy Requirement	\$ 1,457,228	\$ 1,593,284	\$ 61,432	\$ 3,979	\$ 1,658,695	\$ 94,996	\$ 1,753,691	10.1%

Major Changes	
Unavoidable:	
Salaries and Benefits	COLA and merit increase for 2 full time staff
Administrative Expenses	Reduction printing and stationary expense
Operating Expenses	Remove Program subsidies
Personnel and Training	Reductions staff training and conferences
Utilities	Increases Shipyards, Harbourlands and Millennium Parks
Equipment Related	Mutt Mitts reduction
Vehicle and Fleet	Increase reflects larger fleet and more pro-active fleet management
Revenues	UN: COVID-19 impact, revenue increase at Harbour and paid parking
Purchased Services	Increase for Tree Planting
Financial Expenses	Reduction for Georgian Trail as per historical average spend
Premise and Site	5 yr. trend reductions: Janitorial Supplies \$6.5k, Ground R&M \$6.2k as well as Boardwalk \$1k
Growth:	
Transfers to Capital	New growth-related vehicle from Development Charges study. Not fully covered by DCs (67%)
Service Enhancement:	
Salaries and Benefits	Staff report T2020-13: #5 Conversion of PT staff to FT and #8 new FT Parks Operator
Transfers to Capital	Sea cans

Facilities Division

Division Team Leader: Mel Milanovic

Division Overview

The Parks, Recreation & Culture Facilities Division provides operational resources to the other divisions within the PRC department.

PRC Department delivers two overarching programs:

Active Living Across the Lifespan

Community Inclusion through Art, Culture and Social Connection

To support program outcomes including active healthy living, social connection, belonging and inclusion the Recreation Facilities Division is responsible for ensuring resources are available to key service areas that support service delivery, and operates 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

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 throughout all PRC Facilities
- 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 within Facilities
- Assist other divisions/departments when and where possible

This Division receives revenues from ice, pool, and facility rentals along with admission fees from community programs like public skating and shinny hockey. Other sources of revenues are from advertising and vending machine sales.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	10	10	11	+1	12
PT	12	14	14	0	14
Contract	0	0	0	0	0
Seasonal	0	0	0	0	0

Division's Pressures and Trends, including Public Input

With each passing year we recognize, understand, and adapt to the challenges related to maintaining our aging facilities. Our unique fabric covered structures and historic brick and mortar buildings required specialized materials and attention. The newer facilities combined with the aging infrastructure of the older facilities, creates challenges when attempting to maintain low operational costs while upholding a high level of service.

Staffing our facilities with trained and experienced employees continues to be one of the largest challenges, Staffing levels in full time positions have not increased significantly in several years, despite the addition of new facilities, increased expectations and the additional requirements for liability risk management.

The continuation of the Collingwood Junior "A" Blues operating out of the Eddie Bush Memorial Arena places a sustained increased demand on operations, resources, and expenses at this facility.

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

COVID-19 mandated facility shutdowns beginning in March 2020 led to a decrease in revenues generated. Facilities staff were redeployed during shutdown to assist with Parks operations, Municipal Law Enforcement and with cleaning facilities in other departments. With the anticipated second wave of COVID-19 currently upon us, there remains uncertainty on how this will affect our operation in the coming year and the impact that it will have financially. We have already witnessed the shortage of COVID-19 related supplies; gloves, disinfectant wipes, cleaning solutions, hand sanitizers, disposable masks, etcetera, which we anticipate may have an impact on the availability and cost of these supplies moving forward.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Assuming the operational control of the new splash pad.	We will need to hire an operator that would migrate between the splash pad for six (6) months and the arena for six (6) months. Additional costs in chemicals, building & equipment maintenance as well as utilities expenses will be incurred.		\$47,213		
Accountable Local Government	Cost effective operations with transparent budgets that identify clear objectives.	X			
Support for Economic Growth	Recreation Facilities that can effectively host events such as hockey tournaments and swim competitions add a measure of impact to the local economy.	X			
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.	X			

Previous Year's Priorities

What we accomplished – Comment
Replaced the following HVAC units at EBMA. Furnace in Coach's room Heating/Cooling unit in Hall of Fame Main heating boiler in mechanical room replaced with a repurposed unit from Junior room that was only two years old and installed an on-demand unit along with some fan boxes in its place Two hot water heaters with on demand units
Replaced arena surface lighting with LED fixtures – ROI 1 year
Replaced pool deck lighting with LED fixtures – ROI 3 years
Replaced two leaky hot water tanks at Central Park Arena with three on-demand tankless units
Replaced the large window at the Sailing School
Replaced all the exterior doors at the Curling Club and the south side emergency exit doors at Central Park Arena
Replaced the hot water coil in the Dectron unit at the pool
Replaced two ice edgers – one at each of the Arenas

Previous Year's Priorities

What we did not get done – Comment

We were not able to replace the lighting at the curling club for two reasons; the facility was being used to house the Water Department staff as a home base and shortage in staffing resources to assist in managing the project.

We did not re-paint the main pool tank as the quotes we received were higher than estimated and anticipated. The operational project would have involved stripping the pool tank to the concrete, patching and making repairs prior to re-painting. A scaled down version of the project will be requested for 2021.

Operating Budget Details

PRC - Facilities	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 1,140,677	\$ 1,247,109	\$ 45,303			\$ 1,292,412	3.6%
Administrative Expenses	\$ 9,706	\$ 10,500	\$ (1,000)			\$ 9,500	-9.5%
Operating Expenses	\$ 29,844	\$ 28,200	\$ 800			\$ 29,000	2.8%
Information Technology and Communications	\$ 6,409	\$ 8,300	\$ (500)			\$ 7,800	-6.0%
Personnel and Training	\$ 26,045	\$ 28,886	\$ (4,413)			\$ 24,473	-15.3%
Utilities	\$ 615,174	\$ 593,364	\$ 37,499			\$ 630,863	6.3%
Equipment Related	\$ 132,538	\$ 142,700	\$ (17,150)			\$ 125,550	-12.0%
Vehicle and Fleet Related	\$ 11,394	\$ 10,130	\$ 1,100			\$ 11,230	10.9%
Purchased Services	\$ 6,923		\$ 23,000			\$ 23,000	0.0%
Premise and Site	\$ 189,531	\$ 232,450	\$ (29,450)			\$ 203,000	-12.7%
Transfers to Capital		\$ 7,500	\$ 5,000			\$ 12,500	66.7%
Total Expenditures	\$ 2,168,242	\$ 2,309,139	\$ 60,189	\$ 0	\$ 0	\$ 2,369,328	2.6%
Revenues:							
User Charges	\$ 3,674	\$ 30,500	\$ (18,000)			\$ 12,500	-59.0%
Rentals and Concessions	\$ 583,262	\$ 578,775	\$ (31,739)			\$ 547,036	-5.5%
Other	\$ 4,233		\$ 15,000			\$ 15,000	0.0%
Total Revenues	\$ 591,169	\$ 609,275	\$ (34,739)	\$ 0	\$ 0	\$ 574,536	-5.7%
Total Levy Requirement	\$ 1,577,072	\$ 1,699,864	\$ 94,928	\$ 0	\$ 0	\$ 1,794,792	5.6%

Major Changes	
Unavoidable:	
Salaries and Benefits	COLA and Merit plus addition of splash pad operator
Administrative Expenses	Reduction in supplies and concessions
Personnel and Training	Clothing, Boots & Uniforms, Health & Safety both reduced
Utilities	Natural Gas, Electrical increases
Equipment Related	Repairs & Maintenance - Ice Plant increase \$5,600, Repairs & Maintenance - Equipment reduction \$22,750
Purchased Services	Snow plowing around the YMCA and the Town subsequently bills the YMCA back for their portion \$15k. \$8k Grass cutting and snowplowing at the Leisure Time Club. (in 2020 this was in Neighborhood Parks budget, the Club has been set up separately under PRC facilities for 2021.)
Premise and Site	R&M Equipment and Building \$60k Reductions offset by increased Utilities and Natural Gas \$35k
User Charges	COVID impact to revenues at recreational facilities
Rentals and Concessions	COVID impact to revenues at recreational facilities

Recreation Services Division

Division Team Leader: Michelle Findlay

Division Overview

The Parks, Recreation & Culture Administration Division provides connectivity and oversight for the four operational divisions of the PRC department.

PRC Department delivers two overarching programs:

- Active Living Across the Lifespan
- Community Inclusion through Art, Culture and Social Connection

To support program outcomes including active healthy living, social connection, belonging and inclusion the Recreation Services Division is responsible for providing programs that support program outcomes, as well as, work with community groups to assist in providing programs that also support the outcomes.

To provide accessible programs for all ages and abilities to encourage active participation and community involvement.

Our Recreation Programs and those provided by community organizations are activities that allow members of the community to find physical activity and social support. Recreation programs enhance health and wellness, socialization and provide a sense of belonging

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
- Additional support for the Parks, Recreation & Culture department, as well as, back-up support for Customer Service at Town Hall as needed

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	4	4	3	0	3
PT	24	24	24	0	24
Contract	0	0	0	0	0
Seasonal	4	6	6	0	6

Division's Pressures and Trends, including Public Input

As pool programming continues to grow in popularity, capacities are stretched in terms of programming gaps, infrastructure and personnel. This is also very enhanced due to the current restrictions/limitations imposed by the COVID-19 pandemic. 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. As well, finding staff with availability during the daytime proves to also be difficult as we are mostly receiving interest by students with limited availability. This continues to add pressure and will be felt more in the future.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
			Inflation/ Unavoidable Increase	Growth	Service Enhancements
Priority	Description and Justification if Applicable				
OPERATIONS					
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	X			
PerfectMind implementation across PRC and corporation	Maximizing the opportunities and benefits of this software to enhance customer service in all eligible departments	X			

Previous Year's Priorities

What we accomplished – Comment

Centennial Aquatic Centre – we were able to complete our Winter Swim lesson session before the COVID-19 shutdown. During this time we provided an NLS training session which we combined with a hiring opportunity. We observed skills, accepted resumes, and conducted interviews. Those that were selected were hired once the course was completed

Collingwood Sailing School – we were not able to run the Sailing School due to COVID-19

What we did not get done – Comment

Centennial Aquatic Centre – Spring and Summer programs and lessons were cancelled due to COVID-19. The pool reopened September 8th with very limited programming and capacity. The Fall Swim Lesson session (usually beginning mid-October) was postponed as the COVID case numbers began to rise again. Should the session move forward, it will be with ¼ of our normal capacity due to staff shortage and COVID-19 restrictions which limit the instructors teaching opportunities as they need to remain 2m from participants. Parents will need to be in the pool with their children beginning with the Preschool 1 level all the way through to Swimmer 3 level.

Collingwood Sailing School – did not operate due to COVID-19

Operating Budget Details

PRC - Recreation Services	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 613,880	\$ 549,128	\$ 40,274			\$ 589,402	7.3%
Administrative Expenses	\$ 9,329	\$ 7,700				\$ 7,700	0.0%
Operating Expenses	\$ 24,555	\$ 26,200	\$ (1,000)			\$ 25,200	-3.8%
Information Technology and Communications	\$ 25,640	\$ 37,800	\$ (12,000)			\$ 25,800	-31.7%
Personnel and Training	\$ 4,732	\$ 11,100	\$ (4,000)			\$ 7,100	-36.0%
Equipment Related	\$ 1,437	\$ 3,000				\$ 3,000	0.0%
Vehicle and Fleet Related		\$ 500				\$ 500	0.0%
Financial Expenses	\$ 13,602	\$ 15,000				\$ 15,000	0.0%
Premise and Site	\$ 2,000						0.0%
Transfers to Capital		\$ 5,000	\$ (5,000)				0.0%
Total Expenditures	\$ 695,175	\$ 655,428	\$ 18,274	\$ 0	\$ 0	\$ 673,702	2.8%
Revenues:							
User Charges	\$ 251,748	\$ 287,350	\$ (186,675)			\$ 100,675	-65.0%
Donations	\$ 450						0.0%
Rentals and Concessions	\$ 23,325	\$ 13,000	\$ (9,750)			\$ 3,250	-75.0%
Total Revenues	\$ 275,523	\$ 300,350	\$ (196,425)	\$ 0	\$ 0	\$ 103,925	-65.4%
Total Levy Requirement	\$ 419,652	\$ 355,078	\$ 214,699	\$ 0	\$ 0	\$ 569,777	60.5%

Major Changes	
Unavoidable:	
Salaries and Benefits	COLA and merit increase for 4 FTE
Operating Expenses	Reduction of special events budget
Information Technology and Communications	Reduced printing costs as 2021 Activity Guide will be made available online
Personnel and Training	Reductions to courses and workshops
Transfer to Capital	Remove 2020 capital project from taxes - membership card printer
User Charges	Reduction due to COVID

Culture & Events Division

Division Team Leader: Karen Cubitt

Division Overview

The Culture & Events Division promotes and develops cultural spaces, events and resources to support PRC's two overarching programs:

- Active Living Across the Lifespan
- Community Inclusion through Art, Culture and Social Connection

The Division consists of four work units: Arts & Culture, Special Events, the Collingwood Museum, and the Simcoe Street Theatre.

The priorities of the Culture & Events Division are guided by the Community Based Strategic Plan, the PRC Master Plan, and the Collingwood Museum Strategic Plan. The Collingwood Museum is also governed by provincial, national, and international standards for community museums.

This Division receives income from Museum admission donations, program fees, image reproductions, research requests, and gift shop sales. It also receives income from special event permit application fees, and Simcoe Street Theatre rentals.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	6	6	6	0	6
PT	4	5	5	0	5
Contract	0	0	0	0	0
Seasonal	4	3	3	0	3

Division's Pressures and Trends, including Public Input

The Culture & Events division continues to strive for recognition of the importance of the “soft service” activities in a vibrant and desirable community. As 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. The CBSP vision includes “offering residents and visitors a lifestyle of healthy activities in beautiful and safe settings” and fostering “an inclusive multi-generational artful community with strong civic pride”, both of which drive the goal to “encourage diverse culture and arts offerings”. Woven throughout is the commitment to inclusion, equity, and diversity.

The pressures specific to the 2021 work plans of the Culture & Events Division relate to the continuing public health crisis and the degree to which cultural programming and events can be offered in the ideal, in-person setting. The division needs to be (and is) prepared to respond according to the limitations and opportunities of the day as it did in 2020. During the pandemic, the Culture & Events division created and delivered a significant amount of digital and virtual programming. Following the pandemic, there will be an expectation that a degree of digital programming would continue to supplement traditional in-person programming to broaden audience access and inclusion.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
			Inflation/ Unavoidable Increase	Growth	Service Enhancements
Priority	Description and Justification if Applicable				
OPERATIONS					
Community Inclusion through Art, Culture and Social Connection	Continue to deliver arts and culture programs and activities that support artistic expression, public art, and creativity as a means of building community inclusion. Contribute to the Diversity and Inclusion series of initiatives, support the work plan of Collingwood's second Poet Laureate, and produce the Annual Creative Collingwood Symposium.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Community Inclusion through Art, Culture and Social Connection	Continue to utilize the Simcoe Street Theatre as an incubator for social connection providing affordable rehearsal, performance, recording, and broadcasting space within the community, supporting emerging artists and musicians through its emerging artist subsidy program, and facilitating a number of Collingwood Live & Original Music Initiative programs that provide opportunities for musicians to connect, collaborate, and cultivate their craft.	X			
Community Inclusion through Art, Culture and Social Connection AND Active Aging through the Lifespan	Whether traditional in-person, virtual, or a hybrid, produce a roster of community and tourist events that foster inclusion and active living across the lifespan. Include: The Art of Winter Festival, International Women's Day celebrations, Collingwood Festival for Canada, Peak to Shore Music Festival, Live & Original Music Initiative, and the Collingwood Art Crawl. In addition, continue to administer the Special Event Permitting process facilitating safe and successful third party	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
	special events occurring on municipal property, adapted according to the public health guidelines of the day.				
Community Inclusion through Art, Culture and Social Connection	Continue to offer engagement opportunities at the Collingwood Museum for community members and visitors while striving to attract diverse audiences through new platforms and partnerships. Continue to update exhibits to create meaningful interactions and contemplative onsite experiences. Assess and research existing and new collections and address the Collections backlog.	X			
Community Inclusion through Art, Culture and Social Connection	Perform minor brick repairs to the exterior of the Collingwood Museum		\$2,000		
Community Inclusion through Art, Culture and Social Connection	Replace two 20-year-old interpretive history panels at the harbour that have met their lifespan and are damaged beyond repair.		\$2,200		

Previous Year's Priorities

What we accomplished – Comment

As part of National Indigenous History Month and National Indigenous Peoples Day (June 21) a series of five short videos were created to highlight the history and strength of First Nations People. The videos were created by people with First Nations heritage, each with a different and personal message but all with the overall theme of self-reflection and resiliency. The videos were shared on the Facebook Town of Collingwood and posted on the Town's website to encourage people to learn about the history and present lives of Indigenous people.

At the outset of Covid-19, an information page for the Arts Community was created and shared to provide resources and announcements to artists, gig workers and arts organizations in the community. A survey was sent to the arts community seeking feedback on where they might most need support. As a result a webinar called "digital marketing for creatives" was offered in partnership with the Digital Service Squad.

The commission process for a new mural at Ste. Marie and Huron Street resulted in the selection of artwork by a volunteer community committee. Unfortunately the location was not deemed suitable and a new location is currently being sought with the goal of installing the artwork in 2021.

Poet Laureate Day Merrill extended her term from April 2020 to July. A virtual poetry event was held in June called "Pints & Poems from our Homes", continuing to bring together the writers and poets in our community and beyond. A program of virtual daily poems was shared on the CollingWord website in April and May for National Poetry Month. Having been temporarily suspended as a result of Covid-19, the search for the Town's second Poet Laureate resumed in August with the appointment of a new Poet Laureate completed in September by a volunteer committee including peers in literary arts.

The Community Recreation & Culture Grant Program completed an intake cycle and awarded 5 grants of \$5000 and 15 grants of \$1500 for a total of \$47,500. In light of the strains placed on local non-profit organizations and the mandatory cancelling of events as a result of Covid-19, it was determined that recipients could utilize the funds to maintain business continuity for this year, or be utilized for the same project in 2021.

Culture and Events staff were instrumental in creating content for the Camp Collingwood initiative throughout the summer including a series of nine 5-minute art project videos called "On Your Arts-Get-Set-Go!" These were produced by staff and shared on Camp Collingwood to encourage experimentation and participation in the arts by all ages and abilities.

A new Facebook live streamed show called The Stage Door was produced and hosted by the Town of Collingwood with Theatre Collingwood's Executive Director, Erica Angus. The purpose of this 8-part one hour series was to go behind the

Previous Year's Priorities

What we accomplished – Comment

scenes to celebrate and showcase the performing artists and arts organizations in Collingwood and elsewhere who have been affected by the need for social distancing.

The 8th annual Collingwood Art Crawl offered a week-long virtual and in-person customized experience for participants with over 100 artists and musicians featured and 45 video performances. In collaboration with the Marketing & Business Development Department and the BIA, artists were paired with businesses to display their works in downtown locations for the duration of the event (Sept 19-26). The new virtual format provided the opportunity to include other art forms in 2020 including performance art and written arts.

The Creative Collingwood Symposium held annually in November, will see a virtual iteration this year with a theme based on the results of a survey to previous year's participants as to what would be most helpful and informative at this time.

In order to continue maximizing the overall use and breadth of activities at Simcoe Street Theatre (SST) to the benefit of the cultural community, PRC renewed its lease of the space for a three year term.

The SST had an active two months of rentals prior to closing in March due to Covid-19. The Theatre was able to re-open in September for closed productions (no live audiences).

The staff at the SST created the L&O Spotlight Series, a 20 episode, Facebook Live series presented in partnership with The Peak FM. The series spotlighted the musings and music of our community, featuring guest appearances from local artists, businesses, and organizations that continue to support our vibrant local music community through online initiatives and virtual events. The platform developed for this series was then used to create the Stage Door and Re:Event, both of which were produced by the SST staff member.

Re:Event was an eight episode Facebook Live series presented by the Division's special events staff. This series featured local events and local event organizers, asking them to re-visit their past successes, discuss their re-inventions due to Covid-19 restrictions, and discover how the organizers re-imagined the future in these new and forever changing times. This series was created with the hope of keeping Collingwood residents and event attendees connected and informed at a time when we are all apart.

The Museum's Exhibit Gallery Re-design Project, a 3-year project with Blue Rhino Design, was completed resulting in a fresh gallery that includes three new exhibit cases and three new displays.

Previous Year's Priorities

What we accomplished – Comment
The Museum's popular onsite events, including the Collectors' Night and Shipyard Social, were reinvented as virtual events that attracted participants from outside Simcoe County.
The Museum's gift shop inventory was uploaded to the new PerfectMind Software POS system as were all non-inventory and service items. Registration for the Museum's children's programs is also now fully online through PerfectMind.
Staff worked with this year's registered buskers and local music producers to create a series of Busker performance video montages. The final video in the summer series was the top performing video in organic reach (10k+) on Experience Collingwood as of Sept 24. A Fall/Winter series is currently underway.
In an effort to salvage a portion of the busking season, staff adapted the traditional busking program, working with a local business to re-open a single busking location beginning Labour Day weekend. The location is equipped with the required plexiglass barrier and is supported by health and safety procedures addressing registration, signage, and cleaning protocols.
The PRC department successfully replaced the cancelled Frozen in Time Festival. The First Annual Art of Winter Festival was hosted in January 2020 turning Collingwood into a snowy canvas for creativity, activity and connectivity. Central Park and the Collingwood Trails Network played host to daytime fun and nighttime magic including professional snow carving, children's games, snowshoe treks, a Rock the Rink moonlit skate, and the Watchful Eyes flashlight-powered scavenger hunt.
In March, staff from PRC and multiple Town departments presented a successful 2 nd Annual International Women's Day program of events which included a Flag Raising Ceremony & Community Social and a Panel Discussion & Networking Social that explored what it means to be a gender equal world.
In order to celebrate Canada Day in a safe, socially distanced manner, Collingwood partnered with the Town of The Blue Mountains and Blue Mountain Resort to present a virtual Canada Day from Peak to Shore. The event featured live and pre-recorded music and entertainment broadcasted from iconic landscapes throughout Collingwood and The Blue Mountains.

Previous Year's Priorities

What we did not get done – Comment

The Ste. Marie/Huron Street mural replacement commission was not installed in September in time to unveil during the Collingwood Art Crawl as previously planned. As noted in the accomplishments above, staff are currently seeking a new location with an anticipated installation in summer 2021.

Another series of Niibi Gatherings or multi-cultural events at the Awen' Gathering Place was originally planned and did not occur due to Covid-19 restrictions.

The Museum's onsite interactive exhibit components could not be incorporated into the final phase of the Gallery Re-Design Project due to COVID-19 restrictions and the elimination of high touch surfaces.

The goal for Sidelaunch Days in 2020 was to expand either the physical footprint or extend the length of the event to increase programming and tourism revenues. Sidelaunch Days did not take place due to Covid19 but was featured within the Re:Event Facebook Live Series instead.

The Arts & Culture Centre Feasibility Study approved by Council in 2020 was delayed due to Covid19. The RFP was issued and the contract is expected to be awarded before the end of 2020 but it is unlikely that many, if any, funds will be dispersed in 2020.

Operating Budget Details

PRC - Culture & Events	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 658,801	\$ 682,887	\$ 15,545			\$ 698,432	2.3%
Administrative Expenses	\$ 8,457	\$ 8,643	\$ (283)			\$ 8,360	-3.3%
Operating Expenses	\$ 69,336	\$ 57,880	\$ 3,850			\$ 61,730	6.7%
Information Technology and Communications	\$ 41,172	\$ 28,840	\$ 7,120			\$ 35,960	24.7%
Personnel and Training	\$ 30,124	\$ 15,331	\$ (1,085)			\$ 14,246	-7.1%
Utilities	\$ 17,950	\$ 23,400	\$ 1,440			\$ 24,840	6.2%
Equipment Related	\$ 17,213	\$ 26,650	\$ (1,000)			\$ 25,650	-3.8%
Purchased Services	\$ 290,302	\$ 136,771	\$ (7,800)			\$ 128,971	-5.7%
Long Term Debt Servicing							0.0%
Financial Expenses	\$ 45,895	\$ 15,496	\$ 818			\$ 16,314	5.3%
Premise and Site	\$ 46,939	\$ 61,400	\$ 4,560			\$ 65,960	7.4%
Transfers to Capital	\$ 20,615	\$ 75,000	\$ (75,000)		\$ 3,500	\$ 3,500	-95.3%
Transfers to Town Reserves and Reserve Funds		\$ 5,000				\$ 5,000	0.0%
Total Expenditures	\$ 1,246,805	\$ 1,137,298	\$ (51,835)	\$ 0	\$ 3,500	\$ 1,088,963	-4.2%
Revenues:							
User Charges	\$ 72,295	\$ 21,460	\$ (9,100)			\$ 12,360	-42.4%
Government Transfers	\$ 73,950	\$ 21,996	\$ 9,250			\$ 31,246	42.1%
Donations	\$ 9,492	\$ 6,000	\$ (3,000)			\$ 3,000	-50.0%
Rentals and Concessions	\$ 24,329	\$ 29,846	\$ (13,423)			\$ 16,423	-45.0%
Other	\$ 6,493	\$ 1,000				\$ 1,000	0.0%
Total Revenues	\$ 186,560	\$ 80,302	\$ (16,273)	\$ 0	\$ 0	\$ 64,029	-20.3%
Total Levy Requirement	\$ 1,060,245	\$ 1,056,996	\$ (35,562)	\$ 0	\$ 3,500	\$ 1,024,934	-3.0%

Major Changes	
Unavoidable:	
Salaries and Benefits	COLA and merit for 3 FTE
Operating Expenses	Increase in program supplies
Information Technology and Communications	Increase in promotion publicity and marketing as well as exhibits to repair two damaged interpretive panels
Personnel and Training	Reductions courses and workshops
Utilities	Expected natural gas and hydro increases
Equipment related	Reduction in equipment lease/rental to better reflect 5 yr. trend average
Purchased Services	Reduction in entertainers and contacted services to better reflect 5 yr. trend average
Premise and Site	Minor Brick repairs and grounds work at Station
Transfer to Capital	Removal of 2020 transfer to capital
Transfers to Town Reserves	Public Art Reserve
User Charges	Reduction in program revenue and gift shop sales at Museum due to COVID
Government Transfers	Federal COVID grant
Rentals and Concessions	Reduction in Simcoe Theatre revenue due to COVID
Donations	Reduction in donations at Museum due to COVID
Service Enhancements	
Transfers to Capital	Dockside mural

PLANNING AND DEVELOPMENT



Planning

Division Team Leader: Adam Farr

Division Overview

The Planning Services Division 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 up-dates to the Town's guiding planning documents.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	6	7	7	1	8
PT					
Contract					1
Seasonal					

Division's Pressures and Trends, including Public Input

The Town's Community Based Strategic Plan sets as one of its objectives the update of the Town's land use and regulatory framework. This encompasses a number of key documents, bylaws, procedures and various other matters and the following major documents in particular:

- Official Plan
- Zoning Bylaw

Official Plan Update

In 2020, at the direction of Council staff retained a consultant and initiated an update to the Town's Official Plan. Staff have targeted completion of the Official Plan in 2021 for approval consideration by Town Council after which it will be forwarded to the County for review and final approval consideration. After approval, the plan will be subject to an appeal period. Any appeals thereafter will need to be resolved, unless scoped to specific issues, before the plan comes into effect.

The Official Plan triggers the need for Town staff resource requirements which are currently stretched beyond capacity. Extensive overtime is required to handle the current workload.

In 2022 there will be a need for budgeted funds to deal with possible appeals arising from the approval of the Official Plan by the County.

At the same time as the Town is updating and completing the review of its Official Plan, the County is conducting a Municipal Comprehensive Review (MCR). An MCR is term used by the Province to describe the various technical studies that are conducted in advance of the preparation and adoption of County-wide Official Plan Amendment. The Government of the Province of Ontario requires that the County amend its Official Plan to implement the various legislative changes made at the Provincial level over the last two years including, among other things, planning to the 2051 Growth Horizon. To comply with the legislated requirements the County must adopt its amended Official Plan by July 1, 2022. The local municipalities within the County are required to amend their respective Official Plans to conform to the County's plan by July 1, 2023.

In order to comply with the updated County OP, additional amendments to Collingwood's OP will be required before the July 1 2023 conformity deadline. Nominal additional costs to complete the required amendments may be incurred as a result and will need to be budgeted for in 2022 and 2023

Zoning Bylaw review

The Town's zoning bylaw requires review of its structure and content to:

- fulfill the related community based strategic plan goals and objectives
- address legislative change at the Provincial level
- meet the changing needs of the community
- coordinate with the direction of the Official Plan

The project is extensive enough that the structural and content review could begin in 2021 following Collingwood Council approval of the Official Plan and the remainder of the update be completed after final approval is given by the County, ideally sometime in 2022. However, given the County's current focus on the MCR for the County Official Plan, the timing of County approval of the Town OP can't be confirmed at this time. Various content related issues emerge with sufficient frequency that the current zoning bylaw is triggering unnecessary delays or lengthening the duration of approval processes.

Emergent Issues and Special Studies

Given the pace of change, various issues emerge on an ad hoc basis that would ideally be resolved through special studies and related implementation actions such as Bylaws or inputs into policy making exercises. Staff now have limited capacity to deliver these types of periodic studies due to existing commitments and the application processing related workload.

Current Development Activity

The complexity and resource requirements necessary to process current development applications are high. Many projects are infill and therefore require more time to process, public engagement requirements are higher and the technical issues raised are often equally complex. All staff are carrying complex labour intensive files resulting in overtime requests and capacity limits for any discretionary assignments.

Updating Town Planning Processes

Town staff are updating planning processes to address community expectations, to provide appropriate review standards for proposed development and provide clarity to the development industry. This is being undertaken concurrently with the processing of many complex applications and requires additional resources.

Proposed Fee Review

Review Planning and Engineering fees, confirm full cost of application processing based on a 5-year application activity projection, report cost of application processing and provide recommended fee revisions to Council

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Official Plan Update	Required to complete strategic project.		\$150,000		
Planning, Engineering and Building services fee review.	Necessary to accurately estimate the cost-of-service delivery, identify process efficiencies and confirm the appropriate fee structure. Fees currently provide far below the costs of the planning oversight, with the remainder paid through municipal taxes.				\$85,000
Manager of Planning	Required to provide daily oversight to the Planning division. This is very important in Collingwood now, as rapid development will set the face and character of our neighbourhoods for many years to come.				\$112,329
Zoning Bylaw Update Part 1	Required to implement Community Based Strategic Plan, meet community needs, implement legislative changes and coordinate with the outcomes of the Official Plan				\$100,000

	PRECON	OPA/ZBA	OPA	HLDG REM	ZBA	SITE PLAN	SITE PLAN AGRMT	DRFT PLAN EXT	SUB	PLC	CDM	CONSENT	MINOR VARIANCE	DEEMING BYLAW	MISC AGRMT	TREE REMOVAL	CELL TWR
2015	22	2	0	1	7	14	4		4	3	0	8	13	2	0	1	0
2016	23	1	1	0	7	6	6	2	3	2	0	20	21	2	2	0	0
2017	33	4	1	1	8	14	8	1	3	2	1	17	27	1	0	7	0
2018	22	3	0	0	10	12	9	3	5	4	0	19	33	2	1	8	0
2019	24	2	1	0	2	10	12	2	1	6	0	7	33	2	6	3	0
2020	35	0	1	0	2	12	6	3	1	1	0	8	18	2	2	0	1

Previous Year's Priorities

What we accomplished – Comment

Official Plan Update advanced through first 4 phases of 6 phase work program – Start Up, Community Consultation, Issues Identification, Options/Directions (Pending)

Updated Town planning approaches to implementing/administering the provisions of the Planning Act.

Processed a variety of significant residential and non-residential development applications as noted in the table below.

Engaged Council and implemented direction with regard to a variety of matters before the Local Planning Appeal Tribunal.

Introduced urban design peer review to application review processes

Crafted urban design submission terms of reference and applied in the review of applications

Advanced preparation of urban design guidelines for redevelopment area

Provided heritage planning support to the Heritage Committee

Official Plan Update advanced through first 4 phases of 6 phase work program – Start Up, Community Consultation, Issues Identification, Options/Directions (Pending)

Administered business before the Committee of Adjustment

What we did not get done – Comment

Operating Budget Details

Planning	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 727,604	\$ 731,086	\$ 41,637		\$ 112,329	\$ 885,052	21.1%
Administrative Expenses	\$ 6,274	\$ 10,000	\$ (3,500)			\$ 6,500	-35.0%
Operating Expenses	\$ 33,121	\$ 29,500	\$ (1,000)			\$ 28,500	-3.4%
Information Technology and Communications	\$ 10,636	\$ 21,000	\$ 10,270			\$ 31,270	48.9%
Personnel and Training	\$ 8,359	\$ 18,765	\$ 15,000			\$ 33,765	79.9%
Utilities	\$ 3,792	\$ 6,047	\$ 328			\$ 6,375	5.4%
Equipment Related	\$ 6,924	\$ 4,650				\$ 4,650	0.0%
Purchased Services	\$ 10,870	\$ 364,000	\$ (182,000)		\$ 185,000	\$ 367,000	0.8%
Financial Expenses	\$ 18,517	\$ 14,560	\$ 812			\$ 15,372	5.6%
Premise and Site	\$ 13,785	\$ 10,700	\$ 5			\$ 10,705	0.0%
Inter-functional Transfers	\$ 31,992	\$ 32,000	\$ (1,455)			\$ 30,545	-4.5%
Total Expenditures	\$ 871,874	\$ 1,242,308	\$ (119,903)	\$ 0	\$ 297,329	\$ 1,419,734	14.3%
Revenues:							
Municipal Taxation							0.0%
User Charges	\$ 116,175	\$ 137,200				\$ 137,200	0.0%
Other	\$ 49,137	\$ 52,000	\$ (7,000)			\$ 45,000	-13.5%
Total Revenues	\$ 165,313	\$ 189,200	\$ (7,000)	\$ 0	\$ 0	\$ 182,200	-3.7%
Total Levy Requirement	\$ 706,561	\$ 1,053,108	\$ (112,903)	\$ 0	\$ 297,329	\$ 1,237,534	17.5%

Major Changes	
Unavoidable:	
Salaries and Benefits	COLA and merit increases for 4 FTE
Administrative Expenses	Reduction in office supplies expense
Operating Expenses	Reduction in sundry expense
Information Technology and Communication	Computer Hardware and Cellular phone expenses to enable work from home arrangements
Personnel and Training	Training for CityView software
Purchased Services	Official Plan Update, Studies
Service Enhancements:	
Salaries and Benefits	Manager of Planning
Professional Services	Planning and Building Fee review, zoning bylaw update

Economic Development

Division Team Leader: **Director Adam Farr**
 Director Martin Rydlo

Division Overview

This budget division organizationally reports to the Planning, Building and Economic Development Department.

Context

Collingwood is at an economic development transition point. COVID has demonstrated the importance of diversifying its economic base. While it has strained the critical tourism & hospitality sector, businesses that are more digitally dependent have proven more resilient and seems to have driven a sudden increase in residential demand as knowledge workers realize they can live, work and play in Collingwood full time as a result of high speed internet connectivity in the municipality.

Purpose

The new 5 year Economic Development Action Plan has been in development since 2019. Informed by the Mayor's Advisory on Economic Development, and the COVID-19 Economic Recovery Task Force, the plan zeroes in on just three goals—those that will best help drive economic success in Collingwood:

Make Collingwood a Hub for Sustainability & Innovation

Promote Collingwood as a Great Place to Live & Work

Ensure Collingwood Is Investment-Ready Objective

Budget Overview

In total, Department efforts represent almost \$1,000,000 of investment into economic development, with about 1/3 offset by Provincial funding, grants, sponsorships, registration fees and contributions from other municipalities/counties. The result is a taxpayer levy of \$586,697, representing a decline of 4.1%. This reduction is coming as a result of rolling up the total Economic Development budget in a more integrated format which better reflects the contributions of the Small Business Enterprise Centre efforts.

This Economic Development Business Plan includes two components, Marketing and Business Development, and Small Business Enterprise Centre.

Marketing and Business Development

This is the umbrella steering the Economic Development Action Plan and coordinating the activities of this budget division. This portion of the budget includes:

- The Director and Administrative Assistant

- The South Georgian Bay Business Development Centre (BDC)
 - Located in the Town's Annex Building, the BDC provides a one-stop-shop for business with co-location of business support organizations including the Small Business Enterprise Centre, the Centre for Business & Economic Development (Federally funded and independently operated), the Collingwood Downtown Business Improvement Area (BIA is funded by additional tax levy on business in the downtown designated area) and the Town's Marketing & Business Development staff.
 - There is a BDC MOU between the parties ending on July 30, 2021, under which the Town provides a full time Administrative Assistant and the BDC facilities, with the BIA and CFB paying \$861 and \$1,148 in rent monthly (about \$24,000 per year). The current BDC contract expires mid-year 2021, and a decision needs to be made early in 2021 about whether the Town wishes to continue this arrangement. The Town also provides Technology Support Services, and some HR and other services for nominal fees.
 - While several municipalities contribute to the SBEC (see below), no other municipalities contribute to the BDC itself
- The Mayor's Golf Tournament for Charity (staff time plus flow through funds) – 2021 edition may be adjusted due to COVID.
- The Debenture for the purchase and renovation of the Annex Building (BDC Building South of Town Hall) of about \$83K, with a total of about \$190K charged for Annex overall.
- \$25K is contributed to SBEC as the Town's support approved by Council in the 2020 budget.
- An additional \$15,000 is invested in SBEC to outsource organizing business networking and educational events on behalf of the Town, and in some cases regional municipalities. Examples of these events include the Youth Career Expo, Creative Collingwood Symposium, Pitch Prep Workshop, Leadercast Collingwood Leadership Conference
- Promo, Publicity & Marketing includes both business & tourism/lifestyle marketing efforts for key projects identified as priorities in the Economic Development Action Plan:
 - BDC services (BDC partners contribute additional funds)
 - Tech Hub North and the Live More Now job portal
 - Continuation of the Go Get Out campaign
 - Integrating business with organized activities such as Whiskylicious, Patiolicious, Art Crawl, Craft Beverage Tour, Sidelaunch Days
 - Experience Collingwood social media channels on Facebook and Instagram, which collectively reach almost 30,000 followers
 - Budget has been \$116,000 but is being reduced by \$14,400 to recognize transfer of Experience Collingwood management responsibilities to Corporation-wide Communications in 2021)
- Research & Development/ Special Projects, which together represents a budget of \$109,500, includes funding of key projects critical to delivering on the Economic Development Action Plan:
 - Seasonal event/activity satisfaction survey

- Sourcing of data for Economic Development dashboard
- A \$25K ongoing contribution to the Collingwood Youth Centre and a seat on the Board of Directors (per CAO 2017-05 covering to 2018).
- Project manager to ensure completion of the Mainstreet Modernization Project by Spring 2021
- Tourism services including visitor management, liaising with tourism businesses, providing networking and educational opportunities have been outsourced to the South Georgian Bay Tourism Association for many years. In 2021 the proposed investment includes:
 - \$15,000 for base municipal membership, equal for all 5 participating municipalities
 - \$7,000 for extension of a recovery & resiliency program that would provide free membership to all tourism & hospitality businesses
 - \$5,000 for tourism ambassadors to be located at key Collingwood high visitor summer locations to help disperse traffic to other locations

The Small Business Enterprise Centre (SBEC)

There is a 3-year Provincial agreement for the Town's operation of the Small Business Enterprise Centre and related Summer & Starter Company grants, expiring in March 2022.

Under this agreement, the province funds about \$194.6K, and as noted above the Town contributes \$25,000 to its base operation, plus the location (as noted above the BDC is carrying \$190K minus \$24K of rent income for the Annex), and \$15K for business networking and educational events. Other South Georgian Bay municipalities within the defined service area of this SBEC provide funding, approved annually by their Council, to support business advisory services (in 2020 Town of the Blue Mountains, Wasaga Beach and Clearview contributed, \$5K, \$5K and \$2.5K respectively).

The Town has hired, on contract, the Manager, SBEC and the Advisor, SBEC as Town employees using these funds.

The SBEC has also managed the Digital Mainstreet (DMS) program for the region since 2019 and will continue to do so to its end in February 2021. The Town of The Blue Mountains and Town of Collingwood have contributed to the program (\$10,000 and \$21,000 respectively) as has Simcoe County (\$30,000).

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	1	1	1	+1	2
PT					
Contract	3	3	3	-1	2
Seasonal					

FT: Director and Administrator (funded by the Town of Collingwood)

Contract: SBEC Supervisor & SBEC Advisor (funded by Provincial SBEC agreement)

Division's Pressures and Trends, including Public Input

Pressures

1) Public consultation has identified Collingwood is at a critical crossroad to ensure it does not become a victim of its own success by creating a place where people can no longer afford to live, work and play. As its popularity grows as a top community for entrepreneurs and one of the top 25 places to live in Canada, it faces key pressures related to:

Creating job opportunities in key knowledge-economy 'tech' sectors

Attracting the younger workers needed to service the 'lifestyle' sectors

Making it easier to do business with the Town as the scope and scale of investments increases

The BDC provides regional business support through both the Small Business Enterprise Centre (SBEC) and the Centre for Business & Economic Development (CBED). Any business, regardless of address, can currently be provided with equivalent support from the BDC by SBEC and CBED based on their regional mandates. The BIA and Town staff BDC partners focus specifically on business with Collingwood interests. The BDC also plays an important regional role in hosting meetings and provide supporting services for South Georgian Bay Tourism Association, Georgian College, entrepreneurship efforts in South Georgian Bay, Labour and Transportation Task Force meetings. While regional municipalities do provide some financial assistance for the Small Business Enterprise Centre, the Town of Collingwood is the sole funder of the facilities used for many additional regional efforts.

Priorities

Based on the 3rd annual 'Your Business Matters' business survey and additional from the Mayor's Advisory on Economic Development, the primary areas to focus on are a) attracting investment, b) networking & collaboration, c) Four season tourism. This puts heavy emphasis on:

continuing to support the extensive services the partners at the Business Development Centre provide

Pending Council's decision: launching the business accelerator to help entrepreneurs 'supercharge' their companies in Collingwood with outside investment

continuing to promote Collingwood's better lifestyle as Ontario's premiere four-season playground, with a particular focus on maintaining the momentum behind its social media marketing efforts

reinforcing the relationships with regional tourism partners through the South Georgian Bay Tourism Association and re-activated Labour Task Force to increase the value of each visitor, vs the quantity of visitors.

Staffing

With the increased integration of the Small Business Enterprise Centre (SBEC) as one of the core services the Town offers to business in Collingwood and the region, the staff complement for the first time reflects both the Supervisor and the Advisor contract positions (salaries funded by the Province of Ontario).

The 2021 staffing plan requests the reclassification of the contract receptionist position to a full-time administrative assistant in order to align with the scope of work this position is responsible for, including coordinating all operational aspects of the Business Development Centre.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
			Inflation/ Unavoidable Increase	Growth	Service Enhancements
Priority	Description and Justification if Applicable				
OPERATIONS					
1.1 Accelerate Small & Medium Businesses Growth	Continue commitment to support services provided through Business Development Centre partnership. <i>Pending Council's decision:</i> Support the creation of a Business Accelerator non-profit to help transform small businesses into core economic contributors. Grow the profile of Tech Hub North companies and their Innovations.	X			\$10,734
1.2 Promote sustainability projects in collaboration with cluster businesses	Act as a catalyst for sustainability and green pilot partnership projects. Support organizing annual UN Habitat conference.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
2.1 Promote Collingwood's Better Lifestyle	Continue to invest in growing Town's brand as Ontario's premiere four season playground. Coordinate the improvement of walking & cycling amenities to help visitors explore the downtown's businesses. Create a seasonal "Go Get Out/Discover Collingwood" portal to diversify awareness of the 'things to do' in Collingwood. Develop a system for measuring the economic impact of tourism and clarify roles of various departments implementing the tourism plan to maximize impact and efficiency.	X			
2.2 Attract a More Youthful Workforce to the Region	Expand the "LiveMoreNow" campaign's digital and physical footprint to profile job opportunities in targeted growth sectors. Re-activate regional Labour and Transportation Task Force	X			
2.3 Expand Educational Opportunities for Multi-Generational Talent Pool	Outreach to businesses to identify talent & educational needs; Facilitate connections between businesses & Georgian College to expand educational options in the community.	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
3.1 Characterize, Magnify & Market business growth areas with available lands & space	Develop a profile for key business areas on website and other promotional channels focused on Business Parks & Commercial Nodes.	X			
3.2 Make it Easy to do Business with the Town	Promote one-stop-shop for businesses at Business Development Centre (BDC), acting as a concierge service for businesses. Launch cross-departmental business customer service team to maximize customer service offered to businesses.	X			
3.3 Establish a Business Ambassador Team	Establish a Business Ambassador team of local business CEO's and supporting organizations that meets regularly with Senior Town Leadership.	X			

Previous Year's Priorities

What we accomplished – Comment

Support Small Business Growth & Entrepreneurship - Continued engaging with existing businesses; Promoted services available from partners at the Business Development Centre (BDC), with 84% of business aware of the BDC, managing 3,419 contacts of which more than 60% are consulting appointments and more than half requiring the services of multiple partners. The BDC partnership agreement was extended for another year. Expanded the successful Digital Service squad with more than 100 companies served. Dramatically increased grants and funds available to companies, exceeding \$2,000,000 year to date across recovery loans, Summer and Starter Company grants and the Digital Mainstreet Program. Began integrating customer service efforts with Planning; worked on 3 applications with Planning and participated in Harbour brainstorming sessions with developers.

Make Collingwood recognized as an emerging tech cluster- www.TechHubNorth.ca has now become adopted as the identified for Collingwood's growing group of companies leveraging technology as a core component of their growth strategy. The online portal and associated job board is on target to hit more than 5,000 sessions and 16k page views by the end of 2020. These 'tech' companies have fared significantly better than many other sectors through COVID, reinforcing the importance of the strategy to diversify the Town's economic base into more knowledge economy-based companies. More overt investment attraction efforts began by working with Centre for Business & Economic Development to successfully source private & public sector funds for a consultant to develop a plan for a business accelerator, which included securing \$50,000 in funding from Simcoe County.

Encourage growth of existing companies- Provided extensive informational and networking virtual events through the COVID crisis. In total the BDC has organized and promoted 59 special events to business in 2020 with an estimated audience of 3,700. In total, more than \$1,000,000 in loans were approved to help local companies grow through federal partners at the Business Development Centre.

Lifestyle Promotion - Social media investment in www.LiveMoreNow.ca campaign is paying off as the portal now generates on average 1 qualified lead per week; Continues to support promotion of Collingwood as a great place to live with focus on promoting events such as Whiskylicious, Collingwood Craft Beverage Tour, Patioicious, Art Crawl and continuing to grow the Town's social media footprint via Experience Collingwood which will have over 28k followers across Facebook and Instagram, a growth of more than 12% versus 2019. A new fall/holiday Go Get Out marketing campaign will help elevate the awareness of all the 'hidden experiences' that still await people when they come browse and buy from Collingwood Businesses.

Previous Year's Priorities

What we accomplished – Comment

A Completely New Way of Supporting Business- The impact COVID has on 2020 work plans was significant. Within 48 hours the cornerstone tourism and hospitality sector was shut down just before the critical March Break. Reacting to this global pandemic meant rethinking how every aspect of the plan to meet the new needs of Collingwood businesses and how we help support them. Creating the Economic Recovery Task Force was a major effort that produced a leadership set of recommended Action Items by the task force at www.Collingwood.ca/TaskForce. Getting these approved by Council was only the first part of the effort, as the team continues to work on implementing the recommendations. The Recovery Dashboard has proven to be vital tool for measuring the impact of the Town's recovery efforts. The level of communication to businesses ramped up significantly, with business newsletter going from 4 per year to more than 16 as they moved to a weekly publishing schedule during the height of the first wave of the COVID crisis. Campaigns such Get Ready for Back to Business, Safety Posters for stores, and Get More Digital were completely new approaches tailored to meet the needs of businesses. Similarly key events like Canada Day had to be redesigned to introduce virtual celebrations and a new Collingwood Porch Party collaboration with local businesses and www.Collingwood Commons.ca. Similarly, Sidelaunch Days was replaced with an all new www.Patiolicious.ca celebration.

What we did not get done – Comment

Corporate Social Responsibility- Could not organize annual Mayor's Golf Tournament to help raise money from businesses to support local youth initiatives due to COVID restrictions.

Investment Attraction- Deprioritized the effort to reach out to site selectors because of COVID.

Operating Budget Details

Marketing and Economic Development	2021						
	2019 Actual	2020 Budget	Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 251,020	\$ 246,327	\$ 4,187		\$ 10,734	\$ 261,248	6.1%
Administrative Expenses	\$ 4,430	\$ 10,312				\$ 10,312	0.0%
Operating Expenses	\$ 1,400	\$ 27,200				\$ 27,200	0.0%
Information Technology and Communications	\$ 159,846	\$ 144,150	\$ (54,400)			\$ 89,750	-37.7%
Personnel and Training	\$ 4,457	\$ 7,000	\$ (3,500)			\$ 3,500	-50.0%
Purchased Services	\$ 293,549	\$ 131,238				\$ 131,238	0.0%
Long Term Debt Servicing	\$ 82,990	\$ 83,195				\$ 83,195	0.0%
Financial Expenses	\$ 74,744	\$ 264	\$ 53			\$ 317	20.1%
Premise and Site			\$ 8,649			\$ 8,649	0.0%
Transfers to Capital			\$ 5,000			\$ 5,000	0.0%
Inter-functional Transfers	\$ 29,692	\$ 40,000	\$ (8,649)			\$ 31,351	-21.6%
Total Expenditures	\$ 902,127	\$ 689,686	\$ (48,660)	\$ 0	\$ 10,734	\$ 651,760	-5.5%
Revenues:							
User Charges	\$ 84,906	\$ 55,000				\$ 55,000	0.0%
Government Transfers	\$ 165,573						0.0%
Other	\$ 62,699	\$ 12,254	\$ 11,854			\$ 24,108	96.7%
Transfers from Town Reserves and Reserve Funds	\$ 5,000						0.0%
Total Revenues	\$ 318,177	\$ 67,254	\$ 11,854	\$ 0	\$ 0	\$ 79,108	17.6%
Total Levy Requirement	\$ 583,950	\$ 622,432	\$ (60,514)	\$ 0	\$ 10,734	\$ 572,652	-8.0%

Major Changes	
Unavoidable	
Salaries and Benefits	COLA, merit increase for administration position and contract extension for Downtown Modernization project manager
Information Technology and Communications	Remove allocation to SBEC budget \$40k (SBEC is standalone budget for 2021), \$14.4k Wordjack contract transferred to Corporate Management budget
Personnel and Training	Reductions in Business Travel and conferences
Premise and Site	Corporate Janitorial Contract adjustment and allocation
Transfer to Capital	Downtown Modernization project
Inter-Functional Transfers	Corporate Overhead Allocation adjustment for Corporate Janitorial Contract (see premise and site)
Other Revenue	To recognize full year rent of Annex space to partners (current contract expires in July 2021)
Service Enhancement	
Salaries and Benefits	Reclassification of receptionist-contract to administration assistant- full time

Small Business Enterprise Center	2021						
	2019 Actual	2020 Budget	Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 97,700		\$ 154,401			\$ 154,401	0.0%
Administrative Expenses	\$ 7,274		\$ 7,349			\$ 7,349	0.0%
Operating Expenses	\$ 31,238		\$ 11,000			\$ 11,000	0.0%
Information Technology and Communications	\$ 12,830		\$ 8,500			\$ 8,500	0.0%
Personnel and Training	\$ 9,923		\$ 5,000			\$ 5,000	0.0%
Equipment Related	\$ 1,175						0.0%
Purchased Services	\$ 56,269		\$ 45,000			\$ 45,000	0.0%
Financial Expenses	\$ 50,000		\$ 68,000			\$ 68,000	0.0%
Total Expenditures	\$ 266,410	\$ 0	\$ 299,250	\$ 0	\$ 0	\$ 299,250	0.0%
Revenues:							
User Charges	\$ 7,674						0.0%
Government Transfers	\$ 210,886		\$ 206,750			\$ 206,750	0.0%
Other Municipalities	\$ 12,500		\$ 52,500			\$ 52,500	0.0%
Other	\$ 35,350						0.0%
Total Revenues	\$ 266,410	\$ 0	\$ 259,250	\$ 0	\$ 0	\$ 259,250	0.0%
Total Levy Requirement	\$ 0	\$ 0	\$ 40,000	\$ 0	\$ 0	\$ 40,000	0.0%

Heritage

Division Team Leader: Adam Farr

Division Overview

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 who within their job description is dedicated at 30% of 1 full time position and is a non-voting member of the Collingwood Heritage Committee.

Staffing Complement

Building and Planning department allocate a portion of 3 staff time to Heritage: 2 from Building at 10% and 1 at 30% from Planning.

Division's Pressures and Trends, including Public Input

The current staff commitment to the Heritage program provides limited resources in priority areas. The planner who support and administers the heritage program is increasingly being called upon to complete project work on development applications.

The recognized standards for heritage preservation require costlier options for renovations and repairs (wood windows, doors etc.) so in order to maintain the integrity of the program and specialist and Committee advice it can be difficult to support alternatives. For property owners this can be an irritant. However, where possible, the Committee is increasingly open to consideration of less expensive options.

Within the heritage realm there is an active discussion around the concepts of replication (new heritage- look buildings) and juxtaposition (buildings that are new that artfully contrast with heritage such that the heritage characteristics of the surrounding heritage buildings stand out and are showcased and strengthened). As development and redevelopment opportunities emerge the Town is encouraging the Committee and project proponents to consider the merits of juxtaposition in building design to encourage the renewal of the Town's heritage character and creative expressions in redevelopment.

The economic impacts of the COVID 19 pandemic may make repairs and renovations that require heritage compliance costlier at a time when private property owners and businesses may be experiencing hardship. Reconciling the need to retain the characteristics of the district with these difficult times is a challenge.

There is increasing redevelopment in and around the district that triggers review requirements involving the heritage committee. Achieving an efficient process for reviewing those proposals is an important municipal objective to encourage investment in Collingwood.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Update Committee processes and provide education and training in delivery of Committee mandate	Make processes clear. Provide staff recommendations on matters coming before committee. Educate committee on role and on current themes in heritage planning and protection. Apply balanced and flexible approaches wherever possible while ensuring heritage preservation principles are upheld.	X			
Continue to administer grants, incentives and permits and conduct annual inventory of tax relief receiving properties.		X			
Ongoing promotion of the Town's history and physical and cultural heritage assets.	Promote preservation of built history and also cultural history	X			
Update the Committee processes and provide education		X			
Promote cultural history in addition to built history		X			

Previous Year's Priorities

What we accomplished – Comment
Issued 85 permits to date with projected issuance of an estimated 100 permits by year end 2020
Provided \$40,000 in heritage grants
New committee members appointed
Adopted revised committee processes for evaluating permit applications
Hosted education session with Michael McLelland (ERA architects) an internationally renowned heritage architect
Planned and celebrated Heritage Week

What we did not get done – Comment

Operating Budget Details

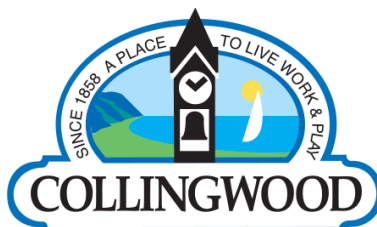
Heritage	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 6,767	\$ 51,157	\$ 2,745			\$ 53,902	5.4%
Purchased Services		\$ 2,000				\$ 2,000	0.0%
Financial Expenses	\$ 65,613	\$ 85,000				\$ 85,000	0.0%
Total Expenditures	\$ 72,380	\$ 138,157	\$ 2,745	\$ 0	\$ 0	\$ 140,902	2.0%
Total Levy Requirement	\$ 72,380	\$ 138,157	\$ 2,745	\$ 0	\$ 0	\$ 140,902	2.0%

Major Changes	
Unavoidable:	
Salaries and Benefits	Cost of living increase 1.5% and merit for 3 FTE from Building and Planning departments that are partially allocated to Heritage (10% and 30% respectively).

MUNICIPAL SERVICE BOARDS



Collingwood Public Library



Collingwood Public Library

Division Team Leader: Ken Haigh

Division Overview

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

The library also fulfills secondary purposes within our community including:

- Offering a space for technology programs and for technology training, including a partnership with Creator Space Mobile Digital Arts Lab (a Canada Council for the Arts Digital Strategy Fund project) to offer online technology instruction
- Running outreach programs in places like senior's homes and local schools
- Operating as an emergency warming centre in winter and as a cooling centre in summer,
- Providing a haven for the homeless when emergency shelters are closed during the day,
- Providing emergency food distribution for those experiencing food shortages,
- Providing free computer and internet access to the public,
- Offering a space for County-provided social workers to provide services to the community, and
- Providing community meeting spaces for local clubs, non-profits, and businesses.

The Library is governed by a Board of Trustees appointed by Town Council. The Board is responsible for submitting a budget to council each year for approval. 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.

Staffing Complement

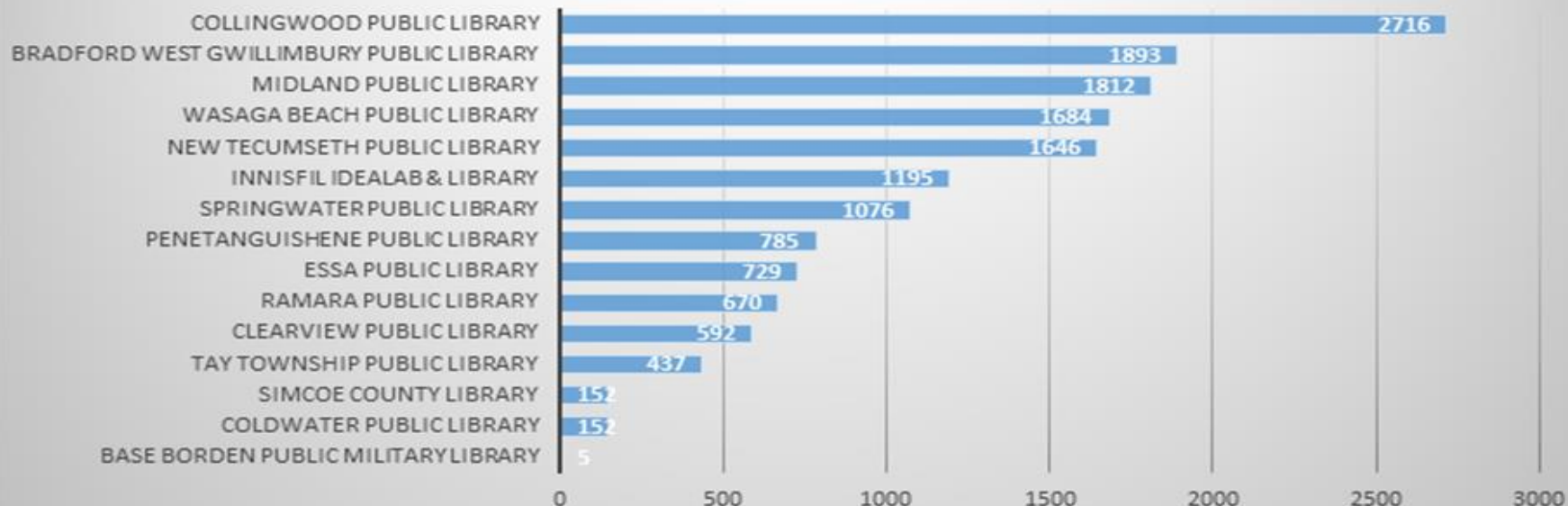
	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	12	13	13	0	13
PT	9	10	11	0	11
Contract					
Seasonal	2	2	2	0	2

Division's Pressures and Trends, including Public Input

Collingwood Public Library celebrated its 10th anniversary in 2020. While this was a joyful celebration, it also meant that the building is now ten years old and starting to show its age. In 2020 we had numerous HVAC failures, door failures, elevator failures, electrical and plumbing failures. Many of the costs were increased because the technology that was failing was LEED certified and therefore more expensive to repair than typical systems. Please note that, the exterior of the library building is not funded by the Library, and the Library does fund 2/3 of the interior building operating and capital costs.

The cost of eBooks continues to be a concern for public libraries, as publishers charge libraries two to three times what they would charge a consumer for the same title. Collingwood has mitigated the cost by pooling our resources with other Simcoe County libraries. But as the chart for the month of September below shows, we are the greatest consumers of these items in the cooperative, and in 2021 we would like to increase our financial contribution to the cooperative, both in fairness to other County libraries and because our patrons are asking for more eBooks.

Circulation September eBooks and eAudio Books Checkouts



As more and more library services move online, the costs associated with this trend also rise. The Covid-19 pandemic forced us to be innovative in the way we presented library programs, moving most online, either by live-streaming or as recorded sessions posted to our Facebook page. In 2021, we plan to expand our online offerings by offering a new service for streaming video and music.

In 2019, we began taking more of our programs out into the community to places like nursing homes. Covid-19 put a temporary halt to this, but we anticipate that we will expand these outreach programs once the pandemic is under control.

Finally, as long as the pandemic continues, we will lose room rental revenue, but we will continue to plan and hope for an early resolution of this crisis.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Increase our financial contribution to Overdrive	Overdrive is the platform we use to deliver eBooks and eAudiobooks to our patrons. Collingwood is the heaviest user of this service of all the libraries in the Simcoe County Cooperative.	X			
Expand our online offerings	Invest in Hoopla, a video, music, eBook and audiobook streaming service.				\$5,000
Make Collingwood fine-free on an ongoing basis	We cancelled library fines in 2020 because of the Covid-19 pandemic, but we would like to continue this practice indefinitely. There is a growing trend in the library world to eliminate library fines because fines have come to be seen as a barrier to service and are not a very effective means to ensure that materials are returned on time. Overdue notices will continue to be sent to patrons, accounts will be frozen when materials are not returned on time, and lost materials must be paid for, but overdue fines will not be charged.				\$6,500

Previous Year's Priorities

What we accomplished – Comment

In order to better serve our community's most vulnerable populations, all library staff completed the extensive, 40-hour "Librarian's Guide to Homelessness" training.

With the cooperation of our community partners, many of our programs moved out into the community, such as pole walking for seniors on Collingwood trails and technology courses in Balmoral Place.

Staff completed a diversity audit of the collection, replacing outdated and biased materials and adding to the collection in areas where it was lacking. Collingwood Public Library staff did a presentation on this project at the 2020 Ontario Public Library Conference.

The cancellation of the Provincial interlibrary loan shuttle forced us to reorganize the way we deliver interlibrary loan, particularly to the more than 40 local book clubs we serve. We met the challenge, in part, by soliciting donations and creating 27 book club kits.

We reorganized and updated the Grant Egan Technological Suite to create a space for offering more technology programs and for technology training. In the fall of 2020, we partnered with Creator Space Mobile Digital Arts Lab (a Canada Council for the Arts Digital Strategy Fund project) to offer online technology instruction.

What we did not get done – Comment

The project to replace the library entrance doors and to improve the accessibility features (as suggested by the Town's Accessibility Committee) was approved in the 2019 budget but has been held over for two years.

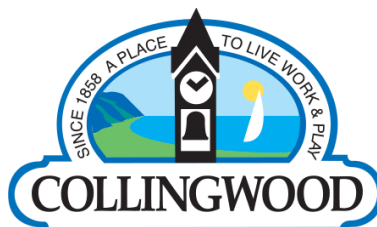
We had to postpone the public launch of the renovated library green roof due to Covid-19 restrictions.

Operating Budget Details

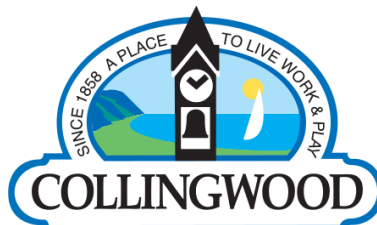
Collingwood Public Library	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 1,147,349	\$ 1,316,427	\$ 767			\$ 1,317,194	0.1%
Administrative Expenses	\$ 17,788	\$ 18,000				\$ 18,000	0.0%
Operating Expenses	\$ 132,428	\$ 130,500	\$ 7,000		\$ 7,000	\$ 144,500	10.7%
Information Technology and Communications	\$ 12,248	\$ 13,700				\$ 13,700	0.0%
Personnel and Training	\$ 14,897	\$ 14,500	\$ (5,500)			\$ 9,000	-37.9%
Utilities	\$ 45,688	\$ 55,561	\$ 2,856			\$ 58,417	5.1%
Equipment Related	\$ 1,927	\$ 1,000				\$ 1,000	0.0%
Purchased Services	\$ 27,688	\$ 28,600	\$ (28,600)				0.0%
Long Term Debt Servicing							0.0%
Financial Expenses	\$ 9,443	\$ 9,000	\$ 1,500			\$ 10,500	16.7%
Premise and Site	\$ 38,874	\$ 27,000	\$ 42,529			\$ 69,529	157.5%
Transfers to Town Reserves and Reserve Funds	\$ 6,000	\$ 7,000				\$ 7,000	0.0%
Inter-functional Transfers	\$ 264,000	\$ 264,000				\$ 264,000	0.0%
Total Expenditures	\$ 1,718,331	\$ 1,885,288	\$ 20,552	\$ 0	\$ 7,000	\$ 1,912,840	1.5%
Revenues:							
User Charges	\$ 50,001	\$ 38,500	\$ (3,250)			\$ 35,250	-8.4%
Government Transfers	\$ 34,473	\$ 39,162				\$ 39,162	0.0%
Donations	\$ 2,938	\$ 5,500				\$ 5,500	0.0%
Other	\$ 7,421	\$ 10,500			\$ (6,500)	\$ 4,000	-61.9%
Transfers from Obligatory Reserve Funds	\$ 66,400	\$ 23,000	\$ 50,800			\$ 73,800	220.9%
Total Revenues	\$ 161,233	\$ 116,662	\$ 47,550	\$ 0	\$ (6,500)	\$ 157,712	35.2%
Total Levy Requirement	\$ 1,557,097	\$ 1,768,626	\$ (26,998)	\$ 0	\$ 13,500	\$ 1,755,128	-0.8%

Major Changes	
Unavoidable:	
Operating Expense	Overdrive e book increases \$2k and Childrens dept. \$5k
Personnel and Training	Reduction of staff training and conferences (Covid impact)
Purchased Services	Corporate Janitorial allocation adjustment
Financial Expenses	Corporate insurance adjustment 20%
Premise and Site	Corporate Janitorial Contract and Building R&M increases
User Charges	Reduction of Library user fees due to COVID
Transfers from Obligatory reserve Funds	Transfer from Development Charge Reserve fund for new material purchases
Service Enhancement	
Operating Expense	Invest in Hoopla, a video, music, eBook and audiobook streaming service and SIP licenses
Other	Proposal to eliminate fines permanently; fines have come to be seen as a barrier to service and are not a very effective means to ensuring that materials are returned on time.

NON-TAX SUPPORTED



Building Services



Building Services

Division Team Leader: Greg Miller

Division Overview

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; to 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 and conforming to the minimum building standards of the Ontario Building Code.

Services provided:

Guide our 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.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT*	4.5	5.5	5.5		5.5
PT					
Contract				1.0	1.0

*Chief Building Officer split 50/50 with ByLaw

Division's Pressures and Trends, including Public Input

The Town's Ontario Building Code Program was one of the few Building Departments in Ontario that were able to maintain near 100% of operations during the COVID-19 pandemic. The Division's E-permitting system implemented in 2019 enabled 100% of permits to be reviewed and issued electronically. Remote Video Inspection policies were implemented during the pandemic that allowed the Building Inspectors to continue with inspections for interior occupied buildings and for minor inspections, to reduce possible virus exposure to the Building Inspectors. *2019 was a record year for permits issue and inspections completed*

The Town is currently operating with a part-time Chief Building Official. While salary allocated is 50% Building and 50% By-law - the priorities and day-to-day operations in 2020 devoted to By-law Enforcement of the Provincial Emergency Orders, time allocated by the CBO was approx. 80% By-law in 2020

The Division continues to see significant volume of permits & inspections in 2020 with a carry over of the Monaco Project and other large buildings requiring inspections in 2020 and 2021

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
			Inflation/ Unavoidable Increase	Growth	Service Enhancements
Priority	Description and Justification if Applicable				
OPERATIONS					
CBO Workload Distribution	Hiring the By-law Supervisor position full time will assist to achieve a balanced distribution of 50% Building and 50% By-law	X			

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Senior Building Inspector	The Building Department requires a Senior Building Inspector whose role will be dedicated to reviewing and inspecting large and complex buildings. This position will be an internal promotion. The Contract Building Inspector is intended to backfill the Building Inspector position for 2 years.			\$105,856	
Open Building Permits Files	Accumulation of open permit files remain a risk to the Town - case law supports implementing policies and procedures to effectively manage risk	X			

Previous Year's Priorities

What we accomplished – Comment
100% of requested building inspections completed within the Building Code legislated 2 business day period (as of Oct. 1, 2020)
Implemented an industry leading Remote Video Inspection program in response to the COVID-19 pandemic. RVIs completed by the Building Inspector using Zoom, MS Teams, Webex, etc. while ensuring worker safety and quality of inspection(s).
Cross trained By-law Officers for <i>Building Code Act</i> enforcement, specifically illegal construction without the benefit of a building permit – ongoing cross training of By-law Officer to continue proactive enforcement
Initiated the City View On-line, Cashiering, and major upgrade project with a go live date of January 2021. In addition to submitting permits online, by-law complaints, dog tags and Planning applications will be able to be submitted and paid online. Integration with Town Financial system will improve efficiencies by reducing duplicate entries. A fully integrated suite of online customer services will also be available.
What we did not get done – Comment
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 future Ministry streamlining review
Improve Zoning Review & 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 in 2021
Continuous Professional Development: Staff training for building code certification, changes to the Building Code and maintaining currency of knowledge of building systems and construction practices was minimal in 2020.
Open & Dormant Building Permit Files: Due to permit and inspection volume; Staff were unable to review and follow up on open permit files. Accumulation of open permit files remain a risk to the Town - case law supports implementing policies and procedures to effectively manage risk.

Previous Year's Priorities

What we accomplished – Comment
Implement Credit Card & Online Payments: Implementing the acceptance of credit card payments up to \$5,000 for a permit transaction - project commenced on 2020 with online portal and payments options available in January 2021.

Operating Budget Details

Building Services	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 549,889	\$ 656,699	\$ (71,398)	\$ 105,856		\$ 691,157	5.2%
Administrative Expenses	\$ 5,780	\$ 3,500				\$ 3,500	0.0%
Operating Expenses	\$ 8,727	\$ 1,560				\$ 1,560	0.0%
Information Technology and Communications	\$ 12,563	\$ 17,565				\$ 17,565	0.0%
Personnel and Training	\$ 16,289	\$ 16,940	\$ (1,000)			\$ 15,940	-5.9%
Utilities							0.0%
Equipment Related	\$ 13,604	\$ 2,500				\$ 2,500	0.0%
Vehicle and Fleet Related	\$ 5,829	\$ 11,000	\$ 6,000			\$ 17,000	54.5%
Legal Expenses		\$ 2,316				\$ 2,316	0.0%
Purchased Services	\$ 21,280	\$ 18,000	\$ 10,000		\$ 85,000	\$ 113,000	527.8%
Long Term Debt Servicing							0.0%
Financial Expenses	\$ 13,322	\$ 11,042	\$ 2,168			\$ 13,210	19.6%
Premise and Site	\$ 287	\$ 510	\$ 4,005			\$ 4,515	785.3%
Transfers to Capital		\$ 130,000	\$ (130,000)				0.0%
Transfers to Town Reserves and Reserve Funds		\$ (114,724)	\$ 370,635	\$ (105,856)	\$ (85,000)	\$ 65,055	-156.7%
Inter-functional Transfers	\$ 74,095	\$ 62,530	\$ (713)			\$ 61,817	-1.1%
Total Expenditures	\$ 721,665	\$ 819,438	\$ 189,697	\$ 0	\$ 0	\$ 1,009,135	23.1%
Revenues:							
User Charges	\$ 16,365	\$ 9,135				\$ 9,135	0.0%
Other	\$ 646,642	\$ 735,000	\$ 265,000			\$ 1,000,000	36.1%
Total Revenues	\$ 663,008	\$ 744,135	\$ 265,000	\$ 0	\$ 0	\$ 1,009,135	35.6%
Total Levy Requirement	\$ 58,658	\$ 75,303	\$ (75,303)	\$ 0	\$ 0	\$ 0	0.0%

Major Changes	
Unavoidable:	
Salaries and Benefits	50% of Chief Building Officer allocated to By-law
Personnel and Training	Reduction to conferences to reflect 5 yr. average spend
Vehicle and Fleet related	Winter tires for building vehicles
Purchased Services	Digitization of building records
Financial Expenses	Corporate insurance increase 20%
Premise and Site	Corporate Janitorial contract
Transfers to Capital	Remove 2020 capital project
Transfers to Own Funds	non-tax supported, excess funds to reserve
Transfers to Capital	remove 2020
Other	Increased revenue due to number of large development projects coming up in 2021
Growth:	
Salaries and Benefits	Addition of Contract Building Inspector
Service Enhancements:	
Purchased Services	Planning and Building Fee Review

Parking Services



Parking Services

Division Team Leader: Greg Miller

Division Overview

The Parking Services Division ("Division") provides parking operations, maintenance of parking meters and equipment, and enforcement services for residents, businesses, and visitors of the municipality. The goal of the Division is to ensure that parking is available in an equitable, affordable, and safe manner. The Division also completes all of the administration's tasks associated with the program, and operates the Town's "First Attendance" program which allows defendants who have received a Parking Infraction Notice to resolve their matter prior to court.

This Division receives no tax income and is supported by parking revenues.

The Division is also responsible for enforcing other Town By-law's within the Heritage District including, but not limited to the following:

1. By-laws:

Bicycle By-law

Business Licensing By-law

Patios and Merchandise By-law

Public Nuisance By-law

Sign By-law

Smoking By-law etc.

2. Parking Related Duties and Tasks:

Sending out legal documents/forms

Scheduling parking trial requests

Filing documents with external agencies (ARIS, Barrie Provincial Offences Office, MTO, Service Ontario, etc.)

3. Services/Programs:

First Attendance Program

Private Property Parking Program

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	1	1	1	0	1
PT	1	1.5	2	0	2
Contract	0	0	0	0	
Seasonal	0	0	0	2	2

Division's Pressures and Trends, including Public Input

Health & Safety: Case load, working alone, violence & harassment

Processes and Systems: The type and quality of technology used to manage operations and enforcement, i.e. handheld devices vs. written; ticket management systems; meters vs. pay and display machines etc.

Response Time: Customer service standards and resident expectations; increasing pressures to be available outside of normal office working hours

Service Delivery Model: The level of automation within parking lots, staff vs. private enforcement officers, especially on condo properties

Service Levels: Proactive enforcement vs. reactive enforcement

Structural Issues: The use of parking structures/garages in a parking portfolio vs. surface lots, age of facilities/equipment

Utilization Levels: Pricing, growth, public transportation, and parking alternatives may impact utilization levels and demand

Provincial Courts are not open to the public due to COVID, continuing into 2021.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Expand Private Property Parking Enforcement Program	Train and appoint Private Enforcement Officers that would be able to issue parking tickets to vehicles parked illegally on private property. This will assist condominium managers with parking concerns.	X			
Digital Parking Signage	Increase the amount of NFC/QR parking signs throughout the BIA that would allow users to pay for parking using their phone without downloading the HotSpot Parking App	X			
Review Parking Fees	Review downtown parking fees to determine/ensure we are providing affordable on-street parking rates with hours of use conducive to turnover and to the needs of the business community	X			
Develop a No Parking/Stopping Request Policy	Create a no parking/stopping request policy to assist in qualifying no parking/stopping areas	X			
Paid Parking at Sunset Point Park & Princeton Shores	Review options to implement paid parking at Sunset Point Park & Princeton Shores				\$62,500 Revenue

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Expand First Attendance Program	Train Customer Service Ambassadors (CSA) on the First Attendance process under the customer service streamline initiative	X			

Previous Year's Priorities

What we accomplished – Comment
Updated the Parking By-law: Reviewed and updated no parking/stopping zones within Collingwood
Paid Parking Pilot Project: Piloted a paid parking program at Sunset Point Park & Princeton Shores allowing payment using the HotSpot app (pay-by-phone).
Meter Maintenance: Repaired and refurbished existing parking meters to extend lifecycle
Upgrade Parking Technology Software: Selected HotSpot Parking through open market bid procurement process. Project will enable enhanced parking experience with ability to pay-by-phone, equip Officers with licence plate recognitions software, issue parking infraction notices electronically and more robust parking program management – full project implementation for Fall 2020.

What we did not get done – Comment
Electric Charging stations (Note: Project transferred to Fleets & Facilities Department)
Downtown Meter replacement – 2021 capital priority will be revisited given NFR/QR parking sign capabilities whereby existing parking meters will be replaced with same.
Meter shelter (Note: Project transferred to Business Development)

Operating Budget Details

Parking Services	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	Service Enhancements	0 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 171,176	\$ 138,137	\$ 48,808		\$ 23,122	\$ 210,067	52.1%
Administrative Expenses	\$ 10,178	\$ 8,500	\$ (3,500)			\$ 5,000	-41.2%
Operating Expenses	\$ 48,064	\$ 101,400	\$ (10,000)			\$ 91,400	-9.9%
Information Technology and Communications	\$ 1,679	\$ 9,200	\$ 12,500			\$ 21,700	135.9%
Equipment Related	\$ 4,242	\$ 16,000	\$ (8,000)			\$ 8,000	-50.0%
Vehicle and Fleet Related	\$ 632						0.0%
Purchased Services					\$ 15,000	\$ 15,000	0.0%
Financial Expenses	\$ 13,144	\$ 13,082	\$ 16			\$ 13,098	0.1%
Premise and Site	\$ 93,381	\$ 80,000				\$ 80,000	0.0%
Transfers to Town Reserves and Reserve Funds	\$ 209,948	\$ 39,881	\$ (44,824)		\$ 48,400	\$ 43,457	9.0%
Total Expenditures	\$ 552,444	\$ 406,200	\$ (5,000)	\$ 0	\$ 86,522	\$ 487,722	20.1%
Revenues:							
User Charges	\$ 410,011	\$ 311,200	\$ (10,000)		\$ 86,522	\$ 387,722	24.6%
Other	\$ 142,433	\$ 95,000	\$ 5,000			\$ 100,000	5.3%
Total Revenues	\$ 552,444	\$ 406,200	\$ (5,000)	\$ 0	\$ 86,522	\$ 487,722	20.1%
Total Levy Requirement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.0%

Major Changes	
Unavoidable	
Salaries and Benefits	COLA and merit increase as well as new Bylaw supervisor position approved 2020
Administrative	Reduced printing and stationary costs due to digitization efforts and work from home
Operating Expenses	Reduced licensing costs for reduced court fees costs
Information Technology and Communications	Increased annual support software costs due to expanded CityView use
Equipment Related	Reduced due to 5-year trend
User Charges	Reduced meter revenue due to COVID 19
Other	Reduced fines revenue offset by increase to permit revenue
Transfers to Town Reserves and Reserve Funds	Allocation of parking year end surplus to Parking reserve. The amount is what is required for the operation to net to zero Total Levy.
Service Enhancement	
Salaries and Benefits	Addition of 4 summer students Res-204-2020
Transfers to Town Reserves and Reserve Funds	Allocation of parking year end surplus to Parking reserve. The amount is what is required for the operation to net to zero Total Levy.
Purchased Services	Digital permit system as continuation of Parking Technology upgrade Res-223-2020
User Charges	Increased ticket review anticipated due to Hotspot technology

Water Services



Water Services

Division Team Leader: Heather McGinnity, Manager
Environmental Services

Division Overview

The Water Division 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 Water Division can be categorized as follows:

Water Treatment:

Maintenance of all treatment processes and equipment at the Raymond A. Barker (RAB) Ultra 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 (24 hours 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 accordance with the Regulations under the Safe Drinking Water Act.

Weekly sampling of raw, treated water in accordance with Regulations under the Safe Drinking Water Act.

Various capital projects including water treatment plant facility and pump upgrades.

Water Distribution:

Maintenance of 168.93 km of watermain (including non-potable industrial water supply).

Maintenance of 11,761 water services from the main to the curb stop at property line.

Maintenance of 1,819 valves (isolation valves).

Annual flushing of 1,388 hydrants (private and Town-owned).

Maintenance of 1,152 fire hydrants including snow clearing and grass cutting, and weekly/as needed flushing of dead-ends (Town-owned).

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:

The Drinking Water Works Permit and Municipal 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 11,761 water meters.

Complete water locates.

Administer and enforce compliance with the Backflow Prevention Program.

Management of water material supply stores, including purchase orders, receive and issue material, maintain accurate inventory records and ensure parts are in compliance with Drinking Water Quality Requirements.

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT*	17	16	17.5	0	17.5
PT	0	0	0	0	0
Contract**	1	1	1	-0.75	0.25
Seasonal***	0	0	1	0	1

*Project Manager split 50/50 with Wastewater. **Meaford Contract. *** GIS Co-op

Division's Pressures and Trends, including Public Input

Development Pressures – Water Supply

The Water Treatment Plant is operating at around 80% capacity – the industry standard threshold for triggering an expansion. As such it is important that a water allocation policy be developed to ensure that water supply capacity for new development be allocated in a strategic direction until an expansion can be completed. The expansion project is well underway with the Municipal Class EA completed in 2020 and design scheduled to start in early 2021, however the scheduled completion date for this project is currently 2025. In the meantime, staff will continue to do education and outreach to encourage water conservation with the aim of reducing per capita demands.

Development Pressures – Water Distribution

Technical staff in the Water Division review, provide comments and state requirements for new developments as it relates to the construction of future water distribution infrastructure. While the number of development applications have remained relatively consistent over the past 5 years, the complexity of the proposals and community expectations around how these applications are processed has increased putting additional strain on staff resources. When development proceeds to construction, the Water Distribution Operations staff are required to oversee the commissioning of new water distribution infrastructure to ensure it meets the Town standards, as well as maintain these system expansions on a go forward basis.

Aging Infrastructure

Both water supply and water distribution infrastructure are aging, resulting in the requirement for more lifecycle replacements. This is evident with the recent replacement of the roof at the Water Treatment Plant, the planned SCADA upgrades and membrane filter replacement. Coordination with the Engineering Division will continue to be required to support timely and cost-effective replacement of watermains at the same time as sewer and road replacements are being completed.

Meaford Contract Expiring

The Town of Collingwood has operated the water and wastewater systems at the Canadian Forces Base (Meaford) for fifteen (15) years. This contract expires on March 31, 2021. As the Meaford contract was not a significant revenue source for the Town, it is not anticipated there will be a noticeable impact on the operating budget. However, the operating budget has been updated to reflect the corresponding revenue and expense decreases, including the elimination of the contract position for the operator that fulfilled the Town's responsibilities in Meaford.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Water Supervisor	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. The reestablishment of Supervisor Water to lead the treatment and distributions teams on their daily operation and maintenance programs. (This is a carryover from the approved 2019 budget)	\$117,058			
Electrical and Pumping Equipment Condition Assessments	Annual condition assessments of electrical and pumping equipment are required to ensure proper maintenance is being performed to prolong the service life of the assets and to develop an appropriate asset replacement program.				\$50,000

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
Watermain Condition Assessments	Non-intrusive condition assessment of buried watermain will help prioritize and schedule timely asset replacements and will supplement the age-based condition assessments scoring historically used to determine watermain replacement prioritization.				\$18,000

Previous Year's Priorities

What we accomplished – Comment

New Tecumseth Contract – Negotiations with New Tecumseth on the renewal of the Water Supply Agreement are on-going and are expected to reach a conclusion in late 2020.

Water Treatment Plant Expansion – The Municipal Class Environmental Assessment for the expansion of the Water Treatment Plant was completed in fall 2020. This project will move into the design phase in 2021.

Control Systems at RAB – An assessment of operating system and hardware needs for upgrades to the SCADA system was completed in 2020. Staff will start implementing the findings of this assessment in 2021.

Stewart Road Reservoir – Design of the reservoir and booster pumping station expansion is on-track for completion by the end of 2020 and will be ready to be tendered for construction in early 2021. Negotiations with developers for an agreement to partially front end the costs for this project are on-going and need to be resolved prior to tendering this project.

Carmichael Reservoir – Design of the required upgrades to the Carmichael Reservoir are on-going. It is anticipated this project will proceed to construction in 2021.

Campbell Street Watermain – This project to upsize an undersized watermain was completed in Fall 2020 as part of the Hurontario Lockhart/Campbell Intersection upgrade.

What we did not get done – Comment

GIS Operational Applications – Hiring of external staff was delayed in 2020 due to the COVID pandemic. It is anticipated that this contract position will be filled by the end of 2020 so that the GIS database updates and app development can commence in late 2020/early 2021.

Vehicle and Equipment Purchases – 2020 vehicle purchases were not all procured. These are being carried into 2021.

Supervisor, Water Operations - Water operations staff continue to deal with increased workload therefore the re-establishment of a Supervisor Water to lead the treatment and distributions team on their daily operation and maintenance

Previous Year's Priorities

What we accomplished – Comment

programs and to separate that role from the Manager position remains a priority. This position was not filled in 2020 due to competing hiring priorities in the Environmental Services Division. It is anticipated this position will be posted in early 2021.

Operating Budget Details

Water Services	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 1,818,714	\$ 1,794,659	\$ 151,700			\$ 1,946,359	8.5%
Administrative Expenses	\$ 111,478	\$ 251,196	\$ 142,150			\$ 393,346	56.6%
Operating Expenses	\$ 352,714	\$ 213,200	\$ (34,200)			\$ 179,000	-16.0%
Information Technology and Communications	\$ 56,057	\$ 71,300	\$ 500			\$ 71,800	0.7%
Personnel and Training	\$ 85,084	\$ 66,500		\$ 3,000		\$ 69,500	4.5%
Utilities	\$ 674,566	\$ 741,538	\$ 37,077			\$ 778,615	5.0%
Equipment Related	\$ 123,469	\$ 119,605	\$ (14,250)			\$ 105,355	-11.9%
Vehicle and Fleet Related	\$ 244,370	\$ 110,335	\$ 1,100			\$ 111,435	1.0%
Legal Expenses	\$ 34,733	\$ 23,000				\$ 23,000	0.0%
Purchased Services	\$ 925,072	\$ 856,720	\$ (13,500)		\$ 73,000	\$ 916,220	6.9%
Long Term Debt Servicing	\$ 470,766	\$ 467,100	\$ (4,601)			\$ 462,499	-1.0%
Financial Expenses	\$ 78,937	\$ 68,494	\$ 11,299			\$ 79,793	16.5%
Premise and Site	\$ 332,614	\$ 301,136	\$ 5,500			\$ 306,636	1.8%
Transfers to Town Reserves and Reserve Funds	\$ 2,630,108	\$ 2,599,410	\$ (196,892)	\$ (3,000)	\$ (73,000)	\$ 2,326,518	-10.5%
Total Expenditures	\$ 7,938,681	\$ 7,684,193	\$ 85,883	\$ 0	\$ 0	\$ 7,770,076	1.1%
Revenues:							
User Charges	\$ 7,281,519	\$ 7,165,493	\$ 236,125			\$ 7,401,618	3.3%
Rentals and Concessions	\$ 217,080	\$ 216,000	\$ 3,000			\$ 219,000	1.4%
Other	\$ 440,082	\$ 302,700	\$ (153,242)			\$ 149,458	-50.6%
Total Revenues	\$ 7,938,681	\$ 7,684,193	\$ 85,883	\$ 0	\$ 0	\$ 7,770,076	1.1%
Total Levy Requirement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.0%

Major Changes	
Unavoidable:	
Salaries and Benefits	COLA and merit increase for 4 Environmental staff
Administrative Expenses	Admin cost charged to wastewater added to water as well
Operating Expenses	Meaford contract expires on March 31, 2021. All chemicals, materials and water testing will be purchased prior to Dec. 31, 2020.
Utilities	Corporate wide 5% increase expected
Equipment Related	Impact of Meaford contract expiration and budget adjustments to closer align with historical actuals
Purchased Services	No major water studies anticipated for 2021, Impact new corporate janitorial contract allocation and reduced inspection budget
Financial Expenses	Impact of expected insurance premium increase
Transfer to Reserve Funds	Forecasted surplus transferred to reserve funds
User Charges	Revenue increases as per the 2019 Water Rate study
Other	Meaford contract management fee due to contract expiration.
Growth:	
Personnel and Training	Increase conference budget is required to support ongoing training for the increase in staffing complement in the water division.
Purchased Services	Condition Assessment of treatment plant mechanical systems for asset management plan.
Service Enhancement:	
Purchased Services	Addition of Electrical and Pumping Equipment Condition Assessments (\$50,000) and Watermain Condition Assessments (\$18,000)
Transfer to Town Reserves and Reserve Funds	Increased to offset increase in purchased services.

Wastewater Services



Wastewater Services

Division Team Leader: **Heather McGinnity, Manager
Environmental Services**

Division Overview

This Wastewater Division 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.

The Wastewater Division 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 requirements of the WWTP ECA
- All requirements of the ECAs for each SPS
- All requirements of the ECAs for the Creemore wastewater facilities
- O.Reg.129/04, the Ontario Water Resources Act
- 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

Staffing Complement

	2018 Approved	2019 Approved	2020 Approved	2021 Change	2021 Request
FT	8	8.5	8.5		8.5
PT					
Contract					
Seasonal					

Division's Pressures and Trends, including Public Input

Aging Infrastructure

Various components of the wastewater treatment infrastructure are approaching, or have exceeded, their useful life. This is resulting in increased operational challenges with failures and repairs. A detailed asset inventory for wastewater treatment and sewage pumping station equipment is being completed in 2020 and will help build a detailed asset replacement program to proactively mitigate some of these issues. Major capital replacements and upgrades are currently being scheduled as required.

Climate Change

Increased frequency of high intensity precipitation events and high lake levels are having an adverse impact on the Town's wastewater treatment infrastructure. Infiltration into sanitary sewers is increasing peak flows at the Wastewater Treatment Plant increasing the likelihood of by-pass events. Further to this, high lake levels are causing the WWTP overflow to be submerged which is contributing to sanitary sewer back-ups and reducing ability to discharge directly to the lake in emergencies.

Staffing

Vacant positions and delays in hiring due to the COVID pandemic in 2020 resulted in the decision to defer some wastewater projects. It is anticipated that the wastewater treatment operations team will be a full complement by the end of 2020, putting the division in a better position to achieve its 2021 workplan.

2021 Priorities

Director's Recommendations		Part of Base Budget	Budget Ask Due To		
Priority	Description and Justification if Applicable		Inflation/ Unavoidable Increase	Growth	Service Enhancements
OPERATIONS					
Digester #1 Rehabilitation	Accumulation of rags and debris create blockages and interfere with mixing. A full cleanout and inspection of each digester is required every 5 years.		\$200,000		
Biosolids Management	Biosolids disposal accounts for a significant operating cost. Staff will review the current approach to biosolids management and look at going to open market for a new biosolids management contract.	\$800,000	\$100,000		

Previous Year's Priorities

What we accomplished – Comment

Staffing – The Manager of Wastewater retired in March 2020 and the organizational structure for the Wastewater Division was restructured to replace this position with a Supervisor and to assign one of the Water Treatment Operators as a Chief Operator. A Wastewater Treatment Operators was promoted to Supervisor, Wastewater in March 2020 and the Chief Operator (Overall Responsible Operator) position is anticipated to be filled in fall 2020. Two new operators were hired in October 2020; one Operator 1, one Operator 2.

WWTP Generator Replacement – Replacement of the old standby generator at the WWTP was completed in spring 2020. This replacement has brought this critical equipment up to current electrical and safety standards. Overall size of the unit was decreased as a result of the installation of more efficient UV disinfection equipment. The design incorporated the future WWTP expansion.

Black Ash Creek Sewage Pumping Station – The replacement of the Black Ash Creek SPS and components, as well a capacity expansion to service future development, continued through 2020. The project encountered some delays with contractor scheduling during the COVID pandemic but is scheduled for completion in fall 2020. This was an asset replacement project.

Replacement of Brickwork at WWTP – Phase 1 of the brick and concrete repairs at the WWTP was completed and Phase 2 commenced in 2020. It is anticipated that Phase 2 of the project will be completed in 2021.

Sludge Transfer Pumps – Design for the sludge transfer pumps at the WWTP is progressing in 2020, however construction has been postponed to 2021 due to additional requirements to satisfy more stringent electrical and TSSA standards. This increase in scope has significantly increased the anticipated construction costs and resulted in a schedule delay.

IBEW Collective Agreement – Successful ratification of a new four-year term collective agreement (to March 30, 2024).

What we did not get done – Comment

Blower Replacements - Two of three existing blowers at the WWTP and associated electrical were scheduled for replacement in 2020 due to the age of the asset and the opportunity to improve plant operating efficiency and reduce electricity costs. This work did not progress in 2020 due to reduced staffing capacity and shifting of priorities during the COVID pandemic. This project has been re-submitted with the 2021 capital program for an assessment and design to be completed in 2021.

Operating Budget Details

Wastewater Services	2019 Actual	2020 Budget	2021 Inflation/ Unavoidable Increases	2021 Growth	2021 Service Enhancements	2021 Proposed Budget	% Change
Expenditures:							
Salaries and Benefits	\$ 1,024,698	\$ 1,040,074	\$ 12,649			\$ 1,052,723	1.2%
Administrative Expenses	\$ 1,180,025	\$ 1,407,908	\$ (246,850)			\$ 1,161,058	-17.5%
Operating Expenses	\$ 1,215,706	\$ 1,265,150	\$ 174,100			\$ 1,439,250	13.8%
Information Technology and Communications	\$ 26,931	\$ 26,000	\$ 2,000			\$ 28,000	7.7%
Personnel and Training	\$ 28,450	\$ 36,500	\$ (6,500)			\$ 30,000	-17.8%
Utilities	\$ 499,682	\$ 482,185	\$ 26,694			\$ 508,879	5.5%
Equipment Related	\$ 162,868	\$ 219,500				\$ 219,500	0.0%
Vehicle and Fleet Related	\$ 127,288	\$ 144,590	\$ 6,000			\$ 150,590	4.1%
Legal Expenses	\$ 3,656	\$ 3,000				\$ 3,000	0.0%
Purchased Services	\$ 113,991	\$ 282,200	\$ 35,000			\$ 317,200	12.4%
Long Term Debt Servicing	\$ 1,653,202	\$ 1,624,675	\$ (575,268)			\$ 1,049,407	-35.4%
Financial Expenses	\$ 28,395	\$ 92,720	\$ 18,544			\$ 111,264	20.0%
Premise and Site	\$ 144,191	\$ 120,815	\$ (40,000)			\$ 80,815	-33.1%
Transfers to Town Reserves and Reserve Funds	\$ 3,830,062	\$ 1,958,359	\$ (408,031)			\$ 1,550,328	-20.8%
Total Expenditures	\$ 10,039,146	\$ 8,703,676	\$ (1,001,662)	\$ 0	\$ 0	\$ 7,702,014	-11.5%
Revenues:							
Municipal Taxation							0.0%
User Charges	\$ 9,512,575	\$ 8,286,546	\$ (1,001,662)			\$ 7,284,884	-12.1%
Other Municipalities	\$ 424,124	\$ 374,100				\$ 374,100	0.0%
Other	\$ 82,493	\$ 43,030				\$ 43,030	0.0%
Transfers from Obligatory Reserve Funds	\$ 19,952						0.0%
Total Revenues	\$ 10,039,146	\$ 8,703,676	\$ (1,001,662)	\$ 0	\$ 0	\$ 7,702,014	-11.5%
Total Levy Requirement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.0%

Major Changes	
Unavoidable	
Salaries and Benefits	COLA and Merit
Administrative Expenses	Reduction corporate overhead allocation
Operating Expenses	Increase in Sludge disposal and Bio Solid R&M budget
Information Technology and Communications	Reduction to telephone budget to align with historical average
Personnel and Training	Clothing, Boots & Uniforms, Health & Safety both reduced
Utilities	Natural Gas, Electrical increases expected corporately
Vehicle and Fleet Related	Reinstate Gas and Oil budget from 2020 budget
Purchased Services	Consulting fees related to Digester #1 Rehabilitation
Long Term Debt Servicing	Debentures expiration
Financial Expenses	Corporate insurance increases
Premise and Site	Facility reduction
Transfers to Town Reserves and Reserve Funds	Transfer to balance to zero
User Charges	User charges revenues were revised in 2019 rate study with a reduction in rates

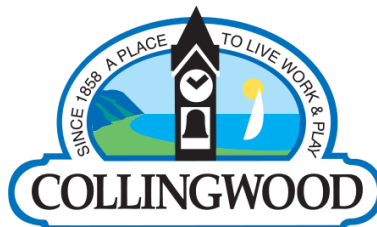
ITEMS NOT INCLUDED IN BUSINESS PLANS

In addition to the expenditures made with the funds shown transparently in this document, the Town also supports several other services and organizations through non-monetary means.

Examples of these include:

- The provision of land and facilities (without cost or land taxes) to:
 - o The Georgian Triangle Humane Society
 - o The YMCA (\$1/year)
 - o The Leisure Time Club (\$1/year)
 - o The BIA for the Farmers Market in the Pine Street Parking Lot, as well as extensive other supports from staff for the committee and their events.
 - o The Collingwood Dragonboat and Canoe Club
 - o The Collingwood Rowing Club
 - o The Collingwood Lawn Bowling Club and Croquet Association
- Leased property and facilities for the Collingwood Yacht Club
- Leased property and facilities for the Collingwood Curling Club including a no-interest loan for renovations accomplished in 2016.
- Temporary abeyance of user fees for the Collingwood Tennis Club to assist their five-year plan to sustainability.
- The provision of the Johnson Trust land and apartments for operation by the Rotary Club

TOWN OF COLLINGWOOD 2021 CAPITAL BUDGET



CAPITAL BUDGET OVERVIEW

The total capital expenditures for 2021 will be \$38.7 million, and the list of proposed projects and funding sources follows.

The funding includes both in-year transfers to projects from the Operating Budget (including the Capital Levy), as well as funding from the Reserves and Reserve Funds and the other sources shown.

Staff Report T2019-11 dated July 2020 provided a full overview of the Town's Reserves and Reserve Funds, their definitions and sufficiency moving forward.

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.

\$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 wastewater), user fees (such as building permits) or fines (such as parking).



Roads and public transit have significant capital expenditures, including the widening of Mountain Road (\$3.3M), Minnesota Storm Sewer Repair project (\$4.1M), and Bus Replacements (\$1.3).

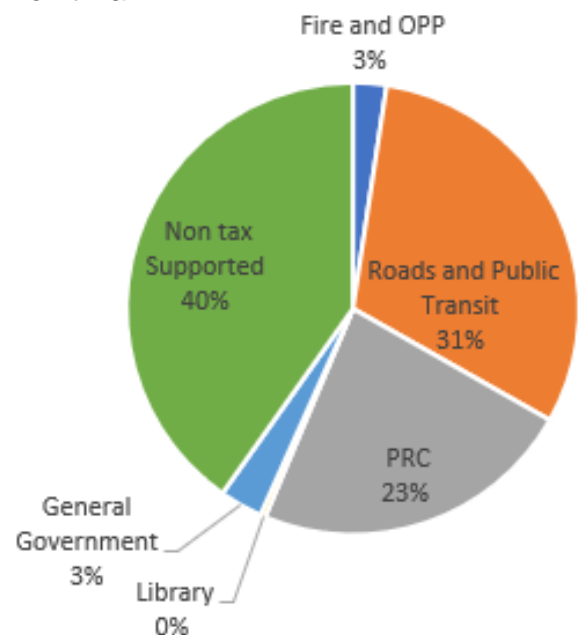
Parks, Recreation and Culture's capital projects in 2021 include initial expenditures for multi-year projects such as Enviropark replacement (\$1.5M),

Fisher Field clubhouse (\$1.2M), Harbourview Splash Pad (\$1.55M), Summit View Park (\$1.0M), and \$500,000 for Shoreline Restoration at Sunset Point Park.

General Government consists of municipal facilities and administrative support. Capital projects for 2021 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. Less than 1% (1.0%) or \$376,679 is being taken from 2021 taxes.

Each Capital project is prioritized according to the following categories in order of priority from most important to least important: **Legislated (L), Health and Safety (H), Cost Savings/Payback(C), Asset Management (A), Growth (G), and Service Enhancement (S).**



CAPITAL BUDGET 2021 SUMMARY

The Capital projects shown in this chart are planned for delivery during the 2021 budget year. Priority categories are as follows: Legislated (L), Health and Safety (H), Cost Savings/Payback(C), Asset Management (A), Growth (G), and Service Enhancement (S).

Project Name	Priority	Cost	Taxes	Development Charges	Other Municipality	Provincial /Federal/Other Grants	Donation	User Fees /Recoveries	Reserves	Reserve Funds
Town Hall Refurbishment Program	A	200,000	-	-	-	-	-	-	200,000	-
Electronic Records Management System / Meeting Mgmt.	C	55,000	-	-	-	-	-	-	-	55,000
Collingwood Terminals - Lifecycle management	A	120,000	-	-	-	-	-	-	-	120,000
New Accommodation - P/W Building and Shop renovations	H	120,000	103,200	16,800	-	-	-	-	-	-
Office and Shop Improvements at 507 Tenth Line	H	80,000	80,000	-	-	-	-	-	-	-
Strategic Land Acquisition	G	20,000	-	-	-	-	-	-	-	20,000
Town Facilities Condition Assessment	A	80,000	-	-	-	80,000	-	-	-	-
Integrated Work Management Software	C	7,500	-	-	-	7,500	-	-	-	-
Performance Management System	L	18,000	-	-	-	18,000	-	-	-	-
CRM Customer Service Software ITSC-19-002	C	41,000	-	-	-	41,000	-	-	-	-
Citizen Web Interface ITSC-19-006/7	C	5,000	-	-	-	5,000	-	-	-	-
Budgeting Software ITSC-19-034	C	20,000	-	-	-	20,000	-	-	-	-
Water Billing in House ITSC-19-008	C	30,000	-	-	-	-	-	-	-	30,000
Total Corporate Management		796,500	183,200	16,800	-	171,500	-	-	200,000	225,000
Computer Hardware	A	5,000	5,000	-	-	-	-	-	-	-
I.T. Replacement Library Training Room	A	3,000	-	-	-	-	-	-	3,000	-
Computer Software	A	2,500	2,500	-	-	-	-	-	-	-
Networking - WAN & LAN Infrastructure	A	3,000	3,000	-	-	-	-	-	-	-
Server Network Asset Management	G	42,000	42,000	-	-	-	-	-	-	-

Project Name	Priority	Cost	Taxes	Development Charges	Other Municipality	Provincial /Federal/Other Grants	Donation	User Fees /Recoveries	Reserves	Reserve Funds
UPS	G	37,000	37,000	-	-	-	-	-	-	-
Backup Appliances	G	34,000	34,000	-	-	-	-	-	-	-
Desktop/Laptop Replacements	A	19,055	-	-	-	-	-	-	-	19,055
Total IT		145,555	123,500	-	-	-	-	-	3,000	19,055
Vehicle Replacements	A	60,000	-	-	-	-	-	-	-	60,000
SCBA Replacement	L	340,000	-	-	-	-	-	-	-	340,000
Total Fire		400,000	-	-	-	-	-	-	-	400,000
OPP Building	A	510,000	-	-	-	10,000	-	35,000	-	465,000
Total OPP		510,000	-	-	-	10,000	-	35,000	-	465,000
By-law Patrol Bicycles	S	3,500	3,500	-	-	-	-	-	-	-
Total By Law		3,500	3,500	-	-	-	-	-	-	-
Large Tools & Office Equipment Replacement PW 04	A	10,000	-	-	-	-	-	-	10,000	-
Streetlight Installation	A	20,000	-	-	-	-	-	-	-	20,000
Vehicle Replacement PW 02	A	722,514	-	-	-	-	-	-	722,514	-
Crosswalk Huron and Niagara	A	253,000	-	-	-	253,000	-	-	-	-
Mountain Road Widening	G	3,228,000	-	1,105,000	-	-	-	-	-	2,123,000
Hurontario-Lockhart Turn Lanes	G	30,000	-	-	-	-	-	-	-	30,000
3rd and High Intersection Improvements	G	415,000	-	-	-	-	-	-	-	415,000
Asphalt Resurfacing PW 09	A	320,000	-	-	-	160,000	-	-	-	160,000
Bridge Rehabilitation	A	40,000	-	-	-	40,000	-	-	-	-
Minnesota Storm Sewer Repair	H	4,108,250	-	-	-	-	-	-	-	4,108,250
Peel Street: Ontario St to Bush (upgrade 2 lanes)	G	87,500	-	56,000	-	-	-	-	-	31,500
Provision for Development-Related Vehicles	G	319,850	-	319,850	-	-	-	-	-	-

Project Name	Priority	Cost	Taxes	Development Charges	Other Municipality	Provincial /Federal/Other Grants	Donation	User Fees /Recoveries	Reserves	Reserve Funds
545 10th Line Lifecycle	G	245,000	-	-		150,000				95,000
Sidewalk Repairs	G	100,000	-	-		-				100,000
Crosswalks	G	65,000	-	-		65,000				-
Guide Rail Repairs	G	40,000	-	-		40,000				-
Pretty River Channelization	G	300,000	-	-		-				300,000
Maple Bike Priority Street	G	88,000	-	-		88,000				-
Traffic Calming and Crosswalks	G	145,000	110,000	35,000		-				-
Cranberry Trail West Drainage Improvements	G	50,000	-	-		-				50,000
Total Public Works		10,587,114	110,000	1,515,850	-	796,000	-	-	732,514	7,432,750
Automated Stop Announcement System	G	21,500	-	-	-	-	-	-	-	21,500
Bus Shelters	G	14,000	-	12,600	-	-	-	-	-	1,400
Bus Replacement	A	1,276,000	-	-	-	935,800	-	-	-	340,200
Transit Study - Growth-Related Needs	G	55,000	-	55,000		-				-
Total Transit		1,366,500	-	67,600	-	935,800	-	-	-	363,100
Waterfront Safety	H	20,000	20,000	-	-	-	-	-	-	-
Sea Cans	S	35,000	35,000	-	-	-	-	-	-	-
Huron Street Sidewalk	A	100,000	-	-	-	100,000	-	-	-	-
Fisher Field Improvements - Carry forward from 2020	G	1,237,774	-	1,041,997	-	-	80,000	-	-	115,777
Heritage Park Basketball Court	G	36,888	-	13,679	-	20,000	-	-	-	3,209
Harbourview Park Boardwalk 06-09A	A	200,000	-	-	-	-	100,000	75,000	-	25,000
Harbour East Wall Docking phases	G	400,000	-	360,000	-	-	-	-	-	40,000
Heritage Park Improvements	G	275,000	-	222,750	-	-	-	-	-	52,250
Playground Replacements - Enviropark	A	1,500,000	-	272,802	-	-	150,000	-	-	1,077,198

Project Name	Priority	Cost	Taxes	Development Charges	Other Municipality	Provincial /Federal/Other Grants	Donation	User Fees /Recoveries	Reserves	Reserve Funds
Park Development behind Admiral School	G	50,000	-	45,000	-	-	-	-	-	5,000
Asphalt Walkways 11-01	A	15,000	-	-	-	-	-	-	-	15,000
Trail Bridges 10-071	G	268,700	-	241,830	-	-	-	-	-	26,870
SSP Shoreline Restoration	G	500,000	-	20,000	-	-	-	-	-	480,000
PRC Summit View Park	G	1,000,000	-	900,000	-	-	-	-	-	100,000
Parks Equipment	G	59,000	-	35,577	-	-	-	-	-	23,423
Neighborhood Park Replacement/Enhancements	G	100,000	-	20,205	-	-	-	-	-	79,795
Town Signage	G	10,000	-	-	-	-	-	-	-	10,000
Harbourview Splash Pad	G	1,550,000	-	1,395,000	-	-	-	-	-	155,000
Harbourview Park Parking	G	462,000	-	415,800	-	-	-	-	-	46,200
Sunset Point Amenities (EnviroPark Equip, Washrooms and Tables)	G	259,350	-	233,415	-	-	-	-	-	25,935
Sunset Point Wayfinding Signage	G	35,000	-	7,073	-	-	-	-	-	27,928
Trail Development	G	192,116	-	172,904	-	-	-	-	-	19,212
Truck Replacements/Enhancements	G	40,000	3,979	21,721	-	-	-	-	-	14,300
Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	G	132,000	-	118,800	-	-	-	-	-	13,200
Total Parks		8,477,828	58,979	5,538,552	-	120,000	330,000	75,000	-	2,355,297
Centennial Aquatic Centre	H	12,500	12,500	-	-	-	-	-	-	-
EBMA - Sprinkler System	H	230,000	-	-	-	-	-	-	230,000	-
PRC Facility Equipment	A	146,000	-	-	-	47,500	-	-	-	98,500
Central Park Outdoor Rink	G	200,000	-	180,000	-	-	-	-	-	20,000
Curling Facility	A	60,000	-	-	-	60,000	-	-	-	-
Museum Building	A	81,500	-	-	-	-	-	-	-	81,500
Total PRC Facilities		730,000	12,500	180,000	-	107,500	-	-	230,000	200,000

Project Name	Priority	Cost	Taxes	Development Charges	Other Municipality	Provincial /Federal/Other Grants	Donation	User Fees /Recoveries	Reserves	Reserve Funds
Tremont Public Art Commission	S	3,000	-	-	-	-	-	-	3,000	-
Museum Gallery Retrofit	A	18,000	-	-	-	-	-	-	-	18,000
Heading Dockside Mural Replacement	A	26,500	26,500	-	-	-	-	-	-	-
Total PRC Events		47,500	-	-	-	-	-	-	29,500	18,000
I.T. Replacement	A	7,000	-	-	-	-	-	-	7,000	-
Library Elevators controls boards	H	30,000	-	-	-	-	-	-	-	30,000
Accessible Entrance Doors		100,000	-	-	-	-	-	-	-	100,000
Total Library		137,000	-	-	-	-	-	-	7,000	130,000
Parking Mobile Payment and Ticketing Application ITSC-19-033	S	25,000	-	-	-	-	-	-	-	25,000
Electric Vehicle Charging Stations	G	230,000	-	-	-	120,000	-	-	-	110,000
Parking Replacement Meters	A	5,000	-	-	-	-	-	-	-	5,000
Hotspot Parking Signage	A	10,000	-	-	-	-	-	-	-	10,000
Hotspot Digital Parking Pass	A	15,000	-	-	-	-	-	-	-	15,000
Mobile Ticketing Hardware	A	2,500	-	-	-	-	-	-	-	2,500
Total Parking		287,500	-	-	-	120,000	-	-	-	167,500
Building Fleet	A	35,000	-	-	-	-	-	-	-	35,000
Blue Beam & CV Integration	S	50,000	-	-	-	-	-	-	-	50,000
Inspector Laptops	S	7,500	-	-	-	-	-	-	-	7,500
City View Customization for Zoning Certificates	S	10,000	-	-	-	-	-	-	-	10,000
Total Building		102,500	-	-	-	-	-	-	-	102,500
Downtown Pedestrian Wayfinding	S	90,520	5,000	-	-	20,520	37,500	-	-	27,500
Downtown Digital Discovery Platform	S	101,300	-	-	-	101,300	-	-	-	-
Downtown Wayfinding Electrical	S	82,116	-	-	-	42,116	35,000	-	-	5,000

Project Name	Priority	Cost	Taxes	Development Charges	Other Municipality	Provincial /Federal/Other Grants	Donation	User Fees /Recoveries	Reserves	Reserve Funds
Total Marketing and Economic Development		273,936	5,000	-	-	163,936	72,500	-	-	32,500
Sanitary Renewal Program	G	120,000	-	-		-				120,000
Sanitary Sewer Grouting and Manhole Repairs	G	50,000	-	-						50,000
Total Wastewater Collections		170,000	-	-	-	-	-	-	-	170,000
WWTP Brickwork and Concrete Repairs	A	579,000	-	-	-	-	-	-	-	579,000
Patterson SPS Pump Replacements	A	54,000	-	-	-	-	-	-	-	54,000
Black Ash Pumping Station Replacement & Expansion	A	52,000	-	52,000	-	-	-	-	-	-
Diesel Generator Replacement	A	10,000	-	-	-	-	-	-	-	10,000
Inflow at WWTP	H	75,000	-	-	-	-	-	-	-	75,000
WW Vehicles	A	51,000	-	-	-	-	-	-	-	51,000
Wastewater Treatment Plant Refurbishment		75,000	-	-	-	-	-	-	-	75,000
Sewage Pumping Station Refurbishments		33,000	-	-	-	-	-	-	-	33,000
WWTP Sludge Transfer Pump Replacements		1,262,400	-	-	-	-	-	-	-	1,262,400
WWTP Blower Replacement		36,000	-	-	-	-	-	-	-	36,000
WWTP Influent Pump VFD Replacements	G	76,000	-	-		-				76,000
WWTP Screw Pump Rehabilitation	G	60,000	-	-		-				60,000
Total Wastewater Treatment		2,363,400	-	52,000	-	-	-	-	-	2,311,400
Water Efficiency Measures	G	20,000	-	20,000						-
Water Treatment Plant Expansion	G	2,200,000	-	348,480	1,804,000	-	-	-	-	47,520
Stewart Road Reservoir and Booster Pumping Station	G	3,520,000	-	3,520,000	-	-	-	-	-	-
Watermain Replacement	A	2,100,000	-	1,785,000	-	-	-	-	-	315,000
Water Services Replacement	A	116,000	-	-	-	-	-	-	-	116,000
Carmichael Reservoir Upgrades	G	1,430,000	-	1,430,000	-	-	-	-	-	-

Project Name	Priority	Cost	Taxes	Development Charges	Other Municipality	Provincial /Federal/Other Grants	Donation	User Fees /Recoveries	Reserves	Reserve Funds
Water Treatment Plant Refurbishment	A	125,000	-	-	62,500	-	-	-	-	62,500
Valve Additions and Replacements	A	192,000	-	-	-	-	-	-	-	192,000
Hydrants	A	20,000	-	-	-	-	-	-	-	20,000
New Residential and General Water Services	G	86,000	-	-	-	-	-	77,400	-	8,600
Water Meter Data Analytics Software	A	50,000	-	-	-	-	-	-	-	50,000
New /Replacement Water Meter/Transmitters	A	80,000	-	-	-	-	-	-	-	80,000
Water Treatment Plant Membrane Filter Replacement	A	946,000	-	-	453,871	-	-	-	-	492,129
Water SCADA Improvements	A	500,000	-	-	125,000	-	-	-	-	375,000
Osler Bluff Booster Station Improvements	A	409,000	-	-	-	-	-	-	-	409,000
Vehicles & Equipment	A	543,000	-	-	-	-	-	-	-	543,000
Large Tools	A	35,000	-	-	-	-	-	-	-	35,000
Total Water		12,372,000	-	7,103,480	2,445,371	-	-	77,400	-	2,745,749
Total Expenditures		38,770,833	373,179	14,474,282	2,445,371	2,570,291	402,500	187,400	1,199,014	17,118,797

CAPITAL BUDGET 2021 PROJECT DETAILS

Priority categories: Legislated (L), Health and Safety (H), Cost Savings/Payback(C), Asset Management (A), Growth (G), and Service Enhancement (S).

Project Name	Project Description	Funding	Resource	Priority	Cost
Town Hall Refurbishment Program	2021 -\$150k elevator, 40k humidifier, terrazo floor, BAS, \$10k painting Background: 2015 was the first year of a 5 year refurbishment program for the Town Hall as recommended by our Manager of Fleet, Facilities and Purchasing since the majority of the facility has not been renewed in 30 years. Yr. 1 / 2015 New Carpet \$50k, Office Finance \$10k Yr. 2 /2016 Front Doors \$6k, Yr. 3 / 2017 Exterior Brickwork \$5k, Window painting and Caulking , Sprinkler (see separate budget) Yr. 4 /2018 Exterior Brickwork \$200k (originally \$175 but changed due to asbestos shingles 3rd flr) - move to 2019 CF Yr. 5 /2019 humidifier upgrade \$20k, BAS Programming for energy savings\$10k , terrazzo floor \$6k - move to 2020 - keep \$10K for bricks, generator - move \$40K to 2021 Yr. 6 /2020 \$150k elevator replacement - move to 2021. - could be delayed to 2022 if necessary, getting inspection - Add \$10K for window repairs and painting - 2021	General Reserve	Fleet and Facility	A	200,000
Electronic Records Management System / Meeting Mgmt.	2021 - Estimate of digitizing all Building depts. records is \$55k (\$25k + \$30k server). This would free up space for staff accommodation that is currently filled with record boxes. Background: This project is a carry forward from 2016 and relates to installation and training for an electronic records and meeting management system. Clerk Services have undertaken the electronic agenda and meeting management component in 2015 (\$20,000), and the remainder of the system will be acquired and implemented in 2017 (\$148,000). There is a pressing need for co-ordination of records between and across departments since staff operate from various locations. This project has been recognized by Department Heads as a priority to achieve recommendations contained in the BMA report and continue with operating efficiencies that will ultimately lead to better customer service and cost savings in the long term.	Building RF	Clerks	C	55,000
Collingwood Terminals - Lifecycle management	2021 Ongoing minimum maintenance - safety systems: fall arrest \$30k, concrete window and door strategy \$15k, stairs, platform, and doors guards \$40k, and window restraints \$35k	Lifecycle Building	Fleet and Facility	A	120,000
New Accommodation - P/W Building and Shop renovations	2021 - Hire consultant to start analysis and design in Q1 2021. Background: The Accommodation Review recommended the Water Department move from Stewart Road to join P/W in a comprehensive operations center. The work notionally includes management and engineering staff from the P/W and Water Departments and construction of a new stores and 3 shop bay addition, as well as determining whether the GTHS building may be available.	Roads DCs	Fleet and Facility	H	120,000
Office and Shop Improvements at 507 Tenth Line	2nd Floor renovations at the Public Works Building at 507 Tenth Line, so it can be used for offices. (1800 sq ft) - HVAC for 2nd Floor (\$40,000) - complete in 2020 - Office renovations (\$200,000) - reduced to \$130K, \$80K in 2020, \$50K in 2021 - Furniture (\$30,000) - move to 2021	Taxes	Fleet and Facility	H	80,000
Strategic Land Acquisition	Strategic Land purchases at Eddie Bush memorial arena and in the downtown area for backup generator. Purchase was not completed in 2020 so funding is carried forward to 2021	Land Acquisition	Clerks	G	20,000
Town Facilities Condition Assessment	A condition assessment of all the Town Facilities for the Towns asset management planning (AMP) purposes as well as to better enable facility maintenance processes. There is a provincial legislative requirement that the Town have an AMP for all Town assets by June 2023 (Core assets June 2021). An RFP was issued by the Town for this project and it is expected to be awarded in early 2021.	OCIF Formula	Fleet and Facility	A	80,000
Integrated Work Management Software	This is an ongoing corporate initiative to implement WorkTech software which first began in 2016. This software is a work management and job costing software with features such as timesheets, work orders, asset management, inventory	OCIF Formula	Finance/IT	C	7,500

Project Name	Project Description	Funding	Resource	Priority	Cost
	module, fleet management, and customer service requests. WorkTech is integrated with both the Town's GIS system for asset management planning and also the Town's main financial system Great Plains (the combined integration of these 3 systems is effectively the Town's ERP system). To date timesheet have been implemented to all depts. (water 2016, remaining depts. 2020). Work orders are in place in the water department (customer requests and billable items, and mobile work orders in the field), public works (fleet and work requests) and the fire department (fleet). Inventory is being done for the Water dept. in WorkTech. The system also houses the Towns asset management planning information which works in conjunction with our GIS system. In 2021, Finance plans the completion of the Fixed Assets (PSAB TCA) module as well as further integrations of GIS for Asset Management Planning.				
Performance Management System	The HR division is looking to implement a new and improved performance management system that is user-friendly, more flexible and which can be tailored to specific functions. The former system (taken off-line by the vendor in July 2020) had very limited ability to meet the needs of the organization. It was cumbersome to administer as most functions were manual, and the administration was time consuming as it was a stand-alone system (e.g., it did not integrate with GP, so employee information had to be entered/updated separately into this system). A few departments also found it difficult to apply as it could not be adapted to appropriately describe their operations and job functions.	Modernization	Human Resources/IT	L	18,000
CRM Customer Service Software ITSC-19-002	Enable the Town to track customer inquiries, to ensure they are acted upon, to provide info on customers' interests, and to enable customer service performance reporting. Budget Owner: CCS. Known options include: \$24K WorkTech Service Requests, \$35k CityView Service Requests \$5k AccessE11 Citizen Management. Depending on solution: IT effort could be approx. 8 person-weeks; Other staff efforts are unquantified	Modernization	Customer Service /IT	C	41,000
Citizen Web Interface ITSC-19-006/7	Allows taxpayers to manage an online account in their name which allows them to make payments and see status of taxes, water billing, programs and other miscellaneous AR receivables.	Modernization	Finance/IT	C	5,000
Budgeting Software ITSC-19-034	Budgeting Software ties directly to GP, provides a dashboard for the public and staff real time data for viewing scenario building. It will also link with CaseWare. Successful respondent to RFP was Questica. Staff will work on implementing solution early in 2021 and provide training to users in preparation for 2022 budget preparation. Capital project tracking features and variance analysis will be implemented as time permits. These can be funded through the Modernization reserve fund.	Modernization	Finance/IT	C	20,000
Water Billing in House ITSC-19-008	Currently water wastewater billing services are contracted to EPCOR. Bringing in house would complete the process that started in 2015 to move Water from COLUS/EPCOR to the Town. This would also provide efficiencies and better control over the water wastewater billing process. The budget reflects the quotation for Diamond software to use the GP billing module. It is expected a full-time billing clerk would also be required. Phase 1 of this process was to digitize all the water meter which was completed in 2019. This expenditure is subject to Council's endorsement of the business case for this proposal	50/50 WW RF/Water RF	Finance/IT	C	30,000
Total Corporate Management					796,500
Computer Hardware	Miscellaneous hardware contingency. Typical use is small UPS purchases or other ancillary needs (i.e. replace monitors etc.), if UPS cannot be repaired under equipment maintenance budget.	Taxes	IT	A	5,000
I.T. Replacement Library Training Room	Program to renew the 10 laptops in library training room. In 2019 they were 10 yrs. old and in need of replacement. A program was initiated to replace 3 each yr. This was inherited in 2020 for the library and is for the library tech suite.	Library Reserve	IT	A	3,000
Computer Software	Small contingency to cover anticipated needs related to maintaining or purchasing new Software licenses and productivity software which allows staff to work at peak efficiency, such as standalone copies of Microsoft Office on shared computers.	Taxes	IT	A	2,500
Networking - WAN & LAN Infrastructure	Misc. networking infrastructure, including network switches, cabling and wireless expansion. Reliable network minimizes data loss and allows staff to work at peak efficiency. 2021 - Includes Harbour connectivity to enable Hotspot payment for launch fees.	Taxes	IT	A	3,000
Server Network Asset Management	2021 - Purchase 1 additional Hyper-converged infrastructure node with warranty. The current server hardware is at 75% of its capacity due to recent growth.	Taxes	IT	G	42,000
UPS	UPS - Uninterruptible Power Supply. In 2019 the Town proceeded with the installation of a Townhall generator. Part of this project was to install a UPS to support critical IT equipment closets in the building. The UPS currently has 4 hours of runtime in the event of a generator failure. In 2021 we are looking to install the same UPS at the firehall datacenter. We have a power supply issue and current method of pizza box stacking smaller UPS's is inefficient when the whole room can	Taxes	IT	G	37,000

Project Name	Project Description	Funding	Resource	Priority	Cost
	be controlled by a primary UPS. We would also look at converting the EOC/Training room at firehall so that some circuits within the facility are covered to support EOC operations. There have been incidents in the past where the generator has failed to start, supplying a minimum 4 hour runtime will allow for critical repairs to be made. We also benefit from an annual preventative maintenance on the units. It also allows us to cascade units in this data center to replace units in other buildings that are soon due to be replaced.				
Backup Appliances	As data stewards, one of our primary responsibilities is to ensure that our data is backed up and protected. Our current backup methodology consists of backing up to network attached storage units. As our data grows, our backup retention ability shrinks. Utilizing a proper backup appliance offers additional features such as compression, deduplication and replication of files which allows for greater retention. We currently do not have adequate compression and duplication of files with our current setup. The greater the retentions means the ability to restore files further back in time which assists other departments in the event of missing data on files that are not frequently accessed. 2021 will be a request for our primary data center backup and 2022 will phase in a second unit for our Disaster recovery locations.	Taxes	IT	G	34,000
Desktop/Laptop Replacements	This is an asset management plan program to replace the towns 200+ laptops and PCs. Aging computer hardware can have a serious impact on staff's ability to perform their job as well posing a potential security risk for the Town network. For 2021 11 Desktop/Laptop Replacements are planned: 3 Library (staff computers not public or training room), 1 WWTP, 5 Bylaw, 1 Fleet Facilities, 1 Water	LC Eqpt	IT	A	19,055
Total IT					145,555
Vehicle Replacements	Lifecycle replacement program for Fire vehicles for Chief, Deputy-Chief and Fire Prevention Inspectors/Officers & Apparatus. For 2021, replace 2012 Ford F150 with a ¾ ton pick-up. The UTV (which is on a heavy trailer) & the boat require a larger truck to haul the extra weight requirements.	LC Fleet	Fleet and Facility	A	60,000
SCBA Replacement	2021 - Self Contained Breathing Apparatus for Emergency Services - Replacement is 12 years or earlier to be compliant with NFPA Standards. Our current packs are three standards behind of NFPA Standards. Our SCBA meets the 2007 NFPA Compliancy. Packs were purchased in 2008. Our packs are currently not adaptable to be interchangeable with current standard packs. Clearview Township has purchased the new standard packs in 2020; in a case of emergency, our packs are not compatible with Clearview Fire at this time. We learned a valuable lesson with the Sporting Life fire in January 2020, we were able to share SCBA equipment as we were compatible at that time. This will ensure compliance with NFPA also that all packs would be adaptable and interchangeable.	LC Eqpt	Fire	L	340,000
Total Fire					400,000
OPP Building	Lifecycle program to maintain OPP facility. Remove existing flaking lead paint and repaint the interior of the police garage \$30k, front counter accessibility issues \$70k (OPP 30-35K their funds), \$10k for LED lighting in bays, lifecycle replacement of aging roof \$400k.	Federal Gas Tax	Fleet and Facility	A	510,000
Total OPP					510,000
By-law Patrol Bicycles	Purchase of 4 bicycles for By-law Patrol of Town Trails & Parks	Taxes	ByLaw/	S	3,500
Total By-Law					3,500
Large Tools & Office Equipment Replacement PW 04	To address Vehicle and Specialized shop mechanical tools for items valued over \$1,000.00 - specialty tools, outdated tools and equipment, safety and guarding, shop specific health and safety	Public Works Reserve	Transportation	A	10,000
Streetlight Installation	Installation of new streetlights and also capital repairs to existing streetlights	LC Roads	Transportation	A	20,000
Vehicle Replacement PW 02	This is a replacement program for the Public Works fleet. Project is supported by the Towns Asset Management Plan for Municipal Equipment to maintain reliable and cost-effective equipment, limit and reduce downtime and provide staff with safe operating equipment. Planned Replacements for 2021 include: 2011 Service Truck #29, 2009 Pickup #27, 2011 Pickup #28, 2011 Pickup #302, 2011 Sidewalk Machine #79, 2011 Sidewalk Machine #80 and 2007 Backhoe #25. Planned Replacements for 2022 include: 2010 Flat Deck Truck/Sander, 2012 Tandem Plow #317 and 2011 Service Truck #308.	Public Works Reserve	Fleet and Facility	A	722,514
Crosswalk Huron and Niagara	Proposing a pedestrian actuated traffic signal for the intersection of Huron and Niagara Streets. MTO granted permission in 2019. Design in 2020 and Construction 2021. Potential property purchase at two corner properties due to MTO requirements	Federal Gas Tax	Transportation	A	253,000
Mountain Road Widening	Mountain Road from Cambridge St. to the Tenth Line. 5 lane urban cross section. Potential sanitary sewer upgrades based on condition. Localized water main improvements based on condition. New bridge at Black Ash Creek and	Roads DCs	Transportation	G	3,228,000

Project Name	Project Description	Funding	Resource	Priority	Cost
	pedestrian signal at trail. EA completed in 2019 in conjunction with 10th Line. Funding through Canada Infrastructure Program: Rural & Northern Stream (ICIP R&N) Stream. Federal = \$2,500,000, Provincial = \$1,666,500. Mountain Rd (Phase 1) - 3 Lanes (DC #63) - 76% DC Mountain Rd (Phase 2) - 5 Lanes (DC #64) - 100% (but all post benefit) Sidewalk - 1.5m sidewalk north side, 3m sidewalk south side - DC #87 - \$911,300 - 100% DC Blended DC = 84%				
Hurontario-Lockhart Turn Lanes	Project is substantially complete. This intersection has been experiencing operational issues for a number of years, exhibited through excessive queuing in the east-west direction along Campbell/Lockhart during the AM and PM peak periods. In 2014 the Engineering department conducted a traffic count followed by a signal timing review to determine if the intersection could be optimized. It was found that the advanced green on Hurontario could be removed to increase time for the east-west movement. This has helped conditions on Lockhart/Campbell somewhat, but has now increased delays on Hurontario. The solution for this intersection was the installation of left turn lanes on Lockhart and Campbell Streets. Water main was installed from Hurontario to Maple as part of this project. Sidewalk was installed on the east side of Hurontario from Lockhart to Tracey Lane - In 2014 DC study (67% DC) \$250,000 construction, \$37,500 engineering	LC Linear	Transportation	G	30,000
3rd and High Intersection Improvements	Third and High Street intersection improvements were identified in the approved 2007 Environmental Assessment for High Street. The details of the improvements were dependent on development activity in the area. Recent development applications have focused the scope of improvements to include signalization (relocated from the Home Depot entrance) and the installation of left turn lanes on all approaches. Timing is based on the extension of Cambridge St which is developer driven. 2023 timing year is an estimate. -Property acquisitions are underway (expropriation) -Cost to construct High Street will be front-ended by the developer. Ultimate costs will be shared between the developer, development charges, and Town costs. Budget based on developer estimate. -High St - Third to 5th, DC #58, 70% DC, \$2,040,300 (would not build all of this through this project) -High/3rd Intersection - Signalization and left turn lanes, DC #75, 100% DC, \$703,000 (minus \$180,000 developer costs) -High and Home Depot Access, DC #71, 100% developer cost, \$108,000 -Sidewalk - 3rd to 5th, DC #82, 3m west side, 1.5m east side, 75% DC, \$393,300 -Blended DC = 78%	LC Linear	Transportation	G	415,000
Asphalt Resurfacing PW 09	Annual paving program of various municipal streets and isolated large patches. Tentative 2021 Projects for resurfacing include: Collins Street - Katherine Street to Sproule Ave (\$62,000), Tenth Street - Spruce Street to Oak Street (\$43,000). Remaining to be identified through Flexible Pavement Evaluation fieldwork.	OCIF Formula	Transportation	A	320,000
Bridge Rehabilitation	10-year plan for bridge rehabilitations as recommended in the 2020 Bridge Inspection Report Bridge 13 - 2022, Bridge 20 - 2023, Bridge 9 - 2024, Bridge 15 - 2025, Bridge 23 - 2026. Design and construction spread over 2 years for each. Bridge 10 is identified for rehabilitation. It has its own budget sheet as there are other works associated. These rehabilitations are subject to funding. Construction costs are as per the 2020 OSIM report Engineering costs are 10% - 15% of construction costs depending on size Engineering and construction costs beyond 2026 are based on yearly program of \$50,000 engineering and \$400,000 construction	Federal Gas Tax	Transportation	A	40,000
Minnesota Storm Sewer Repair	Repair partially collapsed storm sewer within the parking lots of the OPP station and the Adult Learning Center. Phase 1 - 1st to Japanese Garden (2021) Landscaping. Phase 2 - Japanese Garden to Adult Learning (2021). Project subject to Ontario Green Funding	LC Linear	Transportation	H	4,108,250
Peel Street: Ontario St to Bush (upgrade 2 lanes)	Design only in 2021. Road reconstruction to an urban cross section and repair damaged storm sewer.	Roads DCs	Transportation	G	87,500
Provision for Development-Related Vehicles	Public Works Vehicle Acquisition - Development Related The development charges study provides for funding of additional vehicles for delivery of Public Works service as it relates	Roads DCs	Fleet and Facility	G	319,850

Project Name	Project Description	Funding	Resource	Priority	Cost
	to growth and development within the municipality. The following vehicles have been identified: 2021 Plow/Sander, 2022 Hotbox Patcher, 2023 Plow/Sander, 2023 Loader, 2024 Sidewalk Machine, 2024 Brush Chipper, 2027 Sidewalk Plow DC funding envelope is 1,500,000 and represents a 100% DC finding				
545 10th Line Lifecycle	Improvements to office and shop at the Public Works Building at 545 Tenth Line. 2021 - LED shop \$150k (payback less than 5 yrs. - supports climate change energy reduction under conservation management plan), yard fencing \$75k (half of yard currently fenced), security cameras \$20k, fuel system update \$20k and automatic gate \$30k	Federal Gas Tax	Transportation	G	245,000
Sidewalk Repairs	Public Works Sidewalk Repair Program - This is our annual sidewalk renewal program where large sections of broken and/or cracked sidewalks are replaced. This project also provides an allowance to address new sidewalk requests.	LC Linear	Transportation	G	100,000
Crosswalks	One new crosswalk per year. \$15,000 warrant reviews (3 locations), \$50,000 Engineering design, \$100,000 Construction (2021)	Federal Gas Tax	#N/A	G	65,000
Guide Rail Repairs	The 2020 OSIM Bridge Inspection report identified \$389,000 in roadside protection work. This includes the installation of missing pedestrian barricades and guiderail, or the repair of existing barricades and guiderail. Consultant to assess required work and put together tender document for tendering in 2022/2023. Engineering assignment to include all barriers, but construction to be split between 2022/2023	Federal Gas Tax	Transportation	G	40,000
Pretty River Channelization	Pretty River dike requires maintenance (tree removal). This work would be carried out in conjunction with NVCA, who own the land.	LC Linear	Transportation	G	300,000
Maple Bike Priority Street	Cycle plan indicates bike lanes or creating a Bike Priority Street on Maple Street. Active Transportation Committee initiated project. 2021 budget is to hire consultant to conduct traffic counts, conduct traffic analysis, prepare preliminary concept plans, and assist in public consultation.	Taxes	Transportation	G	88,000
Traffic Calming and Crosswalks	\$35,000 for traffic calming warrant reviews. \$100,000 for construction of various traffic calming projects. \$10,000 for annual purchase of traffic study and traffic calming devices such as vehicle and pedestrian counters, digital/solar speed signs and related equipment (Public Works). Increases with inflation by 3% each year.	Roads DCs	Transportation	G	145,000
Cranberry Trail West Drainage Improvements	Cranberry Trail West at Highway 26 has been flooding during the spring melt. Outlet improvements are required but may not be possible. Road may need to be raised with crossing culverts to convey regulatory events.	LC Linear	Transportation	G	50,000
Total Public Works					10,857,114
Automated Stop Announcement System	This work is part of our Ridership Growth Plan in accordance with Gas Tax requirements. The work includes creation of bus stops, accessible landing pads, service enhancements, AODA requirements. 2021 - Customer Payment Portal (\$7000) and New Transit Specific Communications (Wi-Fi and cellular modems compatible with existing systems, \$14,500). Payment Portal is subject to agreement by Finance for 3rd party payment (Visa/MasterCard)	LC Fleet	Transit	G	21,500
Bus Shelters	Allowance for one new shelter per year. (Eligible for Development Charges 90%/10%). Transit Bus Shelter in 2020 was deferred as a result of COVID-19 Transit Service Delivery modification protocols and lower ridership.	Transit DCs	Transit	G	14,000
Bus Replacement	Bus Replacement Program 2019 - Carryover from 2018 Replace 2009 Red Cross Cutaway Bus (\$120,000) 2021 - Replace 30 foot bus (\$545,000) Carryover from 2020 anticipating ICIP funding 2021 - 2 Bus Refurbishments (\$186,000) ICIP Carryover from 2020 2021 - New Bus from DC (\$545,000) and ICIP funding Carryover from 2020 2022 - New Low Floor Transit Bus to service new route (\$545,000) 2022 - 2 Bus Refurbishments (\$116,700) ICIP 2024 - Replacement 30' Bus (\$567,139) ICIP 2025 - New Accessible Transit Van (\$150,375) 2025 - 2 Bus Refurbishments (\$180,479) 2027 - 3 New Low Floor Transit Buses (\$1,890,599) 8-year plan is contingent on ICIP funding to cover 84% of replacements and refurbishments. Federal Gas Tax cannot be used in conjunction with this funding and will require funds to be allocated from lifecycle reserve fund.	OCIP	Transit	A	1,276,000
Transit Study - Growth-Related Needs	Transit Study was approved in the 2020 Capital Budget. Study was tendered on the Open Market in the fall and it is anticipated that only minor progress will be made during the remainder of 2020. As such, partial funds have been left shown in the 2020 Budget section to address progress payments and the remainder carried over until 2021 when the study is complete.	Transit DCs	Transit	G	55,000

Project Name	Project Description	Funding	Resource	Priority	Cost
Total Transit					1,366,500
Waterfront Safety	Audit performed by Lifesaving Society recommends additional signage and buoys in the water at the Harbour and Sunset Point to advise users of potential risks. Additional purchases such as life rings, ladders, signage, buoys, and swim lines required. Require diving contractor to drill hooks into bedrock to secure buoy lines.	Taxes	Parks	H	20,000
Sea Cans	The 2016 Waterfront Master Plan conceptualized commercial opportunities in strategic zones along the waterfront of Collingwood. This project will establish leasable space to be rented by at least one proponent for the express purpose of leveraging the newly installed accssible dock at Harbourview Park and the location of this space at a critical juncture of community and regional trails. Ideally both cycle rentals and SUP, kayak, canoe rentals will be served from here.	Taxes	Parks	S	35,000
Huron Street Sidewalk	This sidewalk will go westerly from west of Niagara St., along the north side of Huron St. which is a high priority for waterfront connectivity and safe access to Sunset Point Park. The existing asphalt 3 meter wide path meanders into the woods along the north side of the road and with the exceptionally high water levels this asphalt path has been under water and unusable. The approach is TBD and options include a sidewalk along the new street curvature after the road widening to accommodate a fifth lane by the Parkbridge Head Office and raising the existing off-street trail. The \$100k is a placeholder estimate as we work toward developing the best approach in 2021.	Federal Gas Tax	Parks	A	100,000
Fisher Field Improvements - Carry forward from 2020	Phase in infrastructure improvements as budget allows, in coordination with the Collingwood Soccer League. Works include constructing a permanent washroom / change room facility including installing sewer, water and electrical utilities. 2019 DC study to 90% DC pjt 5.1.2 Spent approximately \$100,000 from 2020 budget on design and tender preparation.	Outdoor Recreation DCs	Parks	G	1,237,774
Heritage Park Basketball Court	Project being carried over to 2021 as a result of delay in court installation resulting from early winter weather conditions in 2019 and then COVID in 2020. Purchase orders to support court installation (PO 00002614) and installation of basketball hoops (PO 00002749) have been issued to vendor.	Outdoor Recreation DCs	Parks	G	36,888
Harbourview Park Boardwalk 06-09A	Removal and replacement of Harbourview Boardwalk section that was damaged by fire in 2018. Additionally, a 25 year old extension into the West Harbour will also be replaced due to age and condition. Funding from others includes insurance (\$75,000) and a donation (\$100,000) with the remainder to come out from the Lifecycle Reserve. This project was started in 2020 but stalled due to shortage of pressure treated lumber. (2021 COMMITTED PROJECT - PO #5459))	\$75k Insurance , \$100kDonation, \$25k Land Improvements LC	Parks	A	200,000
Harbour East Wall Docking phases	This project provides for the replacement of the current breakwater owned by the Collingwood Yacht Club, with a Town-owned asset. It also upgrades the breakwater to be more effective and have a better relationship with existing docks. 2021 PROJECT FLOATING BREAKWATER - COMMITTED PROJECT PO# 5525)	Outdoor Recreation DCs	Parks	G	400,000
Heritage Park Improvements	In 2021 the chain-link ball diamond fences at Heritage Park will be replaced. Originally requested in 2019 as the final step in the current phase of restoration for the park.	Outdoor Recreation DCs	Parks	G	275,000
Playground Replacements - Enviropark	This is for follow through and completion of the Sunset Point Park Playground, including conversion to a highly AODA compliant outcome.	Outdoor Recreation DCs	Parks	A	1,500,000
Park Development behind Admiral School	Development of an unnamed park just south of Admiral School. Staff will consult community during development of park. Infrastructure cost covered in DC study - Service: Parkland Development, New Park south of Admiral School. DC study 5.1.8 90% DC 2021 includes public engagement and design, including the proposal of the site as a community park.	Outdoor Recreation DCs	Parks	G	50,000
Asphalt Walkways 11-01	The Parks Division maintains 31 pedestrian walkways in subdivisions. They provide access to schools, trails and parks. Older asphalt walkways are starting to heave and crack causing tripping hazards.	LC Land Improvement	Parks	A	15,000
Trail Bridges 10-07I	Replace aging infrastructure. Replace pedestrian bridge in Harbourview Park. DC study pjt 5.1.9 Also Carryforward of Walnut St bridge from 2020.	Outdoor Recreation DCs	Parks	G	268,700
SSP Shoreline Restoration	Weather conditions are eroding the shoreline. Restoration works dependent on Shoreline Engineers report and recommendations. \$500,000 for old launch ramp area (north of Canteen) \$750,000 for shoreline by Inukshuk (half of the area completed in 2020) \$1,000,000 for east end fishing area \$500,000 for west end Black Rock area DC study pjt 5.1.15	Outdoor Recreation DCs	Parks	G	500,000

Project Name	Project Description	Funding	Resource	Priority	Cost
PRC Summit View Park	Proposed fast track of new park in subdivision at High St and Poplar Sideroad. Phase 1 is sold out with expected 135 homes occupied by spring 2021. New park funded by 90% DC. Will consult with residents in park development process.	Front Ending DCs	Parks	G	1,000,000
Parks Equipment	5.1.10 Equipment 2021: zero turn mowers, trailers, upgraded snow groomer	Outdoor Recreation DCs	Parks	G	59,000
Neighbourhood Park Replacement/Enhancements	Existing playground replacements DC study pjt 5.1.11	Outdoor Recreation DCs	Parks	G	100,000
Town Signage	5.1.14 Town Signage (add: neighborhood and community park signage replacements due to age. Upgrades to protective signage)	LC Land Improvement	Parks	G	10,000
Harbourview Splash Pad	5.2.1 Harbourview Park water park construction of new splash pad water feature including washroom facility, pump room, site servicing. During the Waterfront Master Plan process, the public's number one priority is a splash pad along the waterfront. Capital budget request for 2020/21 include the construction of a water park in Harbourview Park with complementary parking. Adding another facility requires additional resources from Parks and Facilities divisions to safely maintain.	Outdoor Recreation DCs	Parks	G	1,550,000
Harbourview Park Parking	new parking lot for Harbourview water park DC study pjt 5.2.4	Outdoor Recreation DCs	Parks	G	462,000
Sunset Point Amenities (EnviroPark Equip, Washrooms and Tables)	5.2.18 Sunset Point Amenities (EnviroPark Equip, Washrooms and Tables)	Outdoor Recreation DCs	Parks	G	259,350
Sunset Point Wayfinding Signage	5.2.57 Sunset Point Wayfinding Signage	Outdoor Recreation DCs	Parks	G	35,000
Trail Development	Projects in 2021 include extending River Trail south of train tracks to connect with new development off Peel Street, paving portions of the trails network to reduce long term maintenance costs, constructing a trail in Harbourview park to connect two existing trails, constructing a trail on north side of Hwy 26 East to connect missing link between Marine View Drive and Beachwood Road.	Outdoor Recreation DCs	Parks	G	192,116
Truck Replacements/Enhancements	0	Outdoor Recreation DCs	Fleet and Facility	G	40,000
Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	5.5.2 Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.) 2021 - Purchase of 3/4 ton pickup to provide for haulage of grass trailers with snowplow feature attached - plus addition of new 1/4 ton vehicle per DC schedule.)	Outdoor Recreation DCs	Fleet and Facility	G	132,000
Total Parks					8,477,828
Centennial Aquatic Centre	2017- Tile Perimeter of Main Pool and Install Barrier \$60,000; Industrial Power Washer \$9,000 2018-Tile Perimeter of Main Pool and Install Barrier \$40,000; Power Door Operators \$6,500; Phase 1 Sound System for Patrons \$12,500, Protective addition for the front entrance way \$10,000 2019-Replace Metal Partitions \$25,000; Change Room Floor Replacement \$105,000; OBC requires that the surface immediately adjacent to the pool be impervious. The rubber surface does not comply and needs to be removed and replaced. New tile has been laid in all the change rooms and the hallway. New drains have been placed to ensure that standing water does not accumulate on the floor. New non-metal partitions will ensure that rust won't discolor the tiles and that patrons won't get injured on sharp rusty edges. New domestic hot water heaters have been installed along with LED perimeter on deck lighting. 2020 - Tile Main Pool \$450,000; Replace domestic hot water tanks (2) that have started to leak \$25,000; Replace perimeter metal halide lights fixtures with LED fixtures \$25,000; 2021 - Phase 2 Sound System for patrons \$12,500 2022 - Install perimeter shield to protect the vinyl membrane - \$150,000 2023 - Tile main pool 450,000; Replace warm water pool filter as it is at it end of life cycle \$12,500 2024 - Purchase and install new starting blocks \$25,000 2025 - Phase 1 of recirculating system major component replacement 2026 - Phase 2 of recirculating system major component replacement 2027 - Replace the pool boilers (2) as they will be at their end of life cycle \$80,000. 2028 - Replace warm water pool filter as it is at it end of life cycle \$2,500. 2030 - Replace Domestic Hot Water Heaters \$50,000	Taxes	PRC Facilities	H	12,500

Project Name	Project Description	Funding	Resource	Priority	Cost
EBMA - Sprinkler System	Sprinkler System for Town Hall - Town Hall is a heritage building as well as main municipal offices. As part of their downtown inspections process Fire Services has recommended a sprinkler system be installed in the building. 2017: sprinkler Town Hall 2018 enunciator panel Town Hall and EBMA as well as 8 duct smoke detector units. 2022 EMBA sprinkler \$200k - Increase forecast to \$230k due to changes required to low-e ceiling. Ross = risk to TH and downtown core?? Ross Parr fire recommendation - PH 3 of for systems for all downtown town building assets. Asset risk management- risk for all of downtown (town hall, neighboring building) DCs??	Capital Contingency Reserve	PRC Facilities	H	230,000
PRC Facility Equipment	2017- Laser Levelers for Ice Resurfacer \$25,000 2018- Ice Resurfacer \$130,000 ; Manlift \$17,500 (Eddie Bush Memorial Arena) 2019- Ice Resurfacer \$126,000 (Central Park Outdoor Ice) The 22 year old Ice Resurfacer from the outdoor rink and the Ice Resurfacer from EBMA have been replaced with new lithium ion powered Ice Resurfacer. The two new units have been placed at the arenas and the older unit will operate at the outdoor rink. A new tractor/loader has been purchased for use at Central Park to clear off the outdoor rink and maintain eight-foot clearance around the perimeter of the Arena \$60,000. A new floor scrubber has been purchased for CPA \$10,000. 2020 - Purchase two (2) ice edger's to replace the units at EBMA and CPA \$20,000; 2021 - The Ice Resurfacer for CPA is at its end of life cycle and should be replaced with a battery powered unit \$135,000; The floor scrubber at EBMA needs to be replaced its 5 years old at its at the end of its lifecycle \$11,000. 2023 - Replace the power washer at the CAC as it is at the end of its lifecycle \$12,000; With the new facilities and the additional responsibilities that relate to them a second vehicle (considerations will be made for an electric/hybrid) for Facilities is required \$50,000. 2024 - The floor scrubber at CPA needs to be replaced its 5 years old at it's at its end of lifecycle \$12,000. 2025 - The Ice Resurfacer at the Outdoor Rink is at its end-of-life cycle and should be replaced with a battery powered unit \$150,000; The floor scrubber at CPA needs to be replaced as it is near its end of lifecycle \$12,000. 2026 - The Ice Resurfacer at the EBMA is at its end-of-life cycle and should be replaced with a battery powered unit \$150,000; The floor scrubber at EBMA needs to be replaced as its 5 years old at its end of lifecycle \$12,500. 2027 - The Facilities vehicle will be ten years old and at the end of its lifecycle and should be replaced \$35,000. 2028 - The Ice Resurfacer at the CPA is at its end-of-life cycle and should be replaced with a battery powered unit \$155,000; The floor scrubber at EBMA needs to be replaced its 5 years old at it's at the end of lifecycle \$12,500. 2029 - Manlift \$20,000; Ice Edger \$20,000 2030 - Floor Scrubber for EBMA \$12,500	Federal Gas Tax	PRC Facilities	A	146,000
Central Park Outdoor Rink	2019- Engineering for Ice Storage Building \$60,000 (DC charges 90%); Outdoor Rink Dressing Room Improvements \$20,000 2021- Ice Storage Building \$200,000 A new storage building is in the works and will be built in the summer of 2021 to replace the shanty that is the current storage garage. The structure does not protect staff or equipment from the weather and should be replaced with a building. 2022 - Washroom Partitions \$20,000 2023 - New boards, gates and benches \$250,000 2024 - Purchase and install a new Chiller for the refrigeration system \$250,000 2025 - Replace PLC panel in Refrigeration room - \$30,000 2026 - Replace compressor #1 - \$50000 2027 - Replace compressor #2 - \$50000 2028 - Replace compressor #3 - \$50000 2029 - Replace compressor #4 - \$50000 2030 - Washroom Renovations \$25,000	Indoor Recreation DCs	PRC Facilities	G	200,000
Curling Facility	Ongoing Curling Club upgrades: 2021 - The fluorescent light fixtures should be replaced with LED fixtures to save energy expenses \$60,000; 2022 - The domestic hot water tank needs to be replaced as it is near its end of lifecycle. \$12500; Consultant/Engineering for roof replacement \$30,000 2023 - The steel roof has reached its end of life and currently leaks and needs to be replaced along with the insulation	Federal Gas Tax	PRC Facilities	A	60,000

Project Name	Project Description	Funding	Resource	Priority	Cost
	<p>\$300,000.</p> <p>2024 - Dehumidifier #2 will be at its end-of-life cycle and should be replaced before it fails and delays or interrupts the curling season - \$45,000.</p> <p>2027 - The second floor HVAC units will be 20 years old and will need to be replaced as they are at the end of their lifecycle \$30,000</p>				
	<p>2021-Replace air condition condenser:</p> <p>a) VAV and humidity renovations \$50,500 - 2021</p> <p>b) PH 3 Open Area HVAC and duct alterations \$25,500 - 2022</p> <p>c) PH 2/3 Commissioning/testing demonstration/training \$5,500</p> <p>TOTAL \$81,500</p> <p>2022- Refinish exterior of Box Car \$25,000</p> <p>2022-Urinals/laboratories/bathroom hardware \$25,000; Consultant's update of Building Maintenance Schedule/Reserve Fund Plan \$10,000</p> <p>2023-Consultant's assessment of concrete sidewalks \$20,000</p> <p>2024-Replacement of wood-framed windows \$111,450</p> <p>2025-Concrete sidewalk repairs \$60,000; Curbs/parking lots/driveway overlay \$125,000</p> <p>2026-Replace wood shingles \$130,000</p>				
Museum Building	2027-Replace exterior perimeter lighting and pathway \$75,000	LC Building	PRC Facilities	A	81,500
Total PRC Facilities					730,000
	<p>Commission of site-specific public art at the Library ArtWalk/The Tremont. Use of reserve funds for public art was identified by Council on February 24, 2015 and accumulated for this purpose since 2015.</p> <p>The parking lot expansion phase for the Library included a site for future public art. The concept was to have the internal art street in the Library extend through the building into the Tremont plaza. The area is currently surfaced with interlocking bricks and an electrical hand hole has been installed within the area for the electrical connection. In addition to the artwork commission, cost implications would include a new surface installation and additional wiring considerations for lighting.</p> <p>2021-Public Art Commission Phase 1 \$3000</p> <p>Assemble Ad Hoc selection committee, determine specs, articulate theme, draft and issue Call to Artists, determine and compensate short-list of candidates, award commission, determine site preparations required based on selected artwork.</p> <p>2022 - Public Art Commission Phase 2 \$47,000</p> <p>Enter into agreement with selected artist, commission art piece, conduct site preparations, install and unveil art piece.</p>				
Tremont Public Art Commission		Public Art Reserve	PRC Culture and Events	S	3,000
	<p>The gallery retrofit includes replacing cases, updating the core gallery exhibits, and redesigning the layout and functionality of the space making it more versatile. The goal is to create a more inviting, dynamic space that can accommodate a greater number and more diverse selection of programs and events hosted by both the Museum and community.</p> <p>2019-Replace next round of cases in need, continue with gallery redesign multi-year project (phase 3) \$31,000 + CFWD</p> <p>Phase 2 \$8.5k PO 2678 for deficiencies on work completed in 2018</p> <p>2020-\$25,500 (unspent in 2019) to complete work of PO 2678 still in progress from 2019.</p> <p>2021-Replace cases in need, implement interactive exhibit components geared towards children and youth \$18,000</p> <p>2022-Replace cases in need, implement interactive exhibit components geared towards children and youth \$13,000</p> <p>The replacement of cases in need and the installation of interactive exhibit components were originally proposed as a one-year task for 2021 at a cost of \$31,000. Instead, staff recommend splitting this final phase of the gallery retrofit</p>				
Museum Gallery Retrofit		LC Eqpt	PRC Culture and Events	A	18,000

Project Name	Project Description	Funding	Resource	Priority	Cost
	project over the next two years to allow more time to evaluate and take into consideration the impacts of COVID19 on interactive programming within the Museum.				
Heading Dockside Mural Replacement	<p>Removal of Heading Dockside, a heritage mural located at Huron Street and Ste Marie Street, repairs to mounting wall, and commission of new mural. A version of this project was initiated in 2018 and at the time was proposed as a remediation of the existing mural. \$14,500 was approved for this purpose in 2018 pending Heritage Committee approval. The approach recommended by the mural consultant and favoured by the building owners was not approved by the Heritage Committee. As such, the project stalled and the plan was revisited with the building owners. Upon further discussion the building owners expressed their desire to see a new mural created rather than remediating the existing mural.</p> <p>In 2020, the commission process for a new mural at Ste. Marie and Huron Street resulted in the selection of artwork by a volunteer community committee. Unfortunately the location was not deemed suitable and a new location is currently being sought with the goal of installing the artwork in 2021. It is anticipated that the alternate location will be secured in fall of 2020 and the artist will be able to begin creating the mural in winter of 2020 but will likely not complete the work until 2021.</p> <p>2020 Actual and anticipated costs: Compensation for short-list of candidates \$2200, Commission of Mural (Initial Payment) \$10,500</p> <p>2021 Commission of Mural (Balance of Payment) \$10,000, Transportation and Installation of Mural \$6,000. Total budget is estimated at \$28,700 instead of the original estimate of \$25,000 due to the change in location and an anticipated increase in installation costs.</p>	Taxes	PRC Culture and Events	A	26,500
Total PRC Events					47,500
I.T. Replacement	As part of the Collingwood Public Library's Technology Plan, we need to budget for the lifecycle maintenance of the Library's [public-facing computer hardware and for peripherals, like printers. The library's public computer workstations get heavy use (and occasional abuse) and need to be replaced periodically. By planning to replace a few each year, rather than waiting for them all to expire at the same time, we are better managing a key community resource. The idea is to take the user fees we are already charging for computer printing and put these in a reserve account to replace computers as they wear out. We have twenty computer workstations in the library for the public to use, and thirteen catalogue stations. In 2017, we updated the Tech Plan to put all of the computers in the library on a four-year lifecycle.	Library Reserve	IT	A	7,000
Library Elevators controls boards	Master Control boards in the library elevators are failing and obsolete. Quote from CONY \$30k	LC Building	Fleet and Facility	H	30,000
Accessible Entrance Doors	<p>Both the Accessibility Audit, performed in 2017, and the Town's Accessibility Committee have noted that the entrance doors at 55 Ste. Marie St. are not a good design for those with limited mobility. The accessible door buttons are too far from the entrance to be useful for someone in a wheelchair or using a walker, and a better design is called for.</p> <p>Existing doors have severe performance issues, and sometimes will not close or lock</p>	LC Building	Fleet and Facility		100,000
Total Library					137,000
Parking Mobile Payment and Ticketing Application ITSC-19-033	This application will provide customers with the option of paying parking fees via smartphones through an online application. The software also includes mobile ticketing for officers to issue tickets electronically through a printed ticket that is directly linked to the ticketing processing database. This service will enhance communication and customer service as the issued tickets are immediately available to office staff to answer questions, process appeals or payments.	Parking RF	Parking/IT	S	25,000
Electric Vehicle Charging Stations	Installation of three electric vehicle charging stations in the Downtown. The Town will seek grants and opportunities for partnership with Collus PowerStream, Federal and/or Provincial Governments. - NRCan application has been submitted in conjunction with the County for 50% funding; the Town's component would be \$120k if approved - Move \$50K plus \$70K to 2020. 2021 update \$10k in 2020, move \$230k to 2021(\$120k funded NR Can)	NR Can	Fleet and Facility	G	230,000
Parking Replacement Meters	Funds are available should a meter have a complete failure and require full replacement. The current parking meters are at the end of their life cycle. Undertaking a full meter replacement in 2020, therefore these funds will only be utilized if required.	Parking RF	Parking/IT	A	5,000
Hotspot Parking Signage	Purchase and install 26 Paid Parking signage equipped with QR Code technology - enhancement and continuation of the HotSpot Parking Technology application. Signage mainly for Downtown to increase contactless payment through HotSpot App.	Parking RF	Parking/IT	A	10,000

Project Name	Project Description	Funding	Resource	Priority	Cost
	Council Meeting 07/27/2020 RES-223-2020 "Comprehensive Parking Study & Digital Parking Solutions AND THAT Council endorse the shift from physical to digital Parking solutions as soon as practical for the protection of the health and safety of the public and to realize efficiencies as described in this Report.				
	Enhancements to include digital permit system as continuation of Parking Technology upgrade. Replace paper based permit (pay & display tags, etc.) and resident parking pass system Council Meeting 07/27/2020 RES-223-2020 "Comprehensive Parking Study & Digital Parking Solutions AND THAT Council endorse the shift from physical to digital Parking solutions as soon as practical for the protection of the health and safety of the public and to realize efficiencies as described in this Report. QR Coding Boat Launch App Taxi & Licensing Integration with CityView				
Hotspot Digital Parking Pass		Parking RF	Parking/IT	A	15,000
Mobile Ticketing Hardware	Purchase of mobile PIN printers for summer students	Parking RF	Parking/IT	A	2,500
Total Parking					287,500
Building Fleet	Vehicle replacement. To reduce maintenance cost to older vehicles and provide a safe vehicle for staff to operate. Add to fleet - replace current vehicle on loan from Engineering Services.2021 - replace 4232 Nissan Rogue	Building Reserve	Fleet and Facility	A	35,000
Blue Beam & CV Integration	City View is the current property database system used by Building Services to manage the Ontario Building Code program, Heritage and other Town related permits. Currently, receipts are provided to the customer by manual entry on paper or a standalone word document. Town Staff enter fees and charges multiple time into the Town's Great Plains accounting program and into multiple Excel spreadsheets as well as City View. The City View Cashiering Module will allow a single-entry source for issuing receipts, managing permit fees and balancing payments and reducing duplicate entries and multiple software programs. City View entries will update data in Great Plains on a nightly basis, eliminating the requirement for duplicate entries. The Cashiering Module will also allow for online permitting and payment services	Building Reserve	Building /IT	S	50,000
Inspector Laptops	Upgrading Inspector laptops with Wi-Fi enabled capabilities to fully support mobile inspection functions. Existing laptops will be deployed to other Corporate divisions which will assist in overall laptop deployment. Migration to City View Workspace (web-based software) will allow full access to permit database.	Building Reserve	IT	S	7,500
City View Customization for Zoning Certificates	Customization of City View to implement Zoning Certificate Processes into Building & Planning workflows.	Building Reserve	Building /IT	S	10,000
Total Building					102,500
Downtown Pedestrian Wayfinding	Downtown Modernization Project consists of Pedestrian Experience Wayfinding with discovery panels and information kiosks to provide information to pedestrians about all the Downtown offerings. Project is funded by BIA Infrastructure Capital Fund, Parking Reserve fund and RED Fund.	\$20.5k Red Grant, \$37.5k Donation, \$27.5k Parking RF, \$5k Taxes	Marketing and Economic Development	S	90,520
Downtown Digital Discovery Platform	Downtown Modernization Project consists of Digital Discovery Platform to provide information using an app. Project is funded by RED Fund.	Red Grant	Marketing and Economic Development	S	101,300
Downtown Wayfinding Electrical /Bike Shelters	Downtown Modernization Project consists of Pedestrian Experience Wayfinding, Bike Shelters, Vehicular Wayfinding, Digital Discovery Platform and Electrical upgrades in the Downtown area. Project is funded by Main Street Revitalization Provincial Grant, BIA Infrastructure Capital Fund, Parking Reserve fund and RED Fund.	\$30k Donation, \$5k Parking RF , \$42,116 OMCC	Marketing and Economic Development	S	82,116
Total Marketing and Economic Development					273,936
Sanitary Renewal Program	The Asset Management Plan and Sewer User Fees Studies completed in 2005 identified over \$24 million in immediate sewer repair needs. This is a multi-year program for the renewal of our sanitary sewer assets. 2021 - Design 5th: Hickory to Oak. Also include \$15,000 for Napier (Hume to Dillon) for project closeout 2022 - Construction 5th: Hickory to Oak and design of 2023 project	WW RF	Wastewater	G	120,000

Project Name	Project Description	Funding	Resource	Priority	Cost
	Assume these projects are 40% from sanitary reserves				
Sanitary Sewer Grouting and Manhole Repairs	This is part of our Asset Management Program designed to reduce the amount of groundwater infiltration into our sanitary sewers.	WW RF	Wastewater	G	50,000
Total Wastewater Collections					170,000
WWTP Brickwork and Concrete Repairs	Replacement of damaged and failing exterior brickwork and concrete repairs on multiple structures at the WWTP. Phase 1 was completed in 2020 with warranty period extending into 2021. Phase 2 was designed and tendered in 2020, construction will begin in late 2020, likely conclude in 2021 with warranty extending into 2022.	Water RF	Wastewater	A	579,000
Patterson SPS Pump Replacements	Partial replacement of pumps that are reaching the end of their useful life at the Patterson Sewage Pumping Station. This project is carried over from 2020.	WW RF	Wastewater	A	54,000
Black Ash Pumping Station Replacement & Expansion	2019: Design complete, construction underway 2020: Construction to conclude with release of holdbacks. Additional engineering funds carried for testing by third party (\$21,000) 2021: Engineering support to resolve any potential warranty-related issues.	WW DCs	Wastewater	A	52,000
Diesel Generator Replacement	Replacement of the existing Detroit Diesel 800kW backup generator. \$118,373 was spent in 2015 because of necessary repairs found during preventative maintenance inspections. Estimate for Engineering design was completed in 2019 and construction began. Construction concluded in 2020 with some engineering contract administration required in 2021.	WW RF	Wastewater	A	10,000
Inflow at WWTP	A study will be conducted to explore options at the plant to deal with high flows entering the plant because of weather and I&I issues within the collection system. Some investigation to be completed through MSP. Some investigations/design outside MSP. Carried from 2020 to 2021.	WW RF	Wastewater	H	75,000
WW Vehicles	2021: Replace Wastewater 1/2 Ton Pickup Truck (02) 4402 2011 Dodge PU 2022: Replace Wastewater SUV with a 1/2 Ton Pickup Truck (01) 2024: Replace Wastewater 1/2 Ton Pickup Truck (00) 2027: Replace Wastewater SUV with an Electric SUV (07)	WW RF	Fleet and Facility	A	51,000
Wastewater Treatment Plant Refurbishment	These monies to be used for general asset replacement and management of existing plant components. 2021: Includes the installation of a ductless heat pump at the Wastewater Treatment Plant Administration Building to replace the existing cooling unit that is leaking.	WW RF	Wastewater		75,000
Sewage Pumping Station Refurbishments	These monies to be used for general asset replacement and management of existing station components. 2020: \$30,000 for upgrades to sewage pump stations. Specific to 2020 is partial replacement of pumps at Paterson SPS.	WW RF	Wastewater		33,000
WWTP Sludge Transfer Pump Replacements	Asset replacement Replacement of existing sludge transfer pumps that have reached the end of their service life. Design in 2020 with construction in 2021 and warranty extending into 2022. Work will include electrical upgrades and structural repairs of concrete pump bases currently failing. The scope of the project has expanded to include required upgrades to satisfy more stringent TSSA and ESA standards.	WW RF	Wastewater		1,262,400
WWTP 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 2021/2022 with funds carried over in 2023 for potential warranty-related engineering support. This project is carried over from 2020.	WW RF	Wastewater		36,000
WWTP Influent Pump VFD Replacements	Existing Variable Frequency Drives for the influent pumps at the wastewater treatment plant need to be replaced as they are obsolete (difficult to obtain parts, require specialists to repair).	WW RF	Wastewater	G	76,000
WWTP Screw Pump Rehabilitation	The concrete trough for screw pump at the wastewater treatment plant has worn over time and needs to be rebuilt to ensure it continues to operate as designed. Design will take place in 2020 with construction scheduled for 2021. Additional funding will be required for engineering services to support the resolution of potential warranty-related issues in 2023.	WW RF	Wastewater	G	60,000
Total Wastewater Treatment					2,363,400

Project Name	Project Description	Funding	Resource	Priority	Cost
Water Efficiency Measures	<p>Water Efficiency Measures ongoing (such as conservation through district metering, education and outreach initiatives, rain barrels, etc.).</p> <p>This project is an outcome of the 2019 Master Servicing Plan.</p> <p>2021 measures are TBC.</p>	Water DCs	Water	G	20,000
Water Treatment Plant Expansion	<p>Allocation for WTP expansion and upgrades to meet future demand needs. Expansion to be proportionally shared with New Tecumseth.</p> <p>Water treatment plant expansion to accommodate growth and development in Collingwood as well as replace aging infrastructure of existing plant. This will be phase 1 and will increase treatment capacity from 31 MLD to 52MLD (Phase 2 is anticipated in 2044). Phase 1 of the expansion is primarily funded by the municipality of New Tecumseth as part of a renewed water servicing agreement with them. Design is anticipated to commence in early 2021 with construction starting in 2022.</p>	Water DCs/Other Municipalities	Water	G	2,200,000
Stewart Road Reservoir and Booster Pumping Station	<p>This project will benefit the new west end development (Mair Mills, Red Maple, Links view) and includes the cost to design and construct the trunk watermain on Tenth Line, to extend the watermain on Sixth Street, and to decommission the Georgian Meadows Booster Pumping Station. It is anticipated that construction on this facility will occur between 2021 and 2023, with warranty extending into 2024.</p> <p>This project is subject to front end funding by Developers (50%).</p> <p>This project is 100% DC funded.</p>	Water DCs	Water	G	3,520,000
Watermain Replacement	<p>Watermain replacement includes the replacement of any water services, valves and hydrants required within the project</p> <p>2021: Sixth St - Hurontario to Stewart Rd Reservoir (\$2,100K as per MSP, 85% DC funded)</p> <p>2022: Sixth St - Hurontario to Stewart Rd Reservoir (\$2,100K as per MSP, 85% DC funded)</p> <p>2023: Sixth St - Hurontario to Stewart Rd Reservoir (\$2,100K as per MSP, 85% DC funded)</p> <p>2025: Kathrine St - Baker to Collins St (Infrastructure Review Priority)</p> <p>2026-2030: Lifecycle replacements and/or upsizing TBD</p>	Water DCs	Water	A	2,100,000
Water Services Replacement	Replacement of old, lead, deficient and frozen water services. Lifecycle Replacement.	Water RF	Water	A	116,000
Carmichael Reservoir Upgrades	<p>Modifications to the Ted Carmichael (West End) Reservoir are required to operate it as an "in and out" reservoir, with flow filling it from the east and flow coming out to supply customers to the west. This will assist with maintaining fire flows and distribution pressures as development proceeds to the west of the reservoir. Design for this project commenced in 2020 and it is anticipated that construction will occur in 2021-2022. Additional engineering funding will be required to support the resolution of potential warranty issues in 2023.</p> <p>Funding for this project is 100% Waster DC, as per the 2019 DC study.</p>	Water DCs	Water	G	1,430,000
Water Treatment Plant Refurbishment	<p>On-going repairs and maintenance to pumps, valves, and other equipment at the water treatment plant. Annual costs are expected to decrease following the commissioning of the expanded/upgraded water treatment plant in 2026.</p> <p>A portion of these repair costs are funded by New Tecumseth as per the current water supply agreement.</p>	Other Municipal	Water	A	125,000
Valve Additions and Replacements	<p>Valve additions to enhance system efficiency or replacement of leaking or inoperable valves.</p> <p>2021: Assessment and design of replace valve at Raglan St. /Pretty River Pkwy in 2021</p> <p>2022: Replacement Raglan/Pretty River Pkwy Valve</p>	Water RF	Water	A	192,000
Hydrants	Covers the replacement of approximately 5 hydrants per year.	Water RF	Water	A	20,000

Project Name	Project Description	Funding	Resource	Priority	Cost
New Residential and General Water Services	New services which will be needed as a growth-related need, most of these costs are chargeable to customers. Estimated 90% recovery	Water RF	Water	G	86,000
	Existing water meter data software is outdated and requires a lot of manual data manipulation to obtain useful reports and metrics. With the recent Town-wide transmitter replacement program nearing completion, upgraded software would facilitate accessing water meter data in real-time and automating reports. A software upgrade could also help the Town transition to in-house water and wastewater billing at a future date. If this request is not approved, staff would continue to manually download and prepare reports using water meter data, and there would be a continued reliance on an external service provider for water and wastewater billing. Staff recognize that any software purchases are also subject to review and approval by the IT steering committee.				
Water Meter Data Analytics Software	Note that subsequent annual license fees are estimated at 25,000 per year.	Water RF	Water	A	50,000
New /Replacement Water Meter/Transmitters	New and Replacement of water meters and transmitters (outside of mass deployment contract)	Water RF	Water	A	80,000
Water Treatment Plant Membrane Filter Replacement	Replacement and upgrade of the existing ZW500 membrane cassettes as they have reached the end of their useful life. This project started in 2020 with the ordering of the equipment and will be continuing into 2021 with the delivery and installation of the equipment in spring 2021. This project is partially funded by the Town of New Tecumseth in accordance with the June 1999 water supply agreement.	Other Municipal/Water RF	Water	A	946,000
Water SCADA Improvements	Implement SCADA improvements including new hardware, operating system and programming for the water treatment plant and other water facilities, as per the 2020 engineering study.	Other Municipal/Water RF	Water	A	500,000
Osler Bluff Booster Station Improvements	Upgrades to the existing Osler Bluff Booster Pumping Station that include the replacement of outdated electrical and control equipment, structural modifications to the below grade pump chamber to improve access to pumps and grading modifications to improve site drainage. Design for this project took place in 2020 and construction will be complete by 2021. Additional engineering funding will be required to support the resolution of potential warranty issues in 2022.	Water RF	Water	A	409,000
Vehicles & Equipment	2021: Replace 1 distribution crane truck w/ valve turner (08); Replace SUV with an Electric SUV (15); Replace distribution 1/2-ton pickup truck (05). Also carrying money for delivery of excavator in early 2021 from 2020 tender. 2022: Replace pickup truck (02) with a cargo van for distribution 2025: Replace Distribution 1 Ton Service Truck (20); Replace 1995 John Deere Rubber Tire 310 Backhoe (61) 2028: Replace Distribution 1/2 Ton Pickup (03); Replace Customer Service/Water Meter Tech Cargo Van (17); Replace Treatment 1/2 Ton Pickup (28) 2029: Replace Electric SUV (01); Replace Treatment 1/2 Ton Pickup (07); Replace 2009 John Deere 410 Backhoe (62)	Water RF	Fleet and Facility	A	543,000
Large Tools	New and replacement large tools for Water Treatment and Water Distribution.	Water RF	Water	A	35,000
Total Water					12,372,000
Total Expenditures					38,770,833

LONG-TERM CAPITAL PLAN

The long-term plan is staff’s projection of future capital requirements, and in turn, the Town’s potential liability for funding requirements for a period of 10 years. Over the next 10 years, it is projected that an investment of \$474M is required or on average \$47M per year. The long-term capital plan includes the proposed 2021 Capital Budget amount of \$38M for Council’s consideration and approval.

Priority categories: Legislated (L), Health and Safety (H), Cost Savings/Payback(C), Asset Management (A), Growth (G), and Service Enhancement (S).

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
Town Hall Refurbishment Program	A	200,000	200,000	-	-	-	-	-	-	-	-	-
Clerks Electronic Records Management	C	203,000	55,000	148,000	-	-	-	-	-	-	-	-
Collingwood Terminals	A	8,120,000	120,000	8,000,000	-	-	-	-	-	-	-	-
Website	A	50,000	-	-	-	50,000	-	-	-	-	-	-
New Accommodation - P/W Building and Shop renovations	G	2,300,000	120,000	800,000	1,380,000	-	-	-	-	-	-	-
EBMA Accommodation study project	G	4,300,000	-	-	-	-	4,300,000	-	-	-	-	-
Office and Shop Improvements at 507 Tenth Line	G	80,000	80,000	-	-	-	-	-	-	-	-	-
Strategic Land Acquisition	G	20,000	20,000	-	-	-	-	-	-	-	-	-
PRC Facilities	A	80,000	80,000	-	-	-	-	-	-	-	-	-
Integrated Work Management Software	C	12,500	7,500	5,000	-	-	-	-	-	-	-	-
Performance Management System	A	18,000	18,000	-	-	-	-	-	-	-	-	-
Customer Service	C	41,000	41,000	-	-	-	-	-	-	-	-	-
Citizen Web Interface ITSC-19-006/7	C	5,000	5,000	-	-	-	-	-	-	-	-	-
Budgeting Software ITSC-19-034	C	20,000	20,000	-	-	-	-	-	-	-	-	-
Water Billing in House ITSC-19-008	C	30,000	30,000	-	-	-	-	-	-	-	-	-
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	-	-
Total Corporate Management		15,874,500	796,500	8,953,000	1,380,000	95,000	4,387,500	87,500	87,500	87,500	-	-
Computer Hardware	A	40,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
I.T. Replacement Library Training Room	G	33,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000	4,000	3,000	3,000
Computer Software	A	25,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Networking LAN	A	30,003	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,001	3,002
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	572,000	42,000	150,000	-	100,000	-	-	170,000	110,000	-	-
UPS	S	77,000	37,000	-	-	-	-	-	-	-	40,000	-
Backup Appliances	S	68,000	34,000	34,000	-	-	-	-	-	-	-	-
Desktop/Laptop Replacements	A	553,845	19,055	58,550	73,950	66,300	22,250	58,550	73,950	66,300	57,470	57,470
Total IT		1,541,848	145,555	330,050	122,450	214,800	36,750	72,050	257,450	190,800	105,971	65,972
Vehicle Replacements	A	4,005,000	60,000	-	800,000	60,000	2,000,000	860,000	60,000	65,000	65,000	35,000
Radio Replacement	A	125,000	-	-	-	-	-	125,000	-	-	-	-
SCBA Replacement	A	340,000	340,000	-	-	-	-	-	-	-	-	-
Bunker Gear Program	A	195,000	-	120,000	-	-	-	-	75,000	-	-	-
Hurst Eqpt - Hydraulic Rescue Tools	A	205,000	-	-	-	65,000	-	-	70,000	-	70,000	-
Fire-Rescue Boat	G	40,000	-	-	-	-	-	-	-	-	-	40,000
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	543,750	-	-	-	-	-	-	-	181,250	181,250	181,250
Squirt/Aerial	G	825,000	-	-	-	-	-	-	-	275,000	275,000	275,000
Hose Replacement	A	50,000	-	50,000	-	-	-	-	-	-	-	-
New Firefighters (16)	G	168,000	-	-	-	24,000	24,000	24,000	24,000	24,000	24,000	24,000

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
Fire Master Plan	G	90,000	-	90,000	-	-	-	-	-	-	-	-
Total Fire		12,486,750	400,000	1,860,000	800,000	3,899,000	2,574,000	1,009,000	229,000	545,250	615,250	555,250
OPP Building	A	510,000	510,000									
Provision for Future Development-Related Space (5,000 sf)	G	1,500,000	-	-	-	-	-	-	-	500,000	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
Total OPP		2,030,769	510,000	2,308	2,308	2,308	2,308	2,308	2,308	502,308	502,308	502,308
Animal Control Truck	A	62,053	-	-	-	-	-	62,053	-	-	-	-
City View Customization for Licensing Program		15,000	-	15,000	-	-	-	-	-	-	-	-
By-law Patrol Bicycles	S	\$ 3,500	3,500	-	-	-	-	-	-	-	-	-
City View Customization for Security Alarm Registration Program		7,500	-	7,500	-	-	-	-	-	-	-	-
Total By Law		88,053	3,500	22,500	-	-	-	62,053	-	-	-	-
Large Tools Equipment	G	100,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Streetlight Installation	A	110,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Vehicle Replacement	A	7,439,002	722,514	744,560	665,525	381,425	520,956	768,477	597,841	703,000	959,262	1,375,442
Crosswalk Huron and Niagara	A	253,000	253,000	-	-	-	-	-	-	-	-	-
Mountain Road Upgrade	G	15,669,132	3,228,000	6,220,566	6,220,566	-	-	-	-	-	-	-
10th Line Urbanization	G	6,584,000	-	150,000	6,434,000	-	-	-	-	-	-	-
High Street Widening-10th to Poplar	G	8,992,800	-	450,000	150,000	8,392,800	-	-	-	-	-	-
Hurontario - Lockhart Turn Lanes	G	35,000	30,000	5,000	-	-	-	-	-	-	-	-
Third/High Intersection Improvements	G	3,190,000	415,000	-	2,775,000	-	-	-	-	-	-	-
Asphalt Resurfacing	A	3,660,000	320,000	330,000	340,000	350,000	360,000	370,000	380,000	390,000	400,000	420,000
Bridge Rehabilitation	A	3,657,000	40,000	323,500	920,000	322,000	956,500	195,000	450,000	450,000	-	-
Traffic Signal Hurontario Findlay	G	550,000	-	-	550,000	-	-	-	-	-	-	-
Minnesota Storm Sewer Repair		4,113,250	4,108,250	5,000	-	-	-	-	-	-	-	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
Hurontario Street: Hume St to Collins St (widen 2 lane to 3)		3,920,000	-	125,000	198,000	3,597,000	-	-	-	-	-	-
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 2 lane rural to 2 lane urban)	G	3,372,700	-	-	-	-	3,372,700	-	-	-	-	-
Peel Street: Ontario St to Bush (upgrade 2 lanes)	G	1,587,500	87,500	1,500,000	-	-	-	-	-	-	-	-
Third St: High St to Birch St (upgrade 2 lanes)	G	3,174,000	-	-	-	-	-	-	-	3,174,000	-	-
Sixth Line: poplar Sideroad to Sandford Fleming Dr (Upgrade 2 lane)	G	1,619,000	-	-	-	-	-	-	-	1,619,000	-	-
Harbour Street Extension: Tenth Line to Georgian Trail (extend 2 lanes)	G	1,388,100	-	-	-	-	-	-	-	-	1,388,100	-
Sixth St: Tenth Line to High St (widen 2 lanes to 3)	G	5,579,700	-	-	-	-	-	-	-	-	-	5,579,700
Highway 26/ Harbour St/ Balsam St (turning lanes)	G	431,000	-	-	-	-	-	-	-	-	-	431,000
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	-	-	-	-	-
Sixth St / Oak St (signals)	G	230,000	-	-	-	-	-	-	-	-	-	230,000
High St /Sixth St (turning lanes)	G	108,000	-	-	-	-	-	-	-	-	-	108,000
Sidewalk Hwy 26: Marine View Drive to Sixth Line	G	295,100	-	-	-	-	-	-	-	295,100	-	-
Sidewalk Poplar SR: Hurontario to High St	G	217,700	-	-	-	-	217,700	-	-	-	-	-
Sidewalks Tenth Line: Poplar SR to Sixth St	G	463,000	-	-	-	-	-	-	-	-	-	463,000
Provision for Development-Related Vehicles	G	1,345,630	319,850	64,660	563,120	220,000	-	-	178,000	-	-	-
545 10th Line Lifecycle	G	330,000	245,000	85,000	-	-	-	-	-	-	-	-
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	100,000	-	-	-	50,000	-	-	-	-	50,000	-
Crosswalks	SE	1,344,248	65,000	166,950	171,959	177,117	182,431	187,904	193,541	199,347	-	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
Guide Rail Repairs	G	340,000	40,000	200,000	100,000	-	-	-	-	-	-	-
Third Street Bridge Rehabilitation	G	1,038,000	-	88,000	950,000	-	-	-	-	-	-	-
Pretty River Channelization	G	300,000	300,000	-	-	-	-	-	-	-	-	-
Highway 26: Silver Glen to Osler Bluff	G	360,000	-	360,000	-	-	-	-	-	-	-	-
Cranberry Trail West Drainage Improvements	G	575,000	50,000	525,000	-	-	-	-	-	-	-	-
Third Street Bridge Rehabilitation	G	1,038,000	-	88,000	950,000	-	-	-	-	-	-	-
Total Public Works		96,580,770	10,587,114	11,636,536	23,644,629	15,435,837	6,254,496	8,307,087	2,018,268	7,052,300	2,917,362	8,727,142
Auto Announce	G	21,500	21,500	-	-	-	-	-	-	-	-	-
Public Washroom	S	-	-	-	-	-	-	-	-	-	-	-
Bus Shelters	G	88,250	14,000	7,250	7,500	7,750	8,000	8,250	8,500	8,750	9,000	9,250
Bus replacement	A	4,726,295	1,276,000	661,700	-	567,139	330,854	-	1,890,599	-	1	2
Transit Study - Growth-Related Needs	G	55,000	55,000	-	-	-	-	-	-	-	-	-
Total Transit		4,891,045	1,366,500	668,950	7,500	574,889	338,854	8,250	1,899,099	8,750	9,001	9,252
Waterfront Safety	H	20,000	20,000	-	-	-	-	-	-	-	-	-
Sea Cans (Secure Leasable Spaces on Waterfront)	S	35,000	35,000	-	-	-	-	-	-	-	-	-
Huron Street Sidewalk		100,000	100,000	-	-	-	-	-	-	-	-	-
Fisher Field Improvements	G	1,058,832	1,237,774	-	-	-	-	-	-	-	-	-
Heritage Park Basketball Court	G	36,888	36,888	-	-	-	-	-	-	-	-	-
Harbourview Park Boardwalk 06-09A	A	200,000	200,000	-	-	-	-	-	-	-	-	-
Harbour East Wall Docking	G	650,000	400,000	100,000	50,000	50,000	50,000	-	-	-	-	-
Heritage Park Improvements	G	275,000	275,000	-	-	-	-	-	-	-	-	-
Playground Replacements	A	2,050,000	1,500,000	150,000	200,000	-	-	-	-	200,000	-	-
Shade Shelters	G	330,000	-	50,000	40,000	30,000	20,000	40,000	50,000	50,000	50,000	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
Admiral School Park	G	2,000,000	50,000	1,950,000	-	-	-	-	-	-	-	-
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 10-07I	G	468,700	268,700	100,000	100,000	-	-	-	-	-	-	-
Central Parking Lots	A	400,000	-	400,000	-	-	-	-	-	-	-	-
Old Village Washroom	A	200,000	-	200,000	-	-	-	-	-	-	-	-
Linksview Park	G	1,210,000	-	-	1,210,000	-	-	-	-	-	-	-
St. Marie Street North Dev Park		550,000	-	50,000	500,000	-	-	-	-	-	-	-
Kings Property Dev Park		550,000	-	-	550,000	-	-	-	-	-	-	-
Pretty River Parkway Median		220,000	-	220,000	-	-	-	-	-	-	-	-
SSP Canteen Washrooms		500,000	-	500,000	-	-	-	-	-	-	-	-
SSP Shoreline Restoration		2,000,000	500,000	1,500,000	-	-	-	-	-	-	-	-
SSP Parking		550,000	-	50,000	500,000	-	-	-	-	-	-	-
SSP Black Rock Washrooms		500,000	-	-	500,000	-	-	-	-	-	-	-
Promenade Dock Phase 3	G	250,000	-	125,000	125,000	-	-	-	-	-	-	-
PRC Summit View 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	1,500,000	-	300,000	1,200,000	-	-	-	-	-	-	-
Parks Equipment	G	472,000	59,000	59,000	59,000	59,000	59,000	59,000	59,000	59,000	-	-
Neighbourhood Park Replacement/Enhancements	G	1,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Town Signage	G	90,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Baseball Facility	G	5,500,000	-	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	-	-	-	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
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	-	770,000	385,000	385,000	-	-	-	-	-	-
Collingwood Pier Pedestrian Lighting	G	159,600	-	159,600	-	-	-	-	-	-	-	-
Collingwood Pier Services	G	1,760,080	-	880,040	440,020	440,020	-	-	-	-	-	-
Collingwood Pier Terminals Repair	G	700,000	-	350,000	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	259,350	259,350	-	-	-	-	-	-	-	-	-
Ridgeline Granular Pathways	G	80,000	-	80,000	-	-	-	-	-	-	-	-
Shipyards Walkway	G	911,410	-	-	911,410	-	-	-	-	-	-	-
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	-	99,120	-	-	-	-	-	-	-	-
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	-	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
Western Harbour Bridge over Black Ash Creek	G	58,800	-	-	9,800	9,800	9,800	9,800	9,800	9,800	-	-
Western Harbour 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	-	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
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 Wayfinding Signage	G	35,000	35,000	-	-	-	-	-	-	-	-	-
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	942,116	192,116	150,000	100,000	100,000	100,000	100,000	100,000	100,000	-	-
Truck Replacements/Enhancements	G	384,000	40,000	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	132,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	-	-
Total Parks		62,080,026	8,477,828	19,167,649	13,448,720	6,204,891	4,194,871	3,900,411	3,362,828	3,062,828	160,000	100,000
Centennial Aquatic Centre	A	832,500	12,500	150,000	462,500	25,000	50,000	50,000	80,000	2,500	-	-
Backup Generator -EBMA	H	205,000	-	205,000	-	-	-	-	-	-	-	-
EBMA - Sprinkler System	H	230,000	230,000	-	-	-	-	-	-	-	-	-
PRC Facility Equipment	A	775,000	146,000	-	62,000	12,000	150,000	162,500	35,000	167,500	40,000	-
Central Park Outdoor Rink	A	975,000	200,000	20,000	250,000	250,000	30,000	50,000	50,000	50,000	50,000	25,000
Curling Facility	A	477,500	60,000	42,500	300,000	45,000	-	-	30,000	-	-	-
Multi-Purpose Facility Feasibility Study		75,000	-	75,000	-	-	-	-	-	-	-	-
Museum Building		637,950	81,500	35,000	20,000	111,450	185,000	130,000	75,000	-	-	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
Multi-Purpose Facility		27,877,374	-	-	-	-	-	-	450,000	27,427,374	-	-
Provision for Building Space to Accommodate Additional Parks Staff	G	400,000	-	-	-	-	-	-	-	400,000	-	-
Total PRC Facilities		32,485,324	730,000	527,500	1,094,500	443,450	415,000	392,500	720,000	28,047,374	90,000	25,000
Sailing School Equipment	A	135,821	-	15,154	15,457	15,766	16,082	16,403	16,731	40,227	-	-
Total Recreation Programs		135,821	-	15,154	15,457	15,766	16,082	16,403	16,731	40,227	-	-
Tremont Public Art Commission	S	50,000	3,000	47,000	-	-	-	-	-	-	-	-
Millennium Park Docks	G	150,000	-	-	150,000	-	-	-	-	-	-	-
Station Museum Retrofit	A	31,000	18,000	13,000	-	-	-	-	-	-	-	-
Heading Dockside Mural Replacement	A	26,500	26,500	-	-	-	-	-	-	-	-	-
Event Folding Chairs	A	36,500	-	36,500	-	-	-	-	-	-	-	-
Total PRC Events		294,000	47,500	96,500	150,000	-	-	-	-	-	-	-
I.T. Replacement	A	76,000	7,000	7,000	7,000	7,000	8,000	8,000	8,000	8,000	8,000	8,000
Library Elevators controls boards	S/H	30,000	30,000	-	-	-	-	-	-	-	-	-
Accessible Entrance Doors		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	-	-	-	-	-	-	-	-
Total Library		5,107,000	137,000	32,000	7,000	7,000	584,000	4,308,000	8,000	8,000	8,000	8,000
Mobile Technology	C	25,000	25,000	-	-	-	-	-	-	-	-	-
Electric Charging	G	230,000	230,000	-	-	-	-	-	-	-	-	-
Meter Replacement	A	300,000	-	300,000	-	-	-	-	-	-	-	-
Parking Replacement Meters	A	40,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	-
Waterfront Expansion	G	75,000	-	75,000	-	-	-	-	-	-	-	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
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 Accommodation Study	G	30,000	-	-	-	30,000	-	-	-	-	-	-
Mobile Ticketing Hardware	A	2,500	2,500	-	-	-	-	-	-	-	-	-
Hotspot Parking Signage	A	10,000	10,000	-	-	-	-	-	-	-	-	-
Hotspot Digital Parking Pass	A	15,000	15,000	-	-	-	-	-	-	-	-	-
Total Parking	\$ -	8,694,613	287,500	380,000	4,421,323	35,000	3,383,487	177,303	5,000	5,000	-	-
Building Fleet	A	108,000	35,000	36,000	-	37,000	-	-	-	-	-	-
Building Office Renovations		25,000	-	25,000	-	-	-	-	-	-	-	-
Blue Beam & CV Integration	A	50,000	50,000	-	-	-	-	-	-	-	-	-
Inspector Laptops	A	7,500	7,500	-	-	-	-	-	-	-	-	-
City View Customization for Zoning Certificates	A	10,000	10,000	-	-	-	-	-	-	-	-	-
Total Building		200,500	102,500	61,000	-	37,000	-	-	-	-	-	-
Downtown Pedestrian Wayfinding	S	90,520	90,520	-	-	-	-	-	-	-	-	-
Downtown Digital Discovery Platform	S	101,300	101,300	-	-	-	-	-	-	-	-	-
Downtown Wayfinding Electrical	S	82,116	82,116	-	-	-	-	-	-	-	-	-
Total Marketing and Economic Development		273,936	273,936	-	-	-	-	-	-	-	-	-
SAN Hurontario Lockhart to Collins St: replace existing trunk sewer	G	848,400	-	-	-	848,400	-	-	-	-	-	-
SAN North of Mountain Road b/w Tenth to beyond Eleventh Line: Oversize trunk sewer through future development	G	191,000	-	-	-	-	191,000	-	-	-	-	-
SAN Mountain Road West of Balsam Street	G	1,095,700	-	-	-	-	1,095,700	-	-	-	-	-
SAN Harbour Street from Georgian Trail to Tenth Line: extend existing trunk sewer	G	130,600	-	-	-	-	-	-	-	-	-	130,600
Sanitary Renewal Program	A	15,785,000	120,000	1,865,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
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	-
Total Wastewater Collections		18,700,700	170,000	1,915,000	1,850,000	2,623,400	3,061,700	1,775,000	1,775,000	1,775,000	1,850,000	1,905,600
Brick Replacement	A	589,000	579,000	10,000	-	-	-	-	-	-	-	-
WWT Expansion	G	67,752,000	-	-	-	-	-	-	1,800,000	1,800,000	32,076,000	32,076,000
Patterson SPS Pump Replacements	A	54,000	54,000	-	-	-	-	-	-	-	-	-
Black Ash PS	A	52,000	52,000	-	-	-	-	-	-	-	-	-
Diesel Generator	A	10,000	10,000	-	-	-	-	-	-	-	-	-
Inflow & Infiltration	H	575,000	75,000	500,000	-	-	-	-	-	-	-	-
NEW - Vehicles	A	234,000	51,000	52,000	-	54,000	-	-	77,000	-	-	-
Wastewater Treatment Plant Refurbishment	A	675,000	75,000	60,000	60,000	60,000	65,000	65,000	70,000	70,000	75,000	75,000
Sewage Pumping Station Refurbishments	A	378,000	33,000	33,000	35,000	35,000	38,000	38,000	40,000	40,000	43,000	43,000
WWTP Sludge Transfer Pump Replacements	A	1,300,800	1,262,400	38,400	-	-	-	-	-	-	-	-
WWTP Blower Replacement	A	772,000	36,000	726,000	10,000	-	-	-	-	-	-	-
WWTP Influent Pump VFD Replacements		76,000	76,000	-	-	-	-	-	-	-	-	-
WWTP Screw Pump Rehabilitation		274,000	60,000	204,000	10,000	-	-	-	-	-	-	-
Wastewater Treatment Plant Outfall Improvements		1,792,000	-	-	-	-	-	-	-	269,000	1,433,000	90,000
Wastewater Treatment Plant Expansion Municipal Class EA		900,000	-	-	-	-	450,000	450,000	-	-	-	-
Total Wastewater Treatment		75,433,800	2,363,400	1,623,400	115,000	149,000	553,000	553,000	1,987,000	2,179,000	33,627,000	32,284,000
100mm Watermain Replacement	G	1,380,000	-	280,000	-	270,000	-	280,000	-	270,000	-	280,000
New Elevated Tank	G	15,000,000	-	-	-	-	-	-	-	600,000	7,200,000	7,200,000
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 & Wastewater Master Plan Update	G	480,000	-	-	-	240,000	-	-	-	-	240,000	-
Distribution Pressure Reducing Valves	G	349,000	-	-	48,000	-	301,000	-	-	-	-	-

Description	Priority	Total 2021-2030	2021 FC	2022 FC	2023 FC	2024 FC	2025 FC	2026 FC	2027 FC	2028 FC	2029 FC	2030 FC
Water Treatment Plant Expansion	G	73,810,000	2,200,000	12,650,000	23,650,000	23,100,000	12,100,000	110,000	-	-	-	-
Stewart Rd. Reservoir	G	10,901,000	3,520,000	5,863,000	1,496,000	22,000	-	-	-	-	-	-
Watermain Replacement	A/L	12,295,000	2,100,000	2,100,000	2,100,000	-	370,000	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000
Water Services Replacement	A/L	1,260,000	116,000	118,000	120,000	122,000	124,000	126,000	129,000	132,000	135,000	138,000
Carmichael Reservoir Upgrades	A	2,739,000	1,430,000	1,298,000	11,000	-	-	-	-	-	-	-
WT Plant Refurbishment	A	825,000	125,000	125,000	125,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000
Valve Additions & Replacements	A/L	770,000	192,000	216,000	40,000	40,000	42,000	44,000	46,000	48,000	50,000	52,000
Hydrants	A/L	260,000	20,000	20,000	20,000	25,000	25,000	25,000	30,000	30,000	30,000	35,000
New Res & Gen Services	G	950,000	86,000	88,000	90,000	92,000	94,000	96,000	98,000	100,000	102,000	104,000
Transmitters	C	50,000	50,000	-	-	-	-	-	-	-	-	-
New /Replacement Water Meter/Transmitters	A	890,000	80,000	85,000	85,000	85,000	90,000	90,000	90,000	95,000	95,000	95,000
New Watermains	G	10,535,000	-	50,000	1,150,000	2,400,000	1,560,000	1,900,000	2,250,000	50,000	1,175,000	-
Osler Bluff Booster Pumping Station Decommissioning	A	744,000	-	-	-	108,000	606,000	30,000	-	-	-	-
New Elevated Tank Municipal Class Environmental Assessment	A	720,000	-	-	-	-	-	600,000	120,000	-	-	-
Water Treatment Plant Membrane Filter Replacement	A	946,000	946,000	-	-	-	-	-	-	-	-	-
Water SCADA Improvements	A	500,000	500,000	-	-	-	-	-	-	-	-	-
Osler Bluff Booster Station Improvements	A	415,000	409,000	6,000	-	-	-	-	-	-	-	-
Vehicles & Equipment	A	1,565,000	543,000	67,000	-	-	357,000	-	-	196,000	402,000	-
Large Tools	A	395,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
Total Water		137,979,000	12,372,000	23,022,000	28,992,000	26,662,000	15,828,000	4,536,000	3,999,000	2,758,000	10,667,000	9,143,000
Total Expenditures		483,378,456	38,770,833	70,813,547	80,050,886	60,399,341	41,630,048	25,206,865	16,367,184	46,262,337	50,551,892	53,325,524