



2022 Draft Budget

Town of The Blue Mountains



Town of The Blue Mountains 2022 Draft Budget

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2022 Draft Budget Executive Summary

Executive Summary

2022 Draft Operating Budget – Taxation

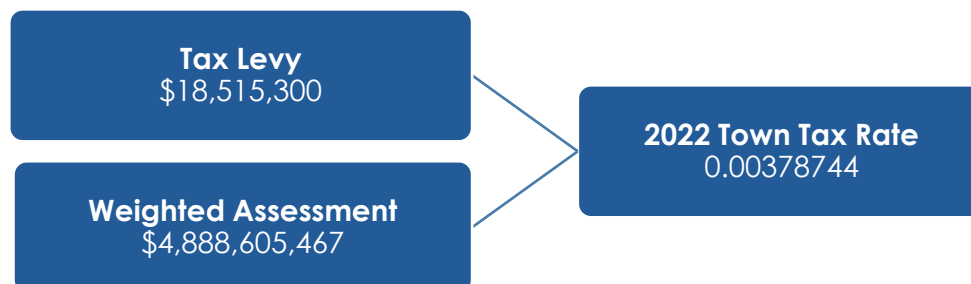
The schedule below looks at a summary of the Town's 2022 Draft Budget as compared to the 2021 Approved Budget by Department. The bottom-line of the chart shows the 2022 Total Tax Levy of \$18,515,300 which is a 6.4%, or \$1,118,537, increase over the 2021 Approved Tax Levy of \$17,396,763.

However, because the Town is seeing significant growth, the 2022 Tax Rate is 2.68% higher than 2021.

Department	2021 Approved Budget	2022 Draft Budget	% Change	\$ Change
Council	\$ 348,908	\$ 202,420	-42%	\$ (146,488)
Administration	\$ 373,902	\$ 599,262	60%	\$ 225,360
Finance and IT Services	\$ 296,113	\$ 461,246	56%	\$ 165,133
Fire Service	\$ 2,128,180	\$ 2,822,853	33%	\$ 694,673
Legal Services	\$ 820,661	\$ 426,570	-48%	\$ (394,091)
Planning and Development Services	\$ 830,341	\$ 829,639	0%	\$ 702
Community Services	\$ 2,041,400	\$ 2,017,531	-1%	\$ (23,869)
Operations	\$ 7,987,855	\$ 8,428,479	6%	\$ 440,624
Corporate Administration	\$ 1,215,564	\$ 1,089,321	-10%	\$ (126,243)
Blue Mountains Public Library	\$ 1,353,839	\$ 1,360,411	0%	\$ 6,572
Base Budget Tax Levy	\$ 17,396,763	\$ 18,237,731	5%	\$ 840,968
Additions to the Budget		\$ 277,569	1.6%	\$ 277,569
Tax Levy	\$ 17,396,763	\$ 18,515,300	6.43%	\$ 1,118,537

In preparation of the 2022 Draft Budget and in an effort to streamline the budget document, a number of internal realignments were completed to make the budget process more efficient and user-friendly. Due to these changes, there are some significant swings up and down for the individual departments.

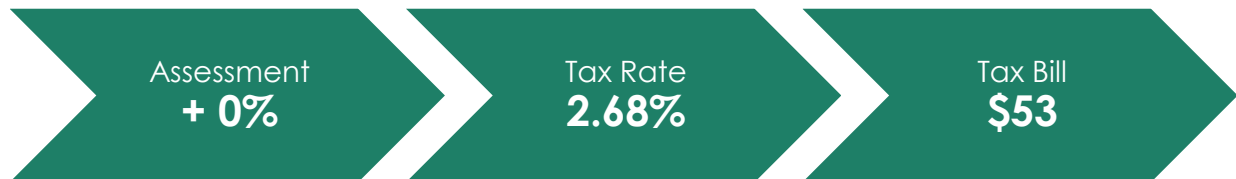
What does this mean for the Tax Rate?



The Town's 2021 Residential Tax Rate was 0.00368867. The 2022 Tax Rate represents an increase of 2.68%. This increase is due to a larger increase in the Tax Levy versus the increase in the Weighted Assessment.

What does this mean for the average Town Property Tax Bill?

A property owner's tax bill is calculated by multiplying the assessed value by the Tax Rate.

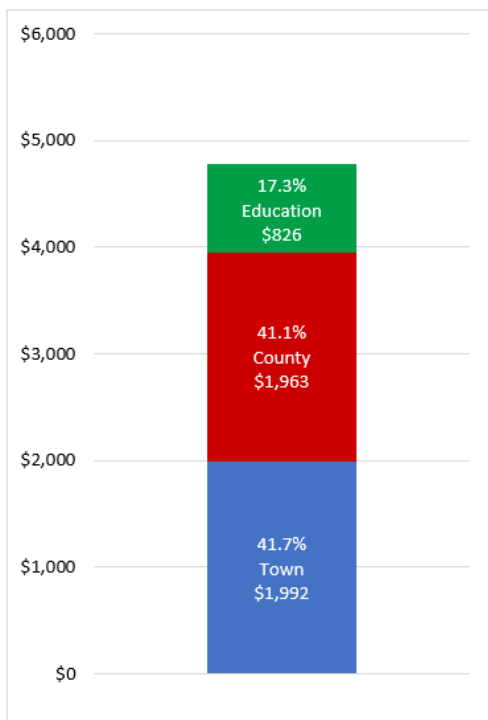


The average property owner will see a 0% increase on their assessment. With the draft tax rate, the average home assessed at \$540,000 may see the Town portion of their property tax bill increase by \$53.

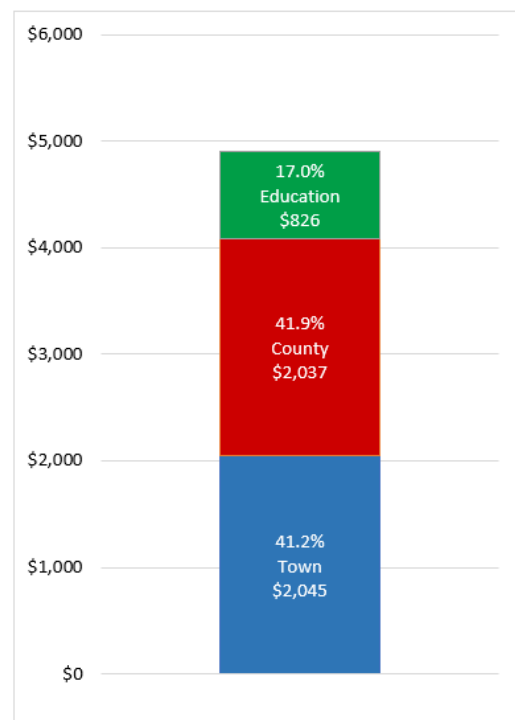
Average Residential Property Tax Bill

The average residential property in the Town of The Blue Mountains is valued at \$540,000 (as per MPAC). As illustrated on the chart below, a residential tax bill (Town portion) for a property assessed at \$540,000 in 2022 would be approximately \$2,029, a total increase of \$37 over 2021.

2021 Actual
\$540,000 Assessment
\$4,781



2022 Budget
\$540,000 Assessment
\$4,867



2022 Operating Budget – User-Fees

The Town has four departments, Water, Wastewater, Harbour and Building which are fully funded through User-Fee revenues and do not rely on Taxation.

Included in the 2022 Budget is a 0% increase to Water User-Fees, 2% increase to Wastewater User-Fees (roughly \$6 increase for the average household), 0% increase to Building fees, and a \$2 per foot increase to the Seasonal Mooring fees at the Harbour.

Committees of Council

For the past 2 years, the budget document identified Committee Budgets separately and identified actual budgets for the Committee. Part of this years realignment was not to include the summary of the Committees of Council and include the funding from strategies and plans along with revenues and expenses within the lead department that the Committees directly collaborate with. In addition, the realignment provides clarity that the Committees have no mechanism to spend the funding with Council being the approval authority to do so.

Rural Access to Broadband Internet Technology Task Force is included in the Administration Budget.

Joint Municipal Physician Recruitment and Retention Committee is included in the Administration Budget.

Economic Development Advisory Committee is included in the Administration Budget.

Community Communications Advisory Committee is included in the Administration Budget.

Sustainability Advisory Committee is included in the Operations Budget.

Transportation Advisory Committee is included in the Operations Budget.

2021 Year End Forecast

Taxation

The Taxation funded departments are trending towards having a 2021 year-end deficit which is due to the COVID-19 Pandemic. It is important to note that the year-end process is still ongoing, and these numbers can change.

Water and Wastewater

The Water Division is forecasting a year-end surplus of \$55,000. This balance will be transferred into Water's rate stabilization reserve to ensure that future rate increases are not dramatic.

The Wastewater Division is forecasting to end the year very close to budget, with the possibility of a small surplus of \$25,000. This balance will be transferred into Wastewater's rate stabilization reserve to ensure that future rate increases are not dramatic.

User-Fees

The Building Services Division is forecasting an estimated \$350,000 surplus by the end of 2021 which will be transferred into the Building Rate Stabilization Reserve Fund for future years where revenues do not cover expenses. This surplus is driven from the large increase in new dwelling permits.

The Thornbury Harbour is trending towards a small surplus in 2021, this is mostly driven by an increase seen in fuel sales. Any year-end surplus will be transferred into the Harbour Reserves and made available to future years with potential deficits or to fund capital works.

The Water, Wastewater, Building, and Harbour Divisions all show a \$0 bottom line on the Division Sheets later in this budget document. This is because all User-Fee and User Rate Divisions need to be zeroed out for budgeting purposes. Any forecasted surplus is added into the "Transfer to Reserve" line and any deficits are added to the "Transfers from Other Reserves" line.

Long-Term Debt

In 2021 the Town finalized two pieces of Long-Term Debt that both require Taxation funding for the annual payments. The first piece of Long-Term Debt was for the Landfill Mining and Expansion Phase 1 and the second was for the purchase of 19 Napier Street and 125 Peel Street.

Combined, these payments require an additional \$219,000 (1.26% increase on the tax levy) starting in 2022 and lasting for 25 years.

Additional Fire Inspectors/Suppression

Included in the 2022 base budget is an additional \$520,000 to fund the costs of four additional fire inspector/suppression positions. In 2021 an urgent need for additional firefighters was brought forward and approved by Council which included four additional positions in 2022 and 2 additional positions in 2023.

2022 Capital Budget

The Town's 2022 Draft Capital Budget totals \$56.7 million in projects. The Town uses a variety of other funding options, including Long-Term Debt and Reserve Funds to fully fund annual capital purchases.

Highlights from the 2022 Draft Capital Budget

- \$11M to service the newly purchased 125 Peel Street
- \$5.1M for the Phase 2 Landfill Mining and Expansion projects
- \$2.6M to replace the water meters throughout the Town
- \$2M to reline the wastewater line along the Timmons Easement

2022 Budget Timeline

Developing an Annual Budget involves several months of planning and coordination among staff, Council, and stakeholders. Staff received input from Council 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 (SAM) to prepare 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 2022 Proposed Budget is staff's best estimate of 2022 costs and revenues based on current knowledge.

Once the 2022 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. A Public Information Centre and Public Meeting is held to gain input from the public before final approval.

June 30, 2021	Budget pre-consultation report
September 7 - 17, 2021	Revised Budgets are reviewed by Department Heads and Service Area Managers with the Budget Team
October 18 – 29, 2021	The CAO, Director of Finance and IT Services, and the Budget Team review Department budgets with Department Heads
November 12, 2021	The 2021 Proposed Budget is distributed to Council, Senior Management Team, and the Public
December 2, 3, 6, and 8, 2021	Budget Meetings take place during Committee of the Whole
December 13, 2021	Council Approved Recommendations from Committee of the Whole Budget Meetings
January 6 & 12, 2022	Public Meeting Notice on website and local newspapers and Draft Budget is Released
February 7, 2022	A Public Meeting is held for the 2022 Draft Budget
February 15, 2022	A Staff Report is presented to Council outlining the public's comments from the Public Meeting
February 28, 2022	Council approves the 2022 Budget

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2022 Draft Budget

Additions to the Base Budget

2022 Draft Additions to the Base Budget

	Description	2022	2022 Taxation	2022 User-Fees	2022 Other	Impact on 2022 Town Tax Levy
1	Manager of Infrastructure and Capital Projects	\$ 40,100	\$ (56,300)	\$ 96,400	\$ 0	-0.32%
2	Compensation Review (Staff Report FAF.21.200)	\$ 230,971	\$ 185,709	\$ 45,262	\$ 0	1.07%
3	Development Engineering Additional Staff and Division Structure Enhancements	\$ 285,300	\$ 760	\$ 284,540	\$ 0	0.00%
4	Licensing Administrative Assistant	\$ 96,100	\$ 0	\$ 96,100	\$ 0	0.00%
5	Administrative Assistant – Building Services	\$ 34,900	\$ 0	\$ 34,900	\$ 0	0.00%
6	Harbour Part-time Student Labourer	\$ 6,300	\$ 0	\$ 6,300	\$ 0	0.00%
7	IT Infrastructure Analyst	\$ 109,400	\$ 97,400	\$ 12,000	\$ 0	0.56%
8	18-month By-law Contract	\$ 73,000	\$ 50,000	\$ 0	\$ 23,000	0.29%
Total of all Draft Additions		\$ 876,071	\$ 277,569	\$ 575,502	\$ 23,000	1.60%

Below is a list of additions based on the direction provided by Council of a 0% target that staff did not pursue full business cases for inclusion in the 2022 Proposed Budget, however staff have given a high-level estimate of the cost to taxation for each item for 2022 for further discussion with Council during budget deliberations and further direction to staff.

- Noxious Weed Control - \$15,000
- Programming and Special Events Coordinator - \$110,000 (one additional staff and relevant equipment and software)
- Centralized Customer Service - \$280,000 (Council directed staff to bring forward through Budget deliberations and this includes staff and facility enhancements to Town Hall to provide centralized in-person customer service)
- Splitting Manager of Economic Development and Communications into 2 positions - \$135,000 (estimating one staff person and potential realignment of current staff. Staff were requested to bring this option for Council consideration based on Committee discussions and request)
- Director of Smart Cities - \$195,000 (considered through RABIT Task Force Work)
- Tomahawk Seasonal Staff - \$30,000
- Parks and Trail Full-time Operators - \$75,000
- Canada Day Eve – Drone Show - \$20,000



2022 Draft Budget Operating

Council

This Department budget includes:

- Council
- This budget includes the inter-functional transfers for the Committees of Council and the Grants and Donations Committee fundraising budget.

2022 Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	411,752	273,029	332,612	316,196	321,281
Administrative Expenses	17,384	9,151	17,170	15,820	15,820
Operating Expenses	456	0	30,000	30,000	30,000
Communications	25,574	50,792	49,950	7,950	7,950
Personnel and Training	17,442	10,175	25,650	30,500	24,500
Utilities	0	0	0	0	0
Equipment Related	194	215	1,275	1,275	1,275
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	934	0	0	0	0
Consulting	40,830	56,044	0	0	0
Purchased Services	8,900	34,207	140,000	100,000	100,000
Debt Payments	0	0	0	0	0
Financial Expenses	69,934	94,785	46,300	46,900	47,500
Premise and Site	5,065	0	0	0	0
Total Expenses	598,467	528,397	642,957	548,641	548,326
Transfers					
Transfers to Capital	0	-4,462	0	0	0
Transfers to Reserves	213,800	20,000	0	20,000	20,000
Transfers from Obligatory Reserves	-51,069	-74,771	0	0	0
Transfers from Other Reserves	-67,741	-8,163	-77,000	0	0
Interfunctional Transfers	62,278	10,781	-197,697	-202,178	-206,748
Total Transfers	157,267	-56,615	-274,697	-182,178	-186,748
Total Transfers and Expenses	755,734	471,782	368,260	366,463	361,579
Revenue					
Grants and Donations	7,350	25,840	135,840	135,840	135,840
External Revenue	79,393	69,522	30,000	30,000	30,000
Subsidies	0	0	0	0	0
Total Revenue	86,743	95,362	165,840	165,840	165,840
Net Cost of Service (Taxation)	668,990	376,420	202,420	200,623	195,739

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.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Members of Council	7	7	7
Council and Committee of the Whole Meetings	74	69	53

Council Election

2022 – 2024 Council Election Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	0	0	21,900	0	0
Administrative Expenses	0	0	1,350	0	0
Operating Expenses	0	0	0	0	0
Communications	0	3,440	42,000	0	0
Personnel and Training	0	1,084	1,150	0	0
Utilities	0	0	0	0	0
Equipment Related	194	194	1,275	1,275	1,275
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	1,603	1,603	40,000	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	1,797	6,321	107,675	1,275	1,275
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	20,000	20,000	0	20,000	20,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-77,000	0	0
Interfunctional Transfers	0	0	0	0	0
Total Transfers	20,000	20,000	-77,000	20,000	20,000
Total Transfers and Expenses	21,797	26,321	30,675	21,275	21,275
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)	21,797	26,321	30,675	21,275	21,275

Council

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	368,700	273,029	332,612	316,196	321,281
Administrative Expenses	16,054	7,223	17,170	15,820	15,820
Operating Expenses	456	0	0	0	0
Communications	7,338	8,839	49,950	7,950	7,950
Personnel and Training	17,371	8,989	25,650	30,500	24,500
Utilities	0	0	0	0	0
Equipment Related	194	194	1,275	1,275	1,275
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	934	0	0	0	0
Consulting	8,898	30	0	0	0
Purchased Services	2,468	1,603	40,000	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	9,087	10,265	11,300	11,900	12,500
Premise and Site	995	0	0	0	0
Total Expenses	432,495	310,172	477,957	383,641	383,326
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	20,000	20,000	0	20,000	20,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-23,714	0	-77,000	0	0
Interfunctional Transfers	-81,462	-157,222	-401,858	-410,421	-419,156
Total Transfers	-85,176	-137,222	-478,858	-390,421	-399,156
Total Transfers and Expenses	347,319	172,951	-901	-6,781	-15,830
Revenue					
Grants and Donations	0	840	840	840	840
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	0	840	840	840	840
Net Cost of Service (Taxation)	347,319	172,111	-1,741	-7,621	-16,670

The above chart includes the Municipal Election Budget.

Administration

This Department budget includes:

- Chief Administrative Office
- Town Clerk
- Human Resources
- Communications and Economic Development

Staff have removed the following from the budget for the following initiatives:

- \$25,700 for the Community Guide – staff is suggesting that with the implementation of quarterly newsletters released in 2022 and an enhanced Town Website the duplication of a Community Guide can provide cost savings and significant efficiencies from Town resources

Head Count

Chief Administrative Officer	
Taxation Funded	2
Total Chief Administrative Officer	2
Administration	
Taxation Funded	8
Committee Funded	1
Project Funded	2
Total Administration	11

Administration

2022 Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	1,182,356	1,263,876	1,528,563	1,575,605	1,616,368
Administrative Expenses	36,368	15,313	28,450	29,900	29,950
Operating Expenses	5,110	10,465	6,550	6,550	6,550
Communications	24,636	47,989	65,260	65,360	65,360
Personnel and Training	19,375	47,526	82,295	90,520	90,720
Utilities	0	265	0	0	0
Equipment Related	10,120	13,824	12,756	12,756	12,756
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	9,178	9,920	15,000	15,000	15,000
Consulting	36,308	10,065	10,000	10,000	7,500
Purchased Services	11,568	33,366	37,000	47,000	47,000
RABIT Action Items	0	0	15,000	15,000	15,000
Physician Recruit Action Items	0	0	25,000	25,000	25,000
EDAC Action Items	0	0	67,500	92,500	92,500
Communications Action Items	0	0	34,000	36,500	36,500
Debt Payments	0	0	0	0	0
Financial Expenses	48,059	47,812	50,500	50,500	50,500
Premise and Site	0	2,890	0	0	0
Total Expenses	1,383,078	1,503,311	1,977,874	2,072,191	2,110,704
Transfers					
Transfers to Capital	128	9,000	0	0	0
Transfers to Reserves	120,000	3,000	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-22,694	0	0	0	0
Interfunctional Transfers	-316,673	-858,562	-1,362,337	-1,393,681	-1,425,638
Total Transfers	-219,238	-846,562	-1,362,337	-1,393,681	-1,425,638
Total Transfers and Expenses	1,163,840	656,748	615,537	678,510	685,066
Revenue					
Grants and Donations	0	3,209	0	0	0
External Revenue	4,846	4,588	16,275	16,275	16,275
Subsidies	0	0	0	0	0
Total Revenue	4,846	7,797	16,275	16,275	16,275
Net Cost of Service (Taxation)	1,158,994	648,951	599,262	662,235	668,791

Chief Administrative Officer

Mission

- Champion the Corporate **Vision** as “An approachable Council and staff serving an engaged and well-informed community”.
- Champion the Corporate **Mission** being “Council and staff together foster the trust of our community and support our region’s diverse cultural and natural heritage through thoughtful consultation and organizational excellence”.
- 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.

2022 Work Plan

- Ensure the implementation of the 2020 – 2024 Corporate Strategic Plan.
- Continual implementation and enhancements to zero based budgeting and annual 3-year operating and 5-year capital budgeting.
- Continue to implement positive change throughout the organization and continue to implement and enhance the Performance Management and Goal Setting and Monitoring system that was completed in 2021 and to bring forward suggested changes for its continued implementation throughout the organization.
- Assist with the coordination of having the Committees of Council standing down and prior to the 2022 municipal election process.
- Having a focus on implementation of a well understood and measurable Customer Service Model throughout the Organization.
- Champion the priority of continued enhancement of communication and public consultation and engagement throughout the entire organization.
- Continue to work with our community and our region in the management and recovery from the COVID-19 Pandemic.
- In collaboration with the Town Clerk develop a formal Council Training Orientation and ongoing Training and Development Regime that can be considered, endorsed, and implemented for the 2022 – 2026 Term of Council.
- Work closely with the Town Clerk to ensure a successful 2022 Municipal Election process.
- Continue to develop regional relationships that support the South Georgian Bay Region concept and look for opportunities that provide effectiveness and efficiencies and regional awareness.
- Support staff with the planning, development, and implementation of a range of significant community defining projects.
- Continue to work closely and effectively with Council and our stakeholders to build a strong, well-informed community.

Chief Administrative Officer

- Consideration of 125 Peel Street future development opportunities that ensure Community Benefit.
- Continued development and implementation of a formal staff engagement program.
- Continue to support the range of Physician Recruitment and Retention and local Attainable Housing portfolio's.

Chief Administrative Officer

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	439,798	432,543	461,371	470,637	479,716
Administrative Expenses	2,040	2,338	5,200	5,200	5,200
Operating Expenses	0	0	0	0	0
Communications	1,575	639	1,450	1,550	1,550
Personnel and Training	4,466	22,027	41,700	41,400	41,600
Utilities	0	265	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	4,893	-1,350	0	0	0
Consulting	0	131	5,000	5,000	2,500
Purchased Services	1,119	6,187	2,000	2,000	2,000
RABIT Action Items	0	0	15,000	15,000	15,000
Physician Recruit Action Items	0	0	25,000	25,000	25,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	1,842	500	500	500
Premise and Site	0	2,890	0	0	0
Total Expenses	453,892	467,512	557,221	566,287	573,066
Transfers					
Transfers to Capital	0	3,000	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	0	0	0	0
Interfunctional Transfers	-107,086	-283,466	-376,267	-384,018	-391,924
Total Transfers	-97,086	-280,466	-376,267	-384,018	-391,924
Total Transfers and Expenses	356,806	187,046	180,955	182,270	181,142
Revenue					
Grants and Donations	0	3,209	0	0	0
External Revenue	0	885	10,200	10,200	10,200
Subsidies	0	0	0	0	0
Total Revenue	0	4,094	10,200	10,200	10,200
Net Cost of Service (Taxation)	356,806	182,952	170,755	172,070	170,942

Town Clerk

Mission

- Main point of contact for the public to contact the Town.
- To perform duties as required under the *Municipal Act*, *Municipal Elections Act*, or under any other Act.
- Maintaining the originals of all By-laws and minutes of the proceedings of Council.

2022 Work Plan

- 2022 Municipal and School Board Election
- Assist with the development of the new Council training schedule
- Implementation of the Documentation Management System, ensuring that all Town agreements are recorded in the Document Management System by the end of September 2022.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Prepare Council & Committee of the Whole Packages	74	69	53
Marriage Licenses Issued	16	18	20
Lottery Licenses Issued	14	4	10
Civil Marriage Services Performed	2	0	5

Town Clerk

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	239,153	232,183	250,753	255,726	260,499
Administrative Expenses	3,492	1,937	3,250	3,200	3,250
Operating Expenses	0	0	0	0	0
Communications	583	850	610	610	610
Personnel and Training	1,649	804	1,800	1,300	1,300
Utilities	0	0	0	0	0
Equipment Related	356	0	356	356	356
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	3,816	67	0	0	0
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	2	5	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	249,050	235,846	256,769	261,192	266,015
Transfers					
Transfers to Capital	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	-70,414	-149,465	-205,424	-209,683	-214,027
Total Transfers	-70,414	-149,465	-205,424	-209,683	-214,027
Total Transfers and Expenses	178,636	86,381	51,345	51,508	51,988
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	4,846	3,703	6,075	6,075	6,075
Subsidies	0	0	0	0	0
Total Revenue	4,846	3,703	6,075	6,075	6,075
Net Cost of Service (Taxation)	173,790	82,678	45,270	45,433	45,913

Human Resources

Mission

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

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Number of Job Postings/Competitions	50	YTD 58*	50**
Number of Employees Onboarded	51	YTD 46	45
Permanent Full-time Turnover†	9	YTD 12	15
Reported Workplace Incidents§	14	YTD 16	14
WSIB- Lost Time Injuries (LTI) & No Lost Time Injuries (NLTI)§	NLTI- 5 LTI- 6	YTD NLTI-0 LTI- 1	NLTI- 2 LTI- 1
Approved Full-time Positions	3	3	3

YTD- as of December 13, 2021

Job Postings/Competitions – Town, Library, BIA & BMAHC

* Includes open and unfilled competition files

** Forecasted retirements, average FT turnover 2019-2021, regular seasonal positions, proposed 2022 budget additions

† Includes resignations and retirements

§ WSIB 2020 claims include 6 allowed COVID-19 claims; 2022 expected based on average 2018-2020

2022 Work Plan

The Human Resources Division has the following projects and initiatives identified as its key performance objectives:

- Acquire and implement an HR software to improve how HR services are delivered to employees, including centralizing HR data records, streamlining workflows and approvals, improving reporting and analytics, and enhancing the employee experience with talent management modules for recruiting, onboarding and offboarding, performance management and employee engagement. Staff will not proceed with the purchase of this software without a grant funding source.
- Initiate process of developing an HR Strategic Plan that supports the key HR business drivers of the Corporate Strategic Plan, beginning with undertaking an organizational needs assessment, Staff Engagement and Satisfaction Survey, and defining HR objectives and goals. Implementation and adoption of an HR Strategic plan, including communication and employee and stakeholder training to be completed in 2023.
- Review and update of corporate governance and legislative HR and Health & Safety policies; including Progressive Discipline and Workplace Violence and Harassment.
- Continue to promote and implement mental health in the workplace and psychological health and safety through appropriate policies, programs, training, and services.

Human Resources

- Develop training workshops for Leaders to assist with understanding the Town's employment policies and procedures.
- Develop a recruitment strategy focused on maximizing advertising budget and leveraging all recruitment platforms to increase visibility of postings.
- Review and update Onboarding and first day Orientation for new and returning employees.

Budget Commentary

The Human Resources Division has maintained a fairly static budget the last few years. The work plan for 2022 includes projects, programs and administrative work that can be largely done by internal staff with internal resources. The COVID-19 pandemic has continued to have a significant impact on the work processes and services of the Human Resources Division. HR has continued to play a key role in COVID-19 response and recovery, keeping pandemic-related policies and protocols up to date and providing wellness support for staff.

Several HR and Health and Safety related training and initiatives were postponed in 2020 and 2021 due to the COVID-19 pandemic. There is an increase in funding in the corporate training budget, returning the budget closer to pre-pandemic levels, to ensure staff remain up to date and compliant with legislated training.

Human Resources

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	360,955	309,770	358,447	375,481	386,713
Administrative Expenses	2,602	1,365	3,500	5,000	5,000
Operating Expenses	5,110	10,318	6,550	6,550	6,550
Communications	11,717	16,495	17,540	17,540	17,540
Personnel and Training	10,880	19,434	23,850	38,350	38,350
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	4,285	11,270	15,000	15,000	15,000
Consulting	32,428	9,726	5,000	5,000	5,000
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	949	928	1,500	1,500	1,500
Premise and Site	0	0	0	0	0
Total Expenses	428,926	379,307	431,387	464,421	475,653
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	3,000	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-97,677	-202,265	-391,671	-399,730	-407,950
Total Transfers	-97,677	-199,265	-391,671	-399,730	-407,950
Total Transfers and Expenses	331,250	180,042	39,716	64,691	67,703
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)	331,250	180,042	39,716	64,691	67,703

Human Resources

Compensation & Pay Equity Review

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 with the level of qualifications, skills, and experience required to fill their positions.
- Attracting and retaining 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.

Recruitment Landscape

Over the past few years, the Town has experienced recruitment trends which include:

- A number of seasonal and contract positions have gone unfilled, or the job posting has been extended for several additional weeks increasing the time to fill due to a lack of qualified applicants.
- The most common job types hired over the last five years have been in the leadership and professional/technical category requiring advanced education or training (i.e., a degree or advanced diploma, certification or licensing), and/or specialized experience (Senior Leaders, Finance and IT, Building Services and Operations);
- A difficulty sourcing replacement talent, particularly in the area of professional /technical jobs. Hiring into jobs without the required experience can place a significant burden on existing department staff initially and the risk of turnover is high; and
- Temporary backfilling of professional/technical jobs has been unsuccessful most of the time, leaving the jobs to go vacant or the work to pile up while the leave is underway.

In reviewing these trends, exit interviews reveal that staff are exiting the organization for reasons related to compensation, career advancement, full-time opportunities or a job closer to home. Approximately 20% of full-time and contract employees indicate cost of living in the area as the main reason for leaving the organization.

With many employees retiring or close to retirement, municipalities across the province will be competing more aggressively for qualified technical and professional staff.

As senior professional/technical/leadership incumbents retire, the Town will be vulnerable as employees could leave for progressive opportunities and higher pay. Going forward, it will be important to evolve the Town's culture and continue to work towards the development of a talent management strategy, with a focus on succession planning.

Organizational Culture

Organizational culture is the unique and varied personality of an organization that sets it apart from others. It is the set of values and practices that unite the organization's

employees, informs their actions and guides them toward similar business or corporate goals. Municipalities are taking lessons from the private sector in that it's important to have a defined organizational culture and engage and communicate with employees. This allows employees to opt into the organization's strategic plan/vision to continually move priorities forward.

Human Resources & Compensation experts argue that there is a growing link between culture and compensation. Compensation is one of the first things that falls under employee scrutiny. If an organization purports to value its employees, compensation that is market competitive is important.

Strategic Alignment

Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

Options or Solutions Analysis

As part of the 2021 budget, Council approved \$55,000 for Staff to undertake a Compensation and Pay Equity review of the Town's non-union salary grid.

On June 15, 2021, Council received Staff Report [FAF.21.104](#), Compensation and Pay Equity Review Project Update, providing an update on the awarding of the contract to Gallagher Benefit Services Group (Canada) Inc. ("Gallagher") to undertake a compensation and pay equity review for non-union salaries to ensure the Town's Compensation Program remains competitive with the external market, that internal equity is achieved, and that pay equity maintenance obligations under the Pay Equity Act are met.

The scope of the 2021 Compensation and Pay Equity Review included 120 full-time, part-time, and temporary/seasonal positions, inclusive of positions within the Town and The Blue Mountains Public Library (Library). 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.

Competitive pay is determined by surveying comparable municipal organizations and assessing general trends within the labour market. In accordance with the Town's Compensation Administration Program, Policy POL.COR.20.05, a market review of the non-union salary grid is undertaken every four years to ensure the Town's compensation program remains relevant and competitive.

The Town's Compensation Administration Program identifies criteria for determining an appropriate comparator group to assess market competitiveness. During the June 15, 2021, Committee of the Whole Meeting, Council provided additional direction on suggested comparators including Simcoe County and Niagara-on-the-Lake.

The following twelve comparators participated in the review, giving due consideration to comparable size, scope of services, seasonal influx, as well as economic activity/growth.

Listed in ascending order of households:

Municipal Comparators	Population	Households
The Blue Mountains	6,805	7,962
Saugeen Shores	13,715	6,773
Niagara-on-the-Lake	17,511	7,026
Midland	16,894	7,375
Gravenhurst	12,310	8,654
Muskoka Lakes	6,588	9,343
Owen Sound	16,753	10,304
Collingwood	23,789	11,854
New Tecumseth	34,242	13,191
Wasaga Beach	20,675	13,358
Orillia	31,128	14,275
Innisfil	42,519	17,284
Simcoe County	322,194	144,481
(2019 FIR) Median	19,093	11,079

¹Source: 2019 FIR Reports

As a follow-up to Staff Report [FAF.21.104](#) regarding the Compensation and Pay Equity Review for Non-Union Salaries, Staff Report [FAF.21.200](#) provided Council the results of the review.

Financial and/or Non-Financial Benefits

- Attracting and retaining employees will lead to lower training and recruitment costs, increase productivity and allow for a greater continuity of knowledge and experience 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

Market Review Results/Observations

Through the 2021 Compensation and Pay Equity Review, the Consultant recommends the same five (5) step progression and banding framework that supports the current salary grid should be maintained. This allows for progression through the steps based on satisfactory performance, in accordance with the Town's Performance Management Program.

The results of the custom market study indicate that the Town is below the target pay policy of P50 and P52 on both annual and hourly job rates of the defined comparator market, with greater deviation in some positions.

Differential to Market	P50	P52	P55
Annual Job Rate	+4.2%	+4.9%	+6.0%
Hourly Job Rate	+3.5%	+4.3%	+5.4%

The Consultant provided recommendations for the proposed 2022 grid targeting the 52nd percentile (P52) in keeping with the last direction Council provided regarding market adjustment for non-union base salaries in 2019.

Given the current and anticipated recruitment and retention challenges in an aggressive municipal sector marketplace, aligning the market position to pay at the 52nd percentile of the municipal comparator group is reasonable. This would provide the Town the opportunity to compete more effectively in the market while recruiting and, along with other organizational benefits, retain Staff.

Pay Equity Analysis

Pay equity analysis has been completed using a 2021 salary grid adjusted to the market P50 and market P52 for comparison purposes. The pay equity gaps have two components: the difference in job rates between the female job class and the male comparator which will be absorbed with the implementation of either the P50 or P52 grid; and the remaining gap created by differences in eligibility for benefits (the value of benefits available to the full-time male comparator position as compared to the part-time female position with no benefits). The value of benefits has been estimated as 12.65%. Based on an estimated number of hours per annum for each of the identified part time female positions the pay equity liability due to benefits would be \$25,000.

Pay equity compliance will be achieved with the proposed market competitive salary grid (either P50 or P52) with the understanding of annual lump sum calculations each year going forward. The value of benefits gap would be resolved if a part time male job class was established in the pay band of the part time female job classes OR benefits are made available to the part time positions OR the part time female positions become full time.

Annual Cost of Living Adjustments

As noted in the Town's current Compensation Administration Program Policy, annual COLA increases will be set to match CPI as reported in September annually, as approved through the budget process. CPI reported for September 2021 is 4.4%.

Staff acknowledge that aligning the COLA increase to the September CPI may warrant modification in consideration of the volatile economy over the past few years, as illustrated by the disparity from 2020 CPI of 0.5% and the current CPI of 4.4%.

Additional options for COLA have been provided in the Recommendation section for Council consideration.

Recommendation

Further to Staff Report [FAF.21.200](#), Staff have provided the following options for target pay policy and COLA for Council consideration:

Option # 1- Maintain current target pay policy of P52, and COLA at 1.62%

Option #2- Modify target pay policy to P50, and COLA at 1.62%

Option #3- Modify target pay policy to P50, and COLA at 1.5%

*As noted in the Risk Analysis section, Pay Equity compliance will be achieved with the proposed market competitive salary grid (either P50 or P52) with the understanding of annual lump sum calculations each year going forward. The estimated lump sum payment for 2022 has been included in the financial impact section, based on budgeted hours.

Implementation Plan

Implementation of the proposed market competitive and pay equity compliant salary grid (either P50 or P52) effective January 1, 2022, wherein incumbents are placed at their current step in the new grid.

Financial Impact

Note: All options include estimated lump sum payment for Pay Equity compliance and do not include the Town's unionized staff or Council compensation.

Taxation	Dollar Increase	Tax Levy Increase
Base Budget -Tax	\$732,873	
Base Budget -BMPL	\$34,546	
Total Taxation	\$767,419	4.41%
Option #1		
P52 COLA 1.62% -Tax	\$816,346	
P52 COLA 1.62% -BMPL	\$164,100	
Total Taxation	\$980,446	5.64%
Option #2		
P50 COLA 1.62% -Tax	\$758,114	
P50 COLA 1.62% -BMPL	\$160,468	
Total Taxation	\$918,583	5.28%
Option #3		
P50 COLA 1.50% -Tax	\$747,434	
P50 COLA 1.50% -BMPL	\$159,411	
Total Taxation	\$906,845	5.21%

User-Fees	Impact on 2022
Base Budget	\$411,549
Option #1	
P52 COLA 1.62%	\$483,287
Option #2	
P50 COLA 1.62%	\$456,811
Option #3	
P50 COLA 1.50%	\$451,678

Communications and Economic Development

Mission

The Communications & Economic Development Division is committed to ensuring the delivery of accurate, timely and plain language communication to all residents, businesses and stakeholders in the Town of The Blue Mountains with the goal of increased awareness and understanding of municipal services and operations.

The division also proactively promotes public engagement and participation opportunities within all stages of the municipal decision-making process and aims to foster a culture of respectful, informed and ongoing dialogue with all stakeholders.

To lead economic development initiatives for the Town of The Blue Mountains, the Division is focused on supporting the growth and success of local businesses, and the agriculture, and tourism industries through community networking, business support services and by providing assistance through navigating the municipal process.

2022 Work Plan

The 2022 Communications & Economic Development Division workplan is guided through the implementation of the Year 2 tactics of the Communications Strategy and the Economic Development Strategy. Details regarding the tactics are included within the respective committee budget pages.

In addition to strategy implementation, the division actively supports the communication needs of all Town departments and the respective projects and initiatives that are planned. In coordination with the CAO, in Q1 2022, the division will also lead the Citizen Satisfaction Survey as identified in the Corporate Strategic Plan.

To lead economic development, the 2022 workplan will see continued effort to support local businesses with recovery efforts and marketing campaigns as a result of the ongoing impacts of the COVID-19 Pandemic. Further emphasis will be placed on the promotion of ExploreBlue, as well as supporting tourism and agritourism initiatives within the region and exploring new opportunities within film attraction.

Communications and Economic Development

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Press Releases Issued	101	150	100
Website Traffic (www.thebluemountains.ca)	260,422	275,000	305,000
Website Traffic (www.exploreblue.ca)	11,719	20,500	22,550
Website Management & Content Updating	As Needed	As Needed	As Needed
Twitter Posts (@TownofBlueMtns)	400	750	720
Municipal Information Guide	1	1	0
Tax Bill Newsletter	2	2	2
Town Quarterly Newsletter	0	1	4
EDAC Meetings	12	9	6
CCAC Meetings	8	18	12
Thornbury BIA Meetings	12	13	12
South Georgian Bay Tourism Meetings	12	12	12
Business Support Inquiries & Networking	As Needed	50+	80

Communications and Economic Development

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	142,450	289,380	457,991	473,762	489,439
Administrative Expenses	28,234	9,674	16,500	16,500	16,500
Operating Expenses	0	146	0	0	0
Communications	10,761	30,005	45,660	45,660	45,660
Personnel and Training	2,380	5,260	14,945	9,470	9,470
Utilities	0	0	0	0	0
Equipment Related	9,764	13,824	12,400	12,400	12,400
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	64	140	0	0	0
Purchased Services	10,449	27,179	35,000	35,000	35,000
EDAC Action Items	0	0	67,500	92,500	92,500
Communications Action Items	0	0	34,000	36,500	36,500
Debt Payments	0	0	0	0	0
Financial Expenses	47,108	45,038	48,500	48,500	48,500
Premise and Site	0	0	0	0	0
Total Expenses	251,210	420,646	732,496	770,292	785,969
Transfers					
Transfers to Capital	128	6,000	0	0	0
Transfers to Reserves	110,000	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-22,694	0	0	0	0
Interfunctional Transfers	-41,496	-223,367	-388,975	-400,250	-411,736
Total Transfers	45,939	-217,367	-388,975	-400,250	-411,736
Total Transfers and Expenses	297,149	203,279	343,521	370,042	374,233
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)	297,149	203,279	343,521	370,042	374,233

Corporate Administration

This Department budget includes:

- Corporate Administration
- Ontario Provincial Police
- Conservation Authorities

2022 Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	73,908	97,010	7,339	142,798	9,221
Administrative Expenses	37,813	13,002	45,975	17,700	17,700
Operating Expenses	57,844	11,238	250	250	250
Communications	72,315	94,261	65,225	64,000	64,000
Personnel and Training	63,457	12,106	13,825	13,825	12,825
Utilities	1,216	2,049	1,275	300	306
Equipment Related	7,996	2,641	8,500	8,500	8,500
Vehicle and Fleet Related	0	1,781	0	0	0
Legal Expenses	55,131	35,397	0	0	0
Consulting	124,442	351,615	620,000	730,000	225,000
Purchased Services	2,798,336	2,597,576	2,852,296	2,901,665	2,988,565
Debt Payments	317,255	167,199	477,176	474,257	471,522
Financial Expenses	521,948	492,857	540,984	562,365	584,655
Premise and Site	91,113	26,537	-48,105	-72,105	-78,605
Total Expenses	4,222,772	3,905,270	4,584,739	4,843,555	4,303,939
Transfers					
Transfers to Capital	-25,826	2,568,556	93,500	56,000	0
Transfers to Reserves	842,362	491,000	160,000	150,000	150,000
Transfers from Obligatory Reserves	-104,150	-333,626	-472,374	-429,874	-149,874
Transfers from Other Reserves	-198,768	-170,485	-220,000	-182,500	-42,500
Interfunctional Transfers	-97,104	-39,677	37,756	47,917	61,811
Total Transfers	416,514	2,515,768	-401,118	-358,457	19,437
Total Transfers and Expenses	4,639,286	6,421,038	4,183,621	4,485,098	4,323,376
Revenue					
Grants and Donations	2,156,808	2,398,727	1,331,000	1,331,000	1,331,000
External Revenue	531,799	2,078,948	1,763,300	1,722,300	1,732,300
Subsidies	0	0	0	0	0
Total Revenue	2,688,607	4,477,675	3,094,300	3,053,300	3,063,300
Net Cost of Service (Taxation)	1,950,679	1,943,363	1,089,321	1,431,798	1,260,076

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. Corporate Administration is also where all plans and studies are budgeted.

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.

2022 Budget Commentary

Included in the Consulting line item are the Plans and Studies as listed following this budget page.

The Debt Payment is the annual long-term debt repayment for Town Hall and the newly acquired long-term debt for 19 Napier Street and 125 Peel Street purchases.

The Grants and Donations is the Towns 2022 allocation of the Ontario Municipal Partnership Fund (OMPF) in the amount of \$1,322,000. This is up \$22,400 over the 2021 allocation.

The External Revenue is increasing by \$140,160. This is a mixture of increased supplementary revenue and a decrease in the Town's investment income revenue.

Corporate Administration

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	71,293	97,010	5,339	140,798	7,221
Administrative Expenses	37,813	13,002	45,975	17,700	17,700
Operating Expenses	57,844	11,238	250	250	250
Communications	72,311	99,958	65,225	64,000	64,000
Personnel and Training	62,543	10,743	11,600	11,600	11,600
Utilities	1,216	2,049	1,275	300	306
Equipment Related	7,996	2,641	8,500	8,500	8,500
Vehicle and Fleet Related	0	1,781	0	0	0
Legal Expenses	55,131	40,139	0	0	0
Consulting	124,442	364,307	620,000	730,000	225,000
Purchased Services	58,584	13,246	40,000	5,000	5,000
Debt Payments	279,936	149,811	439,802	436,883	434,148
Financial Expenses	67,077	36,315	71,600	72,700	73,800
Premise and Site	87,456	28,378	-54,605	-78,605	-78,605
Total Expenses	983,641	870,618	1,254,961	1,409,126	768,920
Transfers					
Transfers to Capital	-25,826	2,568,556	93,500	56,000	0
Transfers to Reserves	842,362	491,000	160,000	150,000	150,000
Transfers from Obligatory Reserves	-66,831	-316,238	-435,000	-392,500	-112,500
Transfers from Other Reserves	-175,768	-170,485	-220,000	-182,500	-42,500
Interfunctional Transfers	-14,730	-94,031	-234,527	-233,463	-232,378
Total Transfers	559,207	2,478,802	-636,027	-602,463	-237,378
Total Transfers and Expenses	1,542,848	3,349,421	618,933	806,663	531,543
Revenue					
Grants and Donations	2,148,075	2,290,035	1,322,000	1,322,000	1,322,000
External Revenue	528,986	2,079,428	1,758,300	1,717,300	1,732,300
Subsidies	0	0	0	0	0
Total Revenue	2,677,060	4,369,463	3,080,300	3,039,300	3,054,300
Net Cost of Service (Taxation)	-1,134,212	-1,020,043	-2,461,367	-2,232,637	-2,522,757

Corporate Administration

Previously Approved Plans and Studies

Project	Density/Intensification Study
Budget	\$ 25,000
Project Manager	Contract Planning Position
Update	To be completed in early 2022.

Project	Site Characterization Study – Thornbury Landfill
Budget	\$ 75,000
Project Manager	Manager of Sustainability and Solid Waste
Update	Work on this study is expected to begin in early 2022.

Project	125 Peel Street Property Studies
Budget	\$ 100,000
Project Manager	CAO
Update	Work has started on this study and is expected to last most of 2022.

Project	Development Charge Background Study and By-law Update
Budget	\$ 100,000
Project Manager	Deputy Treasurer/Manager of Accounting and Budgets
Update	Staff are releasing the RFP in November 2021 and will have awarded by early 2022 with a completion date set for Q2 of 2023.

Project	Multi-Use Recreational and Cultural Feasibility Study
Budget	\$ 140,000
Project Manager	Director of Community Services
Update	Work on this study will start now that the Leisure Activity Plan has been completed.

Project	Fire Master Plan
Budget	\$ 150,000
Project Manager	Fire Chief
Update	This Plan is scheduled to be completed by early 2022.

Corporate Administration

Project	Long Point Road Sewer and Lift Station EA
Budget	\$ 385,000
Project Manager	Manager of Water and Wastewater
Update	Staff are working on releasing the RFP in late 2021. A capacity assessment was required on the Grey Road 21 force main before this EA could begin.

Project	Official Plan Update
Budget	\$ 410,000
Project Manager	Contract Planning Position
Update	This project is expected to continue into 2022. Staff will continue to move this project forward through the appropriate process, including public engagement and policy development. Project updates will be provided at certain milestones during the project.

Project	Drainage Master Plan
Budget	\$ 650,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	The minor and major drainage system models have been created and Tatham are currently analyzing the various design storms including climate change scenarios and spring potential rain on snow events to identify the existing drainage system deficiencies. The goal is to have the deficiencies identified and circulate the Town a series of maps highlighting the various deficiencies.

Project	Transportation Master Plan
Budget	\$ 745,000
Project Manager	Transportation Master Plan Project Coordinator
Update	The TMP study is being conducted under the Municipal Class Environmental Assessment process. The study is nearing completion of Phase 1 of this two-phase approach, which is to gather information and identify problems and opportunities. The study will soon enter Phase 2 which is to identify and evaluate alternative solutions and then develop an implementation strategy of the preferred solutions. Completion of the TMP is targeted for early Q3 of 2022.

Corporate Administration

2022 Studies and Plans

Project	Water and Wastewater Condo Agreement
Lead Department	Operations – Water and Wastewater
Description	This project is to secure the services of a consultant to review, assess risk, and make recommendations in regard to Section 5 (4) agreements under the Safe Drinking Water Act. This is an agreement where the Town will provide drinking water operation services to a private condo drinking water system. Also included in this work will be consultation with the owners of the private drinking water systems that are servicing more than 5 homes, such as condos with private watermain, should the Town proceed with such an agreement.
Project Manager	Manager of Water and Wastewater
Budget	\$ 25,000 Consulting
Funding	\$ 12,500 Wastewater Rate Stabilization Reserve \$ 12,500 Water Rate Stabilization Reserve \$ 25,000 Total Budget

Project	Cemetery Master Plan
Lead Department	Community Services - Cemetery
Description	Review of existing land and proposed future use, review of fees and charges, review of care and maintenance fund (perpetual care fund).
Project Manager	Director of Community Services
Budget	\$ 25,000 Consulting
Funding	\$ 25,000 Cemetery Reserve

Project	Telecommunication Protocol Update
Lead Department	Planning and Development Services – Planning
Description	This project has been directed by Council and will update the Town's 2011 Telecommunication Protocol. An updated protocol will ensure the process and consultations related to proposed Telecommunications Towers are up-to-date and reflect best practices for community engagements for these types of applications.
Project Manager	Planner II
Budget	\$ 30,000 Consulting
Funding	\$ 30,000 Planning Studies Reserve

Corporate Administration

Project	Planning and Development Services Fee Review
Lead Department	Planning and Development Services – Planning
Description	A comprehensive review of Planning, Development Engineering, and Building fees will be undertaken with the assistance of a consultant. The review will assess the effort and costs associated with services provided and will recommend updates to the fees for each PDS Division. The project will also include an assessment of internal Planning and Development Engineering processes to identify any recommended efficiencies and/or required resources.
Project Manager	Director of Planning and Development Services
Budget	\$ 90,000 Consulting
Funding	\$ 30,000 Planning Studies Reserve \$ 30,000 Building Rate Stabilization Reserve Fund \$ 30,000 Development Engineering Reserve \$ 90,000 Total Budget

Project	Urban Natural Heritage Update
Lead Department	Planning and Development Services – Planning
Description	This project will involve a review of the natural heritage features/functions that exist within the Town's urban areas. It will include an assessment of the existing tree canopy coverage and provide associated policy directions to be incorporated in future Official Plan update projects.
Project Manager	Contract Planning Position
Budget	\$ 25,000 Salaries and Benefits (Contract) \$ 75,000 Consulting \$ 100,000 Total Budget
Funding	\$ 50,000 Planning Studies Reserve \$ 50,000 General Government Development Charges \$ 100,000 Total Funding

Project	Wastewater Collection Master Plan EA
Lead Department	Operations – Wastewater
Description	This is a Town-Wide Master Plan Class Environmental Assessment to establish a long-term solution to the continued provision of sanitary servicing for the existing and future water users. The purpose of a Sanitary Collection System Master Plan is to evaluate the Town's long-term sanitary collection needs and identify a preferred solution to be implemented as required to match the Town's growth over the next 20 years and beyond.
Project Manager	Manager of Water and Wastewater
Budget	\$ 385,000 Consulting
Funding	\$ 385,000 Wastewater Development Charges

Corporate Administration

Total Projects:	6
Total Budget:	\$ 655,000
Total Funding by Source:	\$ 12,500 Wastewater Rate Stabilization Reserve
	\$ 12,500 Water Rate Stabilization Reserve
	\$ 25,000 Cemetery Reserve
	\$ 30,000 Building Rate Stabilization Reserve Fund
	\$ 30,000 Development Engineering Reserve
	\$ 50,000 General Government Development Charges
	\$ 110,000 Planning Studies Reserve
	\$ 385,000 Wastewater Development Charges
	\$ 655,000 Total Funding

2023 Studies and Plans

Project	Corporate IT Risk Assessment
Lead Department	Finance and IT Services – Information Technology
Budget	\$ 40,000 Consulting
Funding	\$ 40,000 Taxation

Project	Community Planning Permit System
Lead Department	Planning and Development Services – Planning
Budget	\$ 50,000 Consulting
Funding	\$ 50,000 Planning Studies Reserve

Project	Streetscape Master Plan
Lead Department	Planning and Development Services – Planning
Budget	\$ 25,000 Salaries and Benefits (Contract)
	\$ 40,000 Consulting
	\$ 65,000 Total Budget
Funding	\$ 32,500 Planning Studies Reserve
	\$ 32,500 General Government Development Charges
	\$ 65,000 Total Funding

Project	Facility Condition Assessment Update
Lead Department	Finance and IT Services – Facilities and Fleet
Budget	\$ 100,000 Consulting
Funding	\$ 100,000 Various Asset Replacement Reserve Funds

Corporate Administration

Project	Comprehensive Road Needs Study
Lead Department	Operation – Roads and Drainage
Budget	\$ 150,000 Consulting
Funding	\$ 45,000 Infrastructure & Public Works Asset Replacement Reserve Fund \$ 105,000 Taxation \$ 150,000 Total Funding

Project	Human Resource Master Plan
Lead Department	Administration - Human Resources
Budget	\$ 200,000 Consulting
Funding	\$ 100,000 General Government Development Charges \$ 100,000 Taxation \$ 200,000 Total Funding

Project	Growth Management Strategy
Lead Department	Planning and Development Services – Planning
Budget	\$ 110,000 Salaries and Benefits (Contract) \$ 150,000 Consulting \$ 260,000 Total Budget
Funding	\$ 260,000 General Government Development Charges

Total Projects:	7
Total Budget:	\$ 865,000
Total Funding by Source:	\$ 45,000 Infrastructure & Public Works Asset Replacement Reserve Fund \$ 82,500 Planning Studies Reserve \$ 100,000 Various Asset Replacement Reserve Funds \$ 245,000 Taxation \$ 392,500 General Government Development Charges \$ 865,000 Total Funding

2024 Studies and Plans

Project	Strategic Plan
Lead Department	CAO
Budget	\$ 75,000 Consulting
Funding	\$ 75,000 General Government Development Charges

Corporate Administration

Project	Long-Term Financial Plan	
Lead Department	Finance and IT Services – Financial Services	
Budget	\$ 150,000	Consulting
Funding	\$ 37,500	Year over Year Reserve
	\$ 42,500	General Government Development Charges
	\$ 70,000	Taxation
	\$ 150,000	Total Funding

Total Projects:	2	
Total Budget:	\$ 225,000	
Total Funding by Source:	\$ 37,500	Year over Year Reserve
	\$ 70,000	Taxation
	\$ 117,500	General Government Development Charges
	\$ 225,000	Total Funding

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.

Non-Financial Statistics

Statistic	2020 Actual	2021 Budget	2022 Expected
Approved Full-Time Equivalent Positions	17.5	17.5	17.5
Civilian Employees	1	1	1
Household Property Count	7,926	8,174	8,475
Commercial and Industrial Property Count	406	407	408
Base Services Cost per Property	\$184.61	\$177.48	\$172.07
Calls for Service Cost per Property	\$86.65	\$85.26	\$83.61
Estimated Billing Cost per Property	\$332.95	\$326.44	\$317.67

Ontario Provincial Police

Year Over Year Costs

2021 and 2022 Budgeted Costs

	2022	2021
Base Service	\$ 1,528,512	\$ 1,522,921
Calls for Service	\$ 742,722	\$ 731,641
Overtime	\$ 60,674	\$ 67,949
Enhancements	\$ 474,754	\$ 460,575
Prisoner Transport	\$ 15,190	\$ 18,106
Court Security Grant	\$ 0	\$ 0
2019 Year-End Adjustment	\$ 0	\$ (78,005)
2020 Year-End Adjustment	\$ (9,554)	\$ (0)
Total	\$ 2,812,298	\$ 2,723,187

2020 and 2019 Budget vs. Actual Costs

	2020 Actual	2020 Estimated	2020 Difference	2019 Actual	2019 Estimated	2019 Difference
Base Service	\$ 1,538,174	\$ 1,526,683	\$ 11,491	\$ 1,573,731	\$ 1,558,208	\$ 15,523
Calls for Service	\$ 721,972	\$ 716,436	\$ 5,536	\$ 709,988	\$ 702,652	\$ 7,336
Overtime	\$ 48,270	\$ 73,031	\$ (24,761)	\$ 58,024	\$ 83,497	\$ (25,473)
Enhancements	\$ 455,258	\$ 450,992	\$ 4,266	\$ 350,328	\$ 436,732	\$ (86,404)
Prisoner Transport	\$ 10,498	\$ 16,581	\$ (6,083)	\$ 16,689	\$ 18,662	\$ (1,973)
2019 Phase in Adjustment	\$ 0	\$ 0	\$ 0	\$ 12,983	\$ 0	\$ 12,983
Total	\$ 2,774,172	\$ 2,783,723	\$ (9,551)	\$ 2,721,743	\$ 2,799,751	\$ (78,008)

Ontario Provincial Police

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	2,614	0	2,000	2,000	2,000
Administrative Expenses	0	0	0	0	0
Operating Expenses	0	0	0	0	0
Communications	4	0	0	0	0
Personnel and Training	914	1,363	2,225	2,225	1,225
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	2,739,752	2,584,330	2,812,296	2,896,665	2,983,565
Debt Payments	37,319	17,388	37,374	37,374	37,374
Financial Expenses	0	0	0	0	0
Premise and Site	3,657	0	6,500	6,500	0
Total Expenses	2,784,261	2,603,081	2,860,395	2,944,764	3,024,164
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	0	0	0	0	0
Transfers from Obligatory Reserves	-37,319	-17,388	-37,374	-37,374	-37,374
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	0	36,379	237,319	245,736	257,853
Total Transfers	-37,319	18,991	199,945	208,363	220,479
Total Transfers and Expenses	2,746,942	2,622,072	3,060,340	3,153,126	3,244,643
Revenue					
Grants and Donations	8,733	108,692	9,000	9,000	9,000
External Revenue	2,813	0	5,000	5,000	0
Subsidies	0	0	0	0	0
Total Revenue	11,547	108,692	14,000	14,000	9,000
Net Cost of Service (Taxation)	2,735,395	2,513,380	3,046,340	3,139,126	3,235,643

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 deliver innovative, integrated watershed management that is responsive to the environmental, economic and social sustainability of the Nottawasaga Valley watershed". 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	Grey Sauble Conservation
Geographic Area of jurisdiction	3,700 square kilometres	3,191 square kilometres
Lands owned and managed within its jurisdiction	12,000 acres	28,995 acres
Municipalities in which the body has jurisdiction	18	8

Conservation Authority

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 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	411,871	436,543	469,384	489,665	510,855
Premise and Site	0	0	0	0	0
Total Expenses	411,871	436,543	469,384	489,665	510,855
Transfers					
Transfers to Capital	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	-82,374	15,960	30,848	31,445	32,054
Total Transfers	-82,374	15,960	30,848	31,445	32,054
Total Transfers and Expenses	329,497	452,502	500,231	521,110	542,909
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)	329,497	452,502	500,231	521,110	542,909

Finance and IT Services

This Department budget includes:

- Financial Services
- Information Technology
- Facilities and Fleet

Head Count

Finance and IT Services	
Taxation Funded	17
Water User-Fee Funded	0.5
Wastewater User-Fee Funded	0.5
Total Finance and IT Services	18

Finance and IT Services

2022 Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	1,614,135	1,673,502	1,932,811	1,989,561	2,033,900
Administrative Expenses	13,871	9,885	15,250	15,250	15,550
Operating Expenses	2,065	639	650	650	650
Communications	40,833	33,013	52,680	53,980	55,280
Personnel and Training	16,627	22,895	33,325	36,325	39,325
Utilities	89,876	61,988	1,009,040	1,028,693	1,048,603
Equipment Related	376,659	325,015	526,924	639,016	698,338
Vehicle and Fleet Related	3,473	708	87,220	76,720	64,720
Legal Expenses	722	445	0	0	0
Consulting	34,505	3,433	5,000	5,000	5,000
Purchased Services	39,694	-24,185	66,020	41,770	67,520
Debt Payments	0	0	0	0	0
Financial Expenses	20,084	15,015	219,150	225,375	231,760
Premise and Site	133,059	116,782	225,400	225,900	226,400
Total Expenses	2,385,603	2,239,134	4,173,469	4,338,240	4,487,045
Transfers					
Transfers to Capital	0	3,000	-104,460	-106,583	-108,600
Transfers to Reserves	258,562	265,130	350,000	400,000	450,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-47,140	-65,788	0	0	0
Interfunctional Transfers	-528,401	-1,833,124	-3,913,464	-4,090,284	-4,277,470
Total Transfers	-316,979	-1,630,782	-3,667,924	-3,796,868	-3,936,071
Total Transfers and Expenses	2,068,624	608,352	505,546	541,373	550,975
Revenue					
Grants and Donations	41,618	25,297	2,500	2,500	2,500
External Revenue	38,176	44,880	41,800	41,800	41,800
Subsidies	0	0	0	0	0
Total Revenue	79,794	70,177	44,300	44,300	44,300
Net Cost of Service (Taxation)	1,988,831	538,175	461,246	497,073	506,675

Financial Services

Mission

To provide timely, responsive, efficient financial services to all customers in compliance with legislative requirements.

Services Provided

- Assist both external and internal customers.
- Invoice customers for any services provided to them by the Town such as Property Tax, Utility Payments and User Fees.
- 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.
- Manage the Town's Development Charges.
- Coordinate the preparation of the Annual Budget.
- Maintain and update the Town's Asset Management Plan.
- Assist other Departments with Grant Applications and Grant Receipt reporting.

2022 Work Plan

- Continue with Development Charge Review – Background Study
- Continue with Asset Management Plan as per Legislated Requirements
- New Manager of Revenue – customer service focus
- E-Billing for tax bills

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Number of Tax Bills Processed	9,880	10,228	10,600
Number of Vendor Invoice Payments Processed	9,687	9,300	9,600
Purchase Orders Issued	177	180	200
Town Taxes as a percentage of the Total Tax Levy	40%	40%	43%

2021 Highlights:

- Completed an Asset Management Plan ahead of the legislated requirements and in house using our current staff complement and without consultants
- Launched Virtual City Hall which allows residents to view property tax, utility bills and accounts receivable
- Recruitment and training of new staff due to retirements and staff turnover
- Completed the legislated Financial Information Return before May 31 deadline
- 2020 Financial Statement completed and approved by second quarter of 2021.
- Completed an agreement with the Blue Mountains Public Library Board for funding arrangements

Financial Services

- All departments on project costing (supports zero based budgeting and asset management)
- Continued work on the Development Charge appeal and started the process for an updated Development Charge Background Study
- Continued the roll out of Town's asset management software to other internal users
- 69 tenders/RFPs released including the RABIT task force's AHSIP

During the summer of 2021, staff worked with the Blue Mountain Ratepayers Association on enhancements to the zero-based budgeting process and identified the Accounting and Budgets as the specific pilot division for the 2022 Budget.

Staff report FAF.21.143 was presented to Committee of the Whole on October 5, 2021 and identified the following "wins":

- Council directed staff to prepare a Bi-Monthly exception report, rather than the Monthly Financial Reporting;
- Reduce the size and complexity of the annual budget book; and
- Possibly a reduction of the number of days to deliberate the proposed budget.

2022 Budget Commentary

The significant change in the 2022 budget is Salaries and Benefits due to the compensation review and Cost of Living Allowance.

The majority of the Purchased Services Budget is made up of the annual external audit expense. Financial Services are made up of Bank Service Charges.

Equipment related expenses in the past have been made up of the service agreements for the postage machine and the envelope stuffing machines.

Personnel and Training was reduced by \$6,500 over the 2021 Budget. Staff was still anticipating COVID-19 to have an impact.

External Revenue is the Tax Certification Fee revenues.

Financial Services

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	1,101,092	1,068,310	1,219,844	1,254,014	1,284,455
Administrative Expenses	11,500	6,650	12,500	12,500	12,800
Operating Expenses	0	0	0	0	0
Communications	8,759	7,848	8,950	9,050	9,150
Personnel and Training	9,631	12,123	20,100	22,100	24,100
Utilities	0	0	0	0	0
Equipment Related	7,960	8,298	6,000	6,000	6,000
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	722	445	0	0	0
Consulting	30,872	3,404	5,000	5,000	5,000
Purchased Services	39,389	-24,185	41,020	41,770	42,520
Debt Payments	0	0	0	0	0
Financial Expenses	12,350	6,117	8,000	8,000	8,000
Premise and Site	0	0	0	0	0
Total Expenses	1,222,275	1,089,009	1,321,414	1,358,434	1,392,025
Transfers					
Transfers to Capital	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	-345,690	-866,394	-1,058,603	-1,079,675	-1,101,169
Total Transfers	-345,690	-866,394	-1,058,603	-1,079,675	-1,101,169
Total Transfers and Expenses	876,586	222,615	262,810	278,759	290,856
Revenue					
Grants and Donations	41,618	25,297	2,500	2,500	2,500
External Revenue	35,112	39,296	37,500	37,500	37,500
Subsidies	0	0	0	0	0
Total Revenue	76,730	64,593	40,000	40,000	40,000
Net Cost of Service (Taxation)	799,856	158,022	222,810	238,759	250,856

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's data 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, corporate phone systems and mobile devices
- Software and website application programming, configuration, and user support
- User support across the organization, including IT, GIS and website helpdesks; this includes support for staff working from home
- Provide project management support for corporate IT and GIS related projects, including requirements gathering, business analysis and stakeholder management
- Maintain GIS geospatial datasets and databases for all Town departments, including analysis, support, and graphic representations, as well as ad hoc mapping required by Staff and the Public
- Provide corporate data and infrastructure security, including development of Policies/Procedures
- Completion of file and email searches for the Legal Services and Risk Management Offices for Freedom of Information (FOI) Requests and Legal cases
- Provide support for Staff and Council during Council meetings, including web streaming and online meeting support
- Provision of public internet services at Town buildings
- Provide support to Staff and the public for the Town's website, including security monitoring and interactive mapping. IT Staff also manage and support web portal access on the website, so the public can submit Service Requests, Building Permits and Bylaw cases electronically
- Provide user training to staff and Council, including Cyber Security Awareness training, computer use training and application training
- Provision of IT backup, business continuity and disaster recovery planning services
- Software licensing management
- Provision of email address and file sharing systems for Boards and Committees
- Provision of IT services for the Library, the Craighleith Heritage Depot and the Attainable Housing Corporation
- IT staff provide service during regular business hours Monday to Friday and monitor for emergencies after hours; staff are not on call but do their best to manage emergencies after hours. During regular business hours, response times from time of notification are typically:
 - For emergencies, time to first response is within 15 minutes from time of notification
 - For high priority items on the help desk, time to first response is within a half day
 - For normal/low priority items on the help desk, time to first response is within 5 working days

Information Technology

- Some services are provided via third party vendors, so response time for those services is dependent on the associated service agreement, for example web streaming, wireless network support, phone system support and website server support

2022 Work Plan

A large portion of IT staff work relates to the ongoing maintenance and protection of existing systems such as:

- Corporate databases that house property, financial, asset, mapping, work order and service request data. Requirements for user functionality and user workflows change frequently across the organization; IT provides project management, security, programming and infrastructure support services for these database projects
- Annual replacement of IT hardware, mobile devices, networking infrastructure and software
- Onboarding, offboarding and training users
- Continuous upgrading and testing of security and software systems to ensure Town security, privacy and legislative data requirements are met
- Assistance to other Departments for sourcing and purchasing electronic based systems
- Ongoing technical support for all software systems, including those housed in the cloud, providing security analyses, project management, programming and working with software vendors to arrive at solutions to software issues
- IT provides on-site technical support for all Council and Committee of the Whole meetings
- Support for staff in all departments via the IT, CityWorks and GIS help desks. These help desks are very busy and the number of tickets per year is rapidly increasing as more and more systems become electronic and more projects are completed across the organization; in 2021 the expected rise in the number of tickets is 13% and in 2022 is expected to be 17%.

IT staff will also be involved in many continuing and new projects across the organization in 2022:

- Support for the 2022 election process and roll out of devices to new Councillors
- Implementation of the first phase of the Document Management project. Funding has been secured from the Province subject to the first phase being completed by September 2022. IT is providing project management, security and infrastructure support services for this project
- Business continuity cyber security incident workshops for non-IT staff
- IT is planning to perform a third-party network security audit that will include an evaluation of TBM IT policies as well as the completion of network security and penetration tests. These types of audits help the Town identify and mitigate security risks and should be done regularly. The last audit was completed in 2019.

Information Technology

- Continuation of the implementation of a corporate Automatic Vehicle Location system (AVL) for tracking vehicles. This implementation included the Roads vehicles in 2021 and will be expanded to include all Town vehicles in 2022
- Continuation of the implementation of a corporate wide video surveillance system, replacing older technology systems
- The online web portal which currently allows the Public to submit permits, bylaw cases, licences and service requests from the Town website will be upgraded in 2022 to allow for online payments. The upgrade will also allow for the online submission of planning and development applications from the portal
- Implementation of a fibreoptic corporate network connection between Town Hall and the Water Plant. This Town owned link will replace an existing wireless network to improve costs, reliability and speed of electronic communication between the Water Plant and Town Hall
- Implementation of an interactive map for STA licence lookups on the Town website
- Creation of a new interactive trail map for the Town website. This map will provide the public with the opportunity of navigating the Town's trail system and amenities through pictures in an interactive manner
- Support for the purchase and implementation of a new Human Resources Management system
- Support for the implementation in Operations of a new traffic counter system
- Support for the residential water meter replacement project in Operations
- Continued support for staff converting paper-based asset inspections to electronic inspections performed on mobile devices in CityWorks, including vehicle sign out forms, road patrol inspections and equipment daily inspections

2022 Budget Commentary

Included in the Salaries and Benefits is converting the Software Application Project Specialist from a contract position to a full-time position. This position is funded from capital projects such as the Document Management System and Cityview upgrades. The \$104,460 credit under Transfer to Capital is the transfer entry to those capital projects.

The \$25,000 for Purchased Services is for a third-party security audit.

Equipment Related is seeing an increase in our IT Service Agreements. This is due to the increase in the costs of those agreements, additional staff, as well as the annual fees for corporate software projects that have been recently completed.

Information Technology

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
IT/GIS Help Desk Tickets Created Annually	3,200	3,600	4,200
Number of email messages blocked as spam Annually	900,325	909,096	920,000
Number of email messages received by mail server Annually (does not include spam)	unavail	1,163,000	1,400,000
Number of email messages sent by mail server annually	unavail	280,000	300,000
Number of Service Requests recorded in CityView	892	1,500	2,000
Number of Contact Forms received from website	unavail	5,300	6,000
Number of incoming phone calls at all Town sites	unavail	157,302	160,000
Number of outgoing phone calls from all Town sites	unavail	49,416	50,000
Users Supported	216	227	230
Servers Supported	88	88	88
Number of Smartphones Supported	140	147	150
Number of Tablets Supported	8	15	20
Public Internet logins at Library per year	4,052	7,230	8,000
Public Internet logins at Harbour, BVCC, Town Hall, Ravenna Hall per year	11,408	10,768	11,000
Public Internet logins at Craigleith Heritage Depot per year	2,500	1,584	2,000
Number of FOI and legal file/email searches performed annually	13	7	10
Number of committee members supported with email and file shares	15	17	20
Number of uses of staff and public interactive maps	3,360	9,923	20,000
Number of staff and public uses of COVID-19 disinfecting, public entry and self-assessment apps	23,155	33,166	35,000

Information Technology

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	486,979	467,983	591,201	606,616	618,068
Administrative Expenses	1,808	3,159	2,750	2,750	2,750
Operating Expenses	0	0	0	0	0
Communications	31,925	24,658	43,480	44,680	45,880
Personnel and Training	5,968	9,962	10,750	11,750	12,750
Utilities	0	0	0	0	0
Equipment Related	360,799	314,423	488,424	533,853	556,292
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	3,598	30	0	0	0
Purchased Services	0	0	25,000	0	25,000
Debt Payments	0	0	0	0	0
Financial Expenses	250	454	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	891,326	820,668	1,161,605	1,199,649	1,260,740
Transfers					
Transfers to Capital	0	0	-104,460	-106,583	-108,600
Transfers to Reserves	177,762	183,130	275,000	300,000	325,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-47,140	-65,788	0	0	0
Interfunctional Transfers	-152,517	-710,052	-1,045,061	-1,066,263	-1,087,890
Total Transfers	-21,895	-592,709	-874,521	-872,847	-871,490
Total Transfers and Expenses	869,431	227,958	287,084	326,803	389,250
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	3,012	5,584	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	3,012	5,584	0	0	0
Net Cost of Service (Taxation)	866,419	222,374	287,084	326,803	389,250

Proposed Addition - Finance & IT

New Full Time Position - IT Infrastructure Analyst

Business Need

The IT Division currently has a need for a full-time staff member to provide infrastructure services. These services include the day-to-day operation and management of the following:

- Network communications between Town buildings, including to the SCADA systems at Water and Wastewater buildings and to building automation systems across the organization
- Server hardware and software
- Management of the Town's Office 365 environment
- IT system disaster recovery and response to security incidents
- Data and systems security, including management of third party security audits on networks, software and websites
- Security training for Town staff and Council
- Installation and management of corporate infrastructure projects, including involvement during the Purchasing process, for other Divisions planning infrastructure projects

In recent years, the size and complexity of IT infrastructure has increased dramatically, making it difficult for one person to support effectively and to respond to issues in a timely manner because of the following:

- There has been an increased move to provide services to the Public online. Because these services are being provided online this generates more background work to ensure that data privacy and security of these systems is maintained and that appropriate legislation, such as MFIPPA and CASL, are being followed. These efforts also must be repeated at regular intervals to ensure that data is continuously being protected appropriately
- There have been recent pressures from cyber incident insurance companies to provide ever increasing security measures to protect against cyber incidents. These measures become more complex every year and require highly trained staff to implement, to avoid raising insurance premiums and deductibles
- There has been an increased move to convert internal paper-based services to electronic services for staff. This generates more tasks for the infrastructure staff as the number of servers and software systems increases. Examples of this are the move to mobile devices (phones and tablets) to submit service requests, building permits, by-law cases, vehicle sign out forms and equipment inspections in the field. The number and complexity of these tasks performed by staff from mobile devices is increasing yearly.
- There has been an increased move to corporate systems that provide a consistent data interface to the corporation. For example, corporate video surveillance and automatic vehicle locator systems are currently being implemented across the organization. These new systems provide a consistent and professional interface to all Divisions and ensure that the data is being handled in a secure manner that meets legislation
- The complexity of IT infrastructure has evolved over recent years to require highly trained individuals with up-to-date experience with the Town's infrastructure. Bringing in contractors during most emergency break/fix situations would only increase the risk of large delays and large unbudgeted costs. It is best to have trained Town staff available to be able to respond efficiently and in a timely fashion.

These services are currently provided by one IT Infrastructure & Security Coordinator; it is difficult for one person to be responsible for these tasks every day of the year. This new position would also assist the IT Infrastructure & Security Coordinator in ensuring coverage is provided for after hours emergencies.

Options or Solutions Analysis

1. Hire a full-time IT Infrastructure Analyst starting May 2022.
2. Hire a contract employee to fill the same role. It is anticipated that it will be difficult to source a staff member with the appropriate experience and training for a contract position.
3. Do not hire.

Financial and/or Non-Financial Benefits

The key benefits of additional staffing resources will be the effective implementation of projects, as well as to provide better coverage for after hours emergencies. It will also ensure that appropriate security measures for data and systems are in place, thereby reducing risk to the organization. Having more staffing resources will also ensure that these security measures are constantly being reviewed and updated and that highly trained staff are always available to respond to emergencies and security incidents.

Risk Analysis

Insufficient staffing will result in missed opportunities for IT project completion across the organization, as well as the potential for longer response times during emergencies.

Recommendation

Staff recommend that a full-time IT Infrastructure Analyst be hired.

Implementation Plan

The addition of the full-time staff member would be advertised after the budget is approved.

Budget

Description	Total	2022	2023	2024
Expenditures				
Salaries and Benefits	\$307,300	\$100,400	\$102,500	\$104,400
IT Software/Hardware	\$18,000	\$6,000	\$6,000	\$6,000
Operating Cost	\$9,000	\$3,000	\$3,000	\$3,000
Expenditures Total	\$334,300	\$109,400	\$111,500	\$113,400
Funding				
Taxation	\$295,900	\$97,400	\$98,700	\$99,800
Harbour User Fees	\$3,300	\$1,000	\$1,100	\$1,200
Building User Fees	\$9,600	\$3,000	\$3,200	\$3,400
Water User Fees	\$15,900	\$5,000	\$5,300	\$5,600
Wastewater User Fees	\$9,600	\$3,000	\$3,200	\$3,400
Funding Total	\$334,300	\$109,400	\$111,500	\$113,400

Facilities and Fleet

Mission

To provide fleet management, maintenance services and capital project coordination for Town Hall, OPP Detachment, L.E. Shore Memorial Library, Craigleith Heritage Depot, Craigleith Community Centre, Beaver Valley Community Centre, Fire Stations and Ravenna Hall, with a focus on the following:

- Health and Safety;
- Efficiency;
- 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).

2022 Work Plan

Capital Works/Forecasted Maintenance:

- Plan, tender and execute projects outlined in the 2022 Facilities and Fleet budget including HVAC, lighting and building envelope works for various facilities throughout the Town.
- Continue to manage ongoing large scale grant funded projects for the Beaver Valley Community Centre and the Craigleith Heritage Depot.
- Initiate Roads and Drainage Facilities upgrades at the Ravenna site. Onboard new contract staff to support this project and oversee the first phases of the project through 2022.
- Continue to explore all grant and alternative funding options available to the Town to improve facilities.

Organizational Improvements:

- Initiate process of centralizing ongoing and day to day maintenance activities. This will include creating rostered contractors for essential trade and maintenance services.
- Centralize budgets and workflow requests for facility expenses.

Fleet Management:

- Ensure smooth transition to the newly adopted "efleet" program. 2022 will be the first year procuring and landing vehicles through Enterprise. Ensure all seventeen vehicles land in good time and have the required upfits to allow Town staff to complete their job duties safely and effectively.
- Work to optimize the maintenance needs for the remaining Town owned fleet as the vehicle transition continues. An additional fifteen vehicles are earmarked for sale in 2022.
- Begin to track vehicle operation, fuel usage and emissions with more detail.

Facilities and Fleet

Additional Plans:

- Implement the use of RETScreen Energy management software to better inform facility/equipment retrofits and track project improvements.
- Use the software to develop facility and Town energy baselines. Develop better understanding of how operations and maintenance affects utility costs.
- Continue to be a champion of CityWorks as the Town's primary operations and maintenance tracking software. Employ the use of CityWorks where possible to collect the most useful data and simplify the process of inspecting, reporting, and submitting facility information.

Non-Financial Statistics

Description	2021
Major Facilities	11
Pumping/Booster Stations	14
Minor/Seasonal Facilities	16
Fleet	42

Previous year statistics have not been included as this division was created in 2021.

Budget Commentary

There are a number of changes happening in this budget for 2022 as the Town is looking to consolidate all facility and fleet expenses under one division and under the responsibility of one manager.

The major expenses include:

- Utilities which is mainly hydro for all 41 facilities
- Equipment Expenses is the annual cost for the recently adopted "efleet" program
- Vehicle and Fleet related which is all repairs and maintenance and fuel for the Town's smaller fleet (doesn't include snowplows and large emergency vehicles)
- Financial Expenses are the insurance cost of the Town's facilities and fleet
- Premise and Site is the annual operating budget for minor repairs and maintenance for the Town's facilities
- Inter-functional Transfers are the above noted expenses being moved to the benefiting division

For 2022 the main focus of this division will be on the capital side with two major capital grants underway and the newly created annual capital program to ensure the Town's facilities operate in an efficient, effective and mostly safe manner.

Through 2022 staff will be exploring the best way forward with this new division and researching options for potentially moving services in-house or developing more efficient ways to procure these services.

Facilities and Fleet

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	26,064	137,210	121,766	128,931	131,377
Administrative Expenses	563	76	0	0	0
Operating Expenses	2,065	639	650	650	650
Communications	149	507	250	250	250
Personnel and Training	1,028	810	2,475	2,475	2,475
Utilities	89,876	61,988	1,009,040	1,028,693	1,048,603
Equipment Related	7,900	2,293	32,500	99,163	136,046
Vehicle and Fleet Related	3,473	708	87,220	76,720	64,720
Legal Expenses	0	0	0	0	0
Consulting	35	0	0	0	0
Purchased Services	305	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	7,484	8,444	211,150	217,375	223,760
Premise and Site	133,059	116,782	225,400	225,900	226,400
Total Expenses	272,001	329,458	1,690,451	1,780,157	1,834,280
Transfers					
Transfers to Capital	0	3,000	0	0	0
Transfers to Reserves	80,800	82,000	75,000	100,000	125,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-30,194	-256,679	-1,809,799	-1,944,346	-2,088,412
Total Transfers	50,606	-171,679	-1,734,799	-1,844,346	-1,963,412
Total Transfers and Expenses	322,607	157,779	-44,348	-64,189	-129,132
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	52	0	4,300	4,300	4,300
Subsidies	0	0	0	0	0
Total Revenue	52	0	4,300	4,300	4,300
Net Cost of Service (Taxation)	322,555	157,779	-48,648	-68,489	-133,432

Fire Services

Head Count

Fire Services	
Taxation Funded	12
Total Fire Services	12

2022 Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	1,196,011	1,181,712	2,030,236	2,323,168	2,392,917
Administrative Expenses	12,066	7,071	13,630	13,640	13,650
Operating Expenses	84	1,617	6,700	6,700	6,700
Communications	35,749	31,288	36,995	36,995	36,995
Personnel and Training	24,178	18,052	66,100	66,100	43,700
Utilities	21,293	16,277	0	0	0
Equipment Related	44,481	34,771	46,550	48,650	50,750
Vehicle and Fleet Related	39,196	46,406	47,500	49,500	51,500
Legal Expenses	0	0	10,000	10,000	10,000
Consulting	0	234	250	250	250
Purchased Services	14,495	2,702	17,540	17,540	17,540
Debt Payments	0	0	0	0	0
Financial Expenses	15,192	19,010	18,900	19,800	20,800
Premise and Site	51,356	31,658	10,109	10,310	10,515
Total Expenses	1,454,101	1,390,798	2,304,510	2,602,653	2,655,317
Transfers					
Transfers to Capital	0	3,000	80,000	40,000	0
Transfers to Reserves	111,337	288,000	310,000	355,000	400,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-12,847	0	0	0	0
Interfunctional Transfers	7,167	185,810	320,193	330,866	346,298
Total Transfers	105,657	476,810	710,193	725,866	746,298
Total Transfers and Expenses	1,559,758	1,867,608	3,014,703	3,328,519	3,401,615
Revenue					
Grants and Donations	5,550	4,107	4,000	4,000	4,000
External Revenue	43,475	52,473	187,850	187,850	187,850
Subsidies	0	0	0	0	0
Total Revenue	49,025	56,581	191,850	191,850	191,850
Net Cost of Service (Taxation)	1,510,733	1,811,028	2,822,853	3,136,669	3,209,765

Fire 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.

2022 Work Plan

The Fire Master Plan, which was pushed out due to COVID-19 to 2021, includes a complete review of current operations of The Blue Mountains Fire Department to assist Council in establishing key objectives for the Fire and Rescue service. The Fire Master Plan recognizes the continued commitment of Council and senior staff to provide the highest level of service and programs to the Town, in the most cost-effective and efficient manner. The goal of the Fire Master Plan is to present a clear understanding of the future requirements of The Blue Mountains Fire Department referencing best practices, including relevant standards and legislation.

In October 2021, Council carried the recommendations of FAF.21.149 Situational Report of Firefighter Resources. Council approved the hiring of four (4) additional full-time firefighters. The addition of these new positions will increase the operating budget salaries and benefits of \$520,000.

The introduction of the Fire Protection and Prevention Act in 1997 was a transformational event. It would establish a framework for Fire Protection Service delivery model that would promote a “Three Lines of Defence”.

1. Public Fire Safety – targeted public fire safety education initiatives and programs are most effective at preventing and mitigating these rises and are designed to increase knowledge and to develop or change the attitude and behaviors of all residents regarding fire safety.
2. Fire Safety Standards, Education, Inspections and Code Enforcement - can help prevent and mitigate fire loss, injury or death from fire and promote firefighter safety.
3. Emergency Response – when fires do occur, the third line of defense (Emergency response) must be available to lessen the impact.

Placing a higher priority on public fire safety education and fire prevention transforms the traditional approach in which emergency response was the predominant focus of the provision of fire protection services.

The new firefighter positions will focus their work on the first two lines of defense, being education and inspection code enforcement. While we work to always mitigate fires from occurring, when a fire does happen these firefighters will work along side the volunteer firefighters in a response role to save people, reduce property damage and reduce impacts to the environment.

Fire Services

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Volunteer Firefighters	36	28	40
Total Emergency Responses	295	305	315
Rescue/Assisting other Agencies	110	113	115
False Alarms/human perceived emergencies	115	117	120
Pre-fire Conditions	53	55	60
Chimney/Vehicle/Structural/Outdoor Fires	17	20	20
Training Hours	2,797	3,000	3,175
Fire Inspections	297	450	1,250

Footnotes:

- Volunteer Firefighters – currently recruiting for additional volunteers
- Total emergency responses – estimates until the end of 2021
- Fire inspections – COVID-19 impacted the number of fire inspections as the Fire Department was unable to enter structures for their annual inspection.

Fire Services

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	1,196,011	1,181,712	2,030,236	2,323,168	2,392,917
Administrative Expenses	12,066	7,071	13,630	13,640	13,650
Operating Expenses	84	1,617	6,700	6,700	6,700
Communications	35,749	31,288	36,995	36,995	36,995
Personnel and Training	24,178	18,052	66,100	66,100	43,700
Utilities	21,293	16,277	0	0	0
Equipment Related	44,481	34,771	46,550	48,650	50,750
Vehicle and Fleet Related	39,196	46,406	47,500	49,500	51,500
Legal Expenses	0	0	10,000	10,000	10,000
Consulting	0	234	250	250	250
Purchased Services	14,495	2,702	17,540	17,540	17,540
Debt Payments	0	0	0	0	0
Financial Expenses	15,192	19,010	18,900	19,800	20,800
Premise and Site	51,356	31,658	10,109	10,310	10,515
Total Expenses	1,454,101	1,390,798	2,304,510	2,602,653	2,655,317
Transfers					
Transfers to Capital	0	3,000	80,000	40,000	0
Transfers to Reserves	111,337	288,000	310,000	355,000	400,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-12,847	0	0	0	0
Interfunctional Transfers	7,167	185,810	320,193	330,866	346,298
Total Transfers	105,657	476,810	710,193	725,866	746,298
Total Transfers and Expenses	1,559,758	1,867,608	3,014,703	3,328,519	3,401,615
Revenue					
Grants and Donations	5,550	4,107	4,000	4,000	4,000
External Revenue	43,475	52,473	187,850	187,850	187,850
Subsidies	0	0	0	0	0
Total Revenue	49,025	56,581	191,850	191,850	191,850
Net Cost of Service (Taxation)	1,510,733	1,811,028	2,822,853	3,136,669	3,209,765

Legal Services

This Department budget includes:

- Legal Services
- By-law Services
- Licensing

Head Count

Legal Services	
Taxation Funded	7
Short-Term Accommodation User-Fee Funded	1
Total Legal Services	8

Legal Services

2022 Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	704,783	896,317	849,091	871,234	887,601
Administrative Expenses	6,956	7,046	10,250	8,250	8,250
Operating Expenses	768	0	0	0	0
Communications	13,924	18,498	17,600	17,600	17,600
Personnel and Training	10,896	9,596	13,100	13,100	13,100
Utilities	0	0	0	0	0
Equipment Related	2,628	2,562	1,250	1,250	1,250
Vehicle and Fleet Related	35,295	42,496	0	0	0
Legal Expenses	4,705	2,108	6,000	6,000	6,000
Consulting	2,363	2,777	0	0	0
Purchased Services	9,007	7,615	30,000	30,000	30,000
Debt Payments	0	0	0	0	0
Financial Expenses	8,474	12,260	11,550	11,950	12,450
Premise and Site	0	0	500	500	500
Total Expenses	799,797	1,001,275	939,341	959,884	976,751
Transfers					
Transfers to Capital	9,241	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	-139,994	-3,870	246,359	-13,650
Interfunctional Transfers	-1,714	47,007	133,249	129,509	152,622
Total Transfers	7,527	-92,987	129,379	375,868	138,972
Total Transfers and Expenses	807,324	908,287	1,068,720	1,335,752	1,115,722
Revenue					
Grants and Donations	742	5,000	0	0	0
External Revenue	180,844	299,266	642,150	792,650	537,650
Subsidies	0	0	0	0	0
Total Revenue	181,585	304,266	642,150	792,650	537,650
Net Cost of Service (Taxation)	625,739	604,021	426,570	543,102	578,072

Proposed Addition - Legal Services

By-law & Licensing - Additional Positions

Business Need

A modernized By-law Division to better serve the needs of residents and provide an enhanced level of year-round service.

A full-time licensing staff to professionally manage the licensing program, and in particular, the Short-Term Accommodation program. Having a full-time position will enable the Town to better regulate and manage licensing and to ensure that expiring licenses are brought up to date and kept current. It is the intent that this position will be fully paid by licensing revenue and have no impact on taxation.

Additional By-law Services staff (2 summer students, and 1 full-time 3-year contract position) will enable the Town to maintain the level of service that the Town came to expect during the last two COVID-19 years. In particular, summer students will enhance the regulation of waterfront accesses, beaches, and rural recreation areas, and allow the Town to better enforce its parking regulations.

Furthermore, it is the intent of staff that the new full-time position will be, at least in part, focused on water and wastewater enforcement, including water theft, and infiltration. It is anticipated that this position will receive specialized training in this area, and be the lead on this subject matter.

Options or Solutions Analysis

Licensing Admin

If this position is not filled, the enhanced responsibility of this portfolio under the new licensing system will be borne by existing staff who will not have adequate time or resources to properly manage the program.

It is the intent that the Licensing program fees will cover the cost of this position, and that the Town will recoup additional, and more timely fees with the additional focus afforded by this position.

By-law Staff

Even without the additional staff, By-law staff will continue to enforce the Town's By-laws, with an additional focus on water and wastewater enforcement. However, in the absence of the additional staff members, it is anticipated that By-law staff will not be able to maintain the current level of service, particularly in the summer when our public recreation areas are exceptionally busy.

While these positions will generate additional revenue, it is not anticipated that they will be revenue neutral; as such, there will be some impact on taxation as a result of these additional positions.

Financial and/or Non-Financial Benefits

The Licensing Admin will provide the necessary human resources to effectively and efficiently manage the licensing program, as such, staff expect that there will be greater and more timely compliance with license renewals, and therefore staff expect to recover all necessary and required fees.

The additional By-law staff will maintain and enhance the current service level of the By-law Division and provide dedicated and specialized resources to the enforcement of water and wastewater issues.

There will be some associated costs to outfit the officers with uniforms and equipment.

Risk Analysis

With respect to the By-law officers, the risk is simply that the Town revert to the service level in 2019.

With respect to the Licensing Admin, not proceeding with this position will compromise the Town's ability to proactively and professionally manage its licensing program.

Recommendation

THAT Council approve the hiring of a full-time Licensing Admin position.

THAT Council approve the hiring of one(1) full time By-law officer who will be partly dedicated to water and wastewater enforcement, and 2(two) summer-student By-law officers who will be focused on parking infractions during the summer months.

Implementation Plan

The Licensing Admin would be brought on board as soon as possible. The officers would ideally be brought on board prior to the Victoria Day long weekend in 2022.

Budget

Licensing Admin

Description	Total	2022	2023	2024
Expenditures				
Salaries and Benefits	\$266,500	\$87,100	\$88,900	\$90,500
IT Software/Hardware	\$18,000	\$6,000	\$6,000	\$6,000
Operating Cost	\$9,000	\$3,000	\$3,000	\$3,000
Expenditures Total	\$293,500	\$96,100	\$97,900	\$99,500
Funding				
STA Fees	\$293,500	\$96,100	\$97,900	\$99,500
Funding Total	\$293,500	\$96,100	\$97,900	\$99,500

3-Year Full-Time Contract

Description	Total	2022	2023	2024
Expenditures				
Salaries and Benefits	\$285,200	\$93,200	\$95,100	\$96,900
IT Software/Hardware	\$18,000	\$6,000	\$6,000	\$6,000
Operating Cost	\$9,000	\$3,000	\$3,000	\$3,000
Expenditures Total	\$312,200	\$102,200	\$104,100	\$105,900
Funding				
Additional Fines	\$45,000	\$15,000	\$15,000	\$15,000
Taxation	\$267,200	\$87,200	\$89,100	\$90,900
Funding Total	\$312,200	\$102,200	\$104,100	\$105,900

2 Summer Students

Description	Total	2022	2023	2024
Expenditures				
Salaries and Benefits	\$84,900	\$27,700	\$28,300	\$28,900
IT Software/Hardware	\$18,000	\$6,000	\$6,000	\$6,000
Operating Cost	\$18,000	\$6,000	\$6,000	\$6,000
Expenditures Total	\$120,900	\$39,700	\$40,300	\$40,900
Funding				
Additional Fines	\$120,900	\$39,700	\$40,300	\$40,900
Funding Total	\$120,900	\$39,700	\$40,300	\$40,900

Legal Services

Mission

To provide legal services to the other Departments within the Corporation.

2022 Work Plan

- Implement new Development Agreement templates.
- Consider a Commercial Resort Unit (CRU) license to Licensing By-law.
- Consider additional applications for Administrative Monetary Penalty By-law.

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	99,281	165,966	183,412	190,530	194,138
Administrative Expenses	2,099	451	2,000	2,000	2,000
Operating Expenses	0	0	0	0	0
Communications	1,171	1,887	1,250	1,250	1,250
Personnel and Training	2,661	4,723	4,700	4,700	4,700
Utilities	0	0	0	0	0
Equipment Related	1,362	664	1,250	1,250	1,250
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	2,266	810	6,000	6,000	6,000
Consulting	1,168	92	0	0	0
Purchased Services	2,314	250	10,000	10,000	10,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	112,323	174,845	208,612	215,730	219,338
Transfers					
Transfers to Capital	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	-86	-156,342	-90,186	-90,521	-90,841
Total Transfers	-86	-156,342	-90,186	-90,521	-90,841
Total Transfers and Expenses	112,237	18,503	118,425	125,210	128,497
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	105	30	150	150	150
Subsidies	0	0	0	0	0
Total Revenue	105	30	150	150	150
Net Cost of Service (Taxation)	112,132	18,473	118,275	125,060	128,347

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 behavior 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.

2022 Work Plan

- Implement or update By-laws for Noise, Parking, and Signs
- Review Property Standards and Long Grass By-laws for possible update.
- Complete implementation of new Licensing By-law and Administrative Penalties System.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Ontario Building Code Act	4	1	2
Short Term Accommodation	62	67	-
Operating Without License	-	-	24
Other AMPS	-	-	52
Property Standards Cases	68	66	68
Water/Wastewater			26*
Parking Penalties Issued	1,537	1,554	3,200*
Security Alarms Registrations	69	55	400*
Fines			15*
Prosecutions		75	20
Animal Control	66	66	66
Sign Permits			

* May require implementation of new or updated by-laws.

By-law Services

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	515,601	632,095	444,299	453,273	461,757
Administrative Expenses	4,857	6,595	5,850	5,850	5,850
Operating Expenses	768	0	0	0	0
Communications	12,752	16,610	15,950	15,950	15,950
Personnel and Training	8,195	4,872	8,100	8,100	8,100
Utilities	0	0	0	0	0
Equipment Related	1,266	1,898	0	0	0
Vehicle and Fleet Related	35,295	42,496	0	0	0
Legal Expenses	1,177	0	0	0	0
Consulting	441	2,655	0	0	0
Purchased Services	6,693	7,365	5,000	5,000	5,000
Debt Payments	0	0	0	0	0
Financial Expenses	4,916	7,815	8,250	8,550	8,950
Premise and Site	0	0	500	500	500
Total Expenses	591,962	722,402	487,949	497,223	506,107
Transfers					
Transfers to Capital	9,241	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	-139,994	0	0	0
Interfunctional Transfers	-1,628	153,202	192,346	188,319	211,118
Total Transfers	7,613	13,208	192,346	188,319	211,118
Total Transfers and Expenses	599,575	735,610	680,295	685,542	717,225
Revenue					
Grants and Donations	742	5,000	0	0	0
External Revenue	85,226	99,099	372,000	267,500	267,500
Subsidies	0	0	0	0	0
Total Revenue	85,968	104,099	372,000	267,500	267,500
Net Cost of Service (Taxation)	513,607	631,511	308,295	418,042	449,725

Licensing

Mission

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

2022 Work Plan

- Introduce a new Licensing By-law and add new business licenses for Commercial Resort Units (CRU).
- Introduce Administrative Monetary Penalties and incorporate new businesses into that regime (new property standards).
- Plan for possible transition to what is currently a Planning Department role in approving and issuing licenses.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
STA License Applications Received – Brand New	50	50	40
STA License Applications Received – Renewals	200	125	225
STA Licensed Premise Inspections (Initial & Renewal)	250	175	265

Licensing

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	89,901	98,255	221,381	227,431	231,706
Administrative Expenses	0	0	2,400	400	400
Operating Expenses	0	0	0	0	0
Communications	0	0	400	400	400
Personnel and Training	40	0	300	300	300
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	1,261	1,298	0	0	0
Consulting	753	30	0	0	0
Purchased Services	0	0	15,000	15,000	15,000
Debt Payments	0	0	0	0	0
Financial Expenses	3,558	4,445	3,300	3,400	3,500
Premise and Site	0	0	0	0	0
Total Expenses	95,512	104,028	242,781	246,931	251,306
Transfers					
Transfers to Capital	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	-3,870	246,359	-13,650
Interfunctional Transfers	0	50,147	31,089	31,711	32,345
Total Transfers	0	50,147	27,219	278,070	18,695
Total Transfers and Expenses	95,512	154,175	270,000	525,000	270,000
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	95,512	200,138	270,000	525,000	270,000
Subsidies	0	0	0	0	0
Total Revenue	95,512	200,138	270,000	525,000	270,000
Net Cost of Service (Taxation)	0	-45,962	0	0	0

Planning and Development Services

This Department budget includes:

- Planning Services
- Development Engineering
- Building Services

Headcount

Planning and Development Services	
Taxation Funded	7
Development Engineering User-Fee Funded	5
Building User-Fee Funded	9
Total Planning and Development Services	21

Planning and Development Services

2022 Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	2,153,923	2,149,193	2,604,076	2,608,704	2,639,313
Administrative Expenses	12,860	12,218	32,550	19,550	19,550
Operating Expenses	32	8	50	50	50
Communications	17,925	13,427	20,750	20,750	20,750
Personnel and Training	23,373	24,255	92,103	92,103	92,103
Utilities	0	0	0	0	0
Equipment Related	1,387	432	2,500	2,500	2,500
Vehicle and Fleet Related	6,401	5,355	2,395	2,395	2,395
Legal Expenses	262,602	78,606	155,000	155,000	155,000
Consulting	31,142	10,441	68,000	43,000	43,000
Purchased Services	9,515	30	15,000	15,000	15,000
Debt Payments	0	0	0	0	0
Financial Expenses	59,119	37,743	36,800	37,500	38,200
Premise and Site	0	0	19,090	4,090	4,090
Total Expenses	2,578,278	2,331,707	3,048,314	3,000,642	3,031,951
Transfers					
Transfers to Capital	11,146	11,000	0	0	0
Transfers to Reserves	350,728	60,005	177,588	478,116	183,027
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-165	0	-590,467	-609,523	-622,399
Interfunctional Transfers	255,057	713,460	756,369	767,027	781,199
Total Transfers	616,766	784,464	343,490	635,620	341,827
Total Transfers and Expenses	3,195,045	3,116,172	3,391,804	3,636,262	3,373,778
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	2,367,791	2,877,598	2,562,165	3,036,025	2,736,025
Subsidies	0	0	0	0	0
Total Revenue	2,367,791	2,877,598	2,562,165	3,036,025	2,736,025
Net Cost of Service (Taxation)	827,254	238,573	829,639	600,237	637,753

Planning Services

Mission

To provide professional land use planning services to the community while implementing the vision for how land is used, as outlined by the Official Plan.

2022 Work Plan

- Continue the five (5) year Town Official Plan Review (OPR) project.
- Complete an update of the Town's Community Design Guidelines.
- Complete housekeeping update (including required parking) of the Town's Zoning By-law.
- Continue to work with the County of Grey for the transition of delegated authority from the County to the Town for Subdivision Approval (Draft Approvals, Deeming By-Laws and Part Lot Control By-laws).

The Official Plan and Community Design Guidelines Budgets are previously approved and are included under the Corporate Administration Budget with all other Studies and Plans.

Proposed Capital Projects

- Planning Fees Review
- Updated Telecommunication Protocol/Telecommunication Tower Plan
- Urban Natural Heritage Review/Tree Canopy Assessment

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Site Plan Applications	7	14	16
Zoning By-law Amendment Applications	11	13	15
Official Plan Amendment Applications	1	0	1
Consent Applications	4	10	12
Minor Variance Applications	20	30	33
Niagara Escarpment Commission	7	12	13
Plans of Subdivision and Condominium	2	0	2
Pre-Consultations	36	33	34

Planning Services

Level of Service

Service Provided	Level of Service
Provide general advice to residents & stakeholders on the Town's Official Plan, Zoning By-law and the development approval process.	Staff respond to hundreds of general inquiries on an annual basis (front counter, telephone, emails)
Manage all aspects of development applications (OPAs, ZBAs, Sub/Condos, Site Plans, Consents, Minor Variances, etc.). This work includes process, review, coordination, consultation.	Process/Review approx. 94 planning applications in 2020 Process/Review approx. 132 planning applications in 2021
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 prepared 111 reports to Committee of the Whole, Council, Committee of Adjustment and the PDS Director in 2020 Staff prepared 132 reports to Committee of the Whole, Council, Committee of Adjustment and the PDS Director in 2021

With respect to levels of service and revenue; Planning staff conservatively estimate that at least one-third of the Department's annual staff time is expended on matters that serve a broader social function and that are without a revenue stream. Below are 2021 examples of Planning staff being tasked with providing a level of service to which no revenue source is available.

Other Non-funded Services

General inquiries	Short Term Accommodation inquiries, pre-screenings	Town Retail Cannabis policy
Town Tree By-law update	Town Telecommunication Protocol update	Town Old Lake Shore Road Neighborhood Plan
Operations East and West water EA projects	Town Servicing Capacity data collection/reports	Town Refreshment Vehicle ZBA
Thornbury Gateway reports/meetings	Town Community Improvement Programs	<i>Heritage Act</i> matters
Support to other Town Departments	Reviewing/scoring other Town Department RFPs	County of Grey policy initiatives
Ministry planning initiatives	Conservation Authority planning initiatives	Assess Minister Zoning Order requests
Local Real Estate Board presentations	Attending Council Standing Committees	Monitoring Source Water Protection matters
Tribunal appeals (preparing complied records, attendance, etc.)	Meetings with ratepayer association	Georgian Triangle Development Institute liaison

Planning Services

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	772,486	752,047	796,960	829,834	845,411
Administrative Expenses	9,559	5,823	20,850	11,750	11,750
Operating Expenses	32	8	50	50	50
Communications	14,013	9,073	14,800	14,800	14,800
Personnel and Training	7,059	6,643	29,250	29,250	29,250
Utilities	0	0	0	0	0
Equipment Related	0	0	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	200,039	67,485	125,000	125,000	125,000
Consulting	28,989	2,067	53,000	28,000	28,000
Purchased Services	0	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	22,020	22,363	22,500	22,600	22,700
Premise and Site	0	0	0	0	0
Total Expenses	1,054,197	865,509	1,062,410	1,061,284	1,076,961
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	20,000	60,005	60,000	75,000	90,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	457	334,305	339,504	346,228	353,066
Total Transfers	20,457	394,310	399,504	421,228	443,066
Total Transfers and Expenses	1,074,654	1,259,819	1,461,914	1,482,512	1,520,027
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	247,400	354,235	632,275	882,275	882,275
Subsidies	0	0	0	0	0
Total Revenue	247,400	354,235	632,275	882,275	882,275
Net Cost of Service (Taxation)	827,254	905,584	829,639	600,237	637,752

Development Engineering

Mission

To provide professional development engineering services for the Town, stakeholders and community.

2022 Work Plan

Development Engineering will (through Professional / Industry & Academic connections) continue to advance process improvements with the Development Industry, communications with Development Stakeholders, and focus on maximizing the social, environmental, and financial sustainability of developments. The Division will also continue to focus on successful development implementation which balancing good construction practices with neighbourhood needs through good communications.

Completion of Legacy Subdivisions (Peaks Meadows & Ridge Estates) will continue through 2022 into 2023. Resolution of legacy drainage issues in Lora Bay through working with the Developer & MECP will occur in 2022 / 2023. Drainage issues on Watercourses 7, 8, and 9 are being resolved through working with Developers under terms negotiated into a Board order being implemented through a Drainage Act requisition, (without cost to the Town). Similarly, through working with the Developer & MECP, historical drainage issues in Lora Bay are anticipated to progressively improve during 2022/2023 through the updated MDP.

Drainage issues downstream of Blue Mountain Village, and Road improvements on Jozo Weider Boulevard will be investigated through working with development stakeholder(s), Blue Mountain Resorts and the Town's Operations Department, (through the Town-wide MDP). Development Engineering will also be working with the Operations Department in the roll out of the new Engineering Standards to the Development Industry. Additionally, Development Engineering will (pending Budget approval) be engaging with the Agricultural Community, the Development Industry, and the General Public to update the Town's Fill By-law.

As shown below, the Town is a very desirable Place to live, which creates a large volume of work for Development Engineering. Staff have been working overtime, deferring holidays, and/or training, and queuing incoming projects to keep pace with the volume of work, but the projected volume increase, and Provincial indications of mandated review timelines, necessitate additional staff to provide the requisite level of service. High, medium and low revenue projections versus costs for the additional staffing are provided in the associated Budget Addition Business Case. The additional staff will not be taxation based.

	2015	2016	2017	2018	2019	2020	2021	2022
Building Permits	105	196	353	201	320	429	360 to November	930 projected

Development Engineering

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Subdivisions Assumed (lane-km of roadway)	1,780	2,270	3,344
Securities Released	\$222,790.00	\$2,664,316.39	~\$4,000,000

2022 Operating Budget

Operating Fund	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	546,527	502,919	589,933	602,015	613,188
Administrative Expenses	982	665	1,850	1,850	1,850
Operating Expenses	0	0	0	0	0
Communications	1,315	1,007	1,500	1,500	1,500
Personnel and Training	4,356	4,886	13,688	13,688	13,688
Utilities	0	0	0	0	0
Equipment Related	881	0	1,000	1,000	1,000
Vehicle and Fleet Related	657	1,266	2,395	2,395	2,395
Legal Expenses	15,130	1,009	5,000	5,000	5,000
Consulting	97	8,310	10,000	10,000	10,000
Purchased Services	0	0	5,000	5,000	5,000
Debt Payments	0	0	0	0	0
Financial Expenses	3,188	3,318	3,800	4,000	4,200
Premise and Site	0	0	4,090	4,090	4,090
Total Expenses	573,133	523,381	638,256	650,538	661,911
Transfers					
Transfers to Capital	5,146	3,000	0	0	0
Transfers to Reserves	414	0	117,588	403,116	93,027
Transfers from Obligatory Reserves	0	0	0	0	0
Transfer from Other Reserves	-165	0	0	0	0
Interfunctional Transfers	105	112,674	144,155	146,345	145,062
Total Transfers	5,500	115,674	261,743	549,461	238,089
Total Transfers and Expenses	578,633	639,055	900,000	1,200,000	900,000
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	578,633	662,561	900,000	1,200,000	900,000
Subsidies	0	0	0	0	0
Total Revenue	578,633	662,561	900,000	1,200,000	900,000
Net Cost of Service (Taxation)	0	-23,506	0	0	0

Proposed Addition - Development Engineering Division

Development Engineering Additional Staff and Division Structure Enhancements

Business Need:

Current Structure

The Development Engineering Division is currently staffed with: one (1) Manager, three (3) Development Engineering Reviewers, and 40% of a shared Administrative Assistant. The Building Division holds 60% balance of the shared Administrative Assistant.

The main duties of the Reviewers are to provide input on the engineering matters of Planning Applications, collaborate with Legal Services and Planning Services in preparation of Development Agreements, technical review of detailed engineering submission packages, review/monitor construction activities on site, review infrastructure testing results, issue Town Certificates relating to the Acceptance of built infrastructure, recommend security reductions to the Finance Department, and review and recommend the Assumption of public infrastructure and/or handing over private infrastructure to Condominium boards upon verification all terms of a Development Agreement have been satisfied.

The main duties of the Administrative Assistant are to effectively and efficiently provide administrative support, research and coordination, and organizationally support the Division by tracking submission documents, cashiering incoming funds, filing records, performing word processing duties, booking meetings/calendar scheduling, reconciling department purchase cards, coordinating invoices, drafting staff reports, providing front counter / reception duties, ensuring all communications are AODA compliant, preparing purchase orders, bid awards, tenders and requests for proposals, maintaining a log of development securities, assisting in annual process of performance reviews, liaise with Human Resources in scheduling onboarding, orientation, and exit interviews, and coordinating HRISMYWAY project additions for time tracking.

Importance of Development Engineering to the Town

The members of this Division play a *critical role* in ensuring infrastructure provided by developers within the Town is per specification, tested, high quality, and sustainable. The Reviewers check that designs meet the Town's Engineering Standards, Provincial Standards, and Industry Standards. They monitor construction of developments to verify the infrastructure is being built in accordance with the Development Agreement. Following construction, they review infrastructure testing and conduct site inspections to confirm that high quality servicing is provided by the developer. They also manage inquiries from residents and are the front-line staff for communication with residents during construction.

Without sufficient staff in place for Development Engineering to complete these duties, the Division's ability to monitor construction and consistently ensure high quality infrastructure is delivered through developments will deteriorate. Additionally, review timelines on Developer engineering submissions will lengthen. Longer review and approval timelines delay the onset of development. This impacts the supply of housing and potentially increases the development costs within the Town.

Growth and Effort Analysis

The Town continues to see significant growth in residential developments, the re-development of existing buildings, and the increase in commercial activity. Based on a review of ongoing files, existing unbuilt approvals, and planned development, the added growth is projected to continue beyond 2024.

Staff have assessed the development projects currently under review, in construction, and being proposed for the next two years. The analysis accounted for the varying levels of effort undertaken by a Reviewer during different stages of a development – from the conceptual planning stage through detailed design review, construction, maintenance periods, and Assumption. Effort levels were based on the January 2020 Blue Mountain Development Applications Approval Process Fees Review (DAAP) Stakeholder Consultation by Watson & Associates Economists Ltd., and validated by timesheet tracking. The analysis also considered the available work hours of each Reviewer, and excluded time spent on training, statutory holidays, vacation and sick days.

The analysis assessed Reviewer work hours (effort) per quarter projected for two years. The analysis demonstrated that from Q1 of 2022 to Q3 of 2023 two additional Reviewers will be required for the projected workload.

Despite working overtime, implementing process improvements, deferring holidays, and having a highly experienced and qualified staffing mix, (the Manager and Senior Reviewer alone have over 56 years of professional experience); the volume of work is currently exceeding the available work hours of current staff. This is now creating a back-log of review work. In the field, the ability for staff to adequately monitor construction sites is at risk. Town staff would like to avoid a situation where reduced impacts on development monitoring places the Town at risk for lesser quality infrastructure upon Assumption, or hand-over to Condominium boards.

Analysis has determined that the situation will become significantly worse within the next two quarters if no staffing changes are implemented. Staffing additions and enhancements are needed immediately.

Division Re-Structuring – Enhancements and Addition of Staff

As Council is aware, the Development Engineering Division is currently structured as follows:

- One (1) Manager
- Three (3) Development Engineering Reviewers
- 40% of an Administrative Assistant

To deal with the volume of work known to be coming to the Development Engineering Division, staff recommend the following re-structuring:

- One (1) Manager – no change
- One (1) Supervisor – **promotion of one current Reviewer**
- Three (3) Development Engineering Reviewers – no change to two full-time positions, **one new 2-year contract role**
- One (1) Development Engineering Technician – **one new 2-year contract role**

- One (1) Development Engineering Administrative Assistant – increase current 40% administrative shared role to **2-year contract role 100% dedicated to Development Engineering Division**

The promotion of one current Reviewer to a supervisor role will serve as official recognition for duties currently being performed to support the Manager and ensure efficient processes within the Division continue. The Supervisor will continue to also perform the duties of a Reviewer. The funding of this promotion will be accommodated by the offset in obtaining a Development Engineering Technician at a lower rate, as opposed to a second (higher value) Development Engineering Reviewer.

The new Development Engineering Reviewer will join the current Reviewers to perform the same duties.

The new Development Engineering Technician will provide enhanced ability to monitor construction sites and primarily provide field inspection duties.

The Development Engineering Administrative Assistant will provide the duties of the current Administrative Assistant with the enhanced ability to coordinate engineering input with Reviewers in a timely and organized manner. Additionally, this role will be able to track Development Agreement processing and take ownership in facilitating them efficiently through Planning and Development Services. Since the volume of development incoming to Development Engineering is increasing, the administrative duties are inherently increasing and warrant a dedicated full Administrative-level position for Development Engineering Division. It should be noted that the Town has had a position of Agreement Coordinator in the past. The value of this role is evident once again and is best positioned with the Development Engineering Division due to the complex relationship their work has with agreements and the build-out of development within the terms of agreements.

No Tax Impact and Funding Analysis

The **Development Engineering Division** is currently fully funded through Works Fees received from the developer and **does not rely on funding from taxes**. An increase to the operating costs for additional staff will have no impact on Town taxes. Staff are confident our projected Works Fees will cover the additional staffing recommended.

Staff undertook a funding analysis to project the revenue that will be generated by developments incoming over the next two years. The timing that the Town would receive the revenue (as Works Fees) was evaluated quarterly. Since the revenue can vary based on the level of construction work required at each site, a maximum and minimum revenue range was assessed. The revenue was then compared to the current and recommended Development Engineering operating costs.

The projected revenue (Works Fees) will exceed (and may greatly exceed) the operating cost of the re-structured Division. Sufficient funding will be available.

Summary

As the Town continues to grow, a re-structuring of the Development Engineering Division is necessary. The staffing changes will ensure the Division can effectively and efficiently maintain their current level of services, while also enhancing Development Agreement records keeping and construction monitoring. Overall, the changes are imperative to the

Town to ensure the infrastructure delivered by developers is provided in high quality and sustainable.

Options or Solutions Analysis

1. Status Quo. If the current Development Engineering staffing compliment is not increased, the Town will not be able to maintain current Development Engineering service level and the number of applications under review will backlog with no foresee able correction. Additionally, there will be a decrease in non-core /value-added services such as resident liaison, and there will be an increased reliance on Operations staff (who are either taxation or water rates funded) in Development review and/or construction activities. Most significant to note, is the decrease in construction monitoring that will result and risk of lesser quality infrastructure.
2. The additional staffing identified will provide the level of service expected by Council, residents, and the development industry. It will enable careful review and construction monitoring required for quality infrastructure. Additionally, Development Engineering staff are funded through Works Fee charges to Developers, and there will be no negative impact upon taxation.

Financial and/or Non-Financial Benefits

The requested additional staffing will provide capacity for additional application review volume and allow current value-added practices to continue and/or be expanded. Additionally, Engineering support to Operations Department growth related Environmental Assessment's may be expanded.

Risk Analysis

Insufficient Development Engineering staffing will reduce the ability of the Town to mitigate Development related resident issues and conduct high quality engineering reviews, ensuring proposed infrastructure meets Town Engineering Standards. Additionally, value-added design amendments made by Development Engineering staff to enhance infrastructure sustainability, and/or construction supervision monitoring to ensure built Infrastructure quality, will be reduced without sufficient staffing.

Recommendation

That one new Development Engineering Reviewer be hired on two-year contract;

That one new Development Engineering Technician be hired on two-year contract;

That one current Development Engineering Reviewer be promoted to Supervisor; and

That the 40% Administrative Assistant position be upgraded to a 100% Administrative Assistant position.

Implementation Plan

Upon passing of the Town's budget, the Development Engineering Division will re-structure the Division as noted herein by:

- recruiting three additional positions (Development Engineering Reviewer, Development Engineering Technician, and Administrative Assistant;

- promoting one current position (Development Engineering Reviewer to Supervisor); and
- Re-assigning Projects amongst the Development Engineering team to maximise realization of Strategic Goal 4, Objectives 1, 3, and 5, noted above.

Budget

Description	Total	2022	2023	2024
Expenditures				
Salaries and Benefits	\$547,800	\$267,300	\$272,600	\$7,900
IT Software/Hardware	\$24,000	\$12,000	\$12,000	\$0
Operating Cost	\$12,000	\$6,000	\$6,000	\$0
	\$583,800	\$285,300	\$290,600	\$7,900
Funding				
Development Engineering Fees	\$581,470	\$284,540	\$289,820	\$7,110
Taxation	\$2,330	\$760	\$780	\$790
Funding Total	\$583,800	\$285,300	\$290,600	\$7,900

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.

The Building Services Division's Mission Statement is "Building Safe Communities"

2022 Work Plan

The Building Services Division continues to employ an exceptional staff that is experienced and committed to providing high level of service expected by our customers. The continued mentoring and training of staff in 2022 will be a key tool in ensuring that our team is "Building Safe Communities".

The Ontario Building Code is expected to be consolidated with the National Building Code within the next two years, which will provide harmony with building codes throughout the country. Staff training and public awareness of the new consolidated code requirements, changes and transition policies will require a continuation and upgrading of staff qualifications. The code mandates that every building official shall obtain the required categories of qualifications for the services that they perform. Staff will continue to be enrolled in technical training courses throughout 2022 to ensure that their qualifications are obtained and updated. The return of in person classroom instruction is expected and the draft budget includes expenses for staff to attend out of town sessions.

Building Services implemented electronic building permits in 2016 whereby all building permits are reviewed and issued electronically. This process has allowed for greater efficiencies and has greatly assisted the building staff in issuing permits within the Building Code mandated timelines. Once a building permit application has been submitted, building staff have two days to inform the applicant if their application is deemed complete and ten days to issue the permit. All staff members on the building team work collaboratively to ensure that the permits are issued within these timelines and that the required site inspections are performed promptly. The Building Code requires site inspections to be conducted within two days of receiving an inspection request.

Building activity has been robust in the past few years with buildings increasing in size and complexity. The use of electronic tablets in the field has provided inspectors with a tool that gives them the ability to review construction plans clearly and conduct thorough inspections. Tablets are useful for scheduling inspections, preparing inspection reports, and identify previous inspection results. The introduction of tablets in the field has reduced the time to conduct framing inspection by up to 25%. An additional tablet will be supplied to the building team in 2022.

In 2021, the Building Services Division created a Lot Development Technician position to oversee the development on private lands and along municipal roads. The position issues municipal land use permits, reviews grading plans for new construction projects and reviews and accepts final grading certificates from project engineers. Although the role of this position only began in mid 2021, the technician was responsible for issuing over 140

Building Services

Entrance Permits and more than 500 grading reviews. As a result of the departmental reorganization for the administration of the private swimming pool by-law, the technician will also be responsible for issuing all pool permits and conducting the subsequent inspections. Although in infancy, this position has proven to provide a valuable service to the contractors and residents by ensuring that development on properties is completed according to applicable designs and standards.

Building activity is expected to remain strong in 2022 according to information obtained from builders, designers, and real estate professionals. The current low inventory of serviced properties may be short lived as more developers have expressed interest in starting new developments in the new year which should help to increase the supply of serviced land. Due to the low availability of serviced land, building activity in the first half of 2022 may not be as robust as previous years, but activity is expected to increase as soon as site services in developments have been completed. The demolition and rebuilding on existing developed properties are expected to continue, especially on areas close to Georgian Bay. The Town of The Blue Mountains is expected to continue to be a desirable destination for people to relocate their families and or businesses.

The Building Services Division is staffed with ten full time employees and one contract building official that are very knowledgeable and experienced. The team currently in place is able to administer and enforce the Ontario Building Code and provide the expected level of service for 2022.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Building Permit Applications Received	680	840	740
Building Permits Issued	649	800	700
Building Inspections Completed	4,035	6,500	6,000
Dwelling Units Issued	429	380	340
Dwelling Construction Starts	296	430	370
Letters Processed for Zoning Requests for Information	171	185	200

Building Services

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	834,911	894,227	1,217,182	1,176,854	1,180,713
Administrative Expenses	2,318	5,730	9,850	5,950	5,950
Operating Expenses	0	0	0	0	0
Communications	2,598	3,346	4,450	4,450	4,450
Personnel and Training	11,958	12,726	49,165	49,165	49,165
Utilities	0	0	0	0	0
Equipment Related	506	432	1,500	1,500	1,500
Vehicle and Fleet Related	5,745	4,089	0	0	0
Legal Expenses	47,433	10,111	25,000	25,000	25,000
Consulting	2,056	64	5,000	5,000	5,000
Purchased Services	9,515	30	10,000	10,000	10,000
Debt Payments	0	0	0	0	0
Financial Expenses	33,910	12,061	10,500	10,900	11,300
Premise and Site	0	0	15,000	0	0
Total Expenses	950,949	942,817	1,347,647	1,288,819	1,293,078
Transfers					
Transfers to Capital	6,000	8,000	0	0	0
Transfers to Reserves	330,314	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	-590,467	-609,523	-622,399
Interfunctional Transfers	254,495	266,480	272,710	274,454	283,071
Total Transfers	590,809	274,480	-317,757	-335,069	-339,328
Total Transfers and Expenses	1,541,758	1,217,297	1,029,890	953,750	953,750
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	1,541,758	1,860,801	1,029,890	953,750	953,750
Subsidies	0	0	0	0	0
Total Revenue	1,541,758	1,860,801	1,029,890	953,750	953,750
Net Cost of Service (Taxation)	0	-643,504	0	0	0

Proposed Addition - Building Services Division

Administrative Assistant, Full-Time Role with Building Services

Business Need

Currently the Building Services Division is staffed with an administrative staff consisting of an Administrative Assistant for Building and Development Engineering Services with shared services between the Building Services Division and Engineering Services Division, a Building and Zoning Co-ordinator, and a Permit and Inspections Assistant.

The Building Services Division would like to amend the existing Administrative Assistant position from a 60/40 shared position with Development Engineering to a full-time role with the Building Services Division only.

The Town of The Blue Mountains continues to see significant growth of residential subdivisions, the redevelopment of existing buildings and the increase in commercial activity. The added growth is projected to continue well beyond 2024, based on the number of developments that are existing, under construction or being proposed. As a direct result of the added growth and new developments, the Building Services Division is experiencing significant increases in the number of building permit applications, inspection requests, property information requests, customer inquiries, reports, research, and numerous other department services that this position provides.

The Administrative Assistant is a crucial front-line position which is often the first line of contact for customer inquiries. The team members in the Building Services Division rely on the administrative position for providing office organization while assisting staff in their daily activities. The role also provides a valuable service in assisting with the Chief Building Official's duties. Converting the existing position into a permanent role will provide increased job efficiencies, improved customer service, and a healthier work environment.

Options or Solutions Analysis

1. Status Quo. The Town would continue operating with the existing 60/40 shared position.
2. Amend the current position to a full-time role with the Building Services Division only.

Financial and/or Non-Financial Benefits

Option 1 increases the amount of overtime.

Option 2 would maintain similar expenses incurred in 2021 plus the added 40% salary.

Risk Analysis

Option 1 will continue to place a strain on the Building Services Division's operations.

Option 2 would improve customer service, increase job performance, and retain staff.

Return on Investment

- Ability to provide exceptional customer service
 - Increased concentration increases accuracy and performance
 - Full-time employees can lead to a better corporate culture
-

- Investments in training stay with the corporation

Recommendation

Currently staff are recommending Option #2– Amend the current position to a full-time role with the Building Services Division only.

Implementation Plan

Upon passing of the Town's Budget, the current staff member occupying the position will carry on with duties only associated with Building Services.

Budget

Description	Total	2022	2023	2024
Expenditures				
Salaries and Benefits	\$106,700	\$34,900	\$35,600	\$36,200
Expenditures Total	\$106,700	\$34,900	\$35,600	\$36,200
Funding				
Building Fees	\$106,700	\$34,900	\$35,600	\$36,200
Funding Total	\$106,700	\$34,900	\$35,600	\$36,200

Community Services

This Department budget includes:

- Community Services
- Transit
- Parks and Trails
- Tomahawk Golf Course
- Beaver Valley Community Centre
- Cemetery
- Thornbury Harbour

Headcount

Community Services	
Taxation Funded	11
Harbour User-Fee Funded	2
Total Community Services	13

Community Services

2022 Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	1,561,857	1,537,926	1,915,301	1,957,608	1,996,945
Administrative Expenses	11,233	10,556	14,550	14,295	14,415
Operating Expenses	95,475	128,732	113,500	113,950	109,000
Communications	18,715	16,702	17,250	17,250	17,300
Personnel and Training	25,400	19,390	50,905	51,545	50,095
Utilities	104,770	61,516	0	0	0
Equipment Related	60,678	52,134	78,230	78,930	80,230
Vehicle and Fleet Related	41,441	53,407	11,900	12,100	13,000
Legal Expenses	0	0	0	0	0
Consulting	431	4,772	0	0	0
Purchased Services	168,580	89,624	120,500	120,600	120,700
Debt Payments	57,656	50,028	55,536	54,226	52,949
Financial Expenses	66,849	76,530	106,350	118,275	120,200
Premise and Site	261,547	171,186	270,250	272,400	278,300
Total Expenses	2,474,632	2,272,503	2,754,272	2,811,179	2,853,134
Transfers					
Transfers to Capital	59,156	56,737	55,536	54,226	52,949
Transfers to Reserves	215,146	215,609	297,146	357,770	402,954
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-88,142	-58,509	-90,223	-94,917	-104,837
Interfunctional Transfers	13,143	352,532	719,878	814,256	798,884
Total Transfers	199,303	566,369	982,337	1,131,335	1,149,950
Total Transfers and Expenses	2,673,935	2,838,872	3,736,609	3,942,514	4,003,084
Revenue					
Grants and Donations	79,184	16,875	33,500	6,000	38,500
External Revenue	839,567	1,093,673	1,778,378	1,903,288	1,927,198
Subsidies	-33,858	-18,837	-92,800	-92,800	-92,800
Total Revenue	884,894	1,091,711	1,719,078	1,816,488	1,872,898
Net Cost of Service (Taxation)	1,789,041	1,747,161	2,017,531	2,126,026	2,130,186

Community Services

Mission

To oversee all areas of the Community Services Department including Parks, Trails, Athletic Fields, Golf Course, Arena, Community Centers, Facilities Maintenance, Harbour, Cemetery, Waterfront, and provide leadership in the logistical details of all special events that require the use of Town land. Provide support to the Town's Youth Initiatives, Seniors Network, Cycling Safety group, and Business Improvement Area.

2022 Work Plan

The 2022 work plan will include the completion of the multi-use recreational facility / hub feasibility study, re-establishing the special events program at a larger scale as events are allowed to take place again.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Events taken through Event Notification	3	7	20

Community Services

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	281,104	209,750	270,254	275,712	283,340
Administrative Expenses	7,369	6,772	1,900	1,925	2,025
Operating Expenses	3,477	408	6,500	6,500	1,500
Communications	7,174	4,824	3,025	3,025	3,075
Personnel and Training	3,511	2,403	10,000	9,000	9,550
Utilities	277	386	0	0	0
Equipment Related	2,128	0	26,000	26,000	26,000
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	109	4,537	0	0	0
Purchased Services	6,743	1,354	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	16,589	22,488	55,000	65,000	65,000
Premise and Site	419	229	0	0	0
Total Expenses	328,898	253,151	372,679	387,162	390,490
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	153,000	156,000	237,000	307,000	313,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	0	0	0	0
Interfunctional Transfers	-4,940	155,225	224,792	236,215	214,990
Total Transfers	148,060	311,225	461,792	543,215	527,990
Total Transfers and Expenses	476,958	564,376	834,471	930,377	918,480
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	16,201	145,483	625,000	725,000	725,000
Subsidies	0	0	0	0	0
Total Revenue	16,201	145,483	625,000	725,000	725,000
Net Cost of Service (Taxation)	460,757	418,893	209,471	205,377	193,480

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.

2022 Work Plan

Staff will continue to work with the Town of Collingwood as the operator of the Colltrans service that runs to Blue Mountain Village and Craigleith.

Grey County's pilot program is scheduled to continue until March 31, 2023. Staff will work with Grey County staff to gather information throughout the pilot and provide feedback on the service as well as future needs.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Grey County Ridership	46	500	650
CollTrans Ridership	30,348	22,462	30,000

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 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	586	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	99,552	73,061	100,000	100,000	100,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	99,552	73,648	100,000	100,000	100,000
Transfers					
Transfers to Capital	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	11,237	11,316	11,542	11,773
Total Transfers	0	11,237	11,316	11,542	11,773
Total Transfers and Expenses	99,552	84,885	111,316	111,542	111,773
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)	99,552	84,885	111,316	111,542	111,773

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.

2022 Work Plan

Continue to provide a high level of service for the Town's ratepayers and visitors. Finalize capital projects from 2021 including the Moreau Park Pavilion.

Construction of new washroom facility at Little River Park.

Resurface the tennis courts at Bayview Park.

Cutting back trees on all road crossings along the Georgian Trail for better visibility for people using the trail.

Top-dress sections of the Georgian Trail in conjunction with Georgian Cycle and Ski Association and Town of Collingwood and Town of Meaford.

Continue with ash tree removal along the Georgian Trail and in municipal greenspaces and continue planting seedlings where trees have been removed.

Continue with the second shift for washroom cleaning and garbage collection throughout all our parks during our operational season.

Continue with grooming of the Georgian Trail and Tomahawk Trail for winter cross country skiing and snow shoeing.

Providing snow removal and ice control for the following walks and lots Town Hall, Smith Lot, Chamber of Commerce, Library, BVO, Dog Park, Cemetery, Tomahawk Trail Lot, Harbor Pedestrian Bridge, Hester Street Parkette.

Providing additional snow and ice control for Craigleith EMS, Firehall #2, Craigleith Heritage Depot and Craigleith Community Centre. This service requires staff be on-call.

Returning to the 30-week contract for 7 seasonal operators from 27 weeks which was the previous seasons requirements for the operations of our parks and trails. In 2020 when COVID restrictions were in place staff were one month later starting their seasonal contracts and in 2021 the 3 weeks were not included in the budget.

Maintaining additional properties owned by the town which include Arthur Street parking lot, Napier Street property, Foodland Property and Peel Street property.

Maintaining new pickleball court amenity at Tomahawk Recreational Facility
Maintaining the proposed new dog park in Craigleith.

Increase in hazard tree correspondence and calls along with dead ash trees requiring more staff hours to maintain trails and green spaces.

Parks and Trails

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Acres of parks maintained and inspected	120.21	120.21	120.21
Kilometers of trails maintained and inspected	47	47	47
Acres of undeveloped greenspace	154.27	154.27	154.27
Acres of undeveloped waterfront right of ways	50.24	50.24	50.24

Parks and Trails

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	549,140	650,299	750,306	765,916	780,465
Administrative Expenses	759	600	5,800	5,800	5,800
Operating Expenses	15,571	11,459	12,500	12,500	12,500
Communications	3,633	5,524	4,000	4,000	4,000
Personnel and Training	7,309	7,158	10,700	10,700	10,700
Utilities	17,096	12,245	0	0	0
Equipment Related	20,213	18,508	14,800	15,400	16,000
Vehicle and Fleet Related	35,671	45,322	11,300	11,500	12,000
Legal Expenses	0	0	0	0	0
Consulting	148	177	0	0	0
Purchased Services	44,197	10,002	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	18,460	20,882	19,600	20,600	21,600
Premise and Site	73,434	74,224	89,100	91,100	96,100
Total Expenses	785,633	856,398	918,106	937,516	959,165
Transfers					
Transfers to Capital	1,500	6,710	0	0	0
Transfers to Reserves	2,551	11,454	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-29,760	0	0	0	0
Interfunctional Transfers	-68,863	3,359	98,602	158,419	128,797
Total Transfers	-94,572	21,523	98,602	158,419	128,797
Total Transfers and Expenses	691,061	877,920	1,016,707	1,095,935	1,087,962
Revenue					
Grants and Donations	13,724	14,636	3,500	3,500	3,500
External Revenue	8,130	18,924	21,800	21,800	21,800
Subsidies	0	-1,322	0	0	0
Total Revenue	21,854	32,238	25,300	25,300	25,300
Net Cost of Service (Taxation)	669,207	845,683	991,407	1,070,635	1,062,662

Tomahawk Golf Course

Mission

To provide accessible and affordable recreational opportunities to residents and offer a welcoming experience of golfing to youth and seniors.

2022 Work Plan

The work plan for the 2022 season will consist of the following:

- Obtain drawings and material take-offs for a more permanent clubhouse to provide a healthier and safer workplace for clubhouse employees.
- Install material bins to provide an inventory of topsoil, bunker sand and topdressing sand
- Install new hole signs with advertising opportunities. Utilize the Communication Department to connect with local businesses
- Continue to work with planning on the potential placement of a food truck on site
- A one-day closure per month is required to perform thorough greens maintenance.
- Begin the process of design and costing of an upgraded, automated irrigation system.

Non-Financial Statistics

Description	2021 Actual	2022 Expected
Paid rounds of golf	6,788	7,500
Member Rounds	3,313	3,600
Subsidized Kids Rounds	1,769	1,900
Season Passes	97	120
Tournament Requests	2	4

Tomahawk Golf Course

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	98,568	183,942	165,928	169,989	173,242
Administrative Expenses	705	2,272	300	320	340
Operating Expenses	2,016	1,170	3,600	3,650	3,700
Communications	286	441	700	700	700
Personnel and Training	1,271	1,745	2,290	5,130	1,630
Utilities	1,189	883	0	0	0
Equipment Related	3,817	8,709	7,000	7,000	7,000
Vehicle and Fleet Related	1,112	1,550	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	145	58	0	0	0
Purchased Services	2,169	0	0	0	0
Debt Payments	0	0	0	0	0
Financial Expenses	3,063	3,409	3,700	3,700	3,700
Premise and Site	21,580	18,882	25,300	24,800	24,900
Total Expenses	135,922	223,062	208,818	215,289	215,212
Transfers					
Transfers to Capital	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	10,372	25,368	29,469	26,070
Total Transfers	0	10,372	25,368	29,469	26,070
Total Transfers and Expenses	135,922	233,434	234,186	244,758	241,283
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	109,132	136,806	205,933	205,933	205,933
Subsidies	0	-2,275	-37,800	-37,800	-37,800
Total Revenue	109,132	134,531	168,133	168,133	168,133
Net Cost of Service (Taxation)	26,790	98,903	66,053	76,625	73,150

Beaver Valley Community Centre

Mission

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

2022 Work Plan

In the 2022 calendar year, staff will operate with similar expenditure budget numbers as 2021 projections. Town staff have been diligently following the Preventative Maintenance Program which has ensured a sufficient level of service along with stable electrical and maintenance costs.

The revenue side of the budget is looking at anticipated increases with the increased number of wedding requests. Staff also anticipate an increase in request for bigger events whether it be through private renters or Grants and Donation events.

The Town of The Blue Mountains was awarded ICIP grant funding in 2021 which will allow for major capital improvements in 2022. The Town will focus on three major categories of improvement which include HVAC, building envelop and parking lot improvements. These capital works will improve occupancy comfort, energy efficiency and overall patron safety.

Facilities staff will continue to provide inspections, contractor scheduling and minor preventative maintenance within the L.E. Shore, Depot and Craigleith Community Centre, O.P.P detachment, Town Hall and Ravenna Hall.

Non-Financial Statistics

Description	2019 Actual	2021/22 Actual	2022/23 Expected
Figure skating hours per month	36	36	36
Minor Hockey ice hours per month	44	54	56
Recreation Leagues hours per month	52	36	50
Average Private Rentals per month	12	12	12
Tournaments Per Season	4	4	6
Municipally run program hours per month	32	36	36
Pickle Ball hours per month	168	184	190
Curling hours per month (average over season)	57.5	24	24

The numbers in the chart above represent split year ice seasons. Staff utilized 2019/20 actuals rather than the 2020/21 actuals due to the shortened season in 20/21.

Beaver Valley Community Centre

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	424,507	273,746	391,604	401,944	409,394
Administrative Expenses	1,429	502	950	950	950
Operating Expenses	49	0	0	0	0
Communications	3,487	2,917	4,700	4,700	4,700
Personnel and Training	5,705	2,946	9,250	9,250	9,250
Utilities	70,901	35,824	0	0	0
Equipment Related	26,273	16,417	25,200	25,900	26,600
Vehicle and Fleet Related	215	423	600	600	1,000
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	550	0	600	600	600
Debt Payments	0	0	0	0	0
Financial Expenses	12,000	12,728	10,100	10,600	11,100
Premise and Site	30,250	22,413	22,800	23,100	23,200
Total Expenses	575,364	367,917	465,804	477,644	486,794
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	200	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	0	-8,481	0	0	0
Interfunctional Transfers	-1,356	66,133	235,120	251,282	279,678
Total Transfers	-1,156	57,651	235,120	251,282	279,678
Total Transfers and Expenses	574,207	425,569	700,924	728,926	766,471
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	115,931	66,321	228,920	239,080	249,240
Subsidies	-33,858	-15,240	-55,000	-55,000	-55,000
Total Revenue	82,074	51,081	173,920	184,080	194,240
Net Cost of Service (Taxation)	492,133	374,488	527,004	544,846	572,231

Cemetery

Mission

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

2022 Work Plan

The 2022 work plan will include a continued high standard of care and compassion for families visiting or interring loved ones. Property maintenance will also continue to be kept at a high standard. Staff will continue to review property use and trends.

The 2022 plan will also include a cemetery master plan review which will provide recommendations for the future interment types, land use, fees review and care and maintenance fund review. A capital project is also planned to construct a new columbarium.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Columbarium Niche Sales	8	8	8
Interments	38	40	42
Sale of Plot	21	22	23
Transfer of Interment Rights	10	12	14

Cemetery

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	23,764	38,551	65,802	67,107	68,349
Administrative Expenses	7	22	0	0	0
Operating Expenses	262	3,328	5,400	5,600	5,400
Communications	137	103	250	250	250
Personnel and Training	291	1,101	4,150	2,950	4,450
Utilities	2,947	2,005	0	0	0
Equipment Related	685	2,813	330	330	330
Vehicle and Fleet Related	2,360	3,427	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	4,814	-704	7,900	8,000	8,100
Debt Payments	0	0	0	0	0
Financial Expenses	2,810	1,627	4,050	4,175	4,300
Premise and Site	12,722	13,044	18,900	18,900	18,900
Total Expenses	50,801	65,317	106,782	107,312	110,079
Transfers					
Transfers to Capital	0	0	0	0	0
Transfers to Reserves	4,623	0	0	0	0
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-662	0	0	0	0
Interfunctional Transfers	36,748	40,698	51,222	55,414	52,537
Total Transfers	40,709	40,698	51,222	55,414	52,537
Total Transfers and Expenses	91,509	106,016	158,004	162,726	162,616
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	50,908	54,014	45,725	45,725	45,725
Subsidies	0	0	0	0	0
Total Revenue	50,908	54,014	45,725	45,725	45,725
Net Cost of Service (Taxation)	40,601	52,002	112,279	117,001	116,891

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.

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	184,775	181,638	271,407	276,939	282,155
Administrative Expenses	964	388	5,600	5,300	5,300
Operating Expenses	74,099	112,366	85,500	85,700	85,900
Communications	3,997	2,307	4,575	4,575	4,575
Personnel and Training	7,313	4,037	14,515	14,515	14,515
Utilities	12,361	10,173	0	0	0
Equipment Related	7,562	5,687	4,900	4,300	4,300
Vehicle and Fleet Related	2,083	2,684	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	29	0	0	0	0
Purchased Services	10,555	5,911	12,000	12,000	12,000
Debt Payments	57,656	50,028	55,536	54,226	52,949
Financial Expenses	13,926	15,395	13,900	14,200	14,500
Premise and Site	123,142	42,395	114,150	114,500	115,200
Total Expenses	498,462	433,010	582,082	586,255	591,394
Transfers					
Transfers to Capital	57,656	50,028	55,536	54,226	52,949
Transfers to Reserves	54,772	48,155	60,146	50,770	89,954
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-57,720	-50,028	-90,223	-94,917	-104,837
Interfunctional Transfers	51,554	65,508	73,458	71,916	85,040
Total Transfers	106,263	113,663	98,917	81,995	123,106
Total Transfers and Expenses	604,725	546,672	681,000	668,250	714,500
Revenue					
Grants and Donations	65,460	2,239	30,000	2,500	35,000
External Revenue	539,265	672,125	651,000	665,750	679,500
Subsidies	0	0	0	0	0
Total Revenue	604,725	674,364	681,000	668,250	714,500
Net Cost of Service (Taxation)	0	-127,692	0	0	0

Proposed Addition - Community Services

Harbour Part Time Student Labourer

Business Need

Increased activity on weekends is requiring additional staffing to provide the same service level. A significant number of people purchased boats in the last 2 years and are using the launch ramp due to the lack of available slips and are impacting the volume of fuel sold on weekends in particular. In 2019, weekend fuel sales from June 1 thru August 31 were 34,422 litres. In 2020, weekend fuel sales from June 1 thru August 31 increased to 44,110 litres. In 2021 weekend fuel sales from June 1 thru August 31 increased to 69,087 litres.

Options or Solutions Analysis

1. Hire additional part-time summer student to offset the additional workload and maintain the current service level and potentially increase fuel, pump-out and launch ramp sales.
2. Remain status quo and risk the satisfaction of customers to decrease and miss opportunities for additional revenues.

Financial and/or Non-Financial Benefits

Day Sailor, Kayak storage revenues as well as increased fuel sales have created additional revenues to offset the cost for this position.

The additional staff during these busy times will allow for additional customer service and could result in additional revenue.

Risk Analysis

This will reduce risk at the Harbour by having 3 staff on shift to address the increased demand on weekends to serve fuel, perform pump-outs, assist customers docking, monitor and receive launch ramp fees, maintain washroom cleanliness and empty waste receptacles. The additional staff will reduce the need for rushing to complete tasks and should result in better control of the fuel distribution and wastewater pump-outs.

Recommendation

Hire one additional summer student at the harbour for 24 hours per week from June 27 until September 5.

Implementation Plan

Post the position in Q2 and hire in Q2. Training will take place during the beginning of the contract and be available to begin shifts by Canada Day weekend.

Budget

Description	Total	2022	2023	2024
Expenditures				
Part Time Student	\$14,400	\$4,700	\$4,800	\$4,900
IT Software/Hardware	\$4,500	\$1,500	\$1,500	\$1,500
Operating Costs	\$300	\$100	\$100	\$100
Total Expenditures	\$19,200	\$6,300	\$6,400	\$6,500
Funding				
Harbour User Fees	\$19,200	\$6,300	\$6,400	\$6,500
Funding Total	\$19,200	\$6,300	\$6,400	\$6,500

Operations

This Department budget includes:

- Operations
- Roads and Drainage
- Garbage Collection
- Landfill
- Sustainability
- Waste Diversion
- Water
- Wastewater

Head Count

Operations	
Taxation Funded	23
Water User-Fee Funded	10.5
Wastewater User-Fee Funded	8.5
Project Funded	2
Total Operations	44

Operations

2022 Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	4,256,934	4,278,929	5,098,272	5,194,596	5,303,137
Administrative Expenses	28,827	18,233	30,172	29,680	27,935
Operating Expenses	1,018,626	1,045,373	1,150,325	1,166,375	1,186,775
Communications	65,853	64,341	77,210	78,535	77,895
Personnel and Training	49,282	64,845	95,810	102,785	110,585
Utilities	860,572	712,245	90,000	92,000	94,000
Equipment Related	764,483	597,870	566,005	601,804	598,330
Vehicle and Fleet Related	375,909	274,628	307,815	328,815	334,315
Legal Expenses	4,625	7,361	0	0	0
Consulting	68,433	143,427	234,500	104,750	85,000
Transportation Action Items	0	0	50,000	0	0
Sustainability Action Items	0	0	0	75,000	75,000
Purchased Services	1,930,801	1,646,772	2,305,201	2,534,957	1,975,812
Debt Payments	148,965	103,134	185,999	181,016	175,624
Financial Expenses	270,347	282,441	99,800	104,300	109,000
Premise and Site	258,004	287,444	401,085	403,185	429,805
Total Expenses	10,101,661	9,527,040	10,692,194	10,997,798	10,583,213
Transfers					
Transfers to Capital	65,541	30,855	0	0	0
Transfers to Reserves	4,054,184	4,411,240	4,114,146	4,381,942	4,628,238
Transfers from Obligatory Reserves	-191,082	-85,222	-144,878	-140,974	-136,595
Transfers from Other Reserves	-278,354	-406,220	-845,088	-630,914	-636,762
Interfunctional Transfers	396,167	1,014,761	3,001,626	3,108,761	3,318,713
Total Transfers	4,046,457	4,965,413	6,125,806	6,718,815	7,173,594
Total Transfers and Expenses	14,148,117	14,492,454	16,818,000	17,716,613	17,756,807
Revenue					
Grants and Donations	244,128	119,429	183,000	183,000	55,500
External Revenue	7,987,942	7,283,782	8,206,521	8,337,236	8,449,763
Subsidies	0	0	0	0	0
Total Revenue	8,232,070	7,403,211	8,389,521	8,520,236	8,505,263
Net Cost of Service (Taxation)	5,916,047	7,089,243	8,428,479	9,196,377	9,251,544

Proposed Addition - Operations Department

Manager of Infrastructure & Capital Projects

Business Need

The need for additional staff is a necessary investment to build capacity to successfully manage several significant capital project needs that will soon be required to accommodate both growth and general infrastructure upgrades and maintenance. For example, in 2022, the Operations Department will have completed the Transportation Master Plan, the Drainage Master Plan, the West Side Water Storage Class EA, and the East Side Water Storage and Supply Class EA, all of which will prioritize new capital infrastructure projects and identify needed upgrades to accommodate both growth and our existing infrastructure.

As the Director of the Department has been in the position for almost two years, it has been determined that a positional shift is required to be able to function effectively both as a department and in this role. This shift has been discussed and endorsed by the Senior Management Team and is needed in order to enable effective delivery of capital projects, cross department collaboration, and to add additional capacity to project management for the organization as a whole.

This new position would lead the team of project managers within the Department and would have carriage of 1-2 projects as well. This manager role would initiate, implement, and monitor new strategies to drive efficiencies in project scoping, budgeting, engineering, and construction. In addition, this will be a key position in liaising with Planning and Development Services to align workplans, studies, environmental assessments, etc. with growth and development related needs and timelines. This additional management position would also alleviate significant time and resourcing spent on capital projects from other Department managers and allow them to focus on operating and maintaining our existing programs (water and wastewater program, roads and drainage, etc.).

Included in the approved capital budget is \$36.9M in growth related linear projects to be spent over the next three to five years. Furthermore, staff are anticipating significant growth-related projects that will soon come forward through the Drainage Master Plan, the Transportation Master Plan, and the East Side Water Storage and Supply Class EA (may result in a new water treatment facility or needed expansion to the existing water treatment plant).

In 2021, Council approved a number of individual Asset Management Plans (AMPs) that included over \$500M in linear assets (roads, water, and wastewater). This new position would bring a focused effort to ensure the Town is positioned to deliver an approach as to how we manage our existing and future assets.

Options or Solutions Analysis

1. Fill the newly created position of Manager of Infrastructure and Capital Projects in Q2 of 2022, to perform the roles and responsibilities as identified in Staff Report CSOPS.21.072 “Operations Department – 2022 Additional Resources”.
2. Maintain status quo acknowledging the potential risks identified below.

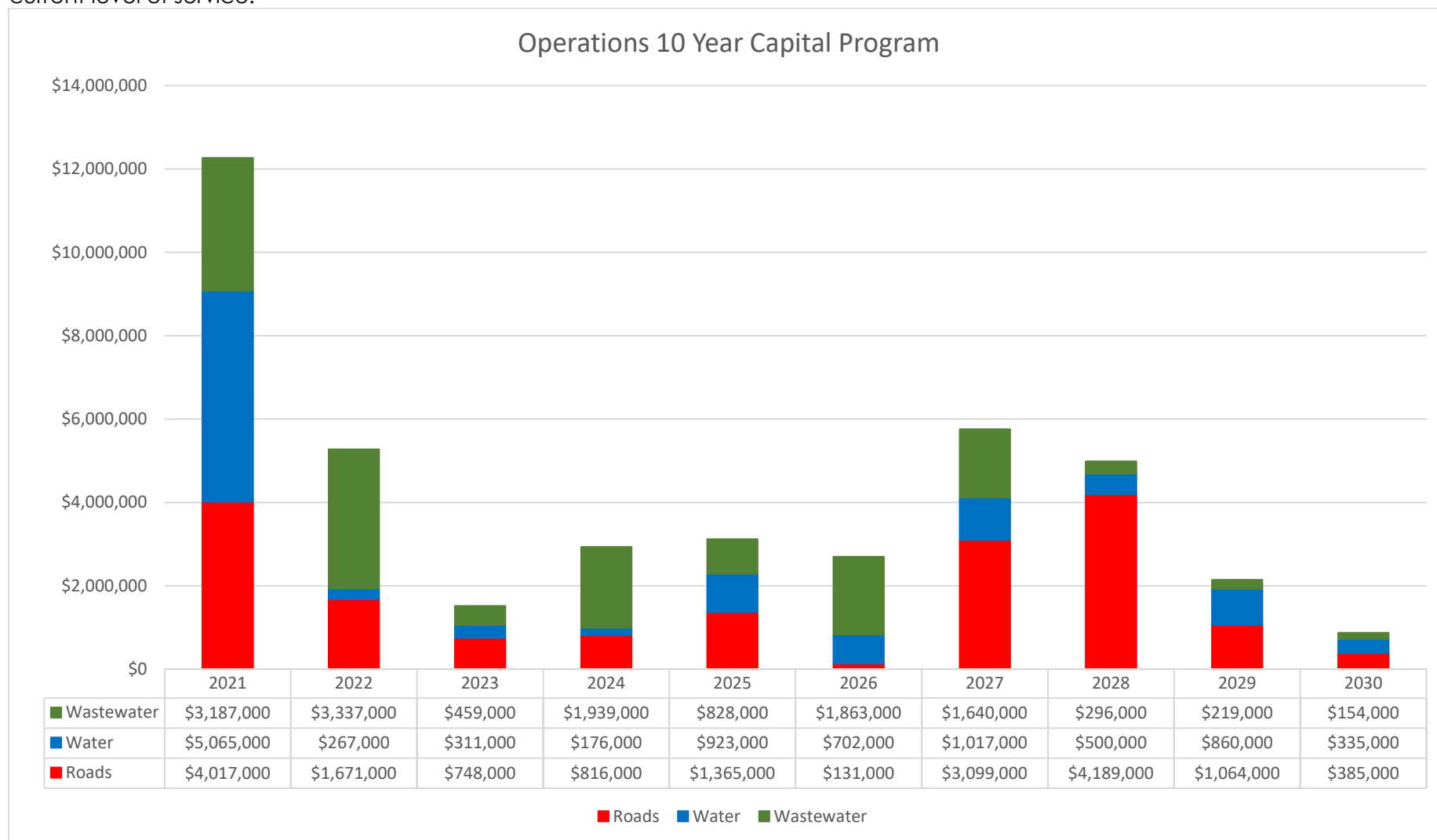
Financial and/or Non-Financial Benefits

In 2021, an internal staff member was successful during the recruitment of one of the two Senior Infrastructure Capital Project Coordinators. This left a vacancy in the Engineering Design Technologist position and provided an opportunity to conduct a small-scale reorganization and changes to roles and responsibilities both within and across various departments. The salary and employee benefits from the vacant Engineering Design Technologist will be shifted to this new role and used to supplement the cost. The additional cost of this new Manager position is approximately \$40,000 and will be spread across taxation and water and wastewater reserves. Important to note that the entire cost of the Engineering Design Technologist position was funded by taxation (\$104,500 inclusive of salary and employee benefits). By successfully managing this vacancy the Department will have saved \$68,500 to taxation by end of 2021.

Risk Analysis

The Department has limited existing capacity to address Council approved AMPs and growth-related infrastructure needs as described above. As the need to focus on capital projects increases, Management within the Department are allocating a significant portion of time towards project scoping, management, and implementation. As a result, management is spending less time focusing on the oversight and operational components of their respective Divisions and the Department as a whole (e.g. water and wastewater, roads and drainage, etc.).

Based on our extensive infrastructure and the need to maintain our existing level of service, as outlined in the Town's AMPs, a significant investment and effort is required to simply maintain Town infrastructure. The Operations' 10 Year Capital Program chart identifies the value of the required capital projects, as identified in the AMP, related to roads, water and wastewater to maintain the current level of service.



Additional capacity is needed to enable effective delivery of existing and planned capital projects, comply with our approved AMPs and maintain our existing level of service; continue improvement on cross department collaboration; add additional capacity for project management for the organization as a whole; and, be shovel ready for funding opportunities and growth.

Recommendation

On October 19, 2021, Council supported the hiring of this position, in principle, in response to Staff Report CSOPS.21.072 "Operations Department – 2022 Additional Resources" and staff were directed to include it as an addition to the 2022 Budget for Council consideration.

Implementation Plan

Initiate recruitment in Q1 and fill the position in Q2 following budget consideration.

Budget

Description	Total	2022	2023	2024
Expenditures				
Salaries & Benefits	\$124,800	\$40,100	\$41,600	\$43,100
Expenditures Total	\$124,800	\$40,100	\$41,600	\$43,100
Funding				
Taxation	\$(170,800)	\$(56,300)	\$(57,000)	\$(57,500)
Water	\$147,800	\$48,200	\$49,300	\$50,300
Wastewater	\$147,800	\$48,200	\$49,300	\$50,300
Funding Total	\$124,800	\$40,100	\$41,600	\$43,100

The current position of the Engineering Design Technologist is funded 100% from Taxation. Staff are recommending that this new management position be split equally between Taxation, Water, and Wastewater as the Manager will be responsible for infrastructure and capital projects under all three divisions.

Operations

Mission

To lead the successful management and delivery of infrastructure plans, studies and associated capital projects. Provide technical and administrative support to the operating divisions within the Operations Department and to provide capital project management support to other Departments as requested.

2022 Work Plan

- Completion of updated Engineering Standards
- Continuing to manage approved, large-scale plans (e.g. Transportation Master Plan, Drainage Master Plan) and capital projects (e.g. Thornbury West Reconstruction, Thornbury WWTP Expansion)
- Finalize the transition of Entrance Permit review and approval process to the Building Division while supporting the development of associated By-law and guideline updates.
- Develop and implement a detailed Operations Work Plan that aligns with the Corporate Strategic Plan, Capital Plan and the performance management framework.
- Develop and implement a plan to address the new requirements under the provincial Excess Soils Regulation and seek opportunities to reduce related costs.
- Business process improvement – continue to explore opportunities for efficiencies and alternative delivery methods that align with improved customer service and organizational priorities.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Municipal Lands Use Permits	144	190	25
Occupancy Permits	28	30	32
Service Requests (across all Department Divisions)	773	1,200	1,000
Average Working Days to Close a Service Request	13	5.2	5

2022 Budget Commentary

The Department is experiencing significant swings in construction costs of up to 15-20%, to an upwards of 30-40%, depending on the scope and scale of the overall project. Many of the competitive construction bids are within 5% of each other indicating there is some consistency within the construction industry. Staff are continuing to assess options to reduce construction related costs.

Salaries and Benefits budget (\$908,123) has increased to reflect Council's 2021 approval for a 3-Year Growth-Related Senior Infrastructure Capital Project Coordinator which is fully funded by the appropriate Development Charge Reserve Fund.

The majority of the Consulting budget (\$225,000) is made up of the Sanitary and Storm Condition Assessment Project which began in 2018 to inform the Town's Asset Management Plan. 2022 is the last year of this 5-year project; however, the project will continue afterwards with less on-going resources required to inform asset management.

Operations

The Transportation Action Items budget (\$50,000) is for emerging technologies (e.g. speed radar signs) and was recommended by the Transportation Advisory Committee and approved by Council for inclusion in the Operations Department proposed 2022 budget. Staff applied for funding under the Municipal Modernization Fund and the additional \$50,000 is for expenses potentially not covered by the fund.

Operations

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	661,294	720,561	908,123	930,770	948,428
Administrative Expenses	4,352	2,373	3,200	2,700	2,700
Operating Expenses	16	57	0	0	0
Communications	2,474	4,707	3,700	3,700	3,700
Personnel and Training	1,202	4,743	7,800	12,550	12,550
Utilities	0	0	0	0	0
Equipment Related	4,958	137	0	0	0
Vehicle and Fleet Related	3,252	68	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	19,745	139,615	225,000	75,000	75,000
Transportation Action Items			50,000	0	0
Purchased Services	3,155	13,966	10,000	10,000	10,000
Debt Payments	2,850	0	0	0	0
Financial Expenses	4,371	5,397	4,600	4,800	5,000
Premise and Site	0	15	0	0	0
Total Expenses	707,670	891,640	1,212,423	1,039,520	1,057,378
Transfers					
Transfers to Capital	-10,611	0	-114,358	-116,680	-118,899
Transfers to Reserves	798,627	741,000	486,500	496,000	506,000
Transfers from Obligatory Reserves	-11,164	-6,243	-25,000	-25,000	-25,000
Transfers from Other Reserves	-28,824	-79,434	-200,000	-50,000	-50,000
Interfunctional Transfers	-509,366	-300,472	-228,353	-204,432	-124,540
Total Transfers	238,662	354,851	-81,211	99,889	187,561
Total Transfers and Expenses	946,331	1,246,491	1,131,212	1,139,408	1,244,939
Revenue					
Grants and Donations	47,706	0	0	0	0
External Revenue	0	0	0	0	0
Subsidies	0	0	0	0	0
Total Revenue	47,706	0	0	0	0
Net Cost of Service (Taxation)	898,625	1,246,491	1,131,212	1,139,408	1,244,939

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.

2022 Work Plan

2022 will include surface treatment in the urban areas and will continue to place maintenance gravel in the rural areas.

Staff are proposing to resurface Monterra Road in advance of the works commencing on Grey County Road 19. Staff will initiate the preliminary design for the Pretty River Road improvements. This will be a shared program with the Municipality of Grey Highlands.

Final design and construction of Bridges 2 and 3 is expected in 2022. Staff will replace and update guiderails in Duncan as a shared project with the Municipality of Grey Highlands.

Staff will be advancing the expansion of the Ravenna Works Yard.

Through 2022 and 2023, staff will be advancing a complete winter control program for all sidewalks within the Town.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Kilometres of roads plowed in winter	264.28	264.87	265.97
Tonnes of sand used for winter control	3,756	3,017	3,500
Bridges and culverts maintained	32	32	32

Roads and Drainage

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	1,332,561	1,178,814	1,574,698	1,613,671	1,648,356
Administrative Expenses	2,406	4,485	5,850	5,850	5,900
Operating Expenses	719,302	758,898	846,650	857,300	870,400
Communications	10,195	8,059	10,700	10,775	10,875
Personnel and Training	15,293	20,465	21,650	22,950	24,000
Utilities	109,996	107,268	90,000	92,000	94,000
Equipment Related	161,969	110,668	99,200	104,400	112,325
Vehicle and Fleet Related	302,372	205,068	261,000	282,000	287,500
Legal Expenses	4,552	5,988	0	0	0
Consulting	3,272	16,133	4,000	24,250	4,500
Purchased Services	362,168	342,015	559,000	591,500	596,500
Debt Payments	1,471	0	0	0	0
Financial Expenses	51,602	60,181	60,300	63,300	66,500
Premise and Site	56,639	51,028	46,550	46,550	47,550
Total Expenses	3,133,800	2,869,070	3,579,598	3,714,546	3,768,406
Transfers					
Transfers to Capital	83,968	0	0	0	0
Transfers to Reserves	276,700	484,771	692,000	928,000	1,142,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-8,988	24,283	0	-10,000	0
Interfunctional Transfers	-2,675	333,555	528,703	540,434	581,779
Total Transfers	349,006	842,609	1,220,703	1,458,434	1,723,779
Total Transfers and Expenses	3,482,805	3,711,678	4,800,300	5,172,981	5,492,185
Revenue					
Grants and Donations	27,688	29,741	32,000	32,000	32,000
External Revenue	100,486	150,162	105,100	95,100	95,100
Subsidies	0	0	0	0	0
Total Revenue	128,174	179,903	137,100	127,100	127,100
Net Cost of Service (Taxation)	3,354,631	3,531,775	4,663,200	5,045,881	5,365,085

Garbage Collection

Mission

To deliver progressive collection, diversion, and disposal services that prioritize a move towards a circular economy.

Eliminating Waste, Leading Service

2022 Work Plan

Staff work with the collection contractor to return the same or next working day to gather missed waste and respond to the resident. The service provision goal is to continue reducing service requests, most of which centre around missed collection.

Develop a new waste collection program framework and draft By-law to inform a tender release for new service contract in 2023.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Garbage Collection (Tonnes)	2,029	2,030	2,175
Bag Tags Sold	9,192	10,000	10,000

Budget Commentary

An increase in purchased services is a direct result of the anticipated increase in garbage collection and the standard annual unit price increase that is tied to the Ontario consumer price index but is also capped at 3%.

It is expected that bag tag sales will continue to increase in 2022.

Garbage Collection

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	20,237	19,027	22,872	23,336	23,780
Administrative Expenses	828	2,201	1,200	1,200	2,350
Operating Expenses	0	0	0	0	2,000
Communications	474	0	700	1,500	1,500
Personnel and Training	0	0	0	0	330
Utilities	0	0	0	0	0
Equipment Related	2,429	2,466	2,478	2,527	5,155
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	0	0	0	0	0
Purchased Services	384,877	323,170	427,646	466,904	1,106,312
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	0	0	0
Premise and Site	0	0	0	0	0
Total Expenses	408,845	346,863	454,895	495,467	1,141,427
Transfers					
Transfers to Capital	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	408,845	346,863	454,895	495,467	1,141,427
Revenue					
Grants and Donations	0	0	0	0	0
External Revenue	27,576	27,477	30,000	32,000	34,000
Subsidies	0	0	0	0	0
Total Revenue	27,576	27,477	30,000	32,000	34,000
Net Cost of Service (Taxation)	381,269	319,386	424,895	463,467	1,107,427

Landfill

Mission

To manage solid waste through the delivery of progressive collection, diversion, and disposal services that prioritize a move towards a circular economy.

Eliminating Waste, Leading Service

2022 Work Plan

- Develop waste/operational cost matrix with assistance of new scale software
- Develop implementation plan of the Site conceptual redesign
- Develop an excess soil management plan for Town infrastructure projects
- Conduct study of the closed Thornbury Landfill
- Implement a “dirty” wood (painted and treated) reuse program and continue supporting newly added diversion programs

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Visits to the Waste Disposal Site	20,358	21,000	22,000
Tonnes of waste (all sectors) landfilled	3,493	3,200	3,000
Tonnes of waste (all sectors) diverted	4,709	4,800	5,000

Budget Commentary

Administrative, minor operating expenses and Personnel and Training expenses have decreased compared to 2021. Salaries and benefits have increased compared to 2021 with the addition of a new operator to support the implementation of additional landfill operation hours.

Under Equipment Related expenses an increase of approximately \$10,000 is being budget over 2021. More frequent and expensive repairs to heavy machinery are anticipated. The compactor and loader are over and near 5 years in service. This budget area also includes rental of equipment such as a screen for compost processing and the H2S and odour leachate pre-treatment system. A significant expense (\$20,000) for new loader tires including puncture proof inserts is noted for 2023. These tires could be replaced in 2022 however staff have added metal studs to prolong the useful life and improve the winter safety.

Purchased Services includes well, stream and site monitoring services and associated annual reporting. This area of the budget also includes many contract services related to recycling and hauling of diversion items such as mattresses, shingles, Styrofoam, drywall, wood grinding, household hazardous waste removal, leachate line cleaning, leachate haulage, CFC removal and more. Recycling materials has an associated cost however as the following section (New Waste Streams for 2021) discusses there is a savings in landfill space, which could be compared to a \$177 per tonne savings.

Landfill

Premise and Site include application of dust suppressant, shuttling and tipping of on-site depot bins and general maintenance.

Waste Managed without Revenues

The Landfill collects fees on materials delivered to the site (by residents), these fees offset the operational costs but do not cover them in full. The Budget should consider the portion that general taxation should be transferring to the landfill related to curbside waste managed and disposed at the landfill. In 2020 the Town collected and landfilled 2029 tonnes of curbside waste. A value could be put on this tonnage by using our residential fee of \$170 per tonne (also very similar to the cost of replacing landfill at \$177per tonne). This value multiplied by the collected tonnage equals \$344,930. This value should be coming from taxation to support all the operational and liability costs that are associated with that tonnage. We also collected and processed (make into compost) 457 tonnes of leaves and grass. This is another stream of material managed at the Site that receives no revenues from taxation currently.

A third source of revenue could be derived from the 139 tonnes of waste managed from Town departments. All these managed streams of waste represent approximately \$450,000 in revenues.

Landfill

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	310,031	367,197	436,102	453,504	518,603
Administrative Expenses	6,576	2,118	5,250	5,250	5,250
Operating Expenses	7,806	2,672	3,000	3,000	6,000
Communications	1,551	2,997	2,010	2,010	2,170
Personnel and Training	6,242	5,728	10,500	11,275	13,375
Utilities	7,167	6,874	0	0	0
Equipment Related	107,098	96,518	118,800	140,800	120,800
Vehicle and Fleet Related	24,382	23,755	25,800	25,800	25,800
Legal Expenses	0	0	0	0	0
Consulting	79	38	0	0	0
Purchased Services	104,554	126,986	167,200	202,700	182,500
Debt Payments	12,604	0	66,121	65,042	64,029
Financial Expenses	42,605	37,923	8,300	8,500	8,700
Premise and Site	27,326	44,656	127,585	129,185	154,305
Total Expenses	658,021	717,462	970,669	1,047,065	1,101,532
Transfers					
Transfers to Capital	-11,104	23,805	0	0	0
Transfers to Reserves	126,800	289,076	299,000	302,000	305,000
Transfers from Obligatory Reserves	0	0	0	0	0
Transfers from Other Reserves	-4,030	-23,805	-24,000	0	0
Interfunctional Transfers	54,741	190,165	378,535	397,303	410,622
Total Transfers	166,408	479,241	653,535	699,303	715,622
Total Transfers and Expenses	824,429	1,196,703	1,624,203	1,746,369	1,817,154
Revenue					
Grants and Donations	0	1,435	0	0	23,500
External Revenue	377,498	388,505	448,000	448,000	448,000
Subsidies	0	0	0	0	0
Total Revenue	377,498	389,940	448,000	448,000	471,500
Net Cost of Service (Taxation)	446,931	806,763	1,176,203	1,298,369	1,345,654

Landfill

Landfill Site and Recycle Depot

Service Review and Increased Operating Hours for 2022

2021 Re-design Survey Results

In the summer of 2021 staff conducted a survey with over 225 patrons; the responses were collected both in-person (at the Landfill) and on-line. The intention of the survey was to gain insight related to potential Landfill Site and Recycle Depot improvements. This insight will assist with informing the conceptual re-design of the Site, particularly the patron and waste receiving interface. Top mentioned improvements from the survey included a need for:

- general laneway improvements (specifically a smoother surface and paving);
- a second scale (to assist with traffic and eliminate the need to exit the vehicle to pay);
- increased area for receiving to improve access to sorting areas and traffic flow;
- more informational signage; and
- the addition of more diversion options ("dirty" wood, durable plastics, reuse centre, construction materials, etc.).

The survey was able to gain insight on potential areas for improvement at the Site. The survey also discovered that almost **100% of respondents positioned their general experience at the Site as "mostly great" to "excellent"**.

Stop Gap Measure – Open to the Public Mondays

A Site re-design will endeavor to address the improvements captured above and provide for future growth and expanded waste diversion efforts. This plan and the implementation will take time. Therefore, staff are considering operational improvements that may help to address some issues in the short term.

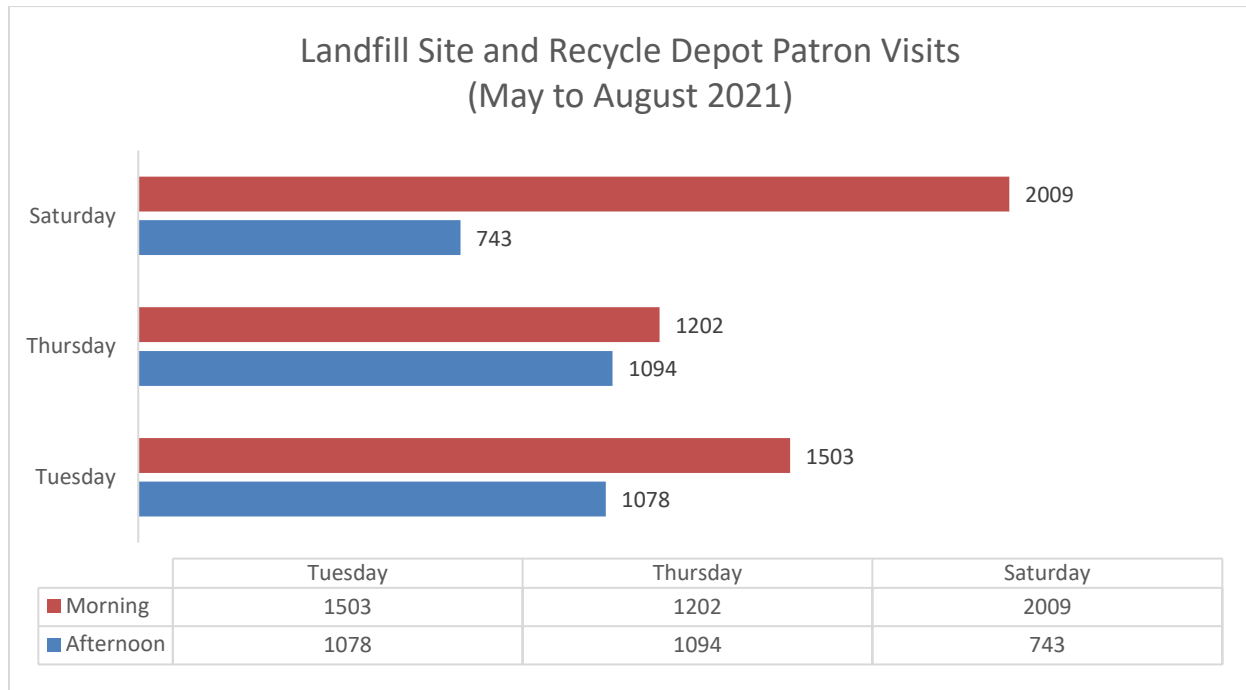
Currently, the Site is open 8am to 4pm - Tuesday, Thursday and Saturday. The all day Saturday hours began in May of 2021. Staff are proposing through the 2022 Town Budget process to gain approval to add Mondays to the hours the Site is open to the public.

Staff are proposing to open Mondays with no increase to staff hours or operational cost. This opportunity could reduce traffic and the number of users on other open days and assist with line-ups and receiving area congestion. Although the same number of patrons could be spread out over four days, it is expected additional visits will be gained and therefore additional revenue.

Saturday All Day

Since May of 2021, the Site has been open to include Saturday afternoons. The table below shows that patron visits are lower on Saturday afternoon compared to Thursday and Tuesday afternoons in the same period. The total patron visits are higher on average on Saturdays but the total revenue is about \$10,000 less than the revenue during the same period on Thursdays and Tuesdays. This may suggest that smaller residential loads are more common on Saturdays.

Landfill

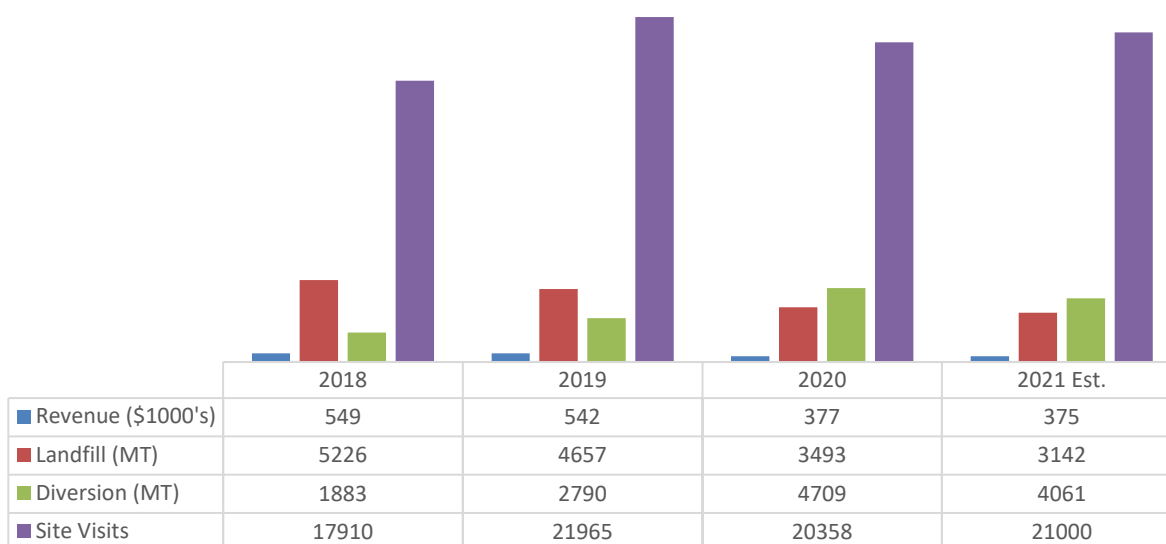


Overall Trends

Increases to the set disposal fees occurred in 2020 and 2021. This has observably created a reduction in landfilled waste but also a reduction in commercial users and related revenue. The new fees also included new diversion streams: shingles, drywall, mattresses and polystyrene foam. These new streams have assisted with increasing the diversion rate from 26% in 2018 and 37% in 2019 to 57% in 2020. This new level of diversion is continuing in 2021. The table below outlines the revenue, waste and visitor trends in the past four years.

Landfill

LANDFILL SITE AND RECYCLE DEPOT TRENDS



New Waste Streams 2021

The Site has implemented a suite of new diversion programs in 2020 and 2021. These programs are showing good public participation and materials sorted are being successfully exported to be processed for recycling. Since the start of the mattress program in 2020, for example, over 1,400 mattresses have been diverted from landfill, the initial estimate was 200 per year.

The table below highlights four new diversion programs for the January – August 2021 period. The table considers the revenue collected for each item and the cost to export and process each material expressed in a cost per tonne. The four items are then blended into an integrated system to get a total cost per tonne to manage those streams. The net cost for diversion of these grouped items is \$13 per tonne. Although, the net is a loss on the surface – it must be compared to the savings in landfill capacity that these diverted items represent.

The cost of building one tonne of landfill capacity is \$177. This per tonne cost of new landfill capacity is created by looking at the estimated construction cost for the phase 2 landfill mining capital project, but does not include financing cost or long-term maintenance and liability, nor the operating cost of landfilling waste and managing leachate.

Landfill

New Diversion Programs – Cost per Tonne

Diversion Item	Net Cost/Tonne	Net Cost x Tonnes Diverted
Shingles	\$ (9)	\$ (705)
Residential Drywall	\$ (6)	\$ 635
Commercial Drywall	\$ 44	
Mattresses (\$0.70/unit)	\$ (105)	\$ (1,259)
Polystyrene Foam	\$ 3,782	\$ (1,475)
Total Net Cost All Items		\$ (1,894)
Total Tonnes All Items		144 MT
Total Cost per Tonne		\$ (13)
Compare to Cost of Landfill Capacity		\$ 177

Cost and Management Matrix

Staff are using data collected in the new scale software, which was initiated in 2021. The software will be a powerful tool to assist in developing a view of all the integrated costs of landfilling and diverting waste and comparing that to the revenues collected and the tonnes. Site revenues have shown a drop compared to 2019, and taxation will need to make up the difference. It is important to note that curbside garbage, yard waste and Town operational waste is managed at the Site. This related tonnage (2,168 in 2020 for garbage) should have an associate per tonne cost drawn from taxation to support the associated operational and maintenance costs of the Site. If the per tonne cost of new landfill capacity is considered, that mass of curbside garbage could be represent a value of \$384,000 (2,168 x \$177).

Sustainability

Mission

Progress sustainability throughout the Town and scale-up corporate and community efforts associated with the identified sustainable action items.

2022 Work Plan

Continue to engage and collaborate with the Sustainability Advisory Committee (SAC) on the completion of the Community Sustainability Plan.

Complete Phase 3: Action Plan of the Community Sustainability Plan

- Continued community engagement
- Draft document
- Final Council approved document

Provide sustainability awareness and tools to Committees through a “knowledge series”.

Develop Corporate Policies related to the recommendations in the 2019 Town Energy Plan in collaboration with the Manager of Facilities and Fleet including lighting retrofits at the Craighleith Wastewater Treatment Plant.

Develop early policy and actions related to the findings in the Sustainability Plan and coordinate with potential external funding.

Administer distribution of the Town's Environmental Sustainability Fund.

Seek Council endorsement of the implementation of electric vehicle public charging stations across multiple Town properties.

Assistance with development of Arthur Street parking lot options and other projects that are climate resilient and environmentally beneficial to the core urban area.

Completion of education and training by staff related to corporate and community greenhouse gas inventories – re-initiate the Town in the Partners for Climate Protection milestones.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Knowledge Sessions Delivered	0	2	2
Actions Implemented	0	0	1
Policies Approved	0	0	1
Related Plans Completed	0	0	1

Sustainability

Budget Commentary

This new work area will be supported by the Manager of Sustainability and Solid Waste and the Sustainability Coordinator. The budget includes some basic expenses to support staff's implementation of action items and key steps coming out of the completed Community Sustainability Plan.

The work area will have access to a \$75,000 roll-over from 2021 to seek and assist action initiation in 2022. It is anticipated, depending on the proposed initiative, external funding sources could compliment and improve project budgets.

Sustainability

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	0	67,384	83,441	88,352	93,352
Administrative Expenses	0	778	1,100	1,100	1,100
Operating Expenses	0	0	0	0	0
Communications	0	210	700	700	700
Personnel and Training	331	4,380	3,530	3,530	3,530
Utilities	0	0	0	0	0
Equipment Related	0	3,342	0	0	0
Vehicle and Fleet Related	0	0	0	0	0
Legal Expenses	0	0	0	0	0
Consulting	110	30	0	0	0
Sustainability Action Items	0	0	0	75,000	75,000
Purchased Services	0	0	6,000	6,000	6,000
Debt Payments	0	0	0	0	0
Financial Expenses	0	0	5,000	5,000	5,000
Premise and Site	0	0	0	0	0
Total Expenses	441	76,123	99,771	179,682	184,682
Transfers					
Transfers to Capital	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	-16,034	0	0	0
Interfunctional Transfers	0	599	3,761	3,761	3,761
Total Transfers	0	-15,436	3,761	3,761	3,761
Total Transfers and Expenses	441	60,688	103,532	183,443	188,442
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)	441	60,688	103,532	183,443	188,442

Waste Diversion

Mission

To manage solid waste through the delivery of progressive collection, diversion and disposal services that prioritize a move towards a circular economy.

Eliminating Waste, Leading Service

2022 Work Plan

Develop a strategy for the Town's transition away from residential blue box responsibilities. By 2023 the residential blue box in the province will be the responsibility of the product stewards. Stewards will be 100% financially responsible for collection and processing. The Town needs to have a plan to work through this transition and have a strategy for service to non-residential users.

Continued education and program promotions.

Develop a new waste collection program framework and draft By-law to inform a tender release for new service contract in 2023.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Green bin, yard waste, holiday tree collection – tonnes	976	900	950
Curbside battery collection – kg	1,400	900	1,000
Hazardous and e-waste diverted - kg	43,500	43,500	44,000

Budget Commentary

There is an increase in operating expenses related to the need to supply more residential carts and boxes. Some of this expenditure will be recovered through sale of carts and bins.

Purchased services includes the municipal waste collection contract. The increased number of homes and more home occupancy is driving increased collection costs. All collection streams are seeing an increase, however garbage is staying more neutral which points to high diversion program participation rates among the newer homes and residents.

Blue box collection will cost approximately \$580,000 in 2022. Blue box stewardship funding intends to pay for 50% of municipal blue box collection. However, the funding model reduces cash funding based on an allocation model, cost containment and in-kind contributions from the newspaper industry. The stewards also remove costs associated with non-residential collection and the funds received are delayed by two program years. For these reasons the funding revenues in the 2022 budget do not reflect 50% of the actual cost of blue box collection in 2022.

Waste Diversion

By the end of 2023, the residential blue box program will be 100% stewardship funded and operated. Therefore, in 2024 if implementation goes as planned this cost will be removed from the municipal tax burden. Other programs (green bin and yard waste) will be moved to the "Garbage Collection" budget area.

The other contract services within the Waste Diversion budget area (green bin, yard waste and Christmas trees) will cost an estimated \$508,000 in 2022.

The Town's overall residential diversion rate has been steadily increasing in the last three reporting years. The diversion rates as identified in the annual residential funding data call were as follows:

- 2018 – 47%
- 2019 – 52%
- 2020 – 56%

This increase in diversion rate also supports the belief that new residents are improving the overall diversion rate by capturing more organics and recyclables in their containers.

Waste Diversion

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	39,411	34,166	50,424	51,950	0
Administrative Expenses	2,943	869	3,150	3,150	0
Operating Expenses	2,521	0	9,000	6,000	0
Communications	480	0	700	1,000	0
Personnel and Training	0	214	330	330	0
Utilities	0	0	0	0	0
Equipment Related	2,429	2,466	2,478	2,527	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	988,755	768,124	1,045,855	1,183,353	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	1,036,539	805,839	1,111,937	1,248,310	0
Transfers					
Transfers to Capital	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	1,036,539	805,839	1,111,937	1,248,310	0
Revenue					
Grants and Donations	168,734	85,918	151,000	151,000	0
External Revenue	33,655	51,968	31,500	31,500	0
Subsidies	0	0	0	0	0
Total Revenue	202,389	137,886	182,500	182,500	0
Net Cost of Service (Taxation)	834,150	667,953	929,437	1,065,810	0

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.

2022 Work Plan

To ensure the delivery of safe, clean drinking water.

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 watermain, plus refurbishment/replacement of facilities and equipment as they approach the end of their useful lives.

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. The work commenced in 2019 and will continue with final design and construction to follow. Undertake a Schedule C Environmental Assessment for the supply and storage for the Craighleith Service area. This is shown under the Corporate Administration Operating Budget.

The Town will ensure continued operations of the water system during COVID-19 restrictions.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Water Treatment Plants	1	1	1
Water Reservoirs	5	5	5
Water Booster Stations	7	7	7
Water connections (units)	8,951	9,150	9,350
Locates completed	2,058	2,250	2,400

Water

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	1,066,023	1,076,691	1,226,491	1,216,478	1,238,970
Administrative Expenses	7,786	3,170	7,122	7,130	7,335
Operating Expenses	203,984	204,618	201,175	207,575	213,875
Communications	27,968	25,691	32,200	32,350	32,450
Personnel and Training	14,857	13,565	28,250	28,400	28,550
Utilities	294,028	252,366	0	0	0
Equipment Related	236,483	217,614	218,150	226,650	235,150
Vehicle and Fleet Related	21,128	28,219	5,420	5,420	5,420
Legal Expenses	0	0	0	0	0
Consulting	5,790	7,971	5,000	5,000	5,000
Purchased Services	78,204	55,296	63,000	63,000	63,000
Debt Payments	126,278	103,134	119,878	115,974	111,595
Financial Expenses	58,611	60,552	16,000	16,800	17,600
Premise and Site	61,410	32,109	31,450	31,950	32,450
Total Expenses	2,202,551	2,080,998	1,954,135	1,956,727	1,991,395
Transfers					
Transfers to Capital	7,850	3,550	0	0	0
Transfers to Reserves	1,723,954	1,724,907	1,551,340	1,561,798	1,572,256
Transfers from Obligatory Reserves	-146,374	-103,134	-119,878	-115,974	-111,595
Transfers from Other Reserves	-119,735	-121,517	-308,731	-289,086	-320,914
Interfunctional Transfers	614,155	541,032	1,200,152	1,228,319	1,276,605
Total Transfers	2,079,850	2,044,839	2,322,883	2,385,056	2,416,352
Total Transfers and Expenses	4,282,402	4,125,837	4,277,018	4,341,783	4,407,747
Revenue					
Grants and Donations	0	1,126	0	0	0
External Revenue	4,282,402	3,790,567	4,277,018	4,341,784	4,407,747
Subsidies	0	0	0	0	0
Total Revenue	4,282,402	3,791,694	4,277,018	4,341,784	4,407,747
Net Cost of Service (Taxation)	0	334,143	0	-1	0

Water

2022 Water Rates

	2022 Budget	2023 Budget	2024 Budget
Operating Expenditures	\$ 2,328,857	\$ 2,347,720	\$ 2,420,306
Inter-functional Transfer	\$ 705,552	\$ 721,352	\$ 736,099
Non-Tangible Capital Asset Expenditures	\$ 0	\$ 0	\$ 0
Transfer to (from) Rate Stabilization Reserve	\$ (155,899)	\$ (129,835)	\$ (156,677)
Additions to the Base Budget	\$ 0	\$ 0	\$ 0
Less Non-User Revenues	\$ 380,982	\$ 387,401	\$ 392,387
Net Operating Expenditures	\$ 2,497,528	\$ 2,551,836	\$ 2,607,341
Estimated Total Annual Water Consumption (m³)	1,150,000	1,150,000	1,150,000

Costs Related to Infrastructure Replacement	2022 Budget	2023 Budget	2024 Budget
Debt Repayment	\$ 119,878	\$ 115,974	\$ 111,595
Contribution to Asset Replacement Reserves	\$ 1,551,340	\$ 1,561,798	\$ 1,572,256
Less: Development Charge Revenue	\$ 119,878	\$ 115,974	\$ 111,595
Total	\$ 1,551,340	\$ 1,561,798	\$ 1,572,256

Revenues	2022 Budget	2023 Budget	2024 Budget
Number of Connected/Unconnected Users	7,417	7,467	7,517
Infrastructure Renewal Cost per Month	\$ 17.43	\$ 17.43	\$ 17.43
Amount Recovered from Fixed Charges	\$ 2,376,074	\$ 2,407,384	\$ 2,439,222
Amount Recovered from Consumption	\$ 1,672,794	\$ 1,706,250	\$ 1,740,375
Total	\$ 4,048,868	\$ 4,113,634	\$ 4,179,597

Rates

Consumption Charge	2022 Budget	% Increase	2023 Budget	% Increase	2024 Budget	% Increase
Fixed Monthly Rate	\$ 26.48	0%	\$ 26.66	2%	\$ 26.85	2%
0 – 5 m ³ (Included in bi-monthly fixed charge)	\$ 0.00	0%	\$ 0.00	2%	\$ 0.00	2%
>10 – 30 m ³	\$ 1.81	0%	\$ 1.85	2%	\$ 1.89	2%
>30 – 60 m ³	\$ 1.98	0%	\$ 2.02	2%	\$ 2.06	2%
>60 – 90 m ³	\$ 2.15	0%	\$ 2.19	2%	\$ 2.23	2%
Above 90 m ³	\$ 2.32	0%	\$ 2.36	2%	\$ 2.41	2%

Annual Impact on Users

Annual Consumption	2022 Budget	2023 Budget	2024 Budget
0 m ³	\$ 318	\$ 320	\$ 322
60 m ³	\$ 318	\$ 320	\$ 322
180 m ³	\$ 536	\$ 542	\$ 549
240 m ³	\$ 654	\$ 663	\$ 672

Wastewater

Mission

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

2022 Work Plan

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.

To ensure that infrastructure is available to support development, the construction of new Headworks at the Thornbury Wastewater Treatment Plant was completed in 2021. The final design for the Phase 1A Expansion of the Thornbury Wastewater Treatment Plant will be completed in 2022.

The Town will ensure continued operations of the wastewater system to meet all regulatory requirements and protect human health and the natural environment.

Non-Financial Statistics

Description	2020 Actual	2021 Forecast	2022 Expected
Wastewater Treatment Plants	2	2	2
Sewage Pump Stations	12	12	12
Thornbury wastewater connections (units)	2,618	2,750	2,882
Craigleith wastewater connections (units)	4,965	5,200	5,435
Locates completed	2,058	2,250	2,400

Wastewater

2022 Operating Budget

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Salaries and Benefits	749,654	741,051	826,147	847,162	862,888
Administrative Expenses	3,910	1,983	3,300	3,300	3,300
Operating Expenses	84,250	78,159	89,500	91,500	93,500
Communications	22,271	22,368	25,800	25,800	25,800
Personnel and Training	10,294	15,284	22,400	22,400	26,900
Utilities	449,380	345,736	0	0	0
Equipment Related	243,273	156,584	117,900	117,900	117,900
Vehicle and Fleet Related	22,230	15,840	13,500	13,500	13,500
Legal Expenses	73	1,374	0	0	0
Consulting	39,437	-20,360	500	500	500
Purchased Services	9,087	17,215	26,500	11,500	11,500
Debt Payments	5,762	0	0	0	0
Financial Expenses	113,159	118,387	5,600	5,900	6,200
Premise and Site	112,630	159,636	195,500	195,500	195,500
Total Expenses	1,865,409	1,653,258	1,326,647	1,334,962	1,357,488
Transfers					
Transfers to Capital	-4,562	3,500	0	0	0
Transfers to Reserves	1,128,103	1,171,486	1,085,306	1,094,144	1,102,982
Transfers from Obligatory Reserves	-33,545	24,154	0	0	0
Transfers from Other Reserves	-116,777	-189,714	-312,357	-281,828	-265,848
Interfunctional Transfers	327,697	320,509	1,215,306	1,241,574	1,270,292
Total Transfers	1,300,917	1,329,935	1,988,255	2,053,890	2,107,426
Total Transfers and Expenses	3,166,326	2,983,193	3,314,903	3,388,851	3,464,913
Revenue					
Grants and Donations	0	1,209	0	0	0
External Revenue	3,166,326	2,875,104	3,314,903	3,388,852	3,464,916
Subsidies	0	0	0	0	0
Total Revenue	3,166,326	2,876,312	3,314,903	3,388,852	3,464,916
Net Cost of Service (Taxation)	0	106,881	0	-1	-3

Wastewater

2022 Wastewater Rates

	2022 Budget	2023 Budget	2024 Budget
Operating Expenditures	\$ 2,047,794	\$ 2,042,121	\$ 2,082,175
Inter-functional Transfer	\$ 545,159	\$ 586,435	\$ 598,666
Non-Tangible Capital Asset Expenditures	\$ 0	\$ 0	\$ 0
Transfer to (from) Rate Stabilization Reserve	\$ (142,525)	\$ (109,077)	\$ (91,611)
Additions to the Base Budget	\$ 0	\$ 0	\$ 0
Less Non-User Revenues	\$ 413,032	\$ 416,971	\$ 419,497
Net Operating Expenditures	\$ 2,037,396	\$ 2,102,508	\$ 2,169,733
Estimated Total Annual Wastewater Consumption (m³)	990,000	990,000	990,000

Costs Related to Infrastructure Replacement	2022 Budget	2023 Budget	2024 Budget
Debt Repayment	\$ 0	\$ 0	\$ 0
Contribution to Asset Replacement Reserves	\$ 1,085,306	\$ 1,094,144	\$ 1,102,982
Less: Development Charge Revenue	\$ 0	\$ 0	\$ 0
Total	\$ 1,085,306	\$ 1,094,144	\$ 1,102,982

Revenues	2022 Budget	2023 Budget	2024 Budget
Number of Connected/Unconnected Users	6,140	6,190	6,240
Infrastructure Renewal Cost per Month	\$ 14.73	\$ 14.73	\$ 14.73
Amount Recovered from Fixed Charges	\$ 1,735,591	\$ 1,767,927	\$ 1,801,129
Amount Recovered from Consumption	\$ 1,387,112	\$ 1,428,725	\$ 1,471,587
Total	\$ 3,122,703	\$ 3,196,653	\$ 3,272,716

Rates

Consumption Charge	2022 Budget	% Increase	2023 Budget	% Increase	2024 Budget	% Increase
Fixed Monthly Rate	\$ 23.36	2%	\$ 23.62	3%	\$ 23.88	3%
0 – 5 m³ (Included in bi-monthly fixed	\$ 0	2%	\$ 0	3%	\$ 0	3%
>10 – 30 m³	\$ 1.73	2%	\$ 1.78	3%	\$ 1.83	3%
>30 – 60 m³	\$ 1.90	2%	\$ 1.95	3%	\$ 2.01	3%
>60 – 90 m³	\$ 2.07	2%	\$ 2.13	3%	\$ 2.19	3%
Above 90 m³	\$ 2.24	2%	\$ 2.31	3%	\$ 2.38	3%

Annual Impact on Users

Annual Consumption	2022 Budget	2023 Budget	2024 Budget
0 m³	\$ 280	\$ 283	\$ 287
60 m³	\$ 280	\$ 283	\$ 287
180 m³	\$ 487	\$ 497	\$ 506
240 m³	\$ 601	\$ 614	\$ 627



2022 Draft Budget Fees and Charges

Fees and Charges

2022 Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2022 Fees and Charges, staff considered end user affordability, user flexibility, maximizing facility use, neighbouring municipality comparisons and community benefit.

The following illustrates the proposed updates to the 2022 Fees and Charges By-law. If the 2022 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

Finance and Administration

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Tax Certificate	\$75.00	\$80.00
Property Title Search for Tax Collection	\$40.00	\$45.00
Tax Bill Reprint	\$10.00	
Funds Transfer Fee ¹	\$20.00	
Returned (NSF) Cheque	\$35.00	\$40.00
Interest on Special Charges and Accounts Receivable	1.25% per month	
LiDAR ²	\$550.00	\$350.00
Photocopy ³	\$0.50/copy	
Grey County Map Book	100% of Cost	
Town of Thornbury History Book ⁴	\$6.00	\$7.00

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.

² Per square kilometre

³ Includes HST

⁴ Includes HST

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Town Flag ⁵	\$45.00	\$50.00
Town Hall Cleaning for Events ⁵	\$175.00 per event	\$185.00
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.	\$75.00	\$80.00
Marriage License	\$150.00	\$160.00
Civil Marriage/Vow Renewal Services		
Civil Marriage Service-The Blue Mountains (during business hours)	\$225.00	\$250.00
Civil Marriage Service-The Blue Mountains (outside business hours)	\$350.00	\$380.00
Rehearsal Fee	\$50.00	\$75.00
Travel Fee (outside The Blue Mountains)	\$30.00	
Line Fence Viewers		
Administrative Fee	\$200.00 per request	\$220.00
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	\$380.00
Tile Drainage Inspection	\$100.00	\$110.00

⁵ Plus HST

Fees and Charges

Freedom of Information Requests

Description	Current Fee or Charge	2022 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.

Fees and Charges

Short Term Accommodation (STA) Licensing

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Application Submission	\$50.00	\$55.00
Initial STA Licensing Fee - Type A (2-year term)	\$2,200.00	\$2,300.00
Initial STA Licensing Fee - Type B (2-year term)	\$2,200.00	\$2,300.00
Initial STA Licensing Fee - Type C (2-year term)	\$2,250.00	\$2,350.00
Initial STA Licensing Fee - Type D (2-year term) plus Planning Fees	\$1,075.00	\$550.00
Fire Safety Inspection	\$75.00	\$150.00
Fire Re-inspection Fee (paid prior to 2nd inspection)	\$125.00	\$300.00
Fire Re-inspection Fee (paid prior to 3rd and each additional inspection)	\$175.00	\$450.00
STA Re-inspection Fee for By-law Staff (paid prior to 2nd inspection)	\$125.00	\$130.00
STA Re-inspection Fee for By-law Staff (paid prior to 3rd and each additional inspection)	\$175.00	\$185.00
Tribunal Fee (per application)	\$600.00	Remove
Appeal to Licencing Appeal Committee	\$500.00	\$525.00
Appeal Tribunal Decision to Council (administration fee)	\$400.00	Remove
Late Renewal Fee	New	\$100.00
Replacement License Placard	New	\$50.00

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
License Eligibility Inquiry Fee	New	\$75.00
Administrative Fees		
Late Payment Fee	\$25.00	\$30.00
Screening No Show Fee	\$125.00	\$130.00
Hearing No Show Fee (with notice of less than three business days)	\$350.00	\$365.00
Land Title Search Fee	\$25.00	\$45.00
Title Deed Fee	\$15.00	Remove

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.

Fees and Charges

- e) No refund of 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.

Fees and Charges

Fire Department Services

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Request for Fire Report	\$50.00	\$55.00
Request for Property Information Letter	\$50.00	\$55.00
Inspection of all Premises or Buildings⁶		
First Inspection	New	No charge
Up to 2,500 square feet	\$75.00	Remove
2,500 to 5,000 square feet	\$100.00	Remove
5,000 to 10,000 square feet	\$150.00	Remove
10,000 to 20,000 square feet	\$200.00	Remove
Over 20,000 square feet	\$300.00	Remove
Second Inspection	New	\$150.00
Additional Inspection (per call back)	\$150.00	Double hourly fee
Inspection/letter required by A.G.C.O. ⁷	\$75.00	\$150.00
Apparatus Standby (per hour) ⁸	\$400.00	
Standby for suspicious fire (per hour per firefighter)	\$75.00	\$80.00

⁶ Not including initial inspection resulting from a building permit application or inspections required by legislation.

⁷ Inspection of public hall facilities, restaurant and licensed facilities that are requested by owner.

⁸ Includes use of Fire Department Apparatus and two firefighters.

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Response to a non-emergency activation of a Fire Alarm/Early Warning System		
1 st occurrence ^{9,10}	No charge	
2 nd occurrence ^{9,10}	\$300.00	\$315.00
3 rd occurrence ⁹	\$750.00	\$800.00
4 th occurrence and subsequent ⁹	\$1,000.00	\$1,050.00
Fire Prevention Officer and Inspector (per hour) ¹¹	\$75.00	\$80.00
Fire Safety Plan Review (per hour)	\$75.00	\$80.00
Special Occasion Permit Inspections		
Initial Inspection	\$75.00	\$80.00
Additional Inspection (per call back)	\$150.00	\$160.00
Fireworks		
Approval	\$75.00	\$80.00
Inspection	\$75.00	\$125.00

⁹ Non-emergency activation of a Fire Alarm/Early Warning System within the calendar year.

¹⁰ \$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.

¹¹ For commercial, industrial, condominium, and association groups.

Fees and Charges

Emergency Response Services

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Vehicle Extrication on Municipal Streets, non-residents		
Labour – Volunteer Firefighter	\$50.00 per staff/hr	
Labour – Full-time Firefighter	New	\$80.00 per staff per hour
Machine Use – Small Vehicle	\$200.00 per machine/hr	
Machine Use – Large Vehicle	Current MTO Rates	
Vehicle Extrication on Provincial Highways	Current MTO Rates	
Out of Control Brush/Grass Fire or other (started by property owner or tenant)		
Labour – Volunteer Firefighter	\$50.00 per staff/hr	
Labour – Full-time Firefighter	New	\$80.00 per staff per hour
Machine Use – Small Vehicle	\$200.00 per machine/hr	
Machine Use – Large Vehicle	Current MTO Rates	
Rescue, High Angle Rescue, Cold Water Rescue		
Labour – Volunteer Firefighter	\$50.00 per staff/hr	
Labour – Full-time Firefighter	New	\$80.00 per staff per hour
Machine Use – Small Vehicle	\$200.00 per machine/hr	
Machine Use – Large Vehicle	Current MTO Rates	
Illegal Burning		
Labour – Volunteer Firefighter	\$50.00 per staff/hr	

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Labour – Full-time Firefighter	New	\$80.00 per staff per hour
Machine Use – Small Vehicle	\$200.00 per machine/hr	
Machine Use – Large Vehicle	Current MTO Rates	
Additional Equipment, Material, and Resources ¹²	100% of Cost	
Fire Department Response Fees – Indemnification Technology ¹³	Current MTO rate per vehicle per hour, plus personnel cost, plus any additional costs for each and every call	

¹² 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.

¹³ Should the insurer pay the coverage to the property owner, the property owner is liable to remit these funds to the Town or its representative.

Fees and Charges

Roads

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Municipal Land Use Permits		
Municipal Land Use Development Permit - Application Fee ¹⁴	\$250.00	\$260.00
Municipal Land Use Construction Permit – Application Fee ¹⁴	\$250.00	\$260.00
Municipal Land Use Maintenance Permit – Application Fee ¹⁴⁴	\$150.00	\$160.00
Letter of Opinion Regarding Entrance Possibilities for Land Severance	\$200.00	\$210.00
Municipal Damage Deposit Fees		
Municipal Damage Deposit – Development	\$2,500.00	\$2,625.00
Municipal Damage Deposit - Construction	\$2,500.00	\$2,625.00
Municipal Damage Deposit - Maintenance	\$1,000.00	\$1,050.00
Municipal Land Occupancy Preparation Fee		
Term less than one year	\$250.00	\$260.00
Term more than one and less than 10 years ¹⁵ (per year of agreement) (/100m/year or 50m ² /year)	\$100.00	\$110.00
Term over 10 years or Permanent ¹⁶	\$1,500.00	\$1,575.00
Disbursements (legal, survey, engineering, etc.) ¹⁷	100% of Actual Costs Incurred	

¹⁴ Maximum combined entrance and frontage fee is \$400. There is no expiry or annual fee for the Works installed under this Permit.

¹⁵ Fee is for any portion of years beyond one year. Minimum Fee is \$325. Maximum fee is \$750. Disbursements are additional.

¹⁶ Disbursements are additional.

¹⁷ Fees to be pre-arranged with proponent and deposit provided to fund the disbursement prior to costs being incurred by the Town.

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Municipal Land Occupancy Fee¹⁸		
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) ¹⁹	\$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 Requirements²⁰		
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	\$75.00
Civic Addressing Sign Kit	\$250.00	\$260.00
Civic Addressing Replacement Sign	\$37.00	\$100.00
Parking Permit ("No Parking" signs covers and locks) ²¹	\$20.00 per sign	

¹⁸Occupancy 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.

¹⁹Minimum Fee or Annual Fee is \$200.

²⁰To 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.

²¹ Minimum Fee is \$100.

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Other		
Oversized Vehicles (yearly)	\$100.00	\$110.00
Additional Site Visit Fee and/or Plan Review Fee ²²	\$100.00	\$110.00
Works done without a valid permit –Entrance Permit	\$300.00	\$315.00
Works done without a valid permit –Municipal Land Use Permit	\$2,500.00	\$2,625.00
Admin Fee for Damaged Town property	15% of Contract (\$150.00 minimum)	

²² Fee assessed when more than one site visit is required to review uncorrected identified deficiencies.

Fees and Charges

Solid Waste Fees

Residential (Town of The Blue Mountains resident or property owner)

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Residential Waste (Waste that cannot be recycled or diverted from landfill)	\$170.00 per tonne	\$180.00 per tonne
Unsorted Residential Waste (mixed with diversion items such as drywall, shingles, wood waste, brush, metal, concrete and other recyclables)	\$330.00 per tonne	\$350.00 per tonne
Divertible and Sorted Residential Waste (Clean drywall, shingles, metal, clean wood waste (including painted or treated), concrete and other divertible items)	\$90.00 per tonne	\$100.00 per tonne
Recyclable Waste (Blue or grey box material, tires, electronic waste, municipal hazardous or special waste and textiles)	Free of charge	
Residential Yard Waste and Brush: Placed in the designated area and free of non-conforming material	Free of charge	

Commercial (Generated in Town of The Blue Mountains)

Commercial, Construction and Demolition Waste (Waste that cannot be recycled or diverted from landfill)	\$335.00 per tonne	\$350.00 per tonne
Unsorted Commercial, Construction and Demolition Waste (mixed with diversion items such as drywall, shingles, metal, wood waste, brush and other recyclables)	\$655.00 per tonne	\$700.00 per tonne
Sorted Commercial, Construction and Demolition Clean Drywall	\$140.00 per tonne	\$150.00 per tonne

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Divertible and Sorted Commercial, Construction and Demolition Waste (Clean lumber, metal, clean wood waste (including painted or treated), concrete material, asphalt, shingles and un-contaminated soil)	\$90.00 per tonne	\$100.00 per tonne
Commercial Compostable Waste (Fruit Processing waste, brush and yard waste)	\$90.00 per tonne	\$100.00 per tonne
Chipped Brush (Commercial): Woody plant material less than 76mm (3 inches) in any direction, sorted in the designated areas	Free of charge	
Recyclable Waste (Blue or grey box material, tires, electronic waste, textiles, Polystyrene)	Free of charge	
Small Quantities of Waste Material	\$12.00 visit minimum fee	\$15.00 visit minimum fee
Mattresses	\$25.00 per unit	
Contaminated Soil: Owner must provide documentation of certified testing results and obtain Town approval before delivery	\$200.00 per tonne	\$210.00 per tonne
Asbestos	Not Accepted	
Items with Freon: Refrigerators, Freezers, Air Conditioners and Dehumidifiers Certification Fee	\$15.00 per unit	

Fees and Charges

Solid Waste Division

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Sale of Compost	\$0.10 per kilogram	\$0.06 per kilogram
Sale of Wood Chips	\$0.05 per kilogram	\$0.03 per kilogram
Blue and grey Recycling Boxes	\$7.00 each ²³	\$8.00 each
Blue and grey Recycling Carts (Commercial/Multi Unit)	\$84.00 each ²³	\$110.00 each
Green Bin (45 litre)	\$17.50 each ²³	\$20.00 each
Green Cart (Commercial/Multi Unit – 120 litre)	\$50.00 each ²³	\$55.00 each
Green Cart (Commercial/Multi Unit – 240 litre)	\$60.00 each ²³	\$90.00 each
Garbage Bag Tags	\$3.00 each	
Garbage Box Tab	\$2.00 each	

²³ Plus Applicable HST

Fees and Charges

Water Supply Rates

Fixed Charge Per Month (based on meter size)

Description	Current Rate (per month)	2022 Proposed Rate (per month)
Meter Size – 5/8" ²⁴	\$26.48	
Meter Size – 3/4"	\$28.23	
Meter Size – 1"	\$33.45	
Meter Size – 1.1/2"	\$40.43	
Meter Size – 2"	\$59.59	
Meter Size – 3"	\$200.73	
Meter Size – 4"	\$253.01	
Meter Size – 6"	\$374.99	

Tiered Incremental Rates per m³ per two month period

Description	Current Rate (per m3 per two month period)	2022 Proposed Rate (per m3 per two month period)
Meter Size - >10 – 30 m3	\$1.81	
Meter Size - >30 – 60 m3	\$1.98	
Meter Size - >60 – 90 m3	\$2.15	
Over 90 m3	\$2.32	
Bulk water sales	\$2.92	

²⁴ Multiple condominium or residential type units serviced by one meter are deemed to be serviced by one 5/8" meter per condominium unit for the purposes of this By-law

Fees and Charges

Description	Current Rate (per month)	2022 Proposed Rate (per month)
Unconnected Water Rate (temporary disconnection, unconnected services)	same as "Fixed Charge Per Month"	
Unconnected Vacant Lot Water Rate	\$17.43 per month	
Flat Rate Charge (no meter installed - newly constructed building)	\$34.68 per month, 5/8" meter equivalent unit	
Minimum Water charge (water service shut off for non-payment, temporary removal of water meter)	same as "Fixed Charge Per Month"	

Schedule A (continued) – Water Related Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Service connection application/inspection	\$50.00 per connection	
Service installation re-inspection	\$50.00 per each inspection subsequent to the first inspection	
Service disconnection charge	\$50.00 per connection	
Service reconnection charge	\$50.00 per connection	
Late payment charge on unpaid billing	1.25% applied to due and unpaid charges on current billing	
Interest charge on unpaid billing	1.25% applied each month thereafter to due and unpaid charges	
Collection charge - deliver notice of disconnection	\$25.00 per connection per billing	

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Administrative charge - change of ownership or occupant (includes reading meter to final charge)	\$30.00 per instance	
Utility Bill Reprint	\$2.00 per utility bill	
Transfer Fee	\$20.00 per instance after the first notice. No charge on initial request.	
Temporary removal and reinstallation of meter	\$100.00 per removal and reinstallation	
Seasonal Address Change	\$10.00 per instance	
Testing meter for accuracy	\$100.00 per 5/8" water meter test	100% Cost Recovery
Service disconnection inspection	\$50.00 per inspection	
Hydrant maintenance fee	\$96.00 per hydrant per year plus HST	
5/8" meter (radio activated)	\$450.00 per meter	100% Cost Recovery
Landscape watering permit (new landscaping only)	\$50.00 per permit	
Landscape watering deposit (new landscaping only)	\$50.00 per permit	
Use of water during restricted/prohibited time		
First instance	No cost (written warning)	
Second instance	\$150.00 per instance	
Third and each subsequent instance	\$300.00 per each and subsequent instance	
Utility certificate - account status	\$60.00 per account	

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Additional Services (Additional Equipment, Material, Resources to include but not limited to retaining a private contractor, equipment rental, additional material etc.)	100% of cost	
Cross Connection Control Program		
Application Fees (one fee for all persons registered within Company)	\$100.00	
Tester Renewal fee	\$75.00 annually	
Survey Review	\$100.00 every five years	
Annual Test Result Review	\$50.00 annually per device	
Removal of Device Application (accompany survey)	\$50.00	
Test Tags	\$5.00 annually per device	
Air Gap Certification Review	\$35.00 annually	

Fees and Charges

Sewer Usage Rates

Fixed Charge Per Month (based on meter size)

Description	Current Rate (per month)	2022 Proposed Rate (per month)
Meter Size – 5/8" ²⁵	\$23.19	\$23.36
Meter Size – 3/4"	\$24.66	\$24.83
Meter Size – 1"	\$29.08	\$29.25
Meter Size – 1 1/2"	\$34.98	\$35.15
Meter Size – 2"	\$51.17	\$51.34
Meter Size – 3"	\$170.50	\$170.67
Meter Size – 4"	\$214.69	\$214.86
Meter Size – 6"	\$317.80	\$317.97

Tiered Incremental Rates per m³ per two month period

Description	Current Rate (per m3 per two month period)	2022 Proposed Rate (per m3 per two month period)
Meter Size - >10 – 30 m3	\$1.69	\$1.73
Meter Size - >30 – 60 m3	\$1.86	\$1.90
Meter Size - >60 – 90 m3	\$2.03	\$2.07
Over 90 m3	\$2.20	\$2.24
Unconnected Sewer Rate (temporary disconnection, unconnected service)	same as "Fixed Charge Per Month"	

²⁵ Multiple condominium or residential type units serviced by one meter are deemed to be serviced by one 5/8" meter per condominium unit for the purposes of this By-law.

Fees and Charges

Description	Current Rate (per month)	2022 Proposed Rate (per month)
Unconnected Vacant Lot Sewer Rate	\$14.73 per month	
Flat Rate Charge (no meter installed - newly constructed building)	\$30.83 per month, 5/8" meter equivalent unit	
Minimum Sewer charge (water service shut off for non-payment, temporary removal of water meter)	same as "Fixed Charge Per Month"	
Holding Tank Wastewater (originating in Town of The Blue Mountains)	\$4.35 per m ³	
Septage Waste "B" (10,000-15,000 mg/L) (originating in Town of The Blue Mountains)	\$25.00 per m ³	
Septage Waste "A" (3,000-10,000 mg/L) (originating in Town of The Blue Mountains)	\$15.30 per m ³	
Holding Tank Wastewater (originating outside Town of The Blue Mountains)	\$4.70 per m ³	
Septage Waste "B" (10,000-15,000 mg/L) (originating outside Town of The Blue Mountains)	\$27.75 per m ³	
Septage Waste "A" (3,000-10,000 mg/L) (originating outside Town of The Blue Mountains)	\$16.40 per m ³	
Leachate (1,000-3,000 mg/L)	\$8.15 per m ³	
Service connection application/inspection	\$50.00 per connection	
Service installation re-inspection	\$50.00 per each inspection subsequent to the first inspection	
Service disconnection inspection	\$50.00 per inspection	

Fees and Charges

Description	Current Rate (per month)	2022 Proposed Rate (per month)
Late payment charge on unpaid billing	1.25% applied to due and unpaid charges on current billing	
Interest charge on unpaid billing	1.25% applied each month thereafter to due and unpaid charges	
Collection charge (included in Water Collection Charge)	per connection per billing	
Administrative charge (included in Water Collection Charges)	per service	
Additional Services (Additional Equipment, Material, Resources to include but not limited to retaining a private contractor, equipment rental, additional material etc.)	100% of cost	
Sanitary Discharge Application	\$500.00 each	
Sanitary Discharge Application, Renewal or Amendment	\$100.00 each	
Extra Strength Surcharge Application	\$500.00 each	
Extra Strength Surcharge Application, Renewal of Amendment	\$100.00 each	
Extra Strength Surcharge Rate, per parameter – Biochemical Oxygen Demand (BOD) Total Suspended Solids (TSS), Total Phosphorous (TP), Total Kieldahl Nitrogen (TKN)	\$1.25/kg per parameter	

Fees and Charges

Water Consumption Appeal Process

It is the responsibility of the property owner or the tenant of the property to maintain the property in good repair. Any faulty plumbing should be repaired in a timely manner. From time to time, however, there may be plumbing problems that are not easily detected, which may result in higher than usual water consumption. The Town will only consider an appeal if reasonable care has been taken to maintain the property. Appeals will only be considered after all other avenues have been exhausted.

The intent of the appeal process is to assist those residential water users previously on flat rate billing, that are either unaware of the fact that they had leaking plumbing, or are unaware of the impact the leaking plumbing will have on their utility bill now based in part on consumption flow. The adjustment will assist the property owner to understand the relationship between the volume of water used and the resulting cost. This appeal process is established to authorize a one-time only reduction to metered water consumption due to a faulty plumbing problem (for example a leaky water faucet or a leaking toilet) but does not include loss of water due to frozen pipes, water cooled air conditioners and water pressure sump pumps.

A request for an adjustment to water consumption must be made in writing to the Town; within 30 days from the utility bill statement date for the period that the problem occurred. An appeal will only be considered for the period in which the problem occurred. The requester will explain the nature of the problem, the length of time that the problem was in effect, and will confirm that the problem has since been corrected; paid invoices indicating that repairs were made to correct the problem may be required upon the Town's request. Additional information or documentation may also be required at the discretion of the Town. All decisions of the Town are final.

Water charges and sewer charges are each comprised of a fixed charge and a charge based on metered water consumption. Consideration will be given to reducing the charges based on water consumption only. Any reduction will apply to the water consumption charge and, where applicable, to the sewer charge based on water consumption; the fixed charges will not be adjusted.

The billing adjustment will be the difference between the utility customer's estimated normal water consumption for the period under review and their actual water consumption for that period in cubic metres, multiplied by the total of the water consumption charge plus the sewer charge based on water consumption (where applicable) in effect for that period. The maximum billing adjustment will be 80% of the actual water consumption charge and if applicable the associated sewer consumption charge. The estimated normal water consumption for the period under review will be determined by the Town in consultation with the utility customer, but the Town's determination will be final. Adjustments will not be made where the difference is less than \$5. Any adjustment will be posted to the utility customer's account.

An adjustment may be made to metered water consumption or sewer charges with the approval of the Director of Finance and IT Services.

Fees and Charges

Community Services

Description	Current Fee or Charge	2022 Proposed Fee or Charge
All fees are subject to the applicable HST		
Moreau Park		
Ball Field	\$10.00 per game/practice	\$15.00 per game/practice
Ball Field Dragging and Lining	\$37.25 per line & drag	\$40.00
Additional Washroom facility	\$200.00 each	\$210.00 each
Additional Washroom facility Pump out	\$75.00 each	\$80.00 each
Hydro	\$7.25 per outlet	Remove
Advertising Sign	\$300.00 per season	
Tomahawk		
Soccer Pitch - Regulation Size Lining	\$50.00 per lining	\$65.00 per lining
Soccer Pitch - Regulation Size	\$13.00 per game/practice	\$15.00 per game/practice
Soccer Pitch – Regulation Size Lining Off Season	\$150.00 per lining per field	\$185.00 per lining per field
Soccer Pitch - Mini Lining	\$23.00 per lining	Remove
Soccer Pitch – Mini	\$8.50 per game	Remove
Tee Deck Sponsor Sign	\$300.00 per season	
Golf Course Bench Sponsorship	\$300.00 per season	Remove
Additional Washroom facility	\$200.00 each	\$210.00 each
Additional Washroom facility Pump out	\$75.00 each	\$80.00 each
Golf Course Green Fee	\$18.00 per round	

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Resident Golf Course Seasons Pass – over 60	\$275.00 per season	\$300.00 per season
Resident Golf Course Seasons Pass – 16-60	\$325.00 per season	\$350.00 per season
Non-Residential Golf Course Season Pass – Over 60	New	\$350.00 per season
Non-Residential Golf Course Season Pass – 16-60	New	\$400.00 per season
Arena		
Lobby Rental (Non Ice Season) daytime only	\$60.00 per day	\$80.00 per day
Arena (Non Ice Season)	\$500.00 per day	\$525.00 per day
Arena Floor (Non Ice Season – 3 Hour Maximum)	\$38.50 per hour	\$120.00 per day
Arena Floor – Pickleball Court (per court)	\$10.00 per hour	\$15.00 per hour
Arena Advertise Signs Wall	\$250.00 per season	\$260.00 per season
Arena Advertise Signs Boards	\$300.00 per season	\$315.00 per season
Adult Skating	\$3.00 each time	
Community Centre		
Large Hall Hourly Rate	\$17.00 per hour	\$20.00 per hour
Hall #1 - Large Hall (2 hours max and no furniture)	\$34.00 per hour	\$40.00 per hour
Hall #1 - Large Hall (4 hours max and no furniture)	\$67.00 per use	\$80.00 per use
Hall #1 - Large Hall (4 hours max with furniture)	\$143.00 per use	\$160.00 per use
Hall #1 - Large Hall Full Day (over 4 hours)	\$225.00 per day	\$300.00 per day
Hall #2 - Small Hall (4 hours max and no furniture)	\$41.00 per use	\$50.00 per use
Hall #2 - Small Hall (4 hours max with furniture)	\$56.00 per use	\$65.00 per use

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Hall #2 - Small Hall Full Day (over 4 hours)	\$117.00 per day	\$175.00 per day
Hall #2 – Small Hall (2 hours max and no furniture)	\$26.00 per use	\$30.00 per use
Kitchen – with Hall #1 or #2 rental	\$56.00 per day	\$70.00 per day
Kitchen Only – during hours of 8 a.m. to 4 p.m.	\$143.00 per day	\$200.00 per day
Kitchen Only – (over 8 hours)	\$41.00 per hour in addition to above	\$45.00 per hour in addition to above
Kitchen Only – half day	\$56.00	\$100.00
Set-up / Take Down Fee	\$128.00 per event	\$150.00 per event
Large & Small Halls + Kitchen	\$398.00	\$600.00
Entire Comm Centre Non-Ice Season	\$958.00	\$1500.00
Grounds Rental plus facility rental	\$138.00 per event	\$150.00 per event
"Party Package A" 1 hour ice time & 4 hrs Hall #2 Max of 50 people – unlicensed events only	\$115.00 per event	\$130.00 per event
"Party Package B" 1 hour ice time & 4 hours both Halls, Max of 100 people – unlicensed events only	\$225.00 per event	\$275.00 per event
"Party Package C" 4 hrs arena floor & Hall #2 - Max of 100 people – unlicensed events only (non ice season)	\$115.00 per event	\$130.00 per event
Parks		
Bayview Park Pavilion	\$75.00 per event	\$80.00 per event
Bayview Park Grounds and Pavilion	\$200.00 per event	\$210.00 per event
Lions Park Pavilion	\$25.00 per event	\$30.00 per event
Lions Park Grounds and Pavilion	\$75.00 per event	\$80.00 per event

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Town Hall Park Grounds	\$75.00 per event	\$80.00 per event
Heathcote Park Grounds	\$50.00 per event	\$55.00 per event
Labyrinth Pavilion	\$50.00 per event	\$55.00 per event
Delphi Point Pavilion	\$50.00 per event	\$55.00 per event
Delphi Point Seasonal Commercial	\$1,200.00 per season	\$1,300.00 per season
Lora Bay Grounds - Greenspace Only	\$200.00 per event	\$210.00 per event
Lora Bay Commercial Use	\$200.00 per day	\$210.00 per day
Lora Bay Seasonal Commercial	\$1,500.00 per season	\$1,575.00 per season
Northwinds Beach Seasonal Commercial	\$5,000.00 minimum	\$5250.00 minimum
Smith Memorial Park Rental	\$50.00 per day	\$55.00 per day
Additional Picnic Table Rental (off-site) ²⁶	\$6.50 per table	\$7.00 per table
Additional Chair Rental (off-site) ²⁶	\$2.00 per chair	
Additional Garbage Bin Rental (off-site) ²⁶	\$2.75 per bin	\$3.00 per bin
Bleacher Rental (off-site) ²⁶	\$85.00 per bleacher	\$90.00 per bleacher
Memorial Tree Planting (50 mm calliper and plaque)	\$600.00 per tree	\$630.00 per tree
Memorial Bench (composite or galvanized & plaque)	\$600.00 per bench	\$650.00 per bench
Memorial Bench (black powder coating and plaque)	\$670.00 per bench	\$720.00 per bench
Memorial Dog Park Plaque	\$30.00 per plaque	

²⁶ Item will be delivered and picked up by Town staff

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Temporary Access Permit Deposit	\$1,500.00 deposit	
Temporary Access Permit Fee	\$150.00	\$160.00
Advertising Sign	\$300.00	\$315.00
Pickleball/Tennis Court Rental	New	\$10.00 per hour
Special Events		
Special Events "A" Regional/Multi Community Event (HST Exempt)	\$1,020.00 per event	\$1,100.00 per event
Special Events "A" Cancellation Fee (Not for Profit Exempt)	\$205.00	\$215.00
Special Events "B" Community Event (HST Exempt)	\$510.00 per event	\$535.00 per event
Special Events "B" Cancellation Fee (Not for Profit Exempt)	\$105.00	\$110.00
Special Events "A" or "B" Additional Application Review (Each Review)	\$105.00 per review	\$110.00 per review
Police Commanding Officer (time to review logistics of event) (HST Exempt)	\$60.00 per hour	\$65.00 per hour
Community Halls		
Ravenna Hall – Weekdays	\$85.00 per day	\$90.00 per day
Ravenna Hall – Weekends	\$130.00 per day	\$140.00 per day
Craigleith Community Centre – Weekdays	\$85.00 per day	\$90.00 per day
Craigleith Community Centre – Weekends	\$130.00 per day	\$140.00 per day

Fees and Charges

Parking

All rates are subject to the applicable HST

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Parking Hourly Rate (Non-Resident only)*	\$5.00 per Hour	\$10.00 per hour

*Parking Charge will be at a maximum of \$40 per day. Anyone parking over 4 hours will be levied a parking fine. All rates are subject to the applicable HST.

Food Truck

All rates are subject to the applicable HST

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Food Truck – Tomahawk Golf Course ²⁷	\$7,000.00 minimum	\$5,000.00 minimum
Food Truck – Lion's Park Clarksburg ²⁷	\$7,000.00 minimum	\$250.00 per day
Food Truck – Thornbury Pier ^{27, 28}	\$8,000.00 minimum	\$5,000.00 minimum
Food Truck – Northwinds Beach ²⁷	\$8,000.00 minimum	\$5,000.00 minimum
Food Truck – Tomahawk Golf Course during Holiday Events ²⁹	\$2,400.00 minimum	Remove
Food Truck – Tomahawk Golf Course Winter Fee		\$250.00 per day
Food Truck – Moreau Park		\$250.00 per day
Food Truck – Heathcote Park		\$250.00 per day
Non-Motorized Vehicles		\$250.00 per season

²⁷ Subject to Planning approval

²⁸ Plus current BIA Levy

²⁹ This Fee was approved through Staff Report FAF.20.184 "Funding Request for 2020 Holiday Events" for the provision of Food Services at the Tomahawk Recreation Complex on the basis of \$25.00 per day from December 14, 2020 to March 21, 2021.

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
BVCC – Concession Stand		\$5,000.00

Ice Rentals

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Prime Ice (includes Christmas, March Break, Statutory Holidays)	\$145.00 per hour	\$155.00 per hour
Prime Ice Full Season Rental	\$145.00 per hour	\$155.00 per hour
Prime Ice Minor Sports	\$79.75 per hour	\$85.00 per hour
Non-Prime (weekdays 7 a.m. to 4 p.m.) (Subsidy not available)	\$72.50 per hour	\$75.00 per hour
Prime Ice Last Minute – Non-Booked Ice (Request 48 Hours prior to ice availability and first available ice) (Subsidy not available)	\$72.50 per hour	\$75.00 per hour
Non-Prime Last Minute – Non-Booked Ice (Request 48 Hours prior to ice availability and first available ice) (Subsidy not available)	\$65.00 per hour	\$75.00 per hour
Public Skating Sponsorship	\$145.00 per hour	\$155.00 per hour

Cemetery Services

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Genealogical Searches	\$50.00 per hour	\$75.00 per hour
Lots		
Standard (Includes 40% Care and Maintenance)	\$975.00	\$1,025.00
Cremation (Includes 40% Care and Maintenance)	\$561.00	\$590.00

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Columbarium Row 1 and Row 6 (Includes 15% Care and Maintenance)	\$1,224.00	\$1,285.00
Columbarium Row 4 and Row 5 (Includes 15% Care and Maintenance)	\$1,324.00	1,390.00
Columbarium Row 2 and Row 3 (Includes 15% Care and Maintenance)	\$1,424.00	\$1,495.00
Interment Charges		
Adult	\$975.00	\$1,025.00
Infant	\$342.00	\$360.00
Child	\$438.00	\$460.00
Double Depth	\$408.00 in addition to above	\$430.00
Cremation – In ground	\$438.00	\$460.00
Cremation – Niche	\$300.00	\$315.00
Standard Disinterment Only	\$984.00	\$1,035.00
Standard Disinterment and second grave opening in another location	\$1,859.00	\$1,950.00
Cremation Disinterment Only	\$548.00	\$575.00
Cremation Disinterment and second cremation grave opening in another location	\$986.00	\$1,035.00
Markers		
Flat marker measuring at least 1,116.1 cm ² (173 sq. in) ³⁰	\$50.00	\$100.00

³⁰ Set by the Bereavement Authority of Ontario

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Upright marker measuring 1.07 m (3' 6") in either height or length including the base – see note 30 above	\$100.00	\$200.00
Upright marker measuring more than 1.22 m (4') in either height or length including the base - see note 30 above	\$200.00	\$400.00
Transfer Fee	\$100.00	
Issue New Deed	\$40.00	

Subsidies

Facility	User Group	Subsidy Rate
Beaver Valley Community Centre	Georgian Shores Minor Hockey	45%
Beaver Valley Community Centre	Beaver Valley Athletic Association	45%
Beaver Valley Community Centre	Pickle Ball Groups	30%
Beaver Valley Community Centre	Private Ice Rental Groups	10%
Beaver Valley Community Centre	Municipal Program (Public Skating, Adult Skating, Parent and Tot)	100%
Beaver Valley Community Centre	Seniors Walking Program	100%
Ravenna Hall	Yoga Group	30%
Craigleith Community Centre	Art and Music Day camp	30%
Craigleith Community Centre	Private Rental Group (AA)	100% - \$20.00 donation
Moreau Park Ball Fields	Beaver Valley Athletic Association	30%
Tomahawk Soccer Fields	Beaver Valley Athletic Association	30%
Tomahawk Soccer Fields	Blue Mountains Soccer Club	30%

Fees and Charges

Facility	User Group	Subsidy Rate
Outdoor Tennis/Pickleball Courts	Pickleball Groups	10%

Harbour Services

Description	Current Fee or Charge	2022 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	\$69.00 per foot	\$71.00 per foot
Hydro Rates	\$195.00 per outlet	
Transient Rate - Monthly	\$21.55 per foot	
Hydro Rates – Monthly Transient Rate	\$62.60 per outlet	
Transient Rates – Weekly	\$9.75 per foot	
Hydro Rates – Weekly Transient Rate	\$31.50 per outlet	
Transient Rates – Nightly	\$2.02 per foot	
Hydro Rates – Nightly Transient Rate	\$8.45 per outlet	
Transient Rates – Nightly – per foot (May and October)	New	\$1.01
Pump-out	\$21.85	\$23.00
Yacht Club Member Pump-Out	\$13.27	
Daily Launch Ramp	\$10.62	
Seasonal Launch Ramp	\$63.72	
Off Season Land Storage	\$11.00 per foot per season, \$1.96 per foot per month	\$11.50 per foot per season, \$1.96 per foot per month

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Waiting List Fee – Non-Refundable	\$150.00	
Cancelling Slip -before May 31 st		\$50.00
Cancelling Slip -before June 30 th		60% of mooring fee
Cancelling Slip -after July 1 st		100% of mooring fee
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 ³¹	\$15.00 per foot in addition to Seasonal Mooring Fee	
Summer Day Sailor Storage	\$8.85 per foot per season, \$2.22 per foot per month, \$1.48 per foot per week	Remove
Summer Day Sailor Storage – Ground	New	\$200.00
Summer Day Sailor Storage - Rack	New	\$140.00
Kayak Storage	\$100.00 per season, \$50.00 per month, \$25.00 per week	\$100.00 per season

³¹ Requires a Certificate of Insurance naming the Town as an additional insured

Fees and Charges

Description	Current Fee or Charge	2022 Proposed Fee or Charge
Not for Profit or Charitable events, races, etc. – Council has approved this fee for the last few seasons through staff reports, ie Georgian Bay Regatta, etc.	\$17.70 per vessel per night	

All items are subject to applicable HST.

Fees and Charges

Planning Fees – Schedule A

Description	Current Fee	Current Security	2022 Proposed Fee	2022 Proposed Security
Official Plan Amendment				
Large Scale	\$30,406.00	\$5,000.00		
Mid-Scale	\$24,780.00	\$5,000.00		
Small Scale	\$21,148.00	\$2,500.00		
Individual Scale	\$16,993.00	\$0.00		
Zoning By-law Amendment				
Large Scale	\$23,303.00	\$5,000.00		
Mid-Scale	\$18,432.00	\$5,000.00		
Small Scale	\$16,522.00	\$2,500.00		
Individual Scale	\$4,690.00	\$0.00		
Temporary Use	\$6,571.00	\$2,500.00		
Draft Plan of Subdivision/Condominium				
Large Scale	\$21,532.00	\$5,000.00		
Mid-Scale	\$17,081.00	\$5,000.00		
Small Scale	\$14,223.00	\$2,500.00		
Site Plan Review				
Large Scale	\$15,555.00	\$5,000.00		
Mid-Scale	\$13,636.00	\$5,000.00		

Fees and Charges

Description	Current Fee	Current Security	2022 Proposed Fee	2022 Proposed Security
Small Scale	\$6,718.00	\$2,500.00		
Individual Scale	\$2,506.00	\$0.00		
Minor Variance ³²				
Minor Variance	\$1,970.00	\$0.00		
Minor Variance Incidental	New		\$700.00	
Consent				
Lot Addition (Boundary Adjustment)	\$2,101/ property	\$0.00		
Validation of Title	\$1,119.00	\$0.00		
Lot Creation (plus \$615 for each additional lot)	\$3,358.00	\$0.00		
Easement	\$2,101.00	\$0.00		
Part Lot Control/Deeming By-law				
Large Scale	\$940.00	\$0.00		
Mid-Scale	\$940.00	\$0.00		
Small Scale	\$836.00	\$0.00		
Individual Scale	\$836.00	\$0.00		
Agreement Preparation ³³				
Large Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00		

³² Including applications pursuant to Sections 45(1), (2) & (3) of the Planning Act.

³³ Includes those costs associated with title search(es) & registration of agreement(s).

Fees and Charges

Description	Current Fee	Current Security	2022 Proposed Fee	2022 Proposed Security
Mid-Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00		
Small Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00		
Individual Scale Plan of Subdivision/Condominium; Site Plan	n/a	\$0.00		
Pre-Servicing	50% of Standard Agreement Fee Please refer to schedule B	\$0.00		
Consent Agreement	Standard Agreement Fee - Please refer to schedule B	\$0.00		

Notes to Schedule "A":

1. Application fees are cumulative except where noted otherwise.
2. 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.
3. 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.
4. Where a Site Plan Application proceeds in conjunction with another type of planning application, a 25% reduction in the Site Plan Review Fee applies.
5. 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.
6. 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.

Fees and Charges

7. 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.
8. 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.
9. 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 (see Schedule B)
10. 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.
11. 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.
12. Interest is not paid on fees and/or security deposits.

Other Planning Fees – Schedule B

Other Planning Fees	Current Fee	2022 Proposed Fee
Standard Agreement Fee (for agreements not included in other processes outlined in Schedule A)	\$9,685.00	
Reactivating an application that has not been acted on in 12 months ³⁴	50% of the current applicable fee(s)	
Re-notification Fee ³⁵	50% of the application fee	
Information Meeting Request Form	New	\$250.00
Pre-Consultation Fee	\$500.00	
Telecommunication Towers	\$2,506.00	

³⁴ 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.

³⁵ In the instance where an advertised Public Open House/Meeting is deferred and/or rescheduled at the request of the proponent.

Fees and Charges

Other Planning Fees	Current Fee	2022 Proposed Fee
Minor Red Line Revision comments to the County of Grey or Local Planning Appeals Tribunal – Red Line Revision or Minor Change to Conditions	\$413.00	
Major Changes to Draft Plan/Draft Plan Conditions	50% of the current applicable fee(s)	
Draft Plan Extension comments to the County of Grey or Local Planning Appeals Tribunal – Extension of Draft Plan Approval	\$206.00	
Removal of the Holding “-h” symbol	\$2,657.00	
Local Planning Appeals Tribunal Attendance ³⁶	\$1,845 for the first day or portion thereof + \$880 for each additional day or portion thereof ³⁷	
Draft Plan Approval Clearance Letter to the County of Grey or Local Planning Appeals Tribunal	\$603.00	
Red Line Revision to an approved Site Plan Agreement	\$595.00	
Change to a Condition of Consent	\$367.00	
Condominium Exemption comments to the County of Grey	\$1,992.00	
Renewable Energy Projects ³⁸	\$1,845.00	

³⁶ 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.

³⁷ Plus \$880 for each additional day or portion thereof.

³⁸ Including those within the Niagara Escarpment Development Control Area.

In addition to the payment of any application fee and security deposits, all costs incurred by the municipality to advertise a Notice of Public Meeting regarding an application in a local newspaper shall also be borne by the applicant.

Fees and Charges

Other Planning Fees	Current Fee	2022 Proposed Fee
Provision of comments to the Niagara Escarpment Commission on Development Control Permits	\$223.00	
Provision of comments to the Niagara Escarpment Commission on Niagara Escarpment Commission Amendments or to the County of Grey on County Official Plan Amendments	\$464.00	
Processing of inquiries related to acquisition of Town owned land	\$1,193.00	

Building Fees

Description	Current Fee	2022 Proposed Fee
Swimming Pool Fence Fee	\$50.00	\$100.00

Engineering Fees – Schedule C

Engineering Fees	Current Fee	2022 Proposed Fee
Technical Review Fee – Plan of Subdivision/Condominium/Site Plan Submissions		
Large Scale – Minimum Fee - \$0	\$16,395.00	
Mid-Scale – Minimum Fee - \$0	\$8,200.00	
Small Scale – Minimum Fee - \$0	\$3,825.00	
Individual Scale – Minimum Fee - \$0	\$2,185.00	
Additional Submission (4 th Submission or more)	\$50 per lot/block/unit	

Fees and Charges

Works Fees for Subdivision/Condominium/Site Plan

Large Scale – Minimum Fee - \$5,630.00	5.64%
Mid-Scale – Minimum Fee - \$3,900.00	5.64%
Small Scale – Minimum Fee - \$2,785.00	5.64%
Individual Scale – Minimum Fee - \$1,115.00	5.64%
Pre-Servicing – Minimum Fee - \$2,225.00	0.70%

Re-Inspection

Large Scale – Minimum Fee - \$0	\$3,380.00
Mid-Scale – Minimum Fee - \$0	\$1,685.00
Small Scale – Minimum Fee \$0	\$1,015.00

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. The Technical Review Fee is a one time non-refundable payment and is intended as a partial payment of the technical review, Agreement administration and/or similar expenses incurred by the Town prior to execution of an Agreement. This fee is required upon 1st submission of required Engineering & Technical information and prior to provision of comments by the Town.
2. The Technical Review Fee is a portion of the Works Fees. The remainder of Works Fees are paid. If the proponent elects to not proceed with the project and the Town has NOT commenced a review, the Technical Review Fee may be returned upon request and at the discretion of the Director of Planning and Development Services. If the proponent elects not to proceed with the project and the Town has commenced a review, but no comments have been provided in writing, 50% of the Technical Review Fee may be returned upon request. If the proponent elects not to proceed with the project and the Town has both reviewed the submission and provided comments no amount of the Technical Review Fee will be returned.

Fees and Charges

3. In the instance of a fourth 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 fourth 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 0.7% 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.

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2022 Draft Budget Capital

Chief Administrative Officer

In 2022, the Town is looking at servicing the newly acquired 125 Peel Street property. The Chief Administrative Officer will be taking the lead on this project.

Previously Approved Projects

Project	Craigleith Area Multi-Use Operation Facility
Budget	\$ 250,000
Project Manager	CAO
Update	Staff have put this project on hold until further analysis can be done around the location of this type of facility. Suggested emphasis shifted to complete an expansion to the Ravenna Operations Facility.

2022 Capital Budget

Project	Pre- Servicing and Development Ready 125 Peel Street	
Description	<p>This project will see the completion of creating a servicing plan including servicing design and engineering and preparing construction of the full servicing of 125 Peel Street for what is to be determined as its future use.</p> <p>Staff is suggesting that at the time of drafting this project sheet, a wide range of concepts have been considered including the potential of multi use recreation facility, Long Term Care "Community Campus of Care", or an Attainable Housing Development opportunity.</p> <p>The servicing of this property and the secondary planning area will include a review of the key transportation corridors both existing and future and including Ministry of Transportation, and County of Grey, along with the servicing of Hydro, Gas, Water, Wastewater, Internet and Stormwater management.</p> <p>Until further engineering works is completed a more detailed funding split can not be done with the known information. At this time staff are showing this project split amount as Development Charges.</p>	
Project Manager	Project Management Specialist (New Position paid through this specific Budget) Reporting to the CAO.	
Budget	\$ 11,000,000 Design, Engineering, Peel Street servicing specific \$ 500,000 Salaries and Benefits (5-year contract) \$ 11,500,000 Total Budget	
Funding	\$ 3,800,000 Roads and Related Development Charges \$ 3,900,000 Water Development Charges \$ 3,800,000 Wastewater Development Charges \$ 11,500,000 Total Funding	

Chief Administrative Officer

Total Number of Projects:	1
Total Budget:	\$ 11,500,000
Total Funding by Source:	\$ 11,500,000

Five-Year Capital Forecast

None.

Human Resources

Previously Approved Projects

None.

2022 Capital Budget

Project	Human Capital Management Software
Description	HCM Software encompasses many functions within the employee experience including payroll processing and administration, employee data storage, benefits administration, employee self-service tools as well as extensive talent management capabilities including recruiting, employee onboarding, learning and development, performance management and employee engagement. The purchase of this software will allow for more efficient workflows within the HR division. Staff will not proceed with the purchase of this software without a grant funding source.
Project Manager	Manager of Human Resources
Budget	\$ 65,000 Software
Funding	\$ 65,000 Grant

Five-Year Capital Forecast

None.

Information Technology

The Information Technology Division is responsible for the annual upkeep of the Town's hardware and software. Each year the Information Technology division does an annual replacement of assets such as computers, servers, printers etc. as well as the completion of continued work on the software that staff rely on each day.

Previously Approved Projects

Project	Document Management System
Budget	\$ 416,250
Project Manager	Software Implementation Contract
Update	Staff have purchased the software and are looking to roll it out throughout 2022.

2022 Capital Budget

Project	Cityview Upgrades	
Description	This project includes the addition of the following functionality to CityView: the online payment of building permits, business license, development and planning fees and the online submission of development and planning applications. Includes the cost of a security audit due to the fact that the Town will be collecting personal financial information.	
Project Manager	Manager of Information Technology	
Budget	\$ 25,000	Additional Equipment
	\$ 65,000	Contract Services
	\$ 90,000	Total Budget
Funding	\$ 45,000	Development Engineering Reserve
	\$ 45,000	Building Rate Stabilization Reserve Fund
	\$ 90,000	Total Funding

Project	Water and Wastewater Communication Upgrades	
Description	Hardware and software need to provide continuous and uninterrupted operations.	
Project Manager	Manager of Information Technology	
Budget	\$ 125,000	Replacement Equipment
Funding	\$ 50,000	Water Asset Replacement Reserve Fund
	\$ 75,000	Wastewater Asset Replacement Reserve Fund
	\$ 125,000	Total Funding

Information Technology

Project	Fibre Network Connection
Description	Implementation of a fibreoptic corporate network connection between Town Hall and Water Plant. This will improve costs, reliability and speed for the Water Division in communication between the Water Plant and Town Hall and will enable an upgrade to other offices in the future.
Project Manager	Manager of Information Technology
Budget	\$ 170,000 Additional Equipment \$ 50,000 Contract Services \$ 220,000 Total Budget
Funding	\$ 220,000 Water Asset Replacement Reserve Fund

Project	Annual Hardware Replacement
Description	This project covers IT ongoing expenditures for a regular replacement program for hardware including computers (4 years), servers (7 years) and printers (5-8 years). It also includes costs for network infrastructure, software licensing, software development, and GIS.
Project Manager	Manager of Information Technology
Budget	\$ 363,000 Replacement Hardware
Funding	\$ 8,000 Harbour Reserve \$ 7,000 Development Engineering Fees \$ 18,000 Wastewater Asset Replacement Reserve Fund \$ 25,000 Building Rate Stabilization Reserve Fund \$ 25,000 Water Asset Replacement Reserve Fund \$ 40,000 Taxation (Library) \$ 240,000 IT Asset Replacement Reserve Fund \$ 363,000 Total Funding

Total Number of Projects:	4
Total Budget:	\$ 798,000
Total Funding by Source:	\$ 8,000 Harbour Reserve \$ 52,000 Development Engineering Reserve \$ 70,000 Building Rate Stabilization Reserve Fund \$ 295,000 Water Asset Replacement Reserve Fund \$ 40,000 Taxation (Library) \$ 93,000 Wastewater Asset Replacement Reserve Fund \$ 240,000 IT Asset Replacement Reserve Fund \$798,000 Total Funding

Information Technology

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Annual Hardware Replacement	\$363,000	\$257,000	\$367,000	\$332,000	\$334,000
Cityview Upgrades	\$90,000				
Fibre Network Connection	\$220,000				
Water and Wastewater Communication Upgrades	\$125,000				
Council Chambers Audio Visual Equipment Replacement		\$200,000			
Financial Software Upgrade				\$700,000	
Total Project Cost	\$798,000	\$457,000	\$367,000	\$1,032,000	\$334,000
Funding Sources	2022	2023	2024	2025	2026
Reserve/Reserve Funds	\$758,000	\$418,000	\$327,000	\$996,000	\$297,000
Taxation	\$40,000	\$39,000	\$40,000	\$36,000	\$37,000
Total Funding	\$798,000	\$457,000	\$367,000	\$1,032,000	\$334,000

Facilities and Fleet

The division of Facilities and Fleet will be responsible for the ongoing repairs and maintenance to all Town owned and operated facilities and fleet. In addition, this division will be responsible for the annual capital replacement of the Town's fleet and the capital works required at the facilities.

Previously Approved Projects

Project	Craigleith Heritage Depot Renovations ICIP Grant
Budget	\$ 406,250
Project Manager	Manager of Facilities and Fleet
Update	Staff have started this project and expect it to be done in 2022.

Project	BVCC Renovations ICIP Grant
Budget	\$ 1,718,750
Project Manager	Manager of Facilities and Fleet
Update	Staff have started this project and expect it to be done in 2022.

2022 Capital Budget

Project	Capital Works at Town Facilities
Description	Lighting – Relamping at various Town facilities - \$70,000 Building Envelope – Window replacement at the LE Shore Memorial Library as well as replacement of some exterior doors and masonry work - \$165,000 HVAC – Upgrading hot water tanks at various locations as well as replacement of the AC unit and heating units at the CWWTP - \$270,000
Project Manager	Manager of Facilities and Fleet
Budget	\$ 505,000 Contract Services
Funding	\$ 505,000 Various Asset Replacement Reserve Fund

Facilities and Fleet

Project	Ravenna Roads Depot Improvements and Expansion
Description	This capital sheet is looking to take the Ravenna Roads Depot site to full build out and fully utilize that property. Full build out includes permanent office space (currently the Roads and Drainage staff are renting an office trailer) and 12 bays for the Division's larger equipment (graders and snowplows). In addition, a three-year contract has been included in the budget to guide this project through to fruition as this project is a high corporate priority. Some additional funding has been included from other asset replacement reserve funds to give staff some flexibility if the contract has excess capacity to help with our capital projects in the Facility and Fleet Division. The construction budget has been calculated using the RJ Burnside Needs Study of 2009, at this point this budget is high level and will be refined through 2022 as the Final Design process is completed. The funding of this project is split 25/75 (Taxation/Public Works Development Charges) as per the Town's current Development Charge Background study. The three-year contract is being funded from the appropriate Reserve Funds with the actual construction coming from long-term debt to be funded using the same 25/75 split.
Project Manager	3 Year Contract
Budget	\$ 351,000 Salaries and Benefits \$ 610,000 Engineering \$6,100,000 Construction \$1,500,000 Contingency \$8,561,000 Total Budget
Funding	\$ 175,500 Various Asset Replacement Reserve Fund \$ 175,500 Public Works Development Charges \$8,210,000 Long-Term Debt (split between Taxation and Public Works Development Charges) \$8,561,000 Total Funding

Total Number of Projects:	2
Total Budget:	\$9,066,000
Total Funding by Source:	\$ 175,500 Public Works Development Charges \$ 680,500 Various Asset Replacement Reserve Fund \$8,210,000 Long Term Debt \$9,066,000 Total Funding

Facilities and Fleet

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Capital Works at Town Facilities	\$505,000	\$500,000	\$500,000	\$500,000	\$500,000
Ravenna Roads Depot Improvements and Expansion	\$8,561,000				
Total Project Cost	\$9,066,000	\$500,000	\$500,000	\$500,000	\$500,000
Funding Sources	2022	2023	2024	2025	2026
Long Term Debt/Unfinanced	\$8,210,000				
Reserve/Reserve Funds	\$680,500	\$500,000	\$500,000	\$500,000	\$500,000
Development Charges	\$175,500				
Total Funding	\$9,066,000	\$500,000	\$500,000	\$500,000	\$500,000

Fire Services

Fire Services has \$310,000 built into the annual operating budget to be transferred into the Fire Asset Replacement Reserve Fund. This Reserve Fund is responsible for funding equipment, fleet and facility capital purchases for the Town's Fire Department.

Previously Approved Projects

None.

2022 Capital Budget

Project	Annual Fire and Rescue Equipment Replacement
Description	Replace equipment that has been damaged, does not meet NFPA or Health and Safety Guidelines or has reached the end of its useful life.
Project Manager	Fire Chief
Budget	\$ 70,000 Replacement Equipment
Funding	\$ 70,000 Fire Asset Replacement Reserve Fund

Project	Aerial Pumper Replacement
Description	Fire Services E-One Cyclone, this is the large 75-foot aerial pumper which takes 18 to 24 months to receive (\$1,500,000). This vehicle will be partially funded through Fire Development Charges as the Town is looking to purchase a large vehicle (75-foot to 100-foot ladder capabilities). At this time staff are recommending that the current aerial pumper be kept and eventually moved to the Thornbury Hall as a back-up emergency vehicle. The missed re-sale value of this type of vehicle is \$25,000.
Project Manager	Fire Chief
Budget	\$ 1,500,000 Replacement Equipment
Funding	\$ 375,000 Fire Development Charges \$ 1,125,000 Long-Term Debt \$ 1,500,000 Total Funding

Total Number of Projects:	2
Total Budget:	\$ 1,570,000
Total Funding by Source:	\$ 70,000 Fire Asset Replacement Reserve Fund \$ 375,000 Fire Development Charges \$ 1,125,000 Long-Term Debt \$ 1,570,000 Total Funding

Fire Services

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Equipment Replacement	\$70,000	\$50,000	\$650,000	\$65,000	\$85,000
Large Fleet Replacement	\$1,500,000				\$600,000
Total Project Cost	\$1,570,000	\$50,000	\$650,000	\$65,000	\$685,000
Funding Sources	2022	2023	2024	2025	2026
Reserve/Reserve Funds	\$70,000	\$50,000	\$650,000	\$65,000	\$685,000
Development Charges	\$375,000				
Long Term Debt/Unfinanced	\$1,125,000				
Total Funding	\$1,570,000	\$50,000	\$650,000	\$65,000	\$685,000

Parks and Trails

Annually, the Town completes improvements and capital replacements to the parks, trails and open spaces throughout the municipality. These capital works are funded through the Community Services Asset Replacement Reserve Fund.

Previously Approved Projects

Project	Metcalfe Rock Parking Lot Expansion
Budget	\$ 103,000
Project Manager	Manager of Parks and Trails
Update	Staff are working with other community stakeholders to complete this project.

Project	Little River Park Enhancement
Budget	\$ 200,000
Project Manager	Manager of Parks and Trails
Update	Staff have retained an engineer and will be looking to construct the new washroom facility in 2022.

Project	Harbour Pedestrian Bridge Works
Budget	\$ 255,896
Project Manager	Manager of Parks and Trails
Update	The Town received a 100% grant for this project and will start the works in 2022.

Project	Moreau Park Pavilion
Budget	\$ 330,000
Project Manager	Manager of Parks and Trails
Update	Staff are working with other community stakeholders on the design of this build.

2022 Capital Budget

Project	Park Improvements
Description	General improvements throughout Town parks including the replacement of the skateboard park equipment, repairs to pavilions, tennis courts and other park structures.
Project Manager	Manager of Parks and Trails
Budget	\$ 50,000 Materials
Funding	\$ 50,000 Community Services Asset Replacement Reserve Fund

Parks and Trails

Project	Equipment Replacement	
Description	Replacement of equipment that has reached the end of its useful life.	
Project Manager	Manager of Parks and Trails	
Budget	\$ 65,000	Materials
Funding	\$ 65,000	Community Services Asset Replacement Reserve Fund

Project	Land Surveying and Waterfront Enhancements	
Description	The Leisure Activity Plan recommended that some surveying and enhancements be done to the Town's waterfront properties	
Project Manager	Director of Community Services	
Budget	\$ 30,000	Surveying
	\$ 100,000	Contract Services
	\$ 103,000	Total Budget
Funding	\$ 103,000	Shoreline Dedication Reserve Fund

Project	Lora Bay Park Watercraft Storage Facility	
Description	Construct a non-motorized watercraft storage facility on the Lora Bay Park property.	
Project Manager	Manager of Parks and Trails	
Budget	\$ 200,000	Construction
	\$ 25,000	Contingency
	\$ 225,000	Total Budget
Funding	\$ 225,000	Parks and Recreation Development Charges

Project	Parks Operation Storage Building	
Description	Construct a coverall storage building for community services equipment. The 2018 building assessment of the Bayview building revealed that it would not be cost effective to do all the upgrades to make the building safe.	
Project Manager	Manager of Parks and Trails	
Budget	\$ 10,000	Engineering
	\$ 200,000	Construction
	\$ 20,000	Contingency
	\$ 230,000	Total Budget
Funding	\$ 75,000	Parks and Recreation Development Charge
	\$ 155,000	Community Services Asset Replacement Reserve Fund
	\$ 230,000	Total Funding

Parks and Trails

Project	Tennis Court Replacement	
Description	<p>Reconstruction of the tennis courts as per The Leisure Activity Plan which identified the need of more access to tennis.</p> <p>Staff have included an additional \$10,000 for public consultation to determine the location of these courts as per Council direction.</p>	
Project Manager	Manager of Parks and Trails	
Budget	\$ 10,000 Communications \$ 325,000 Construction \$ 30,000 Contingency \$ 365,000 Total Budget	
Funding	\$ 80,000 Community Services Asset Replacement Reserve Fund \$ 285,000 Parks and Recreation Development Charge \$ 365,000 Total Funding	

Total Number of Projects:	5	
Total Budget:	\$ 935,000	
Total Funding by Source:	\$ 350,000 Community Services Asset Replacement Reserve Fund \$ 585,000 Parks and Recreation Development Charges \$ 935,000 Total Funding	

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Equipment Replacement	\$65,000				
Tennis Court Replacement	\$365,000				
Land Surveying and Waterfront Enhancements	\$130,000				
Lora Bay Park Watercraft Storage Facility	\$225,000				
Park Improvements	\$50,000		\$75,000	\$75,000	
Parks Operations Storage Building	\$230,000				
Total Project Cost	\$1,065,000	\$0	\$75,000	\$75,000	\$0
Funding Sources	2022	2023	2024	2025	2026
Development Charges	\$585,000				
Reserve/Reserve Funds	\$480,000		\$75,000	\$75,000	
Total Funding	\$1,065,000	\$0	\$75,000	\$75,000	\$0

Tomahawk Golf Course

This division is responsible for the upkeep and improvement of the Tomahawk Golf Course. These capital works are funded through the Community Services Asset Replacement Reserve Fund.

Previously Approved Projects

None.

2022 Capital Projects

Project	Tomahawk Improvements	
Description	General improvements include a starter shack, granular material storage bins, generator, and hole sign replacements.	
Project Manager	Manager of Facilities/BVCC/Tomahawk Golf Course	
Budget	\$ 5,000 Replacement Equipment \$ 25,000 Additional Equipment \$ 30,000 Construction \$ 60,000 Total Budget	
Funding	\$ 60,000 Community Services Reserve Fund	

Total Number of Projects:	1	
Total Budget:	\$ 60,000	
Total Funding by Source:	\$ 60,000 Community Services Reserve Fund	

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Tomahawk Improvements	\$60,000		\$250,000		\$50,000
Total Project Cost	\$60,000	\$0	\$250,000	\$0	\$50,000
Funding Sources	2022	2023	2024	2025	2026
Reserve/Reserve Funds	\$60,000		\$250,000		\$50,000
Total Funding	\$60,000	\$0	\$250,000	\$0	\$50,000

Cemetery

The Town completes capital replacements to the cemetery infrastructure. These capital works are funded through the Cemetery Reserve.

Previously Approved Projects

None.

2022 Capital Budget

Project	Cemetery Columbarium	
Description	Construct a columbarium at the Thornbury Union Cemetery. The sale of the niches provide some revenues for the operations of the cemetery.	
Project Manager	Director of Community Services	
Budget	\$ 45,000	Construction
	\$ 5,000	Contingency
	\$ 50,000	Total Budget
Funding	\$ 50,000	Community Services Asset Replacement Reserve Fund

Total Number of Projects:	1
Total Budget:	\$ 50,000
Total Funding by Source:	\$ 50,000 Community Services Asset Replacement Reserve Fund

Five-Year Capital Forecast

None.

Thornbury Harbour

Annually, the Thornbury Harbour assesses the needs of the seasonal and transient boaters as well as obtains feedback from additional harbour users to identify the needs and replacements. The Harbour is fully sustained through the Harbour fees and charges and the capital program is funded through the Harbour Reserve.

Previously Approved Projects

None.

2022 Capital Budget

Project	Harbour Improvements	
Description	Replacement of the ramp blocks on the north side of the Harbour with solid blocking that will increase the stability of the docks. At the same time replacing the electrical panels.	
Project Manager	Director of Community Services	
Budget	\$ 65,000	Contract Services
Funding	\$ 65,000	Harbour Reserve

Total Number of Projects:	1	
Total Budget:	\$ 65,000	
Total Funding by	\$ 65,000	Harbour Reserve

Five-Year Capital Forecast

None.

Operations

The Operations Division is responsible for the large-scale reconstruction projects. These projects include more than one asset class being replaced; road and water/wastewater pipes as an example.

Previously Approved Projects

Project	Lakewood Drive Water and Wastewater Replacement
Budget	\$ 10,000
Project Manager	Capital Communication Specialist
Update	Staff are working on the communication portion of this project with the construction budget being included in the Draft 2022 Capital Budget for Council consideration.

Project	Peel Street Reconstruction
Budget	\$ 2,555,400
Project Manager	Construction Coordinator
Update	Staff are working to award the Final Design Engineering in late 2021/early 2022. There are still outstanding water issues to be answered by other plans, studies, and EAs.

Project	Tyrolean Village Water Replacement and Wastewater Servicing
Budget	\$ 3,470,700
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff are looking to complete the final design in 2022 and assess construction costs against the Town's Affordability Policy.

Project	Thornbury West Road Reconstruction
Budget	\$ 12,189,400
Project Manager	Construction Coordinator
Update	Staff will be releasing the construction tender in late 2021/early 2022 for Phase 1 of construction in 2022 and Phase 2 in 2023.

Operations

2022 Capital Budget

Project	Lakewood Drive Reconstruction
Description	Replacement of substandard and aging underground infrastructure with road and drainage improvements.
Project Manager	Construction Coordinator
Budget	\$ 560,000 Engineering \$ 2,850,000 Construction \$ 350,000 Contingency \$ 3,760,000 Total Budget
Funding	\$ 615,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$ 1,555,000 Water Asset Replacement Reserve Fund \$ 1,590,000 Wastewater Asset Replacement Reserve Fund \$ 3,760,000 Total Funding

Total Number of Projects:	1
Total Budget:	\$3,760,000
Total Funding by Source:	\$ 615,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$1,555,000 Water Asset Replacement Reserve Fund \$1,590,000 Wastewater Asset Replacement Reserve Fund \$3,760,000 Total Funding

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Lakewood Drive Reconstruction	\$3,760,000				
King, Bridge and Arthur Street Reconstruction Preliminary Design			\$500,000		
Arrowhead Road Reconstruction Design			\$500,000		
Arthur Street West Reconstruction					\$5,100,000
King Street East Reconstruction					\$5,080,000
Total Project Cost	\$3,760,000	\$ 0	\$1,000,000	\$ 0	\$10,180,000
Funding Sources	2022	2023	2024	2025	2026
Reserve/Reserve Funds	\$3,760,000		\$210,000		\$3,140,000
Development Charges			\$790,000		\$7,040,000
Total Funding	\$3,760,000	\$0	\$1,000,000	\$0	\$10,180,000

Roads and Drainage

The Roads and Drainage Division is responsible for the capital replacement and rehabilitation of the Town's road network, sidewalks, streetlights, drainage systems, bridges, and equipment.

Previously Approved Projects

Project	Arthur Street West Parking Lot
Budget	\$410,000
Project Manager	Engineering Design Technologist
Update	Staff are working to release the construction tender in Quarter 2 of 2022.

Project	Bridge #2 and #3 Replacement
Budget	\$2,210,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff are working to release the construction tender in Quarter 2 of 2022.

2022 Capital Budget

Project	Machinery and Equipment Replacement
Description	Replacement of a culvert steamer and the 2009 Ford tractor.
Project Manager	Roads Compliance Coordinator
Budget	\$ 200,000 Replacement Equipment
Funding	\$ 200,000 Roads Equipment Asset Replacement Reserve Fund

Project	Stormwater Management Works
Description	Annual drainage improvements throughout the municipality.
Project Manager	Manager of Roads and Drainage
Budget	\$ 250,000 Construction
Funding	\$ 250,000 Infrastructure and Public Works Asset Replacement Reserve Fund

Project	Bridge and Culvert Capital Works
Description	Bridge #16 - Clendenan Bridge \$250,000 Bridge #5 and #9 Environmental Assessment - \$110,000 Guiderails - \$70,000
Project Manager	Manager of Roads and Drainage
Budget	\$ 130,000 Engineering \$ 270,000 Construction \$ 30,000 Contingency \$ 430,000 Total Budget
Funding	\$ 35,000 Other Municipal Contributions \$ 395,000 Bridge and Culvert Asset Replacement Reserve Fund \$ 430,000 Total Funding

Roads and Drainage

Project	Surface Treatment Replacement 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 road sections.	
Project Manager	Manager of Roads and Drainage	
Budget	\$1,782,000	Construction
Funding	\$1,782,000	Ontario Community Infrastructure Fund (OCIF)

Project	Pretty River Road Widening	
Description	<p>Staff have revised this budget to include preliminary engineering only which would allow the Towns to be "shovel ready" if a grant opportunity becomes available for this type of work.</p> <p>Staff have included a contribution from Grey Highlands and would recommend moving forward with the Engineering only if Grey Highlands approves their contribution.</p> <p>In initial talks, Grey Highlands was going to be the lead on this project, but this will now require Town staff resources, therefore other capital projects may need to be delayed.</p>	
Project Manager	Manager of Roads and Drainage	
Budget	\$ 500,000	Preliminary Engineering
Funding	\$ 200,000	Other Municipal Contributions
	\$ 300,000	Infrastructure and Public Works Asset Replacement Reserve Fund
	\$ 500,000	Total Funding

Total Number of Projects:	5	
Total Budget:	\$3,162,000	
Total Funding by Source:	\$ 200,000	Roads Equipment Asset Replacement Reserve Fund
	\$ 395,000	Bridge and Culvert Replacement Reserve Fund
	\$ 550,000	Infrastructure and Public Works Asset Replacement Reserve Fund
	\$ 1,782,000	Ontario Community Infrastructure Fund (OCIF)
	\$ 235,000	Other Municipal Contributions
	\$ 3,162,000	Total Funding

Roads and Drainage

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Machinery and Equipment Replacement	\$200,000	\$880,000			
Road Surface Treatment and Preservation Program	\$1,782,000			\$1,782,000	
Bridge and Culvert Capital Works	\$430,000				
Stormwater Management Works	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Jozo Weider Boulevard Phase 3				\$3,000,000	
Pretty River Road Widening	\$500,000				
Sidewalk Replacement		\$724,000			\$724,000
Clark St Realignment			\$2,850,000		
Radio Tower Replacement				\$90,000	
Total Project Cost	\$3,162,000	\$1,854,000	\$3,100,000	\$5,122,000	\$974,000
Funding Sources	2022	2023	2024	2025	2026
Development Charges			\$2,600,000	\$2,503,000	
Other Municipal Contributions	\$235,000			\$257,000	
Grants	\$1,782,000	\$974,000	\$500,000	\$2,032,000	\$974,000
Reserve/Reserve Funds	\$1,145,000	\$880,000		\$330,000	
Total Funding	\$3,162,000	\$1,854,000	\$3,100,000	\$5,122,000	\$974,000

Landfill

Annually, the Landfill Division budgets the required equipment replacements and rehabilitations. The next five-year period staff will be focusing on a major site design and long-term plan for the Landfill.

Previously Approved Projects

None.

2022 Capital Budget

Project	Well Replacement
Description	Replacement of a monitoring well.
Project Manager	Manager of Sustainability and Solid Waste
Budget	\$ 12,000 Contract Services
Funding	\$ 12,000 Solid Waste Asset Replacement Reserve Fund

Project	Attenuation Zones
Description	The Town will need to acquire land or enter into agreements to provide a contaminate attenuation zone to both the south and west of the Disposal Site. The Town is legally obligated to ensure the Landfill is not impacting land beyond the property, these sites require testing to ensure the site is not causing an impact.
Project Manager	Manager of Sustainability and Solid Waste
Budget	\$ 8,000 Legal \$ 180,000 Land Acquisition \$ 188,000 Total Budget
Funding	\$ 188,000 Solid Waste Asset Replacement Reserve Fund

Project	Landfill Phase 2 Expansion
Description	At current consumption rates, development of the Phase 2 expansion will be required by 2026. This involves excavating the existing waste, reclaiming space and adding an engineered liner system. A plan for management of increased leachate will also be part of this Phase 2 work. Engineering and contract management work will need to begin in 2025.
Project Manager	Manager of Sustainability and Solid Waste
Budget	\$ 420,000 Engineering \$4,200,000 Construction \$ 500,000 Contingency \$5,120,000 Total Budget
Funding	\$5,120,000 Long-Term Debt

Landfill

Total Number of Projects:	3
Total Budget:	\$ 5,320,000
Total Funding by Source:	<div>\$ 200,000 Solid Waste Asset Replacement Reserve Fund</div> <div>\$ 5,120,000 Long-Term Debt</div> <div>\$ 5,320,000 Total Funding</div>

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Well Replacement	\$12,000				
Disposal Site Attenuation Zone-South & West	\$188,000				
Landfill Expansion Phase 2	\$5,120,000				
Total Project Cost	\$5,320,000	\$0	\$0	\$0	\$0
Funding Sources	2022	2023	2024	2025	2026
Reserve/Reserve Funds	\$200,000				
Long Term Debt/Unfinanced	\$5,120,000				
Total Funding	\$5,320,000	\$0	\$0	\$0	\$0

Water

The Water Division is responsible for the capital replacement and rehabilitation of the Town's water treatment and distribution system. This division also looks after the growth-related infrastructure that is required due to on-going development.

Previously Approved Projects

Project	Eastside Water Storage and Supply EA
Budget	\$500,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff are working through the Environmental Assessment process and will look at having capital projects for the 2023 Capital Budget.

Project	Mountain Road Booster Pumping Station Relocation
Budget	\$1,000,000
Project Manager	Manager of Water and Wastewater
Update	Staff are working with the County on this project.

Project	Substandard Watermain Replacement
Budget	\$1,598,400
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff have completed Phase 1 of construction and will be looking to tender Phase 2 in late 2021/early 2022.

Project	Westside Water Storage and Distribution Improvements
Budget	\$8,829,200
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	<p>Through the EA Process the Preferred Alternative was recommended to Council. This alternative included the following capital projects and associated estimates:</p> <ol style="list-style-type: none"> 1) Rehabilitate existing Tower - \$1,800,000 2) New Reservoir - \$3,900,000 3) Watermain Loop - \$3,900,000 4) Pump Upgrades - \$660,000 <p>If the Tower rehabilitation work identified above does not proceed in 2022, staff will need to spend the \$560,000 as approved in the 2021 Capital Budget for the Tower repairs to keep the Tower in working condition until either the rehabilitation is completed, or a new tower is built.</p>

Water

2022 Capital Budget

Project	Water Treatment Plant Equipment Replacement
Description	Security (Plant and Stations) - \$30,000 Microfiltration Component Replacements - \$50,000 Magnetic Flow Meter - \$20,000 SCADA - \$30,000 Gas Chlorinators - \$30,000
Project Manager	Water Supervisor
Budget	\$ 50,000 Equipment \$ 100,000 Contract Services \$ 10,000 Contingency \$ 160,000 Total Budget
Funding	\$ 160,000 Water Asset Replacement Reserve Fund

Project	Water Distribution System
Description	Water Ops Storage Building - \$20,000 Chamber Equipment Replacement - \$25,000 Ann Heggveit Drive Easement - \$35,000 Water Meter Replacement Program - \$25,000 Water Leak Detection - \$50,000 PRV Replacement - \$50,000 Happy Valley Reservoir Improvements - \$90,000 Arrowhead BPS Rebuild - \$275,000
Project Manager	Water Supervisor
Budget	\$ 70,000 Engineering \$ 290,000 Equipment \$ 165,000 Contract Services \$ 45,000 Contingency \$ 570,000 Total Budget
Funding	\$ 570,000 Water Asset Replacement Reserve Fund

Project	Substandard Watermain Replacement Engineering and Phase 3 Construction
Description	This is Phase Three of Five in the substandard watermain replacement. This budget covers the Phase 3 construction and the Contract Administration for Phases 3 to 5.
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$ 285,000 Engineering \$ 1,940,000 Construction \$ 315,000 Contingency \$ 2,540,000 Total Budget
Funding	\$ 2,540,000 Water Asset Replacement Reserve Fund

Water

Project	Residential Water Meter Replacement
Description	Replacement of approximately 5000 residential water meters that have met the end of their useful life.
Project Manager	Water Supervisor
Budget	\$2,500,000 Replacement Equipment \$ 100,000 Contingency \$2,600,000 Total Budget
Funding	\$2,600,000 Water Asset Replacement Reserve Fund

Total Number of Projects:	4
Total Budget:	\$5,870,000
Total Funding by Source:	\$5,870,000 Water Asset Replacement Reserve Fund

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Substandard Watermain Replacement Program	\$2,540,000	\$1,200,000	\$965,000		
Treatment Plant Equipment Replacement Program	\$160,000	\$1,850,000	\$920,000	\$160,000	\$115,000
Water Distribution System	\$570,000	\$220,000	\$920,000	\$445,000	\$92,000
Residential Water Meter Replacement	\$2,600,000				
Total Project Cost	\$5,870,000	\$3,270,000	\$2,805,000	\$605,000	\$207,000
Funding Sources	2022	2023	2024	2025	2026
Reserve/Reserve Funds	\$5,870,000	\$3,270,000	\$2,805,000	\$605,000	\$207,000
Total Funding	\$5,870,000	\$3,270,000	\$2,805,000	\$605,000	\$207,000

Wastewater

The Wastewater Division is responsible for the capital replacement and rehabilitation of the Town's wastewater treatment and collection system. This division also looks after the growth-related infrastructure that is required due to on-going development.

Previously Approved Projects

Project	Flow Meter Installation
Budget	\$245,000
Project Manager	Manager of Water and Wastewater
Update	Staff are working to complete this project.

Project	Drake's Path Service Extension
Budget	\$454,600
Project Manager	Engineering Design Technologist
Update	The second Public Information Centre will be held at the end of 2021, the outcome of this PIC will dictate the future progress of this project.

Project	Peel Street Sewage Pumping Station Upgrades
Budget	\$621,300
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff have awarded the engineering contract and are looking to complete the upgrades in 2022.

Project	Craigleith Main Lift Station Upgrades
Budget	\$1,285,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff are working to release the Engineering RFP for this work.

Project	CWWTP Blower Replacement
Budget	\$1,860,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff are working through the engineering of this project with construction to happen later in 2022.

Project	Thornbury Wastewater Treatment Plant Expansion (now known as TWWTP Phase 1a Expansion)
Budget	\$18,000,000
Project Manager	Senior Infrastructure Capital Project Coordinator
Update	Staff have initiated the Phase 1a Expansion and will bring refined construction cost estimates to Council in early 2022.

Wastewater

2022 Capital Budget

Project	TWWTP Phase 1B Expansion
Description	This funding will be used to pre-budget the 2009 concept for the Phase 1b Expansion. The pre-budget work will be used to create a 2023 budget sheet and inform the Development Charges Background Study which is being updated through 2022.
Project Manager	Senior Infrastructure Capital Project Coordinator
Budget	\$10,000 Engineering
Funding	\$10,000 Development Charges

Project	Valve Replacement Program						
Description	Replacement of the isolation valves at the three lift stations, Elgin, Moore and Lakeshore. This is an on-going program to replace valves that have reached the end of their life and starting to fail.						
Project Manager	Wastewater Supervisor						
Budget	<table> <tr> <td>\$ 300,000</td><td>Contract Services</td></tr> <tr> <td>\$ 50,000</td><td>Contingency</td></tr> <tr> <td>\$350,000</td><td>Total Budget</td></tr> </table>	\$ 300,000	Contract Services	\$ 50,000	Contingency	\$350,000	Total Budget
\$ 300,000	Contract Services						
\$ 50,000	Contingency						
\$350,000	Total Budget						
Funding	\$350,000 Wastewater Asset Replacement Reserve Fund						

Project	Mill Street Channel Grinder Replacement								
Description	Procurement and installation of the Channel Grinder for the Mill Street SPS.								
Project Manager	Wastewater Supervisor								
Budget	<table> <tr> <td>\$100,000</td><td>Contract Services</td></tr> <tr> <td>\$ 25,000</td><td>Contingency</td></tr> <tr> <td>\$275,000</td><td>Replacement Equipment</td></tr> <tr> <td>\$400,000</td><td>Total Budget</td></tr> </table>	\$100,000	Contract Services	\$ 25,000	Contingency	\$275,000	Replacement Equipment	\$400,000	Total Budget
\$100,000	Contract Services								
\$ 25,000	Contingency								
\$275,000	Replacement Equipment								
\$400,000	Total Budget								
Funding	\$400,000 Wastewater Asset Replacement Reserve Fund								

Project	Collection System Equipment Replacement						
Description	Rekeying Stations - \$10,000 Grey Road 21 Manhole Benching - \$150,000 Sewer Lift Station Upgrades - \$60,000 Leak Repairs - \$60,000 Lateral Replacements - \$70,000 Inflow & Infiltration - \$100,000						
Project Manager	Wastewater Supervisor						
Budget	<table> <tr> <td>\$ 410,000</td><td>Contract Services</td></tr> <tr> <td>\$ 40,000</td><td>Contingency</td></tr> <tr> <td>\$450,000</td><td>Total Budget</td></tr> </table>	\$ 410,000	Contract Services	\$ 40,000	Contingency	\$450,000	Total Budget
\$ 410,000	Contract Services						
\$ 40,000	Contingency						
\$450,000	Total Budget						
Funding	\$ 450,000 Wastewater Asset Replacement Reserve Fund						

Wastewater

Project	Grey Road 19 & 21 Sewer Crossing	
Description	Design and construction of a sewer connection across the intersection of Grey Road 21 and Grey Road 19, prior to the installation of a traffic circle. The connection will be necessary to service Castle Glen Estates and Osler Bluff.	
Project Manager	Senior Infrastructure Capital Project Coordinator	
Budget	\$ 100,000 Engineering \$ 425,000 Contract Services \$ 50,000 Contingency \$575,000 Total Budget	
Funding	\$ 287,500 Osler Wastewater Development Charges \$ 287,500 Castle Glen Wastewater Development Charges \$575,000 Total Funding	

Project	Wastewater Treatment Plant Equipment Replacement	
Description	Utility Vehicle - \$20,000 Mixer Relocation - \$35,000 Transformer Assessment - \$65,000 Pump Replacements - \$175,000 Filter and Valve Replacement - \$145,000 Clarifier 1 & 2 Refurbishment - \$275,000 Pavement Repairs - \$10,000	
Project Manager	Wastewater Supervisor	
Budget	\$100,000 Engineering \$ 385,000 Equipment \$ 205,000 Contract Services \$ 35,000 Contingency \$725,000 Total Budget	
Funding	\$ 725,000	Wastewater Asset Replacement Reserve Fund

Project	Timmons Easement Lining	
Description	This project is to grout and line the sanitary sewer that is located in the Timmons Easement to address infiltration. The sewer is approximately 1.3 kms in length.	
Project Manager	Senior Infrastructure Capital Project Coordinator	
Budget	\$1,825,000 Contract Services \$ 180,000 Contingency \$2,005,000 Total Budget	
Funding	\$2,005,000	Wastewater Asset Replacement Reserve Fund

Wastewater

Total Number of Projects:	7
Total Budget:	\$4,515,000
Total Funding by Source:	\$3,930,000 Wastewater Asset Replacement Reserve Fund \$ 287,500 Osler Wastewater Development Charges \$ 287,500 Castle Glen Wastewater Development Charges \$ 10,000 Development Charge \$4,515,000 Total Funding

Five-Year Capital Forecast

Project	2022	2023	2024	2025	2026
Valve Replacement Program	\$350,000				
Collection System Replacement	\$450,000	\$535,000	\$330,000	\$1,960,000	\$55,000
Mill St Channel Grinder	\$400,000				
Wastewater Treatment Plant Equipment Replacement	\$725,000	\$1,065,000	\$280,000	\$195,000	\$85,000
Grey Road 19 & 21 Sewer Crossing	\$575,000				
Timmons Easement Lining	\$2,005,000				
Lakeshore Forcemain Replacement			\$2,550,000		
Total Project Cost	\$4,515,000	\$1,600,000	\$3,160,000	\$2,155,000	\$140,000
Funding Sources	2022	2023	2024	2025	2026
Development Charges	\$585,000		\$867,000		
Reserve/Reserve Funds	\$3,930,000	\$1,600,000	\$2,293,000	\$2,155,000	\$140,000
Total Funding	\$4,515,000	\$1,600,000	\$3,160,000	\$2,155,000	\$140,000



2022 Draft Budget Appendix

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Poll 015		
Town Tax	12.45%	\$2,165,050
County Tax	12.45%	\$2,133,684
Education Tax	11.20%	\$965,698
		\$5,264,432

Poll 017		
Town Tax	3.48%	\$605,434
County Tax	3.48%	\$596,662
Education Tax	4.96%	\$427,393
		\$1,629,488

Poll 006		
Town Tax	23.69%	\$4,120,820
County Tax	23.69%	\$4,061,120
Education Tax	22.39%	\$1,930,533
		\$10,112,473

Poll 016		
Town Tax	2.88%	\$501,620
County Tax	2.88%	\$494,353
Education Tax	3.15%	\$271,802
		\$1,267,775

Poll 008		
Town Tax	1.46%	\$253,160
County Tax	1.46%	\$249,493
Education Tax	1.22%	\$105,170
		\$607,822

Poll 003		
Town Tax	20.46%	\$3,560,020
County Tax	20.46%	\$3,508,444
Education Tax	20.16%	\$1,738,813
		\$8,807,277

Poll 018		
Town Tax	4.83%	\$841,048
County Tax	4.83%	\$828,863
Education Tax	4.21%	\$363,130
		\$2,033,041

Poll 020		
Town Tax	4.83%	\$840,764
County Tax	4.83%	\$828,584
Education Tax	7.63%	\$657,685
		\$2,327,033

Poll 011		
Town Tax	8.27%	\$1,438,423
County Tax	8.27%	\$1,417,584
Education Tax	8.40%	\$724,360
		\$3,580,367

Poll 012		
Town Tax	2.21%	\$385,294
County Tax	2.21%	\$379,712
Education Tax	2.21%	\$190,286
		\$955,292

Poll 005		
Town Tax	2.03%	\$353,726
County Tax	2.03%	\$348,602
Education Tax	1.76%	\$151,741
		\$854,069

Poll 014		
Town Tax	0.49%	\$85,538
County Tax	0.49%	\$84,299
Education Tax	0.48%	\$41,079
		\$210,916

Poll 010		
Town Tax	0.62%	\$108,523
County Tax	0.62%	\$106,951
Education Tax	0.54%	\$46,876
		\$262,350

Poll 002		
Town Tax	8.39%	\$1,459,043
County Tax	8.39%	\$1,437,905
Education Tax	8.50%	\$733,337
		\$3,630,286

Total	
Town Tax	\$17,396,763
County Tax	\$17,144,725
Education Tax	\$8,623,503

Total: \$43,164,992

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

Poll 013		
Town Tax	0.35%	\$60,304
County Tax	0.35%	\$59,431
Education Tax	0.26%	\$22,030
		\$141,765

Poll 001		
Town Tax	0.22%	\$37,714
County Tax	0.22%	\$37,167
Education Tax	0.11%	\$9,434
		\$84,315

Poll 009		
Town Tax	0.82%	\$141,800
County Tax	0.82%	\$139,746
Education Tax	0.61%	\$52,648
		\$334,193

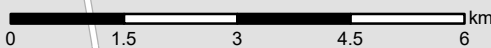
Poll 007		
Town Tax	1.23%	\$213,262
County Tax	1.23%	\$210,172
Education Tax	1.04%	\$89,333
		\$512,767

Poll 004		
Town Tax	1.29%	\$225,218
County Tax	1.29%	\$221,955
Education Tax	1.18%	\$102,157
		\$549,330



TOWN OF THE BLUE MOUNTAINS

Breakdown of 2021 Tax by Poll



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The Town of The Blue Mountains
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Poll 015		
No. of Assessed Properties: 978		
C	Commercial	\$3,444,600
F	Farm	\$11,815,400
P	Pipeline	\$5,878,000
R	Residential	\$574,508,136
T	Managed Forest	\$257,700
		\$595,903,836

Poll 017		
No. of Assessed Properties: 470		
C	Commercial	\$18,954,300
I	Industrial	\$62,000
M	Multi-Residential	\$504,000
R	Residential	\$130,120,900
X	Commercial (New Construction)	\$6,624,000
		\$156,265,200

Poll 006		
No. of Assessed Properties: 1936		
C	Commercial	\$31,234,800
F	Farm	\$80,400
O	Resort Condominium	\$13,148,000
R	Residential	\$1,060,594,754
T	Managed Forest	\$1,102,100
X	Commercial (New Construction)	\$2,014,000
		\$1,108,174,054

Poll 018		
No. of Assessed Properties: 739		
C	Commercial	\$1,091,600
F	Farm	\$891,000
M	Multi-Residential	\$2,962,000
P	Pipeline	\$1,062,000
R	Residential	\$221,166,509
		\$227,173,109

Poll 016		
No. of Assessed Properties: 300		
C	Commercial	\$7,028,028
F	Farm	\$56,000
I	Industrial	\$1,625,849
J	Industrial (New Construction)	\$526,000
R	Residential	\$121,965,700
S	Shopping Centre	\$285,823
X	Commercial (New Construction)	\$452,000
		\$131,939,400

Poll 008		
No. of Assessed Properties: 165		
C	Commercial	\$596,500
F	Farm	\$19,636,800
I	Industrial	\$32,200
R	Residential	\$63,271,200
T	Managed Forest	\$989,100
		\$84,525,800

Poll 003		
No. of Assessed Properties: 2149		
C	Commercial	\$36,541,916
F	Farm	\$178,400
I	Industrial	\$166,000
M	Multi-Residential	\$1,887,000
O	Resort Condominium	\$56,213,000
R	Residential	\$857,462,911
X	Commercial (New Construction)	\$766,000
		\$953,215,227

Poll 011		
No. of Assessed Properties: 655		
C	Commercial	\$8,373,177
F	Farm	\$17,438,219
H	Landfill PIL	\$582,800
I	Industrial	\$4,107,223
J	Industrial (New Construction)	\$545,000
R	Residential	\$361,144,611
T	Managed Forest	\$734,406
X	Commercial (New Construction)	\$3,753,000
		\$396,678,436

Poll 012		
No. of Assessed Properties: 369		
C	Commercial	\$4,368,500
F	Farm	\$1,258,200
I	Industrial	\$106,000
R	Residential	\$98,302,200
T	Managed Forest	\$69,400
		\$104,104,300

Poll 020		
No. of Assessed Properties: 963		
C	Commercial	\$32,965,900
J	Industrial (New Construction)	\$551,000
O	Resort Condominium	\$168,582,100
R	Residential	\$182,501
X	Commercial (New Construction)	\$11,878,000
		\$214,159,501

Poll 014		
No. of Assessed Properties: 97		
C	Commercial	\$756,500
F	Farm	\$9,050,500
R	Residential	\$20,226,100
T	Managed Forest	\$36,800
		\$30,069,900

Poll 010		
No. of Assessed Properties: 99		
C	Commercial	\$119,300
F	Farm	\$21,441,900
R	Residential	\$24,554,800
T	Managed Forest	\$147,000
		\$46,263,000

Poll 005		
No. of Assessed Properties: 277		
C	Commercial	\$587,800
F	Farm	\$12,298,890
I	Industrial	\$42,500
R	Residential	\$91,916,910
T	Managed Forest	\$1,828,800
		\$106,674,900

Poll 002		
No. of Assessed Properties: 798		
C	Commercial	\$11,541,400
F	Farm	\$1,119,700
I	Industrial	\$95,000
R	Residential	\$369,941,054
T	Managed Forest	\$3,026,700
X	Commercial (New Construction)	\$7,297,000
		\$393,020,854

Poll 013		
No. of Assessed Properties: 53		
C	Commercial	\$451,300
F	Farm	\$4,149,900
R	Residential	\$14,712,100
T	Managed Forest	\$585,800
		\$19,899,100

Poll 001		
No. of Assessed Properties: 22		
C	Commercial	\$1,823,000
F	Farm	\$495,500
R	Residential	\$7,457,800
T	Managed Forest	\$1,176,600
		\$10,952,900

Poll 009		
No. of Assessed Properties: 105		
C	Commercial	\$98,600
F	Farm	\$9,036,000
I	Industrial	\$98,900
R	Residential	\$35,964,400
T	Managed Forest	\$795,400
		\$45,993,300

Poll 007		
No. of Assessed Properties: 190		
C	Commercial	\$409,900
F	Farm	\$28,277,100
I	Industrial	\$114,500
R	Residential	\$50,165,600
T	Managed Forest	\$2,714,000
X	Commercial (New Construction)	\$83,600
		\$81,764,700

Poll 004		
No. of Assessed Properties: 177		
F	Farm	\$11,754,600
I	Industrial	\$1,512,800
R	Residential	\$54,693,100
T	Managed Forest	\$4,034,900
X	Commercial (New Construction)	\$17,200
		\$72,012,600

Total: \$4,778,790,117

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

These values reflect assessment numbers from 2021 as 2022 values are not yet available from MPAC



TOWN OF THE BLUE MOUNTAINS

Total Assessment Value per Poll 2021 Tax Year



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TOWN OF THE BLUE MOUNTAINS

Total Assessment Value per Poll

2021 Tax Year

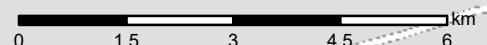


001: \$10,952,900	008: \$84,525,800	002: \$393,020,854
013: \$19,899,100	012: \$104,104,300	011: \$396,678,436
014: \$30,069,900	005: \$106,674,900	015: \$595,903,836
009: \$45,993,300	016: \$131,939,400	003: \$953,215,227
010: \$446,263,000	017: \$156,265,200	006: \$1,108,174,054
004: \$72,012,600	020: \$214,159,501	
007: \$81,764,700	018: \$227,173,109	

Total: \$4,778,790,117

The total assessment value per poll does not include the Realty Tax Class E-Exempt. These values reflect assessment numbers from 2021 as 2022 values are not yet available from MPAC.

Poll	Number of Assessed Properties
001	22
002	798
003	2149
004	177
005	277
006	1936
007	190
008	165
009	105
010	99
011	655
012	369
013	53
014	97
015	978
016	300
017	470
018	739
020	963



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For more information please visit www.thebluemountains.ca

The Average Tax Bill

Municipality	Average Assessed Value	Town	County	Education	Average Tax Bill
Blue Mountains	\$ 637,047	\$ 2,350	\$ 2,316	\$ 975	\$ 5,640
Southgate	\$ 319,453	\$ 2,506	\$ 1,161	\$ 489	\$ 4,156
Georgian Bluffs	\$ 354,785	\$ 2,054	\$ 1,290	\$ 543	\$ 3,886
Chatsworth	\$ 343,148	\$ 2,433	\$ 1,247	\$ 525	\$ 4,205
Hanover	\$ 258,277	\$ 2,258	\$ 939	\$ 395	\$ 3,592
West Grey	\$ 327,221	\$ 2,120	\$ 1,190	\$ 501	\$ 3,810
Meaford	\$ 359,734	\$ 2,953	\$ 1,308	\$ 550	\$ 4,811
Owen Sound	\$ 244,872	\$ 3,132	\$ 822	\$ 375	\$ 4,328
Grey Highlands	\$ 416,423	\$ 2,518	\$ 1,514	\$ 637	\$ 4,669
Clearview	\$ 413,914	\$ 2,818	\$ 1,132	\$ 633	\$ 4,583
Wasaga Beach	\$ 349,604	\$ 1,641	\$ 956	\$ 535	\$ 3,133
Collingwood	\$ 390,393	\$ 2,749	\$ 1,068	\$ 597	\$ 4,414

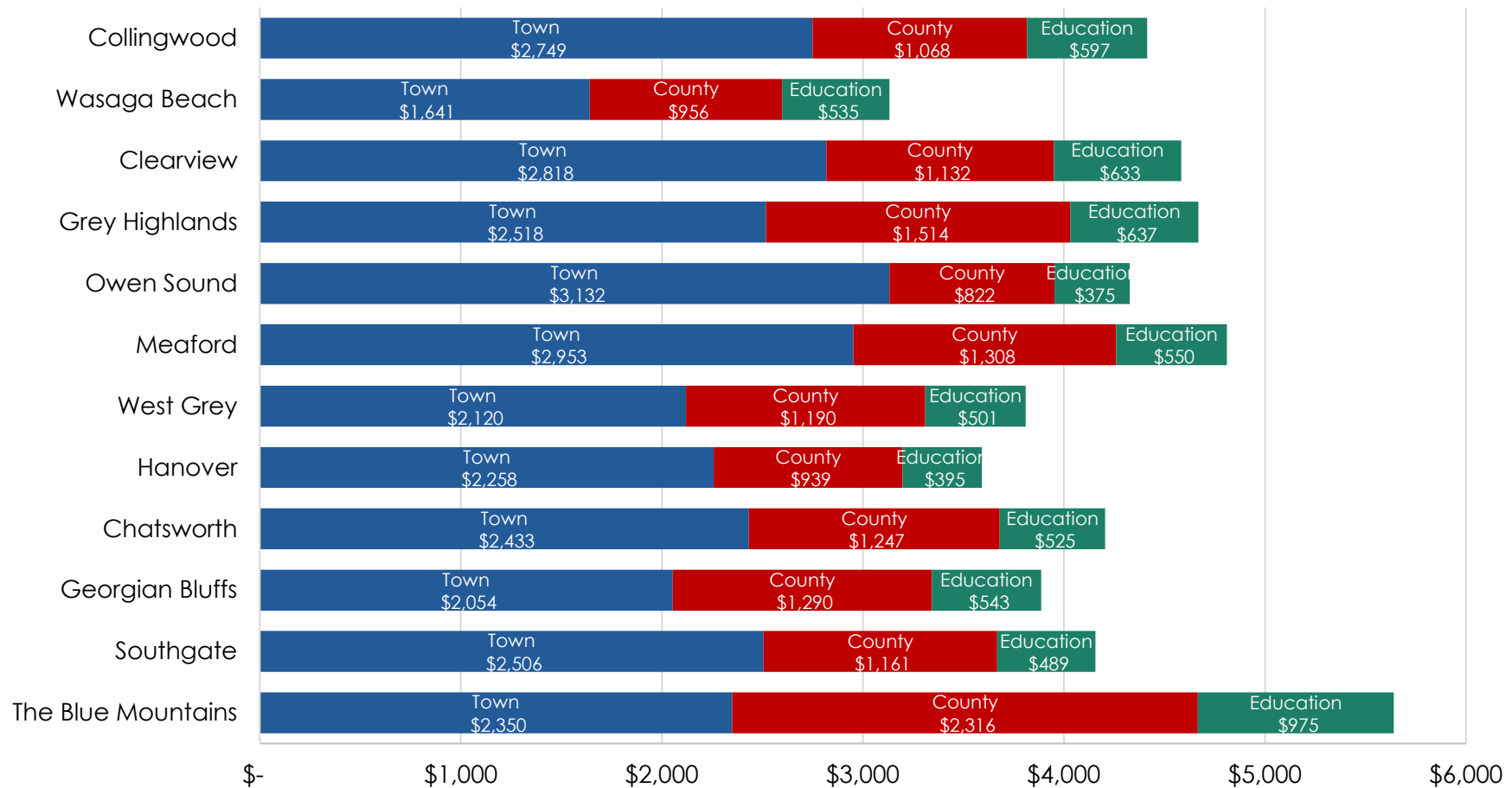
The Average Assessed Value (per dwelling) was sourced from the 2016 Statistics Canada Census. Using the average assessed value of the property, the average tax bill was calculated using the 2021 tax rates for the corresponding municipalities/counties.

Municipality	Tax Rate	Taxes Paid per every \$100,000 of Assessment
The Blue Mountains	0.00368867	\$ 368.87
Southgate	0.00784537	\$ 784.54
Georgian Bluffs	0.00578809	\$ 578.81
Chatsworth	0.00709001	\$ 709.00
Hanover	0.00874414	\$ 874.41
West Grey	0.00647899	\$ 647.90
Meaford	0.00820761	\$ 820.76
Owen Sound	0.01278909	\$ 1,278.91
Grey Highlands	0.00604646	\$ 604.65
Clearview	0.00680716	\$ 680.72
Wasaga Beach	0.00469490	\$ 469.49
Collingwood	0.00704168	\$ 704.17

County/Education	Tax Rate	Taxes Paid per every \$100,000 of Assessment
Grey County	0.00363523	\$ 363.52
Simcoe County	0.00273563	\$ 273.56
Education	0.00153000	\$ 153.00

2021 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, in some cases, the Town collects less municipal tax than other municipalities.



Change in Taxation by Assessment

Based on the 2022 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 2021 on their tax bill, while the second chart illustrates how much a residential tax bill would be in 2022, based on the Draft Budget. The third chart illustrates the increase from 2021 to 2022.

2021	Tax Rate	\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town	0.00368867	\$ 738	\$ 1,107	\$ 1,475	\$ 1,844	\$ 2,213	\$ 2,582	\$ 2,951	\$ 3,320	\$ 3,689
County	0.00363523	\$ 727	\$ 1,091	\$ 1,454	\$ 1,818	\$ 2,181	\$ 2,545	\$ 2,908	\$ 3,272	\$ 3,635
Education	0.00153000	\$ 306	\$ 459	\$ 612	\$ 765	\$ 918	\$ 1,071	\$ 1,224	\$ 1,377	\$ 1,530
Total	0.00885390	\$ 1,771	\$ 2,656	\$ 3,542	\$ 4,427	\$ 5,312	\$ 6,198	\$ 7,083	\$ 7,969	\$ 8,854

2022	Rate/Increase	\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town	2.68%	\$ 758	\$ 1,136	\$ 1,515	\$ 1,894	\$ 2,273	\$ 2,651	\$ 3,030	\$ 3,409	\$ 3,788
County	3.75%	\$ 754	\$ 1,131	\$ 1,509	\$ 1,886	\$ 2,263	\$ 2,640	\$ 3,017	\$ 3,394	\$ 3,772
Education	0.00%	\$ 306	\$ 459	\$ 612	\$ 765	\$ 918	\$ 1,071	\$ 1,224	\$ 1,377	\$ 1,530
Total		\$ 1,818	\$ 2,727	\$ 3,636	\$ 4,545	\$ 5,453	\$ 6,362	\$ 7,271	\$ 8,180	\$ 9,089

Net Increase		\$ 200,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town		\$ 20	\$ 30	\$ 40	\$ 49	\$ 59	\$ 69	\$ 79	\$ 89	\$ 99
County		\$ 27	\$ 41	\$ 55	\$ 68	\$ 82	\$ 95	\$ 109	\$ 123	\$ 136
Education		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total		\$ 47	\$ 71	\$ 94	\$ 118	\$ 141	\$ 165	\$ 188	\$ 212	\$ 235

Change in Taxation – Town Portion of Property Tax Bills

The average residential property in the Town of The Blue Mountains is valued at \$540,000 (as per MPAC). A residential tax bill for the Town portion of a property assessed at \$540,000 in 2022 would be approximately \$2,045, an increase of \$53 over 2021.

How the Town's taxes are spent

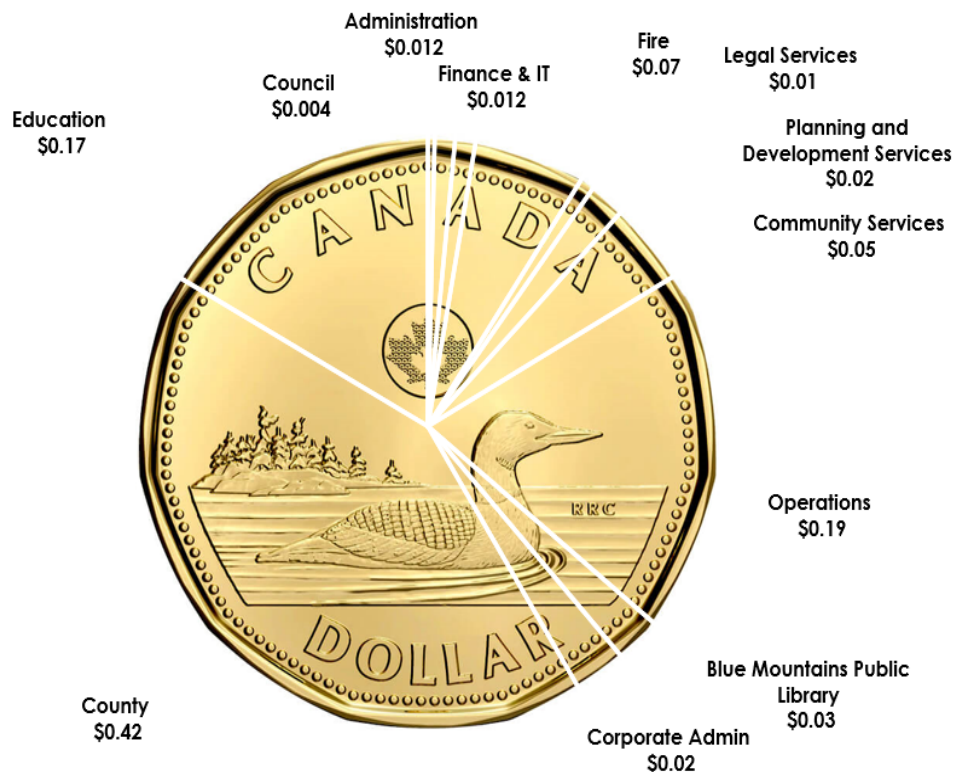
When the Town of The Blue Mountains sends out a tax bill to residents, the Town is collecting taxes for its own use, as well as for Grey County and the School Boards. For every dollar that the Town collects in taxation, approximately 41% is kept by the Town, 42% is sent to Grey County, and 17% is given 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.

How the Town's tax bill is spent

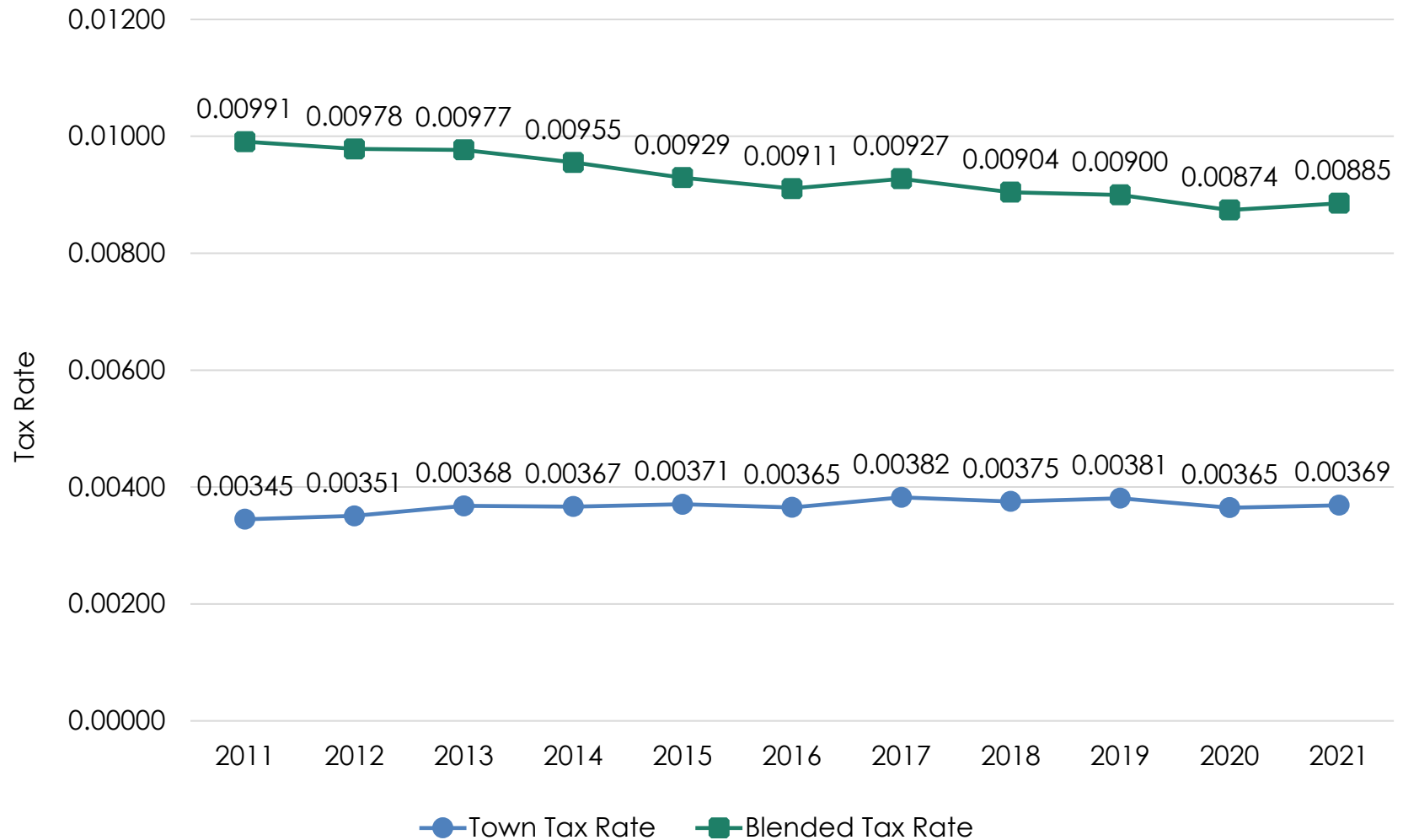
Town of The Blue Mountains Tax Breakdown

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



Change in Tax Rate

The graph below illustrates both the Town's Tax Rate and the Blended (Town, County, and Education) Tax Rate from 2011 to 2021. 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).



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	\$ 27,562,694
25% Limit as per Provincial Legislation	\$ 6,890,674
15% Limit as per Town Debt Policy (POL.COR.17.01)	\$ 4,134,404
Current Annual Payments	
Town Hall	\$ 255,735
OPP Detachment	\$ 37,375
Thornbury Water Reservoir	\$ 119,878
Thornbury Harbour	\$ 55,536
Landfill Mining and Expansion	\$ 66,121
Land Purchases (125 Peel Street and 19 Napier Street)	\$ 184,068
Total Current Annual Payments	\$ 718,713
Approved Projects	
Thornbury West Road Reconstruction	\$ 195,227
Tyrolean Village Servicing	\$ 146,710
Bridge #2 and #3 Replacement	\$ 101,890
Total Approved Projects	\$ 443,827
Total Annual Payments	\$ 1,162,540
Remaining Limit (15%)	\$ 2,971,864
Proposed Annual Payments (2022 Budget)	
Aerial Pumper	\$ 94,240
Landfill Mining and Expansion Phase 2	\$ 294,000
Ravenna Roads Depot Expansion	\$ 471,490
Total Proposed Annual Payments (2022 Budget)	\$ 859,730
Total of All Annual Payments	\$ 2,022,267
Remaining Limit (15%)	\$ 2,112,137

Ontario Municipal Partnership Funding

The Ontario Municipal Partnership Funding (OMPF) is the Province's main general assistance to municipalities. In 2022, the Province is providing the Town with \$1,322,000 in funding through the OMPF, which is equivalent of \$156 per household.

The following tables outline the OMPF funding the Town has been granted for 2019-2022 along with key OMPF data inputs.

Funding Source	2019 OMPF	2020 OMPF	2021 OMPF	2022 OMPF
Assessment Equalization Grant	\$ 0	\$ 0	\$ 0	\$ 0
Northern Communities Grant	\$ 0	\$ 0	\$ 0	\$ 0
Rural Communities Grant	\$ 1,031,200	\$ 1,038,200	\$ 1,070,700	\$ 1,110,100
Northern and Rural Fiscal Circumstances Grant	\$ 257,800	\$ 261,600	\$ 228,900	\$ 211,900
Transitional Assistance	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 1,289,000	\$ 1,299,800	\$ 1,299,600	\$ 1,322,000

Key OMPF Data Inputs	2019 Key Inputs	2020 Key Inputs	2021 Key Inputs	2022 Key Inputs
Households	7,812	7,925	8,173	8,474
Total Weighted Assessment per Household	\$ 526,571	\$ 539,193	\$ 554,977	\$ 555,840
Rural and Small Community Measure	100%	100%	100%	100%
Farm Area Measure	n/a	n/a	n/a	n/a
Northern and Rural Municipal Fiscal Circumstances Index	3.3	3.3	2.8	2.5
2022 Guaranteed Level of Support	86.6%	86.6%	85.8%	85.5%

Obligatory Reserve Funds

Account	2021 Ending	2022 Added To	2022 Taken From	2022 Ending	2023 Added To	2023 Taken From	2023 Ending	2024 Added To	2024 Taken From	2024 Ending
Federal Gas Tax	\$ 79,602	\$ 222,799	\$ 0	\$ 302,401	\$ 222,799	\$ 0	\$ 525,200	\$ 232,486	\$ 0	\$ 757,686
Cash in Lieu of Parking	\$ 34,424	\$ 0	\$ 0	\$ 34,424	\$ 0	\$ 0	\$ 34,424	\$ 0	\$ 0	\$ 34,424
Parkland Dedication	\$ 1,960	\$ 0	\$ 0	\$ 1,960	\$ 0	\$ 0	\$ 1,960	\$ 0	\$ 0	\$ 1,960
Total	\$ 115,986	\$ 222,799	\$ 0	\$ 338,785	\$ 222,799	\$ 0	\$ 561,583	\$ 232,486	\$ 0	\$ 794,070

Development Charges Reserve Funds

Account	2021 Ending	2022 Added To	2022 Taken From	2022 Ending	2023 Added To	2023 Taken From	2023 Ending	2024 Added To	2024 Taken From	2024 Ending
General Government	\$ (263,630)	\$ 150,786	\$ 50,000	\$ (162,844)	\$ 94,597	\$ 392,500	\$ (460,747)	\$ 94,597	\$ 117,500	\$ (483,650)
Fire and Rescue	\$ 873,214	\$ 163,379	\$ 375,000	\$ 661,593	\$ 102,506	\$ 0	\$ 764,099	\$ 102,506	\$ 0	\$ 866,604
Police	\$ 34,438	\$ 49,409	\$ 37,374	\$ 46,473	\$ 31,021	\$ 37,374	\$ 40,120	\$ 31,021	\$ 37,374	\$ 33,766
Public Works	\$ 1,546,711	\$ 394,315	\$ 175,500	\$ 1,765,526	\$ 247,278	\$ 0	\$ 2,012,804	\$ 247,278	\$ 0	\$ 2,260,081
Roads and Related Area	\$ 4,621,170	\$ 4,088,126	\$ 520,500	\$ 8,188,796	\$ 2,562,967	\$ 1,545,000	\$ 9,206,763	\$2,562,967	\$ 5,315,000	\$ 6,454,730
Parks and Recreation	\$ 2,639,235	\$ 1,095,136	\$ 590,000	\$ 3,144,371	\$ 686,512	\$ 0	\$ 3,830,883	\$ 686,512	\$ 0	\$ 4,517,395
Library	\$ 2,289,688	\$ 468,496	\$ 0	\$ 2,758,184	\$ 293,732	\$ 0	\$ 3,051,916	\$ 293,732	\$ 0	\$ 3,345,648
Parking and By-law	\$ (468,809)	\$ 272,643	\$ 0	\$ (196,166)	\$ 0	\$ 0	\$ (196,166)	\$ 0	\$ 0	\$ (196,166)
Solid Waste	\$ 182,394	\$ 76,639	\$ 0	\$ 259,033	\$ 48,036	\$ 0	\$ 307,068	\$ 48,036	\$ 0	\$ 355,104
Water - Thornbury East - Other	\$ (744,383)	\$ 13,058	\$ 22,777	\$ (754,102)	\$ 12,125	\$ 22,035	\$ (764,012)	\$ 12,125	\$ 21,203	\$ (773,090)
Water - Thornbury West - Other	\$(2,730,811)	\$ 114,723	\$ 577,101	\$(3,193,189)	\$ 106,529	\$ 1,613,939	\$(4,700,599)	\$ 106,529	\$ 1,990,392	\$(6,584,462)
Water Supply	\$ 3,352,376	\$ 267,069	\$ 0	\$ 3,619,445	\$ 167,391	\$ 0	\$ 3,786,836	\$ 167,391	\$ 460,000	\$ 3,494,226
Water – Clarksburg	\$ 33,545	\$ 0	\$ 0	\$ 33,545	\$ 0	\$ 0	\$ 33,545	\$ 0	\$ 0	\$ 33,545
Water - Craigeleith - Other	\$ 4,399,391	\$ 1,694,750	\$ 0	\$ 6,094,141	\$ 932,777	\$ 0	\$ 7,026,918	\$ 932,777	\$ 0	\$ 7,959,694
Water – Osler	\$ 3,863	\$ 0	\$ 0	\$ 3,863	\$ 0	\$ 0	\$ 3,863	\$ 0	\$ 0	\$ 3,863
Water – Camperdown	\$ 21,540	\$ 5,236	\$ 0	\$ 26,776	\$ 4,847	\$ 0	\$ 31,623	\$ 4,847	\$ 0	\$ 36,470
Water - Lora Bay	\$(2,114,874)	\$ 57,335	\$ 0	\$(2,057,539)	\$ 53,160	\$ 0	\$(2,004,378)	\$ 53,160	\$ 0	\$(1,951,218)
Sewer - Thornbury West - Other	\$ 156,504	\$ 81,159	\$ 380,000	\$ (142,336)	\$ 75,362	\$ 1,520,000	\$(1,586,974)	\$ 75,362	\$ 1,900,000	\$(3,411,612)
Sewer - Thornbury East - Other	\$ (70,067)	\$ 16,936	\$ 0	\$ (53,131)	\$ 15,726	\$ 0	\$ (37,405)	\$ 15,726	\$ 0	\$ (21,679)
Sewer - Camperdown	\$ 477,425	\$ 237,624	\$ 0	\$ 715,049	\$ 219,978	\$ 0	\$ 935,027	\$ 219,978	\$ 867,000	\$ 288,004
Sewer - Lora Bay	\$ 20,319	\$ 177,174	\$ 0	\$ 197,493	\$ 164,273	\$ 0	\$ 361,765	\$ 164,273	\$ 0	\$ 526,038
Sewer - Craigeleith - Other	\$ 827,548	\$ 447,974	\$ 0	\$ 1,275,522	\$ 246,015	\$ 0	\$ 1,521,537	\$ 246,015	\$ 0	\$ 1,767,553
Sewer - Clarksburg	\$ (425,953)	\$ 0	\$ 0	\$ (425,953)	\$ 0	\$ 0	\$ (425,953)	\$ 0	\$ 0	\$ (425,953)
Sewer - Osler	\$ 1,459	\$ 0	\$ 287,500	\$ (286,041)	\$ 0	\$ 0	\$ (286,041)	\$ 0	\$ 0	\$ (286,041)
Sewer Capacity – Thornbury	\$(11,521,143)	\$ 217,310	\$ 10,000	\$(11,313,833)	\$ 201,579	\$ 0	\$(11,112,254)	\$ 201,579	\$ 0	\$(10,910,675)
Sewer Capacity - Craigeleith	\$ (397,937)	\$ 620,658	\$ 385,000	\$ (162,279)	\$ 574,119	\$ 0	\$ 411,840	\$ 574,119	\$ 0	\$ 985,959
Sewer- Castle Glen	\$ 0	\$ 0	\$ 287,500	\$ (287,500)	\$ 0	\$ 0	\$ (287,500)	\$ 0	\$ 0	\$ (287,500)
Total	\$ 2,743,212	\$10,709,935	\$ 3,698,252	\$ 9,754,895	\$ 6,840,528	\$ 5,130,848	\$11,464,575	\$6,840,528	\$10,708,469	\$ 7,596,633

Discretionary Reserve Funds

Account	2021 Ending	2022 Added To	2022 Taken From	2022 Ending	2023 Added To	2023 Taken From	2023 Ending	2024 Added To	2024 Taken From	2024 Ending
Grant and Donations	\$ 34,968	\$ 0	\$ 0	\$ 34,968	\$ 0	\$ 0	\$ 34,968	\$ 0	\$ 0	\$ 34,968
IT Asset Replacement	\$ 20,961	\$ 275,000	\$ 240,000	\$ 55,961	\$ 300,000	\$ 335,000	\$ 20,961	\$ 325,000	\$ 242,000	\$ 103,961
Fire Asset Replacement	\$ 477,199	\$ 310,000	\$ 70,000	\$ 717,199	\$ 355,000	\$ 50,000	\$ 1,022,199	\$ 400,000	\$ 650,000	\$ 772,199
Bridges and Culverts	\$ 1,734,475	\$ 402,000	\$ 395,000	\$ 1,741,475	\$ 578,000	\$ 10,000	\$ 2,309,475	\$ 742,000	\$ 0	\$ 3,051,475
Roads Equipment Asset Replacement	\$ 443,765	\$ 300,000	\$ 200,000	\$ 543,765	\$ 350,000	\$ 880,000	\$ 13,765	\$ 400,000	\$ 0	\$ 413,765
Infrastructure Asset Replace	\$ 2,494,894	\$ 486,500	\$ 1,225,000	\$ 1,756,394	\$ 496,000	\$ 15,000	\$ 2,237,394	\$ 506,000	\$ 135,000	\$ 2,608,394
Parking Lots	\$ 34,216	\$ 25,000	\$ 0	\$ 59,216	\$ 25,000	\$ 0	\$ 84,216	\$ 25,000	\$ 0	\$ 109,216
Solid Waste Asset Replacement	\$ 287,059	\$ 87,000	\$ 224,000	\$ 150,059	\$ 90,000	\$ 0	\$ 240,059	\$ 93,000	\$ 0	\$ 333,059
Community Services Asset Replacement	\$ 243,065	\$ 212,000	\$ 455,000	\$ 65	\$ 282,000	\$ 0	\$ 282,065	\$ 288,000	\$ 325,000	\$ 245,065
Shoreline Acquisition and Development	\$ 1,359,745	\$ 0	\$ 130,000	\$ 1,229,745	\$ 0	\$ 0	\$ 1,229,745	\$ 0	\$ 0	\$ 1,229,745
Facility Asset Replacement	\$ 300,721	\$ 75,000	\$ 81,000	\$ 294,721	\$ 100,000	\$ 33,000	\$ 361,721	\$ 125,000	\$ 0	\$ 486,721
Community Improvement	\$ 437,291	\$ 0	\$ 0	\$ 437,291	\$ 0	\$ 0	\$ 437,291	\$ 0	\$ 0	\$ 437,291
Building Rate Stabilization	\$ 2,084,473	\$ 0	\$ 690,467	\$ 1,394,006	\$ 0	\$ 634,523	\$ 759,483	\$ 0	\$ 648,399	\$ 111,084
Water Asset Replacement	\$ 6,480,754	\$ 1,551,340	\$ 7,944,332	\$ 87,761	\$ 1,561,798	\$ 1,200,751	\$ 448,808	\$ 1,572,256	\$ 1,233,987	\$ 787,077
Wastewater Asset Replacement	\$ 9,335,877	\$ 1,085,306	\$ 6,327,332	\$ 4,093,851	\$ 1,094,144	\$ 1,858,751	\$ 3,329,244	\$ 1,102,982	\$ 2,570,237	\$ 1,861,990
Total	\$25,769,463	\$4,809,146	\$17,982,131	\$12,596,478	\$5,231,942	\$5,017,025	\$12,811,396	\$5,579,238	\$5,804,623	\$12,586,011

Reserves

Account	2021 Ending	2022 Added To	2022 Taken From	2022 Ending	2023 Added To	2023 Taken From	2023 Ending	2024 Added To	2024 Taken From	2024 Ending
Working Capital	\$ 3,176,841	\$ 0	\$ 0	\$ 3,176,841	\$ 0	\$ 0	\$ 3,176,841	\$ 0	\$ 0	\$ 3,176,841
Council	\$ 105,416	\$ 0	\$ 77,000	\$ 28,416	\$ 20,000	\$ 0	\$ 48,416	\$ 20,000	\$ 0	\$ 68,416
Workers Compensation	\$ 55,225	\$ 0	\$ 0	\$ 55,225	\$ 0	\$ 0	\$ 55,225	\$ 0	\$ 0	\$ 55,225
Insurance Deductible	\$ 507,851	\$ 0	\$ 0	\$ 507,851	\$ 0	\$ 0	\$ 507,851	\$ 0	\$ 0	\$ 507,851
Human Resources	\$ 559,522	\$ 0	\$ 25,000	\$ 534,522	\$ 25,000	\$ 25,000	\$ 534,522	\$ 25,000	\$ 25,000	\$ 534,522
Year Over Year Roll Over	\$ 644,085	\$ 0	\$ 0	\$ 644,085	\$ 0	\$ 0	\$ 644,085	\$ 0	\$ 37,500	\$ 606,585
Legal	\$ 198,783	\$ 0	\$ 0	\$ 198,783	\$ 0	\$ 0	\$ 198,783	\$ 0	\$ 0	\$ 198,783
Police	\$ 406,032	\$ 0	\$ 0	\$ 406,032	\$ 0	\$ 0	\$ 406,032	\$ 0	\$ 0	\$ 406,032
Winter Control	\$ 360,621	\$ 0	\$ 0	\$ 360,621	\$ 0	\$ 0	\$ 360,621	\$ 0	\$ 0	\$ 360,621
Clarksburg Parking	\$ 6,186	\$ 0	\$ 0	\$ 6,186	\$ 0	\$ 0	\$ 6,186	\$ 0	\$ 0	\$ 6,186
Landfill Post Closure	\$ 618,858	\$ 212,000	\$ 0	\$ 830,858	\$ 212,000	\$ 0	\$ 1,042,858	\$ 212,000	\$ 0	\$ 1,254,858
Cemetery	\$ 46,053	\$ 0	\$ 25,000	\$ 21,053	\$ 0	\$ 0	\$ 21,053	\$ 0	\$ 0	\$ 21,053
Health Services	\$ 86,962	\$ 0	\$ 0	\$ 86,962	\$ 0	\$ 0	\$ 86,962	\$ 0	\$ 0	\$ 86,962
Parks Memorial Trees	\$ 13,991	\$ 0	\$ 0	\$ 13,991	\$ 0	\$ 0	\$ 13,991	\$ 0	\$ 0	\$ 13,991
Depot	\$ 43,130	\$ 0	\$ 0	\$ 43,130	\$ 0	\$ 0	\$ 43,130	\$ 0	\$ 0	\$ 43,130
Attainable Housing	\$ 40,000	\$ 0	\$ 0	\$ 40,000	\$ 0	\$ 0	\$ 40,000	\$ 0	\$ 0	\$ 40,000
Planning Studies	\$ 57,753	\$ 60,000	\$ 110,000	\$ 7,753	\$ 75,000	\$ 82,500	\$ 253	\$ 90,000	\$ 0	\$ 90,253
Development Engineering	\$ 265,782	\$ 0	\$ 82,000	\$ 183,782	\$ 0	\$ 7,000	\$ 176,782	\$ 0	\$ 7,000	\$ 169,782
Economic Development	\$ 45,362	\$ 0	\$ 0	\$ 45,362	\$ 0	\$ 0	\$ 45,362	\$ 0	\$ 0	\$ 45,362
BIA	\$ 48,271	\$ 0	\$ 0	\$ 48,271	\$ 0	\$ 0	\$ 48,271	\$ 0	\$ 0	\$ 48,271
General Gov't Non Growth	\$ 34,772	\$ 0	\$ 0	\$ 34,772	\$ 0	\$ 0	\$ 34,772	\$ 0	\$ 0	\$ 34,772
Library Non Growth	\$ 59,702	\$ 0	\$ 0	\$ 59,702	\$ 0	\$ 0	\$ 59,702	\$ 0	\$ 0	\$ 59,702
Harbour	\$ 179,664	\$ 60,146	\$ 140,687	\$ 99,124	\$ 50,770	\$ 48,691	\$ 101,203	\$ 89,954	\$ 59,888	\$ 131,269
Water Rate Stabilization	\$ 1,025,071	\$ 0	\$ 155,899	\$ 869,172	\$ 0	\$ 129,835	\$ 739,337	\$ 0	\$ 156,677	\$ 582,660
Wastewater Rate Stabilization	\$ 514,815	\$ 0	\$ 142,525	\$ 372,290	\$ 0	\$ 109,077	\$ 263,213	\$ 0	\$ 91,611	\$ 171,602
Total	\$ 9,100,749	\$ 332,146	\$ 758,111	\$ 8,674,784	\$ 382,770	\$ 402,103	\$ 8,655,451	\$ 436,954	\$ 377,676	\$ 8,714,730

Town of The Blue Mountains Full-Time Headcount

Governance Positions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
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	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Chief Administrative Officer	2	2	2	2	2	2	2	2	2	2	2	2
Administration	8	7	7	7	7	7	7	6	7	10	12	11
Finance and IT Services	16	16	16	16	16	16	16	16	17	18	18	18
Planning and Development Services	12	12	12	12	15	17	15	15	16	17	21	21
Fire Services	8	8	8	8	8	8	8	8	8	7	12	12
Legal Services	0	0	0	0	0	0	5	5	8	8	8	8
Community Services	11	10	9	9	10	10	11	12	12	12	13	13
Operations	34	35	35	35	35	35	36	38	40	43	44	44
Total Full-Time Positions	91	90	89	89	93	95	100	102	110	117	130	129

Department	Full-Time Positions
Chief Administrative Officer	
Taxation Funded	2
Total Chief Administrative Officer	2
Administration	
Taxation Funded	8
Committee Funded	1
Project Funded	2
Total Administration	11
Finance and IT Services	
Taxation Funded	17
Water User-Fee Funded	0.5
Wastewater User-Fee Funded	0.5
Total Finance and IT Services	18
Planning and Development Services	
Taxation Funded	7
Development Engineering User-Fee Funded	5
Building User-Fee Funded	9
Total Planning and Development Serves	21
Fire Services	
Taxation Funded	12
Total Fire Services	12
Legal Services	
Taxation Funded	7
Short-Term Accommodation User-Fee Funded	1
Total Legal Services	8
Community Services	
Taxation Funded	11
Harbour User-Fee Funded	2
Total Community Services	13
Operations	
Taxation Funded	23
Water User-Fee Funded	10.5
Wastewater User-Fee Funded	8.5
Project Funded	2
Total Operations	44

Department	Full-Time Positions
Total Full-Time Positions	129

The 129 headcount includes the reduction of one position as directed by Council, however this count does not include any staffing additions to the budget.

Some of the taxation funded positions are transferred out as per the Town's Inter-functional Transfer Policy to the operating divisions.

Tax Levy Summary by Expense

Expense	2021 Approved Budget	2022 Draft Budget	% Change	\$ Change
Salaries, Wages, and Benefits	\$15,107,716	\$16,298,300	7.88%	\$1,190,584
Administrative	\$206,650	\$223,997	8.39%	\$17,347
Operating	\$1,272,985	\$1,308,025	2.75%	\$35,040
Communications	\$327,350	\$402,920	23.09%	\$75,570
Training and Travel	\$383,974	\$473,113	23.21%	\$89,139
Utilities	\$1,097,820	\$1,100,315	0.23%	\$2,495
Equipment	\$1,096,865	\$1,243,990	13.41%	\$147,125
Vehicle and Fleet	\$437,560	\$456,830	4.40%	\$19,270
Legal	\$162,500	\$186,000	14.46%	\$23,500
Consulting	\$1,637,760	\$1,030,750	-37.06%	-\$607,010
Purchased Services	\$5,634,890	\$5,666,057	0.55%	\$31,166
Debt Payments	\$505,045	\$718,710	42.31%	\$213,665
Financial	\$1,059,360	\$1,130,334	6.70%	\$70,974
Premise and Site	\$788,580	\$878,329	11.38%	\$89,749
Total Expenses	\$29,719,055	\$31,117,669	4.71%	\$1,398,614
Transfers				
Transfers to Capital	-\$295,805	\$124,576	-142.11%	\$420,381
Transfers to Reserves	\$5,480,298	\$5,408,880	-1.30%	-\$71,418
Transfer from Obligatory Reserves	-\$1,451,330	-\$617,251	-57.47%	\$834,079
Transfer from Other Reserves	-\$1,626,164	-\$1,826,648	12.33%	-\$200,484
Inter-functionals Transfers	-\$250,399	-\$504,428	101.45%	-\$254,029
Total Transfers	\$1,856,601	\$2,585,129	39.24%	\$728,528
Total Expenses and Transfers	\$31,575,655	\$33,702,799	6.74%	\$2,127,142
Revenue				
Grants & Donations	\$1,532,440	\$1,689,840	10.27%	\$157,400
External Revenue	\$14,068,041	\$15,228,439	8.25%	\$1,160,398
Subsidies	-\$67,750	-\$92,800	36.97%	-\$25,050
Total Revenue	\$15,532,731	\$16,825,479	8.32%	\$1,292,748
Net Cost of Service	\$16,042,924	\$16,877,320	5.20%	\$834,394
Blue Mountains Public Library	\$1,353,839	\$1,360,411	0.49%	\$6,573
Base Budget Tax Levy	\$17,396,763	\$18,237,731	4.83%	\$840,967
Additions to the Budget		\$ 277,569	1.6%	\$ 277,569
Tax Levy	\$17,396,763	\$ 18,515,300	6.43%	\$ 1,118,537

2021 COVID-19 Expenses

	Sept – Dec 20	YTD Cost
Expenses		
Salaries and Benefits	\$ 32,096	\$ 138,428
Operating Expenses	\$ 855	\$ 16,109
Communications	\$ 944	\$ 5,508
Purchased Services	\$ 10,813	\$ 22,794
Health and Safety	\$ 0	\$ 1,627
Personnel	\$ 0	\$ 1,425
Vehicle Expenses	\$ 3,205	\$ 39,254
Community Grants	\$ 0	\$ 6,000
Total Expenses	\$ 47,913	\$ 231,145
Transfers		
Interfunctional Transfers	\$ 3,649	\$ 25,570
Total Transfers	\$ 3,649	\$ 25,570
Lost Revenues		
BVCC	\$ 0	\$ 109,220
Small Halls	\$ 1,384	\$ 7,029
Penalty and Interest	\$ 0	\$ 102,560
Total Lost Revenue	\$ 1,384	\$ 218,809
Total Transfers, Expenses and Lost Revenue	\$ 41,379	\$ 463,957
Grants		
Provincial Grants	\$ 0	\$ (173,262)
Bottom-line Impact	\$ 41,379	\$ 290,695

Capital Assets

The below chart is a high-level estimate of the tangible capital assets that were purchased or assumed by the Town in 2021 as well as an estimated amortization calculation. These amounts are not audited and are subject to change as the Town completes the year-end process and year-end audit.

	Land	Land Improve-ments	Buildings	Machinery, Equipment and Vehicles	Water System	Sewer System	Roads	Total
Beginning Balance	\$25,159,337	\$11,227,681	\$29,750,317	\$33,819,714	\$48,716,486	\$63,853,402	\$98,058,636	\$310,585,573
Estimated Additions	\$ 3,598,443	\$ 601,859	\$ 311,065	\$ 3,842,104	\$ 2,981,230	\$ 1,553,921	\$ 331,269	\$13,219,892
Estimated Assumptions								\$ 0
Total Cost End of Year	\$28,757,780	\$11,829,540	\$30,061,382	\$37,661,818	\$51,697,716	\$65,407,323	\$98,389,905	\$323,805,465
Accumulated Amortization	\$ 0	\$ 5,674,754	\$13,504,362	\$17,681,351	\$16,846,710	\$16,462,911	\$53,469,223	\$123,639,311
Estimated Amortization	\$ 0	\$ 489,281	\$ 785,676	\$ 1,751,971	\$ 624,992	\$ 780,653	\$ 2,538,641	\$ 6,971,215
Total Accumulated Amortization	\$ 0	\$ 6,164,035	\$14,290,038	\$19,433,322	\$17,471,702	\$17,243,564	\$56,007,864	\$130,610,526
Net Carrying Cost	\$28,757,780	\$ 5,665,505	\$15,771,343	\$18,228,496	\$34,226,014	\$48,163,759	\$42,382,041	\$193,194,939

Consolidated Entities

Blue Mountains Attainable Housing Corporation

	2020 Actual	2021 Actual (YTD)	Draft 2022 Budget	Projected 2023 Budget	Projected 2024 Budget
Expenses					
Land purchase by Town	0	1,748,493	0	0	0
One Time Grant Equal to Building Permit and Planning Fees	0	0	200,000	0	0
One Time Grant Equal to TBM DC charged on Attainable Units	0	0	850,000	0	0
Total Expenses	0	1,748,493	1,050,000	0	0
Transfers					
Transfers from Reserves/CIP	0	608,647 ¹	1,050,000 ²	0	0
Total Transfers	0	608,647	1,050,000	0	0
Revenue					
Grant from County	0	1,139,846	0	0	0
Total Revenue Sources	0	1,139,846	0	0	0
Loan to BMAHC	100,000	170,000	530,000³	400,000	0

¹ Funded by Capital Levy Reserve.

² \$200,000 – Fees Reserve; \$850,000 – Alternate source

³ includes \$170,000 unadvanced loan commitment from 2021

Consolidated Entities

The Thornbury Business Improvement Area

At the February 8, 2021 Council meeting, Council approved the following motion:

2021 Budget and Tax Rate Options, FAF.21.034

Moved by: Deputy Mayor Potter Seconded by: Councillor Hope

THAT Council receive Staff Report FAF.21.034, entitled "2021 Budget and Tax Rate Options;"

AND THAT Council endorses a tax levy of \$17,396,763 for 2021 to be considered for enactment on February 8, 2021;

AND THAT, as it relates to the list included in Staff Report FAF.21.034, Council directs staff to revise the 2021 draft budget as follows:

1. **Remove** Council Accommodation and Mileage Budget for 2021 - \$10,000;
2. **Delay** Communication Positions until July 1 - \$17,280
3. **Remove** Lean Training to 2022 - \$22,000
4. **Split** Fire Master Plan Funding between 2021 and 2022 - \$37,500

AND THAT, with respect to Staff Report FAF.21.034 "2021 Budget and Tax Rate Options", and in response to the Thornbury BIA's January 19, 2021 request for support, Council of the Town of The Blue Mountains provides the following to the Thornbury BIA:

- i. **\$25,000 for three years (2021, 2022, 2023) for a total of \$75,000 for the lighting project;**
- ii. \$20,000 subsidy in 2021 for Parks and Recreation for flower watering and garbage pickup

AND THAT Council approve the inclusion in the 2021 budget of a part-time Licensing Administrative Assistant at an upset cost of \$43,882.00 to be funded through Short Term Accommodation Revenue;

AND THAT Council merge the proposed 2023 Studies and Plans Stormwater Hydraulic Model in the amount of \$300,000 funded from the Roads and Related Development Charges into the 2019 Council approved Project Master Drainage Plan.

Yay (7): Mayor Soever, Deputy Mayor Potter, Councillor Bordignon, Councillor Hope, Councillor Matrosovs, Councillor Sampson, and Councillor Uram

The \$25,000 for the BIA lighting project has been included in the Community Services 2022 budget.

Consolidated Entities

The Blue Mountains Public Library

In 2021 the Town and The Blue Mountains Public Library (BMPL) entered into a new funding agreement. Starting in 2022, the BMPL will be tied to a percentage of the tax levy. The agreement provides for the following:

- The Blue Mountains Public Library (BMPL) to receive an annual funding allocation of 6% of the previous year tax levy;
- The agreement is for a 3 year term, with a 3 year automatic renewal if it is not terminated by either party;
- Any annual surplus will be held with the BMPL;
- Any annual deficit will be recovered from future years funding; and
- If addition funding is required that is beyond the annual allocation, a formal request to Council is required for inclusion in the Town's annual budget.

As identified in section 8.1 of the Multi-Year Funding Agreement between TBM and BMPL, the Board is making the funding request to Council for the shortfall of compensation based on the proposed Town of the Blue Mountains Salary Grid. This amount will be in accordance with the Council rate of compensation and COLA for 2022 and will include part-time pay equity end of year payments based on the projected hours of those employees.

	Amount
Allocation to the BMPL for 2022 (as per the agreement)	\$ 1,043,806
Interfunctionals	\$ 316,605
Compensation Grid Adjustments	\$ 160,468



Staff Report

Administration – Chief Administrative Officer

Report To: Special Committee of the Whole
Meeting Date: December 8, 2021
Report Number: FAF.21.211
Title: Committees of Council Supplementary Budget Information
Prepared by: Shawn Everitt, Chief Administrative Officer

A. Recommendations

THAT Council receive Staff Report FAF.21.211, entitled “Committees of Council Supplementary Budget Information” as requested by Council for information purposes.

B. Overview

This report was requested at the December 3, 2021 Special Committee of the Whole budget meeting for staff to provide additional information regarding Committees of Council.

C. Background

The 2018 – 2022 term of Council established a number of new Committees of Council.

During the 2022 budget deliberations, Council requested additional information with regards to Committees of Council. This information included potential options for Committee structure changes, scheduling revisions, and reduced resourcing. This information also includes the potential option that Committees of Council, where appropriate, finalize their work as Council enters the summer break and refrain from meeting until after the 2022 municipal election.

Staff believe it is important to include the number of Council and Committee of the Whole meetings held over the past 4 years, with 2021 being projected to the end of the year.

Table 1: Number of Council and Committee of the Whole Meetings (2018 – 2021)

Year	Council	Special Meeting of Council	Committee of the Whole	Special Committee of the Whole	Total
2018	14	20	14	6	54
2019	15	25	14	13	67
2020	22	16	20	11	69

Year	Council	Special Meeting of Council	Committee of the Whole	Special Committee of the Whole	Total
2021	24	18	21	14	77

Table 2 presents a list of the Committees of Council (including Task Forces), their current membership composition, meeting frequency, and number of meetings held in 2021.

Table 2: List of Committees, Current Membership, and Meeting Schedule

Committee	Membership and Meeting Schedule
Abandoned Orchard Committee	<ul style="list-style-type: none"> 1 member of Council 3 members of the Public Meet as required No meetings so far in 2021
Agricultural Advisory Committee	<ul style="list-style-type: none"> 1 member of Council 8 members of the Public Meet once per month Number of meetings in 2021 – (11)
Code of Conduct Committee	<ul style="list-style-type: none"> 3 members of the Public No meetings in 2021
Committee of Adjustment	<ul style="list-style-type: none"> 1 member of Council 4 members of the Public Meet once per month Number of meetings in 2021 – (12)
Community Communications Advisory Committee	<ul style="list-style-type: none"> Plan completed and approved by Council 2 members of Council 5 Public at Large members Meet once per month Number of meetings in 2021 – (19)

Committee	Membership and Meeting Schedule
Community Recovery Task Force Both Small and Large Task Force	<ul style="list-style-type: none"> • 3 members of Council • Number of Participants • Meet once per month • Number of meetings in 2021 • (19) – Large • (20) – Small • 38 Total meetings
Council Compensation Committee	<ul style="list-style-type: none"> • 2 members of Public at Large • Meet once per month • Number of meetings in 2021 – (5)
Economic Development Advisory Committee	<ul style="list-style-type: none"> • Plan completed and approved by Council • 2 members Council • 11 representatives of specific groups • Have moved to a meeting every two months • Number of meetings in 2021 – (10)
Fence Viewer Committee	<ul style="list-style-type: none"> • 2 members of Council • 5 Members of the Public • Meeting as required • No meetings so far in 2021
Grants and Donations Committee	<ul style="list-style-type: none"> • 2 members of Council • 5 members public at Large • Meet once per month • Number of meetings in 2021 – (14)
Leisure Activities Plan Committee (No longer meeting)	<ul style="list-style-type: none"> • Plan completed and approved by Council • One member of Council • Six members Public at Large • Meet as required • Number of meetings in 2021 – (10)
Official Plan Review – Project Steering Committee	<ul style="list-style-type: none"> • 2 members of Council • Meet as required • Number of meetings in 2021 – (7)

Committee	Membership and Meeting Schedule
Physician Retention Committee	<ul style="list-style-type: none"> • 1 member of Council + an Alternate • 1 member Public at Large • Membership from each participating municipality x's 4 municipalities • Meet once per month • Number of meetings in 2021 – (10)
Police Services Board	<ul style="list-style-type: none"> • 1 Member of Council • 1 Member of the Public • 1 Provincial Appointee • Once every two months • Number of meetings in 2021 - (8)
Property Standards Committee	<ul style="list-style-type: none"> • 3 members of Council
Rural Access to Broadband	<ul style="list-style-type: none"> • 3 members of Council • Depending on direction from Council, staff could move forward with specific tasks • Meet once per month • Number of meetings in 2021 – (31)
Sustainability Advisory Committee	<ul style="list-style-type: none"> • Plan to be completed in 2022 • 2 Members of Council • 4 members of the Public • 1 Rep from EDAC • Meet once per month • Number of meetings in 2021 – (12)
Transportation Master Plan Committee	<ul style="list-style-type: none"> • Plan to be completed in 2022 • 2 members of Council • 3 members of the Public • Meet once per month • Number of meetings in 2021 – (12)
Total	194 Meetings

D. Analysis

Through the 2022 budget deliberations, Council requested staff bring forward additional information to better understand the Committees of Council and to provide an overview of the different types of structures and options for moving forward.

Firstly, due to the time constraints associated with preparing this report for Council, staff have not had the opportunity to discuss this information with the Committees of Council. Table 3 outlines the option of having the majority of Committees of Council wrap up their work prior to the 2022 municipal election.

2022 Committee Schedules

Staff have recently provided active Committees of Council with an option to consider a “stacked” meeting schedule that would work well with the new Council and Committee of the Whole schedule that has been established through the recently approved Procedural By-law. Staff are in the process of reviewing Committee of Council responses to this option.

Potential Shift to Meeting Once Every Two (2) Months

The Economic Development Advisory Committee was the first Committee of Council to shift their meeting frequency to every two months which is expected to provide a range of efficiencies including reduction of staff time required for agenda development and report writing. This would drop the number of meetings from 12 meetings to 6 meetings each year.

Alternative Scheduling Option

Table 3 provides an alternative option that Committees of Council would have their final reports considered at the June 21, 2022 Committee of the Whole meeting. Staff suggest that this option, including having Council consider shifting other Committees of Council (where appropriate) to meet once every two months, would allow for the potential of immediate efficiencies and reduction of resource needs.

Table 3: Alternative Meetings and Dates of Interest for Committees of Council in 2022

Month/Year	Meeting and Dates of Interest
December 2021	December 2, 3, 6 and 8 Municipal Budget Deliberations December 24 through to January 2 Holiday Break
January 2022	Typical Committee Monthly meeting
February 2022	Anticipation of approval of Municipal Budget Typical Committee Monthly meeting
March 2022	Typical Committee Monthly meeting

Month/Year	Meeting and Dates of Interest
April 2022	Typical Committee Monthly meeting and wrap up discussions
May 2022	Last formal meeting of Committees that generate minutes
June 2022	June 21 Final Reports and Minutes from Committees and Staff Report with recommendation to dissolve specific Committees of Council to be considered by Council
July 2022	July 4 Council Resolution for final Committee minutes and recommendation to dissolve specific Committees of Council to be considered by Council July 12 start to Council summer vacation
August 2022	August 5 end of Council summer vacation Aug 9 First Committee of the Whole meeting back from Summer Break Aug 19 Municipal Election Nomination Day
September 2022	Municipal Election campaign period
October 2022	October 24 Municipal Election Day
November 2022	November 21 Inaugural meeting of Council
November 2022	November 28 First meeting for new term of Council
January 2023	Consider the establishment of Committees of Council

The following Committees have Terms of References that have these Committees running concurrently with Council plus an additional six (6) months post-election. Council may wish to consider providing direction on how to proceed through 2022 in this regard:

- Community Communications Advisory Committee
- Sustainability Advisory Committee
- Transportation Committee

Table 4 outlines the number of staff hours spent on each Committee of Council in 2021 (January to September).

Table 4: Tracked Hours per Committee for 2021 until September 2021

Committee of Council	Total Hours
Abandoned Orchard Committee	0.00
Agricultural Advisory Committee	176.72
Code of Conduct Committee	4.25
Committee of Adjustment	18.25
Community Communications Advisory Committee	331.74
Community Recovery Task Force	295
Council Compensation Committee	77.62
Economic Development Advisory Committee	274.12
Fence Viewer Committee	0.00
Grants & Donations Committee	204.12
Leisure Activities Plan Committee	132.5
Official Plan Review Committee – Project Steering Committee	49
Physician Retention Committee	164.86
Police Services Board	44.75
Property Standards Committee	20.5

Committee of Council	Total Hours
Rural Access to Broadband	196.25
Sustainability Advisory Committee	181.12
Transportation Master Plan Committee	169.24
Total	2,340.04 hours

Types of Structures

During the past three years, staff have seen a range of structures used and have a much better idea and understanding of how these structures work best for specific scenarios and mandates, however always at the direction of Council.

Standing Committees

Standing Committees have focused mandates concerning the services and operations of the municipality. The Town's Committee of the Whole utilizes the Standing Committee Model:

- Finance, Administration and Legal Services
- Community Services and Operations
- Planning and Development Services

The Standing Committee has a very formalized structure and as noted above, is the process currently, and very successfully, used for bringing staff reports and recommendations to Council for final resolutions.

Committees of Council

Committees of Council are very formalized and structured. This structure requires administrative support for agenda development, agenda circulation, correspondence circulation, minute taking, and action tracking activities. Generally, the staff resources associated with Committees of Council ranges. The reporting of these Committees of Council is by way of formal Minutes and specific recommendations to Council being considered through the Council meeting process.

The process is often seen as inefficient and, from a timing perspective, often takes at least 2 to 3 months before Committee of Council Minutes and recommendations are considered by Council.

Advisory Committee

Very similar to Committees of Council, an Advisory Committee utilizes the same structured procedural and reporting approach and, for the most part, operates the same as Committees of Council.

Staff suggest that there may be an opportunity to modify this option to allow for a more flexible process structure. The key to this consideration is developing a strong Terms of Reference document that clearly outlines the procedural reporting and membership elements.

Staff suggest that this structure could potentially see an extension of meeting schedule to even a quarterly basis depending on the mandate set by Council.

Task Force

A Task Force can be used where there is a short-term, select committee established to inquire into a specific issue within a bounded duration of the work to be completed. After the Task Force reports its findings and recommendations to Council, its work would be concluded, and the Task Force would be disbanded.

A Task Force can be established by Council and can proceed with a very specific purpose and duration. The Town has been successful in utilizing this model in the past. A Task Force allows for membership flexibility, can operate without administrative support, and can present directly to Council or Committee of the Whole.

A Task Force may or may not have Council representation and/or staff and Council could endorse their level of involvement, appoint Council representation, and endorse the level of staff involvement that they feel comfortable with.

Staff suggest that the Council Compensation Review Committee is an example of a Committee of Council that could be shifted to a Task Force structure.

Staff suggest viewing the success of local groups, such as The Blue Mountains Tree Trust and the Climate Action Now Network (CANN) as strong examples of the type of community driven groups and Task Forces that Council could consider promoting. These groups are very efficient and are able to bring their information and recommendations directly to Council. These groups also tend to be action based with a "Plan to Execute" mindset.

Focus Group

A focus group is a group interview involving a small number of demographically similar participants who have other common traits/experiences. These are potentially great avenues to consider for special and or very focused projects.

Conclusion on Structure

Staff believe Council, our Community, and our Stakeholders have experienced a range of success through the use of these various structures over the past several terms of Council. Each

structure can be very effective but determining the best structure for the specific mandate is critical. The selection of a specific structure should also consider whether there is the need for a formalized process that a Committee or Advisory Committee requires or if the mandate and scope allows for process flexibility, in particular, with regard to meeting scheduling and participation.

E. Strategic Priorities

1. Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

F. Environmental Impacts

None.

G. Financial Impacts

Staff suggest that cost savings in 2022 can be achieved through this review.

H. In Consultation With

Human Resource Staff

Financial Services Staff

I. Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required.

However, any comments regarding this report should be submitted to Shawn Everitt, Chief Administrative Officer cao@thebluemountains.ca.

J. Attached

None

Respectfully submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
cao@thebluemountains.ca
519-599-3131 extension 234

Report Approval Details

Document Title:	FAF.21.211 Committees of Council Supplementary Budget Information.docx
Attachments:	
Final Approval Date:	Dec 7, 2021

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

Shawn Everitt - Dec 7, 2021 - 3:32 PM