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COMMITTEE REPORT: FINANCE AND ADMINISTRATION



MEETING DATE: June 11, 2013
MEETING TIME: 1:00 p.m.
LOCATION: Town Hall Council Chambers
PREPARED BY: Stephen Keast, Administrative Assistant

A. Recommendations

C.1 Castle Glen Thunder Hill Development Summer and Winter Maintenance Cost Recovery By-law, FIT.13.31

THAT Council receive Staff Report FIT.13.31 “Castle Glen Thunder Hill Development Summer and Winter Maintenance Cost Recovery By-law”;

AND THAT Council enact a “By-law to Impose a Charge for Summer and Winter Maintenance Services (Castle Glen Thunder Hill Development)”, **unanimously Carried.**

C.2 Town Web Site Security Enhancement, FIT.13.33

THAT Council receive Staff Report FIT.13.33 Town Web Site Security Enhancement and;

THAT COUNCIL authorize Information Technology (IT) staff in consultation with the Senior Management Team (SMT), to reduce the number of staff email addresses on the Town web site and provide a generic email address for those staff contacts that remain on the site, **unanimously Carried.**

C.3 Allocation of the 2012 General Fund Surplus, FIT.13.37

THAT Council receive Staff Report FIT.13.37 “Allocation of the 2012 General Fund Surplus” for information, and,

THAT Council allocate the 2012 General Fund surplus amount to fund the following:

Cemetery accumulated deficit	\$76,745
HR Reserve (Pay equity & other)	\$140,000
Working Capital Reserve (remaining balance)	\$36,056

, **unanimously Carried.**

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

D.1 2012 Municipal Performance Measurement Results, FIT.13.36

THAT Council receive Staff Report FIT.13.36 “2012 Municipal Performance Measurement Results” for information, **unanimously Carried.**

D.2 Comparative Council Remuneration Review, FIT.13.35

THAT Council receive Staff Report FIT.13.35, “Comparative Council Remuneration Review”, for information purposes and this issue will not be revisited by Council during the remainder of this term of Council, **unanimously Carried.**

D.3 Monthly Financial Report – May 2013, FIT.13.38

THAT Council receive Staff Report FIT.13.38 “Monthly Financial Report - May 2013” for information purposes, **unanimously Carried.**

B. Attachments

C.1 Castle Glen Thunder Hill Development Summer and Winter Maintenance Cost Recovery By-law, FIT.13.31

C.2 Town Web Site Security Enhancement, FIT.13.33

C.3 Allocation of the 2012 General Fund Surplus, FIT.13.37

D.1 2012 Municipal Performance Measurement Results, FIT.13.36

D.2 Comparative Council Remuneration Review Revised, FIT.13.35

D.3 Monthly Financial Report – May 2013, FIT.13.38

C. Public Meetings / Deputations

None

D. New and Unfinished Business

None

E. Future Meeting Dates

July 9, 2013, 1:00 p.m., Town Hall Council Chambers

STAFF REPORT: Finance & IT Services

C.1



REPORT TO: Finance & Administration
MEETING DATE: June 11, 2013
REPORT NO.: FIT.13.31
SUBJECT: Castle Glen Thunder Hill
Development Summer and Winter
Maintenance Cost Recovery By-
law
PREPARED BY: Ruth Prince, Manager of Revenue

A. Recommendations

THAT Council receive Staff Report FIT.13.31 "Castle Glen Thunder Hill Development Summer and Winter Maintenance Cost Recovery By-law";

AND THAT Council enact a "By-law to Impose a Charge for Summer and Winter Maintenance Services (Castle Glen Thunder Hill Development)".

B. Background

At the August 23, 2012 Infrastructure & Recreation meeting, Staff Report EPW.12.066 was received for consideration and the following motion was recommended to Council and approved at the August 27, 2012 Council Meeting:

Moved by: Duncan McKinlay Seconded by: Joe Halos

THAT Council receive Staff Report EPW.12.066, "Castle Glen Thunder Hill Development 2012 & 2013 Maintenance Program";

AND THAT Council approve the Town undertaking the winter maintenance of the Castle Glen Thunder Hill Development for the 2012/2013 and 2013/2014 winter seasons on a cost recovery basis;

AND THAT Council authorize award of the winter maintenance and spring clean-up of the roads within the Castle Glen Thunder Hill Subdivision to Blue Mountain Four Season Ltd. at the quoted hourly rates for an estimated cost of \$27,725.00 for the 2012/2013 winter maintenance season by negotiated agreement as permitted under the purchasing of Goods and Supplies Corporate Policy, POL.COR.07.05 and the Purchasing of Goods and Supplies Procedures Policy, FS.08.08, Schedule F, subsection 1(d) for the 2012/2013 winter season;

AND THAT Council authorize Staff to proceed with road signage and gravel maintenance work in the Castle Glen Thunder Hill Development on a cost recovery basis at an estimated cost of \$12,000;

AND THAT Council instruct Staff to prepare an annual fee and charges bylaw for consideration by Council to recover direct expenses including contracted services

and materials from the benefiting properties within the Castle Glen Thunder Hill Development upon the completion of the winter maintenance work in 2013 and 2014, CARRIED.

Staff have prepared the Cost Recovery By-law for consideration by Council to recover the actual expenses from the benefiting properties within the Castle Glen Thunder Hill Development.

The actual costs for The Blue Mountains Staff to complete the required road signage and gravel maintenance in Castle Glen Thunder Hill Development are \$9,126.92 (estimate \$12,000). The actual costs from Blue Mountain Four Season for winter snow removal and minor spring maintenance are \$25,269.81 (estimate \$27,725).

The cost to be recovered per benefiting property is \$395.36 ($\$9,126.92 + \$25,269.81 = \$34,396.73$ divided by 87 benefiting properties).

Letters were sent to the benefiting properties on May 17, 2013 advising them of the amount to be recovered, the date of Finance and Administration Committee meeting when the report would be discussed as well as the intended date of the enactment of the By-law.

The amount to be recovered per benefiting property will be levied on the final 2013 property tax bill with due dates of August 28th and October 28th.

C. The Blue Mountains' Strategic Plan

Providing a strong, well managed municipal government.

D. Environmental Impacts

None

E. Financial Impact

All expenditures related to Summer and Winter Maintenance Services will be paid by the benefiting property owners.

F. In Consultation With

Robert Cummings, Director Finance & IT Services
John Metras, Town Solicitor
Reg Russwurm, Director of Engineering and Public Works
Jim McCannell, Manager of Roads and Drainage

G. Attached

1. Letter to Residents

2. Draft By-law to Impose Fees for Summer and Winter Maintenance Services –
Castle Glen Estates

Respectfully submitted,

Ruth Prince, Manager of Revenue

Robert Cummings, CMA
Director of Finance & IT Services

For more information, please contact:
Ruth Prince
rprince@thebluemoountains.ca
519-599-3131 x228

May 17, 2013

NAME
ADDRESS
ADDRESS

**RE: Castle Glen Thunderhill Development Summer and Winter Maintenance
Cost Recovery
Roll # XXXX**

Dear RESIDENT,

A proposed draft Cost Recovery By-law will impose charges on your property relating to summer and winter maintenance that occurred between September 1, 2012 and April 30, 2013 at Castle Glen Thunderhill Development. The current draft By-law proposes that as the owner of the property, you will be assessed a total charge of \$395.36. Upon passage of the By-law, the amount due will be added to the final property tax bill (less the amount paid on the interim property tax bill) with 2 payment installments of August 28th and October 28th.

A full report will be presented to Council through the Finance and Administration Committee on June 11, 2013. This report will be available on the Town's website at www.thebluemountains.ca within the Finance and Administration Committee Meeting agenda and document package after June 6, 2013. Alternatively, copies of same can be made available by contacting the Town Office.

Please see below for an estimated timeline for completion of the various steps in the finalization of the billing process.

Timeline

May 17	Letter to residents with costs and Notice of Intent to Enact a By-law
June 11	Report FIT.13.31 to Finance & Administration Committee
June 17	Enact By-law

For information regarding the scope of the work completed contact **Jim McCannell**, Manager of Roads and Drainage at jmccannell@thebluemountains.ca or **519-599-3131 x271**. For information regarding the cost of the work assignment, please contact **Ruth Prince**, Manager of Revenue at rprince@thebluemountains.ca or **519-599-3131 x228**.

Sincerely,

The Blue Mountains

THE CORPORATION OF THE TOWN OF THE BLUE MOUNTAINS

By-law No. 2013-

BEING A BY-LAW TO IMPOSE A CHARGE FOR SUMMER AND WINTER MAINTENANCE SERVICES (Castle Glen Thunder Hill Development)

WHEREAS sections 9, 11 and Part XII of the *Municipal Act, 2001*, as amended, (the *Act*) and the *Regulations* thereto enables a municipality to impose by By-law, fees or charges on persons for winter maintenance services;

WHEREAS the highways were dedicated as public highways on the plans;

AND WHEREAS the Town has not passed a by-law pursuant to the Act assuming the highways for public use and the Town is not responsible in law for maintaining and keeping the highways in a reasonable state of repair, including providing summer and winter maintenance services;

AND WHEREAS the person performing winter maintenance services on behalf of the benefitting owners has advised the Town and the benefitting owners that it no longer intends to provide the winter maintenance services effective December 31, 2011 and the benefitting owners have requested the Town to provide the winter maintenance services;

AND WHEREAS the Town has agreed to provide the summer and winter maintenance services at benefitting owners sole cost and expense;

AND WHEREAS the Council deems it necessary to impose upon the benefitting owners a charge to pay the cost of providing the summer and winter maintenance services:

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

Definitions

1. In this By-law, including the recitals thereto:

“Act” means the *Municipal Act, 2001*, as amended;

“benefit” means a benefit accruing to the benefitting owners which is derived or derivable from the winter maintenance services;

“benefitting owner” means the registered owner of an estate in fee simple of a benefitting property;

“benefitting property” means a separately assessed property fronting on a highway as described in Schedule “A”;

“cost” means the costs incurred by the Town of providing the summer and winter maintenance services;

“Council” means the Council of The Corporation of the Town of The Blue Mountains;

“highways” means the streets and lanes dedicated as public highways on the plans;

“plans” means Registered Plans 910 and 921.

“summer maintenance services” means gravel maintenance and road signage.

“Town” means The Corporation of the Town of The Blue Mountains;

“Treasurer” means the person appointed by the Council as the Treasurer for the Town or his designate;

“unit” means a residential dwelling unit;

“winter maintenance services” means snowplowing and sanding the highways and includes other maintenance work on the highways related to snowplowing and sanding

Unless the context otherwise requires in this By-law, words importing the singular include the plural and vice versa and words importing gender includes all genders.

Costs

2. The cost of the summer and winter maintenance services to be paid by the benefitting owners is set out in Schedule “B”.

Charges Imposed

3. The roll number and description of each benefitting owner’s benefitting property and the number of units on each benefitting property for which a charge is imposed by this By-law are set out in Schedule “A”. Any benefitting property shown as vacant land on the latest revised assessment roll shall be deemed to have one unit on it for the purposes of this By-law.
4. A charge for summer and winter maintenance services on a per unit basis in the amounts set out in Schedule “C” is hereby imposed on each of the benefitting owners to pay cost of the winter maintenance services.
5. In accordance with section 90(3) of the Act, if new parcels of land are created from existing benefitting properties or new units are constructed on existing benefitting properties, the charges as set out in section 4 is imposed on the benefitting owner of the new parcel of land or of the new unit in the manner set out in this By-law.

Charges Due and Payable

6. The charges imposed by this By-law constitute a debt of the benefitting owners to the Town and are due and payable in accordance with the provisions of Schedule “C”.

Collection of Cost Recovery for Summer and Winter Maintenance Services

7. The Treasurer is hereby authorized and directed to add the charges to the tax rolls for the benefitting properties in accordance with subsection 398(2) of the Act and to collect the charges in the same manner as municipal taxes.

Non-payment of Fees

8. On all charges which are in default on the day following each due date a penalty of 1 ¼ per cent shall be added and thereafter a penalty 1 ¼ per cent per month will be added on the first day of each and every month the default continues until December 31 in the current year. On all charges in default on January 1 of the following year, interest will be added at the rate of 1 ¼ per cent per month for each month or fraction thereof of default.
9. No application shall be made to the Ontario Municipal Board under clause 71(c) of the *Ontario Municipal Board Act* on the grounds that the winter maintenance services charges imposed under this By-law are unfair or unjust.

Administration

10. This By-law shall be administered and enforced by the Treasurer.

11. This By-law is not a by-law to assume the highways for public use.

Schedules

12. Schedules "A", "B" and "C" are hereby declared to form part of this By-law.

13. This By-law shall come into force and take effect upon the enactment thereof.

ENACTED AND PASSED this ____ day of _____, 2013

The Corporation of the Town of The Blue Mountains

.....
Ellen Anderson, Mayor

.....
Corrina Giles, Clerk

DRAFT

THE CORPORATION OF THE TOWN OF THE BLUE MOUNTAINS

By-law No. 2013 -

Schedule "A"

BENEFITTING PROPERTIES

Roll Number	Legal Description	Number of Units
4242000002177000000	PLAN 910 LOT 1	1
4242000002178000000	PLAN 910 LOT 2	1
4242000002179000000	PLAN 910 LOT 3 RP 16R1363 PART 1 TO 6	1
4242000002180000000	PLAN 910 LOT 4	1
4242000002181000000	PLAN 910 LOT 5	1
4242000002182000000	PLAN 910 LOT 6	1
4242000002183000000	PLAN 910 LOT 7	1
4242000002184000000	PLAN 910 LOT 8	1
4242000002185000000	PLAN 910 LOT 9	1
4242000002186000000	PLAN 910 LOT 10	1
4242000002187000000	PLAN 910 LOT 11	1
4242000002188000000	PLAN 910 LOT 12	1
4242000002189000000	PLAN 910 LOT 13	1
4242000002190000000	PLAN 910 LOT 14	1
4242000002191000000	PLAN 910 LOT 15	1
4242000002192000000	PLAN 910 LOT 16	1
4242000002193000000	PLAN 910 LOT 17	1
4242000002194000000	PLAN 910 LOT 18	1
4242000002195000000	PLAN 910 LOT 19	1
4242000002197000000	PLAN 910 LOT 20	1
4242000002198000000	PLAN 910 LOT 21	1
4242000002199000000	PLAN 910 LOT 22	1
4242000002200000000	PLAN 910 LOT 23	1
4242000002201000000	PLAN 910 LOT 24	1
4242000002202000000	PLAN 910 LOT 25	1
4242000002203000000	PLAN 910 LOT 26	1
4242000002204000000	PLAN 910 LOT 27	1
4242000002205000000	PLAN 910 LOT 28	1
4242000002206000000	PLAN 910 LOT 29	1
4242000002207000000	PLAN 910 LOT 30	1
4242000002208000000	PLAN 910 LOT 31	1
4242000002209000000	PLAN 910 LOT 68	1
4242000002210000000	PLAN 910 LOT 69	1
4242000002211000000	PLAN 910 LOT 70	1
4242000002212000000	PLAN 910 LOT 71	1
4242000002213000000	PLAN 910 LOT 72	1
4242000002214000000	PLAN 910 LOT 73	1
4242000002215000000	PLAN 910 LOT 74	1
4242000002216000000	PLAN 910 LOT 75	1
4242000002217000000	PLAN 910 LOT 76	1
4242000002218000000	PLAN 910 LOT 77	1
4242000002219000000	PLAN 910 LOT 78	1
4242000002220000000	PLAN 910 LOT 79	1
4242000002221000000	PLAN 910 LOT 80	1
4242000002222000000	PLAN 910 LOT 81	1
4242000002223000000	PLAN 910 LOT 51	1

424200000222400000	PLAN 910 LOT 50	1
424200000222500000	PLAN 910 LOT 49	1
424200000222600000	PLAN 910 LOT 48	1
424200000222700000	PLAN 910 LOT 47	1
424200000222800000	PLAN 910 LOT 46	1
424200000222900000	PLAN 910 LOT 45	1
424200000223000000	PLAN 921 LOT 1	1
424200000223100000	PLAN 921 LOT 2	1
424200000223200000	PLAN 921 LOT 3	1
424200000223300000	PLAN 921 LOT 4	1
424200000223400000	PLAN 921 LOT 5	1
424200000223500000	PLAN 921 LOT 6	1
424200000223600000	PLAN 921 LOT 7	1
424200000223700000	PLAN 921 LOT 8	1
424200000223800000	PLAN 921 LOT 9	1
424200000223900000	PLAN 921 LOT 10	1
424200000224000000	PLAN 921 LOT 11	1
424200000224100000	PLAN 921 LOT 12	1
424200000224200000	PLAN 921 LOT 13	1
424200000224300000	PLAN 921 LOT 14	1
424200000224400000	PLAN 921 LOT 15	1
424200000224500000	PLAN 921 LOT 16	1
424200000224600000	PLAN 921 LOT 17	1
424200000224700000	PLAN 921 LOT 18	1
424200000224800000	PLAN 921 LOT 19	1
424200000224900000	PLAN 921 LOT 20	1
424200000225000000	PLAN 921 LOT 21	1
424200000225100000	PLAN 921 LOT 22	1
424200000225200000	PLAN 921 LOT 23	1
424200000225300000	PLAN 921 LOT 24	1
424200000225400000	PLAN 921 LOT 25	1
424200000225600000	PLAN 921 LOT 26	1
424200000225700000	PLAN 921 LOT 27	1
424200000225800000	PLAN 921 LOT 28	1
424200000225900000	PLAN 921 LOT 29	1
4242000002259010000	PLAN 921 LOT 30	1
424200000226000000	PLAN 921 LOT 31	1
4242000002260010000	PLAN 921 LOT 32	1
424200000226100000	PLAN 921 LOT 33	1
4242000002261010000	PLAN 921 LOT 34	1
424200000226200000	PLAN 921 LOT 35	1
Total Benefitting Properties		87

THE CORPORATION OF THE TOWN OF THE BLUE MOUNTAINS

By-law No. 2013 -

Schedule "B"

Cost of the Winter Maintenance Services

Blue Mountain Four Season Ltd Winter Maintenance	\$25,269.81
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<u>Total Costs for Winter Maintenance Services</u>	<u>\$25,269.81</u>
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Costs of the Summer Maintenance Services

Town of The Blue Mountains – Gravel Maintenance and Road Signage	\$ 4,795.65
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Bates Sand and Gravel	\$ 3,265.42
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CRS – Packer Rental	\$ 742.85
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Mechanical Advertising – Signage	\$ 323.00
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<u>Total Costs for Summer Maintenance Services</u>	<u>\$ 9,126.92</u>
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<u>TOTAL COST FOR SUMMER AND WINTER MAINTENANCE</u>	<u>\$34,396.73</u>
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THE CORPORATION OF THE TOWN OF THE BLUE MOUNTAINS

By-law No. 2013 -

Schedule "C"

Cost of Winter Maintenance Services (Per Unit)

Total Units = 87

\$395.36

The charges imposed by this By-law constitute a debt of the benefitting owners to the Town and are payable on the 2013 Final Property Tax bill (less the amount on the interim) and will be due on the dates the municipal taxes are due.

STAFF REPORT: Finance & IT Services

C.2



REPORT TO: Finance & Administration
MEETING DATE: June 11, 2013
REPORT NO.: FIT.13.33
SUBJECT: Town Web Site Security Enhancement
PREPARED BY: Cathy Bailey, Manager IT

A. Recommendations

THAT Council receive Staff Report FIT.13.33 Town Web Site Security Enhancement and;

THAT COUNCIL authorize Information Technology (IT) staff in consultation with the Senior Management Team (SMT), to reduce the number of staff email addresses on the Town web site and provide a generic email address for those staff contacts that remain on the site.

B. Background

In accordance with best practices, the Finance and IT Services Department engaged an auditing firm to perform a network security assessment during September and October of 2012. A thorough audit of our internal and external infrastructure was completed. The auditing firm provided Town IT staff with a comprehensive and detailed report outlining their results and recommendations. One recommendation in their report was:

"Email addresses in bulk ... may not necessarily contain privileged or sensitive information but are a valuable resource to hackers when executing social engineering attacks. ... Reference to specific personnel names and contact information ... should be sanitized where possible".

At the moment, every employee of the Town has their name, e-mail address, title, department and phone number listed on the Staff Directory page of the web site. Having this page of email addresses available on line makes it easy for on line attackers to target staff with email attacks. Some of these attacks are sophisticated and difficult to discern by the average user. The risk to Town network infrastructure could be substantial if an unsuspecting user provides their username and password in an online attack via email.

While recognizing the need to be easily accessible to the public, it is recommended that most staff names and email addresses be removed from the Town web site staff directory page. In consultation with SMT, the list on the website can be reduced to only those individuals who are listed as contacts throughout the site. Commonly these are Council, Senior Staff, some Managers, Administrative Assistants and those responsible for special projects. This would reduce the list of email addresses on the site from approximately 120 to 20.

It is also recommended that the remaining email addresses on the website be changed to be more generic email addresses. For example instead of rcummings@thebluemountains.ca it would show as directorfinanceit@thebluemountains.ca. Email messages sent to the latter address can easily be automatically sent to the "rcummings" account. This change will make staff with generic addresses less of a target to online attacks. This initiative will also assist us from a customer service perspective in that should the point of contact no longer be with the corporation, emails addressed to the generic email can be automatically and easily forwarded to another account within our corporation, without making any changes to the web site pages.

Because of the emerging security issues around posting email addresses online, there are other local municipalities who have already made the same change to their online presence. A quick online search found only a limited number of email contacts at the sites for Bruce County, Grey County, City of Owen Sound, Grey Highlands and Chatsworth. Some of these sites also use generic email addresses.

Staff recommend that Council authorize IT staff in consultation with SMT, to reduce the number of staff email addresses on the Town web site and provide a generic email address for those staff contacts that remain on the site.

C. The Blue Mountains' Strategic Plan

Ensuring long-term financial sustainability.
Providing a strong, well-managed municipal government.

D. Environmental Impacts

N/A

E. Financial Impact

A well-managed and secure network infrastructure will result in lower risk and financial cost to the Town.

F. In Consultation With

Senior Management Team

G. Attached

N/A

Respectfully submitted,

Cathy Bailey, Manager IT

Robert Cummings, CMA
Director of Finance & IT Services

For more information, please contact:

Cathy Bailey
cbailey@thebluemountains.ca
519-599-3131 x. 257

STAFF REPORT: Finance & IT Services

C.3



REPORT TO: Finance & Administration
MEETING DATE: June 11, 2013
REPORT NO.: FIT.13.37
SUBJECT: Allocation of the 2012 General Fund Surplus
PREPARED BY: Renee Ouellette, Financial Accountant

A. Recommendations

THAT Council receive Staff Report FIT.13.37 "Allocation of the 2012 General Fund Surplus" for information, and,

THAT Council allocate the 2012 General Fund surplus amount to fund the following:

Cemetery accumulated deficit	\$76,745
HR Reserve (Pay equity & other)	\$140,000
Working Capital Reserve (remaining balance)	\$36,056

B. Background

Results from the 2012 Audited Financial Statements have identified the following surplus and deficits:

- A. General Fund accumulated surplus of \$252,801
- B. Cemetery accumulated deficit of \$76,745
- C. Building department deficit of \$151,929 funded by loan proceeds from the General Fund

A. The General Fund Accumulated Surplus was the result of one-time adjustments, salary gapping, savings in tax funded capital expenditures and savings in fluctuating operating expenditures such as winter control and fire suppression wages.

Throughout the year Council also approved the funding of one time expenditures through Reserve sources such as the Working Capital Reserve and the Human Resource Reserve.

Town Staff recommends the use of the General Fund surplus to:

1. Fund and extinguish the Cemetery deficit.
2. Replenish the Human Resource (HR) Reserve for 2012 one-time expenditures and estimated 2013 one time expenditures. Funding for 2012 expenditures was related to contractual employee obligations. Funding for 2013 expenditures will include contractual and pay equity obligations.
3. Replenish the Working Capital Reserve for 2012 draws.

Town staff recommendations were based on several factors, including items that require an immediate cash flow, reduction in debt, benefit to the Town and flexibility in the short term for future budgeting. Although, many of the items need to be supported, priority was given to those items that prove or require an immediate cash inflow. A partial list of some of the considerations follows.

- 1) Cemetery Reserve Deficit - \$76,745
- 2) HR Reserve Fund - \$165,000
(2012 Actual & 2013 estimated Pay equity & other costs)
- 3) Working Capital Reserve replenish 2012 funded expenses - \$46,000
- 4) Additional funds for the Police Reserve to support higher contract service costs in future years
- 5) Unfinanced Capital – Zoning By-law Update - \$30,305

The Town staff recommendations to fund items 1, 2 and 3 are based on items that require immediate cash flow and will assist in stabilizing future budgets.

The Working Capital Reserve acts as a Tax Rate Stabilization Reserve, while also funding extraordinary type expenditures or one-time operating expenditures including previous years' operating deficit should a deficit occur. A common municipal standard for a Stabilization Reserve is for the Reserve to equal between 5-15% of tax own source revenues. The 2012 ending balance of Working Capital Reserve equalled 16% of own taxation sources in 2012 (\$1.8M Working Capital Reserve balance compared to \$11.5M in 2012 taxation sources).

The balance of the Working Capital Reserve is relatively healthy given the one-time/ extraordinary expenditures funded from this Reserve in the past. It has been staff practice to recommend that any remaining surplus funds be allocated to the Working Capital Reserve fund in an effort to stabilize tax rates in future budget years.

The HR Reserve also acts as a stabilization Reserve for one-time employee related contractual, legal or pay equity expenses. In 2012 the HR Reserve was reduced from \$198,000 to \$99,000. In 2013, estimated expenses total \$65,000, resulting in an estimated 2013 ending balance of \$34,000. The recommended \$140,000 allocation of General Fund surplus will replenish the HR Reserve to approximately the same level as the 2012 opening balance and stabilize costs in the General Fund in 2013 and 2014.

B. The Cemetery accumulated deficit of \$ 76,745 is the result of the \$37,840 deficit in 2012 and \$38,905 deficit in 2011. Town staff recommends the use of the 2012 General Fund Surplus to fund and extinguish the accumulated cemetery deficit.

C. In 2012, Building Inspection Services operated at a deficit of \$151,929. This deficit was funded from General Fund loan proceeds. Any loan proceeds received from the General Fund are recorded and will be paid back to the General Fund when the Building Inspection Services operates in a surplus position.

It is important to note that for a number of years prior to new legislation in 2006, Building Inspection surpluses had been absorbed into the General Fund. Ideally, these amounts

should have been saved in a Reserve Fund for the purpose of dealing with lean building inspection revenue years.

In 2011 and prior years any deficit within Building Inspection Services was funded from the General Fund Surplus. 2012 is the first year in which the deficit has been funded from loan proceeds and will be due back to the General Fund.

C. The Blue Mountains' Strategic Plan

Providing a strong, well managed municipal government.

D. Environmental Impacts

NA

E. Financial Impact

Results from the 2012 Audited Financial Statements have identified a General Fund accumulated surplus of \$252,801. Also noted, was the accumulated deficit for the Cemetery of \$76,745 and the General Fund debt proceeds of \$151,929 for Building Inspection Services.

Implementation of this recommendation will assist the Town with future budgets.

F. In Consultation With

Robert Cummings, Director of Finance & IT Services

G. Attached

Respectfully submitted,

Renee Ouellette, CMA
Financial Accountant

Robert Cummings, CMA
Director of Finance & IT Services

For more information, please contact:

Renee Ouellette
rouellette@thebluemountains.ca
519-599-3131 x250

STAFF REPORT: Finance & IT Services

D.1



REPORT TO: Finance & Administration
MEETING DATE: June 11, 2013
REPORT NO.: FIT.13.36
SUBJECT: 2012 Municipal Performance Measurement Results
PREPARED BY: Renee Ouellette, Financial Accountant

A. Recommendations

THAT Council receive Staff Report FIT.13.36 “2012 Municipal Performance Measurement Results” for information.

B. Background

The Municipal Performance Measurement Program (MPMP) is a performance measurement and reporting system whereby all Ontario municipalities measure their performance across 13 core service areas and report to the taxpayers. Introduced in 2000 by the Ontario Government, the objective of the MPMP is:

- To create measures or indicators of the efficiency and effectiveness of public services;
- To enhance taxpayer awareness of municipal service delivery;
- To promote local government transparency and accountability; and
- To provide municipalities with useful data to make informed municipal service level decisions while optimizing available resources.

Although measures of the MPMP are standardized among all municipalities, limitations exist when using MPMP as a comparative tool with other municipalities, as there can be significant differences that may not be reflected in the data alone such as service level standards, administrative structure and population. A better indicator for evaluation of the performance measures within a municipality is a year-to-year comparison.

Attachment 1 provides a summary of the 2012 MPMP results for The Blue Mountains, along with comparative data for 2011 and 2010. Please note that measures within each service area are accompanied by key factors for understanding results and comments regarding particular factors such as one time operating expenditures, which will impact both the current measurement and comparative data. These results should not be used to compare municipalities unless the influencing factors discussed in the notes are also taken into consideration.

As required, The Blue Mountains has submitted the 2012 MPMP results as part of the annual Financial Information Return (FIR). Results will be posted on the Town’s website.

C. The Blue Mountains' Strategic Plan

Providing a strong, well managed municipal government.

D. Environmental Impacts

NA

E. Financial Impact

NA

F. In Consultation With

Robert Cummings, Director of Finance & IT Services

G. Attached

Attachment 1 – Summary of the 2012 MPMP results

Attachment 2 – 2012 MPMP results and key factors for understanding results

Respectfully submitted,

Renee Ouellette, CMA
Financial Accountant

Robert Cummings, CMA
Director of Finance & IT Services

For more information, please contact:

Renee Ouellette
rouellette@thebluemountains.ca
519-599-3131 x250

Town of The Blue Mountains
Summary of 2012 Municipal Performance Measurement Program Results

Item #	Service Area	Change over 2011
General Government		
2	Total costs for governance and corporate management as a % of total municipal costs	Favourable
Fire Services		
4	Total costs for fire services for \$1,000 of assessment	Stable
7	Number of residential fire related civilian fatalities averaged over 5 years per 1,000 persons	Unfavourable
8	Number of residential structural fires per 1,000 households	Unfavourable
Police Services		
10	Total costs for police services per person	Stable
11	Violent crime rate per 1,000 persons	Unfavourable
12	Property crime rate per 1,000 persons	Unfavourable
Roadways		
24	Total costs for paved roads per lane kilometre	Stable
25	Percentage of paved lane kilometres where the condition is rated as good to very good	Favourable
Bridges and Culverts		
26	Percentage of bridges and culverts where the condition of primary components is rated as good to very good, requiring repair only	Favourable
Winter Control		
28	Total costs for winter maintenance of roadways per lane kilometre maintained in the winter	Stable
29	Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance	Stable
Wastewater System		
35	Total costs for the collection/conveyance, treatment and disposal of wastewater per Megalitre	Stable
36	Number of wastewater main backups per 100 kilometre of wastewater main in a year	Unfavourable
Water		
43	Total costs for the treatment and distribution/transmission of drinking water per kilometre of water per Megalitre	Favourable
45	Number of water main breaks per 100 kilometres of water distribution pipe in a year	Unfavourable
Solid Waste Management		
53	Average total cost for solid waste management per household	Stable
54	Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households	Favourable
56	Percentage of residential solid waste diverted for recycling	Favourable
Parks and Recreation		
62	Total costs for recreation parks and facilities per person	Stable
66	Square metres of indoor recreation facilities per 1,000 persons	Stable
67	Square metres of outdoor recreation facilities per 1,000 persons	Stable
Library Services		
69	Total operating for library services per person	Stable
72	Total library users for your municipality	Favourable
75	Electronic library users as a percentage of total library uses	Favourable

2012 Municipal Performance Measurement Program (MPMP)

Municipal Information

The following information is used in the calculation of the MPMP efficiency and effectiveness measures:

	2012	2011	2010
	Results	Results	Results
Households and Population			
Households (MPAC)	7,248	7,156	6,730
Population (Stats Can)	6,453	6,453	6,825
Youth Population (Stats Can)	1,290	1,290	1,290
Total Property Assessment*	\$3,269,598,309	\$3,090,811,985	\$2,846,933,782
Total hectares in the municipality	28,687	28,687	28,687

Key Factors for Understanding Results**Changes in Municipal Information**

As the municipal information listed above is typically found in the denominator of an MPMP calculation, any changes in population, assessment or hectares will have a direct impact on MPMP results.

As 2012 population figures are determined by 2011 Statistics Canada figures, 2012 results per person may not be reflective of an actual increase in population in 2012.

In 2011, certain 2010 MPMP figures were restated from the filed 2010 MPMP report to better conform to the intention of the Municipal Performance Measurement. Any restatement is noted with a *, such as total property assessment as noted above to include assessment value on exempt properties in 2010.

Operating Costs

Operating costs include salaries, employment benefits, materials, contracted services, financial expenses, interfunctional adjustments and the allocation of program support. Operating costs may fluctuate from year to year based on fluctuations in costs, one time significant operating expenditures, change in unfunded liabilities, change in interfunctional adjustments and the allocation of program support.

Total Costs

Total Costs include operating costs as listed above **plus** interest on long term debt and amortization.

2012 Municipal Performance Measurement Program (MPMP)

GENERAL GOVERNMENT

Item #	Service Area	2012 Results	2011 Results	2010 Results
General Government				
1	Operating costs for governance and corporate management as a % of total municipal operating costs	11.4%	18.7%	14.1%
2	Total costs for governance and corporate management as a % of total municipal costs	10.4%	15.6%	11.4%

Key Factors for Understanding Results

Costs included in this measure are:

- >Mayor/Council
- >Clerk/Administration
- >Human Resources
- >Finance

Other costs for program support such as I.T. have been allocated to other services based on a modified percentage of total expenses. Staff will continue to review the allocation of program support in future years based on best practices.

Notes:

General Government costs decreased in 2012 due to several factors including:

- > The one time grant provided to the Grey Health Clinic in 2011, which did not occur in 2012
- > A decrease in wages and benefits due to one time costs in 2011 and the completion of the Town Hall project in 2011
- > The change in interfunctional adjustments over 2011. 2011 included adjustments to allocate the prior year accumulated surplus. 2012 is reflective of the true costs allocated to various departments
- >2012 recognized long term interest charges and higher amortization costs related to the new Town Hall building.

>The increase in 2011 operating costs over 2010 is mainly due to a grant provided to the Grey Health Clinic and the allocation of the general fund accumulated surplus to various other departments to fund accumulated deficits.

2012 Municipal Performance Measurement Program (MPMP)

PROTECTION SERVICES

Item #	Service Area	2012 Results	2011 Results	2010 Results
Fire Services				
3	Operating costs for fire services per \$1,000 of assessment	\$0.36	\$0.36	\$0.32
4	Total costs for fire services for \$1,000 of assessment	\$0.42	\$0.43	\$0.39
5	Number of residential fire related civilian injuries per 1,000 persons	0	0	0.00
6	Number of residential fire related civilian injuries averaged over 5 years per 1,000 persons	0	0	0.00
7	Number of residential fire related civilian fatalities averaged over 5 years per 1,000 persons	0.155	0	0.00
8	Number of residential structural fires per 1,000 households	0.552	0.279	1.486

Key Factors for Understanding Results

Fire Services is responsible for providing fire and rescue services, emergency preparedness and fire prevention for our community.

The composite fire department consists of 2 fire stations, 36 volunteer firefighters and 7 full time staff that also respond as volunteers.

Notes:

>Operating costs remained relatively stable in 2012, with a increase in salary & benefits costs over 2011.

>The increase in 2011 operating costs over 2010 is due to annualized salary costs related to 3 full time staff members hired in 2010. Changes in the allocation of interfunctional adjustments on the MPMP report from 2010 to 2011 also increased operating costs in fire services, while decreasing interfunctional adjustments in conservation authority.

>The number of residential fires fluctuates from year to year. There were 4 residential structural fires in 2012 (2011-2, 2010-10). There was one residential fire related civilian fatality in 2012. Efforts to decrease the number of fires includes prevention and public education of fire safety.

Police Services				
9	Operating costs for police services per person	\$369.48	\$372.08	\$316.08
10	Total costs for police services per person	\$375.33	\$376.46	\$320.21
11	Violent crime rate per 1,000 persons	6.819	3.654	4.249
12	Property crime rate per 1,000 persons	50.054	34.868	41.905
13	Crime rate for Other Criminal Code offences, excluding traffic, per 1,000 persons	5.269	3.719	3.223
14	Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic)	62.142	42.151	49.377
15	Youth crime rate per 1,000 youths	8.527	2.326	3.101

Key Factors for Understanding Results

Operating costs include contracted police services paid to the Ontario Provincial Police, building maintenance and equipment expenses.

Crime related figures are provided by the Ontario Provincial Police

Notes:

>In 2012 the increase in contracted police servicing costs was offset by the change/adjustment in the unfunded liability for future police benefit costs. The adjustment was a result of reducing the Town's proportionate share of the unfunded liability from 100% in 2011 to 33% in 2012. The Town shares the in year benefit costs and future liability with the Town of Meaford.

>Crime rate per person increased in 2012, resulting in higher 2012 contracted policing costs over 2011.

>2011 costs increased over 2010 due to the recognition of former police post employment benefits to be funded in future years and a 4% increase over the 2010 OPP contract for police services.

Building Permits and Inspection Services				
16	Operating costs for building permits and inspection services per \$1,000 of construction activity (based on # permits issued)	\$12.37	(\$3.30)	new measure
17	Total costs for building permits and inspection services per \$1,000 of construction activity (based on # permits issued)	\$12.40	(\$3.27)	new measure
18	Median number of working days to review a complete building permit application and issue a permit by Category:	1 working day	1 working day	new measure
19	Category 1: Houses	1 working day	1 working day	new measure

2012 Municipal Performance Measurement Program (MPMP)

PROTECTION SERVICES

Item #	Service Area	2012 Results	2011 Results	2010 Results
20	Category 2: Small Buildings	1 working day	1 working day	new measure
21	Category 3: Large Buildings	1 working day	1 working day	new measure
22	Category 4: Complex Buildings	1 working day	1 working day	new measure

Key Factors for Understanding Results

Introduced in 2011 as a new service area measurement. Building Permit and Inspection Services include activities that relate to the issuance of permits for the construction, renovation or demolition of buildings under subsection 8(1) of the *Building Code Act*.

The median number of working days to review a complete application is listed as 1 working day, as the Town's applications typically do not meet the criteria for "complete applications" as described in the measurement requirements until the day the building permit is issued.

Results for cost per \$1,000 of construction activity may fluctuate year over year based on total construction value.

Notes

>In 2012, 368 permits were issued, with an estimated construction value of \$47.4M, an overall decrease from 377 permits issued in 2011 (469 -2010) with a 2011 construction value of \$50.4M (\$58.9M - 2010).

>Operating costs (excluding interfunctional deficit funding adjustments) remained relatively consistent over 2011.

>Operating cost per permit increased in 2012 to \$12.37 from the adjusted \$11.59 in 2011 (see note below) , mainly due to a decrease in the total value of construction activity (**2012**-\$47 million, **2011**-\$50 million).

>Operating and total costs were negative in 2011 resulting from interfunctional adjustments to account for the funding of current and prior year accumulated deficit from the general fund accumulated surplus. If interfunctional adjustments were excluded from the calculation, operating costs per \$1,000 of construction value would be \$11.59 in 2011.

2012 Municipal Performance Measurement Program (MPMP)

TRANSPORTATION SERVICES

Item #	Service Area	2012 Results	2011 Results	2010 Results
Roadways				
23	Operating costs for paved roads per lane kilometre	\$5,725.78	\$6,571.23	\$5,512.65
24	Total costs for paved roads per lane kilometre	\$10,599.68	\$11,468.65	\$10,702.21
25	Percentage of paved lane kilometres where the condition is rated as good to very good	56.7%	43.7%	43.3%
Bridges and Culverts				
26	Percentage of bridges and culverts where the condition of primary components is rated as good to very good, requiring repair only	62.5%	59.4%	58.1%
Winter Control				
27	Operating costs for winter maintenance of roadways per lane kilometre maintained in the winter	\$1,307.57	\$1,305.12	\$1,203.46
28	Total costs for winter maintenance of roadways per lane kilometre maintained in the winter	\$1,587.46	\$1,531.57	\$1,399.70
29	Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance	100.0%	100.0%	98.8%

Key Factors for Understanding Results

There are 522 lane kilometres in the municipality's road system of which 268 are paved lane kilometres.

Of the 522 lane kilometres, 470 lane kilometres are maintained during the winter*

There are 32 total structures within the municipality, including:

> 19 bridges, of which 10 are rated good to very good (9 rated good to very good in 2010)

> 13 culverts, of which 10 are rated good to very good (10 rated good to very good in 2010)

Results for costs related to road maintenance and winter control may fluctuate based on environmental/weather conditions, traffic patterns and the number of lane kilometres maintained.

Notes

>2012 operating costs for paved roads decreased due to the reallocation of surface treatment costs to capital, offset by a slight increase in wage and benefit costs.

>2012 winter control costs remain relatively stable given similar winter conditions to 2011 (54 winter events in 2012 compared to 62 winter events in 2011).

>2011 Roadway costs increased over 2010 due to a 14% increase in contracted services, 11% increase in salaries/employee benefits and an increase in interfunctional adjustments and allocation support.

>2010 winter control lane kilometres maintained figures were restated in 2011 from the 235 reported in the 2010 MPMP to 470 in order to include both directions (lane's) of a road way. The number of lane kilometres maintained remained constant in 2012 at 470.

2012 Municipal Performance Measurement Program (MPMP)

ENVIRONMENTAL SERVICES

Item #	Service Area	2012 Results	2011 Results	2010 Results
Wastewater System				
30	Operating costs for the collection/conveyance of wastewater per kilometre of wastewater main	\$7,198.36	\$7,271.05	\$23,736.47
31	Total costs for the collection/conveyance of wastewater per kilometre of wastewater main	\$15,896.64	\$15,989.41	\$32,571.07
32	Operating costs for the treatment and disposal of wastewater per Megalitre	\$625.69	\$544.97	-\$23.06
33	Total costs for the treatment and disposal of wastewater per Megalitre	\$907.10	\$811.18	\$311.84
34	Operating costs for the collection/conveyance, treatment and disposal of wastewater per Megalitre	\$953.26	\$842.21	\$1,139.28
35	Total costs for the collection/conveyance, treatment and disposal of wastewater per Megalitre	\$1,630.50	\$1,464.81	\$1,906.80
36	Number of wastewater main backups per 100 kilometre of wastewater main in a year	1.25	0.00	1.25
37	Percentage of wastewater estimated to have by-passed treatment	0%	0%	0%

Key Factors for Understanding Results

The Blue Mountains is responsible for delivering wastewater services to connected properties.

The measures listed above focus on wastewater services in terms of:

- > Collection/Conveyance
- > Treatment
- > Disposal

Megalitres of wastewater treated fluctuates based on a variety of different factors including of the number of tourists to the area and environmental conditions such as a heavy rainfall or melting snow.

Notes

Total kilometres of wastewater mains remains constant at 80 kilometres.

>1,758 Megalitres of wastewater were treated in 2012, a decrease of 10% over Megalitres treated in 2011 (2011-1,957 , 2010 - 1,633).

> While total treatment and disposal costs remained stable in 2012, the decrease in Megalitres treated increased the per unit cost in 2012.

> 2011 & 2012 Costs for collection, conveyance and treatment of wastewater vary significantly from 2010 due to fluctuations in materials and interfunctional adjustments.

2012 Municipal Performance Measurement Program (MPMP)

ENVIRONMENTAL SERVICES

Item #	Service Area	2012 Results	2011 Results	2010 Results
	Water			
38	Operating costs for the treatment of drinking water per Megalitre	\$42.27	\$733.25	\$72.92
39	Total costs for the treatment of drinking water per Megalitre	\$454.55	\$1,211.23	\$662.51
40	Operating costs for the distribution/transmission of drinking water per kilometre of water distribution/transmission pipe	\$18,421.54	\$15,332.30	\$17,824.84
41	Total costs for the distribution/transmission of drinking water per kilometre of water distribution/transmission pipe	\$24,037.14	\$20,845.35	\$22,676.96
42	Operating costs for the treatment and distribution/transmission of drinking water per kilometre of water per Megalitre	\$3,155.77	\$3,752.62	\$2,922.38
43	Total costs for the treatment and distribution/transmission of drinking water per kilometre of water per Megalitre	\$4,517.16	\$5,316.27	\$4,211.38
44	Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect	0.000	0.000	0.000
45	Number of water main breaks per 100 kilometres of water distribution pipe in a year	5.000	1.667	2.500

Key Factors for Understanding Results

The Blue Mountains is responsible for delivering water services to connected properties.

The measurements above focus on the treatment and distribution of drinking water. It is assumed that all water treated is treated to drinking water standards. "Raw water" distributed to private sources is excluded in the calculation of the measurements above.

Notes

The 710 total Megalitres of water treated increased by 16% over 2011 (2011-609 Megalitres, 2010-647* Megalitres). 2010 Megalitres have been restated from the 2010 MPMP report of 748 to exclude "raw water".

>Costs related to the treatment of drinking water fluctuated year over year mainly due to the changes in interfunctional adjustments between the treatment and distribution of water that did not occur in 2011.

>Total 2012 interfunctional and operating costs remained relatively consistent with 2011 costs.

>Total costs for the treatment and distribution of water (#43) decreased over 2011 mainly due to the increase in the total Megalitres treated of water.

2012 Municipal Performance Measurement Program (MPMP)

ENVIRONMENTAL SERVICES

Item #	Service Area	2012 Results	2011 Results	2010 Results
Solid Waste Management				
46	Operating costs for garbage collection per household	\$39.21	\$38.60	\$38.35
47	Total costs for garbage collection per household	\$39.21	\$38.60	\$38.35
48	Operating costs for garbage disposal per household	\$103.25	\$110.42	\$120.94
49	Total costs for garbage disposal per household	\$106.41	\$113.70	\$124.52
50	Operating costs for solid waste diversion per household	\$64.68	\$68.73	\$74.41
51	Total costs for solid waste diversion per household	\$67.32	\$71.40	\$79.95
52	Average operating cost for solid waste management per household	\$207.13	\$217.76	\$233.70
53	Average total cost for solid waste management per household	\$212.93	\$223.71	\$242.82
54	Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households	16.690	25.014	30.600
55	Days a year an MOE compliance order for remediation was in effect	0.000	0.000	0.000
56	Percentage of residential solid waste diverted for recycling	45%	39%	42%

Key Factors for Understanding Results

The Solid Waste Division is responsible for the following services to the community:

- >Curbside Waste Collection
- >Waste Disposal Site Operations
- >Composting
- >Waste Reduction Initiatives

Average costs per household fluctuates based on the number of households per year.

Notes

>Average costs per household has declined over the 3 year period. In 2012, the decrease in average costs was a result of savings in material costs at the Landfill and a lower than prior year cost in the adjustment for the Landfill post closure liability calculation.

>In 2012, 1,604 tonnes of residential solid waste was diverted out of 3,574 total tonnes disposed of and diverted (2011- 1,308 diverted of 3,300 disposed)

>In 2010, 1,425* tonnes of residential solid waste was diverted out of 3,416 total tonnes disposed of and diverted. Total tonnes disposed of and diverted has been restated from the 2010 reported MPMP figure of 1,991 to include tonnes disposed and diverted.

2012 Municipal Performance Measurement Program (MPMP)

RECREATION AND CULTURAL SERVICES

Item #	Service Area	2012 Results	2011 Results	2010 Results
Parks and Recreation				
57	Operating costs for parks per person	\$106.11	\$105.70	\$91.63
58	Total costs for parks per person	\$141.81	\$140.92	\$124.25
59	Operating costs for recreation facilities per person	\$75.21	\$78.20	\$80.54
60	Total costs for recreation facilities per person	\$91.08	\$94.51	\$96.22
61	Operating costs for recreation parks and recreation facilities per person	\$181.33	\$183.89	\$172.17
62	Total costs for recreation parks and facilities per person	\$232.90	\$235.43	\$220.47
63	Total kilometres of trails per 1,000 persons	61.522	61.522	58.17
64	Hectares of open space per 1,000 persons	11.158	11.158	10.55
65	Total participant hours for recreation programs per 1,000 persons	257.25	257.25	11.72
66	Square metres of indoor recreation facilities per 1,000 persons	575.70	575.70	544.32
67	Square metres of outdoor recreation facilities per 1,000 persons	47,348.06	47,348.06	44,767.32

Key Factors for Understanding Results

Recreation services operates a number of different municipal properties, facilities and services in the Town including:

- >Parks
- >Trails
- >Beaches
- >Tomahawk Soccer Pitches & 18 hole Golf Course
- >Thornbury Harbour
- >Recreational Programming

For the purposes of the operating costs listed above, the Thornbury Harbour and the Tomahawk Golf Course are excluded from all calculations, as related costs are categorized under a separate cost item "facilities - marina, golf course".

Total kilometres of trails includes those owned by the municipality and by third parties such as the Georgian Trail Board of Management, the Ministry of Natural Resources and the Corporation of the County of Grey. 2010 figures were restated in 2011 to include kilometres owned by third parties.

Notes

>2012 Costs for parks remained stable with an increase in wage and material cost offset by a decrease in interfunctional adjustments.

>Costs for recreation facilities decreased in 2012 primarily due to a decrease in wage and material costs.

> The decrease in 2011 costs over 2010 was due to the allocation of Tomahawk golf course expenditures to the service category "facilities - Golf courses and marinas" from recreation facilities as reported in 2010.

>Program hours increased in 2011 due to the inclusion of Town operated programs such as drop in adult and public skating that were not included in the 2010 figures. 2012 program hours are consistent to 2011 hours.

>Square metres of indoor/outdoor recreation facilities per 1,000 persons increases as the population declines.

2012 Municipal Performance Measurement Program (MPMP)

RECREATION AND CULTURAL SERVICES

Item #	Service Area	2012 Results	2011 Results	2010 Results
Library Services				
68	Operating costs for library services per person	\$91.54	\$86.60	\$74.94
69	Total operating for library services per person	\$117.69	\$117.87	\$105.62
70	Operating costs for library services per use	\$2.46	\$2.66	\$2.55
71	Total costs for library services per use	\$3.16	\$3.54	\$3.59
72	Total library users for your municipality	240,491	215,105	200,664
73	Library uses per person	37.3%	33.3%	29.4%
74	Electronic library users as a percentage of total library uses	37.0%	27.4%	21%
75	Non-electronic library uses as a percentage of total library uses	63.0%	72.6%	79%

Key Factors for Understanding Results

The Blue Mountains Public Library exists to enrich the lives of all members of our community by offering a wide range of materials, programs and services.

Fluctuations in population and number of library users may impact results.

Notes

>In 2012 operating costs per person increased over 2011, mainly due to higher wage and benefit costs. Costs increased in 2011 over 2010 due to changes in the staff complement, a 10% increase in contracted services and the allocation of interfunctional

>Costs per use continue to decrease as the number of users increases year over year.

2012 Municipal Performance Measurement Program (MPMP)

PLANNING AND DEVELOPMENT

Item #	Service Area	2012 Results	2011 Results	2010 Results
	Land Use Planning			
76	Percentage of land designated for agricultural purposes which was not re-designated for other users during the reporting year	100%	100%	100%
77	Size of Settlement Area	4183	4183	4183
78	Percent change in the size of the settlement area relative to the base year of 2004	54%	54%	54%

Key Factors for Understanding Results

The Planning Division is responsible for policy planning and development review within The Blue Mountains.

Notes

>The hectares of land designated for agricultural purposes in the Official Plan is 7,140

STAFF REPORT:

Finance & IT Services

REVISED



REPORT TO: Finance & Administration
MEETING DATE: June 11, 2013
REPORT NO.: FIT.13.35
SUBJECT: Comparative Council Remuneration Review
PREPARED BY: Robert Cummings, Director of Finance & IT Services

D.2

A. Recommendations

THAT Council receive Staff Report FIT.13.35, “Comparative Council Remuneration Review”, for information purposes.

B. Background

At the March 19, 2013 Finance and Administration Committee meeting, Staff presented the 2012 Councillor Remuneration Report. The discussions on the report lead the Committee to the following Recommendation:

Moved by: R. J. Gamble Seconded by: Gail Ardiel

THAT Staff be requested to complete a Council remuneration review with comparative municipalities for possible implementation following the 2014 municipal election.

Comparative Municipalities

As per analysis conducted in the past year, there is a list of 7 comparative municipalities. These municipalities were deemed comparable based on a number of factors that included: number of households, taxes per household, geography, proximity, budget, number of employees, capital and net financial assets. The 6 comparative municipalities are:

Niagara-on-the-Lake	Collingwood	Saugeen Shores
Lambton Shores	Meaford	Clearview

Analysis – Base Salary

The comparison of councillor remuneration is best viewed through base salary or overall compensation. In reviewing the reported 2012 Statements of Remuneration, comparing “apples-to-apples” is difficult given the different permitted formats of the statements. For example, many municipalities include salary and benefits together. This makes it difficult to compare since the benefit value is typically different for each individual depending on their personal situation. Some also include per diem amounts or other amounts. For the purpose of this report, a salary comparison is presented as is a comparison of 2012 remuneration excluding expense reimbursement.

The Base Salary comparison among The Blue Mountains' comparator group is as follows:

Position	Niagara-on-the-Lake	Collingwood*	The Blue Mountains*	Saugeen Shores*	Clearview	Meaford	Lambton Shores	Average
Mayor	\$ 39,446	\$ 36,405	\$ 31,000	\$ 30,011	\$ 28,317	\$ 27,000	\$ 16,400	\$ 29,797
Deputy Mayor		\$ 26,580	\$ 22,000	\$ 19,207	\$ 22,379	\$ 22,000	\$ 12,400	\$ 20,761
Councillor	\$ 12,453	\$ 21,690	\$ 17,500	\$ 13,205	\$ 17,748	\$ 20,000	\$ 10,800	\$ 16,199

*2013 salary

The Blue Mountains' rates are very close to the average of the group. It should be noted that Collingwood, The Blue Mountains and Saugeen Shores represent 2013 salaries whereas the rest of the group has been sourced from 2012 data.

A partial explanation of the variance in compensation across the group can be attributed to a number of factors including how councillors are compensated. For example, Saugeen Shores' councillors receive a Per Diem amount for Budget meetings. Other amounts of reimbursement or allowances are not included in this part of the report.

Analysis - Salary, Benefits, and Allowances

Staff has examined each of the comparator municipality's 2012 Statement of Remuneration for Council. In an attempt to provide a reasonable comparison, all amounts related to salary, benefits, and allowances (where possible) have been grouped by municipality, by Council position in the following chart. The amounts in the Councillor row are an average of each municipality's councillors. Please note that some compensation amounts may include per diem amounts. Niagara-on-the-Lake and The Blue Mountains do not. It was unclear if the other municipalities included per diems in this section of compensation.

Position	Niagara-on-the-Lake	Collingwood	The Blue Mountains	Saugeen Shores	Clearview	Meaford	Lambton Shores	Average
Mayor	\$ 47,293	\$ 34,995	\$ 38,281	\$ 30,011	\$ 28,317	\$ 27,000	\$ 16,400	\$ 31,757
Deputy Mayor		\$ 29,410	\$ 32,809	\$ 19,216	\$ 22,379	\$ 22,000	\$ 12,400	\$ 23,036
Councillor*	\$ 19,758	\$ 24,184	\$ 27,981	\$ 14,053	\$ 17,748	\$ 20,000	\$ 10,800	\$ 19,218
* Averages								

The additional sources of compensation have changed the chart averages and rankings. The Blue Mountains Council ranks higher in the group than the previous chart due to amounts for travel and computer allowances. Most of the other municipalities have increased with the inclusion of benefits and allowances. The Blue Mountains' councillors and deputy mayor are at the top end when compared to this group.

This type of comparison has its challenges. The absence of knowing how councillors perform their administration work in other municipalities may be the difference in some amounts. For example, some municipalities have workstations set up for Council to

utilize for Council business whereas the Town offers an allowance to councillors so they do not have to travel to the office to complete this type of work.

C. The Blue Mountains' Strategic Plan

To ensure long-term financial sustainability of the Town of The Blue Mountains

D. Environmental Impacts

NA

E. Financial Impact

There may be a future financial impact dependent upon any changes in the 2014 budget.

F. In Consultation With

Brooke Batty, Accounting Clerk

G. Attached

NA

Respectfully submitted,

Robert Cummings, Director of Finance & IT Services

For more information, please contact:

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519-599-3131 x245

STAFF REPORT: Finance & IT Services



REPORT TO: Finance & Administration
MEETING DATE: June 11, 2013
REPORT NO.: FIT.13.38
SUBJECT: Monthly Financial Report – May 2013
PREPARED BY: Robert Cummings, CMA
Director of Finance & IT Services

A. Recommendations

THAT Council receive Staff Report FIT.13.38 “Monthly Financial Report - May 2013” for information purposes.

B. Background

Finance provides financial updates for review by the Finance & Administration Committee and approval by Council. The attached documentation provides Council with year-to-date information on the financial activity of the Town in 2013.

Staff have examined the financial position and activities of the Town’s operations to May 31, 2013 for the following:

Tax-Supported Services – Overall Total Expenses are running at 40% of budget and Revenues are at 46%. Revenue includes interim property taxes that represent 46% of the property tax budget. Expenses are trending as expected through the first five months of 2013.

Water and Wastewater Operations - Overall Total Expenses are running at 41% of budget and Revenues are at 34%. Of note, Professional Fees within Purchased Goods and Services group are running over budget by 18% which relate directly to the work on the Water Modelling & Distribution Analysis. Part of this cost will be funded by reserves that have yet to be allocated. Estimates on user rate billings are presently trending less than expected at 38% of budget as a result of lower than expected usage. Fixed charge revenue is on target. Private charge revenue is presently at 71% of budget.

User Fee Supported Operations - User Fee supported functions are primarily Building Inspection and Harbour but also include Tile Drainage Loans and BIA. Overall Total Expenses are running at 39% of budget and Revenues are at 50% with 97% of the Harbour revenue accounted for. Due to the seasonal nature of these operations, activity level is as expected at this point in the season.

C. The Blue Mountains’ Strategic Plan

To ensure long-term financial sustainability of the Town of The Blue Mountains

D. Environmental Impacts

The Blue Mountains is committed to environmental sustainability.

E. Financial Impact

As per above.

F. In Consultation With

Renee Ouellette, Financial Accountant
Debbie Brown, Budget Analyst

G. Attached

1. 2013 May Flash Report
2. 2013 Budget Variance Report Tax Levy Summary
3. 2013 Budget Variance Report Water & Wastewater Services Summary
4. 2013 Budget Variance Report User Fee Summary

Respectfully submitted,

Robert Cummings, CMA
Director of Finance & IT Services

For more information, please contact:

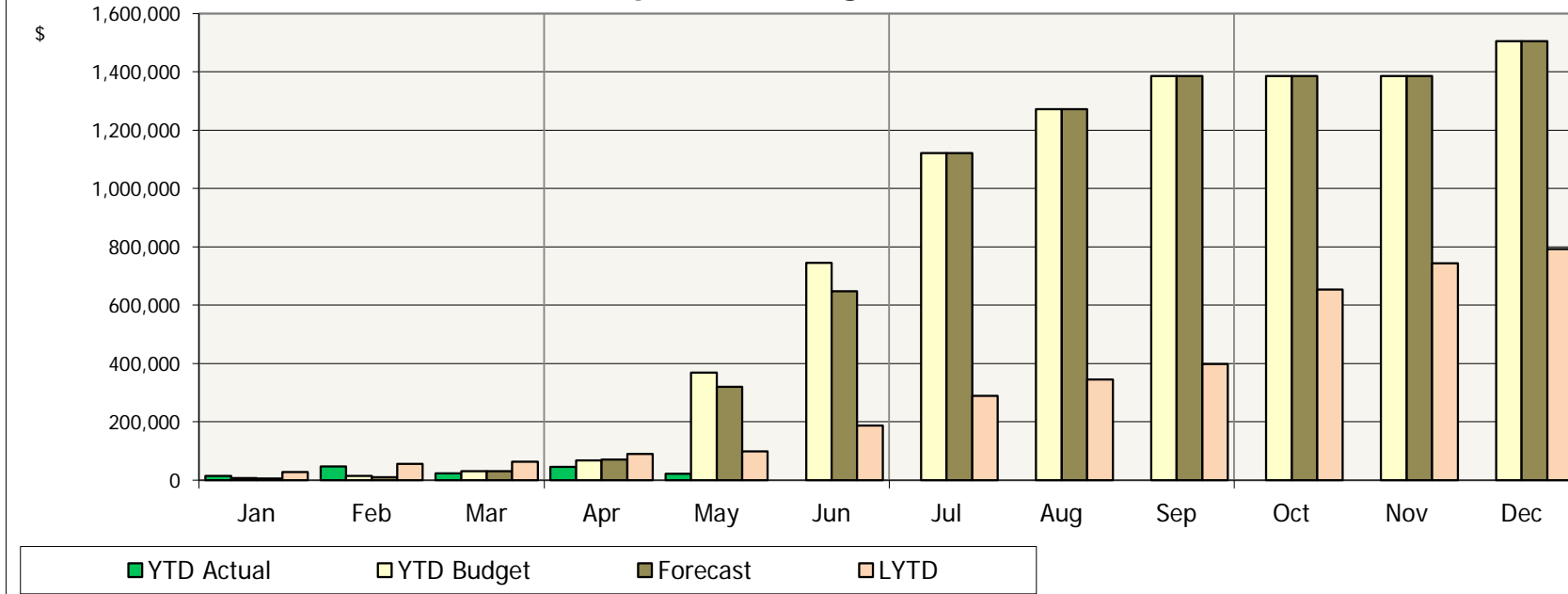
Robert Cummings
rcummings@thebluemountains.ca
519.599.3131 x245

**The Blue Mountains
Monthly Flash Report -- Operating
May 31/2013**

Development Charges Collected

Estimated D/C's	YTD Actual	% Collected	Annual Forecast	Fcst Variance
1,505,900	21,825	1%	1,505,900	-

2013 Development Charges Collected



Commentary

Total refunded for May was \$ 75,272 to Reid's Heritage Homes for double payment of soft services for Phase 1 and we collected \$ 51,779 from Building Permits.

Soft Services -Total \$ -23,493

- General Government - \$ -2,659
- Fire - \$ -2,265
- Police - \$ -2,942
- Public Works - \$ -472
- Parks & Recreation - \$-11,836
- Library - \$-3,319

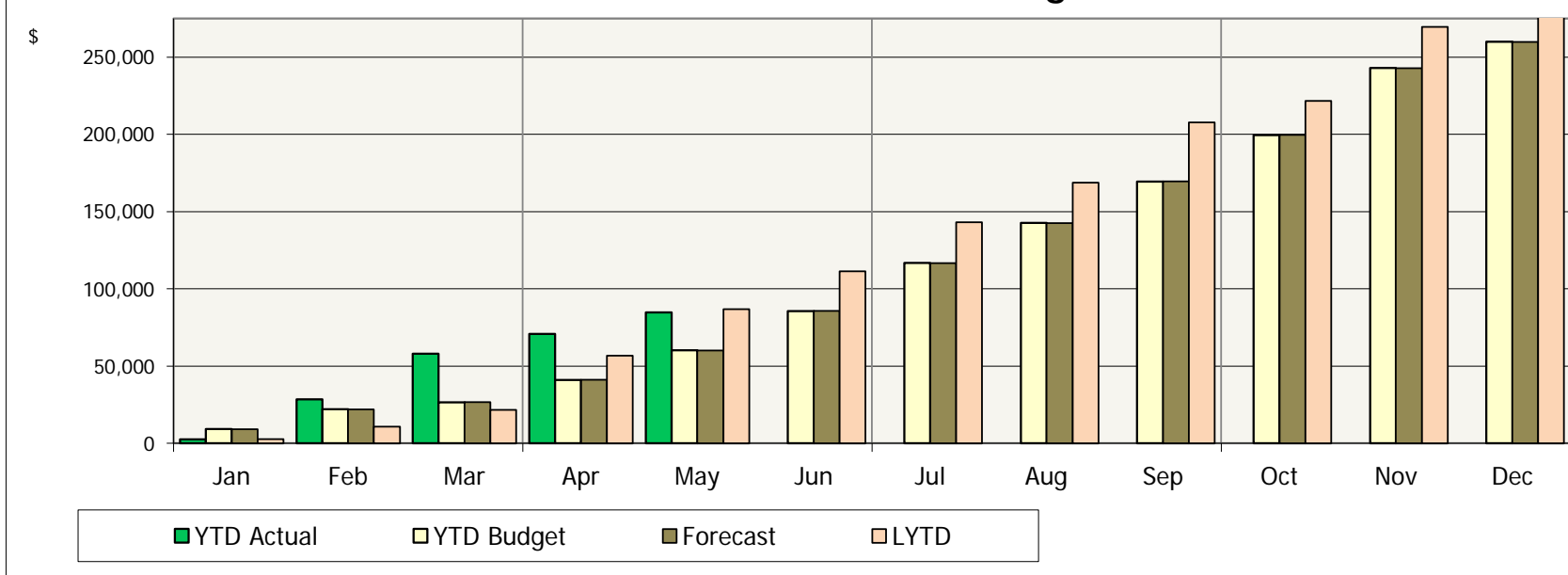
Hard Services - Total \$

- Roads - \$
- Water - \$
- Sewer - \$

Landfill Site Fees

Annual Budget	YTD Actual	% of Budget	Annual Forecast	Fcst Variance
260,000	84,639	33%	260,000	-

2013 Landfill Fees to Budget



Commentary

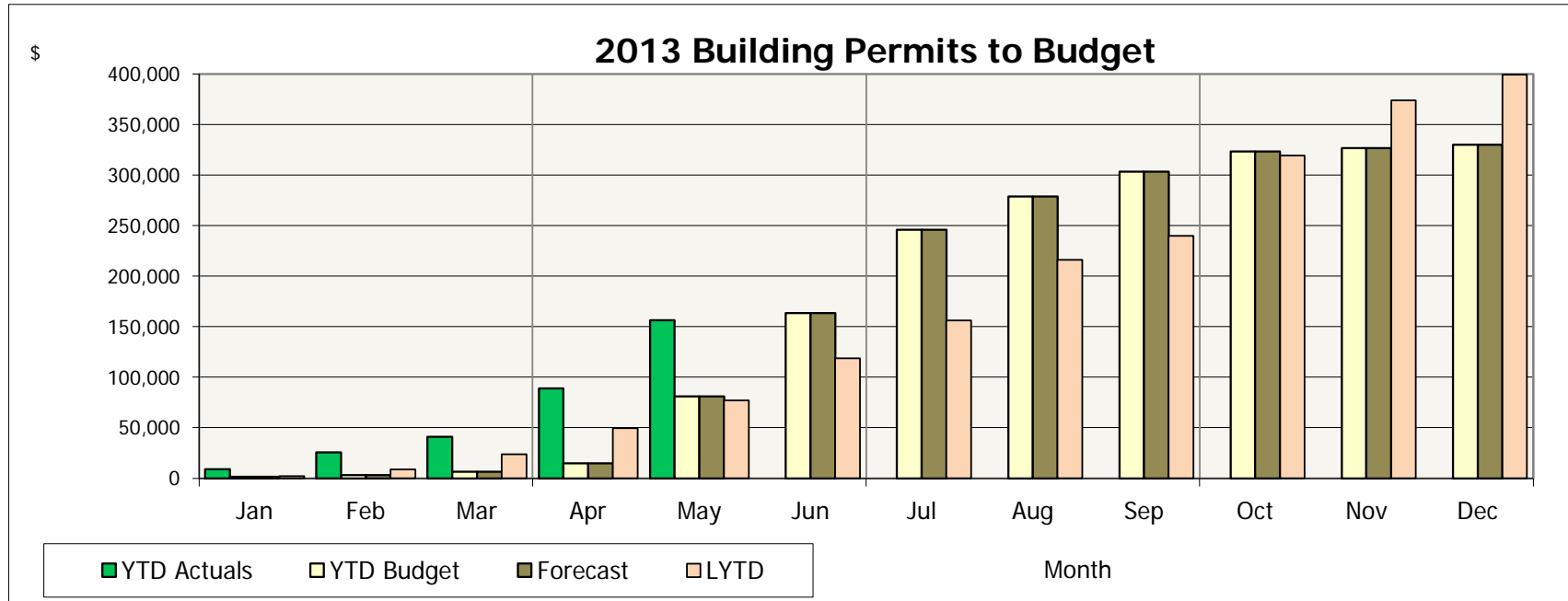
Total Landfill Site fees collected for May were \$ 13,738

2013 YTD has increased over 2012 by \$2,288

**The Blue Mountains
Monthly Flash Report -- Operating
May 31/2013**

Building Permits

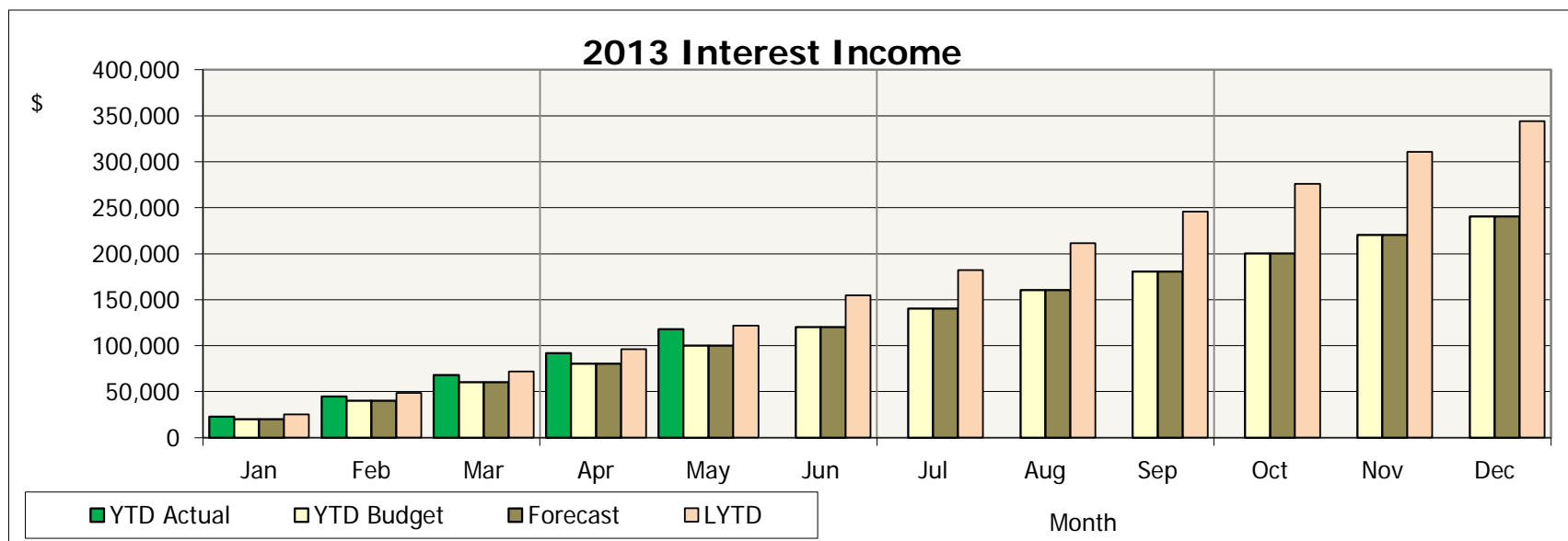
Annual Budget	YTD Actual	% of Budget	Annual Forecast	Fcst Variance
330,000	156,214	47%	330,000	-



Commentary
Total Building Permit Fees collected for May were \$67,174
2013 YTD has increased over 2012 by \$ 79,299

Interest Income

Annual Budget	YTD Actual	% of Budget	Annual Forecast	Fcst Variance
240,500	117,767	49%	240,500	-

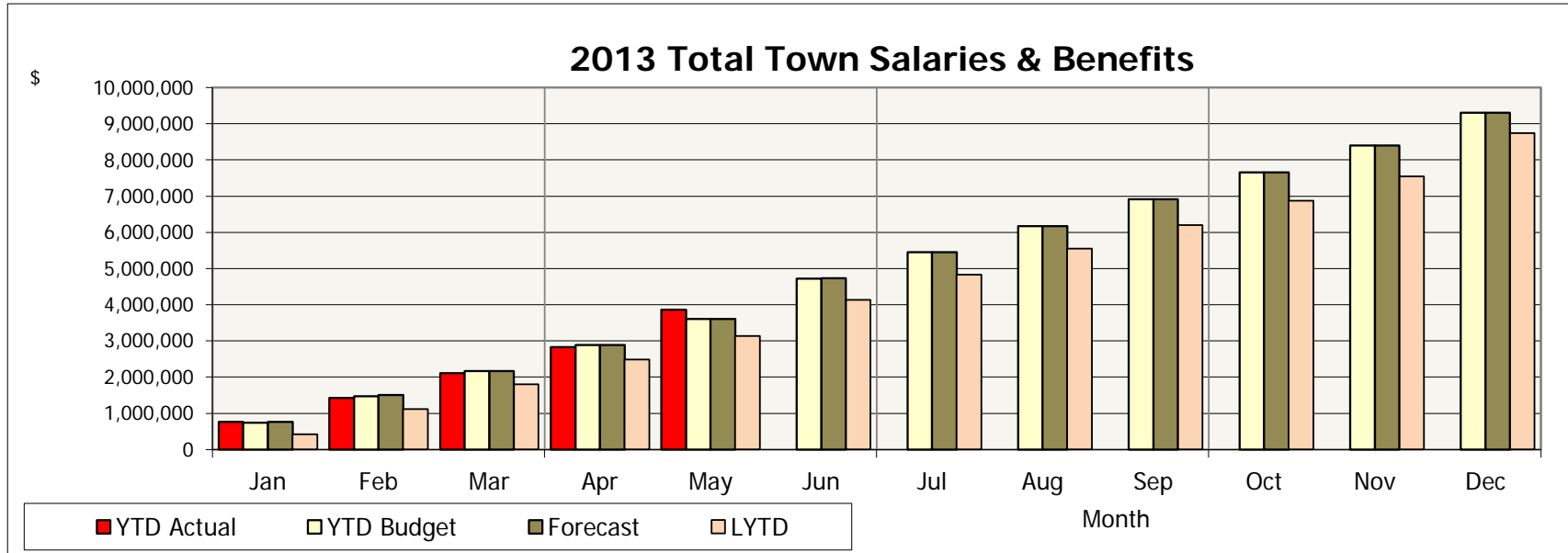


Commentary
Town Operating Bank Account Balance at May 31, 2013 was \$8,570,836
We had a tax due date on May 27th. The levies to the School and County will be paid in June.

**The Blue Mountains
Monthly Flash Report -- Operating
May 31/2013**

Total Town Salaries & Benefits

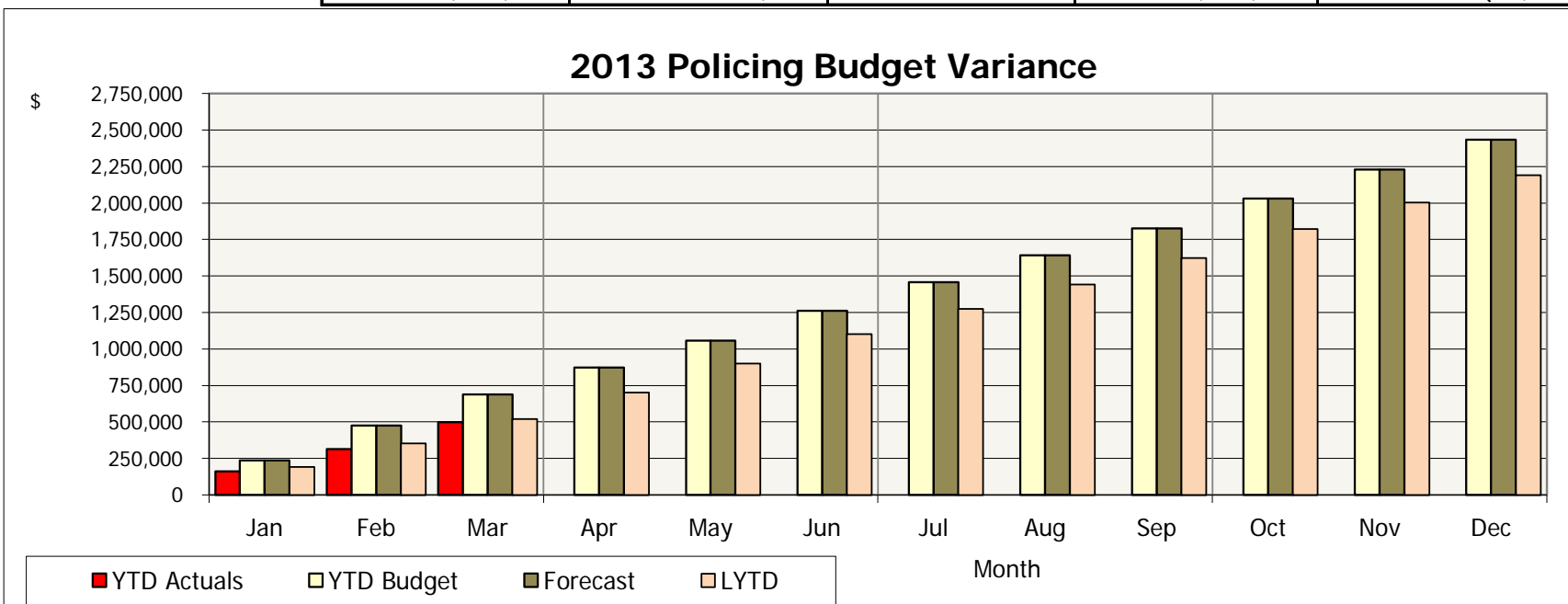
Annual Budget	YTD Actual	% of Budget	Annual Forecast	Fcst Variance
9,309,285	3,866,020	42%	9,309,285	-



Commentary
Salaries & Benefits for the month of May were \$1,040,065
We had three pay periods in May and also Pay Equity Adjustments.

OPP Services

Annual Budget	YTD Actual	% of Budget	Annual Forecast	Fcst Variance
2,433,000	497,112	20%	2,450,636	(17,636)



Commentary
Information from the OPP is provided at the end of the following month in order to be able to provide accurate statistics.
February 2013 Hours were 1,649
March 2013 Hours were 1,982
Currently operating 1,182 hours under contract
Maximum billable hours as per the contract is approx 2,193/month.

Note: YTD Budget is an extrapolation of the Annual Budget based on estimated occurrence of transactions in our business cycle.

Town of The Blue Mountains
2013 Budget Variance Report
For the Five Months Ending May 31, 2013

	2013					2012			
	MAY	Total YTD	Budget	Unexpended	% of Budget	MAY	LYTD	Actuals	Budget
EXPENSES									
Salaries & Benefits	\$713,590	\$3,000,249	\$7,552,925	\$4,552,676	40%	\$838,980	\$2,943,177	\$7,165,805	\$7,233,920
Administrative Expenses	28,095	129,734	371,520	241,786	35%	23,863	124,519	277,713	360,225
Vehicle Related	31,014	141,354	279,645	138,291	51%	19,439	129,099	293,556	275,730
Purchased Goods & Services	441,373	3,099,755	7,539,382	4,439,627	41%	430,098	2,211,890	7,076,460	7,703,540
TOTAL EXPENSES	1,214,072	6,371,092	15,743,472	9,372,380	40%	1,312,380	5,408,685	14,813,534	15,573,415
Transfers	8,039	507,227	1,265,623	758,396	40%	(18,825)	(339,073)	5,768,584	1,197,851
TOTAL TRANSFERS & EXPENSES	1,222,111	6,878,319	17,009,095	10,130,776	40%	1,293,555	5,069,612	20,582,118	16,771,266
REVENUE									
Property Tax Revenue	(10,097)	5,701,769	12,358,790	6,657,021	46%	(15,260)	5,275,513	11,410,540	11,422,991
Grants	28,327	1,168,418	1,930,500	762,082	61%	5,579	858,193	1,888,963	2,174,450
Reserve Revenue	29,523	78,723	643,500	564,777	12%	0	6,245	1,080,762	943,400
Interest and Investment	66,676	325,481	727,550	402,069	45%	65,553	311,033	904,123	792,350
Sales, Charges, Rentals	126,449	568,942	1,348,755	779,813	42%	97,193	412,836	1,198,462	1,380,275
Proceeds from Debt	0	0	0	0	0%	0	0	3,914,000	0
TOTAL REVENUE	240,878	7,843,333	17,009,095	9,165,762	46%	153,065	6,863,820	20,396,850	16,713,466
NET POSITION	(981,233)	965,014	0	(965,014)	0%	(1,140,490)	1,794,208	(185,268)	(57,800)

Town of The Blue Mountains
2013 Budget Variance Report
 For the Five Months Ending May 31, 2013

	2013					2012			
	MAY	Total YTD	Budget	Unexpended	% of Budget	MAY	LYTD	Actuals	Budget
EXPENSES									
Salaries & Benefits	\$131,065	\$553,852	\$1,373,960	\$820,108	40%	\$154,286	\$542,903	\$1,327,164	\$1,281,460
Administrative Expenses	5,277	16,483	45,835	29,352	36%	3,047	18,069	23,603	56,350
Vehicle Related	6,430	16,916	58,610	41,694	29%	6,145	20,758	60,203	55,450
Purchased Goods & Services	185,269	1,028,150	2,498,925	1,470,775	41%	123,830	630,609	2,426,633	2,437,459
TOTAL EXPENSES	328,041	1,615,401	3,977,330	2,361,929	41%	287,308	1,212,339	3,837,603	3,830,719
Transfers	172,566	1,220,318	2,957,930	1,737,612	41%	13,444	377,311	2,850,468	2,786,296
TOTAL TRANSFERS & EXPENSES	500,607	2,835,719	6,935,260	4,099,541	41%	300,752	1,589,650	6,688,071	6,617,015
REVENUE									
User Rate Billings	492,081	2,322,479	6,041,895	3,719,416	38%	440,016	2,064,207	5,735,465	5,739,875
Grants	0	0	0	0	0%	0	0	660	0
Reserve Revenue	0	0	850,745	850,745	0%	0	80,682	861,342	832,139
Interest and Investment	1,284	7,425	17,165	9,740	43%	914	7,483	19,415	19,895
Sales, Charges, Rentals	1,039	8,570	25,455	16,885	34%	205	2,696	71,191	25,105
TOTAL REVENUE	494,404	2,338,474	6,935,260	4,596,786	34%	441,135	2,155,068	6,688,073	6,617,014
NET POSITION	(6,203)	(497,245)	0	497,245	0%	140,383	565,418	2	(1)

Town of The Blue Mountains
2013 Budget Variance Report
 For the Five Months Ending May 31, 2013

	2013					2012			
	MAY	Total YTD	Budget	Unexpended	% of Budget	MAY	LYTD	Actuals	Budget
EXPENSES									
Salaries & Benefits	\$54,360	\$172,664	\$395,015	\$222,351	44%	\$46,800	\$172,124	\$461,212	\$458,395
Administrative Expenses	4,827	11,717	30,650	18,933	38%	3,917	12,955	40,034	45,350
Vehicle Related	3,675	9,528	19,845	10,317	48%	1,493	7,565	18,928	21,825
Purchased Goods & Services	30,302	88,107	318,667	230,560	28%	26,944	81,578	334,580	348,017
TOTAL EXPENSES	93,164	282,016	764,177	482,161	37%	79,154	274,222	854,754	873,587
Transfers	16,323	142,359	315,699	173,340	45%	5,380	25,994	283,523	325,939
TOTAL TRANSFERS & EXPENSES	109,487	424,375	1,079,876	655,501	39%	84,534	300,216	1,138,277	1,199,526
REVENUE									
User Rate Billings	880	1,685	3,000	1,315	56%	90	865	5,025	3,000
Grants	0	0	0	0	0%	0	0	2,117	0
Reserve Revenue	0	0	15,285	15,285	0%	0	0	0	0
Interest and Investment	0	4,305	8,592	4,287	50%	0	4,305	8,609	8,592
Sales, Charges, Rentals	82,636	530,369	810,655	280,286	65%	36,321	431,523	970,594	827,180
Proceeds from Debt	0	0	242,344	242,344	0%	0	0	151,929	365,754
TOTAL REVENUE	83,516	536,359	1,079,876	543,517	50%	36,411	436,693	1,138,274	1,204,526
NET POSITION	(25,971)	111,984	0	(111,984)	0%	(48,123)	136,477	(3)	5,000