



# 2017 Approved Budget

Town of The Blue Mountains



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## 2017 Budget Descriptive Index

### Change in Taxation

- This introductory schedule illustrates the 2017 Budget and its impact over the prior year's tax levy, based on proposed changes to the Town's expenses and revenue for 2017.
- Change in Taxation by Assessment illustrates the possible tax dollar amount by assessed value over a range of assessments based on the 2017 Budget.
- 2017 Budget – Expanded Tax Budget Summary outlines the changes in expenses and revenues by type and shows the calculation for the amount to be collected through taxation in 2017
- The 2016 Property Taxes Chart illustrates the average amount of taxes paid for a detached bungalow across multiple regions that are comparable to The Blue Mountains.

### Financial Position of the Town and Background Schedules

- This section contains a number of indicators of the Town's financial health and data regarding the Town's reserves and debt schedules.
- Net Financial Position per Capita illustrates the short-term financial health of the Town compared to other municipalities, based on households.
- Debt to Reserve Ratio shows a picture of the Town's longer term financial health compared to other municipalities.
- Debt schedules are based on Approved Budgets.
- Reserve and Reserve Fund forecasts are based on Approved Budgets.
- The 2017 Change in Salaries compares the Town's proposed Cost of Living increase to other municipalities draft budgets in the surrounding area.
- The Town's Organizational Chart outlines the organizational structure of the Town as well as the number of approved FTE (full-time equivalent) positions in each Department.
- The Town's Full-Time Headcount compares approved, full time positions for each Department from 2005 to 2017.
- The 2017-2019 Capital Program summary shows capital projects for the next three years with all funding sources.



- The Five Year Capital Plan illustrates capital projects for the next five years by primary funding source.

## Department Budget Summaries

- Provides an overview of each Department, along with current Strategic Plan Action Items and the applicable Fees and Charges. Strategic Action Items are listed along with a description of the progress that is being made on each item. Action Items are labelled with the following progress markers:



Complete  
This item has been completed.



Moving forward  
This item is on pace and progressing well.



Delayed  
This item has been delayed.

- Provides operating budget information by division. This data is best used in conjunction with Staff budget presentations.
- Operating Budget Summaries provide an overview of the 2017 Operating Budget by division.
- Capital Project Sheets have been included for major projects over \$100,000 that are scheduled for 2017, as well as some major upcoming projects and are listed behind the applicable Operating Fund Sheet.

## User Fees

- Reserve and Reserve Fund forecasts are based on Approved Budgets.

## Additions to the Base Budget

- These are approved additional budget items that Council approved as a deliverable in the upcoming fiscal year. The Additions include a Summary Cover Sheet followed by more detailed descriptions.

## Executive Summary

### 2017 Budget – Property Tax

The 2017 Budget provides for the same service level and the same services delivered at a 0.17% increase over 2016. With the Additions to the Base Budget added in, the Town Tax Levy Rate is now a 3.19% increase over 2016. The blended tax rate, which combines Town, County and Education tax rates, is 2.00%. The chart below illustrates the main pressure areas in estimating the 2017 Budget.

The 2017 Budget is based on Staff's best estimate of 2017 expenses.

Budget Area	Amount of Change (\$)
<b>Change in Expenses</b>	
Cost of Living Allowance (1.7%) and Benefits	\$240,875
Increase in Leachate Management	\$178,870
Decrease in Solid Waste Collection Contract	(\$103,080)
Decrease in Capital funded by Taxation	(\$265,774)
Change in Operating Expenses	\$372,707
<b>Change in Revenue</b>	
Increase in Ontario Municipal Partnership Fund Grant	(\$8,200)
Increase in other Revenue Sources	(\$4,227)
Increase in Operating Funding from Reserves	(\$174,300)
<b>2017 Increase in Cost of Services</b>	
Additional Assessment	(\$212,990)
<b>2017 Budget Change</b>	<b>\$23,881</b>
<b>Additions to the Budget</b>	<b>\$426,595</b>
<b>Total 2017 Budget Change</b>	<b>\$450,476</b>

A 1% change on the total Town levy is equivalent to \$141,050.

Additional Assessment represents new households and does not include changes in existing household assessment.

Since 2005, households in the Town of The Blue Mountains have increased by 39%, from 5,327 to 7,416 (based on MPAC data). This is reflected in the Town's staffing levels, which have increased by the same percentage since 2005 going from 72 FTEs to 99 FTEs.

### 2017 Budget – Water and Wastewater Rates

The water and wastewater rates are a combination of a Fixed Charge and a Consumption Charge based on actual consumption.

The 2017 Water and Wastewater Budgets do not include any increases in the Fixed Charge or the Consumption Charge over the current 2016 rates.

The Infrastructure Renewal Fee for Water and Wastewater remains constant for 2017 as the Town continues to make increased contributions to the Water and Wastewater Asset Replacement Reserves.

## 2017 Budget Timeline

Developing an Annual Budget involves multiple months of planning and coordination among Staff, Council, and stakeholders. Staff received input from members of Council during the Committee of the Whole Meeting in June. After this, the preparation of the three-year Operating and Capital Budget commences. The Budget Team holds numerous meetings with Department Heads and Service Area Managers to compare actual expenditures to the budgeted expenditures, and modifications are made based on best estimates for the following budget year.

Operational budgets reflect the financial estimate for the services the Town provides and the levels to which those services will be provided, and are driven by the works plans of each division, the Town's Strategic Plan, as well as various Master Plans and studies completed for specific programs, services, or projects. The 2017 Budget is staff's best estimate of 2017 costs and revenues based on current knowledge.

Once the 2017 Draft Budget is released by Staff, the Town holds a series of Committee of the Whole Meetings, where the Proposed Budget is reviewed by Council, and a Public Information Session and Public Meeting is held to gain input from the public.

June 27, 2016	"2017 Budget Pre-consultation" Staff Report is sent to Council for input into the 2017 Budget process
July 4, 2016	Budget team distributes 2016 - 2020 Capital and 2016-2018 Operating Data to Senior Management and Area Managers for review and input
September 9, 2016	All revisions and comments are due to Budget Team
October 4-11, 2016	Revised Capital and Operating Budgets are reviewed by Department Heads and Area Managers with the Budget Team
October 19, 2016	Proposed Budget is distributed to Senior Management
October 25-28, 2016	CAO, Director of Finance and IT Services and Budget Team reviews departmental budgets with Department Heads
November 7, 2016	Revised copy of Proposed Budget distributed to Area Managers for Review
November 15, 2016	Senior Management Team Review of Draft Budget
November 18, 2016	All revisions and comments are due back to the Budget Team
November 28, 2016	2016 Proposed Budget distributed to Council, Committee, Senior Management Team, and the Public
December 12-14, 2016	Budget Meetings – Committee of the Whole Review
January 2017	Draft Budget is released
January 23, 2017	Public Information Centre and Public Meeting is held for the 2017 Draft Budget
January 30, 2017	Staff will bring a Staff Report to Council, outlining the Public's comments from the Public Meeting
February 13, 2017	Council Approves the 2017 Budget

## Community Profile



### Location, Location, Location

The Town of The Blue Mountains is a lower tier municipal corporation that commenced operations on January 1, 1998 and forms part of Grey County. It is comprised of the former Township of Collingwood and the former Town of Thornbury, which includes small hamlets such as the communities of Craigeleith, Clarksburg, Heathcote, Redwing, Duncan, Little Germany, Ravenna, Victoria Corners, Loree, Kolapore, Banks, Gibraltar, Castle Glen, Swiss Meadows and Camperdown.

Located just two hours from the GTA, the Town of The Blue Mountains is located on the south shore of Nottawasaga Bay, between Collingwood and Owen Sound, extending south from the Bay over rolling hills and verdant farmland. The Blue Mountains is bisected by the Niagara Escarpment, one of several significant geological features in the area, including the Beaver Valley and a Town wide shoreline offering several public access parks and beaches. The Town contains the highest hills in Ontario and the area also contains a mix of small centres, rural areas and features an excellent, full-service harbour in Thornbury. Its location and exceptional features have made the community popular for permanent and seasonal residents and numerous visitors to the area. It has been provincially designated as a four season recreation area.

The community developed around an economy based on agriculture - particularly apples. However, tourism has become the fastest growing and dominant economic sector in the Town. The growth in tourism has been accompanied by strong residential development, catering largely to affluent and active individuals and couples who are eligible to retire.



# 2017 Budget Change in Taxation



## Change in Taxation by Assessment

Based on the 2017 Budget

Including a breakdown by Town, County and Education

**Based on assessment value**

2016	Tax Rate	\$150,000	\$300,000	\$450,000	\$550,000	\$600,000	\$750,000	\$950,000
Town	0.00365151	\$548	\$1,095	\$1,643	\$2,008	\$2,191	\$2,739	\$3,469
County	0.00357563	\$536	\$1,073	\$1,609	\$1,967	\$2,145	\$2,682	\$3,397
Education	0.00188000	\$282	\$564	\$846	\$1,034	\$1,128	\$1,410	\$1,786
<b>Total</b>	<b>0.00910714</b>	<b>\$1,366</b>	<b>\$2,732</b>	<b>\$4,098</b>	<b>\$5,009</b>	<b>\$5,464</b>	<b>\$6,831</b>	<b>\$8,652</b>

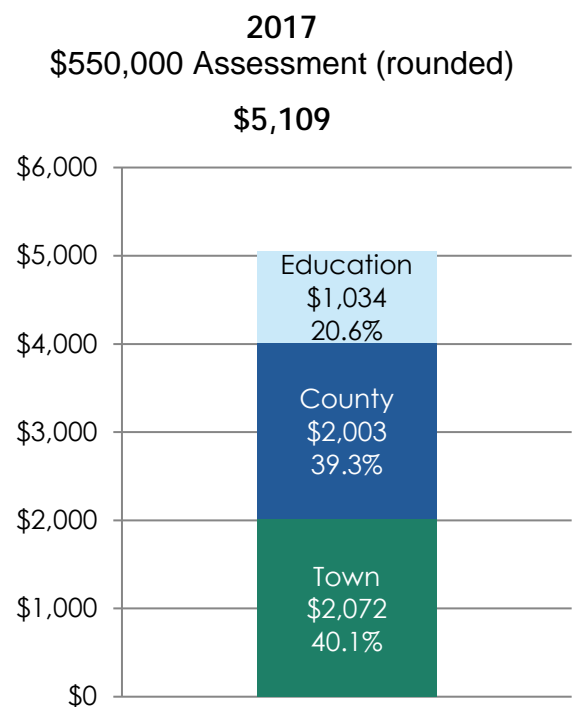
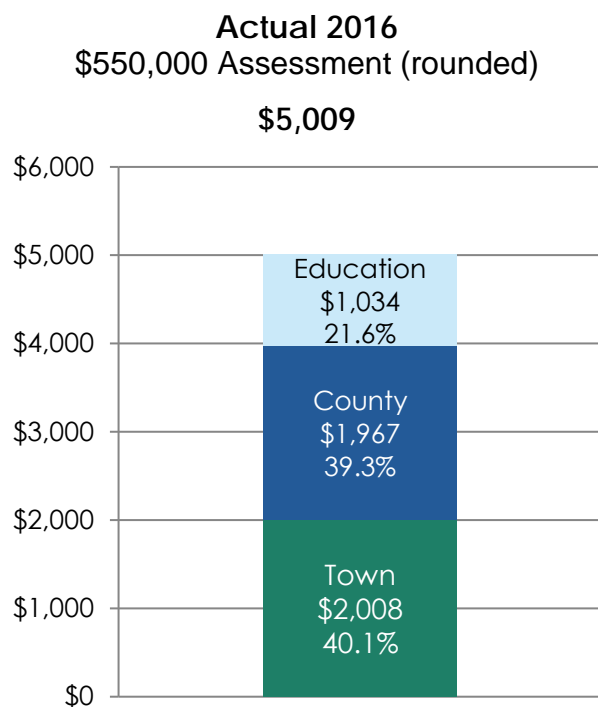
2017	% Increase	\$150,000	\$300,000	\$450,000	\$550,000	\$600,000	\$750,000	\$950,000
Town	3.19%	\$565	\$1,130	\$1,696	\$2,072	\$2,261	\$2,826	\$3,580
County	1.83%	\$546	\$1,092	\$1,638	\$2,003	\$2,185	\$2,731	\$3,459
Education	0.00%	\$282	\$564	\$846	\$1,034	\$1,128	\$1,410	\$1,786
<b>Total</b>		<b>\$1,393</b>	<b>\$2,787</b>	<b>\$4,180</b>	<b>\$5,109</b>	<b>\$5,574</b>	<b>\$6,967</b>	<b>\$8,825</b>

Net Increase	\$150,000	\$300,000	\$450,000	\$550,000	\$600,000	\$750,000	\$950,000
Town	\$17	\$36	\$53	\$64	\$71	\$87	\$111
County	\$10	\$19	\$29	\$36	\$39	\$49	\$62
Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$27</b>	<b>\$55</b>	<b>\$82</b>	<b>\$100</b>	<b>\$110</b>	<b>\$136</b>	<b>\$173</b>

Blended Tax Increase 2.00%

## Average Residential Property Tax Bill

Based on Tax Breakdown of \$550,000 Assessment



## 2017 Expanded Tax Budget Summary

Account Groups	2016 Forecast	2016 Budget	2017 Budget	2017 \$ Change	2017 % Change	2018 Budget	2018 \$ Change	2018 % Change	2019 Budget	2019 \$ Change	2019 % Change
<b>Tax Supported Expenses</b>											
Salaries, Wages & Benefits	\$8,362,482	\$8,611,320	\$8,852,195	\$240,875	3%	\$9,027,170	\$174,975	2%	\$9,198,140	\$170,970	2%
Administrative	112,540	116,830	120,220	3,390	3%	122,965	2,745	2%	121,520	-1,445	-1%
Training and Personal	194,190	272,135	263,810	-8,325	-3%	279,795	15,985	6%	281,680	1,885	1%
Operating	519,946	518,050	586,800	68,750	13%	611,000	24,200	4%	633,000	22,000	4%
Communications	145,385	214,510	186,705	-27,805	-13%	192,930	6,225	3%	198,565	5,635	3%
Utilities	360,825	402,340	411,415	9,075	2%	418,300	6,885	2%	426,115	7,815	2%
Equipment Related Costs	408,765	368,735	472,670	103,935	28%	478,950	6,280	1%	484,620	5,670	1%
Vehicle Related Costs	235,470	318,650	282,665	-35,985	-11%	289,500	6,835	2%	293,900	4,400	2%
Purchased Services	5,048,450	5,098,505	5,271,405	172,900	3%	5,130,105	-221,300	-4%	5,038,655	-91,450	-2%
Financial Costs	987,240	1,045,835	1,054,920	9,085	1%	1,060,875	5,955	1%	1,200,574	139,699	13%
Facility and Site Maintenance	334,580	473,905	396,825	-77,080	-16%	389,395	-7,430	-2%	393,950	4,555	1%
Transfers to Capital	1,034,071	1,096,874	828,100	-268,774	-25%	1,341,400	513,300	62%	1,968,100	626,700	47%
Transfers to Capital Levy Reserve	271,000	271,000	282,000	11,000	4%	289,000	7,000	2%	293,500	4,500	2%
Transfers Reserves & Reserve Funds	985,054	967,000	988,020	21,020	2%	910,000	-78,020	-8%	981,225	71,225	8%
Inter-functional Transfers	-834,892	-969,515	-847,978	121,537	13%	-807,598	40,380	5%	-766,899	40,699	5%
<b>Total Tax Supported Expenses</b>	<b>\$18,165,106</b>	<b>\$18,806,174</b>	<b>\$19,149,772</b>	<b>\$343,598</b>	<b>2%</b>	<b>\$19,733,787</b>	<b>\$504,015</b>	<b>3%</b>	<b>\$20,746,645</b>	<b>\$1,012,858</b>	<b>5%</b>
<b>Revenues</b>											
External Sources	\$2,393,851	\$2,529,688	\$2,730,415	\$200,727	8%	\$2,589,875	-\$140,540	-5%	\$2,686,285	\$96,410	4%
Provincial and Federal Grants	1,370,165	1,541,100	1,352,800	-188,300	-12%	1,346,000	-6,800	-1%	1,354,200	8,200	1%
Operating Revenues from Reserves	444,695	630,075	724,375	94,300	15%	522,275	-282,100	-35%	320,375	-201,900	-39%
<b>Total Revenues</b>	<b>\$4,208,711</b>	<b>\$4,700,863</b>	<b>\$4,807,590</b>	<b>\$106,727</b>	<b>2%</b>	<b>\$4,458,150</b>	<b>-\$429,440</b>	<b>-9%</b>	<b>\$4,360,860</b>	<b>-\$97,290</b>	<b>-2%</b>
<b>Total to be Collected Trough Taxes</b>	<b>\$13,956,395</b>	<b>\$14,105,311</b>	<b>\$14,342,182</b>	<b>\$236,871</b>	<b>1.7%</b>	<b>\$15,275,637</b>	<b>\$933,455</b>	<b>6.5%</b>	<b>\$16,385,785</b>	<b>\$1,110,148</b>	<b>7.3%</b>

Property Tax Impact Calculations	2016 Forecast	2016 Budget	2017 Budget	2017 \$ Change	2017 % Change	2018 Budget	2018 \$ Change	2018 % Change	2019 Budget	2019 \$ Change	2019 % Change
Costs to be collected		\$14,105,311	\$14,342,182			\$15,275,637			\$16,385,785		
Previous Year's Taxation			14,105,311			14,342,182			15,281,602		
Additional Taxes through Growth			212,990		1.51%	147,690		1%	152,820		1%
Increase to Taxation			23,881		0.17%	359,170		2.4%	951,363		6.3%
Additions			186,595			160,065			162,880		
Elma and Alice St Addition			240,000			(154,100)			(85,900)		
Estimated Taxation Revenue		\$14,105,311	\$14,768,777		3.19%	\$15,281,602		2.47%	\$16,462,765		6.73%

## Significant 2017 Percentage Changes

The table below explains any significant changes in 2017 that are seen in the Expanded Tax Summary Chart on the previous page.

Account	2017 % Change	Reasons
Salaries, Wages & Benefits	3%	Cost of Living increase of 1.7% and the removal of Environmental Initiatives Coordinator.
Operating	13%	Additional Maintenance Gravel is being purchased as per Staff Report CSPW.16.096.
Communications	-13%	Decrease in Advertising.
Equipment Related Costs	28%	Increase in Software Service Agreements (lower Canadian dollar and more users) as well as new equipment at the Landfill.
Vehicle Related Costs	-11%	Decrease in fuel. Some budget was reallocated to Equipment Related Costs.
Facility & Site Maintenance	-16%	There are now in-house operations at the Landfill. The outside contract was budgeted in Site Maintenance.
Transfers to Capital	-25%	Decrease in Capital funded by taxation, but an overall increase in Capital as the Town received more grants (OCIF and CWWF).
Inter-functional Transfers	13%	Decrease as per the Inter-functional Transfer Policy.
Provincial & Federal Grants	-12%	Increase in OMPF but overall decrease as more grants are for capital purchases.
Revenues from Reserves	28%	Increase due to the number of studies/plans being completed in 2017 that are funded through reserves.

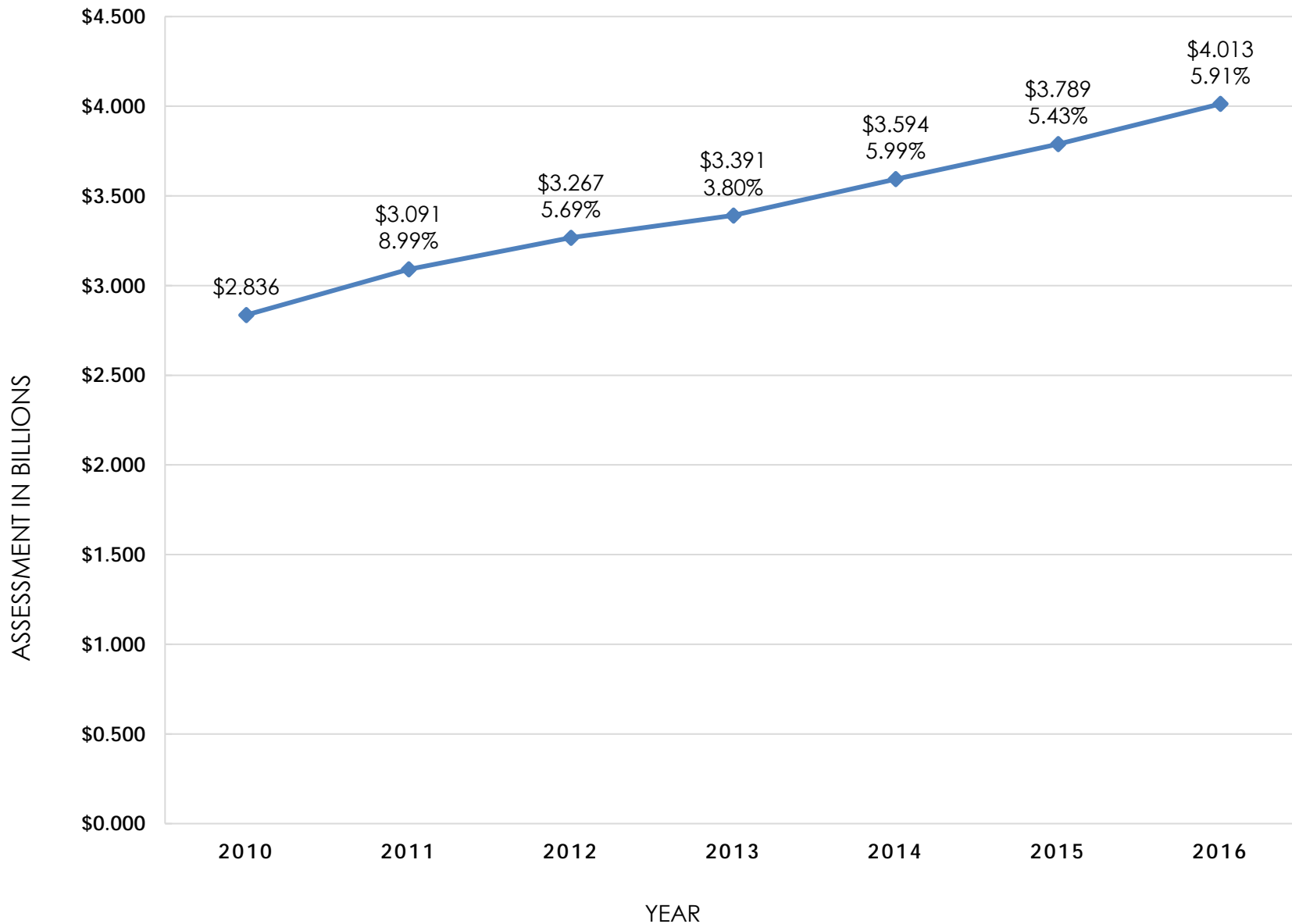
## 2016 to 2017 Summary Comparison

The chart below looks at comparing the 2016 Forecasted Actuals to the 2017 Base Budget.

	2016 Forecast	2016 Budget	2016 \$ Variance	2016 % variance	2017 Budget	2017 \$ Variance	2017 % variance
Tax Supported Expenses	\$18,165,106	\$18,806,174	\$641,068	3.4%	\$19,149,772	\$984,666	5.4%
Total Revenues	\$4,280,711	\$4,700,863	\$420,152	8.9%	\$4,807,590	\$526,879	12.3%
<b>Net Taxation</b>	<b>\$13,956,395</b>	<b>\$14,105,311</b>	<b>\$148,916</b>	<b>1.1%</b>	<b>\$14,342,182</b>	<b>\$385,787</b>	<b>2.8%</b>

## Annual Assessment in Billions

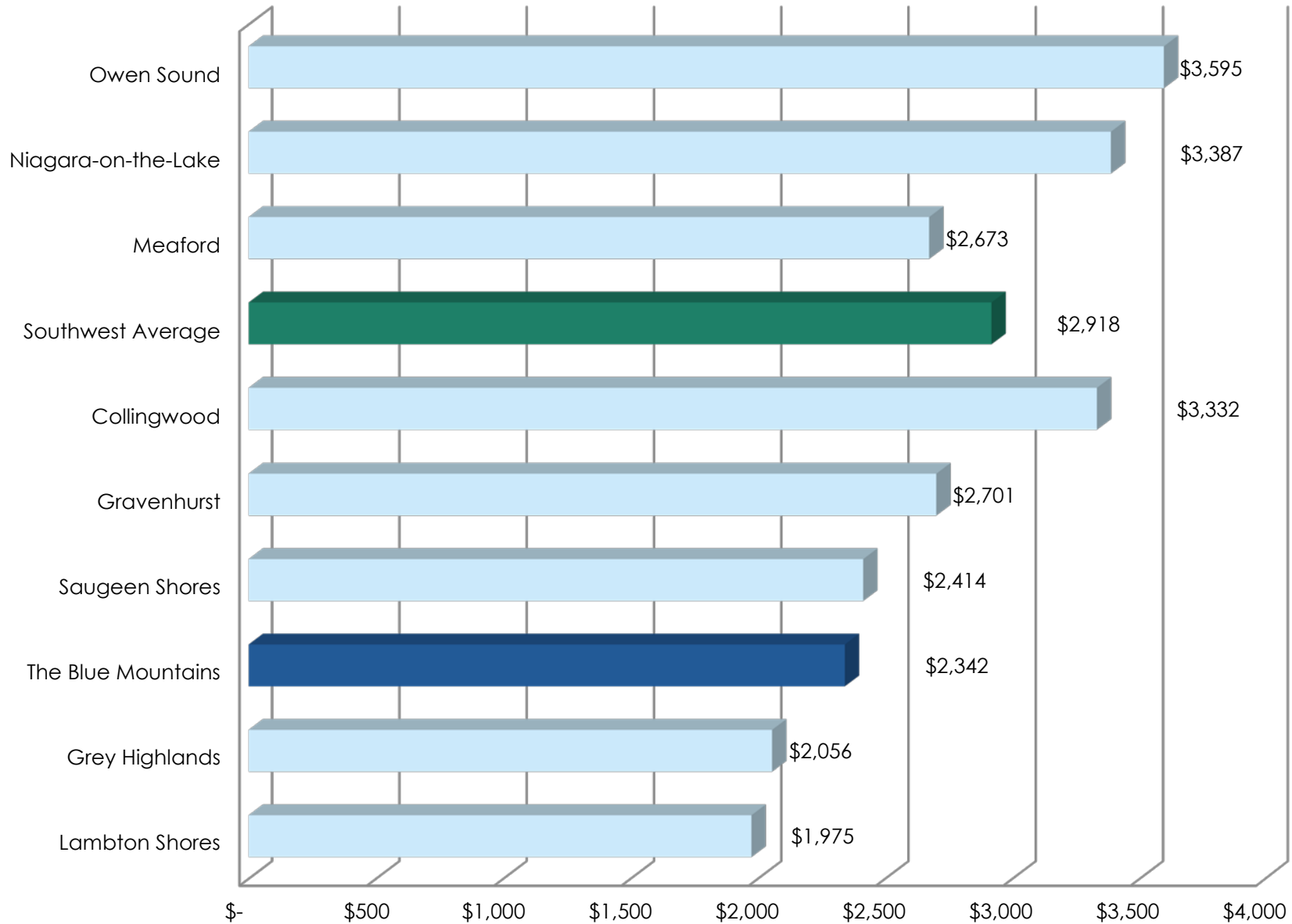
2010 to 2016. This assessment represents the total amount of assessment for the Town, including additional growth. Percentages represent year over year increases.





## 2016 Property Taxes – Detached Bungalow

Source – BMA Municipal Study 2016





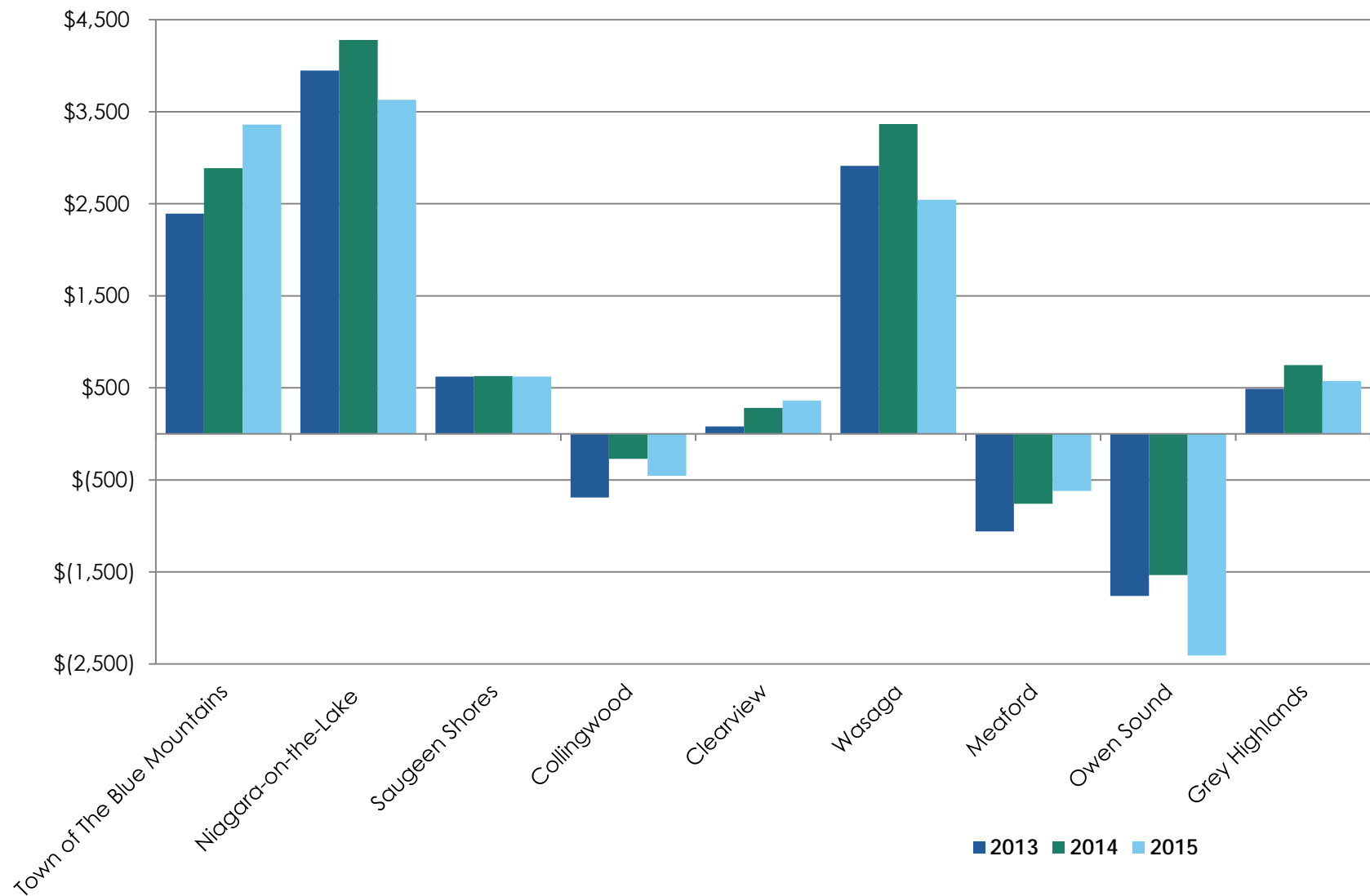
# 2017 Budget

## Financial Position and Background Information

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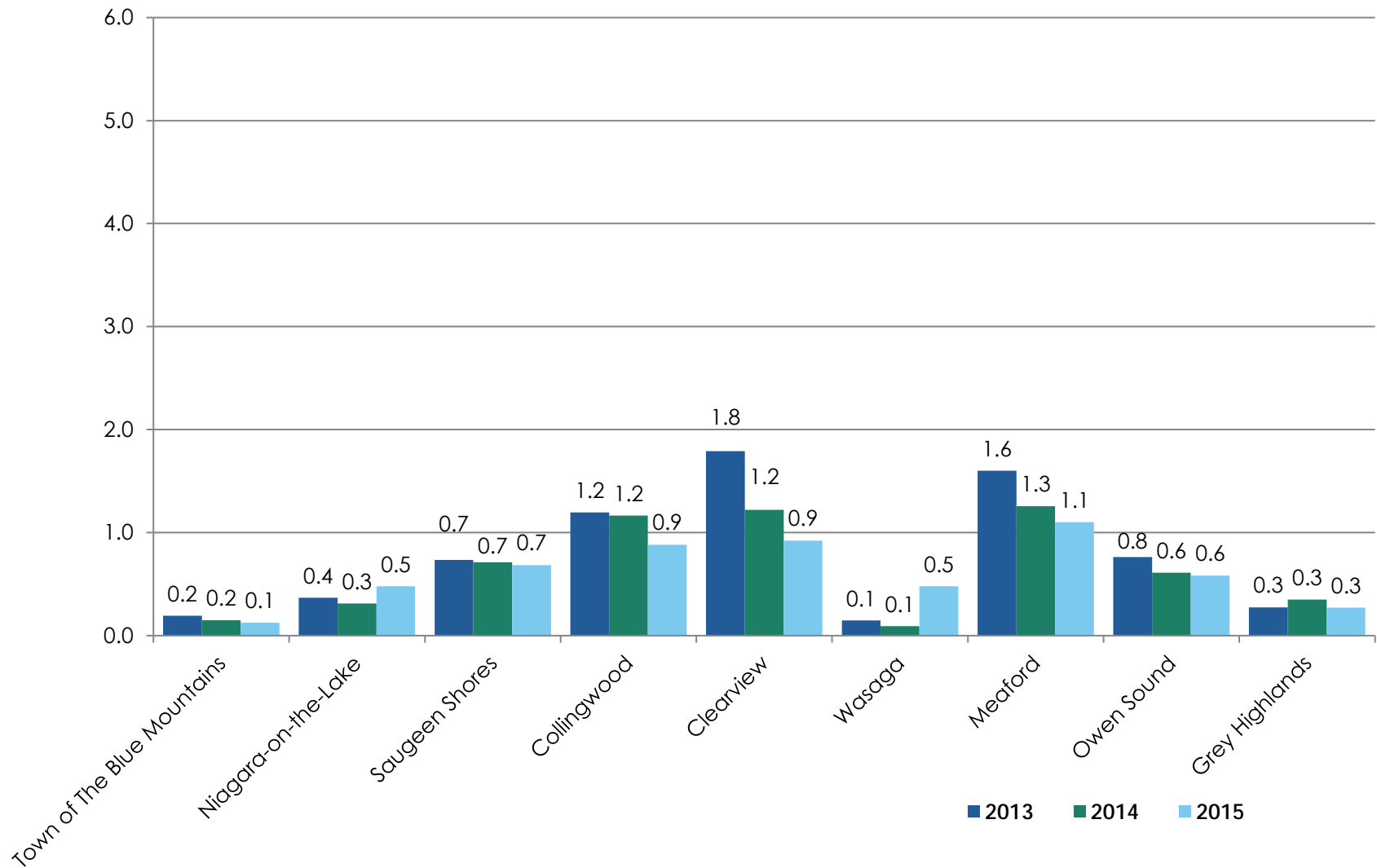
## Financial Position Per Capita (Households)

Based off of the most up to date Financial Information Return (FIR) data from 2013, 2014, and 2015.



## Debt to Reserve Ratio

Based off of the most up to date Financial Information Return (FIR) data from 2013, 2014, 2015.



(Dollars of debt per \$1.00 of reserves)



## Long Term Debt Analysis – Summary

### Debt by Type

#### Estimated Annual Balance

Debt by Type	2016	2017	2018	2019	2020	2021
Existing Loans	\$4,164,187	\$3,862,474	\$3,556,028	\$3,244,744	\$2,928,514	\$2,612,284
New Scheduled Loans	\$1,484,000	\$1,426,563	\$3,194,509	\$5,134,129	\$10,713,268	\$27,807,973
Internal Financing	\$381,167	\$381,167	\$356,167	\$331,167	\$306,167	\$281,167
<b>Total Debt</b>	<b>\$6,029,354</b>	<b>\$5,670,204</b>	<b>\$7,106,704</b>	<b>\$8,710,040</b>	<b>\$13,947,949</b>	<b>\$30,701,424</b>

### Repayments by Type

#### Annual Total Repayment (Interest and Capital)

Repayments by Type	2016	2017	2018	2019	2020	2021
Existing Loans	\$441,590	\$437,678	\$433,750	\$429,170	\$425,095	\$421,280
New Scheduled Loans		\$100,502	\$100,502	\$198,335	\$317,130	\$667,812
Internal Financing	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Total Debt Repayment</b>	<b>\$461,590</b>	<b>\$563,180</b>	<b>\$559,252</b>	<b>\$652,505</b>	<b>\$767,225</b>	<b>\$1,114,092</b>

### Long Term Debt by Revenue Source

Debt	2016	2017	2018	2019	2020	2021
Taxation	\$3,668,321	\$3,440,278	\$5,009,395	\$6,746,904	\$12,120,590	\$13,306,999
User Fees	\$612,000	\$578,168	\$543,450	\$507,822	\$471,260	\$433,741
Development Charges	\$1,749,033	\$1,651,758	\$1,553,859	\$1,455,314	\$1,356,099	\$16,960,684
<b>Total Debt</b>	<b>\$6,029,354</b>	<b>\$5,670,204</b>	<b>\$7,106,704</b>	<b>\$8,710,040</b>	<b>\$13,947,949</b>	<b>\$30,701,424</b>

### Long Term Debt by Revenue Source

Repayments	2016	2017	2018	2019	2020	2021
Taxation	\$275,735	\$331,371	\$331,371	\$429,204	\$547,999	\$898,681
User Fees		\$49,866	\$49,866	\$49,866	\$49,866	\$49,866
Development Charges	\$185,855	\$181,943	\$178,015	\$173,435	\$169,360	\$165,545
<b>Total Debt Repayment</b>	<b>\$461,590</b>	<b>\$563,180</b>	<b>\$559,252</b>	<b>\$652,505</b>	<b>\$737,225</b>	<b>\$1,114,092</b>

## Long Term Debt Analysis – Loan, Internal Financing and Unfinanced

### Existing Loans

### Estimated Annual Balance

	Project	2016 Ending Balance	2017	2018	2019	2020	2021
1.	Thornbury Water Reservoir	\$1,200,000	\$1,120,000	\$1,040,000	\$960,000	\$880,000	\$800,000
2.	Police Station	\$549,033	\$531,758	\$513,859	\$495,314	\$476,099	\$456,884
3.	Town Hall Facility	\$2,415,154	\$2,210,716	\$2,002,169	\$1,789,430	\$1,572,415	\$1,355,400

### Notes:

1. **Thornbury Water Reservoir**

Original long term loan taken out in 2006 for \$2,000,000 at 5.045%. Final payment will be made in 2031. Payments are derived from Development Charges that are received from the Thornbury Water Supply Development Charges collected for plant expansions, etc.

2. **Police Station**

Original long term loan taken out in 2013 for \$1,220,000 at 3.58%. Final payment will be made in 2037. Payments are derived from Development Charges received from the Police Development Charge Collection.

3. **Town Hall Facility**

Original long term loan taken out in 2012 for \$3,300,000 at 2%. Final payment will be made in June 2027.

## New Scheduled Loans

## Estimated Annual Balance

	Project	2016 Ending Balance	2017	2018	2019	2020	2021
4.	Thornbury Harbour Docks & Dredging <sup>1</sup>	\$612,000	\$578,168	\$543,450	\$507,822	\$471,260	\$433,741
5.	Landfill Mining & Expansion <sup>1</sup>	\$872,000	\$848,395	\$824,059	\$798,968	\$773,099	\$746,428
6.	Leachate Management			\$1,827,000	\$1,781,604	\$1,734,801	\$1,686,547
7.	Elma and Alice Street Reconstruction				\$2,045,735	\$1,990,358	\$1,933,264
8.	Thunderhill Road Improvements					\$726,550	\$706,883
9.	Aerial Pumper Replacement					\$2,000,000	\$1,924,885
10.	Victoria and Louisa St. Reconstruction					\$3,017,200	\$2,935,525
11.	Jozo Weider Boulevard Phase 3						\$1,753,600
12.	Bridge #2/3 Replacement						\$1,736,900
13.	West Side Water Storage/Distribution						\$11,200,100
14.	Arthur Street Reconstruction						\$2,750,100

<sup>1</sup> These amounts are currently in Internal Financing and will have external long-term debt taken out in 2017.

## Internal Financing

## Estimated Annual Balance

	Project	2016 Ending Balance	2017	2018	2019	2020	2021
15.	Artificial Tee Decks		\$20,000	\$15,000	\$10,000	\$5,000	
16.	LED Streetlight Retrofits	\$381,167	\$361,167	\$341,167	\$321,167	\$301,167	\$281,167

## Long Term Debt Analysis – Annual Repayments

Annual Total repayment (Interest and Capital)

	Project	2016	2017	2018	2019	2020	2021
1.	Thornbury Reservoir	\$148,480	\$144,568	\$140,640	\$136,060	\$131,985	\$128,170
2.	Police Station	\$37,375	\$37,375	\$37,375	\$37,375	\$37,375	\$37,375
3.	Town Hall Facility	\$255,735	\$255,735	\$255,735	\$255,735	\$255,735	\$255,735
4.	Thornbury Harbour Docks & Dredging		\$49,866	\$49,866	\$49,866	\$49,866	\$49,866
5.	Landfill Mining & Expansion		\$50,636	\$50,636	\$50,636	\$50,636	\$50,636
6.	Leachate Management				\$97,833	\$97,833	\$97,833
7.	Elma and Alice Street Reconstruction					\$118,795	\$118,795
8.	Thunderhill Road Improvements						\$42,159
9.	Aerial Pumper Replacement						\$133,315
10.	Victoria and Louisa St. Reconstruction						\$175,208
11.	Jozo Weider Boulevard Phase 3						
12.	Bridge #2/3 Replacement						
13.	West Side Water Storage/Distribution						
14.	Arthur Street Reconstruction						
15.	Artificial Tee Decks		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
16.	LED Streetlight Retrofits	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
	<b>Total Annual Debt Repayments</b>	<b>\$461,590</b>	<b>\$563,180</b>	<b>\$559,252</b>	<b>\$652,505</b>	<b>\$767,225</b>	<b>\$1,114,092</b>

## Obligatory Reserve Funds - Taxation

Account	2016 Ending	2017 To	2017 From	2017 Ending	2018 To	2018 From	2018 Ending	2019 To	2019 From	2019 Ending
General Government	(\$600,056)	\$141,793	\$22,500	(\$480,763)	\$148,883	\$54,000	(\$385,880)	\$156,327		(\$229,553)
Fire and Rescue	(\$170,335)	\$206,561	\$63,000	(\$26,774)	\$216,889	\$219,000	(\$28,884)	\$227,734	\$60,000	\$138,849
Police	(\$45,197)	\$37,166	\$37,375	(\$45,406)	\$39,024	\$37,375	(\$43,757)	\$40,975	\$37,375	(\$40,157)
Public Works	\$450,439	\$102,230		\$552,669	\$107,342		\$660,011	\$112,709		\$772,719
Roads and Related Area	(\$61,470)	\$612,206	\$425,441	\$125,295	\$642,816	\$128,563	\$639,547	\$674,957	\$202,991	\$1,111,513
Parks and Recreation	\$153,404	\$282,675	\$198,000	\$238,079	\$296,808	\$306,000	\$228,887	\$311,649	\$1,002,600	(\$462,064)
Library	\$583,540	\$143,066		\$726,606	\$150,219	\$72,900	\$803,925	\$157,730	\$1,898,500	(\$936,846)
Federal Gas Tax	\$470,260	\$196,192	\$575,000	\$91,452	\$205,535		\$296,987	\$205,535		\$502,522
Cash in Lieu of Parking	\$32,071			\$32,071			\$32,071			\$32,071
Parkland Dedication	\$1,147,563			\$1,147,563			\$1,147,563			\$1,147,563
<b>Total</b>	<b>\$1,960,219</b>	<b>\$1,721,888</b>	<b>\$1,321,316</b>	<b>\$2,360,791</b>	<b>\$1,807,51</b>	<b>\$817,838</b>	<b>\$3,350,469</b>	<b>\$1,887,616</b>	<b>\$3,201,466</b>	<b>\$2,036,618</b>

## Discretionary Reserve Funds – Taxation

Account	2016 Ending	2017 To	2017 From	2017 Ending	2018 To	2018 From	2018 Ending	2019 To	2019 From	2019 Ending
Town Hall	\$735,358		\$115,000	\$620,358		\$115,000	\$505,358		\$115,000	\$390,358
Bridges and Culverts	\$204,624	\$65,000	\$60,000	\$209,624	\$75,000		\$284,624	\$85,000	\$43,100	\$326,524
Roads Equipment	\$734,246	\$170,000		\$904,246	\$170,000	\$25,000	\$1,049,246	\$170,000	\$75,000	\$1,144,246
Walkways	\$104,432	\$70,000		\$174,432		\$117,950	\$56,482	\$70,000		\$126,482
Gravel Pit Rehabilitation	\$16,865			\$16,865			\$16,865			\$16,865
Trunk Storm Sewers	\$93,655		\$75,000	\$18,655			\$18,655			\$18,655
Parking Lots	\$83,159			\$83,159			\$83,159			\$83,159
Waste Management	\$70,382			\$70,382			\$70,382			\$70,382
Parks Equipment	\$12,665			\$12,665			\$12,665			\$12,665
Shoreline Acquisition/Dev	\$136,121			\$136,121			\$136,121			\$136,121
Recreation	\$144,520			\$144,520			\$144,520			\$144,520
Georgian Trail	\$301			\$301			\$301			\$301
Library Bank Account	\$121,545			\$121,545			\$121,545			\$121,545
Library Legacy Capital	\$28,084			\$28,084			\$28,084			\$28,084
Library Asset Management	\$94,779	\$10,000		\$104,779	\$10,000		\$114,779	\$10,000		\$124,779
<b>Total</b>	<b>\$2,580,736</b>	<b>\$315,000</b>	<b>\$250,000</b>	<b>\$2,645,736</b>	<b>\$255,000</b>	<b>\$257,950</b>	<b>\$2,642,786</b>	<b>\$335,000</b>	<b>\$233,100</b>	<b>\$2,744,686</b>

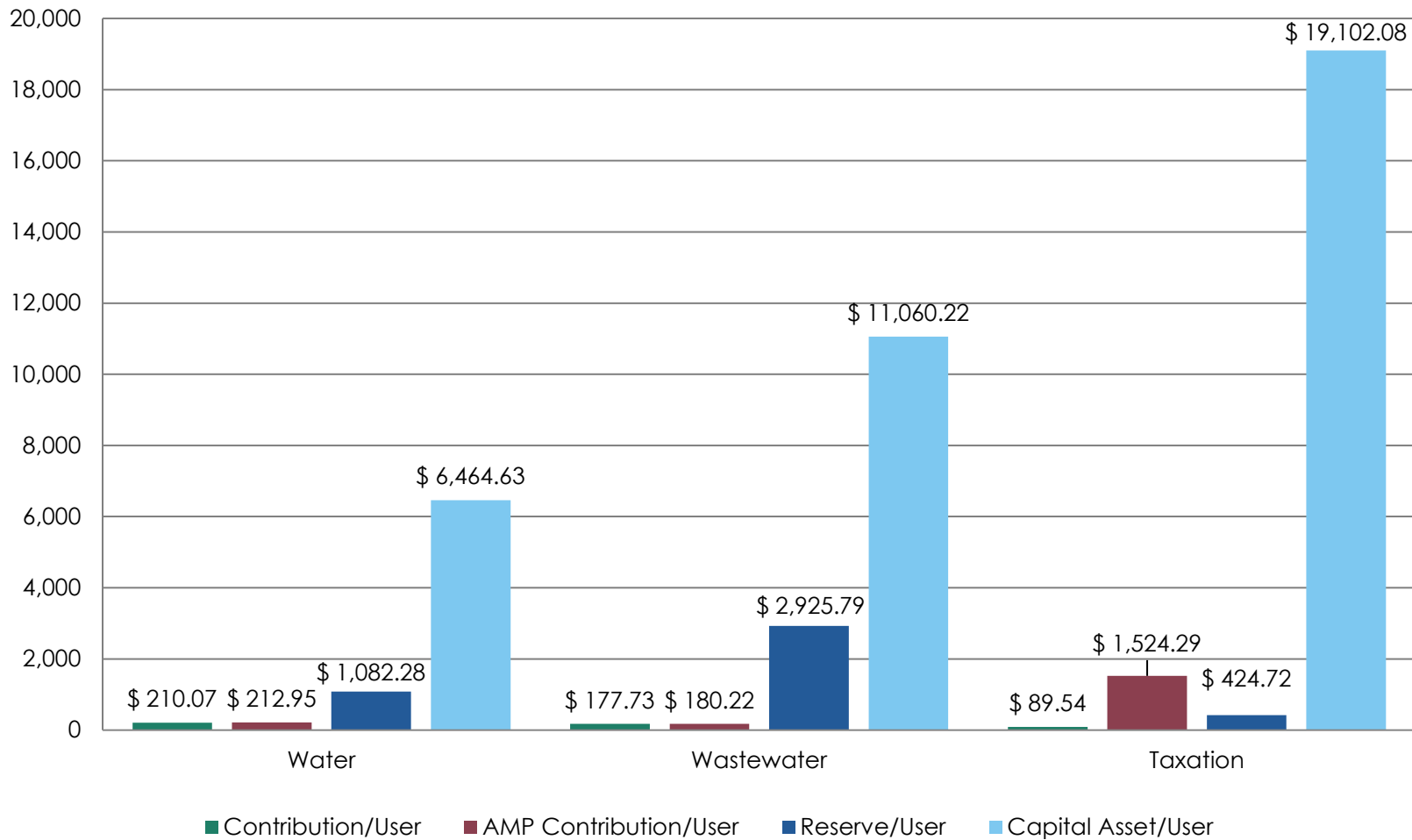


## Reserves – Taxation

Account	2016 Ending	2017 To	2017 From	2017 Ending	2018 To	2018 From	2018 Ending	2019 To	2019 From	2019 Ending
Town Working Capital	\$2,491,033	\$35,000	\$60,000	\$2,466,033	\$35,000	\$40,000	\$2,461,033		\$20,000	\$2,441,033
Council	\$38,497	\$23,000		\$61,497	\$10,000	\$48,000	\$23,497	\$23,000		\$46,497
General Computer	\$126,558	\$15,000		\$141,558	\$15,000		\$156,558	\$15,000		\$171,558
Workers Compensation	(\$9,041)			(\$9,041)			(\$9,041)			(\$9,041)
Insurance Deductible	\$345,818			\$345,818			\$345,818			\$345,818
Capital Replacement Levy	\$225,835	\$282,000		\$507,835	\$289,000		\$796,835	\$293,500		\$1,090,335
Human Resources	\$451,094			\$451,094			\$451,094			\$451,094
Year Over Year Roll Over	\$969,007		\$209,300	\$759,707			\$759,707		\$50,000	\$709,707
Legal	\$130,159			\$130,159			\$130,159			\$130,159
Fire Capital	\$37,762			\$37,762			\$37,762			\$37,762
Fire Master Plan	\$100,000			\$100,000			\$100,000			\$100,000
Fire Fighter Equipment	\$54,277	\$63,500	\$24,500	\$93,277	\$63,500	\$54,800	\$101,977	\$63,500	\$37,300	\$128,177
Police	\$369,424			\$369,424			\$369,424			\$369,424
Roads	\$1,544,729	\$495,000	\$465,000	\$1,574,729	\$500,000	\$178,750	\$1,895,979	\$495,000	\$837,200	\$1,553,779
Roads Town of Thornbury	(\$18,816)			(\$18,816)			(\$18,816)			(\$18,816)
Winter Control	\$434,906		\$45,000	\$389,906		\$45,000	\$344,906		\$45,000	\$299,906
Clarksburg Parking	\$6,186			\$6,186			\$6,186			\$6,186
Street Lighting Upgrade	\$179,164			\$179,164			\$179,164			\$179,164
Landfill Site	\$190,066			\$190,066			\$190,066			\$190,066
Waste Management EA	\$186,611			\$186,611			\$186,611			\$186,611
Cemetery	\$46,043			\$46,043			\$46,043			\$46,043
Health Services	\$25,131			\$25,131			\$25,131			\$25,131
Parks Memorial Trees	\$6,935			\$6,935			\$6,935			\$6,935
Beaver Valley Community	\$76,440			\$76,440	\$11,500		\$87,940	\$11,500		\$99,440
Depot	\$17,209		\$12,000	\$5,209			\$5,209			\$5,209
Small Halls	\$16,587		\$14,000	\$2,587			\$2,587			\$2,587
Attainable Housing	\$194,455			\$194,455			\$194,455			\$194,455
Planning Studies	\$117,405	\$20,000	\$92,500	\$44,905	\$20,000	\$24,000	\$40,905	\$20,000		\$60,905
Development Engineering	\$280,150			\$280,150			\$280,150			\$280,150
Comm. & Economic	\$59,712			\$59,712			\$59,712			\$59,712
Business Improvement	\$57,883			\$57,883			\$57,883			\$57,883
General Government NON	\$37,272			\$37,272			\$37,272			\$37,272
Fire & Rescue NON GROWTH	\$7,250			\$7,250			\$7,250			\$7,250
Roads NON GROWTH	\$7,887			\$7,887			\$7,887			\$7,887
Parks & Recreation NON	\$146,629		\$22,000	\$124,629		\$24,000	\$100,629		\$100,400	\$229
Library NON GROWTH	\$64,409			\$64,409		\$8,100	\$56,309			\$56,309
<b>Total Reserves</b>	<b>\$8,894,666</b>	<b>\$933,500</b>	<b>\$944,300</b>	<b>\$9,003,867</b>	<b>\$932,500</b>	<b>\$422,650</b>	<b>\$9,513,717</b>	<b>\$921,500</b>	<b>\$1,089,900</b>	<b>\$9,345,317</b>

## Contribution per User versus Capital Asset per User

This chart illustrates how far behind the Town is with transfers to Asset Replacement Reserve Funds for taxation. The green bar illustrates how much per household is going into capital reserves for 2017, with taxation being at almost half of how much is going into water and wastewater. The light blue bar illustrates how much each household owns in capital assets. The brown bar has been added to show how much the Town needs to be spending in 2017 on capital. Water and wastewater are in a good position as the brown and green bars match. Taxation is severely lagging behind with the Town only spending 6% of what it needs to be in 2017.



## 2017 Inter-functional Transfers

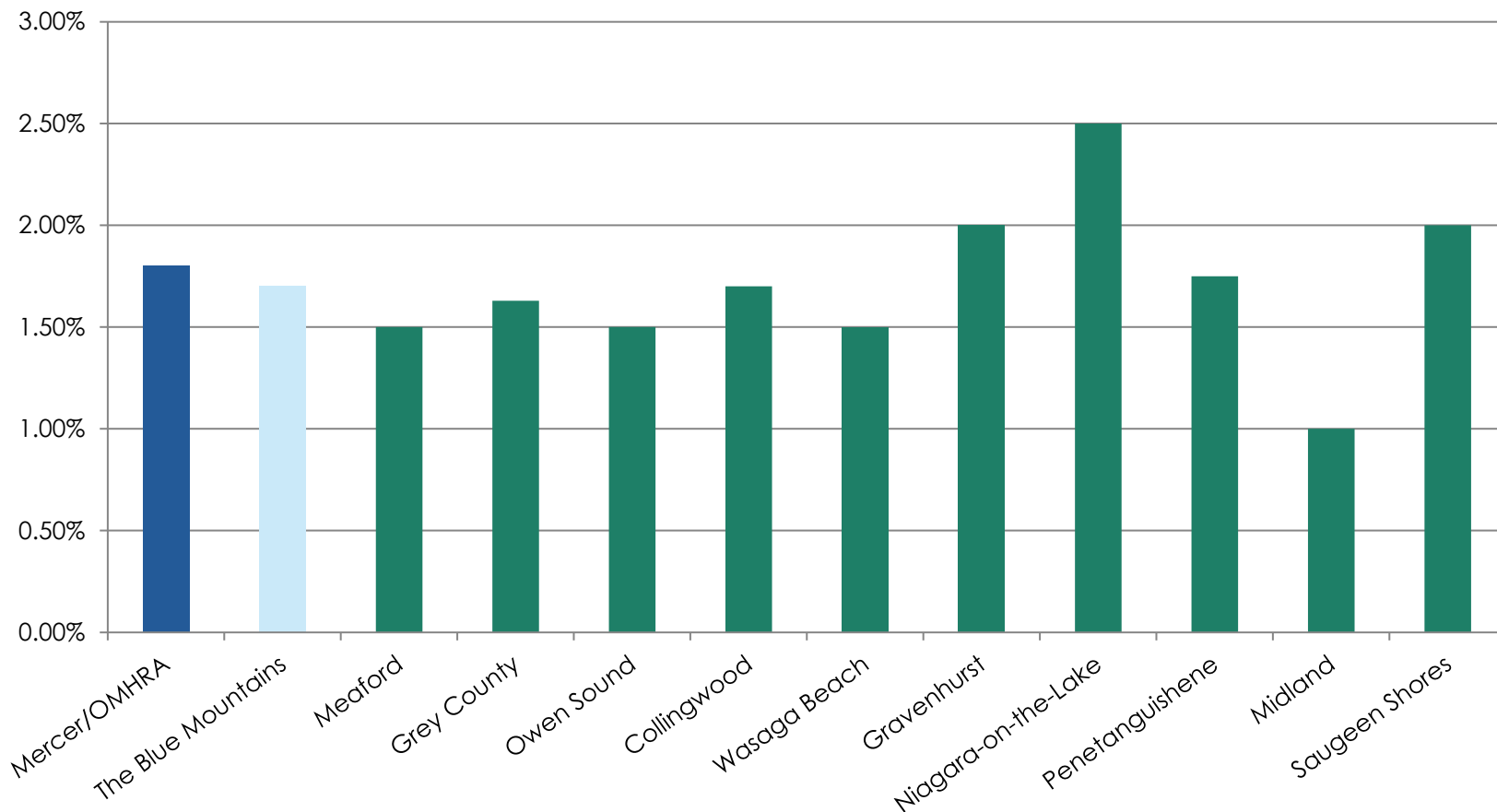
Inter-functional transfers are one department charging another department for services received.

Account	2017	2018	2019
Council	-\$82,098	-\$69,650	-\$57,201
Office of the Clerk	-\$21,888	-\$29,377	-\$36,866
Communications and Economic Development	\$5,000	\$5,000	\$5,000
Human Resources	-\$46,057	-\$51,051	-\$55,958
Finance	-\$91,685	-\$136,226	-\$180,768
Information Technology	-\$111,871	-\$95,872	-\$79,873
Corporate Administration	-\$244,924	-\$180,410	-\$115,688
Fire	\$4,700	\$4,700	\$4,700
Conservation Authority	-\$83,090	-\$84,755	-\$86,450
Community Services	-\$5,000	-\$5,000	-\$5,000
Parks and Trails	-\$89,300	-\$90,300	-\$91,300
Cemetery	\$36,000	\$37,000	\$38,000
Facility Maintenance	\$31,069	\$23,953	\$16,839
Infrastructure and Public Works	-\$264,284	-\$253,385	-\$242,484
Roads and Drainage	-\$1,000	-\$1,000	-\$1,000
Landfill	\$113,750	\$116,025	\$118,350
Library and Museum Services	\$2,700	\$2,750	\$2,800
Building Services	\$149,895	\$137,473	\$125,053
Harbour	\$12,040	\$17,415	\$22,581
Water	\$383,703	\$389,810	\$395,841
Wastewater	\$286,310	\$246,870	\$207,394
BIA <sup>1</sup>	\$16,030	\$16,030	\$16,030
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<sup>1</sup> The transfer to the BIA is from the Parks and Trails Division to fund the flower watering and banner work.

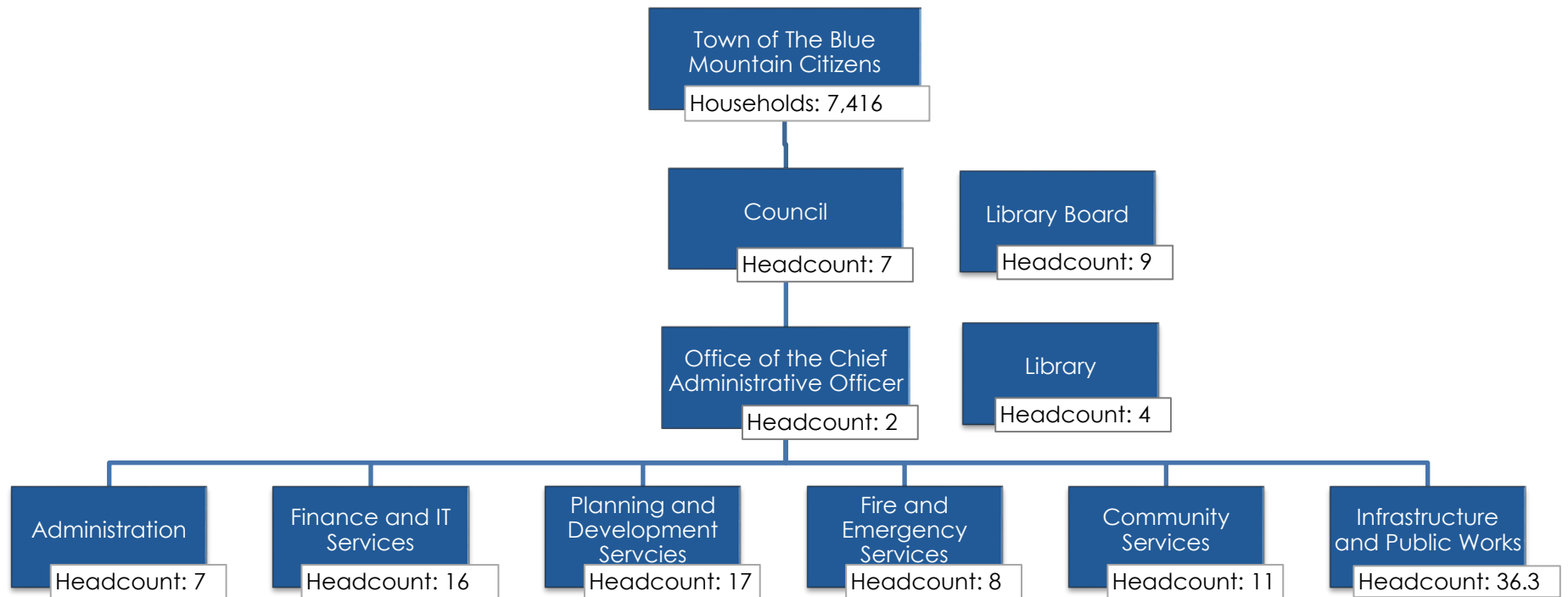
## 2017 Change in Salaries

Based on Draft Budgets



The 2016 Ontario Municipal Composition survey, as conducted by Mercer/OMHRA, shows that the average projected Cost of Living Increase for 57 municipalities is 1.8%

## Town of The Blue Mountains Organizational Chart





## Town of The Blue Mountains Full-Time Headcount

Governance Positions	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Council	7	7	7	7	7	7	7	7	7	7	7	7
Library Board	9	9	9	9	9	9	9	9	9	9	9	9
<b>Total Governance Positions</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

Full Time Town Positions	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Office of the Chief Administrative Officer	2	2	2	2	2	2	2	2	2	2	2	2
Administration	2	4	7	8	8	8	7	7	7	7	7	7
Library	4	4	4	4	4	5	5	5	5	5	4	4
Finance and IT Services	12	14	14	16	16	16	16	16	16	16	16	16
Planning and Development Services	15	14	16	12	12	12	12	12	12	15	17	17
Fire and Emergency Services	5	5	5	8	8	8	8	8	8	8	8	8
Community Services	7	8	9	11	11	11	10	9	9	10	10	11
Infrastructure and Public Works	31	34	36	36	36	34	35	35	35	35	35	36.3
<b>Total Full-Time Positions</b>	<b>78</b>	<b>85</b>	<b>93</b>	<b>97</b>	<b>97</b>	<b>96</b>	<b>95</b>	<b>94</b>	<b>94</b>	<b>98</b>	<b>99</b>	<b>101.3</b>

2017 Capital Program

Taxation Departments

Project	Project			Funding Source												
	Fund	Dept	Project	2016 Unfinanced	Budget	Grants	Other	Taxes	User Fees	326/391	Reserve	Reserve Fund	DC's	Gas Tax	External Debt	2017 Unfinanced
Information Technology																
Continuous Improvement - Updates to Technology	6	131	1310		\$137,700			\$137,700								
Radio/Network/SCADA Communication Network Upgrades	6	131	1318		\$100,000			\$50,000				\$50,000				
CityView Web Portal	6	131	1317		\$8,400			\$8,400								
Fire Services																
Vehicle Acquisitions - Growth Related (Pumper)	6	210	2110		\$450,000			\$72,000					\$63,000			\$315,000
Fire Fighter Equipment Replacement	6	210	2112		\$20,400						\$20,400					
Other Equip including Replacement Equipment	6	210	2113		\$21,400						\$21,400					
Bylaw Services																
Vehicle Replacement	6	242	1001		\$27,500		\$2,500	\$25,000								
Facilities Maintenance																
Town Hall Sound Abatement and EVAC Chair	6	660	6601		\$9,500			\$9,500								
Town Hall Property Assessments	6	660	6602		\$10,000			\$10,000								
Town Hall Aerial Cage Ladder	6	660	6603		\$4,000			\$4,000								
Town Hall File Storage	6	660	6604		\$15,000			\$15,000								
Heritage Depot Door Replacement	6	660	6641		\$12,000						\$12,000					
Library Window Replacement	6	660	6957		\$20,000			\$20,000								
Parks and Trails																
Waterfront Vistas	6	611	6011		\$20,000						\$2,000		\$18,000			
Northwinds Beach – Grey Road 19 and Hwy 26 Crossing	6	611	6122		\$170,000						\$17,000		\$153,000			
Beaver River Walking Bridge	6	611	6126		\$8,000						\$8,000					
Lora Bay Improvements	6	611	6128		\$30,000						\$3,000		\$27,000			
Equipment Replacement - Front Mount Mower	6	611	6152		\$17,000		\$4,000	\$13,000								
Beaver Valley Community Centre																
Refrigeration Header Replacement	6	641	6906		\$40,000			\$40,000								
Condenser Catwalk Improvements and Grease Trap	6	641	6905		\$11,500			\$11,500								
Resurfacers Replacement	6	641	6920		\$115,000		\$5,000	\$110,000								
LE Shore Memorial Library																
Technology Replacement	6	650	1002		\$17,000			\$17,000								
Books and Collection Materials	6	650	6953		\$48,500	\$2,000		\$46,500								
Furniture Replacement	6	650	6955		\$18,500			\$18,500								
Engineering Services																
Price's Subdivision Drainage Improvements and Wastewater	6	315	0476		\$74,400			\$30,000		\$44,400						
Roads and Drainage																
Camperdown Road Ditch Relocation	6	308	0032		\$275,000						\$275,000					
Vehicle Replacement - Pickup, Cab and Chassis	6	308	1001		\$129,000						\$129,000					
Machinery Replacement - Mower and Wood Chipper	6	308	1002		\$42,000			\$42,000								
Road Surface Treatment Program	6	308	3511		\$525,000	\$425,000					\$100,000					
Bridges #2 & 3 Replacement 6/7 Sideroad	6	308	3924		\$60,000							\$60,000				
Black Bridge #17 30th Sideroad	6	308	3928		\$842,300									\$575,000		\$267,300
Meaford Town-Line	6	308	3963		\$80,000						\$80,000					
Solid Waste																
Safety Equipment	6	460	1004		\$7,500						\$7,500					
Leachate Management Studies	6	460	5001		\$108,000			\$108,000								
Installation of Monitoring Wells	6	460	5101		\$37,500			\$20,000			\$17,500					

2017 Capital Program

User Fee Departments

Project	Project			Funding Source												
	Fund	Dept	Project	2016 Unfinanced	Budget	Grants	Other	Taxes	User Fees	326/391	Reserve	Reserve Fund	DC's	Gas Tax	External Debt	2017 Unfinanced
Thornbury Harbour																
Vehicle Replacement	6	631	1001		\$30,000		\$5,000		\$25,000							
Fuel Dispensers, Lines and Pump Replacement	6	631	1002		\$90,000	\$40,000			\$50,000							
Water																
Thornbury Water Treatment Plant Heat Units	6	413	4015		\$45,000							\$45,000				
Water System SCADA Improvements	6	415	4130		\$10,000							\$10,000				
Water Meters - Residential and Commercial	6	414	1002		\$20,000							\$20,000				
Vehicle Replacement - Extended Cab Pickup and Van	6	415	1001		\$60,000							\$60,000				
Reservoir SCADA Control Panels Replacement	6	415	4020		\$73,900							\$73,900				
Water System Pressure Readings	6	415	4025		\$15,000							\$15,000				
Dump Trailer Replacement	6	415	4050		\$10,000							\$10,000				
Chlorine Pumps and Analyzers Replacement	6	415	4110		\$53,000							\$53,000				
Wastewater																
Grit Screw Classifier	6	422	4265		\$60,000						\$25,000	\$35,000				
Craigleith Treatment Plant Utility Vehicle	6	432	1004		\$24,000							\$24,000				
Craigleith and Thornbury Treatment Plant Related SCADA	6	432	4183		\$20,000							\$20,000				
Craigleith Treatment Plant Filter and Value Refurbishment	6	432	4184		\$110,000							\$110,000				
Craigleith Main SPS Valve Replacement	6	432	4323		\$110,000							\$110,000				
Craigleith Treatment Plant Clarifier Driver Works	6	432	4612		\$88,000							\$88,000				
TOTAL CAPITAL				\$0	\$4,331,000	\$467,000	\$16,500	\$808,100	\$75,000	\$44,400	\$717,800	\$783,900	\$261,000	\$575,000	\$0	\$582,300
Clean Water and Wastewater Fund (CWWF) Projects																
Clarksburg Concept Design	6	315	0142		\$600,000	\$450,000				\$150,000						
Thornbury West Stormwater Master Plan	6	315	0302		\$300,000	\$225,000						\$75,000				
Craigleith Wastewater Plant UV Replacement	6	432	4325		\$300,000	\$225,000						\$75,000				
Thornbury Wastewater Plant UV Replacement	6	431	4325		\$135,000	\$101,250						\$33,750				
Water Plant Roof Replacements	6	413	4100		\$160,000	\$120,000						\$40,000				
Thornbury Wastewater Plant Roof/ HVAC Replacement	6	431	4313		\$200,000	\$150,000						\$50,000				
Elgin Street SPS Replacement Equipment	6	421	4221		\$360,000	\$233,711						\$126,289				
TOTAL CWWF				\$0	\$2,055,000	\$1,504,961	\$0	\$0	\$0	\$150,000	\$0	\$400,039	\$0	\$0	\$0	\$0
TOTAL CAPITAL AND CWWF				\$0	\$6,386,000	\$1,971,961	\$16,500	\$808,100	\$75,000	\$194,400	\$717,800	\$1,183,939	\$261,000	\$575,000	\$0	\$582,300

2018 Capital Program

Taxation Departments

Project	Project			Funding Source												
	Fund	Dept	Project	2017 Unfinanced	Budget	Grants	Other	Taxes	User Fees	326/391	Reserve	Reserve Fund	DC's	Gas Tax	External Debt	2018 Unfinanced
Information Technology																
Continuous Improvement - Updates to Technology	6	131	1310		\$140,500			\$140,500								
Radio/Network/SCADA Communication Network Upgrades	6	131	1318		\$100,000			\$50,000				\$50,000				
CityView Web Portal	6	131	1317		\$17,400			\$17,400								
Planning and Development Services																
Office Furniture	6	810	8102		\$30,000			\$30,000								
Fire Services																
Vehicle Replacement (Pick-up Truck)	6	210	1001		\$50,000			\$50,000								
Fire Fighter Equipment Replacement	6	210	2112		\$20,400						\$20,400					
Other Equipment including Replacement Equipment	6	210	2113		\$34,400						\$34,400					
Personal Fire Fighter Equipment - Growth Related	6	210	2114		\$72,000								\$72,000			
Vehicle Acquisitions - Growth Related (Pumper)	6	210	2110	\$315,000				\$168,000					\$147,000			
Radio Communications	6	210	2121		\$16,000			\$16,000								
Facility Maintenance																
Window Replacement	6	660	6957		\$20,000			\$20,000								
Library Security Camera System Supply	6	660	6631		\$10,000			\$10,000								
Community Services																
Community Services On Line Booking Software	6	610	6100		\$30,000			\$30,000								
Parks and Trails																
Waterfront Vistas	6	611	6011		\$20,000						\$2,000		\$18,000			
Beaver River Walking Bridge	6	611	6126		\$29,250			\$29,250								
Lora Bay Improvements	6	611	6128		\$ 200,000						\$20,000		\$180,000			
7th Line to Camperdown Road Trail	6	611	6156		\$20,000						\$2,000		\$18,000			
Beaver Valley Community Centre																
Arena Lobby Rubber Floor Replacement	6	641	6917		\$50,000			\$50,000								
Security Camera System	6	641	6921		\$8,000			\$8,000								
Cemetery																
Tractor Purchase	6	510	1002		\$100,000			\$10,000					\$90,000			
Property Improvement and Equipment (Pathway/Pillars)	6	510	5502		\$12,000			\$12,000								
LE Shore Memorial Library																
Technology Replacement	6	650	1002		\$8,500			\$8,500								
Books and Collection Materials	6	650	6953		\$47,800	\$2,000		\$45,800								
Furniture Replacement	6	650	6955		\$13,800			\$13,800								
Library Expansion	6	650	6956		\$81,000						\$8,100		\$72,900			
Engineering Services																
Connecting Link Preliminary Design	6	315	0388		\$157,350			\$78,650				\$78,700				
Victoria Street and Louisa Street Reconstruction	6	315	0390		\$120,300			\$84,800				\$35,500				
Price's Subdivision Drainage Improvement/Wastewater Servicing	6	315	0476		\$89,000			\$15,600		\$73,400						
Elma Street South and Alice Street West Reconstruction	6	315	0496		\$226,500			\$154,100				\$72,400				
Roads and Drainage																
Thunderhill Road Improvements	6	308	0048		\$697,500						\$158,750				\$538,750	
Vehicle Acquisitions - Replacement	6	308	1001		\$38,000			\$38,000								
Black Bridge #17 30th Sideroad	6	308	3928	\$267,300	\$0	\$267,300										
Equipment Replacement - Water Tank and Grader condition	6	308	1002		\$25,000							\$25,000				
Sidewalk Replacement Program	6	310	1000		\$187,950			\$70,000				\$117,950				
Solid Waste																
Wheel Loader Replacement	6	460	1002		\$70,000			\$70,000								
Leachate Management Alternative Construction	6	460	5001		\$1,902,000			\$75,000							\$1,827,000	

2018 Capital Program

User Fee Departments

Project	Project			Funding Source												
	Fund	Dept	Project	2017 Unfinanced	Budget	Grants	Other	Taxes	User Fees	326/391	Reserve	Reserve Fund	DC's	Gas Tax	External Debt	2018 Unfinanced
Water																
Treatment Plant Chamber Level Control Replacement	6	413	4010		\$15,000							\$15,000				
Water Meters - Residential and Commercial	6	414	1002		\$5,000							\$5,000				
Vehicle Replacement - Pick-up	6	415	1001		\$30,000							\$30,000				
Thornbury Treatment Plant and Related SCADA	6	415	4130		\$10,000							\$10,000				
Check Valve at Grey Road 40 & Timber Leif Ridge	6	415	4152		\$120,000							\$120,000				
Wastewater																
Sewer Camera	6	422	4224		\$15,000							\$15,000				
Craigleith/Thornbury Treatment Plant Inlet Works Equipment	6	431	4893		\$37,500							\$37,500				
Craigleith/Thornbury Treatment Plant Related SCADA	6	432	4183		\$20,000							\$20,000				
Craigleith Main SPS Siding and Roof Replacement	6	432	4322		\$110,000							\$110,000				
TOTAL CAPITAL				\$582,300	\$5,007,150	\$269,300	\$0	\$1,295,400	\$0	\$73,400	\$245,650	\$742,050	\$597,900	\$0	\$2,365,750	\$0

2019 Capital Program

Taxation Departments

Project	Project			Funding Source												2019 Unfinanced
	Fund	Dept	Project	2018 Unfinanced	Budget	Grants	Other	Taxes	User Fees	326/391	Reserve	Reserve Fund	DC's	Gas Tax	External Debt	
Administration																
Document Management System TOMRMS	6	124	1293		\$199,000			\$149,000			\$50,000					
Information Technology																
Continuous Improvement - Updates to Technology	6	131	1310		\$143,300			\$143,300								
Fire Services																
Vehicle Replacement - Pick-up Truck	6	210	1001		\$40,000			\$40,000								
Vehicle Acquisitions - Growth Related (Marine Unit)	6	210	2110		\$60,000								\$60,000			
Fire Fighter Equipment Replacement	6	210	2112		\$20,400						\$20,400					
Other Equipment including Replacement Equipment	6	210	2113		\$16,900						\$16,900					
Radio Communications	6	210	2121		\$7,000			\$7,000								
Facilities Maintenance																
Window Replacement	6	660	6957		\$20,000			\$20,000								
Parks and Trails																
Waterfront Vistas	6	611	6011		\$20,000						\$2,000		\$18,000			
Boyer Tennis Court Resurfacing	6	611	6116		\$125,000			\$125,000								
Beaver River Walking Bridge	6	611	6126		\$165,750			\$165,750								
Little River Park Washroom Upgrades	6	611	6136		\$5,000			\$5,000								
Equipment Replacement - Front Mount Mower	6	611	6152		\$24,800		\$4,000	\$20,800								
7th Line to Camperdown Road Trail	6	611	6156		\$170,000						\$17,000		\$153,000			
Town Hall Parkland	6	611	6157		\$814,000						\$81,400		\$732,600			
Cemetery																
Cemetery Roadway	6	510	5501		\$110,000			\$11,000					\$99,000			
LE Shore Memorial Library																
Technology Replacement	6	650	1002		\$7,000			\$7,000								
Books and Collection Materials	6	650	6953		\$49,000	\$2,000		\$47,000								
Furniture Replacement	6	650	6955		\$14,000			\$14,000								
Library Expansion	6	650	6956		\$2,106,000			\$207,500					\$1,898,500			
Engineering Services																
Connecting Link Preliminary Design	6	315	0388		\$157,350			\$78,650				\$78,700				
Lakewood Drive Replacement	6	315	0332		\$149,800			\$26,200				\$123,600				
Victoria Street and Louisa Street Reconstruction	6	315	0390		\$240,600			\$169,600				\$71,000				
Drake's Path Wastewater Serving Extension	6	315	0392		\$40,900			\$17,600		\$23,300						
Price's Subdivision Wastewater Servicing	6	315	0476		\$1,764,800			\$309,600		\$1,455,200						
Elma Street South and Alice Street West Reconstruction	6	315	0496		\$4,492,200	\$1,258,750		\$154,100				\$1,033,615			\$2,045,735	
Roads and Drainage																
Thunderhill Road Improvements	6	308	0048		\$237,200						\$237,200					
Machinery Replacement -Broom/Boom-Mower/Attachment	6	308	1002		\$75,000							\$75,000				
Road Surface Treatment Program	6	308	3511		\$550,000						\$550,000					
Bridges #2 and 3 Replacement 6/7 Sideroad	6	308	3924		\$43,100							\$43,100				
Ravenna Roads Depot Expansion	6	308	3962		\$65,000								\$65,000			
Solid Waste																
Wheel Loader Replacement	6	460	1002		\$200,000			\$200,000								

2019 Capital Program

User Fee Departments

Project	Project			Funding Source												
	Fund	Dept	Project	2018 Unfinanced	Budget	Grants	Other	Taxes	User Fees	326/391	Reserve	Reserve Fund	DC's	Gas Tax	External Debt	2019 Unfinanced
Water																
Treatment Plant Low Lift Check Valves Replacement	6	413	4155		\$26,500							\$26,500				
West Side Water Storage and Distribution Improvements	6	413	4156		\$4,666,600							\$933,300			\$3,733,3000	
Water Meters - Residential and Commercial	6	414	1002		\$20,000							\$20,000				
Vehicle Replacement	6	415	1001		\$30,000							\$30,000				
Water Vac Unit Replacement	6	415	4046		\$150,000							\$150,000				
Treatment Plant and Related SCADA	6	415	4130		\$10,000							\$10,000				
Wastewater																
Sanitary In-Flow and Infiltration Reduction Initiative	6	422	4225		\$100,000							\$100,000				
Thornbury Treatment Plant Inlet Works Equipment	6	431	4893		\$862,500							\$862,500				
Craigleith and Thornbury treatment Plant Related SCADA	6	432	4183		\$10,000							\$10,000				
Craigleith Furniture/Equipment Replacement - Photocopier	6	432	4974		\$9,000							\$9,000				
TOTAL CAPITAL				\$0	\$17,818,700	\$1,260,750	\$4,000	\$1,918,100	\$0	\$1,478,500	\$974,900	\$3,576,315	\$3,026,100	\$0	\$5,779,035	\$0

## Five Year Capital Program Summary

### Administration and IT

Project	2017	2018	2019	2020	2021
Continuous Technology Improvements	\$137,700	\$140,500	\$143,300	\$146,000	\$149,000
Communication Network Upgrades	100,000	100,000			
CityView Web Portal	8,400	17,400			
Document Management System			199,000		
<b>Total</b>	<b>\$246,100</b>	<b>\$257,900</b>	<b>\$342,300</b>	<b>\$146,000</b>	<b>\$149,000</b>
Funding Source	2017	2018	2019	2020	2021
Taxation	\$196,100	\$207,900	\$292,300	\$146,000	\$149,000
Reserve/Reserve Funds	50,000	50,000	50,000		
<b>Funding Source Total</b>	<b>\$246,100</b>	<b>\$257,900</b>	<b>\$342,300</b>	<b>\$146,000</b>	<b>\$149,000</b>

### Fire Services

Project	2017	2018	2019	2020	2021
Vehicle Acquisitions-Growth Related	\$135,000	\$315,000	\$60,000		
Fire Fighter Equipment-Replacement	20,400	20,400	20,400	20,400	20,400
Other Equipment Include Replacement	21,400	34,400	16,900	33,400	21,400
Vehicle Acquisitions-Replacement		50,000	40,000	2,000,000	505,000
Fire Fighter Equipment-Growth Related		72,000			
Radio Communications		16,000	7,000	20,500	
<b>Total</b>	<b>\$176,800</b>	<b>\$507,800</b>	<b>\$144,300</b>	<b>\$2,074,300</b>	<b>\$546,800</b>
Funding Source	2017	2018	2019	2020	2021
Taxation	\$72,000	\$234,000	\$47,000	\$45,500	\$21,400
Reserve/Reserve Funds	41,800	54,800	37,300	28,800	20,400
Development Charges	63,000	219,000	60,000		
Long Term Debt/Unfinanced				2,000,000	505,000
<b>Funding Source Total</b>	<b>\$176,800</b>	<b>\$507,800</b>	<b>\$144,300</b>	<b>\$2,074,300</b>	<b>\$546,800</b>



## Planning, Building and By-Law

Project	2017	2018	2019	2020	2021
Office Furniture		\$30,000			
Vehicle Acquisition-Replacement	27,500				
<b>Total</b>	\$27,500	\$30,000			
Funding Source	2017	2018	2019	2020	2021
Grants and Donations and Other	\$2,500				
Taxation	25,000	30,000			
<b>Funding Source Total</b>	\$27,500	\$30,000			

## Community Services

Project	2017	2018	2019	2020	2021
Sound Abatement and EVAC Chair	\$9,500				
Town Hall Property Assessments	10,000				
Town Hall Aerial Cage Ladder	4,000				
Town Hall File Storage	15,000				
Heritage Depot Door Replacement	12,000				
Library Window Replacement	20,000	20,000	20,000	20,000	20,000
Library Security Camera System Supply		10,000			
Waterfront Vistas	20,000	20,000	20,000		
Northwinds Beach Crossing	170,000				
Beaver River Walking Bridge	8,000	29,250	165,750		
Lora Bay Improvements	30,000	200,000			
Equipment Replacement	17,000		24,800		
7 <sup>th</sup> Line to Camperdown Road Trail		20,000	170,000		
Boyer Tennis Court Resurfacing			125,000		
Little River Park-Washroom Upgrades			5,000		145,000
Town Hall Parkland			814,000		
BVCC Refrigeration Header	40,000				
BVCC Catwalk Improvement	11,500				
Resurfacer Replacement	115,000				
Arena Lobby Rubber Floor		50,000			

Project	2017	2018	2019	2020	2021
BVCC Security Camera System		8,000			
Cemetery Tractor Acquisition		100,000			
Cemetery Property Improvements		12,000			
Cemetery Roadway			110,000		
Vehicle Acquisition-Replacement	30,000				
Fuel Dispensers Replacement	90,000				
On-Line Booking Software		30,000			
<b>Total</b>	<b>\$602,000</b>	<b>\$499,250</b>	<b>\$1,454,550</b>	<b>\$20,000</b>	<b>\$165,000</b>
Funding Source	2017	2018	2019	2020	2021
Grants and Donations and Other	\$54,000		\$4,000		
Taxation	233,000	169,250	347,550	20,000	165,000
User Fees	75,000				
Reserve/Reserve Funds	42,000	24,000	100,400		
Development Charges	198,000	306,000	1,002,600		
<b>Funding Source Total</b>	<b>\$602,000</b>	<b>\$499,250</b>	<b>\$1,454,550</b>	<b>\$20,000</b>	<b>\$165,000</b>

### LE Shore Memorial Library

Project	2017	2018	2019	2020	2021
Technology Replacement	\$17,000	\$8,500	\$7,000	\$5,300	\$5,400
Books and Collection Materials	48,500	47,800	49,000	50,100	51,400
Furniture Replacement	18,500	13,800	14,000	14,280	14,500
Library Expansion		81,000	2,106,000		
<b>Total</b>	<b>\$84,000</b>	<b>\$151,100</b>	<b>\$2,176,000</b>	<b>\$69,680</b>	<b>\$71,300</b>
Funding Source	2017	2018	2019	2020	2021
Grants and Donations and Other	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Taxation	82,000	68,100	275,500	67,680	69,300
Reserve/Reserve Funds		8,100			
Development Charges		72,900	1,898,500		
<b>Funding Source Total</b>	<b>\$84,000</b>	<b>\$151,100</b>	<b>\$2,176,000</b>	<b>\$69,680</b>	<b>\$71,300</b>

## Infrastructure and Public Works Joint Projects

Project	2017	2018	2019	2020	2021
Price's Subdivision Drainage/Servicing	\$74,400	\$89,000	\$1,764,800		
Connecting Link Preliminary Design		157,350	157,350		
Victoria St and Louisa St Reconstruction		120,300	240,600	4,772,500	
Elma St S and Alice St W Reconstruction		226,500	4,492,200		
Lakewood Drive Replacement			149,800	2,971,300	
Drake's Path Wastewater Servicing			40,900	811,800	3,813,200
Arthur Street West Reconstruction				192,300	
Jozo Weider Boulevard Phase 3				95,600	1,897,100
Arrowhead Road Reconstruction					113,800
King Street East Reconstruction					244,700
<b>Total</b>	\$74,400	\$750,500	\$6,688,300	\$8,843,500	\$6,068,800
Funding Source	2017	2018	2019	2020	2021
Grants and Donations and Other			\$1,258,750		
Taxation	30,000	411,800	677,100	1,326,400	525,800
Reserve/Reserve Funds		265,300	1,228,215	3,898,300	785,800
Development Charges				138,700	253,500
Long Term Debt/Unfinanced			2,045,735	3,017,200	4,503,700
Local Improvements	44,400	73,400	1,478,500	462,900	
<b>Funding Source Total</b>	\$74,400	\$750,500	\$6,688,300	\$8,843,500	\$6,068,800

## Roads and Drainage

Project	2017	2018	2019	2020	2021
Camperdown Road Ditch Relocation	\$275,000				
Vehicle Acquisition-Replacement	129,000	38,000			44,000
Machinery and Equip-Replacement	42,000	25,000	75,000	150,000	450,000
Road Surface Treatment Program	525,000		550,000		575,000
Bridges #2 and 3 Replacement	60,000		43,100	25,000	1,736,900
Black Bridge # 17	842,300				
Meaford Town-Line	\$80,000				

Project	2017	2018	2019	2020	2021
Thunderhill Road Improvements		697,500	\$237,200	\$241,800	
Sidewalk Replacement Program		187,950			199,400
Ravenna Roads Depot Expansion			65,000	65,000	1,100,000
Bridge # 13				3,000	5,000
Craigleith Snow Storage Facility				25,000	165,000
<b>Total</b>	\$1,953,300	\$948,450	\$970,300	\$509,800	\$4,275,300
Funding Source	2017	2018	2019	2020	2021
Grants and Donations and Other	\$1,000,000	\$267,300			
Taxation	42,000	108,000		25,000	114,000
Reserve/Reserve Funds	644,000	301,700	905,300	207,000	1,159,400
Development Charges			65,000	90,000	1,265,000
Long Term Debt/Unfinanced	267,300	271,450		187,800	1,736,900
<b>Funding Source Total</b>	\$1,953,300	\$948,450	\$970,300	\$509,800	\$4,275,300

### Solid Waste and Environmental Initiatives

Project	2017	2018	2019	2020	2021
Safety Equipment	\$7,500				
Leachate Management	108,000	1,902,000			
Installation of Monitoring Wells	37,500				
Wheel Loader Replacement		70,000	200,000		
King St Waste Disposal Site Assessment					25,000
<b>Total</b>	\$153,000	\$2,172,000			\$25,000
Funding Source	2017	2018	2019	2020	2021
Taxation	\$128,000	\$345,000			\$25,000
Reserve/Reserve Funds	25,000				
Long Term Debt/Unfinanced		1,827,000			
<b>Funding Source Total</b>	\$153,000	\$2,172,000			\$25,000

## Water

Project	2017	2018	2019	2020	2021
Treatment Plant Heat Units	\$45,000				
SCADA Improvements	10,000				
Water Meters	20,000	5,000	20,000	5,000	20,000
Vehicle Acquisition-Replacement	60,000	30,000	30,000		
Reservoir SCADA Control Panels	73,900				
Water System Pressure Readings	15,000				
Dump Trailer Replacement	10,000				
Chlorine Pumps and Analyzers	53,000				
Treatment Plant Chamber Level Control		15,000			
Treatment Plant and Related SCADA		10,000	10,000	10,000	
Grey Road 40 and Leif Ridge Valves		120,000			
Treatment Plant Low Lift Check Valves			26,500		
West Side Water Storage			4,666,600	4,666,700	4,666,700
Water Vac Unit Replacement			150,000		
Dehumidifier and Air Conditioning				50,000	
Treatment Plant UV Valves and Actuators				25,000	
East Side Water Storage				5,000,000	5,000,000
Blue Mountain Drive and Fraser				44,000	
Alexandra Way to Sleepy Hollow PRV					125,000
<b>Total</b>	<b>\$286,900</b>	<b>\$180,000</b>	<b>\$4,903,100</b>	<b>\$9,800,700</b>	<b>\$9,811,700</b>
Funding Source	2017	2018	2019	2020	2021
Reserve/Reserve Funds	\$286,900	\$180,000	\$1,169,800	\$2,067,300	\$2,078,300
Development Charges				7,733,400	7,733,400
Long Term Debt/Unfinanced			3,733,300		
<b>Funding Source Total</b>	<b>\$286,900</b>	<b>\$180,000</b>	<b>\$4,903,100</b>	<b>\$9,800,700</b>	<b>\$9,811,700</b>

## Wastewater

Project	2017	2018	2019	2020	2021
Grit Screw Classifier	\$60,000				
CWWTP Utility Vehicle	24,000				
Craigleith & Thornbury WWTP SCADA	20,000	20,000	10,000	10,000	10,000
CWWTP Filter and Valve Refurbishment	110,000				
Craigleith Main SPS Valve Replacement	110,000				
Craigleith WWTP Drive Works	88,000				
Sewer Camera		15,000			
Craigleith & Thornbury WWTP Inlet Works		37,500	862,500		
Craigleith Main SPS Siding & Roof		110,000			
Sanitary In-Flow & Infiltration Initiative			100,000	100,000	100,000
Craigleith Furniture and Equipment			9,000		
Craigleith Main SPS Pump Upgrade				25,000	427,500
Vehicle Acquisition-Replacement				32,500	
CWWTP Comminutor Replacement				132,000	
TWWTP Compressor Replacement					240,000
CWWTP Biosolid Mixer Replacement					16,500
<b>Total</b>	<b>\$412,000</b>	<b>\$182,500</b>	<b>\$981,500</b>	<b>\$299,500</b>	<b>\$794,000</b>
Funding Source	2017	2018	2019	2020	2021
Reserve/Reserve Funds	\$412,000	\$182,500	\$981,500	\$299,500	\$794,000
<b>Funding Source Total</b>	<b>\$412,000</b>	<b>\$182,500</b>	<b>\$981,500</b>	<b>\$299,500</b>	<b>\$794,000</b>

# Council

The Town of The Blue Mountains is governed by a seven-member Council elected at large, comprised of a Mayor, Deputy-Mayor and five Councillors.

The Town of The Blue Mountains' Council is responsible for representing the public and to consider the well-being and interests of the municipality. It is their duty to maintain the financial integrity of the Town and ensure to the accountability and transparency of the Town's operations.

## Organizational Structure



## Town of The Blue Mountains 2015-2020 Strategic Plan

### Goal #1: Create Opportunities for Sustainable Growth



**Continue to support County efforts for SWIFT (South Western Integrated Fiber Technology) project to provide ultra-high speed broadband internet to all residents and businesses of South Western Ontario at a reasonable cost.**

The Town continues to support the County in efforts of SWIFT.

### Goal #2: Engage our Communities and Partners



**Collaborate with our First Nation partners with respect to significant sites recognition of First Nations history and culture.**

Town staff work collaboratively with our First Nation partners on a regular basis through the development review process seeking input from First Nation groups early in the process to ensure concerns and requirements are recognized and addressed in a timely manner.



**Work collaboratively with other levels of government and municipalities and private partnership to seek opportunities to share information, services, and equipment in an effort to maintain or improve service levels and reduce costs.**

The Town continues to share facilities for the winter maintenance materials with the County for cost mitigation and has executed a multi-year agreement to secure their use. Similarly, the Town is pursuing boundary road agreements with neighbouring municipalities. Our Water Agreement with Collingwood has benefited both of the municipalities when either has had supply and distribution challenges.

### Goal #3: Support Healthy Lifestyles



**Support the Town of The Blue Mountains Attainable Housing Corporation as a vehicle to promote housing affordability.**

The Blue Mountains Attainable Housing Corporation will continue to work with the residents of The Blue Mountains in offering secondary suite renovation grants and down payment assistance loans.



**Commit staff resources to a Sustainability Committee and refine the role of the Committee, including implementation of the Sustainable Path and this Strategic Plan.**

The Environmental Initiatives Coordinator position is currently vacant. The 2017 Budget removes the full time position of the Environmental Initiatives Coordinator and includes the Sustainable Initiatives Manager in the additions to the budget.

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



**Ensure that Council and staff recognize their respective roles in setting policies and operating the municipal corporation as a collaborative working environment.**

Staff continue to review, revise and bring forward policies for adoption by Council. For example in 2016, the Complaint Resolution Policy, the Electronic Data Backup and the Purchasing Policy were all brought forward to Council.



## Mission

- To represent the public and to consider the well-being and interests of the Town of The Blue Mountains.
- To maintain the financial integrity of the municipality.
- To ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management.

## Services Provided

- Develops and evaluates policies and programs related to the municipality.
- Determines which services the municipality provides.
- Adopts annual Budgets.
- Oversee the Senior Management Team.
- Presides over Committee of the Whole and Council Meetings.
- Provides leadership and direction to Town employees.
- Represents the Town at official functions.
- To ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council.

## 2017 Strategic Action Items and Work Plan

- Goal #1 Continue to support County efforts for SWIFT (South Western Integrated Fiber Technology) project.
- Goal #2 Collaborate with our First Nation partners with respect to significant sites recognition of First Nations history and culture.
- Goal #2 Work collaboratively with other levels of government and municipalities and private partnership to seek opportunities to share information, services and equipment in an effort to maintain or improve service levels and reduce costs.
- Goal #3 Support the Town of The Blue Mountains Attainable Housing Corporation as a vehicle to promote housing affordability.
- Goal #3 Commit staff resources to Sustainability Committee and refine the role of the Committee, including implementation of the Sustainable Path and the Strategic Plan
- Goal #4 Ensure that Council and staff recognize their respective roles in setting policies and operating the municipal corporation as a collaborative working environment.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual
Members of Council	7	7
Council Meetings and Committee of the Whole Meetings	57	57
Households within the Town of The Blue Mountains	7,364	7,416
Permanent Population, as per Canadian Census Data	6,453	6,453
Non-permanent Population	10,062	10,062

## 2017 Budget Commentary

The Election budget was increased by \$1,000 (to \$13,000 annually). No other changes have been made to the 2017 Council budget.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$216,372	\$218,800	\$217,500	\$218,500	\$220,225
Administrative Expenses	9,389	9,795	10,600	10,600	10,600
Training and Development	18,594	17,930	24,500	24,600	24,700
Operating Expenses	0	0	0	0	0
Communications	4,692	4,440	4,525	4,550	4,575
Utilities	0	0	0	0	0
Equipment Maintenance	1,221	1,220	1,200	1,200	1,200
Vehicle Related	0	0	0	0	0
Purchased Services	336	0	350	49,150	350
Financial Expenses	9,090	9,100	9,135	9,325	9,510
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	12,000	12,000	13,000	0	13,000
Inter-functional Transfers	-104,550	-93,225	-82,098	-69,650	-57,201
<b>Total Expenses</b>	<b>\$167,144</b>	<b>\$180,060</b>	<b>\$198,712</b>	<b>\$248,275</b>	<b>\$226,959</b>
<b>Revenue</b>					
Grants and Donations	\$1,140	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal Revenue	0	0	0	48,000	0
<b>Total Revenue</b>	<b>\$1,140</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,000</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$166,004</b>	<b>\$180,060</b>	<b>\$198,712</b>	<b>\$200,275</b>	<b>\$226,959</b>

## 2017 Operating and Capital Projects

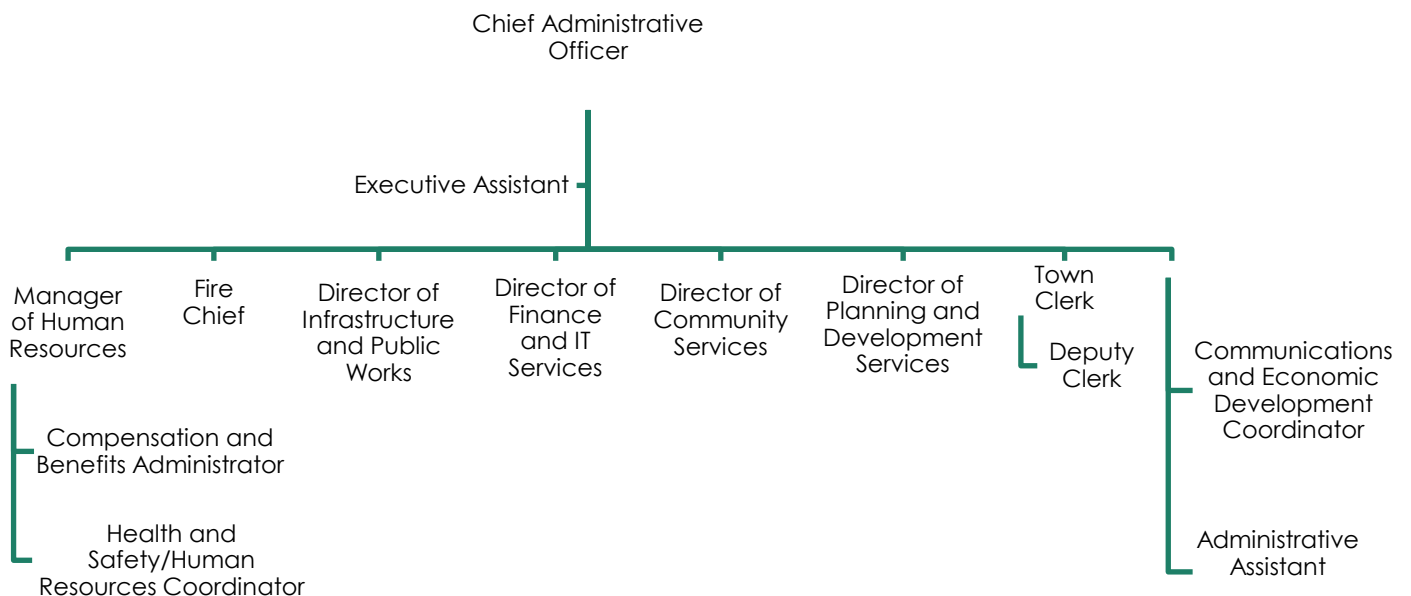
Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Administration

The Town operates a broad range of services through its various Committees and Departments.

The Chief Administrative Officer (CAO) is the most senior staff and reports directly to Council. The CAO is responsible for ensuring the overall performance of the organization and managing the implementation of Council's policies and decisions. The CAO also advises Council in the development of public policy and ensures that Council is provided with the relevant information that is necessary to make informed decisions. The Town of The Blue Mountains is made up of six departments and each Department Head reports directly to the CAO. This ensures that communication and direction is consistent throughout the organization.

## Organizational Chart



## Town of The Blue Mountains 2015-2020 Strategic Plan

### Goal #1: Create Opportunities for Sustainable Growth



#### **Assist in the evolution of staff culture as facilitators of growth.**

Town staff continue to work with residents, community partners and the development sector to ensure that the Town continues to grow in a sustainable manner. In 2016 this has been accomplished through the completion and approval of the Town's new Official Plan and the commencement of a new comprehensive Zoning By-law for the Town.



#### **Work collaboratively with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and the County and the agricultural sector to strengthen the industry through innovative initiatives including:**

- Farm to Farm/Farm to Table
- Winery and Craft Breweries
- 100 Mile Diet (Sustainable Agriculture)
- Culinary Tourism

This is an ongoing Strategic Plan Action Item. Active financial and marketing support is given to the Apple Pie Trail and the Saints and Sinners Bootlegger's Trail. Culinary Tourism promotion is done through Town communications, advertising as well as through the Georgian Triangle Tourist Association (GTTA). Support to the agriculture-food industry is done by communicating actively about programs available to these businesses, and through one-on-one meetings and referrals. The Town provided two scholarships for youth interested in agriculture-food careers to the AG 4.0 event in 2016.

### Goal #2: Engage our Communities and Partners



#### **Revise procedural By-law to accommodate requests to make deputations to Council after the agenda has been published.**

Other projects have taken priority and this project will be carried into 2017.



#### **Provide information on how to connect with Town Council and Staff.**

Council's email address and phone numbers are available on the Town's web site to allow the public to easily connect with Council Members, as well as with Staff.



#### **Continue to improve the Town's website to be more user-friendly and provide more opportunities for feedback.**

The Town continues to work on the website redevelopment. To date the wireframe is complete, accessibility review is ongoing, and content is being loaded onto the new site.



#### **Continue to facilitate connections between business associations.**

The Economic Development Advisory Committee meets monthly. On September 23, 2016, a "Your Town, Your Stories" Business event was held. The first Economic Development Newsletter has been created and distributed.

# Administration



**Collaborate with our First Nation partners with respect to significant sites recognition of First Nations history and culture.**

Town staff work collaborately with our First Nation partners on a regular basis through the development review process seeking input from First Nation groups early in the process to ensure concerns and requirements are recognized and addressed in a timely manner.



**Work collaboratively with other levels of government and municipalities and private partnerships to seek opportunities to share information, services and equipment in an effort to maintain or improve service levels and reduce costs.**

The Town continues to share facilities for the winter maintenance materials with the County for cost mitigation and has executed a multi-year agreement to secure their use. Similarly, the Town is pursuing boundary road agreements with neighbouring municipalities. Our Water Agreement with Collingwood has benefited both of the municipalities when either has had supply and distribution challenges.

## Goal #3: Support Healthy Lifestyles



**Investigate opportunities for public access to the shoreline and promote existing beaches.**

This goal is ongoing through the Development Review and Approval Process in the Planning and Development Services Department. As well, Staff has identified in the Community Services 2017 work plan to review the existing town lands inventory and also review the existing policies and procedures regarding lands and the disposition of lands to develop a strategy to achieve this Strategic Goal.



**Commit Staff resources to a Sustainability Committee and refine the role of the Committee, including implementation of the Sustainable Path and the Strategic Plan.**

The Environmental Initiatives Coordinator position is currently vacant. The 2017 Budget removes the full time position of the Environmental Initiatives Coordinator and includes the Sustainable Initiatives Manager in the additions to the budget.

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



**Ensure that Council and staff recognize their respective roles in setting policies and operating the municipal corporation as a collective working environment.**

Staff continue to review, revise and bring forward policies for adoption by Council. For example in 2016, the Complaint Resolution Policy, the Electronic Data Backup and the Purchasing Policy were all brought forward to Council.



**Develop and implement a staff recognition program that recognizes excellence in public service.**

Due to other priorities in 2016, this was not started and will move forward in 2017.



**Review and re-define the corporate staff governance process.**

Staff report FAF.16.83, entitled "Update re: Senior Staff Leadership Development" identifies moving from the Town's Senior Management Team to a Core Leadership Team comprised of Directors. This continues to be refined into 2017.

# Administration



## **Maintain the Open-Door Portal to the Chief Administrative Officer Policy.**

The Open-Door Portal continues to be available to staff.



## **Conduct formal Employee Satisfaction/Culture surveys once per term of Council and develop plans for organization improvement based on survey results.**

Due to other conflicting priorities, this will carry forward into 2017.



## **Follow up on the three priority areas for improvement identified in the 2015 Citizen Satisfaction Survey.**

### **1. Public consultation and municipal processes**

The Town continues to find opportunities to expand public engagement. For example, Infrastructure and Public Works is ensuring that Environmental Assessments include stakeholder engagement that exceeds the minimum required under legislation.

### **2. Building permits, inspection services for new construction, and renovations**

The Town continues to find ways to improve service delivery for building permits and inspection services. As an example, the Building Services division has implemented electronic plans review to improve efficiencies when reviewing building permit applications.

### **3. General road condition and maintenance**

Town Staff is in the process of maturing its inventory and condition assessment data for its roads in order that Staff can use best practice asset management principles to prioritize the maintenance and re-construction activities to sustain the overall road level of service of our roads.

# Administration

## 2017 Fees and Charges

The Town's fees and charges are reviewed annually as part of the operating budget. When reviewing and preparing the 2017 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the updates to the 2017 Fees and Charges By-law. If the 2017 Fee or Charge Column has been left blank, there is no change over the current fee or charge.

### Schedule A – Finance and Administration

Description	Current Fee or Charge	2017 Fee or Charge
Tax Certificate	\$60.00	
Returned (NSF) Cheque	\$35.00	
Photocopy	\$0.50 per copy	
Facsimile Sent	\$2.00 per first page \$0.50 each additional	Removed from By-law
Lottery License	3% of the total prize value to a maximum of \$100.00	
Various Town Studies	To be determined	Removed from By-law
Interest on Special Charges and Accounts Receivable	1.25% per month	
Request for Closed Meeting Investigator	\$50.00 (refunded if substantiated)	
Request for Municipal Information or Letters of Non-Objection as required by A.G.C.O.	\$50.00	
Marriage License	\$125.00	
Tax Bill Reprint	No charge	\$10.00
Property Title Search for Tax Collection	No charge	\$40.00
Funds Transfer Fee	No charge	\$20.00
<b>Civil Marriage Services<sup>1</sup></b>		
Civil Marriage Service-The Blue Mountains (during business hours)	\$200.00	
Civil Marriage Service-The Blue Mountains (outside business hours)	\$350.00	
Rehearsal Fee	\$50.00	
Travel Fee (outside The Blue Mountains)	\$30.00	
<b>Line Fence Viewers</b>		
Administrative Fee	\$200.00 per request	

<sup>1</sup> All Civil Marriage Service fees apply for vow renewals

# Administration

Description	Current Fee or Charge	2017 Fee or Charge
Plus: Fee per Fence viewer per hour	\$20.00 per hour	
Plus: Mileage	Current Town km rate	
Request for Town comments in response to Application for Work Permits under the Public Lands Act (Shoreland Work Permits)	\$350.00	

## Schedule B – Freedom of Information Requests

Description	Current Fee or Charge	2017 Fee or Charge
Photocopies and Computer Printouts	\$0.20 per page	As per the Freedom of Information and Protection of Privacy Act
CD-ROMs	\$10.00 per disk	As per the Freedom of Information and Protection of Privacy Act
Manual Search of a Record	\$7.50 per 15 minutes spent by any person	As per the Freedom of Information and Protection of Privacy Act
Preparing a record for disclosure, including severing a part of the record	\$7.50 per 15 minutes spent by any person	As per the Freedom of Information and Protection of Privacy Act
Developing a computer program or other method of producing a record or personal information requested from machine readable record. For the costs, including computer costs, that the Town incurs in locating, retrieving, processing and copying the record or personal information requested if those costs are specified in an invoice that the Town has received	\$15.00 per 15 minutes spent by any person	As per the Freedom of Information and Protection of Privacy Act

## Schedule C – Town Merchandise

Description	Current Fee or Charge	2017 Fee or Charge
Grey County Map Book	\$6.00	100% of Cost
Town of Thornbury History Book	\$6.00	
"End of an Era" - Collingwood Township History Book	\$20.00	Removed from By-law
Town Flag	\$45.00	
Tapestry Map	\$2.00	Removed from By-law
Tapestry Map (plaqued)	\$50.00	Removed from By-law
Town Pins	\$2.00	Removed from By-law
Other Town Merchandise	To be determined	100% of Cost



# Office of the Chief Administrative Officer

## Mission

- o Lead the administration of the municipality and the organization's overall performance.
- o Manage the implementation and delivery of Council's policies, programs and services that are approved by Council, in a manner that makes efficient and effective use of the human, financial and physical resources of the municipality.
- o Monitor, evaluate, advise, mentor, coach and collaborate with senior staff regarding the management of their respective departments.
- o Advise Council in the development of public policy, ensuring that Council is provided with relevant information necessary to make informed decisions.

## Services Provided

- o Attendance at regular, special and committee meetings of Council to provide advice where needed and to ensure that Council receives reports and information sufficient to allow for informed decisions.
- o Holding regular meetings of senior staff collectively to review Council direction, assign responsibility for implementation and execution, and ensure all governing documentation of the municipality is in place, up-to-date and available for public review.
- o Establishing and maintaining positive working relationships with community partners, neighbours and other levels of government.
- o Developing and promoting a strong working relationship with Council and communicating regarding progress and challenges in implementing programs and policies.
- o Administrative support to Public Art Committee.
- o Day-to-day management of services provided by the Office of the Clerk, Human Resources and the Economic Development and Communications divisions.

Broad, general oversight of:

- o Policy/Program/Service delivery.
- o Management of the municipality's finances.
- o Assist other Departments with Grant Applications and Grant Receipt reporting.

## 2017 Strategic Action Items and Work Plan

Continue to work on Strategic Action Items started in 2016:

- o Goal #4 Promote a Culture of Organizational and Operational Excellence – Maintain the open-door to CAO policy.
- o Goal #4 Promote a Culture of Organizational and Operational Excellence – Develop a system to ensure timely responses to customer requests and measure the success.
- o Goal #4 Promote a Culture of Organizational and Operational Excellence – Follow up on the three priority areas for improvement identified in the 2015 citizen satisfaction survey.
- o Goal #4 Promote a Culture of Organizational and Operational Excellence – Encourage and reward staff for identifying improved efficiencies and effectiveness in SMT review as part of a staff recognition program.

## Non-Financial Statistic

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	2.15	2.15	2.15

# Office of the Chief Administrative Officer

## 2017 Budget Commentary

The budget for the CAO's Office is static compared to 2016. The Training and Development Expense listed in the chart below includes Leadership Training for all members of Senior Management Team.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$268,025	\$274,905	\$290,615	\$296,385	\$302,285
Administrative Expenses	2,180	2,650	2,750	2,775	2,800
Training and Development	13,950	8,400	31,450	31,450	31,500
Operating Expenses	0	0	0	0	0
Communications	1,758	1,350	1,600	1,660	1,670
Utilities	0	0	0	0	0
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	86,893	24,500	25,000	25,000	50,000
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	35,000	10,000	10,000	10,000	10,000
Inter-functional Transfers	50	0	0	0	0
<b>Total Expenses</b>	<b>\$407,856</b>	<b>\$321,805</b>	<b>\$361,415</b>	<b>\$367,270</b>	<b>\$398,255</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal Revenue	61,430	0	5,000	0	0
<b>Total Revenue</b>	<b>\$61,430</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$346,426</b>	<b>\$321,805</b>	<b>\$356,415</b>	<b>\$367,270</b>	<b>\$398,255</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Office of the Clerk

## Mission

- o Main point of contact for the Public to contact the Town.
- o To assist Council.
- o To perform duties as required under the Municipal Act, or under any other Act.
- o To record, without note or comment, all resolutions, decisions and other proceedings of the Council.
- o If required by any member present at a vote, to record the name and vote of every member voting on any matter or question.
- o To keep the originals or copies of all by-laws and all minutes of the proceedings of Council.

## Services Provided

- o Ensure Municipal Elections are conducted in line with all prescribed provincial policies.
- o Prepare Council and Committee of the Whole packages.
- o Attend all Council and Committee of the Whole meetings.
- o Designated as "head" of the municipality for the purposes of the Municipal Freedom of Information and Protection of Privacy Act.
- o Records Manager for the Town.
- o Contact person for Integrity Commissioner.
- o Contact person for Ombudsman's Office.
- o Coordinate Short Term Accommodation Licensing Committee meetings, prepare packages, attend meetings, and prepare Decisions as directed by the Committee.
- o Perform Civil Marriage Services and issue Marriage Licenses.
- o Line Fence Act Administrative Support.
- o Issue Lottery Licenses.
- o Record, track and coordinate the review of corporate wide policies.
- o Prepare and monitor Clerks Division and Council Budgets.

## 2017 Strategic Action Items and Work Plan

- o Goal #2 - Revise Procedural By-law to accommodate requests to make deputations to Council after the Agenda has been published.
- o Goal #2 - Provide information on how to connect with Town Council and Staff.
- o Continue to manage Municipal Freedom of Information and Protection of Privacy requests in a timely manner.
- o Preparation for 2018 Election.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	2	2	2
Prepare Council and Committee of the Whole Packages	57	57	57
Marriage Licenses Issued	17	28	30
Lottery Licenses Issued	20	21	21
Civil Marriage Services Preformed	11	23	23
Freedom of Information Requests Responded to	10	14	14

## 2017 Budget Commentary

There are no significant changes in the 2017 Clerk's Budget.

# Office of the Clerk

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	207,834	212,985	217,140	221,410	225,800
Administrative Expenses	4,186	5,150	5,300	5,300	5,300
Training and Development	2,540	1,650	4,000	4,000	4,000
Operating Expenses	0	0	0	0	0
Communications	728	975	1,050	1,055	1,060
Utilities	0	0	0	0	0
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	16,680	5,000	5,500	5,500	5,500
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	-6,775	-19,942	-21,888	-29,377	-36,866
<b>Total Expenses</b>	<b>225,193</b>	<b>205,818</b>	<b>211,102</b>	<b>207,888</b>	<b>204,794</b>
<b>Revenue</b>					
Grants and Donations	0	0	0	0	0
External Revenue	7,290	15,050	12,500	12,500	12,500
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>7,290</b>	<b>15,050</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>
<b>Net Cost of Service (Taxation)</b>	<b>217,903</b>	<b>190,768</b>	<b>198,602</b>	<b>195,388</b>	<b>192,294</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Communications and Economic Development

## Mission

- o Assist Town businesses to successfully start, expand and grow.
- o Clear, accurate and timely communications to staff, residents and businesses within the Town.

## Services Provided

- o Communications and Economic Development advisor to Senior Management Team and Council.
- o Provide internal departments with advice and support in preparing communications.
- o Recommend policy for managing Town Communications and Economic Development.
- o Support the creation of a strong foundation for Economic Development.
- o Act as a Resource/Coordinator of the Economic Development Advisory Committee (EDAC).
- o Act as a resource to all local business associations.
- o Respond to inquiries from businesses in the Town of The Blue Mountains.
- o Co-ordinate with County (both Grey and Simcoe) resources to develop Economic Development programs in support of businesses in the community.
- o Manage regular communications to residents via e-blast, Twitter and other media.
- o Support Staff Engagement Initiatives.

## Level of Service

Service Provided	Level of Service
Create a Business Event to support local business	1 each year
Meet with Economic Development Advisory Committee	10 times per year
Response time to business inquiries	1 business day or less
Send e-blast with news and events to residents	1 each week
Regular Twitter updates	30 tweets per month

## 2017 Strategic Action Items and Work Plan

### Goal #1: Create Opportunities for Sustainable Growth

- o Work collaboratively with OMAFRA, the County, and the agricultural sector to strengthen the industry.
- o Identify and recommend further actions to implement the Business Retention & Expansion Strategy.
- o Work with the Planning and Development Services Department to retain consultants to advise on a Business Development Strategy to focus economic development efforts on specific business sectors and amend the Official Plan and Zoning By-law as necessary.

### Goal #2: Engage Our Communities and Partners

- o Improve the Town's website and continue to facilitate connections between business associations.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	.85	.85	.85
Increase Distribution of Communications	-	+30%	+30%
Partnerships Formed/Maintained	13	13	15
Small Business Training Sessions/Events	4	4	2
Businesses Supported	24	20	18

## Economic Development:

- o Introduced the Centre for Business as a new member of EDAC.
- o Initiated quarterly regional calls with South Georgian Bay Economic Development Officers.
- o Held one major business event that included 6 training sessions on 3 topics, a business panel, an update presentation from EDAC and a business resource trade show involving 10 local business resource organizations.
- o Consulted to 18 local businesses.

# Communications and Economic Development

## Communications:

- o In 2016, as of Nov 9<sup>th</sup>, the Town posted 576 Tweets that had 187,379 impressions; our profile was visited 5,873 times and @Town\_Blue\_Mtns was mentioned in 558 of other people's tweets; we increased our followers by over 30%.
- o Our web pages were viewed 2 million times during 464, 895 visits. We average 1K to 2.5K visits per day and between 1K and 10K page views per day, although we have had days as high as 30,000 page views.

## 2017 Budget Commentary

The 2017 budget is designed to maintain our commitments to Communications and Economic Development in the community. Our goal is to use our Economic Development funding to engage consultants to advise on a Business Development Strategy to focus economic development efforts on specific business sectors. This would take into account any required Official Plan and Zoning By-law amendments to meet the needs of these sectors.

We continue to support local business organizations who support our local business owners and start-ups as well as youth employment, agri-tourism, culinary tourism, general tourism and retail businesses primarily.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$108,980	\$90,850	\$92,390	\$94,230	\$96,120
Administrative Expenses	90	1,000	1,500	1,500	1,500
Training and Development	1,387	5,175	3,450	3,450	3,450
Operating Expenses	-294	0	0	0	0
Communications	12,443	9,950	10,525	10,535	10,545
Utilities	0	0	0	0	0
Equipment Maintenance	3,980	4,925	9,000	9,000	9,000
Vehicle Related	0	0	0	0	0
Purchased Services	34,081	35,000	35,000	35,000	35,000
Financial Expenses	53,196	20,000	50,000	50,000	50,000
Premise and Site	0	0	0	0	0
Transfers to Capital	60,000	0	0	0	0
Transfers to Reserves	10,000	0	0	0	0
Inter-functional Transfers	10,000	10,000	5,000	5,000	5,000
<b>Total Expenses</b>	<b>\$293,863</b>	<b>\$176,900</b>	<b>\$206,865</b>	<b>\$208,715</b>	<b>\$210,615</b>
<b>Revenue</b>					
Grants and Donations	\$15,341	\$0	\$0	\$0	\$0
External Revenue	960	0	0	0	0
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$16,301</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$277,562</b>	<b>\$176,900</b>	<b>\$206,865</b>	<b>\$208,715</b>	<b>\$210,615</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Human Resources

## Mission

To strengthen policies and practices that attract, engage, develop and sustain staff, leaders and council who are the best in their field.

## Services Provided

Human Resources provide professional advice and support in several areas including:

- Talent Management
- Membership on the Core Leadership Team
- Employee Services
- Employee & Labour Relations
- Organizational Effectiveness
- Consulting

## Level of Service

Service Provided	Level of Service
Recruitment – assist all departments in recruiting new contract, student and permanent employees	Provide recruitment services from job creation to employee onboarding
Completion of Legislative Requirements	Health and Safety Inspections by JHSC, CAO, WSIB Submission, Safety Training, Investigations
Completion of Payroll	Bi-weekly payroll completion for all staff and volunteer fire-fighters

## 2017 Strategic Action Items and Work Plan

- Share the results of the workplace engagement survey completed in the fall of 2016 and pursue opportunities to strengthen engagement and address issues in response to findings;
- Continue work to ensure all internal/external staff documents in HR are updated to an accessible format;
- Strengthen orientation and support programs for new employees;
- We are committed to ensuring fair and equitable compensation practices and maintaining competitive salaries. A full review of pay equity and market comparison will be conducted in 2017;
- Review employment policies and practices to ensure that they comply with current legislation and best HR practice with the end goal of an employment handbook available to all staff.

Continue strategic plan initiatives related to HR including those carried over from 2016 and those requiring planning and action for 2017:

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

Objective: To Be An Employer Of Choice

- Develop and implement a staff recognition program that recognizes excellence in public service;
- Develop objective evaluation/measurements to be recognized as one of the best 100 places to work;
- Develop a Succession Management Plan; and
- Identify training opportunities for staff and encourage continuous learning.
- Review current recruitment procedures and standards including ensuring legislative compliance is upheld and maintained. Train all leaders on interview techniques. Carry out a review of employment contracts with a view to ensure a standard best practice template is used for all hires.
- Review procedures and forms used in the annual review process.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	3	3	3
Certified Joint Health and Safety Committee Members	38%	73%	50%
WSIB Claims for lost time	1	1	1
WSIB Claims for modified work	1	0	1
WSIB Claims for critical injuries	0	0	0

# Human Resources

## 2017 Budget Commentary

The HR budget for 2017 remains fairly static. The work plan for 2017 includes administrative work that can largely be achieved by internal staff with internal resources. We have planned a small shift within the budget to address the need for a dedicated Wellness budget. This is for tracking purposes only and does not signify an increase to the overall budget.

We have centralized the advertising budget to HR. Keeping the advertising for recruitment centralized within HR is more efficient and provides better fiscal management for our recruitment efforts with one dedicated person having care and control for spending.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$255,862	\$298,125	\$304,915	\$310,945	\$317,120
Administrative Expenses	3,136	4,090	3,210	3,310	3,210
Training and Development	21,483	14,685	22,075	23,075	24,125
Operating Expenses	0	0	0	0	0
Communications	2,427	2,765	9,900	9,925	9,950
Utilities	0	0	0	0	0
Equipment Maintenance	0	1,400	1,500	1,500	1,500
Vehicle Related	0	0	0	0	0
Purchased Services	151,700	108,270	70,000	70,000	70,000
Financial Expenses	1,050	1,200	1,250	1,300	1,350
Premise and Site	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Capital Expenditures	0	0	0	0	0
Inter-functional Transfers	-34,920	-39,442	-46,057	-51,051	-55,958
<b>Total Expenses</b>	<b>\$400,738</b>	<b>\$391,093</b>	<b>\$366,793</b>	<b>\$369,004</b>	<b>\$371,297</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$400,738</b>	<b>\$391,093</b>	<b>\$366,793</b>	<b>\$369,004</b>	<b>\$371,297</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's	Debt
None in 2017.							

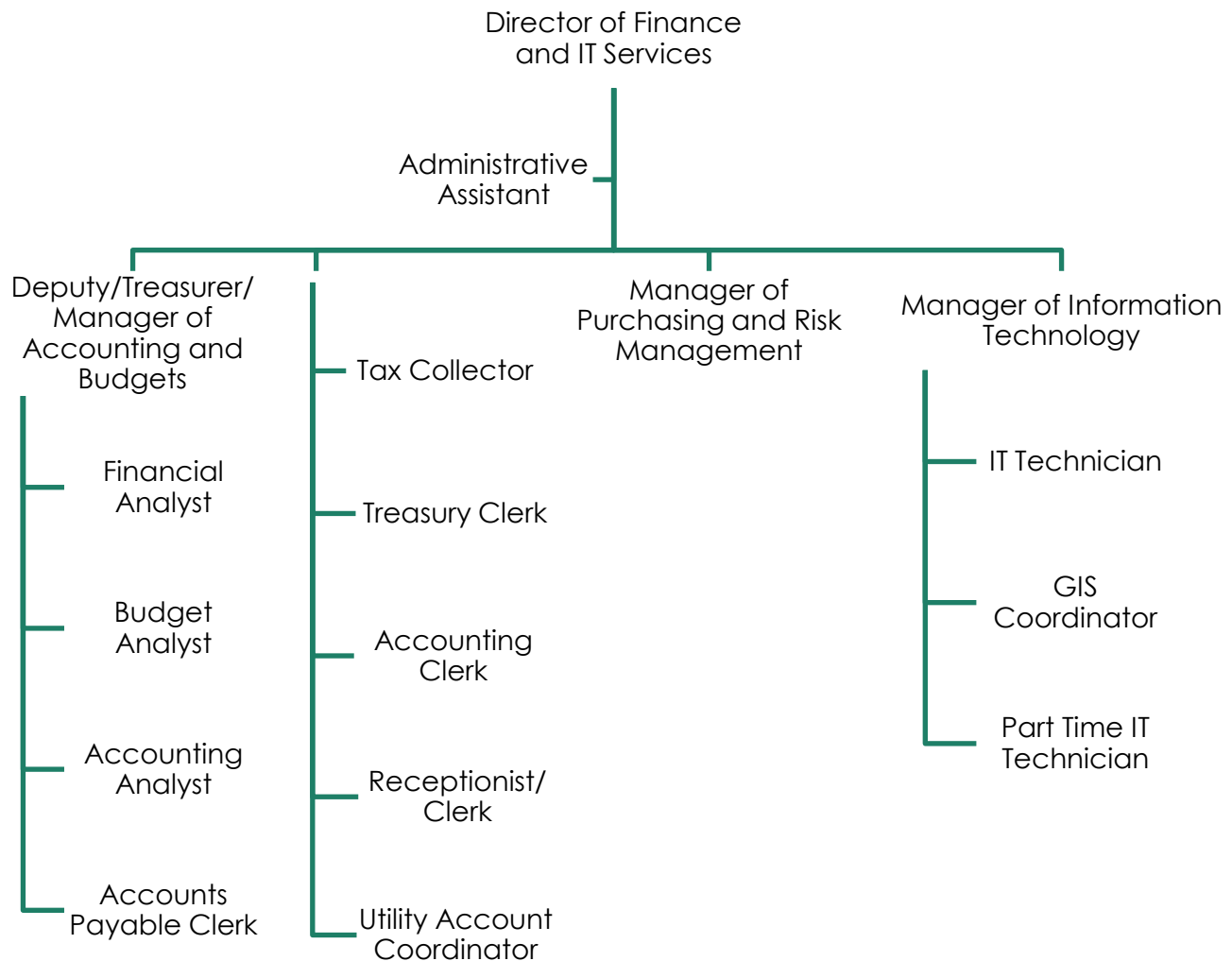


# Finance and IT Services

Finance Services ensures financial accountability and transparency of the Town and is responsible for financial planning and budgeting, procurement and risk management, financial reporting and accounting. Finance is also responsible for calculating, collecting, and responding to public inquiries regarding property taxes and utility billing in the Town. Finance also provides support services to all other departments by providing financial reports and analysis of the Town's finances and the actions required to meet the Town's financial obligations and objectives.

Information Technology Services is responsible for all aspects of the Town's information technology infrastructure, including the strategic and operational implementation of technology for the Town. This Division supports Town Hall, the Library, water and wastewater SCADA systems, as well as ensuring a secure and reliable network that connects workstations, printers, cell phones, internet, phones, and handheld devices throughout the Town. This Division provides staff with access to essential software tools and applications that streamline processes and services. The Information Technology Division reports to the Director of Finance and IT Services.

## Organizational Chart



## Town of The Blue Mountains 2015-2020 Strategic Plan

### Goal #5: Ensure that our Infrastructure is Sustainable



**Develop Town Asset Management Strategic and Policy Statements including understanding the financial and human resource requirements for implementation.**

A cross-departmental team has been created to implement the newly acquired asset management software; this team will also be writing and presenting a policy and strategy around asset management.



**Prepare a Town Asset Management Plan by January 1, 2017 to satisfy provincial requirements with respect to maintaining access to Gas Tax Funding.**

The Town engaged Hemson Consulting Inc. to update our current Linear Asset Management Plan and included all other Town owned assets. This plan will be presented in mid-December 2016 for Council's approval and will satisfy the requirements of the Federal Gas Tax funding agreement.

# Finance

## Mission

Support the delivery of public services to internal business partners, and also provide certain mandated Town services directly to the community. Staff do this by managing public funds, information, risk, and ensuring legislative compliance. The Finance Department accurately and timely records financial transactions for the Town, as per Generally Accepted Accounting Principles.

## Services Provided

- o Assist customers.
- o Invoice customers for any services provided to them by the Town.
- o Advise Council and the public on finances of operations.
- o Provide payment to vendors.
- o Prepare Town's Financial Statement and coordinate the Town's annual audit.
- o Manage corporate Purchasing Policy, and the Town's Development Charges.
- o Coordinate preparation of the Annual Budget.
- o Maintain and update the Town's Asset Management Plan.
- o Streamline operating processes.
- o Assist other Departments with Grant Applications and Grant Receipt reporting.

## Level of Service

Service Provided	Level of Service
Customer Service Hours	8:30 – 4:30 Monday to Friday
Completion of Legislative Requirements	Annual Budget, Financial Statements, and Financial Information Return
Assist all departments in the organization regarding financial matters	Consulting on reports, compiling budgets and financial statements
Calculation and collection of Town and County Development Charges	Following strict legislation around the handling of Development Charges

## 2017 Strategic Action Items and Work Plan

- o Corporate Strategic Plan Goal #5 - Ensure that our infrastructure is sustainable – Implement leading technology and develop staff resources required to develop and maintain asset management data (inventory, work order, human resources, financial, etc.).
- o Complete the 2016 fiscal audit and Request For Proposal for Audit Services for 2017.
- o Local Improvement By-laws for Water and Wastewater Service Extensions.
- o Continue to implement and improve Financial Policies.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	13	13	13
Number of Tax Bills Processed Annually	8,958	9,098	9,100
Number of Vendor Invoice Payments Processed	9,500	9,200	9,200
Purchase Orders Issued	140	140	140
Town Taxes as a percentage of the Total Tax Levy	38%	40%	40%

# Finance

## 2017 Budget Commentary

In 2016, Asset Management software was purchased. Finance Department staff in conjunction with other Town Departments will continue with their work on the Town's Asset Management Plan to include all assets and implement asset management software in 2017.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$931,393	\$967,930	\$1,056,075	\$1,084,040	\$1,105,635
Administrative Expenses	11,108	12,950	13,500	13,500	13,500
Training and Development	8,175	9,800	13,300	17,800	17,800
Operating Expenses	0	0	0	0	0
Communications	26,109	34,515	32,715	33,230	34,245
Utilities	0	0	0	0	0
Equipment Maintenance	5,357	5,150	5,800	5,900	6,000
Vehicle Related	0	0	0	0	0
Purchased Services	54,178	55,315	60,000	120,000	60,000
Financial Expenses	7,877	42,685	42,000	42,200	42,200
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	6,000	0
Transfers to Reserves	45,000	0	0	0	0
Inter-functional Transfers	-2,540	-42,822	-91,685	-136,226	-180,768
<b>Total Expenses</b>	<b>\$1,086,657</b>	<b>\$1,085,523</b>	<b>\$1,131,705</b>	<b>\$1,186,444</b>	<b>\$1,098,612</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$488	\$0	\$0	\$0
External Revenue	23,804	27,975	28,000	28,500	29,000
Internal Revenue	8,828	0	0	60,000	0
<b>Total Revenue</b>	<b>\$32,632</b>	<b>\$28,463</b>	<b>\$28,000</b>	<b>\$88,500</b>	<b>\$29,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$1,054,025</b>	<b>\$1,057,060</b>	<b>\$1,103,705</b>	<b>\$1,097,944</b>	<b>\$1,069,612</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Information Technology

## Mission

To facilitate the effective use of IT/GIS technology and applications to meet the business and security needs of Town departments and users.

## Services Provided

- o Maintain the Town's IT/GIS infrastructure, including corporate networks, databases, computers, servers and communication equipment.
- o Support phone systems in Town offices, including land lines, BlackBerrys and cell phones.
- o Software application programming, configuration and user support.
- o User support across the organization, including IT/GIS helpdesks and user training.
- o Provide Project Management support for IT/GIS related projects.
- o Maintain GIS geospatial datasets and databases for all Town departments, including analysis, support and graphic representations.
- o Provide data/ infrastructure security, including development and enforcement of Policies and Procedures.

## Level of Service

Service Provided	Level of Service
IT and GIS services	Monday to Friday 8:30 am to 4:30 pm

## 2017 Strategic Action Items and Work Plan

- o Implement new web portal for CityView service requests and Building/By-law.
- o Build new communication towers to improve radio, SCADA and network system coverage throughout the Town.
- o Continue with implementation of Asset Management software.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	3.5	3.5	3.5
Computer Training Classes	13	15	20
Employees Trained Annually	54	203	220
IT Help Desk Tickets Annually	2,200	2,400	2,600
Computers Supported	129	157	165
Servers Supported	49	59	62

## 2017 Budget Commentary

The IT Service Agreements budget is increasing in 2017 due to:

- o Addition of annual maintenance for ESRI CityWorks asset management software.
- o Additional CityView licenses to support use of the system for service requests.
- o Continued pressure on the Canadian dollar; most software agreements are affected.

# Information Technology

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$282,309	\$303,705	\$312,790	\$319,345	\$325,710
Administrative Expenses	2,552	4,335	4,300	4,300	4,300
Training and Development	8,122	4,890	8,200	8,900	8,900
Operating Expenses	0	0	0	0	0
Communications	16,785	17,570	18,495	22,230	25,850
Utilities	0	0	0	0	0
Equipment Maintenance	86,111	135,000	157,000	159,000	161,000
Vehicle Related	0	0	0	0	0
Purchased Services	35,470	5,000	8,000	20,000	8,000
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Transfers to Capital	146,025	135,000	196,100	207,900	143,300
Transfers to Reserves	1,772	0	0	0	0
Inter-functional Transfers	-153,700	-126,643	-111,871	-95,872	-79,873
<b>Total Expenses</b>	<b>\$425,446</b>	<b>\$478,857</b>	<b>\$593,014</b>	<b>\$645,803</b>	<b>\$597,187</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	7,434	2,700	2,700	2,700	2,700
Internal Revenue	10,443	0	0	0	0
<b>Total Revenue</b>	<b>\$17,877</b>	<b>\$2,700</b>	<b>\$2,700</b>	<b>\$2,700</b>	<b>\$2,700</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$407,569</b>	<b>\$476,157</b>	<b>\$590,314</b>	<b>\$643,103</b>	<b>\$594,487</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Continuous Improvements	\$137,700		\$137,700			
Communication Tower	\$200,000 <sup>1</sup>		\$50,000		\$50,000	
CityView Web Portal	\$25,800 <sup>2</sup>		\$8,400			

<sup>1</sup> The remaining \$100,000 will be funded in 2018

<sup>2</sup> The remaining \$17,400 will be funded in 2018

# Communication Network Upgrades

**Project Number:** 6-131-1312

**Department:** Finance and IT Services - Information Technology

## Purpose

This project will upgrade the radio, network and SCADA communications network in the Town by adding new towers in strategic locations.

## Accessibility

## Strategic Plan

## Environmental Impact

## Disposal

## Operating Impact

## Budget

Expenditure	Cost	Account
Additional Equipment	\$200,000	64010
Replacement		64011
Contract Services		63125
Contingencies		63126
Engineering		63115
<b>Total</b>	<b>\$200,000</b>	

## Description

New communication towers will:

1. Improve radio communication for Fire and Roads throughout the municipality.
2. Reduce operating cost for Fire since no longer need to pay rental fees for use of private tower.
3. Replace aging radio equipment being used by Roads on private property.
4. Improve corporate network connectivity Blue Mountain/Craigleith area.
5. Provide network connectivity for SCADA systems for Water/WW in the Blue Mountain/Craigleith area.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Reserves							
Revenue Funds- Taxes	<b>\$100,000</b>	\$50,000	\$50,000				
Water Asset Replacement	<b>\$50,000</b>	\$25,000	\$25,000				
Wastewater Asset Replacement	<b>\$50,000</b>	\$25,000	\$25,000				
Debt							
<b>Total</b>	<b>\$200,000</b>	<b>\$100,00</b>	<b>\$100,000</b>				

# IT Continuous Improvements

**Project Number:** 6-131-1310

**Department:** Finance and IT Services – Information Technology

## Purpose

To provide an adequate level of corporate IT infrastructure, network connectivity and data security to Town staff in all offices.

## Accessibility

No

## Strategic Plan

Strategic Goal 6 - Providing a strong, well-managed municipal government.

## Environmental Impact

Old equipment is disposed of in an environmentally responsible manner. It is re-used or sold where applicable and otherwise disposed of in the Town e-waste bin.

## Disposal

## Operating Impact

## Budget

Expenditure	Cost	Account
Replacement	\$137,700	64011
Consulting		62054
Contract Services		63125
Contingencies		63126
Materials		62000
<b>Total</b>	<b>\$137,700</b>	<b>-</b>

## Description

This project covers IT ongoing expenditures for a regular replacement program for hardware including computers (4 years), servers (5 years) and printers (5-8 years) for all Town offices and Departments. It also includes costs for software and licenses, AV equipment, network infrastructure, database software development, phone systems and Geographic Information Systems.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Revenue Funds- Taxes	<b>\$868,500</b>	\$137,700	\$140,500	\$143,300	\$146,000	\$149,000	\$152,000
User-Fees							
Water Asset Replacement							
Wastewater Asset Replacement							
Debt							
<b>Total</b>	<b>\$868,500</b>	<b>\$137,700</b>	<b>\$140,500</b>	<b>\$143,300</b>	<b>\$146,000</b>	<b>\$149,000</b>	<b>\$152,000</b>



# Corporate Administration

## Mission

This Department code was set up to record tax related revenues and expenses that effect the Town as a whole and aren't related to one specific department.

## Services Provided

General Administration, including taxation related revenue and in-year insurance costs for potential deductibles.

Maintenance of the Town Hall facility has been moved to its own Department Code.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	.3	.3	.3

Measure (source: BMA Study 2016)	The Blue Mountains	Study Average	Southwest Average
Property Taxes as a percentage of Household Income	3.6%	3.6%	n/a
Population Density per square kilometer	22	536	380
Debt to Reserve Ratio	0.1	1.0	n/a
Taxes Receivable as a percentage of Taxes Levied	9.8%	6.7%	5.8%

## 2017 Budget Commentary

There are no changes predicted to the Corporate Administration Budget for 2017. Corporate Administration continues to see Town-wide expenses, such as the central phone system.

# Corporate Administration

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	(\$38,347)	\$55,345	\$60,000	\$60,400	\$60,800
Administrative Expenses	47,878	11,800	8,500	8,500	8,500
Training and Development	12,293	18,535	10,275	10,275	10,275
Operating Expenses	22	6	0	0	0
Communications	8,453	6,950	9,075	9,150	9,230
Utilities	0	0	0	0	0
Equipment Maintenance	1,863	8,400	3,000	3,000	3,000
Vehicle Related	0	0	0	0	0
Purchased Services	12,973	23,500	80,000	80,000	80,000
Financial Expenses	127,182	298,630	322,310	322,660	322,995
Premise and Site	-210,544	-87,000	-80,875	-80,850	-80,825
Transfers to Capital	24,882	0	0	0	149,000
Transfers to Reserves	440,710	436,000	297,000	304,000	308,500
Inter-functional Transfers	-379,287	-309,795	-244,924	-180,410	-115,688
<b>Total Expenses</b>	<b>\$48,078</b>	<b>\$462,371</b>	<b>\$464,361</b>	<b>\$536,725</b>	<b>\$755,787</b>
<b>Revenue</b>					
Grants and Donations	\$1,124,300	\$1,143,100	\$1,151,300	\$1,159,500	\$1,167,700
External Revenue	1,006,602	872,210	1,005,785	964,300	919,300
Internal Revenue	152,131	115,000	115,000	115,000	115,000
<b>Total Revenue</b>	<b>\$2,283,033</b>	<b>\$2,130,310</b>	<b>\$2,272,085</b>	<b>\$2,238,800</b>	<b>\$2,202,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>(\$2,234,955)</b>	<b>(\$1,667,939)</b>	<b>(\$1,807,724)</b>	<b>(\$1,702,075)</b>	<b>(\$1,446,213)</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Health Services

## Mission

Health Services is an account that has been set up to record any payments made to a hospital or health related organization, as this information must be provided in the annual Financial Information Return prepared by Finance Staff.

## Services Provided

The annual Grants and Donations Program has allotted \$35,000 to the Health Services Budget for 2017. \$25,000 is for the Meaford Hospital Foundation, as per their deputation at the October 8, 2013 Committee of the Whole Meeting. This funding agreement is schedule to end in 2018. \$5,000 has also been earmarked for the Collingwood General and Marine Hospital Foundation through the Grants and Donations Program. In addition, \$5,000 has been earmarked for the Hospice Georgian Triangle Foundation, My Friends House and Women's House Serving Bruce and Grey through the Annual Grants and Donations Program.

An additional \$35,000 is annually transferred into the Town's Working Capital reserve to pay back the grant given to the North East Grey Health Clinic. These transfers will end in 2018.

## Level of Service

Service Provided	Level of Service
Grants to Hospitals	2 annual grants totalling \$30,000
Grants to other Health related organizations	3 annual grants totalling \$5,000

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	-	-	-
Number of annual hospital grants	2	2	2
Number of annual health related organization grants	3	3	3

## 2017 Budget Commentary

The 2017 and 2018 budgets are being proposed with no increase. However, starting in 2019 staff have included \$133,334 for the Collingwood General and Marine Hospital. At the October 17, 2016 Council Meeting, the Hospital Foundation made a deputation to Council regarding the new hospital build.

A donation of \$2,000,000 towards the new Collingwood Hospital is currently in the budget. \$133,334 is the annual amount if Council approves the \$2,000,000 to be paid over 15 years. This increase will be slightly offset as the transfer of \$35,000 will be completed. The \$30,000 in grants to the other organizations has been maintained for 2019.

# Health Services

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0
Administrative Expenses	0	0	0	0	0
Training and Development	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	0	0	0	0	0
Financial Expenses	30,660	35,000	35,000	35,000	163,334
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	35,000	35,000	35,000	35,000	0
Inter-functional Transfers	0	0	0	0	0
<b>Total Expenses</b>	<b>\$65,660</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$163,334</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$65,660</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$163,334</b>

## 2017 Operating and Capital Projects

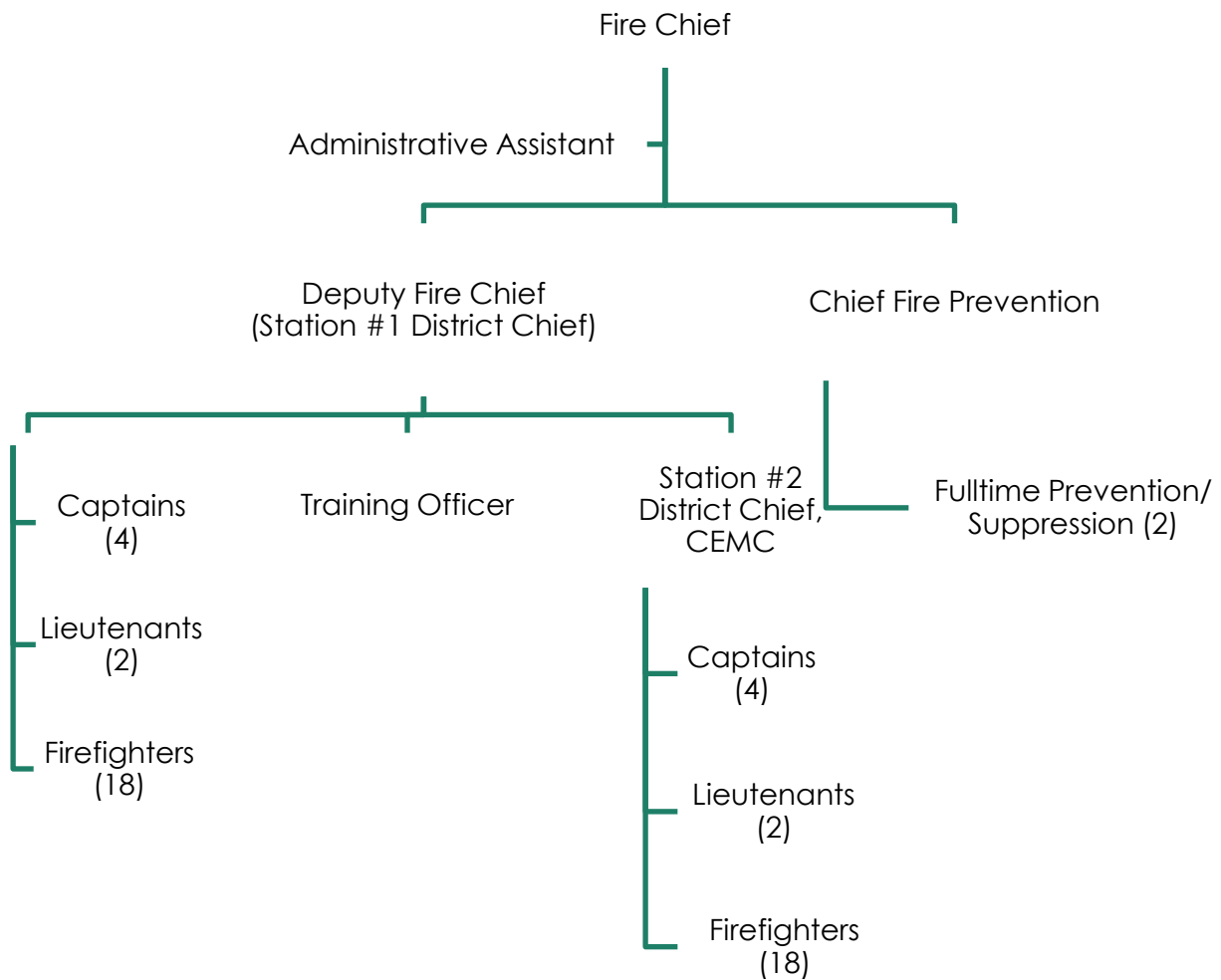
Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Fire

The Blue Mountains Fire and Rescue provides fire protection services and emergency response to the Town of The Blue Mountains and, when needed, the surrounding area. The Fire Department teaches public fire and life safety education courses and promotes fire prevention initiatives to protect the lives and property of the citizens, businesses and visitors to the Town of The Blue Mountains.

The Blue Mountains Fire Department operates out of two Stations with 8 fulltime staff and 40 paid volunteer firefighters.

## Organizational Chart



## 2017 Fees and Charges

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2017 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the updates to the 2017 Fees and Charges By-law. If the 2017 Fee or Charge Column has been left blank, there is no change over the current fee or charge.

### Schedule D – Fire Department Services

Description	Current Fee or Charge	2017 Fee or Charge
Request for Fire Report <sup>1</sup>	\$50.00	
Request for Property Information Letter <sup>1</sup>	\$50.00	
<b>Inspection of all Premises or Buildings:<sup>1</sup></b>		
up to 2,500 square feet	\$75.00	
2,500 to 5,000 square feet	\$100.00	
5,000 to 10,000 square feet	\$150.00	
10,000 to 20,000 square feet	\$200.00	
over 20,000 square feet	\$300.00	
additional inspection – per call back	\$150.00	
Inspection required by A.G.C.O. <sup>2</sup>	\$50.00	
Apparatus Standby <sup>3</sup>	\$200.00 per hour	\$300.00 per hour
Standby for suspicious fire – per hour, per man		
<b>Fire Department Response to a non-emergency activation of a Fire Alarm/Early Warning System:</b>		
1 <sup>st</sup> occurrence (in a 12 month period)	No charge	
2 <sup>nd</sup> occurrence (in 12 month period) <sup>4</sup>	\$300.00	
3 <sup>rd</sup> occurrence (in a 12 month period)	\$300.00	
4 <sup>th</sup> occurrence and subsequent	\$1,000.00	
Fire Prevention Officer and Inspector – per hour (for commercial, industrial, condominium and association groups)	\$50.00	
Fire Safety Plan Review	\$50.00 per hour	

<sup>1</sup> Not including initial inspection resulting from a building permit application or inspections required by legislation.

<sup>2</sup> Inspection of public hall facilities, restaurants and licensed facilities that are requested by owner.

<sup>3</sup> Includes use of Fire Department Apparatus and 2 firefighters.

<sup>4</sup> \$200.00 will be refunded if proof of repairs or a solution to the identified problem is provided to the satisfaction of the Fire Prevention Officer.

# Fire

Description	Current Fee or Charge	2017 Fee or Charge
<b>Special Occasion Permit Inspections</b>		
Initial Inspection	\$50.00	
Additional Inspection – per call back	\$150.00	
<b>Fireworks</b>		
Approval	\$50.00	
Inspection	\$75.00	

## Schedule D – Emergency Response Services

Description	Current Fee or Charge	2017 Fee or Charge
<b>Vehicle Extrication on Municipal Streets, non-residents</b>		
Labour	\$50.00 per man per hour	
Plus machine time	\$100.00 per truck per hour	\$200.00 per truck per hour
Vehicle Extrication on Provincial Highways	Current MTO Rates	
<b>Out of Control Brush / Grass Fire or other (started by owner or tenant of property)</b>		
Labour	\$50.00 per man per hour	
Plus machine time	\$100.00 per truck per hour	\$200.00 per truck per hour
<b>Rescue, High Angle Rescue, Cold Water Rescue</b>		
Labour	\$50.00 per man per hour	
Plus machine time	\$100.00 per truck per hour	\$200.00 per truck per hour
<b>Illegal Burning</b>		
Labour	\$50.00 per man per hour	
Plus machine time	\$100.00 per truck per hour	\$200.00 per truck per hour
<b>Additional Services</b>		
Additional Equipment, Material and Resources	100% of Cost	

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# Fire and Emergency Services

## Mission

Provide fire protection services and emergency response for the Town of The Blue Mountains.

Provide the public with fire and life safety education and fire prevention initiatives to protect the lives and property of the citizens, businesses and visitors to the Town of The Blue Mountains.

## Services Provided

- o Fire suppression.
- o Other emergency responses.
- o Assisting outside agencies.
- o Fire prevention/public education.
- o Training.
- o Emergency management.

## Asset Management Level of Service

Service Provided	Level of Service
Response to Structure Fires	Averaging 10 minutes
Commercial and Multi-Unit Prevention Inspections	100%
Fully Equipped and Operating Fire Stations	2
Marine Rescue	Full Ice Rescue and Marine Rescue programs

## 2017 Work Plan

As part of the Strategic Plan, Fire and Emergency Services will continue to promote the use of residential fire sprinkler systems, including providing educational material to home buyers, builders and developers and to continuing to work with Provincial agencies including the OAFC and the Home Fire Sprinkler Coalition.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	8	8	8
Volunteer Firefighters	43	43	43
Total Emergency Responses	196	220	200
Rescue/Assisting other Agencies	84	73	80
False Alarms/human perceived emergencies	91	100	100
Pre-fire Conditions	10	15	15
Chimney/Vehicle/Structural/Outdoor Fires	11	28	20
Training Hours	3,442	3,762	3,800
Fire Inspections	837	846	900

## 2017 Budget Commentary

Major projects include the development of a new Fire Master Plan to replace the plan which was repealed in 2014, at a cost of \$80,000. This Department will continue to maintain its Volunteer Firefighter force at 100% of the approved complement, through continued recruitment and training programs. New Fire Prevention programs, including an expanded Smoke Alarm program and increased Public Education in the community will continue in 2017.

# Fire and Emergency Services

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$1,212,399	\$1,305,900	\$1,350,735	\$1,378,245	\$1,402,665
Administrative Expenses	15,102	10,875	11,050	11,050	11,050
Training and Development	36,250	28,775	37,350	40,250	40,350
Operating Expenses	903	2,800	5,000	9,000	5,000
Communications	44,369	23,500	36,310	36,835	37,380
Utilities	24,775	22,900	23,110	23,720	24,355
Equipment Maintenance	50,588	31,600	35,800	35,800	35,800
Vehicle Related	38,734	30,875	41,000	41,000	41,000
Purchased Services	3,120	5,000	84,500	4,500	4,500
Financial Expenses	19,340	19,350	19,430	19,840	20,235
Premise and Site	20,094	19,350	19,900	20,100	20,350
Transfers to Capital	195,808	200,885	72,000	234,000	47,000
Transfers to Reserves	29,363	3,695	63,500	63,500	63,500
Inter-functional Transfers	5,883	6,200	4,700	4,700	4,700
<b>Total Expenses</b>	<b>\$1,696,728</b>	<b>\$1,711,705</b>	<b>\$1,804,385</b>	<b>\$1,922,540</b>	<b>\$1,757,885</b>
<b>Revenue</b>					
Grants and Donations	\$1,230	\$1,800	\$2,000	\$2,000	\$2,000
External Revenue	11,200	9,200	10,000	10,000	10,000
Internal Revenue	0	0	140,000	40,000	20,000
<b>Total Revenue</b>	<b>\$12,430</b>	<b>\$11,000</b>	<b>\$152,000</b>	<b>\$52,000</b>	<b>\$32,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$1,684,298</b>	<b>\$1,700,705</b>	<b>\$1,652,385</b>	<b>\$1,870,540</b>	<b>\$1,725,885</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	Reserves	DC's	Debt
Growth Related Vehicle	\$450,000 <sup>1</sup>		\$72,000		\$63,000	
PPE Replacement	\$20,400			\$20,400		
Equipment Replacement	\$21,400			\$21,400		

<sup>1</sup> The remaining \$315,000 will be funded in 2018  
Town of The Blue Mountains  
2017 Approved Budget

## New Vehicles - Growth Related

**Project Number:** 6-210-2110  
**Department:** Fire Services

### Purpose

To maintain a fleet of emergency response vehicles in keeping with the needs and population of the Municipality.

### Accessibility

No

### Strategic Plan

Managing growth to ensure the ongoing health and prosperity of the community.

### Environmental Impact

### Disposal

### Operating Impact

There will be minimum operating impact as the Fire Department will be decommissioning one vehicle and purchasing a larger unit in 2017.

### Budget

Expenditure	Cost	Account
Materials		62000
Consulting		63120
Contract Services		63125
Additional Vehicles	\$450,000	64020
Additional Equipment		64010
<b>Total</b>	<b>\$450,000</b>	

### Description

2017/2018 - Trading in the mini-pumper and upgrading that piece of equipment to a full sized pumper.

2019 - Larger marine unit.

### Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Fed/Prov Grants							
Revenue Fund - Taxes	\$240,00	\$72,000	\$168,000				
Fire Equipment Reserve							
Fire Development Charges	\$270,00	\$63,000	\$147,000	\$60,000			
Debt							
<b>Total</b>	<b>\$510,00</b>	<b>\$135,00</b>	<b>\$315,00</b>	<b>\$60,000</b>			

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# Police Services

## Mission

The mission of the Ontario Provincial Police is to provide a sensitive, community orientated and accountable service. The Ontario Provincial Police promotes an environment in Ontario in which all people will be secure in their pursuit and enjoyment of all lawful activities.

## Services Provided

The Ontario Provincial Police patrol highways and bodies of water, while enforcing laws concerning vehicle traffic, liquor, gambling and illegal drugs under provincial statutes and criminal codes. They inform citizens on crime prevention, safety, and police orientated matters. The Ontario Provincial Police are also responsible for complaints such as barking dogs (including the enforcement of dog By-laws) and noise issues under Town By-laws after hours.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	17.5	17.5	17.5
Civilian Employees	1	1	1
Household Property Count	7,047	7,328	7,416
Commercial and Industrial Property Count	421	419	428
Base Services Cost per Property	\$200.51	\$193.07	\$191.84
Calls for Service Cost per Property	\$93.46	\$89.20	\$89.76
Estimated Billing Cost per Property	\$361.99	\$350.12	\$349.70

## 2017 Budget Commentary

The 2017 Police Services Budget reflects the O.P.P. Contract that Council adopted at the December 15, 2014 Council Meeting. This contract was for a period of six years, beginning January 1, 2015.

The 2017 Municipal Policing Billing Statement was provided to Council at the Committee of the Whole Meeting on October 24, 2016 through Staff Report FAF.16.94.

# Police Services

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$3,571	\$3,000	\$2,000	\$2,000	\$2,000
Administrative Expenses	338	35	800	800	800
Training and Development	509	590	1,000	1,000	1,000
Operating Expenses	0	0	0	0	0
Communications	151	280	285	290	295
Utilities	0	0	0	0	0
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	2,597,489	2,707,000	2,720,665	2,775,015	2,830,460
Financial Expenses	38,251	38,275	38,305	38,325	38,340
Premise and Site	11,608	7,000	7,000	7,000	7,000
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	109,422	0	0	0	0
Inter-functional Transfers	0	0	0	0	0
<b>Total Expenses</b>	<b>\$2,761,339</b>	<b>\$2,756,180</b>	<b>\$2,770,055</b>	<b>\$2,824,430</b>	<b>\$2,879,895</b>
<b>Revenue</b>					
Grants and Donations	\$8,913	\$8,532	\$9,000	\$9,000	\$9,000
External Revenue	7,982	5,000	6,000	6,500	7,000
Internal Revenue	37,350	87,375	37,375	37,375	37,375
<b>Total Revenue</b>	<b>\$54,245</b>	<b>\$100,907</b>	<b>\$52,375</b>	<b>\$52,875</b>	<b>\$53,375</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$2,707,094</b>	<b>\$2,655,273</b>	<b>\$2,717,680</b>	<b>\$2,771,555</b>	<b>\$2,826,520</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Conservation Authority

## Mission

The Blue Mountains is home to watersheds that are under the jurisdiction of two Conservation Authorities – the Nottawasaga Valley Conservation Authority and the Grey Sauble Conservation Authority. These two bodies are dedicated to the preservation of a healthy environment and provide expertise to help protect the area's water, land and future.

## Services Provided

The Nottawasaga Valley Conservation Authority has five major objectives it strives for, in order to achieve its mission:

- o Protect, enhance and restore water.
- o Protect, enhance and restore land.
- o Protect life and property from flooding and erosion.
- o Provide educational and recreational opportunities for the public.
- o Partner with our Watershed Municipalities, provincial/federal agencies, Conservation Ontario, and other interested stakeholders to achieve mutual goals.

Grey Sauble Conservation is a community-based environmental agency which owns and manages over 11,000 hectares of some of the most scenic and environmentally sensitive lands in Grey and Bruce Counties. Working alongside its partners, the body strives to protect and enhance a healthy watershed environment through its various programs and services.

## Non-Financial Statistics

Statistic	Nottawasaga Valley Conservation Authority	Grey Sauble Conservation Authority
Approved Full-Time Equivalent Positions	0	0
Geographic Area	3,700 square kilometers	3,146 square kilometers
Municipalities in which the body has jurisdiction	18	8

## 2017 Budget Commentary

The inter-functional transfer to the Conservation Authority is transferred from the Water and Wastewater Division.

# Conservation Authority

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (unaudited)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0
Administrative Expenses	0	0	0	0	0
Training and Development	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	0	0	0	0	0
Financial Expenses	339,621	348,995	355,900	362,930	370,185
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	-82,544	-81,463	-83,090	-84,755	-86,450
<b>Total Expenses</b>	<b>\$257,077</b>	<b>\$267,532</b>	<b>\$272,810</b>	<b>\$278,175</b>	<b>\$283,735</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$257,077</b>	<b>\$267,532</b>	<b>\$272,810</b>	<b>\$278,175</b>	<b>\$283,735</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						



# Planning and Development Services

The Planning and Development Services Department is primarily responsible for policy planning and development review within The Blue Mountains. The Town's Official Plan Policy and Zoning By-Law, development application review process and the Committee of Adjustment are also under the auspices of the Planning Division, all striving to balance the natural, social and built environments, providing for the present while protecting the future. Development Planning is responsible for development reviews, processes and approves development applications within the Town which includes Official Plan and Zoning By-law Amendments, Site Plan Applications, Consent, Part Lot Control Applications, and Committee of Adjustment applications (Minor Variance).

Municipal Law Enforcement is provided with the goal to serve, protect and provide a desired quality of life for residents and visitors of The Blue Mountains.

The Building Services Division is shown separately in the Budget, as this Division relies solely on User Fees for its revenue and has no impact on Taxation. It should be noted that many positions, such as the Municipal Law Enforcement Officers and the Manager of Building and By-law Services share their time between Building, By-law, and Animal Control.

## Organizational Chart



# Planning and Development Services

## Town of The Blue Mountains 2015-2020 Strategic Plan

### Goal #1: Create opportunities for Sustainable Growth

- **Update and engage businesses as changes to the Planning and Development process as implemented.**

Staff conduct regular meetings and presentations with local stakeholder groups.

- **Continue to find ways to streamline the development approval process and make it more user friendly.**

Staff continue to dialogue with the development industry about the approval process.

- **Zone Employment Lands consistently with the Official Plan to reduce uncertainty and delays and implement a Business Development Strategy.**

This is being completed through the new comprehensive zoning bylaw project.

- ▲ **Require new developments and infrastructure to be pre-serviced for higher technology options.**

This is being completed through the development of Town Engineering Standards.

- **Enhance zoning permission for agriculturally related and secondary businesses in Rural and Agricultural areas.**

This is being completed through the new comprehensive zoning bylaw project.

- ▲ **Prepare a Report to Council on Urban Design for Highway 26 Corridor through Craigeleith.**

A Municipal Class Environment Assessment to determine the transportation needs in the Craigeleith area is currently underway. It is a Town lead project in partnership with Grey County and the Province of Ontario. The findings of the study will consider the character of the road design in the evaluation of the road network alternatives. A presentation will be made to Council on the proposed alternatives to seek input prior to the Public Information Centre.

Planning and Development Services will lead a more in-depth urban design exercise when the transportation requirements for the corridor are understood later in 2017.

### Goal #3: Support Healthy Lifestyles

- **Investigate opportunities for public access to the shoreline and promote existing beaches.**

Ongoing through the development review and approval process.

- ▲ **Develop an Active Transportation Plan**

This has been partially completed and will continue into early 2017.

- ▲ **Include cycling lanes in the Town's Road Standards and provide for maintenance.**

This is being completed through the development of Town Engineering Standards.

- **Make efficient use of existing municipal infrastructure by identifying preferred areas for increased density as part of the Growth Management Strategy.**

This has been completed through the 2016 Growth Management Plan and Official Plan.

# Planning and Development Services

## **Implement the Town's Official Plan through the Consolidated Zoning By-law.**

This is being completed through the new comprehensive zoning bylaw project.

## **Develop a Growth Management Strategy to promote the logical phasing of future development.**

This was completed in 2016.

### Goal #5: Ensure that our Infrastructure is Sustainable

## **Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for stormwater management and communication.**

This is being completed through the development of Town Engineering Standards.

## **2017 Fees and Charges**

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2017 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the updates to the 2017 Fees and Charges By-law.<sup>1</sup>

### Schedule M – Short Term Accommodation (STA) Licensing

Description	Current Fee or Charge	2017 Fee or Charge
Initial STA Licensing Fee	\$2,000.00	\$2,500.00
Initial STA Licensing Fee (condo unit)	No charge	\$1,500.00
Increase in STA Premise Occupant Load	\$750.00	
Renewal STA Licensing Fee	\$750.00	
Renewal STA Licensing Fee (condo unit)	No charge	\$500.00
Late Renewal Fee	No charge	\$500.00
STA Licensing Committee Appeal Fee	\$500.00	
Council STA Appeal Fee	\$500.00	
STA Licensing Committee Meeting Fee	\$250.00	
STA Licensing Committee Hearing Fee	\$250.00	
Replacement STA Licence Placard	\$50.00	

<sup>1</sup> The Planning and Development Engineering Fees are currently being reviewed by the Development Community and the Public.

# Planning and Development Services

## Refund of Short Term Accommodation Licensing Fees:

- a) Upon written request, the Manager shall determine the amount of fees, if any, that may be refunded in accordance with By-Law 2013-50, as amended, in the case of:
  - i. withdrawal of a STA license application;
  - ii. abandonment of a STA license application ;
  - iii. refusal to issue a STA license and confirmed by the STA Committee; or
  - iv. request for revocation of a STA license.
- b) Fees that may be refunded shall be a percentage of the initial or renewal STA license fee payable under this by-law, calculated as follows:
  - i. 75 percent where administrative functions for determination of a complete application only have been performed.
  - ii. 50 percent where administrative, zoning and property standards functions have been performed.
  - iii. 5 percent shall additionally be deducted for each field inspection that has been performed after the STA license has been issued.
- c) Where the Manager deems it appropriate, a refund of other than specified in (b) may be granted. The refund shall be returned to the person named on the fee receipt, unless such person advises the Manager, in writing and prior to the release of the refund, of a change in name, in which case the refund shall be returned to the person then authorized to receive it.
- d) No refund of a license fees on any application or permit after 2 years from the date the application was submitted, deemed to be abandoned, refused to be issued or request to be withdrawn.

The fees set out shall be automatically adjusted on January 1st of each year in accordance with the percentage change in the Consumer Price Index of Statistics Canada for the previous year with each increase adjusted to the next highest whole number.

# Planning Services

## Mission

To provide professional land use planning services to the community while having regard to the Town's vision as expressed by the Official Plan.

## Services Provided

- Assist in building a community built to last, by providing professional land use planning services.
- Provide advice to stakeholders on the Town's Official Plan, Zoning By-law and the development approval process.
- Process, evaluate, provide direction on and manage all aspects of development applications (RZ, OPA, Minor Variance, Consent, Site Plan, Subdivision, etc.)
- Provide advice to Council on land use planning matters with respect to "good planning", Official Plan conformity and consistency with the Provincial Policy Statement (PPS).
- Assist other Departments in the delivery of their annual work programs.

## Level of Service

Service Provided	Level of Service
Provide advice to stakeholders on the Town's Official Plan, Zoning By-law and the development approval process.	Planning staff have responded to over 1000 counter enquiries in 2016
Process, evaluate, provide direction on and manage all aspects of development applications (RZ, OPA, Minor Variance, Consent, Site Plan, Subdivision, etc.)	Planning staff have processed over 97 new planning applications in 2016. In addition to delivering a new Official Plan and Growth Management Plan
Provide advice to Council on land use planning matters with respect to "good planning", OP conformity and consistency with the PPS.	Planning staff have written over 150 reports to the Committee of the Whole and the Committee of Adjustment in 2016.

## 2017 Strategic Action Items and Work Plan

- Prepare a new Comprehensive Zoning Bylaw for the Town that will address several strategic action items including:
  - Pre-zoning Employment lands to reduce uncertainty and delays and implement Business Development Strategy.
  - Support the growth of compatible home-based business.
  - Enhance zoning permission for agriculturally related and secondary business uses in Rural and Agricultural areas.
- Complete the Active Transportation Plan for the entire community.
- Develop a Streetscape Improvement Plan for the Highway 26 corridor.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	6.65	6.65	6.65
Site Plan Applications	10	14	15
Zoning By-law Amendment Applications	15	30	5
Official Plan Amendment Applications	1	2	2
Consent Applications	10	10	10
Minor Variance Applications	21	20	20
Niagara Escarpment Commission Applications	25	23	25
Plans of Subdivision and Condominium	3	3	5

## 2017 Budget Commentary

The Planning Division is seeing a number of historic and older development plans being reactivated in addition to new applications received. In 2017 it is anticipated that several large development

# Planning Services

applications will receive final planning approvals. Commercial growth throughout the Town is also expected to remain strong.

The new Official Plan and new Comprehensive Zoning Bylaw (expected to be approved in early 2017) will also drive additional growth through the agricultural and rural sectors as well as attainable housing start-ups.

Staff will continue to implement the streamlined development approval process working closely with the development community, residents and other Town departments to ensure that new growth is managed in a sustainable manner that supports and benefits the local community.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$506,505	\$617,150	\$602,510	\$613,900	\$625,525
Administrative Expenses	7,512	6,445	6,400	6,400	6,400
Training and Development	14,314	14,750	19,150	19,650	19,750
Operating Expenses	0	0	5,000	0	0
Communications	3,357	5,400	11,525	11,705	11,885
Utilities	0	0	0	0	0
Equipment Maintenance	204	1,750	2,000	2,000	2,000
Vehicle Related	0	0	0	0	0
Purchased Services	118,430	159,770	190,000	190,000	150,000
Financial Expenses	3,815	3,565	3,925	4,005	4,090
Premise and Site	0	0	0	0	0
Transfers to Capital	9,275	0	0	50,000	0
Transfers to Reserves	10,000	20,000	20,000	20,000	20,000
Inter-functional Transfers	0	0	0	0	0
<b>Total Expenses</b>	<b>\$673,412</b>	<b>\$828,830</b>	<b>\$860,510</b>	<b>\$917,660</b>	<b>\$839,650</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	171,005	282,500	188,550	185,550	188,550
Internal Revenue	10,937	12,500	65,000	44,000	20,000
<b>Total Revenue</b>	<b>\$181,942</b>	<b>\$295,000</b>	<b>\$253,550</b>	<b>\$229,550</b>	<b>\$208,550</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$491,470</b>	<b>\$533,830</b>	<b>\$606,960</b>	<b>\$688,110</b>	<b>\$631,100</b>

The above chart includes Expenses and Revenues for Attainable Housing. Exclusive Attainable Housing Expenses and Revenues can be found on the Attainable Housing Budget Summary Pages.

## 2017 Operating and Capital Project

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Active Transportation Plan	\$30,000				\$16,500	\$13,500

# Attainable Housing

## Mission

To augment the supply of healthy and sustainable ownership housing units over the next twenty years in the Town of The Blue Mountains, which are affordable to a larger portion of the population.

## Services Provided

- o Established an independent Not-For-Profit Housing Corporation to deliver attainable housing units.
- o Advocate for effective housing units.
- o Liaise with Grey County on initiatives in housing services.

## Level of Service

Service Provided	Level of Service
Renovation Grants	Provide a 10%, \$5,000 maximum grant for secondary suite renovations
Home Purchase Down Payment Assistance Loan	Provide a 10%, maximum of \$19,300 loan to assistance with the down payment on the purchase of a new principal residence
Loan Repayment Plan	The loan is payable at the end of 20 years at 0% interest

## 2017 Strategic Action Items and Work Plan

- o The Blue Mountains Attainable Housing Corporation will continue to work with the residents of the Blue Mountains in offering secondary suite renovation grants and down payment assistance loans.
- o Corporate Strategic Plan Goal #3 Support Healthy Lifestyle –supporting The Blue Mountains Attainable Housing Corporation as a vehicle to promote housing affordability (this is a continued goal from 2016).

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	0	0	0
Number of Secondary Suite Grants	0	4	4
Number of Down Payment Assistance Loans	0	0	12

## 2017 Budget Commentary

The Town will continue to budget \$20,000 for the secondary suite grants, the down payment assistance loans will be a loan from the Town to the Attainable Housing Corporation.

# Attainable Housing

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0
Administrative Expenses	0	500	0	0	0
Training and Development	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	0	915	20,000	20,000	20,000
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	10,000	8,585	0	0	0
Inter-functional Transfers	0	0	0	0	0
<b>Total Expenses</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						



# Development Engineering

## Mission

To provide professional development engineering services to the Town and the Development Community, as per Goals 1 through 5 of the Town's Corporate Strategic Plan.

## Services Provided

- Continue to find ways to streamline the development approval process and make it more user friendly.
- Promote Low Impact Development where appropriate in new developments through engineering standards and site plan control.
- Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for Stormwater management.
- Provide engineering support to other Departments as requested.

## Level of Service

Service Provided	Level of Service
Continue to find ways to streamline the development approval process and make it more user friendly (Strategic Plan Goal #1, Attract New Business)	Over 2 Million in securities from projects, some dating back 10 years have been returned to the developer or their heirs.
Promote Low Impact Development, where appropriate, in new developments through engineering standards and site plan control (Strategic Plan Goal #3, Commit to Sustainability).	Worked with Developer's Consultant to get Low Impact Development design(s) implemented for Plateau East & Hillside
Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for Stormwater management (Strategic Plan Goal #5, Ensure that our Infrastructure is Sustainable)	Appointed to the Technical Advisory Committee for the City of Toronto Green Streets Technical Guidelines, to ensure access to latest technology for the Town

## 2017 Strategic Action Items and Work Plan

- Continue to find ways to streamline the development approval process and make it more user friendly;
- Promote Low Impact Development where appropriate in new developments through Engineering Standards and site plan control;
- Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for stormwater management;
- Prepare a Future Infrastructure (Water, Sanitary, Storm and Transportation) Needs Master Plan following final approval of the Official Plan; and
- Provide engineering support to other Departments, as requested.

## Non-Financial Statistic

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	2	2	2
Significant Capital Projects or Studies Managed	0	0	2

# Development Engineering

## 2017 Budget Commentary

Master Servicing Study work will be undertaken in partnership with the Development industry, to ensure that where a more cost effective approach may exist than would be identified for an individual development, (such as shared Stormwater Management facilities), or multiple properties are associated with a common problem (such as drainage challenges between Scenic Caves, Grey Road 19 and Grey Road 21) or the challenges of potentially more severe rain events commonly attributed to climate change, the Town's interests are protected by having demonstrated due diligence, and moving towards a more environmentally and financially sustainable infrastructure.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$40,152	\$207,045	\$316,790	\$324,490	\$330,965
Administrative Expenses	1,089	1,005	1,500	1,500	1,500
Training and Development	1,494	1,575	4,500	5,000	5,000
Operating Expenses	0	0	0	0	0
Communications	4,500	750	2,715	2,730	2,745
Utilities	0	0	0	0	0
Equipment Maintenance	0	555	550	550	550
Vehicle Related	0	0	0	0	0
Purchased Services	40,025	90,100	320,000	20,000	30,000
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	133,506	0	0	0	0
Inter-functional Transfers	50	0	0	0	0
<b>Total Expenses</b>	<b>\$220,816</b>	<b>\$301,030</b>	<b>\$646,055</b>	<b>\$354,270</b>	<b>\$370,760</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	170,816	173,320	346,055	354,270	370,760
Internal revenue	50,000	94,880	300,000	0	0
<b>Total Revenue</b>	<b>\$220,816</b>	<b>\$268,200</b>	<b>\$646,055</b>	<b>\$354,270</b>	<b>\$370,760</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$0</b>	<b>\$32,830</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Master Drainage Plan	\$300,000					\$300,000

# By-law Services

## Mission

To promote the development and maintenance of a safe, healthy and vibrant community and to help members of our community live in harmony with their neighbours by regulating minimum standards for acceptable behaviour and property standards that reflect our progressive four season community values. We accomplish this by encouraging voluntary compliance to over 40 Town By-laws and provincial statutes and regulations through public education and enforcement by our qualified Municipal Law Enforcement Officers (MLEO); responding to community complaints, assisting neighbours in resolving issues and encouraging responsible pet ownership.

## Services Provided

- o Receive and investigate complaints related to municipal By-laws in accordance with Council's directed level of service matrix.
- o Educate the public of the requirements and importance of Town By-laws.
- o Investigate and monitor illegal building activity (no permits) and prosecute Orders issued.
- o Investigate and prosecute illegal STA premises
- o Administer the Town's Security Alarm Registration Program
- o Manage the appointed private Parking Control Officers.
- o Provide and manage municipal prosecution services.
- o Process and manage parking infractions and notices of Impending convictions.

## Level of Service

Service Provided	Level of Service
By-law Enforcement Cases Processed as per the Service Level Matrix.	Proactive, Patrol, Complaint
To respond to By-law matters in a timely manner by initiating an investigation within 3 business days from the date of receipt.	80% of Investigations commenced within 3 Business Days
To resolve By-law matters in a timely manner by investigating and closing the file with a satisfactory resolution within 30 days.	62% of By-law Cases closed within 30 days
To provide effective and equitable By-law Enforcement by seeking voluntary compliance as the preferred method of compliance.	80% of By-law Cases Resolved through Voluntary Compliance

## 2017 Strategic Action Items and Work Plan

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

3. To Consistently Deliver Excellent Customer Service
4. To Be A Financially Responsible Organization
5. Constantly Identify Opportunities To Improve Efficiencies and Effectiveness

## 2017 Strategic Action Items and Work Plan

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	2.6	2.6	2.6
By-law Enforcement Service Requests	650	625	640
By-law Enforcement Inspections	1,150	1,160	1,100
Ontario Building Code Act Investigations	65	40	40
Short Term Accommodation Investigations	130	150	125
Property Standards Service Requests	100	75	75
Parking Tickets Issued	725	725	725
Security Alarms Registrations	760	775	800
Prosecutions	30	40	50

# By-law Services

## 2017 Budget Commentary

Short Term Accommodation uses, parking infractions and security alarm registrations continue to be an area of focus for the Municipal Law Enforcement division. It is expected that 2017 will see activity consistent with previous years.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$311,576	\$303,995	\$331,550	\$337,075	\$343,680
Administrative Expenses	2,398	3,800	3,000	3,000	3,000
Training and Development	6,380	6,700	7,600	7,700	7,700
Operating Expenses	0	0	0	0	0
Communications	3,137	1,700	3,710	3,720	3,730
Utilities	0	0	0	0	0
Equipment Maintenance	1,685	1,720	2,000	2,000	2,000
Vehicle Related	11,004	4,100	9,240	6,740	7,240
Purchased Services	12,818	13,000	13,500	33,500	43,500
Financial Expenses	905	1,315	1,750	1,770	1,790
Premise and Site	0	0	0	0	0
Transfers to Capital	0	24,898	25,000	20,000	30,000
Transfers to Reserves	0	2,864	0	0	0
Inter-functional Transfers	12,650	0	0	0	0
<b>Total Expenses</b>	<b>\$362,553</b>	<b>\$364,092</b>	<b>\$397,350</b>	<b>\$415,505</b>	<b>\$442,640</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	48,561	51,400	56,000	56,000	56,000
Internal revenue	0	0	0	20,000	30,000
<b>Total Revenue</b>	<b>\$48,561</b>	<b>\$51,400</b>	<b>\$56,000</b>	<b>\$76,000</b>	<b>\$86,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$313,992</b>	<b>\$312,692</b>	<b>\$341,350</b>	<b>\$339,505</b>	<b>\$356,640</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Vehicle Replacement	\$27,500	\$2,500 <sup>1</sup>	\$25,000			

<sup>1</sup> Vehicle Trade-in

# Animal Control

## Mission

To promote responsible pet ownership, minimize the spread of animal borne diseases and to protect the public's health and safety by seizing and controlling public nuisance animals through professional, efficient and humane Animal Control Services.

## Services Provided

- o To provide dog-at-large control services.
- o To promote and maintain dog tag licensing so as to assist in the return of a dog to its rightful owner.
- o Provide on-call animal control services as needed (e.g. injured dogs, deceased raccoons, etc.).
- o To assist the Ontario Provincial Police with animal control services – trapping and/or capturing of animals, lost or found dogs, animal wildlife, etc.
- o Support the work of the Livestock Valuer and process Ontario Wildlife Damage Compensation Claims and ensure the collection of related compensation.

## Level of Service

Service Provided	Level of Service
Customer Service Hours	8:30 – 4:30 Monday to Friday
Fully equipped dog truck	Catch dogs
Rabies Control	Catch Raccoons

## 2017 Strategic Action Items and Work Plan

Although there aren't any specific strategic action items that directly relate to Animal Control, the efforts of this division support Goal #3: Support Healthy Lifestyles and its related Objective: Promote the Town as a Healthy Community.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions <sup>1</sup>	0.3	0.3	0.3
Dog at Large Service Requests	90	85	75
Dog Owner's Liability Act (DOLA) Investigations	5	5	5
Dog Tags Issued	500	500	525
Animal Duress and Rabies Control Service Requests	15	15	40

## 2017 Budget Commentary

The Animal Control program has maintained a consistent level of service over the past several years. It is not anticipated that 2017 will see significant changes in this service.

<sup>1</sup> The approximate 0.3 Full-Time Equivalent is delivered by three employees. In addition there are two Livestock Valuer's.

# Animal Control

## 2017 Operating Fund

	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$37,615	\$37,820	\$40,160	\$40,785	\$41,605
Administrative Expenses	280	315	450	450	450
Training and Development	617	300	550	550	550
Operating Expenses	185	0	200	200	200
Communications	0	0	250	400	250
Utilities	0	0	0	0	0
Equipment Maintenance	0	540	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	4,175	4,200	5,500	8,000	5,500
Financial Expenses	869	3,400	500	500	500
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	0	0	0	0	0
<b>Total Expenses</b>	<b>\$43,741</b>	<b>\$46,575</b>	<b>\$47,610</b>	<b>\$50,885</b>	<b>\$49,055</b>
<b>Revenue</b>					
Grants and Donations	\$2,789	\$7,550	\$4,500	\$4,500	\$4,500
External Revenue	8,295	6,955	8,000	8,000	8,000
Internal revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$11,084</b>	<b>\$14,505</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$32,657</b>	<b>\$32,070</b>	<b>\$35,110</b>	<b>\$38,385</b>	<b>\$36,555</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017						

# Short Term Accommodation

## Mission

To provide a professional Municipal Licensing Program to balance the character and compatibility of residential neighborhoods and Short Term Accommodation (STA) premises. To ensure safe, adequate and properly maintained STA premises for our visitors.

## Services Provided

- o Administer the Town's Short Term Accommodation (STA) Licensing Program.
- o Accept and process STA License Applications.
- o Educate the public and other stakeholders of STA Licensing requirements.
- o Conduct inspections of STA premises for compliance with conditions of STA License.
- o Liaise with the OPP regarding noise complaints.
- o Administer administrative penalties and demerit point system for licensed STA Premises.
- o Administer the STA Licensing Appeal and Hearing process.
- o Assist By-law Services Staff to investigate illegal STA Premises.

## 2017 Strategic Action Items and Work Plan

Although there aren't any specific strategic action items that directly relate to Short Term Accommodation, the efforts of this division support Goal #3: Support Healthy Lifestyles and its related Objective to: Promote the Town as a Healthy Community in that the primary goal is the STA program is to ensure human health and safety measures are incorporated into STA premises.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	0.35	0.35	0.35
STA License Applications Received - New	40	20	20
STA License Applications Received - Renewals	40	20	165
STA Licenses Issued	184	20	185
STA Licensed Premise Inspections	350	90	300
STA Investigations	130	150	100
STA Prosecutions	15	30	20
STA Licensing Committee Appeals/Hearings	0	5	25

## 2017 Budget Commentary

2017 will be the first renewal phase for the STA Licences issued in 2015.

# Short Term Accommodation

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$124,981	\$134,870	\$131,405	\$132,705	\$135,215
Administrative Expenses	658	175	600	600	600
Training and Development	3,384	3,200	4,700	4,700	4,700
Operating Expenses	0	0	0	0	0
Communications	869	985	7,160	7,170	7,175
Utilities	0	0	0	0	0
Equipment Maintenance	413	500	500	500	500
Vehicle Related	3,223	1,350	2,320	2,420	2,520
Purchased Services	4,275	14,340	30,000	30,000	30,000
Financial Expenses	421	420	420	430	440
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	21,520	0	18,225
Inter-functional Transfers	0	0	0	0	0
<b>Total Expenses</b>	<b>\$138,224</b>	<b>\$155,840</b>	<b>\$198,625</b>	<b>\$178,525</b>	<b>\$199,375</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	138,224	71,000	198,625	85,625	199,375
Internal revenue	0	84,840	0	92,900	0
<b>Total Revenue</b>	<b>\$138,224</b>	<b>\$155,840</b>	<b>\$198,625</b>	<b>\$178,525</b>	<b>\$199,375</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						



# Community Services

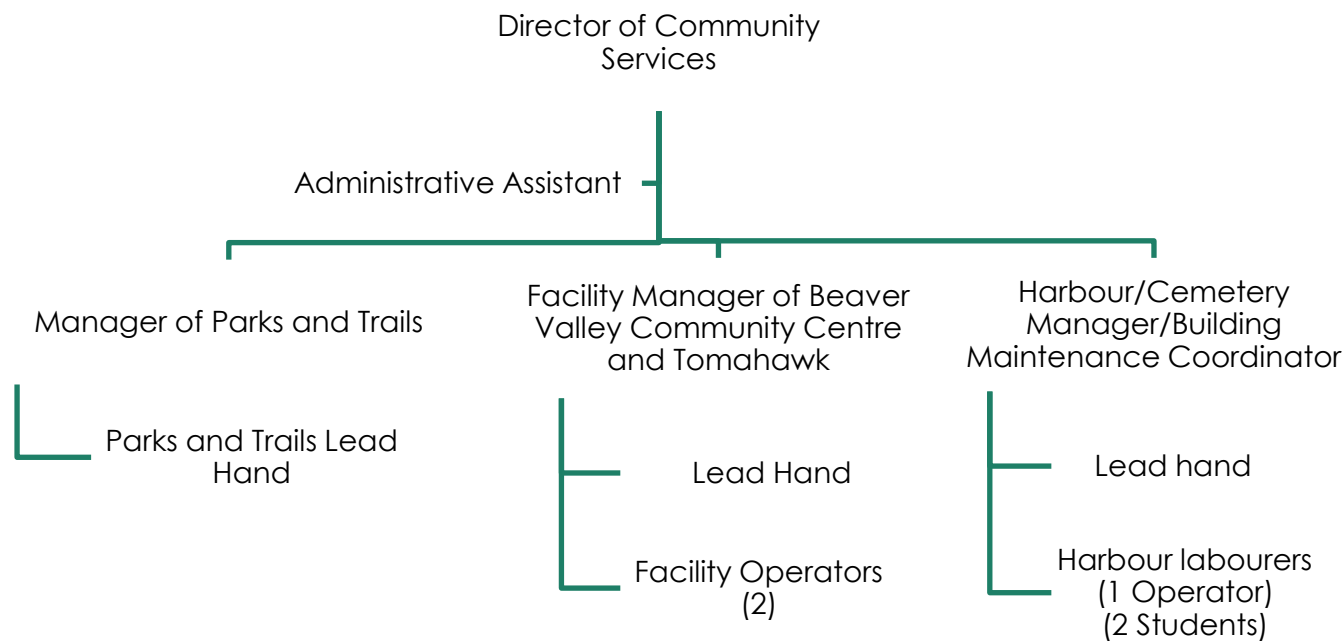
The Town's Community Services Department provides safe and healthy lifestyle opportunities for residents and visitors of the community. Community Services strives to meet and exceed the needs of the community through active engagement of individuals, partnerships, and community outreach, as directed by Council.

The Community Services Department provides management and operational functions for all Parks & Trails, facilities including small halls, Craigleith Depot, Thornbury Harbour, Cemeteries, and maintenance of other Town owned facilities such as Town Hall and O.P.P. Detachment Facility. Administration also provides significant review of proposed logistical procedures and approvals for special events that take place in The Town. Community Services oversees the Public Transit Service that is provided through partnership with the Town of Collingwood, Blue Mountain Resort Limited and Blue Mountain Village Association. Community Services provides key recommendations during the Development process that include placement of trails and acceptance of parkland and open space for the future and growth of the Community.

The Town's parks, trails, recreation spaces and services are essential to the quality of life in The Blue Mountains.

The Thornbury Harbour is shown separately from the rest of the Community Services Department, as this Division relies solely on User Fees for its revenue and has no impact on Taxation.

## Organizational Chart



# Community Services

## Town of The Blue Mountains 2015-2020 Strategic Plan

### Goal #1: Create Opportunities for Sustainable Growth



#### **Explore the expansion of a regional transit system.**

Discussions in early 2016 with staff from the Municipality of Meaford provided very valuable detailed information as to potential funding resources required to expand Public Transit opportunities. Meaford Council by way of a motion did not support the extension of Transit services into The Blue Mountains at this time.

### Goal #3: Support Healthy Lifestyles



#### **Investigate opportunities for public access to the shoreline and promote existing beaches.**

Staff has identified in the Community Services 2017 work plan to review the existing town lands inventory and also review the existing policies and procedures regarding lands and the disposition of lands to develop a strategy to achieve this Strategic Goal.



#### **Develop an Active Transportation Plan.**

This work is being completed in conjunction with Planning and Development Services with the initial community consultation piece being initiated in 2016 with the final Plan development being completed in 2017.



#### **Invest in more opportunities for cycling and the Town's trail network.**

This continues to be an ongoing activity through the strategic planning of the Towns Trail Network.



#### **Ensure that Development is designed for accessibility, meets Accessibility for Ontarians with Disabilities (AODA) requirements and is transit supportive.**

This continues to be a focus through the capital and operational planning and is also reviewed through the Town's Accessibility Committee.



#### **Include cycling lanes in the Town's road standards and provide for maintenance.**

Cycling infrastructure will be included in the updated Engineering Standards.

# Community Services

## 2017 Fees and Charges

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2017 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the updates to the 2017 Fees and Charges By-law.

If the 2017 Fee or Charge Column has been left blank, there is no change to the fee or charge.

### Schedule H – Community Services

There are no changes proposed to the Community Services Schedule.

Description	Current Fee or Charge	2017 Fee or Charge
<b>Moreau Park</b>		
Ball Field	\$10.00 per game	
Ball Field "Dragged and Lined"	\$37.25 per game	
Additional Washroom facility	\$200.00 each	
Additional Washroom facility Pump out	\$75.00 each	
Hydro	\$7.25 per outlet	
<b>Tomahawk</b>		
Soccer Pitch - Regulation Size "Lining"	\$50.00 per lining	
Soccer Pitch - Regulation Size	\$13.00 per game	
Soccer Pitch - Mini "Lining"	\$23.00 per lining	
Soccer Pitch - Mini	\$8.50 per game	
Tee Deck Sponsor Sign	\$300.00 per season	
Golf Course Bench Sponsorship	\$300.00 per season	
Additional Washroom facility	\$200.00 each	
Additional Washroom facility Pump out	\$75.00 each	
Golf Course Green Fee	\$7.00 per round	\$8.00 per round
Golf Course Seasons Pass	\$250.00 per year	\$275.00 per year
<b>Arena</b>		
Lobby Rental (Non Ice Season) daytime only	\$55.00 per day	
Arena (Non Ice Season)	\$500.00 per day	
Arena Floor (Non Ice Season – 3 Hour Maximum)	\$38.50 per hour	
Arena Advertise Signs Wall	\$250.00 per season	
Arena Advertise Signs Boards	\$300.00 per season	
Adult Skating	\$3.00 each time	

# Community Services

Description	Current Fee or Charge	2017 Fee or Charge
<b>Community Hall</b>		
Hall #1 - Large Hall (2 hours max and no furniture)	\$28.89 per use	
Hall #1 - Large Hall (4 hours max and no furniture)	\$57.75 per use	
Hall #1 - Large Hall (4 hours max with furniture)	\$126.00 per use	
Hall #1 - Large Hall Full Day (over 4 hours)	\$200.00 per day	
Hall #2 - Small Hall (4 hours max and no furniture)	\$35.00 per use	
Hall #2 - Small Hall (4 hours max with furniture)	\$49.50 per use	
Hall #2 - Small Hall Full Day (over 4 hours)	\$104.75 per day	
Kitchen – with Hall #1 or #2 rental	\$50.00 per day	
Kitchen Only – during hours of 8 a.m. to 4 p.m.	\$125.00 per day	
Kitchen Only – (over 8 hours)	Add \$40.00 per hour	
Set-up / Take Down Fee	\$115.75 per event	
Hydro (for trade shows)	\$5.00 per outlet	
Grounds Rental	\$120.75 per event	
"Party Package A" 1 hour ice time & 4 hrs Hall #2 Max of 50 people – unlicensed events only	\$100.00 per event	
"Party Package B" 1 hour ice time & 4 hours both Halls, Max of 100 people – unlicensed events only	\$200.00 per event	
"Party Package C" 4 hrs arena floor & Hall #2 - Max of 100 people – unlicensed events only (non ice season)	\$100.00 per event	
<b>Parks</b>		
Bayview Park Pavilion	\$75.00 per event	
Bayview Park Grounds and Pavilion	\$200.00 per event	
Lions Park Pavilion	\$25.00 per event	
Lions Park Grounds and Pavilion	\$75.00 per event	
Town Hall Park Grounds	\$75.00 per event	
Heathcote Park Grounds	\$50.00 per event	
Labyrinth Pavilion	\$50.00 per event	
Delphi Point Pavilion	\$50.00 per event	
Delphi Point Seasonal Commercial	\$1,200.00 per season	
Lora Bay Grounds - Greenspace Only	\$200.00 per event	
Lora Bay Commercial Use	\$200.00 per day	
Lora Bay Seasonal Commercial	\$1,500.00 per season	
Northwinds Beach Seasonal Commercial	\$3,850.00 minimum	

# Community Services

Description	Current Fee or Charge	2017 Fee or Charge
Additional Picnic Table Rental (off-site) <sup>1</sup>	\$6.50 per table	
Additional Chair Rental (off-site) <sup>1</sup>	\$2.00 per chair	
Additional Garbage Bin Rental (off-site) <sup>1</sup>	\$2.75 per bin	
Bleacher Rental (off-site) <sup>1</sup>	\$85.00 per bleacher	
Memorial Tree Planting (50 mm calliper and plaque)	\$600.00 per tree	
Memorial Bench (composite or galvanized & plaque)	\$600.00 per bench	
<b>Special Events</b>		
Special Events "A" – Regional/Multi Community Event	\$1,000.00 per event	
Special Events "B" – Community Event	\$500.00 per event	
Police Commanding Officer (time to review logistics of event)	\$55.00 per hour	
<b>Community Halls</b>		
Ravenna Hall – Weekdays	\$35.00 per day	
Ravenna Hall – Weekends	\$85.00 per day	
Craighleith Community Centre – Weekdays	\$60.00 per day	
Craighleith Community Centre - Weekends	\$125.00 per day	

## Schedule K – Ice Rentals

No changes are proposed to Ice Rentals.

Description	Current Fee or Charge	2017 Fee or Charge
Prime Ice (includes Christmas, March Break, Statutory Holidays)	\$135.00 per hour	
Prime Ice Full Season Rental	\$135.00 per hour less 10%	
Prime Ice Minor Sports	\$135.00 per hour less 45%	
Non-Prime (weekdays 7 a.m. to 4 p.m.) <sup>2</sup>	\$69.50 per hour	
Prime Ice Last Minute – Non-Booked Ice <sup>2</sup> (Request 48 Hours prior to ice availability and first available ice)	\$69.50 per hour	
Non-Prime Last Minute – Non-Booked Ice <sup>2</sup> (Request 48 Hours prior to ice availability and first available ice)	\$60.00 per hour	
Public Skating Sponsorship	\$135.00 per hour	

<sup>1</sup> Item will be delivered and picked up by Town staff.

<sup>2</sup> Does not qualify for a subsidy.

# Community Services

## Schedule L – Cemetery Services

Description	Current Fee or Charge	2017 Fee or Charge
Genealogical Searches	No charge	\$39.62 per hour
<b>Lots</b>		
Standard <sup>3</sup>	\$875.00	\$975.00
Cremation <sup>3</sup>	\$561.00	
Columbarium Row 1 and Row 6 <sup>4</sup>	\$1,024.00	\$1,124.00
Columbarium Row 4 and Row 5 <sup>4</sup>	\$1,124.00	\$1,224.00
Columbarium Row 2 and Row 3 <sup>4</sup>	\$1,224.00	\$1,324.00
<b>Interment Charges</b>		
Adult	\$875.00	
Infant	\$342.00	
Child	\$438.00	
Double Depth	\$408.00 in addition to above	
Cremation – In ground	\$438.00	
Cremation – Niche	\$224.00	
Standard Disinterment Only	\$984.00	
Standard Disinterment and second grave opening in another location	\$1,859.00	
Cremation Disinterment Only	\$548.00	
Cremation Disinterment and second cremation grave opening in another location	\$986.00	
<b>Markers</b>		
Flat marker measuring at least 1,116.1 cm <sup>2</sup> (173 sq. in)	\$50.00	
Upright marker measuring 1.07 m (3' 6") in either height or length including the base	\$100.00	
Upright marker measuring more than 1.22 m (4') in either height or length including the base	\$200.00	
Transfer Fee	\$51.00	\$100.00
Issue New Deed	\$40.00	
Corner Markers	\$273.00	Removed from By-law

3 40% care and maintenance included in the price

4 15% care and maintenance included in the price of the niche

# Community Services

## Mission

To manage all areas of the Community Services Department and provide leadership in the logistical details of all special events that requires the use of Town Infrastructure. Provides support to the Town's Youth Initiatives and Business Improvement Area.

## Services Provided

- o Provide logistical support and take the special event application through all appropriate departments and agencies to gain approval or determine if the event is not within the ability to approve.
- o Support and champion the Town and County commitment to the Share the Road Program.
- o Provide input on the Town's Development Review and Technical Review Committee for future development.
- o Continue to enhance the use the 2016 Leisure Inventory as a guide for current and future Recreational needs.

## 2017 Strategic Action Items and Work Plan

- o Work closely with Collingwood and neighboring municipalities and partners to determine viability of an extended Public Transit Service.
- o Following up from the Land inventory review process in 2016, staff intends to review the responsibilities of ownership of Town lands including the review of current policies and procedures on declaring lands surplus as well as providing Council and the Public a detailed listing of options for lands within Town ownership.
- o Complete a Parks Management Plan for the Lower Whitby Formation Area of Natural and Scientific Interest.
- o Focus on the Tangible Capital Asset Program as it relates to Facility Maintenance throughout the Municipality.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	2.25	2.25	2.25
Events taken through Event Notification	18	22	22
Share the Road Initiative programs	8	8	5

## 2017 Budget Commentary

The 2017 budget reflects a status quo in operations.

# Community Services

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$228,201	\$220,310	\$232,140	\$236,785	\$242,515
Administrative Expenses	2,602	3,550	1,350	1,450	1,550
Training and Development	1,952	2,150	2,200	2,300	2,300
Operating Expenses	1,005	1,175	1,100	1,100	1,000
Communications	2,883	4,000	1,825	1,830	1,840
Utilities	0	0	0	0	0
Equipment Maintenance	596	600	1,000	1,000	1,000
Vehicle Related	1,492	1,515	1,800	1,800	1,800
Purchased Services	46,754	1,120	1,800	1,200	1,200
Financial Expenses	9,255	12,500	18,000	12,500	12,500
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	30,000	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	-14,894	1,573	-5,000	-5,000	-5,000
<b>Total Expenses</b>	<b>\$279,846</b>	<b>\$248,493</b>	<b>\$256,215</b>	<b>\$284,965</b>	<b>\$260,705</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	4,395	4,100	3,500	3,500	3,500
Internal Revenue	44,040	0	0	0	0
<b>Total Revenue</b>	<b>\$48,435</b>	<b>\$4,100</b>	<b>\$3,500</b>	<b>\$3,500</b>	<b>\$3,500</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$231,411</b>	<b>\$244,393</b>	<b>\$252,715</b>	<b>\$281,465</b>	<b>\$257,205</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						



# Transit

## Mission

To provide Accessible Public Transportation throughout the Craigleith area while connecting the Town of Collingwood and Town of Wasaga Beach via Public Transit links.

## Services Provided

- Provides safe, accessible public transit.
- Provide residents and visitors with an affordable alternative to transportation within the community.

## Level of Service

Service Provided	Level of Service
Public Transit within the Craigleith and Collingwood area	7 days a week
Two daily schedules: Morning Route Late Afternoon Route	7:00 a.m. to 10:00 a.m. 3:00 p.m. to 7:00 p.m.

## 2017 Strategic Action Items and Work Plan

- Consider the addition of bus stops along the existing route where requested.
- Consider potential of expanding transit into the Thornbury/Clarksburg areas of the Town.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	-	-	-
Average monthly ridership	1,000	2,400	2,500

## 2017 Budget Commentary

The proposed budget provides for a statistic level of service for the existing transit system that is offered in partnership with the Town of Collingwood, Blue Mountains Resorts Limited, and the Blue Mountain Village Association.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0
Administrative Expenses	0	0	0	0	0
Training and Development	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	42,212	45,500	65,000	65,000	65,000
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	0	0	0	0	0
<b>Total Expenses</b>	<b>\$42,212</b>	<b>\$45,500</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$65,000</b>
<b>Revenue</b>					
Grants and Donations	\$6,848	\$6,900	\$10,000	\$10,000	\$10,000
External Revenue	0	0	0	0	0
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$6,848</b>	<b>\$6,900</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$35,365</b>	<b>\$38,600</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$55,000</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Parks and Trails

## Mission

To provide opportunities to enjoy an active and safe lifestyle for residents and visitors. As well as to take advantage of the natural amenities and cultural and historical significance of the region.

## Services Provided

- o Maintenance of the Town's parkland.
- o Maintenance of the Town's section of the Georgian Trail.
- o Maintenance of the Town's trail networks.
- o Work closely with Minor sports groups using our facilities.
- o Work closely with the Town's Business Improvement Area to continue with local beautification programs, including providing maintenance of the downtown flower and banner program.
- o Winter snow removal and sanding of Town Hall, L.E. Shore Memorial Library, Hester Street Parkette, Cemetery, Blue Mountains Chamber of Commerce, Dog Park Parking Lot and the Trestle Bridge.
- o Developing and tracking of the Town's tangible assets within the Parks & Trails Division.
- o Developing positive relationships with the public in regards to the Town's properties.
- o Continue to monitor the Emerald Ash borer on Town properties.
- o Continue to provide the memorial bench and tree program.

## Level of Service

Service Provided	Level of Service
Grass cutting maintenance schedule	7 day rotation (weather dependent)
Trail inspections	Monthly

## 2017 Strategic Action Items and Work Plan

- o Complete a Parks Management Plan for the Lower Whitby Formation Area of Natural and Scientific Interest.
- o Focus on the Tangible Capital Asset Program as it relates to Property including Parks and Trail Maintenance throughout the Municipality.
- o Complete the enhanced pedestrian access to Northwinds Beach at the intersection of Highway 26 and Grey Road 19.
- o Provide a focused effort and monitoring of the Georgian Trail that will utilize Town staff for inspection and maintenance.
- o Continue to review opportunities for Public access waterfront.

## Non-Financial Statistics

Description	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions <sup>1</sup>	2	2	2
Hectares of parks maintained and inspected	70	70	70
Kilometers of trails maintained and inspected	19	19	45

## 2017 Budget Commentary

The 2017 Parks and Trails budget reflects additional lands that have been identified within Town Lands inventory that have not been formally inspected or maintained in the past. This budget provides some limited ability to continue on with the inventory process to provide some options for Council to consider on these lands for future budgeting purposes.

Staff will be providing a very detailed listing of potential uses of lands that are either in existing inventory or to be acquired through development as well as a detailed listing of trails that are to be assumed through development that will become Town responsibilities and specifically what years those trails will be requiring operational funding.

<sup>1</sup> There are six seasonal Parks and Trails staff in addition to the two full-time positions.

# Parks and Trails

The overall Parks and Trails reflects a status quo approach to maintenance and operations with a very conservative approach in the area of capital projects.

One significant change starting in 2017 is through the inter-functional transfers. The Harbour has historically funded all facility and site costs through user-fees; staff are recommending that Parks and Trails fund the areas that are available to the general public. Staff have included \$12,500 to be transferred annually to the Harbour to cover the costs of operating and maintaining the 4 public washrooms and the public trail that is on Harbour property. The Harbour will continue to fund the Shower Building and other areas that are specific to the boaters.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$405,752	\$404,565	\$419,005	\$426,360	\$433,870
Administrative Expenses	673	750	3,900	4,000	4,100
Training and Development	6,090	5,380	7,300	7,950	8,000
Operating Expenses	9,624	8,000	14,000	14,200	14,300
Communications	2,620	2,050	2,420	2,440	2,460
Utilities	22,247	18,580	23,040	23,065	23,840
Equipment Maintenance	17,230	17,735	18,500	19,000	19,600
Vehicle Related	30,698	29,185	29,275	29,975	30,575
Purchased Services	11,911	1,000	81,500	11,500	11,500
Financial Expenses	29,252	19,700	18,875	19,225	19,585
Premise and Site	52,603	48,675	84,130	79,080	79,780
Transfers to Capital	149,500	147,285	13,000	29,250	316,550
Transfers to Reserves	3,036	2,910	0	0	0
Inter-functional Transfers	-88,059	-103,415	-89,300	-90,300	-91,300
<b>Total Expenses</b>	<b>\$653,177</b>	<b>\$602,400</b>	<b>\$625,645</b>	<b>\$575,745</b>	<b>\$872,860</b>
<b>Revenue</b>					
Grants and Donations	\$5,073	\$4,763	\$4,000	\$4,000	\$4,000
External Revenue	18,745	31,611	18,500	18,500	18,500
Internal Revenue	26,434	0	70,000	0	0
<b>Total Revenue</b>	<b>\$50,252</b>	<b>\$36,374</b>	<b>\$92,500</b>	<b>\$22,500</b>	<b>\$22,500</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$602,925</b>	<b>\$566,026</b>	<b>\$533,145</b>	<b>\$553,245</b>	<b>\$850,360</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	Reserves	DC's
Waterfront Vistas	\$20,000			\$2,000	\$18,000
Northwinds Beach Pedestrian Crossing	\$170,000			\$17,000	\$153,000
Beaver River Walking Bridge	\$8,000			\$8,000	
Lora Bay Park Improvements	\$230,000 <sup>2</sup>			\$3,000	\$27,000
Equipment Replacement	\$17,000	\$4,000 <sup>3</sup>	\$13,000		
Lower Whitby Formation Plan	\$70,000			\$70,000	

<sup>2</sup> The remaining \$200,000 will be funded in 2018

<sup>3</sup> Equipment Trade-in

# Lora Bay Improvements

**Project Number:** 6-611-6128  
**Department:** Community Services - Parks and Trails

## Purpose

Enhancements and improvements to public safety of the existing Pier and former Boat House foundations.

## Accessibility

Shoreline improvements in 2017/18 would include access to the water edge for enhanced accessibility.

## Strategic Plan

## Environmental Impact

All efforts will be made to ensure minimal impact during work.

## Disposal

## Operating Impact

With improvements to both the pier and former boat house operational costs would be decreased.

## Budget

Expenditure	Cost	Account
Consulting	\$30,000	63120
Materials		62000
Contract Services	\$200,000	63125
Contingencies		63126
Additional Equipment		64010
<b>Total</b>	<b>\$230,000</b>	

## Description

Works will be dependent on approvals from MNRF, Oceans and Fisheries along with consultation with First Nations. Overall, funding will be utilized for the improvements permitted to either remove the pier or remove the top portion of the piers and re-establish as groynes.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Non-Growth Parks Reserve	<b>\$23,000</b>	\$3,000	\$20,000				
Parks & Rec Development Charges	<b>\$207,000</b>	\$27,000	\$180,000				
Reserve							
Reserve Fund							
Debt							
<b>Total</b>	<b>\$230,000</b>	<b>\$30,000</b>	<b>\$200,000</b>				

# Northwinds Beach Pedestrian Crossing

**Project Number:** 6-611-6122  
**Department:** Community Services- Parks and Trails

## Purpose

To allow safe access to Northwinds Beach from Grey Road #19 and Highway #26 at the traffic lights.

## Accessibility

Accessibility to Northwinds Beach would be achieved through this project by way of either a sloped access or an access using trail switchbacks to achieve the appropriate elevation reduction.

## Strategic Plan

Support healthy lifestyles and promote the Town as a healthy community.

## Environmental Impact

Promotion of Active Transportation to a major waterfront park.

## Disposal

Not Applicable

## Operating Impact

Limited additional maintenance costs are projected in amount of \$800 per year.

## Budget

Expenditure	Cost	Account
Consulting	\$10,000	63120
Materials		62000
Contract Services	\$160,000	63125
Contingencies		63126
Additional Equipment		64010
<b>Total</b>	<b>\$170,000</b>	

## Description

To provide for appropriate pedestrian access at Grey Road 19 and Highway 26 to Northwinds Beach with improved highway corridor works completed in 2016.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Parks & Rec Non Growth Reserve	\$17,000	\$17,000					
Parks & Rec Development Charges	\$153,000	\$153,000					
Reserve							
Reserve Fund							
Debt							
<b>Total</b>	<b>\$170,000</b>	<b>\$170,000</b>					

# Town Hall Parkland

**Project Number:** 6-611-6157  
**Department:** Community Services-Parks and Trails

## Purpose

To finalize future use, design and complete Engineering and Tender Development for 2018 construction for the former Town Hall Site property. Consider the option of increased parking for Town Hall including access connectivity for parking lots.

## Accessibility

Accessibility would be included under the AODA for public open spaces.

## Strategic Plan

## Environmental Impact

Environmental impacts would be considered through design.

## Disposal

## Operating Impact

Operating impact will be determined on final concept of use of land. Either improved use of Parkland with enhanced amenities as identified with the current direction of Council or review of options to increase parking. Both have operational impacts both in maintenance costs as well as increased staffing requirements.

## Budget

Expenditure	Cost	Account
Consulting		63120
Materials		62000
Contract Services	\$739,000	63125
Contingencies		63126
Engineering	\$75,000	63115
<b>Total</b>	<b>\$814,000</b>	

## Description

Design, engineering and construction of Former Town Hall Site.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Park & Rec. Non Growth Reserve	\$81,400			\$81,400			
Park& Rec Development Charges	\$732,600			\$732,600			
Water Asset Replacement							
Wastewater Asset Replacement							
Debt							
<b>Total</b>	<b>\$814,000</b>			<b>\$814,000</b>			

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# Tomahawk

## Mission

To provide accessible and affordable Recreational Opportunities to residents and offering a welcoming experience of golfing to youth and seniors.

## Services Provided

- o Maintain Tomahawk Golf Course within all the required Integrated Pest Management guidelines.
- o Provide year round care and control of all greens.
- o Ensure appropriate use of the property.
- o Initiate a Tree Planting Program. These trees will be available for enhancements throughout municipally owned lands. This will be an annual on-going project.

## Level of Service

Service Provided	Level of Service
Turf Maintenance	80% of staff time allocated to Tomahawk
Customer service	5% of staff time allocated to Tomahawk
Minor course improvements	15% of staff time allocated to Tomahawk

## Strategic Action Items and Work Plan

In 2017, Staff at Tomahawk will continue to provide the turf quality level that patrons have become accustomed to.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions <sup>1</sup>	.8	.8	.8
Estimated round of golf	8,500	8,500	8,500

## 2017 Budget Commentary

The 2017 budget represents a static budget offering the same levels of service as previous years.

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<sup>1</sup> This .8 Full-Time Equivalent position is made up of four staff that share their time between Tomahawk and the Beaver Valley Community Centre. There is also one seasonal Tomahawk employee.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$83,947	\$87,635	\$92,740	\$94,530	\$96,415
Administrative Expenses	0	0	0	0	0
Training and Development	1,117	800	1,950	2,300	2,400
Operating Expenses	0	0	250	250	250
Communications	177	640	900	900	900
Utilities	968	875	825	850	875
Equipment Maintenance	5,976	7,500	7,600	7,700	7,800
Vehicle Related	1,036	1,250	2,120	2,120	2,120
Purchased Services	0	0	0	0	0
Financial Expenses	203	550	575	585	600
Premise and Site	12,389	12,500	17,300	17,550	17,600
Transfers to Capital	0	5,000	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	0	130	0	0	0
<b>Total Expenses</b>	<b>\$105,813</b>	<b>\$116,880</b>	<b>\$124,260</b>	<b>\$126,785</b>	<b>\$128,960</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	38,352	44,000	44,200	44,200	44,200
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$38,352</b>	<b>\$44,000</b>	<b>\$44,200</b>	<b>\$44,200</b>	<b>\$44,200</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$67,461</b>	<b>\$72,880</b>	<b>\$80,060</b>	<b>\$82,585</b>	<b>\$84,760</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Beaver Valley Community Centre

## Mission

To provide exceptional Recreational Amenities to residents, special interest groups and visitors of the Town of The Blue Mountains.

## Services Provided

- Supply and Maintain the Beaver Valley Arena and its ice surface.
- Ensure preventative maintenance to the Beaver Valley Arena refrigeration room and its refrigeration components.
- Provide maintenance and set up/take down services for all functions at the Community Centre.
- Shared staffing and management of the Tomahawk Golf Course.
- Providing front line services to the public.
- Second year partnership with Beaver Valley Outreach to provide space for the Beaver Valley Summer Day Camp.

## Level of Service

Service Provided	Level of Service
Hall Rentals	10 regular user groups
Ice Rentals	61 used hours per week
Facility Maintenance	On-going Facility Maintenance

## 2017 Strategic Action Items and Work Plan

- Develop a maintenance and work schedule that incorporates the additional facilities within the Community Services Department.
- Continue to work closely with all user groups

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions <sup>1</sup>	3.2	3.2	3.2
Figure Skating Hours per Month	36	36	40
Georgian Shore Ice Hours per Month	86	56	88
Daily Rentals per Month	13	32	34
Recreation Leagues	-	38	34
Municipally Run Programs	-	48	48

## 2017 Budget Commentary

The 2017 budget represents a static budget offering the same levels of service as previous years. In 2017 BVCC staff will be continuing the capital replacement of assets that have reached the end of their useful lives.

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<sup>1</sup> The above positions are made up of four staff that share their time between Tomahawk and the Beaver Valley Community Centre

# Beaver Valley Community Centre

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$274,304	\$261,170	\$278,205	\$283,675	\$289,270
Administrative Expenses	2,453	925	4,100	4,100	4,100
Training and Development	5,595	3,560	5,100	6,100	6,100
Operating Expenses	1,406	0	0	0	0
Communications	3,497	5,100	4,850	4,880	4,900
Utilities	97,302	91,000	96,650	98,905	101,225
Equipment Maintenance	13,070	16,400	19,300	19,600	19,900
Vehicle Related	4,147	400	0	0	200
Purchased Services	3,260	0	0	0	0
Financial Expenses	22,362	22,665	21,930	22,400	22,800
Premise and Site	28,750	31,225	31,950	34,150	35,150
Transfers to Capital	3,152	0	161,500	58,000	0
Transfers to Reserves	0	0	0	11,500	11,500
Inter-functional Transfers	-6,498	-5,900	0	0	0
<b>Total Expenses</b>	<b>\$452,800</b>	<b>\$426,545</b>	<b>\$623,585</b>	<b>\$543,310</b>	<b>\$495,145</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	176,514	183,950	223,000	225,500	225,500
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$176,514</b>	<b>\$183,950</b>	<b>\$223,000</b>	<b>\$225,500</b>	<b>\$225,500</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$276,286</b>	<b>\$242,595</b>	<b>\$400,585</b>	<b>\$317,810</b>	<b>\$269,645</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Header Replacement	\$40,000		\$40,000			
Safety Improvements	\$11,500		\$11,500			
Resurfacer Replacement	\$115,000	\$5,000 <sup>2</sup>	\$110,000			

<sup>2</sup> Vehicle Trade-in  
Town of The Blue Mountains  
2017 Approved Budget

# Resurfacer Replacement

**Project Number:** 6-641-6922

**Department:** Community Services-Beaver Valley Community Centre

## Purpose

To ensure The Municipality gets the best return possible on trade-in while taking a proactive approach before major breakdowns occur. In 2016, emergency calls and replacement parts have exceeded \$3,000.

## Accessibility

No

## Strategic Plan

## Environmental Impact

## Disposal

Current assets will be traded in with the new purchase.

## Operating Impact

The cost to operate the ice resurfacer is already built into the BVCC operating budget. However starting in 2018 \$11,500 will be transferred into reserves each year to fully fund the next replacement.

## Budget

Expenditure	Cost	Account
Materials		62000
Consulting		63120
Contract Services		63125
Contingencies		63126
Replacement	\$115,000	64011
<b>Total</b>	<b>\$115,000</b>	

## Description

After investigating and getting information from Zamboni International and Resurface Corp., the best return on trade-in for resurfacers is 10 years (expected at \$5,000). At the time of purchase for the current resurfacer, it was discussed at Committee that 10 years would be a reasonable timeframe to look at trading and purchasing a new resurfacer. 2016 will be the 10th season for this piece of equipment.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Fed/Prov Grants							
Revenue Fund - Taxes	<b>\$167,500</b>	\$110,000	\$11,500	\$11,500	\$11,500	\$11,500	\$11,500
Reserve							
Reserve Fund							
Trade-In	<b>\$5,000</b>	\$5,000					
<b>Total</b>	<b>\$172,500</b>	<b>\$115,000</b>	<b>\$11,500</b>	<b>\$11,500</b>	<b>\$11,500</b>	<b>\$11,500</b>	<b>\$11,500</b>

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# Cemetery

## Mission

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

## Services Provided

- Provide on-site meetings with individuals and families for pre-need and at need service.
- Provide interment services that include the opening and closing of interments.
- Provide property maintenance including monument/memorial inspections and repairs.
- Staff continues to see an increase of genealogy requests for location details, which has increased the demand on staff administration time.

## 2017 Strategic Action Items and Work Plan

- Construct a shop to allow for more efficient operations.
- Develop action plan for monument preservation and restoration

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions <sup>1</sup>	.4	.4	.4
Genealogy Requests	30	33	35
Columbarium Niche Sales	5	3	3
Interments	38	32	36
Sale of Plot	4	12	8

## 2017 Budget Commentary

Cemetery services will continue with detailed monitoring of genealogical requests, as well as building a program for monument preservation and restoration. Project management for the shop construction will occur in 2017 as well. The shop construction was approved through the 2016 Budget process and does not impact the 2017 Budget.

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<sup>1</sup> The .4 Full Time Equivalent is made up of two staff that share their time between the Cemetery and the Harbour.

# Cemetery

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$37,404	\$29,740	\$37,540	\$38,300	\$39,060
Administrative Expenses	308	200	600	600	600
Training and Development	643	2,975	4,345	4,545	4,545
Operating Expenses	1,373	500	6,250	6,250	6,250
Communications	4,552	1,575	1,800	1,825	1,850
Utilities	2,476	3,160	3,020	3,090	3,160
Equipment Maintenance	4,351	7,000	6,020	4,650	4,770
Vehicle Related	1,876	3,610	2,870	2,905	2,905
Purchased Services	2,170	2,170	5,195	5,220	5,245
Financial Expenses	4,157	4,180	4,280	4,360	4,440
Premise and Site	11,412	11,810	13,375	13,375	13,400
Transfers to Capital	0	11,000	0	22,000	11,000
Transfers to Reserves	10,000	0	0	0	0
Inter-functional Transfers	35,679	30,780	36,000	37,000	38,000
<b>Total Expenses</b>	<b>\$116,401</b>	<b>\$108,700</b>	<b>\$121,295</b>	<b>\$144,120</b>	<b>\$135,225</b>
<b>Revenue</b>					
Grants and Donations	\$10,280	\$0	\$0	\$0	\$0
External Revenue	43,648	34,190	36,000	37,230	38,400
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$53,928</b>	<b>\$34,190</b>	<b>\$36,000</b>	<b>\$37,230</b>	<b>\$38,400</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$62,473</b>	<b>\$74,510</b>	<b>\$85,295</b>	<b>\$106,890</b>	<b>\$96,825</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017						



# Facility Maintenance

## Mission

This Department code was set up to record maintenance and repairs throughout all six Community Services maintained buildings and lands, with a focus on the following:

- o Repair outstanding maintenance issues.
- o Complete a comprehensive preventative maintenance plan for all facilities.
- o Work with all Managers, renters and boards of management to establish working relationship sand operating and capital budgets.

## Services Provided

- o General Maintenance of six buildings within the Community Services Department.
- o Coordinate contractors for repairs and maintenance including cleaning, electrical, plumbing, HVAC, etc.

## Level of Service

Service Provided	Level of Service
Minor Building Maintenance	Increase from prior years
Organization of Contractors	Increase from prior years

## 2017 Strategic Action Items and Work Plan

- o Establish an On-call plan to be implemented for the 2018 budget.
- o Establish a 5, 10, 15, 20 year Capital Budget for all Facilities.
- o Investigate operating efficiencies within each facility.
- o Prepare and Implement a full preventative maintenance schedule for all facilities and establish annual inspections calendars.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	-	-	-
Service Calls to Depot	-	25	25
Preventative Maintenance Checks	-	52	52
Depot Maintenance Helpdesk Tickets	-	10	25

## 2017 Budget Commentary

This budget is the rolled up budget for all facilities that are now under the responsibility of Community Services staff. 2017 is the first full year of this reorganization and will be a learning year for budget requirements going forward. Staff will be creating annual maintenance plans and short/long term capital plans for each facility.

# Facility Maintenance

## 2017 Operating Fund

	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$44,738	\$59,087	\$72,190	\$73,610	\$75,090
Administrative Expenses	4,686	1,000	7,050	7,140	7,240
Training and Development	864	550	1,800	1,800	1,800
Operating Expenses	2,092	2,100	4,000	4,500	5,000
Communications	0	0	150	150	150
Utilities	108,214	103,345	102,630	105,500	108,425
Equipment Maintenance	6,396	11,315	14,750	15,650	16,550
Vehicle Related	0	0	0	0	0
Purchased Services	178	3,885	14,000	0	0
Financial Expenses	3,123	3,120	3,245	3,315	3,380
Premise and Site	151,167	149,450	141,295	135,350	137,245
Transfers to Capital	20,000	131,098	58,500	30,000	20,000
Transfers to Reserves	0	10,000	10,000	10,000	10,000
Inter-functional Transfers	25,828	33,311	31,069	23,953	16,839
<b>Total Expenses</b>	<b>\$367,286</b>	<b>\$508,261</b>	<b>\$460,679</b>	<b>\$410,968</b>	<b>\$401,719</b>
<b>Revenue</b>					
Grants and Donations	\$20	\$35	\$0	\$0	\$0
External Revenue	6,001	6,025	5,500	5,500	5,500
Internal Revenue	0	0	14,000	0	0
<b>Total Revenue</b>	<b>\$6,021</b>	<b>\$6,060</b>	<b>\$19,500</b>	<b>\$5,500</b>	<b>\$5,500</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$361,265</b>	<b>\$502,201</b>	<b>\$441,179</b>	<b>\$405,468</b>	<b>\$396,219</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Non in 2017.						

# Town Hall Maintenance

## Mission

This Department code was set up to record maintenance and repairs throughout Town Hall, with a focus on the following:

- o Repair outstanding maintenance issues.
- o Complete a comprehensive preventative maintenance plan.

## Services Provided

- o General Maintenance of Town Hall.
- o Coordinate contractors for repairs and maintenance including cleaning, electrical, plumbing, HVAC, etc.

## Level of Service

Service Provided	Level of Service
Cleaning Contract administration	Tendering, scheduling and service level reviews
General Contractor coordination	Scheduling, contacting and service level reviews

## 2017 Strategic Action Items and Work Plan

In 2017 there will be a focus on implementing a preventative maintenance schedule for the Town Hall.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	.55	.55	.55
Service Calls to Town Hall	40	32	36
Preventative Maintenance Checks	52	52	52
Town Hall Maintenance Helpdesk Tickets	47	109	100

## 2017 Budget Commentary

The 2017 operating budget will be very similar to the 2016 budget. The capital budget includes 3 projects and 1 assessment.

# Town Hall Maintenance

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$43,131	\$55,915	\$0	\$0	\$0
Administrative Expenses	3,589	750	3,500	3,570	3,640
Training and Development	864	550	0	0	0
Operating Expenses	0	0	500	1,000	1,500
Communications	0		0	0	0
Utilities	65,140	60,740	59,480	61,235	63,035
Equipment Maintenance	6,396	11,315	12,850	13,700	14,550
Vehicle Related	0	0	0	0	0
Purchased Services	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	87,600	66,500	57,150	59,105	58,740
Transfers to Capital	0	0	38,500	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	11,864	13,031	5,769	-1,347	-8,461
<b>Total Expenses</b>	<b>\$218,584</b>	<b>\$208,801</b>	<b>\$177,749</b>	<b>\$137,263</b>	<b>\$133,004</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$218,584</b>	<b>\$208,801</b>	<b>\$177,749</b>	<b>\$137,263</b>	<b>\$133,004</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Sound Abatement	\$9,500		\$9,500			
Property Assessment	\$10,000		\$10,000			
Cage Ladder & Evac Chair	\$4,000		\$4,000			
File Storage	\$15,000		\$15,000			

# OPP Station Maintenance

## Mission

This Department code was set up to record maintenance and repairs throughout the OPP Detachment, with a focus on the following:

- o Repair outstanding maintenance issues.
- o Complete a comprehensive preventative maintenance plan.

## Services Provided

- o General Maintenance of the OPP Detachment.
- o Coordinate contractors for repairs and maintenance including cleaning, electrical, plumbing, HVAC, etc.
- o Capital Equipment/facility assessment and replacement planning.

## Level of Service

Service Provided	Level of Service
Cleaning Contract administration	Tender Preparation
Maintenance Contract administration	Annual Scheduling

## 2017 Strategic Action Items and Work Plan

In 2017 there will be a focus on implementing a preventative maintenance schedule for the OPP Detachment.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	-	-	-
Service Calls to OPP Detachment	-	19	19
Preventative Maintenance Checks	-	52	52

## 2017 Budget Commentary

The 2017 Budget will show a reduction in overall costs from 2016 as there aren't any capital projects planned.

# OPP Station Maintenance

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$1,607	\$2,442	\$0	\$0	\$0
Administrative Expenses	425	0	850	870	900
Training and Development	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Utilities	8,867	10,590	8,350	8,610	8,870
Equipment Maintenance	0	0	900	900	900
Vehicle Related	0	0	0	0	0
Purchased Services	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	18,664	21,450	25,625	24,625	25,625
Transfers to Capital	0	20,098	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	2,215	4,235	2,300	2,300	2,300
<b>Total Expenses</b>	<b>\$31,778</b>	<b>\$58,815</b>	<b>\$38,025</b>	<b>\$37,305</b>	<b>\$38,595</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$31,778</b>	<b>\$58,815</b>	<b>\$38,025</b>	<b>\$37,305</b>	<b>\$38,595</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

# Library Maintenance

## Mission

This Department code was set up to record maintenance and repairs throughout the L.E. Shore Memorial Library, with a focus on the following:

- o Repair outstanding maintenance issues.
- o Complete a comprehensive preventative maintenance plan.
- o Establish a facilities maintenance help desk to track issues, time and travel.
- o Work with the CEO and Library Board for future operating and capital projects and issues.

## Services Provided

- o General Maintenance of the L.E. Shore Memorial Library.
- o Coordinate contractors for repairs and maintenance including cleaning, electrical, plumbing, HVAC, etc.
- o Provide Facility Operating and Capital Budgets.

## Level of Service

Service Provided	Level of Service
Minor repairs and maintenance	Increase from previous years
On-Call Service	Increase from previous years

## Strategic Action Items and Work Plan

In 2017 there will be a focus on preparing a preventative maintenance schedule for the entire facility including all equipment, infrastructure and lands.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	-	-	-
Service Calls to Library	-	25	40
Preventative Maintenance Checks	52	52	52
Library Maintenance Helpdesk Tickets	-	40	50

## 2017 Budget Commentary

Concentration will be put on operating costs within the facility and investigating any operating savings within the utility budget lines and looking into capital projects to ensure the life expectancy of the facility and overall health of the facility.

# Library Maintenance

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0
Administrative Expenses	0	0	1,500	1,500	1,500
Training and Development	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Utilities	22,879	21,700	23,295	23,865	24,445
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	24,336	27,050	36,590	29,690	30,250
Transfers to Capital	20,000	111,000	20,000	30,000	20,000
Transfers to Reserves	0	10,000	10,000	10,000	10,000
Inter-functional Transfers	12,066	14,000	16,500	16,500	16,500
<b>Total Expenses</b>	<b>\$79,281</b>	<b>\$183,750</b>	<b>\$107,885</b>	<b>\$111,555</b>	<b>\$102,695</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$79,281</b>	<b>\$183,750</b>	<b>\$107,885</b>	<b>\$111,555</b>	<b>\$102,695</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Replacement Windows	\$100,000 <sup>1</sup>		\$20,000			

<sup>1</sup> The remaining \$80,000 will be funded from 2018 to 2021  
Town of The Blue Mountains  
2017 Approved Budget



# Library Window Replacement

**Project Number:** 6-660-6957  
**Department:** Community Services-Facilities Maintenance

## Purpose

To change out all wood constructed windows with low maintenance vinyl windows. This will prevent any returning issues from failing windows.

## Accessibility

No

## Strategic Plan

Ensure our infrastructure is sustainable.

## Environmental Impact

Increased "r" value may reduce energy costs.

## Disposal

Disposal of old windows will go to the landfill.

## Operating Impact

## Budget

Expenditure	Cost	Account
Replacement Equipment		64011
Consulting		63120
Contract Services	\$100,000	63125
Contingencies		63126
Additional Equipment		64010
<b>Total</b>	<b>\$100,000</b>	

## Description

The library will be 20 years old in 2016 and some of the windows are showing significant wear and rot due to the wood construction. Because of the sheer amount of windows in the facility, we are proposing a 5 year plan to replace all the windows, with the most urgent ones being done in 2016.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Revenue Fund - Taxes	<b>\$100,000</b>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	
Library Reserve Fund							
Fed/Prov Grants							
Reserve							
Debt							
<b>Total</b>	<b>\$100,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	

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# Craigleith Heritage Depot Maintenance

## Mission

This Department code was set up to record maintenance and repairs throughout the Heritage Depot, with a focus on the following;

- o Repair outstanding maintenance issues.
- o Complete a comprehensive preventative maintenance plan.
- o Establish a facilities maintenance help desk to track issues, time and travel.
- o Work with the Museum Curator and Library Board for future operating and capital budgets.

## Services Provided

- o General Maintenance of the Heritage Depot.
- o Coordinate contractors for repairs and maintenance including cleaning, electrical, plumbing, HVAC, etc.
- o Provide operating and capital budgets

## Level of Service

Service Provided	Level of Service
Minor repairs and maintenance	Increase from previous years
On-Call Service	Increase from previous years

## Strategic Action Items and Work Plan

In 2017 there will be a focus on preparing a preventative maintenance schedule for the entire facility including all equipment, infrastructure and lands.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	-	-	-
Service Calls to Heritage Depot	-	15	25
Preventative Maintenance Checks	-	52	52
Town Hall Maintenance Helpdesk Tickets	-	12	25

## 2017 Budget Commentary

2017 is the first year that Community Services staff are responsible for the Depot facility. During the 2017 year staff will be compiling an annual maintenance plan and short/long term capital for the Depot. Staff will have a better understanding of costs for the 2018 budget.

# Craigleith Heritage Depot Maintenance

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0
Administrative Expenses	132	250	100	100	100
Training and Development	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Utilities	4,010	4,600	3,805	3,895	3,980
Equipment Maintenance	0	0	1,000	1,050	1,100
Vehicle Related	0	0	0	0	0
Purchased Services	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	8,517	14,600	8,400	8,750	9,100
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	1,373	3,100	5,000	5,000	5,000
<b>Total Expenses</b>	<b>\$14,032</b>	<b>\$22,550</b>	<b>\$18,305</b>	<b>\$18,795</b>	<b>\$19,280</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	0	0	0	0	0
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$14,032</b>	<b>\$22,550</b>	<b>\$18,305</b>	<b>\$18,795</b>	<b>\$19,280</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Exterior Door Replacement	\$12,000				\$12,000	

# Craigleith Community Centre Maintenance

## Mission

This Department code was set up to record maintenance and repairs throughout the Craigleith Community Centre, with a focus on the following:

- o Repair outstanding maintenance issues.
- o Complete a comprehensive preventative maintenance plan.
- o Establish a facilities maintenance help desk to track issues, time and travel.

## Services Provided

- o General Maintenance of Craigleith Community Centre.
- o Coordinate contractors for repairs and maintenance including cleaning, electrical, plumbing, HVAC, etc.
- o Prepare operating and capital budgets.
- o Provide rental assistance, setups and bookings.

## Level of Service

Service Provided	Level of Service
Yearly Rentals	133

## 2017 Strategic Action Items and Work Plan

In 2017 there will be a focus on implementing a preventative maintenance schedule for the Craigleith Community Centre.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	-	-	-
Service Calls to Craigleith Community Centre	-	5	10
Preventative Maintenance Checks	-	52	52
Craigleith Community Centre Maintenance Helpdesk Tickets	-	0	10

## 2017 Budget Commentary

Staff are proposing a Structural Engineering investigation for this facility to create and compile an annual maintenance plan and capital forecasts. Once this is complete staff will have a better understanding of what this facility will cost on an on-going bases.

# Craighleith Community Centre Maintenance

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (Forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$0	\$730	\$0	\$0	\$0
Administrative Expenses	181	0	300	300	300
Training and Development	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Utilities	2,523	2,150	2,515	2,575	2,635
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	85	550	7,000	0	0
Financial Expenses	1,531	1,530	1,655	1,690	1,725
Premise and Site	5,150	5,850	6,080	6,180	6,280
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	-1,560	-880	0	0	0
<b>Total Expenses</b>	<b>\$7,910</b>	<b>\$9,930</b>	<b>\$17,550</b>	<b>\$10,745</b>	<b>\$10,940</b>
<b>Revenue</b>					
Grants and Donations	\$20	\$0	\$0	\$0	\$0
External Revenue	3,393	3,575	3,000	3,000	3,000
Internal Revenue	0	0	7,000	0	0
<b>Total Revenue</b>	<b>\$3,413</b>	<b>\$3,575</b>	<b>\$10,000</b>	<b>\$3,000</b>	<b>\$3,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$4,497</b>	<b>\$6,355</b>	<b>\$7,550</b>	<b>\$7,745</b>	<b>\$7,940</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Structural Investigation	\$7,000				\$7,000	

# Ravenna Hall Maintenance

## Mission

This Department code was set up to record maintenance and repairs throughout Ravenna Hall, with a focus on the following:

- o Repair outstanding maintenance issues.
- o Complete a comprehensive preventative maintenance plan.

## Services Provided

- o General Maintenance of Ravenna Hall.
- o Coordinate contractors for repairs and maintenance including cleaning, electrical, plumbing, HVAC, etc.

## Level of Service

Service Provided	Level of Service
Cleaning Contract Administration	Preparation of Tender and monitoring service levels
Maintenance Contract Administration	Annual contractor scheduling

## 2017 Strategic Action Items and Work Plan

In 2017 there will be a focus on implementing a preventative maintenance schedule for Ravenna Hall.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	-	-	-
Service Calls to Ravenna Hall	40	31	35
Preventative Maintenance Checks	52	52	52

## 2017 Budget Commentary

2017 Budget will remain similar to the 2016 budget. The building assessment in 2017 will drive future budgets.

# Ravenna Hall Maintenance

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0
Administrative Expenses	359	0	300	300	300
Training and Development	0	0	0	0	0
Operating Expenses	2,092	2,100	2,000	2,000	2,000
Communications	0	0	0	0	0
Utilities	4,795	3,565	5,185	5,320	5,460
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	93	3,335	7,000	0	0
Financial Expenses	1,592	1,590	1,590	1,625	1,655
Premise and Site	6,900	14,000	7,450	7,000	7,250
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	-130	-175	1,500	1,500	1,500
<b>Total Expenses</b>	<b>\$15,701</b>	<b>\$24,415</b>	<b>\$25,025</b>	<b>\$17,745</b>	<b>\$18,165</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$35	\$0	\$0	\$0
External Revenue	2,608	2,450	2,500	2,500	2,500
Internal Revenue	0	0	7,000	0	0
<b>Total Revenue</b>	<b>\$2,608</b>	<b>\$2,485</b>	<b>\$9,500</b>	<b>\$2,500</b>	<b>\$2,500</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$13,093</b>	<b>\$21,930</b>	<b>\$15,525</b>	<b>\$15,245</b>	<b>\$15,665</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Structural Investigation	\$7,000				\$7,000	

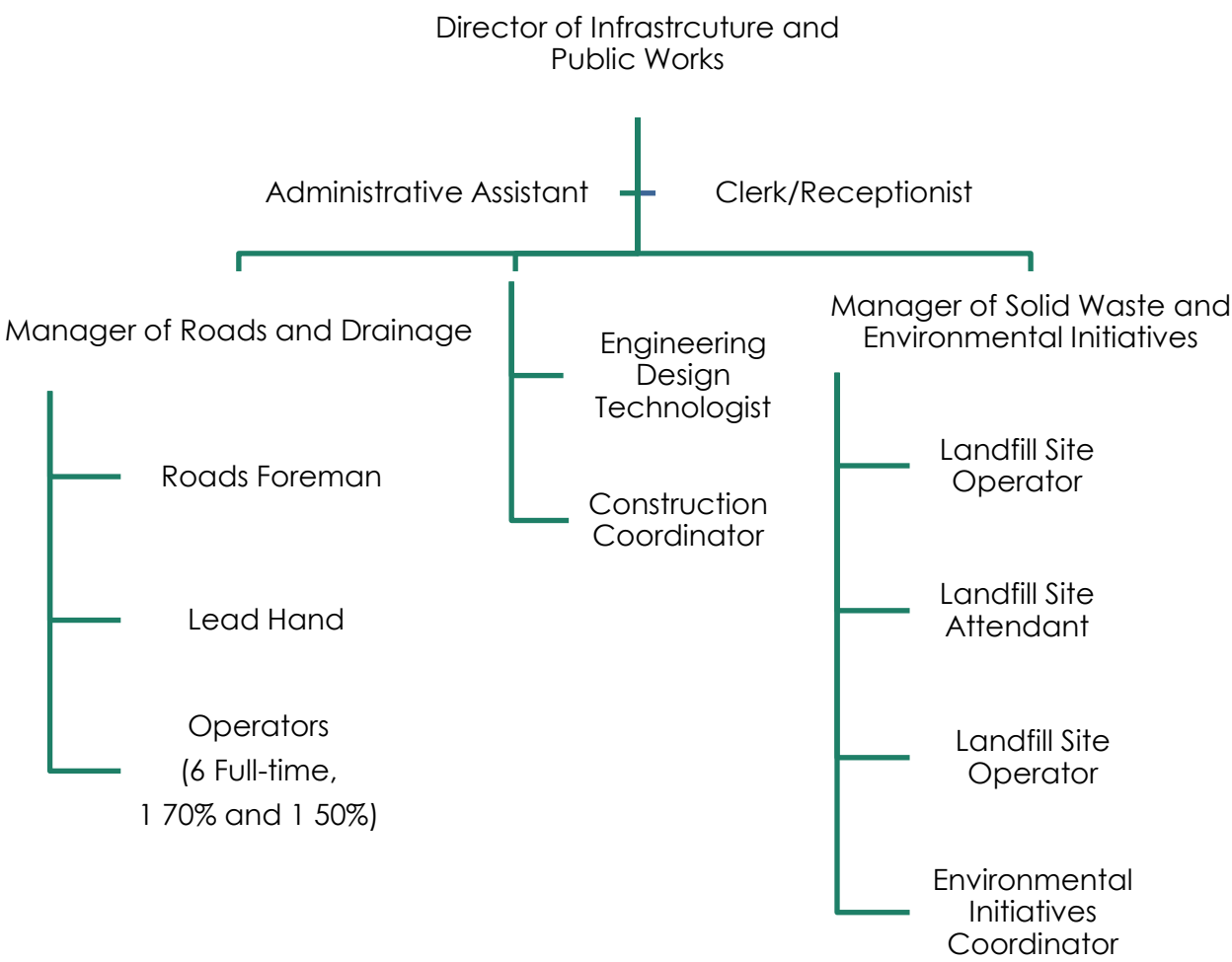


# Infrastructure and Public Works

Infrastructure and Public Works delivers the services and infrastructure valued by the community in a professional, courteous and timely manner. This Department ensures a safe, sustainable and desirable community where all can live, work and play. Infrastructure and Public Works responsibly plans, constructs, operates and maintains The Blue Mountains' transportation, drainage, water, wastewater, and solid waste infrastructure. By engaging the public, Infrastructure and Public Works achieves the trust and understanding necessary to ensure the services they provide are right for The Blue Mountains.

The Water and Wastewater Division is shown separately from the rest of the Infrastructure and Public Works Department, as this Division relies solely on User Rates for its revenue and has no impact on Taxation.

## Organizational Chart



# Infrastructure and Public Works

## Town of The Blue Mountains 2015-2020 Strategic Plan

### Goal #1: Create Opportunities for Sustainable Growth



#### **Prepare a report to Council on Urban Design for Highway 26 corridor through Craigleith.**

A Municipal Class Environment Assessment to determine the transportation needs in the Craigleith area is currently underway. It is a Town lead project in partnership with Grey County and the Province of Ontario. The findings of the study will consider the character of the road design in the evaluation of the road network alternatives. A presentation will be made to Council on the proposed alternatives to seek input prior to the Public Information Centre.

Planning and Development Services will lead a more in-depth urban design exercise when the transportation requirements for the corridor are understood later in 2017.

### Goal #3: Support Healthy Lifestyles



#### **Ensure that Development is designed for accessibility, meets Accessibility for Ontarians with Disabilities Act (AODA) requirements and is transit supportive.**

The Town's Engineering Standards currently being re-written will document AODA requirements. Town projects initiated as of January 2016 have constructed works satisfying AODA requirements.



#### **Include cycling lanes in the Towns Roads Standards and provide for maintenance.**

The Town's Engineering Standards currently being re-written will include development requirements of when cycling lanes are required and their design standards.

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



#### **Engage the County in discussions of road maintenance and responsibilities and a reduced County Levy or increased County Capital Expenditure in The Blue Mountains.**

Infrastructure and Public Works' efforts have ended on this initiative. A proposal was prepared by the Town to the County for Town assumption of County Roads that was not well received. Efforts within the CAO's office continue to find opportunities for levy reductions.

### Goal #5: Ensure that our Infrastructure is Sustainable



#### **Update Engineering Standards to incorporate changing climate conditions and leading edge technologies such as low impact design for stormwater management and communication.**

The development of the Town's Engineering Standards continues internally with support by experts as necessary. It is anticipated that a draft document will be able to be released for public review by the third quarter of 2017.

# Infrastructure and Public Works

## 2017 Fees and Charges

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2017 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the updates to the 2017 Fees and Charges By-law.

If the 2017 Fee or Charge Column has been left blank, there is no change to the fee or charge.

### Schedule E – Other Protection and Inspection

Description	Current Fee or Charge	2017 Fee or Charge
Tile Drainage Inspection	\$50.00	\$100.00
Tree Inspection	No charge	\$50.00
Civic Addressing	\$100.00	No change
<b>Civic Addressing Replacement</b>		\$37.00
Sign	\$30.00	Removed from By-law
Post	\$10.00	Removed from By-law
Hardware	\$5.00	Removed from By-law
Parking Permit "No Parking" signs, covers and locks	\$100.00	\$20.00 per sign – minimum charge - \$100.00

### Schedule F – Roads

Description	Current Fee or Charge	2017 Fee or Charge
Entrance Permit Application Fee <sup>1,2</sup>	\$150.00	
Entrance Permit Application Fee - paving only <sup>1,2</sup>	\$75.00	
Frontage Permit Application Fee <sup>1</sup>	\$250.00	
Letter of Opinion regarding entrance possibilities for land severance	\$200.00	
Entrance Permit Deposit <sup>3</sup>	\$400.00	
<b>Frontage Deposit per linear meter<sup>3,4</sup></b>		
Sidewalk - concrete or asphalt (per meter)	\$150.00	
Curb (per meter)	\$115.00	

1 Combined maximum of \$300.

2 There is no expiry date for the Works under this Municipal Land Use Permit.

3 Maximum combined entrance and frontage deposit is \$5000.

4 Maximum frontage deposit is \$5000.

# Infrastructure and Public Works

Description	Current Fee or Charge	2017 Fee or Charge
Asphalt or Surface Treated Roadway (per meter)	\$35.00	
Open Ditch - no curb (per meter)	\$25.00	
Culvert - any size	\$700.00	
Grass Boulevard (per meter)	\$25.00	
Municipal Consent Application Fee per 250 meter of affected roadway <sup>2</sup>	\$100.00	Removed from By-law
Municipal Land Occupancy Agreement Preparation Fee	\$200.00	
<b>Municipal Land Occupancy License Fee (less than 52 weeks)<sup>5</sup></b>		
Oversized Vehicle (yearly)	\$100.00	
Use of Asphalt Pavement - Arterial and Collector (per square meter per week)	\$10.00	
Use of Asphalt Pavement - Local (per square meter per week)	\$5.00	
Use of sidewalk or trail (any material) (per square meter per week)	\$5.00	
Use of boulevard (per square meter per week)	\$1.00	
Use of grassed boulevard for irrigation (per square meter per week)	\$2.00	
Use for private linear works (per 100 meters per yr)	\$10.00	Removed from By-law
Use of Municipal Land for more than 52 weeks	No charge	\$25/100m per year or 50m <sup>2</sup> per year – minimum \$250
Rural Mail Box Application Fee <sup>2</sup>	\$10.00	
Garbage Box Application Fee <sup>2</sup>	\$10.00	
Additional Site Visit Fee <sup>6</sup>	\$100.00	
Works done without a valid Permit	\$100.00	\$300.00
<b>Security Deposit Requirements<sup>7</sup></b>		
Less than \$2,500	\$1,000.00	
\$2,500 - \$10,000	\$2,500.00	
More than \$10,000	\$2,500 plus 2.5% of works > \$10,000	

<sup>5</sup> Minimum annual fee is \$50.

<sup>6</sup> Fee assessed when more than one site visit is required to review uncorrected identified deficiencies.

<sup>7</sup> To correct damages related to Works under a Municipal Land Use Agreement based on the value of Public or Private Works not otherwise addressed under a Development Agreement.

# Infrastructure and Public Works

## Schedule G – Solid Waste Tipping Fees

The Solid Waste Division Schedule will be removed from the Town's Fees and Charges By-law and will be proposed as a separate By-law. The below 2017 Proposed Fee or Charge represent the fees that will be proposed as part of this separate By-law.

Description	Current Fee or Charge	2017 Fee or Charge
Authorized Waste: Residential, Commercial, Construction and Demolition	\$120/tonne (set fee)	\$130/tonne (set fee)
Authorized Waste: Unloaded in the designated area and contaminated with Recyclable Waste, Divertible Waste, Compostable waste or Non-Acceptable waste	Twice the set fee	
Recyclable Waste, Divertible Waste, Compostable Waste and or Contaminated Soil: Unloaded in the designated or non-designated area and contaminated with non-conforming material	Twice the set fee	
Recyclable Waste: Blue or grey box material, tires, electronic waste, municipal hazardous or special waste, sorted in the designated areas	Free of Charge	
Chipped Brush (residential or commercial): Woody plant material less than 76mm (3 inches) in any direction, sorted in the designated areas	Free of Charge	
Residential Yard Waste and Brush: Placed in the designated area and free of non-conforming material	Free of Charge	
Fruit Processing Waste: Material must be pre-approved by the Town before delivery	Half the set fee	
Divertible Waste and Commercial Compostable Waste: Scrap metal, clean wood waste, concrete material, asphalt, Commercial Yard Waste and Brush and uncontaminated soil placed in the designated area and free of non-conforming material	Half the set fee	
Contaminated Soil: Owner must provide documentation of certified testing results and obtain Town approval before delivery	\$150/tonne	\$180/tonne
Asbestos	Not Accepted	
Small Quantity Commercial Hazardous or Special Waste: A cost recovery fee may apply	To be determined	
Small Quantities of Waste Material: Residential, Commercial, Construction and Demolition	\$6/visit minimum fee	
Items with Freon: Refrigerators, Freezers, Air Conditioners and Dehumidifiers Certification Fee	\$15 each	

# Infrastructure and Public Works

## Schedule G – Solid Waste Division

Description	Current Fee or Charge	2017 Fee or Charge
Sale of Compost	\$0.03 per kilogram	
Blue and Grey Recycling Boxes	\$5.00 each <sup>8</sup>	
Blue and Grey Commercial / Multi Unit Recycling Carts	\$84.00 each <sup>8</sup>	
Kitchen Catcher (7 litre)	Not in By-law	\$3.00 each <sup>8</sup>
Green Bin (45 litre)	Not in By-law	\$10.00 each <sup>8</sup>
Green Cart (Commercial/Multi Unit – 120 litre)	Not in By-law	\$50.00 each <sup>8</sup>
Green Cart (Commercial/Multi Unit – 240 litre)	Not in By-law	\$60.00 each <sup>8</sup>
Composters	\$30.00 each <sup>8</sup>	
Rain Collection Barrels	\$60.00 each <sup>8</sup>	
Garbage Bag Tags	\$1.00 each	\$2.00 each
Garbage Box Tags	Not in By-law	\$2.00 each <sup>8</sup>
Illegal Dumping and Littering Charge	\$400.00	

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<sup>8</sup> Applicable HST is included

# Infrastructure and Public Works

## Mission

To provide engineering and administrative support to the operating divisions within the Infrastructure and Public Works Department and to provide engineering support to other Departments as requested.

## Services Provided

- o Project development and management.
- o Contract preparation and administration of construction projects.
- o Technical review of documentation submitted in support of a development with respect to existing infrastructure.
- o Supporting advice, assistance and services to non-Infrastructure and Public Works lead projects.
- o Asset management data gathering, organizing and analyzing to aid in the preparation of Infrastructure and Public Works' multi-year capital plan.

## Level of Service

Service Provided	Level of Service
Capital Planning	Final Costs within 10% of Budget
Change Orders as % of Tendered Value	Less than 8%
Project Delivery	Over 90% on time

## 2017 Strategic Action Items and Work Plan

- o Emphasis to be placed on populating the Asset Management System.
- o IPW is completing the Craighleith Area EA in 2017 that will provide direction on transportation needs in the area which will be utilized for future urban design undertaking in Craighleith.
- o Engineering will continue to work on updating the Town's Engineering Standards, which will include a review of cycling lanes and new technologies such as low impact design for stormwater management and communication. Release for public review is expected prior to the third quarter in 2017.
- o Of the \$2M of incremental projects to be completed by March 2018 to receive the full allocation of the Clean Water and Wastewater Fund (CWWF), 3 of the 5 selected projects will be delivered by this Division.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	4.7	4.7	4.7
Municipal Lands Use Permits	156	149 (Oct 30)	160
Significant Capital Projects or Studies Managed	8	11	12

## 2017 Budget Commentary

The budget includes \$3,000 annually to specifically maintain the Engineering Standards. Due to the recently announced Clean Water and Wastewater Fund, the number of projects has increased by 3, which will strain the Engineering Division's ability to complete its normal workload.

# Infrastructure and Public Works

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$468,486	\$498,425	\$503,430	\$513,150	\$523,045
Administrative Expenses	3,993	5,185	4,500	6,500	4,500
Training and Development	6,470	8,800	9,350	10,025	10,150
Operating Expenses	48	0	0	0	0
Communications	1,792	2,065	2,315	2,335	2,350
Utilities	0	0	0	0	0
Equipment Maintenance	2,157	1,910	2,150	2,150	2,150
Vehicle Related	2,265	2,225	3,120	3,620	3,620
Purchased Services	23,210	6,425	6,000	3,000	6,000
Financial Expenses	4,102	4,100	4,100	4,185	4,270
Premise and Site	1,485	0	0	0	0
Transfers to Capital	75,950	78,060	30,000	333,150	755,750
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	-459,713	-274,524	-264,284	-253,385	-242,484
<b>Total Expenses</b>	<b>\$130,245</b>	<b>\$332,671</b>	<b>\$300,681</b>	<b>\$624,730</b>	<b>\$1,069,351</b>
<b>Revenue</b>					
Grants and Donations	\$206	\$522	\$0	\$0	\$0
External Revenue	1,104	0	1,000	1,000	1,000
Internal Revenue	916	5,100	3,000	0	3,000
<b>Total Revenue</b>	<b>\$2,226</b>	<b>\$5,622</b>	<b>\$4,000</b>	<b>\$1,000</b>	<b>\$4,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$128,019</b>	<b>\$327,049</b>	<b>\$296,681</b>	<b>\$623,730</b>	<b>\$1,065,351</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Price's Subdivision	\$1,928,200 <sup>1</sup>	\$44,000 <sup>2</sup>	\$30,000			
Elma and Alice St Reconstruction	\$4,718,700 <sup>3</sup>					

<sup>1</sup> The remaining \$1,854,200 will be funded in 2018 and 2019

<sup>2</sup> Benefiting Property Owners

<sup>3</sup> \$4,718,700 will be funded in 2018 and 2019



# Elma Street South and Alice Street West Reconstruction

**Project Number:** 6-315-0496  
**Department:** Infrastructure and Public Works - Engineering

## Purpose

Reconstruction of Elma Street and Alice Street road and drainage in conjunction with water main and sanitary sewer replacement and street lighting upgrades as required.

## Accessibility

Tactile strips will be set in sidewalks to define pedestrian hazards.

## Strategic Plan

Goal #5: Ensure Our Infrastructure is Sustainable.

## Environmental Impact

Greenhouse gases will be generated as part of the construction activities.

## Disposal

Waste material will be generated requiring disposal by Contractor.

## Operating Impact

Operating costs will be reduced by eliminating infiltration to the sanitary system and installing storm laterals. Repair costs will be avoided with renewal of the water and road systems. Liability for trip hazards will be reduced by renewal of the sidewalks.

## Budget

Expenditure	Cost	Account
Consulting		63120
Engineering	\$566,200	63115
Contract Services	\$3,775,000	63125
Contingencies	\$377,500	63126
Materials		62000
<b>Total</b>	<b>\$4,718,700</b>	

## Description

2017 - Preliminary Engineering  
2018 - Design and tendering  
2019 - Construction including renewal of watermain, sanitary sewer, storm sewer, roadway, sidewalks and streetlights on Elma S. from Arthur to Alfred and Alice w. from Bruce to Victoria.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
OCIF Formula Grant	\$1,258,750			\$1,258,750			
Revenue Fund - Taxes	\$308,200		\$154,100	\$154,100			
Water Asset Replacement	\$537,688		\$35,200	\$502,488			
Wastewater Asset Replacement	\$568,328		\$37,200	\$531,128			
Debt	\$2,045,734			\$2,045,734			
<b>Total</b>	<b>\$4,718,700</b>		<b>\$226,500</b>	<b>\$4,492,200</b>			

# Price's Subdivision Drainage Improvements and Servicing Extension

**Project Number:** 6-315-0467  
**Department:** Infrastructure and Public Works - Engineering

## Purpose

To address drainage issues and provide wastewater servicing to Price's Subdivision (59 existing residential units).

## Accessibility

N/A

## Strategic Plan

Goal #5: Ensure our Infrastructure is sustainable.

## Environmental Impact

Greenhouse Gases will be generated as part of the construction activities.

## Disposal

Waste materials will be disposed of by the contractor.

## Operating Impact

Increase in operations cost to maintain the wastewater system. Reduction in operation costs related to drainage.

## Budget

Expenditure	Cost	Account
Consulting	\$74,500	63120
Engineering	\$222,400	63115
Contract Services	\$1,483,000	63125
Contingencies	\$148,300	63126
Additional Equipment		64010
<b>Total</b>	<b>\$1,928,200</b>	

## Description

Provision of sanitary servicing to the residential lots on Claire Glen, Patricia Drive and Martin Grove as well as to the 4 lots to the east of Martin Grove on Grey Road 19. Work to include restoration of road over the sanitary sewer trench and an allowance for drainage improvements.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Municipal Act 326/391	<b>\$1,573,000</b>	\$44,400	\$73,400	\$1,455,200			
Revenue Fund - Taxes	<b>\$355,200</b>	\$30,000	\$15,600	\$309,600			
Water Asset Replacement							
Wastewater Asset Replacement							
Debt							
<b>Total</b>	<b>\$1,928,200</b>	<b>\$74,400</b>	<b>\$89,000</b>	<b>\$1,764,800</b>			

# Roads and Drainage

## Mission

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

## Services Provided

### Administrative Operations

- o Budget preparation and cost control as well as procuring and administering contracts.
- o Commenting on development proposals, severance/minor variance applications, zone changes, etc.
- o Administering the Town's Entrance and Land Use Permit System.
- o Liaising with utilities, conservation authorities, provincial ministries and federal departments.
- o Up-dating the Town's road and bridge condition studies.
- o Monitor/inspect and maintain municipal drains.
- o Responding to inquiries from ratepayers, municipalities, Council and others.

### Field Operations

- o Winter maintenance and road surface, shoulder, roadside, drainage and structure maintenance.
- o Fleet maintenance and repair, Inspection of entrance culvert installations.
- o Responding to inquiries from the public as well as working with other agencies.

## Level of Service

Service Provided	Level of Service
Tonnes of Gravel placed per 100 km of gravel roads	21,875 tonnes
Km of Asphalt roads resurfaced per 100 km of paved roads	2.92
Percentage of Bridges with "Low Priority" rating	9.6 %
Service Requests per 1000 households	57

## 2017 Strategic Action Items and Work Plan

Repairs to Bridge 17 in Clarksburg will be completed that will be in keeping with the heritage designation of the bridge as well as drainage improvements will be undertaken along Camperdown Road north of Hwy 26. The surface treatment program will address approximately 15 km of roads.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions <sup>1</sup>	10.15	10.15	10.15
Kilometers of roads plowed in winter	234.7	238.4	242.6
Tonnes of sand used for winter control	3,322	2,904.5	3,500
Bridges and culverts maintained	32	32	32
Snow events	47	57	65
Service Requests received from residents	310	400	400

## 2017 Budget Commentary

Crews will continue their business as usual. Winter maintenance occupies a lot of staff time to get equipment ready and undertake training in the early fall, ensuring salt and sand are ordered, and to ensure contractors' trucks and equipment are inspected and calibrated. GPS and radio systems are checked to ensure crews can monitor the weather around-the-clock.

Staff ensure the Town is in compliance with Hours of Service and CVOR legislation. Staff will continue to follow the Minimum Maintenance Standard compliance requirements related to streetlight, sidewalk, signs, road patrol and winter control. Staff must monitor and report road salt usage and gravel purchases. Staff are also responsible to the various provincial regulations to keep the gravel pit open. Select staff will monitor the Beaver River and ice conditions during the cold spells.

<sup>1</sup> Does not include contract workers, which currently include two winter employees.

# Roads and Drainage

Over the winter staff will ready the tenders for the purchase of maintenance gravel and capital projects. Staff is looking to replace the cold storage shed that was removed to provide parking at the Ravenna Hall. Crews have been using an old tractor trailer but have outgrown this space. Over the summer of 2016 the Town hired an Urban Forestry to complete an inventory of ash trees on Town property. Staff will use this data to formulate a work plan and budget to allow for the removal of ash trees as warranted.

The changeover of the streetlights to LED fixtures is nearing completion in late 2016. A new service contract will be required to address repairs and ongoing maintenance.

Crews will prepare for the spring clean-up, including catch basin maintenance, street sweeping, line painting, grass cutting, wild chervil control, dust control, maintenance gravel, guide rail repairs, ditching and culvert replacements. Once this is complete, it will be time to get equipment ready and staff trained for snowplowing.

Staff is monitoring the number of work orders generated from Service Requests received to better understand the annual cost of responding to Requests. Staff will respond to Service Requests as warranted but the ad hoc addressing of Service Requests results in delaying of planned works and requires more contracted work.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$931,527	\$987,955	\$1,004,255	\$1,023,370	\$1,043,195
Administrative Expenses	2,833	2,100	2,500	2,500	2,500
Training and Development	18,317	19,260	20,550	22,050	22,050
Operating Expenses	444,579	484,050	521,500	547,000	572,500
Communications	6,455	7,280	8,100	8,120	8,150
Utilities	160,465	116,425	154,500	155,320	156,175
Equipment Maintenance	100,660	114,165	136,500	139,750	140,800
Vehicle Related	170,845	159,375	188,500	196,500	199,500
Purchased Services	607,575	631,800	516,000	528,500	569,000
Financial Expenses	55,827	51,150	50,540	51,600	52,630
Premise and Site	58,019	59,920	42,500	42,500	42,500
Transfers to Capital	226,130	235,000	42,000	108,000	0
Transfers to Reserves	703,004	715,000	800,000	745,000	820,000
Inter-functional Transfers	135,935	-12,100	-1,000	-1,000	-1,000
<b>Total Expenses</b>	<b>\$3,622,171</b>	<b>\$3,571,280</b>	<b>\$3,486,445</b>	<b>\$3,569,210</b>	<b>\$3,628,000</b>
<b>Revenue</b>					
Grants and Donations	\$54,938	\$41,092	\$15,000	\$0	\$0
External Revenue	83,962	91,665	49,000	48,000	49,000
Internal Revenue	122,396	45,000	55,000	65,000	95,000
<b>Total Revenue</b>	<b>\$261,296</b>	<b>\$177,757</b>	<b>\$119,000</b>	<b>\$113,000</b>	<b>\$144,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$3,360,875</b>	<b>\$3,393,523</b>	<b>\$3,367,445</b>	<b>\$3,456,210</b>	<b>\$3,484,000</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	Debt	Reserves
Camperdown Rd Drainage Improvements	\$275,000				\$275,000
Vehicle Replacements	\$129,000				\$129,000
Machinery and Equipment Replacement	\$42,000		\$42,000		
Road Surface Treatment Program	\$525,000	\$425,000			\$100,000
Bridge #17 (Black Bridge)	\$842,300	\$575,000		\$267,300	
Bridge #2 & 3	\$60,000				\$60,000
Meaford Town-Line	\$80,000				\$80,000

# Black's Bridge #17

**Project Number:** 6-308-3928

**Department:** Infrastructure and Public Works - Roads and Drainage

## Purpose

To repair Black's Bridge #17 to ensure long term functionality of the structure.

## Accessibility

Pedestrian walkways will be accessible

## Strategic Plan

Goal #5: Ensure our Infrastructure is Sustainable.

## Environmental Impact

The work will be within and over a watercourse. Active measures will be taken to mitigate any detrimental effects.

## Disposal

Material removed will be disposed of by the contractor.

## Operating Impact

These repairs will extend the useful life of the assets and provide the expected level of service. Staff will continue with Bi-annual Bridge Inspections. The long term operating and maintenance cost of the bridge will not be affected significantly. \$267,300 will be used from the 2018 OCIF grant to fund the unfinanced portion from 2017.

## Budget

Expenditure	Cost	Account
Engineering	\$72,000	63115
Consulting	\$18,000	63120
Contract Services	\$602,300	63125
Contingencies	\$150,000	63126
Financial Expenses		63200
<b>Total</b>	<b>\$842,300</b>	

## Description

A detailed condition survey found there are large areas of delamination and spalling along the deck soffit and underside of the beams, as well as cracks in the sidewalk. The railings are in poor condition. In 2016 a detail design was created to allow for the creation of a tender for release in 2017. This is a high profile unique structure in the Town.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Revenue Fund - Taxes							
Bridge Reserve Fund							
OCIF Formula Base Grant			\$267,300				
Gas Tax	\$575,000	\$575,000					
Debt	\$267,300	\$267,300	-\$267,300				
<b>Total</b>	<b>\$842,300</b>	<b>\$842,300</b>	<b>\$0</b>				

# Camperdown Road Ditch Relocation

**Project Number:** 6-308-0032

**Department:** Infrastructure & Public Works - Roads and Drainage

## Purpose

The existing ditch impinges on the road platform causing an unsafe condition. The Town has acquired land to relocate the ditch and widen the road to municipal standards.

## Accessibility

N/A

## Strategic Plan

Goal #5: Ensure our Infrastructure is Sustainable.

## Environmental Impact

These works will create a naturalized ditch which will enhance fish habitat.

## Disposal

Waste material will be generated requiring disposal by Contractor.

## Operating Impact

Reduce liability risk by creating a standard rural road cross section. Improve/create fish habitat with a maintenance free watercourse.

## Budget

Expenditure	Cost	Account
Consulting	\$10,000	63120
Engineering	\$15,000	63115
Contract Services	\$250,000	63125
Contingencies		63126
Materials		62000
<b>Total</b>	<b>\$275,000</b>	

## Description

The existing narrow road was created as a cottage road and it is a liability risk. The Town acquired the land to relocate the ditch providing sufficient room for a rural road platform. The relocated ditch will be naturalized to create fish habitat.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Revenue Fund - Taxes							
Roads & Related DCs							
Fed/Prov Grants							
Road Reserve	\$275,000	\$275,000					
Debt							
<b>Total</b>	<b>\$275,000</b>	<b>\$275,000</b>					

# Meaford Town-Line

**Project Number:** 6-308-3963

**Department:** Infrastructure and Public Works-Roads and Drainage

## Purpose

Resurface and install new guiderails along the Town of The Blue Mountains and Meaford Town-Line.

## Accessibility

N/A

## Strategic Plan

## Environmental Impact

## Disposal

## Operating Impact

## Budget

Expenditure	Cost	Account
Consulting		63120
Materials		62000
Contract Services	\$80,000	63125
Contingencies		63126
Engineering		63115
<b>Total</b>	<b>\$80,000</b>	

## Description

Along with the surface treatment the Town line has several sections of guide rail that are in poor condition. The existing wood posts and 3 cable system are rotten and need to be updated. To update the guide rails to current standards requires energy attenuators and steel beams.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Road Reserve	<b>\$80,000</b>	\$80,000					
User-Fees							
Water Asset Replacement							
Wastewater Asset Replacement							
Debt							
<b>Total</b>	<b>\$80,000</b>	<b>\$80,000</b>					

# Road Surface Treatment Program

**Project Number:** 6-308-3511  
**Department:** Infrastructure & Public Works - Roads and Drainage

## Purpose

To improve road surface and extend life of road structure.

## Accessibility

None

## Strategic Plan

Goal #5: Ensure our Infrastructure is Sustainable.

## Environmental Impact

Greenhouse gases will be generated as part of construction activities.

## Disposal

The existing road surface can be pulverized and reused on site in the future.

## Operating Impact

Surface treatments will extend the useful life of a road and reduce maintenance costs.

## Budget

Expenditure	Cost	Account
Engineering		63115
Consulting		63120
Contract Services	\$500,000	63125
Contingencies	\$25,000	63126
Materials		62000
<b>Total</b>	<b>\$525,000</b>	

## Description

Single and Double Surface Treatment Program. Staff will tendering this work every other year to gain economies of scale and to gather more interest from the Contractors. Works will include tar and chip plus Micro Seal. This work will be scheduled around sidewalk replacement and bridge works. Arrowhead Road repairs have been included with 2017 works. Approximately 22 center line kilometers will be treated in 2017.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Revenue Fund - Taxes							
Road Reserve	<b>\$1,225,000</b>	\$100,000		\$550,000		\$575,000	
OCIF Formula Grant	<b>\$425,000</b>	\$425,000					
Developer Contributions							
Debt							
<b>Total</b>	<b>\$1,650,000</b>	<b>\$525,000</b>		<b>\$550,000</b>		<b>\$575,000</b>	



# Roads Drainage Vehicle Replacement

**Project Number:** 6-308-1001  
**Department:** Infrastructure & Public Works - Roads and Drainage

## Purpose

To replace vehicles as they reach the end of their useful lives.

## Accessibility

N/A

## Strategic Plan

Goal #5: Ensure our Infrastructure is Sustainable.

## Environmental Impact

New vehicles operator cleaner than older vehicles.

## Disposal

The 2007 pick-up will be used by summer students in 2017 and sold in September on govdeals.com or similar.

## Operating Impact

Ongoing cost savings will be found through a reduction in equipment repairs.

## Budget

Expenditure	Cost	Accou
Replacement Vehicles	\$129,000	64021
Materials		62000
Contract Services		63125
Contingencies		63126
Additional Equipment		64010
<b>Total</b>	<b>\$129,000</b>	

## Description

2017 - Replace the 2007 Ford F250, 3/4 ton 4x4 pickup truck (\$52,000).

Replace 2006 Ford F450 cab and chassis, consider transfer hydraulic dump box to new truck (\$77,000).

2018 - Replace the 2005 Toyota with long box 4x4 half ton pick-up truck.

2021 - Replace 2011 Toyota Tacoma.

Consideration for electric or hybrid.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Year over Year Reserve	\$129,000	\$129,000					
Revenue Fund-Taxes	\$82,000		\$38,000			\$44,000	
Water Asset Replacement							
Wastewater Asset Replacement							
Debt							
<b>Total</b>	<b>\$211,000</b>	<b>\$129,000</b>	<b>\$38,000</b>			<b>\$44,000</b>	

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# Garbage Collection

## Mission

To deliver progressive collection, diversion and disposal services that prioritize waste diversion.

## Services Provided

- Program promotions and education, championing waste minimization.
- Curbside and depot collection of residential and commercial garbage.
- Enforcement of bag limits, diversion rules and responding to illegal dumping.
- Long term waste management planning and development infrastructure design.
- Managing garbage collection contracts.
- Responding to and resolving collection service issues.

## Level of Service

Service Provided	Level of Service in 2015
Collection Complaints per 1,000 Households	33

## 2017 Strategic Action Items and Work Plan

The continued goal for 2017 for garbage collection will be to maximize garbage reduction to ensure the Town Goal #5: Ensuring our Infrastructure is sustainable is achieved related to the Town landfill site capacity.

The other main goal for 2017 is to improve the quality of garbage collection service and reduce collection complaints through a host of simple changes.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Projected	2017 Budget
Approved FTE Positions	.2	.2	.2
Garbage Collection (Tonnes)	1,661	1,550	1,450
Bag Tags Sold	8,753	7,500	4,000

## 2017 Budget Commentary

Garbage collection under “contract services” is budgeted to decrease by \$46,000 (and a total net reduction of 14%) over the 2016 budget. This decrease is a result of actual collection costs being realized following the first full year under the new collection contract and a reduction in printing costs.

# Garbage Collection

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$15,954	\$16,640	\$18,810	\$19,180	\$19,570
Administrative Expenses	2,194	150	800	800	800
Training and Development	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	259	100	500	500	500
Utilities	0	0	0	0	0
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	278,044	260,700	260,000	267,800	275,800
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	0	0	0	0	0
<b>Total Expenses</b>	<b>\$296,451</b>	<b>\$277,590</b>	<b>\$280,110</b>	<b>\$288,280</b>	<b>\$296,670</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	8,753	7,555	8,000	8,000	8,000
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$8,753</b>	<b>\$7,555</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$287,698</b>	<b>\$270,035</b>	<b>\$272,110</b>	<b>\$280,280</b>	<b>\$288,670</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's	Debt
None in 2017.							

# Landfill

## Mission

To manage solid waste through the delivery of progressive collection, diversion and disposal services that prioritize waste diversion.

## Services Provided

- o Program promotions and education, championing waste diversion.
- o Depot based collection of residential and commercial garbage and recyclables.
- o Yard waste and fruit waste composting.
- o Depot based diversion (e-waste, tires, wood waste, metals and concrete).
- o Municipal Hazardous or Special Waste depot collection.
- o Landfill operation and compliance.
- o Long term waste management planning and infrastructure design.
- o Stewardship program reporting.

## Level of Service

Service Provided	Level of Service in 2015
Landfilling Waste - Density (kg/m3)	650
Waste Diversion - Rate (Including Curbside)	35%

## 2017 Strategic Action Items and Work Plan

Complete the Leachate Management Environmental Assessment, construct new Household Hazardous Waste Depot to ensure Town infrastructure is sustainable.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Projected	2017 Budget
Approved FTE Positions	2.2	2.9	2.9
Visits to the Waste Disposal Site	16,000	18,000	19,000
Tonnes of waste (all sectors) landfilled	4,100	4,500	4,600
Tonnes of waste (all sectors) diverted	2,200	2,500	2,600

## 2017 Budget Commentary

The Town moved from a contractor operated tipping face to Town operated in 2016. This change will see a large reduction in the "Site Maintenance" budget and an increase in wages due to the addition of a 0.7 FTE.

The Town has also acquired a waste compactor which will increase the "Equipment Expenses" and "Gas-Fuel" budgets. Another significant impact is leachate haulage and treatment - \$122,500 and \$113,750 respectively in "Contract Services" and a transfer to Wastewater. The "Engineering" budget appears to increase however this increase from 2016 is a result of moving additional sampling related costs associated with the expansion project into the operating budget for this last year of additional sampling.

# Landfill

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$172,419	\$217,590	\$211,290	\$215,320	\$219,425
Administrative Expenses	3,616	4,800	3,210	3,240	3,270
Training and Development	5,916	7,670	7,815	8,350	8,385
Operating Expenses	249	50	1,000	1,000	1,000
Communications	1,678	1,195	2,340	2,400	2,410
Utilities	4,895	4,540	7,390	7,595	7,800
Equipment Maintenance	8,652	23,680	37,300	37,800	38,300
Vehicle Related	8,570	1,585	2,420	2,420	2,420
Purchased Services	35,251	232,410	178,800	170,000	98,000
Financial Expenses	40,745	41,540	47,395	48,240	49,105
Premise and Site	289,270	81,650	120,250	121,140	121,750
Transfers to Capital	220,000	0	128,000	145,000	200,000
Transfers to Reserves	14,000	0	0	0	0
Inter-functional Transfers	64,022	187,785	113,750	116,025	118,350
<b>Total Expenses</b>	<b>\$869,283</b>	<b>\$804,495</b>	<b>\$860,960</b>	<b>\$878,530</b>	<b>\$870,215</b>
<b>Revenue</b>					
Grants and Donations	\$269	\$568	\$0	\$0	\$0
External Revenue	356,158	425,000	411,500	416,500	421,500
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$356,427</b>	<b>\$425,568</b>	<b>\$411,500</b>	<b>\$416,500</b>	<b>\$421,500</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$512,856</b>	<b>\$378,927</b>	<b>\$449,460</b>	<b>\$462,030</b>	<b>\$448,715</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Safety Equipment	\$7,500				\$7,500	
Leachate Management	\$2,010,000 <sup>1</sup>		\$108,000			
Monitoring Wells	\$37,500		\$20,000		\$17,500	

<sup>1</sup> The remaining \$1,902,000 will be funded in 2018.  
Town of The Blue Mountains  
2017 Approved Budget

# Leachate Management Alternative Construction

**Project Number:** 6-460-5001

**Department:** Infrastructure and Public Works - Solid Waste and Environmental Initiatives

## Purpose

Implement the selected leachate management alternative to reduce annual operational costs.

## Accessibility

N/A

## Strategic Plan

Goal #5 Ensure Our Infrastructure is Sustainable.

## Environmental Impact

This alternative will be a superior option environmentally and eliminate the dependence on truck hauling of leachate.

## Disposal

N/A

## Operating Impact

The cost of the EA and construction of the alternative is anticipated to have approximately a 6 to 10 year payback related to operational cost savings. However, it is too early in the study process to understand the preferred alternative and the level of savings. There will be an annual cost of roughly \$40,000 to cover the wastewater bill that the landfill will receive.

## Budget

Expenditure	Cost	Account
Engineering	\$175,000	63115
Legal	\$20,000	63105
Contract Services	\$1,500,000	63125
Contingencies	\$150,000	63126
Land Acquisition	\$165,000	64031
<b>Total</b>	<b>\$2,010,000</b>	

## Description

The costs include detailed design and construction administration of the solution found in the EA currently underway. The construction cost is estimated at \$1.5 million. An allowance has been made for the Thornbury Wastewater Treatment Plant capacity charges.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Revenue Fund - Taxes	<b>\$183,000</b>	\$108,000	\$75,000				
Fed/Prov Grants							
Reserve							
Reserve Funds							
Debt	<b>\$1,827,000</b>		\$1,827,000				
<b>Total</b>	<b>\$2,010,000</b>	<b>\$108,000</b>	<b>\$1,902,000</b>				

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# Waste Diversion

## Mission

To manage solid waste through the delivery of progressive collection, diversion and disposal services that prioritize waste diversion.

## Services Provided

- o Blue and grey box depot and curbside collection.
- o Green bin curbside and condo cart collection.
- o Municipal Hazardous and Special Waste (MHSW) depot and curbside collection.
- o Yard waste curbside collection.
- o Yard waste and apple waste depot compost processing.
- o Certified collection site for the tire and electronic waste stewardship programs.
- o Christmas tree curbside collection.

## Level of Service

Service Provided	Level of Service 2015
Waste Diversion - Rate for Collected Waste (Curbside and Condo)	38%
Blue/Grey Box Collection per Household - Kilograms	129
Organics (SSO) Collection per Household - Kilograms	9

## 2017 Strategic Action Items and Work Plan

Green bin set out tonnage has remained consistently at approximately 20 tonnes per month. Through promotions Town staff will be looking to increase participation in the Green Bin Program for 2017.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Projected	2017 Budget
Approved FTE Positions	.85	.85	.85
Green Bin and Yard Waste (Including Christmas Trees) Collected - Tonnes	87	320	400
Number of Yard Waste Collection Weeks per Year	4	8	8
Hazardous and E-waste Diverted - Kilograms	45,000	47,000	50,000

## 2017 Budget Commentary

Waste diversion under "contract services" is budgeted to decrease by \$68,000 (and a total net reduction of 12%) over the 2016 budget. This decrease is a result of actual collection costs being realized following the first full year under the new collection contract and a reduction in printing costs.

# Waste Diversion

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$47,292	\$49,180	\$63,470	\$64,730	\$66,040
Administrative Expenses	3,305	2,200	2,050	2,050	2,050
Training and Development	3,041	1,250	2,400	2,400	2,400
Operating Expenses	7,233	5,365	5,500	5,500	5,500
Communications	1,286	750	900	900	900
Utilities	0	0	0	0	0
Equipment Maintenance	15	0	200	200	200
Vehicle Related	0	0	0	0	0
Purchased Services	400,459	575,710	570,000	587,000	598,750
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	0	0	0	0	0
<b>Total Expenses</b>	<b>\$462,631</b>	<b>\$634,455</b>	<b>\$644,520</b>	<b>\$662,780</b>	<b>\$675,840</b>
<b>Revenue</b>					
Grants and Donations	\$118,598	\$126,865	\$130,000	\$130,000	\$130,000
External Revenue	22,006	29,700	33,000	33,000	33,000
Internal Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$140,604</b>	<b>\$156,565</b>	<b>\$163,000</b>	<b>\$163,000</b>	<b>\$163,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$322,027</b>	<b>\$477,890</b>	<b>\$481,520</b>	<b>\$499,780</b>	<b>\$512,840</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
None in 2017.						

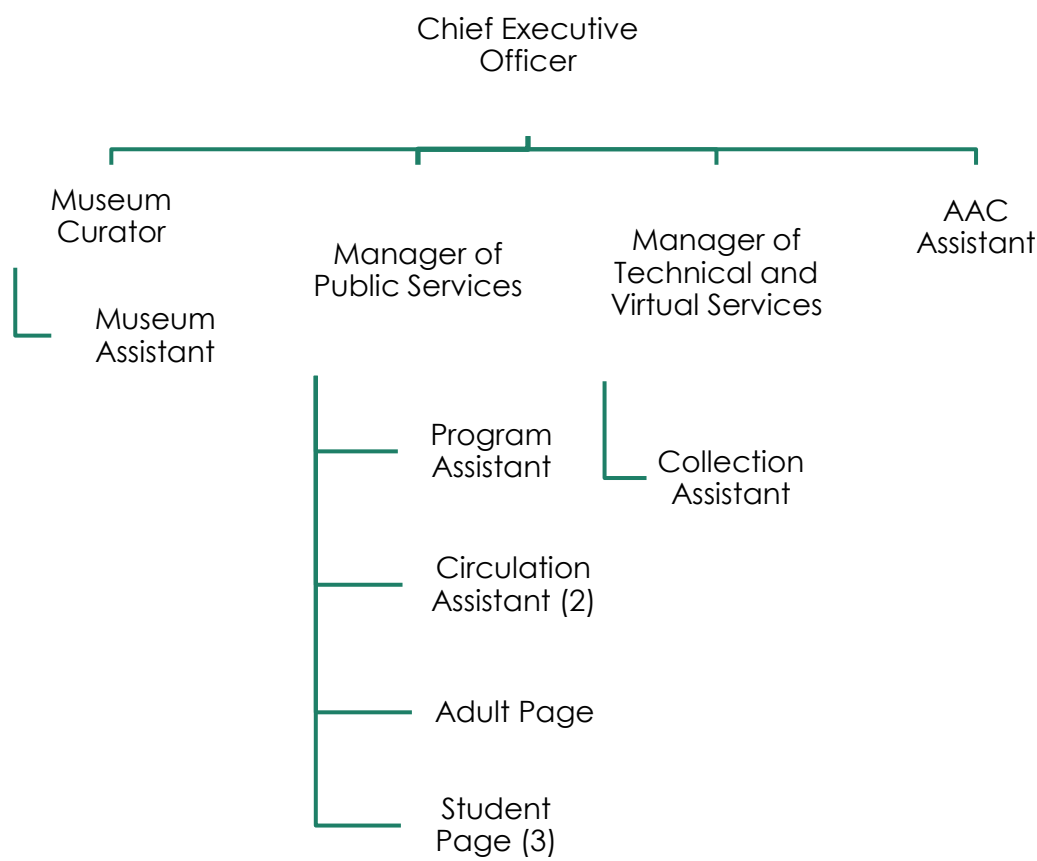
# Library and Museum Services

The Blue Mountains Public Library, located on Bruce Street in Thornbury is a dynamic centre of community life where everyone is free to create, explore, learn and share in a welcoming atmosphere.

The Blue Mountains Public Library provides circulation and reference services both in house and virtually, provides current and relevant material to users in multiple formats and provides relevant programs and services to children, youth, adults and seniors.

The Blue Mountains Public Library welcomed a new branch at the Craigleith Heritage Depot. This building houses a museum, library, archives, and tourism information centre. It offers exhibits, programs, gift shop, library, and research services and is fast becoming a community hub. It is a place where local residents and visitors intersect and share in opportunities for learning and discovery.

## Organizational Chart



# Library and Museum Services

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# Library and Museum Services

## Mission

The Blue Mountains Public Library is a dynamic centre of community life where everyone is free to create, explore, learn and share in a welcoming atmosphere.

## Services Provided

- Provide circulation and reference services in house and virtually.
- Provide current and relevant material to our users in multiple formats.
- Provide relevant programs and services to children, youth, adults and seniors.
- Provide community space for our partners and other local groups.
- Maintain gallery space for the artistic community.
- Support for local businesses.
- Offer outreach services and support for community events.

## Level of Service

Service Provided	Level of Service
In house services – L. E. Shore	Open 7 days a week for 52 hours
In house services – Craigleith Heritage Depot	Open 6 days a week for 32 hours
Virtual library services via website	24/7

## 2017 Strategic Action Items and Work Plan

The Board will reviewing its current strategic plan before the end of 2016.

## Non-Financial Statistics

Statistics	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions <sup>1</sup>	5	5	4
Memberships	4,058	4,195 <sup>2</sup>	4,500
Overdrive users (online E and Audio Books)	1,920	1,101 <sup>2</sup>	2,100
Downloads (online E and Audio Books)	6,768	5,409 <sup>2</sup>	8,121
Class Visits	127	129 <sup>3</sup>	140
Overall Room Bookings	478	381 <sup>3</sup>	620
Cultural Partnerships	7	8	9
Facebook Likes	292	379	450
Twitter Followers	113	163	200

## 2017 Budget Commentary

The Library Board will continue the Strategic Plan review in 2017. This budget includes the operations of the Craigleith Heritage Depot.

<sup>1</sup> The above positions do not include any casual call in employees or Students/Pages.

<sup>2</sup> As of July 2016

<sup>3</sup> As of June 2016

# Library and Museum Services

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (unaudited)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$507,765	\$522,030	\$592,545	\$603,705	\$615,295
Administrative Expenses	19,249	16,860	16,700	17,000	17,300
Training and Development	7,482	4,840	8,900	9,575	9,750
Operating Expenses	9,171	15,900	23,000	22,000	22,000
Communications	11,475	9,500	10,765	11,465	11,570
Utilities	0	0	250	255	260
Equipment Maintenance	16,849	15,700	11,000	11,000	11,000
Vehicle Related	0	0	0	0	0
Purchased Services	50,025	36,820	5,095	5,220	5,350
Financial Expenses	5,725	5,800	6,055	6,180	6,295
Premise and Site	0	0	0	0	0
Transfers to Capital	49,589	65,845	82,000	68,100	275,500
Transfers to Reserves	24,794	0	0	0	0
Inter-functional Transfers	-2,400	4,600	2,700	2,750	2,800
<b>Total Expenses</b>	<b>\$699,724</b>	<b>697,895</b>	<b>\$759,010</b>	<b>\$757,250</b>	<b>\$977,120</b>
<b>Revenue</b>					
Grants and Donations	\$41,487	\$27,950	\$27,000	\$27,000	\$27,000
External Revenue	33,456	18,705	35,000	35,000	35,000
Internal revenue	3,000	0	0	0	0
<b>Total Revenue</b>	<b>\$77,943</b>	<b>\$46,655</b>	<b>\$62,000</b>	<b>\$62,000</b>	<b>\$62,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$621,781</b>	<b>\$651,240</b>	<b>\$697,010</b>	<b>\$695,250</b>	<b>\$915,120</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Technology Replacement	\$17,000		\$17,000			
Furniture Replacement	\$18,500		\$18,500			
Books and Collections	\$48,500	\$2,000	\$46,500			

# Library Services

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$507,765	\$457,660	\$432,670	\$440,725	\$448,955
Administrative Expenses	18,963	14,200	14,600	14,900	15,200
Training and Development	7,352	3,740	7,600	7,775	7,950
Operating Expenses	7,762	14,700	17,300	16,300	16,300
Communications	8,987	6,400	7,980	8,660	8,750
Utilities	0	0	0	0	0
Equipment Maintenance	16,849	15,700	11,000	11,000	11,000
Vehicle Related	0	0	0	0	0
Purchased Services	5,063	25,500	3,900	4,000	4,100
Financial Expenses	3,923	4,000	4,190	4,275	4,355
Premise and Site	0	0	0	0	0
Transfers to Capital	49,589	65,845	82,000	68,100	275,500
Transfers to Reserves	24,794	0	0	0	0
Inter-functional Transfers	2,600	9,600	2,700	2,750	2,800
<b>Total Expenses</b>	<b>\$653,647</b>	<b>\$617,345</b>	<b>\$583,940</b>	<b>\$578,485</b>	<b>\$794,910</b>
<b>Revenue</b>					
Grants and Donations	\$41,051	\$27,500	\$27,000	\$27,000	\$27,000
External Revenue	33,311	18,155	29,000	29,000	29,000
Internal revenue	3,000	0	0	0	0
<b>Total Revenue</b>	<b>\$77,362</b>	<b>\$45,655</b>	<b>\$56,000</b>	<b>\$56,000</b>	<b>\$56,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$576,285</b>	<b>\$571,690</b>	<b>\$527,940</b>	<b>\$522,485</b>	<b>\$738,910</b>

## 2017 Facility Costs

Facility Costs	2015 Actual	2016 Actual (unaudited)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
Utilities	\$22,879	\$21,700	\$23,295	\$23,865	\$24,445
Premise and Site	24,336	27,050	36,590	29,690	30,250
Other	0	0	1,500	1,500	1,500
Inter-functional Transfers	12,066	14,000	16,500	16,500	16,500
Transfer to Capital	20,000	20,000	20,000	30,000	20,000
Transfer to Reserve	0	10,000	10,000	10,000	10,000
<b>Total Facility Costs</b>	<b>\$79,281</b>	<b>\$92,750</b>	<b>\$107,885</b>	<b>\$111,555</b>	<b>\$102,695</b>
<b>Total Cost</b>	<b>\$655,566</b>	<b>\$664,440</b>	<b>\$635,825</b>	<b>\$634,040</b>	<b>\$841,605</b>

# Museum Services

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$0	\$0	\$159,875	\$162,980	\$166,340
Administrative Expenses	286	2,660	2,100	2,100	2,100
Training and Development	130	1,100	1,300	1,800	1,800
Operating Expenses	1,409	1,200	5,700	5,700	5,700
Communications	2,488	3,100	3,035	3,060	3,080
Utilities	0	0	0	0	0
Equipment Maintenance	0	0	0	0	0
Vehicle Related	0	0	0	0	0
Purchased Services	44,962	11,320	1,195	1,220	1,250
Financial Expenses	1,802	1,800	1,865	1,905	1,940
Premise and Site	0	0	0	0	0
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Inter-functional Transfers	-5,000	-5,000	0	0	0
<b>Total Expenses</b>	<b>\$46,077</b>	<b>\$80,550</b>	<b>\$175,070</b>	<b>\$178,765</b>	<b>\$182,210</b>
<b>Revenue</b>					
Grants and Donations	\$436	\$450	\$0	\$0	\$0
External Revenue	145	550	6,000	6,000	6,000
Internal revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>\$581</b>	<b>\$1,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>
<b>Net Cost of Service (Taxation)</b>	<b>\$45,496</b>	<b>\$79,550</b>	<b>\$169,070</b>	<b>\$172,765</b>	<b>\$176,210</b>

## 2017 Facility Costs

Facility Costs	2015 Actual	2016 Actual (unaudited)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
Utilities	\$4,010	\$4,600	\$3,805	\$3,895	\$3,980
Premise and Site	8,517	14,600	8,400	8,750	9,100
Other	132	250	1,100	1,150	1,200
Inter-functional Transfers	1,373	3,100	5,000	5,000	5,000
<b>Total Facility Costs</b>	<b>\$14,032</b>	<b>\$22,550</b>	<b>\$18,305</b>	<b>\$18,795</b>	<b>\$19,280</b>
<b>Total Cost</b>	<b>\$59,528</b>	<b>\$102,100</b>	<b>\$187,375</b>	<b>\$191,560</b>	<b>\$195,490</b>





# 2017 Budget User Fees

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## Obligatory Reserve Funds – User Fees

Account	2016 Ending	2017 To	2017 From	2017 Ending	2018 To	2018 From	2018 Ending	2019 To	2019 From	2019 Ending
Thornbury East Water - Other	(\$216,351)	\$1,195		(\$215,156)	\$1,255		(\$213,901)	\$1,317		(\$212,584)
Thornbury West Water - Other	(\$809,840)	\$20,727		(\$789,113)	\$21,763		(\$767,350)	\$22,852		(\$744,498)
Craigleith Water Supply	\$950,634	\$44,783	\$312,820	\$682,597	\$47,022	\$87,820	\$641,799	\$49,373	\$87,820	\$603,352
Water - Clarksburg	\$15,012	\$9,975		\$24,987	\$10,474		\$35,461	\$10,997		\$46,458
Thornbury Water Supply	\$2,501,670	\$21,757	\$312,820	\$2,210,607	\$22,845	\$87,820	\$2,145,632	\$23,987	\$87,820	\$2,081,799
Craigleith Water - Other	\$779,080	\$49,991		\$829,071	\$52,490		\$881,561	\$55,115		\$936,676
Water - OSLER	\$3,599			\$3,599			\$3,599			\$3,599
Water - Camperdown	(\$32,931)			(\$32,931)			(\$32,931)			(\$32,931)
Water - Lora Bay	\$208,258	\$151,459		\$359,717	\$159,032		\$518,749	\$166,984		\$685,733
Thornbury West Sewer - Other	(\$836,983)	\$17,583		(\$819,400)	\$18,462		(\$800,938)	\$19,386		(\$781,552)
Thornbury East Sewer - Other	(\$82,275)	\$226		(\$82,049)	\$237		(\$81,812)	\$249		(\$81,563)
Sewer - Camperdown	\$57,804			\$57,804			\$57,804			\$57,804
Sewer - Lora Bay	(\$1,272,521)	\$250,156		(\$1,022,365)	\$262,664		(\$759,701)	\$275,797		(\$483,904)
Craigleith Sewer - Other	\$663,258	\$203,016		\$866,274	\$213,167		\$1,079,441	\$223,826		\$1,303,267
Sewer - Clarksburg	(\$396,838)			(\$396,838)			(\$396,838)			(\$396,838)
Sewer - Osler	\$1,359			\$1,359			\$1,359			\$1,359
Thornbury Sewer Capacity	\$4,984,416	\$189,128	\$90,000	\$5,083,544	\$198,585		\$5,282,129	\$208,514		\$5,490,643
Craigleith Sewer Capacity	(\$2,635,201)	\$160,741	\$160,000	(\$2,634,460)	\$168,778		(\$2,465,682)	\$177,217		(\$2,288,465)
<b>Total</b>	<b>\$3,882,150</b>	<b>\$1,120,737</b>	<b>\$875,640</b>	<b>\$4,127,247</b>	<b>\$1,176,774</b>	<b>\$175,640</b>	<b>\$5,128,381</b>	<b>\$1,235,614</b>	<b>\$175,640</b>	<b>\$6,188,355</b>

## Discretionary Reserve Funds – User Fees

Account	2016 Ending	2017 To	2017 From	2017 Ending	2018 To	2018 From	2018 Ending	2019 To	2019 From	2019 Ending
Building Department	\$293,922		\$19,630	\$274,292	\$357		\$274,649	\$26,822		\$301,471
Water Asset Replacement	\$7,639,938	\$1,420,223	\$356,900	\$8,703,261	\$1,433,705	\$335,900	\$9,801,066	\$1,408,584	\$1,766,787	\$9,442,863
Wastewater Asset	\$15,308,066	\$971,333	\$727,039	\$15,552,360	\$976,440	\$341,900	\$16,186,900	\$982,011	\$1,629,228	\$15,539,683
<b>Total</b>	<b>\$23,241,926</b>	<b>\$2,391,556</b>	<b>\$1,103,569</b>	<b>\$24,529,913</b>	<b>\$2,410,502</b>	<b>\$677,800</b>	<b>\$26,262,615</b>	<b>\$2,417,417</b>	<b>\$3,396,015</b>	<b>\$25,284,017</b>

## Reserves – User Fees

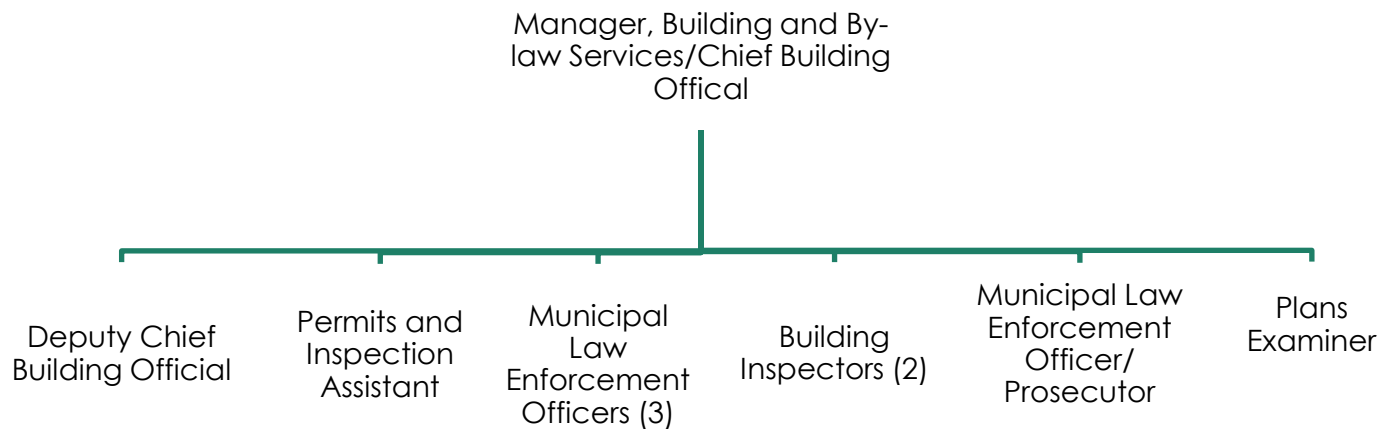
Account	2016 Ending	2017 To	2017 From	2017 Ending	2018 To	2018 From	2018 Ending	2019 To	2019 From	2019 Ending
Harbour	\$93,922		\$45,600	\$48,322	\$35,210		\$83,532	\$34,614		\$118,146
Water Rate Stabilization	\$467,169	\$58,712		\$525,881	\$58,766		\$584,647	\$48,922		\$633,569
Wastewater Rate Stabilization	\$177,360		\$30,289	\$147,071			\$147,071			\$147,071
<b>Total</b>	<b>\$738,451</b>	<b>\$58,712</b>	<b>\$75,889</b>	<b>\$721,274</b>	<b>\$93,976</b>	<b>\$0</b>	<b>\$815,250</b>	<b>\$83,536</b>	<b>\$0</b>	<b>\$898,786</b>

# Building Services

The Building Services Division reviews building plans and zoning related to building permits, issues building permits and provides building inspections to residents and community partners.

Building Services is part of the Planning and Development Services Department. Building Services is shown separately as this Division relies on User Fees as their revenue source. It should be noted that many positions, such as the Municipal Law Enforcement Officers and the Manager of Building and By-law Services share their time between Building, By-law, and Animal Control.

## Organizational Chart



# Building Services

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# Building Services

## Mission

To safeguard the public's safety, health and general welfare in the lawful use of new and existing buildings and to assist all members of the public to contribute to the well-being of our community in an effort to achieve sustainable, healthy and safe living environments by promoting excellence in design and construction to minimum building standards.

## Services Provided

- o To assist our customers with our specialized technical knowledge to understand the intent and purpose of the prescriptive standards of the Ontario Building Code, to understand the legal obligations for compliance and to encourage voluntary compliance.
- o To review and process permit applications for compliance with applicable law, minimum standards of the Ontario Building Code, Zoning By-laws and other applicable laws and standards such as National Fire Protection Association Standards.
- o To inspect buildings through routine building inspections during all phases of construction to ensure minimum requirements of the building code and the related standards are satisfied.
- o To carry out legislated duties under the Building Code Act for illegal construction activities and unsafe buildings and to take emergency measures where necessary.
- o To respond to inquiries and service requests for Zoning By-laws and other building and property related matters.
- o To determine and collect Town and County development charges.

## Level of Service

Service Provided	Level of Service
To provide effective and timely response times by responding within 10 business days on the status of a residential building permit application whether complete or incomplete.	80% of residential building permit applicants responded to within 10 business days
To provide effective and timely response times by responding within 20 business days on the status of a non-residential building permit application whether complete or incomplete.	80% of non-residential building permit applicants responded to within 20 business days
To provide effective and timely inspection services by attending the site for the requested inspection within 2 business days	100% of inspections completed within 2 business days

## 2017 Strategic Action Items and Work Plan

Although there aren't any specific strategic action items that directly relate to Building Services, the efforts of this Division support Goal #3: Support Healthy Lifestyles and its related Objective: Promote the Town as a Healthy Community, in that one of the primary mandates of Building Services is to ensure buildings are constructed in a way to optimize human health and safety.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	3.15	3.15	3.15
Building Permit Applications Received	450	585	600
Building Permits Issued	435	550	580
Building Inspections Completed	1,950	2,300	2,800
Dwelling Units Issued	95	185	200
Dwelling Construction Starts	98	175	200
Letters Processed for Zoning Requests for Information	125	140	150

## 2017 Budget Commentary

2016 was a record year for permit and inspection activity and will continue into 2017. Highlights for 2017 include:

# Building Services

- Ontario Building Code amendments come into effect on January 1, 2017 including increased energy efficiency requirements and new certification requirements for private on-site sewage systems.
- Proposed amendments to the 2012 Ontario Building Code is currently under review by the Ontario Ministry of Municipal Affairs and are seeking public consultation to the end of 2016. Specifically, proposed amendments pertain to the Ontario Long-Term Affordable Housing Strategy such as retirement homes and secondary suites.
- The Building Services Division implemented electronic building permits. This has realized significant efficiencies such as reducing the time processing building permit applications, reducing front counter waiting times, reducing physical storage space of files and drawings and allowing customers to submit a building permit application 24 hours, 7 days a week and reduces the number of trips to Town Hall. We will be re-refining and enhancing our electronic building permit application process and expanding into our inspection services.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$296,667	\$359,550	\$475,510	\$484,875	\$494,340
Administrative Expenses	5,207	5,035	8,000	6,000	6,000
Training and Development	13,273	14,500	20,300	20,300	20,300
Operating Expenses	0	2,000	0	0	0
Communications	3,008	8,000	2,460	2,470	2,480
Utilities	0	0	0	0	0
Equipment Maintenance	172	1,500	2,000	2,000	2,000
Vehicle Related	15,366	12,500	21,405	18,255	18,720
Purchased Services	16,003	35,000	69,000	44,000	44,000
Financial Expenses	204,234	19,100	10,060	10,170	10,285
Premise and Site	0	0	0	0	0
Transfers to Capital	14,118	0	30,000	5,000	5,000
Transfers to Reserves	0	0	0	357	26,822
Inter-functional Transfers	171,335	154,190	149,895	137,473	125,053
<b>Total Expenses</b>	<b>\$739,383</b>	<b>\$611,375</b>	<b>\$788,630</b>	<b>\$730,900</b>	<b>\$755,000</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	739,383	830,000	739,000	725,900	750,000
Internal revenue	0	0	49,630	5,000	5,000
<b>Total Revenue</b>	<b>\$739,383</b>	<b>\$830,000</b>	<b>\$788,630</b>	<b>\$730,900</b>	<b>\$755,000</b>
<b>Net Cost of Service</b>	<b>\$0</b>	<b>(\$218,625)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Operational Review	\$25,000			\$25,000		
Sewage System Re-inspection	\$5,000			\$5,000		

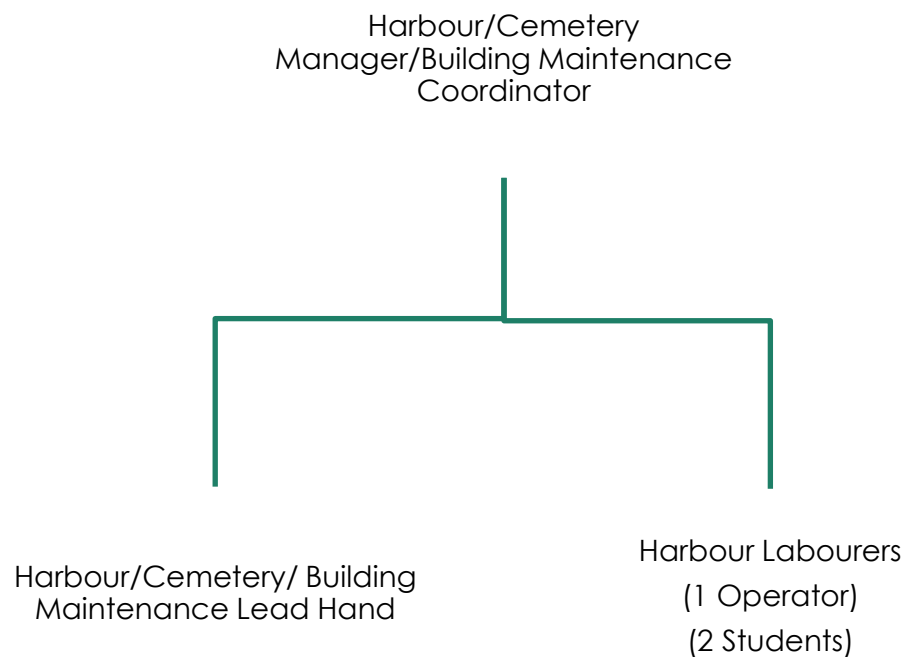


# Harbour

The Thornbury Harbour is located at the south end of Nottawasaga Bay between Collingwood and Meaford at the mouth of the Beaver River. The Harbour supplies seasonal and transient mooring along with various secondary services including fuel, pump outs, seasonal land storage and launch facilities. Staff is responsible for the delivery of services and maintenance of the harbour area including boat dockage, fish cleaning station, public park space, public washroom and shower facilities and the main Harbour Master office and meeting space. In addition to this, staff is also responsible for both preventative and unplanned maintenance of the aforementioned elements.

The Thornbury Harbour is part of the Community Services Department. The Harbour is shown separately as it relies on User Fees as their revenue source.

## Organizational Chart



# Harbour

## 2017 Fees and Charges

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2017 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates updates to the 2017 Fees and Charges By-law. If the 2017 Fee or Charge Column has been left blank, there is no change.

### Schedule I – Harbour Services

Description	Current Fee or Charge	2017 Fee or Charge
Moving of boats that are in the incorrect berth and have not been moved by owner at their expense	\$150.00 per hour 1 Hour Minimum	
Seasonal Mooring	\$61.00 per foot	\$63.00 per foot
Hydro Rates – per outlet	\$178.73	\$183.20 per outlet
Transient Rate - Monthly	\$20.33 per foot	
Hydro Rates – Monthly Transient Rate	\$59.58	\$61.07 per outlet
Transient Rates – Weekly	\$9.20 per foot	
Hydro Rates – Weekly Transient Rate	\$30.00	\$30.75 per outlet
Transient Rates – Nightly	\$1.97 per foot	
Hydro Rates – Nightly Transient Rate	\$8.05	\$8.25 per outlet
Pump-out	\$16.82	
Yacht Club Member Pump-Out	\$13.27	
Daily Launch Ramp	\$6.64	
Seasonal Launch Ramp	\$44.25	
Off Season Land Storage	\$9.20 per foot	\$9.50 per foot
Waiting List Fee (Non-Refundable – Applied to First year Seasonal Mooring)	\$150.00	
Harbour Office Upper Lounge – weekday (8:00 am to 4:00 pm)	\$25.00 per event	
Harbour Office Upper Lounge – weekends (8:00 am to 4:00 pm)	\$50.00 per event	
Additional/Replacement Shower Cards	\$10.00 per card	
Fish Cleaning Station	\$10.00 per key	
Pavilion	\$75.00 per event	
Pennants	\$25.00 per pennant	
Harbour Commercial Operations <sup>1</sup>	\$74.00 per foot	
Summer Day Sailor Storage	\$7.13 per foot	

<sup>1</sup> Requires a Certificate of Insurance naming the Town as an additional insured.

# Thornbury Harbour

## Mission

To provide exceptional customer experiences to all boaters as well as provide recreational opportunities to residents and visitors. To have a strong partnership with all special interest groups that utilize the Thornbury Harbour.

## Services Provided

- Provide safe and secure mooring of 240 slips.
- Provide services for fueling and sanitation pump outs.
- Ongoing maintenance of docks, public washrooms, property and shower buildings.
- Providing support to incoming and outgoing boaters.
- Provide tourism information to visitors and customers.

## Level of Service

Service Provided	Level of Service
Service Dock	Gas, Diesel & Pump-Out
Dock Walks	Daily May – October
Land Storage	November – April

## 2017 Strategic Action Items and Work Plan

- Create opportunities for sustainability – Through detailed budgeting and industry awareness the Harbour operates and plans at the leading edge of municipal marinas in Ontario.
- Engage our community and partners – Through a raised communication service in 2016 Harbour Staff have engaged more seasonal and transient boaters. Continued communication and partnership with the Thornbury Yacht Club provides efficiencies for the Harbour as well as the Club.
- Support healthy lifestyles – Sailing and water sports provide opportunities for exercise. The Harbour is part of Boating Ontario's Clean Marine program and currently holds a 5 Gold Anchor status.
- Promote a culture of organizational and operational excellence – Harbour Staff are engaged in Customer Service training as well as tourism information training. Front line Staff are engaged in budget discussions to ensure operational and capital efficiencies are considered.
- Ensure our infrastructure is sustainable – Through a financial plan approved by Council in 2013, regular financial plan reviews, ongoing preventative maintenance and asset assessments the Harbour Facility infrastructure's sustainability has a positive outlook.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions <sup>1</sup> (3 positions)	1.2	1.2	1.2
Names on the Harbour's Waiting List	56	50	50
Total linear feet of seasonal moorings	5,160	5,277	5,200
Total linear feet of land storage	3,379	3,317	3,300
Total litres of fuel sold	70,500	67,000	68,500
Total number of pump-outs	155	183	169

<sup>1</sup> The above 1.2 Full Time Equivalent is made up of two staff that share their time between the Cemetery the Harbour and building maintenance. There are also three seasonal Harbour Employees.

# Thornbury Harbour

## 2017 Budget Commentary

The significant change for the Harbour in 2017 is the taking out of long-term debt for the dredging and dock replacement program that wrapped up in 2015. In 2017 the proposed capital project is the replacement of the full fuel system to ensure that this system remains environmentally friendly and in good working condition.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$130,133	\$157,965	\$163,160	\$165,980	\$168,835
Administrative Expenses	3,603	2,480	9,800	6,700	6,900
Training and Development	7,960	3,940	11,675	10,225	10,275
Operating Expenses	73,103	63,310	77,585	77,000	77,000
Communications	3,510	3,755	4,350	3,400	3,400
Utilities	19,618	20,275	19,120	19,560	20,050
Equipment Maintenance	5,416	3,245	5,060	4,070	4,080
Vehicle Related	2,888	2,475	1,970	2,070	2,220
Purchased Services	34,003	11,050	12,000	13,000	13,000
Financial Expenses	11,558	12,300	81,380	81,635	81,885
Premise and Site	114,011	104,780	118,010	114,885	112,360
Transfers to Capital	83,478	5,000	75,000	0	0
Transfers to Reserves	6,821	90,862	0	35,210	34,614
Inter-functional Transfers	31,923	26,548	12,040	17,415	22,581
<b>Total Expenses</b>	<b>\$528,025</b>	<b>\$507,985</b>	<b>\$591,150</b>	<b>\$551,150</b>	<b>\$557,200</b>
<b>Revenue</b>					
Grants and Donations	\$679	\$1,239	\$0	\$0	\$0
External Revenue	497,779	511,960	545,550	551,150	557,200
Internal Revenue	29,567	0	45,600	0	0
<b>Total Revenue</b>	<b>\$528,025</b>	<b>\$513,199</b>	<b>\$591,150</b>	<b>\$551,150</b>	<b>\$557,200</b>
<b>Net Cost of Service</b>	<b>\$0</b>	<b>(\$5,214)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Vehicle Replacement	\$30,000	\$5,000 <sup>2</sup>		\$25,000		
Fuel Dispensers and Pump Replacement	\$90,000	\$40,000		\$50,000		

<sup>2</sup> Vehicle Trade-in  
Town of The Blue Mountains  
2017 Approved Budget

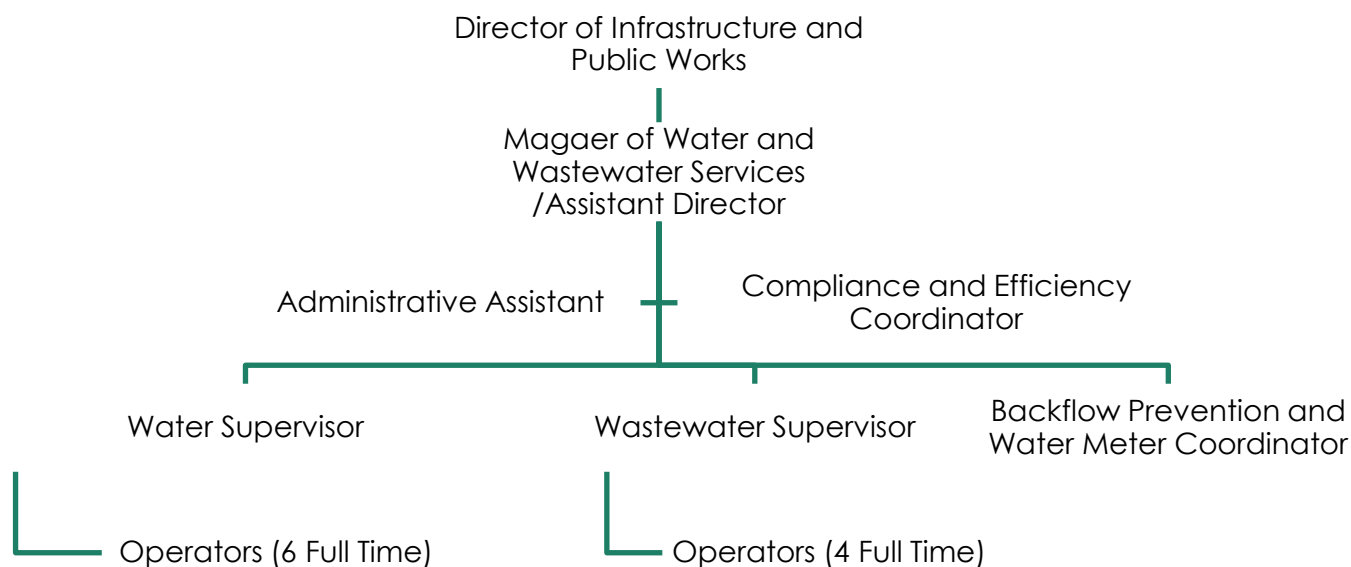
# Water and Wastewater Services

The safety and quality of municipal tap water is a provincial and municipal responsibility. The Town's licensed Water Operators ensure the high quality standard for The Blue Mountains drinking water adheres to all Provincial Regulations as legally enforced by the Province of Ontario. The Thornbury Water Treatment Plant is owned by The Corporation of the Town of The Blue Mountains and is operated by employees of the Town. The distribution system consists of approximately 120 kilometers of water main ranging in size up to 400 millimetres.

The Town's Wastewater Operators are responsible for overseeing the treatment of wastewater generated by The Blue Mountains at two separate plants. The Thornbury Wastewater Treatment Plant service area is Lora Bay on the west and Hidden Lake Road on the east, including Thornbury, Camperdown, Peaks Bay and Delphi Point. The second treatment plant is located in Craigeleith and services the eastern part of the municipality.

The Water and Wastewater Divisions are part of the Infrastructure and Public Works Department. They are shown separately because, unlike the rest of the Infrastructure and Public Works Department, Water and Wastewater rely on User Rates as their revenue source.

## Organizational Chart



## 2017 Water and Wastewater Rate Assumptions

### Water

2017 consumption	1,000,000 m <sup>3</sup>
2016 consumption	1,000,500 m <sup>3</sup> (Estimated)
2015 consumption	998,300 m <sup>3</sup>
2014 consumption	957,492 m <sup>3</sup>
2013 consumption	972,978 m <sup>3</sup>
2012 consumption	1,031,774 m <sup>3</sup>
2011 consumption	1,023,045 m <sup>3</sup>
2010 consumption	1,047,013 m <sup>3</sup>
2009 consumption	1,004,027 m <sup>3</sup>
2008 consumption	1,020,159 m <sup>3</sup>
2007 consumption	1,086,554 m <sup>3</sup>

- Consumption remains the same as 2016 at 1,000,000 m<sup>3</sup>.
- The 2017 rate calculation includes 30 new units.
- The fixed charge includes an Infrastructure Renewal Rate plus 5 m<sup>3</sup> which results in a 0% increase in the fixed charge
- 0% increase in the consumption rate.
- Infrastructure Renewal Fee remains the same as 2016 as we continue to increase our contribution to the Water Asset Replacement Reserve

### Wastewater

2017 consumption	860,000 m <sup>3</sup>
2016 consumption	900,000 m <sup>3</sup> (Estimated)
2015 consumption	859,100 m <sup>3</sup>
2014 consumption	802,119 m <sup>3</sup>
2013 consumption	803,240 m <sup>3</sup>
2012 consumption	835,911 m <sup>3</sup>
2011 consumption	837,644 m <sup>3</sup>
2010 consumption	841,066 m <sup>3</sup>
2009 consumption	806,087 m <sup>3</sup>
2008 consumption	814,044 m <sup>3</sup>
2007 consumption	827,478 m <sup>3</sup>

- Consumption remains the same as 2016 at 860,000 m<sup>3</sup>.
- The 2017 rate calculation includes 30 new units.
- The fixed charge includes an Infrastructure Renewal Rate plus 5 m<sup>3</sup> which results in a 0% increase in the fixed charge
- 0% increase in the consumption rate.
- Infrastructure Renewal Fee remains the same as we continue to increase our contribution to the Wastewater Asset Replacement Reserve.

## 2017 Water Rates

	2016 Budget	2017 Budget	2018 Budget	2019 Budget
Operating Expenditures	\$1,932,767	\$2,427,650	\$1,991,465	\$2,017,470
Inter-functional Transfer	\$381,271	\$383,703	\$389,810	\$395,841
Non Tangible Capital Asset Expenditures	\$39,000	\$34,500	\$0	\$0
Transfer to Reserves	\$50,609	\$58,712	\$58,766	\$48,922
Less Non-User Revenues	\$134,000	\$609,500	\$172,433	\$143,077
<b>Net Operating Expenditures</b>	<b>\$2,269,647</b>	<b>\$2,295,065</b>	<b>\$2,267,608</b>	<b>\$2,319,156</b>
<b>Estimated Total Annual Water Consumption (m<sup>3</sup>)</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Cost Related to Infrastructure Replacement</b>				
Debt Repayment	\$233,013	\$140,640	\$136,105	\$131,985
Contribution to Asset Replacement Reserves	\$1,347,859	\$1,442,223	\$1,462,705	\$1,468,584
Less: Development Charge Revenue	\$144,570	\$140,640	\$149,605	\$145,485
	<b>\$1,436,302</b>	<b>\$1,442,223</b>	<b>\$1,449,205</b>	<b>\$1,455,084</b>
Number of Connected/Unconnected Users	6,867	6,897	6,927	6,957
Infrastructure Renewal Cost per Month	\$17.43	\$17.43	\$17.43	\$17.43
Amount Recovered from Fixed Charge	\$2,224,975	\$2,234,315	\$2,244,073	\$2,244,344
Amount Recovered from Consumption	\$1,480,973	\$1,480,973	\$1,480,973	\$1,480,973
	<b>\$3,705,948</b>	<b>\$3,715,288</b>	<b>\$3,725,046</b>	<b>\$3,725,317</b>

### Rates

Consumption Charge	2016 Budget	2017 Budget	2018 Budget	2019 Budget
Fixed Bi-Monthly Rate	\$26.96	\$26.96	\$26.96	\$26.96
0 – 10 m <sup>3</sup>	\$0.00 <sup>1</sup>	\$0.00 <sup>1</sup>	\$0.00 <sup>1</sup>	\$0.00 <sup>1</sup>
>10 – 30 m <sup>3</sup>	\$1.91	\$1.91	\$1.91	\$1.91
>30 – 60 m <sup>3</sup>	\$2.08	\$2.08	\$2.08	\$2.08
>60 – 90 m <sup>3</sup>	\$2.26	\$2.26	\$2.26	\$2.26
Above 90 m <sup>3</sup>	\$2.44	\$2.44	\$2.44	\$2.44

### Annual Impact on Users

Annual Consumption	2016 Budget	2017 Budget	2018 Budget	2019 Budget
0 m <sup>3</sup>	\$324	\$324	\$324	\$324
60 m <sup>3</sup>	\$324	\$324	\$324	\$324
180 m <sup>3</sup>	\$552	\$552	\$552	\$552
240 m <sup>3</sup>	\$677	\$677	\$677	\$677

<sup>1</sup> Included in bi-monthly fixed charge

## 2017 Wastewater Rates

	2016 Budget	2017 Budget	2018 Budget	2019 Budget
Operating Expenditures	\$1,462,625	\$1,791,345	\$1,551,440	\$1,595,770
Inter-functional Transfer	\$437,060	\$400,060	\$246,869	\$207,394
Non Tangible Capital Asset Expenditures	\$0	\$0	\$0	\$0
Less Non-User Revenues	\$315,663	\$604,539	\$160,733	\$154,466
<b>Net Operating Expenditures</b>	<b>\$1,584,022</b>	<b>\$1,586,866</b>	<b>\$1,637,576</b>	<b>\$1,648,698</b>
<b>Estimated Total Annual Wastewater Consumption (m<sup>3</sup>)</b>	<b>860,000</b>	<b>860,000</b>	<b>880,000</b>	<b>880,000</b>
<b>Cost Related to Infrastructure Replacement</b>				
Contribution to Asset Replacement Reserves	\$965,993	\$971,333	\$976,441	\$982,011
Number of Connected/Unconnected Users	5,465	5,495	5,525	5,555
Infrastructure Renewal Cost per Month	\$14.73	\$14.73	\$14.73	\$14.73
Amount Recovered from Fixed Charge	\$1,424,706	\$1,432,889	\$1,445,538	\$1,450,546
Amount Recovered from Consumption	\$1,125,310	\$1,125,310	\$1,168,479	\$1,180,164
	<b>\$2,550,016</b>	<b>\$2,558,199</b>	<b>\$2,614,017</b>	<b>\$2,630,710</b>

### Rates

Consumption Charge	2016 Budget	2017 Budget	2018 Budget	2019 Budget
Fixed Bi-Monthly Rate	\$22.63	\$22.63	\$22.71	\$22.79
0 – 10 m <sup>3</sup>	\$0.00 <sup>2</sup>	\$0.00 <sup>2</sup>	\$0.00 <sup>2</sup>	\$0.00 <sup>2</sup>
>10 – 30 m <sup>3</sup>	\$1.58	\$1.58	\$1.60	\$1.61
>30 – 60 m <sup>3</sup>	\$1.73	\$1.73	\$1.75	\$1.76
>60 – 90 m <sup>3</sup>	\$1.89	\$1.89	\$1.91	\$1.93
Above 90 m <sup>3</sup>	\$2.05	\$2.05	\$2.07	\$2.09

### Annual Impact on Users

Annual Consumption	2016 Budget	2017 Budget	2018 Budget	2019 Budget
0 m <sup>3</sup>	\$272	\$272	\$272	\$273
60 m <sup>3</sup>	\$272	\$272	\$272	\$273
180 m <sup>3</sup>	\$461	\$461	\$464	\$467
240 m <sup>3</sup>	\$565	\$565	\$569	\$573

<sup>2</sup> Included in bi-monthly fixed charge



# Water

## Mission

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

## Services Provided

- Operate and maintain the Water Treatment Plant in accordance with legislative requirements.
- Operate and maintain the Water Distribution System, including Water Booster Stations and Reservoirs in accordance with legislative requirements.
- Maintain the Town's Water Meter Program and provide data to the Finance Department for billing purposes.
- Provide locate services for Town owned infrastructure in accordance with legislative requirements.
- Coordinate and implement the Town's Backflow Prevention Program.

## Level of Service

Performance Indicators	Level of Service
Watermain breaks /100 Km	4
Water Loss	ILI (Infrastructure Leak Index) 2.4
% of valves turned yearly	994
% of fire hydrants operated yearly	826

## 2017 Strategic Action Items and Work Plan

- Replace a number of Chlorine Pumps and Analyzers.
- Ongoing fire hydrant maintenance program and valve inspection.
- Continue with SCADA (Supervisory Control and Data Acquisition).
- Roof Replacement at the Thornbury Water Treatment Plant.
- Replacement of Unit Heaters at the Thornbury Water Treatment Plant.
- Install water pressure readings at lower elevations to protect the water distribution system.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	9.59	9.59	9.59
Water Treatment Plants	1	1	1
Water Reservoirs	5	5	5
Water Booster Stations	7	7	7
Water Connections (units)	7,853	7,925	7,997
Fire hydrants maintained	811	841	870
Valves located and exercised	479	865	865
Locates completed	715	775	800

## 2017 Budget Commentary

In 2017 the Water Division will focus on asset management to ensure ongoing sustainability of the water infrastructure. This will include the ongoing effort in DWQMS (Drinking Water Quality Management Standard) that is required by legislation.

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$856,655	\$889,195	\$934,525	\$952,555	\$970,830
Administrative Expenses	5,914	1,500	7,050	7,050	7,050
Training and Development	22,267	18,825	27,950	28,050	28,150
Operating Expenses	151,921	166,810	187,300	187,400	187,840
Communications	28,199	27,085	31,110	32,310	33,150
Utilities	247,636	272,950	302,740	306,935	311,135
Equipment Maintenance	198,355	214,730	247,075	248,455	249,825
Vehicle Related	33,282	30,665	42,470	42,820	43,570
Purchased Services	152,388	68,000	525,000	78,700	75,000
Financial Expenses	240,887	222,850	220,570	215,545	214,655
Premise and Site	31,402	25,500	27,500	27,750	28,250
Transfers to Capital	577,071	88,443	34,500	0	0
Transfers to Reserves	1,192,751	1,398,468	1,478,935	1,492,471	1,457,506
Inter-functional Transfers	370,590	381,275	383,703	389,810	395,841
<b>Total Expenses</b>	<b>\$4,109,318</b>	<b>\$3,806,296</b>	<b>\$4,450,428</b>	<b>\$4,009,851</b>	<b>\$4,002,802</b>
<b>Revenue</b>					
Grants and Donations	\$269	\$577	\$0	\$0	\$0
External Revenue	3,847,810	3,915,717	3,825,288	3,835,546	3,836,317
Internal Revenue	261,239	144,570	625,140	174,305	166,485
<b>Total Revenue</b>	<b>\$4,109,318</b>	<b>\$4,060,864</b>	<b>\$4,450,428</b>	<b>\$4,009,851</b>	<b>\$4,002,802</b>
<b>Net Cost of Service</b>	<b>\$0</b>	<b>(\$254,568)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Grants	Taxes	User Fees	Reserves	DC's
Treatment Plant Heaters	\$45,000				\$45,000	
SCADA Improvements	\$10,000				\$10,000	
Water Meters	\$20,000				\$20,000	
Vehicle Replacement	\$60,000				\$60,000	
SCADA Control Panels	\$73,900				\$73,900	
System Pressure Readings	\$15,000				\$15,000	
Equipment Replacement	\$10,000				\$10,000	
Pump & Analyzer Replacement	\$53,000				\$53,000	
Distribution Master Plan EA	\$450,000					\$450,000

# Wastewater

## Mission

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

## Services Provided

- o Operation and maintenance of the Town's Wastewater Collection Systems including pumping stations in accordance with legislative requirements.
- o Operation and maintenance of the Town's Wastewater Treatment Plants in accordance with legislative requirements.
- o Provide locate services for Town owned Infrastructure in accordance with legislative requirements.

## Level of Service

Performance Indicators	Level of Service
Blocked Sewer mains /100 Km	0-1
sewer mains inspected by Closed Circuit Television (CCTV)	3,200 meters
maintenance access holes inspected yearly	325
# of Sewage Pump Station (SPS) bypass events yearly	0-1

## 2017 Strategic Action Items and Work Plan

- o Continued development and expansion of the Town's Wastewater SCADA (Supervisory Control & Data Acquisition) system.
- o Retain Engineering for Thornbury Inlet Works upgrade.
- o Replace roof and HVAC system at the Thornbury Wastewater Treatment Plant.
- o Replace Motor Control Centres (MCC) and generators at Elgin and Moore Pumping Stations.
- o Thornbury and Craigleith Wastewater Treatment Plant Ultra Violet Irradiation (UV) Unit replacement.
- o Refurbish and repair Clarifier Drive #2 at Craigleith Wastewater Treatment Plant.
- o Filter media and valve refurbishment (Filters #1 and #2) at the Craigleith Wastewater Treatment Plant.
- o Valve Replacement at the Craigleith Main Sewage Pumping Station.

## Non-Financial Statistics

Statistic	2015 Actual	2016 Actual	2017 Budget
Approved Full-Time Equivalent Positions	6.51	6.51	6.51
Wastewater Treatment Plants	2	2	2
Sewage Pump Stations	13	13	13
Thornbury wastewater connections (units)	2,193	2,234	2,275
Craigleith wastewater connections (units)	4,255	4,280	4,305
Locates completed	710	775	800

## 2017 Budget Commentary

The focus of the 2017 Capital and Operating budget is directly correlated to ongoing asset management efforts. Staff are committed to ensuring the continued sustainability of Town wastewater infrastructure by replacing or rehabilitating existing equipment that has reached the end of its useful life.

# Wastewater

## 2017 Operating Fund

Operating Fund	2015 Actual	2016 Actual (Forecast)	2017 Budget	Projected 2018 Budget	Projected 2019 Budget
<b>Expenses</b>					
Salaries and Benefits	\$566,439	\$580,225	\$652,730	\$665,280	\$678,110
Administrative Expenses	3,509	3,045	4,950	4,950	4,950
Training and Development	11,330	12,150	19,350	19,480	19,610
Operating Expenses	55,854	56,890	68,300	68,800	69,800
Communications	20,962	21,150	21,855	22,070	22,270
Utilities	310,610	325,650	300,435	309,595	318,360
Equipment Maintenance	204,335	608,830	167,450	185,150	201,675
Vehicle Related	15,377	14,252	20,460	20,650	20,820
Purchased Services	54,721	12,250	303,800	18,800	18,800
Financial Expenses	170,966	140,370	148,115	150,915	153,775
Premise and Site	77,454	115,050	83,900	85,750	87,600
Transfers to Capital	122,721	0	0	0	0
Transfers to Reserves	798,566	965,993	971,333	976,440	982,011
Inter-functional Transfers	454,757	249,278	286,310	246,870	207,394
<b>Total Expenses</b>	<b>\$2,867,601</b>	<b>\$3,105,133</b>	<b>\$3,048,988</b>	<b>\$2,774,750</b>	<b>\$2,785,175</b>
<b>Revenue</b>					
Grants and Donations	\$0	\$0	\$0	\$0	\$0
External Revenue	2,828,498	2,733,377	2,733,699	2,774,750	2,785,175
Internal Revenue	39,103	454,290	315,289	0	0
<b>Total Revenue</b>	<b>\$2,867,601</b>	<b>\$3,187,667</b>	<b>\$3,048,988</b>	<b>\$2,774,750</b>	<b>\$2,785,175</b>
<b>Net Cost of Service</b>	<b>\$0</b>	<b>(\$82,534)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2017 Operating and Capital Projects

Project Name	2017 Budget	Taxes	User Fees	Reserves	DC's
Grit Screw Classifier	\$60,000			\$60,000	
CWWTP Utility Vehicle	\$24,000			\$24,000	
SCADA Improvements	\$20,000			\$20,000	
CWWTP Filter & Valve Refurbishment	\$110,000			\$110,000	
Craigleith SPS Valve Replacement	\$110,000			\$110,000	
CWWTP Clarifier Work	\$88,000			\$88,000	
Collection Model	\$250,000				\$250,000
TWWTP EA Amendment	\$35,000			\$35,000	

# Craigleith Main SPS Valve Replacement

**Project Number:** 6-432-4323

**Department:** Infrastructure and Public Works – Water and Wastewater Services

## Purpose

To replace nine valves within the wet well and dry well of the Craigleith Main Sewage Pump Station (SPS).

## Accessibility

N/A

## Strategic Plan

Goal #5 - Ensure our infrastructure is sustainable.

## Environmental Impact

The wet well will be bypassed and Staff will ensure proper measures are taken to avoid spillage during the replacement.

## Disposal

The existing valves will be disposed of by the Contractor.

## Operating Impact

Staff will be required to monitor and assist contractor as inspection of wet well and valve replacement is undertaken. Operating and maintenance costs are not expected to change.

## Budget

Expenditure	Cost	Account
Additional Equipment		64010
Replacement		64011
Contract Services	\$100,000	63125
Contingencies	\$10,000	63126
Engineering		63115
<b>Total</b>	<b>\$110,000</b>	

## Description

The Craigleith Main (SPS) was commissioned in 1986. All but one of the valves are original. Nine valves within the wet well and dry well require replacement in 2017. Some are not currently operational.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Reserves							
User-Fees							
Water Asset Replacement							
Wastewater Asset Replacement	<b>\$110,000</b>	\$110,000					
Debt							
<b>Total</b>	<b>\$110,000</b>	<b>\$110,000</b>					

# Craigleith WWTP Filter Media and Valve Refurbishment

**Project Number:** 6-432-4184  
**Department:** Infrastructure and Public Works - Wastewater

## Purpose

To ensure the level of effluent quality through the tertiary wastewater treatment is maintained.

## Accessibility

N/A

## Strategic Plan

Goal #5 - Ensure our infrastructure is sustainable.

## Environmental Impact

Greenhouse gases will be generated during construction.

## Disposal

Materials removed will be disposed of by the Contractor in accordance with applicable legislation.

## Operating Impact

Staff will require minimum time to assist contractor and operate filters as required, approximately 25 hours. Operating costs to maintain the filters are expected to be slightly less due to lower energy consumption.

## Budget

Expenditure	Cost	Account
Engineering		63115
Consulting		63120
Contract Services	\$100,000	63125
Contingencies	\$10,000	63126
Material		62000
<b>Total</b>	<b>\$110,000</b>	

## Description

The replacement of filter sand in 2 filtration units at the Craigleith WWTP as recommended in an MOECC Inspection due to the current substandard performance. The sand in Filters 1 and 2 along with associated plug valves will be replaced in 2017. The sand and valves in filters 3 and 4 were replaced in 2016.

## Cash-Flow and Funding

	Total	2017	2018	2019	2020	2021	2022
Fed/Prov Grants							
Revenue Fund - Wastewater							
Water Asset Replacement							
Wastewater Asset	<b>\$110,000</b>	\$110,000					
Debt							
<b>Total</b>	<b>\$110,000</b>	<b>\$110,000</b>					



# 2017 Budget Additions to the Base Budget

## 2017 Additions to the Base Budget

	Description	Budget Year			2017 Funding Source				Impact on 2017 Town Tax Levy
		2017	2018	2019	Taxation	User Rates	DC's	Reserves	
1.	Bi-Annual Newsletter	\$0	\$0	\$0	\$0				0.00%
2.	Fire RTV	\$28,000	\$1,000	\$1,000	\$28,000				0.20%
3.	By-law After Hours Answering Service	\$0	\$0	\$0	\$0				0.00%
4.	Parks Operator	\$10,300	\$10,510	\$10,720	\$10,300				0.07%
5.	Parks Seasonal Student	\$9,470	\$9,655	\$9,850	\$9,470				0.07%
6.	Maintenance/Compliance Co-ordinator	\$87,805	\$89,560	\$91,350	\$87,805				0.62%
7.	Roads 0.3 FTE Operator	\$23,600	\$23,780	\$24,260	\$23,600				0.17%
8.	Harbour Operator	\$19,180	\$19,560	\$19,960	\$1,920	\$17,260			0.01%
9.	Council Webcasting	\$19,000	\$17,000	\$17,000	\$19,000				0.13%
10.	Landfill Site - Saturdays	\$6,500	\$6,600	\$6,700	\$6,500				0.05%
11.	Additional Capital	\$240,000	(\$154,100)	(\$85,900)	\$240,000				1.70%
	<b>Impact</b>	<b>\$443,855</b>	<b>\$23,565</b>	<b>\$94,940</b>	<b>\$426,595</b>	<b>\$17,260</b>	<b>\$0</b>	<b>\$0</b>	<b>3.02%</b>



## Addition – Bi-Annual Residential Newsletter

**Department:** Administration - Communications and Economic Development  
**Year of Initiation:** 2017  
**Completion Date:** On-going  
**Submitted by:** Council Directed  
**Capital:** No

### Justification

At the October 17, 2016 Council Meeting, Council directed staff to include in the 2017 Proposed Budget the cost to mail out quarterly newsletters to all residents/property owners in the Town of The Blue Mountains. At the December 14, 2016 Special Meeting of the Committee of the Whole, Council recommended a Bi-Annual Newsletter that would be mailed out with the interim and final Tax Bills.

By mailing this newsletter with the tax bills, there would not be any postage costs associated with it. Printing costs would be minimal and be covered through the Communications and Economic Development operating budget.

### Potential Increases or Cost Savings to the Operating Budget

None.

### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Materials							
Advertisements							
Courier							
Professional Fees							
Legal							
Engineering							
Consulting							
Contract Services							
Contingencies							
Additional Equipment							
Replacement Equipment							
Additional Vehicles							
Replacement Vehicles							
Annual Maintenance Costs							
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Municipal Act 326/391							
Developer Contributions							
Revenue Fund - Taxes							
Revenue Fund - User Fees							
Reserves							
Reserve Funds							
Debt							
<b>Funding Total</b>							

## Addition – Fire RTV

**Department:** Fire and Emergency Services  
**Year of Initiation:** 2017  
**Completion Date:** 2017  
**Submitted by:** Rob Collins, Fire Chief  
**Capital:** Yes

### Justification

The RTV will be used for a number of specialized operations. Rescues in off road areas typically involve personnel walking into remote areas, packaging the patient and then carrying them out to a road access. The RTV would allow quicker access and more efficient transport of patients.

The RTV is also useful for wildland firefighting, allowing the transportation of firefighters and equipment to access remote areas quickly and efficiently. The vehicle is also useful at structure fires, particularly in winter and at agricultural sites where the structure may not be readily accessible by larger vehicles. There is also an opportunity for the vehicle to be used by Community Services staff, who would be able to utilise the unit for trail inspections and maintenance operations.

### Potential Increases or Cost Savings to the Operating Budget

The Fire Department will see an increase of \$1,000 for operating and repairs and maintenance costs for the additional RTV.

### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Materials							
Advertisements							
Courier							
Professional Fees							
Legal							
Engineering							
Consulting							
Contract Services							
Contingencies							
Additional Equipment	\$27,000	\$27,000					
Replacement Equipment							
Additional Vehicles							
Replacement Vehicles							
Annual Maintenance Costs	\$6,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>Expenditures Total</b>	<b>\$33,000</b>	<b>\$28,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Municipal Act 326/391							
Developer Contributions							
Revenue Fund - Taxes	\$33,000	\$28,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Revenue Fund - User Fees							
Reserves							
Reserve Funds							
Debt							
<b>Funding Total</b>	<b>\$33,000</b>	<b>\$28,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>

## Addition – By-law After Hours Answering Service

**Department:** Planning and Development Services – Building and By-law  
**Year of Initiation:** 2017  
**Completion Date:** Ongoing  
**Submitted by:** Michael Benner, Director of Planning and Development Services  
**Capital:** No

### Justification

At this time, the Town does not provide after hour By-law Enforcement services. Normal business hours are between 7:30 AM to 4:30 PM Monday to Friday and between 10:00 AM to 3:00 PM on Saturdays. At this time, the By-law Enforcement line (ext. 249) is set on the weekends to be forwarded to a MLEO that monitors the line. An on-call premium of \$150/weekend in addition to 3.0 hours overtime is paid every weekend for a total of \$7,800 per year.

### Potential Increases or Cost Savings to the Operating Budget

The Answering Service would provide an enhanced level of service for all calls to By-law Enforcement during after-hours at a reasonable cost and substantially less than our current costs to provide the same service. By out-sourcing this work the Town could see potential cost savings in Salaries.

### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Materials							
Advertisements							
Courier							
Professional Fees							
Legal							
Engineering							
Full-Time Salaries	-\$46,800	-\$7,800	-\$7,800	-\$7,800	-\$7,800	-\$7,800	-\$7,800
Contract Services	\$46,800	\$7,800	\$7,800	\$7,800	\$7,800	\$7,800	\$7,800
Contingencies							
Additional Equipment							
Replacement Equipment							
Additional Vehicles							
Replacement Vehicles							
Annual Maintenance Costs							
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Municipal Act 326/391							
Developer Contributions							
Revenue Fund - Taxes							
Revenue Fund - User Fees							
Reserves							
Reserve Funds							
Debt							
<b>Funding Total</b>							

## New Staff – Parks Operator

**Position Title:** Parks Operator  
**Department:** Community Services – Parks  
**Submitted by:** Terry Green  
**Full/Part Time/Contract:** Full Time  
**Pay Grade:**

**Rate of Pay (per hour):** \$22.30  
**Hours Worker per week:** 40

\_\_\_\_\_  
Signature – Manager of Human Resources

### Description of Position

The Parks operator will perform operational and maintenance duties for the Town's Parks and Trails Division.

This is currently two contract positions that will be merged into one Full Time, year round position. The first contract position runs from April 1 to October 31 each year and the second position runs from December 1 to March 31. There is not a contract position for the month of November.

### How are these duties currently being accomplished

These duties are currently being performed by two separate contract positions.

### Impact if this position is not filled

There will not be a position that would be able to provide proper shoulder season coverage. Additionally, site and equipment maintenance will not be performed.

### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Full Time Salaries	\$39,760	\$6,300	\$6,430	\$6,560	\$6,690	\$6,820	\$6,960
Part Time Salaries							
Casual/Contract Salaries							
Benefits	\$25,210	\$4,000	\$4,080	\$4,160	\$4,240	\$4,320	\$4,410
IT Software/Hardware							
Office Furniture							
Resources							
<b>Expenditures Total</b>	<b>\$64,970</b>	<b>\$10,300</b>	<b>\$10,510</b>	<b>\$10,720</b>	<b>\$10,930</b>	<b>\$11,140</b>	<b>\$11,370</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Revenue Fund - Taxes	\$64,970	\$10,300	\$10,510	\$10,720	\$10,930	\$11,140	\$11,370
Revenue Fund - User Fees							
<b>Funding Total</b>	<b>\$64,970</b>	<b>\$10,300</b>	<b>\$10,510</b>	<b>\$10,720</b>	<b>\$10,930</b>	<b>\$11,140</b>	<b>\$11,370</b>

## New Staff – Parks Summer Student

**Position Title:** Summer Student  
**Department:** Community Services - Parks  
**Submitted by:** Terry Green  
**Full/Part Time/Contract:** Seasonal  
**Pay Grade:** Student - 1

**Rate of Pay (per hour):** \$11.50  
**Hours Worker per week:** 40

\_\_\_\_\_  
Signature – Manager of Human Resources

### Description of Position

An additional Parks Summer Student is needed to help maintain the parks and trails under the Town's responsibility at the current level of service.

### How are these duties currently being accomplished

These duties are currently not being accomplished as the Town has continued to add new parks and trails throughout the Town; including 11.4 acres at Neighbourhoods of Delphi and 1.6 acres at Peaks Bay. Staff levels will need to continually increase as more parks and trails are constructed or assumed and kept at the desired level of service.

### Impact if this position is not filled

If this position is not approved, the present level of service for the existing properties will not be accomplished.

### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Full Time Salaries							
Part Time Salaries							
Casual/Contract Salaries	\$54,310	\$8,610	\$8,780	\$8,955	\$9,135	\$9,320	\$9,510
Benefits	\$5,435	\$860	\$875	\$895	\$915	\$935	\$955
IT Software/Hardware							
Office Furniture							
Resources							
<b>Expenditures Total</b>	<b>\$59,745</b>	<b>\$9,470</b>	<b>\$9,655</b>	<b>\$9,850</b>	<b>\$10,050</b>	<b>\$10,255</b>	<b>\$10,465</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Revenue Fund - Taxes	\$59,745	\$9,470	\$9,655	\$9,850	\$10,050	\$10,255	\$10,465
Revenue Fund - User Fees							
<b>Funding Total</b>	<b>\$59,745</b>	<b>\$9,470</b>	<b>\$9,655</b>	<b>\$9,850</b>	<b>\$10,050</b>	<b>\$10,255</b>	<b>\$10,465</b>

# New Staff – Maintenance and Compliance Coordinator

**Position Title:** Maintenance and Compliance Coordinator  
**Rate of Pay (per hour):** \$37.40  
**Hours Worker per week:** 35  
**Department:** IPW – Roads and Drainage  
**Submitted by:** Jim McCannell  
**Full/Part Time/Contract:** Full Time  
**Pay Grade:** 7  
**Signature – Manager of Human Resources**

## Description of Position

As internal process, legislative requirements, and reporting needs have increased, the Roads and Drainage Division struggles to comply with the requirements and complete all work expected in an efficient and effective manner. A position is required to provide maintenance and compliance coordination to enable the Roads and Drainage Manager and Foreman, as well as the Manager of Solid Waste to concentrate on more value-added managerial responsibilities.

The work needed includes satisfying procurement steps, small project contract administration, tracking compliance with H&S, CVOR, MMS's, ECA's, record keeping, monitoring service requests, assisting with correspondence, staff training and maintenance planning. The position will also undertake similar work in the Solid Waste Division as well as assist with the waste diversion program to increase recycling rates. The position will be split 75% Roads and 25% Solid Waste initially and revised with experience.

## How are these duties currently being accomplished

Some works are not being completed by the Divisions or being done as well as possible. Regulatory requirements are being completed with limited research. Some programs are being advanced by Staff outside of regular working hours.

## Impact if this position is not filled

Capital projects and maintenance programs will continue to not be completed in the years they are budgeted and assigned. There is limited capacity to address unplanned resident/stakeholder service requests or weather related events. There are limited resources to ensure that the Town is in compliance with internal and provincial requirements and meeting the Town's set levels of service. This increases the Town's exposure to risk associated with non-compliance.

## Alternative to filling the position

The Town could find contract or Temporary Staff from a staffing agency rather than directly hire. If the position is not hired, the Town's assumes a high level of risk of non-compliance and operational inefficiencies.

## General Comments

There will be reduction in overtime particularly for the Manager of Roads and Drainage regarding contract administration.

## Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Full Time Salaries	\$429,385	\$68,065	\$69,430	\$70,820	\$72,240	\$73,680	\$75,150
Part Time Salaries							
Casual/Contract Salaries							
Benefits	\$124,490	\$19,740	\$20,130	\$20,530	\$20,940	\$21,360	\$21,790
IT Software/Hardware							
Office Furniture							
Resources							
<b>Expenditures Total</b>	<b>\$553,875</b>	<b>\$87,805</b>	<b>\$89,560</b>	<b>\$91,350</b>	<b>\$93,180</b>	<b>\$95,040</b>	<b>\$96,940</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Revenue Fund - Taxes	\$553,875	\$87,805	\$89,560	\$91,350	\$93,180	\$95,040	\$96,940
Revenue Fund - User Fees							
<b>Funding Total</b>	<b>\$553,875</b>	<b>\$87,805</b>	<b>\$89,560</b>	<b>\$91,350</b>	<b>\$93,180</b>	<b>\$95,040</b>	<b>\$96,940</b>

## New Staff – Roads and Drainage Operator 0.3 FTE

**Position Title:** Roads and Drainage Operator **Rate of Pay (per hour):** 26.65  
**Department:** IPW – Roads and Drainage **Hours Worker per week:** 44  
**Submitted by:** Jim McCannell  
**Full/Part Time/Contract:** Full Time (0.3 FTE)  
**Pay Grade:** 5

\_\_\_\_\_  
Signature – Manager of Human Resources

### Description of Position

Over the past 6 years, significant attention has been given to setting the right staffing level for winter maintenance. It is the highest profile service that the Roads and Drainage Division provides to the community. Summer maintenance though, should be considered in equal regard as it is summer maintenance that ensures the long term fitness of the Town's road network. The enhancement request is for 0.3 of an FTE to be added to the Roads and Drainage Division for summer maintenance duties. This 0.3 FTE would be added to the current position (0.7 FTE) to create one 1.0 FTE. Although the Division makes good use of summer students to undertake summer maintenance and cover vacation time, the range of work that can be assigned to students is limited to traffic control and manual labour. Higher skilled tasks are being delayed or left undone.

### How are these duties currently being accomplished

Maintenance works are not being completed most efficiently. The Roads and Drainage Division is challenged to complete all the necessary maintenance that is required for the long term sustainability of the road network.

### Impact if this position is not filled

The Roads within the Town will fall further into a deficit. Projects not being completed include ditching, culvert replacement, tree cutting, Ash tree removal, shoulder repairs, traffic counts, municipal drain inspections, Operational training, and regular maintenance to buildings and trucks.

### Alternative to filling the position

The alternative to completing these works with Town staff and equipment is to contract more work to local contractors. This is proving to be more difficult than anticipated. Local contractors are very busy and the Town loses control of timing and quality. Projects are often not completed for several months and fall far short of the residents' expectations. There is also the added cost of administrating the contractors. The Division lacks the administrative staff required to take on more contract work.

### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Full Time Salaries	<b>\$117,330</b>	\$18,290	\$19,030	\$19,410	\$19,800	\$20,200	\$20,600
Part Time Salaries							
Casual/Contract Salaries							
Benefits	<b>\$30,060</b>	\$5,310	\$4,750	\$4,850	\$4,950	\$5,050	\$5,150
IT Software/Hardware							
Office Furniture							
Resources							
<b>Expenditures Total</b>	<b>\$147,390</b>	<b>\$23,600</b>	<b>\$23,780</b>	<b>\$24,260</b>	<b>\$24,750</b>	<b>\$25,250</b>	<b>\$25,750</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Revenue Fund - Taxes	<b>\$147,390</b>	\$23,600	\$23,780	\$24,260	\$24,750	\$25,250	\$25,750
Revenue Fund - User Fees							
<b>Funding Total</b>	<b>\$147,390</b>	<b>\$23,600</b>	<b>\$23,780</b>	<b>\$24,260</b>	<b>\$24,750</b>	<b>\$25,250</b>	<b>\$25,750</b>

## New Staff – Harbour Operator

**Position Title:** Harbour Operator  
**Department:** Community Services - Harbour  
**Submitted by:** Ryan Gibbons  
**Full/Part Time/Contract:** Part Time  
**Pay Grade:** 3

**Rate of Pay (per hour):** \$18.43  
**Hours Worker per week:** 40

\_\_\_\_\_  
Signature – Manager of Human Resources

### Description of Position

This position would supervise students, assist with cemetery interments, maintain washrooms, garbages, docks, harbour property and service boats. This position would allow the Lead Hand and the Manager to maintain administrative duties during the regular work week and reduce the amount of required lieu time from additional weekend hours.

Harbour Students maintain the washrooms, garbage, docks, harbour property and servicing boats. This proposal is part of the re-alignment of having 1 College Student (May 1 to September 1) and 1 High School Student (July and August/weekends for September and October) and 1 Seasonal Operator for 26 weeks from May 1 to October 27.

### How are these duties currently being accomplished

By using lieu time.

### Impact if this position is not filled

Lieu time will continue to be accumulated. By filling this position, there will be a savings in overtime hours.

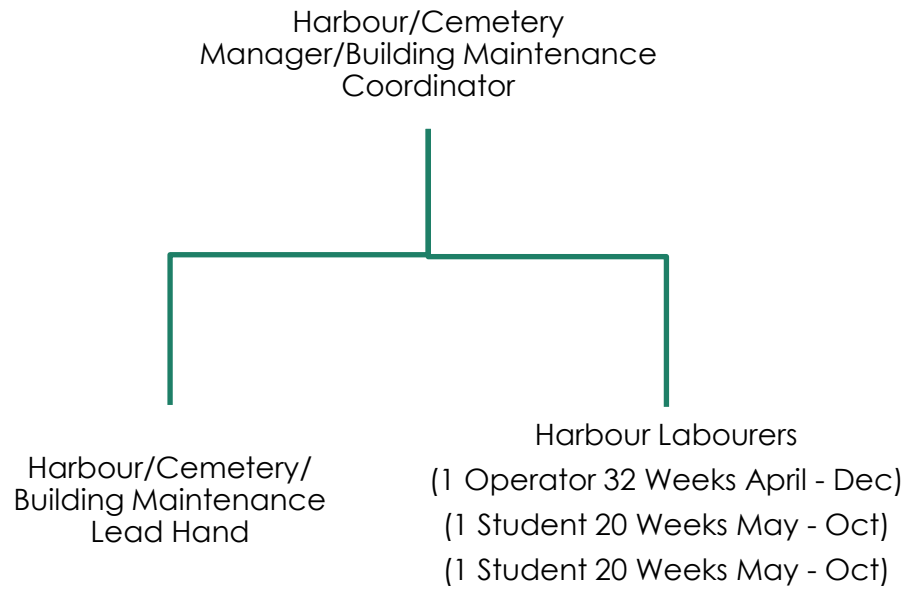
### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Full Time Salaries							
Part Time Salaries							
Casual/Contract Salaries	\$109,975	\$17,435	\$17,780	\$18,140	\$18,500	\$18,870	\$19,250
Benefits	\$11,045	\$1,745	\$1,780	\$1,820	\$1,860	\$1,900	\$1,940
IT Software/Hardware							
Office Furniture							
Resources							
<b>Expenditures Total</b>	<b>\$121,020</b>	<b>\$19,180</b>	<b>\$19,560</b>	<b>\$19,960</b>	<b>\$20,360</b>	<b>\$20,770</b>	<b>\$21,190</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Revenue Fund - Taxes	\$12,120	\$1,920	\$1,960	\$2,000	\$2,040	\$2,080	\$2,120
Revenue Fund - User Fees	\$108,900	\$17,260	\$17,600	\$17,960	\$18,320	\$18,690	\$19,070
<b>Funding Total</b>	<b>\$121,020</b>	<b>\$19,180</b>	<b>\$19,560</b>	<b>\$19,960</b>	<b>\$20,360</b>	<b>\$20,770</b>	<b>\$21,190</b>

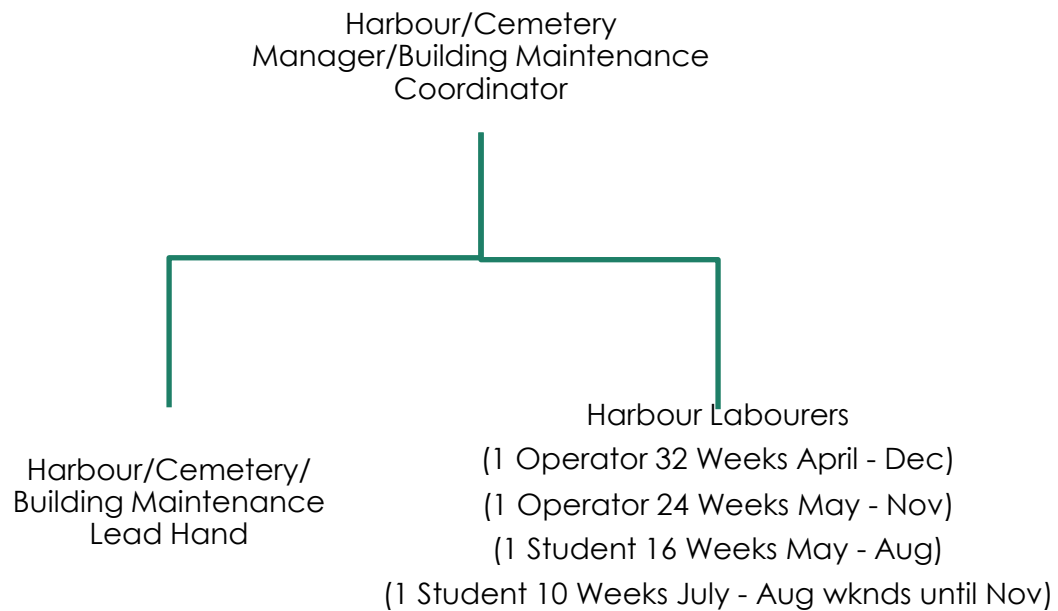


# Harbour Proposed Change of Structure

## Current Structure



## New Structure



## Addition – Council Webcasting

**Department:** Information Technology  
**Year of Initiation:** 2017  
**Completion Date:** Ongoing  
**Submitted by:** Council Directed  
**Capital:** Both Capital and Operating Impact

### Justification

Council has directed staff to include in the 2017 Budget, the costs to implement a system to record Council and Committee of the Whole Meetings. The system would include hardware, software, and wiring installation to do the audio and video recording in the Council Chambers. It would also include software to live stream the recording on the internet and to archive the recordings for future playback.

### Potential Increases or Cost Savings to the Operating Budget

Additional capital costs of \$5,000 will be incurred in year one and again four years later, with \$14,000 in annual maintenance costs. Starting in year two the Town will see annual maintenance costs of \$17,000 for this equipment and service.

### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Materials							
Advertisements							
Courier							
Professional Fees							
Legal							
Engineering							
Full-Time Salaries							
Contract Services							
Contingencies							
Additional Equipment	\$10,000	\$5,000				\$5,000	
Replacement Equipment							
Additional Vehicles							
Replacement Vehicles							
Annual Maintenance Costs	\$99,000	\$14,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000
<b>Expenditures Total</b>	<b>\$109,000</b>	<b>\$19,000</b>	<b>\$17,000</b>	<b>\$17,000</b>	<b>\$17,000</b>	<b>\$22,000</b>	<b>\$17,000</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Municipal Act 326/391							
Developer Contributions							
Revenue Fund - Taxes	\$109,000	\$19,000	\$17,000	\$17,000	\$17,000	\$22,000	\$17,000
Revenue Fund - User Fees							
Reserves							
Reserve Funds							
Debt							
<b>Funding Total</b>	<b>\$109,000</b>	<b>\$19,000</b>	<b>\$17,000</b>	<b>\$17,000</b>	<b>\$17,000</b>	<b>\$22,000</b>	<b>\$17,000</b>

## Addition – Landfill Saturday Hours

**Department:** Infrastructure and Public Works  
**Year of Initiation:** 2017  
**Completion Date:** On-going  
**Submitted by:** Council Directed  
**Capital:** Operating

### Justification

Keeping the Landfill open year round on Saturdays from 8:00 am to 12:00 pm as done in the summer months.

### Potential Increases or Cost Savings to the Operating Budget

### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Salaries and Benefits	\$19,500	\$3,000	\$3,100	3,200	\$3,300	\$3,400	\$3,500
Utilities	\$12,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Equipment Costs	\$9,000	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Professional Fees							
Legal							
Consulting							
Engineering							
Contract Services							
Contingencies							
Additional Equipment							
Replacement Equipment							
Additional Vehicles							
Replacement Vehicles							
Annual Maintenance Costs							
<b>Expenditures Total</b>	<b>\$40,500</b>	<b>\$6,500</b>	<b>\$6,600</b>	<b>\$6,700</b>	<b>\$6,800</b>	<b>\$6,900</b>	<b>\$7,000</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Municipal Act 326/391							
Developer Contributions							
Revenue Fund - Taxes	\$40,500	\$6,500	\$6,600	\$6,700	\$6,800	\$6,900	\$7,000
Revenue Fund - User Fees							
Reserves							
Bridge Reserve Fund							
Debt							
<b>Funding Total</b>	<b>\$40,500</b>	<b>\$6,500</b>	<b>\$6,600</b>	<b>\$6,700</b>	<b>\$6,800</b>	<b>\$6,900</b>	<b>\$7,000</b>

## Addition – Additional Capital

**Department:** Finance and IT Services  
**Year of Initiation:** 2017  
**Completion Date:** 2019  
**Submitted by:** Council Directed  
**Capital:** Yes

### Justification

Put aside \$240,000 from 2017 taxation to be used in 2018 and 2019 to offset the required taxation for the Elma and Alice St Reconstruction project. If this project doesn't go ahead staff will bring back other options for Council's consideration.

### Potential Increases or Cost Savings to the Operating Budget

This will reduced the amount of taxation needed in 2018 and 2019 for this capital project.

### Budget

Description	Total	2017	2018	2019	2020	2021	2022
<b>Expenditures</b>							
Salaries and Benefits							
Utilities							
Equipment Costs							
Professional Fees							
Legal							
Consulting							
Engineering							
Contract Services							
Contingencies							
Additional Equipment							
Replacement Equipment							
Additional Vehicles							
Replacement Vehicles							
Transfer to Capital	\$240,000	\$240,000					
<b>Expenditures Total</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Funding</b>							
Federal Grants							
Provincial Grants							
Municipal Act 326/391							
Developer Contributions							
Revenue Fund - Taxes	\$0	\$240,000	(\$154,100)	(\$85,900)			
Revenue Fund - User Fees							
Elma and Alice St Reserve	\$240,000		\$154,100	\$85,900			
Bridge Reserve Fund							
Debt							
<b>Funding Total</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>