

The Corporation of The Town of The Blue Mountains

By-law Number 2025 – 76

Being a By-law to adopt the estimates of all sums required for 2026 for Town purposes

Whereas Section 290 of the *Municipal Act, S.O. 2001, Chapter 25*, provides that for each year, a local municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality, including, (a) amounts sufficient to pay all debts of the municipality falling due within the year; (b) amounts required to be raised for sinking funds or retirement funds; and (c) amounts required for any board, commission or other body;

And Whereas the Council of The Corporation of the Town of The Blue Mountains has given notice before adopting all or part of the annual budget and such notice was given in accordance with Town Policy POL.COR.07.03;

And Whereas the Council of The Corporation of the Town of The Blue Mountains has prepared such an estimate of all sums required during the year of 2026;

Now Therefore the Council of The Corporation of the Town of The Blue Mountains enacts as follows:

1. The estimate of all sums required for Town purposes for The Corporation of the Town of The Blue Mountains for the year 2026 is hereby adopted.
2. The estimate of all sums required for Town purposes, including estimates for all taxation purposes, for The Corporation of the Town of The Blue Mountains for the year 2026, also called the 2026 Budget, is attached hereto as Schedule “A” and forms part of this By-law.
3. THAT the tax levy requirement to meet the municipal budget estimates for the year 2026 is \$24,609,613.
4. THAT this By-law shall come into force and effect on January 1st, 2026.

Enacted and passed this 1st day of December, 2025.

“Original Signed”

Peter Bordignon, Deputy Mayor

“Original Signed”

Corrina Giles, Town Clerk



2026 APPROVED BUDGET

TOWN OF THE BLUE MOUNTAINS



DECEMBER 1, 2025

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01 Introduction

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Overview

A brief community profile detailing demographics, economic factors, geography, housing, services and culture, along with an overview of the budget's purpose in a municipal context.



Community Profile



WHERE WE LIVE

Nestled between the shores of Georgian Bay and the rolling landscapes of the Niagara Escarpment, the Town of The Blue Mountains is a vibrant municipality in southern Ontario. Renowned for its natural beauty, four-season recreational opportunities and dynamic local economy, the Town attracts residents, businesses and visitors from across the province and beyond. With a unique mix of rural charm and modern amenities, The Blue Mountains offers a high quality of life and a welcoming community spirit.

GEOGRAPHY AND ENVIRONMENT

The Town of The Blue Mountains is located at the northern tip of Grey County, approximately two hours northwest of Toronto. Spanning 287 square kilometers, the municipality is characterized by its stunning natural landscapes, including the iconic Blue Mountain, a prominent part of the Niagara Escarpment. This UNESCO World Biosphere Reserve provides a backdrop for a wide range of outdoor activities and contributes to the Town's ecological significance.

Georgian Bay defines the Town's northern boundary, offering residents and visitors access to pristine beaches, boating, and fishing. The area's forests, trails and conservation areas make it a haven for hikers, cyclists and nature enthusiasts. Seasonal changes bring distinct opportunities, from summer water sports, to winter skiing and snowboarding at Blue Mountain Resort, one of Ontario's premier recreational destinations.

DEMOGRAPHICS AND POPULATION

As of the 2021 Census, the Town of The Blue Mountains has a population of approximately 9,390 residents. This number represents a steady growth trend fueled by the Town's appeal as both a tourism hub and a desirable place to live. A significant portion of the population consists of retirees and seasonal residents, reflecting the Town's reputation as a preferred destination for second-home ownership and leisure living.

The community is also home to a growing number of young families and professionals, drawn by the Town's safe environment, excellent schools, and proximity to larger urban centres. Despite its small size, the Town boasts a diverse cultural fabric, with community events and activities fostering social connections.

ECONOMY AND EMPLOYMENT

The Blue Mountains' economy is driven by a mix of tourism, agriculture, and small business entrepreneurship. Tourism is the cornerstone, with the iconic Blue Mountain Village serving as a focal point for visitors year-round. The Village features hotels, restaurants, shops and entertainment venues, supporting a significant portion of local employment. Other attractions, such as the Scenic Caves, Thornbury Harbour and the Apple Pie Trail, enhance the area's tourism appeal.

Agriculture also plays a vital role, with local farms producing apples, cider and other products that contribute to the Town's economy and identity. The area is part of Ontario's Apple Belt and hosts annual events like Open Fields, celebrating the agricultural community.

Small businesses, entrepreneurs and professional services further diversify the economic landscape. The Town's high-speed internet access and scenic environment make it an increasingly popular location for remote professionals and entrepreneurs seeking a balanced lifestyle.

HOUSING AND DEVELOPMENT

The housing market in The Blue Mountains reflects its desirability, with a mix of permanent residences, seasonal homes, and short-term rental properties. Real estate development has been robust, with new subdivisions and condominium projects accommodating the Town's growing population. However, this growth has also raised concerns about affordability and the need for sustainable development, similar to other areas in the province. The municipality is committed to balancing growth with the preservation of its natural and cultural heritage.

SERVICES AND AMENITIES

The Town of The Blue Mountains offers a wide range of services and amenities to support its residents and visitors. Public facilities include libraries, parks and recreational centres, such as the Beaver Valley Community Centre and Craigleith Heritage Depot. The Thornbury-Clarksburg Union Cemetery and local churches reflect the community's historical roots.

Education is provided through public and private schools, with secondary school students typically attending institutions in nearby towns. Healthcare services include the Thornbury Medical Centre and access to regional hospitals in Collingwood and Meaford.

The Town is also home to a variety of community organizations and clubs that enhance social life and provide opportunities for volunteerism, such as the Rotary Club, Lions Club, Royal Canadian Legion and Beaver Valley Outreach.

CULTURAL AND RECREATIONAL ACTIVITIES

The Blue Mountains is a hub for arts, culture, and outdoor recreation. The Blue Mountains Public Library and local galleries showcase works by regional artists, while events like the Music in the Park series and live performances at Blue Mountain Resort add vibrancy to the cultural calendar.

Recreational opportunities are abundant, with a network of trails, golf courses and waterfront parks catering to all interests. Blue Mountain Resort is a year-round destination for adventure seekers, offering skiing, snowshoeing, mountain biking and zip-lining. Water-based activities such as kayaking and paddleboarding on Georgian Bay are also popular.



DECEMBER 1, 2025

Budget Purpose

A municipal budget in Ontario serves as a critical tool for financial planning, resource allocation and public accountability. It reflects the municipality's priorities and strategic objectives by identifying the funding required to deliver essential services such as infrastructure maintenance, waste management, public safety, parks and recreation programs. Through the budgeting process, municipalities ensure they meet statutory obligations, adhere to provincial regulations and address community needs effectively and efficiently.

The budget also provides a framework for managing revenues, such as property taxes, grants, user fees and other sources of income, while maintaining fiscal responsibility and sustainability. It enables municipal leaders to balance short-term operational requirements with long-term investments in capital projects, ensuring the well-being of the community over time. Moreover, the municipal budget enhances transparency by engaging the public and stakeholders in the decision-making process, fostering trust and accountability in the management of public funds.

A significant portion of a municipality's funding in Ontario comes from property taxes, which are calculated using a formula that combines the assessed value of a property, determined by the Municipal Property Assessment Corporation (MPAC), with the applicable tax rate for residential or business properties. In addition to property taxes, municipalities generate revenue from a variety of other sources, including payments in lieu of taxes, government grants or transfers, non-tax income (i.e. rates, user fees, and fines), investment income, development charges and capital levies (which are also tied to MPAC-assessed values).

For context, in 2025, the Town's total operating and capital expenditures amounted to \$142.7 million, supported by a total municipal tax levy of \$23.1 million.



2026 Town Budget Key Dates

DATE	ACTION
October 7, 2025	The draft budget book will be posted to the Town website for residents to review
October 14-17, 2025	A series of special budget meetings will be held for Council and staff to review the draft budget
October 20, 2025	Following the special budget meetings, Town staff will provide a report with budget-related recommendations and request direction to proceed to the Public Meeting
November 10, 2025	A Public Meeting will be held to receive comments on the updated draft budget
November 17, 2025	A staff report will be presented at the Committee of the Whole meeting summarizing comments received at Public Meeting and providing further budget-related recommendations to Council
December 1, 2025	Council will consider the recommendation from the November 17 Committee of the Whole meeting, with direction to approve the 2026 Budget through the approval of the By-law

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Financial Overview

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Overview

An outline of the municipality's financial priorities, strategic goals and key initiatives for the fiscal year. It highlights major revenue sources and expenditures, offering a snapshot of the fiscal health and planned investments in community services and infrastructure.



Executive Summary

INTRODUCTION

The staff proposed 2026 Budget is prepared in the context of a challenging but stabilizing economic environment. Inflation has moderated, with Ontario's Consumer Price Index (CPI) trending below the Bank of Canada's 2% target, but municipal costs — particularly for construction, insurance and waste management — continue to rise well above headline inflation. The Building Construction Price Index increased by 4% in Q2 2025 alone, underscoring the persistent upward pressure on capital project costs.

At the same time, borrowing costs remain elevated despite recent rate cuts, limiting flexibility for financing. Assessment growth is moderating compared to prior years, while population and visitor growth continue to drive demand for housing, infrastructure and core municipal services.

BUDGET FRAMEWORK AND PRINCIPLES

Council has endorsed a framework for the 2026 Budget that emphasizes:

Transparency and Accountability – ensuring residents and Council clearly see the trade-offs between baseline service delivery, new enhancements and discretionary programs.

Long-Term Sustainability – contributing adequately to reserves, avoiding structural deficits and making prudent use of debt.

Affordability – balancing service expectations with what taxpayers and ratepayers can reasonably sustain.

Alignment with Asset Management – integrating lifecycle requirements from the updated Asset Management Plan, due at the end of 2025, directly into the budget process.

Continuous Improvement – pursuing efficiencies through zero-based budgeting in selected areas, technology adoption and ongoing service reviews.

ZERO-BASED BUDGETING IN THE 2026 BUDGET

In response to Council's direction, staff incorporated Zero-Based Budgeting (ZBB) into the preparation of the 2026 Budget for the following divisions: Administration (i.e., CAO, Clerks), Corporate and Financial Services, Human Resources and Sustainability.

What is ZBB?

Zero-Based Budgeting is a process first introduced in the late 1960s that requires programs and expenditures to be reviewed and justified from the ground up in each budget cycle, rather than carried forward automatically from prior years. Unlike traditional budgeting, no item is assumed to continue without review. Each program or expense category must demonstrate its necessity, alignment with corporate strategies and efficiency in service delivery before funding is allocated.

How is ZBB applied in the 2026 Budget?

While the Town has traditionally avoided applying across-the-board percentage increases and instead builds budgets based on identified needs, the formal introduction of ZBB allowed staff to take a closer look at controllable operating items in the identified divisions. This included expenditures such as consulting, software, office supplies, training and education and other discretionary operating costs. Items not within staff's control, such as salaries and benefits, were not part of this review.

This targeted ZBB approach strengthened the transparency and rigor of the 2026 Budget by:

- Ensuring controllable expenditures are directly tied to service levels and strategic priorities.
- Challenging assumptions and confirming the necessity of recurring costs.
- Highlighting opportunities to reallocate resources more effectively.

While this represents the first formal application of ZBB at the Town in recent years, it builds on the existing practice of carefully scrutinizing budgets rather than simply carrying prior year amounts forward. The process has provided Council with clearer insight into controllable expenditures, supporting transparency, accountability and long-term financial sustainability.

CORE VS NON-CORE SERVICES

Building on the KPMG Service Delivery Review and Council's past direction, the Town continues to distinguish between Core and Non-Core Services as part of its budget decision-making:

- **Core Services** include **Mandatory (Must Do)** services required by legislation (e.g., fire protection, water and wastewater, taxation), **Essential (Should Do)** services necessary for the municipality to function (e.g., winter control, roads maintenance), and **Traditional (Can Do)** services historically provided by municipalities (e.g., recreation programming, community events). These are critical for legislative compliance, operational continuity and alignment with municipal norms.
- **Non-Core Services** represent **Discretionary (Nice to Do)** programs or service enhancements that, while valuable to the community, are not required by legislation and can be adjusted based on affordability, demand and Council's priorities.

This classification supports a "back-to-basics" budget philosophy. It ensures limited resources are directed first to legislated and essential obligations, while discretionary enhancements are considered transparently and weighed against affordability for taxpayers.

Building on these principles, the Town has prepared a detailed quarterly **2026 Work Plan** that identifies the major initiatives scheduled for the year. This plan excludes day-to-day or routine activities, focusing instead on significant projects that require Council's attention, staff resources, or dedicated funding. By presenting the work plan alongside the budget, Council and the community have a clear view of when priority initiatives will be undertaken.

RESERVES AND FINANCIAL OUTLOOK

Reserves and reserve funds remain under significant pressure. Balances are projected to decline from \$82.4 million in 2021 to approximately \$6.7 million by the end of 2026. The Asset Management Reserve in particular is projected at only \$1.8 million — far below what is required to meet renewal needs. This erosion creates a growing infrastructure funding gap, limiting flexibility and increasing reliance on debt and one-time measures.

Ontario Regulation 588/17 requires municipalities to identify these gaps through asset management planning. The Town's updated Asset Management Plan will be considered concurrently with the 2026 Budget and is expected to confirm that current contributions are insufficient. Like many Ontario municipalities, the Town faces the difficult reality that deferring infrastructure investment compounds costs over time, leading to higher long-term expenses, reduced service levels and greater financial risk.

While debt is not considered when forecasting the reserve balances, it remains an important financing tool. The Town's Annual Repayment Limit allows up to nearly \$110 million in debt capacity, but this capacity must be managed carefully to ensure repayment obligations remain affordable.

KEY BUDGET PRESSURES

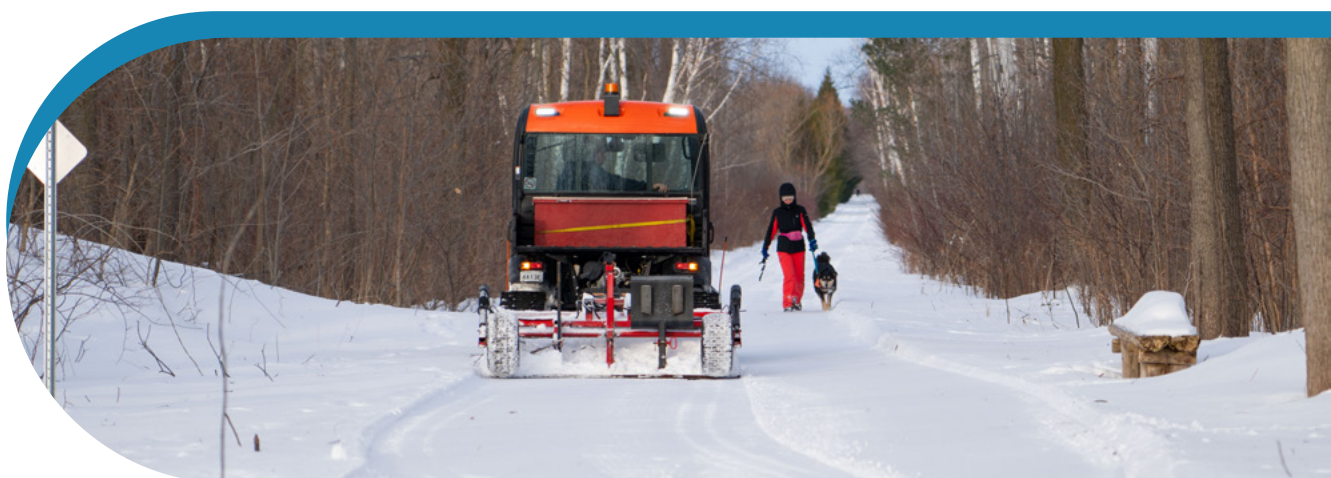
Several significant, largely non-discretionary pressures are shaping the 2026 Budget:

- Ontario Provincial Police contract – (estimated \$350,000);
- Slowing assessment growth – new assessment growth estimated at 2.10%, coupled with the reduction in Supplementary Tax Revenues - (\$350,000);
- Cost of Living Adjustments and benefits – (estimated \$412,000); and
- Waste Management Escalation - 150% increase over 2023 (and an additional increase of \$100,000 over 2025).

Together, these pressures add over \$1.1 million to the operating budget before enhancements or capital requirements are considered.

The 2026 Approved Budget (including additional requests) is presented at a 2.88% municipal levy increase, slightly above Council's initial guideline of 2.50%. This includes the changes to the proposed base budget as directed by Council following the Public Meeting.

Recognizing the urgent need to improve long-term infrastructure funding, staff are further recommending an **additional \$345,000 transfer to the Asset Management Reserve**. This represents a **1.5% levy impact**, bringing the total proposed 2026 municipal levy increase to **4.34%**. While this added contribution strengthens reserve funding, it should be viewed as an important step in the right direction. The forthcoming Asset Management Plan will provide the detailed analysis needed to fully understand lifecycle requirements and guide future decisions on sustainable funding levels.



IMPACT ON THE AVERAGE TAXPAYER

To illustrate the effect of the 2026 Budget, the following tables show the impact of two scenarios:

1. The 2026 Approved Base Budget (including additional requests) (2.88% increase) – which reflects the levy impact before the additional Asset Management transfer.

At this level, a median assessed home of \$530,000 would see a municipal tax increase of approximately \$64.67 annually, or \$5.39 per month.

Assessed Value	2025 Municipal Tax Rate %	2025 Municipal Tax \$	2026 Approved - Base Only Municipal Tax Rate %	2026 Approved Municipal Tax \$	Annual Difference (2025 vs 2026) \$	Monthly Difference (2025 vs 2026) \$
\$ 530,000	0.424172%	\$ 2,248	0.435591%	\$ 2,309	\$ 60.52	\$ 5.04
700,000	0.424172%	2,969	0.435591%	3,049	79.94	6.66
800,000	0.424172%	3,393	0.435591%	3,485	91.36	7.61
900,000	0.424172%	3,818	0.435591%	3,920	102.78	8.56
1,000,000	0.424172%	4,242	0.435591%	4,356	114.20	9.52

2. The 2026 Approved Base Budget (4.34% increase) – which incorporates the recommended \$345,000 contribution to the Asset Management Reserve (equivalent to an additional 1.5%).

With the recommended Asset Management contribution included, the same median home would see an increase of approximately \$97.55 annually, or \$8.13 per month.

Assessed Value	2025 Municipal Tax Rate %	2025 Municipal Tax \$	2026 Approved - Total with AMP Municipal Tax Rate %	2026 Approved Municipal Tax \$	Annual Difference (2025 vs 2026) \$	Monthly Difference (2025 vs 2026) \$
\$ 530,000	0.424172%	\$ 2,248	0.441796%	\$ 2,342	\$ 93.41	\$ 7.78
700,000	0.424172%	2,969	0.441796%	3,093	123.37	10.28
800,000	0.424172%	3,393	0.441796%	3,534	140.99	11.75
900,000	0.424172%	3,818	0.441796%	3,976	158.62	13.22
1,000,000	0.424172%	4,242	0.441796%	4,418	176.24	14.69

The difference between the 2026 Approved Base Budget (including additional requests) and the Total Approved Budget is approximately \$32.88 per year, or \$2.74 per month on a median assessed home. This additional amount represents an investment in the Town's future.

As you will see throughout this document the Town's reserves are under significant pressure, with balances projected to decline sharply in the coming years. While the forthcoming Asset Management Plan will provide the full picture of lifecycle needs, we already

know that current contributions are not keeping pace with the cost of maintaining and renewing infrastructure.

By beginning to address this now – through a gradual increase such as the \$345,000 transfer in the 2026 Budget – the Town can start to build the financial capacity needed to support future infrastructure renewal. This approach spreads the cost more evenly across years, avoiding sharper increases later and ultimately benefiting all taxpayers by reducing the risk of costly deferrals or emergency repairs.



ASSET MANAGEMENT AND LONG-TERM PLANNING

The Town's updated Asset Management Plan will identify lifecycle costs and funding strategies to address the infrastructure gap. The plan will guide decisions on reserve contributions, debt management and potential new tools such as a dedicated capital levy. Municipalities across Ontario are increasingly adopting such levies to provide sustainable, recurring funding for infrastructure renewal.

The Long-Term Financial Plan, currently in development, will also introduce reserve and reserve fund policies to set targets, ensure consistent use and provide a roadmap for replenishment. These steps are essential to reduce reliance on ad hoc measures and support financial sustainability.

CONCLUSION

The 2026 Approved Budget reflects the Town's ongoing commitment to fiscal responsibility, service excellence and long-term sustainability. Over the past six years, disciplined tax rate increases have remained well below both the Consumer Price Index (21.06%) and the Building Construction Price Index (48.42%). While this approach has supported affordability for residents, it has also limited the Town's ability to keep pace with the rising cost of delivering municipal services and maintaining infrastructure.

Looking ahead, staff and Council will need to continue to balance short-term affordability with the longer-term investment required to renew assets and ensure financial stability. The 2026 Approved Budget manages current pressures, meets legislative obligations and lays the groundwork for thoughtful discussions on the funding requirements that will be identified in the forthcoming Asset Management Plan.

2026 PROPOSED BASE BUDGET

The 2026 budget process has been designed to enhance transparency and provide a clear understanding of the Town's financial process. To achieve this, the budget was divided into two distinct components: the Proposed Base Budget and Budget Requests for Council Consideration (Above the Base). This structure helps to ensure clarity in addressing foundational costs while allowing for detailed evaluation of additional funding requirements.

The Base Budget represents the foundational cost of maintaining the Town's existing services and obligations, adjusting for known changes from the prior year. It serves as the starting point for identifying and explaining incremental changes that influence the municipal levy.



MUNICIPAL LEVY WALK FROM 2025 TO 2026 DRAFT 1 BASE BUDGET

A key feature of the 2026 budget is the detailed municipal levy walk, which traces the changes from the previous year's municipal levy to the current year's proposed levy. This step-by-step approach provides a transparent view of the factors driving the budget changes. By presenting the levy changes in this format, the Town demonstrates how existing commitments, external influences and strategic decisions have shaped the financial requirements for 2026.

ITEM	AMOUNT	NOTE	TAX RATE IMPACT
2025 MUNICIPAL LEVY	\$ (23,091,910)		
Salaries and Benefits	(848,385)	1	3.67%
Police Services Contract Increase	(358,272)	2	1.55%
Supplementary Tax Revenues Decreased	(350,000)	3	1.52%
Inflationary Items	(246,704)	4	1.07%
IT Service Agreements	(192,126)	5	0.83%
Local Improvement Interest and Interest on Own Funds	(138,000)	6	0.60%
Increase in Library Funding	(131,875)	7	0.57%
Interest on Tax Arrears Decreased to be Inline with Actual Trends	(100,000)	8	0.43%
Increase in Legal Expenses	(58,500)	9	0.25%
Increase in Conservation Authority Transfer Payments	(45,186)	10	0.20%
New Garbage Collection Revenue	750,000	11	(3.25%)
Removal of Roads Debt Servicing Costs	254,405	12	(1.10%)
Increase in Beaver Valley Community Centre Revenues	101,500	13	(0.44%)
Increase in Ontario Municipal Partnership Fund Funding	94,500	14	(0.41%)
Increase in Planning Revenues	90,800	15	(0.39%)
Removal of Insurance Deductible	50,000	16	(0.22%)
Reserve Transfer for Municipal Elections	35,000	17	(0.15%)
Reduced Repairs and Maintenance for Vehicles (Roads)	25,000	18	(0.11%)
Fire Burn Permits	25,000	19	(0.11%)
Other	17,337		(0.08%)
Assessment Growth			(2.18%)
2026 PROPOSED MUNICIPAL LEVY – BASE DRAFT 1	\$ (24,117,416)		2.25%
Additional Asset Management Transfer	(345,000)	20	1.47%
2026 PROPOSED MUNICIPAL LEVY – DRAFT 1	\$ (24,462,416)		3.72%

- Salaries and Benefits – \$848K (3.67%):** The increase in salaries and benefits is made up of the following components:
 - Cost of Living Allowance – \$306K. A 1.7% Cost of Living Allowance as per Town Policy POL.COR.23.01 has been included as well as Cost of Living increase per the union contract.
 - Grade, Step Changes and Annualization – \$246K. This increase in budget reflects the salary and benefit costs associated with changes in pay grid grades, step changes and annualization of various positions.
 - New Community Growth Advisor – \$129K. This new position was approved by Council at the April 22, 2025 Council meeting based on the recommendations in Staff Report ADM.25.012.
 - Fire Salary and Benefit Changes – \$118K. Increases in Fire Suppression Hours and Fire Training Hours (\$67K) to reflect estimated actuals; Fire Wage Compression (\$51K).
 - Increase in Overtime estimate to reflect actuals – \$94K
 - Increase in Salary Vacancy Factor – \$43K
 - New Manager of Strategic Initiatives – \$0. A new position has been created which will be responsible for both Economic Development and Sustainability with a focus on coordinating and delivering special projects brought forward by Council.
- Police Services Contract – \$358K (1.55%).** The current budget estimate for the police services contract has been increased to match the 2025 estimated costs before the provincial discount of 10%.
- Supplementary Tax Revenues – \$350K (1.52%).** Estimated supplementary taxes have been reduced due to the current economic slowdown which has resulted in fewer housing starts.



4. **Inflationary Items – \$247K (1.07%).** This increase is primarily made up of the increased contract costs for Waste Management; gravel, other materials and other contracted services.
5. **IT Service Agreements – \$192K (0.83%).** This represents increased costs for existing software and the addition of Cloudpermit and Gtechna software costs.
6. **Local Improvement Interest and Interest of Own Funds – \$138K (0.60%).** These revenue sources have been removed as they do not reduce the municipal levy. Interest from local improvement charges should be allocated directly to the Town's Reserve Funds while interest on own funds is an internal exercise which does not reduce the municipality's levy.
7. **Increase in Library Funding – \$132K (0.57%).** This represents the increase in funding for the Blue Mountains Public Library which is 6% of the prior year levy.
8. **Interest on Tax Arrears Decreased to be Inline with Actual Trends – \$100K (0.43%)**
9. **Increase in Legal Expenses – \$59K (0.25%)** .Legal expense estimates have been increased to more accurately reflect actual costs. Although difficult to estimate, legal expenses have generally trended upward in recent years, and this increase accounts for that trend.
10. **Increase in Conservation Authority Transfer Payments – \$46K (0.20%).** Increases to both conservation authority amounts estimated for 2026.
11. **New Garbage Collection Revenue – \$750K (3.25%).** Proposed new fee structure for garbage bag tags of \$4 per bag for all garbage bags placed at the curb.
12. **Removal of Roads Debt Servicing Costs – \$254K (1.10%)** – Staff do not anticipate taking on debt in 2026 to fund heavy equipment replacements. A detailed review of the Town's reserves and reserve funds is forthcoming which will inform any potential requirement for debt.
13. **Increase in BVCC Revenues – \$102K (0.44%).** Facilities rental revenue estimates have been increased to better align with actual figures.
14. **Increase in Ontario Municipal Partnership Fund Grant (OMPF) – \$95K (0.41%).** Amounts for the OMPF grant were increased largely due to the

province's commitment to increase this funding over the next two years. It is important to note that part of the calculation to determine the OMPF grant is based on the Northern and Rural Municipal Fiscal Circumstances Index (MFCI) which measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province and is measured on a scale from zero to ten. A lower MFCI corresponds to relatively positive fiscal circumstances, whereas a higher MFCI corresponds to more challenging fiscal circumstances. The indicator score has a range from -100% to 100% and reflects how a municipality's indicator value compares to the median for northern and rural municipalities. An indicator value that is above the median will have a positive indicator score, which corresponds to relatively positive fiscal circumstances. An indicator value that is below the median will have a negative indicator score, which corresponds to relatively challenging fiscal circumstances. The Town's MFCI score is 1.6 (or low) noting that the primary indicators are weighted assessment per household (TBMs score is 50.4%) and median household income (TBMs score is 32.2%), noting that both of these results mean a lower MFCI and thus decreased grant amounts.

15. **Increased Planning Revenues – \$91K (0.39%).** Planning revenue estimates have increased with the new proposed planning fees for 2026.
16. **Removal of Insurance Deductible – \$50K (0.22%).** The insurance deductible expense has been removed. If funds are needed for insurance deductibles, they will be drawn from the Town's insurance deductible reserve.
17. **Reserve Transfer for Municipal Elections – \$35K (0.15%).** The Municipal Election reserve transfer will not be required with the Municipal Election taking place in 2026. This reserve transfer will resume in 2027.
18. **Reduced Repairs and Maintenance (R&M) for Vehicles (Roads) – \$25K (0.11%).** Estimated costs for large vehicle repairs and maintenance have decreased due to the addition of new vehicles to the fleet.
19. **Fire Burn Permits – \$25K (0.11%).** The Fire Department will implement a burn permit requirement for residents.
20. **Reserve Funds Transfer – \$345K (1.47%).** An additional transfer to the Town's reserve funds has been included in the base budget to begin reinforcing the reserves necessary for funding future capital infrastructure replacements.



MUNICIPAL LEVY WALK FROM 2026 BASE DRAFT 1 TO 2026 DRAFT 2 BUDGET

The detailed levy walk below outlines the changes that Council directed staff to implement during the Special Committee of the Whole Meetings held on October 14th and 15th. It also includes the budget requests that Council instructed staff to incorporate into Draft 2 of the 2026 Budget.

ITEM	AMOUNT	NOTE	TAX RATE IMPACT
2026 PROPOSED MUNICIPAL LEVY – BASE DRAFT 1	\$ (24,117,416)		2.25%
Removal of Proposed Garbage Collection Revenue	(750,000)	1	3.25%
Removal of Proposed Fire Burn Permits Revenue	(25,000)	2	0.11%
Increase in Salary Vacancy Factor	619,778	3	(2.68%)
Fund Transit with Municipal Accommodation Tax	175,000	4	(0.76%)
2026 PROPOSED MUNICIPAL LEVY - BASE DRAFT 2	\$ (24,097,638)		2.17%
Docs on Ice	(400)	5	0.00%
Transportation Technologist	(99,684)	6	0.43%
Green Economy Southern Georgian Bay Project	(3,500)	7	0.02%
Georgian Triangle Humane Society	(6,000)	8	0.03%
Additional Council Training and Professional Development	-	9	0.00%
Engineering Standards	-	10	0.00%
Drainage Master Plan	-	11	0.00%
Paid Per Call Fire Fighter Clothing and Safety Footwear	(20,000)	12	0.09%
Phase 2 Facility Condition Assessment	-	13	0.00%
Human Resources Strategic and Workforce Development Plan	-	14	0.00%
Information Technology Co-Pilot and Power BI Implementation	-	15	0.00%
ESRI Enterprise License Agreement Transition - GIS Licensing	-	16	0.00%
Roads Need Study and PCI Evaluation	-	17	0.00%
Employee Engagement Survey and Action Plan	-	18	0.00%
Urban Tree and Biodiversity Strategy	-	19	0.00%
Summer Student for Short-Term Accommodations Administration and Parking	-	20	0.00%
Seasonal By-law Officers	(7,168)	21	0.03%
Fire Inspector/Suppression (2)	(15,223)	22	0.07%
Human Resources Coordinator - Conversion of Contract to Full-Time Permanent	-	23	0.00%
Parks Seasonal Labourer	(25,000)	24	0.11%
Conversion of Landfill Scale Attendant to Full-Time	10,000	25	(0.04%)
2026 PROPOSED MUNICIPAL LEVY – BASE + REQUESTS DRAFT 2	\$ (24,264,613)		2.88%
Additional Asset Management Transfer	(345,000)		1.46%
2026 PROPOSED MUNICIPAL LEVY – RECOMMENDED DRAFT 2	\$ (24,609,613)		4.34%

- 1. Removal of Proposed Garbage Collection Revenue – \$750K (3.25%).** During the budget deliberation meetings held on October 14th and October 15th Council directed staff to remove the proposed new fee structure for garbage bag tags of \$4 per bag for all garbage bags placed at the curb.
- 2. Removal of Proposed Fire Burn Permits Revenue – \$25K (0.11%).** During the budget deliberation meetings held on October 14th and October 15th Council directed staff to remove the proposed burn permit requirement and associated fee for residents.
- 3. Increase in Salary Vacancy Factor – \$620K (2.68%).** During the budget deliberation meetings held on October 14th and October 15th Council directed staff to increase the salary vacancy factor from \$380K in the proposed budget to just over \$1 million to account for current and potential future staff vacancies.
- 4. Fund Transit with Municipal Accommodation Tax – \$175K (0.76%).** Council directed staff to consider the cost of the Town's Transit service be funded from the Municipal Accommodation Tax.
- 5. Docs on Ice– \$400 (0.00%).** 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. This years charity of choice is Events for Life. All proceeds from the tournament go directly to the charity of choice. Docs on Ice is looking for support with advertising, donations, participation/volunteering, raising awareness and grant opportunities. Staff Report CF.25.019 provides details on the request The ice rentals fees for the tournament of \$4,121 are to be waived. In order to accommodate the tournament, the ice season will be extended which will increase operating costs by approximately \$4,000. These costs will be offset by increased revenue, estimated at \$3,600, from existing user groups utilizing additional ice time.

At the October 15th Special Committee of the Whole Meeting Council voted to include this request in the 2026 Draft Budget.



6. **Transportation Technologist– \$100K (0.43%).** 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.

If not approved, implementation of the TMP's Action Items will be delayed. This will hinder progress on key initiatives and slow responses to traffic-related inquiries and safety concerns. A temporary resource that developed the TMP was intended to transition into this permanent role, as per the TMP Report CSOPS.22.071.

The position costs \$120,000 annually. With the recent provincial announcement to terminate the Automated Speed Enforcement (ASE) program, the province advised that future traffic calming funding opportunities would be available to municipalities.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request at approximately 75% of the original ask to account for an approximate start date of Q2 2026.

7. **Collingwood Climate Action Team – Green Economy Southern Georgian Bay Project – \$3,500 (0.02%).** 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. In 2025, Council received an updated scope for the initiative, now renamed Green Economy Southern Georgian Bay (Green Economy SGB), with Council reaffirming the Town's support and directing staff to follow through on a provision of \$5,000 from the Sustainability Budget in 2025. CCAT is also seeking an additional \$5,000 from the Sustainability budget in 2026.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget in the amount of \$3,500.

8. **Georgian Triangle Humane Society Funding Request – \$6,000 (0.03%).** The Georgian Triangle Humane Society (GTHS) functions at total capacity due to overwhelming demands. At times, they have had to turn away potential

surrenders. The current building does not meet operational needs. Animals are recovering on floors, in hallways and often with other species. All of these factors make it operationally challenging but more importantly, it is not ideal for pets' healing and recovery. The current building is in disrepair due to the age and condition. This makes maintaining biosecurity very challenging and difficult to manage. In 2024, GTHS faced prolonged outbreaks of zoonotic diseases because of the facility's deteriorating state. GTHS is looking to build a brand new facility to meet the growing needs of the community and to better serve pet health. The GTHS is looking for financial support from the Town. They are requesting a financial commitment of \$27,000 per year over ten years. This is a 1.5% contribution towards the total capital and represents 19% of the combined municipal request.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget in the amount of \$6,000.

9. **Additional Council Training and Professional Development** – 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. This is being recommended once again for 2026. The \$30,000 would be pulled from the Council Reserve to fund additional training opportunities for Council members above and beyond what is permitted through By-law 2024-59.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget as a revised amount of \$20,000 to be funded from the Council Reserve.

10. **Engineering Standards** – Maintaining Engineering Standards is crucial for the Town to ensure compliance with legal requirements and industry benchmarks, helping protect against potential liabilities. These standards are live documents that must be reviewed annually through a \$50,000 budget. Ensuring current standards safeguards infrastructure integrity, allowing roads, bridges and utilities to withstand environmental stresses and reduce failure risks. Proactive updates offer cost efficiency by preventing expensive emergency repairs and facilitating strategic investments. Moreover, consistent application enhances public safety and supports sound strategic planning, aligning infrastructure projects with municipal objectives. Implementing regular reviews and revisions of Engineering Standards strengthens the municipality's ability to deliver high-quality public services and infrastructure.



At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request for Engineering Standards at a cost of \$50,000 to be funded from Development Charge Reserve Funds.

11. **Drainage Master Plan** – 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. This data will update the plan's results. Failure to proceed risks plan delays or incompleteness, hindering any post-Environmental Assessment (EA) projects and EA recommendations.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request for the Drainage Master Plan at a cost of \$70,000 to be funded from Development Charge Reserve Funds.

12. **Paid Per Call Fire Fighter Clothing & Safety Footwear – \$20K (0.09%)**. 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. It ensures consistency with the provisions already available to full-time firefighting personnel and the Town's outdoor workers. The financial implications include a first-time cost of \$20,000 and an expected ongoing annual expenditure of \$7,500. Implementing this uniform policy promotes professional representation, aligns benefits with other staff and may improve operational efficiency.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include this request in the 2026 Draft Budget.

13. **Phase 2 Facility Condition Assessments (C and D Level)** – 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. Without current FCAs, asset data would be inaccurate, risking regulatory compliance and eligibility for funding. Lack of assessments could lead to overlooked repairs, impacting budget allocation and service reliability. The cost for 2026 is \$100,000, aimed at aligning future plans with the Asset Management Plan and improving decision-making. This will be funded from the Ontario Community Infrastructure Fund.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget with funding coming from the Town's reserve funds.

14. **Human Resources Strategic and Workforce Development Plan** – The Human Resources (HR) Strategic and Workforce Development Plan 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, create a Workforce Plan for recruitment, retention and talent management and enhance employee engagement using survey insights to emphasize innovative HR practices. Not completing the project may result in misaligned HR practices, impacting organizational performance and compliance. Challenges in talent management and decreased employee engagement could increase turnover and staffing shortages, hindering services and competitiveness. The initiative ensures the Town has resources to maintain or expand service levels, aligning with Strategic Priority 2: Organizational Excellence. The project cost is a one-time expenditure of \$60,000.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include this request in the 2026 Draft Budget with cost of the project being fully funded from the Human Resources Reserve.

15. **Information Technology Co-Pilot and Power BI Implementation** – 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. The initial rollout will focus on three key groups: (1) Finance Department: Empowering power users with advanced analytics and automation tools, (2) Senior Management Team (SMT): Enhancing decision-making with AI-assisted insights and reporting and (3) SAM Group: Piloting collaborative use cases and gathering feedback for broader implementation.

Not approving this request will result in the following estimated costs:

- **Lost Productivity:** Without CoPilot, staff will continue spending time on manual tasks like drafting and formatting. Saving just 1 hour per week for 10 staff equals over 1,000 hours annually or approximately \$25,000 in productivity value.
- **Limited Insight:** Without Power BI, staff will lack real-time dashboards to support faster, more informed decisions—potentially costing \$10,000–\$20,000 annually in missed opportunities and inefficiencies.
- **Innovation Delay:** Delaying this pilot means missing a low-risk opportunity to explore AI and analytics tools now standard in other municipalities, widening the innovation gap.



The pilot is expected to deliver measurable benefits within 12 months, including \$15,000–\$20,000 in productivity gains from reduced manual work and \$10,000–\$15,000 in improved decision-making through better access to real-time data and insights. The cost of this implementation is \$20,000 ongoing annually.

At the October 15th Special Committee of the Whole meeting Council directed staff to include the request in the 2026 Draft Budget with the cost of the request being funded from the Human Resources Reserve.

16. **ESRI ELA Transition – GIS Licensing** – 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. The ongoing cost is \$21,500 annually. Without this change, constraints in GIS deployment and additional IT overhead persist until the County agreement expires in February 2027.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget with the cost of the transition being funded from the Information Technology Reserve Fund.

17. **Roads Need Study and PCI Evaluation** – 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. The study aligns with Ontario's asset management regulations, enhancing budget efficiency and service reliability. The one-time expense is \$150,000, with an ongoing annual cost of \$5,000.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget with the cost of the study to be funded from the Ontario Community Infrastructure Fund.

18. **Employee Engagement Survey and Action Plan** – 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. Without it, there is a risk of decreased morale, productivity and increased turnover, undermining service delivery and public trust. An investment in the employee engagement survey will lead to workshops focused on critical areas and aligning practices with employee needs, leading to better retention, lowered recruitment costs and improved service delivery. Staff have developed a plan to internalize this process but are requesting \$10,000 that will be for additional staff workshops or engagement ideas that become action items from the survey results.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget with the cost of the initiative being funded from the Human Resources Reserve.

19. **Urban Tree and Biodiversity Strategy** – 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. By maintaining natural assets, the Town can provide essential services like recreation, carbon sequestration and stormwater regulation, valued at \$92 million in ecosystem services, with a replacement value of \$4.03 billion. A one-time cost of \$150,000 will prevent project delays, save costs on capital projects, and improve decision-making. Without these efforts, financial viability and community health stand at risk.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include this request in the 2026 Draft Budget at a cost of \$150,000. The request is dependent on successfully securing grant funding that will cover 90% of the cost. The remaining 10% will be funded from reserves.

20. **Summer Student for Short-Term Accommodations Administration and Parking** – 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. Without this support, service quality could decline due to unaddressed inquiries, administrative backlogs and increased workloads for permanent staff. The cost is \$13,916 per summer season.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request for a net zero amount as the request is fully offset by additional revenues.



21. **Seasonal By-law Officers – \$7K (0.03%).** The Town seeks to convert two student By-law Officer positions into seasonal ones due to difficulties in hiring students qualified for enforcement duties. Seasonal officers would primarily handle parking enforcement during peak periods and assist with other calls, enhancing service and public compliance. Without this change, enforcement capacity will decrease during busy times, hindering complex case management and reducing public compliance. The seasonal positions cost \$42,800 (cost of students is \$35,632).

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget at a net cost of \$7,168.

22. **Fire Inspector/Suppression (2) – \$15K (0.07%).** 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 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. This hiring will coincide with the anticipated final phase of construction of the new Fire Station. The future costs for these staff will be based on the classification pay rates at each level of the Collective Agreement.

With the additional staffing it is anticipated that initial response times to all incidents will be enhanced significantly. Further to this enhancement there are many calls for service that do not require full responses from the pay-per-call (PPC) division such as false alarm calls, some medical responses, public assistance and other non-emergency calls. This could potentially reduce the PPC payroll by 3,912 hours (a projected 40% reduction in responses for PPC firefighters) for a total of \$155,462.88.

The cost impact in 2026 for these additional staff would be \$54,000 as the anticipated start date would be in Q4 2026 with an offset of \$38,800 in PPC hours. The ongoing annual cost would be \$217,647 (increasing in subsequent years to account for COLA and movement through the paygrid) offset by potential reductions in PPC hours of \$155,463 mentioned above.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget.

23. **Human Resources Coordinator – Conversion of Contract to Full-Time Permanent** – 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. Key duties include supporting recruitment, onboarding, HR data management and policy reporting, alongside payroll and internal support. The HR division faces increased demands hindering best practices and productivity, risking delays in crucial processes and impacting service quality. Converting this role aims to streamline HR operations, enhance employee satisfaction and focus on strategic initiatives, with a recurring annual cost of \$109,005.

At the October 15th Special Committee of the Whole Meeting Council directed that the position is to remain as a contract role to the end of 2026 with the cost of the position being covered by the Human Resources Reserve.

24. **Parks Seasonal Labourer – \$25K (0.11%).** 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.

If the Town does not proceed with this, the property maintenance for the Water and Wastewater facilities and heritage cemeteries will continue to be contracted out. The cost for this in 2025 was \$13,920 – not including the additional 1,636 meters of trails and three hectares of parkland scheduled to be assumed in 2025. Staff are seeing an increased demand on the parks and trails due to the increase in residents and visitors.

The return on the investment will be respectful care of the heritage cemeteries and the proper care for the water and wastewater properties this will happen as soon as the Parks Division takes over the maintenance duties for these properties. The cost of an additional seasonal labourer is \$40,950. The net cost of the request is \$25,000 which assumes reduced contract costs of approximately \$16,000.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget.



MUNICIPAL LEVY WALK FROM 2026 DRAFT 2 TO 2026 APPROVED BUDGET

ITEM	AMOUNT	NOTE	TAX RATE IMPACT
2026 PROPOSED MUNICIPAL LEVY – DRAFT 2	\$ (24,609,613)		4.34%
Increase in Employee Benefit Rates	(106,571)	1	0.46%
Update to Estimated Tax Penalty and Interest	100,000	2	(0.43%)
Correction/Update to Interfunctional Transfers	(87,226)	3	0.38%
Increase in OMPF Grant Funding	66,100	4	(0.29%)
OCIF Asset Management Plan Funding	47,500	5	(0.21%)
Increase in GSCA Levy (estimate)	(45,000)	6	0.19%
Biodiversity and Urban Forest Strategy Task Force Support (OPS.25.042)	(12,000)	7	0.05%
Other	37,197		(0.15%)
2026 APPROVED MUNICIPAL LEVY	\$ (24,609,613)		4.34%

25. **Additional Landfill Hours of Operations (Part-Time Scale Attendant to Full-Time Scale Attendant) – \$10K (0.04%).** 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 day of the week will likely spread the volume of existing patrons over more days. However, it is expected that being open one more day per week will also generate more and new site use on that day and we can expect additional revenues. An average day generates \$1,400 in revenue. Considering a combination of redistribution of existing users and new visits, an estimated \$700/ day of new revenue could be generated, resulting in \$36,400 in new revenue. The cost of changing the scale attendant to full-time is \$25,597 increase from current costs which when netted with the additional revenue nets a positive return for the Town of \$10,804. If the Town does not proceed with this change, the Landfill Site would operate as normal three days per week.

At the October 15th Special Committee of the Whole Meeting Council directed staff to include the request in the 2026 Draft Budget.

The following requests from the 2026 Proposed Draft 1 Budget have been deferred to be considered in the 2027 Budget:

1. Full-Time Fire Training Officer
2. Part-Time Fire Administrative Assistant

1. **Increase in Employee Benefit Rates – \$107K (0.46%)**
Employee benefit renewal rates were unavailable when the initial draft budget was prepared. The insurer's first quote indicated a 16.8% increase over the prior year. Human Resources challenged that quote and negotiated the renewal down to a "worst-case" outcome of 5% above the amount initially budgeted, thereby avoiding the larger increase implied by the original quote.
2. **Update to Estimated Tax Penalty – \$100K (0.43%)**
Projected tax penalty revenues now exceed the amounts in the original budget. Based on current collection trends and year-to-date results, the budget has been adjusted upward to a conservative estimate of expected 2026 revenues.
3. **Correction/Update to Interfunctional Transfers – \$87K (0.38%)**
An error was identified in the interfunctional transfer between Landfill and Wastewater related to leachate disposal; the adjustment shown corrects this. In addition, a new interfunctional transfer has been added to recover staff time for administering the Municipal Accommodation Tax.
4. **Increase in OMPF Grant Funding – \$66K (0.29%)**
Ontario Municipal Partnership Fund Grant amount for 2026 came in higher than staff initially estimated.
5. **OCIF Asset Management Plan Funding – \$48K (0.21%)**
The Ontario Community Infrastructure Fund allows municipalities to allocate a portion of their formula funding (up to 40% or \$80,000, whichever is less) to hours worked by municipal staff whose responsibilities include asset management planning. Given the amount of ongoing work required to update and maintain the Town's Asset Management Plan staff are utilizing a portion of the OCIF funds to offset staff costs.
6. **Increase in Grey Sauble Conservation Levy – \$45K (0.19%)**
Estimates of the Grey Sauble Conservation Authority 2026 Levy came in higher than initially estimated. This estimate is still subject to change pending approval of the GSCA Board.
7. **Inclusion of Financial Support for Biodiversity and Urban Strategy Task Force – \$12K (0.05%)**
Following the recommendations of Staff report OPS.25.042 Council directed staff to include \$12,000 in the 2026 Sustainability Operating Budget to support the Task Force activities and peer review the Biodiversity and Urban Forest Strategy.

MUNICIPAL ACCOMMODATION TAX

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 Council Meeting held December 1st, 2025 Council directed staff to fund the following Town-led projects in the 2026 Draft Budget through the Municipal Accommodation Tax reserve:

These projects have been evaluated using the MAT evaluation criteria. The evaluation criteria was 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?
- **Economic Benefit:** Does the project support the local economy, job creation and MAT revenue growth?
- **Tourism Benefit & Visitor Experience:** Does the project enhance tourism infrastructure, visitor experience or sustainable tourism practices?
- **Feasibility & Risk:** Does the project have practicality, affordability, long-term sustainability and proper risk management?

ITEMS FUNDED BY MAT	AMOUNT	NOTE
OPERATING ITEMS		
Economic Development Action Plan	\$ (60,000)	1
Comprehensive Parking Strategy	(50,000)	2
Destination Strategy	(150,000)	3
Transit Service	(175,000)	4
CAPITAL ITEMS		
Gateway Signage	(210,000)	5
TOTAL	\$ (645,000)	

1. Economic Development Action Plan

The five-year Economic Development Strategy for The Town of The Blue Mountains focuses on supporting local businesses, strengthening key sectors, and fostering emerging sectors by addressing priority areas of concern. Developed in collaboration with the Economic Development Advisory Committee, it involves hiring a consultant for \$60,000. The strategy aims to increase the commercial tax base and support sectors such as agriculture, tourism and manufacturing, crucial for long-term economic stability and diversification. Without this strategy, the Town risks lacking an actionable plan for economic growth, potentially missing opportunities in workforce development and business retention. The proposed funding for this study is MAT funds.

2. Comprehensive Parking Strategy

This project intends to develop a Comprehensive Parking Strategy to address the parking demands and challenges throughout the Town, informed by inputs from local stakeholders such as the Thornbury BIA, Clarksburg Village Association and other area specific working groups. The strategy will encompass an evaluation of existing parking capacity, assess opportunities for expansion, and explore and review various options such as time-limited parking, paid parking, and improved parking promotion and signage. A strategic, Town-wide approach will be adopted to ensure cohesive and effective solutions, enhancing accessibility and convenience for residents, businesses, and visitors alike.

3. Destination Strategy

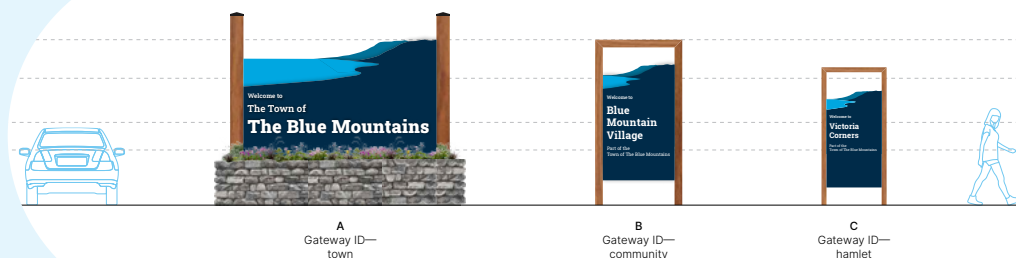
The Destination Strategy focus for 2026 is to enhance the foundation that supports tourism as the Town's primary economic sector. Actions are planned to understand tourism opportunities and challenges, including prioritizing tourism considerations within Town decision making, addressing key issues such as workforce housing, deepening relationships and partnerships with community groups and external organizations and beginning the process to further explore areas of opportunity to grow and support tourism. The estimated cost to develop the strategy is \$150,000.

4. Transit Service

The Town of The Blue Mountains collaborates with the Town of Collingwood to offer public transit services between Collingwood and the Craigeleith area, including Blue Mountain Resort. While the transit route primarily transports the workforce from Collingwood to Blue Mountain Resort, there is also an opportunity for Craigeleith community residents to use these services if the schedule aligns with their needs.

5. Gateway Signage

The Town completed the Gateway & Wayfinding Signage Design project in 2025. The next stage is to fabricate and install the signage over a three-year period, beginning with the Gateway 'Welcome to The Blue Mountains' signage in 2026. The goal of the project is to design a uniform sign program that will instill a strong sense of character throughout the Town, establish a clear and identifiable hierarchy of signs, and reduce gaps and omissions in existing Town signage.





EXTERNAL REQUESTS

External requests for MAT funding are to be considered through an open and transparent application process, initiated at the end of Q1 each year, following a complete cycle of MAT collection.

This approach will ensure that all interested parties, including Council-established committees and working groups, have equitable access to submit a proposal to Council. Through this process, evaluation will be based on detailed proposals that include relevant data and strategic alignment justifications, instead of limited details provided through a deputation.

Conducting the process at the end of Q1 each year is crucial, as funding decisions will be based on actual revenues rather than estimates.

Council has endorsed this process at the November 17, 2025 Committee of the Whole Meeting.

ITEMS FOR FUTURE MAT CONSIDERATION AND/OR REQUIRING MORE INFORMATION	AMOUNT
OPERATING ITEMS	
Collingwood General and Marine Hospital Funding	\$ (200,000)
Communications Review	(25,000)
Physician Recruitment	(100,000)
Meaford Hospital	(25,000)
Affordable Housing Funding	(250,000)
Destination Branding Infrastructure	(25,000)
Water Refill Stations	(40,000)
Blue Mountain Village (not to exceed amount noted)	(221,000)
Clarksburg	(140,000)
Thornbury	(100,000)
TOTAL	\$ (1,126,000)



2026 APPROVED BUDGET - SUMMARY BY PROGRAM

	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Council	(59,171)	(54,232)	(113,365)	(118,037)	(117,687)	(325,813)	177%	(208,126)
Administration	(651,527)	(452,704)	(633,989)	(684,627)	(718,855)	(1,141,288)	59%	(422,433)
Strategic Initiatives	(458,193)	(588,231)	516,773	(570,089)	(968,721)	(1,081,468)	12%	(112,747)
Corporate Administration	(1,296,795)	462,536	(2,353,175)	(1,730,681)	(795,988)	(696,854)	-12%	99,134
Corporate and Financial Services	(1,572,140)	(1,205,236)	(1,298,229)	(1,188,235)	(1,114,314)	(3,696,578)	232%	(2,582,264)
Fire and Rescue Services	(3,222,880)	(3,067,640)	(2,477,732)	(3,274,944)	(3,238,753)	(3,320,345)	3%	(81,592)
Planning and Development Services	(1,189,603)	(960,376)	(1,552,708)	(1,429,416)	(1,022,611)	(668,737)	-35%	353,874
Community Services	(3,658,143)	(3,606,800)	(2,334,552)	(3,570,768)	(3,811,417)	(2,595,073)	-32%	1,216,344
Operations	(8,713,028)	(10,245,017)	(2,955,225)	(9,757,584)	(10,049,924)	(9,654,442)	-4%	395,482
Blue Mountain Public Library	(1,176,300)	(1,176,300)	(1,083,173)	(1,253,640)	(1,253,640)	(1,429,015)	14%	(175,375)
Tax Levy	\$ (21,997,780)	\$ (20,894,000)	\$ (14,285,375)	\$ (23,578,021)	\$ (23,091,910)	\$ (24,609,613)	-7%	\$ (1,517,703)

2026 APPROVED BUDGET - BY EXPENSE TYPE

	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	1,713,473	2,062,117	632,905	1,761,835	1,804,368	2,001,140	11%	196,772
External Revenues	16,369,316	18,914,652	18,773,528	21,019,177	18,984,526	21,078,174	11%	2,093,648
Subsidies	(113,727)	(125,000)	(55,521)	(63,076)	(69,500)	(49,000)	-29%	20,500
Total Revenues	\$ 17,969,062	\$ 20,851,769	\$ 19,350,912	\$ 22,717,936	\$ 20,719,394	\$ 23,030,314	11%	\$ 2,310,920
Expenses								
Salaries	14,728,010	15,276,846	14,022,101	16,384,589	16,710,561	17,498,668	5%	788,107
Benefits	4,627,970	4,463,126	3,961,371	5,037,432	5,157,306	5,272,801	2%	115,495
Operating and Administrative Expenses	14,142,043	14,389,078	13,724,544	18,362,196	16,122,630	18,655,796	16%	2,533,166
Communications	351,916	399,991	289,320	296,481	425,101	418,731	-1%	(6,370)
Personnel and Training	466,008	545,970	322,601	380,088	599,055	664,545	11%	65,490
Legal Expenses	559,001	150,000	635,158	601,879	225,000	291,000	29%	66,000
Consulting	895,873	1,128,950	498,796	1,568,158	1,593,304	2,221,105	39%	627,801
Total Expenses	\$ 35,770,821	\$ 36,353,961	\$ 33,453,891	\$ 42,630,823	\$ 40,832,957	\$ 45,022,646	10%	\$ 4,189,689
Subtotal Levy Impact	\$ (17,801,759)	\$ (15,502,192)	\$ (14,102,979)	\$ (19,912,887)	\$ (20,113,563)	\$ (21,992,332)	9%	\$ (1,878,769)
Transfers								
Transfers to Reserves	(7,059,574)	(8,479,054)	(180,333)	(6,146,927)	(6,130,715)	(6,369,072)	4%	(238,357)
Transfers from Reserves	2,124,352	2,957,314	-	1,822,334	2,480,590	3,169,320	28%	688,730
Transfers from Development Charges	766,792	148,969	-	691,286	703,605	582,471	-17%	(121,134)
Transfers to/from Other Divisions	(27,591)	(19,037)	(2,065)	(31,827)	(31,827)	-	-100%	31,827
Total Transfers	\$ (4,196,021)	\$ (5,391,808)	\$ (182,398)	\$ (3,665,134)	\$ (2,978,347)	\$ (2,617,281)	-12%	\$ 361,066
Total Levy Impact	\$ (21,997,780)	\$ (20,894,000)	\$ (14,285,377)	\$ (23,578,021)	\$ (23,091,910)	\$ (24,609,613)	7%	\$ (1,517,703)



2026 APPROVED BUDGET - BY EXPENSE TYPE (TAX SUPPORTED)

	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	1,713,473	2,062,117	632,905	1,761,835	1,804,368	2,001,140	11%	196,772
External Revenues	4,813,062	7,356,337	8,101,019	9,165,619	7,398,906	9,263,828	25%	1,864,922
Subsidies	(113,727)	(125,000)	(55,521)	(63,076)	(69,500)	(49,000)	-29%	20,500
Total Revenues	\$ 6,412,808	\$ 9,293,454	\$ 8,678,403	\$ 10,864,378	\$ 9,133,774	\$ 11,215,968	23%	\$ 2,082,194
Expenses								
Salaries	12,035,372	12,321,495	11,479,599	13,370,588	13,554,368	14,164,821	5%	610,453
Benefits	3,727,159	3,571,361	3,213,453	4,067,932	4,154,289	4,213,230	1%	58,941
Operating and Administrative Expenses	12,262,798	12,776,173	12,426,080	16,928,995	14,319,615	15,276,759	7%	957,144
Communications	292,058	329,536	260,123	267,479	342,090	378,150	11%	36,060
Personnel and Training	391,339	422,020	259,874	311,481	469,555	551,895	18%	82,340
Legal Expenses	513,325	150,000	504,066	565,462	225,000	281,000	25%	56,000
Consulting	893,733	963,950	387,258	1,439,096	1,433,304	1,911,105	33%	477,801
Total Expenses	\$ 30,115,784	\$ 30,534,535	\$ 28,530,453	\$ 36,951,033	\$ 34,498,221	\$ 36,776,960	7%	\$ 2,278,739
Subtotal Levy Impact	\$ (23,702,976)	\$ (21,241,081)	\$ (19,852,050)	\$ (26,086,655)	\$ (25,364,447)	\$ (25,560,992)	1%	\$ (196,545)
Transfers								
Transfers to Reserves	(2,987,371)	(4,930,185)	(142,862)	(2,401,086)	(2,642,862)	(3,846,844)	46%	(1,203,982)
Transfers from Reserves	1,084,849	2,448,431	-	1,305,379	1,298,735	2,137,248	65%	838,513
Transfers from Development Charges	766,792	148,969	-	691,286	703,605	582,471	-17%	(121,134)
Transfers to/from Other Divisions	2,840,926	2,679,866	2,149,544	2,913,055	2,913,059	2,078,504	-29%	(834,555)
Total Transfers	\$ 1,705,196	\$ 347,081	\$ 2,006,682	\$ 2,508,634	\$ 2,272,537	\$ 951,379	-58%	\$ (1,321,158)
Total Levy Impact	\$ (21,997,780)	\$ (20,894,000)	\$ (17,845,368)	\$ (23,578,021)	\$ (23,091,910)	\$ (24,609,613)	7%	\$ (1,517,703)



2026 APPROVED BUDGET - BY EXPENSE TYPE (USER FEE SUPPORTED)

	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	11,556,254	11,558,315	10,672,509	11,853,558	11,585,620	11,814,346	2%	228,726
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 11,556,254	\$ 11,558,315	\$ 10,672,509	\$ 11,853,558	\$ 11,585,620	\$ 11,814,346	2%	\$ 228,726
Expenses								
Salaries	2,692,638	2,955,351	2,542,502	3,014,001	3,156,193	3,333,847	6%	177,654
Benefits	900,811	891,765	747,916	969,500	1,003,017	1,059,571	6%	56,554
Operating and Administrative Expenses	1,879,245	1,612,905	1,298,463	1,433,201	1,803,015	3,379,037	87%	1,576,022
Communications	59,858	70,455	29,196	29,002	83,011	40,581	-51%	(42,430)
Personnel and Training	74,669	123,950	62,727	68,607	129,500	112,650	-13%	(16,850)
Legal Expenses	45,676	-	131,092	36,417	-	10,000	N/A	10,000
Consulting	2,140	165,000	111,539	129,062	160,000	310,000	94%	150,000
Total Expenses	\$ 5,655,037	\$ 5,819,426	\$ 4,923,435	\$ 5,679,790	\$ 6,334,736	\$ 8,245,686	30%	\$ 1,910,950
Subtotal Levy Impact	\$ 5,901,217	\$ 5,738,889	\$ 5,749,074	\$ 6,173,768	\$ 5,250,884	\$ 3,568,660	-32%	\$ (1,682,224)
Transfers								
Transfers to Reserves	(4,072,203)	(3,548,869)	(37,470)	(3,745,841)	(3,487,853)	(2,522,228)	-28%	965,625
Transfers from Reserves	1,039,503	508,883	-	516,955	1,181,855	1,032,072	-13%	(149,783)
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(2,868,517)	(2,698,903)	(2,151,608)	(2,944,882)	(2,944,886)	(2,078,504)	-29%	866,382
Total Transfers	\$ (5,901,217)	\$ (5,738,889)	\$ (2,189,078)	\$ (6,173,768)	\$ (5,250,884)	\$ (3,568,660)	-32%	\$ 1,682,224
Total Levy Impact	\$ -	\$ -	\$ 3,559,996	\$ -	\$ -	\$ -	N/A	\$ -



SUMMARY OF STAFFING CHANGES: 2025 TO 2026

The chart below provides an overview of staffing, by division, from 2023 to the 2026 approved budget. Further details on changes between 2025 and 2026 are presented below. The summary emphasizes notable shifts in full-time equivalent (FTE) allocations within each department.

Positions in the chart are presented as full-time equivalents (FTEs), which express staffing on a standardized basis where 1.0 FTE equals one full-time position working the Town's standard annual hours; part-time, seasonal, and contract positions

are converted proportionally (e.g., two 0.5 FTE roles equal 1.0 FTE, and a six-month full-time contract equals 0.5 FTE). Using FTEs allows for clear, apples-to-apples comparison of staffing levels across divisions and years regardless of employment type or hours worked, improves the accuracy of compensation and benefits budgeting, and supports workforce planning by focusing on overall capacity rather than headcount.

Overall FTEs increased by 4.93 in 2026 (excluding The Blue Mountain Public Library).

DIVISION	2023	2024	2025	2026
Council	7	7	7.5	7.5
Administration	8	7.9	9.9	9.85
CAO	2	2	2	2
Clerks	3	2.9	3.9	3.9
Human Resources	3	3	4	4
Strategic Initiatives	3.85	4.85	6.35	7.35
Strategic Initiatives Admin	0	0	1.5	2.5
Communications	3.85	4.85	4.85	4.85
Corporate Admin	0.3	0.3	0.3	0.3
Corporate and Financial Services	19.41	19.84	20.84	20.84
Finance and Procurement	11.84	12.59	12.59	12.59
Information Technology	6.57	6	7	7
Facility and Fleet	1	1.25	1.25	1.25
Fire and Rescue Services	11.5	11.05	11.55	13.7
Planning and Development Services	27.74	25.15	24.34	24.54
Building	12.35	11	10	10
Planning	7.95	7.23	6.9	7.1
Development Engineering	7.44	6.92	7.44	7.44
Community Services	33	35.2	37.09	37.72
Community Services Admin	2.07	2.07	2.57	2.57
Parks and Trails	10.96	12.11	12.71	12.99
Tomahawk	2.64	3.53	3.22	3.22
BVCC	3.85	3.85	5.85	5.85
By-law	6.75	7.19	5.94	6.08
Short-Term Accommodation & Licensing	3.55	3.55	3.3	3.21
Harbour	3.18	2.9	3.5	3.8
Operations	52.96	52.8	55.94	56.94
Operations Admin	3.05	2.35	2.35	2.35
Roads	17.25	17.33	17.86	18.86
Water	11.42	12.42	12.42	12.42
Wastewater	9.42	9.42	10.92	10.92
Garbage Collection	0.2	0.2	0.2	0.2
Landfill	5.52	5.98	6.09	6.09
Sustainability	1.1	1.1	2.1	2.1
Capital Project Management	5	4	4	4
Blue Mountain Public Library	12.8	12.09	11.8	13
Total	176.56	176.18	185.61	191.74

Clerks:

- FTE decreased from 3.9 to 3.85 due to an allocation update for the Legislative Coordinator between Clerks division and Committee of Adjustment

Strategic Initiatives:

- FTE increased from 1.5 to 2.5 with the addition of the Manager of Strategic Initiatives (deferred until Q3)

Fire and Rescue Services:

- FTE increased from 11.55 to 13.7
- 2025 included two new Fire Inspectors/Suppression for only 0.50 FTE in 2025. In 2026, these positions were annualized which added 1.5 FTE
- 2026 includes two additional Fire Inspectors/Suppression which added 0.50 FTE
- The Division Chief allocation was updated which added 0.15 FTE within the Fire Department to better reflect the true distribution of work

Planning:

- FTE increased from 6.9 to 7.1
- Senior Planner allocation was updated from 85% to 100% allocation to planning which added 0.15 FTE. 15% allocation to Short-Term Accommodation and Licensing was removed.

- The Legislative Coordinator added 0.05 FTE to Planning due to an allocation adjustment.

Parks and Trails:

- FTE increased by 0.28 with the addition of a Seasonal Labourer (0.58 FTE) in 2026 and the removal of the allocation for the Harbour Lead Hand (0.30 FTE)

By-Law:

- FTE increased by 0.14 with the addition of the Summer Administrative Assistant position which was added in 2026

Short-Term Accommodation and Licensing:

- FTE decreased by 0.09
- Senior Planner allocation removed (0.15 FTE)
- Addition of Summer Administrative Assistant (0.21 FTE)

Harbour:

- FTE increased by 0.3 due to an allocation update for the Harbour Lead Hand.

Roads:

- FTE increased by 1.0 with the addition of the Transportation Technologist position added in 2026.



FOUR YEAR FORECAST (2027 – 2030)

The four-year forecast has been incorporated into the 2026 Budget document to provide Council and the Public a clearer understanding of the projected financial requirements for delivering essential Town services over the coming years.

This initial forecast model functions as a foundational tool, utilizing high-level assumptions to estimate future costs and highlight potential trends and pressures. This preliminary

snapshot allows stakeholders to anticipate and plan for future fiscal challenges. It has been designed as a dynamic instrument to be continually refined and updated in response to emergent data, changing economic conditions, and evolving policy priorities. This proactive approach ensures the Town remains agile and well-prepared to meet its financial obligations while maintaining transparency and accountability.

FOUR-YEAR OPERATING FORECAST (2027 - 2030) - SUMMARY BY PROGRAM

	2025 BUDGET	2026 APPROVED BUDGET	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST
Council	117,687	325,813	379,161	377,683	386,385	360,272
Administration	718,855	1,141,288	1,201,080	1,237,097	1,261,483	1,286,283
Strategic Initiatives	968,721	1,081,468	1,106,280	1,132,007	1,149,457	1,167,205
Corporate Administration	795,988	696,854	1,722,364	1,895,421	2,057,504	2,227,872
Corporate and Financial Services	1,114,314	3,740,078	3,834,786	3,936,102	4,040,267	4,147,374
Fire and Rescue Services	3,238,753	3,320,345	3,700,344	3,908,218	4,129,803	4,398,544
Planning and Development Services	1,022,611	668,737	696,360	720,688	745,774	771,665
Community Services	3,811,417	2,595,073	2,685,378	2,766,330	2,842,481	2,914,360
Operations	10,049,924	9,654,442	9,929,787	10,186,562	10,430,184	10,676,236
Blue Mountain Public Library	1,253,640	1,385,515	1,476,577	1,604,494	1,666,488	1,723,249
Tax Levy	\$ 23,091,910	\$ 24,609,613	\$ 26,732,117	\$ 27,764,602	\$ 28,709,826	\$ 29,673,060
Assessment Base	\$ 5,444,000,349	\$ 5,560,512,170	\$ 5,727,327,535	\$ 5,899,147,361	\$ 6,076,121,782	\$ 6,258,405,435
Tax Rate	0.00424172	0.00442578	0.00466747	0.00470654	0.00472502	0.00474131
Tax Rate Increase	N/A	4.34%	5.46%	0.84%	0.39%	0.34%
Impact on Median Assessment*	\$ 2,248	\$ 2,346	\$ 2,474	\$ 2,494	\$ 2,504	\$ 2,513

*Median assessment is \$530,000



FOUR-YEAR OPERATING FORECAST (2027 - 2030) - SUMMARY BY EXPENSE TYPE

	2025 BUDGET	2026 APPROVED BUDGET	2027 FORECAST	2028 FORECAST	2029 FORECAST	2030 FORECAST
Revenues						
Grants and Donations	1,804,368	1,960,140	1,742,462	1,775,430	1,809,058	1,843,358
External Revenues	18,984,526	21,084,074	20,919,724	20,921,399	20,943,099	20,965,825
Subsidies	(69,500)	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)
Total Revenues	\$ 20,719,394	\$ 22,995,214	\$ 22,613,186	\$ 22,647,829	\$ 22,703,157	\$ 22,760,183
Expenses						
Salaries	16,710,560	17,507,168	18,535,617	19,030,637	19,491,904	19,977,203
Benefits	5,157,307	5,269,139	5,713,627	5,871,022	6,018,926	6,175,167
Operating & Administrative Expenses	16,122,630	18,610,346	19,204,087	19,659,599	20,147,703	20,712,405
Communications	425,101	420,001	379,533	382,263	385,077	433,739
Personnel and Training	599,055	665,745	663,795	663,795	663,795	665,045
Legal Expenses	225,000	288,000	283,000	283,000	283,000	288,000
Consulting	1,593,304	2,221,105	499,800	499,800	499,800	499,800
Total Expenses	\$ 40,832,957	\$ 44,981,504	\$ 45,279,459	\$ 46,390,116	\$ 47,490,205	\$ 48,751,359
Subtotal Levy Impact	\$ (20,113,563)	\$ (21,986,290)	\$ (22,666,273)	\$ (23,742,287)	\$ (24,787,048)	\$ (25,991,176)
Transfers						
Transfers to Reserves	(6,130,715)	(6,375,114)	(6,362,542)	(6,385,328)	(6,353,203)	(6,279,571)
Transfers from Reserves	2,480,590	3,169,320	2,105,809	2,172,124	2,239,536	2,406,798
Transfers from Development Charges	703,605	582,471	190,889	190,889	190,889	190,889
Transfers to/from Other Divisions	(31,827)	-	-	-	-	-
Total Transfers	\$ (2,978,347)	\$ (2,623,323)	\$ (4,065,844)	\$ (4,022,315)	\$ (3,922,778)	\$ (3,681,884)
Total Levy Impact	\$ (23,091,910)	\$ (24,609,613)	\$ (26,732,117)	\$ (27,764,602)	\$ (28,709,826)	\$ (29,673,060)

The forecast assumes the continuation of the current level of service at the Town and is based on a defined set of assumptions detailed below. These are high-level assumptions and will be undated and refined as new information becomes available.

For salaries and benefits, which represent the largest expense for the Town, step increases, for employees not at the highest

step in their respective pay band, were assumed to move up one step per year until reaching the top step. The salary vacancy factor was adjusted down to 2% of tax supported salaries and benefits for each respective forecast year. All other revenues and expenses remain static. One-time expenditures (studies) have been removed from forecast figures.



FORECAST ASSUMPTIONS

ASSUMPTION	YEAR OVER YEAR* INCREASE
Assessment Base Growth	3.00%
Cost of Living increase (non-union)	2.00%
Cost of Living increase (union)	5.00%
Asset Management Reserve Fund Transfers	1.50%
OMPF Grant	2.00%
Insurance Premiums	5.00%
Postage	3.00%
Hydro and Natural Gas Utilities	5.00%
Software Service Agreements	4.00%
Fuel	5.00%
Garbage Collection	5.00%
Debt Payments (only in 2027)*	25.00%
OPP Contract	5.00%
Supplemental Taxation Revenue (starting in 2029)*	5.00%
Conservation Authority Levies	4.00%

The current forecast, using the assumptions listed, indicates a tax rate increase in 2027 of 5.50% over the 2026 approved tax rate. This equates to an increase of approximately \$129 annually for a median assessed home of \$530,000. This increase is mainly driven by the reduction in the salary vacancy factor and the estimated increase in the Town's large contracts (OPP, Garbage Collection).

Subsequent years in the forecast model show stabilization in the tax rate increases as the estimated 3% growth to the assessment base provides additional revenue to offset increasing costs. However, forecast accuracy naturally declines the further it extends from the current year because of small changes in key drivers, such as inflation, interest rates and assessment growth compound over time.

It is important to note that these forecast figures are forward-looking estimates based on current information and management's stated assumptions as of November 2025. The figures and forecasted tax rates should not be interpreted as predictions or promises of future outcomes and are subject to change with new data, policy directions, economic conditions and Council's direction to staff. Staff will continue to refine the forecast model as more information becomes available.

2026 Operational Work Plan

Division		Q1	Q2	Q3	Q4
BVCC			Assist with the HVAC upgrade for BVCC meeting rooms	Assist with the installation of the backup generator for the BVCC	
BVCC			Assist with the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) Assessment of the LE Shore Library	Assist with the backup power project for the LE Shore Library	
By-law	Improve scheduling to reduce overtime and schedule officers at optimal times for enforcement		Review by-laws that need to be updated and/or amended	Identify policies and procedures that address gaps or needs in the community to develop relationships with the public	Preparation and implementation of updated by-laws
CAO	Establish business plan templates and buy-in, aligning departmental tasks with the new Strategic Plan		In conjunction with the Clerks Division, complete reviews of the Town’s Procedural By-Law and Council-Staff Relations Protocol	Build an orientation program in anticipation of a new Council term	Complete the surplus land disposal process for lands identified in 2024 and as directed by Council
CAO	Building of Key Performance Indicators (KPIs), marking progress and implementation of the Strategic Plan				
Clerks	Prepare for the 2026 Municipal and School Board Election		Nomination period opens	Prepare for new Council orientation following the Municipal Election	Voting Day
Clerks	Update procedures to ensure compliance with the Strong Mayors, Building Homes Act, 2022 and associated regulations		Deadline to establish procedures and forms for the use of voting and vote counting equipment	Nomination period closes	Inaugural Meeting of Council
Clerks				Commence review of the Preliminary List of Electors	Council Orientation
Communications & Customer Service	Implement community kiosks in Town facilities			Fabrication and installation of Gateway Signage	Host Open Fields 2026
Communications & Customer Service	Development of Customer Service Strategy				
Capital Projects Management	Bridge, Culverts and Guiderail: Engineering completion and construction kick off		Thornbury West Phase 2 Reconstruction: Engineering kick off		Bay St & Grey St Reconstruction: Substantial performance (construction)
Capital Projects Management	Arrowhead BPS Upgrades: Engineering completion and construction kick off				Arrowhead BPS Upgrades: Substantial performance (construction)
Capital Projects Management	Camperdown BPS Upgrades: Engineering completion and construction kick off				Camperdown BPS Upgrades: Substantial performance (construction)
Capital Projects Management	Thornbury WTP Upgrades: Engineering design kick off				
Finance	Updated and modernize Purchasing Policy		Conduct a comprehensive review of all existing financial policies to ensure alignment with current legislation, municipal best practices and Council’s strategic priorities	Complete banking service transition	Develop and implement a modernized Chart of Accounts (CoA) to align with best practices, Public Sector Accounting Board (PSAB) standards and the upcoming transition to new financial software
Finance	Post-employment benefits actuarial review		Prepare new financial policies to address identified gaps and support evolving municipal needs. (e.g., Budget Policy)	Second phase of Long-Term Financial Plan (Debt Policies, updated Asset Management Plan (AMP) integration)	Internal Service Benchmarking – measure KPIs tied to the Strategic Plan and incorporate it within the quarterly financial analysis against peer municipalities
Finance	Reserve & Reserve Fund Strategy Completion - finalize policies and establish long-term targets		Request for Proposal (RFP) issued for new financial software (existing system end-of-life 2029)	HST Review - Undertake a comprehensive review of the Town’s Harmonized Sales Tax (HST) compliance, recovery practices and optimization opportunities	Conduct a review of the Tax Billing Department to identify opportunities for increased efficiency, accuracy and improved customer service in property tax administration

2026 Operational Work Plan

Division		Q1	Q2	Q3	Q4
Finance			Undertake a focused review of the Water Billing Department to improve efficiency, accuracy and customer service, while increasing the percentage of accounts billed from actual meter reads rather than estimates	Award new financial software and begin implementation planning	
Finance			Update Asset Management Plan – facilities inventory, condition assessments and water/wastewater mechanical inventory	Enhanced development charges monitoring & reporting – build dashboards and integrate Bill 17 cash flow impacts	
Finance				Revenue Diversification Study – assess alternative revenue tools (e.g., stormwater rate, Municipal Accommodation Tax expansion, waste bag fees)	
Fire				Receipt of new replacement rescue apparatus for Fire Station #1	Hire 2 new Firefighter Inspectors*
Fire	Annual review of policies, procedures and guidelines		Construction of new Fire Station #2	Construction of new Fire Station #2	Construction and nearing anticipated completion of Fire Station #2
Fire	Construction of new Fire Station #2		8 new PPC Firefighter begin responding at their respective stations		
Fire	8 new PPC Firefighters start in-person recruit class				
Garbage Collection	Grey County Community of Practice for Waste		Outreach to local businesses regarding circular economy opportunities		
Garbage Collection	Special promotions and programs and social/waste app campaigns (ongoing throughout the year)				
Harbour	Finalize Asset Management Plan		Bring final Harbour Business Plan to Council for consideration	Include any approved business plan changes into 2027 preliminary budget submission	Communicate changes to 2027 operations and budget to Harbour customers
Harbour	Update Harbour Financial info based on AMP		Provide communication to Harbour customers regarding changes to the Harbour Business Plan	Communicate proposed budget and timelines to Harbour customers	
Harbour	Consult with stakeholders regarding Harbour Business Plan update				
Human Resources	Define objectives and scope for the HR Strategic and Workforce Development Plan; begin development of RFP*		Development of Employee Engagement Survey and action plan*	Roll-out of Employee Engagement Survey and communications plan*	HR Strategic and Workforce Development Plan- present final draft plan to Senior Management Team (SMT) and Council; Implementation of approved plan beginning in Q1 2027*
Human Resources	Review new Workplace Safety and Insurance Board (WSIB) Health & Safety Excellence topics with the Joint Health and Safety Committee		Finalize and release HR Strategic and Workforce Development Plan RFP; complete evaluation process and vendor selection, and project workplan development*	HR Strategic and Workforce Development Plan- gather stakeholder input and facilitate workshops and discussions; complete initial draft and enter review phase; coordinate revisions with stakeholders*	Employee Engagement Survey- communication of results and employee workshops*
Human Resources			Hearing conservation training, noise surveys on new equipment and spot tests and audiometric testing for all applicable full-time staff.		Finalize WSIB Health & Safety Excellence Module requirements and submit for rebates

2026 Operational Work Plan

Division		Q1	Q2	Q3	Q4
Information Technology			Cybersecurity and AI Governance Assessment: Complete an initial assessment of the Town’s cybersecurity, privacy and AI-related practices to identify potential gaps and prepare for anticipated requirements under Ontario’s Bill 194	Centralized Reporting and Analytics Implementation: Deploy Power BI dashboards and integrate Microsoft Copilot to improve reporting across departments such as parking enforcement, asset management and service requests. This project will enhance transparency, support data-driven decision-making and reduce manual reporting efforts*	Transition to Independent ESRI Licensing Model: Migrate to a standalone ESRI licensing structure to support improved Geographic Information System (GIS) integration, reduce infrastructure dependencies and align with the Town’s cloud-first strategy. This will enable more flexible deployment of mapping tools and better support internal and public-facing GIS applications*
Landfill	Phase 2 cell mining completion of tendering		Finalizing of the closed Thornbury Landfill reclamation plan	Second scale installation	Recoating of existing scale deck
Library	Annual work plan is approved				Complete update of strategic plan
Parks	Replace flooring and partitions at Northwinds washroom		Resurface sections of Georgian Trail	Replace swings at Northwinds Beach	
Planning	Finalize Community Design Guidelines		Start Comprehensive Zoning By-Law update	Finalize delegation of subdivision, condominium and part lot control from the County of Grey to the Town	
Planning	Receive approval of Official Plan 5-Year Review		Introduce Community Planning Permit System		
Licensing	Deep dive into the licensing fees and STA renewals		Amend and finalize STA By-Law and Administrative Monetary Penalty System (AMPS) By-Law and develop a plan for Commercial Rental Units (CRUs)		
Sustainability	Form scope and terms of RFP with Tree Task Force for the development of an Urban Tree and Biodiversity Strategy*		Finalize RFP Scope*	Apply for available funding support*	Release RFP*
Transit	Participate in Grey County's transit review				
Wastewater	Rebuild the sewage pumping station pumps. The Town has established a schedule for the pumps to be rebuilt each year. This extends the life of the pump and ensures it’s ready and available when required.		Replacement of lab equipment that is required to meet testing requirements	Procurement of a back-up generator for Margaret Street sewage pumping stations	Upgrades to Craigleith Wastewater Treatment Plant (WWTP). This work includes seven scopes of work: installation of a new lift station at Craigleith WWTP, installation of new septic receiving station at Craigleith WWTP, replacement of the aeration blowers, motor control centre, back-up generator, installation of screening units at Craigleith WWTP and linear works on Long Point Road, including the installation of larger sanitary forcemain, a gravity sewer, watermain replacement and stormwater collection system.
Wastewater	Upgrade and maintain the Supervisory Control and Data Acquisition (SCADA) system. This is the system that operates the wastewater treatment plant and the collection system.		Replacement of end-of-life valves at Craigleith WWTP. These are required to ensure proper operation of the plant.	Procurement of a security camera for Alta Sewage Pumping Station	
Wastewater	Procurement of automatic samplers, a requirement for legislative approval		Replacement of end-of-life pumps at Craigleith WWTP. These are required to ensure proper operation of the plant.		

2026 Operational Work Plan

Division	Q1	Q2	Q3	Q4
Wastewater	Installation of additional piping in the headworks at Thornbury WWTP. This is required to realize the additional capacity from Mill Street Sewage Pumping Station and new forcemain. This work includes engineering and piping construction.	Repair of the maintenance hole structures along Highway 26		
Wastewater	Procurement and installation of air conditioning units at three sewage pumping stations. This ensures that the pump drives will not overheat and fail.	Develop a maintenance hole (MH) leakage repair program to repair MHs that are a significant source of infiltration		
Wastewater	The Inflow and Infiltration Program is designed to undertake various studies, repairs, education and outreach activities to reduce the amount of extraneous water that is currently being discharged to our wastewater collection system.			
Water	Maintain and upgrade the Water SCADA system to run the system effectively and efficiently	Procure Programmable Logic Control (PLC) parts with long lead time to ensure continuous operations of the system.	Contract services to undertake a pump assessment program and a pump replacement program to ensure the system is reliable	
Water	Replacement of five turbidity analyzers at the water treatment plant	Procure Pressure Reducing Valves (PRVs) to replace current equipment that is approaching its end of life.		
Water		Hire leak detection specialist to continue with ongoing acoustic leak detection program to reduce water loss.		
Water		Procure servers, switches, pressure-reducing valve modems and Uninterruptible Power Supply (UPS) for pall membrane system, required for effective communication throughout the system		
Facilities and Fleet	Complete phase 2 of Facility Condition Assessments*	BVCC generator installation	Mature vehicle sharing program to reduce overall fleet size, cost and emissions	Craigleith Fire Station #2 (up to 80% complete)
Facilities and Fleet	Strengthen the Town’s energy management system by implementing standardized monitoring and reporting protocols to identify priority areas for energy efficiency upgrades and greenhouse gas reduction.	Complete full redevelopment of both Thornbury and Ravenna operations hubs	BVCC mechanical systems upgrade	Complete fuel switching efforts for fleet by way of hybrid or other cost-effective technologies
Facilities and Fleet		Water Operations Centre Facility retrofit		
Strategic Initiatives	Continue to support key projects, including the Destination Strategy, Municipal Accommodation Tax, Physician Recruitment and government relations/advocacy.	Implement the Corporate Strategic Plan, including the development of business plan templates, KPIs and progress monitoring dashboard.	Continued strategic project implementation and government relations at the 2026 AMO Conference	Develop an Economic Development Action Plan*

This table outlines the Town’s 2026 Work Plan, organized by quarter and division. It highlights major projects, initiatives and priority items planned for the year. This list is not intended to capture day-to-day operations or routine ongoing activities, but instead focuses on the significant initiatives that will require Council’s attention, staff resources or dedicated funding.

*These items are new budget requests that Council directed staff to include in the 2026 Draft Budget at the October 15, 2025 Special Committee of the Whole Meeting.

03 Council

34 Council

Overview

Council is responsible for setting policies and making decisions that shape the community's development and governance. They approve budgets, enact By-laws and oversee municipal administration to ensure services align with community needs and fiscal responsibility.



Council

WHO WE ARE

1 Mayor

1 Deputy Mayor

5 Councillors

Administrative Assistant

– Strategic Initiatives & Mayor's Office (0.5 FTE)



MISSION

The Town of The Blue Mountains Council is committed to representing the voice of residents and making decisions in the best interests of the local community and municipality through enacting appropriate administrative and financial policies, practices and procedures. The specific Role of Council is detailed within the *Municipal Act*, 2001 (S. 24).



2025 MAJOR ACCOMPLISHMENTS

Council members and Council as a whole played an integral role in leading key Town initiatives. Accomplishments in 2025 included:

- Completed a comprehensive public process to update the Town's Corporate Strategic Plan and to establish a clear vision for the future of the community (approval scheduled for December 2025)
- Successfully managed the transition from a full-time CAO to acting/interim CAO in 2025 and launched a comprehensive recruitment process to hire a permanent CAO
- Approved the updated Official Plan with the support of enhanced public and stakeholder engagement and supporting policies
- Actively led provincial advocacy efforts to address key Town priorities including physician recruitment, healthcare access, transportation planning, Indigenous collaboration, long-term infrastructure planning and more
- Continued partnership efforts to build a new long-term care home in Town to support the aging population and future generations
- Approved a memorandum of understanding with Home Opportunities to explore possible attainable housing opportunities with a non-profit organization on Town-owned land
- Formed a resident-led working group to actively identify key challenges and strategic solutions to attract new family physicians
- Strengthened Council's commitment to build trust in the community through active support of the Accountability and Transparency Committee
- Approved the Town's first destination strategy to support The Blue Mountains as a leading tourism destination in Ontario and to proactively manage tourism
- Implemented a Municipal Accommodation Tax (MAT) as a new revenue tool to effectively manage tourism and to lessen the financial burden on the general tax base
- Supported the launch of new software to modernize Town operations including automated parking enforcement, by-law complaints, digital building permits, records management systems and more
- Completed a review of the Town's drinking water for PFOS elements (forever chemicals) and received a technical report qualifying that there is no presence of PFOS in the Town's drinking water
- Hosted open-format, community meet-and-greet sessions and a free community BBQ to increase engagement with residents
- Supported and participated in the 3rd annual Open Fields event to increase public awareness of agriculture practices and the importance of agriculture to the Town's economy
- Supported community-led sustainability initiatives through the Youth Climate Action Fund
- Supported the efforts of the Craigleith Community Working Group to address localized community issues and opportunities



GAINED EFFICIENCIES - 2025

The focus and effort of Council has been supported and strengthened through the efforts of various committees, working groups and task forces, that have been responsible for addressing key Town issues and priorities by harnessing community expertise.

These groups, comprising both Council members and dedicated residents who volunteer their time, have offered invaluable technical insights and professional experience to help in priority areas including physician recruitment, accountability and transparency, agriculture, economic development and more. In addition, local area working groups, such as the Craighleith Community Working Group, provided Council with a hyper-local focus on community issues and opportunities. The involvement of these groups has helped strengthen Town operations and Council decision making to ensure that decisions are well-rounded and community focused.

IMPACT ON THE COMMUNITY

The impact of Council on the community is significant as it directly shapes the quality of life for residents and sets the direction of the community for future generations. Council governs at the local level, making decisions that inform the delivery of essential services such as fire and emergency response, waste management, road maintenance, public transportation and more. Council members represent the voice of residents and work to ensure that the delivery of Town services matches public expectations, including the management and allocation of Town resources and the overall growth and development of the community. Furthermore, by supporting economic development initiatives, Council helps support local businesses and the Town's key economic sectors. Ultimately, municipal Council has a direct and lasting influence on the community's infrastructure, environment, safety and overall prosperity.

RISKS & CHALLENGES

The role of Council and the scope of responsibilities is ever growing and challenging. From core services such as infrastructure maintenance, to social and community services such as attainable/affordable housing, to supporting provincial services such as long-term care and physician recruitment, each year the strain on municipal finances and resources is stretched thin and community pressures continue to grow. With this in mind, it's important for Council to stay focused and committed to a clear strategic plan with well-established goals and priorities.



2026 APPROVED OPERATING BUDGET

COUNCIL	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	1,680	135,850	-	-	50,850	-	-100%	(50,850)
External Revenues	-	30,000	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 1,680	\$ 165,850	\$ -	\$ -	\$ 50,850	\$ -	-100%	\$ (50,850)
Expenses								
Salaries	246,960	238,523	287,075	333,274	309,702	347,549	12%	37,847
Benefits	88,580	81,357	90,473	107,046	103,850	116,877	13%	13,027
Operating and Administrative Expenses	26,844	201,900	26,439	37,767	88,900	89,066	0%	166
Communications	2,819	7,800	-	-	3,050	47,800	1467%	44,750
Personnel and Training	45,839	55,400	18,301	30,664	41,000	74,850	83%	33,850
Legal Expenses	10,621	-	482	590	-	5,000	N/A	5,000
Consulting	6,097	-	87	107	-	6,500	N/A	6,500
Total Expenses	\$ 427,760	\$ 584,980	\$ 422,857	\$ 509,448	\$ 546,502	\$ 687,642	26%	\$ 141,140
Subtotal Levy Impact	\$ (426,080)	\$ (419,130)	\$ (422,857)	\$ (509,448)	\$ (495,652)	\$ (687,642)	39%	\$ (191,990)
Transfers								
Transfers to Reserves	(35,000)	(35,000)	-	(35,000)	(35,000)	-	-100%	35,000
Transfers from Reserves	139	-	-	13,444	-	111,150	N/A	111,150
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	401,770	399,898	309,493	412,965	412,965	250,679	-39%	(162,286)
Total Transfers	\$ 366,909	\$ 364,898	\$ 309,493	\$ 391,409	\$ 377,965	\$ 361,829	-4%	\$ (16,136)
Total Levy Impact	\$ (59,171)	\$ (54,232)	\$ (113,364)	\$ (118,039)	\$ (117,687)	\$ (325,813)	177%	\$ (208,126)

04 Administration

- 38 Chief Administrative Officer
- 41 Clerks
- 44 Human Resources

Overview

The Administration Department is central to the Town's structure, managing essential functions for efficient operations, regulatory compliance and community engagement. It includes the CAO, Clerks and HR, providing leadership and coordination to support strategic goals.



Chief Administrative Officer

WHO WE ARE

Chief Administrative Officer (CAO) – (1 FTE)

Executive Assistant to the CAO - (1 FTE)



MISSION

The Office of the Chief Administrative Officer (CAO) works to provide visionary leadership and integrity in delivering high-quality municipal services that are aligned with Council's strategic goals, while fostering a transparent, accountable and collaborative government that reflects the values of our community.

WHAT WE DELIVER

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Acting as the sole employee of Council, the CAO is responsible for aligning Council's values and priorities with the administrative resources needed to achieve operational objectives
- Develops and maintains positive relationships with Council, staff and stakeholders to inform corporate programs and projects
- Oversees all Town operations with respect to service delivery and performance
- Supports Council in intergovernmental advocacy to address strategic issues affecting the municipality
- Oversees the Town's Human Resources policies and practices that enable a positive and safe workplace culture

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Support development of municipal policies, by-laws and procedures while ensuring compliance with provincial legislation and regulations
- Lead projects and initiatives that are corporate in nature and/or related to issues of community significance

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Facilitate both the strategic acquisition and divestment of lands to support strategic priorities of the municipality
- Securing agreements and support to diversify the Town's housing supply with a focus on affordability

2025 MAJOR ACCOMPLISHMENTS

- Attended ROMA and AMO conferences and supported Council with delegations to various Provincial Ministries
- Moved the surplus land disposal process forward as directed by Council for seven properties
- Continued implementation of the approved changes to the Corporate Organizational Structure
- Established a partnership with peopleCare to facilitate a Long-Term Care facility on the former 'Tees Please' property
- Secured support and agreements to diversify the Town's housing supply
- Leveraged and strengthened policies and procedures governing relations amongst Council, staff and the public
- Led the development of the Town's Housing Action Plan and created a Community Growth Advisor position to support implementation
- Facilitated the Town's Emergency Control Group meetings in relation to the spring ice storm event, ensuring a timely and appropriate response to challenges
- Coordinated the completion of the Planning and Building Services Fee Review inclusive of new by-law provisions to enhance development review and reduce tax levy impacts



GAINED EFFICIENCIES - 2025

- Transitioned the Town's disposition of land process to Planning Services
- Established a framework for a new fee structure in Planning and Building Services to reduce subsidy levels by as much as 35%
- Enacted a new priority tracking system associated with Senior Management Team meetings to enhance accountability and efficiency in issue management

IMPACT ON THE COMMUNITY

The CAO has a profound impact on the local community by overseeing the day-to-day operations of the municipal government. As the top executive, the CAO implements policies and decisions made by the municipal Council, ensuring that they are effectively carried out. The CAO manages municipal staff, resources and services, making sure they effectively meet the needs of the community. The CAO also plays a key role in budgeting and financial management, helping to allocate resources to critical areas. Their leadership ensures that the municipality operates within its budget while striving to maintain or improve service levels for residents. Additionally, the CAO serves as a liaison between the municipal Council and staff, ensuring clear communication and coordination. The CAO is working with Council to foster a culture of transparency, accountability and strategic planning to help create a more responsive, effective and sustainable local government.

RISKS & CHALLENGES

Although the Interim CAO was able to maintain continuity in municipal operations following the departure of the previous CAO, the Town's Senior Management Team (SMT) experienced a period of significant transition. During this time, staff were required to quickly adapt to new reporting structures and evolving expectations, which placed additional pressure on staff at all levels of the organization. Despite these challenges, leadership was successfully reestablished through collaborative efforts between the Interim CAO, SMT and Council.

RESOURCE GAPS & OPPORTUNITIES

Key positions within the Town were backfilled for Q1 and Q2 of 2025, which put a strain on operations. The Director of Planning and Building Services filled in as the Interim CAO and the Manager of Building Services (CBO) filled in as the Acting Director of Planning and Building Services.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Essential (Should do)

- Consistently attend meetings of Council and co-ordinate meetings with individual members of Council to support alignment between staff and Council and ensure direction is followed in a timely manner
- Lead the Senior Management Team with continual monitoring of action items and enhance communications with staff to support a culture of trust and transparency
- Ensure the delivery of the new Corporate Strategic Plan aligns with feedback from the public, Council and staff. Carefully review identified priorities with a lens to feasibility and reflect in departmental work plans
- Continue to serve as the senior management member for the Joint Health and Safety Committee with a focus on respectful public interactions and diligently review recommendations to mitigate health and safety risks
- Lead advocacy efforts through the identification of priority issues to be raised at the AMO and ROMA Conferences
- Act as the Chair of the Emergency Control Group and explore opportunities to improve emergency response building using lessons learned from previous significant weather events

Traditional (Can do)

- Build awareness and consistency in Town approaches to public engagement with regular attendance and support for staff leading significant engagement activities

Discretionary (Nice to do)

- Manage the delivery of affordable housing and long-term care projects in the community by liaising with proponents and proactively addressing barriers
- Divestment of remaining properties identified as surplus in 2024 to support the revenue base for the Town's Community Improvement Plan program

Special Projects for 2026:

Q1	<ul style="list-style-type: none"> • Establish business plan templates and buy-in, aligning departmental tasks with the new Strategic Plan • Building of Key Performance Indicators (KPIs), marking progress and implementation of the Strategic Plan
Q2	<ul style="list-style-type: none"> • In conjunction with the Clerks Division, complete reviews of the Town's Procedural By-law and Council-Staff Relations Protocol
Q3	<ul style="list-style-type: none"> • Build an orientation program in anticipation of a new Council term
Q4	<ul style="list-style-type: none"> • Complete the surplus land disposal process for lands identified in 2024 and as directed by Council



2026 APPROVED OPERATING BUDGET

CAO	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	-	-	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Expenses								
Salaries	303,434	304,521	265,707	309,372	320,329	305,442	-5%	(14,887)
Benefits	88,490	85,349	70,169	87,102	96,659	89,778	-7%	(6,881)
Operating and Administrative Expenses	7,903	4,975	1,841	6,313	4,975	3,350	-33%	(1,625)
Communications	506	1,650	-	1,750	1,750	50	-97%	(1,700)
Personnel and Training	23,060	17,550	18,693	28,554	20,050	23,250	16%	3,200
Legal Expenses	20,240	10,000	4,561	10,000	10,000	-	-100%	(10,000)
Consulting	8,569	-	-	-	-	-	N/A	-
Total Expenses	\$ 452,202	\$ 424,045	\$ 360,971	\$ 443,091	\$ 453,763	\$ 421,870	-7%	\$ (31,893)
Subtotal Levy Impact	\$ (452,202)	\$ (424,045)	\$ (360,971)	\$ (443,091)	\$ (453,763)	\$ (421,870)	-7%	\$ 31,893
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	279,872	279,073	215,238	286,984	286,984	116,094	-60%	(170,890)
Total Transfers	\$ 279,872	\$ 279,073	\$ 215,238	\$ 286,984	\$ 286,984	\$ 116,094	-60%	\$ (170,890)
Total Levy Impact	\$ (172,330)	\$ (144,972)	\$ (145,733)	\$ (156,107)	\$ (166,779)	\$ (305,776)	83%	\$ (138,997)



Clerks

WHO WE ARE

- Town Clerk – (1 FTE)
- Deputy Clerk - (1 FTE)
- Legislative Coordinator – (0.85 FTE)
- Records Management Coordinator – (1 FTE)



MISSION

The Town Clerk is the main point of contact for the Town. The Clerk's Division ensures transparent governance, maintains official records, facilitates public access and supports Town Council in accordance with legislation and the community's needs.

WHAT WE DELIVER

The Town Clerk provides services for the Town in accordance with the *Municipal Act, 2001*, *Municipal Elections Act, 1996*, and other legislation.

Mandatory (Must do) – Legislatively required services

- Conducting Municipal and School Board Elections in accordance with the *Municipal Elections Act*
- Council, Committee of Council and Committee of Adjustment support
- Main point of contact for the Integrity Commissioner, Ombudsman's Office, Closed Meeting Investigator, Information and Privacy Commissioner and Lobbyist Registrar
- Records Management for the Town
- Signatory for the Town on official documents and agreements. Issuer of Marriage and Lottery Licences
- Oversees vital statistics
- Provides statutory notification in accordance with relevant policies and legislation
- Head of the municipality under the *Municipal Freedom of Information and Protection of Privacy Act*

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Commissioner of Oaths and Affidavits

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Support for Line Fence Viewers in accordance with the *Line Fences Act*
- Perform Civil Marriage Services, based on the availability of the Town Clerk

2025 MAJOR ACCOMPLISHMENTS

- Continued rollout of Laserfiche, digital approvals for agreement execution
- Commenced enforcement of the Lobbyist Registry By-law, post initial 6-month grace period, while continuing public education and outreach on Lobbyist Registry By-law
- Hired a Records Management Coordinator to advance the Town's records management program, encompassing paper, historical and electronic records. Improving records management will assist in responding to FOI requests
- Continued preparation for the 2026 Municipal Election, including entering into a contract for the provision of Internet and Telephone voting
- Implementation of the Marriage Licence Modernization (MLM) with the Province

DIVISION STATISTICS

DESCRIPTION	2023 ACTUALS	2024 ACTUALS	2025 YEAR TO DATE*	2026 FORECAST
Prepare Council and Committee of the Whole Packages	87	81	80	80
Marriage Licences Issued	42	34	21	30
Civil Marriage Services Performed	18	24	9	10
Lottery Licences Issued	35	47	18	35
Line Fence Viewings	0	1	0	0

*As of July 31, 2025.



GAINED EFFICIENCIES - 2025

- Hiring a Records Management Coordinator will move the records management program forward in a more consistent manner and will assist in responding to FOI requests
- Through implementation of the Marriage Licence Modernization Program (MLM) through the Province, applicants now submit marriage licence applications and supporting documentation through an online portal which provides efficiencies in the time to review marriage licence applications and supporting documentation, and reduces the time to prepare the marriage licence

IMPACT ON THE COMMUNITY

The Clerk's Division serves as the primary point of contact for the Town. The Division manages critical records, facilitating access to public documents and preserving the Town's historical and legal records. By organizing and overseeing municipal elections, the Clerk's Division upholds democratic principles, ensuring fair and accessible voting processes for all. The Division coordinates Town Council and Committee meetings, supporting effective governance through structured and efficient deliberation.

RISKS & CHALLENGES

The number and duration of Council and Committee meetings has an impact on the Clerks' Division's capacity. The newly hired Records Management Coordinator will assist in moving the records management program forward and will assist in responding to FOI Requests in a timelier manner.

The enactment of the *Strong Mayors, Building Homes Act, 2022*, and associated regulations requires the Clerks' Division to adapt to new governance structures, which can involve revising procedural protocols and updating documentation, to ensure compliance with the legislation. This legislative shift may necessitate additional administrative tasks to support enhanced mayoral powers. The Clerks' Division must allocate time and resources to understand and implement the legislative changes, which may involve additional training for staff, further stretching the Division's capacity. This adaptation period requires the Clerks' Division to balance its traditional responsibilities with new obligations created by the legislation.

RESOURCE GAPS & OPPORTUNITIES

Similar to other Divisions within the Town, the Clerks' Division is experiencing increased workloads and service demands that may hinder the implementation of best practices and continuous improvement.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Mandatory Services include:

- 2026 Municipal and School Board Election
- Prepare for new Council orientation following the Municipal Election
- Update procedures to ensure compliance with the *Strong Mayors, Building Homes Act, 2022*, and associated regulations

Special Projects for 2026:

Q1	<ul style="list-style-type: none"> • Prepare for the 2026 Municipal and School Board Election • Update procedures to ensure compliance with the <i>Strong Mayors, Building Homes Act, 2022</i>, and associated regulations
Q2	<ul style="list-style-type: none"> • Nomination Period opens • Deadline to establish procedures and forms for the use of voting and vote counting equipment
Q3	<ul style="list-style-type: none"> • Prepare for new Council orientation following the Municipal Election • Nomination period closes • Commence review of the preliminary list of electors
Q4	<ul style="list-style-type: none"> • Voting Day • Inaugural Meeting of Council • Council orientation



2026 APPROVED OPERATING BUDGET

CLERKS	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	22,380	9,000	14,136	15,532	17,500	16,000	-9%	(1,500)
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 22,380	\$ 9,000	\$ 14,136	\$ 15,532	\$ 17,500	\$ 16,000	-9%	\$ (1,500)
Expenses								
Salaries	293,951	273,785	288,712	329,376	376,064	389,517	4%	13,453
Benefits	97,493	82,679	86,514	110,275	120,236	128,931	7%	8,695
Operating and Administrative Expenses	2,016	2,200	6,629	7,969	3,700	2,675	-28%	(1,025)
Communications	1,066	1,400	68	67	1,575	400	-75%	(1,175)
Personnel and Training	6,358	3,700	2,680	3,137	5,750	5,750	-	-
Legal Expenses	5,475	-	763	5,500	15,250	-	-100%	(15,250)
Consulting	422	-	564	690	200	450	125%	250
Total Expenses	\$ 406,781	\$ 363,764	\$ 385,930	\$ 457,014	\$ 522,775	\$ 527,723	1%	\$ 4,948
Subtotal Levy Impact	\$ (384,401)	\$ (354,764)	\$ (371,794)	\$ (441,482)	\$ (505,275)	\$ (511,723)	1%	\$ (6,448)
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	202,678	202,105	159,291	212,388	212,388	64,807	-69%	(147,581)
Total Transfers	\$ 202,678	\$ 202,105	\$ 159,291	\$ 212,388	\$ 212,388	\$ 64,807	-69%	\$ (147,581)
Total Levy Impact	\$ (181,723)	\$ (152,659)	\$ (212,503)	\$ (229,094)	\$ (292,887)	\$ (446,916)	53%	\$ (154,029)



Human Resources

WHO WE ARE

Manager of Human Resources – (1 FTE)

Benefit & Compensation Administrator – (1 FTE)

HR/Health & Safety Advisor – (1 FTE)

HR Coordinator * - (1 Contract FTE)

** Per Council direction this contract is being extended to the end of 2026.*



MISSION

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

WHAT WE DELIVER

The Human Resources Division provides operational human resource management programs and services to support the Town's workforce and enable the Town to meet its business objectives and regulatory requirements.

Mandatory (Must do) Legislatively required services

- Health & Safety: Occupational health and safety program management, incident reporting and disability management
- Employment & Legislative Compliance Governance
- Total Rewards: Organizational compensation, job evaluation, benefit administration, and performance management
- Payroll: Manage payroll distribution and reporting

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Workforce Planning and Recruiting: Strategic recruitment and workforce planning support, talent acquisition and onboarding
- Talent Management: Talent development, leadership development and succession planning

- Policy development and administration
- Labour relations and collective bargaining support – facilitating union negotiations and grievance handling

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Providing staff recognition programs to support morale and retention
- Change Management Support: Assist departments during restructuring or transformation initiatives

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Conduct employee engagement surveys and workshops
- Wellness Initiatives: Provide mental health resources and work-life balance programs

DIVISION STATISTICS

DESCRIPTION	2023	2024	2025
Number of Job Postings/Competitions	47	58	38*
Number of Employees Onboarded	49	52	46
Permanent Full-time Turnover‡	10%	9%	7%
WSIB - Lost Time Injuries (LTI)	LTI- 3	LTI- 5	LTI- 1
No Lost Time Injuries (NLTi)	NLTi - 7	NLTi- 3	NLTi – 4

*YTD as of August 15, 2025
 Job Postings/Competitions – Town & Library includes open and unfilled competition files
 ‡ Includes resignations and retirements: Calculation (Total Full-time departures / Avg. of Full-time Employees) x 100



2025 MAJOR ACCOMPLISHMENTS

- Implemented Performance Management and Compensation modules within the Human Capital Management (HCM) platform, Dayforce, and facilitated training sessions for end-users
- Completed a review of the non-union full-time employee benefits plan to benchmark against industry standards and explore enhancements for consideration in the 2026 Budget. For 2026, a recommendation for a minor enhancement to eye exam coverage is included for consideration. A comprehensive total rewards review is proposed for 2027 to consider further benefit enhancements.
- Completed Health and Safety training, including Working at Heights, First Aid, Chainsaw, Book 7, Transportation of Dangerous Goods, Trenching and Lock Out Tag Out
- Reviewed/revised several health and safety and corporate policies, including Refusal to Work, Personal Protective Equipment, Hearing Conservation Program, Hazardous Plants, Trenching and Excavating Program, Working at Heights, Ergonomics and Bereavement
- Implemented new policies, including Training and Development, Flexible Work Arrangements, Employee Code of Conduct and Safe Disclosure (Whistleblower) policy and program
- Completed Emergency Prevention, Preparedness, and Response modules as part of the WSIB Health and Safety Excellence program, which included developing new procedures and conducting staff drills and training. The Town earned \$16,000 in WSIB rebates for completing these modules.

IMPACT ON THE COMMUNITY

Human Resources is essential in fostering a productive workplace and supporting the Town's community by enhancing service delivery and efficiency. By implementing strategic programs, HR ensures regulatory compliance and workforce development, leading to improved public services and strengthened community trust.

GAINED EFFICIENCIES - 2025

- Enhanced internal communications with a new bi-weekly employee newsletter and leveraged the HCM platform's hub page for targeted employee and leader content
- Introduced weekly email prompts for leaders over a 12-week period as a follow-up to leader development training, reinforcing key concepts, encouraging practical application and supporting long-term growth from the initial training investment
- Automated workflows and processes for recruitment, onboarding, performance management and compensation changes using the HCM platform
- Increased external communications with applicants by sending regret messages to unselected candidates and added touchpoints with new hires before their first day

RISKS & CHALLENGES

- Competing for top talent involves addressing skill gaps and aligning retention strategies with employee expectations and career growth opportunities
- Staying updated with evolving employment laws and ensuring compliance is critical to mitigating legal risks
- Integrating Diversity, Equity and Inclusion (DEI) into corporate culture, addressing biases and developing programs tailored to diverse needs
- Enhancing workplace health and safety measures that focus on providing mental health support and wellness initiatives in response to new regulations
- Cost containment pressures may limit the ability to offer market-competitive compensation and benefits

RESOURCE GAPS & OPPORTUNITIES

The Human Resources Division continues to face rising service demands and workload pressures, limiting its ability to focus beyond daily operations. This affects the implementation of best practices, service expansion, productivity and employee well-being — ultimately risking delays in critical HR processes and impacting the Town's commitment to service excellence.

To support the Town's growth and evolving organizational needs, HR plays a key role in cultivating a high-performing, employee-centered culture. The HR Coordinator position was approved in 2024 as an 18-month contract to assist with implementing KPMG's organizational structure review recommendations approved by Council. The HR Coordinator role has proven essential in advancing internal service delivery and enhancing customer service. To continue the essential service this role delivers Council has extended the contract to the end of 2026.

2026 WORK PLAN Operate & Maintain - Current Level of Service:

Mandatory (Must do)

- Ensure all Town employees complete training on corporate governance and legislated training, including refresher courses for ongoing compliance. Refresher training for staff on H&S training that will expire in 2026 includes Working at Heights, First Aid, Trenching and Hearing Conservation (as well as audiometric testing for all applicable staff).
- Ongoing review of Health & Safety policies and programs to ensure compliance with legislation and best practices
- Process bi-weekly and monthly payroll for 240+ employees (FT, PT, PPC Fire, Library)
- Benefit and pension administration and claims management

Essential (Should do)

- Ongoing review and/or development of HR related policies and procedures
- Workforce planning and employee lifecycle management to strategically align staffing practices with service delivery needs (e.g., recruitment and retention, talent management, succession planning and performance management)

Special Projects for 2026:

Q1

- Define objectives and scope for the HR Strategic and Workforce Development Plan; begin development of RFP*
- Review new WSIB Health & Safety Excellence topics with the Joint Health and Safety Committee

Q2

- Development of Employee Engagement Survey and Action Plan*
- Finalize and release HR Strategic and Workforce Development Plan RFP; complete evaluation process and vendor selection, and project workplan development
- Hearing Conservation training, noise surveys on new equipment and spot tests and audiometric testing for all applicable full-time staff

Q3

- Roll-out of Employee Engagement Survey and Communications Plan
- HR Strategic and Workforce Development Plan—gather stakeholder input and facilitate workshops and discussions; complete initial draft and enter review phase; coordinate revisions with stakeholders*

Q4

- HR Strategic and Workforce Development Plan—present final draft plan to SMT and Council; implementation of approved plan beginning in Q1 2027*
- Employee Engagement Survey—communication of results and employee workshops
- Finalize WSIB Health & Safety Excellence Module requirements and submit for rebates

**This item is being proposed for the 2026 Budget.*



2026 APPROVED OPERATING BUDGET

HUMAN RESOURCES	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	-	-	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Expenses								
Salaries	356,135	305,159	359,664	415,317	422,159	431,041	2%	8,882
Benefits	110,552	91,019	101,376	129,060	129,148	106,321	-18%	(22,827)
Operating and Administrative Expenses	9,569	13,300	11,981	14,677	14,800	33,900	129%	19,100
Communications	16,137	17,100	14,108	14,265	17,113	16,100	-6%	(1,013)
Personnel and Training	64,433	76,200	5,693	21,991	40,150	31,200	-22%	(8,950)
Legal Expenses	79,598	10,000	46,485	58,133	10,000	-	-100%	(10,000)
Consulting	32,612	13,000	22,333	27,164	7,000	92,000	1214%	85,000
Total Expenses	\$ 669,036	\$ 525,778	\$ 561,640	\$ 680,607	\$ 640,370	\$ 710,562	11%	\$ 70,192
Subtotal Levy Impact	\$ (669,036)	\$ (525,778)	\$ (561,640)	\$ (680,607)	\$ (640,370)	\$ (710,562)	11%	\$ (70,192)
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	179,546	N/A	179,546
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	371,564	370,704	285,886	381,181	381,181	142,420	-63%	(238,761)
Total Transfers	\$ 371,564	\$ 370,704	\$ 285,886	\$ 381,181	\$ 381,181	\$ 321,966	-16%	\$ (59,215)
Total Levy Impact	\$ (297,472)	\$ (155,074)	\$ (275,754)	\$ (299,426)	\$ (259,189)	\$ (388,596)	50%	\$ (129,407)



05 Strategic Initiatives

- 49 Strategic Initiatives and Economic Development
- 53 Communications and Customer Service

Overview

The Town's Strategic Initiatives Department leads communications, customer service, economic development, special projects, sustainability and tourism. Supporting Council's goals, the department advances strategic planning while ensuring transparent communication, responsive service and meaningful public participation in decision-making.



Strategic Initiatives

WHO WE ARE

Director of Strategic Initiatives – (1 FTE)

Manager of Strategic Initiatives – (1 FTE)

Administrative Assistant – Strategic Initiatives and Mayor's Office – (0.5 FTE)



MISSION

The Strategic Initiatives Division advances strategic projects and initiatives in support of Council goals, focusing on economic development, sustainability, community engagement and strategic planning through effective communication and customer service.

WHAT WE DELIVER

The Strategic Initiatives Department includes the service areas of communications and customer service, economic development and tourism, sustainability and special projects. The department supports the strategic goals and objectives of Council by advancing key projects and initiatives, focusing on strategic planning, community engagement and government relations.

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Lead strategic planning
- Provide issues management
- Lead Town-wide communications and public engagement initiatives
- Support tourism development and destination management
- Support government relations efforts and municipal advocacy
- Foster municipal partnerships with external organizations, community groups, etc.
- Foster regional collaboration with Grey County and neighbouring municipalities

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Provide economic development and local business support
- Support sustainability initiatives and best practices.

2025 MAJOR ACCOMPLISHMENTS

- Implementation of the Our Path Forward: Corporate Strategic Plan project
- Provincial Delegations at ROMA & AMO
- Initiated Town & Grey County leadership meetings
- Initiated Municipal Advocacy Meetings with MPP Saunderson
- Formed the Family Physician Recruitment and Retention Working Group
- Supported the initiatives of the Craigmile Community Working Group
- Supported the initiatives of the Accountability and Transparency Committee
- Led the development of the Town's first Tourism and Destination Strategy
- Supported downtown parking changes in Clarksburg
- Administration of Municipal Accommodation Tax and use of funds criteria
- Short-Term Accommodation enforcement software implementation





IMPACT ON THE COMMUNITY

The Strategic Initiatives Department plays a pivotal role in shaping the future of the community by driving key projects that align with Council's strategic goals. The focus and commitment to strategic planning, coupled with active community engagement and strong government relations, fosters a collaborative environment where all stakeholders work towards a shared vision, enhancing the quality of life and supporting the Town's future. The efforts in economic development and tourism help stimulate local business growth and attract visitors, while growing the local economy sustainably and responsibly. Work leading sustainability initiatives ensures that the Town plays an active role in safeguarding the natural environment for future generations.

RISKS & CHALLENGES

The Strategic Initiatives Department is focused on achieving the Council's strategic goals while remaining available and flexible to address key community issues and opportunities. Although this flexibility is necessary, it poses a risk to the strategic focus and capacity of the Department's, as shifting priorities can divert resources from ongoing projects. Having a well-defined and outcome-based strategic plan will help ensure that corporate focus and direction are maintained.

Another risk is capacity related to employee retention and recruitment, along with opportunities for professional development and internal advancement. As a newly-formed department, this is important as additional staff may be required as the workload and scope of the department evolve.

RESOURCE GAPS & OPPORTUNITIES

Due to the wide focus and scope of the department, leveraging community insight and expertise from residents and stakeholders through participation in working groups, committees and task forces is beneficial to advance key projects and initiatives. In 2025, this was demonstrated through the efforts of the Family Physician Recruitment Working Group and the Small Business Support Task Force.

In addition, by leveraging partnerships and coordinating advocacy with Grey County and neighbouring municipalities, the Town has a better opportunity to secure Ministry and Provincial support to advance key projects and initiatives.

GAINED EFFICIENCIES - 2025

The Strategic Initiatives Department was formed in 2025, and efforts continue to define its work and focus. Initiatives such as provincial delegations, strategic planning and issues management have resulted in increased efficiency for the organization as a whole through the advancement of strategic goals and objectives.





2026 WORK PLAN Operate & Maintain – Current Level of Service:

The Strategic Initiatives Department will continue to lead key projects to advance Council's strategic goals and objectives as indicated below. Work related to each division will be included on their respective budget pages.

Essential (Should do)

- Support key Council initiatives, including implementing the Corporate Strategic Plan and completing the 2026 Resident Satisfaction Survey.
- Support the ongoing efforts of Committees and Working Groups, including:
 - Accountability and Transparency Committee
 - Craigleith Community Working Group
 - Family Physician Recruitment Working Group
 - Local Business Associations (e.g. Thornbury, Clarksburg, BMVA, Chamber, etc.)
- Lead the implementation of the Destination Strategy
- Support the collection of Municipal Accommodation Tax and the use of the Town portion of the funds
- Supporting the efforts of the Communications Division including public engagement initiatives
- Leading key projects to advance economic development goals and local business support initiatives
- Leading efforts to enhance customer services, including the implementation of a customer service management software
- Support government relations efforts and municipal advocacy at both ROMA and AMO and with the respective MPP's and Provincial Ministries
- Foster regional collaboration with Grey County and neighbouring municipalities
- Support employee engagement initiatives, including the Employee Engagement Survey

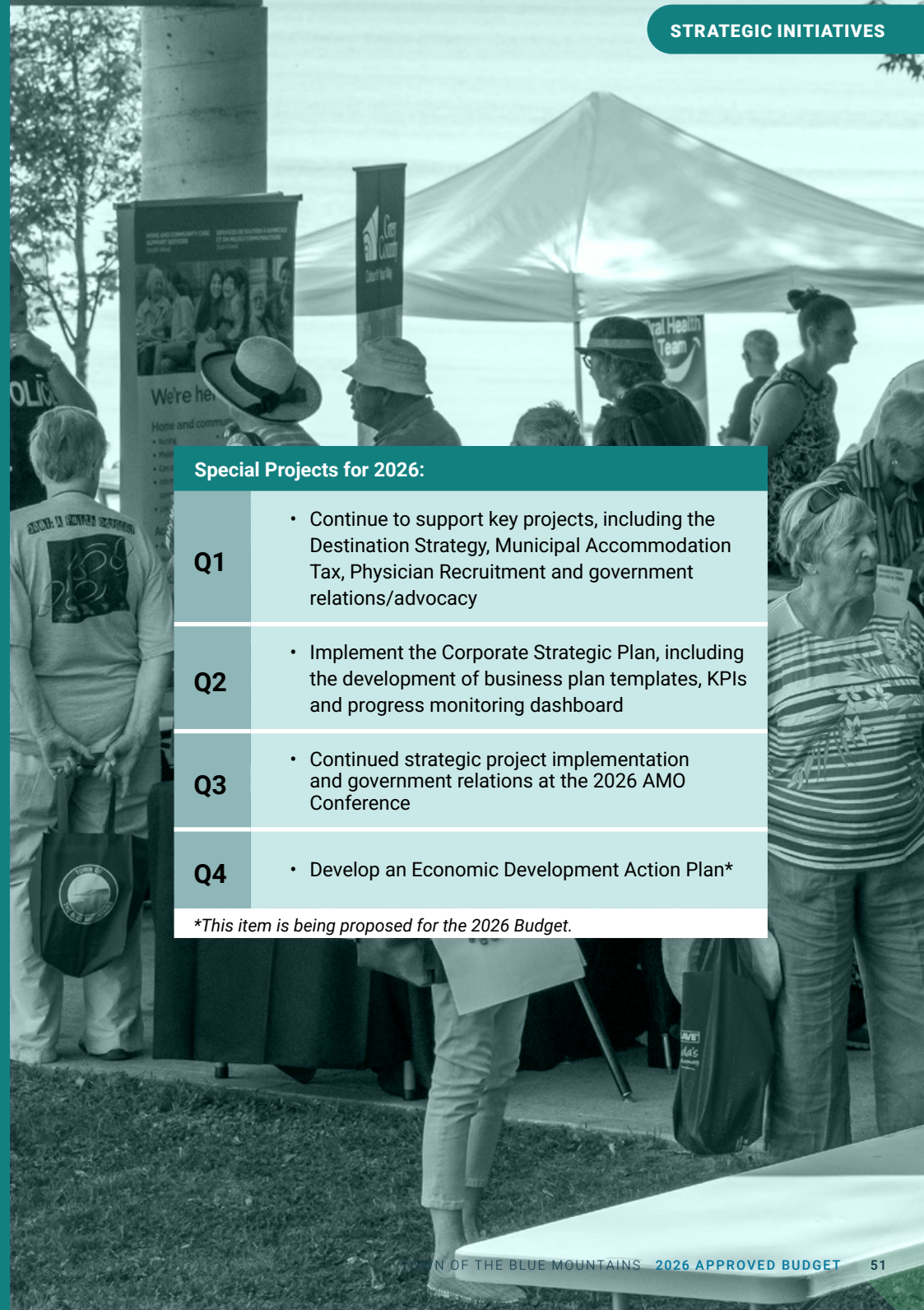
Traditional (Can do)

- Fabrication and installation of Gateway Signage
- Support sustainability initiatives and best practices

Special Projects for 2026:

Q1	<ul style="list-style-type: none"> • Continue to support key projects, including the Destination Strategy, Municipal Accommodation Tax, Physician Recruitment and government relations/advocacy
Q2	<ul style="list-style-type: none"> • Implement the Corporate Strategic Plan, including the development of business plan templates, KPIs and progress monitoring dashboard
Q3	<ul style="list-style-type: none"> • Continued strategic project implementation and government relations at the 2026 AMO Conference
Q4	<ul style="list-style-type: none"> • Develop an Economic Development Action Plan*

**This item is being proposed for the 2026 Budget.*





2026 APPROVED OPERATING BUDGET

STRATEGIC INITIATIVES	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	9,141	-	6,738	8,235	-	-	N/A	-
External Revenues	-	-	2,296,844	2,919,012	-	2,810,000	N/A	2,810,000
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 9,141	\$ -	\$ 2,303,582	\$ 2,927,247	\$ -	\$ 2,810,000	N/A	\$ 2,810,000
Expenses								
Salaries	-	-	174,020	173,672	-	340,730	N/A	340,730
Benefits	-	-	43,100	43,118	-	104,188	N/A	104,188
Operating and Administrative Expenses	38,616	75,000	1,269,984	2,979,027	120,000	1,509,674	1158%	1,389,674
Communications	-	-	1,134	1,365	-	3,000	N/A	3,000
Personnel and Training	-	-	-	-	-	16,760	N/A	16,760
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	210,000	N/A	210,000
Total Expenses	\$ 38,616	\$ 75,000	\$ 1,488,238	\$ 3,197,182	\$ 120,000	\$ 2,184,352	1720%	\$ 2,064,352
Subtotal Levy Impact	\$ (29,475)	\$ (75,000)	\$ 815,344	\$ (269,935)	\$ (120,000)	\$ 625,648	-621%	\$ 745,648
Transfers								
Transfers to Reserves	-	-	-	-	-	(1,372,624)	N/A	(1,372,624)
Transfers from Reserves	25,000	25,000	-	-	-	210,000	N/A	210,000
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	-	-	-	-	-	(54,752)	N/A	(54,752)
Total Transfers	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ (1,217,376)	N/A	\$ (1,217,376)
Total Levy Impact	\$ (4,475)	\$ (50,000)	\$ 815,344	\$ (269,935)	\$ (120,000)	\$ (591,728)	393%	\$ (471,728)

MUNICIPAL ACCOMMODATION TAX

The Municipal Accommodation Tax program and its related revenues and expenses are included in the chart above. Conservatively, it's estimated that the MAT program will generate \$2.8M in 2025. This reflects factors such as the Q1 exemption for pre-booked reservations and market factors driving local accommodation performance. Nominal expenses for the MAT program were incurred and primarily related to postage and communication. Under the agreement between the Town and The Blue Mountain Village Association (BMVA), the Town's share is 50% of the total amount collected, with the remaining 50% paid to the BMVA serving as the Town's official Destination Marketing Organization. Use of the Town's share of MAT will be completed through a separate process as detailed in a future staff report and informed by the approved MAT Evaluation Criteria.



Communications and Customer Service

WHO WE ARE

Manager of Communications and Customer Service - (0.85 FTE)

Communications Coordinator – (2 FTE)

Branding and Graphic Design Specialist – (1 FTE)

Customer Service Representative – (1 FTE)



MISSION

The Communications and Customer Service Division delivers clear, timely communication and exceptional customer service that fosters trust, transparency and engagement between the municipality and the community.

WHAT WE DELIVER

The Communications and Customer Service (CCS) Division actively manages corporate communication activities by ensuring accurate and timely communication to residents and by promoting public engagement to encourage participation in the Town's decision-making processes and to raise awareness of the delivery of municipal services.

Mandatory (Must do) – Legislatively required services

- Legislative advertising and notices

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Communications support for all Town departments and projects
- Public engagement activities such as public surveys, workshops, open houses and public information centres
- Internal communications support.
- Town website management and maintenance
- Town social media management (i.e. Facebook, X, LinkedIn and Instagram)
- General customer service and response to public inquiries

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Creation of corporate communication materials such as the Town newsletter, Tax Bill Newsletter, Resident Welcome Guide, Business Information Guide and Community Profile
- Promotion of community events and initiatives including proclamations, flag raisings, celebrations and community event support

- Town advocacy through regional municipal meetings, provincial delegations and Grey County meetings
- Membership in provincial, regional and local communications organizations

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Lead/support corporate strategy development including the Communications Strategy, Economic Development Strategy, Tourism Strategy and the Corporate Strategic Plan
- Advise/support corporate plan development including the Official Plan, Leisure Activities Plan, Fire Master Plan and the Transportation Master Plan
- Support for special projects including the Municipal Accommodation Tax, Physician Recruitment, Tourism Strategy, Branding and Brand Identity, Gateway and Wayfinding Signage, Film Attraction and Employee Engagement
- Community events and initiatives such as Open Fields, family movie nights, community BBQ's, Council meet-and-greet events and event/farmers market attendance
- Tourism promotion and support for local business associations
- Implementation and administration of the Community Improvement Plan



2025 MAJOR ACCOMPLISHMENTS

- Developed the Town's new Trail Map
- Led the design of the Town's new gateway and wayfinding signage
- Issued four editions of the print newsletter and 12 editions of the e-newsletter
- Conducted intake and administration of the Community Improvement Plan
- Hosted the 3rd Annual Open Fields Event
- Hosted Council Community BBQ and Council Café events
- Launched a new community engagement kiosk
- Supported the Our Path Forward: Corporate Strategic Plan project

GAINED EFFICIENCIES - 2025

The Communications and Customer Service Division has gained efficiencies through various internal process improvements, such as proactive project planning and developing workback schedules. Following the successful implementation of the Town's Communications Strategy, the Division has streamlined processes and enhanced the overall effectiveness of communication efforts. As a result, staff have been able to work more efficiently and one coordinator position has been removed.

In addition, a community engagement kiosk was developed, which allows residents to navigate the Town's website and complete surveys in-person. This has resulted in improved access to information for residents and has increased the overall accessibility to Town information. In 2025, the Division also assumed responsibility for the Town's general info@ email address, which has given the Division the ability to streamline responses to general inquiries.

IMPACT ON THE COMMUNITY

The Communications and Customer Service Division continues to enhance public engagement through increased awareness of municipal activities and projects, resulting in greater resident understanding and participation across the community.

The Division leads and supports strategic communication initiatives and special projects that improve service delivery, promote transparency and align with key corporate priorities. In addition, the Division assists with customer service support to help residents and visitors navigate Town services, policies and programs efficiently and respectfully.

The Division also supports and hosts various community events, including Open Fields, Council Community BBQ & Cafés, Olde Fashioned Christmas, the Seniors Fair, the Sustainability Summit and more. These initiatives strengthen the Town's identity, foster community connection and build civic pride.





RISKS & CHALLENGES

The Communications and Customer Service workload largely encompasses supporting the activities and projects of other departments, including Administration, Strategic Initiatives, Operations, Planning and Building Services, Community Services and Corporate Financial Services. As a result, there are many challenges due to changing work plans and shifting priorities. Project delays across the organization may result in increased staff time and hard costs, which impact the Division's capacity and efficiencies.

There is also a greater expectation related to project engagement and consultation. The Division has set a high standard and continually adapts its approach and best practices to meet these expectations for all projects. The Division is developing standard operating procedures for community engagement to help create efficiency.

RESOURCE GAPS & OPPORTUNITIES

The Communications and Customer Service Division will continue to support all departments across the municipality. Many divisions are siloed and lack cross-functionality with other divisions. Further implementation of task tracking software would help monitor key items and priorities for projects that span across divisions.

Customer management software would significantly support the Town's customer service goals and objectives. The software would allow staff who regularly interact with residents to access a robust tracking and knowledge base system to ensure consistency and a positive customer service experience throughout all interactions.

DIVISION STATISTICS

DESCRIPTION	2023 ACTUALS	2024 ACTUALS	2025 YEAR TO DATE*
Press Releases & Notices Issued	163	180	102
Town Website Visits	605,500	537,110	371,019
Town Email Subscribers	3,360	4,295	4,708
Town Email Open Rate	72%	75%	70%
Social Media Followers			
Facebook	700	1,063	1,200
X (Twitter)	3,600	3,597	3,547
Instagram	600	1,151	1,990

*As of Sept 15, 2025.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

The Division will continue to provide support and lead communication activities for all Town departments and projects, including project notices and updates, public surveys, workshops, open houses and public information centres.

In addition, the Division will continue to maintain and update key communication tools such as the website, print and e-newsletters, social media accounts and corporate publications.

Communications will also continue to implement the communications strategy:

- Email Address Collection Campaign (ongoing) – No cost
- Monthly Town E-Newsletter (ongoing) – No cost
- Quarterly Town Newsletter (ongoing) - \$16,000
- Public Survey Support (ongoing) - \$15,000
- Develop Town explainer videos (ongoing) - \$5,000

Special Projects for 2026:

Q1	<ul style="list-style-type: none"> • Implement community kiosks in Town facilities (Discretionary) • Development of Customer Service Strategy (Essential)
Q3	<ul style="list-style-type: none"> • Fabrication and installation of Gateway Signage (Essential)
Q4	<ul style="list-style-type: none"> • Host Open Fields 2026 (Discretionary)



2026 APPROVED OPERATING BUDGET

COMMUNICATIONS AND CUSTOMER SERVICE	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	-	-	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Expenses								
Salaries	408,694	481,319	268,283	317,627	720,158	387,090	-46%	(333,068)
Benefits	135,546	149,971	76,103	77,434	232,445	137,690	-41%	(94,755)
Operating and Administrative Expenses	180,839	197,050	135,810	158,167	175,150	86,450	-51%	(88,700)
Communications	50,557	43,360	25,977	31,230	42,860	40,000	-7%	(2,860)
Personnel and Training	20,125	14,445	21,345	22,870	20,400	15,070	-26%	(5,330)
Legal Expenses	-	-	397	529	-	-	N/A	-
Consulting	4,161	45,000	35,113	34,588	-	-	N/A	-
Total Expenses	\$ 799,922	\$ 931,145	\$ 563,028	\$ 642,445	\$ 1,191,013	\$ 666,300	-44%	\$ (524,713)
Subtotal Levy Impact	\$ (799,922)	\$ (931,145)	\$ (563,028)	\$ (642,445)	\$ (1,191,013)	\$ (666,300)	-44%	\$ 524,713
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	10,000	55,000	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	336,204	337,916	264,456	342,292	342,292	176,560	-48%	(165,732)
Total Transfers	\$ 346,204	\$ 392,916	\$ 264,456	\$ 342,292	\$ 342,292	\$ 176,560	-48%	\$ (165,732)
Total Levy Impact	\$ (453,718)	\$ (538,229)	\$ (298,572)	\$ (300,153)	\$ (848,721)	\$ (489,740)	-42%	\$ 358,981



06 Corporate Administration

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- 60 Ontario Provincial Police
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- 64 Health and Social Services

Overview

Corporate Administration covers policy development, strategic planning and internal communication. It manages debt repayments and coordinates with essential services like the OPP for public safety, the Conservation Authority for environmental efforts and health and social services for community well-being.



Corporate Administration

MISSION

The Corporate Administration Division was created to record tax-related revenues and expenses that affect the Town as a whole and are not related to one specific Department.

WHO WE ARE

Administrative Assistant – Roads and Drainage,
Sustainability and Solid Waste – (0.30 FTE)

2026 APPROVED OPERATING BUDGET

CORPORATE ADMINISTRATION	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	1,350,300	1,750,300	363,875	1,495,500	1,495,500	1,716,100	15%	220,600
External Revenues	1,093,720	2,068,025	1,989,926	1,626,627	1,888,025	1,396,750	-26%	(491,275)
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 2,444,020	\$ 3,818,325	\$ 2,353,801	\$ 3,122,127	\$ 3,383,525	\$ 3,112,850	-8%	\$ (270,675)
Expenses								
Salaries	118,030	17,281	15,741	18,097	(238,580)	(679,438)	185%	(440,858)
Benefits	2,906	(11,039)	89,682	189,813	(71,812)	(292,348)	307%	(220,536)
Operating and Administrative Expenses	125,023	36,590	75,547	136,032	158,600	221,086	39%	62,486
Communications	58,522	79,500	41,465	51,949	87,625	42,000	-52%	(45,625)
Personnel and Training	11,387	13,000	7,990	10,654	13,000	9,300	-28%	(3,700)
Legal Expenses	74,070	25,000	44,856	55,615	25,000	98,500	294%	73,500
Consulting	575,855	670,000	187,082	1,153,569	1,123,252	976,305	-13%	(146,947)
Total Expenses	\$ 965,793	\$ 830,332	\$ 462,363	\$ 1,615,729	\$ 1,097,085	\$ 375,405	-66%	\$ (721,680)
Subtotal Levy Impact	\$ 1,478,227	\$ 2,987,993	\$ 1,891,438	\$ 1,506,398	\$ 2,286,440	\$ 2,737,445	20%	\$ 451,005
Transfers								
Transfers to Reserves	(325,149)	(325,000)	-	-	-	(345,000)	N/A	(345,000)
Transfers from Reserves	438,106	1,560,000	-	526,205	526,205	474,723	-10%	(51,482)
Transfers from Development Charges	551,018	-	-	426,580	547,047	391,582	-28%	(155,465)
Transfers to/from Other Divisions	-	-	-	-	-	31,183	N/A	31,183
Total Transfers	\$ 663,975	\$ 1,235,000	\$ -	\$ 952,785	\$ 1,073,252	\$ 552,488	-49%	\$ (520,764)
Total Levy Impact	\$ 2,142,202	\$ 4,222,993	\$ 1,891,438	\$ 2,459,183	\$ 3,359,692	\$ 3,289,933	-2%	\$ (69,759)



Debt Repayments

MISSION

The Town intends to keep long-term debt use to a minimum. However, debt is an important financing tool that is available to the Town. The Province sets a debt limit of 25% of annual revenues that can be used towards principal and interest payments. This is known as the Annual Repayment Limit (ARL). The Town's 2024 net debt charges as a percentage of net revenues are 1.83%.

2026 APPROVED OPERATING BUDGET

DEBT REPAYMENT	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	10,200	10,200	10,200	10,200	10,200	10,200	-	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200	-	\$ -
Expenses								
Salaries	-	-	-	-	-	-	N/A	-
Benefits	-	-	-	-	-	-	N/A	-
Operating and Administrative Expenses	730,208	757,400	644,086	998,564	998,564	735,416	-26%	(263,148)
Communications	-	-	-	-	-	-	N/A	-
Personnel and Training	-	-	-	-	-	-	N/A	-
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	-	N/A	-
Total Expenses	\$ 730,208	\$ 757,400	\$ 644,086	\$ 998,564	\$ 998,564	\$ 735,416	-26%	\$ (263,148)
Subtotal Levy Impact	\$ (720,008)	\$ (747,200)	\$ (633,886)	\$ (988,364)	\$ (988,364)	\$ (725,216)	-27%	\$ 263,148
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	572,637	608,431	-	599,184	599,184	584,327	-2%	(14,857)
Transfers from Development Charges	147,372	148,969	-	144,976	144,976	140,889	-3%	(4,087)
Transfers to/from Other Divisions	-	-	-	-	-	-	N/A	-
Total Transfers	\$ 720,009	\$ 757,400	\$ -	\$ 744,160	\$ 744,160	\$ 725,216	-3%	\$ (18,944)
Total Levy Impact	\$ 1	\$ 10,200	\$ (633,886)	\$ (244,204)	\$ (244,204)	\$ -	-100%	\$ 244,204

Ontario Provincial Police

MISSION

To serve the province by protecting its citizens, upholding the law and preserving public safety.

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

The legislatively required services provided by the Ontario Provincial Police (OPP) to municipalities, as mandated by the Police Services Act (PSA), focus on core policing responsibilities. These include:

- Enforcement of laws, including the Criminal Code of Canada, provincial offences and municipal by-laws
- Development and implementation of programs to prevent crime in the community
- Provision of support and assistance to crime victims, helping them cope and navigate the legal process
- Ensuring peace and order are upheld in public spaces
- Responding to emergencies, including rapid response to calls for service involving critical incidents or disasters

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Provision of specialized policing services such as canine units, marine units and tactical/emergency response teams
- Traffic management services such as collision reconstruction and commercial vehicle enforcement
- Community engagement and education programs aimed at enhancing community relations

DIVISION STATISTICS

DESCRIPTION	2024 ACTUALS	2025 ACTUALS	2026 EXPECTED
Household Property Count	9,063	9,331	9,440
Commercial and Industrial Property Count	409	406	410
Base Services Cost per Property	\$165.59	\$189.44	\$196.63
Calls for Service Cost per Property	\$76.35	\$81.64	\$85.72
Contract Enhancements	\$51.92	\$57.79	\$59.98
Estimated Billing Cost per Property	\$302.14	\$305.53 (less 10% discount)	\$366.15





2026 APPROVED OPERATING BUDGET

ONTARIO PROVINCIAL POLICE	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	8,695	9,000	-	9,000	9,000	9,000	-	-
External Revenues	12,151	5,000	5,785	7,455	5,000	10,000	100%	5,000
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 20,846	\$ 14,000	\$ 5,785	\$ 16,455	\$ 14,000	\$ 19,000	36%	\$ 5,000
Expenses								
Salaries	-	500	830	1,107	1,200	900	-25%	(300)
Benefits	2,629	2,000	2,923	-	2,000	2,800	40%	800
Operating and Administrative Expenses	2,642,520	2,874,400	2,705,726	2,959,417	2,967,763	3,324,565	12%	356,802
Communications	-	1,000	-	1,000	1,000	-	-100%	(1,000)
Personnel and Training	1,220	2,650	2,342	4,212	11,775	8,700	-26%	(3,075)
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	-	N/A	-
Total Expenses	\$ 2,646,369	\$ 2,880,550	\$ 2,711,821	\$ 2,965,736	\$ 2,983,738	\$ 3,336,965	12%	\$ 353,227
Subtotal Levy Impact	\$ (2,625,523)	\$ (2,866,550)	\$ (2,706,036)	\$ (2,949,281)	\$ (2,969,738)	\$ (3,317,965)	12%	\$ (348,227)
Transfers								
Transfers to Reserves	-	-	-	-	-	(5,000)	N/A	(5,000)
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(219,751)	(310,383)	(252,239)	(335,866)	(335,866)	-	-100%	335,866
Total Transfers	\$ (219,751)	\$ (310,383)	\$ (252,239)	\$ (335,866)	\$ (335,866)	\$ (5,000)	-99%	\$ 330,866
Total Levy Impact	\$ (2,845,274)	\$ (3,176,933)	\$ (2,958,275)	\$ (3,285,147)	\$ (3,305,604)	\$ (3,322,965)	1%	\$ (17,361)



Conservation Authority



MISSION

Nottawasaga Valley Conservation Authority (NVCA): Working together to lead, promote, support and inspire innovative watershed management.

Grey Sauble Conservation Authority (GSCA): To champion a healthy and safe watershed through innovative conservation efforts, sound planning and inspiring education initiatives, now and in the future.

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- Administer development permits concerning land use, and activities in regulated areas such as wetlands and shorelines under *Ontario Regulation 42/06*
- Develop and implement flood prevention and control infrastructure and strategies to minimize the risk and impact of flood events within respective jurisdictions
- Manage and protect conservation authority-owned lands to ensure the conservation of biodiversity and natural habitats
- Provide technical reviews and advisory services for land use planning under the *Planning Act* to ensure alignment with environmental regulations and sustainable development objectives
- Conduct and report on environmental monitoring activities related to watershed health, to inform both policy-making and public awareness of the state of natural resources

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Provide public education and outreach programs and workshops for schools and community groups to foster environmental awareness and stewardship
- Partner with Watershed Municipalities, provincial/federal agencies, Conservation Ontario and other interested stakeholders to achieve mutual goals

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Lead ecosystem restoration projects and initiatives
- Develop and maintenance of trails and other recreation areas on conservation authority lands

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Provide recreation tours/programs and venue rentals



DIVISION STATISTICS

DESCRIPTION	NOTTAWASAGA VALLEY	GREY SAUBLE
Geographic Area of Watershed Jurisdiction	3,600 square km	3,191 square km
Lands Owned and Managed within Jurisdiction	13,000 acres	29,000 acres
Municipalities in which the Body has Jurisdiction	18	8



2026 APPROVED OPERATING BUDGET

CONSERVATION AUTHORITY	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	-	-	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Expenses								
Salaries	-	-	-	-	-	-	N/A	-
Benefits	-	-	-	-	-	-	N/A	-
Operating and Administrative Expenses	537,649	537,649	628,275	628,275	573,636	663,822	16%	90,186
Communications	-	-	-	-	-	-	N/A	-
Personnel and Training	-	-	-	-	-	-	N/A	-
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	-	N/A	-
Total Expenses	\$ 537,649	\$ 537,649	\$ 628,275	\$ 628,275	\$ 573,636	\$ 663,822	16%	\$ 90,186
Subtotal Levy Impact	\$ (537,649)	\$ (537,649)	\$ (628,275)	\$ (628,275)	\$ (573,636)	\$ (663,822)	16%	\$ (90,186)
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(31,075)	(31,075)	(24,177)	(32,236)	(32,236)	-	-100%	32,236
Total Transfers	\$ (31,075)	\$ (31,075)	\$ (24,177)	\$ (32,236)	\$ (32,236)	\$ -	-100%	\$ 32,236
Total Levy Impact	\$ (568,724)	\$ (568,724)	\$ (652,452)	\$ (660,511)	\$ (605,872)	\$ (663,822)	10%	\$ (57,950)

Health and Social Services

WHAT WE DELIVER

Discretionary (Nice to do) - Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Record/track payments made to the hospital and/or health-related organization or social services.

2026 APPROVED OPERATING BUDGET

HEALTH AND SOCIAL SERVICES	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	-	-	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Expenses								
Salaries	-	-	-	-	-	-	N/A	-
Benefits	-	-	-	-	-	-	N/A	-
Operating and Administrative Expenses	25,000	75,000	-	25,000	25,000	-	-100%	(25,000)
Communications	-	-	-	-	-	-	N/A	-
Personnel and Training	-	-	-	-	-	-	N/A	-
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	-	N/A	-
Total Expenses	\$ 25,000	\$ 75,000	\$ -	\$ 25,000	\$ 25,000	\$ -	-100%	\$ (25,000)
Subtotal Levy Impact	\$ (25,000)	\$ (75,000)	\$ -	\$ (25,000)	\$ (25,000)	\$ -	-100%	\$ 25,000
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	50,000	-	25,000	25,000	-	-100%	(25,000)
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	-	-	-	-	-	-	N/A	-
Total Transfers	\$ -	\$ 50,000	\$ -	\$ 25,000	\$ 25,000	\$ -	-100%	\$ (25,000)
Total Levy Impact	\$ (25,000)	\$ (25,000)	\$ -	\$ -	\$ -	\$ -	N/A	\$ -

07

Corporate and Financial Services

- 66 Financial and Procurement Services
- 70 Information Technology
- 74 Fleet and Facilities

Overview

Corporate Services plays a critical role in supporting the operational and strategic needs of the Town. By providing essential internal services, Corporate Services ensures that departments across the organization have the tools, resources and systems they need to deliver high-quality services to the community.



Financial and Procurement Services

WHO WE ARE

Director of Corporate and Financial Services – (0.59 FTE)

Manager of Budgets and Accounting/Deputy Treasurer – (1 FTE)

Manager of Purchasing and Risk Management – (1 FTE)

Manager of Revenue – (1 FTE)

Revenue Clerk – (1 FTE)

Administrative Assistant - Corporate and Financial Services – (1 FTE)

Procurement Specialist – (1 FTE)

Asset Management Specialist – (1 FTE)

Budget Analyst – (1 FTE)

Accounting Analyst – (1 FTE)

Accounts Payable Clerk – (1 FTE)

Accounting Clerk – (1 FTE)

Tax Clerk – (1 FTE)



MISSION

Provide financial stewardship through transparent financial management, innovative budgeting and strategic planning, ensuring fiscal sustainability and accountability, while delivering timely, responsive and efficient financial services in compliance with legislative requirements.

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- Budget Preparation and Management: Develop and approve an annual budget outlining expected revenues and expenditures, which must be adopted by the Council
- Financial Reporting: Prepare annual financial statements according to prescribed accounting standards and report them to the Council, followed by annual audits conducted by an appointed auditor
- Tax Collection: Levy and collect property taxes, ensuring the establishment of tax rates, billing, and collection in compliance with the *Municipal Act* and related statutes
- Tax Rebates and Deferrals: Administer various tax rebate and deferral programs, as stipulated by provincial legislation, for eligible property owners
- Investments: Manage and invest municipal funds responsibly as per prescribed regulations and prudent investment principles to safeguard public funds while achieving returns
- Debt Management: Oversee municipal borrowing and debt issuance, ensuring compliance with statutory limits and requirements
- Asset Management: Develop and maintain asset management plans for the sustainable management of municipal infrastructure and resources
- Internal Controls and Financial Policies: Establish and maintain appropriate internal controls and procedures to ensure efficient and accurate financial operations

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Internal Financial Reporting: Provision of operating and capital variance reporting to Council, the public and internal stakeholders
- Financial Planning and Forecasting: Provide

strategic financial planning and long-term forecasting to support budgeting decisions and align financial resources with municipal goals

- Grants Management: Assist in identifying and applying for grants from provincial, federal, or private sources, ensuring optimal financial support for municipal initiatives
- Corporate Credit Card Program: Administering card issuance, enforcing usage policies, tracking expenditures, conducting reconciliations, providing user training, ensuring security against fraud, and optimizing cost-efficiency through spending analysis
- Procurement Services: managing supplier relationships, overseeing contract negotiations, facilitating tendering and bidding processes, ensuring policy compliance and promoting cost-effectiveness and sustainability in purchasing activities
- Risk Management Services: Identify and mitigate risk and manage claims through reviews of processes, by-laws and areas of service delivery while managing the insurance portfolio

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Technology Integration and Automation: Implement financial technology solutions and automate processes to improve the accuracy and efficiency of financial operations, such as e-billing or digital payment systems
- Auctioning of Surplus Machinery and Equipment as part of the Fleet Management System

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Collection and management of billing with respect to Municipal Accommodation Tax (MAT) Revenue



2025 MAJOR ACCOMPLISHMENTS

- Finalized 2024 Financial Information Return (FIR) and 2024 Annual Financial Statements
- Completion of 2025 Budget
- Develop 2026 Budget System incorporating 4-Year Operating Plan and 10-Year Capital Plan
- Modernization/update on quarterly financial analysis/reporting
- Initiate and implement Municipal Accommodation Tax revenue collection program
- Establish Development Charges Interest Policy
- Formulate Reserve and Reserve Fund Policies (in progress)
- Review and enhance Purchasing Policy and procedures
- Three local improvements billed and integrated into property taxes
- Update Asset Management Plan
- Update Water/Wastewater Rates Study and Financial Plan
- Completion of banking RFQ to increase deposit rates and decrease fees

DIVISION STATISTICS

DESCRIPTION	2023	2024	2025 TO DATE*
Service Contract Renewals	24	35	24
Formal and Informal Bid Opportunities	108	70	69
Negotiated Bid Awards	81	96	42
Issued Purchase Orders	196	182	117
Property Tax Accounts	10,928	11,075	11,305
Property Tax E-Billing	764	1,006	1,586
Utility Accounts	7,406	7,432	7,419
Utility E-billing Accounts	2,224	2,524	2,906
Issued EFTs	1,834	1,870	1,223
Issued Cheques	1,167	927	428
Credit Card Transactions	4,690	4,655	2,175

*As of July 31, 2025.

RISKS & CHALLENGES

- Balancing resident expectations: Aligning taxpayer expectations for services with fiscal realities
- Provincial funding changes: Shifts in responsibilities and grants create fiscal pressures (e.g. OPP costs, reduced funding)
- Infrastructure deficit: Funding challenges for maintaining and upgrading aging assets with minimal tax increases
- Proactive asset management: Efficient planning for sustainable service delivery
- Financial technology: Upgrading systems and training staff for evolving tech
- Limited revenue sources: Reliance on property taxes, user fees and government grants, with limited diversification in revenue sources

RESOURCE GAPS & OPPORTUNITIES

The Financial Services Division faces significant resource gaps affecting operational efficiency. Limited resources impede access to modern financial technology, leading to reliance on manual processes that elevate workloads. The introduction of new Town services (e.g., Municipal Accommodation Tax) further burdens staff, who must ensure seamless operation and integration with existing financial software. Compliance with complex financial regulations, both current and emerging, is challenging under these constraints. Staff are consistently reviewing policies and procedures to optimize efficiency, and this focus will remain a priority into 2026.

GAINED EFFICIENCIES - 2025

- Purchasing modernization
- PCard implementation with rebate
- Accounts Payable Efficiency/Modernization
 - Moved to 100% paperless invoice processing through LaserFiche
 - Actively working with vendors switch to EFT vs cheque
 - Optimized payment runs (i.e., 2 EFT runs/month and 1 cheque run/month)
- Development and implementation of Development Charge Calculator
- Improved local improvement process
- Increase in pre-authorized payment enrollment
- Increase in electronic bill delivery



IMPACT ON THE COMMUNITY

The Financial Services Division plays a vital role in promoting the community's well-being by managing public funds and ensuring financial stability. It is responsible for preparing the municipal budget, which allocates resources to essential services such as infrastructure and other community priorities.

By managing tax revenues, grants and other funding sources, the Financial Services Division ensures the municipality can sustain and improve local services while staying within its financial limits. The Division also oversees investments, debt and expenditures, focusing on cost efficiency and transparency.

In addition, it supports long-term planning by addressing future needs, such as capital projects, infrastructure improvements and emergency reserves. Effective financial management ensures public resources are used responsibly, enabling programs and services to meet residents' needs.

The Financial Services Division also produces financial reports and updates, building public trust through transparency and accountability. Ultimately, it ensures the municipality's financial sustainability, in order to support a thriving, well-served and financially secure community.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Mandatory (Must do)

- Prepare 2027 Budget and continue to look for efficiencies and improvements to the budget process
- Complete 2025 Annual Financial Reporting
- Update Asset Management Plan
- Issue Interim and Final Tax Billings to residents

Essential (Should do)

- Complete regular management reporting (quarterly analysis)

Traditional (Can do)

- Continue to investigate opportunities for operational efficiencies through leveraging technology to automate processes.
- Increase community buy-in into electronic billing and payments options
- Management of utility and accounts receivable collections

Special Projects for 2026:

Q1

- Update and modernize Purchasing Policy
- Post-Employment Benefits Actuarial Review
- Reserve & Reserve Fund Strategy Completion – finalize policies and establish long-term targets

Q2

- Conduct a comprehensive review of all existing financial policies to ensure alignment with current legislation, municipal best practices and Council's strategic priorities
- Prepare new financial policies to address identified gaps and support evolving municipal needs. (e.g., Budget Policy)
- Issue Issue Request For Proposals (RFP) for new financial software (existing system end-of-life 2029)
- Undertake a focused review of the Water Billing Department to improve efficiency, accuracy and customer service, while increasing the percentage of accounts billed from actual meter reads rather than estimates.
- Update Asset Management Plan – facilities inventory, condition assessments and water/wastewater mechanical inventory

Q3

- Complete banking service transition
- Second Phase of Long-Term Financial Plan (i.e., Debt Policies, updated AMP integration)
- HST Review - undertake a comprehensive review of the Town's Harmonized Sales Tax (HST) compliance, recovery practices and optimization opportunities
- Award new financial software and begin implementation planning
- Enhanced development charges monitoring & reporting – build dashboards and integrate Bill 17 cash flow impacts
- Revenue diversification study – assess alternative revenue tools (e.g., stormwater rate, MAT expansion, waste bag fees)

Q4

- Develop and implement a modernized Chart of Accounts (CoA) to align with best practices, PSAB standards and the upcoming transition to new financial software
- Internal service benchmarking – measure KPIs tied to the Strategic Plan and incorporate it within the quarterly financial analysis against peer municipalities
- Conduct a review of the Tax Billing Department to identify opportunities for increased efficiency, accuracy and improved customer service in property tax administration



2026 APPROVED OPERATING BUDGET

FINANCIAL AND PROCUREMENT SERVICES	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	4,925	2,500	11,404	2,500	2,500	2,500	-	-
External Revenues	53,515	50,000	58,605	116,043	61,000	56,000	-8%	(5,000)
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 58,440	\$ 52,500	\$ 70,009	\$ 118,543	\$ 63,500	\$ 58,500	-8%	\$ (5,000)
Expenses								
Salaries	1,026,743	1,033,992	992,540	1,142,912	1,153,352	1,189,698	3%	36,346
Benefits	346,486	325,625	284,190	367,938	376,343	390,313	4%	13,970
Operating and Administrative Expenses	82,143	59,850	17,638	60,077	61,200	64,600	6%	3,400
Communications	2,851	5,050	3,910	4,510	5,600	2,650	-53%	(2,950)
Personnel and Training	14,055	11,750	12,175	14,289	11,800	17,025	44%	5,225
Legal Expenses	15,383	-	14,934	22,925	-	-	N/A	-
Consulting	53,922	5,000	63,706	90,988	5,000	5,000	-	-
Total Expenses	\$ 1,541,583	\$ 1,441,267	\$ 1,389,093	\$ 1,703,639	\$ 1,613,295	\$ 1,669,286	3%	\$ 55,991
Subtotal Levy Impact	\$ (1,483,143)	\$ (1,388,767)	\$ (1,319,084)	\$ (1,585,096)	\$ (1,549,795)	\$ (1,610,786)	4%	\$ (60,991)
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	68,403	-	-	108,148	-	-	N/A	-
Transfers to/from Other Divisions	1,036,895	1,042,045	807,043	1,081,362	1,081,362	382,494	-65%	(698,868)
Total Transfers	\$ 1,105,298	\$ 1,042,045	\$ 807,043	\$ 1,189,510	\$ 1,081,362	\$ 382,494	-65%	\$ (698,868)
Total Levy Impact	\$ (377,845)	\$ (346,722)	\$ (512,041)	\$ (395,586)	\$ (468,433)	\$ (1,228,292)	162%	\$ (759,859)



Information Technology

WHO WE ARE

Manager of Information Technology – (1 FTE)

IT Infrastructure and Security Supervisor – (1 FTE)

Software Application Specialist – (1 FTE)

Senior GIS Specialist – (1 FTE)

GIS Specialist – (1 FTE)

IT Infrastructure and Support Analyst – (2 FTE)



MISSION

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

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- Process Freedom of Information (FOI)/Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Requests and Legal case search
- Maintain, support, and manage Supervisory Control and Data Acquisition (SCADA) systems for Water/Wastewater
- Provide IT risk management and compliance

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Maintain the Town's IT/GIS infrastructure, software and information systems
- Secure and protect information infrastructure/data/endpoints
- Support corporate phone systems and mobile devices
- Provide end-user support via Help Desk
- Lead IT Project Management
- Lead software license management
- Provide backup/disaster recovery/business continuity
- Provide Council meeting technical support
- Maintain IT systems and support Library/Depot

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Provide surveillance and access point security
- Provide end-user training
- Manage technology procurement and vendor management
- Facilitate data integration between various systems

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Provide public Wi-Fi

2025 MAJOR ACCOMPLISHMENTS

- Launched online services for planning, building, and by-law applications, enabling residents to submit requests, upload documents and pay online
- Implemented a public-facing facility booking system, allowing residents to view availability, reserve municipal spaces and complete payments online
- Deployed new systems to support parking enforcement and short-term accommodation compliance
- Upgraded asset management software to improve activity tracking, collaboration and interdepartmental transparency
- Revamped the Town's online Service Request system, enabling residents to submit and track requests 24/7, enhancing transparency, response times and accessibility
- Advanced internal IT maturity by aligning workflows with Information Technology Infrastructure Library (ITIL) and Control Objectives for Information and Related Technology (COBIT) frameworks and strengthening project management practices to ensure consistent service delivery and accountability

DIVISION STATISTICS

DESCRIPTION	2024 ACTUAL	2025 FORECAST	2026 FORECAST
IT/GIS Help Desk tickets created annually	773	568	400
Percentage of Excellent/Good responses to ticket closure survey	99%	99%	99%
Number of Service Requests received	860	1240	1400
Number of incoming phone calls at all Town sites	75,560	70,000	60,000
Number of outgoing phone calls from all Town sites	28,428	26,000	25,000
Users supported (**Town & Library Staff, Boards)	225	227	230
Number of FOI and legal file/email searches performed annually	14	5	5
Number of uses of staff and public interactive maps	13,000	16,320	20,000

IMPACT ON THE COMMUNITY

The Information Technology Department supports the Town of The Blue Mountains in delivering accessible and efficient digital services. Residents can now pay and dispute parking tickets, submit and pay for Building and Planning permits, submit By-law enforcement requests and pay fines online. Facility booking and viewing have also been moved online to improve convenience. These tools reduce the need for in-person visits and phone calls, making it easier for residents to interact with the Town. They also help staff manage requests more efficiently and focus on timely service delivery.

GAINED EFFICIENCIES - 2025

- In 2025, IT enhancements significantly streamlined service delivery by digitizing key processes and reducing manual workloads. Online submissions for planning, building and By-law requests reduced in-person visits and accelerated response times. The introduction of digital payment options simplified fee collection, while a new facility booking system improved public access to recreation spaces and enabled convenient online reservations.
- Operational efficiency also improved through targeted upgrades. Parking enforcement software issued over \$100K in past-due ticket notices, boosting revenue. A renegotiated cell phone contract saved \$35,000. Additionally, the redesigned service request portal enhanced usability and tracking, leading to faster, more transparent resolution of resident concerns.

RISKS & CHALLENGES

Ontario's Bill 194 (*Strengthening Cyber Security and Building Trust in the Public Sector Act, 2024*) introduces new requirements for cybersecurity, privacy and artificial intelligence governance across public sector entities. While municipalities are not yet directly regulated, anticipated inclusion will require formal cybersecurity programs, mandatory Privacy Impact Assessments (PIAs) and clear governance for AI use. This presents compliance challenges for the Town, including the need for new policies, staff training and system upgrades.

At the same time, the legislation offers an opportunity to modernize IT practices, strengthen public trust and align with emerging provincial standards. However, uncertainty around the timing and scope of these regulations complicates long-term planning and budgeting.

RESOURCE GAPS & OPPORTUNITIES

Several legacy systems remain on-premise, which limits scalability and increases maintenance demands. As more services move online, including planning, building, By-law and facility bookings, stronger integration between platforms is needed to ensure a smooth user experience and reduce duplication. The lack of centralized reporting tools across systems such as parking enforcement and asset management also makes it difficult to generate cross-departmental insights.

Tools such as Power BI and Microsoft Copilot can help close this gap by enabling more accessible and integrated reporting. A planned shift to an independent ESRI licensing model will support integration, reduce reliance on infrastructure and align with the Town's cloud-first strategy. Addressing these gaps through cloud migration, improved system integration and investment in analytics will support more effective, data-driven decision-making.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Mandatory (Must do)

- Maintain core IT infrastructure and support services to ensure secure, stable and responsive operations across all departments
- Develop IT policies and documentation in anticipation of Ontario Bill 194

Essential (Should do)

- Operate and support public-facing digital services (e.g., planning, building, By-law and facility booking)
- Manage and maintain upgraded software platforms to support operational efficiency

Traditional (Can do)

- Support integration and reporting across systems

Special Projects for 2026:

Q2	<ul style="list-style-type: none"> • Cybersecurity and AI Governance Assessment (Mandatory): Complete an initial assessment of the Town's cybersecurity, privacy and AI-related practices to identify potential gaps and prepare for anticipated requirements under Ontario's Bill 194
Q3	<ul style="list-style-type: none"> • Centralized Reporting and Analytics Implementation (Essential): Deploy Power BI dashboards and integrate Microsoft Copilot to improve reporting across departments such as parking enforcement, asset management and service requests. This project will enhance transparency, support data-driven decision-making and reduce manual reporting efforts
Q4	<ul style="list-style-type: none"> • Transition to Independent ESRI Licensing Model (Traditional): Migrate to a standalone ESRI licensing structure to support improved GIS integration, reduce infrastructure dependencies and align with the Town's cloud-first strategy. This will enable more flexible deployment of mapping tools and better support for internal and public-facing GIS applications



2026 APPROVED OPERATING BUDGET

INFORMATION TECHNOLOGY	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	12,500	N/A	12,500
External Revenues	17,522	-	19,345	19,865	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 17,522	\$ -	\$ 19,345	\$ 19,865	\$ -	\$ 12,500	N/A	\$ 12,500
Expenses								
Salaries	564,993	528,340	588,410	652,034	582,465	732,270	26%	149,805
Benefits	193,706	163,948	173,991	225,518	187,541	237,339	27%	49,798
Operating and Administrative Expenses	719,351	662,234	656,645	745,267	734,667	1,007,493	37%	272,826
Communications	50,620	55,348	95,433	99,973	48,200	129,367	168%	81,167
Personnel and Training	15,666	9,800	8,998	9,195	14,100	21,300	51%	7,200
Legal Expenses	7,517	-	-	-	-	-	N/A	-
Consulting	30,337	30,000	24,183	26,870	35,000	30,000	-14%	(5,000)
Total Expenses	\$ 1,582,190	\$ 1,449,670	\$ 1,547,660	\$ 1,758,857	\$ 1,601,973	\$ 2,157,769	35%	\$ 555,796
Subtotal Levy Impact	\$ (1,564,668)	\$ (1,449,670)	\$ (1,528,315)	\$ (1,738,992)	\$ (1,601,973)	\$ (2,145,269)	34%	\$ (543,296)
Transfers								
Transfers to Reserves	(291,212)	(375,000)	(17,869)	(225,009)	(225,009)	(225,009)	-	-
Transfers from Reserves	-	-	-	-	-	41,500	N/A	41,500
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	1,109,605	1,108,459	891,371	1,188,494	1,188,494	403,012	-66%	(785,482)
Total Transfers	\$ 818,393	\$ 733,459	\$ 873,502	\$ 963,485	\$ 963,485	\$ 219,503	-77%	\$ (743,982)
Total Levy Impact	\$ (746,275)	\$ (716,211)	\$ (654,813)	\$ (775,507)	\$ (638,488)	\$ (1,925,766)	202%	\$ (1,287,278)



Facilities and Fleet

WHO WE ARE

Director of Corporate and Financial Services –
(0.25 FTE)

Manager of Facility and Fleet – (1 FTE)



MISSION

The Facilities and Fleet Division provides efficient, safe and sustainable management of buildings, infrastructure and vehicles, supporting operational excellence and enhancing organizational performance.

WHAT WE DELIVER

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Support routine professional maintenance and repairs for facilities
- Foster sustainability and innovation by integrating sustainable design practices, eco-friendly materials and energy-efficient equipment retrofits in construction and operations
- Management of capital facility projects, from planning, design and construction to post-project evaluation and long-term maintenance
- Ensure all facilities and fleet are operating in a safe and efficient manner supporting an appropriate level of service
- Manage facility and vehicle budgeting and procurement

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Oversee additional facility professional maintenance services, including equipment and facility inspections and janitorial services for buildings
- Implementation of energy initiatives to optimize energy consumption and reduce greenhouse gas emissions

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Mature the Division to the point where all facility-related works and maintenance are directed through the Facilities and Fleet Division

2025 MAJOR ACCOMPLISHMENTS

- Recommissioning and building automation system implementation at Town Hall facility
- Beaver Valley Community Centre domestic and hydronic heating systems replacement
- Redevelopment of Landfill works shop
- Completion of design, tender and initiation of construction for the new Craigleith Fire Station #2
- Redevelopment of Public Works hubs in both Thornbury and Ravenna
- Completion of engineering and construction tender for backup power at the Beaver Valley Community Centre
- Completion of the engineering design and construction tender for the replacement of exterior cladding, doors, windows and HVAC systems at the Beaver Valley Community Centre (Community Centre only)
- Completion of phase 1 of Facility Condition Assessments



GAINED EFFICIENCIES – 2025

- Re-evaluation of the Ravenna facilities project, with a strategic shift in priorities toward the newly acquired Thornbury site. This approach enables the repurposing of existing facilities, avoiding approximately \$20 million in new construction costs while accommodating the space and operational needs of a growing division.
- Completion of the updated Energy Conservation and Demand Management Plan, providing the Town with clear objectives and actionable targets in pursuit of a low-carbon, energy-efficient future. Since 2019, the Town has reduced energy consumption across all municipal facilities by 8.6%, resulting in significant operating cost savings and a measurable reduction in greenhouse gas emissions.



IMPACT ON THE COMMUNITY

The Facilities and Fleet Division plays a critical role in enhancing community well-being and supporting local infrastructure. By ensuring that municipal buildings, such as community centres, libraries and public service offices are well-maintained and operational, the Division helps create safe, accessible spaces for residents. Regular maintenance and upgrades of public facilities promote a positive environment for civic engagement, education and recreation.

In addition, the management of the fleet—comprising emergency response vehicles and staff transportation—directly impacts the community's ability to access essential services. Well-maintained fleet vehicles ensure timely responses to emergencies and efficient management of critical infrastructure, all of which contribute to a high quality of life.

The Division also drives sustainability efforts, reducing energy consumption and greenhouse gas emissions through green building practices, energy-efficient retrofits and sustainable fleet management. By prioritizing eco-friendly solutions, the Facilities and Fleet Division helps mitigate environmental impact while fostering long-term resource conservation. Ultimately, the Division's work enables local governments to provide reliable, sustainable and cost-effective services that benefit the entire community.

RISKS & CHALLENGES

The Facilities and Fleet Division faces several risks and challenges, including:

- **Aging Infrastructure:** Managing older buildings can lead to frequent repairs and higher maintenance costs
- **Budget Constraints:** Limited funding may restrict necessary upgrades and preventive maintenance, affecting service delivery
- **Regulatory Compliance:** Constantly changing building codes, environmental regulations and safety standards require ongoing adaptation to ensure compliance
- **Sustainability Goals:** Implementing green practices and energy-efficient technologies can be costly and may face resistance, despite long-term savings
- **Operational Disruptions:** Unexpected breakdowns or failures in facilities or fleet can lead to service interruptions or safety hazards
- **Workforce Challenges:** Recruiting and retaining skilled maintenance personnel or fleet managers in a competitive labor market can impact performance and service quality

RESOURCE GAPS & OPPORTUNITIES

Resource gaps within the Division include immature facility and asset management monitoring, which results in limited guidance for prioritizing facility improvements and retrofit efforts. While the 2026 Budget begins to address this gap by setting aside funds to update the Facility Asset Condition Assessments, staffing resources remain insufficient to take preventive maintenance and planning to the next level. The Division also faces challenges from the lack of advanced technology integration, such as predictive maintenance tools, which hinders operational efficiency and long-term cost savings. In addition, budget constraints restrict the ability to fund major upgrades, sustainability initiatives or fleet renewal, limiting the organization's effectiveness over the long-term.

Despite these challenges, there are several opportunities to improve performance and resiliency. Sustainability initiatives—such as investments in energy-efficient technologies, green building practices and hybrid fleet vehicles—offer opportunities to reduce operating costs while enhancing environmental outcomes. The adoption of automation and smart building systems could further optimize efficiency and reduce downtime. Upskilling staff through training and development will help close workforce capability gaps, improve service delivery and maximize the benefit of new tools and processes. Finally, leveraging partnerships with community stakeholders could bring additional funding and resources to support large-scale facility and fleet projects, enabling innovation and progress that might otherwise be out of reach.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

In addition to routine maintenance and capital project management, the Division will continue to apply a climate and energy consumption lens to its operations. This means prioritizing sustainable design, eco-friendly materials and energy-efficient retrofits, while ensuring facilities and fleet remain safe, reliable and cost-effective.

Special Projects for 2026:

Q1

- Completion of phase 2 of Facility Condition Assessments
- Strengthen the Town's energy management system by implementing standardized monitoring and reporting protocols to identify priority areas for energy efficiency upgrades and greenhouse gas reduction

Q2

- BVCC generator installation
- Complete full redevelopment of both Thornbury and Ravenna Operations hubs
- Water Operations Centre Facility retrofit

Q3

- Mature vehicle sharing program to reduce overall fleet size, cost and emissions
- BVCC mechanical systems upgrade

Q4

- Craighleith Fire Station #2 (up to 80% complete)
- Complete fuel switching efforts for fleet by way of hybrid or other cost-effective technologies



2026 APPROVED OPERATING BUDGET

FACILITIES AND FLEET	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	125,221	221,000	10,244	281,300	256,200	255,000	-0%	(1,200)
Subsidies	-	-	(20)	-	-	-	N/A	-
Total Revenues	\$ 125,221	\$ 221,000	\$ 10,224	\$ 281,300	\$ 256,200	\$ 255,000	-0%	\$ (1,200)
Expenses								
Salaries	129,189	141,497	138,115	159,145	161,052	166,844	4%	5,792
Benefits	42,242	41,653	44,488	52,384	48,775	51,793	6%	3,018
Operating and Administrative Expenses	2,120,731	1,674,610	1,500,190	2,037,290	2,002,900	655,500	-67%	(1,347,400)
Communications	241	300	-	-	-	-	N/A	-
Personnel and Training	968	2,200	4,098	452	2,100	3,100	48%	1,000
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	107	-	331	405	-	-	N/A	-
Total Expenses	\$ 2,293,478	\$ 1,860,260	\$ 1,687,222	\$ 2,249,676	\$ 2,214,827	\$ 877,237	-60%	\$ (1,337,590)
Subtotal Levy Impact	\$ (2,168,257)	\$ (1,639,260)	\$ (1,676,998)	\$ (1,968,376)	\$ (1,958,627)	\$ (622,237)	-68%	\$ 1,336,390
Transfers								
Transfers to Reserves	(287,000)	(287,000)	-	(223,229)	(223,229)	(223,229)	-	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	2,007,238	1,783,957	1,545,624	2,174,463	2,174,463	259,446	-88%	(1,915,017)
Total Transfers	\$ 1,720,238	\$ 1,496,957	\$ 1,545,624	\$ 1,951,234	\$ 1,951,234	\$ 36,217	-98%	\$ (1,915,017)
Total Levy Impact	\$ (448,019)	\$ (142,303)	\$ (131,374)	\$ (17,142)	\$ (7,393)	\$ (586,020)	7827%	\$ (578,627)

08

Fire and Rescue Services

79 Fire and Rescue Services

Overview

The Fire and Rescue Services Department is responsible for providing fire and rescue services, emergency preparedness and fire prevention for the Town of The Blue Mountains. Public education is the first step towards providing fire safety.



Fire and Rescue Services

WHO WE ARE

Fire Chief – (1 FTE)

Fire Prevention Officer
(1 FTE)

Deputy Fire Chief
(1 FTE)

Fire Inspectors/Suppression
(8 + 0.50* FTE)

CEMC Coordinator and
Administrative Assistant
(1 FTE)

Fire Training Officer
(1 FTE)

Division Chief
(0.20 FTE)

Paid Per Call Firefighters
(26 PPC)

**These positions are being proposed in the 2026 Budget.*



MISSION

The Mission of The Blue Mountains Fire Department is to provide public fire and life safety education, fire prevention initiatives, fire protection services and emergency response, to protect the lives and property of the residents, businesses and visitors to the Town of The Blue Mountains.

WHAT WE DELIVER

The Blue Mountains Fire Department serves the residents and visitors of the Town of The Blue Mountains, providing exceptional Fire Prevention, Public Education and Emergency Response.

Mandatory (Must do)

- Provide public education on fire safety
- Provide fire prevention and Inspection services
- Provide fire protection services
- Provide emergency management
- Conduct community risk assessments
- Enforcement of the Fire Code
- Administer firefighter certification
- Oversee vehicle maintenance and equipment servicing (outsourced)
- Perform technical rescues including water / ice rescue, low and high angle rescue, and open water boat rescue (as per the E&R By-law)

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Provide automatic and mutual aid to neighboring municipalities
- Conduct firefighter recruitment
- Support firefighter retention
- Support educational development of all staff beyond certification
- Attendance at conferences and symposiums

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Attendance at public functions, parades, etc.
- Support fundraising and charitable initiatives in the community

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Attendance of a fire truck at private/semi-private functions

372

Responses as of
Aug 31, 2025
(projected total
annual response
of 511).

47

Average calls
per month.

3,392

Staffing hours since
January 1, 2025, for
emergency
response.

35

Overall average
response time is
35 minutes and
35 seconds.



2025 MAJOR ACCOMPLISHMENTS

- Receipt of new aerial 261
- Groundbreaking on new Fire Station #2 in Craigleith
- Ratification of new collective agreement in December 2024
- Purchase and installation of new bunker gear extractor and dryer at Fire Station #1
- Addition of two new full-time Fire Prevention Inspector/Suppression firefighters in Q4
- Addition of new Paid Per Call (PPC) firefighters in Q4 to keep PPC staffing levels at a satisfactory level
- Review and re-development of all departmental policies, procedures and guidelines
- Successfully completed an in-person emergency management exercise with all stakeholders
- Completed in-house pumper and driver operations certification training for eligible staff above all other required training
- Completed Mental Health and Resiliency Training (December 2024)

GAINED EFFICIENCIES - 2025

- Full review and redevelopment of all departmental policies, procedures and guidelines to ensure the processes are streamlined, current and effective
- Officers are progressing to completing all response reports digitally
- An additional two new full-time Fire Prevention Inspector/Suppression firefighters will allow for increased inspection and suppression capabilities
- A return to single station responses in Q3 of 2025 will result in an anticipated reduction in PPC suppression wages. Due to the current staffing complement with PPC's remaining at stable levels, an automatic two station call out for all calls is no longer required

RISKS & CHALLENGES

The first date requiring all firefighters in the province to be certified to the National Fire Protection Association (NFPA) standards is July 1, 2026. The Blue Mountains Fire Department has achieved over 95% completion of this required training. The secondary certification date is July 1, 2028, which is the date that all technical rescue training is to be completed.

The Establishing and Regulating By-law currently outlines the level of service for technical rescue and all the staff will need to be trained to either Awareness, Operations, or Technician level for all seven technical rescues listed.

RESOURCE GAPS & OPPORTUNITIES

As call volume, training requirements and inspection requirements increase, continued evaluation of response capabilities to ensure public safety and to maintain levels of service. Fire Administration staff monitor data quarterly to ensure departmental priorities are met and to identify strengths, weaknesses, opportunities and threats early, allowing for a proactive rather than reactive approach.

The change in the station response requirements is a direct result of this monitoring and data collection. By moving to single station responses for certain types of calls, it causes no reduction in service and conserves resources for responses that require multiple apparatus and large amounts of personnel.



THE BLUE MOUNTAINS FIRE-RESCUE

IMPACT ON THE COMMUNITY

The Fire Services Division in the Town of The Blue Mountains provides public education, inspection and enforcement, emergency response and emergency management to its residents and visitors.

The role of the Fire Services Division is to provide the level of service set by Council through the Establishing and Regulating By-law to ensure everyone's safety. The current model of service delivery is a composite model which utilizes full-time and part-time Paid Per Call (PPC) firefighters. Full-time staff currently operate seven days a week on a 12-hour daily shift from 7:00 am – 7:00 pm, and PPC firefighters are on call 24 hours a day, seven days a week.

Enhancement of this model through the budget process by increasing the full-time complement in 2025 and 2026 will result in the following:

- 24-hour coverage for a faster initial response to all emergencies
- Less wear and tear on apparatus
- More streamlined service delivery for calls that require minimal personnel
- Better work-life balance for PPC firefighters, which assists in the reduction of occupational stress

2026 WORK PLAN Operate & Maintain – Current Level of Service:

- The Fire Department was not involved in the KPMG study: however, The Fire Master Plan was completed in 2022. This plan outlines department objectives as well as the priority for completion into nine areas and four timeframes for completion; Immediate, Short Term (1-3 years), Short-Mid Term (1-6 years) and Mid Term (4-6 years).
- Of the 38 recommendations that were deemed to be actionable:
 - There were three immediate recommendations, and of those only two remain relevant due to changes in certification requirements, and they have been completed
 - There were thirty-one Short Term recommendations. Of these nearly all have been implemented and/or remain ongoing
 - There was one Short-Mid Term recommendation that was deemed not required for the Town of The Blue Mountains
 - There were three Mid-Term recommendations, one of which is in the process of completion, and two are large budgetary requests
- Staff are continually working through the Fire Master Plan to meet the prescribed timelines and implement the recommendations to maintain the level of service set by Council and outlined in the Establishing and Regulating By-law.

Special Projects for 2026:

Q1	<ul style="list-style-type: none"> • Annual review of Policies, Procedures and Guidelines • Construction of new Fire Station #2 • 8 new Paid Per Call (PPC) firefighters start in-person recruit class
Q2	<ul style="list-style-type: none"> • Construction of new Fire Station #2 • 8 new PPC firefighters begin responding at their respective stations
Q3	<ul style="list-style-type: none"> • Receipt of new replacement rescue apparatus for Fire Station #1 • Construction of new Fire Station #2
Q4	<ul style="list-style-type: none"> • Hire two additional Firefighter Inspector/Suppression positions* • Construction and nearing anticipated completion of new Fire Station #2

*These items are being proposed as additions to the 2026 Budget.



2026 APPROVED OPERATING BUDGET

FIRE AND RESCUE SERVICES	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	7,296	11,000	11,595	11,595	11,000	16,000	45%	5,000
External Revenues	107,395	52,000	110,337	129,114	67,000	75,000	12%	8,000
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 114,691	\$ 63,000	\$ 121,932	\$ 140,709	\$ 78,000	\$ 91,000	17%	\$ 13,000
Expenses								
Salaries	1,755,444	1,587,245	1,614,994	1,989,698	1,792,337	2,165,090	21%	372,753
Benefits	482,330	420,837	366,104	458,779	491,395	547,817	11%	56,422
Operating and Administrative Expenses	247,150	167,300	187,013	225,744	220,110	266,520	21%	46,410
Communications	58,424	54,648	57,508	41,082	60,867	66,668	10%	5,801
Personnel and Training	46,434	84,830	30,967	32,288	82,950	114,800	38%	31,850
Legal Expenses	916	-	-	-	750	-	-100%	(750)
Consulting	306	450	138	168	450	450	-	-
Total Expenses	\$ 2,591,004	\$ 2,315,310	\$ 2,256,724	\$ 2,747,759	\$ 2,648,859	\$ 3,161,345	19%	\$ 512,486
Subtotal Levy Impact	\$ (2,476,313)	\$ (2,252,310)	\$ (2,134,792)	\$ (2,607,050)	\$ (2,570,859)	\$ (3,070,345)	19%	\$ (499,486)
Transfers								
Transfers to Reserves	(311,802)	(456,000)	(23,092)	(245,557)	(245,557)	(250,000)	2%	(4,443)
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(434,766)	(359,330)	(319,848)	(422,337)	(422,337)	-	-100%	422,337
Total Transfers	\$ (746,568)	\$ (815,330)	\$ (342,940)	\$ (667,894)	\$ (667,894)	\$ (250,000)	-63%	\$ 417,894
Total Levy Impact	\$ (3,222,881)	\$ (3,067,640)	\$ (2,477,732)	\$ (3,274,944)	\$ (3,238,753)	\$ (3,320,345)	3%	\$ (81,592)

09 Planning and Development Services

84 Planning Services

87 Development Engineering

Overview

Planning and Development Services oversees land use and urban development, ensuring that sustainable growth aligns with community goals. They manage zoning, building permits and site approvals, balancing environmental, social and economic needs.



Planning Services

WHO WE ARE

Director of Planning and Building Services – (0.75 FTE)

Manager – Building/Chief Building Official – (0.10 FTE)

Manager of Community Planning – (1 FTE)

Manager – Development Engineering – (0.05 FTE)

Development Engineering Supervisor – (0.10 FTE)

Community Growth Advisor – (1 FTE)

Senior Planner – (1.95 FTE)

Planner – (1 FTE)

Legislative Coordinator – (0.15 FTE)

Administrative Assistant – Planning Services – (1 FTE)



MISSION

To guide modern, sustainable and vibrant growth through development and land use planning in alignment with provincial legislation and local needs. Planning Services will engage collaboratively with residents, stakeholders and partners to build complete communities, enhance public spaces and advance environmental stewardship, ensuring a resilient and prosperous future for all residents of The Blue Mountains.

WHAT WE DELIVER

Planning Services manages development through land use plans, application reviews and community engagement. The Division ensures environmental sustainability, supports economic growth, heritage conservation, transportation and servicing infrastructure. Housing strategies focus on affordability. Planning Services is regulated by provincial policy and legislation, and collaboration occurs among internal departments and outside agencies. Recommendations are provided to Council on sustainable development, addressing community needs and balancing development with preservation across the Town.

Mandatory (Must do) – Legislatively required services

- Develop long-term land use plans to manage growth
- Monitor and implement provincial legislative changes
- Evaluate Official Plan and Zoning By-law land use change applications
- Review Subdivision, Condominium and Site Plan development proposals
- Engage with the community through resident and stakeholder consultation
- Collaborate with Grey County, Conservation Authorities and other agencies
- Provide land use planning service advice to the community

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Prepare research papers and develop long-term strategic priorities (e.g., Official Plan updates, Zoning By-law, Community Planning Permit System, Urban Design Guidelines, Natural Heritage Studies, Economic Growth, Future Secondary Plan Areas, Commercial Needs, Tree Protection)
- Regularly review municipal policies and By-laws to remain current (i.e., Delegation of Planning Powers and Duties, Site Plan Control limits, Cash-in-lieu of Parking, Parkland Dedication, Short Term Accommodation, Affordable Housing regulations)

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Participate in internal department and agency projects related to sustainability, infrastructure development, etc.

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Provide enhanced community engagement (e.g., interactive websites, customer service portals, feedback surveys, workshops, community pop-ups)
- Community outreach presentations to various stakeholder groups (e.g., Realtor Associations, Builders Associations, Ratepayer Groups, Committees of Council)

2025 MAJOR ACCOMPLISHMENTS

- Implementation of Cloudpermit for online Application Submissions, File Tracking, and enhanced record keeping
- Council Adoption of Official Plan 5-year review
- Updated standard operating procedures on minor development files

GAINED EFFICIENCIES - 2025

Migration from CityView to Cloudpermit allows applicants to submit planning applications online and track file progress through the planning process. Administrative tasks, payment tracking and file records are available online to applicants, property owners, agencies and other Town departments. Soft launched in April 2025, enhancements will continue to be provided into 2026.

IMPACT ON THE COMMUNITY

Planning Services leads the review of development projects balancing interests of developers, the Town and community. Through adherence to the Official Plan, and collaboration with other Town Departments, recommendations to Council are made to ensure long-term community needs are met. By balancing growth with economic, social and community requirements, Planning Services integrates significant public engagement to create complete communities. Evaluations of new land uses, infrastructure and building proposals are carried out considering land use compatibility, urban design, environmental concerns, traffic and more.

DIVISION STATISTICS

APPLICATION SUBMISSIONS	2024 ACTUAL	2025 YTD*	2026 EXPECTED
Site Plan	8	2	6
Zoning By-law Amendment	6	4	6
Official Plan Amendment	2	0	1
Consent	24	8	20
Minor Variance	35	13	25
Niagara Escarpment Commission	7	3	6
Plans of Subdivision and Condominium	1	0	2
Pre-Consultations	21	8	15
Telecommunications Proposals	1	0	1
Ontario Land Tribunal Appeals	3	2	3
Planning Staff Reports	150	51	110
Town Land Acquisition	0	2	5
Draft Plan Extension Requests	3	8	4
Condominium Exemption Requests	2	0	1

*As of June 30, 2025

RISKS & CHALLENGES

Planning Services faces the challenge of reviewing and providing recommendations on a wide range of development proposals and policy changes. Risks associated with improper long-term and community-based planning may lead to long-term consequences that may not be rectified. With persistent understaffing in Planning Services overcome in 2025, staff training remains a priority while maintaining a proactive response to community issues, legislative changes and development pressures.

RESOURCE GAPS & OPPORTUNITIES

Planning has no identified resource gaps. The opportunity exists to move towards proactive municipal planning from reactive planning. A proactive approach to planning issues will seek to update existing policies and procedures and implement new provincial and county directives at the local level. The Department can now be better organized to more efficiently manage new development projects that may be submitted.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Mandatory (Must do)

- Receive and process development applications and inquiries
- Work with the County of Grey to get the Official Plan 5-Year Review to full approval
- Complete required updates to the Community Design Guidelines based on Official Plan height and density requirements and established community character
- Enhance Cloudpermit functionality for additional file processing efficiencies
- Update planning documents as required to meet new provincial legislative requirements

Mandatory (Must do)

- Continue work to develop a Community Planning Permit System
- Research and develop further planning efficiencies such as delegated approvals:
 - County of Grey Plan of Subdivision/Condominium, Part Lot Control
 - Minor variances (incidental and/or minor applications)
 - Modifications to Corporate Delegation By-law

Special Projects for 2026:

Q1	<ul style="list-style-type: none"> • Finalize community design guidelines • Receive approval of Official Plan 5-Year Review
Q2	<ul style="list-style-type: none"> • Begin comprehensive Zoning By-law
Q3	<ul style="list-style-type: none"> • Finalize delegation of Subdivision, Condominium and Part Lot Control from the County of Grey to the Town



2026 APPROVED OPERATING BUDGET

PLANNING SERVICES	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	86,108	100,000	-	-	-	-	N/A	-
External Revenues	291,241	506,800	259,823	229,693	506,800	577,600	14%	70,800
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 377,349	\$ 606,800	\$ 259,823	\$ 229,693	\$ 506,800	\$ 577,600	14%	\$ 70,800
Expenses								
Salaries	617,555	726,612	460,648	583,854	755,072	795,239	5%	40,167
Benefits	200,488	219,634	129,524	149,778	232,691	250,238	8%	17,547
Operating and Administrative Expenses	130,342	262,200	1,634	6,151	131,400	128,500	-2%	(2,900)
Communications	6,759	9,170	1,146	1,203	8,945	6,680	-25%	(2,265)
Personnel and Training	6,830	20,450	6,099	7,511	19,600	15,680	-20%	(3,920)
Legal Expenses	242,579	100,000	354,557	381,414	110,000	140,000	27%	30,000
Consulting	89,262	65,000	16,180	11,792	75,000	30,000	-60%	(45,000)
Total Expenses	\$ 1,293,815	\$ 1,403,066	\$ 969,788	\$ 1,141,703	\$ 1,332,708	\$ 1,366,337	3%	\$ 33,629
Subtotal Levy Impact	\$ (916,466)	\$ (796,266)	\$ (709,965)	\$ (912,010)	\$ (825,908)	\$ (788,737)	-5%	\$ 37,171
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	38,968	150,000	-	-	125,000	120,000	-4%	(5,000)
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(312,105)	(314,110)	(241,277)	(321,702)	(321,702)	-	-100%	321,702
Total Transfers	\$ (273,137)	\$ (164,110)	\$ (241,277)	\$ (321,702)	\$ (196,702)	\$ 120,000	-161%	\$ 316,702
Total Levy Impact	\$ (1,189,603)	\$ (960,376)	\$ (951,242)	\$ (1,233,712)	\$ (1,022,610)	\$ (668,737)	-35%	\$ 353,873



Development Engineering

WHO WE ARE

Director of Corporate and Financial Services – (0.16 FTE)

Director of Community Services – (0.13 FTE)

Director of Planning and Building Services – (0.15 FTE)

Manager – Building/Chief Building Official – (0.05 FTE)

Manager – Development Engineering – (0.95 FTE)

Development Engineering Supervisor – (0.90 FTE)

Division Chief – (0.05 FTE)

Senior Planner – (0.05 FTE)

Development Engineering Reviewer – (4 FTE)

Administrative Assistant – Development Engineering – (1 FTE)



MISSION

Provide professional oversight of development infrastructure to ensure compliance with development agreement(s), Town engineering standards, provincial and federal guidelines and standards, as well as customs and practices.

WHAT WE DELIVER

Mandatory (Must do)

Legislatively required services

- Provide Professional (P.Eng.) support in Litigation and Tribunal (OLT) proceedings

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Review of developer's infrastructure design(s), while not required by the province, is an implicit requirement for financial sustainability (as developer's focus will tend towards minimizing construction capital costs, while municipalities are more focused on life cycle costs)

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Provision of in-house professional engineering expertise

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Communication to residents pertaining to development projects, per Council direction (no known business case for this policy)

GAINED EFFICIENCIES - 2025

The fees review undertaken by Watson & Associates Economists Ltd. identified that a fee of 10% (approximately \$10,000.00 per home) would be required to support the Town's current development review process. As this fee would be approximately double that of the next highest comparator, and similar to the Consulting Engineer's fee for their entire involvement, a process review was initiated to reduce costs and timelines and minimize the burden on an already beleaguered sector.

To date, Development Engineering staff have been updating the Responsible, Accountable, Supporting, Consulted, Informed (RASCI) process matrix originally generated in 2023 to map out the current development review process, and highlight legislative requirements to outline the process map to reduce costs. Meetings have also been on-going between the Manager of Development Engineering and the Director of Operations to enhance the delivery of engineering services.

2025 MAJOR ACCOMPLISHMENTS

- Completion of the (\$1 Million) Lora Bay drainage improvements, resolving a 20+ year old flooding issue at no cost to the taxpayer
- Completion of the (\$2 Million) Drainage Act works to facilitate the Parkbridge, Homefarm and Eden Oak site developments (approximately 600 units in total) and resolve a longstanding drainage issue at no cost to the taxpayer
- Kept development moving in the Town, despite a very challenging (financial) environment, and conflicting resident, vs Industry and provincial priorities



IMPACT ON THE COMMUNITY

Development Engineering is actively working with the Communications Division to ensure that the public is informed of developments and that all resident questions are addressed. Currently, staff are working with the developers of the Blue Vista (180 lots), Eden Oak Trailhead (194 lots), Homefarm (215 lots), Brophy's Lane (16 lots), Hillside (20 lots), Alta 2 (57 lots), Lora Bay 4B (58 lots) and Parkbridge (211 lots) sites, to create a total of 951 new building lots which will (upon occupancy) increase the Town's tax base. In addition, work is ongoing to move Windfall Phases 4 & 5, and Second Nature Phase 3, towards municipal assumption. Through working with the development industry, Development Engineering will also have completed more than \$3 million in drainage improvements by the end of 2025 at no cost to the taxpayer. It is notable that the improvements in Lora Bay even stood up to the extreme weather event that occurred on June 30, 2025.

RISKS & CHALLENGES

The Supervisor position has been vacant since August 2023, and the Town has not been able to attract a suitable applicant. The Supervisor was to be the succession plan for the Manager. Upon retirement of the current Manager, the Town will no longer have a P.Eng. on staff, let alone someone experienced enough to testify at hearings, provide commentary to engineering consultants on designs from a Town (long-term operations and maintenance) perspective, and maintain peer relationships with senior staff from engineering consulting companies the Town works with. A corollary to the above is that the 4% increase in taxation assessment that the Town traditionally receives due to development lots being created may be jeopardized if sufficiently experienced staff aren't available to get projects built.

RESOURCE GAPS & OPPORTUNITIES

The fees review by Watson identified that the Town's Development Engineering review process was unsustainably expensive (~10% or approximately \$10,000 per home), or roughly double the fees charged by comparator municipalities. It is unknown if the efficiency and efficacy of Town engineering oversight on Town Capital projects are similarly challenged. To improve the Development Engineering review process, the RASCI matrix generated in 2022 (prior to increased OPS involvement in development) will be reviewed to more clearly identify roles and responsibilities, minimize duplication of effort and work towards the significant increase in process efficiency (100%) required.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

The RASCI matrix organizational and process review currently being undertaken to reduce development review costs will focus the process on the activities required for mandatory legislative compliance and essential services. Traditional or discretionary activities that were undertaken but can't reasonably be accommodated within the available resources will be phased out, excepting communication of development related information to the public where increased utilization of the website and related technologies will continue to be deployed.

Special Projects for 2026:

Public communication pertaining to development projects is not a legislative requirement but is a clear desire of residents and Council. Public communication requirements have been incorporated into development agreements, but AI has not yet been leveraged to enhance communication. Utilization of AI as a mechanism to enhance communication will be investigated using the Alta 2 site as a pilot.



2026 APPROVED OPERATING BUDGET

DEVELOPMENT ENGINEERING	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	1,011,206	2,104,944	710,652	901,255	2,048,593	1,361,904	-34%	(686,689)
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 1,011,206	\$ 2,104,944	\$ 710,652	\$ 901,255	\$ 2,048,593	\$ 1,361,904	-34%	\$ (686,689)
Expenses								
Salaries	536,039	680,921	592,267	685,539	815,382	852,235	5%	36,853
Benefits	168,973	208,363	167,119	208,854	253,786	261,491	3%	7,705
Operating and Administrative Expenses	32,717	11,990	1,635	6,076	60,370	16,870	-72%	(43,500)
Communications	1,300	1,650	-	-	1,770	100	-94%	(1,670)
Personnel and Training	7,180	8,600	11,032	9,072	16,270	11,000	-32%	(5,270)
Legal Expenses	54,444	-	25,644	21,931	40,000	34,500	-14%	(5,500)
Consulting	41,675	130,000	(19,208)	-	137,920	21,100	-85%	(116,820)
Total Expenses	\$ 842,328	\$ 1,041,524	\$ 778,489	\$ 931,472	\$ 1,325,498	\$ 1,197,296	-10%	\$ (128,202)
Subtotal Levy Impact	\$ 168,878	\$ 1,063,420	\$ (67,837)	\$ (30,217)	\$ 723,095	\$ 164,608	-77%	\$ (558,487)
Transfers								
Transfers to Reserves	-	(912,915)	-	-	(557,610)	(192)	-100%	557,418
Transfers from Reserves	-	-	-	-	-	1,069	N/A	1,069
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(168,878)	(150,505)	(125,997)	(165,485)	(165,485)	(165,485)	-	-
Total Transfers	\$ (168,878)	\$ (1,063,420)	\$ (125,997)	\$ (165,485)	\$ (723,095)	\$ (164,608)	-77%	\$ 558,487
Total Levy Impact	\$ -	\$ -	\$ (193,834)	\$ (195,702)	\$ -	\$ -	N/A	\$ -

10 Community Services

91	Community Services	99	Transit
94	By-law Services	101	Parks and Trails
97	Short-Term Accommodation and Licensing	104	Tomahawk Golf Course
		107	Beaver Valley Community Centre

Overview

Community Services enhances the quality of life by managing parks, trails and recreation spots like Tomahawk and the Beaver Valley Community Centre (BVCC). Public transit and By-law enforcement are also under the purview of Community Services, including the provision of short-term accommodation licensing and cemetery maintenance.



Community Services

WHO WE ARE

Director of Community Services – (0.82 FTE)

Administrative Assistant – Community Services – (0.90 FTE)

Contract and Administrative Clerk – (0.35 FTE)

Seasonal Community Services Labourer – (0.50 FTE)



MISSION

Deliver exceptional services by enhancing recreational spaces, supporting local events and ensuring efficient, sustainable operations for The Blue Mountains' residents and visitors.

WHAT WE DELIVER

The Community Services Division provides numerous services while also being involved in all other Community Services Divisions (i.e. Harbour, Cemetery, By-law, Licensing, BVCC, Tomahawk and Parks and Trails).

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Executive Leadership: Lead the Community Services Divisions based on industry best practices, strategic plans and Council direction

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Facility Bookings: Coordinate all bookings for facilities, sports fields and parkland

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Special Event Permitting: Review and issue permits for events on Town land
- Event Support: Coordinate Canada Day, Volunteer Recognition and Fair and collaborate on BIA events
- Community Support: Assist various organizations, including Georgian Bay Youth Roots, Seniors Network Blue Mountains and Grey County Age Friendly Committee
- Transit Partnership: Collaborate with the Town of Collingwood for public transit
- Harbour Management: Operate marina

2025 MAJOR ACCOMPLISHMENTS

- Multi Use Recreation Feasibility Assessment: Completed in 2025
- Special Event Collaboration: Organized Canada Day, Volunteer Recognition and Fair, Longest Day of Play and the Seniors Fair
- Special Events: Administered 25-30 applications
- Facility Booking Software: Implemented in Q3/4
- Moreau Park Re-development: Concepts and preliminary design
- Natural Burials: Hired consultant to complete concepts and design for application to BAO
- 130 King St.: Completed review of the property and recommendation to Council
- Georgian Bay Racquets Initiative: Completed property review and recommendation to Council
- Transit Agreement: Reviewed and updated
- 122 Hoffman St.: Negotiated and administered the acquisition of the property

25-30

Special Event permits issued.

DIVISION STATISTICS

53,418

Transit Riders in 2024.



GAINED EFFICIENCIES - 2025

- Facility Booking Software implementation that reduced booking administration time and decreased customer support inquiries
- Addition of three seasonal community service labourers improved service delivery without downtime and optimized resource availability
- Updated user fees at facilities contributed to increased revenue and reduced demand on municipal taxes
- Enhancements in the Short Term Accommodation (STA) By-law implementation improved efficiency
- Consolidating facility maintenance, such as internalizing cleaning services, has improved service quality and decreased costs

RISKS & CHALLENGES

In 2026, Community Services faces several risks and challenges that could impact service delivery. Key concerns include parkland development and assumptions. Staff capacity remains a challenge, with potential strain during peak seasons and the need for continuous skills development to maintain service levels. Aging infrastructure, particularly in recreational and community facilities, poses risks of increased maintenance costs and service disruptions. Additionally, managing the growing demand for diverse recreational activities within budgetary constraints requires strategic resource allocation.

RESOURCE GAPS & OPPORTUNITIES

In 2026, enhancing service levels in Community Services focuses on addressing parkland development needs and managing infrastructure upgrades. Planned improvements in recreational offerings necessitate increased staffing and training to meet seasonal peaks and support continuous skill advancement. Digital solutions enhance resource allocation efficiency, but bridging gaps requires investment in staff capacity and infrastructure. These changes aim to meet growing community expectations for diverse activities while aligning with budget constraints, ensuring resilience and sustainability in service delivery.

IMPACT ON THE COMMUNITY

In 2025, Community Services demonstrated a significant impact on the community through effective facility management and strategic partnerships. The introduction of a new facility booking system streamlined processes, reducing administrative burdens and enhancing user satisfaction. Support and permitting for 28 community events fostered vibrant community engagement and cultural enrichment.

Collaborations with local groups like Georgian Bay Youth Roots and the Seniors Network Blue Mountains strengthened community ties and enhanced outreach initiatives. Offering diverse activities, including youth and senior programs, ice hockey and pickleball, supported active lifestyles and social interaction across age groups. These efforts not only diversified recreational opportunities but also contributed to improved community health and well-being.

Overall, the 2025 initiatives under Community Services advanced organizational efficiency and community engagement, fostering an inclusive and active environment that enhances the quality of life for all residents.



2026 APPROVED OPERATING BUDGET

COMMUNITY SERVICES	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	2,000	2,222	-	2,000	N/A	2,000
External Revenues	420	10,000	26,530	29,595	25,000	2,000	-92%	(23,000)
Subsidies	-	(10,000)	-	-	-	-	N/A	-
Total Revenues	\$ 420	\$ -	\$ 28,530	\$ 31,817	\$ 25,000	\$ 4,000	-84%	\$ (21,000)
Expenses								
Salaries	228,726	214,962	210,013	277,586	272,516	267,504	-2%	(5,012)
Benefits	70,441	62,867	58,004	73,108	76,354	81,447	7%	5,093
Operating and Administrative Expenses	16,700	18,250	18,204	19,239	18,100	46,750	158%	28,650
Communications	1,271	1,300	174	182	1,725	550	-68%	(1,175)
Personnel and Training	5,816	4,500	7,560	8,811	7,800	10,100	29%	2,300
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	280	-	39	47	400	175,300	43725%	174,900
Total Expenses	\$ 323,234	\$ 301,879	\$ 293,994	\$ 378,973	\$ 376,895	\$ 581,651	54%	\$ 204,756
Subtotal Levy Impact	\$ (322,814)	\$ (301,879)	\$ (265,464)	\$ (347,156)	\$ (351,895)	\$ (577,651)	64%	\$ (225,756)
Transfers								
Transfers to Reserves	(212,000)	(288,000)	-	(171,433)	(171,433)	(171,433)	-	-
Transfers from Reserves	-	-	-	-	-	175,000	N/A	175,000
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(188,411)	(281,974)	(197,896)	(288,834)	(288,834)	-	-100%	288,834
Total Transfers	\$ (400,411)	\$ (569,974)	\$ (197,896)	\$ (460,267)	\$ (460,267)	\$ 3,567	-101%	\$ 463,834
Total Levy Impact	\$ (723,225)	\$ (871,853)	\$ (463,360)	\$ (807,423)	\$ (812,162)	\$ (574,084)	-29%	\$ 238,078



By-law Services

WHO WE ARE

Manager of By-law and Licensing - (0.50 FTE)

Supervisor of By-law Services – (0.50 FTE)

Municipal Law Enforcement Officer – (3.5 FTE)

Administrative Assistant – By-law Services – (0.75 FTE)

Seasonal Municipal Law Enforcement Officer* – (0.69 FTE)

Student Administrative Assistant* – (0.14 FTE)

**These positions are being proposed in the 2026 Budget. The Seasonal MLEO's are being proposed to replace the two student MLEO positions that are already approved.*



MISSION

Enhancing the quality of life in the community by ensuring public safety, promoting responsible behavior and protecting shared spaces through the fair and consistent enforcement of municipal by-laws. By-law Services strives to serve with integrity, transparency and respect, fostering a safe, clean and inclusive environment for all residents, businesses and visitors.

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- Enforcement of provincially and federally mandated by-laws
- Promote and maintain public safety

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Public education and awareness
- Compliance and enforcement of the Town's municipal by-laws (i.e. parking)

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Sign By-law enforcement
- Noise By-law enforcement
- Short-Term Accommodation administration and By-law enforcement

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Animal control compliance
- Abandoned orchards compliance

2025 MAJOR ACCOMPLISHMENTS

- Implementation of new parking enforcement software (transitioned from paper tickets to digital process)
- Introduced Cloudpermit software for case file management

GAINED EFFICIENCIES - 2025

- Parking enforcement software – streamlined payment into a digital process eliminating the time spent on manual reconciliation. Expedited ticket/infraction process for By-law Officers. The shift to a new centralized management system from prior excel sheets is extremely efficient.
- Overtime has been reduced through a decrease in the number of statutory holidays during which staff are scheduled to work.
- Cloudpermit software – online complaint process with automated workflow reduces the margin of error. Simplified reporting and efficient data management enable the timely capture of statistics and reduce communication delays between complainants and staff.



IMPACT ON THE COMMUNITY

The By-law department plays a crucial role in ensuring public safety and health, overseeing animal control and welfare, protecting the environment and resolving conflicts arising from disputes or violations.

RISKS & CHALLENGES

Public perception and trust are challenges the By-law Services team face. Officers are faced with negative impacts from the community during their job. Dealing with lots of conflict with the public, including hostile encounters exposes the By-law Services team to risks. Staffing limitations also create enforcement challenges.

RESOURCE GAPS & OPPORTUNITIES

The Division is currently facing challenges due to limited resources and staffing, with only five full-time By-law officers assigned to cover a seven-day workweek across the entire municipality. With growing and changing community expectations, this creates longer response times and an imbalance in workload for the entire division. Additionally, achieving voluntary compliance has proven difficult and there are ongoing concerns regarding perceived unfairness and ethical issues related to the enforcement process.

DIVISION STATISTICS

DESCRIPTION	2023 ACTUALS	2024 ACTUALS	2025 YEAR TO DATE *
By-law cases	1,215	1058	681
Call volume (includes parking calls)	5,484	5083	2447
Parking cases (not tickets)	137	112	60
Noise Complaint cases	198	146	37
Short-Term Accommodation cases	121	91	41
Dogs and other animals	72	80	33
Administrative Monetary Penalty (AMP) cases	138	85	109
Long grass and weeds	67	71	38
Property Standards	42	71	35
Municipal Works	56	67	26
Water-Use Related AMPs	57	47	40

*As of June 30, 2025

2026 WORK PLAN

Operate & Maintain – Current Level of Service:

Mandatory (Must do)

- Enforcement of by-laws within the Town
- Daily patrol of the Town

Essential (Should do)

- Investigate calls and create case files promptly. Certain case types determine if the investigation is a mandatory or essential service. An example of a mandatory case would be a dog attack or building without a permit.
- Search platforms for illegal Short-Term Accommodations
- Assist internal departments with matters
- Strategize solutions for abandoned orchards with fruit growers

Traditional (Can do)

- Implement Docupet for dog licensing. Docupet is a self-sustaining software that will help reduce staff time dedicated to dog licensing.

Special Projects for 2026:

Q1	• Work to improve scheduling to reduce overtime but also have officers scheduled at optimal times for enforcement
Q2	• Review by-laws that need to be updated and/or amended
Q3	• Identify policies and procedures that address gaps or needs in the community to develop relationships with the public
Q4	• Preparation and implementation of updated by-laws



2026 APPROVED OPERATING BUDGET

BY-LAW SERVICES	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	2,998	2,650	5,222	5,802	2,650	-	-100%	(2,650)
External Revenues	363,712	565,000	518,174	520,520	478,500	500,567	5%	22,067
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 366,710	\$ 567,650	\$ 523,396	\$ 526,322	\$ 481,150	\$ 500,567	4%	\$ 19,417
Expenses								
Salaries	591,940	592,940	404,132	460,040	460,575	495,804	8%	35,229
Benefits	183,048	183,377	106,290	128,689	162,013	152,111	-6%	(9,902)
Operating and Administrative Expenses	110,969	81,300	121,905	131,419	89,650	78,205	-13%	(11,445)
Communications	10,647	13,200	9,872	8,666	14,025	9,250	-34%	(4,775)
Personnel and Training	16,291	10,850	15,253	13,401	14,350	15,800	10%	1,450
Legal Expenses	826	5,000	1,137	-	9,000	-	-100%	(9,000)
Consulting	802	2,000	364	3,500	3,500	4,000	14%	500
Total Expenses	\$ 914,523	\$ 888,667	\$ 658,953	\$ 745,715	\$ 753,113	\$ 755,170	0%	\$ 2,057
Subtotal Levy Impact	\$ (547,813)	\$ (321,017)	\$ (135,557)	\$ (219,393)	\$ (271,963)	\$ (254,603)	-6%	\$ 17,360
Transfers								
Transfers to Reserves	(25,000)	(30,000)	-	(35,000)	(35,000)	(35,000)	-	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(281,412)	(211,254)	(210,196)	(257,348)	(257,348)	-	-100%	257,348
Total Transfers	\$ (306,412)	\$ (241,254)	\$ (210,196)	\$ (292,348)	\$ (292,348)	\$ (35,000)	-88%	\$ 257,348
Total Levy Impact	\$ (854,225)	\$ (562,271)	\$ (345,753)	\$ (511,741)	\$ (564,311)	\$ (289,603)	-49%	\$ 274,708



Short-Term Accommodation and Licensing

WHO WE ARE

Manager of By-law and Licensing – (0.50 FTE)

Supervisor of By-law Services – (0.50 FTE)

Division Chief – (0.75 FTE)

Administrative Assistant – By-law Services – (0.25 FTE)

Administrative Assistant – Licensing – (1 FTE)

Student Administrative Assistant* – (0.21 FTE)

**This position is being proposed in the 2026 Budget.*



MISSION

Delivers regulation of properties according to the Short-Term Accommodations By-law within the Town.

WHAT WE DELIVER

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Provide Short-Term Accommodation and Bed and Breakfast licensing (STA and B&B's) and ensure compliance

2025 MAJOR ACCOMPLISHMENTS

- Contracted Licensing Appeal Officer for demerit point appeals (funded through STA licensing program)
- Implementation of software programs for the management and compliance of STAs licensed and unlicensed

GAINED EFFICIENCIES - 2025

Implementation of software applications is designed to enhance staff efficiency and streamline operations by automating routine tasks, ultimately supporting staff in working more effectively and optimizing overall performance and productivity. This software will assist in locating STA's that are not compliant with licensing.

IMPACT ON THE COMMUNITY

- While increased tourism can provide a positive economic boost by attracting visitors and supporting local businesses, it may also lead to negative impacts such as community disruption, high turnover of visitors and increased noise complaints.

RISKS & CHALLENGES

- The municipality faces higher administration and enforcement costs, partly due to the need for regular monitoring of STAs. To address this, the implementation of software is underway to help manage and locate unlicensed STAs more effectively.

DIVISION STATISTICS

STA LICENSES		BED & BREAKFAST LICENSES	
2024	2025	2024	2025
363	368	9	7

2026 WORK PLAN

Operate & Maintain – Current Level of Service:

Essential (Should do)

- Work on finalizing a reasonable amount for STA AMPs and demerits – currently working with the STA working group
- Set a plan as to how CRUs fit into the STA By-law

Special Projects for 2026:

Q1	• Deep dive into the licensing fees charged and STA renewals
Q2	• Continue to amend and finalize STA By-law and AMPs By-law and set a plan for CRUs

RESOURCE GAPS & OPPORTUNITIES

- The increase in STA licenses—currently at 368—is creating additional demands on staffing and administrative capacity, including the need for more by-law enforcement officers. Additionally, the implementation of Commercial Rental Units (CRUs) into the registration process is being considered; however, this process will likely need to be done manually, as it is not supported by the current software solution. There are an estimated 600 CRUs, and staff are currently investigating how to mandate reporting for these units effectively.



2026 APPROVED OPERATING BUDGET

SHORT-TERM ACCOMMODATION AND LICENSING	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	383,975	489,000	421,930	470,942	507,000	478,250	-6%	(28,750)
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 383,975	\$ 489,000	\$ 421,930	\$ 470,942	\$ 507,000	\$ 478,250	-6%	\$ (28,750)
Expenses								
Salaries	216,768	325,969	244,981	276,757	322,728	314,777	-2%	(7,951)
Benefits	70,555	100,168	76,965	107,391	103,943	99,933	-4%	(4,010)
Operating and Administrative Expenses	31,094	9,000	163,394	120,770	19,000	60,650	219%	41,650
Communications	-	-	-	-	-	-	N/A	-
Personnel and Training	-	-	-	-	-	-	N/A	-
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	-	N/A	-
Total Expenses	\$ 318,417	\$ 435,137	\$ 485,340	\$ 504,918	\$ 445,671	\$ 475,360	7%	\$ 29,689
Subtotal Levy Impact	\$ 65,558	\$ 53,863	\$ (63,410)	\$ (33,976)	\$ 61,329	\$ 2,890	-95%	\$ (58,439)
Transfers								
Transfers to Reserves	(11,964)	(270)	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	88,299	(7,005)	51,433	-834%	58,438
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(53,594)	(53,593)	(40,742)	(54,323)	(54,324)	(54,323)	-0%	1
Total Transfers	\$ (65,558)	\$ (53,863)	\$ (40,742)	\$ 33,976	\$ (61,329)	\$ (2,890)	-95%	\$ 58,439
Total Levy Impact	\$ -	\$ -	\$ (104,152)	\$ -	\$ -	\$ -	N/A	\$ -



Transit

WHAT WE DELIVER

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Collingwood Transit Link from Collingwood to Blue Mountain Village and the Craigeleith area along Highway 26

2025 MAJOR ACCOMPLISHMENTS

- No major service disruptions

IMPACT ON THE COMMUNITY

- The current transit service primarily provides transportation for the workforce to the Blue Mountain Village area. Although the primary ridership is workforce, there is the opportunity for residents to use the services in the community if the timing aligns.

RISKS & CHALLENGES

- The Town of Collingwood supports the Blue Mountains link through both administration and with their terminal, which acts as a hub for many riders to get to and from the Blue Mountain area. Previously, these costs were not included, and the Town of The Blue Mountains was only billed for the mechanical operating costs of the transit vehicle(s). The Town of Collingwood is now requesting real costs for the service, including a portion of the terminal and administrative costs. Terminal and administration costs to the Town are 25% of the total cost and are based on the number of routes and ridership, which is consistent with the gas tax percentages. The Town is paying 5% of the overall accessible transit costs, which is currently under review, but staff believe this is a very conservative number.

RESOURCE GAPS & OPPORTUNITIES

- Currently the services and agreements are administered by the Community Services Division.

2026 WORK PLAN

Operate & Maintain – Current Level of Service:

Discretionary (Nice to do)

- Maintain the existing level of service, including monitoring stops on Town lands, communicating with Collingwood staff to confirm service levels and engaging in Grey County's transit review

Special Projects for 2026:

Q1

- Participate in Grey County's transit review



MISSION

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

53,418
Total Ridership
in 2024

797
2025 Ridership
Numbers for
Grey County Transit
(Jan – Mar)

DIVISION STATISTICS

25,954

2025 Ridership Numbers
for Collingwood
Transit Link



2026 APPROVED OPERATING BUDGET

TRANSIT	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	-	-	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Expenses								
Salaries	-	-	-	-	-	-	N/A	-
Benefits	-	-	-	-	-	-	N/A	-
Operating and Administrative Expenses	94,148	100,000	35,651	100,000	100,000	175,000	75%	75,000
Communications	-	-	-	-	-	-	N/A	-
Personnel and Training	-	-	-	-	-	-	N/A	-
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	-	N/A	-
Total Expenses	\$ 94,148	\$ 100,000	\$ 35,651	\$ 100,000	\$ 100,000	\$ 175,000	75%	\$ 75,000
Subtotal Levy Impact	\$ (94,148)	\$ (100,000)	\$ (35,651)	\$ (100,000)	\$ (100,000)	\$ (175,000)	75%	\$ (75,000)
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	175,000	N/A	175,000
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(11,720)	(11,720)	(9,088)	(12,117)	(12,117)	-	-100%	12,117
Total Transfers	\$ (11,720)	\$ (11,720)	\$ (9,088)	\$ (12,117)	\$ (12,117)	\$ 175,000	-1544%	\$ 187,117
Total Levy Impact	\$ (105,868)	\$ (111,720)	\$ (44,739)	\$ (112,117)	\$ (112,117)	\$ -	-100%	\$ 112,117



Parks and Trails

WHO WE ARE

Manager Parks and Trails – (1 FTE)

Parks and Trails Lead Hand – (1 FTE)

Parks and Trails Lead Hand - Cemetery – (1 FTE)

Contract and Administrative Clerk – (0.35 FTE)

Parks Operator – (5 FTE)

Seasonal Parks Labourer – (4.06 + 0.58* FTE)

**One additional Seasonal Parks Labourer is being proposed in the 2026 Budget.*



MISSION

The Parks and Trails Department aims to provide residents and visitors with opportunities to enjoy an active and safe lifestyle by enhancing access to the region's natural beauty and cultural heritage.

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- Provide Cemetery management

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Maintain winter services, recreational facilities, sanitation and municipal properties

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Maintain conservation areas and sports fields

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Undertake beautification projects and environmental initiatives

GAINED EFFICIENCIES – 2025

- Shift changes to have staff work weekends as part of a normal 40-hour workweek so that staff are scheduled during optimal times
- Converting handheld gas-powered equipment to battery-operated equipment

2025 MAJOR ACCOMPLISHMENTS

- Playground and Park Enhancements: New playground equipment was installed at Bayview Park, and shade structures were added to the Moreau and Heritage dog parks, improving comfort and usability.
- Facility Upgrades: The Cedar Grove washrooms underwent renovation, enhancing hygiene and accessibility.
- Trail Development and Safety: Several trail projects were completed, including:
 - New trail connections (e.g., Arlberg Crescent to Settlers Way, Sunset Blvd. Trail)
 - Improved monitoring and access (additional trail counters and P-Gates on the Georgian Trail)
 - New trail etiquette signs
 - A new chain-link fence along the Crestview Court trail for safety and boundary demarcation

50

Kilometers of trails maintained and inspected

154.27

Acres of undeveloped greenspace

DIVISION
STATISTICS

121

Acres of parkland maintained and inspected

50.24

Acres of undeveloped waterfront right of ways

IMPACT ON THE COMMUNITY

The natural environment is a vital asset in the Town of The Blue Mountains, and efforts are focused on its preservation and enhancement for current and future generations. The municipality prioritizes active transportation options such as trails and cycling routes, recognizing their growing importance to a healthy and vibrant community. The Town supports inclusive, accessible, safe and unstructured recreational opportunities for all ages by maintaining sports facilities (i.e., soccer, baseball, tennis, pickleball) and providing winter maintenance on the Georgian Trail and Tomahawk for skiing and hiking. Ensuring safe winter conditions in municipal lots and walkways is also a key commitment to residents and visitors' well-being.

RISKS & CHALLENGES

Additional properties to be maintained in 2026 include seven heritage cemeteries, water, wastewater properties and development assumptions from Q3 2025. The current level of staff will have to increase to maintain the current level of service for these additional properties plus the additional assumption of Windfall development phases 2C, 4A, B and 5.

At present, the current level of staff would not be sufficient, knowing that there are more properties that will be assumed by the Parks and Trails Division for maintenance. These properties include seven heritage cemeteries and some additional water and wastewater properties, for which maintenance is currently contracted out. There are also more parkland spaces that will be assumed with the Windfall development phases 2C, 4A, 4B and 5. As increases in resident population occurs,, more demand is placed on the Parks and Trails operations for facility cleaning and garbage collection. Staff have requested an additional seasonal labourer to help with this increased workload.

RESOURCE GAPS & OPPORTUNITIES

Request for assumption in 2025 of Windfall development phases 2C, 4A, B and 5 consisting of three hectares of wooded parkland and 1,636 meters of trails. To maintain the current level of service an additional seasonal contract person will be required.

2026 WORK PLAN

Operate & Maintain – Current Level of Service:

Mandatory (Must do)

- Cemetery management and operations

Essential (Should do)

- Property maintenance and inspections
- Facilities maintenance
- Playground inspections and maintenance
- Winter snow removal and ice control
- Trail inspection and maintenance

Traditional (Can do)

- Installation and watering of flowers for Thornbury BIA and Clarksburg Village Association
- Installation and maintenance of BIA banners and Town banners and flags
- Maintenance of conservation properties

Discretionary (Nice to do)

- Assisting local service clubs, churches, fall fairs, community organizations and BIA by supplying and delivering barricades, tables, garbage containers and bleachers. Setting up for road closures for parades and special events

Special Projects for 2026:

Q1	• Replace flooring and partitions at Northwinds washroom (Essential)
Q2	• Resurfacing of sections of Georgian Trail (Essential)
Q3	• Replace swings at Northwinds Beach (Essential)



2026 APPROVED OPERATING BUDGET

PARKS AND TRIALS	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	60,117	4,000	10,611	10,611	8,000	8,000	-	-
External Revenues	117,694	93,350	250,352	250,692	119,390	114,390	-4%	(5,000)
Subsidies	(8,569)	-	(8,764)	(8,728)	-	-	N/A	-
Total Revenues	\$ 169,242	\$ 97,350	\$ 252,199	\$ 252,575	\$ 127,390	\$ 122,390	-4%	\$ (5,000)
Expenses								
Salaries	803,937	829,323	794,795	884,454	914,183	939,384	3%	25,201
Benefits	248,147	230,288	218,864	252,960	261,203	284,288	9%	23,085
Operating and Administrative Expenses	286,541	291,530	237,210	280,788	295,225	272,448	-8%	(22,777)
Communications	4,062	5,150	-	-	5,150	-	-100%	(5,150)
Personnel and Training	13,650	13,850	13,482	15,772	21,100	18,750	-11%	(2,350)
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	2,529	-	8,193	9,981	-	-	N/A	-
Total Expenses	\$ 1,358,866	\$ 1,370,141	\$ 1,272,544	\$ 1,443,955	\$ 1,496,861	\$ 1,514,870	1%	\$ 18,009
Subtotal Levy Impact	\$ (1,189,624)	\$ (1,272,791)	\$ (1,020,345)	\$ (1,191,380)	\$ (1,369,471)	\$ (1,392,480)	2%	\$ (23,009)
Transfers								
Transfers to Reserves	(1,455)	-	(33,761)	(33,252)	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	3,500	N/A	3,500
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(128,145)	(136,760)	(65,992)	(221,787)	(221,787)	(13,978)	-94%	207,809
Total Transfers	\$ (129,600)	\$ (136,760)	\$ (99,753)	\$ (255,039)	\$ (221,787)	\$ (10,478)	-95%	\$ 211,309
Total Levy Impact	\$ (1,319,224)	\$ (1,409,551)	\$ (1,120,098)	\$ (1,446,419)	\$ (1,591,258)	\$ (1,402,958)	-12%	\$ 188,300



Tomahawk Golf Course

WHO WE ARE

Manager Facilities/BVCC/Tomahawk – (0.20 FTE)

BVCC/Tomahawk Lead Hand – (0.20 FTE)

Facility Operator – (0.40 FTE)

Seasonal Community Services Labourer – (0.50 FTE)

Seasonal Tomahawk Labourer – (0.61 FTE)

Seasonal Tomahawk Customer Service Representative – (1.31 FTE)



MISSION

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

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- Register with the Integrated Pest Management (IPM) Council of Canada. The IPM oversees the regulation of pesticide and fungicide applications, necessitating a scouting process for application determination.

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- KPMG noted in the Corporate Structural Review that Tomahawk Golf was deemed “discretionary” or “nice to do”.
- Tomahawk Golf delivers a recreational amenity that few municipalities have the opportunity to provide.
- Tomahawk Golf provides a reasonably priced golf experience for all levels of play while concentrating on youth and senior play.

2025 MAJOR ACCOMPLISHMENTS

- Continued to operate within the regulations of the Ministry of the Environment, Conservation and Parks and IPM Council of Canada with an annual audit score of 100% in 2024.
- Introduced additional revenue streams of rental clubs and apparel
- Expansion of tee decks
- Major renovations of bunkers
- Removal of remaining apple tree stumps and replanting of native trees
- Hosted Mayors Challenge golf tournament
- Establishment of pollinator gardens

DIVISION STATISTICS

REVENUE GENERATOR	2023 ACTUALS	2024 ACTUALS	2025 YEAR TO DATE *
Paid Rounds	10,208	12,624	10,821
Membership Rounds	4,999	6,158	7,489
Youth Rounds	2,678	3,332	3,497
Youth Subsidy	\$53,560	\$66,640	\$87,425
Concession Sales	\$8,819	\$24,662	\$29,537
Golf Cart Rentals	N/A	2,335	2,133

*Information provided for 2025 is accurate to Oct 1st, 2025



IMPACT ON THE COMMUNITY

Tomahawk Golf provides a well-balanced golf experience for all levels of play from junior players just taking up the game to seniors that like the Par 3 experience and affordability.

Tomahawk Golf promotes physical activity, mental health and social spaces offering a place for people of all ages and backgrounds to interact, network and build relationships.

RISKS & CHALLENGES

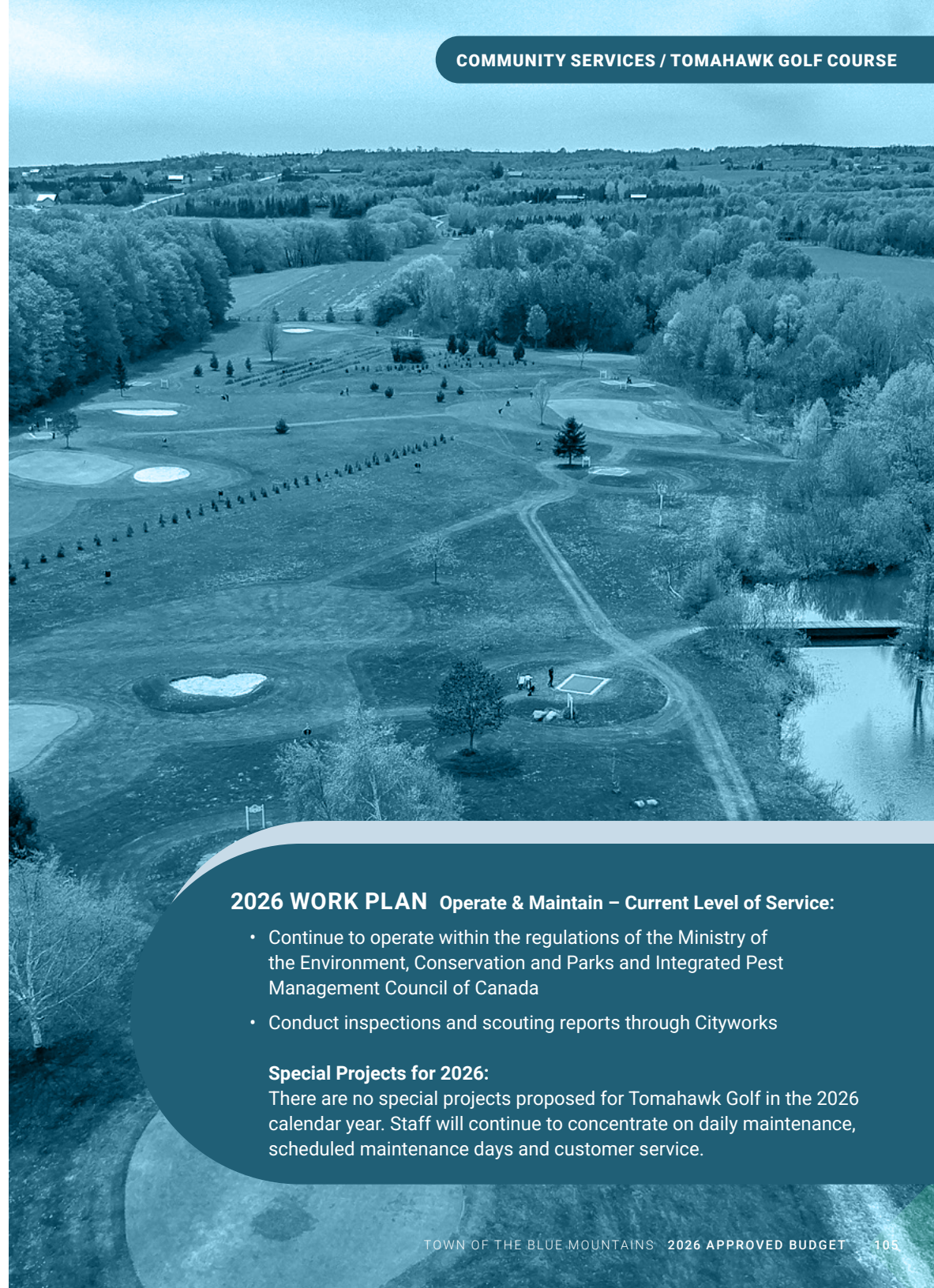
Some key challenges that may occur are:

- **Environmenta** – Drought and extreme temperatures can affect playability, membership satisfaction and health of the course. Increased regulations around pesticide and fertilizer usage means golf courses must adhere to strict environmental standards. These may involve additional expenses and operational challenges.
- **Staffing** – Maintaining a golf course requires a skilled, well-trained workforce to handle the landscaping, irrigation systems, equipment and legislative requirements. Levels of staffing determines the level of service or quality of product that can be provided.
- **Revenue Generation** – Dependence on weather conditions can lead to uneven revenue streams. The seasonality of golf affects consistent income, and economic downturns can reduce discretionary spending on entertainment and leisure.
- **Customer Satisfaction** – Ensuring a high-quality player experience, including course conditions, accessibility and amenities.

RESOURCE GAPS & OPPORTUNITIES

Service levels are proposed to stay status quo as staff see no changes in operations between the Beaver Valley Community Centre and Tomahawk Golf. If service levels were to increase due to Council direction, staffing levels would need to be complemented to provide an increased service.

Currently, the staff complement fulfills the needs of the current level of service provided for the areas of management.



2026 WORK PLAN Operate & Maintain – Current Level of Service:

- Continue to operate within the regulations of the Ministry of the Environment, Conservation and Parks and Integrated Pest Management Council of Canada
- Conduct inspections and scouting reports through Cityworks

Special Projects for 2026:

There are no special projects proposed for Tomahawk Golf in the 2026 calendar year. Staff will continue to concentrate on daily maintenance, scheduled maintenance days and customer service.



2026 APPROVED OPERATING BUDGET

TOMAHAWK GOLF COURSE	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	319,239	313,018	399,026	414,199	423,048	415,500	-2%	(7,548)
Subsidies	-	(55,000)	-	-	(16,500)	-	-100%	16,500
Total Revenues	\$ 319,239	\$ 258,018	\$ 399,026	\$ 414,199	\$ 406,548	\$ 415,500	2%	\$ 8,952
Expenses								
Salaries	211,331	197,979	184,029	202,560	260,825	218,288	-16%	(42,537)
Benefits	49,334	42,381	42,930	61,753	53,332	55,162	3%	1,830
Operating and Administrative Expenses	51,105	43,565	50,056	53,766	64,750	56,950	-12%	(7,800)
Communications	463	700	-	-	700	-	-100%	(700)
Personnel and Training	7,491	9,770	2,137	2,506	9,150	8,700	-5%	(450)
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	210	-	53	65	-	-	N/A	-
Total Expenses	\$ 319,934	\$ 294,395	\$ 279,205	\$ 320,650	\$ 388,757	\$ 339,100	-13%	\$ (49,657)
Subtotal Levy Impact	\$ (695)	\$ (36,377)	\$ 119,821	\$ 93,549	\$ 17,791	\$ 76,400	329%	\$ 58,609
Transfers								
Transfers to Reserves	(13,024)	-	(8,590)	(10,499)	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(21,831)	(19,387)	(16,768)	(20,172)	(20,172)	-	-100%	20,172
Total Transfers	\$ (34,855)	\$ (19,387)	\$ (25,358)	\$ (30,671)	\$ (20,172)	\$ -	-100%	\$ 20,172
Total Levy Impact	\$ (35,550)	\$ (55,764)	\$ 94,463	\$ 62,878	\$ (2,381)	\$ 76,400	-3309%	\$ 78,781



Beaver Valley Community Centre

WHO WE ARE

Manager Facilities/BVCC/Tomahawk – (0.80 FTE)

BVCC/Tomahawk Lead Hand – (0.80 FTE)

Contract and Administrative Clerk – (0.15 FTE)

Facility Operator – (2.10 FTE)

Facility Operator/Roads & Drainage – (0.50 FTE)

Community Services Labourer – (1 FTE)

Seasonal Community Services Labourer – (0.50 FTE)



MISSION

Helping people help themselves by providing a wide variety of amenities designed for a healthy and active community. Provide a safe, efficient and reliable maintenance service that enhances the functionality of facilities.

WHAT WE DELIVER

The Beaver Valley Community Centre (BVCC) provides a broad range of services and activities to meet the needs of various community members, from fitness and education to social and cultural events. Under the BVCC Division, staff also provide facility maintenance services to all Town-owned facilities.

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Provide and maintain ice rink, meeting spaces, indoor pickleball courts, certified kitchen and concession
- Facility maintenance of L.E Shore Library, OPP Detachment Facility, Town Hall, Ravenna Hall, Craigleith Community Centre, Craigleith Heritage Depot and Beaver Valley Community Centre
- Lead contractor coordination
- Support work order preparation
- Support minor capital works

DIVISION STATISTICS

DESCRIPTION	2023 ACTUALS	2024 ACTUALS	2025 YEAR TO DATE*
Georgian Shores Ice Time – Monthly (hours)	70	92	95
Beaver Valley AA Ice Time – Monthly (hours)	8.5	8.5	8.5
Curling Days per year	16	15	16
Private Rentals – Leagues	12	14	15
Tournaments per year	11	13	13
Senior A Ice Time Monthly (hours)	12	15	15
Pickleball Rentals Weekly (hours)	70	79	79

*As of July 31, 2025.

2025 MAJOR ACCOMPLISHMENTS

- Completion of the stage removal increasing pickleball capacity by adding an additional court. Also increasing storage space revenue.
- Completion of installation of a new hydronics and domestic hot water system for the arena operations in Q3 2025
- Installation of new external windows and doors, external cladding and upgraded insulation levels by end of Q4 2025
- Completion of Corporate Subsidy Policy
- Completion of updated Municipal Alcohol Policy
- Completion of the online booking program
- Completion of the allocation, booking and cancellation policy

GAINED EFFICIENCIES - 2025

- Eliminating the stage in the large hall lowers maintenance costs for an unused asset
- Removing the stage permits the addition of a pickleball court, thereby increasing revenue potential
- The installation of the new hydronics and domestic hot water system will enhance efficiency, resulting in decreased utility consumption
- Hiring three additional seasonal labourers has ensured timely completion of facility maintenance tasks, as well as the fulfillment of long-standing tasks at the Beaver Valley Community Centre

IMPACT ON THE COMMUNITY

Arenas and community centres play a significant role in shaping the social, cultural and physical well-being of a community. Their impact extends beyond just providing a space for recreational activities; they are hubs for social interaction, wellness and community engagement. Here's an overview of their various contributions:

- Fostering social connections
- Promoting physical health
- Economic benefits
- Education and skill development
- Cross-generational interactions

Facility maintenance significantly impacts community well-being in several ways. It enhances public health and safety by preventing accidents, maintaining key assets and ensuring emergency systems are functional. Economically, maintenance preserves property values and prevents costly repairs by addressing small issues early thereby saving money long-term. Socially, well-maintained spaces foster community pride and engagement, creating a positive atmosphere for residents and ensuring accessibility for all.

RISKS & CHALLENGES

While arenas and community centres offer vast benefits, there are challenges that need to be addressed for their optimal impact:

- Staffing Levels – Ensuring staffing levels meet the level of service demands
- Funding and Maintenance – Maintaining and upgrading facilities can be expensive, but necessary in ensuring a healthy and safe product is provided to the users.

Facility maintenance comes with several risks and challenges, primarily related to safety, cost and operational continuity. One major risk is equipment failure, which can lead to costly repairs and downtime, affecting productivity.

RESOURCE GAPS & OPPORTUNITIES

The addition of three seasonal labourers has been a huge benefit to the BVCC Division by reducing overtime, ensuring facility maintenance and inspections are completed in a timely manner and holiday gaps are filled.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

As stated within the KPMG report, Community Centres and Arenas are typically considered a traditional service to provide to the community. Work plans generally stay static from year to year unless special projects are approved. Shown below are traditional work plans for a community centre or arena:

- Routine Maintenance – Scheduling of regular inspections and maintenance of HVAC systems, refrigeration, equipment, plumbing, electrical systems and janitorial services
- Liaise with associations and event coordinators for special events, recreational programs and ice time allocations
- Safety and compliance through TSSA
- Training and development of staff
- Provide customer service

Special Projects for 2026:

Q2	<ul style="list-style-type: none"> • Assist with the HVAC upgrade for BVCC meeting rooms • Assist with the AODA assessment of the L.E. Shore Library
Q3	<ul style="list-style-type: none"> • Assist with the installation of the backup generator for the BVCC • Assist with the backup power project for the L.E. Shore Library



2026 APPROVED OPERATING BUDGET

BEAVER VALLEY COMMUNITY CENTRE	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	368,350	267,000	281,658	376,774	358,000	459,100	28%	101,100
Subsidies	(105,158)	(60,000)	(46,737)	(54,348)	(53,000)	(49,000)	-8%	4,000
Total Revenues	\$ 263,192	\$ 207,000	\$ 234,921	\$ 322,426	\$ 305,000	\$ 410,100	34%	\$ 105,100
Expenses								
Salaries	369,550	297,776	430,171	491,844	450,085	461,248	2%	11,163
Benefits	128,686	95,973	121,225	154,239	144,901	156,165	8%	11,264
Operating and Administrative Expenses	87,162	63,850	39,884	58,147	60,650	190,865	215%	130,215
Communications	2,868	2,000	773	741	2,050	-	-100%	(2,050)
Personnel and Training	4,620	7,000	3,692	3,152	7,100	6,650	-6%	(450)
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	-	N/A	-
Total Expenses	\$ 592,886	\$ 466,599	\$ 595,745	\$ 708,123	\$ 664,786	\$ 814,928	23%	\$ 150,142
Subtotal Levy Impact	\$ (329,694)	\$ (259,599)	\$ (360,824)	\$ (385,697)	\$ (359,786)	\$ (404,828)	13%	\$ (45,042)
Transfers								
Transfers to Reserves	(50)	-	(694)	(848)	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(290,308)	(336,042)	(277,974)	(369,403)	(369,403)	-	-100%	369,403
Total Transfers	\$ (290,358)	\$ (336,042)	\$ (278,668)	\$ (370,251)	\$ (369,403)	\$ -	-100%	\$ 369,403
Total Levy Impact	\$ (620,052)	\$ (595,641)	\$ (639,492)	\$ (755,948)	\$ (729,189)	\$ (404,828)	-44%	\$ 324,361

11 The Blue Mountains Public Library

111 The Blue Mountains Public Library

Overview

The Blue Mountains Public Library (BMPL) is one of only three Gallery, Library, Archive, and Museum (GLAM) institutions in Ontario – a vibrant community hub that brings together cultural heritage, lifelong learning, and creative expression.



The Blue Mountains Public Library

WHO WE ARE

CEO Library – (1 FTE)

Library Specialist – (5.37 FTE)

Manager of Public Services – (1 FTE)

Museum Technician – (1 FTE)

Manager of Technical Services – (1 FTE)

Museum Interpreter – (0.57 FTE)

Manager of Community Engagement – (1 FTE)

Library Student/Page – (0.69 FTE)

Museum Curator – (1 FTE)



MISSION

Through L.E. Shore Library and Craigleith Heritage Depot, The Blue Mountains Public Library (BMPL) provides equitable access to knowledge, culture and technology, fostering community connection, lifelong learning and well-being for all residents.

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- Operate under the governance of a Library Board with at least five members, appointed by Council (PLA, Sections 3-10)
- Be managed by a CEO, appointed by the Board, to oversee operations and staff (PLA Section 15.2)
- Provide free access to the library and in-library use of all materials (PLA Section 23)
- Offer materials in accessible formats when requested, in line with Accessibility for Ontarians with Disabilities Act (AODA)
- Submit an annual report to the Ministry of Tourism, Culture and Gaming for provincial funding

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Integrate library, museum, gallery, and archive services under one organization to increase efficiency and reduce duplication
- Serve as the official repository for local history and cultural artifacts, preserving the community's heritage
- Offer programs and events such as book clubs, tech support, and local history talks for all ages
- Partner with local schools and educators to support student learning and outreach
- Act as a warming or cooling centre during climate emergencies or weather events
- Provide free public Wi-Fi and access to the internet for residents and visitors
- Offer digital resources, including eBooks, audiobooks, research tools, and online learning platforms

- Lend non-traditional items such as puzzles, games, park passes, iPads and cameras
- Operate a book drop and pick-up location at the Craigleith Heritage Depot to improve access to library services

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Preserve and share local stories, oral histories and historical materials
- Support or lead community cultural events such as art exhibits, live performances and festivals (i.e. REEL History Film Fest, Arts Walk)

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Allow room bookings outside regular hours for community groups and non-profits
- Offer evening and weekend hours, including Sunday openings at the Craigleith Heritage Depot
- Provide creative spaces like makerspaces, where users can explore new technologies and hands-on learning
- Run pop-up library services at events, markets, or schools to improve outreach and visibility



2025 MAJOR ACCOMPLISHMENTS

- Celebrated 30 years of the BMPL with the community, longstanding partners and volunteers
- Completed accessibility audit of the Craigleith Heritage Depot Museum & Archive
- Completed Space Utilization Study
- Initiated a building expansion/enhancement action plan, including capital funding needs and sources
- The Board approved a new quarterly reporting structure that aligns key data elements with the strategic priorities and the annual work plan, ensuring more effective tracking and decision-making
- Created an AI policy and Business Continuity Plan
- Represented the TBM and BMPL at the Ontario Public Library Super Conference
- Completed accessibility audit of the Museum & Archive
- Finalized charitable status with the CRA
- Collaborated with the Arts and Culture Council and Town to support the delivery of the 2025 Arts Walk and transition of leadership to the Clarksburg Village Association and the Thornbury Business Improvement Area (BIA)
- Partnered with the Town to launch the physical TBM Cultural Map
- Worked with the Town to update and develop new heritage panels

RISKS & CHALLENGES

The Gallery, Library, Archives, and Museum (GLAM) continues to receive strong public support, as seen in the Town's satisfaction survey and Multi-Use Recreation Feasibility Assessment (MURFA) consultation. However, the L.E. Shore facility no longer meets the needs of staff or the community, with plumbing issues, accessibility barriers and limited flexible space. The Museum also lacks proper access, with an unpaved, unmarked lot shared with beachgoers. Broader global challenges add further pressure: threats to intellectual freedom, shifting support for Inclusion, Diversity, Equity, and Accessibility (IDEA) principles and economic instability all pose risks to public institutions like BMPL. Cybersecurity and misinformation threats also require ongoing investment in IT infrastructure and staff training. Without action, these challenges may lead to worsening facility conditions and limit BMPL's ability to meet evolving community expectations.

RESOURCE GAPS & OPPORTUNITIES

Looking ahead to 2026, several strategic initiatives are aligning to address the GLAM's ongoing space and facility challenges. A space utilization plan will optimize existing space and support a strong business case for current and future needs. Continued participation in MURFA may support long-term, community-wide expansion, while charitable status could open new grant opportunities. The updated Library Strategic Plan, to be completed in 2026, will confirm community priorities. Aligning GLAM goals with the Official Plan, Corporate Strategic Plan, Future Story, Tourism Strategy and Municipal Asset Management Plan ensures coordinated planning. Long-term municipal financial planning also considers library service expansion, as outlined in the Development Charges Study. BMPL GLAM remains key to community growth, identity and engagement.



IMPACT ON THE COMMUNITY

With increased activity in 2025, BMPL continues to deliver significant value to the community—estimated at approximately \$4 million, based on the 2024 Social Return on Investment (SROI) study. The GLAM remains a safe, inclusive and valued hub, offering much more than books. With a 96% satisfaction rating in the 2024 Town Resident Satisfaction survey, the impact is clear through community voices:



"Yasss!
I love the library.
I work there
often!"

~ Local writer

"Our fearless, rebellious
librarians. I love our Library!"

~ Patron, Banned Book display

"Last night was another
powerful gathering."

~ Death Café leader

"Thank you for helping me
stay mobile and healthy."

~ Seniors Fitness
participant

"Kchi Miigwech for
inviting me."

~ Jennifer Wabegijig,
Wild and Glorious

"I need to surround
myself with beauty.
Thank you."

~ Gallery guest

"Incredible
programming!
Well done!"

~ Inuit Block
Printing attendee

"Thank you...amazing team."

~ BM Chamber of Commerce
after Diversity Training

"We are so lucky to have
the BMPL Library!"

~ Teen Escape Room
participant

GAINED EFFICIENCIES - 2025

- In 2025, BMPL advanced key efficiencies through strategic alignment and collaboration:
- Transitioned to a web-based collection management system, saving \$700 in upgrade costs and ~\$550 annually
- Combined the circulation desk replacement and space optimization projects for greater efficiency.
- Streamlined accessibility audits with a shared framework
- Reduced financial and service barriers via new partnerships, including youth sustainability initiatives with the Town
- Pursued charitable status to expand grant access
- Secured new funding for IDEA through the Grey Bruce Community Foundation
- Participated in the Town's Banking RFP, leveraged shared communications for wider outreach and co-hosted events to reduce duplication and boost community impact, all while maintaining strong east-end engagement

2026 WORK PLAN

Operate & Maintain – Current Level of Service:

The Board creates an annual work plan in Q1 of each year, which is available for public information at www.thebluemountainslibrary.ca.

Special Projects for 2026:

Q1	• Premiere Episode 1 of the "REEL History" Web Series on YouTube
Q2	• Initiate Board Recruitment Plan
Q3	• Host Doors Open TBM
Q4	• Updated Strategic Plan Completed



2026 APPROVED OPERATING BUDGET

LIBRARY	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	76,589	-	56,031	48,922	38,051	38,040	-0%	(11)
External Revenues	37,816	-	30,533	34,297	12,650	32,150	154%	19,500
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 114,405	\$ -	\$ 86,564	\$ 83,219	\$ 50,701	\$ 70,190	38%	\$ 19,489
Expenses								
Salaries	790,132	937,249	842,059	987,827	910,570	953,844	5%	43,274
Benefits	261,751	243,797	232,973	293,459	288,094	292,596	2%	4,502
Operating and Administrative Expenses	94,327	(4,745)	78,221	89,454	115,773	112,925	-2%	(2,848)
Communications	4,901	-	2,798	2,689	6,275	6,545	4%	270
Personnel and Training	6,967	-	10,660	13,309	13,980	14,750	6%	770
Legal Expenses	-	-	2,977	3,307	-	-	N/A	-
Consulting	5,983	-	49	60	-	-	N/A	-
Total Expenses	\$ 1,164,061	\$ 1,176,301	\$ 1,169,737	\$ 1,390,105	\$ 1,334,692	\$ 1,380,660	3%	\$ 45,968
Subtotal Levy Impact	\$ (1,049,656)	\$ (1,176,301)	\$ (1,083,173)	\$ (1,306,886)	\$ (1,283,991)	\$ (1,310,470)	2%	\$ (26,479)
Transfers								
Transfers to Reserves	(126,643)	-	-	-	-	(75,045)	N/A	(75,045)
Transfers from Reserves	-	-	-	53,246	30,351	-	-100%	(30,351)
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	-	-	-	-	-	-	N/A	-
Total Transfers	\$ (126,643)	\$ -	\$ -	\$ 53,246	\$ 30,351	\$ (75,045)	-347%	\$ (105,396)
Total Levy Impact	\$ (1,176,299)	\$ (1,176,301)	\$ (1,083,173)	\$ (1,253,640)	\$ (1,253,640)	\$ (1,385,515)	11%	\$ (131,875)



12 Operations

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Overview

Operations manages roads, drainage and waste services, keeping essential infrastructure running efficiently. They oversee capital projects with a focus on sustainability, handling garbage collection and landfill operations to support environmental goals.



Operations

WHO WE ARE

Director of Operations – (1 FTE)

Administrative Assistant – Operations - (1 FTE)

Operations Co-op Student – (0.35 FTE)



MISSION

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

WHAT WE DELIVER

The Operations Department, under the leadership of the Director of Operations, provides strategic direction and support to ensure the effective management and delivery of the Town's infrastructure-related services. The Town oversees a significant portfolio of assets, including roads, bridges, culverts, water and wastewater systems, pumping stations, treatment facilities and drainage infrastructure. The Director exercises overall management of the department to ensure the efficient, reliable and sustainable delivery of these critical services to the community.

Mandatory (Must do) – Legislatively required services

- The delivery of essential municipal services that ensure public safety, environmental protection and infrastructure reliability. This includes the provision of water and wastewater services in full compliance with all applicable legislation and regulatory requirements.
- The maintenance and repair of roads, bridges and culverts in accordance with Provincial Minimum Maintenance Standards; the management of traffic control systems, winter control operations and stormwater and drainage systems.
- The oversight of solid waste services, including contracted collection, waste facility management and the delivery of waste diversion programs to support sustainability goals.

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Oversee the operations and delivery of capital projects, roads, drainage, water, wastewater and solid waste services.
- Monitors operational performance to ensure services are delivered in accordance with service level standards and strategic priorities.

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Enhance the Town's environmental performance through the implementation of adaptation of climate change and mitigation measures, while promoting sustainability awareness and fostering community engagement.

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Continue supporting local groups by actively participating in community-led events.

2025 MAJOR ACCOMPLISHMENTS

- Completion of Phase 1 construction at the Thornbury Wastewater Treatment Plant
- Completion of Thornbury Phase 1B Reconstruction Project
- Recruitment and on-boarding of two new staff approved in the 2025 Budget
- Progress with East side Water Environmental Assessments (EA) study

IMPACT ON THE COMMUNITY

The Operations Department plays a vital role in the community by managing and delivering essential infrastructure services that support public health, safety and overall quality of life. This includes overseeing water and wastewater systems, roads, bridges, drainage, pumping stations and treatment facilities. These services ensure access to clean water, safe and efficient transportation, flood protection and resilient municipal operations that help drive long-term economic growth.



GAINED EFFICIENCIES - 2025

Operations staff recently reviewed and updated the Town's automated phone answering system to better align with the most common types of inquiries. As a result, customer options were adjusted to improve call routing and reduce internal misdirected calls. This change has led to fewer unnecessary call transfers and has allowed administrative staff to focus more effectively on their core responsibilities.

The refocusing of the Ravenna Works Yard redevelopment project toward the acquisition of 122 Hoffman Street has resulted in notable cost avoidance by leveraging an existing facility, thereby reducing the need for extensive new capital construction and site development.

RISKS & CHALLENGES

Implementation of the Transportation Master Plan (TMP) has been delayed following the departure of the staff member previously responsible for leading the project. To resume progress, a dedicated staff resource is required to update, prioritize, and coordinate key initiatives to ensure an effective and efficient rollout of the TMP recommendations.

RESOURCE GAPS & OPPORTUNITIES

With the hiring of the new Transportation Technologist*, the implementation of the Town's Transportation Master Plan will now move forward. Staff will begin by updating the implementation plan to prioritize key initiatives, ensuring a coordinated and efficient rollout of the TMP's recommendations.

**This position is being proposed for the 2026 Budget.*





2026 APPROVED OPERATING BUDGET

OPERATIONS ADMINISTRATION	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	-	-	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Expenses								
Salaries	198,960	241,257	218,416	252,078	268,987	273,544	2%	4,557
Benefits	66,333	67,074	53,982	68,051	76,513	77,191	1%	678
Operating and Administrative Expenses	15,656	22,000	1,815	7,810	11,060	20,500	85%	9,440
Communications	1,506	2,300	233	265	2,600	1,350	-48%	(1,250)
Personnel and Training	611	2,780	7,567	7,462	12,100	10,050	-17%	(2,050)
Legal Expenses	946	-	6,948	5,156	5,000	-	-100%	(5,000)
Consulting	3,586	-	18,427	20,474	-	-	N/A	-
Total Expenses	\$ 287,598	\$ 335,411	\$ 307,388	\$ 361,296	\$ 376,260	\$ 382,635	2%	\$ 6,375
Subtotal Levy Impact	\$ (287,598)	\$ (335,411)	\$ (307,388)	\$ (361,296)	\$ (376,260)	\$ (382,635)	2%	\$ (6,375)
Transfers								
Transfers to Reserves	(370,872)	(590,000)	-	(288,465)	(288,465)	(288,465)	-	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(111,038)	(98,134)	(77,136)	(102,202)	(102,202)	190,373	-286%	292,575
Total Transfers	\$ (481,910)	\$ (688,134)	\$ (77,136)	\$ (390,667)	\$ (390,667)	\$ (98,092)	-75%	\$ 292,575
Total Levy Impact	\$ (769,508)	\$ (1,023,545)	\$ (384,524)	\$ (751,963)	\$ (766,927)	\$ (480,727)	-37%	\$ 286,200



Capital Project Management

WHO WE ARE

Manager of Capital Projects – (1 FTE)

Senior Capital Infrastructure Coordinators – (3 FTE)



MISSION

To deliver capital projects on time, within budget and to high standards, providing essential technical support while ensuring transparency, compliance and continuous improvement across departments.

WHAT WE DELIVER

The Capital Project Division is responsible for the successful management and delivery of Town-wide infrastructure studies and associated asset replacement and growth-related municipal infrastructure projects. The Division also provides capital project management support to other divisions and departments as required.

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Incorporate infrastructure deficiencies identified in the Asset Management Plan and preferred upgrades in Environmental Assessments (e.g., East Side Water Supply & Storage EA, Master Drainage Plan, etc); and include the Capital Project Long-term Plan and implementing recommendations contained within (ie. Bridges & Culverts Capital Repair Program)
- Provide capital project management support to other departments and divisions at the Town
- To lead and manage approved, large-scale capital projects (e.g., Thornbury West Reconstruction P-2, Bay St & Grey St Reconstruction, etc)
- Develop and implement a detailed capital work plan that aligns with the Corporate Strategic Plan, Town's Organizational Structure Review, Policies and Procedures

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Lead the research and analysis for Long-term Capital Infrastructure plan and Environmental Assessments to support the Town's exponential growth and Asset Management Plan

2025 MAJOR ACCOMPLISHMENTS

Environmental Assessments (EA):

- Town-wide Drainage Master Plan

Road Reconstruction Projects:

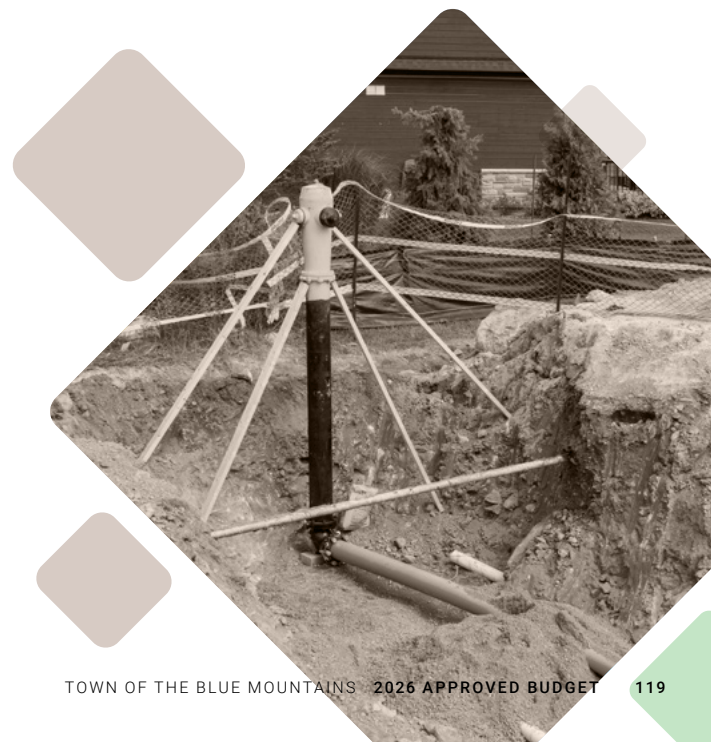
- Thornbury Phase 1B
- Peel St. N
- Substandard Watermain Phase 3.
- Bay St. & Grey St. Reconstruction Engineering

Water & Wastewater Facility Projects:

- Craighleith Sewage Lift Station Engineering
- Mill St. Sewage Pump Station Engineering

Additional Accomplishments:

- Received \$1,337,250 in funds from Infrastructure Ontario for Bridge, Culvert and Guiderail upgrades





GAINED EFFICIENCIES - 2025

- Narrowed focus on must-do projects and aimed at getting them delivered through construction. This allowed the Division to prioritize construction on key capital projects and efficiently release construction works worth approximately \$50 million
- Focused on preparing a preliminary 15-year Capital Infrastructure Plan as a guide for upcoming Town projects for a service delivery enhancement

IMPACT ON THE COMMUNITY

The Division plays a crucial role in enhancing infrastructure, ensuring that public services are safe, reliable and sustainable. By engaging residents in project planning, it fosters trust and ensures that the needs and voices of the community are incorporated into major initiatives. Furthermore, executing projects within budget and identifying cost-saving measures demonstrates a commitment to fiscal responsibility, maximizing the value of taxpayer investments for the long-term benefit of the community.

RISKS & CHALLENGES

The Town-wide Drainage Master Plan identified 119 drainage improvement projects in the next ten years, and the significant increase in rain events creates a risk and challenge to address these projects ahead of the ten-year timeline. Also, exponential growth seen in the Town requires the delivery of growth-related projects on time, which is a challenge without additional staff.

RESOURCE GAPS & OPPORTUNITIES

With the current resource deficit, it is challenging to meet the current level of service to the growing communities. The recent Environmental Assessments, including Clarksburg Area Servicing EA, Eastside Water Supply & Storage EA, Town-wide Drainage Master Plan, etc. identifies at least \$400 million worth of capital projects which will require additional resources to complete these projects.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Essential (Should do)

- Maintain, review and update Town's Engineering Standards
- Focus on advancing and prioritizing key capital projects
- Improve efficiency in responding to public communication
- Improve quality and necessary public consultation through capital projects

Traditional (Can do)

- Develop appropriate Project Management Procedure for Town's capital projects
- Actively and continually seek provincial or federal funding opportunities for capital projects

Special Projects for 2026:

Q1	<ul style="list-style-type: none"> • Bridge, Culverts and Guiderail: Engineering completion & construction kick-off • Arrowhead BPS upgrades: Engineering completion & construction kick-off • Camperdown BPS upgrades: Engineering completion & construction kick-off • Thornbury WTP upgrades: Engineering Design kick-off
Q2	<ul style="list-style-type: none"> • Thornbury West Phase 2 Reconstruction: Engineering kick-off
Q4	<ul style="list-style-type: none"> • Bay St & Grey St Reconstruction: Substantial Performance (Construction) • Arrowhead BPS Upgrades: Substantial Performance (Construction) • Camperdown BPS Upgrades: Substantial Performance (Construction)



2026 APPROVED OPERATING BUDGET

CAPITAL PROJECT MANAGEMENT	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	-	-	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Expenses								
Salaries	417,636	403,211	366,810	420,220	443,799	459,224	3%	15,425
Benefits	126,476	122,199	98,365	123,119	138,307	143,972	4%	5,665
Operating and Administrative Expenses	704	5,000	187	220	5,000	5,000	-	-
Communications	1,245	2,400	-	-	2,575	-	-100%	(2,575)
Personnel and Training	2,636	2,730	3,904	4,599	8,900	8,900	-	-
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	5,000	N/A	5,000
Total Expenses	\$ 548,697	\$ 535,540	\$ 469,266	\$ 548,158	\$ 598,581	\$ 622,096	4%	\$ 23,515
Subtotal Levy Impact	\$ (548,697)	\$ (535,540)	\$ (469,266)	\$ (548,158)	\$ (598,581)	\$ (622,096)	4%	\$ (23,515)
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	365,337	353,694	299,291	399,054	399,054	413,974	4%	14,920
Total Transfers	\$ 365,337	\$ 353,694	\$ 299,291	\$ 399,054	\$ 399,054	\$ 413,974	4%	\$ 14,920
Total Levy Impact	\$ (183,360)	\$ (181,846)	\$ (169,975)	\$ (149,104)	\$ (199,527)	\$ (208,122)	4%	\$ (8,595)



Roads and Drainage

WHO WE ARE

Manager of Roads and
Drainage – (1 FTE)

Transportation Technologist*
– (1 FTE)

Roads and Drainage Supervisor
– (1 FTE)

Roads and Drainage Operator
– (10 FTE)

Administrative Assistant
– Roads and Drainage,
Sustainability and Solid Waste
– (0.35 FTE)

Facility Operator/Roads &
Drainage – (1 FTE)

Operations Compliance
Coordinator – (0.75 FTE)

Contract Roads and Drainage
Operator – (2 FTE)

Roads and Drainage Lead Hand
– (1 FTE)

Roads and Drainage Student
– (0.38 FTE)

Crossing Guard – (0.38 FTE)

**This position is being proposed in the 2026 Budget.*



MISSION

To provide a safe and efficient transportation network for the movement of people and products throughout the Town of The Blue Mountains, to preserve the public investment in the road system, protect the natural state of the surroundings and to monitor, inspect and operate the Town's drainage network.

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- The network of storm sewers and drains is managed on behalf of the province under the consolidated linear infrastructure environmental certificate of acceptance (CLI-ECA)
- Complete bi-annual inspection of bridges and structures
- Budget preparation and cost controls, as well as procuring and administering contracts
- Maintain the Town's Commercial Vehicles Operator Registry (CVOR) for heavy equipment

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- The Town has established a level of service describing services and the response times. These closely mirror the standards set by the province described in the *Municipal Act* and the *Highway Traffic Act*
- Provide year-round maintenance of road surfaces, shoulders, roadsides, drainage works and structures (culverts and bridges). Provide winter maintenance for municipal infrastructure
- Review and coordinate requests by utilities for the use of Town lands
- Manage permits for use of lands within the road allowance
- Comments on development proposals and severance/minor variance applications

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- These are requests for service by the residents that are in addition to the defined level of service set by Council
- Provide winter maintenance of sidewalks

2025 MAJOR ACCOMPLISHMENTS

- Purchased a new Public Works facility
- Purchased two replacement snow plow trucks
- Introduced in-house winter maintenance of sidewalks in Thornbury and Clarksburg
- Resurfaced 26km of roads

4839

Tonnes of sand
used for winter
control

DIVISION STATISTICS

268.8

Kilometers of roads
plowed in winter

34

Bridges and
culverts
maintained

GAINED EFFICIENCIES - 2025

- Staff investigated the purchase of used or off-lease heavy equipment in order to reduce initial purchase costs

IMPACT ON THE COMMUNITY

Residents see the management of the road network as a core responsibility of the municipality.

RISKS & CHALLENGES

The Town has an aging road network. The replacement of utilities, including water, sanitary and storm sewers and the road have begun in Thornbury. Funding will need to increase for road maintenance to continue outside of the rehabilitation areas. Recent storm events have highlighted deficiencies in the drainage network. These systems need dedicated staff and funding for operating and maintenance. The Town has \$130 million dollars in identified required storm works.

RESOURCE GAPS & OPPORTUNITIES

Storm water operating and maintenance will require a stable source of funds. The Town may need to investigate the creation of a stormwater utility to fund these activities.



2026 WORK PLAN Operate & Maintain – Current Level of Service:

Mandatory (Must Do)

- Conduct winter maintenance of roads
- Fill potholes
- Grade shoulders and gravel roads
- Maintain streetlights
- Manage regulatory and warning road signage
- Conduct bridge and culvert inspections and repairs
- Comply with the Town's CLI-ECA
- Operate and manage the Town's Commercial Vehicle Operators Registration under the HTA
- Track and report road salt usage.
- Inspect sidewalks for defects
- Maintain regular road patrol logs
- Manage utilities and their use of the road allowance

Essential (Should do)

- Clean ditches
- Complete spring shoulder cleanup
- Provide sign straightening and repair or replacement
- Perform street sweeping
- Conduct guard rail inspection and repairs
- Perform bridge washing
- Implement spring flood control
- Apply calcium for dust control
- Apply maintenance gravel
- Perform culvert repairs
- Perform catch basin cleaning and repairs
- Perform line painting
- Provide tree cutting and pruning of hazard trees
- Perform grass cutting
- Cleaning and painting the equipment fleet
- Day lighting corners

Discretionary (Nice to do)

- Complete winter maintenance of sidewalks
- Maintain service requests system
- Perform weed control
- Complete roads needs studies
- Create bicycle friendly road maintenance activities
- Assist with community cycling events
- Administer operation ON-Call Program
- Conduct development review

Special Projects for 2026:

Roads and Drainage resource time is consumed by unscheduled weather-related emergencies and the associated response needed to make the repairs to the road and drainage network.



2026 APPROVED OPERATING BUDGET

ROADS AND DRAINAGE	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	15,666	30,000	18,853	20,948	30,000	150,000	400%	120,000
External Revenues	88,660	62,500	342,378	375,488	152,500	227,500	49%	75,000
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 104,326	\$ 92,500	\$ 361,231	\$ 396,436	\$ 182,500	\$ 377,500	107%	\$ 195,000
Expenses								
Salaries	1,311,168	1,443,219	1,222,562	1,466,056	1,498,116	1,652,433	10%	154,317
Benefits	397,386	394,084	326,519	428,077	449,687	501,432	12%	51,745
Operating and Administrative Expenses	2,316,929	2,234,700	1,986,319	2,418,859	2,358,450	2,654,500	13%	296,050
Communications	11,510	17,700	2,888	3,381	17,825	1,900	-89%	(15,925)
Personnel and Training	54,151	37,300	33,229	35,576	56,550	70,550	25%	14,000
Legal Expenses	712	-	325	361	-	-	N/A	-
Consulting	13,170	3,500	29,400	58,358	45,582	355,000	679%	309,418
Total Expenses	\$ 4,105,026	\$ 4,130,503	\$ 3,601,242	\$ 4,410,668	\$ 4,426,210	\$ 5,235,815	18%	\$ 809,605
Subtotal Levy Impact	\$ (4,000,700)	\$ (4,038,003)	\$ (3,240,011)	\$ (4,014,232)	\$ (4,243,710)	\$ (4,858,315)	14%	\$ (614,605)
Transfers								
Transfers to Reserves	(624,200)	(1,260,000)	(58,857)	(800,125)	(528,890)	(528,890)	-	-
Transfers from Reserves	-	-	-	-	-	10,000	N/A	10,000
Transfers from Development Charges	-	-	-	11,582	11,582	50,000	332%	38,418
Transfers to/from Other Divisions	(616,999)	(530,256)	(446,491)	(591,066)	(591,066)	-	-100%	591,066
Total Transfers	\$ (1,241,199)	\$ (1,790,256)	\$ (505,348)	\$ (1,379,609)	\$ (1,108,374)	\$ (468,890)	-58%	\$ 639,484
Total Levy Impact	\$ (5,241,899)	\$ (5,828,259)	\$ (3,745,359)	\$ (5,393,841)	\$ (5,352,084)	\$ (5,327,205)	-0%	\$ 24,879



Garbage Collection

WHO WE ARE

Manager of Sustainability and Solid Waste –
(0.20 FTE)



MISSION

The Solid Waste Division works to eliminate waste and provide leading service.

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- Residential waste management
- Waste diversion promotions and communication of programs

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Coordinating blue box transition activities and participating in the promotions and education of collection calendars

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Curbside and condo organic kitchen waste collection

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

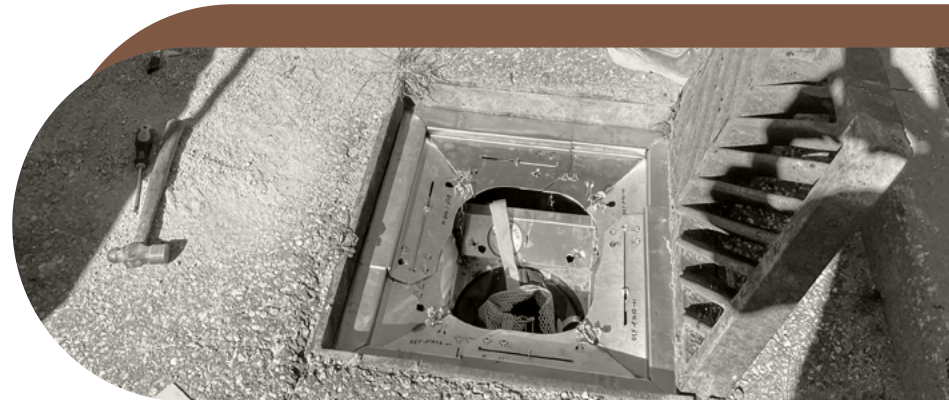
- Seasonal curbside yard waste and household battery collection
- Non-residential (commercial, institutional and industrial) blue box collection

2025 MAJOR ACCOMPLISHMENTS

- A successful transition to the province-wide Circular Materials blue box program. This was the second full year of the transition for The Blue Mountains. The goal, through contract management and coordination with Circular Materials, was to provide residents with a seamless transition.

DIVISION STATISTICS

WASTE STREAM (JAN-JUNE)	2024 ACTUALS (TONNES)	2025 ACTUALS (TONNES)
Garbage	883	892
Organics	213	213
Yard Waste	72	103
Blue Box (Non-Residential)	31	30
Total	1,199	1,238



GAINED EFFICIENCIES - 2025

- The Solid Waste Division is continuing to see a lower number of service requests in 2025 than in previous years
- Installed macro litter traps in Town-owned parking lot drainage catch basins.

IMPACT ON THE COMMUNITY

Waste collection is a vital service that provides door-to-door convenience for residents and small to medium sized commercial locations. Consistent weekly service helps support a cleaner municipality for residents, visitors and commercial businesses.

RISKS & CHALLENGES

Waste collection has increased in cost significantly. Even with the transition of residential blue box collection away from the municipality, overall contract costs in 2025 increased with the new contract, which began in late 2023. Commercial blue box collection is still run by the municipality and due to the relatively low tonnage (30 tonnes between January and June) from that sector, the per tonne cost is extremely high (almost \$3,500 per tonne).

Many municipalities are considering the discontinuation of commercial blue box service. The risk with that approach is the potential increase to the garbage stream as most small businesses will not have the capacity to procure private recycling services.

RESOURCE GAPS & OPPORTUNITIES

The Town is included in a Grey County level working group that may consider options to coordinate non-residential blue box collection. This could provide lower cost and efficient collection but will likely be a pay-for-service option.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Mandatory (Must do)

- Coordinate and manage waste contractor services
- Continue responding to daily resident and public service requests

Essential (Should do)

- Continue to promote and communicate waste collection programs

Discretionary (Nice to do)

- Monitor and service catch basin litter traps
- Work to implement recommendations from the Circular Economy Opportunities Report. Including exploring a user pay-for-service model for non-residential (small business) waste services, including organics and blue box, but at the same time increasing the use of diversion programs within the local business sector

Special Projects for 2026:

Q1

- Grey County Community of Practice for Waste (ongoing)
- Special promotions and programs and social/waste app campaigns (ongoing)

Q2

- Outreach to local businesses regarding circular economy opportunities



2026 APPROVED OPERATING BUDGET

GARBAGE COLLECTION	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	36,342	14,500	33,200	35,973	26,500	40,221	52%	13,721
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 36,342	\$ 14,500	\$ 33,200	\$ 35,973	\$ 26,500	\$ 40,221	52%	\$ 13,721
Expenses								
Salaries	52,858	65,193	20,491	23,536	23,841	24,247	2%	406
Benefits	18,439	20,275	5,069	957	7,301	7,762	6%	461
Operating and Administrative Expenses	1,830,001	1,670,316	1,381,817	2,109,752	2,110,969	2,217,775	5%	106,806
Communications	1,461	3,000	-	-	3,000	2,000	-33%	(1,000)
Personnel and Training	-	250	-	-	250	260	4%	10
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	-	-	-	-	-	-	N/A	-
Total Expenses	\$ 1,902,759	\$ 1,759,034	\$ 1,407,377	\$ 2,134,245	\$ 2,145,361	\$ 2,252,044	5%	\$ 106,683
Subtotal Levy Impact	\$ (1,866,417)	\$ (1,744,534)	\$ (1,374,177)	\$ (2,098,272)	\$ (2,118,861)	\$ (2,211,823)	4%	\$ (92,962)
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	-	-	-	-	-	-	N/A	-
Total Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
Total Levy Impact	\$ (1,866,417)	\$ (1,744,534)	\$ (1,374,177)	\$ (2,098,272)	\$ (2,118,861)	\$ (2,211,823)	4%	\$ (92,962)



Landfill

WHO WE ARE

Manager of Sustainability and Solid Waste – (0.70 FTE)

Solid Waste Supervisor – (1 FTE)

Operations Compliance Coordinator – (0.25 FTE)

Administrative Assistant – Roads and Drainage, Sustainability and Solid Waste (0.35 FTE)

Solid Waste Site Scale Attendant/Operator* – (0.60 FTE)

Solid Waste Disposal Site Operators – (2 FTE)

Solid Waste Disposal Site Scale Operator – (0.58 FTE)

Seasonal Solid Waste Labourer – (0.35 FTE)

Casual Landfill Scale Attendant – (0.26 FTE)

**This position is being proposed to be transitioned to full-time in the 2026 Budget.*

WHAT WE DELIVER

- Mandatory (Must do)** – Legislatively required services
- Receiving and disposal of municipal solid waste
 - Depot-based collection and waste disposal
 - Operations associated with landfilling
 - Providing essential waste management services for over 20,000 resident and commercial visits annually
 - Managing site compliance including annual sampling, monitoring, studies, and reporting to the province as required by the Environmental Compliance Approval
 - Maintaining compliance including compacting and covering waste, pretreating and hauling leachate, record-keeping and documenting of incoming waste

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Diverting municipal solid waste

2025 MAJOR ACCOMPLISHMENTS

- The new staff room was completed and operational this year. This area provides an air-conditioned space and separation from the shop area which can be loud, dusty and odorous. This provides a cooling area for staff, a suitable meeting space, computer workstations and a hygienic area to eat lunch.
- The Solid Waste Division returned to a full staff complement in 2025 following the departure of many staff members throughout 2024 and early 2025. A cohesive and hardworking team is developing, which will help to provide consistent and leading service.
- A detailed engineering and amendment application for the proposed second scale was completed this year. Approvals were granted for the Phase 2 landfill cell expansion.

DIVISION STATISTICS

DESCRIPTION	2024 (JANUARY – AUGUST)	2025 (JANUARY – AUGUST)
Site Visits	15,020	18,037
Waste Managed (Excluding Curbside Collection)	1,637 tonnes	1,556 tonnes



MISSION

The Solid Waste Division seeks to eliminate waste and provide leading service.



GAINED EFFICIENCIES - 2025

- The Landfill staff implemented the use of a tow-behind industrial magnet and scarifying device that collects metal debris from the internal gravel lanes and working areas. This saves significant staff time compared to the walking magnet and reduces or eliminates fleet and patron flat tires.
- The Landfill operations is moving to a digital method of maintenance and inspection records. This eliminates paper-based methods and allows for more efficient record management.

IMPACT ON THE COMMUNITY

The Landfill and Recycling Depot provides the community with a convenient location for disposal of waste and diversion of materials. If this location was not available to the community, the next closest disposal location open to the general public would be Owen Sound or Barrie. All curbside collected waste is landfilled at this Town facility and all yard waste is processed into finished compost.

RISKS & CHALLENGES

The major challenge for Landfill and Recycling operations is training the complement of staff that are new. Providing training and meeting the required workload will be a risk.

The Landfill and Recycling Depot continues to see increasing use which can lead to lines with longer wait times. Managing the flow of traffic is critical to meeting or exceeding service levels.

RESOURCE GAPS & OPPORTUNITIES

Staff resource gaps are being rebuilt in 2025 and this will continue in 2026.

The proposed second scale in the 2026 Capital Budget will provide an opportunity for better service and increased revenues.

In the first half of 2025, landfill visits increased by approximately 3000 visits or 20%, resulting in longer wait times for customers. To improve service levels and provide greater flexibility, staff recommend adding an additional day of operation. This adjustment would help distribute visits more evenly throughout the week, reduce customer wait times, and enhance overall accessibility to the facility.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Mandatory (Must do):

- On-boarding of a permanent Compliance Coordinator, which will assist with improving and continuing site compliance programs and activities
- Landfilling and diversion management of daily incoming waste
- Maintenance of facility, leachate collection/pre-treatment system, heavy equipment, scale and buildings
- Compliance annual report and monitoring

Essential (Should do)

- Ongoing review of divisional policies and procedures
- Claims submissions to available product stewardship funding programs
- Investigate new diversion options and improve existing programs and revenues

Special Projects for 2026:

Major projects will include beginning construction of the Phase 2 landfill cell and installation of a second vehicle scale along with scale house upgrades and refurbishment of the existing scale.

Q1	• Phase 2 Cell Mining completing of tendering (Mandatory)
Q2	• Finalize of the closed Thornbury landfill reclamation plan (Discretionary)
Q3	• Second scale installation (Essential)
Q4	• Recoat of existing scale deck (Essential)



2026 APPROVED OPERATING BUDGET

LANDFILL	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	16,817	77	-	16,817	6,000	-64%	(10,817)
External Revenues	352,304	485,000	311,343	401,044	436,000	431,596	-1%	(4,404)
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 352,304	\$ 501,817	\$ 311,420	\$ 401,044	\$ 452,817	\$ 437,596	-3%	\$ (15,221)
Expenses								
Salaries	383,181	367,929	392,013	423,027	405,594	496,782	22%	91,188
Benefits	121,088	120,313	116,883	139,414	143,661	163,106	14%	19,445
Operating and Administrative Expenses	(403,942)	538,659	334,060	382,042	519,653	483,354	-7%	(36,299)
Communications	1,447	3,010	1,560	1,927	3,010	510	-83%	(2,500)
Personnel and Training	9,623	9,715	6,308	4,478	15,100	14,300	-5%	(800)
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	406	-	225	269	-	-	N/A	-
Total Expenses	\$ 111,803	\$ 1,039,626	\$ 851,049	\$ 951,157	\$ 1,087,018	\$ 1,158,052	7%	\$ 71,034
Subtotal Levy Impact	\$ 240,501	\$ (537,809)	\$ (539,629)	\$ (550,113)	\$ (634,201)	\$ (720,456)	14%	\$ (86,255)
Transfers								
Transfers to Reserves	(352,000)	(371,000)	-	(332,669)	(332,669)	(333,000)	0%	(331)
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(398,274)	(351,247)	(321,097)	(369,607)	(369,607)	(64,000)	-83%	305,607
Total Transfers	\$ (750,274)	\$ (722,247)	\$ (321,097)	\$ (702,276)	\$ (702,276)	\$ (397,000)	-43%	\$ 305,276
Total Levy Impact	\$ (509,773)	\$ (1,260,056)	\$ (860,726)	\$ (1,252,389)	\$ (1,336,477)	\$ (1,117,456)	-16%	\$ 219,021



Sustainability

WHO WE ARE

Manager of Sustainability and Solid Waste – (0.10 FTE)

Sustainability Coordinator – (1 FTE)

Urban Forestry Coordinator – (1 FTE)



MISSION

Making sustainable change requires bold action. Bold actions in the Town of The Blue Mountains Future Story are proposed in four big moves:

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

WHAT WE DELIVER

Accelerate and support projects and programs corporately and within the community that align with the Future Story actions. Staff also continue to liaise and participate with county climate mitigation and adaptation actions.

Mandatory (Must do) – Legislatively required services

- Development and implementation of strategies such as the Urban Forestry Plan are not legislated, however maintaining and improving the tree canopy of the community is mandatory to ensure the character and climate resilience of urban areas.

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- If the municipality is to actualize the Town's Sustainability Plan (Future Story Action items), it is essential that work be carried out on these projects
- New policy development
- Leading and coordinating task forces and community groups

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Much of the work related to sustainability is provided by local governments around the world. Local governments are in a unique position to implement changes that improve the liveability of the urban and rural areas

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- One of the tools the Town uses to engage the community and implement grassroots sustainability action is the Environmental Sustainability Fund.

2025 MAJOR ACCOMPLISHMENTS

- Completion of a natural asset inventory including mapping of an initial street tree layer
- Updated greenhouse gas inventory
- Continued with climate adaptation training and analysis with a climate lens on long-term infrastructure (e.g., proposed water treatment plant)
- Hosted the 2nd annual TBM and area Sustainability Summit
- Design and application submission for approval of a floating solar array to work towards net-zero energy for the Thornbury Wastewater Treatment Plant operations
- Distribution of Youth Climate Action Fund and Environmental Sustainability Fund to over 10 community-led sustainability projects
- Updated Town planning documents to better consider and permit urban agriculture
- Urban Forestry Coordinator was hired

12

Youth groups engaged in climate actions

DIVISION
STATISTICS

6,994

Inventoried street trees

125

Attendees at The Blue Mountains and Area Sustainability Summit



GAINED EFFICIENCIES - 2025

- Running the Summit and the Youth Climate Action Fund programs for a second year allowed for efficiencies in delivery and expectations
- Worked closely with County sustainability staff to co-develop a climate adaptation plan and the future ready metrics for urban development

IMPACT ON THE COMMUNITY

Striving for more sustainable policies and actions is a critical local government responsibility. Implementing projects that anticipate a changing climate will build a resilient and adaptive community. In 2026, staff will continue to work with the County on future-ready development standards and a Climate Adaptation Plan.

RISKS & CHALLENGES

Climate mitigation measures are not keeping pace with carbon emissions, resulting in a recognizable increase in climate derangement. Staff will begin to assess Town infrastructure through the lens of extreme or changing climate vulnerabilities, to better prepare and upgrade infrastructure for changes identified by existing climate models.

RESOURCE GAPS & OPPORTUNITIES

In line with the corporate re-organization, more staff resources are needed to integrate sustainable practices into all corporate plans and programs. The new Strategic Initiatives Department has a responsibility to lead and integrate sustainability and is allocating new staff resources to support reporting and embedding principles into decision-making processes across all departments.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Essential (Should do)

- Implement Local Food and Urban Agricultural Zoning By-law Amendments and addition of the Soil Health Pilot Study with University of Guelph
- Conduct climate risk study on the new Water Plant and related training
- Develop a construction waste policy for development agreements
- Engage business community on Circular Economy opportunities
- Support Natural Asset implementation into the financial asset management plan
- Work with Quest Canada to complete energy mapping and greenhouse gas inventory
- Support Green Economy group
- Support Tree Task Force
- Printing info cards and booklets
- Seek funding for floating solar project
- Support Grey County Community of Practice
- 5 year review of Future Story and annual report card
- Updates to Purchasing Policy

Discretionary (Nice to do)

- Develop Environmental Sustainability fund

Special Projects for 2026:

Q1	• Assemble Tree Task Force
Q2	• Initiate Biodiversity and Urban Forestry Strategy
Q3	• Consult with public on Biodiversity and Urban Forestry Strategy
Q4	• Finalize Biodiversity and Urban Forestry Strategy and conclude Task Force





2026 APPROVED OPERATING BUDGET

SUSTAINABILITY	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	89,957	-	146,499	146,499	140,000	-	-100%	(140,000)
External Revenues	-	-	-	-	-	-	N/A	-
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 89,957	\$ -	\$ 146,499	\$ 146,499	\$ 140,000	\$ -	-100%	\$ (140,000)
Expenses								
Salaries	102,017	84,793	102,121	93,579	151,857	192,035	26%	40,178
Benefits	25,054	27,168	29,631	29,616	45,923	61,175	33%	15,252
Operating and Administrative Expenses	72,784	89,100	106,284	124,919	209,600	46,900	-78%	(162,700)
Communications	874	800	1,077	1,234	2,800	2,500	-11%	(300)
Personnel and Training	5,928	2,700	5,669	7,526	4,230	6,500	54%	2,270
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	23,440	-	-	-	-	-	N/A	-
Total Expenses	\$ 230,097	\$ 204,561	\$ 244,782	\$ 256,874	\$ 414,410	\$ 309,110	-25%	\$ (105,300)
Subtotal Levy Impact	\$ (140,140)	\$ (204,561)	\$ (98,283)	\$ (110,375)	\$ (274,410)	\$ (309,110)	13%	\$ (34,700)
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	-	-	-	-	-	-	N/A	-
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(1,930)	(2,216)	(1,231)	(1,641)	(1,641)	-	-100%	1,641
Total Transfers	\$ (1,930)	\$ (2,216)	\$ (1,231)	\$ (1,641)	\$ (1,641)	\$ -	-100%	\$ 1,641
Total Levy Impact	\$ (142,070)	\$ (206,777)	\$ (99,514)	\$ (112,016)	\$ (276,051)	\$ (309,110)	12%	\$ (33,059)

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User Fees

135 Building Services

139 Thornbury Harbour

Overview

Building Services and the Thornbury Harbour are funded by user fees. Building Services is responsible for ensuring construction in The Blue Mountains follows the Ontario Building Code. The Thornbury Harbour provides services for residents and visitors including boat slips and fuel.



Building Services

WHO WE ARE

Director of Planning and Building Services – (0.10 FTE)

Manager – Building/Chief Building Official – (0.85 FTE)

Deputy Chief Building Official – (1 FTE)

Manager of Communications and Customer Service – (0.05 FTE)

Building Inspector II – (1 FTE)

Building Inspector – (3 FTE)

Municipal Law Enforcement Officer – (1 FTE)

Administrative Assistant – Building Services – (1 FTE)

Zoning and Compliance Coordinator – (1 FTE)

Permits and Inspections Assistant - (1 FTE)



MISSION

Dedicated building officials uphold the integrity of the community's construction industry by fostering collaborative relationships, engaging in continuous professional development and diligently enforcing the Ontario Building Code.

WHAT WE DELIVER

Mandatory (Must do) – Legislatively required services

- Issue building permits
- Conduct building inspections
- Enforcement of the 2024 Ontario Building Code
- Ensure compliance with other provincial applicable laws
- Obtain building code qualifications
- Approval of Special Occasion Permit (SOP) and Alcohol and Gaming Commission of Ontario SOPs
- Respond to Freedom of Information Requests
- Submission of monthly statistical reports for StatsCan

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Conduct zoning reviews and interpretations
- Perform grading reviews and inspections
- Assist the By-law Division with enforcement matters
- Assist the Operations Division with enforcement matters
- Assist the Planning Division with planning amendments, minor variances, consents, and site plan approval applications
- Provide commentary to the Internal Review Committee (IRC) and Development Review Committee (DRC)
- Issuance of Entrance Permits and conduct site inspections on behalf of the Operations Division
- Issuance of Private Pool and Pool Fence Enclosure Permits
- Issuance of Compliance letters
- Respond to public inquiries
- Provide commentary at IRC and DRC meetings
- Work in conjunction with fire departments, conservation authorities, and other municipal departments to ensure comprehensive safety and regulatory compliance

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Membership in provincial and local building official organizations
- Post notices, forms, articles and newsletters on the Town's website and other communication mediums
- Provide accessible documents to the public
- Investigation into public matters

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Prepare and present informational material to the area builders' association.
- Provide mentoring to new intern building officials.
- Provide administrative support to other divisions with training and staff shortages.
- Provide insight to the Planning Division regarding NEC requests for commentary.
- Participate in various Town Working Groups (e.g., Benefits, Recognition Working Group)

2025 MAJOR ACCOMPLISHMENTS

- Operational Resilience: Despite staffing gaps, high service standards were maintained
- Staff adjusted to changes such as the Chief Building Official/Manager of Building Services taking on additional responsibilities as the Acting Director of Planning and Development Services.
- Staff proactively educated themselves on the 2025 Ontario Building Code
- Ongoing education and training programs taken to enhance knowledge and skills surrounding the changes with the 2025 Ontario Building Code
- Staff continued to expand proficiency with Cloudpermit (introduced in 2024) which helps enhance overall efficiency within their roles and the division.
- Staff continued to close old permits and return entrance permit deposits.

GAINED EFFICIENCIES - 2025

The Building Services Division continues to refine and enhance its use of Cloudpermit software to maximize efficiency and service delivery.

Key benefits include:

- Cloudpermit delivers significant efficiencies and cost savings to Building Services by digitizing and automating permitting and inspection processes. At the same time, it enhances customer service through streamlined, user-friendly digital interactions.
- Online permit application: Applicants can submit permits anytime, reducing in-person visits and phone calls.
- Automated workflow management: Staff can assign, review and track permits through automated queues, reducing manual handling and paperwork.
- Real-time collaboration: Builders, inspectors, and Town staff can collaborate through the same platform, streamlining communication and reducing delays.
- Mobile inspections: Inspectors can perform and submit inspections on-site using mobile devices, eliminating redundant data entry.
- Monitoring permit activity relative to staffing and departmental needs. Maintaining vacancies (x2) as backfilling is not required given demand.

IMPACT ON THE COMMUNITY

Public Safety and Compliance

The Division ensures that all buildings meet established Ontario Building Code and construction standards. This protects the public from unsafe structures, fire hazards and other risks.

Urban Planning and Development

The Division supports sustainable urban development by reviewing and approving building plans, zoning compliance and land use.

Economic Development

By streamlining permitting and inspections, the Division can attract businesses and developers, which in turn stimulates job creation and local investment.

Revenue Generation

The Division collects fees from permits. These funds support municipal operations and infrastructure improvements.

Environmental Sustainability

Building Services enforce energy efficiency and environmental standards, contributing to greener construction and reduced environmental impact.

Quality of Life

Through effective regulation and enforcement, the Division helps maintain safe and well-functioning buildings and public spaces, improving overall community well-being.

DIVISION STATISTICS

DESCRIPTION	2023 ACTUALS	2024 ACTUALS	2025 YEAR TO DATE*
Building Permits Issued	533	456	317
Miscellaneous Permits (e.g., entrances, pools)	81	57	47
Average Monthly Inspections	377	261	211
Compliance Letters Issued	82	112	49

*As of July 31, 2025.

RISKS & CHALLENGES

The introduction of the 2024 Ontario Building Code in January 2025 created a new learning environment for staff. Staff have been tasked with longer review times for new permit applications due to numerous new regulations. Review times will continue to improve as staff become more aware and understanding of the new regulations.

Building Services staff have assisted the building community by presenting 2024 Code updates in person at the Thornbury and Builders Trades Association and through the Town's website.

Economic slowdown has also led to fewer issued permits which directly reduces revenue from building permit fees. As well, due to the economic environment, public and private construction projects may be postponed or cancelled, which reduces the department's workload.

RESOURCE GAPS & OPPORTUNITIES

Despite ongoing staffing vacancies — including the absence of one full-time Building Inspector and the Zoning Coordinator being on maternity leave — the Department has successfully upheld its service standards, reflecting a high level of resilience and operational efficiency. Over the past year, the Chief Building Official/Manager of Building Services has undertaken the additional responsibilities of Acting Director of Planning and Development Services. These increased responsibilities have placed additional demands on other members of the Division. Staff have demonstrated adaptability by stepping into expanded roles and gained broader experience across departmental functions. This has fostered cross-training, strengthened internal collaboration and highlighted opportunities for process improvement. The situation emphasized the importance of succession planning.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

The Building Services Division will continue to operate and maintain the following services that are expected from customers. The results of the Planning and Development Services (PDS) Customer Satisfaction survey showed that over 85% of respondents were “very satisfied” or “satisfied” with the level of service received by the Building Services Division.

Mandatory (Must do)

- Issue Building Permits in a timely manner
- Provide expert plans review
- Promptly conduct building inspections
- Enforce applicable laws
- Ensure staff are professionally trained
- Offer detailed statistical information

Essential (Should do)

- Provide zoning information and interpretations
- Conduct grading reviews and inspections
- Promptly respond to public inquiries
- Provide assistance to staff in other departments

Traditional (Can do)

- Participate in building official organizations
- Promptly update forms, notices and newsletters on the Town's website
- Create accessible documents
- Conduct thorough investigations into public concerns
- Provide communication to residents regarding the building permit application process

Discretionary (Nice to do)

- Provide Ontario Building Code news and alerts
- Attend builder forums and training sessions
- Provide support to Clerks Division by scanning older building permit documents for TOMRMS



2026 APPROVED OPERATING BUDGET

BUILDING SERVICES	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	498,235	1,336,250	866,967	923,114	893,250	910,500	2%	17,250
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 498,235	\$ 1,336,250	\$ 866,967	\$ 923,114	\$ 893,250	\$ 910,500	2%	\$ 17,250
Expenses								
Salaries	780,546	947,328	685,565	800,706	933,969	924,306	-1%	(9,663)
Benefits	271,201	288,114	209,316	266,358	296,690	307,935	4%	11,245
Operating and Administrative Expenses	20,853	33,350	7,896	20,804	30,950	28,000	-10%	(2,950)
Communications	2,990	4,300	151	167	3,500	300	-91%	(3,200)
Personnel and Training	11,159	48,800	11,458	13,096	33,250	26,450	-20%	(6,800)
Legal Expenses	45,241	-	128,492	33,618	-	5,000	N/A	5,000
Consulting	1,944	5,000	39	47	-	-	N/A	-
Total Expenses	\$ 1,133,934	\$ 1,326,892	\$ 1,042,917	\$ 1,134,796	\$ 1,298,359	\$ 1,291,991	-0%	\$ (6,368)
Subtotal Levy Impact	\$ (635,699)	\$ 9,358	\$ (175,950)	\$ (211,682)	\$ (405,109)	\$ (381,491)	-6%	\$ 23,618
Transfers								
Transfers to Reserves	-	-	-	-	-	-	N/A	-
Transfers from Reserves	922,408	257,363	-	516,955	710,380	686,763	-3%	(23,617)
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(286,709)	(266,721)	(231,686)	(305,273)	(305,271)	(305,272)	0%	(1)
Total Transfers	\$ 635,699	\$ (9,358)	\$ (231,686)	\$ 211,682	\$ 405,109	\$ 381,491	-6%	\$ (23,618)
Total Levy Impact	\$ -	\$ -	\$ (407,636)	\$ -	\$ -	\$ -	N/A	\$ -



Thornbury Harbour

WHO WE ARE

Director of Community Services – (0.05 FTE)

Administrative Assistant – Community Services – (0.10 FTE)

Contract and Administrative Clerk – (0.15 FTE)

Harbour Lead Hand – (1 FTE)

Facility Operator – (0.50 FTE)

Facility Operator/Harbour Operator – (0.50 FTE)

Harbour Labourer – (1.5 FTE)



MISSION

Deliver outstanding access to boating experiences and recreational opportunities for residents and visitors, fostering strong partnerships with special interest groups and prioritizing environmental sustainability.



WHAT WE DELIVER

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Provide seasonal slips
- Provide transient slips
- Offer outdoor winter storage
- Provide wastewater pump-out services
- Supply gas and diesel fuel
- Provide dock water
- Provide dock hydro
- Maintain boat launch ramp
- Offer kayak and day sailor storage
- Maintain public washrooms
- Maintain customer shower rooms
- Provide Wi-Fi and monitor security cameras

2025 MAJOR ACCOMPLISHMENTS

- Second year of the new shared staff structure, which required no new recruitment
- On track to meet or exceed all major revenue projections
- Executed new lease agreement with Department of Fisheries and Oceans Canada

77

Transients
(as of August 15, 2025)

42

Kayak storage

13

Day sailor
vessels

3,500

Linear feet of
land storage

6,452

Linear feet of
seasonal
mooring

GAINED EFFICIENCIES - 2025

- Staff are reviewing touchpoints and customer service interactions in 2025 to optimize the hours of operation at the Thornbury Harbour.

IMPACT ON THE COMMUNITY

The Thornbury Harbour offers diverse recreational and economic benefits, serving as a hub for sailing, fishing and boating. This attracts enthusiasts and visitors, boosting local businesses through tourism and increased spending in shops and restaurants, vital for economic growth. The Harbour supports jobs and stimulates the Town's economy.

Recreationally, it provides residents and visitors access to water activities, promoting healthy lifestyles and enhancing the Town's attractiveness as a community valuing active living. The Harbour encourages social interaction and community events, reinforcing community bonds and spirit.

The Harbour's high rating by Boating Ontario's Clean Marine program highlights its environmental commitment. Sustainable practices preserve water quality and natural habitats, maintaining the Harbour's beauty and ensuring ecological health. This eco-conscious approach reflects a commitment to environmental stewardship, benefiting wildlife and recreational users alike, and contributes to local economic sustainability.

RISKS & CHALLENGES

The primary risks for the Harbour continue to be environmental. Aquatic vegetation management has been less onerous than it was in 2024, but still requires monitoring and attention. The permitting process has changed, which has caused challenges with the ministries that have regulatory authority. 2026 will be the third year with these changes. Staff are hoping that the process will be streamlined in 2026.

RESOURCE GAPS & OPPORTUNITIES

Current resources are sufficient for the level of service provided.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Discretionary (Nice to do)

- Process seasonal slip holders and waiting list
- Prepare Harbour docks, water, electrical systems, buildings and property
- Maintain washrooms, garbage and property daily as required
- Maintain fuel inventory and provide service for diesel, gas and pump-out services
- Conduct daily dock and property inspections
- Administer kayak and day sailor storage
- Administer transient and boat launch

Special Projects for 2026:

2026 will include an update to the Harbour Business Plan following the update to the Town's Asset Management Plan as the main driver to Harbour fees.

Q1	<ul style="list-style-type: none"> • Finalize Asset Management Plan (AMP) • Update Harbour Financial information based on AMP • Consult with stakeholders
Q2	<ul style="list-style-type: none"> • Bring final Harbour Business Plan to Council for consideration • Provide communication to Harbour customers regarding changes to the Harbour Business Plan
Q3	<ul style="list-style-type: none"> • Include any approved business plan changes into 2027 preliminary budget submission • Communicate proposed budget and timelines to Harbour customers
Q4	<ul style="list-style-type: none"> • Communicate changes to 2027 operations and budget to Harbour customers



2026 APPROVED OPERATING BUDGET

THORNBURY HARBOUR	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	751,844	748,250	760,577	714,690	756,000	780,050	3%	24,050
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 751,844	\$ 748,250	\$ 760,577	\$ 714,690	\$ 756,000	\$ 780,050	3%	\$ 24,050
Expenses								
Salaries	189,638	174,071	192,010	220,789	211,469	274,049	30%	62,580
Benefits	47,882	42,833	46,384	62,518	57,883	80,152	38%	22,269
Operating and Administrative Expenses	276,983	286,940	157,401	171,795	315,100	331,018	5%	15,918
Communications	1,475	3,525	2,765	3,031	2,431	1,031	-58%	(1,400)
Personnel and Training	4,189	6,650	4,013	3,722	6,500	6,500	-	-
Legal Expenses	-	-	-	-	-	-	N/A	-
Consulting	102	10,000	-	5,000	10,000	10,000	-	-
Total Expenses	\$ 520,269	\$ 524,019	\$ 402,573	\$ 466,855	\$ 603,383	\$ 702,750	16%	\$ 99,367
Subtotal Levy Impact	\$ 231,575	\$ 224,231	\$ 358,004	\$ 247,835	\$ 152,617	\$ 77,300	-49%	\$ (75,317)
Transfers								
Transfers to Reserves	(138,058)	(146,171)	-	(159,424)	(64,206)	(50,298)	-22%	13,908
Transfers from Reserves	-	-	-	-	-	45,309	N/A	45,309
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(93,517)	(78,060)	(69,427)	(88,411)	(88,411)	(72,311)	-18%	16,100
Total Transfers	\$ (231,575)	\$ (224,231)	\$ (69,427)	\$ (247,835)	\$ (152,617)	\$ (77,300)	-49%	\$ 75,317
Total Levy Impact	\$ -	\$ -	\$ 288,577	\$ -	\$ -	\$ -	N/A	\$ -

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Water and Wastewater

143 Water Division

146 Wastewater Division

Overview

The Water and Wastewater Department manages the supply of clean drinking water and oversees the safe treatment and disposal of wastewater in the municipality. The Department ensures that the infrastructure is maintained to high standards, conducts quality testing, and implements improvements for reliable service. The Department also focuses on sustainable practices to protect water resources and support environmental health.



Water Division

WHO WE ARE

Manager of Water and Wastewater Services – (0.50 FTE)

Municipal Law Enforcement Officer – (0.50 FTE)

Manager of Communications and Customer Service – (0.05 FTE)

Administrative Assistant – Water and Wastewater Services – (0.50 FTE)

Water Supervisor – (1 FTE)

Water Meter and Backflow Prevention Coordinator – (0.50 FTE)

Water and Wastewater Compliance Coordinator – (0.50 FTE)

Locate Technician – (0.50 FTE)

Water and Wastewater Technologist – (0.50 FTE)

Utility Account Coordinator – (0.50 FTE)

Senior Water Operator – (4 FTE)

Water Co op Student – (0.37 FTE)

Water Operator – (3 FTE)

WHAT WE DELIVER

The Town is committed to the provision of safe drinking water to connected users and ensuring there is an adequate supply for firefighting.

Mandatory (Must do) – Legislatively required services

- The treatment, testing and distribution of clean, safe drinking water and adequate water for firefighting
- Oversee the Town's water infrastructure
- Responsible for ensuring drinking water meets the minimum compliance and quality standards set by regulation
- Maintain the Drinking Water Quality Management System
- Ongoing operator training to meet Water Operator License requirements
- Locate Town-owned buried infrastructure
- Review and approve additions to the drinking water distribution system as required through the Drinking Water Works Permit and License

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Ensuring the drinking water system is capable of supporting growth
- Metering water consumption and measuring water loss
- Undertake leak detection programs to reduce water loss
- Maintaining the Town's cross-connection and backflow prevention programs
- Reviewing and commenting on proposed development plans

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Undertake Master Plans to plan for growth
- Complete the maintenance of private hydrants throughout the system
- Provide water turn-ons and shut-offs for residents at the property line



MISSION

To provide the delivery of safe, clean drinking water through a modern treatment facility and a well-maintained distribution system.

2025 MAJOR ACCOMPLISHMENTS

- Received 100% inspection rating for annual drinking water system provincial inspection
- Replaced high lift pump at the water treatment plant
- Refurbished Happy Valley reservoirs
- Replaced the chlorine line to the intake crib
- Completed Phase 3 of the Substandard Watermain Replacement Program
- Completed the warranty period and final inspection of the water tower refurbishment
- Updated the SCADA system
- Completed the Water Meter Replacement Program
- Supported the Thornbury West Reconstruction Project
- Supported the construction and assumption of various new developments



DIVISION STATISTICS

DESCRIPTION	2024 ACTUALS	2025 FORECAST	2026 EXPECTED
Water Treatment Plants	1	1	1
Water Reservoirs	5	5	5
Water Booster Stations	7	7	7
Water Connections	10,230	10,348	10,531
Kms of Watermains	158	165	170

GAINED EFFICIENCIES - 2025

- Implemented a streamlined backflow prevention submission platform for medium- and high-risk water users, enabling automated reminders and efficient collection of annual backflow testing results.
- The addition of a Water and Wastewater Technologist to assist with identifying and repairing leaks within the water system will reduce the Town's water loss.
- Implemented an online water permit process to assist residents applying for a landscaping water permit.

IMPACT ON THE COMMUNITY

Operating and maintaining the Town's high-quality drinking water system significantly improves public health, ensures regulatory compliance and fosters community trust through reliable access to safe, clean water.

RISKS & CHALLENGES

The Water Division continues to replace equipment as it approaches the end of life. Old pipes, valves and treatment equipment are more prone to failure, leaks and contamination. Failure to meet drinking water standards, including operator training requirements, can result in fines, government intervention or public advisories. Increase demand from population growth requires capacity upgrades and forward planning. Deferred infrastructure replacement can lead to inconsistent performance or emergency breaks.

RESOURCE GAPS & OPPORTUNITIES

The Water Division is on the cusp of requiring an additional Water Operator. This additional staff member will be considered for the 2027 Budget.

2026 WORK PLAN Operate & Maintain – Current Level of Service:

The Water Division is responsible for providing residents and businesses of the Town of The Blue Mountains with safe drinking water. The supply, treatment and distribution of safe drinking water is a mandatory service provided by the Town. The *Safe Drinking Water Act*, the *Ontario Water Resources Act*, the Town's Drinking Water Works Permit and License and municipal by-laws dictate the service level for water treatment and distribution.

Mandatory (Must do)

- Treatment and distribution of clean, safe drinking water to residents
- Adequate water storage to meet firefighting needs
- Oversee water infrastructure
- Responsible for ensuring water services meet the minimum compliance and quality standards set out by the relevant legislation.

Essential (Should do)

- Ensure the drinking water system has the capacity to meet the needs of a growing community

Special Projects for 2026:

Q1	<ul style="list-style-type: none"> • Maintain and upgrade the Water SCADA system to be able to run the system effectively and efficiently • Replace of five turbidity analyzers at the water treatment plant
Q2	<ul style="list-style-type: none"> • Procure Programmable Logic Control (PLC) parts with long lead time to ensure continuous operations of the system • Procure Pressure Reducing Valves (PRVs) to replace current equipment that is approaching the end of life • Hire leak detection specialist to continue with the on-going acoustic leak detection program to reduce water loss • Procurement of servers, switches, pressure-reducing valve modems and uninterruptible power supply (UPS) for Pall Membrane system, required for effective communication throughout the system
Q3	<ul style="list-style-type: none"> • Contract services to undertake a pump assessment program and a pump replacement program to ensure the system is reliable.



2026 APPROVED OPERATING BUDGET

WATER	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	5,601,427	5,122,570	5,064,668	5,690,319	5,369,604	5,479,438	2%	109,834
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 5,601,427	\$ 5,122,570	\$ 5,064,668	\$ 5,690,319	\$ 5,369,604	\$ 5,479,438	2%	\$ 109,834
Expenses								
Salaries	1,005,147	1,037,564	990,900	1,145,096	1,144,018	1,140,219	-0%	(3,799)
Benefits	332,151	318,816	280,826	369,798	371,117	353,723	-5%	(17,394)
Operating and Administrative Expenses	846,534	685,160	591,413	690,290	684,005	1,295,374	89%	611,369
Communications	26,229	30,830	14,358	14,304	36,230	20,000	-45%	(16,230)
Personnel and Training	29,816	39,000	23,071	26,824	45,850	41,800	-9%	(4,050)
Legal Expenses	435	-	2,600	2,799	-	-	N/A	-
Consulting	84	-	14	17	-	-	N/A	-
Total Expenses	\$ 2,240,396	\$ 2,111,370	\$ 1,903,182	\$ 2,249,128	\$ 2,281,220	\$ 2,851,116	25%	\$ 569,896
Subtotal Levy Impact	\$ 3,361,031	\$ 3,011,200	\$ 3,161,486	\$ 3,441,191	\$ 3,088,384	\$ 2,628,322	-15%	\$ (460,062)
Transfers								
Transfers to Reserves	(2,182,147)	(1,936,800)	(37,471)	(2,261,026)	(2,045,446)	(1,676,302)	-18%	369,144
Transfers from Reserves	22,953	28,878	-	-	137,228	-	-100%	(137,228)
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(1,201,837)	(1,103,278)	(864,410)	(1,180,165)	(1,180,166)	(952,020)	-19%	228,146
Total Transfers	\$ (3,361,031)	\$ (3,011,200)	\$ (901,881)	\$ (3,441,191)	\$ (3,088,384)	\$ (2,628,322)	-15%	\$ 460,062
Total Levy Impact	\$ -	\$ -	\$ 2,259,605	\$ -	\$ -	\$ -	N/A	\$ -



Wastewater Division

WHO WE ARE

Manager of Water and
Wastewater Services –
(0.50 FTE)

Manager of Communications
and Customer Service –
(0.05 FTE)

Wastewater Supervisor –
(1 FTE)

Senior Wastewater Operator
– (2 FTE)

Wastewater Operator –
(4 FTE)

Water and Wastewater
Compliance Coordinator -
(0.50 FTE)

Water and Wastewater
Technologist – (0.50 FTE)

Utility Account
Coordinator –
(0.50 FTE)

Administrative
Assistant – Water and
Wastewater Services –
(0.50 FTE)

Water Meter and
Backflow Prevention
Coordinator –
(0.50 FTE)

Locate Technician –
(0.50 FTE)

Wastewater Co op
Student – (0.37 FTE)

WHAT WE DELIVER

Provide efficient collection and treatment of sewage from users connected to the municipal sewage systems. Properly treating wastewater before it is released into Georgian Bay reduces the risks posed to human health and the natural environment.

Mandatory (Must do) – Legislatively required services

- Collection, treatment and testing of wastewater prior to discharge into the mouth of the Beaver River and Georgian Bay
- Oversee the Town's wastewater infrastructure, including two wastewater treatment plants, twelve sewage pumping stations and the sanitary collection system
- Ongoing operator training to meet Wastewater Operator License requirements
- Locate Town-owned buried infrastructure
- Review and approve additions to the Town's sewage collection system as required through the Consolidated Linear Infrastructure Environmental Compliance Approval
- Oversee Biosolids Land Application process through a registered contract provider
- Legislative reporting

Essential (Should do)

Not legislatively required, but service is necessary for the municipality to operate reasonably. Deemed to be a required service.

- Ensure the wastewater system is capable of supporting growth
- Review and comment on proposed development plans

- Support the Capital Projects team with road/ infrastructure reconstruction projects
- Undertake sanitary flushing program to ensure the system is free of blockages
- Undertake a CCTV inspection program to assess the condition of the system

Traditional (Can do)

The service is historically provided by all peer municipalities. Each service in this classification will be further examined to find out whether circumstances are changing in a way that would impact whether the service is still required or appropriate.

- Undertake master plans to plan for growth
- Undertake additional flow monitoring to identify areas of significant inflow and infiltration

Discretionary (Nice to do)

Service is offered by the municipality to respond to particular community needs, based on a positive business case, or other specialized purposes.

- Provide industries with an option to discharge extra strength wastewater with a fee for service, based volume and strength of a limited number of parameters in their waste stream



MISSION

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



2025 MAJOR ACCOMPLISHMENTS

- Completed an Environment Canada inspection at the Thornbury Wastewater Treatment Plant
- Completed the Wastewater Master Plan
- Completed a comprehensive flow monitoring program
- Completed Phase 1A upgrades to the Thornbury Wastewater Treatment Plant
- Installed a new effluent outfall for the Thornbury Wastewater Treatment Plant
- Commenced construction of upgrades to the Craigleith Main Sewage Lift Station
- Commenced construction of upgrades to the Mill Sewage Pumping Station
- Commenced final engineering for upgrades required at the Craigleith Wastewater Treatment Plant, including required linear infrastructure on Long Point Road
- Properly abandoned a sanitary connection on McAuley Street that was a significant source of infiltration
- Installed flow meters at a number of sewage pumping stations
- Communications installed at the Margaret Sewage Pumping Station
- Supported the Thornbury West Reconstruction Project
- Supported the construction and assumptions of various new developments

GAINED EFFICIENCIES - 2025

- Thornbury Wastewater Treatment Plant expansion 1 commissioning has provided a system that is fully automated, and more able to respond to changes in the influent flow parameters that enter the plant. This will reduce the risk of plant upsets and poorly treated effluent.
- The installation of communications at the Margaret Sewage Pumping Station allows operators to respond to issues at the station remotely. This has significant savings and minor issues at the station after hours.
- The addition of a Water and Wastewater Technologist to assist with identifying and addressing inflow and infiltration issues within the collection system.

IMPACT ON THE COMMUNITY

Operating and maintaining the Town's Wastewater Systems protects human health and the natural environment. This ensures regulatory compliance and fosters community trust through reliable access to wastewater collection.

RISKS & CHALLENGES

The Wastewater Division continues to replace equipment that has failed, and as it approaches the end of its useful life. Old pipes and maintenance holes are a source of infiltration to the collection system, using up valuable capacity and putting extra strain on the system. Old and tired pumps can fail and result in spills to the natural environment or basement back-ups. To protect human health, it is vital that sewage is collected in a secure manner.

Failure to meet the environmental standards for wastewater, including operator training, can result in fines and government intervention.

Increased demand from population growth requires capacity upgrades and forward planning.

Deferred infrastructure replacement can lead to inconsistent performance and spills to the natural environment.

RESOURCE GAPS & OPPORTUNITIES

The Wastewater Division is on the cusp of requiring an additional Wastewater Operator. This will be considered for the 2027 Budget.



DIVISION STATISTICS

DESCRIPTION	2024 ACTUALS	2025 FORECAST	2026 EXPECTED
Wastewater Treatment Plants (WWTP)	2	2	2
Sewage Pumping Stations	12	12	14
Thornbury Wastewater Connections (Units)	3,416	3,500	3,600
Craigleith Wastewater Connections (Units)	5,720	5,757	5,842
Kms of Sewers	138	150	165

2026 WORK PLAN Operate & Maintain – Current Level of Service:

Wastewater Services is responsible for providing residents and businesses in the Town with collection and treatment of sanitary wastewater from all connected properties within the Town to the sewage system. Wastewater Services must comply with various ECA's, federal and MECP legislation and municipal by-laws and adhere to service level standards set by various legislation.

Mandatory (Must do)

- Collection and treatment of wastewater from residents and businesses connected to the system
- Oversee wastewater infrastructure
- Responsible for ensuring wastewater services meet the minimum compliance and quality standards set out in relevant legislation

Essential (Should do)

- Ensuring the wastewater system has the capacity to meet the needs of a growing community

Special Projects for 2026:

Q1

- Rebuild the sewage pumping station pumps. The Town has established a schedule for the pumps to be rebuilt each year. This extends the life of the pump and ensures it's ready and available when required.
- Upgrade and maintain the SCADA system. This is the system that operates the treatment plant and the collection system.
- Procurement of automatic samplers, a requirement for legislative approval
- Installation of additional piping in the headworks at Thornbury WWTP. This is required to realize the additional capacity from Mill Street Sewage Pumping Station and new forcemain. This work includes engineering and piping construction.
- Procurement and installation of air conditioning units at three sewage pumping stations. This ensures that the pump drives will not overheat and fail.
- The Inflow and Infiltration Program is designed to undertake various studies, repairs, education and outreach activities to reduce the amount of extraneous water that is currently being discharged to the wastewater collection system.

Q2

- Replace lab equipment required to meet testing requirements
- Replace end-of-life valves at Craigleith WWTP. These are required to ensure proper operation of the plant.
- Replace end-of-life pumps at Craigleith WWTP. These are required to ensure proper operation of the plant.
- Repair maintenance hole structures along Highway 26
- Develop amaintenance hole (MH) leakage repair program to repair MHs that are a significant source of infiltration.

Q3

- Procure a back-up generator for Margaret Street Sewage Pumping Stations
- Procure a security camera for Alta Sewage Pumping Station

Q4

- Upgrades to Craigleith WWTP. This work includes seven scopes of work: installation of a new lift station at Craigleith WWTP, installation of new septic receiving station at Craigleith WWTP, replacement of aeration blowers, Motor Control Centre, back-up generator, installation of screening units at Craigleith WWTP and linear works on Long Point Road, including the installation of larger sanitary forcemain, a gravity sewer, watermain replacement and stormwater collection system.



2026 APPROVED OPERATING BUDGET

WASTEWATER	2024 ACTUALS	2024 BUDGET	2025 YTD DEC 5, 2025	2025 FORECAST	2025 BUDGET	2026 APPROVED BUDGET	2025-2026 % CHANGE	2025-2026 \$ CHANGE
Revenues								
Grants and Donations	-	-	-	-	-	-	N/A	-
External Revenues	4,704,747	4,351,245	3,980,297	4,525,436	4,566,766	4,644,359	2%	77,593
Subsidies	-	-	-	-	-	-	N/A	-
Total Revenues	\$ 4,704,747	\$ 4,351,245	\$ 3,980,297	\$ 4,525,436	\$ 4,566,766	\$ 4,644,359	2%	\$ 77,593
Expenses								
Salaries	717,307	796,388	674,028	847,409	866,736	995,273	15%	128,537
Benefits	249,576	242,002	211,392	270,825	277,328	317,761	15%	40,433
Operating and Administrative Expenses	734,874	607,455	541,753	550,312	772,960	1,724,645	123%	951,685
Communications	29,164	31,800	11,923	11,500	40,850	19,250	-53%	(21,600)
Personnel and Training	29,504	29,500	24,185	24,964	43,900	37,900	-14%	(6,000)
Legal Expenses	-	-	-	-	-	5,000	N/A	5,000
Consulting	10	150,000	111,486	123,997	150,000	300,000	100%	150,000
Total Expenses	\$ 1,760,435	\$ 1,857,145	\$ 1,574,767	\$ 1,829,007	\$ 2,151,774	\$ 3,399,829	58%	\$ 1,248,055
Subtotal Levy Impact	\$ 2,944,312	\$ 2,494,100	\$ 2,405,530	\$ 2,696,429	\$ 2,414,992	\$ 1,244,530	-48%	\$ (1,170,462)
Transfers								
Transfers to Reserves	(1,751,998)	(1,465,898)	-	(1,325,390)	(1,378,201)	(795,629)	-42%	582,572
Transfers from Reserves	94,143	222,642	-	-	334,247	300,000	-10%	(34,247)
Transfers from Development Charges	-	-	-	-	-	-	N/A	-
Transfers to/from Other Divisions	(1,286,457)	(1,250,844)	(986,084)	(1,371,039)	(1,371,038)	(748,901)	-45%	622,137
Total Transfers	\$ (2,944,312)	\$ (2,494,100)	\$ (986,084)	\$ (2,696,429)	\$ (2,414,992)	\$ (1,244,530)	-48%	\$ 1,170,462
Total Levy Impact	\$ -	\$ -	\$ 1,419,446	\$ -	\$ -	\$ -	N/A	\$ -

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Operating Studies

151 Operating Studies

Overview

Operating Studies are conducted to assess the current performance, efficiency and effectiveness of municipal operations and services. Examples of past and current studies are the Town-wide Master Drainage Plan, the Transportation Master Plan and the Natural Asset Inventory and Natural Heritage Study.

2026 APPROVED OPERATING STUDIES

PROJECT NAME	INITIAL APPROVED YEAR	PREVIOUSLY APPROVED	NEW BUDGET REQUEST	TOTAL PROJECT COST	SPENT TO DATE	DEVELOPMENT CHARGES	GRANTS, DONATION AND OTHER	LONG-TERM DEBT	RESERVE AND RESERVE FUNDS	TAXES/USER FEES
Corporate Services										
Phase 2 Facility Condition Assessment	2026		100,000	100,000	-		100,000			
Strategic Plan Update	2025	120,000		120,000	78,259				120,000	
Long-Term Financial Plan & User Fee Study	2025	50,000		50,000	-				50,000	
Human Resources Strategic and Workforce Development Plan	2026		60,000	60,000	-				60,000	
Economic Development Action Plan *	2026		60,000	60,000	-				60,000	
Destination Strategy *	2026		150,000	150,000	-				150,000	
Employee Engagement Survey and Action Plan	2026		10,000	10,000	-				10,000	
Total Corporate Services		\$ 170,000	\$ 380,000	\$ 550,000	\$ 78,259	\$ -	\$ 100,000	\$ -	\$ 450,000	\$ -
Operations										
Master Drainage Plan	2019	650,000	70,000	720,000	635,721	720,000				
Engineering Standards	2026		50,000	50,000	-	50,000				
Clarksburg Gravel Pit Rehabilitation	2023	10,000		10,000	-				10,000	
Thornbury Landfill Remediation Plan	2024	50,000		50,000	-				50,000	
Roads Need Study and PCI Evaluation	2026		150,000	150,000	-		150,000			
Urban Tree and Biodiversity Strategy	2026		150,000	150,000	-		140,000		10,000	
Total Operations		\$ 710,000	\$ 420,000	\$ 1,130,000	\$ 635,721	\$ 770,000	\$ 290,000	\$ -	\$ 70,000	\$ -
Planning and Development Services										
Official Plan Update	2021	410,000		410,000	220,685	205,000			205,000	
Community Improvement Plan Review	2025	100,000		100,000	-				100,000	
Community Planning Permit System	2025	300,000		300,000	-	150,000			150,000	
Total Planning and Development Services		\$ 810,000	\$ -	\$ 810,000	\$ 220,685	\$ 355,000	\$ -	\$ -	\$ 455,000	\$ -
Community Services										
Multi-Use Recreation Feasibility Study	2021	140,000		140,000	117,826	140,000				
Parks and Open Space Master Plan & Leisure Activity Plan Update *	2026		125,000	125,000	-				125,000	
Comprehensive Parking Strategy *	2026		50,000	50,000	-				50,000	
Total Community Services		\$ 140,000	\$ 175,000	\$ 315,000	\$ 117,826	\$ 140,000	\$ -	\$ -	\$ 175,000	\$ -
Total Town Studies		\$ 1,830,000	\$ 975,000	\$ 2,805,000	\$ 1,052,491	\$ 1,265,000	\$ 390,000	\$ -	\$ 1,150,000	\$ -

* Planned or considered to be funded by MAT revenue.



16 Capital

153 Capital / Asset Management

Overview

Capital and Asset Management Planning is a strategic process that ensures the Town's infrastructure and assets are maintained, renewed and expanded to meet current and future needs.



Capital / Asset Management



OVERVIEW

The Town's capital planning plays an integral role in ensuring sustainable growth, community well-being and high-quality municipal services. At its core, capital planning facilitates strategic investments that align with the Town's long-term goals.

By carefully prioritizing investments, the Town strives to efficiently balance the need for new infrastructure with the maintenance and enhancement of existing assets, thus preventing service disruptions and maintaining established levels of service.

The 2026 Capital Program represents a comprehensive reflection of the Town's current and future infrastructure needs in alignment with the Town's long-term strategic goals. The expected capital expenditures for 2026 total \$89.8 million.

Major investments proposed in the 2026 Capital Program include:

- **\$44.5 million** in infrastructure capital projects including:
 - Craigleith/Mill Street SLS upgrades and forcemain construction (\$29 million)
 - Thornbury West Phase 1A & B Reconstruction (\$1.2 million)
 - Westside Water Storage and Distribution-Camperdown Pump Station upgrades (\$2.5 million)
 - Arrowhead Booster Pumping Station upgrades (\$3.5 million)
 - Lakewood Drive Reconstruction (\$3.2 million)
 - Bridge, Culvert and Guiderail Program Phase 1 (\$1.8 million)
 - Drainage Master Plan Capital Work (\$1.3 million)
- **\$18.5 million** in wastewater infrastructure investment which is essential to prevent environmental contamination, enhance efficiency, comply with regulatory standards and protect public health. Major investment includes the Thornbury Wastewater Treatment Plant expansion and the Thornbury Wastewater Treatment Plant Outfall.
- **\$10 million** towards the build of the new Craigleith Fire Hall. This investment will significantly enhance public safety by improving emergency response times and providing better community coverage through increased capacity for personnel and modern firefighting equipment.

- **\$2.4 million** in water infrastructure investment to ensure a safe and reliable water supply, accommodate growth and protect public health and the environment.
- **\$2.4 million** towards the renovations of the facility at 122 Hoffman Street facility to retrofit it for the Roads Division's needs. This will ensure efficient and effective road services which will support future growth and development in the community.
- **\$1.2 million** to replace the Fire Rescue Pumper. Replacement of crucial emergency response vehicles ensures public safety service levels remain high. A modernized truck also minimizes downtime and maintenance costs.
- **\$2 million** towards Moreau Park enhancements which benefits the community by encouraging physical activity and promotes social interaction.
- **\$2.5 million** for the Landfill expansion phase 2. This investment will address future capacity needs, improve environmental management and increase operational efficiency.
- **\$1.5 million** in the asphalt replacement program investment to prolong asset lifecycle, optimize costs and preserve the road networks infrastructure.



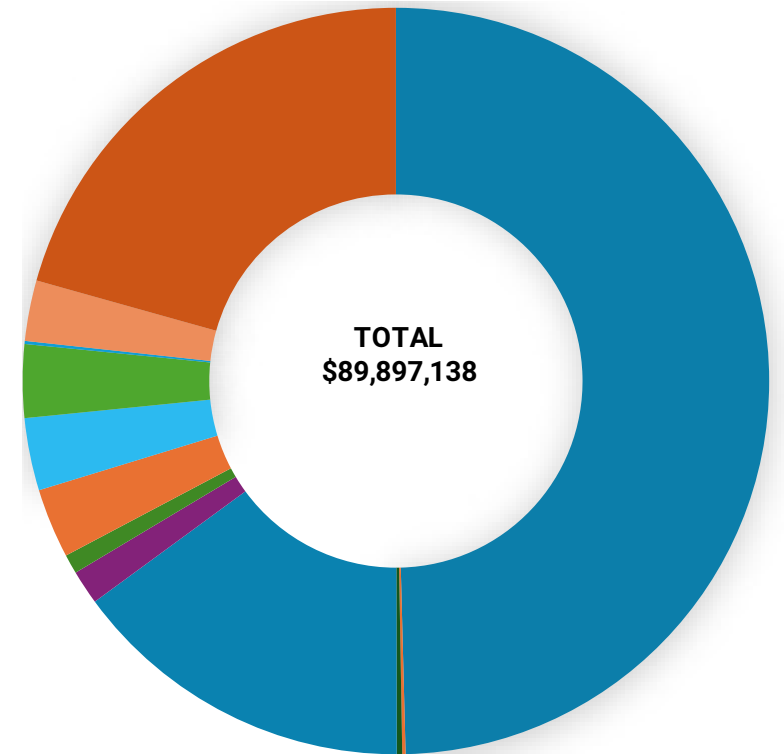


2026 CAPITAL SUMMARY

DIVISION	APPROVED CAPITAL BUDGET
Capital Project Management	44,484,319
Cemetery	130,000
Communications and Economic Development	210,000
Facilities and Fleet	13,431,382
Fire Services	1,332,000
Information Technology	752,140
Library *	183,900
Parks and Trails	2,706,920
Roads and Drainage	2,815,500
Solid Waste	2,844,955
Tomahawk and BVCC	119,500
Water	2,355,691
Wastewater	18,530,831
Grand Total	\$ 89,897,138

* The updated Library capital budget has increased by \$88,900 compared to the Draft 3 Budget Book.

CAPITAL SPEND BY DIVISION



- Capital Project Management
- Cemetery
- Communications and Economic Development
- Facilities and Fleet
- Fire Services
- Information Technology
- Library *
- Parks and Trails
- Roads and Drainage
- Solid Waste
- Tomahawk and BVCC
- Wastewater



2026 CAPITAL PROJECTS FUNDING SOURCES TAXATION

PROJECT NAME	PROJECT DESCRIPTION	INITIAL APPROVED YEAR	PREVIOUSLY APPROVED	APPROVED NEW BUDGET	TOTAL PROJECT COST	FUNDING SOURCE	2026 APPROVED BUDGET
Facilities and Fleet							
Ravenna Road Depot Expansion	Renovation of 122 Hoffman Street Roads Depot and removal of the Ravenna office trailer.	2022	8,561,000	-	8,561,000	Infrastructure and Public Works Reserve Fund \$2,140,250 Public Works Development Charges \$6,420,750	2,381,382
Craigleith Fire Hall Expansion	Construction of a new Craigleith Fire Hall and retrofit of existing Craigleith Fire Hall as a satellite operations centre for the Town's Park & Trails and Roads & Drainage Divisions.	2024	15,838,073	-	15,838,073	Fire Asset Replacement Reserve Fund \$5,226,564 Fire & Rescue Development Charges \$10,611,509	10,000,000
Emergency Generator	Acquisition and installation of two generators at the Blue Mountains Public Library and the Beaver Valley Community Centre (BVCC).	2024	550,000	-	550,000	Town Working Capital Reserve \$550,000	550,000
Annual Facility Capital Works- BVCC Exterior Cladding	Replacement of exterior cladding at the BVCC.	ANNUAL	-	80,000	80,000	Facility Asset Replacement Reserve Fund \$80,000	80,000
Annual Facility Capital Works- BVCC Windows and Doors	Windows and doors replacement at the BVCC.	ANNUAL	-	100,000	100,000	Facility Asset Replacement Reserve Fund \$100,000	100,000
Annual Facility Capital Works- Wastewater Mechanical Electrical	Upgrades to the Craigleith Wastewater Treatments Plant's mechanical electrical system.	ANNUAL	-	30,000	30,000	Wastewater Asset Replacement Reserve Fund \$30,000	30,000
Annual Facility Capital Works- BVCC HVAC	Acquisition of a Heating, Ventilation and Air Condition (HVAC) system at the BVCC.	ANNUAL	-	290,000	290,000	Facility Asset Replacement Reserve Fund \$290,000	290,000
Total Facilities and Fleet			\$24,949,073	\$500,000	\$25,449,073		\$13,431,382
Communications and Economic Development							
Gateway Sign Fabrication and Installation	Install new gateway and community signs.	2026	-	522,000	522,000	Municipal Accommodation Tax \$522,000	210,000
Total Communications and Economic Development			-	\$522,000	\$522,000		\$210,000
Information Technology							
Communications Upgrades	Upgrades and replacement of towers for Fire, and Roads & Drainage Divisions and communication equipment .	2025	550,000	-	550,000	Fire Asset Replacement Reserve Fund \$137,500 Roads Equipment Asset Replacement Reserve Fund \$137,500 Water Asset Replacement Reserve Fund \$137,500 Wastewater Asset Replacement Reserve Fund \$137,500 Harbour Reserve \$10,000 Development Engineering Reserve \$20,000 Wastewater Asset Replacement Reserve Fund \$20,000 Building Rate Stabilization Reserve \$30,000 Taxes and User Fees \$30,000	173,140
IT Service Modernization	Acquisitions or upgrades for key critical software systems.	2024	400,000	-	400,000	Water Asset Replacement Reserve Fund \$30,000 IT Asset Replacement Reserve Fund \$260,000 Development Engineering \$15,800 Harbour Reserve \$15,800 Building Rate Stabilization Reserve \$21,100 Wastewater Asset Replacement Reserve Fund \$21,100	50,000
Continuous Improvements	Replacement program for computer hardware including computers, servers, printers and network infrastructure.	ANNUAL	-	529,000	529,000	Water Asset Replacement Reserve Fund \$31,800 IT Asset Replacement Reserve Fund \$423,400	529,000
Total Information Technology			\$950,000	\$529,000	\$1,479,000		\$752,140
Fire Services							
Large Fleet Replacement- Rescue Pumper	Acquisition of a rescue pumper replacement	2024	1,200,000	-	1,200,000	Fire Asset Replacement Reserve Fund \$1,200,000	1,200,000
Annual Fire and Rescue Equipment Replacement- Fire Equipment	Replacement program for fire and rescue equipment	ANNUAL	-	58,000	58,000	Fire Asset Replacement Reserve Fund \$58,000	58,000
Annual Fire and Rescue Equipment Replacement- Bunker Gear	Replacement program for bunker gear	ANNUAL	-	14,000	14,000	Fire Asset Replacement Reserve Fund \$14,000	14,000
Annual Fire and Rescue Equipment Replacement- Fit Testing Machine	Acquisition of a Fit testing machine	ANNUAL	-	25,000	25,000	Fire Asset Replacement Reserve Fund \$25,000	25,000
Annual Fire and Rescue Equipment Replacement- Thermal Imaging Cameras	Acquisition of thermal imaging camera	ANNUAL	-	10,000	10,000	Fire Asset Replacement Reserve Fund \$10,000	10,000
Annual Fire and Rescue Equipment Replacement- Communication Equipment	Acquisition of portable and base radios	ANNUAL	-	25,000	25,000	Fire Asset Replacement Reserve Fund \$25,000	25,000
Total Fire Services			\$1,200,000	\$132,000	\$1,332,000		\$1,332,000

2026 CAPITAL PROJECTS FUNDING SOURCES TAXATION

PROJECT NAME	PROJECT DESCRIPTION	INITIAL APPROVED YEAR	PREVIOUSLY APPROVED	APPROVED NEW BUDGET	TOTAL PROJECT COST	FUNDING SOURCE	2026 APPROVED BUDGET
Parks and Trails							
130 Kings Street West Park Development	Replace two outdoor tennis courts, create formalized recreational trail and parking at 130 King Street West.	2022	365,000	-	365,000	Community Services Asset Replacement Reserve Fund \$80,000 Parks & Recreation Development Charge \$285,000	365,000
Parks Land Surveying and Waterfront Enhancement	Waterfront enhancement	2022	130,000	-	130,000	Shoreline Acquisition Reserve Fund \$130,000	95,187
TBM / Rotary Kindness at Play (Moreau Park Revitalization)	Moreau Park enhancements including a covered pavilion with washroom facilities, new skate park, an accessible playground and a walking path.	2023	2,000,000	-	2,000,000	Donations \$200,000 Parks & Recreation Development Charges \$1,800,000	1,967,233
Blue Vista / Craigleith Park Development	Create a park design for a community park.	2026	-	164,000	164,000	Parks & Recreation Development Charges \$164,000	164,000
Moreau Park Baseball Diamond Lights	Installation of lights at the Moreau Park baseball diamonds.	2026	-	50,000	50,000	Community Services Asset Replacement Reserve Fund \$50,000	50,000
Northwinds Park Swings Replacement	Replace swings and relocate them next to the existing playground equipment	2026	-	22,500	22,500	Community Services Asset Replacement Reserve Fund \$22,500	22,500
Northwinds Park Washroom Upgrades	Installation of acrylic flooring and replacement of washroom partitions at Northwinds Park washrooms	2026	-	15,000	15,000	Community Services Asset Replacement Reserve Fund \$15,000	15,000
Parks and Trail Equipment Replacement-Snow Plow Blade	Acquisition of snow plow blade	2026	-	13,000	13,000	Community Services Asset Replacement Reserve Fund \$13,000	13,000
Parks and Trail Equipment Replacement-Trail Groomer	Acquisition of trail groomer	2026	-	15,000	15,000	Community Services Asset Replacement Reserve Fund \$15,000	15,000
Total Parks and Trails			\$2,495,000	\$279,500	\$2,774,500		\$2,706,920
Cemetery							
Natural Burial Site	Installation of a communal memorial and developing a meeting area.	2024	130,000	-	130,000	Cemetery Trust \$90,000 Cemetery Reserve \$15,000 Community Services Asset Replacement Reserve Fund \$20,000 Year Over Year Roll Over Reserve \$5,000	130,000
Total Cemetery			\$130,000	-	\$130,000		\$130,000
Tomahawk and Beaver Valley Community Centre (BVCC)							
Tomahawk Equipment Replacement-Greens King IV Replacement	Acquisition of a Greens King IV mower	2025	60,000	25,000	85,000	Community Services Asset Replacement Reserve Fund \$85,000	85,000
BVCC Community Centre Sound System Replacement	Acquisition of a sound system	2026	-	12,500	12,500	Community Services Asset Replacement Reserve Fund \$12,500	12,500
Tomahawk Kubota RTV 500 Replacement	Acquisition of a RTV	2026	-	22,000	22,000	Community Services Asset Replacement Reserve Fund \$22,000	22,000
Total Tomahawk and Beaver Valley Community Centre (BVCC)			\$60,000	\$59,500	\$119,500		\$119,500

2026 CAPITAL PROJECTS FUNDING SOURCES TAXATION

PROJECT NAME	PROJECT DESCRIPTION	INITIAL APPROVED YEAR	PREVIOUSLY APPROVED	APPROVED NEW BUDGET	TOTAL PROJECT COST	FUNDING SOURCE	2026 APPROVED BUDGET
Solid Waste							
Landfill Expansion Phase 2	Landfill mining will be used to expand the landfill cell.	2022	5,120,000	-	5,120,000	Solid Waste Asset Replacement Reserve Fund \$5,120,000	2,491,789
Landfill Twin Scale	Installation of a second vehicle scale adjacent to the existing scale and improvements to the scale house.	2025	28,000	398,000	426,000	Solid Waste Asset Replacement Reserve Fund \$426,000	338,166
Well Installation	New or replacement of monitoring wells	2026	-	15,000	15,000	Solid Waste Asset Replacement Reserve Fund \$15,000	15,000
Total Solid Waste			\$5,148,000	\$413,000	\$5,561,000		\$2,844,955
Blue Mountains Public Library							
Equipment Replacement *	Acquisition and replacement of an updated people counter.	2026	-	17,000	17,000	Taxes \$17,000	17,000
Books and Collection Materials *	Replacement program for the books and collection materials.	2026	-	66,900	66,900	Taxes \$66,900	66,900
Furniture Replacement *	Acquisition of replacement furniture at the circulation area.	2026	60,000	40,000	100,000	Taxes \$100,000	100,000
Total Blue Mountains Public Library			\$60,000	\$123,900	\$183,900		\$183,900
Roads and Drainage							
Road Equipment Replacement- Grader (G4 Replacement)	Acquisition of a grader	2025	500,000	-	500,000	Roads Equipment Asset Replacement Reserve Fund \$500,000	500,000
TBM/Grey Highlands Townline	Grey Highlands is planning work on 800 meters of road on the TBM/Osprey Townline boundary road including intersection improvements. Budget represents the Town's 50% of the capital work.	2024	150,000	-	150,000	Infrastructure and Public Works Reserve Fund \$150,000	150,000
Jozo Weider Trail Connection-Engineering	Engineering to improve the trail connectivity in around the Blue Mountain Village focusing on the pedestrian crossing at Jozo Weider Blvd.	2025	10,000	14,000	24,000	Infrastructure and Public Works Reserve Fund \$24,000	24,000
Jozo Weider Blvd Streetlight Installation	Installation of streetlights on Jozo Weider Blvd.	2025	22,500	-	22,500	Infrastructure and Public Works Reserve Fund \$22,500	22,500
Kandahar Lane / Grey Road 19 Pedestrian Crosswalk Design	Detailed engineering to determine style and location of pedestrian Crosswalk.	2025	5,000	14,000	19,000	Infrastructure and Public Works Reserve Fund \$19,000	19,000
Road Equipment Replacement-Snow Blower	Acquisition of a snow blower.	2026	-	50,000	50,000	Roads Equipment Asset Replacement Reserve Fund \$50,000	50,000
Road Equipment Replacement-Plow (Truck #3-17 Replacement)	Acquisition of a plow truck.	2026	-	550,000	550,000	Roads Equipment Asset Replacement Reserve Fund \$550,000	550,000
Asphalt Replacement Program		2026	-	1,500,000	1,500,000	Ontario Community Infrastructure Fund Grant \$1,500,000	1,500,000
Total Roads and Drainage			\$687,500	\$2,128,000	\$2,815,500		\$2,815,500
Capital Project Management							
Hidden Lake Reconstruction Environmental Assessment (EA)	Hidden Lake reconstruction EA to consider and outline the future road network to address the development access and existing road structure deficiencies.	2016	240,055	25,000	265,055	Camperdown Water \$9,000 Camperdown Sewer \$9,000 Roads Related Service Area Development Charges \$247,055 Water Asset Replacement Reserve Fund \$4,057,749 Infrastructure and Public Works Asset Replacement Reserve Fund \$1,266,422	25,000
Thornbury West Phase 1A and B Reconstruction	Phase 1A has been completed. Phase 1B is a full reconstruction of Elma Street (from Louisa to Alfred), Lorne Street, Park Lane, Louisa Street (from Bruce to Elma) and remaining portion of Alice Street.	2018	18,854,400	-	18,854,400	Wastewater Asset Replacement Reserve Fund \$3,985,477 Roads Related Service Area Development Charges \$4,514,900 Ontario Community Infrastructure Fund (OCIF) Grant \$5,029,852	1,214,771
Substandard Watermain Replacement	Replace sections of watermain deemed substandard due to age or material.	2019	6,185,000	-	6,185,000	Water Asset Replacement Reserve Fund \$2,102,900 Investing in Canada Infrastructure Program (ICIP) Grant \$4,082,100	500,000
Westside Water Storage and Distribution- Camperdown Pump Station	Upgrades to the Camperdown Pump Station including new pumps with Variable Frequency Drive (VFD) and a new standby generator	2019	6,513,119	-	6,513,119	Lora Bay Water Development Charges \$1,563,149 Thornbury West Water Development Charges \$1,563,149 Thornbury East Water Development Chares \$1,498,016 Water Asset Replacement Reserve Fund \$1,888,805	2,500,000
Peel Street North Reconstruction	Reconstruction of Peel Street from Highway 26 north to Georgian Bay including a 2.7 m wide multi-use trail running parallel to the roads.	2020	4,900,000	-	4,900,000	Infrastructure and Public Works Development Charges \$196,000 Parks & Recreation Development Charges \$441,000 Roads Related Service Area Development Charges \$4,263,000	700,000
Eastside Water Storage and Supply EA	Class EA to determine the best water storage and water supply in the general area of Wards Road to Grey Road 21	2021	610,000	400,000	1,010,000	Water Supply Development Charge \$1,010,000	519,778
Bridge, Culvert and Guiderail Program Phase 1	Rehabilitation work on various bridges and large culverts as noted in the Bridge Needs Study.	2022	2,805,000	-	2,805,000	Bridge & Culvert Asset Replacement Reserve Fund \$1,467,750 Housing-Enabling Core Service Stream (HECSS) Grant \$1,337,250	1,800,000
Arrowhead Booster Pumping Station Upgrades	Upgrades to the Arrowhead Booster Pumping Station.	2024	2,396,452	3,500,000	5,896,452	Water Asset Replacement Reserve Fund \$1,694,971 Craigleith Water Development Charges \$4,201,481	3,518,554
Craigleith and Mill Street Sewer Lift Station Upgrades and Forcemain	Upgrades to the Craigleith Main Sewage Lift Station and Mill Street Station. Replacement of water and wastewater infrastructure and installation of an additional sanitary forcemain along Bay Street from Mill Street to Grey Street.	2024	34,791,129	-	34,791,129	Parks & Recreation Development Charges \$1,043,733 Craigleith Sewer Development Charges \$8,349,872 Housing-Enabling Water Systems Fund (HEWSF) Grant \$25,397,524	28,956,151
Thornbury West Road Reconstruction Phase 2- Engineering	Engineering for reconstruction of portions of Arthur Street West, Bay Street West, Bruce Street North, Elma Street North, Harbour Street, Huron Street West, King Street West, Lakeshore Drive, Lansdowne Street North, and Victoria Street North.	2024	6,000,000	-	6,000,000	Infrastructure and Public Works Reserve Fund \$1,000,000 Water Asset Replacement Reserve Fund \$1,000,000 Wastewater Asset Replacement Reserve Fund \$1,000,000 Thornbury West Water Development Charges \$1,000,000 Thornbury West Sewer Development Charges \$1,000,000 Roads Related Service Area Development Charges \$1,000,000	200,000
Lakewood Drive Reconstruction-Engineering and Construction	Replacement of substandard and aging underground infrastructure with road and drainage improvements.	2025	6,460,000	-	6,460,000	Infrastructure and Public Works Development Charges \$2,131,800 Water Asset Replacement Reserve Fund \$2,131,800 Wastewater Asset Replacement Reserve Fund \$2,196,400	3,250,065
Drainage Master Plan Capital Phase 1	Improve water course 32 & 34, and expand floodway to increase conveyance capacity.	2026	-	6,000,000	6,000,000	Road Related service Area Development Charges \$3,000,000 Infrastructure & Public Work Reserve Fund \$3,000,000	1,300,000
Total Capital Project Management			\$89,755,155	\$9,925,000	\$99,680,155		\$44,484,319
Taxation Project Total			\$125,434,728	\$14,611,900	\$140,046,628		\$69,010,617

2026 CAPITAL PROJECTS FUNDING SOURCES - USER FEES

PROJECT NAME	PROJECT DESCRIPTION	INITIAL APPROVED YEAR	PREVIOUSLY APPROVED	APPROVED NEW BUDGET	TOTAL PROJECT COST	FUNDING SOURCE	2026 APPROVED BUDGET
Operations- Water							
Aspen Way Pressure Reducing Valve (PRV) Replacement	Replacement of pressure reducing valves on Aspen Way	2023	300,000	400,000	700,000	Water Asset Replacement Reserve Fund \$700,000	660,188
Water Distribution System: Security System	Acquisition and installation of a security camera	ANNUAL	10,000	-	10,000	Water Asset Replacement Reserve Fund \$10,000	10,000
Water Distribution System: Pressure Transmitter	Pressure transmitters to be added to distribution system	ANNUAL	21,503	-	21,503	Water Asset Replacement Reserve Fund \$21,503	21,503
Water Distribution System: Hydraulic Pump with Power Pack	Replacement of equipment; current equipment not meeting needs.	ANNUAL	25,000	-	25,000	Water Asset Replacement Reserve Fund \$25,000	25,000
Water Distribution System: Chamber Maintenance	Replacement of chambers at end of life.	ANNUAL	165,000	-	165,000	Water Asset Replacement Reserve Fund \$165,000	165,000
Water Distribution System: Air Relief and Check Valve Replacement	Replacement of air relief and check valves.	ANNUAL	22,000	-	22,000	Water Asset Replacement Reserve Fund \$22,000	22,000
Water Distribution System: Water Meter Replacement	Replacement of water meters at end of life.	ANNUAL	40,000	-	40,000	Water Asset Replacement Reserve Fund \$40,000	40,000
Water Distribution System: IT Work for Communication	Acquisition and installation of new servers and switches, PRV modems and pall UPS	ANNUAL	-	110,000	110,000	Water Asset Replacement Reserve Fund \$110,000	110,000
Water Distribution System: Water Ops Centre Facility	Facility retrofit for heating and cooling, expanding office, meeting area, change rooms and washrooms.	ANNUAL	190,000	-	190,000	Water Asset Replacement Reserve Fund \$190,000	175,000
Water Treatment Plant Equipment Program: SCADA	Annual replacement SCADA program for hardware and software.	ANNUAL	45,000	-	45,000	Water Asset Replacement Reserve Fund \$45,000	45,000
Water Treatment Plant Equipment Program: Underflow Pump	Replacement of underflow pump used to pump waste	ANNUAL	55,000	-	55,000	Water Asset Replacement Reserve Fund \$55,000	55,000
Water Treatment Plant Equipment Program: Air Relief and Check Valves	Replacement of air relief and check valves at end of life	ANNUAL	22,000	-	22,000	Water Asset Replacement Reserve Fund \$22,000	22,000
Water Treatment Plant Equipment Program: Pump Investigation	Ambage and flow analysis on pumps	ANNUAL	55,000	-	55,000	Water Asset Replacement Reserve Fund \$55,000	55,000
Water Treatment Plant Upgrades	Engineering and installation of pall membrane, valves and appurtenances associated with the filtration of water, additional membrane, clearwell baffling, chlorination system, high lift and low lift pumps and associated geotechnical works.	2025	4,450,000	-	4,450,000	Water Asset Replacement Reserve Fund \$4,050,000 Water Supply Development Charges \$400,000	800,000
Turbidity Analyzer Replacements	Replacement of five online turbidity analyzers at water plant	2026	-	50,000	50,000	Water Asset Replacement Reserve Fund \$50,000	50,000
Water Treatment Plant Equipment Program: Pump Replacement	Replacement of pumps reaching the end of life	2026	-	100,000	100,000	Water Asset Replacement Reserve Fund \$100,000	100,000
Total Operations- Water			\$5,400,503	\$660,000	\$6,060,503		\$2,355,691

2026 CAPITAL PROJECTS FUNDING SOURCES - USER FEES

PROJECT NAME	PROJECT DESCRIPTION	INITIAL APPROVED YEAR	PREVIOUSLY APPROVED	APPROVED NEW BUDGET	TOTAL PROJECT COST	FUNDING SOURCE	2026 APPROVED BUDGET
Operations- Wastewater							
Flow Meter Installation	Installation of flow meters in various sewage pumping stations; this equipment will monitor the flow coming into the station.	2021	245,000	-	245,000	Wastewater Asset Replacement Reserve Fund \$245,000	234,464
Craigleith Wastewater Treatment Plant Upgrades- Engineering	Engineering for the 7 projects at the Craigleith Wastewater Treatment Plant	2023	1,550,000	-	1,550,000	Wastewater Asset Replacement Reserve Fund \$1,350,000	1,000,000
Margaret Drive Sewer Pumping Station Equipment Replacement	Replacement of check valves, isolation valves, rebuilding the driveway to the station, SCADA communication upgrades and the addition of a variable frequency drives (VFDs) to the pump motors. A new request for a backup generator.	2023	450,000	236,000	686,000	Craigleith Sewer Development Charges \$200,000	460,434
Thornbury Wastewater Treatment Plant Outfall	Construction of the new effluent outfall from the Thornbury Wastewater Treatment Plant along Grey Street and 1.5 km into Georgian Bay, the first 400m offshore to be buried and the remaining 1.1 km to sit on the lake bottom.	2024	16,000,000	-	16,000,000	Wastewater Asset Replacement Reserve Fund \$686,000	12,795,901
Thornbury Wastewater Plant Solar Lagoon Engineering	An engineering investigation on the local grid to initiate a feed-in-tariff project that involves the use of one wastewater lagoon as a floating solar panel farm.	2024	25,000	-	25,000	Sewer Capacity Thornbury Development Charges \$16,000,000	9,736
Collection System Equipment Replacement: SPS Pumps Rebuilds	Sewage pumping station pump rebuild program.	ANNUAL	243,000	-	243,000	Wastewater Asset Replacement Reserve Fund \$25,000	60,035
Collection System Equipment Replacement: GR21 Benching	Benching in manholes on Grey Road 21.	ANNUAL	25,000	-	25,000	Wastewater Asset Replacement Reserve Fund \$250,000	25,000
Collection System Equipment Replacement: Highway 26 Maintenance Holes	Maintenance holes in the ditch along Highway 26 require resurfacing to ensure they are properly sealed.	ANNUAL	60,000	190,000	250,000	Wastewater Asset Replacement Reserve Fund \$170,000	230,000
Collection System Equipment Replacement: Valve Replacement Program	Replacement of isolation valves at Sunset and Shore Acres Sewage Pumping Stations and replacement of duckbill valve on the overflow from Sunset Sewer Pumping Station.	ANNUAL	170,000	-	170,000	Wastewater Asset Replacement Reserve Fund \$83,000	170,000
Collection System Equipment Replacement: Old Syphon Maintenance Hole	Replacement of old syphon maintenance hole with a termination maintenance hole	ANNUAL	83,000	-	83,000	Wastewater Asset Replacement Reserve Fund \$110,000	68,000
Collection System Equipment Replacement: Maintenance Hole Leakage Repair Program	Contract external services for repairing leaking maintenance holes	ANNUAL	55,000	55,000	110,000	Wastewater Asset Replacement Reserve Fund \$55,000	87,660
Collection System Equipment Replacement: Delphi Pumping Station Drainage and Fencing	Add gravel and install a fence at the Delphi Pumping Station	ANNUAL	55,000	-	55,000	Wastewater Asset Replacement Reserve Fund \$55,000	40,000
Wastewater Plant Equipment Replacement Program: Surge Protection	Engineering and installation of low voltage surge protection	ANNUAL	55,000	-	55,000	Wastewater Asset Replacement Reserve Fund \$65,000	55,000
Wastewater Plant Equipment Replacement Program: Electrical Panels Upgrades	Replacement of Inlet 1 electrical panel.	ANNUAL	65,000	-	65,000	Wastewater Asset Replacement Reserve Fund \$110,000	65,000
Wastewater Plant Equipment Replacement Program: CWWTP Valve Replacement	Valve replacement program at the Craigleith Wastewater Treatment Plant	ANNUAL	110,000	-	110,000	Wastewater Asset Replacement Reserve Fund \$66,000	110,000
Wastewater Plant Equipment Replacement Program: CWWTP Concrete Repairs	Various concrete repairs to concrete tanks	ANNUAL	66,000	-	66,000	Wastewater Asset Replacement Reserve Fund \$112,600	66,000
Wastewater Plant Equipment Replacement Program: CWWTP Pump Program	RAS/WAS pump replacement	ANNUAL	112,600	-	112,600	Wastewater Asset Replacement Reserve Fund \$75,000	112,600
Wastewater Plant Equipment Replacement Program: SCADA	Acquisition of a back-up Programmable Logics Controllers (PLC) and programming	ANNUAL	75,000	-	75,000	Wastewater Asset Replacement Reserve Fund \$68,000	25,000
Wastewater Plant Equipment Replacement Program: Pressure Transducers	Installation of pressure transducers at Shore Acres and Summit Green Sewage Pumping Stations. Currently the pumps are controlled by floats.	ANNUAL	68,000	-	68,000	Wastewater Asset Replacement Reserve Fund \$30,000	48,000
Wastewater Plant Equipment Replacement Program: Filter Assessment	Engineering to optimize the sand filter operations at the Craigleith Wastewater Treatment Plant	ANNUAL	30,000	-	30,000	Sewer Capacity Thornbury Development Charge \$1,980,000	10,000
Thornbury Wastewater Treatment Plant Expansion 1B	Engineering for Phase 1B expansion at the Thornbury Wastewater Treatment Plant	2025	2,200,000	-	2,200,000	Wastewater Asset Replacement Reserve Fund \$220,000	1,540,000
Refrigerated Autosampler Replacement	Acquisition of autosamplers to meet the required legislative requirements	2026	-	130,000	130,000	Wastewater Asset Replacement Reserve Fund \$130,000	85,000
Wastewater Plant Equipment Replacement Program: Lab Equipment	Required lab equipment for testing wastewater samples, office furniture and a screen for Thornbury Wastewater Treatment Plant.	2026	-	11,000	11,000	Wastewater Asset Replacement Reserve Fund \$12,000	11,000
Security Camera Installation-Alta Sewage Pumping Station	Acquisition and installation of a security camera at Alta Sewage Pumping Station	2026	-	12,000	12,000		12,000
Thornbury WWTP Headworks Piping	Once the force main is installed from Mill Street Sewage Pumping Station to the plant, the connection will need to be completed within the headworks at the plant. This work is required to facilitate the new forcemain.	2026	-	110,000	110,000	Wastewater Asset Replacement Reserve Fund \$110,000	110,000
Craigleith WWTP Upgrades: Sewage Lift Station at CWWTP	Construction of a new Sewage Lift Station at the Craigleith Wastewater Treatment Plant	2026	-	13,700,000	13,700,000	Castle Glen Sewer Development Charges \$4,247,000	341,000
Craigleith WWTP Upgrades: Septic Receiving Station at CWWTP	Relocating the Septic Receiving Station from Lakeshore Road to the Craigleith Wastewater Treatment Plant.	2026	-	2,800,000	2,800,000	Osler Sewer Development Charges \$137,000	66,000
Craigleith WWTP Upgrades: Aeration Blowers Replacement at CWWTP	Replace the aeration blowers at Craigleith Wastewater Treatment Plant.	2026	-	4,000,000	4,000,000	Craigleith Sewer Development Charges \$9,316,000	99,000
Craigleith WWTP Upgrades: Back-up Generator Replacement	Replace the current undersized generator to provide back-up power for the new lift station and relocated septic receiving station.	2026	-	2,700,000	2,700,000	Wastewater Asset Replacement Reserve Fund \$2,700,000	66,000
Craigleith WWTP Upgrades: Motor Control Centre(MCC) Replacement	Replace the Motor Control Centre at the Craigleith Wastewater Treatment Plant.	2026	-	9,600,000	9,600,000	Wastewater Asset Replacement Reserve Fund \$9,600,000	231,000
Craigleith WWTP Upgrades: New Automatic Screening Units at Inlet Works Building at CWWTP	Installation of a new automatic screening units in the inlet work.	2026	-	7,400,000	7,400,000	Wastewater Asset Replacement Reserve Fund \$7,400,000	176,000
Craigleith WWTP Upgrades: Long Point Rd Road Reconstruction (Highway 26 to CWWTP)	Linear work includes the installation of a gravity sewer between the northern end of Grey 21 to the Craigleith Wastewater Treatment Plant, an upsized to one of the existing forcemains from Craigleith Main Lift Station, replacement of TBM's watermain and installation of watermain for the Town of Collingwood.	2026	-	4,800,000	4,800,000	Osler Sewer Development Charges \$16,000	121,000
Total Operations- Wastewater			\$21,742,600	\$45,744,000	\$67,486,600		\$18,530,831
User Fees Total			\$27,143,103	\$46,404,000	\$73,547,103		\$20,886,521
Grand Total			#VALUE!	\$61,015,900	\$213,593,731		\$89,897,138

* The updated Library capital budget funding has increased by \$88,900 compared to the Draft 3 Budget Book.

2026 CAPITAL FUNDING SOURCE SUMMARY

FUNDING SOURCE	APPROVED FUNDING BUDGET
Taxes/User Fees *	187,650
Grants, Donation and Other	24,612,842
Reserve and Reserve Funds	28,201,025
Development Charges	36,895,621
Grand Total	\$ 89,897,138

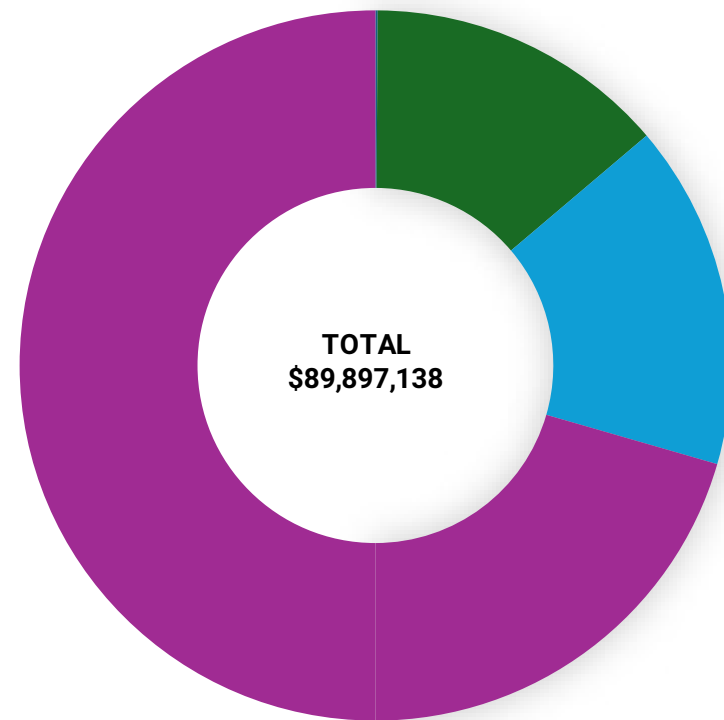
* Library capital budget funding has increased by \$88,900 compared to the Draft 3 Budget Book.

ASSET MANAGEMENT

A fundamental part of the Town's capital planning is Asset Management. The Town's Asset Management responsibilities include maintaining and upgrading essential infrastructure. As Town assets age they require significant investment to ensure safety, reliability and efficiency. Rising costs and the need to meet evolving regulatory standards create significant budget pressures that limit the Town's ability to address all capital needs promptly. Balancing immediate maintenance demands with long-term planning for future infrastructure projects is a key challenge in the budget process, requiring strategic prioritization to ensure sustainable and effective use of resources.

Continued development of the integration between the Town's Asset Management Plan and the capital program highlights the Town's objective of a data-driven approach to optimizing asset lifecycles and informing investment decisions. Advancement of this alignment is critical for maintaining service levels and improving infrastructure adaptation to meet evolving community needs. The integration of asset management data ensures that capital projects are not only prioritized based on necessity but also executed effectively, safeguarding the Town's fiscal responsibility and service reliability.

CAPITAL BY FUNDING SOURCE



■ Taxes/User Fees *

■ Grants, Donation and Other

■ Reserve and Reserve Funds

■ Development Charges

TEN-YEAR CAPITAL PLAN - TAXATION

PROJECT NAME	PROJECTED SPEND TO DATE	APPROVED BUDGET 2026	PROPOSED BUDGET 2027	PROPOSED BUDGET 2028	PROPOSED BUDGET 2029	PROPOSED BUDGET 2030	PROPOSED BUDGET 2031	PROPOSED BUDGET 2032	PROPOSED BUDGET 2033	PROPOSED BUDGET 2034	PROPOSED BUDGET 2035	TOTAL PROJECT BUDGET
Facilities and Fleet												
Ravenna Road Depot Expansion	5,179,618	2,381,382	1,000,000	-	-	-	-	-	-	-	-	8,561,000
Craigleith Fire Hall Expansion	2,773,147	10,000,000	3,064,926	-	-	-	-	-	-	-	-	15,838,073
Emergency Generator	-	550,000	-	-	-	-	-	-	-	-	-	550,000
Annual Facility Capital Works- BVCC Exterior Cladding	-	80,000	-	-	-	-	-	-	-	-	-	80,000
Annual Facility Capital Works- BVCC Windows and Doors	-	100,000	-	-	-	-	-	-	-	-	-	100,000
Annual Facility Capital Works- Wastewater Mechanical Electrical	15,000	30,000	-	-	-	-	-	-	-	-	-	45,000
Annual Facility Capital Works- BVCC HVAC	-	290,000	-	-	-	-	-	-	-	-	-	290,000
Annual Facility Capital Works	-	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,500,000
Total Facilities and Fleet	\$7,967,765	\$13,431,382	\$4,564,926	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$29,964,073
Communications and Economic Development												
Gateway Sign Fabrication and Installation	-	210,000	132,000	180,000	-	-	-	-	-	-	-	522,000
Total Communications and Economic Development	-	\$210,000	\$132,000	\$180,000	-	-	-	-	-	-	-	\$522,000
Information Technology												
Communications Upgrades	376,860	173,140	-	-	-	-	-	-	-	-	-	550,000
Financial Software Replacement	161,982	-	150,000	150,000	788,018	-	-	-	-	-	-	1,250,000
IT Service Modernization	227,498	50,000	122,502	-	-	-	-	-	-	-	-	400,000
Continuous Improvements	-	529,000	494,600	519,300	545,300	572,600	601,200	631,300	662,900	696,000	730,800	5,983,000
Total Information Technology	\$766,340	\$752,140	\$767,102	\$669,300	\$1,333,318	\$572,600	\$601,200	\$631,300	\$662,900	\$696,000	\$730,800	\$8,183,000
Fire Services												
Large Fleet Replacement- Rescue Pumper	-	1,200,000	-	-	-	-	-	-	-	-	-	1,200,000
Annual Fire and Rescue Equipment Replacement- Fire Equipment	-	58,000	42,000	58,700	52,800	75,800	51,000	91,500	64,500	84,200	77,600	656,100
Annual Fire and Rescue Equipment Replacement- SCBA Equipment	-	-	-	10,500	-	185,000	-	-	11,550	-	-	207,050
Annual Fire and Rescue Equipment Replacement- Bunker Gear	-	14,000	8,600	9,500	46,800	-	5,500	46,000	141,600	67,100	67,100	406,200
Annual Fire and Rescue Equipment Replacement- Bunker Gear Extractor and Dryer	-	-	30,000	-	-	-	-	-	-	-	45,000	75,000
Annual Fire and Rescue Equipment Replacement- Defibrillator Replacement	-	-	24,000	-	-	-	-	-	-	-	-	24,000
Annual Fire and Rescue Equipment Replacement- Extrication Air Bag Replacement	-	-	15,000	-	-	-	-	-	-	-	-	15,000
Annual Fire and Rescue Equipment Replacement- Fit Testing Machine	-	25,000	-	-	-	-	-	-	11,550	-	-	36,550
Annual Fire and Rescue Equipment Replacement- Communication Equipment	-	25,000	-	11,900	1,400	285,000	-	6,800	-	15,700	-	345,800
Annual Fire and Rescue Equipment Replacement- Portable Pumps Replacement	-	-	-	25,000	-	-	-	-	-	-	-	25,000
Annual Fire and Rescue Equipment Replacement- Thermal Imaging Cameras	-	10,000	-	22,000	-	-	-	-	-	-	-	32,000
Annual Fire and Rescue Equipment Replacement- ATV and Trailer	-	-	-	-	-	25,000	-	-	-	-	-	25,000
Annual Fire and Rescue Equipment Replacement- Rescue Boat	-	-	-	-	-	75,000	-	-	-	-	-	75,000
Annual Fire and Rescue Equipment Replacement- Portable Scene Lighting	-	-	15,000	-	-	-	-	16,500	-	-	-	31,500
Annual Fire and Rescue Equipment Replacement- Ventilation Equipment	-	-	10,000	10,200	-	-	-	-	-	14,200	-	34,400
Annual Fire and Rescue Equipment Replacement- Portable Generators	-	-	40,000	-	-	-	-	-	-	-	-	40,000
Annual Fire and Rescue Equipment Replacement- Chain Saws	-	-	4,000	-	-	-	-	-	-	-	5,600	9,600
Annual Fire and Rescue Equipment Replacement- Forcible Entry Prop	-	-	15,000	-	-	-	-	-	-	-	-	15,000
Annual Fire and Rescue Equipment Replacement- Water Rescue Suits	-	-	7,000	7,200	7,600	7,800	-	-	-	-	-	29,600
Annual Fire and Rescue Equipment Replacement- RIT Craft	-	-	5,500	6,000	-	-	-	-	-	-	-	11,500
Annual Fire and Rescue Equipment Replacement- Hydraulic Extrication Tools	-	-	25,000	-	-	-	75,000	-	-	-	-	100,000
Annual Fire and Rescue Equipment Replacement- Stabilization Bars	-	-	15,000	-	-	-	-	-	-	-	-	15,000
Annual Fire and Rescue Equipment Replacement- Firefighting Hose and Nozzles	-	-	-	110,000	-	-	-	-	-	-	-	110,000
Large Fleet Replacement- Apparatus Replacement (Tanker 171)	-	-	-	-	1,000,000	-	-	-	-	-	-	1,000,000
Large Fleet Replacement- Apparatus Replacement (Tanker 281)	-	-	-	-	-	-	1,400,000	-	-	-	-	1,400,000
Large Fleet Replacement- Apparatus Replacement (Tanker 271)	-	-	-	-	-	-	-	-	1,100,000	-	-	1,100,000
Large Fleet Replacement- Aerial Apparatus (Aerial 161)	-	-	-	-	-	-	-	-	1,800,000	-	-	1,800,000
Snowmobile and Open Trailer	-	-	-	-	-	-	-	-	-	-	16,000	16,000
Total Fire Services	-	\$1,332,000	\$256,100	\$271,000	\$1,108,600	\$653,600	\$1,531,500	\$160,800	\$3,129,200	\$181,200	\$211,300	\$8,835,300

TEN-YEAR CAPITAL PROJECTS - TAXATION

PROJECT NAME	PROJECTED SPEND TO DATE	APPROVED BUDGET 2026	PROPOSED BUDGET 2027	PROPOSED BUDGET 2028	PROPOSED BUDGET 2029	PROPOSED BUDGET 2030	PROPOSED BUDGET 2031	PROPOSED BUDGET 2032	PROPOSED BUDGET 2033	PROPOSED BUDGET 2034	PROPOSED BUDGET 2035	TOTAL PROJECT BUDGET
Parks and Trails												
130 Kings Street West Pak Development	-	365,000	-	-	-	-	-	-	-	-	-	365,000
Parks Land Surveying and Waterfront Enhancement	34,813	95,187	-	-	-	-	-	-	-	-	-	130,000
TBM / Rotary Kindness at Play (Moreau Park Revitalization)	32,767	1,967,233	-	-	-	-	-	-	-	-	-	2,000,000
Blue Vista / Craighleith Park Development	-	164,000	-	-	-	-	-	-	-	-	-	164,000
Moreau Park Baseball Diamond Lights	-	50,000	-	-	-	-	-	-	-	-	-	50,000
Northwinds Park Swings Replacement	-	22,500	-	-	-	-	-	-	-	-	-	22,500
Northwinds Park Washroom Upgrades	-	15,000	-	-	-	-	-	-	-	-	-	15,000
Parks and Trail Equipment Replacement-Snow Plow Blade	-	13,000	-	-	-	-	-	-	-	-	-	13,000
Parks and Trail Equipment Replacement-Trail Groomer	-	15,000	-	-	-	-	-	-	-	-	-	15,000
Georgian Trail Realignment	-	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
Parks and Trail Equipment Replacement-Sander	-	-	12,500	-	-	-	-	-	-	-	-	12,500
Playground Equipment Replacement- Heritage Park	-	-	350,000	-	-	-	-	-	-	-	-	350,000
Tennis Court Resurfacing-Nipissing	-	-	30,000	-	-	-	-	-	-	-	-	30,000
Total Parks and Trails	\$67,580	\$2,706,920	\$1,392,500	-	-	-	-	-	-	-	-	\$4,167,000
Cemetery												
Natural Burial Site	-	130,000	-	-	-	-	-	-	-	-	-	130,000
Total Cemetery	-	\$130,000	-	-	-	-	-	-	-	-	-	\$130,000
Tomahawk and Beaver Valley Community Centre (BVCC)												
Tomahawk Equipment Replacement-Greens King IV Replacement	-	85,000	-	-	-	-	-	-	-	-	-	85,000
BVCC Ice Surface Dehumidifiers	-	-	-	70,000	-	-	-	-	-	-	-	70,000
BVCC Community Centre Sound System Replacement	-	12,500	-	-	-	-	-	-	-	-	-	12,500
Tomahawk Kubota RTV 500 Replacement	-	22,000	-	-	-	-	-	-	-	-	-	22,000
Tomahawk Artificial Turf Replacement	-	-	40,000	-	-	-	-	-	-	-	-	40,000
Tomahawk Kubota RTV 900 Replacement	-	-	-	40,000	-	-	-	-	-	-	-	40,000
Irrigation Equipment Replacement	-	-	-	-	350,000	-	-	-	-	-	-	350,000
BVCC Chiller and Condenser Replacement	-	-	-	-	-	-	-	130,000	-	-	-	130,000
BVCC Rubberized Flooring Replacement	-	-	-	-	-	-	-	-	-	-	100,000	100,000
Total Tomahawk and Beaver Valley Community Centre (BVCC)	-	\$119,500	\$40,000	\$110,000	\$350,000	-	-	\$130,000	-	-	\$100,000	\$849,500
Solid Waste												
Landfill Expansion Phase 2	136,422	2,491,789	2,491,789	-	-	-	-	-	-	-	-	5,120,000
Landfill Twin Scale	26,526	338,167	61,307	-	-	-	-	-	-	-	-	426,000
Well Installation	-	15,000	-	-	-	-	-	-	-	-	-	15,000
Electric RTV	-	-	-	40,000	-	-	-	-	-	-	-	40,000
Final Cap and Leachate Reduction	-	-	-	-	1,167,500	-	-	-	-	-	-	1,167,500
Waste Compactor	-	-	-	-	-	-	747,000	-	-	-	-	747,000
Wheel Loader	-	-	-	-	-	-	-	-	284,000	-	-	284,000
Total Solid Waste	\$162,948	\$2,844,956	\$2,553,096	\$40,000	\$1,167,500	-	\$747,000	-	\$284,000	-	-	\$7,799,500
Blue Mountains Public Library												
Equipment Replacement *	-	17,000	17,000	40,000	17,000	-	-	-	-	-	-	91,000
Books and Collection Materials *	-	66,900	68,238	69,603	70,995	-	-	-	-	-	-	275,736
Furniture Replacement *	-	100,000	5,000	5,000	5,000	-	-	-	-	-	-	115,000
Total Blue Mountains Public Library	-	\$183,900	\$90,238	\$114,603	\$92,995	-	-	-	-	-	-	\$481,736

TEN-YEAR CAPITAL PROJECTS - TAXATION

PROJECT NAME	PROJECTED SPEND TO DATE	APPROVED BUDGET 2026	PROPOSED BUDGET 2027	PROPOSED BUDGET 2028	PROPOSED BUDGET 2029	PROPOSED BUDGET 2030	PROPOSED BUDGET 2031	PROPOSED BUDGET 2032	PROPOSED BUDGET 2033	PROPOSED BUDGET 2034	PROPOSED BUDGET 2035	TOTAL PROJECT BUDGET
Roads and Drainage												
Road Equipment Replacement- Grader (G4 Replacement)	-	500,000	-	-	-	-	-	-	-	-	-	500,000
Road Surface Treatment and Preservation Program	-	-	700,000	700,000	-	-	735,000	735,000	-	-	772,000	3,642,000
TBM/Grey Highlands Townline	-	150,000	-	-	-	-	-	-	-	-	-	150,000
Jozo Weider Trail Connection-Engineering	-	24,000	-	-	-	-	-	-	-	-	-	24,000
Jozo Weider Blvd Streetlight Installation	-	22,500	-	-	-	-	-	-	-	-	-	22,500
Kandahar Lane / Grey Road 19 Pedestrian Crosswalk Design	-	19,000	-	-	-	-	-	-	-	-	-	19,000
Road Equipment Replacement-Snow Blower	-	50,000	-	-	-	-	-	-	-	-	-	50,000
Road Equipment Replacement-Loader and Snow Blade Replacement	-	-	500,000	-	-	-	-	-	-	-	-	500,000
Road Equipment Replacement- Landscape Truck	-	-	150,000	-	-	-	-	-	-	-	-	150,000
Road Equipment Replacement-Plow (Truck #3-17 Replacement)	-	550,000	-	-	-	-	-	-	-	-	-	550,000
Road Equipment Replacement-Single Axle Plow (Truck 15-19 Replacement)	-	-	550,000	-	-	-	-	-	-	-	-	550,000
Road Equipment Replacement-Backhoe (257-13 Replacement)	-	-	-	300,000	-	-	-	-	-	-	-	300,000
Road Equipment Replacement-Backhoe (662-21 Replacement)	-	-	-	-	-	-	-	-	-	-	350,000	350,000
Winter sidewalk maintenance for Lora Bay -Sidewalk Machines& Staff	-	-	400,000	-	-	-	-	-	-	-	-	400,000
Asphalt Replacement Program	-	1,500,000	1,500,000	1,500,000	1,575,000	1,575,000	1,575,000	1,654,000	1,654,000	1,654,000	1,736,700	15,923,700
Stormwater Management Program	-	-	-	-	250,000	250,000	250,000	262,500	262,500	262,500	275,625	1,813,125
Total Roads and Drainage	-	\$2,815,500	\$3,800,000	\$2,500,000	\$1,825,000	\$1,825,000	\$2,560,000	\$2,651,500	\$1,916,500	\$1,916,500	\$3,134,325	\$24,944,325
Capital Project Management												
Hidden Lake Reconstruction Environmental Assessment (EA)	240,436	25,000	-	-	-	-	-	-	-	-	-	265,436
Thornbury West Phase 1A and B Reconstruction	17,439,629	1,214,771	200,000	-	-	-	-	-	-	-	-	18,854,400
Westside Water Storage and Distribution- Camperdown Pump Station	712,980	2,500,000	1,500,000	1,500,000	300,139	-	-	-	-	-	-	6,513,119
Substandard Watermain Replacement	3,401,596	500,000	2,283,404	-	-	-	-	-	-	-	-	6,185,000
Peel Street North Reconstruction	4,200,000	700,000	-	-	-	-	-	-	-	-	-	4,900,000
Mountain Road Booster Pumping Station Relocation	9,980	-	990,020	-	-	-	-	-	-	-	-	1,000,000
Eastside Water Storage and Supply EA	490,222	519,778	-	-	-	-	-	-	-	-	-	1,010,000
Grey Road 19 and 21 Sewer Crossing	6,117	-	-	568,883	-	-	-	-	-	-	-	575,000
Craigleith and Mill Street Sewer Lift Station Upgrades and Forcemain	725,069	28,956,151	5,115,835	-	-	-	-	-	-	-	-	34,797,055
Thornbury West Road Reconstruction Phase 2- Engineering	-	200,000	500,000	800,000	1,500,000	1,000,000	1,000,000	1,000,000	-	-	-	6,000,000
Arrowhead Booster Pumping Station Upgrades	304,497	3,518,554	2,073,401	-	-	-	-	-	-	-	-	5,896,452
Arrowhead Road Reconstruction-Preliminary Engineering	-	-	-	-	160,000	100,000	100,000	-	-	-	-	360,000
Lakewood Drive Reconstruction-Engineering and Construction	77,935	3,250,065	3,132,000	-	-	-	-	-	-	-	-	6,460,000
Bridge, Culvert and Guiderail Program Phase 1	131,824	1,800,000	523,787	349,389	-	-	-	-	-	-	-	2,805,000
Drainage Master Plan Capital Phase 1	-	1,300,000	1,700,000	1,500,000	1,500,000	-	-	-	-	-	-	6,000,000
East End New Water Treatment Plant and At-Grade Reservoir-Engineering	-	-	200,000	200,000	200,000	-	-	-	-	-	-	600,000
Clarksburg Water and Sewer Servicing and New Sewer Pump Station	-	-	5,000,000	5,000,000	5,000,000	5,000,000	13,333,400	13,333,400	13,333,300	13,333,300	13,333,300	86,666,700
Little Beaver Siphon Upgrade	-	-	66,700	66,700	66,700	399,900	400,000	-	-	-	-	1,000,000
New 285L/s BPS-Eastside & Decommission Arrowhead Booster Pumping Station	-	-	200,000	200,000	200,000	800,000	800,000	800,000	-	-	-	3,000,000
Twin Watermain Projects-Happy Valley to East of PZ4	-	-	166,700	166,700	166,700	666,600	666,600	666,700	-	-	-	2,500,000
Arrowhead Road Reconstruction-Engineering & Construction	-	-	-	-	-	-	3,000,000	3,000,000	3,000,000	2,200,000	-	11,200,000
East End New Water Treatment Plant & At-Grade Reservoir- Construction	-	-	-	-	-	800,000	800,000	800,000	-	-	-	2,400,000
Twin Watermain Projects- New WTP to Happy Valley Reservoir	-	-	666,700	666,700	666,700	2,666,600	2,666,600	2,666,700	-	-	-	10,000,000
Tyrolean Village Water & Sewer Servicing	-	-	-	466,700	466,700	466,700	2,799,900	2,800,000	-	-	-	7,000,000
Drainage Master Plan Capital Works Phase 2	-	-	-	-	1,000,000	1,000,000	4,000,000	4,000,000	-	-	-	10,000,000
Thornbury King's Highway 26- Connecting Link	-	-	-	-	2,000,000	2,000,000	2,000,000	8,000,000	8,000,000	8,000,000	-	30,000,000
Thornbury West Phase 3	-	-	-	-	133,300	133,300	133,300	533,400	533,300	533,300	-	2,000,000
Bridge, Culvert and Guiderail Program Phase 2	-	-	-	-	-	500,000	500,000	2,000,000	2,000,000	-	-	5,000,000
Timmons Easement	-	-	-	-	-	133,300	133,300	133,400	800,100	800,000	-	2,000,100
Twin Watermain from 10th Line BPS to Lora Bay Drive	-	-	-	-	-	266,700	266,700	266,700	1,066,600	1,066,600	1,066,700	4,000,000
Drainage Master Plan Capital Work Phase 3	-	-	-	-	-	-	-	1,000,000	1,000,000	4,000,000	4,000,000	10,000,000
Thornbury West Phase 4	-	-	-	-	-	-	-	2,000,000	2,000,000	2,000,000	8,000,000	14,000,000
Alta Sewer Pump Station Upgrades	-	-	-	-	-	-	-	-	66,700	66,700	66,700	200,100
Bridge, Culvert and Guiderail Program Phase 3	-	-	-	-	-	-	-	-	-	-	500,000	500,000
Clarks Street -Engineering & Construction	-	-	-	-	-	-	-	-	-	-	1,000,000	1,000,000
Jozo Weider Blvd	-	-	-	-	-	-	-	-	-	-	1,500,000	1,500,000
Old Lakeshore Road Reconstruction	-	-	-	-	-	-	-	-	-	-	1,000,000	1,000,000
Total Capital Project Management	\$27,740,284	\$44,484,319	\$24,318,547	\$11,485,072	\$13,360,239	\$15,933,100	\$32,599,800	\$43,000,300	\$31,800,100	\$31,999,900	\$30,466,700	\$307,188,362
Taxation Project Total												
	\$36,704,917	\$69,010,617	\$37,914,509	\$15,869,975	\$19,737,652	\$19,484,300	\$38,539,500	\$47,073,900	\$38,292,700	\$35,293,600	\$35,143,125	\$393,064,796

TEN-YEAR CAPITAL PROJECTS - USER FEES

PROJECT NAME	PROJECTED SPEND TO DATE	APPROVED BUDGET 2026	PROPOSED BUDGET 2027	PROPOSED BUDGET 2028	PROPOSED BUDGET 2029	PROPOSED BUDGET 2030	PROPOSED BUDGET 2031	PROPOSED BUDGET 2032	PROPOSED BUDGET 2033	PROPOSED BUDGET 2034	PROPOSED BUDGET 2035	TOTAL PROJECT BUDGET
Operations- Water												
Aspen Way Pressure Reducing Valve (PRV) Replacement	39,812	660,188	-	-	-	-	-	-	-	-	-	700,000
Water Distribution System: Security System	-	10,000	-	-	-	-	-	-	-	-	-	10,000
Water Distribution System: Pressure Transmitter	-	21,503	-	-	-	-	-	-	-	-	-	21,503
Water Distribution System: Hydraulic Pump with Power Pack	-	25,000	-	-	-	-	-	-	-	-	-	25,000
Water Distribution System: Chamber Maintenance	-	165,000	-	-	-	-	-	-	-	-	-	165,000
Water Distribution System: Air Relief and Check Valve Replacement	-	22,000	-	-	-	-	-	-	-	-	-	-
Water Distribution System: Water Meter Replacement	-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Water Distribution System: IT Work for Communication	-	110,000	-	-	-	-	-	-	-	-	-	110,000
Water Distribution System: Water Ops Centre Facility	15,000	175,000	-	-	-	-	-	-	-	-	-	190,000
Water Treatment Plant Equipment Replacement Program: Pipe Insulation	-	-	100,000	-	-	-	-	-	-	-	-	100,000
Water Treatment Plant Equipment Program: SCADA	-	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	450,000
Water Treatment Plant Equipment Program: Underflow Pump	-	55,000	-	-	-	-	-	-	-	-	-	55,000
Water Treatment Plant Equipment Program: Air Relief and Check Valves	-	22,000	-	-	-	-	-	-	-	-	-	22,000
Water Treatment Plant Equipment Program: Pump Investigation	-	55,000	-	-	-	-	-	-	-	-	-	55,000
Water Treatment Plant Upgrades	-	800,000	3,650,000	-	-	-	-	-	-	-	-	4,450,000
Turbidity Analyzer Replacements	-	50,000	-	-	-	-	-	-	-	-	-	50,000
Water Treatment Plant Equipment Program: Pump Replacement	-	100,000	-	-	-	-	-	-	-	-	-	100,000
Total Water	\$54,812	\$2,355,691	\$3,835,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$6,903,503
Operations- Wastewater												
Flow Meter Installation	10,536	234,464	-	-	-	-	-	-	-	-	-	245,000.00
Craigleith Wastewater Treatment Plant Upgrades- Engineering	100,000	1,000,000	450,000	-	-	-	-	-	-	-	-	1,550,000.00
Margaret Drive SPS Equipment Replacement	225,566	460,434	-	-	-	-	-	-	-	-	-	686,000.00
Thornbury Wastewater Treatment Plant Outfall	5,124	12,795,901	3,198,975	-	-	-	-	-	-	-	-	16,000,000.00
Thornbury Wastewater Plant Solar Lagoon Engineering	15,264	9,736	-	-	-	-	-	-	-	-	-	25,000.00
Collection System Equipment Replacement: SPS Pumps Rebuilds	122,930	60,035	60,035	-	-	-	-	-	-	-	-	243,000.00
Collection System Equipment Replacement: GR21 Benching	-	25,000	-	-	-	-	-	-	-	-	-	25,000.00
Collection System Equipment Replacement: Highway 26 Maintenance Holes	20,000	230,000	-	-	-	-	-	-	-	-	-	250,000.00
Collection System Equipment Replacement: Valve Replacement Program	-	170,000	-	-	-	-	-	-	-	-	-	170,000.00
Collection System Equipment Replacement: Old Syphon Maintenance Hole	15,000	68,000	-	-	-	-	-	-	-	-	-	83,000.00
Collection System Equipment Replacement: Maintenance Hole Leakage Repair Program	22,340	87,660	-	-	-	-	-	-	-	-	-	110,000.00
Collection System Equipment Replacement: Delphi Pumping Station Drainage and Fencing	15,000	40,000	-	-	-	-	-	-	-	-	-	55,000.00
Wastewater Plant Equipment Replacement Program: Surge Protection	-	55,000	-	-	-	-	-	-	-	-	-	55,000.00
Wastewater Plant Equipment Replacement Program: Electrical Panels Upgrades	-	65,000	-	-	-	-	-	-	-	-	-	65,000.00
Wastewater Plant Equipment Replacement Program: CWWTP Valve Replacement	-	110,000	-	-	-	-	-	-	-	-	-	110,000.00
Wastewater Plant Equipment Replacement Program: CWWTP Concrete Repairs	-	66,000	-	-	-	-	-	-	-	-	-	66,000.00
Wastewater Plant Equipment Replacement Program: CWWTP Pump Program	-	112,600	-	-	-	-	-	-	-	-	-	112,600.00
Wastewater Plant Equipment Replacement Program: SCADA	50,000	25,000	-	-	-	-	-	-	-	-	-	75,000.00
Wastewater Plant Equipment Replacement Program: Pressure Transducers	20,000	48,000	-	-	-	-	-	-	-	-	-	68,000.00
Wastewater Plant Equipment Replacement Program: Filter Assessment	20,000	10,000	-	-	-	-	-	-	-	-	-	30,000.00
Thornbury Wastewater Treatment Plant Expansion 1B	-	1,540,000	660,000	-	-	-	-	-	-	-	-	2,200,000.00
Refrigerated Autosampler Replacement	-	85,000	45,000	-	-	-	-	-	-	-	-	130,000.00
Security Camera Installation-Alta Sewage Pumping Station	-	12,000	-	-	-	-	-	-	-	-	-	12,000.00
Wastewater Plant Equipment Replacement Program: Lab Equipment	-	11,000	-	-	-	-	-	-	-	-	-	11,000.00
Thornbury WWTP Headworks Piping	-	110,000	-	-	-	-	-	-	-	-	-	110,000.00
Craigleith WWTP Upgrades: Sewage Lift Station at CWWTP	-	341,000	3,410,000	9,300,000	649,000	-	-	-	-	-	-	13,700,000.00
Craigleith WWTP Upgrades: Septic Receiving Station at CWWTP	-	66,000	660,000	1,800,000	274,000	-	-	-	-	-	-	2,800,000.00
Craigleith WWTP Upgrades: Aeration Blowers Replacement at CWWTP	-	99,000	990,000	2,700,000	211,000	-	-	-	-	-	-	4,000,000.00
Craigleith WWTP Upgrades: Back-up Generator Replacement	-	66,000	660,000	1,800,000	174,000	-	-	-	-	-	-	2,700,000.00
Craigleith WWTP Upgrades: Motor Control Centre(MCC) Replacement	-	231,000	2,310,000	6,300,000	759,000	-	-	-	-	-	-	9,600,000.00
Craigleith WWTP Upgrades: New Automatic Screening Units at Inlet Works Building at CWWTP	-	176,000	1,760,000	4,800,000	664,000	-	-	-	-	-	-	7,400,000.00
Craigleith WWTP Upgrades: Long Point Rd Road Reconstruction (Highway 26 to CWWTP)	-	121,000	1,210,000	3,300,000	169,000	-	-	-	-	-	-	4,800,000.00
Total Wastewater	\$641,760	\$18,530,830	\$15,414,010	\$30,000,000	\$2,900,000	-	-	-	-	-	-	\$67,486,600
User Fees Total	\$696,572	\$20,886,521	\$19,249,010	\$30,085,000	\$2,985,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$74,390,103
Grand Total	\$37,401,489	\$89,897,138	\$57,163,519	\$45,954,975	\$22,722,652	\$19,569,300	\$38,624,500	\$47,158,900	\$38,377,700	\$35,378,600	\$35,228,125	\$467,454,899
* The updated 2026 Library capital budget has increased by \$88,900 compared to the Draft 3 Budget Book.												

17 Reserves and Reserve Funds

166 Reserves and Reserve Funds

Overview

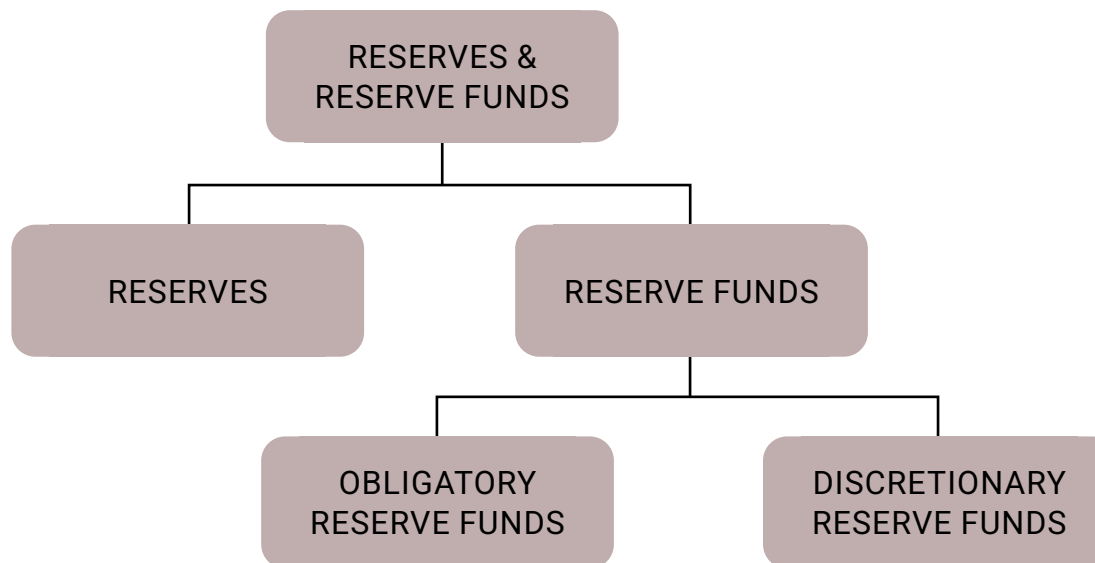
Reserves are critical financial tools that help the Town plan for future needs, manage risks and maintain financial stability.

Reserves and Reserve Funds



OVERVIEW

Reserves and Reserve Funds are established by Council to assist with long-term financial stability and financial planning. They are a critical component of the Town's financial plan. By maintaining reserves and reserve funds, the Town can accumulate funds for future or contingent liabilities – a key component of prudent long-term financial planning practices. They help absorb unexpected changes in revenues and expenditures, support one-time expenditure needs and reduce tax fluctuations caused by economic cycles.



Reserves are allocated at Council's discretion, often within a strategic funding framework for programs or projects. Reserves are drawn from accumulated net revenues and are not linked to any specific asset. They help mitigate fluctuations in operating costs and revenues but do not earn interest. Current examples include the Reserve for winter control, Town working capital and the Reserve for general insurance.

At the end of 2024 the total Reserves balance was \$7.1 million and is projected to be \$6.8 million at the end of 2025.

Reserve Funds are segregated and restricted for specific purposes. These funds are created either by municipal by-laws or as required by provincial/federal legislation. Unlike reserves, reserve funds earn interest, which is allocated directly to the respective fund. Reserve Funds are further categorized as:

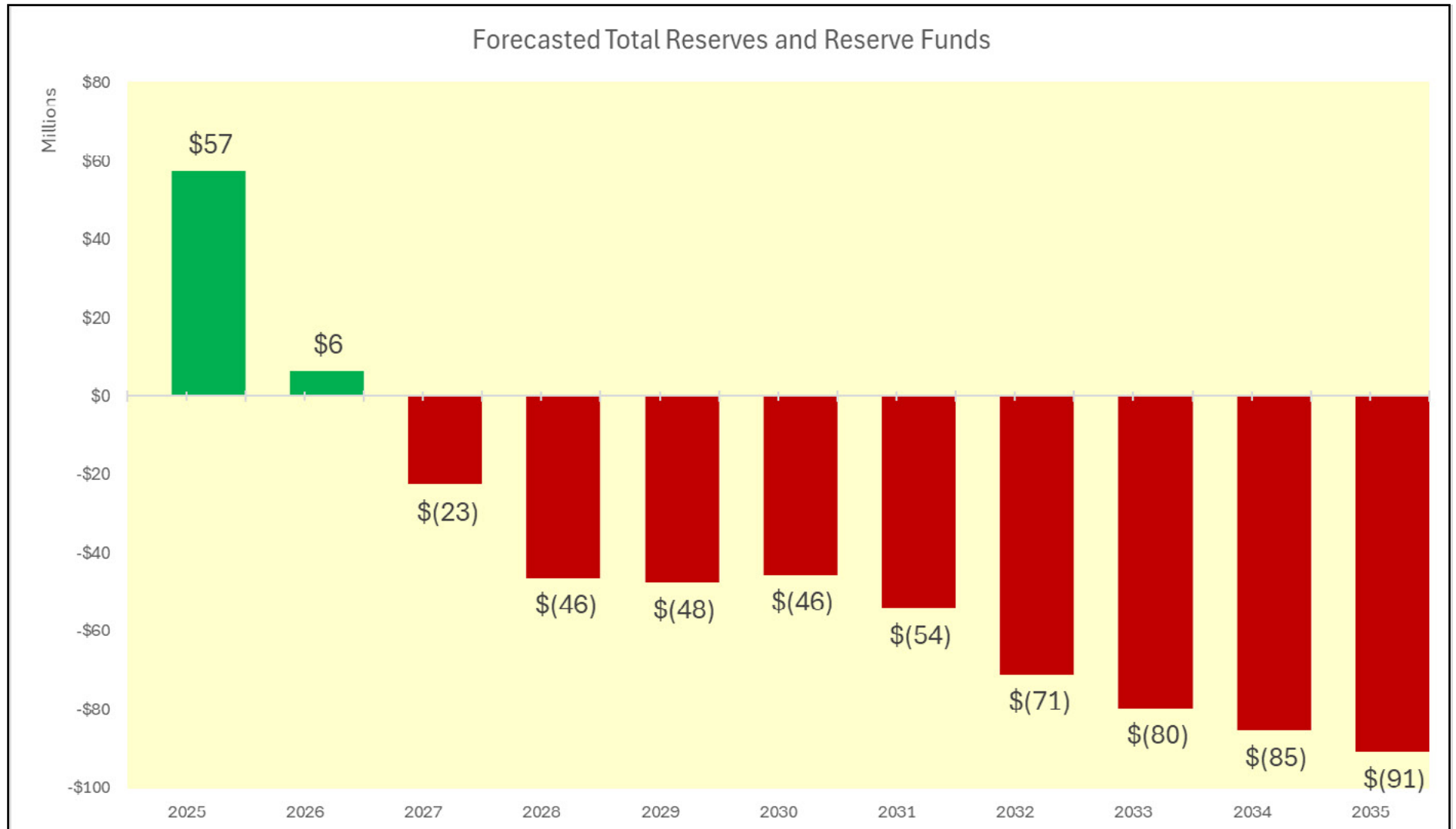
Obligatory Reserve Funds are established based on federal/provincial statutes for specific revenue purposes. These reserves can only be used as explicitly prescribed. Examples include development charges and the Canada Community Building Fund (formerly the Federal Gas Tax).

At the end of 2024 the total Obligatory Reserve Funds balance was \$29.2 million and is projected to end 2025 at \$26.8 million.

Discretionary Reserve Funds are formed under Council's direction to finance future expenditures that the Town is authorized to commit, or to cover specific contingent liabilities. These funds support long-term programs, such as Asset Management.

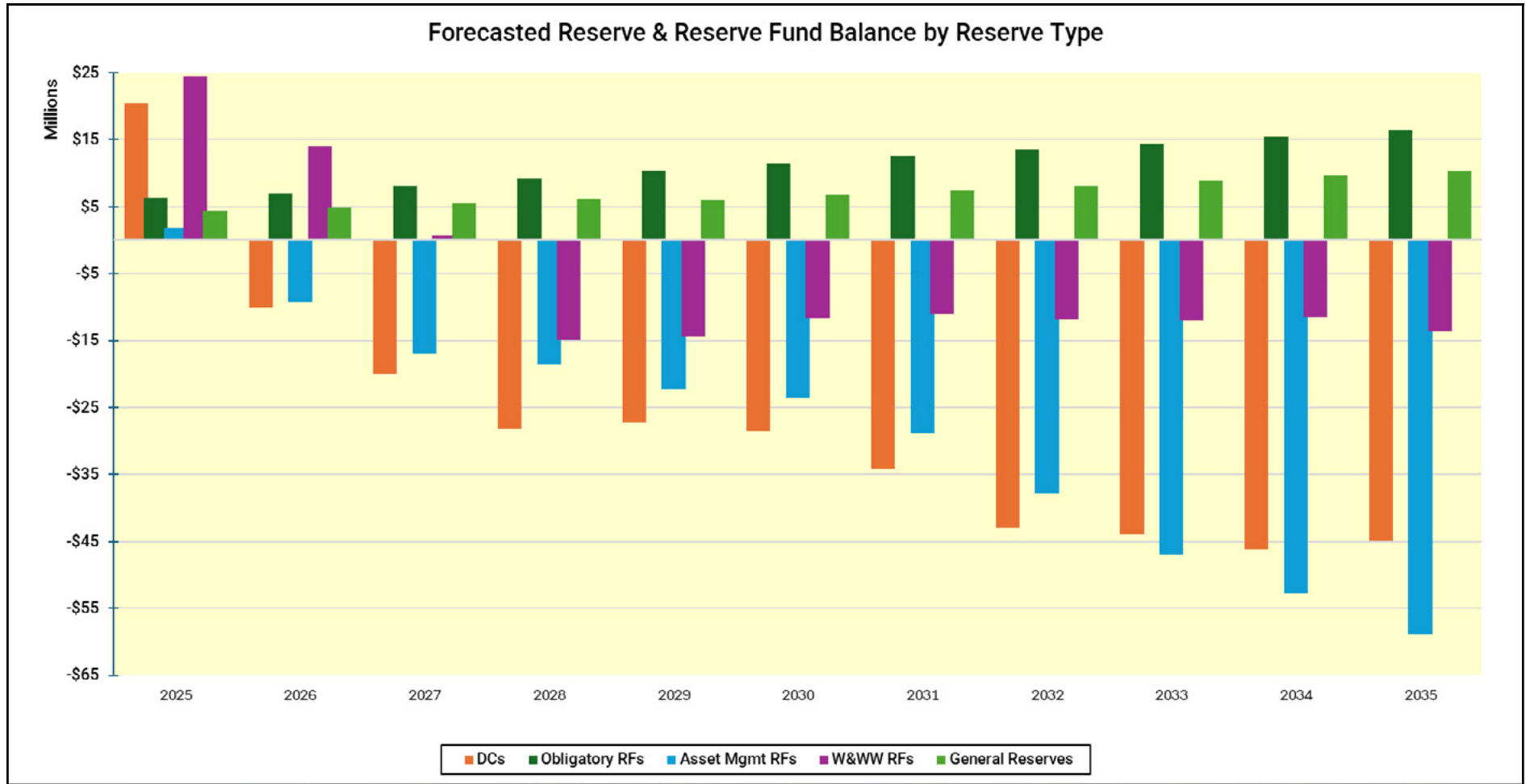
At the end of 2024 the total Discretionary Reserve Funds balance was \$36.0 million and is projected to end 2025 at \$24.3 million. The Asset Management Reserves balances are estimated to be \$1.8 million at the end of 2025 (excluding any additional asset management transfers) and the Water/Wastewater Reserves are estimated to be \$24.5 million at the end of 2025.

The graph below provides a projection of total reserves and reserve funds based on the information available today. This detail will be further refined and extended as Town staff continue to introduce longer-term financial planning for the municipality. As displayed in the graph, much pressure is placed on these funds when higher service demands and capital needs are required, noting that based on the proposed capital program, Town staff see the balances decreasing significantly over the 10-year period.





The second illustration offers additional detail, distinguishing between the types of reserves and reserve funds available to the Town.



The table below provides a summary of contributions to and draws from reserves (presented in '000's).

FUNDING SOURCE	PROJECTED 2025 ENDING	2026 IN	2026 OUT	2026 ENDING	2027 IN	2027 OUT	2027 ENDING	2028 IN	2028 OUT	2028 ENDING	2029 IN	2029 OUT	2029 ENDING	2030 IN	2030 OUT	2030 ENDING
DCs	20,488,952	6349089.171	(37,021,622)	(10,183,581)	6,476,071	(16,314,646)	(20,022,156)	6,476,071	(14,583,760)	(28,129,845)	6,476,071	(5,560,778)	(27,214,552)	6,476,071	(7,755,347)	(28,493,827)
Obligatory RFs	6,330,392	2671588.65	(2,024,850)	6,977,131	2,671,589	(1,528,988)	8,119,732	2,671,589	(1,520,800)	9,270,521	2,671,589	(1,596,800)	10,345,309	2,671,589	(1,597,900)	11,418,998
Asset Mgmt RFs	1,821,092	2568614.83	(13,663,543)	(9,273,836)	2,568,615	(10,196,095)	(16,901,315)	2,568,615	(4,302,444)	(18,635,145)	2,568,615	(6,213,066)	(22,279,596)	2,568,615	(3,872,700)	(23,583,681)
W&WW RFs	24,476,812	3934144.74	(14,409,095)	14,001,861	3,934,145	(17,212,262)	723,743	3,934,145	(19,638,656)	(14,980,767)	3,934,145	(3,360,412)	(14,407,035)	3,934,145	(1,231,170)	(11,704,060)
General Reserves	4,297,285	755891.38	(150,537)	4,902,640	755,891	(188,788)	5,469,743	755,891	(181,200)	6,044,435	755,891	(820,818)	5,979,508	755,891	(34,400)	6,700,999
Total	\$ 57,414,533	\$ 16,279,329	\$ (67,269,647)	\$ 6,424,215	\$ 16,406,311	\$ (45,440,778)	\$ (22,610,253)	\$ 16,406,311	\$ (40,226,860)	\$ (46,430,802)	\$ 16,406,311	\$ (17,551,874)	\$ (47,576,365)	\$ 16,406,311	\$ (14,491,517)	\$ (45,661,571)

* General Reserves includes funds that are managed by the Library Board.

The Town's reserves and reserve funds are critical to maintaining financial stability and ensuring that future capital and operating needs can be met. However, as highlighted through the projections, reserve balances are on a downward trend, with total balances declining from \$82.4 million in 2021 to a projected \$57.4 million in 2025 and an even further degradation into 2026 of \$6.7 million. This erosion of reserves places increased pressure on the municipality's ability to fund infrastructure renewal, respond to unforeseen costs and maintain stable taxation and user rates.

A key concern is the underfunding of the Asset Management Reserves, which are projected at only \$1.8 million by the end of 2025 (excluding the recommended additional Asset Reserve Transfer of \$345K). This is not sufficient when measured against the Town's growing infrastructure renewal needs. By deferring investment, the Town is compounding the problem. Projects that could be addressed today at a lower cost through preventative maintenance and timely renewal will, if delayed, become more expensive and more disruptive in the future. This cycle results in higher long-term costs, increased financial risk, and reduced flexibility to meet service level expectations.

The impact of these funding gaps extends beyond financial risk. Without adequate reserves, the Town may face difficult decisions such as significant tax or user rate increases, increased reliance on debt, or reductions in service levels. In addition, insufficient funding creates a structural imbalance where the municipality's assets continue to age and deteriorate faster than financial capacity is being built to replace or renew them. This contributes to the infrastructure deficit and places an increasing burden on future Councils and residents.

It is also important to note that Ontario Regulation 588/17 requires municipalities to assess and identify long-term funding shortfalls through asset management planning. The Town's updated Asset Management Plan, expected at the end of 2025 and to be considered concurrently with the 2026 Budget process, will provide a clearer picture of the funding gap and the level of investment required to sustain municipal services. Current reserve balances will likely be identified as insufficient, underscoring the need for a more sustainable and disciplined approach to long-term reserve contributions.

While debt is not included in these reserve balances, it remains an important financial tool to support major capital projects. The Town's current Annual Repayment Limit allows for up to nearly \$110 million in debt capacity. However, prudent management requires that this capacity be used carefully, with a clear focus on prioritizing essential projects and ensuring repayment obligations remain affordable to taxpayers and utility ratepayers. A balance must be maintained between drawing on reserves, leveraging debt where required and aligning capital investment with long-term affordability.

It is important to note that these asset management challenges are not unique to the Town of The Blue Mountains. Municipalities across Ontario are facing similar pressures, as infrastructure renewal costs continue to outpace available funding. Underfunded reserves, aging infrastructure and the growing gap between lifecycle needs and financial capacity are consistent themes identified across the province.

The Association of Municipalities of Ontario (AMO) has estimated that Ontario municipalities face an annual infrastructure funding gap of approximately \$6 billion, a figure that highlights the scale of the challenge. Similarly, the Ontario Auditor General has raised concerns in past reports about the sustainability of municipal infrastructure planning and the risks associated with deferring capital investment. The Town's experience reflects this broader municipal trend, underscoring the importance of long-term planning and sustainable funding strategies to ensure critical infrastructure can be maintained.