



2019 Draft Budget

Town of The Blue Mountains



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2019 Draft Budget Descriptive Index

Change in Taxation

This introductory schedule illustrates the 2019 Draft Budget and its impact over the prior year's tax levy, based on proposed changes to the Town's expenses and revenue.

- Change in Taxation by Assessment illustrates the possible tax dollar amount by assessed value on a residential home over a range of assessments based on the 2019 Draft Budget.
- 2019 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 2019.
- Significant 2019 Percentage Changes gives additional details for any significant changes that are noted in the Expanded Tax Budget Summary.
- The Annual Assessment chart illustrates the total amount of assessment for The Blue Mountains, including additional growth.
- The Change in Tax Rate graph illustrates both the Town's Tax Rate and the Blended (Town, County, and Education) Tax Rate from 2009 to 2018.
- The Change in Town Tax Levy graph illustrates the Town's actual annual tax levy from 2014 to 2018, and proposed annual tax levy from 2019 to 2021.

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 Draft Budgets.
- Reserve and Reserve Fund forecasts are based on Draft Budgets.
- The Contribution per User compares how much the Town is currently putting aside for asset replacement per household against how much capital assets the Town owns per household.
- The Inter-functional Transfer Chart summarizes all of the inter-functional transfers made throughout the various Town Divisions.
- The 2019 Change in Salaries compares the Town's proposed Cost of Living increase to other comparable municipality's draft budgets.
- The Town's Organizational Chart outlines the organizational structure of the Town as well as the number of approved full-time positions in each Department.
- The Town's Full-Time Headcount compares approved, full-time positions for each Department from 2008 to 2019.

- The Five Year Capital Program Summary illustrates capital projects for the next five years by funding source, broken down by Department.

Strategic Plan

All 2016 and all 2017-2019 Strategic Action Items are included in this summary, organized by Strategic Goal. 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:



This Action Item is still an idea. No action has been taken yet.



This Action Item is on pace and progressing well.



This Action Item is active, but slow.



This Action Item has been delayed or suspended.



Defined project is finished and/or now part of operations.



This Action Item is a new initiative added by Town Council since the development of the Strategic Plan.

Department Budget Summaries

These sheets provide an overview of each Department, along with the applicable Fees and Charges. Any changes proposed in the current Fees and Charges By-law are outlined on the applicable Department Summary.

Division Budget Summaries

These sheets provide Operating and Capital budget information by Division. This data is best used in conjunction with Staff budget presentations.

- The 2019 Operating Budget Chart provides an overview of the 2019-2021 Draft Operating Budget by major expense categories. The following is a description of what expenses/revenues are included in each category.

Salaries and Benefits

Includes all full-time, part-time, and contract wages and benefits, all amounts for volunteer firefighters, overtime, as well as any allowances, such as travel or car.

Administrative Expenses

Includes expenses such as office supplies, computer supplies, paper, meeting expenses, and printing.

Operating Expenses

Includes various materials, such as paint, chemicals, sample testing, water treatment costs, the Collingwood Water Agreement, merchandise inventory (which is available for re-sale) as well as library expenses such as book replacements, special program materials, periodicals, exhibitions, and conservation and repairs.

Communications

Includes telephone costs including cell phones, answering services, repairs and maintenance, internet, courier, advertisements, and postage.

Personnel and Training

Includes annual membership costs, course or conference registration fees, training and education courses, meals and accommodation, mileage, as well as Personnel costs such as health and safety, clothing/uniform expenses, staff recognition and recruitment, and retention expenses.

Utilities

Includes hydro, natural gas, furnace oil, and water.

Equipment Related

Includes all expenses related to equipment owned by the Town, including repairs and maintenance, water and wastewater main breaks, pump repairs and maintenance, purchase of small tools, equipment rentals, as well as all service agreements (including software).

Vehicle and Fleet Related

Includes any costs related to operating the Town's vehicles or fleet including repairs and maintenance, gas, diesel, and licensing costs.

Legal Expenses

Includes costs paid to law firms for the Town's legal expenses, for the purchase of land, as well as expenses paid in trust as per Development Agreements.

Consulting

Includes expenses that will be spent on consulting, primarily used when the Town undertakes large studies.

Purchased Services

Includes all expenses that will be hired out, including audit services, engineering, weed management, and construction.

Debt Payments

Includes interest and principal payments for the Town's long term debt. A detailed Long-Term Debt Schedule is provided in the Financial Position and Background Information section of the Budget.

Financial Expenses

Includes bank service charges, processing fees, insurance premiums and deductibles, property taxes, sponsorships, and grants.

Premise and Site

Includes bio-solids removal, site maintenance, janitorial supplies, cleaning, waste disposal, rent, and facility maintenance.

Transfers to Capital

Includes the amount of current revenues (taxation or user fees) that is funding capital. Any payments to unfinanced are also included in this line.

Transfers to Reserves

Includes any funds that are set aside in either reserves or reserve funds for future use.

Transfers from Obligatory Reserves

Includes any transfers from Obligatory Reserve Funds, which is made up of Development Charges, Parkland Dedication, Federal Gas Tax and Parking in Lieu. These are used to offset the amount of current revenues needed to be collected.

Transfers from Other Reserves

Includes any transfers from Discretionary Reserves or Reserve Funds. These are used to offset the amount of current revenues needed to be collected.

Inter-functional Transfers

Includes the costs associated with services that are provided by one Division to another within the Town. This costs are calculated using the Inter-functional Transfer Policy POL.COR.15.03.

Grants and Donations

Includes revenues received from external parties as either a grant or donation. This includes grants from the provincial and federal governments, as well as individual donors.

External Revenue

Includes funding collected from outside third parties, including interest and penalty of tax arrears, interest income, water and wastewater billing, permits, and fees and charges, such as dog tags, garbage tags, cemetery fees, planning fees, hall rentals, marriage licenses, etc.

Subsidies

Includes the costs of any subsidies given out to offset fees and charges.

- Project Summaries for all 2019 proposed Capital and Operating Projects have been included for each Division, and provides a description of the project as well as budget and funding sources.

User Fees

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

Water and Wastewater

- Water and Wastewater Rate Assumptions illustrate the actual usage rates for the Water and Wastewater Departments over the past ten years, and also provides an estimate of 2018 and 2019 usage.
- Water and Wastewater Rates summarize expenditures, revenues, and infrastructure replacement budgets for 2019 to 2022 and also illustrates the fixed charge and consumption rates.

The Blue Mountains Public Library

- Change in Taxation by Assessment for The Blue Mountains Public Library illustrates the possible tax dollar amount by assessed value on a residential home over a range of assessments based on the 2019 Draft Budget for services offered by The Blue Mountains Public Library.
- 2019 Expanded Tax Budget Summary for The Blue Mountains Public Library outlines the changes in expenses and revenues by type and shows the calculation for the amount to be collected through taxation in 2019 for services provided by The Blue Mountains Public Library.

Proposed Additions to the Base Budget

These are proposed additional budget items that Council may approve as a deliverable in the upcoming fiscal year. The Proposed Additions include a summary cover sheet followed by a detailed business case.

2019 Draft Budget Executive Summary

Property Tax

The 2019 Draft Budget provides for the same service level and the same services delivered at a 0.53% increase over 2018. With the Draft Additions to the Base Budget added in, the Town Tax Levy Rate is now a 3.75% increase over 2018. The blended rate, which combines Town, County, and Education tax rates, is 2.25%. The 2019 Draft Budget is based on staff's best estimate of 2019 expenses.

A 1% change on the total Town tax levy is equivalent to \$151,485.

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 49%, from 5,327 to 7,962 in 2019 (based on MPAC data). This is reflected in the Town's staffing levels, which have increased by 47% since 2005 going from 72 Full-Time positions to 106.

2019 Draft Budget – Water and Wastewater Rates

The water and wastewater rates are a combination of a Fixed Charge and a Consumption Charge that is based on actual consumption. The 2019 Draft Water and Wastewater Budgets do not include any increases in the Fixed Charge or the Consumption Charge over the current 2018 rates.

The Infrastructure Renewal Fee for Water and Wastewater remains constant for 2019 as the Town continues to make increased contributions to the Water and Wastewater Asset Replacement Reserve Funds.

The Town's Financial System

Full Accrual Accounting

The Town uses a full accrual accounting method. With the introduction of Public Sector Accounting Board changes with respect to the tangible capital asset reporting in 2009, additional financial information has become available, such as annual depreciation expenses that were not previously reported in the Town's financial statements or budgets prior to this change. Full accrual budgeting provides stakeholders with a better reflection of the long term financial health of the municipality for decision making purposes.

The full accrual accounting method records revenue and expenses when they have occurred, not when they are paid or received, and treats capital purchases as capital assets rather than an operating expense. Under full accrual accounting, capital assets would be recorded as an expense over the useful life of the capital asset. For example, if the Town builds a new community centre for \$1,000,000 the building will be recorded as a capital asset and would be gradually expensed over its useful life (50 years) at an amount of \$20,000 per year.

Operating Revenue and Expenditures

Revenues and expenses of the Town are recorded on an accrual basis. This means that obligations of the municipality are recorded as expenses when they are incurred (i.e. when the work is completed or product delivered) not when they are paid or when they are ordered. Revenues are recognized when the municipality becomes entitled to collect (i.e. when services are rendered) not when actual payment is received. Revenue collected is used to fund either operational expenditures or capital purchases.

Operational expenses consist of salaries and benefits, office supplies, utilities, equipment maintenance, and other day-to-day expenses that are necessary for the municipality to provide services to the community. These costs are included in each Division's operating budget, and are managed by the Service Area Managers.

Capital Asset Expenditures

Capital asset expenditures are recorded as capital assets and amortized as an expense over the useful life of the capital asset.

The requirements for capital asset expenditures are discussed each year during the budget process. The total capital asset expenditures might be more or less than another year, depending upon the number of projects. Each year a portion of the annual revenues collected by the municipality are set aside for current and future capital projects.

Reserves and Reserve Funds

The use of operating and capital reserves provides a more stable approach to taxation. The amount of funding required for capital expenditures and certain operating expenses can vary greatly one year to the next, depending upon what is constructed or purchased. If taxpayers were taxed each year on exactly how much was spent each year, property tax bills would vary widely from one year to the next. Each year, some amount of the revenue collected is set aside in reserves to save enough cash to fund capital projects. The funds placed in the reserve are held until they are needed.

At present, the Town has over 65 reserves. Working Capital, Legal, Roads, and Winter Control are just a few examples. The Town also puts specific funds aside that must be used for a specific purpose, which are called Reserve Funds. Development Charges, Gas Tax, and Parkland Dedication are a few examples of the Town's Reserve Funds.

Comparing Financial Statements to Budgets

The following charts compares the 2017 Audited Financial Statements against the 2017 Approved Budget to illustrate the differences between Accrual Accounting, which is used in the Town's Financial Statements (Note 20 Segmented Information), and Cash Accounting, which is used to prepare the Town's annual budget.

Accrual Accounting (Financial Statements) does not account for Transfers from Reserves or Proceeds from Debt in Revenue, however, this is included in Cash Accounting (the Town's annual budget). Additionally, Accrual Accounting does not recognize principal debt payments or Transfers from Reserves as Expenses, although these are used to calculate the annual budget. The Financial Statements also calculate Amortization, while the Budget does not calculate Amortization, but does include Capital Expenditures.

Accrual – Financial Statements		Cash - Budget	
Taxation	\$ 15,226,904	Taxation	\$ 14,768,777
User Fees	\$ 8,912,294	User Fees	\$ 7,998,037
Specific Grants	\$ 1,090,081	Specific Grants	\$ 196,500
OMPF Grant	\$ 1,151,300	OMPF Grant	\$ 1,151,300
Other Revenue	\$ 3,280,135	Other Revenue	\$ 2,760,415
Transfers from Obligatory Reserves	\$ 1,876,992	Transfers from Obligatory Reserves	\$ 1,238,515
		Transfers from Reserves	\$ 454,279
		Proceeds from Debt	\$ 0
Total Revenues	\$ 31,537,706	Total Revenues	\$ 28,567,823

Accrual - Financial Statements		Cash - Budget	
Salaries and Benefits	\$ 11,105,836	Salaries and Benefits	\$ 11,223,675
Interest on Debt	\$ 124,458	Interest on Debt	\$ 127,091
		Principal Debt Payments	\$ 361,830
		Transfers to Other Reserves	\$ 3,973,967
Materials and Supplies	\$ 4,286,282	Materials and Supplies	\$ 4,645,240
Contracted Services	\$ 5,926,050	Contracted Services	\$ 6,203,025
Other Transfers	\$ 501,476	Other Transfers	\$ 458,900
Rent and Financials	\$ 839,045	Rent and Financials	\$ 579,495
Amortization	\$ 6,315,010	Capital Expenditures	\$ 994,600
Total Expenses	\$ 29,098,157	Total Expenditures	\$ 28,567,823
Accrual Surplus (Deficit)	\$ 2,439,549	Cash Surplus (Deficit)	\$ 0

Reconciling Financial Statements to Budgets

After comparing the Town's Financial Statements against the Annual Budget, these two documents can be balanced against one another.

The Cash Accounting (Budget) bottom-line of \$0 can be balanced to the Accrual Accounting (Financial Statements) bottom-line of \$2,439,549. This is first done by calculating the variances between all comparable items in Accrual Accounting and Cash Accounting, as illustrated in the chart below.

Once these variances are calculated, the chart below takes the Cash differences and reconciles it to the \$2,439,549 as shown on The Town's Audited Financial Statements Note 20 Segmented Information.

Description	Amount
Variances between comparable items	\$ 2,969,883
Transfers from Reserves	\$ 454,279
Proceeds from Debt	\$ 0
Principal Debt Payments	\$ 361,830
Transfers to Other Reserves	\$ 3,973,967
Capital Expenditures	\$ 994,600
LESS: Amortization	\$ (6,315,010)
Balance	\$ 2,439,549

Budget Process

The following is a description of the roles and responsibilities of key staff involved in the budget process.

Council

Council reviews the Town's strategic priorities, public satisfaction surveys, economic factors, and other related information as a starting point for the budget process. Council provides direction to staff for the next budget year relative to the following issues:

- Priorities, strategies, programs, and level of service provided to the rate payers;
- Level or range of tax increases or decreases to be considered;
- Approval of the operating and capital budgets; and
- Amending operating and capital budgets during the fiscal year as required.

Senior Management Team

The Town's Senior Management Team (SMT) is comprised of the Department Directors and the Chief Administrative Officer (CAO). The Senior Management Team is responsible for preparing recommendations for Council's consideration relative to major issues, services and programs, including changes to Fees and Charges, Service Level adjustments, as well as reporting on the Strategic Plan. The Senior Management Team reports to the CAO, who reports to Council.

Service Area Managers

The Town's Service Area Managers are responsible for providing the Senior Management Team with the background information required to assess budget issues for the next year. Service Area Managers are responsible for submitting, for SMT's consideration, a budget that is consistent with the principles, policies, and budget guidelines established by Council. The Town's Service Area Managers report to their respective Department Directors.

Departments

Each Department is responsible for formulating and managing their own budgets. This includes documenting the purpose, cost, and scope of their capital projects. All managers and supervisors are responsible for ensuring that budget principles and guidelines are adhered to.

Financial Services

The Finance Department is responsible for coordinating the annual budget process, which includes the following:

- Coordination of the budget preparation process;
- Accumulating and coordinating all the figures into a final corporate-wide budget;
- Preparation of appropriate financial forecasts relative to revenue, expenditures, inflation, and other important factors;
- Provision of timely financial reports to assist the Directors, Managers, and Council in the review of prior budget performance and preparation of current budget;
- Tracking budget revisions and distributing budget documents; and
- Monitoring of the process for compliance with statutory requirements.

2019 Budget Timeline

Developing an Annual Budget involves several months of planning and coordination among staff, Council, and stakeholders. Staff received input from members of the Senior Management Team in June. After this, the preparation of the three-year Operating and five-year Capital Budget commenced. The Budget Team held numerous meetings with Department Heads and Service Area Managers to compare actual expenditures to the budgeted expenditures, and modifications were made based on best estimates and work plans 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 work plans of each Division, the Town's Strategic Plan, as well as various plans and studies completed for specific programs, services, or projects. The 2019 Draft Budget is staff's best estimate of 2019 costs and revenues based on current knowledge.

Once the 2019 Proposed 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 Centre and Public Meeting is held to gain input from the public.

July 3, 2018	Senior Management and Area Managers receive 2019 - 2021 Operating and 2019-2023 Capital Data for review and input
September 14, 2018	All revisions and comments are due back to the Budget Team
October 15-19, 2018	Revised Budgets are reviewed by Department Heads and Service Area Managers with the Budget Team
November 5-9, 2018	The CAO, Director of Finance and IT Services, and the Budget Team review Departmental budgets with Department Heads
November 16, 2018	A revised copy of the 2019 Proposed Budget is distributed to Service Area Managers for Review
December 4-10, 2018	The Senior Management Team Reviews the 2019 Proposed Budget
December 11, 2018	All revisions and comments are due back to the Budget Team
January 14, 2019	The 2019 Proposed Budget is distributed to Council, Senior Management Team, and the Public
February 7 - 12, 2019	Budget Meetings take place during the Committee of the Whole
February 20, 2019	Council Approved Recommendations from Committee of the Whole Budget Meetings
February 21, 2019	Public Meeting Notice on website and local newspapers and Draft Budget is Released
March 11, 2019	Council Meeting – Public Information Centre to answer questions regarding the Draft 2019 Budget
March 18, 2019	A Public Meeting is held for the 2019 Draft Budget
April 8, 2019	Staff bring a Staff Report to Council, outlining the public's comments from the Public Meeting and Public Information Centre
April 24, 2019	Council approves the 2019 Budget (proposed date)

Budget Factors and Guidelines

Resident, business and visitor demand for services and the community's ability to pay for these services guide municipal spending. As infrastructure ages, funds must be committed for proper maintenance and refurbishment.

The Town of The Blue Mountains recognizes that taxpayers are demanding value for their money. A balance must be struck between demand for services and the taxpayers' ability to pay for these services. The Town must ensure that services, programs, and facility commitments are sustainable now and in the future.

There are a number of factors that affect the preparation of the annual budget. These include inflation, growth, development activity, economic trends, changing market conditions, taxation issues, and policy decisions of Council. The more significant of these are discussed below.

Annual Tax Rate

Taxes payable are derived from multiplying the assessed property value by the tax rate. The blended residential tax rate has decreased eight of the last nine years (2010 - 2018) due to the growth in assessed value. Included in the annual blended tax rate are the portions that are for the County of Grey and the local school boards.

Assessment Growth

The amount of new construction that takes place each year, measured as new assessment, has a limited effect on the Town's budget. New construction provides for some additional tax revenues, and has averaged 1.6% in the past five years.

Connection of Budget Levy, Assessment Base and Tax Rate

Town Tax Rate

When Council decides the amount of money needed to pay for the Town costs for the year, called the budget levy, the money is collected from people who own property in the Town. The share of money each owner pays, called property tax, comes from an amount known as the assessment value of their property times a number called a tax rate. The tax rate is calculated by dividing the budget levy by the total of all property assessment in the Town, called the assessment base. In this way, each property owner is billed by the Town for their share of the overall money needed by the Town.

Town Tax Rate and Tax Illustration:

$$\frac{\text{Budget Levy}}{\text{Assessment Base}} = \text{Tax Rate} \qquad \frac{\$15,000,000}{\$4,000,000,000} = 0.00375000$$

$$\text{Property Assessment} \times \text{Tax Rate} = \text{Property Tax} \qquad \$600,000 \times 0.00375000 = \$2,250$$

County Tax Rate

The County of Grey also collects property tax on the Town tax bill. The County decides their rate the same way as the Town but uses their budget levy and the overall assessment total for the 9 municipalities in the County.

County Tax Rate and Tax Illustration:

Property Assessment X Tax Rate = Property Tax \$600,000 X 0.00360000 = \$2,160

Education Tax Rate

The Ontario provincial government sets the education tax rates for the whole province based on their formulas for each area.

Education Tax Rate Illustration:

Property Assessment X Tax Rate = Property Tax

Total Tax Rate Illustration Summary \$600,000 X 0.00170000 = \$1,020

The total of the Town, County and Education property taxes make up the total tax bill for the year for the property owner.

	Tax Rate	Property Tax
Town	0.00375000	\$ 2,250
County	0.00360000	\$ 2,160
Education	0.00170000	\$ 1,020
Totals	0.00905000	\$ 5,430

Property Assessment X Tax Rate = Property Tax \$600,000 X 0.00905000 = \$5,430

Assessment Value

Assessment value comes from the Municipal Property Assessment Corporation (MPAC). MPAC gives a value to each property in Ontario based on the real estate market value of the property as at a date called the valuation date. The main things MPAC looks at to come up with the assessment value are the location of the property, the dimensions of the land, the living area of the house, the age of the house and the quality of construction.

Use of Debt

Debt will continue to be an ongoing component of the Town's capital funding structure. Repayment should be structured in a manner that is fair and equitable to those who pay and benefit from the underlying assets over time. The servicing of long term debt needs to be sustainable and affordable while allowing for flexibility to respond to emerging needs.

Municipalities in Ontario may only issue debt for capital purposes. The Province regulates the amount of municipal debt and other financial obligations through an Annual Repayment Limit (ARL) regulation under the Municipal Act. The ARL allows the Town to spend up to 25% of its own net source revenues on debt repayments. The 2018 ARL indicated that the Town's repayment limit is \$6,194,260, which would represent 25% of own net source revenues; this could fund roughly \$100M in long-term debt. The 2018 Annual Repayment Limit is calculated using 2017 Town data.

The Town also follows its own Corporate Debt Policy POL.COR.17.01. This internal debt policy states that the Town will not exceed 15% of the Town's own source revenues, which would represent \$3,976,906.95. The Town has also established that debt will be limited to the term of the useful life of the particular asset, but no greater than 25 years.

Currently, the Town has \$433,918 in annual debt payments. This is 7% of the Province's ARL limit, and 11% of the Town's own Debt Policy limit.

Investment Income

The municipality invests funds that are not required for current financial requirements in low risk investments. The investment income supplements the contributions made by taxpayers. Given the large number of capital projects currently underway, the Town's cash-flow has become very important. Similar to a business, the Town must ensure that they are not only financially strong, but maintain sufficient cash to meet expenditures.

Finance Staff follow the Town's Investment Policy FS.08.11.

Funds are invested to provide an optimal blend of investment return and security while meeting the daily cash flow demands of the municipality.

Departmental Budgets

Individual Departmental budgets are built from a zero base each year. Based on the programs and services that Council expects, each manager estimates the labour and material costs, and crafts a budget for provision of service accordingly.

Additions to the Base Budget

There is continuing pressure to provide new programs and services or expand existing ones. Funding for new or expanded programs or services are presented as a Proposed Addition to the Base Budget for consideration by Council. Funding for new programs and services that do not have a new revenue source could require a property tax increase, and/or a reduction in other municipal services.

Operating Reserves

Council often allocates funds for future non-capital items. These non-capital items are often future commitments that Council has approved, or the deferral of a current project to a future financial period. The funds are placed into the Operating Reserve and will be brought into future operating budgets when the project moves ahead.

Capital Reserves

The Town is starting to develop a strategy that will look at funding all capital from Asset Replacement Reserve Funds with annual transfers to the Reserves and Reserve Funds being built into the operating budget. The Town began this in 2017 by combining many existing Reserves into more manageable Asset Replacement Reserve Funds for taxation funded Departments. By eventually being able to fund all capital from Reserves and Reserve Funds, the Town will be able to minimize large fluctuations that can occur on the annual tax rate.

Capital Levy

All municipalities are facing the reality of aging infrastructure. In 2016 the Town introduced a Capital Replacement Levy that represents 2% of the previous year's tax levy to be collected and available to fund capital replacement projects for taxation funded Departments. This will be done each year to help ensure that staff have funding available to keep the assets that they maintain in good working order through reconstruction or replacement.

Water and Wastewater Rates

Water and Wastewater will be operated on a self-funded basis through equitable user fees. Water and wastewater rates are reviewed annually as part of the budget process.

The Town remains committed to its Water Financial Plan, its long range strategy to help the Town identify the cost of having a safe and sufficient water supply. This includes a plan for the repair or replacement of aging water infrastructure.

Fees and Charges

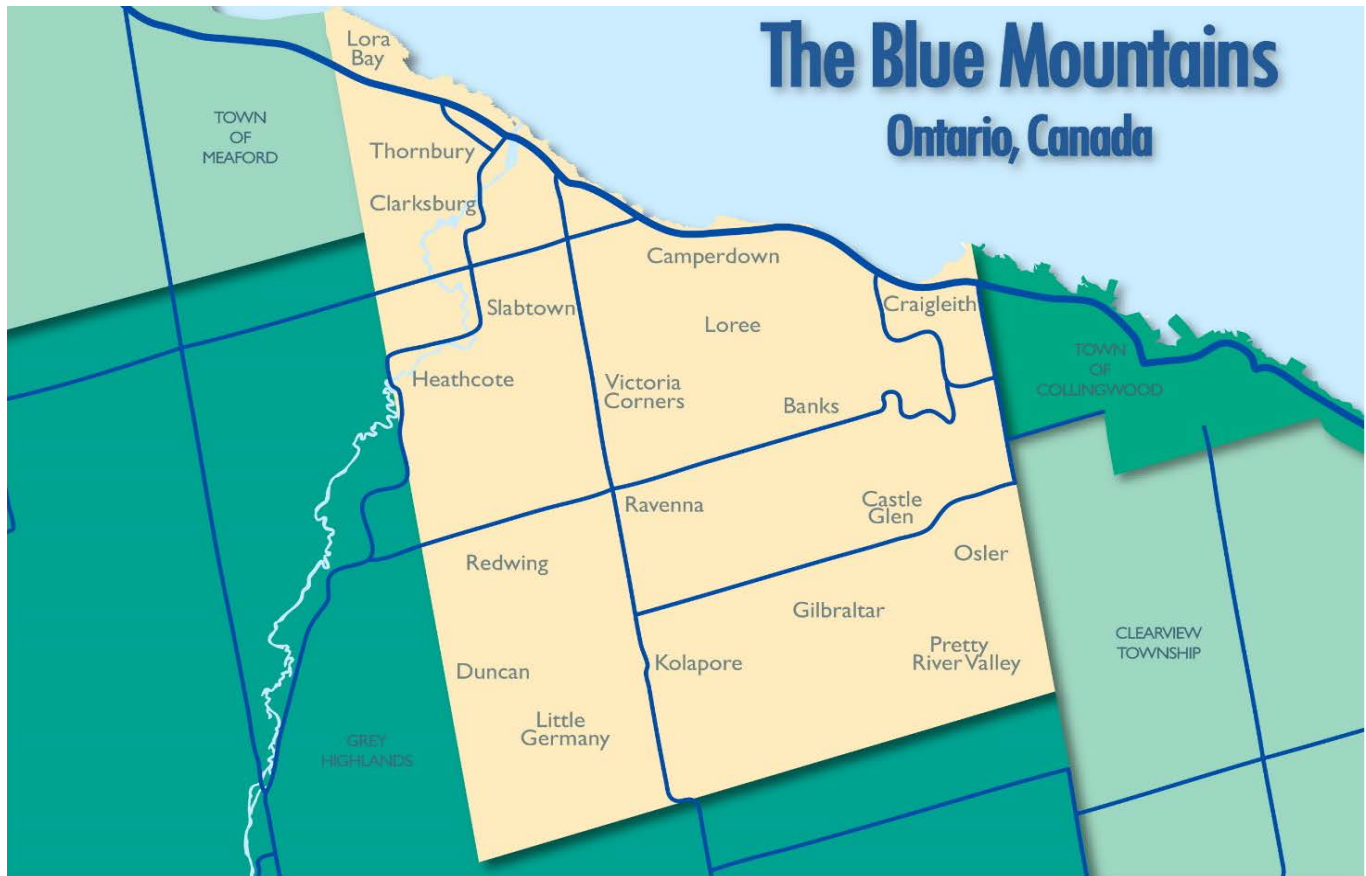
As local governments move forward, there continues to be an increasing emphasis on reducing their dependency on property tax revenues. As a result, there will be added emphasis on ensuring that existing fees and charges (user fees) remain current and perhaps begin to fund a larger share of the cost burden. Fees and charges will be reviewed on an annual basis as part of the budget process to ensure that fees are generating adequate revenues and covering programming costs.

Grants and Donations

The following chart identifies the total budget that is available for grants and donations, along with a description of what the funds are allocated for.

Division	Description	2019 Budget
Council	At Council's discretion for donation requests made throughout the year.	\$ 3,500
Financial Services	Available through the Annual Grants and Donations Program	\$ 33,000
Communications and Economic Development	Available through the Annual Grants and Donations Program (Business Associations)	\$ 10,000
Health Services	Available through the Annual Grants and Donations Program	\$ 10,000
Health Services	Allocated for three years for Beaver Valley Outreach's new location (2019-2021)	\$ 20,000
Infrastructure and Public Works	Allocated for Sustainability Fund Initiatives	\$ 5,000
Water	Available to residents for Water Efficiency Initiatives.	\$ 1,000
Total:		\$ 82,500

Community Profile



Location, Location, Location

The Town of The Blue Mountains is a lower tier municipality located in the County of Grey, just two hours from the GTA and within the rolling landscape of the Niagara Escarpment and the sparkling shores of Georgian Bay. The Town of The Blue Mountains was built on a history of agriculture, processing, manufacturing, and recreational activities.

The Blue Mountains has established a strong reputation as a four-season internationally recognized tourism destination featuring a variety of world-class recreational activities and of course, kilometers of pristine waterfront and hiking trails.

The Town of The Blue Mountains is home to many unique towns, hamlets, and villages along with over 11,000 hectares of productive agricultural land. Residents and business owners throughout the community continue to support a strong sense of collaboration and community pride. It is the collective spirit of the people and the communities that makes the Town of The Blue Mountains a great place to live, work, run a business, raise a family, and retire.

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Poll 015	
Town Tax	\$1,809,885
County Tax	\$1,731,534
Education Tax	\$914,640
	\$4,456,059

Poll 017	
Town Tax	\$566,200
County Tax	\$541,688
Education Tax	\$503,019
	\$1,610,907

Poll 006	
Town Tax	\$3,661,914
County Tax	\$3,503,387
Education Tax	\$2,013,907
	\$9,179,207

Poll 016	
Town Tax	\$472,717
County Tax	\$452,252
Education Tax	\$320,069
	\$1,245,038

Poll 018	
Town Tax	\$768,511
County Tax	\$735,242
Education Tax	\$367,943
	\$1,871,696

Poll 008	
Town Tax	\$236,952
County Tax	\$226,694
Education Tax	\$110,667
	\$574,313

Poll 003	
Town Tax	\$3,145,086
County Tax	\$3,008,933
Education Tax	\$1,839,178
	\$7,993,197

Poll 011	
Town Tax	\$1,219,477
County Tax	\$1,166,685
Education Tax	\$720,557
	\$3,106,719

Poll 012	
Town Tax	\$365,479
County Tax	\$349,657
Education Tax	\$214,357
	\$929,492

Poll 020	
Town Tax	\$840,024
County Tax	\$803,659
Education Tax	\$835,800
	\$2,479,483

Poll 014	
Town Tax	\$80,531
County Tax	\$77,045
Education Tax	\$44,536
	\$202,112

Poll 005	
Town Tax	\$339,829
County Tax	\$325,118
Education Tax	\$160,186
	\$825,132

Poll 010	
Town Tax	\$106,350
County Tax	\$101,745
Education Tax	\$49,312
	\$257,407

Poll 002	
Town Tax	\$897,003
County Tax	\$858,171
Education Tax	\$577,517
	\$2,332,690

Poll 013	
Town Tax	\$57,366
County Tax	\$54,883
Education Tax	\$22,699
	\$134,949

Poll 001	
Town Tax	\$39,905
County Tax	\$38,177
Education Tax	\$11,484
	\$89,566

Poll 009	
Town Tax	\$131,310
County Tax	\$125,625
Education Tax	\$52,551
	\$309,486

Poll 007	
Town Tax	\$199,415
County Tax	\$190,782
Education Tax	\$90,805
	\$481,003

Poll 004	
Town Tax	\$210,627
County Tax	\$201,509
Education Tax	\$110,470
	\$522,606

Total: \$38,601,063

The total assessment value per poll does not include the Realty Tax Class E-Exempt



TOWN OF THE BLUE MOUNTAINS

Breakdown of 2018 Tax by Poll



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Poll 015		
No. of Assessed Properties: 946		
C	Commercial	\$4,159,276
F	Farm	\$11,507,191
P	Pipeline	\$5,432,928
R	Residential	\$486,756,345
T	Managed Forest	\$265,000
X	Commercial (New Construction)	\$728,794
		\$508,849,534

Poll 017		
No. of Assessed Properties: 474		
C	Commercial	\$18,576,259
I	Industrial	\$62,000
M	Multi-Residential	\$494,000
R	Residential	\$123,034,651
X	Commercial (New Construction)	\$5,719,754
		\$147,886,664

Poll 006		
No. of Assessed Properties: 1751		
C	Commercial	\$31,070,800
O	Resort Condominium	\$13,072,000
R	Residential	\$958,579,818
T	Managed Forest	\$1,235,925
X	Commercial (New Construction)	\$2,014,000
		\$1,005,972,543

Poll 018		
No. of Assessed Properties: 739		
C	Commercial	\$1,091,450
F	Farm	\$840,379
M	Multi-Residential	\$2,874,250
P	Pipeline	\$1,019,018
R	Residential	\$204,194,990
		\$210,020,087

Poll 016		
No. of Assessed Properties: 301		
C	Commercial	\$7,928,449
F	Farm	\$53,875
I	Industrial	\$1,621,975
J	Industrial (New Construction)	\$365,000
R	Residential	\$115,715,865
S	Shopping Centre	\$268,200
X	Commercial (New Construction)	\$444,500
		\$126,397,864

Poll 008		
No. of Assessed Properties: 165		
C	Commercial	\$591,403
F	Farm	\$9,000,388
I	Industrial	\$29,533
R	Residential	\$60,325,082
T	Managed Forest	\$544,369
		\$80,490,775

Poll 003		
No. of Assessed Properties: 1973		
C	Commercial	\$36,052,600
F	Farm	\$171,975
I	Industrial	\$49,000
M	Multi-Residential	\$1,867,564
O	Resort Condominium	\$55,970,500
R	Residential	\$765,147,201
T	Managed Forest	\$374,025
		\$859,632,865

Poll 011		
No. of Assessed Properties: 601		
C	Commercial	\$8,804,406
F	Farm	\$16,205,240
H	Landfill PIL	\$572,600
I	Industrial	\$3,412,900
R	Residential	\$315,019,757
T	Managed Forest	\$1,773,793
X	Commercial (New Construction)	\$4,241,000
		\$350,029,696

Poll 012		
No. of Assessed Properties: 369		
C	Commercial	\$4,273,225
F	Farm	\$1,211,600
I	Industrial	\$106,000
R	Residential	\$93,629,259
T	Managed Forest	\$66,000
		\$99,286,084

Poll 014		
No. of Assessed Properties: 98		
C	Commercial	\$738,875
F	Farm	\$10,019,100
R	Residential	\$18,392,975
		\$29,150,950

Poll 010		
No. of Assessed Properties: 99		
C	Commercial	\$110,850
F	Farm	\$20,352,368
R	Residential	\$23,198,260
T	Managed Forest	\$277,700
		\$43,939,178

Poll 013		
No. of Assessed Properties: 53		
C	Commercial	\$451,300
F	Farm	\$3,997,836
R	Residential	\$13,892,880
T	Managed Forest	\$566,725
		\$18,908,741

Poll 009		
No. of Assessed Properties: 105		
C	Commercial	\$84,875
F	Farm	\$8,861,610
I	Industrial	\$98,900
R	Residential	\$34,219,865
T	Managed Forest	\$887,700
		\$44,152,950

Poll 007		
No. of Assessed Properties: 192		
C	Commercial	\$402,000
F	Farm	\$26,823,101
I	Industrial	\$113,225
R	Residential	\$48,070,139
T	Managed Forest	\$2,553,034
X	Commercial (New Construction)	\$83,577
		\$78,045,076

Poll 004		
No. of Assessed Properties: 176		
F	Farm	\$11,351,060
I	Industrial	\$1,511,983
R	Residential	\$49,317,865
T	Managed Forest	\$3,669,520
X	Commercial (New Construction)	\$17,200
		\$65,867,628

Poll 002		
No. of Assessed Properties: 517		
C	Commercial	\$14,451,136
F	Farm	\$1,072,227
I	Industrial	\$95,000
R	Residential	\$240,343,512
T	Managed Forest	\$3,169,500
X	Commercial (New Construction)	\$1,488,362
		\$260,619,737

Poll 001		
No. of Assessed Properties: 22		
C	Commercial	\$1,759,250
F	Farm	\$573,050
R	Residential	\$8,341,273
T	Managed Forest	\$477,850
		\$11,151,423

Total: \$4,255,734,168

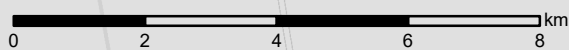
The total assessment value per poll does not include the Realty Tax Class E-Exempt



TOWN OF THE BLUE MOUNTAINS

Total Assessment Value per Poll

2019 Tax Year



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TOWN OF THE BLUE MOUNTAINS

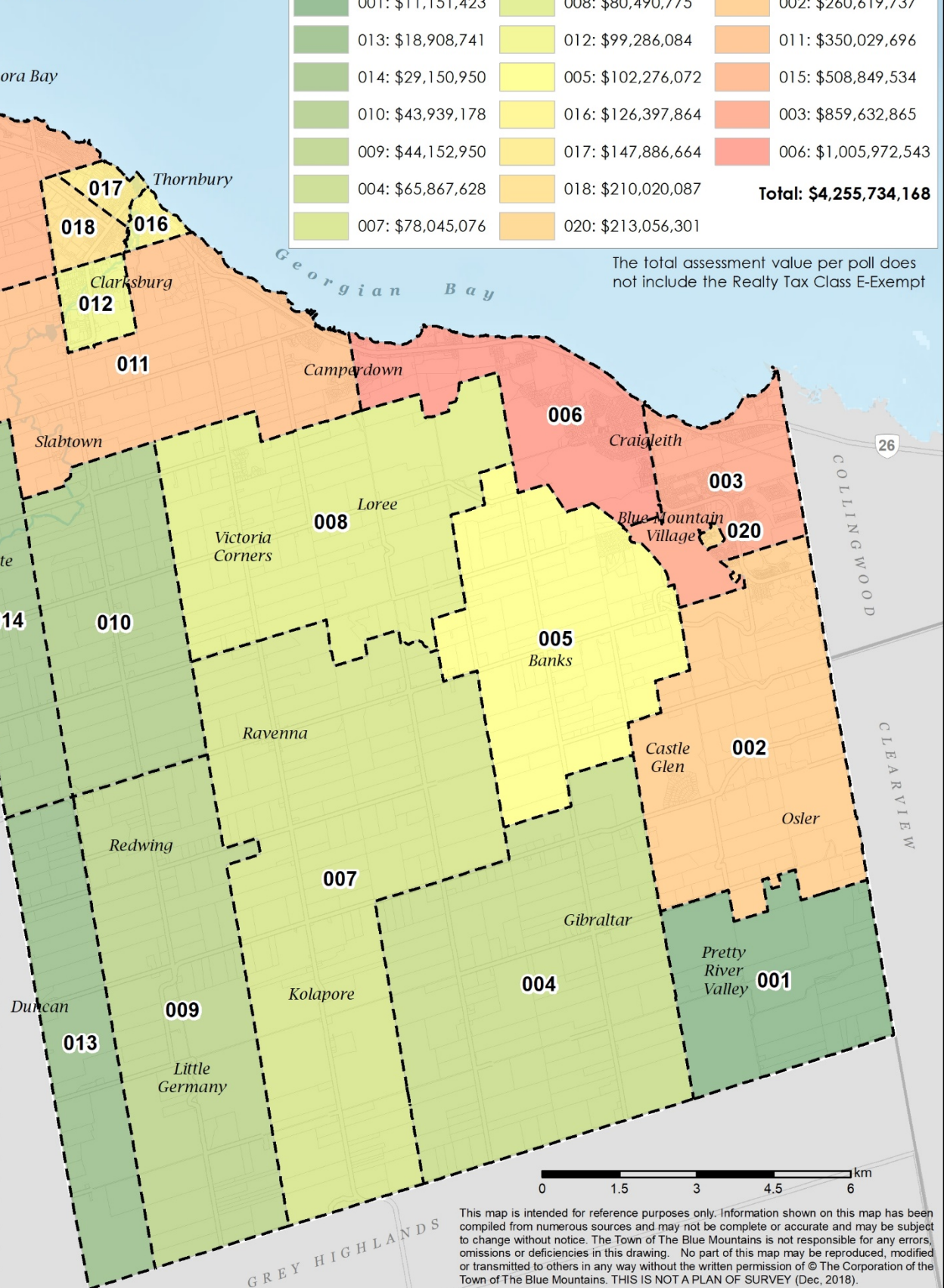
Total Assessment Value per Poll 2019 Tax Year



001: \$11,151,423	008: \$80,490,775	002: \$260,619,737
013: \$18,908,741	012: \$99,286,084	011: \$350,029,696
014: \$29,150,950	005: \$102,276,072	015: \$508,849,534
010: \$43,939,178	016: \$126,397,864	003: \$859,632,865
009: \$44,152,950	017: \$147,886,664	006: \$1,005,972,543
004: \$65,867,628	018: \$210,020,087	
007: \$78,045,076	020: \$213,056,301	
Total: \$4,255,734,168		

The total assessment value per poll does not include the Realty Tax Class E-Exempt

Poll	Number of Assessed Properties
001	22
002	517
003	1973
004	176
005	277
006	1751
007	192
008	165
009	105
010	99
011	601
012	369
013	53
014	98
015	946
016	301
017	474
018	739
020	962



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Demographic Information

Households

Households in the Town of The Blue Mountains are calculated using the Municipal Property Assessment Corporation (MPAC) Data, which is sent to the Town each year. MPAC is accountable to the Province. The following chart outlines the breakdown of Households within the Town of The Blue Mountains, as per MPAC Data.

Unit Class	Households
Farmlands on which a farm residence exists	148
Seasonal Dwelling Units	2,862
Residential Units (Permanent Residences)	4,952
Total	7,962

Population

According to the most recent census data, the Town of The Blue Mountains has a permanent population of 7,025, an increase of 8.9% over 2011. The Town's permanent population has an average age of 51.8 and a median age of 57.6.

The Town's non-permanent resident population is harder to calculate, as there is no census data on the non-permanent population. Staff however estimate that the non-permanent population of the Town is about 6,010. This is calculated by taking the number of seasonal dwelling units (2,862) and multiplying this by the average household size (2.1 according to the Canadian Census).

Income

The Town's median after-tax income for its permanent population is \$33,780, while the average after-tax income of households within the Town is \$68,518. This data is based off 2015 information from the Canadian census, and is only calculated from the permanent resident population.

The median after tax income for the Town (\$33,780) is used to calculate the rate in the Town's Affordability Policy. Staff use the medium after-tax income as opposed to medium household income or average household income, as this is the smaller of the numbers to ensure that water and/or wastewater service extensions remain affordable for all residents.

Household Value

The average value of a dwelling in the Town, according to census data, is \$637,047. This is significantly higher than the average value throughout Grey County, where the average value of a dwelling is \$353,015.

Grey County Services in the Town of The Blue Mountains¹

As one of Grey County's nine member municipalities, the Town of The Blue Mountains receives a wide range of services from the County. These range from physical services, such as road construction and maintenance, to services that care for our most vulnerable people.

Planning and Development

911/Civic Addressing Coordination

Grey County provides 911 Civic Addressing Coordination for the County. Grey County staff work with The Blue Mountains staff to resolve any addressing issues that arise. The County also pays for the 911 answering service which is administered by Owen Sound Police Services.

County Forests

There are five County Forest tracts in the Town of The Blue Mountains. Grey County is updating the Forest Management Plan which includes the following properties:

- Kolapore Forest Trail Improvements and some initial parking area improvements were made in 2016, at an approximate cost of \$10,000; and
- Pretty River Forest Trail Improvements are planned for 2018 at an estimated cost of \$13,000.

Re-colour Grey and County Official Plan update

Engagement with local municipalities, including The Blue Mountains has been critical to ensure that the plan policies will address the needs of Grey County's residents and businesses now and into the future.

Tree Clearing

Grey County is working with The Blue Mountains to update its Forest Management By-laws to fix gaps and find opportunities to educate landowners. The County also worked on a "Call Before You Cut" educational campaign in 2018.

Affordable Housing

Grey County has partnered with the University of Guelph to study barriers preventing affordable/attainable housing and to recommend solutions to those barriers. Grey County, the Municipality of Meaford, and the Ontario Professional Planners Institute held an Attainable Housing Forum at Meaford Hall on April 6th, 2018. Grey County staff also presented to the Town's Attainable Housing Committee in April 2018 to share information about programs that support affordable/attainable housing.

Community Improvement Plan Program

Grey County will work with local municipalities to create a plan for a Community Improvement Program. This program will explore opportunities to provide financial and other incentives to help spur growth and development. This could include providing incentives for creating more affordable/attainable housing. The program will also be designed to help support local municipal initiatives.

Official Plan Amendments

Grey County is responsible for the approval of subdivisions, condos, and County Official Plan Amendments. As of February 2018, eleven out of 28 (39%) of the current active County applications are within the Town of The Blue Mountains, and over half (54%) of the draft approved subdivisions/condominiums are within the Town of The Blue Mountains.

¹ The Grey County Services in the Town of The Blue Mountains section was provided by Grey County Staff.

County staff have been actively involved in the Town's Official Plan process. Staff have attended meetings with staff and consultants, attended public meetings, and reviewed and commented on revisions of the Town Official Plan. Grey County has been working closely with Town staff to resolve the outstanding appeals.

Grey County participates in LPAT with Town Staff. Grey County and the Town work together to save both the County and the Town legal costs and staff time.

Grey County participates and provides support for environmental assessments with the Town. The County ensures recommendations will address future needs including how the improvements will tie into draft/approved/active development proposals.

Grey planning staff attend joint pre-submission consultation meetings with The Blue Mountains staff and developers.

Information Technology

The County provides a purchasing discount for the Town's Geographic Information System (GIS) license. Grey County also gives the Town access to Teranet data (property parcel ownership and assessment information). The Blue Mountains participates in the Source Water Protection Tracking system and uses Grey's internal planning GIS website.

Transportation Services

Grey County maintains 833 km of roads (79 km in the Town of The Blue Mountains), and 192 bridges/culverts greater than 3 metres (20 in the Town of The Blue Mountains).

Transportation Administrative Projects

Other projects in the Town that Grey County is supporting include:

- Highway 26 improvements from Grey Road 19 to Grey Road 21 (\$30,000 County contribution);
- Significant portions of the MTO Provincial Cycling network are proposed in The Blue Mountains;
- Paved shoulder policy supporting popular routes within The Blue Mountains;
- Numerous entrance, encroachment and special event permits (25% of total annual permits);
- Modifying the construction schedules to accommodate large cycling races in the Town;
- \$50,000 for the Highway 26 intersection at Grey Road 2; and
- \$20,000 for the Highway 26 intersection at Grey Road 40.

Planned Construction, Resurfacing, and Minor Capital Projects in the Town of The Blue Mountains 2018-2022

Year	Location	Estimated Construction Budget
2019	Grey Road 2	\$ 900,000
2020	Grey Road 13	\$ 900,000
2020	Intersection of Grey Road 19 and Grey Road 21	\$ 4,500,000
2021	Grey Road 2	\$ 900,000
2021	Structure 900-36	\$ 1,000,000
Total		\$ 8,200,000

Ongoing Maintenance

- Sand and salt storage structure Agreement
- Wild Chervil spraying – The Blue Mountains included \$150,000 in Grey County's tender
- Options for The Blue Mountains and other municipalities to rent equipment
- Winter sand is purchased for the Clarksburg dome
- Traffic signal maintenance is tendered by Grey County for The Blue Mountains
- Long term fuel is tendered by the County

Recent Capital Construction Projects

The following projects were completed by Grey County within the Town of The Blue Mountains:

Year	Project	Cost
2013	Grey Road 19 and Grey Road 2 11.3 km and 2.27 km pulverize and pave	\$ 1,643,413
2014	Grey Road 19 Slope stabilization near Sleepy Hollow Road	\$ 216,486
2014	Grey Road 13 Micro surface	\$ -
2014	Grey Road 2 Paving 10.1 km	\$ 930,000
2015	Grey Road 119 Roundabout to Banks 6.4 km (\$2,000,000 million Grant)	\$ 3,000,000
2016	Grey Road 40 5.4 km rehabilitation and culvert replacements	\$ 715,000
2016	Grey Road 119 Slope rehabilitation to repair inherited long term slope stability issues.	\$ 300,000
2016	Grey Road 21 Pavement rehabilitation as part of The Blue Mountains trunk wastewater project	\$ 53,000
2017	Grey Road 119 Reconstruction Banks to Grey Road 13 - 12.32 km	\$ 4,322,866
Total		\$ 11,180,765

Social Services

Ontario Works

- Emergency Housing and Homelessness support
- Discretionary Benefits to Ontario Works and Ontario Disability Support Program recipients
- Senior's Denture Benefits for low income seniors
- Funerals for low income residents
- Emergency Evacuation Centre Management – If the Town experiences an emergency, Grey County will attend control group meetings to provide advice and resources, and when requested, establish an evacuation centre in or nearby the affected community
- Caseload Statistics - February 2017 Social Services Integrated Case report details there were 42 cases from The Blue Mountains

Housing

Grey County supports 60 units of rent-geared to income housing at 81 Bruce Street and 85 Lemon Court. The cost to operate these locations is \$315,000 (\$76,500 from County taxes).

Programming and Services for tenants:

- Answers for seniors. Information session in partnership with Beaver Valley Outreach about programs and services available to seniors.
- Grey provided a \$10,000 community development grant for Beaver Valley Outreach for their Community Homelessness Prevention Program.
- CP@Clinics. Initiated in 2017, these free clinics provide health outreach and education to tenants. Trained paramedics check blood pressure and assess of risk factors for heart disease, stroke and diabetes.
- COOL AID. Partnership with Victorian Order of Nurses (VON) and Grey County Paramedics. Track and regularly update medication lists for emergencies.
- Community Relations Workers provide referrals to services that keep tenants housed and healthy, including meals on wheels, Home and Community Supports, VON, and various funding programs.
- Good Food Box Orders.

Children's Services

Children's Services supports subsidized, licensed child care spaces at Acorn Montessori in Thornbury, and home child care providers in The Blue Mountains. The County also provides funding and support for the Ontario Early Years Centre at Beaver Valley Outreach.

The following chart illustrates the services that were provided to residents of the Town in 2016. Note that there are parents who work in the Town of The Blue Mountains but receive child care services in another area of Grey County. These statistics are not reflected in the numbers below.

Service Provided	Total Full Day Equivalency	Paid by Grey County
Licensed Home Child Care	1,328	\$ 25,786
Non-Profit Child Care Centres	219	\$ 7,249
Nursery Schools	1,449	\$ 33,260
For-Profit Child Care Centres	408	\$ 14,315
Total:	3,404	\$ 80,610

Finding Licensed Child Care with One List

OneList is an online tool funded by Grey County that helps parents find and apply for licensed child care near home, work or anywhere in between.

This tool is available online at www.greycountychildcare.ca

Paramedic Services

Grey and Simcoe County provide paramedic services to the Town of the Blue Mountains. In 2017, the call volumes were the following:

- Codes 1 and 2: 2
- Codes 3 and 4: 1,391
- Code 8 (standby): 2,574

The ambulance base in Craighleith is staffed 24/7/365. Additional staff are stationed during ski season with 12 hours (full Crew) additional coverage on Saturdays, Sundays and weekdays during Christmas to New Year's Day and March Break (1,104 up-staff hours in total). Up-staffing for special events like the Centurion Race and Ski Cross are provided as needed. The paramedic units from Meaford, Owen Sound, and Collingwood also respond into the Town on a frequent basis.

The Average Tax Bill

Municipality	Average Assessed Value	Town	County	Education	Average Tax Bill
Wasaga Beach	\$ 349,604	\$ 1,837	\$ 996	\$ 594	\$ 3,427
Clearview	\$ 413,914	\$ 2,729	\$ 1,180	\$ 704	\$ 4,613
Collingwood	\$ 390,393	\$ 2,889	\$ 1,113	\$ 664	\$ 4,666
Hanover	\$ 258,277	\$ 2,157	\$ 927	\$ 439	\$ 3,523
West Grey	\$ 327,221	\$ 2,017	\$ 1,175	\$ 556	\$ 3,748
Georgian Bluffs	\$ 354,785	\$ 1,932	\$ 1,274	\$ 603	\$ 3,809
Southgate	\$ 319,453	\$ 2,261	\$ 1,147	\$ 543	\$ 3,951
Owen Sound	\$ 244,872	\$ 2,894	\$ 784	\$ 416	\$ 4,094
Chatsworth	\$ 343,148	\$ 2,286	\$ 1,232	\$ 583	\$ 4,101
Grey Highlands	\$ 416,423	\$ 2,285	\$ 1,495	\$ 708	\$ 4,488
Meaford	\$ 359,734	\$ 2,853	\$ 1,292	\$ 612	\$ 4,757
The Blue Mountains	\$ 637,047	\$ 2,391	\$ 2,288	\$ 1,083	\$ 5,762

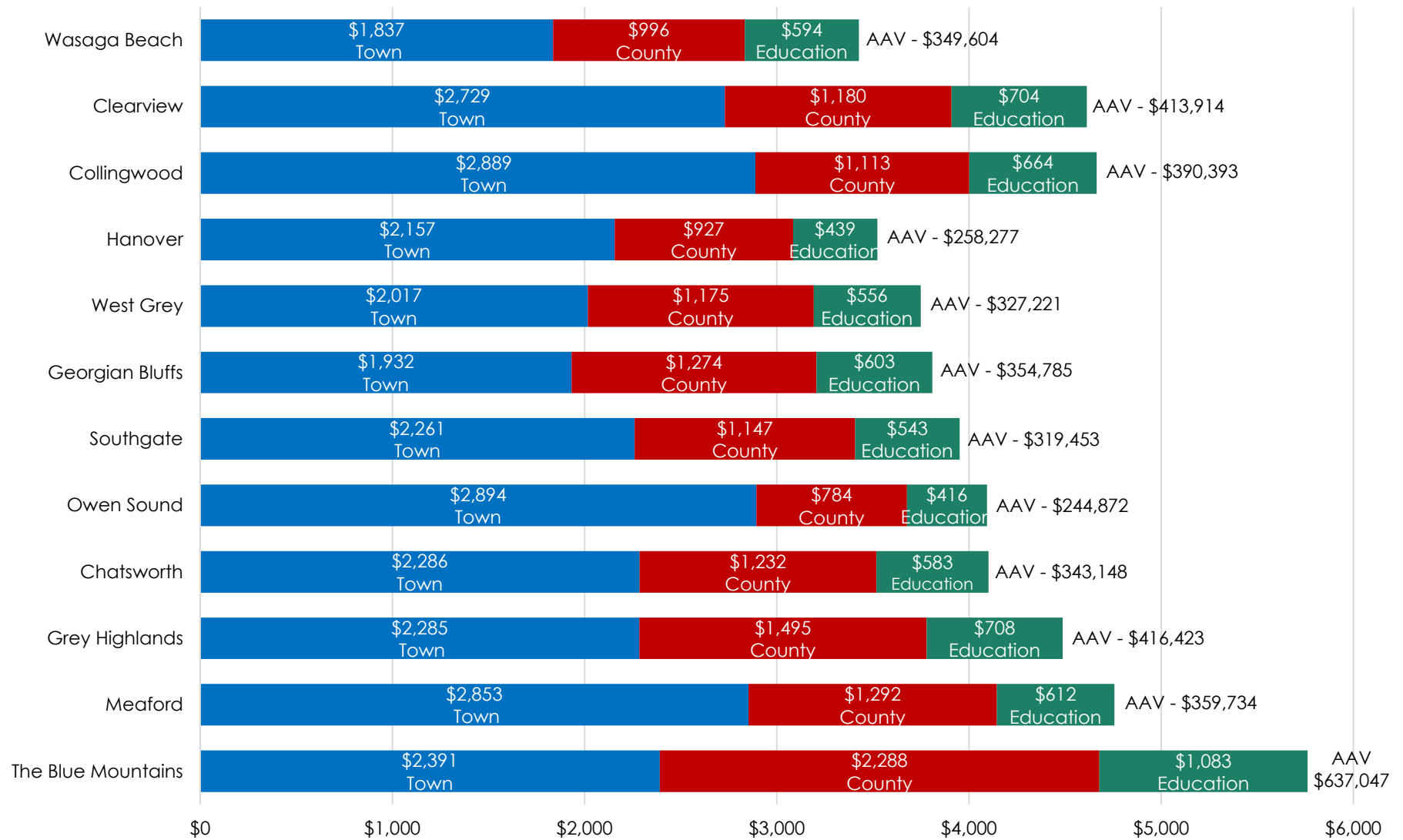
The Average Assessed Value (per dwelling) was sourced from the 2016 Census completed by Statistics Canada. Using the averaged assessed value of the property, the average tax bill was calculated using the 2018 tax rates for the corresponding municipalities and counties.

Municipality	Tax Rate	Taxes Paid per every \$100,000 of Assessment
Owen Sound	0.01181670	\$ 1,181.67
Hanover	0.00835093	\$ 835.09
Meaford	0.00793153	\$ 793.15
Collingwood	0.00739932	\$ 739.93
Southgate	0.00707839	\$ 707.84
Chatsworth	0.00666217	\$ 666.22
Clearview	0.00659405	\$ 659.41
West Grey	0.00616464	\$ 616.46
Grey Highlands	0.00548642	\$ 548.64
Georgian Bluffs	0.00544693	\$ 544.69
Wasaga Beach	0.00525414	\$ 525.41
The Blue Mountains	0.00375347	\$ 375.35

County/Education	Tax Rate	Taxes Paid per every \$100,000 of Assessment
Grey County	0.00359098	\$ 359.10
Simcoe County	0.00285019	\$ 285.02
Education	0.00170000	\$ 170.00

2018 Tax Rate Comparison

The graph below looks at what the average property owner would pay to the municipality, the county and education. Although the Town has the highest average assessed value (AAV), in some cases, the Town collects less municipal tax than other municipalities.



2018 Tax Levies

Municipality	2018 Tax Levy
Chatsworth	\$ 5,389,404
Southgate	\$ 6,063,943
Hanover	\$ 6,463,300
Georgian Bluffs	\$ 9,137,877
West Grey	\$ 9,491,790
Grey Highlands	\$ 9,820,791
Meaford	\$ 13,677,200
The Blue Mountains	\$ 15,148,582
Owen Sound	\$ 28,994,256
Grey County	\$ 55,457,365
Clearview	\$ 12,662,445
Wasaga Beach	\$ 20,293,410
Collingwood	\$ 30,982,914

Municipality	Dollar of 2018 County Budget	Percentage of 2018 County Budget
Hanover	\$ 2,782,648	5.0%
Chatsworth	\$ 2,904,946	5.2%
Southgate	\$ 3,086,571	5.6%
West Grey	\$ 5,473,189	9.9%
Georgian Bluffs	\$ 6,024,293	10.9%
Meaford	\$ 6,314,878	11.4%
Grey Highlands	\$ 6,526,440	11.8%
Owen Sound	\$ 7,851,616	14.2%
The Blue Mountains	\$ 14,492,784	26.1%
Total	\$ 55,457,365	

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2019 Draft Budget Change in Taxation

Change in Taxation by Assessment

Based on the 2019 Draft Budget
Including a breakdown by Town, County, and Education

Based on assessment value

The following charts outline the proposed changes to a resident's tax bill, based on their assessment. This is broken down between the taxes that are kept by the Town, the taxes that are paid to Grey County, and the taxes paid towards education.

The first chart illustrates how much a residential household would have paid in 2018 on their tax bill, while the second chart illustrates how much a residential tax bill would be in 2019, based on the Draft Budget. The third chart illustrates the proposed increase from 2018 to 2019.

2018	Tax Rate	\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Town	0.00375347	\$ 751	\$ 1,126	\$ 1,501	\$ 1,877	\$ 2,252	\$ 2,627	\$ 3,003	\$ 3,378	\$ 3,753
County	0.00359098	\$ 718	\$ 1,077	\$ 1,436	\$ 1,795	\$ 2,155	\$ 2,514	\$ 2,873	\$ 3,232	\$ 3,591
Education	0.00170000	\$ 340	\$ 510	\$ 680	\$ 850	\$ 1,020	\$ 1,190	\$ 1,360	\$ 1,530	\$ 1,700
Total		\$ 1,809	\$ 2,713	\$ 3,617	\$ 4,522	\$ 5,427	\$ 6,331	\$ 7,236	\$ 8,140	\$ 9,044

2019	% Increase	\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Town	3.75%	\$ 779	\$ 1,168	\$ 1,558	\$ 1,947	\$ 2,337	\$ 2,726	\$ 3,115	\$ 3,505	\$ 3,894
County	1.75%	\$ 731	\$ 1,096	\$ 1,462	\$ 1,827	\$ 2,192	\$ 2,558	\$ 2,923	\$ 3,288	\$ 3,654
Education	0.00%	\$ 340	\$ 510	\$ 680	\$ 850	\$ 1,020	\$ 1,190	\$ 1,360	\$ 1,530	\$ 1,700
Total		\$ 1,850	\$ 2,774	\$ 3,700	\$ 4,624	\$ 5,549	\$ 6,474	\$ 7,398	\$ 8,323	\$ 9,248

Net Increase		\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Town		\$ 28	\$ 42	\$ 57	\$ 70	\$ 85	\$ 99	\$ 112	\$ 127	\$ 141
County		\$ 13	\$ 19	\$ 26	\$ 32	\$ 37	\$ 44	\$ 50	\$ 56	\$ 63
Education		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total		\$ 41	\$ 61	\$ 83	\$ 102	\$ 122	\$ 143	\$ 162	\$ 183	\$ 204

The proposed blended tax increase (Town, County, and Education) for 2019 is 2.25%

Change in Taxation – Property Tax Bills

The average residential property in the Town of The Blue Mountains is valued at \$637,047.

As illustrated on the chart on the previous page, a residential tax bill for a property assessed at \$600,000 in 2019 would be approximately \$5,549, an increase of \$122 over 2018.

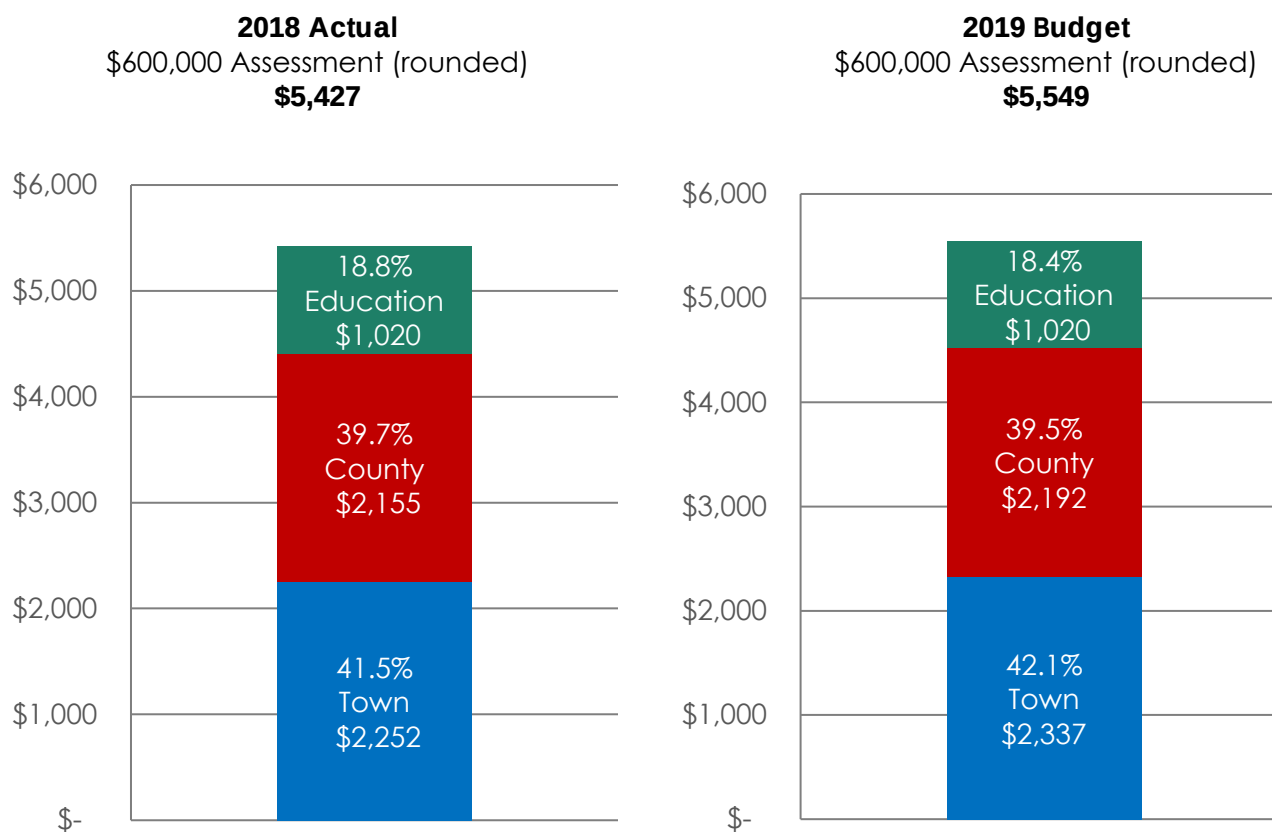
How the Town's taxes are spent

When the Town of The Blue Mountains sends out a tax bill to residents, the Town is collecting taxes for its own use, as well as for Grey County and the School Boards. For every dollar that the Town collects in taxation, 42.1% is kept by the Town, 39.5% is sent to Grey County, and 18.4% is given to the appropriate School Boards.

The Town calculates a tax rate for the funds that the Town will keep for its own use, Grey County calculates a tax rate for County taxes, and the School Board calculates a tax rate for its own use. These three tax rates are blended together to calculate the total tax increase to residents over the previous year. This break down is illustrated in the charts on the previous page. The Town's 2019 Proposed Blended tax rate is a 2.25% increase over 2018 for the same services offered.

Average Residential Property Tax Bill

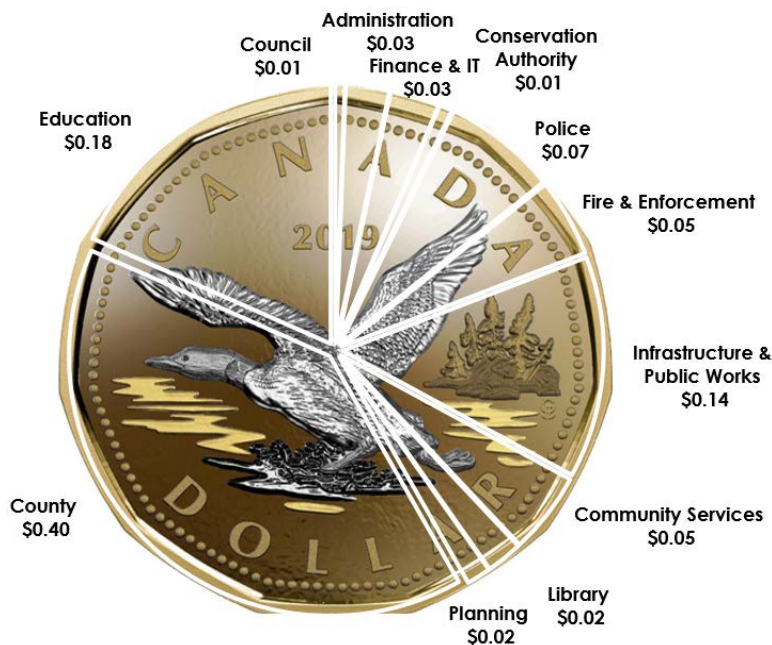
The following charts illustrate the average residential property tax bill for 2018 and 2019, based on an assessment of \$600,000, and is broken down between Town, Education, and County.



How the Town's tax bill is spent

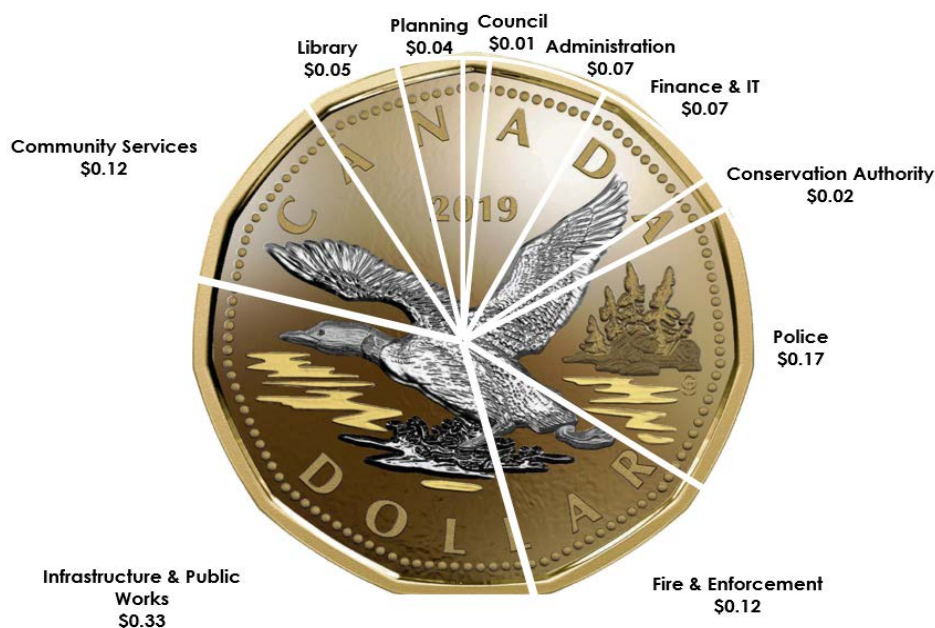
Tax Bill Breakdown

Every dollar paid in taxes goes a long way. For every dollar of taxation received, the Town keeps 43 cents, sends 40 cents to Grey County, and gives 18 cents to the School Boards, as illustrated in the chart below. The 42 cents that is kept by the Town is also broken down in the chart below.



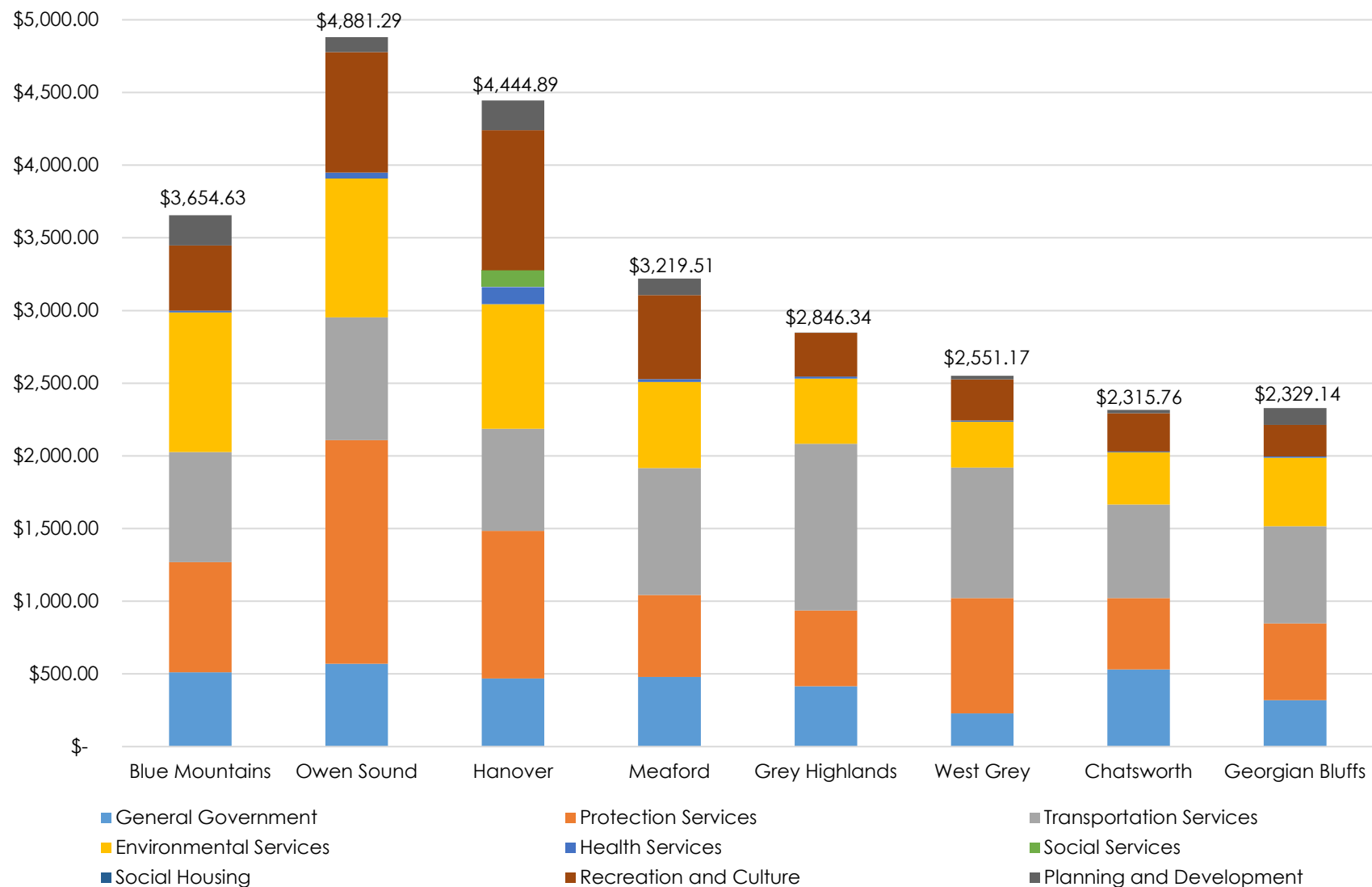
Town of The Blue Mountains Tax Breakdown

The following chart illustrates the breakdown of how the Town allocates the taxation dollars that are collected for Town use.



Statement of Operations per Household

Using the FIR this graph compares, by dollar per household, excluding Southgate, what each lower tier spent in 2017 in the large cost centres. The total expenses per household for 2017 are listed above each bar graph.



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2019 Draft Expanded Tax Budget Summary

	2018 Budget	2018 Actuals (Forecasted)	2018 Forecasted Actuals to 2018 Budget	2018 Forecasted Actuals to 2018 % of Budget	2019 Budget	2019 Budget Change \$	2019 Budget Change %	2018 Forecasted Actuals to 2019 Budget Change \$	2018 Forecasted Actuals to 2019 Budget Change %	2020 Budget	2020 Budget Change \$	2020 Budget Change %	2021 Budget	2021 Budget Change \$	2021 Budget Change %
	A	B	A-B	B/A	C	C-A = E	E/A	C-B = F	F/B	G	G-C = H	H/C	I	I-G = J	J/G
Tax Supported Expenses															
Salaries, Wages and Benefits	\$ 8,809,395	\$ 8,900,762	\$ (91,367)	101.0%	\$ 9,432,146	\$ 622,751	7.1%	\$ 531,384	6.0%	\$ 9,617,215	\$ 185,069	2.0%	\$ 9,616,793	\$ (422)	0.0%
Administrative Expenses	\$ 121,900	\$ 89,365	\$ (32,535)	73.3%	\$ 127,250	\$ 5,350	4.4%	\$ 37,885	42.4%	\$ 129,716	\$ 2,466	1.9%	\$ 129,280	\$ (436)	-0.3%
Operating Expenses	\$ 603,980	\$ 662,766	\$ (58,786)	109.7%	\$ 685,920	\$ 81,940	13.6%	\$ 23,154	3.5%	\$ 743,455	\$ 57,535	8.4%	\$ 772,350	\$ 28,895	3.9%
Communications	\$ 211,105	\$ 185,705	\$ 25,400	88.0%	\$ 183,190	\$ (27,915)	-13.2%	\$ (2,515)	-1.4%	\$ 181,182	\$ (2,008)	-1.1%	\$ 183,280	\$ 2,098	1.2%
Training Related	\$ 268,310	\$ 204,510	\$ 63,800	76.2%	\$ 298,280	\$ 29,970	11.2%	\$ 93,770	45.9%	\$ 287,895	\$ (10,385)	-3.5%	\$ 290,785	\$ 2,890	1.0%
Utilities	\$ 434,475	\$ 372,020	\$ 62,455	85.6%	\$ 423,415	\$ (11,060)	-2.5%	\$ 51,395	13.8%	\$ 432,100	\$ 8,685	2.1%	\$ 443,220	\$ 11,120	2.6%
Equipment Related Costs	\$ 511,630	\$ 514,824	\$ (3,194)	100.6%	\$ 570,135	\$ 58,505	11.4%	\$ 55,311	10.7%	\$ 590,610	\$ 20,475	3.6%	\$ 560,970	\$ (29,640)	-5.0%
Vehicle Related Costs	\$ 314,240	\$ 396,106	\$ (81,866)	126.1%	\$ 392,935	\$ 78,695	25.0%	\$ (3,171)	-0.8%	\$ 397,895	\$ 4,960	1.3%	\$ 402,560	\$ 4,665	1.2%
Legal Expenses	\$ 296,000	\$ 296,000	\$ 0	100.0%	\$ 312,500	\$ 16,500	5.6%	\$ 16,500	5.6%	\$ 312,500	\$ 0	0.0%	\$ 314,000	\$ 1,500	0.5%
Consulting	\$ 450,500	\$ 657,116	\$ (206,616)	145.9%	\$ 92,100	\$ (358,400)	-79.6%	\$ (565,016)	-86.0%	\$ 75,000	\$ (17,100)	-18.6%	\$ 92,500	\$ 17,500	23.3%
Purchased Services	\$ 4,499,235	\$ 4,664,200	\$ (164,965)	103.7%	\$ 4,543,072	\$ 43,837	1.0%	\$ (121,128)	-2.6%	\$ 4,670,233	\$ 127,161	2.8%	\$ 4,795,560	\$ 125,327	2.7%
Debt Payments	\$ 293,110	\$ 591,642	\$ (298,532)	201.8%	\$ 329,610	\$ 36,500	12.5%	\$ (262,032)	-44.3%	\$ 365,310	\$ 35,700	10.8%	\$ 363,860	\$ (1,450)	-0.4%
Financial Expenses	\$ 388,745	\$ 304,248	\$ 84,497	78.3%	\$ 321,260	\$ (67,485)	-17.4%	\$ 17,012	5.6%	\$ 323,725	\$ 2,465	0.8%	\$ 326,335	\$ 2,610	0.8%
Premises and Site	\$ 454,035	\$ 409,940	\$ 44,095	90.3%	\$ 508,938	\$ 54,903	12.1%	\$ 98,998	24.1%	\$ 477,005	\$ (31,933)	-6.3%	\$ 489,600	\$ 12,595	2.6%
Project Capacity	\$ 0	\$ 0	\$ 0	0.0%	\$ 1,640,100	\$ 1,640,100	0.0%	\$ 1,640,100	0.0%	\$ 633,700	\$ (1,006,400)	-61.4%	\$ 1,462,600	\$ 828,900	130.8%
Conservation Authority Levies	\$ 386,800	\$ 378,428	\$ 8,372	97.8%	\$ 396,544	\$ 9,744	2.5%	\$ 18,116	4.8%	\$ 404,480	\$ 7,936	2.0%	\$ 412,570	\$ 8,090	2.0%
Total Tax Supported Expenses	\$ 18,043,460	\$ 18,627,632	\$ (584,172)	103.2%	\$ 20,257,395	\$ 2,213,935	12.3%	\$ 1,629,763	8.7%	\$ 19,642,021	\$ (615,374)	-3.0%	\$ 20,656,263	\$ 1,014,242	5.2%
Transfers															
Transfers to Capital	\$ 200,500	\$ 321,016	\$ (120,516)	160.1%	\$ 0	\$ (200,500)	-100.0%	\$ (321,016)	-100.0%	\$ 130,000	\$ 130,000	0.0%	\$ 150,000	\$ 20,000	15.4%
Transfers to Capital Levy	\$ 290,600	\$ 351,599	\$ (60,999)	121.0%	\$ 303,000	\$ 12,400	4.3%	\$ (48,599)	-13.8%	\$ 309,100	\$ 6,100	2.0%	\$ 315,300	\$ 6,200	2.0%
Transfers To Reserves & Reserve Funds	\$ 1,686,800	\$ 1,686,950	\$ (150)	100.0%	\$ 1,777,984	\$ 91,184	5.4%	\$ 91,034	5.4%	\$ 1,764,900	\$ (13,084)	-0.7%	\$ 2,038,457	\$ 273,557	15.5%
Transfers from Obligatory Reserve Funds	\$ (90,375)	\$ (455,322)	\$ 364,947	503.8%	\$ (53,875)	\$ 36,500	-40.4%	\$ 401,447	-88.2%	\$ (40,375)	\$ 13,500	-25.1%	\$ (40,375)	\$ 0	0.0%
Transfers from Other Reserves/Reserve Funds	\$ (612,415)	\$ (706,955)	\$ 94,540	115.4%	\$ (256,500)	\$ 355,915	-58.1%	\$ 450,455	-63.7%	\$ (216,094)	\$ 40,406	-15.8%	\$ (85,000)	\$ 131,094	-60.7%
Inter-functional Transfers	\$ (777,528)	\$ (890,837)	\$ 113,309	114.6%	\$ (838,855)	\$ (61,327)	7.9%	\$ 51,982	-5.8%	\$ (849,414)	\$ (10,559)	1.3%	\$ (863,451)	\$ (14,037)	1.7%
Project Capacity Funding	\$ 0	\$ 0	\$ 0	0.0%	\$ (1,640,100)	\$ (1,640,100)	0.0%	\$ (1,640,100)	0.0%	\$ (452,450)	\$ 1,187,650	-72.4%	\$ (1,070,100)	\$ (617,650)	136.5%
Total Transfers	\$ 697,582	\$ 306,451	\$ 391,131	43.9%	\$ (708,346)	\$ (1,405,928)	-201.5%	\$ (1,014,797)	-331.1%	\$ 645,667	\$ 1,354,013	-191.2%	\$ 444,831	\$ 416,814	-31.1%
Total Tax Supported Expenses & Transfers	\$ 18,741,042	\$ 18,934,083	\$ (193,041)	101.0%	\$ 19,549,049	\$ 808,007	4.3%	\$ 614,966	3.2%	\$ 20,287,688	\$ 738,639	3.8%	\$ 21,101,094	\$ 1,431,056	4.0%
Revenues															
Grants - Provincial and Federal	\$ 1,474,050	\$ 1,913,270	\$ (439,220)	129.8%	\$ 1,481,415	\$ 7,365	0.5%	\$ (431,855)	-22.6%	\$ 1,163,910	\$ (317,505)	-21.4%	\$ 846,765	\$ (317,145)	-27.2%
External Revenue	\$ 2,898,865	\$ 2,750,767	\$ 148,098	94.9%	\$ 3,450,673	\$ 551,808	19.0%	\$ 699,906	25.4%	\$ 3,183,928	\$ (266,745)	-7.7%	\$ 3,358,164	\$ 174,236	5.5%
Subsidies	\$ (57,500)	\$ 69,017	\$ 11,517	120.0%	\$ (73,500)	\$ (16,000)	27.8%	\$ (4,483)	6.5%	\$ (57,500)	\$ 16,000	-21.8%	\$ (57,500)	\$ 0	0.0%
Total Revenues	\$ 4,315,415	\$ 4,595,020	\$ (279,605)	106.5%	\$ 4,858,588	\$ 543,173	12.6%	\$ 263,568	5.7%	\$ 4,290,338	\$ (568,250)	-11.7%	\$ 4,147,429	\$ (142,909)	-3.3%
Costs to be Collected - Taxes	\$ 14,425,627	\$ 14,339,063	\$ 86,564	99.4%	\$ 14,690,461	\$ 264,834	1.8%	\$ 351,398	2.5%	\$ 15,997,350	\$ 1,306,889	8.9%	\$ 16,953,665	\$ 1,573,965	6.0%
2018 Projected Surplus	\$ 0	\$ 0	\$ 86,564		\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Taxes to be Collected – Before Growth	\$ 14,425,627	\$ 14,339,063	\$ 0	n/a	\$ 14,690,461	\$ 264,834	1.8%	\$ 351,398	2.5%	\$ 15,997,350	\$ 1,306,889	8.9%	\$ 16,953,665	\$ 1,573,965	6.0%
Property Tax Impact Calculations															
Costs to be collected through taxes	\$ 14,425,627	\$ 14,339,063			\$ 14,690,461	\$ 264,834	1.8%	\$ 351,398	2.5%	\$ 15,997,350	\$ 1,306,889	8.9%	\$ 16,953,665	\$ 956,315	6.0%
Previous Year's Taxation Revenue	\$ 14,528,777	\$ 14,528,777			\$ 14,425,627	\$ (103,150)	-0.7%	\$ (103,150)	-0.7%	\$ 14,838,908	\$ 413,281	2.9%	\$ 16,329,284	\$ 1,490,376	10.0%
Residential Growth in Assessment					\$ 286,871										
Industrial Growth in Assessment					\$ 10,636										
Farm Growth in Assessment					\$ (233)										
Commercial Growth in Assessment					\$ (701)										
Total Additional Taxes through Growth	\$ 319,630	\$ 0			\$ 296,573	\$ (23,057)	2.1%	\$ 296,573		\$ 223,114	\$ (73,459)	1.4%	\$ 244,951	\$ 21,837	1.4%
Increase to Taxation (Before Library)	\$ (422,780)	\$ (189,714)		44.9%	\$ (31,739)	\$ 391,041	-92.5%	\$ 157,975	-83.3%	\$ 935,328	\$ 967,067	-3047.0%	\$ 379,430	\$ (555,898)	-59.4%
Draft Additions (Before Library)					\$ 445,020	\$ 445,020	0.0%	\$ 445,020	0.0%	\$ 555,048	\$ 110,028	24.7%	\$ 564,226	\$ 9,178	1.7%
Estimated Taxation Revenue (Before Library)	\$ 14,425,627	\$ 14,339,063	\$ 86,564	99.4%	\$ 14,838,908	\$ 413,281	2.9%	\$ 499,845	3.5%	\$ 16,329,284	\$ 1,490,376	10.0%	\$ 17,272,940	\$ 943,656	5.8%
The Blue Mountains Public Library	\$ 722,955	\$ 718,918	\$ 4,037		\$ 835,266	\$ 112,311	15.5%	\$ 116,348	16.2%	\$ 790,764	\$ (44,502)	-5.3%	\$ 809,227	\$ 18,463	2.3%
Draft Library Additions to the Base Budget					\$ 43,020	\$ 43,020	0.0%	\$ 43,020	0.0%	\$ 8,500	\$ (34,520)	-80.2%	\$ 8,500	\$ 0	0.0%
Total Blue Mountains Public Library					\$ 878,286	\$ 155,331	21.5%	\$ 159,368	22.2%	\$ 799,264	\$ (79,022)	-9.0%	\$ 817,727	\$ 18,463	2.3%
Total Estimated Taxation Revenue	\$ 15,148,582	\$ 15,057,981	\$ 90,601	99.4%	\$ 15,717,194	\$ 568,612	3.75%	\$ 659,213	4.38%	\$ 17,128,548	\$ 1,411,354	8.98%	\$ 18,090,667	\$ 962,119	5.62%

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Significant 2019 Percentage Changes

An explanation of any significant changes proposed in 2019 that are illustrated in the Expanded Tax Budget Summary on the previous page are listed below.

Expenses

Salaries, Wages & Benefits

Increase of 7.1% - \$622,751

There are a number of changes happening in this set of accounts. The chart below outlines the various changes:

Item	Amount
Increase to Overtime and On-call	\$22,500
Unionized Fire Staff	\$28,210
Increase to LTD Benefit	\$84,430
Winter Control Contracts (3)	\$112,180
Cost of Living Allowance (1.9%)	\$182,431
Staff Compensation (FAF.18.72)	\$193,000
Total	\$622,751

Operating Expenses

Increase of 13.6% - \$81,940

The majority of this increase is due to an annual increase (\$48,000 in 2019) to the roads maintenance gravel budget as per CSPW.16.096 and a re-allocation of the Landfill Chemicals budget (\$27,000 in 2019) being moved from the Purchased Service's budget.

Communications

Decrease of 13.2% - \$27,915

The Town has decreased the amount of spending on advertisements, as the new website, a larger online presence, and the creation of a semi-annual Community Guide has decreased the need for as many individual advertisements. A decrease in postage is also taking place in 2019 over 2018, as the 2018 Election had a significant (\$12,000) postage budget.

Equipment Related Costs

Increase of 11.4% - \$58,505

This is due to an increase in Service Agreements and Equipment Rentals. An additional \$20,000 has been added in the IT's Service Agreements budget, as this accounts for almost all Service Agreements in the taxation funded departments. An increase in Service Agreements is needed as more staff (including seasonal employees and students) require more software to perform their jobs.

Vehicle Related Costs

Increase of 25% - \$78,695

This budget has increased as the Roads and Drainage Division acquired four additional snow plows in 2018. This in turn has increased the need for Vehicle Repairs and Maintenance (\$20,500), Diesel (\$21,000), and Licensing for annual license plate stickers (\$8,815). The budget for fuel has also increased in most other Departments throughout the Town, adding an additional \$23,655 to the fuel budget.

Consulting

Decrease of 79.6% - \$358,400

This significant decrease is due to most of the consulting budget being moved to a new Project Capacity Line, as staff determine if studies require consultants or if in-house staff can complete the projects.

Debt Payments

Increase of 12.5% - \$36,500

This increase is due to the Landfill Reclamation and Re-Engineering project as staff will look to finalize the debt in 2019. One payment is included in the 2019 budget (\$19,500 in principal and \$17,000 in interest), and two payments per year are included in future budgets.

Financial Expenses

Decrease of 17.4% - \$67,485

A small decrease to the Town's insurance rates, as well as a budgeted decrease to the Town's annual Municipal Insurance Deductible make up most of this decrease. Additionally, \$20,000 that has, in previous budgets been given to the Attainable Housing Corporation is now being put aside in an Attainable Housing Reserve to use at a later date.

Premises and Site

Increase of 12.1% - \$54,903

This is due to an increase to Site Maintenance (\$37,500) and Facility Maintenance (\$8,950) across all Town owned facilities, which includes the increasing cost of grass cutting and snow removal, as well as the need for continued preventative maintenance.

Project Capacity

Increase - \$1,640,100

This is a new budget line for 2019 and contains a budget for some major studies that are taking place in 2019. These studies include a Corporate Strategic Plan (\$100,400), Transportation and Transit Master Plan (\$745,000), Landfill Diversion Improvement Study (\$35,000), Community Design Standards Update (\$40,000), Density/Intensification Opportunity Assessment (\$40,000), and a Master Drainage Plan (\$350,000).

The majority of these studies, and this budget increase, is being funded by Development Charges and Reserve Funds, which is reflected in the increase to Project Capacity Funding.

Transfers

Transfers to Capital

Decrease of 100% - \$200,500

Transfers to Capital are decreasing, as Capital Projects are being funded through Reserves and Reserve Funds to avoid large fluctuations in the tax levy each year.

Transfers from Obligatory Reserve Funds

Decrease of 40.4% - \$36,500

This is due to a significant amount of these transfers being moved to the Project Capacity Funding line.

Transfers from Other Reserves and Reserve Funds

Decrease of 58.1% - \$355,915

Similar to the Transfers from Obligatory Reserves, this is due to a significant amount of these transfers being moved to the Project Capacity Funding line.

Inter-functional Transfers**Increase of 7.9% - \$61,327**

Inter-functional Transfers are charges to all user-fee funded Departments for the services provided to them by the taxation funded departments. As per POL.COR.15.03 Inter-functional Transfers are calculated using the Salaries and Benefits of each user-fee funded Department.

The Salaries and Benefits are increasing in the user-fee funded departments, due to the Cost of Living Adjustment (1.9%) and the compensation review. Because of this, Inter-functional transfers are increasing at a similar rate to Salaries and Benefits.

Project Capacity Funding**Increase - \$1,640,100**

This is a new funding line and illustrated the funding for the Project Capacity Line above. This will fund multiple large studies in 2019, such as the Sanitary and Storm Sewer System Condition Assessment, the Transportation and Transit Master Plan, and the Landfill Diversion Improvement Study.

Revenues**External Revenue****Increase of 19% - \$551,808**

This is due to an increase in supplementary tax revenue, and an increase in Short Term Accommodation renewals in 2019, as this program fluctuates every two years. Additionally, there are small increases in Revenue to many Departments as Staff examine the applicable Fees and Charges By-laws.

Subsidies**Increase of 27.8% - \$16,000**

This is due to an increase in subsidies at the Beaver Valley Community Centre as the community is piloting a curling program which was granted a subsidy by Council.

Growth**Additional Taxes through Growth**

The 2019 Additional Taxes through Growth have been calculated based on MPAC data. The 2019 Town of The Blue Mountains total assessment increased by \$81,529,409 over 2018 and is multiplied by the Town's 2018 tax rates.

Residential assessment increased by \$80,396,009 and was multiplied by the Town's Residential Tax rate of 0.00375347 for a total increase of \$301,764.

Industrial assessment increased by \$1,525,000 and was multiplied by the Town's Industrial tax rate of 0.00697465 for a total increase of \$10,636.

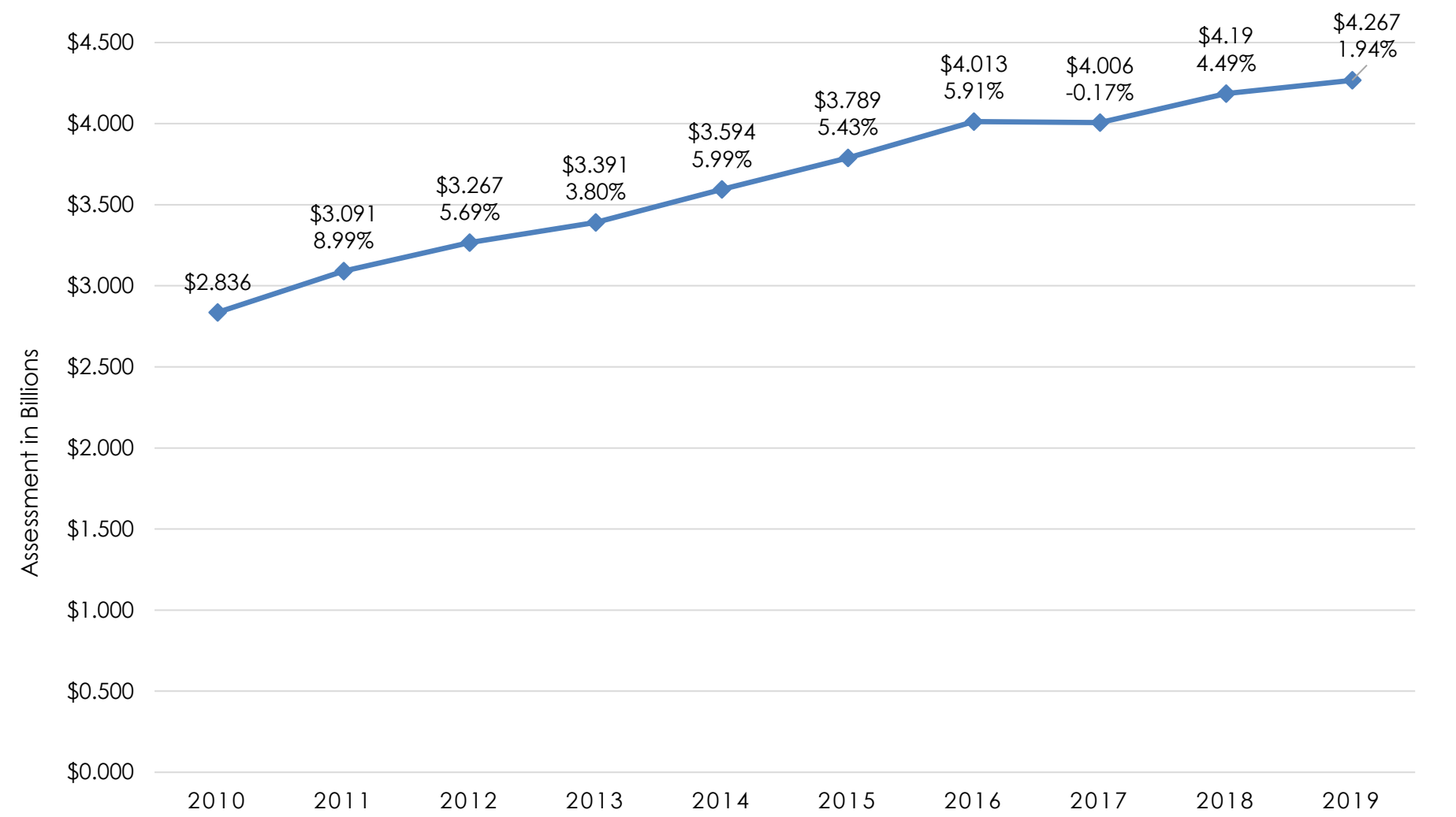
Farm assessment decreased by \$248,600 and was multiplied by the Town's Farm tax rate of 0.00093837 for a total decrease of \$(233).

Commercial assessment decreased by \$143,000 and was multiplied by the Town's Commercial tax rate of 0.00490556 for a total decrease of \$(701).

In 2019, \$14,893 of this growth was allocated to The Blue Mountains Public Library, and is reflected in the Blue Mountains Public Library Expanded Tax Budget Summary.

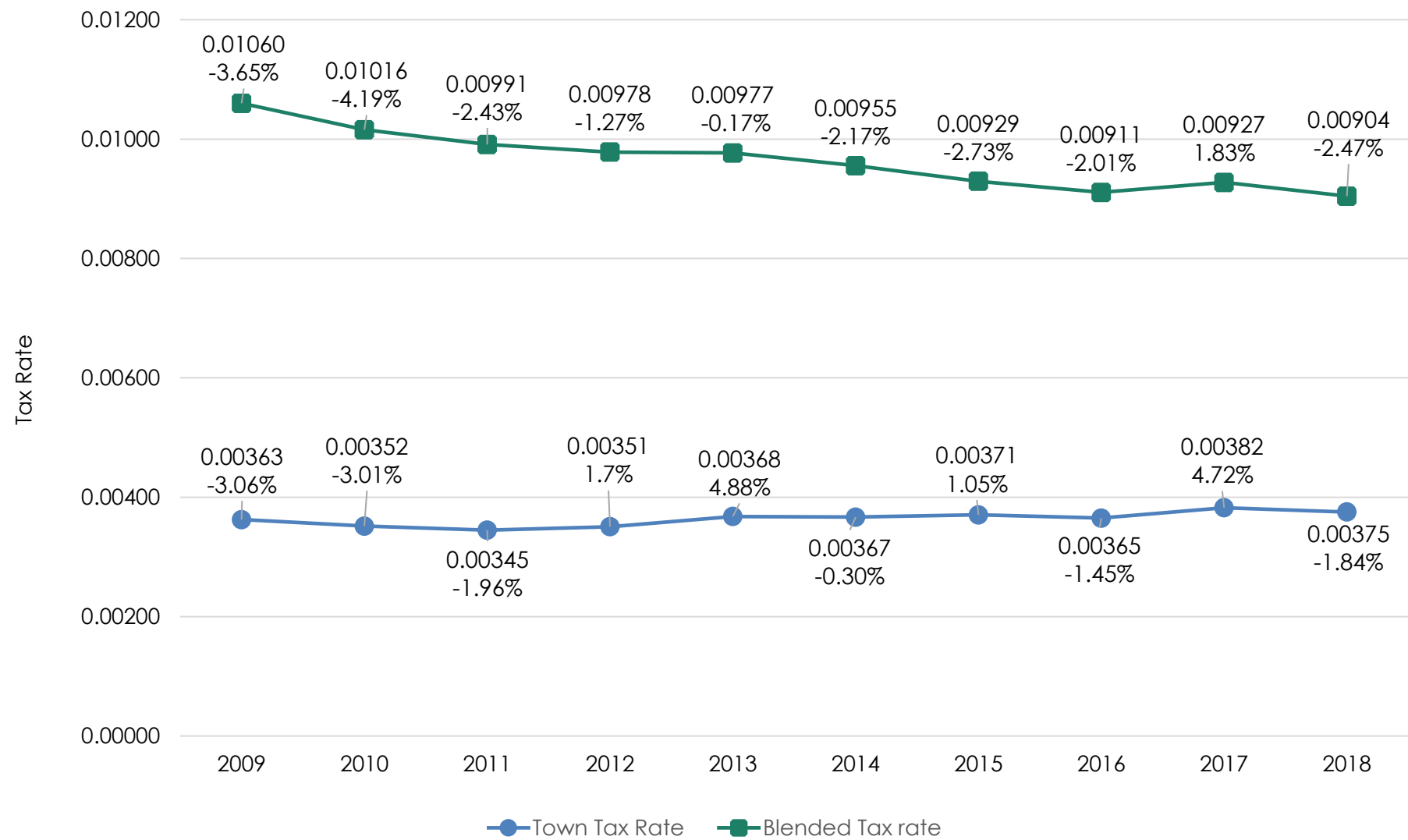
Annual Assessment

This graph represents the total amount of assessment for the Town (in billions), including additional growth (new households) from 2010 to 2019. Percentages represent year over year increases (or decreases).



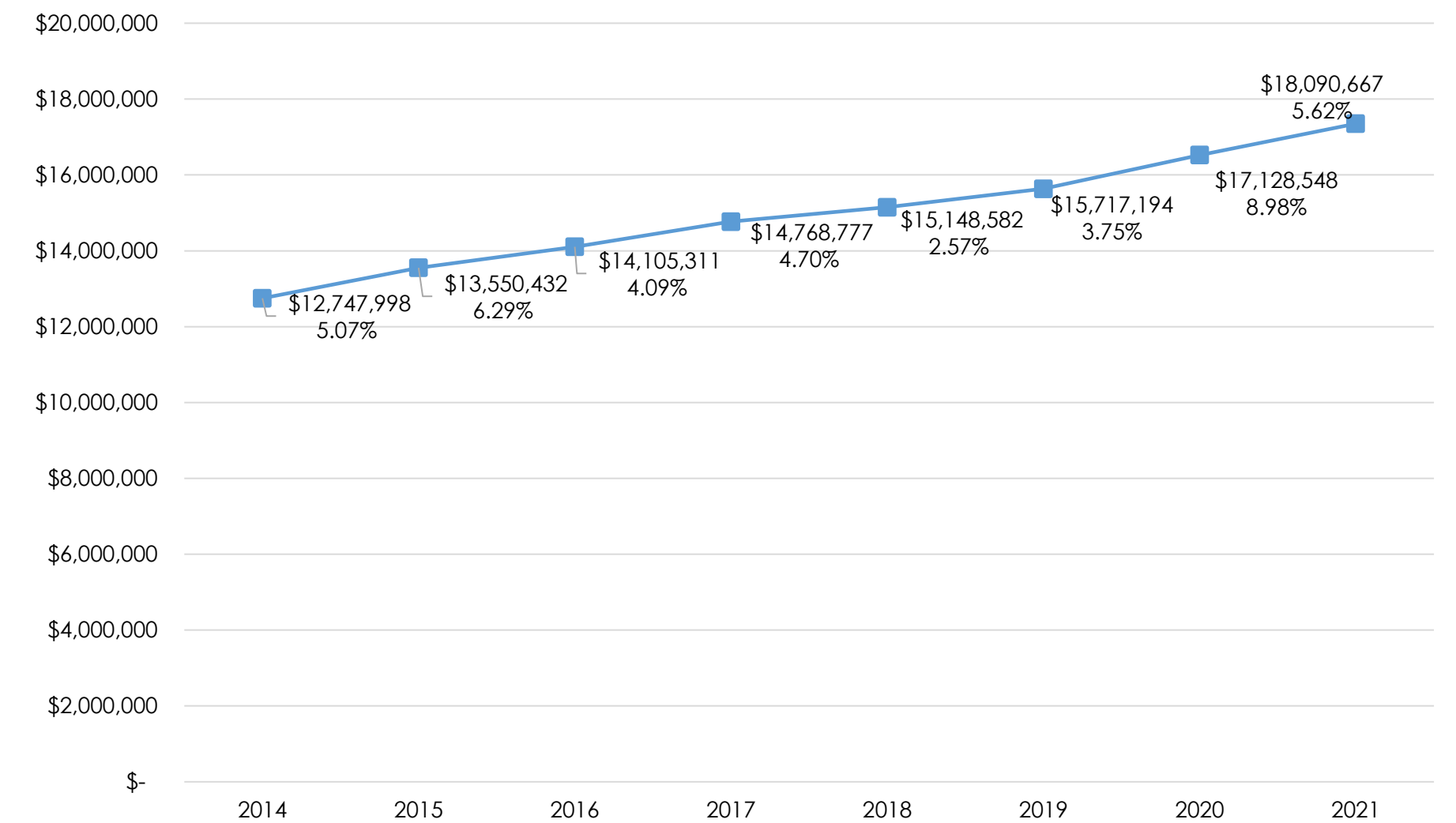
Change in Tax Rate

The graph below illustrates both the Town's Tax Rate and the Blended (Town, County, and Education) Tax Rate from 2009 to 2018. The Blended Tax Rate is illustrated by the line at the top of the graph (green) and the Town's Tax Rate is illustrated by the line at the bottom of the graph (blue).



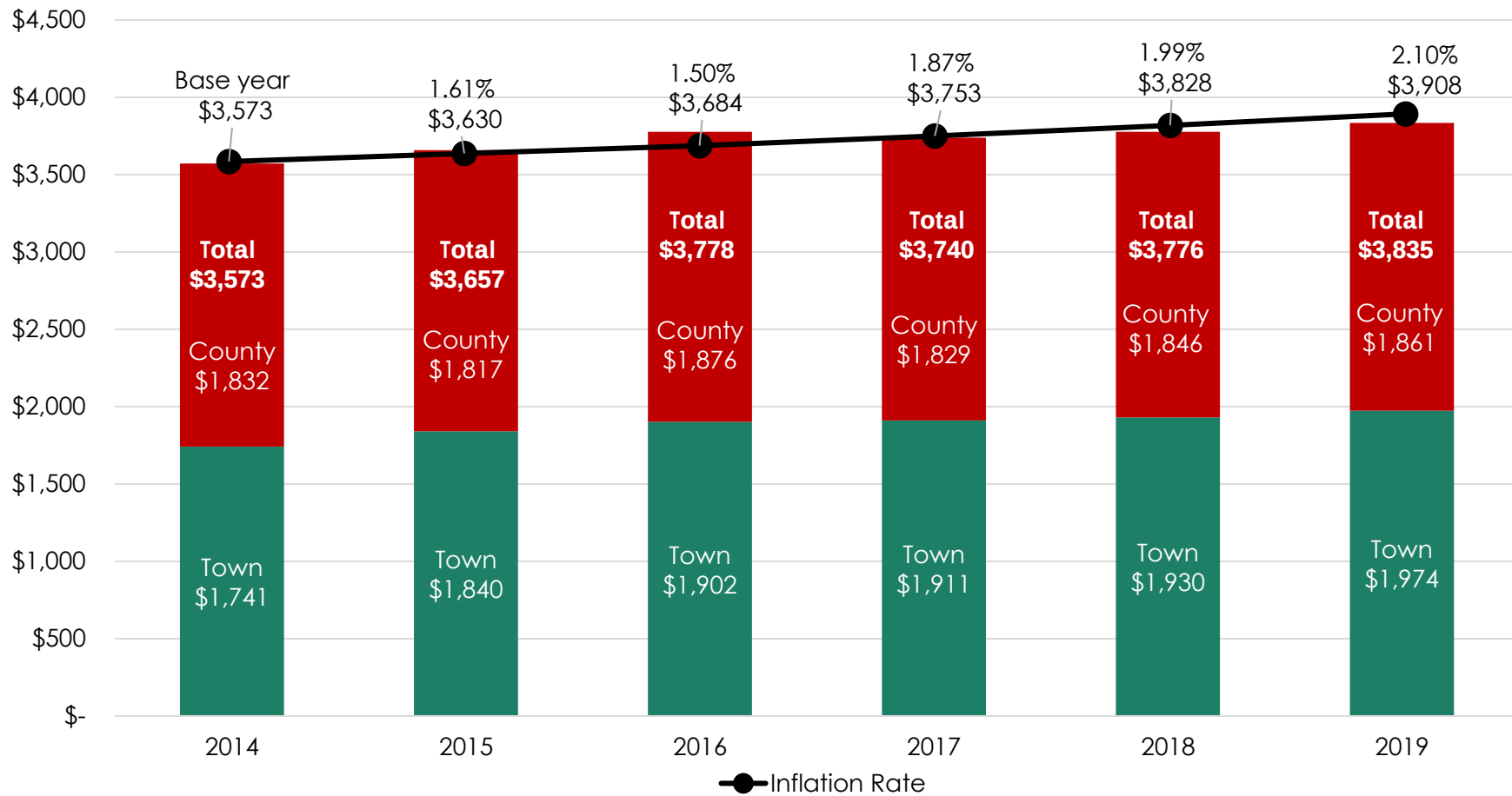
Change in Town Tax Levy

The following graph illustrates the Town's actual annual tax levy from 2014 to 2018, and proposed annual tax levy from 2019 to 2021.



Change in Town and County Tax Levy by Household

The following graph illustrates the Town and County actual total annual tax levy from 2014 to 2018, and proposed annual tax levy for 2019, per household. The 2019 Grey County Levy is based off of an estimated 1.75% increase over 2018.



Year	2014	2015	2016	2017	2018	2019
Inflation Rate (Bank of Canada)	Base year	1.61%	1.50%	1.87%	1.99%	2.10%
Total Levy	\$3,573	\$3,657	\$3,778	\$3,740	\$3,776	\$3,835
2014 Levy with Yearly Inflation	\$3,573	\$3,630	\$3,684	\$3,753	\$3,828	\$3,908

Sources: Taxes: Grey County and Town of The Blue Mountains 2014-2018 Tax Levy By-laws and 2019 Draft Budgets

Households: Town of The Blue Mountains 2014-2019 MPAC Data.

Inflation Rate: Bank of Canada. 2019 forecasted inflation based off of Bank of Canada's 2019 Monetary Policy Report.

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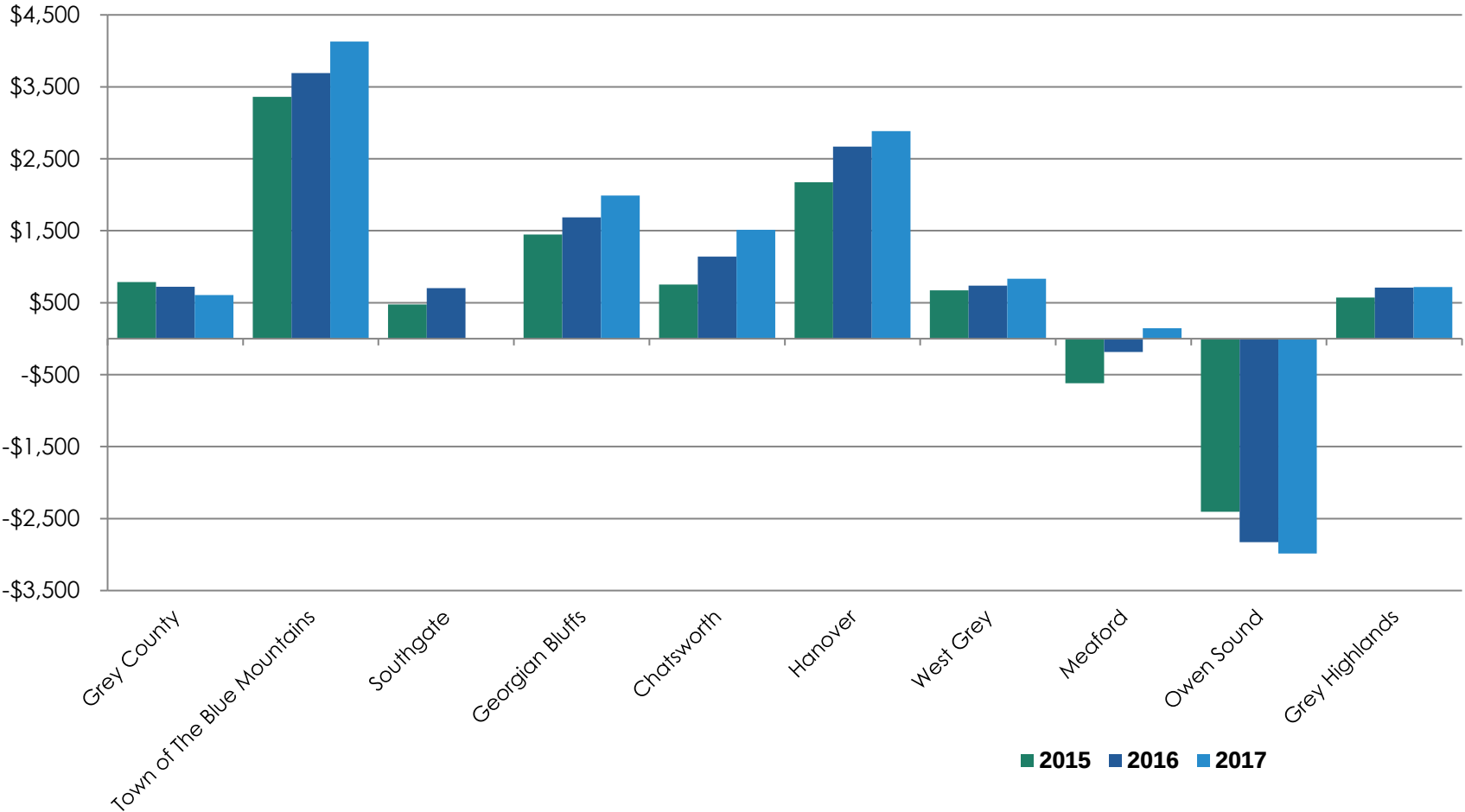
2019 Draft Budget

Financial Position and Background Information

Financial Position per Capita (Households) – Grey County

The graph below illustrates the short-term health of the Town compared to Grey County and its municipalities, based on households. This is calculated by dividing Net Financial Assets (Total Financial Assets minus Total Liabilities) by the number of households.

Net Financial Assets are based off of the most up to date Financial Information Return (FIR) data from 2015, 2016, and 2017. Households are based off of MPAC Data.

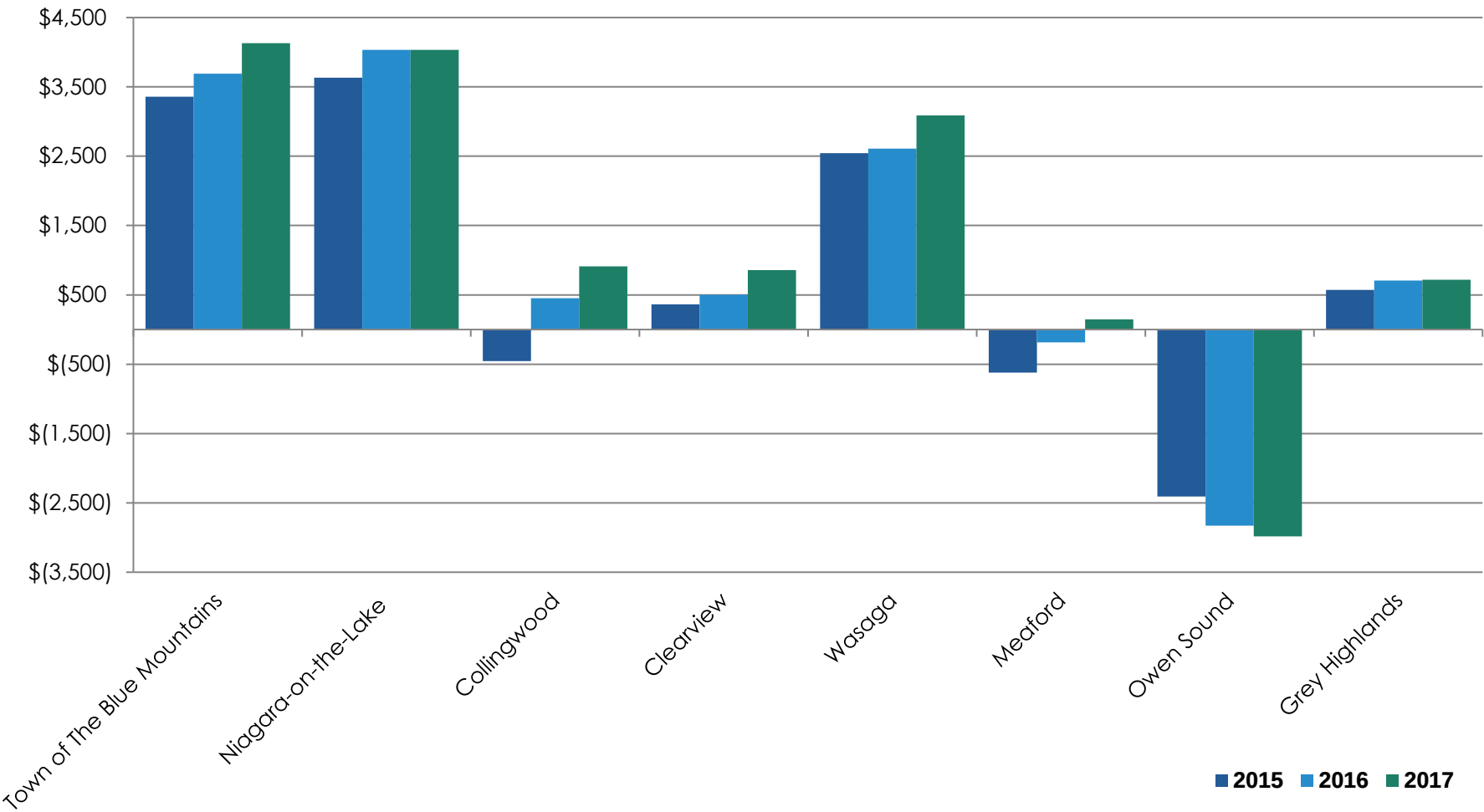


2017 Information for Southgate is not available.

Financial Position Per Capita (Households)

The graph below illustrates the short-term health of the Town compared to other municipalities, based on households. This is calculated by dividing Net Financial Assets (Total Financial Assets minus Total Liabilities) by the number of households.

Net Financial Assets are based off of the most up to date Financial Information Return (FIR) data from 2015, 2016, and 2017. Households are based off of MPAC Data.



Annual Debt Repayment Limit

The Province limits municipalities to 25% of Net Revenues for annual debt repayment amounts. Net Revenues include Taxation, Water and Wastewater fees, Harbour and Building Revenues. Revenues not included are grants, revenues from other municipalities, and Development Charges that have been recognized in the current year.

Description	Amount
Net Revenues	\$ 26,512,713
25% Limit as per Provincial Legislation	\$ 6,628,178
15% Limit as per Town Debt Policy (POL.COR.17.01)	\$ 3,976,907
Current Annual Payments	
Town Hall	\$ 255,734
OPP Detachment	\$ 37,374
Thornbury Water Reservoir	\$ 140,306
Thornbury Harbour	\$ 59,465
Total Current Annual Payments	\$ 492,879
Approved Projects	
Landfill Mining (completed awaiting long-term debt)	\$ 59,160
Elma and Alice St Reconstruction	\$ 194,000
Total Approved Projects	\$ 253,160
Total Annual Payments	\$ 746,039
Remaining Limit (15%)	\$ 3,230,868
Proposed Annual Payments (2019 Budget)	
Victoria and Louisa St Reconstruction	\$ 53,100
Roads Depot Expansion	\$ 66,200
Pretty River Culvert	\$ 45,000
Leachate Forcemain	\$ 142,600
Total Proposed Annual Payments (2019 Budget)	\$ 306,900
Total of All Annual Payments	\$ 1,052,939
Remaining Limit (15%)	\$ 2,923,968

Long Term Debt Analysis

Summary – Taxation

Debt	2018	2019	2020	2021	2022	2023
Existing Loans	\$ 2,501,974	\$ 2,265,745	\$ 2,024,460	\$ 1,778,007	\$ 1,526,268	\$ 1,269,128
New Scheduled Loans	\$ 985,000	\$ 3,301,909	\$ 3,212,735	\$ 6,211,917	\$ 9,039,087	\$ 11,077,127
Internal Financing	\$ 166,138	\$ 106,138	\$ 46,138	\$ 0	\$ 0	\$ 0
Total Debt	\$ 3,653,112	\$ 5,673,792	\$ 5,283,333	\$ 7,989,924	\$ 10,565,355	\$ 12,346,255

Repayments by Type Annual Total Repayment (Interest and Capital)

Repayments	2018	2019	2020	2021	2022	2023
Existing Loans	\$ 293,108	\$ 293,108	\$ 293,108	\$ 293,108	\$ 293,108	\$ 293,108
New Scheduled Loans	\$ 0	\$ 0	\$ 191,486	\$ 191,486	\$ 379,486	\$ 561,606
Internal Financing	\$ 67,000	\$ 60,000	\$ 60,000	\$ 46,138	\$ 0	\$ 0
Total Debt Repayment	\$ 360,108	\$ 353,108	\$ 544,594	\$ 530,732	\$ 672,594	\$ 854,714

Long Term Debt by Revenue Source

Debt	2018	2019	2020	2021	2022	2023
Taxation	\$ 3,141,125	\$ 5,181,020	\$ 4,810,470	\$ 7,537,689	\$ 10,134,494	\$ 11,937,539
Development Charges	\$ 511,987	\$ 492,772	\$ 472,863	\$ 452,235	\$ 430,861	\$ 408,716
Total Debt	\$ 3,653,112	\$ 5,673,792	\$ 5,283,333	\$ 7,989,924	\$ 10,565,355	\$ 12,346,255

Repayment Revenue Source

Repayments	2018	2019	2020	2021	2022	2023
Taxation	\$ 322,734	\$ 315,734	\$ 507,220	\$ 493,358	\$ 635,220	\$ 817,340
Development Charges	\$ 37,374	\$ 37,374	\$ 37,374	\$ 37,374	\$ 37,374	\$ 37,374
Total Debt Repayment	\$ 360,108	\$ 353,108	\$ 544,594	\$ 530,732	\$ 672,594	\$ 854,714

Long Term Debt Analysis – Loan, Internal Financing and Unfinanced - Taxation

Existing Loans

Estimated Annual Balance

Project	2018 Ending Balance	2019	2020	2021	2022	2023
Police Station	\$ 511,987	\$ 492,772	\$ 472,863	\$ 452,235	\$ 430,861	\$ 408,716
Town Hall Facility	\$ 1,989,987	\$ 1,772,973	\$ 1,551,597	\$ 1,325,772	\$ 1,095,407	\$ 860,412

Notes:

- Police Station**
 The original long term loan was taken out in 2013 for \$614,000 at 3.58%. Final payment will be made in 2037. Payments are funded from Development Charges received from the Police Development Charge Collection.
- Town Hall Facility**
 The original long term loan was 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	2018 Ending Balance	2019	2020	2021	2022	2023
Landfill Mining	\$ 985,000	\$ 958,859	\$ 931,868	\$ 904,000	\$ 875,226	\$ 845,517
Elma and Alice Street Reconstruction	\$ 0	\$ 2,343,050	\$ 2,280,867	\$ 2,216,663	\$ 2,150,372	\$ 2,081,927
Pretty River Culvert Replacement	\$ 0	\$ 0	\$ 0	\$ 741,300	\$ 722,268	\$ 702,570
Leachate Forcemain	\$ 0	\$ 0	\$ 0	\$ 2,349,954	\$ 2,289,621	\$ 2,227,177
Ravenna Roads Depot Expansion	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,091,000	\$ 1,062,989
Bridge #2 & #3 Replacement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,910,600	\$ 1,861,547
Victoria and Louisa Street Reconstruction	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,787,500
Fire Pumper	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 507,900

Internal Financing

Estimated Annual Balance

Project	2018 Ending Balance	2019	2020	2021	2022	2023
LED Streetlight Retrofits	\$ 166,138	\$ 106,138	\$ 46,138	\$ 0	\$ 0	\$ 0

Long Term Debt Analysis – Annual Repayments - Taxation

Annual total repayment (Interest and Capital)

Project	2018	2019	2020	2021	2022	2023
Police Station	\$ 37,374	\$ 37,374	\$ 37,374	\$ 37,374	\$ 37,374	\$ 37,374
Town Hall Facility	\$ 255,734	\$ 255,734	\$ 255,734	\$ 255,734	\$ 255,734	\$ 255,734
Landfill Mining	\$ 0	\$ 0	\$ 53,154	\$ 53,154	\$ 53,154	\$ 53,154
Elma and Alice Street Reconstruction	\$ 0	\$ 0	\$ 138,332	\$ 138,332	\$ 138,332	\$ 138,332
Pretty River Culvert Replacement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 45,000	\$ 45,000
Leachate Forcemain	\$ 0	\$ 0	\$ 0	\$ 0	\$ 143,000	\$ 143,000
Ravenna Roads Depot Expansion	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 66,195
Bridge #2 and #3 Replacement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 115,925
Victoria and Louisa Street Reconstruction	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fire Pumper	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
LED Streetlight Retrofits	\$ 67,000	\$ 60,000	\$ 60,000	\$ 46,138	\$ 0	\$ 0
Total Annual Debt Payments	\$ 360,108	\$ 353,108	\$ 544,594	\$ 530,732	\$ 672,594	\$ 854,714

Obligatory Reserve Funds – Taxation

Account	2018 Ending	2019 Added To	2019 Taken From	2019 Ending	2020 Added To	2020 Taken From	2020 Ending	2021 Added To	2021 Taken From	2021 Ending
Federal Gas Tax	\$ 33,109	\$ 213,112	\$ 30,000	\$ 216,221	\$ 213,112	\$ 0	\$ 429,333	\$ 222,799	\$ 98,200	\$ 553,932
Cash in Lieu of Parking	\$ 33,080	\$ 0	\$ 0	\$ 33,080	\$ 0	\$ 0	\$ 33,080	\$ 0	\$ 0	\$ 33,080
Parkland Dedication	\$ 762,908	\$ 0	\$ 0	\$ 762,908	\$ 0	\$ 0	\$ 762,908	\$ 0	\$ 0	\$ 762,908
Total	\$ 829,097	\$ 213,112	\$ 30,000	\$1,012,209	\$ 213,112	\$ 0	\$1,225,321	\$ 222,799	\$ 98,200	\$1,349,920

Development Charges Reserve Funds - Taxation

Account	2018 Ending	2019 Added To	2019 Taken From	2019 Ending	2020 Added To	2020 Taken From	2020 Ending	2021 Added To	2021 Taken From	2021 Ending
General Government	\$(157,211)	\$ 77,190	\$ 207,360	\$(287,381)	\$ 77,500	\$ 96,750	\$(306,631)	\$ 75,400	\$ 157,500	\$(388,731)
Fire and Rescue	\$ 392,504	\$ 285,820	\$ 0	\$ 678,324	\$ 291,400	\$ 75,000	\$ 894,724	\$ 278,400	\$ 0	\$1,173,124
Police	\$ 15,247	\$ 28,210	\$ 37,375	\$ 6,082	\$ 27,900	\$ 37,375	\$ (3,393)	\$ 26,100	\$ 37,375	\$ (14,668)
Public Works	\$ 832,255	\$ 434,310	\$3,642,600	\$(2,376,035)	\$ 443,300	\$ 214,900	\$(2,147,635)	\$ 423,400	\$ 0	\$(1,724,235)
Roads and Related Area	\$4,217,085	\$2,963,910	\$3,247,400	\$3,933,595	\$3,022,500	\$4,350,300	\$2,605,795	\$2,885,500	\$6,767,100	\$(1,275,805)
Parks and Recreation	\$1,191,557	\$ 675,800	\$ 28,000	\$1,839,357	\$ 688,200	\$ 0	\$2,527,557	\$ 655,400	\$ 252,000	\$2,930,957
Library	\$1,140,577	\$ 384,710	\$ 0	\$1,525,287	\$ 393,700	\$ 0	\$1,918,987	\$ 377,000	\$ 0	\$2,295,987
Parking	\$ 0	\$ 374,170	\$ 0	\$ 374,170	\$ 381,300	\$ 0	\$ 755,470	\$ 362,500	\$ 0	\$1,117,970
Solid Waste	\$ 0	\$ 47,740	\$ 0	\$ 47,740	\$ 49,600	\$ 0	\$ 97,340	\$ 46,400	\$ 0	\$ 143,740
Total	\$7,632,014	\$5,271,860	\$7,162,735	\$5,741,139	\$5,375,400	\$4,774,325	\$6,342,214	\$5,130,100	\$7,213,975	\$4,258,339

Discretionary Reserve Funds – Taxation

Account	2018 Ending	2019 Added To	2019 Taken From	2019 Ending	2020 Added To	2020 Taken From	2020 Ending	2021 Added To	2021 Taken From	2021 Ending
IT Asset Replacement	\$ 64,030	\$ 165,000	\$ 145,200	\$ 83,830	\$ 208,300	\$ 228,400	\$ 63,730	\$ 212,500	\$ 221,600	\$ 54,630
Fire Asset Replacement	\$ 56,497	\$ 110,000	\$ 126,400	\$ 40,097	\$ 112,200	\$ 81,400	\$ 70,897	\$ 114,400	\$ 119,400	\$ 65,897
Bridges and Culverts	\$ 302,635	\$ 85,000	\$ 180,000	\$ 207,635	\$ 95,000	\$ 260,600	\$ 42,035	\$ 105,000	\$ 132,000	\$ 15,035
Roads Equipment Asset Replacement	\$ 514,001	\$ 170,000	\$ 253,100	\$ 430,901	\$ 173,400	\$ 150,000	\$ 454,301	\$ 176,900	\$ 495,000	\$ 136,201
Infrastructure Asset Replace	\$2,961,516	\$ 715,300	\$1,178,800	\$2,498,016	\$ 729,400	\$1,018,300	\$2,209,116	\$ 743,800	\$ 831,600	\$2,121,316
Parking Lots	\$ 85,263	\$ 0	\$ 55,000	\$ 30,263	\$ 0	\$ 0	\$ 30,263	\$ 0	\$ 0	\$ 30,263
Solid Waste Asset Replacement	\$ 121,451	\$ 75,000	\$ 63,000	\$ 133,451	\$ 76,500	\$ 156,000	\$ 53,951	\$ 78,000	\$ 35,000	\$ 96,951
Community Services Asset Replacement	\$ 335,799	\$ 151,500	\$ 306,300	\$ 180,999	\$ 154,500	\$ 27,000	\$ 308,499	\$ 157,600	\$ 244,500	\$ 221,599
Shoreline Acquisition and Development	\$ 503,178	\$ 0	\$ 0	\$ 503,178	\$ 0	\$ 0	\$ 503,178	\$ 0	\$ 0	\$ 503,178
Facility Asset Replacement	\$ 500,848	\$ 80,000	\$ 72,500	\$ 508,348	\$ 81,600	\$ 28,750	\$ 561,198	\$ 83,200	\$ 0	\$ 644,398
Total	\$5,445,218	\$1,551,800	\$2,380,300	\$4,616,718	\$1,630,900	\$1,950,450	\$4,297,168	\$1,671,400	\$2,079,100	\$3,889,468

Reserves – Taxation

Account	2018 Ending	2019 Added To	2019 Taken From	2019 Ending	2020 Added To	2020 Taken From	2020 Ending	2021 Added To	2021 Taken From	2021 Ending
Working Capital	\$2,337,742	\$ 0	\$ 137,500	\$2,200,242	\$ 0	\$ 0	\$2,200,242	\$ 0	\$ 0	\$2,200,242
Council	\$ 46,546	\$ 41,000	\$ 52,540	\$ 35,006	\$ 43,000	\$ 0	\$ 78,006	\$ 43,000	\$ 0	\$ 121,006
Workers Compensation	\$ 13,821	\$ 0	\$ 0	\$ 13,821	\$ 0	\$ 0	\$ 13,821	\$ 0	\$ 0	\$ 13,821
Insurance Deductible	\$ 366,401	\$ 0	\$ 0	\$ 366,401	\$ 0	\$ 0	\$ 366,401	\$ 0	\$ 0	\$ 366,401
Capital Replacement Levy	\$ 394,705	\$ 303,000	\$ 349,500	\$ 348,205	\$ 309,100	\$ 220,500	\$ 436,805	\$ 315,300	\$ 91,000	\$ 661,105
Human Resources	\$ 369,709	\$ 0	\$ 135,000	\$ 234,709	\$ 0	\$ 50,000	\$ 184,709	\$ 0	\$ 25,000	\$ 159,709
Year Over Year Roll Over	\$ 270,782	\$ 0	\$ 0	\$ 270,782	\$ 0	\$ 42,500	\$ 228,282	\$ 0	\$ 0	\$ 228,282
Legal	\$ 133,783	\$ 0	\$ 0	\$ 133,783	\$ 0	\$ 0	\$ 133,783	\$ 0	\$ 0	\$ 133,783
Police	\$ 372,105	\$ 0	\$ 0	\$ 372,105	\$ 0	\$ 0	\$ 372,105	\$ 0	\$ 0	\$ 372,105
Winter Control	\$ 322,344	\$ 0	\$ 40,000	\$ 282,344	\$ 0	\$ 40,000	\$ 242,344	\$ 0	\$ 40,000	\$ 202,344
Clarksburg Parking	\$ 6,186	\$ 0	\$ 0	\$ 6,186	\$ 0	\$ 0	\$ 6,186	\$ 0	\$ 0	\$ 6,186
Landfill Post Closure	\$ 314,858	\$ 41,000	\$ 0	\$ 355,858	\$ 51,000	\$ 0	\$ 406,858	\$ 51,000	\$ 0	\$ 457,858
Cemetery	\$ 13,553	\$ 0	\$ 0	\$ 13,553	\$ 0	\$ 0	\$ 13,553	\$ 0	\$ 0	\$ 13,553
Health Services	\$ 25,131	\$ 0	\$ 0	\$ 25,131	\$ 0	\$ 0	\$ 25,131	\$ 0	\$ 0	\$ 25,131
Park Memorial Trees	\$ 7,194	\$ 0	\$ 0	\$ 7,194	\$ 0	\$ 0	\$ 7,194	\$ 0	\$ 0	\$ 7,194
Depot	\$ 27,488	\$ 0	\$ 15,000	\$ 12,488	\$ 0	\$ 12,400	\$ 88	\$ 0	\$ 0	\$ 88
Attainable Housing	\$ 0	\$ 20,000	\$ 0	\$ 20,000	\$ 20,000	\$ 0	\$ 40,000	\$ 20,000	\$ 0	\$ 60,000
Planning Studies	\$ 82,781	\$ 20,000	\$ 55,500	\$ 47,281	\$ 20,000	\$ 49,500	\$ 17,781	\$ 20,000	\$ 37,500	\$ 281
Development Engineering	\$ 280,151	\$ 0	\$ 0	\$ 280,151	\$ 0	\$ 0	\$ 280,151	\$ 0	\$ 0	\$ 280,151
Economic Development	\$ 59,712	\$ 0	\$ 0	\$ 59,712	\$ 0	\$ 0	\$ 59,712	\$ 0	\$ 0	\$ 59,712
BIA	\$ 74,727	\$ 0	\$ 0	\$ 74,727	\$ 0	\$ 0	\$ 74,727	\$ 0	\$ 0	\$ 74,727
General Gov't Non Growth	\$ 37,272	\$ 0	\$ 0	\$ 37,272	\$ 0	\$ 0	\$ 37,272	\$ 0	\$ 0	\$ 37,272
Library Non Growth	\$ 64,409	\$ 0	\$ 0	\$ 64,409	\$ 0	\$ 0	\$ 64,409	\$ 0	\$ 0	\$ 64,409
Total Reserves	\$5,621,400	\$ 425,000	\$ 785,040	\$5,261,360	\$ 443,100	\$ 414,900	\$5,289,560	\$ 449,300	\$ 193,500	\$5,455,360

2019 Inter-functional Transfers

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

The Town has two different types of inter-functional transfers; actual and budget. Actual Inter-functional transfers refer to services provided that can be easily and accurately valued, such as grass cutting at the Harbour, where the Parks and Trails Division keeps track of the hours used for cutting at the Harbour and the staff and vehicle costs are then charged back to the Harbour. These types of Inter-functional transfers are budgeted based on the previous years' actual costs as well as other budgeting factors. The transfer to the BIA is from the Parks and Trails Division to fund the flower watering and banner work.

The second type of Inter-functional transfers, Budget transfers, are based on budget percentages as the costs cannot be easily and accurately valued. For example, there is no accurate way to budget the time Council spends discussing a Water Department Staff Report. These Inter-functional Transfers are calculated based on Salaries and Benefits, as per Policy POL.COR.15.03.

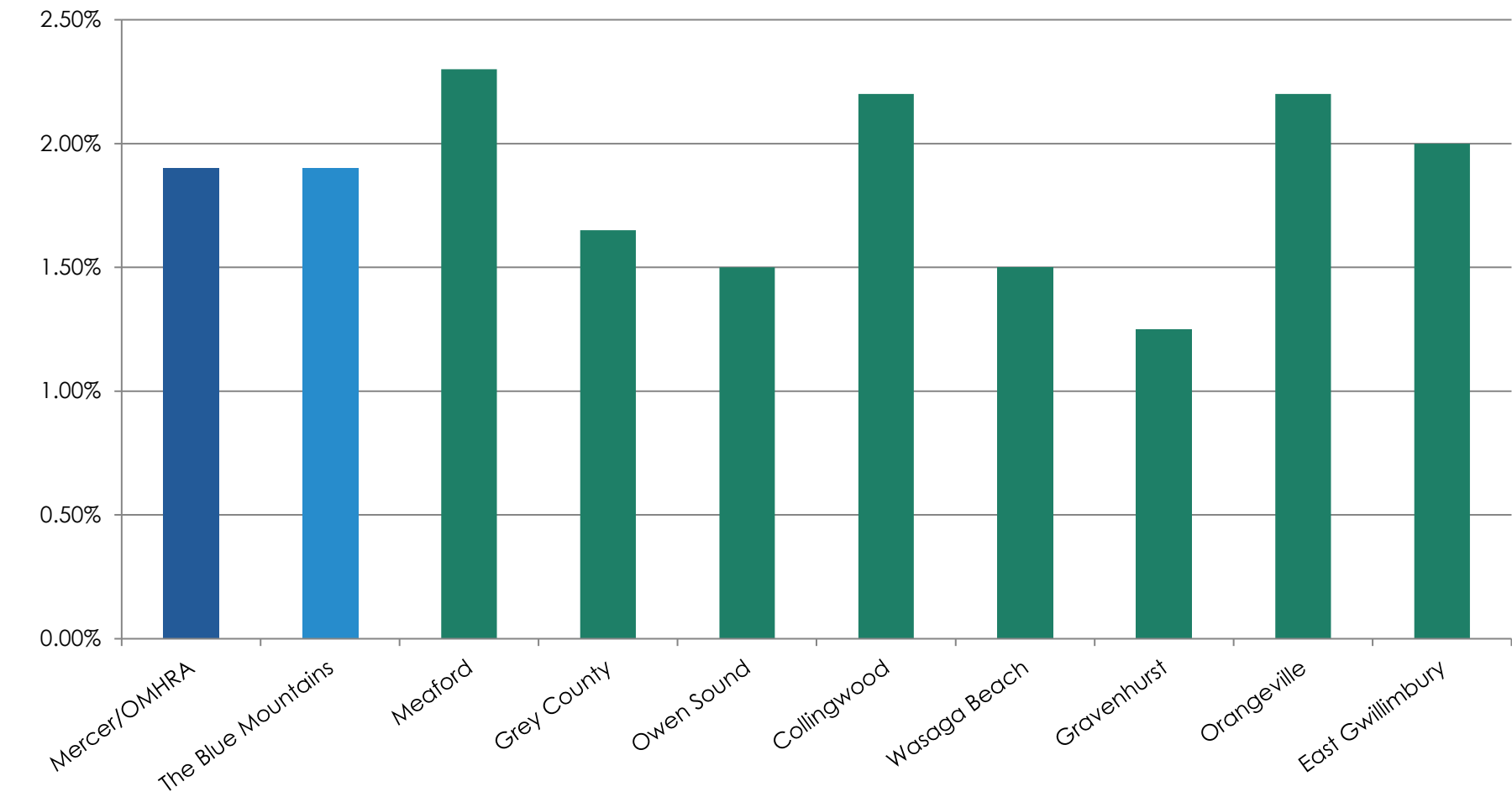
Negative amounts are considered revenue for a Department, and positive amounts are considered expenses.

Account	2019	2020	2021
Council	\$ (58,073)	\$ (48,060)	\$ (49,021)
Office of the Clerk	\$ (40,977)	\$ (52,211)	\$ (53,255)
Human Resources	\$ (63,291)	\$ (73,514)	\$ (74,984)
Finance	\$ (195,261)	\$ (253,997)	\$ (259,077)
Corporate Administration	\$ (118,610)	\$ (55,770)	\$ (56,890)
Information Technology	\$ (90,008)	\$ (81,756)	\$ (83,391)
Fire	\$ 4,700	\$ 4,700	\$ 4,700
Conservation Authority	\$ (78,907)	\$ (80,485)	\$ (82,095)
Building Services	\$ 164,730	\$ 181,946	\$ 185,585
Roads and Drainage	\$ 1,500	\$ 1,500	\$ 1,500
Infrastructure and Public Works	\$ (262,477)	\$ (269,484)	\$ (274,874)
Water	\$ 352,203	\$ 368,489	\$ 376,073
Wastewater	\$ 279,868	\$ 249,617	\$ 251,550
Landfill	\$ 100,000	\$ 105,000	\$ 110,000
Cemetery	\$ 37,000	\$ 38,000	\$ 39,000
Community Services	\$ (5,000)	\$ (5,000)	\$ (5,000)
Parks and Trails	\$ (92,500)	\$ (93,500)	\$ (94,500)
Harbour	\$ 25,530	\$ 32,842	\$ 33,728
Facility Maintenance	\$ 5,000	\$ 5,000	\$ 5,000
Communications and Economic Development	\$ 18,048	\$ 10,163	\$ 9,436
Business Improvement Area (BIA)	\$ 16,525	\$ 16,520	\$ 16,515
Total	\$ 0	\$ 0	\$ 0

2019 Cost of Living Allowance

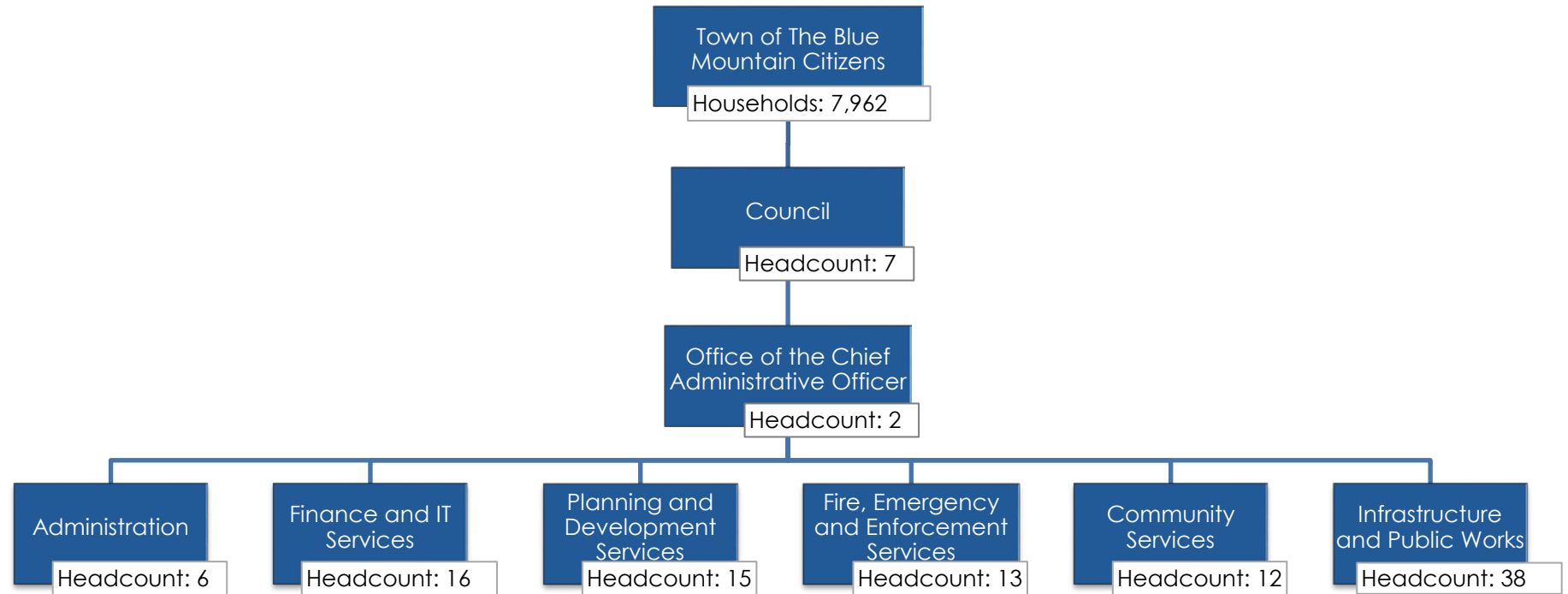
Based on Draft Budgets

The chart below illustrates the proposed cost of living increase in 2019 for the Town of The Blue Mountains and comparable municipalities.



The 2018 Ontario Municipal Composition Survey, as conducted by Mercer/OMHRA, shows that the average projected Cost of Living Increase in 2019 for municipalities is 1.9%

Town of The Blue Mountains Organizational Chart



Households are based off of the 2019 Municipal Property Assessment Corporations (MPAC) data.

Town of The Blue Mountains Full-Time Headcount

Governance Positions	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Council	7	7	7	7	7	7	7	7	7	7	7	7
Total Governance Positions	7	7	7	7	7	7	7	7	7	7	7	7

Full-Time Town Positions	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Office of the Chief Administrative Officer	2	2	2	2	2	2	2	2	2	2	2	2
Administration	7	8	8	8	7	7	7	7	7	7	6	6
Finance and IT Services	14	16	16	16	16	16	16	16	16	16	16	16
Planning and Development Services	16	12	12	12	12	12	12	15	17	15	15	15
Fire, Emergency, and Enforcement Services	5	8	8	8	8	8	8	8	8	13 ²	13	13
Community Services	9	11	11	11	10	9	9	10	10	11	12	12
Infrastructure and Public Works	36	36	36	34	35	35	35	35	35	36	38	38
Total Full-Time Positions	89	93	93	91	90	89	89	93	95	100	102	102

This chart only includes permanent full-time employees and does not include contract positions.

Asset Sustainability Ratio

Each year municipalities are required to complete the Financial Information Return (FIR) and submit it to the Province. The data collected is then used to calculate different ratios, one of those ratios is the Asset Sustainability Ratio. This ratio takes the current year capital spending and divides it over the current year depreciation. This gives the reader a rough idea of how well the municipality is at replacing their assets. The target ratio as per the Province is 90%, in other words for every dollar worth of depreciation the Town should spend \$0.90 on capital. The chart below looks at 2009 to 2017 for all lower tier municipalities in Grey County as well as the County.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	Average	Total
Grey Highlands	38%	94%	136%	49%	122%	61%	103%	75%	92%	86%	86%
Meaford	50%	119%	18%	54%	61%	69%	150%	148%	210%	98%	95%
West Grey	261%	152%	61%	83%	71%	74%	77%	117%	112%	112%	110%
Chatsworth	150%	265%	270%	68%	123%	78%	70%	53%	60%	126%	124%
Blue Mountains	297%	190%	207%	51%	63%	102%	153%	77%	83%	136%	133%
Georgian Bluffs	193%	489%	86%	62%	128%	64%	223%	171%	126%	171%	167%
Southgate	224%	227%	199%	95%	186%	205%	134%	179%	n/a	181%	180%
Hanover	181%	1007%	358%	98%	227%	48%	171%	92%	106%	254%	231%
Owen Sound	288%	493%	615%	178%	75%	179%	547%	327%	1031%	415%	421%
Grey County	122%	89%	63%	46%	85%	86%	121%	93%	123%	92%	92%

The Average is calculated by adding the final percentage of each year together, and dividing it by the number of years (9, with the exception of Southgate, which uses 8 years). The Total is calculated by adding the total betterments from each year together, and dividing it by the total annual amortization expense from each year.

On average the Town has surpassed the Provincial target however in some years has seen very little capital spending.

Five Year Capital Project Summary-Taxation

Administration and IT Services

Project	2019	2020	2021	2022	2023
Annual Hardware Replacement	\$ 197,200	\$ 211,900	\$ 226,600	\$ 241,300	\$ 256,000
City to Workspace Version		\$ 70,000			
Council Chamber AV System Upgrades	\$ 20,000				
Document Management System			\$ 200,000		
Electronic Timesheets		\$ 80,000			
Town Website Update		\$ 50,000			
Corporate-Annual Vehicle Replacement	\$ 161,000		\$ 95,000	\$ 589,900	\$ 300,000
Total	\$ 378,200	\$ 411,900	\$ 521,600	\$ 831,200	\$ 556,000
Funding Source	2019	2020	2021	2022	2023
Grants, Donations and Others	\$ 30,000				
Taxation		\$ 130,000	\$ 150,000		
Reserve/Reserve Funds	\$ 348,200	\$ 281,900	\$ 371,600	\$ 323,300	\$ 556,000
Long Term Debt/Unfinanced				\$ 507,900	
Funding Source Total	\$ 378,200	\$ 411,900	\$ 521,600	\$ 831,200	\$ 556,000

Fire, Emergency, and Enforcement Services

Project	2019	2020	2021	2022	2023
Back-up Generators	\$ 170,000				
Equipment Replacement	\$ 61,900	\$ 33,400	\$ 21,400	\$ 22,400	\$ 33,400
Fire Fighter Equipment Replacement	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500
Fire Hall #1 - Apparatus Floor	\$ 20,000				
Radio Communications	\$ 17,000	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500
Total	\$ 296,400	\$ 81,400	\$ 69,400	\$ 70,400	\$ 81,400
Funding Source	2019	2020	2021	2022	2023
Reserve/Reserve Funds	\$ 296,400	\$ 81,400	\$ 69,400	\$ 70,400	\$ 81,400
Funding Source Total	\$ 296,400	\$ 81,400	\$ 69,400	\$ 70,400	\$ 81,400

Community Services

Project	2019	2020	2021	2022	2023
Bike Racks, Benches and Signage	\$ 28,000	\$ 12,000	\$ 12,000		
Boyer Tennis Court Resurfacing	\$ 136,800				
Bus Replacement			\$ 40,000		
Beaver Valley Community Centre-Sprinkler System	\$ 11,000				
Facility Tools & Equipment	\$ 4,000				
Little River Park Enhancements			\$ 185,000		
Park Equipment Replacement	\$ 31,000		\$ 17,000		
Parks Operations Storage Building			\$ 205,000		
Pedestrian Bridge Work	\$ 179,500	\$ 39,000	\$ 91,000		
Pier Resurfacing		\$ 181,500			
Skateboard Park Equipment Resurfacing	\$ 8,500				
Tomahawk Soccer Sun Shades	\$ 20,000				
Tomahawk Storage Container	\$ 5,000				
Waterfront Vistas	\$ 20,000				
Total	\$ 443,800	\$ 232,500	\$ 550,000	\$ 0	\$ 0
Funding Source	2019	2020	2021	2022	2023
Grants, Donations and Other			\$ 40,000		
Reserve/Reserve Funds	\$ 425,800	\$ 232,500	\$ 325,500		
Development Charges	\$ 18,000		\$ 184,500		
Funding Source Total	\$ 443,800	\$ 232,500	\$ 550,000	\$ 0	\$ 0

Planning, Development and Building Services

Project	2019	2020	2021	2022	2023
Lora Bay Drainage Improvements- West Ridge Drive	\$ 200,000				
Total	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0
Funding Source	2019	2020	2021	2022	2023
Development Charges	\$ 200,000				
Funding Source Total	\$ 200,000	\$ 0	\$ 0	\$ 0	\$ 0

Infrastructure and Public Works Joint Projects

Project	2019	2020	2021	2022	2023
Arrowhead Road Reconstruction			\$ 5,942,700		
Arthur Street West Reconstruction				\$ 4,865,000	
Clark Street Realignment			\$ 2,524,100		
King Street East Reconstruction					\$ 382,000
King, Bridge and Arthur Streets Reconstruction Predesign		\$ 354,800			
Peel Street Reconstruction		\$ 3,959,100			
Price's Subdivision Drainage Diversion	\$ 262,000				
Victoria Street South and Louisa Street West	\$ 6,559,700				
Total	\$ 6,821,700	\$ 4,313,900	\$ 8,466,800	\$ 4,865,000	\$ 382,000
Funding Source	2019	2020	2021	2022	2023
Grants, Donations and Other	\$ 125,000				
Reserve/Reserve Funds	\$ 2,659,800	\$ 573,000	\$ 558,900	\$ 1,440,100	\$ 85,100
Development Charges	\$ 2,249,400	\$ 3,740,900	\$ 6,464,100	\$ 3,424,900	\$ 296,900
Long Term Debt/Unfinanced	\$ 1,787,500		\$ 1,443,800		
Property Owners					
Funding Source Total	\$ 6,821,700	\$ 4,313,900	\$ 8,466,800	\$ 4,865,000	\$ 382,000

Roads and Drainage

Project	2019	2020	2021	2022	2023
21 st Sideroad Realignment				\$ 620,900	
Asphalt Preservation Program		\$ 320,000			\$ 350,000
Bridge #13 Main Street Heathcote			\$ 122,000		
Bridge #2 and #3 Replacement		\$ 2,171,200			
Bridge #5 Redwing					\$ 636,100
Craigleith Area Satellite Road Depot				\$ 1,281,600	
Craigleith Snow Storage Facility		\$ 214,900			
Jozo Weider Boulevard Phase 3		\$ 2,249,200			
Machinery and Equipment Additional	\$ 15,000				
Machinery and Equipment Replacement	\$ 40,000	\$ 150,000	\$ 450,000	\$ 20,000	
Pretty Valley Road Culvert Replacement	\$ 831,300				
Roads Depot Expansion	\$ 4,866,800				
Roads Depot Cold Storage Building	\$ 75,000				
Sidewalk Replacement Program	\$ 0		\$ 250,000		
Surface Treatment Program	\$ 605,000			\$ 629,000	
Total	\$ 6,433,100	\$ 5,105,300	\$ 822,000	\$ 2,551,500	\$ 986,100
Funding Source	2019	2020	2021	2022	2023
Developer Contribution		\$ 256,500			
Reserve/Reserve Funds	\$ 948,100	\$ 884,900	\$ 822,000	\$ 692,700	\$ 439,400
Development Charges	\$ 3,652,600	\$ 2,053,300		\$ 1,281,600	
Long Term Debt/Unfinanced	\$ 1,832,400	\$ 1,910,600		\$ 577,200	\$ 546,700
Funding Source Total	\$ 6,433,100	\$ 5,105,300	\$ 822,000	\$ 2,551,500	\$ 986,100

Landfill, Garbage Collection, and Waste Diversion

Project	2019	2020	2021	2022	2023
Compost Pad Surface Replacement			\$ 58,200		
Curbside Organics Processing				\$ 145,000	
Disposal Site Attenuation Zones		\$ 156,000			
Operations Building Heater Replacement	\$ 8,000				
Leachate Pumping Station and Forcemain	\$ 2,349,954				
Scale Software	\$ 20,000				
Second Washroom-Operations Building				\$ 44,000	
Total	\$ 2,377,954	\$ 156,000	\$ 58,200	\$ 189,000	\$ 0
Funding Source	2019	2020	2021	2022	2023
Grants, Donations and Others			\$ 58,200	\$ 145,000	
Reserve/Reserve Funds	\$ 28,000	\$ 156,000		\$ 44,000	
Long Term Debt/Unfinanced	\$ 2,349,954				
Funding Source Total	\$ 2,377,954	\$ 156,000	\$ 58,200	\$ 189,000	\$ 0

All Capital Projects-Taxation

Project	2019	2020	2021	2022	2023
Total Capital Projects	\$ 16,951,154	\$ 10,301,000	\$ 10,488,000	\$ 8,507,100	\$ 2,005,500
Funding Source	2019	2020	2021	2022	2023
Grants, Donations and Other	\$ 155,000		\$ 98,200	\$ 145,000	
Reserve/Reserve Funds	\$ 4,706,300	\$ 2,209,700	\$ 2,147,400	\$ 2,570,500	\$ 1,161,900
Taxation/User Fees		\$ 130,000	\$ 150,000		
Development Charges	\$ 6,120,000	\$ 5,794,200	\$ 6,648,600	\$ 4,706,500	\$ 296,900
Developer Contribution		\$ 256,500			
Property Owners					
Long Term Debt/Unfinanced	\$ 5,969,854	\$ 1,910,600	\$ 1,443,800	\$ 1,085,100	\$ 546,700
Funding Source Total	\$ 16,951,154	\$ 10,301,000	\$ 10,488,000	\$ 8,507,100	\$ 2,005,500

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2019 Draft Budget

Strategic Plan

Section 1: Strategic Plan – 2016 & 2017-2019

Town of The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainable Growth

Strategic Actions

OBJECTIVE: Retain Existing Business



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.



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

Staff conduct regular meetings and presentations with local stakeholder groups.



Continue to explore the expansion of a regional transit system.

Discussions with 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 does not support the extension of Transit services into The Blue Mountains at this time. Staff continue to review options such as UBER and other creative opportunities. A pilot program has been initiated to expand the operating hours of the current Blue Mountains link. Opportunities may be available to further expand the program through discussions with Grey and Simcoe Counties.

OBJECTIVE: Attract New Business



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.

This is being completed through the new Comprehensive Zoning By-law Project.



Implement a Business Development Strategy.

This is being completed through the new Comprehensive Zoning By-law Project. Some clarity has been achieved through the approval of the Comprehensive Zoning By-law, but an Employment Lands study is required to properly assess optional zoning in the future.

OBJECTIVE: Promote a Diversified Economy



Continue to support County efforts for the 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.

OBJECTIVE: Support Value-added Agriculture and Culinary Tourism



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

This is being completed through the new Comprehensive Zoning By-law Project.

Section 1: Strategic Plan – 2016 & 2017-2019

Town of The Blue Mountains Strategic Plan



Work collaboratively with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), 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.

Goal #2: Engage our Communities and Partners

Strategic Actions

OBJECTIVE: Improve External Communication with Our Constituents



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

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

OBJECTIVE: Use Technology to Advance Engagement



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

The Town completed the new Website in the 2nd quarter of 2018. Maintenance and upgrading will be ongoing so future redevelopments can be considered as typical upgrades on a more regular basis.

OBJECTIVE: Strengthen Partnerships



Continue to facilitate connections between business associations.

The Economic Development Advisory Committee meets monthly. A strong partnership and communication strategy has been developed with the Thornbury BIA, Clarksburg Business Group, Chamber of Commerce and others over 2018 and staff is excited to continue to work with these groups and look to extend to other interested groups and associations.



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

Staff continue to have an ongoing dialogue with First Nations through the development review process to ensure that significant resources are identified and protected.



Work collaboratively with other levels of government, 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 work closely with the County of Grey through the Town/County Relationship Committee. Additional work in 2018 included enhancing relationships with the Chief Administrative Officers of Municipalities and the two Counties in Southern Georgian Bay Region. Staff have also made great strides in creating relationships with many of the Provincial Ministries including Ministry of Natural Resources and Forestry, Ministry of Transportation, Ministry of Environment.

Section 1: Strategic Plan – 2016 & 2017-2019

Town of The Blue Mountains Strategic Plan

In addition, Town staff are very excited about enhancing a strong relationship with the Grey Sauble Conservation Authority.

Goal #3: Support Healthy Lifestyles

Strategic Actions

OBJECTIVE: Promote the Town as a Healthy Community



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

Staff continues to review the existing Town lands inventory. Staff are also reviewing the existing Policies and Procedures regarding lands and the disposition of lands to develop a strategy to achieve this Strategic Goal.



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 Town's trail network.



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 are currently being re-written and will document AODA requirements and consider transit needs. Development and Town projects initiated as of January 2016 have constructed works satisfying AODA requirements. No new works are being installed that are not accessible.



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

The Town's Engineering Standards are currently being re-written and will include development requirements for where cycling lanes are required along with their design standards. Community Services is leading an Active Transportation Study that will provide input on locational requirements.

OBJECTIVE: Increase the Range of Housing Choices and Promote Housing Affordability



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.

OBJECTIVE: Manage Growth and Promote Smart Growth



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

This is being completed through the new Comprehensive Zoning By-law Project (under appeal to LPAT).

OBJECTIVE: Commit to Sustainability



Commit staff resources to 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, this position was not approved. Included as an addition in the 2019 budget is funding to update the Sustainable Path document.

Section 1: Strategic Plan – 2016 & 2017-2019

Town of The Blue Mountains Strategic Plan

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

Strategic Actions

OBJECTIVE: To Be an Employer of Choice



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.



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

Staff has initiated through the Human Resources Division a staff recognition program. Elements to this program include Annual Service Awards, Annual Education Awards and staff celebrations.

OBJECTIVE: Improve Internal Communications across Our Organization



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

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

OBJECTIVE: To Consistently Deliver Customer Service Excellence



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

Public consultation and municipal processes

Building permits, inspection services for new construction, and renovations

General road condition and maintenance

Staff suggests that a Citizen Satisfaction survey be completed in 2020 to create a baseline of information for the New Council to consider, while reflecting on the findings of the 2015 survey.

Goal #5: Ensure that our Infrastructure is Sustainable

Strategic Actions

OBJECTIVE: Implement Best Practices in Sustainable Infrastructure



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. In collaboration with Infrastructure and Public Works staff, Planning and Development Services has become the lead for finalizing the Engineering Standards.

Section 2: Strategic Plan – 2016

Town of The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainable Growth

Strategic Actions

OBJECTIVE: Promote a Diversified Economy



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

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

OBJECTIVE: Improve Visibility and Local Identity



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 2019.

Goal #2: Engage our Communities and Partners

Strategic Actions

OBJECTIVE: Improve External Communication with Our Constituents



Revise the Town's Procedural By-law to accommodate requests to make deputations to Council after the agenda has been published.

This project was completed in 2018, however additional changes have been requested and may be considered in 2019.

Goal #3: Support Healthy Lifestyles

Strategic Actions

OBJECTIVE: Promote the Town as a Healthy Community



Develop an Active Transportation Plan.

This work is being completed in conjunction with Planning and Development Services and the initial community consultation piece was initiated in 2016. Mapping and survey works have been initiated in 2017 with the final Plan development planned for in 2019. This project will continue into 2019.

OBJECTIVE: Increase the Range of Housing Choices and Promote Housing Affordability



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

Staff work closely with the Attainable Housing Corporation in the implementation of the corporation's assistance program and other initiatives.

Section 2: Strategic Plan – 2016

Town of The Blue Mountains Strategic Plan

OBJECTIVE: Manage Growth and Promote Smart Growth



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

This was completed in 2016.

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

Strategic Actions

OBJECTIVE: Improve Internal Communications across Our Organization



Review and re-define the corporate staff governance process.

This review will continue in 2019 with new Council orientation.



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

Staff recommend this work to be completed in 2020.

OBJECTIVE: Constantly Identify Opportunities to Improve Efficiencies and Effectiveness



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

The Town continues to meet with the County to consider opportunities in enhancing the existing relationship with the County.

Goal #5: Ensure that our Infrastructure is Sustainable

Strategic Actions

OBJECTIVE: Develop a Long-Term Asset Management Plan for the Maintenance, Renewal and Replacement of Existing Infrastructure



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. In 2017 Council approved the Asset Management Policy and Strategy. The Policy will be reviewed in 2019 to ensure it is compliant with the new legislation.



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.

Section 3: Strategic Plan – 2017-2019

Town of The Blue Mountains Strategic Plan

Goal #1: Create Opportunities for Sustainable Growth

Strategic Actions

OBJECTIVE: Retain Existing Business



Identify and recommend further actions to implement the Business Retention and Expansion Strategy.

The Economic Development Advisory Committee focused on the challenges of Labour Force Supply and the connection to the lack of Attainable Housing. Significant work was completed along with a very informative presentation to Council by Andrew Seigwart and Mark Conway in regards to potential tools for a range of provisions for Attainable Housing opportunities.

OBJECTIVE: Attract New Business



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.

The Economic Development Advisory Committee has set a priority to complete an Economic Development Plan in 2019. The Plan has been included as an addition to the 2019 budget.

OBJECTIVE: Promote a Diversified Economy



Support the growth of compatible home-based business through Zoning and Development Charges. Review again in 2024.

This is being completed through the new Comprehensive Zoning By-law Project.



Complete an Employment Lands Inventory and provide information online.

This is recommended to begin after the new Comprehensive Zoning By-law Project.

OBJECTIVE: Support Value-added Agriculture and Culinary Tourism



Support farmers through the provision of information, farm visits, and business support to encourage the growth of farm-based businesses and industries.

With a full complement of staff in Economic Development in 2019, a review of this initiative along with working with the Agricultural Advisory Committee may assist in moving this Strategic Action forward in 2019.

OBJECTIVE: Improved Visibility and Local Identity



Retain a marketing consulting firm to provide recommendations on what would be the costs of increasing the recognition of the Town and what benefits would be recognized through that process.

No specific action was taken throughout 2018. Staff will bring forward a report to Council to determine how Council wishes to prioritize this initiative.



Prepare a Highway 26 Corridor Plan and Urban Design Guidelines

This project will be considered during the overall streetscape and Highway 26 corridor planning in the future. Gateways that are located on County Roads will also be reviewed with County Staff to determine what enhancements would be permitted.

Section 3: Strategic Plan – 2017-2019

Town of The Blue Mountains Strategic Plan

Goal #2: Engage our Communities and Partners

Strategic Actions

OBJECTIVE: Use Technology to Advance Engagement



Establish a contract position/co-op position to implement an improved communication process, advance engagement through existing technologies (Facebook, Twitter and Instagram).

Staff anticipated that this Action Item will be considered during the proposed Communications Strategy identified in this 2019 draft budget. This will also be a key aspect to the work the proposed Communications Committee may consider. This Strategy has been included as an addition to the budget.

OBJECTIVE: Strengthen Partnerships



Facilitate a “Community Builders Breakfast” with key groups.

Director of Planning and Development Services intends to take this work on as part of his six month orientation to build a relationship with the development industry. Regular meetings of a Developers Liaison Group are planned for 2019.

Goal #3: Support Healthy Lifestyles

Strategic Actions

OBJECTIVE: Promote the Town as a Healthy Community



Identify areas where lower speed limits may be considered to improve community safety in the entire municipality.

The Transportation Master Plan expected to commence in 2019 will include a task to identify the appropriate speed limit across the Town including where community safety would be enhanced by lower speed limits.



Develop an Age Friendly Community Strategy.

The Seniors Network is currently considering making application for this strategy. No work had been previously been completed by staff.

OBJECTIVE: Increase the Range of Housing Choices and Promote Housing Affordability



Take the lead to develop an Affordable Housing Strategy in collaboration with development partners including the County and private sector including acquiring lands and developing buildings.

Staff will be bringing forward an inventory detailing potential properties and opportunities for consideration of Attainable Housing.



Utilize Bonusing and Community Improvement incentives to develop affordable housing.

This will be reviewed during the update to the Town's Community Improvement Plan scheduled in 2020.

Section 3: Strategic Plan – 2017-2019

Town of The Blue Mountains Strategic Plan

OBJECTIVE: Manage Growth and Promote Smart Growth



Phase in incentives for installation of automatic sprinkler systems in all residential buildings such as a Development Charge Credit Bonusing and other alternatives in order to prevent fires rather than fight them.

These incentives will be considered throughout the 2018 Development Charges Background Study.

OBJECTIVE: Commit To Sustainability



Provide incentives through Community Improvement grants or Development Charge reductions for sustainable design and development.

This will be reviewed during the update to the Town's Community Improvement Plan scheduled in 2020. The Development Charges Background Study will be presented to Council in early 2019 which will have some options for Council consideration around Low Impact Development.



Promote Low Impact Development (LID) where appropriate in new developments through engineering standards and site plan control.

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



Utilizing energy-efficient water and wastewater plants, more energy efficient infrastructure facilities and service vehicles.

The Town will be completing an Energy Audit in 2018/2019. Out of these findings, the Water and Wastewater Division will be undertaking energy efficiency improvements over 2019 – 2021.

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

Strategic Actions

OBJECTIVE: To Be an Employer of Choice



Develop objective evaluation/measurements to be recognized as one of the best 100 places to work.

Staff suggests reviewing this Action with Council during 2019.



Develop a Succession Management Plan.

2019 will be a key year for Staff to consider succession planning throughout the organization.



Identify training opportunities for staff and encourage continuous learning.

This Strategic Action item is ongoing and moving forward. The Human Resources Division is working on an initiative to bring on-line learning to all staff for legislated training initiatives.

OBJECTIVE: Improve Internal Communications across Our Organization



Strengthen communications between staff at Service Area Manager level and disseminate information through the organization.

This has been a high priority throughout 2018 with significant strides being made and carried through into 2019 and beyond.

Section 3: Strategic Plan – 2017-2019

Town of The Blue Mountains Strategic Plan

OBJECTIVE: To Consistently Deliver Customer Service Excellence



Develop a service standard for delivering municipal services (in addition to AMP).

In conjunction with an AMP the levels of service and service standards will be reviewed throughout 2019.



Develop a customer service policy to provide guidelines for the timely response to requests for service.

As part of the Service Request Module for CityView, policies will need to be established to ensure the Town is providing timely responses to requests for service. Municipal best practices will be utilized.



Develop a system to ensure timely responses to customer requests and measure success.

The Town has purchased the Service Request Module for CityView. In the fall of 2018, the web portal on the Town's website will be live. This will allow citizens to submit requests for service and complaints into the software, which will be dispatched to staff.



To ensure staff are equipped with the skills to provide service excellence recognizing the aging society and persons with disabilities.

This Strategic Action item is ongoing and moving forward.



Develop a first point of contact location on the main floor staffed by people who are trained to provide a variety of services to the public.

Staff have reviewed and without renovations this is not feasible at this point.

OBJECTIVE: To Be A Financially Responsible Organization



Ensure sustainable funding of priority programs while maintaining a sustainable tax program.

A Financial Condition Assessment with Financial Policy review will be completed through 2019.

OBJECTIVE: Constantly Identify Opportunities to Improve Efficiencies and Effectiveness



Encourage and reward staff for identifying improved efficiencies and effectiveness in SMT review as part of a staff recognition program.

This Strategic Action item is ongoing and moving forward.

Goal #5: Ensure that our Infrastructure is Sustainable

Strategic Actions

OBJECTIVE: Develop a Long-Term Asset Management Plan for the Maintenance, Renewal and Replacement of Existing Infrastructure



Implement leading technology and develop staff resources required to develop and maintain asset management data (inventory, work order, human resources, financial, etc.).

During the implementation of the Asset Management Software (CityWorks) new policies and procedures will be developed to ensure the Town is following municipal best practices in all areas of asset management.

Section 3: Strategic Plan – 2017-2019

Town of The Blue Mountains Strategic Plan



Prepare asset inventory and condition assessments.

During the implementation of Cityworks, the asset inventory was completed. In 2018 the Town completed the Facility Condition Assessments and started a seven year program to assess all wastewater and storm water pipes. The Town will continue to assess different asset classes and update those currently collected.



Prepare bi-annual Town Asset Management Plans that include:

Capital replacement algorithms or methodologies to determine “best value” of undertaking replacement where number of assets affected maximize the value of the group of assets (i.e. roads and underground piping reconstruction)

Financial plan to responsibly fund asset management needs

An in-house Asset Management Plan is scheduled to be completed in 2020. As per the new legislation the Town has until 2021 to create a Linear Plan and 2023 to have a comprehensive plan with all asset classes.

OBJECTIVE: Avoid Unexpected Infrastructure Failure and Associated Costs and Liability



Establish Level of Service for each asset category.

During 2019 staff will be compiling these Levels of Service and reporting back to Council. As per the new legislation the Town doesn't require Levels of Service until 2024.



Undertake risk assessment of asset failure and consequences of failure.

This portion of the asset management plan will be delayed to ensure that other mandatory sections are completed on time. As per the new legislation the Town is not required to use risk assessments in the Plan however staff will be including risk in future plans.



Prepare and implement preventative maintenance and capital replacement plans based on best available information and that includes a description of scope of work and costing (annually).

This is an on-going item for staff as the Town currently has and implements many plans that would fit this definition. For example the Roads Needs Study is used for road re-surfacing, the Bridge Assessment study outlines required bridge and culvert work. In addition the new Facility Condition Assessments will be used to create the five year capital plans for the Town owned facilities. This is not a comprehensive list of the plans used when creating the operating and capital budgets.

OBJECTIVE: Implement Best Practices in Sustainable Infrastructure



Identify high performers among the Town's comparable municipalities and research best practices with respect to asset management.

Staff have been in contact with asset management practitioners and cultivated informational sources for asset management best practices. A direct comparable municipality has not been identified to model upon but Staff are gleaning good ideas as identified. With the new legislation coming into effect over the next five year period this will help standardize what each Plan looks like and will allow for easier comparisons.



Identify staff awareness and training gaps, determine means by which to undertake training, and undertake training.

This Strategic Action item is ongoing and moving forward.

Section 3: Strategic Plan – 2017-2019

Town of The Blue Mountains Strategic Plan

OBJECTIVE: Ensure That Infrastructure Is Available To Support Development



Prepare a Future Infrastructure Needs Plan following final approval of the Official Plan.

A single comprehensive Infrastructure Needs Plan will not be prepared. Instead several Environmental Assessments (EA) and studies are underway. A Water Distribution Master Plan EA will determine the future needs in the water distribution system. A Needs Assessment is being prepared for the wastewater system which will be followed by a Wastewater Collection Master Plan. An Addendum EA has been completed for the Thornbury Wastewater Treatment Plant. A stormwater environmental assessment is underway to determine improvements required in the older areas of Thornbury. A Transportation Master Plan is expected to commence in 2019.



Develop a Sanitary System Hydraulic Model and identify system deficiencies.

The preparation of a sanitary collection system model is underway and will result in a Needs Assessment Report following which a Wastewater System Master Plan Environmental Assessment will be completed over 2019 and 2020.

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2019 Draft Budget Taxation

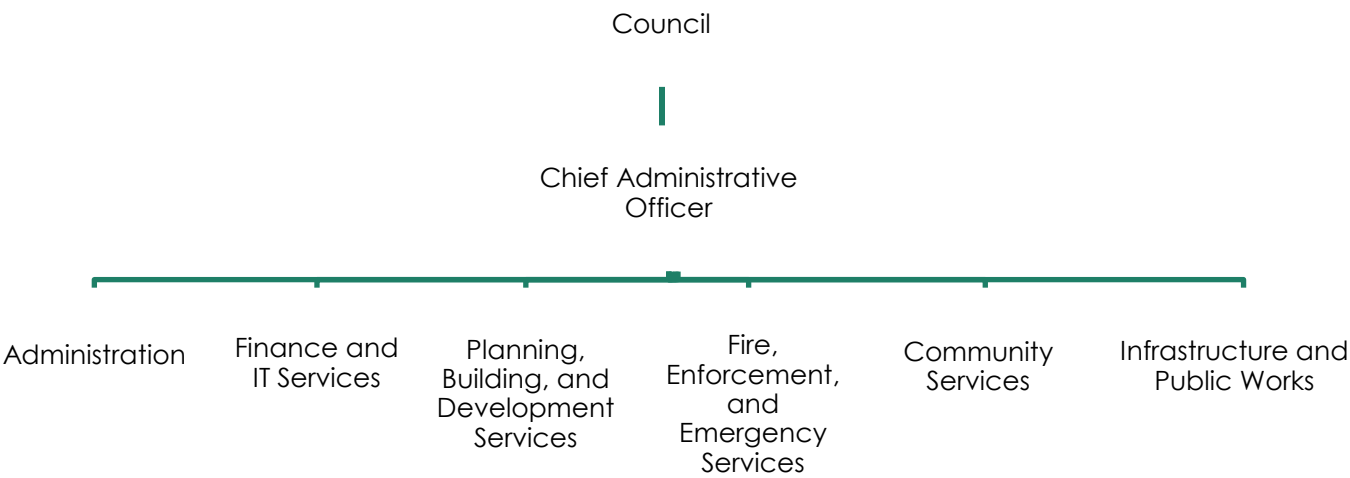
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Council

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 considering the well-being and interests of the municipality. It is their duty to maintain the financial integrity of the Town and to ensure the accountability and transparency of the Town's operations.

Organizational Chart



Council

Mission

- The Town of The Blue Mountains will support our diverse community by managing change through innovative leadership, fiscal responsibility and commitment to excellence.
- The Town is committed to doing the best and doing the right things for the community and is constantly looking to improve services and enhance practices of striving towards municipal service excellence.

Services Provided

- Develops and evaluates policies and programs related to the municipality.
- Determines which services the municipality provides and adopts annual Budgets.
- Represents the Town at official functions.
- Ensures that administrative policies, practices, procedures, and controllership policies are in place to implement the decisions of Council.

2019 Strategic Action Items and Work Plan

Goal #1: Create Opportunities for Sustainable Growth - Continue to support County efforts for South Western Integrated Fiber Technology (SWIFT) Project to provide ultra-high speed broadband internet to all residents and businesses of South Western Ontario at a reasonable cost.

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.

Goal #2: Engage our Communities and Partners - Work collaboratively with other levels of government, 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.

Goal #3: Support Healthy Lifestyles - Support the Town of The Blue Mountains Attainable Housing Corporation as a vehicle to promote housing affordability.

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.

Continue to work with Grey County on the Grey County/Town of The Blue Mountains Task Force to examine issues of concern to the Town.

Non-Financial Statistics

Description	2017 Actual	2018 Actual
Members of Council	7	7
Council and Committee of the Whole Meetings	62	50
Households within the Town (MPAC)	7,729	7,962
Permanent Population, as per Canadian Census Data	7,025	7,025
Non-permanent Population (estimated) ¹	6,010	6,010

¹ The non-permanent population is calculated by taking the number of households in The Blue Mountains with non-permanent residents and multiplying it by the average household size, as per Canadian Census Data (2016 – 2.1).

2019 Budget Commentary

In the past, municipal elected officials were not subject to income tax on 1/3 of their Salaries in lieu of claiming expenses related to their duties. Starting on January 1, 2019, the Canada Revenue Agency is no longer allowing any exemption to taxable Salaries. As a result, there will be a small increase in taxable and pensionable earnings for Members of Council, resulting in additional income tax, and CPP contributions. Additionally, the Town will no longer receive the HST rebate on the non-taxable portion of the Council's remuneration.

Salaries are remaining the same in 2019 over 2018. An increase to Council Salaries was proposed for 2019, as per Staff report FAF.18.73, and Staff have included an \$18,000 Transfer to Reserves until the Council Compensation Review Committee has completed a recommendation regarding this proposed increase.

Overall, Council's 2019 Budget is decreasing in a number of areas due to the 2018 municipal election, which increases the Council budget every four years. Specifically, this is reflected in decreases of \$20,250 in Communications and \$27,685 in Purchased Services.

A \$20,000 budget decrease is included in Administrative Expenses, as this was a special budget in 2018 for the Town's 20th Anniversary celebrations. Additionally, a decrease of \$10,000 is included in Personnel and Training, as a one year donation was made in 2018 to "Events for Life" as per the 2018 Approved Budget.

In the past, the Town has set aside \$15,000 each year in Reserves for the municipal election, for a total budget of \$60,000 each election. If multiple alternative voting methods are used in the next Municipal Election, an increase to the budget will be required.

As per the Guidelines for the Reimbursement of Expenses for Mayor and Council (By-law 2006-06), each member of Council is encouraged to attend two Conferences or seminars per calendar year. Council's training budget (Personnel and Training) includes \$18,550 (an average of \$1,325 per Conference, including admission, accommodation, mileage and meals) to allow for this, as well as \$2,200 for memberships. The Council training budget has also been increased by \$8,000 for 2019 to allow the newly elected Council to attend more training sessions than is regularly budgeted.

Included in Administrative Expenses is \$8,500 for the annual staff and Council Christmas party.

Council Election

2019 – 2021 Council Election Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	0	9,471	0	0	0
Administrative Expenses	0	1,253	0	0	0
Communications	0	12,249	0	0	0
Personnel and Training	1,326	1,166	0	0	0
Equipment Related	1,221	2,544	1,275	1,300	1,400
Legal Expenses	0	0	0	0	1,500
Purchased Services	0	25,186	0	0	0
Total Expenses	2,547	51,868	1,275	1,300	2,900
Transfers					
Transfers to Reserves	13,020	0	13,000	15,000	15,000
Transfers from Other Reserves	0	-10,412	0	0	0
Interfunctional Transfers	0	58	0	0	0
Total Transfers	13,020	-10,354	13,000	15,000	15,000
Total Transfers and Expenses	15,567	41,514	14,275	16,300	17,900
Revenue					
None	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	15,567	41,514	14,275	16,300	17,900

Council

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	213,047	226,193	218,823	218,823	218,823
Administrative Expenses	10,266	16,911	11,600	11,600	11,700
Operating Expenses	0	1,343	0	0	0
Communications	4,537	14,517	5,185	5,215	5,300
Personnel and Training	17,264	23,532	32,800	24,900	25,700
Utilities	0	0	0	0	0
Equipment Related	1,221	3,053	1,275	1,300	1,400
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	1,500	0	0	1,500
Consulting	0	0	0	0	0
Purchased Services	0	34,387	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	9,085	4,490	4,630	4,720	4,810
Premise and Site	0	0	0	0	0
Total Expenses	255,420	325,926	274,313	266,558	269,233
Transfers					
Transfers to Capital	19,000	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	13,020	0	31,000	33,000	33,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-30,000	0	0	0
Interfunctional Transfers	-81,593	-71,086	-58,073	-48,060	-49,021
Total Transfers	-49,573	-101,086	-27,073	-15,060	-16,021
Total Transfers and Expenses	205,847	224,840	247,240	251,498	253,212
Revenue					
Grants and Donations	0	840	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	840	0	0	0
Net Cost of Service (Taxation)	205,847	224,000	247,240	251,498	253,212

The above chart includes the Municipal Election Budget.

2019 Operating and Capital Projects

None.

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Administration

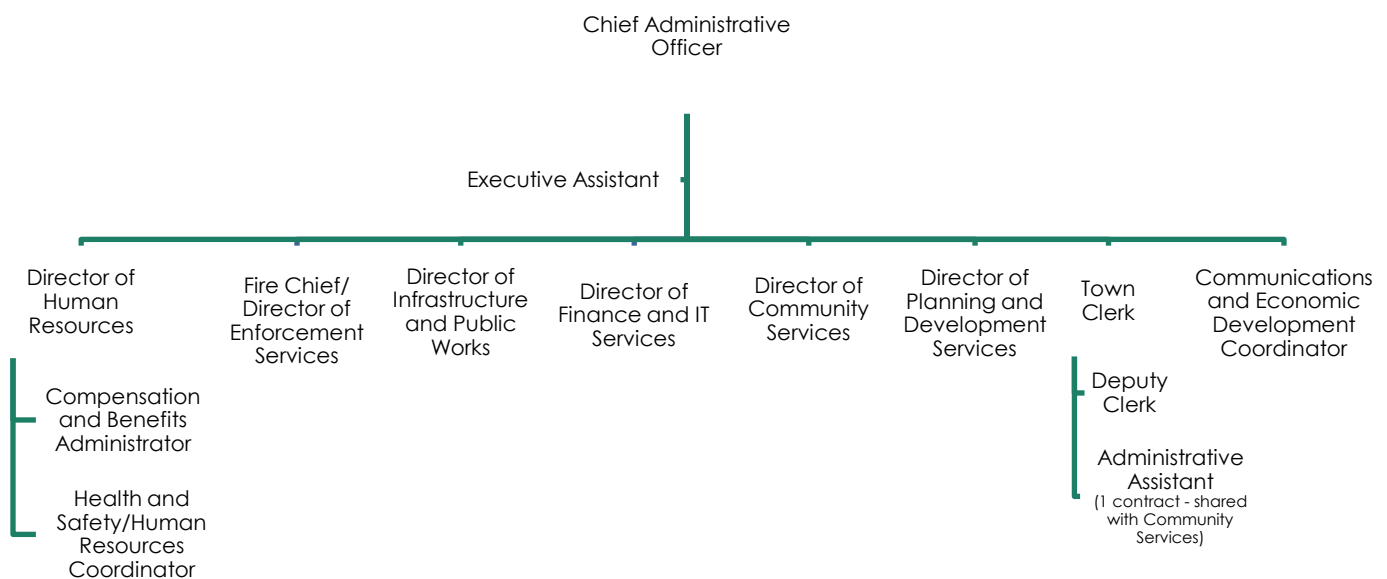
The Town operates a broad range of services through its various Committees and Departments.

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.

In 2019 Council will be tasked with recruitment of a new Chief Administrative Officer. Council will have a range of options to consider on how they wish to recruit and successfully fill the position.

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



Administration

2019 Fees and Charges

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2019 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2019 Fees and Charges By-law. If the 2019 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule A – Finance and Administration

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Tax Certificate	\$60.00	\$75.00
Property Title Search for Tax Collection	\$40.00	
Tax Bill Reprint	\$10.00	
Funds Transfer Fee ¹	\$20.00	
Returned (NSF) Cheque	\$35.00	
Interest on Special Charges and Accounts Receivable	1.25% per month	
Photocopy (includes HST)	\$0.50/copy	
Grey County Map Book	100% of Cost	
Town of Thornbury History Book (includes HST)	\$6.00	
Town Flag (plus HST)	\$45.00	
Town Hall Cleaning for Events	\$175.00 per event	
Other Town Merchandise	100% of Cost	
Lottery License	3% of the total prize value to a maximum of \$100	
Request for Municipal Information or Letters of Non-Objection as required by A.G.C.O.	\$50.00	
Marriage License	\$125.00	
Civil Marriage/Vow Renewal Services		
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	

¹ Resulting from funds being directed to the incorrect account by the customer. No charge for the first request, fee applies to the second and each subsequent request.

Administration

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Travel Fee (outside The Blue Mountains)	\$30.00	
Line Fence Viewers		
Administrative Fee	\$200.00 per request	
Fee per Fence Viewer per hour	\$20.00 per hour	
Travel Fee	Current Town km rate	
Request for Town comments in response to Application for Work Permits under the Public Lands Act (Shoreland Works Permit)	\$350.00	
Tile Drainage Inspection	\$100.00	

Schedule A – Freedom of Information Requests

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Photocopies and Computer Printouts	As per the Municipal Freedom of Information and Protection of Privacy Act	
CD-ROMs	As per the Municipal Freedom of Information and Protection of Privacy Act	
Manual Search of a Record	As per the Municipal Freedom of Information and Protection of Privacy Act	
Preparing a record for disclosure, including severing a part of the record	As per the Municipal 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	As per the Municipal Freedom of Information and Protection of Privacy Act	

Other such fees as may be authorized by the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56, as amended and regulations thereto.

These fees are subject to change from time to time with and in accordance with the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56, as amended and regulations thereto.

Office of the Chief Administrative Officer

Mission

- Lead the administration of the municipality and the organization's overall performance.
- 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.
- Monitor, evaluate, advise, mentor, coach, and collaborate with senior staff regarding the management of their respective departments.
- Advise Council in the development of public policy, ensuring that Council is provided with relevant information necessary to make informed decisions.

Services Provided

- 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.
- 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.
- Establishing and maintaining positive working relationships with community partners, neighbours and other levels of government.
- Developing and promoting a strong working relationship with Council and communicating regarding progress and challenges in implementing programs and policies.
- 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 policy/program/service delivery.
- Broad, general oversight of the management of the municipality's finances.

2019 Strategic Action Items and Work Plan

Goal #3: Engage our Communities and Partners - Take the lead to develop an Affordable Housing Strategy in collaboration with development partners including the County and private sector including acquiring lands and developing buildings.

Goal #4: Promote a culture of Organizational and Operational excellence - Review and re-define corporate staff governance process and maintain the open-door portal to Chief Administrative Officer policy.

2019 Budget Commentary

This Budget has been developed with the mindset that this will be a transition year with a new Town Council, and having the opportunity to have staff and Council work together to build an understanding of strategic directions and priority setting.

Office of the Chief Administrative Officer

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	230,711	296,205	329,805	336,032	342,743
Administrative Expenses	3,192	4,262	2,000	2,000	2,000
Operating Expenses	0	0	0	0	0
Communications	1,135	811	1,650	1,675	1,700
Personnel and Training	11,556	17,578	14,055	14,155	14,270
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	10,313	4,036	0	0	0
Consulting	20,352	116	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	277,259	323,008	347,510	353,862	360,713
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	9,996	10,000	10,000	10,000	10,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-20,352	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	-10,356	10,000	10,000	10,000	10,000
Total Transfers and Expenses	266,903	333,008	357,510	363,862	370,713
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	266,903	333,008	357,510	363,862	370,713

2019 Operating and Capital Projects

None.

Administration

Sustainability Committee

Committee Mandate

Council directed staff to bring forward a report for the appointment of three members of Council to a newly established Sustainable Path Committee. Staff is recommending that these three member of Council work with staff to develop a draft Terms of Reference that includes developing a proposed Committee composition.

In addition, as part of the drafting of the Terms of Reference, staff is also recommending that a specific Town Department responsible for the Sustainable Path be identified and that specific staff resources be identified along with a review of the required budget to ensure appropriate resources are provided to the ensure the success of the Committee moving forward.

Meeting Schedule

2nd Wednesday of the Month at 1p.m.

Committee Resources

Staff Resources for this Committee are anticipated to be at a higher level in the initial stages of the development of the Committee as well as the anticipated review and updating of the Sustainable Path as outlined in this Committee Operating Sheet.

Staff has identified that with a one meeting per monthly schedule, Administrative support outlined below will require approximately 6 hours of administrative support currently not provided by staff.

In addition to typical Administrative support, it is suggested that staff time be allocated to the following positions;

Chief Administrative Officer – 4 hours per month

Director of Planning and Development Services – 4 hours per month

Manager of Planning – 8 hours per month

Administrative Support - 6 hours per month (time allotted and funded through Committee Budget)

- Agenda Preparation
- Scheduling of Meetings
- Minute Taking
- Minute preparation
- Minute circulation Collection of Correspondence
- Development and circulation of correspondence from the Board
- Coordinate with Clerks Department for Committee and Council Agenda Inclusion

Administrative Support – Estimated \$2,959.00

Total Staff Resources for 2019 – Estimated \$15,623.00 (from March to end of December)

Sustainability Project - Business Case

The proposed project identifies the need to review the 2009 Sustainable Path. The 10 year review of the Town's Plan is required to measure the previous Plans strategic goals and inventory the actions taken over the past 10 years.

Staff is recommending that the 2019/2020 Plan be equipped with strong strategic direction with clear and measurable action items and potential costs to be incurred. It is recommended that the Plan also outline a series of action plans that would be required to allow for the updated Sustainable Path to be effective.

In addition, it is recommended that the Sustainable Path Review include an additional contract staff resource to be assigned to work closely with the Committee, the Director of Planning and Development Services and the Chief Administrative Officer. It is proposed that the Project Manager would report regularly to the Chief Administrative Officer and monthly to the Senior Management Team.

Strategic Alignment

The review and updating of the Sustainable Path is ultimately aligned with all previous strategies. The Sustainable Path needs to be the overarching Strategic Document for the Community, with all subsequent strategies referring and reflecting on the Sustainable Path.

Options or Solutions Analysis

1. As presented, this project outlines the need to hire a Project Manager that will work directly with the Sustainability Committee and closely with the CAO and the Town's Senior Management Team. In addition, the position will work closely with all Town internal departments along with a significant Public Consultation process.
2. Complete a much higher overview of the Sustainable Path outlining the completed actions and any outstanding and unfinished actions.

It is anticipated that strong Committee membership will provide a high level of expertise and skill set to help in the development of the updated Sustainable Path.

Financial and/or Non-Financial Benefits

The proposed project plan allows for adequate contract staffing, accented with consultant expertise where required to ensure the project is completed in a timely and effective manner.

Risk Analysis

The Sustainable Path would benefit greatly from having a 10 year review. Ideally in the future, a five year review is proposed so the Plan is kept up to date and will require less of an updating.

Recommendation

That the Town undertake a full Review and update of the 2009 Sustainable Path. The Plan is to be undertaken in the 3rd quarter of 2019 with completion in the second quarter of 2021.

Project Implementation Plan

2nd Quarter of 2019 pending budget approval, engage the Sustainability Committee to develop the Committee's Term of Reference and the framework of the strategic planning process.

3rd Quarter of 2019

Hiring of a Contract Project Manager for the Sustainable Path.

4th Quarter of 2020

Implementation of the Sustainable Path Development and initiation of the public consultation process.

2nd quarter of 2020 preliminary findings and status report to Committee of the Whole

3rd Quarter of 2020 1st draft of the Sustainable Path to Advisory Committee and Council.

3rd Quarter of 2020

Sustainable Path approved by the Community and Council

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Materials	\$70,000	\$25,000				
Advertisements	\$10,000	\$7,000				
Consulting	\$40,000	\$20,000				
Contract Services	\$62,000	\$62,000				
Additional Equipment	\$10,000	\$10,000				
Expenditures Total	\$275,000	\$100,000				
Funding						
Taxation	\$34,000	\$34,000				
Gas Tax	\$66,000	\$66,000				
Funding Total	\$100,000	\$100,00				

Materials - include Public Engagement Materials as well as final publication of the updated Sustainable Path Document, shared with the Economic Development and Communication projects where appropriate.

Advertisement – includes funding for a very robust public engagement advertisement campaign over the duration of the project, shared with the Economic Development and Communication projects where appropriate.

Consulting – includes funding for specific expertise in public facilitation and graphic design shared with the Economic Development and Communication projects where appropriate.

Contract Services – this allows for the town to hire a Contract Staff that will provide project management for the Sustainable Strategic Plan and be the liaison with the Sustainability Committee for Project Specific tasks. This proposed project direction provides for in-house expertise and reduces the need for a consultant managed project.

Additional Equipment – funding is provision in the case of project specific equipment for facilitation and or engagement including computer and other IT equipment. This funding can be considered a contingency that is dependent on the successful candidate's needs.

Administration

Economic Development Strategy/Advisory Committee

Committee Mandate

The Town of The Blue Mountains Economic Development Advisory Committee will make recommendations to Council and provide insight into matters relating to the economic development and the economic wellbeing of The Blue Mountains.

The mandate of the Town of The Blue Mountains Economic Development Advisory Committee is to:

- Assist, in an advisory capacity, Council and Staff on matters relating to economic development;
- Provide advice to Council and Staff in developing and implementing an economic development strategy;
- Review and / or participate in the development of Town policies, programs and initiatives relating to Economic Development;
- To provide a forum for the exchange of ideas and action plans on programs and initiatives of other Council committees and entities relating to Economic Development;
- Support and develop economic opportunities to encourage sustainability and prosperity within the community;
- Work in partnership with staff and local economic development partners to actively assist in fostering and promoting a positive community image and a healthy business environment for existing and prospective businesses;
- Form sub-committees to deal with specific initiatives, and identify strategic solutions; and undertake other assignments as may be requested by Council, as it relates to the overall purpose of the committee.

The Town of The Blue Mountains Economic Development Advisory Committee will make recommendations to Council and provide insight into matters relating to the economic development and economic wellbeing of the Town of The Blue Mountains.

Meeting Schedule

1st Monday of the Month at 9a.m.

Committee Resources

Staff Resources for this Committee are anticipated to be at a higher level pending the approval through the budget process of the proposed development of an Economic Development Strategic Plan as outlined in this Committee Operating Sheet.

Staff has based the use of staff resources on a meeting per month schedule for the remaining 10 months of 2019, the Administrative support outlined below will require approximately 6 hours of administrative support currently as currently provided by a contract staff position. It is suggested that additional meetings will be required during the Strategic Plan development.

In addition to typical Administrative support, it is suggested that staff time be allocated to the following positions;

Chief Administrative Officer – 4 hours per month

Economic Development & Communication Officer – 10 hrs per month for Committee specific

Administrative Support - 6 hours per month (time allotted and funded through Committee Budget)

- Agenda Preparation
- Scheduling of Meetings
- Minute Taking
- Minute preparation
- Minute circulation Collection of Correspondence
- Development and circulation of correspondence from the Board
- Coordinate with Clerks Department for Committee and Council Agenda Inclusion
- Annual operating costs for the Sustainability Committee

Administrative Support – Estimated \$10,393.00

Economic Development Strategic Plan - Business Case

This project has been identified as a priority and is also a key initiative for the Town's Economic Development Advisory Committee moving forward. This Strategy will focus on a variety of streams of Recruitment and Retention and be aligned with the work being completed on the Attainable Housing front as well as review of Planning initiatives, infrastructure Initiatives, and regional strategies.

In addition it is recommended that the Economic Development Strategic Plan include an additional contract staff resource be assigned as the Project Manager and be shared with the Communications Strategic Plan Project. It is proposed that the Project Manager would report to the Economic Development & Communications Coordinator.

Project Manager funding

2019 - \$27,500 6 months shared with Communication Project

2020 - \$52,900 12 months shared with Communications Project

Total project manager \$80,400

Strategic Alignment

Goal #1: Create Opportunities for Sustainability

- Objectives:
- 1) Retain Existing Business
 - 2) Attract New Business
 - 3) Promote a diversified Economy
 - 4) Support Value-Added Agricultural and Culinary Tourism
 - 5) Improved Visibility and Local Identity

Goal #2 Engage Our Communities and Partners

- Objectives:
- 1) Improve external communications with our constituents
 - 2) Use Technology to advance engagement
 - 3) Strengthen Partnerships

Goal #3 Support Healthy Lifestyles

- Objectives:
- 1) Promote the Town as a Healthy Community
 - 2) Increase the range of housing choices and promote housing affordability
 - 3) Manage growth and promote smart growth
 - 4) Commit to sustainability

Options or Solutions Analysis

This project requires additional staffing to provide this work and will also require the hiring of either a part time staff person or purchasing of services from a consultant to provide expertise in specific areas.

It is anticipated that strong Committee membership will provide a high level of expertise and skill set to help in the development of the Communication Strategy.

Financial and/or Non-Financial Benefits

The key benefits of completing the strategy include:

- Engaging the business community and other stakeholders in building the economy of our community;
- Providing a vision and mission for community economic development;
- Clarifying what the Town's economic development priorities are; and
- Providing a framework for tactical initiatives such as improving transit, attainable housing, holding networking or training sessions, supporting specific industries such as tourism and local food, in order to ensure alignment of the Town's efforts and maximize the impact of specific initiatives.

Risk Analysis

There is the potential that without an economic development strategy, individual business or sectors may not get heard; there is also less of an opportunity for relationship building.

Without an Economic Development Strategy the existing approach of reacting to issues as they are raised by the business community will continue.

Recommendation

That Council direct staff to initiate the process to complete an Economic Development Strategy to be completed by the 3rd quarter of 2020.

Implementation Plan

2nd Quarter of 2019 pending budget approval, engage the Communication Advisory Committee to develop the framework of the strategic planning process.

3rd Quarter of 2019

Hiring of a shared Contract Project Manager for the Economic Development Strategy and Communication Strategy.

4th Quarter of 2019

Initiation of the development of an Economic Development Strategy and initiation of a comprehensive stakeholder and the public consultation process.

2nd Quarter of 2020 preliminary findings at status report to Committee of the Whole

3rd Quarter of 2020 1st draft of the Economic Development Strategy considered by the Economic Development Advisory Committee and Council.

3rd Quarter of 2020

Economic Development Strategy approved by Council

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Materials	\$30,000	\$30,000				
Advertisements	\$5,000	\$5,000				
Consulting	\$8,000	\$8,000				
Contract Services	\$52,000	\$52,000				
Additional Equipment	\$5,000	\$5,000				
Expenditures Total	\$100,000	\$100,00				
Funding						
Municipal Grants	\$2,500	\$2,500				
Non-Growth Reserve	\$42,500	\$42,500				
Taxation	\$32,500	\$32,500				
Development Charges	\$22,500	\$22,500				
Funding Total	\$100,000	\$100,000				

Materials - includes Public Engagement Materials as well as final publication of an Economic Development Strategy and aligned with the Communication Strategy and Sustainable Path project engagement materials where appropriate.

Advertisement – includes funding for a very robust public engagement advertisement campaign over the duration of the project and aligned with the Communications and Sustainable Path project.

Consulting – includes funding for specific expertise in public facilitation and graphic design

Contract Services – this allows for the town to hire a Contract Staff person that will provide shared project management for the Economic Development Strategy and Communications Strategy. The contract staff person will also and be the liaison with the Economic and Development Advisor Committee for Project Specific tasks. This proposed project direction provides for in-house expertise and reduces the need for a consultant managed project.

Additional Equipment – funding is provision in the case of project specific equipment for facilitation and or engagement including computer and other IT equipment. This funding can be considered a contingency that is dependent on the successful candidate's needs.

Administration

Communications Strategy/Advisory Committee

Committee Mandate

The Communications Advisory Committee is an advisory committee of Council with a mandate to foster collaborative engagement between residents and the Town of The Blue Mountains. The Advisory Committee will focus on external communication processes and enhancements. As outlined below the Advisory Committee tasks may include the development and completion of a Communication Strategic Plan that would include extensive public consultation and consider external communications for the Town.

The mandate of the Advisory Committee is to:

- Assist, in an advisory capacity, Council and Staff on matters relating to Town communication;
- Attend regular monthly meetings of the Communications Advisory Committee to contribute to its communications work;
- Learn about all policy and advocacy work of the Communications Advisory Committee to ensure maximum effectiveness;
- Help further the goals of the Communications Advisory Committee and the Town through provision of input based on professional expertise;
- The Communications Advisory Committee will make recommendations in the most collaborative and collective manner possible, recognizing that all members may not agree, nor may Town Council who have final responsibility for Town policies;
- Direct and advise on a work-plan for the Communications Advisory Committee and establish a course of action in proceeding with a Communication Strategic Plan beginning in the second quarter of 2019.

To accomplish its mandate, the Communications Advisory Committee will:

- Provide advice and recommendations to Council through Town staff to ensure successful dialogue and engagement with residents;
- Cultivate a positive community-wide culture of engagement and dialogue among residents, staff and Council;
- Contribute to the development of a Communication Strategic Plan for the Town;
- Ensure that communication regarding key activities and processes in the Town are provided for the community;
- Oversee with Town staff the development of policies and plans in support of the communication strategy.

Proposed Meeting Schedule

3rd Monday of the Month at 9a.m.

Committee Resources

Staff Resources for this Committee are anticipated to be at a higher level in the initial stages of the development of the Committee and the potential Communication Strategy as outlined in this Committee Operating Sheet.

Staff has based the use of staff resources on a meeting per month schedule. Using existing Committees as the basis, the Administrative support outlined below will require approximately 6 hours of administrative support that is currently not provided by staff with this Advisory Committee being newly established. It is suggested that additional meetings will be required during the Strategic Plan development.

In addition to typical Administrative support, it is suggested that staff time be allocated to the following positions;

Chief Administrative Officer – 4 hours per month

Economic Development & Communication Officer – 10 hrs per month Committee specific

Administrative Support - 6 hours per month (time allotted and funded through Committee Budget);

- Agenda Preparation
- Scheduling of Meetings
- Minute Taking
- Minute preparation
- Minute circulation Collection of Correspondence
- Development and circulation of correspondence from the Board
- Coordinate with Clerks Department for Committee and Council Agenda Inclusion

Total Staff Resources for 2019 – Estimated \$10,393.00 (from March to end of December)

In addition it is recommended that the Communications Strategic Plan Project if approved through the budget process is to include an additional contract staff resource to be assigned as the Project Manager and be shared with the Economic Development Strategic Plan Project. It is proposed that the Project Manager would report to the Economic Development & Communications Coordinator.

Communications Committee Strategic Plan - Business Case

This project has been identified as a priority and is also a key initiative for the Town. This Strategy will focus on both internal and external municipal communications. Communications has been identified as a key focus area for the Town.

Strategic Alignment

Goal #1: Create Opportunities for Sustainability

Objectives: 5) Improved Visibility and Local Identity

Goal #2 Engage Our Communities and Partners

Objectives: 1) Improve external communications with our constituents

2) Use Technology to advance engagement

3) Strengthen Partnerships

Options or Solutions Analysis

This project requires additional staffing resources to provide to complete the strategic plan tasks, and may also require the hiring or purchasing of services from a consultant to provide expertise in specific areas.

It is anticipated that strong Committee membership will provide a high level of expertise and skill set to help in the development of the Communication Strategy.

Financial and/or Non-Financial Benefits

The Community needs information to be provided in a timely fashion that allows dialogue with Staff and Council prior to decisions being made. A communication strategy should clearly identify; why, what, where, when and how we communicate.

Risk Analysis

There have been some initiatives in 2018 in regards to communication, however staff feel that this could be enhanced for better community engagement and partnership relations.

Recommendation

That Council direct staff to initiate the process to complete a Communications Strategy to be completed by the 1st quarter of 2021.

Implementation Plan

2nd Quarter of 2019 pending budget approval, engage the Communication Advisory Committee to develop the framework of the strategic planning process.

3rd Quarter of 2019

Hiring of a shared Contract Project Manager for the Communication Strategy and Economic Development Strategy.

4th Quarter of 2019

Initiation of the development of a Communication Strategy and initiation of a comprehensive stakeholder and the public consultation process.

2nd Quarter of 2019 preliminary findings at status report to Committee of the Whole

3rd Quarter of 2020

1st draft of the Communication Strategy considered by the Communication Advisory Committee and Council.

3rd Quarter of 2020

Communication Strategy approved by Council

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Materials	\$30,000	\$30,000				
Advertisements	\$5,000	\$5,000				
Consulting	\$8,000	\$8,000				
Contract Services	\$52,000	\$52,000				
Additional Equipment	\$5,000	\$5,000				
Expenditures Total	\$100,000	\$100,000				
Funding						
Municipal Grants	\$2,500	\$2,500				
Taxation	\$30,000	\$30,000				
Non-Growth Reserve	\$22,500	\$22,500				
Development Charges	\$45,000	\$45,000				
Funding Total	\$100,000	\$100,000				

Materials - include Public Engagement Materials as well as final publication of a Communication Strategy and aligned with the Economic Development and Sustainable Path project engagement materials where appropriate.

Advertisement – includes funding for a very robust public engagement advertisement campaign over the duration of the project and aligned with the Economic Development and Sustainable Path project.

Consulting – includes funding for specific expertise in public facilitation and graphic design

Contract Services – this allows for the town to hire a Contract Staff that will provide shared project management for the Communications Strategy and the Economic Development Strategic Plan. The contract staff person will also be the liaison with the Communications Committee for Project Specific tasks. This proposed project direction provides for in-house expertise and reduces the need for a consultant managed project.

Additional Equipment – funding is provision in the case of project specific equipment for facilitation and or engagement including computer and other IT equipment. This funding can be considered a contingency that is dependent on the successful candidate's needs.

Administration

Executive Assistant

Business Need

The Executive Assistant would be consistent staff person for Committees of Council. The person would be responsible for scheduling all Committee meetings, communicating with the Chair of each of the Committees in preparing an agenda for each meeting and ensuring circulation of the agenda to the Committee members. The Executive Assistant would also take minutes, prepare draft minutes for the chair to review, revise and or amend draft minutes if required, and circulate draft minutes to the Committee members. In addition, all correspondence received and drafted by the Committee would be collected, maintained and all required actions would be tracked by the Executive assistant. All Committee minutes, reports, correspondence and actionable tasks would be coordinated through the Executive Assistant.

The position would also provide support to the Clerk as required.

This position would provide for consistency and coordination of all Committees. This structure reflects positive results seen with the current Economic Development Advisory Committee and Attainable Housing Corporation use of a common Administrative Assistant.

Transportation Committee

Executive Assistant - 6hrs per month 60 with 10 meetings in 2019 for a total of \$2,446.00

Sustainability Committee

Executive Assistant - 6hrs per month with 10 meetings in 2019 for a total of \$2,446.00

Communications Committee

Executive Assistant - 6hrs per month with 10 meetings in 2019 for a total of \$2,446.00

Economic Development Advisory Committee

Executive Assistant - 6hrs per month with 10 meetings in 2019 for a total of \$2,446.00

The Blue Mountains Attainable Housing Corporation

Executive Assistant - 6hrs per month with 10 meetings in 2019 for a total of \$2,446.00

Agricultural Advisory Committee

Executive Assistant - 6hrs per month with 10 meetings in 2019 for a total of \$2,446.00

Police Services Board

Executive Assistant - 6hrs per quarter with 3 meetings in 2019 for a total of \$739.80

“Potential” Short Term Accommodation Committee

Executive Assistant Funding

6 Committees at \$2,446.00 = \$14,676.00

Potential Short Term Accommodation Committee anticipated at \$2,446.00

1 Committee at \$739.80 = \$739.0

Total Executive Assistant billed to Committee's =\$17,861.00

Time used for Committee's 46 hours per month out of a total

The remaining hours provides additional support to the Communications Plan, Economic Development Plan, Sustainability Plan, Corporate Strategic Plan and support to the Clerk.

Strategic Alignment

Goal #2: Engage Our Communities & Partners

Objective #1 Improve External Communication with our Constituents

Objective #2 Use Technology to Advance Engagement

Objective #3 Strengthen Partnerships

Goal #3: Support Healthy Lifestyles

Objective #4 Commit to Sustainability

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

Objective #1 To Be an Employer of Choice

Objective #2 Improve Internal Communications Across our Organization

Objective #3 To Consistently Deliver Excellent Customer Service

Objective #4 To Be a Financially Responsible Organization

Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

Options or Solutions Analysis

1. This proposed additional staff would allow for consistent administrative support for Committees and Boards of Council. The current support provided to the Economic Development Advisory Committee, Attainable Housing Corporation has been supplied by a contract position that is in place as part of the interim CAO placement and was approved by the previous Council. The support provided to the Police Services Board has been historically supplied by the Deputy Clerk and the Agricultural Advisory Committee has been provided by the Infrastructure and Public Works Department.

The Transportation Committee, Sustainability Committee and Communications Advisory Committee have been established recently and would be assumed by this proposed position in addition, the potential of a Short Term Accommodation Committee may also be established and assumed by this position. This proposed position is also expected to help reduce the increased work load that the Town Clerk continues to experience.

2. Without this position, the Committee support will not be available unless significant realignment of existing staff duties are reassigned resulting in reduction of availability for current duties and the Clerk's Department will continue to see an increased workload.

Financial and/or Non-Financial Benefits

This proposed position will provide consistent support to the Committees of Council resulting in significant effectiveness and administrative efficiencies. The benefits of this type of position has been witnessed in the Attainable Housing Corporation and Economic Development Advisory Committee since utilizing a consistent staff person.

This position will also provide capacity for the Clerk and Deputy Clerk to focus on the increasing work load that the Clerks Department has experienced over the past 3 to 4 years. This increased workload is not expected to decrease as legislative requirements continue to impact the municipal responsibilities.

Risk Analysis

As outlined in previous reports provided to Council that considered the establishment of new Committees, the need to review the administrative support and staff resources required to allow the Committees to be effective was identified. Without providing the required support, the Committees will be impacted. The current staff complement will not allow for the Committee support without significantly impacting the current duties of existing staff.

Recommendation

Staff is recommending that the 2019 budget include the addition of an Executive Assistant position that can provide support to Committees and the Administration Department as outlined.

Implementation Plan

Similar to all proposed additions, this position if approved would be advertised after the budget is approved. The budget impact as proposed has the position being in place for July of 2019 and budgeted for remaining 6 months as backfilling through to the end of June 2019 has been already budgeted for through the existing contract position.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Full Time Salaries	\$307,400	\$32,600	\$66,600	\$68,000	\$69,400	\$70,800
Full Time Benefits	\$105,400	\$11,300	\$22,700	\$23,300	\$23,800	\$24,300
IT Software/Hardware	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Operating Costs	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
	\$442,800	\$49,900	\$95,300	\$97,300	\$99,200	\$101,100
Funding						
Taxation	\$442,800	\$49,900	\$95,300	\$97,300	\$99,200	\$101,100
Funding Total	\$442,800	\$49,900	\$95,300	\$97,300	\$99,200	\$101,100

This is based on 6 months for 2019.

Office of the Clerk

Mission

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

Services Provided

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

2019 Strategic Action Items and Work Plan

Review of all Town Corporate Policies with the new term of Council.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Prepare Council and Committee of the Whole Packages	62	47	50
Marriage Licenses Issued	16	25	20
Lottery Licenses Issued	23	26	25
Civil Marriage Services Performed	11	8	10
Freedom of Information Requests Responded to	5	9	5

2019 Budget Commentary

The Clerks Department is seeing a significant increase in workload, including legislated requirements associated with Freedom of Information requests.

A small decline in the Legal budget is due to \$5,000 in legal being moved to Corporate Administration. The Clerk's Department has also decreased its Revenue budget by \$1,000 to ensure as accurate as possible estimates are being made for future years.

Office of the Clerk

A Document Management System is being proposed in 2021 to allow the Town's files to be managed as per the Town's Record Management Policy and TOMRMS records classification system.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	226,353	257,244	234,405	239,601	242,498
Administrative Expenses	3,748	3,479	3,600	4,600	4,600
Operating Expenses	0	0	0	0	0
Communications	445	1,019	775	800	825
Personnel and Training	1,838	2,555	4,000	4,000	4,000
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	5,827	5,000	0	0	0
Consulting	0	0	0	0	0
Purchased Services	305	366	350	350	350
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	238,516	269,663	243,130	249,351	252,273
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-21,888	-29,743	-40,977	-52,211	-53,255
Total Transfers	-21,888	-29,743	-40,977	-52,211	-53,255
Total Transfers and Expenses	216,628	239,920	202,153	197,140	199,018
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	9,804	10,361	11,000	11,000	11,000
Subsidies	0	0	0	0	0
Total Revenue	9,804	10,361	11,000	11,000	11,000
Net Cost of Service (Taxation)	206,824	229,559	191,153	186,140	188,018

2019 Operating and Capital Projects

None.

Communications and Economic Development

Mission

- Ensure clear, accurate, and timely communication to residents, businesses and stakeholders.
- Increase awareness and understanding of municipal business and services through active communication efforts.
- Lead and support economic development initiatives that focuses on improving and strengthening the overall quality of life and business environment within the Town.
- Assist local businesses to successfully expand, grow, and achieve success.

Services Provided

- Communications and Economic Development advice to Senior Management Team and Council.
- Communications management/support to promote Town projects, activities and general business.
- Engage residents and stakeholders through various communication channels.
- Recommends policies for managing Town communications and economic development.
- Coordinator for the Economic Development Advisory Committee and business associations.
- Coordinator for the Communications Advisory Committee and business associations.
- Represent the Town in Grey and Simcoe County with a focus on strengthening economic development and communications programs and initiatives.

Level of Service

The Communications and Economic Development position provides a base level of service across the municipality which is displayed in the following chart. Resulting from the nature of the position, the level of service is largely based upon the activity and service requests from other departments, Senior Management Team and Council.

Service Provided	Level of Service
Publish Semi-Annual Community Guide	2 editions per year
Meet with Economic Development Advisory Committee	10 times per year
Meet with Communications Advisory Committee	TBD
Send weekly email with news and events to residents	1 each week
Regular Twitter updates	60 messages per month
Economic Development Advisory Committee Newsletter	4 times per year
Write press releases and media notices	As required
Attend local/regional communications/economic development meetings	As required
Post content to the website	As required

Communications and Economic Development

2019 Strategic Action Items and Work Plan

Goal #1: Create Opportunities for Sustainable Growth – Retain and attract local businesses; and improve visibility and local identity.

Goal #2: Engage our Communities and Partners – Continue to facilitate connections between business associations.

- The Communications and Economic Development division will be working on issuing a Request for Proposal for the Citizen Satisfaction Survey that will be completed in 2020. There are no budget dollars in 2019, only staff time. This survey is done with each new term of Council.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Twitter followers	1,802	2,245	2475
Tweets	853	800	720
E-blast subscribers	963	975	1025
Small Business Training Sessions/Events supported/sponsored	4	4	4

2019 Budget Commentary

The 2019 Communications and Economic Development budget has a number of changes to accommodate the changing priorities of the Town. An increase of \$35,000 has been included in Administrative Expenses to fund the semi-annual printing of the new Community Guide. To help offset the cost, Communication expenses have been decreased by \$12,000 as the Town will no longer be posting ads in various magazines and other publications.

Personnel and Training has been increased to allow for the attendance at the annual Economic Development conference and for additional annual training. Purchased Services and Financial Expenses are staying flat but now include some funding for graphic design, writing and proof reading services, as well as Sponsorships for a potential bursary or attendance at business association events.

In 2017 the Province issued the Transient Accommodation Regulation 435/17, which has provided the necessary provisions for municipalities across Ontario to implement a Municipal Accommodation Tax (MAT). Throughout 2019 staff will be working with the stakeholders and exploring the idea of a MAT being utilized in the Town.

Included in the 2020 budget is \$50,000 for the redevelopment of a new website (Transfers to Capital).

Communications and Economic Development

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	94,757	113,914	100,623	102,417	104,280
Administrative Expenses	3,061	3,532	36,600	36,600	36,680
Operating Expenses	0	0	0	0	0
Communications	22,013	14,087	8,025	8,075	8,125
Personnel and Training	1,090	2,198	7,500	5,500	6,000
Utilities	0	0	0	0	0
Equipment Related	4,539	2,974	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	213	0	0	0
Purchased Services	27,544	30,005	35,000	35,000	35,000
Debt Payments	0	0	0	0	0
Financial Expenses	23,454	48,447	45,000	45,000	45,000
Premise and Site	0	0	0	0	0
Total Expenses	176,458	215,370	232,748	232,592	235,085
Transfers					
Transfers to Capital	0	0	0	50,000	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	7,500	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-2,500	0	0	0
Interfunctional Transfers	7,050	5,000	5,000	5,000	5,000
Total Transfers	14,550	2,500	5,000	55,000	5,000
Total Transfers and Expenses	191,008	217,870	237,748	287,592	240,085
Revenue					
Grants and Donations	0	5,000	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	5,000	0	0	0
Net Cost of Service (Taxation)	191,008	212,870	237,748	287,592	240,085

Communications and Economic Development

2019 Operating and Capital Projects

Project	Semi-Annual Community Guide
Description	The Town's first Community Guide was released in the Fall of 2018 with a positive community reaction. Town Staff will be releasing two Community Guides each year; a Spring/Summer Guide, as well as a Fall/Winter Guide. The budget for the Community Guide includes layout, printing, and distribution.
Strategic Action	Strategic Goal #2: Engages Our Communities and Partners Objective #1: Improve External Communication with our Constituents
Budget	Printing: \$35,000 Annually
Funding	\$ 35,000 Annually from Taxation

Total Number of Projects:	1
Total Budget:	\$ 35,000 Annually
Total Funding by Source:	\$ 35,000 Annually from Taxation

Human Resources

Mission

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

Services Provided

Human Resources (HR) provides professional advice and support in several areas including:

- Talent Management
- Employee and Labour Relations
- Membership on the Senior Management Team
- Organizational Effectiveness
- Employee Services
- 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 Joint Health and Safety Committee, Chief Administrative Officer, Workplace Safety Insurance Board Submission, Safety Training, Investigations.
Completion of Payroll	Bi-weekly payroll completion for all staff and volunteer fire-fighters.

2019 Strategic Action Items and Work Plan

Goal #4: Promote a Culture of Organizational and Operational Excellence - Develop and implement a staff recognition program that recognizes excellence in public service.

- 2019 has budget dollars to continue enhancing the staff recognition program.

Goal #4: Promote a Culture of Organizational and Operational Excellence - Develop a Succession Management Plan.

- HR has included a HR Master Plan in 2021, which is part of the Corporate Administration Budget. This piece will be included in the overall HR Master Plan.
- The HR Division will be implementing an online learning environment to ensure compliance of all staff for legislated and best practice training.
- 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.
- Strengthen orientation and support programs for new employees.
- 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

Description	2017 Actual	2018 Actual	2019 Budget
Certified Joint Health and Safety Members	11	11	11
WSIB Claims for lost time	0	4	1
WSIB Claims for modified work	1	2	2
WSIB Claims for critical injuries	0	1	0

Human Resources

2019 Budget Commentary

HR has maintained the same budget as 2018. Included in this budget is \$5,000 for a Staff Recognition Program which was re-allocated from Corporate Administration, and is included in the Personnel and Training line. The \$50,000 in legal has been moved to Corporate Administration.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	301,081	313,913	332,156	337,312	343,573
Administrative Expenses	2,712	2,308	4,200	4,200	4,200
Operating Expenses	0	0	0	0	0
Communications	10,883	12,149	11,550	11,600	11,600
Personnel and Training	21,075	20,309	43,450	43,475	43,475
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	21,735	50,000	0	0	0
Consulting	31,206	12,385	5,000	5,000	5,000
Purchased Services	30,751	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	969	1,373	1,050	1,075	1,075
Premise and Site	0	0	0	0	0
Total Expenses	420,412	412,437	397,406	402,662	408,923
Transfers					
Transfers to Capital	0	0	0	80,000	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-45,628	-53,068	-63,291	-73,514	-74,984
Total Transfers	-45,628	-53,068	-63,291	6,486	-74,984
Total Transfers and Expenses	374,784	359,369	334,115	409,148	333,939
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	374,784	359,369	334,115	409,148	333,939

2019 Operating and Capital Projects

None.

Administration – Human Resources

Market Adjustment Non-Union Salaries

Business Need

Why does effective compensation matter?

- Successful cost-effective and customer-service driven organizations have competitive salaries.
- An organization's current and future success is dependent upon its ability to recruit and retain high performing individuals.
- The retaining and attracting of high-performing leaders to maximize organizational performance requires the need to have competitive salaries.
- The shrinking labour market is becoming a major challenge as baby boomers retire; employers are competing for fewer and fewer available highly skilled individuals. We have experienced ongoing shortages within the available labour pool in our recruitment to the Planning, Building, and the Finance Divisions over the past five years.
- The Town of The Blue Mountains is unique in Grey County because of our higher cost of living, our growth and need for specialized well trained professionals in a shrinking labour market.

Strategic Alignment

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

- To be an Employer of Choice
- To Consistently Deliver Excellent Customer Service
- To be a Financially Responsible Organization
- Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

Options or Solutions Analysis

There are 94 different non-union positions in the Town (100 full-time non-union employees). The wages and salaries for these positions are set and managed through a Council-approved Compensation Program. Each position is placed within a pay range or salary band on the salary grid.

The program is intended to ensure reasonable, consistently applied, internally equitable and externally competitive pay practices that will attract, retain, reward and motivate quality employees. Being a preferred employer is integral when competing for talent. It is necessary for both attracting new hires to the organization and retaining the talent that the organization currently employs.

Competitive pay is determined by surveying comparable municipal organizations and assessing general trends within the labour market. Typically, every three to five years a major review of the non-union salary grid is undertaken to ensure that it remains relevant and competitive. The Town completed the last comprehensive compensation review in 2017/2018 (Staff Report FAF.18.72, Compensation Review Non-union Staff, May 14, 2018).

Staff received direction from Council to include both the 55% and 60% market adjustments for non-union staff in the 2019 budget for consideration.

Financial and/or Non-Financial Benefits

- Recruiting and keeping employees will lead to lower training costs, recruitment costs, productivity costs and allow for a great continuity of knowledge within the corporation.
- The ability to recruit a higher level of employee (by offering competitive wages) will lead to a higher level of service offered by the Town and greater public satisfaction.

Risk Analysis

A deeper analysis was undertaken of our local comparators of the Municipality of Meaford, the Municipality of Grey Highlands, Grey County, and the Town of Collingwood due to their proximity to our Municipality. A cross section of eight non-union positions were selected for comparison of annual maximum salary. The positions selected were:

- Director of Finance
- Chief Building Official
- Town Clerk
- Senior Planner
- Manager of Recreation/Facilities
- Engineering Technologist
- IT Coordinator
- Administrative Assistant

Of the positions sampled, the Town of Collingwood matched all eight of our sampled positions and was on average twenty percent (20%) higher for annual salary than the Town of The Blue Mountains.

Of the positions sampled, Grey County matched seven of eight of our sampled positions and was on average eleven and a half percent (11.5 %) higher for annual salary than the Town of The Blue Mountains.

Of the positions sampled, the Municipality of Meaford matched six of eight of our sampled positions and the Town of The Blue Mountains was on average four and a half percent (4.5%) higher for annual salary than the Municipality of Meaford.

Of the positions sampled for the Municipality of Grey Highlands only two of eight positions matched the eight comparators at the Town of The Blue Mountains. Due to the limitation in finding appropriate matches the results are not reliable for comparison.

The differences in annual salary at the Town of Collingwood and Grey County in "job to job" comparison present a risk for the Town of The Blue Mountains to lose qualified staff to higher paying positions locally. Due to this risk, options to move to an average increase to the 55th and 60th percentile overall is provided for Council to consider.

The following municipalities compensation strategies are higher than the 50th percentile:

Municipality	Percentile
Durham Region	75%
Peel Region	75%
City of Barrie	65%
Oro-Medonte	60%
Penetanguishene	55%
Saugeen Shores	67%
Town of Hanover	55%
County of Simcoe	75%
Grey Highlands (included in the 2019 budget)	55%

Recommendation

Staff have compiled two options for Council to consider.

Option A: Adjust non-union staff to the 55th percentile

Total Annual Increase:	Taxation:	User Fees:
\$380,715	\$293,150	\$87,565

Option B: Adjust non-union staff to the 60th percentile

Total Annual Increase:	Taxation:	User Fees:
\$761,425	\$586,300	\$175,125

Implementation Plan

If Council wishes to proceed with a Market Adjustment, Council may consider an implementation date of January 1, 2019 to coincide with the 2019 cost of living adjustment. The Market adjustment if approved could be implemented in any month of 2019. It is more efficient administratively to implement one cost adjustment to payroll in a year, however staff can implement an adjustment in any month if Council wishes to assign an implementation date later in the year to offset the total cost to wages in 2019.

Budget 55th Percentile

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Salaries and Benefits	\$1,981,265	\$380,715	\$388,330	\$396,100	\$404,020	\$412,100
Expenditures Total	\$1,981,265	\$380,715	\$388,330	\$396,100	\$404,020	\$412,100
Funding						
Taxation	\$1,525,550	\$293,150	\$299,010	\$304,990	\$311,090	\$317,310
Water	\$159,510	\$30,650	\$31,260	\$31,890	\$32,530	\$33,180
Wastewater	\$113,930	\$21,890	\$22,330	\$22,780	\$23,230	\$23,700
Building	\$150,400	\$28,900	\$29,480	\$30,070	\$30,670	\$31,280
Harbour	\$31,875	\$6,125	\$6,250	\$6,370	\$6,500	\$6,630
Funding Total	\$1,981,265	\$380,715	\$388,330	\$396,100	\$404,020	\$412,100

Budget 60th Percentile

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Salaries and Benefits	\$3,962,455	\$761,425	\$776,650	\$792,180	\$808,020	\$824,180
Expenditures Total	\$3,962,455	\$761,425	\$776,650	\$792,180	\$808,020	\$824,180
Funding						
Taxation	\$1,525,550	\$586,300	\$598,020	\$609,980	\$622,175	\$634,620
Water	\$852,920	\$61,300	\$62,525	\$63,775	\$65,050	\$66,350
Wastewater	\$609,230	\$43,780	\$44,655	\$45,550	\$46,460	\$47,390
Building	\$804,180	\$57,800	\$58,955	\$60,135	\$61,335	\$62,565
Harbour	\$170,575	\$12,245	\$12,495	\$12,740	\$13,000	\$13,255
Funding Total	\$3,962,455	\$761,425	\$776,650	\$792,180	\$808,020	\$824,180

Budget 52th Percentile (included in 2019 Draft Budget)

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Salaries and Benefits	\$744,720	\$118,060	\$120,410	\$125,280	\$127,790	\$130,360
Expenditures Total	\$744,720	\$118,060	\$120,410	\$125,280	\$127,790	\$130,360
Funding						
Taxation	\$457,530	\$72,530	\$75,460	\$76,970	\$78,510	\$80,080
Water	\$95,120	\$15,080	\$15,690	\$16,000	\$16,320	\$16,650
Wastewater	\$100,585	\$15,945	\$16,590	\$16,920	\$17,260	\$17,610
Building	\$71,625	\$11,355	\$11,810	\$12,050	\$12,290	\$12,540
Harbour	\$19,860	\$3,150	\$3,270	\$3,340	\$3,410	\$3,480
Funding Total	\$744,720	\$118,060	\$120,410	\$125,280	\$127,790	\$130,360

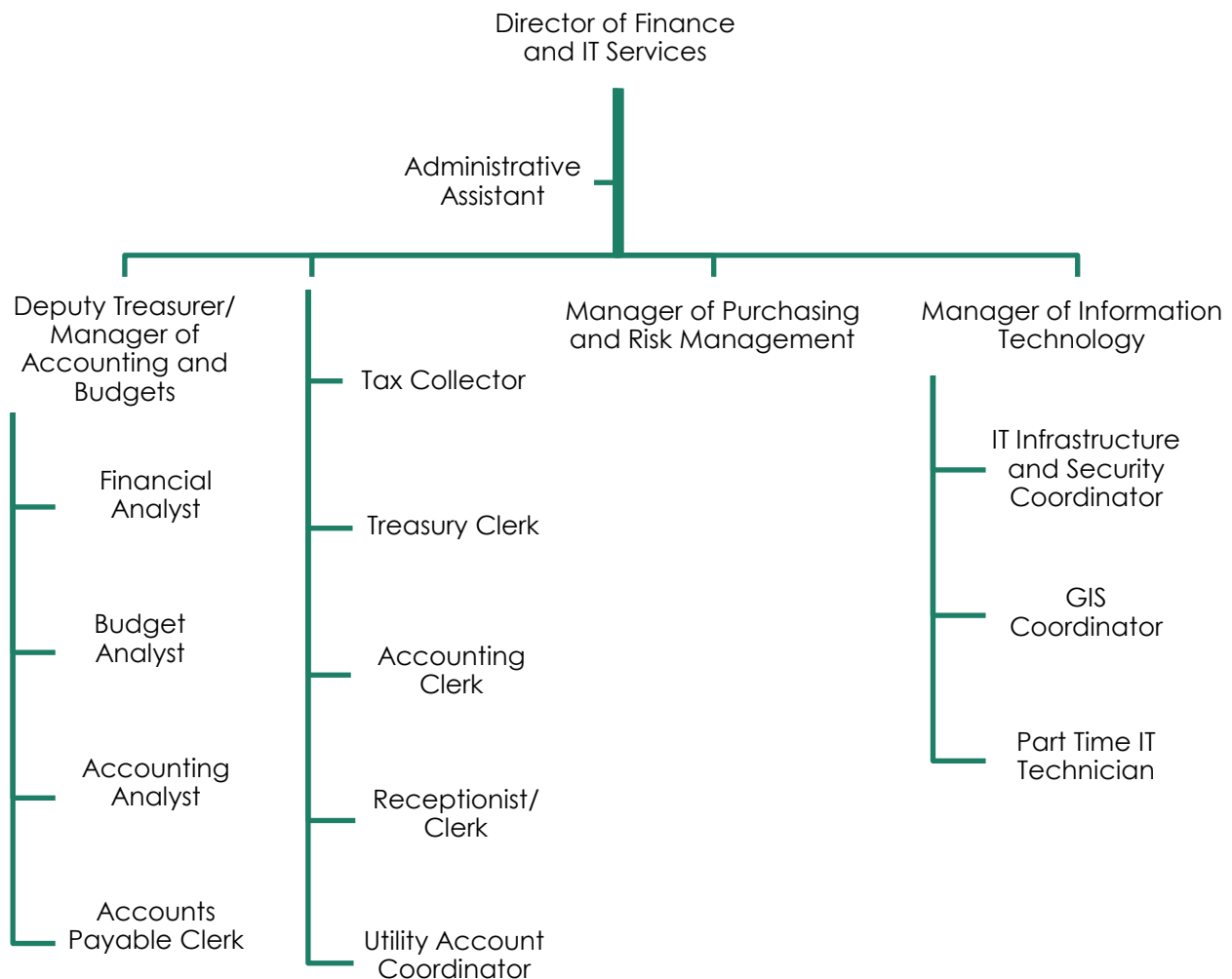
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Finance and IT Services

Finance ensures financial accountability and transparency of the Town and is responsible for financial planning and budgeting, procurement and risk management, financial reporting and accounting, as well as taxation. 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 (IT) 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. IT 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



Financial Services

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

- Assist customers.
- Invoice customers for any services provided to them by the Town.
- Advise Council and the public on finances of operations.
- Provide payment to vendors.
- Prepare the Town's Financial Statements and coordinate the Town's annual audit.
- Manage corporate purchasing, and the Town's Development Charges.
- Coordinate the preparation of the Annual Budget.
- Maintain and update the Town's Asset Management Plan.
- Streamline operating processes.
- 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 within the organization regarding financial matters	Consulting on reports, purchasing, compiling budgets and Financial Statements.
Calculation and collection of Town and County Development Charges	Following strict legislation around the handling of Development Charges.

2019 Strategic Action Items and Work Plan

Goal #4: Promote a Culture of Organizational and Operational Excellence – Ensure sustainable funding for priority programs while maintaining a sustainable tax program.

- A Financial Condition Assessment with Financial Policy review will be completed through 2019.

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.)

- Continue the implementation of Cityworks, the asset management software. In 2019 staff will continue using the system to track costs back to assets and will add Condition data as it is completed (Facility Condition Assessment, CCTVing of Storm and Sanitary pipes etc.)

Financial Services

Goal #5: Ensure that our Infrastructure is Sustainable - Establish Levels of Service for each asset category.

- Through 2019 staff will be compiling currently tracked Levels of Service and reporting back to Council on any changes to meet the incoming legislation as well as ensuring all areas have measurable Levels of Service.
- Development Charges Background Study and By-law must be approved by Council by July 2019.
- Complete the 2018 Fiscal Audit.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Number of Tax Bills Processed	9,221	9,300	9,424
Number of Vendor Invoice Payments Processed	9,253	9,750	9,800
Purchase Orders Issued	136	140	130
Town Taxes as a percentage of the Total Tax Levy	41%	41%	42%

2019 Budget Commentary

Staff will continue (in conjunction with other Departments) to advance the Asset Management Software. Since the software was purchased in 2016, staff have been populating and refining the data.

In 2018, staff worked with Hemson Consulting to undertake the Development Charges Background Study. This work will continue into 2019, as a Development Charges By-law must be passed by July 28, 2019.

Financial Services

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	1,050,767	1,126,279	1,144,256	1,165,290	1,184,457
Administrative Expenses	8,731	8,523	13,000	13,000	13,300
Operating Expenses	0	0	0	0	0
Communications	34,000	35,731	34,220	35,250	35,850
Personnel and Training	11,845	14,180	20,400	18,500	18,500
Utilities	0	0	0	0	0
Equipment Related	3,100	3,100	6,000	6,100	6,200
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	5,303	492	0	0	0
Consulting	3,807	73,898	15,000	15,000	15,000
Purchased Services	37,092	38,088	34,600	35,450	36,550
Debt Payments	0	0	0	0	0
Financial Expenses	43,499	41,776	40,500	40,500	39,500
Premise and Site	0	0	0	0	0
Total Expenses	1,198,144	1,342,067	1,307,976	1,329,090	1,349,357
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	-59,147	0	0	0
Transfers from Other Reserves	0	-6,572	0	0	0
Interfunctional Transfers	-88,859	-136,524	-195,261	-253,997	-259,077
Total Transfers	-88,859	-202,243	-195,261	-253,997	-259,077
Total Transfers and Expenses	1,109,285	1,139,824	1,112,715	1,075,093	1,090,280
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	29,074	24,467	28,500	28,500	28,500
Subsidies	0	0	0	0	0
Total Revenue	29,074	24,467	28,500	28,500	28,500
Net Cost of Service (Taxation)	1,080,211	1,115,357	1,084,215	1,046,593	1,061,780

2019 Operating and Capital Projects

None.

Information Technology

Mission

To facilitate the effective use of Information Technology (IT) and Geographic Information Systems (GIS) technology and applications to meet the business and security needs of the Town and users.

Services Provided

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

Level of Service

Service Provided	Level of Service
IT and GIS Services	8:30 – 4:30 Monday to Friday

2019 Strategic Action Items and Work Plan

Goal #4: Promote a Culture of Organizational and Operational Excellence – Develop a system to ensure timely responses to customers request and measure success.

- Continue implementing the Service Request Module in CityView, this software allows the Town to track customer requests and complaints and track statistics
- Council Chamber Audio/Visual system upgrades to support remote attendance at Council meetings and to ensure reliability of the equipment for live streaming meetings.
- Implementation of new web portal for CityView for members of the public to submit Service Requests and retrieve information regarding Building Permits.
- Completion of new wireless network towers to improve computer and radio communication.
- Ongoing efforts to increase efficiencies in all departments using software and hardware tools.
- Completion of network security audit, to ensure IT processes and equipment are appropriately secure.
- Ongoing efforts to increase security on IT assets exposed to the Internet.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Employees Trained Annually	225	150	150
IT Help Desk Tickets Created Annually	2,600	2,800	3,000
IT Help Desk Tickets Closed Annually	2,500	2,500	2,500
Computers Supported	163	170	180
Users Supported	190	205	220
Servers Supported	60	60	60

Information Technology

2019 Budget Commentary

The IT Division continues to be extremely busy with additional users and staff turnover in all departments, as well as the implementation of large projects such as the CityView web portal and the completion of new radio and computer communication towers. System security and monitoring continues to be a time consuming and important issue. Reliance on IT for day to day system operations and project management has increased exponentially in all departments.

Communication costs continue to increase as new staff are added and more devices are needed for employees to perform their jobs. An increase to the telephone budget has been added in 2019 to better reflect actual costs.

A \$20,000 increase to Service Agreements (Equipment Related) has been added in 2019 to reflect the increased need for software in all Town Departments. The IT Department currently purchases all Software Services Agreements for the Town.

\$20,000 is included in Purchased Services in 2019 to perform a network security audit. This is an industry best practice which is usually performed every three years, and was last done in 2015.

The Council Chamber AV System annual costs are also included in the Information Technology Budget, which is included in the Equipment Related Expenses. The annual cost of the Council AV equipment is \$11,000 annually, which includes the base service, as well as the closed captioning service. In 2018, the Town saw an average of 360 users each month, who viewed the videos for an average of 50 minutes per session.

Information Technology

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	296,380	351,771	368,990	375,272	382,247
Administrative Expenses	3,918	2,713	4,150	4,230	4,310
Operating Expenses	94	0	0	0	0
Communications	16,909	27,932	27,550	27,550	27,550
Personnel and Training	6,233	6,672	9,075	9,075	9,075
Utilities	0	0	0	0	0
Equipment Related	173,126	220,869	240,500	255,500	263,135
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	2,051	1,280	2,000	2,000	2,000
Purchased Services	5,630	2,076	20,000	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	86	33	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	504,427	613,346	672,265	673,627	688,317
Transfers					
Transfers to Capital	192,107	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	823	165,000	165,000	208,300	212,500
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-111,889	-98,260	-90,008	-81,756	-83,391
Total Transfers	81,041	66,740	74,992	126,544	129,109
Total Transfers and Expenses	585,468	680,086	747,257	800,171	817,426
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	4,352	1,004	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	4,352	1,004	0	0	0
Net Cost of Service (Taxation)	581,116	679,082	747,257	800,171	817,426

Information Technology

2019 Operating and Capital Projects

Project	Council Chamber AV System Upgrades
Description	This capital program will increase the reliability and longevity of the current AV system in the Council Chambers to address some of the technical issues that have arisen since the Town started this service.
Strategic Action	Goal #2 – Objective 1: Improve external communication with our constituents.
Budget	\$ 20,000 Replacement Equipment
Funding	\$ 20,000 Council Reserve

Project	Annual Hardware Replacement
Description	Each year the Town replaces a number of pieces of IT Hardware, this includes but is not limited to laptops, printers, and servers. Having up to date and functional hardware is critical for the operations to the Town as not just staff but Council as well rely on this equipment to fulfill their duties and responsibilities. As the Town increases its reliance on IT software, such as CityView for Customer Requests and Cityworks for Asset Management, additional hardware is purchased on an annual basis.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 197,200 Replacement Equipment
Funding	\$ 5,500 Harbour Reserve \$ 13,500 Wastewater Asset Replacement Reserve Fund \$ 15,000 Building Rate Stabilization Reserve Fund \$ 18,000 Water Asset Replacement Reserve Fund \$ 145,200 IT Asset Replacement Reserve Fund \$197,200 Total Funding

Total Number of Projects:	2
Total Budget:	\$ 217,200
Total Funding by Source:	\$ 5,500 Harbour Reserve \$ 13,500 Wastewater Asset Replacement Reserve Fund \$ 15,000 Building Rate Stabilization Reserve Fund \$ 18,000 Water Asset Replacement Reserve Fund \$ 20,000 Council Reserve \$ 145,200 IT Asset Replacement Reserve Fund

Finance and IT Services

IT Help Desk Technician

Business Need

The IT Division has seen a large increase in the number of staff using computers, tablets and phones over the last several years. The number of devices has increased with the number of full time staff, as well as student and contract positions at the Library, Craighleith Depot and in Town Departments. IT has also recently taken on the support of members of the public on their personal devices who are in the Attainable Housing Corporation and the Library Board. Device and user counts have also grown with the increased adoption of database software such as CityView (property information database) and CityWorks (asset management database), both at Town Hall and for mobile users on tablets and smartphones in remote offices.

An increasing amount of work in the IT Division has also been coming from project work in recent years. IT has been taking an increasing role in projects such as council meeting web streaming, website development, security assessments and Asset Management systems. These projects take significant effort for senior IT staff, taking away from their ability to manage the day to day operation.

The IT Division sources and installs diverse pieces of software. This includes the standard operational software on staff computers like Word, Excel, Outlook and Adobe Acrobat. It also includes complex databases such as CityView to store property, building permit, by-law case and service request information. CityWorks (Asset Management), Harbour Management System and Cemetery Management System are also complex databases requiring IT programming and project management.

The number of IT tasks that could be accomplished by a junior technician has increased exponentially. Staff at Town Hall and in the field rely on quick service from IT for these tasks so that their jobs are not impacted by software or device downtime. Currently there are times when there are long wait times for these tasks, due to the severity and impact of other issues being solved by more senior IT staff.

This plan would also allow some extra space in IT schedules for succession planning and training.

Strategic Alignment

Goal #5: Ensure that our infrastructure is sustainable.

The IT Division continues to have an increased roll with all departments infrastructure.

Options or Solutions Analysis

1. Internal Contract Staff – Instead of a full-time staff member, the Town could hire a contract position. While this would assist with the back log of help desk tickets, it does not solve the longer term issue of the additional ongoing work load.

-
2. External Consultant – The Town could hire a consultant to complete some of the IT projects, however Town staff would still need to be involved as they are most familiar with the business issues and hardware.

Financial and/or Non-Financial Benefits

The Town has increased the amount of software and hardware responsibilities. The addition of the IT Help Desk Technician would allow for succession planning and training.

Risk Analysis

The Town has come to rely on IT infrastructure for daily operations in all departments. Many IT functions are now critical to the smooth operation of the municipality. Even short periods of downtime in Email, Internet, Financial systems, Property databases, Water and Wastewater systems have become very disruptive to both staff and the public, possibly affecting the Town's reputation in a negative fashion. As reliance on computer based systems grows, the number of support staff required to maintain these systems will rise.

IT Security has become a very hot topic, with some of our neighbouring municipalities experiencing long periods of downtime due to recent security breaches. Having a junior help desk technician on staff would allow more senior IT staff to focus on system security, as opposed to dealing with issues a more junior position can handle.

Recommendation

Staff feel that the increased workload with additional software (i.e. CityWorks, CityView) and the hardware support that is required for these enhancements, that it is time to hire a Full Time IT Help Desk Technician.

Implementation Plan

Upon the passing of the 2019 Budget, staff will work with the Human Resources Department to begin the recruitment for the position.

Documentation

- 1.Help desk tickets created in 2014 – 1,879
Help desk tickets created in 2018 – 2,778 (volume is increasing)
- 2.Number of tablets supported in 2014 – 0
Number of tablets supported in 2018 – 5
This number is expected to rise dramatically in 2019 with the adoption of CityView Service Requests and CityWorks Asset Management system.
- 3.Number of SmartPhones and cell phones supported – 86
This number rises to approximately 100 in the summer.
- 4.Number of Users supported in 2014 - 120

Number of Users supported in 2018 – 150

The user count is increasing largely due to uptake of computerized devices in the remote offices and in support of committees.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Full Time Salaries	\$307,295	\$32,635	\$66,640	\$67,970	\$69,330	\$70,720
Full Time Benefits	\$108,765	\$11,265	\$23,660	\$24,130	\$24,610	\$25,100
IT Software/Hardware	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Employee Costs	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Expenditures Total	\$446,060	\$49,900	\$96,300	\$98,100	\$99,940	\$101,820
Funding						
Taxation	\$354,520	\$40,240	\$76,430	\$77,840	\$79,270	\$80,740
Inter-functional Transfers	\$91,540	\$9,660	\$19,870	\$20,260	\$20,670	\$21,080
Funding Total	\$446,060	\$49,900	\$96,300	\$98,100	\$99,940	\$101,820

2019 Salaries and Benefits have been budgeted for six months.

Corporate Administration

Mission

This Department code was set up to record tax related revenues and expenses that affect the Town as a whole and are not related to one specific Department.

Services Provided

General Administration, including taxation related revenue and in-year insurance costs for potential deductibles. Also included in this budget is the annual debt payment for the Town Hall Loan and the Capital Replacement Levy.

Non-Financial Statistics

Measure (Financial Information Return Review Provincial Summary 2017)	The Blue Mountains	Provincial Summary
Total Reserves and Discretionary Reserve Funds per Household	\$5,278	\$3,865
Municipal Debt per Household	\$588	\$4,143
Taxes Receivable as a percentage of Taxes Levied	6.38%	4.76%

2019 Budget Commentary

Salaries and Benefits is showing a decrease as an employee was re-allocated to the Planning Department, and vehicle related taxable benefits are also budgeted to this department; overall there were no positions added or removed.

Included in Purchased Services is \$30,000 to implement projects from the Active Transportation initiatives.

Legal Expenses is showing a significant increase over previous years, as the full corporate legal budget for taxation funded departments has been reallocated to Corporate Administration, with a few exceptions. The legal budget for the Local Planning Appeals Tribunal (LPAT) is under the Planning Department. LPAT has taken over for the OMB. The legal budgets for Development Engineering and Short Term Accommodation have also remained in their respective Divisions, as user fees are collected to cover these Divisions' expenses as opposed to general taxation. There has been no increase to the Town's overall legal budget in 2019.

\$255,735 is included in this budget for the Principal and Interest payment for the Town Hall Loan debt repayment.

Each year the Town transfers 2% of the previous year's taxation levy to the Capital Replacement Levy Reserve. For 2019, this amounts to \$303,000, a \$12,400 increase over the 2018 levy. In 2018 this reserve was used to fund the Steel Barrel Roofing at the L.E. Shore Memorial Library. Without this reserve this capital work would have required debt funding.

In External Revenue the Town has seen an increase in interest earned on the General Bank Account and has increased this revenue item by \$29,000.

The Ontario Municipal Partnership Fund (OMPF) makes up the Grants and Donations budget, and is staying flat for 2019 and then decreasing for 2020 and 2021. In 2018, the Town received \$1,269,300, which was equivalent to 8.4% of the 2018 Town Tax levy.

Corporate Administration

New to 2019, all Plans and Studies have been budgeted under this Division. This gives Council and the Public an overview of all plans and studies budgeted for 2019. In addition, a summary has been provided to show 2020 and 2021 plans and studies as well.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	20,531	55,929	-10,036	-9,724	-9,351
Administrative Expenses	69,222	14,006	13,000	13,000	13,000
Operating Expenses	1,572	786	1,000	1,000	1,000
Communications	7,442	7,057	8,790	8,865	9,000
Personnel and Training	9,051	10,043	7,000	7,000	7,000
Utilities	0	0	0	0	0
Equipment Related	4,223	4,296	5,000	5,000	5,000
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	192,658	101,646	187,500	187,500	187,500
Consulting	0	0	0	0	0
Purchased Services	9,171	9,308	35,000	5,000	5,000
Debt Payments	546,715	554,267	255,735	255,735	255,735
Financial Expenses	186,042	23,237	63,110	63,370	63,640
Premise and Site	93,976	-77,203	-78,825	-78,800	-78,700
Project Capacity	0	0	1,640,100	633,700	1,462,600
Total Expenses	1,140,603	703,372	2,127,374	1,091,646	1,921,424
Transfers					
Transfers to Capital	0	125,000	0	0	150,000
Transfers to Capital Levy	290,600	351,599	303,000	309,100	315,300
Transfers to Reserves	464,681	9,828	10,000	10,000	10,000
Transfers from Obligatory Reserves	-384,040	-298,532	-13,500	0	0
Transfers from Other Reserves	-114,996	-266,476	-149,000	-78,750	-25,000
Interfunctional Transfers	-244,944	-180,970	-118,610	-55,770	-56,890
Project Capacity Funding	0	0	-1,640,100	-452,450	-1,070,100
Total Transfers	11,301	-259,551	-1,608,210	-267,870	-676,690
Total Transfers and Expenses	1,151,904	443,821	519,164	823,776	1,244,734
Revenue					
Grants and Donations	1,151,300	1,272,880	1,269,300	951,795	634,650
External Revenue	1,108,355	825,513	1,215,400	1,120,400	1,110,500
Subsidies	0	0	0	0	0
Total Revenue	2,259,655	2,098,393	2,484,700	2,072,195	1,745,150
Net Cost of Service (Taxation)	-1,107,751	-1,654,572	-1,965,536	-1,248,419	-500,416

Corporate Administration

2019 Capital Projects

Project	Annual Vehicle Replacement (Capital Project)
Description	Water – Replacing the 2010 Nissan Frontier with a like vehicle (light duty pick-up), due to high repair/maintenance costs which would be incurred (\$38,000). Wastewater – Replacing the 2010 Ford Escape with a similar vehicle (light duty pick-up), as this vehicle has reached the end of its useful life (\$38,000). Parks and Trails – Replacing the 2008 Ford with a like vehicle (heavy duty pick-up) as this vehicle has reached the end of its useful life (\$55,000). Engineering – Replacing the 2009 Ford Escape with a like vehicle (SUV or small crossover) as this vehicle has reached the end of its useful life. A full electric or hybrid model will be considered and some additional funding has been included to cover any plug in cost requirements (\$30,000).
Strategic Action	Strategic Plan Goal #3 Support Healthy Lifestyles – Utilizing energy-efficient water and wastewater plants, more energy efficient infrastructure facilities and service vehicles. Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 161,000 Replacement Vehicles
Funding	\$ 30,000 Gas Tax \$ 38,000 Water Asset Replacement Reserve Fund \$ 38,000 Wastewater Asset Replacement Reserve Fund \$ 55,000 Community Services Asset Replacement Reserve Fund \$161,000 Total Funding

2019 Operating and Capital Projects

Project	Density/Intensification Study
Description	An assessment of the opportunities contained within vacant and underutilized properties within the Thornbury/Clarksburg and Craighleith settlement areas is planned to begin in 2019. This study will identify the vacant and underutilized properties within the study area, analyze constraints that may apply, and visualize a range of densities on sample properties. This information will better equip the Town in understanding the growth opportunities/constraints that exist within designated areas of the two settlement areas, with a focus on optimizing existing infrastructure investments prior to the extension of infrastructure into new growth areas or secondary plan areas. This project will also allow the community to provide input on intensification opportunities and the density options associated with them. Lead Division: Planning
Strategic Action	This Study is included in the Development Charges Background Study.
Budget	\$ 25,000 Project Capacity
Funding	\$ 22,500 General Government Development Charges Reserve Fund \$ 2,500 Planning Reserve \$ 25,000 Total Funding

Corporate Administration

Project	Diversion Improvement Study
Description	The Town Disposal Site diversion rate plateaued at 35% and in 2017 dropped to 33%. Recent disposal audits reveal the potential for more diversion and extending the landfill life. A best practices study will be undertaken in 2019 to consider means to achieve higher diversion rates. Lead Division: Waste Diversion
Strategic Action	Help guide the Town to reach a higher diversion rate.
Budget	\$ 35,000 Project Capacity
Funding	\$ 35,000 Solid Waste Asset Replacement Reserve Fund

Project	Community Design Standards Update
Description	The execution of good design on development sites coupled with process clarity is critical to the Planning Department's effectiveness in the future. Creation of a guidelines document will help both staff and development stakeholders understand the Town's requirements for site plan applications and will map out the associated processes. This document will outline the details of what application information is required and provide an overview of design elements (trees, infrastructure, building placement, active transportation facilities, etc.). Lead Division: Planning
Strategic Action	Strategic Plan Goal #3: Support Healthy Lifestyles Objective #4: Commit to Sustainability Action: Promote Low Impact Development where appropriate in new developments through engineering standards and site plan control. This plan is included in the Development Charges Background Study.
Budget	\$ 40,000 Project Capacity
Funding	\$ 36,000 General Government Development Charges Reserve Fund \$ 4,000 Planning Reserve \$ 40,000 Total Funding

Project	Review of the Town's non-Union Salary Grid
Description	During the 2019 Budget Process, Council recommended the following: THAT Council direct staff to include \$60,000 in the 2019 Proposed Budget (funded from the Human Resources Reserve) to complete a study and review of the Town's existing non-union salary grid and to provide options for a merit based salary grid and/or employee bonus system, for consideration in the 2020 Budget, Carried.
Strategic Action	Council Recommended
Budget	\$ 60,000 Project Capacity
Funding	\$ 60,000 Human Resources Reserve

Corporate Administration

Project	Facility Master Plan
Description	During the 2019 Budget Process, Council recommended the following: THAT Council direct that \$100,000 (funded from working capital) be included in the 2019 Draft Budget for public consultation for an overall facilities needs master plan, including possible Blue Mountains community hub(s), and possible Blue Mountains Public Library system expansion; AND THAT Council direct staff to work with the Library Board and the Library CEO to develop a report for possible expansion for consideration in the 2020 Draft Budget, Carried
Strategic Action	Council Recommended
Budget	\$ 100,000 Project Capacity
Funding	\$ 100,000 Working Capital Reserve

Project	Strategic Plan Update
Description	To update the Town's 2015-2020 Corporate Strategic Plan. This plan is developed with input from community members and partners to identify a long-term strategic vision for the Town. Prior to starting the Corporate Strategic Plan the Town will undertake an update of the Citizens Satisfaction Survey which will provide updated information from the public. This piece will be the public engagement portion of the Corporate Strategic Plan update. Lead Division: Office of the Chief Administrative Officer
Strategic Action	Ensuring this Plan is updated at regular intervals will ensure that Town's priorities remain in line with the changing demands and priorities of the municipality.
Budget	\$ 100,400 Project Capacity
Funding	\$ 67,860 General Government Development Charges Reserve Fund \$ 32,540 Council Reserve \$100,400 Total Funding

Project	Sanitary and Storm Sewer Condition Assessment
Description	To conduct a condition assessment of the Sanitary and Storm Sewer systems for use in asset management initiatives. This program was initiated in 2018 to conduct CCTV inspections and provide condition assessments for all sanitary and storm sewers over a 7 year period. 2019 will be year two of the program. Lead Division: Infrastructure and Public Works
Strategic Action	Strategic Plan Goal #5: Ensure that our Infrastructure is Sustainable Objective #1: Develop a long-term Asset Management Plan for the maintenance, renewal, and replacement of existing infrastructure. Objective #2: Avoid unexpected infrastructure failure, associated costs & liability.
Budget	\$ 184,700 Project Capacity
Funding	\$ 57,400 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 127,300 Wastewater Asset Replacement Reserve Fund \$184,700 Total Funding

Corporate Administration

Project	Master Drainage Plan
Description	This plan will provide growth-related stormwater management and drainage policies for new developments and ensure adequate drainage outlets and overall stormwater management strategies are in place for each drainage area in the Town. Identification of drainage deficiencies and stormwater management plans will lessen detrimental effects of runoff and reduce the aggregate footprint of stormwater management facilities. An additional \$50,000 in project funding is recommended to complete the LiDAR project for the entire municipality. Through a partnership with the Grey Sauble Conservation Authority, the original scope of the LiDAR project would have provided 0.5 metre contour elevations and digital photography data for select areas in the municipality, with a particular emphasis on those areas near the shoreline and those susceptible to drainage issues. An expansion of the project's scope to include the remaining parts of the municipality will capitalize on the work already planned. Staff expect the data provided will assist with further stormwater management/drainage analysis, natural heritage planning, and better air photo data. This funding has been approved and will be paid to Grey Sauble Conservation Authority. Lead Division: Development Engineering
Strategic Action	Strategic Plan Goal #5: Ensure our Infrastructure is Sustainable - Implement best practices in sustainable infrastructure and ensure that infrastructure is available to support development.
Budget	\$350,000 Project Capacity
Funding	\$350,000 Roads and Related Development Charges

Corporate Administration

Project	Transportation and Transit Master Plan
Description	To undertake a Municipal Class Master Plan Environmental Assessment to determine the Town's transportation needs until buildout of the Official Plan, and address other specific transportation concerns. The study will review and build on past studies plus incorporate current growth projections to determine the required road network for all road users. The scope will also include non-growth tasks such as road speed limit review and review of Clendenan Bridge. Included in this plan will be considerations given to the overall Transit needs for the full community. An overall Parking Lot Master Plan is also included in the scope of this project. Lead Division: Infrastructure and Public Works
Strategic Action	Strategic Plan Goal #4: Ensure our Infrastructure is Sustainable Objective #1: Develop a long-term Asset Management Plan for the maintenance, renewal, and replacement of existing infrastructure. Objective #4: Ensure that infrastructure is available to support development. One of the three priority areas of the 2015 Citizen Satisfaction Survey included the Town's general road condition and maintenance. The Transportation Master Plan is also included in the Development Charges Background Study.
Budget	\$ 745,000 Project Capacity
Funding	\$ 32,500 Planning Studies \$ 45,000 Parking Development Charges Reserve Fund \$ 55,000 Parking Lots Reserve Fund \$ 65,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 67,500 General Government Development Charges \$ 80,000 Bridges and Culvert Asset Replacement Reserve Fund \$ 400,000 Roads and Related Development Charges \$ 745,000 Total Funding

Total Number of Projects:	10
Total Budget:	\$1,801,100
Total Funding by Source:	\$ 30,000 Gas Tax \$ 32,540 Council Reserve \$ 35,000 Solid Waste Asset Replacement Reserve Fund \$ 38,000 Water Asset Replacement Reserve Fund \$ 39,000 Planning Studies Reserve \$ 45,000 Parking Development Charges Reserve Fund \$ 55,000 Parking Lots Reserve Fund \$ 55,000 Community Services Asset Replacement Reserve Fund \$ 60,000 Human Resources Reserve \$ 80,000 Bridges and Culvert Asset Replacement Reserve Fund \$ 100,000 Working Capital Reserve \$ 122,400 Infrastructure & Public Works Asset Replacement Reserve Fund \$ 165,300 Wastewater Asset Replacement Reserve Fund \$ 193,860 General Government Development Charges Reserve Fund \$ 750,000 Roads and Related Development Charges

Corporate Administration

2020 Studies and Plans

Project	Stormwater Utility Concept Development
Lead Department	Infrastructure and Public Works - Roads and Drainage
Budget	\$ 30,000
Funding	\$ 30,000 Taxation
Project	Attainable Housing Implementation Tools
Lead Department	Planning and Development Services
Budget	\$ 75,000
Funding	\$ 33,750 General Government Development Charges Reserve Fund \$ 41,250 Taxation
Project	Official Plan Update
Lead Department	Planning and Development Services
Budget	\$ 90,000
Funding	\$ 40,500 General Government Development Charges Reserve Fund \$ 49,500 Planning Studies Reserves
Project	Long Term Financial Plan
Lead Department	Finance and IT Services - Financial Services
Budget	\$ 100,000
Funding	\$ 22,500 General Government Development Charges Reserve Fund \$ 42,500 Roll-Over Reserve \$ 35,000 Taxation
Project	Fire Master Plan
Lead	Fire and Enforcement Services
Budget	\$ 150,000 Consulting
Funding	\$ 75,000 Fire Development Charges \$ 75,000 Taxation
Total Number of Projects:	5
Total Budget:	\$ 445,000
Total Funding by Source:	\$ 42,500 Roll-Over Reserve \$ 49,500 Planning Studies Reserve \$ 75,000 Fire Development Charges \$ 96,750 General Government Development Charges Reserve Fund \$ 181,250 Taxation

2021 Studies and Plans

Project	Community Improvement Plan
Lead Department	Planning and Development Services – Planning Services
Budget	\$ 30,000
Funding	\$ 30,000 Planning Studies Reserves
Project	King Street Waste Disposal Site Remediation Needs Assessment
Lead Department	Infrastructure and Public Works – Solid Waste
Budget	\$ 35,000
Funding	\$ 35,000 Solid Waste Asset Replacement Reserve Fund

Corporate Administration

Project	Urban Natural Heritage Update
Lead Department	Planning and Development Services – Planning Services
Budget	\$ 75,000
Funding	\$ 67,500 General Government Development Charges Reserve Fund \$ 7,500 Planning Studies Reserve
Project	Roads Needs Study (Condition Rating)
Lead Department	Infrastructure and Public Works – Roads and Drainage
Budget	\$ 150,000
Funding	\$ 150,000 Taxation
Project	Human Resources Master Plan
Lead Department	Administration – Human Resources
Budget	\$ 200,000
Funding	\$ 90,000 General Government Development Charges Reserve Fund \$ 110,000 Taxation
Project	Wastewater Collection Master Plan Environmental Assessment
Lead Department	Infrastructure and Public Works - Wastewater
Budget	\$ 280,500
Funding	\$ 280,500 Sewer Capacity Development Charges Reserve Fund
Project	Leisure Activity Plan Update
Lead Department	Community Services
Budget	\$ 200,000
Funding	\$ 67,500 Parks and Recreation Development Charges Reserve Fund \$ 132,500 Taxation
Project	Stormwater Hydraulic Model Development
Lead Department	Infrastructure and Public Works – Roads and Drainage
Budget	\$ 300,000
Funding	\$ 300,000 Roads and Related Development Charges Reserve Fund
Total Number of Projects:	8
Total Budget:	\$1,370,500
Total Funding by Source:	\$ 35,000 Solid Waste Asset Replacement Reserve Fund \$ 37,500 Planning Studies Reserve \$ 45,000 Parking Development Charges Reserve Fund \$ 55,000 Parking Lots Reserve Fund \$ 67,500 Parks and Recreation Development Charges Reserve Fund \$ 157,500 General Government Development Charges Reserve Fund \$ 280,500 Sewer Capacity Development Charges Reserve Fund \$ 300,000 Roads and Related Development Charges Reserve Fund \$ 392,500 Taxation

Health and Social 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 budget included in this department is for any Health and Social services organization that requests and is granted annual funding through the Grants and Donations program. This budget includes \$10,000 each year for this program.

For 2019 to 2021 \$20,000 has also been included for a three year commitment made to the Beaver Valley Outreach (BVO) in 2018 for their new location.

Level of Service

Service Provided	Level of Service
Grants to Hospitals and other related organizations	Annual grants available of \$10,000
Grants to BVO (3 year commitment)	\$20,000 per year

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Number of annual hospital grants	2	2	1
Number of annual health related organization grants	3	3	2

Health Care Contributions 2011-2018

The chart below looks at the contributions given by the Town to the Meaford Hospital Foundation, Collingwood General and Marine Hospital Foundation and the North East Grey Health Care from 2010 to 2018.

	2011	2012	2013	2014	2015	2016	2017	2018
Meaford Hospital Foundation	\$ 0	\$ 0	\$ 0	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Collingwood Hospital Foundation	\$ 0	\$ 5,020	\$ 3,000	\$ 5,025	\$ 5,695	\$ 5,000	\$ 5,000	\$ 5,000
North East Grey Health Clinic	\$420,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$420,000	\$ 5,020	\$ 3,000	\$30,025	\$30,695	\$30,000	\$30,000	\$30,000
Percentage of Tax Levy	4.03%	0.04%	0.02%	0.24%	0.23%	0.21%	0.20%	0.20%

2019 Budget Commentary

The 2019 budget does not include \$25,000 to the Meaford Hospital Foundation or the \$35,000 transfer to the working capital reserve to repay the grant to the North East Grey Health Clinic as these commitments ended in 2018.

Health and Social Services

The 2019 budget does not contain any commitment to the Collingwood General Marine Hospital for the new hospital build.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	34,500	34,000	30,000	30,000	30,000
Premise and Site	0	0	0	0	0
Total Expenses	34,500	34,000	30,000	30,000	30,000
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	35,004	35,000	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	35,004	35,000	0	0	0
Total Transfers and Expenses	69,504	69,000	30,000	30,000	30,000
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	69,504	69,000	30,000	30,000	30,000

2019 Operating and Capital Projects

None.

Fire and Enforcement Services

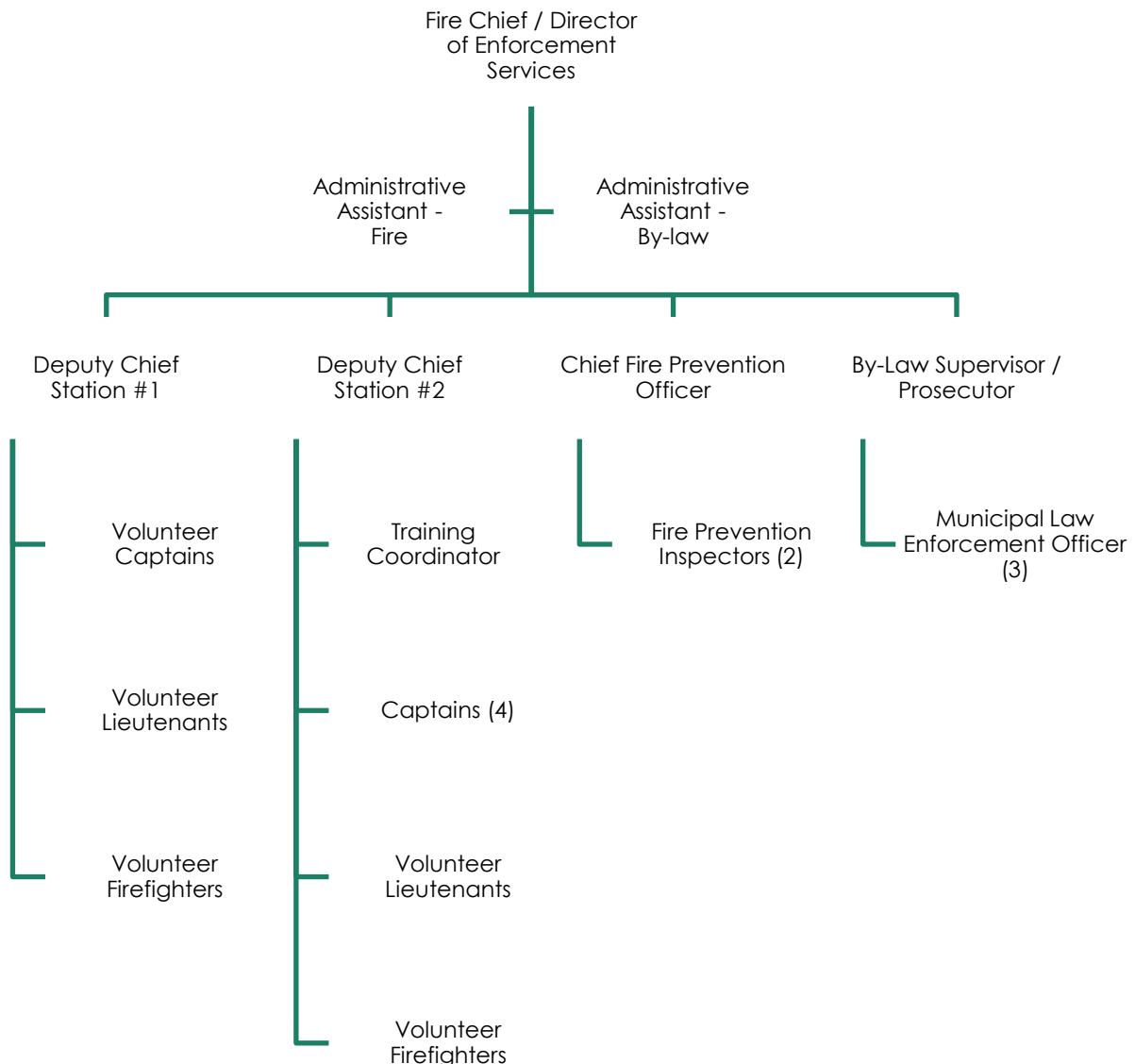
This budget submission includes, for the first time, a budget for the newly-amalgamated Enforcement Services Department, which includes the Fire Department and By-law Services Division.

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 full-time staff and 40 paid volunteer firefighters.

The By-law Services Division is responsible for the enforcement of all Town By-laws, as well as operating such programs as Animal Control and the Short Term Accommodation (STA) Licensing program.

Organizational Chart



Fire and Enforcement Services

2019 Fees and Charges

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2019 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2019 Fees and Charges By-law. If the 2019 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule B – Fire Department Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Request for Fire Report	\$50.00	
Request for Property Information Letter	\$50.00	
Inspection of all Premises or Buildings¹		
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. ²	\$50.00	\$75.00
Apparatus Standby (per hour) ³	\$300.00	\$400.00
Standby for suspicious fire (per hour per firefighter)	\$50.00	\$75.00
Response to a non-emergency activation of a Fire Alarm/Early Warning System		
1 st occurrence ^{4,5}	No charge	
2 nd occurrence ^{4,5}	\$300.00	
3 rd occurrence ⁴	\$300.00	\$750.00
4 th occurrence and subsequent ⁴	\$1,000.00	
Fire Prevention Officer and Inspector (per hour) ⁶	\$50.00	\$75.00
Fire Safety Plan Review (per hour)	\$50.00	\$75.00
Special Occasion Permit Inspections		
Initial Inspection	\$50.00	\$75.00

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

² Inspection of public hall facilities, restaurant and licensed facilities that are requested by owner.

³ Includes use of Fire Department Apparatus and two firefighters.

⁴ Non-emergency activation of a Fire Alarm/Early Warning System within the calendar year.

⁵ \$200 will be refunded if proof of repairs or a solution to the identified problem is provided to the satisfaction of the Fire Prevention Officer.

⁶ For commercial, industrial, condominium, and association groups.

Fire and Enforcement Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Additional Inspection (per call back)	\$150.00	
Fireworks		
Approval	\$50.00	\$75.00
Inspection	\$75.00	

Schedule B – Emergency Response Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Vehicle Extrication on Municipal Streets, non-residents		
Labour	\$50.00 per staff/hr	
Machine Use – Small Vehicle	\$100.00 per machine/hr	
Machine Use – Large Vehicle	\$200.00 per machine/hr	
Vehicle Extrication on Provincial Highways	Current MTO Rates	
Out of Control Brush/Grass Fire or other (started by property owner or tenant)		
Labour	\$50.00 per staff/hr	
Machine Use – Small Vehicle	\$100.00 per machine/hr	
Machine Use – Large Vehicle	\$200.00 per machine/hr	
Rescue, High Angle Rescue, Cold Water Rescue		
Labour	\$50.00 per staff/hr	
Machine Use – Small Vehicle	\$100.00 per machine/hr	
Machine Use – Large Vehicle	\$200.00 per machine/hr	
Illegal Burning		
Labour	\$50.00 per staff/hr	
Machine Use – Small Vehicle	\$100.00 per machine/hr	
Machine Use – Large Vehicle	\$200.00 per machine/hr	
Additional Equipment, Material, and Resources ⁷	100% of Cost	

Schedule H – Short Term Accommodation (STA) Licensing

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Initial STA Licensing Fee	\$2,500.00	

⁷ Items identified include but are not limited to retaining a private contractor, equipment rental, additional material, etc., used at emergency incidents to extinguish, preserve, prevent, or control fire, aid in rescue or conduct investigations.

Fire and Enforcement Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Initial STA Licensing Fee (condo unit)	\$1,500.00	
Renewal STA Licensing Fee	\$1,000.00	
Renewal STA Licensing Fee (condo unit)	\$500.00	
Late Renewal Fee	\$500.00	
Fire Safety Inspection	\$75.00	
STA Licensing Committee Appeal Fee	\$500.00	
Council STA Appeal Fee	\$500.00	
STA Re-inspection Fee	\$100.00	
Replacement STA Licence Placard	\$50.00	

Refund of Short Term Accommodation Licensing Fees:

- a) Upon written request, the Director 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 Director deems it appropriate, a refund of other than specified in (b) may be granted.
- d) The refund shall be returned to the person named on the fee receipt, unless such person advises the Director, 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.
- e) 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.

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

- Fire suppression.
- Other emergency responses.
- Assisting outside agencies.
- Fire prevention and public education.
- Training.
- Emergency 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	Shore based ice rescue and limited Marine Rescue programs

2019 Strategic Action Items and Work Plan

Goal #3: Support Healthy Lifestyle - Phase in incentives for installation of automatic sprinkler systems in all residential buildings such as a Development Charge credit bonusing and other alternatives in order to prevent fires rather than fighting them.

- The updated Development Charges Background Study will be presented to Council in early 2019. One of the options that will be available will be a credit or alternative around the installation of a fire sprinkler system.

The department will continue to focus its efforts on Fire Prevention and Training efforts, while maintaining suppression response capabilities primarily through a robust Volunteer Firefighter program.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Volunteer Firefighters	44	44	44
Total Emergency Responses	231	226	225
Rescue/Assisting other Agencies	113	88	100
False Alarms/human perceived emergencies	99	108	100
Pre-fire Conditions	8	10	10
Chimney/Vehicle/Structural/Outdoor Fires	11	16	15
Training Hours	3,255	3,300	3,300
Fire Inspections	858	900	1,000

Fire and Emergency Services

2019 Budget Commentary

New Fire Prevention Programs, including an expanded Public Education Program and comprehensive Smoke Alarm program will continue in 2019.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	1,358,185	1,399,084	1,348,306	1,383,774	1,410,824
Administrative Expenses	9,489	7,695	11,100	10,751	10,950
Operating Expenses	3,018	2,219	4,600	5,000	5,100
Communications	30,821	32,850	35,520	36,192	36,925
Personnel and Training	33,005	21,804	38,570	38,520	39,290
Utilities	26,940	27,659	25,410	26,370	27,370
Equipment Related	35,544	47,891	36,250	36,250	36,960
Vehicle and Fleet Related	34,905	46,533	41,000	41,000	41,550
Legal Expenses	0	1,500	0	0	0
Consulting	0	412	0	0	0
Purchased Services	1,190	1,248	3,250	3,250	3,315
Debt Payments	0	0	0	0	0
Financial Expenses	23,118	13,028	12,580	12,830	13,090
Premise and Site	17,389	21,103	32,730	32,905	33,080
Total Expenses	1,573,604	1,623,026	1,589,316	1,626,842	1,658,454
Transfers					
Transfers to Capital	101,055	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	63,504	118,345	110,000	112,200	114,400
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-60,000	-40,000	-20,000	0	0
Interfunctional Transfers	5,485	4,700	4,700	4,700	4,700
Total Transfers	110,044	83,045	94,700	116,900	119,100
Total Transfers and Expenses	1,683,648	1,706,071	1,684,016	1,743,742	1,777,554
Revenue					
Grants and Donations	1,390	8,182	2,500	2,500	2,500
External Revenue	18,775	36,835	30,000	30,000	30,000
Subsidies	0	0	0	0	0
Total Revenue	20,165	45,017	32,500	32,500	32,500
Net Cost of Service (Taxation)	1,663,483	1,661,054	1,651,516	1,711,242	1,745,054

Fire and Emergency Services

2019 Operating and Capital Projects

Project	Radio Communications
Description	2019- purchase of station monitor screens and hardware to accommodate dispatch upgrades to Sinirji from Symposium
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 17,000 Replacement Equipment
Funding	\$ 17,000 Fire Asset Replacement Reserve Fund

Project	Fire Hall #1 – Apparatus Floor
Description	To repair apparatus floor drain frames and grills and broken concrete around the drain at Station 1.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 20,000 Construction
Funding	\$ 20,000 Fire Asset Replacement Reserve Fund

Project	Fire Fighter Equipment Replacement
Description	To replace in-service personal protective equipment which has been damaged, failed annual National Fire Protection Association mandated testing or has outlived its useful lifespan.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 27,500 Replacement Equipment
Funding	\$ 27,500 Fire Asset Replacement Reserve Fund

Project	Equipment Replacement
Description	To replace equipment which has been damaged, does not meet the NFPA or Occupational Health & Safety Guidelines or has outlived its useful life. This includes hose, nozzles, appliances, portable pumps, rescue equipment, thermal imaging, various other hand tools, and the hydraulic extrication equipment at Station 1.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 61,900 Replacement Equipment
Funding	\$ 61,900 Fire Asset Replacement Reserve Fund

Fire and Emergency Services

Project	Back-up Generators
Description	The Beaver Valley Community Centre is designated as the Evacuation Centre and the L.E. Shore Memorial Library as the Media Centre. Neither facility is currently equipped with back-up generators. This project would purchase 2 generators and install a Town owned portable generator for the Arena.
Strategic Action	Emergency Management Plan
Budget	\$ 170,000 Additional Equipment
Funding	\$ 170,000 Capital Replacement Levy

Total Number of Projects:	5
Total Budget:	\$ 296,400
Total Funding by Source:	\$ 126,400 Fire Asset Replacement Reserve Fund \$ 170,000 Capital Replacement Levy

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 by regulating minimum standards for acceptable behaviour and property standards that reflect the Town's progressive four season community values. By-law Services accomplishes 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; responding to community complaints and assisting neighbours in resolving issues.

Services Provided

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

2019 Strategic Action Items and Work Plan

The By-law Department will continue to work on the Noise By-law, which was approved in the 2018 Budget.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
By-law Enforcement Service Requests	493	548	550
Ontario Building Code Act Investigations	8	12	15
Short Term Accommodation Investigations	62	60	60
Property Standards Service Requests	41	33	35
Parking Tickets Issued	493	550	550
Security Alarms Registrations	91	100	100
Prosecutions	40	60	60

By-law Services

2019 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.

The Budget for By-law Services has changed significantly in 2018 over previous years, as the re-allocation of staff has taken place, and the Short Term Accommodation Coordinator's salary is now included under By-law. Due to this change, Salaries and Benefits, as well as the associated expenses (Personnel and Training, Communication, and Vehicle and Fleet) have increased.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	278,673	309,361	380,410	384,565	389,923
Administrative Expenses	2,844	1,997	2,950	2,965	3,015
Operating Expenses	235	0	200	200	200
Communications	3,883	5,081	5,225	5,310	5,395
Personnel and Training	5,767	6,981	12,750	12,700	12,770
Utilities	0	0	0	0	0
Equipment Related	1,753	1,753	1,825	1,850	1,875
Vehicle and Fleet Related	9,700	13,937	10,860	11,120	11,285
Legal Expenses	952	10,000	0	0	0
Consulting	210	0	0	0	0
Purchased Services	8,748	6,647	9,500	9,500	9,500
Debt Payments	0	0	0	0	0
Financial Expenses	2,411	2,747	3,020	3,050	3,080
Premise and Site	0	0	0	0	0
Total Expenses	315,176	358,504	426,740	431,260	437,043
Transfers					
Transfers to Capital	25,000	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	2,055	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	27,055	0	0	0	0
Total Transfers and Expenses	342,231	358,504	426,740	431,260	437,043
Revenue					
Grants and Donations	4,505	4,529	4,500	4,500	4,500
External Revenue	52,056	59,161	63,000	63,000	63,100
Subsidies	0	0	0	0	0
Total Revenue	56,561	63,690	67,500	67,500	67,600
Net Cost of Service (Taxation)	285,670	294,814	359,240	363,760	369,443

2019 Operating and Capital Projects

None.

Fire and Enforcement Services – By-law Services

Municipal Law Enforcement Officer

Business Need

The By-law Division has traditionally provided Enforcement services during regular office hours, five days per week. Recently, there has been an expectation that these services would also be available during weekends. This expectation has largely been driven by noise complaints, especially construction noise, which is prohibited during most weekend hours. There have also been concerns about parking enforcement on weekends.

The By-law Division currently employs three Municipal Law Enforcement Officers (MLEOs), who have been working rotating split shifts in order to provide 6-day-per-week coverage. This ensures that at least one MLEO is on duty from 7:00 a.m. until 6:00 p.m., Monday to Friday and 8:00 a.m. until 4:00 p.m. on Saturday. The Town currently offers no coverage on Sunday, or during evening hours. MLEOs currently work 35 hours per week and do not work overtime. The shift schedule allows for 2 MLEOs on duty most weekdays, and only one on Saturday, and in the case of illness or scheduled vacation, there are occasional days with no By-law enforcement coverage.

An additional MLEO position will allow enhanced coverage, including day-shifts on Sundays, and will allow for coverage in case of scheduled or unscheduled absences.

Strategic Alignment

Goal #4: Promote a Culture of Organizational and Operational Excellence;
Objectives #3: To Consistently deliver Excellent Customer Service.

Options or Solutions Analysis

1. Status Quo. The Town would continue to operate under the current schedule, with By-law Enforcement coverage available Monday to Saturday.
2. Hire an additional Municipal Law Enforcement Officer on a full-time basis. This would allow the Town to provide daytime enforcement coverage seven days per week during regular daytime hours.

Financial and/or Non-Financial Benefits

Option 1 has no additional costs to the Town.

Option 2 would involve wages and benefits, as well as personal equipment and uniforms for one additional staff member. This would be an ongoing annual financial cost. The ongoing annual costs will be added to the base budget and funded by Taxation.

Risk Analysis

There have been increased calls for enforcement coverage by the current MLEOs. As a result, staff have expanded the schedule, which means officers are frequently required to work alone for extended periods of time. This stretched schedule has led to the frequent inability of the MLEOs to efficiently deal with complaints.

Recommendation

At this time staff are recommending Option #2 - Hire an additional Municipal Law Enforcement Officer.

Implementation Plan

Upon Council's passing the Towns' Budget, Human Resources will begin recruitment for this position with a target start date in mid-2019.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Full Time Salaries	\$307,295	\$32,635	\$66,640	\$67,970	\$69,330	\$70,720
Full Time Benefits	\$108,765	\$11,265	\$23,660	\$24,130	\$24,610	\$25,100
IT Software/Hardware	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Employee Costs	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Expenditures Total	\$446,060	\$49,900	\$96,300	\$98,100	\$99,940	\$101,820
Funding						
Taxation	\$446,060	\$49,900	\$96,300	\$98,100	\$99,940	\$101,820
Funding Total	\$446,060	\$49,900	\$96,300	\$98,100	\$99,940	\$101,820

2019 Salaries and Benefits have been budgeted for six months.

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

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

2019 Strategic Action Items and Work Plan

Although there are not any specific Strategic Plan Action Items that directly relate to STA, the efforts of this Division supports Goal #3: Support Healthy Lifestyles and its related Objective: Promote the Town as a Healthy Community.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
STA License Applications Received – New	61	20	10
STA License Applications Received – Renewals	178	48	248
STA Licenses Issued	61	20	10
STA Licensed Premise Inspections (Initial & Renewal)	239	68	258
STA Prosecutions	23	12	15
STA Licensing Committee Appeals/Hearings	2	0	0

2019 Budget Commentary

2019 will be a busy year for renewals, as the Town is still experiencing an unbalanced schedule regarding STA renewals. The majority of the licenses renew every 2nd year, which is reflected in the fluctuations in External Revenue. Staff will continue to investigate some possible strategies to even these renewals out. Staff do not anticipate many new STA applications, as the window for Legal Non-confirming units has passed.

Any surplus that takes place in the years with the majority of renewals (such as 2019) is set aside and used during the lower revenue years (such as 2020) to cover expenses. Short Term Accommodation has no impact on taxation.

The Short Term Accommodation Coordinator's Salaries and Benefits have been re-allocated to By-law, which is shown as a significant increase in By-law's Budget. The Salaries and Benefits now shown in Short Term Accommodations is made up of a portion of the salaries and benefits for Planning, Fire, and By-law staff to better reflect who the work is being done by.

Short Term Accommodation

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	105,906	124,534	160,066	164,234	168,994
Administrative Expenses	213	0	600	600	600
Operating Expenses	0	0	0	0	0
Communications	1,235	1,130	4,100	0	0
Personnel and Training	521	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	1,747	1,024	0	0	0
Legal Expenses	9,125	20,000	20,000	20,000	20,000
Consulting	0	0	0	0	0
Purchased Services	6,909	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	522	1,877	990	1,010	1,030
Premise and Site	0	0	0	0	0
Total Expenses	126,178	148,565	185,756	185,844	190,624
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	103,744	0	98,876
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-72,565	0	-82,344	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	0	-72,565	103,744	-82,344	98,876
Total Transfers and Expenses	126,178	76,000	289,500	103,500	289,500
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	126,178	76,000	289,500	103,500	289,500
Subsidies	0	0	0	0	0
Total Revenue	126,178	76,000	289,500	103,500	289,500
Net Cost of Service	0	0	0	0	0

2019 Operating and Capital Projects

None.

Ontario Provincial Police

Mission

The Ontario Provincial Police's Vision is "safe communities... A Secure Ontario," while their Mission is to be "committed to public safety, delivering proactive and innovative policing in partnership with our communities."

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.

Level of Service

Service Provided	Level of Service
Police Officers	15 Constables are included in the Base Police Servicing Contract.
Police Officers per shift	Three.
Contract Enhancements	One additional Sergeant and one additional Constable were added to the Police Servicing Contract.
By-law Enforcement	The OPP enforces all Town By-laws as determined by the Police Services Board.

Non-Financial Statistics

Statistic	2017 Actual	2018 Actual	2019 Budget
Approved Full-Time Equivalent Positions	17.5	17.5	17.5
Civilian Employees	1	1	1
Household Property Count	7,380	7,693	7,813
Commercial and Industrial Property Count	428	411	408
Base Services Cost per Property	\$190.38	\$191.35	\$189.54
Calls for Service Cost per Property	\$88.96	\$86.49	\$85.47
Estimated Billing Cost per Property	\$336.30	\$343.22	\$340.56

Ontario Provincial Police

Year Over Year Costs

	2019	2018
Base Service	\$ 1,558,208	\$ 1,550,700
Calls for Service	\$ 702,652	\$ 700,946
Overtime	\$ 83,497	\$ 87,523
Enhancements	\$ 436,732	\$ 424,512
Prisoner Transport	\$ 18,662	\$ 17,748
Court Security Grant	\$ 0	\$ (13,628)
2015 Year-End Adjustment	\$ 0	\$ (51,043)
2016 Year-End Adjustment	\$ 0	\$ (37,910)
2017 Year-End Adjustment	\$ (104,619)	\$ 0
Total	\$ 2,695,133	\$ 2,678,848

	2017 Actual	2017 Estimated	2017 Difference	2016 Actual	2016 Estimated	2016 Difference
Base Service	\$ 1,486,487	\$ 1,497,887	\$ (11,400)	\$ 1,500,052	\$ 1,495,713	\$ 4,339
Calls for Service	\$ 694,576	\$ 700,880	\$ (6,304)	\$ 691,908	\$ 691,069	\$ 839
Overtime	\$ 54,050	\$ 94,241	\$ (40,191)	\$ 75,993	\$ 96,920	\$ (20,927)
Enhancements	\$ 373,859	\$ 419,496	\$ (45,637)	\$ 390,112	\$ 411,649	\$ (21,537)
Prisoner Transport	\$ 16,865	\$ 17,958	\$ (1,093)	\$ 16,424	\$ 17,043	\$ (619)
Total	\$ 2,625,837	\$ 2,730,462	\$ (104,625)¹	\$ 2,674,489	\$ 2,712,394	\$ (37,905)¹

2019 Budget Commentary

The current OPP Contract was approved by Council on December 15, 2014, for a period of six years, beginning on January 1, 2015.

The Town received the OPP's 2019 Billing Statement on September 24, 2018 which estimated the total 2019 Cost to be \$2,799,752, minus the 2017 Year-end adjustment (\$104,619) for a total 2019 estimated cost of \$2,695,133, which is an overall increase of 1% over 2018. The Court Security Grant details have not been released yet.

¹ Difference between Year-end adjustment and actuals-estimate is due to rounding.

Ontario Provincial Police

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	2,292	2,000	2,000	2,000	2,000
Administrative Expenses	0	1,406	250	250	250
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Personnel and Training	757	1,516	1,065	1,065	1,065
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	2,732,475	2,681,850	2,698,418	2,859,033	2,916,147
Debt Payments	37,328	37,375	37,375	37,375	37,375
Financial Expenses	954	0	0	0	0
Premise and Site	11,048	2,644	6,500	6,500	6,500
Total Expenses	2,784,854	2,726,791	2,745,608	2,906,223	2,963,337
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	14,950	39,000	0	0	0
Transfers from Obligatory Reserves	-37,328	-37,375	-37,375	-37,375	-37,375
Transfers from Other Reserves	0	-2,644	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	-22,378	-1,019	-37,375	-37,375	-37,375
Total Transfers and Expenses	2,762,476	2,725,772	2,708,233	2,868,848	2,925,962
Revenue					
Grants and Donations	8,654	8,915	9,000	9,000	9,000
External Revenue	20,774	5,694	6,500	6,500	6,500
Subsidies	0	0	0	0	0
Total Revenue	29,428	14,609	15,500	15,500	15,500
Net Cost of Service (Taxation)	2,733,048	2,711,163	2,692,733	2,853,348	2,910,462

2019 Operating and Capital Projects

None.

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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, “working together to lead, promote, support and inspire innovative watershed management.” These five objectives are:

- Protect, enhance and restore water.
- Protect, enhance and restore land.
- Protect life and property from flooding and erosion.
- Provide educational and recreational opportunities for the public.
- 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.

The Grey Sauble Conservation Authority states that its Vision is “a healthy watershed environment in balance with the needs of society,” and its Mission, “in partnership with the stakeholders of the watershed, is to promote and undertake sustainable management of renewable natural resources and to provide responsible leadership to enhance biodiversity and environmental awareness.”

Non-Financial Statistics

Statistic	Nottawasaga Valley Conservation Authority	Grey Sauble Conservation Authority
Geographic Area of jurisdiction	3,700 square kilometers	3,191 square kilometers
Lands owned and managed within its jurisdiction	12,000 acres	28,995 acres
Municipalities in which the body has jurisdiction	18	8

2019 Budget Commentary

Staff are currently estimating a 2% increase on both Conservation Authority Levies, however, final numbers will not be available until into 2019 when the Authorities make their annual presentation to Council.

A budget of \$360,964 is included in the 2019 Budget for the Grey Sauble Conservation Authority, and a budget of \$35,580 is included for the Nottawasaga Valley Conservation Authority, for a total budget of \$396,544.

The Interfunctional transfers included in this budget are from the Water and Wastewater Divisions. These two Divisions pay 10% each of the total budgeted levy.

Conservation Authority

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	361,537	378,428	396,544	404,480	412,570
Premise and Site	0	0	0	0	0
Total Expenses	361,537	378,428	396,544	404,480	412,570
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	10,000	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-10,000	0	0	0
Interfunctional Transfers	-83,090	-113,858	-78,907	-80,485	-82,095
Total Transfers	-73,090	-123,858	-78,907	-80,485	-82,095
Total Transfers and Expenses	288,447	254,570	317,637	323,995	330,475
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	288,447	254,570	317,637	323,995	330,475

2019 Operating and Capital Projects

None.

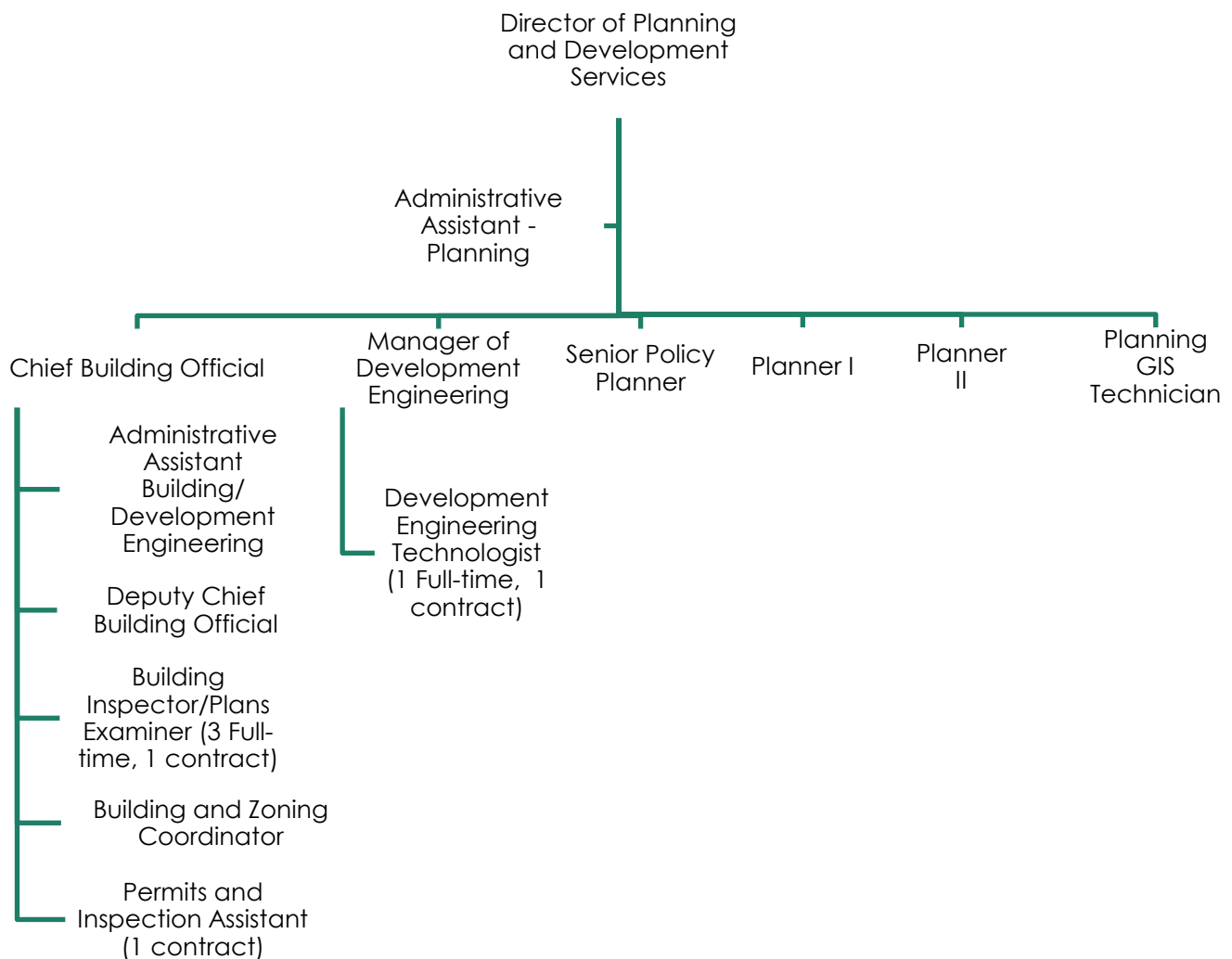
Planning and Development Services

Planning and Development Services 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 Engineering 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).

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.

Organizational Chart



Planning and Development Services

2019 Planning and Engineering Fees

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2019 Planning and Engineering Fees, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2019 Planning and Engineering Fees By-law. If the 2019 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule A – Planning Fees

Description	Current Fee	Current Security	2019 Proposed Fee	2019 Proposed Security
Official Plan Amendment				
Large Scale	\$14,075.00	\$5,000.00	\$14,795.00	\$5,000.00
Mid-Scale	\$8,895.00	\$5,000.00	\$9,350.00	\$5,000.00
Small Scale	\$5,930.00	\$2,500.00	\$6,230.00	\$2,500.00
Individual Scale	\$2,380.00	\$0.00	\$2,500.00	\$0.00
Zoning By-law Amendment				
Large Scale	\$4,710.00	\$5,000.00	\$4,950.00	\$5,000.00
Mid-Scale	\$3,570.00	\$5,000.00	\$3,750.00	\$5,000.00
Small Scale	\$3,570.00	\$2,500.00	\$3,750.00	\$2,500.00
Individual Scale	\$1,755.00	\$0.00	\$1,845.00	\$0.00
Temporary Use	\$1,755.00	\$2,500.00	\$1,845.00	\$2,500.00
Draft Plan of Subdivision/Condominium				
Large Scale	\$14,710.00	\$5,000.00	\$15,460.00	\$5,000.00
Mid-Scale	\$8,890.00	\$5,000.00	\$9,345.00	\$5,000.00
Small Scale	\$5,930.00	\$2,500.00	\$6,230.00	\$2,500.00
Site Plan Review				
Large Scale	\$10,375.00	\$5,000.00	\$10,905.00	\$5,000.00
Mid-Scale	\$8,890.00	\$5,000.00	\$9,345.00	\$5,000.00
Small Scale	\$3,540.00	\$2,500.00	\$3,720.00	\$2,500.00
Individual Scale	\$280.00	\$0.00	\$295.00	\$0.00
Minor Variance¹				
Minor Variance	\$1,060.00	\$0.00	\$1,115.00	\$0.00
Consent				
Lot Addition (Boundary Adjustment)	\$1,725/ property	\$0.00	\$1,815/ property	\$0.00
Validation of Title	\$100.00	\$0.00	\$105.00	\$0.00

¹ Including applications pursuant to Sections 45(1), (2) & (3) of the Planning Act.

Planning and Development Services

Description	Current Fee	Current Security	2019 Proposed Fee	2019 Proposed Security
Lot Creation (plus \$615 for each additional lot)	\$2,760.00	\$0.00	\$2,900.00	\$0.00
Easement	\$1,725.00	\$0.00	\$1,815.00	\$0.00
Part Lot Control/Deeming By-law				
Large Scale	\$615.00	\$0.00	\$645.00	\$0.00
Mid-Scale	\$620.00	\$0.00	\$650.00	\$0.00
Small Scale	\$570.00	\$0.00	\$600.00	\$0.00
Individual Scale	\$570.00	\$0.00	\$600.00	\$0.00
Agreement Preparation²				
Large Scale	\$14,995.00	\$0.00	\$15,760.00	\$0.00
Mid-Scale	\$9,215.00	\$0.00	\$9,685.00	\$0.00
Small Scale	\$3,900.00	\$0.00	\$4,100.00	\$0.00
Individual Scale	\$825.00	\$0.00	\$865.00	\$0.00
Pre-Servicing	\$2,800.00	\$0.00	\$2,945.00	\$0.00

Notes to Schedule "A":

1. Application fees are cumulative except where noted otherwise.
2. Where an application is modified by the applicant prior to a decision on the application, an additional fee of 50% of the current required fee shall apply.
3. The security fee is a deposit which is for specialized peer review and/or legal services deemed required by the Town and for any other extraordinary expenses incurred by the Town as a result of the process. Such security fee is to be maintained by the applicant at the rate required. For multiple applications only one security fee shall be required. In some instances, due to the complexity of a proposal, an additional security fee may be determined to be required by the Director of Planning and Development Services.
4. Where a Zoning By-law Amendment proceeds in conjunction with an Official Plan Amendment, a 25% reduction in the Zoning By-law Amendment Fee applies.
5. Where a Site Plan Application proceeds in conjunction with another type of planning application, a 25% reduction in the Site Plan Review Fee applies.
6. In the instance of a Draft Plan of Condominium which is proceeding by way of a Site Plan Application, the greater fee found in Sections 3 or 4 above will apply.
7. If the proposal has received approval from the approval authority more than 24 months from the date of application for Agreement preparation, an additional fee of \$500 shall apply.
8. 50% of the Planning Fee may be refunded at the sole discretion of the Director of Planning and Development Services if Public Notice, if applicable, has been provided and/or prior to the preparation of a Planning Staff Report related to the matter.
9. An application, save for one that has received Draft Plan Approval, that has not been acted on in 12 months may, at the sole determination of the Director of Planning and Development Services, be deemed to be abandoned and lapsed/closed.
10. In the instance of an amendment or modification to an existing Agreement, including amendments so as to change the terms and/or conditions of the Agreement, 50% of the applicable fee shall apply.
11. The Director of Planning and Development Services may assign fees other than noted provided s/he has regard to the services and related costs provided by the Town of The Blue Mountains.

² Includes those costs associated with title search(es) & registration of agreement(s).

Planning and Development Services

12. The proponent must make a written request to the Director of Planning and Development Services for refunds and/or the release of securities held by the Town.
13. Interest is not paid on fees and/or security deposits.

Schedule B – Other Planning Fees

Description	Current Fee	2019 Proposed Fee
Reactivating an application that has not been acted on in 12 months Note: An application, save for one that has received Draft Plan Approval, that has not been acted on in 12 months may, at the sole determination of the Director of Planning and Development Services, be deemed to be abandoned and subsequently lapsed/closed.	50% of the current applicable fee(s)	
Re-notification Fee In the instance where an advertised Public Open House or Meeting is deferred and/or rescheduled at the request of the proponent.	50% of the application fee up to a max of \$1,285.00	50% of the application fee up to a max of \$1,350.00
Telecommunication Towers	\$1,755.00	\$1,845.00
Red Line Revision comments to the County of Grey or Local Planning Appeals Tribunal	\$870.00	\$915.00
Draft Plan Extension comments to the County of Grey or Local Planning Appeals Tribunal	\$870.00	\$915.00
Removal of the Holding “-h” symbol	\$920.00	\$965.00
Local Planning Appeals Tribunal Attendance For each Town employee where same attends a Local Planning Appeals Tribunal Hearing in support of an application that has been “approved” by the Council of the Town of The Blue Mountains (Plus \$877 for each additional day or portion thereof)	\$1,755.00 for the first day or portion thereof	\$1,845.00 for the first day or portion thereof
Planning Opinion Letter	\$225.00	\$235.00
Draft Plan Approval Clearance Letter to the County of Grey or Local Planning Appeals Tribunal	\$225.00	\$235.00
Red Line Revision to a Site Plan Agreement	\$565.00	\$595.00
Change to a Condition of Consent	\$870.00	\$915.00
Condominium Exemption comments to the County of Grey	\$870.00	\$915.00
Renewable Energy Projects (including those within the Niagara Escarpment Development Control Area)	\$1,755.00	\$1,845.00
Provision of comments to the Niagara Escarpment Commission on Development Control Permits	\$280.00	\$295.00
Provision of comments to the Niagara Escarpment Commission on Niagara Escarpment Commission Amendments or to the County of Grey on County Official Plan Amendments	\$870.00	\$915.00

Planning and Development Services

Description	Current Fee	2019 Proposed Fee
Processing of inquiries related to acquisition of Town owned land	\$280.00	\$295.00

Schedule C – Engineering Fees

Description	Current Fee	2019 Proposed Fee
Official Plan Amendment¹		
Large Scale	\$3,215.00	\$3,380.00
Mid-Scale	\$2,140.00	\$2,250.00
Small Scale	\$1,070.00	\$1,125.00
Individual Scale	\$0.00	\$0.00
Zoning By-law Amendment¹		
Large Scale	\$1,070.00	\$1,125.00
Mid-Scale	\$805.00	\$845.00
Small Scale	\$535.00	\$560.00
Individual Scale	\$0.00	\$0.00
Draft Plan Review¹		
Large Scale	\$5,355.00	\$5,630.00
Mid-Scale	\$3,215.00	\$3,380.00
Small Scale	\$1,070.00	\$1,125.00
Technical Review of Plan of Subdivision/Condo/Site Plan Submissions		
Large Scale	\$15,600.00 ²	\$16,395.00 ²
Mid-Scale	\$7,800.00 ²	\$8,200.00 ²
Small Scale	\$3,640.00 ²	\$3,825.00 ²
Individual Scale	\$2,080.00 ²	\$2,185.00 ²
Additional Submission ^{3,4}	See Notes 3 & 4	\$0.00
Works Fees for Subdivision/Condominium/Site Plan⁵		
Large Scale – Minimum Fee - \$5,630.00	4.16%	4.37%
Mid-Scale – Minimum Fee - \$3,900.00	4.16%	4.37%
Small Scale – Minimum Fee - \$2,785.00	4.16%	4.37%
Individual Scale – Minimum Fee - \$1,115.00	4.16%	4.37%
Pre-Servicing ⁶ – Minimum Fee - \$2,225.00	0.52%	0.54%
Re-Inspection^{1, 7}		
Large Scale	\$3,215.00	\$3,380.00
Mid-Scale	\$1,605.00	\$1,685.00
Small Scale	\$965.00	\$1,015.00

Planning and Development Services

Notes to Schedule "C":

Where an Official Plan Amendment and/or Zoning By-law Amendment and/or Draft Plan are processed concurrently, the greatest single fee shall apply.

Interest is not paid on fees and/or prepayment deposits.

1. This fee is a one-time non-refundable payment and is not related to the Works Fee.
2. The Prepayment Fee is a deposit for the Works Fees paid at Agreement execution and is intended as partial payment of the technical review, Agreement administration and/or other similar expenses incurred by the Town. If the proponent elects to not proceed with the project, the Prepayment Fee will be returned less the greater of the minimum fee or the actual time and expenditures incurred as determined by the Director of Planning and Development Services.
3. In the instance of a third or subsequent engineering/technical submission, an additional fee of \$50 per lot and/or block for within the Plan of Subdivision or Condominium will apply as determined by the Director of Planning and Development Services and is not refundable.
4. In the instance of a third or subsequent engineering/technical submission, an additional fee of \$50 per equivalent unit within a Site Plan will apply as determined by the Director of Planning and Development Services and is not refundable. The Works Fee is due at the time of execution of the applicable Agreement. Should the Works Fee Prepayment Fee exceeds the required Works Fee, the Prepayment Fee will be refunded to the greater of the required Works Fee or the minimum fee amount. In the event that the project does not proceed by cancellation of the Agreement, the Works Fee may be refunded to an amount determined by the Director of Planning and Development Services.
5. The Works Fee is due at the time of execution of the applicable Agreement. Should the Works Fee Prepayment Fee exceeds the required Works Fee, the Prepayment Fee will be refunded to the greater of the required Works Fee or the minimum fee amount. In the event that the project does not proceed by cancellation of the Agreement, the Works Fee may be refunded to an amount determined by the Director of Planning and Development Services.
6. The Pre-Servicing Fee is a 0.5% premium in addition to the Works Fee for the additional costs associated with the technical review of a Pre-Servicing proposal and Agreement administration. In the event that the project does not proceed by cancellation of the Agreement, the Pre-Servicing Fee may be refunded to an amount determined by the Director of Planning and Development Services.
7. In the event that a second or subsequent site inspection is required by the Town in response to a request for a Certificate of Preliminary Acceptance of Basic Services, Completion, or Final Acceptance, an additional site re-inspection fee will be required prior to the re-inspection taking place.

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 development approval process.
- Process, evaluate, provide direction on, and manage all aspects of development applications (OPA, ZBA, Subdivision/Condo, Site Plan, Consent, Minor Variance, 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.

Level of Service

Service Provided	Level of Service (2018)
Provide advice to stakeholders on the Town's Official Plan, Zoning By-law and development approval process.	Staff respond to over 1,000 counter inquiries on an annual basis.
Process, evaluate, provide direction on and manage all aspects of development applications (OPA, ZBA, Sub/Condo, Site Plan, Consent, Minor Variance etc.)	Process/Review over 120 planning applications as well as prepared new Comprehensive Zoning By-law.
Provide advice to Council on land use planning matters with respect to "good planning", Official Plan conformity and consistency with the Provincial Policy Statement.	Staff wrote over 130 reports to the Committee of the Whole, Council, and the Committee of Adjustment.

2019 Strategic Action Items and Work Plan

- Enhance clarity and structure of development application review process through improved communication with stakeholders and interested residents
- Complete Active Transportation Master Plan (\$30,000)
- Update Community Design Standards (\$40,000)
- Density/Intensification Opportunity Assessment (\$25,000)

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Forecast
Site Plan Applications	7	10	12
Zoning By-law Amendment Applications	19	16	20
Official Plan Amendment Applications	1	2	2
Consent Applications	12	9	12
Minor Variance Applications	18	26	12
Niagara Escarpment Commission Applications	16	9	12
Plans of Subdivision and Condominium	0	1	1

Planning Services

2019 Budget Commentary

Salaries and Benefits have increased in 2019 over previous years as staff have re-allocated some wages. The increase in Planning Services is offset by the decrease seen in Corporate Administration. One new staff member (Manager of Planning) is included as a Proposed Addition to the Base Budget.

A modest budget has been included in Administrative Expenses to allow Planning Services to continue to host a Development Liaison Group kick-off breakfast, as per the Strategic Plan.

\$20,000 is included annually in Transfers to Reserves to be put aside for the The Blue Mountains Attainable Housing Corporation to be used at a future time. In addition to the annual transfer to a reserve, the Town also supplies staffing resources. The Finance Department completes the annual audit and Financial Statements for the Attainable Housing Corporation and does monthly administrative work. The Planning Department staff remain available as a resource to investigate and review options and approaches to improve the attainability of housing throughout the Town.

The Planning Services budget also includes an annual legal budget of \$100,000 and \$25,000 for consulting for appeals to the Local Planning Appeals Tribunal.

Planning Services

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	565,051	591,710	676,429	686,091	697,466
Administrative Expenses	4,139	6,292	7,150	7,650	7,650
Operating Expenses	922	0	0	0	0
Communications	5,169	5,746	6,675	6,700	6,725
Personnel and Training	15,933	16,793	21,550	21,750	21,950
Utilities	0	0	0	0	0
Equipment Related	943	0	0	0	0
Vehicle and Fleet Related	0	37,514	0	0	0
Legal Expenses	121,823	85,000	100,000	100,000	100,000
Consulting	71,128	26,642	30,000	30,000	30,000
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	3,923	20,815	830	850	870
Premise and Site	0	0	0	0	0
Total Expenses	789,031	790,512	842,634	853,041	864,661
Transfers					
Transfers to Capital	20,120	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	20,004	20,000	40,000	40,000	40,000
Transfers from Obligatory Reserves	-1,376	0	0	0	0
Transfers from Other Reserves	-1,682	-24,582	0	0	0
Interfunctional Transfers	248	0	0	0	0
Total Transfers	37,314	-4,582	40,000	40,000	40,000
Total Transfers and Expenses	826,345	785,930	882,634	893,041	904,661
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	230,235	254,830	241,550	241,550	241,550
Subsidies	0	0	0	0	0
Total Revenue	230,235	254,830	241,550	241,550	241,550
Net Cost of Service (Taxation)	596,110	531,100	641,084	651,491	663,111

2019 Operating and Capital Projects

None.

Planning and Development Services

Manager of Planning

Business Need

The Planning and Development Services (PDS) Department is comprised of three divisions: Building Services, Development Engineering, and Planning. The current department includes a Manager of Development Services that oversees the operations of Development Engineering staff, as well as a Chief Building Official that oversees the operations of Building staff. At this time, all Planning staff report directly to the Director of Planning and Development Services.

The intention of these services being blended together within one single department is to streamline the development approvals process and maintain consistency when dealing with development-related matters. Specifically, the Planning Division itself is tasked with a mandate that largely includes the following:

- Maintain and update legislated planning documents (Official Plan, Zoning By-law, etc.);
- Review development applications in accordance with applicable plans, by-laws and standards;
- Administer and provide recommendations to the Committee of Adjustment;
- Develop strategies and plans to address current and emerging issues (i.e. attainable housing, planning for employment, etc.);
- Liaise with County, Provincial and other regulatory bodies to ensure Town planning is aligned;
- Cultivate collaborative relationships with various stakeholders; and
- Monitor growth trends and proactively create plans and policies to ensure sustainable growth.

In recent years, development activity has been steadily increasing. Planning staff have been working diligently managing and reviewing the influx of Planning Act applications. However, with limited staff resources dedicated to land use planning, review timelines are at risk of being extended beyond an acceptable level. Furthermore, there are less resources available to address key community planning issues (i.e. attainable housing, etc.) and to pursue important initiatives (planning for employment, update Community Design Guidelines to ensure quality development occurs, etc.).

To date, the Director of Planning and Development spends a considerable amount of time assisting the planning team with development applications, related complex matters and providing managerial leadership to the planners, in addition to the rest of the department. A Manager of Planning position would provide day-to-day guidance and direction to Planning staff. As a hands-on working manager, this role will also be tasked with taking on select land use planning projects and/or files that are complex and of strategic value to the municipality. With additional planning expertise and resources, the Planning and Development Services Department will be in an improved position to manage current and forecasted growth, while ensuring that vital PDS initiatives (process efficiency, attainable housing, etc.) progress in a timely manner.

Strategic Alignment

- Goal #1: Create Opportunities for Sustainability
Objective #1 Retain Existing Business
Objective #2 Attract New Business
Objective #3 Promote a Diversified Economy

This position would allow the Director to take a more active leadership role in working with Economic Development staff to ensure the Town cultivates an environment for good businesses to start and thrive. The Manager of Planning would also assist other Town Planning staff in planning for employment through the completion of an Employment Lands Strategy in the near future.

- Goal #2: Engage Our Communities & Partners
Objective #1 Improve External Communication with our Constituents
Objective #2 Use Technology to Advance Engagement
Objective #3 Strengthen Partnerships

This position would work with the Director to implement initiatives to enhance the Town's ability to efficiently communicate with the community and development stakeholders on planning issues/applications.

- Goal #3: Support Healthy Lifestyles
Objective #1 Promote the Town as a Healthy Community
Objective #2 Increase the Range of Housing Choices and Promote Housing Affordability
Objective #3 Manage Growth and Promote Smart Growth
Objective #4 Commit to Sustainability

The Manager of Planning would be a key professional asset in working with the Director to enhance planning documents to both encourage healthy and sustainable development. This position would identify land use planning related recommendations to increase housing attainability within the Town.

- Goal #4: Promote a Culture of Organizational & Operational Excellence
Objective #3 To Consistently Deliver Excellent Customer Service
Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

The addition of another seasoned professional planner will establish a key leader to implement process efficiency and consistency. The Manager will also enable the Town to increase its responsiveness to planning-related issues and applications.

Options or Solutions Analysis

1. Outside Consultant Assistance – The Town could retain the services of a planning consulting firm to assist with managing the volume of select files or types of planning applications. The associated costs would be paid by applicants. While this may alleviate certain pressure points, Town Planning staff time and efforts will still be required to provide direction to the consultant. There are also reduced efficiencies as a consultant does not have the benefit of corporate knowledge or sensitivity/awareness of Town priorities or political priorities.

2. **Reduced Seniority Role** – The Town could downgrade the position to be equivalent with a Senior Planner (i.e. Senior Development Facilitator). While this option could provide the experience level required to tackle complex applications or direct projects of strategic value, it would lack the managerial role. The result would be that the Director would remain tasked with day-to-day supervision of the planning staff and guidance through escalated planning issues. The Director's opportunity to provide strategic leadership to all three Planning and Development Services divisions will be diminished, potentially impacting the department's ability to achieve its objectives in a timely manner.
3. **Reduced Project and Service Level Expectations** – To adjust to the demands of current development projects, new projects and initiatives would be delayed or deferred. Furthermore, the department's ability to improve service levels and customer experiences (i.e. streamlined processes, etc.) will be impaired.

Financial and/or Non-Financial Benefits

This position has been identified as a critical missing link for the success of the Planning and Development Services Department and is identified as a significant missing position in the overall Development Process. Duties are currently assigned to the Director of Planning and Development Services, with some tasks further given to the Senior Policy Planner. The creation of a Manager of Planning will provide day-to-day supervisory guidance and mentorship to the Planning staff. Corporate benefits of creating a Manager of Planning include the following:

- Improved ability to implement enhanced development application processes
- Additional leadership role within the department to drive continuous improvement and incorporate better methods of communicating/engaging with the public and stakeholders
- Seasoned planning expertise to work on and/or lead complex planning applications and policy projects
- Enable Town to more aggressively address planning issues (i.e. attainable housing, community improvement plan, update design guidelines, employment land planning, completion of secondary plan(s), etc.)

Risk Analysis

The Director of Planning and Development Services will essentially be pulled into the planning application process and detailed day-to-day planning matters. The Director would be less effective in providing overall Departmental leadership, support and guidance to the Development Engineering Division and Building Division. There would be continued negative impacts on the Town's ability to implement policy and procedural changes, improve corporate relationship building, and pursue strategic initiatives in a timely manner.

Recommendation

It is staff's perspective that the addition of a Manager of Planning is critical to the Town's ability to be responsive to continued development pressures while proactively addressing anticipated land use planning issues in the future.

Implementation Plan

Upon Council's passing the Towns' Budget, Human Resources will begin recruitment for the Manager of Planning with a target start date in mid-2019.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Full Time Salaries	\$474,200	\$50,400	\$102,820	\$104,880	\$106,980	\$109,120
Full Time Benefits	\$146,280	\$15,550	\$31,720	\$32,350	\$33,000	\$33,660
IT Software/Hardware	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Employee Costs	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Expenditures Total	\$650,480	\$71,950	\$140,540	\$143,230	\$145,980	\$148,780
Funding						
Taxation	\$650,480	\$71,950	\$140,540	\$143,230	\$145,980	\$148,780
Funding Total	\$650,480	\$71,950	\$140,540	\$143,230	\$145,980	\$148,780

2019 Salaries and Benefits have been budgeted for six months.

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 to make it more user friendly.
- Promote Low Impact Development where appropriate in new developments through Engineering Standards and site plan control.
- Implement works to incorporate resilience to changing climate conditions and leading-edge technologies such as Low Impact Development for Stormwater management.
- Provide Master Drainage Planning engineering support to other departments, and/or initiate and lead a Master Drainage Planning EA to protect the Town and existing and future residents under current conditions and reasonably foreseeable climate change scenarios.

Level of Service

Service Provided	Level of Service
Continue to find ways to streamline the development approval process and make it more clear and efficient	Meeting quarterly with Developer's Consultants to discuss general development issues and keep lines of communication open; and work with Planning staff to develop Site Plan Guidelines. Work with Developer's Consultants on default subdivisions and move them towards assumption.
Promote Low Impact Development, where appropriate, in new developments through Engineering Standards and site plan control	Working with landowner and associated consultants to verify the installed Low Impact Development on Crestview, and initiate Low Impact Development on the Hillside development to alleviate downstream flooding.
Working with Skyline and their Consultant to mitigate ongoing flooding issues on Monterra Road at Osler Bluff.	Partnership with Grey Sauble Conservation Authority to obtain 0.5m mapping Town wide, and update hydrologic data for Craigeith-Camperdown. Working with Developer and their Consultant, and Downstream landowner and their Consultant to mitigate flooding issues.
Master Drainage and Development Planning	Working with Grey Sauble Conservation Authority and the Developer to resolve drainage issues in Lora Bay, and obtain National Disaster Mitigation Program funding for identified flood reduction works. Working with Grey Sauble Conservation Authority, Development groups and their consultant(s) to resolve drainage issues on Watercourses 1 & 2, and (albeit different Development groups) Watercourses 7, 8, & 9 Working with Grey Sauble Conservation Authority to generate a Town-wide Master Drainage Plan EA study, (estimated at \$300,000) to better define watershed areas, flows, and flood vulnerable areas under both existing and foreseeable climate change scenarios. The Town-wide Master Drainage Plan will determine post development release rates to facilitate future development reducing flood vulnerability, and input to more detailed storm sewer studies.

Development Engineering

2019 Strategic Action Items and Work Plan

Goal #3: Support Healthy Lifestyle - Promote Low Impact Development where appropriate in new developments through engineering standards and site plan control. Verification of Plateau East/Crestview Low Impact Development and installation of Hillside Low Impact Development in 2019 will further Low Impact Development within the Town.

Goal #3: Support Healthy Lifestyle - Ensure that Development is designed for accessibility, meets Accessibility for Ontarians with Disabilities Act requirements and is transit supportive, installation of sidewalk on Westridge in Lora Bay in 2019 will facilitate walkability.

- Initiate a Town-wide Master Drainage Plan EA to better define watershed areas, flows, and flood vulnerable areas under both existing and foreseeable climate change scenarios. The Town-wide Master Drainage Plan will determine post development release rates to facilitate future development reducing flood vulnerability, and provide input to more detailed storm sewer studies.
- Retain Consultant to verify required West Ridge Drive Culvert sizing
- Initiate Capital Project to twin West Ridge Drive Culvert, to ensure access / prevent flooding
- Continue working with Grey Sauble Conservation Authority on Craigeleith and Camperdown update, and to resolve Lora Bay flooding / obtain National Disaster Mitigation Program funding for mitigating works; and with Grey Sauble Conservation Authority and associated Development groups to resolve drainage/flooding issues on Water courses 1, 6, 7, 8, & 9.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Active Development Applications ¹	20	20	25
Units proposed within Active Developments ¹	2,400	2,400	2,700
Additional Divisional projects		Northwinds Lora Bay- drainage	Town-wide Master Drainage Plan Lora Bay drainage Watercourses 1, 6, 7, 8, 9

2019 Budget Commentary

The work plan identified above, while intended to be funded primarily through contributions from current Developer's (as they are Development related), also have components that are a municipal responsibility requiring action. The proposed plan of works will identify strategies to mitigate and/or prevent damages under current climate conditions, and facilitate identification of climate change vulnerabilities, and potential mitigation strategies and works.

Any surplus Revenue that is generated by Development Engineering will be put aside to fund future years where Revenues do not cover Expenses. At this time, Development Engineering has no impact on taxation.

¹ numbers vary with how phases are counted

Development Engineering

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	313,518	454,393	499,008	506,383	364,118
Administrative Expenses	319	601	700	700	700
Operating Expenses	0	0	0	0	0
Communications	689	784	1,775	1,775	1,775
Personnel and Training	1,839	6,389	11,150	11,150	11,150
Utilities	0	0	0	0	0
Equipment Related	1,745	0	550	550	550
Vehicle and Fleet Related	0	308	2,120	2,120	2,120
Legal Expenses	38	5,000	5,000	5,000	5,000
Consulting	10,101	65,494	15,000	15,000	15,000
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	0	810	830	850	870
Premise and Site	0	0	0	0	0
Total Expenses	328,249	533,779	536,133	543,528	401,283
Transfers					
Transfers to Capital	0	26,000	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	440	0	134,181
Transfers from Obligatory Reserves	0	-50,000	0	0	0
Transfers from Other Reserves	0	-28,529	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	0	-52,529	440	0	134,181
Total Transfers and Expenses	328,249	481,250	536,573	543,528	535,464
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	328,249	481,250	536,573	543,528	535,464
Subsidies	0	0	0	0	0
Total Revenue	328,249	481,250	536,573	543,528	535,464
Net Cost of Service (Taxation)	0	0	0	0	0

Development Engineering

2019 Operating and Capital Projects

Project	Lora Bay Drainage Improvements – West Ridge Drive Culvert Improvements
Description	The drainage system from West Ridge Drive to the Stormwater Management Pond on the 1 st & 2 nd holes (south of Sunset Dr.) is undersized. Improvements are required to ensure that flows are appropriately contained. Upon completion of channel improvement through the Golf course, improvements will be required to the existing 2.2 x 0.9 concrete box culvert conveying flows beneath West Ridge Drive. Preliminary sizing estimates indicate the culvert will need to be twinned to provide 1:25 year conveyance beneath West Ridge as per Town standards. Exact culvert sizing will be determined through a separate assignment.
Strategic Action	Resident complaints regarding drainage issues
Budget	\$ 180,000 Construction \$ 20,000 Contingency \$ 200,000 Total Budget
Funding	\$ 200,000 Roads and Related Development Charges

Total Number of Projects:	1
Total Budget:	\$ 200,000
Total Funding by Source:	\$ 200,000 Roads and Related Development Charges

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Community Services

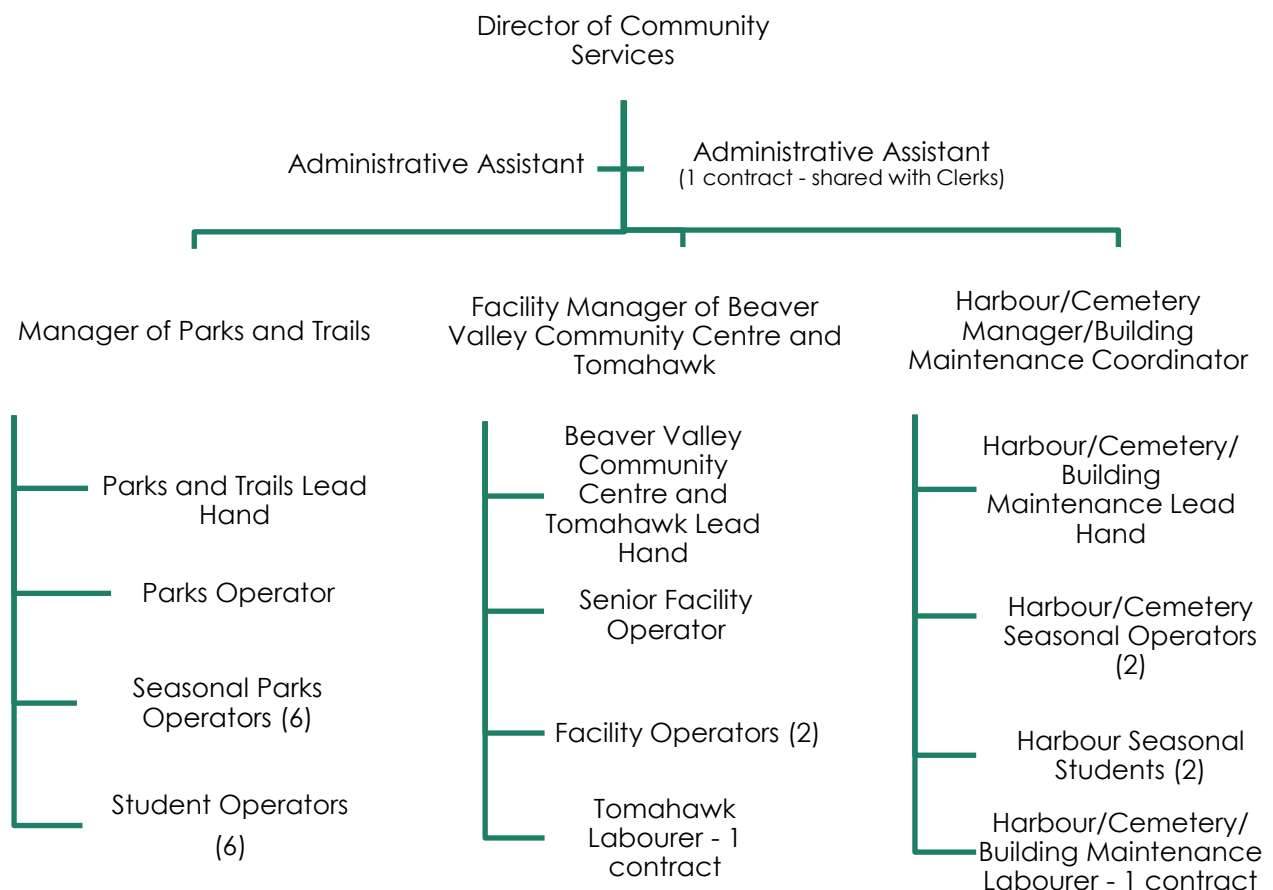
The Town's Community Services Department provides safe and healthy lifestyle opportunities for residents and visitors of the community. Community Services strives to meet and exceed the needs of the community through active engagement of individuals, partnerships, and community outreach, as directed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

The Community Services Department provides management and operational functions for all Parks and Trails, facilities including small halls, Thornbury Harbour, Cemeteries, and maintenance of other Town owned facilities such as Town Hall and the O.P.P. Detachment Facility. Community Services 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 the 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

2019 Fees and Charges

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2019 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2019 Fees and Charges By-law. If the 2019 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule D – Community Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Moreau Park		
Ball Field	\$10.00 per game	Per game and practice
Ball Field "Dragged and Lined" (new name - Ball Field Dragging and Lining)	\$37.25 per game	Changed name and "fee or charge" to "per line & drag"
Additional Washroom facility	\$200.00 each	
Additional Washroom facility Pump out	\$75.00 each	
Hydro	\$7.25 per outlet	
Tomahawk		
Soccer Pitch - Regulation Size "Lining"	\$50.00 per lining	
Soccer Pitch - Regulation Size	\$13.00 per game	Per game and practice
Soccer Pitch – Regulation Size "Lining Off Season"	New	\$150.00 per lining per field
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	\$8.00 per round	\$10.00 per round
Golf Course Seasons Pass	\$275.00 per year	
Arena		
Lobby Rental (Non Ice Season) daytime only	\$55.00 per day	\$60.00 per day
Arena (Non Ice Season)	\$500.00 per day	
Arena Floor (Non Ice Season – 3 Hour Maximum)	\$38.50 per hour	
Arena Floor – Pickleball Court (per court)	\$10.00 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 Centre		
Hall #1 - Large Hall (2 hours max and no furniture)	\$28.89 per use	\$32.00 per use

Community Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Hall #1 - Large Hall (4 hours max and no furniture)	\$57.75 per use	\$65.00 per use
Hall #1 - Large Hall (4 hours max with furniture)	\$126.00 per use	\$140.00 per use
Hall #1 - Large Hall Full Day (over 4 hours)	\$200.00 per day	\$220.00 per day
Hall #2 - Small Hall (4 hours max and no furniture)	\$35.00 per use	\$40.00 per use
Hall #2 - Small Hall (4 hours max with furniture)	\$49.50 per use	\$55.00 per use
Hall #2 - Small Hall Full Day (over 4 hours)	\$104.75 per day	\$115.00 per day
Hall #2 - Small Hall (2 hours max and no furniture)	\$24.00 per use	\$25.00 per use
Kitchen – with Hall #1 or #2 rental	\$50.00 per day	\$55.00 per day
Kitchen Only – during hours of 8 a.m. to 4 p.m.	\$125.00 per day	\$140.00 per day
Kitchen Only – (over 8 hours)	\$40.00 per hour in addition to above	
Set-up / Take Down Fee	\$115.75 per event	\$125.00 per event
Hydro (for trade shows)	\$5.00 per outlet	
Grounds Rental	\$120.75 per event	\$135.00 per event
"Party Package A" 1 hour ice time & 4 hrs Hall #2 Max of 50 people – unlicensed events only	\$100.00 per event	\$110.00 per event
"Party Package B" 1 hour ice time & 4 hours both Halls, Max of 100 people – unlicensed events only	\$200.00 per event	\$220.00 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	\$110.00 per event
Parks		
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	
Smith Memorial Park Rental	\$50.00 per day	
Additional Picnic Table Rental (off-site) ¹	\$6.50 per table	

¹ Item will be delivered and picked up by Town staff.

Community Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Additional Chair Rental (off-site) ¹	\$2.00 per chair	
Additional Garbage Bin Rental (off-site) ¹	\$2.75 per bin	
Bleacher Rental (off-site) ¹	\$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	
Memorial Bench (black powder coating and plaque)	New	\$670.00 per bench
Memorial Dog Park Plaque	New	\$30.00 per plaque
Temporary Access Permit Deposit	New	\$1,500.00 deposit
Temporary Access Permit Fee	New	\$150.00
Special Events	n/a	
Special Events "A" – Regional/Multi Community Event (HST Exempt)	\$1,000.00 per event	
Special Events "A" Cancellation Fee (Not for Profit Exempt)	\$200.00	
Special Events "B" – Community Event (HST Exempt)	\$500.00 per event	
Special Events "B" Cancellation Fee (Not for Profit Exempt)	\$100.00	
Special Events "A" or "B" Additional Application Review (Each Review)	\$100.00 per review	
Police Commanding Officer (time to review logistics of event) (HST Exempt)	\$55.00 per hour	
Community Halls	n/a	
Ravenna Hall – Weekdays	\$35.00 per day	\$80.00 per day
Ravenna Hall – Weekends	\$85.00 per day	\$125.00 per day
Craigleith Community Centre – Weekdays	\$60.00 per day	\$80.00 per day
Craigleith Community Centre – Weekends	\$125.00 per day	

Schedule E – Ice Rentals

No changes are proposed for Ice Rentals. All rates are subject to the applicable HST.

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Prime Ice (includes Christmas, March Break, Statutory Holidays)	\$135.00 per hour	\$140.00 per hour
Prime Ice Full Season Rental	\$135.00 per hour less 10%	\$140.00 per hour less 10%
Prime Ice Minor Sports	\$135.00 per hour less 45%	\$140.00 per hour less 45%
Non-Prime (weekdays 7 a.m. to 4 p.m.) (Subsidy not available)	\$69.50 per hour	\$70.00 per hour

Community Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Prime Ice Last Minute – Non-Booked Ice (Request 48 Hours prior to ice availability and first available ice) (Subsidy not available)	\$69.50 per hour	\$70.00 per hour
Non-Prime Last Minute – Non-Booked Ice (Request 48 Hours prior to ice availability and first available ice) (Subsidy not available)	\$60.00 per hour	\$62.00 per hour
Public Skating Sponsorship	\$135.00 per hour	\$140.00 per hour

Schedule G – Cemetery Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Genealogical Searches	\$39.62 per hour	\$50.00 per hour
Lots		
Standard (Includes 40% Care and Maintenance)	\$975.00	
Cremation (Includes 40% Care and Maintenance)	\$561.00	
Columbarium Row 1 and Row 6 (Includes 15% Care and Maintenance)	\$1,224.00	
Columbarium Row 4 and Row 5 (Includes 15% Care and Maintenance)	\$1,324.00	
Columbarium Row 2 and Row 3 (Includes 15% Care and Maintenance)	\$1,424.00	
Interment Charges		
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	
Markers		
Flat marker measuring at least 1,116.1 cm ² (173 sq. in)	\$50.00	
Upright marker measuring 1.07 m (3' 6") in either height or length including the base	\$100.00	

Community Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Upright marker measuring more than 1.22 m (4') in either height or length including the base	\$200.00	
Transfer Fee	\$100.00	
Issue New Deed	\$40.00	

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. Provide support to the Town's Youth Initiatives and Business Improvement Area.

Services Provided

- 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.
- Support and champion the Town and County commitment to the Share the Road Program.
- Provide input on the Town's Development Review and Technical Review Committee for future development.
- Provide administrative support to all Community Services Divisions.

Level of Service

Service Provided	Level of Service
Event logistics and permitting - Providing assistance to special interest groups and community Partners.	Circulating applications through the review process to obtain necessary sign offs from EMS, Fire, OPP and Town Staff within 2 weeks of receiving the application.

2019 Strategic Action Items and Work Plan

Goal #3: Support Healthy Lifestyles - Develop an Active Transportation Plan

- Community Services will continue to work with the Planning Department to complete the Active Transportation Plan. A budget of \$30,000 has been added to the Corporate Administration budget for this work in 2019.
- Work with Community groups, such as Georgian Bay Youth Roots, the Seniors Network, Clarksburg Village Association, etc.
- Identify and create efficiencies with the Special Events process and the Special Events themselves.
- Work with the Development Review team to ensure connectivity for our parks and trails system.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Events taken through Event Notification	16	12	14

2019 Budget Commentary

The Community Services budget includes Expenses and Revenues for Special Events. This budget includes \$17,000 for Canada Day celebrations, which includes fireworks, a parade, and entertainment. The 2019 Community Services budget reflects hosting an annual Canada Day fireworks display similar to the one done in 2018.

A small increase has been added to the Operating Expenses budget to explore a youth/seniors network.

Community Services

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	248,140	204,982	217,778	221,156	225,267
Administrative Expenses	3,626	1,197	2,150	2,220	2,320
Operating Expenses	1,897	1,057	4,000	4,000	4,050
Communications	4,022	2,453	3,110	3,125	3,235
Personnel and Training	2,399	2,813	3,600	3,650	3,780
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	41	0	0	0
Consulting	4,968	0	0	0	0
Purchased Services	8,865	8,486	2,000	2,000	2,000
Debt Payments	0	0	0	0	0
Financial Expenses	12,785	11,590	15,000	15,000	16,000
Premise and Site	512	0	0	0	0
Total Expenses	287,214	232,619	247,638	251,151	256,652
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	304	151,500	151,500	154,500	157,600
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-3,865	-5,000	-5,000	-5,000	-5,000
Total Transfers	-3,561	146,500	146,500	149,500	152,600
Total Transfers and Expenses	283,653	379,119	394,138	400,651	409,252
Revenue					
Grants and Donations	44	0	0	0	0
External Revenue	10,625	4,339	6,500	6,500	6,600
Subsidies	-8,277	-8,737	-5,000	-5,000	-5,000
Total Revenue	2,392	-4,398	1,500	1,500	1,600
Net Cost of Service (Taxation)	281,261	383,517	392,638	399,151	407,652

2019 Operating and Capital Projects

None.

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.

2019 Strategic Action Items and Work Plan

Goal #1: Create Opportunities for Sustainable Growth - Explore the expansion of a regional transit network.

- Staff have included an addition to the budget for the current pilot project that Council approved in the summer of 2018. This program is extending the hours to better serve the employees working in the Craigleith area.
- Support the Transportation Task Force Group.
- Advocate for the pilot program and continue to find transportation opportunities to support the labour shortage efforts.
- Work with the Blue Mountain Village Association, Blue Mountain Resorts, Collingwood, and Wasaga Beach to re-establish the terms for the maintenance of the transit bus.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Average monthly ridership	2,315	2,443	3,475

2019 Budget Commentary

The 2019 Transit budget reflects an increase in operational costs that are reflective of the continuation of a pilot project to provide better bus hours, which started in 2018. This pilot project is planned until the end of March 2019 and is funded through the Working Capital Reserve.

\$3,500 has been added to the advertising budget (Communications) in 2019 to allow for better communications of transit hours, as well as printed materials, such as maps.

\$10,000 has been added to the Purchased Services budget for maintenance of the transit bus.

A Town-wide Transit Master Plan will be looked at in 2019 through the Transportation and Transit Master Plan. This plan is included in the Corporate Administration budget (\$645,000 in Consulting) and will be funded by Development Charges and Reserve Funds.

Transit

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	0	0	0	0	0
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	0	0	3,500	3,500	3,500
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	14,798	64,970	52,500	35,000	35,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	14,798	64,970	56,000	38,500	38,500
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-35,000	-17,500	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	0	-35,000	-17,500	0	0
Total Transfers and Expenses	14,798	29,970	38,500	38,500	38,500
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	0	0	0	0
Net Cost of Service (Taxation)	14,798	29,970	38,500	38,500	38,500

2019 Operating and Capital Projects

None.

Community Services

Transit – Permanent Extension of Hours

Business Need

In 2018 the Transportation Task Force Committee made a request through each municipalities respective departments to The Blue Mountains, Collingwood and Wasaga Beach Councils to implement a pilot program extending the transit service hours to fill in the "gaps" for service hours in each municipality.

The pilot ran from July 1, 2018 through December 31, 2018. In May, 2018 Council decided to extend the pilot program to March 31st to allow for seasonal staff to commit to jobs in and around the Blue Mountain Village area through the end of ski season.

This Business Need is suggesting that the transit program transition from a pilot program to a permanent extension of hours, and continue permanently at the current hours. Ridership numbers have been trending at over a 65% increase at the end of December.

If Council were to approve a permanent extension to the transit hours, The Blue Mountains link will continue to operate daily from 7:00 a.m. until 9:00 p.m.

Strategic Alignment

Goal #1: Create Opportunities for Sustainability
Objective #1 Retain Existing Business
Objective #2 Attract New Business
Objective #3 Promote a Diversified Economy
Objective #4 Support Value-Added Agriculture and Culinary Tourism
Objective #5 Improved Visibility and Local Identity

Goal #2: Engage Our Communities and Partners
Objective #1 Improve External Communication with our Constituents
Objective #2 Use Technology to Advance Engagement
Objective #3 Strengthen Partnerships

Options or Solutions Analysis

1. Remain status quo – No change to the original hours (49 hours per week)
2. Increase hours to fill-in gaps (98 hours per week)

Financial and/or Non-Financial Benefits

The benefits are a 7:00 a.m. to 9:00 p.m. transit system that provides efficient transit services to residents and visitors. (Map attached).

Risk Analysis

In 2018 Council approved staff report CSPW.18.045, "Extension of Transit Service Hours – Pilot Project" and that if ridership was up 50% year over year between July 1, 2018 and December 31, 2018 that the pilot would continue through March 31, 2019 to encompass the ski industry seasonal employment window.

Currently ridership for 2018 is 24% over 2017 ridership, however the pilot project has only been running for 6 months of 2018.

Recommendation

That The Blue Mountains link transit hours be increased beginning April 1, 2019 to run from 7:00 a.m. until 9:00 p.m., seven days per week.

Implementation Plan

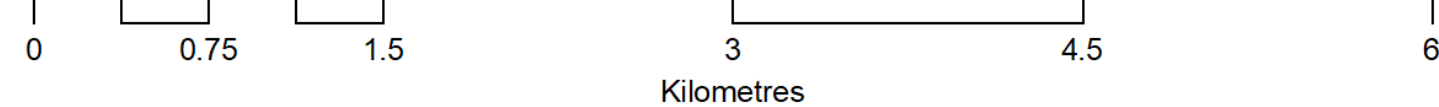
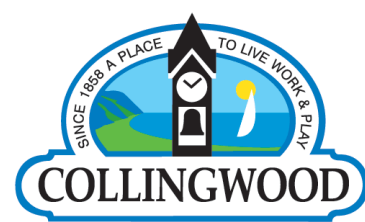
Implementation would be a modification to the current agreement with the Town of Collingwood. Communication would be implemented in a joint effort through the Transportation Task Force.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Cost to Operate	\$317,000	\$49,000	\$67,000	\$67,000	\$67,000	\$67,000
Expenditures Total	\$317,000	\$49,000	\$67,000	\$67,000	\$67,000	\$67,000
Funding						
Taxation	\$317,000	\$49,000	\$67,000	\$67,000	\$67,000	\$67,000
Funding Total	\$317,000	\$49,000	\$67,000	\$67,000	\$67,000	\$67,000

Regional Transit Mapping

The Blue Mountains | Collingwood | Clearview | Wasaga Beach



Legend

Bus Transfer Locations

Town of Wasaga Beach Transit

Clearview Township Transit

Town of Collingwood Transit

Collingwood / Wasaga Beach Link

Collingwood / Wasaga Beach Link (5-6pm)

Blue Mountain Link

Wasaga / Clearview Link

Commuter Cycling Link

Clearview Train Trail

PUBLIC TRANSIT

Wasaga Beach | Collingwood | Blue Mountains
7am- 9pm, 7 days a week

Clearview|Wasaga Beach Link
6:30 am – 8:30 pm, Sunday 8:30 am – 5:30 pm

www.SouthGeorgianBayTransit.ca

COMMUTER CYCLING

www.bikesouthgeorgianbay.ca

Transfer Location Travel Times (minutes)

	Car	Bus	Bike
Wasaga Beach Walmart/Stonebridge - 45th Street at Superstore	15	15	30
Wasaga Beach 45th Street at Superstore - Collingwood Downtown	15	20	45
Collingwood Downtown - Blue Mountain Village	14	18	30
Stayner-Wasaga Beach 45th Street at Superstore	10	18	25
Stayner-Collingwood Downtown	15	45	45

OTHER TRANSPORTATION OPTIONS

Ace Cabs: 705-445-3300

Wasaga Taxi: 705-429-5611

Tracey's Taxi Meaford: 519-379-6938

ATG Regional Accessible Shuttle: 705-445-3000

Red Cross Para-Transit: 705-721-3313 x5266

Clarksburg Cab: 519-599-5063

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GREY COUNTY

TOWN OF THE BLUE MOUNTAINS

COLLINGWOOD

CLEARVIEW

Nottawasaga Bay

WASAGA BEACH

STAYNER

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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

- Maintenance of the Town's parkland, trails, cemetery, properties, Georgian Trail, and sports fields.
- Maintenance of the Town's Business Improvement Area (BIA) flower baskets, bridge planters, banners and decorative lighting.
- Work closely with minor sports groups using Town facilities.
- Work closely with the BIA to continue with local beautification programs, including providing maintenance of the downtown flower and banner program.
- Winter snow removal and sanding of Town Hall, Smith Parking Lot, BVO parking lot, Riverwalk Parking Lot, L.E. Shore Memorial Library, Hester Street Parkette, Cemetery, Blue Mountains Chamber of Commerce, Dog Park Parking Lot, the Trestle Bridge, and the Parks Operation Centre.
- Developing and tracking of the Town's tangible assets within the Parks and Trails Division.
- Developing positive relationships with the public in regards to the Town's properties.
- Start to remove ash trees on Town properties due to the infestation of Emerald Ash Borer.
- Continue to provide the memorial bench and tree program.
- Continue planting trees in the nursery so they are available for enhancements on municipal greenspace.
- Continue to work with the Georgian Cycle association with installation of trail amenities.

Level of Service

Service Provided	Level of Service
Grass cutting maintenance schedule	7-10 day rotation (weather dependent)
Trail, Playground, Dog Park, Skateboard Park Inspections	Monthly
Flower watering for BIA	Daily from June 1 to Thanksgiving

2019 Strategic Action Items and Work Plan

Continue to provide a high level of service for the Town's ratepayers and visitors, finish development of the property at 229 Bruce Street and connect with Jack Acres Memorial Park in partnership with the Legion, and replace the playing surface at the Boyer Tennis Courts in Craigheth.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Acres of parks maintained and inspected	118.21	119.21	119.21
Kilometers of trails maintained and inspected	41	45	45
Acres of undeveloped greenspace	99.27	138.27	138.27
Acres of undeveloped waterfront right of ways	50.24	50.24	50.24

2019 Budget Commentary

In 2019 staff have included a \$20,000 increase to the Georgian Trail budget (Purchased Services) to start the process of removing ash trees due to the Emerald Ash Borer along sections of the trail. The Town will need to remove all of the ash trees on the 21 kilometers of trail it maintains. An additional \$7,500 has also been added to the Georgian Trail budget (Purchased Services) in 2020 to complete a

Parks and Trails

bridge review. This review will be done every three years on the three Georgian Trail bridges and the Harbour walking bridge.

There will also be a significant amount of ash tree removal in the Town's 150 acre undeveloped open space throughout the next several years.

In the fall of 2018 staff accomplished the complete removal of all the ash trees at Timmons Parkette in Craighleith and staff will continue to remove ash trees in other parks in 2019 to prevent any dangers to the public. Staff plan to remove all ash trees.

In 2018 staff completed the resurfacing of the Georgian Trail from Christie Beach Road to Lora Bay and from McCauley Street to Elgin Street and will continue to top dress additional sections of the trail in 2019.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	458,655	477,545	527,529	541,134	547,448
Administrative Expenses	665	1,751	825	800	800
Operating Expenses	13,562	13,115	15,500	15,500	15,500
Communications	2,606	3,439	2,540	2,605	2,650
Personnel and Training	5,787	8,811	10,650	10,650	10,650
Utilities	21,010	20,376	21,785	22,560	23,370
Equipment Related	17,695	23,538	20,250	21,400	23,500
Vehicle and Fleet Related	34,480	40,864	33,635	34,030	34,700
Legal Expenses	2,786	1,237	0	0	0
Consulting	50,497	21,097	0	0	0
Purchased Services	26,577	3,449	30,000	37,500	30,000
Debt Payments	0	0	0	0	0
Financial Expenses	19,850	11,810	12,050	12,290	12,540
Premise and Site	56,729	75,256	80,890	82,465	83,915
Total Expenses	710,899	702,288	755,654	780,934	785,073
Transfers					
Transfers to Capital	13,000	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	11,152	166	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-51,346	-28,254	-20,000	-15,000	-10,000
Interfunctional Transfers	-73,391	-89,500	-92,500	-93,500	-94,500
Total Transfers	-100,585	-117,588	-112,500	-108,500	-104,500
Total Transfers and Expenses	610,314	584,700	643,154	672,434	680,573
Revenue					
Grants and Donations	19,240	5,547	6,500	6,500	6,500
External Revenue	28,310	18,173	24,350	24,350	24,350
Subsidies	-2,873	-22	-2,500	-2,500	-2,500
Total Revenue	44,677	23,698	28,350	28,350	28,350
Net Cost of Service (Taxation)	565,637	561,002	614,804	644,084	652,223

Parks and Trails

2019 Operating and Capital Projects

Project	Skateboard Park Equipment Resurfacing
Description	The skateboard equipment was installed a number of years ago and due to wear and tear the surfacing has become worn to a point that it will soon become unsafe for users.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 8,500 Materials
Funding	\$ 8,500 Community Services Asset Replacement Reserve Fund

Project	Waterfront Vistas
Description	Continue to identify public waterfront access points through surveys and enhance the access to them.
Strategic Action	Strategic Plan Goal #3: Support Healthy Lifestyles –Investigate opportunities for public access to the shoreline and promote existing beaches.
Budget	\$ 20,000 Contract Services
Funding	\$ 2,000 Community Services Asset Replacement Reserve Fund \$ 18,000 Parks and Recreation Development Charges \$ 20,000 Total Budget

Project	Tomahawk Soccer Sun Shades
Description	Replace the fabric tops on all three of the sunshade structures at the Tomahawk soccer fields due to age and wear of existing material.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 20,000 Materials
Funding	\$ 20,000 Community Services Asset Replacement Reserve Fund

Project	Bike Racks, Benches and Signage
Description	The 2015 Leisure Activities Plan identifies the need for bicycle racks and benches at numerous park locations. As well as purchasing identification and interpretive signs for Town parks and trails.
Strategic Action	Leisure Activity Plan
Budget	\$ 28,000 Materials
Funding	\$ 28,000 Community Services Asset Replacement Reserve Fund

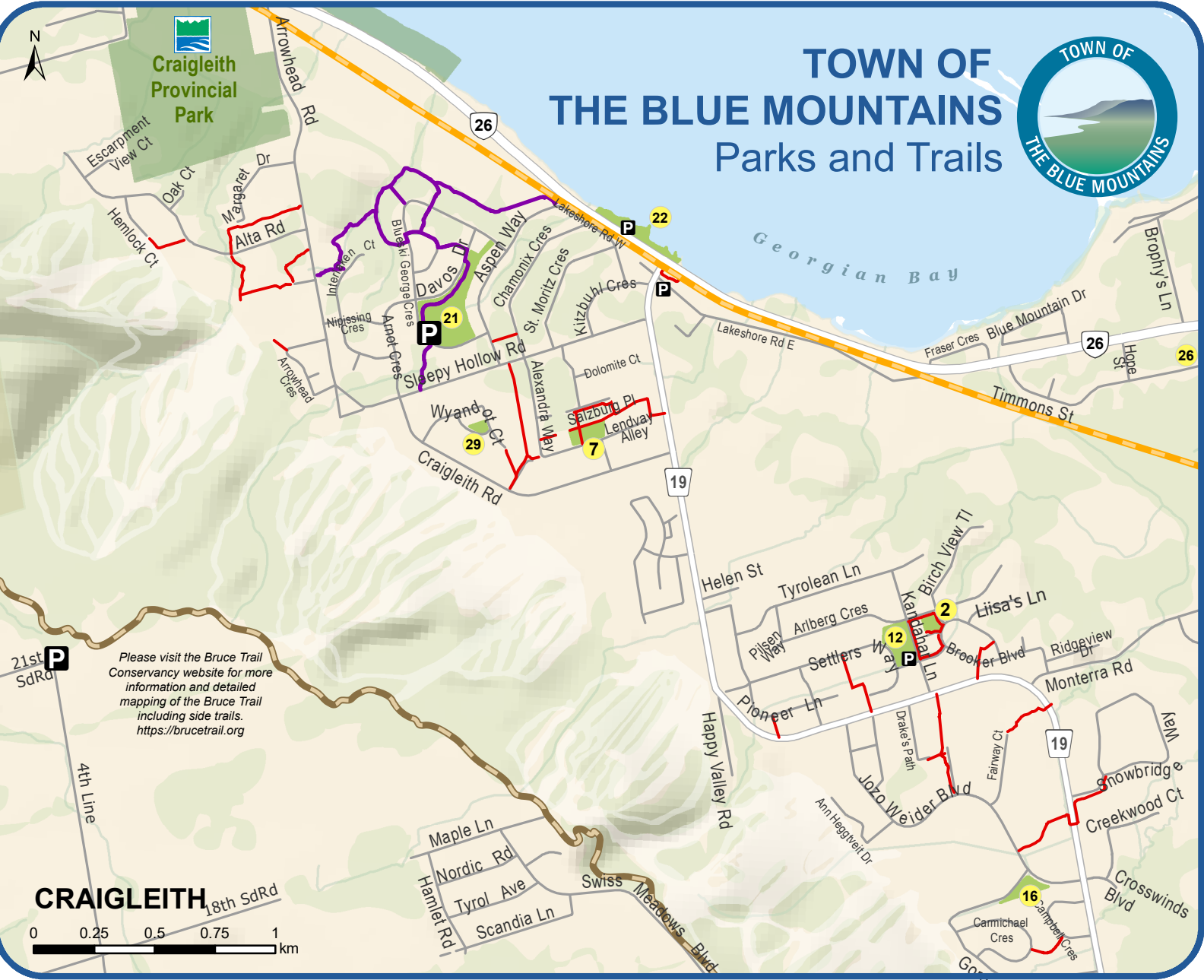
Parks and Trails

Project	Equipment Replacement
Description	Replacing of the John Deere 1435 Front Mount Mower.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 31,000 Replacement Equipment
Funding	\$ 31,000 Community Services Asset Replacement Reserve Fund

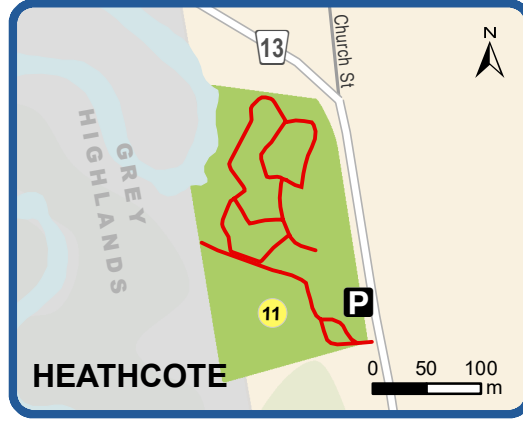
Project	Boyer Tennis Court Resurfacing
Description	To replace the playing surface, fencing, and add additional benches and trees.
Strategic Action	Leisure Activity Plan
Budget	\$ 7,500 Engineering- Contract/Salaries and Benefits \$ 117,500 Construction \$ 11,800 Contingency \$136,800 Total Budget
Funding	\$ 136,800 Community Services Asset Replacement Reserve Fund

Project	Pedestrian Bridge Work
Description	The Town recently completed assessments on the three pedestrian bridges; Lansdowne, Indian Brook, and the Harbour walking bridge. The following are the recommendations from the engineering firm: 1) Harbour walking bridge – this bridge requires significant rehabilitation to keep it in good working condition and safe to use. Staff have included \$163,500 in the 2019 budget for this work. If Council has other options for this bridge, it could be completely reconstructed (\$450,000) or removed (\$50,000). This work will extend the life of this bridge by 20 years 2) Lansdowne – this bridge requires some minor work in 2019 at \$8,000. Additional works will be included in future years. 3) Indian Brook – this bridge requires some minor work in 2019 at \$8,000. Additional works will be included in future years.
Strategic Action	Strategic Plan Goal #5: Ensure that our Infrastructure is Sustainable - Prepare and implement preventative maintenance and capital replacement plans based on best available information and that includes a description of scope of work and costing. Bridge Assessments were completed in 2017.
Budget	\$ 15,000 Engineering- Contract/Salaries and Benefits \$ 151,000 Construction \$ 13,500 Contingency \$179,500 Total Budget
Funding	\$ 179,500 Capital Replacement Levy

Total Number of Projects:	7
Total Budget:	\$ 423,800
Total Funding by Source:	\$ 18,000 Parks and Recreation Development Charges \$ 179,500 Capital Replacement Levy \$ 226,300 Community Services Asset Replacement Reserve Fund



- Municipal Parks**
- | | | | |
|----------------------------|----------------------------|--------------------------|-------------------------------------|
| 1. Bayview Park | 9. Fireman's Park | 17. Lion's Park | 24. Ravenna Community Memorial Park |
| 2. Boyer Park | 10. Harbour Hill Park | 18. Little River Beach | 25. Smith Memorial Park |
| 3. Bruce Street Parkette | 11. Heathcote Park | 19. Lora Bay Park | 26. Timmona Parkette |
| 4. Cedar Grove | 12. Heritage Park | 20. Moreau Park | 27. Tomahawk Recreation Complex |
| 5. Chamber of Commerce | 13. Hester Street Parkette | 21. Nipissing Ridge Park | 28. Town Hall Park |
| 6. Council Beach | 14. Hillcrest Park | 22. Northwinds Beach | 29. Wyandot Park |
| 7. Craigleith Meadows Park | 15. Jack Acres Park | 23. Peasemash Park | |
| 8. Delphi Point Park | 16. Jozo Weider Park | | |
- Trails maintained by the Town**
- | | | | |
|--------------------|--------------------------|----------------------|------------------------|
| Alpine Trail | Camperdown Road Trail | Georgian Trail | Nipissing Ridge Trail |
| Alta Trail | Craigleith Meadows Trail | Heathcote Park Trail | Peasemash |
| Bayview Park Trail | Delphi Point Park Trail | Heritage Walk Trail | Conservation Authority |
| Beaver River Trail | Drake's Path | Lora Bay Trail | Summit Green Trail |
- Other Trails**
- | | |
|-------------------------|--|
| 3 Stage Trails | Loree Forest Trail |
| Bruce Trail | Metcalfe Escarpment Nature Reserve Trail |
| Kolapore Uplands Trails | Pretty River Forest Trail |
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Community Services

Outdoor Pickleball Courts – Bayview Park

Business Need

Due to the significant increase in popularity of pickleball, there is a need for additional courts. Currently the Beaver Valley Community Centre is booked at least 5 days per week for pickleball and the local clubs are turning members away.

Staff have received 15 emails and letters from individual enthusiasts to pickleball clubs. Some of these emails are from Pickleball organizations and represent 100s of individuals.

Strategic Alignment

Goal #3: Support Healthy Lifestyles

Objective #1 Promote the Town as a Healthy Community

Options or Solutions Analysis

1. Remain status quo – do not add an outdoor pickleball court
2. Add an outdoor pickleball court

Financial and/or Non-Financial Benefits

Outdoor pickleball courts align with the strategic direction to promote the Town as a healthy community.

Risk Analysis

To be considered through design and construction.

The courts would be open seasonally to be consistent with existing tennis courts.

Recommendation

That an outdoor pickleball facility with four courts be constructed adjacent to the existing tennis court at Bayview Park.

Implementation Plan

Tender for design and construction would commence following budget approval. A project schedule would be determined through the design phase.

Appropriate communication would update residents on the status of the project and any disruptions to current service or adjacent amenities.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Engineering	\$22,500	\$22,500				
Construction	\$112,500	\$112,500				
Contingency	\$15,000	\$15,000				
Operating Costs	\$10,000		\$2,500	\$2,500	\$2,500	\$2,500
Expenditures Total	\$160,000	\$150,000	\$2,500	\$2,500	\$2,500	\$2,500
Funding						
Development Charges	\$135,000	\$135,000				
Taxation	\$15,000	\$15,000	\$2,500	\$2,500	\$2,500	\$2,500
Funding Total	\$160,000	\$150,000	\$2,500	\$2,500	\$2,500	\$2,500

Community Services

Metcalfe Rock Parking Expansion

Business Need

The expansion of the existing parking lot at Metcalfe Rock has been identified over the past three to four years. Previously the Bruce Trail was responsible for providing a parking lot just north of the existing parking lot property.

Through the planning approval process, it was determined that the proposed location was not a desirable location and that the expansion of the existing parking lot would be a better location.

Strategic Alignment

Goal 2: Engage our Communities and partners
Objective #3: Strengthen Partnerships

Goal #3: Support Healthy Lifestyles
Objective #1: Promote the Town as a Healthy Community

Options or Solutions Analysis

This project will allow for a partnered approach with the Bruce Trail, Ministry of Natural Resources and Forestry, to increase the parking availability at a high traffic and high area of use park, while lessening the impact on road parking.

Financial and/or Non-Financial Benefits

Making this parking lot bigger will allow for more parking to be available at this popular destination.

Risk Analysis

Enhancements to the parking lot will allow more cars to park off road and also allow for easier maintenance of the parking lot area.

Recommendation

Staff is recommending that funding be provided to partner with the Bruce Trail and Ministry of Natural Resources and Forestry to expand the existing Metcalfe Rock Parking Lot.

Implementation Plan

Staff would help steer the project through the planning and site plan approval process including public consultation. Engineering and contracting of the project would commence in 2019 with construction taking place in the spring of 2020.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Engineering	\$8,000	\$8,000				
Consulting	\$10,000	\$10,000				
Contract Services	\$80,000	\$80,000				
Contingencies	\$5,000	\$5,000				
Annual Maintenance Costs	\$8,000		\$2,000	\$2,000	\$2,000	\$2,000
Expenditures Total	\$111,000	\$103,000	\$2,000	\$2,000	\$2,000	\$2,000
Funding						
Bruce Trail Contributions	\$50,000	\$50,000				
Taxation	\$8,000		\$2,000	\$2,000	\$2,000	\$2,000
Development Charges	\$53,000	\$53,000				
Funding Total	\$111,000	\$103,000	\$2,000	\$2,000	\$2,000	\$2,000

The Parking Development Charge is currently being proposed as new charge to start in the spring of 2019. If this new Development Charge is not approved the \$53,000 will require a new funding source.

Tomahawk Golf Course

Mission

To provide accessible and affordable recreational opportunities to residents and offer a welcoming experience of golfing to youth and seniors.

Services Provided

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

Level of Service

Service Provided	Level of Service
Turf Maintenance	98% of staff time allocated to Tomahawk
Customer service	1% of staff time allocated to Tomahawk
Minor course improvements	1% of staff time allocated to Tomahawk
Staff Requirements for Weekly Maintenance	139.5 Hours
Available Staffing Hours for Tomahawk, Beaver Valley Community Centre, Library Maintenance, Depot Maintenance and Craighleith Community Centre maintenance	185 Hours

2019 Strategic Action Items and Work Plan

In 2018, staff began a fertilizer program that used less water which in turn decreased the stress on staff time for early morning watering. Even with the dry summer, these hour requirements were reduced. Staff were made available for other projects and maintenance within the department.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Estimated rounds of golf (paid rounds)	4,826	5,342	5,600
Season Passes	8	15	20
Tournament Requests	3	1	1

Tomahawk Golf Course

2019 Budget Commentary

A Business Case is provided below to provide Council options for revenue generation. Options include changing the green fee from \$8 to \$10 per round, adding staff to take money for green fees and installing a machine for taking fees and providing a ticket. Staff are also looking into tendering for commercial food services to provide for the Golf and Soccer patrons.

A small increase to the vehicle expenses budget is included to replace brakes in 2019 and tires in 2020.

A small increase to external revenues is included due to a food vendor being available at Tomahawk.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	90,540	102,838	121,126	123,744	125,557
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	259	200	550	550	550
Personnel and Training	578	1,279	2,150	2,150	2,150
Utilities	910	950	1,110	1,170	1,230
Equipment Related	6,829	6,970	7,900	8,050	8,200
Vehicle and Fleet Related	1,463	2,058	3,160	3,180	2,700
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	0	200	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	675	1,068	360	370	380
Premise and Site	14,021	13,016	15,400	15,650	15,900
Total Expenses	115,275	128,579	151,756	154,864	156,667
Transfers					
Transfers to Capital	12,774	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	12,774	0	0	0	0
Total Transfers and Expenses	128,049	128,579	151,756	154,864	156,667
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	41,449	44,843	54,000	54,000	54,000
Subsidies	0	0	0	0	0
Total Revenue	41,449	44,843	54,000	54,000	54,000
Net Cost of Service (Taxation)	86,600	83,736	97,756	100,864	102,667

Tomahawk Golf Course

2019 Operating and Capital Projects

Project	Storage Container
Description	The existing storage container at Tomahawk is used for the storage of fertilizers. The addition of the same sized unit would allow for the storage of small equipment and winter storage allowing more floor space for equipment. Currently, the existing building is over capacity. The addition of the storage container is an efficient cost effective means of storage in relation to an addition on the building.
Strategic Action	N/A
Budget	\$5,000 Equipment
Funding	\$5,000 Community Services Asset Replacement Reserve Fund

Total Number of Projects:	1
Total Budget:	\$5,000
Total Funding by Source:	\$5,000 Community Services Asset Replacement Reserve Fund

Business Case – Green Fees

During the 2018 Budget discussions Council approved the following recommendation:

THAT Council direct staff to develop a business case for Tomahawk Golf Course, including options for fee collection at Tomahawk, and an increase to \$10 per round of golf, Carried.

Moved by: Michael Martin Seconded by: Gail Ardiel

This Business Case covers both the green fee of \$10 and the various collection methods available to the Town. Included in the analysis is three options for Council's consideration:

1. Status Quo;
2. Installing a Pay as you Go Machine; and
3. Having permanent staff at Tomahawk to collect green fees.

Option 1 – Status Quo (recommended)

For this option, the operations at Tomahawk would continue status quo with the green fees being paid on an honour system at the first tee. It should be noted that currently staff do not check that golfers have paid. Typically, staff are onsite early in the mornings before golfers arrive and having to stop maintenance duties to check golfers for tickets would be an inefficient use of staff and equipment time.

The chart below looks at the 2019 budgeted expenses and revenues and shows the percentages of funding:

Option 1	2019 Budget	Funding Percentages
Current Expenses	\$151,756	
Green Fee Revenues	\$44,800	30%
Taxation Required	\$97,956	65%
Other Revenues	\$9,000	5%

Tomahawk Golf Course

Option 2 – Purchasing a Pay-as-You Go Machine

This option looks at the costs involved with purchasing a Pay-as-You Play Machine, similar to a parking meter, which would allow golfers to make payment. Payment would only be made through cash. The honour pay system will still be used as current staff does not have the capacity to enforce payment.

Additional costs include \$500 annual costs for materials and service agreements plus \$2,000 per year to fund the machine which has an up-front cost of \$10,000 and a useful life of 5 years. Still relying on the honour system as in Option 1 no additional revenue is being projected by adding the machine.

The chart below looks at the 2019 budgeted expenses (including the additional expenses above) and revenues and shows the percentages of funding:

Option 2	2019 Budget	Funding Percentages
Current Expenses	\$154,256	
Green Fee Revenues	\$44,800	29%
Taxation Required	\$100,456	66%
Other Revenues	\$9,000	5%

Option 3 - Hire Staff to Enforce Payment

For this option, the Town would hire 3 additional staff to work from May 1 to October 31 each year to solely collect green fees at Tomahawk. The recovery split used for this option assumes that 90% would pay the fees and 10% would not pay the fees (the under-aged that currently play for free).

The chart below looks at the 2019 budgeted expenses (including the additional staffing expenses) and revenues and shows the percentages of funding:

Option 3	2019 Budget	Funding Percentages
Current Expenses	\$206,716	
Green Fee Revenues	\$57,600	28%
Taxation Required	\$140,116	68%
Other Revenues	\$9,000	4%

At this time staff are recommending and have built the 2019 budget using Option 1, staying with the status quo. Although Option 3 brings in more revenue the green fees will account for less of the funding percentage which overall increases the amount of required taxation.

Report FAF.17.112 looked at all of the divisions with Community Services and compared how much (by percentage of funding) was required from taxation. The 65% as shown in this business case for Option 1 is one of the better rates. The Beaver Valley Community Centre is the best rate at 63% whereas Parks and Trails was at 95%. It is for this reason that staff are suggesting that Tomahawk maintain the \$8 per round charge with children under 14 playing for free.

Council has the option of increasing the green fee per round however with an increasing fee comes increased expectations. Users of the course might start to have increased expectation of maintenance of the greens, fairways and tee decks. When compared to other golf courses in the area, Tomahawk is not at a comparable level.

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 for Hockey, Figure Skating and Curling.
- Work closely with minor sports groups using Town facilities.
- Developing and tracking of the Town's tangible assets within the Beaver Valley Community Centre.
- Ensure preventative maintenance to the Beaver Valley Arena and Community Centre equipment including the refrigeration room and its refrigeration components.
- Provide supervision and maintenance for all set up/take down services for all functions at the Centre.
- Shared staffing and preventative maintenance for the Tomahawk Golf Course, L.E. Shore Memorial Library, Craigeleith Heritage Depot, Ravenna Hall, and Craigeleith Community Centre.
- Providing front line services to the public.
- Fifth 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	64 used hours per week
Facility Maintenance	On-going facility maintenance
Staffing for Maintenance of 6 Facilities	5 staff members

2019 Strategic Action Items and Work Plan

Operations will continue at the same level of service offered in 2018, with a focus on preventative maintenance at the Beaver Valley Community Centre.

Staff will continue to work with all user groups to maximize the usage of the Community Centre and Arena. Staff will continue to investigate additional revenue streams while continuing to reduce expenses with capital retrofits to reduce utilities.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Figure skating hours per month	36	36	36
Georgian Shore ice hours per month	64	46	44
Recreation Leagues hours per month	60	68	52
Average Private Rentals per month	25	27	12
Tournaments Per Season	6	7	4
Municipally run programs	48	48	32
Pickle Ball hours per month	128	160	168
Curling hours per month (average over season)	N/A	N/A	57.5

- Per Month calculations are based on a 6 month ice season.
- Please note that Municipally Run Program Hours, Rec League Rental Hours, Private Rental Hours and Tournaments are affected by the accommodation of the Curling program.

Beaver Valley Community Centre

2019 Budget Commentary

In 2019, staff have included an increase in the following operating budget areas:

- Staff training, travel and accommodations - Staff need to stay educated on the refrigeration plant as per the Technical Standards & Safety Authority recommendations through the Fernie BC investigation;
- Equipment repairs and maintenance - The cost of preventative maintenance parts increases annually due to increased costs of manufacturing, Canadian dollar and potential tariffs;
- Utilities have increased in 2019 over the 2018 budget due to the increasing costs of hydro and natural gas; and
- An increase to subsidies is included in the 2019 budget to represent the curling pilot program.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	313,713	360,073	383,858	394,172	397,357
Administrative Expenses	1,188	1,577	1,450	1,550	1,600
Operating Expenses	108	312	100	100	100
Communications	5,395	4,861	5,300	5,355	5,400
Personnel and Training	3,167	3,857	10,450	10,450	10,450
Utilities	96,697	94,857	96,520	97,110	99,920
Equipment Related	18,308	21,264	21,700	21,700	21,700
Vehicle and Fleet Related	0	832	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	110	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	22,589	9,252	10,010	10,160	10,310
Premise and Site	35,268	34,096	40,100	41,650	42,950
Total Expenses	496,433	531,091	569,488	582,247	589,787
Transfers					
Transfers to Capital	158,107	1,000	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	298	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-2,802	0	0	0	0
Total Transfers	155,305	1,298	0	0	0
Total Transfers and Expenses	651,738	532,389	569,488	582,247	589,787
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	219,848	235,134	270,300	272,600	278,600
Subsidies	-51,631	-60,258	-66,000	-50,000	-50,000
Total Revenue	168,217	174,876	204,300	222,600	228,600
Net Cost of Service (Taxation)	483,521	357,513	365,188	359,647	361,187

Beaver Valley Community Centre

2019 Operating and Capital Projects

Project	Sprinkler System Replacement
Description	In 2018, the main header for the dry system on the ice surface began to fail with minor pin holes. Part of one main line has been repaired (band-aid) for now but with closer examination, the bottom inch of the pipe has deteriorated over time resulting in a pipe wall that is paper thin.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 11,000 Construction
Funding	\$ 11,000 Facility Maintenance Asset Replacement Reserve Fund

Total Number of Projects:	1
Total Budget:	\$ 11,000
Total Funding by Source:	\$ 11,000 Facility Maintenance Asset Replacement Reserve Fund

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 and in home meetings with individuals and families for pre-need and at need service.
- Provide interment services that include opening and closing of interments and niches.
- Provide property maintenance including monument/memorial inspections and repairs.
- An increase of genealogy requests for location details, increasing the demand for staff time.
- Administration verifying ownership of lots that have not been transferred and are not being used by the original owner(s).

Level of Service

Service Provided	Level of Service
Interment Services for Cremation and Traditional interments	Provide interment services within 24 hours' notice if required, verification of ownership, and location.
Plot information and sales for cremation and traditional casket plots	Detailed plot information for purchasers or interment rights holders including interment options, Bereavement Authority of Ontario consumer information, monument, and flower/garden options.
Chapel Maintenance	Heating, Ventilation and Air Conditioning (HVAC) contractor coordinating, Electrical Safety Authority's Continuous Safety Services program administration.
Property Maintenance	Snow plowing and maintenance coordination including grass, landscaping, tree maintenance and monument preservation.
Monument Installation Coordination	Coordinate appropriate size and style of monuments for plots. Consider all monument and shutter engraving. Ensure contractors are approved prior to any work on Town property.

2019 Strategic Action Items and Work Plan

Goal #5: Ensure that our Infrastructure is Sustainable - Prepare and implement preventative maintenance and capital replacement plans based on best available information and that includes a description of scope of work and costing.

- Continue to improve the monument restoration and preservation plan as well as working with community partners to achieve some of the manual preservation tasks.
- Improve data collection and management within Stone Orchard Software including finalizing plot purchaser information.
- Property improvements including entrance gateway restoration and land assessments for roadway construction and land use design.
- Maintenance pruning, sign replacement, and monument restoration/preservation at the various Heritage sites.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Genealogy Requests	52	40	40
Columbarium Niche Sales	7	2	3
Interments	34	27	30
Sale of Plot	13	5	2
Monument Restoration and Preservation	2	4	4

Cemetery

2019 Budget Commentary

The Cemetery budget is increasing in 2019. One area that has significantly increased is the maintenance for the heritage cemeteries, which is represented as a \$4,500 increase to Purchased Services. As volunteers retire, contract services increase to maintain those sites.

The operating budget also includes funds for a tree inventory, as per the Leisure Activity Plan.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	36,514	19,687	41,776	42,437	43,218
Administrative Expenses	585	53	1,150	1,150	1,200
Operating Expenses	2,504	2,634	5,250	5,250	5,250
Communications	268	272	1,870	1,880	1,890
Personnel and Training	1,226	2,216	4,730	4,820	4,925
Utilities	2,999	3,628	3,190	3,300	3,410
Equipment Related	180	395	1,280	1,320	1,365
Vehicle and Fleet Related	2,705	2,063	3,115	3,180	3,250
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	1,810	2,863	9,600	9,950	10,250
Debt Payments	0	0	0	0	0
Financial Expenses	4,493	1,039	3,600	3,610	3,725
Premise and Site	8,154	9,996	21,950	22,200	22,500
Total Expenses	61,438	44,846	97,511	99,097	100,983
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	10	253	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-893	0	0	0
Interfunctional Transfers	39,791	36,000	37,000	38,000	39,000
Total Transfers	39,801	35,360	37,000	38,000	39,000
Total Transfers and Expenses	101,239	80,206	134,511	137,097	139,983
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	42,368	33,542	42,000	42,000	42,000
Subsidies	0	0	0	0	0
Total Revenue	42,368	33,542	42,000	42,000	42,000
Net Cost of Service (Taxation)	58,871	46,664	92,511	95,097	97,983

2019 Operating and Capital Projects

None.

Town Hall, OPP Detachment, Library Facilities, and Small Halls Maintenance

Mission

This Department code was set up to record maintenance and repairs throughout six Community Services maintained buildings and lands (Town Hall, OPP Detachment, L.E. Shore Memorial Library, Craigleith Heritage Depot, Craigleith Community Centre, Ravenna Hall), with a focus on the following:

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

Services Provided

- General Maintenance of six buildings within the Community Services Department.
- Coordinate contractors for repairs/maintenance including cleaning, electrical, plumbing, and Heating, Ventilation, and Air Conditioning (HVAC).

Level of Service

Service Provided	Level of Service
Minor repairs and maintenance	Drywall repair, painting, plumbing, electrical, and HVAC repairs.
Organization of Contractors	Coordinate HVAC, Electrical, and Plumbing contractors.
Facility Inspections	Monthly.
Cleaning Contracts	Coordinate cleaning contracts and ensure service levels.
Property Maintenance	Coordinate and administer snow removal and property maintenance including grass cutting and parking lot maintenance.

2019 Strategic Action Items and Work Plan

Operations in 2019 will focus on preventative maintenance.

Non-Financial Statistics

Description	2017 Actual	2018 Actual (forecasted)	2019 Budget
Service Call Library/Depot/Craigleith CC	10	30	30
Service calls Town Hall/OPP Detachment/Ravenna Hall	209	198	210
Preventative Maintenance Inspections	12	12	12
Facilities Help Desk Tickets Ravenna and Town Hall	122	127	130
Facilities Help Desk Tickets Library/Depot/Craigleith CC	96	134	150

2019 Budget Commentary

The main focus of this division continues to be the care and maintenance of the six facilities. The main operating pressures will be cleaning, site maintenance (mostly snow removal) and facility maintenance. The Facility Condition Assessments completed in 2018 will also require a significant amount of staff time to coordinate the required works.

Town Hall, OPP Detachment, Library Facilities, and Small Halls Maintenance

Premise and Site continues to be a difficult item to budget for, as the price for snow removal at various Town Facilities continues to increase. In 2018 the Fire Department replaced a vehicle that had reached the end of its useful life as an emergency first response vehicle. This truck was still in good condition and has been repurposed for Facility Maintenance which will allow the transportation of materials, and staff around to the 6 facilities rather than relying on personal vehicles.

A fee increase to Small Hall rentals is proposed in the 2019 Fees and Charges By-law, and an increase to revenue is reflective of this.

The Facility Condition Assessments completed in 2018 for all 42 Town owned and operated facilities outlined 163 projects with a total budget of over \$1.5 million. At this time, staff have not included these in the 2019 budget due to a lack of both funding and staff resources.

Town Hall, OPP Detachment, Library Facilities, and Small Halls Maintenance

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	96,157	56,636	81,080	82,397	83,916
Administrative Expenses	164	289	400	400	405
Operating Expenses	1,253	592	3,570	4,405	4,425
Communications	103	739	150	150	150
Personnel and Training	1,621	1,142	1,800	1,800	1,800
Utilities	103,560	117,618	113,500	118,100	122,920
Equipment Related	9,373	18,027	17,875	18,275	18,875
Vehicle and Fleet Related	0	0	3,160	3,180	3,200
Legal Expenses	0	0	0	0	0
Consulting	0	41,707	0	0	0
Purchased Services	8,789	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	4,410	7,034	7,770	7,920	8,070
Premise and Site	171,975	165,082	176,760	174,540	181,050
Total Expenses	397,405	408,866	406,065	411,167	424,811
Transfers					
Transfers to Capital	47,236	15,000	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	10,302	80,000	80,000	81,600	83,200
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-15,119	-8,341	0	0	0
Interfunctional Transfers	17,747	25,934	18,048	10,163	9,436
Total Transfers	60,166	112,593	98,048	91,763	92,636
Total Transfers and Expenses	457,571	521,459	504,113	502,930	517,447
Revenue					
Grants and Donations	0	33,365	0	0	0
External Revenue	11,871	12,264	11,000	11,000	11,000
Subsidies	0	0	0	0	0
Total Revenue	11,871	45,629	11,000	11,000	11,000
Net Cost of Service (Taxation)	445,700	475,830	493,113	491,930	506,447

Town Hall, OPP Detachment, Library Facilities, and Small Halls Maintenance

2019 Operating and Capital Projects

Project	Tools and Equipment
Description	To purchase a hand held air quality tester that can be used at the facilities if air quality is potentially an issue (for example: after a roof leak).
Strategic Action	N/A
Budget	\$ 4,000 Equipment
Funding	\$ 4,000 Facility Maintenance Asset Replacement Reserve Fund
Total Number of Projects:	1
Total Budget:	\$ 4,000
Total Funding by Source:	\$ 4,000 Facility Maintenance Asset Replacement Reserve Fund

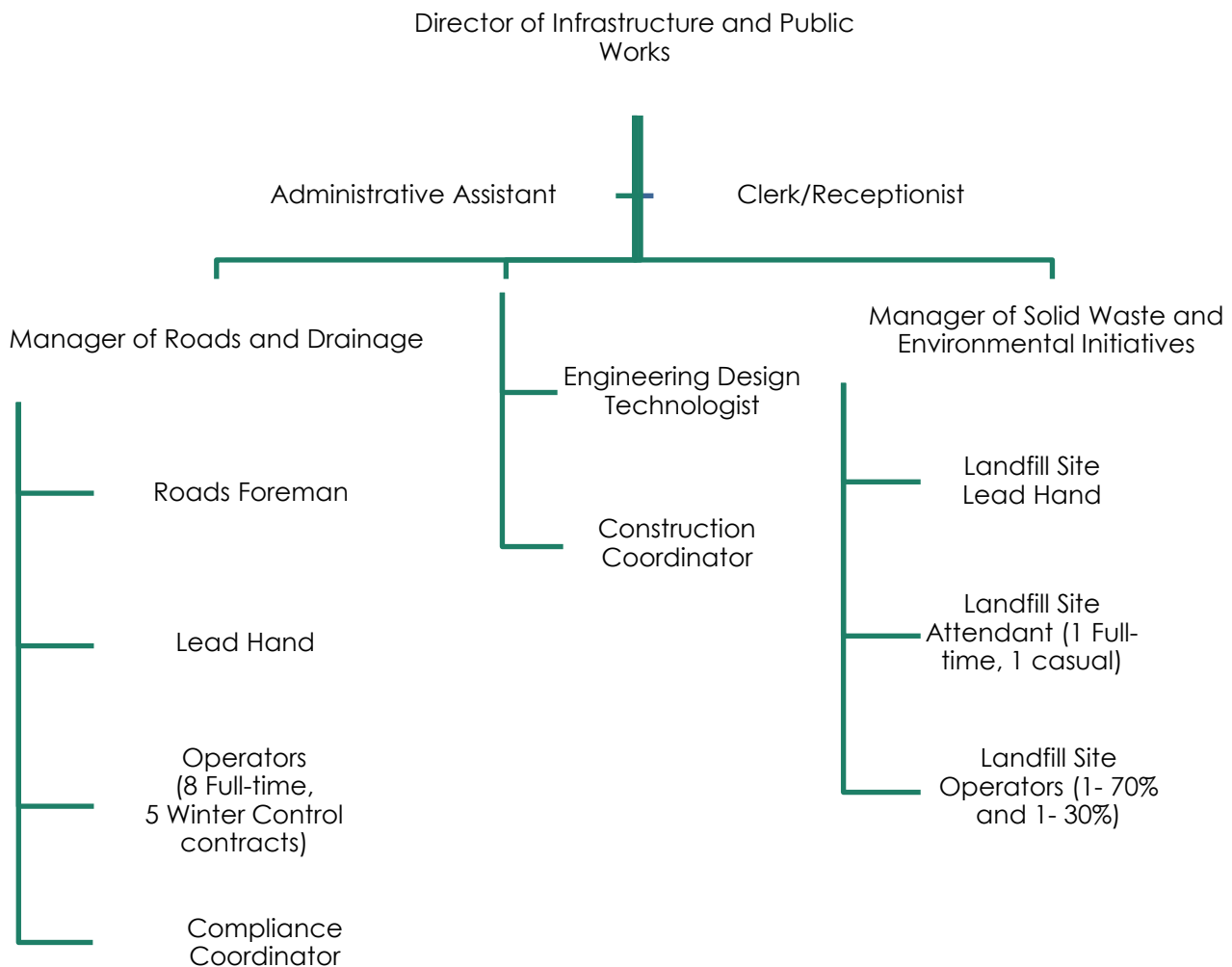
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Infrastructure and Public Works

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

2019 Fees and Charges

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2019 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2019 Fees and Charges By-law. If the 2019 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule C – Roads

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Entrance Permits and Frontage Fees		
Entrance Permit Application Fee ¹	\$150.00	\$250.00
Entrance Permit Application Fee – Paving Only ¹	\$75.00	\$150.00
Frontage Permit Application Fee ²	\$250.00	\$150.00
Letter of Opinion Regarding Entrance Possibilities for Land Severance	\$200.00	
Entrance Permit Deposit	\$400.00	
Frontage Deposit Fees		
Frontage Deposit –Service Area	New	\$4,000.00
Frontage Deposit –Rural	New	\$3,000.00
Sidewalk (concrete or asphalt) (/m)	\$155.00	Removed
Curb (/m)	\$118.00	Removed
Asphalt or Surface Treated Roadway (/m)	\$35.00	Removed
Gravel Roadway (/m)	\$10.00	Removed
Open Ditch – no curb (/m)	\$25.00	Removed
Culvert – any size (/m)	\$721.00	Removed
Grass Boulevard (/m)	\$25.00	Removed
Municipal Land Occupancy Preparation Fee		
Term less than one year	\$250.00	
Term more than one and less than 10 years ³ (per year of agreement) (/100m/year or 50m ² /year)	\$75.00	\$100.00
Term over 10 years or Permanent ⁴	\$1,500.00	
Disbursements (legal, survey, engineering, etc.) ⁵	100% of Actual Costs Incurred	

¹ Maximum combined entrance and frontage fee is \$400. There is no expiry or annual fee for the Works installed under this Permit.

² Maximum combined entrance and frontage fee is \$400.

³ Fee is for any portion of years beyond one year. Minimum Fee is \$325. Maximum fee is \$750. Disbursements are additional.

⁴ Disbursements are additional.

⁵ Fees to be pre-arranged with proponent and deposit provided to fund the disbursement prior to costs being incurred by the Town.

Infrastructure and Public Works

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Municipal Land Occupancy Fee⁶		
Use of Travelled Portion of Road – Arterial and Collector (/m ² /week)	\$20.00	
Use of Travelled Portion of Road – Local (/m ² /week)	\$10.00	
Use of Unopened Road Allowance or open space (/m ² /year) ⁷	\$0.25	
Use of Sidewalk or trail - any material (/m ² /week)	\$5.00	
Use of Boulevard (/m ² /week)	\$1.00	
Use of grassed boulevard for irrigation (/m ² /year)	\$2.00	
Security Deposit Requirements⁸		
Works < \$2,500	\$1,000.00	
Works \$2,500 - \$10,000	\$2,500.00	
Works > \$10,000	\$2,500.00 plus 2.5% of works > \$10,000	
Tree Inspection	\$50.00	
Civic Addressing Sign Kit	\$200.00	\$250.00
Civic Addressing Replacement Sign	\$37.00	
Parking Permit ("No Parking" signs' covers and locks) ⁹	\$20.00 per sign	
Other		
Oversized Vehicles (yearly)	\$100.00	
Rural Mail Box Permit Application Fee ¹⁰	\$10.00	
Garbage Box Permit Application Fee ¹⁰	\$10.00	
Additional Site Visit Fee ¹¹	\$100.00	
Works done without a valid permit –Entrance Permit	\$300.00	
Works done without a valid permit –Municipal Land Use Permit	New	\$2,500.00
Admin Fee for Damaged Town property	New	15% of Contract (\$150.00 minimum)

6 Occupancy Fees are for the period of time occupancy occurs. The fee will be paid at the time of issuance. The applicant may request annual invoices for terms longer than two years.

7 Minimum Fee or Annual Fee is \$200.

8 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. Works includes estimated cost of potential restoration. Fee is greater of percent of works or cost of potential restoration.

9 Minimum Fee is \$100.

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

11 Fee assessed when more than one site visit is required to review uncorrected identified deficiencies.

Infrastructure and Public Works

2019 Solid Waste Management Fees

The Town's Solid Waste Management Fees are reviewed annually as part of the annual operating budget. The following illustrates the proposed updates to the 2019 Solid Waste Management Fees. If the 2019 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule 1 - Solid Waste Tipping Fees

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Authorized Waste: Residential, Commercial, Construction and Demolition	\$130.00 per tonne (set fee)	\$150.00 per 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, tired, 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-confirming material	Half the set fee	
Contaminated Soil: Owner must provide documentation of certified testing results and obtain Town approval before delivery	\$180.00 per 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	\$6.00 visit minimum fee	
Items with Freon: Refrigerators, Freezers, Air Conditioners and Dehumidifiers Certification Fee	\$15.00 each	

Infrastructure and Public Works

Schedule 1 - Solid Waste Division

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Sale of Compost	\$0.03 per kilogram ¹²	
Blue and Grey Recycling Boxes	\$5.00 each ¹²	\$7.00 each ¹²
Blue and Grey Recycling Carts (Commercial/Multi Unit)	\$84.00 each ¹²	
Kitchen Catcher (7 litre)	\$3.00 each ¹²	
Green Bin (45 litre)	\$10.00 each ¹²	\$17.50 each ¹²
Green Cart (Commercial/Multi Unit – 120 litre)	\$50.00 each ¹²	
Green Cart (Commercial/Multi Unit – 240 litre)	\$60.00 each ¹²	
Garbage Bag Tags	\$2.00 each ¹²	\$3.00 each ¹²
Garbage Box Tab	\$2.00 each ¹²	
Illegal Dumping and Littering	\$400.00 per ¹² occurrence	

¹² Applicable HST included.

Infrastructure and Public Works

Mission

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

Services Provided

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

Level of Service

Service Provided	Level of Service – 2015-2017 Average	Annual Target
Capital Planning – % Final Costs/ Original Budget	96.2%	90 – 110 %
Change Orders as % of Bid Value	8.1%	Less than 8%
Project Delivery - % on time	91.7%	Over 90%
Annual Capital Budget - % of Original Budget	70.0%	Over 85%

2019 Strategic Action Items and Work Plan

Goal #5: Engage Our Communities and Partners – Improve External Communications with our Constituents

- IPW will continue to host Public Information Centres as part of project delivery as appropriate to the project scope to ensure stakeholders are well aware and have opportunity to provide input into the final Works.

Goal #5: Ensure that our Infrastructure is Sustainable - Establish Level of Service for each asset category

- IPW will build on the Level of Service discussions started with Council in 2018 by requesting public feedback on those efforts and the key performance indicators developed by Departmental Staff.

Goal #5: Ensure that our Infrastructure is Sustainable - Prepare a Future Infrastructure Needs Plan following final approval of the OP.

- A series of studies are being completed systematically starting with the Water Distribution Master Plan to be completed in early 2019, Transportation and Transit Master Plan commencing in 2019, Wastewater Collection in 2021 and Stormwater afterwards once current drainage studies are completed. Although the various Master Plans set overall direction, targeted studies will be done to develop project specifics as warranted.

Goal #5: Ensure that our Infrastructure is Sustainable – Avoid Unexpected Infrastructure Failure and Associated Costs and Liability

- IPW will continue to emphasize gathering inventory and condition assessments to populate our Asset Management databases to better understand and plan our maintenance and replacement. A risk assessment will be completed when this work is completed.

Infrastructure and Public Works

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Municipal Lands Use Permits	237	270	270
Significant Capital Projects/Studies Managed (all IPW >\$100k)	23	22	29

2019 Budget Commentary

The administration of the IPW Department will continue to provide project management and engineering support to the operating divisions within the department.

Asset management and planning / implementing infrastructure renewal and expansion is given high priority. A Condition Assessment of the Sanitary and Storm Sewer Systems will continue into its second year in 2019, as part of a seven year program. This work is included in the Corporate Administration Consulting Budget at \$184,700 in 2019.

Infrastructure and Public Works will complete the legislated Corporate Energy Plan Update in 2019. No budget is included in 2019-2021, as this project was approved as part of the 2018 Approved Budget for \$50,000.

IPW manages the Town's larger multi-funded projects. Since several studies have or will soon be completed to scope works, IPW will be undertaking significant capital projects which will both support existing residents and will enable growth. In particular, the Water Distribution Master Plan has scoped the need for additional water storage and trunk water distribution improvements. The outcome of the Hidden Lake Road Area Environmental Assessments and the Clarksburg Servicing Master Plan Environmental Assessment may also result in major capital projects.

Infrastructure and Public Works

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	509,616	544,220	541,458	550,827	559,910
Administrative Expenses	4,463	5,100	3,775	5,350	3,900
Operating Expenses	86	0	0	0	0
Communications	3,608	4,585	2,500	2,550	2,600
Personnel and Training	6,680	8,232	9,350	9,350	9,450
Utilities	0	0	0	0	0
Equipment Related	972	0	100	100	100
Vehicle and Fleet Related	1,775	1,705	2,920	2,920	2,920
Legal Expenses	0	30	0	0	0
Consulting	206,675	393,088	3,000	3,000	3,000
Purchased Services	430	55,000	0	0	0
Debt Payments	90	0	0	0	0
Financial Expenses	5,190	7,117	8,340	8,380	8,430
Premise and Site	0	6	0	0	0
Total Expenses	739,585	1,019,083	571,443	582,477	590,310
Transfers					
Transfers to Capital	-23,341	-1,638	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	705,300	705,300	719,400	733,800
Transfers from Obligatory Reserves	-12,290	-10,268	-3,000	-3,000	-3,000
Transfers from Other Reserves	-11,442	-108,665	0	0	0
Interfunctional Transfers	-263,994	-255,470	-262,477	-269,484	-274,874
Total Transfers	-311,067	329,259	439,823	446,916	455,926
Total Transfers and Expenses	428,518	1,348,342	1,011,266	1,029,393	1,046,236
Revenue					
Grants and Donations	131,412	331,547	0	0	0
External Revenue	-1,550	200	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	129,862	331,747	0	0	0
Net Cost of Service (Taxation)	298,656	1,016,595	1,011,266	1,029,393	1,046,236

Infrastructure and Public Works

2019 Operating and Capital Projects

Project	Price's Subdivision Drainage Diversion
Description	Stop up 2 existing culverts on County Road 119 south of Blue Mountain Road and improve the downstream drainage route along County Road 119, Blue Mountain Road, Claire Glen Road and under County Road 19. The drainage will be directed to the Windfall perimeter drain that has the 100 year capacity for these storm flows.
Strategic Action	N/A
Budget	\$ 31,000 Engineering- Contract/Salaries and Benefits \$ 210,000 Construction \$ 21,000 Contingency \$262,000 Total Budget
Funding	\$ 125,000 Grey County \$ 137,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$262,000 Total Funding

Infrastructure and Public Works

Project	Victoria Street South and Louisa Street West Reconstruction	
Description	Reconstruction of Victoria Street from Arthur to Alfred and Louisa Street from Bruce to Victoria including road, sidewalk, street light, watermain, sanitary and storm system improvements and renewal. Public engagement will be undertaken to inform the final project scope. 2019 – Preliminary Engineering 2020 – Utility Relocations 2021 – Engineering 2022 – Construction Total Interest paid on debt \$923,900	
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities. These works are included in the Development Charges Background Study.	
Budget	\$ 148,200 \$ 762,100 \$5,135,300 \$ 514,100 \$6,559,700	Consulting- Contract/Salaries and Benefits Engineering- Contract/Salaries and Benefits Construction Contingency Total Budget
Funding	\$ 212,400 \$1,071,900 \$1,238,500 \$1,787,500 \$2,249,400 \$6,559,700	Infrastructure and Public Works Asset Replacement Reserve Fund Wastewater Asset Replacement Reserve Fund Water Asset Replacement Reserve Fund Long-Term Debt (annual payment of \$108,500 over 25 years) Roads and Related Development Charges Total Funding



Infrastructure and Public Works

Total Number of Projects:	2												
Total Budget:	\$6,821,700												
Total Funding by Source:	<table> <tr> <td>\$ 125,000</td><td>Grey County</td></tr> <tr> <td>\$ 349,400</td><td>Infrastructure and Public Works Asset Replacement Reserve Fund</td></tr> <tr> <td>\$1,071,900</td><td>Wastewater Asset Replacement Reserve Fund</td></tr> <tr> <td>\$1,238,500</td><td>Water Asset Replacement Reserve Fund</td></tr> <tr> <td>\$1,787,500</td><td>Long-Term Debt</td></tr> <tr> <td>\$2,249,400</td><td>Roads and Related Development Charges</td></tr> </table>	\$ 125,000	Grey County	\$ 349,400	Infrastructure and Public Works Asset Replacement Reserve Fund	\$1,071,900	Wastewater Asset Replacement Reserve Fund	\$1,238,500	Water Asset Replacement Reserve Fund	\$1,787,500	Long-Term Debt	\$2,249,400	Roads and Related Development Charges
\$ 125,000	Grey County												
\$ 349,400	Infrastructure and Public Works Asset Replacement Reserve Fund												
\$1,071,900	Wastewater Asset Replacement Reserve Fund												
\$1,238,500	Water Asset Replacement Reserve Fund												
\$1,787,500	Long-Term Debt												
\$2,249,400	Roads and Related Development Charges												

Infrastructure and Public Works

Infrastructure Capital Project Coordinator (2)

Business Need

The Infrastructure and Public Works (IPW) Department is responsible for the delivery of growth related trunk and plant infrastructure, plus the refurbishment, rehabilitation and ultimate replacement of the same related to water, wastewater, roads, and solid waste. The capital needs are identified within various studies and Environmental Assessments (EAs) the Town has undertaken, the Development Charges Background Study, and good practices related to asset management.

Critical to the effective and efficient delivery of the capital program is human resources to scope projects, facilitate procurement, and manage consulting and construction contracts. Over the past few years it has been evident that the increase in the number of growth related projects and maintaining existing infrastructure at the quality expected by the community warrant additional project coordination and management resources.

To help deliver the 115 capital projects and programs (\$117.8M) identified in IPW's Draft 5-Year Capital Program as having high priority and for likely sometime thereafter, two (2) Infrastructure Capital Project Coordinator positions are necessary. These two positions are assigned \$59.3M in capital works spread over 25, typically multi-year, capital projects and programs ranging from \$120,000 to \$20.2M involving administering of at least 65 contracts.

Strategic Alignment

An increase in the Town's capabilities to deliver capital projects and especially an increased emphasis on quality project management is in alignment with the Town's Strategic Plan.

Goal #2: Engage Our Communities and Partners – Dedicated and focused project coordination, especially if provided by Town Staff, aids significantly in promoting good quality communication and engagement with those most affected by the capital works. Dedicated Staff have a sense of "ownership" to the project and work for its success well beyond construction.

Goal #4: Promote a Culture of Organizational and Operational Excellence – Quality design and construction requires vested interest by dedicated Town Staff to hold consultant and contractors accountable for deliverables. In addition to enlarging the Town's ability to deliver more capital programs, the positions will lessen the load and stress on current positions and permit them to more effectively tend to their operational, maintenance and supervisory responsibilities.

Goal #5: Ensure our Infrastructure is Sustainable – Dedicated capital project coordination and contract management more than pays for itself in the form of capital budget and schedule control and minimizes long term operation and maintenance costs. The quality of capital projects are inversely related to the long term operation, maintenance and ultimate replacement costs. An investment upfront results in lower long term costs. Using the rule of thumb that capital costs are around 10% of life-cycle costs, the cost of the Infrastructure Project Coordinator Positions will be about 0.2% of life-cycle costs.

Goal #5: Ensure our Infrastructure is Sustainable – The positions are needed to deliver the trunk and plant infrastructure necessary to ensure that infrastructure is available to support development, and not at the same time let the Town's level of service offered by current infrastructure fall behind to the point where there may be unexpected failures and associated costs and liabilities.

Options or Solutions Analysis

1. **Internal Contract Staff** – Instead of full-time staff, the Town could hire contract positions. Since the work needs are at least 5 years and likely longer, the contract positions become full-time for all intents and purposes. As a general rule, full-time positions draw better candidates than contract positions.
2. **External Contract Staff** – The Town could hire external consultants to work as the Town's project coordinator and administrator. Although this approach offers most flexibility the Town also loses some control and intrinsic vested interest. In addition, the cost of external project management is 1.5 to 2 times internal.
3. **Reduce and Re-assign Capital Program** – Without one or both of the positions, IPW's 5 year capital program will need to be re-worked to re-prioritize project assignments. This will likely include a combination of reducing the number of projects delivered in the next 5 years and adding to current Staff's workload to the detriment of their other responsibilities and project quality.

Financial and/or Non-Financial Benefits

The Infrastructure Capital Project Coordinator positions will only be assigned projects and programs within IPW's capital program and studies leading to capital projects. As such, the positions can be funded from the capital program which in turn is funded from Development Charges and Infrastructure Reserve Funds. Considering that internal capital program delivery costs are around 2% of the capital expenses, the \$59.3M in Works assigned to the positions over the next 5 years results in \$1.19M available to fund the positions.

Risk Analysis

Without the positions or equivalent in place, IPW's 5-Year Capital Program as proposed cannot be delivered. The program would be revised to defer and re-assign projects. There is a risk that trunk infrastructure will not be in place for development, the current level of service expected by the community will not be achieved and infrastructure will degrade to where unexpected failure becomes more likely.

Recommendation

Staff feel IPW's Draft 5-Year Capital Program contains priority projects to grow and maintain the Town's core infrastructure and as such the most cost effective and efficient means to deliver the program is the addition of two Infrastructure Capital Project Coordinator positions.

Implementation Plan

Upon Council passing the Towns' Budget, Human Resources will begin recruitment to have the positions in place by early to mid-summer. Current Staff will commence procurement of the highest priority projects for 2019 in order that the new Staff can pick up projects that are somewhat advanced while at the same time initiating other projects.

Documentation

Below is a list of the projects assigned to the positions.

Project	2019	2020	2021	2022	2023	Total Project Cost
Infrastructure Capital Project Coordinator (2)						
West Side Water Storage and Distribution Improvements	PD	FD	Con	Con		\$ 8,829,200
Transportation Master Plan EA						\$ 545,000
Watermain Leak Detection and Repair Program						\$ 150,000
Peel Street North Watermain Abandonment						\$ 120,000
Substandard Watermain Replacement Program						\$ 1,888,300
Water & Wastewater Electrical System Protection						\$ 480,700
SPS Pump Rebuild Program						\$ 239,800
Craigleith WWTP Equipment Replacement Program						\$ 3,567,300
Thornbury WWTP Equipment Replacement Program						\$ 686,500
WTP Facility & Equipment Replacement Program						\$ 2,566,800
Wastewater Pumping Stations Flowmeter Installation Project		FD	Con			\$ 261,500
Craigleith Main SPS Upgrades				PD/ FD	Con	\$ 1,265,000
East Side Water Storage and Distribution Improvements		PD	FD	Con	Con	\$ 20,209,500
Arrowhead Pumping Station Improvements		FD	Con			\$ 715,200
Craigleith Snow Storage Facility		FD	Con			\$ 214,900
Wastewater Collection Master Plan EA						\$ 280,500
Blue Mountain Dr & Fraser Cres Watermain Connection			FD/Con			\$ 122,700
Distribution Improvements at Alexandra Way and Timber Leif						\$ 250,000
Clark Street Realignment			PD	FD	Con	\$ 2,524,100
Jozo Weider Boulevard Phase 3			FD	Con		\$ 2,249,100
Stormwater Hydraulic Model and Needs Assessment						\$ 300,000
Arthur St W Reconstruction				FD	Con	\$ 4,513,000
TWWTP Phase 1A Expansion				FD	Con	\$ 6,610,700
Stormwater Master Plan EA						\$ 325,000
King St East Reconstruction					FD	\$ 382,100
						\$ 59,296,900
	available to deliver program (2% of capital)					\$ 1,185,938
					# of projects	25

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Full-Time Salaries	\$811,620	\$86,300	\$175,980	\$179,500	\$183,090	\$186,750
Full-Time Benefits	\$256,410	\$27,420	\$55,560	\$56,670	\$57,800	\$58,960
Employee Costs	\$27,000	\$3,000	\$6,000	\$6,000	\$6,000	\$6,000
IT Software/Hardware	\$27,000	\$3,000	\$6,000	\$6,000	\$6,000	\$6,000
Expenditures Total	\$ 1,122,030	\$119,720	\$243,540	\$248,170	\$252,890	\$257,710
Funding						
Capital Budget	\$1,122,030	\$119,720	\$243,540	\$248,170	\$252,890	\$257,710
Funding Total	\$1,122,030	\$119,720	\$243,540	\$248,170	\$252,890	\$257,710

2019 Salaries and Benefits are budgeted for 6 months.

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 to monitor, inspect, and operate the Town's drainage network.

Services Provided

- Budget preparation and cost control as well as procuring and administering contracts.
- Commenting on development proposals, severance/minor variance applications, zone changes, etc.
- Administering the Town's Entrance and Land Use Permit System.
- Liaising with utilities, conservation authorities, provincial ministries and federal departments.
- Updating the Town's road and bridge condition studies.
- Monitor, inspect, and maintain municipal drains.
- Responding to inquiries from ratepayers, municipalities, agencies, Council and others.
- Winter maintenance and road surface, shoulder, roadside, drainage, and structure maintenance.
- Fleet maintenance and repair, inspection of entrance culvert installations.

Level of Service

Service Provided	Level of Service – Annual	Annual Target
Tonnes of gravel placed per 100 km of gravel roads	218	312
Average Pavement Condition Index rating (PCI)	82.8	80
% of bridges with Bridge Condition Index (BCI) of <40%	22.5%	<15%
Achieve Town Maintenance Standard	100%	100%
Sidewalks maintained all year	55%	55%

2019 Strategic Action Items and Work Plan

Goal #3: Support Healthy Lifestyle – A Transportation and Transit Master Plan will be initiated in 2019. Specific tasks within the study will be to undertake a comprehensive speed limit study and to consider the Town's transportation for all users – pedestrians, cyclists and vehicles. The concept of active transportation will be a primary consideration. Currently as roads are improved the Town will construct paved shoulders to promote cycling.

Goal #5: Ensure that our Infrastructure is Sustainable – To avoid unexpected failure and associated costs and liabilities, the Division will be undertaking a Public Works Depot Needs Assessment to understand what facilities are required to protect the Town's investment in equipment. The assessment will consider contracting for or using in-house resources for snow ploughing and what satellite facilities may be required in the Craighleith Area.

Goal #5: Ensure that our Infrastructure is Sustainable – The Division will continue to prepare asset inventory and condition assessments through its bi-annual Bridge Condition Assessment, tri-annual Roads Needs Study and an on-going multi-year sewer inventory and condition assessment program.

Goal #5: Ensure that our Infrastructure is Sustainable – To avoid unexpected infrastructure failure and associated costs and liabilities, the Division will be reconstructing the Pretty River Culvert in 2019 and initiating EA's for two bridges on 6th Sideroad and one in Heathcote.

Roads and Drainage

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Kilometers of roads plowed in winter	240.4	241.9	246.0
Tonnes of sand used for winter control	4523	3640	3500
Bridges and culverts maintained	32	32	32
Snow events	56	63	65
Service Requests received from residents	391	429	400

2019 Budget Commentary

The 2019 budget includes a significant increase to Salaries and Benefits, as an additional full time Roads and Drainage Operator was added through the 2018 Approved Budget as an Addition to the Base Budget, and three new contract Winter Control Operators were added as per Staff Report CSPW.18.041. This increase in Salaries and Benefits is slightly offset by a decrease in Purchased Services, as the Town no longer needs to contract out its plow routes. Budgets such as communications have also increased as more cell phones are needed for the increased amount of Staff.

Vehicle expenses have also increased significantly in 2019 as the Town has purchased four additional snowplows. Due to the additional plows, \$21,000 has been added to diesel (Vehicle and Fleet Related), \$8,000 has been added to licensing (Vehicle and Fleet Related) and \$20,000 has been added to Equipment Repairs and Maintenance (Equipment Related).

Budget has also been added to Purchased Services in order to clear sidewalks in the Craighleith Area.

The Town continues to increase its amount of gravel purchased, and \$396,000 is included in the 2019 budget (Operating Expenses) for the purchase of gravel. The Town also continues to see hydro savings in its streetlight budget, and the savings are slowly paying back the streetlight LED project.

Roads and Drainage

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	1,031,256	1,158,565	1,383,662	1,415,838	1,431,320
Administrative Expenses	2,517	2,038	2,000	2,000	2,000
Operating Expenses	638,252	609,520	615,700	671,500	727,225
Communications	7,819	8,042	9,520	9,635	9,635
Personnel and Training	20,548	15,378	21,850	22,400	22,400
Utilities	98,053	99,190	154,980	156,340	157,610
Equipment Related	123,509	117,795	145,130	147,215	148,810
Vehicle and Fleet Related	192,043	201,464	248,745	252,845	256,415
Legal Expenses	35	4,518	0	0	0
Consulting	34,001	20,472	22,500	5,000	22,500
Purchased Services	441,277	537,516	462,950	425,750	428,250
Debt Payments	4,820	0	0	0	0
Financial Expenses	56,244	26,360	25,830	26,350	26,880
Premise and Site	37,832	44,279	48,860	49,670	49,680
Total Expenses	2,688,206	2,845,137	3,141,727	3,184,543	3,282,725
Transfers					
Transfers to Capital	134,925	163,500	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	843,241	255,000	255,000	268,400	281,900
Transfers from Obligatory Reserves	-1,722	0	0	0	0
Transfers from Other Reserves	-88,629	-18,833	-50,000	-40,000	-50,000
Interfunctional Transfers	2,928	1,500	1,500	1,500	1,500
Total Transfers	890,743	401,167	206,500	229,900	233,400
Total Transfers and Expenses	3,578,949	3,246,304	3,348,227	3,414,443	3,516,125
Revenue					
Grants and Donations	29,776	134,562	40,000	40,000	40,000
External Revenue	133,847	77,528	66,000	66,000	66,000
Subsidies	0	0	0	0	0
Total Revenue	163,623	212,090	106,000	106,000	106,000
Net Cost of Service (Taxation)	3,415,326	3,034,214	3,242,227	3,308,443	3,410,125

Roads and Drainage

2019 Operating and Capital Projects

Project	Machinery and Equipment Additional
Description	Purchase of a windrow eliminator. Used on road graders to aid in shading shoulders along paved roads.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 15,000 Additional Equipment
Funding	\$ 15,000 Roads Equipment Asset Replacement Reserve Fund

Project	Machinery and Equipment Replacement
Description	Replace the attachments for the Ford tractor
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 40,000 Replacement Equipment
Funding	\$ 40,000 Roads Equipment Asset Replacement Reserve Fund

Project	Roads Depot Cold Storage Building
Description	A cold storage pole barn or drive shed is to be constructed next to the original block building over the existing concrete slab. This will provide covered storage for equipment. Portable trailers and outside storage has been used since the removal of the previous storage building.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 65,000 Construction \$ 10,000 Contingency \$ 75,000 Total Budget
Funding	\$ 75,000 Roads Equipment Asset Replacement Reserve Fund

Project	Surface Treatment Program
Description	Single and Double Surface Treatment Program. Staff will tender this work every third year to gain economies of scale and to gather more interest from contractors. Works will include tar and chip plus Micro Seal and will be scheduled around sidewalk replacement and bridge work.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 550,000 Construction \$ 55,000 Contingency \$ 605,000 Total Budget
Funding	\$ 605,000 Infrastructure and Public Works Asset Replacement Reserve Fund

Roads and Drainage

Project	Pretty River Culvert Replacement
Description	Remove and replace the 3.0 meter wide culvert that was installed in 1960. This culvert was transferred to the Town from Grey County in 2003 with Grey Road 31. There is a 15 Tonne load restriction over the culvert. The Town's historical practice on large projects such as this is to fund the Engineering from a Reserve Fund and use long-term debt for the Construction costs if the Reserve Fund cannot fully fund the project which is the case with the project. Engineering will take place in 2019, with construction planned for 2020. Total Interest paid on debt \$383,000
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities. As per the recommendations from the Bridge and Culvert Assessments.
Budget	\$ 90,000 Engineering-Contract/Salaries and Benefits \$ 641,300 Construction \$ 100,000 Contingency \$831,300 Total Budget
Funding	\$ 90,000 Bridges and Culvert Asset Replacement Reserve Fund \$ 741,300 Long Term Debt (annual payment of \$45,000 over 25 years) \$831,300 Total Funding

Project	Roads Depot Expansion
Description	To accommodate growth in staff and equipment for the provision of roads and drainage related services. First prepare a Needs Assessment and preliminary design to review staffing and equipment needs to maintain existing and future road network. Preliminary Engineering and Construction to follow. Included in the Needs Assessment will be current and future requirements for both Public Works and Community Services in the Craighleith area. Needs Assessment and Preliminary Design (2019), Engineering (2020), and Construction (2021) Total Interest paid on debt \$564,000
Strategic Action	These works are included in the Development Charges Background Study.
Budget	\$ 185,900 Consulting- Contract/Salaries and Benefits \$ 633,200 Engineering- Contract/Salaries and Benefits \$ 3,518,000 Construction \$ 351,800 Contingency \$ 177,900 Additional Furniture & Fixtures \$ 4,866,800 Total Budget
Funding	\$ 10,000 Parks and Recreation Development Charges \$ 123,100 Roads Equipment Asset Replacement Reserve Fund \$ 1,091,100 Long Term Debt (annual payment of \$66,195 over 25 years) \$ 3,642,600 Public Works Development Charges \$ 4,866,800 Total Funding

Roads and Drainage

Total Number of Projects:	6												
Total Budget:	\$6,433,100												
Total Funding by Source:	<table> <tr> <td>\$ 10,000</td><td>Parks and Recreation Development Charges</td></tr> <tr> <td>\$ 90,000</td><td>Bridges and Culvert Asset Replacement Reserve Fund</td></tr> <tr> <td>\$ 253,100</td><td>Roads Equipment Asset Replacement Reserve Fund</td></tr> <tr> <td>\$ 605,000</td><td>Infrastructure & Public Works Asset Replacement Reserve Fund</td></tr> <tr> <td>\$1,832,400</td><td>Long Term Debt</td></tr> <tr> <td>\$3,642,600</td><td>Public Works Development Charges</td></tr> </table>	\$ 10,000	Parks and Recreation Development Charges	\$ 90,000	Bridges and Culvert Asset Replacement Reserve Fund	\$ 253,100	Roads Equipment Asset Replacement Reserve Fund	\$ 605,000	Infrastructure & Public Works Asset Replacement Reserve Fund	\$1,832,400	Long Term Debt	\$3,642,600	Public Works Development Charges
\$ 10,000	Parks and Recreation Development Charges												
\$ 90,000	Bridges and Culvert Asset Replacement Reserve Fund												
\$ 253,100	Roads Equipment Asset Replacement Reserve Fund												
\$ 605,000	Infrastructure & Public Works Asset Replacement Reserve Fund												
\$1,832,400	Long Term Debt												
\$3,642,600	Public Works Development Charges												

Garbage Collection

Mission

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

Services Provided

- Program promotion 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 – Annual Actual 2017	Annual Target
% of units with Solid Waste Collection	100%	100%
# of Service Requests per 100 Tonne collected	9	3

2019 Strategic Action Items and Work Plan

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

Objective #3: To Consistently Deliver Excellent Customer Service

Reliable collection is a key component to the system. The Town implemented a garbage box tab program in 2016 to assist with consistent collection from stationary boxes. The introduction of the Town of The Blue Mountains Waste Resource app is another effort to educate and effectively inform system users of program details and changes in service in a very immediate way. Staff work with the contractor to make every effort to return the same or next working day to gather a missed collection. The service provision goal is to continue reducing service requests, most of which centre around missed collection.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Garbage Collection (Tonnes)	1,605	1,600	1,755
Bag Tags Sold	6,776	7,000	5,000

2019 Budget Commentary

An increased budget is anticipated as new homes become occupied and more tonnage is collected annually.

Tag revenue was higher in 2017 than 2016 as the cost of tags increased from \$1 to \$2 but the number of tags sold reduced – which may be reflected in the total tonnes collected also reducing. Staff are proposing another increase in bags tags in 2019 from \$2.00 per tag to \$3.00.

Garbage Collection

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	16,585	18,074	20,061	20,373	20,751
Administrative Expenses	80	0	800	800	800
Operating Expenses	0	0	0	0	0
Communications	0	0	0	0	0
Personnel and Training	0	0	0	0	0
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	270,563	296,000	313,290	330,555	332,054
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	287,228	314,074	334,151	351,728	353,605
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	0	0	0	0	0
Total Transfers and Expenses	287,228	314,074	334,151	351,728	353,605
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	13,553	14,846	15,000	15,000	15,000
Subsidies	0	0	0	0	0
Total Revenue	13,553	14,846	15,000	15,000	15,000
Net Cost of Service (Taxation)	273,675	299,228	319,151	336,728	338,605

2019 Operating and Capital Projects

None.

Landfill

Mission

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

Services Provided

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

Level of Service

Service Provided	Level of Service – Annual Actual 2017	Annual Target
Landfilling Waste – Density (kg/m3)	540	>600
Reasonable Use Exceedances (#)	13	0
Number of Days that Average 40 Patrons/Hour ¹	14	0
Years remaining of built capacity	13	>5

2019 Strategic Action Items and Work Plan

Goal #5: Ensure Our Infrastructure is Sustainable

Objective #4: Ensure that Infrastructure is Available to Support Development

- A planned diversion improvement study in 2019 will investigate and propose optimizations that could extend the existing Site Life to 65 years and obtain the 2025 goal of 75% waste diversion. Ongoing housing development generate significant construction and demolition waste, the Town must continue to improve the related waste recycling programs and develop new opportunities.

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

Objective #3: To Consistently Deliver Excellent Customer Service

- Level of service indicators are key and the 40 patrons per hour threshold surpassed 14 days spread over 7 months of the year (9% of the Site operational hours serve 40 or more patrons per hour). The proposed study will also look for ways to minimize long wait lines for patrons.

¹ Over 40 patrons per hour is a threshold that causes excessive car queues and wait times to access unloading areas, leading to stressed patrons and Site staff

Landfill

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Visits to the Waste Disposal Site	17,376	17,400	17,500
Tonnes of waste (all sectors) landfilled	4,840	4,900	5,000
Tonnes of waste (all sectors) diverted	2,401	2,500	2,600

2019 Budget Commentary

New costs for odour pre-treatment are expected in 2019 in addition to surface water pumping costs.

The laneway is also in need of maintenance gravel, and \$40,000 has been added to Premise and Site for the purchase of gravel. The five year benthic stream sampling will increase the engineering expenses.

An increase in Debt Payments begins in 2019, as the payback for the Landfill Reclamation and Re-engineering Project begins. One payment is budgeted in 2019 for a total of \$36,500 in principal and interest, and two payments in 2020, (\$72,200 in principal and interest) and beyond.

A significant decrease in actual leachate being taken from the landfill is reflected in a \$100,000 decrease in Interfunctional Transfers beginning in 2019. This significant reduction in leachate being taken from the landfill to the Wastewater Treatment Plant is also reflected in a decrease in the Wastewater budget.

A reduction in various budget lines in 2021 is reflective of the assumption that a leachate forcemain will be completed construction in 2020, which will reduce pre-treatment and hauling costs in the amount of \$194,000. A transfer from Landfill to Wastewater for forcemain operations will reduce these savings by \$40,000.

An increase to the landfill tipping fees is being proposed in 2019, increasing from \$130 to \$150 per tonne. Sorted diversion items have a half rate of \$75 and mixed unsorted loads will have a rate of \$300 per tonne. The last increase occurred in 2017 which moved the set rate from \$120 to \$130 per tonne.

Landfill

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	240,158	284,473	287,814	291,743	297,354
Administrative Expenses	4,653	2,830	2,900	2,400	2,400
Operating Expenses	459	22,084	29,000	29,000	2,000
Communications	1,382	1,644	1,860	1,925	1,950
Personnel and Training	6,014	8,246	8,035	8,535	8,635
Utilities	7,363	7,742	6,920	7,150	7,390
Equipment Related	21,988	42,899	64,400	65,900	23,200
Vehicle and Fleet Related	22,363	47,804	44,220	44,320	44,420
Legal Expenses	0	6,000	0	0	0
Consulting	122	202	0	0	0
Purchased Services	231,929	262,580	183,340	167,340	167,340
Debt Payments	10,932	0	36,500	72,200	70,750
Financial Expenses	33,348	36,345	35,760	36,390	37,035
Premise and Site	-56,683	121,665	164,573	130,225	132,725
Total Expenses	524,028	844,514	865,322	857,128	795,199
Transfers					
Transfers to Capital	117,068	-7,846	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	19,228	97,260	116,000	127,500	129,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-3,223	-23,101	0	0	0
Interfunctional Transfers	150,063	69,508	100,000	105,000	110,000
Total Transfers	283,136	135,821	216,000	232,500	239,000
Total Transfers and Expenses	807,164	980,335	1,081,322	1,089,628	1,034,199
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	524,585	504,603	496,500	496,500	496,500
Subsidies	0	0	0	0	0
Total Revenue	524,585	504,603	496,500	496,500	496,500
Net Cost of Service (Taxation)	282,579	475,732	584,822	593,128	537,699

Landfill

2019 Operating and Capital Projects

Project	Operations Building Heater Replacement
Description	Radiant propane tube heaters installed during building construction in 2007 have had increasing operating problems and are difficult to access due to the installation height. One of the two heaters has been non-operational for two years.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 8,000 Replacement Equipment
Funding	\$ 8,000 Solid Waste Asset Replacement Reserve Fund

Project	Scale Software
Description	To improve operational efficiency and records accuracy by acquiring software specific to landfill waste receiving to track and document tonnage and financial data in a more useful digital format. Currently printed scale tickets are manually transposed for financial and tonnage summaries. This method has more room for error and consumes staff time to manually enter data and in some cases more than once.
Strategic Action	To be a financially responsible organization
Budget	\$ 20,000 Software
Funding	\$ 20,000 Solid Waste Asset Replacement Reserve Fund

Project	Leachate Pumping Station and Forcemain
Description	An EA process concluded that pumping leachate to the Thornbury Plant for treatment is the preferred management solution. The status quo is trucking at a higher lifecycle cost and onsite treatment was ruled out in the EA due to higher cost and environmental impact. Total interest paid on debt \$1,214,000 2019 – Engineering 2020 - Construction
Strategic Action	Ensure our infrastructure is sustainable.
Budget	\$ 186,200 Engineering- Contract/Salaries and Benefits \$ 1,768,100 Construction \$ 162,400 Contingency \$ 90,000 Land Acquisition (Easement) \$ 143,254 Plant Capital Charge \$ 2,349,954 Total Budget
Funding	\$ 2,349,954 Long Term Debt (annual payment of \$143,000 over 25 years)

Total Number of Projects:	3
Total Budget:	\$ 2,377,954
Total Funding by Source:	\$ 28,000 Solid Waste Asset Replacement Reserve Fund \$ 2,349,954 Long Term Debt

Waste Diversion

Mission

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

Services Provided

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

Level of Service

Service Provided	Level of Service – Annual Actual 2017	Annual Target
Residential Diversion Rate %	49	60

2019 Strategic Action Items and Work Plan

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

Objective #3: To Consistently Deliver Excellent Customer Service

Starting in 2015 a number of new collection services were implemented that offer more door-to-door service and also assist with increased waste diversion. Curbside collection diversion programs include: weekly blue and grey box collection; weekly green bin collection; eight weeks of yard waste collection; four weeks of household battery collection and two weeks of Christmas tree collection.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Green Bin, yard waste, Christmas trees collected – tonnes	356	400	384
Curbside Battery Collection – kg	2,247	2,300	2,500
Hazardous and e-waste diverted - kg	42,000	43,000	45,000

2019 Budget Commentary

The type and level of service to be provided will remain the same in 2019. An increased budget is anticipated with contract inflation related to Ontario CPI and as new homes become occupied and more tonnage is collected annually.

In an effort to promote the use of the Town's waste app, educate program users and improve communications, curbside bins will be provided at no charge to any resident that signs up for the Waste Resource app.

There is a small increase proposed to curbside bins proposed in the 2019 Solid Waste Management Fees By-law. This fee increase will reflect the actual cost of the bins. Currently the Town subsidizes the

Waste Diversion

cost of curbside bins. No increase to revenue is proposed as this increase in fees will make up for the increase in bins provided at no charge for residents signing up to the Waste Resource app.

The Town also receives a Stewardship Grant which funds 50% of the net costs of the Blue Box Program by making payments to municipalities on a quarterly basis. This funding is determined by the Resource Productivity and Recovery Authority and makes up the Grants and Donations line below.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	50,681	51,139	40,762	41,323	42,099
Administrative Expenses	35	805	900	900	900
Operating Expenses	6,426	9,104	7,000	7,500	7,500
Communications	1,041	576	850	900	950
Personnel and Training	448	1,986	2,300	2,300	2,300
Utilities	0	0	0	0	0
Equipment Related	0	0	100	100	100
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	573,316	629,161	653,274	714,555	784,804
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	631,947	692,771	705,186	767,578	838,653
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	0	0	0	0	0
Total Transfers and Expenses	631,947	692,771	705,186	767,578	838,653
Revenue					
Grants and Donations	134,232	107,903	149,615	149,615	149,615
External Revenue	43,200	30,180	43,000	48,000	48,000
Subsidies	0	0	0	0	0
Total Revenue	177,432	138,083	192,615	197,615	197,615
Net Cost of Service (Taxation)	454,515	554,688	512,571	569,963	641,038

2019 Operating and Capital Projects

None.

Waste Diversion

Waste Diversion Comparisons

The following chart was supplied by the Resource Productivity & Recovery Authority (RPRA) and is used to calculate the Town's annual Stewardship Grant. The municipalities included in the chart of the Rural Collection-South group used by RPRA.

Municipality	Residential Diversion Rate
Hawkesbury Joint Recycling	20.4%
South Glengarry, Township of	21.4%
Mississaugas of the New Credit First Nation	21.5%
North Dundas, Township of	23.0%
Plympton-Wyoming, Town of	23.8%
West Elgin, Municipality of	25.6%
South Stormont, Township of	26.2%
North Grenville, Township of	26.4%
Malahide, Township of	26.6%
Beckwith, Township of	27.3%
Alfred & Plantagenet, Township of	27.5%
Drummond-North Elmsley, Township of	30.1%
Mohawks of the Bay of Quinte	31.9%
Brant, County of	32.3%
Laurentian Hills, Town of	32.5%
Merrickville-Wolford, Village of	32.8%
McNab-Braeside, Township of	33.8%
South Frontenac, Township of	34.0%
The Nation, Municipality	34.2%
Rideau Lakes, Township of	34.7%
Clarence-Rockland, City of	35.1%
Algonquins of Pikwakanagan	35.9%
Bayham, Municipality of	38.6%
Mississippi Mills, Town of	39.3%
Greater Napanee, Township of	41.0%
Grey Highlands, Municipality of	41.6%
Georgian Bluffs, Township of	41.8%
Ottawa Valley Waste Recovery Centre	43.5%
Deep River, Town of	44.0%
Bancroft, Town of	44.4%
The Blue Mountains, Town of	48.7%
West Grey, Township of	50.3%
Southgate, Township of	50.9%
North Huron, Township of	56.0%
Average	35.2%

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2019 Draft Budget

User Fees

Long Term Debt Analysis Summary – User Fees

Debt by Type		Estimated Annual Balance				
Debt	2018	2019	2020	2021	2022	2023
Existing Loans	\$ 1,631,590	\$ 1,510,791	\$ 1,389,992	\$ 1,269,192	\$ 1,148,393	\$ 1,027,594
New Scheduled Loans	\$ 0	\$ 0	\$ 0	\$ 0	\$ 20,694,500	\$ 20,156,083
Internal Financing	\$ 0	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Debt	\$ 1,631,590	\$ 1,555,791	\$ 1,389,992	\$ 1,269,192	\$ 21,842,893	\$ 21,183,677

Repayments by Type		Annual Total Repayment (Interest and Capital)				
Repayments	2018	2019	2020	2021	2022	2023
Existing Loans	\$ 166,197	\$ 191,449	\$ 186,373	\$ 180,799	\$ 175,413	\$ 170,200
New Scheduled Loans	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,242,030
Internal Financing	\$ 0	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Debt Repayment	\$ 166,197	\$ 236,449	\$ 186,373	\$ 180,799	\$ 175,413	\$ 1,412,230

Long Term Debt by Revenue Source

Debt	2018	2019	2020	2021	2022	2023
User Fees	\$ 591,590	\$ 595,791	\$ 509,992	\$ 469,192	\$ 428,393	\$ 387,594
Development Charges	\$ 1,040,000	\$ 960,000	\$ 880,000	\$ 800,000	\$ 21,414,500	\$ 20,956,083
Total Debt	\$ 1,631,590	\$ 1,555,791	\$ 1,389,992	\$ 1,269,192	\$ 21,842,893	\$ 21,183,677

Long Term Debt by Revenue Source

Repayments	2018	2019	2020	2021	2022	2023
User Fees	\$ 30,141	\$ 104,465	\$ 58,202	\$ 56,845	\$ 55,536	\$ 54,226
Development Charges	\$ 136,056	\$ 131,984	\$ 128,171	\$ 123,954	\$ 119,878	\$ 1,358,004
Total Debt Repayment	\$ 166,197	\$ 236,449	\$ 186,373	\$ 180,799	\$ 175,413	\$ 1,412,230

Long Term Debt Analysis – Loan, Internal Financing and Unfinanced – User Fees

Existing Loans

Estimated Annual Balance

Project	2018 Ending Balance	2019	2020	2021	2022	2023
Thornbury Water Reservoir	\$ 1,040,000	\$ 960,000	\$ 880,000	\$ 800,000	\$ 720,000	\$ 640,000
Harbour Docks and Dredging	\$ 591,590	\$ 550,791	\$ 509,992	\$ 469,192	\$ 428,393	\$ 387,594

Notes:

1. **Thornbury Water Reservoir**

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

2. **Harbour Docks and Dredging**

The original long term loan was taken out in 2018 for \$611,990 at 3.21%. Final payment will be made in February 2033.

New Scheduled Loans

Estimated Annual Balance

Project	2018 Ending Balance	2019	2020	2021	2022	2023
Eastside Water Storage	\$ 0	\$ 0	\$ 0	\$ 0	\$ 20,694,500	\$ 20,156,083

Internal Financing

Estimated Annual Balance

Project	2018 Ending Balance	2019	2020	2021	2022	2023
Harbour Fuel Storage and Delivery System	\$ 0	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 0

Long Term Debt Analysis – Annual Repayments – User Fees

Annual total repayment (Interest and Capital)

Project	2018	2019	2020	2021	2022	2023
Thornbury Reservoir	\$ 136,056	\$ 131,984	\$ 128,171	\$ 123,955	\$ 119,877	\$ 115,974
Thornbury Harbour Docks and Dredging	\$ 30,141	\$ 59,465	\$ 58,202	\$ 56,845	\$ 55,536	\$ 54,226
Eastside Water Storage	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,242,030
Harbour Fuel Storage and Delivery System	\$ 0	\$ 45,000	\$ 0	\$ 0	\$ 0	\$ 0
Total Annual Debt Payments	\$ 166,197	\$ 236,449	\$ 186,373	\$ 180,800	\$ 175,413	\$ 1,412,230

Obligatory Reserve Funds – User Fees/Development Charges

Account	2018 Ending	2019 Added To	2019 Taken From	2019 Ending	2020 Added To	2020 Taken From	2020 Ending	2021 Added To	2021 Taken From	2021 Ending
Thornbury East Water - Other	\$(219,771)	\$ 12,036	\$ 0	\$ (207,735)	\$ 12,300	\$ 0	\$ (195,435)	\$ 10,450	\$ 0	\$ (184,985)
Thornbury West Water - Other	\$ (607,616)	\$ 64,200	\$ 1,962,400	\$(2,505,816)	\$ 65,520	\$ 0	\$(2,440,296)	\$ 66,800	\$ 0	\$(2,373,496)
Water Supply	\$3,422,237	\$ 168,640	\$ 146,985	\$ 3,443,892	\$ 170,500	\$ 143,170	\$ 3,471,222	\$ 162,400	\$ 295,155	\$ 3,338,467
Water - Clarksburg	\$ 32,203	\$ 0	\$ 0	\$ 32,203	\$ 0	\$ 0	\$ 32,203	\$ 0	\$ 0	\$ 32,203
Craigleith Water - Other	\$1,140,509	\$ 892,206	\$ 241,500	\$ 1,791,215	\$ 911,040	\$1,589,500	\$ 1,112,755	\$ 869,200	\$ 0	\$ 1,981,955
Water - Osler	\$ 3,712	\$ 0	\$ 0	\$ 3,712	\$ 0	\$ 0	\$ 3,712	\$ 0	\$ 0	\$ 3,712
Water - Camperdown	\$ (21,904)	\$ 0	\$ 0	\$ (21,904)	\$ 0	\$ 0	\$ (21,904)	\$ 0	\$ 0	\$ (21,904)
Water - Lora Bay	\$ 339,510	\$ 228,512	\$4,278,800	\$(3,710,778)	\$ 232,960	\$ 0	\$(3,477,818)	\$ 222,900	\$ 0	\$(3,254,918)
Thornbury West Sewer - Other	\$(670,678)	\$ 55,936	\$ 0	\$ (614,742)	\$ 57,040	\$ 0	\$ (557,702)	\$ 58,160	\$ 0	\$ (499,542)
Thornbury East Sewer - Other	\$ (83,991)	\$ 4,782	\$ 0	\$ (79,209)	\$ 4,860	\$ 0	\$ (74,349)	\$ 4,150	\$ 0	\$ (70,199)
Sewer - Camperdown	\$ 91,771	\$ 0	\$ 0	\$ 91,771	\$ 0	\$ 0	\$ 91,771	\$ 0	\$ 0	\$ 91,771
Sewer - Lora Bay	\$(1,024,283)	\$ 205,920	\$ 0	\$ (818,363)	\$ 209,920	\$ 0	\$ (608,443)	\$ 200,700	\$ 0	\$ (407,743)
Craigleith Sewer - Other	\$ 694,956	\$ 205,641	\$ 0	\$ 900,597	\$ 210,240	\$ 416,700	\$ 694,137	\$ 200,900	\$ 280,500	\$ 614,537
Sewer - Clarksburg	\$(409,324)	\$ 0	\$ 0	\$ (409,324)	\$ 0	\$ 0	\$ (409,324)	\$ 0	\$ 0	\$ (409,324)
Sewer - Osler	\$ 1,402	\$ 0	\$ 0	\$ 1,402	\$ 0	\$ 0	\$ 1,402	\$ 0	\$ 0	\$ 1,402
Thornbury Sewer Capacity	\$6,145,476	\$ 402,857	\$2,265,100	\$ 4,283,233	\$ 411,320	\$ 25,000	\$ 4,669,553	\$ 391,850	\$ 25,000	\$ 5,036,403
Craigleith Sewer Capacity	\$(2,084,514)	\$ 538,959	\$ 25,000	\$(1,570,555)	\$ 549,690	\$ 25,000	\$(1,045,865)	\$ 524,800	\$ 25,000	\$ (546,065)
Total	\$ 6,749,695	\$ 2,779,689	\$ 8,919,785	\$ 609,599	\$2,835,390	\$ 2,199,370	\$ 1,245,619	\$ 2,712,310	\$ 625,655	\$ 3,332,274

Discretionary Reserve Funds – User Fees

Account	2018 Ending	2019 Added To	2019 Taken From	2019 Ending	2020 Added To	2020 Taken From	2020 Ending	2021 Added To	2021 Taken From	2021 Ending
Building Department	\$ 1,004,795	\$ 0	\$ 52,545	\$ 952,250	\$ 0	\$ 82,020	\$ 870,230	\$ 3,161	\$ 15,600	\$ 857,791
Water Asset Replacement	\$ 9,287,773	\$ 1,473,323	\$ 5,898,700	\$ 4,862,396	\$ 1,479,598	\$ 1,443,650	\$ 4,898,344	\$ 1,485,873	\$ 4,105,400	\$ 2,278,817
Wastewater Asset Replacement	\$ 15,071,986	\$ 1,024,324	\$ 4,036,500	\$ 12,059,810	\$ 1,029,627	\$ 2,033,600	\$ 11,055,837	\$ 1,034,933	\$ 2,478,900	\$ 9,611,870
Total	\$25,364,554	\$2,497,647	\$9,987,745	\$17,874,456	\$2,509,225	\$3,559,270	\$16,824,411	\$2,523,967	\$6,599,900	\$12,748,478

Reserves – User Fees

Account	2018 Ending	2019 Added To	2019 Taken From	2019 Ending	2020 Added To	2020 Taken From	2020 Ending	2021 Added To	2021 Taken From	2021 Ending
Harbour	\$ 174,974	\$ 0	\$ 157,613	\$ 17,361	\$ 4,614	\$ 6,000	\$ 15,975	\$ 19,842	\$ 6,500	\$ 29,317
Water Rate Stabilization	\$ 608,848	\$ 78,035	\$ 0	\$ 686,883	\$ 26,928	\$ 0	\$ 713,811	\$ 0	\$ 17,377	\$ 696,434
Wastewater Rate Stabilization	\$ 81,038	\$ 0	\$ 11,347	\$ 69,691	\$ 0	\$ 2,911	\$ 66,780	\$ 0	\$ 29,823	\$ 36,957
Total	\$ 864,860	\$ 78,035	\$ 168,960	\$ 773,935	\$ 31,542	\$ 8,911	\$ 796,566	\$ 19,842	\$ 53,700	\$ 762,708

Five Year Capital Project Summary-User Fees

Harbour

Project	2019	2020	2021	2022	2023
Fuel System	\$ 240,000				
Ramp Blocks and Panel Replacement			\$ 32,000		
Total	\$ 240,000	\$ 0	\$ 32,000	\$ 0	\$ 0
Funding Source	2019	2020	2021	2022	2023
Taxation/User Fees	\$ 45,000	\$ 45,000	\$ 32,000		
Reserve/Reserve Funds	\$ 150,000				
Long Term Debt/Unfinanced	\$ 45,000	\$ -45,000			
Funding Source Total	\$ 240,000	\$ 0	\$ 32,000	\$ 0	\$ 0

Water and Wastewater Joint Projects

Project	2019	2020	2021	2022	2023
Birchview Trail Wastewater Servicing & Watermain		\$ 941,700			
Lakewood Drive Replacement			\$ 3,910,900		
Water and Wastewater Electrical System Protection	\$ 480,700				
Water/Wastewater Energy Efficiency Improvements	\$ 100,000	\$ 100,000	\$ 100,000		
Total	\$ 580,700	\$ 1,041,700	\$ 4,010,900	\$ 0	\$ 0
Funding Source	2019	2020	2021	2022	2023
Reserve/Reserve Funds	\$ 580,700	\$ 411,600	\$ 4,010,900		
Property Owners		\$ 630,100			
Funding Source Total	\$ 580,700	\$ 1,041,700	\$ 4,010,900	\$ 0	\$ 0

Water

Project	2019	2020	2021	2022	2023
Alexandra Way and Timber Leif Distribution Alterations			\$ 250,000		
Arrowhead Booster Pumping Station Improvements		\$ 715,200			
Blue Mountain Drive and Fraser Crescent Connection			\$ 122,700		
Bulk Water Meter Installation Program	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Eastside Water Storage and Distribution		\$ 20,694,500			
Eastside Storage and Distribution Improvement EA	\$ 241,500				
Happy Valley Water Booster Station Improvements		\$ 46,000			
Micro Filtration Membrane Module Replacements			\$ 890,000		
Mountain Road BPS Relocation Cost Contribution		\$ 250,000			
Peel Street North Watermain Service Replacement	\$ 120,000				
Pressure Reducing Valve Replacement				\$ 44,000	
SCADA System Improvements	\$ 43,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Software for Managing Locates	\$ 8,000				
Substandard Watermain Replacement Program	\$ 134,000	\$ 142,400	\$ 454,900	\$ 992,700	\$ 164,300
Swiss Meadows Water Line Upgrade Preliminary Design					\$ 100,000
Treatment Plant Equipment Replacement	\$ 380,000	\$ 120,000	\$ 73,800	\$ 170,500	\$ 932,500
Vacuum Excavation and Valve Turning Unit	\$ 150,000				
Water Operations Storage Building			\$ 312,500		
Water Pressure and Flow Monitoring Device Installations	\$ 70,000				
Water Pressure Zone 4C Improvements	\$ 736,200				
Watermain Leak Detection and Repair Program	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Water Meter Replacement Program	\$ 15,000	\$ 15,000	\$ 20,000	\$ 25,000	\$ 25,000
Westside Storage and Distribution Improvements	\$ 8,829,200				
Total	\$ 10,781,900	\$ 22,048,100	\$ 2,188,900	\$ 1,297,200	\$ 1,286,800
Funding Source	2019	2020	2021	2022	2023
Reserve/Reserve Funds	\$ 4,273,200	\$ 981,100	\$ 2,017,700	\$ 1,282,200	\$ 1,171,800
Development Charges	\$ 6,497,700	\$ 372,500	\$ 171,200	\$ 15,000	\$ 15,000
Developer Contribution	\$ 11,000				
Property Owners					\$ 100,000
Long Term Debt/Unfinanced		\$ 20,694,500			
Funding Source Total	\$ 10,781,900	\$ 22,048,100	\$ 2,188,900	\$ 1,297,200	\$ 1,286,800

Wastewater

Project	2019	2020	2021	2022	2023
Bayview, Fieldcrest and Lakeshore Wastewater				\$ 2,555,200	
Craigleith Main Pump Station Pump Upgrades		\$ 1,265,000			
Craigleith Wastewater Treatment Plant Blower				\$ 1,840,000	
Craigleith Wastewater Treatment Plant Equipment	\$ 88,000	\$ 404,700	\$ 31,900	\$ 579,200	\$ 623,500
Drake's Path Wastewater Servicing Extension	\$ 454,600				
Mill Street Sewage Pumping Station Grinder				\$ 247,500	
Peel Street Sewage Pumping Station Upgrades	\$ 621,300				
Portable Generator for Summit Green and Shore Acres		\$ 10,000			
Price's Subdivision Wastewater Servicing Extension	\$ 1,729,600				
Sampling Boat	\$ 1,500				
Sanitary In-flow and Infiltration Reduction Initiative	\$ 100,000	\$ 100,000	\$ 100,000		
Sewage Pumping Station Pump Rebuild Program	\$ 44,000	\$ 47,300	\$ 49,500	\$ 49,500	\$ 49,500
Thornbury Wastewater Treatment Plant Equipment	\$ 660,000		\$ 26,500		
Thornbury Wastewater Treatment Plant Headworks	\$ 3,047,500				
Thornbury Wastewater Treatment Plant Phase 1A				\$ 6,610,700	
Wastewater Pumping Station Flowmeter Installation		\$ 261,500			
SCADA System Improvements	\$ 137,300	\$ 72,300	\$ 54,000	\$ 54,000	\$ 10,000
Total	\$ 6,883,800	\$ 2,160,800	\$ 261,900	\$ 11,936,100	\$ 683,000
Funding Source	2019	2020	2021	2022	2023
Reserve/Reserve Funds	\$ 2,497,900	\$ 1,694,100	\$ 211,900	\$ 2,986,500	\$ 683,000
Development Charges	\$ 2,290,100	\$ 466,700	\$ 50,000	\$ 6,610,700	
Property Owners	\$ 2,033,700			\$ 2,338,900	
Long Term Debt/Unfinanced	\$ 62,100				
Funding Source Total	\$ 6,883,800	\$ 2,160,800	\$ 261,900	\$ 11,936,100	\$ 683,000

All Capital Projects-User Fees

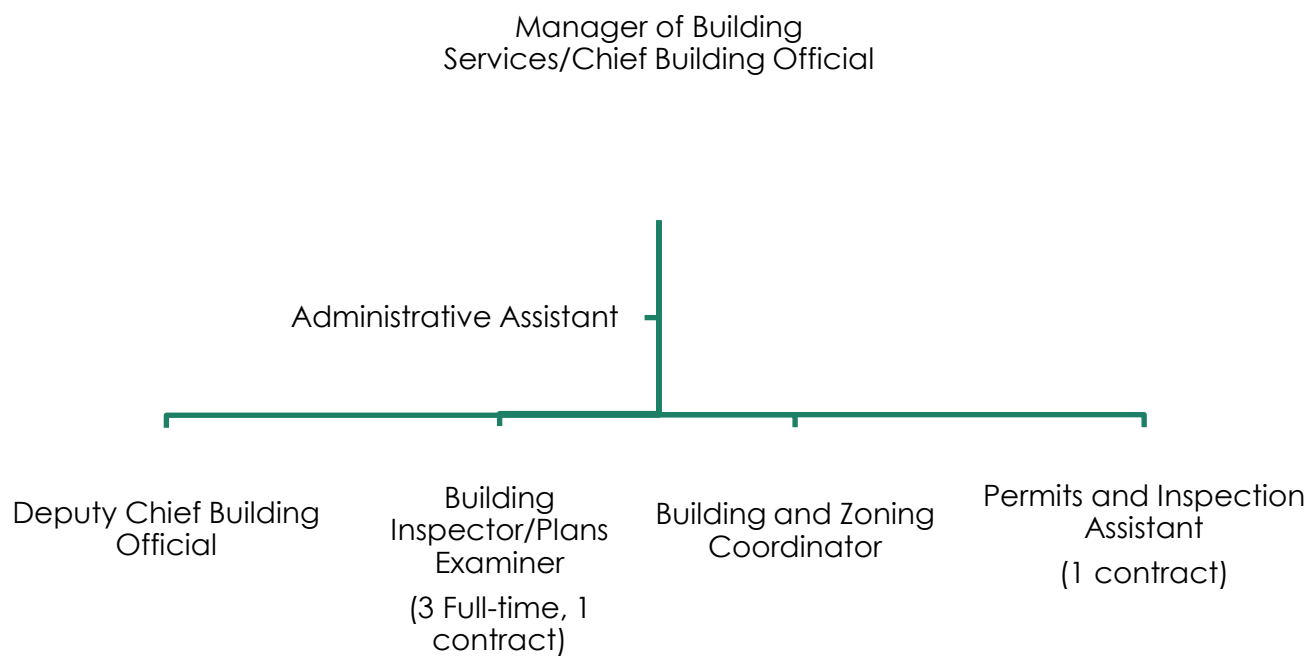
Project	2019	2020	2021	2022	2023
Total Capital Projects	\$ 18,486,400	\$ 25,250,600	\$ 6,493,700	\$ 13,233,300	\$ 1,969,800
Funding Source	2019	2020	2021	2022	2023
Reserve/Reserve Funds	\$ 7,501,800	\$ 3,086,800	\$ 6,240,500	\$ 4,268,700	\$ 1,854,800
Taxation/User Fees	\$ 45,000	\$ 45,000	\$ 32,000		
Development Charges	\$ 8,787,800	\$ 839,200	\$ 221,200	\$ 6,625,700	\$ 15,000
Developer Contribution	\$ 11,000				
Property Owners	\$ 2,033,700	\$ 630,100		\$ 2,338,900	\$ 100,000
Long Term Debt/Unfinanced	\$ 107,100	\$ 20,649,500			
Funding Source Total	\$ 18,486,400	\$ 25,250,600	\$ 6,493,700	\$ 13,233,300	\$ 1,969,800

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.

Organizational Chart



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

- Assist customers with 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.
- Review/process permit applications for compliance with applicable law, minimum standards of the Ontario Building Code, Zoning By-laws, and other standards.
- 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.
- Carry out legislated duties under the Building Code Act for illegal construction activities and unsafe buildings and to take emergency measures where necessary.
- Respond to inquiries/service requests for Zoning By-laws and other building/property related matters.
- To determine and collect Town and County Development Charges.

Level of Service

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

2019 Strategic Action Items and Work Plan

- The new edition of the Building Code is delayed with an expected release date in 2019 and an effective date of 2020. The new edition of the Building Code will focus on environmental protection and safety, fire safety, structural integrity, public health and safety, accessibility, as well as requirements to promote harmonization and consistency. Staff training and public awareness of the new building code requirements, changes and transition policies will be required which will require an increase in the training and travel budgets.
- Additional training and travel is budgeted for new building inspector /plans examiners recently added to the Building Services staff as well as continuous training for current staff. Building Services implemented electronic building permits in 2016 whereby all building permits are reviewed and issued electronically. Enhancing the electronic process will continue.

Building Services

- Building Services will continue to enhance the mobile inspection services in 2019.
- The Ontario Building Officials Association will be holding the 2019 Annual Meeting and Training Sessions in the Town of The Blue Mountains. The event will be hosted by the Bluewater and Simcoe Chapters of the Ontario Building Official's Association. Building Services staff will be actively involved in the planning for this event.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Building Permit Applications Received	686	651	620
Building Permits Issued	674	631	600
Building Inspections Completed	3400	3198	3200
Dwelling Units Issued	352	234	225
Dwelling Construction Starts	265	240	225
Letters Processed for Zoning Requests for Information	228	141	155
Building Code Act	35	69	75

2019 Budget Commentary

The 2019 budget is projecting a decrease of approximately 5% for permits issued, dwelling units issued, and dwelling construction starts based on decreases from 2017 to 2018. However, it is expected that the Building Services Division will still see significant development in 2019-2021. Any surplus revenue is put aside to pay for expenses in future years when Revenue does not cover expenses. The Building Services Division has no impact on taxation.

Building Inspections completed are projected to remain unchanged due to increased staffing levels. Letters processed for zoning are projected to increase by 10%.

Additional training and travel budget has been included to allow for new staff hires to complete their educational requirements as well as allowing the current staff to stay up to date. An additional \$5,000 has been included in Sponsorships (Financial Expenses) for 2019 as the annual Building Code Conference is being held at the Blue Mountain Village.

Building Services

2019 Operating Budget

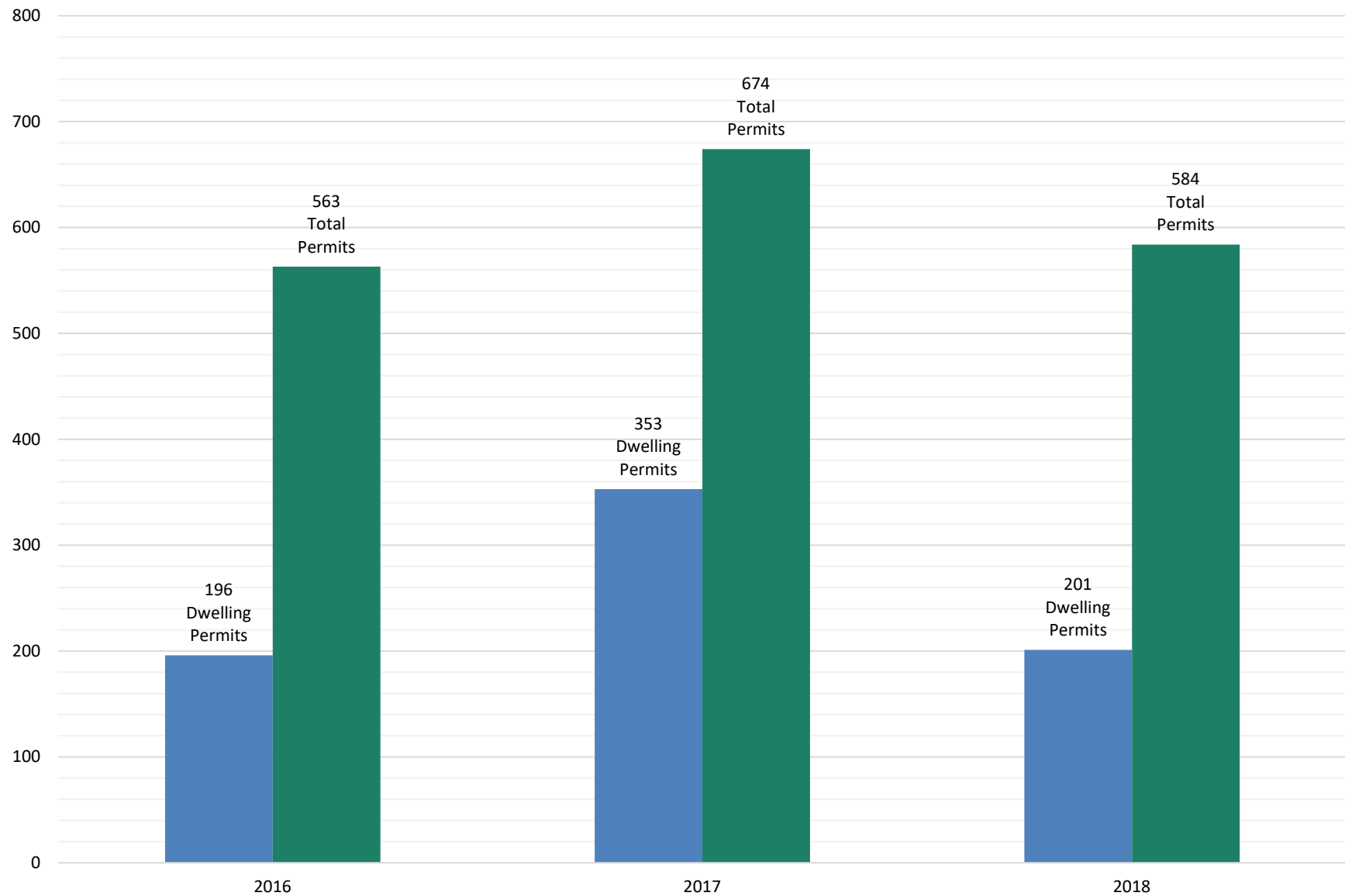
	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	512,177	642,262	952,235	967,685	821,295
Administrative Expenses	2,370	6,328	8,250	8,250	8,250
Operating Expenses	0	40	0	0	0
Communications	2,348	2,681	3,500	3,700	3,900
Personnel and Training	18,055	18,947	37,000	37,500	37,600
Utilities	0	0	0	0	0
Equipment Related	47	915	1,000	1,000	1,000
Vehicle and Fleet Related	14,899	11,486	6,860	7,360	7,860
Legal Expenses	4,952	5,005	7,000	7,000	7,000
Consulting	4,395	2,000	2,000	2,000	2,000
Purchased Services	1,348	0	15,000	15,000	15,000
Debt Payments	0	0	0	0	0
Financial Expenses	13,224	6,178	16,470	11,780	11,850
Premise and Site	0	0	0	0	0
Total Expenses	573,815	695,842	1,049,315	1,061,275	915,755
Transfers					
Transfers to Capital	0	2,000	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	675,709	338,433	0	0	3,160
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-37,545	-66,721	0
Interfunctional Transfers	149,899	147,514	164,730	181,946	185,585
Total Transfers	825,608	487,947	127,185	115,225	188,745
Total Transfers and Expenses	1,399,423	1,183,789	1,176,500	1,176,500	1,104,500
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	1,399,423	1,183,789	1,176,500	1,176,500	1,104,500
Subsidies	0	0	0	0	0
Total Revenue	1,399,423	1,183,789	1,176,500	1,176,500	1,104,500
Net Cost of Service	0	0	0	0	0

2019 Operating and Capital Projects

None.

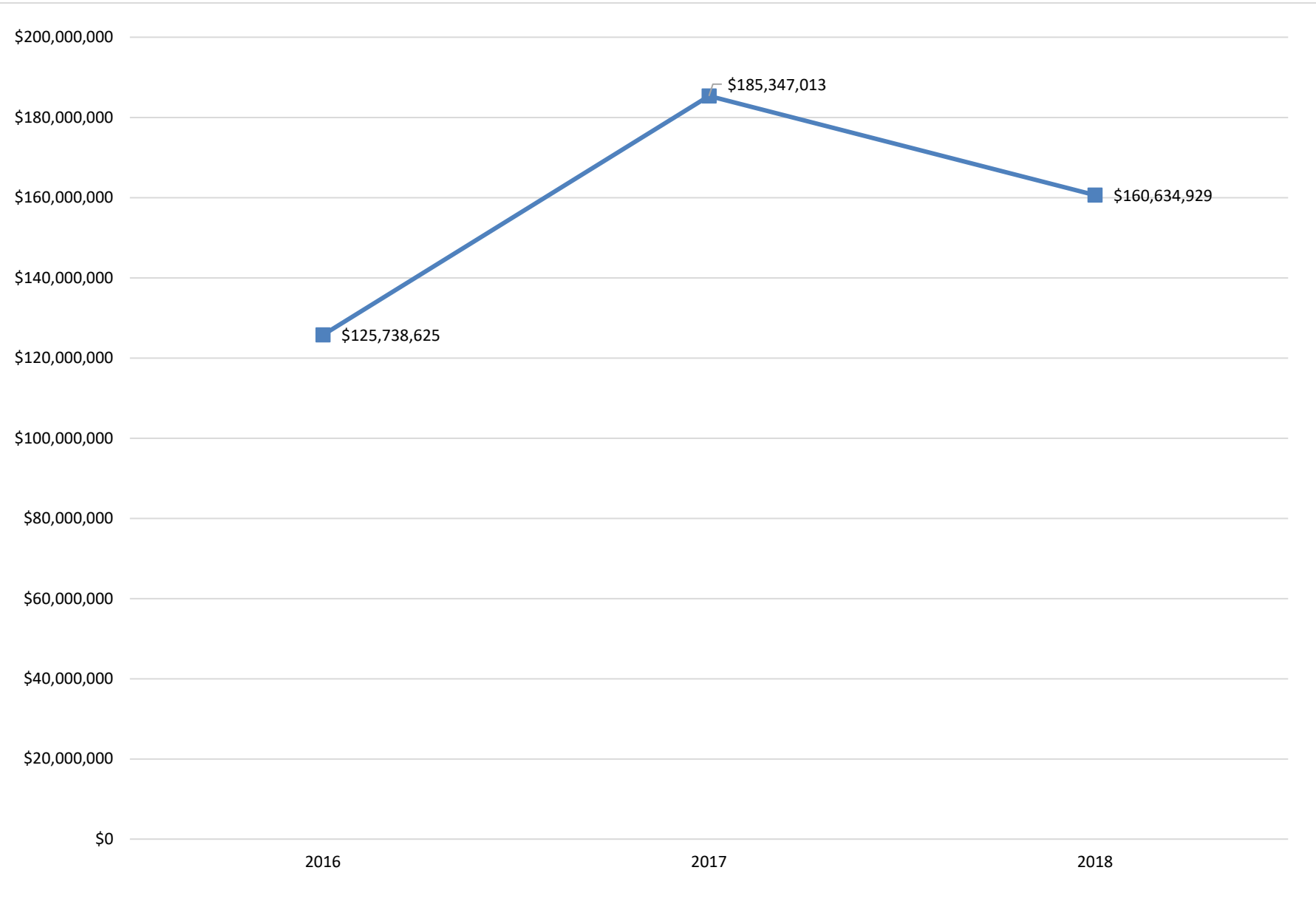
Building Services

Permits



Building Services

Construction Value



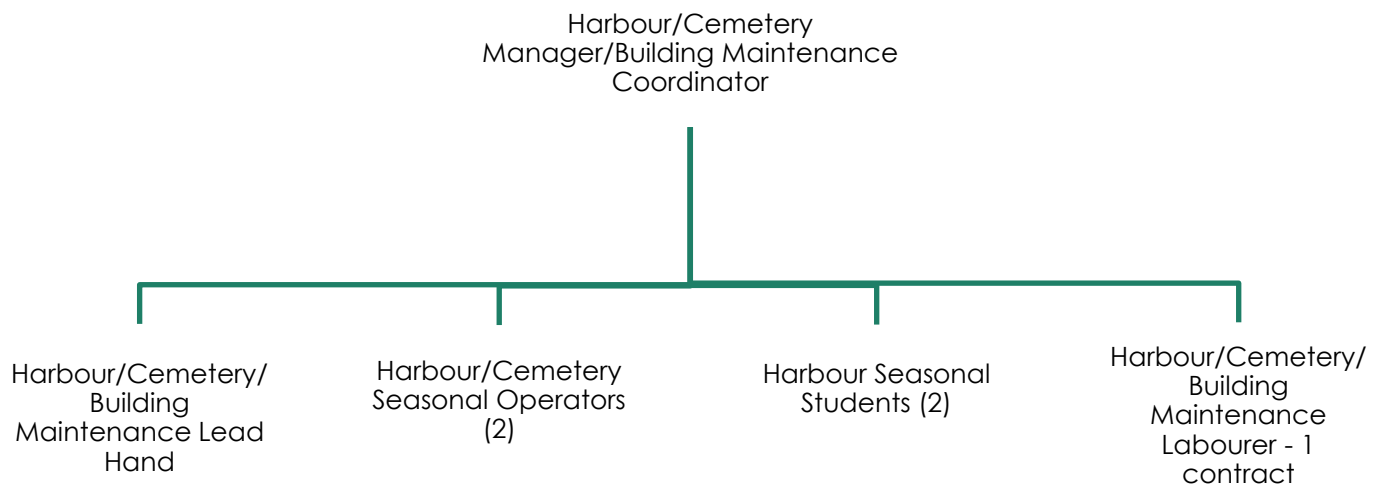
Thornbury Harbour

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 are responsible for the delivery of services and maintenance of the harbour area including boat dockage, fish cleaning station, public park space, public washroom, 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



Thornbury Harbour

2019 Fees and Charges

The Town's fees and charges are reviewed annually as part of the annual operating budget. When reviewing and preparing the 2019 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipal comparisons and community benefit.

The following illustrates the proposed updates to the 2019 Fees and Charges By-law. If the 2019 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Schedule I – Harbour Services

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Moving of boats that are in the incorrect berth and have not been moved by the owner at their own expense	\$150.00 per hour 1 Hour Minimum	
Seasonal Mooring	\$64.00 per foot	\$65.00 per foot
Hydro Rates	\$189.50 per outlet	
Transient Rate - Monthly	\$20.33 per foot	
Hydro Rates – Monthly Transient Rate	\$61.07 per outlet	
Transient Rates – Weekly	\$9.20 per foot	
Hydro Rates – Weekly Transient Rate	\$30.75 per outlet	
Transient Rates – Nightly	\$1.97 per foot	
Hydro Rates – Nightly Transient Rate	\$8.25 per outlet	
Pump-out	\$16.82	
Yacht Club Member Pump-Out	\$13.27	
Daily Launch Ramp	\$8.85	
Seasonal Launch Ramp	\$53.10	
Off Season Land Storage	\$10.00 per foot	\$10.00 per foot per season, \$1.96 per foot per month
Waiting List Fee (Non-Refundable – Applied to First year Seasonal Mooring)	\$150.00	
Harbour Office Upper Lounge – weekdays (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 ¹	\$74.00 per foot	\$15.00 per foot in addition to Seasonal Mooring Fee

¹ Requires a Certificate of Insurance naming the Town as an additional insured.

Thornbury Harbour

Description	Current Fee or Charge	2019 Proposed Fee or Charge
Summer Day Sailor Storage	\$7.13 per foot	\$7.13 per foot per season, \$1.79 per foot per month, \$1.19 per foot per week
Kayak Storage	New	\$75.00 per season, \$30.00 per month, \$15.00 per week
Not for Profit or Charitable events, races, etc. ²	New	\$17.70 per vessel per night

All items are subject to applicable HST.

² Council has approved this fee for the last few seasons through staff reports, i.e. Georgian Bay Regatta, etc.

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 and Pump-Out
Dock Walks	Daily from May – October
Land Storage	November – April
Facility Maintenance	Contract administration, annual scheduling, quality control, Electrical Safety Authority, and Continuous Safety Service program administration.
Property Maintenance	Snow plowing and maintenance coordination, grass, landscaping, and parking lot maintenance.

2019 Strategic Action Items and Work Plan

Goal #5: Ensure that our Infrastructure is Sustainable - Prepare and implement preventative maintenance and capital replacement plans based on best available information and that includes a description of scope of work and costing.

- Harbour staff will finalize the fuel system replacement in 2019

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Names on the Harbour's waiting list	72	64	65
Total linear feet of seasonal moorings	6,087	6,345	6,200
Total linear feet of land storage	3,392	3,500	3,500
Total litres of fuel sold	60,000	70,000	65,000
Total number of pump-outs	151	100	150

Thornbury Harbour

2019 Budget Commentary

The 2019 Harbour budget reflects the operational costs associated with replacement of potable waterlines, repairs to the harbour boardwalk, installing a video surveillance system, the purchase of a storage container and replacing building light fixtures.

The yearly mooring fee increase included in the 2019 Proposed Fees and Charges By-law is reflected in the small increase to external revenue each year. The per foot charge is proposed to be increased by \$1 to \$64 per foot.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	194,455	172,627	205,773	214,415	213,510
Administrative Expenses	4,053	1,759	2,750	2,750	2,785
Operating Expenses	67,320	103,564	91,750	91,750	91,775
Communications	2,598	3,206	4,195	4,290	4,405
Personnel and Training	9,410	6,051	11,960	11,870	12,095
Utilities	17,040	15,254	15,955	16,620	17,325
Equipment Related	4,484	4,697	5,140	4,505	4,880
Vehicle and Fleet Related	4,242	1,767	2,490	2,510	2,570
Legal Expenses	0	0	0	0	0
Consulting	60	1,185	1,500	1,500	1,500
Purchased Services	12,050	19,000	12,000	12,000	12,500
Debt Payments	0	59,165	59,465	58,205	56,845
Financial Expenses	12,544	11,616	9,630	9,825	10,110
Premise and Site	118,319	118,716	129,625	114,155	117,180
Total Expenses	446,575	518,607	552,233	544,395	547,480
Transfers					
Transfers to Capital	32,966	643,940	45,000	45,000	32,000
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	61,062	46,415	0	4,614	19,842
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-2,113	0	0
Interfunctional Transfers	15,894	18,218	25,530	32,842	33,728
Total Transfers	109,922	708,573	68,417	82,456	85,570
Total Transfers and Expenses	556,497	1,227,180	620,650	626,851	633,050
Revenue					
Grants and Donations	0	7,414	0	0	0
External Revenue	556,497	1,219,766	620,650	626,851	633,050
Subsidies	0		0	0	0
Total Revenue	556,497	1,227,180	620,650	626,851	633,050
Net Cost of Service	0	0	0	0	0

Thornbury Harbour

2019 Operating and Capital Projects

Project	Fuel System
Description	Engineering and Project Management Services have been acquired in 2018. Engineer's estimates for construction are higher than anticipated so this capital project remains the same but with a higher cost. Approximately \$76,000 has been committed in 2018 for engineering and consulting.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 200,000 Construction \$ 40,000 Contingency \$ 240,000 Total Budget
Funding	\$ 45,000 2019 Harbour User-Fees \$ 45,000 2020 Harbour User-Fees \$ 150,000 Harbour Reserve \$ 240,000 Total Budget

Total Number of Projects:	1
Total Budget:	\$ 240,000
Total Funding by Source:	\$ 45,000 2019 Harbour User-Fees \$ 45,000 2020 Harbour User-Fees \$ 150,000 Harbour Reserve

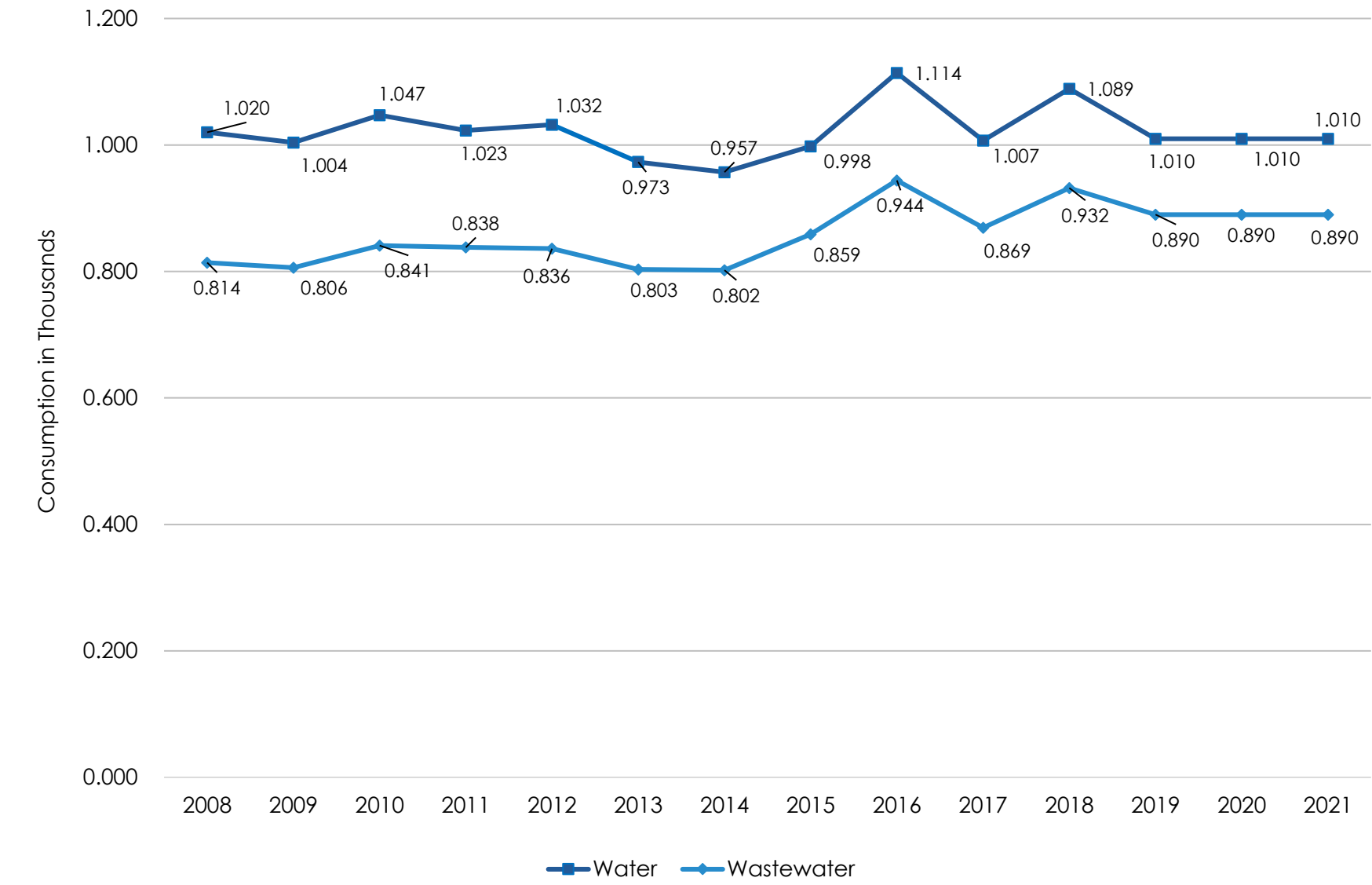


2019 Draft Budget

Water and Wastewater

2019 Water and Wastewater Consumption

The graph below illustrates the water and wastewater consumption from 2008 to 2021 in cubic meters (thousands).



2019 Water and Wastewater Assumptions

A major budget pressure for the Wastewater Division is the loss of external leachate being hauled to and treated at the Craighleith Wastewater Treatment Plant (CWWTP). Over the past 9 years the Town has gone from receiving, at the top end, \$284,000 in revenue down to \$0 in 2018. Staff are predicting that the Town will continue to see no external leachate being processed and billed out.

Over the 9 years the main two customers were the City of Owen Sound and the County of Simcoe. Owen Sound completed major renovations at their Wastewater Treatment Plant and can now treat leachate internally. Simcoe County is in a similar situation as the Town of Collingwood now has the capacity and ability to treat the County's leachate at its Wastewater Treatment Plant.

The Wastewater user-fees have had to absorb this lost revenue stream. On the positive side, this has freed up capacity at the CWWTP for development allocation and delayed major capital expansion requirements.

Year	Revenue Generated	Cubic Meters Processed
2010	\$ 111,729	16,650
2011	\$ 261,048	39,722
2012	\$ 211,969	31,248
2013	\$ 276,996	42,433
2014	\$ 284,039	42,619
2015	\$ 139,660	19,799
2016	\$ 100,001	15,385
2017	\$ 88,229	13,574
2018	\$ 0	0

Item	Cubic Meters (2018)	Percentage	Explanation
Total Water Produced	1,766,524	100%	All water produced and purchased from Collingwood
Total Water Billed	1,164,540	65.9%	Water billed bi-monthly or bulk purchases
Water used in Production	202,581	11.5%	Water used during production and transmission in order to keep drinking water safe and meet provincial requirements
Apparent Water Loss	102,416	5.8%	Includes unauthorized consumption, meter under registration and data handling errors
Real Water Loss	296,987	16.8%	Physical water loss from the pressurized system and the reservoirs up to the point of customer meter

2019 Water Rates

	2019 Budget	2020 Budget	2021 Budget
Operating Expenditures	\$ 2,071,519	\$ 2,109,381	\$ 2,149,055
Inter-functional Transfer	\$ 397,927	\$ 414,893	\$ 423,246
Non Tangible Capital Asset Expenditures	\$ 1,000	\$ 1,000	\$ 1,000
Transfer to (from) Rate Stabilization Reserve	\$ 78,035	\$ 26,928	\$ (17,379)
Additions to the Base Budget	\$ 0	\$ 0	\$ 0
Less Non-User Revenues	\$ 242,450	\$ 242,740	\$ 243,030
Net Operating Expenditures	\$ 2,306,031	\$ 2,309,462	\$ 2,312,892
Estimated Total Annual Water Consumption (m³)	1,010,000	1,010,000	1,010,000

Costs Related to Infrastructure Replacement	2019 Budget	2020 Budget	2021 Budget
Debt Repayment	\$ 131,985	\$ 128,170	\$ 123,955
Contribution to Asset Replacement Reserves	\$ 1,473,323	\$ 1,479,598	\$ 1,485,873
Less: Development Charge Revenue	\$ 131,985	\$ 128,170	\$ 123,955
Total	\$ 1,473,323	\$ 1,479,598	\$ 1,485,873

Revenues	2019 Budget	2020 Budget	2021 Budget
Number of Connected/Unconnected Users	7,044	7,074	7,104
Infrastructure Renewal Cost per Month	\$ 17.43	\$ 17.43	\$ 17.43
Amount Recovered from Fixed Charge	\$ 2,277,253	\$ 2,286,959	\$ 2,296,665
Amount Recovered from Consumption	\$ 1,502,100	\$ 1,502,100	\$ 1,502,100
Total	\$ 3,779,354	\$ 3,789,059	\$ 3,798,765

Rates

Consumption Charge	2019 Budget	2020 Budget	2021 Budget
Fixed Monthly Rate	\$ 26.96	\$ 26.96	\$ 26.96
0 – 5 m ³ (Included in bi-monthly fixed charge)	\$ 0.00	\$ 0.00	\$ 0.00
>10 – 30 m ³	\$ 1.91	\$ 1.91	\$ 1.91
>30 – 60 m ³	\$ 2.08	\$ 2.08	\$ 2.08
>60 – 90 m ³	\$ 2.26	\$ 2.26	\$ 2.26
Above 90 m ³	\$ 2.44	\$ 2.44	\$ 2.44

Annual Impact on Users

Annual Consumption	2019 Budget	2020 Budget	2021 Budget
0 m ³	\$ 324	\$ 324	\$ 324
60 m ³	\$ 324	\$ 324	\$ 324
180 m ³	\$ 552	\$ 552	\$ 552
240 m ³	\$ 677	\$ 677	\$ 677

2019 Wastewater Rates

	2019 Budget	2020 Budget	2021 Budget
Operating Expenditures	\$ 1,754,281	\$ 1,794,294	\$ 1,838,964
Inter-functional Transfer	\$ 334,143	\$ 308,215	\$ 314,379
Non Tangible Capital Asset Expenditures	\$ 0	\$ 0	\$ 0
Transfer to (from) Rate Stabilization Reserve	\$ (11,346)	\$ (2,913)	\$ (29,824)
Additions to the Base Budget	\$ 0	\$ 0	\$ 0
Less Non-User Revenues	\$ 318,100	\$ 303,200	\$ 288,900
Net Operating Expenditures	\$ 1,758,978	\$ 1,796,396	\$ 1,834,619
Estimated Total Annual Wastewater Consumption (m³)	890,000	890,000	890,000

Costs Related to Infrastructure Replacement	2019 Budget	2020 Budget	2021 Budget
Contribution to Asset Replacement Reserves	\$ 1,024,324	\$ 1,029,627	\$ 1,034,933
Total	\$ 1,024,324	\$ 1,029,627	\$ 1,034,933

Revenues	2019 Budget	2020 Budget	2021 Budget
Number of Connected/Unconnected Users	5,795	5,825	5,855
Infrastructure Renewal Cost per Month	\$ 14.73	\$ 14.73	\$ 14.73
Amount Recovered from Fixed Charge	\$ 1,587,145	\$ 1,605,943	\$ 1,625,070
Amount Recovered from Consumption	\$ 1,196,157	\$ 1,220,080	\$ 1,244,482
Total	\$ 2,783,302	\$ 2,826,023	\$ 2,869,552

Rates

Consumption Charge	2019 Budget	2020 Budget	2021 Budget
Fixed Monthly Rate	\$ 22.78	\$ 22.94	\$ 23.11
0 – 5 m³ (Included in bi-monthly fixed charge)	\$ 0.00	\$ 0.00	\$ 0.00
>10 – 30 m³	\$ 1.61	\$ 1.64	\$ 1.68
>30 – 60 m³	\$ 1.77	\$ 1.81	\$ 1.84
>60 – 90 m³	\$ 1.93	\$ 1.97	\$ 2.01
Above 90 m³	\$ 2.09	\$ 2.13	\$ 2.17

Annual Impact on Users

Annual Consumption	2019 Budget	2020 Budget	2021 Budget
0 m³	\$ 273	\$ 275	\$ 277
60 m³	\$ 273	\$ 275	\$ 277
180 m³	\$ 467	\$ 472	\$ 478
240 m³	\$ 573	\$ 581	\$ 589

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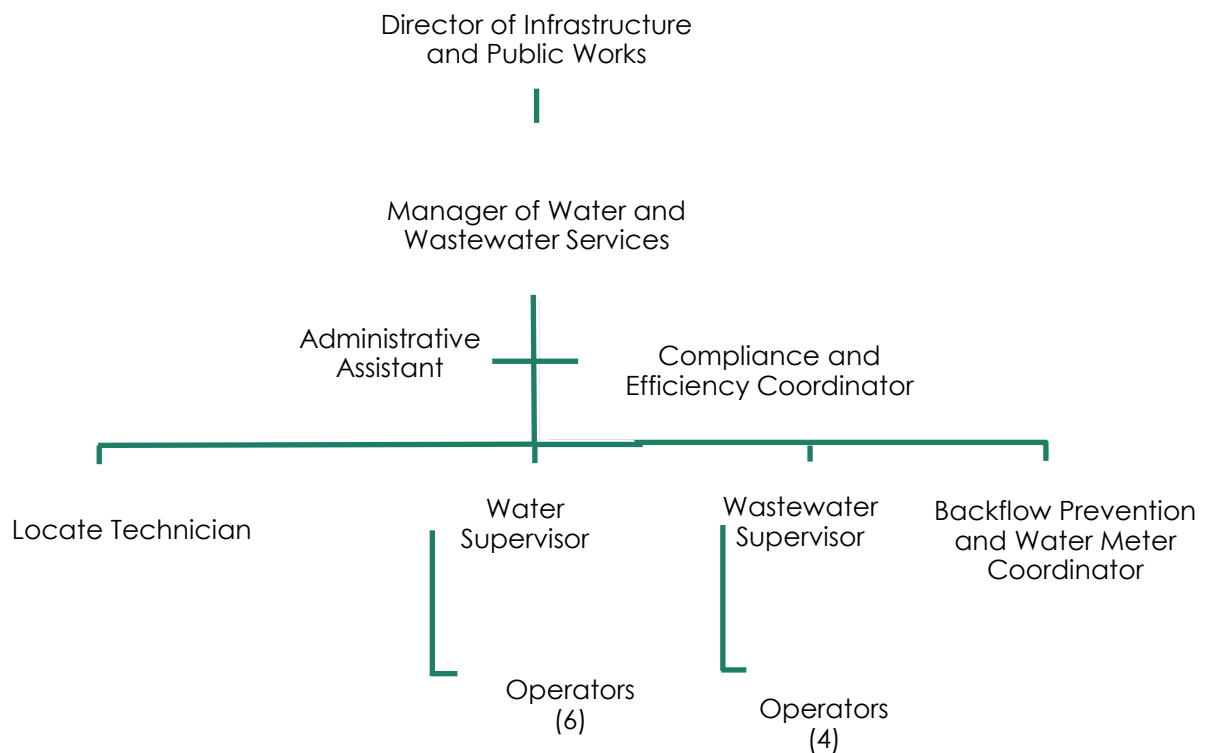
Water and Wastewater Services

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 which 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 125 kilometres of watermain, 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 consists of 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



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

Service Provided	Level of Service (Actual 2018)	Annual Target
# of breaks / 100km of watermain	6	3
% of passed water quality tests	99.999%	100%
Unaccounted Water Loss	16.8%	15%
% of fire hydrants operated yearly	100%	100%
% of properties within 50m of fire hydrant in the urban area	62%	100%

2019 Strategic Action Items and Work Plan

Goal #5: Ensure that our Infrastructure is Sustainable – To prepare and implement preventative maintenance and capital replacement plans and to avoid unexpected failure and associated costs and liabilities. The draft budget includes programs for the replacement of sub-standard watermains, plus refurbishment/ replacement of facilities and equipment as they approach the end of their useful lives.

Goal #5: Ensure that our Infrastructure is Sustainable – To ensure that infrastructure is available to support the development of the preliminary design for water distribution and storage for the Thornbury West and Lora Bay Services Areas. This work will begin in 2019 while a Schedule 'C' EA study will commence for the same in the Craighleith Service Area.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Water Treatment Plants	1	1	1
Water Reservoirs	5	5	5
Water Booster Stations	7	7	7
Water connections (units)	8,203	8,412	8,625
Fire hydrants maintained	984	984	984
Valves located and exercised	1,730	1,028	1,250
Locates completed	1,751	2,056	2,245

Water

2019 Budget Commentary

The 2019 budget includes the first full year of the Town's new Locate Technician Position, which is illustrated by the increase to Salaries and Benefits. The Locate Technician is funded by 50% Water and 50% Wastewater. A small budget increase of \$6,000 is included in Equipment Expenses in order to purchase locate hand-held equipment.

An additional \$3,500 has been added to Equipment Related Expenses in order to perform more large scale water meter testing. This additional testing will decrease the Division's amount of water loss, as the Town ensures the large scale meters are sealed and accurate.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	942,168	1,132,029	1,045,249	1,061,511	1,080,684
Administrative Expenses	6,595	5,282	6,400	6,440	6,545
Operating Expenses	149,639	179,641	175,550	176,350	177,150
Communications	27,095	29,180	31,795	32,470	33,081
Personnel and Training	18,304	22,560	32,000	32,318	32,565
Utilities	275,614	333,161	312,265	325,030	337,780
Equipment Related	199,089	209,707	235,560	239,310	242,408
Vehicle and Fleet Related	28,142	26,731	38,230	39,143	39,693
Legal Expenses	96	0	100	100	100
Consulting	48,574	126,610	10,000	10,000	10,000
Purchased Services	71,426	68,755	63,000	63,500	63,820
Debt Payments	138,100	136,055	131,985	128,170	123,955
Financial Expenses	102,590	69,121	75,870	76,980	78,100
Premise and Site	31,146	39,328	45,500	46,230	47,130
Total Expenses	2,038,578	2,378,160	2,203,504	2,237,552	2,273,011
Transfers					
Transfers to Capital	16,699	600	1,000	1,000	1,000
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	1,724,062	1,646,713	1,551,358	1,506,526	1,485,873
Transfers from Obligatory Reserves	-263,931	-257,724	-131,985	-128,170	-123,955
Transfers from Other Reserves	-24,356	-8,146	-74,100	-74,350	-91,977
Interfunctional Transfers	382,801	388,655	397,927	414,893	423,245
Total Transfers	1,835,275	1,770,098	1,744,200	1,719,899	1,694,186
Total Transfers and Expenses	3,873,853	4,148,258	3,947,704	3,957,451	3,967,197
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	3,873,853	4,148,258	3,947,704	3,957,451	3,967,197
Subsidies	0	0	0	0	0
Total Revenue	3,873,853	4,148,258	3,947,704	3,957,451	3,967,197
Net Cost of Service	0	0	0	0	0

Water

2019 Operating and Capital Projects

Project	Software for Managing Locates
Description	To purchase software that will communicate directly to Ontario One Call and create workorders for the Locate Technician. This will eliminate a significant amount of administration time and allow for much better drawings of the buried infrastructure.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 8,000 Software
Funding	\$ 4,000 Water Asset Replacement Reserve Fund \$ 4,000 Wastewater Asset Replacement Reserve Fund \$ 8,000 Total Funding

Project	Water Meter Replacement Program
Description	The Town currently has commercial and residential water meters and they are in excess of and approaching their expected 15 - 20 year life cycle that require enhanced monitoring or maintenance / replacement to maintain accuracy.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 15,000 Replacement Equipment
Funding	\$ 15,000 Water Asset Replacement Reserve Fund

Project	Bulk Water Meter Installation Program
Description	Installation of totalizing meters at property line to multi-unit properties such as condominiums will assist with identifying watermain leaks within the condo property.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 3,000 Engineering- Contract/Salaries and Benefits \$ 20,000 Construction \$ 2,000 Contingency \$ 25,000 Total Budget
Funding	\$ 25,000 Water Asset Replacement Reserve Fund

Water

Project	Watermain Leak Detection & Repair Program
Description	To reduce the amount of water loss through completing an annual correlation and acoustic listening survey from 2019 to 2024 and repairing leaks as warranted. In 2019, a survey will focus in Thornbury areas identified with cast iron, ductile and asbestos cement piping. Staff propose an annual program to ensure problematic areas are identified and repaired.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 30,000 Contract Services
Funding	\$ 15,000 Water Asset Replacement Reserve Fund \$ 15,000 Water Development Charges

Project	SCADA System Improvements
Description	Develop, maintain and update SCADA systems in the Water Group. Expansion and linking of all stations together as a single distribution facility using centralized "historian" data collection.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 43,000 Additional Equipment
Funding	\$ 43,000 Water Asset Replacement Reserve Fund

Project	Water Pressure and Flow Monitoring Device Installations
Description	Installation of various pressure and flow transmitters throughout the distribution system. These devices will transmit to the existing SCADA system for monitoring. Additionally, the devices will ensure pressures are maintained throughout the distribution system.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 10,000 Contract Services \$ 60,000 Additional Equipment \$ 70,000 Total Budget
Funding	\$ 70,000 Water Asset Replacement Reserve Fund

Project	Water and Wastewater Energy Efficiency Improvements
Description	To reduce operational costs and environmental impact by implementing energy reduction and/or renewable opportunities identified in the energy audit.
Strategic Action	Goal #3: Support Healthy Lifestyles – Utilizing energy-efficient water and wastewater plants, more energy efficient infrastructure facilities and service vehicles.
Budget	\$ 100,000 Construction
Funding	\$ 50,000 Water Asset Replacement Reserve Fund \$ 50,000 Wastewater Asset Replacement Reserve Fund \$100,000 Total Funding

Water

Project	Peel Street North Watermain Service Replacement
Description	Replace and transfer services for 5 properties on Peel Street North from older 150mm watermain subject to regular breaks to new 300mm watermain. The old watermain will be abandoned in place.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 105,000 Construction \$ 15,000 Contingency \$120,000 Total Budget
Funding	\$ 120,000 Water Asset Replacement Reserve Fund

Project	Substandard Watermain Replacement Program
Description	Duncan Street watermain is substandard in material and/or size, and as a result does not provide adequate pressure, flow or reliability. Watermains on Napier Street, Alice Street, and Wellington Street will be included in future years under this replacement program.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 24,000 Engineering- Contract/Salaries and Benefits \$ 100,000 Construction \$ 10,000 Contingency \$134,000 Total Budget
Funding	\$ 134,000 Water Asset Replacement Reserve Fund

Project	Vacuum Excavation and Valve Turning Unit Replacement
Description	To replace an existing vac unit at the end of its useful life where repair costs are escalating and reliability is decreasing. The existing unit was purchased in 2006.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 150,000 Replacement Equipment
Funding	\$ 150,000 Water Asset Replacement Reserve Fund

Project	Eastside Storage and Distribution Improvements EA
Description	The Water Distribution Master Plan EA has identified several viable options to improve water supply to the Craighleith Area that require refined evaluation beyond the scope of the Master Plan. A Schedule C EA will be completed to determine the best supply solution.
Strategic Action	These works are included in the Development Charges Background Study
Budget	\$241,500 Consulting- Contract/Salaries and Benefits
Funding	\$241,500 Water Development Charges

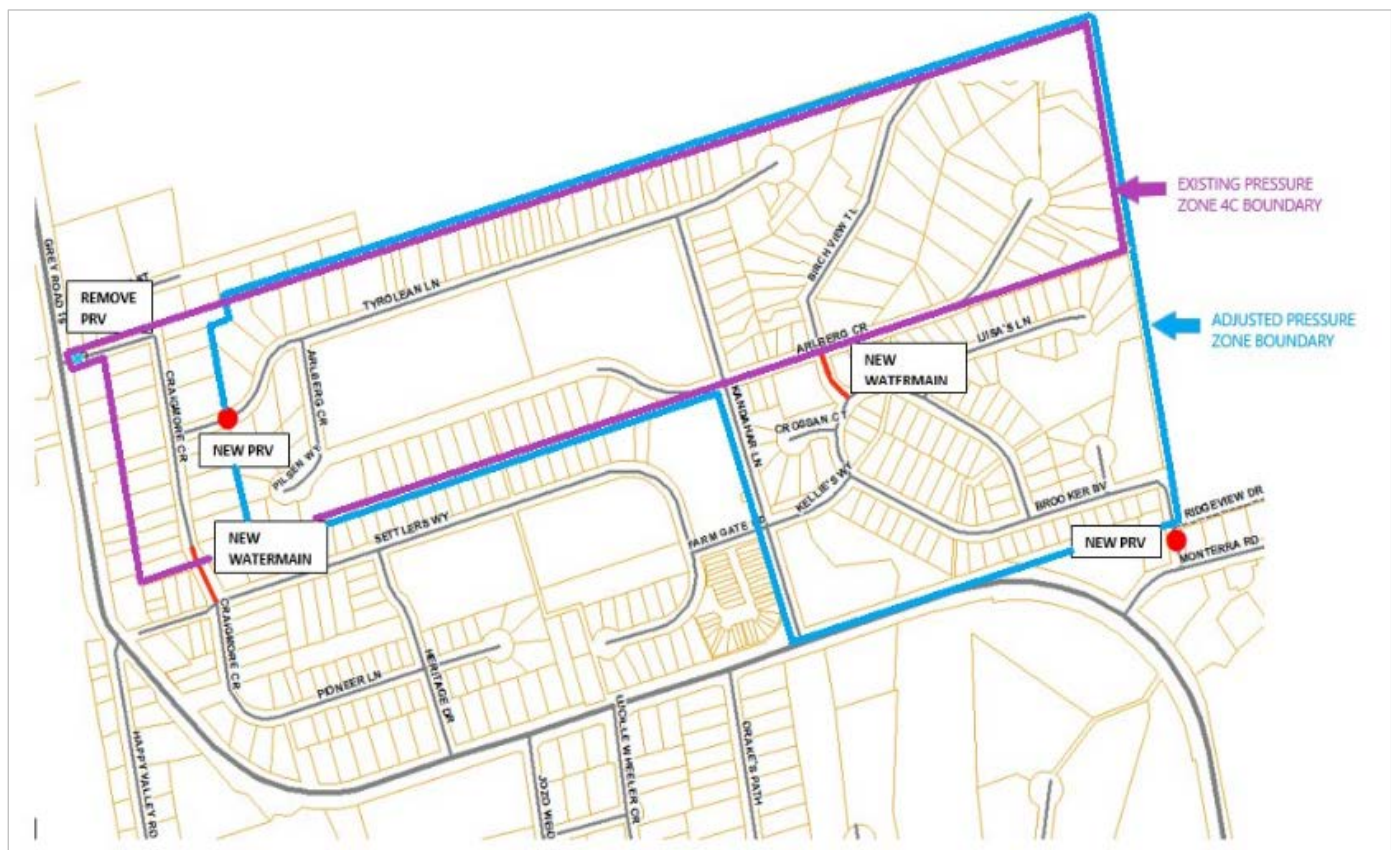
Water

Project	Treatment Plant Equipment Replacement
Description	2019-The piping and valves have reached the end of useful life and require replacement. 2019-The existing valves do not operate as intended and require replacement in 2019. These actuators, if not working correctly, affect whether or not the UV Unit will initiate and the existing valves are problematic. The existing rotor valves have reached the end of their useful life. 2019-The existing transfer switch that is used to switch from main line electricity to standby generator automatically is experiencing delays during transfer which results in brownouts that are damaging to equipment. 2019-To install HVAC and Air Conditioning for de-humidification to solve the issue of excessive humidity due to pipe sweating. There is a need to control the environment to extend the life of the electronic equipment and instrumentation.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 70,000 Replacement Equipment \$ 15,000 Engineering- Contract/Salaries and Benefits \$270,000 Construction \$ 25,000 Contingency \$380,000 Total Budget
Funding	\$380,000 Water Asset Replacement Reserve Fund

Project	Water and Wastewater Electrical System Protection
Description	To install adequate surge protection to protect the electrical panels from unexpected surges in the power supply. The surge protection that is proposed will protect the system from electrical surges and lightning strikes.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 25,000 Engineering- Contract/Salaries and Benefits \$ 414,300 Construction \$ 41,400 Contingency \$ 480,700 Total Budget
Funding	\$ 163,400 Water Asset Replacement Reserve Fund \$ 317,300 Wastewater Asset Replacement Reserve Fund \$ 480,700 Total Funding

Water

Project	Water Pressure Zone 4C Improvements
Description	The Work includes removing one existing Pressure Reducing Valve (PRV) and the addition of as many as three new PRV's. The improvement would also require the installation of 70m of new watermain on Birchview Trail and 80m on Craigmore Crescent.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 145,100 Engineering- Contract/Salaries and Benefits \$ 537,400 Construction \$ 53,700 Contingency \$ 736,200 Total Budget
Funding	\$ 11,000 Developer Contribution \$ 725,200 Water Asset Replacement Reserve Fund \$ 736,200 Total Funding



Water

Project	Westside Storage and Distribution Improvements	
Description	To perform upgrades and modifications on the west side of the water distribution system dependent on the findings of the Water Distribution Master Plan EA. The project is expected to include water reservoirs in Lora Bay and Thornbury and distribution system improvements. 2019 – Preliminary Engineering 2020 – Engineering 2021 & 2022 - Construction	
Strategic Action	These works are included in the Development Charges Background Study	
Budget	\$ 206,900 Consulting- Contract/Salaries and Benefits \$1,034,700 Engineering- Contract/Salaries and Benefits \$6,897,800 Construction \$ 689,800 Contingency \$8,829,200 Total Funding	
Funding	\$2,588,000 Water Asset Replacement Reserve Fund \$6,241,200 Development Charges \$8,829,200 Total Funding	

Total Number of Projects:	15
Total Budget:	\$ 11,362,600
Total Funding by Source:	\$ 11,000 Developer Contribution \$ 321,300 Wastewater Asset Replacement Reserve Fund \$ 4,532,600 Water Asset Replacement Reserve Fund \$ 6,497,700 Water Development Charges

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

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

Level of Service

Service Provided	Level of Service (Actual 2018)	Annual Target
Blocked Sewer mains per 100 Km	0	1
Thornbury Ratio of peak/average daily inflow (using Harmon Formula)	3.25	3.2
Craigleith Ratio of peak/average daily inflow (using Harmon Formula)	2.81	2.94
Effluent samples conforming with Environmental Compliance Approval objectives	100	100
# of overflows to the natural environment	0	0

2019 Strategic Action Items and Work Plan

Goal #5: Ensure that our Infrastructure is Sustainable – To prepare and implement preventative maintenance and capital replacement plans and to avoid unexpected failure and associated costs and liabilities. The draft budget includes programs for the condition assessment of sanitary sewers and critical equipment, plus the replacement, rehabilitation, and refurbishment of facilities and equipment as they approach the end of their useful lives.

Goal #5: Ensure that our Infrastructure is Sustainable – To ensure that infrastructure is available to support development, the Sanitary System Hydraulic Model and the preparation of a needs assessment will be completed in 2019 and a Wastewater Collection Master Plan EA started in 2020. As well the upgrade of the Thornbury Wastewater Treatment Plant Headworks will be completed.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Wastewater Treatment Plants	2	2	2
Sewage Pump Stations	12	12	12
Thornbury wastewater connections (units)	2,341	2,388	2,435
Craigleith wastewater connections (units)	4,458	4,547	4,635
Locates completed	1,751	2,056	2,245

New Environmental Compliance Approval (ECA) for the Thornbury Wastewater Treatment Plant was issued in October 2018. The new ECA has additional monitoring requirements, including added influent and effluent sampling and a benthic study for the receiving waters.

Wastewater

2019 Budget Commentary

The Wastewater Section has incurred a significant decrease in the amount of leachate that it is receiving from the Solid Waste Disposal Site due to improvements at the landfill cell. This is reflected in a decrease of \$100,000 in Interfunctional Transfers for 2019-2021.

The Wastewater Division will also be continuing its Wastewater Collection Model Project throughout 2019, which was approved as part of the 2018 Budget, and makes up the \$207,238 in the Consulting line. There is no additional budget for this project in 2019.

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	654,116	628,959	742,104	753,775	767,479
Administrative Expenses	3,738	3,122	4,862	4,874	4,975
Operating Expenses	60,574	69,946	68,675	69,175	69,675
Communications	22,440	21,282	22,430	22,925	23,383
Personnel and Training	14,029	14,318	22,175	22,498	22,815
Utilities	406,983	443,121	458,270	480,970	504,802
Equipment Related	106,961	158,418	164,965	165,615	166,973
Vehicle and Fleet Related	11,400	16,662	17,470	18,208	18,513
Legal Expenses	19,850	42,755	2,000	2,000	2,000
Consulting	63,340	207,238	0	0	0
Purchased Services	49,191	18,000	9,500	9,500	9,530
Debt Payments	5,062	0	0	0	0
Financial Expenses	160,980	127,729	123,230	125,555	127,940
Premise and Site	100,232	104,183	118,600	119,200	120,880
Total Expenses	1,678,896	1,855,733	1,754,281	1,794,295	1,838,965
Transfers					
Transfers to Capital	5,867	500	0	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	1,049,247	1,336,110	1,024,324	1,029,627	1,034,933
Transfers from Obligatory Reserves	-63,219	-190,686	0	0	0
Transfers from Other Reserves	-111,408	-365,551	-78,447	-70,111	-97,723
Interfunctional Transfers	237,815	322,400	234,144	203,214	204,378
Total Transfers	1,118,302	1,102,773	1,180,021	1,162,730	1,141,588
Total Transfers and Expenses	2,797,198	2,958,506	2,934,302	2,957,025	2,980,553
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	2,797,198	2,958,506	2,934,302	2,957,025	2,980,553
Subsidies	0	0	0	0	0
Total Revenue	2,797,198	2,958,506	2,934,302	2,957,025	2,980,553
Net Cost of Service	0	0	0	0	0

Wastewater

2019 Operating and Capital Projects

Project	Sampling Boat
Description	Purchase of an eleven foot long lightweight aluminium rigid boat with 9.9HP to sample nine locations in cell #2 and cell #3 before discharge is permitted.
Strategic Action	Ensure compliance with the Environmental Compliance Approval for the Thornbury plant
Budget	\$ 1,500 Additional Equipment
Funding	\$ 1,500 Wastewater Asset Replacement Reserve Fund

Project	Sewage Pumping Station Pump Rebuild Program
Description	This project will rebuild two Sewage Pumping Station pumps per year starting with Delphi and Sunset.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 44,000 Contract Services
Funding	\$ 44,000 Wastewater Asset Replacement Reserve Fund

Project	Craigleith Wastewater Treatment Plant Equipment Replacement
Description	Replace various laboratory equipment used to test wastewater influent and effluent. Replace older office equipment where reliability is decreasing, including chairs, a desk, and new fire proof filing cabinets. Also, the photocopier will be replaced at both plants, as they have reached the end of their useful lives. Pump Replacement of six filter pumps, four sludge transfer pumps, two drainage pumps, two effluent booster pumps, two wash water pumps and four wastewater pumps.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 88,000 Replacement Equipment
Funding	\$ 88,000 Wastewater Asset Replacement Reserve Fund

Wastewater

Project	Sanitary In-flow and Infiltration Reduction Initiative
Description	This project will cover the cost of implementing key initiatives to reduce in-flow and infiltration. Initiatives will be based on the recommendations and findings from the 2014 Cole Engineering Study regarding In-flow and Infiltration and sanitary model development and findings since.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 100,000 Contract Services
Funding	\$ 50,000 Wastewater Development Charges \$ 50,000 Wastewater Asset Replacement Reserve Fund \$100,000 Total Funding

Project	SCADA System Improvements
Description	Upgrade existing SCADA programming computer with a new unit including a backup unit and server, along with historian capabilities to prevent loss of data and SCADA interruption. Install Programmable Logistic Control panels, wireless communications and liquid level control transmitters to sewage pumping stations allowing for the transmittance of flow, level and pump status data. This will allow for continued operation of the stations during power bumps and afford a better overall comprehension of the status of the Alta Sewage Pumping Stations.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$137,300 Contract Services
Funding	\$137,300 Wastewater Asset Replacement Reserve Fund

Wastewater

Project	Drake's Path Wastewater Servicing Extension
Description	To provide wastewater servicing to the residents of Drake's Path. The work will include reinstatement to existing conditions, the construction of a gravel turnaround, the looping of the watermain to Wintergreen Place, and minor drainage improvements. The cost for wastewater servicing per benefiting property is estimated at \$1,230 per year which meets the Affordability Policy. 2019 – Engineering 2020 - Construction
Strategic Action	N/A
Budget	\$ 54,500 Engineering- Contract/Salaries and Benefits \$ 363,700 Construction \$ 36,400 Contingency \$454,600 Total Budget
Funding	\$ 48,500 Water Asset Replacement Reserve Fund \$ 102,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 304,100 Property Owners \$454,600 Total Funding



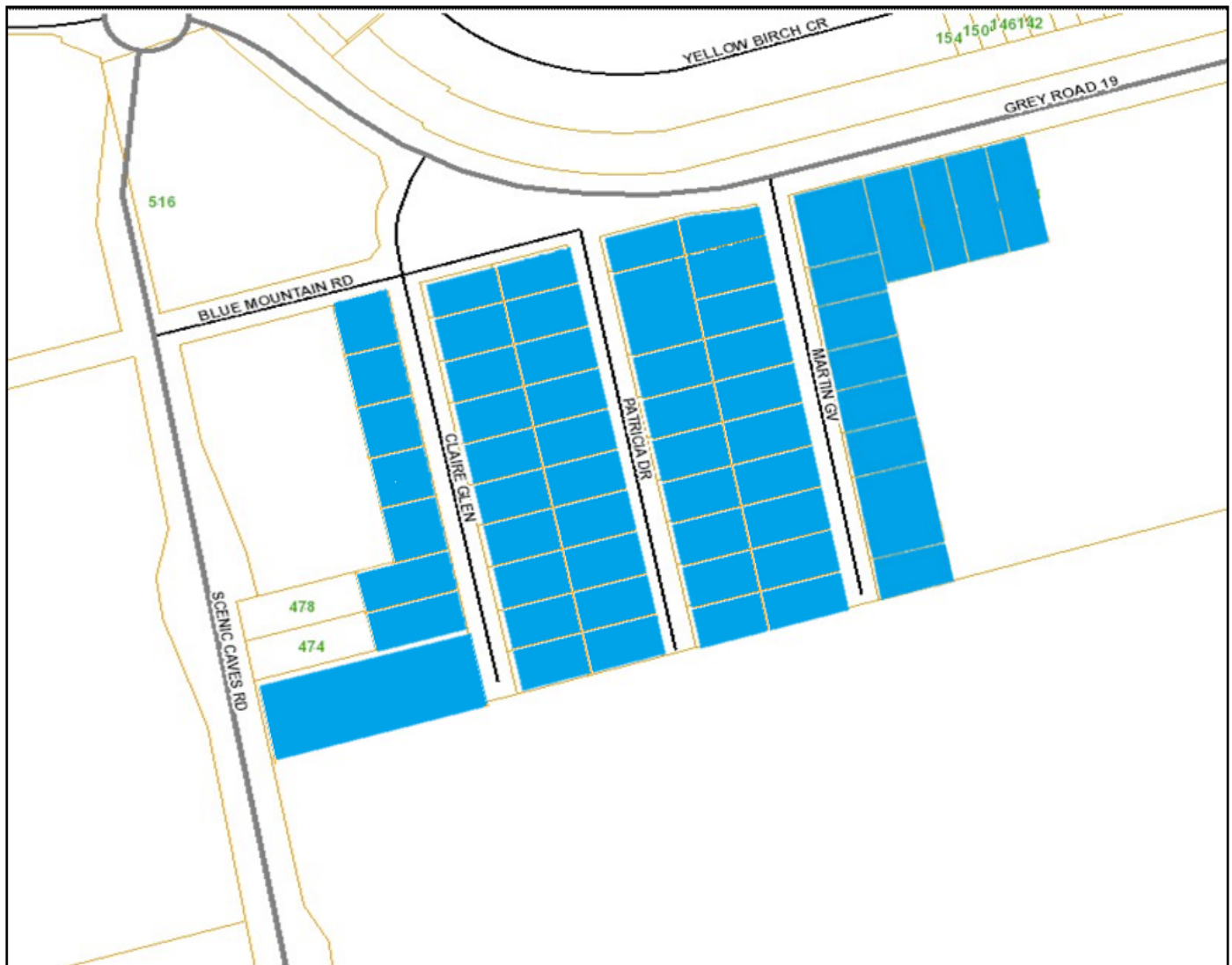
Wastewater

Project	Peel Street Sewage Pumping Station Upgrades
Description	The upgrades are required to ensure the pumping station has adequate capacity to meet peak flows for the existing and future demands. This project includes the final design and construction required to upgrade the station. The Unfinanced portion of this project will be billed to the property owners on Cameron Street once that wastewater service extension is completed. Engineering in 2019 and Construction in 2020.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 74,600 Engineering- Contract/Salaries and Benefits \$ 497,000 Construction \$ 49,700 Contingency \$ 621,300 Total Budget
Funding	\$ 62,100 Unfinanced \$ 559,200 Wastewater Asset Replacement Reserve Fund \$ 621,300 Total Funding

Project	Thornbury Wastewater Treatment Plant Equipment Replacement
Description	The existing Clarifiers were installed in 1992 and require the sweep arm assemblies to be replaced with stainless steel units. The three (3) isolation valves and drive units were installed at the same time and require replacement.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 600,000 Construction \$ 60,000 Contingency \$ 660,000 Total Budget
Funding	\$ 660,000 Wastewater Asset Replacement Reserve Fund

Wastewater

Project	Price's Subdivision Wastewater Servicing Extension	
Description	Provision of sanitary servicing to the residential lots on Claire Glen, Patricia Drive, Martin Grove and 4 lots on CR 19. Work to include restoration of the gravel road over the sanitary sewer trench. Preliminary Cost estimates an annual per lot charge of \$2,200 which doesn't meet the Affordability Policy. 2019 – Engineering 2020 - Construction	
Strategic Action	N/A	
Budget	\$ 207,500	Engineering- Contract/Salaries and Benefits
	\$1,383,700	Construction
	\$ 138,400	Contingency
	\$1,729,600	Total Budget
Funding	\$1,729,600	Property Owners



Wastewater

Project	Thornbury Wastewater Treatment Plant Headworks Improvements
Description	To replace one mechanical screen and one large vortex tank at the Inlet Works at the Thornbury Wastewater Treatment Plant to meet existing and future needs (up to Phase 1a expansion). Final design will be completed in 2018 with construction in 2019.
Strategic Action	Goal #5 – Objective 2: Avoid unexpected infrastructure failure and associated costs and liabilities.
Budget	\$ 100,000 Engineering- Contract/Salaries and Benefits \$2,697,500 Construction \$ 250,000 Contingency \$3,047,500 Total Budget
Funding	\$ 807,400 Wastewater Asset Replacement Reserve Fund \$2,240,100 Wastewater Development Charges \$3,047,500 Total Funding

Total Number of Projects:	10
Total Budget:	\$ 6,883,800
Total Funding by Source:	\$ 48,500 Water Asset Replacement Reserve Fund \$ 62,100 Unfinanced \$ 102,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 2,033,700 Property Owners \$ 2,290,100 Wastewater Development Charges \$ 2,347,400 Wastewater Asset Replacement Reserve Fund

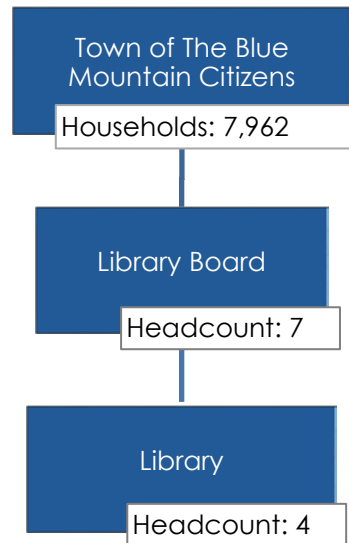
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2019 Draft Budget

The Blue Mountains Public Library

The Blue Mountains Public Library Organizational Chart



The Blue Mountains Public Library Head Count

Governance Positions	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Library Board	9	9	9	9	9	9	9	9	9	9	9	7
Total Governance Positions	9	9	9	9	9	9	9	9	9	9	9	7

Full-Time Town Positions	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Library	4	4	4	5	5	5	5	5	4	4	4	4
Total Full-Time Positions	4	4	4	5	5	5	5	5	4	4	4	4

The above noted full time positions do not include any part-time, contract, or student positions, which are the equivalent to another 3.75 Full Time Equivalent (FTE) positions.

Change in Taxation by Assessment – The Blue Mountains Public Library

Based on the 2019 Draft Budget by Assessment Value.

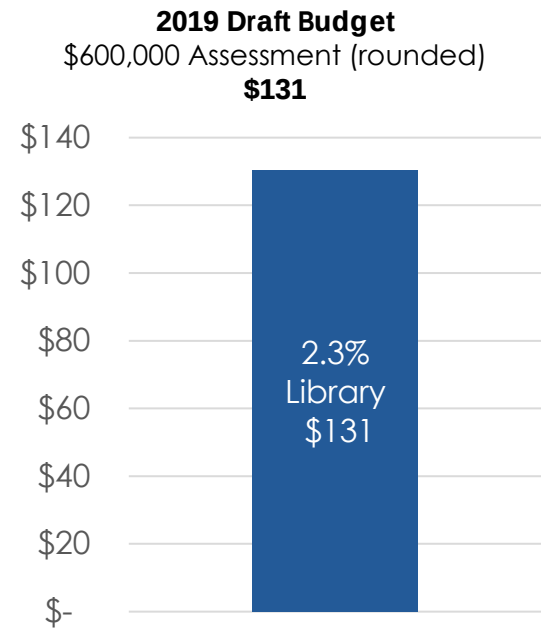
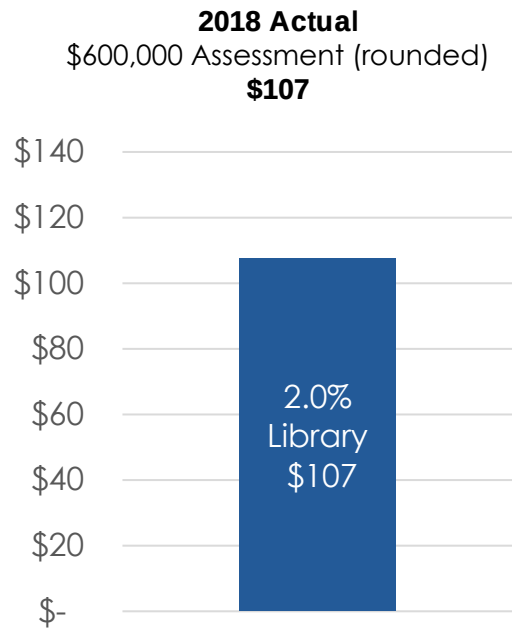
2018	Tax Rate	\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Library	0.00017913	\$ 36	\$ 54	\$ 72	\$ 90	\$ 107	\$ 125	\$ 143	\$ 161	\$ 179
Total		\$ 36	\$ 54	\$ 72	\$ 90	\$ 107	\$ 125	\$ 143	\$ 161	\$ 179

2019	% Increase	\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Library	21.49%	\$ 44	\$ 65	\$ 87	\$ 109	\$ 131	\$ 152	\$ 174	\$ 196	\$ 218
Total		\$ 44	\$ 65	\$ 87	\$ 109	\$ 131	\$ 152	\$ 174	\$ 196	\$ 218

Net Increase	\$200,000	\$300,000	\$400,000	\$500,000	\$600,000	\$700,000	\$800,000	\$900,000	\$1,000,000
Library	\$ 8	\$ 11	\$ 15	\$ 19	\$ 24	\$ 27	\$ 31	\$ 35	\$ 39
Total	\$ 8	\$ 11	\$ 15	\$ 19	\$ 24	\$ 27	\$ 31	\$ 35	\$ 39

Average Residential Property Tax Bill for The Blue Mountains Public Library

Based on Tax Breakdown of \$600,000 Assessment



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2019 Draft Expanded Tax Budget Summary – The Blue Mountains Public Library

	2018 Budget	2018 Actuals (Forecasted)	2018 Forecasted Actuals to 2018 Budget	2018 Forecasted Actuals to 2018 % of Budget	2019 Budget	2019 Budget Change \$	2019 Budget Change %	2018 Forecasted Actuals to 2019 Budget Change \$	2018 Forecasted Actuals to 2019 Budget Change %	2020 Budget	2020 Budget Change \$	2020 Budget Change %	2021 Budget	2021 Budget Change \$	2021 Budget Change %
	A	B			C	C-A = E	E/A	C-B = F	F/B						
Tax Supported Expenses															
Salaries, Wages and Benefits	\$ 623,025	\$ 652,275	\$ (29,250)	104.7%	\$ 709,789	\$ 86,764	13.9%	\$ 57,514	8.8%	\$ 727,888	\$ 18,099	2.5%	\$ 741,889	\$ 14,001	1.9%
Administrative Expenses	\$ 9,000	\$ 14,515	\$ (5,515)	161.3%	\$ 11,400	\$ 2,400	26.7%	\$ (3,115)	-21.5%	\$ 11,400	\$ 0	0.0%	\$ 11,400	\$ 0	0.0%
Operating Expenses	\$ 40,250	\$ 55,182	\$ (14,932)	137.1%	\$ 75,500	\$ 35,250	87.6%	\$ 20,318	36.8%	\$ 73,900	\$ (1,600)	-2.1%	\$ 62,500	\$ (11,400)	-15.4%
Communications	\$ 11,035	\$ 7,822	\$ 3,213	70.9%	\$ 11,240	\$ 205	1.9%	\$ 3,418	43.7%	\$ 11,405	\$ 165	1.5%	\$ 11,575	\$ 170	1.5%
Training Related	\$ 9,515	\$ 7,270	\$ 2,245	76.4%	\$ 15,230	\$ 5,715	60.1%	\$ 7,960	109.5%	\$ 14,840	\$ (390)	-2.6%	\$ 15,950	\$ 1,110	7.5%
Utilities	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Equipment Related Costs	\$ 9,000	\$ 10,786	\$ (1,786)	119.8%	\$ 9,300	\$ 300	3.3%	\$ (1,486)	-13.8%	\$ 9,300	\$ 0	0.0%	\$ 9,300	\$ 0	0.0%
Vehicle Related Costs	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Legal Expenses	\$ 0	\$ 5,755	\$ (5,755)	0.0%	\$ 0	\$ 0	0.0%	\$ (5,755)	-100.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Consulting	\$ 21,000	\$ 3,766	\$ 17,234	17.9%	\$ 1,000	\$ (20,000)	-95.2%	\$ (2,766)	-73.4%	\$ 1,000	\$ 0	0.0%	\$ 1,000	\$ 0	0.0%
Purchased Services	\$ 4,070	\$ 4,208	\$ (138)	103.4%	\$ 3,055	\$ 1,015	-24.9%	\$ (1,153)	-27.4%	\$ 3,105	\$ 50	1.6%	\$ 3,155	\$ 50	1.6%
Debt Payments	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Financial Expenses	\$ 1,210	\$ 3,616	\$ (2,406)	298.8%	\$ 2,595	\$ 1,385	114.5%	\$ (1,021)	-28.2%	\$ 2,640	\$ 45	1.7%	\$ 2,685	\$ 45	1.7%
Premises and Site	\$ 2,400	\$ 326	\$ 2,074	13.6%	\$ 2,400	\$ 0	0.0%	\$ 2,074	636.2%	\$ 2,400	\$ 0	0.0%	\$ 2,400	\$ 0	0.0%
Total Tax Supported Expenses	\$ 730,505	\$ 765,521	\$ (35,016)	104.8%	\$ 841,509	\$ 111,004	15.2%	\$ 75,988	9.9%	\$ 857,878	\$ 16,369	1.9%	\$ 861,854	\$ 3,976	0.5%
Transfers															
Transfers to Capital	\$ 70,800	\$ 63,065	\$ 7,735	89.1%	\$ 146,500	\$ 75,700	106.9%	\$ 83,435	132.3%	\$ 70,780	\$ (75,720)	-51.7%	\$ 72,200	\$ 1,420	2.0%
Transfers to Capital Levy	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Transfers To Reserves & Reserve Funds	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Transfers from Obligatory Reserve Funds	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Transfers from Other Reserve/Reserve Funds	\$ (10,000)	\$ (8,591)	\$ (1,409)	85.9%	\$ (25,000)	\$ (15,000)	150.0%	\$ (16,409)	191.0%	\$ (12,400)	\$ 12,600	-50.4%	\$ 0	\$ 12,400	-100.0%
Inter-functional Transfers	\$ 0	\$ 476	\$ (476)	0.0%	\$ 0	\$ 0	0.0%	\$ (476)	-100.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Total Transfers	\$ 60,800	\$ 54,950	\$ 5,850	90.4%	\$ 121,500	\$ 60,700	99.8%	\$ 66,550	121.1%	\$ 58,380	\$ (63,120)	-52.0%	\$ 72,200	\$ 13,820	23.7%
Total Tax Supported Expenses & Transfers	\$ 791,305	\$ 820,471	\$ (29,166)	103.7%	\$ 963,009	\$ 171,704	21.7%	\$ 142,538	17.4%	\$ 916,258	\$ (46,751)	-4.9%	\$ 934,054	\$ 17,796	1.9%
Revenues															
Grants - Provincial and Federal	\$ 29,500	\$ 64,528	\$ (35,028)	218.7%	\$ 74,000	\$ 44,500	150.8%	\$ 9,472	14.7%	\$ 74,000	\$ 0	0.0%	\$ 74,000	\$ 0	0.0%
External Revenue	\$ 38,850	\$ 37,025	\$ 1,825	95.3%	\$ 38,850	\$ 0	0.0%	\$ 1,825	4.9%	\$ 38,850	\$ 0	0.0%	\$ 38,850	\$ 0	0.0%
Subsidies	\$ 0	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Total Revenues	\$ 68,350	\$ 101,553	\$ (33,203)	148.6%	\$ 112,850	\$ 44,500	65.1%	\$ 11,297	11.1%	\$ 112,850	\$ 0	0.0%	\$ 112,850	\$ 0	0.0%
Costs to be Collected - Taxes	\$ 722,955	\$ 718,918	\$ 4,037	99.4%	\$ 850,159	\$ 127,204	17.6%	\$ 131,241	18.3%	\$ 803,408	\$ (46,751)	-5.5%	\$ 821,204	\$ 17,796	2.2%
2018 Projected Surplus	\$ 0	\$ 0	\$ 4,037	n/a	\$ 0	\$ 0	0.0%	\$ 0	0.0%	\$ 0	\$ 0	0.0%	\$ 0	\$ 0	0.0%
Taxes to be Collected – Before Growth	\$ 722,955	\$ 718,918	\$ 0	n/a	\$ 850,159	\$ 127,204	17.6%	\$ 131,241	18.3%	\$ 803,408	\$ (46,751)	-5.5%	\$ 821,204	\$ 17,796	2.2%

Property Tax Impact Calculations															
Costs to be collected through taxes	\$ 722,955	\$ 718,918			\$ 850,159	\$ 127,204	17.6%	\$ 131,241	18.3%	\$ 803,408	\$ (46,751)	-5.5%	\$ 821,204	\$ 17,796	2.2%
Previous Year's Taxation Revenue	\$ 697,010	\$ 697,010			\$ 722,955	\$ 25,945	3.7%	\$ 25,945	3.7%	\$ 878,286	\$ 155,331	21.5%	\$ 799,264	\$ (79,022)	-9.0%
Total Additional Taxes through Growth	\$ 0	\$ 0			\$ 14,893	\$ 14,893	2.1%	\$ 14,893		\$ 12,644	\$ (2,249)	1.4%	\$ 11,989	\$ (655)	1.5%
Increase to Taxation	\$ 25,945	\$ 21,908		84.4%	\$ 112,311	\$ 86,366	332.9%	\$ 90,403	412.6%	\$ 87,522	\$ (199,833)	-177.9%	\$ 9,951	\$ 97,473	-111.4%
Draft Additions to the Base Budget					\$ 43,020	\$ 43,020	0.0%	\$ 43,020	0.0%	\$ 8,500	\$ (34,520)	-80.2%	\$ 8,500	\$ 0	0.0%
Estimated Taxation Revenue	\$ 722,955	\$ 718,918	\$ 4,037	99.4%	\$ 878,286	\$ 155,331	21.49%	\$ 169,368	22.2%	\$ 799,264	\$ (79,022)	-9.0%	\$ 817,715	\$ 18,451	2.3%

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Discretionary Reserve Funds – Library

Account	2018 Ending	2019 Added To	2019 Taken From	2019 Ending	2020 Added To	2020 Taken From	2020 Ending	2021 Added To	2021 Taken From	2021 Ending
Library Bank Account	\$ 123,992	\$ 0	\$ 0	\$ 123,992	\$ 0	\$ 0	\$ 123,992	\$ 0	\$ 0	\$ 123,992
Library Legacy Capital	\$ 17,267	\$ 0	\$ 0	\$ 17,267	\$ 0	\$ 0	\$ 17,267	\$ 0	\$ 0	\$ 17,267
Total	\$ 141,259	\$ 0	\$ 0	\$ 141,259	\$ 0	\$ 0	\$ 141,259	\$ 0	\$ 0	\$ 141,259

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Library and Museum Services

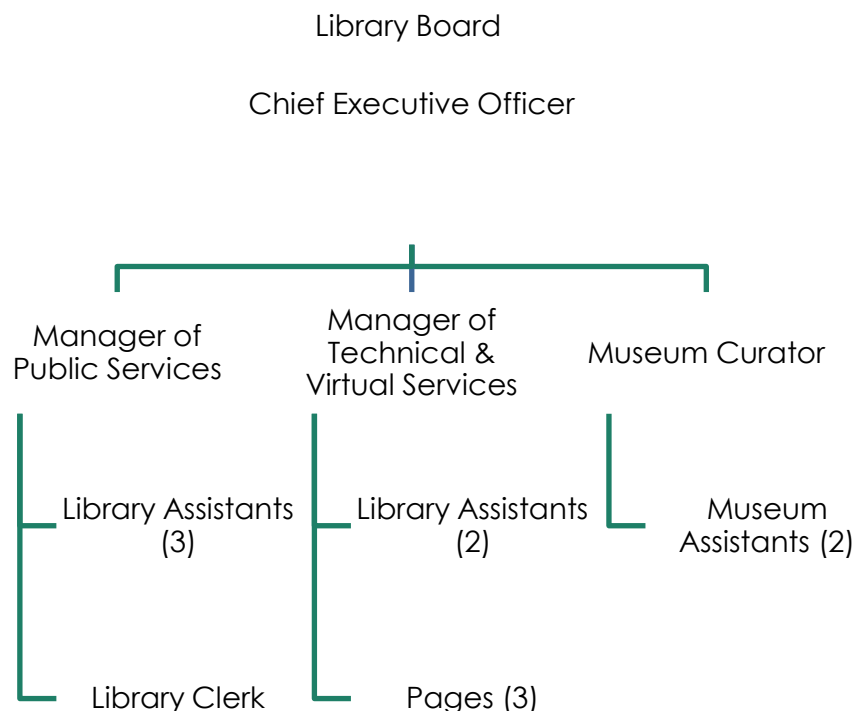
The Blue Mountains Public Library, located on Bruce Street in Thornbury and as a book deposit station at the Craigleith Heritage Depot is a dynamic centre of community life where everyone is free to create, explore, learn, and share in a welcoming atmosphere.

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. Services include a myriad of technical services including training, workshops, and loanable technology at the L. E. Shore Memorial Library branch. Our alternative collections, such as snow shoe circulation are available at both branches, as are tech help, printing and fax service.

As a Gallery, Library, Archive, and Museum we are a community hub for arts, culture, and heritage. The Blue Mountains Public Library board welcomed a new branch at the Craigleith Heritage Depot in 2016. This building houses a museum, library, archives, and tourism information centre. The Depot offers exhibits, programs, gift shop, library, and research services and is fast becoming a community hub for the east end of the Town. It is a place where local residents and visitors intersect and share in opportunities for learning and discovery.

The 2018 Board and CEO worked closely with the Town to develop several key documents which will provide a strong governance model. These include a four-year Strategic Plan (2018-2022), a Memorandum of Understanding between the Library Board and Council, comprehensive By-Laws and operational policies. A Feasibility Study and Space Plan Study of both branches was conducted in late 2018 which formed the Strategic Plan and will inform growth and capital requests for the Gallery, Library, Archive, and Museum during this and future budget years.

Organizational Chart



Library and Museum Services

Blue Mountains Public Library Strategic Plan 2018-2022

Goal 1: Vibrant Spaces

Vision: Create versatile spaces that meet the ever-changing interests and needs of our diverse and growing population.

Objectives:

1. Provide spaces to gather, learn, explore, work and connect.
2. Provide technologically-connected spaces.
3. Implement the recommendations of the Feasibility Study & Space Plan(s).
4. Implement a successful capital campaign.

Goal 2: Organizational Capacity

Vision: Build Board and staff capacity to lead a 21st century library, museum and gallery system.

Objectives:

1. Build Board competencies to excel in governance and advocacy.
2. Work with the Town to secure annual funding which realizes the Blue Mountain Public Library vision.
3. Become an employer of choice to retain and recruit staff.
4. Develop a sustainable human asset management plan which addresses branch expansion and future system needs.
5. Build upon staff competencies to excel in their job responsibilities.

Goal 3: Service Excellence

Vision: Enrich opportunities to learn, explore, create, connect with others, develop careers, grow businesses, engage with new technologies, pursue healthy lifestyles, and have fun.

Objectives:

1. Leverage partnerships to achieve shared goals.
2. Create a service model that reaches all communities of The Town of The Blue Mountains.
3. Provide diverse collections and programs in the library, museum and gallery.
4. Offer resources, opportunities and coaching to engage in 21st century literacies.
5. Develop a virtual branch.
6. Achieve Gallery, Library, Archive and Museum standards.

Goal 4: Communications

Vision: Establish communications and market the Blue Mountain Public Library as a valued community resource.

Objectives:

1. Provide accessible and inclusive communications to raise awareness of our many offerings.
2. Develop a Communication and Marketing Plan.
3. Establish consistent branding across all communications and signage.
4. Ensure transparency and accountability to all stakeholders.

The Blue Mountains Public Library

Mission, Values and Vision

Mission

The Blue Mountains Public Library is the dynamic centre of community engagement where everyone is free to create, explore, learn, research and connect in an inclusive environment.

Values



Vision

To be a multi-branch library system, with a thriving museum and gallery, which meets the ever-changing interests and needs of the diverse population of the Town of The Blue Mountains.

Services Provided

Library

- 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.
- Support for local businesses.
- Offer outreach services and support for community events.
- Provide two locations for convenience of our residents.

Gallery

- Maintain gallery space for the artistic community.
- Provide workshops and series of relevance to expanding arts and culture in the Town of The Blue Mountains.

Museum

- Curate local history for access by the community and visitors.
- Preserve local knowledge and artifacts for The Town of The Blue Mountains.
- Provide educational programs which meet with local education authority needs.
- Support local researchers and researchers on local history.
- Support genealogist of local family lineage.
- Provide community space for our partners and other local groups.

The Blue Mountains Public Library

Level of Service

Service Provided	Level of Service
In house services – L. E. Shore (Library & Gallery)	Open 7 days a week for 52 hours
In house services – Craigleith Heritage Depot (Museum & Library)	Open 6 days a week for 30 hours
Virtual library services via website (Library, Museum & Archives)	24/7
Open Hours	4,420 hours
L.E. Shore Visits	63,648
Craigleith Heritage Depot Visits	4,729
Card Holders	4,479 (64% of population)
Items in Collection	30,221 print and 27,810 e-books
Items Borrowed	96,327
Digital Check Outs (Downloads)	13,416
Programs Offered	749
Program Attendees	13,634
Inter Library Loans	4,024
Wi-Fi Usage	128,128
Public Computer Usage	16,640
Website & Virtual Library Visits	541,944

2019 Strategic Action Items and Work Plan

The Library Board has developed the 2018-2022 Strategic Plan. The Goals and Objectives are identified with noted areas within 2019 where the staff will be working to directly achieve these goals within our work plan.

Goals

- Board Objective
 - o Work Plan item for 2019

Vibrant Spaces

- Provide spaces to gather, learn, explore, work and connect.
- Provide technologically-connected spaces.
- Implement the recommendations of the Feasibility Study & Space Plan(s).
 - o Move forward with Board and Council approval.
 - o Complete RFP for architectural plans.

Organizational Capacity

- Build Board competencies to excel in governance and advocacy.
 - o Provide training and orientation to the new Board in 2019.
- Work with the Town to secure annual funding which realizes the Blue Mountains Public Library vision.
- Implement a successful capital campaign.
- Become an employer of choice to retain and recruit staff.
 - o Complete a Blue Mountains Public Library Job Evaluation.
- Develop a sustainable human asset management plan which addresses branch expansion and future system needs.

The Blue Mountains Public Library

- Build upon staff competencies to excel in their job responsibilities.
 - Expand training opportunities in an equitable manner in which each staff have access to professional development.

Service Excellence

- Leverage partnerships to achieve shared goals.
- Create a service model that reaches all communities of The Town of The Blue Mountains.
 - Updated service model based on Feasibility Study recommendations.
- Provide diverse collections and programs in the library, museum and gallery.
 - Enhanced programming plan.
- Offer resources, opportunities and coaching to engage in 21st century literacies.
- Develop a virtual branch.
 - Upgrade of Blue Mountains Public Library Website to Wc3 or better with virtual access to library and museum materials.
- Achieve Gallery, Library, Archive, and Museum standards.
 - Achieve Ontario Public Library Accreditation (MTCS).
 - Achieve "qualified status" under the Standards for Community Museums in Ontario (MTCS).
 - Improve storage at Craighleith Heritage Depot with high capacity mobile shelves.
 - Hire a project team member to inventory and catalogue Museum collection.

Communications

- Provide accessible and inclusive communications to raise awareness of our many offerings.
 - Add a Communication Clerk to the Blue Mountains Public Library team.
- Develop a Communication and Marketing Plan.
- Establish consistent branding across all communications and signage.
- Ensure transparency and accountability to all stakeholders.
 - Improved website and new Communication Clerk.

Non-Financial Statistics

Description	2017 Actual	2018 Actual	2019 Budget
Approved Full Time Equivalent (FTE) Positions ¹	4	4	4

2019 Budget Commentary

The Blue Mountains Public Library as a Gallery, Library, Archives, and Museum continues to build new programs and services as the community continues to grow and require a wider variety of core services. The Strategic Plan has outlined key ways the Library, Gallery and Museum should grow over the next four years and this includes major evaluation of services, staffing (including job evaluation), increased and improved community and training; and a capital campaign for expanded library services in the Town.

With a minimal museum budget provided to the Board at the time of taking on museum services, this budget looks to correct needed areas in order to meet standards according to the Ministry. To achieve the vision and Strategic Plan, a part-time permanent and a ¾ time project staff have been added as Proposed Additions to the Base Budget.

¹ The Approved Full Time Equivalent (FTE) Positions for The Blue Mountains Public Library do not include any part-time, contract, or student positions, which are the equivalent to another 3.75 FTE positions.

L.E. Shore Memorial Library

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	516,924	508,026	485,696	499,959	509,657
Administrative Expenses	14,346	13,118	9,050	9,050	9,050
Operating Expenses	28,617	35,663	48,300	49,300	50,300
Communications	8,397	5,595	7,775	7,860	7,945
Personnel and Training	4,947	5,558	10,950	10,600	10,700
Utilities	0	0	0	0	0
Equipment Related	9,249	10,676	9,000	9,000	9,000
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	10,227	5,755	0	0	0
Consulting	594	3,766	1,000	1,000	1,000
Purchased Services	4,322	3,208	3,055	3,105	3,155
Debt Payments	0	0	0	0	0
Financial Expenses	7,325	3,220	2,365	2,400	2,435
Premise and Site	986	326	2,400	2,400	2,400
Total Expenses	605,934	594,911	579,591	594,674	605,642
Transfers					
Transfers to Capital	84,718	63,065	106,500	70,780	72,200
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	1,371	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-8,591	0	0	0
Interfunctional Transfers	121	0	0	0	0
Total Transfers	86,210	54,950	106,500	70,780	72,200
Total Transfers and Expenses	692,144	649,861	686,091	665,454	677,842
Revenue					
Grants and Donations	35,693	58,379	74,000	74,000	74,000
External Revenue	38,135	34,970	31,850	31,850	31,850
Subsidies	0	0	0	0	0
Total Revenue	73,828	93,349	105,850	105,850	105,850
Net Cost of Service (Taxation)	618,316	556,512	580,241	559,604	571,992

Craigleith Heritage Depot

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	132,295	144,249	224,093	227,929	232,232
Administrative Expenses	5,925	1,397	2,350	2,350	2,350
Operating Expenses	8,347	19,519	27,200	24,600	12,200
Communications	2,321	2,227	3,465	3,545	3,630
Personnel and Training	1,448	1,712	4,280	4,240	5,250
Utilities	0	0	0	0	0
Equipment Related	0	110	300	300	300
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	1,018	1,000	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	1,582	396	230	240	250
Premise and Site	0	0	0	0	0
Total Expenses	152,936	170,610	261,918	263,204	256,212
Transfers					
Transfers to Capital	0	0	30,000	0	0
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-15,000	-12,400	0
Interfunctional Transfers	420	0	0	0	0
Total Transfers	420	0	15,000	-12,400	0
Total Transfers and Expenses	153,356	164,549	276,918	250,804	256,212
Revenue					
Grants and Donations	1,047	6,149	0	0	0
External Revenue	1,090	2,055	7,000	7,000	7,000
Subsidies	0	0	0	0	0
Total Revenue	2,137	8,204	7,000	7,000	7,000
Net Cost of Service (Taxation)	151,219	162,406	269,918	243,804	249,212

The Blue Mountains Public Library

2019 Operating Budget

	2017 Actual	2018 Actual (forecast)	Draft 2019 Budget	Projected 2020 Budget	Projected 2021 Budget
Expenses					
Salaries and Benefits	649,218	652,275	709,789	727,888	741,889
Administrative Expenses	20,271	14,515	11,400	11,400	11,400
Operating Expenses	36,964	55,182	75,500	73,900	62,500
Communications	10,718	7,822	11,240	11,405	11,575
Personnel and Training	6,395	7,270	15,230	14,840	15,950
Utilities	0	0	0	0	0
Equipment Related	9,249	10,786	9,300	9,300	9,300
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	10,227	5,755	0	0	0
Consulting	594	3,766	1,000	1,000	1,000
Purchased Services	5,340	4,208	3,055	3,105	3,155
Debt Payments	0	0	0	0	0
Financial Expenses	8,907	3,616	2,595	2,640	2,685
Premise and Site	986	326	2,400	2,400	2,400
Total Expenses	758,870	765,521	841,509	857,878	861,854
Transfers					
Transfers to Capital	84,718	63,065	146,500	70,780	72,200
Transfers to Capital Levy	0	0	0	0	0
Transfers to Reserves	1,371	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-8,591	-25,000	-12,400	0
Interfunctional Transfers	541	476	0	0	0
Total Transfers	86,630	54,950	121,500	58,380	72,200
Total Transfers and Expenses	845,500	820,471	963,009	916,258	934,054
Revenue					
Grants and Donations	36,740	64,528	74,000	74,000	74,000
External Revenue	39,225	37,025	38,850	38,850	38,850
Subsidies	0	0	0	0	0
Total Revenue	75,965	101,553	112,850	112,850	112,850
Net Cost of Service (Taxation)	769,535	718,918	850,159	803,408	821,204

*Included in the Transfer to Capital is \$10,000 to fund the Strategic Plan done in 2018, this \$10,000 is not included in the capital charts below.

The Blue Mountains Public Library

2019 Operating and Capital Projects

Project	Technology Equipment and Replacement
Description	Both of the branches provide technology as a loan and on site, which are not covered by the IT Department budgets. This is the annual investment in technology services for the community, and add on software needs for staff functionality.
Strategic Action	N/A
Budget	\$ 8,000 Replacement Equipment
Funding	\$ 8,000 Taxation

Project	Furniture Replacement
Description	This budget is utilized to keep the furniture and fixtures at both the L.E. Shore Memorial Library and the Craighleith Heritage Depot in good working condition.
Strategic Action	N/A
Budget	\$ 14,000 Replacement Furniture/Fixtures
Funding	\$ 14,000 Taxation

Project	Artifact Shelving
Description	This track shelving will assist with preservation and provide more space for the collection, storage and security of artifacts.
Strategic Action	N/A
Budget	\$ 30,000 Additional Furniture/Fixtures
Funding	\$ 30,000 Taxation

Project	Books and Collection Replacement
Description	This budget allows the Library to keep the books, e-books, and other collection materials up to date and in good condition. This budget covers both the L.E. Shore Memorial Library and the Craighleith Heritage Depot.
Strategic Action	N/A
Budget	\$ 51,500 Material
Funding	\$ 49,500 Taxation
	\$ 2,000 Grants
	\$ 51,500 Total Funding

The Blue Mountains Public Library

Project	Canadian Art Grant Equipment
Description	In 2019 we have the opportunity for a \$250,000 grant with a required 25,000 capital investment. These specialty items will be retained by BMPL for community use following the grant and have a 5 year life cycle. The grant will bring arts training to the community, as it pertains to art creation using new technologies.
Strategic Action	Technological arts creation fit into both the TBM and BMPL Strategic Plans. Additionally, the investment meets initiatives to be sustainable as it will yield over \$225,000 in grant contribution.
Budget	\$ 250,000 Contract Services
Funding	\$ 25,000 Taxation \$ 225,000 Canadian Art Grant \$ 250,000 Total Funding

Total Number of Projects:	5
Total Budget:	\$ 353,500
Total Funding by Source:	\$ 126,500 Taxation \$ 227,000 Grants

Proposed Addition – Craigleith Heritage Depot Museum Program

Department: Library – Depot Programming
Year of Initiation: 2019
Completion Date: Ongoing
Submitted by: CEO, Blue Mountains Public Library
Capital: No

Justification

In 2015 the Craigleith Heritage Depot lost qualification by the Ministry of Tourism Culture & Sport under the Standards for Community Museums in Ontario. The result was a loss of the Community Museum Operating Grant and any other ministerial dollars which flow through this branch. In 2018 the CEO, Museum Advisory Council, and Curator have worked to re-establish each of the aspects of qualification.

The final areas of need are each applied for in the 2019 Budget, including individual budget lines for collections management (e.g. exhibition, conservation, research, and museum educational programs).

The annual service and license program for the Content Management System PastPerfect is also required as is the Biblioboard program for community access to historic materials online within the virtual library. Each of these are industry standard and U.S. products, as there is no Canadian option available in the library/museum market at this time.

Potential Increases or Cost Savings to the Operating Budget

The increase in budget will move us to a final consideration for Qualified Status. This is needed for the consideration of the Community Museum Operating Grant and is a similar consideration for federal Heritage dollars as well.

While there is no guarantee that qualification will bring additional grant opportunities, as these are Ministerial decision bound, we can guarantee we will not receive them without such budgetary increases to the museum.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Special Projects & Artifacts	\$75,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Exhibitions	\$10,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Conservation & Repairs	\$10,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Museum Programs	\$10,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Service Agreements	\$15,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Expenditures Total	\$120,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Funding						
Artifact Reserve Fund	\$40,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Fundraising	\$37,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500
Revenue Fund - Taxes	\$42,500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500
Non-Growth Reserves						
Debt						
Funding Total	\$120,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000

New Staff Request – **Craigleith Heritage Depot Inventory and Cataloguing Assistant**

Department: Blue Mountains Public Library – Craigleith Heritage Depot
Submitted by: Dr. Sabrina Saunders, CEO, Blue Mountains Public Library
Full/Part Time/Contract: Contract
Pay Grade/Hourly Rate: Grade 2 - \$19.64 - \$22.98 per hour
Hours Worked per Week: 30

Description of Position

This request is for a contract position for 1,200 hours in 2019 to conduct a significant inventory and cataloguing project. This ties directly into the larger work plan and Strategic Goals to becoming "Qualified" with the Ministry of Tourism, Culture & Sport.

How are these duties currently being accomplished?

Tasks are not being accomplished in a reasonable time. This is not to say the current staff could not complete the backlog, but would take years or moving both part-time staff to full-time. The backlog is the result of artifacts not having been catalogued prior to 2016.

Impact if this position is not filled

Craigleith Heritage Depot will remain an unqualified community museum under the Standards for Community Museums in Ontario. Craigleith Heritage Depot lost qualification in 2015 and we hope to re-establish ourselves. This qualification is directly tied to Ministerial funding opportunities.

Alternative to filling this position

The two part-time Museum Assistants could be offered full-time positions. The other alternative is we remain status quo and forgo opportunities for government grants.

General Comments

Our community museum has been growing and working for all of 2018 to achieve the Qualification Standards. Inventory and appropriate backlog cataloguing is key to successfully meeting these Standards.

Budget

Description	Total	2019	2020	2021	2022	2023
Expenditures						
Part Time Salaries	\$29,255	\$29,255				
Benefits	\$5,265	\$5,265				
Expenditures Total	\$34,520	\$34,520				
Funding						
Revenue Fund - Taxes	\$34,520	\$34,520				
Funding Total	\$34,520	\$34,520				



2019 Draft Budget

Additions to the Base Budget

2019 Proposed Additions to the Base Budget

Budget Year					2019 Funding Source				
	Description	2019	2020	2021	Taxation	User Rates	DC's	Other	Impact on 2019 Town Tax Levy
Staff Requests									
1.	Infrastructure Capital Coordinator (2)	\$ 119,720	\$ 243,540	\$ 248,170	\$ -	\$ -	\$ -	\$ 119,720	0.00%
2.	Manager of Planning	\$ 71,950	\$ 140,540	\$ 143,230	\$ 71,950	\$ -	\$ -	\$ -	0.47%
3.	IT Help Desk Technician	\$ 49,900	\$ 96,300	\$ 98,100	\$ 40,240	\$ 9,660	\$ -	\$ -	0.27%
4.	Municipal Law Enforcement Officer	\$ 49,900	\$ 96,300	\$ 98,100	\$ 49,900	\$ -	\$ -	\$ -	0.33%
5.	Executive Assistant	\$ 49,900	\$ 95,300	\$ 97,300	\$ 49,900	\$ -	\$ -	\$ -	0.33%
Additional Plans and Studies									
6.	Sustainable Plan Review	\$ 100,000	\$ -	\$ -	\$ 34,000	\$ -	\$ -	\$ 66,000	0.22%
7.	Economic Development Strategy	\$ 100,000	\$ -	\$ -	\$ 32,500	\$ -	\$ 22,500	\$ 45,000	0.21%
8.	Communication Strategy	\$ 100,000	\$ -	\$ -	\$ 30,000	\$ -	\$ 45,000	\$ 25,000	0.20%
Additional Services									
9.	Transit	\$ 49,000	\$ 67,000	\$ 67,000	\$ 49,000	\$ -	\$ -	\$ -	0.32%
10.	Outdoor Pickleball Court	\$ 150,000	\$ 2,500	\$ 2,500	\$ 15,000	\$ -	\$ 135,000	\$ -	0.10%
11.	Metcalfe Rock Parking Lot Expansion	\$ 103,000	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 53,000	\$ 50,000	0.00%
The Blue Mountains Public Library									
12.	Museum Programming	\$ 24,000	\$ 24,000	\$ 24,000	\$ 8,500	\$ -	\$ -	\$ 15,500	0.06%
13.	Museum Inventory & Cataloging Assistant	\$ 34,520	\$ -	\$ -	\$ 34,520	\$ -	\$ -	\$ -	0.23%
Totals Before Compensation Review		\$1,001,890	\$ 767,480	\$ 780,400	\$ 415,510	\$ 9,660	\$ 255,500	\$ 321,220	2.74%
14.	52 nd Percentile	\$ 118,060	\$ 120,410	\$ 125,280	\$ 72,530	\$ 45,530	\$ -	\$ -	0.48%
Total Additions with 52nd Percentile		\$1,119,950	\$ 887,890	\$ 905,680	\$ 488,040	\$ 55,190	\$ 255,500	\$ 321,220	3.22%