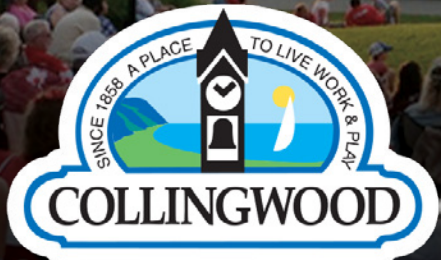


BUDGET REPORT

2025



01

Introduction

- 4 Message from the Mayor and Council
- 5 Message from the Chief Administrative Officer
- 6 Community Profile
- 8 Purpose of the Budget
- 9 Budget Process and Timeline

02

Financial Overview

- 11 2025 Proposed Budget—Summary by Program
- 12 2025 Proposed Budget—Summary by Expense Type
- 12 2025 Proposed Budget—Summary by Non-Tax Revenue
- 13 Budget Overview—2016-2025
- 14 Summary of Transfers to Reserves
- 15 Tax Rate Calculations
- 16 Blended Tax Rate
- 17 Capital Summary
 - 17 *Capital Spend by Service*
- 18 Monthly Cost Per Household Per Program
- 19 List of Programs
 - 20 *Program Services*
- 23 Asset Management Summary
- 24 FTE Staffing Overview



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and play.***

03

Service Plans

- 27 Development & Growth
- 47 Environmental Management
- 65 Community Safety & Standards
- 81 Community Health & Well-being
- 122 Arts, Culture & Heritage
- 140 Community Access & Mobility
- 159 Municipal Governance & Civic Engagement
- 177 Corporate & Customer Services

04

Appendices

- 231 Appendix A: Glossary of Terms
- 232 Appendix B: Asset Management Detail
- 234 Appendix C: 2025 Operating Resource Requests
- 237 Appendix D: Capital Program
- 242 Appendix E: Debt Overview
- 244 Appendix F: Reserves
 - 245 Reserve Balances
- 247 Appendix G: 10 Year Capital

SECTION 1

Introduction

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and play.*

In This Section

- 4 Message from the Mayor and Council
- 5 A Message from the Chief Administrative Officer
- 6 Community Profile
- 8 Purpose of the Budget
- 9 Budget Process and Timeline



A Message from the Mayor & Council

I am pleased to present the 2025 budget, a vital blueprint that reflects our shared values and priorities. This budget was crafted with a strong focus on financial responsibility, community well-being, and a commitment to sustainable growth.

As we move forward, the decisions we make today will affect the future of our town. With this budget, we aim to enhance the services and infrastructure that support our daily lives, while carefully managing your tax dollars. This is your budget, built on your input, and I want to thank each of you for your engagement and feedback throughout this process. I'm confident that together we are setting the stage for a stronger, more vibrant community for years to come.

Sincerely,



Yvonne Hamlin
Mayor, Town of Collingwood



A Message from the Chief Administrative Officer

As the head of staff, I want to emphasize that our municipality exists to tackle challenges that would be more difficult for individual homeowners to address alone. We collectively determine the community standards we wish to uphold. It's important to note

that municipalities differ in their services and the levels of those services. Council is responsible for making these decisions, and the budget serves as a vital tool to align our focus each year, supported by staff recommendations and thorough analysis.

I take pride in Collingwood's ambition; we invest in building high-quality parks, facilities, and services that our community values. I'm also excited about how

we have organized our work into specific Programs and Services, which creates a clear link between our desired outcomes and the investments we make to achieve them.

Remember, the decision-makers in Collingwood are your neighbors and fellow residents. We encourage you to voice your thoughts and suggestions in a kind and respectful manner. Whether you choose to attend a Council

meeting, write a letter, or contact Customer Service, your input is valuable to us. We are here to serve you!



Sonya Skinner
CAO, Town of Collingwood



Community Profile

Collingwood is a vibrant town located on the southern shores of Georgian Bay in Ontario, Canada. Known for its stunning natural beauty, rich history, and strong sense of community, Collingwood is a hub for outdoor activities, cultural experiences, and economic development. With a population of approximately 27,000 residents, the town offers a unique blend of small-town charm and modern amenities.

Demographics

Population

As of the 2021 Census, Collingwood’s population was recorded at 24,811, with an estimated rise to 26,563 by 2023.

By 2033, the town’s population is projected to reach 32,226, although the rate of growth is expected to slow slightly compared to previous years.

Population Growth

Over the past decade, from 2011 to 2021, Collingwood experienced a population growth rate significantly higher than that of Ontario, reflecting its appeal as both a permanent and seasonal destination.

Seasonal Population

In the most recent Census, the seasonal population was estimated at 6,183, or 17.7% of total households. This seasonal population is projected to nearly double by 2031, reaching approximately 11,775.

Age Distribution

Collingwood has an older age profile compared to the province, with a median age of 50, compared to 41 in Ontario. The average age in Collingwood is 48, compared to the provincial figure of 42.

The age distribution indicates a lower percentage of the population below the age of 60 compared to Ontario, highlighting a mature demographic.

Cultural Diversity

Collingwood is home to a diverse population, with a growing number of residents from various cultural backgrounds, contributing to a rich tapestry of community life.

Education

Over 91% of Collingwood residents have a certificate, diploma, or degree.

Nearly 2 in 3 (63.6%) of Collingwood residents have a postsecondary education, reflecting the community’s commitment to education and lifelong learning.

Geography

Nestled between the Blue Mountains and Georgian Bay, Collingwood boasts picturesque landscapes including a scenic waterfront. The town’s location provides easy access to year-round recreational activities, making it a desirable destination for residents and visitors alike.

Economy

Collingwood accounts for approximately half of all business activity, including retail sales in the region, and has a substantial foundation in health, manufacturing, finance, and knowledge-based employment. The town benefits from surrounding visitor attractions and maintains a strong base of accommodation and food businesses. As the location of the Regional Hospital and a wide range of personal and business services, Collingwood serves as a key economic hub.

POPULATION OF
+27,000

SEASONAL
POPULATION OF
6,183

AVERAGE AGE
PROFILE OF
48

91%
OF THE
POPULATION WITH
POST-SECONDARY
EDUCATION

The region is seen as one economic corridor, with strong labor mobility within a 20-minute commute.

Over the past 30 years, Collingwood has seen a significant shift towards tourist-related service industries, building a reputation as an excellent home base for visitors to both winter ski resorts to the west and summer beach attractions to the east. Today, the Collingwood area is a major tourist destination for the Greater Toronto Area (GTA). The town’s location along the shoreline of Georgian Bay and proximity to the Niagara Escarpment ideally situate it between winter resort areas and the world’s longest freshwater beach.

Community and Culture

Collingwood is a welcoming community with impressive residential growth and a high quality of life. It maintains a small-town feel while offering big-city amenities and unparalleled recreational opportunities year-round. The town has a strong sense of community, characterized by active participation in local events and initiatives. Residents take pride in their heritage, with historic architecture and sites that tell the story of Collingwood’s past.

Education and Services

The town is served by several educational institutions, offering quality education from elementary to secondary levels. Community services, including health care, recreation, and social programs, are designed to meet the diverse needs of residents, ensuring a high quality of life.

Sustainability Initiatives

Collingwood is committed to sustainability and environmental stewardship. The town has implemented various initiatives to promote green practices, including waste reduction programs, energy efficiency measures, and the preservation of natural spaces.

Strategic Planning

In line with its commitment to growth and development, Collingwood has adopted a Community-Based Strategic Plan. This plan outlines the town’s priorities and goals for the coming years, focusing on sustainable development, community engagement, and economic resilience. The strategic plan serves as a roadmap for decision-making, ensuring that the needs and aspirations of residents are at the forefront of future initiatives.





Purpose of The Budget

A program and service-based budget for the Town of Collingwood is a financial framework designed to allocate resources toward delivering specific municipal programs and services to its residents. Collingwood is continuing to use this approach to align its financial resources with strategic priorities, ensuring that funds are directed toward essential services that meet the needs of the community. By focusing on the costs and outputs associated with individual programs, this method offers transparency, enabling

residents and Council members to see how funds are being used and what benefits are being delivered. Additionally, this approach is highly beneficial for long-term planning, allowing the town to effectively manage both its operational needs and capital work projects.

Collingwood, like many municipalities, provides a wide range of services, including infrastructure maintenance, recreation, emergency services, and more. A program and service-based budget breaks down the town's finances into these specific areas, making it easier to evaluate the effectiveness and efficiency of service delivery. It also allows for better decision-making, as town officials can compare the costs and benefits of different programs, make adjustments

based on performance, and allocate funds where they are most needed. This approach also supports long-term financial planning by ensuring that capital work, such as road repairs or facility upgrades, is integrated into the budget, helping the town to avoid sudden financial shortfalls and spread out costs over multiple years.

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

$$\begin{array}{c}
 \text{MPAC Assessed} \\
 \text{Property Value} \\
 \times \\
 \text{Tax Rate} \\
 = \\
 \text{Tax Levy}
 \end{array}$$

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

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

- Payments in Lieu of Taxes,
- Grants or government transfers,
- Non-tax income (user rates, user fees and fines),

- Investment income,
- Development Charges, and a
- Capital Levy (also based on MPAC values).

To put these amounts in context the Town's total Operating and Capital Expenditures for 2024 was \$142.3 Million, while the total municipal tax levy was \$39.5 Million.

Municipal Land Taxes vs. Development Charges

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

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

Budget Process & Timeline

The process to prepare the 2025 Operating and Capital Budgets began in the summer, with Treasury collecting information from Department Heads/Managers and external sources to understand significant variations from the previous year. This data was reviewed through one-time changes, interdepartmental communications, and updates to the Operational Plan. The primary goal is to align departmental objectives with Council’s priorities and the Community-Based Strategic Plan. Department Heads/Managers were asked to identify major changes from their 2024 Operational Plans, service enhancements, growth, and unavoidable costs, as well as changes to their Capital Plans. In 2025, the Town will continue to adopt a program and service-based budgeting approach. This methodology ensures that budget discussions are focused on the services provided to the community, the associated costs, and the specific outcomes expected. Each department is expected to not only justify the resources required to deliver current services but also evaluate potential service level adjustments based on Council’s direction.

Council has expressed a strong commitment to maintaining or enhancing service levels that align with the Town’s strategic priorities. The following strategies will guide budget preparation and operations:

Maintain essential services: continue to deliver the community’s core services such as public safety, infrastructure, water and waste management, and recreational programs.

Explore growth opportunities: Where possible, staff will identify new or expanded services to meet evolving community needs.

Enhance efficiency: In addition to maintaining service levels, departments will look for opportunities to increase efficiency and innovation in service delivery.

This may include adopting new technology, optimizing existing workflows, or finding cost-effective partnerships.

Service level adjustments: Staff will identify options for adjusting service levels where necessary, whether it be scaling services up to meet demand or identifying areas where services can be adjusted to manage costs while maintaining quality.

Each department will prepare detailed breakdowns of their budgets tied to service outputs, allowing Council to make informed decisions about service expansions, reductions, or adjustments.

2025 Proposed Budget Schedule

September 21st	Treasury Staff at the Farmer’s Market
November 13th	Budget Workshop with Council—Draft 1
November 20th	Coffee with Council—Virtual and In-Person
December 2nd	Draft 2
December 16th	Draft 3
January 13th	Draft 4
January 27th	Approval and Final Passing of Budget



SECTION 2

Financial Overview

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In This Section

- 11 2025 Proposed Budget—Summary by Program
- 12 2025 Proposed Budget—Summary by Expense Type
- 12 2025 Proposed Budget—Summary by Non-Tax Revenue
- 13 Budget Overview—2016-2024
- 14 Summary of Transfers to Reserves
- 15 Tax Rate Calculations
- 16 Blended Tax Rate
- 17 Capital Summary
 - 17 Capital Spend by Service
- 18 Monthly Cost Per Household Per Program
- 19 List of Programs
 - 20 Program Services
- 23 Asset Management Summary
- 24 FTE Staffing Overview



2025 Proposed Budget—Summary by Program

Program	2023 Budget	2024 Budget	2025 Budget	2025 vs 2024 (\$)
Development & Growth	8,538,120	6,853,751	7,023,557	169,806
Environmental Management, Conservation & Sustainability	8,799,373	8,976,094	11,411,953	2,435,859
Community Safety & Standards	11,273,485	12,155,739	13,519,346	1,363,607
Community Health & Well-being	14,606,148	15,075,993	17,301,356	2,225,363
Arts, Culture & Heritage	3,590,723	3,741,635	2,623,469	(1,118,166)
Community Access & Mobility	6,205,576	9,158,765	10,692,293	1,533,528
Municipal Governance & Civic Engagement	2,294,481	2,750,903	2,290,823	(460,081)
Corporate & Customer Services	11,359,095	12,730,222	9,461,275	(3,268,947)
Total	\$66,667,000	\$71,443,103	\$74,324,072	\$2,880,969
Special Capital Levy	315,000	988,650	1,624,322	635,672
General Capital Levy	—	—	3,240,199	3,240,199
Tax Related Revenues	1,497,704	1,497,704	1,497,704	—
Non-Tax Revenues	26,093,549	29,369,123	29,872,594	503,471
Total	\$27,906,253	\$31,855,477	\$36,234,819	\$4,379,342
Total to be Raised by General Levy Taxes	\$38,760,747	\$39,587,626	\$38,089,254	\$(1,498,372)

2025 Proposed Budget—Summary by Expense Type

Expenditure	2023 Budget	2024 Budget	2025 Budget	2025 vs 2024 (\$)	2025 vs 2024 (%)
Administrative Expenses	1,333,092	1,428,910	1,372,010	(56,900)	-4.15%
Equipment Related	982,735	1,451,535	1,189,435	(262,100)	-22.04%
Financial Expenses	1,772,111	2,127,811	2,395,095	267,284	11.16%
Information Technology and Communications	1,112,317	1,359,142	1,592,750	233,608	14.67%
Inter-functional Transfers	426,986	440,804	457,354	16,550	3.62%
Legal Expenses	257,000	277,000	304,000	27,000	8.88%
Long Term Debt Servicing	4,494,370	4,181,805	2,892,617	(1,289,188)	-44.57%
Operating Expenses	3,773,215	4,356,992	4,076,392	(280,600)	-6.88%
Personnel and Training	730,726	739,851	788,018	48,167	6.11%
Premise and Site	1,833,068	1,759,429	1,783,335	23,906	1.34%
Purchased Services	11,220,192	12,968,539	13,194,648	226,109	1.71%
Salaries and Benefits	26,785,055	28,341,221	29,462,518	1,121,297	3.81%
Transfers to Capital	691,250	746,500	551,500	(195,000)	-35.36%
Transfers to Town Reserves and Reserve Funds	6,747,035	6,720,530	9,701,716	2,981,187	30.73%
Utilities	2,752,600	2,711,400	2,696,900	(14,500)	-0.54%
Vehicle and Fleet Related	1,755,247	1,831,634	1,865,783	34,149	1.83%
Totals	66,667,000	71,443,103	74,324,072	2,880,969	3.88%

2025 Proposed Budget—Summary by Non-Tax Revenue

Revenue Source	2023 Budget	2024 Budget	2025 Budget	2025 vs 2024 (\$)	2025 vs 2024 (%)
Donations	166,350	170,350	177,850	7,500	4.22%
Government Transfers	1,600,658	1,434,503	1,703,099	268,596	15.77%
Investment Income	300,000	300,000	760,000	460,000	60.53%
Non Tax Revenue	—	179,000	194,000	15,000	7.73%
Other	2,271,872	2,453,905	2,521,362	67,457	2.68%
Other Municipalities	831,936	801,936	789,911	(12,025)	-1.52%
Rentals and Concessions	1,379,538	1,619,788	1,807,449	187,661	10.38%
Transfers from Obligatory Reserve Funds	359,091	792,991	451,253	(341,738)	-75.73%
Transfers from Town Reserves and Reserve Funds	1,030,862	2,559,428	1,694,789	(864,639)	-51.02%
User Charges	18,153,242	19,057,221	19,772,879	715,658	3.62%
Totals	26,093,549	29,369,123	29,872,594	503,471	(0)

Budget Overview—2016-2025

Budgeted Operating and Capital Expenditures (in millions)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Operating	\$52.1	\$54.8	\$55.5	\$60.1	\$59.9	\$62.1	\$64.3	\$66.7	\$71.3	\$74.2
Capital	\$15.0	\$26.5	\$27.0	\$33.0	\$33.4	\$38.7	\$51.6	\$63.3	\$71.1	\$123.7
Total	\$67.1	\$81.3	\$82.5	\$93.1	\$93.3	\$100.8	\$115.9	\$130.0	\$142.4	\$197.9

Tax Levy	\$28.9	\$30.1	\$31.0	\$32.5	\$33.9	\$35.2	\$36.8	\$38.8	\$39.6	\$41.9
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Total Cost per Program—Operating and Capital Expenditures

	Operating	Capital	Total
Development & Growth	7,023,557	70,000	7,093,557
Environmental Management, Conservation & Sustainability	11,411,953	19,967,000	31,378,953
Community Safety & Standards	13,519,346	1,964,000	15,483,346
Community Health & Well-being	17,301,356	72,602,575	89,903,931
Arts, Culture & Heritage	2,623,469	50,000	2,673,469
Community Access & Mobility	10,692,293	22,493,500	33,185,793
Municipal Governance & Civic Engagement	2,290,823	0	2,290,823
Corporate & Customer Services	9,356,275	6,619,550	15,975,825
	\$74,219,072	123,766,625	197,985,697

Summary of Transfers to Reserves

Supported by Tax Levy

General Reserves	
Election	35,000
Public Art Reserve	10,000
General Library	7,000
General Reserve	50,000
Social Housing	25,000
Total	127,000
Capital	
Transfer to Capital (General Capital Levy)	551,500
Lifecycle Reserve Fund (General Capital Levy)	2,688,699
Special Capital Levy	1,624,322
Total	4,864,521
Total Transfers to Reserves through Tax Levy	4,991,521

Non-Tax Supported Transfers

Non-Tax Supported Transfers	
Water Reserve Fund	2,656,755
Waste Water Reserve Fund	2,474,687
Municipal Parking Reserve Fund	130,253
Total Transfers to Reserves through User Rates	5,261,695

Total (Sum of Supported by Tax Levy & User Rates)

Total Transfer to Reserves	10,253,216
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Tax Rate Calculations

Year	Municipal & Special Capital & General Capital Levy	Municipal & Special Capital & General Capital Tax Rate	Yr over Yr % Change	CPI—Ontario (annual change)	TOC Growth
2020	34,195,228	0.71089%	-2.03%	2.07%	3.79%
2021	35,481,570	0.70963%	-0.18%	1.08%	2.45%
2022	37,079,741	0.72407%	2.03%	5.66%	2.58%
2023	39,075,746	0.74350%	2.68%	3.80%	1.95%
2024	40,577,276	0.75607%	1.69%	2.70%	2.14%
2025	42,953,775	0.78012%	3.18%	1.60%	2.57%

Year	Municipal Levy	Yr over Yr % Change	Local Municipal General Tax Rate	Yr over Yr % Change
2020	33,933,028	4.50%	0.705430%	-1.96%
2021	35,181,570	3.84%	0.704170%	-0.18%
2022	36,779,741	4.54%	0.718210%	2.00%
2023	38,760,746	5.39%	0.737631%	2.70%
2024	39,587,626	2.13%	0.737631%	0.00%
2025	38,089,254	-3.78%	0.691767%	-6.22%

Year	General Capital Levy	Yr over Yr % Change	General Capital Tax Rate	Yr over Yr % Change
2020	—	0.00%	0.000000%	0.00%
2021	—	0.00%	0.000000%	0.00%
2022	—	0.00%	0.000000%	0.00%
2023	—	0.00%	0.000000%	0.00%
2024	—	0.00%	0.000000%	0.00%
2025	3,240,199	—	0.058848%	—

Year	Special Capital Levy	Yr over Yr % Change	Special Capital Tax Rate	Yr over Yr % Change
2020	262,200	7.46%	0.005461%	0.75%
2021	300,000	15.49%	0.005461%	0.00%
2022	300,000	0.00%	0.005858%	7.28%
2023	315,000	5.00%	0.005869%	0.19%
2024	989,650	214.17%	0.018440%	214.17%
2025	1,624,322	64.13%	0.029501%	59.98%

Year	Median Assessed Home	Combined Tax Rate	Average Assessment	Change (\$)
2020	327,000	0.71089%	2,324.61	29.31
2021	327,000	0.70963%	2,320.49	(4.12)
2022	327,000	0.72407%	2,367.70	47.21
2023	327,000	0.74350%	2,431.24	63.54
2024	327,000	0.75607%	2,472.35	41.11
2025	327,000	0.78012%	2,550.98	78.62

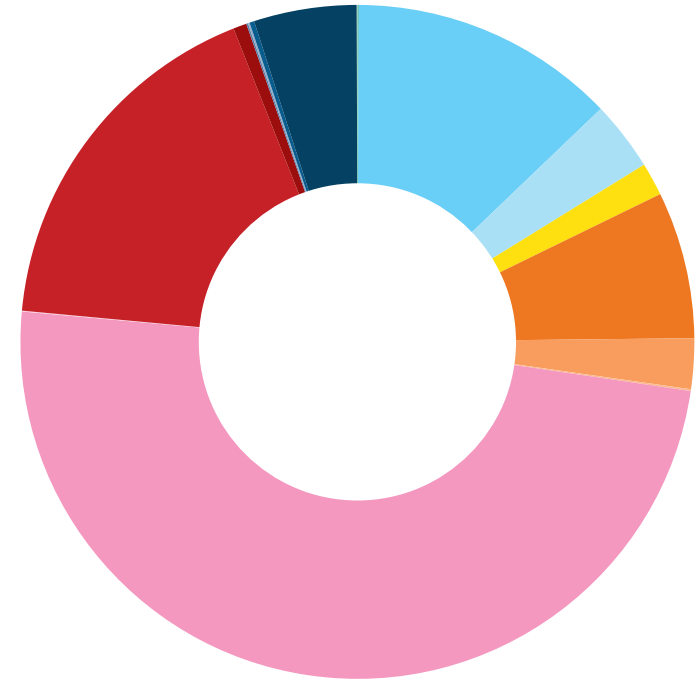
Blended Tax Rate (Includes Educational & County Levy)

	Median Assessed Home	2024 Tax Rate	2025 Estimated Proposed Tax Rate	Yr over Yr Change (%)	2024 Tax Amount Paid	2025 Proposed Tax Amount	Difference 2025 vs 2024
Town of Collingwood General Tax Rate	327,000	0.73763%	0.69177%	-6.22%	\$2,412	\$2,262	-\$150
Town of Collingwood Special Capital Levy	327,000	0.01844%	0.02950%	59.98%	\$60	\$96	\$36
Town of Collingwood General Capital Levy	327,000	—	0.05885%	—	\$ —	\$192	\$192
County of Simcoe	327,000	0.29950%	0.31036%	3.62%	\$979	\$1,015	\$36
School Boards	327,000	0.15300%	0.15300%	0.00%	\$500	\$500	\$ —
Totals		1.209%	1.243%	2.89%	\$3,952	\$4,066	\$114

Capital Summary

	Expenses
1.1 Growth Planning	70,000
2.2 Wastewater	15,827,000
2.3 Stormwater Management	4,140,000
3.3 Fire & Rescue	1,964,000
4.1 Parks & Harbour	8,726,150
4.2 Community Culture, Arts & Recreation Facilities	2,995,000
4.3 Community Gathering Space (Library)	106,000
4.7 Water Treatment & Distribution	60,775,425
5.4 Circulation & Curation of Library Materials	50,000
6.1 Roads & Active Transportation	21,695,500
6.2 Transit	798,000
8.12 Human Resource Operations	100,000
8.3 Legal & Land	100,000
8.7 Information Technology	279,500
8.8 Corporate Facilities	6,105,050
8.9 Corporate Fleet	35,000
Grand Total	123,766,625

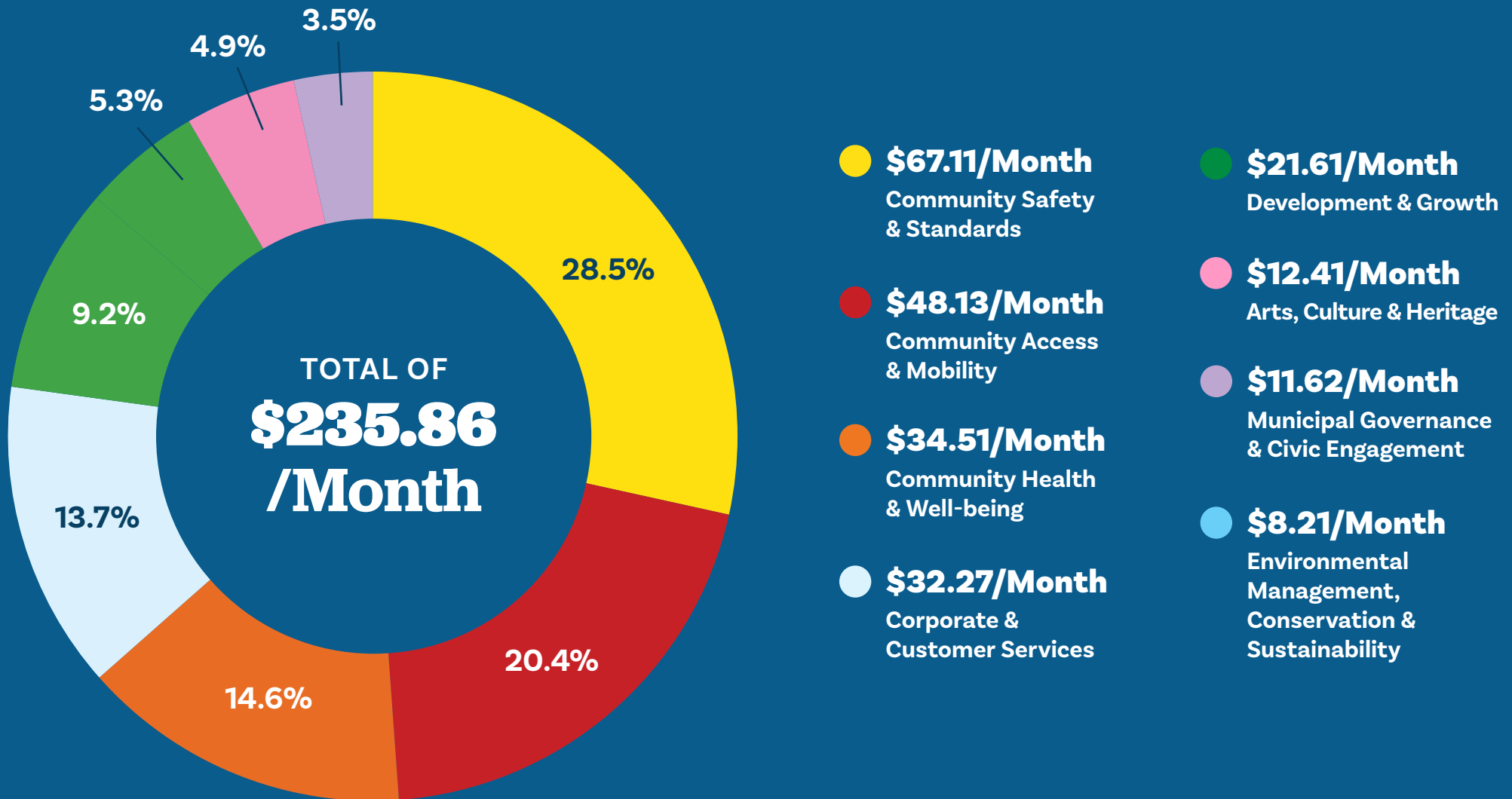
Capital Spend by Service



- 1.1 Growth Planning
- 2.2 Wastewater
- 2.3 Stormwater Management
- 3.3 Fire & Rescue
- 4.1 Parks & Harbour
- 4.2 Community Culture, Arts & Recreation Spaces
- 4.3 Community Gathering Space (Library)
- 4.7 Water Treatment & Distribution
- 5.4 Circulation & Curation of Library Materials
- 6.1 Roads & Active Transportation
- 6.2 Transit
- 8.12 Human Resource Operations
- 8.3 Legal & Land
- 8.7 Information Technology
- 8.8 Corporate Facilities
- 8.9 Corporate Fleet

Monthly Cost*

Per Household Per Program



*Monthly cost calculated on 13,067 households and the residential share of tax at 83.2% (includes tax-supported services only).

List of Programs

Development & Growth

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

Arts, Culture & Heritage

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

Environmental Management, Conservation & Sustainability

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

Community Access & Mobility

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

Community Safety & Standards

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

Municipal Governance & Civic Engagement

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

Community Health & Well-being

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

Corporate & Customer Services

Excellence in the administration of the Municipal government.

Program Services (Part 1)

-  = Development & Growth
-  = Environmental Management, Conservation & Sustainability
-  = Community Safety & Standards
-  = Community Health & Well-being
-  = Arts, Culture & Heritage
-  = Community Access & Mobility
-  = Municipal Governance & Civic Engagement
-  = Corporate & Customer Services

Development & Growth

Development Management

- Planning Act Applications
- Development Review & Input
- Committee of Adjustment
- Rights of Way, Encroachments & Easements
- Development Agreements
- Administration
- Development Infrastructure
- Commissioning—W&WW
- Zoning Compliance
- Source (Drinking) Water Protection

Housing Supports

- Affordable Housing Initiative
- Social Housing

Economic Development

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

Growth Planning

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

Ontario Building Code Admin & Enforcement

Environmental Management, Conservation & Sustainability

Wastewater

- Operations, Maintenance & Capital for:
 - Plant & Non-linear
 - Collection
- Third Party Services
- Asset Management
- Capital Projects Delivery

Environmental Containment

Climate Change Action

- Climate Action Plans
- Energy Management

Stormwater Management

- Asset Management Planning
- Capital Projects Delivery
- Operations & Maintenance

Community Safety & Standards

Community Standards

- Bylaw Policy Development
- Animal Control Compliance
- Business Licencing Compliance
- Property/Person Compliance
- Private Property Compliance
- Private Property Parking Compliance

Police

Fire & Rescue

- Fire Prevention
- Fire Suppression & Emergency Response

Emergency Management

Program Services (Part 2)

Community Health & Well-being

Parks & Harbour

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

Library Community Activities

Community Culture, Arts & Recreation Spaces

Community Gathering Space (Library)

Community Recreation Activities

Building Community Well-being & Inclusion

Water Treatment & Distribution

- Asset Management Planning
- Capital Project Delivery
- Minor Capital Project Delivery
- Operations & Maintenance—
Plant & Non-linear, Distribution
- Backflow Prevention

Arts, Culture & Heritage

Conservation & Promotion of Heritage & Culture

- Museum Collection
- Museum Activities
- Built Heritage

Community & Public Events

Community Arts & Culture

- Build Arts & Culture Capacity
- Public Art Promotion & Awareness

Circulation & Curation of Library Materials

Community Access & Mobility

Roads & Active Transportation

- Asset Management Planning
- Minor Capital Projects Delivery
- Capital Projects Delivery
- Operations & Maintenance

- ROW Permits, Consents and Locates
- Non-park Outdoor Spaces
- Parking Payment & Enforcement
- Crossing Guards

Transit

Municipal Governance & Civic Engagement

Governmental Services

- Vital Statistics
- Provincial Services
- Public Commissioner

Communications

- Internal Communications
- External Communications

Governance Support

- Parliamentary Procedures & Clerking
- Accountability

Council

- Council Representation
- Council Support

Municipal Elections Support

Records

- Records Management
- FOI & Privacy

Program Services (Part 3)



Corporate & Customer Services

Strategic Planning & Leadership

Customer Service

- Corporate Office Support

Legal & Land

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

Risk Management

- Enterprise Risk Management
- Insurance

Procurement Support

Strategic Planning & Leadership (Library)

Information Technology

- Network Infrastructure
- Maintenance & Support
- Business Applications
- GIS Services and Data Support
- Voice & Data Capacity
- End User Technology Support

Corporate Finance

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

Corp Facilities Management

- Facilities Management
- Access Control Security

Corp Fleet Management

Municipal Law Enforcement

HR Operations

- Compliance, Health & Safety

Talent Management

- Labour Relations
- Succession Planning
- Performance Management
- Compensation & Benefits
- Talent Acquisition
- Employee Experience

Tasks Included in all Services*

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

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

Asset Management Summary

Once an asset is in place, the municipality must plan for its life cycle, and renewal or retirement which includes:

- Considering all assets, their conditions, how quickly they are deteriorating, the treatments to slow deterioration or improve/replace the asset, timing, and costs, and;
- Calculating what must be put away and spent every year to cover this, such that user fees and taxes stay as low and stable as possible. This is the “Lifecycle Amount” shown.

If each year the full Lifecycle Amount is not put aside, the work does not go away, and thus the 2024 Funding Gap is increased by inflation and added to the current 2025 Funding Gap.

In 2025 there is significant work proposed on Asset Management to comply with Regulations and ensure that all Collingwood funds are used as efficiently as possible.

This includes:

- Reviewing if the levels of service set can be adjusted (e.g. the target percent of roads in Good Condition), or some assets can be retired,
- If adjusting the funding proportions allocated to each asset type can help mitigate the impacts of shortfalls, and
- Refining the treatments available to stretch dollars, such as adding preservation treatments.

2025 Funding Gap

The Lifecycle Amount identified in the Core and Non-Core Asset Management Plans totals \$17,106,121 in 2025 dollars and is summarized in the following chart. Of note, the 2023 Funding Gap was closed with the additional funds assigned to the reserve through the Employee Benefit Reserve (T2024-04).

Special Capital Levy above is 0% tax increase, the increase from 2024 is due to assessment growth.

Debentures retired in 2024 in the amount of \$605,769 has been transferred to Reserve Contributions—Tax Supported.

Annual Lifecycle Amount	2025 \$
Lifecycle Amount—2025 \$	\$17,106,121
Funding Sources	
Reserve Contributions—Tax Supported	3,297,699
Reserve Contributions—Non-Tax Supported	5,261,695
Special Capital Levy	1,015,322
OCIF Funding	1,169,364
CCBF Funding (former Federal Gas Tax)	812,563
Ontario Municipal Partnership Fund	—
Operating Budget Funding	451,500
Total Funding Sources	\$12,008,143

2025 Funding Gap	\$5,097,977
2024 Funding Gap	1,194,636
Total Funding Gap	\$6,292,613

Several scenarios to increase funding and shrink the funding gap have been prepared for Council to consider:

Capital Levy Increase Impacts	
Current Rate (0%) Increase	0.018440%
Median Assessed Home	327,000
Average Capital Levy Assessment	\$60.30

Scenario	Increase —\$	Capital Levy Rate	Increase —%	Average Assessment	Average Increase
To maintain 0% tax increase	1,015,322	0.018440%	0.00%	\$60.30	\$ —
To fully fund the gap	6,292,613	0.132725%	619.77%	\$434.01	\$373.71
To fund Tax-Supported 2025 gap	5,097,977	0.111028%	502.10%	\$363.06	\$302.76
To fund 2024 funding gap	1,194,636	0.040137%	117.66%	\$131.25	\$70.95
Use 2024 forecasted surplus to partial fund gap	500,000	0.000000%	0.00%	\$ —	\$ —
To fund additional \$500,000	500,000	0.027521%	49.25%	\$89.99	\$29.69

FTE Staffing Overview

	2022 FTEs	2023 FTEs	2024 FTEs	2024 Change Explanation	2025 Proposed	2025 Proposed New Positions	2025 Total FTE with proposed	Additional FTE Staffing Requests
Development & Growth								
Growth Planning	1.25	1.25	1.25		6.40		6.40	
Development Management	13.15	13.15	13.15		10.50		10.50	
Economic Development	4.43	4.43	4.15		4.20		4.20	
Housing Supports	1.00	1.00	1.00		1.10		1.10	
Ontario Building Code	7.15	7.15	7.15		7.00		7.00	
Environmental Management, Conservation & Sustainability								
Climate Change Action								
Wastewater	9.10	10.10	10.60		14.25	0.10	14.35	Addition of PW Truck Driver Labourer 0.10
Stormwater Management					5.80		5.80	
Environmental Containment					–			
Community Standards & Safety								
Community Standards								
Police	–	–	–	1	5.48		5.48	
Fire & Rescue	32.11	32.11	33.11		32.36		32.36	
Emergency Management					0.77		0.77	
Community Health & Well-being								
Parks & Harbour	17.74	18.74	18.74		18.52		18.52	
Community Culture, Arts & Recreation Spaces	15.95	16.61	16.91		16.59	1.00	17.59	Addition of Operator, Pool
Community Gathering Space (Library)					2.46		2.46	
Community Recreation Activities	11.77	11.77	10.57		10.72		10.72	
Community Activities (Library)					6.75		6.75	
Building Community Well-being & Inclusion	3.00	3.00	3.00		0.95		0.95	
Water Treatment & Distribution	20.00	20.00	20.50		17.60		17.60	
Arts, Culture & Heritage								
Conservation & Promotion of Heritage and Culture	4.83	4.83	4.83		4.83	0.30	5.13	Educational Programmer PT change to FT
Community Arts & Culture	3.00	3.00	3.00		2.65		2.65	
Community & Public Events	2.10	2.10	2.10		3.62	0.31	3.93	Addition of Events programming Support
Circulation & Curation of Library Materials	19.21	19.21	19.21		8.76		8.76	
Community Access & Mobility								
Roads & Active Transportation	30.19	30.69	31.69		24.01	0.90	24.91	Addition of PW Truck Driver Labourer 0.90
Transit	1.00	1.00	1.00		1.30		1.30	

Municipal Governance & Civic Engagement							
Council	9.00	9.00	9.70	9.80		9.80	
Governance Support	9.00	9.50	9.30	2.76		2.76	
Communications	2.00	2.00	2.00	2.00		2.00	
Governmental Services				0.73		0.73	
Records				1.31		1.31	
Municipal Elections Support	–	–	–	0.35		0.35	
Corporate Services							
Strategic Planning and Leadership (Town)	1.50	1.50	1.50	2.15	1.00	3.15	Addition of Accessibility Coordinator
Strategic Planning and Leadership (Library)				1.25		1.25	
Legal & Land				0.71		0.71	
Risk Management				0.67		0.67	
Procurement Support				2.45		2.45	
Corporate Finance	10.00	10.00	10.00	10.00		10.00	
Information Technology	4.33	4.33	5.33	5.43		5.43	
Corporate Facilities				5.40		5.40	
Corporate Fleet	6.00	6.00	6.00	0.50		0.50	
Municipal Law Enforcement				1	1.35	1.35	
Customer Service	6.70	8.03	8.03	5.68		5.68	
HR Operations				1.30		1.30	
Talent Management (HR)	3.70	3.00	3.00	1.90	0.67	2.57	Addition of Human Resources Support
Grand Total	254.18	258.47	263.78	263.92	4.28	268.20	

2024 Change Explanation

1 In 2024, a Service Review of the By-Law department resulted in the approval to add a By-Law Manager and the removal of an MLEO 3 position, as detailed in Staff Report C2024-02.

SECTION 3

Service Plans

*A place to
live, work,
and play.*

In This Section

- 27 Development & Growth
- 47 Environmental Management, Conservation & Sustainability
- 65 Community Safety & Standards
- 81 Community Health & Well-being
- 122 Arts, Culture & Heritage
- 140 Community Access & Mobility
- 159 Municipal Governance & Civic Engagement
- 177 Corporate & Customer Services



SUB-SECTION 1

Development & Growth

Program Overview

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

Services

- 1.1 Growth Planning
- 1.2 Development Management
- 1.3 Economic Development
- 1.4 Housing Supports
- 1.5 Ontario Building Code Administration & Enforcement Service

1.1 Growth Planning

Development & Growth

Description of Service

Provision of expected growth scenarios, the preparation of master plans, policies and guidelines, and delivery of Environmental Assessments, including sub-services for:

- Land Use
- Parks, Rec and Culture
- Roads and Active Transportation
- Storm-water
- Wastewater
- Water
- Development Charges

Who We Are

Admin Assistant, Infrastructure	0.25
Coordinator, Comm Well-being & Inclusion	0.05
Coordinator, PRC	0.10
Director, Infrastructure	0.25
Director, Planning, Building & Economic Development	0.25
Director, PRC	0.20
Engineering Technician	0.50
Engineering Technologist	0.80
Manager Growth and Development	0.50
Manager, Culture & Events	0.10
Manager, Infrastructure Projects	0.40
Manager, Parks	0.15
Manager, Rec Facilities	0.15
Manager, Recreation Services	0.10
Project Coordinator Infrastructure projects	0.40
Project Engineer	0.40
Project Manager, Infrastructure	0.80
Senior Planner	1.00
Total FTEs	6.40

Major Service Outputs

- Various master plans, policies, guidelines, standards, and regulations
- Expected growth projections—population, traffic, parking, flows, etc.
- Respond to Provincial and Federal policy or legislative amendments

Service Supports

Master Plans

Official Plan. Master Servicing, Master Mobility and Transportation, Storm-water Master Plan.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

Legislative timelines and requirements and/or as outlined in Master Plan commitments.

Efficiencies and Savings

Updated Official Plan and Zoning By-law will streamline planning application review and approval timelines and reduce funds spent on Ontario Land Tribunal appeals.



2025 Major Projects and Staffing

Implement Community Benefits Charges Strategy

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Staff time
Lead Division	Finance
Resource Request?	No

Master Mobility and Transportation Plan (Master Plan—Transportation)

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Support integrated and people-scaled development that enhances livability • Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	<ul style="list-style-type: none"> • Cycling Plan • Master Mobility & Transportation Plan • Master Transportation Study
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget – Operational
Fund Source(s)	DC reserves
Lead Division	ENG
Resource Request?	No

Master Storm-Water Study—Phase 2

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Storm-water Management Master Model
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	Provincial Funding
Lead Division	ENG
Resource Request?	No

Parkland Dedication By-Law Review and Update

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Encourage more housing options that meet community needs • Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	<ul style="list-style-type: none"> • Parks, Recreation & Culture Master Plan • Official Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Verbal
Fund Source(s)	Taxes
Lead Division	Planning
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Policy—2023 Official Plan OLT Appeals

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Encourage more housing options that meet community needs • Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	Official Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Legislative Requirement
Fund Source(s)	Base Budget
Lead Division	Planning
Resource Request?	No

Policy—Comprehensive Zoning Bylaw Update (Overall Project)

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Encourage more housing options that meet community needs • Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	Official Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	Taxes
Lead Division	Planning
Resource Request?	No

Policy—Geotechnical Review of Local Inactive Landfill Sites for Compliance with Provincial D4 Guideline

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Encourage more housing options that meet community needs • Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	Official Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	Taxes
Lead Division	Planning
Resource Request?	Yes



2025 Major Projects and Staffing (Continued)

PRC Master Plan Update Parks

Strategic Plan	<ul style="list-style-type: none"> • Connected—Promote Collingwood as a centre for healthy and active living • Connected—Foster belonging through arts, culture, and events • Vibrant—Enhance the downtown and waterfront as a place to be
Master Plan	<ul style="list-style-type: none"> • Parks, Recreation & Culture Master Plan • Waterfront Master Plan • Urban Forest Management Plan • Tourism Master Plan • Shipyards Public Realm Plan • Multi-Year Accessibility Plan • Master Mobility & Transportation Plan • Greener Collingwood Climate Change Action Plan • Downtown Visioning Master Plan • Downtown Gardens Master Plan • Cycling Plan • Collingwood Museum Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	PRC
Resource Request?	Yes

SCAP—24 Month Monitoring/Reporting Update

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Support integrated and people-scaled development that enhances livability • Responsible—Continuously drive operational and organizational excellence • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Master Servicing Study • Official Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Taxes, Reserves
Lead Division	Planning
Resource Request?	No

Water Conservation Plan

Strategic Plan	N/A
Master Plan	Master Servicing Study
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Rebate Program
Lead Division	Water
Resource Request?	No

2025 Resource Requests

Geo-technical Review of Local Inactive Landfills for Compliance with D4 Guidelines

Financial Request
\$80,000

Proposed Funding Source
Levy

Why Invest?

Legislative compliance with Provincial Guideline D4: Land use on or Near Landfills and Dumps. Allows for inclusion of evidence-based assessment areas around local inactive landfills in the 2023 Official Plan and for opportunity to rectify non-decision to have a fully approved Plan, without investment costs to landowners would range from \$5,000 to \$15,000 plus peer review fees for each development application.

Financial Offset/Mitigations

None to municipality, but savings to property owners. If the standard 500 metre assessment areas were to apply, a significant number of properties would be subject to a site-specific D4 Assessment regardless of the scale of development or redevelopment, cost would be transferred to property owners (\$0 in budget) increasing the cost of development and reducing affordability.

Impact if not endorsed?

Potential liability that existing local, inactive landfills may have impacts on surrounding private properties that could cause health and safety issues/property damage, costs transferred to landowners as noted above, \$0 in 2025 budget

Master Servicing Plan for Municipal Water and Sanitary Sewer

Financial Request
\$75,000 in 2025,
\$300,000 total over 3 years

Proposed Funding Source
W/WW Reserves

Why Invest?

Update water and wastewater system models (information on asset) to reflect existing conditions, current and future demands and available capacity, involves proactive planning for future growth to inform 10 year capital plan. This project is recommended to be completed every 5 years to ensure service capacity.

Financial Offset/Mitigations

Will identify capital improvement projects that are growth and development driven, which will be incorporated into future development charges studies and multi-year capital project plans.

Impact if not endorsed?

Bottlenecks in servicing will delay developments, information on system and facility forecasted needs to service future growth will lack accuracy, impacting capital planning, DC studies and rate forecasting, 0\$ in 2025 budget.

2025 Resource Requests (Continued)

PRC Master Plan Update Parks

Financial Request

\$70,000

Proposed Funding Source

Reserve

Other: Scope reduced to Parks Master Plan only as of Budget Draft 2, Department Initiated

Why Invest?

In 2023 we began the work of a PRC Master Plan ‘refresh’ beginning with staff workshops and public engagement opportunities which sought to identify community needs, expectations and gaps in services. This work highlighted the significant differences in our environment from pre-pandemic 2018 to today. While our priorities still resonated with staff and the community, the current plan’s objectives and tactics felt significantly enough removed from the needs and desires of our community today, to be merely re-prioritized as a ‘refresh’ exercise. Assessing our department’s services, capabilities, and organization would be best served by conducting a proper PRC Master Plan update that speaks to and supports the updated CBSP, Downtown Vision Master Plan, Tourism Master Plan, and our Services Inventory, none of which were in play during the creation of our last PRC Master Plan. A Trails Master Plan is also a necessity, identified as a priority in the 2018 PRC MP and in response to the recent rate of development in Town. The Trails MP will assist in identifying options and priorities for developing a more comprehensive trail system over the span of 10+ yrs. The update of the Parkland Dedication By-law update relies on this work being completed first per the Planning Act.

Financial Offset/Mitigations

None.

Impact if not endorsed?

Lack of proper strategic planning risks missed opportunities for timely growth and development. Without a Trails Master Plan, we risk being unprepared to pursue key trail linkages as land acquisition opportunities and local development projects present themselves. Parkland Dedication By-law update cannot be completed.



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal/Growth	70,000	—	—	—	70,000
9781—PRC Master Plan Refresh	70,000	—	—	—	70,000
Grand Total	70,000	—	—	—	70,000

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	71,501	290,000	—	813,000	200,000	—	200,000
Government Transfers	71,501	230,000	—	295,000	125,000	—	125,000
Transfers from Obligatory Reserve Funds	—	60,000	—	463,000	—	—	—
Transfers from Town Reserves and Reserve Funds	—	—	—	55,000	75,000	—	75,000
Expenses/Expenditure	(133,755)	(552,500)	(581,075)	(1,208,555)	(1,533,540)	(155,000)	(1,688,540)
Information Technology and Communications	—	—	(98)	—	—	—	—
Operating Expenses	(16,556)	(32,500)	(8,365)	(32,500)	(25,000)	—	(25,000)
Purchased Services	(117,199)	(520,000)	(423,985)	(993,000)	(530,000)	(155,000)	(685,000)
Salaries and Benefits	—	—	(148,628)	(183,055)	(978,540)	—	(978,540)
Net Tax Impact	(62,254)	(262,500)	(581,075)	(395,555)	(1,333,540)	(155,000)	(1,488,540)

1.2 Development Management

Development & Growth

Description of Service

Management of, decisions on and implementation of development applications under the Planning Act, including sub-services for:

- Planning Act Applications
- Development Review & Input
- Committee of Adjustment
- Rights of Way, Encroachments & Easements
- Development Agreements Administration
- Development Infrastructure
- Commissioning - W&WW
- Zoning Compliance
- Source (Drinking) Water Protection

Who We Are

Admin Assistant, Building and Planning	0.50
Admin Assistant, Infrastructure	0.25
Application Assistant, Planning	0.50
Community Planner	3.00
Director, Infrastructure	0.25
Director, Planning, Building & Economic Development	0.45
Engineering Technician	0.50
Engineering Technologist	1.20
Manager Growth and Development	0.50
Manager Planning	1.00
Manager, Parks	0.05
Planning Technician	1.00
Project Engineer	0.60
Senior Planner	0.70
Total FTEs	10.50

Major Service Outputs

- Application review and recommendation to Committee, Council or staff delegate, post approval services.
- Staff delegated development approvals
- Zoning certificates and Zoning compliance letters
- Peer review services (including contracted)

- Manage OLT appeals and provide evidence
- Provision of engineering conditions, standards and requirements

Service Supports

Master Plans

Official Plan, Development Process and Fees Review.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

Committee of Adjustment.

Level of Service and/or Performance Measure

Legislated timelines.

Efficiencies and Savings

Improvements to electronic workflow management tool, breaking down silos by updating job descriptions to achieve administrative efficiencies between Planning and Building Services, OLT settlements where possible to avoid hearings, implementation of Development Approvals and Fees—including proposed increase to all planning application contingency deposits in 2025, which should reduce amount of staff time spent invoicing and collecting additional payments from applicants.



2025 Major Projects and Staffing

Development—Implement Dormant File Closure Procedure for One Year

Strategic Plan

- Sustainable—Support integrated and people-scaled development that enhances livability
- Responsible—Continuously drive operational and organizational excellence

Master Plan	Official Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Staff time
Lead Division	Planning
Resource Request?	No

Development Process and Fees Review—Implementation

Strategic Plan

- Sustainable—Support integrated and people-scaled development that enhances livability
- Sustainable—Encourage more housing options that meet community needs

Master Plan	<ul style="list-style-type: none"> • Officials Plan • Development Process & Fees Review • Affordable Housing Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Levy and Grants
Lead Division	Planning
Resource Request?	No



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	943,051	1,337,594	835,172	952,594	957,594	—	957,594
Government Transfers	—	335,000	—	—	—	—	—
Municipal Taxation	—	—	—	—	—	—	—
Non Tax Revenue	(115,001)	—	49,361	—	—	—	—
Other	178,540	96,000	101,096	51,000	56,000	—	56,000
Transfers from Obligatory Reserve Funds	—	10,000	—	—	—	—	—
Transfers from Town Reserves and Reserve Funds	—	—	—	—	—	—	—
User Charges	879,513	896,594	684,715	901,594	901,594	—	901,594
Expenses/Expenditure	(4,560,701)	(5,473,077)	(1,999,787)	(2,580,356)	(2,267,192)	—	(2,267,192)
Administrative Expenses	(12,489)	(17,800)	(4,427)	(10,600)	(13,100)	—	(13,100)
Equipment Related	(9,765)	(16,825)	(955)	(3,000)	(3,000)	—	(3,000)
Financial Expenses	(181,675)	(174,599)	(12,011)	(36,612)	(26,612)	—	(26,612)
Information Technology and Communications	(72,821)	(90,522)	(40,297)	(32,187)	(42,750)	—	(42,750)
Inter-functional Transfers	(30,545)	(30,545)	(22,909)	(30,545)	(30,545)	—	(30,545)
Legal Expenses	(72,987)	(28,000)	(41,408)	(38,000)	(70,000)	—	(70,000)
Long Term Debt Servicing	(216,313)	(558,464)	(146,741)	0	—	—	—
Operating Expenses	(470,305)	(422,155)	(350,717)	(478,932)	(504,182)	—	(504,182)
Personnel and Training	(61,628)	(76,635)	(27,307)	(43,635)	(41,395)	—	(41,395)
Premise and Site	(51,228)	(45,605)	(15,641)	(10,705)	(9,550)	—	(9,550)
Purchased Services	(175,305)	(210,000)	(1,204)	(60,000)	(85,000)	—	(85,000)
Salaries and Benefits	(2,562,986)	(3,002,032)	(1,303,088)	(1,739,495)	(1,379,412)	—	(1,379,412)
Transfers to Capital	(33,845)	(288,250)	—	—	—	—	—
Transfers to Town Reserves and Reserve Funds	(512,971)	(225,000)	—	—	—	—	—
Utilities	(40,195)	(52,460)	(5,601)	(22,460)	(22,460)	—	(22,460)
Vehicle and Fleet Related	(55,644)	(234,185)	(27,483)	(74,185)	(39,185)	—	(39,185)
Net Tax Impact	(3,617,650)	(4,135,483)	(1,164,615)	(1,627,762)	(1,309,598)	—	(1,309,598)

1.3 Economic Development

Development & Growth

Description of Service

Supports economic growth through investment attraction, business retention and expansion, job creation and workforce development, including:

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

Who We Are

Coordinator, Economic Development	1.00
Director, Planning, Building & Economic Development	0.10
Manager, Economic Development	1.00
Manager, Legislative Services/Deputy Clerk	0.10
Small Bus Digital Specialist/Event & Program Advisor	1.00
Supervisor SGB SBEC	1.00
Total FTEs	4.20

Major Service Outputs

- Job creation
- Economic growth
- Businesses are strategically connected to programs and services
- Private sector investment in Collingwood
- Grants provided to businesses to support entrepreneurs and business growth
- Economic considerations are integrated into initiatives and policies
- Capacity built within the business community
- Post Secondary programming that meets employer need is available in the community
- Issue Boulevard Encroachment Permits for Downtown Patios and Merchandise Displays on public property

Service Supports

Master Plans

Economic Development Action Plan

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

Round-table on Economic Development

Level of Service and/or Performance Measure

- Provincially set KPIs through funding agreement for SBEC
- KPIs identified in Economic Development Master Plan
- Services delivered in alignment with corporate service standards

Efficiencies and Savings

- Automations to improve client intake and meeting bookings
- Pursuit and award of grants to offset project costs
- Increase in revenue from BDC Leases



2025 Major Projects and Staffing

Enhance Post Secondary Programming

Strategic Plan

- Vibrant—Build our local labour force
- Vibrant—Enhance the downtown and waterfront as a place to be
- Responsible—Champion local, regional, intergovernmental, and multi-sectoral collaboration and advocacy

Master Plan	Community Based Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Staff time
Lead Division	Ec Dev
Resource Request?	No

Implementation of a Municipal Accommodation Tax

Strategic Plan

- Vibrant—Grow and diversify Collingwood’s economy
- Vibrant—Build our local labour force
- Vibrant—Enhance the downtown and waterfront as a place to be
- Responsible—Champion local, regional, intergovernmental, and multi-sectoral collaboration and advocacy
- Connected—Foster belonging through arts, culture, and events
- Responsible—Maintain the Town’s strong financial health and assets
- Connected—Promote Collingwood as a centre for healthy and active living

Master Plan	Tourism Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Staff time
Lead Division	Ec Dev
Resource Request?	No



2025 Major Projects and Staffing (Continued)

Implementation of Tourism Master Plan

Strategic Plan

- Vibrant—Grow and diversify Collingwood’s economy; Support and Manage Growth and Prosperity
- Vibrant—Enhance the downtown and waterfront as a place to be
- Vibrant—Build our local labour force
- Connected—Foster belonging through arts, culture, and events
- Sustainable—Support integrated and people-scaled development that enhances livability
- Connected—Promote Collingwood as a centre for healthy and active living
- Responsible—Champion local, regional, intergovernmental, and multi-sectoral collaboration and advocacy

Master Plan	Tourism Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated—going to COW Nov.18/24
Fund Source(s)	Staff time (Municipal Accommodation Tax if implemented by Council in Nov 2024)
Lead Division	Ec Dev
Resource Request?	No

Research and make recommendations regarding implementation of a Municipal Accommodation Tax (MAT)

Strategic Plan

- Vibrant—Grow and diversify Collingwood’s economy
- Vibrant—Enhance the downtown and waterfront as a place to be
- Responsible—Maintain the Town’s strong financial health and assets

Master Plan	Economic Development Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Staff time
Lead Division	Ec Dev
Resource Request?	No



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	336,236	303,358	339,794	331,248	328,857	—	328,857
Government Transfers	268,680	206,750	256,014	239,640	248,090	—	248,090
Other	23,669	24,108	25,650	24,108	38,267		38,267
Other Municipalities	30,000	72,500	57,380	42,500	42,500	—	42,500
Transfers from Town Reserves and Reserve Funds	—	—	—	25,000	—	—	—
User Charges	13,887	—	750	—	—	—	—
Expenses/Expenditure	(860,708)	(896,387)	(842,538)	(1,077,765)	(901,763)	—	(901,763)
Administrative Expenses	(7,146)	(10,349)	(4,574)	(10,349)	(10,349)	—	(10,349)
Equipment Related	—	—	—	—	—	—	—
Financial Expenses	(493)	(68,431)	(378)	(68,431)	(83,431)	—	(83,431)
Information Technology and Communications	(113,588)	(124,154)	(50,882)	(120,154)	(115,154)	—	(115,154)
Inter-functional Transfers	(33,743)	(31,351)	(27,835)	(31,351)	(31,351)	—	(31,351)
Long Term Debt Servicing	(82,940)	(83,195)	(41,597)	(83,464)	—	—	—
Operating Expenses	(68,635)	(73,700)	(269,080)	(218,700)	(79,500)	—	(79,500)
Personnel and Training	(9,937)	(8,500)	(8,305)	(8,500)	(12,500)	—	(12,500)
Premise and Site	—	(8,649)	—	(8,649)	(9,910)	—	(9,910)
Purchased Services	(132,007)	(52,350)	(58,329)	(52,350)	(27,350)	—	(27,350)
Salaries and Benefits	(412,218)	(435,708)	(381,559)	(475,817)	(532,218)	—	(532,218)
Transfers to Capital	—	—	—	—	—	—	—
Net Tax Impact	(524,472)	(593,029)	(502,744)	(746,517)	(572,906)	—	(572,906)

1.4 Housing Supports

Development & Growth

Description of Service

Provision of supports to ensure that middle income households, especially those in core housing need, are able to find housing that is affordable and appropriate within the community to support the labour force, social construct, equity and diversity of the Town, including a legacy role in social housing subsidization (145 High Street and 29 Birch Street).

Who We Are

Director, Planning, Building & Economic Development	0.10
Housing Development Coordinator	1.00
Total FTEs	1.10

Major Service Outputs

- Increased supply of affordable housing through implementation of 26 recommendations in the AHMP
- Manage subsidized housing at 145 High St. and Birch St

- One window concierge service for affordable housing matters
- Deliver programs and incentives, including approval of grants
- Support the AHTF

Service Supports

Master Plans

Affordable Housing Master Plan, Official Plan.

Reserves and Reserve Funds

Affordable Housing Reserve Fund.

Advisory Committees and Boards

Affordable Housing Task Force.

Level of Service and/or Performance Measure

KPIs contained in the AHMP.

Efficiencies and Savings

Leveraging grants, cross-departmental expertise and partnerships at all levels of government, as well as with the private and non-profit sectors to achieve results with a modest staff resource investment.



2025 Major Projects and Staffing

Affordable Housing—2024 AHMP Implementation Projects

Strategic Plan	Sustainable—Encourage more housing options that meet community needs
Master Plan	Affordable Housing Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Levy
Lead Division	Planning
Resource Request?	Yes

2025 Resource Requests

Affordable Housing Projects and Incentives

Financial Request	Proposed Funding Source
\$350,000	Levy

Why Invest?

Increased socio-economic benefits for community related to housing supply and affordability as outlined in the Affordable Housing Master Plan recommendations. Action items targeted for 2025 include development streamlining, rental replacement by-law preparation, delivery of a professionally developed public education campaign (NIMBY to YIMBY), remnant parcel innovative development initiative, exploring alternative revenue sources, expanding pre-approved designs beyond ARUs, supporting County affordable rental housing project (Birch Street), data collection and monitoring, and deployment/refinement of incentives and program supports through the Rapid ARU initiative and the Municipal Capital Facilities By-law.

Financial Offset/Mitigations

Potential for grants to offset investment, including the Federal Housing Accelerator Fund.

Impact if not endorsed?

The AHMP actions were designed to magnify and leverage an ongoing Town financial commitment, including the Coordinator position and \$350,000 financial investment per year. Should this amount be reduced, the potential for a Municipal Capital Facilities By-law and/or ongoing incentives for ADUs will not be possible or will be greatly diminished, and overall fewer AHMP recommendations will be accomplished in 2025, resulting in reputational impacts for organization in not delivering on a community and Council priority, and negative socio-economic impacts for community.



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	272,775	192,320	105,590	192,320	287,320	—	287,320
Rentals and Concessions	272,775	192,320	105,590	192,320	287,320	—	287,320
Transfers from Town Reserves and Reserve Funds	—	—	—	—	—	—	—
Expenses/Expenditure	(793,338)	(546,014)	(455,356)	(814,865)	(678,957)	(310,000)	(988,957)
Financial Expenses	(127,590)	(73,600)	(121,692)	(102,100)	(34,500)	(200,000)	(234,500)
Information Technology and Communications	(235)	—	(156)	—	—	(75,000)	(75,000)
Legal Expenses	(16,317)	—	(1,729)	—	—	(10,000)	(10,000)
Operating Expenses	(37,586)	(126,000)	(1,652)	(350,000)	—	—	—
Premise and Site	(332,029)	(230,460)	(220,195)	(243,160)	(318,000)	—	(318,000)
Purchased Services	(135,468)	—	(20,423)	—	(150,000)	—	(150,000)
Salaries and Benefits	(116,164)	(115,954)	(74,039)	(119,605)	(144,457)	—	(144,457)
Transfers to Town Reserves and Reserve Funds	—	—	—	—	—	(25,000)	(25,000)
Utilities	(27,950)	—	(15,469)	—	(32,000)	—	(32,000)
Net Tax Impact	(520,563)	(353,694)	(349,766)	(622,545)	(391,637)	(310,000)	(701,637)

1.5 Ontario Building Code Administration & Enforcement Service

Development & Growth

Description of Service

Administer and enforce the Ontario Building Code.

Who We Are

Admin Assistant, Building and Planning	0.50
Application Assistant, Building and Planning	0.50
Deputy CBO	1.00
Director, Planning, Building & Economic Development	0.10
Inspector, Building	2.00
Manager Building Services/ CBO	0.90
Plans Examiner	1.00
Senior Building Inspector	1.00
Total FTEs	7.00

Major Service Outputs

- Issue building permits
- Complete building inspections
- Investigation and enforcement of Ontario Building Code (public health and safety) by following up on complaints or incidents.
- Provide education and guidance to the public

Service Supports

Master Plans

N/A

Reserves and Reserve Funds

OBC Reserve Fund.

Advisory Committees and Boards

N/A

Level of Service and/or Performance Measure

Service levels for review of permits and conducting inspections are legislated in the Ontario Building Code.

Building Services consistently meets or exceeds the legislated timelines.

Efficiencies and Savings

Aligning application processes with Fire Prevention to create efficiencies both for staff and the public for the application process including AGCO approvals and property compliance letters. Continued updating and refining

of the City view program (building permit application software) improving application and inspection processes. Building Fees review scheduled for 2025 to ensure recovery of costs associated to administration and enforcement of the Building Code Act and Ontario Building Code.

2025 Major Projects and Staffing

Building By-Law Review including Fee Review

- **Strategic Plan**
 - Transparent and Accountable Local Government
 - Responsible—Continuously drive operational and organizational excellence

Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Staff Time
Lead Division	Building
Resource Request?	No



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	979,878	1,070,141	871,843	1,172,210	1,177,107	—	1,177,107
Non Tax Revenue	—	—	1,873	—	—	—	—
Other	749,551	750,000	574,240	850,000	700,000	—	700,000
Transfers from Town Reserves and Reserve Funds	219,472	311,006	287,314	315,210	452,557	—	452,557
User Charges	10,855	9,135	8,415	7,000	24,550	—	24,550
Expenses/Expenditure	(979,879)	(1,070,141)	(871,843)	(1,172,210)	(1,177,107)	—	(1,177,107)
Administrative Expenses	(4,430)	(3,500)	(2,106)	(3,500)	(3,000)	—	(3,000)
Equipment Related	(981)	(2,500)	(1,335)	(2,500)	(2,500)	—	(2,500)
Financial Expenses	(33,768)	(22,860)	(18,534)	(22,860)	(32,860)	—	(32,860)
Information Technology and Communications	(57,909)	(17,420)	(52,741)	(54,020)	(60,520)	—	(60,520)
Inter-functional Transfers	(75,389)	(61,817)	(54,143)	(61,817)	(72,467)	—	(72,467)
Legal Expenses	—	(5,000)	—	(5,000)	(25,000)	—	(25,000)
Operating Expenses	(1,293)	(1,560)	(686)	(1,560)	(3,310)	—	(3,310)
Personnel and Training	(17,225)	(16,940)	(9,809)	(16,940)	(17,300)	—	(17,300)
Premise and Site	(243)	(4,515)	(1,330)	(4,515)	(5,110)	—	(5,110)
Purchased Services	(34,054)	(83,000)	(13,274)	(83,000)	(33,000)	—	(33,000)
Salaries and Benefits	(745,883)	(845,329)	(715,334)	(910,798)	(916,340)	—	(916,340)
Transfers to Capital	—	—	—	—	—	—	—
Transfers to Town Reserves and Reserve Funds	—	—	—	—	—	—	—
Vehicle and Fleet Related	(8,704)	(5,700)	(2,552)	(5,700)	(5,700)	—	(5,700)
Net Tax Impact	(0)	0	(0)	0	(0)	—	(0)



SUB-SECTION 2

Environmental Management, Conservation & Sustainability

Program Overview

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

Services

- 2.1 Climate Change Action
- 2.2 Wastewater
- 2.3 Storm-water Management
- 2.4 Environmental Containment

2.1 Climate Change Action

Environmental Management

Description of Service

Implement measures, (projects), to reduce utility consumption, including sub-services:

- Climate Action Plans
- Energy Management

Who We Are

Climate Change Specialist	0.85
Coordinator, Fleet & Facilities	0.30
Manager, Fleet & Facilities	0.20
Project Manager, CCS	0.10
Grand Total	1.45

Major Service Outputs

Reduced energy consumption and selective sources to maximize the reduction of GHG emissions, through:

- Knowledge from Corporate Climate Action Plan and Implementation
- Community Climate Action Plan and Implementation
- Corporate Energy use reporting and projections

Service Supports

Master Plans

Corporate Climate Action Plan.

Reserves and Reserve Funds

Greening Collingwood Reserve.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

N/A.



2025 Major Projects and Staffing

Climate Adaptation Plan Grant

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Work with partners to take action on climate change • Responsible—Continuously drive operational and organizational excellence • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Greener Collingwood Climate Change Action Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Greener Collingwood, \$140,000 Grant
Lead Division	F&F
Resource Request?	Yes

Community Climate Action Plan

Strategic Plan	Sustainable—Work with partners to take action on climate change
Master Plan	Greener Collingwood Climate Change Action Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Staff time
Lead Division	F&F
Resource Request?	No

Community Efficiency Funding (CEF) Study

Strategic Plan	<ul style="list-style-type: none"> • Enhance Community Well-being and Sustainability • Sustainable—Work with partners to take action on climate change
Master Plan	Greener Collingwood Climate Change Action Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Greener Collingwood, \$40,000 Grant
Lead Division	F&F
Resource Request?	Yes

District Energy Business Case

Strategic Plan	<ul style="list-style-type: none"> • Enhance Community Well-being and Sustainability • Sustainable—Work with partners to take action on climate change
Master Plan	Greener Collingwood Climate Change Action Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Greener Collingwood, \$100,000 Grant
Lead Division	F&F
Resource Request?	Yes

2025 Major Projects and Staffing (Continued)

District Energy Feasibility Study

Strategic Plan	Sustainable—Work with partners to take action on climate change
Master Plan	Greener Collingwood Climate Change Action Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Greener Collingwood, \$200,000 Grant
Lead Division	F&F
Resource Request?	Yes

Energy Monitoring and Analysis—Grant Opportunity

Strategic Plan	Enhance Community Well-being and Sustainability
Master Plan	Greener Collingwood Climate Change Action Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Base Budget
Lead Division	F&F
Resource Request?	No



2025 Resource Requests

Community Efficiency Financing Feasibility Study

Financial Request
\$50,000

Proposed Funding Source
Grant dependent

Why Invest?

A Community Efficiency Financing (CEF) Feasibility Study explores local housing archetypes and innovative finance models and suggest ways to make it more affordable for homeowners to retrofit homes through energy-efficiency measures and renewable energy installations. Benefits of CEF include reduction in community GHG emissions, improving utility affordability by making homes more energy efficient, and increasing home comfort, health and resident well-being. FCM’s Green Municipal Fund supports CEF feasibility studies by providing up to 80% in grant funding.

Residential emissions are the second largest contributor (23.2%) of community GHG emissions, and the completion of a CEF Feasibility Study is a recommendation that will be included in the Community Climate Action Plan and would help enable residents to afford needed home retrofits to reduce utility use GHG emissions.

Financial Offset/Mitigations

\$40,000 FCM Grant

Impact if not endorsed?

Community Efficiency Financing is expected to be a desired outcome of the Community Climate Action Plan. This is an opportunity to take advantage of available funding to complete a feasibility study.

District Energy Business Case

Financial Request
\$200,000

Proposed Funding Source
Grant dependent

Why Invest?

District energy (DE) solutions can reduce corporate and community GHG emissions, aiding the Town in meeting 2050 local and federal GHG reduction goals. The Terminals Point proposal suggested creating a DE system with potential expansion reaching the base of Heritage Drive and expanding into a broader community system.

As Terminals designs develop, developers may inquire if the Town wants to extend the DE system to add capacity for the community. Completing a District Energy Business Case will help assess DE’s potential across Collingwood, including cost analysis, GHG reduction potential, service providers, corporate/community benefits, and next steps. The results would assist Council in their decision-making around whether a larger DE system would be beneficial for Collingwood.

FCM’s Green Municipal Fund offers up to 50% funding for business cases to conduct technical exploration of low-carbon energy solutions to assess the practicality and viability of a preferred energy system. Completing a business study also provides access to future FCM grants for feasibility studies and implementation.

Financial Offset/Mitigations

\$100,000 FCM Grant.

Impact if not endorsed?

During the design process of Terminals Point, we expect Streetcar and Dream to ask if the Town would like additional capacity. If the Town is not ready to answer that question, we could miss the opportunity to expand the system and reduce community GHG emissions.

2025 Resource Requests (Continued)

District Energy Feasibility Study

Financial Request

\$ 400,000

Proposed Funding Source

Grant dependent

Why Invest?

District energy (DE) solutions can reduce corporate and community GHG emissions, aiding the Town in meeting 2050 local and federal GHG reduction goals. The Terminals Point proposal suggested creating a DE system with potential expansion reaching the base of Heritage Drive and expanding into a broader community system.

After completion of the District Energy Business Case we would be eligible for the District Energy Feasibility Study if we choose to proceed. FCM's Green Municipal Fund offers up to 50% funding for Feasibility Studies after completion of a Business Case.

Financial Offset/Mitigations

\$200,000 FCM Grant.

Impact if not endorsed?

If the District Energy Business Case determines that a district energy system is not feasible we will not proceed.

Climate Adaptation Plan Grant

Financial Request

\$200,000

Proposed Funding Source

Grant dependent

Why Invest?

District energy (DE) solutions can reduce corporate and community GHG emissions, aiding the Town in meeting 2050 local and federal GHG reduction goals. The Terminals Point proposal suggested creating a DE system with potential expansion reaching the base of Heritage Drive and expanding into a broader community system.

As Terminals designs develop, developers may inquire if the Town wants to extend the DE system to add capacity for the community. Completing a District Energy Business Case will help assess DE's potential across Collingwood, including cost analysis, GHG reduction potential, service providers, corporate/community benefits, and next steps. The results would assist Council in their decision-making around whether a larger DE system would be beneficial for Collingwood.

FCM's Green Municipal Fund offers up to 50% funding for business cases to conduct technical exploration of low-carbon energy solutions to assess the practicality and viability of a preferred energy system. Completing a business study also provides access to future FCM grants for feasibility studies and implementation.

Financial Offset/Mitigations

\$140,000 FCM Grant.

Impact if not endorsed?

Funding opportunities are increasingly requiring that the Municipality has a Climate Adaptation Plan in place to submit as part of funding applications. The fund is available now and may not be in the future.

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	–	–	–	–	879,345	–	879,345
Government Transfers	–	–	–	–	480,000	–	480,000
Transfers from Town Reserves and Reserve Funds	–	–	–	–	370,000	–	370,000
User Charges	–	–	–	–	29,345	–	29,345
Expenses/Expenditure	–	–	–	–	(1,025,124)	–	(1,025,124)
Personnel and Training	–	–	–	–	(1,000)	–	(1,000)
Purchased Services	–	–	–	–	–	(850,000)	(850,000)
Salaries and Benefits	–	–	–	–	(174,124)	–	(174,124)
Net Tax Impact	–	–	–	–	(145,780)	–	(145,780)

2.2 Wastewater Environmental Management

Description of Service

The collection and treatment of wastewater, including operations of the plant and collection system (including sewer use bylaw), maintenance, asset management planning, and capital projects. Also includes providing treatment operations to Clearview and hauled septage treatment at the plant.

- Operations, Maintenance & Capital for:
 - Plant & Non-linear
 - Collection
- Third Party Services
- Asset Management
- Capital Projects Delivery

Who We Are

Admin Assistant, Env Services	0.40
Admin Assistant, Infrastructure	0.10
Admin Assistant, PW	0.30
Back-flow Prevention Officer	0.40
Compliance Officer, Environmental Services	0.40

Coordinator, Project, ENV	0.50
Custodian, PW	0.10
Director, Infrastructure	0.10
Engineering Technologist, PWs	0.20
Lead Hand PW	0.10
Machine Operator PW	0.40
Manager, Infrastructure Projects	0.15
Manager, PW	0.20
Manager, Water/Wastewater	0.50
Mechanic PW	0.10
Project Coordinator Infrastructure projects	0.15
Project Manager, Infrastructure	0.30
Seasonal Truck Driver/Labourer PW	0.15
Supervisor, Public Works	0.40
Supervisor, Wastewater	1.00
Truck Driver/Labourer PW	1.40
Wastewater Chief Operator	1.00
Wastewater Operator	2.00
Wastewater Operator1 01	1.00
Wastewater Operator1 02	1.00
Wastewater Operator1 03	1.00
Wastewater Operator3	1.00
Total FTEs	14.35

Major Service Outputs

- Sewage collection and treatment to meet regulated effluent quality limits

- Regulatory compliance and reporting for wastewater (related Acts, ECAs)
- Internal laboratory services
- Regulatory compliance reporting
- Extra strength surcharge agreement administration and billing
- Administration and acceptance of new development applications and approvals
- Uncommitted Hydraulic Reserve Capacity tracking and updates
- Confirm new wastewater infrastructure construction is appropriate to support development/growth
- Maintain, rehabilitation and replace wastewater infrastructure to achieve existing levels of service for wastewater collection and treatment

Service Supports

Master Plans

Master Servicing Study, Asset Management Plan.

Reserves and Reserve Funds

Wastewater Reserves, DCs.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

- Regular and seasonal equipment repairs and maintenance
- SCADA standards development to improve consistency of future projects
- Wastewater operations and effluent in compliance with Ministry regulatory standards and approvals
- Equipment calibration and maintenance
- Deliver of Third Party services

Efficiencies and Savings

Operation staff includes millwright who can inspect, access equipment and failure, make repairs reducing reliance and costs related to external service provider. Competitive procurement of bio-solids disposal in 2024 reducing disposal costs.

Negotiated contract adjustments resulting in reduction in uniform costs without compromising employee safety or allotment.



2025 Major Projects and Staffing

Digester No. 1 Mixer Refurbishment

Strategic Plan	<ul style="list-style-type: none"> Transparent and Accountable Local Government Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	WW Reserves, WW Rates
Lead Division	Wastewater
Resource Request?	No

St Paul Street & Fourth Street East infrastructure reconstruction—Design & Tender

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Water Reserves, WW Reserves, Lifecycle
Lead Division	Engineering
Resource Request?	No

Study Inflow & Infiltration (I&I and treatment solutions)

Strategic Plan	N/A
Master Plan	Master Servicing Study
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	WW Reserves
Lead Division	Wastewater
Resource Request?	No

Wastewater CLI-ECA—Operations Manual

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	WW Reserves
Lead Division	Engineering
Resource Request?	No

2025 Resource Requests

WWTP SCADA Standards

Financial Request
\$300,000

Proposed Funding Source
Wastewater Reserve Fund

Why Invest?

Currently there are no SCADA standards for the wastewater systems at the Town of Collingwood, Standards would improve how equipment is to be set up on the SCADA system and how instruments should be installed with the correct output variables.

Enhance service delivery by optimizing equipment setup and instrument installation, ensuring that operators can effectively monitor critical parameters. Using WTP as a guides, this work is critical to be done in advance of design of WWTP. Confirm if in rate study

Financial Offset/Mitigations

Having standards in advance of design reduces design costs and redesign.

Impact if not endorsed?

Without SCADA Standards, there is a high risk of delaying any design related to the WWTP expansion and other future small upgrade projects. SCADA system is what operators rely upon for their daily routines/checks and if any issues, its paramount for compliance.

WWTP – Raw Sludge Pump Replacement of Three Pumps

Financial Request
\$1,275,000

Proposed Funding Source
Wastewater Reserve Fund

Why Invest?

Enhance service delivery by improving reliability and reducing maintenance needs.

Financial Offset/Mitigations

Upgrading obsolete pumps can save approximately \$30,000 per pump annually by eliminating external repair costs and additional operator hours currently spent on repairs. As pumps age the risk and frequency of these repairs increases.

Impact if not endorsed?

Continuing to repair existing pumps, which were installed in the 1970s and are prone to failure, may lead to potential disruptions in the treatment process and increased operational risks due to excessive annual maintenance costs. If wastewater can not be treated, it will be bypassed, negatively impacting the environment.

2025 Resource Requests (Continued)

WWTP Upgrade

Financial Request
\$760,000

Proposed Funding Source
Wastewater Reserve Fund

Why Invest?

Replacement of Valves and Weirs in Secondary Treatment— Equipment that is part of the final stage of the wastewater treatment process is deteriorating and has reached the end of its service life and must be replaced for the treatment process to continue to be viable. Equipment includes, eight (8) telescopic valves for biological return and four (4) scum troughs to remove grease etc. that need to be removed and fully replaced. This project will include engineering design, tendering, and construction and will require project management, engineering design, skilled trades, removal costs, safety considerations, equipment purchases, and labour.

Potential non-compliance, investigation by MECP, part of MECP inspection and annual report.

Complete failure of equipment resulting in emergency repairs (\$500K+).

Financial Offset/Mitigations

Reducing effluent water into digesters increases efficiency, reduces operating costs and increases overall treatment capacity.

Impact if not endorsed?

Environmental impact due to failure of the treatment process.



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	11,876,000	—	—	11,876,000	—
9501—WWTP—Boiler Replacement	175,000	—	—	175,000	—
9505—Infrastructure Renewal Program	—	—	—	—	—
9506—Sanitary Sewer Grouting and Manhole Repairs	50,000	—	—	50,000	—
9509—Digester #2 Repairs	3,720,000	—	—	3,720,000	—
950AB—Sanitary Collection System—Maintenance and installation tools	20,000	—	—	20,000	—
950Q—WWTP SCADA Standards	300,000	—	—	300,000	—
950R—WWTP Digester Gas Use Review and Expansion	50,000	—	—	50,000	—
9532—Sewage Pumping Station Refurbishments	47,000	—	—	47,000	—
9550—Wastewater Treatment Plant Refurbishment	264,500	—	—	264,500	—
9583—WWTP Screw Pump Rehabilitation	5,000	—	—	5,000	—
951A—St Paul Street Infrastructure Renewal	5,039,500	—	—	5,039,500	—
951B—Katherine/Victory/Fair Infrastructure Renewal	170,000	—	—	170,000	—
955C—Clarifier Weirs & Valve Replacement	760,000	—	—	760,000	—
955B—RAW Sludge Pump Replacements	1,275,000	—	—	1,275,000	—
Growth	3,050,000	—	3,050,000	—	—
950F—Wastewater Treatment Plant Expansion	3,050,000	—	3,050,000	—	—
Health and Safety	331,000	—	—	331,000	—
9553—Inflow & Infiltration	331,000	—	—	331,000	—
Legislated	350,000	—	—	350,000	—
9558—Osler Bluff Lagoon	350,000	—	—	350,000	—
Grand Total	15,607,000	—	3,050,000	12,557,000	—

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	8,761,267	8,611,019	5,055,181	8,803,171	8,986,019	—	8,986,019
Government Transfers	—	200,000	—	140,000	140,000	—	140,000
Non Tax Revenue	—	—	—	—	—	—	—
Other	66,669	43,030	30,595	43,030	43,030	—	43,030
Other Municipalities	513,543	538,861	340,185	538,861	538,861	—	538,861
User Charges	8,181,055	7,829,128	4,684,400	8,081,280	8,264,128	—	8,264,128
Expenses/Expenditure	(8,761,469)	(8,580,013)	(3,962,401)	(8,803,171)	(8,986,019)	—	(8,986,019)
Administrative Expenses	(742,129)	(738,851)	(579,235)	(772,211)	(772,211)	—	(772,211)
Equipment Related	(197,812)	(237,000)	(129,110)	(222,500)	(225,000)	—	(225,000)
Financial Expenses	(137,858)	(124,521)	(109,175)	(124,521)	(124,521)	—	(124,521)
Information Technology and Communications	(24,025)	(41,000)	(31,654)	(53,500)	(58,400)	—	(58,400)
Legal Expenses	—	(4,000)	—	(4,000)	(4,000)	—	(4,000)
Long Term Debt Servicing	(1,008,771)	(1,012,549)	(386,686)	(770,794)	(249,123)	—	(249,123)
Operating Expenses	(1,489,809)	(1,725,100)	(1,422,779)	(1,779,600)	(1,939,600)	(24,500)	(1,964,100)
Personnel and Training	(35,834)	(31,000)	(4,802)	(35,000)	(35,000)	—	(35,000)
Premise and Site	(120,555)	(107,072)	(22,807)	(106,172)	(106,172)	—	(106,172)
Purchased Services	(220,376)	(769,125)	(207,225)	(772,125)	(568,625)	—	(568,625)
Salaries and Benefits	(899,010)	(1,056,217)	(689,108)	(1,164,602)	(1,741,767)	—	(1,741,767)
Transfers to Town Reserves and Reserve Funds	(3,299,686)	(2,027,306)	—	(2,291,875)	(2,455,329)	24,500	(2,430,829)
Utilities	(446,904)	(545,892)	(252,751)	(545,892)	(545,892)	—	(545,892)
Vehicle and Fleet Related	(138,699)	(160,380)	(127,070)	(160,380)	(160,380)	—	(160,380)
Net Tax Impact	(202)	31,006	1,092,780	(0)	0	—	0

2.3 Storm-water Management

Environmental Management

Description of Service

Management of the design and build of drainage assets (Storm-water Ponds, culverts, drains, Oil Grit Separators, etc.)

Who We Are

Admin Assistant, Infrastructure	0.10
Admin Assistant, PW	0.20
Custodian, PW	0.20
Director, Infrastructure	0.10
Engineering Technologist, PWs	0.40
Lead Hand PW	0.20
Machine Operator PW	0.80
Manager, Infrastructure Projects	0.15
Manager, PW	0.20
Mechanic PW	0.20
Project Coordinator Infrastructure Projects	0.15
Project Manager, Infrastructure	0.30
Supervisor, Public Works	0.20
Truck Driver/Labourer PW	2.60
Grand Total	5.80

Major Service Outputs

- Environmental Assessments
- Preliminary and Detailed Designs
- Tender support and Contract Administration for major capital projects
- Provision of as-builts to GIS Databases

Service Supports

Master Plans

Storm-water Master Plan, Asset Management Plan.

Reserves and Reserve Funds

N/A

Advisory Committees and Boards

-

Level of Service and/or Performance Measure

Operation and maintenance related to linear system and storm-water ponds.

Regulatory compliance for system operation and maintenance, monitoring and reporting.

Efficiencies and Savings

N/A.



2025 Major Projects and Staffing

Batteaux Creek

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Tax Levy
Lead Division	Public Works
Resource Request?	No

Minnesota Storm Sewer (Phase 2)—construction

Strategic Plan	N/A
Master Plan	<ul style="list-style-type: none"> • Asset Management Plan • Cycling Plan • Storm-water Management Master Model
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	CCBF, OCIF
Lead Division	Engineering
Resource Request?	No

Minnesota Storm Sewer (Phase 2)—Design and Utility Relocations and tender, land purchase

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	CCBF, OCIF
Lead Division	Engineering
Resource Request?	No



2025 Major Projects and Staffing (Continued)

Stanley Drive drainage improvements—design and tender

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes, local improvement charges
Lead Division	Engineering
Resource Request?	No

Storm-water CLI-ECA Maintenance Manual

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Legislative Requirement
Fund Source(s)	N/A
Lead Division	Engineering
Resource Request?	No



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	4,140,000	4,140,000	–	–	–
9389—Minnesota Storm Sewer Repair	4,140,000	4,140,000	–	–	–
Grand Total	4,140,000	4,140,000	–	–	–

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	–	2,000	–	–	–	–	–
–Other	–	2,000	–	–	–	–	–
Expenses/Expenditure	(215,551)	(219,360)	(155,390)	(172,923)	(1,400,810)	–	(1,400,810)
–Operating Expenses	(28,159)	(17,000)	(12,900)	(41,000)	(33,000)	–	(33,000)
–Purchased Services	(39,848)	(78,000)	(5,367)	(81,150)	(97,300)	–	(97,300)
–Salaries and Benefits	(73,655)	(78,087)	(76,678)	(4,500)	(655,865)	–	(655,865)
–Transfers to Town Reserves and Reserve Funds	–	–	–	–	(568,372)	–	(568,372)
–Vehicle and Fleet Related	(73,889)	(46,273)	(60,445)	(46,273)	(46,273)	–	(46,273)
Net Tax Impact	(215,551)	(217,360)	(155,390)	(172,923)	(1,400,810)	–	(1,400,810)

2.4 Environmental Containment

Environmental Management

Description of Service

Corporate lead to manage compliance requirements related to contaminated sites, namely: Terminals Point containment area; berm beside WWTP (Shipyards); Trails of Collingwood development (not started); Panorama North (TBC if additional landfill sites to be included).

Major Service Outputs

- Containment strategies
- Management of delivery of the containment actions

Service Supports

N/A.

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

N/A.

2025 Major Projects and Staffing

Service Review—Environmental Containment

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	Yes
Other	Legislative Requirement
Fund Source(s)	Taxes
Lead Division	PW
Resource Request?	No





SUB-SECTION 3

Community Safety & Standards

Program Overview

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

Services

- 3.1 Community Standards
- 3.2 Police
- 3.3 Fire and Rescue
- 3.4 Emergency Management

3.1 Community Standards

Community Safety & Standards

Description of Service

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

- Bylaw Policy Development
- Animal Control Compliance
- Business Licencing Compliance
- Property/Person Compliance
- Private Property Compliance
- Private Property Parking Compliance

Who We Are

Coordinator, By-Law	0.60
Director Legislative Services/ Clerk	0.12
Licensing Program & Compliance Officer	0.85
Manager Building Services/ CBO	0.10
Manager, Bylaw	0.50
Municipal Law Enforcement Officer II	0.90
Municipal Law Enforcement Officer III	1.45
Seasonal By-Law Enforcement Officer	0.36
Seasonal Head By-Law Enforcement Officer	0.10
Supervisor, Bylaw	0.50
Total FTEs	5.48

Major Service Outputs

- Developing and/or updating community standards and policies (by-laws)
- Education, compliance planning, inspections and investigations
- Issuance of fines/penalties and/or Notices/Orders
- Issuance of licenses (animal control and B&Bs)
- Assigning civic addresses, and new street names, fence variances, signs and pool enclosures and variances
- Training to community members (Private Parking Enforcement Officers)

Service Supports

Master Plans

By-law Services Review.

Reserves and Reserve Funds

Parking Reserve (2025 only).

Advisory Committees and Boards

By-law Licensing and Appeals Committee (New), Property Standards Committee.

Level of Service and/or Performance Measure

By-law Services Matrix (to be further refined in 2025).

Efficiencies and Savings

- **By-law Services Review:** Reduced Animal Control Hours
- **DocuPet:** Implementation of DocuPet will help simplify administrative tasks, reducing time and effort for enforcement staff
- **CityView:** Integration of Business Licensing Module allowing applicants to submit and manage STA license applications online



2025 Major Projects and Staffing

BY-LAW—Create an Enforcement Wiki(s) for Customer Service

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	By-Law Services Review
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	Bylaw
Resource Request?	No

Canine Control Service Level, Coyote Management Policy, Distempered Raccoons.

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	By-Law Services Review
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	Bylaw
Resource Request?	No

Establish By-law Licensing Appeal Committee

Strategic Plan	N/A
Master Plan	By-Law Services Review
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Legislative Requirement
Fund Source(s)	N/A
Lead Division	Bylaw
Resource Request?	No

Host a full day co-op student from CCI

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	Bylaw
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Off-Leash Dogs—review education/patrols/fines

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	Bylaw
Resource Request?	No

Part Time Staff Feasibility

Strategic Plan	N/A
Master Plan	By-Law Services Review
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	Bylaw
Resource Request?	No

Review and Update By-law Services Policy and Service Level Matrix

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	By-Law Services Review
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	Bylaw
Resource Request?	No

Update Clean Yards and Long Grass By-law and Consider Creating a Single Yard Maintenance By-law

Strategic Plan	Sustainable—Work with partners to take action on climate change
Master Plan	<ul style="list-style-type: none"> • Pollinator Protection Plan • By-Law Services Review
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	Bylaw
Resource Request?	No

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	38,291	44,750	40,910	314,625	406,786	—	406,786
Other	38,291	44,750	40,910	59,750	358,450	—	358,450
Other Municipalities	—	—	—	—	—	—	—
Transfers from Town Reserves and Reserve Funds	—	—	—	254,875	48,336	—	48,336
Expenses/Expenditure	(742,219)	(633,294)	(607,220)	(877,072)	(846,537)	(14,000)	(860,537)
Administrative Expenses	(3,879)	(2,500)	(6,752)	(7,000)	(7,000)	—	(7,000)
Equipment Related	(1,845)	(2,000)	(4,159)	(4,000)	(8,000)	—	(8,000)
Financial Expenses	(11,025)	(10,431)	(13,382)	(10,431)	(12,431)	—	(12,431)
Information Technology and Communications	(17,282)	(17,900)	(54,982)	(75,100)	(63,100)	—	(63,100)
Inter-functional Transfers	(39,997)	(26,182)	(27,600)	(40,000)	(38,250)	—	(38,250)
Legal Expenses	(7,471)	(5,000)	(7,215)	(15,000)	(20,000)	—	(20,000)
Operating Expenses	(8,936)	(3,900)	(1,462)	(3,900)	(6,650)	—	(6,650)
Personnel and Training	(18,206)	(15,500)	(12,177)	(17,000)	(19,000)	—	(19,000)
Premise and Site	—	(4,005)	(1,147)	(4,005)	(4,600)	—	(4,600)
Purchased Services	(26,000)	(26,000)	(13,500)	(22,000)	(32,500)	(10,000)	(42,500)
Salaries and Benefits	(598,400)	(504,190)	(460,220)	(663,523)	(619,893)	—	(619,893)
Transfers to Capital	—	—	—	—	—	—	—
Vehicle and Fleet Related	(9,178)	(15,686)	(4,625)	(15,113)	(15,113)	(4,000)	(19,113)
Net Tax Impact	(703,928)	(588,544)	(566,310)	(562,447)	(439,751)	(14,000)	(453,751)

3.2 Police

Community Safety & Standards

Description of Service

- The Police Service delivers local policing to meet provincial regulatory standards.
- The municipality has contracted with the OPP to act as the Collingwood Local Police, under the oversight of the Collingwood OPP Detachment Board.
- The municipality is also responsible for providing the infrastructure for the provision of adequate and effective police services.

Who We Are

Admin Assistant, Legislative Services	0.08
Executive Director, Cust & Cor	0.05
Manager, Legislative Services/Deputy Clerk	0.01
Grand Total	0.14

Major Service Outputs

The Police Services Act lists five core functions of policing that must be provided by every municipality in Ontario in order to meet the minimum threshold for

providing adequate and effective police services, in accordance with the needs of the community. The core functions are:

- Crime Prevention
- Law Enforcement
- Assistance to Victims of Crime
- Public Order Maintenance
- Emergency Response

Service Supports

Master Plans

N/A

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

OPP Detachment Board.

Level of Service and/or Performance Measure

Policing service provider, OPP, is accountable for providing adequate policing in accordance with Reg. 599, and enhanced service provision of School Resource Officer.

OPP Detachment board is accountable for board roles, including annual reporting.

Efficiencies and Savings

N/A.

2025 Major Projects and Staffing

Agreement for Municipal Policing Enhancement with Ontario Provincial Police

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	CAO
Resource Request?	No



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	100,158	193,000	225,434	193,000	243,000	–	243,000
Government Transfers	40,975	41,500	122,574	41,500	161,500	–	161,500
Other	20,172	25,000	30,653	25,000	25,000	–	25,000
Other Municipalities	39,011	126,500	72,207	126,500	56,500	–	56,500
Transfers from Town Reserves and Reserve Funds	–	–	–	–	(120,000)	120,000	–
Expenses/Expenditure	(5,168,815)	(5,083,174)	(4,470,237)	(5,322,470)	(6,102,167)	(120,000)	(6,222,167)
Equipment Related	–	(2,500)	–	(2,500)	(2,500)	–	(2,500)
Financial Expenses	(18,741)	(27,092)	(17,715)	(29,092)	(52,092)	–	(52,092)
Operating Expenses	(14,617)	(3,500)	(11,086)	(3,500)	(3,500)	–	(3,500)
Premise and Site	(80,401)	(86,252)	(47,352)	(73,832)	(68,832)	–	(68,832)
Purchased Services	(5,015,862)	(4,919,897)	(4,362,693)	(5,169,613)	(5,912,013)	(120,000)	(6,032,013)
Salaries and Benefits	–	–	–	–	(19,297)	–	(19,297)
Utilities	(39,194)	(43,933)	(31,391)	(43,933)	(43,933)	–	(43,933)
Grand Total	(5,068,657)	(4,890,174)	(4,244,803)	(5,129,470)	(5,859,167)	(120,000)	(5,979,167)

3.3 Fire and Rescue

Community Safety & Standards

Description of Service

The Collingwood Fire Department serves the community by providing protection from fire, life threatening emergencies and dangerous conditions through education, prevention, rescue, suppression and basic life support services including:

- Fire Prevention
- Fire Suppression & Emergency Response

Who We Are

1st Class Firefighter	18
2ND Class Firefighter	1
3RD Class Fire Fighter	1
Admin Assistant, Fire	0.75
Custodian, Fire	1
Deputy Fire Chief	0.75
Fire Captain	4
Fire Chief	0.75
Fire Prevention Inspector Probation	2
Fire Prevention Officer	1
Fire Training Officer	1
Office Support	0.5
Volunteer Firefighter	0.61
Total FTEs	32.36

Major Service Outputs

- Fire prevention & public education programs including public appearances, school visits, residential smoke alarm programs
- Enforcement of the Ontario Fire Code & all Municipal Fire Prevention By-laws
- Fire Inspections proactively and as arising from complaints & requests
- Fire suppression services
- Support for County Paramedics as a Tiered responder providing Emergency pre-hospital care where Fire arrives prior to Paramedics, can assist at scene, and can extract persons from motor vehicle accidents
- Water & Ice Rescue including marine rescue
- HAZ-MAT response
- Confined Space Rescue
- Trench Rescue
- Rope Rescue

Service Supports

Master Plans

Fire Master Plan (FMP), Asset Management Plan (AMG).

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

Continue to meet standards within the Fire Protection & Prevention Act/ Ontario Fire Code/ National Fire Protection Act and Ontario Fire Marshals (Mandatory Certification). Decline in structure fires and fire related deaths.

Efficiencies and Savings

- Aligning application processes with Building Department and By-Law to create efficiencies for staff and the public in the application process including compliance letters and ACGO approvals
- Streamlining resources through the use of City view to acquire pertinent information
- Fire review fees scheduled for 2025 to ensure recovery of costs associated to administration and enforcement of the FPPA/ Fire Code



2025 Major Projects and Staffing

Acting Captain Testing

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire
Resource Request?	No

Apartment/High Rise Fire Training

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Training
Resource Request?	No

Aerial Operations Training

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Training
Resource Request?	No

Boat based fire fighting for vessels/harbour fires

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Training
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Coast Guard & Marine #1 Boat Training

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Training
Resource Request?	No

EMS Quality Care Training (annual)

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Training
Resource Request?	No

Conduct Fire Prevention Week

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Prevention
Resource Request?	No

Fire Inspection (Churches)

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Prevention
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Fire Ops 101 (High School Girls)

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Training
Resource Request?	No

Ice Rescue Training

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Training
Resource Request?	No

Inspection of all Refueling Stations (gas stations)

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Prevention
Resource Request?	No

Inspection of all Restaurants with Type 1 Commercial Cooking Appliances (Semi-Annually)

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Prevention
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Lithium Ion Battery Training (Fire)

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Training
Resource Request?	No

National Emergency Preparedness Month (September)

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire Prevention
Resource Request?	No

Live Fire Training

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	Base budget
Lead Division	Fire Training
Resource Request?	No

Pumper/Rescue Replacement

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Asset Renewal
Lead Division	Fire
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Replacement of a Thermal Imaging Camera

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Asset Renewal
Lead Division	Fire
Resource Request?	No

Replacement of the three (3) defibs

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Asset Renewal
Lead Division	Fire
Resource Request?	No

Replacement of Drone

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Asset renewal
Lead Division	Fire
Resource Request?	No

Update of the E&R By-Law

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	Fire
Resource Request?	No

Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	1,920,000	—	—	1,920,000	—
9203—Fire—Vehicle Replacements	1,920,000	—	—	1,920,000	—
Lifecycle Renewal	44,000	—	—	44,000	—
920N—Thermal Imaging Camera	14,000	—	—	14,000	—
920P—Drone—Suppression	15,000	—	—	15,000	—
920Q—Defibrillators	15,000	—	—	15,000	—
Grand Total	1,964,000	—	—	1,964,000	—

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	53,808	30,500	77,643	114,500	221,895	—	221,895
Government Transfers	—	—	—	—	—	—	—
Non Tax Revenue	22,711	—	46,537	29,000	29,000	—	29,000
Other	31,097	30,500	31,106	85,500	84,500	—	84,500
Transfers from Obligatory Reserve Funds	—	—	—	—	108,395	—	108,395
Expenses/Expenditure	(5,654,753)	(5,557,018)	(4,659,564)	(5,956,196)	(6,320,070)	—	(6,320,070)
Administrative Expenses	(6,919)	(5,800)	(3,324)	(5,800)	(5,800)	—	(5,800)
Equipment Related	(61,411)	(67,500)	(46,431)	(67,500)	(67,500)	—	(67,500)
Financial Expenses	(111,149)	(100,017)	(102,042)	(115,217)	(115,217)	—	(115,217)
Information Technology and Communications	(19,729)	(17,500)	(18,114)	(19,225)	(17,500)	—	(17,500)
Long Term Debt Servicing	(226,573)	(227,417)	(222,264)	(222,264)	(216,791)	—	(216,791)
Operating Expenses	(3,670)	(4,000)	(2,508)	(3,000)	(3,000)	—	(3,000)
Personnel and Training	(68,140)	(74,500)	(67,086)	(74,500)	(74,500)	—	(74,500)
Premise and Site	(88,258)	(49,500)	(53,266)	(62,500)	(49,500)	—	(49,500)
Purchased Services	(104,207)	(112,200)	(97,922)	(112,200)	(104,700)	—	(104,700)
Salaries and Benefits	(4,720,984)	(4,693,774)	(3,883,678)	(5,053,805)	(5,097,047)	—	(5,097,047)
Transfers to Capital	(39,166)	—	—	—	—	—	—
Transfers to Town Reserves and Reserve Funds	(100,000)	(100,000)	(75,000)	(100,000)	(443,331)	—	(443,331)
Utilities	(45,474)	(42,100)	(31,500)	(52,475)	(52,475)	—	(52,475)
Vehicle and Fleet Related	(59,073)	(62,710)	(56,429)	(67,710)	(72,710)	—	(72,710)
Net Tax Impact	(5,600,945)	(5,526,518)	(4,581,921)	(5,841,696)	(6,098,175)	—	(6,098,175)

3.4 Emergency Management

Community Safety & Standards

Description of Service

The Emergency Management Service prepares for and manages during emergencies to save lives, protect the environment, infrastructure and property, while reducing suffering, economic and social loss.

Who We Are

Admin Assistant, Fire	0.25
Deputy Fire Chief	0.25
Fire Chief	0.25
Manager, Accountability, Procurement & Risk Management	0.01
Manager, Legislative Services/Deputy Clerk	0.01
Grand Total	0.77

Major Service Outputs

- Develops emergency management plans
- Carries out proactive preparations, mutual aid agreements and training
- Coordinates municipal emergency responses through the Emergency Operations Centre (EOC)

Service Supports

Master Plans

Critical Risk Assessment (CRA).

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

- Emergency Management Ontario (EMO)
- Performance Measures—Annual Compliance (EMO)
- Emergency Planning/ Public Awareness
- Number of emergency actions plans developed by the public (currently #2 in Ontario)

Efficiencies and Savings

N/A.

2025 Major Projects and Staffing

Emergency Control Group Training

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Legislative Requirement
Fund Source(s)	N/A
Lead Division	Fire
Resource Request?	No



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Expenses/Expenditure	–	–	–	–	(116,571)	–	(116,571)
Purchased Services	–	–	–	–	(7,500)	–	(7,500)
Salaries and Benefits	–	–	–	–	(109,071)	–	(109,071)
Net Tax Impact	–	–	–	–	(116,571)	–	(116,571)



SUB-SECTION 4

Community Health & Well-being

Program Overview

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

Services

- 4.1 Parks, Trails & Amenities
- 4.2 Community Recreation Spaces
- 4.3 Community Recreation Activities
- 4.4 Building Community Well-Being & Inclusion
- 4.5 Water Treatment & Distribution
- 4.6 Community Gathering Spaces (Library)
- 4.7 Library Community Activities

4.1 Parks & Harbour

Community Health & Well-being

Description of Service

The management of parks, sport fields, trails, harbour, horticulture and urban forestry, park buildings and amenities, hazardous and invasive plant/insect control, including:

- Parks, Trails and Amenities
- Urban Forestry/Tree Canopy Management
- Noxious Species Management
- Marina and In-Water Services

Who We Are

Coordinator, Parks Maintenance	1
Coordinator, PRC	0.1
Forestry Coordinator	1
Manager, Parks	0.8
Parks Operator	6
Parks-General Labourer	8.67
Supervisor, Parks	0.95
Total FTEs	18.52

Major Service Outputs

- Parks, Trails and Amenities
- Provide safe and clean public spaces to inspire and support community health and well being
- Provide trails and multi-use pathways to encourage recreation and active transportation
- Manage risk through regular scheduled inspections and maintenance
- Manage new park developments and existing parks capital projects
- Urban Forestry
- New division to implement urban forest management recommendations and develop new policies, procedures, guidelines. Respond to and coordinate customer service inquiries
- Noxious Species Management
- Regulatory and optional activities and collaboration to control plants and insects that are hazardous and/or invasive
- Marina and In-Water Services
- Provide public access to the waterfront, including marina services

Service Supports

Master Plans

- PRC Master Plan
- Urban Forest Master Plan
- Cycling Plan
- Waterfront Master Plan
- Shipyards Public Realm Plan
- BIA Garden Plan
- Pollinator Protection Plan

Reserves and Reserve Funds

- Outdoor Recreation DC
- Waterfront Reserve
- Lifecycle Reserve

Advisory Committees and Boards

- Trails and Active Transportation Committee
- Accessibility Committee

Level of Service and/or Performance Measure

Service levels within the Parks & Harbour portfolio exist either through level of service documents, Acts and Regulations of various levels of government, each of which do impact our outputs. Examples include:

- Municipal—Park Maintenance Standards, Trail Management Guidelines, Pollinator Protection Plan, Tree Destruction Bylaw, upcoming Tree Protection Bylaws, Policies and Procedures, Cycling Plan

- Provincial—Highway Traffic Act, Ontario Pesticide Act, AODA, Building Code, Electrical Code, Planning Act, CSA Standards
- Federal—Transport Canada, Department of Fisheries and Oceans, Migratory Birds, Ministry of Environment, Conservation and Parks

Other measures of performance include resident satisfaction on the condition of the parks, trails and cleanliness of the grounds. Residents will enjoy a healthier lifestyle and more social connection if the parks and trails are maintained and hazards attended to in a timely manner.

Efficiencies and Savings

Payment machines at harbour allowed for staff to do more grounds maintenance in park, requires less time reconciling the deposits and monitoring the parking lot.

The new Coordinator of Forestry is streamlining and updating urban forestry processes which reduces staff time for customer service, public works and park that was spent on coordinating the work to various departments and resident follow-up. Provides better customer service when there is one point of communication.

2025 Major Projects and Staffing

Harbour Docks—Asset replacement launch ramp docks and basin docks

Strategic Plan	N/A
Master Plan	Waterfront Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Lifecycle Re-service
Lead Division	PRC PARKS
Resource Request?	No

New Park—Shipyards Piazza Block 9—CONSTRUCTION

Strategic Plan	Vibrant—Enhance the downtown and waterfront as a place to be
Master Plan	<ul style="list-style-type: none"> Waterfront Master Plan Shipyards Public Realm Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Outdoor Rec DC
Lead Division	PRC PARKS
Resource Request?	No

New Park—Wilson-Sheffield Park—CONSTRUCTION

Strategic Plan	N/A
Master Plan	Parks, Recreation & Culture Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Outdoor Recreation DC
Lead Division	PRC PARKS
Resource Request?	No

Old Village (Legion) Park Washroom—CONSTRUCTION

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Outdoor Recreation DC
Lead Division	PRC PARKS
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Old Village (Legion) Park Washroom—DESIGN

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Outdoor Recreation DC
Lead Division	PRC PARKS
Resource Request?	No

Parks—Equipment Replacement

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Lifecycle Reserve
Lead Division	PRC PARKS
Resource Request?	Yes

Parks—Vehicle Replacement Program

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Outdoor Recreation DC
Lead Division	PRC PARKS
Resource Request?	No

Playground Replacements for Parks

Strategic Plan	Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	<ul style="list-style-type: none"> • Multi-Year Accessibility Plan • Parks, Recreation & Culture Master Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	Lifecycle Reserve
Lead Division	PRC PARKS
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Signage Replacement for Parks

Strategic Plan	N/A
Master Plan	Parks, Recreation & Culture Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC PARKS
Resource Request?	No

Sunset Point Parking Expansion Options

Strategic Plan	N/A
Master Plan	Waterfront Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Outdoor Recreation DC
Lead Division	PRC PARKS
Resource Request?	No

Terminals Point Project—Park Related Elements—DESIGN

Strategic Plan	Vibrant—Enhance the downtown and waterfront as a place to be
Master Plan	Waterfront Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Development DC
Lead Division	PRC PARKS
Resource Request?	No



2025 Major Projects and Staffing (Continued)

Terminals Point Project—Shoreline Restoration: Millennium Park

Strategic Plan	Sustainable—Work with partners to take action on climate change
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Lifecycle Reserve
Lead Division	PRC PARKS
Resource Request?	Yes

Trails—Construction of New Trails 2025

Strategic Plan	Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	Parks, Recreation & Culture Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Outdoor Recreation DC; Non DC Reserve
Lead Division	PRC PARKS
Resource Request?	Yes

Trails—Replacement of Asphalt Walkways within Subdivisions

Strategic Plan	Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC PARKS
Resource Request?	No

Tree Donation—Canopy Collingwood Initiative including trees and pollinator gardens on private property

Strategic Plan	Sustainable—Encourage more housing options that meet community needs
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Donation
Lead Division	PRC PARKS
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Urban Forestry—Policy—Tree Replacement town-wide

Strategic Plan	Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	Urban Forest Management Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Council—Resolution
Fund Source(s)	Taxes
Lead Division	PRC PARKS
Resource Request?	No

Urban Forestry—Policy Development—Native Maple Tree Planting Priority

Strategic Plan	Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	Urban Forest Management Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Taxes
Lead Division	PRC PARKS
Resource Request?	No

Urban Forestry—Tree Canopy Preservation and Augmentation Approach

Strategic Plan	Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	Urban Forest Management Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Taxes
Lead Division	PRC PARKS
Resource Request?	Yes

Urban Forestry Policy Development

Strategic Plan	Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	Urban Forest Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC PARKS
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Urban Forestry Procedure Development

Strategic Plan	Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	Urban Forest Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC PARKS
Resource Request?	No

Urban Forestry Public Engagement

Strategic Plan	Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	Urban Forest Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Base Budget
Lead Division	PRC PARKS
Resource Request?	No



2025 Resource Requests

Maintain Service Levels of Playgrounds

Financial Request

\$15,000 in 2025,
\$150,000 annually

Proposed Funding Source

Base Budget

Why Invest?

Replace aging playground structures that have reached their end of lifespan (15-20 years) and incorporate accessibility to ensure inclusive play for all children.

Financial Offset/Mitigations

None

Impact if not endorsed?

Outdated equipment poses a safety risk to the public and could potentially lead to injuries and removal of the play structure without replacement.

Construct Trail Connection to West End Residents

Financial Request

\$50,000 in 2025,
Total project \$200,000

Proposed Funding Source

Outdoor Recreation
Development Charges

Why Invest?

Maintain service levels of trails by installing a connection for the residents in the west end of town.

Financial Offset/Mitigations

None

Impact if not endorsed?

No off road trail connection for residents in west end.



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	866,150	—	517,000	289,150	60,000
9709—Playground Replacements/Enhancements	150,000	—	—	150,000	—
9733—Asphalt Walkways	15,000	—	—	15,000	—
9745—Parks Equipment	100,000	—	67,000	33,000	—
9782—Active Transportation	60,000	—	—	—	60,000
9787—Old Village Park Washroom	520,000	—	450,000	70,000	—
97AA—AMP Sunset Point	6,150	—	—	6,150	—
97AB—AMP Parks Building	15,000	—	—	15,000	—
Growth	7,585,000	—	5,465,000	1,570,000	550,000
9703—Shade Shelters	90,000	—	90,000	—	—
9704—Trail Development	200,000	50,000	150,000	—	—
9724—Wilson Sheffield Park	3,870,000	—	2,800,000	1,070,000	—
9728—Summit View Park Development New Parks	35,000	—	35,000	—	—
9743—Town Signage	15,000	—	15,000	—	—
9747—St. Marie St North Block 9 Park	3,000,000	—	2,000,000	500,000	500,000
9791—Pump Track Installation	175,000	—	175,000	—	—
972S—Sunset Point Playground Parking Lot (53 Spaces)	200,000	—	200,000	—	—
Lifecycle Renewal	75,000	—	—	75,000	—
9741—Truck Replacements	75,000	—	—	75,000	—
Lifecycle/Growth	200,000	—	—	200,000	—
9708—Neighbourhood Park Replacement/Enhancements	100,000	—	—	100,000	—
9723—Harbour East Wall Docking phases	100,000	—	—	100,000	—
Grand Total	8,726,150	—	5,982,000	2,134,150	610,000

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	529,381	616,550	441,791	617,350	632,350	–	632,350
Donations	68,847	148,850	115,969	148,850	148,850	–	148,850
Government Transfers	5,062	–	800	–	–	–	–
Non Tax Revenue	5,774	–	5,279	10,000	–	–	–
Other	44,100	32,000	12,700	32,000	32,000	–	32,000
Rentals and Concessions	105,211	62,200	96,401	86,000	91,000	–	91,000
Transfers from Obligatory Reserve Funds	–	–	–	–	–	–	–
Transfers from Town Reserves and Reserve Funds	–	112,500	–	49,500	49,500	–	49,500
User Charges	300,388	261,000	210,642	291,000	311,000	–	311,000
Expenses/Expenditure	(2,095,674)	(2,417,674)	(1,691,189)	(2,340,469)	(2,879,566)	–	(2,879,566)
Administrative Expenses	(10,936)	(12,500)	(1,471)	(12,500)	(12,500)	–	(12,500)
Equipment Related	(30,193)	(28,000)	(26,013)	(28,000)	(28,000)	–	(28,000)
Financial Expenses	(16,993)	(17,600)	(16,701)	(18,100)	(18,600)	–	(18,600)
Information Technology and Communications	(5,799)	(8,961)	(5,268)	(9,961)	(9,961)	–	(9,961)
Operating Expenses	(70,058)	(47,600)	(43,837)	(42,600)	(47,600)	–	(47,600)
Personnel and Training	(29,242)	(19,500)	(14,420)	(19,500)	(19,500)	–	(19,500)
Premise and Site	(293,218)	(370,490)	(295,424)	(323,590)	(380,590)	–	(380,590)
Purchased Services	(193,066)	(281,350)	(106,135)	(243,350)	(253,350)	–	(253,350)
Salaries and Benefits	(1,284,425)	(1,408,293)	(1,128,293)	(1,449,488)	(1,510,550)	–	(1,510,550)
Transfers to Capital	(42,423)	(90,000)	–	(60,000)	(70,000)	–	(70,000)
Transfers to Town Reserves and Reserve Funds	–	–	–	–	(393,035)	–	(393,035)
Utilities	(52,803)	(66,350)	(30,176)	(66,350)	(68,850)	–	(68,850)
Vehicle and Fleet Related	(66,519)	(67,030)	(23,451)	(67,030)	(67,030)	–	(67,030)
Grand Total	(1,566,292)	(1,801,124)	(1,249,398)	(1,723,119)	(2,247,216)	–	(2,247,216)

4.2 Community Culture, Arts and Recreation Spaces

Community Health & Well-being

Description of Service

Provide recreation, arts and culture facilities, and manage agreements and bookings, and manage fleet.

Who We Are

Attendant, PT Arena	2
Coordinator Recreation Facilities	1
Coordinator, Recreation Facilities Allocation & Partnerships	1
Director, PRC	0.2
Manager, Rec Facilities	0.85
Outdoor Rink Operator	0.66
Pool Operator	1
Recreation Facilities Operator	8
Rink Helper	1.55
Splash Pad Operator	0.33
Supervisor, Rec Facilities	1
Total FTEs	17.59

Major Service Outputs

Provision of facilities for culture, arts and recreation, including:

- Operations and management of:
 - Town-owned facilities with their parking lots and walkways, through their life cycle, including:
 - EBM and CP Arenas, including ice and refrigeration
 - Outdoor rink at Central Park
 - Centennial Pool and Awen' Waterplay Facility, including water chemistry
 - The Curling Club
 - Centennial Aquatic Centre
 - Outdoor Multi-use Pad
 - The Collingwood Museum building
- Leased facilities, which includes operations under the lease agreement, including:
 - Simcoe Street Theatre which subsidizes fees for users

The subsequent rentals, contracts and bookings of the facilities, Town land and park assets* to support culture, arts and recreation in the community, including:

- *Park assets that this service rents or contracts include the Lawn Bowling space, and the Croquet space.
- Provision of cleaned indoor space, mooring and boats to the Collingwood Sailing School

- Provision of facilities from others for Town recreation use. In the future this may include subsidizing indoor spaces provided by others, such as the courts of a private business.
- Provision of parks, recreation and culture fleet, and management through their life cycle.

NOTE: Special event support and time are noted under the Community & Public Events Service.

Service Supports

Master Plans

- PRC Master Plan
- Museum Master Plan
- Facility Condition Assessment Report
- Asset Management Plan

Reserves and Reserve Funds

N/A

Advisory Committees and Boards

N/A

Level of Service and/or Performance Measure

- Town assets are widely leveraged for positive use and that use is encouraged
- Town's costs are offset, providing these assets at reasonable costs to users, and at a lower subsidy by the taxpayer
- Town's risks are minimized
- Comply with regulatory agencies (TSSA, MOL, SMDHU, ESA, AODA) to ensure that our facilities are safe for patrons.

Efficiencies and Savings

Addition of insulated pool cover for the warm water pool in 2024. Additional LED lighting in facilities. Improved web presence promoting all rentable municipal spaces and facilities to increase revenues.



2025 Major Projects and Staffing

Construct a roof over the outdoor rink at Central Park

Strategic Plan	<ul style="list-style-type: none">• Transparent and Accountable Local Government• Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	<ul style="list-style-type: none">• 10 Year Capital Plan• Parks, Recreation & Culture Master Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Asset Renewal
Lead Division	PRC FACILITIES
Resource Request?	No



2025 Major Projects and Staffing (Continued)

EBMA—Sound System Upgrades

Strategic Plan	<ul style="list-style-type: none"> • Connected—Promote Collingwood as a centre for healthy and active living • Connected—Foster belonging through arts, culture, and events • Connected—Support a community that is safe and well
Master Plan	10 Year Capital Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Asset Renewal
Lead Division	PRC FACILITIES
Resource Request?	Yes

Hire Pool Operator

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC FACILITIES
Resource Request?	Yes

Visionary Projects Next Steps—Arts Centre & MURF

Strategic Plan	<ul style="list-style-type: none"> • Connected—Foster belonging through arts, culture, and events • Transparent and Accountable Local Government
Master Plan	<ul style="list-style-type: none"> • Downtown Visioning Master Plan • Parks, Recreation & Culture Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC ADMIN & PRC FACILITIES
Resource Request?	Yes



2025 Resource Requests

Add Operator, Pool, FT position

Financial Request

\$59,000 per year (\$84,348 inclusive of benefits minus Offsets), Q1 2025

Proposed Funding Source

Taxes

Why Invest?

Dedicated to pool operations in the evenings when needed, which compliments our Facilities Operations staff who are all cross-trained for coverage purposes. Ensures Centennial Pool is consistently safe, clean and welcoming by securing a full-time Operator as we have been unable to secure capable part-time staff or cleaning services. This role existed in October 2017 but was replaced in August 2021 for a general PRC Facility Operator to meet high demands at the other PRC facilities. We've determined this is still not ideal as we now struggle at the Pool with timely maintenance, maintenance that doesn't leave other facilities short-staffed, and poor quality cleaning standards. Reversing this initial decision isn't recommended as since 2021 (mid-pandemic) the Pool operations and volume of users have increased significantly. This is also the case at the two arenas, with the EBMA running ice operations for an additional 3 months/year, and ice allocation at both arenas at or near capacity. Removing an Operator at either of these facilities isn't feasible. Further, with our ongoing shortage of Lifeguards (as is the case across the province) coupled with the increase in daytime pool usage, the lifeguards are on deck significantly more hours with fewer opportunities during their shifts to contribute to periodic cleaning, as they were more readily able to provide prior to 2021. Lastly, the increase in pool usage has resulted in us no longer being able to schedule a 1-3 week annual shutdown for equipment maintenance and deep cleaning. This requires an even higher standard of daily and weekly equipment and custodial care to compensate for an annual care initiative, which we are presently struggling to achieve. A FT Pool Operator will enable us to accomplish this.

Financial Offset/Mitigations

Removal of one part-time facilities attendant

Impact if not endorsed?

Compromise user safety, service levels, affecting water quality, safety, cleanliness, customer service, and overall user satisfaction. The long-term impacts of these risks can lead to financial losses, regulatory issues, and a decline in community trust and support.



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	959,000	240,000	–	644,000	75,000
9705—PRC Facility Equipment	22,000	–	–	22,000	–
970T—Swimming Lane Ropes	8,000	–	–	8,000	–
9711—Central Park Arena—Facility Maintenance/Improvements	40,000	–	–	40,000	–
9712—EBMA—Facility Maintenance/Improvements	146,000	–	–	146,000	–
9718—Museum Building—Facility Maintenance/Improvements	323,000	–	–	323,000	–
9735—Centennial Aquatic Centre—Facility Maintenance/Improvements	45,000	–	–	45,000	–
973J—Green and Inclusive Community Building Fund	300,000	240,000	–	60,000	–
971C—Arena Sound Systems	75,000	–	–	–	75,000
Growth	1,936,000	–	1,930,000	6,000	–
9714—Central Park Outdoor Rink—Facility Maintenance/Improvements	1,936,000	–	1,930,000	6,000	–
Service Enhancement	100,000	–	–	–	100,000
9764—Amphitheatre Seasonal Washrooms	100,000	–	–	–	100,000
Grand Total	2,995,000	240,000	1,930,000	650,000	175,000

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	963,275	771,000	817,999	916,900	1,038,436	—	1,038,436
Non Tax Revenue	—	—	8,464	—	—	—	—
Other	228	15,000	16,725	15,000	15,000	—	15,000
Rentals and Concessions	935,012	726,000	764,650	864,400	985,936	—	985,936
User Charges	28,035	30,000	28,160	37,500	37,500	—	37,500
Expenses/Expenditure	(2,722,694)	(2,892,051)	(2,185,179)	(2,836,016)	(2,973,724)	(84,348)	(3,058,072)
Administrative Expenses	(5,588)	(6,300)	(4,033)	(6,300)	(6,300)	—	(6,300)
Equipment Related	(173,009)	(186,010)	(201,467)	(189,510)	(192,210)	—	(192,210)
Information Technology and Communications	(14,396)	(8,872)	(8,700)	(13,572)	(13,582)	—	(13,582)
Operating Expenses	(37,851)	(36,670)	(43,196)	(38,670)	(42,470)	—	(42,470)
Personnel and Training	(32,537)	(30,465)	(17,507)	(31,365)	(36,415)	—	(36,415)
Premise and Site	(264,091)	(257,795)	(168,131)	(187,145)	(176,415)	—	(176,415)
Purchased Services	(22,442)	(23,000)	(14,962)	(26,500)	(27,100)	—	(27,100)
Salaries and Benefits	(1,592,875)	(1,621,863)	(1,274,120)	(1,656,878)	(1,727,327)	(84,348)	(1,811,675)
Transfers to Capital	—	—	—	—	(75,000)	—	(75,000)
Transfers to Town Reserves and Reserve Funds	—	(30,000)	—	(30,000)	(16,929)	—	(16,929)
Utilities	(560,426)	(676,883)	(432,114)	(639,883)	(639,883)	—	(639,883)
Vehicle and Fleet Related	(19,479)	(14,193)	(20,950)	(16,193)	(20,093)	—	(20,093)
Grand Total	(1,759,418)	(2,121,051)	(1,367,180)	(1,919,116)	(1,935,288)	(84,348)	(2,019,636)

4.3 Community Gathering Space (Library)

Community Health & Well-being

Description of Service

Provide rental and leisure space for community members to gather.

Who We Are

Coordinator, Adult & Sen, Prog	0.20
Coordinator L, Comm Eng/Learning	0.50
Coordinator L, Hist/ Genealogy	0.20
Coordinator L, PR	0.50
Coordinator L, Youth Services	0.25
Coordinator L, Children's Services	0.25
Library CEO	0.20
Technology Assistant, Library	0.36
Grand Total	2.46

Major Service Outputs

- Leisure space for people to gather, read, and study
- Rentable meeting rooms for community groups, businesses, and individuals

Service Supports

Master Plans

- Library Strategic Plan
- Asset Management Plan

Reserves and Reserve Funds

Lifecycle Renewal

Advisory Committees and Boards

Collingwood Public Library Board

Level of Service and/or Performance Measure

- Increase visitors to the facility
- Operate as a warming and cooling centre during regular hours
- Access to functional meeting space
- The level of service for community gathering space needs to be refined in 2025

Efficiencies and Savings

The cost of room rentals increased in 2023, bringing in more revenue from this service. Fleet and Facilities coordinated the installation of LED lights across three floors for a more energy efficient building.



2025 Major Projects and Staffing



Cultivate Library Youth Services Department

Strategic Plan	N/A
Master Plan	Library Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Grants
Lead Division	LIBRARY
Resource Request?	No

Library Refurbishing

Strategic Plan	N/A
Master Plan	<ul style="list-style-type: none"> Library Strategic Plan Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Capital—Lifecycle Renewal
Lead Division	LIBRARY
Resource Request?	No

Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	106,000	—	—	106,000	—
9752—I.T. Replacement—Training Room & Public Computers	6,000	—	—	6,000	—
9759—Library Building Lifecycle	80,000	—	—	80,000	—
975H—Library Furniture and Equipment Replacements	20,000	—	—	20,000	—
Grand Total	106,000	—	—	106,000	—

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	—	—	—	—	29,000	—	29,000
Other	—	—	—	—	3,000	—	3,000
Rentals and Concessions	—	—	—	—	26,000	—	26,000
Expenses/Expenditure	—	—	—	—	(662,094)	—	(662,094)
Equipment Related	—	—	—	—	(1,000)	—	(1,000)
Financial Expenses	—	—	—	—	(14,716)	—	(14,716)
Information Technology and Communications	—	—	—	—	(6,700)	—	(6,700)
Inter-functional Transfers	—	—	—	—	(264,000)	—	(264,000)
Operating Expenses	—	—	—	—	(16,500)	—	(16,500)
Premise and Site	—	—	—	—	(74,310)	—	(74,310)
Salaries and Benefits	—	—	—	—	(232,113)	—	(232,113)
Utilities	—	—	—	—	(52,755)	—	(52,755)
Net Tax Impact	—	—	—	—	(633,094)	—	(633,094)

4.4 Community Recreation Activities

Community Health & Well-being

Description of Service

The Community Recreation Activities Service inspires and supports community health and well-being through the provision, encouragement, promotion, and communication of indoor and outdoor recreation activities. It includes the provision of town-run recreation activities including swim lessons and aquatic classes, as well as collaboration with the Library on recreational initiatives, and working collaboratively with the community to encourage and communicate the recreation and activities available from private businesses and community groups.

Who We Are

Aqua-fit Instructor, PT	0.36
Aquatics Supervisor	1.00
Coordinator, Comm Well-being & Inclusion	0.05
Coordinator, PRC	0.10
Director, PRC	0.20
Lifeguard/Instructor, PT	7.20
Manager, Recreation Services	0.80
Senior Lifeguard/Instructor	1.00
Total FTEs	10.72

Major Service Outputs

- Activities offered according to budget resources and best practice
- Support for 3rd party organizations, as needed/ requested, that provide the same program/service outcomes
- Barrier free recreation ex deliver fee subsidy program.

Service Supports

Master Plans

- PRC Master Plan
- Community Based Strategic Plan

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

Service levels within the Community Recreation Activities portfolio exist either through level of service documents (HIGH FIVE National Standards) or government regulations, each of which do impact our outputs. Examples include:

- Provincial—Ontario Health Regulation 565, AODA

Other measures of performance include resident satisfaction recreation activities being offered. Participants enjoy a healthier lifestyle and more social connection when attending recreation activities.

Efficiencies and Savings

Chair Yoga program transferred from Library to Recreation Services. Completely funded and managed by Recreation Services. Also added a User Fee for the in-person classes. Increased Aquatic Leadership Certification courses creating more new Lifeguards in the region and hired from these courses creating a healthy staff component.



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	283,243	290,350	264,331	326,744	288,784	—	288,784
Donations	—	—	—	—	—	—	—
Rentals and Concessions	63,132	13,000	34,316	73,300	73,300	—	73,300
User Charges	220,111	277,350	230,015	253,444	215,484	—	215,484
Expenses/Expenditure	(621,593)	(697,022)	(565,140)	(718,132)	(739,686)	—	(739,686)
Administrative Expenses	(4,527)	(4,700)	(905)	(5,200)	(3,500)	—	(3,500)
Equipment Related	—	(3,000)	(706)	(3,000)	—	—	—
Financial Expenses	(18,951)	(15,000)	(15,623)	(15,000)	(15,000)	—	(15,000)
Information Technology and Communications	(17,169)	(30,266)	(17,878)	(30,266)	(30,966)	—	(30,966)
Operating Expenses	(28,197)	(27,200)	(11,826)	(28,000)	(27,000)	—	(27,000)
Personnel and Training	(12,140)	(7,100)	(4,688)	(10,100)	(8,250)	—	(8,250)
Salaries and Benefits	(540,609)	(609,256)	(513,514)	(626,066)	(654,970)	—	(654,970)
Vehicle and Fleet Related	—	(500)	—	(500)	—	—	—
Grand Total	(338,350)	(406,672)	(300,809)	(391,388)	(450,902)	—	(450,902)

4.5 Library Community Activities

Community Health & Well-being

Description of Service

Provide activities and initiatives for children, teens, adults and seniors, which may be delivered in-person at the Library, offered virtually, or taken to the community through outreach to schools, retirement homes, and barriered individuals.

Who We Are

Assistant Equitable, Lib	0.90
Coordinator, Adult & Sen, Prog	0.65
Coordinator L, Comm Eng/ Learning	0.40
Coordinator L, Hist/ Genealogy	0.50
Coordinator L, PR	0.50
Coordinator L, Public Services	0.20
Coordinator L, Technology	1.00
Coordinator L, Youth Services	0.45
Coordinator L, Children's Services	0.45
Early Literacy Planner	0.17
History/Genealogy	0.12
Library CEO	0.15
Supervisor Community Services	0.65
Supervisor, Acquisitions & Programming (Library)	0.15
Supervisor, LPublic Services	0.10
Technology Assistant, Library	0.36
Grand Total	6.75

Major Service Outputs

- Programming and events for all ages that support literacy, diversity, genealogy, arts, and digital literacy
- Outreach activities to promote library services and literacy in the community

- Activities that support volunteer hours for youth
- Assist patrons with reference requests, queries, and technology support

Service Supports

Master Plans

- Library Strategic Plan
- Asset Management Plan

Reserves and Reserve Funds

General Reserves.

Advisory Committees and Boards

Collingwood Public Library Board.

Level of Service and/or Performance Measure

- Provide experiences that support and improve traditional and digital literacy skills, and enhance culture and community engagement
- Track statistical data—number of programs offered and participants—for trends and gaps
- This level of service can be further refined in 2025

Efficiencies and Savings

Our public computers do not have the same level of use as they did pre-pandemic; we removed four public computers, decreasing our expenses. We increased the cost of printing, bringing in more revenue from this service. Although a minimal cost, we cancelled Zoom account due to lack of use.



2025 Major Projects and Staffing

Cultivate Library Youth Services Department

Strategic Plan	N/A
Master Plan	Library Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Grants
Lead Division	LIBRARY
Resource Request?	No

Expand digital resource access

Strategic Plan	N/A
Master Plan	Library Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	LIBRARY
Resource Request?	No



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	–	–	–	–	6,000	–	6,000
User Charges	–	–	–	–	6,000	–	6,000
Expenses/Expenditure	–	–	–	–	(623,454)	–	(623,454)
Administrative Expenses	–	–	–	–	(5,500)	–	(5,500)
Information Technology and Communications	–	–	–	–	(6,000)	–	(6,000)
Operating Expenses	–	–	–	–	(9,000)	–	(9,000)
Salaries and Benefits	–	–	–	–	(602,954)	–	(602,954)
Net Tax Impact	–	–	–	–	(617,454)	–	(617,454)

4.6 Building Community Well-being & Inclusion

Community Health & Well-being

Description of Service

The Building Community, Well-Being & Inclusion Service enhances quality of life, community livability, belonging and opportunities for wellbeing. It includes recognizing, developing, establishing, and nurturing community relations as well as reconciliation, diversity, equity and inclusion.

Who We Are

Coordinator, Comm Well-being & Inclusion	0.50
Coordinator, PRC	0.10
Director, PRC	0.20
Manager, Culture & Events	0.05
Manager, Recreation Services	0.10
Total FTEs	0.95

Major Service Outputs

- Community engagement sessions including charrettes, information tables, stakeholder feedback opportunities and data gathering
- Community-based initiatives and events supporting knowledge sharing and awareness building
- Development of tools and resources
- Partnership development and consultation including special projects and donations
- Facilitation of Unity Collective

Service Supports

Master Plans

N/A.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

N/A.



2025 Major Projects and Staffing

2024 Annual Accessibility Status Report

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC WELL-BEING & INCLUSION
Resource Request?	No

2025 Implementation of Community Safety and Well-Being Plan

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC WELL-BEING & INCLUSION
Resource Request?	No

Build awareness and understanding, combating racism, discrimination, exclusion and intolerance.

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	<ul style="list-style-type: none"> • Community Based Strategic Plan • Multi-Year Accessibility Plan • Community Safety and Well-being Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC WELL-BEING & INCLUSION
Resource Request?	No

Herbert Wilson Memorial

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC PARKS
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Multi-Year Accessibility Plan (2025-2030)

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC WELL-BEING & INCLUSION
Resource Request?	No

Youth Engagement—Identify Collaborative Projects to engage Youth/Youth Activists

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	CLERKS
Resource Request?	No



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	8,485	—	—	—	—	—	—
Donations	(1,018)	—	—	—	—	—	—
Other	—	—	—	—	—	—	—
Transfers from Town Reserves and Reserve Funds	9,503	—	—	—	—	—	—
Expenses/Expenditure	(793,320)	(797,931)	(565,389)	(813,901)	(535,065)	—	(535,065)
Administrative Expenses	(9,001)	(8,200)	(2,874)	(8,200)	(9,000)	—	(9,000)
Equipment Related	—	—	—	—	—	—	—
Financial Expenses	(296,826)	(280,580)	(269,114)	(319,580)	(319,580)	—	(319,580)
Information Technology and Communications	(2,459)	(2,163)	(1,361)	(2,163)	(9,663)	—	(9,663)
Inter-functional Transfers	(910)	—	(682)	—	—	—	—
Operating Expenses	(46,571)	(49,000)	(4,485)	(34,000)	(34,000)	—	(34,000)
Personnel and Training	(7,798)	(13,395)	(3,423)	(13,395)	(15,395)	—	(15,395)
Purchased Services	(16,892)	(25,000)	(15,131)	(25,000)	(20,000)	—	(20,000)
Salaries and Benefits	(403,194)	(402,093)	(268,218)	(411,563)	(127,427)	—	(127,427)
Transfers to Capital	(9,669)	(17,500)	—	—	—	—	—
Vehicle and Fleet Related	—	—	(100)	—	—	—	—
Net Tax Impact	(784,835)	(797,931)	(565,389)	(813,901)	(535,065)	—	(535,065)

4.7 Water Treatment & Distribution

Community Health & Well-being

Description of Service

This service covers the operation and maintenance of the treatment, storage and distribution system providing safe reliable potable drinking water and fire protection to regulatory standards, and includes long term planning to meet growth and development

locally through new projects as well as asset management of our existing infrastructure.

We service third party municipalities through interconnected systems with Town of Blue Mountains and the New Tecumseth with the Regional pipeline.

We provide raw water supply to local industries through a separate system for industrial use. A rare situation in municipal supply but an excellent green initiative we should be proud of.

We provide community outreach through our quench buggy and local water bottle fill stations.

We maintain a back-flow prevention program to keep our system safe.

We work tirelessly to maintain compliance with strict drinking water regulations.

Staff in the division support operation, maintenance, new development infrastructure through commissioning and assumption, and contribute to the updating of Development Charge study, and water and wastewater rate study to support the financial needs of delivering this service in a responsible and sustainable manner.

- Asset Management Planning
- Capital Project Delivery
- Minor Capital Project Delivery
- Operations & Maintenance
 - Plant & Non-linear
 - Distribution
- Backflow Prevention

Who We Are

Admin Assistant, Env Services	0.60
Admin Assistant, Infrastructure	0.10
Back-flow Prevention Officer	0.60
Compliance Officer, Environmental Services	0.60
Coordinator, Project , ENV	0.50
Director, Infrastructure	0.10
Manager, Infrastructure Projects	0.15
Manager, Water/ Wastewater	0.50
Project Coordinator Infrastructure projects	0.15
Project Manager, Infrastructure	0.30
Supervisor, water	1.00
Water Assistant	1.00
WD Control Technician/ WT Operator	1.00
WD Distribution Operator	4.00
WD Distribution ORO	1.00
WD Machine Operator	2.00
WD Treatment Operator	2.00
WD Treatment ORO	1.00
WD Water Meter Technician	1.00
Total FTEs	17.60



Major Service Outputs

- Potable water for Collingwood residents and business in compliance the Safe Drinking Water Act
- Third Party Drinking Water Supply
- Non-Potable Water Supply (Industrial System)
- Regulatory compliance reporting to Council for the drinking water system
- Access points (hydrants) and water for fire fighting
- Drinking Water Quality Management System
- New drinking water infrastructure to support development/growth (including consultant management)
- Maintain, rehabilitate and replace drinking infrastructure (including consultant management)
- Water metering and meter installations and replacements
- Water and wastewater billing data
- Utility locates
- Quench Buggy
- Bulk Water
- Back-flow Prevention and water By-Law Compliance

Service Supports

Master Plans

- Master Servicing Study
- Asset Management Plan

Reserves and Reserve Funds

Water Reserve Funds, DCs

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

- Drinking water supply in compliance with Ministry regulatory standards and approvals
- Hydraulic Model Update and Calibration
- Bulk water system
- Water Meter supply and servicing for existing and new development
- Regular and seasonal system maintenance
- Town wide leak detection
- Fire hydrant maintenance

Efficiencies and Savings

- Concerted effort towards improving water meter processes including addressing stopped water meters (using in-house staff), move in/move out, construction water increasing water revenues collected
- Coordination of new installs with PW team results in efficiencies for both teams and lower costs for property owner
- Negotiated contract adjustment resulting in reduction in uniform costs without compromising employee safety or allotment



2025 Major Projects and Staffing

10th Street Watermain Improvements

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Water RF
Lead Division	WATER
Resource Request?	Yes

Back-flow Prevention By-Law Review

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	WATER
Resource Request?	No

Carmichael Reservoir Upgrades—Construction

Strategic Plan	<ul style="list-style-type: none"> Responsible—Continuously drive operational and organizational excellence Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> Master Servicing Study Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	DCs Water
Lead Division	WATER
Resource Request?	No

Georgian Meadows Booster Station—PLC Upgrades

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Water RF
Lead Division	WATER
Resource Request?	Yes

2025 Major Projects and Staffing (Continued)

Georgian Meadows BPS Upgrades—Construction

Strategic Plan N/A

Master Plan

- Master Servicing Study
- Asset Management Plan

Continuous Improvement Yes

Mandatory (Legislation or Regulation) N/A

Other N/A

Fund Source(s) Water RF

Lead Division WATER

Resource Request? No

Hwy 26 West—Watermain Improvements

Strategic Plan N/A

Master Plan Asset Management Plan

Continuous Improvement Yes

Mandatory (Legislation or Regulation) N/A

Other N/A

Fund Source(s) Water RF

Lead Division WATER

Resource Request? Yes

Water HMI Hardware and Software Upgrades

Strategic Plan N/A

Master Plan Asset Management Plan

Continuous Improvement Yes

Mandatory (Legislation or Regulation) N/A

Other N/A

Fund Source(s) Water Reserves

Lead Division WATER

Resource Request? Yes



2025 Major Projects and Staffing (Continued)

Water SCADA Upgrades—Integration

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Water RF
Lead Division	WATER
Resource Request?	No

Water Tower Improvements

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Water RF
Lead Division	WATER
Resource Request?	Yes

Water Treatment Plant Expansion—Construction

Strategic Plan	Support and Manage Growth and Prosperity
Master Plan	<ul style="list-style-type: none"> • Master Servicing Study • Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Water RF, DCs Water, Other Municipalities, HEWS Grant Funding
Lead Division	WATER
Resource Request?	No

WTP—Raw Water Pump Refurbishment

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Water RF
Lead Division	WATER
Resource Request?	Yes

2025 Major Projects and Staffing (Continued)

WTP—Variable Frequency Drive (VFD) Replacement

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Water RF
Lead Division	WATER
Resource Request?	Yes

WTP—ZW1000 Membrane Filter Replacement

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Water RF
Lead Division	WATER
Resource Request?	Yes



2025 Resource Requests

Tenth Street Watermain Improvements

Financial Request
\$1,275,000

Proposed Funding Source
Water Reserve Fund

Why Invest?

During the planned shutdown of the water tower for maintenance in 2024, the Tenth Street watermain from Spruce Street to High Street was identified as an area of weakness, resulting in three major watermain breaks. Upon investigation, the watermain was found to be in very poor condition, with compromised sections of pipe.

Maintain service level for delivering water by reducing risk of failure. With the implementation of interim water with no surge protection, the distribution system will experience higher pressures and pressure fluctuations increasing risk of failure.

Financial Offset/Mitigations

Replacement of poor condition pipe will reduce emergency repair cost and frequency.

Impact if not endorsed?

Further watermain breaks may arise from degradation of pipe and require water tower maintenance events. Watermain breaks would result in extended periods without water for adjacent condominiums on Tenth Street between High Street and Spruce Street during repairs. If water tower maintenance is required, this watermain is highly susceptible to breaks. Repairs under emergency situations are more costly than proactive repairs, as staffing overtime and provision of temporary service costs are avoided or reduced.

Water Tower Improvements

Financial Request
\$1,000,000

Proposed Funding Source
Water Reserve Fund,
Potential grant funding

Why Invest?

Addition of automatic standby power to support SCADA communications for Water and radio communication for Fire, isolation valve to assist with future maintenance and mixing system to improve water quality.

Improvement of water quality, operational improvements for increased efficiency and reduces the potential for interrupted water supply to Collingwood Pressure Zone 1.

Financial Offset/Mitigations

Potential reduction of chlorine supply costs, Improved communications during an emergency event, reduction in operational effort during a power outage.

Impact if not endorsed?

A power outage could lead to the loss of all communications from the water tower to the Fire Hall and Water Treatment Plant. To mitigate this risk, installing an isolation valve will allow for proper isolation of the water tower during maintenance events, ensuring efficiency and safety. Additionally, incorporating a mixer will prevent water stagnation in the tower, significantly improving water quality as it enters the distribution system.

2025 Resource Requests (Continued)

WTP ZW1000 Membrane Filter Replacement

Financial Request

\$375,175

Proposed Funding Source

Water Reserve Fund

Why Invest?

The ZWW1000 “portable” filter contains four (4) filter trains, each train contains forty-eight (48) modules. Ninety-six (96) of these were replaced in 2022 leaving the remaining ninety-six (96) to be replaced as they are past their expected lifecycle.

Allows the Town to deliver the additional water supply committed to New Tecumseth in 2024/early 2025.

Financial Offset/Mitigations

Town of Collingwood purchase direct from supplier saves markup from contractor estimated at 10% of value of asset purchase. Any usable membranes can be transferred to the expanded facility to reduce initial membrane costs.

Impact if not endorsed?

Potential loss of current capacity and inability to provide additional capacity as committed to New Tecumseth (potential breach of contract).

WTP Variable Frequency Drive Replacements

Financial Request

\$170,000

Proposed Funding Source

Water Reserve Fund

Why Invest?

Replacement of aged and obsolete pump drives for the water supply pumps that service both Collingwood and New Tecumseth. Maintain service level for delivering water by reducing risk of failure.

Financial Offset/Mitigations

Town of Collingwood purchase direct from supplier saves markup from contractor estimated at 10% of value of asset purchase. Emergency repairs are more disruptive and costly than proactive rehabilitation.

Impact if not endorsed?

Spare parts and technical support is no longer available for these obsolete pumps. Failure of any VFD results in production downtime, inability to meet capacity commitments (breach of contract), emergency purchases and installations.

2025 Resource Requests (Continued)

Hwy 26 West—Watermain Improvements

Financial Request
\$2,250,000

Proposed Funding Source
Water Reserve Fund

Why Invest?

Repairs and relining of watermain on Hwy 26 West
Enhance service reliability by minimizing the risk of breaks and ensuring a consistent water supply to local residences and businesses, ultimately reducing disruptions during emergency repairs.

Financial Offset/Mitigations

Reduces emergency repairs which result in significant overtime and after-hours service provider costs.

Impact if not endorsed?

The degradation of the watermain, combined with increased pressures from upgraded pumps at Carmichael, heightens the risk of further breaks, which could leave adjacent condominiums, apartment and private school without water for extended repair periods. Repairs under emergency situations are more costly than proactive repairs, as staffing overtime and provision of temporary service costs are avoided or reduced.

Georgian Meadows Booster Station PLC Upgrades

Financial Request
\$150,000

Proposed Funding Source
Water Reserve Fund

Why Invest?

The degradation of the watermain, combined with increased pressures from upgraded pumps at Carmichael, heightens the risk of further breaks, which could leave adjacent condominiums without water for extended repair periods.

Maintain service level for delivering water by reducing risk of failure.

Financial Offset/Mitigations

None.

Impact if not endorsed?

Loss of communication with SCADA at the WTP would lead to a failure to communicate alarms to operators and manual operation of the booster station resulting in both emergency third party repairs and operator overtime.

2025 Resource Requests (Continued)

WTP-ZW1000 Raw Water Pump Refurbishment

Financial Request
\$26,000

Proposed Funding Source
Water Reserve Fund

Why Invest?

Essential for delivering water at consistent service levels by reducing the risk of failure, ensuring reliable supply to the ZW1000 membrane unit until the Water Treatment Plant expansion is completed.

Financial Offset/Mitigations

None.

Impact if not endorsed?

In the case of pump failure, we will experience a significant loss of treated water production and be unable to meet our water supply commitments while it is replaced or repaired.



UV HMI panel and software upgrade

Financial Request
\$125,000

Proposed Funding Source
Water Reserve Fund

Why Invest?

The new UV system at the Water Treatment Plant requires upgraded Human Machine Interface (HMI) software to enable local and remote support for the next 4-5 years until the system transitions to the new facility. The Osler Booster Station and Water Tower also need updated HMI software for effective local support. Additionally, new software is essential to enhance cyber-security and manage increased system complexity at the Water Treatment Plant.

Operational improvements and increased efficiency, enabling better local and remote support.

Financial Offset/Mitigations

Reduces emergency repairs which result in significant overtime and after-hours service provider costs.

Impact if not endorsed?

The inability to operate locally may lead to prolonged downtime at multiple locations while operators travel back to the Water Treatment Plant. Additionally, outdated communications software may fail to integrate with the new WTP SCADA system, resulting in system errors, communication drops, and operational failures.

Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	8,873,175	—	1,371,000	7,502,175	—
9600—Water Efficiency Measures	20,000	—	—	20,000	—
9610—Vehicles & Equipment	418,000	—	—	418,000	—
9611—Large Tools	39,000	—	—	39,000	—
9612—100mm Watermain Replacement	80,000	—	—	80,000	—
9613—Booster Pumping Station Refurbishments	23,000	—	—	23,000	—
9620—Carmichael Reservoir Upgrades	1,371,000	—	1,371,000	—	—
9621—In Ground Reservoirs	275,000	—	—	275,000	—
9624—Water Tower Refurbishments	1,020,000	—	—	1,020,000	—
9640—Water Treatment Plant Refurbishment	260,000	—	—	260,000	—
9643—Water Treatment Plant Membrane Filter Replacements	375,175	—	—	375,175	—
9644—Water SCADA Improvements	130,000	—	—	130,000	—
9646—Water Services Replacement	124,000	—	—	124,000	—
9649—Watermain Replacement	460,000	—	—	460,000	—
9650—Hydrants	25,000	—	—	25,000	—
9652—Valve Additions and Replacements	42,000	—	—	42,000	—
961A—Georgian Meadows Health & Safety Upgrades	340,000	—	—	340,000	—
961B—Georgain Meadows PLC Upgrade	150,000	—	—	150,000	—
964C—ZW1000 RAW Water Pump Refurbishment	26,000	—	—	26,000	—
964F—Tenth Street Watermain Relining	1,275,000	—	—	1,275,000	—
964G—HWY 26 West Watermain Improvements	2,250,000	—	—	2,250,000	—
964D—VFD Replacement	170,000	—	—	170,000	—
Growth	51,812,250	—	21,898,200	2,714,725	27,199,325
960E—WTP New Intake Pipe and Structure	1,000,000	—	—	1,000,000	—
9616—Distribution Pressure Reducing Valves	288,000	—	256,800	31,200	—
9641—Water Treatment Plant Expansion	29,177,500	—	10,503,900	1,458,875	17,214,725
9642—Stewart Road Reservoir and Booster Pumping Station	—	—	—	—	—
9645—New Residential and General Water Services	94,000	—	—	9,400	84,600
9648—New Watermains	1,452,000	—	1,237,500	214,500	—
964B—AMP 43 Stewart Road	750	—	—	750	—
964E—Interim Capacity Increase	19,800,000	—	9,900,000	—	9,900,000
Grand Total	60,685,425	—	23,269,200	10,216,900	27,199,325

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	9,050,718	7,832,476	6,727,778	8,367,476	8,803,419	—	8,803,419
Non Tax Revenue	30,433	—	2,659	—	—	—	—
Other	168,269	94,015	104,903	94,015	94,015	—	94,015
Rentals and Concessions	262,588	241,000	277,424	241,000	241,000	—	241,000
Transfers from Town Reserves and Reserve Funds	—	—	—	—	—	—	—
User Charges	8,589,428	7,497,461	6,342,792	8,032,461	8,468,404	—	8,468,404
Expenses/Expenditure	(9,048,042)	(7,801,470)	(4,151,996)	(8,367,476)	(8,803,419)	—	(8,803,419)
Administrative Expenses	(270,615)	(270,920)	(228,996)	(311,378)	(311,378)	—	(311,378)
Equipment Related	(349,551)	(344,750)	(333,536)	(809,650)	(1,081,450)	—	(1,081,450)
Financial Expenses	(146,141)	(102,713)	(110,858)	(102,713)	(102,713)	—	(102,713)
Information Technology and Communications	(92,138)	(107,500)	(80,728)	(139,150)	(133,600)	—	(133,600)
Legal Expenses	(17,617)	(30,000)	(28,813)	(30,000)	(30,000)	—	(30,000)
Long Term Debt Servicing	(452,805)	(458,009)	(101,995)	(449,090)	(444,538)	—	(444,538)
Operating Expenses	(147,495)	(299,050)	(174,461)	(291,550)	(300,550)	—	(300,550)
Personnel and Training	(96,664)	(90,500)	(59,818)	(98,000)	(105,700)	—	(105,700)
Premise and Site	(235,559)	(347,436)	(207,756)	(373,036)	(277,005)	—	(277,005)
Purchased Services	(977,349)	(865,600)	(590,630)	(1,571,100)	(806,600)	—	(806,600)
Salaries and Benefits	(2,082,259)	(2,239,028)	(1,570,984)	(2,387,382)	(1,959,831)	—	(1,959,831)
Transfers to Town Reserves and Reserve Funds	(3,411,070)	(1,572,126)	—	(697,130)	(2,148,755)	—	(2,148,755)
Utilities	(743,108)	(896,300)	(596,863)	(898,300)	(898,300)	—	(898,300)
Vehicle and Fleet Related	(25,670)	(177,538)	(66,557)	(208,998)	(202,998)	—	(202,998)
Net Tax Impact	2,677	31,006	2,575,782	0	0	—	0



SUB-SECTION 5

Arts, Culture & Heritage

Program Overview

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

Services

- 5.1 Conservation & Promotion of Heritage & Culture
- 5.2 Community Arts and Culture
- 5.3 Community & Public Events
- 5.4 Circulation and Curation of Library Materials

5.1 Conservation & Promotion of Heritage & Culture

Arts, Culture & Heritage



Description of Service

Manage and curate heritage-related collections (Collingwood Museum), and heritage conservation incentives and requirements under the Ontario Heritage Act and designations including the Sub-Services of:

- Museum collection, promotion and preservation of Collingwood’s heritage
- Built Heritage, including heritage permits, incentives, committee reports and advice, and designations
- Museum Activities

Who We Are

Attendant, PT Museum & Event	0.85
Collections Support-Museum	0.31
Coordinator, Museum	1.00
Manager, Culture & Events	0.05
Programmer, Education	1.00
Senior Planner	0.30
Student Programmer-Museum	0.62
Supervisor, Museum	1.00
Total FTEs	5.13

Major Service Outputs

- Museum Collection & Activities
- Curation, collection and conservation of artifacts, archives and related exhibits for public access

- Development of initiatives and events that support the promotion and preservation of local heritage
- Delivery of gift shop and access to historic images for reproduction
- Safeguard and catalogue Museum collection, digitization of collection, including annual accession and de-accession instances
- Built Heritage Conservation
- Heritage permits
- Heritage tax incentives and grants
- Approved heritage designations
- Public education on built heritage matters

Service Supports

Master Plans

- Downtown Heritage District Conservation Plan
- Official Plan
- Museum Master Plan
- PRC Master Plan

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

Heritage Committee and Museum Advisory Committee.

Level of Service and/or Performance Measure

Legislative timelines and requirements (Ontario Heritage Act) and KPIs in the Downtown Heritage District Conservation Plan.

Efficiencies and Savings

Accessed free and travelling exhibits (nominal fee) providing a diversity of quality programs while also reducing the need for staff time that would be required for exhibit development. Accessed funding through the Young Canada Works program to support one seasonal staff (50%) and the Community Museum Operating Grant (\$21,996). Collaboration on Town projects ex Terminals Point. Exploration of Tip Tap option as well as Canada Helps platform to support revenue generation. Delivery of awareness-based activities including Escarpment Magazine collaboration, Collingwood Today contributing articles, Museum Advisory Committee promotion of speakers/programs with local Probus Clubs, Gaslight Tour–Night at the Museum and Haunted Tour with Dean Hollin. Re-examination of humidity and temperature control for collection preservation in line with new information through the Canadian Museum Association, eliminating necessity for humidifier upgrades. Museum renovation project which looks to maximize space and possible functions by re-purposing underutilized physical footprint such as oversized/inefficient washroom spaces. Utilization of the Provincial representative to support the development of the Master Plan.

2025 Major Projects and Staffing

Collingwood Museum Master Plan

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	<ul style="list-style-type: none"> • Parks, Recreation & Culture Master Plan • Collingwood Museum Strategic Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

Heritage—Emergency Preparedness Policy

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	<ul style="list-style-type: none"> • Downtown Heritage Conservation District Plan • Emergency Response Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Heritage reserve fund
Lead Division	PLANNING
Resource Request?	No

Increase Museum Educational Programmer Position Part-time to Full-time

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	Collingwood Museum Strategic Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	Yes

Museum Digitization Plan

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	Collingwood Museum Strategic Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Museum Travelling Exhibits

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	Collingwood Museum Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	N/A
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

Museum Washroom Conversion

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	<ul style="list-style-type: none"> • 10 Year Capital Plan • Parks, Recreation & Culture Master Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Lifecycle Reserve
Lead Division	PRC FACILITIES
Resource Request?	No

Smart Bros Ltd. Photograph and Object Collection Digitization

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	Collingwood Museum Strategic Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No



2025 Resource Requests

Museum Educational Programmer, PT to FT

Financial Request

\$20,888 per year (with benefits) starting 2025 Q2

Proposed Funding Source

Tax Base

Why Invest?

The Museum plays a key role in supporting the CBSP goal of building a connected community, fostering well-being, belonging and understanding through spaces, places and activities. The museum is experiencing increasing demands and needs from the community while at the same time are operating at capacity. Additional hours for the Museum Educational Programmer will enable more planning and inclusive engagement which will result in the delivery of heritage-inspired programs to schools, adult-care facilities, walking tours, in-house and off-site presentation, special interest groups, off-site bus trips and community events. The PT position is imperative to community engagement through reception duties, museum communications (website updates, monthly newsletters, social media content) and creating promotional material for heritage focused events, exhibits and programs. With additional hours there is greater opportunity for the delivery of revenue generating activities as well as build museum awareness.

Financial Offset/Mitigations

Over the next five years it is anticipated that program revenue would increase by 50%.

Impact if not endorsed?

If the position is not approved, anticipated revenue from programming will not be generated and programming levels will not be able to keep up with community demands, this will have immediate and long-term financial implications. Senior museum staff time will continue to be impacted thereby negatively impacting museum efficiencies.



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	87,523	55,481	45,179	59,731	76,856	—	76,856
Donations	15,148	8,000	14,991	12,000	12,000	—	12,000
Government Transfers	29,419	31,246	3,736	21,996	21,996	—	21,996
Municipal Taxation	—	—	—	—	—	—	—
Other	344	—	344	—	—	—	—
Rentals and Concessions	916	375	1,094	375	500	—	500
Transfers from Town Reserves and Reserve Funds	—	—	—	—	17,000	—	17,000
User Charges	41,696	15,860	25,014	25,360	25,360	—	25,360
Expenses/Expenditure	(557,352)	(622,330)	(470,040)	(630,060)	(686,596)	(20,888)	(707,484)
Administrative Expenses	(6,894)	(6,860)	(5,479)	(6,360)	(8,360)	—	(8,360)
Equipment Related	(12,361)	(9,750)	(4,582)	(9,750)	(9,750)	—	(9,750)
Financial Expenses	(64,527)	(104,901)	(79,915)	(104,901)	(114,901)	—	(114,901)
Information Technology and Communications	(29,456)	(23,950)	(15,283)	(27,950)	(27,950)	—	(27,950)
Legal Expenses	(731)	(10,000)	(2,725)	(10,000)	(10,000)	—	(10,000)
Operating Expenses	(11,788)	(13,780)	(5,374)	(15,780)	(15,780)	—	(15,780)
Personnel and Training	(7,691)	(10,896)	(5,700)	(9,146)	(13,463)	—	(13,463)
Premise and Site	(37,736)	(44,715)	(20,855)	(39,815)	(42,541)	—	(42,541)
Purchased Services	(12,847)	(10,000)	(2,021)	(10,000)	(27,000)	—	(27,000)
Salaries and Benefits	(354,841)	(367,538)	(312,538)	(376,418)	(396,911)	(20,888)	(417,799)
Transfers to Town Reserves and Reserve Funds	—	—	—	—	—	—	—
Utilities	(18,479)	(19,940)	(15,570)	(19,940)	(19,940)	—	(19,940)
Net Tax Impact	(469,829)	(566,849)	(424,861)	(570,329)	(609,740)	(20,888)	(630,628)

5.2 Community Arts & Culture

Arts, Culture & Heritage

Description of Service

Promote municipal arts and culture initiatives and enhancement opportunities including:

- Building Arts & Culture Capacity
- Public Art Promotion & Awareness

Who We Are

Coordinator, Arts & Culture	0.90
Coordinator, Comm Well-being & Inclusion	0.10
Coordinator, Events	0.10
Coordinator, Festivals	0.40
Coordinator, PRC	0.15
Director, PRC	0.10
Manager, Culture & Events	0.30
Theatre & Event Representative	0.60
Total FTEs	2.65

Major Service Outputs

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

Service Supports

Master Plans

- PRC Master Plan
- Community Based Strategic Plan

Reserves and Reserve Funds

- Arts Legacy Reserve
- Public Art Reserve

Advisory Committees and Boards

N/A

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

Updates to the Community Recreation & Culture Grant application streamlining submissions and supporting review process. Collaboration

with Economic Development to support the delivery of the Collingwood Symposium. Extension of the Poet Laureate tenure from two to three years to maximize programming potential. Proposed development of public art maintenance plan. Recording of walk-through videos for SST renters, providing a comprehensive visual reference to enhance the rental process and reduce demand on staff. Recycling a re-purposing

e-waste lighting resulting in an expanded inventory of fixtures and reducing on-site equipment costs at SST. Sharing equipment across divisions or departments to support delivery of initiatives ex. library podcasts.



2025 Major Projects and Staffing



Community Recreation & Culture Grant

Strategic Plan	<ul style="list-style-type: none"> • Connected—Foster belonging through arts, culture, and events • Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	<ul style="list-style-type: none"> • Community Based Strategic Plan • Parks, Recreation & Culture Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

Public Art Installation—den Bok Family Park

Strategic Plan	<ul style="list-style-type: none"> • Connected—Foster belonging through arts, culture, and events
Master Plan	<ul style="list-style-type: none"> • Community Based Strategic Plan • Parks, Recreation & Culture Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	214,238	77,508	59,872	129,810	31,548	—	31,548
Government Transfers	—	—	14,000	—	—	—	—
Rentals and Concessions	37,401	16,048	23,102	28,048	25,048	—	25,048
Transfers from Town Reserves and Reserve Funds	137,262	59,960	—	100,262	—	—	—
User Charges	39,575	1,500	22,770	1,500	6,500	—	6,500
Expenses/Expenditure	(689,507)	(618,815)	(640,443)	(690,837)	(597,280)	—	(597,280)
Administrative Expenses	(2,024)	(2,500)	(908)	(7,500)	(2,500)	—	(2,500)
Equipment Related	(3,843)	(15,500)	(10,070)	(15,500)	(15,500)	—	(15,500)
Financial Expenses	(7,156)	(6,560)	(5,875)	(6,560)	(21,560)	—	(21,560)
Information Technology and Communications	(27,106)	(17,045)	(26,752)	(18,545)	(19,345)	—	(19,345)
Operating Expenses	(25,117)	(40,900)	(34,609)	(56,300)	(57,300)	—	(57,300)
Personnel and Training	(4,253)	(3,500)	(2,477)	(9,700)	(9,900)	—	(9,900)
Premise and Site	(47,720)	(48,700)	(45,432)	(48,700)	(59,700)	—	(59,700)
Purchased Services	(286,851)	(188,931)	(267,757)	(228,233)	(127,971)	—	(127,971)
Salaries and Benefits	(276,172)	(287,179)	(240,946)	(291,799)	(270,504)	—	(270,504)
Transfers to Capital	—	—	—	—	—	—	—
Transfers to Town Reserves and Reserve Funds	(5,000)	(5,000)	(3,750)	(5,000)	(10,000)	—	(10,000)
Utilities	(4,266)	(3,000)	(1,866)	(3,000)	(3,000)	—	(3,000)
Net Tax Impact	(475,269)	(541,307)	(580,570)	(561,027)	(565,732)	—	(565,732)

5.3 Community & Public Events

Arts, Culture & Heritage

Description of Service

The Community & Public Events Service includes the development, planning, marketing, delivery and evaluation of Town special events, and the evaluation of Public Event Permit Applications.

Who We Are

Attendant, PT Museum & Event	0.15
Coordinator, Arts & Culture	0.10
Coordinator, Comm Well-being & Inclusion	0.30
Coordinator, Events	0.90
Coordinator, Festivals	0.60
Coordinator, PRC	0.45
Director, PRC	0.10
Events Programming Support	0.31
Manager, Culture & Events	0.50
Parks-General Labourer	0.07
Supervisor, Parks	0.05
Theatre & Event Representative	0.40
Total FTEs	3.93

Major Service Outputs

- Development and delivery of 8 to 10 special events annually, including ongoing and individual instances to support Town corporate initiatives
- Evaluation and decisions on public special event permits, conditions of approval, guidance and best practices, as well coordination with the applicant and Town departments including emergency services

Service Supports

Master Plans

- PRC Master Plan
- Community Based Strategic Plan

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

Cross-division collaboration with Parks and Facilities supporting event set-up and dismantling. Development of sponsorship package and introduction of Event Caddy making it easier for sponsors to make payments and for staff to track campaigns. Updates to the special event permit application process and



internal communication pathways. Modifications to the Shipyards Amphitheatre & Greenspace to safely accommodate more visitors. Delivery of the Mayor's Golf Tournament supporting Council Grants and Collingwood & Area Special Olympics. Bi-weekly round-table events meetings across service areas including BIA to support communication and cross promotion.

2025 Major Projects and Staffing

2025 Community Events—National Indigenous Peoples Day & Collingwood Festival for Canada

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	<ul style="list-style-type: none"> Community Based Strategic Plan Parks, Recreation & Culture Master Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

2025 Community Events—Side launch Days Harbour Festival

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	Parks, Recreation & Culture Master Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

2025 Community Events—Trail Tunes

Strategic Plan	<ul style="list-style-type: none"> Connected—Foster belonging through arts, culture, and events Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	<ul style="list-style-type: none"> Community Based Strategic Plan Parks, Recreation & Culture Master Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	N/A
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

2025 Events—Yonnhe'on:we

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	Community Based Strategic Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

2025 Major Projects and Staffing (Continued)

2025 OSUM Conference

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	Yes

Art Crawl

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	Parks, Recreation & Culture Master Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

Hiring—Seasonal Event Staff

Strategic Plan	<ul style="list-style-type: none"> • Connected—Foster belonging through arts, culture, and events • Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	Parks, Recreation & Culture Master Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	Yes

Mayor’s Annual New Year’s Levee & Order of Collingwood

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

2025 Major Projects and Staffing (Continued)



Mayor’s Golf Challenge Cup

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

Special Event Permits

Strategic Plan	<ul style="list-style-type: none"> • Connected—Promote Collingwood as a centre for healthy and active living • Connected—Foster belonging through arts, culture, and events
Master Plan	<ul style="list-style-type: none"> • Community Based Strategic Plan • Parks, Recreation & Culture Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	PRC CULTURE & EVENTS
Resource Request?	No

2025 Resource Requests

Events & Programming Support, Seasonal FT

Financial Request

\$11,410.67 (includes benefits)

Proposed Funding Source

Tax Base

Why Invest?

The summer event season is inclusive of a significant portion of the special events delivered by the Town as well as third party. During this time initiatives including the mobile park play program and community garden are also on offer. Collectively, these deliverables support our CBSP goal of building a connected community, fostering well-being, belonging, and understanding through spaces, places and activities. Further to this, summer events support local businesses, drawing people into the community to enjoy music, arts and culture. Seasonal staff support youth employment and a future work force for the department.

Financial Offset/Mitigations

Collaboration across divisions to assist with initiative delivery. A Canada Works or equivalent grant will be pursued with an estimated potential offset of 50%.

Impact if not endorsed?

If this position is not endorsed, OT hours are accrued by staff, there is a health and safety risk for staff necessitating that staff work longer periods of time or complete physical tasks that they may not have the capacity to do. Ultimately if there are not sufficient staff available then events will need to be cancelled.



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	27,829	56,000	74,103	61,000	61,000	—	61,000
Government Transfers	21,861	—	—	—	—	—	—
Other	619	1,000	1,144	6,000	6,000	—	6,000
User Charges	5,349	55,000	72,959	55,000	55,000	—	55,000
Expenses/Expenditure	(242,277)	(267,851)	(251,985)	(285,301)	(483,340)	(11,411)	(494,751)
Administrative Expenses	(979)	(8,812)	(15,252)	(8,812)	(8,812)	—	(8,812)
Equipment Related	—	—	(1,657)	(3,500)	(3,500)	—	(3,500)
Information Technology and Communications	(1,946)	(2,150)	(946)	(2,150)	(24,710)	—	(24,710)
Operating Expenses	(44,447)	(40,850)	(34,255)	(40,850)	(42,350)	—	(42,350)
Personnel and Training	(6,149)	(4,000)	(2,499)	(4,900)	(4,900)	—	(4,900)
Purchased Services	—	(21,738)	(30,916)	(26,738)	(26,738)	—	(26,738)
Salaries and Benefits	(188,756)	(190,301)	(166,459)	(198,351)	(372,330)	(11,411)	(383,741)
Utilities	—	—	—	—	—	—	—
Net Tax Impact	(214,448)	(211,851)	(177,882)	(224,301)	(422,340)	(11,411)	(433,751)

5.4 Circulation & Curation of Library Materials

Arts, Culture & Heritage

Description of Service

The purchase, preparation, and promotion of physical and electronic library materials. Circulation of library materials.

Who We Are

Assistant Equitable , Lib	0.10
ClerkL, PT Public Services	2.60
Collections Assistant Library	1.71
Coordinator, Adult & Sen, Prog	0.15
Coordinator L, Comm Eng/ Learning	0.10
Coordinator L, Hist/ Genealogy	0.30
Coordinator L, Public Services	0.80
Coordinator L, Youth Services	0.30
CoorindatorL, Children's Services	0.30
Early Literacy Planner	0.06

History/Genealogy	0.12
Junior Public Services Clerk	0.71
Supervisor Community Services	0.15
Supervisor, Acquisitions & Programming (Library)	0.65
Supervisor, LPublic Services	0.70
Total FTEs	8.76

Major Service Outputs

- Modern, diverse, and accessible library materials
- Readers advisory assistance
- Administration of interlibrary loan service

Service Supports

Master Plans

Library Strategic Plan.

Reserves and Reserve Funds

DC Reserves.

Advisory Committees and Boards

Collingwood Public Library Board.

Level of Service and/or Performance Measure

- Provide access to educational and recreational resources
- Offer materials in a variety of formats and languages
- Track statistical data—registered card holders, circulation and turnover rate, items added to the collection—for trends and gaps



- Measure social return on investment for educational and leisure reading
- Improved literacy skills, learning, and enjoyment

Efficiencies and Savings

Our library currently shares select e-resources with Simcoe County libraries; these are resources that we would not be able to afford

and offer our community on our own. We launched a Canada Helps page in 2023, which streamlines donations and tax receipts. One service that is funded entirely through donations is our Book Club Kits. Over the course of this year, we have been making intentional efforts to decrease our printing, saving about 100 pages of paper each week.

2025 Major Projects and Staffing

Book Vending Machine

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	Library Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Development Charges; \$10,000 has been fundraised for this project in 2024
Lead Division	LIBRARY
Resource Request?	Yes

Collection Development Review

Strategic Plan	N/A
Master Plan	Library Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	LIBRARY
Resource Request?	No

E-book Development

Strategic Plan	Connected—Foster belonging through arts, culture, and events
Master Plan	Library Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Taxes
Lead Division	LIBRARY
Resource Request?	No



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Growth	50,000	-	40,000	-	10,000
975J—Book Vending Machine	50,000	-	40,000	-	10,000
Grand Total	50,000	-	40,000	-	10,000

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	170,988	167,912	120,532	167,513	116,500		116,500
Donations	13,714	9,500	17,941	9,500	17,000	—	17,000
Government Transfers	36,035	41,162	59,778	34,513	4,000	—	4,000
Other	2,650	2,000	4,705	2,000	—	—	—
Rentals and Concessions	24,229	14,250	23,046	20,000	—	—	—
Transfers from Obligatory Reserve Funds	77,532	84,000	—	84,000	84,000	—	84,000
User Charges	16,828	17,000	15,062	17,500	11,500	—	11,500
Expenses/Expenditure	(1,977,068)	(2,081,727)	(1,634,811)	(2,135,438)	(825,955)	—	(825,955)
Administrative Expenses	(19,418)	(18,000)	(11,874)	(20,000)	(12,000)	—	(12,000)
Equipment Related	(688)	(1,000)	(714)	(1,000)	—	—	—
Financial Expenses	(16,289)	(13,716)	(14,105)	(16,716)	(2,000)	—	(2,000)
Information Technology and Communications	(13,071)	(12,700)	(7,534)	(12,700)	—	—	—
Inter-functional Transfers	(264,000)	(264,000)	(198,000)	(264,000)	—	—	—
Operating Expenses	(159,089)	(164,500)	(123,831)	(173,500)	(177,000)	—	(177,000)
Personnel and Training	(8,592)	(9,000)	(7,917)	(12,000)	(2,000)	—	(2,000)
Premise and Site	(81,272)	(69,529)	(56,795)	(73,610)	—	—	—
Purchased Services	(453)	—	(61)	—	—	—	—
Salaries and Benefits	(1,355,764)	(1,469,527)	(1,165,406)	(1,502,157)	(582,069)	—	(582,069)
Transfers to Town Reserves and Reserve Funds	(7,000)	(7,000)	(5,250)	(7,000)	(50,886)	—	(50,886)
Utilities	(51,433)	(52,755)	(43,324)	(52,755)	0	—	0
Net Tax Impact	(1,806,081)	(1,913,815)	(1,514,280)	(1,967,925)	(709,455)	—	(709,455)



SUB-SECTION 6

Community Access & Mobility

Program Overview

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

Services

- 6.1 Roads and Active Transportation
- 6.2 Transit

6.1 Roads and Active Transportation

Community Access & Mobility



Description of Service

Provision of safe vehicle and active transportation trips on the road, parking lots and right of way and designated Active Transportation Routes (these differ from trails in that they are maintained year-round for origin/destination trips, not only recreation and fitness) including:

- Asset Management Planning
- Minor Capital Projects Delivery
- Capital Projects Delivery
- Operations & Maintenance
- ROW Permits, Consents and Locates
- Non-park Outdoor Spaces
- Parking Payment & Enforcement
- Crossing Guards

Who We Are

Admin Assistant, Infrastructure	0.10
Admin Assistant, PW	0.50
Coordinator, By-Law	0.30
Crossing Guard, PT	3.13
Custodian, PW	0.70
Director Legislative Services/Clerk	0.05
Director, Infrastructure	0.10
Engineering Technologist, PWs	0.40
Lead Hand PW	0.70
Machine Operator PW	2.80
Manager, Bylaw	0.25
Manager, Infrastructure Projects	0.15
Manager, PW	0.50
Mechanic PW	0.70
Municipal Law Enforcement Officer II	0.90
Municipal Law Enforcement Officer III	0.10
Project Coordinator Infrastructure projects	0.15
Project Manager, Infrastructure	0.30
Seasonal By-Law Enforcement Officer	0.95
Seasonal Head By-Law Enforcement Officer	0.23
Seasonal Truck Driver/Labourer PW	1.35
Supervisor, Bylaw	0.15
Supervisor, Public Works	0.40
Truck Driver/Labourer PW	10.00
Total FTEs	24.91

Major Service Outputs

- Replacement of aging infrastructure and assets
- Operation and Maintenance of roadways and transportation networks
- Capital Improvements to roadways and transportation networks
- Safe and reliable roadway and transportation networks
- Winter control
- Parking equipment maintenance and repair
- Monitor and patrol designated zones/areas on a proactive and reactive basis
- Issue parking infraction notices (tickets)
- Conduct First Attendance (FA) for disputed tickets, including scheduling requests for trial
- Manage the process for collecting unpaid tickets

Service Supports

Master Plans

- Master Mobility and Transportation Study
- Storm-water Master Plan
- Master Transportation Study
- Asset Management Plan
- By-law Services Review

Reserves and Reserve Funds

- Lifecycle Roads
- Lifecycle Fleet
- DC's
- Parking Reserve

Advisory Committees and Boards

Trails and Active Transportation Committee.

Level of Service and/or Performance Measure

Service Levels within the Roads and Transportation portfolio do exist through either level of service documents or acts and regulations on various levels and forms and range from Municipally approved, Provincial Regulations to Federal Levels. Examples of these such Levels of Service include;

- Municipal—Roadway and Winter Roadway Level of Service, Sidewalk Level of Service, Snow Removal Level of Service
- Provincial—Highway Traffic Act, Minimum Maintenance Standards, Ontario Traffic Manual
- Federal—Salt Management, Fisheries Act
- By-law Services Matrix (to be further refined in 2025)

Efficiencies and Savings

- Improved customer service response and monitoring through Service Collingwood
- Collaboration with Water team on new service installs resulting in efficiencies for both teams and reduced cost for property owner
- Purchase of combination plow and sanding units provides efficiency in service delivery with one truck and driver verses two
- Establishment of service contracts for unassumed road and sidewalk maintenance provides increase in revenue.



2025 Major Projects and Staffing

Active Transportation—Multi Use Trail/Crossrides line painting, signage

Strategic Plan	Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	Cycling Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	PRC PARKS
Resource Request?	No

Active Transportation—Policy Development

Strategic Plan	Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	Master Mobility & Transportation Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Base Budget
Lead Division	PRC PARKS
Resource Request?	No

Asphalt Resurfacing 2025—Contract Admin and work completion

Strategic Plan	<ul style="list-style-type: none"> Connected—Promote Collingwood as a centre for healthy and active living Responsible—Maintain the Town’s strong financial health and assets Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	10 Year Capital Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	OCIF, Lifecycle Roads
Lead Division	PW
Resource Request?	No

Concrete Sidewalk Works 2025—Contract Admin and Completion of Works

Strategic Plan	Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Lifecycle Roads
Lead Division	PW
Resource Request?	No

2025 Major Projects and Staffing (Continued)

CUPE—Monthly Touch Base

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Tax Levy
Lead Division	PW
Resource Request?	No

Downtown Parking Accommodation Study

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	<ul style="list-style-type: none"> • Downtown Visioning Master Plan • Master Mobility & Transportation Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Taxes
Lead Division	ENG
Resource Request?	No

Excess Soil Disposal and On-site Management—Public Works

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Tax Levy
Lead Division	PW
Resource Request?	No

Fleet Growth Related—Public Works

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Development Charges
Lead Division	PW
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Fleet Replacement Program unit 311—Public Works

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Public Works Reserve
Lead Division	PW
Resource Request?	No

High Street—2nd to 5th —road reconstruction—design and tender

Strategic Plan	N/A
Master Plan	10 Year Capital Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	ENG
Resource Request?	No

High Street Road Reconstruction Tenth Street to Poplar Sideroad—Design, Land and Utility relocates

Strategic Plan	N/A
Master Plan	<ul style="list-style-type: none"> • Master Transportation Study • Master Servicing Study • Master Mobility & Transportation Plan • Cycling Plan • Asset Management Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	N/A
Lead Division	ENG
Resource Request?	No

Highway 26 West resurfacing—construction

Strategic Plan	N/A
Master Plan	<ul style="list-style-type: none"> • Asset Management Plan • Cycling Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes, Connecting Link Funding
Lead Division	ENG
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Highway 26 West Resurfacing—design and tender

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Asset Management Plan • Cycling Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Taxes, connection link funding
Lead Division	ENG
Resource Request?	No

Mountain Road widening—construction

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Support integrated and people-scaled development that enhances livability • Connected—Promote Collingwood as a centre for healthy and active living • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Asset Management Plan • Cycling Plan • Master Mobility & Transportation Plan • Master Servicing Study • Master Transportation Study • Storm-water Management Master Model
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	ICIP, lifecycle roads, DC roads, water reserves, WW reserves, taxes
Lead Division	ENG
Resource Request?	No



2025 Major Projects and Staffing (Continued)

Ontario Street crosswalk—Design and tender

Strategic Plan	<ul style="list-style-type: none"> • Connected—Support a community that is safe and well • Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	Master Mobility & Transportation Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	CCBF
Lead Division	ENG
Resource Request?	No

Pedestrian and Sidewalk Connection Review—2025

Strategic Plan	Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	ENG
Resource Request?	No



Peel Street: Ontario St to Bush (upgrade 2 lanes)—Design and Tender

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Support integrated and people-scaled development that enhances livability • Connected—Promote Collingwood as a centre for healthy and active living • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Cycling Plan • Asset Management Plan • Master Transportation Study
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	DC roads, Lifecycle roads
Lead Division	ENG
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Public Works—Truck Driver Labourer—Resource Request

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Tax Levy
Lead Division	PW
Resource Request?	Yes

PW Fleet 2023—Plow/Dump Combination Unit—Procurement and Delivery of Unit

Strategic Plan	Transparent and Accountable Local Government
Master Plan	Asset Management Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	DC Reserve
Lead Division	PW
Resource Request?	No

Review of automatic walk signals

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Taxes
Lead Division	ENG
Resource Request?	No



2025 Major Projects and Staffing (Continued)

Sixth Street Watermain and Road Reconstruction—Design & tender

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Support integrated and people-scaled development that enhances livability • Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	<ul style="list-style-type: none"> • Master Servicing Study • Master Transportation Study • Master Mobility & Transportation Plan • Cycling Plan • Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	lifecycle roads, DC water, WC wastewater, DC roads
Lead Division	ENG
Resource Request?	No

St Paul Street & Fourth Street East infrastructure reconstruction —Design & Tender

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Water reserves, WW reserves, lifecycle
Lead Division	ENG
Resource Request?	No

Ste. Marie Street (south of Hume) parking report

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	ENG
Resource Request?	No



2025 Major Projects and Staffing (Continued)

Third Street Bridge—design and tender

Strategic Plan	N/A
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Lifecycle roads, water, wastewater, OCIF
Lead Division	ENG
Resource Request?	No

Third Street Bridge reconstruction—Construction

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Lifecycle roads, water reserves, WW reserves,
Lead Division	ENG
Resource Request?	No

Traffic Calming Review 2024

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	Master Mobility & Transportation Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	ENG
Resource Request?	No

Utility Franchise Agreements and Municipal consents

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	PW
Resource Request?	No

2025 Resource Requests

Excess Soil Disposal and Management

Financial Request

\$130,000 (one-time amount, Q2 2025)
\$20,000 per year (in 2025 and on-going)

Proposed Funding Source

Tax Levy

Why Invest?

Compliance with Ontario Regulation 406/19. Funds required to cover the one-time cost for the actual removal and disposal of stockpiled material located at Public Works and the Wastewater Plants. Additional annual are funds required to address in year operations to remain in compliance. The 2024 Council approved funds of \$63k as phase 1 of this initiative for consulting and testing. This request is the second phase for the disposal of the stockpiles and annual compliance.

Financial Offset/Mitigations

Creation of new SOP's for in-house operations to mitigated amount of excess soil from daily operations.

Discussions took place with local consultants and developers to see if the excess soil was usable for local sites with no success based on testing results.

Impact if not endorsed?

Financial, environmental, and political risks are associated with this high-profile project.

Potential Ministry fines and/or orders for non-compliance.



2025 Resource Requests (Continued)

Public Works—Truck Driver Labourer

Financial Request \$49,105.00 Q2 2025 \$98,210.11 Q2 2026	Proposed Funding Source Tax Levy
--	--

Why Invest?

Efficient service delivery will be enhanced, improving our ability to meet regulatory requirements and resident expectations by the addition of a new Truck Driver Labourer within Public Works and the CUPE membership compliment.

A new/additional position has not been added to the front-line staff compliment since before 2014 despite the growing trends and growth within Collingwood which brings increased demand on staff and new infrastructure including roads, sidewalks, catch basins, and both storm and sanitary sewers. This infrastructure requires year round maintenance while addressing increased customer inquiries and timing expectations.

Rising external contract costs tied to CPI increases can lead to significant costs savings by allowing up to optimize internal resources to reduce reliance of expensive external constricts, ultimately improving budget efficiency and service delivery.

It is the intent of this proposal to bring an external contract winter route back in-house to reduce increased third party contract costs and this will mitigate and offset the cost of this position.

Financial Offset/Mitigations

With the intent to bring the external contracted plow route back in house and perform those operations with this position while gaining a full-time FTE during the remainder of the year, the financial offsets expected are;

\$91,000.00 in savings from contract services in 2026/2027 to bringing the contact serviced route in-house to be completed by our unionized staff. \$7,200.00 is then the overall budget impact in future years.

Impact if not endorsed?

Not hiring an additional truck driver/laborer will increase demands on current staff, leading to overwhelmed workers, decreased morale and a decline in service quantity/quality. This will result in delayed road maintenance and customer inquiry response time, affecting taxpayers through longer wait and potentially unsafe driving conditions.

Not approving this item will result in the \$91,000.00 being included in the 2026 for external contracts.

Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	6,830,750	3,315,000	—	3,447,750	68,000
9308—Third St Bridge Rehabilitation	1,321,000	—	—	1,321,000	—
9309—Highway 26—Longpoint (Osler Bluff) to Cranberry Trail W	2,100,000	1,890,000	—	210,000	—
9312—First Street/Pretty River Parkway Street Side Enhancements	50,000	—	—	50,000	—
9332—Large Tools & Office Equipment Replacement PW 04	10,000	—	—	10,000	—
9334—Traffic Signal Controller Upgrades	60,000	—	—	60,000	—
9352—Sidewalk Repairs	120,000	—	—	120,000	—
9366—545 10th Line Lifecycle—Shop Improvements tied to Lifecycle and Operations	40,000	—	—	40,000	—
9377—Guide Rail Repairs	225,000	225,000	—	—	—
9379—Pretty River Channelization	60,000	—	—	2,000	58,000
9380—Asphalt Resurfacing PW 09	2,400,000	1,200,000	—	1,200,000	—
9382—Vehicle Replacement PW 02	410,000	—	—	410,000	—
9433—Streetlight Installation	10,000	—	—	—	10,000
948A—Public Parking Lot and Lane Resurfacing	24,750	—	—	24,750	—
Growth	13,239,750	2,911,200	9,776,500	552,050	—
9306—Huronario St—Hume to Findlay	100,000	—	—	100,000	—
9324—Provision for Development-Related Vehicles	557,700	—	557,700	—	—
9331—Peel Street—Hume to Bush	70,000	—	—	70,000	—
9371—High St—10th St to Poplar Sideroad	152,050	—	—	152,050	—
9388—Mountain Road Widening	12,130,000	2,911,200	9,218,800	—	—
9390—High St—2nd to 5th	150,000	—	—	150,000	—
9482—Parking Accommodation Study	80,000	—	—	80,000	—
Service Enhancement	460,000	230,000	—	196,000	34,000
9329—Pedestrian Traffic Signals & PXOs	230,000	230,000	—	—	—
9330—Traffic Calming Improvements	180,000	—	—	180,000	—
9393—Community Safety Zone Improvements (CSZ)	50,000	—	—	16,000	34,000
Asset Renewal/Growth	665,000	—	232,085	432,915	—
9304—Sixth Street Trunk Watermain—High to Huronario	665,000	—	232,085	432,915	—
Grand Total	21,195,500	6,456,200	10,008,585	4,628,715	102,000

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	1,001,206	695,999	987,633	897,670	898,422	—	898,422
Non Tax Revenue	—	—	76,320	15,000	40,000	—	40,000
Other	508,464	320,999	389,507	374,670	374,670	—	374,670
Transfers from Town Reserves and Reserve Funds	—	—	—	110,000	—	—	—
User Charges	492,742	375,000	521,805	398,000	483,752	—	483,752
Expenses/Expenditure	(4,631,023)	(4,368,894)	(3,847,466)	(7,042,707)	(8,123,731)	(199,105)	(8,322,836)
Administrative Expenses	(8,511)	(6,500)	(10,769)	(13,700)	(16,200)	—	(16,200)
Equipment Related	(9,374)	(8,000)	(16,876)	(26,825)	(24,525)	—	(24,525)
Financial Expenses	(44,226)	(30,634)	(227,283)	(208,121)	(229,121)	—	(229,121)
Information Technology and Communications	(45,364)	(47,800)	(67,534)	(111,035)	(106,535)	—	(106,535)
Long Term Debt Servicing	—	—	—	(544,759)	(538,739)	—	(538,739)
Operating Expenses	(571,994)	(511,250)	(282,629)	(522,850)	(524,150)	—	(524,150)
Personnel and Training	(21,079)	(20,000)	(42,212)	(60,000)	(65,500)	—	(65,500)
Premise and Site	(91,393)	(84,350)	(96,896)	(120,000)	(120,000)	—	(120,000)
Purchased Services	(561,661)	(759,926)	(356,949)	(961,326)	(709,791)	(150,000)	(859,791)
Salaries and Benefits	(2,207,132)	(1,799,003)	(2,477,012)	(3,170,139)	(2,287,322)	(49,105)	(2,336,427)
Transfers to Capital	—	—	—	—	(104,000)	—	(104,000)
Transfers to Town Reserves and Reserve Funds	(472,674)	(175,603)	—	(200,625)	(2,319,520)	—	(2,319,520)
Utilities	(238,029)	(292,400)	(175,779)	(309,900)	(284,900)	—	(284,900)
Vehicle and Fleet Related	(359,587)	(633,428)	(93,527)	(793,428)	(793,428)	—	(793,428)
Grand Total	(3,629,817)	(3,672,895)	(2,859,833)	(6,145,037)	(7,225,309)	(199,105)	(7,424,414)

6.2 Transit

Community Access & Mobility

Description of Service

Provision of conventional and specialized transit services and the Transit Terminal – Policy, Planning, Procurement, Oversight, Operations and Maintenance.

Who We Are

Admin Assistant, Infrastructure	0.10
Community Transportation Coordinator	1.00
Director, Infrastructure	0.10
Manager, PW	0.10
Total FTEs	1.30

Major Service Outputs

- Conventional Transit System
- On-demand Transit System
- Specialized Accessible Transit System
- Provision of Transit Terminal

Service Supports

Master Plans

- Master Mobility and Transportation Study
- Community Based Strategic Plan
- Master Transportation Study
- Transit Optimization Study

Reserves and Reserve Funds

- Lifecycle Reserves
- DC's

Advisory Committees and Boards

- Accessibility Advisory Committee
- AODA Advisory Committee

Level of Service and/or Performance Measure

While the transit system operates on a regular known schedule, improvements to service delivery, service delivery expectations and documented levels of service for all transit comments are necessary and required. This will be a priority over the course of 2025.

- Specialized Transit Guidelines and Procedures Document
- Annual Ridership Numbers

Efficiencies and Savings

New Community Transportation Coordinator onboarded in 2024. This will create opportunities for improvement on various aspects of the overall transit system from the daily operation of the system to the forecasting of budgeting, operational improvements and community engagement and inquiries.

Various Grant funding programs are being utilized and the Community Transportation Coordinator along with Finance continue to look for new sources and funding opportunities.



2025 Major Projects and Staffing

Accessible Transit Feasibility Options and Implementation

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Support integrated and people-scaled development that enhances livability • Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Tax Levy, Grants
Lead Division	TRANSIT
Resource Request?	No

Construct One Bus Shelter

Strategic Plan	<ul style="list-style-type: none"> • Connected—Support a community that is safe and well • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	DC Reserve
Lead Division	TRANSIT
Resource Request?	No

Transit—Administration—Level of Service Policy Creation

Strategic Plan	Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Tax Levy
Lead Division	TRANSIT
Resource Request?	No

Transit—Bus Replacement Program

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Support integrated and people-scaled development that enhances livability • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	ICIP Funding, Lifecycle Fleet RF
Lead Division	TRANSIT
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Transit—South Route Expansion Implementation

Strategic Plan	<ul style="list-style-type: none"> • Sustainable—Support integrated and people-scaled development that enhances livability • Connected—Promote Collingwood as a centre for healthy and active living
Master Plan	Transit Optimization Study
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Tax Levy, Grants
Lead Division	TRANSIT
Resource Request?	No

Transit Program—Administration—Service Agreements

Strategic Plan	Sustainable—Support integrated and people-scaled development that enhances livability
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Tax Levy
Lead Division	TRANSIT
Resource Request?	No

2025 Resource Requests

Extension of operating hours

Financial Request	Proposed Funding Source
\$145,510	Taxes

Why Invest?

Extension of operating hours by 3 hours – start an hour earlier and end two hours later – 6am to 11pm would be the service hours.
Council Motion to increase service level through additional operating hours.

Financial Offset/Mitigations

Three additional hours would cost \$229,505 minus the \$84K if we give ACE 30 days notice Dec 1, 2024, that is \$145,505 additional for the budget.

By our contract, we can alter the LOS by 20% (with 30 days notice) and Landmark are required to provide the service. 3 hours is 21% of our current 14 hours.

Impact if not endorsed?
Service level will remain the same.

Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	790,000	630,000	–	160,000	–
9424—Bus replacement and Refurbishment	750,000	630,000	–	120,000	–
942A—AMP Transit Terminal	40,000	–	–	40,000	–
Growth	8,000	–	8,000	–	–
9423—Bus Shelters	8,000	–	8,000	–	–
Grand Total	798,000	630,000	8,000	160,000	–

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	677,316	660,325	289,265	722,825	723,800	–	723,800
Government Transfers	347,360	375,000	–	435,000	370,000	–	370,000
Other	2,045	250	20	250	250	–	250
Other Municipalities	87,004	94,075	103,520	94,075	152,050	–	152,050
Transfers from Obligatory Reserve Funds	–	–	–	–	–	–	–
User Charges	240,907	191,000	185,725	193,500	201,500	–	201,500
Expenses/Expenditure	(1,749,265)	(1,836,681)	(1,243,816)	(2,116,057)	(2,223,947)	(145,510)	(2,369,457)
Financial Expenses	(6,168)	(5,063)	(4,599)	(6,063)	(6,063)	–	(6,063)
Information Technology and Communications	(7,123)	(10,500)	(32)	(10,500)	(10,500)	–	(10,500)
Legal Expenses	–	–	–	–	–	–	–
Operating Expenses	(53,241)	(51,000)	(75,676)	(113,200)	(103,200)	–	(103,200)
Personnel and Training	–	–	–	–	(3,000)	–	(3,000)
Premise and Site	(23,625)	(15,990)	(20,956)	(21,990)	(22,500)	–	(22,500)
Purchased Services	(1,185,744)	(1,367,075)	(791,332)	(1,430,000)	(1,295,000)	(145,510)	(1,440,510)
Salaries and Benefits	(32,768)	(45,500)	(23,931)	(154,751)	(173,515)	–	(173,515)
Transfers to Town Reserves and Reserve Funds	–	–	–	–	(175,615)	–	(175,615)
Utilities	(7,296)	(8,553)	(7,434)	(8,553)	(8,553)	–	(8,553)
Vehicle and Fleet Related	(433,301)	(333,000)	(319,855)	(371,000)	(426,000)	–	(426,000)
Net Tax Impact	(1,071,949)	(1,176,356)	(954,550)	(1,393,232)	(1,500,147)	(145,510)	(1,645,657)



SUB-SECTION 7

Municipal Governance & Civic Engagement

Program Overview

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

Services

- 7.1 Council
- 7.2 Governance Support
- 7.3 Communications
- 7.4 Governmental Services
- 7.5 Records
- 7.6 Municipal Elections Support

7.1 Council

Municipal Governance & Civic Engagement

Description of Service

- Represents the public and considers the well-being and interest of the municipality
- Directs and evaluates policies and programs of the municipality
- Ensures that administrative and controllership policies in place to implement the decisions of Council
- Maintains the financial integrity of the municipality
- Includes subservices:
 - Council Representation
 - Council Support

Who We Are

Admin Assist, Mayor's Office, Council and Clerk Services	0.70
Councillor	7.00
Deputy Mayor	1.00
Director Legislative Services/Clerk	0.10
Mayor	1.00
Total FTEs	9.80

Major Service Outputs

- Set the vision and direction of the community through the Community Based Strategic Plan, Master Plans, and Budget/ Business Plans
- Evaluate and approve financial supports to community groups
- Consideration and approval of various by-laws, policies, programs and services
- Demonstrate Leadership and Higher Ethical Standards
- Youth & Community Event Attendance & Engagement

Service Supports

Master Plans

- Community Based Strategic Plan
- Municipal Act
- Other legislation that relates to councils roles in decision making

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

- Council
- Committee of the Whole

Level of Service and/or Performance Measure

Customer Service Levels.

Efficiencies and Savings

Continue to engage with the public through public engagement events hosted by Council and the Town such as SPARC events and the Mayor's Golf Tournament. Celebrate residents of Collingwood through the Mayors Levee/Order of Collingwood celebrations. Encourage youth participation in local government through the Youth Mayor initiative.



2025 Major Projects and Staffing

Council Expense Policy (Childcare, internet, etc..)

Strategic Plan	<ul style="list-style-type: none"> Responsible—Promote a healthy local democracy Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Community Based Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	N/A
Lead Division	CLERKS
Resource Request?	No

Hosting OSUM 2025

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Taxes
Lead Division	PRC ADMIN
Resource Request?	No

International Visit to Katano Japan *PRC Sister City Budget

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Taxes
Lead Division	PRC ADMIN
Resource Request?	No

Youth Engagement—Seek collaborative approaches with existing Youth Groups

Strategic Plan	<ul style="list-style-type: none"> Responsible—Champion local, regional, intergovernmental, and multi-sectoral collaboration and advocacy Connected—Support a community that is safe and well
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	CLERKS
Resource Request?	No

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Budget
Revenues/Funding Source	–	–	–	–	–
Other	–	–	–	–	–
Transfers from Town Reserves and Reserve Funds	–	–	–	–	–
Expenses/Expenditure	(607,722)	(567,313)	(650,584)	(728,400)	(975,608)
Administrative Expenses	(1,129)	(600)	(1,223)	(600)	(600)
Financial Expenses	(181,946)	(158,586)	(231,259)	(222,586)	(445,086)
Information Technology and Communications	(564)	(580)	(989)	(580)	(580)
Operating Expenses	(40)	(2,000)	(2,785)	(7,000)	(7,000)
Personnel and Training	(25,954)	(60,500)	(26,277)	(60,500)	(60,500)
Salaries and Benefits	(398,089)	(345,047)	(388,051)	(437,134)	(461,842)
Transfers to Town Reserves and Reserve Funds	–	–	–	–	–
Grand Total	(607,722)	(567,313)	(650,584)	(728,400)	(975,608)

7.2 Governance Support

Municipal Governance & Civic Engagement

Description of Service

Enable governance decisions that are well-considered, ethical, free of conflicts and well-informed, through the leadership and coordination of Council, Boards, Committees and Task Forces, the provision of corporate Parliamentary Procedures and Accountability Measures and Council Members Supports.

It includes sub services:

- Parliamentary Procedures & Clerking
- Accountability

Who We Are

Admin Assist, Mayor's Office, Council and Clerk Services	0.30
Admin Assistant, Legislative Services	0.02
AV Coordinator	0.50
Coordinator Administrative	1.00
Coordinator, Legislative Services	0.40
Director Legislative Services/ Clerk	0.26
Manager, Accountability, Procurement & Risk Management	0.15
Manager, Legislative Services/Deputy Clerk	0.13
Total FTEs	2.76

Major Service Outputs

Provide a governance framework and procedures for meetings with Council, Committees and Local Boards that direct the operations of the Town including:

- Parliamentary Procedures & Clerking
- Facilitation of the Lobbyist Registry program
- Integrity commissioner services
- Fairness Monitoring services

Service Supports

Master Plans

- Municipal Act
- Procedural By-law
- Code of Conduct
- Community Based Strategic Plan—Pillar #4

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

- Council
- Committee of the Whole
- Accessibility Advisory Committee
- Collingwood Heritage Committee
- Museum Advisory Committee
- Trails & Active Transportation Advisory Committee
- Committee of Adjustment/ Property Standards Appeal Committee

- Collingwood OPP Detachment Board
- Collingwood Public Library Board
- Downtown Collingwood BIA Board of Directors

Level of Service and/or Performance Measure

- Timely responses to claims and lobbyist registry submissions
- Work openly with the Fairness Monitor and consider their recommendations whenever they are sought out
- Minutes of Council, Committee and Boards are to be completed for consideration at the next regular meeting. Outputs of Council decisions are provided to staff for inclusion in the Operational Plan and are based on resources available to complete the task. Governance support is provided on an as-needed basis with training offered to Committee and Board members annually and full orientation provided at the start of and throughout the term of Council

Efficiencies and Savings

The implementation of a new agenda and meeting management system will result in efficiencies and savings in providing for clear workflows and outputs of actions from meetings.



2025 Major Projects and Staffing

Committee/Board—Training on 2024-2028 CBSP

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	Community Based Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Taxes
Lead Division	CLERKS
Resource Request?	No

Committee/Board/Etc. Review

Strategic Plan	<ul style="list-style-type: none"> Responsible—Continuously drive operational and organizational excellence Responsible—Promote a healthy local democracy
Master Plan	Community Based Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	CLERKS
Resource Request?	No

Review Committee Board Recruitment Policy (diversity)

Strategic Plan	Responsible—Promote a healthy local democracy
Master Plan	Community Based Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Verbal
Fund Source(s)	N/A
Lead Division	CLERKS
Resource Request?	No



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	42,367	76,125	39,204	154,979	7,000	—	7,000
Government Transfers	—	35,000	—	106,854	—	—	—
Other	34,303	34,150	29,209	41,150	7,000	—	7,000
User Charges	8,064	6,975	9,995	6,975	—	—	—
Expenses/Expenditure	(1,098,846)	(1,305,306)	(987,853)	(1,529,648)	(464,095)	—	(464,095)
Administrative Expenses	(24,886)	(72,200)	(16,156)	(70,200)	(55,900)	—	(55,900)
Information Technology and Communications	(23,175)	(44,682)	(4,103)	(35,082)	(49,602)	—	(49,602)
Legal Expenses	(687)	—	(68,011)	(150,000)	—	—	—
Operating Expenses	(15,725)	(29,000)	(6,025)	(24,000)	(13,000)	—	(13,000)
Personnel and Training	(19,390)	(52,625)	(25,236)	(50,000)	(37,815)	—	(37,815)
Purchased Services	—	(25,000)	(28,493)	(106,854)	—	—	—
Salaries and Benefits	(1,014,982)	(1,081,800)	(839,830)	(1,093,512)	(307,778)	—	(307,778)
Transfers to Town Reserves and Reserve Funds	—	—	—	—	—	—	—
Net Tax Impact	(1,056,479)	(1,229,181)	(948,649)	(1,374,669)	(457,095)	—	(457,095)

7.3 Communications

Municipal Governance & Civic Engagement

Description of Service

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

Who We Are

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

Major Service Outputs

- External communications:
- Strategic communications and public engagement planning
 - Key message preparation for significant municipal matters
 - Corporate website and engagement portal management
 - Media releases
 - Media relations (interview preparation and media enquiries)

- Municipal advertising/promotion
- creation (photography, basic graphic design, video creation)
- Social media management
- Emergency communications

Internal Communications:

- Staff intranet
- Council intranet
- Inside Scoop (weekly communications)
- Media training
- Website and engagement portal training

Service Supports

Master Plans

New Strategic Plan—Promote a healthy local democracy.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

- AODA Task Force (internal)
- Comm’s support/promotion for all Advisory Committees and Boards

Level of Service and/or Performance Measure

N/A

Efficiencies and Savings

N/A.



2025 Major Projects and Staffing

Municipal Information Guide (Print and virtual)	
Strategic Plan	Responsible—Promote a healthy local democracy
Master Plan	Community Based Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Base Budget
Lead Division	N/A
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Radio Campaigns for Public Planning Meetings

Strategic Plan	Responsible—Promote a healthy local democracy
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Council—Verbal
Fund Source(s)	Taxes
Lead Division	N/A
Resource Request?	No

Training: Leadership Approach to P2 (Public Participation) training with IAP2 for Council, DHs + Mgrs.

Strategic Plan	Responsible—Promote a healthy local democracy
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Taxes
Lead Division	N/A
Resource Request?	No

Website Accessibility Compliance

Strategic Plan	N/A
Master Plan	Multi-Year Accessibility Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Legislative Requirement
Fund Source(s)	N/A
Lead Division	N/A
Resource Request?	No

Website redevelopment

Strategic Plan	Responsible—Promote a healthy local democracy
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	N/A
Resource Request?	No

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Expenses/Expenditure	(359,806)	(374,262)	(282,640)	(447,855)	(429,793)	—	(429,793)
Administrative Expenses	(2,285)	(17,500)	(902)	(17,500)	(17,500)	—	(17,500)
Information Technology and Communications	(135,684)	(134,350)	(112,387)	(198,350)	(153,350)	—	(153,350)
Operating Expenses	—	—	—	—	—	—	—
Personnel and Training	(8,142)	(9,000)	(1,149)	(2,500)	(20,500)	—	(20,500)
Purchased Services	—	—	—	(5,000)	(5,000)	—	(5,000)
Salaries and Benefits	(213,695)	(213,412)	(168,202)	(224,505)	(233,443)	—	(233,443)
Net Tax Impact	(359,806)	(374,262)	(282,640)	(447,855)	(429,793)	—	(429,793)

7.4 Governmental Services

Municipal Governance & Civic Engagement

Description of Service

Issuance of official government documents related to marriages, deaths, burials and related vital statistics as well as letters and approvals for alcohol and gaming under the provincial legislation and commissioning of statutory declarations and affidavits.

It includes sub-services:

- Vital Statistics
- Provincial Statistics
- Public Commissioner

Who We Are

Admin Assistant, Legislative Services	0.10
Coordinator, Legislative Services	0.48
Coordinator, Records & IM	0.04
Director Legislative Services/ Clerk	0.01
Manager, Legislative Services/Deputy Clerk	0.10
Grand Total	0.73

Major Service Outputs

- **Vital Statistics:** Issuance of Burial Permits and registration of deaths; issuance of marriage licenses (mandatory)
- **Provincial Services:** AGCO letters and approvals pertaining to alcohol and lottery (mandatory); officiating marriages (discretionary)
- **Public Commissioning:** Commissioning of statutory declarations and affidavits (discretionary)

Service Supports

Master Plans

- Municipal Act
- Marriages Act
- Vital Statistics Act
- Commissioners for Taking Affidavits Act
- Liquor License and Control Act
- Gaming Control Act
- Alcohol and Gaming Commission of Ontario

Reserves and Reserve Funds

None.

Advisory Committees and Boards

None.

Level of Service and/or Performance Measure

Service levels for vital statistics are set through legislative governing these services. Service level for all



other services have not been set, with most services provided within the Customer Service Protocol when the service applies to public demand (commissions, issuance of marriage and lottery licenses).

Efficiencies and Savings

These services are dictated by provincial processes and legislation. The Province is moving

towards digital processes which will assist in efficiencies for the municipal staff that undertake the administration of these programs on behalf of the Province. There is opportunity for the Town to collect fees related to death registrations and issuance of burial permits to the respective funeral homes to assist the municipality in cost recovery for this required service.

2025 Major Projects and Staffing

Reinstate Marriage Officiant Services	
Strategic Plan	N/A
Master Plan	Marriage Act
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	CLERKS
Resource Request?	No

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	–	–	–	–	34,050	–	34,050
Other	–	–	–	–	27,050	–	27,050
User Charges	–	–	–	–	7,000	–	7,000
Expenses/Expenditure	–	–	–	–	(83,456)	–	(83,456)
Administrative Expenses	–	–	–	–	(800)	–	(800)
Operating Expenses	–	–	–	–	(9,000)	–	(9,000)
Salaries and Benefits	–	–	–	–	(73,656)	–	(73,656)
Net Tax Impact	–	–	–	–	(49,406)	–	(49,406)

7.5 Records

Municipal Governance & Civic Engagement

Description of Service

Records management ensures records for the Corporation are properly stored, accessed and managed in a secure manner. It also ensures compliance with legal requirements and regulations regarding the storage, access and use of information. It includes the sub-services:

- Records Management
- FOI & Privacy

Who We Are

Coordinator, Records & IM	0.96
Director Legislative Services/Clerk	0.05
Manager, Legislative Services/Deputy Clerk	0.30
Grand Total	1.31

Major Service Outputs

- Proper management of corporate records and information (physical and digital)
- Release of municipal records per MFIPPA that are not routinely disclosed

Service Supports

Master Plans

- Community Based Strategic Plan—Pillar #4
- IT Master Plan
- Municipal Act
- Municipal Freedom of Information and Protection of Privacy Act
- Records Retention By-law and supportive policies

Reserves and Reserve Funds

None.

Advisory Committees and Boards

Records Management Working Group (internal).

Level of Service and/or Performance Measure

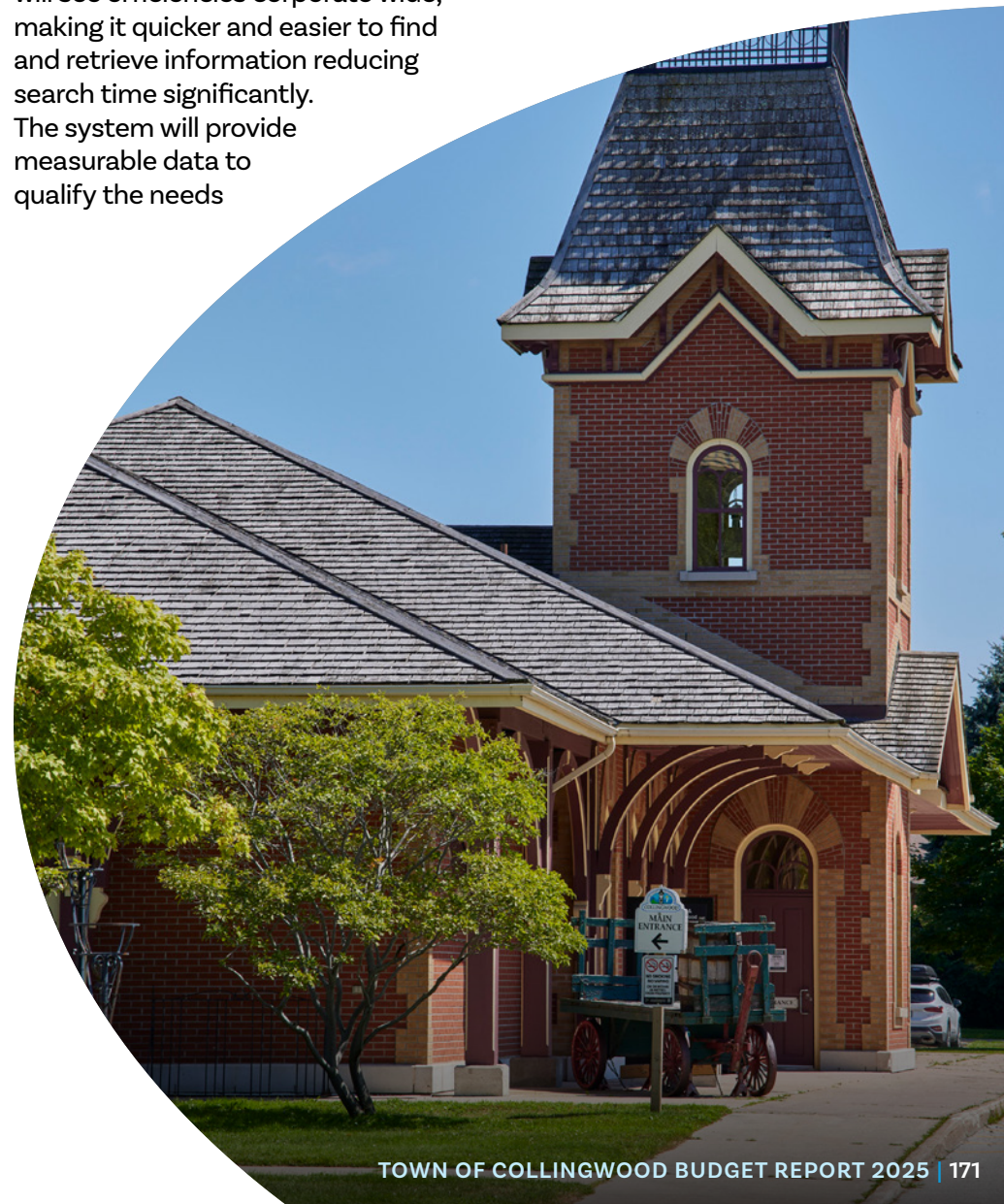
Service levels for requests for information and retention/disposition of records are set through legislative. Requests submitted under the Municipal Freedom of Information and Protection of Privacy Act are required to be fulfilled within 30 days. Retention and disposition of records is outlined in the Records Retention By-law. The addition of an Electronic Information Management System will provide staff with matrix to better measure this service and enhance efficiencies within the Records Management Program and corporate wide making it

quicker and easier to locate and retrieve records and have a clear understanding of the records being created and stored by Staff.

Efficiencies and Savings

The implementation of an Electronic Information Management System will see efficiencies corporate wide, making it quicker and easier to find and retrieve information reducing search time significantly. The system will provide measurable data to qualify the needs

for service and illustrate gains from implementing the system in search times, reduction in duplicate information and ensuring the security of confidential and personal information.



2025 Major Projects and Staffing

Records Management—Electronic Information Management System

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Legislative Requirement
Fund Source(s)	Taxes
Lead Division	CLERKS
Resource Request?	Yes

Records Management—Review and Update Records Retention By-laws and Policies

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	CLERKS
Resource Request?	No

Records Management—Routine Disclosure Policy/Procedure

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	CLERKS
Resource Request?	No



2025 Major Projects and Staffing (Continued)

Records Management—Rules Framework Implementation

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	CLERKS
Resource Request?	No

Records Management/FOI—Personal Information Bank and Policy/Procedure

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	CLERKS
Resource Request?	No

2025 Resource Requests

Operational funds required to continue to implement & maintain an Electronic Information Management System

Financial Request	Proposed Funding Source
\$42,000 + HST on-going (up to a 5% increase in service fee each year)	Operational Budget

Why Invest?

This was targeted as an essential budget item on October 30, 2024 as a non-standard procurement was approved in 2024. Implementation of solution commenced in 2024 and is to continue into 2025. The solution increases efficiency and quality in searchability of corporate records, achieves compliance with Town By-law, Municipal Act and MFIPPA to the maintenance, archiving and destruction of corporate records.

Financial Offset/Mitigations

Anticipate 15% reduction in staff resources—reduce duplication/loss of records/information, succession plan: corp records, efficiencies in retrieval.

Impact if not endorsed?

Non-compliance with Records Management Program/By-law, Municipal Act and MFIPPA.
Significantly reduces chance of fines from loss/premature deletion of records/information: \$5000/occurrence.
Inefficiencies, duplication, risk of losing/deleting corporate records prematurely, inability to find corp records, loss of accountability/transparency.

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Expenses/Expenditure	–	–	–	–	(150,183)	(46,000)	(196,183)
Administrative Expenses	–	–	–	–	(1,500)	–	(1,500)
Information Technology and Communications	–	–	–	–	–	(46,000)	(46,000)
Personnel and Training	–	–	–	–	(520)	–	(520)
Salaries and Benefits	–	–	–	–	(148,163)	–	(148,163)
Net Tax Impact	–	–	–	–	(150,183)	(46,000)	(196,183)

7.6 Municipal Elections Support

Municipal Governance & Civic Engagement

Description of Service

Municipal elections are run every four years to elect council to the Town of Collingwood, with the Mayor, Deputy Mayor and one alternate member also appointed to County council, and School Board Trustees for the various school boards within our area. This service is the responsibility of the lower tier municipalities and is provided by Legislative Services. This also includes Municipal/School Board by-elections when required.

Who We Are

Admin Assistant, Legislative Services	0.03
Coordinator, Legislative Services	0.12
Director Legislative Services/ Clerk	0.05
Manager, Legislative Services/Deputy Clerk	0.15
Grand Total	0.35

Major Service Outputs

- Conduct municipal and school board elections every four years or as required by bi-election
- Education and Awareness
- Voters List Management
- Voting Method Research, Recommendation and Implementation
- Policy and procedure development
- Establish Compliance Audit Committee, and provide necessary training and support

Service Supports

Master Plans

- Community Based Strategic Plan—Pillar #4
- Municipal Elections Act
- Municipal Act

Reserves and Reserve Funds

Election Reserve Fund.

Advisory Committees and Boards

Compliance Audit Committee.

Level of Service and/or Performance Measure

Service levels for municipal elections are largely dictated by the Municipal Elections Act. Legislative Services strives to provide a high level of customer service to voters and candidates throughout the election.

Efficiencies and Savings

The use of tabulators provides efficiencies in staff resources needed for counting of votes and quick results. Alternative voting

methods provide additional voting opportunities, increasing the accessibility of an election while upholding the principles in conducting a municipal election.

2025 Major Projects and Staffing

Municipal Election—Alternative Voting Method	
Strategic Plan	Responsible—Promote a healthy local democracy
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Legislative Requirement
Fund Source(s)	Election Reserve
Lead Division	CLERKS
Resource Request?	No



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	(1,400)	—	—	—	60,000	—	60,000
Other	(1,400)	—	—	—	—	—	—
Transfers from Town Reserves and Reserve Funds	—	—	—	—	60,000	—	60,000
Expenses/Expenditure	(30,547)	(47,600)	(26,250)	(45,000)	(141,687)	—	(141,687)
Administrative Expenses	—	—	—	—	—	—	—
Equipment Related	—	(2,600)	—	—	—	—	—
Information Technology and Communications	(478)	—	—	—	(5,000)	—	(5,000)
Legal Expenses	—	(5,000)	—	(5,000)	(5,000)	—	(5,000)
Operating Expenses	—	—	—	—	—	—	—
Purchased Services	4,931	(5,000)	—	(5,000)	(50,000)	—	(50,000)
Salaries and Benefits	—	—	—	—	(46,687)	—	(46,687)
Transfers to Town Reserves and Reserve Funds	(35,000)	(35,000)	(26,250)	(35,000)	(35,000)	—	(35,000)
Net Tax Impact	(31,947)	(47,600)	(26,250)	(45,000)	(81,687)	—	(81,687)



SUB-SECTION 8

Corporate & Customer Services

Program Overview

Excellence in the administration of the Municipal government.

Services

- 8.1 Strategic Planning & Leadership (CAO)
- 8.2 Strategic Planning & Leadership (Library)
- 8.3 Corporate Finance
- 8.4 Information Technology
- 8.5 HR Operations
- 8.6 Talent Management
- 8.7 Employee Experience
- 8.8 Corporate Fleet Management
- 8.9 Corporate Facilities Management
- 8.10 Customer Service
- 8.11 Strategic Planning & Leadership (Library)
- 8.12 Legal
- 8.12 Risk Management

8.1 Strategic Planning & Leadership (Town)

Corporate & Customer Services

Description of Service

The Strategic Planning & Leadership (Town) Service includes the leadership to support Council and drive staff operations towards the Town’s Vision, through Strategic Plan delivery and the ongoing excellence in delivery of the Town’s Programs and Services.

Who We Are

CAO	1.00
Accessibility Coordinator	1.00
Executive Assistant, CAO & CCS	1.00
Executive Director, Cust & Corp	0.15
Total FTEs	3.15

Major Service Outputs

- Support for Strategic Plan creation and delivery, including communication of progress
- Accountability for ongoing operational delivery of Programs and Services, including Operational Plan and Programs performance reporting
- Liaison with Council and Council Members
- Executive management and direction for the corporation
- Championing of local, regional, intergovernmental, and multi-sectoral collaboration and advocacy

Service Supports

Master Plans

Community Based Strategic Plan.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

Collingwood Polices Services Board, Accessibility Advisory Committee, AODA Task Force (internal).

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

N/A.



2025 Major Projects and Staffing

2025 Physician Recruitment Program

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	Community Based Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	CAO
Resource Request?	No

Framework for a Complete Community

Strategic Plan	Responsible—Champion local, regional, intergovernmental, and multi-sectoral collaboration and advocacy
Master Plan	Community Based Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	CAO
Resource Request?	No

Intergovernmental affairs

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	CCS ADMIN
Resource Request?	No

International Development Programming through the FCM—PMI-WILL

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	CCS ADMIN
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Poplar Regional Health Wellness Village MZO Monthly Updates for Council

Strategic Plan	Connected—Support a community that is safe and well
Master Plan	Community Based Strategic Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Council—Resolution
Fund Source(s)	N/A
Lead Division	CAO
Resource Request?	No

Recruitment—Accessibility Coordinator

Strategic Plan	N/A
Master Plan	Multi-Year Accessibility Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	CCS ADMIN
Resource Request?	No

Update Town Land Needs (Annually-2025)

Strategic Plan	<ul style="list-style-type: none"> • Support and Manage Growth and Prosperity • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • 10 Year Capital Plan • Asset Management Plan • Downtown Visioning Master Plan • Fire Services Master Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	CLERKS
Resource Request?	No

Year 1—Status Report on 2024-2028 Community Based Strategic Plan

Strategic Plan	N/A
Master Plan	Community Based Strategic Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	CAO
Resource Request?	No

2025 Resource Requests

Add Accessibility Coordinator FT Position

Financial Request

\$95,000 per year (inclusive of benefits) in Q2 2025

Proposed Funding Source

Taxes

Why Invest?

Significantly help in ensuring the Town meets its legislated compliance requirements under the Integrated Accessibility Standards Regulation (O. Reg. 191/11) in a timely, efficient and consistent manner.

Improve legislative compliance and enhance accessibility, fostering a more inclusive environment for all.

Financial Offset/Mitigations

None.

Impact if not endorsed?

Risks due to existing processes that may not fully meet accessibility standards, limited expertise leading to inconsistent practices, customer experience barriers that can alienate community members, and challenges for employees with disabilities that may affect their productivity and engagement.

Non-compliance fines/penalties ranging from \$200 up to \$100,000 daily.



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	(2,394,702)	617,017	401,218	1,865,102	858,784	—	858,784
Investment Income	(3,028,663)	—	—	—	—	—	—
Non Tax Revenue	—	—	—	125,000	125,000	—	125,000
Other	23,996	—	29,033	—	—	—	—
Rentals and Concessions	62,345	62,345	46,819	62,345	62,345	—	62,345
Transfers from Obligatory Reserve Funds	140,091	140,091	—	180,991	258,858	—	258,858
Transfers from Town Reserves and Reserve Funds	48,176	27,396	36,132	1,109,581	27,396	—	27,396
User Charges	359,353	387,185	289,234	387,185	385,185	—	385,185
Expenses/Expenditure	(7,068,569)	(5,303,411)	(4,287,994)	(6,321,291)	(1,099,266)	(95,000)	(1,194,266)
Administrative Expenses	(12,086)	(55,000)	(1,884)	(55,000)	(4,000)	—	(4,000)
Equipment Related	(30,036)	(32,000)	(8,636)	(32,000)	—	—	—
Financial Expenses	(291,704)	(286,182)	(453,721)	(442,182)	—	—	—
Information Technology and Communications	(28,645)	(17,486)	(13,943)	(17,486)	(2,226)	—	(2,226)
Legal Expenses	(134,524)	(150,000)	—	—	—	—	—
Long Term Debt Servicing	(1,426,627)	(1,431,666)	(904,789)	(1,399,004)	(841,796)	—	(841,796)
Operating Expenses	(13,712)	(6,500)	(4,663)	(7,500)	(5,500)	—	(5,500)
Personnel and Training	(5,497)	(8,300)	(15,094)	(8,300)	(6,300)	—	(6,300)
Premise and Site	(31,153)	(29,000)	(12,454)	(29,000)	—	—	—
Purchased Services	(17,313)	(25,000)	(78,992)	(120,000)	—	—	—
Salaries and Benefits	(349,387)	(399,243)	(276,312)	(176,961)	(189,443)	(95,000)	(284,443)
Transfers to Capital	(188,159)	(285,000)	—	(676,000)	—	—	—
Transfers to Town Reserves and Reserve Funds	(4,506,097)	(2,539,000)	(2,492,175)	(3,322,900)	(50,000)	—	(50,000)
Utilities	(33,627)	(39,033)	(25,331)	(34,958)	(0)	—	(0)
Grand Total	(9,463,272)	(4,686,394)	(3,886,776)	(4,456,189)	(240,482)	(95,000)	(335,482)

8.2 Strategic Planning and Leadership—Library

Corporate & Customer Services

Description of Service

Delivery of executive management and direction, including management of Library’s strategies and Library Board supports.

Who We Are

Library CEO	0.65
Supervisor Community Services	0.20
Supervisor, Acquisitions & Programming (Library)	0.20
Supervisor, LPublic Services	0.20
Grand Total	1.25

Major Service Outputs

A plan that pushes the library’s programs and services toward a common vision.

Service Supports

Master Plans

Library Strategic Plan.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

Collingwood Public Library Board.

Level of Service and/or Performance Measure

- Achieve action items and goals identified in the strategic plan
- Offer efficient and effective library services in alignment with the Public Libraries Act
- Develop skills and capacity of leadership team and library staff through meaningful professional development

Efficiencies and Savings

When developing a strategic plan, the library does the majority of the work in-house.



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	–	–	–	–	32,513	–	32,513
Government Transfers	–	–	–	–	32,513	–	32,513
Expenses/Expenditure	–	–	–	–	(188,109)	–	(188,109)
Personnel and Training	–	–	–	–	(8,000)	–	(8,000)
Salaries and Benefits	–	–	–	–	(173,109)	–	(173,109)
Transfers to Town Reserves and Reserve Funds	–	–	–	–	(7,000)	–	(7,000)
Net Tax Impact	–	–	–	–	(155,596)	–	(155,596)

8.3 Legal and Land

Corporate & Customer Services

Description of Service

Provides advisory services on legal, policy and language matters related to the drafting, enactment, operation and interpretation of legislative texts. Supports the coordination of municipal and provincial prosecutions related to various types of regulation, such as Town by-laws, the Building Code Act, the Fire Protection and Prevention Act, and the Dog Owners' Liability Act.

It includes:

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

Who We Are

Coordinator, By-Law	0.10
Coordinator, Purchasing	0.05
Director Legislative Services/ Clerk	0.07
Manager, Accountability, Procurement & Risk Management	0.09
Manager, Bylaw	0.10
Manager, Legislative Services/Deputy Clerk	0.20
Purchasing Officer	0.05
Supervisor, Bylaw	0.05
Grand Total	0.71

Major Service Outputs

- Executed/registered agreements or contracts
- Disposition or acquisition of land
- Support for the coordination of municipal and provincial prosecution
- Legal advice

Service Supports

Master Plans

Various, By-law Services Review.

Reserves and Reserve Funds

- Land Acquisitions— Development Charges
- Land Acquisition Reserve
- Parkland Reserve

Advisory Committees and Boards

Property Acquisition Committee (internal).

Level of Service and/or Performance Measure

Land Acquisitions and Dispositions: Dependent on demand of strategic land acquisition needs and requests to purchase land from the municipality. The disposition of land can take anywhere from 6 months to a year depending on the complexity of the property.

Efficiencies and Savings

Ensuring funds are available for strategic land acquisitions. Implementation of Administrative Monetary Penalty System: AMPS will allow for a more streamlined and efficient approach to resolving by-law contraventions, reducing the strain on court resources, and expediting the resolution of by-law infractions.



2025 Major Projects and Staffing

Delivery of Prosecution Services In-house

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	By-Law Services Review
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	N/A
Lead Division	BYLAW
Resource Request?	No

Strategic Land Acquisitions

Strategic Plan	<ul style="list-style-type: none"> • Support and Manage Growth and Prosperity • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • 10 Year Capital Plan • Asset Management Plan • Downtown Visioning Master Plan • Fire Services Master Plan
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operational
Fund Source(s)	Taxes
Lead Division	CLERKS
Resource Request?	Yes

2025 Resource Requests

Strategic Land Acquisitions

Financial Request	Proposed Funding Source
\$100,000	Taxes

Why Invest?

The purchase of land to accommodate for road and trail connectivity, emergency services enhancements, resolve land-locked properties and land title corrections, secure lands to meet future needs when they become available and potentially at a lower cost, while avoiding costly expropriation processes. *Details not provided as the Municipal Act requires the acquisition of land to be discussed in closed session prior to reporting the purchase(s) publicly.

Financial Offset/Mitigations

Risk mitigation measures in providing for safer streets, allowance for emergency services, and secure lands to meet future needs when they become available, and potentially at a lower cost and avoidance of costly expropriation process.

Impact if not endorsed?

Inadequate funds available for strategic land acquisitions to support future capital projects, managing costly expropriation processes, safer streets, emergency services, etc. In some cases, increasing risk/liability to the municipality if emergency services are delayed, damage to property due to property condition and inefficient delivery of services to the public.
\$0 in 2025 Budget.

Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Growth	100,000	—	—	—	100,000
9129—Strategic Land Acquisition	100,000	—	—	—	100,000
Grand Total	100,000	—	—	—	100,000

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	—	—	—	—	5,000	—	5,000
Other	—	—	—	—	5,000	—	5,000
Expenses/Expenditure	—	—	—	—	(296,881)	—	(296,881)
Legal Expenses	—	—	—	—	(100,000)	—	(100,000)
Salaries and Benefits	—	—	—	—	(96,881)	—	(96,881)
Transfers to Town Reserves and Reserve Funds	—	—	—	—	(100,000)	—	(100,000)
Net Tax Impact	—	—	—	—	(291,881)	—	(291,881)

8.4 Risk Management

Corporate & Customer Services

Description of Service

Identify and mitigate risk and manage claims through reviews of processes, by-laws, areas of service delivery while managing the insurance portfolio.

Who We Are

Admin Assistant, Legislative Services	0.20
Coordinator, Purchasing	0.05
Director Legislative Services/ Clerk	0.07
Manager, Accountability, Procurement & Risk Management	0.25
Purchasing Officer	0.10
Grand Total	0.67

Major Service Outputs

- Regularly review and monitor insurance needs and coverage for the corporation including special projects, contracts, and agreement insurance requirements

- Regularly assess and monitor program and service areas for risks and ensure that appropriate mitigation strategies are identified proactively, as well as monitoring insurance claims to identify trends
- Coordinate and support efforts between the broker, insurer and adjusters for coverage and claims management

Service Supports

Master Plans

- Community Based Strategic Plans—Responsible—Champion local, regional, intergovernmental, and multi-sectoral collaboration and advocacy
- Maintain the Town’s strong financial health and assets
- Continuously drive operational and organizational excellence

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

Insurance premiums continue to grow and there is potential for the cooperative approach to find both financial savings and efficiencies with staff resources as part of the day to day facilitation of claims being managed by the County Cooperative.





2025 Major Projects and Staffing

Evaluate County Insurance Cooperative and determine recommended options

Strategic Plan	<ul style="list-style-type: none"> Responsible—Maintain the Town’s strong financial health and assets Responsible—Champion local, regional, intergovernmental, and multi-sectoral collaboration and advocacy
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	Yes
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	PROCUREMENT & RISK
Resource Request?	No

2025 Resource Requests

Evaluate County Insurance Cooperative and Determine recommended options

Financial Request	Proposed Funding Source
TBC	TBC

Why Invest?

The municipality needs to carry comprehensive insurance as risk protection, this opportunity could result in savings on premiums.

Financial Offset/Mitigations

TBC

Impact if not endorsed?

The town will continue to source our insurance coverage independently, which may lead to high premiums.

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Expenses/Expenditure	–	–	–	–	(324,974)	–	(324,974)
Financial Expenses	–	–	–	–	(242,182)	–	(242,182)
Personnel and Training	–	–	–	–	(520)	–	(520)
Salaries and Benefits	–	–	–	–	(82,272)	–	(82,272)
Grand Total	–	–	–	–	(324,974)	–	(324,974)

8.5 Procurement Support

Corporate & Customer Services

Description of Service

The Procurement Support Service facilitates the Town’s procurement and disposal of goods, services and construction to be open, fair and transparent, and promotes achieving the best value for money.

Who We Are

Admin Assistant, Legislative Services	0.08
Coordinator, Purchasing	0.90
Director Legislative Services/ Clerk	0.12
Manager, Accountability, Procurement & Risk Management	0.50
Purchasing Officer	0.85
Grand Total	2.45

Major Service Outputs

- Ensuring the best value for money in corporate purchases

- Management of procurement processes from initial procurement request, template & scope development, bid evaluation, award, debriefing and contract management support
- Train staff on the appropriate process and policies with respect to procurement
- Assisting customers (both internally & externally) with procurement inquiries

Service Supports

Master Plans

- Strategic Plan
- Responsible—Champion local, regional, intergovernmental, and multi-sectoral collaboration and advocacy
- Maintain the Town’s strong financial health and assets
- Continuously drive operational and organizational excellence

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

- Timely procurement projects completed in a fair and transparent process
- Efficiently work with departments and external suppliers to ensure the continue

delivery of core services and the execution of new and visionary projects.

Efficiencies and Savings

The Purchasing Division created a new intake form that asks more critical questions allowing Town staff to set up their projects for success from an earlier stage. Along with the new form was a new project tracking tool to provide a more consistent flow of information between the purchasing team and departments. Purchasing also worked closely

with Finance and IT to implement the new Purchasing Order workflow, in an effort to streamline the approval process and efficiently move critical approval throughout the corporation.

The service review will have a consultant conduct a thorough market scan of what other similar sized municipalities are doing in the purchasing space while investigating whether there are opportunities to use broader, regional, public purchasing to achieve better value for money in all procurements.

2025 Major Projects and Staffing

Continuation of Procurement Service Review

- Responsible—Champion local, regional, intergovernmental, and multi-sectoral collaboration and advocacy
- Responsible—Maintain the Town’s strong financial health and assets
- Responsible—Continuously drive operational and organizational excellence

Strategic Plan	
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Base Budget
Lead Division	PROCUREMENT & RISK
Resource Request?	No

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Expenses/Expenditure	–	–	–	–	(353,986)	–	(353,986)
Administrative Expenses	–	–	–	–	(13,500)	–	(13,500)
Information Technology and Communications	–	–	–	–	(1,000)	–	(1,000)
Operating Expenses	–	–	–	–	(2,000)	–	(2,000)
Personnel and Training	–	–	–	–	(11,145)	–	(11,145)
Purchased Services	–	–	–	–	(30,000)	–	(30,000)
Salaries and Benefits	–	–	–	–	(296,341)	–	(296,341)
Grand Total	–	–	–	–	(353,986)	–	(353,986)

8.6 Corporate Finance

Corporate & Customer Services

Description of Service

The Corporate Finance Service plans, finances and supports municipal assets and service delivery, including sub-services for:

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

Who We Are

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

Major Service Outputs

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

Service Supports

Master Plans

- Asset Management Plan
- DC Background Study
- Community Based Strategic Plan 2024-2028

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

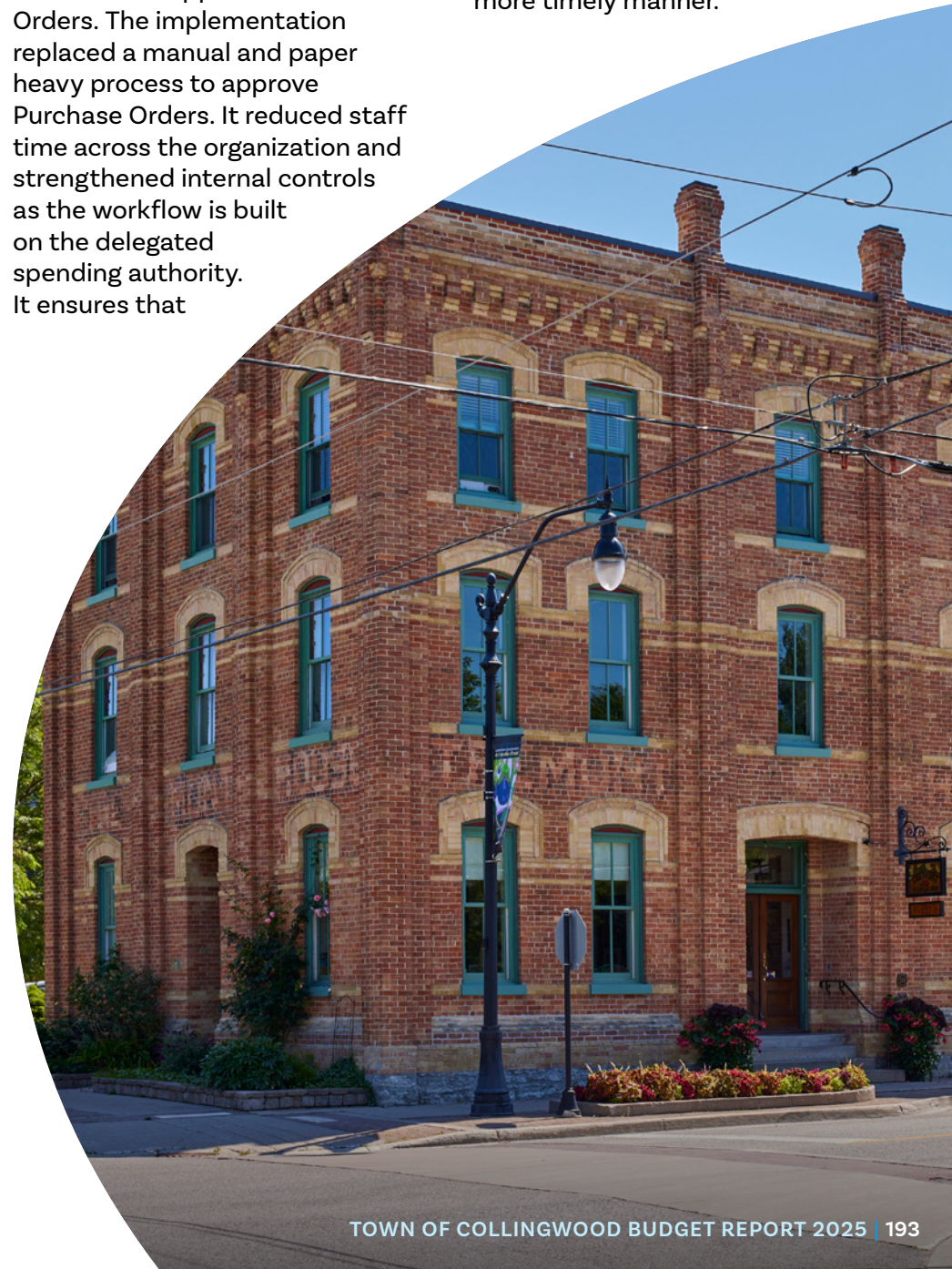
Level of Service and/or Performance Measure

- Legislative and regulatory requirements
- Reporting regularly on key financial parameters to Council and MMAH (FIR)

Efficiencies and Savings

Implementation of Work Flow—an electronic approval flow for creation and approval of Purchase Orders. The implementation replaced a manual and paper heavy process to approve Purchase Orders. It reduced staff time across the organization and strengthened internal controls as the workflow is built on the delegated spending authority. It ensures that

the appropriate staff member is approving Purchased Orders and allows for Accounts Payable to enter and match invoices in a more timely manner.



2025 Major Projects and Staffing

Evaluation and implementation of Payroll Software

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Taxes
Lead Division	FINANCE
Resource Request?	Yes

Evolution of Programs and Services Delivery

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	FINANCE
Resource Request?	No

Final Phase of Asset Management Plan

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Asset Management Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	Yes
Other	N/A
Fund Source(s)	OCIF
Lead Division	FINANCE
Resource Request?	No



2025 Major Projects and Staffing (Continued)

Prepare Long Term Strategic Financial Plan

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	FINANCE
Resource Request?	No

Transition to new financial institution

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	N/A
Lead Division	FINANCE
Resource Request?	No

2025 Resource Requests

Evaluation and Implementation of Payroll Software

Financial Request	Proposed Funding Source
\$25,000 one time, \$12,000 ongoing	Taxes

Why Invest?

Implement Payroll Software as part of the already approved HRIS system Upgrade. Current system has limited support that is not timely. Full automation and integration of our Payroll system (along with HRIS) was an opportunity to gain efficiencies and provide for more complete and accurate information while eliminating reliance on manual spreadsheets.

Financial Offset/Mitigations

Staff time from reduced duplication of efforts and work.

Impact if not endorsed?

The largest risk is the very limited support available for the existing software—when problems arise fixes are often delayed. Continued inefficiencies and of administrative burden. Lack of reporting and analytics. \$0 in budget.

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	4,471,233	1,236,762	4,002,304	1,210,124	1,587,323		1,587,323
Government Transfers	57,976	55,000	–	40,000	120,000	–	120,000
Investment Income	3,558,028	300,000	3,200,265	300,000	760,000	–	760,000
Other	768,672	734,570	749,650	727,932	629,630	–	629,630
Transfers from Obligatory Reserve Funds	31,018	65,000	–	65,000	–	–	–
Transfers from Town Reserves and Reserve Funds	–	–	–	–	–	–	–
User Charges	55,538	82,192	52,388	77,192	77,692	–	77,692
Expenses/Expenditure	(2,173,929)	(2,273,399)	(2,191,956)	(2,334,743)	(2,340,706)	(25,000)	(2,365,706)
Administrative Expenses	(46,464)	(46,000)	(35,970)	(57,500)	(50,500)	–	(50,500)
Equipment Related	(3,438)	(5,200)	(6,703)	(5,200)	(5,200)	–	(5,200)
Financial Expenses	(21,599)	(12,000)	(21,814)	(18,500)	(18,500)	–	(18,500)
Information Technology and Communications	(120,895)	(106,426)	(127,157)	(125,176)	(132,176)	(25,000)	(157,176)
Legal Expenses	–	–	6,132	–	–	–	–
Long Term Debt Servicing	(720,790)	(723,070)	(712,432)	(712,432)	(601,630)	–	(601,630)
Operating Expenses	(6,992)	(15,000)	(7,907)	(10,000)	(5,000)	–	(5,000)
Personnel and Training	(8,750)	(50,875)	(12,327)	(36,875)	(19,000)	–	(19,000)
Purchased Services	(101,215)	(170,000)	(145,571)	(185,000)	(309,600)	–	(309,600)
Salaries and Benefits	(1,143,785)	(1,144,828)	(1,128,207)	(1,184,060)	(1,199,100)	–	(1,199,100)
Grand Total	2,297,305	(1,036,636)	1,810,348	(1,124,619)	(753,384)	(25,000)	(778,384)

8.7 Information Technology

Corporate & Customer Services

Description of Service

Corporate leadership for information technology infrastructure, assets and systems operations to support the services of the Corporation.

It includes:

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

Who We Are

Executive Director, Cust & Cor	0.10
GIS Specialist	1.00
IT Business Systems Analyst	1.00
IT Service Desk Coordinator	1.00
IT Systems Administrator	1.00
Manager, IT Services	1.00
Seasonal IT Support	0.33
Total FTEs	5.43

Major Service Outputs

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

Service Supports

Master Plans

IT Master Plan.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

Information Technology Steering Committee (internal).

Level of Service and/or Performance Measure

None currently set. Information Technology (IT) utilizes a IT Service Desk tool to keep track of varying requests for service. This streamlines our approach for service as these items are triaged based on impact and severity and are actioned accordingly.

Efficiencies and Savings

Implementing mobile device management allows the IT Division to manage and support devices more efficiently through a central point. Configuration changes and application roll-outs are streamlined. Continued savings are found through telecommunications audits and elimination of outdated services. Transitioning to

a single “one-number” for town services improves customer service and reduces costs. Moving from traditional to internet-based phone lines further saves costs and simplifies billing and management.



2025 Major Projects and Staffing

Desktop Laptop Replacements

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	02-100-9148-52450
Lead Division	INFORMATION TECHNOLOGY
Resource Request?	No

Mobile Device Management

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	01-100-1250-52600
Lead Division	INFORMATION TECHNOLOGY
Resource Request?	No

Multi-factor Authentication Rollout

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	INFORMATION TECHNOLOGY
Resource Request?	No



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	269,500	-	-	252,000	17,500
9141—Computer Hardware	5,000	-	-	-	5,000
9143—Computer Software	2,500	-	-	-	2,500
9144—Networking—WAN & LAN Infrastructure	10,000	-	-	-	10,000
9145—Door lock Replacement/Installation—Corporate Wide (incl Library)	200,000	-	-	200,000	-
9148—Desktop/Laptop Replacements	52,000	-	-	52,000	-
Lifecycle Renewal	10,000	-	-	10,000	-
912D—Video Security Upgrades	10,000	-	-	10,000	-
Grand Total	279,500	-	-	262,000	17,500

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	89,956	81,469	67,670	81,469	81,469	-	81,469
Non Tax Revenue	5,087	-	4,768	-	-	-	-
Other	13,850	-	9,637	-	-	-	-
Transfers from Town Reserves and Reserve Funds	-	-	-	-	-	-	-
User Charges	71,019	81,469	53,264	81,469	81,469	-	81,469
Expenses/Expenditure	(732,587)	(745,001)	(546,286)	(908,814)	(1,033,722)	-	(1,033,722)
Administrative Expenses	(5,215)	(4,700)	(1,771)	(5,700)	(5,200)	-	(5,200)
Equipment Related	(1,428)	(1,500)	(6,200)	(8,500)	(2,500)	-	(2,500)
Information Technology and Communications	(157,055)	(163,409)	(108,428)	(171,309)	(201,359)	-	(201,359)
Inter-functional Transfers	(26,906)	(13,091)	(16,876)	(13,091)	(20,741)	-	(20,741)
Operating Expenses	(416)	(500)	(245)	(500)	(2,250)	-	(2,250)
Personnel and Training	(11,026)	(11,500)	(6,818)	(11,500)	(19,500)	-	(19,500)
Premise and Site	-	(4,005)	-	(4,005)	(4,600)	-	(4,600)
Purchased Services	(14,662)	(15,000)	167	(40,000)	(15,000)	-	(15,000)
Salaries and Benefits	(470,283)	(488,546)	(382,788)	(611,459)	(679,957)	-	(679,957)
Transfers to Capital	(10,252)	(10,500)	-	(10,500)	-	-	-
Transfers to Town Reserves and Reserve Funds	(31,000)	(31,000)	(23,250)	(31,000)	(81,365)	-	(81,365)
Vehicle and Fleet Related	(4,343)	(1,250)	(77)	(1,250)	(1,250)	-	(1,250)
Net Tax Impact	(642,631)	(663,532)	(478,616)	(827,345)	(952,253)	-	(952,253)

8.8 Corp Facilities

Corporate & Customer Services

Description of Service

Corporate leadership for managing non-recreation Town-owned facilities including:

- Facilities Management
- Access Control Security

Who We Are

Building Maintenance Custodian, Town Hall	1.00
Building Operator	1.00
Climate Change Specialist	0.10
Coordinator, Fleet Facilities	1.55
Executive Director, Cust & Cor	0.30
Manager, Fleet & Facilities	0.55
Project Manager, CCS	0.90
Total FTEs	5.40

Major Service Outputs

- Safe, consistent and efficient operations of non-recreation facilities
- Facility Asset Inventories
- Corporate Facility Maintenance Contracts
- Facility Electronic Door Lock Management with IT
- Capital and Renovation Project Management and Administration
- Staff and Council Accommodation Planning

Service Supports

Master Plans

N/A.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

N/A.



2025 Major Projects and Staffing

545 Tenth Line Lifecycle Improvements

Strategic Plan	<ul style="list-style-type: none"> Transparent and Accountable Local Government Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Lifecycle Roads RF
Lead Division	F&F
Resource Request?	No

Asset Management—Facility Flat Roof Replacement—Engineering Design and Installation

Strategic Plan	<ul style="list-style-type: none"> Transparent and Accountable Local Government Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Asset Management Plan;10 Year Capital Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Building RF
Lead Division	F&F
Resource Request?	No

Create EV Charging Station Policy/Procedure

Strategic Plan	Sustainable—Work with partners to take action on climate change
Master Plan	Greener Collingwood Climate Change Action Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

Curling Club Roof and Eaves Drainage

Strategic Plan	<ul style="list-style-type: none"> Transparent and Accountable Local Government Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Asset Management Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Equipment Replacement—Water

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

EV Charging Stations for Town Vehicles—PW/Library

Strategic Plan	<ul style="list-style-type: none"> • Transparent and Accountable Local Government • Responsible—Continuously drive operational and organizational excellence
Master Plan	Greener Collingwood Climate Change Action Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

Evaluation of Automatic Vehicle Location system

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	Asset Management Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

Facility AMP Projects

Strategic Plan	<ul style="list-style-type: none"> • Transparent and Accountable Local Government • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Asset Management Plan • 0 Year Capital Plan • Greener Collingwood Climate Change Action Plan
Continuous Improvement	Mandatory (Legislation or Regulation)
Mandatory (Legislation or Regulation)	N/A
Other	Legislative Requirement
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	Yes

2025 Major Projects and Staffing (Continued)

Fleet & Facilities: Service Agreements—Internal Facing

Strategic Plan	<ul style="list-style-type: none"> • Transparent and Accountable Local Government • Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

Fleet and Facilities Service Review

Strategic Plan	<ul style="list-style-type: none"> • Responsible—Continuously drive operational and organizational excellence • Responsible—Maintain the Town’s strong financial health and assets • Sustainable—Work with partners to take action on climate change
Master Plan	N/A
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	F&F
Resource Request?	Yes

GHG Reduction Project Design and Installation—Public Works (9108)

Strategic Plan	<ul style="list-style-type: none"> • Transparent and Accountable Local Government • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Greener Collingwood Climate Change Action Plan • Asset Management Plan • 10 Year Capital Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	Yes

2025 Major Projects and Staffing (Continued)

Green and Inclusive Community Building Grant—Central Park Arena & Curling Club

Strategic Plan	<ul style="list-style-type: none"> Enhance Community Well-being and Sustainability Sustainable—Work with partners to take action on climate change Responsible—Continuously drive operational and organizational excellence Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> Greener Collingwood Climate Change Action Plan Asset Management Plan 10 Year Capital Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Grant dependent
Lead Division	F&F
Resource Request?	Yes

Inventory Accessible Parking Spaces—Municipal Lot EBMA

Strategic Plan	<ul style="list-style-type: none"> Connected—Support a community that is safe and well Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> Multi-Year Accessibility Plan Downtown Visioning Master Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Council—Resolution
Fund Source(s)	Taxes
Lead Division	F&F
Resource Request?	No

Library—3rd Floor Security Upgrades

Strategic Plan	<ul style="list-style-type: none"> Transparent and Accountable Local Government Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> Asset Management Plan 10 Year Capital Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Building RF
Lead Division	F&F
Resource Request?	No

2025 Major Projects and Staffing (Continued)

Library Heat Pump Replacement

Strategic Plan	<ul style="list-style-type: none"> • Transparent and Accountable Local Government • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Asset Management Plan • 10 Year Capital Plan • Greener Collingwood Climate Change Action Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Lifecycle Building RF
Lead Division	F&F
Resource Request?	No

Lifecycle Maintenance—Transit Terminal

Strategic Plan	<ul style="list-style-type: none"> • Transparent and Accountable Local Government • Responsible—Maintain the Town’s strong financial health and assets • Connected—Support a community that is safe and well
Master Plan	Asset Management Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

Lifecycle Management—Collingwood Police Building

Strategic Plan	<ul style="list-style-type: none"> • Transparent and Accountable Local Government • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Asset Management Plan • 10 Year Capital Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	N

2025 Major Projects and Staffing (Continued)

New Accommodation—545 10th Line P/W Building and Shop renovations

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Asset Management Plan • Master Accommodation Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Public Works Reserve, DC Roads, DC Water, Water RF
Lead Division	F&F
Resource Request?	No

Terminal Point Project—Heritage Drive Reconstruction—ASSESSMENT & STUDY

Strategic Plan	<ul style="list-style-type: none"> • Connected—Promote Collingwood as a centre for healthy and active living • Vibrant—Enhance the downtown and waterfront as a place to be
Master Plan	Asset Management Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Waterfront Master Plan Reserve
Lead Division	F&F
Resource Request?	No

Terminal Point Project—Heritage Drive Reconstruction—CONSTRUCTION

Strategic Plan	Vibrant—Enhance the downtown and waterfront as a place to be
Master Plan	Asset Management Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	N/A
Fund Source(s)	Lifecycle Reserve; Road DC
Lead Division	F&F
Resource Request?	Yes

2025 Major Projects and Staffing (Continued)

Terminals Point Project—Capital

Strategic Plan	<ul style="list-style-type: none"> • Vibrant—Enhance the downtown and waterfront as a place to be • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Waterfront Master Plan • Parks, Recreation & Culture Master Plan • Master Transportation Study • Greener Collingwood Climate Change Action Plan • Downtown Visioning Master Plan • 10 Year Capital Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	DC Roads, Lifecycle Building RF, Lifecycle Land Improvements RF, Developer Contribution
Lead Division	F&F
Resource Request?	Yes

Terminals Point Project—Operating

Strategic Plan	<ul style="list-style-type: none"> • Vibrant—Enhance the downtown and waterfront as a place to be • Responsible—Maintain the Town’s strong financial health and assets
Master Plan	<ul style="list-style-type: none"> • Waterfront Master Plan • Parks, Recreation & Culture Master Plan • Master Transportation Study • Greener Collingwood Climate Change Action Plan • Downtown Visioning Master Plan • 10 Year Capital Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Operating
Fund Source(s)	Reserve
Lead Division	F&F
Resource Request?	Yes

2025 Major Projects and Staffing (Continued)

Town Hall Refurbishment Program

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	Asset Management Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	Building Reserve
Lead Division	F&F
Resource Request?	No

Vehicle Replacement—Water

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

Video Security Upgrades

Strategic Plan	<ul style="list-style-type: none"> • Transparent and Accountable Local Government • Responsible—Maintain the Town’s strong financial health and assets • Connected—Support a community that is safe and well
Master Plan	<ul style="list-style-type: none"> • Community Safety and Well-being Plan • Downtown Visioning Master Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	Yes

2025 Resource Requests

Fleet and Facilities Service Review

Financial Request

\$65,000

Proposed Funding Source

N/A

Why Invest?

The Town owns and operates a diverse fleet and manages numerous facilities that support various public programs and services. In response to growing operational costs, maintenance challenges, and evolving service demands, it is essential for the Town to undertake a comprehensive review of our fleet and facilities services. This review aims to identify inefficiencies, optimize resource utilization, and enhance service delivery, ultimately leading to cost savings/ efficiencies and improved community satisfaction. A comprehensive fleet and facilities service review is a strategic initiative that will look across the organization to determine how to best approach this work in a unified and centralized manner, further enhancing the corporate services model. By undertaking this review, the Town will be better positioned to meet current and future demands while supporting fiscal responsibility and sustainability goals. Approval of this business case will enable us to proceed with a structured approach to optimizing our fleet and facilities operations.

Financial Offset/Mitigations

Utilizing a complete fleet and facility inventory, asset maintenance, replacement and upgrades are done more efficiently when combined across the corporation ensuring a consistent approach, process and results with an overall reduction in administration. Streamlined processes and improved resource allocation, leading to faster response times and better service delivery. Data-driven insights to support future planning and budgeting utilizing improved technology.

Impact if not endorsed?

Failure to adequately define, resource and perform regulated activities and best practices can result in inefficiencies, lower health and safety performance and lost productivity.

GHG Reduction Project Design and Installation—Public Works

Financial Request

\$300,000—Capital carried in project 9108.

Proposed Funding Source

General Reserve

Why Invest?

Public Works Building replacement of existing 2 air handling units with 2 new heat pumps. Replacement is inline with the recommendations of the GHG Feasibility Study for 80% GHG Facility reductions in 20 years. In addition the existing air handling units contain R22 refrigerant which has been phased out, one unit has an unidentified leak and finding R22 to top up is becoming costly and a challenge. Air handling units are original to the building and at 35 years old are well beyond their expected life.

Financial Offset/Mitigations

N/A

Impact if not endorsed?

Air handling units fail and there is no heating or cooling for the office space of the building.
Not meeting Council's minimum 30% GHG reduction target by 2030.

2025 Resource Requests (Continued)

Green and Inclusive Community Building Fund—Central Park

Financial Request

\$300,000 in 2025. Capital carried in 973J—Grant dependent.

Proposed Funding Source

Building RF, Grant

Why Invest?

Legislative compliance with Provincial Guideline D4: Land use on or Near Landfills and Dumps. Allows for inclusion of evidence-based assessment areas around local inactive landfills in the 2023 Official Plan and for opportunity to rectify non-decision to have a fully approved Plan, without investment costs to landowners would range from \$5,000 to \$15,000 plus peer review fees for each development application.

Financial Offset/Mitigations

Estimated reduction in annual utility costs of \$258,945 (after 2029). Grant funds 80% of total project costs (\$7,849,179.20 savings)

Impact if not endorsed?

Not meeting Council’s minimum 30% GHG reduction target by 2030. ROI extends to 36.3 years without grant funding and we proceed with implementation plan (completed by 2029). Without approval for additional project management staff, implementation may not be feasible with current staff resources.

Terminals Point—Operating

Financial Request

\$390,000

Proposed Funding Source

N/A.

Why Invest?

Operational funds required to support the Terminals Point project. Work in this category includes legal services, public & stakeholder engagement activities, project advisory support services, studies and investigations needed to initiate design, signature initiatives, project administration, and minimum maintenance activities. Legal—\$60k, planning support—\$50k, engagement activities—\$50k, project advisor—\$30k, studies—\$100k, signature initiatives—\$50k, maintenance—\$50k. Total—\$527k.

Financial Offset/Mitigations

N/A.

Impact if not endorsed?

Financial, environmental, and political risks are associated with this high profile project. Revert to unfunded \$12M liability to maintain or demolish the Terminals.

2025 Resource Requests (Continued)

Terminals Point—Capital

Financial Request

\$3,550,000 in 2025.

Total project capital budget is \$33,985,000—includes critical and non critical public work. Critical work includes servicing and reconstruction of Heritage Drive to make it suitable for long-term investment. Non-critical public work includes the public realm enhancements that will be delivered as part of the project.

Proposed Funding Source

DCs Roads, Lifecycle Building RF, Lifecycle Land Improvements RF, Developer Contribution

Why Invest?

Town’s cash funding commitment to the project is \$16,827,000. This amount plus the DC Credits associated with the project, (subject to change), plus a cash funding commitment from the developer is estimated to be \$33,985,000. This is the total budget for all public work. Public work will be delivered through this multi-year project until at least 2029. Design for some of this public work started in 2024 and will continue through 2025 and 2026. Construction is expected to take place between 2026 and 2029.

Financial Offset/Mitigations

N/A.

Impact if not endorsed?

Financial, environmental, and political risks are associated with this high profile project. Commitments have been made through the agreements with the developer to deliver enhancements. Reverting to the \$12M unfunded liability to maintain or demolish the Terminals.

WWTP Digester Gas Use Review and Expansion

Financial Request

\$50,000 in 2025. \$300,000 in 2026. Capital carried in project 950R.

Proposed Funding Source

Wastewater RF

Why Invest?

Retain an engineer to review the existing WWTP Digester Gas supply, piping distribution and use. Following the review engineer to prepare design drawings to improve existing system and expand to the new dual fuel boilers. Review and expansion is inline with the recommendations of the GHG Feasibility Study for 80% GHG Facility reductions in 20 years.

Financial Offset/Mitigations

N/A.

Impact if not endorsed?

Flaring the digester gas produced at the plant as opposed to using it as a source of energy.
Not meeting Council’s minimum 30% GHG reduction target by 2030.

2025 Resource Requests (Continued)

10 Year Facility Asset Management Plan

Financial Request

\$120,000 in 2025. \$26MM total in 10 year Capital Plan. Capital carried in project various AMP projects.

Proposed Funding Source

Various facility and division reserve funds.

Why Invest?

Organize, plan for, assign and coordinate Facility AMP Projects identified in the Facility Condition Assessments.

Financial Offset/Mitigations

N/A.

Impact if not endorsed?

Assets need to be maintained to extend their useful life.



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Asset Renewal	4,528,050	1,000,000	–	2,078,050	1,450,000
9105—Roof Replacements	260,000	–	–	260,000	–
910B—AMP BDC	20,000	–	–	20,000	–
9121—Town Hall Refurbishment Program	150,000	–	–	–	150,000
912C—AMP Town Hall	25,050	–	–	25,050	–
9135—Collingwood Terminals	3,550,000	1,000,000	–	1,250,000	1,300,000
9210—Collingwood Police Building	110,000	–	–	110,000	–
921A—AMP Police Building	13,000	–	–	13,000	–
9757—Library Heat Pump Replacement	100,000	–	–	100,000	–
9108—GHG Reduction Project—PW Heat Pumps	300,000	–	–	300,000	–
Growth	1,700,000	–	238,000	1,462,000	–
9364—New Accommodation—P/W Building and Shop renovations—tied to Accommodation Plan	1,700,000	–	238,000	1,462,000	–
Grand Total	6,228,050	1,000,000	238,000	3,540,050	1,450,000

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	408,850	644,368	159,902	814,236	716,507		716,507
Government Transfers	75,201	—	—	80,000	—	—	—
Non Tax Revenue	—	—	—	—	—	—	—
Other	4,749	2,500	2,122	2,500	2,500	—	2,500
Rentals and Concessions	54,463	52,000	52,978	52,000	15,000	—	15,000
Transfers from Town Reserves and Reserve Funds	204,490	520,000	—	540,000	597,000	—	597,000
User Charges	69,948	69,868	104,802	139,736	102,007	—	102,007
Expenses/Expenditure	(1,008,547)	(1,225,982)	(844,518)	(1,426,293)	(1,458,709)	(455,000)	(1,913,709)
Administrative Expenses	(189)	(1,500)	(973)	(1,500)	(3,500)	—	(3,500)
Equipment Related	—	(500)	—	(500)	(8,700)	—	(8,700)
Financial Expenses	(2,704)	(2,442)	(2,579)	(2,942)	(5,884)	—	(5,884)
Information Technology and Communications	(3,461)	(7,500)	(3,291)	(8,500)	(12,500)	—	(12,500)
Legal Expenses	(100,296)	—	(37,835)	—	—	—	—
Operating Expenses	(5)	(2,250)	(136)	(11,250)	(11,500)	—	(11,500)
Personnel and Training	(768)	(5,000)	(3,860)	(5,000)	(7,500)	—	(7,500)
Premise and Site	(78,542)	(25,000)	(53,567)	(25,000)	(54,000)	—	(54,000)
Purchased Services	(219,198)	(528,000)	(228,994)	(600,000)	—	(455,000)	(455,000)
Salaries and Benefits	(591,693)	(637,416)	(503,948)	(754,726)	(726,697)	—	(726,697)
Transfers to Capital	—	—	—	—	—	—	—
Transfers to Town Reserves and Reserve Funds	—	—	—	—	(596,721)	—	(596,721)
Utilities	(8,719)	(13,000)	(8,926)	(13,000)	(23,958)	—	(23,958)
Vehicle and Fleet Related	(2,973)	(3,375)	(408)	(3,875)	(7,749)	—	(7,749)
Grand Total	(599,698)	(581,614)	(684,617)	(612,057)	(742,202)	(455,000)	(1,197,202)

8.9 Corp Fleet

Corporate & Customer Services

Description of Service

Deliver and Manage Corporate Vehicle and Equipment Fleet, including purchasing, asset management and disposal.

Who We Are

Climate Change Specialist	0.05
Coordinator, Fleet & Facilities	0.15
Executive Director, Cust & Corp	0.05
Manager, Fleet & Facilities	0.25
Grand Total	0.50

Major Service Outputs

- Safe, reliable and consistent vehicles and equipment for use in Town operations that is appropriate for the service
- Disposal of assets

Service Supports

Master Plans

N/A.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

N/A.



2025 Major Projects and Staffing

Create EV Charging Station Policy/Procedure

Strategic Plan	Sustainable—Work with partners to take action on climate change
Master Plan	Greener Collingwood Climate Change Action Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

Equipment Replacement—Water

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

EV Charging Stations for Town Vehicles—PW/Library

Strategic Plan	<ul style="list-style-type: none"> • Transparent and Accountable Local Government • Responsible—Continuously drive operational and organizational excellence
Master Plan	<ul style="list-style-type: none"> • Greener Collingwood Climate Change Action Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No



2025 Major Projects and Staffing (Continued)

Evaluation of Automatic Vehicle Location system

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	Asset Management Plan
Continuous Improvement	Continuous Improvement
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No

Vehicle Replacement—Water

Strategic Plan	Responsible—Maintain the Town’s strong financial health and assets
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Budget—Capital
Fund Source(s)	N/A
Lead Division	F&F
Resource Request?	No



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Growth	35,000	—	—	—	35,000
9107—Fleet EV Charging Stations	35,000	—	—	—	35,000
Grand Total	35,000	—	—	—	35,000

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	—	—	—	—	8,384	—	8,384
User Charges	—	—	—	—	8,384	—	8,384
Expenses/Expenditure	—	—	—	—	(86,905)	—	(86,905)
Financial Expenses	—	—	—	—	(2,942)	—	(2,942)
Operating Expenses	—	—	—	—	(250)	—	(250)
Salaries and Benefits	—	—	—	—	(79,838)	—	(79,838)
Vehicle and Fleet Related	—	—	—	—	(3,875)	—	(3,875)
Net Tax Impact	—	—	—	—	(78,521)	—	(78,521)

8.10 Municipal Law Enforcement

Corporate & Customer Services

Description of Service

Provides enforcement of Municipal By-laws on behalf of various Town Departments and Divisions, including Building, Engineering, Public Works, and Parks, covering a wide range of regulations, such as zoning, pool enclosures, fire routes, sewer systems, snow removal, road occupancy, and parks and facilities, excluding by-laws within the Community Standards Service. Additionally, this service assists other Departments and Divisions in updating their by-laws, ensuring that all sections, including penalties and inspection criteria, align with provincial legislation, thereby contributing to the effective governance and well-being of our community.

Who We Are

Director Legislative Services/ Clerk	0.10
Licensing Program & Compliance Officer	0.15
Manager, Bylaw	0.15
Municipal Law Enforcement Officer II	0.20
Municipal Law Enforcement Officer III	0.45
Supervisor, Bylaw	0.30
Grand Total	1.35

Major Service Outputs

Enforcement advice and services to policy areas led by other divisions, providing a critical role in upholding by-law on behalf of other departments.

Service Supports

Master Plans

By-law Services Review.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

By-law Services Matrix (to be further refined in 2025)

Efficiencies and Savings

- New Highway Occupancy and Boulevard Maintenance By-law (formally Road Occupancy By-law)
- New Road Closure By-law
- Leveraged technology to assist with inspections and investigations



Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Expenses/Expenditure	–	–	–	–	(164,230)	–	(164,230)
Salaries and Benefits	–	–	–	–	(164,230)	–	(164,230)
Net Tax Impact	–	–	–	–	(164,230)	–	(164,230)

8.11 Customer Service

Corporate & Customer Services

Description of Service

Lead and coordinate Customer Service approaches and Town Hall Corporate Office Support for the Corporation.

Who We Are

Customer Service Ambassador	2.00
Customer Service Rep, PT PRC	2.00
Customer Services Ambassador	1.00
Executive Director, Cust & Cor	0.15
Manager, Customer Service	1.00
Total FTEs	6.15

Major Service Outputs

- Supporting access to Town programs & services on behalf of the various divisions such as: Sale of transit passes, parking permits, dog tags
- Receiving payments for property taxes, invoices, licenses

- Booking and payment for recreational facilities, including daily admissions and memberships
- Managing the customer experience, including support and resolution of various public inquiries or assistance in referral to expert department
- Delivering Corporate Office mail services

Service Supports

Master Plans

N/A.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

The Customer Service Standards Policy that launched on January 1, 2024 sets targets for the initial response times for Service Collingwood as well as other divisions based on the inquiry channel (e.g. phone, email, online webform).

Efficiencies and Savings

Salesforce Software: Not only is the CS Team using this software to support our Service Collingwood centralized service, but this year we onboarded our Water Services team, Forestry Coordinator and

Office of the Mayor. With regards to our Water Services team, this allows residents self-serve access to request appointments for water turn offs and ons, as well as submitting other service requests on the Service Collingwood Portal 24/7. From an internal perspective, our Water staff and Forestry coordinator use the Salesforce app on their phone when they are in the field, avoiding paper notes, being able to co-ordinate directly with office staff and capturing updates and photos in the moment relevant to their work orders. For our Office of the Mayor, we can now capture reporting on volume of requests and hand-off more seamlessly between OOM and CS for standard requests. Additionally, the OOM request forms have been converted from PDF to online forms, making it a clearer and simpler process overall.

Waterfront Resident Permits: This year we expanded the registration/ approvals process to our CS staff based at

the pool. This allowed for residents to have another location option to come in person for support, as well as extended the hours of support as the pool is open evenings and weekends. We often see an influx of online applications on Friday's and weekends, so having staff review and approve throughout the weekend allowed residents to receive permits quicker. This also took some work load off our Town Hall CS staff when coming in Monday mornings.

Move to One Number: In partnership with IT, we implemented a centralized Service Collingwood phone number and working to remove various individual phone numbers that we have for access to specific divisions in the Town. Not only does this make it easier for customers to reach us, but also reduces the extra costs of keeping the other numbers active.



2025 Major Projects and Staffing

CS PT to FT Recruitment

Strategic Plan	Vibrant—Build our local labour force
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Parking Funds
Lead Division	CUSTOMER SERVICE
Resource Request?	Yes

Onboard Engineering Service Types & Team to Salesforce

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	N/A
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Base budget
Lead Division	CUSTOMER SERVICE
Resource Request?	No

2025 Resource Requests

Increase staff—Convert PT CSR to FT

Financial Request \$45,000 per year (inclusive of benefits)	Proposed Funding Source Taxes
--	---

Why Invest?

‘- In response to the difficulty in recruiting and retaining for the PT role. Learned that the CSR position is more effective as a full-time role given the service supports all divisions. Citizens have increasingly higher expectations of municipal services, requiring an interactive and engaged approach with staff, which lends itself to the need for continuity in experience and an individual with a professional background in this field of expertise.

To support current Customer Service Standards and response times.

Financial Offset/Mitigations

Costs of PT role vacancy and recruiting.

Impact if not endorsed?

Continued risk for reduced customer satisfaction regarding services within Growth & Development and Roads & Active Transportation. Repeat calls/contacts and follow-up for services where the customer has not received updates or correspondence from the expert group. PT position would remain in 2025 budget.

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	—	20,000	20,000	20,000	20,000		20,000
Government Transfers	—	—	—	—	—	—	—
Other	—	20,000	20,000	20,000	20,000	—	20,000
Expenses/Expenditure	(888,735)	(1,059,235)	(884,138)	(1,024,721)	(630,692)		(630,692)
Administrative Expenses	(4,509)	(11,000)	(7,984)	(11,000)	(11,000)	—	(11,000)
Equipment Related	(1,400)	(1,600)	(1,582)	(1,600)	(1,600)	—	(1,600)
Information Technology and Communications	(29,492)	(45,481)	(56,650)	(58,481)	(67,021)	—	(67,021)
Operating Expenses	(2,756)	(25,750)	(2,506)	(25,750)	(750)	—	(750)
Personnel and Training	(17,827)	(15,500)	(9,390)	(15,500)	(25,500)	—	(25,500)
Premise and Site	—	—	—	—	—	—	—
Purchased Services	(1,844)	(50,000)	(10,621)	—	—	—	—
Salaries and Benefits	(830,906)	(909,904)	(795,405)	(912,390)	(524,821)	—	(524,821)
Grand Total	(888,735)	(1,039,235)	(864,138)	(1,004,721)	(610,692)		(610,692)

8.12 HR Operations

Corporate & Customer Services

Description of Service

This service ensures staff operate in compliance with the laws/regulations that govern workplaces of our size including the sub-service Compliance, Health & Safety.

Who We Are

Coordinator, HR	0.10
Executive Director, Cust & Cor	0.05
H&S Coordinator	0.95
Manager, HR	0.20
Total FTEs	1.30

Major Service Outputs

- Health & Safety inspections, reporting and assessments
- Employee awareness and training initiatives
- Compliance monitoring

Service Supports

Master Plans

HR Master Plan.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

Not set.

Efficiencies and Savings

N/A.

2025 Major Projects and Staffing

2025 Corporate Training Plan

Strategic Plan	N/A
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	N/A
Lead Division	HR
Resource Request?	No



Capital Financials

	Expenses	Grants	DC Reserves	Reserves	Other Revenues
Service Enhancement	100,000	100,000	–	–	–
9132–HRIS	100,000	100,000	–	–	–
Grand Total	100,000	100,000	–	–	–

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Expenses/Expenditure	–	–	–	–	(409,193)	–	(409,193)
Financial Expenses	–	–	–	–	(154,583)	–	(154,583)
Information Technology and Communications	–	–	–	–	(500)	–	(500)
Personnel and Training	–	–	–	–	(51,100)	–	(51,100)
Purchased Services	–	–	–	–	(20,000)	–	(20,000)
Salaries and Benefits	–	–	–	–	(183,010)	–	(183,010)
Net Tax Impact	–	–	–	–	(409,193)	–	(409,193)

8.13 Talent Management

Corporate & Customer Services

Description of Service

This service supports our goal of the Corporation as an employer of choice including the sub-services:

- Labour Relations
- Succession Planning
- Performance Management
- Compensation & Benefits
- Talent Acquisition
- Employee Experience

Who We Are

Coordinator, HR	0.90
Executive Director, Cust & Corp	0.15
Human Resources Support	0.67
H&S Coordinator	0.05
Manager, HR	0.80
Grand Total	2.57

Major Service Outputs

- Recruitment of staff
- Staff competency model
- Staff development plan process
- Staff succession plan process
- Corporate-wide staff training programs
- Collective bargaining
- Compensation levels
- Benefits packages

Service Supports

Master Plans

N/A.

Reserves and Reserve Funds

N/A.

Advisory Committees and Boards

N/A.

Level of Service and/or Performance Measure

N/A.

Efficiencies and Savings

N/A.

2025 Major Projects and Staffing

EEWB—staff survey

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	HR
Resource Request?	No

HRIS

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	Human Resources Services Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Modernization funds
Lead Division	HR
Resource Request?	Yes

2025 Major Projects and Staffing

Recruitment—HR Support (Seasonal)

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	Human Resources Services Master Plan
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	HR
Resource Request?	Yes

Secure Group Health Benefits Broker and/or Provider

Strategic Plan	Responsible—Continuously drive operational and organizational excellence
Master Plan	N/A
Continuous Improvement	Yes
Mandatory (Legislation or Regulation)	N/A
Other	Department Initiated
Fund Source(s)	Taxes
Lead Division	HR
Resource Request?	No

2025 Resource Requests

Human Resources Technology (HR Information System)

Financial Request \$100,000	Proposed Funding Source Modernization Funds
---------------------------------------	---

Why Invest?

The success of HR service delivery is dependent on the implementation and management of HR technology. Based on current capacity, the majority of current processes are manual, and the existing HR technology is not fully utilized, for various reasons. Stakeholders have called for the use of digital tools to support processes and information sharing (e.g., HRIS, Learning Management System, etc.). The goal for HR technology is it should be user friendly for both HR and employees, be integrated across multiple HR functions (e.g., training, payroll, administration), have robust security measures in place, and support employee self-service. Anticipated benefits include greater management and employee empowerment and autonomy, centralized information management. It is a critical enabler for almost all HR services (e.g., talent management, performance management, compensation, compliance, etc.).

Financial Offset/Mitigations

N/A.

Impact if not endorsed?

Missed benefit of more transparent, efficient, and effective HR services and processes due to lack of data integration and access to information, and the restricted ability to reduce transactional effort to increase capacity for strategic and priority items. Technology can improve efficiency and/or employee experience such as recruitment, performance management, training, etc. Lack of progress towards decreasing time spent on transactional processes (e.g., hiring, terminations, reporting, etc.); missed opportunities for employee self-service.

2025 Resource Requests (Continued)

Human Resources Support (Seasonal/Co-op position—8 months)

Financial Request
\$25,000

Proposed Funding Source
Base Budget

Why Invest?

Additional capacity and capability is required to successfully execute improvements to HR services and help the HR team deliver on the priorities identified in the HR Master Plan, such as HR Analytics and Metrics (using data to drive decision making and/or programs). The goal for HR processes are to be standardized, streamlined, and a customer-centered approach adopted, and for HR services to be responsive, timely, and foster collaboration when possible. Anticipated benefits include the delivery of more strategic and proactive HR services, enhanced service quality and responsiveness, greater value delivered to the organization, ability to act as a strategic advisor to management, and more transparent, efficient, and effective HR services and processes. Progress towards reduction in time to complete and increase in compliance with core processes (e.g., recruitment, performance management, succession planning, etc.), and an additional resource to handle transactional requests would provide more ability for the division to improve service delivery.

Financial Offset/Mitigations

N/A.

Impact if not endorsed?

Lack of assistance with key projects and functions including recruitment activities, division filing, HR Information System (HRIS) data entry, and reviewing division documentation. Missed opportunity to improve records and process management, recruitment, health and safety programs, administrative support, and other division functions, as well as for assistance with the administration of the HRIS.

Pay Policy Review

Financial Request
\$275,000

Proposed Funding Source
N/A.

Why Invest?

N/A.

Financial Offset/Mitigations

N/A.

Impact if not endorsed?

N/A.

Benefits Enhancement for Non-Union employee groups

Financial Request
\$115,000

Proposed Funding Source
N/A.

Why Invest?

N/A.

Financial Offset/Mitigations

N/A.

Impact if not endorsed?

N/A.

Operating Budget Details

	2023 Actual	2023 Budget	2024 Actual	2024 Budget	2025 Base Budget	2025 Resource Requests	2025 Proposed Budget
Revenues/Funding Source	133,521	119,525	52,144	69,525	69,525	—	69,525
Government Transfers	63,996	50,000	—	—	—	—	—
User Charges	69,525	69,525	52,144	69,525	69,525	—	69,525
Expenses/Expenditure	(964,959)	(752,067)	(506,626)	(714,361)	(420,903)	(78,000)	(498,903)
Administrative Expenses	(1,142)	(500)	(402)	(500)	(500)	—	(500)
Equipment Related	(766)	(15,000)	(577)	(15,000)	(15,000)	—	(15,000)
Financial Expenses	(329,503)	(134,583)	(67,300)	(134,583)	—	—	—
Information Technology and Communications	(11,400)	(12,000)	(7,984)	(12,000)	(11,500)	(53,000)	(64,500)
Legal Expenses	(27,044)	(20,000)	(42,366)	(20,000)	(30,000)	—	(30,000)
Operating Expenses	(469)	(1,000)	(354)	(1,000)	(1,000)	—	(1,000)
Personnel and Training	(87,783)	(85,995)	(48,348)	(85,995)	(35,400)	—	(35,400)
Purchased Services	(103,479)	(89,000)	(10,786)	(39,000)	(40,000)	—	(40,000)
Salaries and Benefits	(403,373)	(393,989)	(328,509)	(406,283)	(287,503)	(25,000)	(312,503)
Grand Total	(831,438)	(632,542)	(454,482)	(644,836)	(351,378)	(78,000)	(429,378)

SECTION 4

Appendices

*A place to
live, work,
and play.*

In This Section

- 231 Appendix A: Glossary of Terms
- 232 Appendix B: Asset Management Detail
- 234 Appendix C: 2025 Operating Resource Requests
- 237 Appendix D: Capital Program
- 242 Appendix E: Debt Overview
- 244 Appendix F: Reserves
 - 245 Reserve Balances
- 247 Appendix G: 10 Year Capital



APPENDIX A

Glossary of Terms

Expenses

Administrative Expenses

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

Equipment Related

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

Financial Expenses

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

Information Technology and Communications

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

Legal Expenses

Includes costs paid to law firms for the Town’s legal expense.

Long Term Debt Servicing

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

Operating Expenses

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

Personnel and Training

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

Premise and Site

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

Purchased Services

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

Salaries and Benefits

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

Transfers to Capital

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

Transfers to Town Reserves and Reserve Funds

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

Utilities

Includes hydro, natural gas, propane, and water.

Vehicle and Fleet Related

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

Revenues

Donations

Includes revenues received from external parties as a donation.

Government Transfers

Includes revenues received from the Federal and Provincial government.

Investment Income

Includes interest income generated from the Town’s investments.

Other

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

Other Municipalities

Includes funds received from other municipalities.

Rentals and Concessions

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

Transfers from Obligatory Reserve Funds

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

Transfers to Town Reserves and Reserve Funds

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

User Charges

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

APPENDIX B

Asset Management Detail

Service	Annual Lifecycle Amount—2025 \$	Reserve Allocation	Special Capital Levy Allocation	OCIF Funding	Canada Community Building Fund	Operating Budget Funded	Funding Gap	2025 Capital Program	
Core Assets—Tax Supported									
Roads	6.1 Roads and Active Transportation	3,153,540	949,311	292,281	336,626	233,913	94,000	1,247,409	5,089,750
Bridges	6.1 Roads and Active Transportation	1,003,332	302,033	92,992	107,101	74,422	—	426,783	1,321,000
Stormwater	2.3 Stormwater Management	1,293,696	389,442	119,904	138,096	95,960	—	550,294	4,140,000
Total		5,450,568	1,640,786	505,178	581,823	404,295	94,000	2,224,486	10,550,750
Non-Core Assets—Tax Supported									
Transit Shelters	6.2 Transit	14,902	4,486	1,381	1,591	1,105	—	6,339	40,000
Streetlights	6.1 Roads and Active Transportation	754,004	226,978	69,884	80,486	55,928	10,000	310,728	10,000
Trails	4.1 Parks and Harbour	211,206	63,579	19,575	22,545	15,666	—	89,840	—
IT Equipment	8.7 Information Technology	185,196	55,750	17,165	19,769	13,737	17,500	61,276	279,500
Library Assets	5.4 Circulation & Curation of Library Materials	115,824	34,867	10,735	12,364	8,591	—	49,268	106,000
Parks	4.1 Parks and Harbour	940,815	283,214	87,198	100,428	69,785	70,000	330,191	841,150
Sub-total		2,221,947	668,873	205,938	237,182	164,812	97,500	—	—
Facilities	4.2 Community, Culture, Arts & Recreation Spaces	—	79,529	24,486	28,201	19,596	75,000	—	937,000
	8.8 Corporate Facilities	—	384,322	118,328	136,281	94,698	185,000	—	4,528,050
Facilities Sub-total		1,540,878	463,851	142,814	164,482	114,294	260,000	395,437	—

	Service	Annual Lifecycle Amount—2025 \$	Reserve Allocation	Special Capital Levy Allocation	OCIF Funding	Canada Community Building Fund	Operating Budget Funded	Funding Gap	2025 Capital Program
Fleet and Equipment	3.3 Fire and Rescue	—	317,162	97,650	112,466	78,150	—	—	1,964,000
	4.1 Parks and Harbour	—	16,149	4,972	5,726	3,979	—	—	100,000
	4.2 Community, Culture, Arts & Recreation Spaces	—	3,553	1,094	1,260	875	—	—	22,000
	6.1 Roads and Active Transportation	—	66,210	20,385	23,478	16,314	—	—	410,000
	6.2 Transit	—	121,116	37,290	42,948	29,843	—	—	750,000
Fleet and Equipment Sub-total		1,741,316	524,189	161,391	185,877	129,162	—	740,697	—
Total		5,504,141	1,656,913	510,144	587,541	408,268	357,500	1,983,775	9,987,700
Total Tax Supported		10,954,709	3,297,699	1,015,322	1,169,364	812,563	451,500	4,208,261	20,538,450
Non-Tax Supported Assets									
Water—Linear/Vertical	4.7 Water Treatment & Distribution	2,784,420	2,656,755	—	—	—	—	127,664	8,906,175
Wastewater—Linear/Vertical	2.2 Wastewater	3,313,066	2,474,687	—	—	—	—	838,379	11,890,000
Downtown Parking Lots	6.1 Roads & Active Distribution	53,926	130,253	—	—	—	—	-76,326	—
Total Non-Tax Supported		6,151,412	5,261,695	—	—	—	—	889,717	20,796,175
Grand Total—Core and Non-Core Assets		17,106,121	8,559,394	1,015,322	1,169,364	812,563	451,500	5,097,977	41,334,625

Note: Allocation of funding has been done on prorated basis based on the Annual Lifecycle Amount. Allocations are subject to change based on the Capital Program and actual spend during the year.

APPENDIX C

2025 Operating Resource Requests

Service	Description	Amount	Action	Revised Amount	Description
Development & Growth					
1.1—Growth Planning	New project—Geotechnical Investigation of Inactive Landfills, required for legislative compliance and to rectify a non-decision on the Official Plan, one time cost	80,000	-	80,000	
1.1—Growth Planning	Servicing Master Plan (SAN and WATER) multi year	75,000	(75,000)	-	Funded through water and wastewater reserves
1.2—Development Management	Add \$25,000 for continued DAP implementation	25,000	-	25,000	
1.4—Housing Supports	Affordable Housing Initiatives	350,000	-	350,000	
Environmental Management, Conservation & Sustainability					
2.1—Climate Change Action	District Energy Feasibility Study (grant dependent—balance from Greening Legacy RF)	200,000	(200,000)	-	Grant dependant—remainder funded through reserve
2.1—Climate Change Action	Community Efficiency Financing Feasibility Study (grant dependent—balance from Greening Legacy RF)	10,000	(10,000)	-	Grant dependant—remainder funded through reserve
2.1—Climate Change Action	Climate Adaptation Plan (grant dependent—balance from Greening Legacy RF)	60,000	(60,000)	-	Grant dependant—remainder funded through reserve
2.1—Climate Change Action	District Energy Business Case (grant dependent—balance from Greening Legacy RF)	100,000	(100,000)	-	Grant dependant—remainder funded through reserve
Community Safety & Standards					
	None	-	-	-	
Community Health & Well-being					
4.2—Community Culture, Arts & Recreation Spaces	Requested Position—Pool Operator	84,348	(25,000)	59,348	Reduction in janitorial expenses
4.2—Community Culture, Arts & Recreation Spaces	Visionary Projects—MURF and Art Centre next steps	375,000	(375,000)	-	Removed from budget—placed in parking lot
Arts, Culture & Heritage					
5.1—Conservation & Promotion of Heritage & Culture	Move Educational Programmer from PT to FT	20,888	-	20,888	
5.2—Community Arts & Culture	Delegation to visit Katano	10,000	5,000	15,000	Increase
5.3—Community & Public Events	New position, Events & Programming Support, Seasonal FT	11,411	-	11,411	

Service	Description	Amount	Action	Revised Amount	Description
Community Access & Mobility					
6.1—Roads & Active Transportation	Add FT Truck Driver Labourer	49,105	-	49,105	
6.1—Roads & Active Transportation	Excess Fill—Disposal of Stock Piles—9000mt—Carry forward from 2024 request	150,000	-	150,000	
6.2—Transit	Cancel Accessible Taxi Contract	(84,000)	-	(84,000)	
6.2—Transit	Add Hours to Transit Plus	68,215	(17,050)	51,165	Included in budget—reduction from 4 to 3 extra hours
6.2—Transit	Add Hours To Transit	237,800	(59,450)	178,350	Included in budget—reduction from 4 Hours 3 extra hours
Municipal Governance & Civic Engagement					
7.1—Council	Add 16k to physician recruitment for a total of 30k	16,000	-	16,000	
7.2—Governance Support	Town Council Governance and Structure Review	55,000	(55,000)	-	Removed from budget permanently
7.3—Communications	Seasonal Digital Communications Student	13,000	(13,000)	-	Removed from budget—placed in parking lot
Corporate & Customer Service					
8.1—Strategic Planning & Leadership (Town)	Accessibility coordinator	95,000	-	95,000	
8.3—Legal & Land	Transfer to Land Acquisition Reserve Fund	100,000	-	100,000	
8.6—Corporate Finance	New Payroll Software—Subscription Based	25,000	-	25,000	
8.8—Corporate Facilities	Operating funds for Terminals Point project	390,000	(390,000)	-	Funded through reserves
8.8—Corporate Facilities	Service review	65,000	-	65,000	
8.11—Customer Service	Convert PT CSR to FT	25,000	(25,000)	-	
8.13—Talent Management	Benefits Enhancement for Non-Union employee groups	115,000	-	115,000	
8.13—Talent Management	Pay Policy Review	275,000	(275,000)	-	Removed from budget—placed in parking lot
8.13—Talent Management	Reduction of salaries due to naturally occurring attrition	(390,000)	-	(390,000)	
8.13—Talent Management	HR Support (8 month seasonal/co-op)	25,000	-	25,000	
8.13—Talent Management	HRIS 1-time set up and annual subscription fees	50,000	-	50,000	
Total Operating Resource Requests		2,681,766	(1,674,500)	1,007,266	

Capital—Funded Through Taxes

Service	Description	Amount	Action	Revised Amount	Description
Development & Growth					
1.1—Growth Planning	PRC Master Plan Refresh	130,000	-60000	70,000	Reduce to Parks only master plan
Community Health & Well-being					
4.1—Parks & Harbour	Active Transportation -ongoing multi use trail	60,000	—	60,000	
4.2—Community Culture, Arts & Recreation Spaces	Sound System Upgrades -Eddie Bush	50,000	25000	75,000	
4.2—Community Culture, Arts & Recreation Spaces	Sound System Upgrades -Central Park	25,000	-25000	—	
Community Access & Mobility					
6.1—Roads & Active Transportation	Community Safety Zone Improvements, project total \$50,000 with \$16,000 from Reserve	34,000	—	34,000	
6.1—Roads & Active Transportation	Streetlight Installation	10,000	—	10,000	
Corporate & Customer Service					
8.3—Legal and Land	Transfer to Land Aquisition Reserve	100,000	—	100,000	
8.7—Information Technology	Computer Hardware/Software and Infrastructure replacement	17,500	—	17,500	
8.8—Corporate Facilities	Town Hall Refurbishment Program—ongoing	150,000	—	150,000	
8.9—Corporate Fleet	Fleet EV Charging Stations	35,000	—	35,000	
Total Capital Resource Requests		611,500	(60,000)	551,500	

APPENDIX D

Capital Program

	Total Project Cost	Government Transfers	Municipal Taxation	Non Tax Revenue	Other	Other Municipalities	Transfers from Obligatory Reserve Funds	Transfers from Town Reserves and Reserve Funds
Asset Renewal	41,974,625	9,325,000	312,500	300,000	58,000	—	1,888,000	30,091,125
9105—Roof Replacements	260,000	—	—	—	—	—	—	260,000
910B—AMP BDC	20,000	—	—	—	—	—	—	20,000
9121—Town Hall Refurbishment Program	150,000	—	150,000	—	—	—	—	—
912C—AMP Town Hall	25,050	—	—	—	—	—	—	25,050
912D—Video Security Upgrades	10,000	—	—	—	—	—	—	10,000
9135—Collingwood Terminals	3,550,000	1,000,000	—	300,000	—	—	—	2,250,000
9141—Computer Hardware	5,000	—	5,000	—	—	—	—	—
9143—Computer Software	2,500	—	2,500	—	—	—	—	—
9144—Networking—WAN & LAN Infrastructure	10,000	—	10,000	—	—	—	—	—
9145—Doorlock Replacement/Installation—Corporate Wide (incl Library)	200,000	—	—	—	—	—	—	200,000
9148—Desktop/Laptop Replacements	52,000	—	—	—	—	—	—	52,000
9203—Fire—Vehicle Replacements	1,920,000	—	—	—	—	—	—	1,920,000
920N—Thermal Imaging Camera	14,000	—	—	—	—	—	—	14,000
920P—Drone—Suppression	15,000	—	—	—	—	—	—	15,000
920Q—Defibrillators	15,000	—	—	—	—	—	—	15,000
9308—Third St Bridge Rehabilitation	1,821,000	—	—	—	—	—	—	1,821,000
9309—Highway 26—Longpoint (Osler Bluff) to Cranberry Trail W	2,100,000	1,890,000	—	—	—	—	—	210,000
9312—First Street/Pretty River Parkway Street Side Enhancements	50,000	—	—	—	—	—	—	50,000
9332—Large Tools & Office Equipment Replacement PW 04	10,000	—	—	—	—	—	—	10,000
9334—Traffic Signal Controller Upgrades	60,000	—	—	—	—	—	—	60,000
9352—Sidewalk Repairs	120,000	—	—	—	—	—	—	120,000
9366—545 10th Line Lifecycle—Shop Improvements tied to Lifecycle and Operations	40,000	—	—	—	—	—	—	40,000
9377—Guide Rail Repairs	225,000	225,000	—	—	—	—	—	—
9379—Pretty River Channelization	60,000	—	—	—	58,000	—	—	2,000
9380—Asphalt Resurfacing PW 09	2,400,000	1,200,000	—	—	—	—	—	1,200,000

	Total Project Cost	Government Transfers	Municipal Taxation	Non Tax Revenue	Other	Other Municipalities	Transfers from Obligatory Reserve Funds	Transfers from Town Reserves and Reserve Funds
9382—Vehicle Replacement PW 02	410,000	—	—	—	—	—	—	410,000
9389—Minnesota Storm Sewer Repair	4,140,000	4,140,000	—	—	—	—	—	—
9424—Bus replacement and Refurbishment	750,000	630,000	—	—	—	—	—	120,000
942A—AMP Transit Terminal	40,000	—	—	—	—	—	—	40,000
9433—Streetlight Installation	10,000	—	10,000	—	—	—	—	—
9501—WWTP—Boiler Replacement	295,000	—	—	—	—	—	—	295,000
9506—Sanitary Sewer Grouting and Manhole Repairs	50,000	—	—	—	—	—	—	50,000
9509—Digester #2 Repairs	3,820,000	—	—	—	—	—	—	3,820,000
950AB—Sanitary Collection System—Maintenance and installation tools	20,000	—	—	—	—	—	—	20,000
950Q—WWTP SCADA Standards	300,000	—	—	—	—	—	—	300,000
950R—WWTP Digester Gas Use Review and Expansion	50,000	—	—	—	—	—	—	50,000
9532—Sewage Pumping Station Refurbishments	47,000	—	—	—	—	—	—	47,000
9550—Wastewater Treatment Plant Refurbishment	264,500	—	—	—	—	—	—	264,500
9583—WWTP Screw Pump Rehabilitation	5,000	—	—	—	—	—	—	5,000
9600—Water Efficiency Measures	20,000	—	—	—	—	—	—	20,000
9610—Vehicles & Equipment	418,000	—	—	—	—	—	—	418,000
9611—Large Tools	39,000	—	—	—	—	—	—	39,000
9612—100mm Watermain Replacement	80,000	—	—	—	—	—	—	80,000
9613—Booster Pumping Station Refurbishments	23,000	—	—	—	—	—	—	23,000
9620—Carmichael Reservoir Upgrades	1,371,000	—	—	—	—	—	1,371,000	—
9621—In Ground Reservoirs	305,000	—	—	—	—	—	—	305,000
9624—Water Tower Refurbishments	1,080,000	—	—	—	—	—	—	1,080,000
9640—Water Treatment Plant Refurbishment	260,000	—	—	—	—	—	—	260,000
9643—Water Treatment Plant Membrane Filter Replacements	375,175	—	—	—	—	—	—	375,175
9644—Water SCADA Improvements	130,000	—	—	—	—	—	—	130,000
9646—Water Services Replacement	124,000	—	—	—	—	—	—	124,000
9649—Watermain Replacement	460,000	—	—	—	—	—	—	460,000
9650—Hydrants	25,000	—	—	—	—	—	—	25,000

	Total Project Cost	Government Transfers	Municipal Taxation	Non Tax Revenue	Other	Other Municipalities	Transfers from Obligatory Reserve Funds	Transfers from Town Reserves and Reserve Funds
9652—Valve Additions and Replacements	42,000	—	—	—	—	—	—	42,000
9705—PRC Facility Equipment	22,000	—	—	—	—	—	—	22,000
9709—Playground Replacements/ Enhancements	150,000	—	—	—	—	—	—	150,000
970T—Swimming Lane Ropes	8,000	—	—	—	—	—	—	8,000
9711—Central Park Arena—Facility Maintenance/Improvements	40,000	—	—	—	—	—	—	40,000
9712—EBMA—Facility Maintenance/ Improvements	146,000	—	—	—	—	—	—	146,000
9718—Museum Building—Facility Maintenance/ Improvements	323,000	—	—	—	—	—	—	323,000
9733—Asphalt Walkways	15,000	—	—	—	—	—	—	15,000
9735—Centennial Aquatic Centre—Facility Maintenance/Improvements	45,000	—	—	—	—	—	—	45,000
973J—Green and Inclusive Community Building Fund	300,000	240,000	—	—	—	—	—	60,000
9741—Truck Replacements	75,000	—	—	—	—	—	—	75,000
9745—Parks Equipment	100,000	—	—	—	—	—	67,000	33,000
9752—I.T. Replacement—Training Room & Public Computers	6,000	—	—	—	—	—	—	6,000
9757—Library Heat Pump Replacement	100,000	—	—	—	—	—	—	100,000
9759—Library Building Lifecycle	80,000	—	—	—	—	—	—	80,000
975H—Library Furniture and Equipment Replacements	20,000	—	—	—	—	—	—	20,000
9782—Active Transportation	60,000	—	60,000	—	—	—	—	—
9787—Old Village Park Washroom	520,000	—	—	—	—	—	450,000	70,000
97AA—AMP Sunset Point	6,150	—	—	—	—	—	—	6,150
97AB—AMP Parks Building	15,000	—	—	—	—	—	—	15,000
9108—GHG Reduction Project—PW Heat Pumps	300,000	—	—	—	—	—	—	300,000
948A—Public Parking Lot and Lane Resurfacing	24,750	—	—	—	—	—	—	24,750
971C—Arena Sound Systems	75,000	—	75,000	—	—	—	—	—
951A—St Paul Street Infrastructure Renewal	5,039,500	—	—	—	—	—	—	5,039,500
951B—Katherine/Victory/Fair Infrastructure Renewal	170,000	—	—	—	—	—	—	170,000

	Total Project Cost	Government Transfers	Municipal Taxation	Non Tax Revenue	Other	Other Municipalities	Transfers from Obligatory Reserve Funds	Transfers from Town Reserves and Reserve Funds
955C—Clarifier Weirs & Valve Replacement	760,000	—	—	—	—	—	—	760,000
955B—RAW Sludge Pump Replacements	1,275,000	—	—	—	—	—	—	1,275,000
961A—Georgian Meadows Health & Safety Upgrades	340,000	—	—	—	—	—	—	340,000
961B—Georgain Meadows PLC Upgrade	150,000	—	—	—	—	—	—	150,000
964C—ZW1000 RAW Water Pump Refurbishment	26,000	—	—	—	—	—	—	26,000
964F—Tenth Street Watermain Relining	1,275,000	—	—	—	—	—	—	1,275,000
964G—HWY 26 West Watermain Improvements	2,250,000	—	—	—	—	—	—	2,250,000
964D—VFD Replacement	170,000	—	—	—	—	—	—	170,000
Growth	79,516,000	32,138,700	135,000	500,000	94,600	9,900,000	31,901,800	4,845,900
9107—Fleet EV Charging Stations	35,000	—	35,000	—	—	—	—	—
9129—Strategic Land Acquisition	100,000	—	100,000	—	—	—	—	—
9306—Hurontario St—Hume to Findlay	100,000	—	—	—	—	—	—	100,000
9324—Provision for Development-Related Vehicles	557,700	—	—	—	—	—	557,700	—
9331—Peel Street—Hume to Bush	70,000	—	—	—	—	—	—	70,000
9364—New Accommodation—P/W Building and Shop renovations—tied to Accommodation Plan	1,700,000	—	—	—	—	—	238,000	1,462,000
9371—High St—10th St to Poplar Sideroad	152,050	—	—	—	—	—	—	152,050
9388—Mountain Road Widening	12,130,000	2,911,200	—	—	—	—	9,218,800	—
9390—High St—2nd to 5th	150,000	—	—	—	—	—	—	150,000
9423—Bus Shelters	8,000	—	—	—	—	—	8,000	—
9482—Parking Accommodation Study	80,000	—	—	—	—	—	—	80,000
950F—Wastewater Treatment Plant Expansion	3,050,000	—	—	—	—	—	3,050,000	—
960E—WTP New Intake Pipe and Structure	1,000,000	—	—	—	—	—	—	1,000,000
9616—Distribution Pressure Reducing Valves	288,000	—	—	—	—	—	256,800	31,200
9641—Water Treatment Plant Expansion	29,177,500	29,177,500	—	—	—	—	—	—
9645—New Residential and General Water Services	94,000	—	—	—	84,600	—	—	9,400
9648—New Watermains	1,452,000	—	—	—	—	—	1,237,500	214,500
964B—AMP 43 Stewart Road	750	—	—	—	—	—	—	750
9703—Shade Shelters	90,000	—	—	—	—	—	90,000	—

	Total Project Cost	Government Transfers	Municipal Taxation	Non Tax Revenue	Other	Other Municipalities	Transfers from Obligatory Reserve Funds	Transfers from Town Reserves and Reserve Funds
9704—Trail Development	200,000	50,000	—	—	—	—	150,000	—
9714—Central Park Outdoor Rink—Facility Maintenance/Improvements	1,936,000	—	—	—	—	—	1,930,000	6,000
9724—Wilson Sheffield Park	3,870,000	—	—	—	—	—	2,800,000	1,070,000
9728—Summit View Park Development New Parks	35,000	—	—	—	—	—	35,000	—
9743—Town Signage	15,000	—	—	—	—	—	15,000	—
9747—St. Marie St North Block 9 Park	3,000,000	—	—	500,000	—	—	2,000,000	500,000
975J—Book Vending Machine	50,000	—	—	—	10,000	—	40,000	—
9791—Pump Track Installation	175,000	—	—	—	—	—	175,000	—
972S—Sunset Point Playground Parking Lot (53 Spaces)	200,000	—	—	—	—	—	200,000	—
964E—Interim Capacity Increase	19,800,000	—	—	—	—	9,900,000	9,900,000	—
Service Enhancement	660,000	330,000	34,000	—	—	—	—	296,000
9132—HRIS	100,000	100,000	—	—	—	—	—	—
9329—Pedestrian Traffic Signals & PXOs	230,000	230,000	—	—	—	—	—	—
9330—Traffic Calming Improvements	180,000	—	—	—	—	—	—	180,000
9393—Community Safety Zone Improvements (CSZ)	50,000	—	34,000	—	—	—	—	16,000
9764—Amphitheatre Seasonal Washrooms	100,000	—	—	—	—	—	—	100,000
Health and Safety	331,000	—	—	—	—	—	—	331,000
9553—Inflow & Infiltration	331,000	—	—	—	—	—	—	331,000
Legislated	350,000	—	—	—	—	—	—	350,000
9558—Osler Bluff Lagoon	350,000	—	—	—	—	—	—	350,000
Asset Renewal/Growth	935,000	—	70,000	—	—	—	232,085	632,915
9304—Sixth Street Trunk Watermain—High to Hurontario	665,000	—	—	—	—	—	232,085	432,915
9708—Neighbourhood Park Replacement/Enhancements	100,000	—	—	—	—	—	—	100,000
9723—Harbour East Wall Docking phases	100,000	—	—	—	—	—	—	100,000
9781—PRC Master Plan Refresh	70,000	—	70,000	—	—	—	—	—
Grand Total	123,766,625	41,793,700	551,500	800,000	152,600	9,900,000	34,021,885	36,546,940

APPENDIX E

Debt Overview

Debt is a valuable capital financing tool for municipalities when used responsibly. It enables municipalities to address long-term capital needs effectively while balancing immediate financial constraints. Municipalities are encouraged to employ a range of financing tools, ensuring a balanced approach to funding capital expenditures.

Ontario’s regulatory framework for municipal borrowing ensures responsible debt use and imposes strict limits on municipalities’ borrowing capabilities. Key regulations include:

- **Long-term debt is restricted to capital projects.** Municipalities cannot use long-term borrowing to fund operational expenses.
- **Balanced budget requirement.** Municipalities must balance their budgets under the *Municipal Act, 2001*.
- **Temporary borrowing for operations is permitted.** Municipalities may borrow short-term funds to address operating expenses while awaiting tax revenues and other income.

This framework safeguards municipalities’ financial health while supporting the delivery of public services.

Annual Repayment Limit (ARL)

The ARL represents the maximum amount a municipality can allocate annually to principal and interest payments on debt. It is determined by Ontario Regulation 403/02 (*Debt and Financial Obligation Limits*) under the *Municipal Act, 2001*.

The ARL calculation ensures that annual debt servicing costs do not exceed 25% of the municipality’s own-source revenues. Own-source revenues primarily exclude:

- Grants from senior levels of government.
- Payments from other municipalities or school boards for debt incurred on their behalf.
- Contributions from reserves, reserve funds, or capital funds.
- Revenue from land sales.
- Agreements with the Ontario government related to debt servicing.

As of January 1, 2024, the **ARL for the Town of Collingwood is \$11,199,340**, providing a benchmark for responsible debt management.

This careful regulation of municipal borrowing aligns with Collingwood’s commitment to long-term financial sustainability and effective service delivery.

2024 ANNUAL REPAYMENT LIMIT (UNDER ONTARIO REGULATION 403 / 02)	
MMAH CODE:	70403
MUNID:	43031
MUNICIPALITY:	Collingwood T
UPPER TIER:	Simcoe Co
REPAYMENT LIMIT:	\$ 11,199,340

During 2018, and as part of the sale of Collus PowerStream, the Town assumed debt in the amount of \$8.2M. This debt is repaid monthly by EPCOR through a reimbursement agreement and is not serviced by the taxpayers

or ratepayers of the Town. The balance on this debt at the end of 2025 will be \$4.45M (2024–\$5.11M) and will be fully repaid in 2043 and is not included in the table on page 250.



10 Year Debt Summary—Total Debt

Debenture	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
By-Law 2008-139	Airport Terminal	57,355	38,236	19,118								66,133
	Roads—Mountain Road	58,243	38,828	19,414								67,157
	Roads—Cambridge/First	36,934	24,623	12,311								42,587
	Wastewater—Sewer Renewal	564,491	376,327	188,164								650,893
	Property Owners—South Servicing	1,058,665	705,777	352,888								1,220,705
	Water	241,843	161,229	80,614								269,891
By-Law 2010-137	BIA	187,500	150,000	112,500	75,000	37,500	—					256,437
By-Law 2010-138	Library	1,821,542	1,457,234	1,092,925	728,617	364,308	—					2,475,593
By-Law 2014-082	Fire	1,485,000	1,320,000	1,155,000	990,000	825,000	660,000	495,000	330,000	165,000	-	1,928,969
By-Law 2016-087	Wastewater—Raglan	119,900	—									-
Total Debentures		5,631,473	4,272,254	3,032,935	1,793,617	1,226,808	660,000	495,000	330,000	165,000	-	6,978,367

10 Year Debt Summary—Payments

Debenture	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total
By-Law 2008-139	Airport Terminal	23,109	22,044	20,980								66,133
	Roads—Mountain Road	23,467	22,386	21,304								67,157
	Roads—Cambridge/First	14,882	14,196	13,510								42,587
	Wastewater—Sewer Renewal	227,445	216,964	206,483								650,893
	Property Owners—South Servicing	426,558	406,902	387,246								1,220,705
	Water	97,443	88,463	83,985								269,891
By-Law 2010-137	BIA	46,746	45,158	43,546	41,947	40,334	38,706					256,437
By-Law 2010-138	Library	454,137	423,042	423,042	407,506	391,841	376,025					2,475,593
By-Law 2014-082	Fire	216,791	211,478	206,165	200,954	195,539	190,226	184,913	179,644	174,287	168,974	1,928,969
By-Law 2016-087	Wastewater—Raglan	125,060	122,110									
Total Payments (principle and interest)		1,655,638	1,572,744	1,406,261	650,406	627,713	604,957	184,913	179,644	174,287	168,974	6,978,367

APPENDIX F

Reserves

Overview of Reserve and Reserve Funds

Reserves and Reserve Funds are established by Council to promote long term financial stability and financial planning. They are a critical component of the Town’s financial strategy. By maintaining reserves and reserve funds, the Town can accumulate funds for future or contingent liabilities – a key component of prudent long-term financial planning practices. They also provide a cushion to absorb unexpected shifts in revenues and expenditures, fund one-time expenditure requirements, and minimize fluctuations in taxes caused by cyclical conditions.

Reserves

Reserves are allocations of accumulated net revenue that are not tied to any specific asset. While they are generally used to supplement or support activities funded from general revenues, they do not earn interest. Reserves are typically utilized to address budgetary fluctuations or other unforeseen needs. Examples of reserves include:

- Capital Contingency Reserve
- Municipal Election Reserve
- Operating Contingency Reserve

Reserve Funds

Reserve Funds are segregated and restricted to specific purposes. They are created either through municipal by-laws or as required by federal or provincial legislation. Unlike reserves, reserve funds earn interest, which is allocated directly to the respective fund. Reserve funds are categorized as follows:

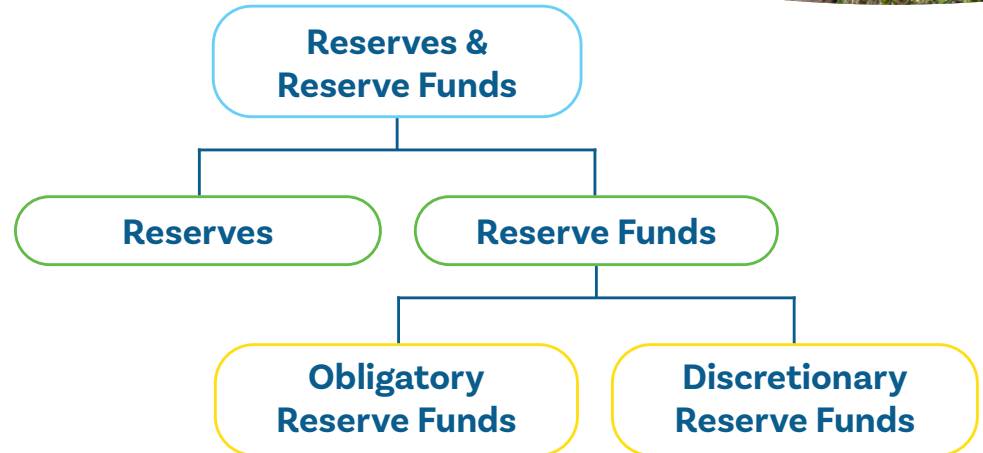
Obligatory Reserve Funds

These funds are mandated by legislation or financial agreements for a defined purpose. They are segregated and used solely for their prescribed purpose. Examples include:

- Development Charge Reserve Funds
- Canada Community Building Fund Reserve Fund
- Building Stabilization Reserve Fund

Discretionary Reserve Funds

Established by Council to finance future expenditures within the Town’s authority or to address specific contingent liabilities, these funds are segregated from general revenues and earn interest. Discretionary reserve funds are created through by-laws. An example is the Lifecycle Replacement Reserve Fund.



Reserve Balances

Statement of Reserves—Year Ending December 31st, 2023

	Balance—Dec-31-22	Transfers to Reserves	Transfers from Reserves	Balance—Dec-31-23
Working Funds				
Capital Contingency	\$1,500,000	\$31,353	-\$31,353	\$1,500,000
Operating Contingency	380,000	16,000	-	396,000
General	753,012	1,497,185	-18,696	2,231,501
Specified Use Funds				
WSIB	300,000	-	-	300,000
Post Employment Benefits	1,774,100	-	-1,774,100	-
Per Service Purposes				
Accessibility	30,000	-	-	30,000
Affordable Housing	576,000	-	-	576,000
Airport Debenture	134,566	-	-25,264	109,302
Balsam St. Debenture	45,823	-	-22,912	22,911
Library Capital	779	-	-	779
Library General	29,904	7,000	-	36,904
Library Internet	21,575	-	-5,707	15,867
Mayor's Golf Tournament	24,982	-	-	24,982
Municipal Election	29,866	35,000	-	64,866
Public Art	82,221	5,000	-	87,222
PW Fleet/Roadworks	523,241	512,971	-962,223	73,989
Winter Control	350,727	-	-	350,727
Other				
BIA	471,643	10,743	-133,442	348,945
GRAND TOTAL	\$7,028,437	\$2,115,252	-\$2,973,696	\$6,169,994

Statement of Reserves Funds—Year Ending December 31st, 2023

	Balance—Dec-31-22	Transfers to Reserves	Transfers from Reserves	Balance—Dec-31-23
Obligatory Reserve Funds				
Parkland Levy	\$642,329	\$728,948	\$-	\$1,371,277
Provincial OMCC Funding	42,927	1,139	-	44,065
Main Street Revitalization Funding	3,100	82	-	3,182
Ontario Community Infrastructure Fund (OCIF)	1,787,635	1,672,770	-876,275	2,584,130
Federal Gas Tax (CCBF)	4,449,985	841,846	-528,092	4,763,738
Building Dept. Stabilization Reserve	1,968,549	49,317	-219,487	1,798,379
Discretionary Reserve Funds				
Land Acquisition	3,461,672	90,743	-82,959	3,469,456
Working Capital	1,663,262	332,045	-102,245	1,893,063
10% Non-DC	319,479	8,476	-	327,955
Greening Legacy	1,019,603	27,077	-	1,046,680
Arts & Culture Legacy	1,529,404	38,974	-137,262	1,431,116
Multiple Use Recreation Facility	3,058,808	81,155	-	3,139,963
Hospital Development	2,039,205	1,828,203	-	3,867,409
Heritage	73,332	1,946	-	75,278
Lifecycle Replacement	6,215,510	4,467,576	-5,148,227	5,534,860
Modernization	326,866	6,801	-141,054	192,613
Municipal Parking	1,620,092	520,437	-112,350	2,028,179
Social Housing—Birch Street Apartments		98,886	-	98,886
Special Capital Levy	1,716,567	364,722	-	2,081,288
Water	18,155,348	3,854,452	-6,221,930	15,787,871
Waterfront Master Plan	5,356,303	140,633	-111,387	5,385,549
Wastewater	18,653,887	3,783,561	-4,131,864	18,305,583
GRAND TOTAL	\$74,103,861	\$18,939,787	-\$17,813,132	\$75,230,517

APPENDIX G

10 Year Capital

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
1.1 Growth Planning	70,000	—	—	—	—	—	—	—	150,000	—
9781—PRC Master Plan Refresh	70,000	—	—	—	—	—	—	—	150,000	—
2.2 Wastewater	15,827,000	11,195,370	12,252,847	9,811,500	88,529,185	70,817,750	68,570,810	129,303,135	53,323,710	10,582,231
9501—WWTP—Boiler Replacement	295,000	—	—	—	—	—	—	—	—	—
9505—Infrastructure Renewal Program	—	100,000	3,628,000	3,460,000	3,880,000	3,880,000	3,024,000	3,750,000	4,250,000	4,750,000
9506—Sanitary Sewer Grouting and Manhole Repairs	50,000	50,000	50,000	50,000	50,000	50,000	—	—	—	—
9509—Digester #2 Repairs	3,820,000	—	—	—	—	—	—	—	—	—
950A—Sanitary—Huronario: Lockhart to Collins St	—	—	1,631,347	—	—	—	—	—	—	—
950AB—Sanitary Collection System—Maintenance and installation tools	20,000	10,000	10,000	5,000	5,000	5,000	5,000	5,000	5,000	20,000
950B—Sanitary—North of Mountain Road: Tenth Line to the West	—	—	—	—	276,020	—	—	—	—	—
950C—Sanitary—Mountain Road West of Balsam Street	—	—	—	—	—	—	—	546,775	—	—
950D—Sanitary—Harbour Street: Georgian Trail to Tenth Line	—	—	—	—	—	937,000	—	—	—	—
950E—Sanitary—Black Ash Creek SPS Forcemain	—	—	—	—	—	—	—	—	—	2,151,166
950F—Wastewater Treatment Plant Expansion	3,050,000	2,130,000	3,565,000	3,565,000	77,175,000	64,600,000	64,600,000	124,600,000	48,460,000	—
950G—Wastewater Treatment Plant Outfall Improvements	—	575,000	1,150,000	1,150,000	6,865,000	660,000	—	—	—	—
950J—Sanitary—Black Ash Creek Trunk Main	—	—	—	—	—	—	—	—	—	71,705
950L—Sanitary—Mountain Rd: Eleventh Line to the West	—	—	—	—	—	—	—	—	—	3,433,500
950M—Pretty River SPS Upgrades	—	—	—	—	90,000	490,000	5,000	—	—	—
950N—Cranberry SPS Upgrades	—	50,000	775,000	5,000	—	—	—	—	—	—
950O—St Clair SPS Upgrades	—	—	175,000	1,050,000	5,000	—	—	—	—	—
950Q—WWTP SCADA Standards	300,000	—	—	—	—	—	—	—	—	—

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
950R—WWTP Digester Gas Use Review and Expansion	50,000	300,000	—	—	—	—	—	—	—	—
9511—WW Vehicles	—	—	80,000	—	—	—	77,000	—	80,000	—
951A—St Paul Street Infrastructure Renewal	5,039,500	—	—	—	—	—	—	—	—	—
951B—Katherine/Victory/Fair Infrastructure Renewal	170,000	5,900,000	—	—	—	—	—	—	—	—
9532—Sewage Pumping Station Refurbishments	47,000	49,000	51,000	53,000	55,000	57,000	59,000	61,000	63,000	—
953A—AMP Wastewater Pumping Stations	—	57,600	—	40,350	—	4,500	22,750	5,000	251,850	—
9550—Wastewater Treatment Plant Refurbishment	264,500	377,000	125,000	160,000	100,000	100,000	165,000	170,000	100,000	—
9553—Inflow & Infiltration	331,000	—	—	—	—	—	—	—	—	—
9558—Osler Bluff Lagoon	350,000	—	—	—	—	—	—	—	—	—
955A—AMP WasteWater Treatment Plant	—	1,481,770	2,500	120,650	28,165	34,250	613,060	165,360	113,860	155,860
955B—RAW Sludge Pump Replacements	1,275,000	—	—	—	—	—	—	—	—	—
955C—Clarifier Weirs & Valve Replacement	760,000	—	—	—	—	—	—	—	—	—
9582—WWTP Blower Replacement	—	115,000	1,010,000	152,500	—	—	—	—	—	—
9583—WWTP Screw Pump Rehabilitation	5,000	—	—	—	—	—	—	—	—	—
2.3 Stormwater Management	4,140,000	—	—	—	—	—	—	—	—	—
9389—Minnesota Storm Sewer Repair	4,140,000	—	—	—	—	—	—	—	—	—
3.1 Community Standards	—	165,000	—	—	—	—	—	—	—	—
923B—Animal Control Truck (Asset Replacement)	—	90,000	—	—	—	—	—	—	—	—
9260—By-law Patrol Bicycles	—	5,000	—	—	—	—	—	—	—	—
9263—New By-law Vehicle	—	70,000	—	—	—	—	—	—	—	—
3.3 Fire & Rescue	1,964,000	964,200	339,000	16,323,125	128,250	2,857,000	388,000	2,010,000	884,980	101,000
9201—Fire Bunker Gear	—	—	130,000	—	—	—	—	150,000	—	—
9202—Fire Master Plan—Community Risk Assessment	—	—	100,000	—	—	—	—	100,000	—	—
9203—Fire—Vehicle Replacements	1,920,000	220,000	—	80,000	—	2,650,000	—	1,680,000	—	—
9204—SCBA Replacement	—	—	—	—	—	—	380,000	—	—	—
9205—Edraulic Tools	—	—	70,000	—	70,000	—	—	80,000	—	85,000

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
9207—Land East End Fire Station	—	500,000	—	—	—	—	—	—	—	—
920a—Fire Radio Replacement	—	125,000	—	—	—	—	—	—	—	—
920b—East End Fire Station	—	—	—	9,750,000	—	—	—	—	—	—
920c—Pumper east end fire station	—	—	—	1,400,000	—	—	—	—	—	—
920d—Rescue East End Fire Station	—	—	—	1,400,000	—	—	—	—	—	—
920e—Pumper/Tanker East End Fire Station	—	—	—	1,200,000	—	—	—	—	—	—
920f—Squirt Aerial East End Fire Station	—	—	—	2,400,000	—	—	—	—	—	—
920h—Fire Boat	—	—	—	—	—	140,000	—	—	—	—
920l—New Fire Fighters	—	24,000	24,000	24,000	24,000	24,000	—	—	—	—
920L—Marine Trailer	—	—	—	—	—	20,000	—	—	—	—
920M—Radio Batteries	—	—	—	—	—	5,000	—	—	—	—
920N—Thermal Imaging Camera	14,000	14,500	15,000	—	—	—	—	—	16,000	16,000
920O—Firefighter Helmets	—	30,000	—	—	—	—	—	—	—	—
920P—Drone—Suppression	15,000	—	—	—	—	18,000	—	—	—	—
920Q—Defibrillators	15,000	—	—	—	—	—	—	—	—	—
920R—Fire Prevention Educational Prop	—	8,000	—	—	—	—	—	—	—	—
920S—AMP Fire Hall	—	42,700	—	69,125	34,250	—	8,000	—	868,980	—
4.1 Parks & Harbour	8,726,150	11,968,030	12,678,008	7,487,858	9,905,323	2,519,550	6,085,780	775,375	1,046,600	2,556,250
9703—Shade Shelters	90,000	60,000	50,000	50,000	50,000	50,000	—	—	—	—
9704—Trail Development	200,000	100,000	200,000	100,000	200,000	100,000	200,000	—	—	—
9708—Neighbourhood Park Replacement/Enhancements	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	—	—
9709—Playground Replacements/Enhancements	150,000	250,000	250,000	500,000	500,000	500,000	—	—	—	—
970b—Central Park Parking Lot	—	—	400,000	—	—	—	—	—	—	—
970d—Linksvie Park	—	—	—	—	—	—	—	210,000	1,000,000	—
970f—Kings Property Dev Park	—	—	50,000	500,000	—	—	—	—	—	—
970g—SSP Canteen Washroom	—	—	—	—	500,000	—	—	—	—	—
970i—SSP Sunset Point Black Rock Washroom	—	—	—	500,000	—	—	—	—	—	—
970j—Promenade Dock Ph 3	—	—	—	580,000	—	—	—	—	—	—
970k—New Park—Triangle Park	—	850,000	—	—	—	—	—	—	—	—

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
970I—Provision for development related park II	—	—	—	250,000	1,500,000	—	—	—	—	—
970M—Baseball Facility	—	—	—	—	—	500,000	5,500,000	—	—	—
970P—Harbourview Park Pavilion	—	—	—	300,000	1,200,000	—	—	—	—	—
970S—Harbourview Park Boat Storage Building	—	—	—	300,000	1,024,000	—	—	—	—	—
970Y—Collingwood Pier Pedestrian Lighting	—	—	232,000	—	—	—	—	—	—	—
970Z—Collingwood Pier Services	—	2,560,000	—	—	—	—	—	—	—	—
9710—Trail Bridges	—	550,000	—	—	—	—	—	—	—	—
9719—Shoreline Restoration—Sunset Point	—	—	500,000	—	—	—	—	—	—	—
971A—Collingwood Pier Terminals Repair	—	—	1,018,000	—	—	—	—	—	—	—
971B—Collingwood Pier Tree Planting Trail	—	—	—	—	215,000	—	—	—	—	—
971D—Shipyards Walkway	—	1,326,000	—	—	—	—	—	—	—	—
971G—Harbourview Park Birch Street Boat Launch Replacement	—	50,000	400,000	—	—	—	—	—	—	—
971H—Western Harbour Tree Planting	—	9,333	9,333	9,333	28,000	—	—	—	—	—
971I—Western Harbour Signage	—	—	51,000	—	—	—	—	—	—	—
971J—Western Harbour Replacement Viewing Platform (Western Fens)	—	16,625	16,625	16,625	50,000	—	—	—	—	—
971K—Western Harbour Bridge over Black Ash Creek	—	—	500,000	—	—	—	—	—	—	—
971L—Western Harbour Kaufman Site Trail	—	50,000	—	—	—	—	—	—	—	—
971M—Western Harbour Hen and Chickens Trail Boardwalk Extension	—	424,000	—	—	—	—	—	—	—	—
971P—Shipyards Docks along west side of Side Launch	—	—	200,000	209,000	—	—	—	—	—	—
971Q—Shipyards Signage	—	—	81,000	—	—	—	—	—	—	—
971R—Shipyards Electrical/ Water Pedestals for Docks	—	—	6,000	—	—	—	—	—	—	—
971S—Shipyards Promenade Extension	—	—	405,000	420,000	—	—	—	—	—	—
971T—Shipyards Docks in Dry Dock	—	289,000	—	—	—	—	—	—	—	—

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
971V—Shipyards Bury Hydro Line	—	3,129,000	—	—	—	—	—	—	—	—
971X—Collingwood Pier Additional Marina Slips	—	—	—	500,000	1,235,000	—	—	—	—	—
971Y—Collingwood Pier Parking Lot Improvements	—	—	2,301,000	—	—	—	—	—	—	—
971Z—Collingwood Pier Millennium Park	—	—	415,000	—	—	—	—	—	—	—
9723—Harbour East Wall Docking phases	100,000	500,000	564,000	—	—	—	—	—	—	—
9724—Wilson Sheffield Park	3,870,000	—	—	—	—	—	—	—	—	—
9727—Harbourview Splash Pad	—	—	—	—	—	—	—	—	—	2,500,000
9728—Summit View Park Development New Parks	35,000	275,000	—	—	1,125,000	—	—	—	—	—
9729—Harbourview Park Parking	—	—	—	—	500,000	—	—	—	—	—
972A—Collingwood Pier Watt's Boathouse Renovation	—	—	—	—	371,000	—	—	—	—	—
972B—Collingwood Pier Seasonal Shop Buildings	—	—	—	590,000	—	—	—	—	—	—
972C—Collingwood Pier Additional Deck	—	—	400,000	516,000	—	—	—	—	—	—
972D—Collingwood Pier Guard Rail	—	—	51,000	—	—	—	—	—	—	—
972E—Ridgeline Signage	—	—	14,000	—	—	—	—	—	—	—
972H—Ridgeline General Landscape Improvements	—	—	183,000	—	—	—	—	—	—	—
972L—Sunset Point Tree Planting	—	9,333	9,333	9,333	9,333	—	—	—	—	—
972N—Sunset Point Concrete Pathway Widen/Extension	—	—	—	624,000	—	—	—	—	—	—
972P—Tremont Public Square—Electrical Upgrades	—	25,000	—	—	—	—	—	—	—	—
972Q—Sunset Point Raglan Street Shade Structure	—	100,000	—	—	—	—	—	—	—	—
972S—Sunset Point Playground Parking Lot (53 Spaces)	200,000	—	116,000	600,000	—	—	—	—	—	—
972T—Boardwalk—Sidelaunch District	—	—	—	—	250,000	923,550	—	—	—	—
972U—Seating Docks Swimming Area—Sidelaunch District	—	—	935,200	—	—	—	—	—	—	—
972V—Pedestrian Crossing St. Marie and Huron—Sidelaunch District	—	—	—	150,000	477,690	—	—	—	—	—

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
972Y—AMP Watts Boathouse	—	95,200	—	—	—	—	42,100	—	—	—
9733—Asphalt Walkways	15,000	15,000	15,000	15,000	15,000	15,000	—	—	—	—
9734—IT Requirements	—	25,000	25,000	—	—	—	—	—	—	—
973F—AMP Central Park Washroom	—	106,000	77,100	90,500	—	—	2,250	51,275	21,600	—
9741—Truck Replacements	75,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	—	—
9743—Town Signage	15,000	50,000	10,000	10,000	10,000	10,000	—	—	—	—
9744—Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	—	66,000	66,000	66,000	66,000	66,000	—	—	—	—
9745—Parks Equipment	100,000	100,000	100,000	100,000	100,000	100,000	—	—	—	—
9747—St. Marie St North Block 9 Park	3,000,000	—	—	—	—	—	—	—	—	—
9761—Ridgeline Electrical Servicing to Overlookpark	—	50,000	—	100,000	82,000	—	—	—	—	—
9762—Ridgeline Amphitheatre Seating Upgrade	—	122,000	—	—	—	—	—	—	—	—
9775—Sunset Point Benches	—	26,367	26,367	26,367	—	—	—	—	—	—
9782—Active Transportation	60,000	60,000	60,000	60,000	60,000	—	—	—	—	—
9784—Urban Forestry equipment	—	—	400,000	—	—	—	—	—	—	—
9786—Harbourview Park Floating Docks	—	216,927	—	—	—	—	—	—	—	—
9787—Old Village Park Washroom	520,000	—	—	—	—	—	—	—	—	—
9789—Shipyards Side Launch Way	—	—	2,150,000	—	—	—	—	—	—	—
9791—Pump Track Installation	175,000	—	—	—	—	—	—	—	—	—
97AA—AMP Sunset Point	6,150	149,045	124,550	40,700	—	—	79,930	110,350	15,000	25,000
97AB—AMP Parks Building	15,000	58,200	11,500	—	82,300	—	6,500	148,750	10,000	31,250
4.2 Community Culture, Arts & Recreation Facilities	2,995,000	12,909,678	7,549,000	95,647,770	1,820,974	1,215,900	5,448,500	704,825	712,600	5,115,000
9705—PRC Facility Equipment	22,000	14,000	95,000	155,000	155,000	29,000	29,000	155,000	95,000	110,000
970T—Swimming Lane Ropes	8,000	—	—	—	—	9,600	—	—	—	—
9711—Central Park Arena—Facility Maintenance/Improvements	40,000	25,000	100,000	26,750	305,000	85,000	107,500	140,000	137,500	2,215,000
9712—EBMA—Facility Maintenance/Improvements	146,000	265,000	80,000	1,415,000	370,000	540,000	3,800,000	200,000	280,000	130,000
9714—Central Park Outdoor Rink—Facility Maintenance/Improvements	1,936,000	82,500	53,000	330,000	45,000	100,000	100,000	30,000	50,000	100,000
9716—Curling Facility—Facility Maintenance/Improvements	—	35,500	92,000	300,000	57,000	75,000	1,300,000	74,500	75,000	30,000

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
9718—Museum Building—Facility Maintenance/Improvements	323,000	55,500	120,000	138,000	310,000	130,000	95,000	37,500	18,000	30,000
971C—Arena Sound Systems	75,000	—	—	—	—	—	—	—	—	—
972X—Ridgeline Amphitheatre Stage Upgrade	—	—	—	183,000	—	—	—	—	—	—
9735—Centennial Aquatic Centre—Facility Maintenance/Improvements	45,000	125,000	100,000	80,000	67,500	200,000	12,500	50,000	17,500	2,500,000
9737—Simcoe Street Theatre Improvements	—	51,000	—	—	—	—	—	—	—	—
973J—Green and Inclusive Community Building Fund	300,000	2,000,000	4,000,000	3,000,000	511,474	—	—	—	—	—
975C—Multi-Purpose Facility	—	10,000,000	2,500,000	90,000,000	—	—	—	—	—	—
9764—Amphitheatre Seasonal Washrooms	100,000	—	—	—	—	—	—	—	—	—
9778—Town Hall/EBMA Backup Generator	—	20,000	400,000	—	—	—	—	—	—	—
97AC—AMP Lawn Bowling Clubhouse	—	236,178	9,000	20,020	—	47,300	4,500	17,825	39,600	—
4.3 Community Gathering Space (Library)	106,000	311,000	589,000	9,608,000	427,150	8,000	13,000	8,000	13,000	462,000
9752—I.T. Replacement—Training Room & Public Computers	6,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
9759—Library Building Lifecycle	80,000	—	—	—	—	—	—	—	—	—
975E—New Library	—	—	576,000	5,300,000	—	—	—	—	—	—
975F—Provision for New Library Space (10,000 sf)	—	—	—	4,000,000	—	—	—	—	—	—
975G—Provision for New Library Space Furniture and Equipment (10,000 sf)	—	—	—	300,000	—	—	—	—	—	—
975H—Library Furniture and Equipment Replacements	20,000	—	5,000	—	5,000	—	5,000	—	5,000	—
975K—AMP Library	—	303,000	—	—	414,150	—	—	—	—	454,000
4.7 Water Treatment & Distribution	60,775,425	45,919,225	68,368,950	78,747,525	59,961,500	36,977,900	9,037,300	5,054,250	3,150,750	25,000
9600—Water Efficiency Measures	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	—
960B—New Elevated Tank	—	—	825,000	1,265,000	11,000,000	11,000,000	—	—	—	—
960E—WTP New Intake Pipe and Structure	1,000,000	1,500,000	1,500,000	8,500,000	7,500,000	50,000	—	—	—	—

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
960F—Osler Bluff Booster Pumping Station Decommissioning	—	—	125,000	697,000	35,000	—	—	—	—	—
960I—Georgian Meadows BPS Decommissioning	—	—	20,000	214,000	22,500	—	—	—	—	—
9610—Vehicles & Equipment	418,000	—	—	492,000	180,000	—	—	160,000	161,000	—
9611—Large Tools	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	46,000	—
9612—100mm Watermain Replacement	80,000	342,000	705,000	215,000	480,000	550,000	1,100,000	1,100,000	1,100,000	—
9613—Booster Pumping Station Refurbishments	23,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	31,000	—
9616—Distribution Pressure Reducing Valves	288,000	—	—	200,000	—	—	—	—	—	—
961A—Georgian Meadows Health & Safety Upgrades	340,000	—	—	—	—	—	—	—	—	—
961B—Georgain Meadows PLC Upgrade	150,000	—	—	—	—	—	—	—	—	—
9620—Carmichael Reservoir Upgrades	1,371,000	—	—	—	—	—	—	—	—	—
9621—In Ground Reservoirs	305,000	36,000	40,000	41,000	65,000	46,000	49,000	50,000	51,000	—
9624—Water Tower Refurbishments	1,080,000	345,000	110,000	30,000	292,500	15,000	15,000	290,000	15,000	—
962A—AMP Elevated Water Tower	—	47,975	—	10,700	—	12,500	26,750	—	5,750	—
962B—AMP Osler Booster Station	—	45,000	—	—	—	—	—	—	—	—
962C—AMP Davey Reservoir	—	63,350	28,500	11,000	6,000	11,000	—	25,000	—	—
962D—AMP Carmichael Reservoir	—	730,100	—	21,600	—	—	403,050	—	—	—
9640—Water Treatment Plant Refurbishment	260,000	85,000	95,000	95,000	105,000	105,000	115,000	320,000	125,000	—
9641—Water Treatment Plant Expansion	29,177,500	38,315,000	55,940,000	56,360,000	31,330,000	22,160,000	5,810,000	50,000	—	—
9642—Stewart Road Reservoir and Booster Pumping Station	—	—	7,036,000	7,036,000	2,579,000	22,000	—	—	—	—
9643—Water Treatment Plant Membrane Filter Replacements	375,175	—	—	—	—	—	—	—	—	—
9644—Water SCADA Improvements	130,000	—	200,000	—	—	—	—	—	—	—
9645—New Residential and General Water Services	94,000	96,000	98,000	100,000	102,000	104,000	106,000	108,000	110,000	—
9646—Water Services Replacement	124,000	126,000	129,000	132,000	135,000	138,000	141,000	144,000	146,000	—

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
9648—New Watermains	1,452,000	3,100,000	510,400	1,368,000	4,834,500	1,464,000	132,000	1,360,000	—	—
9649—Watermain Replacement	460,000	387,000	730,000	1,125,000	1,125,000	1,110,000	765,000	1,125,000	1,125,000	—
964B—AMP 43 Stewart Road	750	547,800	115,050	668,225	—	11,400	191,500	135,250	122,000	25,000
964C—ZW1000 RAW Water Pump Refurbishment	26,000	—	—	—	—	—	—	—	—	—
964D—VFD Replacement	170,000	—	—	—	—	—	—	—	—	—
964E—Interim Capacity Increase	19,800,000	—	—	—	—	—	—	—	—	—
964F—Tenth Street Watermain Relining	1,275,000	—	—	—	—	—	—	—	—	—
964G—HWY 26 West Watermain Improvements	2,250,000	—	—	—	—	—	—	—	—	—
9650—Hydrants	25,000	25,000	30,000	30,000	30,000	35,000	35,000	35,000	35,000	—
9652—Valve Additions and Replacements	42,000	44,000	46,000	48,000	50,000	52,000	54,000	56,000	58,000	—
5.2 Community Arts & Culture	—	67,000	—	—	5,000	—	—	—	5,000	—
971W—Collingwood Pier Public Art	—	42,000	—	—	—	—	—	—	—	—
972K—Sunset Point Public Art	—	5,000	—	—	5,000	—	—	—	5,000	—
9739—Heading Dockside Mural Replacement	—	20,000	—	—	—	—	—	—	—	—
5.4 Circulation & Curation of Library Materials	50,000	—	—	—	—	—	—	—	—	—
975J—Book Vending Machine	50,000	—	—	—	—	—	—	—	—	—
6.1 Roads & Active Transportation	21,695,500	19,985,119	26,981,286	18,790,839	20,112,015	18,061,473	10,148,027	8,228,098	3,660,482	964,400
9301—Cameron St—Walnut to Hurontario	—	—	—	5,176,900	—	—	—	—	—	—
9304—Sixth Street Trunk Watermain—High to Hurontario	665,000	7,020,000	7,020,000	—	—	—	—	—	—	—
9305—Traffic Signal at Hurontario and Findlay	—	50,000	525,000	—	—	—	—	—	—	—
9306—Hurontario St—Hume to Findlay	100,000	—	5,761,100	—	—	—	—	—	—	—
9308—Third St Bridge Rehabilitation	1,821,000	—	—	—	—	—	—	—	—	—
9309—Highway 26—Longpoint (Osler Bluff) to Cranberry Trail W	2,100,000	105,744	—	—	—	—	—	—	—	—
930d—Mountain Rd—10th Line to 11th Line	—	—	—	—	4,556,500	—	—	—	—	—
930e—Collins St—Ste Marie to Katherine St	—	—	—	2,258,400	—	—	—	—	—	—

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
930g—Mountain Rd and First St Extension—Intersection	—	—	—	—	—	1,309,000	—	—	—	—
930h—High and First St—Intersection	—	—	—	—	819,000	—	—	—	—	—
930j—Peel Street—Ontario to Hume	—	—	—	—	—	—	3,700,500	—	—	—
930P—High and Sixth St—Intersection	—	—	—	—	—	108,000	—	—	—	—
930R—Highway 26 and Harbour/Balsam St—Intersection	—	—	—	—	—	982,800	—	—	—	—
930T—Harbour Street Extension—Tenth Line to Georgian Trail	—	—	—	—	—	—	—	3,872,800	—	—
930V—Sixth Line—Poplar Sideroad to Sandford Fleming Dr	—	—	—	—	—	—	2,952,000	—	—	—
930W—Third St—High St to Birch St	—	—	—	5,275,800	—	—	—	—	—	—
9312—First Street/Pretty River Parkway Street Side Enhancements	50,000	—	—	—	—	—	—	—	—	—
9324—Provision for Development-Related Vehicles	557,700	365,000	215,000	—	—	—	—	—	—	—
9329—Pedestrian Traffic Signals & PXOs	230,000	234,600	239,292	244,078	248,959	253,939	259,017	264,198	269,482	—
9330—Traffic Calming Improvements	180,000	183,600	187,272	191,017	194,838	198,735	202,709	—	—	—
9331—Peel Street—Hume to Bush	70,000	2,665,900	—	—	—	—	—	—	—	—
9332—Large Tools & Office Equipment Replacement PW 04	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	—
9334—Traffic Signal Controller Upgrades	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	—
9352—Sidewalk Repairs	120,000	120,000	120,000	120,000	120,000	120,000	120,000	140,000	140,000	—
9366—545 10th Line Lifecycle—Shop Improvements tied to Lifecycle and Operations	40,000	—	—	—	—	—	—	—	—	—
9368—AMP Public Works Buildings	—	501,575	25,500	140,750	132,310	179,300	30,000	100,100	81,000	164,400
9371—High St—10th St to Poplar Sideroad	152,050	—	—	—	10,582,450	1,638,000	—	—	—	—
9373—10th Line—6th St to Mountain Rd	—	—	—	—	150,000	8,157,700	—	—	—	—
9377—Guide Rail Repairs	225,000	—	—	—	—	—	—	—	—	—

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
9379—Pretty River Channelization	60,000	—	—	—	—	—	—	—	—	—
9380—Asphalt Resurfacing PW 09	2,400,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	—
9382—Vehicle Replacement PW 02	410,000	214,700	1,651,122	838,294	627,958	1,478,000	303,800	750,000	600,000	800,000
9383—3rd St and High—Intersection	—	—	—	1,965,600	—	—	—	—	—	—
9387—Bridge Rehabilitation	—	125,000	—	—	—	1,056,000	—	521,000	—	—
9388—Mountain Road Widening	12,130,000	5,500,000	—	—	—	—	—	—	—	—
9390—High St—2nd to 5th	150,000	300,000	8,657,000	—	—	—	—	—	—	—
9393—Community Safety Zone Improvements (CSZ)	50,000	—	—	—	—	—	—	—	—	—
9433—Streetlight Installation	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	—	—
9482—Parking Accommodation Study	80,000	—	—	—	—	—	—	—	—	—
9483—Meter Replacement	—	—	—	—	100,000	—	—	—	—	—
948A—Public Parking Lot and Lane Resurfacing	24,750	19,000	—	—	—	—	—	—	—	—
6.2 Transit	798,000	475,000	1,655,000	—	—	—	—	—	8,700	—
9423—Bus Shelters	8,000	—	—	—	—	—	—	—	—	—
9424—Bus replacement and Refurbishment	750,000	475,000	1,655,000	—	—	—	—	—	—	—
942A—AMP Transit Terminal	40,000	—	—	—	—	—	—	—	8,700	—
7.2 Governance Support	—	—	—	30,000	—	—	—	150,000	—	—
9103—Audio/Video Equipment Council Chambers	—	—	—	30,000	—	—	—	150,000	—	—
8.12 Human Resource Operations	100,000	—	—	—	—	—	—	—	—	—
9132—HRIS	100,000	—	—	—	—	—	—	—	—	—
8.3 Legal & Land	100,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	—
9129—Strategic Land Acquisition	100,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	—
8.7 Information Technology	279,500	229,000	330,500	326,800	204,970	107,970	70,500	110,500	105,500	65,500
9125—Server Asset Management	—	50,000	—	200,000	100,000	—	—	—	—	—
912D—Video Security Upgrades	10,000	10,000	10,000	10,000	10,000	—	—	—	—	—
9141—Computer Hardware	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
9143—Computer Software	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
9144—Networking—WAN & LAN Infrastructure	10,000	3,000	153,000	3,000	30,000	3,000	3,000	3,000	3,000	3,000

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
9145—Doorlock Replacement/Installation—Corporate Wide (incl Library)	200,000	100,000	100,000	—	—	—	—	—	—	—
9146—UPS	—	—	—	—	—	40,000	—	40,000	—	—
9147—Backup Appliances	—	—	—	40,000	—	—	—	—	40,000	—
9148—Desktop/Laptop Replacements	52,000	58,500	60,000	66,300	57,470	57,470	60,000	60,000	55,000	55,000
8.8 Corporate Facilities	6,105,050	9,694,900	14,362,500	13,289,100	265,500	200,000	236,150	309,900	97,350	112,280
9105—Roof Replacements	260,000	—	—	—	—	—	—	—	—	—
9108—GHG Reduction Project—PW Heat Pumps	300,000	—	—	—	—	—	—	—	—	—
910B—AMP BDC	20,000	87,050	—	38,975	—	—	2,500	52,250	87,000	111,030
9121—Town Hall Refurbishment Program	150,000	150,000	—	—	—	—	—	—	—	—
912C—AMP Town Hall	25,050	458,200	231,500	67,625	2,500	—	212,800	186,000	—	—
9135—Collingwood Terminals	3,550,000	7,000,000	13,000,000	13,158,000	—	—	—	—	—	—
9210—Collingwood Police Building	—	140,000	—	—	—	—	—	—	—	—
921A—AMP Police Building	—	459,650	331,000	24,500	263,000	200,000	20,850	71,650	10,350	1,250
9364—New Accommodation—P/W Building and Shop renovations—tied to Accommodation Plan	1,700,000	1,400,000	800,000	—	—	—	—	—	—	—
9757—Library Heat Pump Replacement	100,000	—	—	—	—	—	—	—	—	—
8.9 Corporate Fleet	35,000	35,000	35,000	—	—	—	—	—	—	—
9107—Fleet EV Charging Stations	35,000	35,000	35,000	—	—	—	—	—	—	—
Grand Total	123,766,625	115,218,522	146,441,091	251,362,517	182,659,867	134,065,543	101,298,067	147,954,083	64,458,672	19,983,661