



# Staff Report

## Finance and IT Services

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**Report To:** Special Committee of the Whole  
**Meeting Date:** February 1, 2021  
**Report Number:** FAF.21.014  
**Subject:** Monthly Financial Report – December 2020  
**Prepared by:** Katherine Dabrowa, Budget Analyst

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### A. Recommendations

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THAT Council receive Staff Report FAF.21.014 entitled “Monthly Financial Report – December 2020” for information purposes.

### B. Overview

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This report outlines the Town’s unaudited financial activities as of December 31, 2020.

### C. Background

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On a monthly basis Finance staff provide Council with an update on the financial activities of the Town. This report is broken down into 3 sections; Taxation, which looks at all tax funded departments, Water and Wastewater, and User Fees, which includes the Building Department and Harbour. Also attached are charts that highlight major areas of the Town; such as Development Charges collected, Salaries and Benefits, and other important financial indicators.

Charts are also included to outline Bid Awards and Contract Extensions in excess of \$25,000, as awarded by Staff as per the Town’s Purchasing Policy. These charts will reflect the contracts awarded and extended within that particular month.

### D. Analysis

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#### Tax Supported Services

After twelve months of operations, the taxation departments are sitting overall at 89% of Expenses and 59% of External Revenue, however it is important to note that the year end process is still ongoing.

Some expense categories such as Administrative Expenses and Purchased Services are sitting a little below budget. While others such as Communications and Vehicle Related are sitting over budget.

Purchased Services are below budget at 76% as many studies and projects are delayed due to the Covid-19 pandemic. Any projects that have been initiated but not finished will be rolled over into 2021. Communications and Vehicle Related are both over budget. Communications is over budget as the Town is spending more on Advertising than expected due to the Covid-19 pandemic.

Vehicle Expenses are over budget (115%) due to many factors, such as repair and maintenance expenses, diesel fuel expenses from the winter control season early in 2020 and because the Roads Department has gone significantly over budget in Vehicle Repairs and Maintenance.

External Revenue is going to end the year significantly under budget, and this is directly related to a loss of revenues due to the pandemic.

With the successful Grant Application for the Safe Restart Stage 2 funding from the Ontario government, it is expected that the taxation funded departments will end the year with about a \$60 to \$75,000 deficit. It is important to note that the year end process is still ongoing, and these numbers can change. Staff will be bringing back a staff report that will outline all final year end surpluses or deficits.

### **Water and Wastewater Operations**

After twelve months of operations, the Water and Wastewater Divisions are at 90% of expenses and 102% of external revenue.

A few expense categories are slightly below budget, including Administrative, Communications, and Vehicle Expenses, while Equipment will end the year over-budget.

Administrative Expenses (72%) and Communications (83%) are under-budget due to staff vacancies at the beginning of the year, which creates savings in related expense categories. Vehicle Related Expenses are sitting below budget at 63% as repairs and maintenance have been slightly lower than expected.

Equipment Related Expenses are at 142% of budget due to a Watermain break as well as a wastewater forcemain emergency repair.

Revenues are at 102%, which is expected as both Water and Wastewater were forecasting to be over-budget on revenues. The Water Division is forecasting a year-end surplus of \$68,000 which is due to higher consumption charges than anticipated as more residents are spending time in the Blue Mountains during the pandemic. This balance will be transferred into Water's rate stabilization reserve to ensure that future rate increases are not dramatic.

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

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

### **User Fee Supported Operations (Building and Harbour)**

As of the end of December, the Building and Harbour Divisions are at 90% of expenses overall and 113% of external revenues.

Salaries and Benefits are under budget, as well as the related expense categories, such as Administrative, Communications, and Personnel as the Harbour Manager position is vacant, and seasonal workers were delayed in their hiring.

Equipment Related and Financial Expenses are over budget. Equipment Related Expenses are at 150% of budget due to the Harbour renting some equipment, however, the total equipment expenses budget is very small at just over \$5,000. Financial Expenses are currently at 146% due to an insurance deductible in the building department that was not budgeted.

The Building Department is sitting at 127% of Revenue as of the end of December, which is about \$320,000 higher than this same time last year. The Building Services Division is forecasting an estimated \$300,000 surplus which will be transferred into the Building Rate Stabilization Reserve Fund for future years where revenues do not cover expenses.

The Harbour External Revenue is at 82% of budget which is expected, as the seasonal mooring fees have been paid, as well as the partial refunds for the season as approved by Council. With the successful Safe Restart Stage 2 funding from the Ontario government, the Harbour will end the year on budget for 2020.

Staff have been in talks with the Department of Fisheries and Oceans (DFO) regarding the annual rent payment that the Harbour must make to the DFO. The DFO has indicated that they will not be waiving the annual rent payment but will give the Harbour longer to pay them into 2021.

## **E. Strategic Priorities**

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### **1. Communications and Engagement**

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

**2. Organizational Excellence**

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

**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**

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None.

**G. Financial Impact**

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As per above.

**H. In consultation with**

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Brenna Agnew, Account Analyst  
Kris Couture, Manager of Revenue  
Sam Dinsmore, Deputy Treasurer/Manager of Accounting and Budgets  
Serena Wilgress, Manager of Purchasing and Risk Management

**I. Public Engagement**

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The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. Comments regarding this report should be submitted to Katherine Dabrowa, Budget Analyst at [finance@thebluemountains.ca](mailto:finance@thebluemountains.ca).

**J. Attached**

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1. December 2020 Flash Report
2. December 2020 Budget Variance Report Tax Levy Summary
3. December 2020 Budget Variance Report Water and Wastewater Services Summary
4. December 2020 Budget Variance Report User Fee Summary
5. December 2020 Cheque Register

Respectfully Submitted,

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Katherine Dabrowa  
Budget Analyst

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Ruth Prince  
Director of Finance and IT Services

For more information, please contact:  
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## 2020 Development Charges Collected

Month	2020 Monthly Actuals	2019 Monthly Actuals
January	\$ 35,614	\$ 98,734
February	\$ 427,208	\$ 109,277
March	\$ 169,895	\$ 70,027
April	\$ 1,359,545	\$ 221,350
May	\$ 243,132	\$ 948,533
June	\$ 1,899,813	\$ 593,349
July	\$ 1,357,672	\$ 163,784
August	\$ 1,048,707	\$ 151,836
September	\$ 393,596	\$ 3,486,011
October	\$ 710,839	\$ (119,074)
November	\$ 502,535	\$ 1,527,361
December	\$ 1,279,423	\$ \$58,942
<b>Total</b>	<b>\$ 9,427,979</b>	<b>\$ 7,310,130</b>

Reserve Fund	Reserve Fund Balance
General Government	\$ -77,809
Fire	\$ 637,982
Police	\$ -18,303
Parking & By-Law	\$ -714,579
Public Works	\$ 813,354
Roads and Related	\$ 6,232,845
Solid Waste	\$ 31,433
Parks and Recreation	\$ 1,453,269
Library	\$ 1,424,628
Water	\$ 5,207,248
Wastewater	\$ 2,073,691
<b>Total</b>	<b>\$ 17,063,759</b>

Estimated from the DC Background Study	\$ 8,360,166
2020 Year to Date Actual	\$ 9,427,979
2019 Year to Date Actual	\$ 7,251,188
Percent of Budget	113%

## 2020 Legal Fees

Month	2020 Monthly Actual	2020 Monthly Budget	Variance \$	Variance %	2020 YTD Actual	2020 YTD Budget	Variance \$	Variance %
January	\$ 4,501	\$ 1,413	\$ 3,088	318.6%	\$ 4,501	\$ 1,413	\$ 3,088	318.6%
February	\$ 18,381	\$ 4,993	\$ 13,388	368.1%	\$ 22,882	\$ 6,406	\$ 16,476	357.2%
March	\$ 29,832	\$ 18,078	\$ 11,754	165.0%	\$ 52,714	\$ 24,484	\$ 28,230	215.3%
April	\$ 11,841	\$ 11,765	\$ 76	100.6%	\$ 64,555	\$ 36,249	\$ 28,306	178.1%
May	\$ 11,829	\$ 23,477	\$ (11,648)	50.4%	\$ 76,384	\$ 59,725	\$ 16,659	127.9%
June	\$ 21,985	\$ 16,191	\$ 5,795	135.8%	\$ 98,369	\$ 75,916	\$ 22,453	129.6%
July	\$ 12,058	\$ 8,457	\$ 3,601	142.6%	\$ 110,427	\$ 84,373	\$ 26,054	130.9%
August	\$ 30,077	\$ 17,585	\$ 12,491	171.0%	\$ 140,503	\$ 101,958	\$ 38,545	137.8%
September	\$ 23,801	\$ 13,742	\$ 10,060	173.2%	\$ 164,305	\$ 115,700	\$ 48,605	142.0%
October	\$ 38,934	\$ 17,516	\$ 21,417	222.3%	\$ 203,238	\$ 133,216	\$ 70,022	152.6%
November	\$ 12,272	\$ 16,793	\$ (4,521)	73.14%	\$ 215,510	\$ 150,009	\$ 65,501	413.7%
December	\$ 110,0670	\$ 74,991	\$ 35,076	146.8%	\$ 325,577	\$ 225,000	\$ 100,577	144.7%
<b>Total</b>	<b>\$ 204,710</b>	<b>\$ 225,000</b>			<b>\$ 204,710</b>	<b>\$ 225,000</b>		

Department	2020 Actual	% of Total
Council	\$ 934	0.3%
CAO	\$ 3,543	1.1%
Integrity Commissioner	\$ 14,786	4.5%
Human Resources	\$ 4,285	1.3%
Finance	\$ 1,760	0.5%
Corporate	\$ 7,562	2.3%
Legal Services	\$ 2,266	0.7%
By-law Services	\$ 2,364	0.7%
STA	\$ 74	0.0%
Operations	\$ 4,343	1.3%
DC Appeal	\$ 27,678	8.5%
Appeals to LPAT	\$ 172,767	53.1%
Planning	\$ 23,304	7.2%
Development Engineering	\$ 14,565	4.5%
Building Services	\$ 45,342	13.9%
<b>Total</b>	<b>\$ 325,577</b>	<b>100.0%</b>

	2020	2019
Annual Budget	\$ 225,000	\$ 321,600
Year to Date Actual	\$ 325,577	\$ 448,848
Year to Date Budget	\$ 225,000	n/a
Year to Date Budget to Actual	\$ 100,577	n/a
Percent of Budget	144.7%	138.3%

## 2020 Town Salaries and Benefits

Month	2020 Monthly Actual	2020 Monthly Budget	Variance \$	Variance %	2020 YTD Actual	2020 YTD Budget	Variance \$	Variance %
January	\$ 1,019,926	\$ 1,022,520	\$ (2,594)	99.7%	\$ 1,019,926	\$ 1,022,520	\$ (2,594)	99.7%
February	\$ 1,058,710	\$ 1,061,758	\$ (3,047)	99.7%	\$ 2,078,636	\$ 2,084,278	\$ (5,642)	99.7%
March	\$ 1,194,237	\$ 1,207,504	\$ (13,267)	98.9%	\$ 3,272,874	\$ 3,291,782	\$ (18,908)	99.4%
April	\$ 1,321,069	\$ 1,326,232	\$ (5,163)	99.6%	\$ 4,593,943	\$ 4,618,015	\$ (24,072)	99.5%
May	\$ 1,022,473	\$ 1,091,979	\$ (69,506)	93.6%	\$ 5,616,416	\$ 5,709,993	\$ (93,577)	98.4%
June	\$ 1,171,725	\$ 1,214,223	\$ (42,498)	96.5%	\$ 6,788,141	\$ 6,924,217	\$ (136,076)	98.0%
July	\$ 1,251,197	\$ 1,229,981	\$ 21,216	101.7%	\$ 8,039,338	\$ 8,154,198	\$ (114,860)	98.6%
August	\$ 1,149,183	\$ 1,369,883	\$ (220,700)	83.9%	\$ 9,188,521	\$ 9,524,081	\$ (335,560)	96.5%
September	\$ 1,241,294	\$ 1,163,879	\$ 77,416	106.7%	\$ 10,429,815	\$ 10,687,959	\$ (258,144)	97.6%
October	\$ 1,166,312	\$ 1,247,766	\$ (81,454)	93.5%	\$ 11,596,127	\$ 11,935,726	\$ (339,598)	97.2%
November	\$ 1,158,098	\$ 1,262,275	\$ (104,177)	91.7%	\$ 12,754,225	\$ 13,198,001	\$ (443,776)	96.6%
December	\$ 1,248,385	\$ 1,305,802	\$ (57,417)	95.6%	\$ 14,002,610	\$ 14,503,802	\$ (501,192)	96.5%
<b>Totals</b>	<b>\$ 14,002,610</b>	<b>\$ 14,503,802</b>			<b>\$ 14,002,610</b>	<b>\$ 14,503,802</b>		

	2020	2019
Annual Budget	\$ 14,508,909	\$ 13,536,154
Year to Date Actual	\$ 14,002,610	\$ 13,226,245
Year to Date Budget	\$ 14,503,802	n/a
Year to Date Budget to Actual	\$ (501,192)	n/a
Percent of Budget	96.5%	97.7%

The Salaries and Benefits noted above represent all wages and health benefits for Town employees, including Taxation funded Departments, as well as Water, Wastewater, and the User Fee funded Departments (Harbour and Building).

The Salaries and Benefits also includes volunteer firefighters, overtime, as well as any allowances, such as travel and car allowances.

Salaries and Benefits are accrued each month to accurately represent the expenses during each month. There is a larger amount than average for the month of April, as retro pay back to January 1, 2020 due to the COLA increase was paid in April.



## 2020 Hydro Costs and Consumption

Month	2020 Monthly Consumption	2020 Monthly Actual	2020 Monthly Budget	Variance \$	Variance %	2020 YTD Actual	2020 YTD Budget	Variance \$	Variance %
January	622,949	\$ 102,298	\$ 99,096	\$ 3,203	103.2%	\$ 102,298	\$ 99,096	\$ 3,203	103.2%
February	569,552	\$ 110,491	\$ 96,881	\$ 13,610	114.0%	\$ 212,789	\$ 195,977	\$ 16,813	108.6%
March	522,445	\$ 95,989	\$ 91,880	\$ 4,109	104.5%	\$ 308,778	\$ 287,856	\$ 20,922	107.3%
April	451,736	\$ 89,638	\$ 77,803	\$ 11,835	115.2%	\$ 398,416	\$ 365,659	\$ 32,757	109.0%
May	479,800	\$ 77,197	\$ 77,431	\$ (235)	99.7%	\$ 475,613	\$ 443,090	\$ 32,523	107.3%
June	438,933	\$ 79,999	\$ 79,145	\$ 854	101.1%	\$ 555,612	\$ 522,235	\$ 33,377	106.4%
July	482,981	\$ 85,827	\$ 79,918	\$ 5,909	107.4%	\$ 641,440	\$ 602,154	\$ 39,286	106.5%
August	489,192	\$ 86,325	\$ 75,519	\$ 10,806	114.3%	\$ 727,764	\$ 677,672	\$ 50,092	107.4%
September	460,091	\$ 83,551	\$ 79,830	\$ 3,720	104.7%	\$ 811,315	\$ 757,502	\$ 53,813	107.1%
October	446,149	\$ 92,768	\$ 84,752	\$ 8,016	109.5%	\$ 904,083	\$ 842,254	\$ 61,829	107.3%
November	42,245	\$ 92,049	\$ 89,116	\$ 2,933	103.3%	\$ 996,132	\$ 931,370	\$ 64,763	107.0%
December	0	\$ 93,962	\$ 90,709	\$ 3,252	103.6%	\$ 1,090,094	\$ 1,022,079	\$ 68,015	106.7%
<b>Totals</b>	<b>5,006,073</b>	<b>\$ 1,090,094</b>	<b>\$ 1,022,079</b>			<b>\$ 1,090,094</b>	<b>\$ 1,022,079</b>		

	2020	2019
Annual Budget	\$ 1,022,079	\$ 1,092,310
Year to Date Actual	\$ 1,090,094	\$ 1,092,840
Year to Date Budget	\$ 1,022,079	n/a
Year to Date Budget to Actual	\$ 68,015	n/a
Percent of Budget	106.7%	100.0%

The above chart includes the hydro costs for all Town facilities, including streetlights. Staff continue to be conscious about energy consumption; however, certain Town facilities require large uses of hydro to operate, including the water and wastewater plants. The \$1,022,079 hydro budget for 2020 includes \$453,000 for the Wastewater Plants and its pumping and lift stations, as well as \$289,000 for the Water Plant, reservoirs, and water distribution.

November and December Monthly Actual (\$) has been accrued, as not all hydro invoices had been received for November and December as of the date of writing this report.

## 2020 Covid 19 Expenses

### Expenses

	December	YTD Cost
<b>Expenses</b>		
Salaries and Benefits	\$ 13,807	\$ 102,365
Operating Expenses	\$ 9,599	\$ 63,643
Communications	\$ 5,992	\$ 14,431
Purchased Services	\$ 5,164	\$ 59,101
Health and Safety	\$ 0	\$ 64,121
Personnel	\$ 0	\$ 1,292
Vehicle Expenses	\$ 364	\$ 12,752
IT Expenses	\$ 2,697	\$ 9,241
Community Grants	\$ 0	\$ 12,000
<b>Total Expenses</b>	<b>\$ 37,622</b>	<b>\$ 338,945</b>
<b>Transfers</b>		
Interfunctional Transfers	\$ 16,107	\$ 70,321
<b>Total Transfers</b>	<b>\$ 16,107</b>	<b>\$ 70,321</b>
<b>Total Transfers &amp; Expenses</b>	<b>\$ 53,729</b>	<b>\$ 409,266</b>

### Revenues

	December	YTD Cost
<b>Revenue</b>		
Provincial Grants	\$ 385,000	\$ 878,500
Municipal Grants	\$ 0	\$ 2,200
External Revenue	\$ 0	\$ 34,252
Grants & Donations	\$ 6,000	\$ 32,175
<b>Total Revenue</b>	<b>\$ 391,000</b>	<b>\$ 947,127</b>

### Lost Revenues

	December	YTD Cost
<b>Lost Revenue</b>		
Landfill	\$ 31,917	\$ 383,000
By-law	\$ 3,417	\$ 41,000
Beaver Valley Community Centre	\$ 12,000	\$ 144,000
Paid Parking	\$ 4,167	\$ 75,000
Planning	\$ 15,917	\$ 191,000
Investment and Penalty Interest	\$ 25,083	\$ 301,000
Thornbury Harbour	\$ 0	\$ 76,460
<b>Total Lost Revenue</b>	<b>\$ 92,500</b>	<b>\$ 1,211,460</b>

The above charts summarize the Town's expenses, revenues and lost revenues related to Covid-19 to date. Additional details regarding these figures is noted below.

### **Expenses**

Salaries and Benefits expenses include By-law and Tomahawk staff that have been specifically hired due to Covid-19.

Operating and Communications expenses consist of signage and advertising related to the pandemic. Additionally, this includes social distancing circles, arrow stickers, Muskoka chairs, jersey barrier rentals, privy rentals, a \$5,000 contribution was made to the Digital Main Street Program to help main street businesses better promote themselves online and adopt digital tools and technology, no-parking signs and related hardware.

Purchased Services includes the costs to launch the exploreblue.ca website and promotional videos, as well as open for business videos and a social media campaign. This also includes website hosting, content writing, as well as electrical work completed at Tomahawk. The Holiday Shop Local Campaign and Holiday virtual events are expenses in this line.

Health and Safety Expenses are made up of multiple purchases of hand sanitizer, face masks, gloves, sanitizing wipes, hand sanitizer stations, hand wash stations, as well as debit machine covers and sneeze guards. Personnel expenses are related to uniform and clothing purchases for new staff that were hired specifically due to Covid-19.

Vehicle Expenses includes fuel and lease payments for the additional vehicles that the Town has leased for the By-law Department due to Covid-19. IT Expenses includes hardware expenses that have been incurred due to the additional staff hired for Covid-19, which includes products like smart phone, tablets and computers.

Community Grants are grants distributed to community organizations to help with relief due to the pandemic from the Donations that were received from the community, seen in the Revenue chart.

### **Transfers**

Interfunctional Transfers includes any staff time committed to Covid-19 tasks. This is not an additional expense item, but staff time that has already been included in the 2020 Approved Budget. Staff Salaries and Benefits for additional hires related to Covid-19 are reported in the Salaries and Benefits category and are not included here. These Interfunctional transfers also includes the \$20,000 for BIA flower watering that Council has waived as part of it's Covid-19 recovery plan.

### **Revenue**

Provincial Grants are made up of the Phase 1 Ontario Safe Restart Program. Municipal Grants includes a grant from Grey County to help with Covid-19 recovery. External Revenue includes Revenue from Tomahawk due to the increase in green fees due to Covid-19. Additionally, the Town reached its goal of raising \$10,000 through its community donations initiative, which is represented in the Grants and Donation's line above.

By-law fines have not been included in this chart; however, 251 tickets were issued in December at a value of \$10,189.

### **Lost Revenues**

This chart illustrates the lost revenues that various Town Divisions are seeing due to the pandemic. The Harbour revenue loss is made up of the partial refunds that were given to Harbour users for their annual mooring and hydro fees.

## The Blue Mountains Fire Department Expenses

The following chart illustrates the yearly expenses and transfers that the Blue Mountains Fire Department has incurred.

	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual (forecasted)
<b>Expenses</b>							
Salaries, Wages, & Benefits	1,356,503	1,358,185	1,376,735	1,391,342	1,376,735	1,391,342	1,198,375
Administrative Expenses	11,553	9,489	10,720	9,505	10,720	9,505	9,210
Operating Expenses	2,940	3,018	1,931	2,659	1,931	2,659	1,115
Communications	29,694	30,821	29,510	36,482	29,510	36,482	35,510
Personnel, Training & Travel	35,266	33,005	32,209	30,990	32,209	30,990	16,745
Utilities	25,044	26,940	21,887	21,740	21,887	21,740	21,725
Equipment Related	39,381	35,544	46,158	46,917	46,158	46,917	38,430
Vehicle Related	41,255	34,905	57,986	36,671	57,986	36,671	45,510
Purchased Services	4,233	1,190	1,452	3,357	1,452	3,357	1,650
Financial Expenses	19,738	23,118	13,027	11,793	13,027	11,793	15,175
Premises and Site	23,004	17,389	34,366	50,876	34,366	50,876	42,530
<b>Total Expenses</b>	<b>1,588,609</b>	<b>1,573,605</b>	<b>1,625,981</b>	<b>1,642,331</b>	<b>1,625,981</b>	<b>1,642,331</b>	<b>1,425,975</b>
<b>Transfers</b>							
Transfers to Capital	181,072	101,055	3,455	0	3,455	0	0
Transfers to Reserves	3,695	63,504	118,345	110,000	118,345	110,000	111,340
<b>Total Transfers</b>	<b>184,766</b>	<b>164,559</b>	<b>121,800</b>	<b>110,000</b>	<b>121,800</b>	<b>110,000</b>	<b>111,340</b>
<b>Total Transfers &amp; Expenses</b>	<b>1,773,376</b>	<b>1,738,164</b>	<b>1,747,781</b>	<b>1,752,331</b>	<b>1,747,781</b>	<b>1,752,331</b>	<b>1,537,315</b>

Salaries, Wages and Benefits are forecasting below all previous years as the Fire Department has seen vacancy gapping throughout 2020.

## 2020 Grants

Grant	2020 Funding Received	Total 2020 Grant	2019 Funding Received
RED Funding	\$ 0	\$ 6,107	\$ 0
Municipal Modernization Fund	\$ 30,000	\$ 40,000	\$ 0
L.E. Shore Memorial Library	\$ 77,871	\$ 78,891	\$ 10,230
Stewardship	\$ 159,451	\$ 153,424	\$ 163,201
Gas Tax	\$ 213,122	\$ 213,112	\$ 315,918
Ontario Community Infrastructure Fund	\$ 912,915	\$ 912,915	\$ 615,501
Ontario Municipal Partnership Fund	\$ 1,299,800	\$ 1,299,800	\$ 1,289,000
O.P.P Ride Program	\$ 8,773	\$ 8,773	\$ 8,729
County of Grey – Community Improvement Plan	\$ 20,000	\$ 20,000	\$ 20,000
Ontario Safe Restart Program – Phase 1	\$ 493,500	\$ 493,500	\$ 0
Ontario Safe Restart Program – Phase 2	\$ 385,000	\$ 385,000	\$ 0
Clean Water and Wastewater Fund – Infrastructure Ontario	\$ 64,007	\$ 64,007	\$ 45,416
Municipal Affairs and Housing Grant	\$ 0	\$ 0	\$ 642,347
Green House Gases Challenge Fund	\$ 0	\$ 0	\$ 52,000
Ontario Cannabis Legalization Implementation Funding	\$ 0	\$ 0	\$ 27,226
Thornbury Business Improvement Area	\$ 0	\$ 0	\$ 2,100
Ontario Aggregate Resource	\$ 0	\$ 0	\$ 42,209
Ontario Student Grant	\$ 0	\$ 0	\$ 1,960
<b>Total</b>	<b>\$ 3,664,439</b>	<b>\$ 3,675,529</b>	<b>\$ 3,235,837</b>

The following page includes additional information on the specific 2020 Funding Received.

The RED (Rural Economic Development) Funding will be received in 2020 for Visitor Information and Wayfinding Signage.

The Modernization Grant is being received for the Town to improve the way it provides services to the community in delivering modern and efficient services.

The L.E. Shore Memorial Library expects to receive approximately \$65,205 in funding this year. This amount includes \$9,000 for Veteran's Affairs (digitized veteran's records), \$29,199 from Service Canada, \$18,612 in Young Canada Works, \$21,000 from Ministry of Heritage, \$1,080 for Connectivity, and an unknown amount for ILLO Contribution (a new reimbursement for interlibrary loan services based on usage).

The Stewardship Grant funds 50% of the net costs of the Blue Box Program by making payments to municipalities on a quarterly basis. The Town will receive \$153,424 in funding in 2020. This funding is determined by the Resource Productivity and Recovery Authority.

The Town receives Federal Gas Tax annually that can be used against the cost of operating or capital programs that meet the criteria as set out by the Association of Municipalities of Ontario (AMO).

The Ontario Community Infrastructure Fund (OCIF) Grant is being used for the Elma Street and Alice Street West Reconstruction Project, which is expected to be completed in 2020.

The Ontario Municipal Partnership Fund (OMPF) is the Province's main transfer payment to municipalities and is automatically calculated by the Province. The Town's annual budget reflects the funding amount that the Town will receive through the OMPF each year.

The County of Grey's Community Improvement Plan Program assists municipalities by offering incentives targeting specific types of growth and investment. In general, the priority areas of investment are: attainable housing, brownfield/vacant land development, agriculture investment, heritage support, façade and structural improvements.

The Ontario Safe Restart Program – Phase 1, in partnership with the federal government, provides Ontario's 444 municipalities with funding to help address municipal operating pressures related to the COVID-19 pandemic. This Phase 1 funding was allocated on a per household basis. Additional funding will be available through Phase 2 to eligible municipalities once the province receives information on their COVID-19 related financial pressures.

The Ontario Safe Restart Program – Phase 2, in partnership with the federal government, provides 48 of the hardest hit municipalities by Covid-19 with additional 2020 funding, as well as providing all 444 of Ontario's municipalities with 2021 funding to help address municipal operating pressures related to the COVID-19 pandemic.

Clean Water Wastewater Fund (CWWF) Infrastructure Ontario advanced the final installment of funds for the grant agreement signed in 2016. The 10<sup>th</sup> and final claim was submitted in August 2020 for works completed on various projects involving water and wastewater treatment plants and pumping stations.

## 2020 Long-Term Debt Payments

Debt	Principal	Interest	Annual Payments	Principal Balance
Town Hall	\$ 221,366	\$ 34,028	\$ 255,394	\$ 1,551,662
OPP Station	\$ 19,909	\$ 17,410	\$ 37,319	\$ 472,863
Water Reservoir	\$ 80,000	\$ 46,278	\$ 126,278	\$ 880,000
Harbour Docks/Dredging	\$ 40,800	\$ 16,857	\$ 64,474	\$ 509,992
<b>Total</b>	<b>\$ 362,076</b>	<b>\$ 114,573</b>	<b>\$ 483,466</b>	<b>\$ 3,414,516</b>

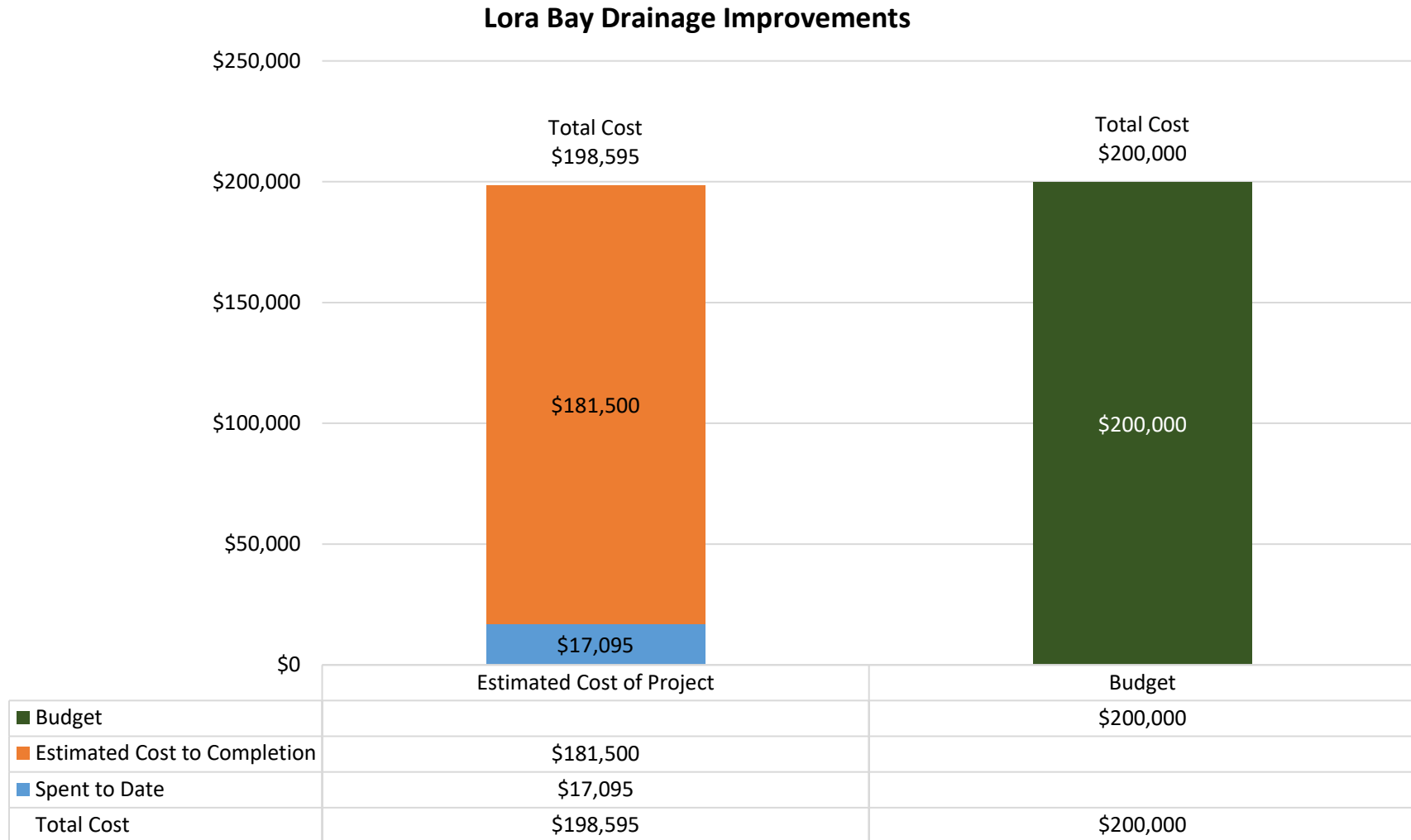
The Town Hall Facility loan was taken out in 2012 for \$3,300,000 at a 2% interest rate. The final payment will be made in June 2027.

The OPP Station loan was taken out in 2013 for \$614,000 at a 3.58% interest rate. The final payment will be made in 2037.

The Thornbury Water Reservoir loan was taken out in 2006 for \$2,000,000 at an interest rate of 5.045%. Final payment will be made in 2031.

The Harbour Docks and Dredging loan was taken out in 2018 for \$612,000 at an interest rate of 3.21%. Final payment will be made in 2033.

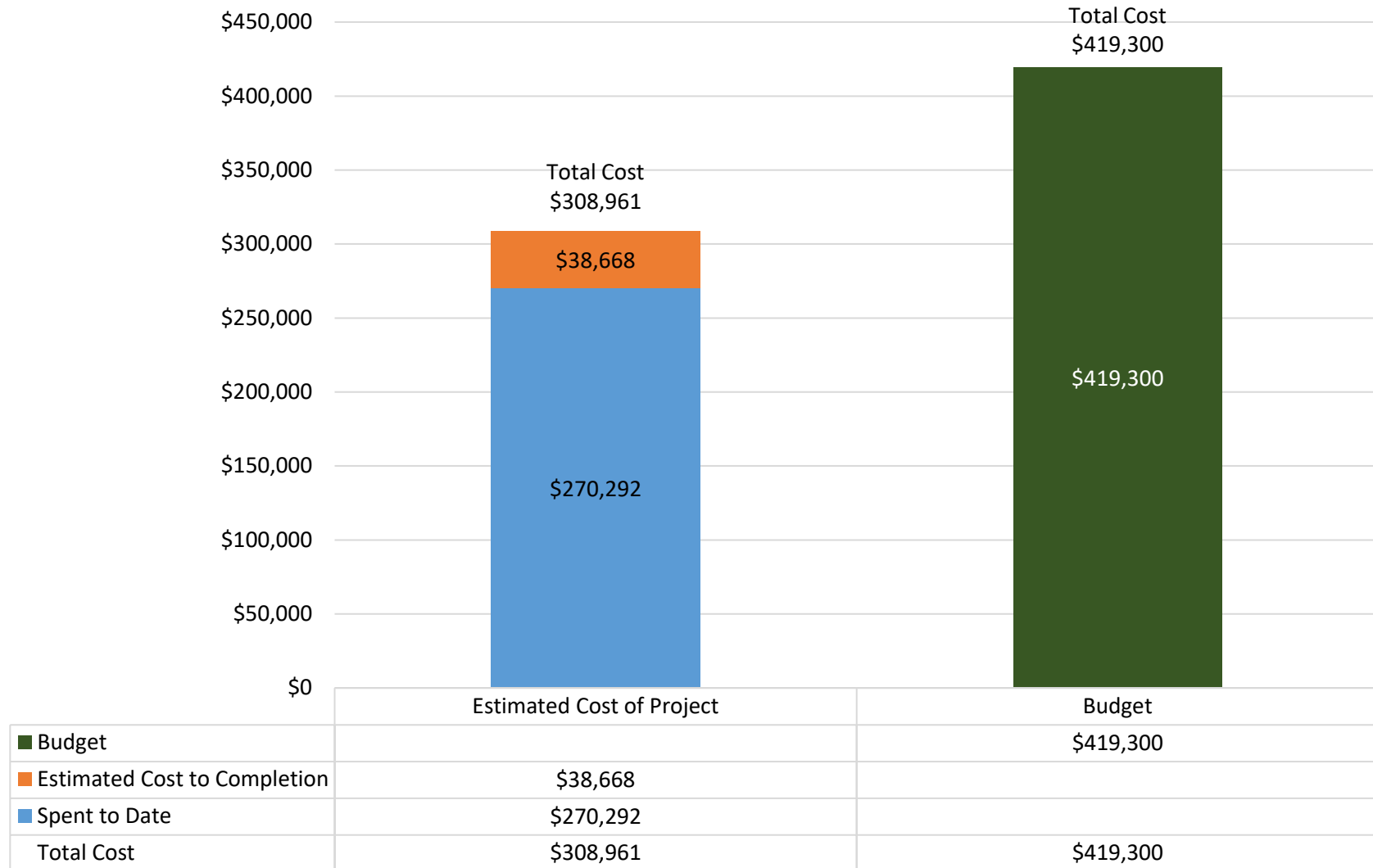
## Major Capital Projects



The engineering portion of the project came in under-budget and the total project is forecasting to be slightly under-budget. This project will be rolled forward into 2021.

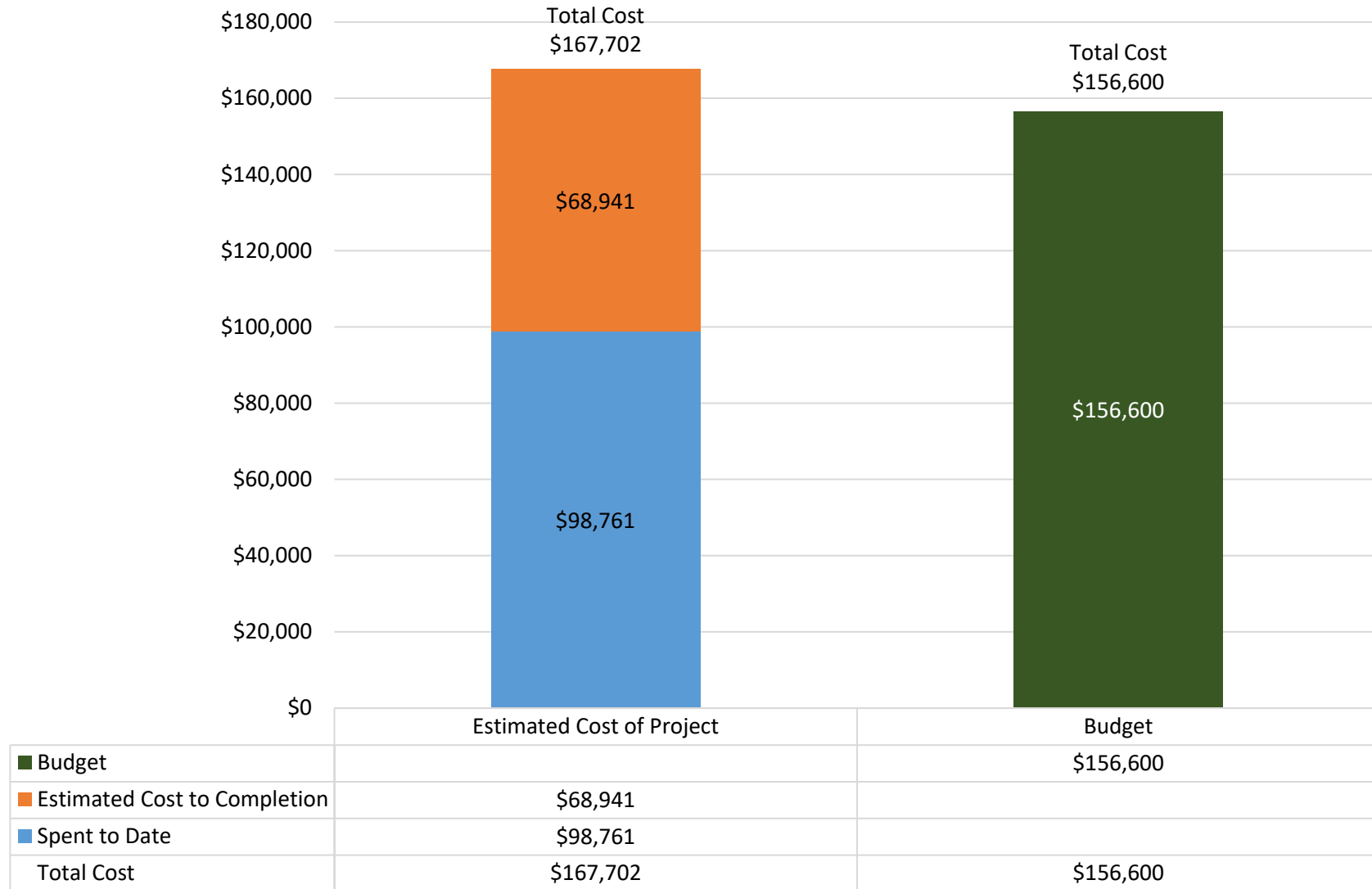


### Northwinds Pedestrian Crossing



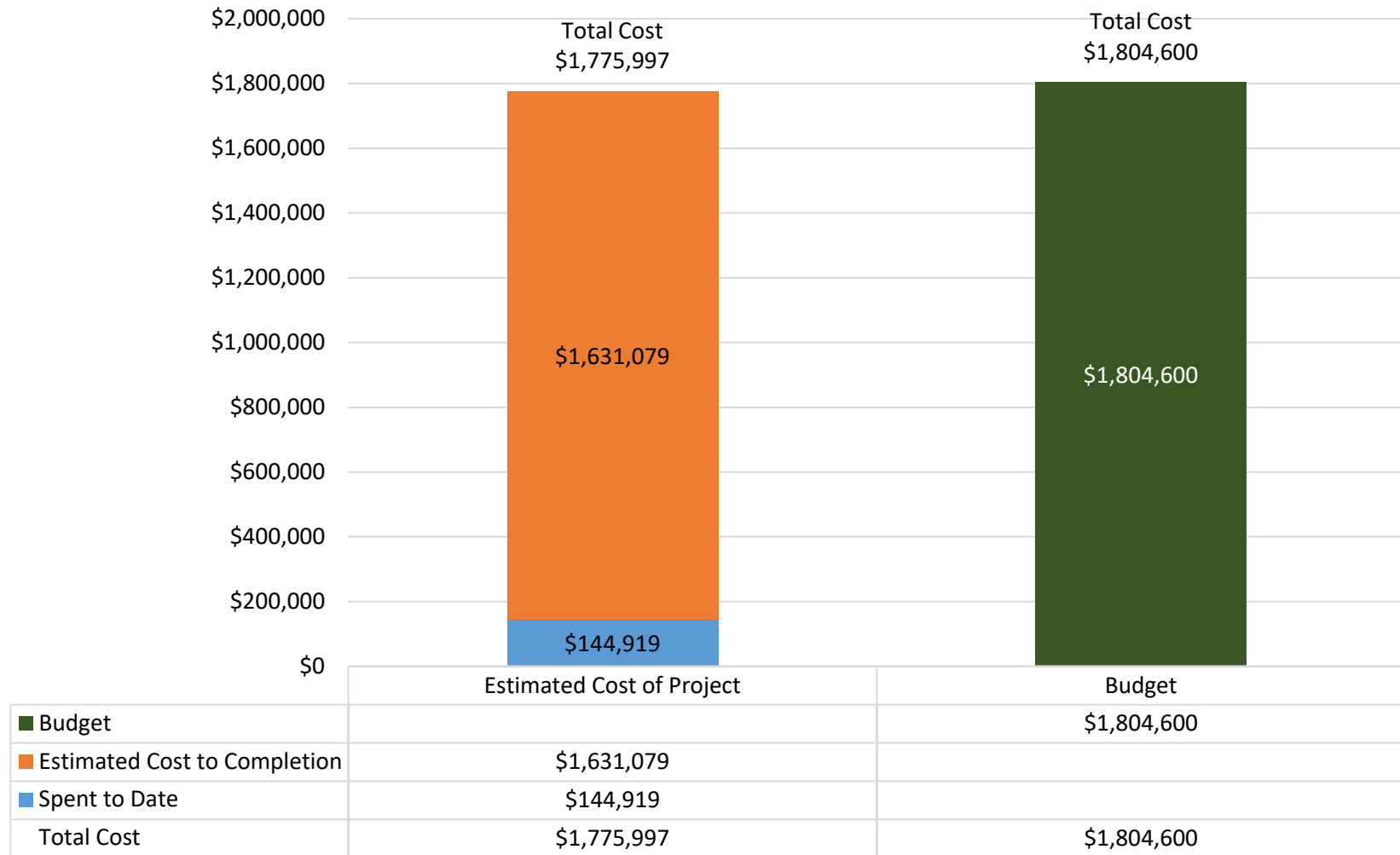
This project will be completed by 2020-year end.

### Peel Street Reconstruction - Engineering



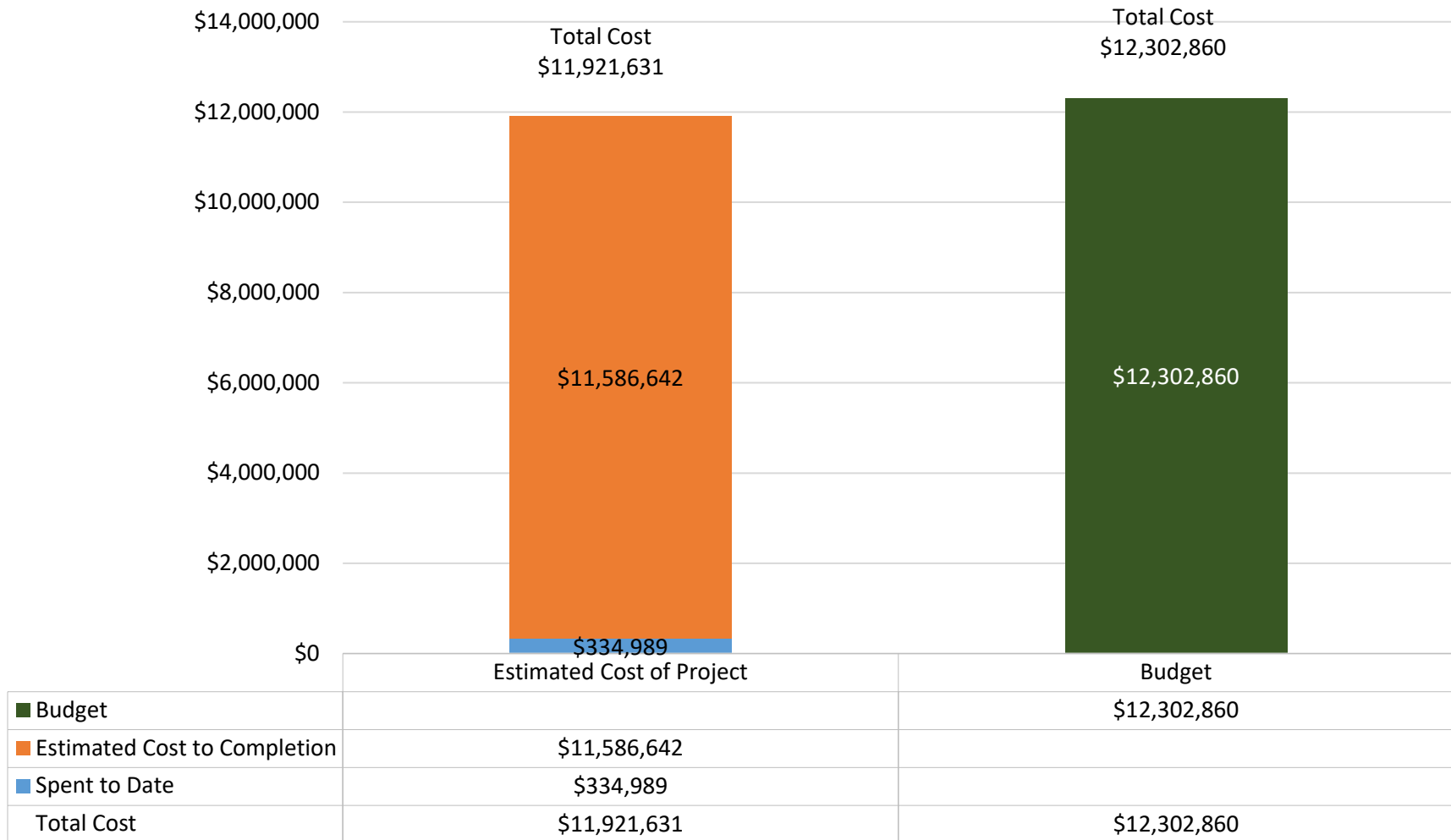
This project will be rolled forward into 2021.

### Price's Subdivision Wastewater Extensions



The engineering portion of the project came in under-budget and the total project is forecasting to be under-budget. This project will be rolled forward into 2021.

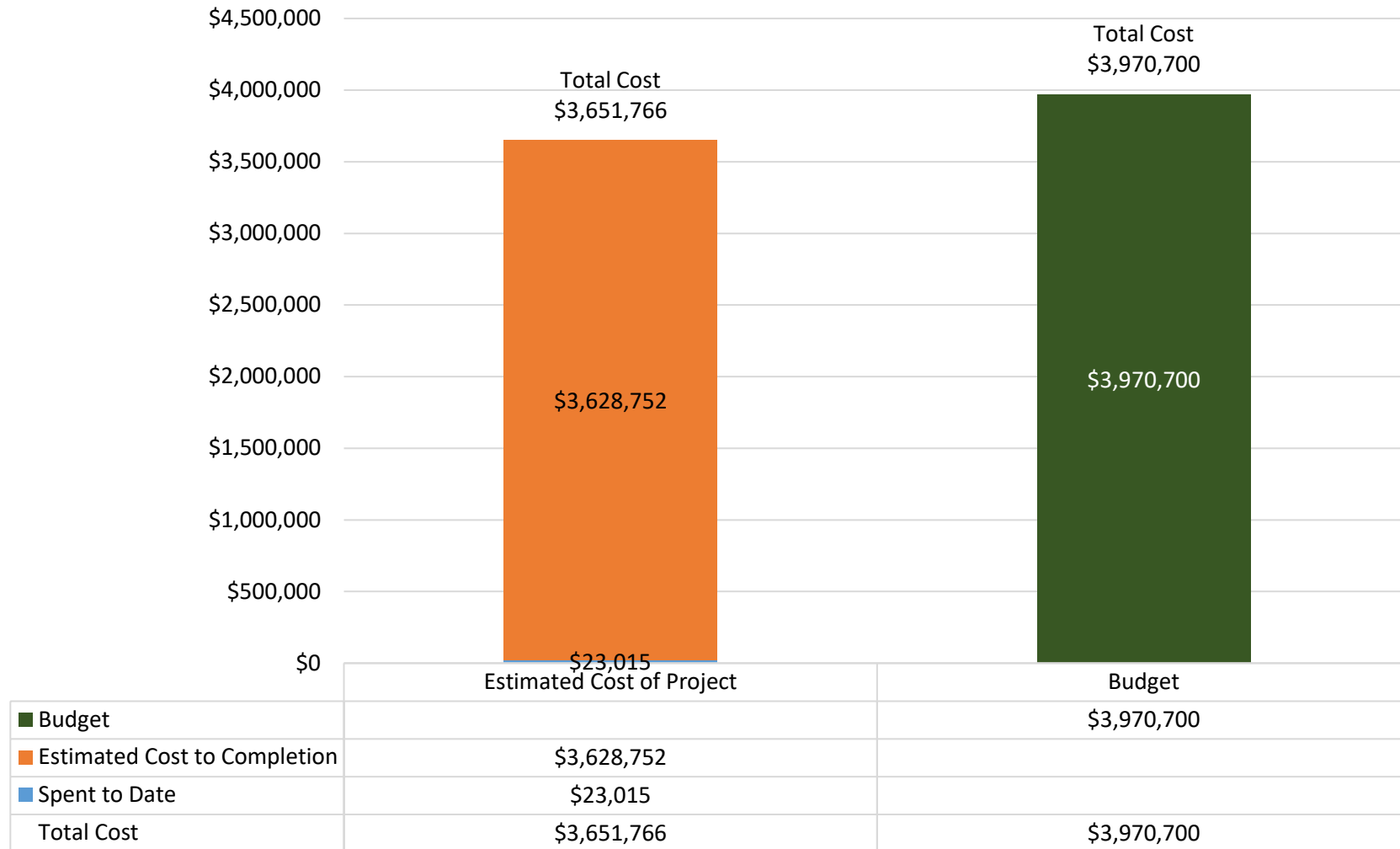
### Thornbury Road Improvement Project Phase 1



The preliminary engineering and final design portions of the project came in under-budget and the total project is forecasting to be under-budget.

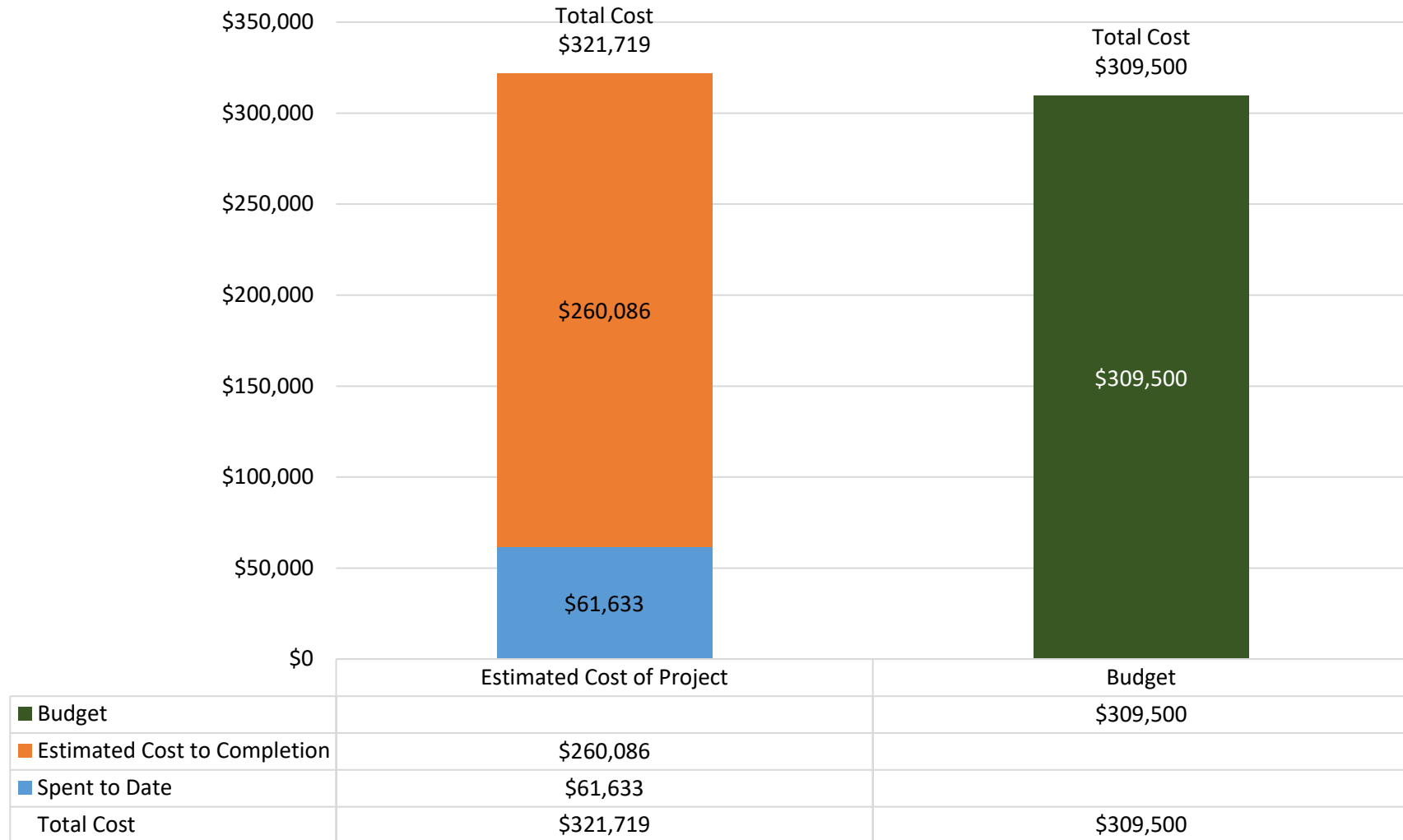
This project will be rolled forward into 2021.

### Tyrolean Village Watermain Replacement and Wastewater Extension



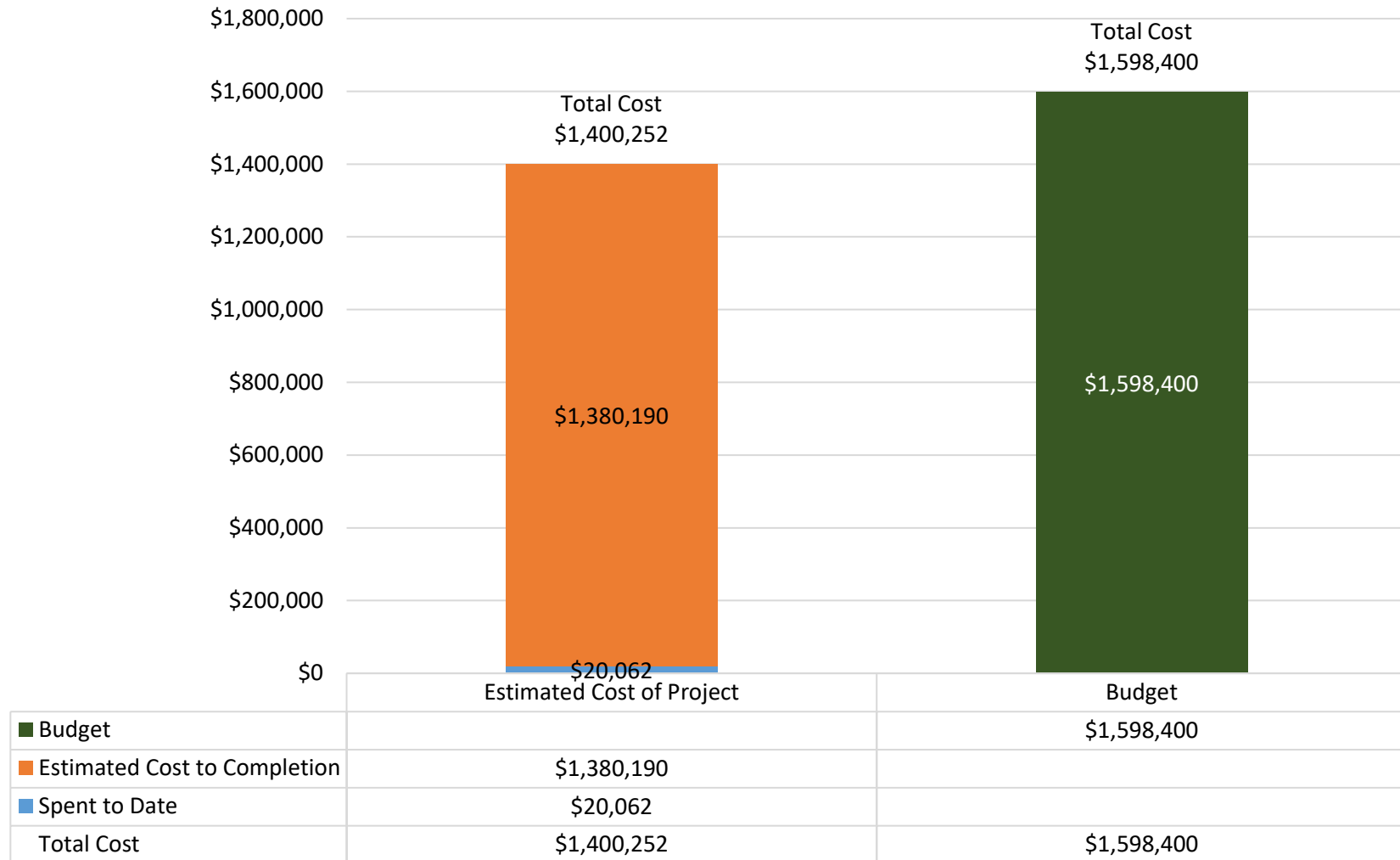
The engineering portion of the project came in under-budget and the total project is forecasting to be under-budget. This project will be rolled forward into 2021.

### Harbour Fuel Storage Delivery



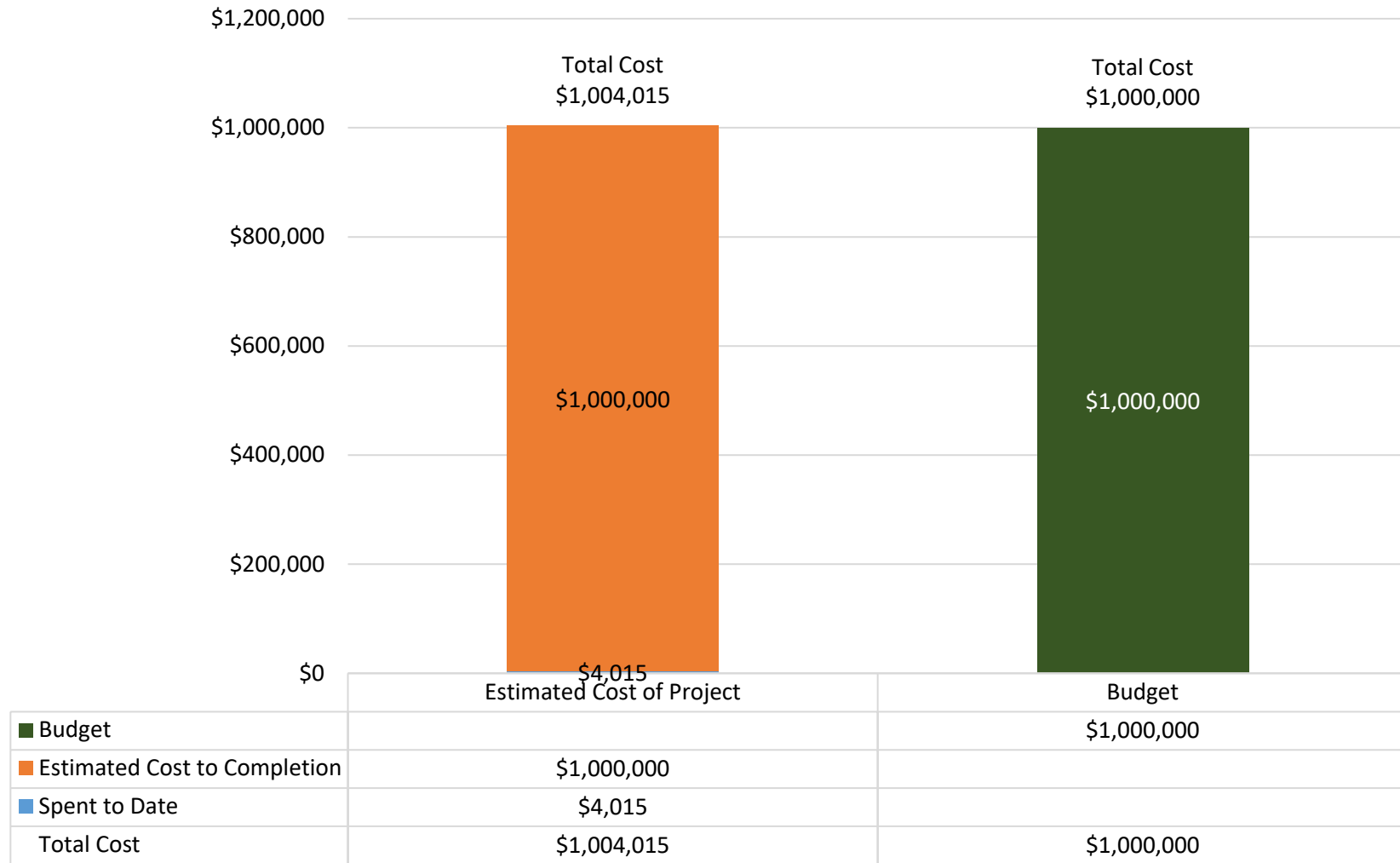
This project will be rolled forward into 2021.

### Substandard Watermain Replacement



The engineering portion of the project came in under-budget and the total project is forecasting to be under-budget. This project will be rolled forward into 2021.

### Mountain Drive Booster Pumping Station Relocation



This project is forecasting slightly over-budget due to internal salaries and benefits.  
This project will be rolled forward into 2021.

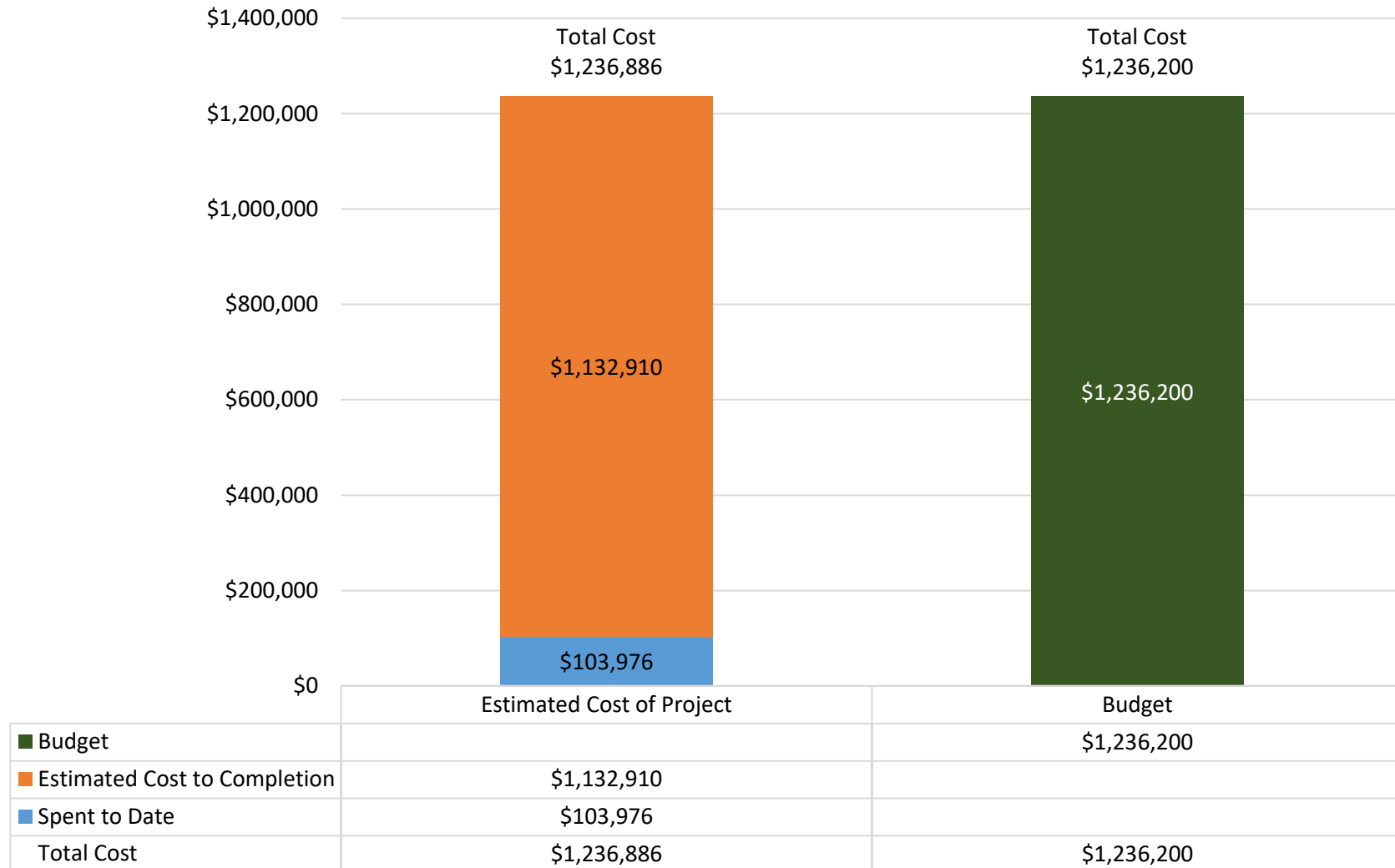


### Westside Water Storage and Distribution



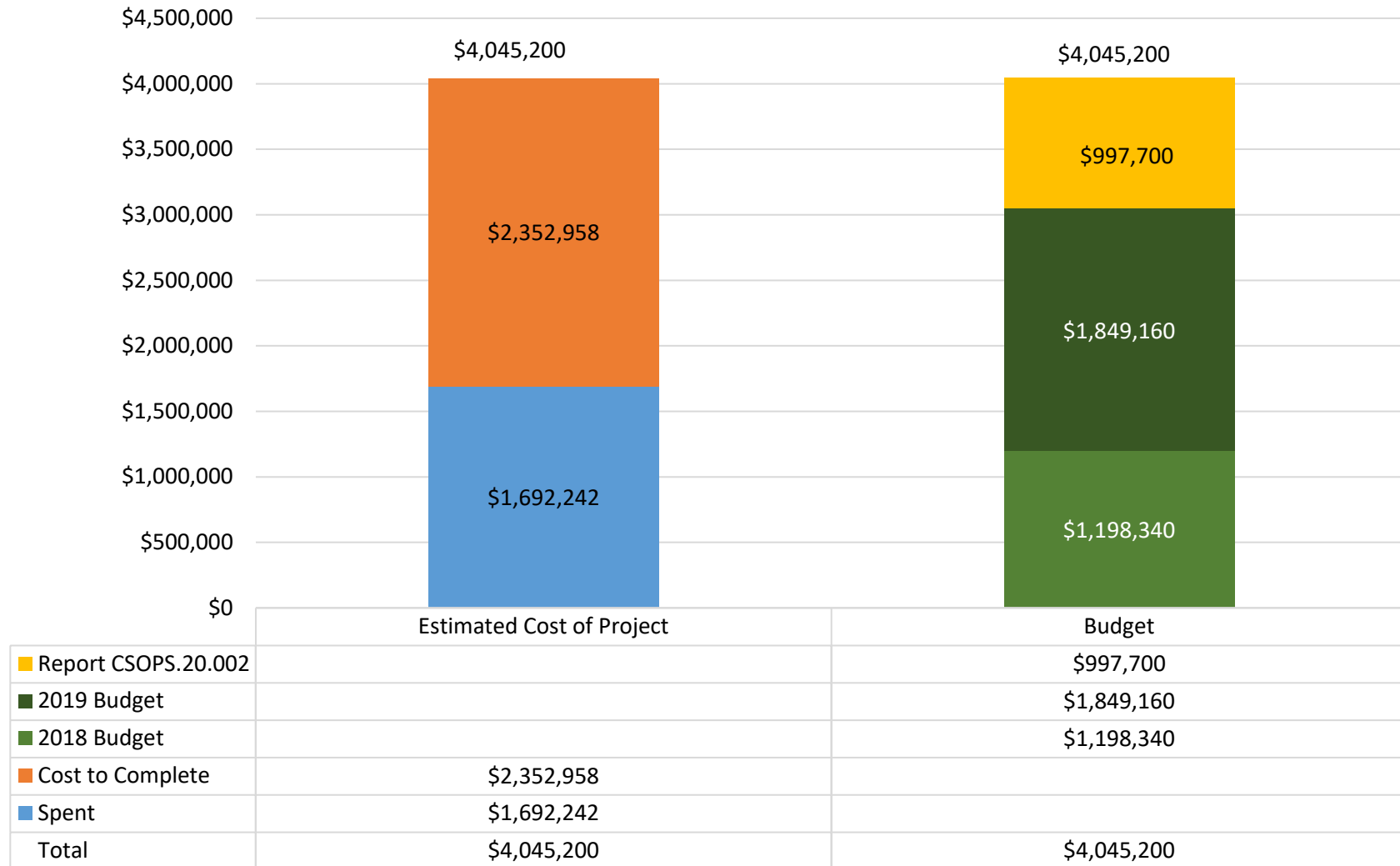
This project will be rolled forward into 2021.

### Water Pressure Zone 4C Distribution Improvements



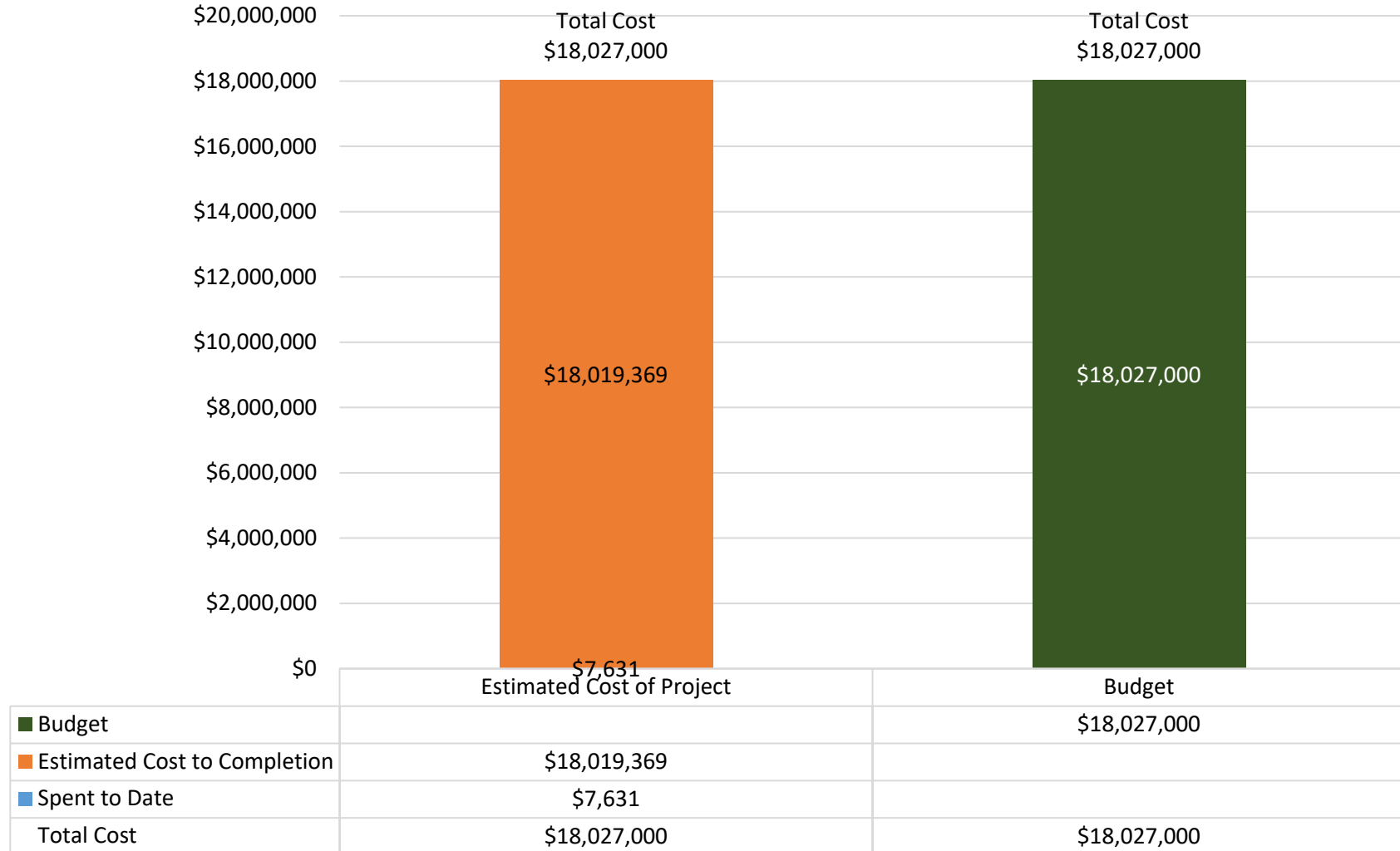
This project will be rolled forward into 2021.

### Thornbury Wastewater Treatment Plant Headworks



This project will be rolled forward into 2021.

### Thornbury Wastewater Treatment Plan Expansion



This project will be rolled forward into 2021.

## Capital Projects Summary

### Agenda Management Software

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Clerks	\$26,559	\$678	\$27,237	\$30,000	\$2,763	2020

RFP came in under-budget

### Website Update

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager Communications & Economic Development	\$0	\$110,000	\$110,000	\$110,000	\$0	2020

### Electronic Timesheets

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Director of Human Resources	\$35,022	\$31,600	\$66,622	\$80,000	\$13,378	2019

RFP came in under-budget

### Video Surveillance Systems

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Information Technology	\$0	\$46,000	\$46,000	\$46,000	\$0	2020

### Asset Management Mobile Infrastructure

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Information Technology	\$17,385	\$57,615	\$75,000	\$75,000	\$0	2020

### Annual Hardware Replacement

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Information Technology	\$306,896	\$5,973	\$312,869	\$312,869	\$0	2020

Project will be completed by 2020 year-end.

**Communication Upgrades**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Information Technology	\$77,794	\$122,206	\$200,000	\$200,000	\$0	2017

**CityView Web Portal**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Software Application Project Specialist (Contract)	\$93,702	\$220,469	\$314,171	\$315,000	\$829	2020

Virtual City Hall is proceeding.

**Phone System Upgrade**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Information Technology	\$39,304	\$20,696	\$60,000	\$60,000	\$0	2019

**Annual Fleet Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Purchasing and Risk Management	\$144,045	\$328,300	\$472,345	\$500,000	\$27,655	2020

Vehicle tenders came in under budget while the snowplow tender came in on budget.

**171 King Street Demolition**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Chief Administrative Officer	\$60,162	\$5,014	\$65,176	\$200,000	\$134,824	2020

Project will be completed by 2020 year-end.

**19 Napier Street Land Purchase**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Chief Administrative Officer	\$431,559	\$0	\$431,559	\$425,000	-\$6,559	2020

Project is complete.

**Back-up Generators**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Fire Chief	\$20,250	\$149,750	\$170,000	\$170,000	\$0	2019

**Fire Hall #1 Apparatus Floor**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Fire Chief	\$12,847	\$2,500	\$15,347	\$20,000	\$4,653	2019

Project will be completed by 2020 year-end.

**Firefighter PPE Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Fire Chief	\$9,453	\$0	\$9,453	\$8,400	-\$1,053	2020

Overage to be covered by Fire Equipment Replacement budget. Project will be completed by 2020 year-end.

**Fire Equipment Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Fire Chief	\$8,264	\$45,683	\$53,947	\$55,000	\$1,053	2020

Project will be completed by 2020 year-end.

**Radio and Communication Equipment**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Fire Chief	\$611	\$19,889	\$20,500	\$20,500	\$0	2020

Project will be completed by 2020 year-end.

**Fire Hall #2 Parking Lot Lighting**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Fire Chief	\$11,760	\$10,000	\$21,760	\$25,000	\$3,240	2020

Project will be completed by 2020 year-end.

**PDS Office Space Consolidation**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Director of Planning and Development Services	\$0	\$25,000	\$25,000	\$25,000	\$0	2020

Project will not be rolled into 2021.

**Peaks Meadow Development**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Development Engineering	\$24,491	\$451,721	\$476,212	\$476,212	\$0	N/A

**Ridge Estates Development**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Development Engineering	\$63,132	\$397,277	\$460,409	\$460,409	\$0	N/A

**Boyer Tennis Court Resurfacing**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Parks and Trails	\$142,765	\$5,300	\$148,065	\$144,000	-\$4,065	2019

Variance is due to Non-Recoverable HST. Project will be completed by 2020 year-end.

**Pedestrian Bridge Works**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Parks and Trails	\$0	\$233,500	\$233,500	\$233,500	\$0	2019

Project will not be rolled into 2021.

**Downtown Revitalization**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Director Community Services	\$41,756	\$0	\$41,756	\$41,756	\$0	2018

Project is complete.



**Outdoor Pickleball**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Parks and Trails	\$20,363	\$127,200	\$147,563	\$150,000	\$2,437	2019

**Bike Racks, Benches and Signage**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Parks and Trails	\$16,171	\$23,829	\$40,000	\$40,000	\$0	2019

**Metcalf Rock Parking Expansion**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Director Community Services	\$0	\$103,000	\$103,000	\$103,000	\$0	2019

Project will not be rolled into 2021.

**Pier Surfacing**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Director Community Services	\$0	\$412,200	\$412,200	\$412,200	\$0	2020

**Lightning Detection System**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Facilities, BVCC, and Tomahawk	\$690	\$22,810	\$23,500	\$23,500	\$0	2018

**Golf Course Equipment Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Facilities, BVCC, and Tomahawk	\$35,259	\$0	\$35,259	\$42,000	\$6,741	2020

Equipment came in under budget. This project is now complete.

**Sprinkler System Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Facilities, BVCC, and Tomahawk	\$0	\$24,000	\$24,000	\$24,000	\$0	2020

**Lighting Retrofit at the BVCC**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Facilities, BVCC, and Tomahawk	\$0	\$50,000	\$50,000	\$50,000	\$0	2020

**BVCC Roofing**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Facilities, BVCC, and Tomahawk	\$0	\$95,000	\$95,000	\$95,000	\$0	2020

**LE Shore Security System**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Facilities, BVCC, and Tomahawk	\$0	\$16,000	\$16,000	\$16,000	\$0	2020

**Town Hall HVAC**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Facilities, BVCC, and Tomahawk	\$0	\$25,000	\$25,000	\$25,000	\$0	2020

Project will not be rolled into 2021.

**Drake's Path Wastewater Extension**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Senior Infrastructure Capital Project Coordinator	\$0	\$498,300	\$498,300	\$454,600	-\$43,700	2019

Engineering came in over-budget, the total project is also forecasting over-budget.

**Water and Wastewater Electrical System Protection**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Senior Infrastructure Capital Project Coordinator	\$1,385	\$479,315	\$480,700	\$480,700	\$0	2019

**Price's Subdivision Drainage Works**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Construction Coordinator	\$7,506	\$293,590	\$301,096	\$262,000	-\$39,096	2019

Engineering came in over-budget, the total project is also forecasting over-budget.

**Water and Wastewater Energy Efficiencies**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Solid Waste and Special Projects	\$9,355	\$190,645	\$200,000	\$200,000	\$0	2019

**Lakewood Drive Water and Wastewater Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Construction Coordinator	\$0	\$10,000	\$10,000	\$10,000	\$0	2020

**Roads Machinery and Equipment Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Roads and Drainage Foreman	\$0	\$183,015	\$183,015	\$195,000	\$11,985	2020

Equipment tender came in under budget.

**Surface Treatment**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Roads and Drainage	\$437,507	\$55,600	\$493,107	\$605,000	\$111,893	2019

Tender came in under budget. Project will be completed by 2020 year-end.

**Pretty River Culvert Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Roads and Drainage	\$416,963	\$37,500	\$454,463	\$831,300	\$376,837	2019

Tender came in under budget. Project will be completed by 2020 year-end.

**Ravenna Yard Improvements**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Roads and Drainage Foreman	\$121,344	\$53,656	\$175,000	\$175,000	\$0	2018

**Sand Dome Repairs**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Roads and Drainage	\$0	\$55,000	\$55,000	\$55,000	\$0	2020

**Crossing Guard Lighting**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Public Works Compliance Coordinator	\$0	\$25,000	\$25,000	\$25,000	\$0	2020

**Sidewalk Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Public Works Compliance Coordinator	\$103,588	\$88,800	\$192,388	\$250,000	\$57,612	2020

Tender came in under budget. Project will be completed by 2020 year-end.

**15 and 17 Arthur Street Land Purchase**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Chief Administrative Officer	\$959,536	\$24,670	\$984,206	\$965,000	-\$19,206	2020

Approved by Council on June 15, 2020. Project will be completed by 2020 year-end.

**Landfill Hydro Installation - Completed**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Solid Waste and Special Projects	\$43,312	\$0	\$43,312	\$50,000	\$6,688	2019

Project is complete.

**Winterization of Leachate System**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Solid Waste and Special Projects	\$22,815	\$2,513	\$25,328	\$25,000	-\$328	2020

Approved in Staff Report CSOPS.20.060. Variance is due to non-recoverable HST.

**Landfill Safety Equipment**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Solid Waste and Special Projects	\$4,030	\$3,470	\$7,500	\$7,500	\$0	2017

Project will be completed by 2020 year-end.

**Landfill Scale Software**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Solid Waste and Special Projects	\$14,126	\$7,600	\$21,726	\$20,000	-\$1,726	2019

Variance is due to the non-recoverable portion of HST. Project will be completed by 2020 year-end.

**Attenuation Zone - South and West**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Solid Waste and Special Projects	\$0	\$156,000	\$156,000	\$156,000	\$0	2020

**Library Technology Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Library CEO	\$7,123	\$1,377	\$8,500	\$8,500	\$0	2020

**Books and Materials**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Library CEO	\$42,416	\$10,384	\$52,800	\$52,800	\$0	2020

**Artifact Shelving**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Library CEO	\$15,120	\$14,880	\$30,000	\$30,000	\$0	2020

**Retrofits and Renovations**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Library CEO	\$3,885	\$10,115	\$14,000	\$14,000	\$0	2020

**Harbour Security Lighting**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Director of Community Services	\$0	\$13,000	\$13,000	\$13,000	\$0	2016

Project will not be rolled into 2021.

**Water Pressure and Flow Monitoring Devices**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Water Supervisor	\$69,389	\$5,600	\$74,989	\$75,000	\$11	2019

Project will be completed by 2020 year-end.

**Water SCADA Improvements**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Water Supervisor	\$125,435	\$1,800	\$127,235	\$127,500	\$265	2019

Project will be completed by 2020 year-end.

**WTP Equipment Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Water Supervisor	\$61,777	\$370,551	\$432,328	\$436,500	\$4,172	2018

**Watermain Leak Detection and Repair**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Water Supervisor	\$34,637	\$0	\$34,637	\$30,000	-\$4,637	2020

Variance is due to the non-recoverable portion of HST.

**Lateral Installations**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Senior Infrastructure Capital Project Coordinator	\$10,428	\$77,572	\$88,000	\$88,000	\$0	2020

**Happy Valley Booster Pumping Station Renovations**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Water Supervisor	\$3,756	\$52,244	\$56,000	\$56,000	\$0	2020

**Camperdown VFD Design and Installation**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Senior Infrastructure Capital Project Coordinator	\$3,153	\$81,847	\$85,000	\$85,000	\$0	2020

**WTP Shoreline Work**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Water Supervisor	\$0	\$48,341	\$48,341	\$50,000	\$1,659	2020

**Water Meter Installation Program**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Water Meter and Backflow Prevention Technician	\$0	\$55,000	\$55,000	\$55,000	\$0	2020

**Wastewater SCADA**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Wastewater Supervisor	\$22,072	\$50,228	\$72,300	\$72,300	\$0	2020

**TWWTP Equipment Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Wastewater Supervisor	\$396,574	\$63,727	\$460,301	\$670,000	\$209,699	2019

**CWWTP Equipment Replacement**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Wastewater Supervisor	\$156,867	\$123,733	\$280,600	\$280,600	\$0	2020

**SPS Rebuild Program**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Wastewater Supervisor	\$25,386	\$21,914	\$47,300	\$47,300	\$0	2020

**Peel Street Sewage Pumping Station Upgrades**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Senior Infrastructure Capital Project Coordinator	\$63,690	\$607,023	\$670,713	\$621,300	-\$49,413	2020

This project is forecasting over budget due to internal salaries and benefits and added engineering works in an attempt to later save money on the construction costs.



**Craigleith Main Lift Station Upgrades**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Senior Infrastructure Capital Project Coordinator	\$21,992	\$79,899	\$101,891	\$100,225	-\$1,666	2020

This project is forecasting over budget due to internal salaries and benefits as well as the non-recoverable portion of HST.

**Portable Generator**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Wastewater Supervisor	\$2,340	\$34,660	\$37,000	\$37,000	\$0	2020

**Sewage Pumping Station Valve Replacement Program**

Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Wastewater Supervisor	\$0	\$165,018	\$165,018	\$176,000	\$10,982	2020

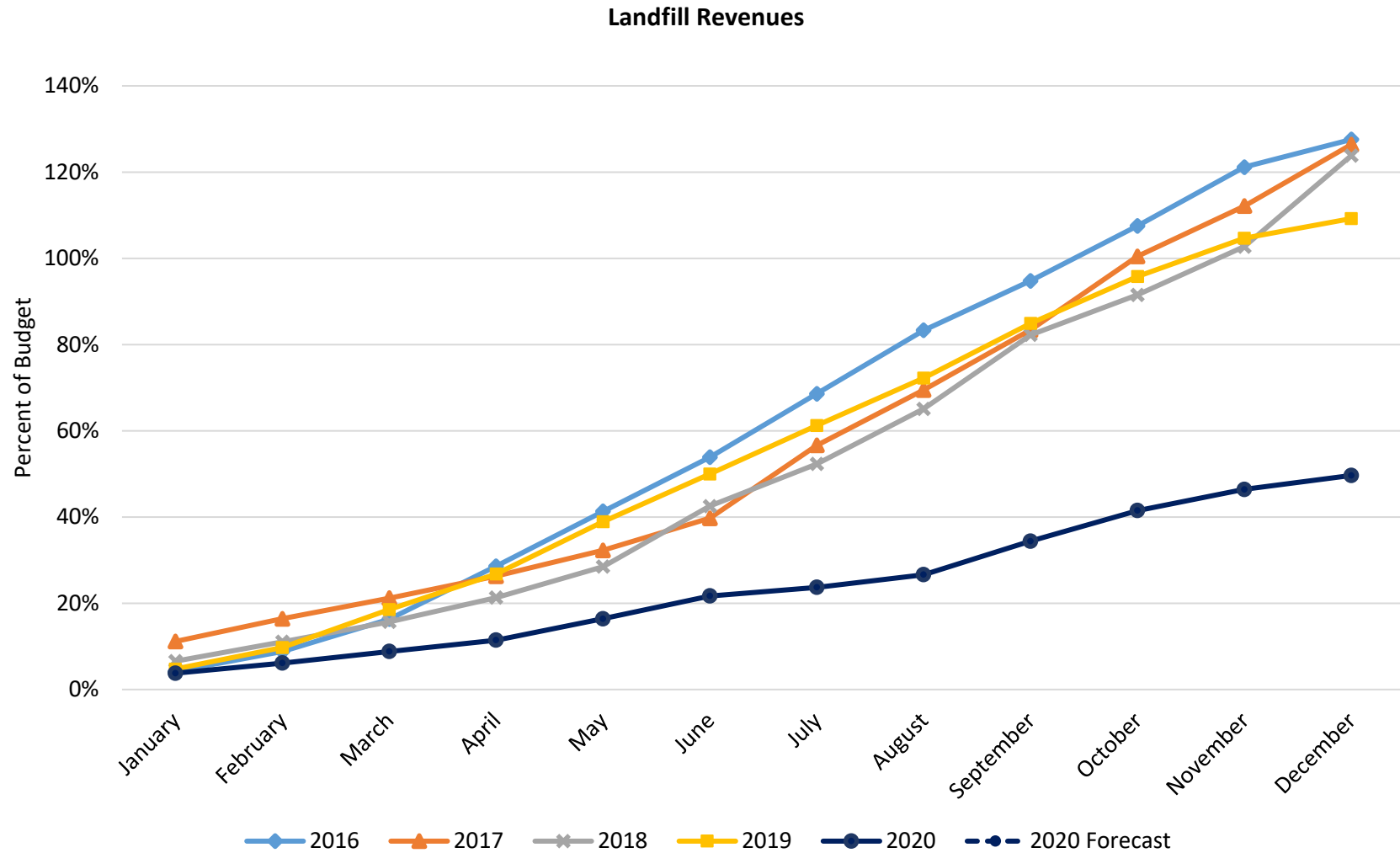
Tender came in under budget.

**Flow Assessment and EA**

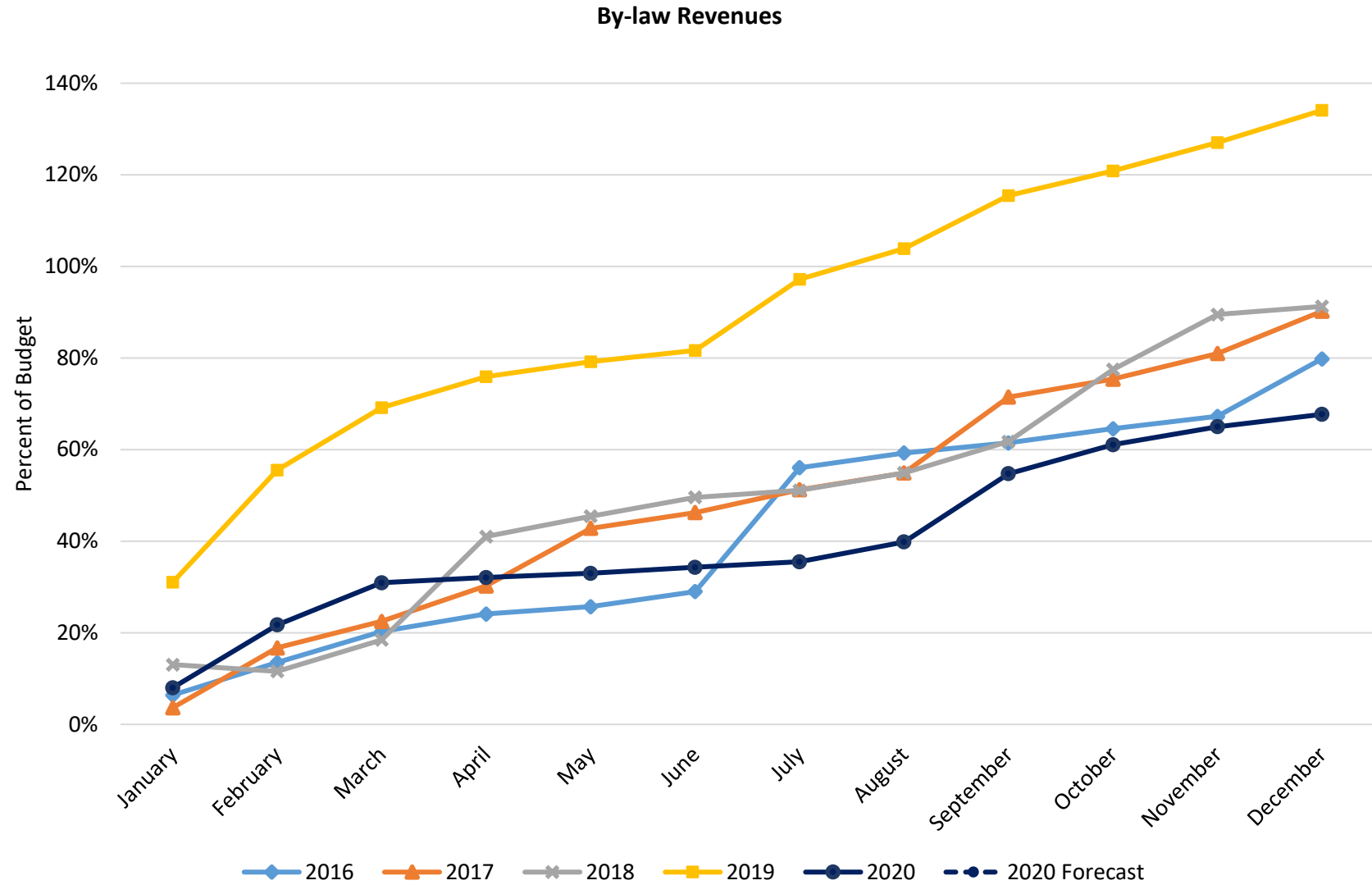
Responsible Department or Project Manager	Spent to Date	Cost to Complete	Projected Cost	Budget	Variance	Year of Approval
Manager of Water and Wastewater	\$1,479	\$12,258	\$13,738	\$15,000	\$1,262	2020

Tender came in under budget.

## Revenues

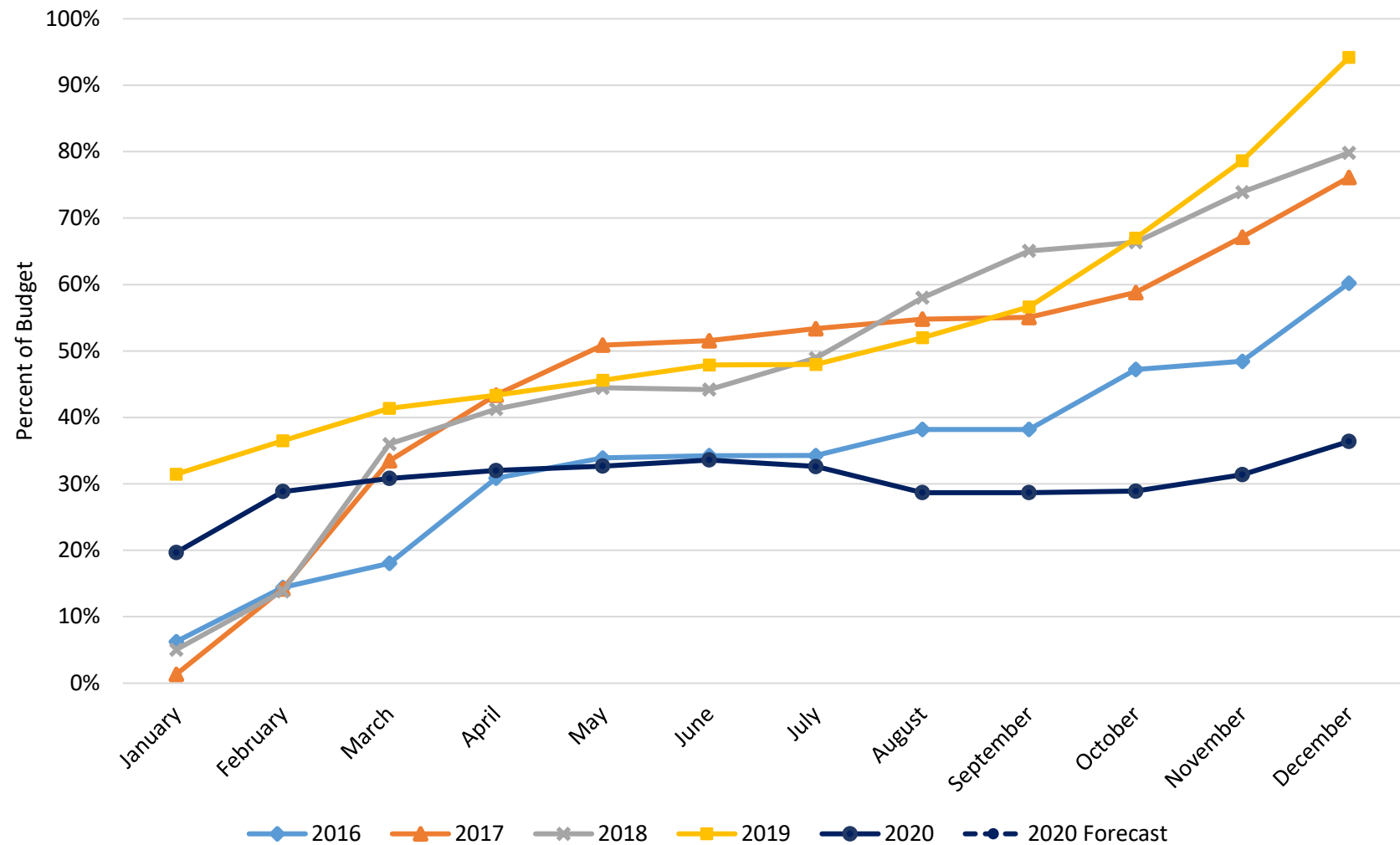


Staff Report FAF.20.141 has estimated lost revenues of \$400,000  
2020 Approved Budget \$760,400

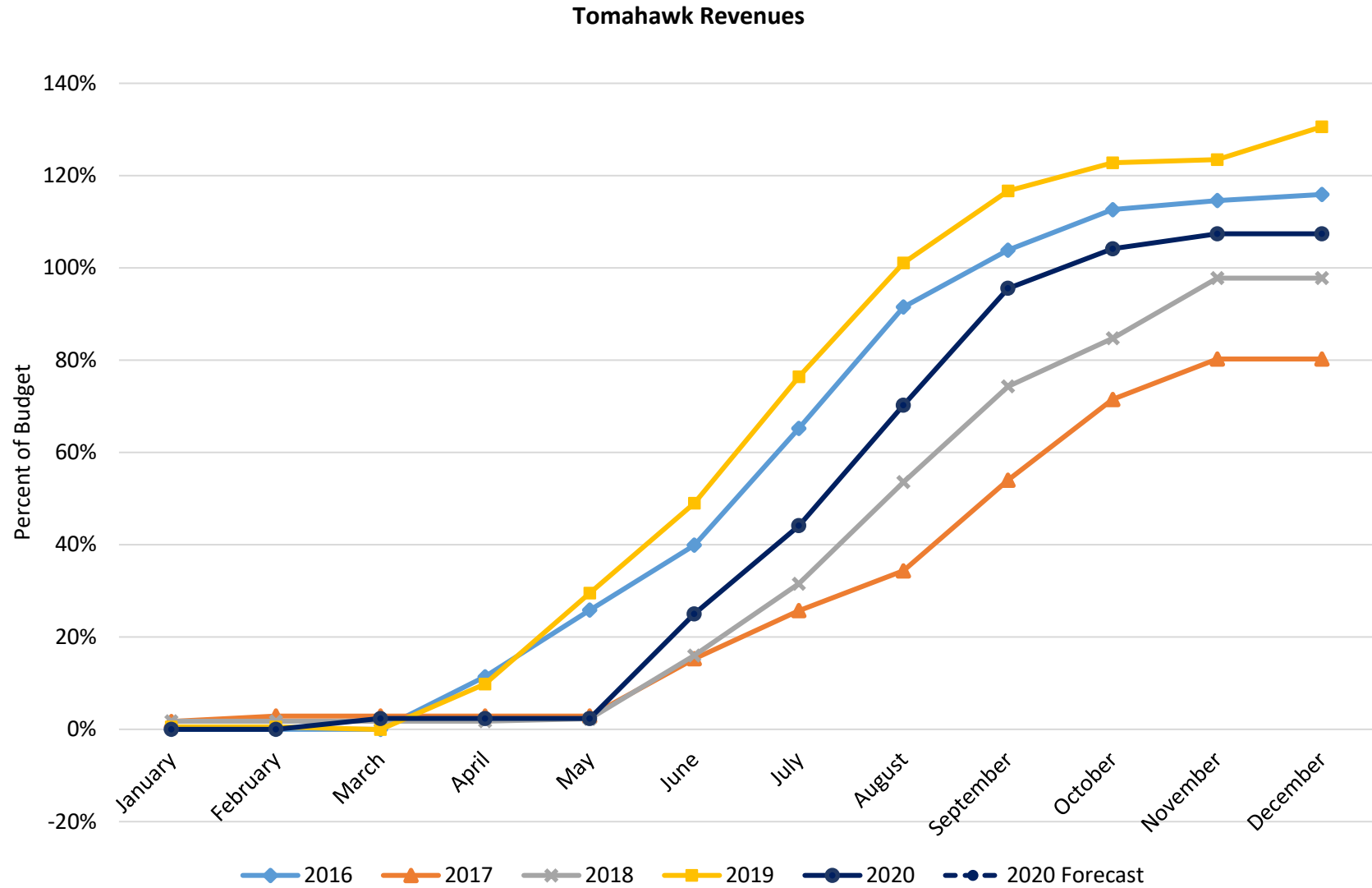


Staff Report FAF.20.141 has estimated lost revenues of \$65,000  
2020 Approved Budget: \$127,190

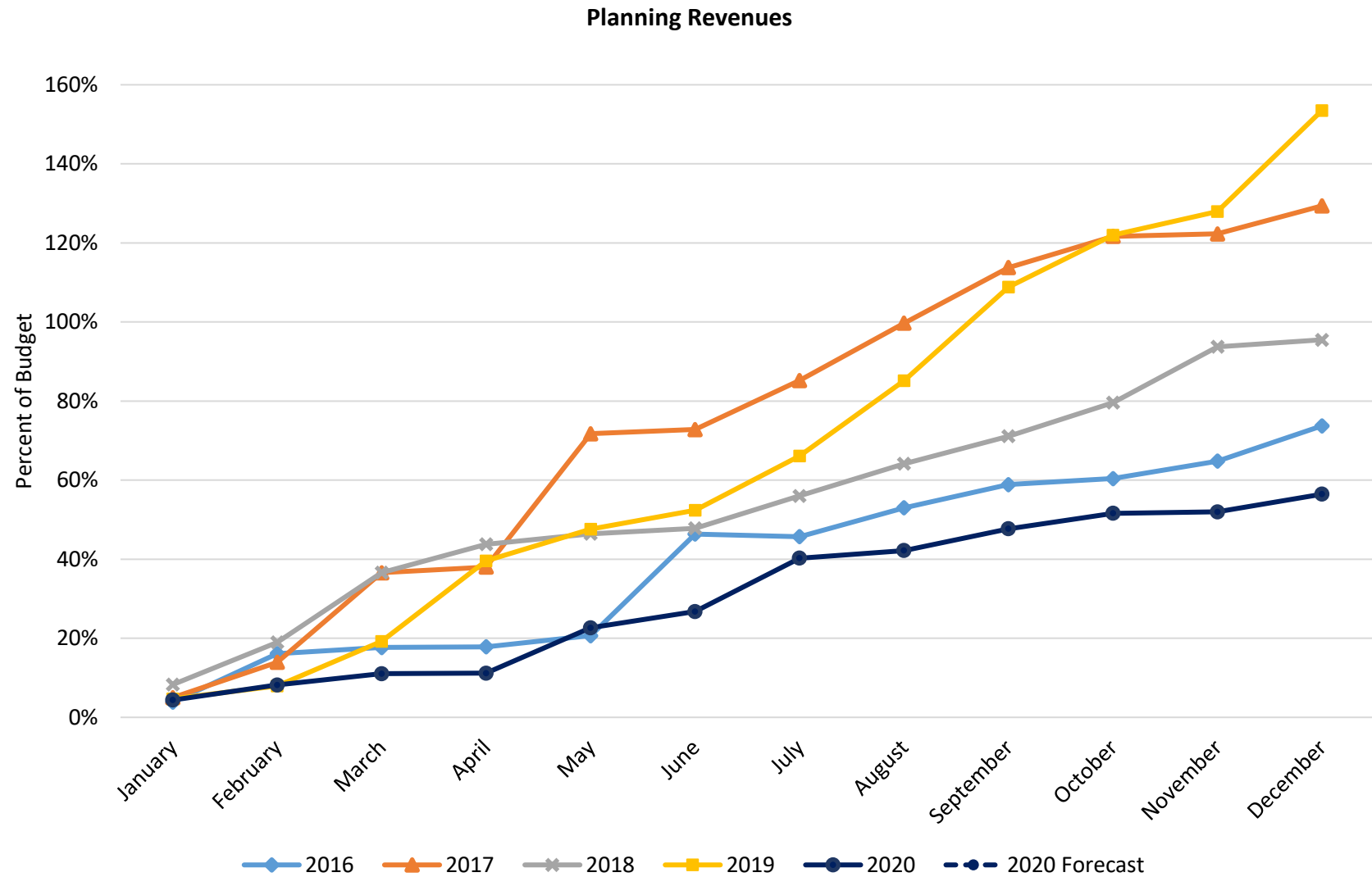
### Beaver Valley Community Centre Revenues



Staff Report FAF.20.141 has estimated lost revenues of \$135,000  
2020 Approved Budget: \$226,375

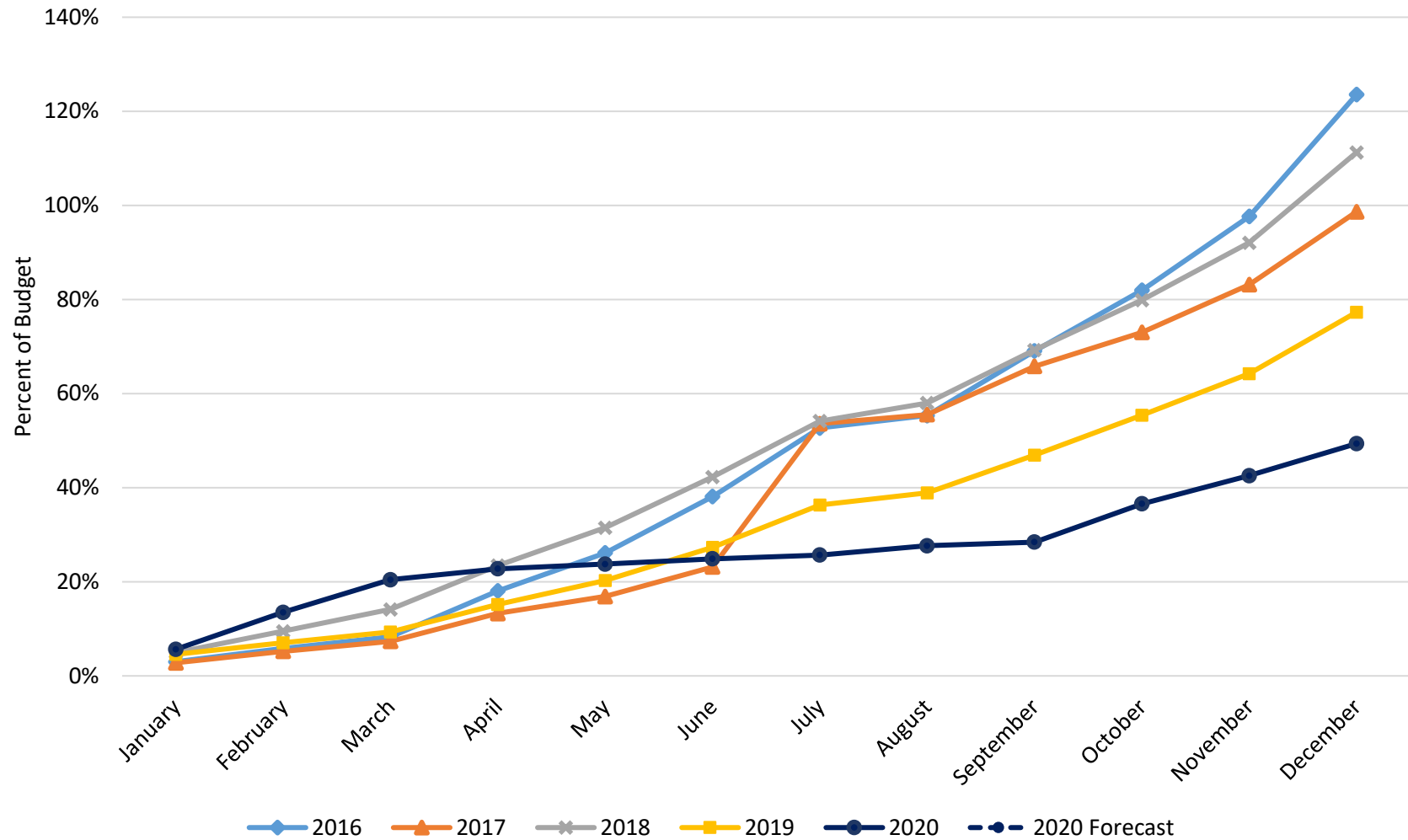


Staff Report FAF.20.100 increased fees to cover additional Covid-19 related costs  
2020 Approved Budget: \$101,900



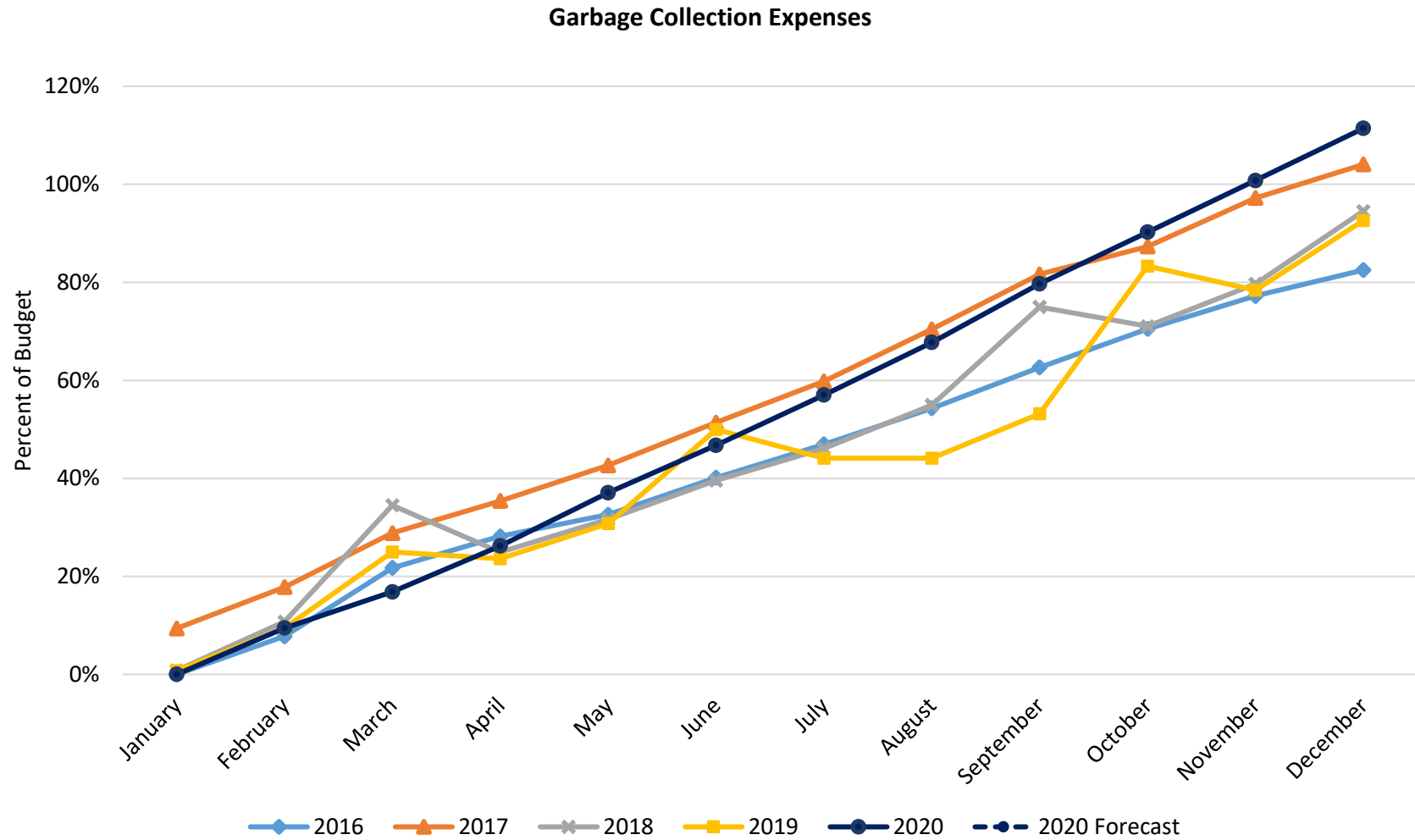
Staff Report FAF.20.141 has estimated lost revenues of \$150,000  
2020 Approved Budget: \$438,350

### Investment and Penalty and Interest Revenues



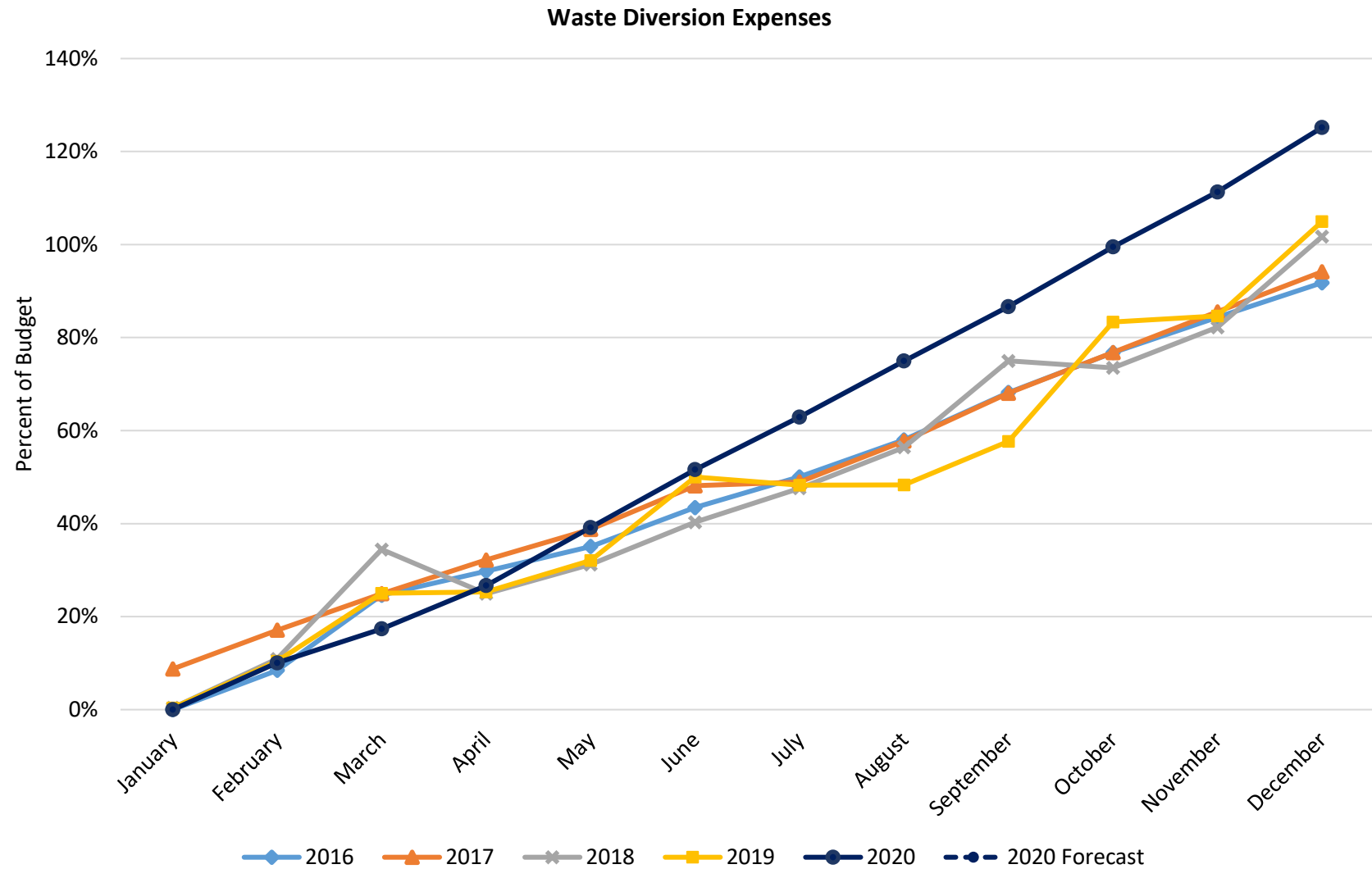
Staff Report FAF.20.100 has estimated lost revenues of \$135,000 (Investment Interest) and \$230,000 (Penalty and Interest).  
2020 Approved Budget: \$595,000

## Expenses



Staff Report FAF.20.100 has additional costs of \$90,000  
2020 Approved Budget: \$316,117





Staff Report FAF.20.100 has additional costs of \$210,000  
2020 Approved Budget: \$711,882

## 2020 Council Live-Streaming

Month	Users	% of New	% of Recurring	Sessions	Average Session Duration	2019 Sessions	2019 Average Session Duration
January	186	23%	77%	511	1 hour, 24 minutes	585	1 hour, 08 minutes
February	195	18%	82%	602	1 hour, 29 minutes	891	1 hour, 36 minutes
March	317	33%	67%	658	1 hour, 06 minutes	399	49 minutes
April	153	26%	74%	310	46 minutes	356	52 minutes
May	252	34%	66%	532	1 hour, 11 minutes	483	1 hour, 12 minutes
June	333	27%	73%	871	1 hour, 21 minutes	579	58 minutes
July	219	32%	68%	434	1 hour, 00 minutes	417	1 hour, 25 minutes
August	221	31%	69%	475	1 hour, 27 minutes	281	50 minutes
September	420	32%	68%	1,061	1 hour, 12 minutes	407	1 hour, 08 minutes
October	309	24%	76%	772	1 hour, 02 minutes	427	53 minutes
November	543	35%	65%	1,254	1 hour, 26 minutes	556	46 minutes
December	366	30%	70%	843	1 hour, 19 minutes	439	1 hour, 13 minutes

## 2020 Committees of Council Costs

Committee – Total Costs	December	YTD Cost
Abandoned Orchard Advisory Committee	\$ 0	\$ 20
Agricultural Advisory Committee	\$ 691	\$ 6,887
Attainable Housing Corporation	\$ 2,971	\$ 36,994
Code of Conduct Review Committee	\$ 200	\$ 1,609
Committee of Adjustment	\$ 1,982	\$ 38,736
Communications Advisory Committee	\$ 4,584	\$ 50,478
Council Compensation Review Committee	\$ 0	\$ 20
Economic Development Advisory Committee	\$ 4,449	\$ 72,458
Fence Viewer Committee	\$ 0	\$ 0
Police Services Board	\$ 477	\$ 3,932
Property Standards Committee	\$ 0	\$ 105
Sustainability Committee	\$ 9,930	\$ 97,865
Thornbury BIA	\$ 0	\$ 6,142
Transportation Committee	\$ 737	\$ 10,854
Grants and Donations Committee	\$ 1,206	\$ 76,133
Joint Municipal Physician Retention and Recruitment Committee	\$ 624	\$ 25,748
RABIT Task Force	\$ 362	\$ 792
<b>Total</b>	<b>\$ 28,213</b>	<b>\$ 428,773</b>

The above chart tracks the cost of staff time to administer and attend the various Committees of Council. It includes Staff's Salaries and Benefits, overhead costs for every hour of staff time, as well as other costs that are incurred specific to each Committee of Council, such as advertising costs.

This chart does not include a cost for Council Member's time or any revenue. Most Committees of Council listed above do not have any costs except staff time. However, Committees listed above where costs consist of both staff time and other expenses are detailed below:

### Committee of Adjustment

Staff time December: \$1,982

Other costs December: \$0

Staff time YTD: \$38,286

Other costs YTD: \$450

Other costs include Membership dues.

### Communications Advisory Committee

Staff time December: \$3,515

Other costs December: \$1,068

Staff time YTD: \$40,333

Other costs YTD: \$10,144

Other costs include software expenses, copywriting, design and advertising for the Communications Strategy.

### Economic Development Advisory Committee

Staff time December: \$2,218

Other costs December: \$2,230

Staff time YTD: \$35,249

Other costs YTD: \$37,209

Other costs include advertising, printing, copy editing and printing expenses for the Economic Development Strategy.

**Sustainability Committee**

Staff time December: \$396

Other costs December: \$9,534

Staff time YTD: \$13,260

Other costs YTD: \$84,605

Other costs include the transfer to the Reserve Fund, with a budget of \$75,000 and advertising.

**Grants and Donations Committee**

Staff time December: \$1,206

Other costs December: \$0

Staff time YTD: \$17,194

Other costs YTD: \$58,939

Other costs include those related to the Gala, such as entertainment for \$21,000, and \$38,000 in Grants and Donations distributed.

**Physician Retention and Recruitment Committee**

Staff time December: \$624

Other costs December: \$0

Staff time YTD: \$10,676

Other costs YTD: \$15,072

Other costs include the transfer to the Reserve Fund, with a budget of \$15,000.

## 2020 Council Conference Attendance and Remuneration

Council Member	Meals	Lodgings	Conference & Workshop	Mileage & Travel	Cell Phones	HST	Total YTD Expenses
Mayor Soever	\$ 140	\$ 276	\$ 626	\$ 0	\$ 254	\$ 132	\$ <b>1,427</b>
Deputy Mayor Potter	\$ 0	\$ 0	\$ 292	\$ 0	\$ 258	\$ 61	\$ <b>610</b>
Councillor Bordignon	\$ 0	\$ 0	\$ 0	\$ 0	\$ 267	\$ 30	\$ <b>267</b>
Councillor Hope	\$ 0	\$ 0	\$ 611	\$ 0	\$ 201	\$ 90	\$ <b>901</b>
Councillor Matrosovs	\$ 124	\$ 801	\$ 1,308	\$ 792	\$ 308	\$ 366	\$ <b>3,699</b>
Councillor Sampson	\$ 43	\$ 485	\$ 1,236	\$ 265	\$ 264	\$ 249	\$ <b>2,542</b>
Councillor Uram	\$ 0	\$ 0	\$ 0	\$ 0	\$ 254	\$ 28	\$ <b>282</b>
<b>Total</b>	\$ <b>306</b>	\$ <b>1,562</b>	\$ <b>4,072</b>	\$ <b>1,057</b>	\$ <b>1,807</b>	\$ <b>955</b>	\$ <b>9,758</b>

The above chart represents fees that have been reimbursed or paid on behalf of Members of Council for various purposes, including the attendance of various meetings and conferences.

The fees/reimbursements attended by members of Council illustrated above include only those that have been reimbursed by the Town to date. A full statement of Council Remuneration and Expenses will be presented each year on or before March 31st which provides an itemized statement on remuneration and expenses paid in the previous year, as per the Municipal Act.

## 2020 Tax Levy

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2020 Tax Billing	
Town	\$ 16,527,907
Grey County	\$ 16,171,694
Education	\$ 8,976,266
Local Improvements	\$ 429,935
BIA	\$ 0
<b>Total Levied to Date</b>	<b>\$ 42,150,802</b>

2020 Supplementary Tax	
Town	\$ 693,726
Grey County	\$ 671,685
Education	\$ 357,992
<b>Total Supplementary to Date</b>	<b>\$ 1,723,403</b>

Supplementary Tax includes any additional tax for assessment added to the assessment roll by the Municipal Property Assessment Corporation (MPAC). This includes new construction or renovations in the current year and up to two prior years. Supplementary Tax is billed after the annual bill in August.

2020 Tax Reductions	
Town	\$ 86,634
Grey County	\$ 84,021
Education	\$ 96,499
<b>Total Reductions to Date</b>	<b>\$ 267,154</b>

Tax reductions include decreases in tax for assessment value decreases or assessment class changes resulting from any of the following:

- Assessment Review Board appeal decisions;
- Requests for Reconsideration Minutes of Settlement with MPAC;
- Section 357 Reductions (i.e.: class changes, demolitions);
- Provincial Tax Incentive programs (Farmland, Managed Forest, Conservation Lands); or,
- Vacancy Rebates for Commercial or Industrial vacant properties.

2020 Taxable Assessment	
Residential	\$ 4,211,587,450
Farm Land	\$ 150,914,209
Managed Forest	\$ 18,998,806
Commercial & Industrial	\$ 190,821,216
Pipeline	\$ 6,761,000
Payment-in-Lieu	\$ 30,409,900
<b>Total Taxable Assessment</b>	<b>\$ 4,609,492,581</b>

## Bid Awards and Contract Extensions

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### December Contract Extensions over \$25,000

Contract for:	Vendor/Proponent	Amount	Budget
None.			

### December Bid Awards over \$25,000

Contract for:	Vendor/Proponent	Amount	Budget
2020-50-P-OPS Development of a Transportation Master Plan	Stantec Consulting Ltd.	\$ 333,265	\$ 410,000
Negotiated Bid Award Virtual City Hall and Property Tax eSend Module	CentralSquare	\$ 39,120	\$ 390,000 <sup>1</sup>

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<sup>1</sup> This is a large Capital Project from the 2020 Approved Budget, where the Virtual City Hall and Property Tax eSend modules make up one part of the overall project.

## Cheque Register by Type of Expenses – December 2020

Expense Type	Amount
Advertising	\$ 19,213.42
Cleaning and Janitorial Supplies	\$ 18,860.84
Conservation Authority	\$ 0.00
Consulting	\$ 64,454.07
Contract Services	\$ 111,380.87
Contract Services – Capital	\$ 1,011,396.80
Contract Services – Waste Collection	\$ 6,907.98
Contract Services – Winter Control	\$ 13,765.68
Council and Boards	\$ 0.00
Donations, Grants and Sponsorships	\$ 0.00
Employee Related	\$ 848,050.71
Engineering	\$ 76,309.82
Equipment	\$ 34,984.57
Equipment – Capital	\$ 0.00
Equipment Repairs and Maintenance	\$ 73,710.51
Facility Maintenance	\$ 6,959.18
Financial Obligations	\$ 292,007.92
Grey County	\$ 4,322,170.57
Individuals	\$ 8,483.08
Insurance	\$ 2,500.00
IT Software and Hardware	\$ 82,885.83
Library Cheques	\$ 18,158.86
Materials and Supplies	\$ 27,082.17
Memberships and Licenses	\$ 290.83
Office Supplies	\$ 6,596.61
Other Municipalities	\$ 68,995.60
Payments to Law Firms	\$ 70,928.84
P-Cards	\$ 0.00
School Boards	\$ 4,477,391.29
Special Events	\$ 7,804.15
Utilities	\$ 10,179.20
Vehicle Expenses	\$ 28,157.51
<b>Total</b>	<b>\$ 11,709,626.91</b>

The cheque register represents all cheques prepared by the Town in November 2020 but does not mean it was for a 2020 expense or even an expense to the Town. For example, in Contract Services, the good or service may have been received in 2019 and the cheque not prepared until 2020. This would represent a 2019 expense included on the Town's 2019 Financial Statements.

Included in Employee Related are payments made to the Receiver General (CRA). This includes Income Tax deducted from employees, which is not a Town expense. Under Financial Obligations are deposits or securities received by the Town in previous years that are being returned. These are not Town expenses and will not be shown in any year on the Town's Financial Statements as expenses or revenue.



Tax Levy Summary

2020 Budget Variance Report  
For the months ending December 31, 2020  
These are unaudited numbers as the year-end process is still ongoing.

Fund	December	December Budget	Variance \$	Variance %	YTD Actuals	YTD Budget	Variance \$	Variance %	Total Budget
Expenses									
Salaries, Wages, & Benefits	\$978,945	\$1,079,960	(\$101,015)	90.6%	\$10,780,015	\$11,271,318	(\$491,304)	95.6%	\$11,271,318
Administrative Expenses	\$27,614	\$21,673	\$5,942	127.4%	\$150,731	\$203,550	(\$52,819)	74.1%	\$203,550
Operating Expenses	\$29,782	\$110,939	(\$81,157)	26.8%	\$800,266	\$975,530	(\$175,264)	82.0%	\$975,530
Communications	\$34,263	\$23,831	\$10,433	143.8%	\$258,978	\$210,139	\$48,839	123.2%	\$210,139
Personnel, Training & Travel	\$2,939	\$22,826	(\$19,887)	12.9%	\$201,861	\$221,874	(\$20,013)	91.0%	\$221,874
Utilities	\$6,137	\$47,211	(\$41,075)	13.0%	\$271,431	\$372,747	(\$101,316)	72.8%	\$372,747
Equipment Related	\$25,721	\$80,883	(\$55,161)	31.8%	\$674,486	\$829,976	(\$155,490)	81.3%	\$829,976
Vehicle Related	\$19,652	\$60,717	(\$41,065)	32.4%	\$440,679	\$398,780	\$41,899	110.5%	\$398,780
Purchased Services	\$548,009	\$1,337,142	(\$789,133)	41.0%	\$5,110,272	\$8,551,310	(\$3,441,038)	59.8%	\$8,551,310
Financial Expenses	\$177,839	\$150,633	\$27,206	118.1%	\$1,136,925	\$1,203,423	(\$66,497)	94.5%	\$1,203,423
Premises and Site	\$22,678	\$117,383	(\$94,704)	19.3%	\$471,387	\$551,029	(\$79,642)	85.5%	\$551,029
Total Expenses	\$1,873,581	\$3,053,197	(\$1,179,616)	61.4%	\$20,297,032	\$24,789,676	(\$4,492,644)	81.9%	\$24,789,676
Transfers									
Transfers to Capital	\$10,622	(\$14,269)	\$24,892	-74.4%	\$63,387	(\$26,867)	\$90,254	-235.9%	(\$26,867)
Transfers to Reserves	\$162,000	\$496,653	(\$334,653)	32.6%	\$2,442,010	\$2,147,500	\$294,510	113.7%	\$2,147,500
Transfer from Reserves	(\$58,249)	(\$731,908)	\$673,660	8.0%	(\$416,388)	(\$2,488,393)	\$2,072,005	16.7%	(\$2,488,393)
Interfunctional Transfers	(\$114,249)	(\$70,926)	(\$43,323)	161.1%	(\$1,361,951)	(\$1,159,285)	(\$202,666)	117.5%	(\$1,159,285)
Total Transfers	\$125	(\$320,451)	\$320,576	0.0%	\$727,058	(\$1,527,046)	\$2,254,104	-47.6%	(\$1,527,046)
Total Transfers & Expenses	\$1,873,706	\$2,732,746	(\$859,040)	68.6%	\$21,024,090	\$23,262,630	(\$2,238,540)	90.4%	\$23,262,630
Revenue									
Grants and Donations	\$14,995	\$183,797	(\$168,802)	8.2%	\$2,176,135	\$1,690,408	\$485,727	128.7%	\$1,690,408
External Revenue	\$262,594	(\$197,851)	\$460,446	-132.7%	\$2,827,607	\$4,770,996	(\$1,943,389)	59.3%	\$4,770,996
Subsidies	(\$3,584)	(\$5,889)	\$2,305	60.9%	(\$33,204)	(\$47,200)	\$13,996	70.3%	(\$47,200)
Total Revenue	\$274,005	(\$19,944)	\$293,949	-1373.9%	\$4,970,537	\$6,414,204	(\$1,443,666)	77.5%	\$6,414,205
Net Cost of Service	\$1,599,701	\$2,752,689	(\$1,152,989)	58.1%	\$16,053,552	\$16,848,426	(\$794,874)	95.3%	\$16,848,425

Water and Wastewater Services Summary

2020 Budget Variance Report  
For the months ending December 31, 2020  
These are unaudited numbers as the year-end process if still ongoing.

	December	December Budget	Variance \$	Variance %	YTD Actuals	YTD Budget	Variance \$	Variance %	Total Budget
Expenses									
Salaries, Wages, & Benefits	\$178,971	\$214,406	(\$35,435)	83.5%	\$1,908,894	\$1,908,263	\$631	100.0%	\$1,908,263
Administrative Expenses	\$53	\$1,583	(\$1,530)	3.4%	\$8,319	\$11,450	(\$3,131)	72.7%	\$11,450
Operating Expenses	\$16,814	\$30,018	(\$13,204)	56.0%	\$247,471	\$273,200	(\$25,729)	90.6%	\$273,200
Communications	\$2,630	\$2,916	(\$286)	90.2%	\$50,549	\$60,785	(\$10,236)	83.2%	\$60,785
Personnel, Training & Travel	\$456	\$6,812	(\$6,356)	6.7%	\$24,171	\$43,200	(\$19,029)	56.0%	\$43,200
Utilities	\$534	\$121,905	(\$121,371)	0.4%	\$631,770	\$770,391	(\$138,621)	82.0%	\$770,391
Equipment Related	\$32,501	\$55,017	(\$22,516)	59.1%	\$465,103	\$333,224	\$131,879	139.6%	\$333,224
Vehicle Related	\$1,386	\$2,318	(\$932)	59.8%	\$37,370	\$59,800	(\$22,430)	62.5%	\$59,800
Purchased Services	\$1,721	\$191,395	(\$189,674)	0.9%	\$67,546	\$467,024	(\$399,478)	14.5%	\$467,024
Financial Expenses	\$34,620	\$35,184	(\$564)	98.4%	\$298,062	\$334,943	(\$36,881)	89.0%	\$334,943
Premises and Site	\$21,211	\$40,691	(\$19,480)	52.1%	\$132,945	\$165,126	(\$32,181)	80.5%	\$165,126
Total Expenses	\$290,898	\$702,247	(\$411,348)	41.4%	\$3,872,200	\$4,427,406	(\$555,206)	87.5%	\$4,427,406
Transfers									
Transfers to Capital	\$0	\$2,896	(\$2,896)	0.0%	\$9,050	\$4,000	\$5,050	226.3%	\$4,000
Transfers to Reserves	\$126,069	\$579,599	(\$453,530)	21.8%	\$2,726,410	\$2,651,977	\$74,433	102.8%	\$2,651,977
Transfer from Reserves	(\$31,926)	(\$290,150)	\$258,224	11.0%	(\$339,454)	(\$657,740)	\$318,285	51.6%	(\$657,740)
Interfunctional Transfers	\$63,034	\$62,091	\$943	101.5%	\$851,988	\$841,408	\$10,580	101.3%	\$841,408
Total Transfers	\$157,177	\$354,437	(\$197,259)	44.3%	\$3,247,994	\$2,839,645	\$408,349	114.4%	\$2,839,645
Total Transfers & Expenses	\$448,076	\$1,056,684	(\$608,608)	42.4%	\$7,120,193	\$7,267,051	(\$146,858)	98.0%	\$7,267,051
Revenue									
Grants and Donations	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%	\$0
External Revenue	\$1,111,292	\$1,139,791	(\$28,499)	97.5%	\$7,432,092	\$7,267,051	\$165,041	102.3%	\$7,267,051
Subsidies	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%	\$0
Total Revenue	\$1,111,292	\$1,139,791	(\$28,499)	97.5%	\$7,432,092	\$7,267,051	\$165,041	102.3%	\$7,267,051
Net Cost of Service	(\$663,216)	(\$83,108)	(\$580,109)	798.0%	(\$311,898)	\$0	(\$311,898)	0.0%	\$0

User Fee Summary

2020 Budget Variance Report  
For the months ending December 31, 2020  
These are unaudited numbers as the year-end process is still ongoing.

	December	December Budget	Variance \$	Variance %	YTD Actuals	YTD Budget	Variance \$	Variance %	Total Budget
<b>Expenses</b>									
Salaries, Wages, & Benefits	\$81,285	\$91,971	(\$10,685)	88.4%	\$1,029,030	\$1,174,320	(\$145,290)	87.6%	\$1,174,320
Administrative Expenses	\$0	\$2,457	(\$2,457)	0.0%	\$2,963	\$16,350	(\$13,387)	18.1%	\$16,350
Operating Expenses	\$0	(\$10,788)	\$10,788	0.0%	\$81,790	\$95,075	(\$13,285)	86.0%	\$95,075
Communications	\$512	\$770	(\$258)	66.5%	\$6,490	\$11,225	(\$4,735)	57.8%	\$11,225
Personnel, Training & Travel	\$203	\$2,451	(\$2,249)	8.3%	\$18,262	\$33,705	(\$15,443)	54.2%	\$33,705
Utilities	\$0	\$1,438	(\$1,438)	0.0%	\$10,923	\$14,582	(\$3,659)	74.9%	\$14,582
Equipment Related	\$1,520	\$316	\$1,204	480.3%	\$8,008	\$5,280	\$2,728	151.7%	\$5,280
Vehicle Related	\$312	\$732	(\$420)	42.7%	\$7,628	\$12,770	(\$5,142)	59.7%	\$12,770
Purchased Services	\$5,000	\$29,733	(\$24,733)	16.8%	\$67,496	\$79,220	(\$11,724)	85.2%	\$79,220
Financial Expenses	\$7,442	\$8,709	(\$1,267)	85.5%	\$112,310	\$80,090	\$32,220	140.2%	\$80,090
Premises and Site	\$73,281	\$57,353	\$15,928	127.8%	\$121,648	\$115,704	\$5,944	105.1%	\$115,704
<b>Total Expenses</b>	<b>\$169,555</b>	<b>\$185,143</b>	<b>(\$15,588)</b>	<b>91.6%</b>	<b>\$1,466,548</b>	<b>\$1,638,321</b>	<b>(\$171,774)</b>	<b>89.5%</b>	<b>\$1,638,321</b>
<b>Transfers</b>									
Transfers to Capital	\$6,817	\$22,915	(\$16,097)	29.8%	\$70,474	\$64,205	\$6,269	109.8%	\$64,205
Transfers to Reserves	\$0	\$0	\$0	0.0%	\$54,772	\$48,791	\$5,981	112.3%	\$48,791
Transfer from Reserves	(\$6,817)	(\$116,520)	\$109,702	5.9%	(\$64,474)	(\$116,520)	\$52,046	55.3%	(\$174,780)
Interfunctional Transfers	\$16,054	\$12,459	\$3,595	128.9%	\$306,024	\$301,107	\$4,917	101.6%	\$301,107
<b>Total Transfers</b>	<b>\$16,054</b>	<b>(\$81,146)</b>	<b>\$97,200</b>	<b>-19.8%</b>	<b>\$366,796</b>	<b>\$297,584</b>	<b>\$69,213</b>	<b>123.3%</b>	<b>\$239,324</b>
<b>Total Transfers &amp; Expenses</b>	<b>\$185,609</b>	<b>\$103,997</b>	<b>\$81,612</b>	<b>178.5%</b>	<b>\$1,833,344</b>	<b>\$1,935,905</b>	<b>(\$102,561)</b>	<b>94.7%</b>	<b>\$1,877,645</b>
<b>Revenue</b>									
Grants and Donations	\$0	\$0	\$0	0.0%	\$0	\$35,000	(\$35,000)	0.0%	\$35,000
External Revenue	\$263,590	\$49,844	\$213,746	528.8%	\$2,081,173	\$1,842,645	\$238,528	112.9%	\$1,842,645
Subsidies	\$0	\$0	\$0	0.0%	\$0	\$0	\$0	0.0%	\$0
<b>Total Revenue</b>	<b>\$263,590</b>	<b>\$49,844</b>	<b>\$213,746</b>	<b>528.8%</b>	<b>\$2,081,173</b>	<b>\$1,877,645</b>	<b>\$203,528</b>	<b>110.8%</b>	<b>\$1,877,645</b>
<b>Net Cost of Service</b>	<b>(\$77,981)</b>	<b>\$54,153</b>	<b>(\$132,134)</b>	<b>-144.0%</b>	<b>(\$247,829)</b>	<b>\$58,260</b>	<b>(\$306,089)</b>	<b>-425.4%</b>	<b>\$0</b>

## Cheque Register – December 2020

The following chart lists all cheques paid by the Town in December 2020.

Cheque Number	Vendor	Cheque Date	Amount
41220	RECEIVER GENERAL PAYROLL ACCOU	12/4/2020	\$92,216.66
49886	ARDIEL SEPTIC SERVICES	12/2/2020	\$259.90
49887	BELL MOBILITY INC	12/2/2020	\$3,797.80
49888	MCQUEEN-VUE PAVING INC.	12/2/2020	\$2,223.31
49889	MINISTER OF FINANCE	12/2/2020	\$16,965.04
49890	MINISTER OF FINANCE SHARED SER	12/2/2020	\$229,070.00
49892	TAHLIWALA HOLDINGS LTD	12/2/2020	\$5,000.00
49893	GLEN SIBBETT CARPENTRY	12/2/2020	\$1,000.00
49894	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$400.00
49895	COPERNICUS EDUCATIONAL	12/2/2020	\$1,044.76
49896	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$320.35
49897	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$765.96
49898	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$3,000.00
49899	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$1,000.00
49900	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$130.61
49901	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$617.31
49902	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$52.64
49903	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$63.13
49904	IDENTIFIABLE INDIVIDUAL	12/2/2020	\$114.00
49905	M.E.I. PAVING CONTRACTORS	12/2/2020	\$22,600.00
49906	BROADVIEW HOLDINGS INC	12/2/2020	\$572.00
49907	BELL MOBILITY INC	12/10/2020	\$2,500.00
49908	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$2,500.00
49909	DISTRICT SEPTIC TANK SERVICE	12/10/2020	\$2,084.79
49910	HEWGILL ELECTRIC INC.	12/10/2020	\$208.77
49911	INTERNATIONAL WATER SUPPLY LTD	12/10/2020	\$8,201.54
49912	MCQUEEN-VUE PAVING INC.	12/10/2020	\$1,069.43
49913	THE MEARIE GROUP	12/10/2020	\$165.04
49914	M.E.I. PAVING CONTRACTORS	12/10/2020	\$111,644.00
49915	MIDDLEBRO' & STEVENS LLP	12/10/2020	\$577.74
49916	ROB'S CRANE RENTAL SERVICE INC	12/10/2020	\$1,118.70
49917	ROCK SOLID LANDSCAPES	12/10/2020	\$2,850.00
49918	ROYAL CANADIAN LEGION	12/10/2020	\$570.00
49919	SITEIMPROVE	12/10/2020	\$5,818.34
49920	TAHLIWALA HOLDINGS LTD	12/10/2020	\$4,138.00
49922	B & L FARM SERVICES LTD	12/10/2020	\$116.39
49923	BLUE BAY HOMES	12/10/2020	\$2,892.00

Cheque Number	Vendor	Cheque Date	Amount
49924	880618 ONTARIO INC.	12/10/2020	\$152,892.57
49925	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$300.00
49926	SAUGREEN SPRINKLERS	12/10/2020	\$412.45
49927	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$4,400.00
49928	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$300.00
49929	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$484.23
49930	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$300.00
49931	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$2,040.78
49932	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$5,000.00
49933	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$300.00
49934	IDENTIFIABLE INDIVIDUAL	12/10/2020	\$1,024.00
49935	WORKPLACE SAFETY & INSURANCE B	12/10/2020	\$18,473.92
49949	BELL CANADA	12/16/2020	\$113.00
49951	MIDDLEBRO' & STEVENS LLP	12/16/2020	\$399.55
49952	IDENTIFIABLE INDIVIDUAL	12/16/2020	\$553.70
49953	SCOTIA MORTGAGE	12/16/2020	\$580.00
49954	IDENTIFIABLE INDIVIDUAL	12/16/2020	\$2,544.00
49955	IDENTIFIABLE INDIVIDUAL	12/16/2020	\$2,544.00
49956	IDENTIFIABLE INDIVIDUAL	12/16/2020	\$2,544.00
49957	IDENTIFIABLE INDIVIDUAL	12/16/2020	\$2,544.00
49958	IDENTIFIABLE INDIVIDUAL	12/16/2020	\$4,000.00
49959	IDENTIFIABLE INDIVIDUAL	12/16/2020	\$4,000.00
49960	VILLAGE MEDIA INC.	12/16/2020	\$1,695.00
49961	WORDJACK MEDIA LTD	12/16/2020	\$3,051.00
49962	HAROLD ELSTON IN TRUST	12/16/2020	\$5,000.00
49963	BLUE MOUNTAIN CHAMBER OF COMME	12/23/2020	\$1,000.00
49964	COMPLETE TURF EQUIPMENT LTD.	12/23/2020	\$129.41
49965	HINDLES CLARKSBURG HARDWARE	12/23/2020	\$728.27
49966	MINISTER OF FINANCE SHARED SER	12/23/2020	\$228,298.96
49967	ROCK SOLID LANDSCAPES	12/23/2020	\$2,850.00
49968	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$28.21
49970	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$141.25
49971	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$350.00
49972	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$350.00
49973	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$400.00
49974	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$2,500.00
49975	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$1,112.00
49976	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$546.00
49977	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$1,672.23
49978	THE GEORGIAN PEAKS CLUB	12/23/2020	\$5,000.00
49979	FIVE STAR TREE SERVICE	12/23/2020	\$5,577.68

Cheque Number	Vendor	Cheque Date	Amount
49980	OWEN SOUND HIGHWAY MAINTENANCE	12/23/2020	\$7,112.69
49981	CCE PROMOTIONS	12/23/2020	\$473.19
181220	RECEIVER GENERAL PAYROLL ACCOU	12/18/2020	\$93,629.78
EFT00000000000011118	AINSWORTH INC.,	12/2/2020	\$5,408.18
EFT00000000000011119	AIRD & BERLIS	12/2/2020	\$1,056.55
EFT00000000000011120	ARO TECHNOLOGIES INC.	12/2/2020	\$1,101.75
EFT00000000000011121	TATHAM ENGINEERING	12/2/2020	\$5,631.17
EFT00000000000011122	FIRESERVICE MANAGEMENT	12/2/2020	\$181.50
EFT00000000000011124	GEORGIAN BAY FIRE & SAFETY LTD	12/2/2020	\$672.35
EFT00000000000011126	HURONIA ALARM & FIRE SECURITY	12/2/2020	\$33.90
EFT00000000000011127	ISN CANADA GROUP	12/2/2020	\$226.68
EFT00000000000011128	J. L. RICHARDS AND ASSOCIATES	12/2/2020	\$2,029.56
EFT00000000000011129	MCDUGALL ENERGY INC	12/2/2020	\$216.63
EFT00000000000011130	MEAD PROPERTY SERVICES LTD.	12/2/2020	\$1,083.67
EFT00000000000011131	METROLAND MEDIA GROUP SHARED S	12/2/2020	\$2,288.25
EFT00000000000011132	MINOTAUR STORMWATER SERVICES L	12/2/2020	\$791.00
EFT00000000000011133	LACEY INSTRUMENTATION	12/2/2020	\$276.85
EFT00000000000011134	THE PRINT SHOP	12/2/2020	\$461.04
EFT00000000000011135	T & W ENTERPRISES	12/2/2020	\$949.20
EFT00000000000011137	WAYNE BIRD FUELS	12/2/2020	\$638.45
EFT00000000000011139	DUNCOR ENTERPRISES INC.	12/2/2020	\$9,243.16
EFT00000000000011140	COUNTY OF GREY	12/8/2020	\$4,042,923.50
EFT00000000000011141	BLUEWATER DISTRICT SCHOOL BRD	12/8/2020	\$4,067,574.17
EFT00000000000011142	CONSEIL SCOLAIRE VIAMONDE	12/8/2020	\$10,381.87
EFT00000000000011143	CONSEIL SCOLAIRE CATHOLIQUE PR	12/8/2020	\$17,709.67
EFT00000000000011144	THE BRUCE-GREY COUNTY ROMAN CA	12/8/2020	\$381,725.58
EFT00000000000011145	4 OFFICE AUTOMATION LTD	12/10/2020	\$599.25
EFT00000000000011146	A1 SANITATION (MEAFORD)	12/10/2020	\$12,677.48
EFT00000000000011147	AIRD & BERLIS	12/10/2020	\$5,378.80
EFT00000000000011148	A.J. STONE COMPANY LTD.	12/10/2020	\$866.71
EFT00000000000011149	A & L CANADA LABORATORIES INC	12/10/2020	\$1,229.44
EFT00000000000011150	ALLISON ELECTRICAL SERVICES	12/10/2020	\$766.57
EFT00000000000011151	ARO TECHNOLOGIES INC.	12/10/2020	\$24,509.70
EFT00000000000011153	CANADIAN LINEN AND UNIFORM	12/10/2020	\$181.81
EFT00000000000011155	CARSON SUPPLY	12/10/2020	\$343.92
EFT00000000000011156	TATHAM ENGINEERING	12/10/2020	\$4,858.67
EFT00000000000011157	CEDAR SIGNS	12/10/2020	\$57.32
EFT00000000000011158	CHEMTRADE CHEMICALS CANADA LTD	12/10/2020	\$4,934.53
EFT00000000000011159	CROMER INDUSTRIES (1988) CORP.	12/10/2020	\$21,684.70
EFT00000000000011161	CENTRALSQUARE CANADA SOFTWARE	12/10/2020	\$121.48
EFT00000000000011162	EC KING CONTRACTING	12/10/2020	\$487.03

Cheque Number	Vendor	Cheque Date	Amount
EFT000000000000011163	EVANS UTILITY AND MUNICIPAL PR	12/10/2020	\$17,563.59
EFT000000000000011164	FASTENAL CANADA LTD.	12/10/2020	\$269.74
EFT000000000000011166	J. L. RICHARDS AND ASSOCIATES	12/10/2020	\$16,521.86
EFT000000000000011167	KPMG LLP, T4348	12/10/2020	\$11,300.00
EFT000000000000011168	MCDOUGALL ENERGY INC	12/10/2020	\$6,034.98
EFT000000000000011169	OLAMETER INC	12/10/2020	\$4,426.16
EFT000000000000011170	OMERS	12/10/2020	\$156,735.80
EFT000000000000011171	OMERS-AVC CONTRIBUTIONS	12/10/2020	\$1,370.00
EFT000000000000011172	ONTARIO FIRE TRUCK INC	12/10/2020	\$2,744.24
EFT000000000000011173	PARK SIGN CREATIVE INC	12/10/2020	\$395.50
EFT000000000000011174	PELICANCORP (CA) INC	12/10/2020	\$1,412.50
EFT000000000000011178	SHERIDAN MACHINE & WELDING	12/10/2020	\$339.00
EFT000000000000011179	SHRED-IT, C/O STERICYCLE ULC	12/10/2020	\$227.96
EFT000000000000011180	SPL INDUSTRIAL PUMPS & EQUIPME	12/10/2020	\$26,364.43
EFT000000000000011181	SIGNWORKS	12/10/2020	\$108.48
EFT000000000000011182	NSF INTERNATIONAL STRATEGIC	12/10/2020	\$1,921.00
EFT000000000000011183	CERTIFIED LABORATORIES	12/10/2020	\$291.88
EFT000000000000011184	CORUS RADIO SALES INC.	12/10/2020	\$1,977.50
EFT000000000000011185	MARIANNE LOVE CONSULTING SERVI	12/10/2020	\$13,051.50
EFT000000000000011186	BEARCOM CANADA CORP	12/10/2020	\$764.37
EFT000000000000011187	VIKING CIVES LTD.	12/10/2020	\$201.52
EFT000000000000011189	WSP CANADA INC.	12/10/2020	\$11,366.96
EFT000000000000011190	ASLANI KUSIAR CONSTRUCTION INC	12/10/2020	\$132,955.94
EFT000000000000011191	WILLIAMS SCOTSMAN OF CANADA B9	12/10/2020	\$1,243.00
EFT000000000000011192	ENVIRONMENTAL AND POWER SOLUTI	12/10/2020	\$7,910.00
EFT000000000000011193	4 OFFICE AUTOMATION LTD	12/16/2020	\$227.10
EFT000000000000011194	ALLISON ELECTRICAL SERVICES	12/16/2020	\$1,664.36
EFT000000000000011196	BLOWER ENGINEERING	12/16/2020	\$713.03
EFT000000000000011197	CARSON SUPPLY	12/16/2020	\$424.51
EFT000000000000011198	TATHAM ENGINEERING	12/16/2020	\$11,808.33
EFT000000000000011200	COUNTY OF GREY	12/16/2020	\$279,247.07
EFT000000000000011206	FULFORD HAULAGE & SON LTD.	12/16/2020	\$1,292.72
EFT000000000000011207	HAROLD G. ELSTON	12/16/2020	\$13,799.14
EFT000000000000011208	HARRIS COMPUTER SYSTEMS	12/16/2020	\$2,779.80
EFT000000000000011211	IDEAL SUPPLY COMPANY LTD.	12/16/2020	\$9,026.78
EFT000000000000011212	J STROKE	12/16/2020	\$725.69
EFT000000000000011214	MACNAUGHTON HERMSEN BRITTON	12/16/2020	\$23,383.09
EFT000000000000011217	MCDOUGALL ENERGY INC	12/16/2020	\$4,933.09
EFT000000000000011219	MODOHR TECHNOLOGIES INC	12/16/2020	\$385.07
EFT000000000000011220	MORRIS JANITORIAL SERVICE	12/16/2020	\$4,398.24
EFT000000000000011221	OSPREY EQUIPMENT REPAIR LTD.	12/16/2020	\$5,186.57

Cheque Number	Vendor	Cheque Date	Amount
EFT000000000000011222	PELICANCORP (CA) INC	12/16/2020	\$282.50
EFT000000000000011223	PUROLATOR COURIER LTD.	12/16/2020	\$10.18
EFT000000000000011224	REGION OF HURONIA ENVIRONMENTA	12/16/2020	\$2,183.61
EFT000000000000011225	STEER ENTERPRISES LTD.	12/16/2020	\$3,284.26
EFT000000000000011226	HG APPRAISERS INC.	12/16/2020	\$2,373.00
EFT000000000000011227	CALDECOTT MILLWRIGHT SERVICES	12/16/2020	\$6,045.50
EFT000000000000011229	CRAIG, SUZANNE	12/16/2020	\$9,537.20
EFT000000000000011230	IDENTIFIABLE INDIVIDUAL	12/16/2020	\$1,841.90
EFT000000000000011231	TOROMONT CAT	12/16/2020	\$2,777.61
EFT000000000000011232	TOWN OF COLLINGWOOD	12/16/2020	\$10,000.00
EFT000000000000011234	WAYNE BIRD FUELS	12/16/2020	\$531.10
EFT000000000000011236	BLUE MOUNTAIN RESORTS LP	12/16/2020	\$50,435.00
EFT000000000000011238	QUADIENT CANADA LTD	12/16/2020	\$565.00
EFT000000000000011240	ONSITE SEWER SERVICES	12/16/2020	\$27,808.66
EFT000000000000011241	4 OFFICE AUTOMATION LTD	12/23/2020	\$102.43
EFT000000000000011242	AIRD & BERLIS	12/23/2020	\$39,492.82
EFT000000000000011243	ARNOTT CONSTRUCTION LIMITED	12/23/2020	\$35,336.63
EFT000000000000011244	ARO TECHNOLOGIES INC.	12/23/2020	\$16,071.96
EFT000000000000011245	ASTLEY GILBERT	12/23/2020	\$22,051.95
EFT000000000000011250	BLUE MOUNTAIN VETERINARY SERVI	12/23/2020	\$508.50
EFT000000000000011256	CANADIAN LINEN AND UNIFORM	12/23/2020	\$181.81
EFT000000000000011261	TATHAM ENGINEERING	12/23/2020	\$6,054.98
EFT000000000000011262	CEDAR SIGNS	12/23/2020	\$1,172.46
EFT000000000000011265	CODE 4 FIRE & RESCUE	12/23/2020	\$190.86
EFT000000000000011266	COMPUGEN	12/23/2020	\$184.85
EFT000000000000011271	CENTRALSQUARE CANADA SOFTWARE	12/23/2020	\$26,208.31
EFT000000000000011276	DUNBAR & ASSOCIATES	12/23/2020	\$9,593.70
EFT000000000000011278	FASTENAL CANADA LTD.	12/23/2020	\$441.18
EFT000000000000011280	FIRESERVICE MANAGEMENT	12/23/2020	\$162.04
EFT000000000000011283	GEORGIAN BAY FIRE & SAFETY LTD	12/23/2020	\$3,655.50
EFT000000000000011286	HICKS MORLEY HAMILTON STEWART	12/23/2020	\$687.04
EFT000000000000011287	HIGHLANDS EXCAVATING & GRADING	12/23/2020	\$2,904.10
EFT000000000000011291	HURONIA ALARM & FIRE SECURITY	12/23/2020	\$33.90
EFT000000000000011293	INTELLIGENT FUTURES	12/23/2020	\$10,010.36
EFT000000000000011297	KPMG LLP, T4348	12/23/2020	\$12,430.00
EFT000000000000011298	LCA SYSTEMS INC	12/23/2020	\$3,342.51
EFT000000000000011301	MCDUGALL ENERGY INC	12/23/2020	\$13,059.02
EFT000000000000011306	NLS ENGINEERING	12/23/2020	\$3,381.53
EFT000000000000011307	OLAMETER INC	12/23/2020	\$157.67
EFT000000000000011308	ONTARIO ONE CALL	12/23/2020	\$290.83
EFT000000000000011312	PETO MACCALLUM LTD.	12/23/2020	\$415.75



Cheque Number	Vendor	Cheque Date	Amount
EFT000000000000011313	POINT TO POINT COMMUNICATIONS	12/23/2020	\$425.89
EFT000000000000011314	PRACTICA LTD	12/23/2020	\$351.98
EFT000000000000011315	IDENTIFIABLE INDIVIDUAL	12/23/2020	\$1,421.50
EFT000000000000011317	PUROLATOR COURIER LTD.	12/23/2020	\$39.59
EFT000000000000011318	RECYC-MATTRESS INC.	12/23/2020	\$5,082.18
EFT000000000000011319	RESQTECH SYSTEMS INC.	12/23/2020	\$16,554.27
EFT000000000000011320	RIDDELL CONTRACTING LTD	12/23/2020	\$2,246.28
EFT000000000000011326	SOFTCHOICE CORPORATION	12/23/2020	\$40,069.12
EFT000000000000011327	BEARCOM CANADA CORP	12/23/2020	\$1,315.32
EFT000000000000011329	STEER ENTERPRISES LTD.	12/23/2020	\$1,158.35
EFT000000000000011331	THORNBURY GRAPHICS	12/23/2020	\$1,276.90
EFT000000000000011333	THE PRINT SHOP	12/23/2020	\$274.59
EFT000000000000011334	TOWN OF COLLINGWOOD	12/23/2020	\$58,995.60
EFT000000000000011336	UPANUP STUDIOS INC	12/23/2020	\$4,825.10
EFT000000000000011345	WSP CANADA INC.	12/23/2020	\$8,122.44
EFT000000000000011346	YARD BOYS LTD	12/23/2020	\$6,441.00
EFT000000000000011349	ZWART'S	12/23/2020	\$211.99
EFT000000000000011350	ALLISON ELECTRICAL SERVICES	12/23/2020	\$3,299.24
EFT000000000000011351	AVENUE A	12/23/2020	\$2,463.40
EFT000000000000011353	ENVIRONMENTAL AND POWER SOLUTI	12/23/2020	\$25,334.60
EFT000000000000011354	ESRI CANADA LTD.	12/23/2020	\$3,203.55
EFT000000000000011355	GOLDER ASSOCIATES LTD.	12/23/2020	\$3,731.21
EFT000000000000011356	H2ONTARIO INC.	12/23/2020	\$622,913.49
EFT000000000000011357	HEMSON CONSULTING LTD.	12/23/2020	\$16,052.78
EFT000000000000011358	H2FLOW EQUIPMENT INC.	12/23/2020	\$4,204.64
EFT000000000000011359	IDEAL SUPPLY COMPANY LTD.	12/23/2020	\$6,522.36
EFT000000000000011360	J. L. RICHARDS AND ASSOCIATES	12/23/2020	\$2,803.11
EFT000000000000011361	NEW WEST GYPSUM RECYCLING (ONT	12/23/2020	\$1,272.10
EFT000000000000011362	SOMMERS GENERATOR SYSTEMS	12/23/2020	\$8,729.25
EFT000000000000011363	CLARKSBURG REALTY CORP	12/23/2020	\$1,728.90
	STAFF REIMBURSEMENTS		\$10,740.44
	LIBRARY		\$18,158.86
<b>Total:</b>			<b>\$11,709,626.91</b>