



Staff Report

Finance

Report To: Special Committee of the Whole
Meeting Date: February 1, 2023
Report Number: FAF.23.005
Title: 2023 Proposed Budget
Prepared by: Ruth Prince, Director Finance & Information Technology Services

A. Recommendations

THAT Council receive Staff Report FAF.23.005, entitled "2023 Proposed Budget";

AND THAT Council review the 2023 Proposed Budget and Proposed Additions to the Base Budget attachments.

B. Overview

This report outlines the 2023 Proposed Budget as well as the Proposed Additions to the Base Budget for the Committee of the Whole review. The 2023 Proposed Budget (Attachment 1) provides for a proposed tax levy in the amount of \$20,665,205 or a residential town tax rate of .00410113. This equals a residential tax rate increase of 8.28% over the 2022 residential town tax rate. This does not include any proposed additions/enhancements to the base budget. The 2023 Proposed Water Budget includes an 8% increase to water consumption and a 15.6% increase to Infrastructure Renewal Fee. The 2023 Wastewater Proposed Budget includes a 4% increase to the wastewater consumption and a 15.6% increase to the Infrastructure Renewal Fee.

C. Background

The Town of The Blue Mountains' Budget is the Town's annual financial plan and is the financial foundation for guiding decisions throughout the year. The budget process allows Council to review and prioritize the programs and services delivered by the Town. It provides insight and priorities to the work that will be completed over the upcoming years as well as future years that are referenced in the budget forecast.

The budget document also includes a five-year capital program. This program is reviewed on a project-by-project basis during the Special Committee of the Whole meetings. This type of review allows Council and the public the chance to understand each project, the potential impact it may have on the homeowners, and the importance of these projects.

D. Analysis

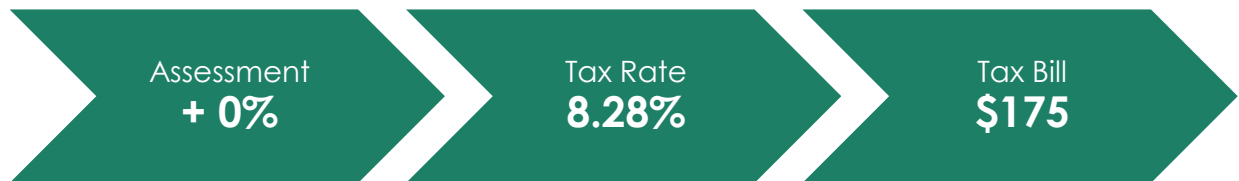
2023 Proposed Budget Highlights

2023 Proposed Operating Budget – Taxation

The 2023 Proposed Budget provides for a proposed tax levy in the amount of \$20,665,205 which is an 11.61%, or \$2,149,905, increase over the 2022 Approved Tax Levy of \$18,515,300. This equals a residential tax rate increase of 8.28% over the 2022 residential town tax rate. This does not include any proposed additions/enhancements to the base budget.

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 draft tax rate, the average home assessed at \$555,840 may see the Town portion of their property tax bill increase by \$175. Please see page 248 of the 2023 Proposed Budget for more information on the impact of this increase on different assessment amounts.

2023 Proposed 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 2023 Proposed Water Budget includes an 8% increase to water consumption and a 15.6% increase to Infrastructure Renewal Fee. The 2023 Wastewater Proposed Budget includes a 4% increase to the wastewater consumption and a 15.6% increase to the Infrastructure Renewal Fee. No increase is proposed for the Building fees, and a \$2 per foot increase is proposed to the Seasonal Mooring fees at the Harbour.

2023 Operating Budget Pressures

The list below outlines and quantifies the main pressures on the 2023 Proposed Operating Budget which are leading to the 8.28% increase:

- Salaries and Benefits – [Report FAF.23.008](#) - \$867,000 increase or 4.68% increase on the tax levy
 - This includes staff step increases, a 3% Cost of Living Allowance, and increase cost of benefits as per Town Policy POL.COR.20.05

- Asset Management Transfers - \$815,500 increase or 4.4% increase on the tax levy
 - Result of the 15.6% increase to the transfers over 2022 as per the Non-Residential Building Construction Price index
- Decrease in revenues - \$750,000 increase or 4.06% increase on the tax levy
- Decrease in Other Expenses - \$275,000 decrease or 1.5% decrease on the tax levy
 - General efficiencies found in utilities, maintenance, and other expense line items

2023 Proposed Capital Budget Highlights

- \$5.75M to complete Thornbury West Road Reconstruction Phase 1B
- \$4.9M for Peel Street North Reconstruction
- \$1.7M for Roads Replacement Equipment
- \$1.35M for engineering at the Craigeleith Wastewater Treatment Plant for the Lift Station

Municipal Service Delivery Review – [Report FAF.22.162](#)

In late 2022 Council pre-approved the Municipal Service Delivery Review and Human Resource Master Plan for a cost of \$210,000 in addition staff are looking to review all fees for the Planning and Development Engineering Department at a cost of \$90,000 for a total budget of \$300,000. Staff requested the pre-approval to allow enough time to complete the review and recommended changes can be included in the 2024 Proposed Budget.

Infrastructure Funding Gap

As report in staff report [FAF.23.004 Asset Management Update](#), the Town is looking at a \$21M funding gap for capital projects over the next ten-year period, this will be further compounded by the impacts of Bill 23 which effects are still not fully known. The \$21M gap will be closed through the issues of long-term debt, delaying projects, and/or outright cancelling projects. It is with this in mind that staff strongly recommend that the 15.6% increase to the asset management transfers be approved through the 2023 Proposed Budget.

The impact of the 15.6% increase to the asset management transfers has a tax levy impact of 4.4%; staff recognize that this is a substantial increase to the tax levy however without this funding the Town will need to increase reliance on long-term debt for the capital program.

E. Strategic Priorities

1. Communication 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.

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.

F. Environmental Impacts

None.

G. Financial Impacts

The chart below looks at the impact on the average house (assessed at \$555,840) that uses the average amount of water/wastewater per year (180 m³).

	2023 Impact
Taxation	\$ 175
Water (180 m ³)	\$ 59
Wastewater (180 m ³)	\$ 40
Total Impact	\$ 274

H. In Consultation With

Sam Dinsmore, Deputy Treasurer/Manager of Accounting and Budgets
Heather McFarlane, Budget Analyst
Vicky Bouwman, Financial Analyst
Senior Management Team

I. Public Engagement

The topic of this Staff Report will be the subject of a Public Meeting in accordance with the following schedule:

- February 13, 2023 Public Meeting Notice posted;
- March 7, 2023 Council – Public Meeting

- March 13, 2023 Committee of the Whole – Follow-up report with Public Meeting feedback; and
- March 27 2023 Council – Recommendations from March 13,2023 Committee of the Whole confirmed, along with any required By-law.

Comments regarding this report should be submitted to Ruth Prince, Director Finance & Information Technology Services, directorfit@thebluemountains.ca .

J. Attached

1. 2023 Proposed Budget Package

Respectfully submitted,

Ruth Prince
Director Finance & Information Technology Services

For more information, please contact:
Ruth Prince, Director Finance & Information Technology Services
directorfit@thebluemountains.ca
519-599-3131 extension 228

Report Approval Details

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Final Approval Date:	Jan 18, 2023

This report and all of its attachments were approved and signed as outlined below:

Ruth Prince - Jan 18, 2023 - 9:21 AM

No Signature found

Shawn Everitt - Jan 18, 2023 - 11:29 AM



2023 Proposed Budget

Town of The Blue Mountains





Town of The Blue Mountains 2023 Proposed Budget

This document can be made available in other accessible formats as soon as practicable and upon request.

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2023 Proposed Budget Executive Summary

Executive Summary

What is a Municipal Budget?

A budget is a financial plan that can be defined as an estimate of costs, revenues and resources over a specified period of time. A budget is a tool for achieving program objectives/priorities and the financial commitments to meet those objectives/priorities.

The Budget Challenge

To deliver the needed services that the residents, businesses and visitors rely on while keeping property taxes at a level that ensures growth, prosperity, and community investment.

2023 Proposed Operating Budget – Taxation

The schedule below looks at a summary of the Town's 2023 Proposed Budget as compared to the 2022 Approved Budget by Department. The bottom-line of the chart shows the 2023 Total Tax Levy of \$20,665,205 which is an 11.61%, or \$2,149,905, increase over the 2022 Approved Tax Levy of \$18,515,300.

However, because the Town continues to see growth, the 2023 Tax Rate has an increase of 8.28% over 2022.

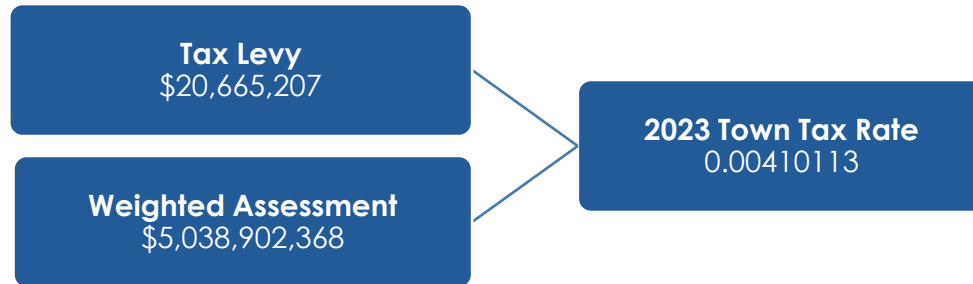
Department	2022 Approved Budget	2023 Proposed Budget	% Change	\$ Change
Council	\$200,020	\$9,126	-95%	-\$190,894
Administration	\$766,041	\$1,167,891	52%	\$401,850
Finance and IT Services	\$594,297	\$1,048,528	76%	\$454,231
Fire Service	\$2,811,877	\$2,972,620	6%	\$160,743
Legal Services	\$615,496	\$776,975	26%	\$161,479
Planning and Development Services	\$704,435	\$1,059,868	50%	\$355,433
Community Services	\$2,019,715	\$2,463,100	22%	\$443,385
Operations	\$8,440,872	\$9,236,411	9%	\$795,539
Corporate Administration	\$901,214	\$701,499	-22%	-\$199,715
Blue Mountains Public Library*	\$1,461,333	\$1,229,189	-16%	-\$232,144
Base Budget Tax Levy	\$18,515,300	\$20,665,207	11.61%	\$2,149,907

Some of the major changes, both positive and negative, are due to the treatment of the inter-functional transfers. More detail is included in the individual Division budgets.

*The large change to the Blue Mountains Public Library (BMPL) is due to the handling of inter-functional transfers. With the new MOU in place the Town does not charge inter-

functionals (except for the costs of the facilities). The core funding for the BMPL is not decreasing rather increasing \$67,000 over 2022.

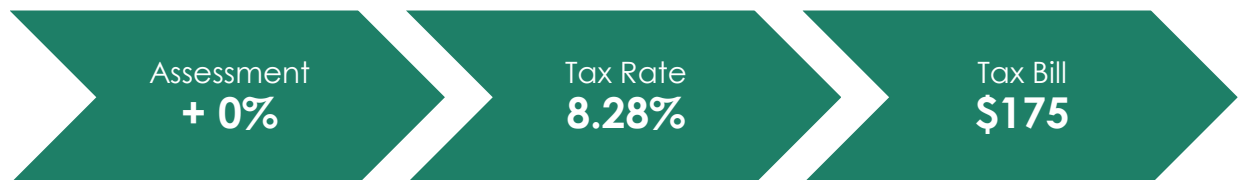
What does this mean for the Tax Rate?



The Town's 2022 Residential Tax Rate was 0.00378744. The 2023 Tax Rate represents an increase of 8.28%. This increase is due to a larger increase in the Tax Levy versus the increase in the Weighted Assessment.

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.

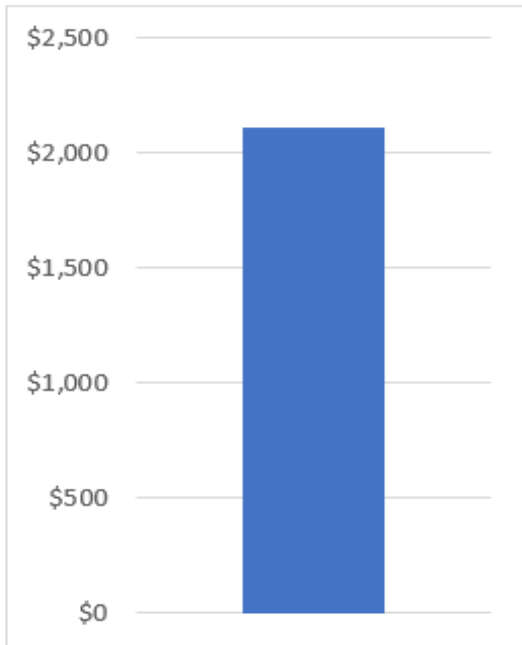


The average property owner will see a 0% increase on their assessment. With the draft tax rate, the average home assessed at \$555,840 may see the Town portion of their property tax bill increase by \$175.

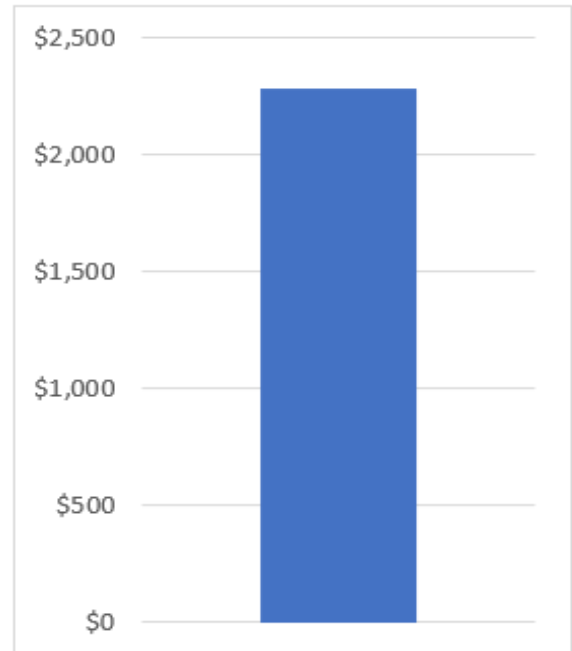
Average Residential Property Tax Bill

The average residential property in the Town of The Blue Mountains is valued at \$555,840 (as per MPAC). As illustrated on the chart below, a residential tax bill (Town portion) for a property assessed at \$555,840 in 2023 would be approximately \$2,280, a total increase of \$175 over 2022.

2022 Actual
\$555,840 Assessment
\$2,105



2023 Budget
\$555,840 Assessment
\$2,280



2023 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 2023 Budget is an 8% increase to Water Consumption User-Fees and 15.6% increase to the monthly Fixed Charge, 4% increase to Wastewater Consumption User-Fees and 15.6% increase to the monthly Fixed Charge, 0% increase to Building fees, and a \$2 per foot increase to the Seasonal Mooring fees at the Harbour.

Overall Impact

This chart gives an overall impact for the residents that are on the Town's water and wastewater systems.

	2023 Impact
Taxation	\$ 175
Water (180 m³)	\$ 59
Wastewater (180 m³)	\$ 40
Total Impact	\$ 274

2022 Year End Forecast

Taxation

The Taxation funded departments are trending towards a 2022 year-end deficit which is mainly caused by revenue that did not meet the 2022 budgets. Currently staff are estimating the deficit to be around \$350,000. It is important to note that the year-end process is still ongoing, and these numbers are not audited.

Water and Wastewater

The Water Division is forecasting a year-end deficit of \$50,000. This balance will be funded from Water's rate stabilization reserve.

The Wastewater Division is forecasting to end the year with a surplus of \$50,000. 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 \$50,000 surplus by the end of 2022 which will be transferred into the Building Rate Stabilization Reserve Fund for future years where revenues do not cover expenses. This surplus is driven from the continued growth in the municipality.

The Thornbury Harbour is trending towards a small surplus of \$25,000, this is mostly driven by an increase seen in fuel sales. Any year-end surplus will be transferred into the Harbour Reserves and made available to future years with potential deficits or to fund capital works.

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 for budgeting purposes. Any forecasted surplus is added into the "Transfer to Reserve" line and any deficits are added to the "Transfers from Other Reserves" line.

Reserve and Reserve Funds

Reserve and Reserve Funds are established through a by-law to assist with long term financial stability and financial planning, specifically asset management. The effective use of reserve and reserve funds is critical to continued long-term financial stability/viability. The 2023 Proposed Budget includes an increase of \$815,500 (4.40%) to these transfers to ensure adequate reserve fund levels for future capital requirements. The increase to these transfers is based on the Non-Residential Building Construction Price index, this is the same index used for the Town's Development Charges annual indexing. For 2023 the index is 15.6%.

Debt

Debt is one of several capital financing tools available to municipalities. Municipalities must consider all the tools they have available for a balanced approach to finance capital expenditures. The 2023 Budget includes \$675,000 to be debt financed for the purchase of large snow removal plows.

Land

The Town owns various parcels of land. One strategy that could be used to assist with financing of land or offsetting the debt from land purchases is selling surplus land that the Town no longer requires. Staff have included Land Inventory Survey in the 2023 plans and studies to complete a wholesome review of all Town owned lands, complete any necessary preliminary works and work through the process to make any appropriate lands surplus to the Town's needs.

2023 Capital Budget

The Blue Mountains offers a broad range of services with a limited funding stream. The Town balances fiscal stewardship, short term operating needs, and long-term infrastructure requirements.

The 2023 Capital Budget is carefully considered in order to identify high priority projects and determine a combination that efficiently utilizes alternate funding sources.

The Town's 2023 Proposed Capital Budget totals \$23.2 million in projects. The Town uses a variety of other funding options, including Long-Term Debt and Reserve Funds to fully fund annual capital purchases.

Highlights from the 2023 Proposed Capital Budget

- \$5.75M to complete Thornbury West Road Reconstruction Phase 1B
- \$4.9M for Peel Street North Reconstruction
- \$1.7M for Roads Replacement Equipment
- \$1.35M for engineering at the Craigleith Wastewater Treatment Plant for the Lift Station

Bill 23 More Homes Built Fast Act

The recently passed Bill 23 on November 28, 2022 will have an impact on the Town's financial position. At this time, the extent of this impact is unknown until the accompanying regulations are released. Some financial highlights of the Bill are:

- Spent/Allocate 60% of Parkland Dedication – no definition of “allocate” has been given so it is hard to know how this could impact the Town;
- Five-year phase in of DCs with a 10-year Background Study – this will impact the Town when the new Background Study and By-law are passed which is scheduled for late 2023/early 2024;
- Cap on the interest rate being charged on the DC payment plans, currently the Town charges 1.25% per month this is now capped at prime plus 1% - this will impact future payment plans, however, the Town does not currently have any developer on one of these plans;
- DC/Parkland Dedication exemption for “attainable housing” – an attainable housing regulation is to follow which will outline what “attainable” is in the Town;
- Plans and Studies are no longer DC eligible – this will impact the Town in the next Background Study and By-law as all plans and studies will need to be funded from taxation or user-fees;
- Spent 60% of DCs on priority services (water, wastewater, and roads) – the Town is waiting on more information around this requirement as this may be very difficult to do in practice; and
- Discount for purpose-built rentals – this again will impact the Town as this change comes into effect immediately, however, the Town does not see many purpose-built rentals.

2023 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 2023 Proposed Budget is staff's best estimate of 2023 costs and revenues based on current knowledge.

Once the 2023 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 before final approval.

October 17 – 26, 2022	The CAO, Director of Finance and IT Services, and the Budget Team review Department budgets with Department Heads
January 13, 2023	The 2023 Proposed Budget is distributed to Council and the Public
February 1, 2, 3 & 6, 2023	Budget Meetings take place during Committee of the Whole
February 13, 2023	Council Approved Recommendations from Committee of the Whole Budget Meetings
February 14, 2023	Public Meeting Notice on website and local newspapers and Draft Budget is Released
March 7, 2023	A Public Meeting is held for the 2023 Draft Budget
March 13, 2023	A Staff Report is presented to Council outlining the public's comments from the Public Meeting
March 27, 2023	Council approves the 2023 Budget

2023 Proposed Additions to the Base Budget

	Description	2023	2023 Taxation	2023 User-Fees	2023 Other	Impact on 2023 Town Tax Levy
1	Building -Contract to Full-Time Inspector	\$ 8,400		\$ 8,400		0.00%
2	Development Engineering -Contract to Full-Time Reviewers	\$ 17,200		\$ 17,200		0.00%
3	Blue Mountain Film Festival	\$ 30,000	\$ 30,000			0.16%
4	By-law Summer Students	\$ 56,800	\$ 56,800			0.31%
5	Delphi Point Parks Management Plan	\$ 100,000			\$ 100,000	0.00%
6	Additional Wastewater Operator	\$ 103,300		\$ 103,300		0.00%
7	BIA Coordinator	\$ 108,100	\$ 58,100		\$ 50,000	0.31%
8	Purchasing Specialist	\$ 114,400	\$ 82,400	\$ 32,000		0.45%
9	Clarksburg Washroom Facility	\$ 287,500	\$ 287,500			1.55%
10	Rotary Kindness at Play Moreau Park	\$ 2,000,000			\$ 2,000,000	0.00%
11	Sidewalk Snow Removal	\$ 2,820,000	\$ 1,910,000		\$ 910,000	10.32%
Total of all Proposed Additions		\$ 5,645,700	\$ 2,424,800	\$ 160,900	\$ 3,060,000	13.10%

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2023 Proposed Budget

Administration

Council

This Department budget includes:

- Council
- This budget includes the inter-functional transfers for the Committees of Council and the Grants and Donations Committee fundraising budget.

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.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Members of Council	7	7	7

2023 Budget Commentary

Salaries and Benefits, Communication expenses and Purchased Services were higher in 2022 due to the municipal election. Staff have included a \$30,000 transfer to Reserves for the 2023 to 2025 budgets that will go towards funding the 2026 Municipal Election.

Council

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	277,522	330,212	311,352	319,349	327,072
Administrative Expenses	5,384	17,170	17,800	18,300	18,800
Operating Expenses	0	0	0	0	0
Communications	46,171	49,950	7,950	8,050	8,150
Personnel and Training	11,341	25,650	20,900	21,150	21,400
Utilities	0	0	0	0	0
Equipment Related	2,676	1,275	1,275	1,275	1,275
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	977	0	0	0	0
Consulting	7,398	0	0	0	0
Purchased Services	33,140	40,000	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	14,711	11,300	14,700	15,400	16,200
Premise and Site	0	0	0	0	0
Total Expenses	399,320	475,557	373,977	383,524	392,897
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	30,000	30,000	30,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-33,140	-77,000	0	0	0
Interfunctional Transfers	-401,858	-401,858	-394,001	-394,231	-394,421
Total Transfers	-434,998	-478,858	-364,001	-364,231	-364,421
Total Transfers and Expenses	-35,678	-3,301	9,976	19,293	28,476
Revenue					
Grants and Donations	840	840	850	850	850
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	840	840	850	850	850
Net Cost of Service (Taxation)	-36,518	-4,141	9,126	18,443	27,626

The above chart includes the Municipal Election Budget.

Administration

This Department budget includes:

- Chief Administrative Office (Page 20)
- Town Clerk (Page 23)
- Communications and Economic Development (Page 25)
- Human Resources (Page 29)

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.

2023 Work Plan

- A key priority for the Chief Administrative Officer, and the entire Team in 2023 is collaboratively earning, building, and maintaining a collaborative and respectful relationship within a safe and trusted environment.



- Continued effort through the formal Request for Proposal Process to award a successful proponent for the development of the 125 Peel Street Community Campus of Care and including the formal sale and disposition of lands required to deliver this high priority Community defining project.
- A key project that had been proposed in the 2022 Budget as a 2023 Capital Project and again proposed as a priority project for 2023 is the completion of the Town's first Corporate Organization Structure Review and Service Delivery Review, including the review and proposal of Planning and Development Fees.

Chief Administrative Officer

- As Chief Administrative Officer, proceeding with the Official Plan Review and ensuring that the Overall and Inclusive Community has the opportunity to be well informed, consulted and engaged results in an Official Plan that is reflective and transparent of its direction, and guiding philosophies in particular relating to height, density, character and our unique Community of Communities for Stages of all Ages.
- Continued focus of a strong Corporate Culture built on Organizational excellence, clear priority setting goals and objectives that are supported by proactive and transparent and understand communication to our staff, Council, Community and stakeholders both locally, regionally and beyond.

2023 Budget Commentary

The 2023 Budget for the Chief Administrative Officer includes key long-term strategic projects and philosophies of "Planning to Execute" on our Goals and Objectives and supported by "Early and Often" communications, which take the opportunity of the first year of a new Term of Council to allow for their priorities to be established, implemented, and completed.

The Chief Administrative Officer's budget sees decreases in its Salaries and Benefits due to the position of the Executive Assistant to Committees of Council being moved to the Clerks budget. As such, the budget for Personnel and Training has decreased for the Chief Administrative Officer.

Chief Administrative Officer

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	435,260	447,503	387,062	398,115	409,730
Administrative Expenses	5,873	5,200	5,400	5,900	5,900
Operating Expenses	-7	0	0	0	0
Communications	1,669	1,450	1,450	1,450	1,450
Personnel and Training	15,529	41,700	28,500	28,500	28,500
Utilities	1,151	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	2,041	5,000	0	0	0
Purchased Services	765	2,000	0	0	0
RABIT Action Items	3,053	15,000	15,000	15,000	15,000
Physician Recruit Action Items	0	25,000	0	0	0
Debt Payments	184,068	184,068	181,149	178,414	175,312
Financial Expenses	2,093	500	1,745	1,790	1,835
Premise and Site	14	0	0	0	0
Total Expenses	651,509	727,421	620,307	629,170	637,727
Transfers					
Transfers to Capital	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	-376,267	-376,267	-225,666	-227,670	-229,695
Total Transfers	-376,267	-376,267	-225,666	-227,670	-229,695
Total Transfers and Expenses	275,243	351,154	394,641	401,500	408,032
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	10,200	10,200	10,200	10,200	10,200
Subsidies	0	0	0	0	0
Total Revenue	10,200	10,200	10,200	10,200	10,200
Net Cost of Service (Taxation)	265,043	340,954	384,441	391,300	397,832

Town Clerk

Mission

- Main point of contact for the public to contact the Town.
- Assist Council.
- To perform duties as required under the *Municipal Act*, *Municipal Elections Act*, or under any other Act.
- Maintaining the originals of all By-laws and minutes of the proceedings of Council.

2023 Work Plan

- Assist with the Coordination of Council Orientation and Training.
- Further the Town's Document Management Project.
- Review Town Corporate Policies with the new Term of Council.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Prepare Council & Committee of the Whole Packages	73	67	65
Marriage Licenses Issued	16	17	20
Lottery Licenses Issued	2	14	20
Civil Marriage Services Performed	0	5	15

2023 Budget Commentary

The 2023 Town Clerk Budget remains relatively consistent with the 2022 budget. The major increase is in Salaries and Benefits which is from the position of the Executive Assistant of Committees of Council being moved from the Chief Administrative Officer's budget to the Town Clerk's budget.

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.

Town Clerk

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	328,007	257,169	355,399	372,563	387,117
Administrative Expenses	3,898	3,250	2,400	2,450	2,500
Operating Expenses	54	0	0	0	0
Communications	1,104	610	1,050	1,100	1,150
Personnel and Training	1,772	1,800	1,600	1,650	1,700
Utilities	0	0	0	0	0
Equipment Related	0	356	400	400	400
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	35	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	4	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	334,875	263,185	360,849	378,163	392,867
Transfers					
Transfers to Capital	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	-205,424	-205,424	-189,579	-190,040	-190,498
Total Transfers	-205,424	-205,424	-189,579	-190,040	-190,498
Total Transfers and Expenses	129,451	57,761	171,271	188,123	202,369
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	8,149	6,075	6,300	6,500	6,700
Subsidies	0	0	0	0	0
Total Revenue	8,149	6,075	6,300	6,500	6,700
Net Cost of Service (Taxation)	121,302	51,686	164,971	181,623	195,669

Communications and Economic Development

Mission

The Communications and Economic Development Division is committed to ensuring the delivery of accurate, timely and plain language communication to all residents, businesses, and stakeholders in the Town of The Blue Mountains with the goal of increased awareness and understanding of municipal services and operations.

The Division also proactively promotes public engagement and participation opportunities within all stages of the municipal decision-making process and aims to foster a culture of respectful, informed and ongoing dialogue with all stakeholders.

To support economic development in the Town, the Division is focused on supporting the growth and success of local businesses by actively working with local business associations and support organizations. Through this focus, the Division connects businesses with local networking and business support services related to funding and training. The Division also works with local businesses to better understand and navigate the required steps within the Land Use Planning and Building Permit processes to support and help facilitate growth.

2023 Work Plan

The 2023 workplan for the CED Division is guided through the continued implementation of the Communications Strategy and Economic Development Strategy. This work includes the continuation of ongoing tactics such as the mailed Town newsletters, roadside signage and signage in Town facilities, roll out of the Resident Welcome Guide and the maintenance and updating of the Town's website (www.thebluemountains.ca).

The CED Division also actively supports the communication needs of all Town departments and the respective projects and initiatives that are planned, including Planning and Development Projects, Capital Projects, and Strategic Corporate Projects.

In addition, in coordination with the CAO, in 2023, the CED Division will also continue to lead internal communication initiatives such as the Employee Engagement Survey and the Employee Engagement Action Plan.

To support economic development, the 2023 workplan will see continued effort to support local businesses through continued recovery efforts and marketing campaigns to support local community events. Continued emphasis will be placed on the promotion of www.exploreblue.ca, through the launch of the Explore Blue Instagram account that will be used to highlight and promote local businesses, attractions and to showcase the community. In addition, Economic Development staff will continue to work with regional partners and local business associations to promote and support key industry initiatives within tourism, agriculture, small business, and film attraction.

Communications and Economic Development

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Press Releases & Notices Issued	147	160	150
Town Website Traffic	281,965	260,000+	260,000
Town Website Pageviews	487,406	400,000+	425,000
Total Number of Email Subscribers	Approx 1,200	3,000+	3,450
Twitter Posts (@TownofBlueMtns)	587	530	500+
Facebook Posts (/TownofBlueMtns)	0	140	500+
Facebook Page Likes	0	330	400+
Mailed Town Newsletters	4 Editions	4 Editions	4 Editions
EDAC Meetings	9	2	-
CCAC Meetings	18	4	-
Thornbury BIA Meetings	13	12	12
South Georgian Bay Tourism Meetings	12	12	12
Business Support Inquiries & Networking	As Needed	Approx 30	Approx 45

2023 Budget Commentary

The 2023 CED Division budget remains consistent with the 2022 approved budget, apart from increases in equipment related expenses as well as CED Action Items.

The increase in equipment related expenses is due to the increase in costs for service agreements, specifically for website hosting and maintenance.

There is an increase in funding for CED Action Items to support the implementation of the Communications Strategy and Economic Development Strategy. The increase to the budget for these action items are to fund new communication tools and marketing campaigns for local community events.

Although it appears there is an increase in purchased services, this increase of \$15,300 is for the Movies in the Park event that will only run should the Town receive the grant funding to do so.

Communications and Economic Development

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	421,930	453,254	493,653	520,911	546,290
Administrative Expenses	15,283	16,500	16,500	16,500	16,500
Operating Expenses	12,248	0	0	0	0
Communications	52,656	45,660	39,360	39,360	39,360
Personnel and Training	10,745	14,945	14,445	14,690	14,960
Utilities	0	0	0	0	0
Equipment Related	24,403	12,400	29,900	31,000	33,000
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	97,146	35,000	50,300	35,000	35,000
EDAC Action Items	46,019	67,500	74,500	92,500	92,500
Communications Action Items	13,235	34,000	44,800	50,800	51,000
Debt Payments	0	0	0	0	0
Financial Expenses	46,422	48,500	43,500	48,500	48,500
Premise and Site	4,630	0	0	0	0
Total Expenses	744,717	727,759	806,958	849,261	877,110
Transfers					
Transfers to Capital	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	-97,146	0	0	0	0
Interfunctional Transfers	-392,753	-392,753	-306,863	-314,220	-321,898
Total Transfers	-489,899	-392,753	-306,863	-314,220	-321,898
Total Transfers and Expenses	254,819	335,006	500,095	535,041	555,213
Revenue					
Grants and Donations	0	0	15,300	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	15,300	0	0
Net Cost of Service (Taxation)	254,819	335,006	484,795	535,041	555,213

Communications & Economic Development

Blue Mountain Film Festival

Business Need

At the March 15, 2022 Committee of the Whole Meeting, Council passed a motion to include funds to support the 2023 Blue Mountains Film Festival in the budget for consideration by Council at that time.

In 2022, the festival featured 25 international films, 45+ film screenings, a three-day industry creative forum and a Blue Mountains Bus Tour.

The Town's sponsorship includes the prominent placement of the Town logo on all primary festival marketing material including the festival program, email footer, website footer, screening tickets, sizzle reel, digital screens, sponsorship webpage, village signage, and more.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Sponsorship	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Expenditures	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Funding					
Taxation	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Funding Total	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000

Human Resources

Mission

To support all departments in attracting, developing, and retaining a highly qualified and diverse staff.

The Human Resources (HR) Division is responsible for leading and administering the following functions:

- Recruitment, attraction, and retention of top talent
- Onboarding and Offboarding
- Compensation and Benefits administration
- Employee Health, Safety and Wellness
- Claims Management (STD, LTD, WSIB)
- Corporate Training and Development
- Accessibility compliance and improvement
- Employee & Labour Relations
- Corporate HR Policy and Employee Program development and administration
- Performance Management monitoring
- Employee Records Management
- Ensuring Employment and Legislative compliance.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Number of Job Postings/Competitions	58	YTD 63*	62**
Number of Employees Onboarded	46	YTD 47	45
Permanent Full-time Turnover†	9%	YTD 12%	10%
Reported Workplace Incidents§	14	YTD 13	15
WSIB- Lost Time Injuries (LTI) & No Lost Time Injuries (NLTI)§	LTI- 2 NLTI- 4	YTD LTI- 3 NLTI- 4	LTI-4 NLTI-4
Approved Full-time Positions	3	3	3

YTD- as of December 8, 2022

Job Postings/Competitions – Town, Library, BIA & BMAHC

* Includes open and unfilled competition files

** Forecasted retirements, average FT turnover 2019-2022, regular seasonal positions, proposed 2023 budget additions

† Includes resignations and retirements: Calculation (Total Full-time departures / Avg. # of Full-time Employees) x100

§ WSIB claims as of October 31, 2022; 2023 expected based on average 2019-2021

Human Resources

2023 Work Plan

HR Pressures and Trends

Talent Attraction and Retention

Over the past few years, the Town has experienced recruitment trends which include:

- A number of seasonal and contract positions have gone unfilled, or the job posting has been extended for several additional weeks, increasing the time to fill due to a lack of qualified applicants.
- A difficulty sourcing replacement talent, particularly in professional /technical jobs. Hiring into positions without the required experience can initially place a significant burden on existing department staff, and the risk of turnover is high.
- Temporary backfilling of professional/technical positions has been unsuccessful most of the time, leaving the jobs vacant or the work to pile up while the leave is underway.
- With several staff retirements in key positions forecasted over the next few years, operational pressures due to community growth and legislative changes, along with employee turnover due to a number of organizational and market factors, the trend in the number of recruitments is expected to continue to rise. Talent management, including recruitment and selection, learning and development, performance management and succession planning services are essential to support and retain the Town's staffing resources.

Employee Engagement and Well-being

- Health and Wellness initiatives such as group benefits, flexible work arrangements (hybrid/remote work/ flex schedules/4-day work week), recognition and professional development opportunities are known to be of interest to employees and essential components of an effective recruitment and retention strategy.

Diversity, Equity, Inclusion and Belonging (DEIB)

- The Town is an equal opportunity employer committed to creating an inclusive and barrier-free workplace. The Town abides by all current legislation relating to an individual's rights under the Ontario Human Rights Code and Accessibility legislation. Currently, the Town does not have a formal DEIB plan or specific policies to ensure or encourage an inclusive workplace. Policies, procedures, and practices related to all aspects of the employment life cycle, such as recruitment, performance management, training and development, harassment, discrimination, etc., should be reviewed through a DEIB lens. This initiative is a key performance objective for 2023.

Health & Safety and Risk Management

- The Town is committed to providing its employees with a safe and healthy work environment. This is achieved by observing best practices that meet or exceed standards to comply with legislative requirements. The Town has an obligation to demonstrate due diligence; therefore, ensuring employees have the appropriate

Human Resources

training and having documentation in the form of policies, procedures and records/certificates is essential.

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

- Modernize HR Services and workflows with the implementation of new HR software. In 2022, Council approved \$35,000 remaining from a 2019 one-time provincial grant to acquire Human Capital Management (HCM) Software to streamline and automate HR services and improve the employee experience. Staff completed the RFP process in Q4 of 2022, and it is anticipated that implementation and user training will be completed by Q2 of 2023.
- Health and Safety Continuous Improvement- Ongoing review and updating of H&S policies and procedures to ensure compliance with legislation and best practice.
- Enhance New Employee Onboarding Experience - Implement an updated Onboarding and first-day Orientation for new and returning employees.
- Employee Engagement Improvements - Improve employee engagement across the organization in response to the 2022 Employee Engagement Survey. Success measures include assisting with developing departmental and corporate action plans and ensuring progress updates on action plans are communicated to staff within the established timelines.
- Employee Development and Succession Planning - To compete in a challenging labour market and retain existing staff, the Town must continue to invest in employee training and development. In 2023, HR will focus on identifying training needs and leadership development opportunities for all employees.

2023 Budget Commentary

There is an increase to the Human Resources operating budget of approximately \$20,000 for ongoing HCM software licensing.

The HR division's budget has otherwise remained static, and the work plan for 2023 includes projects, programs and administrative work that can be done mainly by internal staff with internal resources.

There is an increase in funding for corporate training, returning the budget closer to pre-pandemic levels to ensure staff remain up to date and compliant with legislated training.

Human Resources

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	358,664	357,126	380,970	395,810	411,755
Administrative Expenses	1,844	3,500	1,575	1,575	1,575
Operating Expenses	2,465	6,550	28,500	29,000	29,500
Communications	17,828	17,540	17,375	17,375	17,375
Personnel and Training	22,283	23,850	39,150	31,130	25,230
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	3,442	15,000	15,000	15,000	15,000
Consulting	31,074	5,000	5,000	0	0
Purchased Services	463	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	1,456	1,500	1,500	1,500	1,500
Premise and Site	0	0	0	0	0
Total Expenses	439,519	430,066	489,070	491,390	501,935
Transfers					
Transfers to Capital	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	-391,671	-391,671	-355,386	-357,280	-359,193
Total Transfers	-391,671	-391,671	-355,386	-357,280	-359,193
Total Transfers and Expenses	47,848	38,395	133,684	134,110	142,743
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)	47,848	38,395	133,684	134,110	142,743

Corporate Administration

This Department budget includes:

- Corporate Administration (Page 34)
- Ontario Provincial Police (Page 42)
- Conservation Authorities (Page 45)

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. Corporate Administration is also where all plans and studies are budgeted.

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.

2023 Budget Commentary

Included in the Consulting line item are the Plans and Studies as listed following this budget page.

The Debt Payment is the annual long-term debt repayment for the Town Hall build.

The Grants and Donations is the Towns 2022 allocation of the Ontario Municipal Partnership Fund (OMPF) in the amount of \$1,314,400. This is down \$7,600 over the 2022 allocation.

Overall Total Revenues are decreasing by \$90,000 which is being driven by a decrease in the supplemental taxation revenues that the Town is forecasting for 2023.

Corporate Administration

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	1,300	1,300	4,495	4,486	5,486
Administrative Expenses	15,993	45,975	16,000	16,525	17,050
Operating Expenses	0	250	0	0	0
Communications	128,782	65,225	83,250	87,100	92,200
Personnel and Training	15,885	11,600	21,500	21,750	22,000
Utilities	3,346	1,275	2,650	0	0
Equipment Related	3,066	8,500	2,750	3,000	3,250
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	76,741	0	0	0	0
Consulting	620,000	620,000	410,000	590,000	50,000
Purchased Services	21,519	40,000	16,000	16,500	17,000
Debt Payments	255,734	255,734	255,734	255,734	255,734
Financial Expenses	60,610	71,600	56,800	58,400	60,100
Premise and Site	-53,769	-54,605	-56,000	-80,000	-80,000
Total Expenses	1,149,206	1,066,853	813,179	973,495	442,820
Transfers					
Transfers to Capital	93,500	93,500	36,000	0	0
Transfers to Reserves	160,000	160,000	0	0	0
Transfers from Obligatory Reserves	-438,125	-435,000	-107,500	-412,500	0
Transfers from Other Reserves	-220,000	-220,000	-302,500	-137,500	-50,000
Interfunctional Transfers	-234,527	-234,527	-255,734	-255,734	-255,734
Total Transfers	-639,153	-636,027	-629,734	-805,734	-305,734
Total Transfers and Expenses	510,054	430,826	183,445	167,761	137,086
Revenue					
Grants and Donations	1,322,000	1,322,000	1,314,400	1,324,400	1,334,400
External Revenue	1,044,991	1,758,300	1,725,620	1,492,720	1,504,820
Subsidies	0	0	0	0	0
Total Revenue	2,366,991	3,080,300	3,040,020	2,817,120	2,839,220
Net Cost of Service (Taxation)	-1,856,937	-2,649,474	-2,856,575	-2,649,359	-2,702,134

Corporate Administration

Previously Approved Plans and Studies

Project	Cemetery Master Plan
Budget	\$ 25,000
Project Manager	Director of Community Services
Update	Staff released the RFP at the beginning of November and is scheduled to be awarded by early December with a draft plan brought to Council in Q2 of 2023. This plan will inform the construction location of columbaria, optimized land use, alternative interment options, and care and maintenance fund optimization.

Project	Design Standard Update
Budget	\$ 65,000
Project Manager	Manager of Community Planning
Update	The contract for this study has been awarded and is expected to be completed in 2023.

Project	Urban Natural Heritage
Budget	\$ 100,000
Project Manager	Manager of Community Planning
Update	Request for Proposal will be issued in early 2023 with completion set for 2024.

Project	Development Charge Background Study and By-law Update and Public Transit Service Plan
Budget	\$ 200,000
Project Manager	Deputy Treasurer/Manager of Accounting and Budgets
Update	Staff combined the background study update with the transit service plan due to the overlapping nature into one contract. Staff will be working through the public process in 2023 with a final approval set for the end of 2023, well before the April 2024 expiration of the Town's current Development Charges by-law.

Corporate Administration

Project	Municipal Service Delivery Review and Human Resources Master Plan
Budget	\$ 300,000
Project Manager	Chief Administrative Officer
Update	Council approved report FAF.22.162 entitled Pre-Approval of Funding within the 2023 Budget to Initiate a Municipal Service Delivery Review and Human Resources Master Plan, in December of 2023. This review is scheduled to be completed in 2024.

Project	Wastewater Collection Master Plan EA
Budget	\$ 385,000
Project Manager	Manager of Water and Wastewater
Update	2023 is year two of the two-year Municipal Class Environmental Assessment Master Plan.

Project	Long Point Road Sewer and Lift Station EA
Budget	\$ 385,000
Project Manager	Manager of Water and Wastewater
Update	The second Public Information Centre of the Municipal Class Environmental Assessment is scheduled for January 26, 2023, with an expected completion date in Q2 of 2023.

Project	Official Plan Update
Budget	\$ 410,000
Project Manager	Manager of Community Planning
Update	Phase 1 of the update was completed in September 2022 with Phase 2 being well underway. Project completion is scheduled for end of 2023.

Project	Drainage Master Plan
Budget	\$ 650,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	The final DMP report is anticipated to be complete in Q2 of 2023 and will be presented to Council for their approval in Q3 of 2023.

Corporate Administration

2023 Studies and Plans

Project	Clarksburg Gravel Pit Rehabilitation
Lead Department	Operations – Landfill
Description	The Clarksburg Pit (located in the Town Landfill property) is exhausted of gravel and has reached the limits of extraction. Rehabilitation will require shaping of the floor and slopes with available fill, seeding and forestation. From 2023 to 2026 approved excess soil from Town infrastructure capital projects will be used to shape the pit floor and slopes in accordance with the rehabilitation plan, which will reduce costs in those capital programs
Project Manager	Manger of Sustainability and Solid Waste
Budget	\$ 10,000 Consulting
Funding	\$ 10,000 Solid Waste Asset Replacement Reserve Fund

Project	Carbon Reduction Plan
Lead Department	Operations – Landfill
Description	This project will examine the site-specific feasibility, business case and preliminary design of a wood waste fired boiler and landfill gas capture. The Landfill Site has a readily available fuel source for potentially heating the operations building, scale house and future structures. There is an opportunity to design landfill gas capture into the Phase 1 and Phase 2 cell closure and construction. The Federal carbon cap and trade system can also provide carbon reducing credits that will help the Town reach its emissions reduction goals.
Project Manager	Manger of Sustainability and Solid Waste
Budget	\$ 10,000 Consulting
Funding	\$ 10,000 Solid Waste Asset Replacement Reserve Fund

Corporate Administration

Project	Streetscape Master Plan
Lead Department	Planning and Development Services – Planning
Description	This plan will provide for a master vision and design for the Highway 26 Corridor through the Town of The Blue Mountains. Placement and massing of buildings, parking areas, and landscaping on development lands will be included along with providing design elements for the road right-of-way including a road cross section design for the connecting link, and methods to enhance active transportation and connections to and through the Highway 26 Corridor and Georgian Trail.
Project Manager	Manager of Community Planning
Budget	\$ 65,000 Consulting
Funding	\$ 32,500 Planning Studies Reserve \$ 32,500 General Government Development Charges \$ 65,000 Total Funding

Project	Land Inventory Survey
Lead Department	Legal Service – Legal
Description	This study will take a full inventory of all Town owned property and look to complete preliminary works (surveying etc.) to potentially determine any lands that can be deemed surplus and sold.
Project Manager	Director of Legal Services
Budget	\$ 125,000 Consulting \$ 25,000 Contingency \$ 150,000 Total Budget
Funding	\$ 75,000 General Government Development Charges \$ 75,000 Working Capital \$ 150,000 Total Funding

Corporate Administration

Project	Roads Needs Study
Lead Department	Operations – Roads and Drainage
Description	This study takes a full inventory of all Town road assets and assigns condition ratings which are used in the Town's asset management plan. It is good practice to update this study every five years with the Town last completing one in 2018.
Project Manager	Manager of Roads and Drainage
Budget	\$ 150,000 Consulting \$ 25,000 Contingency \$ 175,000 Total Budget
Funding	\$ 175,000 Infrastructure and Public Works Asset Replacement Reserve Fund

Total Projects:	5
Total Budget:	\$ 410,000
Total Funding by Source:	\$ 20,000 Solid Waste Asset Replacement Reserve Fund \$ 32,500 Planning Studies Reserve \$ 75,000 Working Capital \$ 107,500 General Government Development Charges \$ 175,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 410,000 Total Funding

2024 Studies and Plans

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

Project	Zoning By-law Update
Lead Department	Planning and Development Services – Planning
Budget	\$ 75,000 Consulting
Funding	\$ 37,500 Planning Studies Reserve \$ 37,500 General Government Development Charges \$ 75,000 Total Funding

Project	Facility Condition Assessment Updates
Lead Department	Finance and IT Services – Facilities and Fleet
Budget	\$ 100,000 Consulting
Funding	\$ 100,000 Various Asset Replacement Reserve Funds

Corporate Administration

Project	Strategic Plan
Lead Department	CAO
Budget	\$ 125,000 Consulting
Funding	\$ 125,000 General Government Development Charges

Project	Energy Management Plan
Lead Department	Operations – Sustainability
Budget	\$ 250,000 Consulting
Funding	\$ 250,000 Canada Community Building Fund

Total Projects:	5
Total Budget:	\$ 590,000
Total Funding by Source:	\$ 40,000 Taxation \$ 37,500 Planning Studies Reserve \$ 100,000 Various Asset Replacement Reserve Funds \$ 162,500 General Government Development Charges \$ 250,000 Canada Community Building Fund \$ 590,000 Total Funding

2025 Studies and Plans

Project	Community Planning Permit System
Lead Department	Planning and Development Services – Planning
Budget	\$ 50,000 Consulting
Funding	\$ 50,000 Planning Studies Reserve

Total Projects:	1
Total Budget:	\$ 50,000
Total Funding by Source:	\$ 50,000 Planning Studies Reserve

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.

Non-Financial Statistics

Statistic	2021 Actual	2022 Budget	2023 Expected
Approved Full-Time Equivalent Positions	17.5	17.5	17.5
Civilian Employees	1	1	1
Household Property Count	8,174	8,475	8,882
Commercial and Industrial Property Count	407	408	407
Base Services Cost per Property	\$179.62	\$172.07	\$165.66
Calls for Service Cost per Property	\$86.27	\$83.61	\$77.32
Estimated Billing Cost per Property	\$323.65	\$317.67	\$302.94

Ontario Provincial Police

Year Over Year Costs

2022 and 2023 Budgeted Costs

	2023	2022
Base Service	\$ 1,538,834	\$ 1,528,512
Calls for Service	\$ 718,245	\$ 742,722
Overtime	\$ 66,036	\$ 60,674
Enhancements	\$ 480,014	\$ 474,754
Prisoner Transport	\$ 10,868	\$ 15,190
Court Security Grant	\$ 0	\$ 0
2020 Year-End Adjustment	\$ 0	\$ (9,554)
2021 Year-End Adjustment	\$ (23,915)	\$ 0
Total	\$ 2,790,083	\$ 2,812,296

2021 and 2020 Budget vs. Actual Costs

	2021 Actual	2021 Estimated	2021 Difference	2020 Actual	2020 Estimated	2020 Difference
Base Service	\$ 1,541,306	\$ 1,522,921	\$ 18,385	\$ 1,538,174	\$ 1,526,683	\$ 11,491
Calls for Service	\$ 740,279	\$ 731,641	\$ 8,638	\$ 721,972	\$ 716,436	\$ 5,536
Overtime	\$ 76,764	\$ 67,949	\$ 8,815	\$ 48,270	\$ 73,031	\$ (24,761)
Enhancements	\$ 408,800	\$ 460,575	\$ (51,775)	\$ 455,258	\$ 450,992	\$ 4,266
Prisoner Transport	\$ 10,126	\$ 18,106	\$ (7,980)	\$ 10,498	\$ 16,581	\$ (6,083)
Total	\$ 2,777,274	\$ 2,723,186	\$ 54,088	\$ 2,774,172	\$ 2,783,723	\$ (9,551)

Ontario Provincial Police

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	3,034	2,000	2,000	2,000	2,000
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	550	0	0	0	0
Personnel and Training	1,590	2,225	1,830	1,880	1,945
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	2,812,296	2,812,296	2,790,083	2,873,785	2,959,999
Debt Payments	37,374	37,374	37,374	37,374	37,374
Financial Expenses	0	0	0	0	0
Premise and Site	6,614	6,500	6,695	6,900	7,100
Total Expenses	2,861,458	2,860,395	2,837,982	2,921,939	3,008,418
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	-37,374	-37,374	-37,374	-37,374	-37,374
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	237,319	237,319	247,287	250,301	253,204
Total Transfers	199,945	199,945	209,913	212,927	215,830
Total Transfers and Expenses	3,061,403	3,060,340	3,047,895	3,134,866	3,224,248
Revenue					
Grants and Donations	150,570	9,000	9,000	9,000	9,000
External Revenue	227	5,000	5,000	5,000	5,000
Subsidies	0	0	0	0	0
Total Revenue	150,797	14,000	14,000	14,000	14,000
Net Cost of Service (Taxation)	2,910,606	3,046,340	3,033,895	3,120,866	3,210,248

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 its 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 kilometres	3,191 square kilometres
Lands owned and managed within its jurisdiction	12,000 acres	28,995 acres
Municipalities in which the body has jurisdiction	18	8

Conservation Authority

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 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	469,384	469,384	493,330	517,996	543,896
Premise and Site	0	0	0	0	0
Total Expenses	469,384	469,384	493,330	517,996	543,896
Transfers					
Transfers to Capital	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	30,848	30,848	30,849	30,849	30,849
Total Transfers	30,848	30,848	30,849	30,849	30,849
Total Transfers and Expenses	500,231	500,231	524,179	548,845	574,745
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)	500,231	500,231	524,179	548,845	574,745

Fees and Charges

2023 Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2023 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 2023 Fees and Charges By-law. If the 2023 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Finance and Administration

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Tax Certificate	\$80.00	\$85.00
Property Title Search for Tax Collection	\$45.00	
Tax Bill Reprint	\$10.00	
Funds Transfer Fee ¹	\$20.00	
Returned (NSF) Fee	\$40.00	
Interest on Special Charges and Accounts Receivable	1.25% per month	
LiDAR ²	\$350.00	\$360.00
Photocopy & Computer Print Out ³	\$0.50/ copy -page	
Grey County Map Book	100% of Cost	
Town of Thornbury History Book ⁴	\$7.00	

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 kilometre

³ Plus applicable HST

⁴ Includes HST

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Town Flag ⁵	\$50.00	
Town Hall Cleaning for Events ⁵	\$185.00 per event	\$190.00
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.	\$80.00	\$85.00
Marriage License	\$160.00	\$165.00
Civil Marriage/Vow Renewal Services		
Civil Marriage Service-The Blue Mountains (during business hours)	\$250.00	\$260.00
Civil Marriage Service-The Blue Mountains (outside business hours)	\$380.00	\$390.00
Rehearsal Fee	\$75.00	\$80.00
Travel Fee (outside The Blue Mountains)	\$30.00	
Line Fence Viewers		
Administrative Fee	\$220.00 per request	\$225.00 per request
Fee per Fence Viewer per hour	\$20.00 per hour	
Travel Fee	Current Town km rate	
Request for Town comments in response to Application for Work Permits under the Public Lands Act (Shoreland Works Permit)	\$380.00	\$390.00
Tile Drainage Inspection	\$110.00	\$115.00

⁵ Plus HST

Fees and Charges

Freedom of Information Requests

Description	Current Fee or Charge	2023 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.

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2023 Proposed Budget

Finance and IT Services

Finance and IT Services

This Department budget includes:

- Financial Services (Page 53)
- Information Technology (Page 58)
- Facilities and Fleet (Page 65)

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.

2023 Work Plan

- Continue with Development Charge Review – Background Study.
- Continue with Asset Management Plan as per Legislated Requirements.
- Updated Purchasing Policy.
- Timely completion of the annual financial audit, statements and FIR.
- Monthly reporting to Council on Financial Activities.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Number of Tax Bills Processed	10,228	10,473	10,600
Number of Vendor Invoice Payments Processed	9,500	13,000	14,500
Purchase Orders Issued	185	196	215
Town Taxes as a percentage of the Total Tax Levy	40%	41%	41%

2022 Highlights:

- Continued work on Asset Management Plan ahead of the legislated requirements utilizing our current staff complement and without consultants.
- Recruitment and training of new staff due to retirements and staff turnover.
- Completed the legislated Financial Information Return before May 31 deadline.
- 2021 Financial Statement completed and approved by second quarter of 2022
- All departments on project costing (supports zero based budgeting and asset management).
- Continued work on the Development Charge appeal and started the process for an updated Development Charge Background Study.
- Continued the roll out of the Town's asset management software to other internal users.

Financial Services

- Purchasing: formal bids - 94, contracts renewed - 17, informal bids – 37, and negotiated bids - 49.
- The Town applied for 13 grants, 2 were not successful and the Town is awaiting confirmation on 4 of them.

Active Grant Information

Staff currently has 15 active grants which total \$6,234,466. Details are as follows:

Active Grant Applications	Funding Amount	Year Applied
Ontario Trillium Foundation (OTF) – Resilient Communities Fund - BMPL	\$20,700	2022
Canada Community Revitalization Fund (CCRF)	\$562,500	2021
Canadian Heritage (Celebration and Commemoration Program) - BIA	\$2,940	2022
ICIP: Green Infrastructure - Operations	\$3,466,397	2021
ICIP: Community Culture and Recreation - BVCC	\$1,260,360	2019
FCM Grant - BVCC	\$14,700	2019
ICIP: Community, Culture and Recreation - Depot	\$297,903	2019
ICIP: COVID-19 Resilience Infrastructure Stream – Pedestrian Bridge	\$255,896	2020
Municipal Modernization – Intake 2	\$146,250	2021
Municipal Modernization – Intake 3	\$68,128	2021
My Main Street - Communications	\$12,500	2022
My Main Street - BIA	\$10,000	2022
Tourism Relief Fund	\$100,000	2022
Great Lakes Initiative – Wedge Award	\$7,500	2022
Ride – OPP 2021-2022	\$8,692	2021

2023 Budget Commentary

The change in the 2023 budget is Salaries and Benefits due to the Cost-of-Living Allowance and new staff going through the compensation grid.

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

External Revenue is the Tax Certification Fee revenues.

Financial Services

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	1,254,290	1,250,027	1,280,786	1,329,338	1,377,003
Administrative Expenses	9,803	12,500	11,750	11,950	12,050
Operating Expenses	0	0	0	0	0
Communications	5,107	8,950	10,150	10,150	10,150
Personnel and Training	14,558	20,100	15,500	16,200	16,910
Utilities	0	0	0	0	0
Equipment Related	2,310	6,000	2,500	2,500	2,500
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	714	5,000	5,000	5,000	5,000
Purchased Services	916	41,020	39,650	40,750	41,900
Debt Payments	0	0	0	0	0
Financial Expenses	7,589	8,000	8,000	8,000	8,000
Premise and Site	0	0	0	0	0
Total Expenses	1,295,287	1,351,597	1,373,336	1,423,888	1,473,513
Transfers					
Transfers to Capital	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	-1,057,843	-1,057,843	-984,501	-993,421	-1,002,517
Total Transfers	-1,057,843	-1,057,843	-984,501	-993,421	-1,002,517
Total Transfers and Expenses	237,444	293,754	388,835	430,467	470,996
Revenue					
Grants and Donations	20,439	2,500	2,500	2,500	2,500
External Revenue	27,081	37,500	40,140	41,340	42,540
Subsidies	0	0	0	0	0
Total Revenue	47,520	40,000	42,640	43,840	45,040
Net Cost of Service (Taxation)	189,924	253,754	346,195	386,627	425,956

Finance & IT Services

Purchasing Specialist

Business Need

Finance & IT Services is requesting an additional fulltime staff member to join the Purchasing team.

The purchasing function within the organization has grown since its inception in 2007. The number of bid opportunities released by the Town on an annual basis is approaching 200. In addition to purchasing, risk management is also increasing as the Town sees an increase in the number of claims made annually.

Purchasing is responsible for developing, updating and overseeing the Town's Purchasing Policy as required under the Municipal Act 2001. The policy requires a review once every term of Council.

Purchasing oversees all formal procurement (over \$25,000) from the time the project is approved by Council until after the purchase order is issued. Purchasing is also consulted regularly by staff for informal procurements (less than \$25,000), negotiated bid opportunities and contract renewals.

Purchasing also oversees all transactions made by staff using procurement cards (187 cards, 4,000 transactions annually) and issue and modify purchase orders for all purchases over \$5,000 (approximately 200 annually).

Purchasing is responsible for tracking all contract documents including renewal of insurance certificates from contractors/consultants/vendors.

Risk Management is the first point of contact for claims brought against the Town. Risk Management coordinates the transmission of all required information to the Town's Insurance Adjuster and legal counsel. Risk Management also includes reviewing all agreements and contracts for the Town for all procurements as well as commenting on Town Development Agreements where insurance is a requirement. Risk Management is responsible for developing policies and procedures related to risk for the Town. Due to the work demands related to Purchasing, this has been delayed. Outstanding Risk Management policies include Overall Risk Management Plan for the Town.

Options or Solutions Analysis

1. Status Quo:

- policy development and review will be delayed due to the volume of work for one person.
- Bid opportunities will be prioritized based on need and urgency.
- Delayed response to claims received.

2. Addition of a Purchasing Specialist to the Purchasing team.

- Better turnaround time for bid opportunities.
- Supporting staff in the development of bid opportunities with a focus on assisting with developing Rosters for commonly purchased services such as Electrical and HVAC.

Risk Analysis

If the level of staffing in the Purchasing team does not increase, projects will need to be prioritized by Council and Senior Management.

Recommendation

That Council, through the 2023 Budget, approve the addition of one Purchasing Specialist for the Purchasing team of Finance & IT Services.

Implementation Plan

Q2 – Manager of Purchasing & Risk Management will work with Human Resources to develop a job description that aligns with the Town's requirements. Upon approval of the budget, posting of the employment opportunity followed by interviews, on-boarding and departmental training.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Salaries and Benefits	\$105,400	\$108,300	\$111,400	\$113,600	\$115,900
IT Software/Hardware	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Operating Expenses	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$114,400	\$117,300	\$120,400	\$122,600	\$124,900
Funding					
Taxation	\$82,400	\$84,500	\$86,700	\$88,300	\$89,900
User-Fees	\$32,000	\$32,800	\$33,700	\$34,300	\$35,000
Funding Total	\$114,400	\$117,300	\$120,400	\$122,600	\$124,900

Information Technology

Mission

To promote and support the use of Information Technology (IT) and Geographical Information Systems (GIS) to provide secure, reliable, high-quality resources, innovative assistance, and leadership in IT matters to enable the organization to achieve its goals and objectives.

Services provided

- 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 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 post-project continuous improvement.
- 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.
- Freedom of Information (FOI)/MFIPPA Requests and Legal case search.
- 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 and security for Town public facing web properties including uptime/accessibility/cybersecurity monitoring.
- Provide IT end-user training to staff and Council.
- Provision of IT backup, business continuity and disaster recovery planning services.
- Software licensing management.
- Provision of IT services and support for the Library and the Craigleith Heritage Depot.

2023 Work Plan

IT staff work to maintain secure and reliable IT services. Some of the responsibilities associated with these efforts include:

- Maintenance of Corporate databases that house property, financial, asset, mapping, work order and service request data. Requirements for user functionality and user work processes change frequently across the organization; IT provides project management, security, programming and infrastructure support services for these application and database systems
- Annual replacement of IT hardware, mobile devices, networking infrastructure and software
- Onboarding, offboarding and training users

Information Technology

- Continuous upgrading and testing of security and software systems to ensure Town security, privacy and legislative data requirements are met
- Assistance to other Departments for sourcing and purchasing IT related services and projects
- Ongoing technical support for all software systems providing security analyses, project management, programming and working with software vendors to arrive at solutions to business needs
- On-site technical support for all Council and Committee of the Whole meetings
- Support for staff in all departments via the IT, CityWorks and GIS help desks.

IT staff will also be involved in many continuing and new projects across the organization in 2023:

- Implementation of new Help desk software to improve IT service delivery to the corporation
- Upgrades and maintenance of the corporate video surveillance system, replacement of older technology systems
- The online services web portal upgraded in 2023 to allow for online payments for building permits, with other payment types to follow
- Implementation of a fibre optic corporate network connection between Town Hall and the Water Plant. This Town owned link will replace an existing wireless network to improve reliability and speed of electronic communication between the Water Plant and Town Hall
- Creation of a 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 manner
- Support for the purchase and implementation of a new Human Resources Management system
- Implementation of a new Roads needs software system to support the 2023 Asset Management Plan
- Support for the residential water meter replacement project in Operations
- Continued support and project management for the digitization of paper processes identified as part of the Document Management project
- IT Disaster Recovery plan development
- Third-party IT Security posture assessment/audit including the internal and external assets.

Information Technology

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
IT/GIS Help Desk Tickets Created Annually	3,013	2,470	2,500
Number of email messages blocked as spam Annually	Unavail	751,416	750,000
Number of email messages received by mail server Annually (does not include spam)	Unavail	654,204	660,000
Number of email messages sent by mail server annually	Unavail	220,956	221,000
Number of Service Requests recorded in CityView	1,433	1,784	1,800
Number of incoming phone calls at all Town sites	84,680	77,473	78,000
Number of outgoing phone calls from all Town sites	22,880	31,357	32,000
Users Supported	230	240	250
Servers Supported	88	78	80
Number of Smartphones Supported	147	152	155
Number of Tablets Supported	15	14	15
Number of FOI and legal file/email searches performed annually	9	15	12
Number of committee members supported with email and file shares	17	17	17
Number of uses of staff and public interactive maps	14,409	8,563	9,000

2023 Budget Commentary

The 2023 Information Technology Budget has remained consistent with the 2022 Budget other than some small increases. The increase in Communications is mostly due to moving remote office internet expenses into the Information Technology budget.

Information Technology

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	564,216	705,429	737,181	753,644	771,270
Administrative Expenses	2,881	2,750	3,010	3,010	3,010
Operating Expenses	146	0	0	0	0
Communications	40,969	43,480	53,528	55,328	57,128
Personnel and Training	8,247	13,750	10,800	10,800	10,800
Utilities	0	0	0	0	0
Equipment Related	469,066	488,424	490,800	515,800	540,800
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	189	0	0	0	0
Purchased Services	0	25,000	0	30,000	0
Debt Payments	0	0	0	0	0
Financial Expenses	228	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	1,085,940	1,278,833	1,295,319	1,368,582	1,383,008
Transfers					
Transfers to Capital	0	-110,460	0	0	0
Transfers to Reserves	277,160	275,000	350,000	375,000	400,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-1,057,061	-1,057,061	-984,867	-994,220	-1,003,744
Total Transfers	-779,901	-892,521	-634,867	-619,220	-603,744
Total Transfers and Expenses	306,039	386,311	660,452	749,361	779,265
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	2,820	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	2,820	0	0	0	0
Net Cost of Service (Taxation)	303,219	386,311	660,452	749,361	779,265

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 performs 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.

Previously Approved Projects

Project	Fibre Network Connection
Budget	\$220,000
Project Manager	Manager of Information Technology
Update	Staff are including this work in various road reconstruction projects to eliminate duplications.

2023 Capital Budget

Project	Council Chamber Audio Equipment Replacement
Description	This project is an equipment refresh for the audio/visual equipment in Council Chambers. The current equipment will be 12 years old in 2023 and is already past the end of its expected life. Replacement equipment will be better suited to the current expectations for this room.
Project Manager	Manager of Information Technology
Budget	\$100,000 Replacement Equipment
Funding	\$100,000 Council Reserve

Project	Continuous Improvements
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	\$ 385,000 Replacement Equipment
Funding	\$ 8,000 Harbour Reserve \$ 12,000 Development Engineering Fees \$ 16,000 Wastewater Asset Replacement Reserve Fund \$ 24,000 Building Rate Stabilization Reserve Fund \$ 24,000 Water Asset Replacement Reserve Fund \$ 35,000 Taxation (Library) \$ 266,000 IT Asset Replacement Reserve Fund \$ 385,000 Total Funding

Information Technology

Project	Communication Improvements	
Description	<p>This project will replace the corporate communications towers at the Ravenna, Landfill and Lakeshore Sewage Lift Station sites. Communication to Town buildings in these areas has degraded significantly during 2022 because of line-of-sight issues to the Water Tower (due to tall trees), which they connect to. These older towers are also becoming difficult to support; they were not originally designed for their current and expanding corporate usage.</p> <p>This project will also look to improve the radio communications in the rural areas used by Roads and the Fire Department.</p>	
Project Manager	Infrastructure and Security Supervisor	
Budget	\$ 500,000 Replacement Equipment \$ 50,000 Contingency \$ 550,000 Total Budget	
Funding	\$ 137,500 Wastewater Asset Replacement Reserve Fund \$ 137,500 Water Asset Replacement Reserve Fund \$ 137,500 Fire Asset Replacement Reserve Fund \$ 137,500 Roads Equipment Asset Replacement Reserve Fund \$ 550,000 Total Funding	

Project	Financial Software Replacement	
Description	<p>The Town is quickly outgrowing the capabilities of the financial software, which includes General Ledger, Taxation, Utilities, Purchase Order system, Tangible Capital Assets, Payroll, Budget, and financial reporting. It is important that the Town has a robust/reliable financial system to keep up with the demands on the Town's finances. In addition, the Town's current software provider is ending their system support in the next three to five years. Staff have included an 18-month contract to help see this software implementation through to completion as almost all departments in the Town will be involved. The preliminary schedule is to award the contract by end of 2023 with a go live date of January 1, 2025.</p> <p>Staff are recommending using unfinanced at this time until a better breakdown can be done on which departments, and therefore funding sources, (such as water, wastewater and building user-fees) benefit from the software.</p>	
Project Manager	Deputy Treasurer/Manager of Accounting and Budgets and Manager of Information Technology	
Budget	\$ 150,000 Contract Salaries and Benefits \$1,000,000 Software \$ 100,000 Contingency \$1,250,000 Total Budget	
Funding	\$1,250,000	Unfinanced

Information Technology

Total Number of Projects:	4																								
Total Budget:	\$2,285,000																								
Total Funding by Source:	<table> <tr><td>\$ 8,000</td><td>Harbour Reserve</td></tr> <tr><td>\$ 12,000</td><td>Development Engineering Fees</td></tr> <tr><td>\$ 24,000</td><td>Building Rate Stabilization Reserve Fund</td></tr> <tr><td>\$ 35,000</td><td>Taxation (Library)</td></tr> <tr><td>\$ 100,000</td><td>Council Reserve</td></tr> <tr><td>\$ 137,500</td><td>Fire Asset Replacement Reserve Fund</td></tr> <tr><td>\$ 137,500</td><td>Roads Equipment Asset Replacement Reserve Fund</td></tr> <tr><td>\$ 153,500</td><td>Wastewater Asset Replacement Reserve Fund</td></tr> <tr><td>\$ 161,500</td><td>Water Asset Replacement Reserve Fund</td></tr> <tr><td>\$ 266,000</td><td>IT Asset Replacement Reserve Fund</td></tr> <tr><td>\$1,250,000</td><td>Unfinanced</td></tr> <tr><td>\$2,285,000</td><td>Total Funding</td></tr> </table>	\$ 8,000	Harbour Reserve	\$ 12,000	Development Engineering Fees	\$ 24,000	Building Rate Stabilization Reserve Fund	\$ 35,000	Taxation (Library)	\$ 100,000	Council Reserve	\$ 137,500	Fire Asset Replacement Reserve Fund	\$ 137,500	Roads Equipment Asset Replacement Reserve Fund	\$ 153,500	Wastewater Asset Replacement Reserve Fund	\$ 161,500	Water Asset Replacement Reserve Fund	\$ 266,000	IT Asset Replacement Reserve Fund	\$1,250,000	Unfinanced	\$2,285,000	Total Funding
\$ 8,000	Harbour Reserve																								
\$ 12,000	Development Engineering Fees																								
\$ 24,000	Building Rate Stabilization Reserve Fund																								
\$ 35,000	Taxation (Library)																								
\$ 100,000	Council Reserve																								
\$ 137,500	Fire Asset Replacement Reserve Fund																								
\$ 137,500	Roads Equipment Asset Replacement Reserve Fund																								
\$ 153,500	Wastewater Asset Replacement Reserve Fund																								
\$ 161,500	Water Asset Replacement Reserve Fund																								
\$ 266,000	IT Asset Replacement Reserve Fund																								
\$1,250,000	Unfinanced																								
\$2,285,000	Total Funding																								

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Council Chambers Audio Visual Equipment Replacement	\$100,000				
Communication Improvements	\$550,000				
Financial Software Upgrade	\$1,000,000				
Harbour Video Surveillance System			\$50,000		
Continuous Improvements	\$385,000	\$400,000	\$415,000	\$430,000	\$445,000
Total Project Cost	\$2,035,000	\$400,000	\$465,000	\$430,000	\$445,000
Funding Sources	2023	2024	2025	2026	2027
Reserve/Reserve Funds	\$2,000,000	\$364,000	\$427,000	\$391,000	\$404,000
Taxation	\$35,000	\$36,000	\$38,000	\$39,000	\$41,000
Total Funding	\$2,035,000	\$400,000	\$465,000	\$430,000	\$445,000

Facilities and Fleet

Mission

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

- Health and Safety;
- Facility Efficiency and Longevity;
- 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.

2023 Work Plan

- To complete a full HVAC recommissioning of Town Hall. This work will improve operating efficiencies and occupant comfort. Key deliverables include replacing antiquated control systems, upgrading Heat Pump systems were required and create better local comfort for staff.
- To complete redesign of Town Hall basement level to accommodate the Towns increasing staff population. Completion of this project will improve staffing economies and allow the Town to in source working locations.
- To complete refurbishment of Fire Station#2 to maintain a safe and comfortable working environment for Fire staff.
- To continue to transition the Town fleet into newer more efficient vehicles. Additionally, to find operational opportunities in the current fleet complement to potentially reduce fleet size and reduce fleet stagnation.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Major Facilities	11	11	11
Pumping/Booster Stations	14	14	14
Minor/Seasonal Facilities	16	16	16
Fleet	42	42	40

2023 Budget Commentary

The 2023 Facilities and Fleet budget is largely remaining consistent with the 2022 Budget; however, staff are forecasting a major increase in expenses for Vehicle and Fleet Related costs. This is primarily due to the increasing cost of fuel that staff do not expect to decrease in 2023. 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

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	96,004	124,646	129,665	138,173	142,027
Administrative Expenses	0	0	0	0	0
Operating Expenses	408	650	500	500	500
Communications	435	250	300	300	300
Personnel and Training	3,049	2,475	2,000	2,000	2,000
Utilities	933,304	1,009,040	950,525	981,275	1,011,775
Equipment Related	32,500	32,500	50,000	75,000	100,000
Vehicle and Fleet Related	156,872	87,220	149,000	152,000	155,000
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	10,625	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	155,049	211,150	97,100	102,000	107,100
Premise and Site	226,499	225,400	178,550	182,100	186,150
Total Expenses	1,614,745	1,693,331	1,557,640	1,633,348	1,704,852
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	75,000	75,000	300,000	325,000	350,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-1,809,799	-1,809,799	-1,811,458	-1,908,568	-2,001,215
Total Transfers	-1,734,799	-1,734,799	-1,511,458	-1,583,568	-1,651,215
Total Transfers and Expenses	-120,054	-41,468	46,181	49,780	53,637
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	1,419	4,300	4,300	4,300	4,300
Subsidies	0	0	0	0	0
Total Revenue	1,419	4,300	4,300	4,300	4,300
Net Cost of Service (Taxation)	-121,473	-45,768	41,881	45,480	49,337

Facilities and Fleet

The Facilities and Fleet Division is responsible for the capital repairs and improvements to all Town owned and operated facilities and fleet.

Previously Approved Projects

Project	Craigleith Heritage Depot Renovations ICIP Grant
Budget	\$406,250
Project Manager	Manager of Facilities and Fleet
Update	Due to the extended order time for most construction materials staff were unable to complete this project in 2022, however staff are expecting to complete this project in 2023.

Project	BVCC Renovations ICIP Grant
Budget	\$1,718,750
Project Manager	Manager of Facilities and Fleet
Update	Due to the extended order time for most construction materials staff were unable to complete this project in 2022, however staff are expecting to complete this project in 2023.

Project	Ravenna Roads Depot Improvements and Expansion
Budget	\$8,561,000
Project Manager	Manager of Facilities and Fleet
Update	Staff have started this multi-year project and are expecting construction to be completed by 2025.

2023 Capital Budget

Project	L.E. Shore Memorial Library Washroom Renovations
Description	The washrooms at the library are original to the building and are in need of some renovations and upgrades, including some AODA improvements. This budget has grant funding attached to it and staff will only proceed if a grant can be secured for these works.
Project Manager	Manager of Facilities and Fleet
Budget	\$150,000 Contract Services
Funding	\$150,000 Grant

Facilities and Fleet

Project	Capital Works at Town Facilities
Description	<p>Fire Hall 2 (Craigleith) Washroom Minor Renovations - \$25,000</p> <p>Various Works at Water and Wastewater Facilities - \$100,000</p> <p>Town Hall Basement Renovations (including new office furniture) - \$100,000</p> <p>Town Hall HVAC Replacement and Upgrades Engineering - \$300,000</p>
Project Manager	Manager of Facilities and Fleet
Budget	<p>\$ 50,000 Office Furniture</p> <p>\$ 175,000 Contract Services</p> <p>\$ 300,000 Engineering</p> <p>\$ 525,000 Total Budget</p>
Funding	<p>\$ 25,000 Fire Asset Replacement Reserve Fund</p> <p>\$ 25,000 Building Rate Stabilization Reserve Fund</p> <p>\$ 50,000 Water Asset Replacement Reserve Fund</p> <p>\$ 50,000 Wastewater Asset Replacement Reserve Fund</p> <p>\$ 75,000 Working Capital</p> <p>\$ 300,000 Facilities Asset Replacement Reserve Fund</p> <p>\$ 525,000 Total Funding</p>

Total Number of Projects:	2
Total Budget:	\$675,000
Total Funding by Source:	<p>\$ 25,000 Fire Asset Replacement Reserve Fund</p> <p>\$ 25,000 Building Rate Stabilization Reserve Fund</p> <p>\$ 50,000 Water Asset Replacement Reserve Fund</p> <p>\$ 50,000 Wastewater Asset Replacement Reserve Fund</p> <p>\$ 75,000 Working Capital</p> <p>\$ 150,000 Grant</p> <p>\$ 300,000 Facilities Asset Replacement Reserve Fund</p> <p>\$ 675,000 Total Funding</p>

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Capital Works at Town Facilities	\$525,000	\$500,000	\$500,000	\$500,000	\$500,000
L.E. Shore Memorial Library Washrooms	\$150,000				
Total Project Cost	\$675,000	\$500,000	\$500,000	\$500,000	\$500,000
Funding Sources	2023	2024	2025	2026	2027
Grant	\$150,000				
Reserve/Reserve Funds	\$525,000	\$500,000	\$500,000	\$500,000	\$500,000
Total Funding	\$675,000	\$500,000	\$500,000	\$500,000	\$500,000



2023 Proposed Budget

Fire Services

Fire Services

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.

2023 Work Plan

The Fire Master Plan was endorsed by Council on May 24, 2022 and identified 38 recommendations. Fire Department staff will continue to work through these and will prioritize recommendations and implementations and bring to Council if they have budgetary impacts. In July 2022, the Province enacted O. Reg 343/22: Firefighter Certification training for all firefighters. The Fire Department will work towards this certification deadline as it is mandatory to be completed by 2026. The Department will explore the most cost-effective and efficient solution to this Provincial mandate.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Volunteer Firefighters	26	24	32
Total Emergency Responses	315	324	342
Rescue/Assisting other Agencies	121	137	143
False Alarms/human perceived emergencies	137	156	164
Pre-fire Conditions	41	20	23
Chimney/Vehicle/Structural/Outdoor Fires	16	11	12
Training Hours	1,395	1,250	1,670
Fire Inspections	265	297	1,250

Footnotes:

- Volunteer Firefighters – currently recruiting for additional volunteers.
- Training Hours – 2022 training hours continued with Platoon system that was implemented due to COVID-19.
- Total emergency responses – estimates until the end of 2022.
- Fire inspections – COVID-19 impacted the number of fire inspections as the Fire Department was unable to enter structures for their annual inspection.

2023 Budget Commentary

Significant increase to training as Province has implemented mandatory certification requirements to all firefighters by 2026.

Increased apparatus/equipment repair budget as fleet ages and number of response occurrences increase are higher than in the past. Costs for future apparatus replacement will have to be increased to reflect current and future increases. The industry tells us approximate increase will be 7% per year.

Communications budget with fire dispatch has increased as they move to another software provider aligned with upcoming enhanced 911 system.

Fire Services

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	1,674,066	2,019,261	2,042,514	2,158,122	2,458,670
Administrative Expenses	11,384	13,630	37,265	25,565	27,315
Operating Expenses	4,384	6,700	11,350	11,350	11,350
Communications	29,942	36,995	41,400	43,050	44,700
Personnel and Training	15,286	66,100	43,150	42,675	43,605
Utilities	0	0	0	0	0
Equipment Related	24,373	46,550	47,200	48,200	49,200
Vehicle and Fleet Related	77,564	47,500	55,050	55,350	55,650
Legal Expenses	149	10,000	0	0	0
Consulting	156	250	450	450	450
Purchased Services	1,248	17,540	17,540	17,540	17,540
Debt Payments	0	0	0	140,573	140,573
Financial Expenses	10,443	18,900	10,500	11,000	11,600
Premise and Site	8,902	10,109	5,500	5,625	5,750
Total Expenses	1,857,897	2,293,534	2,311,919	2,559,500	2,866,403
Transfers					
Transfers to Capital	80,000	80,000	0	0	0
Transfers to Reserves	310,000	310,000	358,000	400,000	445,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	320,193	320,193	360,701	367,873	374,900
Total Transfers	710,193	710,193	718,701	767,873	819,900
Total Transfers and Expenses	2,568,090	3,003,727	3,030,620	3,327,373	3,686,304
Revenue					
Grants and Donations	16,099	4,000	8,000	8,000	8,000
External Revenue	26,968	187,850	50,000	50,000	50,000
Subsidies	0	0	0	0	0
Total Revenue	43,067	191,850	58,000	58,000	58,000
Net Cost of Service (Taxation)	2,525,023	2,811,877	2,972,620	3,269,373	3,628,304

Fire Services

Previously Approved Projects

Project	Aerial Pumper Replacement
Budget	\$ 1,500,000
Project Manager	Fire Chief
Update	Staff have completed the purchasing process for this replacement and have ordered the new truck, delivery is expected in late 2023/early 2024.

2023 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. In 2023 the entire SCBA inventory needs to be replaced including firefighter packs, face pieces, and cylinders.
Project Manager	Fire Chief
Budget	\$525,000
Funding	\$525,000 Fire Asset Replacement Reserve Fund

Total Number of Projects:	1
Total Budget:	\$525,000
Total Funding by Source:	\$525,000 Fire Asset Replacement Reserve Fund

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Equipment Replacement	\$525,000	\$215,000	\$75,000	\$90,000	\$75,000
Large Fleet Replacement		\$950,000		\$950,000	
Total Project Cost	\$525,000	\$1,165,000	\$75,000	\$1,040,000	\$75,000
Funding Sources	2023	2024	2025	2026	2027
Reserve/Reserve Funds	\$525,000	\$1,165,000	\$75,000	\$1,040,000	\$75,000
Total Funding	\$525,000	\$1,165,000	\$75,000	\$1,040,000	\$75,000

Fees and Charges

Fire Department Services

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Request for Fire Report	\$55.00	
Request for Property Information Letter	\$55.00	
Inspection of all Premises or Buildings⁶		
First Inspection	No charge	
Second Inspection	\$150.00 per hour	\$155.00
Additional Inspection (per call back)	Double hourly fee	
Inspection/letter required by A.G.C.O. ⁷	\$150.00	\$155.00
Apparatus Standby (per hour) ⁸	\$400.00	\$415.00
Standby for suspicious fire (per hour per firefighter)	\$80.00	\$85.00

⁶ Not including initial inspection resulting from a building permit application or inspections required by legislation.

⁷ Inspection of public hall facilities, restaurant and licensed facilities that are requested by owner.

⁸ Includes use of Fire Department Apparatus and two firefighters.

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Response to a non-emergency activation of a Fire Alarm/Early Warning System		
1 st occurrence ^{9,10}	No charge	
2 nd occurrence ^{9,10}	\$315.00	\$325.00
3 rd occurrence ⁹	\$800.00	\$825.00
4 th occurrence and subsequent ⁹	\$1,050.00	\$1,080.00
Fire Prevention Officer and Inspector (per hour) ¹¹	\$80.00	\$85.00
Fire Safety Plan Review (per hour)	\$80.00	\$85.00
Special Occasion Permit Inspections		
Initial Inspection	\$80.00	\$85.00
Additional Inspection (per call back)	\$160.00	\$165.00
Fireworks		
Approval	\$80.00	\$85.00
Inspection	\$125.00	\$130.00

⁹ Non-emergency activation of a Fire Alarm/Early Warning System within the calendar year.

¹⁰ \$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.

¹¹ For commercial, industrial, condominium, and association groups.

Fees and Charges

Emergency Response Services

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Vehicle Extrication on Municipal Streets, non-residents		
Labour – Volunteer Firefighter	\$50.00 per staff/hr	
Labour – Full-time Firefighter	\$80.00 per staff per hour	\$85.00 per staff per hour
Machine Use – Small Vehicle	\$200.00 per machine/hr	\$205.00 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 – Volunteer Firefighter	\$50.00 per staff/hr	
Labour – Full-time Firefighter	\$80.00 per staff per hour	\$85.00 per staff per hour
Machine Use – Small Vehicle	\$200.00 per machine/hr	\$205.00 per machine/hr
Machine Use – Large Vehicle	Current MTO Rates	
Rescue, High Angle Rescue, Cold Water Rescue		
Labour – Volunteer Firefighter	\$50.00 per staff/hr	
Labour – Full-time Firefighter	\$80.00 per staff per hour	\$85.00 per staff per hour
Machine Use – Small Vehicle	\$200.00 per machine/hr	\$205.00 per machine/hr
Machine Use – Large Vehicle	Current MTO Rates	
Illegal Burning		
Labour – Volunteer Firefighter	\$50.00 per staff/hr	

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Labour – Full-time Firefighter	\$80.00 per staff per hour	\$85.00 per staff per hour
Machine Use – Small Vehicle	\$200.00 per machine/hr	\$205.00 per machine/hr
Machine Use – Large Vehicle	Current MTO Rates	
Additional Equipment, Material, and Resources ¹²	100% of Cost	
Fire Department Response Fees – Indemnification Technology ¹³	Current MTO rate per vehicle per hour, plus personnel cost, plus any additional costs for each and every call	

¹² 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.

¹³ Should the insurer pay the coverage to the property owner, the property owner is liable to remit these funds to the Town or its representative.

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2023 Proposed Budget

Legal Services

Legal Services

This Department budget includes:

- Legal Services (Page 81)
- By-law Services (Page 83)
- Licensing (Page 87)

Legal Services

Mission

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

2023 Work Plan

- Finalize new Development Agreement templates.
- Work with other departments on standardizing development policy and process.
- Finalize and obtain Council approval of real estate acquisition and disposition policies.

Non-Financial Statistics

In 2022, the Legal Department:

- Drafted > 20 development agreements (pre-servicing, site plan, subdivision, master development).
- Negotiated 5 real estate transactions.
- Reviewed numerous commercial contracts.
- Attended several Ontario Land Tribunal hearings.
- Reviewed and researched dozens of land title issues/questions.
- Provided legal services and advice to all departments and Council.

2023 Budget Commentary

The 2023 Legal Services Budget remains relatively consistent with the 2022 budget. Salaries and Benefits for the Legal Services Budget will see a decrease as staff time is split between Legal Services, By-law Services and Licensing Services.

The Legal Services department dedicates much of its time to real estate and development issues, including: the negotiating and closing of real estate transactions; the review of and research of property title and related issues; the negotiation, drafting and execution of development agreements; and general legal advice on matters related to land use planning, development, and real estate.

Legal Services also works closely with outside legal counsel on litigation matters and provides general legal and strategic advice/service to the entire Corporation on a variety of legal and quasi-legal issues.

Legal Services

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	193,599	184,526	170,151	174,861	179,846
Administrative Expenses	162	2,000	850	850	850
Operating Expenses	0	0	0	0	0
Communications	7,844	1,250	1,750	1,750	1,750
Personnel and Training	3,015	4,700	5,400	5,500	5,600
Utilities	0	0	0	0	0
Equipment Related	1,049	1,250	1,500	1,500	1,500
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	224,677	106,000	107,500	107,500	107,500
Consulting	1,458	25,000	25,000	25,000	25,000
Purchased Services	10,000	10,000	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	441,805	334,726	312,151	316,961	322,046
Transfers					
Transfers to Capital	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	-90,186	-90,186	-106,857	-106,778	-106,684
Total Transfers	-90,186	-90,186	-106,857	-106,778	-106,684
Total Transfers and Expenses	351,618	244,540	205,294	210,183	215,362
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	42	150	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	42	150	0	0	0
Net Cost of Service (Taxation)	351,576	244,390	205,294	210,183	215,362

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.

2023 Work Plan

- Research new dog-at-large pound possibilities.
- Regular updates to By-laws: Signs, Noise, Property Standards – as resources allow.
- Accelerate Officer training programs.

Non-Financial Statistics

In 2022 (to Nov. 30), the By-law Department:

- Issued 1,507 parking tickets
- Received \$93,122.77 in parking ticket fines
- Issued 112 Administrative Monetary Penalties related to Short Term Accommodations, equaling \$104,125 in penalties.

2023 Budget Commentary

The 2023 By-law Budget sees increases in Salaries and Benefits, Purchased Services and Financial Expenses. The increases in Salaries and Benefits is for staff moving through the compensation grid. Purchases Services expenses are increasing due to administrative monetary penalty screening and hearing officers. Financial expenses are increasing with a forecasted budget of \$10,000 for uncollectible administrative monetary penalties.

Budgeted Revenues have decreased to a level that is closer to what is forecasted to be collected in 2022.

The 2023 budget proposes to add two summer students who will focus on parking issues in the waterfront and rural recreation areas. In the past, the department has used Summer Students, but it has been inconsistent, and staff believe the demand and resources required to effectively enforce on-street and paid parking justifies the regular hiring of summer students. It is expected that these students will be revenue neutral, though they will take much of the ticket-writing responsibility off of the full-time officers, leaving them to focus on other, more complex matters.

By-law Services

2023 Operating Budget

	2022 Forecasted	2022 Budget	Projected 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	655,228	530,109	555,683	483,253	500,691
Administrative Expenses	5,465	5,850	5,150	5,150	5,150
Operating Expenses	24	0	0	0	0
Communications	14,189	15,950	15,500	15,500	15,500
Personnel and Training	10,073	8,100	11,700	9,760	9,830
Utilities	0	0	0	0	0
Equipment Related	56	0	500	500	500
Vehicle and Fleet Related	10,908	0	0	0	0
Legal Expenses	3,250	0	5,000	5,000	5,000
Consulting	1,888	0	0	0	0
Purchased Services	15,394	5,000	15,000	15,000	15,000
Debt Payments	0	0	0	0	0
Financial Expenses	8,250	8,250	14,200	14,300	14,400
Premise and Site	0	500	0	0	0
Total Expenses	724,724	573,759	622,733	548,463	566,071
Transfers					
Transfers to Capital	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	192,346	192,346	200,348	202,964	205,624
Total Transfers	192,346	192,346	200,348	202,964	205,624
Total Transfers and Expenses	917,071	766,106	823,081	751,427	771,695
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	217,019	395,000	251,400	264,700	269,000
Subsidies	0	0	0	0	0
Total Revenue	217,019	395,000	251,400	264,700	269,000
Net Cost of Service (Taxation)	700,051	371,106	571,681	486,727	502,695

By-law

Summer Students

Business Need

Relieve burden of conducting parking enforcement in the summer months.

Strategic Alignment

By hiring two, 4-month summer student contracts every summer, the Division will enable the full-time complement of officers to provide better, and more complex service to the Town.

Options or Solutions Analysis

1. Hire Two Summer Officers.
2. Do not hire and absorb the burden with existing staff.

Financial and/or Non-Financial Benefits

It is anticipated that dedicated parking officers will cover 75% of the highest volume areas of parking concern, including the paid parking areas, beaches and recreational areas. This will lighten the load on the full-time officers and allow them to dedicate their time to other By-law priorities.

It is anticipated that these officers will cover their costs in parking ticket revenue, though that will be somewhat offset by an expected decrease in ticket revenue from other officers.

Risk Analysis

The risk is that the officers fail to generate enough ticket revenue to offset their costs, or do not generate the level of expected parking compliance.

Without additional vehicles, the Division will have to be strategic in vehicle allocation use amongst the officers.

Recommendation

That the Town hire two summer by-law students, with the intent of making the hiring permanent.

Implementation Plan

Recruit in Spring 2023 during other summer student recruitment and have officers start before or as close to May 24, 2023 long weekend as possible.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Salaries and Benefits	\$44,800	\$45,900	\$47,000	\$47,900	\$48,900
IT Software/Hardware	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Operating Costs	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Total Expenditures	\$56,800	\$57,900	\$59,000	\$59,900	\$60,900
Funding					
Taxation	\$56,800	\$57,900	\$59,000	\$59,900	\$60,900
Funding Total	\$56,800	\$57,900	\$59,000	\$59,900	\$60,900

Licensing

Mission

To provide a professional Municipal Licensing Program to ensure safe, respectful, adequate and properly maintained Short Term Accommodations for visitors to the Town.

2023 Work Plan

1. Housekeeping update to Licensing and Administrative Monetary Penalties By-laws.
2. Continue to review additional classes of License.

Non-Financial Statistics

Description	2022
STA Licenses Issued/pending (Jan. to Nov. 30, 2022)	175
Total # of STA Licenses (as of Nov.30,2022)	318
STA License Revenue Received	\$485,541.07

2023 Budget Commentary

The 2023 Licensing budget will see an increase in its Salaries and Benefits as more staff time from other Divisions is allocated to the Licensing Division.

The Licensing Division is fully funded by license fees and has no impact on taxation.

The Town issues Short Term Accommodation Licenses for two-year terms. Even-numbered years (e.g., 2022) have higher number of STA renewals. In 2023, the Division expects to see approximately ~100 License renewals, and ~25 new Licenses.

Licensing

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	93,156	312,423	416,126	429,399	443,605
Administrative Expenses	702	2,400	500	500	500
Operating Expenses	0	0	0	0	0
Communications	0	400	500	500	500
Personnel and Training	0	3,300	500	500	500
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	15,000	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	3,300	3,300	6,200	6,300	6,400
Premise and Site	0	0	0	0	0
Total Expenses	97,158	336,823	423,826	437,199	451,505
Transfers					
Transfers to Capital	6,000	6,000	0	0	0
Transfers to Reserves	514,731	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-3,870	-214,765	66,199	-229,791
Interfunctional Transfers	31,089	31,089	31,739	32,402	33,086
Total Transfers	551,820	33,219	-183,026	98,601	-196,705
Total Transfers and Expenses	648,978	370,042	240,800	535,800	254,800
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	648,978	370,042	240,800	535,800	254,800
Subsidies	0	0	0	0	0
Total Revenue	648,978	370,042	240,800	535,800	254,800
Net Cost of Service (Taxation)	0	0	0	0	0

Fees and Charges

Short Term Accommodation (STA) Licensing

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Application Submission	\$55.00	\$56.65
Initial STA Licensing Fee - Type A (2-year term)	\$2,300.00	\$2,375.00
Initial STA Licensing Fee - Type B (2-year term)	\$2,300.00	\$2,375.00
Initial STA Licensing Fee - Type C (2-year term)	\$2,350.00	\$2,425.00
Initial STA Licensing Fee - Type D (2-year term) plus Planning Fees	\$550.00	\$565.00
Fire Safety Inspection	\$150.00	\$155.00
Fire Re-inspection Fee (paid prior to 2nd inspection)	\$300.00	\$310.00
Fire Re-inspection Fee (paid prior to 3rd and each additional inspection)	\$450.00	\$465.00
STA Re-inspection Fee for By-law Staff (paid prior to 2nd inspection)	\$130.00	\$135.00
STA Re-inspection Fee for By-law Staff (paid prior to 3rd and each additional inspection)	\$185.00	\$190.00
Appeal to Licencing Appeal Committee	\$525.00	\$540.00
Late Renewal Fee	\$100.00	\$105.00
Replacement License Placard	\$50.00	
License Eligibility Inquiry Fee	\$75.00	\$80.00

Fees and Charges

Administrative Fees

Late Payment Fee	\$30.00	
Screening No Show Fee	\$130.00	\$135.00
Hearing No Show Fee (with notice of less than three business days)	\$365.00	\$375.00
Land Title Search Fee	\$45.00	

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.



2023 Proposed Budget

Planning and Development Services

Planning and Development Services

This Department budget includes:

- Planning Services (Page 93)
- Development Engineering (Page 95)
- Building Services (Page 100)

Planning Services

Mission

To provide professional land use planning services to the community while implementing the vision for how land is used, as outlined by the Official Plan.

2023 Work Plan

- Continue the five (5) year Town Official Plan Review (OPR) project.
- Continue the update of the Town's Community Design Guidelines.
- Complete a Town-wide Urban Natural Heritage Study.
- Continue the update to the Tree Preservation By-law.
- Complete a Highway 26 Streetscape Master Plan.
- Complete Office Consolidation & Housekeeping Update of the Town's Zoning Bylaw.
- Complete an update to the Pre-Consultation By-law for new Development Projects.
- Complete a review for efficiencies through delegated approval authority from the County to the Town and from Council to staff.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Site Plan Applications	15	15	15
Zoning By-law Amendment Applications	17	15	15
Official Plan Amendment Applications	0	1	1
Consent Applications	9	9	9
Minor Variance Applications	36	62	55
Niagara Escarpment Commission	17	17	17
Plans of Subdivision and Condominium	3	6	5
Pre-Consultations	38	22	26
Telecommunications Systems	2	1	1
Ontario Land Tribunal Appeals	8	4	5

2023 Budget Commentary

The Planning Division continues to process active development applications and create new and updated policies that govern development within the Town. Since 2017 the Town has experienced strong community growth resulting in a boom of development applications. In 2022 the Planning Division experienced significant staff turnover due to industry changes and other employment opportunities. As a result, the Planning Division includes five brand new staff that will require additional training and experience. The focus will be on facilitating the review of development files that are not anticipated to significantly deviate from previous years. However, a number of policy projects will be continuing or starting up to strengthen the policy framework within the Town and to respond to sweeping changes to provincial legislation including *Bill 109: More Homes for Everyone Act, 2022* and proposed *Bill 23: More Homes Built Faster Act, 2022*.

Planning Services

\$400,000 has been added in, under Financial Expenses, for the actionizing of the Town's Community Improvement Plan. For 2023, the funding for this is \$300,000 from the Town's Community Improvement Plan Reserve Fund and \$100,000 from contributions received from the County of Grey.

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	711,869	796,756	974,466	962,643	939,393
Administrative Expenses	4,870	20,850	8,400	8,400	8,400
Operating Expenses	0	50	0	0	0
Communications	10,835	14,800	9,600	9,600	9,600
Personnel and Training	17,601	29,250	18,700	18,880	19,070
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	10,874	25,000	0	0	0
Consulting	1,231	28,000	100,000	100,000	100,000
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	22,500	22,500	403,400	323,600	323,800
Premise and Site	0	0	0	0	0
Total Expenses	779,780	937,206	1,514,566	1,423,123	1,400,263
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	60,000	60,000	147,694	164,477	169,097
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-300,000	-300,000	-300,000
Interfunctional Transfers	339,504	339,504	351,208	351,537	351,918
Total Transfers	399,504	399,504	198,902	216,014	221,015
Total Transfers and Expenses	1,179,284	1,336,710	1,713,468	1,639,137	1,621,278
Revenue					
Grants and Donations	0	0	100,000	20,000	20,000
External Revenue	503,663	632,275	553,600	563,800	574,300
Subsidies	0	0	0	0	0
Total Revenue	503,663	632,275	653,600	583,800	594,300
Net Cost of Service (Taxation)	675,621	704,435	1,059,868	1,055,337	1,026,978

Development Engineering

Mission

To provide professional development engineering services for the Town, stakeholders and community.

2023 Work Plan

Development Engineering has approximately 100 Development Projects, of which roughly 40 are active. It is anticipated that approximately 500 lots will be created during 2023 to resupply a very depleted market. In addition to working on progressing Development sites, the following special projects will be advanced in 2023:

- Developer funded rectification of Drainage deficiencies in Lora Bay.
- Drainage Act (Developer Funded) capacity enhancements on Watercourses 7, 8 and 9, in concert with consideration of issues on Watercourses 6 and 10.
- DC funded / Developer constructed improvements of Jozo Weider Road from Grey 19 to 50 m south of Fairway Court.
- Developer construction of the 10th Line Water Booster Pumping Station upgrade works.
- Assisting with completion of the Townwide Master Drainage Plan, the update to the Engineering Standards, and Water and Sanitary servicing capacity analyses.
- Better defining Town Development related internal roles and responsibilities through an updated RASCI matrix.
- Updating the existing Town Fill / alteration of Grade Bylaw.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Subdivisions Assumed (lane-km of roadway)	1.2	3.0	4.02
Securities Released	\$9,313,908.74	\$7,559,909.08	\$10,000,000.00

2023 Budget Commentary

The Development Engineering Division is significantly impacted by trends related to Provincial regulatory changes enacted through Bill 109 and Bill 23, shifting consultation expectations amongst Indigenous communities, climate change, increased commercial uncertainty, and tightening labour markets. These have all increased pressure within the development sector and underscore the need for staff capacity to navigate these challenges effectively. To enhance knowledge exchange, staff will continue work on water resources related committees with the Association Municipalities Ontario, the Municipal Engineers Association, and the Water Environment Association Ontario, as well as focus on climate change and natural infrastructure training, and communication with stakeholders. To date, the Division has been unable to fill the two Development Engineering Reviewer positions. In light of these vacancies, work will continue on clarification of roles and responsibilities between Dev-Eng

Development Engineering

staff and other Town departments. However, other departments also face increasing pressures such as the Operations Department which now has downloaded responsibilities for the Provincial Consolidated Linear Infrastructure Approvals process.

Specific objectives that will be focused on are noted below:

- 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.
- Project Management on legacy/default subdivisions to move works towards completion / assumption within the limits of the available securities.
- 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 relationships and communication related to development.

With the exception of Purchased Services, the Development Engineering Budget has no significant changes over 2022. Development Engineering has budgeted \$125,000 for Engineering costs in 2023. The Division is funded through development fees and has no impact on taxation.

Development Engineering

2023 Operating Budget

Operating Fund	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	555,395	865,688	894,794	847,829	629,905
Administrative Expenses	6,272	1,850	1,850	1,992	2,146
Operating Expenses	0	0	0	0	0
Communications	1,356	1,500	1,500	1,616	1,450
Personnel and Training	6,470	19,688	20,300	21,064	21,874
Utilities	0	0	0	0	0
Equipment Related	34	1,000	1,000	1,077	1,160
Vehicle and Fleet Related	0	2,395	0	0	0
Legal Expenses	7,260	5,000	0	0	0
Consulting	4,356	10,000	0	0	0
Purchased Services	0	5,000	125,000	125,000	125,000
Debt Payments	0	0	0	0	0
Financial Expenses	3,800	3,800	6,700	7,154	7,628
Premise and Site	0	4,090	0	0	0
Total Expenses	584,943	920,011	1,051,144	1,005,732	789,162
Transfers					
Transfers to Capital	12,000	12,000	0	0	0
Transfers to Reserves	-459,799	117,588	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfer from Other Reserves	0	0	-578,373	-534,035	-318,911
Interfunctional Transfers	143,395	143,395	175,930	179,503	183,150
Total Transfers	-304,404	272,983	-402,443	-354,532	-135,761
Total Transfers and Expenses	280,539	1,192,994	648,700	651,200	653,400
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	280,538	1,192,994	648,700	651,200	653,400
Subsidies	0	0	0	0	0
Total Revenue	280,538	1,192,994	648,700	651,200	653,400
Net Cost of Service (Taxation)	0	0	0	0	0

Development Engineering

Contract to Full-Time Conversion - Reviewers

Business Need

Development Engineering has two unfilled Contract Development Reviewer (CET / P.Eng.) positions which have been continually advertised since May 2022. Suitable candidates are extremely difficult to find, and candidates offered the position have explicitly stated they are not prepared to accept a contract. Further, given the analysis of workload projections, there will be an organizational need for these positions over the long-term.

Strategic Alignment

Making the positions full-time should facilitate **Communication and Engagement** as the Division is currently short-staffed which limits time for communications and engagement between Town staff, Town residents and stakeholders. Additionally, **Organizational Excellence** should also be enhanced, as being at full complement should allow staff training, which has suffered due to the high workload associated with being short-staffed.

Options or Solutions Analysis

1. Status Quo: addressing the current staff shortage with contract positions is unlikely. Both PEO and OACETT have mandatory continuing professional development (CPD) education and training requirements. The current workload is requiring staff to satisfy CPD requirements on their own time. Additionally, given the demand for engineering staff in both the municipal and private sectors, contract-based work does not appear to be competitive. If the positions continue to remain vacant, there are concerns of the impact on existing Development Engineering staff in light of tightening statutory timelines for review of development applications and increasing expectations by the public and other stakeholders in the approval of infrastructure works.
2. Converting Contracts to Fulltime: should facilitate bringing the Division to full strength which will help to address the workload and training issue noted. Even under a very conservative growth scenario, there remains significant work for the Division in the coming years. The review of drawings is but one aspect of the positions and with capacity comes opportunities to dedicate additional time to inspections, communications, and policy development.

Financial and/or Non-Financial Benefits

The Development Engineering Division is funded through fees collected from Developers at the time of Development agreement execution. Over the next two years (to 2025). Developments accounting for close to 1,000 lots are anticipated, with Developments associated with another 1,000 lots expected to follow prior to 2030. The anticipated volume of development is more than sufficient to cover the costs of running the Development Engineering Division with the two current contract positions added to the fulltime complement.

Risk Analysis

The shortage of Engineering staff is not confined to the Town, as it is a widespread issue and is noted as being the 8th most in-demand profession.¹ The scarcity of labour is coupled with a Provincial target of 1.5 million homes by 2030 that in order to achieve, is targeting the municipal development approval process.² A downturn in the housing market might temporarily result in Development Engineering gaining capacity, however there are no indications of a slowdown by Planning and Development Services staff.

Recommendation

Conversion of the two 2-year duration contract Development Engineering Reviewer positions to permanent full-time positions is recommended to facilitate filling the approved positions.

Implementation Plan

Readvertising the positions as permanent full-time upon passage of this measure.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Salaries and Benefits	\$17,200	\$17,600	\$18,000	\$18,400	\$18,800
Total Expenditures	\$17,200	\$17,600	\$18,000	\$18,400	\$18,800
Funding					
Development Engineering User-Fees	\$17,200	\$17,600	\$18,000	\$18,400	\$18,800
Funding Total	\$17,200	\$17,600	\$18,000	\$18,400	\$18,800

¹ <https://www.immigration.ca/canada-labour-shortage-these-are-the-top-15-most-in-demand-jobs-for-2022/>

² <https://www.ontario.ca/page/more-homes-built-faster#:~:text=Our%20government%20has%20committed%20to,next%20step%20to%20getting%20there>

Building Services

Mission

Building Safe Communities 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 to achieve sustainable, healthy, and safe living environments by promoting excellence in design and construction to minimum building standards.

2023 Work Plan

- Ensure building officials have successfully completed the examination program administered by the Ministry relating to that person's knowledge of the Act and Code.
- Continue to issue building permits within the mandated timelines.
- Continue to perform building inspections within two days.
- Conduct bi-weekly "Code Corner" discussions with building staff.
- Continue to educate building contractors of building code amendments.
- Amend the current Municipal Land Use Guidelines for residential entrance permits.
- Create quarterly statistical reports and commentary.
- Review existing department operating policies and revise if necessary.
- Review Pool Enclosure By-law, Fence By-law, and Zoning By-law to create parity with the definition of "fence" in all by-laws and amend if necessary.
- Continue to simplify the electronic permitting process.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Building Permit Applications Received	784	754	780
Building Permits Issued	807	726	750
Building Inspections Completed	5,116	5,000	5,100
Dwelling Units Issued	394	250	325
Dwelling Construction Starts	433	280	320
Letters Processed for Zoning Requests for Information	195	105	130

Building Services

2023 Budget Commentary

Building activity is expected to remain strong in 2023 according to information obtained from builders, designers, and real estate professionals. The current low inventory of serviced properties may be short lived as more developers have expressed interest in starting new developments in the new year which should help to increase the supply of serviced land. Due to the low availability of serviced land, building activity in the first half of 2022 was not as robust as previous years, but activity has increased with servicing completed in several new developments. Building Permits are expected to be issued in 2023 for new developments such as Parkbridge, Eden Oak, Blue Vista, Lora Bay Phase 6, and others. Many developments have pre-sold their properties and advertised as sold out.

The Building Services Division is staffed with ten full time employees and one contract building official. The Building Team has knowledgeable building officials that are qualified to administer and enforce the Building Code Act and the Ontario Building Code.

Building Services

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	1,009,862	1,259,899	1,313,314	1,243,571	1,210,191
Administrative Expenses	4,685	9,850	10,400	7,700	7,700
Operating Expenses	0	0	0	0	0
Communications	3,641	4,450	4,050	4,150	4,250
Personnel and Training	22,519	49,165	48,800	49,280	49,770
Utilities	0	0	0	0	0
Equipment Related	37	1,500	1,000	1,000	1,000
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	51,131	25,000	50,000	50,000	50,000
Consulting	127	5,000	5,000	5,000	5,000
Purchased Services	0	10,000	10,000	10,000	10,000
Debt Payments	0	0	0	0	0
Financial Expenses	10,500	10,500	5,600	5,900	6,200
Premise and Site	0	15,000	0	0	0
Total Expenses	1,102,502	1,390,364	1,448,164	1,376,601	1,344,111
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	21,925	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-590,467	-366,251	-302,680	-393,510
Interfunctional Transfers	275,710	275,710	302,187	310,178	318,329
Total Transfers	297,635	-314,757	-64,064	7,498	-75,181
Total Transfers and Expenses	1,400,136	1,075,606	1,384,100	1,384,100	1,268,930
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	1,400,137	1,075,606	1,384,100	1,384,100	1,268,930
Subsidies	0	0	0	0	0
Total Revenue	1,400,137	1,075,606	1,384,100	1,384,100	1,268,930
Net Cost of Service (Taxation)	0	0	0	0	0

Building Services

Contract to Full-Time Conversion -Building Inspector

Business Need

Currently the Building Department is staffed with a permanent Chief Building Official, Deputy Chief Building Official, Building Inspector II, four Building Inspector I and one Building Inspector on contract. The current contract expires in October 2023.

The Building Services Division would like to convert the existing 12-month contract position into a new permanent Building Inspector position.

The Town of the Blue Mountains is projecting significant growth in residential subdivisions, the reconstruction of existing buildings, development of hotels and retirement facilities and an increase in commercial activity. The added growth is projected to continue well beyond 2026, based on the number of new residential lots becoming available in 2023 (700 units), projects that are under development review, and expected major projects such as Hotel Site E & F, and the Long-Term Care and Campus of Care Facility.

The Ontario Building Code requires municipal building departments to issue a building permit for houses within 10 days of a completed 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.

The contract inspector position was created as a 12-month position in January 2020 and extended an additional 24 months in 2021. Over the past three years, the position has proven to be an asset to the building department by greatly assisting the department in meeting the mandated timelines for the issuance of permits and the inspection of buildings. Converting the existing position into a permanent role will provide the department with a stable environment and create a strong and knowledgeable team.

Strategic Alignment

Goal #4: Promote a Culture of Organizational & Operational Excellence

Objective #1: To Be an Employer of Choice

Objective #3: To Consistently Deliver Excellent Customer Service

Objective #5: Constantly Identify Opportunities to Improve Efficiencies and Effectiveness.

Options or Solutions Analysis

1. Status Quo. The Town would continue to operate with the current contract position, expiring in October 2023.
2. Convert the existing contract position to a new permanent full-time Building Inspector position. Creating a new permanent full-time position will enable the Building Division to maintain our current level of service and potentially help retain qualified and experienced staff.

Financial and/or Non-Financial Benefits

Option 1 has no additional costs to the Town.

Option 2 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 exceedingly difficult to find qualified and experienced building officials for a contract only position. Contract employment allows an employee the opportunity to search elsewhere for permanent employment which often leads to frequent job vacancies.

Recommendation

Currently staff are recommending Option #2 - Convert the existing contract position to a new permanent full-time Building Inspector position.

Implementation Plan

Upon passing of the Town's Budget, Human Resources will begin recruitment for this position with an immediate start date.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Salaries and Benefits	\$8,400	\$8,600	\$8,800	\$9,000	\$9,200
Total Expenditures	\$8,400	\$8,600	\$8,800	\$9,000	\$9,200
Funding					
Building User-Fees	\$8,400	\$8,600	\$8,800	\$9,000	\$9,200
Funding Total	\$8,400	\$8,600	\$8,800	\$9,000	\$9,200

Fees and Charges

Planning Fees – Schedule A

Description	Current Fee	Current Security	2023 Proposed Fee	2023 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		
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		

Fees and Charges

Description	Current Fee	Current Security	2023 Proposed Fee	2023 Proposed Security
Small Scale	\$6,718.00	\$2,500.00		
Individual Scale	\$2,506.00	\$0.00		
Minor Variance ³⁰				
Minor Variance	\$1,970.00	\$0.00		
Minor Variance Incidental	\$700.00	\$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		
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 ³¹				
Large Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00		

³⁰ Including applications pursuant to Sections 45(1), (2) & (3) of the Planning Act.

³¹ Includes those costs associated with title search(es) & registration of agreement(s).

Fees and Charges

Description	Current Fee	Current Security	2023 Proposed Fee	2023 Proposed Security
Mid-Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00		
Small Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00		
Individual Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00		
Pre-Servicing	50% of Standard Agreement Fee Please refer to schedule B	\$0.00		
Consent Agreement	Standard Agreement Fee - Please refer to schedule B	\$0.00		

Notes to Schedule "A":

1. Application fees are cumulative except where noted otherwise.
2. 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.
3. 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.
4. Where a Site Plan Application proceeds in conjunction with another type of planning application, a 25% reduction in the Site Plan Review Fee applies.
5. 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.
6. 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.

Fees and Charges

7. 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.
8. 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.
9. 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)
10. 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.
11. 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.
12. Interest is not paid on fees and/or security deposits.

Other Planning Fees – Schedule B

Other Planning Fees	Current Fee	2023 Proposed Fee
Standard Agreement Fee (for agreements not included in other processes outlined in Schedule A)	\$9,685.00	
Reactivating an application that has not been acted on in 12 months ³²	50% of the current applicable fee(s)	
Re-notification Fee ³³	50% of the application fee	
Information Meeting Request Form	\$250.00	
Pre-Consultation Fee	\$500.00	
Telecommunication Towers	\$2,506.00	

³² 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 subsequently lapsed/closed.

³³ In the instance where an advertised Public Open House/Meeting is deferred and/or rescheduled at the request of the proponent.

Fees and Charges

Other Planning Fees	Current Fee	2023 Proposed Fee
Minor Red Line Revision comments to the County of Grey or Local Planning Appeals Tribunal – Red Line Revision or Minor Change to Conditions	\$413.00	
Major Changes to Draft Plan/Draft Plan Conditions	50% of the current applicable fee(s)	
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 ³⁴	\$1,845 for the first day or portion thereof + \$880 for each additional day or portion thereof ³⁵	
Draft Plan Approval Clearance Letter to the County of Grey or Local Planning Appeals Tribunal	\$603.00	
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 ³⁶	\$1,845.00	

³⁴ For each Town employee where same attends a Local Planning Appeals Tribunal Hearing in support of an application that has been “approved” by the Council of the Town of The Blue Mountains.

³⁵ Plus \$880 for each additional day or portion thereof.

³⁶ Including those within the Niagara Escarpment Development Control Area.

In addition to the payment of any application fee and security deposits, all costs incurred by the municipality to advertise a Notice of Public Meeting regarding an application in a local newspaper shall also be borne by the applicant.

Fees and Charges

Other Planning Fees	Current Fee	2023 Proposed Fee
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	

Building Fees

Description	Current Fee	2023 Proposed Fee
Swimming Pool Fence Fee	\$100.00	

Engineering Fees – Schedule C

Engineering Fees	Current Fee	2023 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	
Additional Submission (4 th Submission or more)	\$50 per lot/block/unit	

Fees and Charges

Works Fees for Subdivision/Condominium/Site Plan

Large Scale – Minimum Fee - \$5,630.00	5.64%
Mid-Scale – Minimum Fee - \$3,900.00	5.64%
Small Scale – Minimum Fee - \$2,785.00	5.64%
Individual Scale – Minimum Fee - \$1,115.00	5.64%
Pre-Servicing – Minimum Fee - \$2,225.00	0.70%

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 intended as a partial payment of the technical review, Agreement administration and/or similar expenses incurred by the Town prior to execution of an Agreement. 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. The remainder of Works Fees are paid. If the proponent elects to not proceed with the project and the Town has NOT commenced a review, the Technical Review Fee may be returned upon request and at the 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 Technical Review 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 amount of the Technical Review Fee will be returned.

Fees and Charges

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.



2023 Proposed Budget

Community Services

Community Services

This Department budget includes:

- Community Services (Page 115)
- Transit (Page 125)
- Parks and Trails (Page 127)
- Tomahawk Golf Course (Page 134)
- Beaver Valley Community Centre (Page 137)
- Cemetery (Page 140)
- Thornbury Harbour (Page 143)

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 land. Provide support to the Town's Youth Initiatives, Seniors Network, and Business Improvement Area.

2023 Work Plan

2022 Special event permits are above pre-pandemic levels without any permits being issued prior to July 1 due to public health guidance and provincial restrictions. Staff expect a significant number of event applications to be submitted in 2023. Although large scale cycling events are no longer taking place, there has been a significant increase in events taking place on municipal roadways and park land.

Community Services staff will continue to support the volunteer recognition program, Georgian Bay Youth Roots, Blue Mountains Seniors Network, Tree Trust, Thornbury BIA, Grants and Donations and Paid Parking in 2023.

Community Services administration also provides facility maintenance and service for Town Hall, daily door opening, council chamber setup, council chamber door opening and closing, contractor sign in and administration.

Community Services will be the lead on a Multi-Use Recreation Facility feasibility study.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Special Event Permits	8	21	40
Georgian Bay Youth Roots Meetings / Events	11	13	12
The Blue Mountains Seniors Network Meetings / Events	11	12	12
BIA Meetings and Events	11	14	14
Grants and Donations Meetings / Events	25	8	14
Paid Parking Transactions	16,325	14,250	15,000
Paid Parking Permits Issued	20,000	22,500	22,500
Paid Parking – Licence Plates Registered	300	600	600
Tree Trust Meetings and Events	20	19	20

Community Services

2023 Budget Commentary

Staff have reduced budgeted revenues for Paid Parking to the 2022 forecasted actual of \$250,000.

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	245,468	270,293	267,076	275,138	282,961
Administrative Expenses	2,592	1,900	3,300	3,300	3,300
Operating Expenses	14,408	6,500	5,800	3,800	1,800
Communications	1,437	3,025	3,600	3,600	3,600
Personnel and Training	2,698	10,000	2,000	2,000	2,000
Utilities	0	0	0	0	0
Equipment Related	162	26,000	20,000	20,000	20,000
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	530	0	0	0	0
Purchased Services	1,604	0	0	25,000	0
Debt Payments	0	0	0	0	0
Financial Expenses	55,000	55,000	40,000	40,000	40,000
Premise and Site	0	0	0	0	0
Total Expenses	323,900	372,718	341,776	372,838	353,661
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	237,000	237,000	274,000	287,000	302,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	224,792	224,792	183,081	158,925	159,784
Total Transfers	461,792	461,792	457,081	445,925	461,784
Total Transfers and Expenses	785,692	834,510	798,857	818,763	815,445
Revenue					
Grants and Donations	0	0	25,000	0	0
External Revenue	212,453	625,000	255,000	255,000	255,000
Subsidies	-80	0	0	0	0
Total Revenue	212,373	625,000	280,000	255,000	255,000
Net Cost of Service (Taxation)	573,319	209,510	518,857	563,763	560,445

Community Services

Delphi Point Parks Management Plan

Business Need

The Town has received waterfront property at the Neighbourhoods of Delphi Development that includes significant dune formation (ANSI), sand beach area and significant Phragmites growth.

Strategic Alignment

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

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.

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.

Options or Solutions Analysis

1. Hire a consultant to complete the parks management plan.
2. Defer the parks management plan for a future year.

Financial and/or Non-Financial Benefits

Benefits include a plan to remove invasive species as well as developing a plan to appropriately maintain the property for the recommended use.

Risk Analysis

If the property is left in the current condition, the phragmites will continue to grow and there could be unintended damage to natural elements on the property.

Recommendation

That Council approves the project for implementation in 2023.

Implementation Plan

In Q2 2023, hire a consultant to prepare a parks management plan for Council consideration. The plan will outline recommended actions that will have to be considered in future budgets.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Consulting	\$100,000				
Total Expenditures	\$100,000				
Funding					
Shoreline Acquisition and Development	\$100,000				
Funding Total	\$100,000				

Community Services

Special Events/BIA Coordinator

Business Need

The Town of The Blue Mountains has seen significant growth in the past 5 years which has resulted in an increased permanent population. This increase in permanent population has resulted in additional requests for special events in community spaces which has been supported through the LAP.

As post-pandemic comfort for special events increases, staff have already seen an increase in events in 2022 from pre-pandemic levels. Special Events in 2022 did not begin until July. If events from pre-pandemic times return, that would add 8 additional events for 2023.

A unique opportunity is available to incorporate a need from the BIA that would allow this position to be contracted to the BIA. The 2022 BIA board has recommended that the 2023 board consider an investment of up to \$50,000 per year for this position. The BIA have had significant turnover in the coordinator position and believe that this would be an alternative that would help with retention. This position would execute BIA special events, update the BIA website and social media. The staff person would also attend BIA meetings and sub-committee meetings (where applicable).

Strategic Alignment

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

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

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.

Options or Solutions Analysis

1. Continue Status Quo –Special event applications and logistics will continue to be administered by Community Services Administration. If event numbers continue to increase, staff will be required to incur additional overtime to meet timelines for event execution or identify a maximum number of events that will be permitted. The BIA will continue to administer their programs.

Financial and/or Non-Financial Benefits

Contracting hours for this position to the BIA would limit the impact to taxation.

Non-financial benefits include a reduction in overtime hours for Community Services Administration staff.

Risk Analysis

Risks include increased workload for existing staff or turning away applications due to lack of resources if additional events continue to come online. The BIA may continue to experience issues with retention.

Recommendation

That Council approves this position in the 2023 budget.

Implementation Plan

Develop an agreement with the BIA and post the position following budget approval. Special event by-law training, attending Special Events in 2023. The new staff would be located in the Community Services Administration area.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Salaries and benefits	\$99,100	\$101,800	\$104,700	\$106,800	\$108,900
IT Software/Hardware	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Operating Cost	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$108,100	\$110,800	\$113,700	\$115,800	\$117,900
Funding					
Taxation	\$58,100	\$60,800	\$63,700	\$65,800	\$67,900
BIA	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Funding Total	\$108,100	\$110,800	\$113,700	\$115,800	\$117,900

Community Services

Clarksburg Washroom Facility

Business Need

The Clarksburg Village Association brought forward a deputation to Council in 2022 requesting further consideration for washroom facilities in the Clarksburg business area that would service Lion's park.

Strategic Alignment

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

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

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.

Options or Solutions Analysis

1. Continue to rent a portable toilet – Approximately \$3,000/Year
2. Purchase a prefab washroom – Approximately \$300,000
3. Purchase a design-build washroom – Approximately \$400,000

Financial and/or Non-Financial Benefits

Benefits include a permanent washroom for the Clarksburg business area and Lion's Park.

Risk Analysis

Risks include unknown ground materials and water tables but should be mitigated by holding tanks.

Recommendation

That Council includes the installation of a prefab washroom including holding tank, water system, and hydro in the 2023 budget.

Implementation Plan

Release RFP in Q2 for installation by end of Q4.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Prefab Washroom 1 room	\$190,000				
Holding Tank	\$20,000				
Water	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Hydro	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Connection Costs	\$10,000				
Contingency	\$37,500				
	\$287,500	\$30,000	\$30,000	\$30,000	\$30,000
Funding					
Taxation	\$287,500	\$30,000	\$30,000	\$30,000	\$30,000
Funding Total	\$287,500	\$30,000	\$30,000	\$30,000	\$30,000

Community Services

TBM / Rotary Kindness at Play – Moreau Park

Business Need

In September of 2022, the Thornbury Clarksburg Rotary Club approached the Town of The Blue Mountains Council and requested that they consider an addition to the budget that would consider enhancements to Moreau Park in Thornbury. The project has been proposed at a high level in 3 stages. Community consultation, project design and implementation. Council directed staff to include this project for consideration as an addition to the budget in 2023.

The proposal shared with Council included elements such as trails intersecting and surrounding the perimeter of the property with sensory gardens and the opportunity for winter use, a shaped skateboard park, an accessible playground as well as other elements.

Strategic Alignment

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

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

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.

Options or Solutions Analysis

Options to execute this proposal include hiring a consulting firm to execute this project or hiring contract project management staff. The risk of hiring a contract staff person over a multi-year project like this is that they will leave for permanent work causing delays in project delivery and consistency in vision. Staff recommend hiring a consulting firm for a diverse project of this nature that will rely on expertise in financial and fundraising experience, various elements of construction management and communication.

Financial and/or Non-Financial Benefits

Non-financial benefits include a revitalised community park that has been used primarily by youth for decades. The vision for this property is that it would be accessible to all ages and abilities with unique features that bring families and community together.

Risk Analysis

The most significant risk with this project is funding. The Rotary have proposed a partnership between their Club, the Town, grants from other levels of government and private sponsorship.

As noted in the options section of this document, project delivery has risks depending on the type of project management that is selected.

Recommendation

That Council approves this project in the 2023 budget that will allow for public consultation and project management to begin.

Implementation Plan

Work with Rotary in Q2 of 2023 to develop a consultation and project management strategy to be delivered in Q3 and Q4 of 2023 which will inform a detailed budget for implementation in the 2024 budget.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Communications	\$10,000				
Consulting / Project Management	\$10,000	\$25,000	\$50,000	\$25,000	
Contract Services			\$1,000,000	\$680,000	
Contingency			\$100,000	\$100,000	
	\$20,000	\$25,000	\$1,150,000	\$805,000	
Funding					
Parks and Recreation Development Charges	\$20,000	\$25,000	\$450,000	\$805,000	
Rotary			\$200,000		
Private Sponsorship			\$500,000		
Funding Total	\$20,000	\$25,000	\$1,150,000	\$805,000	

Transit

Mission

To provide accessible public transportation along the highway 26 corridor and to participating commercial operations in Craighleith.

2023 Work Plan

The 2023 work plan includes regular ridership updates from Collingwood and Grey County. Staff will promote collaboration between the service providers, partners and other benefiting organizations and individuals. Promotion of the Collingwood Transit program TransitPLUS which provides door to door accessible transit service and promotion of the Grey Transit Route to encourage growth in the ridership numbers.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Grey County Ridership	474	1,300	1,500
CollTrans Ridership	25,000	34,000	34,000

2023 Budget Commentary

Staff are not forecasting any increased costs for the Transit system that is operated by the Town of Collingwood. A \$40,000 annual equipment repairs and maintenance amount is being carried in case additional works are required on the jointly owned bus.

Transit

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 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	40,000	40,000	40,000
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	95,099	100,000	100,000	100,000	100,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	95,099	100,000	140,000	140,000	140,000
Transfers					
Transfers to Capital	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	-40,000	-40,000	-40,000
Interfunctional Transfers	11,316	11,316	11,316	11,316	11,316
Total Transfers	11,316	11,316	-28,684	-28,684	-28,684
Total Transfers and Expenses	106,414	111,316	111,316	111,316	111,316
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)	106,414	111,316	111,316	111,316	111,316

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.

2023 Work Plan

Continue to provide a high level of service for the Town's ratepayers and visitors. Finalize capital projects from 2022 including Moreau Park Pavilion.

Complete capital park improvement projects throughout the Town including replacing the pergola at Nipissing Ridge Tennis Courts in Craigleith.

Complete the installation of the park's operations storage building at the Tomahawk Operations Centre.

Partner with Tree trust and Rotary on the planting of trees throughout the Town.

Continue topdressing sections of the Georgian Trail in conjunction with the Georgian Cycle and Ski Association.

Installation of new trail wayfinding signs on the Towns trails system.

Continue with ash tree removal along the Georgian Trail and municipal greenspaces.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Acres of parks maintained and inspected	120.21	120.21	120.21
Kilometers of trails maintained and inspected	47	47	49
Acres of undeveloped greenspace	154.27	154.27	154.27
Acres of undeveloped waterfront right of ways	50.24	50.24	50.24

2023 Budget Commentary

The Town will continue with a second shift for washroom cleaning and garbage collection throughout all Town parks during the operating season.

Continue with grooming of the Georgian Trail and Tomahawk Trail for winter cross country skiing and snow shoeing.

Provide snow removal and ice control for the following walkways and parking lots - Town Hall, Smith Lot, Chamber of Commerce, Library, Beaver Valley Outreach, Cemetery, Tomahawk Trail Lot, Harbour Pedestrian Bridge, Hester Street Parkette, Craigleith EMS, Firehall # 2, Craigleith Heritage Depot and the Craigleith Community Centre.

Parks and Trails

Provide additional snow and ice control for the Beaver Valley Community Centre, Firehall # 1, OPP, Arthur Street Parking Lot, Thornbury Wastewater Plant, Wastewater Pumping Stations and Water Operations, Water Treatment Plant and Booster Stations.

Continue to work with the Thornbury BIA in the beautification of the business area including installation and the maintenance of winter and summer banners. Installation and care for all the hanging baskets, bridge planters and gardens throughout the Town.

Continue to assist the BIA with Olde Fashioned Christmas and Canada Day celebrations and other events throughout the year.

Continue to work with the Beaver Valley Athletic Association and the Blue Mountain Soccer Club for minor sports programs.

Continue to work with local service groups on various projects throughout the Town.

Continue to work with Tennis Clubs and Pickleball Clubs to provide good facilities for play.

Provide monthly inspections on all the Towns playground amenities and skateboard park.

Provide grass and garden maintenance for Town municipal buildings sites including the Library, Town Hall, Firehalls EMS and Craigleith Heritage Depot.

Provide grass and garden maintenance for the Thornbury Clarksburg Union Cemetery. Manage and provide maintenance to Firemans Park and Peasemarsch Beach for the Grey Sauble Conservation Authorities.

Manage and provide maintenance for three baseball diamonds at Moreau Park and three soccer fields at Tomahawk Recreation Complex.

Parks and Trails

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	763,670	746,116	808,902	837,164	867,404
Administrative Expenses	467	5,800	7,800	6,100	6,100
Operating Expenses	18,878	12,500	13,000	13,500	14,000
Communications	5,111	4,000	4,000	4,000	4,000
Personnel and Training	8,796	10,700	10,600	10,700	10,900
Utilities	0	0	1,000	1,000	1,000
Equipment Related	34,319	14,800	18,800	21,925	24,150
Vehicle and Fleet Related	26,094	11,300	15,100	15,500	15,900
Legal Expenses	0	0	0	0	0
Consulting	561	0	0	0	0
Purchased Services	0	0	7,000	7,000	7,000
Debt Payments	0	0	0	0	0
Financial Expenses	19,600	19,600	16,900	17,700	18,600
Premise and Site	77,214	89,100	100,300	104,400	107,900
Total Expenses	954,710	913,916	1,003,402	1,038,989	1,076,954
Transfers					
Transfers to Capital	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	98,602	98,602	99,128	100,644	102,161
Total Transfers	98,602	98,602	99,128	100,644	102,161
Total Transfers and Expenses	1,053,312	1,012,518	1,102,530	1,139,633	1,179,115
Revenue					
Grants and Donations	12,767	3,500	4,000	4,000	4,000
External Revenue	38,142	21,800	35,200	36,075	36,850
Subsidies	-4,742	0	0	0	0
Total Revenue	46,168	25,300	39,200	40,075	40,850
Net Cost of Service (Taxation)	1,007,144	987,218	1,063,330	1,099,558	1,138,265

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	Moreau Park Pavilion
Budget	\$ 330,000
Project Manager	Manager of Parks and Trails
Update	Staff continue to work with community stakeholders and are looking to complete the build in 2023. Map PT-1

Project	Parks Operations Facility
Budget	\$ 230,000
Project Manager	Manager of Parks and Trails
Update	Staff have started the groundwork for the facility and are looking to complete in 2023.

Project	Lora Bay Park Watercraft Storage Facility
Budget	\$ 225,000
Project Manager	Manager of Parks and Trails
Update	Staff continue to work with community stakeholders and are looking to complete the build in 2023. Map PT-2

Project	Harbour Pedestrian Bridge Works
Budget	\$ 255,896
Project Manager	Manager of Parks and Trails
Update	The Town received a 100% grant for this project, mandatory stakeholder consultant is currently being completed, and staff are looking to complete the works in 2023. Map PT-3

2023 Capital Budget

Project	Lora Bay Trail
Description	Upgrades to a 300-meter trail running through the Lora Bay area. Map PT-4
Project Manager	Manager of Parks and Trails
Budget	\$ 25,000 Contract Services
Funding	\$ 25,000 Parks and Recreation Development Charges

Parks and Trails

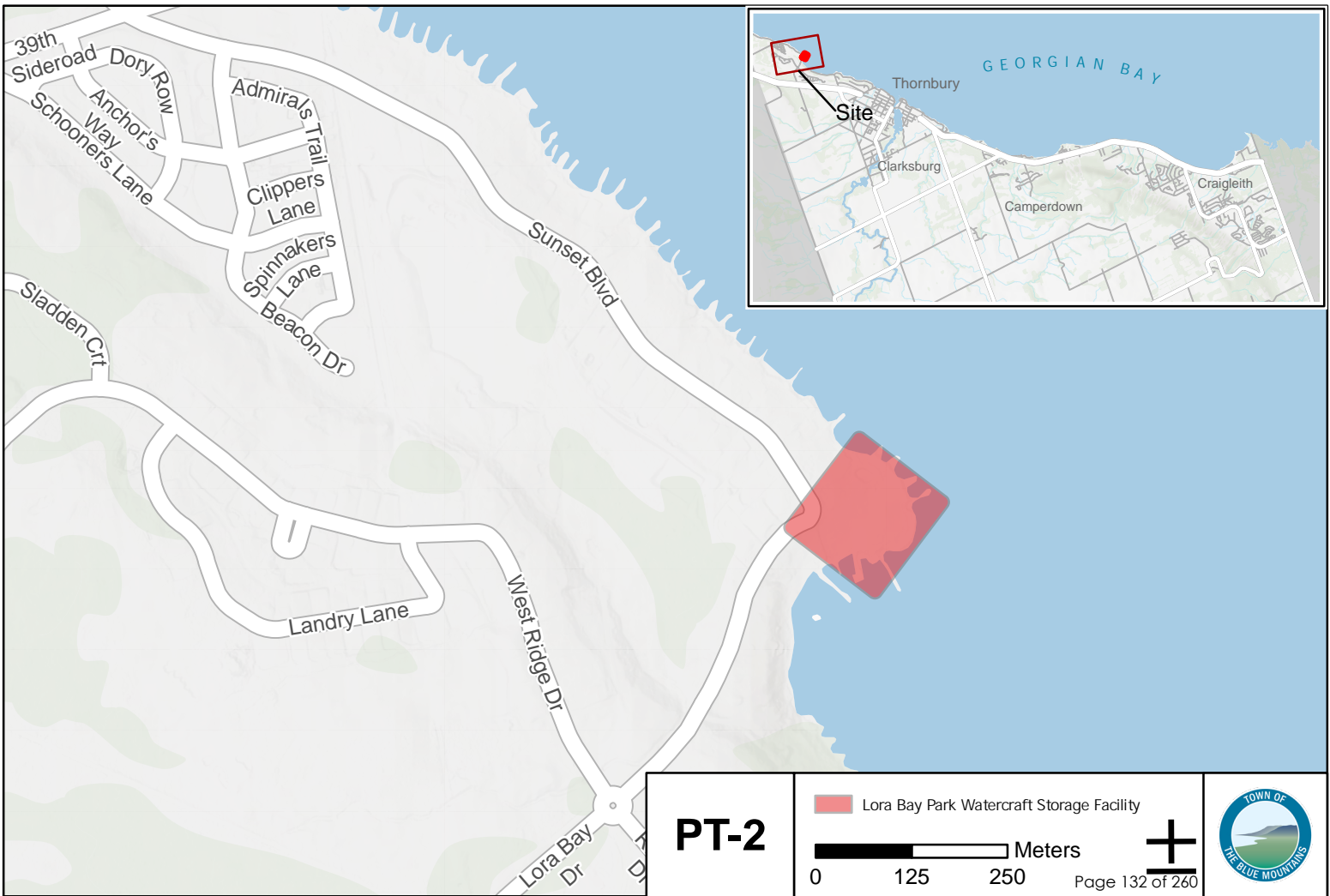
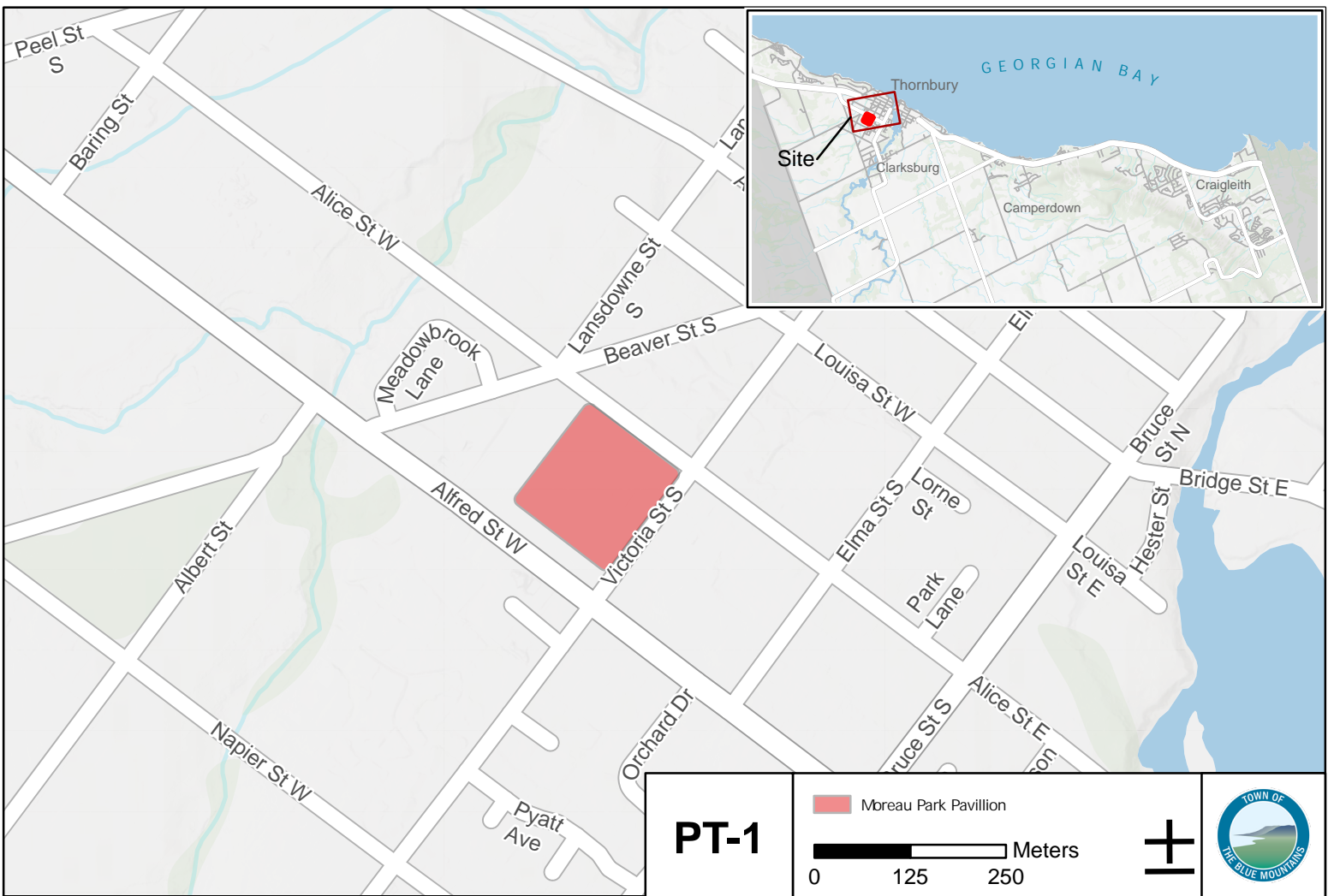
Project	Parks Improvements
Description	General improvements throughout Town parks including the replacement of park's equipment, repairs to pavilions, tennis courts and other park structures.
Project Manager	Manager of Parks and Trails
Budget	\$ 50,000 Materials
Funding	\$ 50,000 Community Services Asset Replacement Reserve Fund

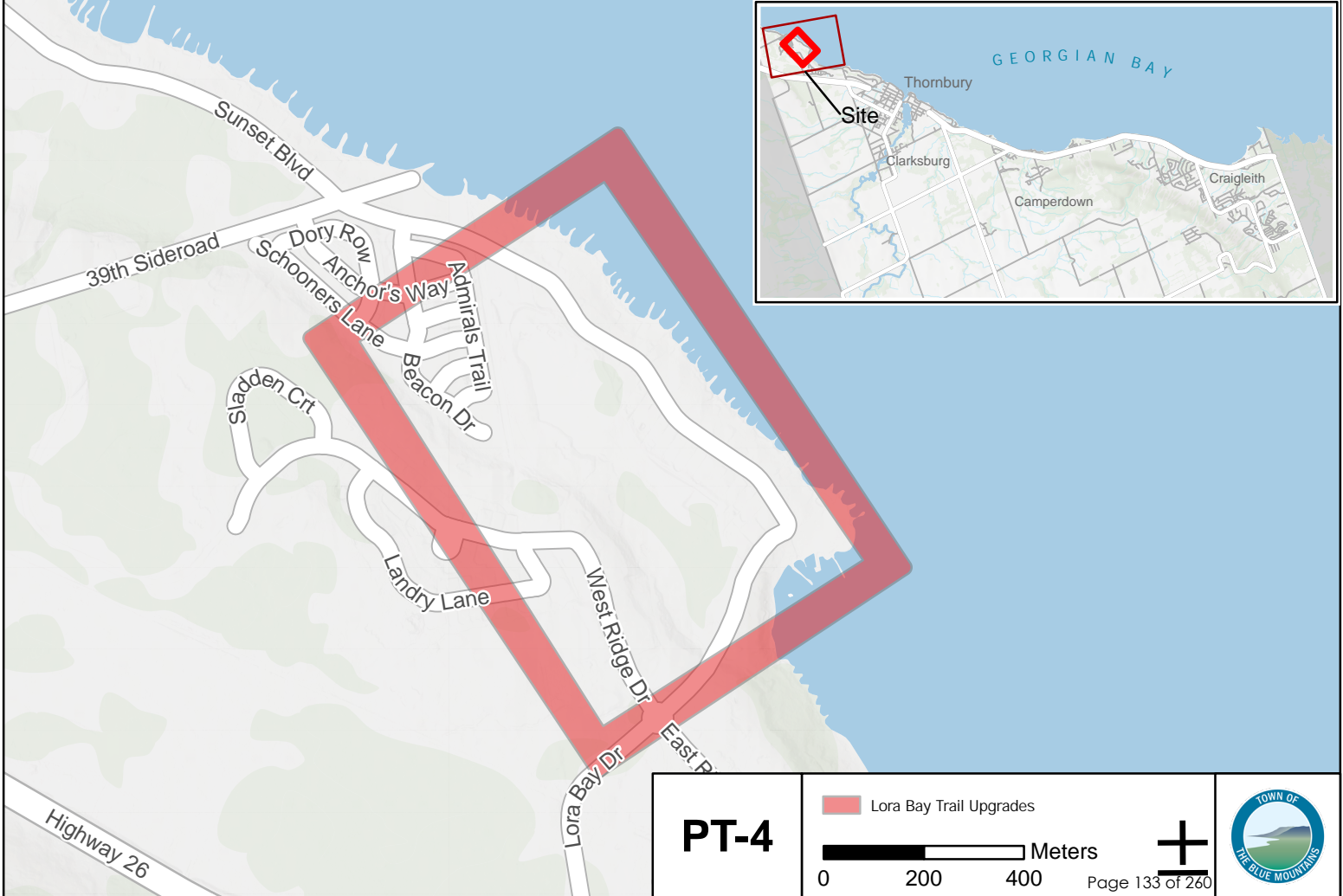
Project	Machinery and Equipment						
Description	Replacement of machinery and equipment that has reached the end of its useful life and the addition of equipment. Minor Equipment - \$7,000 Additional RTV - \$30,000 Snow Removal Equipment - \$30,000 Replacement Tractor - \$170,000						
Project Manager	Manager of Parks and Trails						
Budget	<table> <tr> <td>\$ 207,000</td><td>Replacement Equipment</td></tr> <tr> <td>\$ 30,000</td><td>Additional Equipment</td></tr> <tr> <td>\$ 237,000</td><td>Total Budget</td></tr> </table>	\$ 207,000	Replacement Equipment	\$ 30,000	Additional Equipment	\$ 237,000	Total Budget
\$ 207,000	Replacement Equipment						
\$ 30,000	Additional Equipment						
\$ 237,000	Total Budget						
Funding	<table> <tr> <td>\$ 207,000</td><td>Community Services Asset Replacement Reserve Fund</td></tr> <tr> <td>\$ 30,000</td><td>Parks and Recreation Development Charges</td></tr> <tr> <td>\$ 237,000</td><td>Total Budget</td></tr> </table>	\$ 207,000	Community Services Asset Replacement Reserve Fund	\$ 30,000	Parks and Recreation Development Charges	\$ 237,000	Total Budget
\$ 207,000	Community Services Asset Replacement Reserve Fund						
\$ 30,000	Parks and Recreation Development Charges						
\$ 237,000	Total Budget						

Total Number of Projects:	3						
Total Budget:	\$ 312,000						
Total Funding by Source:	<table> <tr> <td>\$ 55,000</td><td>Parks and Recreation Development Charges</td></tr> <tr> <td>\$ 257,000</td><td>Community Services Asset Replacement Reserve Fund</td></tr> <tr> <td>\$ 312,000</td><td>Total Funding</td></tr> </table>	\$ 55,000	Parks and Recreation Development Charges	\$ 257,000	Community Services Asset Replacement Reserve Fund	\$ 312,000	Total Funding
\$ 55,000	Parks and Recreation Development Charges						
\$ 257,000	Community Services Asset Replacement Reserve Fund						
\$ 312,000	Total Funding						

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Lora Bay Trail	\$25,000				
Machinery and Equipment	\$237,000				
Park Improvements	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Project Cost	\$312,000	\$50,000	\$50,000	\$50,000	\$50,000
Funding Sources	2023	2024	2025	2026	2027
Development Charges	\$55,000				
Reserve/Reserve Funds	\$257,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Funding	\$312,000	\$50,000	\$50,000	\$50,000	\$50,000





Tomahawk Golf Course

Mission

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

2023 Work Plan

In the 2023 operating season, staff will begin a plan to replace the existing irrigation system with a modernized, user-friendly system. The completion of the new starter shack will provide staff with a healthier work environment and provide additional opportunities for revenue generation. Staff will continue with monthly, one day closures for maintenance purposes to ensure the users are provided the best product possible.

Non-Financial Statistics

Description	2022 Actual	2023 Expected
Paid rounds of golf	8,104	9,000
Member Rounds	4,062	4,500
Subsidized Kids Rounds	1,839	2,000
Season Passes	133	150
Tournament Requests	2	4

Tomahawk is consistently noticing an increase in paid members and subsidized rounds played. In 2022, Tomahawk recorded a total of over 14,000 rounds in comparison to 11,000 in 2021.

2023 Budget Commentary

Operations for the 2023 budget year will be similar to the 2022 operating year with the assumption that revenues will continue to increase with increased users and confectionary sales within the starter shack.

Salaries and Benefits are set to increase in 2023 with the assumption that seasonal labourers will work a full season. The increase in Personnel and Training is for a specific training course for staff in 2023.

Tomahawk Golf Course

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	185,286	166,260	227,816	240,202	253,540
Administrative Expenses	259	300	700	750	800
Operating Expenses	900	3,600	5,200	5,400	5,600
Communications	494	700	700	700	700
Personnel and Training	3,128	2,290	6,970	3,890	3,910
Utilities	0	0	0	0	0
Equipment Related	4,332	7,000	8,900	9,100	9,300
Vehicle and Fleet Related	2,385	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	104	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	3,700	3,700	2,800	2,900	3,000
Premise and Site	15,172	25,300	25,600	25,700	25,800
Total Expenses	215,761	209,150	278,686	288,642	302,650
Transfers					
Transfers to Capital	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	25,368	25,368	18,538	18,538	18,538
Total Transfers	25,368	25,368	18,538	18,538	18,538
Total Transfers and Expenses	241,129	234,518	297,224	307,180	321,188
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	204,650	205,933	220,700	227,900	235,200
Subsidies	-29,194	-37,800	-37,800	-37,800	-37,800
Total Revenue	175,456	168,133	182,900	190,100	197,400
Net Cost of Service (Taxation)	65,673	66,385	114,324	117,080	123,788

Tomahawk Golf Course

This Division is responsible for the upkeep and improvement of the Tomahawk Golf Course. These capital works are funded through the Community Services Asset Replacement Reserve Fund.

Previously Approved Projects

None.

2023 Capital Projects

Project	Machinery and Equipment Replacement
Description	Staff are looking to replace a gas-operated greens mower with a more sustainability electric model. Staff are aware of a few grant opportunities for purchases such as this one and will only proceed with the purchase if a grant can be secured.
Project Manager	Manager of Facilities/BVCC/Tomahawk Golf Course
Budget	\$40,000 Replacement Equipment
Funding	\$40,000 Grant

Total Number of Projects:	1
Total Budget:	\$40,000
Total Funding by Source:	\$40,000 Grant

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Machinery and Equipment	\$40,000		\$300,000		
Total Project Cost	\$40,000	\$0	\$300,000	\$0	\$0
Funding Sources	2023	2024	2025	2026	2027
Reserve/Reserve Funds	\$40,000		\$300,000		
Total Funding	\$40,000	\$0	\$300,000	\$0	\$0

Beaver Valley Community Centre

Mission

Helping people help themselves by providing a wide variety of amenities designed for a healthy and active community.

2023 Work Plan

2023 work plan will consist of two major capital projects funded through the Ontario Builds Grant and small capital projects for equipment replacement. The two major projects include the parking lot and HVAC replacement while the small projects include refrigeration replacement for the walk-in cooler, compressor replacement for the sprinkler system and upgrades to the cooking suppression systems.

Non-Financial Statistics

Description	2019 Actual	2022/23 Actual	2023/24 Expected
Figure skating hours per month	36	36	36
Minor Hockey ice hours per month	60	68	70
Recreation Leagues hours per month	44	44	44
Average Private Rentals per month	8	12	14
Tournaments Per Season	4	9	9
Municipally run program hours per month	12	14	14
Pickle Ball hours per month	168	220	230
Curling hours per month (average over season)	40	24	24

The numbers in the chart above represent split year ice seasons. Staff utilized 2019/20 actuals rather than the 2021/22 actuals due to the inconsistent operations in the years after 2019/20.

2023 Budget Commentary

For the most part, the Beaver Valley Community Centre budget will stay status quo other than small increases in expenses due to the expected increases in cost due to inflation. Small capital projects will be completed to ensure the facility continues to be functional for all user groups.

Revenues are expected to increase in 2023 with the return to a normal, predictable year.

Beaver Valley Community Centre

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	382,781	400,110	381,707	393,476	402,686
Administrative Expenses	701	950	1,150	1,150	1,150
Operating Expenses	46	0	0	0	0
Communications	2,696	4,700	2,700	2,800	2,900
Personnel and Training	328	9,250	7,300	7,420	7,540
Utilities	0	0	0	0	0
Equipment Related	15,975	25,200	28,900	33,020	34,800
Vehicle and Fleet Related	0	600	600	600	600
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	600	600	600	600
Debt Payments	0	0	0	0	0
Financial Expenses	10,100	10,100	13,300	13,900	14,500
Premise and Site	13,109	22,800	17,300	17,800	18,300
Total Expenses	425,735	474,310	453,557	470,766	483,076
Transfers					
Transfers to Capital	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	235,120	235,120	308,036	321,924	335,433
Total Transfers	235,120	235,120	308,036	321,924	335,433
Total Transfers and Expenses	660,855	709,430	761,593	792,690	818,509
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	205,599	228,920	256,200	261,000	265,900
Subsidies	-55,421	-55,000	-60,000	-60,000	-60,000
Total Revenue	150,178	173,920	196,200	201,000	205,900
Net Cost of Service (Taxation)	510,677	535,510	565,393	591,690	612,609

Beaver Valley Community Centre

This Division is responsible for the upkeep and improvement of the Beaver Valley Community Centre. These capital works are funded through the Community Services Asset Replacement Reserve Fund.

Previously Approved Projects

None.

2023 Capital Projects

Project	Machinery and Equipment Replacement
Description	Staff are looking to replace the original refrigeration unit for the walk-in cooler and the compressor unit for the sprinkler system. The original compressor is not big enough to fulfill the need of the new sprinkler system.
Project Manager	Manager of Facilities/BVCC/Tomahawk Golf Course
Budget	\$20,000 Replacement Equipment
Funding	\$20,000 Community Services Asset Replacement Reserve Fund

Total Number of Projects:	1
Total Budget:	\$20,000
Total Funding by Source:	\$20,000 Community Services Asset Replacement Reserve Fund

Five-Year Capital Forecast

None.

Cemetery

Mission

To provide sale and service of interment rights to the community with the utmost level of compassion and respect. Offering a high level of maintenance and care to the property.

2023 Work Plan

The 2023 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.

The 2023 plan will also include cemetery master plan implementation. This may include By-law, policy and procedural updates alternative interment types, land use, and care and maintenance fund review. A capital project is also planned to construct a new columbarium.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
In-Ground Cremation Interments	23	25	26
Columbarium Niche Interments	3	7	9
Standard Casket Interments	6	9	11
Sale of Columbarium Niche	8	4	8
Sale of Standard Casket Plot	25	9	17
Sale of In-Ground Cremation Lot	1	1	1
Transfer of Interment Rights	16	10	13
Care and Maintenance Memorial Admin	12	12	12
Grass Cut and Trimmed	543 hours	558 hours	550 hours

2023 Budget Commentary

The 2023 Cemetery budget remains relatively consistent with the 2022 budget aside from some small increases overall to expenses due to the expected increases in costs because of the Cost of Living. The increase in Purchased Services is for the costs for monument repairs expected to be made throughout 2023.

Salaries and Benefits see a significant decrease in 2023 as the previous Manager of Harbour/Cemetery/Building Maintenance position has been removed and responsibilities absorbed by other positions.

Cemetery

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	35,723	63,299	47,782	49,015	50,314
Administrative Expenses	2,688	0	50	50	50
Operating Expenses	2,438	5,400	5,400	5,400	5,400
Communications	136	250	150	150	150
Personnel and Training	3,070	4,150	4,950	5,030	5,110
Utilities	584	0	0	0	0
Equipment Related	0	330	550	550	550
Vehicle and Fleet Related	177	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	5,467	7,900	11,360	11,700	11,450
Debt Payments	0	0	0	0	0
Financial Expenses	4,050	4,050	3,200	3,200	3,200
Premise and Site	8,335	18,900	19,900	19,900	19,900
Total Expenses	62,669	104,279	93,342	94,995	96,124
Transfers					
Transfers to Capital	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	51,222	51,222	48,239	48,822	49,406
Total Transfers	51,222	51,222	48,239	48,822	49,406
Total Transfers and Expenses	113,891	155,501	141,580	143,817	145,529
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	38,629	45,725	51,700	53,000	54,400
Subsidies	0	0	0	0	0
Total Revenue	38,629	45,725	51,700	53,000	54,400
Net Cost of Service (Taxation)	75,262	109,776	89,880	90,817	91,129

Cemetery

The Town completes capital replacements to the cemetery infrastructure. These capital works are funded through the Cemetery Reserve.

Previously Approved Projects

Project	Additional Columbarium
Budget	\$50,000
Project Manager	Director of Community Services
Update	Staff are working to complete this purchase in early to mid-2023.

2023 Capital Budget

Project	Additional Equipment
Description	Purchase a cemetery bucket for the John Deere backhoe that is currently in service with the Community Services Department. The cemetery bucket allows interment openings to take place safely so that staff do not have to enter the excavation.
Project Manager	Harbour/Cemetery Lead hand
Budget	\$6,000 Additional Equipment
Funding	\$6,000 Cemetery Reserve

Total Number of Projects:	1
Total Budget:	\$6,000
Total Funding by Source:	\$6,000

Five-Year Capital Forecast

None.

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.

2023 Work Plan

The 2023 work plan includes internal staff opening the harbour by turning land storage power on for March 15, assessing the ice damage as the ice melts, opening buildings (plumbing, hydro, heat), adjusting dock alignment, lowering ramps, and connecting water service prior to May 1. Contractors will be utilized to connect dock hydro and repair dock damage depending on the severity. Customer contracts begin May 1, which begin daily dock and vessel inspections, wastewater system pump-outs and fuel service. July 1, harbour operations expand to 8am-7pm service, 7 days per week until the end of Labour day weekend and then go back to 8am-4pm, 7 days per week until the end of October. Harbour staff prepare the harbour for winter by contracting hydro removal from the docks. Internal staff remove ramps, adjust docks and winterize all buildings. Winter land storage is invoiced and then contract renewals are completed by early January. Staff then review any slip change requests from existing customers, move them where possible and begin to accept applicants from the waiting list.

From May 1 – October 31 fuel service dock requests are a priority as well as daily dock and vessel inspections. Weekends are exceptionally busy for transients and fuel sales in July, August and September.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Gas	68,286 Litres	45,654 Litres	50,000 Litres
Diesel	12,515 Litres	8,228 Litres	10,000 Litres
Pumpouts	230	174	200
Transients	121	143	140
Dock Walks	92	185	190
Seasonal Slip	6,456 Feet	6,054 Feet	6,500 Feet
Waiting List	239	256	250
Kayak Storage	19	17	30
Day Sailor Storage	21	20	25
Off-Season Land Storage	3,349 Feet	3,191 Feet	3,250 Feet

Thornbury Harbour

2023 Budget Commentary

The Harbour Budget sees decreases in its Salaries and Benefits that is due to the Manager of Harbour/Cemetery/Building Maintenance position being removed and responsibilities absorbed by other positions. The large increase in Operating Expenses is due to the increasing price of fuel that staff do not expect to come down in 2023.

There is a \$50,770 transfer to reserves that will be for any future capital projects. The Harbour Reserve at the end of 2022 has a projected balance of \$35,400.

Thornbury Harbour

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	211,555	278,252	195,101	203,275	212,050
Administrative Expenses	894	5,600	5,650	5,650	5,650
Operating Expenses	97,767	85,500	102,000	98,200	98,200
Communications	2,297	4,575	3,950	3,950	3,950
Personnel and Training	5,868	14,515	12,090	12,110	12,130
Utilities	0	0	1,000	1,000	1,000
Equipment Related	7,192	4,900	5,750	5,750	5,750
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	174	0	10,000	0	0
Purchased Services	16,859	12,000	11,000	11,000	11,000
Debt Payments	55,536	55,536	54,226	52,949	51,607
Financial Expenses	13,900	13,900	15,100	15,400	16,300
Premise and Site	139,197	114,150	129,200	130,200	130,200
Total Expenses	551,239	588,928	545,067	539,483	547,836
Transfers					
Transfers to Capital	55,536	55,536	54,226	52,949	51,607
Transfers to Reserves	17,730	60,146	50,770	89,954	61,033
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-90,223	-32,744	-18,104	-16,375
Interfunctional Transfers	74,458	74,458	90,131	93,068	96,049
Total Transfers	147,724	99,917	162,383	217,867	192,314
Total Transfers and Expenses	698,963	688,845	707,450	757,350	740,150
Revenue					
Grants and Donations	2,979	30,000	2,500	35,000	0
External Revenue	695,984	658,845	704,950	722,350	740,150
Subsidies	0	0	0	0	0
Total Revenue	698,963	688,845	707,450	757,350	740,150
Net Cost of Service (Taxation)	0	0	0	0	0

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

None.

2023 Capital Budget

Project	Harbour Improvements
Description	Annual upgrades and replacement of harbour infrastructure including dock works, machinery and equipment, and grounds improvements.
Project Manager	Harbour/Cemetery Lead Hand
Budget	\$70,000 Contract Services
Funding	\$70,000 Harbour Reserve

Total Number of Projects:	1
Total Budget:	\$70,000
Total Funding by Source:	\$70,000 Harbour Reserve

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Harbour Improvements	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Total Project Cost	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Funding Sources	2023	2024	2025	2026	2027
Reserve/Reserve Funds	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Total Funding	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000

Fees and Charges

Community Services

Description	Current Fee or Charge	2023 Proposed Fee or Charge
All fees are subject to the applicable HST		
Moreau Park		
Ball Field	\$15.00 per game/practice	
Ball Field Dragging and Lining	\$40.00 per line & drag	
Additional Washroom facility	\$210.00 each	\$215.00 each
Additional Washroom facility Pump out	\$80.00 each	\$85.00 each
Advertising Sign	\$300.00 per season	\$310.00 per season
Tomahawk		
Soccer Pitch - Regulation Size Lining	\$65.00 per lining	\$70.00 per lining
Soccer Pitch - Regulation Size	\$15.00 per game/practice	
Soccer Pitch – Regulation Size Lining Off Season	\$185.00 per lining per field	\$190.00 per lining per field
Tee Deck Sponsor Sign	\$300.00 per season	\$310.00 per season
Additional Washroom facility	\$210.00 each	\$215.00 each
Additional Washroom facility Pump out	\$80.00 each	\$85.00 each
Golf Course Green Fee	\$18.00 per round	\$20.00 per round
Resident Golf Course Seasons Pass – over 60	\$300.00 per season	\$310.00 per season
Resident Golf Course Seasons Pass – 16-60	\$350.00 per season	\$360.00 per season
Non-Residential Golf Course Season Pass – Over 60	\$350.00 per season	\$360.00 per season
Non-Residential Golf Course Season Pass – 16-60	\$400.00 per season	\$415.00 per season

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Arena		
Lobby Rental (Non Ice Season) daytime only	\$80.00 per day	
Arena (Non Ice Season)	\$525.00 per day	\$540.00 per day
Arena Floor (Non Ice Season – 3 Hour Maximum)	\$120.00 per day	\$125.00 per day
Arena Floor – Pickleball Court (per court)	\$15.00 per hour	Remove
Arena Advertise Signs Wall	\$260.00 per season	\$270.00 per season
Arena Advertise Signs Boards	\$315.00 per season	\$325.00 per season
Adult Skating	\$3.00 each time	
Community Centre		
Large Hall Hourly Rate	\$20.00 per hour	Remove
Hall #1 - Large Hall (2 hours max and no furniture)	\$40.00 per use	Remove
Hall #1 - Large Hall (4 hours max and no furniture)	\$80.00 per use	Remove
Hall #1 - 4hrs max with furniture Large Hall (4 hours max with furniture)	\$160.00 per use	\$30.00 per hr, 4hrs max with furniture
Hall #1 - Large Hall Full Day (over 4 hours)	\$300.00 per day	\$310.00 per day
Hall #2 - Small Hall (4 hours max and no furniture)	\$50.00 per use	Remove
Hall #2 - 4hrs max with furniture Small Hall (4 hours max with furniture)	\$65.00 per use	\$20.00 per hr, 4hrs max with furniture
Hall #2 - Small Hall Full Day (over 4 hours)	\$175.00 per day	\$180.00 per day
Hall #2 – Small Hall (2 hours max and no furniture)	\$30.00 per use	\$15.00/hour
Kitchen – with Hall #1 or #2 rental	\$70.00 per day	\$75.00 per day

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Kitchen Only – during hours of 8 a.m. to 4 p.m.	\$200.00 per day	Remove
Kitchen Only – hourly (over 8 hours)	\$45.00 per hour in addition to above	\$25.00 per hour
Kitchen Only – half day	\$100.00	Remove
Set-up / Take Down Fee	\$150.00 per event	\$155.00 per event
Large & Small Halls + Kitchen	\$600.00	\$620.00
Entire Comm Centre Non-Ice Season	\$1,500.00	\$1,545.00
Grounds Rental (parking lot)	New	\$250.00 per day
Grounds Rental plus facility rental	\$150.00 per event	
"Party Package A" 1 hour ice time & 4 hrs Hall #2 Max of 50 people – unlicensed events only	\$130.00 per event	\$155.00 per event
"Party Package B" 1 hour ice time & 4 hours both Halls, Max of 100 people – unlicensed events only	\$275.00 per event	\$285.00 per event
"Party Package C" 4 hrs arena floor & Hall #2 - Max of 100 people – unlicensed events only (non ice season)	\$130.00 per event	\$155.00 per event
Parks		
Bayview Park Pavilion	\$80.00 per event	\$85.00 per event
Bayview Park Grounds and Pavilion	\$210.00 per event	\$215.00 per event
Lions Park Pavilion	\$30.00 per event	
Lions Park Grounds and Pavilion	\$80.00 per event	\$85.00 per event
Town Hall Park Grounds	\$80.00 per event	\$85.00 per event
Heathcote Park Grounds	\$55.00 per event	

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Labyrinth Pavilion	\$55.00 per event	
Delphi Point Pavilion	\$55.00 per event	
Delphi Point Seasonal Commercial	\$1,300.00 per season	\$1,340.00 per season
Lora Bay Grounds - Greenspace Only	\$210.00 per event	\$215.00 per event
Lora Bay Commercial Use	\$210.00 per day	\$215.00 per day
Lora Bay Seasonal Commercial	\$1,575.00 per season	\$1,625.00 per season
Northwinds Beach Seasonal Commercial	\$5,250.00 minimum	\$5,400.00 minimum
Smith Memorial Park Rental	\$55.00 per day	
Additional Picnic Table Rental (off-site) ²⁵	\$7.00 per table	
Additional Chair Rental (off-site) ²⁵	\$2.00 per chair	
Additional Garbage Bin Rental (off-site) ²⁵	\$3.00 per bin	
Bleacher Rental (off-site) ²⁵	\$90.00 per bleacher	\$95.00 per bleacher
Memorial Tree Planting (50 mm calliper and plaque)	\$630.00 per tree	\$650.00 per tree
Memorial Bench (composite or galvanized & plaque)	\$650.00 per bench	
Memorial Bench (black powder coating and plaque)	\$720.00 per bench	
Memorial Dog Park Plaque	\$30.00 per plaque	
Temporary Access Permit Deposit	\$1,500.00 deposit	\$1,545.00 deposit
Temporary Access Permit Fee	\$160.00	\$165.00

²⁵ Item will be delivered and picked up by Town staff

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Advertising Sign	\$315.00	\$325.00
Pickleball/Tennis Court Rental	\$10.00 per hour	\$20.00 per hour
Special Events		
Special Events "A" Regional/Multi Community Event (HST Exempt)	\$1,100.00 per event	\$1,135.00 per event
Special Events "A" Cancellation Fee (Not for Profit Exempt)	\$215.00	\$225.00
Special Events "B" Community Event (HST Exempt)	\$535.00 per event	\$550.00 per event
Special Events "B" Cancellation Fee (Not for Profit Exempt)	\$110.00	\$115.00
Special Events "A" or "B" Additional Application Review (Each Review)	\$110.00 per review	\$115.00 per review
Police Commanding Officer (time to review logistics of event)(HST Exempt)	\$65.00 per hour	
Community Halls		
Ravenna Hall – Weekdays	\$90.00 per day	\$95.00 per day
Ravenna Hall – Weekends	\$140.00 per day	\$145.00 per day
Craigleith Community Centre – Weekdays	\$90.00 per day	\$95.00 per day
Craigleith Community Centre – Weekends	\$140.00 per day	\$145.00 per day
Ravenna and Craigleith Hall – Weekday Only – Half day (4 hours max)	New	\$50.00

Fees and Charges

Parking

All rates are subject to the applicable HST

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Parking Hourly Rate (Non-Resident only)*	\$10.00 per Hour	

*Parking Charge will be at a maximum of \$40 per day. Anyone parking over 4 hours will be levied a parking fine. All rates are subject to the applicable HST.

Food Truck

All rates are subject to the applicable HST

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Food Truck – Tomahawk Golf Course ²⁶	\$5,000.00 minimum	
Food Truck – Lion's Park Clarksburg ²⁶	\$250.00 per day	
Food Truck – Thornbury Pier ^{26,27}	\$5,000.00 minimum	
Food Truck – Northwinds Beach ²⁶	\$5,000.00 minimum	
Food Truck – Tomahawk Golf Course Winter Fee ²⁶	\$250.00 per day	
Food Truck – Moreau Park ²⁶	\$250.00 per day	
Food Truck – Heathcote Park ²⁶	\$250.00 per day	
Non-Motorized Vehicles ²⁶	\$250.00 per season	
BVCC – Concession Stand	\$5,000.00	

²⁶ Subject to Planning approval

²⁷ Plus current BIA Levy

Fees and Charges

Ice Rentals

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Prime Ice (includes Christmas, March Break, Statutory Holidays)	\$155.00 per hour	\$160.00 per hour
Prime Ice Full Season Rental	\$155.00 per hour	\$160.00 per hour
Prime Ice Minor Sports	\$85.00 per hour	Remove
Non-Prime (weekdays 7 a.m. to 4 p.m.) (Subsidy not available)	\$75.00 per hour	\$80.00 per hour
Prime Ice Last Minute – Non-Booked Ice (Request 48 Hours prior to ice availability and first available ice) (Subsidy not available)	\$75.00 per hour	\$80.00 per hour
Non-Prime Last Minute – Non-Booked Ice (Request 48 Hours prior to ice availability and first available ice) (Subsidy not available)	\$75.00 per hour	\$80.00 per hour
Public Skating Sponsorship	\$155.00 per hour	\$160.00 per hour

Cemetery Services

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Genealogical Searches	\$75.00 per hour	\$80.00 per hour
Lots		
Standard (Includes 40% Care and Maintenance)	\$1,025.00	\$1055.75
Cremation (Includes 40% Care and Maintenance)	\$590.00	\$607.70
Columbarium Row 1 and Row 6 (Includes 15% Care and Maintenance)	\$1,285.00	\$1,323.55

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Columbarium Row 4 and Row 5 (Includes 15% Care and Maintenance)	\$1,390.00	\$1,431.70
Columbarium Row 2 and Row 3 (Includes 15% Care and Maintenance)	\$1,495.00	\$1,539.85
Interment Charges		
Adult	\$1,025.00	\$1,055.00
Infant	\$360.00	\$370.00
Child	\$460.00	\$475.00
Double Depth	\$430.00 in addition to above	\$445.00 in addition to above
Cremation – In ground	\$460.00	\$475.00
Cremation – Niche	\$315.00	\$325.00
Standard Disinterment Only	\$1,035.00	\$1,065.00
Standard Disinterment and second grave opening in another location	\$1,950.00	\$2,000.00
Cremation Disinterment Only	\$575.00	\$595.00
Cremation Disinterment and second cremation grave opening in another location	\$1,035.00	\$1,065.00
Markers		
Flat marker measuring at least 1,116.1 cm ² (173 sq. in) ²⁸	\$100.00	\$105.00
Upright marker measuring 1.07 m (3' 6") in either height or length including the base ²⁸	\$200.00	\$210.00

²⁸ Set by the Bereavement Authority of Ontario

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Upright marker measuring more than 1.22 m (4') in either height or length including the base - see note 28 above	\$400.00	\$400.00 \$415.00
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	Pickle Ball 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%
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%
Outdoor Tennis/Pickleball Courts	Pickleball Groups	10%

Fees and Charges

Harbour Services

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Moving of boat/ cradle/trailer/any equipment 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	\$155.00 per hour 1 Hour Minimum
Seasonal Mooring	\$71.00 per foot	\$73.00 per foot
Hydro Rates	\$195.00 per outlet	\$200.00 per outlet
Transient Rate - Monthly	\$21.55 per foot	\$22.20 per foot
Hydro Rates – Monthly Transient Rate	\$62.60 per outlet	\$64.48 per outlet
Transient Rates – Weekly	\$9.75 per foot	\$10.04 per foot
Hydro Rates – Weekly Transient Rate	\$31.50 per outlet	\$32.45 per outlet
Transient Rates – Nightly	\$2.02 per foot	\$2.08 per foot
Hydro Rates – Nightly Transient Rate	\$8.45 per outlet	\$8.70 per outlet
Transient Rates – Nightly – per foot (May and October)	\$1.01 per foot	\$1.04 per foot
Transient fee for 1 night prior to a vessel hauling out and remaining on the harbour grounds as a paying land storage customer	\$0.00	
Transient fee for 1 night following a vessel being launched that is a paying land storage customer	\$0.00	
Pump-out	\$23.00	\$23.89
Yacht Club Member Pump-Out	\$13.27	\$13.71
Daily Launch Ramp	\$10.62	\$10.94
Seasonal Launch Ramp	\$63.72	\$65.63

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Off Season Land Storage	\$11.50 per foot per season, \$1.96 per foot per month	\$11.85 per foot per season, \$2.02 per foot per month
Waiting List Fee – Non-Refundable	\$150.00	
Cancelling Slip -before May 31 st	\$50.00	
Cancelling Slip -before June 30 th	60% of mooring fee	
Cancelling Slip -after July 1 st	100% of mooring fee	
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	\$10.00 per code
Pavilion	\$75.00 per event	\$80.00 per event
Pennants	\$25.00 per pennant	
Harbour Commercial Operations ²⁹	\$15.00 per foot in addition to Seasonal Mooring Fee	
Summer Day Sailor Storage – Ground	\$200.00	\$205.00
Summer Day Sailor Storage - Rack	\$140.00	\$145.00
Kayak Storage	\$100.00 per season	\$105.00 per season

²⁹ Requires a Certificate of Insurance naming the Town as an additional insured

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Not for Profit or Charitable events, races, etc. – Council has approved this fee for the last few seasons through staff reports, ie Georgian Bay Regatta, etc.	\$17.70 per vessel per night	\$18.23 per vessel per night

All items are subject to applicable HST.



2023 Proposed Budget Operations

Operations

This Department budget includes:

- Operations (Page 161)
- Capital Project Management (Page 163)
- Roads and Drainage (Page 181)
- Garbage Collection (Page 207)
- Landfill (Page 209)
- Sustainability (Page 212)
- Waste Diversion (Page 214)
- Water (Page 216)
- Wastewater (Page 222)

Operations

Mission

To provide leadership and support for the successful management and delivery of programs and services of the Operations Divisions within the Operations Department.

2023 Work Plan

- Completion and implementation of updated Engineering Standards including consultation and council endorsement.
- Undertake a street tree inventory including a comprehensive assessment methodology and monitoring program.
- Modernize the Department's approach to Municipal Land Use Permits and process including revisions to the associated by-law and fee structure.
- Completion of large-scale plans and studies (Drainage Master Plan, East Side Water Class EA, Wastewater Collection Master Plan).
- Initiate implementation of the Transportation Master Plan.
- Develop and implement a department wide Operations Work Plan that aligns with the Corporate Strategic Plan and the performance management framework.
- Successful transition and onboarding of the new Capital Projects Division.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Occupancy Permits	28	24	25
Service Requests (across all Department Divisions)	1,202	1,387	1,500
Average Working Days to Close a Service Request	6	7	8

2023 Budget Commentary

The major reduction in Salaries and Benefits seen in the 2023 Budget is due to the newly created Capital Projects Management Division. The decrease in Consulting expenses is due to specific studies and projects being budgeted separately from Operations.

Operations

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	654,665	960,241	348,090	356,944	366,344
Administrative Expenses	4,038	3,200	4,265	4,620	4,625
Operating Expenses	52	0	0	0	0
Communications	2,500	3,700	2,650	2,775	2,900
Personnel and Training	5,554	7,800	3,550	3,700	3,700
Utilities	0	0	0	0	0
Equipment Related	84	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	1,550	0	0	0	0
Consulting	7,587	225,000	15,000	15,000	15,000
Transportation Action Items	0	50,000	0	0	0
Purchased Services	2,994	10,000	11,500	10,500	10,500
Debt Payments	0	0	0	0	0
Financial Expenses	4,600	4,600	5,100	5,400	5,700
Premise and Site	7	0	0	0	0
Total Expenses	683,633	1,264,541	390,155	398,939	408,769
Transfers					
Transfers to Capital	-114,358	-114,358	0	0	0
Transfers to Reserves	486,500	486,500	562,000	590,000	620,000
Transfers from Obligatory Reserves	-25,000	-25,000	-15,000	-15,000	-15,000
Transfers from Other Reserves	0	-200,000	0	0	0
Interfunctional Transfers	-273,033	-273,033	130,337	132,965	131,493
Total Transfers	74,108	-125,892	677,337	707,965	736,493
Total Transfers and Expenses	757,741	1,138,650	1,067,492	1,106,904	1,145,262
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)	757,741	1,138,650	1,067,492	1,106,904	1,145,262

Capital Project Management

Mission

To lead the successful management and delivery of capital projects. Provide technical and administrative support to the Operations Divisions within the Operations Department and to provide capital project management support to other Departments as requested.

Success Measurement

- Cost – Execute projects within justifiable budgets.
- Schedule – Ensure Construction related services are procured in a timely manner to support project schedules.
- Program Performance – Prequalify, Procure and Contract with construction service firms that meet the expectations of the project, while ensuring compliance with Legislation, and Town Policies.
- Documentation – Manage the prequalification, procurement and so that all project documentation, decisions, and outcomes are consistently documented, readily trackable and traceable.

2023 Work Plan

- Continuing to manage approved, large-scale capital projects (e.g., Thornbury West Reconstruction, Thornbury WWTP Expansion and Campus of Care).
- Incorporated infrastructure deficiencies identified in the Environmental Assessment Studies (Eastside Water Distribution and Storage, Master Drainage Plan, Town Wide Sanitary Plan) that will be completed in 2023 into the Capital Project Long Term Plan.
- Process Development for the entire life cycle of capital projects from internal projects.
- Develop and implement a plan to address the new requirements under the provincial Excess Soils Regulation and seek opportunities to reduce related costs.
- Business process improvement – continue to explore opportunities for efficiencies and alternative delivery methods that align with improved customer service and organizational priorities.

Non-Financial Statistics

Description	2020 Actual	2021 Actual	2022 Forecast	2023 Estimate
Asset Sustainability Ratio ¹	0.67	1.96	2.5	4.00

¹Asset Sustainability Ratio is capital spending divided into annual amortization, Provincial target is 0.90 or spending \$0.90 on capital for every \$1.00 in amortization. The amounts mentioned here are for the Operations Department only and doesn't include any assumptions.

2023 Budget Commentary

This is a newly created Division under the Operations Department. Previously, these expenses and staff costs were budgeted under the Operations Division.

Capital Project Management

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	299,727	0	620,328	641,547	539,712
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	689	0	1,200	1,200	1,200
Personnel and Training	0	0	3,200	3,200	3,200
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	22,102	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	322,518	0	624,728	645,947	544,112
Transfers					
Transfers to Capital	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	-397,372	-411,181	-362,741
Total Transfers	0	0	-397,372	-411,181	-362,741
Total Transfers and Expenses	322,518	0	227,356	234,767	181,371
Revenue					
Grants and Donations	1,451	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	1,451	0	0	0	0
Net Cost of Service (Taxation)	321,067	0	227,356	234,767	181,371

Capital Project Management

The Capital Project Management Division is responsible for the large-scale reconstruction projects.

Previously Approved Projects

Project	Grey Road 19 & 21 Sewer Crossing
Budget	\$ 575,000
Project Manager	Manager of Capital Projects
Update	This project is aligned with Grey/Simcoe County round-about at the Grey Road 19 and 21 intersections. This project has a construction timeline of 2024. Map CPM-1

Project	Peel Street Pump Station Upgrades
Budget	\$ 731,160
Project Manager	Manager of Capital Projects
Update	Staff have recently purchased long lead equipment to reduce the amount of time during construction. Construction will take place in mid 2023. Map CPM-2

Project	Mountain Road Booster Pumping Station Relocation
Budget	\$ 1,000,000
Project Manager	Manager of Capital Projects
Update	Staff are working with the County on this project, construction is scheduled for 2024. Map CPM-3

Project	CWWTP Blower Replacement
Budget	\$ 1,860,000
Project Manager	Manager of Capital Projects
Update	Staff are working with an engineer to complete the detailed design for the new blowers. The construction budget will be included in future year's capital budget.

Project	Craigeleith and Mill St SLS and Forcemain Engineering
Budget	\$ 2,000,000
Project Manager	Manager of Capital Projects
Update	Staff will be working on the engineering for these three projects throughout 2023 with the intent of including the construction project budgets in future years. Maps Craigeleith Main Sewage Pumping Station 4 – Map CPM-4 Mill Street Sewage Pumping Station 5 – Map CPM-5 Mill Street to Thornbury Wastewater Treatment Plant Forcemain – Map CPM-6

Capital Project Management

Project	Timmons Easement Lining
Budget	\$ 2,005,000
Project Manager	Manager of Capital Projects
Update	Staff are working on the detailed engineering for this project but will be looking to delay the construction until future years to allow the Town to re-focus staff and financial resources to higher priority projects. Map CPM-7

Project	Tyrolean Lane Wastewater Servicing
Budget	\$ 2,273,500
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff have completed the Birch View Trail wastewater servicing in 2022 and will be completing detailed engineering design in 2023 and then will postpone the actual construction until a future year. This will allow the Town to re-focus staff and financial resources to higher priority projects. Map CPM-8

Project	Lakewood Drive Reconstruction
Budget	\$ 3,760,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff are looking to complete detailed engineering design in 2023 and then will postpone the actual construction until a future year. This will allow the Town to re-focus staff and financial resources to higher priority projects. Map CPM-9

Project	Substandard Watermain Replacement
Budget	\$ 5,213,400
Project Manager	Manager of Capital Projects
Update	The Town received a substantial grant from both the Federal and Provincial governments for this project. Staff will be completing this in stages over the next two to three years. Map CPM-10

Capital Project Management

Project	Westside Water Storage and Distribution EA
Budget	\$ 8,829,200
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	<p>This program has been split into four specific projects:</p> <ul style="list-style-type: none"> • Water Tower Rehabilitation Map CPM-11 • 10th Line Reservoir Map CPM-12 • Watermain Twinning Map CPM-13 • Pump Upgrades Map CPM-14 <p>The Water Tower construction will be proceeding in Q2 of 2023 with the other projects looking to complete detailed engineering design in 2023.</p>

Project	Campus of Care (Servicing of 125 Peel Street)
Budget	\$ 11,500,000
Project Manager	Manager of Capital Projects
Update	<p>Staff have recently engaged an engineer to complete detailed design. Construction will take place from 2024 to 2026.</p> <p>Map CPM-15</p>

Project	Thornbury West Road Reconstruction
Budget	\$ 13,089,400
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	<p>Phase 1A (Victoria Street, Louisa Street, and Beaver Street) will be completed by the end of Q2 in 2023.</p> <p>Map CPM-16</p>

Project	TWWTP Expansion
Budget	\$ 24,100,000
Project Manager	Manager of Capital Projects
Update	<p>Staff have done some pre-purchasing of equipment to void any delays due to long delivery times on equipment. The tender for the work will be released in early Q1 of 2023 with construction being completed in Q4 of 2024.</p> <p>This project also includes the detailed design engineering for the upgrades to the outfall. This engineering will be used to inform future budgets for required construction costs.</p> <p>Map CPM-17</p>

Capital Project Management

2023 Capital Budget

Project	CWWTP Lift Station and Support Engineering
Description	Staff are recommending that the septic receiving station be moved from the Craighleith Sewage Lift Station to a new one to be built at the CWWTP. This budget presents the engineering only, the construction budget, currently estimated at \$7.4M will be included in the 2025 capital budget seeking Council approval. Map CPM-18
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 1,100,000 Engineering \$ 250,000 Contingency \$ 1,350,000 Total Budget
Funding	\$ 1,350,000 Wastewater Asset Replacement Reserve Fund

Project	Peel Street North Reconstruction
Description	Staff are re-budgeting the construction portion of this project due to an increase in the cost of construction seen throughout 2022. This project is vital to complete as it will help service the Campus of Care. This project also includes the pedestrian bridge over the Little Beaver River. Map CPM-19
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 4,400,000 Construction \$ 500,000 Contingency \$ 4,900,000 Total Budget
Funding	\$ 185,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 425,000 Parks and Recreation Development Charges \$ 4,290,000 Roads and Related Development Charges \$ 4,900,000 Total Funding

Capital Project Management

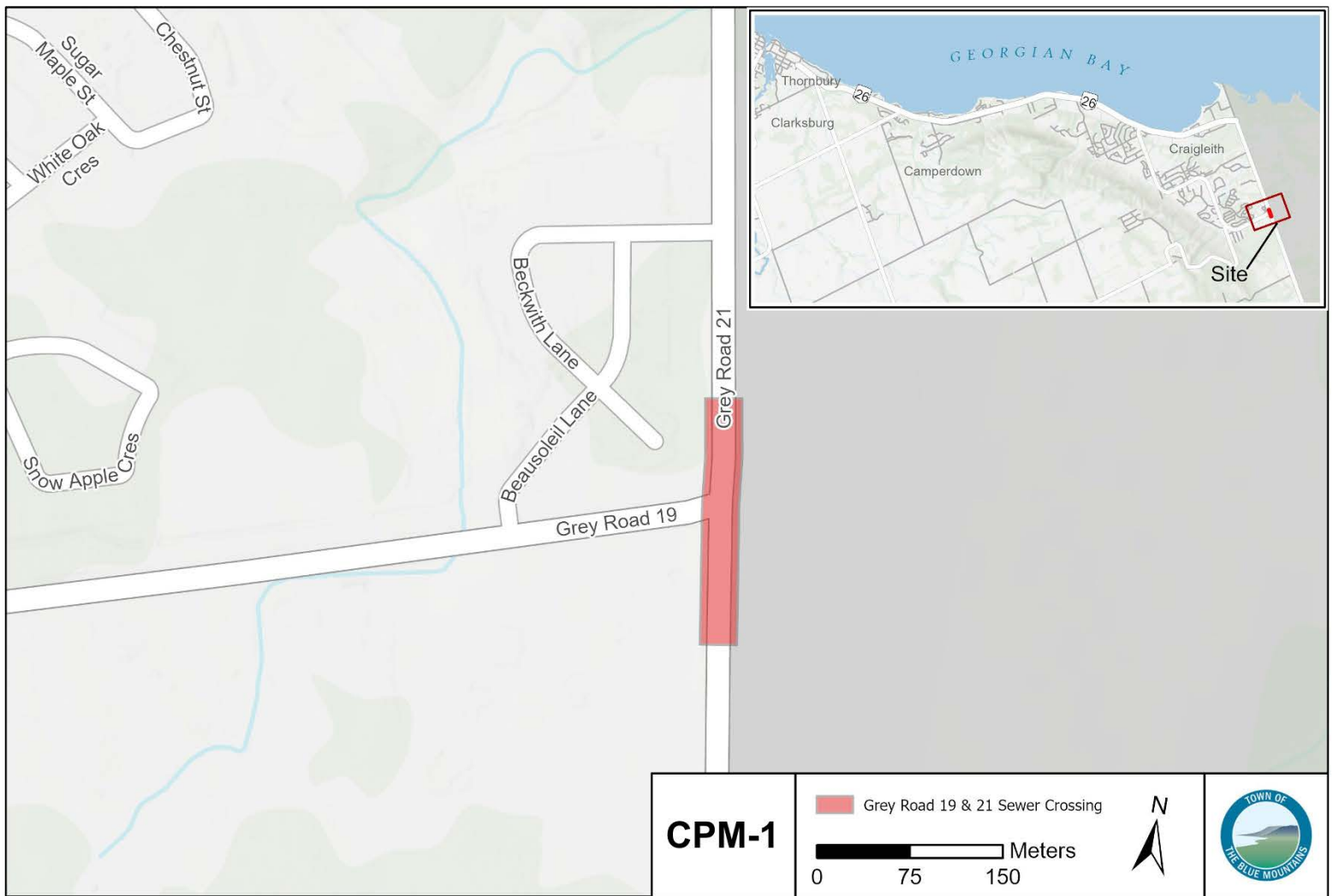
Project	Thornbury West Road Reconstruction Top up
Description	Staff are requesting additional funding for the construction portion of this project due to an increase in the cost of construction seen throughout 2022. This project is vital to complete as it will help service the Campus of Care. Map CPM-20
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 5,750,000 Construction \$ 5,750,000 Total Budget
Funding	\$ 862,500 Water Asset Replacement Reserve Fund \$ 862,500 Wastewater Asset Replacement Reserve Fund \$ 1,207,500 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 2,817,500 Ontario Community Infrastructure Fund (OCIF) Grant \$ 5,750,000 Total Funding

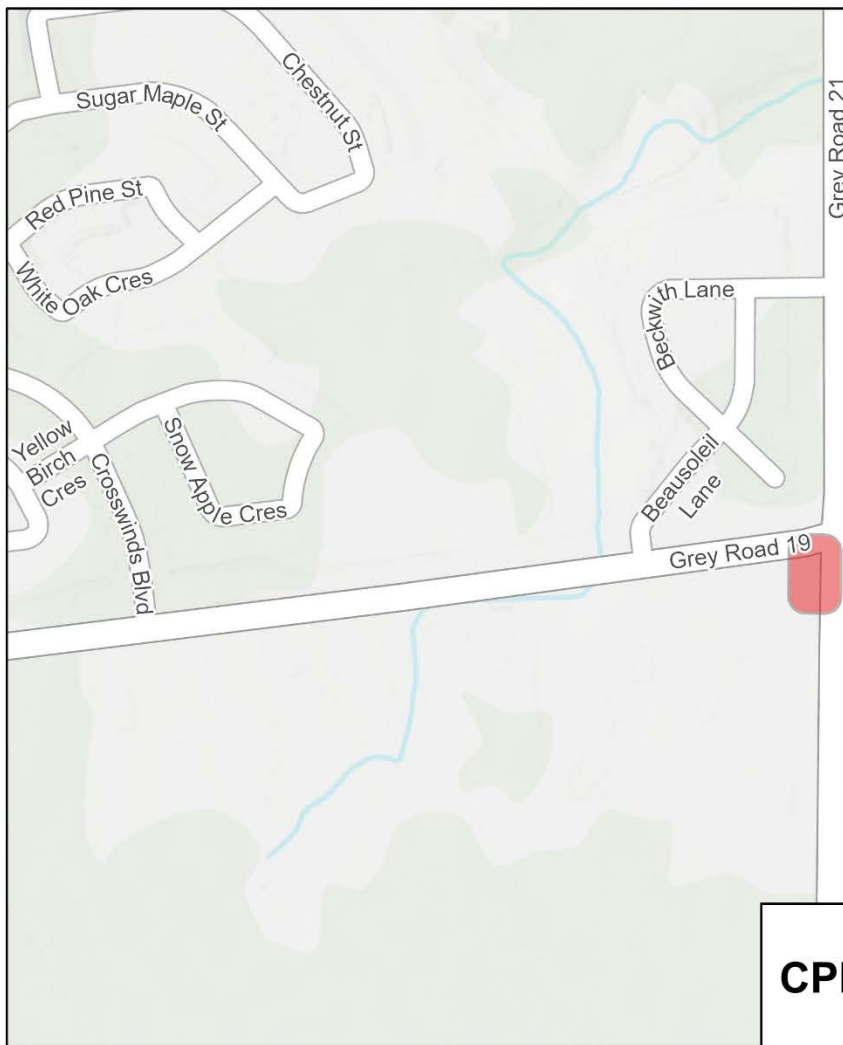
Total Number of Projects:	3
Total Budget:	\$ 12,000,000
Total Funding by Source:	\$ 425,000 Parks and Recreation Development Charges \$ 862,500 Water Asset Replacement Reserve Fund \$ 1,392,500 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 2,212,500 Wastewater Asset Replacement Reserve Fund \$ 2,817,500 Ontario Community Infrastructure Fund (OCIF) Grant \$ 4,290,000 Roads and Related Development Charges \$ 12,000,000 Total Funding

Capital Project Management

Five-Year Capital Forecast

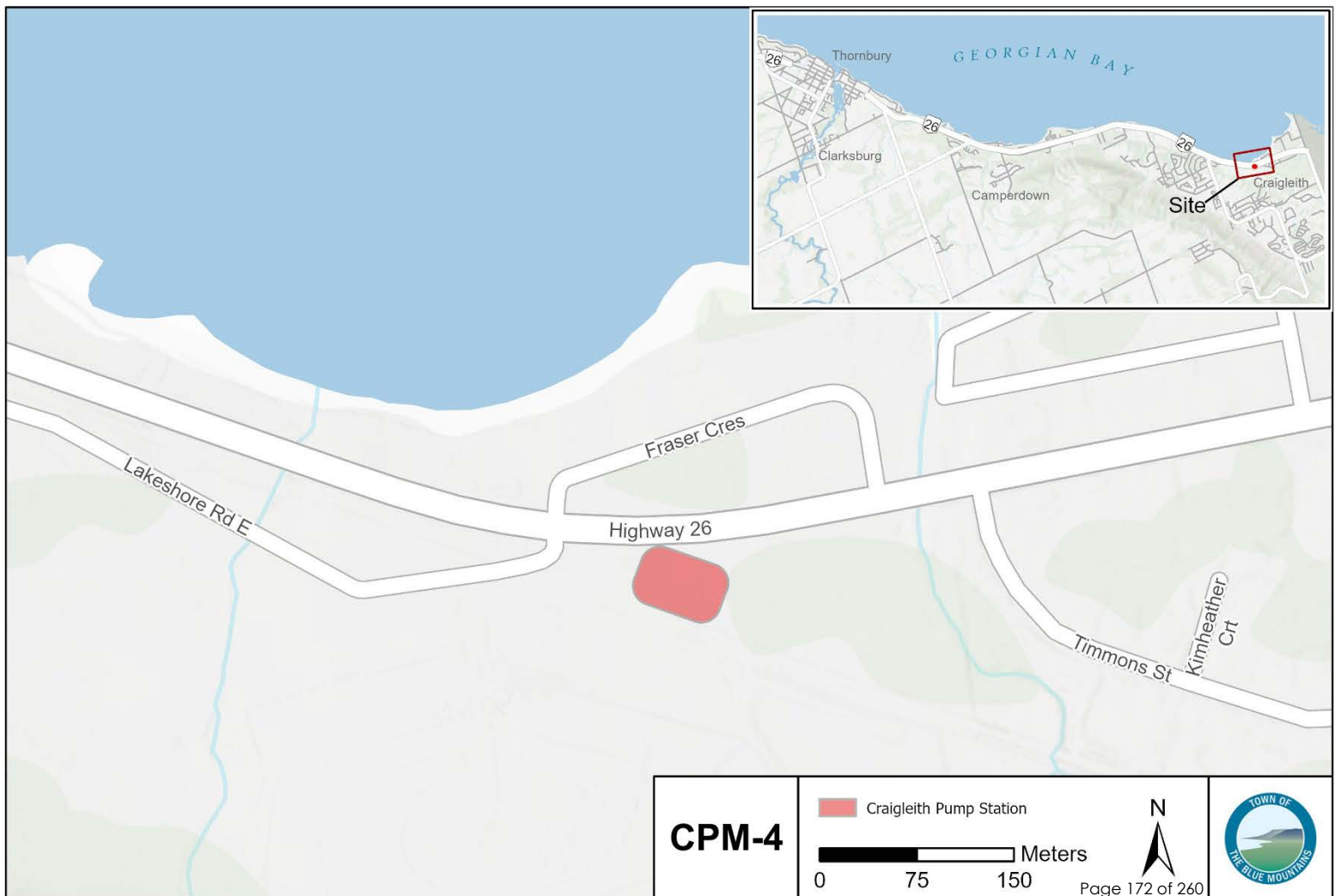
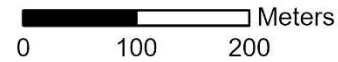
Project	2023	2024	2025	2026	2027
CWWTP Lift Station and Support Engineering	\$1,350,000				
Peel St North Reconstruction	\$4,900,000				
Thornbury West Road Reconstruction Phase 1B	\$8,900,000				
Connecting Link Preliminary Engineering		\$250,000			
Arrowhead Road Reconstruction		\$12,200,000			
Mill St SPS Upgrades		\$4,950,000			
Bay St Reconstruction Engineering			\$780,000		
CWWTP Lift Station and Support Construction			\$7,400,000		
Wastewater Forcemain			\$3,500,000		
TWWTP Outfall Construction			\$9,000,000		
Craigleith SLS Construction			\$6,500,000		
TWWTP Biological Treatment Study				\$275,000	
Bay Street Reconstruction Construction					\$11,200,000
Connecting Link Detailed Engineering					\$2,300,000
Timmons Easement Construction					\$2,000,000
Total Budget	\$15,150,000	\$17,400,000	\$27,180,000	\$275,000	\$15,500,000
Funding Sources	2023	2024	2025	2026	2027
Reserve/Reserve Funds	\$5,995,000	\$4,645,000	\$1,900,000	\$275,000	\$15,500,000
Development Charges	\$4,715,000	\$7,805,000	\$5,380,000		
Long-Term Debt		\$4,950,000	\$19,900,000		
Grants	\$4,440,000				
Total Funding	\$15,150,000	\$17,400,000	\$27,180,000	\$275,000	\$15,500,000





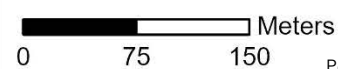
CPM-3

Mtn Road Booster Pump Station
Relocation

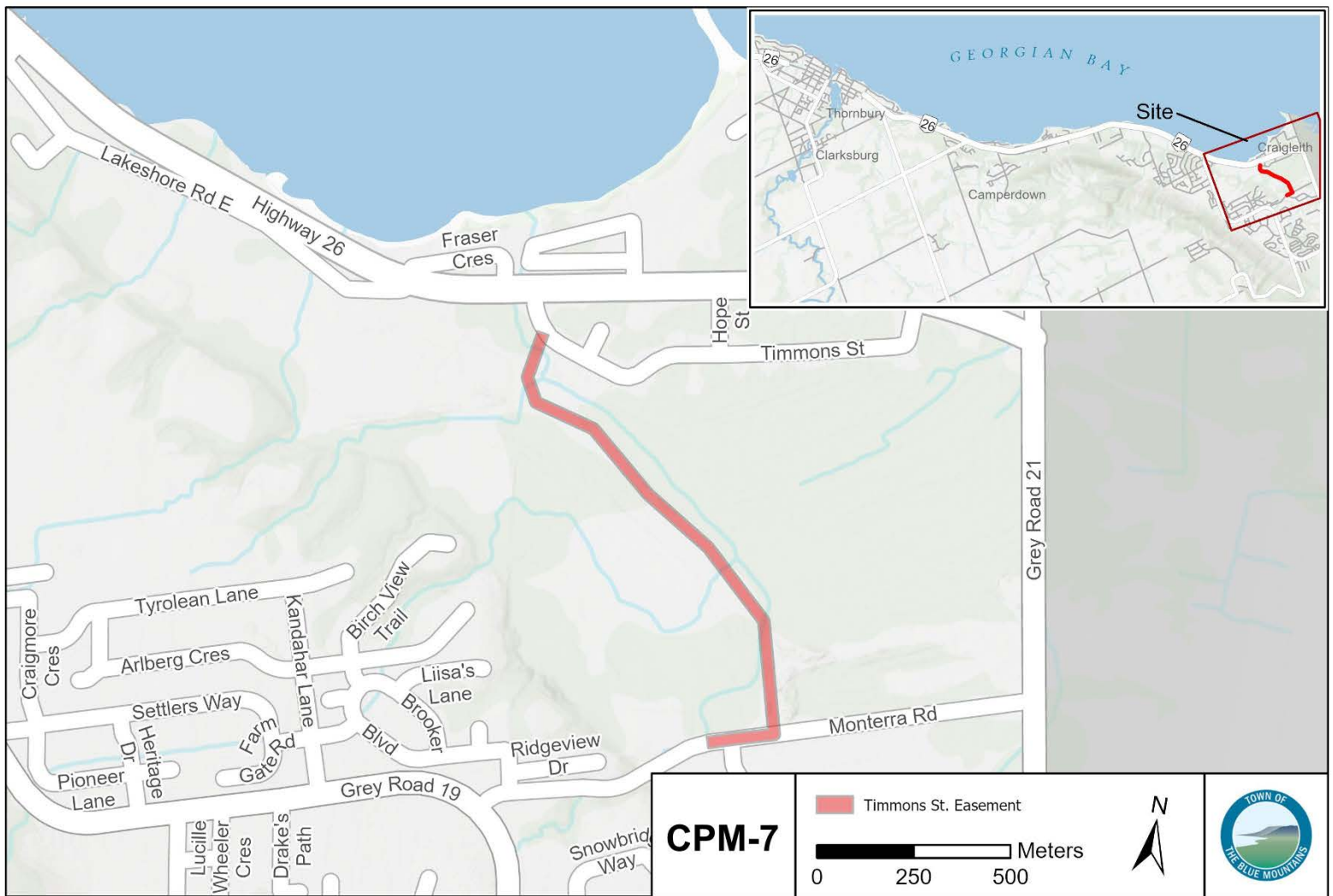


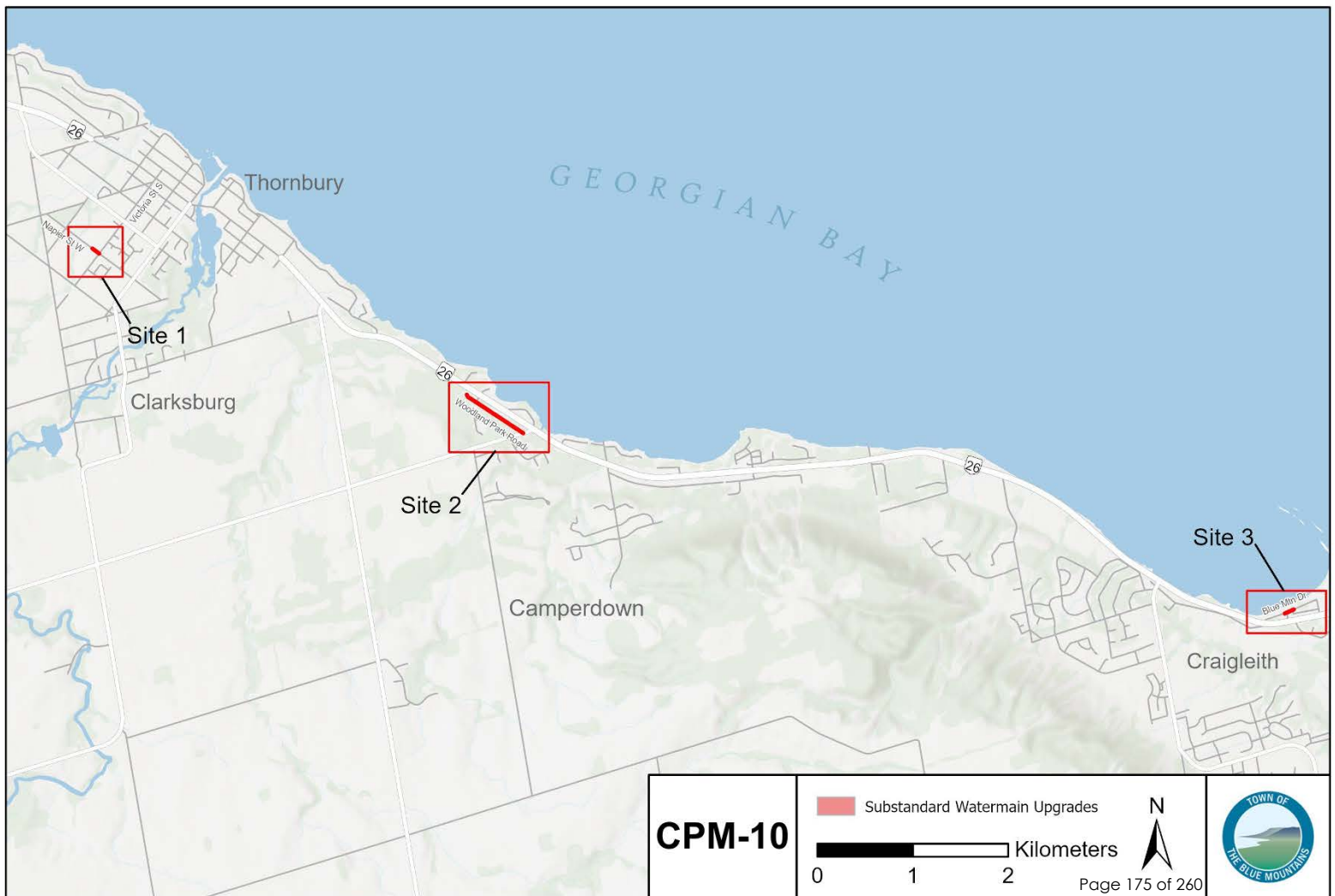
CPM-4

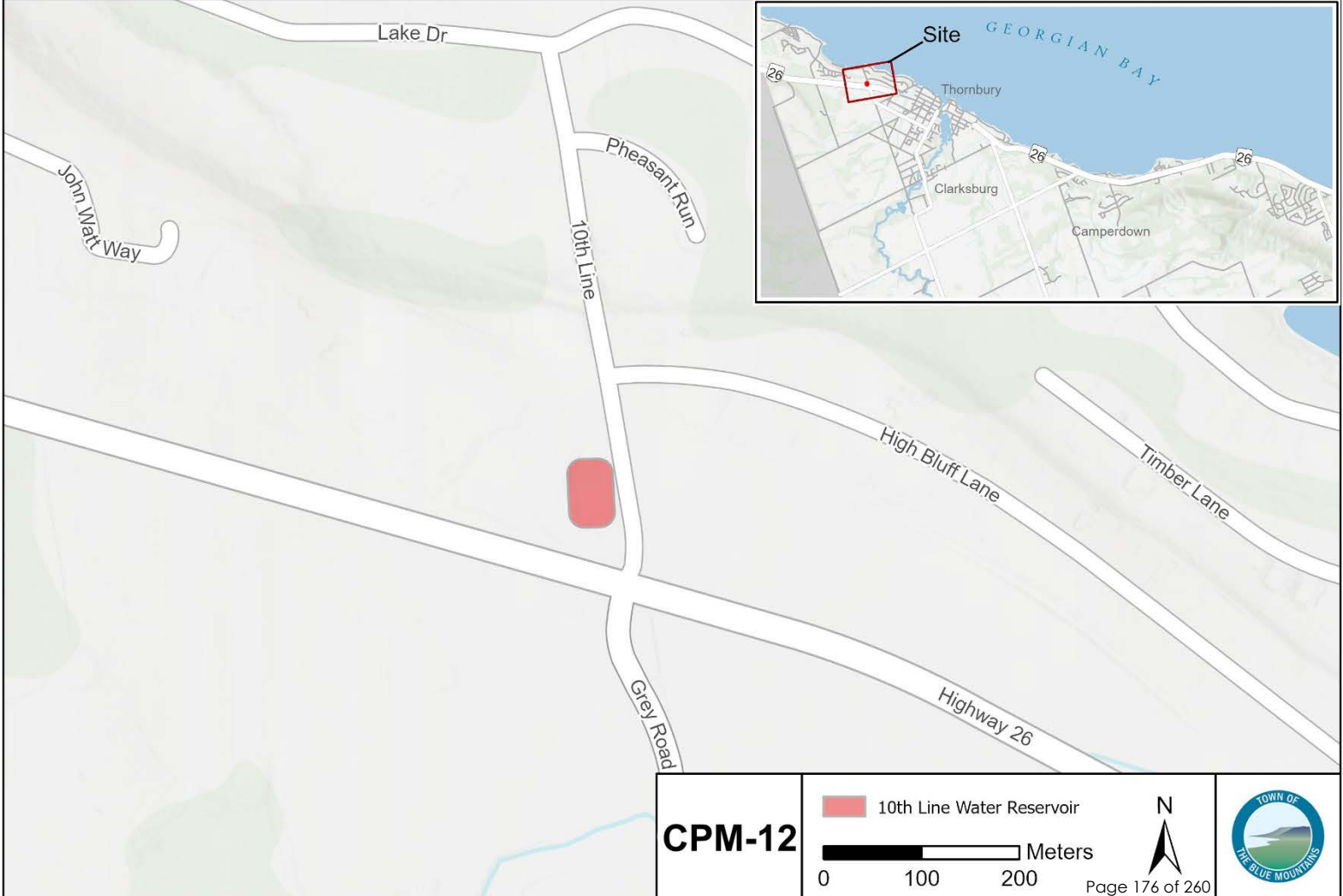
Craigleith Pump Station

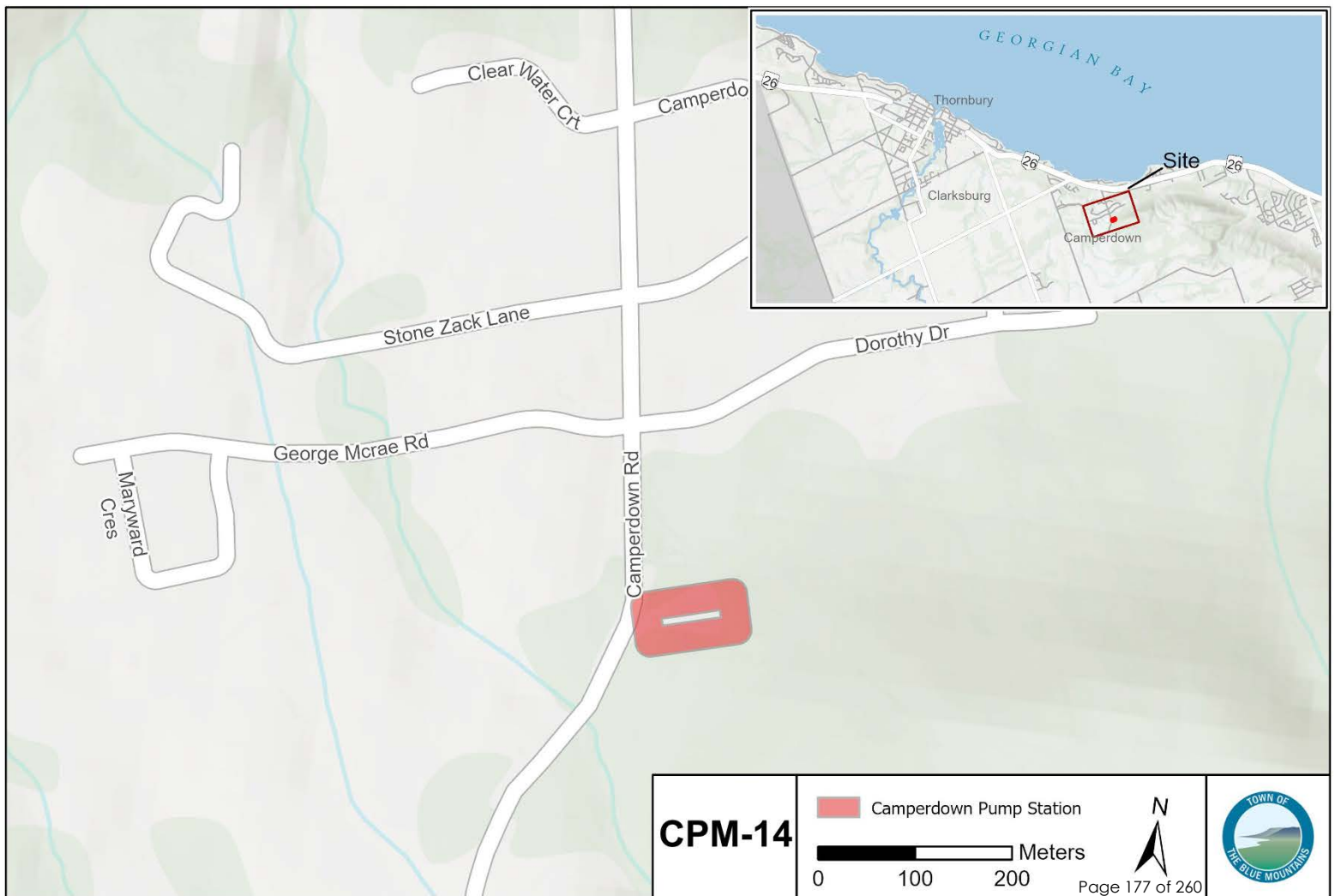
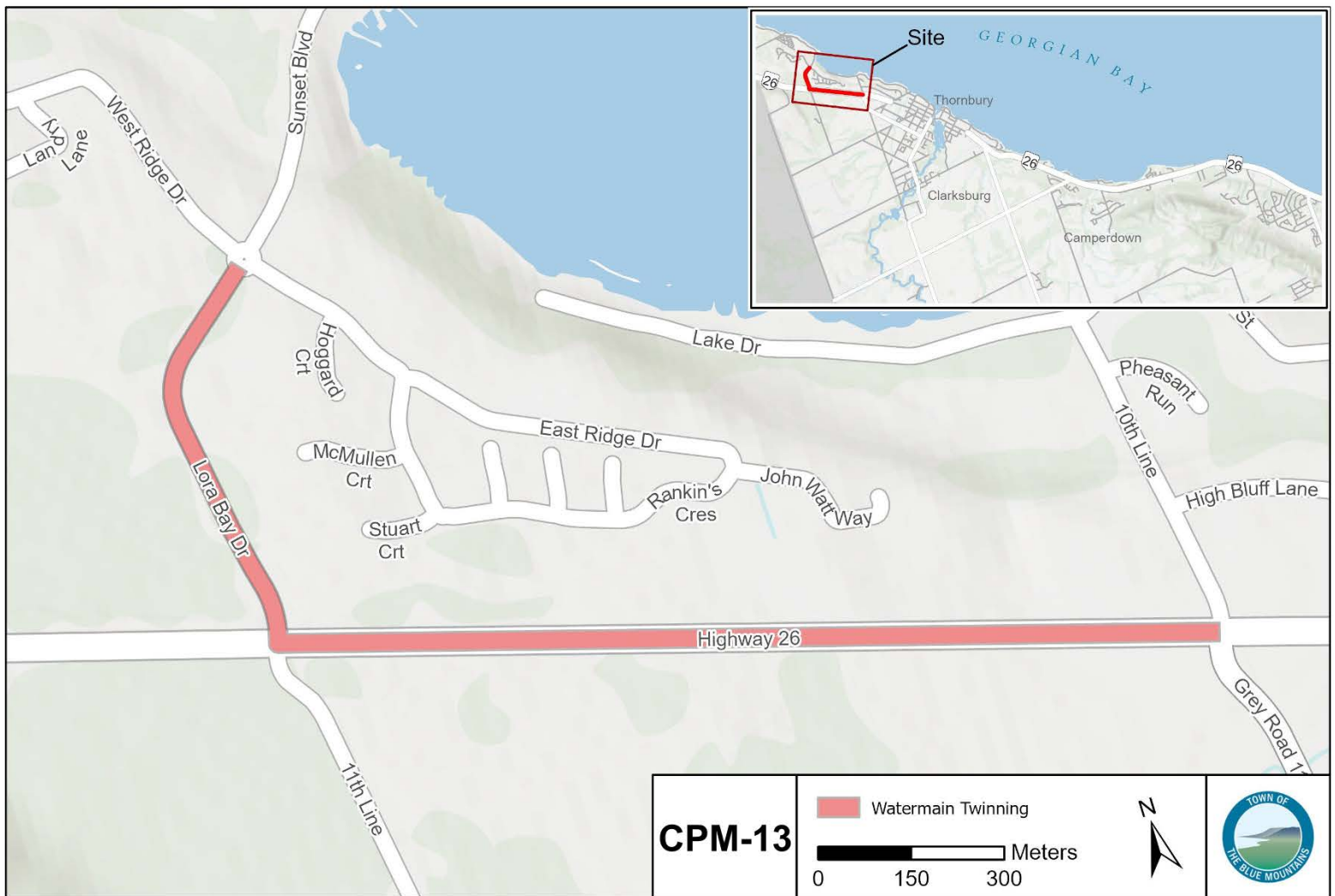


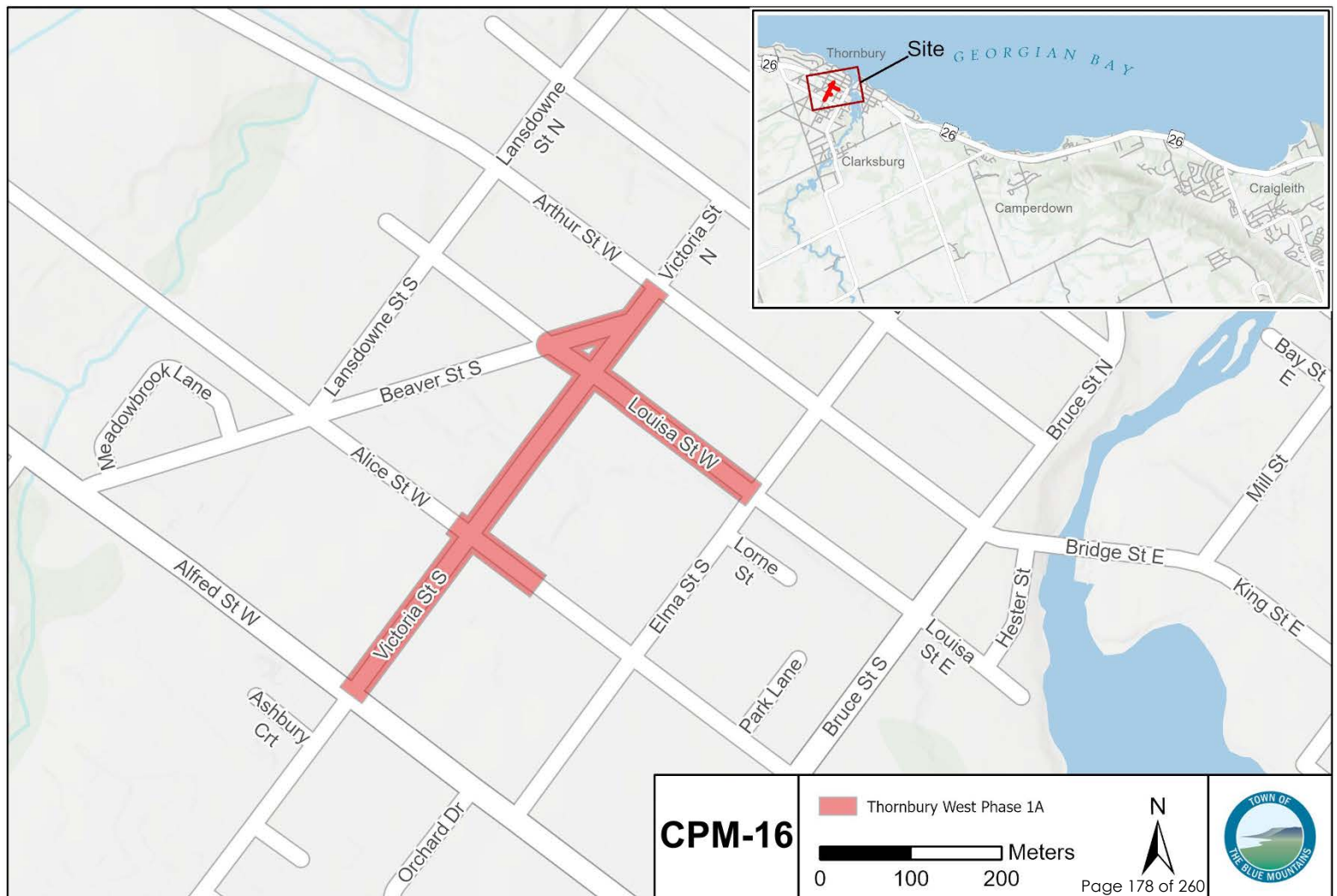
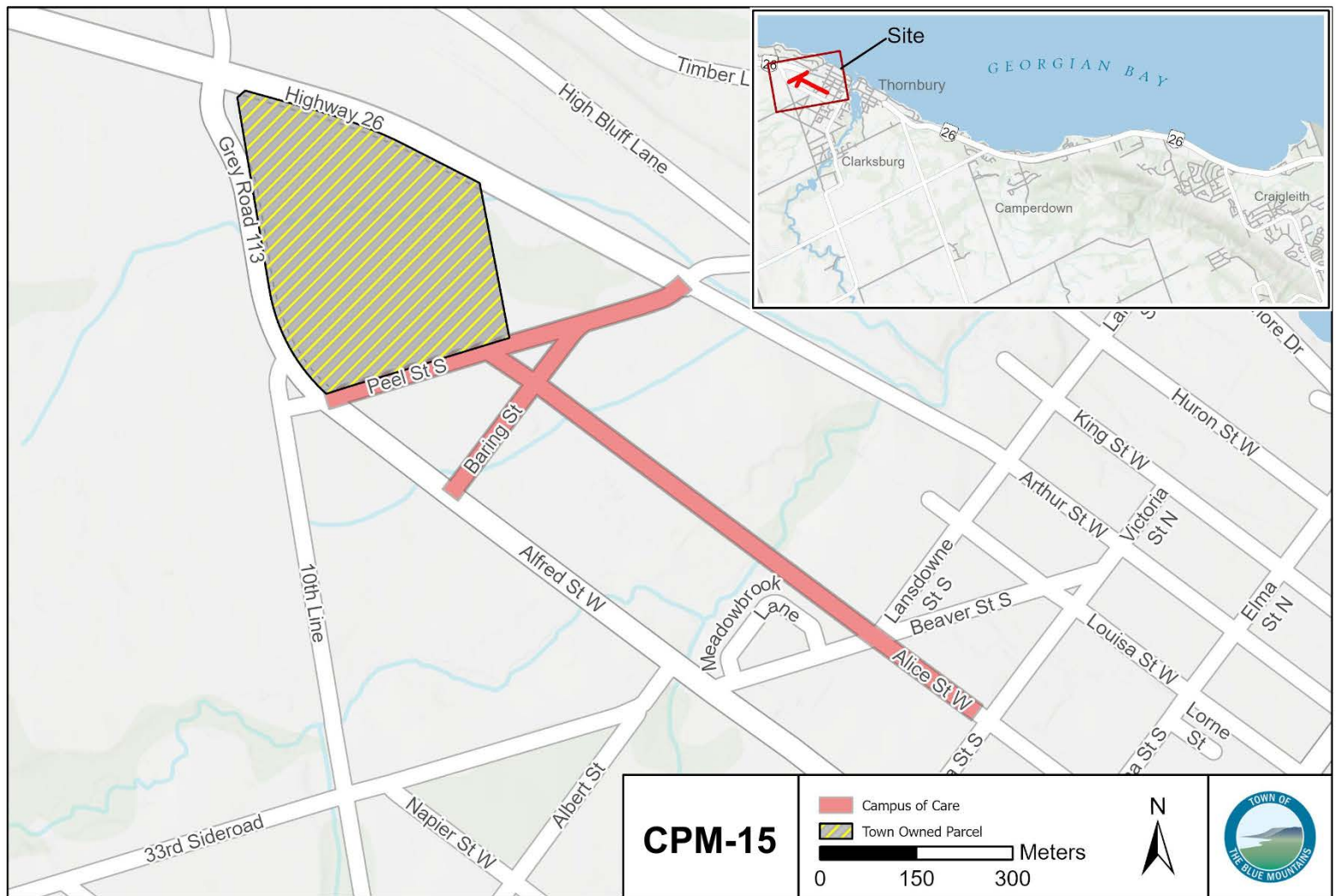


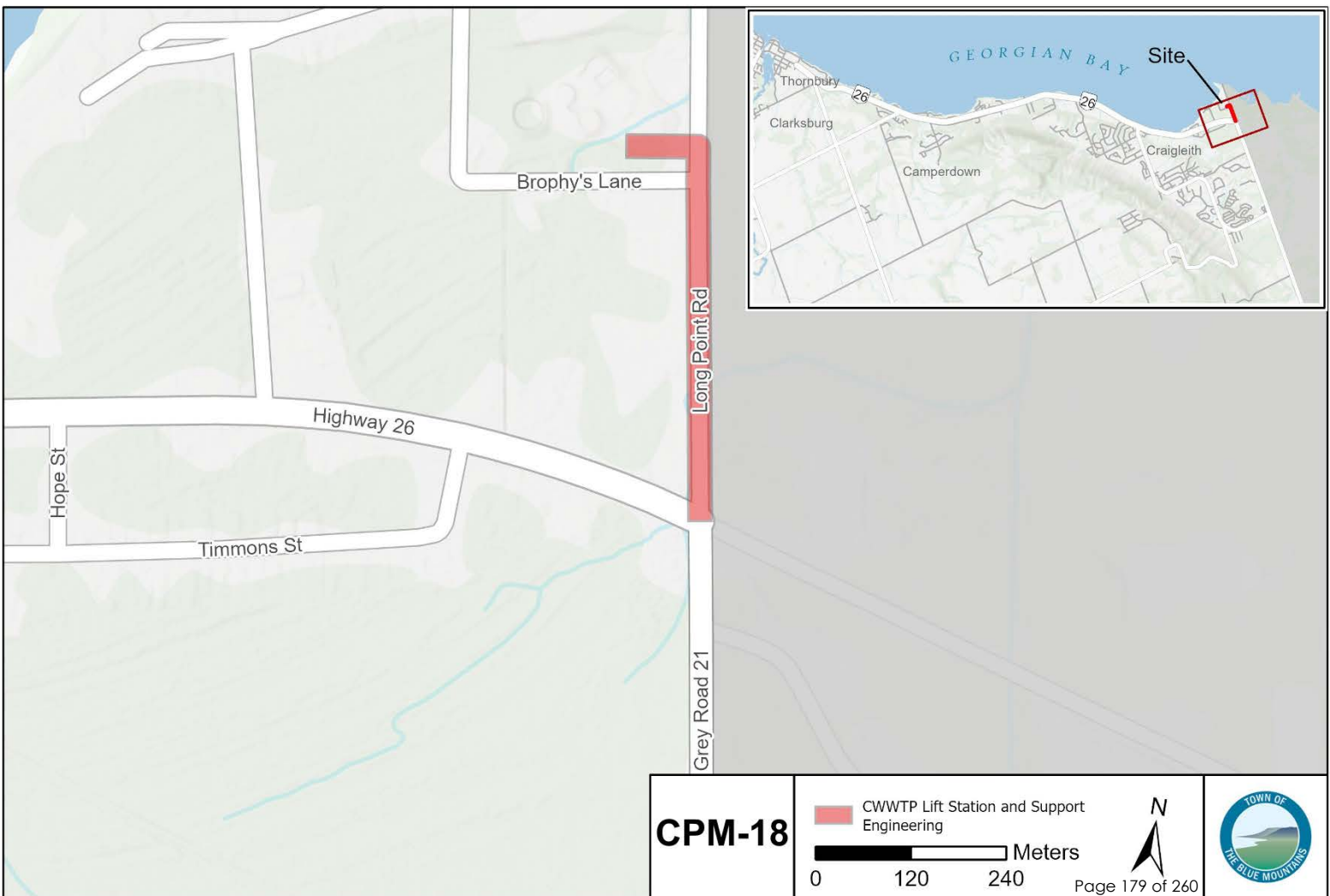
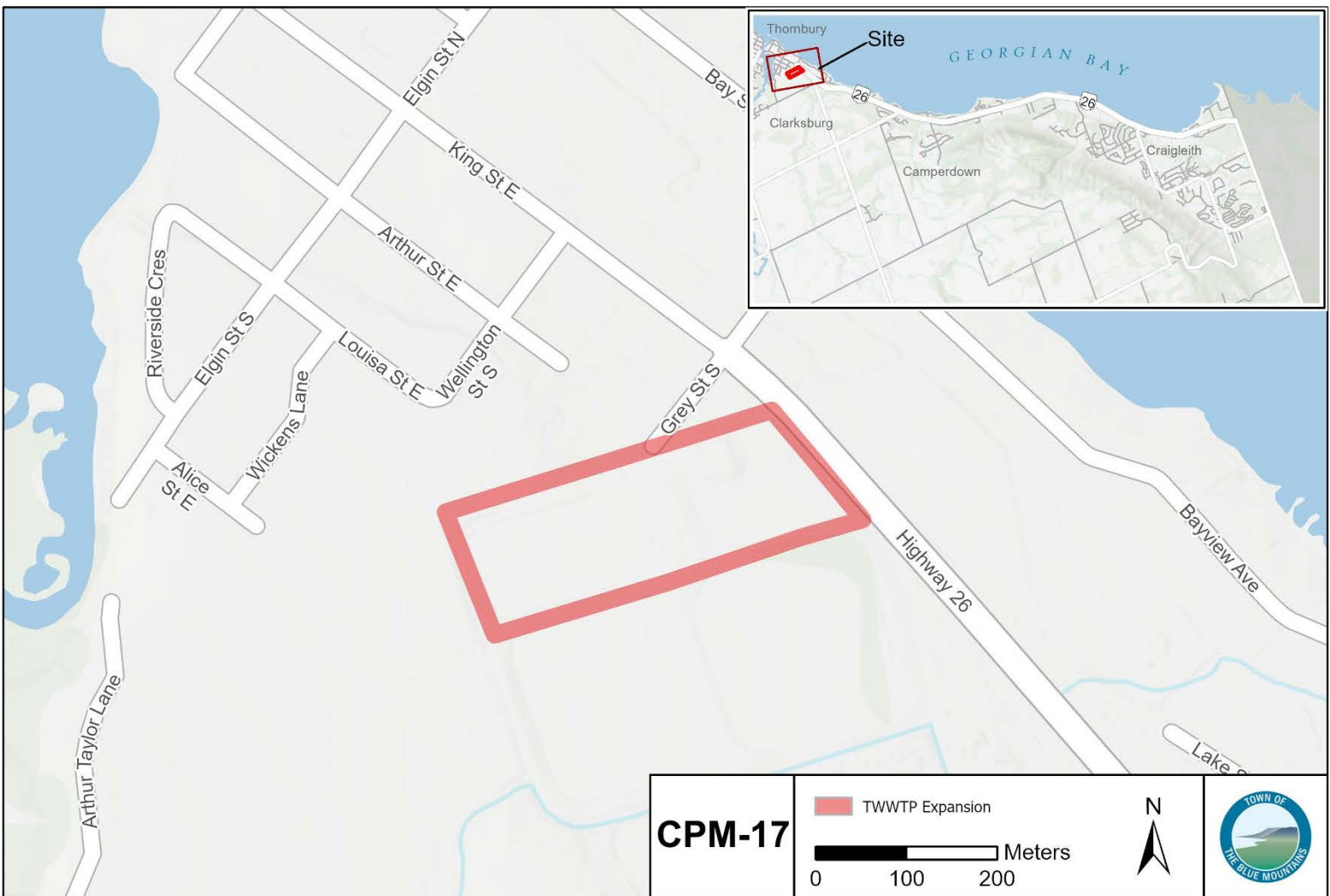


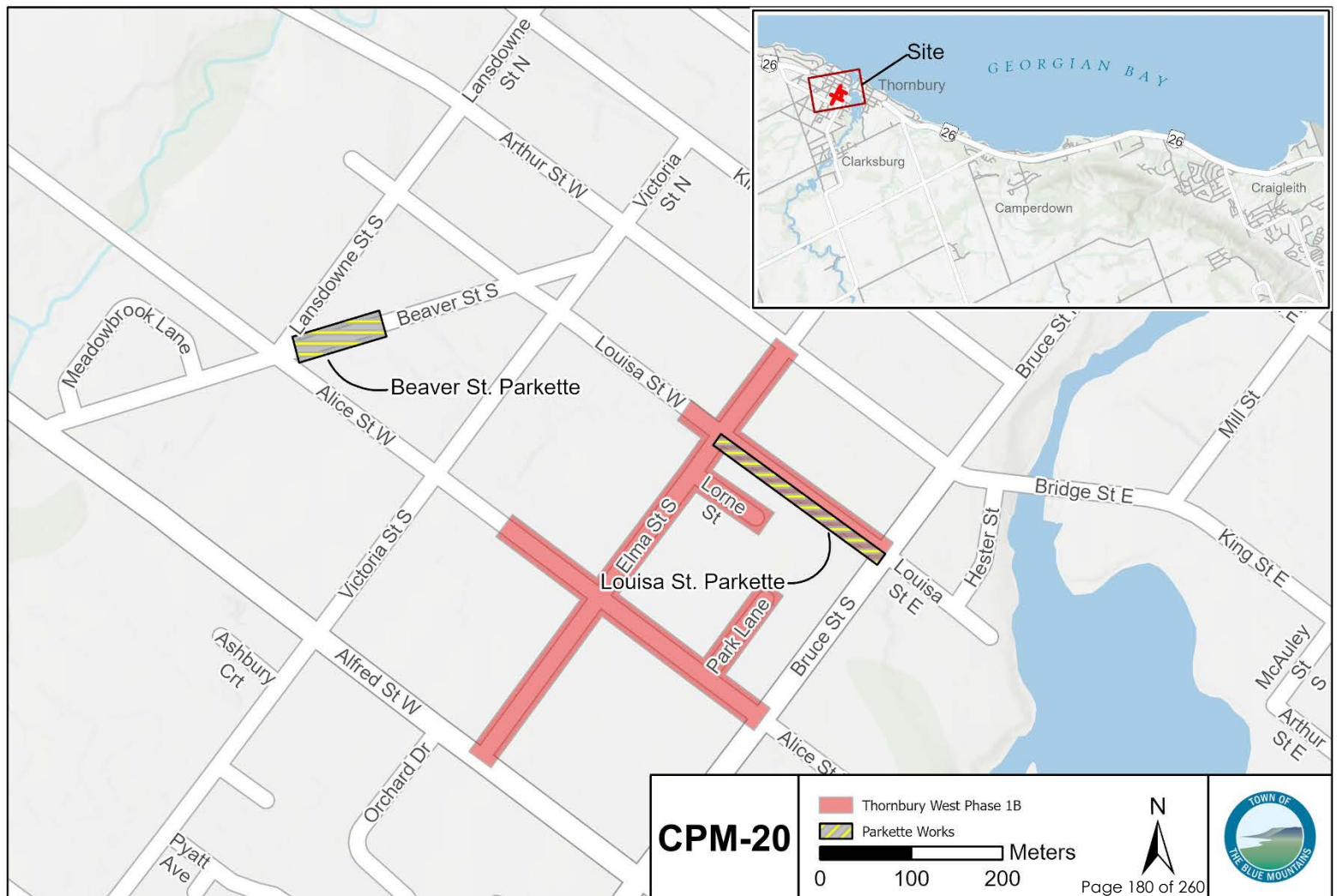
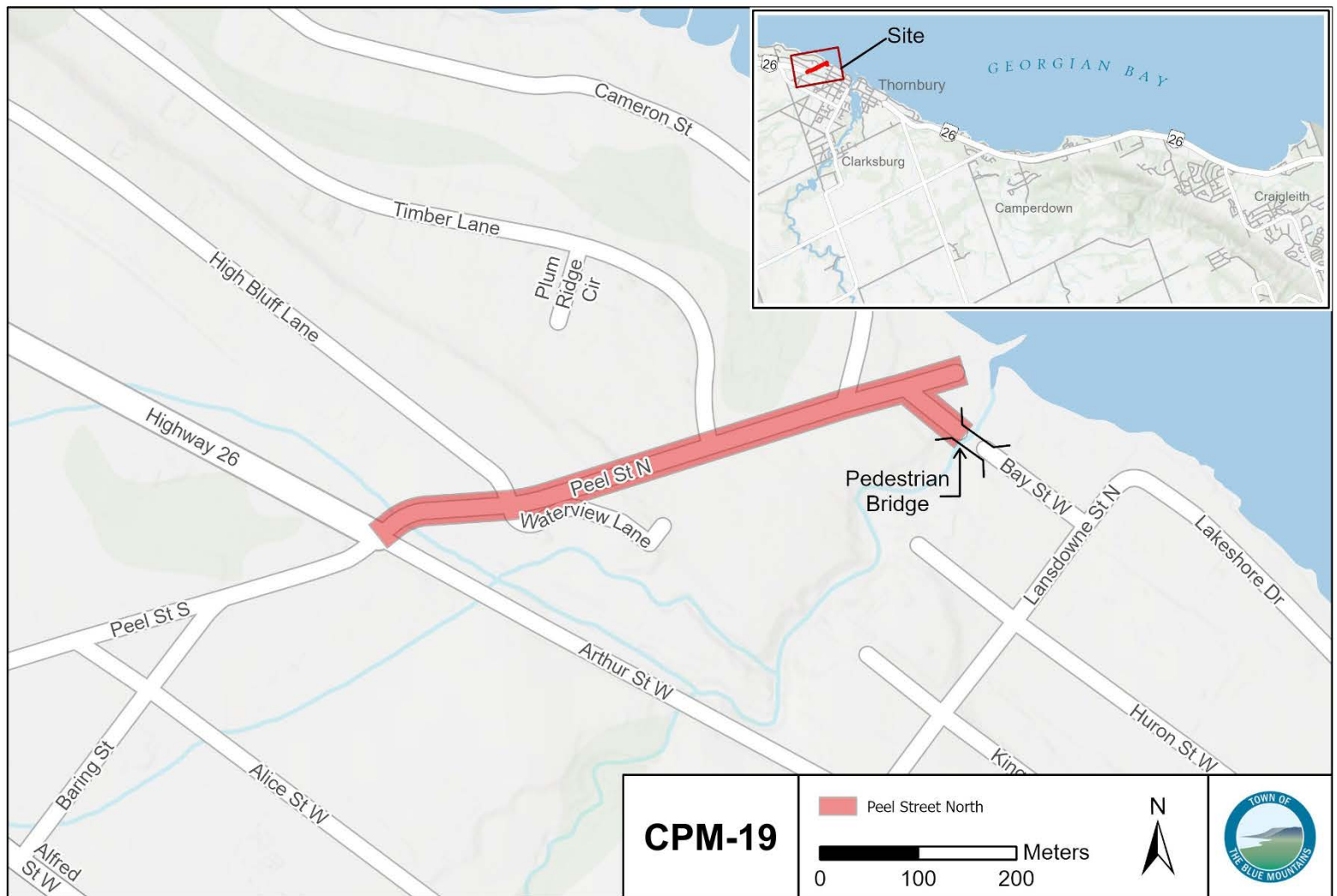












Roads and Drainage

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.

2023 Work Plan

2023 will include the replacement of 1,000 meters of sidewalks. Our focus has been the replacement of narrow sidewalk sections that are not AODA compliant. Staff is preparing for the replacement of the Guide rails at Culvert 210 along Arthur Street (Hwy 26) between Lansdowne St and Peel St. Staff is preparing for the replacement of 2004 road grader. Staff is looking to tender for future sidewalk winter maintenance equipment. Staff are advancing the expansion of the Ravenna Works yard.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Kilometres of roads plowed in winter	264.87	265.97	266.50
Tonnes of sand used for winter control	3,017	4,660.85	3,500
Bridges and culverts maintained	32	32	32

2023 Budget Commentary

- Budget preparation and cost control as well as procuring and administering contracts.
- Comment on development proposals, severance/minor variance applications.
- Respond to inquiries from ratepayers, municipalities, agencies, Council, and others.
- Provide winter maintenance for Municipal infrastructure. Provide year-round maintenance of road surfaces, shoulders, roadsides, drainage works and structures (culverts and bridges).
- Review and coordinate request by utilities for the use of Town lands.
- Manage permits for use of lands within the road allowance.

There are a few major increases in the Roads and Drainage Budget for 2023. Vehicle and Fleet Related expenses are increasing due to the increasing rise of fuel that staff do not expect to come down in 2023. Purchased Services is increasing to deal with the Town's hazard trees. Operating Expenses are increasing due to the increasing cost of materials.

Roads and Drainage

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	1,374,108	1,580,309	1,616,347	1,670,862	1,728,155
Administrative Expenses	4,102	5,850	4,100	4,200	4,400
Operating Expenses	876,660	846,650	872,900	901,822	931,282
Communications	16,246	10,700	18,100	18,100	18,100
Personnel and Training	34,887	21,650	28,250	28,900	29,900
Utilities	79,569	90,000	91,500	96,500	101,500
Equipment Related	156,325	99,200	93,000	93,500	96,500
Vehicle and Fleet Related	367,589	261,000	320,250	336,250	342,400
Legal Expenses	0	0	0	0	0
Consulting	8,764	4,000	25,000	5,000	25,000
Purchased Services	493,160	559,000	606,750	616,750	619,250
Debt Payments	0	0	0	121,683	321,609
Financial Expenses	60,300	60,300	64,100	67,300	70,700
Premise and Site	38,812	46,550	47,000	44,500	42,000
Total Expenses	3,510,521	3,585,209	3,787,297	4,005,367	4,330,796
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	692,000	692,000	1,033,000	1,220,000	1,267,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	528,703	528,703	542,823	545,970	549,125
Total Transfers	1,220,703	1,220,703	1,575,823	1,765,970	1,816,125
Total Transfers and Expenses	4,731,224	4,805,912	5,363,120	5,771,337	6,146,921
Revenue					
Grants and Donations	27,884	32,000	29,000	29,000	29,000
External Revenue	64,522	105,100	63,900	64,900	66,000
Subsidies	0	0	0	0	0
Total Revenue	92,406	137,100	92,900	93,900	95,000
Net Cost of Service (Taxation)	4,638,818	4,668,812	5,270,220	5,677,437	6,051,921



June 27, 2022

Jim McCannell, Manager of Roads & Drainage
Shawn Carey, Director of Operations

Winter Maintenance Implementation

Sidewalks

Presentation Outline

The following presentation is to provide the necessary information for Council to consider additional winter maintenance activities to align with current and projected population growth within the Town. This includes the maintenance of all sidewalks by internal resources.

Background

Current Winter Maintenance of Sidewalks

Changing the Level of Service

Future Winter Maintenance of Sidewalks

Equipment

Facility Requirements

Staffing Requirements

Recommendations

Financial Impacts

Questions and Comments

Background

There are 31 km of municipal sidewalks, with the Town contracting out the winter maintenance of 20.23 km of Town sidewalks. There are approximately 10.78 km of municipal sidewalks where the Town does not provide winter maintenance. In addition, there are approximately 10.65 km of sidewalks proposed in new development within the Lora Bay and Craigleith Areas.

Town of The Blue Mountains Sidewalk Winter Maintenance	Length (km)
Town Sidewalks with Winter Maintenance	20.23
Town Sidewalks without Winter Maintenance	10.78
Private Sidewalks	4.58
Unassumed Sidewalks	10.65
Total	46.24
Georgian Trail – winter groomed maintenance between Christie Beach Rd and Grey Rd 21	20.48

Current Winter Maintenance of Sidewalks

Current Service Contracts

- Contract 1:
 - Includes a minimum of 1 sidewalk machine
 - Provide service 7 days a week
 - 5 tractors with snow blades, snow blowers, and front-end loader options
 - 1 parking lot sander
 - Labour for hand shoveling around Thornbury, and the bridges in Clarksburg
 - Contract was awarded in 2019 and has a 5 year-term until April 15, 2024
- Contract 2:
 - Blue Mountain Village sidewalks and Snowbridge Development are maintained through a tender with Blue Mountain Resort
- All other residential sidewalks in the Lora Bay/Camperdown and Craigleith areas are signed – No Winter Maintenance Nov 1 – April 15

Changing the Level of Service for Winter Sidewalk Maintenance

Future Winter Maintenance of Sidewalks

Option 1: Status Quo – Current Winter Maintenance of Sidewalks

- Maintain the current winter sidewalk maintenance plan.
 - Maintain 20.23 km of sidewalks located in Thornbury/Clarksburg, and the Blue Mountain Village.
 - All other residential sidewalks are deemed closed for the winter.

Option 2: Contract Sidewalk Maintenance in All Areas

- Pros: The cost of staff/equipment and storage are the responsibility of the contractor. The Town needs to only administer the contract, or several contractors.
- Cons: The Town could face unanticipated costs with the loss of service mid-season, which has been experienced in the past.

Option 3: Hybrid Version of Contracting and Town Maintenance

- Pros: This option would help to control costs while Town staff become more experienced with the sidewalk maintenance.
- Cons: The Town could face unanticipated costs with the loss of service mid-season, which has been experienced in the past.

Option 4A: Town Staff Provide Maintenance of Sidewalks – Two (2) Depot Locations

- All staff and equipment could be split between two (2) depot locations
- Two (2) service areas could be created:
 - One for the Lora Bay / Thornbury / Clarksburg area
 - Craigleith area

Option 4B: Town Staff Provide Maintenance of Sidewalks – One (1) Depot Location

- All staff equipment could be located at a single site currently owned by the Town.
- The sidewalk machines could be loaded on a trailer and hauled with a truck to various service locations.
- This is currently common practice for the Town's lawnmower and tractors which service the Town's Parks.

Equipment

- Two (2) sidewalk maintenance units with attachments for the Lora Bay/Thornbury/Clarksburg area.
- Two (2) sidewalk maintenance units with attachments for the Craigleith area.
- One (1) spare machine and attachments in the event of mechanical failure/repairs.
- One (1) heavy duty pick-up truck to supply sand/salt, and haul sidewalk machines.



Facility Requirements

Facility Requirements for Lora Bay / Clarksburg / Thornbury

- A 1200 sq.ft. heated prefabricated structure with concrete floors to accommodate two (2) sidewalk machines (\$540,000), with one (1) washroom.

Facility Requirements for Craigleith – Building on a 3-acre site

- A 1200 sq.ft. heated prefabricated structure with concrete floors to accommodate two (2) sidewalk machines (\$540,000), with one (1) washroom.
- A fuel storage system with diesel, dyed diesel, and gasoline tanks (\$60,000).
- A block wall foundation with a wooden structure with metal clad siding and roofing for salt/sand storage (\$20,000).

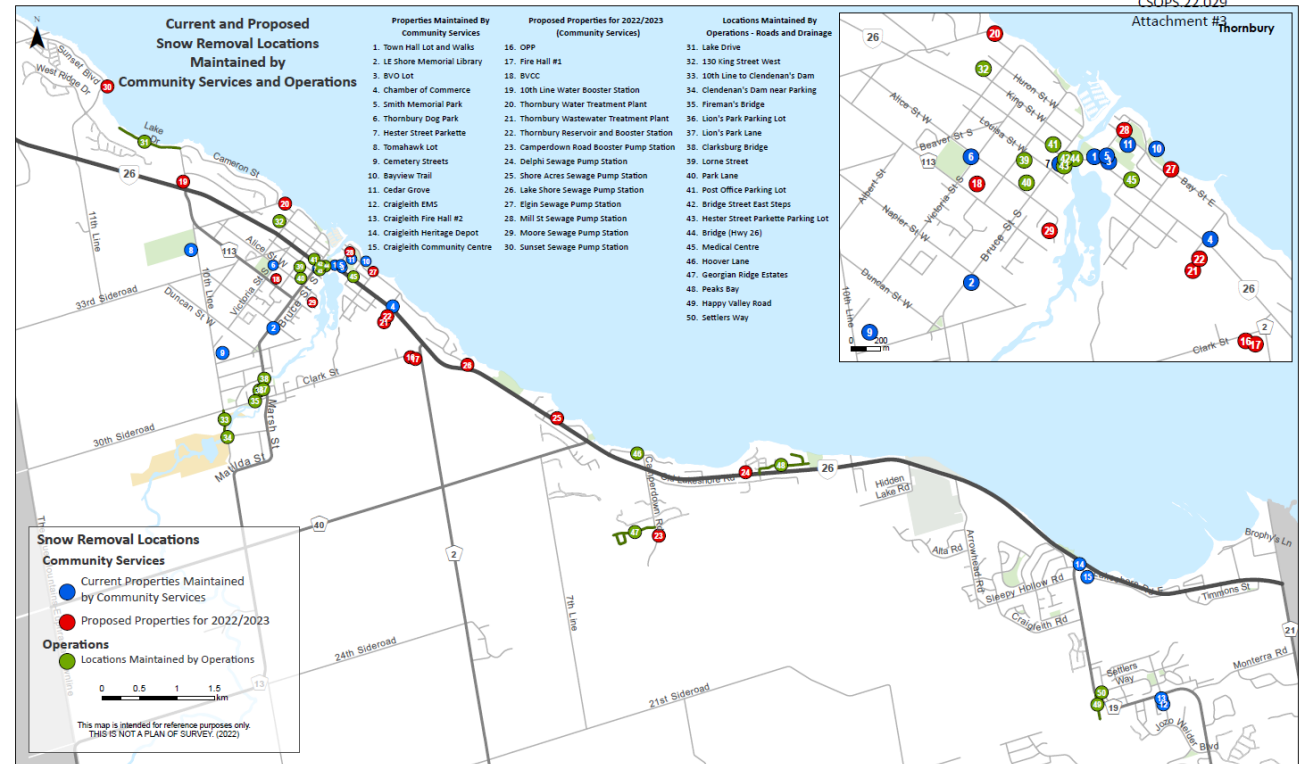
Staffing Requirements – Option 4A & 4B

- To provide proper winter maintenance for the two areas, the Town would require
- five (5) operators plus one (1) lead hand/spare operator for a total of six (6) employees.
- Four (4) routes would require four (4) drivers, each driver would be on a five (5) day.

Winter Positions	Summer Positions
<ul style="list-style-type: none">• 6 staff assigned to sidewalks	<ul style="list-style-type: none">• 2 staff assigned to CS – Parks• 4 staff assigned to OPS – R&D

Parking Lots & Laneways

There are a total of fifty (50) locations between the Community Services and Operations Divisions which need to be maintained. As fewer local contractors are available to take on these works, the Town will need to take on the additional services in-house.



Recommendation

Option 4A – Town will provide the winter maintenance service from 2 depots locations. One located in Craigleith at the vacant lands located on County Road 19, and a second storage facility at Tomahawk.

Financial Impacts

Operating

Expense	Budget	Impact on 2022 Tax Levy
5 Operators	\$500,000	
Lead Hand	\$110,000	
Compliance Coordinator	\$55,000	
Vehicle Costs	\$15,000	
Machine Costs	\$160,000	
Facility Costs	\$5,000	
<i>Less Items Included in the Base Budget</i>		
Seasonal Staff	\$225,000	
Sidewalk Contracts	\$65,000	
Net Impact on Taxation	\$540,000	2.92%

Capital

Capital Expense	Budget
Sidewalk snow removal machinery	\$1,050,000
Facilities	\$1,230,000
Total Capital Costs	\$2,280,000
Taxation Funding	\$1,370,000
Public Works Development Charges Funding	\$910,000
Total Funding	\$2,280,000



Thank you for your time

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	Plow Replacement (3 units)
Budget	\$1,200,000
Project Manager	Manager of Roads and Drainage
Update	As per Council direction staff looked into leasing these vehicles rather than outright purchasing them; unfortunately, this is not a viable option at this time. Staff have ordered two plows in Q4 of 2022 however additional budget is being requested to purchase the 3 rd due to a 35% increase in the price of plows as compared to 2021.

Project	Stormwater Works
Budget	\$250,000
Project Manager	Manager of Roads and Drainage
Update	Staff are looking to complete this work in 2023.

2023 Capital Budget

Project	Bridge and Culverts
Description	Repair / Replacement of Bridge #19 on the 11 th Line including railing improvement, rehabilitation of super structures, concrete deck repairs, installation of approach guard rails and safety curb and signage. Final design - 2023, Construction 2025. Map R-1
Project Manager	Manager of Roads and Drainage
Budget	\$ 25,000 Engineering \$ 350,000 Construction \$ 25,000 Contingency \$ 400,000 Total Budget
Funding	\$ 400,000 Bridge and Culvert Asset Replacement Reserve Fund

Project	Sidewalk Replacement Program
Description	Staff are continuing the three-year cycle of replacing 1,000 meters of sidewalk each cycle.
Project Manager	Manager of Roads and Drainage
Budget	\$ 350,000 Construction \$ 50,000 Contingency \$ 400,000 Total Budget
Funding	\$ 400,000 Infrastructure and Public Works Asset Replacement Reserve Fund

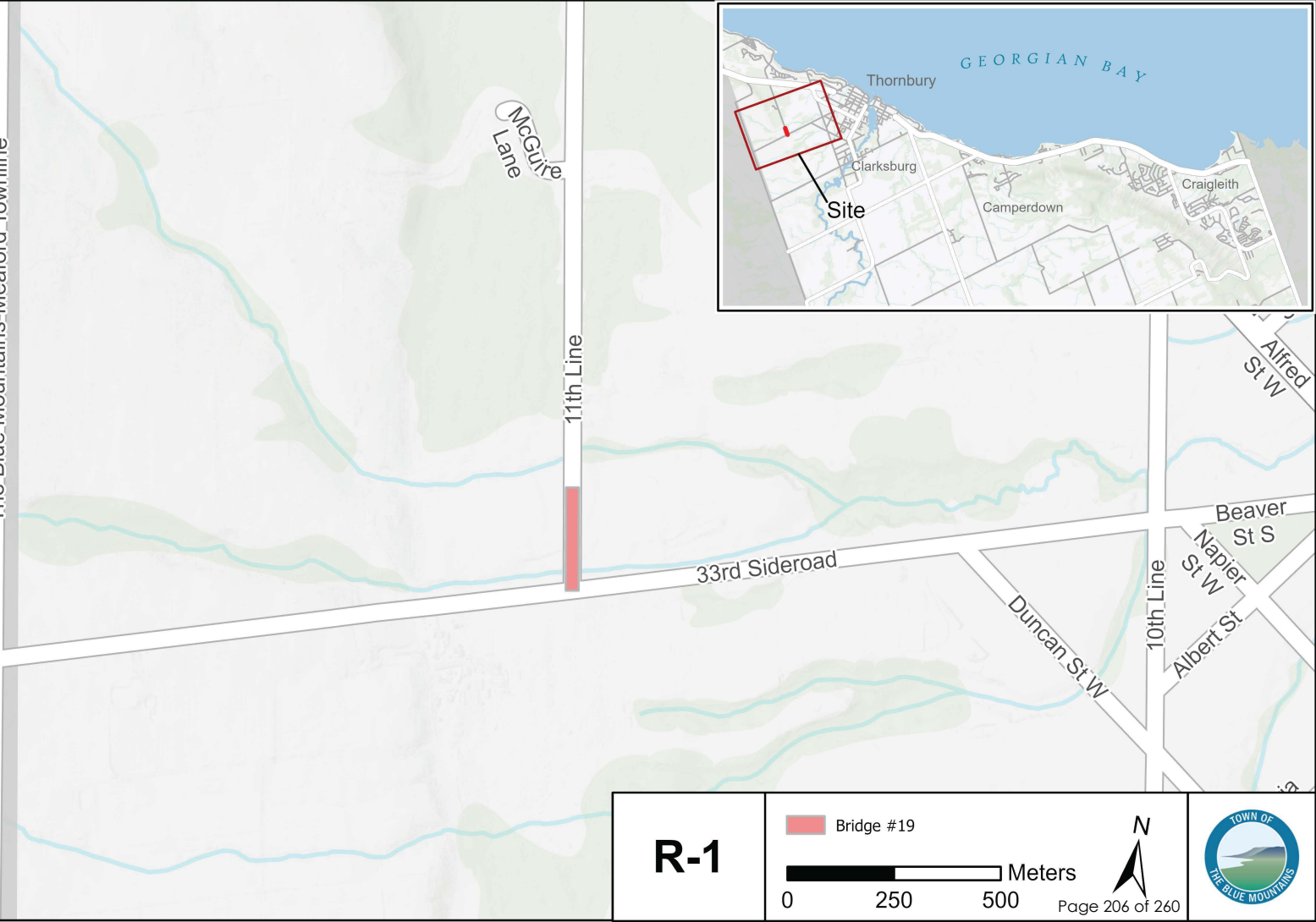
Roads and Drainage

Project	Machinery and Equipment
Description	This budget includes the replacement of: <ul style="list-style-type: none"> • Plow (\$475,000) • Additional Plow Cost (\$200,000) • 2009 Tractor and Attachments (\$510,000) • 2004 Grader (\$515,000)
Project Manager	Manager of Roads and Drainage
Budget	\$ 1,700,000 Replacement Equipment
Funding	\$ 675,000 Long-Term Debt (to be included with the three approved plows) \$ 1,025,000 Roads Equipment Asset Replacement Reserve Fund \$ 1,700,000 Total Funding

Total Number of Projects:	3
Total Budget:	\$ 2,500,000
Total Funding by Source:	\$ 400,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 675,000 Long-Term Debt (to be included with the three approved plows) \$ 400,000 Bridge and Culvert Asset Replacement Reserve Fund \$ 1,025,000 Roads Equipment Asset Replacement Reserve Fund \$ 2,500,000 Total Funding

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Machinery and Equipment	\$1,700,000	\$300,000		\$250,000	
Road Surface Treatment and Preservation Program		\$25,000	\$1,750,000		
Bridge and Culvert Capital Works	\$400,000	\$550,000	\$200,000		
Stormwater Management Works		\$250,000	\$250,000	\$250,000	\$250,000
Monterra Road Reconstruction				\$7,800,000	
Sidewalk Replacement	\$400,000			\$750,000	
Clark St Realignment			\$7,400,000		
Total Project Cost	\$2,500,000	\$1,125,000	\$9,600,000	\$9,050,000	\$250,000
Funding Sources	2023	2024	2025	2026	2027
Development Charges		\$300,000	\$6,660,000	\$630,000	
Long-Term Debt	\$675,000				
Grants					
Reserve/Reserve Funds	\$1,825,000	\$825,000	\$2,940,000	\$8,420,000	\$250,000
Total Funding	\$2,500,000	\$1,125,000	\$9,600,000	\$9,050,000	\$250,000



R-1

Bridge #19

0 250 500 Meters



Garbage Collection

Mission

To deliver progressive collection, diversion, and disposal services that prioritize a move towards a circular economy.

Eliminating Waste, Leading Service

2023 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.

The current waste collection contract is ending in 2023 and a new tender will be released in early 2023. An updated by-law will also be presented to align service with changes and the blue box transition.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Garbage Collection (Tonnes)	2,030	1,870	1,900
Bag Tags Sold	9,221	10,000	10,000

2023 Budget Commentary

A decrease in purchased services is a result of a trend in falling collection tonnages. Following a 2020 and 2021 spike in tonnage, garbage set-out tonnage has decreased by approximately 160 tonnes and is leveling off. This will reduce the contract collection cost as the contractor is paid on a per tonne basis.

Garbage Collection

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	22,389	25,693	26,736	27,455	28,225
Administrative Expenses	0	1,200	1,200	2,350	2,350
Operating Expenses	0	0	5,000	8,000	8,000
Communications	0	700	0	0	0
Personnel and Training	0	0	0	330	330
Utilities	0	0	0	0	0
Equipment Related	3,003	2,478	2,527	5,155	5,300
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	376,281	427,646	395,000	1,000,000	1,100,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	401,673	457,717	430,463	1,043,290	1,144,205
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	-5,000	-5,000	-5,000
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	0	0	-5,000	-5,000	-5,000
Total Transfers and Expenses	401,673	457,717	425,463	1,038,290	1,139,205
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	26,201	30,000	24,000	31,200	32,200
Subsidies	0	0	0	0	0
Total Revenue	26,201	30,000	24,000	31,200	32,200
Net Cost of Service (Taxation)	375,472	427,717	401,463	1,007,090	1,107,005

Landfill

Mission

To manage solid waste through the delivery of progressive collection, diversion, and disposal services that prioritize a move towards a circular economy.

Eliminating Waste, Leading Service

2023 Work Plan

Capital

- Hire a consultant to complete detailed design, construction drawings and permitting for the Recycling Depot redesign.
- Prepare RFP to hire a consulting engineer in 2024 to complete final design, construction drawings and contract management for the Phase 2 Landfill expansion and long-term leachate management.
- Install a staff lunchroom/office area in existing Landfill Operations Building.
- With the assistance of a consultant complete a carbon reduction plan for landfill related methane capture and biomass diversion and energy recovery.
- Complete an excess soil fill plan with a qualified person to facilitate closure of the pit and provide excess soil disposal for Town infrastructure projects.

Operational

- Investigate new diversion streams: ceramics, skies, and durable plastic goods.
- Explore a volunteer supported diversion program focused on reusable large household goods, building supplies and furniture.
- Consider increasing hours of operation for the Landfill and extending the hazardous waste depot to year-round operations.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Visits to the Waste Disposal Site	20,677	21,100	21,200
Tonnes of waste (all sectors) landfilled	3,171	3,000	3,000
Tonnes of waste (all sectors) diverted	3,635	3,700	3,800

2023 Budget Commentary

Landfill revenues are tracking on budget for 2022. This trend is expected for 2023 to support the cost of waste landfilling and diversion programs. Diversion programs make up part of the revenue. Some programs pay for themselves, and others result in a net loss. Net loss programs will be most significant when the waste stream is a no charge service, such as Styrofoam and HHW.

Landfill

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	439,437	427,785	434,887	454,663	530,208
Administrative Expenses	1,405	5,250	4,250	4,250	4,250
Operating Expenses	5,072	3,000	6,000	6,000	6,000
Communications	2,219	2,010	3,010	3,110	3,110
Personnel and Training	6,177	10,500	10,515	10,620	10,725
Utilities	3,015	0	0	0	0
Equipment Related	127,718	118,800	119,700	123,700	283,100
Vehicle and Fleet Related	28,804	25,800	39,500	40,700	41,900
Legal Expenses	0	0	0	0	0
Consulting	35	0	0	0	0
Purchased Services	153,650	167,200	196,600	198,800	206,000
Debt Payments	66,121	66,121	65,042	64,029	62,883
Financial Expenses	8,300	8,300	40,785	42,030	43,300
Premise and Site	34,956	127,585	143,000	129,000	130,000
Total Expenses	876,909	962,351	1,063,289	1,076,902	1,321,475
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	299,000	299,000	366,000	371,000	376,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-24,000	0	0	0
Interfunctional Transfers	378,535	378,535	362,370	363,300	364,238
Total Transfers	677,535	653,535	728,370	734,300	740,238
Total Transfers and Expenses	1,554,443	1,615,886	1,791,659	1,811,202	2,061,713
Revenue					
Grants and Donations	5,213	0	0	2,500	2,500
External Revenue	444,754	448,000	470,000	484,000	493,000
Subsidies	0	0	0	0	0
Total Revenue	449,967	448,000	470,000	486,500	495,500
Net Cost of Service (Taxation)	1,104,477	1,167,886	1,321,659	1,324,702	1,566,213

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	Landfill Expansion Phase 2
Budget	\$5,120,000
Project Manager	Manager of Sustainability and Solid Waste
Update	Due to an increase in the amount of waste being diverted, this project has been put on hold. Staff will be starting this project in 2023.

2023 Capital Budget

Project	Machinery and Equipment
Description	The larger equipment at the Landfill requires new tires in 2023.
Project Manager	Solid Waste Lead Hand
Budget	\$20,000 Replacement Equipment
Funding	\$20,000 Solid Waste Asset Replacement Reserve Fund

Total Number of Projects:	1
Total Budget:	\$20,000
Total Funding by Source:	\$20,000 Solid Waste Asset Replacement Reserve Fund

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Machinery and Equipment	\$20,000				
Landfill Re-Design			\$4,100,000		
Total Project Cost					
Funding Sources	2023	2024	2025	2026	2027
Reserve/Reserve Funds	\$20,000		\$4,100,000		
Total Funding	\$20,000		\$4,100,000		

Sustainability

Mission

To make sustainable change requires bold action. Bold Actions in The Blue Mountains Future Story are proposed in four Big Moves:

- Create climate solutions
- Build sustainable neighbourhoods
- Grow an innovative and thriving community
- Collaborate and take action.

2023 Work Plan

Using the Future Story (2022 Integrated Community Sustainability Plan) as a guide and considering the five-year implementation timeline located on page 15 of the plan, the follow activities will be pursued in 2023:

- Build Corporate and Community GHG inventory (Bold Action 1).
- Develop a transition plan for low carbon fleet focused on charging infrastructure (Bold Action 2).
- Municipal Natural Asset Infrastructure Training and embark on developing a Natural Asset Inventory (Bold Action 5).
- Complete a corporate policy on biodiversity and conduct a community scope biodiversity strategy (Bold Action 6 and 7).
- Make application for tree planting funding (Bold Action 6).
- Use of Citizen Science to develop an urban tree inventory (Bold Action 6).
- Collaborate with Grey and a multi-county approach to green development standards (Bold Action 9).
- Support residential energy retrofits (Bold Action 11).
- Implement corporate net zero emissions building policy and deconstruction policy and land developer waste plans (Bold Action 8 and 12).
- Deployment and testing of macro and gross litter traps (Bold Action 12).
- Participation in the local Green Economy Hub (Bold Action 13).
- Large reusable goods diversion program (Bold Action 14).
- Organize community-based project specific task force committees (Bold Action 18).
- Year End Sustainability Report and Event (Bold Action 19 and 20).

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Sustainability Actions Implemented	0	2	17
Policies Approved	0	2	2

2023 Budget Commentary

The Town will use implementation funds to begin work in many of the Plan's action areas (as outlined above). Staff will search for external funding opportunities to assist in supporting planned work.

Sustainability

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	82,126	85,428	105,449	111,876	118,848
Administrative Expenses	0	1,100	1,100	1,100	1,100
Operating Expenses	0	0	0	0	0
Communications	234	700	300	300	300
Personnel and Training	1,588	3,530	2,600	2,600	3,100
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
Sustainability Action Items	0	0	85,000	75,000	75,000
Purchased Services	0	6,000	7,000	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	5,000	5,000	5,000	5,000	5,000
Premise and Site	0	0	0	0	0
Total Expenses	88,949	101,758	206,449	195,876	203,348
Transfers					
Transfers to Capital	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	-85,000	0	0
Interfunctional Transfers	3,761	3,761	5,433	5,480	5,534
Total Transfers	3,761	3,761	-79,567	5,480	5,534
Total Transfers and Expenses	92,710	105,519	126,882	201,356	208,882
Revenue					
Grants and Donations	0	0	5,000	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	5,000	0	0
Net Cost of Service (Taxation)	92,710	105,519	121,882	201,356	208,882

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.

Eliminating Waste, Leading Service

2023 Work Plan

In 2022, Council adopted a motion to opt out of providing blue box service and allow the Stewards (Circular Materials Organization- CMO) to conduct residential blue box service through the transition period beginning October 2023. Residential blue box service during the transition and beyond will be 100% the financial responsibility of the product packaging stewards.

The Town is working with CMO to communicate this change to residents and the expectation is no change or disruption in service during the transition compared to what they are receiving prior to the transition.

A new by-law and collection contract will include these changes.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Curbside Green bin, yard waste, holiday tree collection – Tonnes	671	660	665
Curbside Recycling - Tonnes	1,115	1,000	1,070
Curbside battery collection – kg	1,200	1,200	1,250
Depot Hazardous and e-waste diverted - kg	5,200	5,200	5,500

2023 Budget Commentary

A decrease in purchased service is a result of a trend in falling collection tonnages. Following a 2020 and 2021 spike in tonnage, recycling and green set-out tonnage has decreased by approximately 125 tonnes and is expected to level off for 2023. This will reduce the contract collection cost as the contractor is paid on a per tonne basis.

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 2024. The Town received \$151,000 in stewardship grant dollars in 2022 and has budgeted to received \$175,000 in 2023. This grant has been removed for the 2024 budget. At this time, it is not known when in 2024 the province will take over recycling, and therefore staff have presented the 2024 budget as if this would start on January 1, 2024. Staff will revise this in future years as more becomes known.

Waste Diversion

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	40,746	53,276	55,282	57,281	0
Administrative Expenses	4,213	3,150	2,150	0	0
Operating Expenses	5,125	9,000	6,000	0	0
Communications	1,691	700	1,500	1,500	1,500
Personnel and Training	0	330	330	0	0
Utilities	0	0	0	0	0
Equipment Related	3,003	2,478	2,478	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	969,222	1,045,855	995,000	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	1,024,000	1,114,789	1,062,739	58,781	1,500
Transfers					
Transfers to Capital	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	1,024,000	1,114,789	1,062,739	58,781	1,500
Revenue					
Grants and Donations	151,000	151,000	175,000	0	0
External Revenue	64,952	31,500	61,400	0	0
Subsidies	0	0	0	0	0
Total Revenue	215,952	182,500	236,400	0	0
Net Cost of Service (Taxation)	808,048	932,289	826,339	58,781	1,500

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.

2023 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 approved budget includes programs for the refurbishment of the Victoria Street Water Tower, replacement of sub-standard water mains, plus replacement of equipment as it approaches the end of their useful lives.

To ensure the available supply of water from the Town of Collingwood, the Town of Blue Mountains in partnership with the County of Grey will relocate the Mountain Road Water Booster Station to allow for the construction of the proposed traffic circle at the intersection of Grey Road 19 and Grey Road 21.

To ensure that infrastructure is available to support growth, the Schedule C Environmental Assessment for the supply of water and for water storage for the Craighleith area will be completed.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Water Treatment Plants	2	2	2
Water Reservoirs	5	5	5
Water Booster Stations	7	7	7
Water connections (units)	9,719	10,060	10,410
Locates completed	2,313	2,100	2,100

2023 Budget Commentary

The 2023 Water Budget is remaining relatively consistent with the 2022 Budget. Purchased Services are increasing with the expected increase in Contract Services. Premise and Site expenses are decreasing due to some site maintenance operations being handled internally.

Water

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	1,092,219	1,134,828	1,186,802	1,204,400	1,245,508
Administrative Expenses	2,127	6,852	7,400	7,550	7,700
Operating Expenses	229,122	201,000	237,000	244,000	249,000
Communications	30,295	31,850	33,000	34,660	36,320
Personnel and Training	22,034	26,650	28,100	28,620	29,240
Utilities	0	0	0	0	0
Equipment Related	245,458	213,000	202,000	203,700	205,500
Vehicle and Fleet Related	0	3,000	3,000	3,100	3,200
Legal Expenses	0	0	0	0	0
Consulting	974	5,000	0	0	0
Purchased Services	24,702	33,000	67,500	70,000	75,000
Debt Payments	119,878	119,878	115,974	111,595	107,602
Financial Expenses	16,000	16,000	42,180	43,595	45,030
Premise and Site	23,133	31,450	12,250	13,000	13,750
Total Expenses	1,805,940	1,822,508	1,935,206	1,964,220	2,017,850
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	1,551,340	1,551,340	1,804,713	1,907,642	2,016,353
Transfers from Obligatory Reserves	-143,462	-119,878	-115,974	-111,595	-107,602
Transfers from Other Reserves	0	-371,130	-158,002	-142,228	-118,959
Interfunctional Transfers	1,394,178	1,394,178	1,283,719	1,323,908	1,335,351
Total Transfers	2,802,057	2,454,510	2,814,456	2,977,727	3,125,143
Total Transfers and Expenses	4,607,997	4,277,018	4,749,662	4,941,947	5,142,994
Revenue					
Grants and Donations	1,710	0	0	0	0
External Revenue	4,606,287	4,277,018	4,749,662	4,941,947	5,142,994
Subsidies	0	0	0	0	0
Total Revenue	4,607,997	4,277,018	4,749,662	4,941,947	5,142,994
Net Cost of Service (Taxation)	0	0	0	0	0

Water

2023 Water Rates

	2023 Budget	2024 Budget	2025 Budget
Operating Expenditures	\$ 2,548,674	\$ 2,612,700	\$ 2,669,860
Inter-functional Transfer	\$ 554,276	\$ 563,831	\$ 575,740
Non-Tangible Capital Asset Expenditures	\$ 0	\$ 0	\$ 0
Transfer to (from) Rate Stabilization Reserve	\$ (158,002)	\$ (142,228)	\$ (118,959)
Additions to the Base Budget	\$ 0	\$ 0	\$ 0
Less Non-User Revenues	\$ 249,500	\$ 249,500	\$ 249,500
Net Operating Expenditures	\$ 2,695,448	\$ 2,784,803	\$ 2,877,141
Estimated Total Annual Water Consumption (m³)	1,150,000	1,150,000	1,150,000

Costs Related to Infrastructure Replacement	2023 Budget	2024 Budget	2025 Budget
Debt Repayment	\$ 115,974	\$ 111,595	\$ 107,602
Contribution to Asset Replacement Reserves	\$ 1,804,713	\$ 1,907,642	\$ 2,016,353
Less: Development Charge Revenue	\$ 115,974	\$ 111,595	\$ 107,602
Total	\$ 1,804,713	\$ 1,907,642	\$ 2,016,353

Revenues	2023 Budget	2024 Budget	2025 Budget
Number of Connected/Unconnected Users	7,464	7,514	7,564
Infrastructure Renewal Cost per Month	\$ 20.15	\$ 21.16	\$ 22.21
Amount Recovered from Fixed Charges	\$ 2,755,207	\$ 2,895,143	\$ 3,042,272
Amount Recovered from Consumption	\$ 1,744,954	\$ 1,797,303	\$ 1,851,222
Total	\$ 4,500,161	\$ 4,692,445	\$ 4,893,494

Rates

Consumption Charge	2023 Budget	% Increase	2024 Budget	% Increase	2025 Budget	% Increase
Fixed Monthly Rate	\$ 29.93	0%	\$ 31.23	0%	\$ 32.59	0%
0 – 5 m ³ (Included in bi-monthly fixed charge)	\$ 0	0%	\$ 0	0%	\$ 0	0%
>10 – 30 m ³	\$ 1.96	5%	\$ 2.02	3%	\$ 2.08	3%
>30 – 60 m ³	\$ 2.13	5%	\$ 2.20	3%	\$ 2.26	3%
>60 – 90 m ³	\$ 2.32	5%	\$ 2.39	3%	\$ 2.46	3%
Above 90 m ³	\$ 2.50	5%	\$ 2.58	3%	\$ 2.66	3%

Annual Impact on Users

Annual Consumption	2023 Budget	2024 Budget	2025 Budget
0 m ³	\$ 359	\$ 375	\$ 391
60 m ³	\$ 359	\$ 375	\$ 391
180 m ³	\$ 594	\$ 617	\$ 641
240 m ³	\$ 722	\$ 749	\$ 776

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	Water Treatment Plant Equipment Replacement Previous Years
Budget	\$160,000
Project Manager	Water Supervisor
Update	Staff continue to work on completing these projects.

Project	Water Distribution System Previous Years
Budget	\$570,000
Project Manager	Water Supervisor
Update	Staff continue to work on completing these projects.

Project	Residential Water Meter Replacement
Budget	\$2,600,000
Project Manager	Water Supervisor
Update	The contract has been awarded and the new meters will be installed in 2023.

2023 Capital Budget

Project	Water Distribution System Equipment Replacement
Description	<ul style="list-style-type: none"> Corrosion Study – Thornbury Reservoir (\$25,000) Water Loss Gap Analysis (\$45,000) Chamber Maintenance (\$25,000) Annual Leak Detection Program (\$55,000)
Project Manager	Manager of Water and Wastewater
Budget	\$ 20,000 Engineering \$ 55,000 Replacement Equipment \$ 50,000 Construction \$ 25,000 Contingency \$ 150,000 Total Budget
Funding	\$ 150,000 Water Asset Replacement Reserve Fund

Water

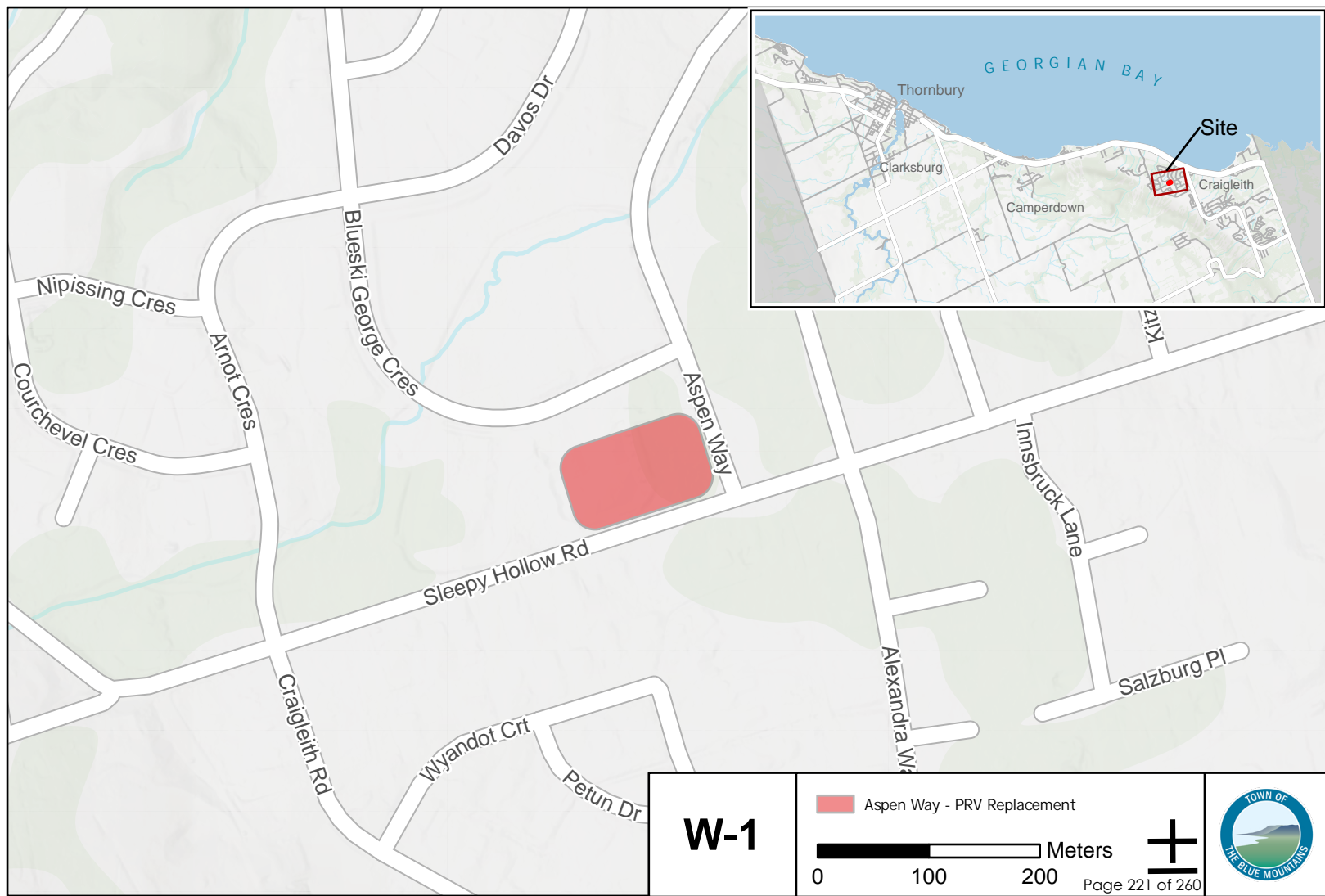
Project	Water Plant Equipment Replacement
Description	<ul style="list-style-type: none"> IT Upgrades (\$10,000) UV Duty Sensor Replacement (\$15,000) Surge Anticipation Valve (\$15,000) Chlorine Gas System Replacement (\$15,000) Annual SCADA (\$40,000) Highlight Pump Rebuilds (\$50,000) Flow Control Valves (\$115,000)
Project Manager	Manager of Water and Wastewater
Budget	\$ 30,000 Replacement Equipment \$ 210,000 Construction \$ 20,000 Contingency \$260,000 Total Budget
Funding	\$ 260,000 Water Asset Replacement Reserve Fund

Project	Aspen Way PRV Replacement – Map W1
Description	The Pressure Reducing Valve (PRV) has reached the end of its useful life and requires replacement.
Project Manager	Manager of Water and Wastewater
Budget	\$ 50,000 Engineering \$ 225,000 Replacement Equipment \$ 25,000 Contingency \$ 300,000 Total Budget
Funding	\$ 300,000 Water Asset Replacement Reserve Fund

Total Number of Projects:	3
Total Budget:	\$710,000
Total Funding by Source:	\$710,000 Water Asset Replacement Reserve Fund

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Water Plant Equipment Replacement Program	\$260,000	\$290,000	\$3,400,000	\$160,000	\$50,000
Water Distribution System	\$150,000	\$285,000	\$125,000	\$200,000	\$80,000
Aspen Way PVR Replacement	\$300,000				
Total Project Cost	\$710,000	\$575,000	\$3,525,000	\$360,000	\$130,000
Funding Sources	2023	2024	2025	2026	2027
Reserve/Reserve Funds	\$710,000	\$575,000	\$400,000	\$360,000	\$130,000
Long-Term Debt			\$3,125,000		
Total Funding	\$710,000	\$575,000	\$3,525,000	\$360,000	\$130,000



Wastewater

Mission

To provide the efficient collection and treatment of wastewater in a cost-effective manner and to protect the environment and human health.

2023 Work Plan

To prepare and implement preventative maintenance and capital replacement plans and to avoid unexpected failure and associated costs and liabilities. The approved budget includes programs to address the inflow and infiltration into sanitary sewers and 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 the Phase 1A Expansion of the Thornbury Wastewater Treatment Plant will commence in 2023.

The Town will ensure continued operations of the wastewater system to meet all regulatory requirements and protect human health and the natural environment.

Non-Financial Statistics

Description	2021 Actual	2022 Forecast	2023 Expected
Wastewater Treatment Plants	2	2	2
Sewage Pump Stations	12	12	12
Thornbury wastewater connections (units)	3,130	3,300	3,500
Craigleith wastewater connections (units)	5,443	5,600	5,800
Locates completed	2,313	2,100	2,100

2023 Budget Commentary

The 2023 Wastewater Budget sees increases in its Operating, Equipment Related and Purchased Services expenses. Operating expenses are increasing as staff expect Sample Testing costs to increase. Equipment Related expenses are increasing due to aging equipment and the cost of living increasing. Purchased Services are set to increase with contract services being the main driver of the increase.

Wastewater

2023 Operating Budget

	2022 Forecasted	2022 Budget	Proposed 2023 Budget	Projected 2024 Budget	Projected 2025 Budget
Expenses					
Salaries and Benefits	841,005	830,379	888,787	921,833	951,838
Administrative Expenses	4,413	3,300	3,600	3,650	3,700
Operating Expenses	80,245	89,500	102,500	104,500	106,500
Communications	28,193	25,800	27,800	28,325	28,850
Personnel and Training	29,855	22,400	24,000	25,310	26,680
Utilities	0	0	0	0	0
Equipment Related	249,008	117,900	161,000	164,050	167,500
Vehicle and Fleet Related	0	13,500	8,500	8,500	8,500
Legal Expenses	32,861	0	0	0	0
Consulting	1,500	500	0	0	0
Purchased Services	38,272	26,500	65,000	65,000	65,000
Debt Payments	0	0	0	0	0
Financial Expenses	5,600	5,600	90,110	92,475	94,900
Premise and Site	144,198	195,500	198,000	201,500	205,000
Total Expenses	1,455,151	1,330,879	1,569,297	1,615,143	1,658,468
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	1,090,845	1,085,306	1,364,751	1,443,716	1,527,165
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-368,522	-204,530	-200,272	-162,458
Interfunctional Transfers	1,267,239	1,267,239	1,179,432	1,213,799	1,219,632
Total Transfers	2,358,084	1,984,023	2,339,653	2,457,243	2,584,339
Total Transfers and Expenses	3,813,235	3,314,902	3,908,950	4,072,386	4,242,806
Revenue					
Grants and Donations	1,699	0	0	0	0
External Revenue	3,811,535	3,314,903	3,908,950	4,072,386	4,242,806
Subsidies	0	0	0	0	0
Total Revenue	3,813,234	3,314,903	3,908,950	4,072,386	4,242,806
Net Cost of Service (Taxation)	0	-1	0	0	0

Wastewater

2023 Wastewater Rates

	2023 Budget	2024 Budget	2025 Budget
Operating Expenditures	\$ 2,392,985	\$ 2,465,885	\$ 2,505,507
Inter-functional Transfer	\$ 435,744	\$ 443,057	\$ 452,592
Non-Tangible Capital Asset Expenditures	\$ 0	\$ 0	\$ 0
Transfer to (from) Rate Stabilization Reserve	\$ (204,530)	\$ (200,272)	\$ (162,458)
Additions to the Base Budget	\$ 0	\$ 0	\$ 0
Less Non-User Revenues	\$ 393,500	\$ 403,500	\$ 413,500
Net Operating Expenditures	\$ 2,230,699	\$ 2,305,170	\$ 2,382,141
Estimated Total Annual Wastewater Consumption (m³)	990,000	990,000	990,000

Costs Related to Infrastructure Replacement	2023 Budget	2024 Budget	2025 Budget
Debt Repayment	\$ 0	\$ 0	\$ 0
Contribution to Asset Replacement Reserves	\$ 1,364,751	\$ 1,443,716	\$ 1,527,165
Less: Development Charge Revenue	\$ 0	\$ 0	\$ 0
Total	\$ 1,364,751	\$ 1,443,716	\$ 1,527,165

Revenues	2023 Budget	2024 Budget	2025 Budget
Number of Connected/Unconnected Users	6,679	6,729	6,779
Infrastructure Renewal Cost per Month	\$ 17.03	\$ 17.88	\$ 18.77
Amount Recovered from Fixed Charges	\$ 2,152,854	\$ 2,263,011	\$ 2,378,856
Amount Recovered from Consumption	\$ 1,442,596	\$ 1,485,874	\$ 1,530,450
Total	\$ 3,595,450	\$ 3,748,886	\$ 3,909,307

Rates

Consumption Charge	2023 Budget	% Increase	2024 Budget	% Increase	2025 Budget	% Increase
Fixed Monthly Rate	\$ 26.00	0%	\$ 27.12	0%	\$ 28.29	0%
0 – 5 m³ (Included in bi-monthly fixed	\$ 0	0%	\$ 0	0%	\$ 0	0%
>10 – 30 m³	\$ 1.79	3%	\$ 1.85	3%	\$ 1.90	3%
>30 – 60 m³	\$ 1.97	3%	\$ 2.03	3%	\$ 2.09	3%
>60 – 90 m³	\$ 2.15	3%	\$ 2.22	3%	\$ 2.28	3%
Above 90 m³	\$ 2.33	3%	\$ 2.40	3%	\$ 2.47	3%

Annual Impact on Users

Annual Consumption	2023 Budget	2024 Budget	2025 Budget
0 m³	\$ 312	\$ 325	\$ 339
60 m³	\$ 312	\$ 325	\$ 339
180 m³	\$ 527	\$ 547	\$ 568
240 m³	\$ 646	\$ 669	\$ 693

Wastewater Services

Wastewater Operator

Business Need

The Town's wastewater system consists of two extended aeration treatment plants, twelve sewage pumping stations and 120km of wastewater collection mains servicing 8,580 units, or 18,500 people. Wastewater Services is staffed with a Wastewater Supervisor, four Wastewater Operators, and one Senior Wastewater Operator. This allows for 10,400 operator hours per year. The Town's wastewater systems require coverage 365 days per year, with an operator on call 24 hours a day, seven days a week.

In 2020, an additional wastewater operator was added to the complement. Since that time, the system services almost 9% more users and the Town has assumed 9 new developments, with sanitary services. There are 12 new developments, with 531 residential units, anticipated to connect to the system in the next 12 months, and 39 new developments, with 5,500 residential units anticipated to connect to the system in the next 5 years.

The Town undertook an Optimization Program at the Wastewater Treatment Plants and major pumping stations. From the study, it was identified that there were some insufficiencies in lab work and pumping station inspections. Currently, the lab work for each plant is completed once weekly and each pumping station is checked once weekly. It has been recommended that to identify issues early, and prevent upsets, the recommendation was to undertake lab analysis at a minimum twice weekly and check all lift stations 2 to 3 times weekly. The Town currently has 12 pumping stations online. Homefarm Development has a proposed additional pumping station, Alta Phase 2 Development has an additional pumping station, and the Town is undertaking an Environmental Assessment to add a pumping station at the Craighleith Wastewater Treatment Plant.

The Town received a Consolidated Linear Infrastructure Environmental Compliance Approval. This is a new approval mechanism for sanitary systems. The review and approval for new developments, system replacements and expansions has been downloaded from the Provincial Government to the Town. Additional staff time will be required to review and comment on applications.

The Town considers inflow and infiltration (I&I) to be a significant issue. The current staffing complement does not provide adequate time to undertake much of the work required to reduce I&I flows.

To efficiently operate, maintain and improve the operations of the wastewater systems, the system requires 15,055 operating hours annually. With our current staffing complement, there is a shortfall of 4,655 operating hours annually, or 2.24 operators.

Strategic Alignment

Goal #4: Promote a Culture of Organizational & Operational Excellence

Objective #1: To Be an Employer of Choice

Objective #3: To Consistently Deliver Excellent Customer Service

Objective #5: Constantly Identify Opportunities to Improve Efficiencies and Effectiveness.

Options or Solutions Analysis

1. Status Quo. The Town would continue to operate with the current complement of staffing, realizing that not all tasks will be completed.
2. Creating an additional wastewater operator position will enable the Wastewater Division to maintain the currently level of service, and potentially increase the efforts to identify and reduce I&I flows.

Financial and/or Non-Financial Benefits

Option 1 has no additional costs to the Town.

Option 2 would increase the operating costs of the wastewater system. The additional costs include salary, benefits, and vacation time.

Risk Analysis

The creation of an additional wastewater position will allow the Town to continue providing the current level of service as new users come online.

Recommendation

Currently staff are recommending Option #2, to add an additional wastewater operator position.

Implementation Plan

Upon passing of the Town's Budget, Human Resources will begin recruitment for this position with an immediate start date.

Budget

Description	2023	2024	2025	2026	2027
Expenditures					
Salaries and Benefits	\$94,300	\$96,900	\$99,600	\$101,600	\$103,600
IT Software/Hardware	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Operating Cost	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Expenditures	\$103,300	\$105,900	\$108,600	\$110,600	\$112,600
Funding					
Wastewater User-Fees	\$103,300	\$105,900	\$108,600	\$110,600	\$112,600
Funding Total	\$103,300	\$105,900	\$108,600	\$110,600	\$112,600

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	Flow Meter Installation
Budget	\$245,000
Project Manager	Manager of Water and Wastewater
Update	Staff are working with an engineer to complete the design for construction in 2023.

Project	Valve Replacement
Budget	\$350,000
Project Manager	Wastewater Supervisor
Update	The equipment has been ordered and staff will be working with a contractor in 2023 to complete the installation.

Project	Mill Street Channel Grinder Replacement
Budget	\$400,000
Project Manager	Wastewater Supervisor
Update	Staff are working to complete this equipment replacement project.

Project	Collection System Equipment Replacement Previous Years
Budget	\$450,000
Project Manager	Wastewater Supervisor
Update	Staff continue to work on completing these projects.

Project	Wastewater Treatment Plant Equipment Replacement Previous Years
Budget	\$725,000
Project Manager	Wastewater Supervisor
Update	Staff continue to work on completing these projects.

Wastewater

2023 Capital Budget

Project	Wastewater Plant Equipment Replacement
Description	<ul style="list-style-type: none"> • Lab Equipment (\$10,000) • Annual SCADA (\$75,000) • Filter refurbishment (\$90,000) • Valve Replacement (\$110,000)
Project Manager	Manager of Water and Wastewater
Budget	\$ 30,000 Equipment Replacement \$ 225,000 Construction \$ 30,000 Contingency \$ 285,000 Total Budget
Funding	\$ 285,000 Wastewater Asset Replacement Reserve Fund

Project	Collection System Equipment Replacement
Description	<ul style="list-style-type: none"> • Rekey Stations (\$15,000) • Electrical Panels (\$55,000) • Inflow and Infiltration (\$165,000) • Air Relief Valve Replacement (\$200,000)
Project Manager	Manager of Water and Wastewater
Budget	\$ 50,000 Engineering \$ 335,000 Construction \$ 50,000 Contingency \$ 435,000 Total Budget
Funding	\$ 435,000 Wastewater Asset Replacement Reserve Fund

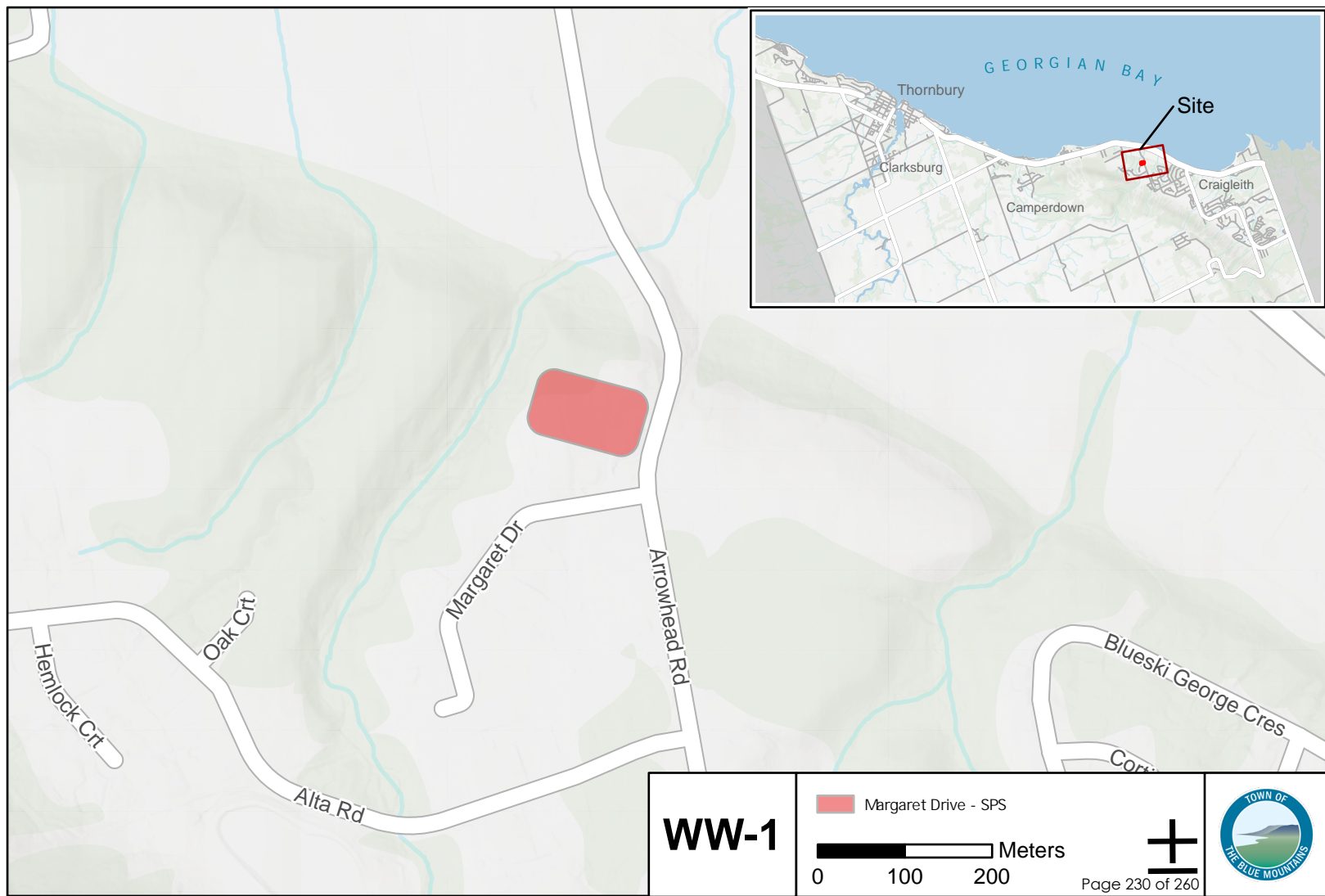
Project	Margaret Drive SPS Replacement Equipment – Map WW1
Description	The works in 2023 includes replacement of check valves, isolation valves and rebuilding of the driveway to the station. In 2024/2025 the work includes SCADA communications and the addition of variable frequency drives (VFDs) to the pump motors.
Project Manager	Manager of Water and Wastewater
Budget	\$ 25,000 Engineering \$ 400,000 Construction \$ 25,000 Contingency \$ 450,000 Total Budget
Funding	\$ 450,000 Wastewater Asset Replacement Reserve Fund





Wastewater

Total Number of Projects:	3
Total Budget:	\$1,170,000
Total Funding by Source:	\$1,170,000 Wastewater Asset Replacement Reserve Fund

Five-Year Capital Forecast

Project	2023	2024	2025	2026	2027
Collection System Replacement	\$435,000	\$335,000	\$375,000	\$240,000	
Wastewater Treatment Plant Equipment Replacement	\$285,000	\$880,000	\$270,000	\$135,000	\$370,000
Margaret SPS Replacement	\$450,000				
Clarifier #3 Refurbishment		\$450,000			
Total Project Cost	\$1,170,000	\$1,665,000	\$645,000	\$375,000	\$370,000
Funding Sources	2023	2024	2025	2026	2027
Development Charges					
Reserve/Reserve Funds	\$1,170,000	\$1,665,000	\$645,000	\$375,000	\$370,000
Total Funding	\$1,170,000	\$1,665,000	\$645,000	\$375,000	\$370,000



WW-1	 Margaret Drive - SPS		
	 Meters 0 100 200		
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Fees and Charges

Roads

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Municipal Land Use Permits		
Municipal Land Use Permit - Application Fee	\$260.00	\$270.00
Municipal Land Use Construction Permit – Application Fee	\$260.00	Remove (processed eliminated)
Municipal Land Use Maintenance Permit – Application Fee	\$160.00	Remove (processed eliminated)
Letter of Opinion Regarding Entrance Possibilities for Land Severance	\$210.00	\$215.00
New/Replacement of Water/Wastewater Lateral Administration Fee (per lateral)		\$1,500.00
Municipal Damage Deposit Fees		
Municipal Damage Deposit	\$2,625.00	\$2,705.00
Municipal Damage Deposit - Construction	\$2,625.00	Remove (processed eliminated)
Municipal Damage Deposit - Maintenance	\$1,050.00	Remove (processed eliminated)
Municipal Land Occupancy Preparation Fee		
Term less than one year	\$260.00	\$270.00
Term more than one and less than 10 years ¹⁴ (per year of agreement) (/100m/year or 50m ² /year)	\$110.00	\$115.00

¹⁴ Fee is for any portion of years beyond one year. Minimum Fee is \$325. Maximum fee is \$750. Disbursements are additional.

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Term over 10 years or Permanent ¹⁵	\$1,575.00	\$1,625.00
Disbursements (legal, survey, engineering, etc.) ¹⁶	100% of Actual Costs Incurred	
Municipal Land Occupancy Fee¹⁷		
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) ¹⁸	\$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 Requirements¹⁹		
Works < \$2,500	\$1,000.00	\$1,030.00
Works \$2,500 - \$10,000	\$2,500.00	\$2,575.00
Works > \$10,000	\$2,500.00 plus 2.5% of works > \$10,000	
Tree Inspection	\$75.00	\$80.00

¹⁵ Disbursements are additional.

¹⁶ Fees to be pre-arranged with proponent and deposit provided to fund the disbursement prior to costs being incurred by the Town.

¹⁷ 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.

¹⁸ Minimum Fee or Annual Fee is \$200.

¹⁹ 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.

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Civic Addressing Sign Kit	\$260.00	\$270.00
Civic Addressing Replacement Sign	\$100.00	\$105.00
Parking Permit ("No Parking" signs covers and locks) ²⁰	\$20.00 per sign	
Other		
Oversized Vehicles (yearly)	\$110.00	\$115.00
Additional Site Visit Fee and/or Plan Review Fee ²¹	\$110.00	\$115.00
Works done without a valid permit –Entrance Permit	\$315.00	\$325.00
Works done without a valid permit –Municipal Land Use Permit	\$2,625.00	\$2,705.00
Admin Fee for Damaged Town property	15% of Contract (\$150.00 minimum)	
CLI-ECA Application for Storm sewers – includes adding, modifying, replacing or extending	New	\$1,500.00
CLI-ECA Application for storm water pumping stations and forcemains – includes adding, modifying, replacing or extending	New	\$3,000.00
CLI-ECA Application for storm sewers appurtenances (i.e. odour or corrosion control) – includes adding, modifying, replacing or extending	New	\$1,500.00
Fee Per Stormwater Management Pond (dry/wet ponds, engineer wetland or bioswales) – includes adding, modifying, replacing or extending	New	\$6,000.00

²⁰ Minimum Fee is \$100.

²¹ Fee assessed when more than one site visit is required to review uncorrected identified deficiencies.

Fees and Charges

Solid Waste Fees

Residential (Town of The Blue Mountains resident or property owner)

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Residential Waste (Waste that cannot be recycled or diverted from landfill)	\$180.00 per tonne	\$185.00 per tonne
Unsorted Residential Waste (mixed with diversion items such as drywall, shingles, wood waste, brush, metal, concrete and other recyclables)	\$350.00 per tonne	\$360.00 per tonne
Divertible and Sorted Residential Waste (Clean drywall, shingles, metal, clean wood waste (including painted or treated), concrete and other divertible items)	\$100.00 per tonne	\$105.00 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)	\$350.00 per tonne	\$360.00 per tonne
Unsorted Commercial, Construction and Demolition Waste (mixed with diversion items such as drywall, shingles, metal, wood waste, brush and other recyclables)	\$700.00 per tonne	\$720.00 per tonne
Sorted Commercial, Construction and Demolition Clean Drywall	\$150.00 per tonne	\$155.00 per tonne

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Divertible and Sorted Commercial, Construction and Demolition Waste (Clean lumber, metal, clean wood waste (including painted or treated), concrete material, asphalt, shingles and un-contaminated soil)	\$100.00 per tonne	\$105.00 per tonne
Commercial Compostable Waste (Fruit Processing waste, brush and yard waste)	\$100.00 per tonne	\$105.00 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, Polystyrene)	Free of charge	
Small Quantities of Waste Material	\$15.00 visit minimum fee	
Mattresses	\$25.00 per unit	
Contaminated Soil: Owner must provide documentation of certified testing results and obtain Town approval before delivery	\$210.00 per tonne	\$215.00 per tonne
Asbestos	Not Accepted	
Items with Freon: Refrigerators, Freezers, Air Conditioners and Dehumidifiers Certification Fee	\$15.00 per unit	

Fees and Charges

Solid Waste Division

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Sale of Compost	\$0.06 per kilogram	
Sale of Wood Chips	\$0.03 per kilogram	
Blue and grey Recycling Boxes	\$8.00 each ²²	
Blue and grey Recycling Carts (Commercial/Multi Unit)	\$110.00 each ²²	\$115.00 each ²³
Green Bin (45 litre)	\$20.00 each ²²	
Green Cart (Commercial/Multi Unit – 120 litre)	\$55.00 each ²²	
Green Cart (Commercial/Multi Unit – 240 litre)	\$90.00 each ²²	
Garbage Bag Tags	\$3.00 each	
Garbage Box Tab	\$2.00 each	

²² Plus Applicable HST

Fees and Charges

Water Supply Rates

Fixed Charge Per Month (based on meter size)

Description	Current Rate (per month)	2023 Proposed Rate (per month)
Meter Size – 5/8" ²³	\$26.48	\$29.93
Meter Size – 3/4"	\$28.23	\$31.94
Meter Size – 1"	\$33.45	\$37.99
Meter Size – 1.1/2"	\$40.43	\$46.05
Meter Size – 2"	\$59.59	\$68.20
Meter Size – 3"	\$200.73	\$231.37
Meter Size – 4"	\$253.01	\$291.81
Meter Size – 6"	\$374.99	\$432.82

Tiered Incremental Rates per m³ per two month period

Description	Current Rate (per m3 per two month period)	2023 Proposed Rate (per m3 per two month period)
Meter Size - >10 – 30 m3	\$1.81	\$1.96
Meter Size - >30 – 60 m3	\$1.98	\$2.13
Meter Size - >60 – 90 m3	\$2.15	\$2.32
Over 90 m3	\$2.32	\$2.50
Bulk water sales	\$2.92	\$3.07

²³ 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

Fees and Charges

Description	Current Rate (per month)	2023 Proposed Rate (per month)
Unconnected Water Rate (temporary disconnection, unconnected services)	same as "Fixed Charge Per Month"	
Unconnected Vacant Lot Water Rate	\$17.43 per month	\$20.15 per month
Flat Rate Charge (no meter installed - newly constructed building)	\$34.68 per month, 5/8" meter equivalent unit	\$52.02 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"	

Schedule A (continued) – Water Related Charges

Description	Current Fee or Charge	2023 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	

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Administrative charge - change of ownership or occupant (includes reading meter to final charge)	\$30.00 per instance	\$100.00 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	\$105.00 per removal and reinstallation
Seasonal Address Change	\$10.00 per instance	
Testing meter for accuracy	100% Cost Recovery	100% Cost Recovery plus 15% admin fee
Missed Water Meter Inspection	New	\$100.00
Service disconnection inspection	\$50.00 per inspection	
Hydrant maintenance fee	\$96.00 per hydrant per year plus HST	\$110.00 per hydrant per year plus HST
5/8" meter (radio activated)	100% Cost Recovery	
Landscape watering permit (new landscaping only)	\$50.00 per permit	\$150.00 per permit
Landscape watering deposit (new landscaping only)	\$50.00 per permit	Remove
Use of water during restricted/prohibited time		
First instance	No cost (written warning)	Remove
Second instance	\$150.00 per instance	Remove

Fees and Charges

Description	Current Fee or Charge	2023 Proposed Fee or Charge
Third and each subsequent instance	\$300.00 per each and subsequent instance	Remove
Utility certificate - account status	\$60.00 per account	\$65.00 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	\$105.00
Tester Renewal fee	\$75.00 annually	\$80.00 annually
Survey Review	\$100.00 every five years	\$105.00 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	
Water Turn On/Shut Off – working hours (8am – 4pm)	New	\$100.00
Water Turn On/Shut Off – after hours (weekends, holidays and between 4pm – 8am)	New	\$300.00
QMS Form 1 Review, including Commissioning Plan Fee	New	\$1,400.00
Tie-in Water Service (per watermain tap)	New	\$150.00
Tie-in Main – new subdivision (per connection)	New	\$1,045.00

Fees and Charges

Subdivision Inspections		
Inspections 1-2	New	\$0
Inspection 3	New	\$750.00
Sampling New Subdivisions		
Rounds 1-2 (mirco)	New	\$0
Rounds 3 or more	New	\$150.00 per sample
Opt-out of Radio Read Water Meter	New	\$100.00 per read
Hydrant Damage	New	\$3,000.00 per hydrant
Call-outs for internal, private plumbing issues – working hours (8am – 4pm)	New	\$150.00 per call
Call-outs for internal, private plumbing issues – after hours (weekend, holidays and between 4pm – 8am)	New	\$300.00 per call

Fees and Charges

Sewer Usage Rates

Fixed Charge Per Month (based on meter size)

Description	Current Rate (per month)	2023 Proposed Rate (per month)
Meter Size – 5/8" ²⁴	\$23.36	\$26.00
Meter Size – 3/4"	\$24.83	\$27.70
Meter Size – 1"	\$29.25	\$32.81
Meter Size – 1 1/2"	\$35.15	\$39.63
Meter Size – 2"	\$51.34	\$58.35
Meter Size – 3"	\$170.67	\$196.29
Meter Size – 4"	\$214.86	\$247.37
Meter Size – 6"	\$317.97	\$366.57

Tiered Incremental Rates per m³ per two month period

Description	Current Rate (per m3 per two month period)	2023 Proposed Rate (per m3 per two month period)
Meter Size - >10 – 30 m3	\$1.73	\$1.79
Meter Size - >30 – 60 m3	\$1.90	\$1.97
Meter Size - >60 – 90 m3	\$2.07	\$2.15
Over 90 m3	\$2.24	\$2.33

Unconnected Sewer Rate (temporary disconnection, unconnected service)	same as "Fixed Charge Per Month"
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²⁴ 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.

Fees and Charges

Description	Current Rate (per month)	2023 Proposed Rate (per month)
Unconnected Vacant Lot Sewer Rate	\$14.73 per month	\$17.03 per month
Flat Rate Charge (no meter installed - newly constructed building)	\$30.83 per month, 5/8" meter equivalent unit	\$31.75 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	Remove
Septage Waste "B" (10,000-15,000 mg/L) (originating in Town of The Blue Mountains)	\$25.00 per m ³	Remove
Septage Waste "A" (3,000-10,000 mg/L) (originating in Town of The Blue Mountains)	\$15.30 per m ³	Remove
Holding Tank Wastewater (originating outside Town of The Blue Mountains)	\$4.70 per m ³	Remove
Septage Waste "B" (10,000-15,000 mg/L) (originating outside Town of The Blue Mountains)	\$27.75 per m ³	Remove
Septage Waste "A" (3,000-10,000 mg/L) (originating outside Town of The Blue Mountains)	\$16.40 per m ³	Remove
Septage Waste – flat rate	New	\$17.22/m ³ – flat rate for septage, no distinction of source or concentration
Leachate (1,000-3,000 mg/L)	\$8.15 per m ³	\$8.39 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	

Fees and Charges

Description	Current Rate (per month)	2023 Proposed Rate (per month)
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	
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	\$515.00 each
Sanitary Discharge Application, Renewal or Amendment	\$100.00 each	\$105.00 each
Extra Strength Surcharge Application	\$500.00 each	\$515.00 each
Extra Strength Surcharge Application, Renewal of Amendment	\$100.00 each	\$105.00 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	\$1.32/kg per parameter
Call-outs for internal, private plumbing issues – working hours (8am – 4pm)	New	\$150.00 per call
Call-outs for internal, private plumbing issues – after hours (weekend, holidays and between 4pm – 8am)	New	\$300.00 per call

Fees and Charges

Description	Current Rate (per month)	2023 Proposed Rate (per month)
After hours Septage dumping – no site visit required (4pm – 8am)	New	\$50.00
After hours Septage dumping – site visit required (4pm – 8am)	New	\$300.00
CLI-ECA Application for sanitary sewers, includes adding modifying, replacing or extending	New	\$1,500.00
CLI-ECA Application for pumping stations and forcemains, includes adding modifying, replacing or extending.	New	\$3,000.00
CLI-ECA Application for Sanitary Sewers Appurtenances (i.e. odour or corrosion control), includes adding modifying, replacing or extending	New	\$1,500.00
Subdivision Inspections		
Inspections 1-2	New	\$0
Inspection 3	New	\$750.00

Fees and Charges

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 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.



2023 Proposed Budget Appendix

Change in Taxation by Assessment

Based on the 2023 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.

The first chart illustrates how much a residential household would have paid in 2022 on their tax bill, while the second chart illustrates how much a residential tax bill would be in 2023, based on the Draft Budget. The third chart illustrates the increase from 2022 to 2023.

2022	Tax Rate	\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town	0.00378744	\$ 757	\$ 1,136	\$ 1,515	\$ 1,894	\$ 2,272	\$ 2,651	\$ 3,030	\$ 3,409	\$ 3,787
County	0.00374005	\$ 748	\$ 1,122	\$ 1,496	\$ 1,870	\$ 2,244	\$ 2,618	\$ 2,992	\$ 3,366	\$ 3,740
Education	0.00153000	\$ 306	\$ 459	\$ 612	\$ 765	\$ 918	\$ 1,071	\$ 1,224	\$ 1,377	\$ 1,530
Total		\$ 1,811	\$ 2,717	\$ 3,623	\$ 4,529	\$ 5,434	\$ 6,340	\$ 7,246	\$ 8,152	\$ 9,057

2023	Rate/Increase	\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town	8.28%	\$ 820	\$ 1,230	\$ 1,640	\$ 2,051	\$ 2,461	\$ 2,871	\$ 3,281	\$ 3,691	\$ 4,101
County	0.00%	\$ 748	\$ 1,122	\$ 1,496	\$ 1,870	\$ 2,244	\$ 2,618	\$ 2,992	\$ 3,366	\$ 3,740
Education	0.00%	\$ 306	\$ 459	\$ 612	\$ 765	\$ 918	\$ 1,071	\$ 1,224	\$ 1,377	\$ 1,530
Total		\$ 1,874	\$ 2,811	\$ 3,748	\$ 4,686	\$ 5,623	\$ 6,560	\$ 7,497	\$ 8,434	\$ 9,371

Net Increase		\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town		\$ 63	\$ 94	\$ 125	\$ 157	\$ 188	\$ 220	\$ 251	\$ 282	\$ 314
County		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Education		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total		\$ 63	\$ 94	\$ 125	\$ 157	\$ 188	\$ 220	\$ 251	\$ 282	\$ 314

Change in Taxation – Town Portion of Property Tax Bills

The average residential property in the Town of The Blue Mountains is valued at \$555,840 (as per MPAC). A residential tax bill for the Town portion of a property assessed at \$555,840 in 2023 would be approximately \$2,105, an increase of \$175 over 2022.

How the Town's taxes are spent

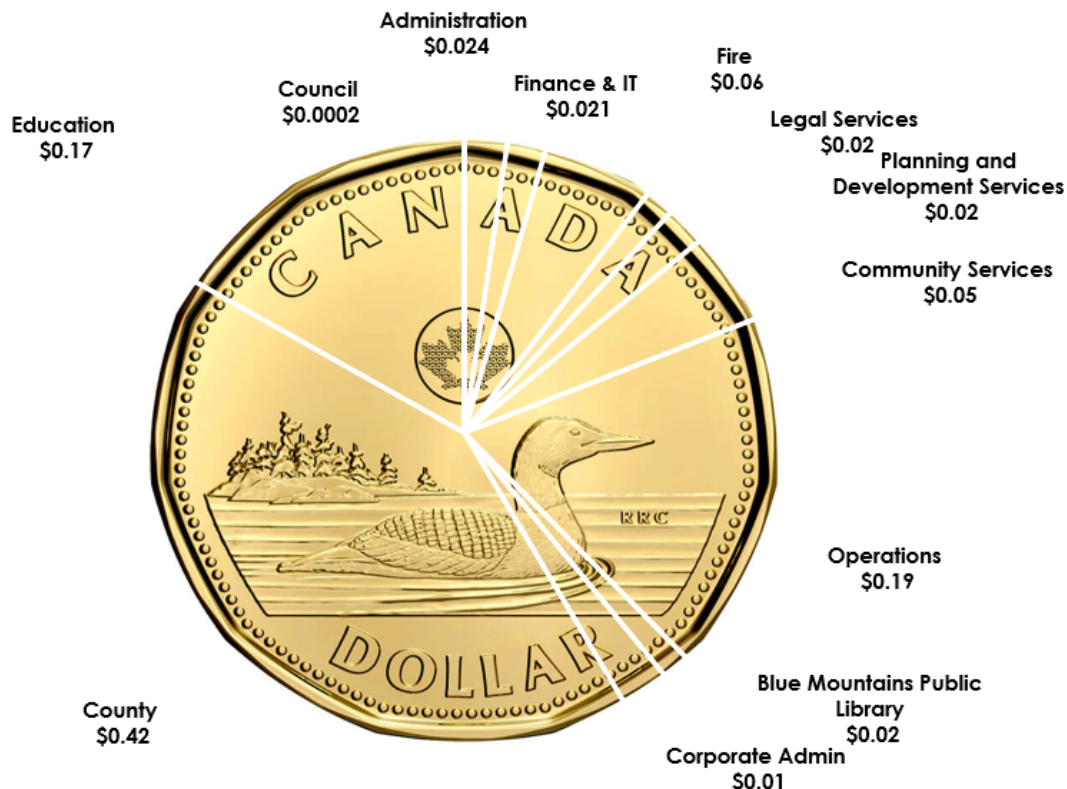
When the Town of The Blue Mountains sends out a tax bill to residents, the Town is collecting taxes for its own use, as well as for Grey County and the School Boards. For every dollar that the Town collects in taxation, approximately 41% is kept by the Town, 42% is sent to Grey County, and 17% is given to the appropriate School Boards.

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.



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. The Town has a policy further limiting this amount to 15% to have 10% available in case the Town requires urgent or unforeseen debt.

Description	Amount
Net Revenues	\$ 29,700,140
25% Limit as per Provincial Legislation	\$ 7,425,035
15% Limit as per Town Debt Policy (POL.COR.17.01)	\$ 4,455,021
Current Annual Payments	
OPP Detachment	\$ 37,374
Thornbury Harbour	\$ 54,226
Landfill Mining	\$ 65,042
Thornbury Water Reservoir	\$ 115,974
Land (125 Peel Street and 19 Napier Street)	\$ 181,149
Town Hall	\$ 255,734
Total Current Annual Payments	\$ 709,499
Approved Projects	
Bridge #2 and #3	\$ 121,683
Aerial Pumper	\$ 140,573
Winter Control Equipment	\$ 149,944
Landfill Mining and Expansion Phase 2	\$ 350,997
Ravenna Roads Depot Expansion	\$ 562,829
Total Approved Projects	\$ 1,326,026
Total Annual Payments	\$ 2,035,525
Remaining Limit (15%)	\$ 2,419,496
Proposed Annual Payments (2023 Budget)	
Winter Control Equipment	\$ 49,981
Total Proposed Annual Payments (2023 Budget)	\$ 49,981
Total of All Annual Payments	\$ 2,085,507
Remaining Limit (15%)	\$ 2,369,514

Ontario Municipal Partnership Funding

The Ontario Municipal Partnership Funding (OMPF) is the Province's main general assistance to municipalities. In 2023, the Province is providing the Town with \$1,314,400 in funding through the OMPF, which is equivalent of \$148 per household.

The following tables outline the OMPF funding the Town has been granted for 2020-2023 along with key OMPF data inputs.

Funding Source	2020 OMPF	2021 OMPF	2022 OMPF	2023 OMPF
Assessment Equalization Grant	\$ 0	\$ 0	\$ 0	\$ 0
Northern Communities Grant	\$ 0	\$ 0	\$ 0	\$ 0
Rural Communities Grant	\$ 1,038,200	\$ 1,070,700	\$ 1,110,100	\$ 1,172,300
Northern and Rural Fiscal Circumstances Grant	\$ 261,600	\$ 228,900	\$ 211,900	\$ 142,100
Transitional Assistance	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 1,299,800	\$ 1,299,600	\$ 1,322,000	\$ 1,314,400

Key OMPF Data Inputs	2020 Key Inputs	2021 Key Inputs	2022 Key Inputs	2023 Key Inputs
Households	7,925	8,173	8,474	8,881
Total Weighted Assessment per Household	\$ 539,193	\$ 554,977	\$ 555,840	\$ 549,758
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	3.3	2.8	2.5	1.6
2023 Guaranteed Level of Support	86.6%	85.8%	85.5%	85.0%

Obligatory Reserve Funds

Account	2022 Ending	2023 Added To	2023 Taken From	2023 Ending	2024 Added To	2024 Taken From	2024 Ending	2025 Added To	2025 Taken From	2025 Ending
Canada Community Building Fund	\$ 90,812	\$ 232,486	\$ 0	\$ 323,298	\$ 232,486	\$ 250,000	\$ 305,784	\$ 232,486	\$ 500,000	\$ 38,270
Cash in Lieu of Parking	\$ 35,231	\$ 0	\$ 0	\$ 35,231	\$ 0	\$ 0	\$ 35,231	\$ 0	\$ 0	\$ 35,231
Parkland Dedication	\$ 40,076	\$ 0	\$ 0	\$ 40,076	\$ 0	\$ 0	\$ 40,076	\$ 0	\$ 0	\$ 40,076
Total	\$ 166,119	\$ 232,486	\$ 0	\$ 398,605	\$ 232,486	\$ 250,000	\$ 381,091	\$ 232,486	\$ 500,000	\$ 113,577

Development Charges Reserve Funds

Account	2022 Ending	2023 Added To	2023 Taken From	2023 Ending	2024 Added To	2024 Taken From	2024 Ending	2025 Added To	2025 Taken From	2025 Ending
General Government	\$ (114,635)	\$ 123,000	\$ 32,500	\$ (24,135)	\$ 126,000	\$ 162,500	\$ (60,635)	\$ 119,000	\$ 0	\$ 58,365
Fire and Rescue	\$ 650,787	\$ 133,000	\$ 0	\$ 783,787	\$ 137,000	\$ 0	\$ 920,787	\$129,000	\$ 0	\$ 1,049,787
Police	\$ 37,192	\$ 40,000	\$ 37,374	\$ 39,818	\$ 42,000	\$ 37,374	\$ 44,444	\$ 39,000	\$ 37,374	\$ 46,070
Public Works	\$ 1,563,459	\$ 319,000	\$ 0	\$ 1,882,459	\$ 329,000	\$ 300,000	\$ 1,911,459	\$ 310,000	\$ 0	\$ 2,221,459
Roads and Related Area	\$ 8,302,820	\$3,307,000	\$4,740,000	\$ 6,869,820	\$3,404,000	\$1,627,000	\$ 8,646,820	\$3,210,000	\$6,075,000	\$ 5,781,820
Parks and Recreation	\$ 3,421,756	\$ 886,000	\$ 480,000	\$ 3,827,756	\$ 912,000	\$ 0	\$ 4,739,756	\$ 860,000	\$ 500,000	\$ 5,099,756
Library	\$ 2,717,637	\$ 380,000	\$ 0	\$ 3,097,637	\$ 391,000	\$ 0	\$ 3,488,637	\$ 369,000	\$ 0	\$ 3,857,637
By-law	\$ 96,643	\$ 11,000	\$ 0	\$ 107,643	\$ 12,000	\$ 0	\$ 119,643	\$ 10,000	\$ 0	\$ 129,643
Solid Waste	\$ 247,783	\$ 62,000	\$ 0	\$ 309,783	\$ 64,000	\$ 0	\$ 373,783	\$ 60,000	\$ 230,000	\$ 203,783
Water - Thornbury East - Other	\$ (302,994)	\$ 16,000	\$ 22,035	\$ (309,029)	\$ 17,000	\$ 21,203	\$ (313,232)	\$ 16,000	\$ 20,444	\$ (317,677)
Water - Thornbury West - Other	\$(3,874,252)	\$ 138,000	\$ 528,939	\$(4,265,191)	\$ 142,000	\$1,190,392	\$(5,313,583)	\$ 134,000	\$1,587,158	\$(6,766,740)
Water Supply	\$ 3,738,643	\$ 216,000	\$ 0	\$ 3,954,643	\$ 223,000	\$ 0	\$ 4,177,643	\$ 210,000	\$ 0	\$ 4,387,643
Water – Clarksburg	\$ 34,331	\$ 0	\$ 0	\$ 34,331	\$ 0	\$ 0	\$ 34,331	\$ 0	\$ 0	\$ 34,331
Water - Craigleith - Other	\$ 5,251,776	\$1,204,000	\$ 0	\$ 6,455,776	\$1,239,000	\$ 0	\$ 7,694,776	\$1,168,000	\$ 0	\$ 8,862,776
Water – Osler	\$ 3,953	\$ 0	\$ 0	\$ 3,953	\$ 0	\$ 0	\$ 3,953	\$ 0	\$ 0	\$ 3,953
Water – Camperdown	\$ 96,793	\$ 0	\$ 0	\$ 96,793	\$ 0	\$ 0	\$ 96,793	\$ 0	\$ 0	\$ 96,793
Water - Lora Bay	\$(3,122,127)	\$ 303,000	\$ 0	\$(2,819,127)	\$ 312,000	\$ 0	\$(2,507,127)	\$ 294,000	\$ 0	\$(2,213,127)
Sewer - Thornbury West - Other	\$ (270,694)	\$ 98,000	\$ 435,000	\$ (607,694)	\$ 101,000	\$1,100,000	\$(1,606,694)	\$ 95,000	\$1,500,000	\$(3,011,694)
Sewer - Thornbury East - Other	\$ (66,487)	\$ 21,000	\$ 0	\$ (45,487)	\$ 21,000	\$ 0	\$ (24,487)	\$ 20,000	\$ 0	\$ (4,487)
Sewer - Camperdown	\$ 684,700	\$ 167,000	\$ 0	\$ 851,700	\$ 172,000	\$ 0	\$ 1,023,700	\$ 162,000	\$ 0	\$ 1,185,700
Sewer - Lora Bay	\$ 280,864	\$ 377,000	\$ 0	\$ 657,864	\$ 389,000	\$ 0	\$ 1,046,864	\$ 367,000	\$ 0	\$ 1,413,864
Sewer - Craigleith - Other	\$ 200,212	\$ 320,000	\$ 0	\$ 520,212	\$ 329,000	\$ 0	\$ 849,212	\$ 310,000	\$1,980,000	\$ (820,788)
Sewer - Clarksburg	\$ (435,940)	\$ 0	\$ 0	\$ (435,940)	\$ 0	\$ 0	\$ (435,940)	\$ 0	\$ 0	\$ (435,940)
Sewer - Osler	\$ (286,007)	\$ 0	\$ 0	\$ (286,007)	\$ 0	\$ 0	\$ (286,007)	\$ 0	\$ 0	\$ (286,007)
Sewer Capacity – Thornbury	\$ 3,805,257	\$ 261,000	\$14,000,000	\$(9,933,743)	\$ 268,000	\$7,500,000	\$(17,165,743)	\$ 254,000	\$ 0	\$(16,911,743)
Sewer Capacity - Craigleith	\$ (762,620)	\$ 741,000	\$ 0	\$ (21,620)	\$ 763,000	\$ 0	\$ 741,380	\$ 719,000	\$ 0	\$ 1,460,380
Sewer- Castle Glen	\$ (287,500)	\$ 0	\$ 0	\$ (287,500)	\$ 0	\$ 0	\$ (287,500)	\$ 0	\$ 0	\$ (287,500)
Total	\$ 21,611,350	\$ 9,123,000	\$20,275,848	\$10,458,502	\$ 9,393,000	\$11,938,469	\$ 7,913,033	\$8,855,000	\$11,929,976	\$ 4,838,057

Discretionary Reserve Funds

Account	2022 Ending	2023 Added To	2023 Taken From	2023 Ending	2024 Added To	2024 Taken From	2024 Ending	2025 Added To	2025 Taken From	2025 Ending
Grant and Donations	\$ 18,288	\$ 0	\$ 0	\$ 18,288	\$ 0	\$ 0	\$ 18,288	\$ 0	\$ 0	\$ 18,288
IT Asset Replacement	\$ 102,995	\$ 350,000	\$ 266,000	\$ 186,995	\$ 375,000	\$ 280,000	\$ 281,995	\$ 400,000	\$ 288,000	\$ 393,995
Fire Asset Replacement	\$ 728,864	\$ 358,000	\$ 687,500	\$ 399,364	\$ 400,000	\$ 215,000	\$ 584,364	\$ 445,000	\$1,025,000	\$ 4,364
Bridges and Culverts	\$ 639,710	\$ 578,000	\$ 430,000	\$ 787,710	\$ 742,000	\$ 550,000	\$ 979,710	\$ 765,000	\$ 230,000	\$1,514,710
Roads Equipment Asset Replacement	\$ 629,461	\$ 455,000	\$ 647,500	\$ 436,961	\$ 478,000	\$ 515,000	\$ 399,961	\$ 502,000	\$ 0	\$ 901,961
Infrastructure Asset Replace	\$4,725,875	\$ 562,000	\$1,967,500	\$3,320,375	\$ 590,000	\$ 786,000	\$3,124,375	\$ 620,000	\$3,130,000	\$ 614,375
Parking Lots	\$ 71,165	\$ 29,000	\$ 0	\$ 100,165	\$ 30,000	\$ 0	\$ 130,165	\$ 32,000	\$ 0	\$ 162,165
Solid Waste Asset Replacement	\$ 197,921	\$ 101,000	\$ 40,000	\$ 258,921	\$ 106,000	\$ 0	\$ 364,921	\$ 111,000	\$ 0	\$ 475,921
Community Services Asset Replacement	\$ 187,782	\$ 245,000	\$ 277,000	\$ 155,782	\$ 257,000	\$ 50,000	\$ 362,782	\$ 270,000	\$ 350,000	\$ 282,782
Shoreline Acquisition and Development	\$2,204,540	\$ 0	\$ 0	\$2,204,540	\$ 0	\$ 0	\$2,204,540	\$ 0	\$ 0	\$2,204,540
Facility Asset Replacement	\$ 58,836	\$ 300,000	\$ 300,000	\$ 58,836	\$ 325,000	\$ 0	\$ 383,836	\$ 350,000	\$ 0	\$ 733,836
Community Improvement	\$ 438,834	\$ 0	\$ 0	\$ 438,834	\$ 0	\$ 0	\$ 438,834	\$ 0	\$ 0	\$ 438,834
Building Rate Stabilization	\$2,279,157	\$ 0	\$ 420,431	\$1,858,726	\$ 0	\$ 334,680	\$1,524,046	\$ 0	\$ 66,510	\$1,457,536
Water Asset Replacement	\$4,437,237	\$1,804,713	\$4,009,000	\$2,232,950	\$1,907,642	\$1,627,773	\$2,512,819	\$2,016,353	\$2,633,000	\$1,896,172
Wastewater Asset Replacement	\$9,607,586	\$1,364,751	\$3,586,000	\$7,386,337	\$1,443,716	\$1,711,000	\$7,119,053	\$1,527,165	\$1,077,000	\$7,569,218
Total	\$26,328,251	\$ 6,147,464	\$12,630,931	\$19,844,784	\$ 6,654,358	\$ 6,069,453	\$20,429,689	\$ 7,038,518	\$ 8,799,510	\$18,668,697

Reserves

Account	2022 Ending	2023 Added To	2023 Taken From	2023 Ending	2024 Added To	2024 Taken From	2024 Ending	2025 Added To	2025 Taken From	2025 Ending
Working Capital	\$3,074,510	\$ 0	\$ 75,000	\$2,999,510	\$ 0	\$ 0	\$2,999,510	\$ 0	\$ 0	\$2,999,510
Council	\$ 77,097	\$ 30,000	\$ 100,000	\$ 7,097	\$ 30,000	\$ 0	\$ 37,097	\$ 30,000	\$ 0	\$ 67,097
Workers Compensation	\$ 55,225	\$ 0	\$ 0	\$ 55,225	\$ 0	\$ 0	\$ 55,225	\$ 0	\$ 0	\$ 55,225
Insurance Deductible	\$ 552,653	\$ 0	\$ 0	\$ 552,653	\$ 0	\$ 0	\$ 552,653	\$ 0	\$ 0	\$ 552,653
Human Resources	\$ 436,396	\$ 0	\$ 0	\$ 436,396	\$ 0	\$ 0	\$ 436,396	\$ 0	\$ 0	\$ 436,396
Year Over Year Roll Over	\$ 748,385	\$ 0	\$ 0	\$ 748,385	\$ 0	\$ 0	\$ 748,385	\$ 0	\$ 0	\$ 748,385
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	\$ 504,995	\$ 0	\$ 0	\$ 504,995	\$ 0	\$ 0	\$ 504,995	\$ 0	\$ 0	\$ 504,995
Clarksburg Parking	\$ 6,186	\$ 0	\$ 0	\$ 6,186	\$ 0	\$ 0	\$ 6,186	\$ 0	\$ 0	\$ 6,186
Landfill Post Closure	\$ 406,858	\$ 265,000	\$ 0	\$ 671,858	\$ 265,000	\$ 0	\$ 936,858	\$ 265,000	\$ 0	\$1,201,858
Cemetery	\$ 21,053	\$ 0	\$ 6,000	\$ 15,053	\$ 0	\$ 0	\$ 15,053	\$ 0	\$ 0	\$ 15,053
Health Services	\$ 86,962	\$ 0	\$ 0	\$ 86,962	\$ 0	\$ 0	\$ 86,962	\$ 0	\$ 0	\$ 86,962
Parks Memorial Trees	\$ 13,991	\$ 0	\$ 0	\$ 13,991	\$ 0	\$ 0	\$ 13,991	\$ 0	\$ 0	\$ 13,991
Depot	\$ 26,680	\$ 0	\$ 0	\$ 26,680	\$ 0	\$ 0	\$ 26,680	\$ 0	\$ 0	\$ 26,680
Attainable Housing	\$ 40,000	\$ 0	\$ 0	\$ 40,000	\$ 0	\$ 0	\$ 40,000	\$ 0	\$ 0	\$ 40,000
Planning Studies	\$ 15,013	\$ 75,000	\$ 82,500	\$ 7,513	\$ 90,000	\$ 37,500	\$ 60,013	\$ 90,000	\$ 50,000	\$ 100,013
Development Engineering	\$ 299,467	\$ 0	\$ 12,000	\$ 287,467	\$ 0	\$ 12,000	\$ 275,467	\$ 0	\$ 13,000	\$ 262,467
Economic Development	\$ 45,344	\$ 0	\$ 0	\$ 45,344	\$ 0	\$ 0	\$ 45,344	\$ 0	\$ 0	\$ 45,344
BIA	\$ 100,654	\$ 0	\$ 0	\$ 100,654	\$ 0	\$ 0	\$ 100,654	\$ 0	\$ 0	\$ 100,654
General Gov't Non-Growth	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Library Non-Growth	\$ 59,702	\$ 0	\$ 0	\$ 59,702	\$ 0	\$ 0	\$ 59,702	\$ 0	\$ 0	\$ 59,702
Harbour	\$ 35,484	\$ 69,687	\$ 78,000	\$ 27,171	\$ 121,799	\$ 78,000	\$ 70,971	\$ 93,265	\$ 129,000	\$ 35,236
Water Rate Stabilization	\$ 890,056	\$ 0	\$ 158,002	\$ 732,054	\$ 0	\$ 142,228	\$ 589,826	\$ 0	\$ 118,959	\$ 470,867
Wastewater Rate Stabilization	\$ 601,066	\$ 0	\$ 204,530	\$ 396,536	\$ 0	\$ 200,272	\$ 196,264	\$ 0	\$ 162,458	\$ 33,806
Total	\$8,702,592	\$ 439,687	\$ 716,032	\$8,426,247	\$ 506,799	\$ 470,000	\$8,463,047	\$ 478,265	\$ 473,417	\$8,467,895

Town of The Blue Mountains Full-Time Headcount

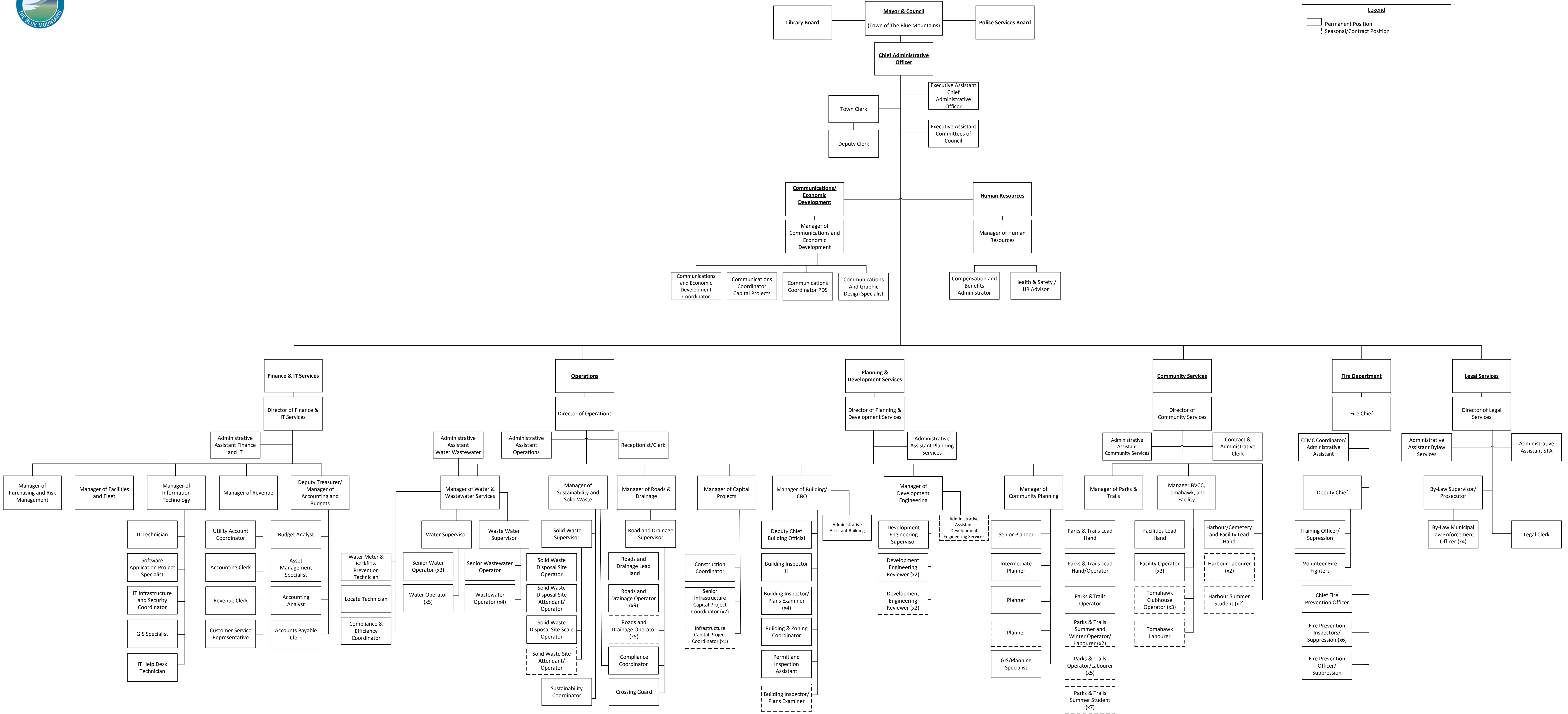
Governance Positions	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Council	7	7	7	7	7	7	7	7	7	7	7	7
Total Governance Positions	7	7	7	7	7	7	7	7	7	7	7	7

Full-Time Town Positions	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Chief Administrative Officer	2	2	2	2	2	2	2	2	2	2	2	2
Administration	7	7	7	7	7	7	6	7	10	12	11	11
Finance and IT Services	16	16	16	16	16	16	16	17	18	18	19	19
Planning and Development Services	12	12	12	15	17	15	15	16	17	21	21	21
Fire Services	8	8	8	8	8	8	8	8	7	12	12	12
Legal Services	0	0	0	0	0	5	5	8	8	8	9	9
Community Services	10	9	9	10	10	11	12	12	12	13	13	13
Operations	35	35	35	35	35	36	38	40	43	44	44	44
Total Full-Time Positions	90	89	89	93	95	100	102	110	117	130	131	131

Tax Levy Summary by Expense

Expense	2022 Forecasted Actuals	2022 Budget	2023 Budget	\$ 2023 Forecasted	% 2023 Forecasted	\$ 2023 Budget	% 2023 Budget	2024 Budget	% 2024 Budget	2025 Budget	% 2025 Budget
	A	B	C	C-A	(C-A)/A	C-B	(C-B)/B	D	(D-C)/C	E	(E-D)/D
Salaries, Wages, and Benefits	\$ 15,304,306	\$ 16,919,598	\$ 17,849,631	\$ 2,545,325	17%	\$ 930,033	5%	\$ 18,173,326	2%	\$ 18,519,451	2%
Administrative	\$ 124,298	\$ 207,727	\$ 185,965	\$ 61,667	50%	\$ (21,762)	-10%	\$ 171,487	-8%	\$ 175,021	2%
Operating	\$ 1,350,435	\$ 1,306,850	\$ 1,434,050	\$ 83,615	6%	\$ 127,200	10%	\$ 1,464,372	2%	\$ 1,500,032	2%
Communications	\$ 472,843	\$ 401,870	\$ 392,203	\$ (80,640)	-17%	\$ (9,667)	-2%	\$ 402,429	3%	\$ 413,523	3%
Training and Travel	\$ 303,948	\$ 482,163	\$ 453,930	\$ 149,982	49%	\$ (28,233)	-6%	\$ 446,584	-2%	\$ 448,949	1%
Utilities	\$ 1,020,970	\$ 1,100,315	\$ 1,046,675	\$ 25,705	3%	\$ (53,640)	-5%	\$ 1,079,775	3%	\$ 1,115,275	3%
Equipment	\$ 1,406,650	\$ 1,231,840	\$ 1,352,580	\$ (54,070)	-4%	\$ 120,740	10%	\$ 1,422,852	5%	\$ 1,649,185	16%
Vehicle and Fleet	\$ 670,393	\$ 452,315	\$ 591,000	\$ (79,393)	-12%	\$ 138,685	31%	\$ 612,000	4%	\$ 623,150	2%
Legal	\$ 412,913	\$ 186,000	\$ 177,500	\$ (235,413)	-57%	\$ (8,500)	-5%	\$ 177,500	0%	\$ 177,500	0%
Consulting	\$ 719,517	\$ 937,750	\$ 600,450	\$ (119,067)	-17%	\$ (337,300)	-36%	\$ 745,450	24%	\$ 225,450	-70%
Purchased Services	\$ 5,207,929	\$ 5,553,557	\$ 5,667,883	\$ 459,954	9%	\$ 114,326	2%	\$ 5,409,925	-5%	\$ 5,557,239	3%
RABIT Action Items	\$ 3,053	\$ 15,000	\$ 15,000	\$ 11,947	391%	\$ 0	0%	\$ 15,000	0%	\$ 15,000	0%
Physician Recruit Action Items	\$ 0	\$ 25,000	\$ 0	\$ 0	0%	\$ (25,000)	-100%	\$ 0	0%	\$ 0	0%
EDAC Action Items	\$ 46,019	\$ 67,500	\$ 74,500	\$ 28,481	62%	\$ 7,000	10%	\$ 92,500	24%	\$ 92,500	0%
Communications Action Items	\$ 13,235	\$ 34,000	\$ 44,800	\$ 31,565	238%	\$ 10,800	32%	\$ 50,800	13%	\$ 51,000	0%
Transportation Action Items	\$ 0	\$ 50,000	\$ 0	\$ 0	0%	\$ (50,000)	-100%	\$ 0	0%	\$ 0	0%
Sustainability Action Items	\$ 0	\$ 0	\$ 85,000	\$ 85,000	0%	\$ 85,000	0%	\$ 75,000	-12%	\$ 75,000	0%
Debt Payments	\$ 718,710	\$ 718,710	\$ 709,499	\$ (9,211)	-1%	\$ (9,211)	-1%	\$ 962,351	36%	\$ 1,152,693	20%
Financial	\$ 1,108,645	\$ 1,130,334	\$ 1,136,850	\$ 28,204	3%	\$ 6,516	1%	\$ 1,185,740	4%	\$ 1,232,389	4%
Premise and Site	\$ 687,024	\$ 878,329	\$ 827,295	\$ 140,271	20%	\$ (51,034)	-6%	\$ 800,625	-3%	\$ 811,850	1%
Total Expenses	\$ 29,570,888	\$ 31,698,857	\$ 32,644,810	\$ 3,073,922	10%	\$ 945,953	3%	\$ 33,287,716	2%	\$ 33,835,206	2%

Expense	2022 Forecasted Actuals	2022 Budget	2023 Budget	\$ 2023 Forecasted	% 2023 Forecasted	\$ 2023 Budget	% 2023 Budget	2024 Budget	% 2024 Budget	2025 Budget	% 2025 Budget
	A	B	C	C-A	(C-A)/A	C-B	(C-B)/B	D	(D-C)/C	E	(E-D)/D
Transfers											
Transfers to Capital	\$ 127,108	\$ 22,218	\$ 90,226	\$ (36,882)	-29%	\$ 68,008	306%	\$ 52,949	-41%	\$ 51,607	-3%
Transfers to Reserves	\$ 5,333,432	\$ 5,408,880	\$ 6,640,928	\$ 1,307,496	25%	\$ 1,232,048	23%	\$ 7,203,789	8%	\$ 7,563,648	5%
Transfer from Obligatory Reserves	\$ (666,956)	\$ (617,251)	\$ (280,848)	\$ 386,109	-58%	\$ 336,404	-55%	\$ (581,469)	107%	\$ (164,976)	-72%
Transfer from Other Reserves	\$ (380,105)	\$ (1,945,212)	\$ (1,982,165)	\$ (1,602,060)	421%	\$ (36,953)	2%	\$ (1,308,620)	-34%	\$ (1,330,004)	2%
Inter-functionals Transfers	\$ (218,449)	\$ (218,449)	\$ (297,363)	\$ (78,914)	36%	\$ (78,914)	36%	\$ (312,279)	5%	\$ (328,000)	5%
Total Transfers	\$ 4,195,031	\$ 2,650,185	\$ 4,170,779	\$ (24,252)	-1%	\$ 1,520,593	57%	\$ 5,054,370	21%	\$ 5,792,275	15%
Total Expenses and Transfers	\$ 33,765,919	\$ 34,349,042	\$ 36,815,589	\$ 3,049,670	9%	\$ 2,466,547	7%	\$ 38,342,086	4%	\$ 39,627,481	3%
Revenue											
Grants & Donations	\$ 1,849,652	\$ 1,689,840	\$ 1,725,550	\$ (124,102)	-7%	\$ 35,710	2%	\$ 1,550,250	-10%	\$ 1,525,250	-2%
External Revenue	\$ 14,586,329	\$ 15,698,036	\$ 15,751,821	\$ 1,165,492	8%	\$ 53,785	0%	\$ 16,189,416	3%	\$ 16,238,490	0%
Subsidies	\$ (89,437)	\$ (92,800)	\$ (97,800)	\$ (8,363)	9%	\$ (5,000)	5%	\$ (97,800)	0%	\$ (97,800)	0%
Total Revenue	\$ 16,346,545	\$ 17,295,076	\$ 17,379,571	\$ 1,033,026	6%	\$ 84,495	0%	\$ 17,641,866	2%	\$ 17,665,940	0%
Net Cost of Service	\$ 17,419,374	\$ 17,053,966	\$ 19,436,018	\$ 2,016,644	12%	\$ 2,382,052	14%	\$ 20,700,220	7%	\$ 21,961,541	6%
Blue Mountains Public Library	\$ 1,461,334	\$ 1,461,334	\$ 1,229,189	\$ (232,145)	-16%	\$ (232,145)	-16%	\$ 1,292,238	5%	\$ 1,339,646	4%
Base Budget Tax Levy	\$ 18,880,708	\$ 18,515,300	\$ 20,665,207	\$ 1,784,499	9.45%	\$ 2,149,907	11.61%	\$ 21,992,458	6.42%	\$ 23,301,187	5.95%



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