



2021 Proposed Budget

Town of The Blue Mountains



Town of The Blue Mountains 2021 Proposed Budget

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2021 Proposed Budget Executive Summary

Executive Summary

2021 Proposed Operating Budget – Taxation

The schedule below looks at a summary of the Town's 2021 Proposed Budget as compared to the 2020 Approved Budget by Department. The bottom-line of the chart shows the 2021 Proposed Total Tax Levy of \$17,041,123 which is a 2.8% or \$468,196 increase over the 2020 Approved Tax Levy of \$16,572,927.

However, because the Town is seeing significant growth, an additional \$176,788,236¹ in assessment will be added in 2021, resulting in an estimated \$635,998 in tax revenue. This means that the tax levy will be spread over more assessment and will result in a slight decrease to the 2021 tax rate.

The Tax Levy is staff's best estimate of the dollar value of funding required to operate the Town at the current level of service for 2021.

Department	2020 Approved Budget	2021 Proposed Budget	% Change	\$ Change
Council	\$ 351,296	\$ 0	-100%	\$ (351,296)
Administration	\$ 1,222,518	\$ 228,652	-81%	\$ (993,866)
Finance and IT Services	\$ 2,258,604	\$ 296,113	-87%	\$ (1,962,491)
Corporate Administration	\$ (1,691,755)	\$ (2,142,176)	27%	\$ (450,421)
Conservation Authorities	\$ 329,497	\$ 449,417	36%	\$ 119,921
Ontario Provincial Police	\$ 2,732,452	\$ 2,951,433	8%	\$ 218,981
Fire Department	\$ 1,648,269	\$ 2,039,680	24%	\$ 391,411
Legal Services	\$ 562,044	\$ 820,661	46%	\$ 258,617
Operations	\$ 5,653,945	\$ 7,987,855	41%	\$ 2,333,911
Community Services	\$ 1,544,601	\$ 2,016,400	31%	\$ 471,799
Planning & Development Services	\$ 511,361	\$ 830,341	62%	\$ 318,980
Committees of Council	\$ 409,481	\$ 208,908	-49%	\$ (200,573)
The Blue Mountains Public Library	\$ 1,040,614	\$ 1,353,839	30%	\$ 313,224
Tax Levy	\$ 16,572,927	\$ 17,041,123	2.8%	\$ 468,196

Significant Changes in the 2021 Budget over 2020



Interfunctional Transfers

A new Interfunctional Transfer Policy was approved by Council on July 13, 2020 which outlined which services are to be charged back to the applicable Taxation and User-Fee funded Divisions. This policy uses the step method to transfer costs to all non-

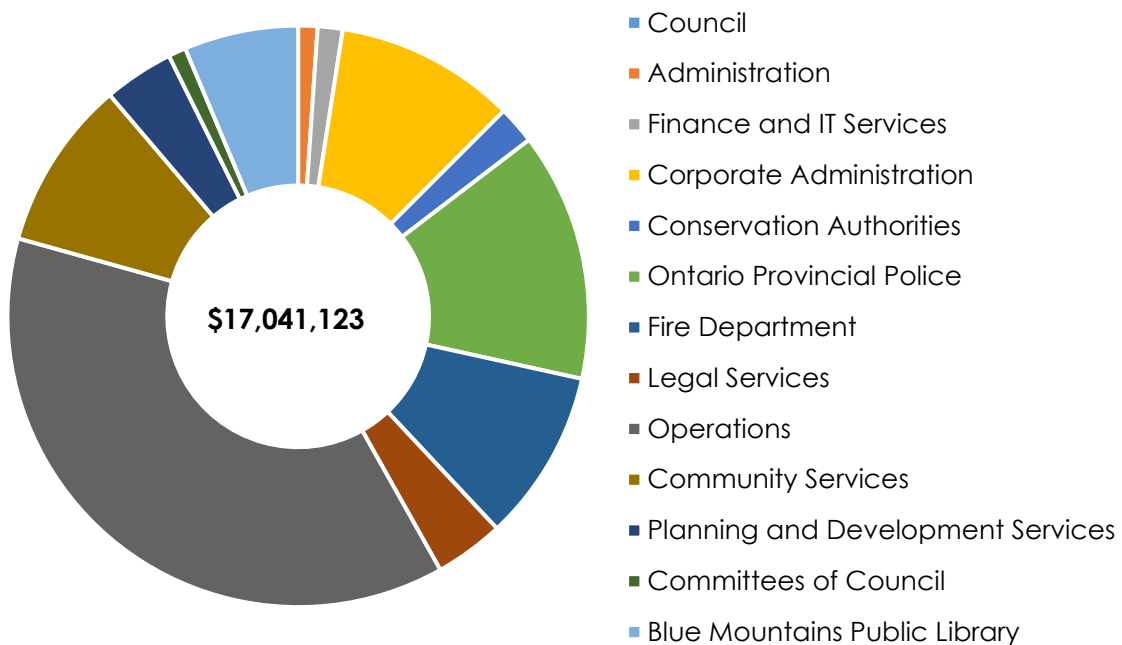
¹ As of November 4, 2020

Administrative Divisions in a sequential process. This results in a zero-bottom line for Council and a bottom line for other Administrative Departments that only includes Salaries and Benefits for any vacation, sick or statutory holidays with the rest of the costs transferred to non-Administrative Divisions.

Relating the new policy back to the Operating Budget chart above, departments like Administration and Finance and IT Services are almost completely billed out to the operating departments. This provides a better understanding of what services such as the Cemetery and Roads and Drainage cost the taxpayers.

Taxation Budget by Department

The graph below illustrates the 2021 Proposed Taxation Budget breakdown by Department.



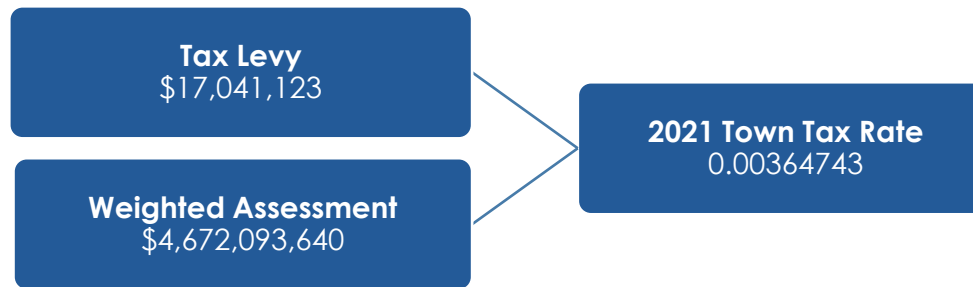
2021 Proposed Operating Budget – User-Fees

The Town has four departments, Water, Wastewater, Harbour and Building which are fully funded through user-fee revenues and do not rely on taxation.

Included in the 2021 Proposed Budget is a 0% increase to Water user-fees, 2% increase to Wastewater user-fees, 0% increase to Building fees, and a \$2 per foot increase to the Seasonal Mooring fees at the Harbour.

For 2021, approximately 41% of the total tax bill will be used to support the delivery of services by the Town. An estimated 41% will go to the County and be used for the delivery of County services throughout all of Grey County and the remaining 18% will go to the school boards.

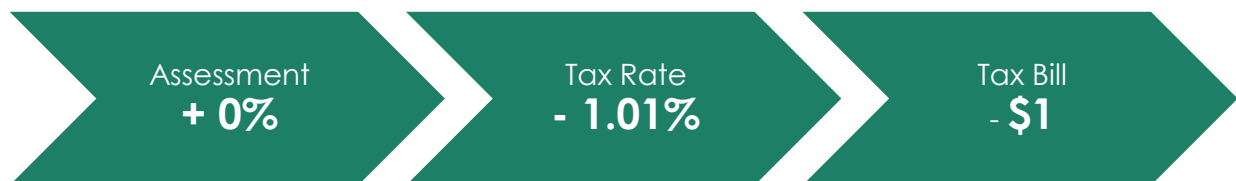
What does this mean for the Tax Rate?



The Town's 2020 Residential Tax Rate was 0.00364867. The 2021 Tax Rate represents a decrease of -1.01%. This decrease is due to a larger increase in the Weighted Assessment versus the increase in the Tax Levy.

What does this mean for the average Town Property Tax Bill?

A property owner's tax bill is calculated by multiplying the assessed value by the Tax Rate.



The average property owner will see a 0% increase on their assessment. With the proposed tax rate, the average home assessed at \$620,000 may see the Town portion of their property tax bill decrease by \$1.

Due to the COVID-19 Pandemic, MPAC has frozen assessment for one year. The Ontario Government announced that the 2020 Assessment Update has been postponed and that property assessments for the 2021 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e., the same valuation date in use for the 2020 taxation year).



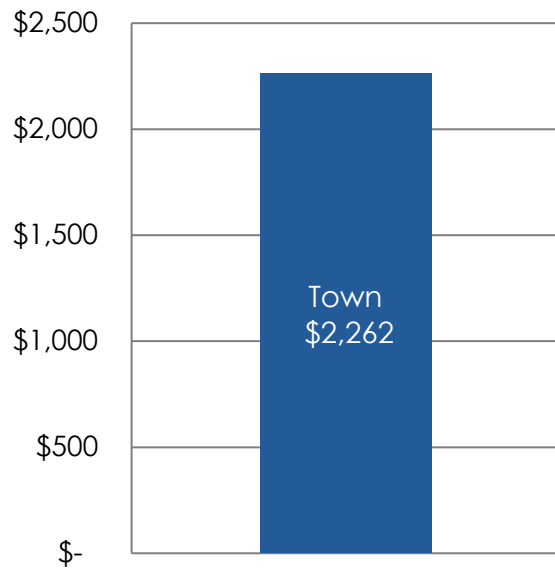
Average Residential Property Tax Bill – Town Portion

The following charts illustrate the average residential Town property tax bill for 2020 and 2021, based on an assessment of \$620,000.

2020 Actual

\$620,000 Assessment

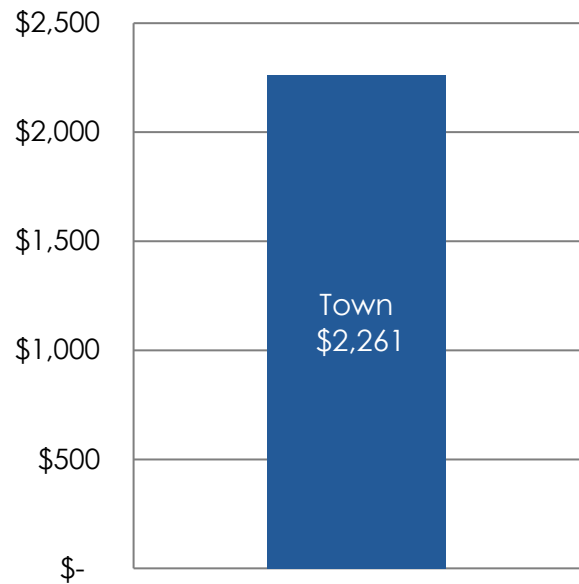
\$2,262



2021 Budget

\$620,000 Assessment

\$2,261





COVID-19

Staff are still expecting COVID-19 to have an impact on 2021 operations, and therefore, on the 2021 budget. Staff have included specific budget expenses which are included in Corporate Administration, By-law Services as well as the Beaver Valley Community Centre. Additionally, staff are expecting a loss of certain revenues in 2021 for the Craigleith Community Centre, Ravenna Hall, and the Beaver Valley Community Centre due to health guidelines and restrictions. The two Small Halls are included in the Facility and Fleet Division Budget.

Expenses in Corporate Administration have been included to cover a variety of expenses, such as sanitizer, masks, and other health and safety products. Funds are included in By-law Services to cover the cost of the additional vehicle leases and funding is available in the Beaver Valley Community Centre for additional staff.

It is also expected that Ravenna Hall and Craigleith Community Centre will lose most, if not all of its revenue from rentals in 2021 and staff estimate that the Beaver Valley Community Centre may lose up to 1/3rd of its rental revenues in 2021.

All COVID-19 related expenses as well as lost revenues have been funded by Working Capital for the 2021 Budget as it is currently unknown if any grant money will become available in 2021 for these expenses and losses. If grants do become available, funding from the Working Capital Reserve will not be used. However, if no funding is available and Working Capital is used, staff will bring forward a multi-year plan to pay back this money borrowed from the reserve. This will be detailed in Staff Reports throughout 2021 as information is available.

The following table outlines the expenses and lost revenues that are included in the 2021 budget due to COVID-19.

Addition Request	Division	2021 Budget
Expenses		
Purchased Services	Corporate Administration	\$ 50,000
Vehicle Leases	By-law Services	\$ 30,000
Salaries and Benefits	Beaver Valley Community Centre	\$ 32,500
Expenses funded through Working Capital		\$ 112,500
Lost Revenues		
Ravenna Hall Rentals	Facility and Fleet	\$ 2,300
Craigleith Community Centre Rentals	Facility and Fleet	\$ 8,260
Ice and Hall Rentals	Beaver Valley Community Centre	\$ 75,000
Lost Revenues funded through Working Capital		\$ 85,560
Total funded through Working Capital		\$ 198,060



2020 Year End Forecast

Taxation

The taxation funded departments are trending towards having a 2020 year-end deficit of \$358,260 which is due to the COVID-19 Pandemic. The Town has applied for Safe Restart Stage 2 funding from the Ontario government to fund this deficit. However, if the Town is unsuccessful with this grant, another source will have to be identified to fund this deficit.

Water and Wastewater

The Water Division is forecasting a year-end surplus of \$68,000 which is due to higher consumption charges than anticipated as more residents were spending time in the Blue Mountains during the pandemic. This balance will be transferred into Water's rate stabilization reserve to ensure that future rate increases are not dramatic.

Council did direct staff to reduce the Water Consumption Rate by 5% starting July 1, 2020 and this has decreased the possibility of a larger surplus, however, many residents were spending more time in the Blue Mountains since the start of the pandemic in March.

The Wastewater Division is forecasting to end the year very close to budget, with the possibility of a small surplus of \$5,000. This balance will be transferred into Wastewater's rate stabilization reserve to ensure that future rate increases are not dramatic.

User Fees

The Building Services Division is forecasting an estimated \$75,000 surplus by the end of 2020 which will be transferred into the Building Rate Stabilization Reserve Fund for future years where revenues do not cover expenses.

The Thornbury Harbour requested but was unsuccessful in receiving relief for the annual rental payment made to the Department of Fisheries and Oceans, which is estimated to be \$74,000 in 2020. With this payment, it is estimated that the Harbour will have a deficit of \$75,000 at the end of the year. Staff have applied for Safe Restart Stage 2 funding from the Ontario government to fund this deficit. However, if the Harbour is unsuccessful with this grant, the Harbour's reserve will be used to fund this deficit.

The Water, Wastewater, Building, and Harbour Divisions all show a \$0 bottom line on the Division Sheets later in this budget document. This is because all User Fee and User Rate Divisions need to be zeroed out at year end. Any forecasted surplus is added into the "Transfer to Reserve" line and any deficits are added to the "Transfers from Other Reserves" line.



Land Purchases

In June 2020, the Town purchased Lot 15 and Lot 17 on Arthur Street West in Thornbury for \$895,000 with the purpose of providing a formalized parking area for downtown Thornbury.

This purchase will be funded from eligible development charges.

In September 2020, the Town purchased 19 Napier Street for \$425,000 which is unfinanced at this time. The future use of this land is undetermined, and the next use of this land will be determined at a future date. Funding by the appropriate sources will be considered through the determination of future uses of the subject lands.



Zero-Based Budgeting

As staff continue to fully implement Zero-Based Budgeting corporate wide, the Administration and Finance and IT Departments are continually using this approach while

budgeting.

As per staff report FAF.20.080 2021 Budget, staff in the Planning and Development Services and Legal Services Departments have begun to track their time which is a cornerstone for zero-based budgeting. This information will be used to provide more accurate budgets in future years.

Starting in 2020 the Town purchased an electronic timesheet system, this system had two positive outcomes. First it produced efficiencies for the payroll process by removing hard copies and transitioning to electronic. Second it allows staff to track their time against a task and what division they completed that task for. This allows for salary and benefit charge backs to the benefiting division as well as building a data base for the time staff are spending on various tasks.



Base Budget Additions

Each year staff and Council bring forward, for Council's consideration "Additions to the Base Budget". These additions are to enhance the level of service offered by the Town. Not all Additions will have a taxation impact, some are funded through Water and Wastewater user-fees and others by Development Charges.

The chart below outlines all of the Proposed Additions to the Base Budget as well as the funding sources and the impact (if any) on the Town Tax Levy.

Addition Request	2021 Cost	Taxation	User-Fee	Other	Impact on Tax Levy
Staff Requests					
Administrative Assistant to Committees	\$ 70,650	\$ 70,650	\$ 0	\$ 0	0.43%
Communications Assistant & Coordinator	\$ 145,700	\$ 58,280	\$ 0	\$ 87,420	0.35%
Fire Prevention Inspector	\$ 107,250	\$ 88,500	\$ 0	\$ 18,750	0.53%
Additional Landfill Operator	\$ 42,650	\$ 42,650	\$ 0	\$ 0	0.26%
Building Inspector - Contract	\$ 74,200	\$ 0	\$ 74,200	\$ 0	0.00%
Permit and Inspection Assistant	\$ 42,900	\$ 0	\$ 42,900	\$ 0	0.00%
Lot Development Technologist	\$ 84,800	\$ 0	\$ 84,800	\$ 0	0.00%
Development Reviewers - Permanent	\$ 43,800	\$ 0	\$ 43,800	\$ 0	0.00%
Additional Services					
Off Leash Dog Park	\$ 25,000	\$ 25,000	\$ 0	\$ 0	0.15%
EV Charging Stations	\$ 24,000	\$ 0	\$ 0	\$ 24,000	0.00%
Parks Vehicle	\$ 45,000	\$ 0	\$ 0	\$ 45,000	0.00%
Additional Advertising	\$ 33,600	\$ 33,600	\$ 0	\$ 0	0.20%
Committees of Council					
Agricultural Advisory Committee	\$ 3,000	\$ 3,000	\$ 0	\$ 0	0.02%
Physician Recruitment Committee	\$ 25,000	\$ 25,000	\$ 0	\$ 0	0.15%
Economic Development Advisory Committee	\$ 75,000	\$ 75,000	\$ 0	\$ 0	0.45%
Sustainability Advisory Committee	\$ 75,000	\$ 75,000	\$ 0	\$ 0	0.45%
Total	\$917,550	\$496,680	\$245,700	\$ 175,170	2.99%

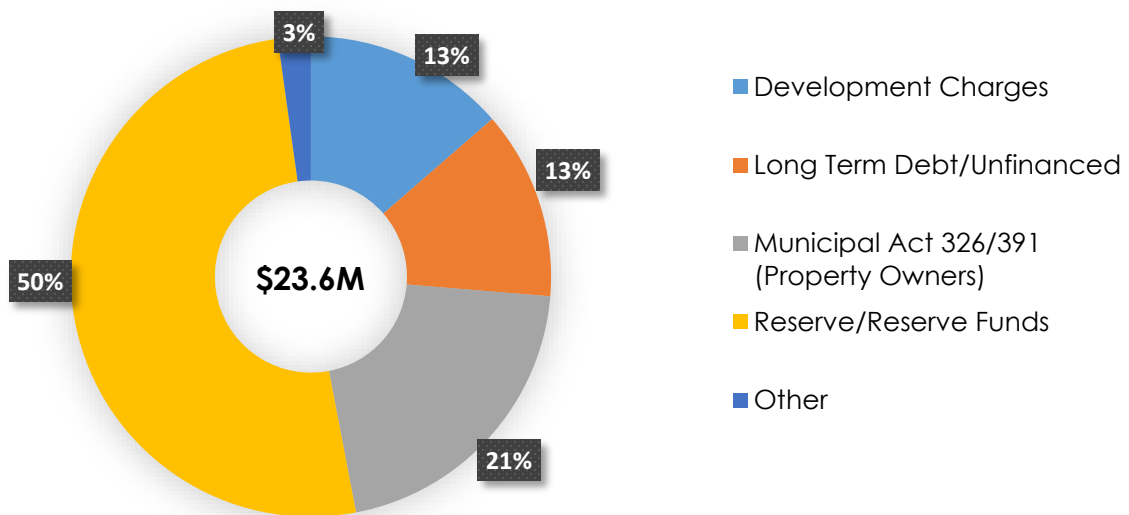
If Council chooses to approve any of the above additions, the impact on the Tax Levy and Tax Rate can be calculated to provide a new average taxpayer impact.



2021 Capital Budget

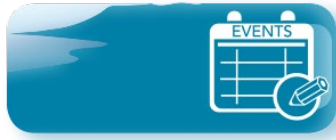
The Town's 2021 Proposed Capital Budget totals \$23.6 million in projects, with over 13% of funding coming from Development Charges. The Town uses a variety of other funding options, including Long-Term Debt and Reserve Funds to fully fund annual capital purchases.

The chart below illustrates the 2021 Capital Budget by funding source.



Highlights from the 2021 Proposed Capital Budget

- \$5.3M of proposed investments to service parts of the Camperdown Service Area with Wastewater, the majority of the funding is coming from impacted Property Owners
- \$2.4M investment being made into upgrading Jozo Weider Boulevard with the funding coming from Development Charges
- \$2.2M of capital funding for the replacement of Bridges #2 and #3 with the funding coming from Long-Term Debt
- \$1M to replace the Town's aerial pumper, the majority of the funding is coming from Long-Term Debt



2021 Budget Timeline

Developing an Annual Budget involves several months of planning and coordination among staff, Council, and stakeholders. Staff received input from Council in June.

After this, the preparation of the three-year Operating and five-year Capital Budget commenced. The Budget Team held numerous meetings with Department Heads and Service Area Managers (SAM) to prepare best estimates and work plans for the following budget year.

Operational budgets reflect the financial estimate for the services the Town provides and the levels to which those services will be provided, and are driven by the work plans of each Division, the Town's Strategic Plan, as well as various plans and studies completed for specific programs, services, or projects. The 2021 Proposed Budget is staff's best estimate of 2021 costs and revenues based on current knowledge.

Once the 2021 Proposed Budget is released by Staff, the Town holds a series of Committee of the Whole Meetings where the Proposed Budget is reviewed by Council. A Public Information Centre and Public Meeting is held to gain input from the public.

June 30, 2020	Budget pre-consultation report
June 30, 2020	Operating and Capital data distributed to SMT and SAM
August 31 – September 11, 2020	Revised Budgets are reviewed by Department Heads and Service Area Managers with the Budget Team
October 20 – October 30, 2020	The CAO, Director of Finance and IT Services, and the Budget Team review Departmental budgets with Department Heads
November 16, 2020	The 2021 Proposed Budget is distributed to Council, Senior Management Team, and the Public
December 2, 7, 8, and 9, 2020	Budget Meetings take place during Committee of the Whole
December 14, 2020	Council Approved Recommendations from Committee of the Whole Budget Meetings
December 17, 2020	Public Meeting Notice on website and local newspapers and Draft Budget is Released
January 11, 2021	A Public Information Centre and Public Meeting is held for the 2021 Draft Budget
January 26, 2021	A Staff Report is presented to Council outlining the public's comments from the Public Meeting and Public Information Centre
February 8, 2021	Council approves the 2021 Budget (proposed date)

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2021 Proposed Budget

Operating Budget

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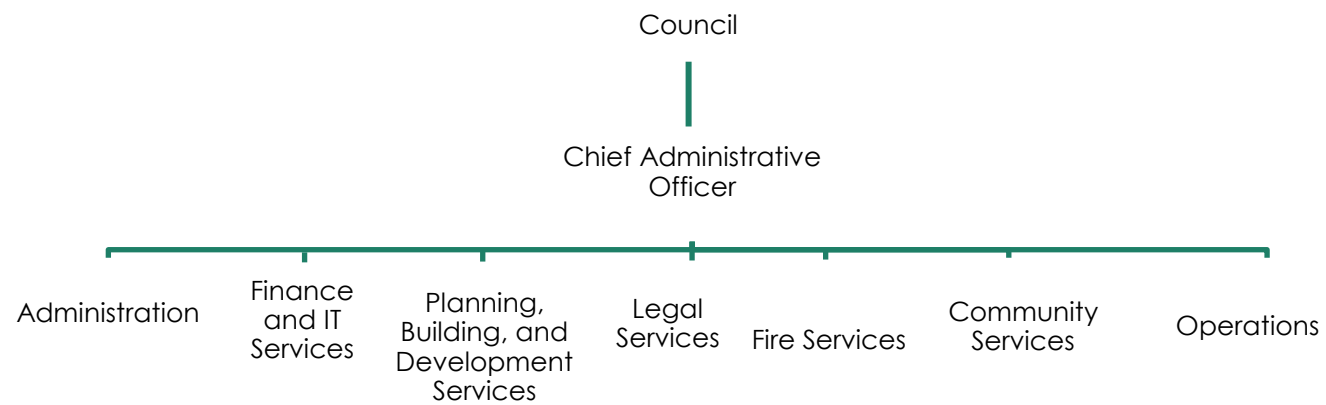
Council

The Town of The Blue Mountains is governed by a seven member Council elected at large, comprised of a Mayor, Deputy-Mayor, and five Councillors.

The Town of The Blue Mountains' Council is responsible for representing the public and considering the well-being and interests of the municipality. It is their duty to maintain the financial integrity of the Town and to ensure the accountability and transparency of the Town's operations.

Council

Organizational Chart



Council

Mission

The Town of The Blue Mountains will support our diverse community by managing change through innovative leadership, fiscal responsibility and commitment to excellence.

The Town is committed to doing the best and doing the right things for the community and is constantly looking to improve services and enhance practices of striving towards municipal service excellence.

Services Provided

- Develops and evaluates policies and programs related to the municipality.
- Determines which services the municipality provides and adopts annual Budgets.
- Represents the Town at official functions.
- Ensures that administrative policies, practices, procedures, and controllership policies are in place to implement the decisions of Council.

Non-Financial Statistics

Description	2019 Actual	2020 Actual
Members of Council	7	7
Council and Committee of the Whole Meetings	66	61
Households within the Town (MPAC)	8,210	8,428 ¹
Permanent Population, as per Canadian Census Data	7,025	7,025
Non-permanent Population (estimated) ²	6,010	6,010

2021 Budget Commentary

Salaries and Benefits are decreasing over the 2020 Budget because a retro pay increase was included in 2020. 2021 Salaries and Benefits include a 0.5% Cost Of-Living Adjustment increase as per the September 2020 Consumers Price Index.

During the development of the 2021 Budget, the Chief Administrative Officer suggested the inclusion of \$20,000 for miscellaneous/unplanned projects that Council may wish to consider during 2021 and provide allocation of funds that were not projected or included in any other departmental Budget.

There is a \$20,000 transfer to reserves included in the 2021 budget that will go towards the 2022 Municipal Election.

The bottom line of Council is zero, as all costs have been allocated to other divisions as per the Town's Interfunctional Transfer Policy.

¹ Households from MPAC as of October 29, 2020

² The non-permanent population is calculated by taking the number of households in The Blue Mountains with non-permanent residents and multiplying it by the average household size, as per Canadian Census Data (2016 – 2.1).

Council Election

2021 – 2023 Council Election Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	0	21,100	0
Administrative Expenses	0	0	0	1,025	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	18,000	0
Personnel and Training	0	0	0	1,200	0
Utilities	0	0	0	0	0
Equipment Related	230	1,800	1,275	1,275	1,275
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	1,500	0
Consulting	0	0	0	0	0
Purchased Services	-8,617	0	0	75,000	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	-8,387	1,800	1,275	119,100	1,275
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	13,000	20,000	20,000	0	20,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	-60,000	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	13,000	20,000	20,000	-60,000	20,000
Total Transfers and Expenses	4,613	21,800	21,275	59,100	21,275
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	4,613	21,800	21,275	59,100	21,275

Council

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	224,305	368,338	299,755	323,232	304,532
Administrative Expenses	17,599	10,615	15,800	17,115	15,800
Operating Expenses	0	610	0	0	0
Communications	12,620	6,985	9,000	27,000	9,000
Personnel and Training	22,199	19,780	29,000	30,200	29,000
Utilities	0	0	0	0	0
Equipment Related	0	2,060	1,275	1,275	1,275
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	4,211	1,250	0	1,500	0
Consulting	12,354	11,825	20,000	20,000	20,000
Purchased Services	0	0	0	75,000	0
Debt Payments	0	0	0	0	0
Financial Expenses	4,169	9,090	9,545	10,020	10,520
Premise and Site	0	1,330	0	0	0
Total Expenses	297,457	431,883	384,375	505,342	390,127
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	18,000	20,000	20,000	0	20,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-23,715	0	-60,000	0
Interfunctional Transfers	-57,705	-81,500	-403,535	-444,502	-409,288
Total Transfers	-39,705	-85,215	-383,535	-504,502	-389,288
Total Transfers and Expenses	257,752	346,668	840	840	840
Revenue					
Grants and Donations	1,980	840	840	840	840
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	1,980	840	840	840	840
Net Cost of Service (Taxation)	255,772	345,828	0	0	0

The above chart includes the Municipal Election Budget.

Agricultural Advisory Committee

Purpose

An advisory committee of Council established to identify, review, discuss, and make recommendations to Council on agricultural related issues.

Mandate

1. Review and comment on proposed Official Plan Policy and any Zoning By-law Amendments that affect the agricultural area;
2. Identify key issues of concern for agriculture which can be addressed by local, regional, and provincial governments;
3. Provide advice, comments and recommendations on economic strategies, development plans or studies dealing with agriculture and a wide range of other rural issues;
4. Advise Council of changes and key issues within the agricultural industry;
5. Identify and recommend programs which encourage public awareness, land stewardship, and education of agricultural and rural issues; and
6. Work in partnership with staff and local economic development partners to actively assist in fostering and promoting a positive community image and a healthy business environment for existing and prospective businesses.

2021 Strategic Action Items and Work Plan

- Creation and distribution of a "Welcome to Blue" rural edition.
- Host a first annual event for the rural and agricultural parts of the municipality.
- Work with the By-law Services Division on the creation and implementation of a Cyclist License and Registration program.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Meeting	11	8	12
Membership – Council Members	1	1	1
Membership – Public	7	7	8

2021 Budget Commentary

The Agricultural Advisory Committee will have \$4,500 in a reserve from unused advertising in 2020, which will be set aside for a "Welcome to Blue" rural addition (\$2,500), a round-table meeting with the Minister of Agriculture, Food and Rural Affairs (\$1,500) and a Rural Gathering event (\$500). Staff have shown this in the 2021 Budget column on the following page. Because this is a rollover from a previous year, it has no impact on 2021 taxation.

Agricultural Advisory Committee

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	243	4,500	4,500	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	243	4,500	4,500	0	0
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-4,500	0	0
Interfunctional Transfers	8,730	6,750	12,492	12,557	12,748
Total Transfers	8,730	6,750	7,992	12,557	12,748
Total Transfers and Expenses	8,973	11,250	12,492	12,557	12,748
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	8,973	11,250	12,492	12,557	12,748

Proposed Addition – Agricultural Advisory Committee

Additional Advertising

Business Need

The Agricultural Advisory Committee is requesting an additional \$3,000 annually for advertising. This will be used for a welcome brochure (\$2,500) and for hosting an event in the rural section of the Town, to allow the rural and agricultural neighbours to meet and get to know one-another (\$500).

Strategic Priorities

1. Communications and Engagement

We will enhance communications and engagement between Town staff, Town residents and stakeholders.

Recommendation

An additional advertising cost of \$3,000 be included in the proposed 2021 budget for review and consideration by Council.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Advertising	15,000	3,000	3,000	3,000	3,000	3,000
Expenditures Total	15,000	3,000	3,000	3,000	3,000	3,000
Funding						
Taxation	15,000	3,000	3,000	3,000	3,000	3,000
Funding Total	15,000	3,000	3,000	3,000	3,000	3,000

Community Communications Advisory Committee

Purpose

An advisory committee of Council with a mandate to foster collaborative engagement and function as a “listening piece” for stakeholders, residents, Town staff and Council.

Mandate

1. Assist, in an advisory capacity, Council, Town staff, and the public on matters related to Town communication, both internal and external;
2. Cultivate a positive culture of engagement and dialogue among residents, stakeholders, staff and Council;
3. Assist with the development of a Strategic Communications Plan for the Town and assess ongoing progress and implementation of the same;
4. Create a flexible vision for long-term and evolving community engagement; and
5. Oversee the development of policies and plans in support of the Strategic Communications Plan and remain committed to the policy and advocacy work that will be undertaken by the Community Communications Advisory Committee (CCAC).

2021 Strategic Action Items and Work Plan

Through collaboration with Communications and Economic Development (CEDC) Division staff, the 2021 CCAC workplan will be focused on the implementation of the Year-1 strategic action items as detailed within the Communications Strategy. However, at the time of providing this material for the 2021 budget process, the Communications Strategy remains in draft form due to the timeline delays associated with the COVID-19 Pandemic. It is anticipated that the Communications Strategy will be completed and presented to Council for approval in Q1 2021.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Meetings	8	8	12
Membership – Council Members	2	2	2
Membership – Public	5	5	5

2021 Budget Commentary

The CCAC will have an estimated \$50,000 in a reserve as of the end of 2020 due to unspent money from contract services in 2020 (\$35,000) and \$15,000 from unspent money for the Communications Strategy. Staff have shown this in the 2021 Budget column on the following page. Because this is a rollover from a previous year, it has no impact on 2021 taxation.

The COVID-19 Pandemic has emphasized the need for a strong and robust communications strategy to ensure proactive communication and to foster two-way engagement with a goal of increasing public trust between the Town and residents.

Community Communications Advisory Committee

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	14,460	21,270	0	0	0
Administrative Expenses	1,531	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	1,156	0	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	172	49,815	50,000	0	0
Purchased Services	0	35,700	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	7,632	4,070	0	0	0
Total Expenses	24,952	110,855	50,000	0	0
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	5,154	0	0	0	0
Transfers from Obligatory Reserves	0	-45,000	0	0	0
Transfers from Other Reserves	0	-27,655	-50,000	0	0
Interfunctional Transfers	12,820	8,620	22,662	22,514	22,842
Total Transfers	17,974	-64,035	-27,338	22,514	22,842
Total Transfers and Expenses	42,926	46,820	22,662	22,514	22,842
Revenue					
Grants and Donations	0	2,500	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	2,500	0	0	0
Net Cost of Service (Taxation)	42,926	44,320	22,662	22,514	22,842

Economic Development Advisory Committee

Purpose

Economic Development Advisory Committee (EDAC) will make recommendations to Council and provide insight into matters relating to the economic development and economic wellbeing of the Town of The Blue Mountains.

Mandate

1. Assist, in an advisory capacity, Council and staff on matters relating to economic development;
2. Provide advice to Council and staff in developing and implementing an economic development strategy;
3. Review and / or participate in the development of Town policies, programs and initiatives relating to Economic Development;
4. Provide a forum for the exchange of ideas and action plans on programs and initiatives of other Council committees and entities relating to Economic Development;
5. Support and develop economic opportunities to encourage sustainability and prosperity within the community;
6. Work in partnership with staff and local economic development partners to actively assist in fostering and promoting a positive community image and a healthy business environment for existing and prospective businesses;
7. Form sub-committees to deal with specific initiatives, and identify strategic solutions; and
8. Undertake other assignments as requested.

2021 Strategic Action Items and Work Plan

Through collaboration with Communications and Economic Development (CEDC) Division staff, the 2021 EDAC workplan will be focused on the implementation of the Year-1 strategic action items as detailed within the Economic Development Strategy.

However, at the time of providing this material for the 2021 budget process, the Economic Development Strategy remains in draft form due to the timeline delays associated with the COVID-19 Pandemic. It is anticipated that the Economic Development Strategy will be completed and presented to Council for approval in Q1 2021.

2021 Budget Commentary

The EDAC will have an estimated \$35,000 in a reserve as of the end of 2020 due to unspent money from contract services in 2020 (\$25,000) and \$10,000 from unspent money for the Economic Development Strategy. Staff have shown this in the 2021 Budget column. Because this is a rollover from a previous year, it has no impact on 2021 taxation.

The COVID-19 Pandemic has emphasized the need for a strong and robust economic development strategy. Serving as a guiding document, the Economic Development Strategy will prioritize and encourage support for local businesses, infrastructure investment,

Economic Development Advisory Committee

community development and community cohesion. The goal is to create a resilient and sustainable economic base for the municipality.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Meetings	10	7	12
Membership – Agricultural Advisory Committee	1	1	1
Membership – Blue Mountain Village Association	1	1	1
Membership – Blue Mountains Chamber of Commerce	1	1	1
Membership – Clarksburg Business Association	1	1	1
Membership – The Blue Mountains Attainable Housing Corporation	1	1	1
Membership – Transportation Committee	1	1	1
Membership – Sustainability Committee	1	1	1
Membership – Georgian Triangle Development Institute	1	1	1
Membership – South Georgian Bay Tourism	1	1	1
Membership – Small Business Enterprise Centre	1	1	1
Membership – Thornbury BIA	1	1	1
Membership – Council Members	2	2	2

Economic Development Advisory Committee

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	14,740	19,470	0	0	0
Administrative Expenses	0	960	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	2,970	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	61,860	0	0	0
Purchased Services	0	25,000	35,000	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	14,740	110,260	35,000	0	0
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	17,760	0	0	0	0
Transfers from Obligatory Reserves	0	-22,500	0	0	0
Transfers from Other Reserves	0	-60,260	-35,000	0	0
Interfunctional Transfers	13,580	12,610	29,439	29,283	29,697
Total Transfers	31,340	-70,150	-5,561	29,283	29,697
Total Transfers and Expenses	46,080	40,110	29,439	29,283	29,697
Revenue					
Grants and Donations	0	2,500	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	2,500	0	0	0
Net Cost of Service (Taxation)	46,080	37,610	29,439	29,283	29,697

Proposed Addition – Economic Development Advisory Committee

Economic Development Strategy Budget

Business Need

The Economic Development Strategy remains in draft form due to the timeline delays associated with the COVID-19 Pandemic. It is anticipated that the Economic Development Strategy will be completed and presented to Council for approval in Q1 2021.

To ensure financial capacity within the 2021 budget year, the EDAC Committee is requesting \$75,000 from Council to implement a variety of prioritized action items along with the action items as identified as Year-1 Strategic action items in the strategy.

The action items and financial requests include:

- \$15,000 to implement a film attraction and promotion strategy for The Blue Mountains;
- \$25,000 to fabricate and install community gateway signage to strengthen brand identity;
- \$25,000 to implement an ExploreBlue.ca promotional campaign to support local businesses, arts & culture, tourism and to assist and support in the promotion of community-based events; and
- \$10,000 to implement Year-1 strategic action items, or to cover unexpected economic development opportunities / challenges as a result of the uncertainty created throughout 2021 by the COVID-19 Pandemic.

The Economic Development Advisory Committee passed the following motion at their October 14, 2020 meeting:

Moved by: John Ardiel

Seconded by: Paula Hope

THAT the Economic Development Advisory Committee requests staff to include the following in the 2021 draft budget for Council consideration:

- \$15,000 to implement a film attraction and promotion strategy for The Blue Mountains
- \$25,000 to fabricate and install community gateway signage (ex- Welcome to The Blue Mountains)
- \$25,000 to implement an ExploreBlue.ca promotional campaign to support local businesses, arts & culture, tourism and to assist and support in the promotion of community-based events
- \$10,000 to cover unexpected economic development opportunities or to address economic development challenges as a result of the uncertainty created throughout 2021 by the COVID-19 Pandemic. If this \$10,000 is not used, then it would roll into an EDAC Economic Development reserve fund

Ardiel, John	Yay
Eagleson, Cary	absent
Filion, Sarah	absent
Henderson, Mylisa	Yay
Hope, Paula	Yay
Newton, Tim	Yay
Poole, Tony	Yay
Rennie, Krystin	absent
Simon, Steve	absent
Siegwart, Andrew	Yay
Bordignon, Peter	Yay

The motion is Carried.

Strategic Priorities

1. Communications and Engagement

We will enhance communications and engagement between Town staff, Town residents and stakeholders.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

Recommendation

An additional \$75,000 be included in the proposed 2021 budget for review and consideration by Council.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Committee Budget	75,000	75,000	0	0	0	0
Expenditures Total	75,000	75,000	0	0	0	0
Funding						
Taxation	75,000	75,000	0	0	0	0
Funding Total	75,000	75,000	0	0	0	0

Grants and Donations Committee

Purpose

The Town of The Blue Mountains' Grants and Donations Committee will be responsible for raising funds to support the Grants and Donations program and for receiving, reviewing and approving grant and donation applications based on the grant criteria and application process approved by Council.

Mandate

1. Design and implement fundraising activities that will raise funds to support the Grants and Donations program;
2. Take an active role in the organizational logistics, event/activity preparation, assisting in actual day of operations of events and fundraising activities;
3. Administer, receive, review and approve the annual grants and donations applications;
4. Provide advice to Council and seek approval for the guidelines, criteria and application process; and
5. Provide a report to Council on the financial position and status of grants and donations.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Meetings	2	15	12
Membership – Council Members	2	2	2
Membership – Public	3	3	3

2021 Budget Commentary

The 2021 Grants and Donations Committee Budget has remained static over 2020. Operating Expenses are made up of inventory expenses for the purchase of Town of The Blue Mountains merchandise that is made available for re-sale, including sweaters and hats.

Contract Services includes a budget for the annual Gala and Financial Related Expenses represents the grants that are provided to the community.

External Revenue is made up of merchandise sales and Gala revenues.

Staff have not included Grants and Donations as an Addition to the Base Budget like the other Committees of Council budget requests, as the Gala and merchandise are self-funded through its revenues.

Grants and Donations Committee

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	500	500	500
Operating Expenses	0	0	30,000	30,000	30,000
Communications	1,419	125	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	42,015	100,000	100,000	100,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	39,845	35,000	35,000	35,000
Premise and Site	0	0	0	0	0
Total Expenses	1,419	81,985	165,500	165,500	165,500
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	4,415	19,080	28,040	28,333	28,992
Total Transfers	4,415	19,080	28,040	28,333	28,992
Total Transfers and Expenses	5,834	101,065	193,540	193,833	194,492
Revenue					
Grants and Donations	0	2,350	0	0	0
External Revenue	315	79,635	165,500	165,500	165,500
Subsidies	0	0	0	0	0
Total Revenue	315	81,985	165,500	165,500	165,500
Net Cost of Service (Taxation)	5,519	19,080	28,040	28,333	28,992

Joint Municipal Physician Recruitment and Retention Committee

Purpose

An advisory committee of the Councils of participating towns or municipalities for matters related to the development, implementation and progress monitoring of a sustainable solution for the recruitment and retention of Primary Care Physicians ("Physicians") for the Committee membership catchment population.

Mandate

1. Undertake strategic planning, program development, implementation and evaluation of initiatives for the recruitment and retention of new and existing Physicians, medical student locums and/or resident physicians within the area served by the Committee membership catchment population by support of Councils of participating towns or municipalities;
2. Extend an invitation to all neighbouring towns or municipalities to become members of the Joint Municipal Physician Recruitment and Retention Committee;
3. Educate the Council, community and stakeholders of participating towns or municipalities with regard to the Mandate of the Committee;
4. Connect with stakeholders who may assist in recruitment and retention of physicians, i.e., Medical Schools and their respective Post Graduate programs, local health care providers, surrounding acute care hospitals, Rural Ontario Medical Program (ROMP), the new Ontario Health Teams (LHIN replacements), local Chambers of Commerce and other applicable stakeholders;
5. Actively work with the local medical community, health care providers and ROMP in developing, supporting and sustaining a physician mentoring/training program;
6. Connect with community stakeholders that may be able to provide in-kind support;
7. Make recommendations by April 15, 2021 whether the services of a Physician Recruiter be retained to aid the Committee in meeting its specified mandate:
 - a. Establish the set of skills and competencies required and costs associated with delivering the Physician Recruitment and Retention Strategy;
 - b. The Physician Recruiter shall be governed and managed by the terms and conditions of a separate agreement with the participating towns or municipalities;
8. Recommend to Councils of participating towns or municipalities, on an annual basis, an operational budget that will also contemplate a long-term strategy for funding recruitment efforts;

Joint Municipal Physician Recruitment and Retention Committee

9. Recognize that this mandate cannot be undertaken in isolation of other health care professionals given the interprofessional nature of current and, more importantly, future primary health care delivery models that Physicians are educated to practice within.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Meetings	6	8	12
Membership – Council Members (Town of The Blue Mountains)	2(only 1 vote)	1 Council member, and 1 alternate	1 Council member, and 1 alternate
Membership – Public (Town of The Blue Mountains)	2	1	1
Membership – Council Members (Municipality of Grey Highlands)	0	1 Council member, and 1 alternate	1 Council member, and 1 alternate
Membership – Public (Municipality of Grey Highlands)	0	1	1
Membership – Council (Town of Collingwood)	0	1 Council member, and 1 alternate	1 Council member, and 1 alternate
Membership – Public (Town of Collingwood)	0	1	1
Membership – Council (Township of Clearview)	0	1 Council member, and 1 alternate	1 Council member, and 1 alternate
Membership – Public (Township of Clearview)	0	1	1

2021 Budget Commentary

The Joint Municipal Physician Recruitment and Retention Committee has \$25,000 in a reserve as of the end of 2020 as per the 2020 Approved Budget. This is shown as a rollover in 2021 and has no impact on taxation.

Joint Municipal Physician Recruitment and Retention Committee

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	5,069	2,320	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	36	10	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	138	27,440	25,000	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	5,243	29,770	25,000	0	0
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	15,000	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-5,243	-19,760	-25,000	0	0
Interfunctional Transfers	5,865	7,035	10,738	10,509	10,673
Total Transfers	622	2,275	-14,262	10,509	10,673
Total Transfers and Expenses	5,865	32,045	10,738	10,509	10,673
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	5,865	32,045	10,738	10,509	10,673

Proposed Addition – Joint Municipal Physician Recruitment and Retention Committee

Annual Budget Establishment for Committee and Recruiter Funding

Business Need

There are currently an insufficient number of Family Physicians to meet the healthcare needs of the permanent residents (median age of 43 - 57 years of age) in the areas covered by partner municipalities. This unmet need will continue to accelerate with the current pace of residential development, retiring baby boomers and the impact of an increase in remote working arising from COVID-19 resulting in vacation homes becoming permanent residences.

This is compounded by two factors which include:

- Fierce competition from other areas within Ontario
- New and next generation Family Physicians typically will seek a practice size in the 1,200-1,300 range and may operate on a part-time basis, whereas current and predecessors have and do maintain practices of 2,000 or more patients.

Strategic Priorities

This request outlines the required funding allocations for the Committee to fulfill the mandate of the approved Terms of Reference for the Joint Municipal Physician Recruitment and Retention Committee.

Options or Solutions Analysis

1. The Committee will be considering the options of either a Full Time or Part Time Physician Recruiter with recommendation from the Committee to be made to each of the participating Municipality's Council for approval to proceed.
2. If adequate funding is not provided, the Terms of Reference for the Committee will be reviewed and revised by the Committee as needed and recommended to the Participating Councils for amendment.

Financial and/or Non-Financial Benefits

A regional approach to Physician Recruitment is believed to be the most effective and efficient method of successful recruitment. Having a partnered approach will help promote the region as a desired location for potential Physicians and promotes collaboration between municipalities.

Risk Analysis

The continued method of Physician Recruitment has seen limited success for many municipalities and the need for additional physicians suggests that a regional approach would provide a range of community benefit.

Return on Investment

The ROI on this project would see additional Physicians being recruited throughout the region and ultimately see strategic alignment throughout the region to encourage retention and collaboration.

Recommendation

That each Participating Municipality include \$25,000 for consideration in the 2021, 2022 Budget deliberations;

And that \$25,000 be identified in 2023 for consideration by the elected Council.

Implementation Plan

Pending the provision of funding through this request, the Joint Municipal Physician Recruitment and Retention Committee will implement the process to select a Physician Recruiter on the basis of either Full Time or Part Time with final recommendation being considered for approval by each participating municipality that provided funding

Budget

At the September 17, 2020 Joint Municipal Physician Recruitment and Retention Committee meeting, the Committee endorsed a letter to be sent to each of the respective municipal Councils to request that funding for the Committee be considered through the 2021 Budget deliberations.

This funding request is based on four participating municipalities providing \$25,000 each for a total of \$100,000 for 2021 and extending to 2022 and 2023 with the equal funding allocations for each year.

The funding description below also identifies Corporate Sponsorship and Donations making up the difference of expenses on an annual basis. Should the Municipality of Meaford join the committee and elect to participate this amount would be adjusted accordingly.

Description	2021	2022	2023
Recruiter	\$53,531	\$54,601	\$55,693
Office Supplies	\$1,000	\$1,000	\$1,000
Laptop/printer/software	\$2,500	\$0	\$0
Cell phone	\$1,300	\$1,300	\$1,300
Website	\$3,000	\$500	\$500
Travel expenses	\$5,500	\$5,500	\$5,500
Marketing/Promotion/Conferences	\$22,000	\$22,000	\$22,000
Insurance	\$1,800	\$1,800	\$1,800
Membership	\$1,000	\$1,000	\$1,000
Vacation pay 4%	\$2,141	\$2,184	\$2,228
Benefits 11% in lieu	\$5,888	\$6,006	\$6,126
Total	\$99,660	\$95,892	\$97,147
Funding			
Clearview	\$24,915	\$23,973	\$24,287
Collingwood	\$24,915	\$23,973	\$24,287
Grey Highlands	\$24,915	\$23,973	\$24,287
The Blue Mountains	\$24,915	\$23,973	\$24,287
Funding Total	\$99,660	\$95,892	\$97,147

The following illustrates the Budget for The Town of The Blue Mountains

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Committee Budget	125,000	25,000	25,000	25,000	25,000	25,000
Expenditures Total	125,000	25,000	25,000	25,000	25,000	25,000
Funding						
Taxation	125,000	25,000	25,000	25,000	25,000	25,000
Funding Total	125,000	25,000	25,000	25,000	25,000	25,000

Rural Access to Broadband Internet Technology Task Force

Purpose

The Town of The Blue Mountains Rural Access to Broadband Internet Technology (RABIT) Task Force is a Task Force of Council for matters related to the development, implementation and progress monitoring of sustainable solutions for Rural Access Broadband Internet in the Town of The Blue Mountains.

Mandate

1. Undertake strategic planning, program development, implementation and evaluation of initiatives for opportunities in providing effective, affordable and sustainable Broadband Internet to the entire Town of The Blue Mountains;
2. Engage and to work collaboratively with the County of Grey and the South Western Integrated Fibre Technology ("SWIFT") to ensure appropriate information sharing is achieved;
3. Educate Council, community and stakeholders about the Mandate of the Task Force;
4. Connect with stakeholders who may assist in providing opportunities in the provision and funding of Rural Access to Broadband Internet;
5. Actively work with the local suppliers of Internet and other services that can provide utility corridors for the provision of Broadband Internet in The Blue Mountains;
6. Connect with community stakeholders that may be able to provide in-kind support;
7. Provide updates and recommendations to the Committee of the Whole of Council regarding progress and opportunities in the provision of Broadband Internet; and
8. Recommend to Council on an annual basis, an operational budget that will also contemplate a long-term strategy for funding Rural Access to Broadband Internet opportunities and initiatives

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Meetings	0	12	12
Membership – Council Members	0	2	2
Membership – Public	0	0	0

2021 Budget Commentary

The Rural Access to Broadband Internet Technology Task Force did not request any funding for 2021, however, a budget can always be added at the direction of Council.

Rural Access to Broadband Internet Technology Task Force

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	0	0	0	0	0
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	575	3,115	3,130	3,177
Total Transfers	0	575	3,115	3,130	3,177
Total Transfers and Expenses	0	575	3,115	3,130	3,177
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	0	575	3,115	3,130	3,177

Sustainability Advisory Committee

Purpose

An advisory committee of Council and will make recommendations to the Town on its path to Sustainability. The Committee will be responsible for the implementation of an Integrated Community Sustainability Plan/Vision2Action ("Plan") process. The Committee will support and guide the development, implementation, monitoring /tracking and reporting of an Integrated Community Sustainability Plan/Vision2Action Plan.

For the purposes of the Committee, the definition of sustainability is "meeting the needs of the present without compromising the ability of future generations to meet their own needs".

Mandate

1. Create a process of consultation with community stakeholders around sustainability in the Town.
2. Support the development of a framework that is characterized as being municipally led and community supported, to include best practices, strategies and actions that will guide the Town in the right direction forward as it prepares for sustainability over the next 20 years, into 2040. An Integrated Community Sustainability Plan /Vision2Action Plan will outline best practices as to how the Town will achieve its vision.
3. Assist in the implementation of the sustainability framework and community led priorities outlined in the Plan.
4. Provide advice to Council on matters relating to the Integrated Plan with focused initiatives that might include: public engagement opportunities, assistance in the development of the community's vision (including descriptions of success), input on current reality and indicators, and develop recommended actions and reporting measures.
5. Raise community awareness and support education and understanding of sustainability by:
 - a) Education
 - I. Provide information and advice to support understanding of sustainability
 - II. Partner with other stakeholders, business groups and regional community groups to share information
 - b) Awareness
 - I. Promote awareness and stewardship regarding the Plan through engagement, outreach and advocacy by reaching out to the community through activities and special events
 - II. Raise community awareness on sustainability type activities
 - c) Advice
 - I. Provide input and guidance to the Town and the community
 - II. Work with assigned Town staff and the community.

Sustainability Advisory Committee

6. Assist in reviewing all relevant existing documents including the Official Plan, Strategic Plan, regional plans and other archive documents to include the Sustainable Path and will extract information relevant to Plan.
7. Facilitate a paradigm shift to support a municipality-wide culture of sustainability and integrated sustainability into all Town decisions and Council's priorities.
8. Support the building of a resilient community by adopting best practices of sustainability.
9. Coordination and cooperation with the Town's Committees will be conducted through the Plan and will include: Agricultural Advisory Committee, the Economic Development Advisory Committee, the Transportation Advisory Committee, the Community Communications Advisory Committee, and the Attainable Housing Corporation.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Meetings	7	9	12
Membership – Council Members	3	2	2
Membership – Public	6	4	4
Membership – Economic Development Advisory Committee representative	0	1	1

2021 Budget Commentary

The Sustainability Advisory Committee has \$75,000 in a reserve as of the end of 2020 as per the 2020 Approved Budget. Staff have shown this in the 2021 Budget column on the following page. Because this is a rollover from a previous year, it has no impact on 2021 taxation.

Sustainability Advisory Committee

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	222	0	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	100,000	0	0	0
Purchased Services	0	0	75,000	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	222	100,000	75,000	0	0
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	34,000	75,000	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-100,000	-75,000	0	0
Interfunctional Transfers	13,355	16,295	40,008	41,848	42,392
Total Transfers	47,355	-8,705	-34,992	41,848	42,392
Total Transfers and Expenses	47,577	91,295	40,008	41,848	42,392
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	47,577	91,295	40,008	41,848	42,392

Proposed Addition – Sustainability Advisory Committee

Integrated Community Sustainability Plan Implementation Budget

Business Need

The Sustainability Committee recommend to Council to consider the inclusion of \$75,000 for Integrated Community Sustainability Plan Project Implementation, which includes communication and administration, community engagement materials, and a consulting contingency in the draft 2021 budget for Council consideration.

The Committee has made the following recommendation:

THAT the Sustainability Committee recommend to Council to consider the inclusion of \$X for Installation of Public Electric Vehicle Charging Stations in the draft 2021 budget for Council consideration.

AND THAT the Sustainability Committee recommend to Council to consider the inclusion of \$75,000 for Integrated Community Sustainability Plan Project Implementation, which includes communication and administration, community engagement materials, and a consulting contingency in the draft 2021 budget for Council consideration, Carried.

The Public Electric Vehicle Charging Stations have been included as a separate Addition to the Base Budget.

Strategic Priorities

1. Communications and Engagement

We will enhance communications and engagement between Town staff, Town residents and stakeholders.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

Recommendation

An additional \$75,000 be included in the proposed 2021 budget for review and consideration by Council.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Committee Budget	75,000	75,000	0	0	0	0
Expenditures Total	75,000	75,000	0	0	0	0
Funding						
Taxation	75,000	75,000	0	0	0	0
Funding Total	75,000	75,000	0	0	0	0

Transportation Advisory Committee

Purpose

Advise Council regarding matters related to active and vehicular transportation including, but not limited to: transportation needs, transit demand, traffic and parking regulations, development activity, trails, cycling, and safety.

Mandate

1. Support transportation initiatives which encourage economic and environmental sustainability, promote public safety and encourage healthy active living within the community;
2. Liaise with stakeholders in the development of a sustainable transportation network in accordance with established design standards and best practices; and
3. Review and/or participate in the development of Town policies, programs and initiatives including, but not limited to:
 - a) Transportation Master Plan Environmental Assessment;
 - b) Parking Strategy Study;
 - c) Comprehensive Speed Limit Review;
 - d) Trails Master Plan.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Meetings	5	8	12
Membership – Council Members	2	2	2
Membership – Public	3	3	3

2021 Budget Commentary

The Transportation Committee is not requesting any funding for 2021.

Transportation Advisory Committee

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	222	0	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	222	0	0	0	0
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	9,520	11,325	12,195	12,236	12,438
Total Transfers	9,520	11,325	12,195	12,236	12,438
Total Transfers and Expenses	9,742	11,325	12,195	12,236	12,438
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	9,742	11,325	12,195	12,236	12,438

Administration

The Town operates a broad range of services through its various Committees and Departments.

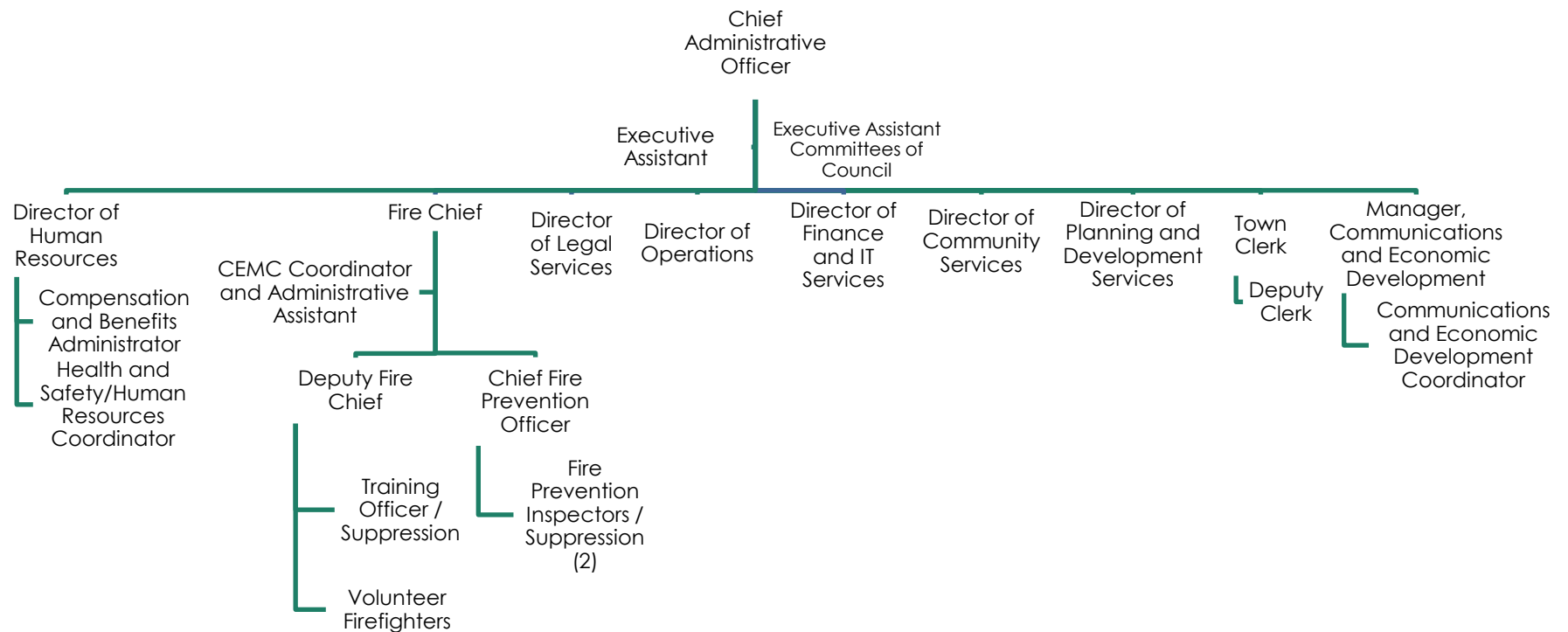
The Chief Administrative Officer (CAO) is the most senior staff and reports directly to Council. The CAO is responsible for ensuring the overall performance of the organization and managing the implementation of Council's policies and decisions. The CAO also advises Council in the development of public policy and ensures that Council is provided with the relevant information that is necessary to make informed decisions.

In 2019 Council was tasked with recruitment of a new Chief Administrative Officer. Council had a range of options to consider on how they wished to recruit and successfully fill the position.

The Town of The Blue Mountains is made up of seven Departments and each Department Head reports directly to the CAO. This ensures that communication and direction is consistent throughout the organization.

Administration

Organizational Chart



Administration

2021 Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2021 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipality comparisons and community benefit.

The following illustrates the proposed updates to the 2021 Fees and Charges By-law. If the 2021 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule A – Finance and Administration

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Tax Certificate	\$75.00	
Property Title Search for Tax Collection	\$40.00	
Tax Bill Reprint	\$10.00	
Funds Transfer Fee ¹	\$20.00	
Returned (NSF) Cheque	\$35.00	
Interest on Special Charges and Accounts Receivable	1.25% per month	
LiDAR ²	\$550.00	
Photocopy ³	\$0.50/copy	
Grey County Map Book	100% of Cost	

¹ Resulting from funds being directed to the incorrect account by the customer. No charge for the first request, fee applies to the second and each subsequent request.

² Per square kilometer

³ Includes HST

Administration

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Town of Thornbury History Book ⁴	\$6.00	
Town Flag ⁵	\$45.00	
Town Hall Cleaning for Events	\$175.00 per event	
Other Town Merchandise	100% of Cost	
Lottery License	3% of the total prize value to a maximum of \$100	
Request for Municipal Information or Letters of Non-Objection as required by A.G.C.O.	\$75.00	
Marriage License	\$150.00	
Civil Marriage/Vow Renewal Services		
Civil Marriage Service-The Blue Mountains (during business hours)	\$225.00	
Civil Marriage Service-The Blue Mountains (outside business hours)	\$350.00	
Rehearsal Fee	\$50.00	
Travel Fee (outside The Blue Mountains)	\$30.00	
Line Fence Viewers		
Administrative Fee	\$200.00 per request	
Fee per Fence Viewer per hour	\$20.00 per hour	
Travel Fee	Current Town km rate	

4 Includes HST

5 Plus HST

Administration

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Request for Town comments in response to Application for Work Permits under the Public Lands Act (Shoreland Works Permit)	\$350.00	
Tile Drainage Inspection	\$100.00	

Chief Administrative Officer

Mission

- Champion the Corporate **Vision** as “An approachable Council and staff serving an engaged and well informed community”.
- Champion the Corporate **Mission** being “Council and staff together foster the trust of our community and support our region’s diverse cultural and natural heritage through thoughtful consultation and organizational excellence”.
- Lead the administration of the municipality and the organization’s overall performance.
- Manage the implementation and delivery of Council’s policies, programs, and services that are approved by Council in a manner that makes efficient and effective use of the human, financial, and physical resources of the municipality.
- Monitor, evaluate, advise, mentor, coach, and collaborate with senior staff regarding the management of their respective departments.
- Advise Council in the development of public policy, ensuring that Council is provided with relevant information necessary to make informed decisions.

Services Provided

- Attendance at regular, special, and committee meetings of Council to provide advice where needed and to ensure that Council receives reports and information sufficient to allow for informed decisions.
- Holding regular meetings of senior staff collectively to review Council direction, assign responsibility for implementation and execution, and ensure all governing documentation of the municipality is in place, up-to-date, and available for public review.
- Establishing and maintaining positive working relationships with community partners, neighbours and other levels of government.
- Developing and promoting a strong working relationship with Council and communicating regarding progress and challenges in implementing programs and policies.
- Day-to-day management of services provided by the Office of the Clerk, Human Resources, and the Economic Development and Communications Divisions as well as the Fire Services Department.
- Broad, general oversight of policy/program/service delivery.
- Broad, general oversight of the management of the municipality’s finances.

2021 Work Plan

- Ensure the implementation of the 2020 – 2024 Corporate Strategic Plan.
- Continue to implement positive change throughout the organization and ensure Performance Management and Goal Setting and Monitoring system is implemented throughout the organization.
- Assist with coordination of the Committees established by Council and monitor the process of strategic plans being undertaken by the Committees supported by their mandates.

Chief Administrative Officer

- Champion the priority of continued enhancement of communication and public consultation and engagement throughout the entire organization.
- Continue to work with our community and our region in the management and recovery from the COVID-19 Pandemic.
- Continue to support The Blue Mountains Attainable Housing Corporation.

2021 Budget Commentary

The Corporate Strategic Plan has been used as a guiding document to assist in the development of the budget proposed for the Chief Administrative Officer. New for 2020, time tracking has provided the background and supporting data to implement an effective Interfunctional Transfer system that identifies real costing throughout the organization. Outside the significant changes created by the interfunctional transfers throughout the Departments, the actual overall funding requested for this specific budget remains similar to previous years.

Through the 2020 Budget process, additional funds were approved for the position of an Executive Assistant to Committees. The 2021 proposed budget requests an additional Administrative Assistant that would provide for a much needed second tier of resources as staff gain a better understanding of the needs and time demands resulting from the active and motivated Committees that have been established. This is presented as an Addition to the Base Budget and no funds are currently included in the Chief Administrative Officer Operating budget chart on the following pages.

2021 will be a challenging year with the unknown duration and full impacts that will be felt and realized throughout our community and ranging globally. Our staff are prepared to be creative, and innovative while being fiscally responsible and committed to moving our community forward through these challenging times.

The Chief Administrative Officer will continue to work closely with Council and staff along with the Community Recovery Task Force and Grants and Donations Committee to consider opportunities to assist the community and our stakeholders during the Pandemic and Post Pandemic.

The bottom line of the Division only includes the Salaries and Benefits costs of staff related to vacation, sick time and statutory holiday pay. All other costs have been allocated to other Divisions as per the Town's Interfunctional Transfer Policy.

Zero-Based Budgeting

The Town's Administration Department, along with the Finance and IT Services Department, completed its first year of zero-based budgeting through the 2020 Budget. That process included a budget at the status quo level of service.

The Town implemented electronic time sheets throughout the entire organization in 2020. This tracking has permitted staff to incorporate the interfunctional funding allocations to identify more costs reflective to specific Departments and showing more actual costs throughout the organization.

Chief Administrative Officer

Zero-based budgeting for the Chief Administrative Officer continues to reflect that much of the work and tasks completed by the Chief Administrative Officer are related directly to the concerns and projects affecting the community.

Time and focus are generally required on new issues or unforeseen challenges and often is quite reactive. The Chief Administrative Officer has identified that this reactive nature must be improved throughout the organization and the additional positions being requested by staff for communications will provide resources for more robust and proactive community engagement throughout the many aspects of the Town's operations.

Levels of Service

The following chart highlights some of the areas where the Chief Administrative Officer's staff spend their time to achieve the current level of service, which is based off of a full year of data.

Task/Service Provided	Hours
Agenda Package Preparation, Minutes	250
Budget	70
Capital Projects	85
Conference/Training	130
Council, including Council and Committee of the Whole Meetings	500
Front Counter - Customers, and Email/Phone Correspondence	465
Legal	60
Management Time	640
Report Writing	280
Staff Events	90
Staff Meetings	740
Support to Committees of Council, including Action Items	1,150

Chief Administrative Officer

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	464,536	412,000	422,104	426,804	431,548
Administrative Expenses	4,671	1,340	3,450	4,025	4,425
Operating Expenses	0	0	0	0	0
Communications	1,819	1,870	1,250	1,475	1,525
Personnel and Training	10,380	5,960	14,300	15,650	16,700
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	3,460	0	0	0
Consulting	27,958	0	0	0	0
Purchased Services	-2,035	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	507,329	424,630	441,104	447,954	454,198
Transfers					
Transfers to Capital	1,500	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	10,000	10,000	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-22,540	0	0	0	0
Interfunctional Transfers	-75,470	-93,185	-355,699	-359,958	-363,564
Total Transfers	-86,510	-83,185	-355,699	-359,958	-363,564
Total Transfers and Expenses	420,818	341,445	85,405	87,996	90,634
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	420,818	341,445	85,405	87,996	90,634

Proposed Addition - Administration

Administrative Assistant to Committees

Business Need

In 2020, the position of Executive Assistant to Committees was approved by Council as Committees became more formalized and the establishment of process and meeting requirements became more understood that also identified the need to create a position specific to Committees. The business plan in 2020 outlined the Committees and estimated time and resources that were thought to be required.

Through 2020, additional committees of Council were established that were not identified during the 2020 budget process. This has resulted in a much higher than anticipated demand on the resources provided by the Executive Assistant to Committees. This demand is beyond what the lone Executive Assistant of Committees can maintain. Additionally, Administrative Support for two other Committees is being covered by the Executive Assistant to the CAO. The need for additional resources was evident even with the 4 months where the Committees were not meeting due to COVID-19.

The Executive Assistant to Committees currently manages the following Committees:

Agricultural Advisory Committee – 70.5 hours (Sept 2019 – Sept 2020)

- Number of meetings held, September 2019 to September 2020: **8 meetings**
- Total number of hours spent, September 2019 to September 2020: **70.5 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **8.8 hours**
- Cost of staff: **\$3,700**
- Number of meetings originally budgeted for in 2019: **10 meetings**
- Cost of staff originally budgeted for in 2019: **\$2,446.00**

Code of Conduct Committee – 19.5 hours

- Number of meetings held, September 2019 to September 2020: **3 meetings**
- Total number of hours spent, September 2019 to September 2020: **19.5 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **6.5 hours**
- Cost of staff: **\$1,050**

This Committee was not budgeted for in the original 2019 budget request. It was approved through staff report FAF.19.007 entitled, "Establishing a Code of Conduct Review Committee of Council" passed January 30, 2019 with the direction being:

THAT Council receive Staff Report FAF.19.007, entitled "Establishing a Code of Conduct Review Committee of Council" for information;

AND THAT Council select three members of Council, being Councillor Rob Potter, Deputy Mayor Odette Bartnicki and Mayor Alar Soever, to sit on a Code of Conduct Review Committee, CARRIED.

Communications Committee – 62.25 hours

- Number of meetings held, September 2019 to September 2020: **7 meetings**
- Total number of hours spent, September 2019 to September 2020: **62.25 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **8.9 hours**
- Cost of staff: **\$3,250**
- Number of meetings originally budgeted for in 2019: **10 meetings**
- Cost of staff originally budgeted for in 2019: **\$2,446.00**

Community Recovery Task Force – 152 hours

- Number of meetings held, September 2019 to September 2020: **34 meetings**
- Total number of hours spent, September 2019 to September 2020: **152 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **4.5 hours**
- Cost of staff: **\$7,900**

This Task Force was not budgeted for in the original 2019 budget request. It was approved through staff report FAF.20.066, entitled "Establishing a Coronavirus Recovery Task Force", passed March 30, 2020 with the direction being:

THAT Council receive Staff Report FAF.20.066, entitled "Establishing a Coronavirus Recovery Task Force";

AND THAT as the current Coronavirus Pandemic has the potential to have significant health and economic effects on our community, this Council approves the establishment of a Coronavirus Recovery Task Force with the Final Terms of Reference for the Task Force to be considered for approval by Council at a future date;

AND THAT Council endorse the development of a Terms of Reference including the consideration of appropriate Task Force composition and stakeholder membership, as well as Task Force responsibilities and levels of decision-making authority;

AND THAT Council approve the appointment of the following positions to the Coronavirus Recovery Task Force to develop the draft Terms of Reference

- Mayor
- Chair of the Finance and Administration Committee
- Chair of The Economic Development Advisory Committee;

AND THAT Council endorse the allocation of the Chief Administrative Officer, Director of Finance and IT Services, Manager of Communications and Economic Development and the Executive Assistant to Committees of Council as staff resources to the Coronavirus Recovery Task Force, CARRIED.

Council Compensation Committee – 13.5 hours

- Number of meetings held, September 2019 to September 2020: **1 meetings**
- Total number of hours spent, September 2019 to September 2020: **13.5 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **13.5 hours**
- Cost of staff: **\$700**

This Committee was not included in the 2019 budget request to Council because work of the Committee was previously approved through staff report FAF.18.118 "Council Compensation Review Public Meeting Feedback", passed July 9, 2018, with the direction being:

THAT Council receive Staff Report FAF.18.118, entitled "Council Compensation Review – Public Meeting Feedback"; and

THAT COUNCIL direct staff to include an increase in remuneration for Council Members in the 2019 budget;

AND THAT Council direct staff to include a new Committee in the fall 2018 Committee Appointments called "Council Compensation Review Committee, CARRIED.

The bulk of work associated with this Committee was prior to September, 2019. However, moving forward, there will be additional Committee work required, per staff report FAF.19.187 entitled "Council Compensation Review", passed October 21, 2019 with the direction being:

THAT Council receive Staff Report FAF.19.187, entitled "Council Compensation Review" for information;

AND THAT Council direct staff to proceed to a Public Meeting to receive comments, as is required by the Provision of Notice and Manner of Giving Notice Policy POL.COR.07.03;

AND THAT the Council Compensation Review Committee propose the annual remuneration for Council members be considered effective January 1, 2019;

AND THAT Council consider the increase through the 2020 Budget process, as follows and as detailed in the Financial Impact Section of this report:

- (1) Mayor compensation increase from \$31,000 to \$39,427;
- (2) Deputy Mayor compensation increase from \$22,000 to \$28,250; and
- (3) Councilor compensation increase from \$17,500 to \$29,120.

AND THAT Council member compensation be proposed to increase automatically annually through a two-part formula:

- Any provincial general minimum wage increase; and
- Annual Canadian Consumer Price Index (CPI) as reported in September as approved through the budget process

AND THAT the current Compensation Review Committee reconvene within the final 18 months of this term of office to review the implementation of the final recommendations approved by Council with the benefit of the Public consultation process being completed to ensure these recommendations have been adequate;

AND THAT a Council Compensation Review Committee shall be reestablished by Council at a minimum of every two years and/or at the request of Council or the CAO to continue its mandate, CARRIED.

Economic Development Advisory Committee – 50 hours

- Number of meetings held, September 2019 to September 2020: **8 meetings**
- Total number of hours spent, September 2019 to September 2020: **50 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **6.25 hours**
- Cost of staff: **\$2,600**
- Number of meetings originally budgeted for in 2019: **10 meetings**
- Cost of staff originally budgeted for in 2019: **\$2,446.00**

Grants and Donations Committee – 74.75 hours

- Number of meetings held, September 2019 to September 2020: **14 meetings**
- Total number of hours spent, September 2019 to September 2020: **74.75 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **5.3 hours**
- Cost of staff: **\$3,900**

This Committee was not included in the 2019 budget request to Council because work of the Committee was approved through staff report FAF.19.079 "Grants and Donations Program", passed June 3, 2019, with the direction being:

THAT Council receive Staff Report FAF.19.079, entitled "Grants and Donations Program";

AND THAT Council authorize the development of a formal Committee of Council being the Grants and Donations Committee to include two members of Council, three members of the public, the Chief Administrative Officer and the Director of Finance and IT as resources;

AND THAT Council endorse the Terms of Reference for the Grants and Donations Committee as presented in Attachment 1 of this staff report;

AND THAT Council appoint Peter Bordignon and Rob Sampson as Council representatives on the Grants and Donations Committee to include the oversight for fundraising, disbursement and the criteria of grants and donations;

AND THAT Council authorize Staff to initiate a call for appointments of three (3) members to the Grants and Donations Committee;

AND THAT Council direct staff to investigate and report back on the process of establishing a Community Foundation;

AND THAT Council endorse the inclusion of the Business Association Grants under the Economic Development budget and remove these from the Grant and Donations Program Application;

AND THAT Council direct staff to remove the grants and donations budgets from the 2020 Budget, CARRIED.

Joint Municipal Physician Recruitment and Retention Committee¹ – 60 hours

- Number of meetings held, September 2019 to September 2020: **8 meetings**
- Total number of hours spent, September 2019 to September 2020: **60 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **7.5 hours**
- Cost of staff: **\$3,150**

This Committee was not included in the 2019 budget request to Council. Work of the Committee was approved through the May 13, 2019 Council resolution, as follows:

WHEREAS, pursuant to Section 224(c) and 224(d) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, Council shall determine the services which it provides to ensure that administrative practices and procedures are in place to implement the decisions of Council;

AND WHEREAS there is a severe shortage of family physicians in the south Georgian Bay area that is impacting several municipalities in the area;

AND WHEREAS the North East Grey Health Clinic has begun to address the severe shortage of family physicians in the south Georgian Bay area, but given the regional nature of the need, it needs to pass that responsibility to an entity that can act in a regional capacity;

AND WHEREAS June Porter and Sandy Macaulay from the North East Grey Health Clinic Board have significant experience in the health care field, have begun to address the severe shortage of family physicians in the south Georgian Bay area, and are qualified to continue such work for the Joint Municipal Physician Recruitment and Retention Committee;

AND WHEREAS it is advisable for The Town of The Blue Mountains participate with other municipalities in the region in the pursuit of additional family physicians in the south Georgian Bay area;

NOW THEREFORE the Council of the Town of The Blue Mountains hereby enacts as follows:

1. THAT the Town of The Blue Mountains takes the lead in the formation of a Joint Municipal Physician Recruitment and Retention Committee;

¹ Committee support provided by Executive Assistant to the CAO

2. THAT the Town of The Blue Mountains appoints Councillor Rob Potter and Councillor Andrea Matrosovs, as the Town's initial Council representatives, subject to reappointment on or prior to January 01, 2020 (representing just one (1) vote);
3. THAT given the urgency of the matter and the qualifications of the individuals, Council hereby agrees to proceed with the initial public appointments to the Joint Municipal Physician Recruitment and Retention Committee without following the traditional process by appointing June Porter and Sandy Macaulay, subject to reference checks, as the Town's initial public members to the end of the current term of Council of the Town of the Blue Mountains, with any reappointment to be in accordance with the Town's public appointments process;
4. THAT the Town of The Blue Mountains invites other area municipalities to join the Joint Municipal Physician Recruitment and Retention Committee;
5. THAT the Joint Municipal Physician Recruitment and Retention Committee be authorized to engage a full-time physician recruiter who shall report to the Committee;
6. THAT the Town of The Blue Mountains provide initial funding for the activities of the Joint Municipal Physician Recruitment and Retention Committee of \$25,000 for the fiscal year ended December 31, 2019 funded by working capital pending resolution of the plea of the Town to Grey County for relief of the Municipal Property Assessment Corporation fee allocation, and thereafter as determined by Council, CARRIED.

Police Services Board² – 42 hours

- Number of meetings held, September 2019 to September 2020: **7 meetings**
- Total number of hours spent, September 2019 to September 2020: **42 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **6 hours**
- Cost of staff: **\$2,200**
- Number of meetings originally budgeted for in 2019: **3 meetings**
- Cost of staff originally budgeted for in 2019: **\$739.80**

Rural Access to Broadband Internet (RABIT) Task Force – 25 hours

- Number of meetings held, September 2019 to September 2020: **6 meetings**
- Total number of hours spent, September 2019 to September 2020: **25 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **4.2 hours**
- Cost of staff: **\$1,300**

² Board support provided by the Deputy Clerk

This Task Force was not included in the 2019 budget request to Council. Work of the Task Force was approved through the June 29, 2020 Council resolution, as follows:

WHEREAS Council of the Town of The Blue Mountains deems it vital that local residents, farmers, businesses, emergency responders and medical providers have access to reliable and affordable broadband internet service across the entirety of our municipality;

AND WHEREAS there is no program in place which is providing affordable broadband internet service to our community nor is there a program that appears ready to serve our community within a reasonable time frame;

NOW THEREFORE be it resolved that the Council of the Town of The Blue Mountains deems it necessary to appoint a Task Force composed of the Deputy Mayor, The Blue Mountains Grey County Council Alternate and the CAO or his designate to work with public and private interests, including Grey County, Provincial and Federal governments, to secure broadband internet for as much of the Town of The Blue Mountains as technology will permit;

AND THAT Council direct Staff to work with both large national and local telecommunication service providers to set up a Public Information Centre so that these providers can present their ideas on how to bring high speed (minimum 50/10) internet to all parts of the Town of The Blue Mountains;

AND THAT Council direct staff to contact neighbouring municipalities to determine their interest in being partners in this project; CARRIED.

Sustainability Committee – 96.5 hours

- Number of meetings held, September 2019 to September 2020: **9 meetings**
- Total number of hours spent, September 2019 to September 2020: **96.5 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **10.7 hours**
- Cost of staff: **\$5,000**
- Number of meetings originally budgeted for in 2019: **10 meetings**
- Cost of staff originally budgeted for in 2019: **\$2,446.00**

Thornbury BIA – 32.25 hours

The Thornbury BIA is typically administered through staff retained by the BIA. However, with the COVID-19 pandemic and the need to hold meetings virtually, the Executive Assistant Committees of Council provided administrative and meeting support while the Board members and staff adjusted to the virtual meeting format. The hours associated with the BIA are for the period of May to September, 2020.

- Number of meetings held, May to September 2020: **7 meetings**
- Total number of hours spent, May to September 2020: **32.25 hours**
- Total number of hours spent, May to September 2020, per meeting: approximately **4.6 hours**
- Cost of staff: **\$1,700**

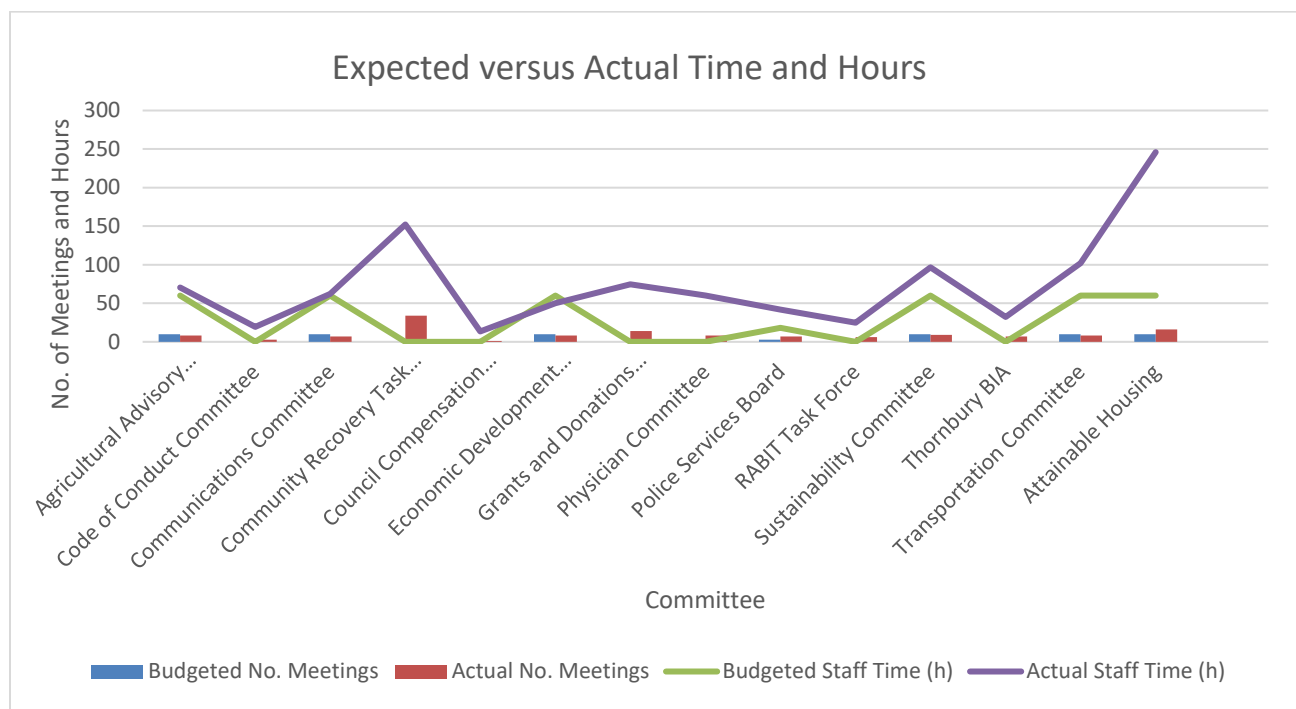
Transportation Committee – 102 hours

- Number of meetings held, September 2019 to September 2020: **8 meetings**
- Total number of hours spent, September 2019 to September 2020: **102 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **12.75 hours**
- Cost of staff: **\$5,300**
- Number of meetings originally budgeted for in 2019: **10 meetings**
- Cost of staff originally budgeted for in 2019: **\$2,446.00**

The Blue Mountains Attainable Housing Corporation – 246 hours

- Number of meetings held, September 2019 to September 2020: **16 meetings**
- Total number of hours spent, September 2019 to September 2020: **246 hours**
- Total number of hours spent, September 2019 to September 2020, per meeting: approximately **15.4 hours**
- Cost of staff: **\$12,750**
- Number of meetings originally budgeted for in 2019: **10 meetings**
- Cost of staff originally budgeted for in 2019: **\$2,446.00**

Summary of Expected versus Actual Time Spent and Hours Spent



Strategic Priorities

1. Communications and Engagement

We will enhance communications and engagement between Town staff, Town residents and stakeholders.

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town staff and the management of Town assets.

Options or Solutions Analysis

1. The addition of this position will provide a second tier of Administrative Assistant services to Committees of Council.
2. Council support and approve the addition of the Administrative Assistant to Committees as a 3 year/36-month contract position.
3. Council support and approve the addition of the Administrative Assistant to Committees as an 18-month contract position.
4. Council support and approve of the addition of the Administrative Assistant to Committees as a full-time position.
5. Consider the elimination of Administrative Assistant services provided to select Committees that would be considered later by Council.

Financial and/or Non-Financial Benefits

This proposed position will provide additional support to the Committees of Council resulting in significant effectiveness and administrative efficiencies while bringing much needed resources and staff time availability to the Executive Assistant to Committees.

This position will also provide capacity for the Administration Department.

Risk Analysis

The review of administrative support and staff resources required to allow the Committees to be effective was identified and staff brings forward this proposed position to be able to meet the needs of the Town's Committees. Without providing the required support with the proposed additional available resources the Committees will be impacted. The current staff complement will not allow for the Committee support without significantly impacting the current duties of existing staff.

Return on Investment

This position allows for appropriate resources to continue to be provided to the Committees of Council.

Recommendation

Staff is recommending that the 2021 budget include the addition of an Administrative Assistant position that can provide support to Committees and the Administration Department.

Implementation Plan

Similar to all proposed additions, this position if approved would be advertised after the budget is approved. The budget impact as proposed has the position being in place for July of 2021 and budgeted for remaining 6 months.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Full Time Salaries	306,100	47,000	63,300	63,950	65,250	66,600
Full Time Benefits	101,800	15,650	21,050	21,250	21,700	22,150
IT Software/Hardware	25,000	5,000	5,000	5,000	5,000	5,000
Operating Costs	15,000	3,000	3,000	3,000	3,000	3,000
Expenditures Total	447,900	70,650	92,350	93,200	94,950	96,750
Funding						
Taxation	447,900	70,650	92,350	93,200	94,950	96,750
Funding Total	447,900	70,650	92,350	93,200	94,950	96,750

Town Clerk

Mission

- Main point of contact for the public to contact the Town.
- Assist Council.
- Perform duties as required under the Municipal Act, or under any other Act.
- Record, without note or comment, all resolutions, decisions and other proceedings of Council.
- To keep the originals or copies of all By-laws and all minutes of the proceedings of Council.

Services Provided

- Ensure Municipal Elections are conducted in line with all prescribed provincial policies.
- Prepare Council and Committee of the Whole packages.
- Attend all Council and Committee of the Whole meetings.
- Records Manager for the Town.
- Contact person for the Integrity Commissioner.
- Contact person for the Ombudsman's Office.
- Perform Civil Marriage Services.
- Issue Marriage and Lottery Licenses.
- Record, track and coordinate the review of corporate wide policies.
- Prepare and monitor Clerk's Division and Council budgets.

2021 Work Plan

- Seek Council direction and consult with the Public regarding the method of voting for the 2022 Municipal Election
- Complete implementation of e-Scribe Agenda Management System
- Full Procedural By-law Review
- Update the Town's Records Retention By-law in preparation for a Records Management System
- Corporate Policy Review to identify any Corporate Policies that can be repealed, update five Corporate Policies 2021, and identify five Corporate Policies to be updated in 2022

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Prepare Council & Committee of the Whole Packages	66	61	60
Marriage Licenses Issued	24	14	15
Lottery Licenses Issued ¹	34	13	20
Civil Marriage Services Performed	13	2	5

¹ Note, the number of lottery licenses and marriage licenses issued, and the number of marriage services performed is reduced due to the impacts of COVID-19.

Town Clerk

2021 Budget Commentary

2021 Town Clerk Budget is consistent with the 2020 budget, with no significant budgetary changes proposed.

The bottom line of the division only includes the Salaries and Benefits costs of staff related to vacation, sick time and statutory holiday pay. All other costs have been allocated to other divisions as per the Town's Interfunctional Transfer Policy.

Zero-Based Budgeting

Following the implementation of the zero-based budgeting in September 2019, the Clerk's Division commenced tracking how the Town Clerk and Deputy Clerk spend their time.

Levels of Service

The following chart highlights some of the areas where Clerk staff spend their time in order to achieve the current level of service, which is based off of a full year of data. An explanation below the chart provides more details on each Task/Service listed.

Task/Service Provided	Hours
Customer Service and Front Counter and Email/Phone Correspondence	785
Council/Committee Meeting	815
Prepare Minutes	355
Mayor/Council, including Council Registrations	230
Wedding Services	60
Report/Notice Preparation	210
Staff Meetings	100
Records Retention- Filing	75
Police Services Board	40

Customer Service and Front Counter and Email/Phone Correspondence

The Town Clerk is the main point of contact for the Town and receives a number of emails, telephone and counter enquiries throughout the day.

Council/Committee Meetings

Council enacted Procedural By-law 2019-56 in November 2019 that changed the Council and Committee of the Whole meeting cycle. The new meeting cycle saw an increase in the number of meetings, but the need for Special Meetings of Council was decreased.

Prepare Minutes

A significant amount of time is expended by the Clerk's Division to prepare the minutes and complete the follow-up from Council Meetings. The Clerk's Division is implementing the new

Town Clerk

Agenda Management System that will significantly reduce the time spent to prepare minutes and complete the follow-up Council resolutions.

Mayor/Council

The Deputy Clerk is responsible to complete the course/seminar/conference registrations, including accommodation and travel arrangements for Council. This support includes assistance with expense reports. The Deputy Clerk provides administrative support to the Mayor including scheduling appointments, responding to invitations for the Mayor and Council, and congratulatory certificates. Also included in this area, is communications with the Integrity Commissioner and Ombudsman's Office, which is also a responsibility of the Town Clerk.

Report / Notice Preparation

Report writing and preparation of Notices is a requirement of the Clerk's Division for Council and Committee of the Whole Meetings.

Staff Meetings

The Town Clerk and Deputy Clerk are a part of various Town Committees, including Fire Captains, Emergency Management Program Committee, HR Engagement Committee, Service Area Managers, and the Accessibility for Ontarians with Disabilities Act Committee.

Records Retention – Filing

The Clerk's Division is responsible for the maintenance and control of the records of the municipality. The Ontario Municipal Records Management System is used for the retention of the Town's documents.

Police Services Board

The Deputy Clerk is the Recording Secretary for The Blue Mountains Police Services Board. The Deputy Clerk coordinates the Board package, and RIDE application submission to the Province for funding.

Town Clerk

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	242,726	240,650	240,599	243,132	245,688
Administrative Expenses	3,519	3,005	3,150	3,200	3,250
Operating Expenses	0	0	0	0	0
Communications	659	550	665	735	800
Personnel and Training	1,496	825	1,940	1,940	1,940
Utilities	0	0	0	0	0
Equipment Related	305	360	350	350	350
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	248,705	245,390	246,704	249,357	252,028
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-45,597	-71,155	-191,270	-192,498	-193,720
Total Transfers	-45,597	-71,155	-191,270	-192,498	-193,720
Total Transfers and Expenses	203,108	174,235	55,434	56,859	58,308
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	8,603	7,150	8,400	8,400	8,400
Subsidies	0	0	0	0	0
Total Revenue	8,603	7,150	8,400	8,400	8,400
Net Cost of Service (Taxation)	194,505	167,085	47,034	48,459	49,908

Communications and Economic Development

Mission

Communications

To ensure the delivery of clear, accurate, and timely communication to all residents, businesses and stakeholders in the Town of The Blue Mountains with a focus of increasing awareness and understanding of municipal services and operation.

To proactively encourage public engagement and participation within all stages of the municipal decision-making process.

Economic Development

To lead economic development initiatives, improve and strengthen the overall economy, quality of life, and business environment within the Town of The Blue Mountains.

To proactively assist local businesses with their plans to expand, grow, and achieve success by navigating municipal process and removing unnecessary or complicated barriers.

To be an advocate and voice within municipal decision making with the best interest for all businesses in the Town of The Blue Mountains.

Services Provided

- Provide strategic advice to Service Area Managers, Senior Management Team and Council.
- Lead communication efforts to promote Town activities, special projects and general business.
- Facilitate public engagement initiatives to gain public input on various Town projects.
- Recommend policies for managing Town communications and economic development.
- Serve as the primary staff contact for the Economic Development Advisory Committee and business associations.
- Serve as the primary staff contact for the Community Communications Advisory Committee, local media providers and resident associations.
- Represent the Town of The Blue Mountains throughout Grey County and Simcoe County on various associations with a focus on strengthening economic development and communications programs and initiatives across the regions and within the Town of The Blue Mountains.

Level of Service

The Communications and Economic Development (CEDC) Division provides a variety of services to all departments throughout the municipality. As a result of the nature of communications and economic development, the level of service provided is largely dependant upon the activity and requests-for-service received from other departments.

Communications and Economic Development

Service Provided	Level of Service
Communication & Economic Development Projects	As required
Municipal Information Guide	1 edition per year
Recreation / Tourism Guide	2 editions per year
Weekly Recap & Events Email to Residents	2 each week
Website Content Updating & Management	Daily & As Required
Economic Development Advisory Committee Meetings	12 meetings per year with sub committee meetings as required
Community Communications Advisory Committee Meetings	12 meetings per year with sub committee meetings as required
Thornbury Business Improvement Area Meetings	12 meetings per year
South Georgian Bay Tourism Association Meetings	12 meetings per year
Social Media Management (Twitter)	60 messages per month
Write press releases and media notices	As required
Attend local/regional communications/economic development meetings	As required
Respond to business inquiries	As required (2-3 per week)

2021 Work Plan

Through collaboration with the Economic Development Advisory Committee and the Community Communications Advisory Committee, the 2021 CEDC Division workplan will focus on the completion and implementation of the Year-1 strategic action items within each of the respective strategies.

At the time of providing this material for the 2021 budget process, there are 15 identified action items scheduled to be completed throughout 2021. Details are included within the respective committee budget pages.

In addition to strategy implementation, the CEDC Division is also leading the redevelopment project of the municipal website. The project is expected to be completed and launched in Q2/Q3 of 2021.

2021 Budget Commentary

The 2021 CEDC Division budget remains consistent with the approved 2020 budget, apart from a small increase to administrative expenses to cover the addition of the full-time Communications and Economic Development Coordinator staff position. Because 2021 will be the first full year of this position, Salaries and Benefits are also increasing based on this 2020 Addition.

Communications and Economic Development

The cost to implement the Year-1 strategic action items within each of the respective strategies (Communications Strategy and Economic Development Strategy) have been identified and included within the committee budget sheets.

The bottom line of the Division only includes the Salaries and Benefits costs of staff related to vacation, sick time and statutory holiday pay. All other costs have been allocated to other Divisions as per the Town's Interfunctional Transfer Policy.

The COVID-19 Pandemic has heightened and further prioritized the need for robust and well-developed strategic communication and economic development strategies. Throughout the height of the Pandemic, CEDC Division staff were heavily involved with ensuring continued municipal operations through proactive communications, public engagement and local business support activities. Due to this necessary refocus of Division priorities, the timelines to complete both strategies were delayed.

Zero-Based Budgeting

During the 2020 budget process, CEDC Division staff realigned and reevaluated the division operating budget through a zero-based budget approach. As a result, both cost savings and budget increases were realized. The net result was a slight increase over the historic operating budget.

Through reviewing and developing the 2021 CEDC Division budget, staff are confident that the budget amounts requested are appropriate and accurately reflect the financial operating needs of the division.

Levels of Service

The following chart highlights some of the areas where Communications and Economic Development staff spend their time in order to achieve the current level of service, which is based off of a full year of data.

Task/Service Provided	Hours
Town Merchandise	10
Website/Bluenet Management	10
Communications & Economic Development Strategies	110
Report Writing	25
Economic Development	365
Tourism Development	135
Communications	730

Communications and Economic Development

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	99,729	117,675	272,591	278,517	284,720
Administrative Expenses	4,001	41,520	37,400	37,500	37,500
Operating Expenses	713	0	0	0	0
Communications	8,532	3,400	10,860	10,860	10,860
Personnel and Training	7,465	2,295	10,345	13,370	12,445
Utilities	0	0	0	0	0
Equipment Related	1,747	10,460	12,400	12,400	12,400
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	2,174	90	0	0	0
Purchased Services	24,277	25,000	25,000	25,000	25,000
Debt Payments	0	0	0	0	0
Financial Expenses	18,408	35,845	43,500	46,000	48,500
Premise and Site	0	0	0	0	0
Total Expenses	167,046	236,285	412,096	423,647	431,425
Transfers					
Transfers to Capital	0	111,500	-90,249	-91,234	-92,227
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	35,000	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-7,285	-24,075	-293,823	-303,013	-308,348
Total Transfers	27,715	87,425	-384,072	-394,247	-400,575
Total Transfers and Expenses	194,761	323,710	28,024	29,400	30,850
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	194,761	323,710	28,024	29,400	30,850

Proposed Addition – Communications and Economic Development

Additional Advertising

Business Need

During the November 3, 2020 Committee of the Whole, the following was recommended:

THAT Council receive Staff Report FAF.20.174, entitled “Follow-up to Local Media Review and 2021 Budget Request”;

AND THAT Council acknowledge receipt of the findings of the 2020 Local Media Review, as identified in staff report FAF.20.148, which is linked in the body of this report, and provided as Attachment 1 and approve the September 28, 2020 Community Communications Advisory Committee recommendation, being:

THAT the Community Communications Advisory Committee receive Staff Report FAF.20.148, entitled “Local Media Review”;

AND THAT the Community Communications Advisory Committee recommends to Council that:

- Newspaper and online newspaper advertisements be the primary form of paid advertising used by the Town;
- When placing newspaper advertisements that the publications Collingwood Connection (to satisfy legislative requirements), and The Blue Mountain Review, as appropriate, be utilized;
- When placing online newspaper advertisements, that Collingwood Today be utilized;
- Staff should be encouraged to use radio advertisements on an as-needed basis on the following stations:
 - 95.1 The Peak FM;
 - 560 CFOS AM;

AND THAT the Community Communications Advisory Committees recommends that the Town enters into contract negotiations with the selected media providers;

AND THAT the Community Communications Advisory Committees recommends to Council that additional paid advertising funds be allocated in the 2021 budget based upon the level of financial need as suggested by staff through the contract negotiations, CARRIED.

AND THAT, with respect to the Town's advertising budget, Council consider the following additional advertising costs in the 2021 Draft Budget for Council's consideration:

- Blue Mountain Review: \$21,600
- Collingwood Today: \$12,000

Strategic Priorities

1. Communications and Engagement

We will enhance communications and engagement between Town staff, Town residents and stakeholders.

Recommendation

An additional advertising cost of \$33,600 as identified within Staff Report FAF.20.174, be included in the proposed 2021 budget for review and consideration by Council.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Advertising	168,000	33,600	33,600	33,600	33,600	33,600
Expenditures Total	168,000	33,600	33,600	33,600	33,600	33,600
Funding						
Taxation	168,000	33,600	33,600	33,600	33,600	33,600
Funding Total	168,000	33,600	33,600	33,600	33,600	33,600

Proposed Addition - Administration

Communications Assistant and Communications Coordinator

Business Need

This proposed position of a Communications Assistant provides additional resources to continue an enhanced level of communications that has been realized through the COVID-19 Pandemic and that staff suggest will be the expected level of service post COVID -19. During COVID-19 the Mayor has implemented a very successful communication model with the assistance of a range of staff resources and this model has proven to be very effective and has received positive feedback. The resources to continue these communications efforts have been managed over the past 6 to 8 months; however, committing the appropriate resources requires additional resources.

Staff are also recommending a Community Coordinator to help the Planning & Development Services Department deals with numerous activities, applications and projects that require consultation with the public and stakeholders. It is evident that the minimum standard approach to consultation and engaging with the public required by legislation should be enhanced. Given the level of interest that the public has in growth and development within the Town, communication early and often is key to ensure the public is both informed and engaged. The Town has an experienced team of professionals within the Planning & Development Services Department. However, adding communication responsibilities to technical staff or administrative staff reduces their ability to perform key functions of their job while increasing the amount of internal coordination that is required to ensure the approach to communication and public engagement is consistent. Consistency in when, where and how information is communicated is critical.

A Communication Department staff dedicated to the Planning and Development Services Department will assist the Town in strengthening its relationship with the public and stakeholders as it considers the following:

Planning Projects

- Thornbury Gateway Attainable Housing Site (Municipally initiated amendments)
- Official Plan Update
- Growth Management Strategy
- Thornbury Density/Intensification Assessment
- Green Energy Policy Update
- Update to Community Design Standards
- Tree Canopy & Urban Natural Heritage Review
- Updates to By-laws (Parkland Dedication By-law, Fill/Grading By-law, Tree Preservation By-law)

Planning Applications

- Updates and Notices regarding Planning Applications that are being reviewed by the Town

Development Build-out

- Posting information regarding the status of developments that are building out and enhancing the information available online for existing/future residents

Issue Awareness and Education

- Developing awareness and education resources (i.e. explainer video series, infographics, etc.) to enhance public understanding about common issues (i.e. navigating a process, what to look about when landscaping, etc.)

Strategic Priorities

1. Communications and Engagement

We will enhance communications and engagement between Town staff, Town residents and stakeholders.

Communication continues to be the Town's priority and this position provides the resources required to maintain the current level of service.

Options or Solutions Analysis

1. Return to a pre COVID-19 communication measures. (Communications Assistant)
2. **Hire a Full-Time Planning & Development Services Communications Coordinator**
This option would allow for dedicated staff positions to manage communications and public engagement related to major planning projects, development applications, and improving public awareness/understanding. It is estimated that approximately 70% of the staff position would be occupied with communications and engagement related to planning projects and/or development applications. Working with assigned staff, this position will be able to coordinate all aspects of public consultation and public engagement.
3. **Hire a Part-Time Planning Projects Communications Coordinator**
This option would assign a dedicated staff position to manage communications and public engagement only related to planning projects. Communication and public outreach related to development applications, build-out status, and enhancing customer understanding of processes, etc. will be left to existing staff.

Financial and/or Non-Financial Benefits

Both of these positions will allow for the continuation of an enhanced level of communication service while developing a range of skill sets within the Communications and Economic Development Department to allow for higher efficiency and effectiveness of staff.

The Coordinator position will be partially funded by identified plans, studies and applications. For example, each plan or study would fund part of the employee's salary and benefits.

The key benefit of additional staffing resources will be dedicated attention to coordinate communications and public engagement related to planning projects, growth, and development applications.

Risk Analysis

Insufficient communications staffing and/or the status quo as related to corporate initiatives, planning projects and development applications could result in a

communications breakdown and reduced public awareness of key projects and applications that could affect the public.

Without these additional positions, there could be a reduction of an expected level of Communications.

Return on Investment

Higher effectiveness of Managerial tasks and efficiency with appropriate skill sets completing a range of tasks and duties. Enhanced level of Communication throughout the Corporation.

The introduction of staff dedicated to coordinating communications related to planning & development projects will assist with early and often engagement of the public throughout the required processes. Increased communication is anticipated to ultimately decrease the amount of staff time spent responding to inquiries. Having an identified communications lead will improve the consistency of communications and increase the amount of time technical staff can devote to project work.

Recommendation

Staff recommends that the 2021 budget include a Planning & Development Services Communications Coordinator position. This option will provide a dedicated staff position to manage communications and public engagement related to planning projects, development applications, and improving public awareness/understanding.

Staff also recommend that Council approve the addition of a Communication Assistant in order to continue the level of communications that have been ongoing throughout the pandemic.

Implementation Plan

The hiring of these additional staff positions would be administered by the Town Human Resources Department. The positions would be advertised after the budget is approved by Council.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Full Time Salaries	635,150	97,550	131,350	132,700	135,400	138,150
Full Time Benefits	209,750	32,150	43,350	43,850	44,750	45,650
IT Software/Hardware	50,000	10,000	10,000	10,000	10,000	10,000
Operating Costs	30,000	6,000	6,000	6,000	6,000	6,000
Expenditures Total	924,900	145,700	190,700	192,550	196,150	199,800
Funding						
Taxation	369,960	58,280	76,280	77,020	78,460	79,920
Studies and Plans	554,940	87,420	114,420	115,530	117,690	119,880
Funding Total	924,900	145,700	190,700	192,550	196,150	199,800

Human Resources

Mission

To strengthen policies and practices that attract, engage, develop, and sustain staff, and leaders who are the best in their field.

Services Provided

Human Resources (HR) provides professional advice and support in several areas including:

- Talent Management
- Coaching and Mentoring
- Employee and Labour Relations
- Membership on Senior Management Team
- Organizational Design and Effectiveness
- Employee Services
- Consulting

Level of Service

Service Provided	Level of Service
Recruitment – assist all departments in recruiting new contract, student, and permanent employees	Provide recruitment services from job creation to employee onboarding.
Completion of Legislative Requirements	Health and Safety Inspections by Joint Health and Safety Committee (JHSC), Management and Chief Administrative Officer, Workplace Safety Insurance Board Submission, Safety Training, Investigations, Accessibility for Ontarians with Disabilities Act (AODA), Employment Standards Act, Occupational Health and Safety Act (OHSA), Labour Relations Act, Fire Prevention and Protection Act.
Completion of Payroll	Bi-weekly payroll completion for all staff and volunteer fire-fighters.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021
Certified Joint Health and Safety Members	10	8	10
WSIB Claims for lost time	0	1	1
WSIB Claims for modified work	0	0	0
WSIB Claims for critical injuries	0	0	0

2021 Work Plan

The HR Department has the following projects and initiatives identified as its key performance objectives:

- Staff Engagement and Satisfaction Survey

Human Resources

- Develop an action plan to implement a Psychological Safety Program
- Review and revise the Contractor Safety Program
- Review and update the Onboarding program with a focus on safety training verification for division training.
- Compensation Program Review (market, internal and pay equity review)

2021 Budget Commentary

The HR budget for 2021 remains fairly static. The work plan for 2021 includes project and administrative work that can largely be achieved by internal staff with internal resources. The 2020 budget includes a compensation review which is performed once per term of Council to ensure that the Town's compensation rates are competitive and are legally compliant.

The COVID-19 Pandemic had a large impact on the work processes of the HR Department. Staff quickly pivoted to provide policies, guidelines, procedures, surveys and audits to ensure compliance with the Town's COVID-19 safety programs. The key performance objectives targeted for completion in 2020 for the Town's safety program have been pushed to 2021. The department was able to achieve completion of the two large scale corporate projects:

1. Electronic Timesheets. E-timesheets have reduced paper usage, provide the capability to track time to projects in 15-minute increments and supports the Town's zero-based budget initiatives.
2. Performance Management Program. The Performance Management Program was overhauled in 2020 with a new policy, procedures, and forms. The program now reviews goal completion for key performance objectives, competencies, health & safety and learning development. Staff remuneration will only be moved on the grid when performance is successful or outstanding. When a staff member reaches the top of the grid, they have the potential to earn a re-earnable bonus based on the new performance goals.

The bottom line of the Department only includes the Salaries and Benefits costs of staff related to vacation, sick time and statutory holiday pay. All other costs have been allocated to other Departments as per the Town's Interfunctional Transfer Policy.

Zero-Based Budgeting

Levels of Service

The following chart highlights some of the areas where HR staff spend their time to achieve the current level of service, which is based off of a full year of data. An explanation below the chart provides more details on each Task/Service listed.

Human Resources

Task/Service Provided	Hours
Electronic Timesheets	150
Payroll & Benefits Administration	850
Customer Service	785
Recruitment	520
Policy Development/Legislative Compliance	325
Off and On Boarding	140
Corporate Support	535
Committee Support	135
Report Writing	200

Electronic Timesheets

The HR Department has been implementing an electronic timesheet software system for all staff in 2020. The software allows employees to review time bank balances, T4's, payroll stubs, submit leave requests, update TD1 information, track certifications and enter time as well as managers will be able to see and track HR and Payroll data. During the last quarter of this fiscal year the HR Department is providing all front-line staff and managers training to use electronic timesheet software. By December 1st 2020, all employee timesheets will be electronic and paperless. Project costing has been added for all divisions that are currently involved in time tracking for zero-based budgets.

Payroll & Benefits Administration

The HR Department has one dedicated staff member for payroll processes. Payroll is a major function of the HR Department with payroll being processed bi-weekly for all staff and for volunteer fire-fighters. Part of the role of the Compensation and Benefits Administrator is benefits administration. This includes assisting staff in applying for benefits including extended health, short term and long-term benefits. It also includes administration of WSIB benefits by the HR & H&S Coordinator.

Customer Service

The role of HR in any organization is to serve employees — who are the customers. The HR Department is, most of all, a service department. While HR strives to manage the human capital aspect of the Town accordingly, its focus is also on meeting the needs of employees. This means that each employee must be considered a valued client who can always expect to be treated with dignity and respect. Customer service includes answering phone calls, e-mail and face to face meetings. This also includes training, coaching, mentoring and policy interpretation with our Management team. COVID-19 has impacted this function in the HR department as more time was needed to dedicate to supporting staff through the Pandemic.

Human Resources

Recruitment

Recruitment continued for the HR department despite COVID-19 restrictions. Recruitment pivoted to online with screening, selection and interviews taking place virtually. HR has successfully filled all vacant positions created by attrition or newly budgeted positions within the 2020 budget.

Policy Development/Legislative Compliance

Essential HR procedures address such matters as workplace rules, compensation and benefits, employee relations, labour relations and confidentiality of HR processes. Fundamental policies such as workplace safety, accessibility and employment rules are created and reviewed annually by the Director of HR and the HR and H&S Coordinator. Maintaining these policies is a core function of the work of HR. Policy development has been impacted by COVID-19 with the HR Team quickly developing policies and procedures to support a safe working environment during the pandemic.

On-Boarding and Off-Boarding

The process for on-boarding is to assist the Town's new hires to integrate successfully into the workplace. This includes transactional administrative work for our Compensation and Benefits Administrator and in person training to ensure legislated training is completed by the HR and H&S Coordinator. Off-boarding of employees includes transactional administrative work, coaching and mentoring of potential retirees. The HR Director is involved in all corporate off-boarding.

Corporate Support

Corporate support includes corporate event planning, participation and steering of the AODA Committee, participation and steering of the JHSC and the HR Engagement Committee. This time also includes participation in all corporate committees that the HR team are members of.

Committee Support

As anticipated in 2019 the amount of time dedicated to Committee Support has reduced as only one of the Committees of Council (Code of Conduct) has been active in 2020. Committee Support has been ad hoc, as required, based on requests from the Committees of Council.

Report Writing

Report Writing is a core function of the HR Director's role and includes formal writing of HR reports for Council, Committees and the Senior Management Team. It also includes participating in the review of other departments reports where human capital, organizational design and capacity is involved. Communication and Report writing increased during COVID-19 as the HR department assumed all internal communications for staff related to the pandemic.

Human Resources

Efficiencies in Work Practise with Zero-Based Budgeting

In identifying potential efficiencies, the roll-out of the electronic timesheets has created capacity within the HR Department. By moving to a paperless electronic timesheet, capacity has been identified within the HR team. Recruitment duties have been added to the Compensation and Benefits Administrator. While this year has been exceptionally busy for the HR team with COVID-19 and implementation of the Electronic Timesheet program, staff have been able to provide the same level of service to its customers by adapting the duties within the HR team to meet the growing recruitment needs of the organization.

Human Resources

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	341,451	354,875	360,971	364,800	368,662
Administrative Expenses	1,737	2,565	3,230	3,230	3,230
Operating Expenses	0	3,635	6,550	6,550	7,200
Communications	16,930	11,780	17,590	17,590	17,590
Personnel and Training	31,056	10,590	18,750	17,550	18,750
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	14,302	20,000	15,000	15,000	15,000
Consulting	24,400	24,250	10,000	10,000	10,000
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	1,927	925	1,900	1,900	1,900
Premise and Site	0	0	0	0	0
Total Expenses	431,802	428,620	433,991	436,620	442,332
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	3,000	3,000	3,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-76,821	-98,815	-368,801	-369,310	-368,198
Total Transfers	-76,821	-98,815	-365,801	-366,310	-365,198
Total Transfers and Expenses	354,981	329,805	68,190	70,309	77,134
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	354,981	329,805	68,190	70,309	77,134

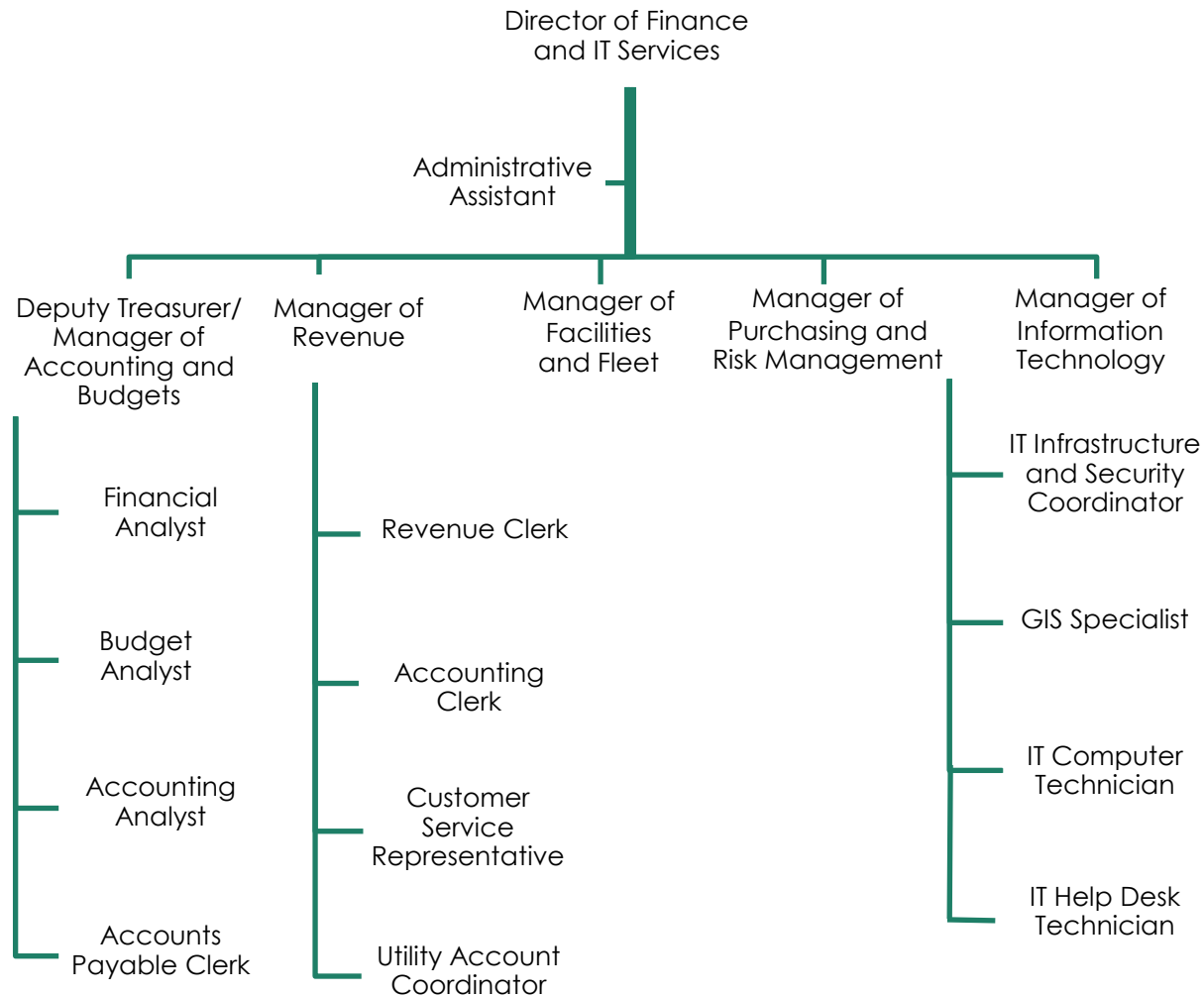
Finance and IT Services

Finance ensures financial accountability and transparency of the Town and is responsible for financial planning and budgeting, procurement and risk management, financial reporting and accounting, as well as taxation. Finance also provides support services to all other Departments by providing financial reports and analysis of the Town's finances and the actions required to meet the Town's financial obligations and objectives.

Information Technology (IT) is responsible for all aspects of the Town's information technology infrastructure, including the strategic and operational implementation of technology for the Town. This Division supports Town Hall, the Library and all other remote offices, as well as ensuring a secure and reliable network that connects workstations, printers, cell phones, internet, phones, and handheld devices throughout the Town. IT provides staff with access to essential software tools and applications that streamline processes and services. The Information Technology Division reports to the Director of Finance and IT Services.

Finance and IT Services

Organizational Chart



Financial Services

Mission

To provide timely, responsive, efficient financial services to all customers in compliance with legislative requirements.

Services Provided

- Assist both external and internal customers.
- Invoice customers for any services provided to them by the Town such as Property Tax, Utility Payments and User Fees.
- Advise Council and the public on finances of operations.
- Provide payment to vendors.
- Prepare the Town's Financial Statements and coordinate the Town's annual audit.
- Manage corporate purchasing.
- Manage the Town's Development Charges.
- Coordinate the preparation of the Annual Budget.
- Maintain and update the Town's Asset Management Plan.
- Assist other Departments with Grant Applications and Grant Receipt reporting.

Level of Service

Service Provided	Response Time/Level of Service
Customer Service Estimated Hours dedicated per year: 3,400	There are dedicated staff at the Finance Front counter to assist customers in person, by phone, and through email. The current level of service provides for sufficient coverage, so customers do not have to wait, or have a very minimal waiting period. Any telephone or email enquiries are handled within two business days, with the goal being to handle all inquiries within the same business day.
Tax Billing Estimated Hours dedicated per year: 1,850	Tax Bills are mailed out a minimum of 21 days before the due date of any part of the tax bill.
Water and Wastewater Billing Estimated Hours dedicated per year: 1,525	Water and Wastewater Bills are provided every other month and are mailed out within 10 days of the billing period. Water and Wastewater bills are emailed to customers signed up for e-billing.
Development Charges Estimated Hours dedicated per year: 650	Finance staff respond to all telephone, email, and in person Development Charge questions within two business days of the inquiry.
Internal Financial Reporting Estimated Hours dedicated per year: 1,400	Staff complete the month end process and release Budget to actual variance reports to Managers and Supervisors within five working days following the end of each month.

Financial Services

Service Provided	Response Time/Level of Service
Monthly Financial Reporting Estimated Hours dedicated per year: 310	A Monthly Financial Report is provided to Council each month after the Budget is passed and sent to the first possible Committee of the Whole Meeting following the completion of the month end process.
Audit/Financial Statements/Financial Information Return Estimated Hours dedicated per year: 875	Finance staff complete audited consolidated financial statements for the Town, as well as the Cemetery Trust Funds, The Blue Mountains Public Library, Thornbury BIA, and the completion of the Financial Information Return (FIR) The Municipal Act requires Audited Financial Statements and the Ministry of Finance requires the Financial Information Return be completed by May 31 st .
Accounts Payable Estimated Hours dedicated per year: 2,100	The Town has a significant number of Account Payable Invoices, with a dedicated staff member to ensure that all of the Town's bills are paid within the due date to avoid any late payment penalties and interest.

2021 Work Plan

- Initiate Development Charge Review – Request for Proposal Issued and Awarded
- Continue with Asset Management Plan as per Legislated Requirements
- Manager of Facility and Fleet – Starting Q1 of 2021
- Continue with Cityview Implementation/Virtual City Hall
- Enhanced and Defined Customer Service

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Number of Tax Bills Processed	9,542	9,880	10,000
Number of Vendor Invoice Payments Processed	10,377	10,500	10,750
Purchase Orders Issued	170	190	215
Town Taxes as a percentage of the Total Tax Levy	42%	41%	41%

2021 Budget Commentary

The Financial Services Division does not have any significant expense changes over 2020.

The majority of the Purchased Services Budget is made up of the annual external audit expense. Financial Expenses are made up of Bank Service Charges.

Equipment related expenses in the past have been made up of the service agreements for the postage machine and the envelope stuffing machine. In 2021, these items have been reallocated to the Corporate Administration Budget.

Financial Services

The bottom line of the department only includes the Salaries and Benefits costs of staff related to vacation, sick time and statutory holiday pay. All other costs have been allocated to other Divisions as per the Town's Interfunctional Transfer Policy.

Zero-Based Budgeting

In September 2019, Council endorsed the Finance & IT Department as well as the Administration Department to complete zero-based budgeting for the 2020 Budget that includes a budget at the current level of service.

The objective of zero-based budgeting is to start with a blank budget every year and that past patterns of expenditure and revenue are not taken as a given to achieve the level of service planned.

In completing the zero-based budgeting, staff have identified the following:

Customer Service:

Financial Services has dedicated staff to answer phone inquiries and assist customers at the front counter. Financial Services has at a minimum two payment terminals available at all times to ensure there is minimal waiting time for customers. Financial Services accepts payments in multiple ways and all of these payments must be processed. One staff person is dedicated to processing payments and maintaining the property tax base records.

One of the items that has been included in the 2020 Budget is the purchase/installation of a software product known as "Virtual City Hall". This will allow ratepayers to create an account and login and see their tax and utility accounts. Staff are working towards this implementation for residents in late 2021.

Legislated:

The Town is legislated to send a tax bill to every tax payer at least 21 days before any taxes shown on the tax bill are due. The 2020 budget included the ability to email property tax bills to those residents that sign up and request to receive their bill in that manner. This is tied into Virtual City Hall and will be implemented in 2021.

For each year, a local municipality shall, in the year or immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality. Financial Services continues to enhance the budget process and budget document that is prepared annually. The proposed 2021 budget to be reviewed/discussed at Committee of the Whole in December 2020.

The Treasurer of a municipality shall in each year provide the Minister with a return containing information designated by the Minister. Finance completes the annual Financial Information Return (FIR) by the legislated date of May 31. The Town submitted the 2019 FIR on May 12, 2020, well before many other municipalities.

A municipality shall, for each fiscal year, prepare annual financial statements for the municipality in accordance with generally accepted accounting principles for local governments. The Town has external auditors to annually audit the accounts and

Financial Services

transactions of the municipality and express an opinion of the financial statements that have been prepared by staff. Finance staff prepare the consolidated statements for the Town, but also 3 other entities as well. The 2019 audited Financial Statements were reviewed by Council on June 2, 2020.

Finance staff are responsible for debt and investment management for the Town.

As per Ontario Regulation 588/17 the Town must complete a core asset management plan by July 1, 2021 followed by a full asset management plan by July 1, 2023.

The Town has chosen to levy and collect Development Charges as per the Development Charges Act. In addition to answering questions at the counter or over the phone, Finance staff are responsible for completing this section of all development agreements and ensuring the correct charges are levied and collected. Staff are also responsible for the collection and remittance of County Development Charges. Staff's 2020 goal is to respond to all Development Charge inquiries within two business days. With the changes in legislation, included in the 2021 Budget is the proposal to proceed with the Development Charge Background Study early 2022.

Purchasing

The Town is legislated through the Municipal Act to have a Purchasing Policy (POL.COR.07.05). The Policy is reviewed once every term of Council or when legislated or recommended changes are required by Council. In 2019, Purchasing participated in over 100 formal and informal bid opportunities. The length of time for each opportunity is dependent on the magnitude of the work involved as well as the dollar value. The larger the procurement, the longer the procurement must be available to vendors.

In addition to bid opportunities, Purchasing is an active participant in Negotiated bids, Contract Extensions and Single Source Procurements.

Purchasing issues Purchase Orders for all procurements in excess of \$5,000.

Financial Reporting

Finance staff complete all month end transactions by the 5th business day of each month which allows for monthly budget to actual variance reports (BVR) to be published for all directors, managers and supervisors within the Town. This information allows staff to stay on budget throughout the year. The BVR is also used for capital projects which allows staff to have a quick overview of where they are in the process of completing the project.

Using the same information as what is used for internal reporting, staff write the Monthly Financial Report for Council and the Public. The report gives Council a snap shot of where the Town is sitting in major expense categories for that month and year to date. Staff include Salaries and Benefits, Hydro, Building Permit Revenues, Development Charge collection, Grant Applications and major capital project processes. This report also includes Bid Awards and Contract Extensions in excess of \$25,000, as awarded by Staff as per the Town's Purchasing Policy.

Financial Services

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	1,123,195	1,070,000	1,163,976	1,184,734	1,203,087
Administrative Expenses	10,609	9,770	11,550	11,700	11,850
Operating Expenses	20	0	0	0	0
Communications	28,611	6,310	6,650	6,650	6,650
Personnel and Training	15,225	9,190	26,600	23,100	23,100
Utilities	0	0	0	0	0
Equipment Related	5,012	7,625	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	5,000	0	0	0
Consulting	18,573	24,550	5,000	5,000	5,000
Purchased Services	35,723	34,040	37,250	38,000	38,750
Debt Payments	0	0	0	0	0
Financial Expenses	58,662	7,595	8,000	8,000	8,000
Premise and Site	0	0	0	0	0
Total Expenses	1,295,630	1,174,080	1,259,026	1,277,184	1,296,437
Transfers					
Transfers to Capital	0	1,500	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-207,536	-344,575	-1,035,022	-1,045,573	-1,057,370
Total Transfers	-207,536	-343,075	-1,035,022	-1,045,573	-1,057,370
Total Transfers and Expenses	1,088,094	831,005	224,004	231,611	239,067
Revenue					
Grants and Donations	2,056	1,040	2,500	2,500	2,500
External Revenue	32,930	30,775	30,000	30,000	30,000
Subsidies	0	0	0	0	0
Total Revenue	34,986	31,815	32,500	32,500	32,500
Net Cost of Service (Taxation)	1,053,108	799,190	191,504	199,111	206,567

Information Technology

Mission

To facilitate the effective use of Information Technology (IT) and Geographic Information Systems (GIS) technology and applications to meet the business and security needs of the Town's data and users.

Services Provided

Service Provided	Level of Service
IT and GIS Services for internal staff and Council	8:30 – 4:30 Monday to Friday
Web streaming services and meeting support for COW and Council meetings	8:30 – 4:30 Monday to Friday
Public internet at most Town buildings, including Library and Craighleith Depot	8:30 – 4:30 Monday to Friday
Public website server maintenance and management	8:30 – 4:30 Monday to Friday

- Maintain the Town's IT/GIS infrastructure, including corporate networks, databases, computers, servers, and communication equipment
- Support phone systems in Town offices including land lines, corporate phone systems and mobile devices
- Software and website application programming, configuration, and user support
- User support across the organization, including IT, GIS and website helpdesks; this includes support for staff working from home
- Provide project management support for corporate IT and GIS related projects, including requirements gathering, business analysis and stakeholder management
- Maintain GIS geospatial datasets and databases for all Town departments, including analysis, support, and graphic representations, as well as ad hoc mapping required by Staff and the Public
- Provide corporate data and infrastructure security, including development of Policies/ Procedures
- Completion of file and email searches for the Legal Services and Risk Management Offices for Freedom of Information (FOI) Requests and Legal cases
- Provide support for Staff and Council during Council meetings, including web streaming and online meeting support
- Provision of public internet services at Town buildings
- Provide support to Staff and the public for the Town's website, including security monitoring and interactive mapping. IT Staff also manage and support web portal access on the website, so the public can submit Service Requests, Building Permits and By-law cases electronically
- Provide user training to staff and Council, including Cyber Security Awareness training, computer use training and application training
- Provision of IT backup, business continuity and disaster recovery planning services
- Software licensing management
- Provision of email address and file sharing systems for Boards and Committees

Information Technology

- Provision of IT services for the Library, the Craighleith Heritage Depot and the Attainable Housing Corporation
- IT staff provide service during regular business hours Monday to Friday and monitor for emergencies after hours; staff are not on call but do their best to manage emergencies after hours. During regular business hours, response times from time of notification are typically:
 - For emergencies, time to first response is within 15 minutes from time of notification
 - For high priority items on the help desk, time to first response is within a half day
 - For normal/low priority items on the help desk, time to first response is within 5 working days
 - Some services are provided via third party vendors, so response time for those services is dependent on the associated service agreement, for example web streaming, wireless network support, phone system support and website server support

2021 Work Plan

- Continued support for staff and Council during the COVID-19 situation. It is difficult to determine at this time exactly what type of support this will include, but at a minimum:
 - Rollout of "working at home" equipment to staff as required
 - Continued support of web streaming and online meetings for Staff and Council
 - Continued development of online COVID-19 applications for staff/public use
 - Continued creation of COVID-19 related maps for the website
 - Continued rollout of web portal applications that will allow the public to send and receive information from the Town without visiting the office (see below)
- Complete a refresh of all staff computers more than 4 years old, to put the Town into conformance with IT hardware policy. This will also assist with the COVID-19 "working at home" situation
- Implementation of the business licensing module for the CityView property database. This project will include a public web portal for submission of license requests and documents from the public for Short Term Accommodation (STA) licenses
- Implementation of a public web portal for tax and utility information for the Great Plains financial database. This will allow the public to register and view their tax and utility billing information
- Implementation of a corporate Automatic Vehicle Location system (AVL) for tracking vehicles. This system will replace an aging system in the Roads and Drainage Division and will be expanded to include all Town vehicles
- Initiation of a Document Management system project; this system will assist staff in tracking and retrieving documents across the corporation. It is estimated that the project will be in the RFP stage in the fall of 2021
- Initiate the rollout of redundant network links to Water/Wastewater buildings on the Town corporate network. This will reduce the risk of loss of communication to these high priority buildings
- Implementation of a cloud backup and disaster recovery solution. This will improve the capabilities of the Town to recover from a serious data or system failure

Information Technology

- Implementation of the first phase of a corporate video surveillance system to Wastewater buildings
- Implementation of a GIS solution for cemetery lookups on the Town website
- Continued project management and technical support for the new meeting management system in the Clerk's office
- Continued day to day support and security of IT/GIS infrastructure
- Continued transition of Town mobile devices (SmartPhones and tablets) from Android technology to Apple iOS technology, to create a corporate standard and to ensure the security of these devices moving forward
- Technical and security support for the implementation of the new Town website
- Creation of new interactive trail map for the Town website. This map will provide the public with the opportunity of navigating the Town's trail system and amenities through pictures in an interactive way

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Employees Trained Annually	80	322	300
IT/GIS Help Desk Tickets Created Annually	2,490	3,202	3,500
IT/GIS Help Desk Tickets Closed Annually	2,517	3,256	3,500
Number of email messages blocked as spam Annually	0	900,204	900,000
Users Supported	183	216	225
Servers Supported	67	88	95
Public Internet logins at Library per year	11,000	4,052	11,000
Number of Smartphones Supported	93	150	155
Number of Tablets Supported	7	8	15
Number of email messages received by mail server Annually	0	1,491,192	1,500,000
Public Internet logins at Harbour, BVCC, Town Hall, Ravenna Hall per year	25,000	11,408	25,000
Public Internet logins at Craighleith Heritage Depot per year	1,700	2,500	1,700
Number of FOI and legal file/email searches performed annually	6	13	13
Number of committee members supported with email and file shares	15	15	15
Number of COW/Council/Closed session meetings supported, recorded and web streamed	30	65	65
Number of web streaming sessions annually for Council/COW meetings	5,820	6,660	7,560

Information Technology

2021 Budget Commentary

Statistics:

- Help desk tickets have increased by 29% from 2019 to 2020, reflecting a bigger workload for IT in 2020 due to more staff. The COVID-19 situation also made the help desk ticket activity rise dramatically.
- The number of SmartPhones being supported rose by 60% in 2020, also due to an increase in the number of employees and COVID-19 as staff were sent home to work.
- The number of users rose by 18% and the number of servers by 31%, both driven by new initiatives.
- Public Internet logins at most Town buildings have decreased significantly in 2020, presumably due to the buildings being closed for part of the year.
- Meeting support rose dramatically in 2020 and is expected to continue for 2021. In previous years when meetings were held only in the Council Chambers, Clerks staff were able to support the meetings on their own without IT staff involvement. Since March and moving forward, IT staff are required to be on site during meetings to help with the more complex audio/visual setup due to online and hybrid online/in person meetings.
- **60%** of the email received by the Town mail servers is spam.
- The number of users trained in 2020 rose dramatically over 2019 levels as several large projects were completed, including the new phone system, a CityView upgrade and the rollout of a new IT Acceptable Use Policy, which affected all users.
- The number of web streaming sessions for Council/COW meetings is expected to rise by 14% by the end of 2020, presumably because these meetings have been conducted completely online since March. It is expected that this number will rise again in 2021 as the adoption of online meetings continues to rise.

Telephone (Communications Expenses) - Telephone account expenses continue to rise. More staff are expected to carry a SmartPhone and all the SmartPhone expenses have been moved to the IT operating budget. As the number of staff members increase, then the repair and replacement costs increase. This budget line item covers the monthly fees for IT staff SmartPhones, the purchase cost of devices for new staff and the repair/replacement of old devices across the corporation. This line item has been budgeted for an increase in 2021 through 2023.

Internet (Communications Expenses) – Internet costs rose at Town Hall in the Fall of 2020, because the speed of the connection was increased to deal with the huge increase of online traffic caused by COVID-19. The 2021 budget amount reflects the annualization of this increase.

Training and Travel (Personnel and Training) – actual training and travel costs in 2020 are lower than budgeted because many conferences and training courses were cancelled due to COVID-19. 2021 has been budgeted without most accommodation and mileage costs, in the expectation that most training will be delivered online in 2021. 2022 and 2023 accommodation and mileage costs are expected to be back to pre-COVID-19 levels.

Information Technology

Health and Safety (Personnel and Training) – this line item will increase in 2021 and 2022 due to scheduled Working at Heights training and replacement of safety boots for IT staff.

Consulting – the 2022 budget includes funds to purchase the services of a third party auditing firm to complete a network security audit. This audit is scheduled every three years to identify risks to IT/GIS infrastructure.

Service Agreements (Equipment Expenses) – this line item continues to increase from 2021 through 2023 due to increased software maintenance costs to vendors, as well as the cost of new initiatives.

- Overall, there has been an increase in the number of users being supported every year, so all software maintenance costs have been rising every year. User counts include staff, council and students, as well as some board and committee members.
- Server costs to support Town SmartPhones and tablets has doubled due to vendor cost increases and the increase in the number of devices being supported.
- Microsoft licensing costs continue to rise every year as the Town continues to adopt new features (for example the huge use of Teams during COVID-19) and the number of users rises.
- Initiatives incurring new maintenance fees in 2021:
 - Cloud backup and disaster recovery solution
 - Time sheet and project costing system
 - Video surveillance system
 - Agenda management system
 - Business licensing system and web portal
 - Tax and utility billing system and web portal
 - Automatic Vehicle Locator system
- Initiatives incurring new maintenance fees in 2022:
 - Document Management system

The bottom line of the department only includes the Salaries and Benefits costs of staff related to vacation, sick time and statutory holiday pay. All other costs have been allocated to other Divisions as per the Town's Interfunctional Transfer Policy.

Zero-Based Budgeting

Levels of Service

As part of the zero-based budget approach, IT staff began tracking their time in September 2019, which offers valuable information about the Levels of Service offered by the IT Division. The following chart highlights some of the areas where IT staff spend their time in order to achieve the current level of service, which is based from a full year of data from September 2019 to September 2020. An explanation below the chart provides more details on each Task/Service listed.

Information Technology

Task/Service Provided	Hours
GIS	1,200
Infrastructure	1,050
Help Desk	1,020
Email/Phone	660
Computer and Printer Support	535
CityView Database Support	320
SmartPhones and Tablet Support	185
Staff Meetings	295
Conference/Training	280
Bid Opportunities	225
Off and On Boarding	105
Corporate Phone System	65

GIS

This time represents hours spent by one GIS Specialist who offers Geographic Information Systems support to the Town's corporate users. This staff member accurately maintains the Town's internal GIS mapping data and provides ad hoc mapping services for Town staff for presentation at meetings and on the website. The mapping data is the base data used by Town staff in the asset management database (CityWorks) and the property management database (CityView). This task has included many unexpected COVID-19 related tasks in 2020, including the creation of special maps for the website and applications that allow staff to record which buildings they have worked at during their day.

Infrastructure

This task represents time spent on the provision of service to keep "the lights on" for IT systems throughout the Town. It includes maintenance and installation of servers, email services, database servers, web streaming, wireless networking and phone systems. It also includes the work required to keep IT systems secure from intruders, including firewalls, intruder alert systems and spam detection services. All IT staff provide some level of service in this area, but it is predominantly the work of one full time IT Infrastructure and Security Coordinator.

Help Desk

This area represents time spent maintaining 3 Help Desks used by Staff, which cover GIS, IT, and CityWorks (asset management system) issues. Every request for time spent by IT Staff is recorded on the help desks and includes day to day items such as printers, maps, computers, user setup, software support and mobile device setup. It also includes large projects that are different every year; examples from 2020 include the rollout of the new corporate phone system and the rollout of a new agenda management system in the

Information Technology

Clerks office. All IT staff contribute time to the maintenance of these help desks; it provides staff with a current "to do" list and the ability to manage tasks in an efficient manner.

Email/Phone

This area represents time spent responding to email and phone messages. IT staff receive a large number of email messages every day on a 24x7 basis. Besides receiving messages from normal sources, IT staff also receive many messages from hardware systems and intruder alert systems every day. IT staff monitor these messages on a continuous basis to ensure that there are no emerging system failures. Examples of these types of messages are: heat warnings coming from the server room when air conditioners fail, power warnings coming from equipment/server rooms when power fails or browns out, warnings from servers indicating when vendors are logging into the system, and warnings when logins fail. IT staff also receive a large number of email messages from the IT help desk; responses to and from users and the help desk are via email and all IT staff receive all help desk messages. This allows all IT staff to monitor and ensure that issues are being responded to in an appropriate manner. All IT staff members receive approximately 300-400 messages per day that need to be monitored and responded to.

Computer and Printer Support

This area represents time spent responding to requests from users for help with computers and printers. It includes the roll out of new desktop and laptop computers and printers, installation of software packages and at desk training for staff in the use of equipment. One full time IT Help Desk Technician and one half time IT Computer Technician provide this service as part of their roles. This task became much more complex in 2020 as the Town sent staff to work at home and then again when they returned to working in the office.

CityView Database Support

This database is used corporately to store all property-based information, including building permits, by-law cases and service requests. It is a flexible, configurable system used by all Town staff to record information and activities related to properties; staff are able to login to find out their activity "to do" list with regard to building permits, by-law cases and service requests. It also has a flexible reporting system that allows departmental reporting of these items to Council, the management team and on the website. The system allows for programming of each Division's workflows; this programming and the associated workflow design is completed by IT staff. This system provides a flexible platform that can quickly be modified as Town staffing/departmental responsibilities change. There are other databases that IT staff charge their time to, for example Great Plains (Financials), CityWorks (asset management) and e-Scribe (agenda management), but time spent on these other databases is less; they are not as configurable and not as widely used across the organization.

SmartPhones and Tablet Support

This area represents the time spent rolling out SmartPhones to new users, off boarding SmartPhones for users who have left the organization and fixing problems with current

Information Technology

SmartPhones. It also includes time spent rolling out and maintaining tablets for Town staff, for example for use with CityView (property management) and CityWorks (asset management) in the field. One full time IT Help Desk Technician and one half time IT Computer Technician provide this service as part of their roles.

Staff Meetings

IT staff spend time in meetings in order to collaborate with and train other IT staff and to provide project management services to other departments.

Conference/Training

All IT staff are provided with training and attendance at conferences, in order to ensure that they are able to provide high quality IT services for the corporation.

Bid Opportunities

This time is spent mostly by the Manager of IT and the Infrastructure and Security Coordinator, as they manage all the large projects in the IT Division. This includes time working with Purchasing on RFI, RFQ and cooperative purchasing submissions, as well as working with vendors and Purchasing on software, hardware and online system service agreements. It is expected that IT will be involved in approximately 12 bid opportunities in 2021.

Off and Onboarding

This work is completed primarily by one full time IT Help Desk Technician and one half time IT Computer Technician. It includes time spent onboarding new users to the organization and off boarding staff who have left. Onboarding includes rolling out new computers and software, as well as individualized software services such the security for our financial, property and asset management systems and the website. Off boarding includes the immediate disabling of accounts and archiving of email when staff leave the organization. It also includes the management of accounts when staff are out on extended sick or family leaves and the onboarding of committee members to Town email and file sharing.

Corporate Phone System

This work is completed predominantly by one full time IT Infrastructure and Security Coordinator, as it includes work to support the corporate phone system at all Town offices. It includes the management of phone system greetings, individual voice mailboxes and user support for this new network based system.

There are other tasks that IT staff charge their time to, for example Website Support, Management Time, Software Application Support, FOI Requests and Council Meeting Support but they do not generate enough hours to show on the zero-based budgeting report above.

Information Technology

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	422,333	490,735	543,960	469,449	477,736
Administrative Expenses	2,558	1,885	3,120	3,120	3,120
Operating Expenses	0	0	0	0	0
Communications	29,228	30,825	41,040	43,040	45,040
Personnel and Training	12,456	5,395	11,900	12,700	8,700
Utilities	0	0	0	0	0
Equipment Related	223,877	300,415	390,500	487,145	512,145
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	1,343	5,000	0	30,000	0
Purchased Services	20,352	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	15	215	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	712,162	834,470	990,520	1,045,454	1,046,741
Transfers					
Transfers to Capital	4,500	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	165,105	177,300	178,000	182,000	186,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-111,950	-29,400	-29,400
Interfunctional Transfers	-103,983	-152,260	-992,316	-1,130,262	-1,135,807
Total Transfers	65,622	25,040	-926,266	-977,662	-979,207
Total Transfers and Expenses	777,784	859,510	64,254	67,792	67,534
Revenue					
Grants and Donations	0	47,140	0	0	0
External Revenue	120	2,515	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	120	49,655	0	0	0
Net Cost of Service (Taxation)	777,664	809,855	64,254	67,792	67,534

Facilities and Fleet

Mission

To provide maintenance services and capital project coordination for Town Hall, OPP Detachment, L.E. Shore Memorial Library, Craigleith Heritage Depot, Craigleith Community Centre and Ravenna Hall, with a focus on the following:

- Health and Safety
- Efficiency
- Complete a comprehensive preventative maintenance plan for all facilities; and
- Work with all Managers, renters, and boards of management to establish working relationships and operating and capital budgets.

Services Provided

- General Maintenance of six buildings within the Community Services Department.
- Coordinate contractors for repairs/maintenance including cleaning, electrical, plumbing, and Heating, Ventilation, and Air Conditioning (HVAC).

Level of Service

Service Provided	Level of Service
Minor repairs and maintenance	Drywall repair, painting, plumbing, electrical, and HVAC repairs.
Organization of Contractors	Coordinate HVAC, Electrical, and Plumbing contractors.
Facility Inspections	Monthly.
Cleaning Contracts	Coordinate cleaning contracts and ensure service levels.
Property Maintenance	Coordinate and administer snow removal and property maintenance (grass cutting and parking lot maintenance)

2021 Work Plan

2021 will be the first year where a Manager of Facilities and Fleet will be with the Town. Due to this, it is expected that 2021 will be used to get a work plan together for upcoming years.

2021 Budget Commentary

A large part of the facilities and maintenance budget is staying static for 2021. The biggest difference is the Salaries and Benefits expenses for the new Manager of Facilities and Fleet, along with the associated costs, such as telephone, and training and travel expenses.

The bottom line of the Division only includes the Salaries and Benefits costs of staff related to vacation, sick time and statutory holiday pay. All other costs have been allocated to other Divisions as per the Town's Interfunctional Transfer Policy.

Facilities and Fleet

Due to the unpredictability of COVID-19, the Craighleith Community Centre and Ravenna Hall's revenues are budgeted for 2021 as though there will be 100% lost revenues. Staff have shown this as a decline in revenue and funded this shortfall from Working Capital. If funding is available, Working Capital will not be used.

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	45,658	27,600	190,848	192,885	194,940
Administrative Expenses	2,498	750	300	300	300
Operating Expenses	854	2,290	850	850	850
Communications	289	130	850	850	850
Personnel and Training	872	1,355	3,150	3,150	3,150
Utilities	102,681	96,435	109,475	112,050	114,025
Equipment Related	23,722	13,600	16,550	10,050	10,050
Vehicle and Fleet Related	1,114	2,210	2,520	2,520	2,520
Legal Expenses	0	0	0	0	0
Consulting	3,801	2,335	0	0	0
Purchased Services	0	410	950	950	950
Debt Payments	0	0	0	0	0
Financial Expenses	7,415	7,820	8,225	8,635	9,075
Premise and Site	171,296	159,065	180,100	183,850	185,200
Total Expenses	360,200	314,000	513,818	516,090	521,910
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	80,000	80,800	82,000	84,000	86,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-10,560	0	0
Interfunctional Transfers	-14,885	-20,625	-568,938	-571,578	-577,765
Total Transfers	65,115	60,175	-497,498	-487,578	-491,765
Total Transfers and Expenses	425,315	374,175	16,320	28,512	30,145
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	10,317	655	0	10,560	10,560
Subsidies	0	0	0	0	0
Total Revenue	10,317	655	0	10,560	10,560
Net Cost of Service (Taxation)	414,998	373,520	16,320	17,952	19,585

Corporate Administration

Mission

This Department code was set up to record tax related revenues and expenses that affect the Town as a whole and are not related to one specific Department.

Services Provided

General Administration, including taxation related revenue and in-year insurance costs for potential deductibles. Also included in this budget is the annual debt payment for the Town Hall Loan and the Capital Replacement Levy.

Non-Financial Statistics

Measure (Financial Information Return Review Provincial Summary 2019)	The Blue Mountains	Provincial Summary
Total Reserves and Discretionary Reserve Funds per Household	\$ 6,004	\$ 4,583
Municipal Debt per Household	\$ 474	\$ 4,554
Taxes Receivable as a percentage of Taxes Levied	7.71%	4.56%

The above chart calculates the Provincial Summary based on data available as of October 22, 2020 which has 75% of the municipal FIR's loaded.

2021 Budget Commentary

Salaries and Benefits are increasing in 2021 due to contract Project Manager positions for the Fire Master Plan, Multi-Use Community Hub Feasibility Plan, Official Plan Update, Community Design Standard Updates, Urban Natural Heritage Plan Update (2022), Streetscape Master Plan (2023) and Growth Management Strategy (2023). This will ensure that these projects are completed and do not get rolled over for multiple years.

Administrative Expenses are decreasing over 2021-2023, as most of these expenses are for the 99 King's Court office space rental.

Legal Expenses have been eliminated from the Corporate Administration Budget with the creation of the Legal Services Department.

A \$1,020,000 Consulting budget is made up of the seven studies and Plans that are listed on the following pages. Project descriptions are included under the "2021 Studies and Plans" section of this Department Sheet. The majority of the funding is made up of the Transfer from Other Reserves and Obligatory Reserves (Development Charges).

Purchased Services is increasing in 2021 by \$50,000 which staff have included for COVID-19 related expenses. This is funded through Working Capital; however, if grants become available in 2021, Working Capital will not be used.

\$255,735 is included in this budget for the Town Hall Loan debt Principal and Interest payment.

Each year the Town transfers 2% of the previous year's taxation levy to the Capital Replacement Levy Reserve. For 2021, this amounts to \$331,000, a \$11,400 increase over the 2020 levy.

Corporate Administration

The Ontario Municipal Partnership Fund (OMPF) makes up the Grants and Donations budget and is decreasing slightly in 2021 by \$200 to \$1,299,600. Staff have left this amount flat for 2022 and 2023. External Revenue is staying mostly flat in 2021, with the budget for Supplementary Tax Revenue increasing to \$750,000.

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	-91,540	220,980	269,414	29,615	139,819
Administrative Expenses	20,144	47,460	52,675	48,225	19,400
Operating Expenses	-694	59,500	250	250	250
Communications	11,057	75,270	35,505	35,505	34,280
Personnel and Training	10,865	63,770	36,590	36,920	37,250
Utilities	0	695	1,500	1,500	0
Equipment Related	2,500	9,295	8,500	8,500	8,500
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	128,355	78,350	0	0	0
Consulting	77,024	1,204,300	1,020,500	425,500	1,130,500
Purchased Services	6,384	71,400	89,550	39,550	4,550
Debt Payments	782,581	239,005	255,735	255,735	255,735
Financial Expenses	27,882	49,225	68,520	69,445	70,420
Premise and Site	4,437,576	-24,660	-54,605	-54,580	-78,550
Total Expenses	5,412,134	2,094,590	1,784,134	896,165	1,622,154
Transfers					
Transfers to Capital	0	-48,500	56,000	55,500	-44,500
Transfers to Capital Levy	303,000	319,600	331,000	338,000	345,000
Transfers to Reserves	1,862,349	31,260	160,000	160,000	150,000
Transfers from Obligatory Reserves	-591,648	-885,955	-970,000	-435,000	-730,000
Transfers from Other Reserves	-170,148	-455,245	-350,000	-50,000	-120,000
Interfunctional Transfers	-118,610	-35,695	-235,571	-238,449	-237,813
Total Transfers	1,284,943	-1,074,535	-1,008,571	-169,949	-637,313
Total Transfers and Expenses	6,697,077	1,020,055	775,563	726,216	984,841
Revenue					
Grants and Donations	1,933,847	1,815,175	1,299,600	1,299,600	1,299,600
External Revenue	790,424	753,735	1,618,140	1,315,640	1,308,140
Subsidies	0	0	0	0	0
Total Revenue	2,724,271	2,568,910	2,917,740	2,615,240	2,607,740
Net Cost of Service (Taxation)	3,972,806	-1,548,855	-2,142,177	-1,889,024	-1,622,899

Corporate Administration

Previously Approved Plans and Studies

Project	Density/Intensification Study
Budget	\$ 25,000
Project Manager	Manager of Community Planning
Project Completion	5%
Update	Staff are currently in the RFQ stage of this project.

Project	Leisure Activity Plan
Budget	\$ 87,849
Project Manager	Director of Community Services
Project Completion	75%
Update	Staff are working with the consultant to finalize the plan and bring to the Public and Council.

Project	Drainage Master Plan
Budget	\$ 350,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Completion	25%
Update	Staff are working on releasing the request for proposal in late 2020/early 2021.

Project	Transportation and Transit Master Plan
Budget	\$ 745,000
Project Manager	Transportation Master Plan Project Coordinator
Project Completion	10%
Update	The 24-month project coordinator position has been filled and staff are looking to tender the consultation for this project in late 2020.

2021 Studies and Plans

Project	Compensation Review
Lead Department	Administration - Human Resources
Description	Staff are looking to do a full compensation review of the Town's non-union salary grid to ensure the Town offers a competitive wage. Paying a competitive salary will help with the Town's retention and recruitment.
Project Manager	Director of Human Resources
Budget	\$ 55,000 Consulting
Funding	\$ 55,000 Human Resources Reserve

Corporate Administration

Project	Community Design Standard Updates
Lead Department	Planning and Development Services – Planning
Description	The execution of good design on development sites coupled with process clarity is critical to the Planning Department's effectiveness in the future. Creation of a guidelines document will help both staff and development stakeholders understand the Town's requirements for site plan applications and map out the associated processes. This document will outline the details of what application information is required and provide an overview of design elements (trees, infrastructure, building placement, active transportation facilities, etc.). Planning will be looking to hire a 3-year contract position to help execute the studies included in the 2021 to 2023 budget.
Project Manager	Planning 3 Year Contract
Budget	\$ 25,000 Salaries and Benefits (Contract) \$ 40,000 Consulting \$ 65,000 Total Budget
Funding	\$ 65,000 General Government Development Charges

Project	Development Charge Background Study and By-law Update
Lead Department	Finance and IT Services – Financial Services
Description	The Provincial government has made changes to the Development Charges Act and the Town will be required to update the by-law and background study. In addition, staff will be working through a Transit Needs Assessment which will allow for the potential addition of a Transit Development Charge. Staff will be looking to release the RFP in late 2021 with the majority of the work being done in 2022 with final approval of the by-law slated for early 2023.
Project Manager	Deputy Treasurer/Manager of Accounting and Budgets
Budget	\$ 100,000 Consulting
Funding	\$ 100,000 General Government Development Charges

Project	Multi-Use Community Hub Feasibility Plan
Lead Department	Community Services
Description	Review of existing Town facilities and opportunities for expansion, additional services, and consolidation of services. Staff are looking to hire a 12-month contract (to be split with Fire Master Plan), to help on the administrative side to see these plans through to completion.
Project Manager	Director of Community Services
Budget	\$ 40,000 Salaries and Benefits \$ 100,000 Consulting \$ 140,000 Total Budget
Funding	\$ 140,000 Parks and Recreation Development Charges

Corporate Administration

Project	Fire Master Plan
Lead Department	Fire Services
Description	A Fire Master Plan gives direction for service delivery, new equipment, facility and staffing projects, and other recommendations in order to ensure that the Fire Department can provide appropriate protective services in the future. The department's current mandate, capabilities, and projected needs are analyzed, then a comprehensive list of recommendations is prepared, before being brought to Council for final approval. Staff are looking to hire a 12-month contract (to be split with the Multi-Use Community Hub Feasibility Plan), to help on the administrative side to see these plans through to completion.
Project Manager	Fire Chief
Budget	\$ 40,000 Salaries and Benefits \$ 110,000 Consulting \$ 150,000 Total Budget
Funding	\$ 75,000 Taxation \$ 75,000 Fire Development Charges \$ 150,000 Total Funding

Project	Long Point Road Sewer and Lift Station EA
Lead Department	Operations – Wastewater
Description	To undertake an environmental assessment for the gravity sewer on Long Point Road and lift station at the Craighleith WWTP. This work is required to support the growth at the eastern boundary of the Town.
Project Manager	Manager of Water and Wastewater
Budget	\$ 385,000 Consulting
Funding	\$ 385,000 Wastewater Development Charges

Project	Official Plan Update
Lead Department	Planning and Development Services – Planning
Description	Staff are looking to update the Town's Official Plan. Planning will be looking to hire a 3-year contract position to help execute the studies included in the 2021 to 2023 budget.
Project Manager	Manager of Community Planning
Budget	\$ 160,000 Salaries and Benefits (Contract) \$ 250,000 Consulting \$ 410,000 Total Budget
Funding	\$ 205,000 Planning Studies Reserve \$ 205,000 General Government Development Charges \$ 410,000 Total Funding

Corporate Administration

Total Projects:	7
Total Budget:	\$ 1,305,000
Total Funding by Source:	\$ 55,000 Human Resources Reserve \$ 75,000 Fire Development Charges \$ 75,000 Taxation \$ 140,000 Parks and Recreation Development Charges \$ 205,000 Planning Studies Reserve \$ 370,000 General Government Development Charges \$ 385,000 Wastewater Development Charges \$ 1,305,000 Total Funding

2022 Studies and Plans

Project	Urban Natural Heritage Update
Lead Department	Planning and Development Services – Planning
Budget	\$ 25,000 Salaries and Benefits (Contract) \$ 75,000 Consulting \$ 100,000 Total Budget
Funding	\$ 50,000 Planning Studies Reserve \$ 50,000 General Government Development Charges \$ 100,000 Total Funding

Project	Wastewater Collection Master Plan EA
Lead Department	Operations – Wastewater
Budget	\$ 385,000 Consulting
Funding	\$ 385,000 Wastewater Development Charges

Total Projects:	2
Total Budget:	\$ 485,000
Total Funding by Source:	\$ 50,000 Planning Studies Reserve \$ 50,000 General Government Development Charges \$ 385,000 Wastewater Development Charges \$ 485,000 Total Funding

2023 Studies and Plans

Project	Corporate IT Risk Assessment
Lead Department	Finance and IT Services – Information Technology
Budget	\$ 40,000 Consulting
Funding	\$ 40,000 Taxation

Corporate Administration

Project	Streetscape Master Plan
Lead Department	Planning and Development Services – Planning
Budget	\$ 25,000 Salaries and Benefits (Contract) \$ 40,000 Consulting \$ 65,000 Total Budget
Funding	\$ 32,500 Planning Studies Reserve \$ 32,500 General Government Development Charges \$ 65,000 Total Funding

Project	King Street Disposal Site Remediation Assessment
Lead Department	Operation – Landfill
Budget	\$ 100,000 Consulting
Funding	\$ 100,000 Unfinanced

Project	Long-Term Financial Plan
Lead Department	Finance and IT Services – Financial Services
Budget	\$ 150,000 Consulting
Funding	\$ 37,500 Year over Year Reserve \$ 42,500 General Government Development Charges \$ 70,000 Taxation \$ 150,000 Total Funding

Project	Comprehensive Road Needs Study
Lead Department	Operation – Roads and Drainage
Budget	\$ 150,000 Consulting
Funding	\$ 45,000 Infrastructure & Public Works Asset Replacement Reserve Fund \$ 105,000 Taxation \$ 150,000 Total Funding

Project	Human Resource Master Plan
Lead Department	Administration - Human Resources
Budget	\$ 200,000 Consulting
Funding	\$ 100,000 General Government Development Charges \$ 100,000 Taxation \$ 200,000 Total Funding

Corporate Administration

Project	Growth Management Strategy
Lead Department	Planning and Development Services – Planning
Budget	\$ 110,000 Salaries and Benefits (Contract) \$ 150,000 Consulting \$ 260,000 Total Budget
Funding	\$ 260,000 General Government Development Charges

Project	Stormwater Hydraulic Model
Lead Department	Operation – Roads and Drainage
Budget	\$ 300,000 Consulting
Funding	\$ 300,000 Roads and Related Development Charges

Total Projects:	8
Total Budget:	\$1,265,000
Total Funding by Source:	\$ 32,500 Planning Studies Reserve \$ 37,500 Year over Year Reserve \$ 45,000 Infrastructure & Public Works Asset Replacement Reserve Fund \$ 100,000 Unfinanced \$ 300,000 Roads and Related Development Charges \$ 315,000 Taxation \$ 435,000 General Government Development Charges \$1,265,000 Total Funding

Health and Social Services

Mission

Health Services is an account that has been set up to record any payments made to a hospital or health related organization, as this information must be provided in the annual Financial Information Return prepared by Finance staff.

Services Provided

For 2020 to 2021 \$20,000 has been included for a three-year commitment (2019-2021) made to the Beaver Valley Outreach (BVO) in 2018 for their new location.

Level of Service

Service Provided	Level of Service
Grants to BVO (3-year commitment 2019-2021)	\$20,000 per year

Non-Financial Statistics

Description	2018 Actual	2019 Actual	2020 Budget
Annual hospital grants	\$ 30,000	\$ 0	\$ 23,000
Annual health related organization grants	\$ 4,000	\$ 4,500	\$ 20,000

The health-related organizations included in the chart above includes Hospice Georgian Triangle Foundation, My Friends House, and Women's House Serving Bruce and Grey.

Health Care Contributions 2012 - 2020

The chart below looks at the contributions given by the Town to the Meaford Hospital Foundation, Collingwood General and Marine Hospital Foundation and the North East Grey Health Care (NEGHC) from 2012 to 2020.

	2013	2014	2015	2016	2017	2018	2019	2020
Meaford Hospital	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$18,000
Collingwood Hospital	\$3,000	\$5,025	\$5,695	\$5,000	\$5,000	\$5,000	\$0	\$5,000
NEGHC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,000	\$30,025	\$30,695	\$30,000	\$30,000	\$30,000	\$0	\$23,000
% of Tax Levy	0.02%	0.24%	0.23%	0.21%	0.20%	0.20%	0.00%	0.14%

2021 Budget Commentary

The 2021 Operating Budget only includes the 3 year \$20,000 commitment made to BVO, 2021 is the final year.

Health and Social Services

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	20,000	43,000	20,000	0	0
Premise and Site	0	0	0	0	0
Total Expenses	20,000	43,000	20,000	0	0
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-23,000	0	0	0
Interfunctional Transfers	0	0	4,035	4,114	4,167
Total Transfers	0	-23,000	4,035	4,114	4,167
Total Transfers and Expenses	20,000	20,000	24,035	4,114	4,167
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	20,000	20,000	24,035	4,114	4,167

Ontario Provincial Police

Mission

The Ontario Provincial Police's Vision is "safe communities... A Secure Ontario," while their Mission is to be "committed to public safety, delivering proactive and innovative policing in partnership with our communities."

The Ontario Provincial Police promotes an environment in Ontario in which all people will be secure in their pursuit and enjoyment of all lawful activities.

Services Provided

The Ontario Provincial Police patrol highways and bodies of water, while enforcing laws concerning vehicle traffic, liquor, gambling, and illegal drugs under provincial statutes and criminal codes. They inform citizens on crime prevention, safety, and police orientated matters. The Ontario Provincial Police are also responsible for complaints such as barking dogs (including the enforcement of dog By-laws) and noise issues under Town By-laws after hours.

Level of Service

Service Provided	Level of Service
Police Officers	15 Constables are included in the Base Police Servicing Contract.
Police Officers per shift	Three.
Contract Enhancements	One additional Sergeant and one additional Constable were added to the Police Servicing Contract.
By-law Enforcement	The OPP enforces all Town By-laws as determined by the Police Services Board.

Non-Financial Statistics

Statistic	2019 Actual	2020 Actual	2021 Budget
Approved Full-Time Equivalent Positions	17.5	17.5	17.5
Civilian Employees	1	1	1
Household Property Count	7,813	7,926	8,174
Commercial and Industrial Property Count	408	406	407
Base Services Cost per Property	\$189.54	\$183.23	\$177.48
Calls for Service Cost per Property	\$85.47	\$85.99	\$85.26
Estimated Billing Cost per Property	\$340.56	\$334.10	\$326.44

Ontario Provincial Police

Year Over Year Costs

2020 and 2021 Budgeted Costs

	2021	2020
Base Service	\$ 1,522,921	\$ 1,526,683
Calls for Service	\$ 731,641	\$ 716,436
Overtime	\$ 67,949	\$ 73,031
Enhancements	\$ 460,575	\$ 450,992
Prisoner Transport	\$ 18,106	\$ 16,581
Court Security Grant	\$ 0	\$ 0
2018 Year-End Adjustment	\$ 0	\$ (34,887)
2019 Year-End Adjustment	\$ (78,005)	\$ 0
Total	\$ 2,723,187	\$ 2,748,836

2019 and 2018 Budget vs. Actual Costs

	2019 Actual	2019 Estimated	2019 Difference	2018 Actual	2018 Estimated	2018 Difference
Base Service	\$ 1,573,731	\$ 1,558,208	\$ 15,523	\$ 1,564,195	\$ 1,550,700	\$ 13,495
Calls for Service	\$ 709,988	\$ 702,652	\$ 7,336	\$ 706,546	\$ 700,946	\$ 5,600
Overtime	\$ 58,024	\$ 83,497	\$ (25,473)	\$ 65,761	\$ 87,523	\$ (21,762)
Enhancements	\$ 350,328	\$ 436,732	\$ (86,404)	\$ 394,885	\$ 424,512	\$ (29,627)
Prisoner Transport	\$ 16,689	\$ 18,662	\$ (1,973)	\$ 15,154	\$ 17,748	\$ (2,594)
2019/2018 Phase in Adjustment	\$ 12,983	\$ 0	\$ 12,983	\$ 0	\$ 0	\$ 0
Total	\$ 2,721,743	\$ 2,799,751	\$ (78,008)	\$ 2,746,541	\$ 2,781,429	\$ (34,888)¹

2021 Budget Commentary

The Town received the OPP's 2021 Billing Statement on September 29, 2020 which estimated the total 2021 Cost to be \$2,801,191, minus the 2019 Year-end adjustment (\$78,005).

¹ Difference between Year-end adjustment and actuals-estimate is due to rounding.

Ontario Provincial Police

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	2,479	2,000	2,000	2,000	2,000
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	5	0	0	0
Personnel and Training	2,249	1,020	2,275	2,275	2,275
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	2,690,284	2,748,295	2,723,186	2,780,000	2,835,000
Debt Payments	37,321	37,375	37,375	37,375	37,375
Financial Expenses	0	0	0	0	0
Premise and Site	8,272	6,500	6,500	6,500	6,500
Total Expenses	2,740,605	2,795,195	2,771,336	2,828,150	2,883,150
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	-37,321	-37,375	-37,375	-37,375	-37,375
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	4,270	237,445	244,238	245,938
Total Transfers	-37,321	-33,105	200,070	206,863	208,563
Total Transfers and Expenses	2,703,284	2,762,090	2,971,406	3,035,013	3,091,713
Revenue					
Grants and Donations	8,729	0	9,000	9,000	9,000
External Revenue	4,863	12,500	5,000	5,000	5,000
Subsidies	0	0	0	0	0
Total Revenue	13,592	12,500	14,000	14,000	14,000
Net Cost of Service (Taxation)	2,689,692	2,749,590	2,957,406	3,021,013	3,077,713

Conservation Authority

Mission

The Blue Mountains is home to watersheds that are under the jurisdiction of two Conservation Authorities – the Nottawasaga Valley Conservation Authority and the Grey Sauble Conservation Authority. These two bodies are dedicated to the preservation of a healthy environment and provide expertise to help protect the area's water, land, and future.

Services Provided

The Nottawasaga Valley Conservation Authority has five major objectives it strives for in order to achieve its mission, "working together to deliver innovative, integrated watershed management that is responsive to the environmental, economic and social sustainability of the Nottawasaga Valley watershed" These five objectives are:

- Protect, enhance and restore water.
- Protect, enhance and restore land.
- Protect life and property from flooding and erosion.
- Provide educational and recreational opportunities for the public.
- Partner with our Watershed Municipalities, provincial/federal agencies, Conservation Ontario, and other interested stakeholders to achieve mutual goals.

Grey Sauble Conservation is a community-based environmental agency which owns and manages over 11,000 hectares of some of the most scenic and environmentally sensitive lands in Grey and Bruce Counties. Working alongside its partners, the body strives to protect and enhance a healthy watershed environment through its various programs and services.

The Grey Sauble Conservation Authority states that its Vision is "a healthy watershed environment in balance with the needs of society," and it's Mission, "in partnership with the stakeholders of the watershed, is to promote and undertake sustainable management of renewable natural resources and to provide responsible leadership to enhance biodiversity and environmental awareness."

Non-Financial Statistics

Statistic	Nottawasaga Valley Conservation	Grey Sauble Conservation
Geographic Area of jurisdiction	3,700 square kilometers	3,191 square kilometers
Lands owned and managed within its jurisdiction	12,000 acres	28,995 acres
Municipalities in which the body has jurisdiction	18	8

2021 Budget Commentary

The Nottawasaga Valley Conservation Authority has presented their 2021 Draft Budget, which includes a \$35,446 municipal levy contribution from the Town of The Blue Mountains, which represents an increase of \$868 over 2020, as well as a \$1,942 Capital Levy, which is a decrease of \$91 over 2020. This results in a total increase of \$777 for 2021 over 2020.

Conservation Authority

The Grey Sauble Conservation Authority has not been received but staff have included a two percent increase over 2020.

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	401,730	411,870	420,155	428,520	437,080
Premise and Site	0	0	0	0	0
Total Expenses	401,730	411,870	420,155	428,520	437,080
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-4,000	0	0	0	0
Interfunctional Transfers	-78,907	-82,370	29,262	30,659	31,008
Total Transfers	-82,907	-82,370	29,262	30,659	31,008
Total Transfers and Expenses	318,823	329,500	449,417	459,179	468,088
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	318,823	329,500	449,417	459,179	468,088

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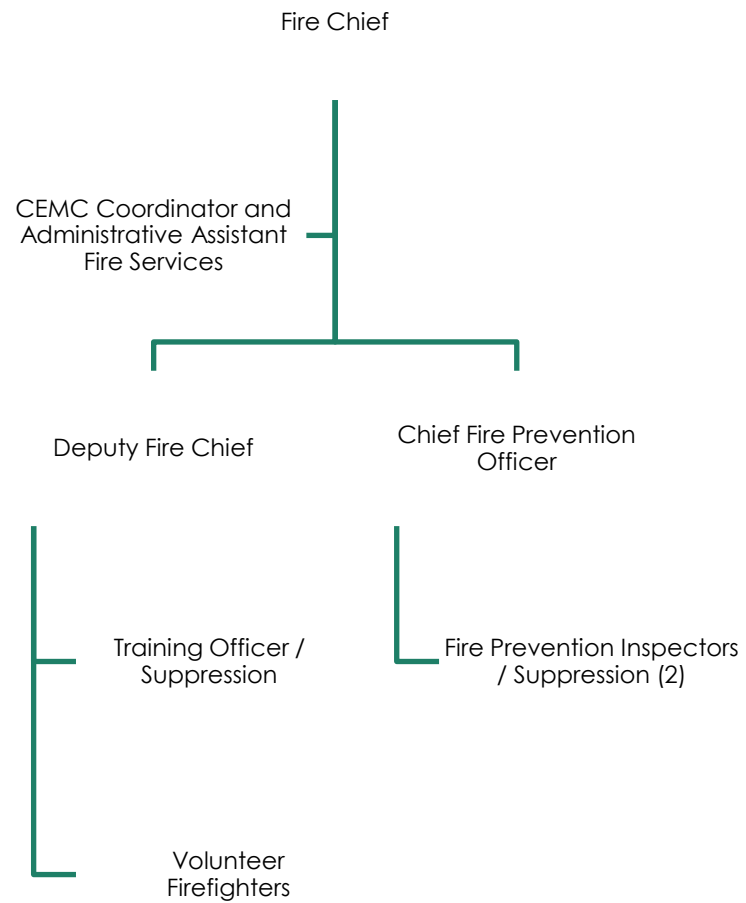
Fire Services

The Blue Mountains Fire and Rescue provides fire protection services and emergency response to the Town of The Blue Mountains and, when needed, the surrounding area. The Fire Department teaches public fire and life safety education courses and promotes fire prevention initiatives to protect the lives and property of the citizens, businesses, and visitors to the Town of The Blue Mountains.

The Blue Mountains Fire Department operates out of two Stations with 7 full-time staff and 48 paid volunteer firefighters.

Fire Services

Organizational Chart



Fire Services

2021 Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2021 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2021 Fees and Charges By-law. If the 2021 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule B – Fire Department Services

Description	Current Fee or Charge*	2021 Proposed Fee or Charge
Request for Fire Report	\$50.00	
Request for Property Information Letter	\$50.00	
Inspection of all Premises or Buildings¹		
Up to 2,500 square feet	\$75.00	
2,500 to 5,000 square feet	\$100.00	
5,000 to 10,000 square feet	\$150.00	
10,000 to 20,000 square feet	\$200.00	
Over 20,000 square feet	\$300.00	
Additional Inspection (per call back)	\$150.00	
Inspection required by A.G.C.O. ²	\$75.00	

¹ Not including initial inspection resulting from a building permit application or inspections required by legislation.

² Inspection of public hall facilities, restaurant and licensed facilities that are requested by owner.

Fire Services

Description	Current Fee or Charge*	2021 Proposed Fee or Charge
Apparatus Standby (per hour) ³	\$400.00	
Standby for suspicious fire (per hour per firefighter)	\$75.00	
Response to a non-emergency activation of a Fire Alarm/Early Warning System		
1 st occurrence ^{4,5}	No charge	
2 nd occurrence ^{4,5}	\$300.00	
3 rd occurrence ⁴	\$750.00	
4 th occurrence and subsequent ⁴	\$1,000.00	
Fire Prevention Officer and Inspector (per hour) ⁶	\$75.00	
Fire Safety Plan Review (per hour)	\$75.00	
Special Occasion Permit Inspections		
Initial Inspection	\$75.00	
Additional Inspection (per call back)	\$150.00	
Fireworks		
Approval	\$75.00	
Inspection	\$75.00	

³ Includes use of Fire Department Apparatus and two firefighters.

⁴ Non-emergency activation of a Fire Alarm/Early Warning System within the calendar year.

⁵ \$200 will be refunded if proof of repairs or a solution to the identified problem is provided to the satisfaction of the Fire Prevention Officer.

⁶ For commercial, industrial, condominium, and association groups.

Fire Services

Schedule B – Emergency Response Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Vehicle Extrication on Municipal Streets, non-residents		
Labour	\$50.00 per staff/hr	
Machine Use – Small Vehicle	\$200.00 per machine/hr	
Machine Use – Large Vehicle	Current MTO Rates	
Vehicle Extrication on Provincial Highways	Current MTO Rates	
Out of Control Brush/Grass Fire or other (started by property owner or tenant)		
Labour	\$50.00 per staff/hr	
Machine Use – Small Vehicle	\$200.00 per machine/hr	
Machine Use – Large Vehicle	Current MTO Rates	
Rescue, High Angle Rescue, Cold Water Rescue		
Labour	\$50.00 per staff/hr	
Machine Use – Small Vehicle	\$200.00 per machine/hr	
Machine Use – Large Vehicle	Current MTO Rates	
Illegal Burning		
Labour	\$50.00 per staff/hr	
Machine Use – Small Vehicle	\$200.00 per machine/hr	
Machine Use – Large Vehicle	Current MTO Rates	

Fire Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Additional Equipment, Material, and Resources ⁷	100% of Cost	
Fire Department Response Fees – Indemnification Technology ⁸	New	Current MTO rate per vehicle per hour, plus personnel cost, plus any additional costs for each and every call

⁷ Items identified include but are not limited to retaining a private contractor, equipment rental, additional material, etc., used at emergency incidents to extinguish, preserve, prevent, or control fire, aid in rescue or conduct investigations.

⁸ Should the insurer pay the coverage to the property owner, the property owner is liable to remit these funds to the municipality or its representative.

Fire Services

Mission

Provide fire protection services and emergency response for the Town of The Blue Mountains. Provide the public with fire and life safety education and fire prevention initiatives to protect the lives and property of the citizens, businesses and visitors to the Town of The Blue Mountains.

Services Provided

- Fire suppression
- Other emergency responses
- Assisting outside agencies
- Fire prevention and public education
- Training
- Emergency management

Level of Service

Service Provided	Level of Service
Response to Structure Fires	Averaging 10 minutes
Fully Equipped and Operating Fire Stations	2
Commercial & Multi-Unit Prevention Inspections	100%
Marine Rescue, Other Specialized Rescue, Auto Extrication, High & Low Angle Rope Rescue	Shore based ice rescue and limited Marine Rescue programs, As requested to respond by OPP or EMS agencies

2021 Work Plan

The Fire Master Plan was pushed out due to COVID-19 to 2021 which includes a complete review of current operations of The Blue Mountains Fire Department to assist Council in establishing key objectives for the Fire and Rescue service. The Fire Master Plan recognizes the continued commitment of Council and senior staff to provide the highest level of service and programs to the Town, in the most cost-effective and efficient manner. The goal of the Fire Master Plan is to present a clear understanding of the future requirements of The Blue Mountains Fire Department referencing best practices, including relevant standards and legislation.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Volunteer Firefighters	38	36	41
Total Emergency Responses	264	260 ¹	270
Rescue/Assisting other Agencies	109	100	110
False Alarms/human perceived emergencies	123	106	125
Pre-fire Conditions	12	34	15
Chimney/Vehicle/Structural/Outdoor Fires	19	20	20
Training Hours	3,165	1,550	3,175
Fire Inspections	961	400 ²	1,250

¹ Estimates until the end of 2020

² COVID-19 impacted the number of fire inspections as the Fire Department was unable to enter structures for their annual inspection

Fire Services

2021 Budget Commentary

Fire Services is increasing its annual transfer to the Reserve Fund significantly in 2021 as per the Fleet Asset Management Plan to ensure that the Department can fund its Capital Replacement needs into the future.

Fire Revenues are increasing by \$50,000 due to an addition to the Fees and Charges By-law.

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	1,391,342	1,198,375	1,327,737	1,361,997	1,373,737
Administrative Expenses	9,505	9,210	11,870	11,880	11,890
Operating Expenses	2,659	1,115	3,100	3,100	3,100
Communications	36,482	35,510	35,475	37,475	39,975
Personnel and Training	30,990	16,745	36,300	40,900	40,900
Utilities	21,740	21,725	23,000	23,750	24,150
Equipment Related	46,917	38,430	47,200	47,200	47,200
Vehicle and Fleet Related	36,671	45,510	50,500	50,500	50,500
Legal Expenses	0	0	0	0	0
Consulting	282	0	0	0	0
Purchased Services	3,075	1,650	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	11,793	15,175	15,935	16,730	17,565
Premise and Site	50,876	42,530	23,200	23,450	23,700
Total Expenses	1,642,332	1,425,975	1,574,317	1,616,982	1,632,717
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	110,000	111,340	288,000	294,000	300,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-140,000	0	0	0	0
Interfunctional Transfers	2,965	6,740	268,113	270,020	272,935
Total Transfers	-27,035	118,080	556,113	564,020	572,935
Total Transfers and Expenses	1,615,297	1,544,055	2,130,430	2,181,002	2,205,652
Revenue					
Grants and Donations	4,309	2,500	4,000	4,000	4,000
External Revenue	32,464	44,900	86,750	86,750	86,750
Subsidies	0	0	0	0	0
Total Revenue	36,773	47,400	90,750	90,750	90,750
Net Cost of Service (Taxation)	1,578,524	1,496,655	2,039,680	2,090,252	2,114,902

Proposed Addition - Fire Department

Fire Prevention/Inspector/Suppression – Permanent Full Time

Business Need

Currently the Fire Department has seven full time positions, two positions are currently on extended leave of absence, with one 12-month contract position to fulfill the workload. The Fire Department is looking to hire a permanent full-time position to assist in the Fire Inspections of commercial business.

The Fire Prevention/Inspector/Suppression position addition to the Fire Department will help with roughly 300 inspections for the following: commercial/industrial/commercial residential/farm migrant worker bunk houses/assembly occupancies and short-term accommodations. These numbers do not reflect the re-inspections if items of non-compliance are found on the first inspection.

Other duties of this position will be suppression activities, training volunteer firefighters, apparatus equipment checks and maintenance to ensure apparatus and tools are ready for emergency call outs.

The Town of The Blue Mountains significant growth in residential and commercial business including the STA's inspections places significant demands that the current number of fire inspectors/suppression firefighters can effectively accomplish. This additional position will be utilized immediately to meet current demands within the Fire Department.

Fire Department staff plan to have the Fire Master Plan completed in 2021. The Fire Master Plan will identify if any other staffing positions are to be recommended for future growth.

Strategic Priorities

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town staff and the management of Town assets.

Options or Solutions Analysis

1. Status Quo. The Fire Department will continue with existing staff, knowing that inspections will not be completed on commercial businesses.
2. Create the permanent full-time position and extend the 12-month contract position next fall along with any staffing recommendations from the Fire Master Plan.

Financial and/or Non-Financial Benefits

Option 1 has no additional costs to the town.

Option 2 for a full time Fire Prevention Inspector for the first year will be in accordance with schedule "A" wages of the current collective agreement with The Blue Mountains Professional Firefighters Association 4986.

Risk Analysis

The creation of a new full time Fire Prevention Inspector would greatly assist the Fire Department to continue to offer a great level of service to the Town's residents and businesses.

Return on Investment

- Ability to inspect more commercial businesses to ensure compliance with the Ontario Fire Code to keep public and owners safe.
- Help to minimize False alarm activations and reduce emergency call outs for volunteer firefighters and apparatus.
- Add capacity for emergency callouts and have full time staff act as a competent Supervisor while on scene with volunteer firefighters to help protect the Town against liability.

Recommendation

Fire Department staff is recommending Option #2 - Create a full time permanent Fire Inspector Suppression Firefighter position.

Implementation Plan

Upon passing of the 2021 budget, Human Resources will begin recruitment for this position.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Full Time Salaries	512,550	76,050	107,500	107,500	109,650	111,850
Full Time Benefits	155,750	23,200	32,500	32,650	33,350	34,050
IT Software/Hardware	25,000	5,000	5,000	5,000	5,000	5,000
Operating Costs	15,000	3,000	3,000	3,000	3,000	3,000
Expenditures Total	708,300	107,250	148,000	148,150	151,000	153,900
Funding						
STA Fire Inspection Fees	120,000	18,750	22,500	26,250	26,250	26,250
Taxation	588,300	88,500	125,500	121,900	124,750	127,650
Funding Total	708,300	107,250	148,000	148,150	151,000	153,900

Legal Services

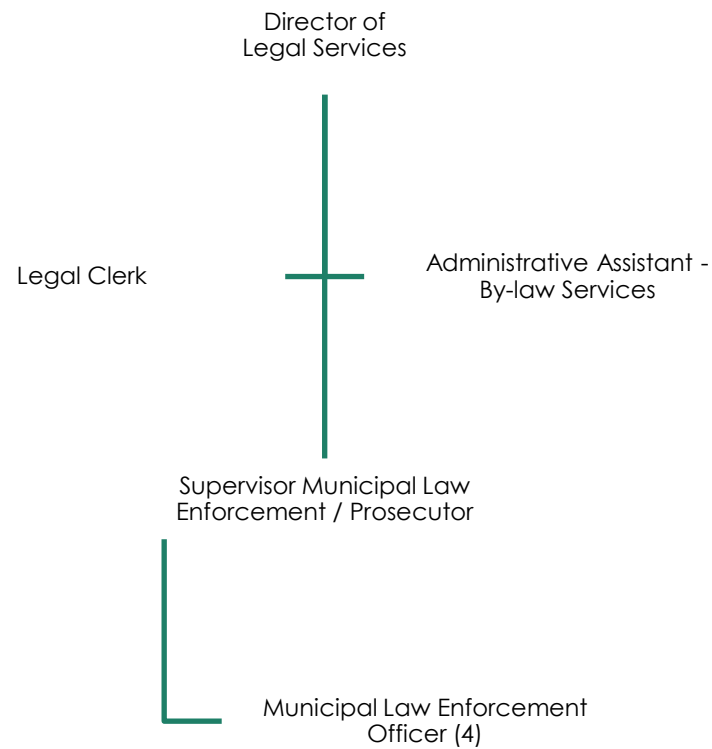
The Legal Services Department was created in 2020 and includes the Legal Services Division, By-law Services, as well as the Short-Term Accommodation (STA) Division.

Legal Services provides professional legal services for the Town and also oversees all Freedom of Information Requests that were previously managed by the Clerk.

The By-law Services Division is responsible for the enforcement of all Town By-laws, as well as operating such programs as Animal Control and the Short Term Accommodation (STA) Licensing program.

Legal Services

Organizational Chart



Legal Services

2021 Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2021 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2021 Fees and Charges By-law. If the 2021 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule A – Freedom of Information Requests

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Photocopies and Computer Printouts	As per the Municipal Freedom of Information and Protection of Privacy Act	
CD-ROMs	As per the Municipal Freedom of Information and Protection of Privacy Act	
Manual Search of a Record	As per the Municipal Freedom of Information and Protection of Privacy Act	
Preparing a record for disclosure, including severing a part of the record	As per the Municipal Freedom of Information and Protection of Privacy Act	
Developing a computer program or other method of producing a record or personal information requested from machine readable record	As per the Municipal Freedom of Information and Protection of Privacy Act	

Other such fees as may be authorized by the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56, as amended and regulations thereto.

These fees are subject to change from time to time with and in accordance with the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56, as amended and regulations thereto.

Legal Services

Schedule H – Short Term Accommodation (STA) Licensing

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Application Submission	New	\$50.00
Initial STA Licensing Fee - Type A (2 year term)	New	\$2,200.00
Initial STA Licensing Fee - Type B (2 year term)	New	\$2,200.00
Initial STA Licensing Fee - Type C (2 year term)	New	\$2,250.00
Initial STA Licensing Fee - Type D (2 year term) Plus Planning Fees	New	\$1,075.00
Fire Safety Inspection	\$75.00	
Fire Re-inspection Fee (paid prior to 2nd inspection)	New	\$125.00
Fire Re-inspection Fee (paid prior to 3rd and each additional inspection)	New	\$175.00
STA Re-inspection Fee for By Law Staff (paid prior to 2nd inspection)	\$100.00	\$125.00
STA Re-inspection Fee for By Law Staff (paid prior to 3rd and each additional inspection)	New	\$175.00
Tribunal Fee (per application)	\$500.00	\$600.00
Appeal Tribunal Decision to Council (administration fee)	\$500.00	\$400.00
Administrative Fees		
Late Payment Fee	New	\$25.00
Screening No Show Fee	New	\$50.00

Legal Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Hearing No Show Fee	New	\$100.00
Land Title Search Fee	New	\$25.00
Title Deed Fee	New	\$15.00

Refund of Short Term Accommodation Licensing Fees:

- a) Upon written request, the Director shall determine the amount of fees, if any, that may be refunded in accordance with By-law 2013-50, as amended, in the case of:
 - i. withdrawal of a STA license application;
 - ii. abandonment of a STA license application;
 - iii. refusal to issue a STA license and confirmed by the STA Committee; or
 - iv. request for revocation of a STA license.
- b) Fees that may be refunded shall be a percentage of the initial or renewal STA license fee payable under this By-law, calculated as follows:
 - i. 75 percent where administrative functions for determination of a complete application only have been performed.
 - ii. 50 percent where administrative, zoning and property standards functions have been performed.
 - iii. 5 percent shall additionally be deducted for each field inspection that has been performed after the STA license has been issued.
- c) Where the Director deems it appropriate, a refund of other than specified in (b) may be granted.
- d) The refund shall be returned to the person named on the fee receipt, unless such person advises the Director, in writing and prior to the release of the refund, of a change in name, in which case the refund shall be returned to the person then authorized to receive it.
- e) No refund of license fees on any application or permit after 2 years from the date the application was submitted, deemed to be abandoned, refused to be issued or request to be withdrawn.

The fees set out shall be automatically adjusted on January 1st of each year in accordance with the percentage change in the Consumer Price Index of Statistics Canada for the previous year with each increase adjusted to the next highest whole number.

Legal Services

Mission

To provide legal services to the other Departments within the Corporation.

Services Provided

- Designated as “head” of the municipality for the purposes of the Municipal Freedom of Information and Protection of Privacy Act.
- Provide coordination of all legal services to all Town Departments.
- Coordinate Short Term Accommodation Licensing Committee meetings, prepare packages, attend meetings, and prepare decisions as directed by the Committee.
- Provide management and oversight to the By-law Enforcement Services Department staff and operations.

2021 Work Plan

- Introduce new Standard Subdivision Agreement, Consent Agreement, and Site Plan Agreement templates.
- Refine agreement and contract coordination.
- Introduce or update By-laws relating to Signs, Noise, Property Standards.
- Create a business plan for any new positions that will be proposed.
- Prepare litigation updates (with costs) to Council semi-annually.
- Add a Commercial Resort Unit (CRU) license to Licensing By-law.
- Add Property Standards to the Administrative Monetary Policy By-law.

2021 Budget Commentary

2021 will be the first full year where Legal Services will be fully staffed with the Director of Legal Services and the Legal Clerk. There continues to be a budget for training and education courses, and this is reflected in the Personnel and Training expense line.

A \$20,000 budget has been added to the Communications line for 2021 and this will be used for advertising and communications with the public regarding updates to the Sign, Noise, and Property Standard's By-laws that will be completed in house. This is being funded through the Year Over Year Reserve and has no impact on the bottom line; however, staff believe that these updates will require a good deal of public input and communication.

An annual amount of \$6,000 has been added to the legal budget in order for the Legal Services Division to obtain any 2nd opinions when needed.

As per the Interfunctional Transfer Policy, Legal Services will become an “Administrative Division” in 2021 and this divisions time will be charged out to other divisions based on staff's time tracking.

The modest External Revenue line is made up of fees from Freedom of Information Requests.

Legal Services

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	78,460	169,508	177,761	182,945
Administrative Expenses	0	790	2,700	2,200	2,200
Operating Expenses	0	0	0	0	0
Communications	0	235	20,530	530	530
Personnel and Training	0	2,255	5,625	5,625	5,625
Utilities	0	0	0	0	0
Equipment Related	0	410	760	710	710
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	6,000	6,000	6,000
Consulting	0	225	0	0	0
Purchased Services	0	240	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	450	450	450
Premise and Site	0	0	0	0	0
Total Expenses	0	82,615	205,573	193,276	198,460
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-20,000	0	0
Interfunctional Transfers	0	0	50,140	53,773	54,103
Total Transfers	0	0	30,140	53,773	54,103
Total Transfers and Expenses	0	82,615	235,713	247,050	252,563
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	110	20	20	20
Subsidies	0	0	0	0	0
Total Revenue	0	110	20	20	20
Net Cost of Service (Taxation)	0	82,505	235,693	247,030	252,543

By-law Services

Mission

To promote the development and maintenance of a safe, healthy and vibrant community and to help members of our community live in harmony by regulating minimum standards for acceptable behavior and property standards that reflect the Town's progressive four-season community values. By-law Services accomplishes this by encouraging voluntary compliance to over 40 Town By-laws and provincial statutes and regulations through public education and enforcement by our qualified Municipal Law Enforcement Officers; responding to community complaints and assisting neighbours in resolving issues.

Services Provided

- Receive and investigate complaints related to Municipal By-laws in accordance with Council's directed level of service.
- Educate the public of the requirements and importance of Town By-laws.
- Investigate and monitor illegal building activity (no permits) and prosecute Orders issued.
- Investigate and prosecute illegal Short-Term Accommodation premises.
- Administer the Town's Security Alarm Registration Program.
- Manage the appointed private Parking Control Officers.
- Provide and manage municipal prosecution services.
- Process and manage parking infractions and notices of impending convictions.

Level of Service

Service Provided	Level of Service
By-law Enforcement Cases Processed as per the Service Level Matrix.	Proactive, Patrol, Complaint
To respond to By-law matters in a timely manner by initiating an investigation within 3 business days from the date of receipt.	80% of Investigations commenced within 3 Business Days
To resolve By-law matters in a timely manner by investigating and closing the file with a satisfactory resolution within 30 days.	62% of By-law Cases closed within 30 days
Provide effective and equitable By-law Enforcement by seeking voluntary compliance as the preferred method of compliance.	80% of By-law Cases Resolved through Voluntary Compliance

2021 Work Plan

- Implement or update By-laws for Noise, Parking, and Signs
- Review Property Standards and Long Grass By-laws for possible update.
- Train and appoint new Weed inspector.

By-law Services

Non-Financial Statistics

Description	2019 Actual	2020 Actual
Ontario Building Code Act Investigations	29	16
Short Term Accommodation Investigations	90	49
Property Standards Service Requests	44	60
Parking Tickets Issued	1,011	1,175
Security Alarms Registrations	113	61
Prosecutions	48	86
Animal Control	56	106

2021 Budget Commentary

The COVID-19 Pandemic introduced significant new restrictions and regulations from the Province. As a result, the By-law department hired five seasonal officers to assist with crowd control and large social gatherings, as well as new and existing parking restrictions. Additionally, during the early months of the pandemic many workplaces, tourist sites and businesses were closed during the initial "shutdown" as such, and coupled with the closure of Court offices, the parking ticket revenue was reduced. This has caused the 2020 actuals to be much higher in expenses and lower in revenues than the 2020 Budget.

The 2021 By-law budget does not have any major differences over the 2020 Budget with only slight increases to equipment for some equipment rentals and additional budget for communications and advertising. Revenues have also stayed flat over the 2020 Budget.

By-law Services

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	413,315	540,385	466,449	477,379	482,470
Administrative Expenses	3,024	3,640	2,900	2,900	2,900
Operating Expenses	195	500	235	235	235
Communications	10,033	12,425	6,880	9,880	9,880
Personnel and Training	9,396	8,300	8,134	8,909	8,909
Utilities	0	0	0	0	0
Equipment Related	0	825	2,000	2,000	2,000
Vehicle and Fleet Related	13,594	52,295	41,760	11,760	11,760
Legal Expenses	5,840	1,570	0	0	0
Consulting	402	590	0	0	0
Purchased Services	8,353	8,170	8,305	8,305	8,305
Debt Payments	0	0	0	0	0
Financial Expenses	4,852	6,120	5,600	5,765	5,945
Premise and Site	0	0	0	0	0
Total Expenses	469,004	634,820	542,263	527,133	532,404
Transfers					
Transfers to Capital	1,500	26,400	0	40,000	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-30,000	0	0
Interfunctional Transfers	-555	0	200,706	217,492	212,883
Total Transfers	945	26,400	170,706	257,492	212,883
Total Transfers and Expenses	469,949	661,220	712,968	784,625	745,286
Revenue					
Grants and Donations	27,919	745	0	0	0
External Revenue	75,851	91,820	128,000	128,000	128,000
Subsidies	0	0	0	0	0
Total Revenue	103,770	92,565	128,000	128,000	128,000
Net Cost of Service (Taxation)	366,179	568,655	584,968	656,625	617,286

Short Term Accommodation

Mission

To provide a professional Municipal Licensing Program to balance the character and compatibility of residential neighbourhoods and Short Term Accommodation (STA) premises. To ensure safe, adequate and properly maintained STA premises for our visitors.

Services Provided

- Administer the Town's STA Licensing Program.
- Accept and process STA License Applications.
- Educate the public and other stakeholders of STA Licensing requirements.
- Conduct inspections of STA premises for compliance with conditions of STA License.
- Liaise with the OPP regarding noise complaints.
- Administer administrative penalties and demerit point system for licensed STA Premises.
- Administer the STA Licensing Appeal and Hearing process.
- Assist By-law Services Staff to investigate illegal STA Premises.

2021 Work Plan

- Introduce a new Licensing By-law and add new business licenses for Commercial Resort Units (CRU).
- Introduce administrative monetary penalties and incorporate new businesses into that regime (new property standards)
- Plan for possible transition to what is currently a Planning Department role in approving and issuing licenses.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
STA License Applications Received – New	39	35	85
STA License Applications Received – Renewals	170	37	189
STA Licenses Issued	32	16	85
STA Licensed Premise Inspections (Initial & Renewal)	189	53	274

2020 Actuals are as of October 29, 2020.

A minimum of 85 new applications are expected for 2021.

2021 Budget Commentary

This budget has stayed largely static over 2020. There is a slight increase to the advertising budget, which is under Communications. Additionally, a \$5,000 legal budget has been added in anticipation of STA appeals.

Interfunctional Transfers are being introduced in 2021 to Short Term Accommodation, as per the new Interfunctional Transfer Policy POL.COR.20.04 that was approved by Council

Short Term Accommodation

through Staff Report FAF.20.099 in June 2020. Although this is an increase to expense for this division, staff do not believe that there is a need to phase in this increase.

The Short Term Accommodation Division is fully funded by license fees and has no impact on taxation.

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	144,705	90,740	167,100	171,974	176,342
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	600	600	600
Personnel and Training	0	55	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	88	0	0	0	0
Legal Expenses	16,328	100	5,000	5,000	5,000
Consulting	5,287	525	960	960	960
Purchased Services	3,866	0	3,000	3,000	3,000
Debt Payments	0	0	0	0	0
Financial Expenses	2,296	2,515	3,065	3,115	3,170
Premise and Site	0	0	0	0	0
Total Expenses	172,570	93,935	179,725	184,649	189,072
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-125,154	-131,026	-135,712
Interfunctional Transfers	0	0	30,479	31,427	31,689
Total Transfers	0	0	-94,675	-99,599	-104,022
Total Transfers and Expenses	172,570	93,935	85,050	85,050	85,050
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	172,570	93,935	85,050	85,050	85,050
Subsidies	0	0	0	0	0
Total Revenue	172,570	93,935	85,050	85,050	85,050
Net Cost of Service (Taxation)	0	0	0	0	0

Planning and Development Services

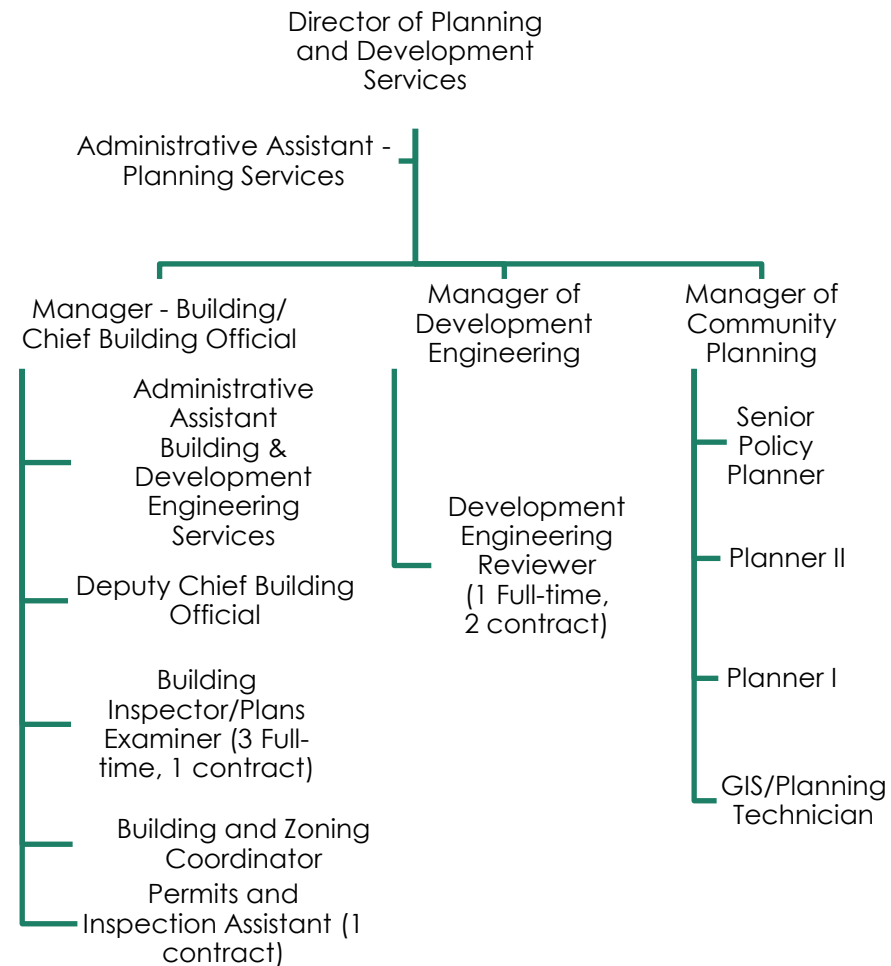
Planning and Development Services is primarily responsible for policy planning and development review within The Blue Mountains. The Town's Official Plan Policy and Zoning By-law, development application review process, and the Committee of Adjustment are also under the auspices of the Planning Division, all striving to balance the natural, social and built environments, providing for the present while protecting the future.

Development Engineering is responsible for development reviews, processes, and approves development applications within the Town, which includes Official Plan and Zoning By-law Amendments, Site Plan Applications, Consent, Part Lot Control Applications, and Committee of Adjustment Applications (Minor Variance).

The Building Services Division reviews building plans and zoning related to building permits, issues building permits, and provides building inspections to residents and community partners.

Planning and Development Services

Organizational Chart



Planning and Development Services

2021 Planning and Engineering Fees

The Town's Fees and Charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2021 Planning and Engineering Fees, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2021 Fees and Charges By-law. If the 2021 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule A – Planning Fees

Description	Current Fee	Current Security	2021 Proposed Fee	2021 Proposed Security
Official Plan Amendment				
Large Scale	\$30,406.00	\$5,000.00		
Mid-Scale	\$24,780.00	\$5,000.00		
Small Scale	\$21,148.00	\$2,500.00		
Individual Scale	\$16,993.00	\$0.00		
Zoning By-law Amendment				
Large Scale	\$23,303.00	\$5,000.00		
Mid-Scale	\$18,432.00	\$5,000.00		
Small Scale	\$16,522.00	\$2,500.00		
Individual Scale	\$4,690.00	\$0.00		
Temporary Use	\$6,571.00	\$2,500.00		

Planning and Development Services

Description	Current Fee	Current Security	2021 Proposed Fee	2021 Proposed Security
Draft Plan of Subdivision/Condominium				
Large Scale	\$21,532.00	\$5,000.00		
Mid-Scale	\$17,081.00	\$5,000.00		
Small Scale	\$14,223.00	\$2,500.00		
Site Plan Review				
Large Scale	\$15,555.00	\$5,000.00		
Mid-Scale	\$13,636.00	\$5,000.00		
Small Scale	\$6,718.00	\$2,500.00		
Individual Scale	\$2,506.00	\$0.00		
Minor Variance ¹				
Minor Variance	\$1,970.00	\$0.00		
Consent				
Lot Addition (Boundary Adjustment)	\$2,101/ property	\$0.00		
Validation of Title	\$1,119.00	\$0.00		
Lot Creation (plus \$615 for each additional lot)	\$3,358.00	\$0.00		
Easement	\$2,101.00	\$0.00		

¹ Including applications pursuant to Sections 45(1), (2) & (3) of the Planning Act.

Planning and Development Services

Description	Current Fee	Current Security	2021 Proposed Fee	2021 Proposed Security
Part Lot Control/Deeming By-law				
Large Scale	\$940.00	\$0.00		
Mid-Scale	\$940.00	\$0.00		
Small Scale	\$836.00	\$0.00		
Individual Scale	\$836.00	\$0.00		
Agreement Preparation ²				
Large Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00	Included in other fees	
Mid-Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00	Included in other fees	
Small Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00	Included in other fees	
Individual Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00	Included in other fees	
Pre-Servicing	n/a	\$0.00	50% of Agreement Fee	
Consent Agreement	n/a	\$0.00	Please refer to Schedule B	

² Includes those costs associated with title search(es) & registration of agreement(s).

Planning and Development Services

Notes to Schedule "A":

1. Application fees are cumulative except where noted otherwise.
2. Where an application is modified by the applicant prior to a decision on the application, an additional fee of 50% of the current required fee shall apply.
3. The security fee is a deposit which is for specialized peer review and/or legal services deemed required by the Town and for any other extraordinary expenses incurred by the Town as a result of the process. Such security fee is to be maintained by the applicant at the rate required. For multiple applications only one security fee shall be required. In some instances, due to the complexity of a proposal, an additional security fee may be determined to be required by the Director of Planning and Development Services.
4. Where a Zoning By-law Amendment proceeds in conjunction with an Official Plan Amendment, a 25% reduction in the Zoning By-law Amendment Fee applies.
5. Where a Site Plan Application proceeds in conjunction with another type of planning application, a 25% reduction in the Site Plan Review Fee applies.
6. In the instance of a Draft Plan of Condominium which is proceeding by way of a Site Plan Application, the greater fee found in Sections 3 or 4 above will apply.
7. If the proposal has received approval from the approval authority more than 24 months from the date of application for Agreement preparation, an additional fee of \$500 shall apply.
8. 50% of the Planning Fee may be refunded at the sole discretion of the Director of Planning and Development Services if Public Notice, if applicable, has been provided and/or prior to the preparation of a Planning Staff Report related to the matter.
9. An application, save for one that has received Draft Plan Approval, that has not been acted on in 12 months may, at the sole determination of the Director of Planning and Development Services, be deemed to be abandoned and lapsed/closed.
10. In the instance of an amendment or modification to an existing Agreement, including amendments so as to change the terms and/or conditions of the Agreement, 50% of the applicable fee shall apply (see Schedule B)
11. The Director of Planning and Development Services may assign fees other than noted provided s/he has regard to the services and related costs provided by the Town of The Blue Mountains.

Planning and Development Services

12. The proponent must make a written request to the Director of Planning and Development Services for refunds and/or the release of securities held by the Town.
13. Interest is not paid on fees and/or security deposits.

Schedule B – Other Planning Fees

Other Planning Fees	Current Fee	2021 Proposed Fee
Agreement Fee (for agreements not included in other processes)	\$9,685.00	
Reactivating an application that has not been acted on in 12 months	50% of the current applicable fee(s)	
Re-notification Fee	50% of the application fee	
Pre-Consult Fee		\$500.00
Telecommunication Towers	\$2,506.00	
Red Line Revision comments to the County of Grey or Local Planning Appeals Tribunal – Red Line Revision or Minor Change to Conditions	\$413.00	
Draft Plan Extension comments to the County of Grey or Local Planning Appeals Tribunal – Extension of Draft Plan Approval	\$206.00	
Removal of the Holding “-h” symbol	\$2,657.00	
Local Planning Appeals Tribunal Attendance	\$1,845 for the first day or portion thereof + \$880 for each additional day or portion thereof	
Draft Plan Approval Clearance Letter to the County of Grey or Local Planning Appeals Tribunal	\$603.00	

Planning and Development Services

Other Planning Fees	Current Fee	2021 Proposed Fee
Red Line Revision to an approved Site Plan Agreement		\$595.00
Change to a Condition of Consent		\$367.00
Condominium Exemption comments to the County of Grey		\$1,992.00
Renewable Energy Projects		\$1,845.00
Provision of comments to the Niagara Escarpment Commission on Development Control Permits		\$223.00
Provision of comments to the Niagara Escarpment Commission on Niagara Escarpment Commission Amendments or to the County of Grey on County Official Plan Amendments		\$464.00
Processing of inquiries related to acquisition of Town owned land		\$1,193.00

Schedule C – Engineering Fees

Engineering Fees	Current Fee	2021 Proposed Fee
Technical Review Fee – Plan of Subdivision/Condominium/Site Plan Submissions		
Large Scale – Minimum Fee - \$0	\$16,395.00	
Mid-Scale – Minimum Fee - \$0	\$8,200.00	
Small Scale – Minimum Fee - \$0	\$3,825.00	
Individual Scale – Minimum Fee - \$0	\$2,185.00	

Planning and Development Services

Engineering Fees	Current Fee	2021 Proposed Fee
Additional Submission (4 th Submission or more)		Please refer to note 3 & 4
Works Fees for Subdivision/Condominium/Site Plan		
Large Scale – Minimum Fee - \$5,630.00	5.64%	0.00%
Mid-Scale – Minimum Fee - \$3,900.00	5.64%	0.00%
Small Scale – Minimum Fee - \$2,785.00	5.64%	0.00%
Individual Scale – Minimum Fee - \$1,115.00	5.67%	0.00%
Pre-Servicing – Minimum Fee - \$2,225.00	0.70%	0.00%
Re-Inspection		
Large Scale – Minimum Fee - \$0	\$3,380.00	
Mid-Scale – Minimum Fee - \$0	\$1,685.00	
Small Scale – Minimum Fee \$0	\$1,015.00	

Notes to Schedule "C":

Where an Official Plan Amendment and/or Zoning By-law Amendment and/or Draft Plan are processed concurrently, the greatest single fee shall apply.

Interest is not paid on fees and/or prepayment deposits.

1. The Technical Review Fee is a one-time non-refundable payment and is not related to the Works Fee. This fee is required upon 1st submission of required Engineering & Technical information and prior to provision of comments by the Town.
2. The Technical Review Fee is a portion of the Works Fees that are paid at Agreement execution and is intended as partial payment of the technical review, Agreement administration and/or other similar expenses incurred by the Town. If the proponent elects to not proceed with the project and the Town has NOT commenced a review, the Fee may be returned upon request and at the

Planning and Development Services

discretion of the Director of Planning and Development Services. If the proponent elects not to proceed with the project and the Town has commenced a review, but no comments have been provided in writing, 50% of the Fee may be returned upon request. If the proponent elects not to proceed with the project and the Town has both reviewed the submission and provided comments no Fee will be returned.

3. In the instance of a fourth or subsequent engineering/technical submission, an additional fee of \$50 per lot and/or block for within the Plan of Subdivision or Condominium will apply as determined by the Director of Planning and Development Services and is not refundable.
4. In the instance of a fourth or subsequent engineering/technical submission, an additional fee of \$50 per equivalent unit within a Site Plan will apply as determined by the Director of Planning and Development Services and is not refundable. The Works Fee is due at the time of execution of the applicable Agreement. Should the Works Fee Prepayment Fee exceeds the required Works Fee, the Prepayment Fee will be refunded to the greater of the required Works Fee or the minimum fee amount. In the event that the project does not proceed by cancellation of the Agreement, the Works Fee may be refunded to an amount determined by the Director of Planning and Development Services.
5. The Works Fee is due at the time of execution of the applicable Agreement. Should the Works Fee Prepayment Fee exceeds the required Works Fee, the Prepayment Fee will be refunded to the greater of the required Works Fee or the minimum fee amount. In the event that the project does not proceed by cancellation of the Agreement, the Works Fee may be refunded to an amount determined by the Director of Planning and Development Services.
6. The Pre-Servicing Fee is a 0.7% premium in addition to the Works Fee for the additional costs associated with the technical review of a Pre-Servicing proposal and Agreement administration. In the event that the project does not proceed by cancellation of the Agreement, the Pre-Servicing Fee may be refunded to an amount determined by the Director of Planning and Development Services.
7. In the event that a second or subsequent site inspection is required by the Town in response to a request for a Certificate of Preliminary Acceptance of Basic Services, Completion, or Final Acceptance, an additional site re-inspection fee will be required prior to the re-inspection taking place.

Planning Services

Mission

To provide professional land use planning services to the community while having regard to the Town's vision as expressed by the Official Plan.

Services Provided

- Assist in building a community built to last, by providing professional land use planning services.
- Provide advice to stakeholders on the Town's Official Plan, Zoning By-law and development approval process.
- Process, evaluate, provide direction on, and manage all aspects of development applications (OPA, ZBA, Subdivision/Condo, Site Plan, Consent, Minor Variance, etc.).
- Provide advice to Council on land use planning matters with respect to "good planning", Official Plan conformity and consistency with the Provincial Policy Statement.

Level of Service

Service Provided	Level of Service (2019)
Provide advice to stakeholders on the Town's Official Plan, Zoning By-law and development approval process.	Staff respond to over 1,000 counter inquiries on an annual basis.
Process, evaluate, provide direction on and manage all aspects of development applications (OPA, ZBA, Sub/Condo, Site Plan, Consent, Minor Variance etc.)	Process/Review over 130 planning applications as well as finalized and implemented the new Comprehensive Zoning By-law.
Provide advice to Council on land use planning matters with respect to "good planning", Official Plan conformity and consistency with the Provincial Policy Statement.	Staff wrote over 174 reports to the Committee of the Whole, Council, and the Committee of Adjustment.

2021 Work Plan

- Begin the five (5) year Town Official Plan update. This would also include general policy corrections and updates such as a scan of the 2020 Provincial Policy Statement, review of stormwater policies, a housing land-needs assessment, review of commercial/industrial policies and formulation of Community Planning Permit System policies.
- Undertake a review and update of the Town's Community Design Guidelines.
- Undertake a review and correction of the Town's Zoning By-law.
- Complete the steps necessary for the transition of delegated authority from the County of Grey to the Town for Subdivision Approval (draft approvals, deeming by-laws and part lot control by-laws).

The Official Plan and Community Design Guidelines Budgets are included under the Corporate Administration Budget with all other Studies and Plans.

Planning Services

Non-Financial Statistics

Description	2019 Actual	2020	2021
Site Plan Applications	20	10	15
Zoning By-law Amendment Applications	24	11	18
Official Plan Amendment Applications	0	0	1
Consent Applications	20	5	13
Minor Variance Applications	27	13	20
Niagara Escarpment Commission Applications	22	9	16
Plans of Subdivision and Condominium	3	2	1

2021 Budget Commentary

In terms of revenue it is projected that 2021 will be a "recovery" year compared with 2020.

The onset of the COVID-19 Pandemic had the effect of significantly dropping the number of 2020 development applications that were expected to have been submitted to the Town. As a result, the 2020 Planning Services revenue stream was sharply curtailed.

Also, the Town's revised Planning Matters and Engineering Services Fees By-law (By-law 2020-16) did not come into full force until May 1st, 2020 (during the height of the COVID-19 Pandemic). As such, it remains unclear what (if any) impact the Town's increased planning application fees might have on the overall number of applications submitted.

The anticipated numbers of new applications received in 2020 dropped with the onset of the COVID-19 Pandemic beginning mid-March 2020. It is forecasted that heading into 2021 (assuming a diminishing pandemic threat) that the intake of new development related applications should trend upwards.

Included in the Planning budget is \$100,000 for legal fees and \$25,000 in Consulting for any Local Planning Appeal Tribunals (LPAT).

\$20,000 is included annually in Transfers to Reserves to be put aside for The Blue Mountains Attainable Housing Corporation to be used at a future time. An additional \$40,000 is transferred to the Planning Studies' each year to fund various Planning Studies not covered by Development Charges, such as the Official Plan. This is an increase of \$20,000 over 2020.

Planning Services

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	730,556	787,465	761,611	772,497	783,696
Administrative Expenses	9,146	9,290	12,050	12,545	12,980
Operating Expenses	0	45	0	0	0
Communications	6,639	9,030	6,900	7,080	7,260
Personnel and Training	20,444	5,895	21,325	25,935	27,545
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	203,641	89,150	115,000	115,000	115,000
Consulting	48,460	4,210	30,000	30,000	30,000
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	20,845	22,020	2,125	2,230	2,340
Premise and Site	0	0	0	0	0
Total Expenses	1,039,731	927,105	949,011	965,287	978,821
Transfers					
Transfers to Capital	1,500	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	40,000	20,000	60,000	60,000	60,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-7,765	505	341,820	349,804	352,220
Total Transfers	33,735	20,505	401,820	409,804	412,220
Total Transfers and Expenses	1,073,466	947,610	1,350,831	1,375,090	1,391,041
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	350,760	278,680	520,490	530,799	541,326
Subsidies	0	0	0	0	0
Total Revenue	350,760	278,680	520,490	530,799	541,326
Net Cost of Service (Taxation)	722,706	668,930	830,341	844,292	849,715

Development Engineering

Mission

To provide professional development engineering services to the Town and the development community.

Services Provided

- Conduct professional technical review of engineering matters related to planning and development applications.
- Monitor and inspect the construction and implementation of approved development projects to ensure infrastructure meets appropriate standards, guidelines, and regulations.
- Act as a liaison with the Operations Department and other departments where required to facilitate a comprehensive review of engineering matters related to development.
- Implement infrastructure works to enhance climate change resilience, reduce operational costs, and maximize sustainability, including Low Impact Development techniques where appropriate.
- Work towards enhanced stakeholder and public communication to related to development.

Level of Service

Service Provided	Historic Level of Service
Process Improvement: Working with Internal & External Stakeholders to enhance the clarity & efficiency of the Development approval process.	Meeting quarterly with Developer's Consultants to discuss general development issues and keep lines of communication open. Working with Town and Conservation staff to develop Site Plan Guidelines. Enhancing communications with residents through Notice boards and ad-hoc meetings.
Resolution of Legacy Development Issues:	Hired Consultant & Contractor to move default subdivision Infrastructure towards assumption. Working with Developer & Consultant to move stalled subdivision towards assumption / avoiding default. Working with Developer and/or Condo Board(s) to resolve issues & release securities, (as appropriate).
Infrastructure Master Planning: <ul style="list-style-type: none">• Drainage• Water Supply• Sewage, and• Transportation	Departmental liaison providing input to Town-wide Water System and Sanitary System Environmental Assessments (EA). Departmental liaison providing input to Town Transportation EAs at CR40 & MTO Hwy 26, and CR21 and MTO Hwy 26. Providing Inhouse expertise to Operations on Westside Water EA.

Development Engineering

Service Provided	Historic Level of Service
Updating Town Drainage Standards and Capacities & Compliance within Town	<p>Member of Provincial Committee(s) re-writing Drainage CofA Regulations, incorporating Provincial LID Manual</p> <p>Chair of CSA Technical sub-committee writing National Management Standard for Stormwater Systems</p> <p>Providing input to Town Engineering Standards and moving LID implementation forward</p> <p>Working with Developer's Consultant(s) towards implementation of Flood works on Watercourses 7, 8 & 9</p> <p>Working with Town retained Consultant, Developer and MECP to implement Flood mitigation works in Lora Bay.</p>

2021 Work Plan

Development Engineering will continue to advance process improvements with the Industry, and communications enhancements with Development stakeholders. Work on the completion of Legacy Subdivisions (Peaks Meadows and Ridge Estates) will continue through 2021 into 2023. Resolution of legacy drainage issues in Lora Bay through working with the Developer and MECP is anticipated.

Drainage issues on Watercourses 7, 8, and 9 are expected to be resolved through working with Developers under terms negotiated into a Board order. Through working strategically with the Industry, legacy drainage issues on Watercourses 7, 8, and 9 (Craigleith area) should be resolved. Similarly, through working with the Industry and MECP, historical drainage issues in Lora Bay should be resolved during 2021/2022.

Drainage problems downstream of the Village, and Road improvements on Jozo Weider Boulevard will also be investigated through working with Developers and Blue Mountain Resorts. Development Engineering will also be working with the Industry on roll out of the new Engineering Standards to be released by the Town's Operations Department.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Forecast
Subdivisions Assumed (lane-km of roadway)	6.2	5.8	4.1
Condominiums completed (lane-km) Developments	7.8	2.3	2
Securities Released	\$4,157,123	\$5,612,141	\$5,000,000

Development Engineering

2021 Budget Commentary

The level of development activity in the Town has not decreased as a result of COVID-19. Workload projections indicate that staff will be at 100% utilization through 2022, with revenues from development review comprehensively covering staffing costs. Long range forecasts indicate that additional staffing may be required beyond 2022, if current trends continue. With two contract staff ending in 2021, there is a decrease to Salaries and Benefits.

Interfunctional Transfers are being introduced in 2021 to Development Engineering, as per the new Interfunctional Transfer Policy POL.COR.20.04 that was approved by Council through Staff Report FAF.20.099 in June 2020. Although this is an increase to expense for this division, staff do not believe that there is a need to phase in this increase.

With the exception of Salaries and Benefits as well as Interfunctional Transfers, the 2021 Development Engineering Budget has no significant changes over 2020.

This division is funded through development fees and has no impact on taxation.

Development Engineering

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	448,278	552,505	501,723	365,117	369,206
Administrative Expenses	1,990	535	1,420	1,420	1,420
Operating Expenses	0	0	0	0	0
Communications	1,709	1,515	1,000	1,000	1,000
Personnel and Training	5,922	3,715	8,200	8,200	8,200
Utilities	0	0	0	0	0
Equipment Related	169	805	660	660	660
Vehicle and Fleet Related	799	675	1,395	1,395	1,395
Legal Expenses	885	13,540	1,500	1,500	1,500
Consulting	19,131	5,235	10,000	10,000	10,000
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	1,513	3,900	3,965	4,110	4,260
Premise and Site	0	0	0	0	0
Total Expenses	480,396	582,425	529,863	393,402	397,641
Transfers					
Transfers to Capital	0	6,650	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-150,210	-8,989	-2,724
Interfunctional Transfers	0	0	145,347	151,837	152,868
Total Transfers	0	6,650	-4,863	142,848	150,144
Total Transfers and Expenses	480,396	589,075	525,000	536,250	547,785
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	480,396	589,075	525,000	536,250	547,785
Subsidies	0	0	0	0	0
Total Revenue	480,396	589,075	525,000	536,250	547,785
Net Cost of Service (Taxation)	0	0	0	0	0

Proposed Addition - Planning & Development Services

Development Engineering Reviewers

(Contract to Permanent Full-Time)

Business Need

Currently the Development Engineering Department is staffed with an administrative staff consisting of an Administrative Assistant for Development Engineering shared with Building Services, a Manager, one permanent Development Engineering Reviewer and two contract Development Engineering Reviewers. The two Development Engineering Reviewer contracts expire in Summer 2021.

The Development Engineering Division would like to create two new permanent full-time positions for Development Engineering Reviewers effective upon the expiry of the existing contract positions. This increase in staff complement was forecasted in CN Watson's fees review report (22 April 2020), where in Section 2-3 it is noted that, "*the Town has been experiencing an increased volume of development engineering applications, which would indicate that additional staff resources will be needed to accommodate the increased workload over the coming year*". The increase in workload referenced above is supported by the increase in building permits issued, (105 in 2015, 196 in 2016, 259 in 2017, 201 in 2018, 320 in 2019), the percentage utilization of Development Review Staff generated by detailed timesheets and Watson's activity estimates, and the revenue versus operating cost (including the two new positions).

As is noted in other reports, the Town of The Blue Mountains is experiencing significant growth of residential subdivisions. The added growth is projected to continue beyond 2025, based on the number of developments that are in process or being proposed. As a direct result of the added developments, the Development Engineering Division is already operating with Staff utilization over 100%, such that the current level of service will not be maintained without maintaining the current staffing complement. Additionally, if/when the activity level forecast for 2023 to 2025 occurs, additional staffing resources will be required.

Development Review fees cover the cost of the service provided by Town staff. The increased workload generated by the high level of activity has placed a strain on the staff in terms of meeting both Industry and public expectations. Converting the existing two positions into permanent roles will provide stability within the Development Engineering Division to meet the future demands being placed on the Division.

Strategic Priorities

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town staff and the management of Town assets.

Options or Solutions Analysis

1. Status Quo. The Town would continue operating with the existing contract positions until the contracts expire in Summer 2021, after which time, if the contracts were not renewed the level of service provided would deteriorate.
2. Extend the current contract positions for another 24-months.
3. Create two new permanent full-time Development Engineering Reviewer positions upon the expiry of the 12-month contract position. Creating new permanent full-time positions will enable the Development Engineering Division to maintain our current level of service and potentially help retain qualified and experienced staff. The current demand for service placed on the new positions is expected to continue well into the future.

Financial and/or Non-Financial Benefits

Option 1 has no additional direct costs to the Town. Department operating expenses would decrease at the end of the contract in Summer 2021, however there would be a deterioration in the level of service provided.

Option 2 would maintain similar expenses occurred as in 2020.

Option 3 would involve some increases to benefits and vacations which would be an ongoing annual financial cost. The annual costs will be added to the base budget and funded through Development Review fees.

Risk Analysis

The creation of permanent full-time positions should assist the Development Engineering Division to retain the experienced and qualified staff it currently has for an extended length of time. The current job market makes it very difficult to find qualified and experienced candidates with Municipal Engineering knowledge to fill a contract only position. Contract employment allows an employee the opportunity to search elsewhere for permanent employment which often leads to frequent job vacancies.

Return on Investment

- Ability to meet Industry and resident (reasonable) expectations
- Converting a contract to full-time can attract more qualified applicants
- Full-time employees can lead to a better corporate culture
- Investments in training stay with the corporation

Recommendation

Currently staff are recommending Option #3– Create a two new permanent full-time Development Engineering Reviewer positions.

Implementation Plan

Upon passing of the Town's Budget, Human Resources will provide permanent employment offers to the staff members already in these positions.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Full Time Salaries	682,650	39,000	157,300	158,900	162,100	165,350
Full Time Benefits	209,250	4,800	49,800	50,500	51,550	52,600
Expenditures Total	891,900	43,800	207,100	209,400	213,650	217,950
Funding						
User Fees – Dev Eng	891,900	43,800	207,100	209,400	213,650	217,950
Funding Total	891,900	43,800	207,100	209,400	213,650	217,950

Because the two positions being proposed in this Addition are already contract positions, there is no need for any additional IT Hardware/Software or Operating costs (training for example) as these costs have already been built into the base budget for the length of the contract. These costs will simply continue if this addition is approved and will not result in any additional increases in operating or IT expenses.

Building Services

Mission

To safeguard the public's safety, health, and general welfare in the lawful use of new and existing buildings and to assist all members of the public to contribute to the well-being of our community in an effort to achieve sustainable, healthy, and safe living environments by promoting excellence in design and construction to minimum building standards.

Services Provided

- Assist customers with specialized technical knowledge to understand the intent and purpose of the prescriptive standards of the Ontario Building Code, to understand the legal obligations for compliance and to encourage voluntary compliance.
- Review/process permit applications for compliance with applicable law, minimum standards of the Ontario Building Code, Zoning By-laws, and other standards.
- To inspect buildings through routine building inspections during all phases of construction to ensure minimum requirements of the building code and the related standards are satisfied.
- Carry out legislated duties under the Building Code Act for illegal construction activities and unsafe buildings and to take emergency measures where necessary.
- Respond to inquiries/service requests for Zoning By-laws and other building/property related matters.
- To determine and collect Town and County Development Charges.
- Provide services for the intake of applications for entrance permits.

Level of Service

Service Provided	Level of Service
Effective and timely response by responding within 2 business days on the status of a building permit application whether complete or incomplete.	80% are responded to within 2 business days.
Effective and timely response by issuing building permits within 10 business days for a building permit application.	80% are issued within 10 business days.
Effective and timely inspection services by attending the site for the requested inspection within two business days.	100% are completed within 2 business days.

2021 Work Plan

The Ontario Building Code is expected to be consolidated with the National Building Code within the next two years which will provide harmony with building codes throughout the country. The new edition of the Code will focus on environmental protection and safety, fire safety, structural integrity, public health and safety, accessibility, as well as requirements to promote harmonization and consistency across the nation. Staff training and public awareness of the new consolidated code requirements, changes and transition policies will require a continuation and upgrading of staff qualifications.

Building Services

The Ministry of Municipal Affairs and Housing is proposing an administrative authority to transform the delivery of a suite of new and enhanced services to support the building sector. The transformation is expected to help streamline customer service and approval processes, promote a consistent approach to using the Building Code, and promote public safety for all people across Ontario. The Building Services Division will play an active role in providing comments toward the development of this new service proposal.

Building Services implemented electronic building permits in 2016 whereby all building permits are reviewed and issued electronically. Enhancing the electronic process will continue with the upgrading of staff office computers, updating of the Town's website and the introduction of explainer videos.

Building Services will continue to enhance the mobile inspection services in 2021. New tablets have been assigned to each Building Services vehicle to allow for prompt and accurate inspection reports. The use of the tablets should improve the efficiency of the inspections and reports and reduce inspection timelines.

Staff within the Building Services Division will continue to be Department leaders in the use of the CityView software program. The introduction of the new CityView-Workspace program will require a new level of knowledge for staff to accurately input and extract information. The new system should provide ease of access to information for all departments.

The Building Services Division has seen several staff changes due to retirements and new full-time and contract positions. The mentoring and training of staff in 2021 will be a key tool in the development of an exceptional team.

Non-Financial Statistics

Description	2019	2020	2021
Building Permit Applications Received	611	610	600
Building Permits Issued	584	580	580
Building Inspections Completed	3,917	3,700	3,900
Dwelling Units Issued	320	355	325
Dwelling Construction Starts	231	325	275
Letters Processed for Zoning Requests for Information	150	155	150
Building Code Act	27	18	15

2021 Budget Commentary

The 2021 budget is projecting revenue similar to 2020 based on the current pace of construction, contractors' projections and the availability of serviced lands. New developments that became available in 2020 include Lora Bay Phase 4, Windfall Phase 4, Bayside, Second Nature Phase 3 and several smaller blocks of land.

The number of dwelling units issued in 2020 were stronger than anticipated. One of the main contributing factors was the issuance of permits for the final phase of the Windfall Mountain

Building Services

House project. Several larger projects are expected to start in 2021 which should contribute to the continued strong growth in dwelling units.

Salaries and Benefits are expected to increase in 2021 due to the creation of a Building Inspector contract position. Additions have been included in the budget to address the current level of service due to the significant development that the Town is experiencing, which is expected to continue. Additions include the conversion of contract administrative position to full time and the creation of a contract Building Inspector position.

Training allowances for Inspectors and Plans Examiners are similar to previous years to allow for staff to continue to obtain additional categories of qualifications mandated by the Ministry of Municipal Affairs and Housing. Training seminars are expected to be presented mainly through online platforms.

The division is continuing to be a leader in eliminating the use and storage of paper construction plans and documents. To receive and review large digital copies of plans, existing office desktop computers are proposed to be replaced with new high-speed laptop computers with higher storage capabilities.

Interfunctional Transfers are increasing for the Building Division as per the new Interfunctional Transfer Policy POL.COR.20.04 that was approved by Council through Staff Report FAF.20.099 in June 2020. Although the Building Division is seeing an increase to Interfunctional Transfers, staff do not believe that there is a need to phase in this increase.

Building inspections completed are projected to increase due to the increased size of many projects and the possibility of having to attend the sites on several occasions. Any surplus revenue is put aside to pay for expenses in future years when revenue does not cover expenses. The Division currently has a healthy reserve fund should the need arise for additional funding. The Building Services Division has no impact on taxation.

COVID-19 had a slight impact on the Building Services Division with regards to revenue, number of permits issued and number of inspections for 2020. Building construction was permitted to continue during the Provincial Government Orders that were in place throughout the past year, except for a short period of time where construction starts were suspended for new dwellings and renovations and the complete suspension of commercial and industrial projects. Upon lifting of the government orders, construction continued to gain strength and continues to show signs of continuing. COVID-19 has created a work environment where people are working remotely and are now considering relocating to The Blue Mountains area. Local builders have indicated that their building project schedules for 2021 are complete and they are booking into 2022.

Building staff were able to work very efficiently while the Town Hall was closed to the public. The Building Services Division operated with a small number of staff attending the office daily while the remaining staff members worked remotely. Building Inspectors were able to continue inspecting construction projects with the introduction of new safety guidelines. Buildings under construction were required to be vacated while inspections were in progress. Inspections of occupied dwellings were suspended for awhile but were resumed once social distancing measures were in place.

Building Services

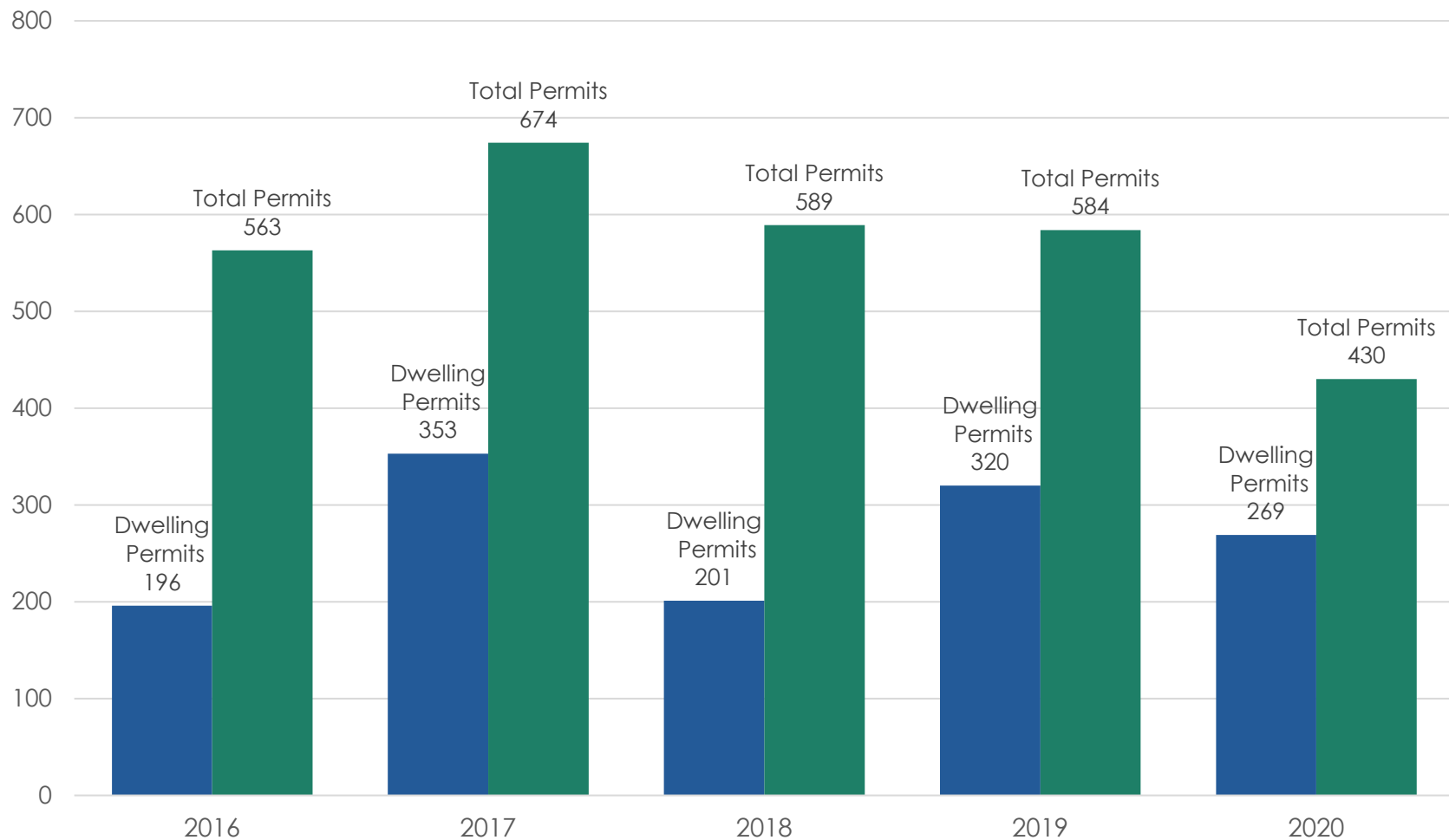
The potential for COVID-19 to interrupt daily activities is expected to be with us for some time and the Building Services Division is prepared to continue to function on a professional level expected by the Town residents and the members of the building community, throughout the pandemic.

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	882,116	841,025	897,733	908,295	920,819
Administrative Expenses	6,339	2,015	7,800	4,150	4,150
Operating Expenses	150	0	0	0	0
Communications	2,518	2,645	3,300	3,350	3,450
Personnel and Training	21,974	10,680	36,115	35,165	35,815
Utilities	0	0	0	0	0
Equipment Related	0	675	200	200	200
Vehicle and Fleet Related	5,560	6,070	7,980	8,430	8,880
Legal Expenses	24,880	46,225	20,000	18,000	18,000
Consulting	30	385	0	0	0
Purchased Services	0	25,165	15,000	15,000	15,000
Debt Payments	0	0	0	0	0
Financial Expenses	10,831	29,950	8,970	9,245	9,530
Premise and Site	0	0	5,000	1,000	1,000
Total Expenses	954,398	964,835	1,002,098	1,002,835	1,016,844
Transfers					
Transfers to Capital	0	6,000	0	0	0
Transfers to Capital Levy		0	0	0	0
Transfers to Reserves	100,722		0	0	0
Transfers from Obligatory Reserves	0		0	0	0
Transfers from Other Reserves	0	-17,795	-194,179	-287,144	-379,198
Interfunctional Transfers	167,172	254,200	295,501	311,769	313,854
Total Transfers	267,894	242,405	101,322	24,625	-65,344
Total Transfers and Expenses	1,222,292	1,207,240	1,103,420	1,027,460	951,500
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	1,221,292	1,207,240	1,103,420	1,027,460	951,500
Subsidies	0	0	0	0	0
Total Revenue	1,221,292	1,207,240	1,103,420	1,027,460	951,500
Net Cost of Service (Taxation)	0	0	0	0	0

Building Services

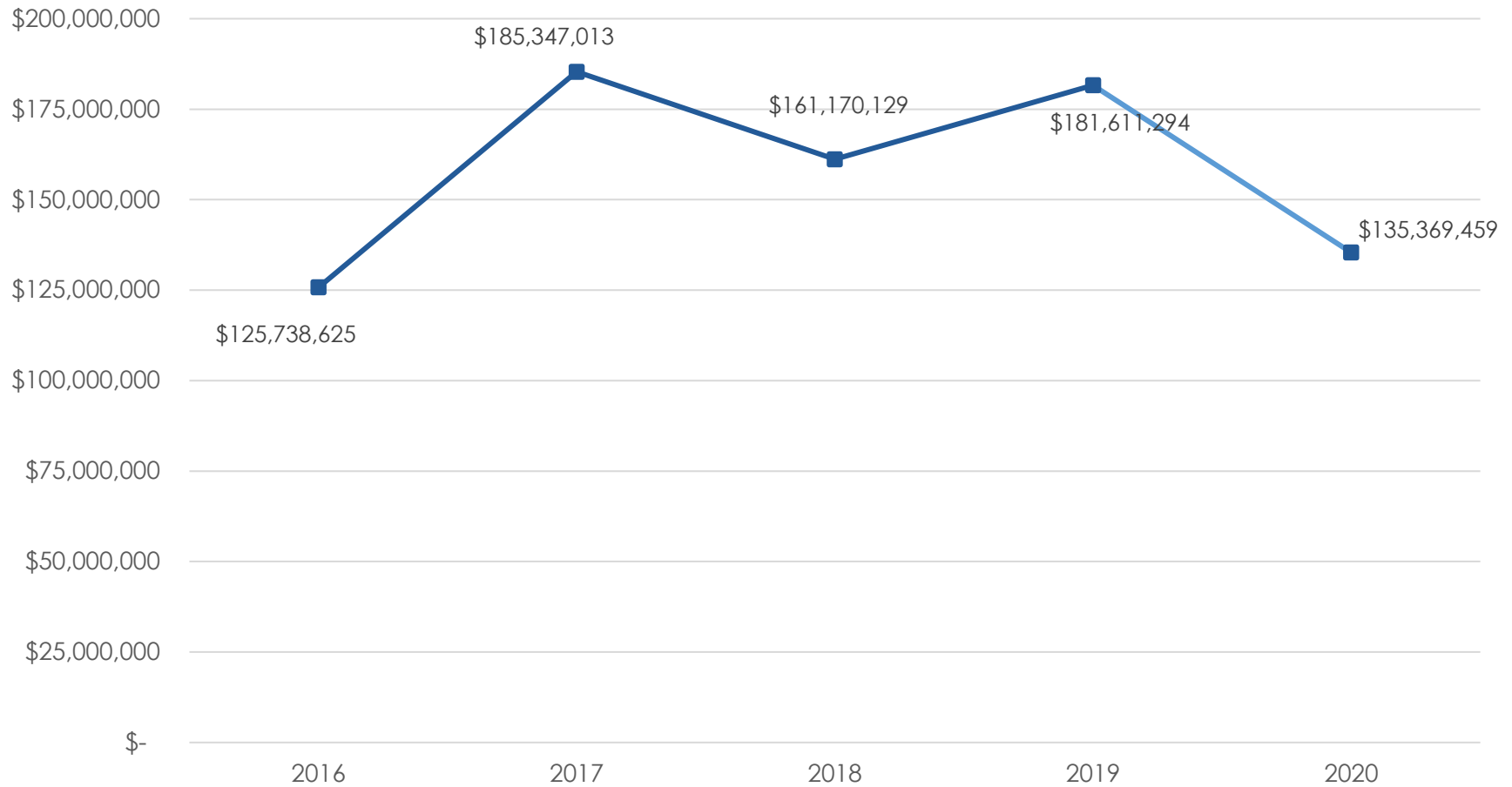
Permits



2020 Actuals are as of September 30, 2020

Building Services

Construction Value



2020 Construction Values are as of September 30, 2020

Proposed Addition - Building Services Division

Building Inspector/Plans Examiner (24-Month Contract)

Business Need

Currently the Building Services Division is staffed with a permanent Plans Examiner, three permanent Building Inspectors/Plans Examiner and a Building Inspector/Plans Examiner under a 12-month contract.

The Building Services Division would like to extend the 12-month contract position for the Building Inspector/Plans Examiner another 24-months. A 24-month contract position was originally approved in the 2020 budget but was removed due to COVID-19 uncertainties. While there was a small pause in construction activity during the pandemic lockdown, building activity returned to pre- pandemic levels and the pace of construction continued. Due to the level of construction activity and staff vacancies, a 12-month contract for an Inspector/Plans Examiner was approved by the CAO with an expiration date of September 1st, 2021.

The Town of The Blue Mountains continues to experience significant growth of residential subdivisions, redevelopment of existing buildings and an increase in commercial activity. The added growth is projected to continue beyond 2023, based on the number of developments that are existing, under construction or being proposed. The Building Services Division expects to experience significant increases in the number of building permit applications for the construction of residential dwelling units as a direct result of the added developments. The character of dwellings being constructed within The Blue Mountains can be considered unique and expansive with complex designs which take a considerable amount of time for staff to review permit drawings and perform inspections.

The Ontario Building Code requires municipal building departments to issue a building permit for houses within 10 days of a complete application. Large complex reviews can make these timelines very tight. Building inspections on large and complex buildings can also increase the amount of time spent on site carrying out inspections and preparing inspection reports. Creating a new contract position will provide stability within the Building Services Division to meet the future demands being placed on the department and provide a level of service expected by the Town's residents and the members within the building community.

Strategic Priorities

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town staff and the management of Town assets.

Options or Solutions Analysis

1. Status Quo. The Town would continue to operate at current staffing levels.
2. Create a new 24-month contract position for a full-time Building Inspector/Plans Examiner Position.

Financial and/or Non-Financial Benefits

Option 1 has no additional costs to the Town.

Option 2 would involve increased expenses for wages, benefits and training for a 24-month period. The annual costs will be added to the base budget and funded through building permit fees.

Risk Analysis

The creation of a new 24-month contract would greatly assist the Building Services Division by providing an expected level of service to its customers, ensuring an in-depth code review of building permit plans and provide thorough building inspections. The 24-month contract would allow the Division to work efficiently until early 2023, at which time the position could be reassessed.

Return on Investment

- Ability to meet or exceed Building Code mandated timelines
- Ability to keep pace with construction demands within the Town
- Contract gives flexibility if demand decreases
- Longer contract position provides good investment in training
- Ability to complete roughly 650 additional inspections per year
- Increases the quality of inspections as the inspectors have more available time

Recommendation

Currently staff are recommending Option #2 – Create a new 24-month contract position.

Implementation Plan

A contract extension documents will be provided to the appropriate staff member upon approval of the Town's 2021 Budget.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Full Time Salaries	147,100	54,750	73,700	18,650	0	0
Full Time Benefits	30,900	11,450	15,500	3,950	0	0
IT Software/Hardware	15,000	5,000	5,000	5,000	0	0
Operating Costs	9,000	3,000	3,000	3,000	0	0
Expenditures Total	202,000	74,200	97,200	30,600	0	0
Funding						
User Fees - Building	202,000	74,200	97,200	30,600	0	0
Funding Total	202,000	74,200	97,200	30,600	0	0

Proposed Addition - Building Services Division

Permit & Inspections Assistant

Business Need

Currently the Building Services Division is staffed with an administrative staff consisting of an Administrative Assistant for Building Services and Development Engineering with shared services between the Building Services Division and Development Engineering Division, a Building and Zoning Co-ordinator, and a 12-month contract position for Permit and Inspections Assistant. The current 12-month contract for the Permit and Inspections Assistant expires in Spring 2021.

The Building Services Division would like to create a new permanent full-time position for a Permit and Inspection Assistant effective upon the expiry of the existing 12-month contract position. This full-time position was approved in the 2020 budget but was amended to a 12-month contract due to COVID-19 uncertainties. While there was a small pause in construction activity during the pandemic lockdown, building activity has returned to pre-pandemic levels and the pace of construction is expected to continue.

The Town of The Blue Mountains is experiencing significant growth of residential subdivisions, the redevelopment of existing buildings and the increase in commercial activity. The added growth is projected to continue well beyond 2023, based on the number of developments that are existing, under construction or being proposed. As a direct result of the added developments, the Building Services Division is experiencing significant increases in the number of building permit applications for the construction of new buildings, renovations, decks, accessory buildings and sewage systems.

The building activity has greatly increased the demand on staff time for the intake of permit applications, permit issuance and scheduling inspections. The present contract position will be completing three years of service and during this time the position has greatly improved the Building Services Division's ability to function effectively. The Ontario Building Code requires municipal building department administrative staff to issue a formal response to applicants within 2 days of receipt of a permit application, to confirm whether the application is complete or if more information is required. The increased permit applications have placed a strain on meeting this timeline. Converting the existing position into a permanent role will provide stability within the Building Services Division to meet the future demands being placed on the Division.

Strategic Priorities

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town staff and the management of Town assets.

Options or Solutions Analysis

1. Status Quo. The Town would continue operating with the existing 12-month contract position until the contract expires in Spring 2021.

2. Extend the current contract position for another 24-months.
3. Create a new permanent full-time Permit and Inspection Assistant position upon the expiry of the 12-month contract position. Creating a new permanent full-time position will enable the Building Services Division to maintain its current level of service and potentially help retain qualified and experienced staff. The current demand for service placed on the new position is expected to continue well into the future.

Financial and/or Non-Financial Benefits

Option 1 has no additional costs to the Town. Division operating expenses would decrease at the end of the contract in May 2021.

Option 2 would maintain similar expenses occurred as in 2020.

Option 3 would involve some increases to benefits and vacations which would be an ongoing annual financial cost. The annual costs will be added to the base budget and funded through building permit fees.

Risk Analysis

The creation of a permanent full-time position may assist the Building Services Division in retaining experienced and qualified staff for an extended length of time. The current job market makes it very difficult to find qualified and experienced candidates with building knowledge to fill a contract only position. Contract employment allows an employee the opportunity to search elsewhere for permanent employment which often leads to frequent job vacancies.

Return on Investment

- Ability to meet or exceed Building Code mandated timelines
- Converting a contract to full-time can attract more qualified applicants
- Full-time employees can lead to a better corporate culture
- Investments in training stay with the corporation

Recommendation

Currently staff are recommending Option #3– Create a new permanent full-time Permit and Inspection Assistant position.

Implementation Plan

Upon passing of the Town's Budget, Human Resources will provide a permanent employment offer to the staff member already in this position.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Full Time Salaries	270,650	39,200	54,900	57,650	58,850	60,050
Full Time Benefits	82,600	3,700	18,900	19,600	20,000	20,400
Expenditures Total	353,250	42,900	73,800	77,250	78,850	80,450
Funding						
User Fees - Building	353,250	42,900	73,800	77,250	78,850	80,450
Funding Total	353,250	42,900	73,800	77,250	78,850	80,450

Because the position being proposed in this Addition is already a contract position, there is no need for any additional IT Hardware/Software or Operating costs (training for example) as these costs have already been built into the base budget for the length of the contract. These costs will simply continue if this addition is approved and will not result in any additional increases in operating or IT expenses.

Proposed Addition - Building Services Department

Lot Development Technologist

Business Need

During the building permit approval process and following through the progress of individual homes undergoing construction, various lot level issues arise outside of the Ontario Building Code (OBC). These issues include review of lot grading plans, review of entrances to municipal roads, review of servicing/infrastructure needs for construction to occur, review of pool permits to ensure no impact on grading plans, etc. and to follow-up on other technical matters. Additionally, where the subdivision grading plan did not require all lots to be pre-graded, a wider grading review is required to ensure drainage plans are amended to ensure drainage is integrated after build-out. Current processes have the tasks associated with these issues dealt with by a variety of staff members in several departments and/or divisions. This sometimes requires additional permits, fees, analysis, and review. The current structure can result in a need for a high level of inter-departmental staff coordination and can be frustrating for applicants to navigate. It is proposed that several functions currently completed by a variety of staff be consolidated into one role. The functions and associated historical volumes are outlined as follows:

- Review of lot grading plans submitted with Building Permit Applications
 - 307 Permits in 2019 -- 238 dwellings + 69 Others (detached garages, sheds or structures over 60m²)
- Review/approval of new entrance permits (Municipal Land Use Permits)
 - 89 Permits in 2019
- Review/approval of Pool Permits
 - 23 Permits in 2019
- Address issues associated with incomplete entrance permit files
- Act as liaison with homeowners and contractors regarding issues and plans not associated with the Ontario Building Code

However, it should be noted that this position is not intended to be the primary contact for general drainage matters or those issues that require enforcement. Rather, this position acts as a liaison with residents and property owners for development on lots and will streamline the review and approvals process.

Strategic Priorities

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town staff and the management of Town assets.

Creation of this position supports the following element(s) of the Town's Corporate Strategic Plan:

2.5 – Improve Coordination of Projects, Tasks, and Initiatives between Staff Divisions.

Options or Solutions Analysis

1. Creation of a position to deal with non-OBC technical review associated with development on private properties will assist in streamlining review, issue coordination, and improved customer service.
2. Status quo. Inter-departmental involvement on building permit applications and lot-level development will be required. Process enhancement will continue to be achieved, however customer service benefits will be less than Option 1.

Financial and/or Non-Financial Benefits

Costs related to building permit applications (i.e. review of grading plans, etc.) would be borne by Building Permit fees. Additional revenue is expected from other process and permit application fees. Enhanced levels of customer service are expected. It is also anticipated that there will be lower levels of customer frustration and confusion with processes/permitting, along with a decrease in the time spent on inter-departmental coordination and issue alignment/resolution.

Risk Analysis

Not pursuing the recommended solution will result in a need for higher levels of inter-departmental coordination. The potential for continued frustration and confusion amongst applicants risks damaging the Town's reputation as providing good service to the public.

Return on Investment

An identified staff member accountable for the review of technical matters commonly related to building permits, but outside of the Ontario Building Code, will enhance the customer experience and decrease the time other staff spend on coordinating related matters.

Recommendation

Create a Lot Development Technologist position to consolidate the technical review of non-Ontario Building Code issues when dealing with building permit applications and other permissions required by the Town (entrance permits, pool permits, etc.). This position could also assist in the review of pool applications as impacts on grading and drainage could occur.

Implementation Plan

Upon approval of the 2021 Budget, staff will commence streamlining processes to improve customer service and streamline the review process.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Full Time Salaries	380,250	58,400	78,650	79,450	81,050	82,700
Full Time Benefits	120,700	18,400	24,900	25,250	25,800	26,350
IT Software/Hardware	25,000	5,000	5,000	5,000	5,000	5,000
Operating Costs	15,000	3,000	3,000	3,000	3,000	3,000
Expenditures Total	540,950	84,800	111,550	112,700	114,850	117,050
Funding						
External Revenue	50,000	10,000	10,000	10,000	10,000	10,000
User Rates - Water	28,000	5,600	5,600	5,600	5,600	5,600
User Rates - Wastewater	28,000	5,600	5,600	5,600	5,600	5,600
User Fees - Building	434,950	63,600	90,350	91,500	93,650	95,850
Funding Total	540,950	84,800	111,550	112,700	114,850	117,050

Community Services

The Town's Community Services Department provides safe and healthy lifestyle opportunities for residents and visitors of the community. Community Services strives to meet and exceed the needs of the community through active engagement of individuals, partnerships, and community outreach, as directed by Council.

The Community Services Department provides management and operational functions for all Parks and Trails, facilities including small halls, Beaver Valley Community Centre, Tomahawk Golf Course, Thornbury Harbour, Cemeteries, and maintenance of other Town owned facilities such as Town Hall and the O.P.P. Detachment Facility. Community Services also provides significant review of proposed logistical procedures and approvals for special events that take place in the Town. Community Services oversees the Public Transit Service that is provided through partnership with the Town of Collingwood, Blue Mountain Resort Limited, and the Blue Mountain Village Association. Community Services provides key recommendations during the Development Review process that includes placement of trails and acceptance of parkland and open space for the future and growth of the community.

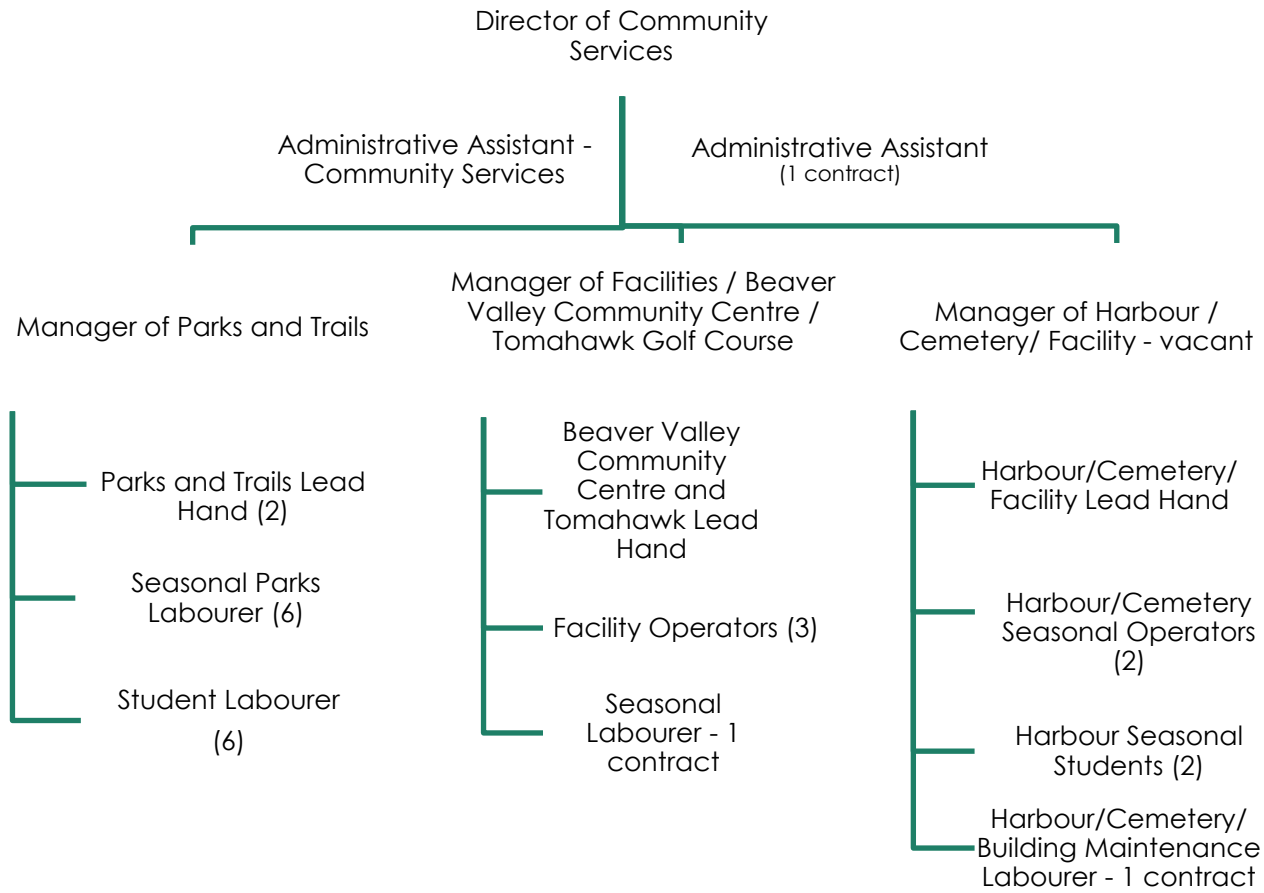
The Town's parks, trails, recreation spaces and services are essential to the quality of life in The Blue Mountains.

The Thornbury Harbour is located at the south end of Nottawasaga Bay between Collingwood and Meaford at the mouth of the Beaver River. The Harbour supplies seasonal and transient mooring along with various secondary services including fuel, pump outs, seasonal land storage, and launch facilities.

Staff are responsible for the delivery of services and maintenance of the harbour area including boat dockage, fish cleaning station, public park space, public washrooms, shower facilities, and the main Harbour Master office and meeting space. In addition to this, staff are also responsible for both preventative and unplanned maintenance of the aforementioned elements.

Community Services

Organizational Chart



Community Services

2021 Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2021 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2021 Fees and Charges By-law. If the 2021 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule D – Community Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
All fees are subject to the applicable HST		
Moreau Park		
Ball Field	\$10.00 per game/practice	
Ball Field Dragging and Lining	\$37.25 per line & drag	
Additional Washroom facility	\$200.00 each	
Additional Washroom facility Pump out	\$75.00 each	
Hydro	\$7.25 per outlet	
Advertising Sign	\$300.00 per season	
Tomahawk		
Soccer Pitch - Regulation Size "Lining"	\$50.00 per lining	
Soccer Pitch - Regulation Size	\$13.00 per game/practice	
Soccer Pitch – Regulation Size "Lining Off Season"	\$150.00 per lining per field	

Community Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Soccer Pitch - Mini "Lining"	\$23.00 per lining	
Soccer Pitch – Mini	\$8.50 per game	
Tee Deck Sponsor Sign	\$300.00 per season	
Golf Course Bench Sponsorship	\$300.00 per season	
Additional Washroom facility	\$200.00 each	
Additional Washroom facility Pump out	\$75.00 each	
Golf Course Green Fee	\$17.50 per round	\$18.00 per round
Resident Golf Course Seasons Pass – over 60	New	\$275.00 per year
Resident Golf Course Seasons Pass – 16-60	New	\$325 per year
Resident Junior Membership – 12-16	New	\$150 per year
Arena		
Lobby Rental (Non Ice Season) daytime only	\$60.00 per day	
Arena (Non Ice Season)	\$500.00 per day	
Arena Floor (Non Ice Season – 3 Hour Maximum)	\$38.50 per hour	
Arena Floor – Pickleball Court (per court)	\$10.00 per hour	
Arena Advertise Signs Wall	\$250.00 per season	
Arena Advertise Signs Boards	\$300.00 per season	
Adult Skating	\$3.00 each time	

Community Services

Community Centre

Large Hall Hourly Rate	\$16.00 per hour	\$17.00 per hour
Hall #1 - Large Hall (2 hours max and no furniture)	\$32.00 per hour	\$34.00 per hour
Hall #1 - Large Hall (4 hours max and no furniture)	\$65.00 per use	\$67.00 per use
Hall #1 - Large Hall (4 hours max with furniture)	\$140.00 per use	\$143.00 per use
Hall #1 - Large Hall Full Day (over 4 hours)	\$220.00 per day	\$225.00 per day
Hall #2 - Small Hall (4 hours max and no furniture)	\$40.00 per use	\$41.00 per use
Hall #2 - Small Hall (4 hours max with furniture)	\$55.00 per use	\$56.00 per use
Hall #2 - Small Hall Full Day (over 4 hours)	\$115.00 per day	\$117.00 per day
Hall #2 – Small Hall (2 hours max and no furniture)	\$25.00 per use	\$26.00 per use
Kitchen – with Hall #1 or #2 rental	\$55.00 per day	\$56.00 per day
Kitchen Only – during hours of 8 a.m. to 4 p.m.	\$140.00 per day	\$143.00 per day
Kitchen Only – (over 8 hours)	\$40.00 per hour in addition to above	\$41.00 per hour in addition to above
Kitchen Only – half day	\$55.00	\$56.00
Set-up / Take Down Fee	\$125.00 per event	\$128.00 per event
Grounds Rental plus facility rental	\$135.00 per event	\$138.00 per event
“Party Package A” 1 hour ice time & 4 hrs Hall #2 Max of 50 people – unlicensed events only	\$115.00 per event	
“Party Package B” 1 hour ice time & 4 hours both Halls, Max of 100 people – unlicensed events only	\$225.00 per event	

Community Services

"Party Package C" 4 hrs arena floor & Hall #2 - Max of 100 people – unlicensed events only (non ice season)	\$115.00 per event
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Parks

Bayview Park Pavilion	\$75.00 per event
Bayview Park Grounds and Pavilion	\$200.00 per event
Lions Park Pavilion	\$25.00 per event
Lions Park Grounds and Pavilion	\$75.00 per event
Town Hall Park Grounds	\$75.00 per event
Heathcote Park Grounds	\$50.00 per event
Labyrinth Pavilion	\$50.00 per event
Delphi Point Pavilion	\$50.00 per event
Delphi Point Seasonal Commercial	\$1,200.00 per season
Lora Bay Grounds - Greenspace Only	\$200.00 per event
Lora Bay Commercial Use	\$200.00 per day
Lora Bay Seasonal Commercial	\$1,500.00 per season
Northwinds Beach Seasonal Commercial	\$5,000.00 minimum
Smith Memorial Park Rental	\$50.00 per day
Additional Picnic Table Rental (off-site) ¹	\$6.50 per table
Additional Chair Rental (off-site) ¹	\$2.00 per chair

¹ Item will be delivered and picked up by Town staff

Community Services

Additional Garbage Bin Rental (off-site) ²	\$2.75 per bin
Bleacher Rental (off-site) ²	\$85.00 per bleacher
Memorial Tree Planting (50 mm calliper and plaque)	\$600.00 per tree
Memorial Bench (composite or galvanized & plaque)	\$600.00 per bench
Memorial Bench (black powder coating and plaque)	\$670.00 per bench
Memorial Dog Park Plaque	\$30.00 per plaque
Temporary Access Permit Deposit	\$1,500.00 deposit
Temporary Access Permit Fee	\$150.00
Advertising Sign	\$300.00

Special Events

Special Events "A" – Regional/Multi Community Event (HST Exempt)	\$1,020.00 per event
Special Events "A" Cancellation Fee (Not for Profit Exempt)	\$205.00
Special Events "B" – Community Event (HST Exempt)	\$510.00 per event
Special Events "B" Cancellation Fee (Not for Profit Exempt)	\$105.00
Special Events "A" or "B" Additional Application Review (Each Review)	\$105.00 per review
Police Commanding Officer (time to review logistics of event) (HST Exempt)	\$60.00 per hour

Community Halls

Ravenna Hall – Weekdays	\$85.00 per day
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² Item will be delivered and picked up by Town staff

Community Services

Ravenna Hall – Weekends	\$130.00 per day
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Craigleith Community Centre – Weekdays	\$85.00 per day
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Craigleith Community Centre – Weekends	\$130.00 per day
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COVID-19 Cleaning Surcharge ³	New	\$10/rental
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Parking

All rates are subject to the applicable HST

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Parking Hourly Rate (Non-Resident only)*	\$5.00 per Hour	
Seasonal Parking Pass for Non-Residents**	\$200.00	Staff recommend removing

*Parking Charge will be at a maximum of \$20 per day. Anyone parking over 4 hours will be levied a parking fine.

**Applies to a person that does not own property in the Town of The Blue Mountains, but is a resident of the Municipality of Meaford, Municipality of Grey Highlands, Clearview Township, and the Town of Collingwood, with a four hour limit, per visit.

Food Truck

All rates are subject to the applicable HST

³ Surcharge will be removed after the Province rescinds that state of emergency and approval and Council

Community Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Food Truck – Tomahawk Golf Course ⁴	\$7,000.00 minimum	
Food Truck – Lion's Park Clarksburg ⁴	\$7,000.00 minimum	
Food Truck – Thornbury Pier ^{4,5}	\$8,000.00 minimum	
Food Truck – Northwinds Beach ⁴	\$8,000.00 minimum	
Food Truck – 2020 Pilot Program	\$1,000.00 minimum	Removed

Schedule E – Ice Rentals

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Prime Ice (includes Christmas, March Break, Statutory Holidays)	\$145.00 per hour	
Prime Ice Full Season Rental	\$145.00 per hour	
Prime Ice Minor Sports	\$79.75 per hour	
Non-Prime (weekdays 7 a.m. to 4 p.m.) (Subsidy not available)	\$72.50 per hour	
Prime Ice Last Minute – Non-Booked Ice (Request 48 Hours prior to ice availability and first available ice) (Subsidy not available)	\$72.50 per hour	
Non-Prime Last Minute – Non-Booked Ice (Request 48 Hours prior to ice availability and first available ice) (Subsidy not available)	\$65.00 per hour	
Public Skating Sponsorship	\$145.00 per hour	

⁴ Subject to Planning approval

⁵ Plus current BIA Levy

Community Services

Schedule G – Cemetery Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Genealogical Searches	\$50.00 per hour	
Lots		
Standard (Includes 40% Care and Maintenance)	\$975.00	
Cremation (Includes 40% Care and Maintenance)	\$561.00	
Columbarium Row 1 and Row 6 (Includes 15% Care and Maintenance)	\$1,224.00	
Columbarium Row 4 and Row 5 (Includes 15% Care and Maintenance)	\$1,324.00	
Columbarium Row 2 and Row 3 (Includes 15% Care and Maintenance)	\$1,424.00	
Interment Charges		
Adult	\$875.00	\$975.00
Infant	\$342.00	
Child	\$438.00	
Double Depth	\$408.00 in addition to above	
Cremation – In ground	\$438.00	
Cremation – Niche	\$224.00	\$300.00
Standard Disinterment Only	\$984.00	

Community Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Standard Disinterment and second grave opening in another location	\$1,859.00	
Cremation Disinterment Only	\$548.00	
Cremation Disinterment and second cremation grave opening in another location	\$986.00	
Markers		
Flat marker measuring at least 1,116.1 cm ² (173 sq. in)	\$50.00	
Upright marker measuring 1.07 m (3' 6") in either height or length including the base	\$100.00	
Upright marker measuring more than 1.22 m (4') in either height or length including the base	\$200.00	
Transfer Fee	\$100.00	
Issue New Deed	\$40.00	

Subsidies

Facility	User Group	Subsidy Rate
Beaver Valley Community Centre	Georgian Shores Minor Hockey	45%
Beaver Valley Community Centre	Beaver Valley Athletic Association	45%
Beaver Valley Community Centre	PickleBall Groups	30%
Beaver Valley Community Centre	Private Ice Rental Groups	10%
Beaver Valley Community Centre	Municipal Program (Public Skating, Adult Skating, Parent and Tot)	100%

Community Services

Facility	User Group	Subsidy Rate
Beaver Valley Community Centre	Seniors Walking Program	100%
Ravenna Hall	Yoga Group	30%
Craigleith Community Centre	Art and Music Day camp	30%
Craigleith Community Centre	Private Rental Group (AA)	100% - \$20.00 donation
Moreau Park – Ball Fields	Beaver Valley Athletic Association	30%
Tomahawk Soccer Fields	Beaver Valley Athletic Association	30%
Tomahawk Soccer Fields	Blue Mountains Soccer Club	30%

Schedule I – Harbour Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Moving of boats that are in the incorrect berth and have not been moved by the owner at their own expense	\$150.00 per hour 1 Hour Minimum	
Seasonal Mooring	\$67.00 per foot	\$69.00 per foot
Hydro Rates	\$190.00 per outlet	\$195.00 per outlet
Transient Rate - Monthly	\$20.33 per foot	\$21.55 per foot
Hydro Rates – Monthly Transient Rate	\$61.07 per outlet	\$62.60 per outlet
Transient Rates – Weekly	\$9.20 per foot	\$9.75 per foot
Hydro Rates – Weekly Transient Rate	\$30.75 per outlet	\$31.50 per outlet
Transient Rates – Nightly	\$1.97 per foot	\$2.02 per foot
Hydro Rates – Nightly Transient Rate	\$8.25 per outlet	\$8.45 per outlet

Community Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Pump-out	\$16.82	\$21.85
Yacht Club Member Pump-Out	\$13.27	
Daily Launch Ramp	\$8.85	\$10.62
Seasonal Launch Ramp	\$53.10	\$63.72
Off Season Land Storage	\$10.50 per foot per season, \$1.96 per foot per month	\$11.00 per foot per season, \$1.96 per foot per month
Waiting List Fee (Non-Refundable – Applied to First year Seasonal Mooring)	\$150.00	
Harbour Office Upper Lounge – weekdays (8:00 am to 4:00 pm)	\$25.00 per event	
Harbour Office Upper Lounge – weekends (8:00 am to 4:00 pm)	\$50.00 per event	
Additional/Replacement Shower Cards	\$10.00 per card	
Fish Cleaning Station	\$10.00 per key	
Pavilion	\$75.00 per event	
Pennants	\$25.00 per pennant	
Harbour Commercial Operations ⁶	\$15.00 per foot in addition to Seasonal Mooring Fee	
Summer Day Sailor Storage	\$7.13 per foot per season, \$1.79 per foot per month, \$1.19 per foot per week	\$8.85 per foot per season, \$2.22 per foot per month, \$1.48 per foot per week

⁶ Requires a Certificate of Insurance naming the Town as an additional insured

Community Services

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Kayak Storage	\$75.00 per season, \$30.00 per month, \$15.00 per week	\$100.00 per season, \$50.00 per month, \$25 per week
Not for Profit or Charitable events, races, etc.	\$17.70 per vessel per night	

All items are subject to applicable HST.

Community Services

Mission

To oversee all areas of the Community Services Department including Parks, Trails, Athletic Fields, Golf Course, Arena, Community Centers, Facilities Maintenance, Harbour, Cemetery, Waterfront, and provide leadership in the logistical details of all special events that require the use of Town Infrastructure. Provide support to the Town's Youth Initiatives, Seniors Network, Cycling Safety group, and Business Improvement Area.

Services Provided

- Provide logistical support and take the special event application through all appropriate departments and agencies for consideration.
- Support and champion the Town and County commitment to the Share the Road Program.
- Provide input on the Town's Development Review and Technical Review Committee for future development relating to Parks, Trails and other recreational opportunities.
- Provide administrative support to all Community Services Divisions.

Level of Service

Service Provided	Level of Service
Event logistics and permitting - Providing assistance to special interest groups and community Partners.	Circulating applications through the review process to obtain necessary sign offs from EMS, Fire, OPP and Town Staff within 2 weeks of receiving the application.

2021 Work Plan

The 2021 work plan will include the completion of the Leisure Activities Plan update with recommendations to Council. This will also be a year of transition as the pandemic remains and continues to provide challenges and continuous change.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Events taken through Event Notification	18	0	9

2021 Budget Commentary

The largest difference in the 2021 budget over 2020 is the paid parking, with both the expenses and revenues being reduced in 2021. Staff are expecting that bank service charges will not be as high as originally estimated in 2021; however, staff are still estimating \$165,000 in revenues and just over \$61,000 in expenses, which includes Salaries and Benefits for contract enforcement officers.

COVID-19 will continue to impact Community Services as we work with residents, business and Public Health to provide recreational activities in a safe manner.

Community Services

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	208,762	269,815	250,996	261,742	264,391
Administrative Expenses	2,145	3,590	1,750	1,750	1,800
Operating Expenses	409	3,000	11,000	1,000	1,020
Communications	1,710	7,080	1,350	1,350	1,380
Personnel and Training	3,584	3,125	3,400	3,400	3,450
Utilities	0	0	0	0	0
Equipment Related	6	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	86	150	200	200	200
Purchased Services	6,895	1,900	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	21,682	19,635	35,000	32,500	32,500
Premise and Site	41	0	0	0	0
Total Expenses	245,320	308,295	303,696	301,942	304,741
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	151,500	153,000	156,000	159,000	162,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-2,547	-8,065	154,626	160,613	160,593
Total Transfers	148,953	144,935	310,626	319,613	322,593
Total Transfers and Expenses	394,272	453,230	614,322	621,555	627,334
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	7,419	13,000	170,000	170,000	170,000
Subsidies	-5,483	0	-5,000	-5,000	-5,000
Total Revenue	1,936	13,000	165,000	165,000	165,000
Net Cost of Service (Taxation)	392,336	440,230	449,322	456,555	462,334

Proposed Addition - Community Services

Craigleith – Off-Leash Dog Area

Business Need

The community in Craigleith has requested an off-leash dog area through correspondence to Council. Council directed staff to include the request in the 2021 draft budget for consideration.

Strategic Priorities

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

Options or Solutions Analysis

1. The Town can review appropriate properties in Craigleith for an off-leash dog area through community consultation and review of the current inventory of Town owned lands. There are 2 options for Council to consider with respect to funding.
2. Fund the project by the Town – DC's, reserves, or through taxation
3. Work with the community to fundraise for the capital cost of the area. This was the model used to construct the current off-leash dog area in Thornbury at Moreau Park.

Financial and/or Non-Financial Benefits

Non-financial benefits include social activity that has been requested from the community in Craigleith.

Development of a social group that can act as eyes and ears in the Craigleith area for dog owners.

Risk Analysis

Constructing an off-leash dog area in Craigleith will provide residents in Craigleith a place to allow their dogs to run freely without the constraint of a leash. The off-leash areas provide positive social opportunities for dogs that would not otherwise have that opportunity with other dogs.

Identifying a location may be a challenge. Recent projects identified on Town owned lands have all received some negative feedback for a variety of reasons.

Return on Investment

By adding an off-leash dog park to the eastern side of the Town (Craigleith) this matches the level of service being offered in the western side of the Town (Thornbury). This added

service gives the Craigleith residents and visitors the opportunity to use an off-leash dog park without have to travel to Thornbury.

Recommendation

That Council approves the construction of an off-leash dog area in Craigleith.

Implementation Plan

Communicate with the community to identify an appropriate piece of property. Once a property is identified, communicate with the impacted properties near the lands.

Release a request for quotation to perform the construction.

Manage the successful contractors during installation.

Communicate with the community that the off-leash dog area is complete and ready for use as well as any rules or guidelines for use.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Contract Services	25,000	25,000	0	0	0	0
Operating Expenses	4,000	0	1,000	1,000	1,000	1,000
Expenditures Total	29,000	25,000	1,000	1,000	1,000	1,000
Funding						
Taxation	29,000	25,000	1,000	1,000	1,000	1,000
Funding Total	29,000	25,000	1,000	1,000	1,000	1,000

Transit

Mission

To provide accessible public transportation throughout the Craigleith area while connecting the Town of Collingwood and Town of Wasaga Beach via Public Transit links.

Services Provided

- Provides safe, accessible public transit.
- Provide residents and visitors with an affordable alternative to transportation within the community.
- Collaborate with Grey County on the pilot transit program initiated in September providing transit services from Owen Sound to Craigleith

Level of Service

Service Provided	Level of Service
Public Transit within the Craigleith and Collingwood area	7 days a week
7 Days per week Service	7:00 a.m. to 9:00 p.m.
Grey County Public Transit – Owen Sound to The Blue Mountains	5 Days per week Wednesday thru Sunday
5 Days per week Service	Thornbury - Foodland 6:32 a.m. 8:14 am and 6:44 pm Thornbury – The Blue Mountains Town Hall 6:38 am 8:20 am and 6:50 pm Thornbury – The Blue Mountains Community Health Centre 6:45 am, 8:27 am and 6:57 pm Craigleith – Blue Mountain Village 7:06 am, 8:48 am and 6:57 pm

2021 Work Plan

Staff will continue to work with the Town of Collingwood as the operator of the Colltrans service. The Town of Collingwood are undergoing a transit review with recommendations expected in 2021 for implementation.

Grey County's pilot program is scheduled to continue until March 31, 2023. Staff will work with Grey County staff to gather information throughout the pilot and provide feedback on the service as well as future needs.

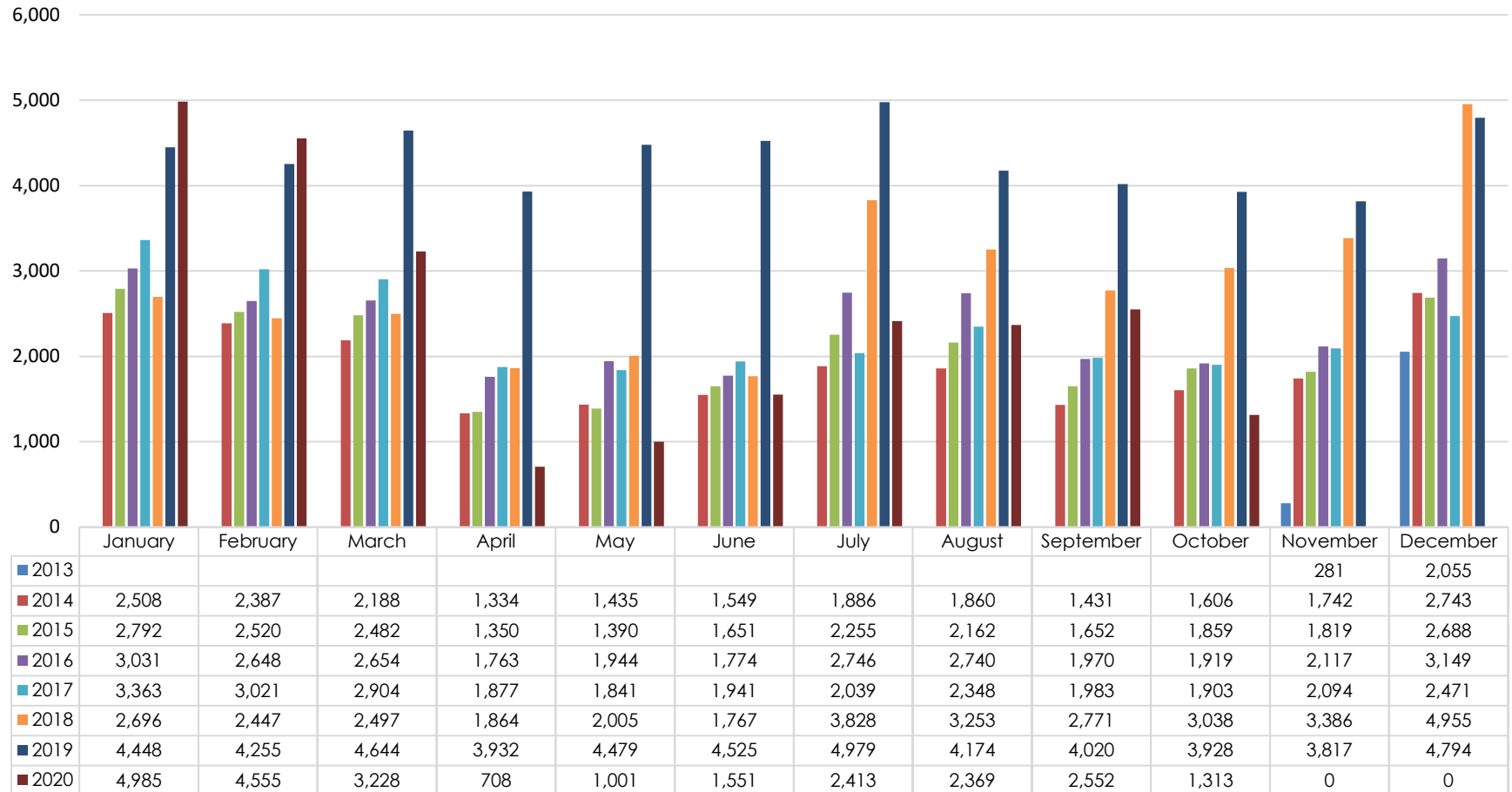
2021 Budget Commentary

In 2021, \$40,000 is included in Equipment Expenses for planned maintenance to the transit bus.

Transit

Non-Financial Statistics

Ridership numbers for the CollTrans service have decreased dramatically and an increased cost for cleaning has been identified.



October 2020 ridership numbers are as of October 19, 2020.

Transit

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Personnel and Training	1	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	40,000	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	81,090	116,500	90,000	90,000	90,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	81,090	116,500	130,000	90,000	90,000
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	11,094	11,803	11,935
Total Transfers	0	0	11,094	11,803	11,935
Total Transfers and Expenses	81,090	116,500	141,094	101,803	101,935
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	81,090	116,500	141,094	101,803	101,935

Parks and Trails

Mission

To provide opportunities to enjoy an active and safe lifestyle for residents and visitors. As well as to take advantage of the natural amenities and cultural and historical significance of the region.

Services Provided

- Maintenance of the Town's parkland, trails, cemetery, library, fire halls, town hall properties, Georgian trail, and sports fields.
- Maintenance of the Town's Business Improvement Area (BIA) flower baskets, bridge planters, banners and garbage collection.
- Work closely with minor sports groups using Town facilities.
- Work closely with the BIA to continue with local beautification programs.
- Winter snow removal and sanding of Town Hall, Smith Park parking lot, BVO parking lot, Riverwalk parking lot, L.E. Shore Memorial Library, Hester Street Parkette, Cemetery, Blue Mountains Chamber of Commerce, Dog Park parking lot, the Trestle Bridge, and the Parks Operation Centre.
- Developing and tracking of the Town's tangible assets within the Parks and Trails Division.
- Continue positive relationships with the public regarding the Town's properties.
- Continue with removal of ash trees on Town properties due to the infestation of Emerald Ash Borer.
- Continue planting tree seedlings on the Georgian Trail.
- Continue to provide the memorial bench and tree program.
- Continue planting trees in the nursery so they are available for enhancements on municipal greenspace.
- Continue to work with the Georgian Cycle Association with installation of trail amenities.

Level of Service

Service Provided	Level of Service
Grass cutting maintenance schedule	7-10-day rotation (weather dependent)
Trail, Playground, Dog Park, Skateboard Park Inspections	Monthly
Flower watering for BIA	Daily from June 1 to Thanksgiving
Banner installation and maintenance for BIA	Semi-annually
Garden maintenance at all town facilities	May to November
Washroom cleaning and garbage collection twice daily	Daily from June 1 to Oct 30
Winter snow removal, sanding of municipal lots and walks	Daily from December 1 to April 1

Parks and Trails

2021 Work Plan

Continue to provide a high level of service for the Town's ratepayers and visitors. Finalize capital projects from 2020 including the pickleball courts at the Tomahawk Recreation Complex.

Cutting back trees on all road crossings along the Georgian Trail for better visibility for people using the trail.

Top-dress sections of the Georgian Trail from Hidden Lake Road to Georgian Peaks Road.

Continue with ash tree removal along the Georgian Trail and continue planting seedlings along the same sections.

Continue with the installation of P-gates at road crossings along the Georgian Trail.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Acres of parks maintained and inspected	119.21	120.21	120.21
Kilometers of trails maintained and inspected	45	47	47
Acres of undeveloped greenspace	138.27	154.27	154.47
Acres of undeveloped waterfront right of ways	50.24	50.24	50.24

2021 Budget Commentary

The 2021 Parks and Trails budget includes a budget to resurface 3 kilometers of sections of the Georgian Trail, continue with ash tree removal program and re-planting of seedlings, in addition all road crossings will be cut back to allow for better visibility for cyclists and pedestrians crossing on the Georgian Trail.

In 2020 staff have seen increases for cleaning and sanitizing products for maintenance of public washrooms, and a small increase has been made to the Premise and Site budget for this, as well as to fuel under Vehicle Expenses due to additional trips to park washrooms for cleaning and sanitizing. Parks staff are expected to allocate about 1,600 hours for cleaning, sanitizing of washrooms and privies and garbage collection in 2021. Staff have noticed that having By-law enforcement at waterfront parks has proved to be beneficial in keeping the number of people at a manageable level reducing staff time for garbage removal.

The largest change to the Parks and Trails budget for 2021 will be the internalizing of many tasks that are currently being contracted out. Salaries and Benefits have increased and other areas throughout the budget have decreased by the same amount to allow Town staff to have better control over its Site Maintenance and other contracted services.

The Town has seen a large increase in the cost of snow removal for many of its facilities and \$37,400 has been removed from the budget for snow plowing of the Craighleith Community Centre, Craighleith Heritage Depot, Fire Hall Station 2, as this will now be internalized. The contracts for the snow removal and shovelling of these facilities will expire in April 2021. Currently the Parks Department has adequate snow removal equipment to fulfill this task and would not require additional equipment. Discussions have taken place with the Operations Department on winter storage of a piece of snow removal equipment in the Craighleith area.

Parks and Trails

Additionally, \$14,000 has been removed from the Parks and Cemetery Site Maintenance Budgets for other tasks that will be done internally, and \$25,000 has been removed from the Parks Contract Services Budget for ash tree removal work along the Georgian Trail which will be done internally with the addition of another Operator.

External Revenue is made up of various rentals through the Fees and Charges By-law, which includes grounds and pavilion rentals throughout the Town.

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	499,399	536,385	623,736	629,758	636,053
Administrative Expenses	1,063	655	790	830	870
Operating Expenses	18,289	25,000	7,800	8,000	8,500
Communications	3,781	3,180	4,400	4,500	4,600
Personnel and Training	8,580	8,245	14,000	14,100	14,100
Utilities	20,693	16,985	22,075	22,325	22,575
Equipment Related	19,480	22,780	14,300	14,300	14,300
Vehicle and Fleet Related	34,442	34,700	31,950	31,950	31,950
Legal Expenses	13,276	0	0	0	0
Consulting	374	150	0	0	0
Purchased Services	28,746	40,295	2,000	2,000	2,000
Debt Payments	0	0	0	0	0
Financial Expenses	12,200	18,495	18,830	19,770	20,760
Premise and Site	72,894	74,170	80,950	83,500	84,000
Total Expenses	733,217	781,040	820,831	831,033	839,708
Transfers					
Transfers to Capital	15,000	1,500	3,000	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	8,466	95	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-30,000	-10,000	-5,000	0
Interfunctional Transfers	-62,008	-66,785	55,075	62,074	58,613
Total Transfers	-38,542	-95,190	48,075	57,074	58,613
Total Transfers and Expenses	694,675	685,850	868,906	888,107	898,321
Revenue					
Grants and Donations	5,820	3,640	3,500	3,500	3,500
External Revenue	25,173	6,985	19,225	19,225	19,225
Subsidies	0	0	0	0	0
Total Revenue	30,993	10,625	22,725	22,725	22,725
Net Cost of Service (Taxation)	663,682	675,225	846,181	865,382	875,596

Proposed Addition - Community Services Parks & Trails

Extended Cab 3/4 Ton Truck

Business Need

Currently, the Parks and Trails Division are operating with 8 trucks with 1 truck designated for watering flowers leaving 7 vehicles for 16 staff to achieve the maintenance operations for the department.

Due to the COVID-19 Pandemic the 2020 season has been very difficult to provide transportation for staff to be able to achieve their work tasks. Staff have been required to use their personal vehicles to get to and from municipal properties maintained by Parks and Trails Division to achieve their tasks. Staff were compensated for mileage while doing this, but this does not take into consideration the effects on personal insurance and wear and tear of personal vehicles.

With the purchase of an additional extended cab truck, it will allow for the transportation of more employees to their designated work locations. An example of this would be while performing tasks such as tree removal and grass cutting, and trimming where additional staff are required.

Strategic Priorities

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town staff and the management of Town assets.

Options or Solutions Analysis

1. Purchase an extended cab truck which would allow for 4 staff to travel to properties to perform maintenance duties versus using 2 vehicles saving on fuel and repair costs. This would allow for the proper number of staff and equipment for tree maintenance work with 1 vehicle.

Financial and/or Non-Financial Benefits

Reduced fuel savings using 1 vehicle versus 2 vehicles.

Reduced mileage compensation to personnel.

Reduced staff time.

Return on Investment

Reduce the Town's liability related to staff using their own personal vehicles getting to park locations

Increase productivity having the ability to transport more staff in one vehicle.

Ability to keep pace with demands from residents and visitors using the Town's public parks and trails.

Recommendation

Staff recommend that an extended cab $\frac{3}{4}$ truck be purchased to allow for staff transportation.

Implementation Plan

Upon passing of the Town's budget, staff would provide specifications and tender for the vehicle.

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Vehicle	45,000	45,000	0	0	0	0
Operating Expenses	6,000		1,500	1,500	1,500	1,500
Expenditures Total	51,000	45,000	1,500	1,500	1,500	1,500
Funding						
Parks and Rec DC's	45,000	45,000	0	0	0	0
Taxation	6,000		1,500	1,500	1,500	1,500
Funding Total	51,000	45,000	1,500	1,500	1,500	1,500

Tomahawk Golf Course

Mission

To provide accessible and affordable recreational opportunities to residents and offer a welcoming experience of golfing to youth and seniors.

Services Provided

- Maintain Golf Course within all required Integrated Pest Management Guidelines.
- Provide year round care and control of all greens with the provided equipment.
- Ensure appropriate use of the golf course property.
- Initiate a Tree Planting Program. These trees will be available for enhancements throughout municipally owned lands. This will be an annual project.

Level of Service

Service Provided	Level of Service
Turf Maintenance	98% of staff time allocated to Tomahawk
Customer Service	1% of staff time allocated to Tomahawk
Minor Course Improvements	1% of staff time allocated to Tomahawk
Staff Requirements for Weekly Maintenance	139.5 Hours
Available Staffing Hours for Tomahawk, Beaver Valley Community Centre, Library Maintenance, Depot Maintenance and Craighleith Community Centre Maintenance	185 Hours

2021 Work Plan

The work plan for the 2021 season will consist of investigating the cost of a more permanent clubhouse to provide a better service and workplace for employees and to be able to sell confectionary goods. Included in this facility will be on-site washrooms to accommodate the golf course patrons, pickleball groups and soccer.

A one-day closure per month will be needed to perform thorough greens maintenance. This has not been the norm in the past due to no control mechanism in place for tee time bookings.

The 2020 golf season had a late start due to the COVID-19 pandemic and the provincial restrictions for opening Tomahawk. Tomahawk required 3 additional staff to operate the Starter Shack as was a requirement of Public Health to ensure all social distancing measures were adhered to. This also provided the Town the opportunity to "Trial" this type of operations for the season and provide information back on the feasibility.

Staff acquired a small garden shed from the Harbour to be utilized as the Starter Shack. This is a temporary solution until the Community Services Department investigates the total usage of the property including a permanent washroom facility and possible pavilion area.

Tomahawk Golf Course

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Estimated rounds of golf (paid rounds)	5,400	7,710 ¹	8,300
Member Rounds	N/A	1,428	1,900
Kids Rounds	N/A	1,174	700
Season Passes	30	69	100
Tournament Requests	3	3	8

2021 Budget Commentary

The 2021 budget shows a considerable increase in revenue from previous years. Due to COVID-19 and the Public Health recommendations to provide staffing on-site while golfers are present, Staff were able to add 3 staff members to provide a consistent booking process, collect fees and regulate the flow of traffic on the course.

These three additional staff members have been added to the 2021 operating budget, which is reflected in the increase in Salaries and Benefits. These Salaries and Benefits are higher than what is forecasted in 2020 as staff are not expecting any delays or closures in 2021, even with the ongoing pandemic, as staff are now prepared with the proper health and safety protocols and additional staff.

Aside from the additional staffing, Tomahawk has a similar budget to past years in terms of expenses. Interfunctional Transfers have been added starting in 2021 as per the Town's Interfunctional Transfer Policy.

Revenues are expected to increase in 2021 as Staff have included the following additional fees and charges:

Membership - over 60 - \$275/year.

Membership - 16 – 60 - \$325/year.

Junior Membership - 12 – 16 - \$100/year.

Memberships will only be available to residents. Non-residents will be able to play Tomahawk with the per round fee. Staff have also decreased the youth age which plays for free from 16 years of age to 12. This will align Tomahawk with the golfing industry standard, with the aim to increase revenues and have a lower reliance on taxation. Staff have introduced a junior membership for ages 12 to 16 that will help younger golfers with this transition.

The per round fee is proposed to increase from \$17.50 per round to \$18 per round so that Tomahawk can cover the additional costs of banking fees now that the course is accepting credit card payments. In the past, the golf course has only accepted cash. Staff hope that by accepting credit cards, it will help with contactless payment.

¹Does not include 1,526 rounds by Youth

Tomahawk Golf Course

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	97,015	109,650	152,190	154,259	156,375
Administrative Expenses	0	840	200	200	200
Operating Expenses	2,966	1,935	1,000	1,100	1,200
Communications	264	190	700	700	700
Personnel and Training	1,003	1,400	2,510	2,560	2,610
Utilities	944	1,085	1,050	1,050	1,050
Equipment Related	10,648	5,880	7,100	7,150	7,200
Vehicle and Fleet Related	1,715	1,955	620	1,620	620
Legal Expenses	0	0	0	0	0
Consulting	47	150	0	0	0
Purchased Services	0	2,200	1,550	1,550	1,550
Debt Payments	0	0	0	0	0
Financial Expenses	1,200	2,620	3,975	4,035	4,095
Premise and Site	18,012	25,695	22,250	22,600	23,200
Total Expenses	133,814	153,600	193,145	196,824	198,800
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	18,175	17,408	17,069
Total Transfers	0	0	18,175	17,408	17,069
Total Transfers and Expenses	133,814	153,600	211,320	214,232	215,869
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	66,689	106,000	151,650	154,050	158,450
Subsidies	0	0	-22,750	-22,750	-22,750
Total Revenue	66,689	106,000	128,900	131,300	135,700
Net Cost of Service (Taxation)	67,125	47,600	82,420	82,932	80,169

Beaver Valley Community Centre

Mission

To provide exceptional recreational amenities to residents, special interest groups, and visitors of the Town of The Blue Mountains.

Services Provided

- Supply and maintain the Beaver Valley Arena and its ice surface for Hockey, Figure Skating and Curling.
- Work closely with all user groups using the Beaver Valley Community Centre (BVCC).
- Developing and tracking of the Town's tangible capital assets within the BVCC.
- Ensure preventative maintenance to the BVCC equipment including the refrigeration room and its refrigeration components.
- Provide supervision and maintenance for all set up/take down services for all functions at the BVCC.
- Shared staffing and preventative maintenance for the Tomahawk Golf Course, L.E. Shore Memorial Library, Craigleith Heritage Depot, Ravenna Hall, and Craigleith Community Centre.
- Provide front line services to the public.
- Continued partnership with Beaver Valley Outreach to provide space for the Beaver Valley Summer Day Camp and the Community Garden.
- Increased level of cleaning/disinfecting and traffic control throughout the building due to COVID-19.

Level of Service

Service Provided	Level of Service
Hall Rentals	10 regular user groups
Ice Rentals	65 used hours per week
Facility Maintenance	On-going facility maintenance
Staffing for Maintenance of 6 Facilities	5 staff members
Disinfecting/cleanings per week	Approximately 52

2021 Work Plan

For the 2021 calendar year, staff will continue to compile information including staffing costs, estimated revenue possibilities and initial capital costs to provide a permanent liquor license and distribution service, Town operated concession and revenue generating opportunities for municipally run programs at the BVCC.

The 2021 year shows limited Capital projects within the Arena as staff have been diligent with the Preventative Maintenance Program and proactive with past capital projects. The refrigeration plant has had a full retrofit of all components, with the exception of the ice surface. These projects have allowed staff to provide specifications through the tendering process which allows staff to provide a better overall product, reduce electrical costs and ensure capital infrastructure from failure by keeping the age of equipment reduced. Staff continue to wait for grant approval for the resurfacing of the parking lot, roof replacement, window and door replacements throughout the facility and furnace replacements.

Beaver Valley Community Centre

Staff will begin the capital process in the fall of 2020 for the replacement of all fixtures within the BVCC to change existing lighting systems to LED. The opportunity to change the fixtures to LED reduces the electrical charges and provides a longer lasting fixture.

Facilities Staff will continue to provide inspections, contractor scheduling and minor preventative maintenance within the L.E. Shore, Depot and Craighleith Community Centre.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Figure skating hours per month	36	36	36
Georgian Shore ice hours per month	60	44	60
Recreation Leagues hours per month	50	36	50
Average Private Rentals per month	10	0	10
Tournaments Per Season	6	0	6
Municipally run program hours per month	12	8	12
Pickle Ball hours per month	168	185	190
Curling hours per month (average over season)	34	0	34

The numbers in the chart above represent split year ice seasons. 2019 actuals represent the 2019/20 ice season, 2020 actuals represent the 2020/21 ice season and 2021 Budget represents the 2021/22 ice season. Staff are hoping that the 2021/22 budget numbers represent a return to normal operations – COVID free.

2021 Budget Commentary

The 2020/21 ice season looks very different in comparison to other years due to COVID-19. The proposed start date for the season was pushed back 6 weeks to accommodate the user groups ice time demand.

Staff provided Council with a staff report outlining the details of the upcoming season and requesting a maximum of 3 additional staff to perform cleaning/disinfecting, traffic control and regulate social distancing measures. Salaries and Benefits have been added to the 2021 Operating Budget for these three additional staff, and this is currently being funded through the Working Capital Reserve, if no grant money is available for 2021.

Aside from the additional staffing, Staff have presented the 2021 budget as status quo from the 2020 budget year as COVID-19 is leaving things unpredictable and ever changing as it relates to operations. Because of the unpredictability of COVID-19, the BVCC's revenues are budgeted for 2021 as though there will be about \$75,000 in lost revenues. Staff have shown this as a decline in revenue and funded this shortfall from Working Capital. If funding is available, Working Capital will not be used.

The 2021 budget includes a pilot program for operating a bar at the BVCC during the winter season, including \$10,000 per year in Operating Expenses for inventory. If COVID-19 interferes with this pilot program, it will have no impact on the bottom line as the expenses are evened out by revenues.

Beaver Valley Community Centre

Some additional costs have been incurred for the 2020/21 start up for ice such as signage/stickers and materials to cordon off areas of public access.

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	412,685	411,855	403,488	376,799	382,770
Administrative Expenses	653	955	900	900	900
Operating Expenses	26	70	10,000	10,000	10,000
Communications	5,495	3,560	4,000	4,100	4,200
Personnel and Training	6,450	5,375	9,750	9,750	9,750
Utilities	101,995	73,385	94,325	96,675	98,225
Equipment Related	26,296	23,750	24,450	24,600	24,750
Vehicle and Fleet Related	1,372	290	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	509	550	800	800	800
Debt Payments	0	0	0	0	0
Financial Expenses	8,707	12,260	13,225	13,760	14,325
Premise and Site	40,457	31,025	41,800	43,500	45,200
Total Expenses	604,645	563,075	602,738	580,884	590,920
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	34	200	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-107,500	0	0
Interfunctional Transfers	-391	0	99,970	106,588	107,809
Total Transfers	-357	200	-7,530	106,588	107,809
Total Transfers and Expenses	604,288	563,275	595,208	687,472	698,729
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	253,386	118,330	219,493	289,493	289,493
Subsidies	-60,993	-31,000	-40,000	-40,000	-40,000
Total Revenue	192,393	87,330	179,493	249,493	249,493
Net Cost of Service (Taxation)	411,895	475,945	415,715	437,979	449,236

Cemetery

Mission

To provide a service to the community with the utmost level of compassion and respect. Offering a high level of maintenance and care to the property.

Services Provided

- Provide on-site and in home meetings with individuals and families for pre-need and at need service.
- Provide interment services that include opening and closing of interments and niches.
- Provide property maintenance including monument/memorial inspections and repairs.
- An increase of genealogy requests for location details, increasing the demand for staff time.
- Administration verifying ownership of lots that have not been transferred and are not being used by the original owner(s).

Level of Service

Service Provided	Level of Service
Interment Services for Cremation and Traditional interments	Provide interment services within 24 hours' notice if required, verification of ownership, and location.
Plot information and sales for cremation and traditional casket plots	Detailed plot information for purchasers or interment rights holders including interment options, Bereavement Authority of Ontario consumer information, monument, and flower/garden options.
Chapel Maintenance	Heating, contractor coordinating, Electrical Safety Authority's Continuous Safety Services program administration.
Property Maintenance	Snow plowing and maintenance coordination including grass, landscaping, tree maintenance and monument preservation.
Monument Installation Coordination	Coordinate appropriate size and style of monuments for plots. Consider all monument and shutter engraving. Ensure contractors are approved prior to any work on Town property.

2021 Work Plan

The 2021 work plan will include a continued high standard of care and compassion for families visiting or interring loved ones. Property maintenance will also continue to be kept at a high standard. Staff will continue to review property use and trends.

Staff are developing an interactive online map for the website which will allow families to perform more genealogical searches without the assistance of staff and will also allow families to see which plots are available for purchase.

Cemetery

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Genealogy Requests	20	15	18
Columbarium Niche Sales	3	4	4
Interments	47	41	41
Sale of Plot	9	12	9
Monument Restoration and Preservation	2	2	2

2021 Budget Commentary

The 2021 Cemetery Budget is staying largely static over 2020. Although it appears as though Salaries and Benefits are increasing over 2020 and 2019, there is no change in staff. Many of the staff split their time between the Cemetery, Tomahawk, the Beaver Valley Community Centre and the Harbour. A certain percentage is allocated to each Division and Salaries and Benefits (actuals) are allocated based on time tracking. The budget is based on the expected amount of time each staff would spend at each Division.

COVID-19 has impacted the cemetery requiring interment services to be available 365 days per year. Previously interments did not take place on statutory holidays or Sundays. This has resulted in some overtime for staff. Bereavement Authority of Ontario implemented the requirement to provide one staff for every 10 attendees to enforce physical distancing. This resulted in additional staff resources at the Cemetery when a funeral home was not involved, and attendees were in excess of 10.

Cemetery

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	21,133	30,990	42,624	43,072	43,523
Administrative Expenses	325	0	550	550	550
Operating Expenses	0	325	4,500	4,500	4,500
Communications	237	125	260	260	260
Personnel and Training	2,687	295	5,590	4,090	4,150
Utilities	2,513	2,815	3,950	4,075	4,100
Equipment Related	2,272	895	930	930	935
Vehicle and Fleet Related	5,558	2,620	2,835	2,855	2,880
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	5,327	4,975	3,400	3,500	3,700
Debt Payments	0	0	0	0	0
Financial Expenses	5,045	1,250	3,850	3,905	3,955
Premise and Site	11,477	12,550	7,750	7,750	8,050
Total Expenses	56,574	56,840	76,239	75,487	76,603
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	6,686	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-230	0	0	0	0
Interfunctional Transfers	26,309	41,985	43,228	45,305	44,619
Total Transfers	32,765	41,985	43,228	45,305	44,619
Total Transfers and Expenses	89,339	98,825	119,467	120,792	121,222
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	52,504	42,050	37,800	37,800	37,800
Subsidies	0	0	0	0	0
Total Revenue	52,504	42,050	37,800	37,800	37,800
Net Cost of Service (Taxation)	36,835	56,775	81,667	82,992	83,422

Thornbury Harbour

Mission

To provide exceptional customer experiences to all boaters as well as provide recreational opportunities to residents and visitors. To have a strong partnership with all special interest groups that utilize the Thornbury Harbour.

Services Provided

- Provide safe and secure mooring of 240 slips.
- Provide services for fueling and sanitation pump outs.
- Ongoing maintenance of docks, public washrooms, property, and shower buildings.
- Providing support to incoming and outgoing boaters.
- Provide tourism information to visitors and customers.

Level of Service

Service Provided	Level of Service
Service Dock	Gas, Diesel and Pump-Out
Dock Walks	Daily from May – October
Land Storage	November – April
Facility Maintenance	Contract administration, annual scheduling, quality control, Electrical Safety Authority, and Continuous Safety Service
Property Maintenance	Snow plowing and maintenance coordination, grass, landscaping, and parking lot maintenance.

2021 Work Plan

The 2021 work plan includes the replacement of ramp bases to provide safe access to the docks on the North side of the harbour. 2021 will also see the replacement of the fuel system.

Non-Financial Statistics

Description	2019 Actual	2020 Estimated	2021 Budget
Names on the Harbour's waiting list	99	155	180
Total linear feet of seasonal moorings	6,382	6,143	6,150
Total linear feet of land storage	3,341	3,357	3,350
Total litres of fuel sold	77,000	51,000	75,000
Total number of pump-outs	175	145	175

Thornbury Harbour

2021 Budget Commentary

COVID-19 required a number of operational changes including limited access to launch and haul-out, access to docks, delay of the season by one month and additional cleaning of facilities. COVID-19 limited travel in 2020 which resulted in significant increases in recreational equipment sales including boats. Staff recognize that this is reflected in the amount of people on the waiting list. The Town refunded customers for the month of May resulting in a \$71,000 shortfall.

The 2021 Harbour Budget includes a \$2.00 per foot proposed increase to the mooring fees, as well as a few other small increases to the fees to ensure that the Harbour remains fiscally sustainable into the future.

The 2021 Budget also includes an estimated \$90,500 rent payment that is made annually to the Department of Fisheries and Oceans, as well as principal and interest payments for the Harbour Dredging.

There is a \$48,000 transfer to reserves also included that will go towards all future capital projects. The Harbour Reserve, at the end of 2019 has a balance of \$276,617.

Interfunctional Transfers are being introduced in 2021 to Short Term Accommodation, as per the new Interfunctional Transfer Policy POL.COR.20.04 that was approved by Council through Staff Report FAF.20.099 in June 2020. Although this is an increase to expense for this Division, staff do not believe that there is a need to phase in this increase.

The Thornbury Harbour is fully funded by user fees and has no impact on taxation.

Thornbury Harbour

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	177,034	193,170	209,619	212,416	214,601
Administrative Expenses	3,910	1,075	4,425	4,425	4,425
Operating Expenses	70,634	78,190	81,600	81,600	81,600
Communications	2,856	3,635	4,545	4,545	4,570
Personnel and Training	7,792	7,720	13,370	13,430	13,455
Utilities	13,914	10,345	10,125	10,250	10,350
Equipment Related	4,101	6,420	2,750	2,750	2,800
Vehicle and Fleet Related	2,455	2,390	2,245	2,245	2,295
Legal Expenses	0	0	0	0	0
Consulting	599	0	0	0	0
Purchased Services	25,719	13,750	12,400	8,000	8,000
Debt Payments	58,919	58,205	56,845	55,535	54,225
Financial Expenses	12,607	15,340	15,525	15,800	16,590
Premise and Site	118,922	125,305	120,550	123,050	125,800
Total Expenses	499,462	515,545	533,999	534,046	538,711
Transfers					
Transfers to Capital	74,392	0	56,845	55,535	54,225
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	18,097	52,345	48,155	60,146	50,770
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-58,919	-82,917	-73,966	-55,535	-67,763
Interfunctional Transfers	55,180	47,680	76,196	80,397	80,506
Total Transfers	88,750	17,108	107,231	140,543	117,738
Total Transfers and Expenses	588,212	532,653	641,229	674,589	656,449
Revenue					
Grants and Donations	302	0	16,000	35,000	2,500
External Revenue	587,910	532,653	625,229	639,589	653,949
Subsidies	0	0	0	0	0
Total Revenue	588,212	532,653	641,229	674,589	656,449
Net Cost of Service (Taxation)	0	0	0	0	0

Operations

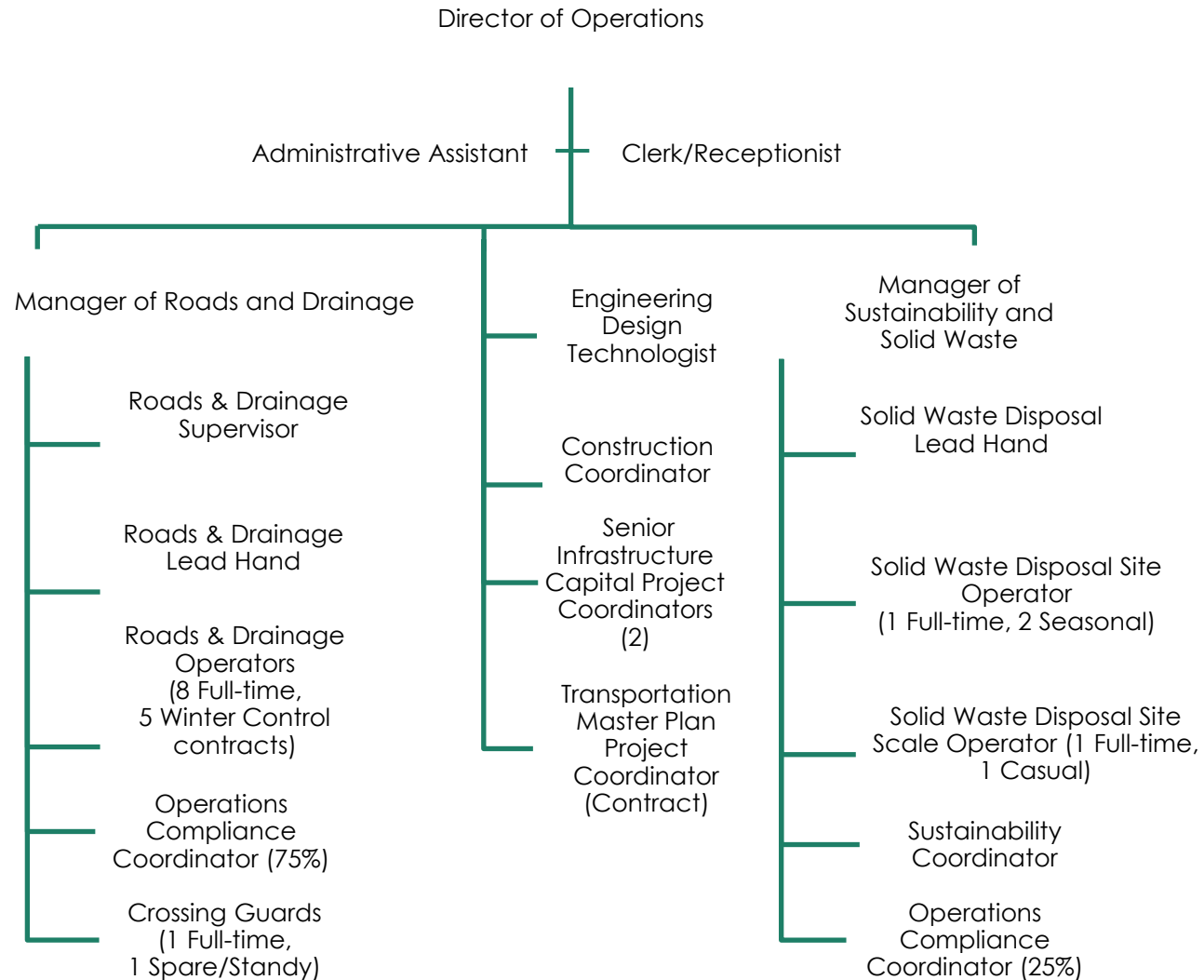
Operations delivers the services and infrastructure valued by the community in a professional, courteous, and timely manner. This Department ensures a safe, sustainable and desirable community where all can live, work, and play. Operations responsibly plans, constructs, operates, and maintains The Blue Mountains' transportation, drainage, water, wastewater, and solid waste infrastructure. By engaging the public, Operations achieves the trust and understanding necessary to ensure the services they provide are right for The Blue Mountains.

The safety and quality of municipal tap water is a provincial and municipal responsibility. The Town's licensed Water Operators ensure the high-quality standard for The Blue Mountains' drinking water which adheres to all Provincial Regulations, as legally enforced by the Province of Ontario. The Thornbury Water Treatment Plant is owned by The Corporation of the Town of The Blue Mountains and is operated by employees of the Town. The distribution system consists of approximately 125 kilometres of watermain, ranging in size up to 400 millimetres.

The Town's Wastewater Operators are responsible for overseeing the treatment of wastewater generated by The Blue Mountains at two separate plants. The Thornbury Wastewater Treatment Plant service area consists of Lora Bay on the west and Hidden Lake Road on the east, including Thornbury, Camperdown, Peaks Bay and Delphi Point. The second treatment plant is located in Craigleith and services the eastern part of the municipality.

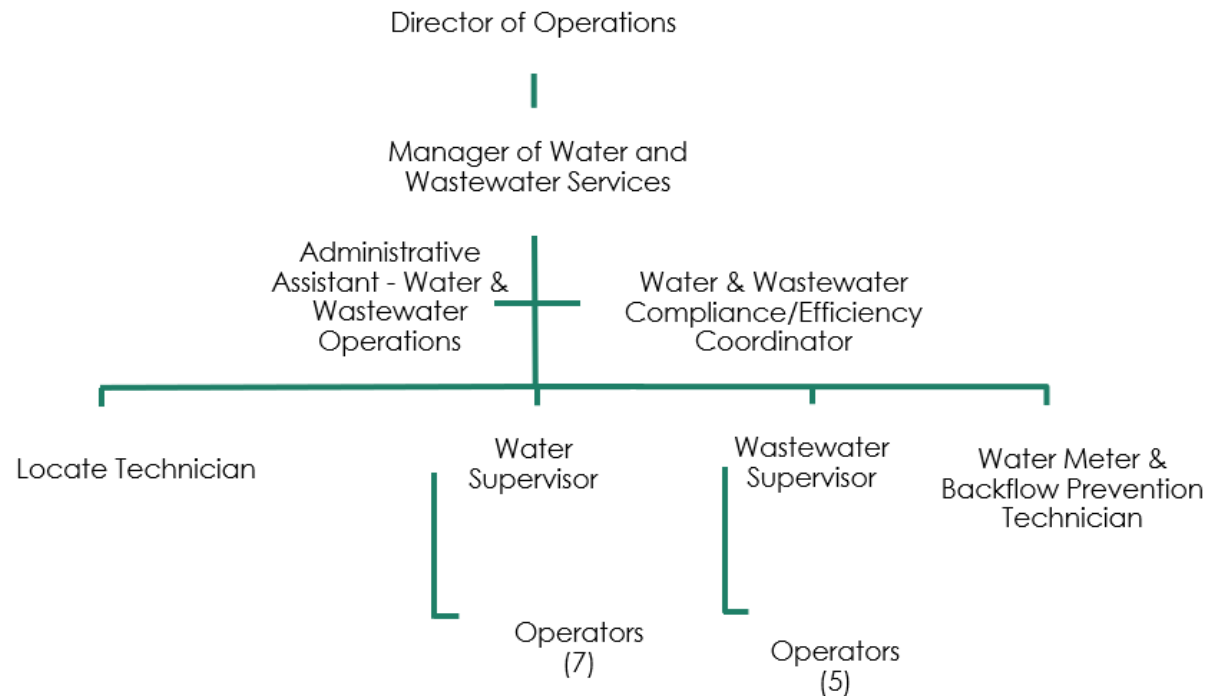
Operations

Organizational Chart



Operations

Organizational Chart – Water and Wastewater Services



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Operations

2021 Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2021 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2021 Fees and Charges By-law. If the 2021 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule C – Roads

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Municipal Land Use Permits		
Municipal Land Use Development Permit - Application Fee ¹	\$250.00	
Municipal Land Use Construction Permit – Application Fee ¹	\$250.00	
Municipal Land Use Maintenance Permit Application Fee ¹	\$150.00	
Letter of Opinion Regarding Entrance Possibilities for Land Severance	\$200.00	
Municipal Damage Deposit Fees		
Municipal Damage Deposit – Development	\$2,500.00	
Municipal Damage Deposit - Construction	\$2,500.00	
Municipal Damage Deposit - Maintenance	\$1,000.00	
Municipal Land Occupancy Preparation Fee		

¹ Maximum combined entrance and frontage fee is \$400. There is no expiry or annual fee for the Works installed under this Permit.

Operations

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Term less than one year	\$250.00	
Term more than one and less than 10 years ² (per year of agreement) (/100m/year or 50m ² /year)	\$100.00	
Term over 10 years or Permanent ³	\$1,500.00	
Disbursements (legal, survey, engineering, etc.) ⁴	100% of Actual Costs Incurred	
Municipal Land Occupancy Fee⁵		
Use of Travelled Portion of Road – Arterial and Collector (/m ² /week)	\$20.00	
Use of Travelled Portion of Road – Local (/m ² /week)	\$10.00	
Use of Unopened Road Allowance or open space (/m ² /year) ⁶	\$0.25	
Use of Sidewalk or trail - any material (/m ² /week)	\$5.00	
Use of Boulevard (/m ² /week)	\$1.00	
Use of grassed boulevard for irrigation (/m ² /year)	\$2.00	
Security Deposit Requirements⁷		
Works < \$2,500	\$1,000.00	

2 Fee is for any portion of years beyond one year. Minimum Fee is \$325. Maximum fee is \$750. Disbursements are additional.

3 Disbursements are additional.

4 Fees to be pre-arranged with proponent and deposit provided to fund the disbursement prior to costs being incurred by the Town.

5 Occupancy Fees are for the period of time occupancy occurs. The fee will be paid at the time of issuance. The applicant may request annual invoices for terms longer than two years.

6 Minimum Fee or Annual Fee is \$200.

7 To correct damages related to Works under a Municipal Land Use Agreement based on the value of Public or Private Works not otherwise addressed under a Development Agreement. Works includes estimated cost of potential restoration. Fee is greater of percent of works or cost of potential restoration.

Operations

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Works \$2,500 - \$10,000	\$2,500.00	
Works > \$10,000	\$2,500.00 plus 2.5% of works > \$10,000	
Tree Inspection	\$50.00	
Civic Addressing Sign Kit	\$250.00	
Civic Addressing Replacement Sign	\$37.00	
Parking Permit ("No Parking" signs' covers and locks) ⁸	\$20.00 per sign	
Other		
Oversized Vehicles (yearly)	\$100.00	
Additional Site Visit Fee and/or Plan Review Fee ⁹	\$100.00	
Works done without a valid permit –Entrance Permit	\$300.00	
Works done without a valid permit –Municipal Land Use Permit	\$2,500.00	
Admin Fee for Damaged Town property	15% of Contract (\$150.00 minimum)	

⁸ Minimum Fee is \$100.

⁹ Fee assessed when more than one site visit is required to review uncorrected identified deficiencies.

Operations

Schedule 1 - Solid Waste Fees

Residential (Town of The Blue Mountains resident or property owner)

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Residential Waste (Waste that cannot be recycled or diverted from landfill)	\$160.00 per tonne	
Unsorted Residential Waste (mixed with diversion items such as drywall, shingles, wood waste, brush, metal, concrete and other recyclables)	\$320.00 per tonne	
Divertible and Sorted Residential Waste (Clean drywall, shingles, metal, clean wood waste, concrete, asphalt and shingles)	\$90.00 per tonne	
Recyclable Waste (Blue or grey box material, tires, electronic waste, municipal hazardous or special waste and textiles)	Free of charge	
Residential Yard Waste and Brush: Placed in the designated area and free of non-conforming material	Free of charge	

Commercial (Generated in Town of The Blue Mountains)

Commercial, Construction and Demolition Waste (Waste that cannot be recycled or diverted from landfill)	\$320.00 per tonne	
Unsorted Commercial, Construction and Demolition Waste (mixed with diversion items such as drywall, shingles, metal, wood waste, brush and other recyclables)	\$640.00 per tonne	
Sorted Commercial, Construction and Demolition Clean Drywall	\$140.00 per tonne	

Operations

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Divertible and Sorted Commercial, Construction and Demolition Waste (Clean lumber, metal, clean wood waste, concrete material, asphalt, shingles and un-contaminated)	\$90.00 per tonne	
Commercial Compostable Waste (Fruit Processing waste, brush and yard waste)	\$90.00 per tonne	
Chipped Brush (Commercial): Woody plant material less than 76mm (3 inches) in any direction, sorted in the designated areas	Free of charge	
Recyclable Waste (Blue or grey box material, tires, electronic waste, textiles)	Free of charge	
Small Quantities of Waste Material	\$8.00 visit minimum fee	
Mattresses	\$20.00 per unit	\$25.00 per unit
Contaminated Soil: Owner must provide documentation of certified testing results and obtain Town approval before delivery	\$200.00 per tonne	
Asbestos	Not Accepted	
Items with Freon: Refrigerators, Freezers, Air Conditioners and Dehumidifiers Certification Fee	\$15.00 each	

Operations

Schedule 1 - Solid Waste Division

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Sale of Compost	\$0.03 per kilogram ¹⁰	
Blue and Grey Recycling Boxes	\$7.00 each ¹⁰	
Blue and Grey Recycling Carts (Commercial/Multi Unit)	\$84.00 each ¹⁰	
Green Bin (45 litre)	\$17.50 each ¹⁰	
Green Cart (Commercial/Multi Unit – 120 litre)	\$50.00 each ¹⁰	
Green Cart (Commercial/Multi Unit – 240 litre)	\$60.00 each ¹⁰	
Garbage Bag Tags	\$3.00 each ¹⁰	
Garbage Box Tab	\$2.00 each ¹⁰	

Schedule A – Water Supply Rates

Fixed Charge Per Month (based on meter size)

Description	Current Rate (per month)	2021 Proposed Rate (per month)
Meter Size – 5/8" ¹¹	\$26.96	
Meter Size – 3/4"	\$28.70	
Meter Size – 1"	\$33.93	

¹⁰ Plus applicable HST

¹¹ Multiple condominium or residential type units serviced by one meter are deemed to be serviced by one 5/8" meter per condominium unit for the purposes of this By-law

Operations

Description	Current Rate (per month)	2021 Proposed Rate (per month)
Meter Size – 1.1/2"	\$40.91	
Meter Size – 2"	\$60.08	
Meter Size – 3"	\$201.26	
Meter Size – 4"	\$253.55	
Meter Size – 6"	\$375.56	
Tiered Incremental Rates per m ³ per two month period		
Description	Current Rate (per m3 per two month period)	2021 Proposed Rate (per m3 per two month period)
Meter Size - >10 – 30 m3	\$1.91	
Meter Size - >30 – 60 m3	\$2.08	
Meter Size - >60 – 90 m3	\$2.26	
Over 90 m3	\$2.44	
Bulk water sales	\$3.07	
Unconnected Water Rate	same as	
Unconnected Vacant Lot Water Rate	\$17.43 per month	
Flat Rate Charge (no meter installed - newly constructed building)	\$36.51 per month, 5/8" meter equivalent unit	
Minimum Water charge (water service shut off for non-payment, temporary removal of water meter)	same as "Fixed Charge Per Month"	

Operations

Schedule A (continued) – Water Related Charges

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Service connection application/inspection	\$50.00 per connection	
Service installation re-inspection	\$50.00 per each inspection subsequent to the first inspection	
Service disconnection charge	\$50.00 per connection	
Service reconnection charge	\$50.00 per connection	
Late payment charge on unpaid billing	1.25% applied to due and unpaid charges on current billing	
Interest charge on unpaid billing	1.25% applied each month thereafter to due and unpaid charges	
Collection charge - deliver notice of disconnection	\$25.00 per connection per billing	
Administrative charge - change of ownership or occupant (includes reading meter to final charge)	\$30.00 per instance	
Utility Bill Reprint	\$2.00 per utility bill	
Transfer Fee	\$20.00 per instance after the first notice. No charge on initial request.	
Temporary removal and reinstallation of meter	\$100.00 per removal and reinstallation	

Operations

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Seasonal Address Change	\$10.00 per instance	
Testing meter for accuracy	\$100.00 per 5/8" water meter test	
Service disconnection inspection	\$50.00 per inspection	
Hydrant maintenance fee	\$96.00 per hydrant per year plus HST	
5/8" meter (radio activated)	\$450.00 per meter	
Landscape watering permit (new landscaping only)	\$50.00 per permit	
Landscape watering deposit (new landscaping only)	\$50.00 per permit	
Use of water during restricted/prohibited time		
First instance	No cost (written warning)	
Second instance	\$150.00 per instance	
Third and each subsequent instance	\$300.00 per each and subsequent instance	
Utility certificate - account status	\$60.00 per account	
Additional Services (Additional Equipment, Material, Resources to include but not limited to retaining a private contractor, equipment rental, additional material etc.)	100% of cost	
Cross Connection Control Program		
Application Fees (one fee for all persons registered within Company)	\$100.00	
Tester Renewal fee	\$75.00 annually	

Operations

Description	Current Fee or Charge	2021 Proposed Fee or Charge
Survey Review	\$100.00 every five years	
Annual Test Result Review	\$50.00 annually per device	
Removal of Device Application (accompany survey)	\$50.00	
Test Tags	\$5.00 annually per device	
Air Gap Certification Review	\$35.00 annually	

Schedule B – Sewer Usage Rates

Fixed Charge Per Month (based on meter size)

Description	Current Rate (per month)	2021 Proposed Rate (per month)
Meter Size – 5/8" ¹²	\$23.02	\$23.19
Meter Size – 3/4"	\$24.49	\$24.66
Meter Size – 1"	\$28.91	\$29.08
Meter Size – 1 1/2"	\$34.82	\$34.98
Meter Size – 2"	\$51.01	\$51.17
Meter Size – 3"	\$170.33	\$170.50
Meter Size – 4"	\$214.52	\$214.69
Meter Size – 6"	\$317.63	\$317.80

¹² Multiple condominium or residential type units serviced by one meter are deemed to be serviced by one 5/8" meter per condominium unit for the purposes of this By-law.

Operations

Description	Current Rate (per month)	2021 Proposed Rate (per month)
Tiered Incremental Rates per m ³ per two month period		
Description	Current Rate (per m ³ per two month period)	2021 Proposed Rate (per m ³ per two month period)
Meter Size - >10 – 30 m ³	\$1.66	\$1.69
Meter Size - >30 – 60 m ³	\$1.82	\$1.86
Meter Size - >60 – 90 m ³	\$1.99	\$2.03
Over 90 m ³	\$2.15	\$2.20
Unconnected Sewer Rate (temporary disconnection, unconnected service)	same as "Fixed Charge Per Month"	
Unconnected Vacant Lot Sewer Rate	\$14.73 per month	
Flat Rate Charge (no meter installed - newly constructed building)	\$30.83 per month, 5/8" meter equivalent unit	
Minimum Sewer charge (water service shut off for non-payment, temporary removal of water meter)	same as "Fixed Charge Per Month"	
Holding Tank Wastewater (originating in Town of The Blue Mountains)	\$4.35 per m ³	

Operations

Schedule B (continued) – Sewer Usage Rates

Description	Current Rate (per m3 per two month period)	2021 Proposed Rate (per m3 per two month period)
Septage Waste "B" (10,000-15,000 mg/L) (originating in Town of The Blue Mountains)	\$25.00 per m ³	
Septage Waste "A" (3,000-10,000 mg/L) (originating in Town of The Blue Mountains)	\$15.30 per m ³	
Holding Tank Wastewater (originating outside Town of The Blue Mountains)	\$4.70 per m ³	
Septage Waste "B" (10,000-15,000 mg/L) (originating outside Town of The Blue Mountains)	\$27.75 per m ³	
Septage Waste "A" (3,000-10,000 mg/L) (originating outside Town of The Blue Mountains)	\$16.40 per m ³	
Leachate (1,000-3,000 mg/L)	\$8.15 per m ³	
Service connection application/inspection	\$50.00 per connection	
Service installation re-inspection	\$50.00 per each inspection subsequent to the first inspection	
Service disconnection inspection	\$50.00 per inspection	
Late payment charge on unpaid billing	1.25% applied to due and unpaid charges on current billing	
Interest charge on unpaid billing	1.25% applied each month thereafter to due and unpaid charges	

Operations

Description	Current Rate (per m3 per two month period)	2021 Proposed Rate (per m3 per two month period)
Collection charge (included in Water Collection Charge)	per connection per billing	
Administrative charge (included in Water Collection Charges)	per service	
Additional Services (Additional Equipment, Material, Resources to include but not limited to retaining a private contractor, equipment rental, additional material etc.)	100% of cost	
Sanitary Discharge Application	\$500.00 each	
Sanitary Discharge Application, Renewal or Amendment	\$100.00 each	
Extra Strength Surcharge Application	\$500.00 each	
Extra Strength Surcharge Application, Renewal of Amendment	\$100.00 each	
Extra Strength Surcharge Rate, per parameter – Biochemical Oxygen Demand (BOD) Total Suspended Solids (TSS), Total Phosphorous (TP), Total Kieldahl Nitrogen (TKN)	\$1.25/kg per parameter	

Schedule C – Water Consumption Appeal Process

It is the responsibility of the property owner or the tenant of the property to maintain the property in good repair. Any faulty plumbing should be repaired in a timely manner. From time to time, however, there may be plumbing problems that are not easily detected, which may result in higher than usual water consumption. The Town will only consider an appeal if reasonable care has been taken to maintain the property. Appeals will only be considered after all other avenues have been exhausted.

The intent of the appeal process is to assist those residential water users previously on flat rate billing, that are either unaware of the fact that they had leaking plumbing, or are unaware of the impact the leaking plumbing will have on their utility bill now based in part on consumption flow. The adjustment will assist the property owner to understand the relationship between the volume of water used and the resulting cost. This appeal process is established to authorize a one-time only reduction to

Operations

metered water consumption due to a faulty plumbing problem (for example a leaky water faucet or a leaking toilet) but does not include loss of water due to frozen pipes, water cooled air conditioners and water pressure sump pumps.

A request for an adjustment to water consumption must be made in writing to the Town; within 30 days from the utility bill statement date for the period that the problem occurred. An appeal will only be considered for the period in which the problem occurred. The requester will explain the nature of the problem, the length of time that the problem was in effect, and will confirm that the problem has since been corrected; paid invoices indicating that repairs were made to correct the problem may be required upon the Town's request. Additional information or documentation may also be required at the discretion of the Town. All decisions of the Town are final.

Water charges and sewer charges are each comprised of a fixed charge and a charge based on metered water consumption. Consideration will be given to reducing the charges based on water consumption only. Any reduction will apply to the water consumption charge and, where applicable, to the sewer charge based on water consumption; the fixed charges will not be adjusted.

The billing adjustment will be the difference between the utility customer's estimated normal water consumption for the period under review and their actual water consumption for that period in cubic metres, multiplied by the total of the water consumption charge plus the sewer charge based on water consumption (where applicable) in effect for that period. The maximum billing adjustment will be 80% of the actual water consumption charge and if applicable the associated sewer consumption charge. The estimated normal water consumption for the period under review will be determined by the Town in consultation with the utility customer, but the Town's determination will be final. Adjustments will not be made where the difference is less than \$5. Any adjustment will be posted to the utility customer's account.

An adjustment may be made to metered water consumption or sewer charges with the approval of the Director of Finance and IT Services.

Operations

Mission

To provide engineering and administrative support to the operating divisions within the Operations Department and to provide engineering support to other Departments as requested.

Services Provided

- Project development and management.
- Contract preparation and administration of construction projects.
- Technical review of documentation submitted in support of a development with respect to existing infrastructure and operational needs.
- Supporting advice, assistance, and services to non-operations lead projects.
- Asset management data gathering, organizing, and analyzing to aid in the preparation of the Operations multi-year capital plan.

2021 Work Plan

- Completion of updated Engineering Standards
- Continuing to manage approved, large scale plans (e.g. Transportation Master Plan, Drainage Master Plan) and capital projects (e.g. Thornbury West Reconstruction, Thornbury WWTP Expansion)
- Business process improvement – continue to explore opportunities for efficiencies and alternative delivery methods that align with improved customer service and organizational priorities.
- Develop and implement detailed Operations Work Plan that aligns with the Corporate Strategic Plan, Capital Plan and the performance management framework.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Municipal Lands Use Permits	270	101	110

2021 Budget Commentary

The majority of the Consulting Budget (\$192,100) is made up of the Sanitary and Storm Condition Assessment Project which began in 2018 and will continue annually. The additional \$20,000 in Consulting is to finalize the updating of the Town's Engineering Standards, which are funded by Development Charges and makes up the Transfer from Obligatory Reserves.

The 2021 Contract Services Budget is made up of two projects that have been recommended by the Agricultural Advisory Committee. These two projects were originally in the 2020 Approved Budget as Additions but were delayed due to the COVID-19 Pandemic. Project Details are listed on the pages below.

In 2020, COVID-19 caused delays to several plans/studies and capital projects due to the provincial *Emergency Management and Civil Protection Act* which imposed restrictions on on-site investigations and/or due to health and safety matters. These matters led to a shortened construction season. As a result, several projects were delayed in 2020 and are being carried forward to the 2021 budget.

Operations

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	696,246	653,765	751,281	765,957	781,192
Administrative Expenses	5,564	4,075	3,400	3,550	3,600
Operating Expenses	0	0	0	0	0
Communications	11,959	1,725	2,800	2,800	2,800
Personnel and Training	7,201	2,115	7,725	9,875	9,875
Utilities	0	0	0	0	0
Equipment Related	107	0	0	0	0
Vehicle and Fleet Related	1,601	3,930	1,395	1,595	1,795
Legal Expenses	0	0	0	0	0
Consulting	140,251	360,640	212,100	200,900	204,800
Purchased Services	31,530	0	270,000	0	0
Debt Payments	1,767	0	0	0	0
Financial Expenses	10,716	14,580	8,945	9,145	9,350
Premise and Site	0	0	0	0	0
Total Expenses	906,939	1,040,830	1,257,646	993,822	1,013,412
Transfers					
Transfers to Capital	78,960	-211,365	-366,401	-102,583	-109,029
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	707,461	726,500	741,000	756,000	771,000
Transfers from Obligatory Reserves	-31,864	-10,000	-20,000	-5,000	-5,000
Transfers from Other Reserves	-224,606	-326,605	-228,100	-231,900	-235,800
Interfunctional Transfers	-294,039	-303,250	34,905	50,121	47,381
Total Transfers	235,913	-124,720	161,404	466,637	468,552
Total Transfers and Expenses	1,142,853	916,110	1,419,050	1,460,460	1,481,963
Revenue					
Grants and Donations	43,414	69,730	0	0	0
External Revenue	2,340	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	45,754	69,730	0	0	0
Net Cost of Service (Taxation)	1,097,099	846,380	1,419,050	1,460,460	1,481,963

The chart above includes all Expenses and Transfers for the two Senior Infrastructure Capital Project Coordinators.

Operations

2021 Operating Projects

Project	Ditching Works
Lead Department	Roads and Drainage
Description	This project will allow the Town to get caught up to the backlog of rural roads that require ditching works. Completing a large one-year catch up project will result in better maintained road assets.
Project Manager	Manager of Roads and Drainage
Budget	\$ 120,000 Contract Services
Funding	\$ 40,000 Taxation \$ 80,000 Unfinanced (collected through taxation in 2022 & 2023) \$ 120,000 Total Funding

Project	Ash Tree Removal
Lead Department	Parks and Trails and Roads and Drainage
Description	<p>Due to the Emerald Ash Borer (EAB) the Town's ash trees are dying off at an accelerated rate and unfortunately will all need to be cut down. At last count the Town has over 60,000 trees that require removal. Currently the Town is using a reactive methodology of removing the trees. The Roads or Parks division receives phone calls or notice about an ash tree that has become a hazard. At that time a professional tree removal company is brought in to remove the tree.</p> <p>The EAB invasion has reached a point that all ash trees on Town owned lands; roadways, parks and trails or underdevelopment lands, need to be removed. For the health and safety of the tree removal, staff feel it is best to do this when the tree is still alive to avoid having to climb a tree that is already dead.</p>
Project Manager	Manager of Parks & Trails and the Manager of Roads and Drainage
Budget	\$ 150,000 Contract Services
Funding	\$ 50,000 Taxation \$ 100,000 Unfinanced (collected through taxation in 2022 & 2023) \$ 150,000 Total Funding

Total Projects:	2
Total Budget:	\$ 270,000 Contract Services
Total Funding by Source:	\$ 90,000 Taxation \$ 180,000 Unfinanced (collected through taxation in 2022 & 2023) \$ 270,000 Total Funding

Proposed Addition - Operations

Public Electric Vehicle Charging Stations

Business Need

Climate action needs to take many forms and the scaling up of zero emissions vehicle infrastructure is one effort being supported by Natural Resources Canada (NRCan). NRCan is offering financial support to install public space level 2 charging stations. Ontario Power Generation (OPG) is leading a pooled funding submission to assist small communities with installations. The Town has executed an agreement with OPG and 12 charging stations have been included with the OPG application to the Federal program.

Providing charging stations in core business areas will have cross benefits for local business. Charging top ups generally require an hour depending on the vehicle. Completing a charge is likely to coordinate with local businesses commerce.

Strategic Priorities

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

Options or Solutions Analysis

The Town is included in the OPG application and has entered a non-binding agreement for 12 charging stations in 6 public locations. OPG will provide turn-key charging stations in the locations selected in The Blue Mountains at no upfront cost to the Town. A fixed annual fee per station will be charged to the Town for a term of 10 years.

Locations were selected in consultation with Town Staff and OPG. Locations were selected that provided proximity to amenities or commerce, availability of Town owned electrical connection and Town owned land. The locations below have been selected and final installation costs will be specific to these locations.

Proposed tier II Town charging locations (two per site):

- Town Hall
- L.E. Shore Memorial Library
- Craighleith Depot
- Beaver Valley Community Centre
- Hester Street Parking Lot
- Thornbury Post Office Parking Lot

The Town will be responsible for paying electricity, but all charging fees will be collected by OPG and transferred back to the Town. OPG will also provide annual maintenance, servicing, driver support and reporting.

Financial and/or Non-Financial Benefits

Fixed annual fee of \$2,000 or less per charging station will be charged to the Town and 12 stations are being proposed. The overall cost will be a maximum of \$24,000 annually with the potential for charging revenues to off-set this cost.

Currently The Blue Mountains has a notable lack of public EV charging stations; adding more stations in key areas could have economic and tourism-based benefits to the local economy.

Electric vehicles have zero-point source emissions and due to the Ontario power grid's mix of nuclear and renewables, overall GhG emissions are very low compared to fossil fuel powered transportation.

Risk Analysis

The Town will take on very little risk in this project, OPG will manage all the site planning, procurement and installation.

Return on Investment

Electric vehicles reduce point source emission compared to a gasoline powered vehicle. More available charging stations will encourage local use of EV technology which will reduce local air pollution.

The Town will have the ability to set the charging fee rate and collect revenue from charging. The goal will be to collect fees to offset the annual fee for the 10 year agreement and beyond the agreement own the charging stations and benefit from the installed power connections.

Recommendation

Proceed with charging station installations.

Implementation Plan

Application with OPG to NRCan – September - 2019

NRCan response from application - December - 2019

Charging station project to be reviewed with Sustainability Advisory Committee - 2020

Complete a final agreement with OPG with Council Approval - 2021

Initiate installations – 2021

Charging stations on-line - 2021/2022

Budget

Description	Total	2021	2022	2023	2024	2025
Expenditures						
Annual Fee to OPG	120,000	24,000	24,000	24,000	24,000	24,000
Expenditures Total	120,000	24,000	24,000	24,000	24,000	24,000
Funding						
Revenues	120,000	24,000	24,000	24,000	24,000	24,000
Funding Total	120,000	24,000	24,000	24,000	24,000	24,000

Roads and Drainage

Mission

To provide a safe and efficient transportation network for the movement of people and products throughout The Blue Mountains, to preserve the public investment in the road system, protect the natural state of our surroundings and to monitor, inspect, and operate the Town's drainage network.

Services Provided

- Budget preparation and cost control as well as procuring and administering contracts.
- Comment on development proposals, severance/minor variance applications, zone changes, etc.
- Administering the Town's Entrance and Land Use Permit System.
- Liaising with utilities, conservation authorities, provincial ministries and federal departments.
- Updating the Town's road and bridge condition studies.
- Monitor, inspect, and maintain municipal drains.
- Responding to inquiries from ratepayers, municipalities, agencies, Council and others.
- Winter maintenance and road surface, shoulder, roadside, drainage, and structure maintenance.
- Fleet maintenance and repair, inspection of entrance culvert installations.

Level of Service

Service Provided	Level of Service – Actual 2020	Annual Target
Thousand Tonnes of gravel placed per 100 km of gravel roads	23.0	31.25
Average Pavement Condition Index rating (PCI)	64	80
% of bridges with Bridge Condition Index (BCI) of <40%	18.75%	<15%
Achieve Town Maintenance Standard	100%	100%
Sidewalks maintained all year	55%	55%

2021 Work Plan

2021 will include surface treatment and maintenance gravel in the rural areas. The Town is working towards the replacement of two road graders.

Staff will be looking for a new additional Operator in November to address growth of the road network. This additional position was approved as an Addition to the Base Budget through the 2020 Budget.

Review and issue land use permits and complete the design for Bridges 2 and 3. Staff will continue to refine the needs for the expansion of the Ravenna site.

Roads and Drainage

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Kilometers of roads plowed in winter	261.20	264.28	264.87
Tonnes of sand used for winter control	5,050	3,756	4,500
Bridges and culverts maintained	32	32	32
Snow events	68	52	65
Work Orders generated from Service Requests	360	157 ¹	500

2021 Budget Commentary

Salaries and Benefits are slightly increasing in 2021 with the addition of an Operator starting during the winter control season for 2021/2022, which was approved through the 2020 Budget process.

Operating Expenses are also increasing in 2021 which is caused by a \$136,000 increase to gravel.

There is an additional \$105,000 added to Contract Services (Purchased Services) for Bridge Work, as per the Town's Bridges and Culverts Asset Management Plan. In addition, \$176,000 has been added to the 2021 Budget for the transfer to Reserve Fund for Bridges and Culverts, bringing the total transfer to \$271,000 in 2021. Again, this is as per the Town's Bridges and Culverts Asset Management Plan.

Premise and Site includes \$13,500 in annual rental fees for the Ravenna Office Trailer until alternative accommodations are available for Roads Staff working out of this location.

¹ As of August 31, 2020

Roads and Drainage

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	1,301,844	1,379,140	1,431,102	1,526,917	1,550,062
Administrative Expenses	4,205	1,410	2,900	2,900	2,900
Operating Expenses	679,962	707,500	843,000	873,000	873,000
Communications	8,807	14,170	7,725	7,825	7,925
Personnel and Training	22,203	12,165	21,900	21,100	22,200
Utilities	105,704	153,725	106,650	107,200	107,800
Equipment Related	156,052	154,310	88,850	88,850	88,850
Vehicle and Fleet Related	263,100	298,355	231,290	238,475	243,475
Legal Expenses	4,441	9,245	0	0	0
Consulting	94,943	103,935	4,000	4,000	4,000
Purchased Services	378,666	501,425	558,500	540,500	560,500
Debt Payments	3,265	0	0	0	0
Financial Expenses	27,936	52,385	53,355	56,020	58,825
Premise and Site	45,902	49,175	37,550	38,100	38,100
Total Expenses	3,097,030	3,436,940	3,386,822	3,504,887	3,557,637
Transfers					
Transfers to Capital	79,735	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	255,000	276,700	482,000	656,000	810,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-65,093	-16,835	-10,000	0	-10,000
Interfunctional Transfers	-6,776	-1,600	494,164	523,914	528,838
Total Transfers	262,866	258,265	966,164	1,179,914	1,328,838
Total Transfers and Expenses	3,359,896	3,695,205	4,352,986	4,684,801	4,886,475
Revenue					
Grants and Donations	50,889	125,105	42,000	42,000	42,000
External Revenue	75,848	83,740	102,400	109,950	117,500
Subsidies	0	0	0	0	0
Total Revenue	126,737	208,845	144,400	151,950	159,500
Net Cost of Service (Taxation)	3,233,159	3,486,360	4,208,586	4,532,851	4,726,975

Garbage Collection

Mission

To deliver progressive collection, diversion, and disposal services that prioritize a move towards a circular economy

Services Provided

- Program promotion and education, championing waste minimization.
- Curbside and depot collection of residential and commercial garbage.
- Enforcement of bag limits, diversion rules, and responding to illegal dumping.
- Long term waste management planning and infrastructure design.
- Managing garbage collection contracts.
- Responding to and resolving collection service issues.

Level of Service

Service Provided	Level of Service – Annual Actual 2019	Annual Target
# of Service Requests per 100 Tonnes collected ¹	26	3

2021 Work Plan

Staff work with the collection contractor to return the same or next working day to gather missed waste and respond to the resident. The service provision goal is to continue reducing service requests, most of which centre around missed collection.

Activities associated with garbage generation will inform the Disposal Site Plan and Site Re-design.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Garbage Collection (Tonnes)	1,582	1,996	2,115
Bag Tags Sold	6600	10,000	11,000

2021 Budget Commentary

As is being observed in most Canadian municipalities, residential garbage tonnage has increased due to a change in household behaviours and activities. Until COVID-19 related measures and isolation behaviours relax this new level of waste production is expected to remain.

Curbside garbage collection tonnage has increased in 2020 and could increase by 25% by the end of the year and staff do not expect this increase to drop dramatically, even after the pandemic has ended. This increase has been applied to the 2021 budget values which

¹418 service requests and 1,582 tonnes of garbage collected in 2019

Garbage Collection

will increase the related budget beyond the typical annual inflation and adjustment for additional residents.

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	18,700	20,505	21,926	22,163	22,403
Administrative Expenses	456	1,110	900	1,000	1,100
Operating Expenses	0	0	0	0	0
Communications	512	635	750	825	900
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	2,393	2,430	2,450	2,485	2,520
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	290,170	378,045	380,000	415,000	450,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	312,231	402,725	406,026	441,473	476,923
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	0	0	0	0	0
Total Transfers and Expenses	312,231	402,725	406,026	441,473	476,923
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	19,795	28,500	30,000	30,000	30,000
Subsidies	0	0	0	0	0
Total Revenue	19,795	28,500	30,000	30,000	30,000
Net Cost of Service (Taxation)	292,436	374,225	376,026	411,473	446,923

Landfill

Mission

To manage solid waste through the delivery of progressive collection, diversion, and disposal services that prioritize a move towards a circular economy.

Services Provided

- Program promotions and education, championing waste diversion.
- Depot based collection of residential and commercial garbage and recyclables.
- Yard waste and fruit waste composting.
- Depot based diversion (e-waste, tires, wood waste, metals and concrete).
- Municipal Hazardous or Special Waste Depot collection.
- Landfill operation and compliance.
- Long term waste management planning and infrastructure design.
- Stewardship program reporting.

Level of Service

Service Provided	Level of Service –Actual 2020	Annual Target
Landfilling Waste – Density (kg/m3)	623	>600
Reasonable Use Exceedances (#)	10	0
Number of Days that Average 40 Patrons/Hour ¹	22	0
Years remaining of approved Landfill capacity ²	23	>5

2021 Work Plan

- Operationalize scale software
- Completion of Site study and redesign plan
- Hire budgeted seasonal operator and seasonal student
- Develop plan for waste asphalt shingles

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Visits to the Waste Disposal Site	21,965	21,000	23,000
Tonnes of waste (all sectors) landfilled	4,657	3,543	3,500
Tonnes of waste (all sectors) diverted	2,790	3,132	3,500

¹ Over 40 patrons per hour is a threshold that causes excessive car queues and wait times to access unloading areas, leading to stressed patrons and Site staff

² The existing cell has an estimated 6.5 years remaining, the vertical lift can be used until Phase 2 is built. Overall approved capacity has 23 years remaining as of November 2019. - Annual Report 2019, Golder.

Landfill

2021 Budget Commentary

During 2020 new fees were initiated that had significant increases for commercial loads and mixed loads. This fee structure has been effective in reducing loads of mixed construction, demolition and general commercial. The overall tonnage landfilled has decreased in 2020 and it is anticipated this trend will continue in 2021. This reduction will also extend the available capacity and increase the life span of the Site over the 23 years reported above.

The expectation for revenues should be reduced for 2021. However, with as many Site users and increasing curbside sourced waste, the Site expenses remain fixed for 2021.

New programs for mattresses and drywall have had significant success in 2020 and these programs will continue in 2021. Asphalt shingles continue to be separated and stockpiled and Staff will be investigating and considering uses for this resource.

Although the months of March and April in 2020 had a dip in revenues due to the COVID-19 related closure and partial closure, the overall year to date (January to August) is comparable to 2019. It is expected that COVID-19 will continue to increase the residential waste stream and visits to the Landfill as more people live and work in their homes local to The Blue Mountains.

In 2021 staff will finalize the landfill debt process for the landfill mining and expansion process. One payment is included in 2021 and two payments per year are included moving forward. It is proposed that this debt of \$975,000 will be taken out for 25 years and be paid back by 2045.

Staff have increased the transfer to reserves for the Solid Waste Post Closure Reserve, which is reflected in the Transfers to Reserve budget line.

Landfill

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	318,111	304,385	358,015	370,064	379,967
Administrative Expenses	2,728	6,330	1,900	1,900	1,900
Operating Expenses	33,337	6,360	3,250	3,250	3,250
Communications	1,935	1,625	2,325	2,325	2,325
Personnel and Training	10,200	7,000	9,200	9,975	9,975
Utilities	7,178	8,205	16,000	7,660	3,250
Equipment Related	83,254	104,225	111,640	112,300	114,300
Vehicle and Fleet Related	48,674	27,990	16,445	16,445	16,445
Legal Expenses	1,142	0	0	0	0
Consulting	192	60	0	0	0
Purchased Services	164,216	154,905	141,000	141,000	141,000
Debt Payments	11,310	0	31,135	61,500	60,580
Financial Expenses	38,773	36,435	38,080	36,380	37,205
Premise and Site	-4,375,695	138,815	130,685	131,685	132,685
Total Expenses	-3,654,645	796,335	859,675	894,484	902,882
Transfers					
Transfers to Capital	-11,310	1,500	0	0	0
Transfers to Capital Levy		0	0	0	0
Transfers to Reserves	116,000	126,800	289,000	291,000	293,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-2,500	0	0	0	0
Interfunctional Transfers	57,022	52,180	308,545	319,047	321,829
Total Transfers	159,212	180,480	597,545	610,047	614,829
Total Transfers and Expenses	-3,495,433	976,815	1,457,220	1,504,531	1,517,711
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	542,279	368,865	432,000	432,000	432,000
Subsidies	0	0	0	0	0
Total Revenue	542,279	368,865	432,000	432,000	432,000
Net Cost of Service (Taxation)	-4,037,713	607,950	1,025,220	1,072,531	1,085,711

Proposed Addition - Operations Department – Solid Waste Division

Landfill All Day Saturday

Business Need

There is some interest and expressed desire from the public (2019 Survey) to have additional hours of operation. As a result a pilot was conducted in 2020 that ran all day Saturdays from August to the end of October. Prior to the pilot the Site was only open 2.5 days a week.

The pilot identified that the number of patrons did not increase significantly on the all day Saturday operations but did spread the number of patrons out throughout the day. This led to less congestion, but did not eliminate longer line ups on Saturday mornings. Mornings continued to be busier than Saturday afternoons.

Even with the closure and slow down due to COVID-19, the Landfill is likely to experience a number of patrons similar to 2019 which totalled and is projected to total approximately 22,000. Currently the Site is experiencing a high volume of use Saturday morning with 50 plus users per hour. This is creating longer wait times and congestion. More hours would provide more options for Saturday users and reduce the peak times.

More staff time will be needed to implement year round Saturdays and to improve the ability to educate and assist patrons, but also enforce sorting rules at the Site and as a result increase waste diversion. An increase of 4.5 hours every Saturday for 4 staff is equivalent to 936 hours or close to a 50% FTE. Hiring additional staff will cover these new hours and ensure other work areas are not impacted.

Options or Solutions Analysis

1. Keep hours the same with the understanding that longer wait times and congestion will continue on Saturday morning.
2. Keep hours the same but install a second scale to improve the traffic flow.
3. Open the Landfill Site more than 3 days of the week – which would increase the need for staff, but could reduce line ups.

Financial and/or Non-Financial Benefits

In 2020, an additional part-time operator was added to the Site staff complement. Due to delays in the 2020 Budget approval this position was not hired. It is proposed that this seasonal part-time position be modified to accommodate being open more hours. This operator position should be hired as a combined operator and scale attendant. This will allow flexibility and another staff person to assist with the additional hours of operation and general Site maintenance. It is also recommended that this position is changed from a seasonal part-time to a year-round permanent position to assist with all day Saturday hours throughout the year.

It is not expected that increased revenues will be seen with this increase in hours. It is anticipated that the Saturday patrons will make use of the alternative time but generally the total number of users will stay the same.

If a new full-time Attendant/Operator position is created, it is likely that the Landfill will use the Casual Scale Operator less and the existing attendant will have some reduction in hours.

Risk Analysis

Risk is low, the objective is to provide an increase in available service. As the Town develops, more demand on services will occur.

More hours of operation will not necessarily translate into more revenue.

Recommendation

Increase Landfill Site hours to include all day Saturdays year-round and modify the approved 50% FTE seasonal Operator position into a full-time permanent Attendant/Operator position.

Implementation Plan

1. Modify job description to include scale attendant and site operator duties.
2. Hire new attendant/operator.
3. Select a start date for new hours, advertise and update signage.
4. Begin new hours.

Budget

Description	Total	2020	2021	2022	2023	2024
Expenditures						
Full Time Salaries	155,550	30,300	30,600	30,900	31,550	32,200
Full Time Benefits	63,350	12,350	12,450	12,550	12,850	13,150
Expenditures Total	218,900	42,650	43,050	43,450	44,400	45,350
Funding						
Taxation	218,900	42,650	43,050	43,450	44,400	45,350
Funding Total	218,900	42,650	43,050	43,450	44,400	45,350

Sustainability

Mission

Progress sustainability throughout the Town and scale-up corporate and community efforts associated with the identified sustainable action items.

Abandon the story of separation from nature, adopt a living planet approach.

Services Provided

This work area will be a resource to and collaborate with the Sustainability Advisory Committee, Council and the community to define sustainability goals and actions. It will develop creative ways to fund, implement and scale-up sustainability actions. Create corporate and community policies, provide support to other projects and departments.

Service Provided	Level of Service (Actual 2019)	Annual Target
Sustainability Policy Development and Planning	NA	2+
Sustainability Action Items	NA	2+

Level of Service

This work area will include the Manager of Sustainability and Solid Waste and a new hire for 2021 for a Sustainability Coordinator. The designated staff will be a resource to the Sustainability Advisory Committee and other Town Divisions. Being a new work area for 2021, refinement of a longer term work plan will be a key activity in early 2021.

2021 Work Plan

Continue to engage and collaborate with the Sustainability Advisory Committee (SAC).

Complete Phase 1: Situational Assessment and Phase 2: Vision and Objectives of the Community Sustainability Plan, including;

- Community engagement
- Aboriginal Consultation
- Draft documents
- Final Council approved documents

Provide sustainability awareness and tools to Committees through a "knowledge series".

Develop Corporate Policies related to the recommendations in the 2019 Town Energy Plan.

Work with the SAC to develop "Green" development standards and other identified early actions.

Implementation of electric vehicle public charging stations (addition to the budget).

Sustainability

Assistance with development of parking lot options that are climate resilient and environmentally beneficial to the core urban area.

Assistance with securing funding for a pilot project to treat landfill leachate with an on-site engineered wetland.

Developing Town involvement in a "Resort Municipality Coalition", the University of Waterloo and Protect Our Winters Canada, with a mandate to create a local Climate Action Plan focused on sustainable tourism.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Knowledge Sessions Delivered	NA	2	2
Actions Implemented	NA	1	5
Policies Approved	NA	0	2
Related Plans Completed	NA	1	2
Collaborations with Other Divisions	NA	0	2

2021 Budget Commentary

This is a new Budget work area for 2021 and the available funds mostly centre on the completion of the Community Sustainability Plan.

A \$10,000 budget for training and travel for the new Sustainability Coordinator position will be rolled over from 2020. This has no impact on the bottom line for 2021.

Sustainability

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	0	0	102,375	103,491	104,616
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Personnel and Training	0	10,000	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	0	10,000	102,375	103,491	104,616
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	0	0	0	0	0
Total Transfers and Expenses	0	10,000	102,375	103,491	104,616
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	0	10,000	102,375	103,491	104,616

Waste Diversion

Mission

To manage solid waste through the delivery of progressive collection, diversion and disposal services that prioritize a move towards a circular economy.

Services Provided

- Blue and grey box depot, curbside collection and condo collection.
- Green bin curbside and condo cart collection.
- Curbside battery collection.
- Yard waste curbside collection.
- Christmas tree curbside collection.

Level of Service

Service Provided	Level of Service	Annual Target
Residential Diversion Rate %	52 (2019 Data Call)	60

2021 Work Plan

Develop a strategy for the Town's transition away from residential blue box responsibilities. By 2023 the residential blue box in the province will be the responsibility of the product stewards. Stewards will be 100% financially responsible for collection and processing. The Town needs to have a plan to work through this transition and have a strategy for service to non-residential users.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021
Green bin, yard waste, holiday tree collection – tonnes	480	654	694
Curbside battery collection – kg	1,500	1,500	1,600
Hazardous and e-waste diverted - kg	41,000	41,000	45,000

2021 Budget Commentary

As of September 2020, waste collection has experienced a considerable increase in tonnage. Waste diversion collection streams have experienced a 43%, 16% and 51% increase over 2019 for blue box, condo blue box and green bin respectively. This is having a direct increase to the budget for 2021 as the Town pays for collection on a tonnage collected basis. This new plateau of tonnage is expected to continue into 2021 with an additional 6% to account for new homes becoming occupied.

The significant increases are likely the result of more part-time residents becoming full-time residents and a general migration from large urban centres as a reaction to COVID-19. It is, however, being observed in every Canadian city that household generated waste has

Waste Diversion

increased since the beginning of COVID-19. This trend is attributed to more individuals working from home, isolation in the home and on-line purchases. There has been a notable and likely corresponding reduction in commercially generated waste across the country as well.

The Town receives a Stewardship grant which funds approximately 50% of the net costs of the Blue Box Program. This funding model will be undergoing a transition to full Stewardship responsibility in 2023. Municipalities have been advised to avoid making significant changes to programs as there will be no obligation for the Stewards to adopt a new or different level of service than that provided in 2018.

The Town received \$153,424 in stewardship grant dollars in 2020 and has budgeted to receive \$155,000 in 2021, as illustrated in the Grants and Donations line below. This grant has been removed for the 2023 budget. Additionally, the budget in 2023 has decreased to only represent organic waste diversion. At this time it is not known when in 2023 the province will take over recycling, and therefore staff have presented the 2023 budget as if this would start on January 1, 2023. Staff will revise this in future years as more becomes known.

Waste Diversion

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	33,224	10,730	50,419	51,790	52,918
Administrative Expenses	2,136	3,015	2,850	2,950	3,050
Operating Expenses	7,880	1,890	9,000	9,500	10,000
Communications	441	645	750	750	750
Personnel and Training	1,235	0	1,130	1,880	1,880
Utilities	0	0	0	0	0
Equipment Related	6,972	3,240	2,450	2,485	2,520
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	685,516	925,530	970,000	1,055,000	555,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	737,404	945,050	1,036,599	1,124,355	626,118
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy		0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	0	0	0	0	0
Total Transfers and Expenses	737,403	945,050	1,036,599	1,124,355	626,118
Revenue					
Grants and Donations	162,221	153,425	155,000	180,000	0
External Revenue	28,791	26,740	25,000	25,500	26,500
Subsidies	0	0	0	0	0
Total Revenue	191,012	180,165	180,000	205,500	26,500
Net Cost of Service (Taxation)	546,391	764,885	856,599	918,855	599,618

Water

Mission

To provide the delivery of safe, clean drinking water through a state-of-the-art water treatment facility and a well maintained and operated distribution system.

Services Provided

- Operate and maintain the Water Treatment Plant in accordance with legislative requirements.
- Operate and maintain the Water Distribution System, including Water Booster Stations and Reservoirs in accordance with legislative requirements.
- Maintain the Town's Water Meter Program and provide data to the Finance Department for billing purposes.
- Provide locate services for Town owned infrastructure in accordance with legislative requirements.
- Coordinate and implement the Town's Backflow Prevention Program.

Level of Service

Service Provided	Level of Service (Actual 2019)	Annual Target
# of breaks / 100 km of watermain	8	3
% of passed water quality tests	99.999%	100%
Unaccounted Water Loss	16.0% (2019)	15%
% of fire hydrants operated yearly	100%	100%
% of properties within 50m of fire hydrant in urban area	78%	100%

2021 Work Plan

To ensure the delivery of safe, clean drinking water.

To prepare and implement preventative maintenance and capital replacement plans and to avoid unexpected failure and associated costs and liabilities. The proposed budget includes programs for the replacement of sub-standard watermains, plus refurbishment/replacement of facilities and equipment as they approach the end of their useful lives.

To ensure that infrastructure is available to support the development of the preliminary design for water distribution and storage for the Thornbury West and Lora Bay Services Areas. The work commenced in 2019 and will continue with final design and construction to follow. Undertake a Schedule C Environmental Assessment for the supply and storage for the Craighleith Service area. This is shown under the Corporate Administration Operating Budget.

The Town will ensure continued operations of the water system during COVID-19 restrictions.

Water

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Water Treatment Plants	1	1	1
Water Reservoirs	5	5	5
Water Booster Stations	7	7	7
Water connections (units)	8,751	9,054	9,357
Fire hydrants maintained	939	950	973
Valves located and exercised	1,021	750	1,000
Locates completed	1,972	2,058	2,148

2021 Budget Commentary

Salaries and Benefits are increasing in 2021 with the addition of a Water Operator that was approved as an addition in the 2020 Budget. With Salaries and Benefits, there is also a small increase to training and travel. Additionally, the Water Division purchased an additional vehicle for the Operator which is reflected in a slight increase to vehicle costs for fuel, licensing, and maintenance.

Operating Expenses are increasing by \$10,000 overall. There is an increase of \$10,000 for chemicals and sample testing as more water is used, more chemicals are needed and more water samples are required.

Interfunctional Transfers are increasing for the Water Division as per the new Interfunctional Transfer Policy POL.COR.20.04 that was approved by Council through Staff Report FAF.20.099 in June 2020. Although the Water Division is seeing an increase to Interfunctional Transfers, staff do not believe that there is a need to phase in this increase.

Staff are also not proposing any changes in the water rates to achieve the current level of service for 2021 over the current rates.

Water

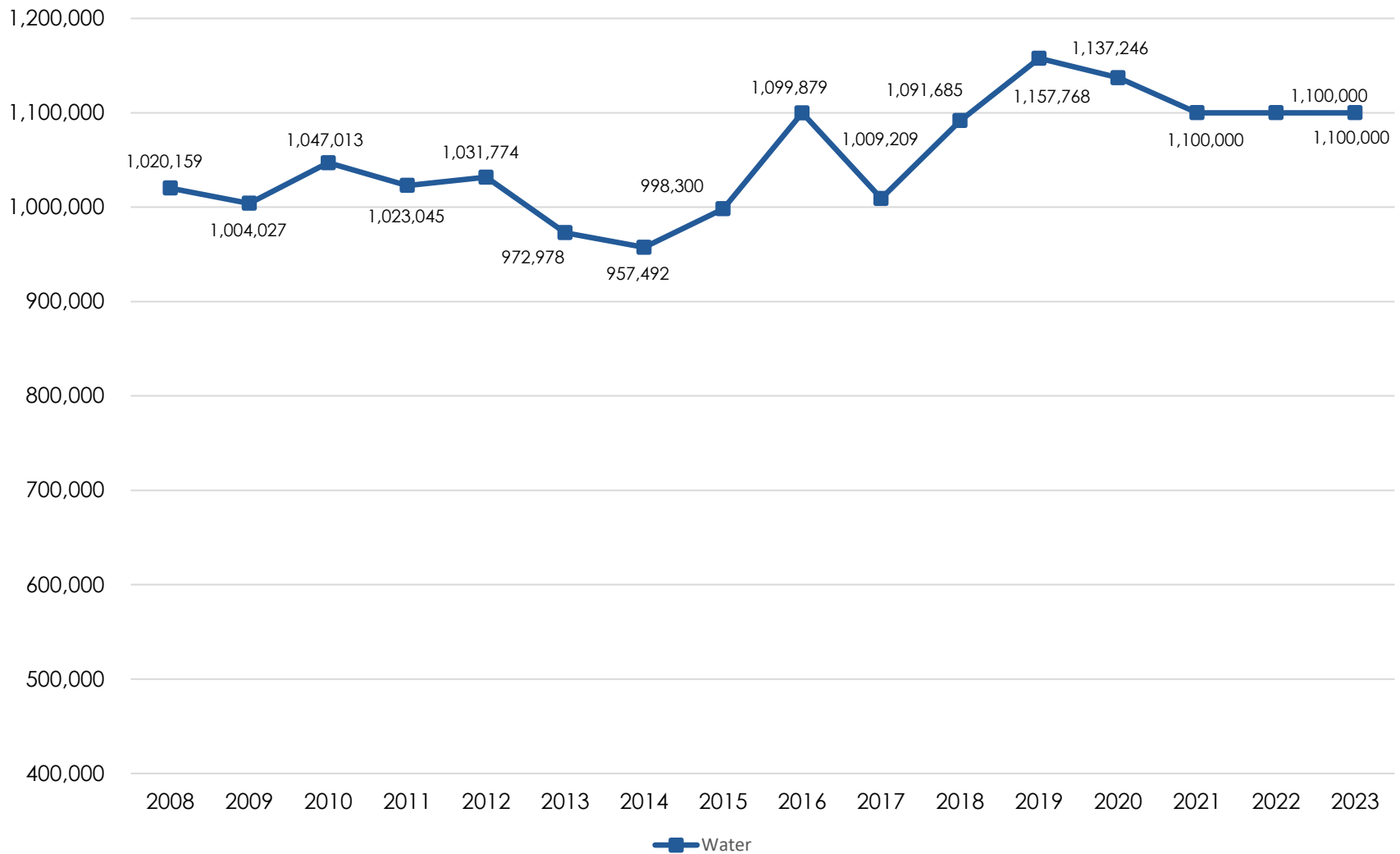
2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	1,054,032	1,096,478	1,185,058	1,197,602	1,210,235
Administrative Expenses	7,142	4,980	6,970	7,020	7,070
Operating Expenses	183,520	203,370	178,650	179,650	180,650
Communications	30,652	30,565	33,250	33,500	33,750
Personnel and Training	19,447	13,963	29,700	29,700	29,700
Utilities	293,823	287,920	279,000	279,000	279,000
Equipment Related	217,906	236,438	207,175	207,175	207,175
Vehicle and Fleet Related	28,798	25,685	28,698	28,848	28,998
Legal Expenses	0	2,500	0	0	0
Consulting	20,167	6,700	0	0	0
Purchased Services	92,247	39,470	58,000	59,000	60,000
Debt Payments	130,529	128,172	123,955	119,878	115,975
Financial Expenses	56,275	58,705	75,375	77,515	79,740
Premise and Site	41,417	51,310	39,750	39,750	39,750
Total Expenses	2,175,955	2,186,256	2,245,581	2,258,638	2,272,043
Transfers					
Transfers to Capital	550	7,800	1,000	1,000	1,000
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	1,814,182	1,802,613	1,540,882	1,551,340	1,561,798
Transfers from Obligatory Reserves	-158,575	-128,172	-123,955	-119,878	-115,975
Transfers from Other Reserves	-3,886	-94,050	-105,498	-149,572	-157,865
Interfunctional Transfers	443,064	513,700	614,514	646,887	643,303
Total Transfers	2,095,335	2,101,891	1,926,943	1,929,777	1,932,261
Total Transfers and Expenses	4,271,290	4,288,147	4,172,524	4,188,415	4,204,304
Revenue					
Grants and Donations	151	0	0	0	0
External Revenue	4,271,139	4,288,147	4,172,524	4,188,415	4,204,304
Subsidies	0	0	0	0	0
Total Revenue	4,271,290	4,288,147	4,172,524	4,188,415	4,204,304
Net Cost of Service (Taxation)	0	0	0	0	0

Water

2021 Water Consumption

The graph below illustrates the water consumption from 2009 to 2023 in cubic meters.



2021 Water Rates

	2021 Budget	2022 Budget	2023 Budget
Operating Expenditures	\$ 2,121,585	\$ 2,138,760	\$ 2,156,068
Interfunctional Transfer	\$ 618,364	\$ 646,887	\$ 643,303
Non-Tangible Capital Asset Expenditures	\$ 0	\$ 0	\$ 0
Transfer to (from) Rate Stabilization Reserve	\$ (38,307)	\$ (78,572)	\$ (62,919)
Additions to the Base Budget	\$ 0	\$ 0	\$ 0
Less Non-User Revenues	\$ 258,800	\$ 258,800	\$ 258,800
Net Operating Expenditures	\$ 2,442,842	\$ 2,448,275	\$ 2,477,652
Estimated Total Annual Water Consumption (m³)	1,115,000	1,115,000	1,115,000

Costs Related to Infrastructure Replacement	2021 Budget	2022 Budget	2023 Budget
Debt Repayment	\$ 123,995	\$ 119,878	\$ 115,975
Contribution to Asset Replacement Reserves	\$ 1,540,882	\$ 1,551,340	\$ 1,561,798
Less: Development Charge Revenue	\$ 123,995	\$ 119,878	\$ 115,975
Total	\$ 1,540,882	\$ 1,551,340	\$ 1,561,798

Revenues	2021 Budget	2022 Budget	2023 Budget
Number of Connected/Unconnected Users	7,367	7,417	7,467
Infrastructure Renewal Cost per Month	\$ 17.43	\$ 17.43	\$ 17.43
Amount Recovered from Fixed Charges	\$ 2,360,184	\$ 2,376,074	\$ 2,399,673
Amount Recovered from Consumption	\$ 1,623,540	\$ 1,623,540	\$ 1,639,775
Total	\$ 3,983,724	\$ 3,999,614	\$ 4,039,449

Rates

Consumption Charge	2021 Budget	% Increase	2022 Budget	% Increase	2023 Budget	% Increase
Fixed Monthly Rate	\$ 26.48	0%	\$ 26.48	0%	\$ 26.57	1%
0 – 5 m ³ (Included in bi-monthly fixed charge)	\$ 0.00	0%	\$ 0.00	0%	\$ 0.00	1%
>10 – 30 m ³	\$ 1.81	0%	\$ 1.81	0%	\$ 1.83	1%
>30 – 60 m ³	\$ 1.98	0%	\$ 1.98	0%	\$ 2.00	1%
>60 – 90 m ³	\$ 2.15	0%	\$ 2.15	0%	\$ 2.17	1%
Above 90 m ³	\$ 2.32	0%	\$ 2.32	0%	\$ 2.34	1%

Annual Impact on Users

Annual Consumption	2021 Budget	2022 Budget	2023 Budget
0 m ³	\$ 318	\$ 318	\$ 319
60 m ³	\$ 318	\$ 318	\$ 319
180 m ³	\$ 536	\$ 536	\$ 539
240 m ³	\$ 654	\$ 654	\$ 659

Wastewater

Mission

To provide the efficient collection and treatment of wastewater in a cost-effective manner and to protect the environment and human health.

Services Provided

- Operation and maintenance of the Town's Wastewater Collection Systems, including pumping stations in accordance with legislative requirements.
- Operation and maintenance of the Town's Wastewater Treatment Plants in accordance with legislative requirements.
- Provide locate services for Town owned infrastructure in accordance with legislative requirements.

Level of Service

Service Provided	Level of Service (Actual 2019)	Annual Target
Blocked Sewer mains per 100 Km	2	1
Thornbury Ratio of peak/average daily inflow (using Harmon Formula)	2.33	3.2
Craighleith Ratio of peak/average daily inflow (using Harmon Formula)	2.66	2.94
Effluent samples conforming with Environmental Compliance Approval objectives	71.9%	100%
# of overflows to the natural environmental	2	0

2021 Work Plan

To prepare and implement preventative maintenance and capital replacement plans and to avoid unexpected failure and associated costs and liabilities. The proposed budget includes programs for the condition assessment of sanitary sewers and critical equipment, plus the replacement, rehabilitation, and refurbishment of facilities and equipment as they approach the end of their useful lives.

To ensure that infrastructure is available to support development, the construction of new Headworks at the Thornbury Wastewater Treatment Plant will be completed early 2021. The proposed budget includes the preliminary design of the expansion of the Thornbury Wastewater Treatment Plant. In addition, included in the proposed budget is the Schedule B Environmental Assessment for the construction of a gravity sewer to the Craighleith Wastewater Treatment Plant and a lift station. This is shown under the Corporate Administration Operating Budget.

Wastewater

The Town will ensure continued operations of the wastewater system during COVID-19 restrictions.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Wastewater Treatment Plants	2	2	2
Sewage Pump Stations	12	12	12
Thornbury wastewater connections (units)	2,541	2,666	2,791
Craighleith wastewater connections (units)	4,742	4,857	4,972
Locates completed	1,972	2,058	2,148

2021 Budget Commentary

Salaries and Benefits are increasing in 2021 with the addition of a Wastewater Operator that was approved as an addition in the 2020 Budget. With Salaries and Benefits, there is also a small increase to training and travel. Additionally, the Wastewater Division purchased an additional vehicle for the Operator which is reflected in a slight increase to vehicle costs for fuel, licensing, and maintenance.

Purchased Services is increasing due to the need to hydro-vac wet wells throughout various developments, some of which have to be done three to four times per year. In the future, this service will be written into development agreements to ensure that these costs are transferred to the developers; however, there is a need to complete this hydro-vacing in the near future.

Premise and Site is increasing by \$55,000. This budget has been increased for the replacement of UV lamps and a small amount for other small equipment.

Interfunctional Transfers are increasing for the Wastewater Division as per the new Interfunctional Transfer Policy POL.COR.20.04 that was approved by Council through Staff Report FAF.20.099 in June 2020. Although the Wastewater Division is seeing an increase to Interfunctional Transfers, staff do not believe that there is a need to phase in this increase.

Staff are currently proposing a 2% increase to the Wastewater Rates over the current rates.

Wastewater

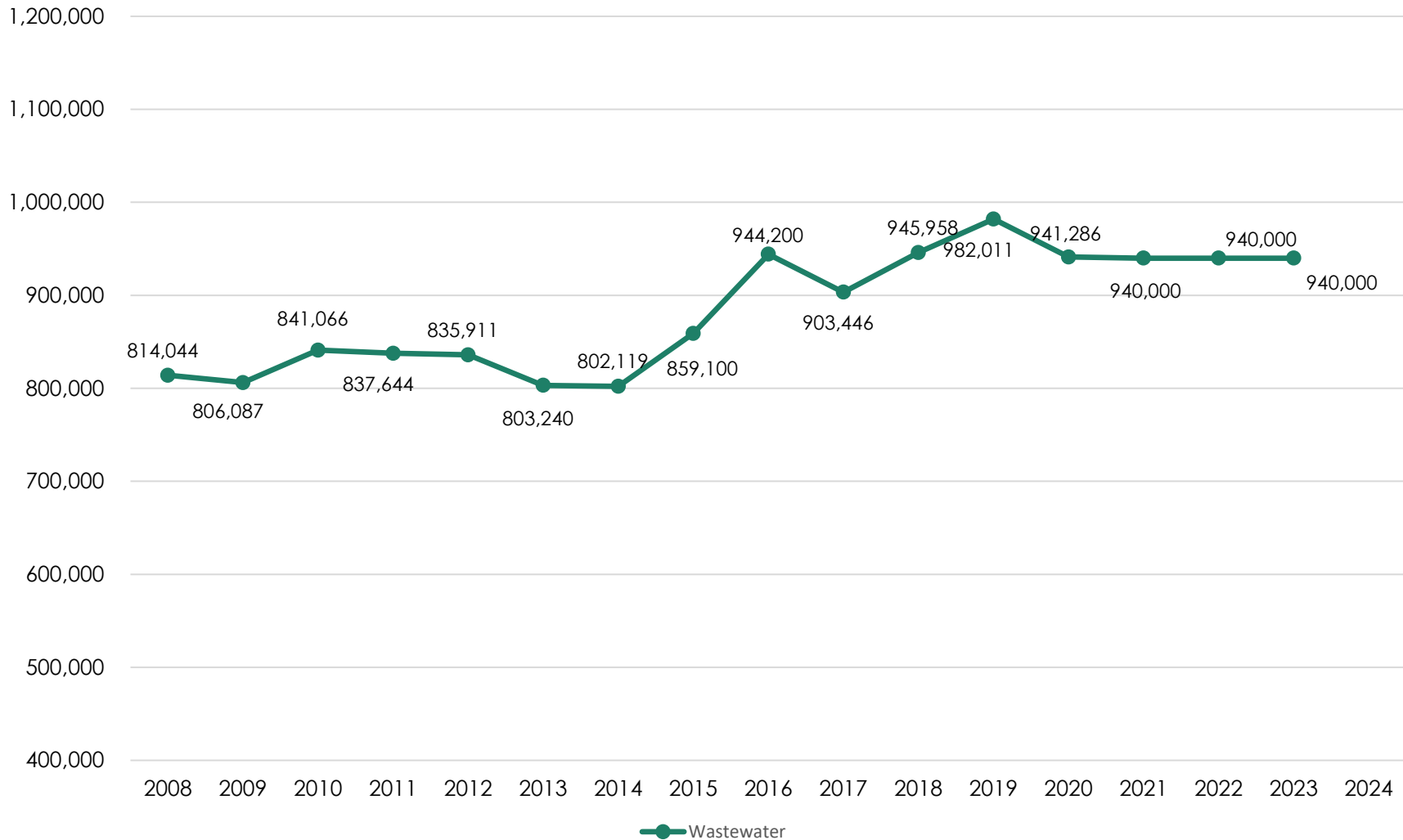
2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	747,571	786,083	828,978	841,938	855,145
Administrative Expenses	4,370	3,195	3,650	3,725	3,800
Operating Expenses	91,342	92,290	82,200	82,300	82,400
Communications	27,777	28,130	24,700	24,705	24,710
Personnel and Training	14,037	10,408	17,900	17,900	17,900
Utilities	441,583	450,330	438,345	438,345	438,345
Equipment Related	109,575	278,833	105,375	105,375	105,375
Vehicle and Fleet Related	15,801	18,235	17,928	17,978	18,028
Legal Expenses	27,548	0	0	0	0
Consulting	56,786	30,000	5,000	5,000	5,000
Purchased Services	126,907	68,390	65,000	65,000	65,000
Debt Payments	5,148	0	0	0	0
Financial Expenses	151,793	121,265	122,210	125,365	128,615
Premise and Site	151,823	109,150	168,300	168,300	168,300
Total Expenses	1,972,061	1,996,309	1,879,586	1,895,931	1,912,618
Transfers					
Transfers to Capital	-5,148	1,200	0	0	0
Transfers to Capital Levy		0	0	0	0
Transfers to Reserves	1,450,144	1,069,920	1,076,471	1,085,306	1,094,144
Transfers from Obligatory Reserves	-47,118	-30,000	0	0	0
Transfers from Other Reserves	-192,328	-221,313	-194,517	-211,613	-191,682
Interfunctional Transfers	245,302	326,235	407,428	436,007	428,173
Total Transfers	1,450,852	1,146,042	1,289,382	1,309,700	1,330,635
Total Transfers and Expenses	3,422,913	3,142,350	3,168,968	3,205,631	3,243,253
Revenue					
Grants and Donations	151	0	0	0	0
External Revenue	3,422,763	3,142,350	3,168,968	3,205,631	3,243,253
Subsidies	0	0	0	0	0
Total Revenue	3,422,913	3,142,350	3,168,968	3,205,631	3,243,253
Net Cost of Service (Taxation)	0	0	0	0	0

Wastewater

2021 Wastewater Consumption

The graph below illustrates the wastewater consumption from 2009 to 2023 in cubic meters.



2021 Wastewater Rates

	2021 Budget	2022 Budget	2023 Budget
Operating Expenditures	\$ 1,879,586	\$ 1,895,930	\$ 1,912,618
Interfunctional Transfer	\$ 457,428	\$ 486,007	\$ 478,173
Non-Tangible Capital Asset Expenditures	\$ 0	\$ 0	\$ 0
Transfer to (from) Rate Stabilization Reserve	\$ (51,017)	\$ (68,114)	\$ (48,182)
Additions to the Base Budget	\$ 0	\$ 0	\$ 0
Less Non-User Revenues	\$ 358,870	\$ 343,870	\$ 328,870
Net Operating Expenditures	\$ 1,927,127	\$ 1,969,953	\$ 2,013,739
Estimated Total Annual Wastewater Consumption (m³)	940,000	940,000	940,000

Costs Related to Infrastructure Replacement	2021 Budget	2022 Budget	2023 Budget
Debt Repayment	\$ 0	\$ 0	\$ 0
Contribution to Asset Replacement Reserves	\$ 1,076,471	\$ 1,085,306	\$ 1,094,144
Less: Development Charge Revenue	\$ 0	\$ 0	\$ 0
Total	\$ 1,076,471	\$ 1,085,306	\$ 1,094,144

Revenues	2021 Budget	2022 Budget	2023 Budget
Number of Connected/Unconnected Users	6,090	6,140	6,190
Infrastructure Renewal Cost per Month	\$ 14.73	\$ 14.73	\$ 14.73
Amount Recovered from Fixed Charges	\$ 1,709,804	\$ 1,735,591	\$ 1,761,820
Amount Recovered from Consumption	\$ 1,293,794	\$ 1,319,670	\$ 1,346,063
Total	\$ 3,003,598	\$ 3,055,261	\$ 3,107,883

Rates

Consumption Charge	2021 Budget	% Increase	2022 Budget	% Increase	2023 Budget	% Increase
Fixed Monthly Rate	\$ 23.19	2%	\$23.36	2%	\$23.53	2%
0 – 5 m³ (Included in bi-monthly fixed	\$ 0	2%	\$ 0	2%	\$ 0	2%
>10 – 30 m³	\$ 1.69	2%	\$ 1.73	2%	\$ 1.76	2%
>30 – 60 m³	\$ 1.86	2%	\$ 1.90	2%	\$ 1.93	2%
>60 – 90 m³	\$ 2.03	2%	\$ 2.07	2%	\$ 2.11	2%
Above 90 m³	\$ 2.20	2%	\$ 2.24	2%	\$ 2.28	2%

Annual Impact on Users

Annual Consumption	2021 Budget	2022 Budget	2023 Budget
0 m³	\$ 278	\$ 280	\$ 282
60 m³	\$ 278	\$ 280	\$ 282
180 m³	\$ 481	\$ 487	\$ 494
240 m³	\$ 593	\$ 601	\$ 610

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2021 Proposed Budget

Capital

Administration

This section of the budget book looks at the capital program for the divisions that fall under the Administration Department. These divisions include Chief Administrative Officer, Town Clerk, Communications and Economic Development, and Human Resources.

These divisions do not normally have a large capital budget and therefore there are no built-in annual transfers to any asset replacement reserve fund. The usual funding sources for any projects they may have are grants or development charges.

Chief Administrative Officer

In 2021, the Town is looking at initiating the process to build a large-scale multi-use operation facility in the Craighleith Area. This project is a significant undertaking and the Chief Administrative Officer will take the lead in the initial staff facilitation process. Once that process is complete, the Manager of Facilities and Fleet will take the lead for the design and construction.

It should be noted that the Chief Administrative Officer normally does not take the lead on specific projects that deal with operational items unless the project has a significant corporate impact.

Previously Approved Projects

None.

2021 Capital Budget

Project	Demolition of 19 Napier Street	
Description	The Town purchased 19 Napier Street in late 2020. This budget will be used to demolish the existing house and pay the tipping fees at the Town Landfill. The demolition cost will be added into the cost of the property.	
Project Manager	Chief Administrative Officer	
Budget	\$ 25,000	Demolition
Funding	\$ 25,000	Unfinanced (added to cost of the property)

Chief Administrative Officer

Project	Craigleith Area Multi-Use Operation Facility
Description	<p>Town staff is proposing the initiation of process to consider the location and construction of an Operational Hub in the Craigleith Service Area. The most pressing needs for this project is to add space for a Roads and Drainage Operations centre.</p> <p>Over the past 5 plus years staff have discussed this project and see great value and need for this facility to be shared with the Community Services Department, and potentially administrative work areas.</p> <p>This process would consider the potential of an increased Fire Hall #2, EMS Station to meet the needs of growth and could likely see these existing facilities being relocated.</p> <p>At this time, staff are looking to hire an 18-month contract and budget some consulting dollars to allow the Town to begin to explore options for this type of facility.</p> <p>This work will look at ideal location, current and long-term needs of the Town, increasing the level of service in the easterly side of the municipality, as well as explore other options.</p> <p>With a number of questions left to answer, staff have not included a budget for the facility as there are too many unknowns at this time. A high-level cost estimate can be calculated from the 2019 Development Charges Background Study which includes \$9.8M for various additional facility requirements in Fire and Rescue Service, Public Works, and Parks and Recreation.</p>
Project Manager	Chief Administrative Officer (Phase 1 of this project)
Budget	<p>\$ 100,000 Consulting</p> <p>\$ 150,000 Contract Salaries and Benefits</p> <p>\$ 250,000 Total Budget</p>
Funding	<p>\$ 10,000 Parks and Recreation Development Charges</p> <p>\$ 85,000 Fire Development Charges</p> <p>\$ 155,000 Public Works Development Charges</p> <p>\$ 250,000 Total Funding</p>

Total Number of Projects:	2
Total Budget:	\$ 275,000
Total Funding by Source:	<p>\$ 10,000 Parks and Recreation Development Charges</p> <p>\$ 25,000 Unfinanced</p> <p>\$ 85,000 Fire Development Charges</p> <p>\$ 155,000 Public Works Development Charges</p>

Five-Year Capital Forecast

Proposed schedule is to have a facility constructed by 2026.

Communications and Economic Development

The Communications and Economic Development Division does not have any additional capital projects in the 2021 budget or in the five-year capital plan; however, the division is still working on a 2021 project being an update to the Town's website.

Previously Approved Projects

Project	Website Update
Budget	\$110,000
Project Manager	Manager of Communications and Economic Development
Project Completion	5%
Update	Staff have started the purchasing phase of this project and are looking to complete in 2021.

2021 Capital Budget

None.

Five-Year Capital Forecast

None.

Finance and IT Services

This section of the budget book looks at the capital program for the divisions that fall under the Finance and IT Department. These divisions include Finance, Information Technology, and Facilities and Fleet.

The funding for the capital programs come from one main funding source - asset replacement reserve funds. The operating budget for the various divisions have the following annual contributions to the asset replacement reserve funds for 2021:

Information Technology - \$178,000 to the IT Asset Replacement Reserve Fund

Facilities and Fleet - \$82,000 to the Facility Asset Replacement Reserve Fund

Information Technology

The Information Technology Division is responsible for the annual upkeep of the Town's hardware and software. Each year the Information Technology division does an annual replacement of assets such as computers, servers, printers etc. as well as the completion of continued work on the software that staff rely on each day.

Built into the Information and Technology's 2021 operating budget is \$178,000 to be transferred into the IT Asset Replacement Reserve Fund. This Reserve Fund is the main funding source for the capital completed by this Division.

Previously Approved Projects

Project	Video Surveillance Systems
Budget	\$ 46,000
Project Manager	Manager of Information Technology
Project Completion	0%
Update	Staff have started the purchasing phase of this project and are looking to complete in 2021.

Project	Asset Management Mobile Infrastructure
Budget	\$ 75,000
Project Manager	Manager of Information Technology
Project Completion	20%
Update	Staff have begun to purchase the required hardware, not just for use of the Town's asset management software but for other software as well. This will be completed over the next two years.

Project	Communication Upgrades
Budget	\$ 161,190
Project Manager	Manager of Information Technology
Project Completion	24%
Update	Staff continue to work on the required communication upgrades.

Project	CityView Web Portal and Virtual City Hall
Budget	\$ 315,000
Project Manager	Software Implementation Contract
Project Completion	50%
Update	The contract position has been filled and the CityView upgrades are well underway.

Information Technology

2021 Capital Budget

Project	Corporate AVL System
Description	The Town is looking to replace and upgrade the current Automatic Vehicle Location System (AVL). The new system will communicate with all Town owned vehicles (currently only working with Roads and Drainage) and will improve on the reliability and functionality of the system. Funding is based on the proportional share of the fleet for each funding source.
Project Manager	Manager of Information Technology
Budget	\$ 40,000 Replacement Software
Funding	\$ 1,000 Development Engineering Reserve \$ 1,000 Harbour Reserve \$ 2,000 Wastewater Asset Replacement Reserve Fund \$ 2,000 Building Rate Stabilization Reserve Fund \$ 5,000 Water Asset Replacement Reserve Fund \$ 29,000 IT Asset Replacement Reserve Fund \$ 40,000 Total Funding

Project	Sewage Pumping Station Security Systems
Description	The security systems at the Mill Street, Craigleith, and Lakeshore Pumping Stations require replacement in 2021.
Project Manager	Wastewater Supervisor/Manager of Information Technology
Budget	\$ 100,000 Contract Services
Funding	\$ 100,000 Wastewater Asset Replacement Reserve Fund

Project	Document Management System
Description	This project is the purchase and implementation of a corporate wide Document Management System. This system will ensure that all staff have reliable and consistent access to all appropriate Town documents. This budget includes an 18-month contract software implementation position. The funding is split based on the proportional share of the number of employees in each area. The main source is taxation which has been split into three equal annual payments.
Project Manager	Software Implementation Contract
Budget	\$ 120,000 Additional Software \$ 150,000 Contract Salaries and Benefits \$ 270,000 Total Budget
Funding	\$ 6,000 Development Engineering Reserve \$ 6,000 Harbour Reserve \$ 14,000 Wastewater Asset Replacement Reserve Fund \$ 14,000 Building Rate Stabilization Reserve Fund \$ 20,000 Water Asset Replacement Reserve Fund \$ 210,000 Taxation (\$70,000 per year for 2021 to 2023) \$ 270,000 Total Funding

Information Technology

Project	Annual Hardware Replacement
Description	This project covers IT ongoing expenditures for a regular replacement program for hardware including computers (4 years), servers (7 years) and printers (5-8 years). It also includes costs for network infrastructure, software licensing, software development, and GIS.
Project Manager	Manager of Information Technology
Budget	\$ 324,000 Replacement Hardware
Funding	\$ 6,000 Harbour Reserve \$ 14,000 Development Engineering Fees \$ 16,000 Wastewater Asset Replacement Reserve Fund \$ 16,000 Building Rate Stabilization Reserve Fund \$ 22,000 Water Asset Replacement Reserve Fund \$ 51,000 Taxation (Library) \$ 199,000 IT Asset Replacement Reserve Fund \$ 324,000 Total Funding

Total Number of Projects:	4
Total Budget:	\$ 734,000
Total Funding by Source:	\$ 13,000 Harbour Reserve \$ 21,000 Development Engineering Reserve \$ 32,000 Building Rate Stabilization Reserve Fund \$ 47,000 Water Asset Replacement Reserve Fund \$ 51,000 Taxation (Library) \$ 132,000 Wastewater Asset Replacement Reserve Fund \$ 210,000 Taxation (\$70,000 per year for 2021 to 2023) \$ 228,000 IT Asset Replacement Reserve Fund

Five-Year Capital Forecast

Project	2021	2022	2023	2024	2025
Annual Hardware Replacement	\$ 324,000	\$ 348,000	\$ 281,000	\$ 199,000	\$ 232,000
Corporate Automatic Vehicle Location (AVL) System	\$ 40,000				
Document Management System	\$ 270,000				
Sewage Pumping Station Security System	\$ 100,000				
Fuel Tracking System		\$ 75,000			
Total Project Cost	\$ 734,000	\$ 423,000	\$ 281,000	\$ 199,000	\$ 232,000
Funding Sources	2021	2022	2023	2024	2025
Long Term Debt/Unfinanced	\$ 140,000	\$ (70,000)	\$ (70,000)		
Reserve/Reserve Funds	\$ 473,000	\$ 367,000	\$ 236,000	\$ 167,000	\$ 195,000
Taxation	\$ 121,000	\$ 126,000	\$ 115,000	\$ 32,000	\$ 37,000
Total Funding	\$ 734,000	\$ 423,000	\$ 281,000	\$ 199,000	\$ 232,000

Facilities and Fleet

The newly created division of Facilities and Fleet will be responsible for the ongoing repairs and maintenance to all Town owned and operated facilities and fleet. In addition, this division will be responsible for the annual capital replacement of the Town's fleet and the capital works required at the facilities.

Included in the annual operating budget for this division is \$82,000 to be transferred to the Facility Asset Replacement Reserve Fund. This reserve fund coupled with other major reserve funds (most notable water and wastewater) are responsible for the funding of capital works for the facilities. The Fleet replacements are funded through the various asset replacement reserve funds. The Fleet replacement budget has been built using the Town's approved Fleet Asset Management Plan.

Previously Approved Projects

None.

2021 Capital Budget

Project	L.E. Shore Memorial Library Story Tower Works	
Description	Two courses of cultural stone need to be removed from the story tower to allow for the flat roof membrane to properly tie in. This work needs to be completed for the Town to receive the full warranty period on the flat roof. Some additional masonry work will be completed on the tower while the mason is on site.	
Project Manager	Manager of Facilities and Fleet	
Budget	\$ 20,000	Contract Services
Funding	\$ 20,000	Facility Asset Replacement Reserve Fund

Project	Corporate Fleet Replacement	
Description	Using the Town's approved Fleet Asset Management Plan, the capital replacement schedule has been built using a condition rating system rather than solely relying on useful life. The following four vehicles are scheduled to be replaced in 2021: <ol style="list-style-type: none"> 1) Parks and Trails 2006 Ford F-150 (\$40,000) 2) Parks and Trails 2003 Ford F-450 (\$55,000) 3) Roads and Drainage 2016 International, this is a large vehicle and takes 12 to 18 months to receive (\$355,000) 4) Fire Services E-One Cyclone, this is the large 75-foot aerial pumper which takes 18 to 24 months to receive (\$1,000,000). This vehicle will be partially funded through Fire Development Charges as the Town is looking to purchase a large vehicle (75-foot to 100-foot ladder capabilities) <ul style="list-style-type: none"> • At this time staff are recommending that the current aerial pumper be kept and eventually moved to the Thornbury Hall as a back-up emergency vehicle. The missed re-sale value of this type of vehicle is \$25,000. 	
Project Manager	Manager of Facilities and Fleet	
Budget	\$1,450,000 Replacement Vehicles	
Funding	\$95,000 Community Services Asset Replacement Reserve Fund \$ 250,000 Fire Development Charges \$ 355,000 Roads Equipment Asset Replacement Reserve Fund \$ 750,000 Long Term Debt (annual repayment of \$46,000 over 20-year term, total interest cost of \$165,000) \$1,450,000 Total Funding	

Facilities and Fleet

Total Number of Projects:	2
Total Budget:	\$1,470,000
Total Funding by Source:	\$ 20,000 Facility Asset Replacement Reserve Fund \$ 95,000 Community Services Asset Replacement Reserve Fund \$ 250,000 Fire Development Charges \$ 355,000 Roads Equipment Asset Replacement Reserve Fund \$ 750,000 Long Term Debt

Five-Year Capital Forecast

Project	2021	2022	2023	2024	2025
Corporate Fleet Replacement	\$1,450,000	\$ 445,000	\$ 375,000	\$ 125,000	\$ 80,000
Library Story Tower Work	\$ 20,000				
Total Project Cost	\$1,470,000	\$ 445,000	\$ 375,000	\$ 125,000	\$ 80,000
Funding Sources	2021	2022	2023	2024	2025
Long Term Debt/Unfinanced	\$ 750,000				
Reserve/Reserve Funds	\$ 470,000	\$ 405,000	\$ 375,000	\$ 80,000	\$ 80,000
Development Charges	\$ 250,000				
Taxation		\$ 40,000		\$ 45,000	
Total Funding	\$1,470,000	\$ 445,000	\$ 375,000	\$ 125,000	\$ 80,000

A Five-Year Capital Forecast has not been included for facilities. Staff are still working on the Facility and Equipment Asset Management Plan for early 2021. In addition, the new Manager of Facilities and Fleet will be tasked with creating the Five-Year Capital Forecast as one of their 2021 work plan items for inclusion in the 2022 budget.

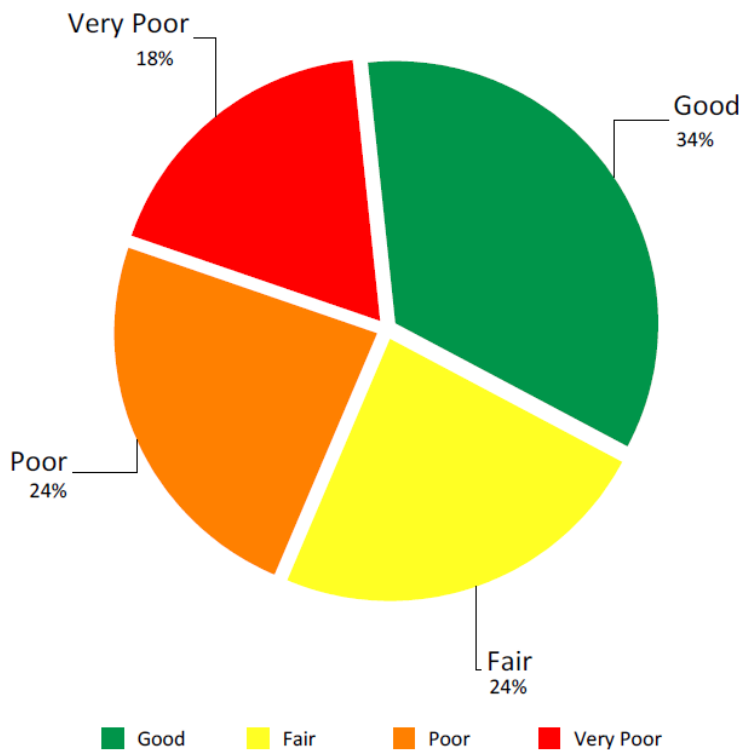
Facilities and Fleet

Asset Management

The Town has an approved Asset Management Plan for Fleet and is following the plan for the fleet replacement schedule. The pie chart below is a snap shot of the Town's fleet condition and the replacement cost needed for each of the condition categories.



Fleet Asset Management Snap-Shot



	Replacement Cost (\$)	Average Condition
Fair	\$2,048,000	37
Good	\$3,061,000	13
Poor	\$2,110,000	64
Very Poor	\$1,599,000	82
Total	\$8,818,000	43

Fire Services

This section of the budget book looks at the capital program for Fire Services. This division is responsible for the replacement and rehabilitation of the Town's fire rescue and emergency equipment.

The funding for the capital program comes from two main funding sources - Fire Asset Replacement Reserve Fund and Fire Development Charges. Built into the Fire Services division is \$288,000 in 2021 to be transferred into the Fire Asset Replacement Reserve Fund.

Fire Services

Fire Services has \$288,000 built into the annual operating budget to be transferred into the Fire Asset Replacement Reserve Fund. This reserve fund is responsible for funding equipment, fleet and facility capital purchases for the Town's Fire Department.

Previously Approved Projects

Project	Back-up Generators
Budget	\$ 170,000
Project Manager	Fire Chief
Project Completion	15%
Update	Staff are working with the engineering consultant to release the purchase and installation tender for the back-up generators.

2021 Capital Budget

Project	Annual Fire and Rescue Equipment Replacement
Description	Replace equipment that has been damaged, does not meet NFPA or Health and Safety Guidelines or has reached the end of its useful life.
Project Manager	Fire Chief
Budget	\$ 88,000 Replacement Equipment
Funding	\$ 88,000 Fire Asset Replacement Reserve Fund

Total Number of Projects:	1
Total Budget:	\$ 88,000
Total Funding by Source:	\$ 88,000 Fire Asset Replacement Reserve Fund

Five-Year Capital Forecast

Project	2021	2022	2023	2024	2025
Equipment Replacement	\$ 88,000	\$ 39,000	\$ 47,000	\$ 365,000	\$ 77,000
Total Project Cost	\$ 88,000	\$ 39,000	\$ 47,000	\$ 365,000	\$ 77,000
Funding Sources	2021	2022	2023	2024	2025
Reserve/Reserve Funds	\$ 88,000	\$ 39,000	\$ 47,000	\$ 365,000	\$ 77,000
Total Funding	\$ 88,000	\$ 39,000	\$ 47,000	\$ 365,000	\$ 77,000

Planning and Development Services

This section of the budget book looks at the capital program for the divisions that fall under the Planning and Development Services Department. These divisions include Planning Services, Development Engineering, and Building Services.

These divisions do not normally have a large capital budget and therefore there are no built-in annual transfers to any asset replacement reserve fund. The usual funding sources for any projects they may have are grants, development charges, or through a development agreement.

Development Engineering

The Development Engineering Division does not have any additional capital projects in the 2021 budget or in the five-year capital plan; however, the division is still working on a previously approved project being Lora Bay Drainage Improvements.

Previously Approved Projects

Project	Lora Bay Drainage Improvements
Budget	\$ 200,000
Project Manager	Manager of Development Engineering
Project Completion	20%
Update	Works have been completed to improve the system sufficiently that frequent flows can be conveyed. Additional upgrade works to be undertaken by the Developer have been made an approval condition by the Ministry of the Environment Conservation and Parks (MECP).

2021 Capital Budget

None.

Five-Year Capital Forecast

None.

Community Services

This section of the budget book looks at the capital program for the divisions that fall under the Community Services Department. These Divisions include Tomahawk Golf Course, Beaver Valley Community Centre, Parks and Trails, Thornbury Harbour, and the Thornbury Clarksburg Union Cemetery.

The funding for the capital programs come from three main funding sources; Community Services Asset Replacement Reserve Fund, the Harbour Reserve and the Parks and Recreation Development Charge Reserve Fund. Built into the Community Services division is \$156,000 in 2021 to be transferred into the Community Services Asset Replacement Reserve Fund. Included in the Thornbury Harbour 2021 budget is \$48,000 to be transferred into the Harbour Reserve.

Parks and Trails

Annually, the Town completes improvements and capital replacements to the parks, trails and open spaces throughout the municipality. These capital works are funded through the Community Services Asset Replacement Reserve Fund.

Previously Approved Projects

Project	Thornbury Pier Resurfacing
Budget	\$ 412,200
Project Manager	Director of Community Services
Project Completion	10%
Update	Staff are working on the engineering for this project and are looking to complete the construction in 2021.

2021 Capital Budget

Project	Overhead Door Openers
Description	The overhead door openers at the Parks Operation Centre require replacement as they have reached the end of their useful lives. One opener was replaced in 2020 and the contractor suggested that the remaining openers be replaced to avoid high repair costs.
Project Manager	Manager of Parks and Trails
Budget	\$ 10,000 Materials
Funding	\$ 10,000 Community Services Asset Replacement Reserve Fund

Project	Parks and Trails Signage
Description	The 2015 Leisure Activity Plan identified the need for interpretative signage at Town Parks and Trails.
Project Manager	Manager of Parks and Trails
Budget	\$ 12,000 Materials
Funding	\$ 12,000 Community Services Asset Replacement Reserve Fund

Project	Equipment Replacement
Description	Replacement of a zero-turn mower and purchase of a blower attachment to remove leaves and branches from Town trails. Currently this has to be done by hand before the trail can be resurfaced with additional limestone screenings.
Project Manager	Manager of Parks and Trails
Budget	\$ 26,000 Equipment
Funding	\$ 26,000 Community Services Asset Replacement Reserve Fund

Parks and Trails

Project	Little River Park Enhancements
Description	Staff are looking to increase the accessibility at Little River Park, for both the washroom facilities and to the shoreline. Additional work will be done on the playground equipment to make it more accessible.
Project Manager	Manager of Parks and Trails
Budget	\$ 25,000 Engineering \$ 150,000 Contract Services \$ 25,000 Contingency \$ 200,000 Total Budget
Funding	\$ 200,000 Community Services Asset Replacement Reserve Fund

Project	Moreau Park Pavilion
Description	The Pavilion will provide shelter, storage area as well as proposed three washrooms including one accessible and family washroom. The Pavilion design identified is similar to the Pavilion Construction used by Grey Sauble Conservation Authority at their main office location. Staff are looking to install the servicing in 2021 and build the pavilion in 2022. Staff are working with community groups interested in making donations.
Project Manager	Manager of Parks and Trails
Budget	\$ 300,000 Contract Services \$ 30,000 Contingency \$ 330,000 Total Budget
Funding	\$ 330,000 Parks and Recreation Development Charges

Total Number of Projects:	5
Total Budget:	\$ 578,000
Total Funding by Source:	\$ 248,000 Community Services Asset Replacement Reserve Fund \$ 330,000 Parks and Recreation Development Charges

Parks and Trails

Five-Year Capital Forecast

Project	2021	2022	2023	2024	2025
Equipment Replacement	\$ 26,000				
Parks & Trails Signage	\$ 12,000				
Little River Park Enhancement	\$ 200,000				
Moreau Park Pavilion	\$ 330,000				
Parks Operations Centre-Overhead Door Openers	\$ 10,000				
Bayview Tennis Court Resurfacing		\$ 21,000			
Pedestrian Bridge Work		\$ 310,000			
Moreau Park- Playground Equipment Replacement				\$ 75,000	
Heritage Park Playground Equipment Replacement					\$ 75,000
Total Project Cost	\$ 578,000	\$ 331,000	\$ 0	\$ 75,000	\$ 75,000
Funding Sources	2021	2022	2023	2024	2025
Reserve/Reserve Funds	\$ 248,000	\$ 331,000		\$ 75,000	\$ 75,000
Development Charges	\$ 330,000				
Total Funding	\$ 578,000	\$ 331,000	\$ 0	\$ 75,000	\$ 75,000

Beaver Valley Community Centre

The Beaver Valley Community Centre does not have any additional capital projects in the 2021 budget or in the five-year capital plan; however there are previously approved projects being worked on in 2021.

Previously Approved Projects

Project	Sprinkler System Replacement
Budget	\$ 24,000
Project Manager	Manager of Facilities/BVCC/Tomahawk Golf Course
Project Completion	5%
Update	Purchasing process has started.

Project	Lighting Retrofit
Budget	\$ 50,000
Project Manager	Manager of Facilities/BVCC/Tomahawk Golf Course
Project Completion	5%
Update	Purchasing process has started.

Project	Community Centre Roof Coating
Budget	\$ 95,000
Project Manager	Manager of Facilities/BVCC/Tomahawk Golf Course
Project Completion	5%
Update	Purchasing process has started.

Thornbury Harbour

Annually, the Thornbury Harbour assesses the needs of the seasonal and transient boaters as well as obtains feedback from additional harbour users to identify the needs and replacements. The Harbour is fully sustained through the Harbour Fees and Charges and the capital program is funded through the Harbour Reserve.

Previously Approved Projects

Project	Fuel Storage
Budget	\$ 309,500
Project Manager	Director of Community Services
Project Completion	25%
Update	Staff are completing the engineering and are looking to release the construction tender in late 2020 or early 2021.

2021 Capital Budget

Project	Harbour Improvements
Description	Replacement of the ramp blocks on the north side of the Harbour with solid blocking that will increase the stability of the docks. At the same time replacing the electrical panels.
Project Manager	Director of Community Services
Budget	\$ 35,000 Contract Services
Funding	\$ 35,000 Harbour Reserve

Five-Year Capital Forecast

None.

Operations

This section of the budget book looks at the capital program for the divisions that fall under the Operations Department. These divisions include Roads and Drainage, Garbage Collection, Waste Diversion, Landfill, Water and Wastewater.

The funding for the capital program comes from three main funding sources; asset replacement reserve funds, benefitting property owners, and development charges. The operating budget for the various divisions have the following annual contributions to the asset replacement reserve funds for 2021:

Operations - \$741,000 to the Infrastructure and Public Works Asset Replacement Reserve Fund

Landfill - \$77,000 to the Solid Waste Asset Replacement Reserve Fund

Roads and Drainage - \$211,000 to the Roads Equipment Asset Replacement Reserve Fund and \$271,000 to the Bridges and Culverts Asset Replacement Reserve Fund

Water - \$1,540,882 to the Water Asset Replacement Reserve Fund

Wastewater - \$1,076,471 to the Wastewater Asset Replacement Reserve Fund

Operations

The Operations Division is responsible for the large-scale reconstruction projects. These projects include more than one asset class being replaced; road and water/wastewater pipes as an example.

Previously Approved Projects

Project	Lakewood Drive Water and Wastewater Replacement
Budget	\$ 10,000
Project Manager	Capital Communication Specialist
Project Completion	Preliminary Engineering – 0% Final Design – 0% Construction – 0%
Update	The 2020 budget for this project was strictly for Communications. The newly created Capital Communication Specialist position has not been filled.

Project	Water and Wastewater Energy Efficiency Improvements
Budget	\$ 206,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Completion	5%
Update	Staff are looking to install the various energy efficiency measures in 2021.

Project	Price's Subdivision Drainage Diversion
Budget	\$ 262,000
Project Manager	Construction Coordinator
Project Completion	37%
Update	Staff have awarded the engineering and will look to do the construction in 2021.

Project	Water and Wastewater Electrical System Protection
Budget	\$ 480,700
Project Manager	Manager of Water and Wastewater Services
Project Completion	Engineering – 5% Construction – 0%
Update	Staff are looking to install the various protection measures in 2021.

Project	Price's Subdivision Drainage and Wastewater Servicing
Budget	\$ 2,066,600
Project Manager	Construction Coordinator
Project Completion	Preliminary Engineering – 100% Final Design – 95% Construction – 0%
Update	Staff are looking to tender the Construction in late 2020 with the work to be done in late summer/fall of 2021.

Operations

Project	Peel Street Reconstruction
Budget	\$ 2,555,400
Project Manager	Construction Coordinator
Project Completion	Preliminary Engineering – 100% Final Design – 0% Construction – 0%
Update	Staff have completed the Preliminary Engineering phase of this project with Final Design to be awarded in 2021 with construction to follow. This project has been delayed as there are several servicing needs that are currently being assessed by staff including the completion of the West Side Water EA. These servicing needs must be finalized before the engineering progresses to the final design.

Project	Tyrolean Village Water Replacement and Wastewater Servicing
Budget	\$ 3,470,700
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Completion	Preliminary Engineering – 5% Final Design – 0% Construction – 0%
Update	Staff are working on awarding the preliminary engineering services contract in late 2020/early 2021.

Project	Thornbury West Road Reconstruction
Budget	\$ 12,189,400
Project Manager	Construction Coordinator
Project Completion	Preliminary Engineering – 95% Final Design – 75% Construction – 0%
Update	Staff combined the Final Design for both Elma and Alice Street with the Victoria and Louisa Street into 1 project in 2020. Staff are working to get the Victoria and Louisa Street portions caught up. Staff will be looking to complete Final Design in 2021 with Construction to follow.

2021 Capital Budget

None.

Operations

Five-Year Capital Forecast

Project	2021	2022	2023	2024	2025
Lakewood Drive Water & Wastewater Serving		\$3,700,000			
King, Bridge and Arthur Street Reconstruction Preliminary Design			\$ 500,000		
Arrowhead Road Reconstruction				\$ 319,000	
Arthur Street West Reconstruction				\$ 5,100,000	
King Street East Reconstruction				\$ 5,080,000	
Total Project Cost	\$ 0	\$3,700,000	\$ 500,000	\$10,499,000	\$ 0
Funding Sources	2021	2022	2023	2024	2025
Reserve/Reserve Funds		\$3,700,000	\$ 185,000	\$ 3,156,000	
Development Charges			\$ 315,000	\$ 7,343,000	
Total Funding	\$ 0	\$3,700,000	\$ 500,000	\$10,499,000	\$ 0

Roads and Drainage

The Roads and Drainage Division is responsible for the capital replacement and rehabilitation of the Town's road network, sidewalks, streetlights, drainage systems, bridges, and equipment.

Previously Approved Projects

Project	Crossing Guard Pedestrian Lighting Installation
Budget	\$25,000
Project Manager	Public Works Compliance Coordinator
Project Completion	5%
Update	Staff is working with the County staff on this project.

Project	Sand Dome
Budget	\$55,000
Project Manager	Manager of Roads and Drainage
Project Completion	0%
Update	County staff is managing this project.

2021 Capital Budget

Project	Grey Highlands Townline
Description	Grey Highlands is preparing to pave the Townline, the Town will need to fund 50% of the project resulting in a \$100,000 contribution to the Grey Highlands.
Project Manager	Roads Compliance Coordinator
Budget	\$ 100,000 Contribution
Funding	\$ 100,000 Infrastructure and Public Works Asset Replacement Reserve Fund

Project	Surface Treatment Replacement Program
Description	Single and Double Surface Treatment Program. Staff will tender this work every third year to gain economies of scale and to gather more interest from contractors. Works will include tar and chip plus Micro Seal road sections.
Project Manager	Manager of Roads and Drainage
Budget	\$ 320,000 Construction
Funding	\$ 320,000 Infrastructure and Public Works Asset Replacement Reserve Fund

Roads and Drainage

Project	Arthur Street West Parking Lot
Description	Creation of a new parking lot at the newly purchased Lots 15 and 17 Arthur Street close to the Thornbury downtown core. Staff will work with the engineer to explore "green" options for this parking lot.
Project Manager	Engineering Design Technologist
Budget	\$ 50,000 Engineering \$ 320,000 Construction \$ 40,000 Contingency \$410,000 Total Budget
Funding	\$ 410,000 Parking and By-law Development Charges

Project	Equipment Replacement
Description	\$30,000 – Water tank \$50,000 – Rehab the 1993 Champion Road Grader \$500,000 – Replace the 2001 Volvo Motor Grader
Project Manager	Manager of Roads and Drainage
Budget	\$580,000 Equipment
Funding	\$ 80,000 Roads Equipment Asset Replacement Reserve Fund \$ 500,000 Capital Replacement Levy \$580,000 Total Funding

Project	Bridge #2 and #3 Replacement
Description	Replacement of bridges #2 and #3 on the 6 th Sideroad.
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 270,000 Engineering \$1,740,000 Construction \$ 200,000 Contingency \$2,210,000 Total Budget
Funding	\$2,210,000 Long-Term Debt (annual payment of \$134,000 from taxation)

Project	Jozo Weider Boulevard Phase 3
Description	Reconstruction of 550 meters of Jozo Weider Boulevard to upgrade to a full urban standard with sidewalks on both sides and streetlights.
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 20,000 Salaries and Benefits \$ 310,000 Engineering \$1,870,000 Construction \$ 190,000 Contingency \$2,390,000 Total Budget
Funding	\$ 173,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 257,000 Developer Contribution \$1,960,000 Roads and Related Development Charges \$2,390,000 Total Funding

Roads and Drainage



Total Number of Projects:	6	
Total Budget:	\$6,010,000	
Total Funding by Source:	\$80,000	Roads Equipment Asset Replacement Reserve Fund
	\$257,000	Developer Contribution
	\$410,000	Parking and By-law Development Charges
	\$500,000	Capital Replacement Levy
	\$593,000	Infrastructure and Public Works Asset Replacement Reserve Fund
	\$1,960,000	Roads and Related Development Charges
	\$2,210,000	Long-Term Debt
	\$6,010,000	Total Funding

Roads and Drainage

Five-Year Capital Forecast

Project	2021	2022	2023	2024	2025
Machinery and Equipment Replacement	\$ 580,000	\$ 20,000	\$ 530,000		
Road Surface Treatment and Preservation Program	\$ 320,000	\$ 630,000		\$ 350,000	\$ 650,000
Bridge #2 and #3 Rehabilitation	\$2,210,000				
Grey Highlands TBM Townline	\$ 100,000				
Jozo Weider Boulevard Phase 3 (need 2021 benchmark prices)	\$2,390,000				
Arthur Street Parking Lot	\$ 410,000				
Duncan Guiderails		\$ 70,000			
Bridge #13 Rehabilitation-Heathcote		\$ 940,000			
Clarks St Realignment		\$2,850,000			
Bridge #5 Rehabilitation-Redwing			\$ 810,000		
Sidewalks Replacement Program			\$ 170,000		
21st Sideroad & 4th Line Corner Realignment				\$ 550,000	
Radio Tower Replacement					\$ 90,000
Total Project Cost	\$6,010,000	\$4,510,000	\$1,510,000	\$ 900,000	\$ 740,000
Funding Sources	2021	2022	2023	2024	2025
Developer Contribution	\$ 257,000				
Development Charges	\$2,370,000	\$2,600,000			
Grants, Donations and Other		\$ 35,000			
Long Term Debt/Unfinanced	\$2,210,000				
Reserve/Reserve Funds	\$1,173,000	\$1,875,000	\$1,510,000	\$ 900,000	\$ 740,000
Total Funding	\$6,010,000	\$4,510,000	\$1,510,000	\$ 900,000	\$ 740,000

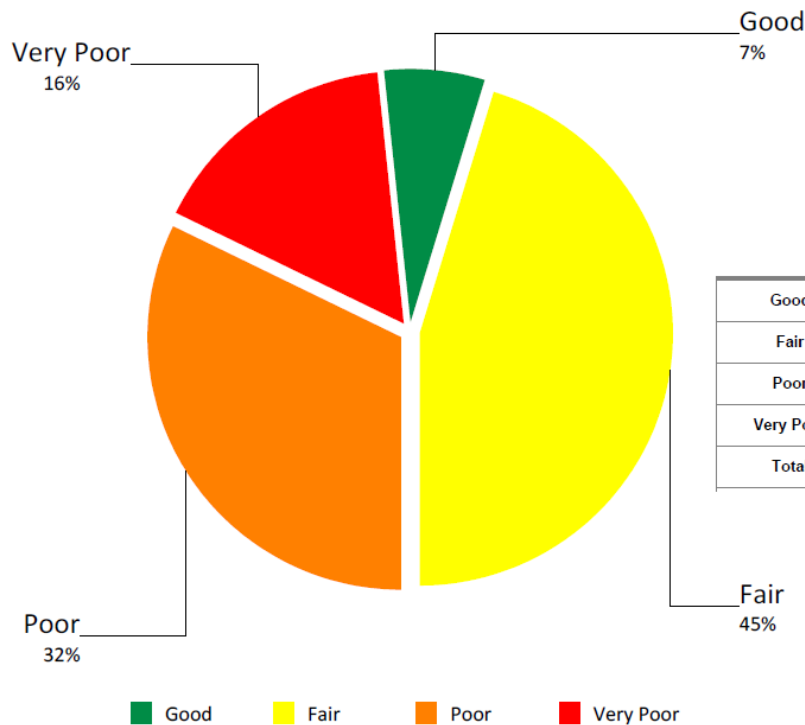
Roads and Drainage

Asset Management

The Town has an approved Asset Management Plans for Bridges and Culverts. The pie charts below is a snap shot of the conditions of the Town's bridges and culverts that are greater than three meters. It also shows the replacement cost that is required to replace each condition category.



Bridges and Culverts > 3m Asset Management Snap-Shot



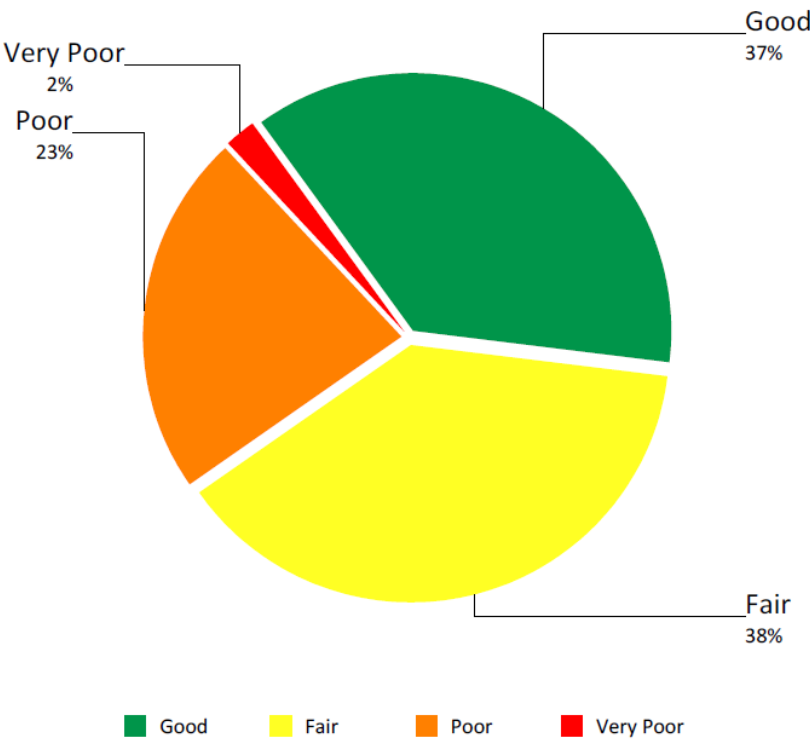
	Replacement Cost (\$)	Average Condition (BCI)
Good	\$1,342,000	98
Fair	\$21,131,000	75
Poor	\$29,658,000	58
Very Poor	\$4,262,000	23
Total	\$56,393,000	62

Roads and Drainage

The Sidewalk Asset Management Plan has been approved by Council. The pie chart below is showing a snap shot of Town owned sidewalks and the replacement costs.



Sidewalk Asset Management Snap-Shot



	2020 Replacement Cost
Good	\$1,639,706
Fair	\$2,282,793
Poor	\$1,361,721
Very Poor	\$157,702
Total	\$5,441,922

Landfill

Annually, the Landfill Division budgets the required equipment replacements and rehabilitations. The next five-year period staff will be focusing on a major site design and long-term plan for the Landfill.

Previously Approved Projects

Project	Winterization of Leachate System
Budget	\$ 25,000
Project Manager	Manager of Sustainability and Solid Waste
Project Completion	5%
Update	This project was approved in late 2020, staff are working to complete in 2021.

2021 Capital Budget

Project	Site Design and Diversion Plan
Description	To create a diversion plan and conceptual site design, reconfiguration that can be used to develop a long-term capital needs plan for the site as a whole. Through this process a capital budget will be created for the site.
Project Manager	Manager of Sustainability and Solid Waste
Budget	\$ 40,000 Consulting
Funding	\$ 40,000 Federal Gas Tax

Project	Attenuation Zones
Description	The Town will need to acquire land or enter into agreements to provide a contaminate attenuation zone to both the south and west of the Disposal Site. The Town is legally obligated to ensure the Landfill is not impacting land beyond the property, these sites require testing to ensure the site isn't causing an impact.
Project Manager	Manager of Sustainability and Solid Waste
Budget	\$ 6,000 Legal \$ 150,000 Land Acquisition \$ 156,000 Total Budget
Funding	\$ 156,000 Solid Waste Asset Replacement Reserve Fund

Total Number of Projects:	2
Total Budget:	\$ 196,000
Total Funding by Source:	\$ 40,000 Federal Gas Tax \$ 156,000 Solid Waste Asset Replacement Reserve Fund \$ 196,000 Total Funding

Landfill

Five-Year Capital Forecast

Project	2021	2022	2023	2024	2025
Disposal Site Attenuation Zone-South & West	\$ 156,000				
Diversion Plan, Site Design and Construction	\$ 40,000				
Landfill Expansion Phase 2		\$4,620,000			
Total Project Cost	\$ 196,000	\$4,620,000			
Funding Sources	2021	2022	2023	2024	2025
Reserve/Reserve Funds	\$ 196,000				
Long Term Debt/Unfinanced		\$4,620,000			
Total Funding	\$ 196,000	\$4,620,000			

Water

The Water Division is responsible for the capital replacement and rehabilitation of the Town's water treatment and distribution system. This division also looks after the growth-related infrastructure that is required due to on-going development.

Previously Approved Projects

Project	Happy Valley Booster Pumping Station Improvements
Budget	\$ 56,000
Project Manager	Water Supervisor
Project Completion	Final Design – 60% Construction – 0%
Update	Staff have awarded the engineering contract and are looking to complete the improvements in 2021.

Project	Camperdown VFD Replacement
Budget	\$ 85,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Completion	Final Design – 50% Construction – 0%
Update	Staff have awarded the engineering contract and are looking to complete the replacements in 2021.

Project	Mountain Road Booster Pumping Station Relocation
Budget	\$1,000,000
Project Manager	Manager of Water and Wastewater
Project Completion	5%
Update	Staff are working with the County on this project.

Project	Substandard Watermain Replacement
Budget	\$1,598,400
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Completion	Final Design – 5% Construction – 0%
Update	Staff have awarded the engineering contract and are working on phase one of the construction replacement budget. The 2020 budget was for engineering for all four phases and phase one of construction.

Water

Project	Zone 4C Distribution
Budget	\$1,236,200
Project Manager	Engineering Design Technologist
Project Completion	Preliminary Engineering – 100% Final Design – 100% Construction – 0%
Update	Staff attempted to tender the construction in mid-2020 but did not award it due to high tender costs. Staff have since re-done this budget in conjunction with the Tyrolean Village budget and are looking to re-tender in 2021.

Project	Westside Water Storage and Distribution Improvements
Budget	\$8,829,200
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Completion	Preliminary Engineering – 25% Final Design – 0% Construction – 0%
Update	Staff have awarded the consulting contract and are working through the EA process. In 2021 will see the completion of the EA and the beginning of the engineering stage.

2021 Capital Budget

Project	Water Distribution System
Description	10 th Line Booster Station Securities - \$10,000 Water Meter Replacement Program -\$40,000 Water Leak Detection - \$50,000 Happy Valley Reservoir Improvements -\$70,000 CLOW Hydrant Replacement - \$140,000
Project Manager	Water Supervisor
Budget	\$ 20,000 Engineering \$ 20,000 Equipment \$ 255,000 Contract Services \$ 15,000 Contingency \$310,000 Total Budget
Funding	\$ 310,000 Water Asset Replacement Reserve Fund

Project	UV Replacement
Description	The UV System at the Thornbury Water Treatment plant has reached the end of its useful life and requires replacement in 2021.
Project Manager	Water Supervisor
Budget	\$ 45,000 Engineering \$ 350,000 Contract Services \$ 35,000 Contingency \$430,000 Total Budget
Funding	\$ 430,000 Water Asset Replacement Reserve Fund

Water

Project	Water Treatment Plant Equipment Replacement
Description	Lighting Replacement - \$40,000 SCADA Improvements - \$70,000 Water Plant Capacity Assessment - \$75,000 Server Replacement - \$85,000 High Lift Pump Drive Replacement - \$170,000
Project Manager	Water Supervisor
Budget	\$ 105,000 Engineering \$ 130,000 Equipment \$ 190,000 Contract Services \$ 15,000 Contingency \$440,000 Total Budget
Funding	\$ 440,000 Water Asset Replacement Reserve Fund

Project	Eastside Water Storage and Distribution EA
Description	The Water Distribution Master Plan EA has identified several viable options to improve water supply to the Craighleith Area that require refined evaluation beyond the scope of the Master Plan. A Schedule C EA will be completed to determine the preferred supply solution.
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 20,000 Salaries and Benefits \$ 500,000 Consulting \$520,000 Total Budget
Funding	\$ 520,000 Water Treatment Development Charges

Project	Water Tower Repairs
Description	Staff had an assessment done on the Town's water tower. A number of items were identified that need to be corrected to ensure the tower operates as required.
Project Manager	Water Supervisor
Budget	\$ 510,000 Contract Services \$ 50,000 Contingency \$560,000 Total Budget
Funding	\$ 560,000 Water Asset Replacement Reserve Fund

Water

Project	Substandard Watermain Replacement Phase 2 Construction
Description	This is Phase Two of Four in the substandard watermain replacement. The 2020 budget covered the full engineering and phase one of construction. This budget covers 710 meters of watermain replacement.
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 30,000 Salaries and Benefits \$ 950,000 Construction \$ 95,000 Contingency \$1,075,000 Total Budget
Funding	\$1,075,000 Water Asset Replacement Reserve Fund

Project	Shoreline Stabilization
Description	After a windstorm in 2019 the Town did an assessment of the damage done at the shoreline in front of the Water Treatment Plant. Staff are reviewing the recommendations and will be looking to complete the work in 2021.
Project Manager	Water Supervisor
Budget	\$1,000,000 Contract Services \$ 100,000 Contingency \$1,100,000 Total Budget
Funding	\$1,100,000 Water Asset Replacement Reserve Fund

Total Number of Projects:	7
Total Budget:	\$4,435,000
Total Funding by Source:	\$4,435,000 Water Asset Replacement Reserve Fund

Water

Five-Year Capital Forecast

Project	2021	2022	2023	2024	2025
Eastside Water Storage and Supply Environment Assessment	\$ 520,000				
Shoreline stabilization	\$1,100,000				
Substandard Watermain Replacement Program	\$1,075,000	\$ 990,000	\$1,360,000		
Treatment Plant Equipment Replacement Program	\$ 440,000	\$ 40,000	\$2,350,000	\$ 100,000	\$ 105,000
UV Replacement	\$ 430,000				
Water Distribution System	\$ 310,000	\$2,490,000	\$ 920,000	\$ 220,000	\$ 730,000
Water Tower Repairs	\$ 560,000				
Total Project Cost	\$4,435,000	\$3,520,000	\$4,630,000	\$ 320,000	\$ 835,000
Funding Sources	2021	2022	2023	2024	2025
Reserve/Reserve Funds	\$4,435,000	\$3,520,000	\$4,630,000	\$ 320,000	\$ 835,000
Total Funding	\$4,435,000	\$3,520,000	\$4,630,000	\$ 320,000	\$ 835,000

Wastewater

The Wastewater Division is responsible for the capital replacement and rehabilitation of the Town's wastewater treatment and collection system. This division also looks after the growth-related infrastructure that is required due to on-going development.

Previously Approved Projects

Project	Drake's Path Service Extension
Budget	\$ 454,600
Project Manager	Engineering Design Technologist
Project Completion	Final Design – 0 % Construction – 0%
Update	Staff have not started this project. Staff review and strategic alignment with transportation needs to be considered.

Project	Peel Street Sewage Pumping Station Upgrades
Budget	\$ 621,300
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Completion	Preliminary Engineering – 100% Final Design – 100% Construction – 0%
Update	Staff have awarded the engineering contract and are looking to complete the upgrades in 2021.

Project	Thornbury Wastewater Treatment Plant Expansion
Budget	\$ 18,000,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Completion	Preliminary Engineering – 5% Final Design – 0% Construction – 0%
Update	Staff have started the preliminary works on the expansion and will be looking to award an engineering contract in 2021.

Wastewater

2021 Capital Budget

Project	Wastewater Treatment Plant Equipment Replacement
Description	Washwater Line \$5,000 Furniture-\$5,000 Pressure Transmitters-\$20,000 Biosolid Mixer-\$30,000 SCADA-\$55,000 Pump Replacement - \$85,000
Project Manager	Wastewater Supervisor
Budget	\$ 5,000 Salaries and Benefits \$ 85,000 Equipment \$ 90,000 Contract Services \$ 20,000 Contingency \$200,000 Total Budget
Funding	\$200,000 Wastewater Asset Replacement Reserve Fund

Project	Flow Meter Installations
Description	The Town needs to install flow meters in various sewage pumping stations, this equipment will monitor the flow coming into these stations.
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 10,000 Engineering \$210,000 Contract Services \$ 25,000 Contingency \$245,000 Total Budget
Funding	\$245,000 Wastewater Asset Replacement Reserve Fund

Project	Collection System Equipment Replacement
Description	Structural Assessment Mill St SPS - \$15,000 Grey Road 21 Manhole Benching - \$15,000 SPS Roof Replacement - \$80,000 Flushing Connection - \$95,000 SPS Pump Rebuilds - \$100,000 Inflow & Infiltration - \$100,000 Summit Green Generator - \$165,000 SPS Valve Replacements - \$175,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 10,000 Salaries and Benefits \$ 50,000 Engineering \$140,000 Equipment \$480,000 Contract Services \$ 65,000 Contingency \$745,000 Total Budget
Funding	\$745,000 Wastewater Asset Replacement Reserve Fund

Wastewater

Project	Craigleith Main Sewage Pumping Station Upgrades
Description	<p>Pump Replacement/Upgrades - \$740,000</p> <p>Generator Upgrades - \$420,000</p> <p>HVAC Upgrades - \$125,000</p> <p>These upgrades will happen over the next two to three years</p>
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	<p>\$ 20,000 Salaries and Benefits</p> <p>\$ 165,000 Engineering</p> <p>\$1,000,000 Contract Services</p> <p>\$ 100,000 Contingency</p> <p>\$1,285,000 Total Budget</p>
Funding	\$1,285,000 Wastewater Asset Replacement Reserve Fund

Project	Craigleith Wastewater Treatment Plant Blower Replacement
Description	<p>The blowers are required for treatment in the aeration tanks and also to operate air lift pumps. In the extended aeration treatment system, the blowers are used to control dissolved oxygen in the aeration cells, which is required to breakdown the raw sewage and to aerate the sludge holding facilities. Three (3) of the blowers were installed in 1984 and four (4) blowers were installed in 2002. All the blowers require 100 Hp electric motors and rotork valves to operate which is very inefficient.</p>
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	<p>\$ 40,000 Salaries and Benefits</p> <p>\$ 150,000 Engineering</p> <p>\$1,540,000 Construction</p> <p>\$ 170,000 Contingency</p> <p>\$1,900,000 Total Budget</p>
Funding	\$1,900,000 Wastewater Asset Replacement Reserve Fund

Wastewater

Project	Camperdown Service Area -Wastewater Servicing	
Description	<p>Staff are looking to service three areas as per the Camperdown Developer Group agreement with wastewater. This project will be split into two phases.</p> <p><u>Phase 1</u> Installation of a wastewater system on Bayview, Fieldcrest and Lakeshore. Budget is \$3,310,000. Timeline – Engineering to start in 2021 with construction in 2023.</p> <p><u>Phase 2</u> Installation of a wastewater system on Hoover Lane, Tesky Drive and Gibson Way. Budget is \$2,000,000. Timeline – Engineering to start in 2023 with construction in 2025.</p>	
Project Manager	Construction Coordinator	
Budget	<p>\$ 90,000 Consulting \$ 780,000 Engineering \$4,020,000 Contract Services \$ 420,000 Contingency \$5,310,000 Total Budget</p>	
Funding	<p>\$ 450,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$3,060,000 Benefitting Property Owners (Bayview, Fieldcrest and Lakeshore) \$1,800,000 Benefitting Property Owners (Hoover Lane, Tesky Drive and Gibson Way) \$5,310,000 Total Funding</p>	

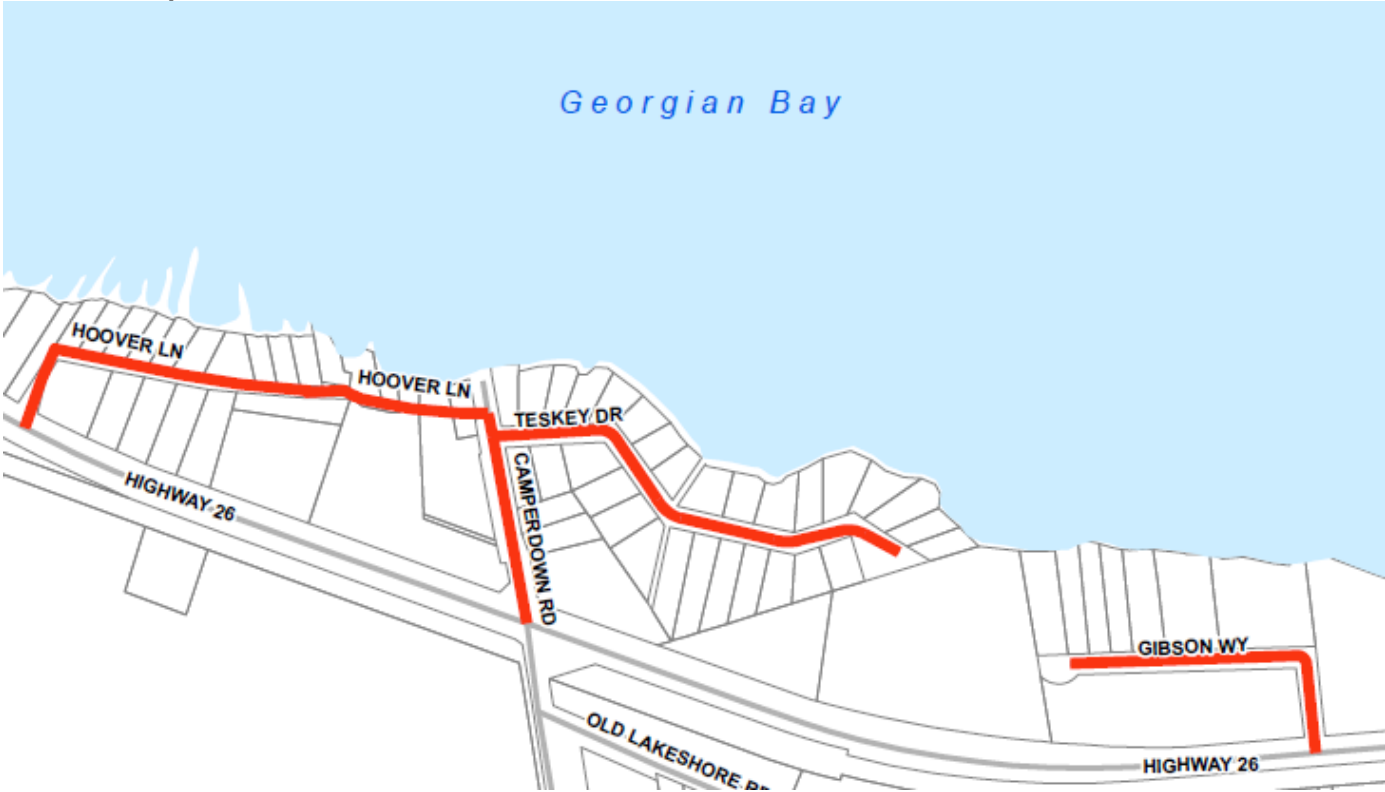
Wastewater

Phase 1 Map



Wastewater

Phase 2 Map



Total Number of Projects:	6
Total Budget:	\$9,685,000
Total Funding by Source:	<div><div>\$ 450,000</div><div>Infrastructure and Public Works Asset Replacement Reserve Fund</div></div> <div><div>\$4,860,000</div><div>Benefitting Property Owners</div></div> <div><div>\$4,375,000</div><div>Wastewater Asset Replacement Reserve Fund</div></div>

Wastewater

Five-Year Capital Forecast

Project	2021	2022	2023	2024	2025
Camperdown Service Area Wastewater Service Extension	\$ 5,310,000				
Collection System Replacement	\$ 745,000	\$ 610,000	\$ 370,000	\$ 230,000	\$ 50,000
Craigleith Main Lift Station Upgrades	\$1,285,000				
Craigleith Wastewater Treatment Plant Blower Replacement	\$1,900,000				
Craigleith Wastewater Treatment Plant Equipment Replacement	\$ 200,000	\$ 740,000	\$ 850,000	\$ 45,000	\$ 335,000
Flow Meter Installation	\$ 245,000				
Total Project Cost	\$9,685,000	\$1,350,000	\$1,220,000	\$ 275,000	\$ 385,000
Funding Sources	2021	2022	2023	2024	2025
Property Owners	\$4,860,000				
Reserve/Reserve Funds	\$4,825,000	\$1,350,000	\$1,220,000	\$ 275,000	\$ 385,000
Total Funding	\$9,685,000	\$1,350,000	\$1,220,000	\$ 275,000	\$ 385,000



2021 Proposed Budget

The Blue Mountains Public Library

Gallery, Library, Archive, and Museum Services

The Blue Mountains Public Library (BMPL), includes two branches: the main branch of L.E. Shore, located on Bruce Street S in Thornbury and a book deposit station and museum at the Craigleith Heritage Depot. As a Gallery, Library, Archive, and Museum (GLAM) the BMPL provides 21st century GLAM services and is a community hub for arts, culture, and heritage. The Craigleith Heritage Depot (CHD) joined the BMPL in 2016, and houses a museum, library, and archives, as well as a general tourism information centre. Offering exhibits, programs, a gift shop, trail services, library, and research services, CHD is fast becoming a community hub for the east end of the Town.

BMPL is a dynamic centre of community life where everyone is free to create, explore, learn, and share in a welcoming atmosphere. The BMPL GLAM is a place where local residents and visitors intersect and share in opportunities for learning and discovery.

The Blue Mountains Public Library circulation and reference services both in-house and virtually, provides current and relevant material to users in multiple formats and provides relevant programs and services to children, youth, adults and seniors. Services include a myriad of technical services including training, workshops, and loanable technology at the L. E. Shore Memorial Library branch. Alternative collections, such as snowshoes, technology, and digital equipment are available for circulation. Additionally, BMPL provides core services for the library sector such as tech help, printing and fax service. In 2019, as part of a one-time \$225,000 grant, BMPL entered into a partnership with the Blue Mountains Creator Space who provides access to and training on the creation of digital media. This partnership was further expanded in the 2020-2021 years with the digital lab now offered at LE Shore and a number of programs being offered onsite at BMPL facilities, as well as virtually.

The 2018-2022 Board has the benefit of a four-year Strategic Plan (2018-2022) which directs priorities for the Board and staff, and the Memorandum of Understanding between the Library Board and the Town Council. Annually the Board develops an Annual Action Plan, aimed at identifying key areas of need towards the achievement of the Strategic Plan. This Board will begin the evaluation and community consultation for the Strategic Plan 2022-2026 in 2021 (year 3 of the Board cycle).

Significant events impacting the BMPL services in the 2021 fiscal include the ongoing pandemic. As a resource sharing service, BMPL must adhere to strict safety procedures for both a healthy workplace and the health of the community. As a result, there is an increase in the budget to health and safety PPE and supplies, as well as a decrease in revenue which would typically be gained through rentals in the facilities.

Mission, Values and Vision

Mission

The Blue Mountains Public Library is the dynamic centre of community engagement where everyone is free to create, explore, learn, research and connect in an inclusive environment.

Gallery, Library, Archive, and Museum Services

Values



Vision

To be a multi-branch library system, with a thriving museum and gallery, which meets the ever-changing interests and needs of the diverse population of the Town of The Blue Mountains.

GLAM

What is a GLAM?

The BMPL is comprised of a Gallery, Library, Archive and Museum (GLAM). At the time of the establishment of BMPL in 1994 and the opening of L.E. Shore in 1995, the organization was an early trail blazer of the GLAM by including a gallery within the building. For this, and the design of the facility, BMPL won awards. In 2016 the Board and TBM further established the organization as a GLAM when the Craighleith Heritage Depot community museum became a part of the BMPL. In 2018, TBM further extended the culture portfolio to BMPL by requesting it administer the Town's Municipal Art Program. GLAMs across the province are now understood to be the culture hubs of communities, and more regularly have a single operational body, such as in the BMPL model.

As part of the development of clear governance and operational roles, the Library Board with the Museum Advisory Council and the Arts & Culture Council developed the GLAM Mandates—the purpose and directive of each entity within our system.

GLAM Mandate: Gallery

The Gallery at L.E. Shore acts as a centre for arts and culture in the Town of The Blue Mountains. The Gallery has a focus on artists and art forms of The Blue Mountains and our local area, as well as providing education to the community in the area of arts and culture.

GLAM Mandate: Library

The Blue Mountains Public Library supports 21st Century literacies by ensuring equitable access to information in all its forms to grow an informed and connected citizenry. As a community hub we offer programs and spaces which enable people to gather, socialize, learn, and play.

Gallery, Library, Archive, and Museum Services

GLAM Mandate: Archive

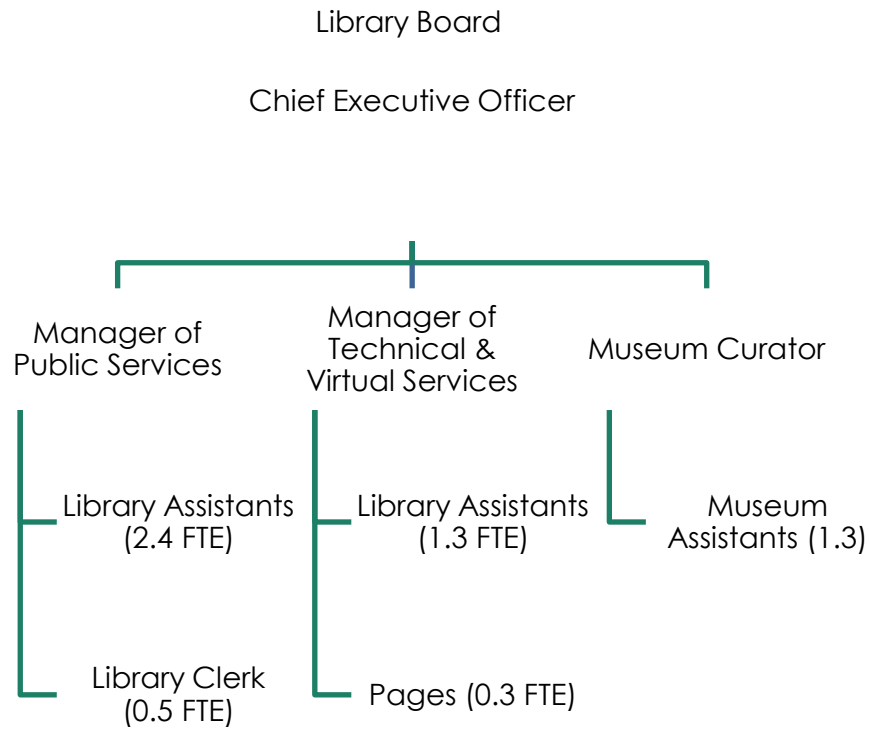
The archive acquires and preserves local documentary objects at the Craigleith Heritage Depot in support of the community museum mandate. The wide range of archival material is a key resource that assists museum exhibition, education and programming as well as individual and community interests in the area of history, heritage and culture.

GLAM Mandate: Museum

The Craigleith Heritage Depot community museum provides tangible links to the community, via artifacts, and intangible associations via memory, stories, and folklore. Through conservation and collection management the museum is a steward of local culture and natural heritage. As a designated heritage building, the Depot is not only the community museum facility, but a significant part of the collection.

Gallery, Library, Archive, and Museum Services

Organizational Chart



Gallery, Library, Archive, and Museum Services

Blue Mountains Public Library Strategic Plan 2018-2022

The BMPL Strategic Plan was developed by the Board in 2018. While it is separate and distinct from the TBM Strategic Plan, it compliments the TBM plan by utilizing the core values and pillars as a model to serve the diverse communities of our Town.

Goal 1: Vibrant Spaces

Vision: Create versatile spaces that meet the ever-changing interests and needs of our diverse and growing population.

Objectives:

1. Provide spaces to gather, learn, explore, work and connect.
2. Provide technologically-connected spaces.
3. Implement the recommendations of the Feasibility Study & Space Plan(s).
4. Implement a successful capital campaign.

Goal 2: Organizational Capacity

Vision: Build Board and staff capacity to lead a 21st century library, museum and gallery system.

Objectives:

1. Build Board competencies to excel in governance and advocacy.
2. Work with the Town to secure annual funding which realizes the Blue Mountain Public Library vision.
3. Become an employer of choice to retain and recruit staff.
4. Develop a sustainable human asset management plan which addresses branch expansion and future system needs.
5. Build upon staff competencies to excel in their job responsibilities.

Goal 3: Service Excellence

Vision: Enrich opportunities to learn, explore, create, connect with others, develop careers, grow businesses, engage with new technologies, pursue healthy lifestyles, and have fun.

Objectives:

1. Leverage partnerships to achieve shared goals.
2. Create a service model that reaches all communities of The Town of The Blue Mountains.
3. Provide diverse collections and programs in the library, museum and gallery.
4. Offer resources, opportunities and coaching to engage in 21st century literacies.

Gallery, Library, Archive, and Museum Services

5. Develop a virtual branch.
6. Achieve Gallery, Library, Archive and Museum standards.

Goal 4: Communications

Vision: Establish communications and market the Blue Mountain Public Library as a valued community resource.

Objectives:

1. Provide accessible and inclusive communications to raise awareness of our many offerings.
2. Develop a Communication and Marketing Plan.
3. Establish consistent branding across all communications and signage.
4. Ensure transparency and accountability to all stakeholders.

The Blue Mountains Public Library

Services Provided

Gallery

- Maintain gallery space for the artistic community.
- Provide workshops and series of relevance to expanding arts and culture in the Town of The Blue Mountains both in person and virtually during the pandemic.
- Provide support to the Town by administrating the Municipal Arts Program.

Library

- Pivot during pandemic to provide Hybrid Services both onsite and virtually.
- Provide circulation and reference services in house and virtually.
- Provide current and relevant material to our users in multiple formats.
- Provide relevant programs and services to children, youth, adults and seniors.
- Provide technical services for community members.
- Provide community space for our partners and other local groups.
- Provide support for local businesses.
- Offer outreach services (focus on youth and seniors) and support for community events.
- Provide two locations for convenience of our residents.

Archive

- Hold and preserve local history documents for access by the community and visitors.
- Support local researchers and researchers on local history.
- Support genealogist of local family lineage.

Museum

- Curate local history for access by the community and visitors.
- Preserve local knowledge and artifacts for The Town of The Blue Mountains.
- Provide physical and virtual exhibits and collections.
- Provide educational programs which meet with local education authority needs.
- Support local researchers and researchers on local history.
- Provide community space for our partners and other local groups.

The Blue Mountains Public Library

Service Provided	Level of Service
In house services – L. E. Shore (Library & Gallery)	Open 7 days/52 hrs per week
In house services – Craigleith Heritage Depot (Museum & Library)	Open 6 days/30 hrs per week
Virtual library services via website (Library, Museum & Archives)	24/7
Open Hours	4,420 hours
Visits	109,616
Card Holders	3,201
Items in Collection	26,124 print & 152,537 digital
Museum Collection	8,037
Items Borrowed	81,887 print & 19,864 digital
Programs Offered	726
Program Attendees	16,108
Inter Library Loans	1,600
Wi-Fi Usage	12,584
Public Computer Usage	15,584
Website & Virtual Library Visits	192,112

2021 Strategic Action Items and Work Plan

- Strategic Plan research and community consultation begins;
- Finalization of Craigleith Heritage Depot inventory;
- Increased communication with Community, Town, and Council;
- Primary GLAM services at both L.E. Shore and Craigleith Heritage Depot.

Non-Financial Statistics

Description	2019 Actual	2020 Actual	2021 Budget
Approved Full Time Equivalent (FTE) Positions ¹	9	9.5	9.5

The Blue Mountains Public Library (BMPL) is an accredited library, one of nearly 50 of the 300+ libraries in Ontario. Additionally, the library, Board and CEO have worked to ensure BMPL is an exemplar for GLAM services. The Board governance documents and policies are used by library systems across the province as is the Memorandum of Understanding (MOU) Between Council and the BMPL Board.

¹ The Approved Full Time Equivalent (FTE) Positions for The Blue Mountains Public Library do not include any part-time, contract, or student positions, which are the equivalent to another 3.75 FTE positions.

The Blue Mountains Public Library

2021 Budget Commentary

2021 is expected to be a hybrid of services for the entire GLAM due to the ongoing pandemic. Staffing shifts will continue to increase virtual programs, as a means of compensating for limitations to onsite programming. Materials will shift to have a higher volume of online materials available, and available at a shorter wait. This will still be balanced with the need for physical collections as well.

With much of the L.E. Shore retrofit postponed due to the unexpected impacts of COVID-19 to the TBM budgets, a small portion of the three-year plan has been included in this budget. Focus is on those items which could be completed in the areas of the building which are currently not open to the community, so they can occur without closure or further service impacts.

The Interfunctional transfers have now been included as per the Interfunctional Transfer Policy. This also includes a transfer for the L.E. Shore and Depot Facilities.

This budget does not include any of the expenses required for utilities or maintenance of the L.E. Shore Memorial Library or Craighleith Heritage Depot Facility. The utilities and maintenance budget for these two facilities are included in the greater Town of The Blue Mountains Facilities Budget and are reflected in the Interfunctional Transfers.

This 2021 proposed budget was developed by the CEO and Board as a non-growth budget due to the ongoing pandemic and expectation of continued financial impacts. Growth, as identified through annual assessment, as well as a shift from seasonal to primary households, will be addressed in future budgets.

L.E. Shore [Branch and Main Library Expenses]

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	457,476	473,755	548,775	554,312	560,056
Administrative Expenses	18,227	7,425	20,575	20,625	20,925
Operating Expenses	44,646	34,000	47,525	48,275	48,275
Communications	7,340	4,615	10,687	10,687	7,887
Personnel and Training	10,366	15,035	12,820	9,820	9,820
Utilities	0	0	0	0	0
Equipment Related	10,163	7,310	8,000	8,100	8,250
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	4,639	0	1,000	1,000	1,000
Purchased Services	31,626	3,210	3,405	3,405	3,405
Debt Payments	0	0	0	0	0
Financial Expenses	2,891	3,695	2,425	2,425	2,425
Premise and Site	9,111	1,005	2,400	2,400	2,400
Total Expenses	596,483	550,050	657,612	661,049	664,443
Transfers					
Transfers to Capital	103,325	106,420	195,500	217,800	134,600
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	8,544	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-10,637	-2,000	0	0	0
Interfunctional Transfers	153	50	267,172	273,149	268,964
Total Transfers	101,385	104,470	462,672	490,949	403,564
Total Transfers and Expenses	697,868	654,520	1,120,284	1,151,998	1,070,507
Revenue					
Grants and Donations	12,248	55,325	52,000	52,000	52,000
External Revenue	39,720	8,765	12,650	25,150	25,150
Subsidies	0	0	0	0	0
Total Revenue	51,968	64,090	64,650	77,150	77,150
Net Cost of Service (Taxation)	645,901	590,430	1,055,634	1,074,848	993,357

Craigleith Heritage Depot [Museum & Branch]

2021 Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	252,906	256,395	233,699	236,192	238,708
Administrative Expenses	2,071	1,245	2,475	2,625	2,625
Operating Expenses	30,033	21,725	29,925	34,125	34,125
Communications	3,986	2,645	3,625	3,625	3,625
Personnel and Training	5,372	3,895	5,680	4,430	4,430
Utilities	0	0	0	0	0
Equipment Related	3,663	3,300	3,300	3,300	3,300
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	173	6,045	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	225	415	1,026	1,076	1,076
Premise and Site	0	0	0	0	0
Total Expenses	298,430	295,665	279,730	285,373	287,889
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	4,492	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-850	-8,000	-8,000	-8,000
Interfunctional Transfers	345	0	26,475	26,585	26,675
Total Transfers	4,837	-850	18,475	18,585	18,675
Total Transfers and Expenses	303,267	294,815	298,205	303,958	306,564
Revenue					
Grants and Donations	21,189	9,000	0	0	0
External Revenue	10,479	3,575	0	13,750	13,750
Subsidies	0	0	0	0	0
Total Revenue	31,668	12,575	0	13,750	13,750
Net Cost of Service (Taxation)	271,600	282,240	298,205	290,208	292,814

The Blue Mountains Public Library

2021 Combined Operating Budget

	2019 Actual	2020 Actual (forecast)	Proposed 2021 Budget	Projected 2022 Budget	Projected 2023 Budget
Expenses					
Salaries and Benefits	710,382	730,150	782,474	790,504	798,764
Administrative Expenses	20,298	8,670	23,050	23,250	23,550
Operating Expenses	74,678	55,725	77,450	82,400	82,400
Communications	11,325	7,260	14,312	14,312	11,512
Personnel and Training	15,738	18,930	18,500	14,250	14,250
Utilities	0	0	0	0	0
Equipment Related	13,826	10,610	11,300	11,400	11,550
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	4,639	0	1,000	1,000	1,000
Purchased Services	31,799	9,255	3,405	3,405	3,405
Debt Payments	0	0	0	0	0
Financial Expenses	3,116	4,110	3,451	3,501	3,501
Premise and Site	9,111	1,005	2,400	2,400	2,400
Total Expenses	894,914	845,715	937,342	946,422	952,332
Transfers					
Transfers to Capital	103,325	106,420	195,500	217,800	137,100
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	13,036	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-10,637	-2,850	-8,000	-8,000	-8,000
Interfunctional Transfers	498	50	293,647	299,734	295,639
Total Transfers	106,222	103,620	481,147	509,534	424,739
Total Transfers and Expenses	1,001,136	949,335	1,418,489	1,455,956	1,377,071
Revenue					
Grants and Donations	33,436	64,325	52,000	52,000	52,000
External Revenue	50,199	12,340	12,650	38,900	38,900
Subsidies	0	0	0	0	0
Total Revenue	83,636	76,665	64,650	90,900	90,900
Net Cost of Service (Taxation)	917,500	872,670	1,353,839	1,365,056	1,286,171

The Blue Mountains Public Library

2021 Operating and Capital Projects

Project	Materials
Description	Library materials in both physical (print) and electronic format are annually purchased as we maintain a relevant collection.
Budget	\$ 54,500 Materials
Funding	\$ 2,000 Provincial Grant \$ 52,500 Taxation

Project	Capital Furniture Replacement
Description	Various areas within the L.E. Shore branch are original or aging furniture and shelves. These aging items are in need of replacement, both physically and to meet ergonomic and accessible standards of the Ontario Public Library Guidelines and accreditation.
Budget	\$ 67,000 Replacement Furniture
Funding	\$ 67,000 Taxation

Project	Technology
Description	Technology for community use is an annual need for both replacement and upgrades. This includes new circulating and onsite equipment.
Budget	\$ 11,000 Replacement Equipment
Funding	\$ 11,000 Taxation

Total Number of Projects:	3
Total Budget:	\$ 132,500
Total Funding by Source:	\$ 2,000 Provincial Grant \$ 130,500 Taxation



2021 Proposed Budget Additions to the Base Budget

2021 Proposed Additions to the Base Budget

	Description	2021	2021 Taxation	2021 User-Fees	2021 DC's	2021 Other	Impact on 2021 Town Tax Levy
	Staff Requests						
1	Administrative Assistant to Committees	\$ 70,650	\$ 70,650	\$ 0	\$ 0	\$ 0	0.43%
2	Communications Assistant and Coordinator	\$ 145,700	\$ 58,280	\$ 0	\$ 0	\$ 87,420	0.35%
3	Fire Prevention Inspector	\$ 107,250	\$ 88,500	\$ 0	\$ 0	\$ 18,750	0.53%
4	Additional Landfill Operator	\$ 42,650	\$ 42,650	\$ 0	\$ 0	\$ 0	0.26%
5	Building Inspector - Contract	\$ 74,200	\$ 0	\$ 74,200	\$ 0	\$ 0	0.00%
6	Permit and Inspection Assistant	\$ 42,900	\$ 0	\$ 42,900	\$ 0	\$ 0	0.00%
7	Lot Development Technologist	\$ 84,800	\$ 0	\$ 84,800	\$ 0	\$ 0	0.00%
8	Development Reviewers - Permanent	\$ 43,800	\$ 0	\$ 43,800	\$ 0	\$ 0	0.00%
	Additional Services						
9	Off Leash Dog Park	\$ 25,000	\$ 25,000	\$ 0	\$ 0	\$ 0	0.15%
10	EV Charging Stations	\$ 24,000	\$ 0	\$ 0	\$ 0	\$ 24,000	0.00%
11	Parks Vehicle	\$ 45,000	\$ 0	\$ 0	\$ 45,000	\$ 0	0.00%
12	Additional Advertising	\$ 33,600	\$ 33,600	\$ 0	\$ 0	\$ 0	0.20%
	Total Additions Before Committees	\$ 739,550	\$ 318,680	\$ 245,700	\$ 45,000	\$ 130,170	1.92%
13	Agricultural Advisory Committee	\$ 3,000	\$ 3,000	\$ 0	\$ 0	\$ 0	0.02%
14	Physician Recruitment and Retention Committee	\$ 25,000	\$ 25,000	\$ 0	\$ 0	\$ 0	0.15%
15	Economic Development Advisory Committee	\$ 75,000	\$ 75,000	\$ 0	\$ 0	\$ 0	0.45%
16	Sustainability Advisory Committee	\$ 75,000	\$ 75,000	\$ 0	\$ 0	\$ 0	0.45%
	Committees of Council Total	\$ 178,000	\$ 178,000	\$ 0	\$ 0	\$ 0	1.07%
	Total of all Proposed Additions	\$ 917,550	\$ 496,680	\$ 245,700	\$ 45,000	\$ 130,170	2.99%



2021 Proposed Budget Appendix

Descriptive Index

Division Budget Summaries – 2021 Operating Budget Chart

The 2021 Operating Budget Chart provides an overview of the 2021-2023 Proposed Operating Budget by major expense categories. The following is a description of what expenses/revenues are included in each category.

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, such as travel or car.

Administrative Expenses

Includes expenses such as office supplies; computer supplies; paper; meeting expenses; and printing.

Operating Expenses

Includes various materials, such as paint, chemicals, sample testing, water treatment costs, the Collingwood Water Agreement, merchandise inventory (available for re-sale), as well as library expenses such as book replacements, special program materials, periodicals, exhibitions, and conservation and repairs.

Communications

Includes telephone costs including cell phones, answering services, repairs and maintenance, internet, courier, advertisements, and postage.

Personnel and Training

Includes annual membership costs, course or conference registrations, education courses, meals, accommodation, mileage, as well as Personnel costs such as health and safety, clothing expenses, staff recognition and recruitment/retention expenses.

Utilities

Includes hydro, natural gas, furnace oil, water and sewer.

Equipment Related

Includes all expenses related to equipment owned by the Town, including repairs and maintenance, water and wastewater main breaks, pump repairs, maintenance, small tool purchases, equipment rentals, as well as service agreements (including software).

Vehicle and Fleet Related

Includes any costs related to operating the Town's vehicles or fleet including repairs and maintenance, gas, diesel, and licensing costs.

Legal Expenses

Includes costs paid to law firms for the Town's legal expenses, for the purchase of land, as well as expenses paid in trust as per Development Agreements.

Consulting

Includes expenses that will be spent on consulting, primarily used when the Town undertakes large studies.

Purchased Services

Includes all expenses that will be hired out, including audit services, engineering, weed management, and construction.

Debt Payments

Includes interest and principal payments for the Town's long term debt. A detailed Long-Term Debt Schedule is provided in the Financial Position and Background Information section of the Budget.

Financial Expenses

Includes bank service charges, processing fees, insurance premiums and deductibles, property taxes, sponsorships, and grants.

Premise and Site

Includes bio-solids removal, site maintenance, janitorial supplies, cleaning, waste disposal, rent, and facility maintenance.

Transfers to Capital

Includes the amount of current revenues (taxation or user fees) that are funding capital. Any payments to unfinanced are also included in this line.

Transfers to Reserves

Includes any funds that are set aside in either reserves or reserve funds for future use.

Transfers from Obligatory Reserves

Includes any transfers from Obligatory Reserve Funds, which are made up of Development Charges, Parkland Dedication, Federal Gas Tax and Parking in Lieu. These are used to offset the amount of current revenues needed to be collected.

Transfers from Other Reserves

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

Interfunctional Transfers

Includes the costs associated with services that are provided by one Division to another within the Town, using the Interfunctional Transfer Policy POL.COR.20.04.

Grants and Donations

Includes revenues received from external parties as either a grant or donation. This includes grants from the provincial and federal governments, as well as individual donors.

External Revenue

Includes funding collected from outside third parties, including interest and penalty of tax arrears, interest income, water and wastewater billing, permits, and fees and charges, such as dog tags, garbage tags, cemetery fees, planning fees, hall rentals, marriage licenses, etc.

Subsidies

Includes the costs of any subsidies given out to offset fees and charges.

The Town's Financial System

Full Accrual Accounting

The Town uses a full accrual accounting method. With the introduction of Public Sector Accounting Board changes with respect to the tangible capital asset reporting in 2009, additional financial information has become available, such as annual depreciation expenses that were not previously reported in the Town's financial statements or budgets prior to this change. Full accrual budgeting provides stakeholders with a better reflection of the long term financial health of the municipality for decision making purposes.

The full accrual accounting method records revenue and expenses when they have occurred, not when they are paid or received and treats capital purchases as capital assets rather than an operating expense.

Under full accrual accounting, capital assets would be recorded as an expense over the useful life of the capital asset. For example, if the Town builds a new community centre for \$1,000,000, the building will be recorded as a capital asset and would be gradually expensed over its useful life (50 years) at an amount of \$20,000 per year.

Operating Revenue and Expenditures

Revenues and expenses of the Town are recorded on an accrual basis. This means that obligations of the municipality are recorded as expenses when they are incurred (i.e. when the work is completed or product delivered) not when they are paid or when they are ordered. Revenues are recognized when the municipality becomes entitled to collect (i.e. when services are rendered) not when actual payment is received. Revenue collected is used to fund either operational expenditures or capital purchases.

Operational expenses consist of salaries and benefits, office supplies, utilities, equipment maintenance, and other day-to-day expenses that are necessary for the municipality to provide services to the community. These costs are included in each Division's operating budget, and are managed by the Service Area Managers.

Capital Asset Expenditures

Capital asset expenditures are recorded as capital assets and amortized as an expense over the useful life of the capital asset.

The requirements for capital asset expenditures are discussed each year during the budget process. The total capital asset expenditures might be more or less than another year, depending upon the number of projects. Each year, a portion of the annual revenues collected by the municipality are set aside for current and future capital projects.

Reserves and Reserve Funds

The use of operating and capital reserves provides a more stable approach to taxation. The amount of funding required for capital expenditures and certain operating expenses can vary greatly one year to the next, depending upon what is constructed or purchased. If taxpayers were taxed each year on exactly how much was spent in that year, property tax bills would vary widely from one year to the next

Each year, some amount of the revenue collected is set aside in reserves to save enough cash to fund capital projects. The funds placed in the reserve are held until they are needed.

At present, the Town has over 65 reserves. Working Capital, Legal, Roads, and Winter Control are just a few examples. The Town also puts specific funds aside that must be used for a specific purpose, which are called Reserve Funds. Development Charges, Gas Tax, and Parkland Dedication are a few examples of the Town's Reserve Funds.

Comparing Financial Statements to Budgets

The following charts compares the 2019 Audited Financial Statements against the 2019 Approved Budget to illustrate the differences between Accrual Accounting, which is used in the Town's Financial Statements (Note 18 Segmented Information), and Cash Accounting, which is used to prepare the Town's annual budget.

Accrual Accounting (Financial Statements) does not account for Transfers from Reserves or Proceeds from Debt in Revenue, however, this is included in Cash Accounting (the Town's annual budget). Additionally, Accrual Accounting does not recognize principal debt payments or Transfers from Reserves as Expenses, although these are used to calculate the annual budget. The Financial Statements also calculate Amortization, while the Budget does not calculate Amortization, but does include Capital Expenditures.

Accrual – Financial Statements		Cash - Budget	
Taxation	\$ 17,406,378	Taxation	\$ 15,982,367
User Fees	\$ 9,916,408	User Fees	\$ 8,679,155
Specific Grants	\$ 463,025	Specific Grants	\$ 298,555
OMPF Grant	\$ 1,933,847	OMPF Grant	\$ 1,289,000
Other Revenue	\$ 15,278,606	Other Revenue	\$ 3,444,798
Transfers from Obligatory Reserves	\$ 1,335,660	Transfers from Obligatory Reserves	\$ 1,308,220
		Transfers from Reserves	\$ 1,224,461
		Proceeds from Debt	\$ 0
Total Revenues	\$ 46,333,924	Total Revenues	\$ 32,226,556

Accrual - Financial Statements		Cash - Budget	
Salaries and Benefits	\$ 13,212,490	Salaries and Benefits	\$ 13,536,154
Interest on Debt	\$ 125,137	Interest on Debt	\$ 144,530
		Principal Debt Payments	\$ 376,530
		Transfers to Other Reserves	\$ 4,643,957
Materials and Supplies	\$ 4,854,746	Materials and Supplies	\$ 5,420,855
Contracted Services	\$ 6,252,943	Contracted Services	\$ 7,063,024
Other Transfers	\$ 486,797	Other Transfers	\$ 475,544
Rent and Financials	\$ 4,943,886	Rent and Financials	\$ 470,055
Amortization	\$ 6,613,307	Capital Expenditures	\$ 95,908
Total Expenses	\$ 36,489,306	Total Expenditures	\$ 32,226,556
Accrual Surplus (Deficit)	\$ 9,844,618	Cash Surplus (Deficit)	\$ 0

Reconciling Financial Statements to Budgets

After comparing the Town's Financial Statements against the Annual Budget, these two documents can be balanced against one another.

The Cash Accounting (Budget) bottom-line of \$0 can be balanced to the Accrual Accounting (Financial Statements) bottom-line of \$9,844,618. This is first done by calculating the variances between all comparable items in Accrual Accounting and Cash Accounting, as illustrated in the chart below.

Once these variances are calculated, the chart below takes the Cash differences and reconciles it to the \$9,844,618 as shown on The Town's Audited Financial Statements Note 18 Segmented Information.

Description	Amount
Variances between comparable items	\$ 18,097,667
Less: Amortization	\$ (6,613,307)
Capital Assumptions	\$ (11,443,955)
Capital Expenditures	\$ 95,908
Principal Debt Payments	\$ 376,530
Transfers to Other Reserves	\$ 4,643,957
Transfers from Reserves	\$ 1,224,461
Additional Supplementary Taxes moved to Working Capital Reserve	\$ (850,000)
Sobeys Debt Repayment	\$ 527,180
One Time Efficiency Grant moved to Working Capital Reserve	\$ (645,347)
Landfill Liability Post Closure	\$ 4,431,525
Balance	\$ 9,844,618

Budget Process

The following describes the roles and responsibilities of key staff involved in the budget process.

Council

Council reviews the Town's strategic priorities, public satisfaction surveys, economic factors and other related information as a starting point for the budget process. Council provides direction to staff for the next budget year relative to the following issues:

- Priorities, strategies, programs, and level of service provided to the ratepayers;
- Level or range of tax increases or decreases to be considered;
- Approval of the operating and capital budgets; and,
- Amending operating and capital budgets during the fiscal year, as required.

Senior Management Team

The Town's Senior Management Team (SMT) is comprised of the Department Directors and the Chief Administrative Officer (CAO). The Senior Management Team is responsible for preparing recommendations for Council's consideration relative to major issues, services and programs, including changes to Fees and Charges, Service Level adjustments, as well as reporting on the Strategic Plan. The Senior Management Team reports to the CAO, who reports to Council.

Service Area Managers

The Town's Service Area Managers are responsible for providing SMT with the background information required to assess budget issues for the next year. Service Area Managers are responsible for submitting, for SMT's consideration, a budget that is consistent with the principles, policies, and budget guidelines established by Council. The Town's Service Area Managers report to their respective Department Directors.

Departments

Each Department is responsible for formulating and managing their own budgets. This includes documenting the purpose, cost, and scope of their capital projects. All managers and supervisors are responsible for ensuring that budget principles and guidelines are adhered to.

Financial Services

The Finance Department is responsible for coordinating the annual budget process, which includes the following:

- Coordination of the budget preparation process;
- Accumulating and coordinating all the figures into a final corporate-wide budget;
- Preparation of appropriate financial forecasts relative to revenue, expenditures, inflation, and other important factors;
- Provision of timely financial reports to assist the Directors, Managers, and Council in the review of prior budget performance and preparation of current budget;
- Tracking budget revisions and distributing budget documents; and,
- Monitoring of the process for compliance with statutory requirements.

Budget Factors and Guidelines

Resident, business and visitor demand for services and the community's ability to pay for these services guide municipal spending. As infrastructure ages, funds must be committed for proper maintenance and refurbishment.

The Town of The Blue Mountains recognizes that taxpayers are demanding value for their money. A balance must be struck between demand for services and the taxpayers' ability to pay for these services. The Town must ensure that services, programs, and facility commitments are sustainable now, and in the future.

There are a number of factors that affect the preparation of the annual budget. These include inflation, growth, development activity, economic trends, changing market conditions, taxation issues, and policy decisions of Council. The more significant of these are discussed below.

Annual Tax Rate

Taxes payable are derived from multiplying the assessed property value by the tax rate. The blended residential tax rate has decreased nine of the last ten years (2011 - 2020) due to the growth in assessed value. Included in the annual blended tax rate are the portions that are for the County of Grey and the local school boards.

Assessment Growth

The amount of new construction that takes place each year, measured as new assessment, has a small effect on the Town's budget. New construction provides additional tax revenue which has averaged 3.0% in the past five years. The 2020 percentage growth was 3.14%.

Connection of Budget Levy, Assessment Base and Tax Rate

Town Tax Rate

When Council decides the amount of money needed to pay for the Town costs for the year, called the budget levy, the money is collected from people who own property in the Town. The share of money each owner pays, called property tax, comes from an amount known as the assessment value of their property times a number called a tax rate. The tax rate is calculated by dividing the budget levy by the total of all property assessment in the Town, called the assessment base. In this way, each property owner is billed by the Town for their share of the overall money needed by the Town.

Town Tax Rate and Tax Illustration:

$$\frac{\text{Budget Levy}}{\text{Assessment Base}} = \text{Tax Rate} \qquad \frac{\$16,200,000}{\$4,500,000,000} = 0.00360000$$

Property Assessment X Tax Rate = Property Tax $\$600,000 \times 0.00360000 = \$2,160$

County Tax Rate

The County of Grey also collects property tax on the Town tax bill. The County decides their rate the same way as the Town but uses their budget levy and the overall assessment total for the 9 municipalities in the County.

County Tax Rate and Tax Illustration:

Property Assessment X Tax Rate = Property Tax \$600,000 x 0.00350000 = \$2,100

Education Tax Rate

The Ontario provincial government sets the education tax rates for the whole province based on their formulas for each area.

Education Tax Rate Illustration:

Property Assessment X Tax Rate = Property Tax \$600,000 X 0.00150000 = \$900

Total Tax Rate Illustration Summary

The total of the Town, County and Education property taxes make up the total tax bill for the year for the property owner.

	Tax Rate	Property Tax
Town	0.00360000	\$ 2,160
County	0.00350000	\$ 2,100
Education	0.00150000	\$ 900
Totals	0.00860000	\$ 5,160

Property Assessment X Tax Rate = \$600,000 x 0.00860000 = \$5,160 Property Tax

Assessment Value

Assessment value comes from the Municipal Property Assessment Corporation (MPAC). MPAC gives a value to each property in Ontario based on the real estate market value of the property as at a date called the valuation date. The main things MPAC looks at to come up with the assessment value are the location of the property, the dimensions of the land, the living area of the house, the age of the house and the quality of construction.

Use of Debt

Debt will continue to be an ongoing component of the Town's capital funding structure. Repayment should be structured in a manner that is fair and equitable to those who pay and benefit from the underlying assets over time. The servicing of long term debt needs to be sustainable and affordable while allowing for flexibility to respond to emerging needs.

Municipalities in Ontario may only issue debt for capital purposes. The Province regulates the amount of municipal debt and other financial obligations through an Annual Repayment Limit (ARL) regulation under the Municipal Act. The ARL allows the Town to spend up to 25% of its own net source revenues on debt repayments. The 2020 ARL indicated that the Town's repayment limit is \$6,890,674, which would represent 25% of own net source revenues; this could fund roughly \$100M in long-term debt. The 2020 Annual Repayment Limit is calculated using 2019 Town data.

The Town also follows its own Corporate Debt Policy POL.COR.17.01. This internal debt policy states that the Town will not exceed 15% of the Town's own source revenues, which would represent \$4,134,404. The Town has also established that debt will be limited to the term of the useful life of the particular asset, but not greater than 25 years.

Currently, the Town has \$473,910 in annual debt payments. This is 7% of the Province's ARL limit, and 11% of the Town's own Debt Policy limit.

Investment Income

The municipality invests funds that are not required for current financial requirements in low risk investments. The investment income supplements the contributions made by taxpayers. Given the large number of capital projects currently underway, the Town's cash-flow has become very important. Similar to a business, the Town must ensure that it is not only financially strong but maintains sufficient cash to meet expenditures.

Finance staff follow the Town's Investment Policy FS.08.11.

Funds are invested to provide an optimal blend of investment return and security while meeting the daily cash flow demands of the municipality.

Departmental Budgets

Individual Departmental budgets are built from a zero-base each year. Based on the programs and services that Council expects, each Manager estimates the labour and material costs, and crafts a budget for provision of service accordingly.

Additions to the Base Budget

There is continuing pressure to provide new programs and services or expand existing. Funding for new or expanded programs or services are presented as a Proposed Addition to the Base Budget for consideration by Council. Funding for new programs and services that do not have a new revenue source could require a property tax increase, and/or a reduction in other municipal services.

Operating Reserves

Council often allocates funds for future non-capital items. These non-capital items are often future commitments that Council has approved, or the deferral of a current project to a future financial period. The funds are placed into the Operating Reserve and will be brought into future operating budgets when the project moves ahead.

Capital Reserves

The Town is starting to develop a strategy that will look at funding all capital projects from Asset Replacement Reserve Funds with annual transfers to the Reserves and Reserve Funds being built into the operating budget. The Town began this in 2017 by combining many existing Reserves into more manageable Asset Replacement Reserve Funds for taxation funded Departments. By eventually being able to fund all capital from Reserves and Reserve Funds, the Town will be able to minimize large fluctuations that can occur on the annual tax rate.

Capital Levy

All municipalities are facing the reality of aging infrastructure. In 2016, the Town introduced a Capital Replacement Levy that represents 2% of the previous year's tax levy to be collected and available to fund capital replacement projects for taxation funded Departments. This will be done each year to help ensure that staff have funding available to keep the assets that they maintain in good working order through reconstruction or replacement.

Water and Wastewater Rates

Water and Wastewater will be operated on a self-funded basis through equitable user fees. Water and wastewater rates are reviewed annually as part of the budget process.

The Town remains committed to its Water Financial Plan, its long range strategy to help the Town identify the cost of having a safe and sufficient water supply. This includes a plan for the repair or replacement of aging water infrastructure.

Fees and Charges

As local governments move forward, there continues to be an increasing emphasis on reducing their dependency on property tax revenues. As a result, there will be added emphasis on ensuring that existing fees and charges (user fees) remain current and perhaps begin to fund a larger share of the cost burden. Fees and charges will be reviewed on an annual basis as part of the budget process to ensure that fees are generating adequate revenues and covering programming costs.

Demographic Information

Households

Households in the Town of The Blue Mountains are calculated using the Municipal Property Assessment Corporation (MPAC) Data, which is sent to the Town each year. MPAC is accountable to the Province. The following chart outlines the breakdown of Households within the Town of The Blue Mountains, as per the most recent MPAC Data available.

Households	
Households as of October 29, 2020	8,428

Population

According to the most recent census data, the Town of The Blue Mountains has a permanent population of 7,025, an increase of 9% over 2011. The Town's permanent population has an average age of 51.8 and a median age of 57.6.

The Town's non-permanent resident population is harder to calculate, as there is no census data on the non-permanent population. Staff however estimate that the non-permanent population of the Town is about 6,010 for an estimated total of 13,035. This is calculated by taking the number of seasonal dwelling units (2,926) and multiplying this by the average household size (2.1 according to the Canadian Census).

Income

The Town's median after-tax income for its permanent population is \$33,780, while the average after-tax income of all households within the Town is \$68,518. This data is based off 2016 information from the Canadian census and is only calculated from the permanent resident population.

The median after tax income for the Town (\$33,780) is used to calculate the rate in the Town's Affordability Policy. Staff use the median after-tax income as opposed to median household income or average household income, as this is the smaller of the numbers to ensure that water and/or wastewater service extensions remain affordable for all residents.

Household Value

The average value of a dwelling in the Town, according to census data, is \$637,047. This is significantly higher than the average value throughout Grey County, where the average value of a dwelling is \$353,015.

According to the Third Quarter 2020 Blue Mountains Real Estate Market Report, the year-to-date average sale price within The Blue Mountains was \$870,628, up 23% from 2019's \$705,881. This sales data comes from the Southern Georgian Bay Association of Realtors and refers specifically to residential sales.

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Poll 015	
Town Tax	\$2,080,356
County Tax	\$2,029,990
Education Tax	\$962,716
	\$5,073,062

Poll 017	
Town Tax	\$584,789
County Tax	\$570,631
Education Tax	\$493,730
	\$1,649,150

Poll 006	
Town Tax	\$4,043,407
County Tax	\$3,945,516
Education Tax	\$2,031,033
	\$10,019,955

Poll 016	
Town Tax	\$498,753
County Tax	\$486,678
Education Tax	\$317,582
	\$1,303,013

Poll 008	
Town Tax	\$257,488
County Tax	\$251,254
Education Tax	\$110,363
	\$619,105

Poll 003	
Town Tax	\$3,338,936
County Tax	\$3,258,100
Education Tax	\$1,772,502
	\$8,369,538

Poll 018	
Town Tax	\$818,045
County Tax	\$798,240
Education Tax	\$361,419
	\$1,977,704

Poll 011	
Town Tax	\$1,327,284
County Tax	\$1,295,150
Education Tax	\$724,876
	\$3,347,310

Poll 012	
Town Tax	\$379,923
County Tax	\$370,725
Education Tax	\$206,271
	\$956,918

Poll 020	
Town Tax	\$825,950
County Tax	\$805,953
Education Tax	\$791,940
	\$2,423,843

Poll 014	
Town Tax	\$83,554
County Tax	\$81,531
Education Tax	\$43,450
	\$208,536

Poll 010	
Town Tax	\$104,580
County Tax	\$102,048
Education Tax	\$46,158
	\$252,787

Poll 005	
Town Tax	\$352,619
County Tax	\$344,082
Education Tax	\$155,208
	\$851,910

Poll 002	
Town Tax	\$1,208,190
County Tax	\$1,178,940
Education Tax	\$675,621
	\$3,062,751

Poll 013	
Town Tax	\$58,520
County Tax	\$57,103
Education Tax	\$21,823
	\$137,446

Poll 001	
Town Tax	\$37,799
County Tax	\$36,884
Education Tax	\$9,613
	\$84,297

Poll 009	
Town Tax	\$138,299
County Tax	\$134,951
Education Tax	\$52,530
	\$325,780

Poll 007	
Town Tax	\$211,564
County Tax	\$206,442
Education Tax	\$91,644
	\$509,651

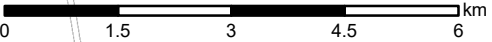
Poll 004	
Town Tax	\$222,871
County Tax	\$217,475
Education Tax	\$107,784
	\$548,131

Total: \$41,720,886
The total assessment value per poll does not include the Realty Tax Class E-Exempt



TOWN OF THE BLUE MOUNTAINS

Breakdown of 2020 Tax by Poll



This map is intended for reference purposes only. Information shown on this map has been compiled from numerous sources and may not be complete or accurate and may be subject to change without notice. The Town of The Blue Mountains is not responsible for any errors, omissions or deficiencies in this drawing. No part of this map may be reproduced, modified or transmitted to others in any way without the written permission of © The Corporation of the Town of The Blue Mountains. THIS IS NOT A PLAN OF SURVEY (Nov, 2020).

For more information please visit www.thebluemountains.ca



Poll 015		
No. of Assessed Properties: 978		
C	Commercial	\$4,026,600
F	Farm	\$11,839,400
P	Pipeline	\$5,706,000
R	Residential	\$557,085,136
T	Managed Forest	\$257,700
		\$578,914,836

Poll 017		
No. of Assessed Properties: 472		
C	Commercial	\$19,228,300
I	Industrial	\$62,000
M	Multi-Residential	\$504,000
R	Residential	\$127,246,200
X	Commercial (New Construction)	\$5,831,000
		\$152,871,500

Poll 006		
No. of Assessed Properties: 1936		
C	Commercial	\$31,234,800
O	Resort Condominium	\$13,148,000
R	Residential	\$1,051,268,054
T	Managed Forest	\$1,286,800
X	Commercial (New Construction)	\$2,014,000
		\$1,098,951,654

Poll 018		
No. of Assessed Properties: 740		
C	Commercial	\$1,091,600
F	Farm	\$1,012,000
M	Multi-Residential	\$2,962,000
P	Pipeline	\$1,055,000
R	Residential	\$217,330,509
		\$223,451,109

Poll 016		
No. of Assessed Properties: 304		
C	Commercial	\$8,101,028
F	Farm	\$56,000
I	Industrial	\$1,625,849
J	Industrial (New Construction)	\$502,000
R	Residential	\$121,595,100
S	Shopping Centre	\$285,823
X	Commercial (New Construction)	\$452,000
		\$132,617,800

Poll 008		
No. of Assessed Properties: 166		
C	Commercial	\$596,500
F	Farm	\$18,559,100
I	Industrial	\$32,200
R	Residential	\$65,550,900
T	Managed Forest	\$536,200
		\$85,274,900

Poll 003		
No. of Assessed Properties: 1975		
C	Commercial	\$35,476,716
F	Farm	\$178,400
I	Industrial	\$166,000
M	Multi-Residential	\$1,887,000
O	Resort Condominium	\$56,213,000
R	Residential	\$809,363,911
T	Managed Forest	\$398,200
		\$903,683,227

Poll 011		
No. of Assessed Properties: 608		
C	Commercial	\$8,354,177
F	Farm	\$17,549,119
H	Landfill PIL	\$582,800
I	Industrial	\$4,107,223
J	Industrial (New Construction)	\$545,000
R	Residential	\$334,837,611
T	Managed Forest	\$1,802,506
X	Commercial (New Construction)	\$3,753,000
		\$371,531,436

Poll 012		
No. of Assessed Properties: 370		
C	Commercial	\$4,368,500
F	Farm	\$1,284,400
I	Industrial	\$106,000
R	Residential	\$97,922,500
T	Managed Forest	\$69,400
		\$103,750,800

Poll 020		
No. of Assessed Properties: 962		
C	Commercial	\$32,954,100
J	Industrial (New Construction)	\$551,000
O	Resort Condominium	\$168,582,100
R	Residential	\$182,501
X	Commercial (New Construction)	\$11,878,000
		\$214,147,701

Poll 014		
No. of Assessed Properties: 99		
C	Commercial	\$756,500
F	Farm	\$9,598,100
R	Residential	\$19,818,800
		\$30,173,400

Poll 010		
No. of Assessed Properties: 100		
C	Commercial	\$119,300
F	Farm	\$21,482,300
R	Residential	\$23,752,200
T	Managed Forest	\$285,200
		\$45,639,000

Poll 005		
No. of Assessed Properties: 278		
C	Commercial	\$587,800
F	Farm	\$13,158,190
I	Industrial	\$42,500
R	Residential	\$92,573,810
T	Managed Forest	\$1,720,300
		\$108,082,600

Poll 002		
No. of Assessed Properties: 655		
C	Commercial	\$14,880,400
F	Farm	\$1,167,900
I	Industrial	\$95,000
R	Residential	\$308,272,318
T	Managed Forest	\$3,227,300
X	Commercial (New Construction)	\$1,664,800
		\$329,307,718

Poll 013		
No. of Assessed Properties: 54		
C	Commercial	\$451,300
F	Farm	\$4,219,400
R	Residential	\$14,383,500
T	Managed Forest	\$581,800
		\$19,636,000

Poll 001		
No. of Assessed Properties: 23		
C	Commercial	\$1,823,000
F	Farm	\$495,500
R	Residential	\$7,577,400
T	Managed Forest	\$1,167,100
		\$11,063,000

Poll 009		
No. of Assessed Properties: 106		
C	Commercial	\$98,600
F	Farm	\$8,642,100
I	Industrial	\$98,900
R	Residential	\$35,475,500
T	Managed Forest	\$927,100
		\$45,242,200

Poll 007		
No. of Assessed Properties: 191		
C	Commercial	\$409,900
F	Farm	\$29,133,800
I	Industrial	\$114,500
R	Residential	\$50,141,800
T	Managed Forest	\$2,703,700
X	Commercial (New Construction)	\$83,600
		\$82,587,300

Poll 004		
No. of Assessed Properties: 178		
F	Farm	\$12,481,500
I	Industrial	\$1,512,800
R	Residential	\$54,519,400
T	Managed Forest	\$4,035,500
X	Commercial (New Construction)	\$17,200
		\$72,566,400

Total: \$4,609,492,581

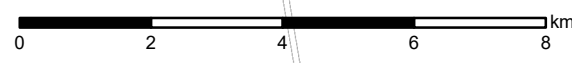
The total assessment value per poll does not include the Realty Tax Class E-Exempt

These values reflect assessment numbers from 2020 as 2021 values are not yet available from MPAC



TOWN OF THE BLUE MOUNTAINS

Total Assessment Value per Poll 2020 Tax Year



This map is intended for reference purposes only. Information shown on this map has been compiled from numerous sources and may not be complete or accurate and may be subject to change without notice. The Town of The Blue Mountains is not responsible for any errors, omissions or deficiencies in this drawing. No part of this map may be reproduced, modified or transmitted to others in any way without the written permission of © The Corporation of the Town of The Blue Mountains. THIS IS NOT A PLAN OF SURVEY (2020).

For more information please visit www.thebluemountains.ca



TOWN OF THE BLUE MOUNTAINS

Total Assessment Value per Poll

2020 Tax Year



001: \$11,063,000	008: \$85,274,900	002: \$329,307,718
013: \$19,636,000	012: \$103,750,800	011: \$371,531,437
014: \$30,173,400	005: \$108,082,600	015: \$578,914,836
009: \$45,242,200	016: \$132,617,800	003: \$903,683,227
010: \$45,639,000	017: \$152,871,500	006: \$1,098,951,654
004: \$72,566,400	020: \$214,147,701	
007: \$82,587,300	018: \$223,451,109	
Total: \$4,609,492,581		

The total assessment value per poll does not include the Realty Tax Class E-Exempt
These values reflect assessment numbers from 2020 as 2021 values are not yet available from MPAC

Poll	Number of Assessed Properties
001	23
002	655
003	1975
004	178
005	278
006	1936
007	191
008	166
009	106
010	100
011	608
012	370
013	54
014	99
015	978
016	304
017	472
018	740
020	962



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The Average Tax Bill

Municipality	Average Assessed Value	Town	County	Education	Average Tax Bill
Blue Mountains	\$ 637,047	\$ 2,324	\$ 2,268	\$ 975	\$ 5,567
Southgate	\$ 319,453	\$ 2,463	\$ 1,137	\$ 489	\$ 4,089
Georgian Bluffs	\$ 354,785	\$ 1,985	\$ 1,263	\$ 543	\$ 3,790
Chatsworth	\$ 343,148	\$ 2,326	\$ 1,222	\$ 525	\$ 4,072
Hanover	\$ 258,277	\$ 2,196	\$ 920	\$ 395	\$ 3,510
West Grey	\$ 327,221	\$ 2,013	\$ 1,165	\$ 501	\$ 3,679
Meaford	\$ 359,734	\$ 2,859	\$ 1,281	\$ 550	\$ 4,690
Owen Sound	\$ 244,872	\$ 3,071	\$ 804	\$ 375	\$ 4,250
Grey Highlands	\$ 416,423	\$ 2,479	\$ 1,483	\$ 637	\$ 4,599
Clearview	\$ 413,914	\$ 2,745	\$ 1,132	\$ 633	\$ 4,511
Wasaga Beach	\$ 349,604	\$ 1,958	\$ 956	\$ 535	\$ 3,449
Collingwood	\$ 390,393	\$ 2,775	\$ 1,068	\$ 597	\$ 4,441

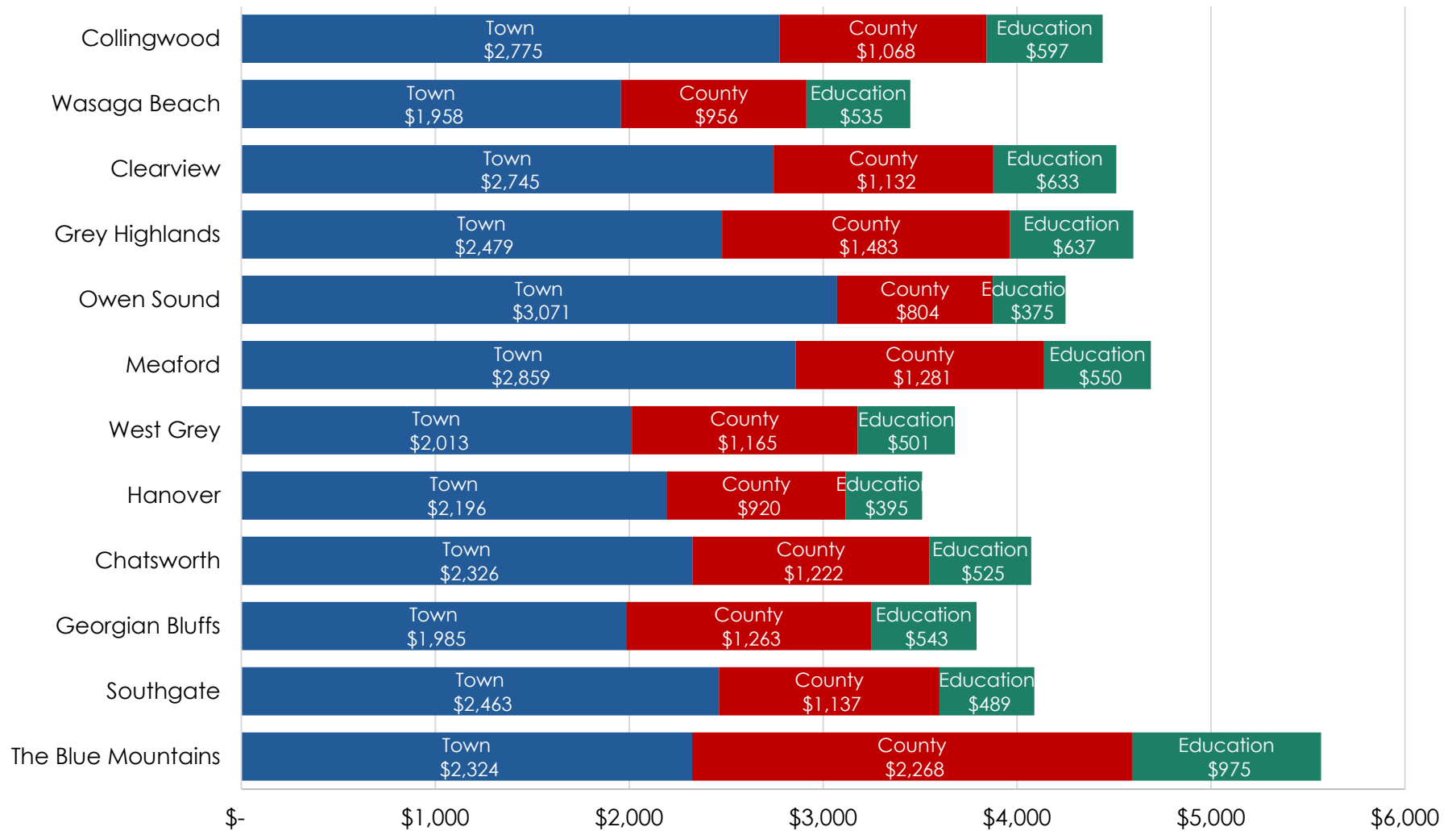
The Average Assessed Value (per dwelling) was sourced from the 2016 Statistics Canada Census. Using the average assessed value of the property, the average tax bill was calculated using the 2020 tax rates for the corresponding municipalities/counties.

Municipality	Tax Rate	Taxes Paid per every \$100,000 of Assessment
The Blue Mountains	0.00364867	\$ 365
Southgate	0.00770944	\$ 771
Georgian Bluffs	0.00559358	\$ 559
Chatsworth	0.00677764	\$ 678
Hanover	0.00850145	\$ 850
West Grey	0.00615253	\$ 615
Meaford	0.00794705	\$ 795
Owen Sound	0.01254208	\$ 1,254
Grey Highlands	0.00595413	\$ 595
Clearview	0.00663258	\$ 663
Wasaga Beach	0.00560003	\$ 560
Collingwood	0.00710886	\$ 711

County/Education	Tax Rate	Taxes Paid per every \$100,000 of Assessment
Grey County	0.00356034	\$ 356
Simcoe County	0.00273571	\$ 274
Education	0.00153000	\$ 153

2020 Tax Rate Comparison

The graph below looks at what the average property owner would pay to the Municipality, the County and Education. Although the Town has the highest average assessed value, in some cases, the Town collects less municipal tax than other municipalities.



2020 Tax Levies

Municipality	2020 Tax Levy
The Blue Mountains	\$ 16,572,926
Southgate	\$ 7,606,809
Georgian Bluffs	\$ 10,037,185
Chatsworth	\$ 5,887,154
Hanover	\$ 6,997,729
West Grey	\$ 10,322,613
Meaford	\$ 14,865,995
Owen Sound	\$ 30,810,218
Grey Highlands	\$ 11,755,377
Clearview	\$ 16,882,300
Wasaga Beach	\$ 25,551,080
Collingwood	\$ 33,933,028

Municipality	Dollar of 2020 County Budget	Percentage of 2020 County Budget
The Blue Mountains	\$ 16,171,694	27.0%
Southgate	\$ 3,512,939	5.9%
Georgian Bluffs	\$ 6,388,712	10.7%
Chatsworth	\$ 3,092,563	5.2%
Hanover	\$ 2,934,036	4.9%
West Grey	\$ 5,953,984	10.0%
Meaford	\$ 6,660,076	11.1%
Owen Sound	\$ 8,066,632	13.5%
Grey Highlands	\$ 7,029,264	11.8%
Total	\$ 59,809,900	100.00%

Change in Taxation by Assessment

Based on the 2021 Proposed Budget
Including a breakdown by Town, County, and Education
Based on assessment value

The following charts outline the proposed changes to a resident's tax bill, based on their assessment. This is broken down between the taxes that are kept by the Town, the taxes that are paid to Grey County, and the taxes paid towards education. At this time, 2021 rates for Grey County are not available.

The first chart illustrates how much a residential household would have paid in 2020 on their tax bill, while the second chart illustrates how much a residential tax bill would be in 2021, based on the Proposed Budget. The third chart illustrates the proposed increase from 2020 to 2021.

2020	Tax Rate	\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town	0.00364867	\$ 730	\$ 1,095	\$ 1,459	\$ 1,824	\$ 2,189	\$ 2,554	\$ 2,919	\$ 3,284	\$ 3,649
County	0.00356034	\$ 712	\$ 1,068	\$ 1,424	\$ 1,780	\$ 2,136	\$ 2,492	\$ 2,848	\$ 3,204	\$ 3,560
Education	0.00153000	\$ 306	\$ 459	\$ 612	\$ 765	\$ 918	\$ 1,071	\$ 1,224	\$ 1,377	\$ 1,530
Total	0.00873901	\$ 1,748	\$ 2,622	\$ 3,495	\$ 4,369	\$ 5,243	\$ 6,117	\$ 6,991	\$ 7,865	\$ 8,739

2021	Rate/Increase	\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town	0.00364743	\$ 729	\$ 1,094	\$ 1,458	\$ 1,823	\$ 2,188	\$ 2,553	\$ 2,918	\$ 3,283	\$ 3,648
County	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Education	0.00%	\$ 306	\$ 459	\$ 612	\$ 765	\$ 918	\$ 1,071	\$ 1,224	\$ 1,377	\$ 1,530
Total		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Net Increase		\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Town		\$ (1)	\$ (1)	\$ (1)	\$ (1)	\$ (1)	\$ (1)	\$ (1)	\$ (1)	\$ (1)
County		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Education		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Change in Taxation – Town Portion of Property Tax Bills

The average residential property in the Town of The Blue Mountains is valued at \$620,000. As illustrated on the chart on the previous page, a residential tax bill for the Town portion of a property assessed at \$600,000 in 2021 would be approximately \$2,188, a decrease of \$1 over 2020.

How the Town's taxes are spent

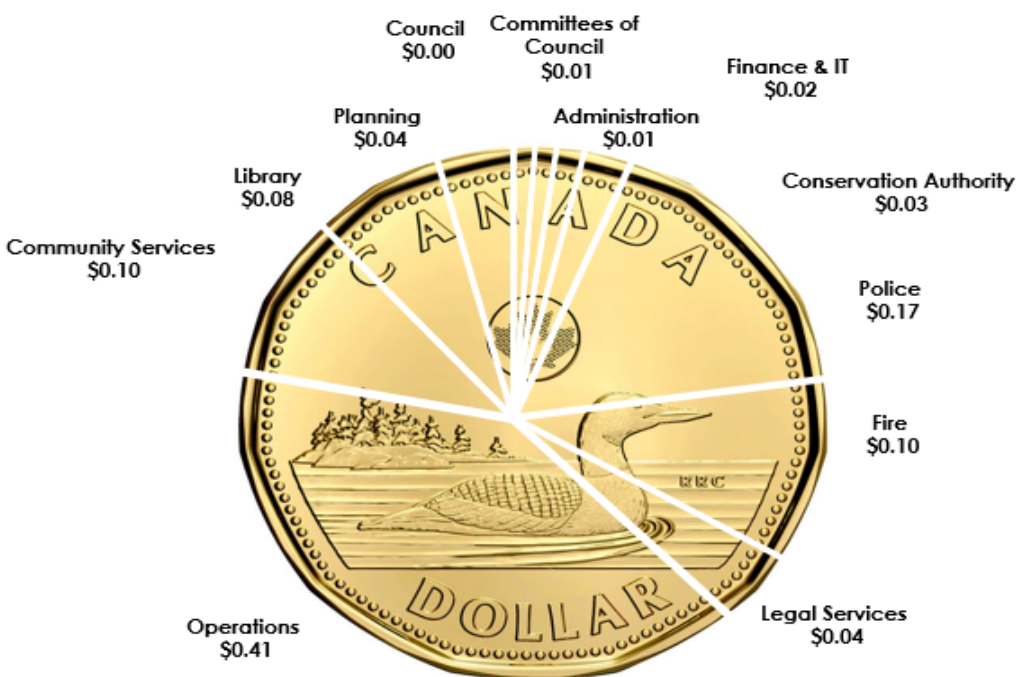
When the Town of The Blue Mountains sends out a tax bill to residents, the Town is collecting taxes for its own use, as well as for Grey County and the School Boards. For every dollar that the Town collects in taxation, approximately 41% is kept by the Town, 41% is sent to Grey County, and 18% is given to the appropriate School Boards. As the 2021 Proposed Grey County rates are not yet known, this breakdown for Town/County/Education is based on 2020.

The Town calculates a tax rate for the funds that the Town will keep for its own use, Grey County calculates a tax rate for County taxes, and the School Board calculates a tax rate for its own use. These three tax rates are blended together to calculate the total tax increase to residents over the previous year. This break down is illustrated in the charts on the previous page.

How the Town's tax bill is spent

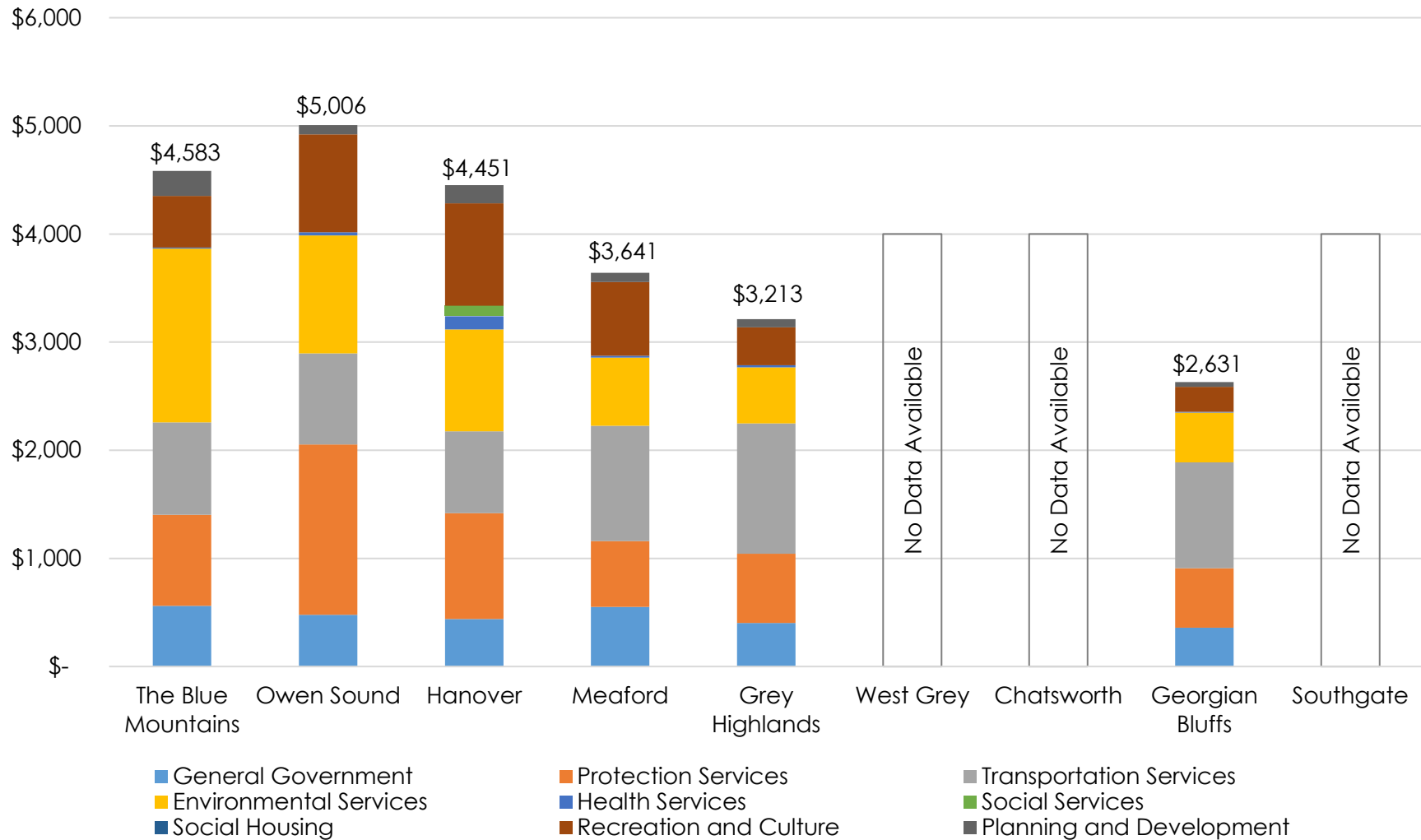
Town of The Blue Mountains Tax Breakdown

The following chart illustrates the breakdown of how the Town allocates the taxation dollars that are collected for Town use.



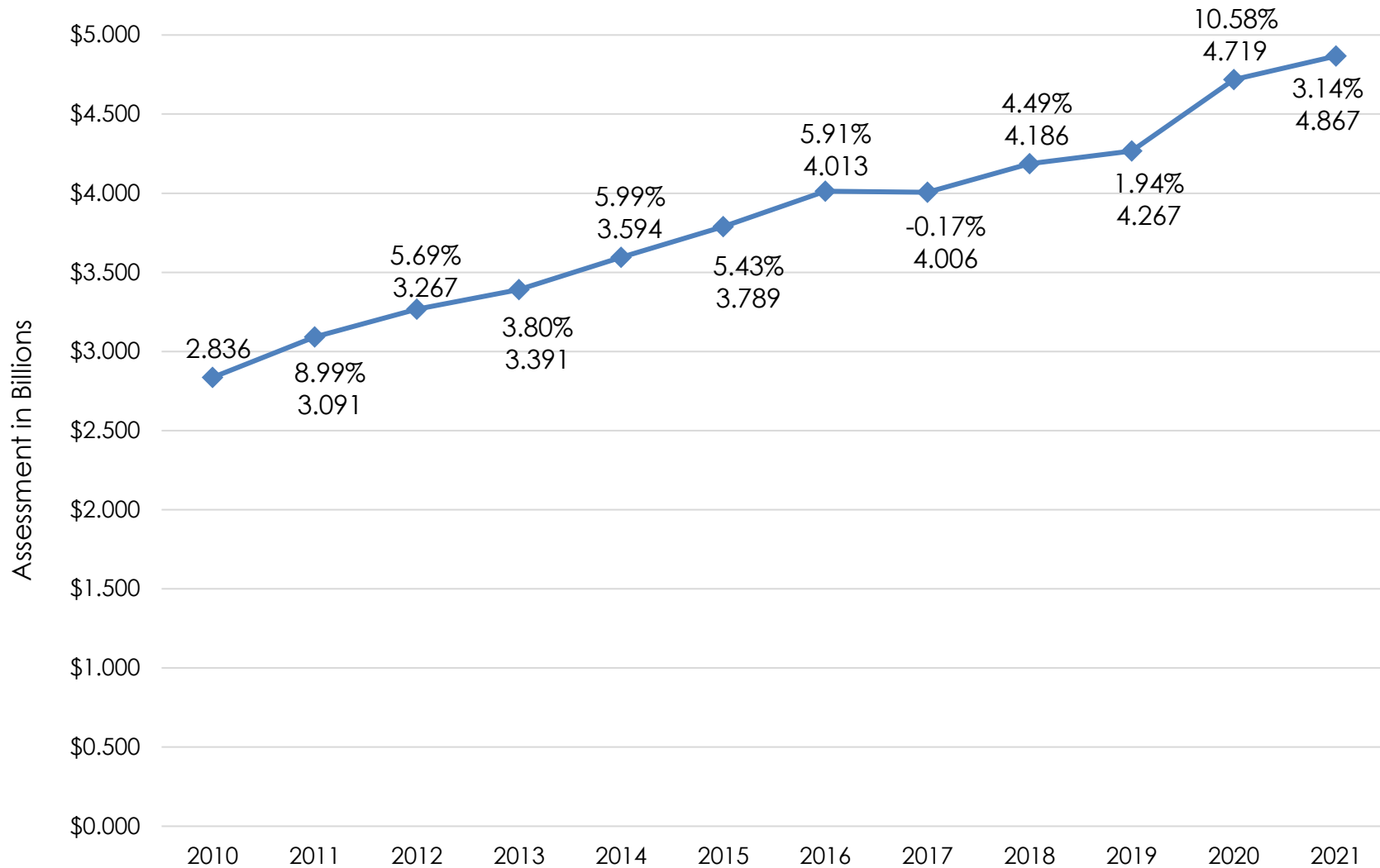
Statement of Operations per Household

Using the Financial Information Returns this graph compares, by dollar per household, what each lower tier spent in 2019 in the large cost centers. The total expenses per household for 2019 are listed above each bar graph.



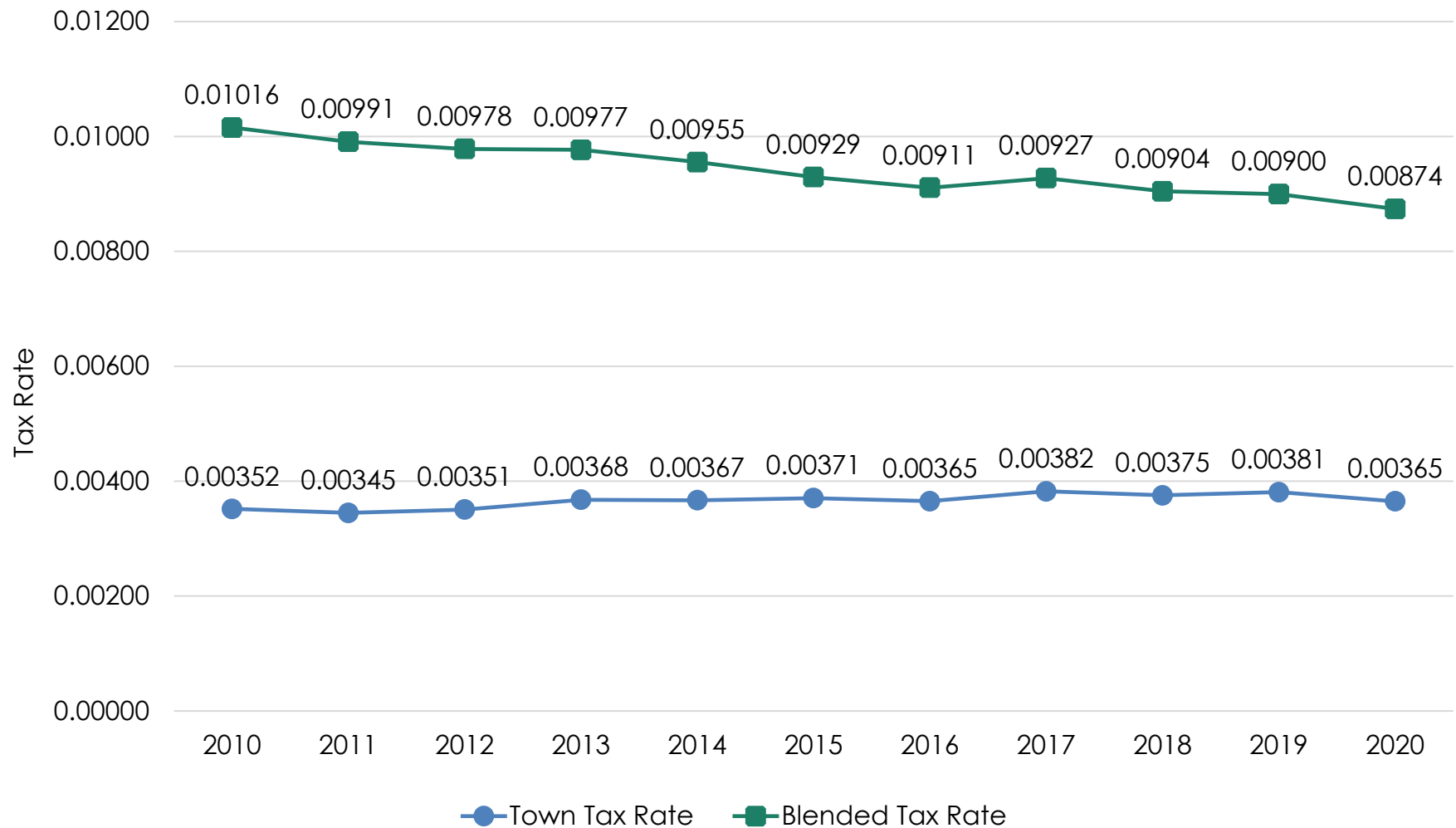
Annual Assessment

This graph represents the total amount of assessment for the Town (in billions), including additional growth (new households) from 2011 to 2021. Percentages represent year over year increases (or decreases).



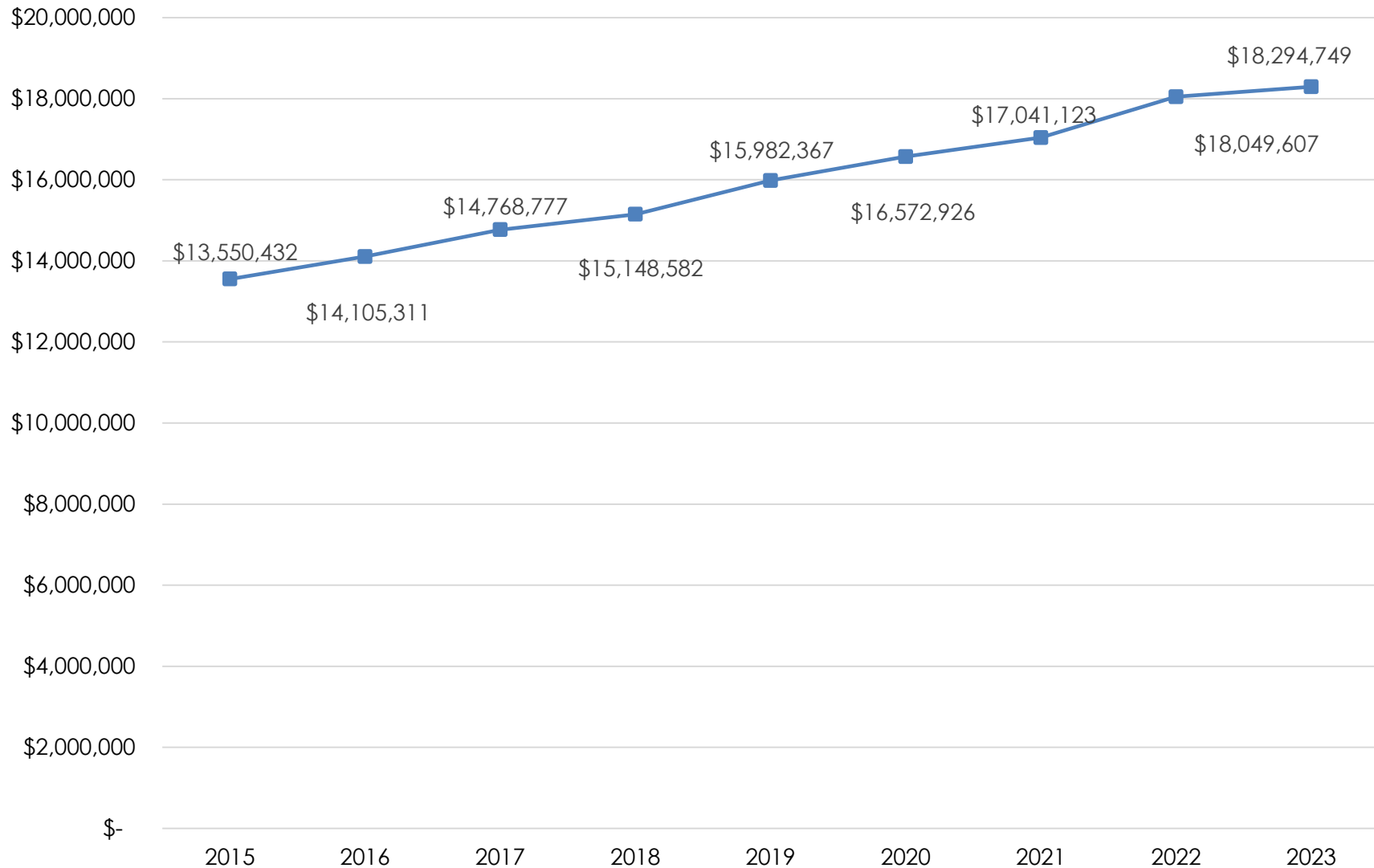
Change in Tax Rate

The graph below illustrates both the Town's Tax Rate and the Blended (Town, County, and Education) Tax Rate from 2010 to 2020. The Blended Tax Rate is illustrated by the line at the top of the graph (green) and the Town's Tax Rate is illustrated by the line at the bottom of the graph (blue).



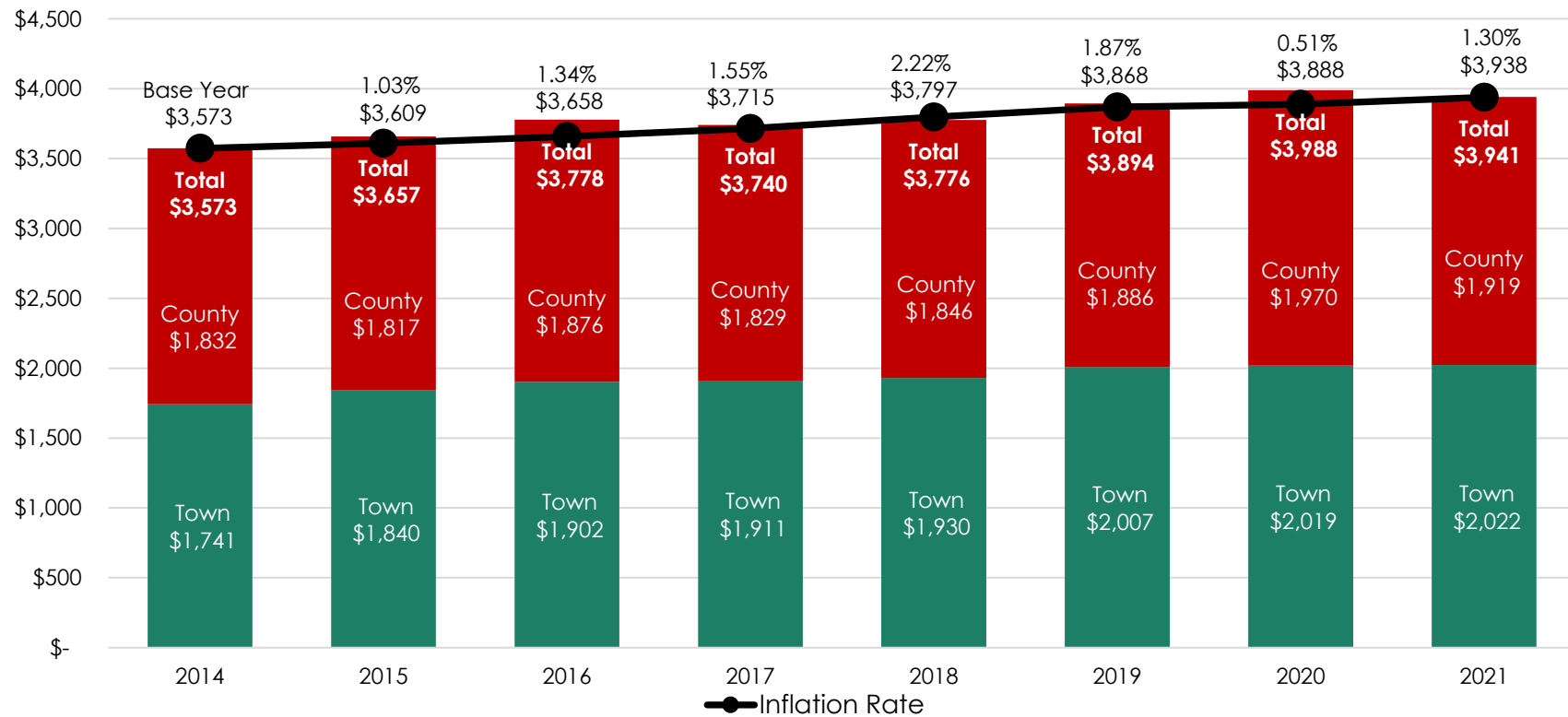
Change in Town Tax Levy

The following graph illustrates the Town's actual annual tax levy from 2015 to 2021 and proposed annual tax levy from 2021 to 2023.



Change in Town and County Tax Levy by Household

The following graph illustrates the Town and County actual total annual tax levy from 2015 to 2020, and proposed annual tax levy for 2021, per household. The 2021 Grey County Levy uses the 2020 levy, as rates for 2021 are not yet known.



Year	2014	2015	2016	2017	2018	2019	2020	2021
Inflation Rate (Bank of Canada)	Base year	1.03%	1.34%	1.55%	2.22%	1.87%	0.51%	1.30%
Total Levy	\$3,573	\$3,657	\$3,778	\$3,740	\$3,776	\$3,894	\$3,988	\$3,941
2014 Levy with Yearly Inflation	\$3,573	\$3,609	\$3,658	\$3,715	\$3,797	\$3,868	\$3,888	\$3,938

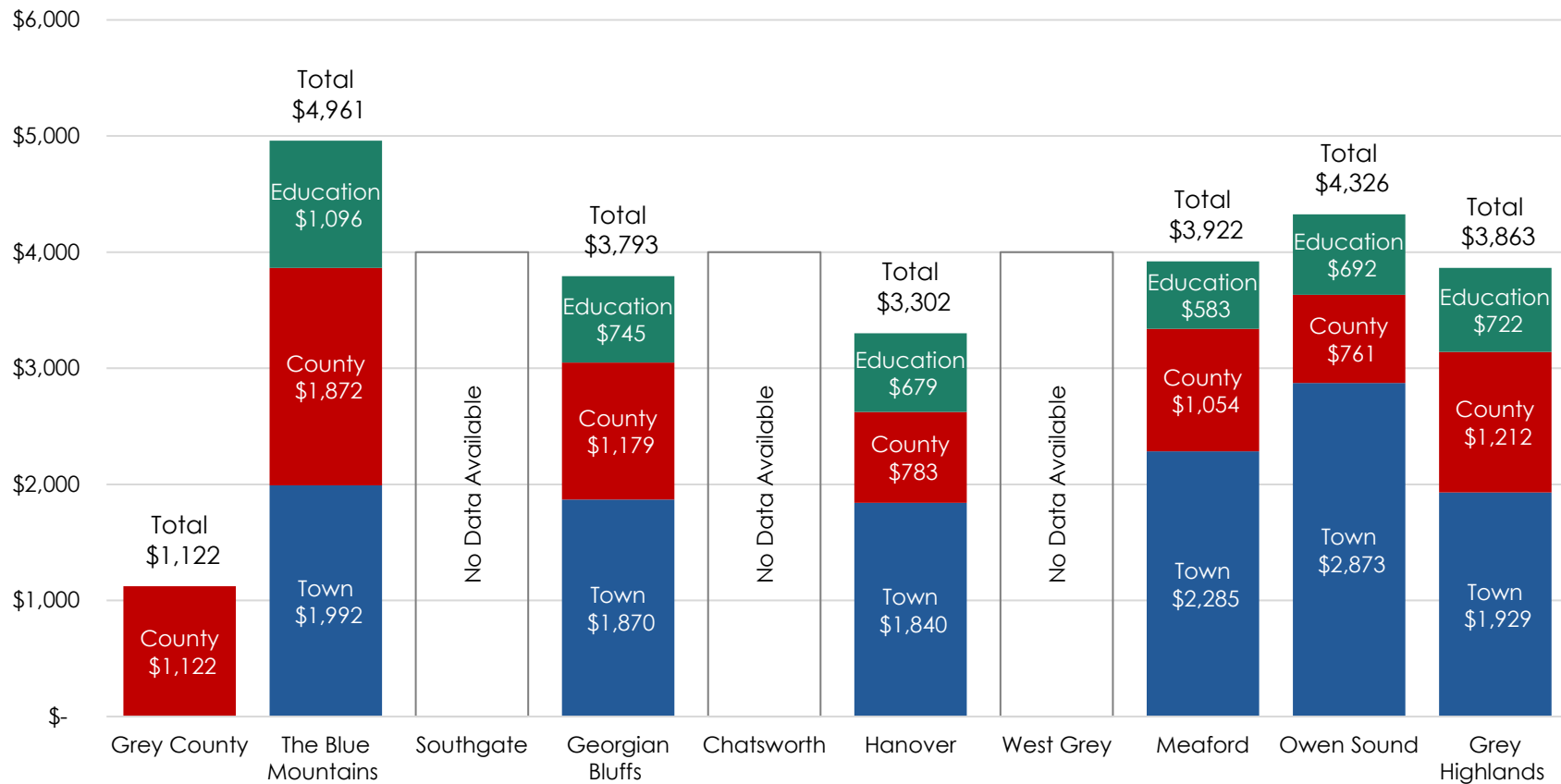
Sources: Taxes: Grey County and Town of The Blue Mountains 2015-2020 Tax Levy By-laws and 2021 Proposed Budgets

Households: Town of The Blue Mountains 2014-2020 MPAC Data.

Inflation Rate: Bank of Canada. 2021 forecasted inflation based off of Bank of Canada's October 2020 Monetary Policy Report inflation projections.

Tax Levy By Household

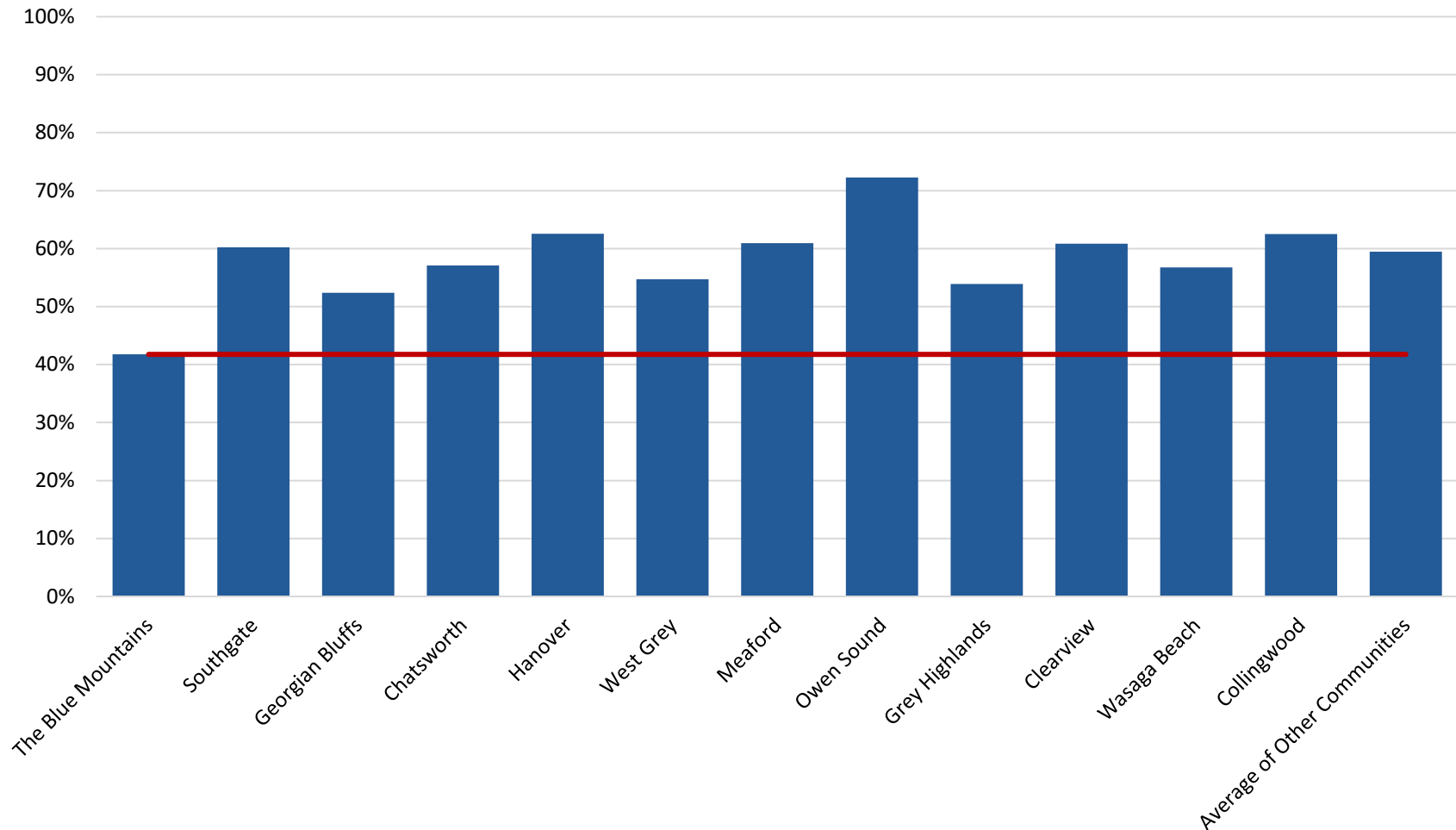
Using the 2019 Financial Information Return (FIR) data, this chart illustrates each municipality's tax levy for its own use, Education, and County.



Tax Levy	The Blue Mountains	Southgate	Georgian Bluffs	Chatsworth	Hanover	West Grey	Meaford	Owen Sound	Grey Highlands
% of County Levy	26.3%	n/a	10.8%	n/a	5.0%	n/a	10.9%	13.8%	11.9%
% of County Households	15.8%	n/a	10.3%	n/a	7.2%	n/a	11.6%	20.4%	11.0%

Percentage of Property Taxes Retained at Lower Tier Level

The following chart illustrates how much property taxes each surrounding municipality retains for its own use from all property taxes collected. Due to the high assessment value within the Town of The Blue Mountains, only 41% of all property taxes collected are retained by the Town, versus an average of 59% by all other municipalities shown. This is based off of 2020 tax rates and Statistics Canada average value.



Ontario Municipal Partnership Funding

The Ontario Municipal Partnership Funding (OMPF) is the Province's main general assistance to municipalities. In 2021, the Province is providing the Town with \$1,299,600 in funding through the OMPF, which is equivalent of \$159 per household.

The following tables outline the OMPF funding the Town has been granted for 2018-2021 along with key OMPF data inputs.

Funding Source	2018 OMPF	2019 OMPF	2020 OMPF	2021 OMPF
Assessment Equalization Grant	\$ 0	\$ 0	\$ 0	\$ 0
Northern Communities Grant	\$ 0	\$ 0	\$ 0	\$ 0
Rural Communities Grant	\$ 1,023,100	\$ 1,031,200	\$ 1,038,200	\$ 1,070,700
Northern and Rural Fiscal Circumstances Grant	\$ 246,200	\$ 257,800	\$ 261,600	\$ 228,900
Transitional Assistance	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 1,269,300	\$ 1,289,000	\$ 1,299,800	\$ 1,299,600

Key OMPF Data Inputs	2018 Key Inputs	2019 Key Inputs	2020 Key Inputs	2021 Key Inputs
Households	7,692	7,812	7,925	8,173
Total Weighted Assessment per Household	\$ 512,228	\$ 526,571	\$ 539,193	\$ 554,977
Rural and Small Community Measure	100%	100%	100%	100%
Farm Area Measure	n/a	n/a	n/a	n/a
Northern and Rural Municipal Fiscal Circumstances Index	3.2	3.3	3.3	2.8
2021 Guaranteed Level of Support	85.3%	86.6%	86.6%	85.8%

Five-Year Capital Project Summary

Administration and IT Services

Project	2021	2022	2023	2024	2025
Annual Hardware Replacement	\$ 324,000	\$ 348,000	\$ 281,000	\$ 199,000	\$ 232,000
Vehicle Acquisitions-Corporate	\$ 1,450,000	\$ 445,000	\$ 375,000	\$ 125,000	\$ 80,000
Corporate Automatic Vehicle Location (AVL) System	\$ 40,000				
Document Management System	\$ 270,000				
Craigleith Area Multi-Use Facility	\$ 250,000				
L.E. Shore Memorial Library Story Tower Works	\$ 20,000				
19 Napier Street Demolition	\$ 25,000				
Sewage Pumping Station Security System	\$ 100,000				
Fuel Tracking System		\$ 75,000			
Total	\$ 2,479,000	\$ 868,000	\$ 656,000	\$ 324,000	\$ 312,000
Funding Source	2021	2022	2023	2024	2025
Development Charges	\$ 500,000				
Long Term Debt/Unfinanced	\$ 775,000				
Reserve/Reserve Funds	\$ 943,000	\$ 772,000	\$ 611,000	\$ 247,000	\$ 275,000
Taxation	\$ 261,000	\$ 96,000	\$ 45,000	\$ 77,000	\$ 37,000
Funding Source Total	\$ 2,479,000	\$ 868,000	\$ 656,000	\$ 324,000	\$ 312,000

Fire Services

Project	2021	2022	2023	2024	2025
Equipment Replacement	\$ 88,000	\$ 39,000	\$ 47,000	\$ 365,000	\$ 77,000
Total	\$ 88,000	\$ 39,000	\$ 47,000	\$ 365,000	\$ 77,000
Funding Source	2021	2022	2023	2024	2025
Reserve/Reserve Funds	\$ 88,000	\$ 39,000	\$ 47,000	\$ 365,000	\$ 77,000
Funding Source Total	\$ 88,000	\$ 39,000	\$ 47,000	\$ 365,000	\$ 77,000

Community Services

Project	2021	2022	2023	2024	2025
Equipment Replacement	\$ 26,000				
Little River Park Enhancement	\$ 200,000				
Moreau Park Pavilion	\$ 330,000				
Parks and Trails Signage	\$ 12,000				
Parks Operations Centre-Overhead Door Openers	\$ 10,000				
Bayview Tennis Court Resurfacing		\$ 21,000			
Pedestrian Bridge Work		\$ 310,000			
Moreau Park- Playground Equipment Replacement				\$ 75,000	
Heritage Park Playground Equipment Replacement					\$ 75,000
Total	\$ 578,000	\$ 331,000		\$ 75,000	\$ 75,000
Funding Source	2021	2022	2023	2024	2025
Development Charges	\$ 330,000				
Reserve/Reserve Funds	\$ 248,000	\$ 331,000		\$ 75,000	\$ 75,000
Funding Source Total	\$ 578,000	\$ 331,000	\$ 0	\$ 75,000	\$ 75,000

Operations Joint Projects

Project	2021	2022	2023	2024	2025
Lakewood Drive Water & Wastewater Serving		\$ 3,700,000			
King, Bridge and Arthur Street Reconstruction Preliminary Design			\$ 500,000		
Arrowhead Road Reconstruction				\$ 319,000	
Arthur Street West Reconstruction				\$ 5,100,000	
King Street East Reconstruction				\$ 5,080,000	
Total	\$ 0	\$ 3,700,000	\$ 500,000	\$ 10,499,000	\$ 0
Funding Source	2021	2022	2023	2024	2025
Development Charges		\$ 0	\$ 315,000	\$ 7,343,000	\$ 0
Reserve/Reserve Funds		\$ 3,700,000	\$ 185,000	\$ 3,156,000	\$ 0
Funding Source Total	\$ 0	\$ 3,700,000	\$ 500,000	\$ 10,499,000	\$ 0

Roads and Drainage

Project	2021	2022	2023	2024	2025
Machinery and Equipment Replacement	\$ 580,000	\$ 20,000	\$ 530,000		
Road Surface Treatment and Preservation Program	\$ 320,000	\$ 630,000		\$ 350,000	\$ 650,000
Arthur Street Parking Lot	\$ 410,000				
Bridge #2 and #3 Rehabilitation	\$ 2,210,000				
Grey Highlands TBM Townline	\$ 100,000				
Jozo Weider Boulevard Phase 3 (need 2021)	\$ 2,390,000				
Bridge #13 Rehabilitation-Heathcote		\$ 940,000			
Clarks St Realignment		\$ 2,850,000			
Duncan Guiderails		\$ 70,000			
Bridge #5 Rehabilitation-Redwing			\$ 810,000		
Sidewalks Replacement Program			\$ 170,000		
21st Sideroad & 4th Line Corner Realignment				\$ 550,000	
Radio Tower Replacement					\$ 90,000
Total	\$ 6,010,000	\$ 4,510,000	\$ 1,510,000	\$ 900,000	\$ 740,000
Funding Source	2021	2022	2023	2024	2025
Developer Contribution	\$ 257,000				
Development Charges	\$ 2,370,000	\$ 2,600,000			
Grants, Donations and Other		\$ 35,000			
Long Term Debt/Unfinanced	\$ 2,210,000				
Reserve/Reserve Funds	\$ 1,173,000	\$ 1,875,000	\$ 1,510,000	\$ 900,000	\$ 740,000
Funding Source Total	\$ 6,010,000	\$ 4,510,000	\$ 1,510,000	\$ 900,000	\$ 740,000

Landfill, Garbage Collection, and Waste Diversion

Project	2021	2022	2023	2024	2025
Attenuation Zones	\$ 156,000				
Site Design and Diversion Plan	\$ 40,000				
Landfill Expansion Phase 2		\$ 4,620,000			
Total	\$ 196,000	\$ 4,620,000	\$ 0	\$ 0	\$ 0
Funding Source	2021	2022	2023	2024	2025
Long Term Debt/Unfinanced		\$ 4,620,000			
Reserve and Reserve Funds	\$ 196,000				
Funding Source Total	\$ 196,000	\$ 4,620,000	\$ 0	\$ 0	\$ 0

Harbour

Project	2021	2022	2023	2024	2025
Harbour Improvements	\$ 35,000				
Total	\$ 35,000	\$ 0	\$ 0	\$ 0	\$ 0
Funding Source	2021	2022	2023	2024	2025
Reserve/Reserve Funds	\$ 35,000				
Funding Source Total	\$ 35,000	\$ 0	\$ 0	\$ 0	\$ 0

Water

Project	2021	2022	2023	2024	2025
Water Distribution System	\$ 310,000	\$ 2,490,000	\$ 920,000	\$ 220,000	\$ 730,000
Water Treatment Plant Equipment Replacement	\$ 440,000	\$ 40,000	\$ 2,350,000	\$ 100,000	\$ 105,000
Substandard Watermain Replacement Program	\$ 1,075,000	\$ 990,000	\$ 1,360,000		
Eastside Water Storage and Supply Environment	\$ 520,000				
Shoreline Stabilization	\$ 1,100,000				
UV Replacement	\$ 430,000				
Water Tower Repairs	\$ 560,000				
Total	\$ 4,435,000	\$ 3,520,000	\$ 4,630,000	\$ 320,000	\$ 835,000
Funding Source	2021	2022	2023	2024	2025
Reserve/Reserve Funds	\$ 4,435,000	\$ 3,520,000	\$ 4,630,000	\$ 320,000	\$ 835,000
Funding Source Total	\$ 4,435,000	\$ 3,520,000	\$ 4,630,000	\$ 320,000	\$ 835,000

Wastewater

Project	2021	2022	2023	2024	2025
Collection System Equipment Replacement	\$ 745,000	\$ 610,000	\$ 370,000	\$ 230,000	\$ 50,000
Craigleith Wastewater Treatment Plant Equipment	\$ 200,000	\$ 740,000	\$ 850,000	\$ 45,000	\$ 335,000
Craigleith Main Lift Station Upgrades	\$ 1,285,000				
Craigleith Wastewater Treatment Plant Blower	\$ 1,900,000				
Camperdown Service Area Wastewater Service Extension	\$ 5,310,000				
Flow Meter Installations	\$ 245,000				
Total	\$ 9,685,000	\$ 1,350,000	\$ 1,220,000	\$ 275,000	\$ 385,000
Funding Source	2021	2022	2023	2024	2025
Property Owners	\$ 4,860,000				
Reserve/Reserve Funds	\$ 4,825,000	\$ 1,350,000	\$ 1,220,000	\$ 275,000	\$ 385,000
Funding Source Total	\$ 9,685,000	\$ 1,350,000	\$ 1,220,000	\$ 275,000	\$ 385,000

All Capital Projects

Project	2021	2022	2023	2024	2025
Total Capital Projects	\$ 23,506,000	\$ 18,938,000	\$ 8,563,000	\$ 12,758,000	\$ 2,424,000
Funding Source	2021	2022	2023	2024	2025
Developer Contribution	\$ 257,000				
Development Charges	\$ 3,200,000	\$ 2,600,000	\$ 315,000	\$ 7,343,000	
Grants, Donations and Other		\$ 35,000			
Long Term Debt/Unfinanced	\$ 2,985,000	\$ 4,620,000			
Property Owners	\$ 4,860,000				
Reserve/Reserve Funds	\$ 11,943,000	\$ 11,587,000	\$ 8,203,000	\$ 5,338,000	\$ 2,387,000
Taxation	\$ 261,000	\$ 96,000	\$ 45,000	\$ 77,000	\$ 37,000
Funding Source Total	\$ 23,506,000	\$ 18,938,000	\$ 8,563,000	\$ 12,758,000	\$ 2,424,000

Annual Debt Repayment Limit

The Province limits municipalities to 25% of Net Revenues for annual debt repayment amounts. Net Revenues include Taxation, Water and Wastewater fees, Harbour and Building Revenues. Revenues not included are grants, revenues from other municipalities, and Development Charges that have been recognized in the current year.

Description	Amount
Net Revenues	\$ 27,562,694
25% Limit as per Provincial Legislation	\$ 6,890,674
15% Limit as per Town Debt Policy (POL.COR.17.01)	\$ 4,134,404
Current Annual Payments	
Town Hall	\$ 255,735
OPP Detachment	\$ 37,375
Thornbury Water Reservoir	\$ 123,955
Thornbury Harbour	\$ 56,845
Total Current Annual Payments	\$ 473,910
Approved Projects	
Landfill Mining (completed awaiting long-term debt)	\$ 31,135
Thornbury West Road Reconstruction	\$ 195,227
Tyrolean Village Servicing	\$ 146,710
Total Approved Projects	\$ 373,072
Total Annual Payments	\$ 846,982
Remaining Limit (15%)	\$ 3,287,422
Proposed Annual Payments (2020 Budget)	
Fire Aerial Pumper	\$ 45,868
Bridge #2 and #3	\$ 134,090
Total Proposed Annual Payments (2020 Budget)	\$ 179,958
Total of All Annual Payments	\$ 1,026,940
Remaining Limit (15%)	\$ 3,107,464

Long Term Debt Analysis

Summary

Debt	2020	2021	2022	2023	2024	2025
Existing Loans	\$ 3,414,517	\$ 3,047,254	\$ 2,674,714	\$ 2,296,772	\$ 1,913,314	\$ 1,524,199
New Scheduled Loans	\$ 4,173,185	\$ 4,051,525	\$ 6,345,024	\$ 9,115,451	\$ 13,453,001	\$ 13,043,878
Internal Financing	\$ 56,000	\$ 56,000	\$ 56,000	\$ 156,000	\$ 156,000	\$ 156,000
Total Debt	\$ 7,643,702	\$ 7,154,779	\$ 9,075,738	\$ 11,568,223	\$ 15,522,315	\$ 14,724,077

Repayments by Type

Annual Total Repayment (Interest and Capital)

Repayments	2020	2021	2022	2023	2024	2025
Existing Loans	\$ 479,481	\$ 473,907	\$ 468,522	\$ 463,308	\$ 457,652	\$ 452,317
New Scheduled Loans	\$ 36,422	\$ 267,419	\$ 265,962	\$ 411,307	\$ 590,136	\$ 868,700
Internal Financing	\$ 0	\$ 0	\$ 0	\$ -	\$ -	\$ -
Total Debt Repayment	\$ 515,903	\$ 741,326	\$ 734,484	\$ 874,615	\$ 1,047,788	\$ 1,321,017

Long Term Debt by Revenue Source

Debt	2020	2021	2022	2023	2024	2025
Taxation or User Fees	\$ 6,290,839	\$ 5,902,545	\$ 7,924,877	\$ 10,519,507	\$ 14,576,544	\$ 13,882,080
Development Charges	\$ 1,352,863	\$ 1,252,234	\$ 1,150,861	\$ 1,048,716	\$ 945,771	\$ 841,997
Total Debt	\$ 7,643,702	\$ 7,154,779	\$ 9,075,738	\$ 11,568,223	\$ 15,522,315	\$ 14,724,077

Repayment Revenue Source

Repayments	2020	2021	2022	2023	2024	2025
Taxation or User Fees	\$ 350,358	\$ 579,998	\$ 577,232	\$ 721,267	\$ 898,819	\$ 1,176,041
Development Charges	\$ 165,545	\$ 161,328	\$ 157,252	\$ 153,348	\$ 148,969	\$ 144,976
Total Debt Repayment	\$ 515,903	\$ 741,326	\$ 734,484	\$ 874,615	\$ 1,047,788	\$ 1,321,017

Long Term Debt Analysis – Loan, Internal Financing and Unfinanced

Existing Loans

Estimated Annual Balance

Project	2020 Ending Balance	2021 Ending Balance	2022	2023	2024	2025
Police Station	\$ 472,863	\$ 452,235	\$ 430,861	\$ 408,716	\$ 385,771	\$ 361,996
Harbour Docks and Dredging	\$ 509,992	\$ 469,192	\$ 428,393	\$ 387,594	\$ 346,794	\$ 305,995
Thornbury Water Reservoir	\$ 880,000	\$ 800,000	\$ 720,000	\$ 640,000	\$ 560,000	\$ 480,000
Town Hall Facility	\$ 1,551,662	\$ 1,325,827	\$ 1,095,460	\$ 860,462	\$ 620,749	\$ 376,207

Notes:

1. **Police Station**

The original long term loan was taken out in 2013 for \$614,000 at 3.58%. Final payment will be made in 2037. Payments are funded from Development Charges received from the Police Development Charge Collection.

2. **Harbour Docks and Dredging**

The original long term loan was taken out in 2018 for \$611,990 at 3.21%. Payments are funded from current year revenues. Final payment will be made in February 2033.

3. **Thornbury Water Reservoir**

The original long term loan was taken out in 2006 for \$2,000,000 at 5.045%. Final payment will be made in 2031. Payments are funded from Development Charges that are received from the Water Supply Development Charges collected for plant expansions, etc.

4. **Town Hall Facility**

The original long term loan was taken out in 2012 for \$3,300,000 at 2%. Payments are funded from current year revenues. Final payment will be made in June 2027.

New Scheduled Loans

Estimated Annual Balance

Project	2020 Ending Balance	2021	2022	2023	2024	2025
Landfill Mining	\$ 955,550	\$ 916,500	\$ 877,500	\$ 838,500	\$ 799,500	\$ 760,500
Thornbury West Road Reconstruction	\$ 3,217,635	\$ 3,135,025	\$ 3,049,524	\$ 2,961,031	\$ 2,869,440	\$ 2,774,643
Tyrolean Village Servicing	\$ 0	\$ 0	\$ 2,418,000	\$ 2,355,920	\$ 2,291,668	\$ 2,225,166
Fire Aerial Pumper	\$ 0	\$ 0	\$ 0	\$ 750,000	\$ 719,132	\$ 687,648
Bridge #2 & #3 Replacement	\$ 0	\$ 0	\$ 0	\$ 2,210,000	\$ 2,153,260	\$ 2,094,535
Landfill Phase 2	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,620,000	\$ 4,501,386

Internal Financing

Estimated Annual Balance

Project	2020 Ending Balance	2021	2022	2023	2024	2025
171 King Street West Demolition	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000
King Street East Disposal Site Remediation Needs Assessment	\$ 0	\$ 0	\$ 0	\$ 100,000	\$ 100,000	\$ 100,000

Long Term Debt Analysis – Annual Repayments

Annual total repayment (Interest and Capital)

Project	2020	2021	2022	2023	2024	2025
Police Station	\$ 37,374	\$ 37,374	\$ 37,374	\$ 37,374	\$ 37,374	\$ 37,374
Harbour Docks and Dredging	\$ 58,202	\$ 56,845	\$ 55,536	\$ 54,226	\$ 52,949	\$ 51,607
Thornbury Water Reservoir	\$ 128,171	\$ 123,954	\$ 119,878	\$ 115,974	\$ 111,595	\$ 107,602
Town Hall Facility	\$ 255,734	\$ 255,734	\$ 255,734	\$ 255,734	\$ 255,734	\$ 255,734
Landfill Mining	\$ 36,422	\$ 72,192	\$ 70,735	\$ 69,370	\$ 68,241	\$ 66,491
Thornbury West Road Reconstruction	\$ 0	\$ 195,227	\$ 195,227	\$ 195,227	\$ 195,227	\$ 195,227
Tyrolean Village Servicing	\$ 0	\$ 0	\$ 0	\$ 146,710	\$ 146,710	\$ 146,710
Fire Aerial Pumper	\$ 0	\$ 0	\$ 0	\$ 0	\$ 45,868	\$ 45,868
Bridge #2 & #3 Replacement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 134,090	\$ 134,090
Landfill Phase 2	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 280,314
Total Annual Debt Payments	\$ 515,903	\$ 741,326	\$ 734,484	\$ 874,615	\$ 1,047,788	\$ 1,321,017

Obligatory Reserve Funds

Account	2020 Ending	2021 Added To	2021 Taken From	2021 Ending	2022 Added To	2022 Taken From	2022 Ending	2023 Added To	2023 Taken From	2023 Ending
Federal Gas Tax	\$ 33,387	\$ 222,799	\$ 40,000	\$ 216,186	\$ 222,799	\$ 75,000	\$ 363,985	\$ 232,486	\$ 0	\$ 596,471
Cash in Lieu of Parking	\$ 34,532	\$ 0	\$ 0	\$ 34,532	\$ 0	\$ 0	\$ 34,532	\$ 0	\$ 0	\$ 34,532
Parkland Dedication	\$ 810,263	\$ 0	\$ 0	\$ 810,263	\$ 0	\$ 0	\$ 810,263	\$ 0	\$ 0	\$ 810,263
Total	\$ 878,182	\$ 222,799	\$ 40,000	\$1,060,981	\$ 222,799	\$ 75,000	\$1,208,780	\$ 232,486	\$ 0	\$1,441,266

Development Charges Reserve Funds

Account	2020 Ending	2021 Added To	2021 Taken From	2021 Ending	2022 Added To	2022 Taken From	2022 Ending	2023 Added To	2023 Taken From	2023 Ending
General Government	\$ 96,990	\$ 107,360	\$ 295,000	\$ (90,650)	\$ 147,488	\$ 50,000	\$ 6,838	\$ 92,516	\$ 430,000	\$ (330,646)
Fire and Rescue	\$ 707,348	\$ 116,248	\$ 410,000	\$ 413,596	\$ 159,661	\$ 0	\$ 573,257	\$ 100,175	\$ 0	\$ 673,431
Police	\$ 37,803	\$ 35,195	\$ 37,375	\$ 35,623	\$ 48,362	\$ 37,375	\$ 46,610	\$ 30,329	\$ 37,375	\$ 39,564
Public Works	\$ 1,196,205	\$ 280,480	\$ 155,000	\$ 1,321,685	\$ 385,440	\$ 0	\$ 1,707,125	\$ 241,700	\$ 0	\$ 1,948,825
Roads and Related Area	\$ 7,599,002	\$ 2,907,363	\$ 2,005,000	\$ 8,501,365	\$ 3,996,223	\$ 2,605,000	\$ 9,892,588	\$ 2,505,384	\$ 620,000	\$11,777,971
Parks and Recreation	\$ 1,045,758	\$ 778,788	\$ 480,000	\$ 1,344,546	\$ 1,070,549	\$ 0	\$ 2,415,095	\$ 671,111	\$ 0	\$ 3,086,205
Library	\$ 1,910,654	\$ 333,258	\$ 0	\$ 2,243,912	\$ 457,969	\$ 0	\$ 2,701,881	\$ 287,181	\$ 0	\$ 2,989,061
Parking and By-Law	\$ (414,261)	\$ 258,550	\$ 410,000	\$ (565,711)	\$ 355,276	\$ 0	\$ (210,435)	\$ 0	\$ 0	\$ 0
Solid Waste	\$ 119,900	\$ 54,390	\$ 0	\$ 174,290	\$ 74,780	\$ 0	\$ 249,070	\$ 46,870	\$ 0	\$ 295,940
Thornbury East Water - Other	\$ (200,471)	\$ 13,674	\$ 0	\$ (186,797)	\$ 12,763	\$ 0	\$ (174,034)	\$ 11,851	\$ 0	\$ (162,183)
Thornbury West Water - Other	\$ (1,171,825)	\$ 120,155	\$ 0	\$ (1,051,670)	\$ 112,145	\$ 0	\$ (939,526)	\$ 104,134	\$ 0	\$ (835,391)
Water Supply	\$ 3,588,494	\$ 189,225	\$ 148,955	\$ 3,628,764	\$ 257,742	\$ 119,878	\$ 3,766,628	\$ 163,059	\$ 115,975	\$ 3,813,712
Water - Clarksburg	\$ 33,910	\$ 0	\$ 0	\$ 33,910	\$ 0	\$ 0	\$ 33,910	\$ 0	\$ 0	\$ 33,910
Craigleith Water - Other	\$ 3,534,422	\$ 1,058,916	\$ 0	\$ 4,593,338	\$ 1,656,589	\$ 0	\$ 6,249,927	\$ 911,761	\$ 0	\$ 7,161,688
Water - Osler	\$ 3,893	\$ 0	\$ 0	\$ 3,893	\$ 0	\$ 0	\$ 3,893	\$ 0	\$ 0	\$ 3,893
Water - Camperdown	\$ 29,233	\$ 5,573	\$ 0	\$ 34,806	\$ 5,187	\$ 0	\$ 39,993	\$ 4,802	\$ 0	\$ 44,795
Water - Lora Bay	\$ (2,971,185)	\$ 60,140	\$ 0	\$ (2,911,045)	\$ 56,059	\$ 0	\$ (2,854,986)	\$ 51,977	\$ 0	\$ (2,803,009)
Thornbury West Sewer - Other	\$ (516,346)	\$ 85,001	\$ 0	\$ (431,345)	\$ 79,335	\$ 0	\$ (352,010)	\$ 73,668	\$ 0	\$ (278,343)
Thornbury East Sewer - Other	\$ (49,165)	\$ 17,738	\$ 0	\$ (31,427)	\$ 16,556	\$ 0	\$ (14,871)	\$ 15,373	\$ 0	\$ 502
Sewer - Camperdown	\$ 668,378	\$ 249,536	\$ 0	\$ 917,914	\$ 232,286	\$ 0	\$ 1,150,201	\$ 215,037	\$ 0	\$ 1,365,237
Sewer - Lora Bay	\$ (885,998)	\$ 186,411	\$ 0	\$ (699,587)	\$ 173,759	\$ 0	\$ (525,827)	\$ 161,108	\$ 0	\$ (364,720)
Craigleith Sewer - Other	\$ 985,089	\$ 280,943	\$ 0	\$ 1,266,032	\$ 439,472	\$ 0	\$ 1,705,503	\$ 241,901	\$ 0	\$ 1,947,404
Sewer - Clarksburg	\$ (429,518)	\$ 0	\$ 0	\$ (429,518)	\$ 0	\$ 0	\$ (429,518)	\$ 0	\$ 0	\$ (429,518)
Sewer - Osler	\$ 1,395	\$ 0	\$ 0	\$ 1,395	\$ 0	\$ 0	\$ 1,395	\$ 0	\$ 0	\$ 1,395
Thornbury Sewer Capacity	\$2,736,584	\$ 227,818	\$ 1,622,700	\$ 1,341,702	\$ 212,439	\$ 8,113,500	\$ (6,559,359)	\$ 197,061	\$ 4,868,100	\$ (11,230,399)
Craigleith Sewer Capacity	\$ (1,130,685)	\$ 652,210	\$ 410,000	\$ (888,475)	\$ 606,717	\$ 385,000	\$ (666,758)	\$ 561,223	\$ 0	\$ (105,535)
Total	\$16,525,604	\$ 8,018,972	\$5,974,030	\$18,570,546	\$10,556,797	\$11,310,753	\$17,816,590	\$ 6,688,221	\$ 6,071,450	\$18,643,789

Discretionary Reserve Funds

Account	2020 Ending	2021 Added To	2021 Taken From	2021 Ending	2022 Added To	2022 Taken From	2022 Ending	2023 Added To	2023 Taken From	2023 Ending
Grant and Donations	\$ 27,863	\$ 0	\$ 0	\$ 27,863	\$ 0	\$ 0	\$ 27,863	\$ 0	\$ 0	\$ 27,863
IT Asset Replacement	\$ 150,660	\$ 178,000	\$ 228,000	\$ 100,660	\$ 182,000	\$ 220,000	\$ 62,660	\$ 186,000	\$ 176,000	\$ 72,660
Fire Asset Replacement	\$ 281,977	\$ 288,000	\$ 88,000	\$ 481,977	\$ 294,000	\$ 39,000	\$ 736,977	\$ 300,000	\$ 47,000	\$ 989,977
Bridges and Culverts	\$ 389,365	\$ 271,000	\$ 10,000	\$ 650,365	\$ 441,000	\$ 940,000	\$ 151,365	\$ 591,000	\$ 120,000	\$ 622,365
Roads Equipment Asset Replacement	\$ 681,370	\$ 211,000	\$ 435,000	\$ 457,370	\$ 215,000	\$ 345,000	\$ 327,370	\$ 219,000	\$ 135,000	\$ 411,370
Infrastructure Asset Replace	\$ 3,179,067	\$ 751,000	\$ 1,157,020	\$ 2,773,047	\$ 766,000	\$ 1,603,700	\$ 1,935,347	\$ 771,000	\$ 393,900	\$ 2,312,447
Parking Lots	\$ 89,541	\$ 0	\$ 0	\$ 89,541	\$ 0	\$ 0	\$ 89,541	\$ 0	\$ 0	\$ 89,541
Solid Waste Asset Replacement	\$ 244,123	\$ 77,000	\$ 156,000	\$ 165,123	\$ 79,000	\$ 0	\$ 244,123	\$ 81,000	\$ 0	\$ 325,123
Community Services Asset Replacement	\$ 502,034	\$ 156,000	\$ 353,000	\$ 305,034	\$ 159,000	\$ 106,000	\$ 358,034	\$ 162,000	\$ 55,000	\$ 465,034
Shoreline Acquisition and Development	\$ 909,365	\$ 0	\$ 0	\$ 909,365	\$ 0	\$ 0	\$ 909,365	\$ 0	\$ 0	\$ 909,365
Facility Asset Replacement	\$ 597,257	\$ 82,000	\$ 20,000	\$ 659,257	\$ 84,000	\$ 0	\$ 743,257	\$ 86,000	\$ 40,000	\$ 789,257
Building Rate Stabilization	\$ 1,484,499	\$ 0	\$ 226,179	\$ 1,258,320	\$ 0	\$ 304,144	\$ 954,176	\$ 0	\$ 393,198	\$ 560,978
Water Asset Replacement	\$10,339,203	\$ 1,540,882	\$ 4,606,315	\$ 7,273,770	\$ 1,551,340	\$ 5,164,800	\$ 3,660,310	\$ 1,561,798	\$ 4,841,800	\$ 380,308
Wastewater Asset Replacement	\$14,032,623	\$ 1,076,471	\$ 4,837,215	\$10,271,879	\$ 1,085,306	\$ 3,232,300	\$ 8,124,885	\$ 1,094,144	\$ 1,672,000	\$ 7,547,029
Total	\$32,908,947	\$ 4,631,353	\$12,116,729	\$25,423,571	\$ 4,856,646	\$11,954,944	\$18,325,273	\$ 5,051,942	\$ 7,873,898	\$15,503,317

Reserves

Account	2020 Ending	2021 Added To	2021 Taken From	2021 Ending	2022 Added To	2022 Taken From	2022 Ending	2023 Added To	2023 Taken From	2023 Ending
Working Capital	\$3,549,153	\$ 0	\$ 198,060	\$3,351,093	\$ 0	\$ 0	\$3,351,093	\$ 0	\$ 0	\$3,351,093
Council	\$ 43,998	\$ 20,000	\$ 0	\$ 63,998	\$ 0	\$ 60,000	\$ 3,998	\$ 20,000	\$ 0	\$ 23,998
Workers Compensation	\$ 36,325	\$ 0	\$ 0	\$ 36,325	\$ 0	\$ 0	\$ 36,325	\$ 0	\$ 0	\$ 36,325
Insurance Deductible	\$ 467,851	\$ 0	\$ 0	\$ 467,851	\$ 0	\$ 0	\$ 467,851	\$ 0	\$ 0	\$ 467,851
Capital Replacement Levy	\$ 474,472	\$ 331,000	\$ 500,000	\$ 305,472	\$ 338,000	\$ 310,000	\$ 333,472	\$ 345,000	\$ 530,000	\$ 148,472
Human Resources	\$ 409,074	\$ 153,000	\$ 25,000	\$ 537,074	\$ 153,000	\$ 0	\$ 690,074	\$ 153,000	\$ 0	\$ 843,074
Year Over Year Roll Over	\$ 212,000	\$ 25,000	\$ 20,000	\$ 217,000	\$ 75,000	\$ 0	\$ 292,000	\$ 0	\$ 42,500	\$ 249,500
Legal	\$ 198,783	\$ 0	\$ 0	\$ 198,783	\$ 0	\$ 0	\$ 198,783	\$ 0	\$ 0	\$ 198,783
Police	\$ 406,032	\$ 0	\$ 0	\$ 406,032	\$ 0	\$ 0	\$ 406,032	\$ 0	\$ 0	\$ 406,032
Winter Control	\$ 360,621	\$ 0	\$ 0	\$ 360,621	\$ 0	\$ 0	\$ 360,621	\$ 0	\$ 0	\$ 360,621
Clarksburg Parking	\$ 6,186	\$ 0	\$ 0	\$ 6,186	\$ 0	\$ 0	\$ 6,186	\$ 0	\$ 0	\$ 6,186
Landfill Post Closure	\$ 406,858	\$ 212,000	\$ 0	\$ 618,858	\$ 212,000	\$ 0	\$ 830,858	\$ 212,000	\$ 0	\$1,042,858
Cemetery	\$ 46,053	\$ 0	\$ 0	\$ 46,053	\$ 0	\$ 0	\$ 46,053	\$ 0	\$ 0	\$ 46,053
Health Services	\$ 86,962	\$ 0	\$ 0	\$ 86,962	\$ 0	\$ 0	\$ 86,962	\$ 0	\$ 0	\$ 86,962
Parks Memorial Trees	\$ 13,032	\$ 0	\$ 0	\$ 13,032	\$ 0	\$ 0	\$ 13,032	\$ 0	\$ 0	\$ 13,032
Depot	\$ 43,130	\$ 0	\$ 8,000	\$ 35,130	\$ 0	\$ 8,000	\$ 27,130	\$ 0	\$ 8,000	\$ 19,130
Attainable Housing	\$ 0	\$ 20,000	\$ 0	\$ 20,000	\$ 20,000	\$ 0	\$ 40,000	\$ 20,000	\$ 0	\$ 60,000
Planning Studies	\$ 90,732	\$ 40,000	\$ 41,000	\$ 89,732	\$ 40,000	\$ 91,000	\$ 38,732	\$ 40,000	\$ 73,500	\$ 5,232
Development Engineering	\$ 273,161	\$ 0	\$ 21,000	\$ 252,161	\$ 0	\$ 7,000	\$ 245,161	\$ 0	\$ 6,000	\$ 239,161
Economic Development	\$ 9,098	\$ 0	\$ 0	\$ 9,098	\$ 0	\$ 0	\$ 9,098	\$ 0	\$ 0	\$ 9,098
BIA	\$ 90,503	\$ 0	\$ 0	\$ 90,503	\$ 0	\$ 0	\$ 90,503	\$ 0	\$ 0	\$ 90,503
General Gov't Non Growth	\$ 37,272	\$ 0	\$ 0	\$ 37,272	\$ 0	\$ 0	\$ 37,272	\$ 0	\$ 0	\$ 37,272
Library Non Growth	\$ 59,702	\$ 0	\$ 0	\$ 59,702	\$ 0	\$ 0	\$ 59,702	\$ 0	\$ 0	\$ 59,702
Harbour	\$ 151,588	\$ 48,155	\$ 65,121	\$ 134,622	\$ 60,146	\$ 7,000	\$ 187,768	\$ 50,770	\$ 19,538	\$ 219,000
Water Rate Stabilization	\$1,058,080	\$ 0	\$ 34,498	\$1,023,582	\$ 0	\$ 78,572	\$ 945,010	\$ 0	\$ 86,865	\$ 858,145
Wastewater Rate Stabilization	\$ 477,245	\$ 0	\$ 51,017	\$ 426,228	\$ 0	\$ 68,113	\$ 358,116	\$ 0	\$ 48,182	\$ 309,934
Total	\$9,007,911	\$ 849,155	\$ 963,696	\$8,893,370	\$ 898,146	\$ 629,685	\$9,161,832	\$ 840,770	\$ 814,585	\$9,188,017

2020 Interfunctional Transfers

Interfunctional Transfers are one department charging another department for services received.

The Town has two different types of Interfunctional Transfers; actual and budget/calculated. Actual Interfunctional Transfers refer to services provided that can be easily and accurately valued, such as grass cutting at the Harbour, where the Parks and Trails Division keeps track of the hours used for cutting at the Harbour and the staff and vehicle costs are then charged back to the Harbour. These types of Interfunctional Transfers are budgeted based on the previous years' actual costs as well as other budgeting factors.

The second type of Interfunctional Transfers, Budget or calculated transfers, have been budgeted based on staff's time tracking data as per the Towns Interfunctional Transfer Policy POL.COR.20.04.

Negative amounts are considered revenue for a Department, and positive amounts are considered expenses.

Division	2021	2022	2023
Council	\$ (403,535)	\$ (444,502)	\$ (409,288)
Abandoned Orchard Advisory Committee	\$ 135	\$ 134	\$ 138
Agricultural Advisory Committee	\$ 12,492	\$ 12,557	\$ 12,748
Blue Mountains Attainable Housing Committee	\$ 30,703	\$ 28,622	\$ 29,490
Code of Conduct Committee	\$ 3,978	\$ 3,707	\$ 3,766
Community Communications Advisory Committee	\$ 22,662	\$ 22,514	\$ 22,842
Council Compensation Advisory Committee	\$ 7,307	\$ 7,744	\$ 7,834
Economic Development Advisory Committee	\$ 29,439	\$ 29,283	\$ 29,697
Fence Viewer Committee	\$ 665	\$ 666	\$ 679
Grants and Donations Committee	\$ 28,040	\$ 28,333	\$ 28,992
Joint Municipal Physician Recruitment and Retention	\$ 10,738	\$ 10,509	\$ 10,673
Property Standards Committee	\$ 1,458	\$ 1,461	\$ 1,487
Rural Access to Broadband Internet Technology Task Force	\$ 3,114	\$ 3,130	\$ 3,177
Sustainability Advisory Committee	\$ 40,008	\$ 41,848	\$ 42,392
Transportation Advisory Committee	\$ 12,195	\$ 12,236	\$ 12,438
Office of the CAO	\$ (355,699)	\$ (359,958)	\$ (363,564)
Town Clerk	\$ (191,270)	\$ (192,498)	\$ (193,720)
Communications and Economic Development	\$ (293,823)	\$ (303,013)	\$ (308,348)
Human Resources	\$ (368,801)	\$ (369,310)	\$ (368,198)

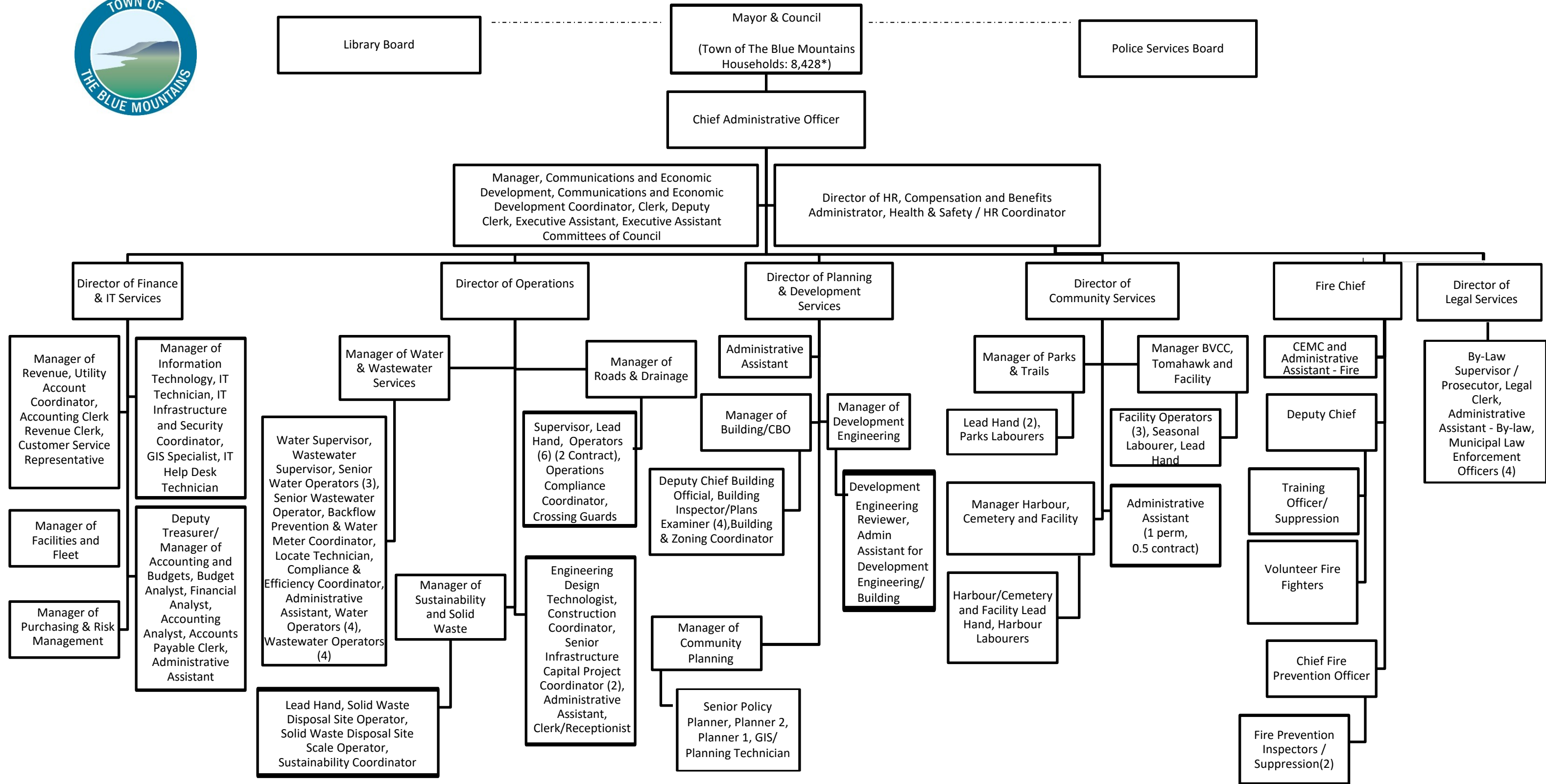
Division	2021	2022	2023
Financial Services	\$ (1,035,019)	\$ (1,045,572)	\$ (1,057,372)
IT Services	\$ (992,316)	\$ (1,130,262)	\$ (1,135,807)
Corporate Administration	\$ (235,571)	\$ (238,449)	\$ (237,813)
Fire Services	\$ 268,113	\$ 270,020	\$ 272,935
Police Services	\$ 237,445	\$ 244,238	\$ 245,938
Conservation Authority	\$ 29,262	\$ 30,659	\$ 31,008
Legal Services	\$ 50,140	\$ 53,773	\$ 54,103
By-law Services	\$ 200,706	\$ 217,492	\$ 212,883
Operations	\$ 34,905	\$ 50,121	\$ 47,381
Roads and Drainage	\$ 494,164	\$ 523,914	\$ 528,838
Landfill	\$ 308,545	\$ 319,047	\$ 321,829
Health and Social Services	\$ 4,035	\$ 4,114	\$ 4,167
Community Services	\$ 154,626	\$ 160,613	\$ 160,593
Transit	\$ 11,094	\$ 11,803	\$ 11,935
Cemetery	\$ 43,228	\$ 45,305	\$ 44,619
Parks and Trails	\$ 55,075	\$ 62,074	\$ 58,613
Beaver Valley Community Centre	\$ 99,970	\$ 106,588	\$ 107,809
Tomahawk Golf Course	\$ 18,175	\$ 17,408	\$ 17,069
Facility Maintenance	\$ (568,938)	\$ (571,578)	\$ (577,765)
Library	\$ 267,172	\$ 273,149	\$ 268,964
Depot	\$ 26,475	\$ 26,585	\$ 26,675
Planning	\$ 341,820	\$ 349,804	\$ 352,220
Short Term Accommodation	\$ 30,479	\$ 31,427	\$ 31,689
Development Engineering	\$ 145,347	\$ 151,837	\$ 152,868
Building Services	\$ 295,501	\$ 311,769	\$ 313,855
Thornbury Harbour	\$ 76,196	\$ 80,397	\$ 80,506
Business Improvement Area (BIA)	\$ 27,622	\$ 27,366	\$ 27,550
Water	\$ 568,007	\$ 599,953	\$ 595,938
Wastewater	\$ 453,936	\$ 482,942	\$ 475,537
Total	\$ 0	\$ 0	\$ 0

Town of The Blue Mountains Full-Time Headcount

Governance Positions	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Council	7	7	7	7	7	7	7	7	7	7	7	7
Total Governance Positions	7	7	7	7	7	7	7	7	7	7	7	7

Full-Time Town Positions	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Chief Administrative Officer	2	2	2	2	2	2	2	2	2	2	2	2
Administration	8	8	7	7	7	7	7	7	6	7	10	10
Finance and IT Services	16	16	16	16	16	16	16	16	16	17	18	18
Planning and Development Services	12	12	12	12	12	15	17	15	15	16	17	17
Fire Services	8	8	8	8	8	8	8	8	8	8	7	7
Legal Services	0	0	0	0	0	0	0	5	5	8	8	8
Community Services	11	11	10	9	9	10	10	11	12	12	12	13
Operations	36	34	35	35	35	35	35	36	38	40	43	43
Total Full-Time Positions	93	91	90	89	89	93	95	100	102	110	117	118

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*Households are based off of the Municipal Property Assessment Corporations (MPAC) data as of October 29, 2020.

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Asset Sustainability Ratio

Each year municipalities are required to complete the Financial Information Return (FIR) and submit it to the Province. The data collected is then used to calculate different ratios. One of those ratios is the Asset Sustainability Ratio. This ratio takes the current year capital spending and divides it over the current year depreciation. This gives the reader a rough idea of how well the municipality is at replacing their assets. The target ratio, as per the Province, is 90%. In other words, for every dollar worth of depreciation, the Town should spend \$0.90 on capital. The chart below looks at 2011 to 2020 for all lower tier municipalities in Grey County as well as the County and comparable municipalities.

	2011	2012	2013	2014	2015	2016	2017	2018	2019	Average	Total
Grey Highlands	136%	49%	122%	61%	103%	75%	92%	136%	115%	99%	99%
Meaford	18%	54%	61%	69%	150%	148%	210%	184%	165%	118%	115%
West Grey	61%	83%	71%	74%	77%	117%	112%	99%	n/a	n/a	n/a
Chatsworth	270%	68%	123%	78%	70%	53%	60%	200%	n/a	n/a	n/a
The Blue Mountains	207%	51%	63%	102%	153%	77%	83%	93%	244%	119%	120%
Georgian Bluffs	86%	62%	128%	64%	223%	171%	126%	49%	90%	111%	91%
Southgate	199%	95%	186%	205%	134%	179%	136%	75%	n/a	n/a	n/a
Hanover	358%	98%	227%	48%	171%	92%	106%	153%	240%	166%	170%
Owen Sound	615%	178%	75%	179%	547%	327%	1031%	160%	292%	378%	370%
Grey County	63%	46%	85%	86%	121%	93%	123%	382%	169%	130%	121%
Collingwood	229%	172%	278%	116%	100%	241%	121%	162%	84%	167%	163%
Wasaga Beach	60%	292%	110%	226%	393%	204%	72%	108%	329%	200%	203%
Clearview	81%	286%	175%	180%	643%	133%	466%	90%	n/a	n/a	n/a

The Average is calculated by adding the final percentage of each year together and dividing it by the number of years (9). The Total is calculated by adding the total betterments from each year together and dividing it by the total annual amortization expense from each year.

On average the Town has surpassed the Provincial target; however, in some years has seen very little capital spending.

Tangible Capital Assets per Household

Using the 2019 Financial Information Return (FIR), this graph illustrates the municipalities Tangible Capital Assets divided by the number of Households in 2019.

