



# Staff Report

## Corporate & Financial Services

---

**Report To:** Council Meeting  
**Meeting Date:** October 20, 2025  
**Report Number:** CFS.25.056  
**Title:** 2026 Proposed Budget Draft #2  
**Prepared by:** Monica Quinlan, Director of Corporate & Financial Services

---

### A. Recommendations

---

THAT Council receive Staff Report CFS.25.056, entitled “2026 Proposed Budget Draft #2”;

AND THAT Council direct staff to update the Youth Membership for the Tomahawk Golf Course to \$75 per season and maintain the \$5 per round green fee;

AND THAT Council direct staff to proceed to the November 10, 2025 Public Meeting with the 2026 Proposed Budget Draft #2 and the Proposed 2026 Fees and Charges.

### B. Overview

---

The Draft 2 Budget incorporates all of Council’s decisions and directions from the October 14<sup>th</sup> and 15<sup>th</sup> meetings and establishes a clear financial foundation for the Town as it plans for 2026.

The **revised budget now reflects a 4.34% total municipal tax rate increase**, consisting of a **2.13% base levy, 0.73% for approved additional requests, and a 1.5% dedicated contribution to Asset Management.**

These updates include confirmed service adjustments, approved program enhancements, and the integration of operational efficiencies such as the banking RFQ savings (\$88,000 annually) and corporate purchasing improvements.

Draft 2 also includes a detailed listing of Municipal Accommodation Tax (MAT) initiatives placed in the “parking lot” for future evaluation, ongoing review of staffing vacancies. Additionally, members of Council were made aware of the risks associated with the current budget which include the cost model for the OPP contract (to be received in November 2025), Employee Benefit renewal amounts (expected by the end of October 2025).

Collectively, this version of the budget continues to advance Council’s objectives of maintaining affordability, supporting efficient service delivery, and funding the long-term renewal of municipal assets.

## C. Background

---

The 2026 Budget process builds upon the foundation established through the 2024 Organizational Structure Review and the 2023 Service Review Implementation work, guided by Council's direction to maintain affordability while supporting long-term financial sustainability.

The first draft of the 2026 Budget was presented to Council on October 14, 2025, following a comprehensive review of all operating and capital programs. The Staff Proposed Budget reflected a 2.25% levy increase, aligning with Council's 2.5% guideline, and included new revenue opportunities such as the \$4 per bag garbage fee and other efficiency measures.

Through two days of Special Committee of the Whole meetings held October 14 and 15, 2025, Council provided detailed feedback and direction, resulting in several changes to the base budget, including the removal of the \$4 per bag garbage fee, addition of Council-supported initiatives and an increase in the Town's vacancy factor to reflect the deferral of hiring of some non-critical vacant positions.

This process also reaffirmed Council's commitment to ensuring that the Town's budget continues to balance service delivery, regulatory compliance, and responsible fiscal management, while recognizing the increasing cost pressures faced by all.

## D. Analysis

---

### 1. Updated Levy and Tax Rates

The 2026 Draft 2 Budget now reflects a 4.34% total tax rate increase, as approved through Council deliberations.

- Base Levy: 2.17% (noting Council's guideline of 2.5%)
- Requests Above the Base: 0.71%
  - **Total Base Budget Tax Rate Increase – 2.88%**
- Asset Management Transfer: 1.50% dedicated contribution, added by members of Council to ensure long-term reinvestment in the Town's infrastructure network and to help protect the future by reducing the risk of deferred capital renewal.
- **Total Proposed Tax Rate Increase for 2026 – 4.34%**

Staff believe that this approach continues to strike a balance between **affordability for ratepayers** and **responsible long-term planning**, ensuring that today's decisions contribute to sustainable service delivery and infrastructure maintenance. This includes all approved additions, confirmed revenue changes, updates to assessment data and user fees.

The impact on the median assessed home (\$530,000) of the **Proposed Base Tax Rate increase (i.e. 2.88%)** is \$64.67 per year or \$5.39 per month, as noted in the table below.

Assessed Value	2025 Municipal Tax Rate %	2025 Municipal Tax \$	2026 Proposed - Base Only Municipal Tax Rate %	2026 Proposed Municipal Tax \$	Annual Difference (2025 vs 2026) \$	Monthly Difference (2025 vs 2026) \$
\$ 530,000	0.424172%	\$ 2,248	0.436374%	\$ 2,313	\$ 64.67	\$ 5.39
700,000	0.424172%	2,969	0.436374%	3,055	85.41	7.12
800,000	0.424172%	3,393	0.436374%	3,491	97.62	8.13
900,000	0.424172%	3,818	0.436374%	3,927	109.82	9.15
1,000,000	0.424172%	4,242	0.436374%	4,364	122.02	10.17

The impact on the median assessed home (\$530,000) of the Proposed Total Tax Rate increase (i.e. 4.34%) is \$64.67 per year or \$5.39 per month, as noted in the table below.

Assessed Value	2025 Municipal Tax Rate %	2025 Municipal Tax \$	2026 Proposed - Total with AMP Municipal Tax Rate %	2026 Proposed Municipal Tax \$	Annual Difference (2025 vs 2026) \$	Monthly Difference (2025 vs 2026) \$
\$ 530,000	0.424172%	\$ 2,248	0.442578%	\$ 2,346	\$ 97.55	\$ 8.13
700,000	0.424172%	2,969	0.442578%	3,098	128.85	10.74
800,000	0.424172%	3,393	0.442578%	3,541	147.25	12.27
900,000	0.424172%	3,818	0.442578%	3,983	165.66	13.80
1,000,000	0.424172%	4,242	0.442578%	4,426	184.06	15.34

## 2. 2026 Proposed Budget Changes from Draft 1 – Base Changes

Following Council’s deliberations, the following items **were removed** from the 2026 Budget:

- **\$4 per bag garbage fee - \$750,000**
- **Fire Burn Permit fee - \$25,000**

During discussion, Council expressed concern that these new user fees would create an additional financial burden on residents at a time when the overall cost of living continues to rise. While the intent of the fees was to promote cost recovery and support environmental and fire services, Council emphasized the importance of maintaining affordability and accessibility for residents.

To offset the resulting loss in projected revenue, staff increased the salary vacancy factor (from \$380,000 to \$1,000,000) within the operating budget. This adjustment assumes a longer lead time for the recruitment of non-critical positions and allows for short-term savings through delayed hiring.

These changes maintain the overall levy position approved in Draft 1 while allowing Council flexibility to reassess staffing priorities as the **Corporate Strategic Plan** and **Asset Management Plan** are completed in 2025, ensuring alignment between future staffing investments and long-term corporate goals.

To complement these adjustments and ensure continued investment in the Town’s infrastructure, staff have also recommended maintaining the **1.5% dedicated Asset**

**Management contribution.** This allocation brings the **total recommended levy increase to 3.67%** and represents an intentional investment in the Town’s long-term sustainability.

While this amount does not directly support day-to-day operations, it strengthens the Town’s ability to plan and fund the replacement of critical assets such as roads, facilities, stormwater, and bridge infrastructure. This approach helps reduce the future financial burden on residents by preventing larger spikes in taxation that would otherwise result from deferred maintenance or emergency repairs.

The Asset Management contribution also ensures continued compliance with **O. Reg. 588/17**, which requires municipalities to demonstrate sustainable funding strategies for their core infrastructure. By preserving this dedicated transfer, Council continues to balance affordability today with responsible, forward-looking investment for tomorrow.

Levy Component	% Impact on Tax Rate	Description
<b>Base Budget</b>	<b>2.17%</b>	Reflects ongoing operations and inflationary adjustments following Council’s removal of user fees and refined staffing assumptions.
<b>Asset Management Contribution</b>	<b>1.50%</b>	Dedicated transfer to support long-term infrastructure renewal and regulatory compliance under O. Reg. 588/17.
<b>Total Recommended Base Increase</b>	<b>3.67%</b>	Balances affordability with responsible reinvestment in the Town’s assets and future sustainability.

### 3. 2026 Requests above the Base

In addition to the base budget and Asset Management contribution, Council approved the inclusion of several requests above base, representing a total tax levy impact of \$166,975, or a 0.71% increase.

These additions were carefully considered through the October 14<sup>th</sup> and 15<sup>th</sup> deliberations and primarily reflect Council’s commitment to improving efficiency, service delivery and organizational capacity. Many of the approved items focus on strengthening internal systems, modernizing operations and enhancing the Town’s ability to deliver services effectively within existing resources.

Examples include strategic initiatives such as the Transportation Technologist position, Roads Need Study, Facility Condition Assessment and Human Resources Strategic and Workforce Development Plan, each of which supports better decision-making, proactive planning, and improved coordination across departments.

By including these targeted investments (detailed in Attachment 1), Council reinforced its intent to focus on doing things better, not bigger — ensuring that the Town’s services continue to evolve and operate efficiently while maintaining strong financial stewardship.

Levy Component	% Impact on Tax Rate	Description
<b>Base Budget</b>	<b>2.17%</b>	Reflects ongoing operations and inflationary adjustments following Council’s removal of user fees and refined staffing assumptions.
<b>Asset Management Contribution</b>	<b>1.50%</b>	Dedicated transfer to support long-term infrastructure renewal and regulatory compliance under O. Reg. 588/17.
<b>Total Recommended Base Increase</b>	<b>3.67%</b>	Balances affordability with responsible reinvestment in the Town’s assets and future sustainability.
<b>Requests above the Base</b>	<b>0.71%</b>	Represents Council-approved enhancements to improve service efficiency, planning, and organizational effectiveness.
<b>Total 2026 Proposed Budget – Draft 2</b>	<b>4.34%</b>	Balancing responsible fiscal management with strategic investment in infrastructure and organizational efficiency.

#### 4. Budget Requests above the base to be funded through Municipal Accommodation Tax (MAT)

The Town’s Municipal Accommodation Tax came into effect on January 6, 2025, at a rate of 4% on all short-term stays of less than 30 days. The tax is collected by accommodation providers and remitted to the Town based on the approved collection schedule. 50% of net revenue is allocated to the Destination Marketing Organization, with the remaining funds managed by the Town for strategic use.

Following the Special Committee of the Whole Budget Meetings on October 14 and 15, 2025, Council passed a motion outlining which projects could be considered for MAT funding. The projects that will be evaluated by the Town’s Senior Management Team, along with their associated costs are:

- Economic Development Action Plan (\$60,000)
- Destination Strategy (\$150,000)
- Collingwood General & Marine Hospital Contribution (\$200,000)
- Physician Recruitment (\$100,000)
- Leisure Activity Plan Update (\$105,000)
- Parks and Open Space Master Plan (\$105,000)
- Comprehensive Parking Strategy (\$50,000)
- Transit Service (\$175,000)

- Gateway Capital Project (\$210,000 - 2026)
- Meaford Hospital (\$25,000)
- Communications Review (\$25,000)
- Craigleith Tunnel Mirrors & Benches (\$3,500)
- Craigleith Community Visioning Workshops (\$25,000)
- Craigleith Area Crosswalk Detailed Engineered Drawings (\$28,000)

These projects will be evaluated using the MAT evaluation criteria. The evaluation criteria were designed to ensure transparent and strategic utilization of MAT revenues. The categories include:

- **Strategic Alignment:** Does the project align with the Town's strategic goals, plans and priorities?
- **Tourism Benefit & Visitor Experience:** Does the project enhance tourism infrastructure, visitor experience or sustainable tourism practices?
- **Economic Benefit:** Does the project support the local economy, job creation and MAT revenue growth?
- **Feasibility & Risk:** Does the project have practicality, affordability, long-term sustainability and proper risk management?

Following evaluation, a final recommendation on which items should be funded by the Municipal Accommodation Tax will be presented to the Committee of the Whole on October 27.

## 5. Items Requiring Council Direction – Tomahawk Youth Fees

Staff was directed to return on **October 20, 2025** with options for Tomahawk youth season pass and fee structure, following the October 14<sup>th</sup> and 15<sup>th</sup> deliberations. Staff were proposing that the youth green fee be raised to \$5.00 and that memberships be raised to \$145.00 from \$0.

The introduction of this modest **youth green fee** reflects a fair and consistent approach to the use of Town-owned recreational facilities and programs. While the Town has historically offered free access for youth, most other organized minor sports and recreation programs in the community — such as **hockey, baseball, soccer, and figure skating** — all include registration or participation fees.

Across the region, these costs can range considerably depending on the sport and level of participation. For example:

- **Minor hockey** registration typically ranges from **\$450 to \$1,800 per season**, plus equipment and tournament costs;
- **Soccer** programs average between **\$150 and \$250 per season**;
- **Baseball** and **softball** registrations generally range from **\$175 to \$300 per season**; and
- **Figure skating** or other specialized recreation programs often exceed **\$500 per season**.

In contrast, the proposed **Tomahawk Youth Fee** represents a **nominal, accessible contribution**, likely in the range of **\$50 (10 Rounds) to \$75 (15 rounds) per season** — a fraction of the cost of other minor sports, while still reinforcing the principle of shared responsibility for community amenities. Additionally, it is noted that for the more affordable courses in the area that are privately owned the average Youth membership fee that is charged is \$500 per season.

What differentiates **Tomahawk** from these programs is that it operates **entirely as a Town-owned and Town-managed facility**, rather than being run in partnership with an external sports association. As a result, **the Town bears the full cost of maintaining and operating the course**, including groundskeeping, equipment, and utilities. In other community sports, these costs are shared through user fees paid and collected by the associations themselves – while the Town subsidizes the cost for ice rental for example by 45% for Minor Hockey, the user fees collected are a substantial part of the offset to the municipal levy for the arena to operate.

The chart below shows the history of the Fees and Charges for youth associated with the Golf Course:

Fee or Charge	Quantity	2023	2024	2025	2026
<b>Commercial Youth Camp</b>	per golfer	N/A	N/A	N/A	\$15.00
<b>Youth Green Fee</b>	per golfer	N/A	N/A	N/A	\$ 5.00
<b>Youth Membership</b>	per season	N/A	N/A	N/A	\$ 145.00 – proposed to be changed to \$75.00

Following Council’s deliberations, the proposed Tomahawk Youth Membership Fee has been reduced from \$145 to \$75, while maintaining the \$5 per green fee, in response to concerns about maintaining affordability and encouraging participation among local youth.

This adjustment reflects Council’s clear commitment to keeping recreation accessible while still recognizing the need for all Town-owned assets to contribute to their ongoing operating costs. The \$75 fee represents a balanced approach — it introduces a modest level of cost recovery to support course maintenance and operations, while remaining well below the registration costs associated with other youth recreation programs in the community.

## 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.

## **F. Environmental Impacts**

---

N/A

## **G. Financial Impacts**

---

As detailed above.

## **H. In Consultation With**

---

Michael Switzer, Deputy Treasurer / Manager of Budgets & Accounting  
Vicky Bowman, Asset Management Specialist  
Heather McFarlane, Budget Analyst

## **I. Public Engagement**

---

The topic of this Staff Report will be the subject of a Public Meeting and/or a Public Information Centre in accordance with the following schedule:

- (October 14, 2025) Special Committee of the Whole – Initial staff report (CFS.25.052) for Council to consider the staff proposed draft budget;
- (October 20, 2025) Council – recommendations from Special Committee of the Whole Meetings considered by Council and direction received to proceed to Public Meeting
- (October 21, 2025) Public Meeting Notice posted [usually the day after Council confirms direction];
- (November 10, 2025) Public Meeting
- (November 17, 2025) Committee of the Whole – Follow-up report to the Public Meeting, attaching comments received in response to the Public Meeting;
- (December 1, 2025) Council – recommendation from Committee of the Whole considered by Council, and related By-law, if any.

Any comments regarding this report should be submitted to Monica Quinlan, Director of Corporate & Financial Services [directorcfs@thebluemountains.ca](mailto:directorcfs@thebluemountains.ca).

## **J. Attached**

---

1. Details of Requests above the Base

Respectfully submitted,

Monica Quinlan,  
Director of Corporate & Financial Services

For more information, please contact:  
Monica Quinlan, Director of Corporate & Financial Services  
[directorcfs@thebluemountains.ca](mailto:directorcfs@thebluemountains.ca)  
519-599-3131 extension 231

Attachment 1 – Details of Requests above the base

Item	Cost	Funding Source	Comments
<b>Docs on Ice Contribution</b>	\$400	Tax Levy	South Georgian Bay is hosting the 43rd annual “Docs on Ice” charity hockey tournament. The tournament hosts over seventy teams with over 1,000 doctors, residents and medical students and is hosted by different towns each year to bring doctors together to play hockey and give back to the community by raising money and awareness for the charity of choice.
<b>Transportation Technologist</b>	\$100,000	Tax Levy	To be hired in Q2 of 2026 - To implement the 21 Action Items from the 2023 Transportation Master Plan (TMP), approval is requested for a new full-time Traffic Technologist position. This role is essential for advancing traffic safety, active transportation, and parking strategies. The TMP Report CSOPS.22.071 highlights the need for this position to ensure timely execution of recommended actions. Without this role, the Town risks delays in achieving strategic transportation goals and implementing Council’s vision for a sustainable mobility network.
<b>Additional Council Training &amp; PD</b>	\$20,000	Reserves	Reduced to \$20,000.  In 2023, a motion was made to approve an allocation of \$30,000 in funding from the Council Reserve to establish a funding source for 2023 that Council may access for leadership initiatives and other professional and personal development opportunities in addition to the conferences permitted through By-law 2024-59

Item	Cost	Funding Source	Comments
<b>Engineering Standards Update</b>	\$50,000	Reserves	Maintaining Engineering Standards is crucial for the Town to ensure compliance with legal requirements and industry benchmarks, helping protect against potential liabilities.
<b>Drainage Master Plan</b>	\$70,000	Reserves	The Drainage Master Plan exceeded its budget due to added public consultations with Tyrolean Village, addressing flooding on Monterra Road and erosion concerns at the Little Beaver River mouth. The extra \$70,000 will fund an additional year of flow monitoring, recommended due to unusual rain events in 2024-2025.
<b>Paid Per Call FF Clothing</b>	\$20,000	Tax Levy	The proposal is to equip Paid Per Call (PPC) Firefighters with fatigue shirts, pants, a t-shirt, sweater and safety shoes. Currently, PPC Firefighters receive a dress uniform and the necessary PPE, but they rely on their personal clothing for training and emergency responses, including supplying their own supplemental safety footwear. This initiative aims to enhance staff identification and professionalism at emergency scenes, while also boosting the morale and pride of PPC Firefighters.
<b>Facility Condition Assessment – Phase 2</b>	\$100,000	Grant Funding - OCIF	Continuing Facility Condition Assessments (FCAs) is essential for compliance with Ontario regulations, guiding infrastructure maintenance, and preventing costly surprises. The 2026 plan focuses on C and some D level facilities, ensuring compliance with Ontario Regulation 588/17.
<b>HR Strategic and Workforce Development Plan</b>	\$60,000	HR Reserve	Aims to modernize HR operations by fostering innovation and aligning staffing with strategic goals for improved service delivery. The project will develop an HR strategy that supports corporate objectives,

Item	Cost	Funding Source	Comments
			create a Workforce Plan for recruitment, retention and talent management and enhance employee engagement using survey insights to emphasize innovative HR practices.
<b>Co-Pilot and Power BI</b>	\$20,000	HR Reserve	The Town is looking to trial implementation of Microsoft Copilot and Power BI. This initiative aligns with the Town’s IT Strategic Plan, which emphasizes enhanced dashboarding, data analytics and productivity improvements across departments. Increase in Productivity is expected to be 1 hour per week for 10 staff or over 1,000 hours annually and approximately \$25,000 in productivity value.
<b>ESRI ELA Transition – GIS Licensing</b>	\$21,000	Reserves	The transition from Grey County’s shared ESRI Enterprise License Agreement (ELA) to an independent, in-house agreement will enhance control over GIS licensing and support. Switching to ArcGIS Online will improve security by reducing the need for internal infrastructure. This aligns with the IT Strategic Plan’s focus on cloud-based services, potentially saving \$5,000–\$10,000 annually by cutting infrastructure maintenance costs.
<b>Roads Need Study &amp; PCI Evaluation</b>	\$150,000 (one-time) + \$5,000 ongoing	Grant Funding - OCIF	Advancing the Roads Need Study from a five-year to a three-year cycle is crucial for municipalities to accurately assess road conditions and deterioration rates. This data informs the Town Asset Management Plan, guiding timely decisions on road replacement, rehabilitation, or resurfacing. Doing so supports proactive infrastructure management, preventing costly emergency repairs and extending road lifespan.

Item	Cost	Funding Source	Comments
<b>Employee Engagement Survey and Action Plan</b>	\$10,000	Reserves	Conducting an Employee Engagement Survey and developing an Action Plan aims to boost employee satisfaction and productivity within the Town’s operations. Key objectives include evaluating morale, pinpointing improvement areas, and executing strategies to address them. This project builds on the 2022 survey and is essential to avoid ongoing dissatisfaction and maintain momentum from previous working group efforts.
<b>Urban Tree and Biodiversity Strategy</b>	\$150,000 (grant dependent 90/10)	Grant / Reserves	Developing an Urban Tree and Biodiversity Strategy is essential for managing biodiversity and urban ecology as the Town expands. This strategy will set goals and tactics for naturalization and tree management, enhancing resilience to climate impacts.
<b>Summer Student for Short Term Accommodations Administration and Parking</b>	\$13,916	Fully Offset by Revenues	Adding a summer student ensures coverage for essential administrative duties during peak periods and staff vacations. This role involves managing phone calls, supporting Short-Term Accommodations, and handling parking inquiries. Since 2022, the By-law Division inherited the Paid Parking program without additional staff, leading to workload challenges each summer.
<b>2 FT Firefighter Positions</b>	\$15,223	Tax Levy	<p>To be hired in the latter part of Q4 2026 – with an offset to be realized on the PPC hours.</p> <p>This budget request is to remain consistent with growth for the Town of The Blue Mountains Fire Department and is in line with the staffing recommendations outlined in the 2024 Closed Session report to</p>

Item	Cost	Funding Source	Comments
			Council FAF.24.106. This request is to finalize the staffing enhancement of our full-time division which will allow the Blue Mountains Fire Department to move into a 24-hour coverage model for its citizens and visitors.
<b>Human Resources Coordinator – Contract to FT</b>	\$95,000	HR Reserve	The request is to convert the HR Coordinator from a contract to a full-time role. Initially a contract approved in 2024 to implement KPMG’s organizational recommendations, the position is vital due to the Town’s growth and static HR staffing since 2009 despite adding 60+ fulltime and other positions.
<b>Parks Seasonal Labourer</b>	\$25,000 (net of external contract cancellation)		The Parks Division is looking to hire an additional seasonal labourer for the summer season. In the 2025 Budget, the Parks Division proposed an additional three seasonal labourers. Council included one in the 2025 Budget with recommendations to phase in the other ones. The Parks Division still feels it is vital to increase their seasonal workforce to handle the increased workload in the summer months.
<b>Conversion of Landfill Scale Attendant to Full Time</b>	-\$10,000 (completely offset by additional revenues)	Tax Levy	By changing the existing part-time scale attendant hours to full-time, the Landfill Site will have the ability to be open to the public an additional day. Currently, the Site is open Tuesday, Thursday and Saturday. This proposal would allow a four-day week operation and include Monday as an additional day open to public drop-off. Operating one additional By changing the existing part-time scale attendant hours to full-time, the Landfill Site will have the ability to be open to the

Item	Cost	Funding Source	Comments
			public an additional day. Currently, the Site is open Tuesday, Thursday and Saturday. This proposal would allow a four-day week operation and include Monday as an additional day open to public drop-off. Operating one additional
<b>Green Economy</b>	\$3,500	Tax Levy	<p>The 2026 amount is intended to match the amount provided by the Town of Collingwood in 2025 (noting that TBM provided \$5K in 2024/2025).</p> <p>In 2024, the Town provided a monetary contribution of \$5,000 to Collingwood Climate Action Team (CCAT) to support delivery of a regional Green Economy Hub pilot project, with Council direction for staff to attend Advisory Committee meetings for the initiative and to provide Council with quarterly update reports.</p>
<b>Georgian Triangle Humane Society</b>	\$6,000	Tax Levy	Request was for \$27K for the next 10 years based on assessment values. Members of Council matched the support to the total usage as presented by the GTHS of 4.4%.
<b>Seasonal By-law Officer</b>	\$7,168	Tax Levy	The Town seeks to convert two student By-law Officer positions into seasonal ones due to difficulties in hiring students qualified for enforcement duties.

**Report Approval Details**

Document Title:	CFS.25.056 2026 Proposed Budget Draft 2.docx
Attachments:	
Final Approval Date:	Oct 17, 2025

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

**Monica Quinlan - Oct 17, 2025 - 2:45 PM**

**Adam Smith - Oct 17, 2025 - 3:07 PM**