



2024 Approved Budget

Town of The Blue Mountains



**Town of The Blue Mountains
2024 Approved Budget**

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

TABLE OF CONTENTS

Executive Summary	5
Council.....	13
Administration	17
Corporate Administration	47
Finance and IT Services.....	77
Fire Services	95
Planning and Development Services	107
Community Services	119
Operations.....	161
User-Fees	199
Water and Wastewater	211
Appendix	233

This page has been intentionally left blank for printing purposes.



2024 Approved Budget Executive Summary

Executive Summary

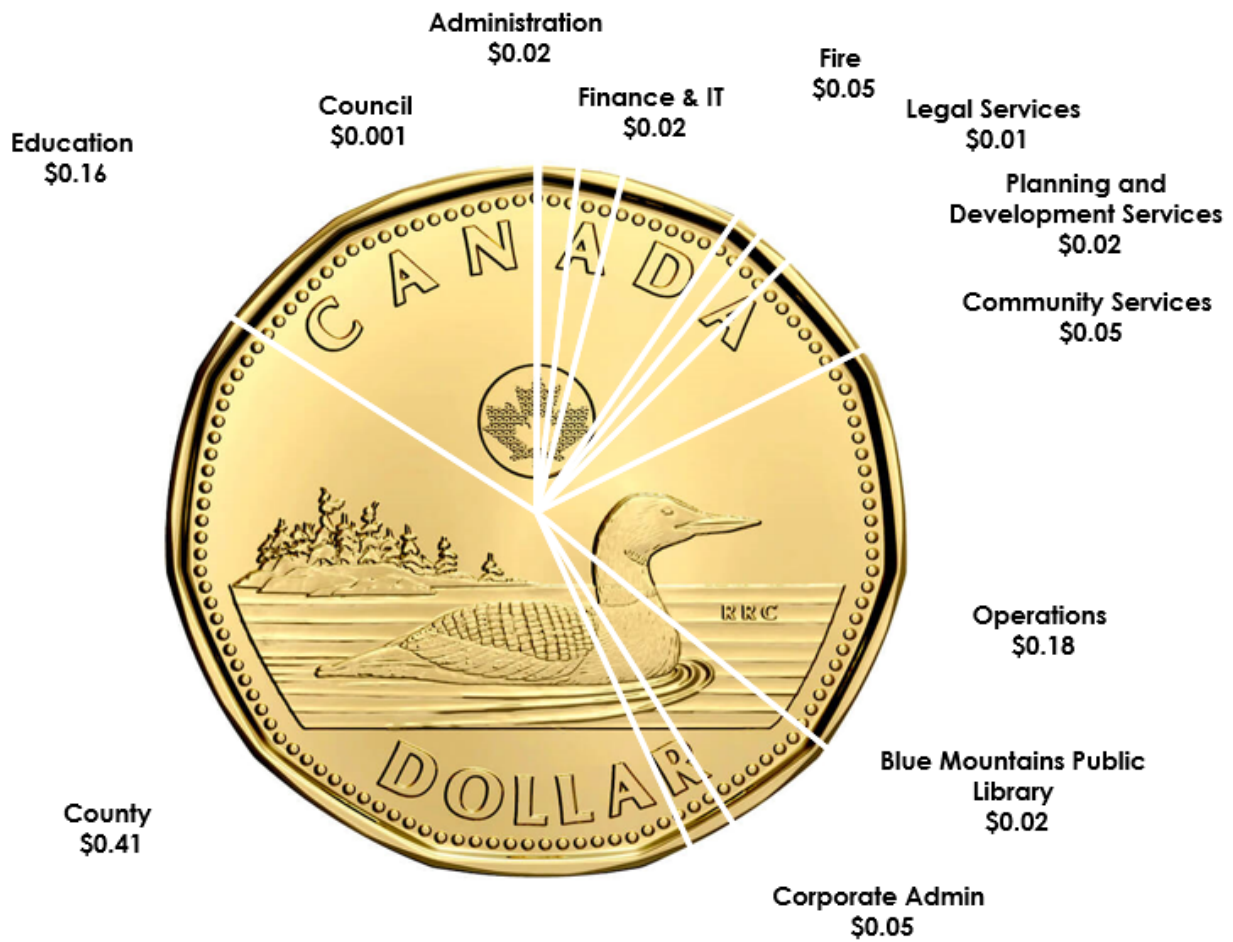
Overview of 2024 Operating Budget

The Town's 2024 Approved Budget has a total tax levy of \$20,894,000 compared to \$19,605,000 for 2023, an increase of \$1,289,000 or 6.57%. As in past years, the Town saw significant growth through 2023 which has lowered the tax rate increase to 2.77%.

Included in the 2024 Approved Budget is \$1,176,300 for the Blue Mountains Public Library (BMPL). As per the MOU with the BMPL, their budget is 6% of the previous years' levy of \$19,605,000.

Department	2023 Approved Budget	2024 Approved Budget	% Change	\$ Change
Council	\$9,126	\$54,233	494%	\$45,106
Administration	\$940,627	\$928,930	-1%	(\$11,697)
Finance and IT Services	\$1,136,014	\$1,187,236	5%	\$51,222
Fire Services	\$2,924,620	\$3,067,641	5%	\$143,021
Planning and Development Services	\$1,108,543	\$960,377	-13%	(\$148,166)
Community Services	\$3,088,748	\$3,606,801	17%	\$518,053
Operations	\$8,530,681	\$10,191,918	19%	\$1,661,237
Corporate Administration	\$755,725	(\$462,536)	-161%	(\$1,218,261)
Blue Mountain Public Library	\$1,110,918	\$1,176,300	6%	\$65,382
Base Budget Tax Levy	\$19,605,000	\$20,710,900	6%	\$1,105,899
Additions to the Base Budget		\$183,100		\$183,100
2024 Approved Tax Levy	\$19,605,000	\$20,894,000	6.57%	\$1,289,000

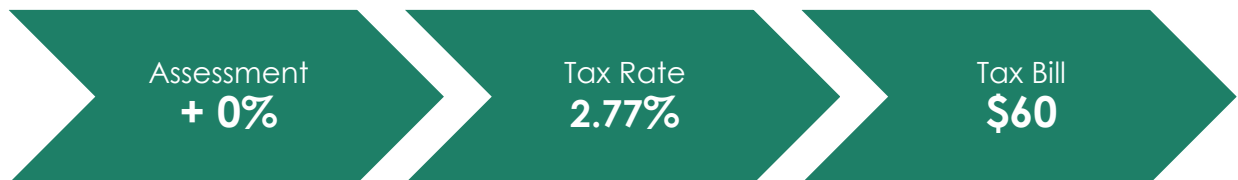
The following chart illustrates the breakdown of how the Town allocates the taxation dollars that are collected for Town use.



Impact on Property Owners

As per the Municipal Property Assessment Corporation (MPAC), the average household is assessed at \$555,000 in the Town. This average household will see their Town property taxes increase from \$2,158 to \$2,218 an increase of \$60.

Taxation



The average property owner will see a 0% increase on their assessment. See the Change in Taxation by Assessment chart for other assessment calculations.

Water/Wastewater

As per Council direction, staff have indexed the Town's Water and Wastewater Consumption Rates by 2%. In addition, the monthly infrastructure renewal fee has been indexed by 6.6% which matches the Q3 Non-Residential Building Index which is the same index used by the Town's Development Charges.

Overall Impact

This chart gives a quick overview of the average household that is connected to the Town's water and wastewater system.

	2024 Impact
Taxation	\$60
Water (180 m ³)	\$23
Wastewater (180m ³)	\$20
Total Impact	\$103

Impacts on the 2024 Budget

- 3% Cost of Living Allowance as per Town policy POL.COR.23.01 Compensation Administration Program Policy.
- \$1,300,000 used from the 2023 surplus to offset costs in 2024, this is a one-time revenue source and will be removed for the 2025 budget.
- \$2.1M added to transfers to Asset Replacement Reserve Funds, these reserve funds are responsible for funding capital projects with the goal of limiting reliance on long-term debt.
- 2023 saw significant increases to interest income. January 2023 investments sat around 0.50% and were closer to 6% by end of year. Staff have increased the Town's investment income for 2024, helping to offset property taxation.
- Two expenses that the Town saw significant increases in were insurance and IT service agreements. The Town has a \$150,000 increase in annual insurance, this is not an uncommon theme among municipalities and \$155,000 increase to IT service agreements, again not uncommon especially for smaller municipalities.

Change in Taxation by Assessment

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 2023 on their tax bill, while the second chart illustrates how much a residential tax bill would be in 2024, based on the 2024 Approved Budget. The third chart illustrates the annual increase.

2023		Tax Rate	\$ 400,000	\$ 555,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
		% of households	64%	6%	9%	5%	3%	3%	10%
Town	0.00389113	\$	1,556	\$ 2,158	\$ 2,335	\$ 2,724	\$ 3,113	\$ 3,502	\$ 3,891
County	0.00380183	\$	1,521	\$ 2,110	\$ 2,281	\$ 2,661	\$ 3,041	\$ 3,422	\$ 3,802
Education	0.00153000	\$	612	\$ 849	\$ 918	\$ 1,071	\$ 1,224	\$ 1,377	\$ 1,530
Total		\$	3,689	\$ 5,119	\$ 5,534	\$ 6,456	\$ 7,378	\$ 8,301	\$ 9,223

2024		Rate/Increase	\$ 400,000	\$ 555,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town	2.77%	\$	1,600	\$ 2,218	\$ 2,399	\$ 2,799	\$ 3,199	\$ 3,599	\$ 3,999
County	6.30%	\$	1,617	\$ 2,243	\$ 2,425	\$ 2,829	\$ 3,233	\$ 3,637	\$ 4,041
Education	0.00%	\$	612	\$ 849	\$ 918	\$ 1,071	\$ 1,224	\$ 1,377	\$ 1,530
Total		\$	3,828	\$ 5,310	\$ 5,742	\$ 6,699	\$ 7,656	\$ 8,613	\$ 9,570

Net Increase			\$ 400,000	\$ 555,000	\$ 600,000	\$ 700,000	\$ 800,000	\$ 900,000	\$1,000,000
Town		\$	44	\$ 60	\$ 65	\$ 75	\$ 86	\$ 97	\$ 108
County		\$	96	\$ 133	\$ 144	\$ 168	\$ 192	\$ 216	\$ 240
Education	N/A	\$	0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total		\$	139	\$ 193	\$ 208	\$ 243	\$ 278	\$ 313	\$ 347

2023 Year-end Forecast

Taxation

Staff are forecasting a year-end taxation surplus of over \$1.5 million. This significant surplus is being driven by two main items; first, significant revenues and the second by large salary and benefit gapping, specifically in the Finance and Legal Services Departments.

The Town is forecasting to end 2023 well over-budget for revenues largely derived from investment interest on the Town's bank account and savings and Tomahawk green fees. The second area the Town is forecasting to end the year well under-budget is in salaries and benefits. The driver behind this is staff vacancies. Currently, the Director of Legal Services is vacant, and the Director of Finance and IT Services has been internally filled with an Acting employee. Factoring all of this, staff are predicting a sizable surplus.

It is important to note that the year-end process is still on-going, and these numbers are unaudited and subject to change.

Water and Wastewater

The Water Division is forecasting a 2023 year-end surplus of \$100,000. Any surplus will be transferred into the Water Rate Stabilization Reserve.

The Wastewater Division is forecasting a 2023 year-end deficit of around \$10,000. Any deficit will be funded from the Wastewater Rate Stabilization Reserve.

It is important to note that the year-end process is still on-going, and these numbers are unaudited and subject to change.

User-Fees

Included in the 2023 Approved Budget was \$332,000 in funding from the Building Rate Stabilization Reserve Fund to offset expected lower revenues than expenses. Staff are forecasting that around \$314,000 will be required from the reserve fund, a slight decrease than what was originally budgeted.

The Harbour is forecasting a close to \$100,000 surplus for year-end 2023. Similar to taxation, the Harbour had some good revenue generation in the sale of gas and diesel and did see some salary and benefit gapping due to staff vacancies.

It is important to note that the year-end process is still on-going, and these numbers are unaudited and subject to change.

Highlights from the 2024 Capital Budget

- \$1.2M to replace a front-line emergency response vehicle for the Fire Department
- \$6M for the engineering of Thornbury West Reconstruction Phase 2
- \$13.3M to replace the Craigleith Fire Hall and renovate the current building for Operations and Community Services
- \$16M to replace the Thornbury Wastewater Treatment Plant outfall
- \$30.6M for the renovations at the Craigleith and Mill Street Sewage Pumping Station and the forcemain to the Thornbury Wastewater Treatment Plant

2024 Budget Timeline

Timeline	Date
CAO, Director of FIT, Directors and Divisional Managers to review division budgets	October 2 to 13, 2023
All word documents due back to Finance (work plans, budget comments etc.)	October 20, 2023
Distribution of Proposed Budget to SMT and SAM	December 8, 2023
Distribution of Proposed Budget to Council and Committee	December 15, 2023
Budget Meetings – Committee of the Whole Review	January 8, 9, 10, 11, 2024
Council Approved Recommendations from COW Budget Meetings	January 29, 2024
Draft Budget Released	February 7, 2024
Public Meeting	March 12, 2024
Staff Report – Follow-up to comments from Public Meeting	March 18, 2024
Budget By-law Approved by Council	April 2, 2024

2024 Proposed Additions to the Base Budget

	Description	2024	2024 Taxation	2024 User-Fees	2024 Other	Impact on 2024 Tax Levy
1	Institute of Southern Georgian Bay	\$5,000	\$5,000			0.03%
2	Blue Mountain Film Festival	\$20,000			\$20,000	0.00%
3	Georgian Bay Business Accelerator	\$0				0.00%
4	Organizational Structure Review	\$137,000	\$125,000	\$12,000		0.64%
5	Urban Canopy (Forestry)	\$0				0.00%
6	Internalized Sidewalk Snow Removal	\$528,100	\$53,100		\$475,000	0.27%
Total of all Proposed Additions		\$690,100	\$183,100	\$12,000	\$495,000	0.93%

1. Institute of Southern Georgian Bay – original request was for \$10,000; through budget deliberations this was reduced to \$5,000.
2. Blue Mountain Film Festival – original request was for \$27,800; through budget deliberations this was reduced to \$20,000 to be funded from the Working Capital Reserve.
3. Georgian Bay Business Accelerator – original request was for \$50,000; through budget deliberations this was removed from the 2024 Draft Budget.
4. Organizational Structure Review – this is included as written in the 2024 Draft Budget.
5. Urban Canopy (Forestry Division) – this was removed from the 2024 Draft Budget.
6. Internalized Sidewalk Snow Removal – this is included through staff report CSOPS.24.017 presented at the January 29, 2024, Council meeting.



2024 Approved Budget Council

Council

Mission

The Town of The Blue Mountains Council 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.

Headcount

Seven members of Council

2023 Highlights

Council went over budget on conference expenses. The Council Reserve was used to fund the overage for 2023.

2024 Budget Commentary

- Personnel and Training has been increased to cover the cost of additional conference and training events for Council members.
- The 2024 Council compensation review will be included in the overall Compensation Review included under the Corporate Administration studies.

Transfer to Reserves – annual transfer of \$35,000 into the Council Reserve to fund 25% of the projected cost of the next election.

Council

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	230,850	232,740	1,890	238,523	7,673	5,783
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	80,502	80,502	0	81,357	855	855
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	00
Operating Expenses	33,775	33,775	0	36,900	3,125	3,125
Communications	7,950	2,376	-5,574	7,800	-150	5,424
Personnel and Training	20,900	39,296	18,396	55,400	34,500	16,104
Legal Expenses	0	9,512	9,512	0	0	-9,512
Consulting	0	1,483	1,483	0	0	-1,483
Total Expenses	373,977	399,683	25,706	419,980	46,004	20,297
Revenue						
Grants and Donations	850	850	0	850	0	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	850	850	0	850	0	0
Sub-Total Cost of Division	373,127	398,833	25,706	419,130	46,004	20,297
Transfers						
Transfers to Reserves	30,000	30,000	0	35,000	5,000	5,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	-394,000	-394,000	0	-399,898	-5,897	-5,897
Total Transfers	-364,000	-364,000	0	-364,898	-897	-897
Cost of Division	9,126	34,833	25,706	54,233	45,106	19,400
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	9,126	34,833	25,706	54,233	45,106	19,400

This page has been intentionally left blank for printing purposes.



2024 Approved Budget Administration

Chief Administrative Officer

Mission

The Office of the Chief Administrative Officer (CAO) works to champion the corporate vision and mission as directed by Council:

- **Vision Statement** - *"An approachable Council and staff serving an engaged and well-informed community".*
- **Mission Statement** - *"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."*

A goal for the Chief Administrative Officer in 2024 is to ensure the Corporation has the tools and commitment to become an organization that promotes "Learning, Development and Investment into its Team."

Headcount

Two full-time positions (2 FTEs).

Services Provided

The Office of the CAO leads the administration of the Corporation and manages the organization's overall performance through the implementation and delivery of policies, programs and services that are approved by Council. This is accomplished through a manner that makes efficient and effective use of the Town's human, financial and physical resources.

The CAO is responsible for monitoring, evaluating, advising, mentoring, coaching and collaborating with senior staff regarding the management of their respective departments. Through this process, each department provides recommendations to Council regarding public policy development, ensuring that Council is provided with the relevant information necessary to make informed decisions.

2024 Work Plan

The work plan for the Office of the CAO is ultimately determined by the direction of Council. At the time of developing the 2024 Draft Budget, the intention of the CAO for 2024 includes the following key tasks:

- Continue to foster, enhance and support a respectful, trusting and positive relationship between Council, community and staff.
- Continue to support the Campus of Care Project from land disposition to the completion of servicing.
- Implementation of a new Corporate Organizational Structure that Council will consider for approval in early 2024.

Chief Administrative Officer

- Consideration of opportunities to increase affordable and attainable housing units within the Town.
- Provide leadership and support to The Blue Mountains Attainable Housing Corporation to determine the most effective structure, governance and mandate moving forward.
- Continue to enhance the corporate expectation for the "Plan to Execute" philosophy of the Town's Corporate Strategic Plan that ultimately provides overall efficiency and effectiveness throughout the organization.
- Continue to enhance and drive corporate communications innovation and creativity for "Early and Often Communication" with the community.
- Provide the expectation and hold staff accountable for innovation being brought forward and to always consider the opportunity for a regional approach to the services the Town provides and when considering all services, tasks and new initiatives.
- Establish a philosophy of "What is the Purpose?" first approach when considering programs and new initiatives.
- The CAO will lead the Municipal Licensing By-Law update with the goal of having the project completed by the end of 2024.
- Implementation of more robust, proactive and well-communicated "Respect in the Workplace Policies". This will support a safe and respectful workplace along with creating a safe and respectful environment for staff and members of the public while attending all municipal properties and facilities.

2023 Highlights

The first year of a new Term of Council provides for a range of opportunities and relationship building. The past year with Council has seen both success and changes as staff have learned what the future priorities and areas of focus are with this Term of Council.

2023 was a very productive year that included a significant number of Council orientation sessions, which assisted in building and strengthening relationships between Council and staff.

2023 has concluded with the Town being the first successful applicant to the Ministry of Municipal Affairs and Housing for a Community Infrastructure and Housing Accelerator (CIHA) and the successful disposition and sale of 18+ acres of 125 Peel Street lands for the Community Campus of Care Project.

Chief Administrative Officer

A key project for the CAO and staff throughout 2023 was the completion of the Town's first Corporate Organization Structure Review, which also included the Planning and Development Process Review and an updated Planning and Development Fee review. This project was completed on time and within budget.

Throughout 2023, the Town had several initiatives that were brought forward in this Council's first year of its Term. A significant amount of time, consideration and deliberation with staff and Council in relation to the future of The Blue Mountains Attainable Housing Corporation concluded in late 2023 with Council providing relief to an approximately \$800,000 operating loan while also providing guidance and clarity for next steps into 2024 to establish how the Town and the Blue Mountains Attainable Housing Corporation will continue moving forward.

2024 Budget Commentary

The Office of the Chief Administrative Officer 2024 budget remains relatively static within the approved budget.

The proposed approved budget provides for the appropriate funding and allotment of staff resources from the Office of the CAO to move forward with the priorities identified in the proposed 2024 work plan.

Chief Administrative Officer

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	304,521	305,592	1,071	304,521	0	-1,071
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	82,541	81,306	-1,235	85,349	2,807	4,042
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	8,400	13,100	4,700	4,975	-3,425	-8,125
Communications	1,450	3,500	2,050	1,650	200	-1,850
Personnel and Training	28,500	14,650	-13,850	17,550	-10,950	2,900
Legal Expenses	0	26,235	26,235	10,000	10,000	-16,235
Consulting	0	1,000	1,000	0	0	-1,000
Total Expenses	425,412	445,383	19,971	424,045	-1,368	-21,339
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	0	80	80	0	0	-80
Subsidies	0	0	0	0	0	0
Total Revenue	0	80	80	0	0	-80
Sub-Total Cost of Division	425,412	445,303	19,891	424,045	-1,368	-21,259
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	-236,948	-236,948	0	-279,073	-42,125	-42,125
Total Transfers	-236,948	-236,948	0	-279,073	-42,125	-42,125
Cost of Division	188,464	208,355	19,891	144,972	-43,492	-63,383
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	188,464	208,355	19,891	144,972	-43,492	-63,383

Administration

Corporate Organizational Structure and Service Delivery Review

Business Need

Through 2023 and after twenty-five (25) years as a Municipality, the Town completed the first Corporate Organization Structure and Service Delivery Review. The process included a fulsome review of all the Town's current services and the processes that the Town has historically used to provide these services.

A key focus and philosophy that was employed through this process was to consider all services the Town provides and classify these services through the following three (3) categories:

- Must do (What is legislatively required for the Town to do);
- Should do (The Services that are discretionary however would have impact to the Town and its residents if the services were eliminated or reduced); and
- Nice to do (Services the Town currently provides that are outside of the municipal responsibilities and elimination or reduction of these services would see limited to no real impact).

The preferred Structure provides the Town with the ability to effectively and efficiently maintain the level of services currently provided.

Strategic Alignment

The Town's Corporate Strategic Plan identified the completion of the Comprehensive Corporate Organizational Structure.

The Completion of the Review included a fulsome review of the Town strategic and corporate plans, and the preferred structure and processes are aligned to allow these plans to be implemented in an effective and efficient manner.

Options or Solutions Analysis

1. Council has had the opportunity to consider a variety of options that have been presented through the internal review process. Council through the budget deliberations will be well positioned to provide endorsement and approval of a Corporate Organizational Structure that will be implemented over an eighteen (18) to twenty-four (24) month period.

Risk Analysis

This Corporate Organizational Structure and Service Delivery Review process has had significant consultation and collaboration throughout the organization. The process also included one on one interviews with members of Council and staff throughout the process along with staff workshops to fully understand where and how the process and procedures can be optimized. Town Staff clearly understand the "Core" services the Town "Must" provide. This process allowed Staff and Council to fully understand what services the Town "Should provide" and the services that are "Nice to do's". These two latter service levels will be discussed through the budget deliberations with Council.

Recommendation

That Council provide direction through the 2024 Budget Deliberations for the additional funding as identified below.

Implementation Plan

It is recommended that implementation of the new structure and the opportunities presented through this review would be completed over an eighteen (18) to twenty-four (24) month period and completed within this Term of Council.

Budget

Description	2024	2025	2026
Expenditures			
Salaries and Benefits	\$110,000	\$449,000	\$461,800
IT Software/Hardware	\$18,000	\$24,000	\$24,000
Operating Costs	\$9,000	\$12,000	\$12,000
	\$137,000	\$485,000	\$497,800
Funding			
Taxation	\$125,000	\$461,000	\$472,800
Water User-Fees	\$6,000	\$12,000	\$12,500
Wastewater User-Fees	\$6,000	\$12,000	\$12,500
Funding Total	\$137,000	\$485,000	\$497,800

Town Clerk

Mission

The Town Clerk is the main point of contact for the Town of The Blue Mountains. The Clerk's Office interacts effectively and courteously with all levels of staff, other levels of government, contractors, consultants, community groups, stakeholders, volunteers and the public to build cooperative and collaborative working relationships.

Headcount

Three full-time positions (3 FTEs).

Services Provided

- Main point of contact for the Town of The Blue Mountains.
- Statutory responsibilities of the Clerk's position as required under the *Municipal Act*, *Municipal Elections Act*, or under any other Act.
- Responsible for conducting the Municipal Election in accordance with the Municipal Elections Act.
- Maintains and applies records management guidelines in accordance with recognized principles to ensure the protection, proper identification and retention of the Town's records.
- Contact person for the Ontario Ombudsman's Office, providing support, as required.
- Contact person for the Integrity Commissioner, providing support, as required.
- Issuer of Marriage Licences and performs Civil Marriage Services.
- Issuer of Lottery Licences.
- Responds to AGCO Applications as it relates to alcohol licencing.
- Designated as the "Head" under the provisions of the Municipal Freedom of Information and Protection of Privacy Act.
- Coordinates the Preparation and Finalization of Legal Agreements.
- Records, tracks and coordinates the review of corporate wide policies.
- Ensures that all matters requiring deliberation and decision by Council are brought before Council or Committees and that the business of Council and Committees is recorded and enacted as prescribed.
- Administrative support to the Mayor and Members of Council.
- Provides support to Local Boards and Committees of Council, as required.
- Provides Commissioner of Oaths services for the Town.

Town Clerk

2024 Work Plan

- Complete the rollout of the Laserfiche Document Management System for the Town.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Prepare Council and Committee of the Whole Packages	68	87	90
Marriage Licences Issued	17	42	45
Lottery Licences Issued	15	35	35
Civil Marriage Services Performed	5	18	20

2023 Highlights

- The Clerk division assisted with the coordination of the new Council training.
- The Procedural By-law review was completed, with Council enacting a new Procedural By-law.
- The Records Retention By-law was updated and the rollout of the Town's document management project continued, including the classification of current paper records.

2024 Budget Commentary

The budget for the Town Clerk remains static in 2024 with only a 1% increase to expenses and a small increase of \$2,700 in revenues.

Town Clerk

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	272,386	276,990	4,604	273,785	1,398	-3,206
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	83,013	80,448	-2,565	82,679	-334	2,231
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	2,800	2,613	-187	2,200	-600	-413
Communications	1,050	1,024	-27	1,400	350	377
Personnel and Training	1,600	6,500	4,900	3,700	2,100	-2,800
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	360,849	367,574	6,725	363,764	2,915	-3,811
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	6,300	12,934	6,634	9,000	2,700	-3,934
Subsidies	0	0	0	0	0	0
Total Revenue	6,300	12,934	6,634	9,000	2,700	-3,934
Sub-Total Cost of Division	354,549	354,640	91	354,764	215	123
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	-197,100	-197,100	0	-202,105	-5,005	-5,005
Total Transfers	-197,100	-197,100	0	-202,105	-5,005	-5,005
Cost of Division	157,449	157,540	91	152,659	-4,790	-4,881
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	157,449	157,540	91	152,659	-4,790	-4,881

Communications and Economic Development

Mission

The Communications & Economic Development (CED) Division delivers a joint portfolio of corporate communications and economic development activities.

Corporate Communications:

The Division is committed to working with all Town departments to ensure the delivery of accurate, timely and plain language communication to residents and stakeholders. The goal of the Division is to increase public awareness and understanding of municipal services and operations and to encourage public engagement and involvement within all stages of the municipal decision-making process. This is accomplished by fostering a culture of respectful, informed and ongoing dialogue with all stakeholders.

Economic Development:

The Division's economic development efforts are focused on two primary areas: local business support and community economic development. The Division actively supports local businesses through a 'boots on the ground' approach to meet and connect with local businesses and entrepreneurs. This is accomplished through partnerships with business associations and support organizations throughout the community. In addition, through collaboration with the CAO, the Division takes a leadership role in championing and facilitating a range of community economic development projects and strategic initiatives aimed at enhancing the community and improving the overall quality of life for residents.

Headcount

Five full-time positions (3.85 FTEs).

- Part of the Manager of Communications and Economic Development and the Capital Communications Coordinator are costed out to various user-fee divisions.

Services Provided

Communications:

- Newspaper Advertising, including legislative and non-legislative notices.
- Town website management and maintenance, including daily website management, project webpage updates and analytics review.
- Public consultation, including public surveys and questionnaires, Public Information Centres, open houses, group workshops, neighbourhood meetings and more.
- Social media management for corporate Town accounts, including Facebook, Twitter, LinkedIn and Instagram.

Communications and Economic Development

- Communications Support for all departments and divisions, including department priority projects, capital projects and planning and development projects. Examples of support/tools include but are not limited to: Website project pages, press releases/notices, email updates, social media posts, mailouts, video updates, signage, meetings, graphic design, analytics review, etc.
- Corporate communications materials, including but not limited to quarterly town newsletters (e-newsletter and printed newsletter), Resident Welcome Guide, Business Information Guide, Waste Resource Guide and Community Profile.
- Promotion of community events and initiatives, proclamations, flag raisings, celebrations and events/festivals.

Strategic Initiatives:

- Strategic Plan Support
 - Leisure Activity Plan, Official Plan Review, Fire Master Plan, Transportation Master Plan, Drainage Master Plan, Corporate Strategic Plan, Natural Heritage Study, etc.
- Committees & Working Groups
 - Economic Development Advisory Committee.
 - Craighleith Community Working Group.
 - Lora Bay Working Group.
- Other Initiatives
 - Municipal Accommodation Tax.
 - Physician Recruitment.
 - Provincial Delegations.
 - Employee Engagement Survey.
 - Wayfinding and Gateway Signage.
 - Film Attraction Efforts.
 - Inflow & Infiltration Reduction Strategy.

Economic Development:

- Work closely with local businesses to help navigate Town services and processes.
- Promote local businesses and raise awareness of the Town's economy by developing local business profiles.
- Host and partner with business associations to host networking events and training opportunities for local businesses.
- Conduct an annual business survey to understand the needs of businesses throughout the community.

Communications and Economic Development

- Write and distribute a bi-monthly business e-newsletter that focuses on sharing important Town news and relevant projects to local businesses.
- Administer the Town's two Community Improvement Plans.
- Host and help coordinate grand opening and ribbons cutting celebrations with local businesses.
- Organize and host various community events and initiatives such as the family outdoor movie nights, Open Fields Farm Tour and shop local campaigns.
- Conduct tourism promotion and local event advertising support through Explore Blue, Apple Pie Trail, Blue Mountain Village Association and South Georgian Bay Tourism.

2024 Work Plan

The 2024 work plan for the Division is based on the continued implementation of the Communications and Economic Development Strategies and the support of all Town departments through their respective projects and initiatives.

Communications Strategy Implementation:

- Quarterly Town Newsletter (ongoing).
- Email Address Collection Campaign (ongoing).
- Monthly Town E-Newsletter (ongoing).
- Public Survey Support (ongoing).
- Town Newsbox program (scheduled for 2024).

Economic Development Strategy Implementation:

- Annual Business Survey (ongoing).
- Local Event Advertising Support (ongoing).
- Business E-newsletter (ongoing).
- Business Networking & Training Event (ongoing).
- Open Fields Agricultural Support Event (ongoing).
- Film Attraction & Production (ongoing).
- Conduct a Business, Retention and Expansion Study (scheduled for 2024).

Corporate Communication Support

The 2024 work plan for the Division also includes significant effort to support the communication needs of all Town departments through the implementation of their respective projects and initiatives. Highlights are included below:

- **Strategic Projects and Initiatives Support:**
 - Comprehensive Housing Needs Review.

Communications and Economic Development

- Corporate Strategic Plan Update.
- Community Campus of Care.
- Community Sustainability Plan.
- Physician Recruitment.
- Municipal Accommodation Tax.
- AMO & ROMA Delegations.
- Wayfinding & Gateway Signage.
- Film Attraction Efforts.

- **Infrastructure and Capital Projects:**
 - Ravenna Roads Depot.
 - Moreau Park Redevelopment.
 - East Side Water Class EA.
 - Wastewater Collection Master Plan.
 - Street Tree Inventory.
 - Thornbury WWTP Expansion.
 - Substandard Watermain Replacement.
 - Lakewood Drive Reconstruction.
 - Peel Street North Reconstruction.
 - Arrowhead Road Reconstruction.

- **Planning and Development Projects**
 - Official Plan Review.
 - Natural Heritage Study.
 - Drainage Master Plan.
 - Zoning By-law Update.
 - Community Design Guideline Update.

**The above projects are subject to change based on Department and Division priorities.*

Communications and Economic Development

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Press Releases & Notices Issued	161	163	160+
Communication Support Requests	N/A	160+	200+
Town Website Pageviews	535,527	605,000	575,000+
Email Subscribers	2,940	3,600	3,960
Email Open Rate	70%	72%	70%+
Social Media Followers			
- Facebook	FB: 340	FB: 700	FB: 850
- Twitter	T: 3,400	T: 3,600	T: 3,780
- Instagram	IG: N/A	IG: 600	IG: 720
Business Inquiries & Consultations	42	45	40+
Business Grand Openings & Ribbon Cuttings	4	9	TDB
Business Support Initiatives	28	36	30+

2023 Highlights

Communications:

- Town Newsletters – Published four editions of the Town's printed newsletter and 12 editions of the monthly e-newsletter.
- Town Email Lists – Grew the Town email lists by approximately 22% through proactive email subscription campaigns.
- Town Website & Project Pages – Provided daily dedicated website management resources and active updating of more than eighty individual infrastructure and planning project web pages.
- Town Proclamation list – Updated and reconfirmed the list of proclamations and days of recognition that will be supported by the Town.
- Issues Management Communications Plan – Developed the Town's first Issues Management Communications Plan, which received endorsement by the Senior Management Team.
- Filming and Videos – Filmed and published eleven project update videos, one explainer video and one educational campaign video.
- Instagram – Launched a new corporate Instagram account for the Town.
- Hosted Public Information Centres - Craigleith Wastewater Treatment Plant Sewage Pumping Station EA, Town-Wide Master Drainage Plan EA, Peel Street North Reconstruction Project and Lakewood Drive Reconstruction Project.

Economic Development:

- Open Fields – Hosted the first annual 'Open Fields' Farm Tour event. The event was successful, with over 2,000 visits across the five farm locations.

Communications and Economic Development

- Doctor's Appreciation Event – Hosted the Town's first Doctors Appreciation Event to show support for local family physicians.
- Community Improvement Plan – Administered and completed two application intake periods for the Town Wide Revitalization CIP and Housing within Reach CIP.
- Local Business Profiles – Wrote and promoted eight spotlights on local businesses throughout the community.
- Shop Local Initiative – Hosted the Town's annual Shop Local campaign "Give the Gift of Blue", which received over 750 entries and reported retail sales of \$60,000.
- International Women's Day – Co-hosted the 2nd annual International Women's Day event in partnership with The Blue Mountains Chamber of Commerce.
- Municipal Accommodation Tax – The Division is leading efforts to review and evaluate the considerations of implementing a Municipal Accommodation Tax.
- Business Social – Hosted a year-end business social event at the L.E. Shore Memorial Library in partnership with the Blue Mountains Chamber of Commerce.

2024 Budget Commentary

The 2024 CED budget remains consistent with the 2023 approved budget. Two highlights are listed below:

- The \$45,000 increase to the Consulting line is not an increase. This is a reallocation from the Economic Development reserve fund into the CED Operating Budget. The funding will be used to support the Gateway and Wayfinding Signage project.

In addition to the CED Division Budget, implementation of both the Communications Strategy and the Economic Development Strategy are included below and reflected in the financial chart.

The items for implementation include both new action items for 2024 and the continued implementation of annual action items started in previous years.

Communications Strategy Implementation:

- Email Address Collection Campaign (ongoing) – No cost
- Monthly Town E-Newsletter (ongoing) – No cost
- Quarterly Town Newsletter (ongoing) - \$16,000
- Public Survey Support (ongoing) - \$15,000
- Develop Town explainer videos (ongoing) - \$5,000
- Town News box program (scheduled for 2024)- \$3,500
- Resident text message communications alert tool (deferred from 2023) - \$3,500 ¹

Communications and Economic Development

Communications Strategy 2024 Funding Request: \$48,000

Roll Over Budget: Staff have rolled forward \$10,000 in unspent taxation for the Communication Strategy in 2023, this is included in the Transfer from Reserves.

¹ The resident text message emergency alert communications tool was deferred from the 2023 budget discussion. As a result, it has been readded to the implementation list for 2024.

Economic Development Strategy Implementation:

- Film Attraction & Production (ongoing) – No cost
- Business E-newsletter (ongoing) – No cost
- Annual Business Survey (ongoing) – \$5,000
- Local Event Advertising Support (ongoing) - \$25,000
- Business Networking & Training Event (ongoing) - \$5,000 ²
- Open Fields Agricultural Support Event (ongoing) - \$10,000 ³
- Explore Blue Tourism Guide and Tourism Promotion - \$10,000
- Business, Retention and Expansion Study (scheduled for 2024) – Cost TBD
- Quality of Business and Quality of Life Index (scheduled for 2024) - \$10,000
- Taskforce to review strategic property acquisitions (scheduled for 2024)- \$10,000

Economic Development Strategy 2024 Funding Request: \$110,000

Roll Over Budget: Staff have rolled forward \$25,000 in unspent taxation for the Economic Development Strategy in 2023, this is included in the Transfer from Reserves.

² Staff recommend increasing the Business Networking and Training Event Budget from \$2,500 to \$5,000. This is based on actual costs from previous years hosting two annual events.

³ Staff recommend increasing the Open Fields budget from \$7,500 to \$10,000 to reflect a more realistic budget. The first Open Fields event received Provincial Funding, which may not be available in 2024.

Communications and Economic Development

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	374,490	376,522	2,031	396,701	22,211	20,180
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	119,163	123,669	4,506	124,586	5,423	917
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	238,200	180,547	-57,653	258,050	19,850	77,503
Communications	59,660	38,046	-21,614	43,360	-16,300	5,314
Personnel and Training	14,445	12,000	-2,445	14,445	0	2,445
Legal Expenses	0	0	0	0	0	0
Consulting	0	33	33	45,000	45,000	44,967
Total Expenses	805,958	730,816	-75,142	882,142	76,184	151,326
Revenue						
Grants and Donations	15,300	0	-15,300	0	-15,300	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	15,300	0	-15,300	0	-15,300	0
Sub-Total Cost of Division	790,658	730,816	-59,842	882,142	91,484	151,326
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	-80,000	-80,000	-80,000
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	-318,346	-318,346	0	-325,916	-7,570	-7,570
Total Transfers	-318,346	-318,346	0	-405,916	-87,570	-87,570
Cost of Division	472,312	412,470	-59,842	476,226	3,914	63,756
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	472,312	412,470	-59,842	476,226	3,914	63,756



DATE: December 15, 2023

TO: Tim Hendry, Manager of Communications & Economic Development, Town of the Blue Mountains

FROM: Rosalyn Morrison, Volunteer Chair, The Institute of Southern Georgian Bay

RE: Request for The Town of the Blue Mountains to invest \$10,000 in 2024 regional collaborative programming

Dear Tim,

Thank you for reaching out regarding Town of the Blue Mountains funding requests for 2024. And, thank you for your investment in our work in 2023!

Please consider this letter our formal request to the Town for a \$10,000 investment to support 2024 regional collaborative programming.

As you know, we are a volunteer-driven, not-for-profit think and do-tank, focusing on making progress across our 4 interconnected Priority Areas including:

- Achieving Sustainability through a Greener Economy,
- Social Finance & Affordable Housing,
- Business and Innovation, and
- South Georgian Bay Arts Network.

Our Board and Design Teams collaborate with residents and leaders across the region and:

- contribute thousands of hours of volunteer time,
- address some of the challenges and opportunities we collectively face – social needs, environmental impacts, and new ideas for a vibrant economy, and
- work towards building a resilient, equitable, and sustainable Southern Georgian Bay.

We are all facing challenges and complex issues, and no one sector or municipality can address them on their own. We were delighted to have some Town Council members and Staff involved in our 2023 programming!

Notable Achievements this past year:

- Community engagement increased by 30%,
- Resident participation expanded across six municipalities, and
- Growing engagement of leaders in major sectors – business, government, non-profit, and philanthropy.

Events included:

- Regional Strategy Session,

- SGB Affordable Housing Toolkit Launch,
- Achieving Sustainability through a Greener Economy, and
- New Ways to Finance the Housing Affordability Gap

The Ask – invest in moving the Institute from a start-up to an ongoing enterprise

With your investment of \$10,000 we can continue to keep our events free and accessible and help support municipal committees, working groups, and task forces in these priority areas. And, we can continue to support our learning groups and networks across the region.

2024 Programming Goals

- A Deep Dive into understanding the ecosystem required to help finance the kind of rental housing we need to support our local workforce.
- Explore a regional model for a Sustainability/Green Economy Hub in our region.
- Feature triple bottom-line businesses, social enterprises, and B-Corporations and learn how to nurture more. This kind of Business & Innovation cuts across all priority areas.
- Continue to promote artists, arts organizations, and arts businesses.

Benefits

Your investment is helping us all support our local sustainable economy by:

- Hiring local talent
- Using local services
- Securing local venues

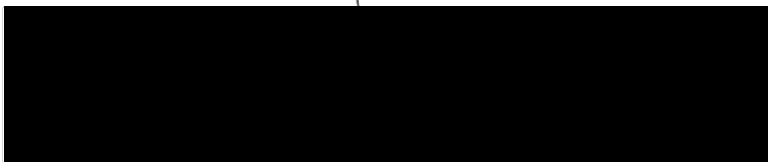
And helps pay for communications, virtual and live events, newsletters, web site, and social media. Our collective work expands community engagement and enables residents and leaders to co-create the programming, align our objectives, and develop collaborative initiatives.

Our Unique Role

The Institute provides a unique role in the region by offering a platform and growing network for accelerating action on our common issues. Residents, and business, government, non-profit, and philanthropic leaders are convened to help build a resilient, equitable, and sustainable Southern Georgian Bay.

We hope the Town of the Blue Mountains will participate in this important opportunity and collaborate with us!

Regards,



Rosalyn Morrison, Volunteer Chair, The Institute of Southern Georgian Bay www.tisgb.com



December 13, 2023

Mayor and Council Members
Town of Blue Mountains,
32 Mill Street
P.O.310
Thornbury, Ontario
NOH 2P0

Dear Madam Mayor and Council Members,

As a representative of the Blue Mountain Film and Media Festival - an event produced by the Blue Mountain Village Association and sponsored and supported by Blue Mountain Resorts, I am requesting a continued partnership with the Town of Blue Mountains.

The dates of this year's Blue Mountain Film and Media Festival are set for May 30 - June 2, 2024. We have had a tremendous amount of success so far, in large part due to the incredible support by the Town of Blue Mountains' Council.

Here are some details of the success of last year's festival, and its' positive impact on the community.

- We doubled our audience in year two with a total attendance of 6,778. Surveys and feedback suggest that year three will also deliver high double digit growth.
- Audience members were primarily drawn from Grey/Bruce/Simcoe Counties (58%) and the GTHA (34%)
- In September 2022 we were awarded "Best New Festival" by Festival and Events Ontario.
- One of our films, Navalny which had one of its first screenings in North America went on to win an Academy Award
- A keystone of the festival is the Creative Forum, which featured emerging Canadian talent, an Oscar winner, and legendary filmmakers. The artists took to Blue Mountain to discuss their journeys to the top and the challenges along the way while breaking down memorable scenes from their works.
- We engaged Local Youth - in partnership with the Blue Mountain Foundation for the Arts, we hosted a screening of "Casablanca Beats" with local high school students with a Q&A and with guest celebrity rapper "Evo Da Saint"



- The creative forum introduces top film makers and producers to The Blue Mountains with a mind to return to use our town as a film location. We are starting to see the return on this. Currently there is a big production being filmed at the resort which is a joint adventure between CTV and Blue Ant Media. As production in the area grows, so will the opportunity for citizens to build a career in what has been for Ontario a 3 Billion Dollar/Year industry.
- Expanding in 2024 to include new media as part of the forum. Digital and online industry events on the Saturday.
- A Film Festival such as ours is marketing to an entirely new market of visitors to the area, whether they are content producers looking for a scenic and cooperative municipality or if they are culture lovers looking for an incredible experience in an area more famous for its great outdoors. It also increases tourism outside of our busy seasons of summer and winter.

We would like to offer the Town the opportunity to sponsor us again this year. One of the highlights of the Creative Forum is the “Locations Tour” that winds the forum attendees through our incredible municipality. The feedback on our surveys ranks this as absolute Forum favourite. With the Town sponsorship it and our council members present to meet in such a comfortable and informal environment emphasizes to the attendees the film friendliness of the Town of Blue Mountains. In addition to this event the sponsorship defines the Town of the Blue Mountains as the exclusive municipality. It includes a full media package and branding across our promotions. It can also include an activation promoting the town inside the event - or something else tailor-made to fulfill your objectives.

Last year, you generously supported us with a sponsorship of \$26,500. This year we request that you consider supporting us in the amount of \$27,800.

Thank you for your consideration

Sincerely yours,

Marni Moreau



Cc: Andrew Siegwart, Patti Kendall



Human Resources

Mission

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

Headcount

Three full-time positions (3 FTEs).

Services Provided

The Human Resources (HR) Division is responsible for leading and administering the following functions:

- Recruitment, attraction, and retention of top talent.
- Onboarding and offboarding.
- Compensation and benefits administration.
- Employee health, safety, and wellness.
- Claims management (Short-term disability (STD), Long-term disability(LTD), Workplace Safety and Insurance Board (WSIB)).
- Corporate training and development.
- Accessibility compliance and improvement.
- Employee & labour relations.
- Corporate HR Policy and employee program development and administration.
- Performance management monitoring.
- Employee records management.
- Ensuring employment and legislative compliance.

2024 Work Plan

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

- Implement and facilitate end-user training for the remaining Dayforce modules, including recruitment, onboarding, and performance management.
- Develop and facilitate Employee Code of Conduct workshops for staff.
- Provide training for all staff on respectful workplace practices, dealing with difficult customers and communicating effectively with the public.
- Undertake a market and pay equity compensation review for non-union staff and Council. Refer to the Corporate Administration division sheet for project overview and budget.
- Collective agreement negotiations – Blue Mountains Professional Fire Fighters Association (BMPFFA).
- Enroll in the WSIB Health & Safety Excellence Program and in collaboration with the Joint Health & Safety Committee (JHSC), develop an action plan to work on two to three health and safety topics for 2024.

Human Resources

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Number of Job Postings/Competitions	63	45*	50**
Number of Employees Onboarded	47	49	50
Permanent Full-time Turnover†	12%	9.6%	9%
Reported Workplace Incidents§	13	11	12
WSIB- Lost Time Injuries (LTI) & No Lost Time Injuries (NLTI)§	LTI- 3 NLTI- 4	YTD LTI- 0 YTD NLTI- 3	LTI- N/A NLTI- N/A

YTD- as of October 18, 2023

Job Postings/Competitions – Town & Library

* Includes open and unfilled competition files

** Forecasted retirements, average FT turnover 2019-2022

† Includes resignations and retirements: Calculation (Total Full-time departures / Avg. # of Full-time Employees) x100

§ WSIB claims as of August 31, 2023; 2024 expected based on average 2020-2022

2023 Highlights

- The HR division launched Dayforce, the Town's new Human Capital Management platform. The initial phase of this project included the implementation of payroll, timesheets, employee records and employee self-service modules.
- The division supported the Town's Internal Diversity Equity and Inclusion Committee.
- Performance Management Program Workshops were designed and facilitated for leaders.
- Health, Safety and Wellness Week online and in-person initiatives were delivered for staff.
- HR enhanced Health and Safety communication across the organization, presenting at tailgate meetings seasonally, as well as the All-Staff Update meetings.
- The JHSC achieved the goal of having over 50% of the Committee possess JHSC Part 1 and 2 certifications.

In addition, several existing policies were researched, reviewed, and updated, including:

- Compensation Administration Policy.
- Personal Unpaid Leaves of Absence Policy.
- Jury Duty and Attendance in Court.
- Respect in the Workplace Policy.
- Workplace Violence Policy.
- Performance Management Program.

Human Resources

- Incident Reporting and Investigation Policy.
- Personal Audio Equipment in the Workplace Policy.
- Standard Operating Procedures Policy.
- Distracted Driving Policy.

The following new policies were implemented:

- Employee Code of Conduct.
- On-call/Stand-by Policy.
- Hazard Reporting Policy.

2024 Budget Commentary

There is an increase of \$40,000 to the Human Resources operating budget under corporate training for an external training provider to facilitate training for all staff on respectful workplace practices, dealing with difficult customers and communicating effectively with the public.

The health and safety budget is increased by \$3,000 for enrollment in the WSIB Health & Safety Excellence program. This is a performance-based incentive program and provides employers with the opportunity to earn rebates and other forms of recognition by improving workplace health and safety. The Town has the opportunity to receive an estimated \$12,000 in rebates through this incentive program in 2024.

The health and safety budget also includes an additional \$5,500 to cover periodic audiometric testing for all employees who participate in the program. Per the Hearing Conservation Policy, workers exposed to noise in their positions are required to have their hearing tested once every two years.

Human Resources

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	292,876	296,680	3,804	305,159	12,283	8,479
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	88,094	90,436	2,341	91,019	2,925	583
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	31,575	45,995	14,420	13,300	-18,275	-32,695
Communications	17,375	8,005	-9,370	17,100	-275	9,095
Personnel and Training	39,150	28,352	-10,798	76,200	37,050	47,848
Legal Expenses	15,000	5,583	-9,417	10,000	-5,000	4,417
Consulting	5,000	4,518	-482	13,000	8,000	8,482
Total Expenses	489,070	479,567	-9,503	525,778	36,708	46,211
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Sub-Total Cost of Division	489,070	479,567	-9,503	525,778	36,708	46,211
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	-366,668	-366,668	0	-370,704	-4,036	-4,036
Total Transfers	-366,668	-366,668	0	-370,704	-4,036	-4,036
Cost of Division	122,402	112,899	-9,503	155,074	32,672	42,175
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	122,402	112,899	-9,503	155,074	32,672	42,175

Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2024 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 2024 Fees and Charges By-law. If the 2024 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

DEPARTMENT NAME

All fees are subject to the applicable HST

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Tax Certificate	\$85.00	
Property Title Search for Tax Collection	\$45.00	
Tax Bill Reprint	\$10.00	
Funds Transfer Fee¹	\$20.00	
Returned (NSF) Fee	\$40.00	
Interest on Special Charges and Accounts Receivable	1.25% per month	
LiDAR²	\$360.00	Remove
Photocopy & Computer Print Out	\$0.50/page	
Grey County Map Book	100% of Cost	
Town of Thornbury History Book	\$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, offered by the Province at no cost

Description	Current Fee or Charge	2024 Proposed Fee or Charge
New Owner Administrative Fee		\$30.00
New Account Administrative Fee		\$50.00
Mortgage Company Fee/Account		\$10.00
Charges Added to Tax Roll Administrative Fee		\$50.00
Town Flag	\$50.00	
Town Hall Cleaning for Events	\$190.00	\$195.00
Other Town Merchandise	100% of Cost	
Lottery License	3% of the total prize value to a maximum of \$100.00	
Request for Municipal Information or Letters of Non-Objection as required by A.G.C.O	\$85.00	
Marriage License	\$165.00	\$170.00
Civil Marriage/Vow Renewal Services		
Civil Marriage Service – The Blue Mountains (during business hours)	\$260.00	\$265.00
Civil Marriage Service – The Blue Mountains (outside business hours)	\$390.00	\$400.00
Rehearsal Fee	\$80.00	
Travel Fee (outside The Blue Mountains)	\$30.00	
Line Fence Viewers		
Administrative Fee	\$225.00 per request	\$230.00 per request
Fee per Fence Viewer per hour	\$20.00 per hour	

Description	Current Fee or Charge	2024 Proposed Fee or Charge
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)	\$390.00	\$400.00
Tile Drainage Inspection	\$115.00	

This page has been intentionally left blank for printing purposes.



2024 Approved Budget Corporate Administration

Corporate Administration

Mission

The Corporate Administration Division was created to record tax-related revenues and expenses that affect the Town as a whole and are not related to one specific Department. Corporate Administration is also where all plans and studies are budgeted.

Headcount

0 full-time positions (0.3 FTEs)

- Part of the Infrastructure and Public Works Clerk gets charged to the Corporate Administration division.

Services Provided

Corporate Administration is a general administration division which includes property taxation-related revenues, insurance deductible costs, and all studies and plans.

2023 Highlights

- The Town has seen a sharp increase to interest received on the general bank account and investments. Staff are forecasting to be close to \$800,000 in investment revenues on a \$300,000 budget.
- Staff have been working diligently with the Municipal Property Assessment Corporation (MPAC) to realize \$850,000 in supplemental taxation revenues.

2024 Budget Commentary

- Staff are recommending carrying a small (\$25,000) legal budget to fund smaller items that could arise during the year.
- Staff have included a \$750,000 budget for supplemental taxation revenues, a decrease compared to 2023 as MPAC continues to address outstanding assessments.
- The Town's Ontario Municipal Partnership Fund (OMPF) increased by \$35,900 to \$1,350,300.

Transfers to Reserves - \$90,000 will be transferred to the Planning Studies Reserve for all Town-wide studies that are no longer eligible for Development Charges funding. \$250,000 will be transferred to the Human Resources Reserve for employee-related items.

Transfers from Reserves and Development Charges fund the studies included in detail on the following pages.

Corporate Administration

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	15,900	22,786	6,887	17,281	1,381	-5,505
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	-11,404	-10,150	1,254	-11,039	365	-889
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	38,339	144,510	106,171	35,820	-2,519	-108,690
Communications	83,250	90,312	7,062	79,500	-3,750	-10,812
Personnel and Training	21,500	12,962	-8,538	13,000	-8,500	38
Legal Expenses	0	21,108	21,108	25,000	25,000	3,892
Consulting	1,195,000	764,484	-430,516	670,000	-525,000	-94,484
Total Expenses	1,342,584	1,046,013	-296,572	829,562	-513,022	-216,451
Revenue						
Grants and Donations	1,314,400	1,314,400	0	1,750,300	435,900	435,900
External Revenue	1,725,620	2,034,043	308,423	2,068,025	342,405	33,982
Subsidies	0	0	0	0	0	0
Total Revenue	3,040,020	3,348,443	308,423	3,818,325	778,305	469,882
Sub-Total Cost of Division	-1,697,436	-2,302,430	-604,995	-2,988,763	-1,291,327	-686,333
Transfers						
Transfers to Reserves	36,000	36,000	0	325,000	289,000	289,000
Transfer To / From Unfinanced	0	-19,066	-19,066	-50,000	-50,000	-30,934
Transfers from Reserves	-637,500	-405,177	232,323	-1,510,000	-872,500	-1,104,823
Transfers from Development Charges	-557,500	-359,307	198,193	0	557,500	359,307
Transfers to Other Divisions	0	0	0	0	0	0
Total Transfers	-1,159,000	-728,484	430,516	-1,235,000	-26,000	-456,516
Cost of Division	-2,856,436	-3,030,914	-174,479	-4,223,763	-1,317,327	-1,142,849
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	-2,856,436	-3,030,914	-174,479	-4,223,763	-1,317,327	-1,142,849

Corporate Administration

2024 Studies and Plans

Project	Thornbury Landfill Remediation Plan
Lead Department	Operations – Sustainability
Description	With the information obtained in the Site Characterization Study a detailed financial and construction plan will be created under this project, with the goal of unrestricted land use and a Record of Site Condition.
Project Manager	Manager of Sustainability and Solid Waste
Strategic Alignment	Thornbury Landfill Site Study
Budget	\$50,000 Consulting
Funding	\$50,000 Unfinanced

Corporate Administration

Project	Energy Management Plan
Lead Department	Operations - Sustainability
Description	<p>Ontario Regulation 25/23, Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans (O. Reg. 25/23), requires public agencies to report annually to the Ministry of Energy on their energy use and greenhouse gas emissions and publish the reports on their websites. In addition, public agencies need to develop a five-year Energy Conservation and Demand Management (ECDM) plan and publish the plan on their websites. The 2024 ECDM Plan will meet the requirements of O. Reg. 25/23 and is an opportunity to chart path toward the Town's net zero by 2050 GHG emissions reduction target by managing the Town's energy consumption and investing in reduced energy demand.</p> <p>Town Staff will create the ECDM plan using a combination of in-house and external services with the \$50,000 funding. Staff will report back to Council with the Plan recommendations, anticipating that creating a net zero pathway will be an opportunity identified in the Plan. A net zero pathway is required to access Green Municipal Fund grant money that can be used to implement deep building retro-fits including the application of renewable energy technology.</p>
Project Manager	Manager of Sustainability and Solid Waste
Strategic Alignment	Legislated required and Future Story
Budget	\$50,000 Consulting
Funding	\$50,000 Working Capital Reserve

Corporate Administration

Project	Market & Pay Equity Compensation Review – Non-Union Staff and Council
Lead Department	Administration - Human Resources
Description	<p>In accordance with the Town's Compensation Administration Policy, POL.COR.23.01, a market review of the non-union salary grid is undertaken every four (4) years in the second year of the term of Council and considered through the budget process for implementation in the third year of Council. This periodic review is essential to ensure that the Town's compensation packages remain relevant and competitive in an evolving employment landscape.</p> <p>The Town currently has a contract with Gallagher Benefit Services Group (Gallagher) for compensation administration consulting services. The last market and pay equity compensation review for non-union staff was completed by Gallagher in 2021.</p> <p>In 2021, Council established a temporary, independent, and citizen-led Council Compensation Committee to review and make recommendations to Council on compensation for Members of Council. For 2024, staff recommend that a Council compensation review, including base remuneration, benefits, pension, per diems, and allowances, be included as part of the Market & Pay Equity Compensation Review to be completed by Gallagher. The Council Compensation review will also include a review of the Committee of Adjustment compensation.</p> <p>The Market & Pay Equity Compensation Review for Non-Union Staff and Council project will involve the evaluation of approximately 125 staff positions, including Library roles, three elected officials' positions and the Committee of Adjustment role.</p>
Project Manager	Manager of Human Resources
Strategic Alignment	Organizational Review
Budget	\$55,000 Consulting \$5,000 Contingency \$60,000 Total Budget
Funding	\$60,000 Human Resources Reserve

Corporate Administration

Project	Stormwater Natural Infrastructure Project
Lead Department	Operations - Sustainability
Description	Nature based and green infrastructure systems can significantly improve stormwater quality outfall. Under the Sustainability Initiatives operating budget staff will be making an application to the Green Municipal Fund. If the application is successful, this project will design and implement improvements to a selected section of urban stormwater. GMF will provide up to 80% of project costs.
Project Manager	Manager of Sustainability and Solid Waste
Strategic Alignment	Future Story/Drainage Master Plan
Budget	\$500,000 Consulting
Funding	\$400,000 Grant \$100,000 IPW Asset Replacement Reserve Fund \$500,000 Total Funding

Total Number of Projects:	4
Total Budget:	\$660,000
Total Funding by Source:	\$50,000 Unfinanced \$50,000 Working Capital Reserve \$60,000 Human Resources Reserve \$100,000 IPW Asset Replacement Reserve Fund \$400,000 Grant \$660,000 Total Funding

Corporate Administration

2025 Studies and Plans

Project	Communications Strategy Update
Lead Department	Communications & Economic Development
Description	<p>The purpose of this project is to update the Town's 2021 – 2025 Communications Strategy. The first strategy, created by the Communications Advisory Committee, set the foundation and provided an excellent framework for developing a strong communications plan for the Town. The updated strategy will further enhance the Town's communications and public engagement efforts through a streamlined and focused approach to building trust and transparency with the community.</p> <p>Staff are recommending that a municipal communications consultant be retained to lead the plan's development with a focus on providing specialized expertise in municipal communications and internal process reviews and workflows. The benefit will also be related to reviewing the Town's current communication standards against industry best practices, with the benefit of fresh and innovative insight and without internal biases. This approach will also allow internal staff to focus on core responsibilities, promoting efficiency in the strategy development process.</p>
Project Manager	Manager of Communications & Economic Development
Budget	\$40,000 Consulting
Funding	\$40,000 Working Capital

Corporate Administration

Project	Economic Development Strategy
Lead Department	Communications & Economic Development
Description	<p>The purpose of this project is to develop a new five-year Economic Development Strategy for the Town. The first strategy, developed by the Economic Development Advisory Committee, provided a base foundation and a series of related action items.</p> <p>Understanding the growing challenges faced by local businesses throughout the community and through the mounting pressures related to workforce retention and attraction, business retention/growth/expansion, sustainability, affordability and community growth/development, the new strategy will need to focus on a more robust inter-connected plan to address these issues and to support local businesses and key industries and to ultimately help diversify the Town's economy and commercial tax base.</p> <p>Due to the wide scope and areas of expertise required, Staff are recommending that an economic development consultant be retained to lead the plan's development in partnership and consultation with the Economic Development Advisory Committee. The benefits of an external consultant are related to a more robust and indepth understanding of national and international best practices that could be applied in The Blue Mountains to help address these challenges through the development of an action plan.</p>
Project Manager	Manager of Communications & Economic Development
Budget	\$60,000 Consulting
Funding	\$60,000 Working Capital

Corporate Administration

Project	Governance Review
Lead Department	Administration – Office of the CAO
Description	Through the Corporate Organization Review it was recommended that the Town look to streamline its Committees of Council structure and governance process to increase the overall efficiencies of operations. Staff are recommending a project manager for this update that will also help complete the Governance Review and the Long-Term Finance Plan.
Project Manager	CAO
Strategic Alignment	Organization Review
Budget	\$20,000 Salaries and Benefits \$50,000 Consulting \$70,000 Total Budget
Funding	\$70,000 Working Capital Reserve

Project	Workforce Planning
Lead Department	Human Resources
Description	This project will involve the hiring of a consultant to assist the Town with developing a Workforce Plan to strategically align staffing practices with service delivery needs, (i.e. talent management, staffing levels, job descriptions, compensation packages). A Workforce Plan will address future retirements, recruitment, retention, and talent management strategies.
Project Manager	Manager of Human Resources
Budget	\$75,000 Consulting
Funding	\$75,000 Human Resources Reserve

Corporate Administration

Project	Facility Condition Assessments
Lead Department	Finance and IT – Facility and Fleet
Description	<p>The Town did facility condition assessments in 2018 and are looking to update these assessments. Staff are looking to get full details on the larger facilities (treatment plants, town hall, etc.) and then use the information and knowledge learned through the process to do the smaller facilities (seasonal washrooms, pump stations, etc.).</p> <p>Staff will be applying to FCM for a partial grant to cover the cost. The Town was successful under this grant for the 2018 assessments.</p> <p>In speaking with the Marsh Street Centre, they would greatly benefit from an assessment done on the century old centre. Staff are recommending that this facility be included in the Town's work and be funded from the grant. Staff see this as a great public-private partnership.</p>
Project Manager	Manager of Facility and Fleet
Strategic Alignment	Asset Management Plan
Budget	\$100,000 Consulting
Funding	\$40,000 Grant \$60,000 Facility Asset Replacement Reserve Fund \$100,000 Total Funding

Project	Strategic Plan Update
Lead Department	Office of the CAO
Description	Staff are looking to update the Town's Strategic Plan.
Project Manager	CAO
Budget	\$100,000 Consulting
Funding	\$100,000 Working Capital

Corporate Administration

Project	Parks and Open Space Master Plan
Lead Department	Community Services
Description	This plan will make recommendations intended to provide an achievable strategy for parks, trails and Open Space zones in the Town through a comprehensive planning approach to identify opportunities that optimize & enhance all Parkland and trail networks within the Town, create a formal strategy for pursuing new parkland and trail opportunities, and develop a comprehensive strategy for receiving and managing open space land.
Project Manager	Director of Community Services
Budget	\$100,000 Consulting
Funding	\$100,000 Community Services Asset Replacement Reserve Fund

Project	Community Improvement Plan Review
Lead Department	Planning and CEDC
Description	The Town would seek to review both the Town-Wide Revitalization CIP and Housing Within Reach CIP. This could include potential amendments to funding limits as well as consider the creation/elimination of grant programs. In proceeding with this initiative, funding will be required to retain a consultant to review and recommend program changes.
Project Manager	Director of Planning and Manager of CEDC
Budget	\$100,000 Consulting
Funding	\$100,000 Planning Studies Reserve

Project	Zoning By-law Update
Lead Department	Planning
Description	The Town will review the 2018 Comprehensive Zoning By-law with the intent of aligning the By-law with a newly updated Official Plan. The funding will be used to procure a consultant to complete background research, conduct public engagement activities and draft the new by-law.
Project Manager	Manager of Community Planning
Budget	\$200,000 Consulting
Funding	\$200,000 Planning Studies Reserve

Corporate Administration

Project	Infrastructure Master Plan
Lead Department	Operations
Description	By Q3/Q4 of 2024, the Town will have completed several infrastructure related studies and Class Environmental Assessments that identify water and wastewater, transportation, waste management and stormwater management needs. An Integrated Infrastructure Master Plan would consolidate these studies and plans into a single capital program that identifies the long-term planning, resource needs and financial expenditures that would address asset renewal and growth-related needs. The intention is to update this Master Plan on a regular interval as opposed to conducting separate studies (e.g. Transportation Master Plan, Wastewater Collection Master Plan, Drainage Master Plan, Town-Wide Water Master Plan).
Project Manager	Manager of Capital Projects
Budget	\$200,000 Consulting
Funding	\$50,000 Water Asset Replacement Reserve Fund \$50,000 Wastewater Asset Replacement Reserve Fund \$100,000 IPW Asset Replacement Reserve Fund \$200,000 Total Funding

Corporate Administration

Project	Long-Term Financial Plan and User-Fee Study
Lead Department	Finance and IT Services – Finance
Description	<p>This study will be done in two parts with the first part being a detailed review of the fees and charges (not including Planning and Development Services and Licensing) charged by the Town for various items. This will include but is not limited to the Thornbury Harbour, Water and Wastewater fee structures, Administration fees, and all fees and charges collected through Community Services. This portion of the study will be used to inform Part Two which is a Long-Term Financial Plan for the Town. This plan will look at all revenues streams, such as Development Charges, Property Taxation, and Fees and Charges and build the plan to ensure the Town is a good financial standing for the long-term. Due to the large number of capital projects in the short to medium term (10-Years) staff will also be looking at the use of long-term debt as a financing tool to be used for these projects. This plan will be vital for the Town long-term and will be used in annual budgets, asset management planning, and other strategic documents for the Town.</p> <p>Staff are including an 18-month contract to complete this study as well as the Purchasing Policy Update and Governance Review.</p>
Project Manager	Acting Director of Finance
Strategic Alignment	Organization Review
Budget	\$100,000 Salaries and Benefits \$400,000 Consulting \$500,000 Total Budget
Funding	\$25,000 Harbour Reserve \$25,000 Cemetery Reserve \$100,000 Water Rate Stabilization Reserve \$100,000 Wastewater Rate Stabilization Reserve \$250,000 Planning Studies Reserve \$500,000 Total Funding

Corporate Administration

Total Number of Projects:	11
Total Budget:	\$1,545,000
Total Funding by Source:	\$25,000 Harbour Reserve \$25,000 Cemetery Reserve \$40,000 Grant \$50,000 Water Asset Replacement Reserve Fund \$50,000 Wastewater Asset Replacement Reserve Fund \$60,000 Facility Asset Replacement Reserve Fund \$75,000 Human Resources Reserve \$100,000 Water Rate Stabilization Reserve \$100,000 Wastewater Rate Stabilization Reserve \$100,000 IPW Asset Replacement Reserve Fund \$100,000 Community Services Asset Replacement Reserve Fund \$270,000 Working Capital \$550,000 Planning Studies Reserve \$1,545,000 Total Funding

Corporate Administration

2026 Studies and Plans

Project	Leisure Activity Plan (LAP) Update
Lead Department	Community Services
Description	This plan will update the 2020 LAP and provide a comprehensive review of current formal recreation opportunities and make recommendations to implement new activities, change course on existing activities and formally consult with the community to determine future opportunities.
Project Manager	Director of Community Services
Budget	\$100,000 Consulting
Funding	\$100,000 Community Services Asset Replacement Reserve Fund

Project	Community Planning Permit System
Lead Department	Planning
Description	The Community Planning Permit System(CPPS) is a land use planning tool that combines Zoning By-law Amendments, Minor Variances and Site Plan Applications into one single application and approval process. A CPPS provides an alternative to the traditional planning approval process, enabling greater efficiencies and a streamlined development process as well as the opportunity to apply a broader scope of review as part of the permit process. Funding would be required to procure a consultant to facilitate the development of a by-law enabling the CPPS and guide implementation.
Project Manager	Manager of Community Planning
Budget	\$300,000 Consulting
Funding	\$300,000 Planning Studies Reserve

Total Number of Projects:	2
Total Budget:	\$400,000
Total Funding by Source:	\$100,000 Community Services Asset Replacement Reserve Fund \$300,000 Planning Studies Reserve \$400,000 Total Funding

Debt Repayment

Mission

The Town intends to keep long-term debt use to a minimum; however, debt is an important financing tool that is available to the Town. The Province sets a debt cap at 25% of annual revenues that can be used towards principal and interest payments, this is known as the Annual Repayment Limit (ARL).

Headcount

N/A

Services Provided

Consolidated look at all current long-term debt payments with a look at any additional long-term debt included in the five-year capital plan.

2024 Work Plan

Update the Town's Debt Policy and Land Sale Policy, which is to be done with each term of Council. Staff will be looking to bring the updated policy forward in September of 2024 to be used for the 2025 proposed budget.

Current Long-Term Debt

Description	Original Balance	Interest Rate	Expiry	Funding Source
Town Hall Build	\$3,300,000	2.00%	2027	Land sales*
Thornbury Water Reservoir	\$2,000,000	5.11%	2031	Development Charges
Harbour Docks	\$611,990	3.21%	2033	Annual user-fees
OPP Detachment Build	\$614,000	3.58%	2037	Development Charges
Landfill Expansion	\$985,000	2.74%	2046	Land sales*
Land Purchases	\$2,795,822	2.61%	2046	Land sales*

*Land Sales – As directed by Council in 2023, staff have been working through the process to sell surplus lands, with the revenues from those sales being used to fund long-term debt payments and remove them from the tax base. Council has approved a list of 10 properties that staff are working through the sale process.

2023 Highlights

No additional debt was taken out by the Town in 2023.

Debt Repayment

2024 Principal and Interest Payments

Description	Principal	Interest	Total
Town Hall Build	\$239,713	\$16,021	\$255,734
Thornbury Water Reservoir	\$80,000	\$31,595	\$111,595
Harbour Docks	\$40,799	\$12,149	\$52,949
OPP Detachment Build	\$22,945	\$14,428	\$37,374
Landfill Expansion	\$39,400	\$24,629	\$64,029
Land Purchases	\$111,833	\$66,581	\$178,414
Total Payments	\$534,690	\$165,403	\$700,093

2024 Annual 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. The Town has a policy further limiting this amount to 15% to have 10% available in case the Town requires urgent or unforeseen debt.

Description	Amount	Year
Net Revenues	\$31,463,348	
25% Limit as per Provincial Legislation	\$7,865,837	
15% Limit as per Town Debt Policy	\$4,719,502	
Current Annual Payments	\$700,093	
Approved Projects		
Aerial Pumper Replacement	\$109,560	2024
Bridge #2 and #3	\$128,477	2025
Winter Control Equipment (Snowplows)	\$243,647	2025
Landfill Expansion Phase 2	\$370,593	2027
Ravenna Roads Depot Expansion	\$622,480	2027
Total Approved Projects	\$1,474,757	
Total Annual Payments	\$2,174,850	
Proposed Projects (2024 Capital Budget)		
Sidewalk Machines	\$107,779	
Revised Total Annual Payments	\$2,282,629	
Remaining Limit (Town Policy at 15%)	\$2,436,873	

Debt Repayment

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	0	0	0	0	0	0
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	0	0	0	0	0	0
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	711,244	711,244	0	757,400	46,156	46,156
Communications	0	0	0	0	0	0
Personnel and Training	0	0	0	0	0	0
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	711,244	711,244	0	757,400	46,156	46,156
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	10,200	10,200	0	10,200	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	10,200	10,200	0	10,200	0	0
Sub-Total Cost of Division	701,044	701,044	0	747,200	46,156	46,156
Transfers						
Transfers to Reserves	-54,226	-54,226	0	-52,949	1,277	1,277
Transfers from Reserves	-436,883	-436,883	0	-555,482	-118,599	-118,599
Transfers from Development Charges	-153,348	-153,348	0	-148,969	4,379	4,379
Transfers to Other Divisions	0	0	0	0	0	0
Total Transfers	-644,457	-644,457	0	-757,400	-112,943	-112,943
Cost of Division	56,587	56,587	0	-10,200	-66,787	-66,787
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	56,587	56,587	0	-10,200	-66,787	-66,787

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.

Headcount

N/A

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

Description	2022 Actual	2023 Forecast	2024 Expected
Approved Full-Time Equivalent Positions	17.5	17.5	17.5
Civilian Employees	1	1	1
Household Property Count	8,475	8,882	9,063
Commercial and Industrial Property Count	408	407	409
Base Services Cost per Property	\$172.74	\$165.66	\$165.59
Calls for Service Cost per Property	\$84.09	\$77.32	\$76.35
Estimated Billing Cost per Property	\$318.00	\$302.94	\$302.14

Ontario Provincial Police

Year Over Year Costs 2023 and 2024 Budgeted Costs

Service Type	2023	2024
Base Service	\$ 1,538,834	\$ 1,568,435
Calls for Service	\$ 718,245	\$ 723,229
Overtime	\$ 66,036	\$ 67,794
Enhancements	\$ 480,014	\$ 491,821
Prisoner Transport	\$ 10,868	\$ 10,609
Court Security Grant	\$ 0	\$ 0
2021 Year-End Adjustment	\$ (23,915)	\$ 0
2022 Year-End Adjustment	\$ 0	\$ 2,912
Total	\$ 2,790,083	\$ 2,864,800

2022 and 2021 Budget vs. Actual Costs

	2022 Actual	2022 Estimated	2022 Difference	2021 Actual	2021 Estimated	2021 Difference
Base Service	\$ 1,534,472	\$ 1,528,512	\$ 5,960	\$ 1,541,306	\$ 1,522,921	\$ 18,385
Calls for Service	\$ 746,966	\$ 742,722	\$ 4,244	\$ 740,279	\$ 731,641	\$ 8,638
Overtime	\$ 75,577	\$ 60,674	\$ 14,903	\$ 76,764	\$ 67,949	\$ 8,815
Enhancements	\$ 458,154	\$ 474,754	\$ (16,600)	\$ 408,800	\$ 460,575	\$ (51,775)
Prisoner Transport	\$ 9,594	\$ 15,190	\$ (5,596)	\$ 10,126	\$ 18,106	\$ (7,980)
Total	\$2,824,762	\$2,821,851	\$ 2,912	\$2,777,274	\$2,723,186	\$ 54,088

Ontario Provincial Police

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
	A	B	B-A	C	C-A	C-B
Expenses						
Salaries - Full-Time	0	0	0	500	500	500
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	2,000	2,000	0	2,000	0	0
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	2,796,778	2,956,778	160,000	2,874,400	77,622	-82,378
Communications	0	1,165	1,165	1,000	1,000	-165
Personnel and Training	1,830	1,071	-759	2,650	820	1,579
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	2,800,608	2,961,014	160,406	2,880,550	79,942	-80,464
Revenue						
Grants and Donations	9,000	160,000	151,000	9,000	0	-151,000
External Revenue	5,000	12,749	7,749	5,000	0	-7,749
Subsidies	0	0	0	0	0	0
Total Revenue	14,000	172,749	158,749	14,000	0	-158,749
Sub-Total Cost of Division	2,786,608	2,788,265	1,657	2,866,550	79,942	78,285
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	244,787	244,787	0	310,383	65,596	65,596
Total Transfers	244,787	244,787	0	310,383	65,596	65,596
Cost of Division	3,031,395	3,033,052	1,657	3,176,933	145,538	143,881
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	3,031,395	3,033,052	1,657	3,176,933	145,538	143,881

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.

Headcount

N/A

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 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.”

Conservation Authority

Non-Financial Statistics

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

Municipal Levy Contribution – Nottawasaga Valley Conservation Authority

Municipality	2023 Operating Levy	2024 Draft Operating Levy	\$ Increase
Township of Adjala-Tosorontio	\$117,595	\$133,846	\$16,251
Township of Amaranth	\$6,373	\$7,284	\$911
City of Barrie	\$434,582	\$494,143	\$59,561
Town of The Blue Mountains	\$41,838	\$48,492	\$6,654
Town of Bradford West Gwillimbury	\$124,719	\$143,243	\$18,524
Clearview Township	\$143,820	\$164,299	\$20,479
Town of Collingwood	\$298,655	\$345,432	\$46,777
Township of Essa	\$201,394	\$228,907	\$27,513
Municipality of Grey Highlands	\$9,808	\$11,256	\$1,448
Town of Innisfil	\$201,838	\$240,971	\$39,133
Township of Melancthon	\$13,745	\$15,869	\$2,124
Town of Mono	\$107,693	\$122,377	\$14,684
Mulmur Township	\$46,900	\$53,659	\$6,759
Town of New Tecumseth	\$396,048	\$452,891	\$56,843
Township of Oro-Medonte	\$214,777	\$246,479	\$31,702
Town of Shelburne	\$61,429	\$71,258	\$9,829
Township of Springwater	\$220,320	\$252,377	\$32,057
Town of Wasaga Beach	\$263,402	\$305,375	\$41,973
Total Budget	\$2,904,936	\$3,338,158	\$433,222

Conservation Authority

Grey Sauble Conservation Authority

Municipality	2023 Operating Levy	2024 Draft Operating Levy	\$ Increase
Arran-Elderslie	\$44,416	\$46,611	\$2,195
Town of The Blue Mountains	\$461,170	\$489,157	\$27,986
Chatsworth	\$50,945	\$53,427	\$2,482
Georgian Bluffs	\$210,324	\$220,725	\$10,402
Grey Highlands	\$137,294	\$144,192	\$6,898
Meaford	\$222,546	\$233,108	\$10,562
Owen Sound	\$290,967	\$304,808	\$13,841
South Bruce Peninsula	\$222,961	\$232,137	\$9,176
Total	\$1,640,625	\$1,724,166	\$83,541

2024 Budget Commentary

Grey Sauble Conservation Authority 2024 Levy - \$489,157

Nottawasaga Valley Conservation Authority 2024 Levy - \$48,492

Conservation Authority

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
	A	B	B-A	C	C-A	C-B
Expenses						
Salaries - Full-Time	0	0	0	0	0	0
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	0	0	0	0	0	0
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	493,329	503,008	9,679	537,649	44,319	34,641
Communications	0	0	0	0	0	0
Personnel and Training	0	0	0	0	0	0
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	493,329	503,008	9,679	537,649	44,319	34,641
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Sub-Total Cost of Division	493,329	503,008	9,679	537,649	44,319	34,641
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	30,849	30,849	0	31,075	226	226
Total Transfers	30,849	30,849	0	31,075	226	226
Cost of Division	524,178	533,857	9,679	568,723	44,545	34,866
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	524,178	533,857	9,679	568,723	44,545	34,866

Health and Social Services

Mission

The Health and Social Services division was created to record any payments made to a hospital/health related organization or social services. The division of payments into separate categories aids in the annual compiling of the Town's financial information return and provides good information to Council and the Public.

Headcount

N/A

Services Provided

Recording of payments made to health and social service-related organizations as approved by Council.

2024 Work Plan

Council has directed staff to present a draft policy to help govern annual payments to be made to area hospital foundations upon approval of the 2024 Budget. Staff expect to bring a report forward between April and June 2024.

Health Care Contributions 2016 - 2023

The chart below looks at the contributions given by the Town to the Meaford Hospital Foundation and Collingwood General and Marine Hospital Foundation from 2016 to 2023.

Description	2018	2019	2020	2021	2022	2023
Meaford Hospital	\$25,000	\$0	\$18,000	\$0	\$0	\$0
Collingwood Hospital	\$5,000	\$0	\$5,000	\$0	\$0	\$0
NEGHC	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$30,000	\$0	\$23,000	\$0	\$0	\$0

2023 Highlights

No payments were made to hospital foundations, health or social service-related organizations in 2023.

Health and Social Services

2024 Budget Commentary

As directed by Council, the following Meaford Hospital Foundation donation of \$25,000 has been included in the 2024 budget:

THAT Council direct staff to include the request of \$25,000 for the 2024 year to the Meaford Hospital Foundation in the 2024 draft budget, for Council consideration.

At the November 20, 2023 Council meeting, Council heard a deputation from the Northeast Grey Health Clinics regarding physician recruitment. Staff have included \$50,000 in the 2024 proposed budget; this amount is funded from previous year taxation and doesn't have an impact on the 2024 tax rate.

The Town has a Health Services reserve that is forecasted to have a 2023 ending balance of \$86,962.28. There is currently no policy governing this reserve, but this will be included in the draft policy to be brought forward to Council in 2024 by Finance staff.

Health and Social Services

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	0	0	0	0	0	0
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	0	0	0	0	0	0
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	0	0	0	75,000	75,000	75,000
Communications	0	0	0	0	0	0
Personnel and Training	0	0	0	0	0	0
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	0	0	0	75,000	75,000	75,000
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Sub-Total Cost of Division	0	0	0	75,000	75,000	75,000
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	-50,000	-50,000	-50,000
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	0	0	0	0	0	0
Total Transfers	0	0	0	-50,000	-50,000	-50,000
Cost of Division	0	0	0	25,000	25,000	25,000
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	0	0	0	25,000	25,000	25,000

This page has been intentionally left blank for printing purposes.



2024 Approved Budget Finance and IT Services

Financial Services

Mission

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

Headcount

Thirteen full-time positions (12.59 FTEs)

- A portion of the Director of Finance and IT Services position is charged to the Development Engineering and Facilities & Fleet divisions.

Services Provided

The Financial Services Department provides a variety of services including:

- Assisting both external and internal customers.
- Invoicing customers for any services provided to them by the Town such as property tax, utility payments and user fees.
- Advising Council and the public on finances of operations.
- Providing payment to vendors.
- Preparing the Town's Financial Statements and coordinating the Town's annual financial audit.
- Managing corporate purchasing.
- Managing the Town's development charges.
- Coordinating the preparation of the annual budget.
- Maintaining and updating the Town's Asset Management Plan
- Assisting other departments with grant applications and grant receipt reporting.

2024 Work Plan

There are a number of items on Finance's 2024 work plan:

- Although there is a dedicated Project Manager for the replacement of the Town's financial software, this project will require staff time from almost every employee in Finance to meet the January 1, 2025, go-live date. This is a high priority for Finance.
- The Town's Development Charge By-law (2019-17) will expire at the end of April 2024. Staff will bring forward a new By-law and background study before this date to ensure the continued collection of Development Charges.
- Annual work on the interim and year-end financial audits and the annual budget are also included in Finance's work plan.
- Staff are looking to bring the Town's debt policy, investment policy, and reserve and reserve fund policies to Council throughout 2024 to ensure that these documents meet the current and future needs of the Town.
- Staff will explore the newly announced Infrastructure Bank as possible funding for the servicing of Clarksburg.

Financial Services

2023 Highlights

Due to salary and benefit gapping, Financial Services is going to end 2023 well under-budget on salaries, benefits, training and travel expenses.

2024 Budget Commentary

Staff are recommending four new fees and charges for the Financial Services Division. These fees and charges are seen in a number of other municipalities:

- New Owner Administration Fee – applied any time there is an ownership transfer.
- New Account Administration Fee – creation of a new parcel.
- Mortgage Company Fee/Account – annual fee to process mortgage-company tax payments for the property owners.
- Charges Added to Tax Roll Administration Fee – applied when a charge from another department is added to the tax roll for collection.

These recommended fees and charges aim to accurately represent the staff time that it takes to process these activities.

Financial Services

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	1,054,902	945,463	-109,439	1,033,992	-20,910	88,529
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	331,284	242,071	-89,212	325,625	-5,658	83,554
Benefits - Part-Time	0		0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	61,900	55,941	-5,959	59,850	-2,050	3,909
Communications	10,150	14,682	4,532	5,050	-5,100	-9,632
Personnel and Training	18,500	10,582	-7,918	11,750	-6,750	1,168
Legal Expenses	0	0	0	0	0	0
Consulting	5,000	134	-4,866	5,000	0	4,866
Total Expenses	1,481,736	1,268,875	-212,861	1,441,267	-40,469	172,392
Revenue						
Grants and Donations	2,500	2,500	0	2,500	0	0
External Revenue	40,140	37,619	-2,521	50,000	9,860	12,381
Subsidies	0	0	0	0	0	0
Total Revenue	42,640	40,119	-2,521	52,500	9,860	12,381
Sub-Total Cost of Division	1,439,096	1,228,756	-210,340	1,388,767	-50,329	160,011
Transfers						
Transfers to Reserves	6,000	6,000	0	0	-6,000	-6,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	-1,016,501	-1,016,501	0	-1,042,045	-25,545	-25,545
Total Transfers	-1,010,501	-1,010,501	0	-1,042,045	-31,545	-31,545
Cost of Division	428,595	218,255	-210,340	346,722	-81,873	128,467
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	428,595	218,255	-210,340	346,722	-81,873	128,467

Information Technology

Mission

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

Headcount

Six full-time positions (6 FTEs).

Services Provided

Maintain the Town's IT/GIS infrastructure, including corporate networks, databases, computers, servers and communication equipment through the following:

- Support phone systems in Town offices, including land lines, corporate phone systems and mobile devices.
- Software 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 post-project continuous improvement.
- 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.
- Freedom of Information (FOI)/MFIPPA Requests and Legal case search.
- Provide support for Staff and Council during Council meetings, including web streaming and online meeting support.
- Provide public internet services at Town buildings.
- Provide support and security for Town public-facing web properties, including uptime, accessibility and cybersecurity monitoring.
- Provide IT end-user training to staff and Council.
- Provision of IT backup, business continuity and disaster recovery planning services.
- Software licensing management.
- Provision of IT services and support for the Library and the Craighleith Heritage Depot.

2024 Work Plan

Creation of the Information Technology Business/Master Plan to harmonize and improve IT applications and services across the organization through a focus on the following:

- Implementation of the Financial system replacement project due to launch in Q4.
- Building permit and planning application replacement project.
- Improve data collection and business intelligence reporting/dashboards to increase data drive decision making

Information Technology

- Further implementation of ITIL principles using the help desk to improve IT Service delivery.
- Scope and create a plan for Customer Relationship Management software to create efficiencies and streamline customer interactions with the Town.
- Upgrades and maintenance of the corporate video surveillance system, replacement of older technology systems.
- Replacement of Town Hall door security systems with new software and hardware.
- Continue to install fibre optic corporate network connections between Town facilities as road projects and other opportunities arise.
- Continued support and project management for the digitization of paper processes and documents identified as part of the Document Management project.
- Implementation of a new Roads needs software system to replace out-of-date software.
- Replacement of Waste Water Treatment Plant SCADA server infrastructure.
- Third-party IT Security posture assessment and audit, including the internal and external assets.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
IT/GIS Help Desk tickets created annually	2,735	2,155	2,200
Percentage of Excellent/Good responses to Ticket closure survey	N/A	99%	99%
Number of email messages blocked as spam annually	N/A	553,728	550,000
Number of email messages received by mail server annually (does not include spam)	936,475	490,335	500,000
Number of email messages sent by mail server annually	250,417	157,339	160,000
Number of Service Requests received	1,829	1,800	1,800
Number of incoming phone calls at all Town sites	75,560	79,914	80,000
Number of outgoing phone calls from all Town sites	30,071	29,196	30,000
Users supported	230	220	225
Servers supported	78	77	75
Number of smartphones supported	152	154	154
Number of tablets supported	14	16	16
Number of FOI and legal file/email searches performed annually	17	5	8
Number of committee members supported with email and file shares	17	12	12
Number of uses of staff and public interactive maps	12,591	11,351	12,000

Information Technology

2023 Highlights

- Implementation of new Help Desk software to improve IT service delivery to the corporation.
- Upgrades and maintenance of the corporate video surveillance system and replacement of older technology systems.
- Implementation of a new corporate Automatic Vehicle Location (AVL) system for tracking all town vehicles.
- Implementation of a fibre optic corporate network connection between Water Operations Centre and Beaver Valley Community Centre. This Town-owned link was installed to improve the reliability and speed of electronic communication between these sites.
- Creation of a new interactive trail map for the Town website. This map will provide the public with the opportunity to navigate the Town's trail system and amenities through pictures in an interactive manner.
- Office 365 security audit was conducted to enhance operational security posture.
- Storage Area Network hardware was replaced to accommodate growing Town data requirements.
- Implementation of a new Human Resources Management system anticipated to launch in January 2024.
- Support for the residential water meter replacement project.
- Support for the Water Tower refurbishment project.
- Continued support and project management for the digitization of paper processes using the Town's document management system.
- Implementation of hotdesking and vehicle sign-out software.
- Implementation of facility booking availability calendar for the public.

2024 Budget Commentary

- A part-time position was removed in 2023 once the IT Division reached its full complement of six full-time positions.
- \$30,000 has been added to Consulting for annual security audits to ensure the Town is well protected against cyber-attacks.
- The Town continues to see an increase in annual software costs. The increasing costs are due to various factors, such as additional employees due to Town growth, IT and software modernization and program expansion and the cost of annual increases as inflated by software providers.

Transfers to Reserve - \$375,000 transferred into the IT Asset Replacement Reserve Fund.

Information Technology

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	520,914	489,708	-31,206	528,340	7,426	38,632
Salaries - Part-Time	44,540	32,040	-12,500	0	-44,540	-32,040
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	162,069	151,667	-10,402	163,948	1,879	12,281
Benefits - Part-Time	9,658	7,093	-2,565	0	-9,658	-7,093
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	493,810	638,795	144,985	644,234	150,424	5,439
Communications	53,528	55,260	1,732	55,348	1,820	88
Personnel and Training	10,800	9,049	-1,751	9,800	-1,000	751
Legal Expenses	0	0	0	0	0	0
Consulting	0	34	34	30,000	30,000	29,966
Total Expenses	1,295,319	1,383,646	88,327	1,431,671	136,351	48,025
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Sub-Total Cost of Division	1,295,319	1,383,646	88,327	1,431,671	136,351	48,025
Transfers						
Transfers to Reserves	275,000	275,000	0	375,000	100,000	100,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	-999,910	-999,910	0	-	-108,549	-108,549
				1,108,459		
Total Transfers	-724,910	-724,910	0	-733,459	-8,549	-8,549
Cost of Division	570,409	658,736	88,327	698,211	127,802	39,475
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	570,409	658,736	88,327	698,211	127,802	39,475

Information Technology

2024 Capital Budget

Project	Community Services Booking Software
Description	Community Services Booking Software will allow staff to eliminate manual and paper processes as facility requests are increasing beyond the capacity of current staffing levels. This will also allow for internal efficiencies between departments through integration with the Town financial system. Customers will be able to review bookable spaces, times, book and pay online.
Project Manager	Manager of Information Technology
Strategic Alignment	Leisure Activity Plan
Budget	\$55,000 Software
Funding	\$55,000 Community Services Asset Replacement Reserve Fund

Project	Fire Management Software Replacement
Description	The Town's dispatcher is currently looking to upgrade their software, this represents the Town's portion of that upgrade.
Project Manager	Fire Chief
Strategic Alignment	In conjunction with the Town's dispatch service.
Budget	\$100,000 Software
Funding	\$100,000 Fire Asset Replacement Reserve Fund

Information Technology

Project	Digital / IT Business Plan
Description	This capital request focuses on the modernization of critical IT services for the Town of the Blue Mountains. The project aims to replace and upgrade key systems, including building permit and planning applications, introduce customer relationship management (CRM), and business intelligence analytics. The objectives include streamlining municipal processes, improving citizen engagement, and enhancing data-driven decision-making. The projects will encompass vendor selection, system implementation, data migration, and ongoing monitoring and evaluation. Successful execution of this initiative will enhance service delivery and operational efficiency, benefiting both municipal staff and residents. The request includes funding for a project manager to ensure adequate resources within the IT department to accomplish this goal.
Project Manager	Manager of Information Technology
Strategic Alignment	Organization Review
Budget	\$400,000 Software
Funding	<ul style="list-style-type: none"> \$ 10,000 Harbour Reserve \$ 20,000 Development Engineering Fees \$ 20,000 Wastewater Asset Replacement Reserve Fund \$ 30,000 Building Rate Stabilization Reserve Fund \$ 30,000 Water Asset Replacement Reserve Fund \$ 30,000 User-Fees (Licensing) \$ 260,000 IT Asset Replacement Reserve Fund \$ 400,000 Total Funding

Information Technology

Project	Continuous Improvements
Description	This project covers IT ongoing expenditures for a regular replacement program for hardware including computers (four years), servers (seven years) and printers (five to eight years). It also includes costs for network infrastructure, software licensing, software development, and GIS.
Project Manager	Manager of Information Technology
Strategic Alignment	Town's Asset Management Plan
Budget	\$415,000 Replacement Equipment
Funding	\$ 8,000 Harbour Reserve \$ 12,000 Development Engineering Fees \$ 17,000 Wastewater Asset Replacement Reserve Fund \$ 25,000 Building Rate Stabilization Reserve Fund \$ 25,000 Water Asset Replacement Reserve Fund \$ 328,000 IT Asset Replacement Reserve Fund \$ 415,000 Total Funding

Total Number of Projects:	4
Total Budget:	\$970,000
Total Funding by Source:	\$ 18,000 Harbour Reserve \$ 30,000 User Fees (Licensing) \$ 32,000 Development Engineering Fees \$ 37,000 Wastewater Asset Replacement Reserve Fund \$ 55,000 Building Rate Stabilization Reserve Fund \$ 55,000 Community Service Asset Replacement Reserve Fund \$ 55,000 Water Asset Replacement Reserve Fund \$ 100,000 Fire Asset Replacement Reserve Fund \$ 588,000 IT Asset Replacement Reserve Fund \$970,000 Total Funding

Information Technology

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
Community Service Booking Software	\$55,000				
Continuous Improvements	\$415,000	\$430,000	\$445,000	\$460,000	\$475,000
Fire Management Software Replacement	\$100,000				
IT Modernization	\$400,000				
Total Project Cost	\$970,000	\$430,000	\$445,000	\$460,000	\$475,000
Funding Sources	2024	2025	2026	2027	2028
Reserve/ Reserve Funds	\$903,000	\$391,000	\$405,000	\$419,000	\$432,000
Taxation	\$67,000	\$39,000	\$40,000	\$41,000	\$43,000
Total Funding	\$970,000	\$430,000	\$445,000	\$460,000	\$475,000

Facilities and Fleet

Mission

To provide fleet management, maintenance services and capital project delivery for various Town facilities, including 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.
- Facility efficiency and longevity.
- Completing a comprehensive preventative maintenance plan for all facilities.
- Work with all managers, renters and boards of management to establish working relationships and operating and capital budgets.

Headcount

One full-time position (1.25 FTEs)

- Part of the Director of Finance and IT Services gets charged to the Facilities and Fleet division.

Services Provided

Technical guidance and project management is provided for major work related to Town owned facilities. This includes new construction, professional maintenance and major retrofits. Additional services include administration of the Town-wide vehicle fleet management program.

2024 Work Plan

The 2024 Workplan is divided into two categories as detailed below:

Major Capital:

- Continue the engineering and tender work for the new Ravenna Roads and Drainage facility.
- Initiate the Fire Hall #2 new facility construction project.
- Continue to evaluate current sites and retrofit existing sites to accommodate for future increased winter maintenance efforts.
- Complete tender and retrofit of generators at designated Emergency Operation Centre sites.

Professional Maintenance:

- Continue to roll out scheduled professional maintenance for critical facilities. This includes HVAC, roofing and building infrastructure.

Facilities and Fleet

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Fleet Emissions Reductions (MTCO2)	159.1	155.0	145.0
Major Facility Energy Use Reductions (kWh)	6,285,071	5,970,817	5,756,817

2023 Highlights

Building Envelop Improvements:

- L.E. Shore Memorial Library – Engineering and replacement of picture windows.
- Water Treatment Plan - New steel windows and doors.
- OPP Detachment - New vinyl windows, including replacement of support structures.

Mechanical Systems Improvements:

- Craigleith Wastewater Treatment Plants – Engineering and replacement of Facility HVAC systems, including new gas monitoring in vehicle bays. All existing ventilation systems were repaired/replaced and returned to optimal operating conditions with a professional maintenance schedule put in place.
- Fire Station #1- New HVAC system installed. Professional maintenance schedule in place for heating and cooling equipment.
- Fire Station #2 – New radiant heating system installed. Professional maintenance schedule in place for heating and cooling equipment.
- Town Hall - New lighting systems installed, condition assessment of all mechanical and design and retrofit of new building automation system (ongoing)
- Completion of the Beaver Valley Community Centre and Craigleith Heritage Depot Investing in Canada Infrastructure grant projects.
- Implementation of a Town-wide energy management monitoring software called RETScreen. This system will help staff better understand facility energy performance, target building inefficiencies and complete financial and life cycle analysis for various implementation measures and equipment.
- Completed an 80% transfer of fleet vehicles to the efleet lease-equity management system.
- Installation of GPS in fleet vehicles with advanced reporting and monitoring.

2024 Budget Commentary

The 2024 Facilities and Fleet budget largely remains consistent with the 2023 Budget except for the construction of the new Fire Station in Craigleith and the conversion of the current Fire#2 facility to a satellite Operations facility.

Transfer to Reserve - \$347,000 into the Facility Asset Replacement Reserve Fund.

Facilities and Fleet

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	99,598	97,050	-2,547	141,497	41,899	44,446
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	30,067	32,474	2,407	41,653	11,586	9,179
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	1,425,675	1,645,675	220,000	1,674,610	248,935	28,935
Communications	300	409	109	300	0	-109
Personnel and Training	2,000	566	-1,434	2,200	200	1,634
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	1,557,640	1,776,175	218,535	1,860,260	302,620	84,085
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	4,300	220,000	215,700	221,000	216,700	1,000
Subsidies	0	0	0	0	0	0
Total Revenue	4,300	220,000	215,700	221,000	216,700	1,000
Sub-Total Cost of Division	1,553,340	1,556,175	2,835	1,639,260	85,920	83,085
Transfers						
Transfers to Reserves	300,000	300,000	0	287,000	-13,000	-13,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	-1,834,494	-1,834,494	0	-1,783,957	50,537	50,537
Total Transfers	-1,534,494	-1,534,494	0	-1,496,957	37,537	37,537
Cost of Division	18,845	21,680	2,835	142,303	123,458	120,623
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	18,845	21,680	2,835	142,303	123,458	120,623

Facilities and Fleet

2024 Capital Budget

Project	Annual Facility Capital Works
Description	Annual capital program to address facility replacement and upgrades as required. <ul style="list-style-type: none"> • Town wide window and door replacements • Mechanical system upgrades (Water Treatment Plant, BVCC, and LE Shore) • Landfill Operations Centre Upgrades
Project Manager	Manager of Facility and Fleet
Strategic Alignment	Town's Asset Management Plan
Budget	\$500,000 Contract Services
Funding	\$500,000 Asset Replacement Reserve Funds

Project	BVCC Generator Installation
Description	The BVCC is a designated emergency operations centre however it currently doesn't have a stand-by generator. Staff are recommending that a generator be installed so that the facility can operate during an emergency if there is a loss of power.
Project Manager	Manager of Facility and Fleet
Strategic Alignment	Emergency Response Plan
Budget	\$25,000 Engineering \$500,000 Additional Equipment \$25,000 Contingency \$550,000 Total Budget
Funding	\$550,000 Town Working Capital Reserve

Facilities and Fleet

Project	Craigleith Fire Hall Expansion
Description	The Fire Hall in Craigleith needs to be expanded to meet the needs of the growing population/tourism activity in the Craigleith Service area. Staff are looking at a new build on Grey Road 19 with the current Fire Hall being retrofitted for a satellite operations centre for Parks and Trails and Roads and Drainage. Staff are also looking to create touch-down workspaces for all Town staff to use in the Craigleith area.
Project Manager	Manager of Facility and Fleet
Strategic Alignment	Town's Asset Management Plan, Development Charges Background Study, and Net Zero Energy Emissions Municipal Building Policy
Budget	\$1,000,000 Engineering \$10,000,000 Contract Services \$2,000,000 Contingency \$300,000 Retrofits \$13,300,000 Total Budget
Funding	\$150,000 Community Service Asset Replacement Reserve Fund \$150,000 Roads Equipment Asset Replacement Reserve Fund \$5,200,000 Fire Asset Replacement Reserve Fund \$7,800,000 Fire Development Charges \$13,300,000 Total Funding

Total Number of Projects:	3
Total Budget:	\$14,350,000
Total Funding by Source:	\$55,000 Working Capital Reserve \$150,000 Roads Equipment Asset Replacement Reserve Fund \$500,000 Asset Replacement Reserve Funds \$645,000 Community Service Asset Replacement Reserve Fund \$5,200,000 Fire Asset Replacement Reserve Fund \$7,800,000 Fire Development Charges \$14,350,000 Total Funding

Facilities and Fleet

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
Annual Facility Works	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
BVCC Generator	\$550,000				
Craigleith Fire Hall	\$13,300,000				
Water Operations Centre		\$500,000			
Total Project Cost	\$14,350,000	\$1,000,000	\$500,000	\$500,000	\$500,000
Funding Sources	2024	2025	2026	2027	2028
Development Charges	\$7,800,000	\$500,000			
Reserve/Reserve Funds	\$6,550,000	\$500,000	\$500,000	\$500,000	\$500,000
Total Funding	\$14,350,000	\$1,000,000	\$500,000	\$500,000	\$500,000



2024 Approved Budget

Fire Services

Fire Services

Mission

The Fire Department provides fire protection and emergency response services for the Town of The Blue Mountains. The Fire Department also provides 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.

Headcount

Twelve full-time positions (11.05 FTEs)

- Part of the Chief Fire Prevention Officer is charged out to Development Engineering and the Licensing division.

Services Provided

Services are provided as per Establishing and Regulating By-law #2021-10.

2024 Work Plan

The 2024 work plan includes the delivery of a new aerial apparatus, continuation of firefighter certifications, implementation of new self-contained breathing apparatus (SCBA) and hiring of new paid-per-call recruit firefighters.

In addition, Staff are continuing to work through the thirty-eight recommendations that were identified in the Fire Master Plan. The recommendations will be prioritized and brought to Council if there are budgetary impacts.

Non-Financial Statistics

Description	2023 Actual*	2023 Forecast	2024 Expected
Paid Per Call Firefighters	29	29	35
Total Emergency Responses	250	332	364
Fire, Open Air Burning, Overpressure, Explosion, Overheat	22	30	33
Rescues	4	6	8
Alarm Responses (Including CO and Fire)	139	185	200
Gas Leaks, spills, and public hazards	19	26	28
Vehicle Collisions / Extractions	27	36	40
Other Responses	39	49	55
Training Hours	4,312	5,700	6,000
Fire Inspections	269	360	390

*Actuals as of October 1, 2023

Fire Services

2023 Highlights

- In 2023, Fire Department staff realized a significant increase in the hours of hands-on training and online training in preparation of certification deadlines.
- The purchase of the new aerial apparatus has been completed, with delivery anticipated in the second quarter of 2024.
- High-angle refresher training has continued for Fire Department instructors.
- Recruitment and onboarding of the new Deputy Fire Chief.
- Recruiting was started for new Paid-Per-Call Firefighters to ensure the department has a reliable response complement. Through 2023, the department lost six Paid-Per-Call firefighters for various reasons including career advancement and other career paths.

2024 Budget Commentary

In addition to hiring recruit Paid-Per-Call firefighters early in 2024, Staff are also preparing for the following:

- Delivery of new aerial and related training.
- Negotiations with The Blue Mountains Professional Firefighters Association 4986.
- Increase in the number of inspections due to anticipated growth in the community as per the Fire Master Plan recommendation #11, "The Fire Prevention Division monitor inspection and public education requirements and consideration be given to the addition of more FPOs to assist with ensuring all needs of the Division are met."
- Increase in training hours as per the Fire Master Plan recommendation #9, "The Blue Mountains Fire Department should enhance its certification programs to the NFPA Standards thus ensuring that all staff are certified/qualified to the rank and duties held within the Department."
- Begin preparation for new Station 2 in Craigleith.
- Begin the request-for-proposal process for a replacement rescue pumper.

In addition, staff are now recommending the completion of the re-implementation of High Angle Rescue Program. In 2022, as per staff report FAF.22.098 Fire Master Plan and Community Risk Assessment, staff recommended that all specialized rescue be suspended, with the following resolution:

"THAT Council direct staff to suspend all technical and operational rescues to awareness level until such time Firefighters meet certification in those specialized disciplines as per recommendation number 5 in the Fire Master Plan."

Fire Services

In 2023, as per Staff report FAF.23.010, entitled "Fire Department Specialized Rescue", with the following resolution:

"THAT Council provide staff direction to include the proposed funding allocations for potential re-establishment of specialized rescue as outlined in this report into the 2024 proposed budget for further consideration by Council through the 2024 budget deliberations process."

Staff have not included any funding in the 2024 base proposed budget, if Council wants to re-introduce this service staff are recommending a training budget of \$35,000 be added for 2024.

Transfer in Reserve - \$456,000 into the Fire Asset Replacement Reserve Fund.

Fire Services

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	1,248,853	1,093,648	-155,205	1,263,245	14,392	169,597
Salaries - Part-Time	318,000	293,303	-24,697	324,000	6,000	30,697
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	360,381	332,763	-27,617	352,557	-7,823	19,794
Benefits - Part-Time	115,280	57,596	-57,684	68,280	-47,000	10,684
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	184,405	170,331	-14,074	167,300	-17,105	-3,031
Communications	41,400	48,464	7,064	54,648	13,248	6,184
Personnel and Training	43,150	32,720	-10,430	84,830	41,680	52,110
Legal Expenses	0	1,756	1,756	0	0	-1,756
Consulting	450	611	161	450	0	-161
Total Expenses	2,311,919	2,031,192	-280,727	2,315,310	3,392	284,119
Revenue						
Grants and Donations	8,000	10,307	2,307	11,000	3,000	693
External Revenue	50,000	34,372	-15,628	52,000	2,000	17,628
Subsidies	0	0	0	0	0	0
Total Revenue	58,000	44,678	-13,322	63,000	5,000	18,322
Sub-Total Cost of Division	2,253,919	1,986,513	-267,405	2,252,310	-1,608	265,797
Transfers						
Transfers to Reserves	310,000	310,000	0	456,000	146,000	146,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	360,701	360,701	0	359,330	-1,370	-1,370
Total Transfers	670,701	670,701	0	815,330	144,630	144,630
Cost of Division	2,924,620	2,657,214	-267,405	3,067,641	143,021	410,427
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	2,924,620	2,657,214	-267,405	3,067,641	143,021	410,427

Fire Services

2024 Capital Budget

Project	Annual Equipment Replacement
Description	Replacement of equipment that has reached the end of its useful life: <ul style="list-style-type: none"> • Fifteen sets of bunker gear • Hydraulics • Small equipment – hoses, nozzles, communications
Project Manager	Fire Chief
Strategic Alignment	Town's Asset Management Plan
Budget	\$185,000 Replacement Equipment
Funding	\$185,000 Fire Asset Replacement Reserve Fund

Project	Large Equipment Replacement - Rescue Pumper
Description	NFPA front line apparatus must be replaced every twenty years. Manufacturers are struggling with lead times on new builds. We need to go to market in Q3 or Q4 of 2024 for anticipated truck delivery in Q4 of 2025 or Q1 of 2026.
Project Manager	Fire Chief
Strategic Alignment	Town's Asset Management Plan
Budget	\$1,200,000
Funding	\$1,200,000 Unfinanced

Total Number of Projects:	2
Total Budget:	\$1,385,000
Total Funding by Source:	\$185,000 Fire Asset Replacement Reserve Fund \$1,200,000 Unfinanced \$1,385,000 Total Funding

Fire Services

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
Annual Equipment Replacement	\$185,000	\$125,000	\$110,000	\$50,000	\$115,000
Large Equipment Replacement	\$1,200,000		\$850,000		\$900,000
Total Project Cost	\$1,385,000	\$125,000	\$960,000	\$50,000	\$1,015,000
Funding Sources	2024	2025	2026	2027	2028
Reserve/Reserve Fund	\$185,000	\$125,000	\$960,000	\$50,000	\$115,000
Long Term Debt/Unfinanced	\$1,200,000				\$900,000
Total Funding	\$1,385,000	\$125,000	\$960,000	\$50,000	\$1,015,000

Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2024 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 2024 Fees and Charges By-law. If the 2024 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

FIRE DEPARTMENT SERVICES

All fees are subject to the applicable HST

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Request for Fire Report	\$55.00	
Request for Property Information Letter	\$55.00	
Inspection of all Premises or Buildings¹		
First Inspection	No charge	
Second Inspection	\$155.00 per hour	\$160.00 per hour
Additional Inspection (per call back)	Double hourly fee	
Inspection/Letter required by A.G.C.O²	\$155.00	\$160.00
Apparatus Standby (per hour)³	\$415.00	\$425.00
Standby for suspicious fire (per hour per firefighter)	\$85.00	

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

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

³ Includes use of Fire Department Apparatus and two firefighters.

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Response to a non-emergency activation of a Fire Alarm/Early Warning System		
1st occurrence^{4,5}	No charge	
2nd occurrence^{4,5}	\$325.00	\$335.00
3rd occurrence⁴	\$825.00	\$850.00
4th occurrence and subsequent⁴	\$1,080.00	\$1,100.00
Fire Prevention Officer and Inspector (per hour)⁶	\$85.00	
Fire Safety Plan Review (per hour)	\$85.00	
Special Occasion Permit Inspections		
Initial Inspection	\$85.00	
Additional Inspection (per call back)	\$165.00	\$170.00
Fireworks		
Approval	\$85.00	
Inspection	\$130.00	\$135.00

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

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

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

EMERGENCY RESPONSE SERVICES

All fees are subject to the applicable HST

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Vehicle Extrication on Municipal Streets, non-residents		
Labour – Volunteer Firefighter	\$50.00 per staff per hour	
Labour – Full-time Firefighter	\$85.00 per staff per hour	
Machine Use – Small Vehicle	\$205.00 per machine per hour	\$210.00 per machine per hour
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 per hour	
Labour – Full-time Firefighter	\$85.00 per staff per hour	
Machine Use – Small Vehicle	\$205.00 per machine per hour	\$210.00 per machine per hour
Machine Use – Large Vehicle	Current MTO Rates	
Rescue, High Angle Rescue, Cold Water Rescue		
Labour – Volunteer Firefighter	\$50.00 per staff per hour	Service currently suspended
Labour – Full-time Firefighter	\$85.00 per staff per hour	Service currently suspended
Machine Use – Small Vehicle	\$205.00 per machine per hour	Service currently suspended
Machine Use – Large Vehicle	Current MTO Rates	Service currently suspended

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Illegal Burning		
Labour – Volunteer Firefighter	\$50.00 per staff per hour	
Labour – Full-time Firefighter	\$85.00 per staff per hour	
Machine Use – Small Vehicle	\$205.00 per machine per hour	\$210.00 per machine per hour
Machine Use – Large Vehicle	Current MTO Rates	
Additional Equipment, Material, and Resources⁷	100% of Cost	
Fire Department Response Dees – Indemnification Technology⁸	Current MTO rate per vehicle per hour, plus personnel cost, plus any additional costs for each and every call.	

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

⁸ 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.

This page has been intentionally left blank for printing purposes.



2024 Approved Budget Planning and Development Services

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.

Headcount

Six full-time positions (6.4 FTEs)

- Part of the Director of Planning and Development Services, Manager Building Services and Chief Building Official, Manager of Development Engineering, and the Development Engineering Supervisor get charged to the Planning Services division.
- Part of the Manager of Planning Services, Senior Planner, Intermediate Planner, Planner and Administrative Assistant get charged out to various divisions.

One contract position (1 FTE)

Services Provided

Primary services include the processing of Planning Act applications for small to large scale development projects; supporting and engaging with residents, agencies and other Town departments regarding planning matters and overseeing planning-related corporate initiatives such as policy and by-law updates to the Official Plan, Zoning By-law and strategic planning.

Secondary services include supporting the Short Term Accommodation program, commenting on Development Engineering submissions, participating in municipal water/sewer servicing analysis and related projects and supporting other Town Departments, County and neighbouring communities on various strategic and development projects.

2024 Work Plan

- Continue to process existing and new Planning Act applications.
- Complete the Official Plan 5-Year Review, including implementation of the Building Height Study and Housing Needs Assessment.
- Complete the update to the Community Design Guidelines.
- Complete the Natural Heritage Study.
- Obtain decisions from Council on dormant legacy planning files.

Planning Services

Major Planning Applications

Description	Total Active Applications	Planning Review	Public Meeting	COW /Council Reporting	Additional Council Reporting
Pre-Consultation	28	25	9	0	0
Official Plan Amendments	3	4	1	2	2
Zoning By-law Amendments	22	15	15	15	12
Draft Plan of Subdivision	22	3	3	5	8
Draft Plan of Condominium	17	2	2	2	2
Site Plan Review	28	9	0	1	1
Telecommunication Proposals	3	3	3	3	1
Ontario Land Tribunal Appeals	4	2	0	2	4

Minor Planning Applications

Description	Total Active Applications	Planning Review	Delegated Approval	COA Approval	COW / Council Approval
Minor Variance	50	50	0	50	0
Consent	8	5	0	0	5
Holding '-h' Symbol	4	5	0	0	5
Part-Lot Control	1	1	0	0	1
Deeming By-laws	1	2	0	0	2
Condo Exemption	2	3	3	0	0
Draft Plan Amendments	2	2	2	0	0
Site Plan Amendments	3	5	4	0	0
NEC Permit Reviews	15	15	15	0	0

Planning Services

Special Projects/Studies

Description	Project Plan
Official Plan Review	Started in 2022, the Official Plan has completed Phase 1 and completed a series of Background Papers and Public Engagement in 2023. 2024 will see the completion of the Policy Writing and development of a comprehensive set of modifications and updates to the Plan with Public Open House, Public Meeting and Recommendation Report for Council consideration in Q2 2024. A decision from the County of Grey and subsequent appeal period for the Official Plan will be completed by Q4 2024.
Natural Heritage Study	Started in Q4 2023, the Natural Asset Inventory and Natural Heritage Study is undergoing background work in 2023 with initial public engagement starting in January 2024. A public open house, Council update report, and Recommendation Report is scheduled for Q2 2024.
Craigleith Community Parkland	In collaboration with Community Services, undertake a parkland use and design exercise for BlueVista Block 119 and associated parkland blocks from Second Nature and Windfall and make recommendations for budget considerations.
Zoning By-law Update	Subsequent to the completion of the Official Plan 5 Year Review project, Planning Staff will be preparing to start a comprehensive update to Zoning By-law 2018-65 to bring the Zoning By-law into conformity with the updated Official Plan.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Site Plan Applications	12	15	9
Zoning By-law Amendment Applications	14	15	15
Official Plan Amendment Applications	1	1	2
Consent Applications	10	9	9
Minor Variance Applications	58	55	52
Niagara Escarpment Commission Applications	12	11	12
Plans of Subdivision and Condominium	4	6	5
Pre-Consultations	22	23	22
Telecommunications Systems	4	5	3
Ontario Land Tribunal Appeals	2	5	4

Planning Services

2023 Highlights

2023 focused on employee training within the Planning Division with five new staff and further turnover of three positions. Two positions are currently vacant, to be filled by the end of 2024. The Town continues to experience significant growth pressures in 2023, with new Development Applications remaining consistent with the total applications received in 2022. Minor Variance applications remain high and demand significant staff resources. It is anticipated that updates to the Zoning By-law may reduce the total applications to be processed. The Planning Division continues to increase public engagement through the website and touch points with Council. Policy projects including the Official Plan 5 Year Review remain on track with project modifications approved throughout the year.

2024 Budget Commentary

2024 will continue the focus on building the Planning Division team and processing new and existing Planning Act applications. A number of legacy planning files remain open and will be brought forward in 2024 for Council decisions. Strategic policy projects include the completion of the Official Plan 5 Year Review and Natural Heritage Study.

Transfer from Reserve - \$150,000 from the Community Improvement Plan Reserve Fund for the annual CIP program.

Planning Services

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	748,117	673,271	-74,846	726,612	-21,505	53,342
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	226,349	220,574	-5,775	219,634	-6,715	-940
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	11,800	155,768	143,968	12,200	400	-143,568
Communications	9,600	28,876	19,276	9,170	-430	-19,706
Personnel and Training	18,700	12,454	-6,246	20,450	1,750	7,996
Legal Expenses	100,000	60,348	-39,652	100,000	0	39,652
Consulting	75,000	65,496	-9,504	65,000	-10,000	-496
Total Expenses	1,189,566	1,216,787	27,221	1,153,066	-36,500	-63,720
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	553,600	356,630	-196,970	506,800	-46,800	150,170
Subsidies	0	0	0	0	0	0
Total Revenue	553,600	356,630	-196,970	506,800	-46,800	150,170
Sub-Total Cost of Division	635,966	860,157	224,191	646,266	10,300	-213,891
Transfers						
Transfers to Reserves	147,694	75,000	-72,694	0	-147,694	-75,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	324,882	324,882	0	314,110	-10,772	-10,772
Total Transfers	472,576	399,882	-72,694	314,110	-158,466	-85,772
Cost of Division	1,108,543	1,260,039	151,497	960,377	-148,166	-299,663
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	1,108,543	1,260,039	151,497	960,377	-148,166	-299,663

Planning Services

Community Improvement Plan 2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	0	0	0	0	0	0
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	0	0	0	0	0	0
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	250,000	6	-249,994	250,000	0	249,994
Communications	0	0	0	0	0	0
Personnel and Training	0	0	0	0	0	0
Legal Expenses	0	23,037	23,037	0	0	-23,037
Consulting	0	0	0	0	0	0
Total Expenses	250,000	23,043	-226,957	250,000	0	226,957
Revenue						
Grants and Donations	100,000	13,892	-86,108	100,000	0	86,108
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	100,000	13,892	-86,108	100,000	0	86,108
Sub-Total Cost of Division	150,000	9,151	-140,849	150,000	0	140,849
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	-150,000	-9,151	140,849	-150,000	0	-140,849
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	0	0	0	0	0	0
Total Transfers	-150,000	-9,151	140,849	-150,000	0	-140,849
Cost of Division	0	0	0	0	0	0
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	0	0	0	0	0	0

Development Engineering

Mission

To provide professional development engineering services for the benefit of all stakeholders, including the Town, existing residents and soon to be residents, while respecting the social, environmental, and economic principles of sustainability.

Headcount

Six full-time positions (7.44 FTEs)

- Part of the Director of Planning and Development Services, the Director of Finance and IT Services, Director of Community Services, Manager of Building/Chief Building Official, and the Chief Fire Prevention Officer gets charged to the Development Engineering Division
- Part of the Manager of Development Engineering and the Development Engineering Supervisor gets charged to the Planning Division.

One contract position (1 FTE)

Services Provided

Apply Engineering knowledge to the review of submitted Engineering drawings to verify compliance/feasibility relative to:

- Town Engineering Standards.
- Ministry of the Environment, Conservation and Parks (MECP), Ministry of Transportation (MTO), Ministry of Natural Resources and Forestry (MNRF), Municipal Engineers Association (MEA) and other relevant Standards and Guidelines.
- Town departments and external agencies.

Conduct periodic inspections of Development sites to verify and follow up on:

- Compliance with Town Approved for Construction (AFC) drawings.
- Installation & Maintenance of Site Erosion and Sediment Control (ESC) measures.
- Compliance with construction specifications, particularly for testing of sewers and watermains and road materials.
- Resident concerns as to construction issues.

Apply Engineering knowledge and experience to verify information and liaise with Town Solicitor and other departments for:

- Quantities, rates, fees, and securities for pre-servicing agreements.
- Percentage of work completed and associated securities to transition from pre-servicing to full subdivision agreement.
- Certificate of Basic services to allow issuance of Building Permits.
- Certificate of Preliminary Acceptance.
- Certificates of Final Acceptance.
- Assumption and other Council reports

Development Engineering

Public interface to inform residents as to construction activities, follow-up on complaints, implement enforcement actions for contractual issues that occur and/or liaise with By-law.

Monthly meetings with elected resident representatives (condominium presidents) representing groups in Craighleith (Windfall) and Lora Bay (Cottages).

2024 Work Plan

Based on an analysis of timesheet data in 2023, the following is a projection of dedicated time for staff in 2024:

- Drawing Review 30%
- Construction Review 35%
- Planning Meetings 12%
- Council Reports & Process 10%
- Preparation of Certificates 10%
- Public Interface 10%
- Training 3%

These duties will be applied to approximately 100 Development Projects, of which roughly thirty are active, with the noted below all currently being quite active and/or close to initiating construction. It is anticipated that approximately a third to half of the roughly 1288 lots identified below may achieve basic services during 2024 (with sites being roughly listed in order of probability) to resupply a very depleted market.

- Parkbridge (211)
- Blue Vista (180)
- Boynton Court (18)
- Aquaville Phase 1 (58)
- 139 Brophy's (18)
- Manorwood (42)
- Homefarm (215)
- Hillside (20)
- Eden Oak (194)
- Lora Bay Phase 4B (58)
- 150/160 King (127)
- Matesa (17)
- Cottages Phase 6 (35)
- Alta Phase 2 (57)
- Lora Greens (38)

Development Engineering

In addition to working on progressing Development sites, the following Special Projects will continue to be advanced in 2024:

- Developer led rectification of drainage deficiencies in Lora Bay (approximately \$1,000,000 of works to upgrade major system drainage infrastructure to current standards has been undertaken in exchange for DC credits).
- Drainage Act (Developer Funded) capacity enhancements on watercourses 7, 8 and 9, in concert with consideration of issues on watercourses 6 and 10 (approximately \$2,000,000 of works to rectify pre-existing deficiencies and update major system drainage infrastructure to current standards will be undertaken entirely at developer cost).
- Design and construction of the 10th line water booster pumping station upgrade works (approximately \$11,000,000 of design and construction work to upgrade the 10th line water booster pumping station and twin watermains to enhance fire-flows and security of supply as per the completed west side water EA is being undertaken by the developer in exchange for development charge credits).
- Assisting with completion of the Townwide Master Drainage Plan, implementation of the new Engineering Standards, and water and sanitary servicing capacity analyses. Better defining related internal roles and responsibilities in engineering review through an updated Responsibility Assignment matrix, to recognize greater integration of other departments in the development process.

2023 Highlights

2023 is forecasting to end under-budget on expenses mostly driven by staff vacancies. At this time staff are forecasting a small surplus of around \$10,000 for the year as revenues slightly exceed expenses.

2024 Budget Commentary

Staff anticipate that regulatory oversight of development matters will continue to be impacted by Provincial legislation such as Bill 109 and Bill 23. In addition to the aforementioned Provincial initiatives, deeper involvement of Indigenous communities, climate change, increasing commercial uncertainty, developers initiating legal processes to expedite approvals and staffing shortages have all increased pressure within the development sector and underscore the need for professionally qualified staff.

Development Engineering

Development Engineering fees expressed on a per lot basis are trending upwards with construction cost inflation and currently vary from approximately \$1,400.00 to \$4,000.00 per lot, with an average value of approximately \$2,700.00. Based upon the Development Engineering fees anticipated to be collected for development sites and special projects in 2023, the development engineering division should be contributing to reserves in 2024.

To enhance knowledge exchange, staff will continue work on water resources related committees with the Association of Municipalities of Ontario, the Municipal Engineers Association, the Water Environment Association Ontario, the Canadian Sustainable Technology Evaluation Program and a publication on Sustainable and Resilient Urban Infrastructure. Staff are also undertaking training on climate change and natural infrastructure and communication with stakeholders.

With new engineering standards and provincial regulations respecting Consolidated Linear Infrastructure (CLI) approvals, opportunities exist to review roles and responsibilities between development engineering staff and other Town departments, particularly Operations.

Specific objectives that will be focused on (in addition to the tasks previously noted) are below:

- Act as a liaison with the Operations Department and other departments where required to facilitate a comprehensive review of engineering matters related to development.
- Project management on legacy/default subdivisions to move works towards completion/assumption within the limits of the available securities.
- Implement infrastructure works to enhance climate change resilience, reduce operational costs and maximize sustainability, including Low Impact Development techniques where appropriate.
- Work towards enhanced stakeholder and public relations and communication related to development.

Transfer to Reserve - \$912,915 transferred into Deferred Revenue as a surplus for 2024 for the Development Engineering Division.

Development Engineering

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	652,329	533,283	-119,046	680,921	28,592	147,638
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	209,664	163,752	-45,912	208,363	-1,302	44,611
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	134,550	5,557	-128,993	11,990	-122,560	6,433
Communications	1,500	5,759	4,259	1,650	150	-4,109
Personnel and Training	20,300	8,500	-11,800	8,600	-11,700	100
Legal Expenses	0	32,941	32,941	0	0	-32,941
Consulting	0	12,055	12,055	130,000	130,000	117,945
Total Expenses	1,018,344	761,847	-256,497	1,041,524	23,180	279,677
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	867,200	752,639	-114,561	2,104,944	1,237,744	1,352,305
Subsidies	0	0	0	0	0	0
Total Revenue	867,200	752,639	-114,561	2,104,944	1,237,744	1,352,305
Sub-Total Cost of Division	151,144	9,208	-141,936	-1,063,420	-1,214,563	-1,072,628
Transfers						
Transfers to Reserves	0	0	0	912,915	912,915	912,915
Transfers from Reserves	-312,030	-170,094	141,936	0	312,030	170,094
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	160,887	160,887	0	150,505	-10,381	-10,381
Total Transfers	-151,143	-9,207	141,936	1,063,420	1,214,564	1,072,628
Cost of Division	0	0	0	0	0	0
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	0	0	0	0	0	0



2024 Approved Budget Community Services

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 and 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 and Business Improvement Area.

Headcount

Three full-time positions (2.07 FTEs)

- Part of the Director of Community Services, Administrative Assistant and Contract and Administrative Clerk are charged out to other divisions.

Services Provided

The Community Services administration team provides management, administrative and project leadership at the Thornbury Harbour and Thornbury Clarksburg Union Cemetery.

The Community Services administration team also provides front line customer service at the Municipal Office for all facility and park bookings, special event applications, BIA support, Youth Roots, Seniors Network support, Member of the Grey Bruce Local Immigration Partnership Council, facility maintenance support, agreement negotiation.

2023 Highlights

Paid Parking revenues came in slightly over-budget in 2023 ending the year at \$255,000 of a \$250,000 budget. A \$25,000 grant was included in 2023 to help offset the costs of potential Canada Day expenses, when the Town was unsuccessful in getting the grant these expenses were not incurred.

2024 Budget Commentary

The 2024 budget is relatively flat with the main increase being the increase to the transfer to the asset replacement reserve fund to help fund future capital.

Transfer to Reserve - \$280,000 transferred into the Community Services Asset Replacement Reserve Fund and \$30,000 into the Parking Lots Reserve Fund.

Community Services

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	205,753	205,388	-365	212,462	6,709	7,074
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	2,500	2,500	2,500
Benefits - Full-Time	61,324	60,894	-429	62,867	1,543	1,972
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	69,100	42,100	-27,000	63,250	-5,850	21,150
Communications	3,600	1,590	-2,010	1,300	-2,300	-290
Personnel and Training	2,000	6,117	4,117	4,500	2,500	-1,617
Legal Expenses	0	0	0	0	0	0
Consulting	0	182	182	0	0	-182
Total Expenses	341,776	316,272	-25,504	346,879	5,102	30,606
Revenue						
Grants and Donations	25,000	0	-25,000	0	-25,000	0
External Revenue	255,000	261,623	6,623	260,000	5,000	-1,623
Subsidies	0	-7,416	-7,416	-10,000	-10,000	-2,584
Total Revenue	280,000	254,207	-25,793	250,000	-30,000	-4,207
Sub-Total Cost of Division	61,776	62,065	289	96,879	35,102	34,813
Transfers						
Transfers to Reserves	237,000	237,000	0	318,000	81,000	81,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	249,691	252,463	2,772	281,974	32,283	29,511
Total Transfers	486,691	489,463	2,772	599,974	113,283	110,511
Cost of Division	548,467	551,528	3,061	696,853	148,385	145,324
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	548,467	551,528	3,061	696,853	148,385	145,324

By-law Services

Mission

To promote the development and maintenance of a safe, healthy and vibrant community and to help members of our community live in harmony by regulating minimum standards for acceptable behaviour and property standards that reflect the Town's progressive four-season community values. By-law Services accomplishes this by encouraging voluntary compliance with over forty 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.

Headcount

Seven full-time positions (6.5 FTEs)

- Part of the Director of Legal Services, Acting Manager of By-law and Licensing, Supervisor of By-law Services and the Administrative Assistant are charged to the Licensing division.
- One officer is charged to the Building division.

Two student positions (0.62 FTE)

Services Provided

In addition to responding to complaints about parking, new developments and noise, By-law Officers also actively search for unlicensed Short-Term Accommodations (STA) that are advertising or renting the property illegally. By-law Officers assist all departments in obtaining compliance and helping to de-escalate complaints and issues.

2024 Work Plan

- By-law Officers have been enrolled in additional training to help effectively provide efficient service to the residents.
- Update By-laws in order of priority (i.e. Noise By-law, Sign By-law, STA By-law and Administrative Monetary Penalties and as resources allow).
- Implement new parking software and help officers with obtaining compliance in a more effective and efficient manner. The software will also reduce staff time for manual input of infractions.

By-law Services

2023 Highlights

The Town entered into a new Poundkeeper's Agreement with Georgian Triangle Humane Society for a 3-year term at an estimated annual cost of \$6,300.

- By-law Services commenced work on updating the Town's Noise By-law.
- Revenue from parking infractions increased over the summer months as the two summer students focused solely on parking infractions. To date, the revenue generated from parking tickets is \$119,825 since January 2023, up from \$98,328 in 2022.
- Short-Term Accommodations Administrative Monetary Penalties generated a revenue of \$48,125 (of which \$26,925 has been collected as of November 14, 2023).

2024 Budget Commentary

The 2024 Budget has increased in relation to By-law Officer training, which is a requirement as minimal training has been provided in the last two years. There is an increase in the Contract Services as more Administrative Monetary Penalties are being contested to a Screening or Hearing Officer, which requires additional staff time and an increase of funds payable to the Screening or Hearing Officers.

The Town has eight abandoned orchards with four having already been brought into compliance. The remaining orchards must provide a management plan to the Town in January 2024 outlining how their properties will be brought into compliance.

A contract By-law Officer has been converted to full-time permanent in the base proposed budget.

By-law Services

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	552,794	505,090	-47,704	562,272	9,478	57,182
Salaries - Part-Time	32,200	75,978	43,778	30,668	-1,532	-45,310
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	173,040	167,953	-5,087	170,783	-2,258	2,830
Benefits - Part-Time	12,600	11,774	-826	12,594	-6	820
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	37,200	41,767	4,567	36,300	-900	-5,467
Communications	17,250	12,315	-4,935	13,200	-4,050	885
Personnel and Training	23,100	11,478	-11,622	10,850	-12,250	-628
Legal Expenses	12,500	3,036	-9,464	5,000	-7,500	1,964
Consulting	0	7,420	7,420	2,000	2,000	-5,420
Total Expenses	860,684	836,810	-23,874	843,667	-17,017	6,857
Revenue						
Grants and Donations	0	2,651	2,651	2,650	2,650	-1
External Revenue	308,200	338,620	30,420	315,000	6,800	-23,620
Subsidies	0	0	0	0	0	0
Total Revenue	308,200	341,271	33,071	317,650	9,450	-23,621
Sub-Total Cost of Division	552,484	495,539	-56,945	526,017	-26,467	30,478
Transfers						
Transfers to Reserves	6,000	6,000	0	0	-6,000	-6,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	58,346	58,346	0	211,254	152,908	152,908
Total Transfers	64,346	64,346	0	211,254	146,908	146,908
Cost of Division	616,830	559,885	-56,945	737,271	120,441	177,386
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	616,830	559,885	-56,945	737,271	120,441	177,386

Licensing

Mission

To provide a professional Municipal Licensing Program to ensure safe, respectful, adequate and properly maintained Short Term Accommodations for visitors to the community.

Headcount

One full-time position (3.55 FTEs)

- Part of the Director of Legal Services, Supervisor of By-law Services, Administrative Assistant (By-Law Services), Acting Manager of By-law and Licensing, Chief Fire Prevention Officer and Planner are charged to the Licensing division.

Services Provided

The Licensing Division is responsible for issuing Short-Term Accommodation (STA) and Bed and Breakfast licenses within the Town. The licensing process requires an application and supporting documentation to be provided and reviewed by staff, followed by a fire inspection and report that is completed by the Town's Fire Prevention Officers. Following the inspection, staff conduct other searches related to any outstanding accounts owing to the Town and then subsequently a license is issued provided there are no other infractions.

All Short-Term Accommodation and Bed and Breakfast Licenses are issued for a two-year term.

2024 Work Plan

- Look at the process of licensing Commercial Resort Units ("CRUs")
- Updating/revising the Short-Term Accommodation By-law 2021-70.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Total Expected
STA licences issued	171	150	190
STA licences pending	N/A	6	N/A
Bed & Breakfast licences issued	3	4	13
Bed & Breakfast licences pending	N/A	2	N/A

Licensing

2023 Highlights

The Town generated additional/excess revenue in 2023 from Short-Term Accommodation and Bed and Breakfast licenses due to the increase in licenses that were issued. Currently, there are 359 Short-Term Accommodation licenses issued and nine Bed and Breakfast licenses issued.

2024 Budget Commentary

The Licensing Division is fully funded by license fees and has no impact on taxation.

The Town issues Short-Term Accommodation and Bed and Breakfast licenses for a two-year term. Even numbered years have a higher number of applications (previous renewals).

If CRUs are licensed in 2024, the expectation is that this will require an increase in one additional full-time staff, including salaries and benefits. It is anticipated that there may be approximately 600 CRUs to be licensed. This will also require an additional Class of license to be implemented as well as a revision to the Short-Term Accommodation By-law. CRUs will also provide a substantial amount of revenue for the program to be offset by increased staff and other divisional input.

Transfer to Reserve - \$270 will be put into Deferred Revenue as a surplus for 2024 for the Licensing Division.

Licensing

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	317,869	317,869	0	325,969	8,100	8,100
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	98,257	98,257	0	100,168	1,911	1,911
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	6,700	8,906	2,206	9,000	2,300	94
Communications	500	0	-500	0	-500	0
Personnel and Training	500	0	-500	0	-500	0
Legal Expenses	0	1,318	1,318	0	0	-1,318
Consulting	0	0	0	0	0	0
Total Expenses	423,826	426,350	2,524	435,137	11,311	8,786
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	300,000	447,176	147,176	489,000	189,000	41,824
Subsidies	0	0	0	0	0	0
Total Revenue	300,000	447,176	147,176	489,000	189,000	41,824
Sub-Total Cost of Division	123,826	-20,825	-144,651	-53,863	-177,689	-33,038
Transfers						
Transfers to Reserves	0	0	0	53,654	53,654	53,654
Transfers from Reserves	-155,565	-10,914	144,651	-53,384	102,181	-42,470
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	31,739	31,739	0	53,593	21,854	21,854
Total Transfers	-123,826	20,825	144,651	53,863	177,689	33,038
Cost of Division	0	0	0	0	0	0
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	0	0	0	0	0	0

Transit

Mission

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

Headcount

N/A

Services Provided

Grey County Transit provides service from Owen Sound to Blue Mountain Village. This service timing is aligned with Collingwood Transit for pick-up and drop-off times at Blue Mountain Village.

2024 Work Plan

The 2024 work plan includes an update to service times in the Blue Mountain Village area and an update to the agreement for the Collingwood link.

2023 Highlights

2023 included discussions about adding commercial stops to the Collingwood link and transitioning to on-demand service for other Craigleith locations.

2024 Budget Commentary

The 2024 proposed budget shows a decrease to better match the actuals seen in 2023. The 2023 budget included \$40,000 for any repairs and maintenance requirements for the jointly-owned bus. No costs were incurred in 2023.

Transit

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
	A	B	B-A	C	C-A	C-B
Expenses						
Salaries - Full-Time	0	0	0	0	0	0
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	0	0	0	0	0	0
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	140,000	98,280	-41,720	100,000	-40,000	1,720
Communications	0	0	0	0	0	0
Personnel and Training	0	0	0	0	0	0
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	140,000	98,280	-41,720	100,000	-40,000	1,720
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Sub-Total Cost of Division	140,000	98,280	-41,720	100,000	-40,000	1,720
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	-40,000	0	40,000	0	40,000	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	11,316	11,316	0	11,720	404	404
Total Transfers	-28,684	11,316	40,000	11,720	40,404	404
Cost of Division	111,316	109,596	-1,720	111,720	404	2,125
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	111,316	109,596	-1,720	111,720	404	2,125

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 region's natural amenities and cultural and historical significance.

Headcount

Eight full-time positions (7.25 FTEs)

- Part of the Contract and Administrative Clerk gets charged to Parks and Trails.

Six contract positions (3.46 FTEs)

Services Provided

The Parks and Trails division provides a variety of services including:

- Managing and providing maintenance to 120 acres of parkland and forty-nine kilometers of trail.
- Providing grounds maintenance for the L.E. Shore Memoria Library, Town Hall, Beaver Valley Outreach, Fire Halls, Craigleith Heritage Depot and OPP Detachment.
- Providing grass and garden maintenance at the Thornbury Clarksburg Union Cemetery.
- Managing and providing maintenance for Fireman's Park and Peasemarsch Beach for Grey Sauble Conservation Authorities.
- Providing installation and maintenance for all the Thornbury Business Improvement Area (BIA) flowers, banners and decorative lighting on poles.
- Assisting the Thornbury BIA with Olde Fashioned Christmas, Canada Day celebrations and other events throughout the year.
- Assisting with local service groups on various projects and events throughout the Town.
- Partnering with Tree Trust volunteers on tree planting and care initiatives.
- Managing and providing maintenance (including monthly inspections) of seven playgrounds and skateboard park equipment.
- Managing and providing maintenance for three baseball diamonds at Moreau Park and three soccer fields at the Tomahawk Recreation Complex.
- Providing daily garbage collection and washroom cleaning for six locations throughout the town from May 1 to October 31.
- Providing garbage collection for all our parks and trails.

Parks and Trails

2024 Work Plan

The Parks and Trails division has the following items as part of its 2024 Work Plan:

- Complete capital projects approved in the 2024 budget.
- The Town will continue with a second shift for washroom cleaning and garbage collection throughout all Town parks during the operating season.
- Continuation of grooming the Georgian Trail and Tomahawk Trail for winter cross-country skiing and snowshoeing.
- Provide snow removal and ice control for the following walkways and parking lots – Town Hall, Smith lot, Chamber of Commerce, Library, Beaver Valley Outreach, Thornbury Clarksburg Union Cemetery, Tomahawk Trail Lot, Harbour Pedestrian Bridge, Hester Street Parkette, Craigleith Emergency Medical Services (EMS) building, Fire Hall 1 & 2, Craigleith Heritage Depot, Craigleith Community Centre, Beaver Valley Community Centre, Arthur Street Parking Lot, Thornbury Waste Water Treatment Plant, Waste Water pumping Stations at Lora Bay, Bay Street, Elgin Street, Bayview Avenue, Moore Crescent, Delphi and Shore Acres, Water Operations Centre, Peel Street Water Plant and Camperdown Water Reservoir.
- Continue to work with the Thornbury BIA in beautification of the business area including installation and maintenance of winter and summer banners, installation and care for all the hanging baskets, bridge planters and gardens throughout the Town.
- Continue to assist the BIA with Olde Fashioned Christmas and Canada Day celebrations and other events throughout the year.
- Continue to work with Beaver Valley Athletic Association and The Blue Mountain Soccer Club for minor sports.
- Continue to work with local service groups on various projects throughout the Town.
- Continue to work with Tennis Clubs and Pickleball Clubs to provide good facilities for play.
- Provide monthly inspections on all of the Town's playground amenities and the skateboard park.
- Continue to provide grass and garden maintenance for Town municipal building sites.
- Continue to work on resurfacing of Town trails.
- Continue working on ash tree removal along the Georgian Trail.

Parks and Trails

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Acres of parks maintained and inspected	120.21	120.21	121
Kilometers of trails maintained and inspected	47	49	50
Acres of undeveloped greenspace	154.27	154.27	154.27
Acres of undeveloped waterfront right of ways	50.24	50.24	50.24

2023 Highlights

- Completion of the Little River Washrooms Building.
- Completion of the Parks Operation Fabric Shelter Building.
- Installation of Accessibility for Ontarians with Disabilities Act (AODA) accessible ramp at Bayview Park Pavilion.
- Installation of mobility mats at Little River Beach.
- Construction of the pergola and landscaping at Nipissing Ridge Tennis Courts.
- Trail resurfacing in the Windfall development.

2024 Budget Commentary

Included in the base proposed budget is the conversion of four summer seasonal labourer contracts and four winter seasonal labourer contracts into four full-time permanent operators. A soft benefit by converting the seasonal contracts into full-time positions is the staff time savings by reducing the amount of staff-led training given to new hires and a reduction in the amount of time spent working through the hiring process.

Parks and Trails

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	330,426	321,610	-8,815	606,258	275,832	284,648
Salaries - Part-Time	332,650	332,250	-400	187,797	-144,853	-144,453
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	101,995	124,996	23,002	192,700	90,705	67,704
Benefits - Part-Time	43,831	43,000	-831	26,171	-17,660	-16,829
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	179,900	222,396	42,496	205,010	25,110	-17,386
Communications	4,000	2,994	-1,006	5,000	1,000	2,006
Personnel and Training	10,600	9,551	-1,049	10,300	-300	749
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	1,003,402	1,056,797	53,395	1,233,236	229,834	176,439
Revenue						
Grants and Donations	4,000	66,366	62,366	4,000	0	-62,366
External Revenue	35,200	71,936	36,736	42,250	7,050	-29,686
Subsidies	0	-7,509	-7,509	0	0	7,509
Total Revenue	39,200	130,793	91,593	46,250	7,050	-84,543
Sub-Total Cost of Division	964,202	926,004	-38,198	1,186,986	222,784	260,982
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	77,276	77,276	0	89,451	12,176	12,176
Total Transfers	77,276	77,276	0	89,451	12,176	12,176
Cost of Division	1,041,478	1,003,280	-38,198	1,276,437	234,960	273,158
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	1,041,478	1,003,280	-38,198	1,276,437	234,960	273,158

Parks and Trails

2024 Capital Budget

Project	Equipment Replacement
Description	Staff will be replacing a mower that has reached the end of its useful life.
Project Manager	Manager of Parks and Trails
Strategic Alignment	As per the Town's Asset Management Plan
Budget	\$30,000 Replacement Equipment
Funding	\$30,000 Community Services Asset Replacement Reserve Fund

Project	Parks Improvements
Description	Annual replacement and improvements to various parks and trails: <ul style="list-style-type: none"> • River Trail Fence Realignment • Trail Resurfacing • Minor facility Improvements
Project Manager	Manager of Parks and Trails
Strategic Alignment	As per the Town's Asset Management Plan and the Leisure Activity Plan
Budget	\$50,000 Contract Services
Funding	\$50,000 Community Services Asset Replacement Reserve Fund

Project	Moreau Park Baseball Diamond Improvements
Description	The Beaver Valley Athletic Association made a deputation in 2023 requesting upgrades to the baseball diamonds at Moreau Park. This project would look to redo the ball diamond infields to clay and make mound improvements on the Lennox Diamond. An additional piece of equipment is required to maintain the play surface throughout the season.
Project Manager	Manager of Parks and Trails
Strategic Alignment	Deputation to Council
Budget	\$15,000 Additional Equipment \$100,000 Contract Services \$25,000 Contingency \$140,000 Total Budget
Funding	\$140,000 Community Services Asset Replacement Reserve Fund

Parks and Trails

Project	Playground Equipment Replacement
Description	Annual replacement of playground equipment that has reached the end of its useful life. The Town will also be improving the accessibility of the playground equipment. <ul style="list-style-type: none"> • 2024 – Bayview Park
Project Manager	Manager of Parks and Trails
Strategic Alignment	As per the Town's Asset Management Plan, the Leisure Activity Plan, and AODA requirements
Budget	\$200,000 Contract Services
Funding	\$200,000 Shoreline Acquisition and Development

Project	Georgian Trail Realignment
Description	The Town was successful in securing a grant for realigning the Georgian Trail in conjunction with the MTO adding a new set of traffic lights at the Highway 26 and Grey Road 2 intersection. The Trail will cross with the lights and run along the west side of Highway 26 and reconnect with the current trail just before Lake Shore Road. This project will be completed by the MTO.
Project Manager	Director of Community Services
Strategic Alignment	Working with the MTO and County to complete this needed realignment.
Budget	\$700,000 Contract Services
Funding	\$280,000 Parks and Recreation Development Charges \$420,000 Grant \$700,000 Total Funding

Total Number of Projects:	5
Total Budget:	\$1,120,000
Total Funding by Source:	\$200,000 Shoreline Acquisition and Development \$220,000 Community Service Asset Replacement Reserve Fund \$280,000 Parks and Recreation Development Charges \$420,000 Grant \$1,120,000 Total Funding

Parks and Trails

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
Equipment Replacement	\$30,000	\$208,000	\$35,000		
Parks Improvements	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Baseball Diamond Improvements	\$140,000				
Playground Replacement	\$200,000	\$200,000	\$100,000		
Georgian Trail Realignment	\$700,000				
Moreau Park Pavilion		\$650,000			
Total Project Cost	\$1,120,000	\$1,108,000	\$185,000	\$50,000	\$50,000
Funding Sources	2024	2025	2026	2027	2028
Development Charges	\$280,000	\$650,000			
Grants, Donations and Other	\$420,000				
Reserve/ Reserve Funds	\$420,000	\$458,000	\$185,000	\$50,000	\$50,000
Total Funding	\$1,120,000	\$1,108,000	\$185,000	\$50,000	\$50,000

Tomahawk Golf Course

Mission

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

Headcount

Zero full-time positions (0.8 FTEs)

- Part of the Manager of Facility Maintenance/BVCC/Tomahawk, BVCC/Tomahawk Lead Hand and Facility Operators get charged to the Tomahawk division.

Five contract positions (1.84 FTEs)

Services Provided

The Tomahawk Golf Course is an 18 hole, par 3 course that provides an excellent opportunity for introducing beginners to the game and a laid-back environment for more experienced golfers. In 2023, the addition of a starter shack has allowed for additional revenue generation in addition to a more presentable and welcoming experience for all users.

2024 Work Plan

The 2024 work plan will consist of removing existing apple trees, locating and transplanting trees from the on-site tree farm throughout the property. Tomahawk Golf will become Integrated Pest Management (IPM) accredited, which is legislated through the Ministry of the Environment, Conservation and Parks (MOE) and IPM Council of Canada. This will require additional training for staff and registration of the course itself.

Non-Financial Statistics

Description	2022 Actual	2023 Actual	2024 Expected
Paid Rounds	8,104	10,208	10,000
Member Rounds	4,062	4,999	4,700
Youth Rounds (subsidized)	1,839	2,678	2,900
Concession Sales	\$0.00	\$8,819.50	\$15,000.00
Memberships	133	154	160

2023 Highlights

2023 was a record year for total rounds and revenue generation through both green fees and an additional \$9,000 in concessionary sales. These numbers will be better noted through the "to date" variance reports.

Tomahawk Golf Course

2024 Budget Commentary

The Capital Budget will consist of the purchase of a new tractor to replace the twenty-three year-old unit currently in inventory. The tractor specifications are different from what is required within the Parks and Trails Department. The Tomahawk tractor requires turf tires and to be much lighter in weight to perform maintenance on the greens. A tractor that is too large will damage the greens with heavy rutting.

Tomahawk Golf Course

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	65,601	44,065	-21,537	67,507	1,906	23,442
Salaries - Part-Time	121,799	106,784	-15,015	130,472	8,673	23,688
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	20,132	19,063	-1,069	20,581	449	1,518
Benefits - Part-Time	20,284	14,951	-5,332	21,800	1,516	6,849
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	43,200	42,150	-1,050	43,565	365	1,415
Communications	700	320	-380	700	0	380
Personnel and Training	2,970	2,834	-136	9,770	6,800	6,936
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	274,686	230,167	-44,519	294,395	19,709	64,228
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	220,700	284,973	64,273	313,018	92,318	28,045
Subsidies	-37,800	-46,255	-8,455	-55,000	-17,200	-8,745
Total Revenue	182,900	238,718	55,818	258,018	75,118	19,300
Sub-Total Cost of Division	91,786	-8,551	-100,337	36,377	-55,409	44,928
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	18,538	18,538	0	19,387	849	849
Total Transfers	18,538	18,538	0	19,387	849	849
Cost of Division	110,324	9,987	-100,337	55,764	-54,559	45,778
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	110,324	9,987	-100,337	55,764	-54,559	45,778

Tomahawk Golf Course

2024 Capital Budget

Project	Equipment Replacement
Description	Tomahawk's current tractor is almost twenty-five years-old and has reached the end of its useful life. Staff will be replacing it like-for-like as the golf course requires a specific model so that it can be used on tee decks and greens.
Project Manager	Manager of Facilities/BVCC/Tomahawk Golf Course
Budget	\$60,000 Replacement Equipment
Funding	\$60,000 Community Services Asset Replacement Reserve Fund

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

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
Equipment Replacement	\$60,000	\$50,000	\$45,000		
Irrigation System				\$350,000	
Total Project Cost	\$60,000	\$50,000	\$45,000	\$350,000	
Funding Sources	2024	2025	2026	2027	2028
Reserve/Reserve Funds	\$60,000	\$50,000	\$45,000	\$350,000	
Total Funding	\$60,000	\$50,000	\$45,000	\$350,000	

Beaver Valley Community Centre

Mission

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

Headcount

Five full-time positions (3.85 FTEs)

- Part of the Manager of Facility Maintenance/Beaver Valley Community Centre (BVCC)/Tomahawk and BVCC/Tomahawk Lead Hand get charged out to the Tomahawk Division.
- Part of the Facility Operators get charged out to various divisions.
- Part of the Contract and Administrative Clerk from Community Services gets charged to the Beaver Valley Community Centre.

Services Provided

- Fully licensable Community Centre with certified kitchen.
- Large Hall complimented with two regulation size Pickleball Courts.
- Small Hall for meetings also provides space for the Beaver Valley Outreach (BVO) Early On Program.
- 197' x 90' regulation-size ice surface. Utilized for hockey, figure skating and curling.

2024 Work Plan

- The Division will work closely with the Manager of Facilities and Fleet on budget-approved capital projects.
- The Division will also work to prepare a facility booking and subsidy policy.

Non-Financial Statistics

Description	2022 Actual	2023 Actual	2024 Expected
Georgian Shores Ice time - Monthly	68	70	75
Beaver Valley Athletic Association Ice Time – Monthly	8.5	8.5	8.5
Curling Days per year	15	16	16
Private Rentals – Leagues	10	12	12
Tournaments per year	8	11	11
Senior A Ice Time Monthly	0	12	12
Weekly Pickleball Numbers	63	70	72

Beaver Valley Community Centre

2023 Highlights

In late 2022, the Town received an Investing in Canada Infrastructure Program (ICIP) Grant for Beaver Valley Community Centre renovations and parking lot reconstruction. The funding provided through the grant allowed Facility Staff to complete the following projects on time and within budget in 2023:

- Full parking lot replacement, including new storm drain management with oil/grit separators, subgrade materials, asphalt, sidewalks, curbing, electric vehicle charging stations, and decorative islands.
- New thermoplastic polyolefin (TPO) membrane installation on both structural roof lines for the community centre and ice rink. This process allowed for additional insulation to add to the existing structure to increase the “R” value (insulating power) within both facilities.

2024 Budget Commentary

- Retrofit of existing exterior wall pack lighting and parking lot tower lighting.
- Engineering of the existing HVAC system.

Beaver Valley Community Centre

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	288,110	321,449	33,338	297,776	9,666	-23,673
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	93,597	108,029	14,433	95,973	2,376	-12,056
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	61,850	51,105	-10,745	63,850	2,000	12,745
Communications	2,700	1,940	-760	2,000	-700	60
Personnel and Training	7,300	3,092	-4,208	7,000	-300	3,908
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	453,557	485,615	32,058	466,599	13,042	-19,016
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	256,200	285,307	29,107	267,000	10,800	-18,307
Subsidies	-60,000	-77,180	-17,180	-60,000	0	17,180
Total Revenue	196,200	208,127	11,927	207,000	10,800	-1,127
Sub-Total Cost of Division	257,357	277,488	20,131	259,599	2,242	-17,889
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	308,036	308,036	0	336,042	28,006	28,006
Total Transfers	308,036	308,036	0	336,042	28,006	28,006
Cost of Division	565,393	585,524	20,131	595,641	30,248	10,117
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	565,393	585,524	20,131	595,641	30,248	10,117

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.

Headcount

Zero full-time positions (0.5 FTEs)

- Part of the Harbour and Cemetery Lead Hand and the Contract and Administrative Clerk get charged to the Cemetery division. This Division reports to the Director of Community Services.

Services Provided

The Cemetery Division provides the following services:

- In-Ground Cremation Interments.
- Columbarium Niche Interments.
- Standard Casket Interments.
- Sale of Columbarium Niche.
- Sale of Standard Casket Plot.
- Sale of In-Ground Cremation Lot.
- Transfer of Interment Rights.
- Administration of Memorials.
- Care and maintenance of Memorials.
- Grass cut and trimmed.
- Trees maintained.
- Chapel maintained.

2024 Work Plan

The 2024 work plan includes providing the existing services outlined above and the construction of new Columbaria, updating the cemetery By-law and pursuing Bereavement Authority of Ontario approvals to reflect any implementation identified through the Cemetery Master Plan.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
In-Ground Cremation Interments	20	15	18
Columbarium Niche Interments	6	4	5
Traditional Casket Interments	10	11	11
Sale of Columbarium Niche	4	4	8
Sale of Traditional Casket Plot	8	13	11

Cemetery

2023 Highlights

2023 highlights included the development of a Cemetery Master Plan that will be considered by Council. The Master Plan will provide short, medium and long-term priorities for the cemetery, including optimizing land use and identifying services based on trends and feedback from the community. 2023 also included preliminary work to formalize tree maintenance and planting programs, test excavation to determine if sub-grade hydrological will impact an un-plotted area of the cemetery and staff training to provide additional capacity within the department.

2024 Budget Commentary

Staff have included \$50,000 to continue the work exploring the options for a natural burial site at the Thornbury-Clarksburg Union Cemetery.

Cemetery

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
	A	B	B-A	C	C-A	C-B
Expenses						
Salaries - Full-Time	35,330	27,555	-7,775	35,268	-62	7,713
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	12,451	10,456	-1,996	11,417	-1,034	962
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	40,460	26,190	-14,270	86,520	46,060	60,330
Communications	150	101	-49	150	0	49
Personnel and Training	4,950	945	-4,005	3,550	-1,400	2,605
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	93,342	65,247	-28,094	136,905	43,564	71,658
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	51,700	49,474	-2,226	51,100	-600	1,626
Subsidies	0	0	0	0	0	0
Total Revenue	51,700	49,474	-2,226	51,100	-600	1,626
Sub-Total Cost of Division	41,642	15,773	-25,869	85,805	44,164	70,032
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	48,239	48,239	0	47,309	-930	-930
Total Transfers	48,239	48,239	0	47,309	-930	-930
Cost of Division	89,880	64,012	-25,869	133,114	43,234	69,102
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	89,880	64,012	-25,869	133,114	43,234	69,102

Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2024 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 2024 Fees and Charges By-law. If the 2024 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

COMMUNITY SERVICES

All fees are subject to the applicable HST

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Moreau Park		
Ball Field	\$15.00 per game/practice	
Ball Field Dragging and Lining	\$40.00 per line & drag	
Additional Washroom Facility	\$215.00 each	\$220.00 each
Additional Washroom Facility Pump Out	\$85.00 each	
Grounds Rental		\$300.00 per day
Advertising Sign	\$310.00 per season	\$320.00 per season
Tomahawk		
Soccer Pitch – Regulation Size “Lining”	\$70.00 per lining	
Soccer Pitch – Regulation Size	\$15.00 per game/practice	
Soccer Pitch – Regulation Size “Lining Off Season”	\$190.00 per lining per field	\$195.00 per lining per field

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Tee Deck Sponsor Sign	\$310.00 per season	\$320.00 per season
Additional Washroom Facility	\$215.00 each	\$220.00 each
Additional Washroom Facility Pump Out	\$85.00 each	
Golf Course Green Fee	\$20.00 per round	
Resident Golf Course Seasons Pass – over 60	\$310.00 per season	
Resident Golf Course Seasons Pass – 16-60	\$360.00 per season	
Non-Resident Golf Course Seasons Pass – over 60	\$360.00 per season	
Non-Resident Golf Course Seasons Pass – 16-60	\$415.00 per season	
Golf Tournament Fee		\$20.00 per golfer
Pull Cart Rental		\$5.00 per rental
Grounds Fee Operating Season		\$1,500.00 per day
Grounds Fee Non-Operating Season		\$250.00 per day
Arena		
Lobby Rental (Non Ice Season) daytime only	\$80.00 per day	
Arena (Non Ice Season)	\$540.00 per day	\$555.00 per day
Arena Floor (Non Ice Season – 3 Hour Maximum)	\$125.00 per day	\$130.00 per day
Arena Advertise Signs Wall	\$270.00 per season	\$280.00 per season
Arena Advertise Signs Boards	\$325.00 per season	\$335.00 per season

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Adult Skating	\$3.00 each time	
Pickleball Courts on Arena Floor		\$15.00 per court per hour
Community Centre		
Hall #1 – Hourly with furniture (sport & exercise only)	\$30.00 per hour	
Hall #1 – Large Hall Full Day (over 4 hours)	\$310.00 per day	\$320.00 per day
Hall #1 – Half Day with furniture (max 4 hours)		\$165.00
Hall #2 – 4 hours max with furniture	\$20.00 per hour	
Hall #2 – Small Hall Full Day (over 4 hours)	\$180.00 per day	\$185.00 per day
Hall #2 – Small Hall (2 hours max and no furniture)	\$15.00 per hour	
Kitchen – with Hall #1 or #2 rental	\$75.00 per day	
Kitchen Only – hourly	\$25.00 per hour	
Set-up/Take Down Fee	\$155.00 per event	\$160.00 per event
Grounds Rental plus Facility Rental	\$150.00 per event	
Large & Small Halls and Kitchen	\$620.00	\$640.00
Entire Community Centre Non-Ice Season	\$1,545.00	\$1,600.00
Grounds Rental (parking lot)	\$250.00 per day	\$300.00 per day
“Party Package A” – 1 hour ice time plus 4 hours Hall #2 (Max 50 People – unlicensed events only)	\$155.00 per event	\$160.00 per event
“Party Package B” – 1 hour ice time plus 4 hours both Halls (Max 100 People – unlicensed events only)	\$285.00 per event	\$290.00 per event

Description	Current Fee or Charge	2024 Proposed Fee or Charge
“Party Package C” – 4 hours arena floor plus Hall #2 (Max 100 People – unlicensed events only (non-ice season))	\$155.00 per event	\$160.00 per event
Parks		
Bayview Park Pavilion	\$85.00 per event	
Bayview Park Grounds and Pavilion	\$215.00 per event	\$220.00 per event
Lions Park Pavilion	\$30.00 per event	
Lions Park Grounds and Pavilion	\$85.00 per event	
Town Hall Park Grounds	\$85.00 per event	
Heathcote Park Grounds	\$55.00 per event	
Labyrinth Pavilion	\$55.00 per event	
Delphi Point Pavilion	\$55.00 per event	
Delphi Point Season Commercial	\$1,340.00 per season	
Lora Bay Grounds – Greenspace Only	\$215.00 per event	\$220.00 per event
Lora Bay Commercial Use	\$215.00 per day	\$220.00 per event
Lora Bay Seasonal Commercial	\$1,625.00 per season	\$1,670.00 per season
Northwinds Beach Seasonal Commercial	\$5,400.00 minimum	\$5,550.00 minimum
Smith Memorial Park Rental	\$55.00 per day	
Additional Picnic Table Rental (off-site)¹	\$7.00 per table	

¹ Item will be delivered and picked up by Town Staff.

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Additional Chair Rental (off-site)¹	\$2.00 per chair	\$3.00 per chair
Additional Garbage Bin Rental (off-site)¹	\$3.00 per bin	
Bleacher Rental (off-site)¹	\$95.00 per bleacher	
Barricade Rental		\$3.00 per barricade
Memorial Tree Planting (50mm calliper and plaque)	\$650.00 per tree	\$670.00 per tree
Memorial Bench (composite or galvanized and plaque)	\$650.00 per bench	\$900.00 per bench
Memorial Bench (black powder coating and plaque)	\$720.00 per bench	\$1,000.00 per bench
Memorial Dog Park Plaque	\$30.00 per plaque	
Additional Bench Plaque or Replacement Plaques Requested for Benches and Trees		\$100.00
Temporary Access Permit Deposit	\$1,545.00 deposit	
Temporary Access Permit Fee	\$165.00	\$170.00
Advertising Sign	\$325.00	\$335.00
All Parks (Commercial/For-Profit)	\$55.00 per day	\$27.50 per hour
Pickleball Court Rental (Outdoor)	\$10.00 per hour	
Tennis Court Rental Commercial (Commercial/For-Profit)	\$10.00 per hour	
Pickleball Court Rental Commercial (Commercial/For-Profit)	\$15.00 per hour	
Nipissing Ridge Tennis Club Agreement²	Annual Fee of minimum \$1,000.00	

² Based on annual membership numbers

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Special Events		
Special Events “A” – Regional/Multi Community Event	\$1,135.00 per event	\$1,650.00 per event
Special Events “A” – Cancellation Fee³	\$225.00	\$230.00
Special Events “B” – Community Event	\$550.00 per event	\$565.00 per event
Special Events “B” – Cancellation Fee⁴	\$115.00	\$120.00
Special Events “A” or “B” Additional Application Review⁵	\$115.00 per review	\$120.00 per review
Police Commanding Officer (time to review logistics of event)⁵	\$65.00 per hour	
Community Halls		
Ravenna Hall – Weekdays	\$95.00 per day	
Ravenna Hall – Weekends	\$145.00 per day	
Craigeith Community Centre – Weekdays	\$95.00 per day	
Craigeith Community Centre – Weekends	\$145.00 per day	
Ravenna and Craigeith Hall – Weekday Only – Half Day (4hrs max)	\$50.00	

³ Event applications can be cancelled at any point leading up to the event. However, the Special Events “A” fee will be charged a \$200 administration fee and reimbursement will be \$800. Not-for-profit/Charitable Events will be reimbursed the full fee amount.

⁴ Event applications can be cancelled at any point leading up to the event. However, the Special Events “B” fee will be charged a \$100 administration fee and reimbursement will be \$400. Not-for-profit/Charitable Events will be reimbursed the full fee amount.

⁵ If additional reviews are required for any Special Event Application, where event routes and/or traffic control requirements are altered, a fee of \$100 will be applied to EACH additional review.

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Parking		
Waterfront Parking Hourly Rate (Non-Resident Only)*, **	\$10.00 per hour	
Non-Resident Parking Permit (available to Collingwood, Clearview, Grey Highlands and Meaford)	\$100.00 per year	
Rural Parking Lots	\$5.00 per hour with no daily maximum	
Parking at 15/17 Arthur Street, Post Office Parking Lot, Hester Street Parking Lot	\$2.00 for first hour, \$1.00 for each subsequent hour	
Parking Subsidy – for valid Ontario Veteran’s License Plate	100% subsidy	
EV Charging		\$5.00 per hour
*Parking charge will be at a maximum of \$40 per day. Anyone parking over 4 hours will be levied a parking fine. **Does not include the Thornbury Harbour or Town Hall.		
Food Truck		
Tomahawk Golf Course⁶	\$1,000.00 minimum	
Lion’s Park Clarksburg⁶	\$100.00 per day	
Thornbury Pier^{6,7}	\$1,000.00 minimum	
Northwinds Beach⁶	\$1,000.00 minimum	
Tomahawk Golf Course (Winter)⁶	\$100.00 per day	
Moreau Park⁶	\$100.00 per day	
Heathcote Park⁶	\$100.00 per day	

⁶ Subject to Planning approval

⁷ Plus current BIA Levy.

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Non-Motorized Vehicles⁶	\$50.00 per day	
Beaver Valley Community Centre Concession Stand	Per Agreement	
Ice Rentals (August 1st to April 30th)		
Prime Ice (includes Christmas, March Break and Statutory Holidays)	\$160.00 per hour	
Prime Ice Full Season Rental	\$160.00 per hour	
Non-Prime (weekdays 7am – 4pm)⁸	\$80.00 per hour	
Prime Ice Last Minute – Non-Booked Ice (request 48 hours prior to ice availability and first available ice)⁸	\$80.00 per hour	
Non-Prime Last Minute – Non-Booked Ice (request 48 hours prior to ice availability and first available ice)⁸	\$80.00 per hour	
Public Skating Sponsorship	\$160.00 per hour	

⁸ Does not qualify for a subsidy.

SUBSIDIES

Facility	User Group	Subsidy Rate
Beaver Valley Community Centre	Youth Sport	45%
Beaver Valley Community Centre	Pickleball 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%
Craigeith Community Centre	Art and Music Day Camp	30%
Craigeith Community Centre	Private Rental Group (AA)	100% - \$20 donation
Moreau Park – Ball Fields	Youth Sport	30%
Tomahawk Soccer Fields	Youth Sport	30%
Outdoor Tennis/Pickleball Courts	Pickleball Groups	10%

CEMETERY SERVICES

All fees are subject to the applicable HST.

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Genealogical Searches	\$80.00 per hour	
Lots		
Standard⁹	\$1,055.75	\$1,085.00
Cremation⁹	\$607.70	\$625.00
Columbarium Row 1 and Row 6¹⁰	\$1,323.55	\$1,360.00
Columbarium Row 4 and Row 5¹⁰	\$1,431.70	\$1,470.00
Columbarium Row 2 and Row 3¹⁰	\$1,539.85	\$1,585.00
Interment Charges		
Adult	\$1,055.00	\$1,085.00
Infant	\$370.00	\$380.00
Child	\$475.00	\$490.00
Double Depth	\$455.00 in addition to above	\$465.00 in addition to above
Cremation – In ground	\$475.00	\$490.00
Cremation – Niche	\$325.00	\$335.00
Standard Disinterment Only	\$1,065.00	\$1,095.00
Standard Disinterment and 2nd Grave Opening In Another Location	\$2,000.00	\$2,055.00

⁹ 40% care and maintenance included in the price.

¹⁰ 15% care and maintenance included in the price of the niche.

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Cremation Disinterment Only	\$595.00	\$610.00
Cremation Disinterment and 2nd Cremation Grave Opening in Another Location	\$1,065.00	\$1,095.00
Markers		
Flat Marker Measuring At Least 1,116.1 cm² (173 sq. in)	As per the Bereavement Authority of Ontario	
Upright Marker Measuring 1.07 m³ (3' 6') in either height or length including the base	As per the Bereavement Authority of Ontario	
Upright Marker Measuring more than 1.22 m (4') in either height or length including the base	As per the Bereavement Authority of Ontario	
Transfer Fee	\$100.00	\$105.00
Issue New Deed	\$40.00	

Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2024 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 2024 Fees and Charges By-law. If the 2024 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

BY-LAW AND LICENSING

All fees are subject to the applicable HST

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Response to a Homeowners False Security Alarm that is attended to by the OPP*		
1 st occurrence	\$200.00	\$205.00
2 nd occurrence	\$300.00	\$310.00
3 rd occurrence and subsequent (within the same calendar year)	\$500.00	\$515.00
*The Director may reduce or waive the fee. if the alarm is cancelled prior to OPP arrival on scene		
Short Term Accommodation (STA) Licensing*		
Application Submission	\$56.65	\$60.00
Initial STA Licensing Fee – Type A (2-year term)	\$2,375.00	\$2,440.00
Initial STA Licensing Fee – Type B (2-year term)	\$2,375.00	\$2,440.00
Initial STA Licensing Fee – Type C (2-year term)	\$2,425.00	\$2,495.00

*Note there is a \$85 per hour fee for review of fire safety plans as per Schedule B Item 9 in the Fees and Charges By-law.

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Initial STA Licensing Fee – Type D (2-year term) plus Planning Fees	\$565.00	\$580.00
Fire Safety Inspection	\$155.00	\$160.00
Fire Re-inspection Fee (paid prior to 2nd inspection)	\$310.00	\$320.00
Fire Re-inspection Fee (paid prior to 3rd and each additional inspection)	\$465.00	\$480.00
STA Re-inspection Fee for By-law Staff (paid prior to 2nd inspection)	\$135.00	\$140.00
STA Re-inspection Fee for By-law Staff (paid prior to 3rd and each additional inspection)	\$190.00	\$195.00
Appeal to Licensing Appeal Committee	\$540.00	\$555.00
Late Renewal Fee	\$105.00	\$110.00
Replacement License Placard	\$50.00	
License Eligibility Inquiry Fee	\$80.00	
Administrative Fees		
Late Payment Fee	\$30.00	
Screening No Show Fee	\$135.00	\$140.00
Hearing No Show Fee (with notice of less than three business days)	\$375.00	\$385.00
Land Title Search Fee	\$45.00	

Refund of Short-Term Accommodation Licensing Fees:

- a) Upon written request, the Director shall determine the amount of fees, if any, that may be refunded in accordance with By-law 2021-70, in the case of:
 - i. Withdrawal of an 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 STA license fee payable under this By-law, calculated as follows:
 - i. 75% where administrative functions for determination of a complete application only have been performed.
 - ii. 50% where administrative, zoning and property standards functions have been performed
 - iii. 5% shall additionally be deducted for each field inspection that has been performed after the STA license has been issued.
- c) Where the Director deems it appropriate, a refund of other than specified in (b) may be granted.
- d) The refund shall be returned to the person named on the fee receipt, unless such person advises the Director, in writing and prior to the release of the refund, of a change in name, in which case the refund shall be returned to the person then authorized to receive it
- e) No refund of 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.



2024 Approved Budget Operations

Operations

Mission

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

Headcount

Two full-time positions (2 FTEs)
One student position (0.35 FTE)

Services Provided

- Implementation of the Town's strategic plan and priorities set by Council.
- Monitor operational performance to ensure services are delivered in accordance with service level standards and strategic priorities.
- Delivery of infrastructure-related services and general management of a large portfolio of assets including roads, bridges, stormwater management, water and wastewater and waste disposal.
- Ensure efficient and effective delivery of operational services focused on both internal support and external client relations.

2024 Work Plan

- Annual Review of the 2023 Engineering Standards.
- Continuation of the Town Tree Inventory Project working with community volunteers.
- Completion of large-scale plans and studies (Drainage Master Plan, Eastside Water Class Environmental Assessment, Wastewater Collection Master Plan).
- Focus on business process improvement for key areas within and across Departments (assumption process, capital project management, Right-of-Way management).
- Continued implementation of the Transportation Master Plan, including an annual report.
- Investigate funding opportunities for the implementation of the preferred servicing options identified in the Community of Clarksburg Water & Wastewater Servicing Master Plan.

Operations

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Occupancy Permits	18	22	24
Service Requests (across all Department Divisions)	1,507	1,325	1,300
Average Working Days to Close a Service Request	9.87	6.20	6.0

2023 Highlights

- Council approval and implementation of the 2023 Engineering Standards.
- Initiated Town Tree Inventory Project in partnership with the University of Toronto, Faculty of Forestry.
- Implementation of the Transportation Master Plan.
- Modernized the Municipal Land Use Permit process, including revised fee structure.
- Creation and implementation of new intake and tracking processes for Municipal consents.

2024 Budget Commentary

Consulting costs include the CCTVing of Town-owned wastewater and stormwater pipes for asset management purposes.

Transfer to Reserve - \$590,000 into the Infrastructure and Public Works Asset Replacement Reserve Fund.

Transfer from Reserve - \$100,000 from the Wastewater Asset Replacement Reserve Fund and \$50,000 from the Infrastructure and Public Works Asset Replacement Reserve Fund for the CCTVing of the wastewater and stormwater pipes.

Operations

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	256,471	242,089	-14,382	225,923	-30,548	-16,166
Salaries - Part-Time	13,241	0	-13,241	15,334	2,093	15,334
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	76,839	72,869	-3,969	65,261	-11,578	-7,608
Benefits - Part-Time	1,539	0	-1,539	1,814	275	1,814
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	20,865	19,000	-1,865	22,000	1,135	3,000
Communications	2,650	2,647	-3	2,300	-350	-347
Personnel and Training	3,550	1,465	-2,085	2,780	-770	1,315
Legal Expenses	0	0	0	0	0	0
Consulting	15,000	27,435	12,435	150,000	135,000	122,565
Total Expenses	390,155	365,506	-24,649	485,412	95,257	119,906
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Sub-Total Cost of Division	390,155	365,506	-24,649	485,412	95,257	119,906
Transfers						
Transfers to Reserves	370,872	370,872	0	590,000	219,128	219,128
Transfers from Reserves	0	0	0	-150,000	-150,000	-150,000
Transfers from Development Charges	-15,000	-9,433	5,567	0	15,000	9,433
Transfers to Other Divisions	104,211	104,211	0	98,134	-6,077	-6,077
Total Transfers	460,083	465,650	5,567	538,134	78,051	72,484
Cost of Division	850,238	831,156	-19,082	1,023,546	173,308	192,390
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	850,238	831,156	-19,082	1,023,546	173,308	192,390

Capital Project Management

Mission

To lead the successful management and delivery of capital projects, provide technical and administrative support to the Divisions within the Operations Department, and provide capital project management support to other Departments as requested.

Success will be measured through the following indicators:

- Cost: execute projects within justifiable budgets.
- Schedule: ensure construction-related services are procured in a timely manner to support project schedules.
- Program Performance: prequalify, procure, and contract with construction service firms that meet expectations of the project, while ensuring compliance with legislation and town policies.
- Documentation: manage the prequalification and procurement so that all project documentation, decisions and outcomes are consistently documented, readily trackable and traceable.

Headcount

Four full-time positions (4 FTEs)

Services Provided

- Lead the execution and delivery of planned capital projects.
- Provide capital project management support to other Departments and Divisions.
- Lead the research and analysis of environmental and long-range infrastructure studies to support capital project planning and the Town's Asset Management Plan.
- Deliver capital projects in accordance with the Engineering Standards and industry best management practices.
- Engage residents and stakeholders in the engineering design of major capital projects.

2024 Work Plan

- Finalize servicing design for 125 Peel Street and Community Campus of Care and initiate construction.
- Process Development for the entire life cycle of capital projects.
- Business Process Improvement to explore opportunities for efficiencies and alternate service delivery methods.
- Seek additional opportunities to reduce project costs associated with the Excess Soils Regulation.

Capital Project Management

2023 Highlights

Overview of the major capital projects completed in 2023:

- Thornbury West Phase 1A Reconstruction Project.
- Substandard Watermain Replacement Phase 2.
- Bridge 2 & 3 Replacement.
- Water Tower Rehabilitation.
- Craigeith Wastewater Treatment Plan Sewage Pumping Station Class EA.

2024 Budget Commentary

Staff removed the contract position as the division has now reached full staff complement at four full-time permanent positions.

Capital Project Management

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	391,467	304,152	-87,315	403,211	11,744	99,059
Salaries - Part-Time	83,195	49,395	-33,800	0	-83,195	-49,395
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	119,443	102,421	-17,022	122,199	2,756	19,778
Benefits - Part-Time	26,222	9,863	-16,359	0	-26,222	-9,863
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	0	32,457	32,457	5,000	5,000	-27,457
Communications	1,200	1,341	141	2,400	1,200	1,059
Personnel and Training	3,200	406	-2,794	2,730	-470	2,324
Legal Expenses	0	0	0	0	0	0
Consulting	0	73	73	0	0	-73
Total Expenses	624,728	500,108	-124,620	535,540	-89,187	35,432
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0
Sub-Total Cost of Division	624,728	500,108	-124,620	535,540	-89,187	35,432
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	-405,023	-333,405	71,617	-353,694	51,329	-20,288
Total Transfers	-405,023	-333,405	71,617	-353,694	51,329	-20,288
Cost of Division	219,705	166,703	-53,002	181,846	-37,859	15,144
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	219,705	166,703	-53,002	181,846	-37,859	15,144

Capital Project Management

2024 Capital Budget

Project	Long Point Sewage Lift Station – Engineering Top-Up
Description	The work includes the engineering for lift station, septage receiving station, MCCs at the CWWTP, Blower replacement at CWWTP, stand-by generator at CWWTP (feeding both the plant and the lift station), and screening and grit removal at the CWWTP. The lift station will be sharing main line power and back-up power at the CWWTP. Currently, the existing MCCs and stand-by power are at end of life and are obsolete. They will be replaced with new equipment to feed the treatment plant, lift station and the receiving station.
Project Manager	Senior Infrastructure Capital Project Coordinator
Strategic Alignment	This project was identified as the preferred alternative in the Craighleith WWTP Sewage Pumping Station Class EA.
Budget	\$200,000 Engineering
Funding	\$200,000 Wastewater Development Charges

Project	Arrowhead Road Reconstruction – Engineering
Description	Staff are recommending initiating preliminary engineering to better scope the requirements of the project which includes reconstruction of 1.5 km of Arrowhead Road from Arrowhead Crescent to Hwy 26. There are several known issues with slope stability, substandard watermain, drainage and wastewater needs.
Project Manager	Senior Infrastructure Capital Project Coordinator
Strategic Alignment	Asset Management Needs
Budget	\$335,000 Engineering \$25,000 Contingency \$360,000 Total Budget
Funding	\$120,000 Roads and Related Development Charges \$120,000 Water Asset Replacement Reserve Fund \$120,000 Wastewater Asset Replacement Reserve Fund \$360,000 Total Funding

Capital Project Management

Project	Arrowhead Road BPS Re-Build
Description	The engineering will be completed in 2023/24 and Staff are requesting budget to initiate construction for upgrades for the Arrowhead Booster Pumping Station.
Project Manager	Senior Infrastructure Capital Project Coordinator
Strategic Alignment	Asset Management & Growth-Related Needs
Budget	\$1,100,000 Contract Services \$200,000 Contingencies
Funding	\$1,300,000 Water Development Charges

Project	Thornbury West Phase 2- Engineering
Description	Thornbury West Phase 2 will see portions of Arthur Street West, Bay Street West, Bruce Street North, Elma Street North, Harbour Street, Huron Street West, King Street West, Lakeshore Drive, Lansdowne Street North, and Victoria Street North reconstructed. The Thornbury West Phase 1 Engineering identified capacity issues with the storm system on Arthur Street and Bruce Street which may result in flooding on Louisa Street.
Project Manager	Senior Infrastructure Capital Project Coordinator
Strategic Alignment	Asset Management & Growth-Related Needs
Budget	\$6,000,000 Engineering
Funding	\$1,000,000 IPW Asset Replacement Reserve Fund \$1,000,000 Water Asset Replacement Reserve Fund \$1,000,000 Wastewater Asset Replacement Reserve Fund \$1,000,000 Roads and Related Development Charges \$1,000,000 Water Development Charges \$1,000,000 Wastewater Development Charges \$6,000,000 Total Funding

Capital Project Management

Project	Thornbury Wastewater Treatment Plant Outfall
Description	The work includes the construction of new effluent outfall into Georgian Bay. The outfall is required so that the additional capacity of the Thornbury WWTP gained through the Phase 1A expansion can be realized.
Project Manager	Senior Infrastructure Capital Project Coordinator
Strategic Alignment	Growth Related Needs
Budget	\$14,500,000 Contract Services \$1,500,000 Contingencies \$16,000,000 Total Funding
Funding	\$16,000,000 Wastewater Development Charges

Project	Craigleith, Mill Street SLS Upgrades and Forcemain Construction and Bay Street
Description	The work includes the construction budget to rebuild Craigleith Main Sewage Lift Station, including the addition of a public washroom facility. Mill Street Sewage Pumping Station, including the addition of a public washroom facility, the installation of the forcemain, with all associated works and the reconstruction of Bay Street. The construction tender to be released late fall 2024 with construction to commence early 2025, with an anticipated completion date of late fall 2026.
Project Manager	Senior Infrastructure Capital Project Coordinator
Strategic Alignment	Asset Management & Growth-Related Needs
Budget	\$27,600,000 Contract Services \$3,000,000 Contingency \$30,600,000 Total Budget
Funding	\$1,065,000 Parks and Recreation Development Charges \$4,263,000 Wastewater Asset Replacement Reserve Fund \$25,272,000 Wastewater Development Charges \$30,600,000 Total Funding

Total Number of Projects:	6
Total Budget:	\$54,460,000
Total Funding by Source:	\$1,000,000 IPW Asset Replacement Reserve Fund \$1,120,000 Water Asset Replacement Reserve Fund \$5,383,000 Wastewater Asset Replacement Reserve Fund \$46,957,000 Various Development Charges \$54,460,000 Total Funding

Capital Project Management

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
Long Point Sewage Lift Station Top-up	\$200,000				
Arrowhead Road Reconstruction	\$360,000				
Arrowhead BPS Rebuild	\$1,300,000				
Thornbury West Phase 2-Engineering	\$6,000,000				
Thornbury Wastewater Treatment Plant Outfall	\$16,000,000				
Craigleith, Mill Street SLS Upgrades and Forcemain and Bay Street	\$30,600,000				
Thornbury Wastewater Treatment Plant Expansion Phase 1B-Engineering		\$750,000			
Clarks Street-Engineering			\$340,000		
Old Lakeshore Road Watermain Replacement			\$2,500,000		
Elgin and Moore Lift Station Upgrades				\$250,000	\$2,500,000
Lakewood Drive Watermain and Wastewater Servicing					\$3,700,000
Total Project Cost	\$54,460,000	\$750,000	\$2,840,000	\$250,000	\$6,200,000
Funding Sources	2024	2025	2026	2027	2028
Development Charges	\$46,957,000	\$750,000			
Reserve/Reserve Funds	\$7,503,000		\$2,840,000	\$250,000	\$6,200,000
Total Funding	\$54,460,000	\$750,000	\$2,840,000	\$250,000	\$6,200,000

Roads and Drainage

Mission

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

Headcount

Fourteen full-time positions (13.75 FTEs)

- Part of the Public Works Compliance Coordinator gets charged to the Landfill division

Five contract positions (1.85 FTEs)

2023 Highlights

2023 saw a significant amount of training done with the Roads and Drainage department to ensure that all operators were up to speed on all training requirements.

2024 Budget Commentary

Included in the base budget is the conversion of one summer student position and one seasonal full-time contract to a full-time permanent position. Hiring summer students and contracts is becoming more difficult and making this conversion only required the addition of 0.3 of an FTE.

Operating Expenses saw a significant increase as these costs continue to climb on an annual basis, this is especially seen on items such as gravel and winter sand/salt.

The transfers to reserves is seeing a significant increase, this is two-fold. The first is a recommendation more than doubling of the transfer to the Bridge and Culverts Reserve Fund. Staff are recommending this increase to catch-up to the asset management plan after the transfer was decreased through the 2023 budget process. The second reason is for the replacement of equipment as the Town ended a pilot program for internalizing winter control and the three plows purchased for the pilot program have now been moved into the Town's asset management plan permanently.

Transfer to Reserve - \$478,000 transferred into the Roads Equipment Asset Replacement Reserve Fund and \$782,000 transferred into the Bridges and Culverts Asset Replacement Reserve Fund.

Roads and Drainage

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	1,039,578	1,002,241	37,338	1,200,789	161,211	198,548
Salaries - Part-Time	228,890	150,921	-77,969	210,430	-18,460	59,509
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	316,089	318,385	2,297	354,760	38,671	36,375
Benefits - Part-Time	31,789	19,391	-12,398	29,725	-2,064	10,334
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	2,099,600	2,168,292	68,692	2,223,200	123,600	54,908
Communications	18,100	12,838	-5,262	17,700	-400	4,862
Personnel and Training	28,250	47,258	19,008	37,300	9,050	-9,958
Legal Expenses	0	2,629	2,629	0	0	-2,629
Consulting	25,000	13,475	-11,525	3,500	-21,500	-9,975
Total Expenses	3,787,297	3,735,430	22,809	4,077,404	290,107	341,974
Revenue						
Grants and Donations	29,000	24,443	-4,557	30,000	1,000	5,557
External Revenue	63,900	89,561	25,661	62,500	-1,400	-27,061
Subsidies	0	0	0	0	0	0
Total Revenue	92,900	114,004	21,104	92,500	-400	-21,504
Sub-Total Cost of Division	3,694,397	3,621,426	1,705	3,984,904	290,507	363,478
Transfers						
Transfers to Reserves	592,000	592,000	0	1,260,000	668,000	668,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	552,221	552,221	0	530,256	-21,965	-21,965
Total Transfers	1,144,221	1,144,221	0	1,790,256	646,035	646,035
Cost of Division	4,838,618	4,765,648	1,705	5,775,160	936,542	1,009,513
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	4,838,618	4,765,648	1,705	5,775,160	936,542	1,009,513



Staff Report

Operations – Roads & Drainage

Report To: Council Meeting
Meeting Date: January 29, 2024
Report Number: CSOPS.24.014
Title: Sidewalk Winter Maintenance 2024 Budget Response
Prepared by: Jim McCannell, Manager of Roads & Drainage

A. Recommendations

THAT Council receive Staff Report CSOPS.24.014, entitled “Sidewalk Winter Maintenance 2024 Budget Response”;

AND THAT Council approve Option 1 for the provision of Sidewalk Winter Maintenance as outlined below which includes a total capital cost of \$475,000 and an operating cost of \$132,750 (2024 impact of \$53,100 and 2025 impact of \$79,650).

AND THAT Council direct staff to purchase the equipment immediately given the delivery timeframes.

B. Overview

This report provides an update and response to the Council discussion and motion related to the proposed Sidewalk Winter Maintenance Project as presented in the 2024 Draft Budget. If Council wants to maintain the existing level of service for Thornbury/Clarksburg for winter 2025 then a Council decision is required prior to the adoption of the 2024 budget.

C. Background

During the 2024 Special Committee of the Whole Draft Budget discussion, the Committee of the Whole provided the following recommendation:

THAT Council directs staff to defer the "Sidewalk Winter Maintenance Project" to the 2025 Draft Budget;

AND THAT Council direct staff to negotiate with the current contractor for the existing sidewalk maintenance level of service for the 2025 winter season.

The above recommendation will be considered by Council at the January 29, 2024, Council Meeting.

D. Analysis

The current contractor performs winter sidewalk maintenance for the Thornbury/Clarksburg area as outlined in Attachment 1. Following the above motion, Staff have confirmed that the contractor will not be extending their services for winter sidewalk maintenance for the following winter season of 2024/2025.

Staff have confirmed that the delivery of new sidewalk snow machines will take a minimum of 6 months once they have been ordered. Following the March 12, 2024, Public Meeting to receive comments on the draft 2024 Budget, staff will provide a follow-up staff report to the March 18, 2024 Committee of the Whole meeting that will include the comments received and will provide a recommendation to Council. With Council direction, Staff will then provide Council with the By-law to adopt the Budget at the April 2, 2024 Council Meeting. Given this timeframe staff are providing this report directly to Council for consideration. If Council wishes to maintain the current level of service for the Sidewalk Winter Maintenance Program, staff recommend approval for the purchase of the new sidewalk snow machines.

Given the information that has been presented and discussed previously, Staff are providing the following options:

Option 1: Implement Phase 1 only of the Sidewalk Winter Maintenance Program

- Maintain the existing level of servicing for Thornbury/Clarksburg
- Direct Staff to include Phase 2 and Phase 3 of the Sidewalk Winter Maintenance Program in the 2025 draft budget.
- Financial details are outlined in Section G – Financial Impacts.

Option 2: Eliminate the level of service for Thornbury/Clarksburg

- Existing provider will not be extending the contract for the 2025 winter season.
- Would require closure and posting of all sidewalks in the winter for the Thornbury/Clarksburg area. Sidewalks identified in red on Attachment 1 would no longer be plowed or sanded.
- Elimination of this service would have a significant reduction in operating costs during the winter control period of November 1 to April 15th each year.

Option 3: Tender for New Winter Sidewalk Maintenance for Thornbury/Clarksburg

- As noted and discussed in previous staff reports ([Staff Report CSOPS.22.029](#)), it is highly unlikely that a single contractor would bid on this small of a contract.
- Staff have explored this option and there are no local contractors to provide this level of service or that have this specialized equipment.
- Cost of insurance for plowing on public land has significantly increased in recent years.
- In recent years, the Town has experienced issues with non-local contractors and their ability to respond and uphold the agreed level of service. The Town could face unanticipated costs with the sudden loss of service mid-season which has been experienced in the recent past. This would likely require the Town to post the sidewalks as closed.

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

N/A

G. Financial Impacts

Operating Expenses	Phase 1	
	2024 (November & December)	2025 (January, February, & March)
Operator Costs	\$41,600	\$62,400
Facility Costs	\$1,000	\$1,500
Machinery Operating Costs	\$32,000	\$48,000
Sub-Total Costs	\$74,600	\$111,900
Less: Existing Cost of Sidewalk Snow Removal	\$21,500	\$32,250
Total Cost	\$53,100	\$79,650

The above chart matches the information provided in the 2024 Proposed Budget document except for the Compliance Coordinator costs. Staff have not included those costs at this time as a coordinator would not be required unless Council approves Phases 2 and 3 of the program.

The \$53,100 addition to the 2024 proposed budget would have an impact of 0.27% which would bring the draft tax rate increase up from 2.50% to 2.77%. This change would result in an additional \$6 on the average household property taxes for 2024.

For the capital purchase of \$475,000 there is no clear funding sources as development charges are not applicable (not an increased to the level of service) and the asset management annual transfers have not factored in contractor owed equipment. At this time, staff are recommending that this cost be kept as unfinanced and either funded through the land sales, happening later in 2024, or added to the long-term debt that is being taken out for the purchase the three snowplows.

H. In Consultation With

Sam Dinsmore, Acting Director of Finance/Treasurer

Corrina Giles, Clerk

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 Jim McCannell, Manager of Roads & Drainage managerroadsdrainage@thebluemountains.ca.

J. Attached

1. Attachment 1 Sidewalk Winter Maintenance Maps

Respectfully submitted,

Jim McCannell
Manager of Roads & Drainage

Shawn Carey
Director Operations

For more information, please contact:
Jim McCannell, Manager of Roads & Drainage
managerroadsdrainage@thebluemountains.ca
519-599-3131 extension 271

Town of The Blue Mountains Sidewalk Winter Maintenance

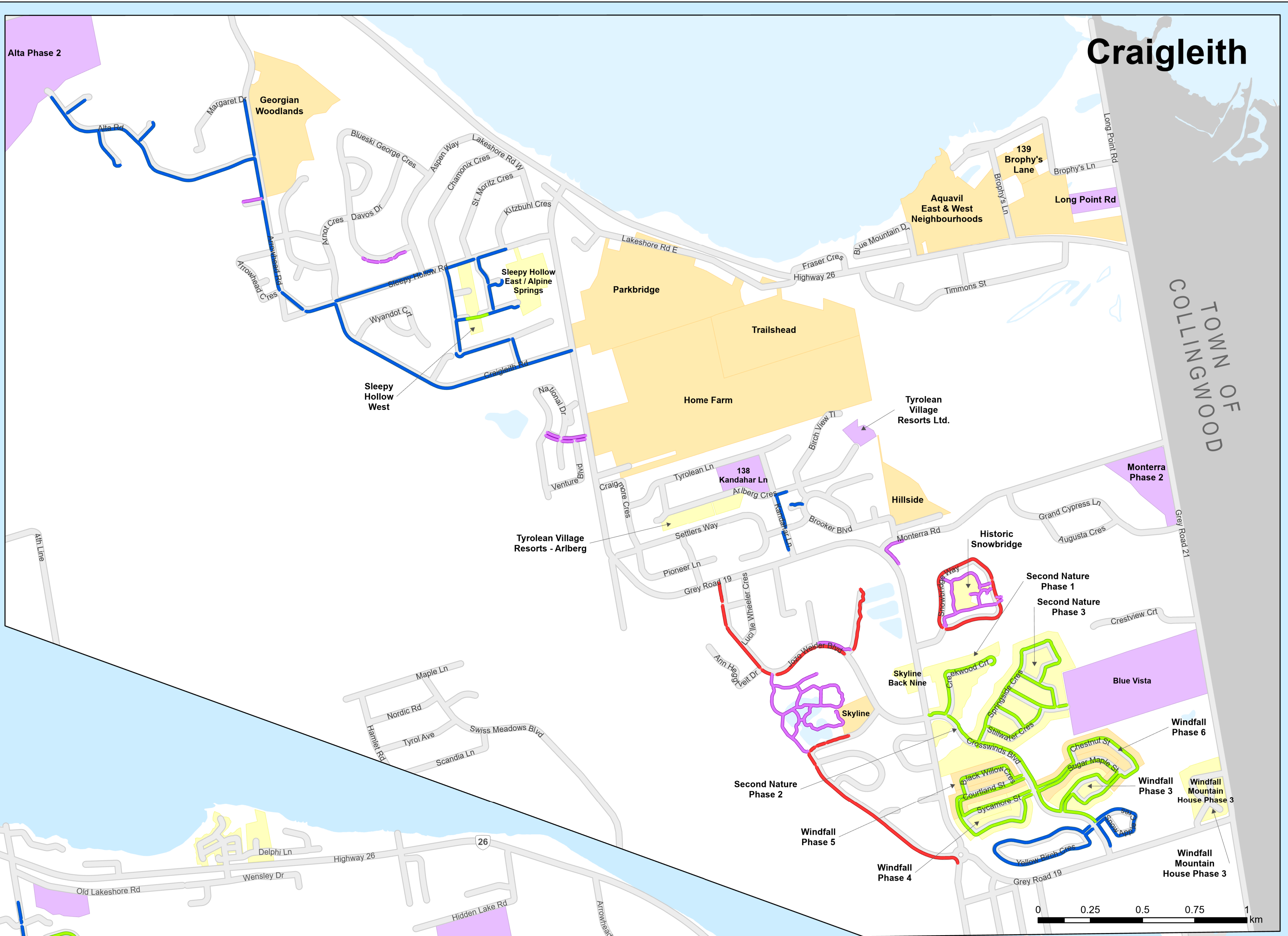
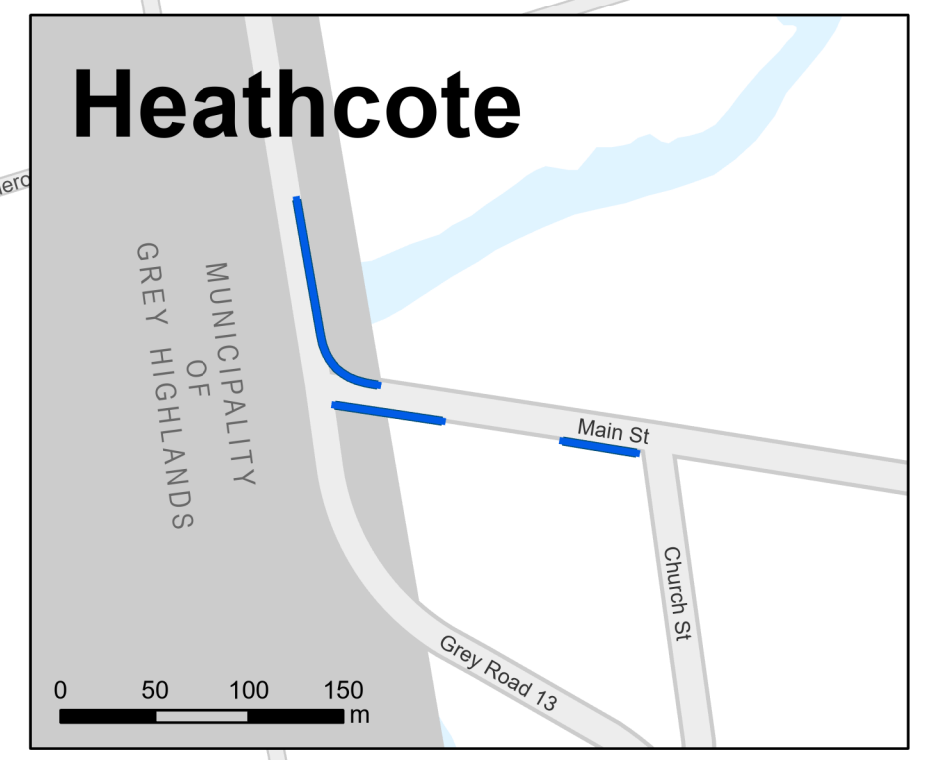
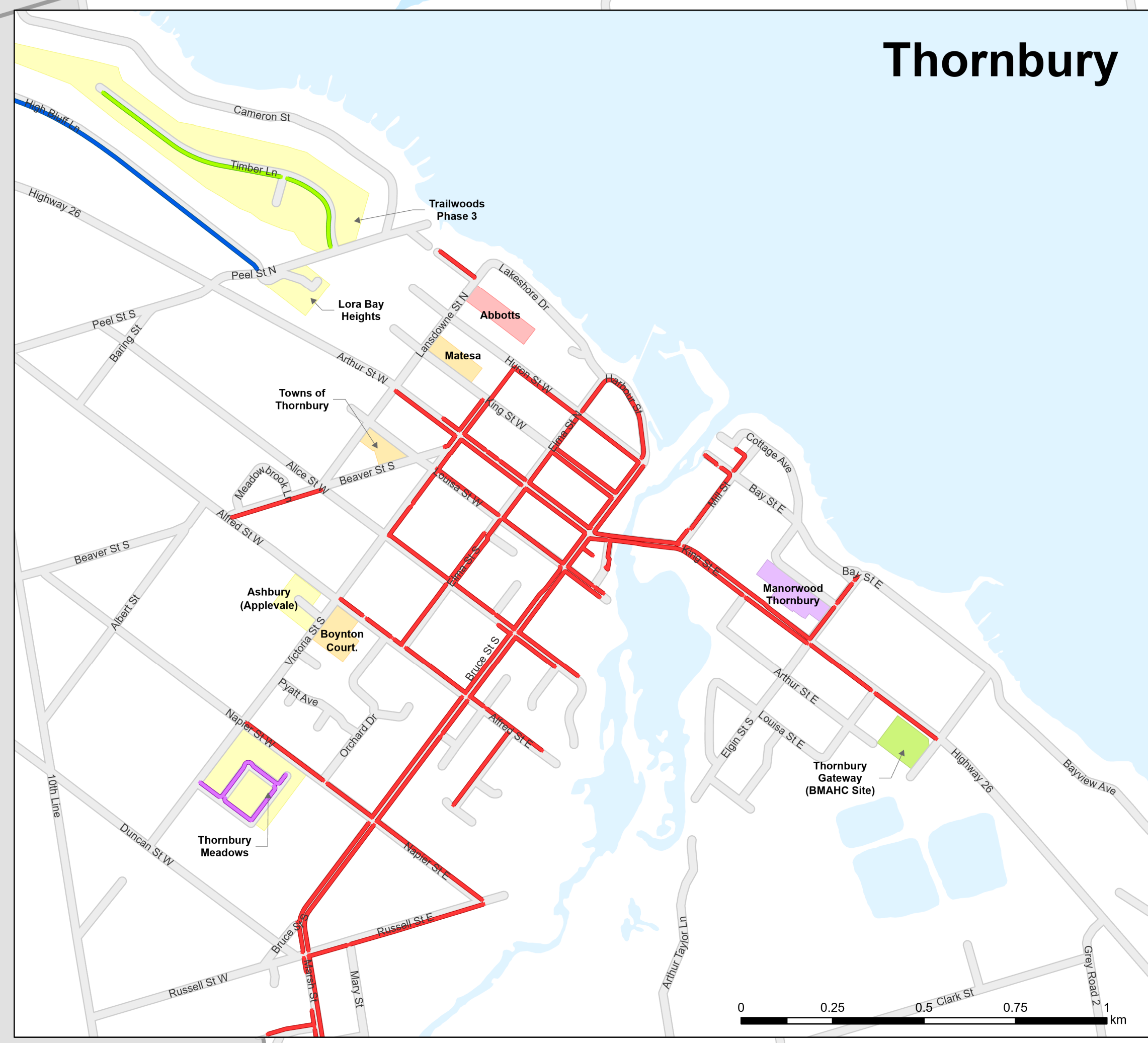
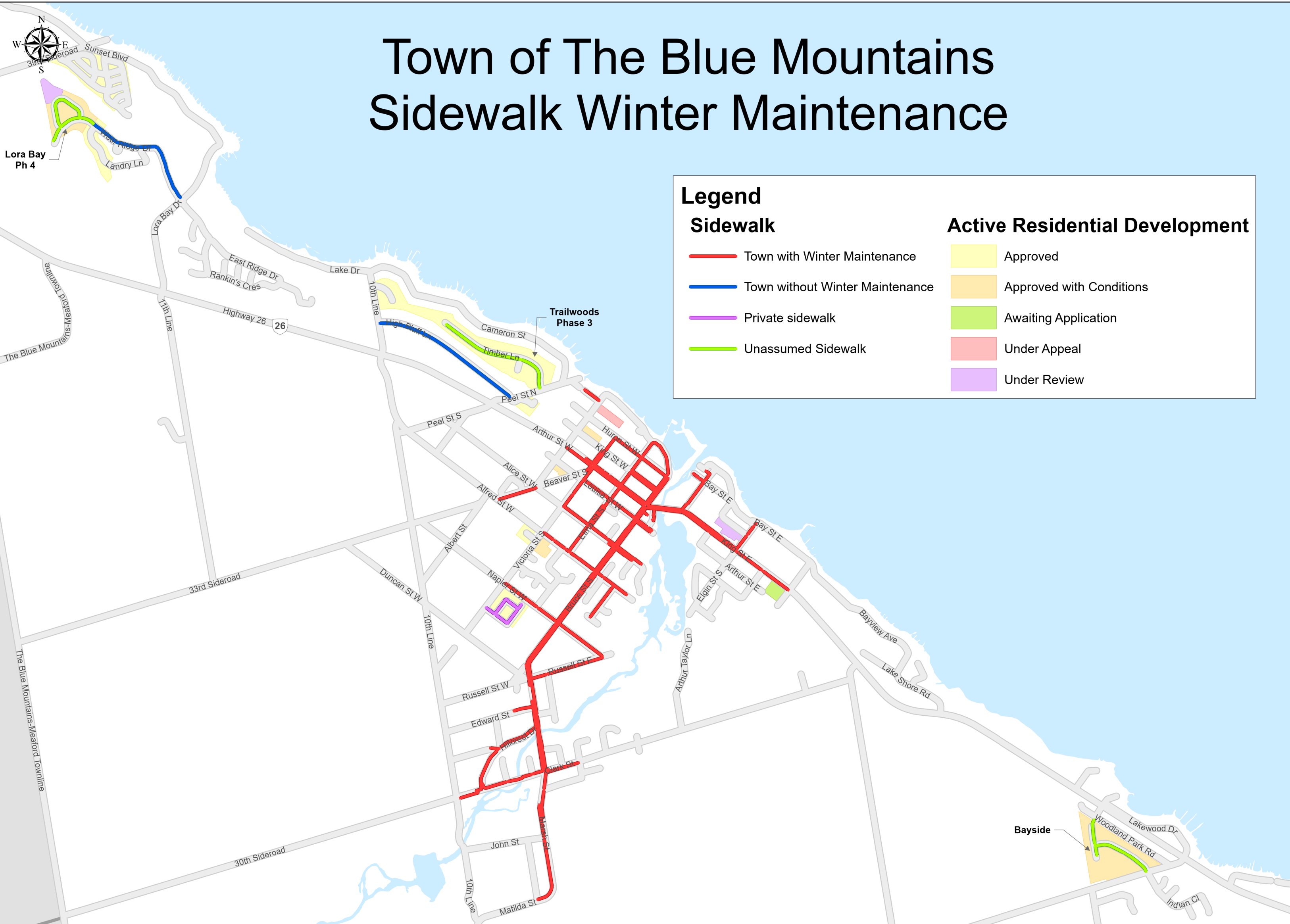
Legend

Sidewalk

- Town with Winter Maintenance
- Town without Winter Maintenance
- Private sidewalk
- Unassumed Sidewalk

Active Residential Development

- Approved
- Approved with Conditions
- Awaiting Application
- Under Appeal
- Under Review



Unassumed Sidewalks	
Development	Length (km)
Bayside (Clarksbury)	0.62
Lora Bay Phase 4	0.72
Peaks Meadows	0.83
Peaks Ridge	0.35
Scond Nature Phase 2	0.33
Scond Nature Phase 1	0.63
Scond Nature Phase 3	1.92
Sleepy Hollow West	0.10
Trailwood Phase 3	0.80
Windfall Block 56 (Crosswinds Blvd)	0.52
Windfall Phase 3	0.65
Windfall Phase 4	0.84
Windfall Phase 5	0.96
Windfall Phase 6	1.38
Total	10.65

	Length (km)
Town Sidewalks with Winte Maintenance	20.23
Town Sidewalks without Wintermaintenance	10.78
Private Sidewalks	4.58
Unassumed Sidewalks	10.65
Total	46.24

Sidewalks in the Blue Mountain Resort (BMR) village core including the Snowbridge Development (3.24 km) are maintained through a tender between the Town and the Blue Mountain Resort (BMR).

Information shown on these drawings is compiled from numerous sources and may not be complete or accurate. The Blue Mountains is not responsible for any errors, omissions or deficiencies in this drawing. This document is for reference purposes only. No part of this supplied data may be reproduced or transmitted to others in any way without the written permission of The Corporation of the Town of The Blue Mountains. (January 2022)

Roads and Drainage

2024 Capital Budget

Project	TBM/Grey Highlands Townline
Description	800m of road on the TBM Osprey Townline. Grey Highlands is planning works on their roads upon completion of intersection improvements and will complete these works as part of their contract. TBM is responsible for 50% of the capital works.
Project Manager	Manager of Roads and Drainage
Strategic Alignment	Asset Management Plan
Budget	\$150,000 Contribution
Funding	\$150,000 IPW Asset Replacement Reserve Fund

Project	Stormwater Works
Description	Stormwater drainage outlet design and maintenance. Staff are working to re-design the outfall within the Delphi development. The Town's Consolidate Linear Infrastructure Environmental Certificate of Acceptance (CLI-ECA) requires the Town to perform regular inspections and maintenance of our drainage infrastructure.
Project Manager	Compliance Coordinator
Strategic Alignment	Master Drainage Plan
Budget	\$25,000 Engineering \$225,000 Contract Services \$25,000 Contingency \$275,000 Total Budget
Funding	\$275,000 IPW Asset Replacement Reserve Fund

Roads and Drainage

Project	Monterra Road Resurfacing
Description	The road is failing. In 2024, (800m) make spot improvements to allow this road to become the detour route while CR 19 is under construction. The focus of this work is to repair and resurface the section between CR 19 and Grand Cypress Lane. Following the County works, Monterra road will require drainage improvements and full reconstruction as defined in the Development Charge Background study. In 2028 remove and reconstruct the road.
Project Manager	Manager of Roads and Drainage
Strategic Alignment	Asset Management & Collaboration with Grey County Road Projects
Budget	\$5,000 Consulting \$25,000 Engineering \$750,000 Contract Services \$50,000 Contingency \$830,000 Total Budget
Funding	\$830,000 Long Term Debt/Unfinanced

Project	Equipment Replacement
Description	<ul style="list-style-type: none"> • 6-wheel drive plow truck • Rubber-tired Excavator (growth related)
Project Manager	Roads and Drainage Supervisor
Strategic Alignment	Asset Management and Development Charge Background Study
Budget	\$550,000 Replacement Vehicle \$750,000 Additional Equipment \$1,300,000 Total Budget
Funding	\$550,000 Roads Equipment Asset Replacement Reserve Fund \$750,000 Public Works Development Charges \$1,300,000 Total Budget

Roads and Drainage

Project	Surface Treatment
Description	These works will include surface treatment (tar and chip) along with crack sealing, fog seals, micro-seal or other techniques to extend the useful life of the hard surfaced road network. This is part of a three year cycle along with sidewalk replacement.
Project Manager	Manager of Roads and Drainage
Strategic Alignment	Town's Asset Management Plan
Budget	\$1,950,000 Contract Services \$200,000 Contingency \$2,150,000 Total Budget
Funding	\$2,150,000 Ontario Community Infrastructure Fund (OCIF) Grant

Total Number of Projects:	5
Total Budget:	\$4,705,000
Total Funding by Source:	\$425,000 IPW Asset Replacement Reserve Fund \$550,000 Road Equipment Asset Replacement Reserve Fund \$750,000 Public Works Development Charges \$830,000 Long Term Debt/Unfinanced \$2,150,000 Ontario Community Infrastructure Fund (OCIF) Grant \$4,705,000 Total Funding

Roads and Drainage

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
Equipment Replacement	\$1,300,000	\$500,000			
Road Surface Treatment	\$2,150,000	\$215,000			
Stormwater Management Works	\$275,000	\$250,000	\$250,000	\$250,000	\$250,000
Grey Highland Townline Resurfacing	\$150,000				
Monterra Road Resurfacing	\$830,000				\$3,000,000
Sidewalk Replacement Program			\$195,000		
Total Project Cost	\$4,705,000	\$965,000	\$445,000	\$250,000	\$3,250,000
Funding Sources	2024	2025	2026	2027	2028
Development Charges	\$750,000				\$3,000,000
Grants	\$2,150,000				
Long Term Debt/Unfinanced	\$830,000				
Reserve/Reserve Funds	\$975,000	\$965,000	\$445,000	\$250,000	\$250,000
Total Funding	\$4,705,000	\$965,000	\$445,000	\$250,000	\$3,250,000

Garbage Collection

Mission

To deliver progressive collection, diversion, and disposal services that prioritize a move towards a circular economy. *Eliminating Waste, Leading Service.*

Headcount

Zero full-time positions (0.75 FTE)

- Part of the Manager of Sustainability and Solid Waste, Solid Waste Disposal Lead Hand and Solid Waste Disposal Site Operators gets charged to the Garbage Collection budget.

Services Provided

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.

2024 Work Plan

Adjusting to the changes in the Blue Box Transition and a new contract will be a focus of communications and relations with residents. Staff will be working with local businesses on a local circular economy approach.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Garbage Collection (tonnes)	1,851	1,850	1,900
Bag Tags Sold	8,959	8,000	8,000

2023 Highlights

A new waste collection contract revealed a steep increase in the cost for service provision. Even with the removal of residential blue box collection responsibilities, waste collection costs increased significantly, beginning in October of 2023.

2024 Budget Commentary

Contract increases will account for significant increases over 2023, unless service levels are reduced or a full user pay garbage system is considered.

Garbage Collection

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
	A	B	B-A	C	C-A	C-B
Expenses						
Salaries - Full-Time	48,565	48,565	0	65,193	16,628	16,628
Salaries - Part-Time	0	5,357	5,357	0	0	-5,357
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	19,610	17,449	-2,161	20,275	665	2,826
Benefits - Part-Time	0	679	679	0	0	-679
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	1,409,355	1,323,866	-85,488	1,670,316	260,962	346,450
Communications	1,500	3,271	1,771	3,000	1,500	-271
Personnel and Training	330	256	-74	250	-80	-6
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	1,479,360	1,399,445	-79,916	1,759,034	279,674	359,590
Revenue						
Grants and Donations	175,000	133,038	-41,962	0	-175,000	-133,038
External Revenue	85,400	40,720	-44,680	14,500	-70,900	-26,220
Subsidies	0	0	0	0	0	0
Total Revenue	260,400	173,758	-86,642	14,500	-245,900	-159,258
Sub-Total Cost of Division	1,218,960	1,225,687	6,726	1,744,534	525,574	518,848
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	-5,000	0	5,000	0	5,000	0
Transfers to Other Divisions	0	51,384	51,384	0	0	-51,384
Total Transfers	-5,000	51,384	56,384	0	5,000	-51,384
Cost of Division	1,213,960	1,277,070	63,110	1,744,534	530,574	467,464
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	1,213,960	1,277,070	63,110	1,744,534	530,574	467,464

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.*

Headcount

Four full-time positions (4.75 FTEs)

- Part of the Manager of Sustainability and Solid Waste and the Public Works Compliance Coordinator get charged to the Landfill division.

One part-time position (0.6 FTE)

One student position (0.35 FTE)

Services Provided

The Landfill provides safe and accessible solid waste disposal for the community. The site offers exceptional waste diversion options and the programs are diverting more tonnage than is landfill each year. This work area also supports excess soil management for Town infrastructure projects and investigations on the Thornbury closed landfill property.

2024 Work Plan

The 2024 work plan is shown in two categories:

Capital

- Install a staff lunchroom/office area in existing Landfill Operations Building.
- Design and Tender Phase 2 Landfill Expansion Works.
- Complete design of replacement scale house and double scales.
- Create a detailed financial and construction plan for the Thornbury closed landfill.

Operational

- Complete annual monitoring and environmental testing.
- Procure new contracts for hazardous waste service and diversion items.
- Investigate new diversion streams.
- Maintain facility and waste management areas.
- Manage, sample and track excess soil.

Landfill

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Visits to the Waste Disposal Site	21,134	20,300	20,500
Tonnes of waste (all sectors) landfilled	2,921	2,800	2,700
Tonnes of waste (all sectors) diverted	3,809	4,000	4,150

2023 Highlights

Cost areas and revenues are trending for 2023 as estimated. Multiple heavy equipment failures caused unanticipated emergency repairs and related costs.

2024 Budget Commentary

Significant capital projects will be initiated in 2024. The previous site expansion was completed in 2015 and this next expansion is anticipated to provide capacity until 2048.

Site visits have doubled in the past ten years. If visits double again in ten years by 2033 the site will have 40,000 visits per year or over 250 visits per operational day. The one-scale access and exit has been identified as a confining aspect of the site operations. The capital project to twin the scale will provide more efficient service to residents and provide a replacement of the aging existing scale.

Transfer to Reserve - \$265,000 is the annual transfer to the Landfill Post-Closure Reserve and \$106,000 to the Solid Waste Asset Replacement Reserve Fund.

Landfill

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	273,869	266,410	-7,459	314,547	40,678	48,137
Salaries - Part-Time	52,928	50,330	-2,597	53,381	453	3,051
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	91,773	87,284	-4,489	103,935	12,162	16,651
Benefits - Part-Time	16,318	14,917	-1,401	16,377	59	1,460
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	549,835	546,471	-3,364	538,659	-11,176	-7,812
Communications	3,010	979	-2,031	3,010	0	2,031
Personnel and Training	10,515	12,966	2,451	9,715	-800	-3,251
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	998,247	979,357	-18,890	1,039,624	41,377	60,267
Revenue						
Grants and Donations	0	0	0	16,817	16,817	16,817
External Revenue	470,000	464,414	-5,586	485,000	15,000	20,586
Subsidies	0	0	0	0	0	0
Total Revenue	470,000	464,414	-5,586	501,817	31,817	37,403
Sub-Total Cost of Division	528,247	514,943	-13,305	537,807	9,560	22,864
Transfers						
Transfers to Reserves	352,000	352,000	0	371,000	19,000	19,000
Transfers from Reserves	0	0	0	0	0	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	395,948	395,948	0	351,247	-44,702	-44,702
Total Transfers	747,948	747,948	0	722,247	-25,702	-25,702
Cost of Division	1,276,196	1,262,891	-13,305	1,260,054	-16,142	-2,837
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	1,276,196	1,262,891	-13,305	1,260,054	-16,142	-2,837

Solid Waste

2024 Capital Budget

Project	Equipment Replacement
Description	General replacement of equipment as it reaches the end of its useful life.
Project Manager	Solid Waste Disposal Supervisor
Strategic Alignment	Town's Asset Management Plan
Budget	\$25,000 Replacement Equipment
Funding	\$25,000 Solid Waste Asset Replacement Reserve Fund

Total Number of Projects:	1
Total Budget:	\$25,000
Total Funding by Source:	\$25,000 Solid Waste Asset Replacement Reserve Fund

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
Equipment Replacement	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Landfill Re-Design			\$3,195,000	\$500,000	
Total Project Cost	\$25,000	\$25,000	\$3,220,000	\$525,000	\$25,000
Funding Sources	2024	2025	2026	2027	2028
Long Term Debt/ Unfinanced			\$3,195,000		
Reserve/Reserve Funds	\$25,000	\$25,000	\$25,000	\$525,000	\$25,000
Total Funding	\$25,000	\$25,000	\$3,220,000	\$525,000	\$25,000

Sustainability

Mission

To make sustainable change requires bold action. Bold Actions in The Town of The Blue Mountains Future Story are proposed in four Big Moves:

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

Headcount

One full-time position (1.1 FTEs)

- Part of the Manager of Sustainability and Solid Waste gets charged to the Sustainability division.

Services Provided

The primary service is to accelerate and support sustainable projects and programs in the community and liaise with County level climate action.

2024 Work Plan

The Sustainability Division has the following as planned activities for 2024:

- Community and Corporate Biodiversity Strategy.
- Natural Based Stormwater funding application.
- Green infrastructure and Engineering Standards Review for adaptation and vulnerability.
- Circular Economy workshops and collaboration.
- Sustainability Event.
- Continued tree inventory and completion of the Natural Asset Inventory.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Sustainability Actions Implemented	N/A	9	8
Policies Approved	N/A	3	1

Sustainability

2023 Highlights

The 2023 budget supported initiation of the street tree inventory, Net Zero Energy Emissions for Municipal Buildings Policy, Municipal Buildings Construction Waste Plans and Deconstruction Policy, public electric vehicle charger installations, securing a consultant for the Natural Asset Inventory, Nipissing Ridge Park tree planting project, supporting new pollinator gardens, installation of more catch basin litter traps, distribution of the Environmental Sustainability Fund to support local litter programs and UNSMOKE (cigarette receptacles installed at various parks and beaches across the Town).

2024 Budget Commentary

Budget for 2024 will be critical for implementing action items within the Future Story. A planned event in 2024 will bring area municipalities together to collaborate and learn.

Budget money provided is maximized through external funding support. Sustainability staff have been successful in securing over \$150,000 in funding and will continue seeking supporting funding to benefit planned projects.

Sustainability Staff sit on the RT07 Sustainable Tourism Working Group and participate with the Grey County Climate Change Community of Practice.

Sustainability

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
	A	B	B-A	C	C-A	C-B
Expenses						
Salaries - Full-Time	79,567	73,642	-5,925	84,793	5,225	11,151
Salaries - Part-Time	0	0	0	0	0	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	25,882	22,695	-3,186	27,168	1,286	4,473
Benefits - Part-Time	0	0	0	0	0	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	98,100	22,855	-75,245	89,100	-9,000	66,245
Communications	300	976	676	800	500	-176
Personnel and Training	2,600	611	-1,989	2,700	100	2,089
Legal Expenses	0	0	0	0	0	0
Consulting	0	34	34	0	0	-34
Total Expenses	206,449	120,813	-85,636	204,561	-1,888	83,748
Revenue						
Grants and Donations	5,000	0	-5,000	0	-5,000	0
External Revenue	0	0	0	0	0	0
Subsidies	0	0	0	0	0	0
Total Revenue	5,000	0	-5,000	0	-5,000	0
Sub-Total Cost of Division	201,449	120,813	-80,636	204,561	3,112	83,748
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	-85,000	-12,285	72,715	0	85,000	12,285
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	1,672	1,672	0	2,216	544	544
Total Transfers	-83,328	-10,613	72,715	2,216	85,544	12,829
Cost of Division	118,121	110,200	-7,921	206,777	88,656	96,577
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	118,121	110,200	-7,921	206,777	88,656	96,577

Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2024 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 2024 Fees and Charges By-law. If the 2024 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

ROADS

All fees are subject to the applicable HST

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Entrance Permits		
Entrance Permit - Construction¹	\$270.00	\$280.00
Entrance Permit – Maintenance		\$165.00
Letter of Opinion Regarding Entrance Possibilities for Land Severance	\$215.00	\$220.00
New/Replacement of Water/Wastewater Lateral Administration Fee (per lateral)	\$1,500.00	\$1,540.00
Municipal Land Use Permit Preparation Fee		
Term less than one year	\$270.00	\$280.00
Municipal Land Occupation Agreement		
Term more than one and less than ten years (per year of agreement)²	\$115.00	\$120.00

¹ Maximum combined entrance and frontage fee is \$400. There is no expiry or annual fee for the Works installed under this permit.

² Fee is for any portion of years beyond one year. Minimum fee is \$325. Maximum fee is \$750. Disbursements are additional.

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Term over ten years, or permanent³	\$1,625.00	\$1,670.00
Disbursements (legal, survey, engineering, etc.)⁴	100% of actual costs incurred	
Municipal Land Occupancy Fee⁵		
Use of Travelled Portion of Road – Arterial and Collector (/m2/week)	\$20.00	\$25.00
Use of Travelled Portion of Road – Local (/m2/week)	\$10.00	\$15.00
Use of Unopened Road Allowance or open space (/m2/year)⁶	\$0.25	\$0.50
Use of Sidewalk or trail – any material (/m2/week)	\$5.00	\$7.00
Use of Boulevard (/m2/week)	\$1.00	\$1.50
Use of Grassed Boulevard for Irrigation (/m2/year)	\$2.00	
Security Deposit Requirements⁷		
Works < \$2,500	\$1,030.00	
Works \$2,500 - \$10,000	\$2,575.00	
Works > \$10,000	\$2,575 plus 2.5% of works > \$10,000	

³ Disbursements are additional.

⁴ Fees to be pre-arranged with proponent and deposit provided to fund the disbursement prior to costs being incurred by the Town.

⁵ Occupancy Fees are for the period of time occupancy occurs. The fee will be paid at the time of issuance. The applicant may request annual invoices for terms longer than two years.

⁶ Minimum Fee or Annual Fee is \$200.

⁷ To correct damages related to Works under a Municipal Land Use Agreement based on the value of Public or Private Works not otherwise addressed under a Development Agreement. Works includes estimated cost of potential restoration. Fee is greater of percent of works or cost of potential restoration

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Tree Inspection/Assessment	\$80.00	\$100.00
Civic Addressing Sign Kit	\$270.00	\$280.00
Civic Addressing Replacement Sign	\$105.00	\$110.00
Parking Permit (“No Parking” signs’ covers and locks)	\$20.00 per sign ⁸	
Other		
Oversized Vehicles (yearly)	\$115.00	\$120.00
Additional Site Visit Fee and/or Plan Review Fee ⁹	\$115.00	\$120.00
Works done without a valid permit – Entrance Permit	\$325.00	\$560.00
Works done without a valid permit – Municipal Land Use Permit	\$2,705.00	\$2,780.00
Admin Fee for Damaged Town Property	15% of Contract (\$150.00 minimum)	25% of Contract (\$150.00 minimum)
CLI-ECA Application for Storm Sewers – includes adding, modifying, replacing or extending	\$1,500.00	\$1,540.00
CLI-ECA Application for Storm Water Pumping Stations and Forcemains - includes adding, modifying, replacing or extending	\$3,000.00	\$3,085.00
CLI-ECA Application for Storm Sewers Appurtenances (i.e. odour or corrosion control) - includes adding, modifying, replacing or extending	\$1,500.00	\$1,550.00
Fee per Stormwater Management Pond (dry/wet ponds, engineer wetland or bioswales) - includes adding, modifying, replacing or extending	\$6,000.00	\$6,170.00

⁸ Minimum Fee is \$100.

⁹ Fee assessed when more than one site visit is required to review uncorrected identified deficiencies.

Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2024 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 2024 Fees and Charges By-law. If the 2024 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

SOLID WASTE

All fees are subject to the applicable HST

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Residential		
Residential Waste (waste that cannot be recycled or diverted from landfill)	\$185.00 per tonne	\$190.00 per tonne
Unsorted Residential Waste (mixed with diversion items such as drywall, shingles, wood waste, brush, metal, concrete and other recyclables)	\$360.00 per tonne	\$370.00 per tonne
Divertible and Sorted Residential Waste (clean drywall, shingles, metal, clean wood waste (including painted or treated), concrete, and other divertible items)	\$105.00 per tonne	\$110.00 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		
Commercial, Construction and Demolition Waste (waste that cannot be recycled or diverted from landfill)	\$360.00 per tonne	\$370.00 per tonne

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Unsorted Commercial, Construction and Demolition Waste (mixed with diversion items such as drywall, shingles, metal, wood waste, brush and other recyclables)	\$720.00 per tonne	\$740.00 per tonne
Sorted Commercial, Construction, and Demolition Clean Drywall	\$155.00 per tonne	\$160.00 per tonne
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)	\$105.00 per tonne	\$110.00 per tonne
Commercial Compostable Waste (fruit processing waste, brush and yard waste)	\$105.00 per tonne	\$110.00 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	\$15.00 minimum visit fee	
Mattresses	\$25.00 per unit	
Contaminated Soil: Owner must provide documentation of certified testing results and obtain Town approval before delivery	\$215.00 per tonne	\$220.00 per tonne
Asbestos	Not Accepted	
Items with Freon: Refrigerators, Freezers, Air Conditioners and Dehumidifiers Certification Fee	\$15.00 each	

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Other		
Sale of Compost	\$0.06 per kilogram	
Sale of Wood Chips	\$0.03 per kilogram	
Blue and Grey Recycling Boxes	\$8.00 each	
Blue and Grey Recycling Carts (Commercial/Multi-Unit)	\$115.00 each	\$120.00 each
Green Bin (45 litre)	\$20.00 each	
Green Cart (Commercial/Multi Unit – 120 litre)	\$55.00 each	
Green Cart (Commercial/Multi Unit – 240 litre)	\$90.00 each	
Garbage Bag Tags	\$3.00 each	\$5.00 ¹ each
Garbage Box Tab	\$2.00 each	
Items for Reuse Area		
Small		\$5.00 each
Medium		\$10.00 each
Large		\$20.00 each

¹ For residential units the first bag is free, the second bag requires one garbage bag tag and the third requires two garbage bag tags. Three bags per residential unit is the maximum allowed for weekly collection.

This page has been intentionally left blank for printing purposes.



2024 Approved Budget User-Fees

Building Services

Mission

Building Safe Communities 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 to achieve sustainable, healthy and safe living environments by promoting excellence in design and construction to minimum building standards.

Headcount

Ten full-time positions (11 FTEs)

- Part of the Director of Planning and Development Services and the Manager of Communications and Economic Development get charged to the Building Division.
- Part of the Manager Building Services & Chief Building Official gets charged out to the Planning and Development Engineering divisions.
- One Municipal Law Enforcement Officer gets charged to the Building Division.

Services Provided

- Issue Building Permits and conduct inspections.
- Issue Pool Permits and conduct inspections.
- Issue Entrance Permits and conduct inspections.
- Conduct grading review and inspections.
- Administer the Town's Zoning By-law
- Review planning and development applications and attend meetings.
- Assist By-law Division with enforcement and other matters.
- Assist the Operations Division with enforcement and other matters.
- Respond to public inquiries.
- Provide accessible documents on the Town website.
- Investigate public matters.

2024 Work Plan – Total Staff Hours/Year

Permit Application

Description	# of Applications	Application Review Hrs	Plans Examination Hrs	External Comment Hrs
Residential	600	900	1,200	150
Commercial	20	20	30	5
Sewage Systems	45	45	45	20
Pools	35	35	35	20
Entrances	50	50	50	25

Building Services

Permit Activities

Description	# of Activities	Site Visit Hrs	Inspection Notes Hrs	External Comment Hrs
Residential	2,400	4,800	1,200	800
Commercial	70	140	70	20
Sewage Systems	90	90	45	45
Pools	35	35	20	20
Entrances	100	100	50	25

Education & Training

Description	# of Sessions	Classroom Instruction Hrs	Self Study Hrs	Examination Hrs
Building Officials	40	1,000	350	60
Administrators	10	560	150	40

Inter-Department Engagement

Description	# of Engagements	Internal Review/Research Hrs	Correspondence Hrs	Meeting Hrs
Planning	100	150	50	250
Development Engineering	25	25	10	25
By-law	50	50	25	50
Operations	25	50	10	25

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Building Permit Applications Received	725	610	620
Building Permits Issued	744	592	600
Building Inspections Completed	4,873	4,528	4,500
Dwelling Units Issued	261	196	180
Dwelling Construction Starts	303	225	180
Letters Processed for Zoning Requests for Information	88	82	95

2023 Highlights

Building activity in the Town was less active in 2023 than in previous years, which may be attributed to the economic downturn, higher interest rates and lack of available serviced land.

Building Services

Several residential developments have been completed and fewer new developments have commenced. Developments such as Lora Bay Phase 4, Cottages Phase 5, Windfall Phase 5, Second Nature Phase 2, Hillside Block 153, Bayside, Peaks Meadows and the Neighbourhoods at Delphi are now substantially complete with few vacant lots remaining.

Permits were issued for townhouses in Hillside Block 152, Thornbury Meadows and Lora Bay Masters. Most townhouse sites are substantially complete.

Requests for accessory dwelling units within a house or detached building have increased with the introduction of Bill 23. Accessory dwelling units are permitted on lands zoned for single detached dwellings, including Residential, Agriculture, Special Agriculture and Rural zones.

Commercial activity remained weak, with most activities occurring within the Blue Mountain Village Resort.

2024 Budget Commentary

Building activity is expected to keep pace with 2023 numbers, based on feedback from area builders, designers and real estate professionals. The current slowdown in the economy in conjunction with higher interest rates will likely reduce consumer demand for new dwellings or investment into commercial opportunities. Several new developments will obtain approvals to commence construction in 2024 and increase the availability of serviced land, should the developers decide to proceed with their projects. Building permits issued are expected to be similar as 2023 with slightly fewer new dwellings constructed. The trend for more additions, renovations, or alterations to existing buildings is expected to continue.

The Building Services Division employs nine full-time staff, plus one Building Official position that is currently vacant. Filling the vacant position will be re-evaluated in 2024, depending on the strength of the building industry. Another vacant full-time building official position was removed from the 2024 budget.

The current contingent of building staff is a team of dedicated, experienced, and knowledgeable building officials who are qualified to administer and enforce the *Building Code Act* and the *Ontario Building Code*. The Building Division is currently staffed with enough building officials and are capable of issuing permits and inspecting buildings within the mandated deadlines for the building activity expected in 2024.

Transfer from Reserve - \$257,363 transferred from the Building Rate Stabilization Reserve Fund to balance the 2024 budget.

Building Services

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	998,563	765,910	-232,653	947,328	-51,235	181,418
Salaries - Part-Time	14,887	0	-14,887	0	-14,887	0
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	306,508	222,021	-84,487	288,114	-18,394	66,093
Benefits - Part-Time	1,756	0	-1,756	0	-1,756	0
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	27,000	35,863	8,863	33,350	6,350	-2,513
Communications	4,050	4,973	923	4,300	250	-673
Personnel and Training	48,800	9,500	-39,300	48,800	0	39,300
Legal Expenses	50,000	9,579	-40,421	0	-50,000	-9,579
Consulting	5,000	37	-4,963	5,000	0	4,963
Total Expenses	1,456,564	1,047,883	-408,681	1,326,892	-129,672	279,008
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	1,392,500	1,001,992	-390,508	1,336,250	-56,250	334,258
Subsidies	0	0	0	0	0	0
Total Revenue	1,392,500	1,001,992	-390,508	1,336,250	-56,250	334,258
Sub-Total Cost of Division	64,064	45,891	-18,173	-9,358	-73,422	-55,250
Transfers						
Transfers to Reserves	0	0	0	0	0	0
Transfers from Reserves	-332,404	-314,231	18,173	-257,363	75,041	56,868
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	268,340	268,340	0	266,721	-1,619	-1,619
Total Transfers	-64,064	-45,891	18,173	9,358	73,422	55,250
Cost of Division	0	0	0	0	0	0
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	0	0	0	0	0	0

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.

Headcount

One full-time position (1.5 FTEs)

- Part of the Director of Community Services, Facilities Operator, Administrative Assistant and Contract and Administrative Clerk get charged to the Thornbury Harbour division.
- Part of the Harbour and Cemetery Lead Hand gets charged out to the Cemetery division.

One contract position (0.67 FTE)

Three student positions (0.96 FTE)

Services Provided

The Harbour provides services for residents and visitors including seasonal slips, off-season land storage, gas, diesel, waste-water pump-outs, transient slips, daily dock inspections, kayak storage, day sailor storage, docking assistance, video surveillance, fish cleaning station, daily washroom cleaning and daily waste and recycling collection.

2024 Work Plan

The 2024 work plan includes slip renewal, slip change requests, and waiting list slip allocation.

It also includes internal staff opening the harbour by turning land storage power on March 15, assessing the ice damage as the ice leaves, opening buildings (plumbing, hydro, heat), adjusting dock alignment, lowering ramps and connecting dock water service prior to May 1. Contractors will be utilized to connect dock hydro and repair dock damage depending on the severity. Customer contracts begin May 1, which begin daily dock and vessel inspections, wastewater system pump-outs and fuel service. Beginning July 1, harbour operations expand to 8 a.m to 7 p.m. service, seven days per week until the end of Labour day weekend and then return to 8 a.m. to 4 p.m., seven days per week until the end of October.

Harbour staff prepare the harbour for winter by contracting hydro removal from the docks. Internal staff remove ramps, adjust docks and winterize all buildings. Winter land storage is invoiced and then contract renewals are completed by early January.

Thornbury Harbour

From May 1 until October 31, fuel service dock requests are a priority as well as daily dock and vessel inspections. Weekends are exceptionally busy for transients and fuel sales in July, August and September.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Pump-outs	210	210	210
Waiting List	256	253	250

2023 Highlights

2023 was a transitional year that included the changeover of almost all staff.

2024 Budget Commentary

Staff have increased revenues by over \$40,000 to get more inline with 2023 actuals. The Harbour has seen a drastic bounce back since the COVID-19 impact in 2020, with revenues increasing by well over \$100,000 in three years.

Transfer to Reserve - \$146,171 transferred into the Harbour Reserve for future capital requirements.

Thornbury Harbour

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	104,698	95,084	-9,614	108,942	4,244	13,858
Salaries - Part-Time	50,534	67,877	17,343	65,129	14,595	-2,748
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	33,632	34,174	542	34,679	1,047	505
Benefits - Part-Time	6,237	7,831	1,593	8,154	1,917	323
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	269,700	265,421	-4,279	286,940	17,240	21,519
Communications	3,950	1,530	-2,420	3,525	-425	1,995
Personnel and Training	12,090	4,783	-7,307	6,650	-5,440	1,867
Legal Expenses	0	0	0	0	0	0
Consulting	10,000	87	-9,913	10,000	0	9,913
Total Expenses	490,841	476,788	-14,053	524,019	33,178	47,231
Revenue						
Grants and Donations	2,500	0	-2,500	0	-2,500	0
External Revenue	704,750	791,318	86,568	748,250	43,500	-43,068
Subsidies	0	0	0	0	0	0
Total Revenue	707,250	791,318	84,068	748,250	41,000	-43,068
Sub-Total Cost of Division	-216,409	-314,530	-98,121	-224,231	-7,822	90,299
Transfers						
Transfers to Reserves	104,796	229,764	124,968	146,171	41,375	-83,592
Transfers from Reserves	26,847	0	-26,847	0	-26,847	0
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	84,766	84,766	0	78,059	-6,706	-6,706
Total Transfers	216,409	314,530	98,121	224,230	7,822	-90,298
Cost of Division	0	0	0	0	0	0
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	0	0	0	0	0	0

Thornbury Harbour

2024 Capital Budget

Project	Annual Improvements
Description	Annual upgrades and replacement of harbour infrastructure including dock works, machinery and equipment, and grounds improvements. 2024 will include the replacement of the existing security camera system and Wi-Fi system.
Project Manager	Harbour and Cemetery Lead Hand
Budget	\$70,000 Contract Services
Funding	\$70,000 Harbour Reserve

Total Number of Projects:	1
Total Budget:	\$70,000
Total Funding by Source:	\$70,000 Harbour Reserve

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
Annual Improvements	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Total Project Cost	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Funding Sources	2024	2025	2026	2027	2028
Reserve/ Reserve Funds	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Total Funding	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000

Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2024 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 2024 Fees and Charges By-law. If the 2024 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

HARBOUR SERVICES

All fees are subject to the applicable HST

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Moving of boats/cradle/trailer/any equipment that is in the incorrect berth and has not been moved by the owner at their own expense	\$155.00 per hour (1 hour minimum)	\$160.00 per hour (1 hour minimum)
Seasonal Mooring	\$73.00 per foot	\$75.00 per foot
Hydro Rates	\$200.00 per outlet	\$205.00 per outlet
Transient Rate – Monthly	\$22.20 per foot	\$23.89 per foot
Hydro Rates – Monthly Transient Rate	\$64.48 per outlet	\$66.37 per outlet
Transient Rates – Weekly	\$10.04 per foot	\$10.62 per foot
Hydro Rates – Weekly Transient Rate	\$32.45 per outlet	\$32.74 per outlet
Transient Rates – Nightly	\$2.08 per foot	\$2.21 per foot
Hydro Rates – Nightly Transient Rate	\$8.70 per outlet	\$8.85 per outlet
Transient Rates – Nightly – per foot (May and October)	\$1.04 per foot	\$1.11 per foot

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Transient fee for one night prior to a vessel hauling out and remaining on the harbour grounds as a paying land storage customer	\$0.00	
Transient fee for one night following vessel being launched that is a paying land storage customer	\$0.00	
Pump-out	\$23.89	\$26.55
Yacht Club Member Pump-out	\$13.71	\$15.49
Daily Launch Ramp	\$10.94	\$13.27
Seasonal Launch Ramp	\$65.63	\$66.37
Off Season Land Storage	\$11.85 per foot per season, \$2.02 per foot per month	\$13.27 per foot per season, \$2.21 per foot per month
Waiting List Fee (Non-refundable – applied to first year seasonal mooring)	\$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 – weekday (8am – 4pm)	\$25.00 per event	
Harbour Office Upper Lounge – weekends (8am – 4pm)	\$50.00 per event	
Additional/Replacement Shower Cards	\$10.00 per card	
Fish Cleaning Station	\$10.00 per code	
Pavilion	\$80.00 per event	
Pennants	\$25.00 per pennant	

Description	Current Fee or Charge	2024 Proposed Fee or Charge
Harbour Commercial Operations¹	\$15.00 per foot in additional to Seasonal Mooring Fee	
Summer Day Sailor Storage – Ground	\$205.00	\$210.00
Summer Day Sailor Storage – Rack	\$145.00	\$150.00
Kayak Storage	\$105.00 per season	\$110.00
Not for Profit or Charitable events, races, etc.²	\$18.23 per vessel per night	\$19.91 per vessel per night

¹ Requires a Certificate of Insurance naming the Town as an additional insured.

² Council has approved this fee for the last few seasons through staff reports i.e. Georgian Bay Regatta, etc.



2024 Approved Budget Water and Wastewater

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.

Headcount

Nine full-time positions (11.05 FTEs)

- The Manager of Water and Wastewater Services, Water and Wastewater Compliance/Efficiency Coordinator, Utility Account Coordinator and Administrative Assistant are split between the Water and Wastewater divisions.
- Part of the Manager of Communications and Economic Development gets charged to the Water division.

One student position (0.37 FTE)

Services Provided

The Water division provides safe, clean drinking water to users connected to the municipal drinking water system. The division also provides adequate water storage to meet the demands required for fire fighting.

2024 Work Plan

The 2024 Work Plan is to ensure the delivery of safe clean drinking water, prepare and implement preventative maintenance and capital replacement plans and to avoid unexpected failure and associated costs and liabilities.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Water Treatment Plants	1	1	1
Water Reservoirs	5	5	5
Water Booster Stations	7	7	7
Water Connections (Units)	9,982	10,245	10,508
Locates Completed	2,031	2,100	2,100

2023 Highlights

The approved budget includes an additional budget to identify leaks in the transmission watermain from Thornbury to Craighleith. Identifying and repairing leaks in the distribution system allows for additional capacity at the water treatment plant.

To ensure the Town's water infrastructure is available to support growth in the eastern end of the Town, the Arrowhead Booster Station is being retrofitted with additional pumping capacity and a new backup generator, as the current generator has reached the end of its useful life.

Water

2024 Budget Commentary

The 2024 Water Budget is remaining relatively consistent with the 2023 Budget. Operating Expenses are increasing with the increased costs of purchasing chemicals required for treatment of drinking water.

Transfer to Reserve - \$1,936,800 transferred into the Water Asset Replacement Reserve Fund.

Transfer from Reserve - \$28,878 transferred from the Water Rate Stabilization Reserve to balance the 2024 budget.

Water

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
Expenses	A	B	B-A	C	C-A	C-B
Salaries - Full-Time	1,038,679	918,876	-119,803	1,021,111	-17,568	102,235
Salaries - Part-Time	13,539	16,404	2,866	16,452	2,913	48
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	321,934	305,784	-16,151	316,855	-5,079	11,071
Benefits - Part-Time	1,578	2,008	430	1,961	383	-47
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	624,780	564,847	-59,933	685,160	60,380	120,313
Communications	33,830	26,505	-7,325	30,830	-3,000	4,325
Personnel and Training	32,800	26,732	-6,068	39,000	6,200	12,268
Legal Expenses	0	0	0	0	0	
Consulting	0	0	0	0	0	0
Total Expenses	2,067,141	1,861,157	-205,984	2,111,369	44,229	250,213
Revenue						
Grants and Donations						
External Revenue	4,765,660	4,680,224	-85,436	5,122,570	356,910	442,346
Subsidies	0	0	0	0	0	0
Total Revenue	4,765,660	4,680,224	-85,436	5,122,570	356,910	442,346
Sub-Total Cost of Division	-2,698,519	-2,819,067	-120,548	-3,011,201	-312,681	-192,133
Transfers						
Transfers to Reserves	1,804,713	1,804,713	0	1,936,800	132,087	132,087
Transfers from Reserves	-193,880	-73,332	120,548	-28,878	165,002	44,454
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	1,087,686	1,087,686	0	1,103,278	15,592	15,592
Total Transfers	2,698,519	2,819,067	120,548	3,011,200	312,681	192,133
Cost of Division	0	0	0	0	0	0
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	0	0	0	0	0	0

Water

2024 Capital Budget

Project	Water Treatment Plant Equipment Replacement
Description	<ul style="list-style-type: none"> • UV Duty Sensor (\$10,000) • PLC parts (\$30,000) • SCADA (\$45,000) • Intake Chlorine Line (\$85,000) • Pipe Insulation (\$100,000)
Project Manager	Manager of Water and Wastewater
Strategic Alignment	Town's Asset Management Plan
Budget	\$84,000 Replacement Equipment \$160,000 Contract Services \$26,000 Contingency \$270,000 Total Budget
Funding	\$270,000 Water Asset Replacement Reserve Fund

Project	Water Distribution Equipment Replacement
Description	<ul style="list-style-type: none"> • Security System (\$10,000) • PRV Replacements (\$20,000) • Bulk Meter Replacements (\$20,000) • Chamber Maintenance (\$25,000) • Pressure Transmitters (\$25,000) • Water Meters (\$25,000) • Leak Detection Program (\$55,000) • Inline Leak Detection (\$180,000)
Project Manager	Manager of Water and Wastewater
Strategic Alignment	Town's Asset Management Plan
Budget	\$80,000 Replacement Equipment \$224,000 Contract Services \$56,000 Contingency \$360,000 Total Budget
Funding	\$360,000 Water Asset Replacement Reserve Fund

Water

Total Number of Projects:	2
Total Budget:	\$630,000
Total Funding by Source:	\$630,000 Water Asset Replacement Reserve Fund

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
WTP Equipment Replacement	\$270,000	\$105,000	\$190,000	\$75,000	\$75,000
Distribution Equipment Replacement	\$360,000	\$262,000	\$142,000	\$122,000	\$142,000
Membrane Replacement		\$1,200,000			
Total Project Cost	\$630,000	\$1,567,000	\$332,000	\$197,000	\$217,000
Funding Sources	2024	2025	2026	2027	2028
Reserve/Reserve Funds	\$630,000	\$1,567,000	\$332,000	\$197,000	\$217,000
Total Funding	\$630,000	\$1,567,000	\$332,000	\$197,000	\$217,000

Wastewater

Mission

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

Headcount

Eight full-time positions (10.05 FTEs)

- The Manager of Water & Wastewater Services, Water & Wastewater Compliance/Efficiency Coordinator, Utility Account Coordinator, and Administrative Assistant get split between the Water and Wastewater divisions.
- Part of the Manager of Communications and Economic Development gets charged to the Wastewater division.

One student position (0.37 FTE)

Services Provided

Provide efficient collection and treatment of sewage from the users connected to the municipal sewage systems. Properly treating wastewater before it is released into the Georgian Bay reduces the risks posed to human health and the natural environment.

2024 Work Plan

To prepare and implement preventative maintenance and capital replacement plans and to avoid unexpected failure and associated costs and liabilities. The approved budget includes the replacement, rehabilitation and refurbishment of facilities and equipment as they approach the end of their useful lives.

Non-Financial Statistics

Description	2022 Actual	2023 Forecast	2024 Expected
Wastewater Treatment Plants	2	2	2
Sewage Pump Stations	12	12	12
Thornbury Wastewater Connections (Units)	3,274	3,400	3,550
Craigeleith Wastewater Connections (Units)	5,587	5,700	5,850
Locates Completed	2,031	2,100	2,100

2023 Highlights

To ensure the Town's wastewater infrastructure is available to support growth, the approved budget includes construction budgets for the reconstruction of Craigeleith Main Lift Station, Mill Street Sewage Pumping Station and forcemain and for the construction of the Thornbury Wastewater Treatment Plant Outfall.

The approved budget also includes the engineering budget for the final design of the Long Point Road Lift Station and Septage Receiving Station.

Wastewater

2024 Budget Commentary

The 2024 Wastewater Budget has an increase in the Operating and Equipment Expenses. Operating expenses are increasing as staff have seen a significant increase in the cost of chemicals required to treat wastewater. Equipment expenses are increasing due to the aging equipment. Additionally, staff are anticipating a significant increase in costs for the removal of biosolids. The Town's five-year contract is due to expire and staff are anticipating a significant increase due to fuel prices.

Transfer to Reserve - \$1,465,898 transferred into the Wastewater Asset Replacement Reserve Fund.

Transfer from Reserve - \$72,642 transferred from the Wastewater Rate Stabilization Reserve to balance the 2024 budget.

Wastewater

2024 Operating Budget

	2023 Budget	2023 Year-End Forecast	2023 Year-End to Budget	Approved 2024 Budget	2024 Budget to 2023 Budget	2024 Budget to 2023 Year-End
	A	B	B-A	C	C-A	C-B
Expenses						
Salaries - Full-Time	738,146	654,115	-84,031	779,936	41,790	125,821
Salaries - Part-Time	13,539	16,471	2,932	16,452	2,913	-19
Salaries - Contract	0	0	0	0	0	0
Benefits - Full-Time	229,802	236,534	6,732	240,041	10,239	3,507
Benefits - Part-Time	1,578	2,043	465	1,961	383	-82
Benefits - Contract	0	0	0	0	0	0
Operating Expenses	628,710	628,945	235	607,455	-21,255	-21,490
Communications	27,800	30,887	3,087	31,800	4,000	913
Personnel and Training	27,000	31,375	4,375	29,500	2,500	-1,875
Legal Expenses	0	0	0	0	0	0
Consulting	0	0	0	0	0	0
Total Expenses	1,666,575	1,600,370	-66,205	1,707,145	40,570	106,775
Revenue						
Grants and Donations	0	0	0	0	0	0
External Revenue	4,028,227	3,959,929	-68,298	4,351,245	323,018	391,316
Subsidies	0	0	0	0	0	0
Total Revenue	4,028,227	3,959,929	-68,298	4,351,245	323,018	391,316
Sub-Total Cost of Division	-2,361,652	-2,359,559	2,094	-2,644,100	-282,448	-284,541
Transfers						
Transfers to Reserves	1,370,751	1,370,751	0	1,465,898	95,147	95,147
Transfers from Reserves	-264,596	-266,689	-2,094	-72,642	191,954	194,047
Transfers from Development Charges	0	0	0	0	0	0
Transfers to Other Divisions	1,255,497	1,255,497	0	1,250,845	-4,653	-4,653
Total Transfers	2,361,652	2,359,559	-2,094	2,644,101	282,448	284,541
Cost of Division	0	0	0	0	0	0
Additions to the Budget	0	0	0	0	0	0
Adjusted Total	0	0	0	0	0	0

Wastewater

2024 Capital Budget

Project	TWWTP Lagoon Panels - Engineering
Description	<p>Engineering investigation on the local grid to initiate a feed-in-tariff project that would involve use of one wastewater lagoon as a floating solar panel farm. The funding is to support a grid tie investigation with EPCORs engineering group. We have completed a preliminary investigation with EPCOR as a follow up to the optimization work and as part of a previous funding application.</p> <p>The panel array would be a 470kw system. The study develops an electrical grid infrastructure design that would allow grid tie and net metering. A proposed grid tie project will be responsible for local network upgrades if needed (new poles, transformers) and this study will tell us what those upgrades will be. A 470kw system will be enough to power all electrical needs for the Thornbury Wastewater Plant and a transition to net zero energy emissions for the Plant.</p>
Project Manager	Manager of Sustainability and Solid Waste
Strategic Alignment	Optimization Study
Budget	\$25,000 Engineering
Funding	\$25,000 Wastewater Asset Replacement Reserve Fund

Project	Wastewater Master Plan
Description	Top-up for contingency.
Project Manager	Manager of Water and Wastewater
Strategic Alignment	Town's Asset Management Plan
Budget	\$150,000 Engineering
Funding	\$150,000 Wastewater Asset Replacement Reserve Fund

Wastewater

Project	Collection System Equipment Replacement
Description	<ul style="list-style-type: none"> • VFDs (\$25,000) • Abandon Maintenance Hole (\$45,000) • Valve Replacements (\$55,000) • SPS Pump Re-builds (\$155,000) • I&I (\$165,000)
Project Manager	Manager of Water and Wastewater
Strategic Alignment	Town's Asset Management Plan
Budget	\$400,000 Contract Services \$45,000 Contingency \$445,000 Total Budget
Funding	\$445,000 Wastewater Asset Replacement Reserve Fund

Project	Wastewater Plant Equipment Replacement
Description	<ul style="list-style-type: none"> • SCADA (\$25,000) • CWWTP Dead Tree Removal (\$30,000) • Pump Replacements (\$35,000) • Surge Protection (\$55,000) • Wash-water Line Repair (\$60,000) • Electrical Panel Upgrades (\$65,000) • IT Upgrades (\$75,000) • Valve Replacements (\$110,000) • Clarifier #3 Refresh (\$250,000)
Project Manager	Manager of Water and Wastewater
Strategic Alignment	Town's Asset Management Plan
Budget	\$65,000 Engineering \$205,000 Replacement Equipment \$350,000 Contract Services \$85,000 Contingency \$705,000 Total Budget
Funding	\$705,000 Wastewater Asset Replacement Reserve Fund

Total Number of Projects:	4
Total Budget:	\$1,325,000
Total Funding by Source:	\$1,325,000 Wastewater Asset Replacement Reserve Fund

Wastewater

Five-Year Capital Forecast

Project	2024	2025	2026	2027	2028
WWTP Equipment Replacement	\$705,000	\$360,000	\$915,000	\$310,000	\$420,000
TWWTP Lagoon Panel-Engineering	\$25,000				
Collection Equipment Replacement	\$445,000	\$480,000	\$305,000	\$280,000	\$220,000
Wastewater Master Plan	\$150,000				
Total Project Cost	\$1,325,000	\$840,000	\$1,220,000	\$590,000	\$640,000
Funding Sources	2024	2025	2026	2027	2028
Reserve/Reserve Fund	\$1,325,000	\$840,000	\$1,220,000	\$590,000	\$640,000
Total Funding	\$1,325,000	\$840,000	\$1,220,000	\$590,000	\$640,000

Fees and Charges

The Town's Fees and Charges are reviewed annually as part of the annual Operating Budget. When reviewing and preparing the 2024 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 2024 Fees and Charges By-law. If the 2024 Proposed Fee or Charge column has been left blank, no change is proposed over the current fee or charge.

WATER SUPPLY

Fixed Charge Per Month (based on meter size). All fees are subject to the applicable HST

Description	Current Rate (per month)	2024 Proposed Rate (per month)
Meter Size		
5/8" ¹	\$29.93	\$31.46
3/4"	\$31.94	\$33.60
1"	\$37.99	\$40.05
1 1/2"	\$46.05	\$48.64
2"	\$68.20	\$72.26
3"	\$231.37	\$246.20
4"	\$291.81	\$310.63
6"	\$432.82	\$460.96
Tiered Incremental Rates per m³ per two month period		

¹ 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 purpose of this By-law

Description	Current Rate (per m ³ per two month period)	2024 Proposed Rate (per m ³ per two month period)
>10 – 30 m ³	\$1.96	\$2.00
>30 – 60 m ³	\$2.13	\$2.17
>60 – 90 m ³	\$2.32	\$3.37
Over 90 m ³	\$2.50	\$2.55
Bulk Water Sales	\$3.07	\$3.13
Unconnected Water Rate (temporary disconnection, unconnected services)	Same as "Fixed Charge Per Month"	
Unconnected Vacant Lot Water Rate	\$20.15 per month	\$21.48
Flat Rate Charge (no meter installed – newly constructed building)	\$52.02 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"	
Water Related Charges		
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	

Description	Current Rate (per month)	2024 Proposed Rate (per month)
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	
Administrative charge – change of ownership or occupant (includes reading meter to final charge)	\$100.00 per instance	\$105.00 per instance
Utility Bill Reprint	\$2.00 per utility bill	\$5.00 per utility bill
Transfer Fee	\$20.00 per instance after the first notice. No charge on initial request.	
Temporary removal and reinstallation of meter	\$105.00 per removal and reinstallation	\$110.00 per removal and reinstallation
Seasonal Address Change	\$10.00 per instance	
Testing meter for accuracy	100% Cost Recovery plus 15% Admin Fee	
Missed Water Meter Inspection	\$100.00 per inspection	
Service Disconnection Inspection	\$50.00 per inspection	
Hydrant Maintenance Fee	\$110.00 per hydrant per year	\$115.00 per hydrant per year
5/8" meter (radio activated)	100% Cost Recovery	
Landscape Watering Permit (new landscaping only)	\$150.00 per permit	\$155.00 per permit
Utility Certificate	\$65.00 per account	

Description	Current Rate (per month)	2024 Proposed Rate (per month)
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)	\$105.00	\$110.00
Tester Renewal Fee	\$80.00 annually	
Survey Review	\$105.00 every five years	\$110.00 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	
Water Turn On/Shut Off – working hours (8am – 4pm)	\$100.00	\$105.00
Water Turn On/Shut Off – after hours (weekends, holidays and between 4pm – 8am)	\$300.00	\$310.00
QMS Form 1 Review, including Commissioning Plan Fee	\$1,400.00	\$1,440.00
Tie-in Water Service (per watermain tap)	\$150.00	\$155.00
Tie-in Main – new subdivision (per connection)	\$1,045.00	\$1,075.00
Subdivision Inspections		
Inspections 1-2	\$0.00	

Description	Current Rate (per month)	2024 Proposed Rate (per month)
Inspections 3	\$750.00	\$775.00
Sampling New Subdivisions		
Rounds 1-2 (micro)	\$0.00	
Rounds 3 or more	\$150.00 per sample	\$155.00 per sample
Other		
Opt-out of Radio Read Water Meter	\$100.00 per read	\$105.00 per read
Hydrant Damage	\$3,000.00 per hydrant	\$3,085.00 per hydrant
Call-outs for internal, private plumbing issues – working hours (8am – 4pm)	\$150.00 per call	\$155.00 per call
Call-outs for internal, private plumbing issues – after hours (weekends, holidays and between 4pm – 8am)	\$300.00 per call	\$310.00 per call
Lawn Water Permit	\$50.00	
Water Meters	\$5.00	
Back Flow Prevention	\$100.00	

SEWER USAGE

Fixed Charge Per Month (based on meter size). All fees are subject to the applicable HST

Description	Current Rate (per month)	2024 Proposed Rate (per month)
Meter Size		
5/8" ¹	\$26.00	\$27.28
3/4"	\$27.70	\$29.10
1"	\$32.81	\$34.54
1 1/2"	\$39.63	\$41.82
2"	\$58.35	\$61.78
3"	\$196.29	\$208.83
4"	\$247.37	\$263.29
6"	\$366.57	\$390.37
Tiered Incremental Rates per m³ per two month period		
	Current Rate (per m3 per two month period)	2024 Proposed Rate (per m3 per two month period)
>10 – 30 m ³	\$1.79	\$1.83
>30 – 60 m ³	\$1.97	\$2.01
>60 – 90 m ³	\$2.15	\$2.19
Over 90 m ³	\$2.33	\$2.38
Unconnected Sewer Rate (temporary disconnection, unconnected service)	Same as "Fixed Charge Per Month"	

Description	Current Rate (per month)	2024 Proposed Rate (per month)
Unconnected Vacant Lot Sewer Rate	\$17.03 per month	\$18.15
Flat Rate Charge (no meter installed – newly constructed building)	\$31.75 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"	
Leachate (1,000-3,000 mg/L)	\$8.39 per m ³	\$8.64 per m³
Septage Waste – flat rate	\$17.22/m ³ – flat rate for septage, no distinction of source or concentrate	\$17.74/m³ – flat rate for septage, no distinction of source or concentrate
Sewer Related Charges		
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	
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	

Description	Current Rate (per month)	2024 Proposed Rate (per month)
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	\$515.00 each	\$530.00 each
Sanitary Discharge Application, Renewal or Amendment	\$105.00 each	\$110.00 each
Extra Strength Surcharge Application	\$515.00 each	\$530.00 each
Extra Strength Surcharge Application, Renewal or Amendment	\$105.00 each	\$110.00 each
Extra Strength Surcharge Rate, per parameter – Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), Total Phosphorous (TP), Total Kieldahl Nitrogen (TKN)	\$1.32/kg per parameter	\$1.36/kg per parameter
Call-outs for internal, private plumbing issues – working hours (8am – 4pm)	\$150.00 per call	\$155.00 per call
Call-outs for internal, private plumbing issues – after hours (weekends, holidays and between 4pm – 8am)	\$300.00 per call	\$310.00 per call
After hours Septage dumping – no site visit required (4pm – 8am)	\$50.00	
After hours Septage dumping – site visit required (4pm – 8am)	\$300.00	\$310.00
CLI-ECA Application for sanitary sewers, includes adding, modifying, replacing or extending	\$1,500.00	\$1,540.00
CLI-ECA Application for pumping stations and forcemains, including adding, modifying, replacing or extending	\$3,000.00	\$3,085.00

Description	Current Rate (per month)	2024 Proposed Rate (per month)
CLI-ECA Application for Sanitary Sewers Appurtenances (i.e. odour or corrosion control), including adding, modifying, replacing or extending	\$1,500.00	\$1,540.00
Subdivision Inspections		
Inspections 1-2	\$0.00	
Inspection 3	\$750.00	\$770.00
Other		
Sewer Connection Permit	\$10.00	

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, irrigation system leaks, 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.



2024 Approved Budget Appendix

Budget Changes

Increase/Create a Budget

This chart outlines the increases or creation of a budget item during 2023 outside of the budget process. These increase/budget creations are approved by Council.

Item	Amount	Date
Clarksburg Business Association - Flower Watering	\$ 2,380	February 13, 2023
Thornbury Landfill Site Assessment	\$ 105,000	February 13, 2023
TWWTP Expansion	\$ 4,873,000	April 14, 2023
Engineering - Mill St, Forcemain, Craigleith	\$ 200,000	April 14, 2023
Council leadership	\$ 30,000	May 8, 2023
Housing Needs Assessment	\$ 25,000	May 29, 2023
Comprehensive Housing Strategy	\$ 350,000	May 29, 2023
OPP Detachment Windows	\$ 55,000	May 29, 2023
Fire Turnout Suites	\$ 75,000	June 19, 2023
Arthur Taylor Lane Working Group	\$ 75,000	August 28, 2023
Engineering - Mill St, Forcemain, Craigleith	\$ 350,000	August 28, 2023
TWWTP Expansion -Outfall	\$ 600,000	August 28, 2023

Increase Contract within Budget

This chart outlines the Council approved increases to awarded contracts that did not result in an increase to a budget line.

Item	Amount	Date
Thornbury West Phase 1A	\$ 1,359,000	June 14, 2023
Thornbury West Phase 1A Parkette	\$ 275,000	June 19, 2023
BVCC Parking Lot	\$ 125,000	August 28, 2023

Waived Fees and Charges

This chart outlines all Council approved waiving of fees and charges, these items are on top of the budgeted subsidies.

Organization	Item	Date	Amount
Ski Cross World Cup Request for support	waived paid parking fees* additional parking lot plowing	February 13, 2023	n/a
Beaver Valley Agricultural Society	waived fees at Moreau Park and BVCC, cover OPP costs	March 6, 2023	\$4,992
No Mow May	relief from long-grass (potential fees)	April 24, 2023	n/a
Marsh Street Centre	waived Tomahawk green fees	May 29, 2023	\$1,440
Beaver Valley Community School	waived pickleball court fees	May 29, 2023	\$120
Cycling Events Ontario	waived 25% of BVCC rental fee	May 29, 2023	\$115
Thornbury Farmer's Market	waived paid parking fees*	June 19, 2023	n/a
Blue Mountains Pickleball Club	waived pickleball court fees for youth	June 19, 2023	\$640
Events for Life Concession	waived BVCC concession fee	June 19, 2023	\$2,400
Youth Life Collingwood	50% waive of pickleball fees	August 28, 2023	\$413
Beaver Valley Community School	waive Soccer and Golf fees (Oct 6 and 12)	August 28, 2023	\$1,675
Thornbury-Clarksburg Rotary	waive BVCC rental fees (Turkey Trot)	August 28, 2023	\$1,240
Georgian Bay Apple Kings	30% hourly subsidy on ice rentals for 2 years	October 30, 2023	\$2,300/season**
Total			\$15,335

*Waived paid parking fees are difficult to calculate as Staff are unaware how many vehicles parked in a paid parking lot during the time of the event.

**The Apple Kings receive a subsidy of \$2,300 per season but this does not include playoffs. Should the Apple Kings go to the playoffs it would result in an even larger subsidy for ice rental

Ontario Municipal Partnership Funding

The Ontario Municipal Partnership Funding (OMPF) is the Province's main general assistance to municipalities. In 2023, the Province is providing the Town with \$1,314,400 in funding through the OMPF, which is equivalent of \$148 per household.

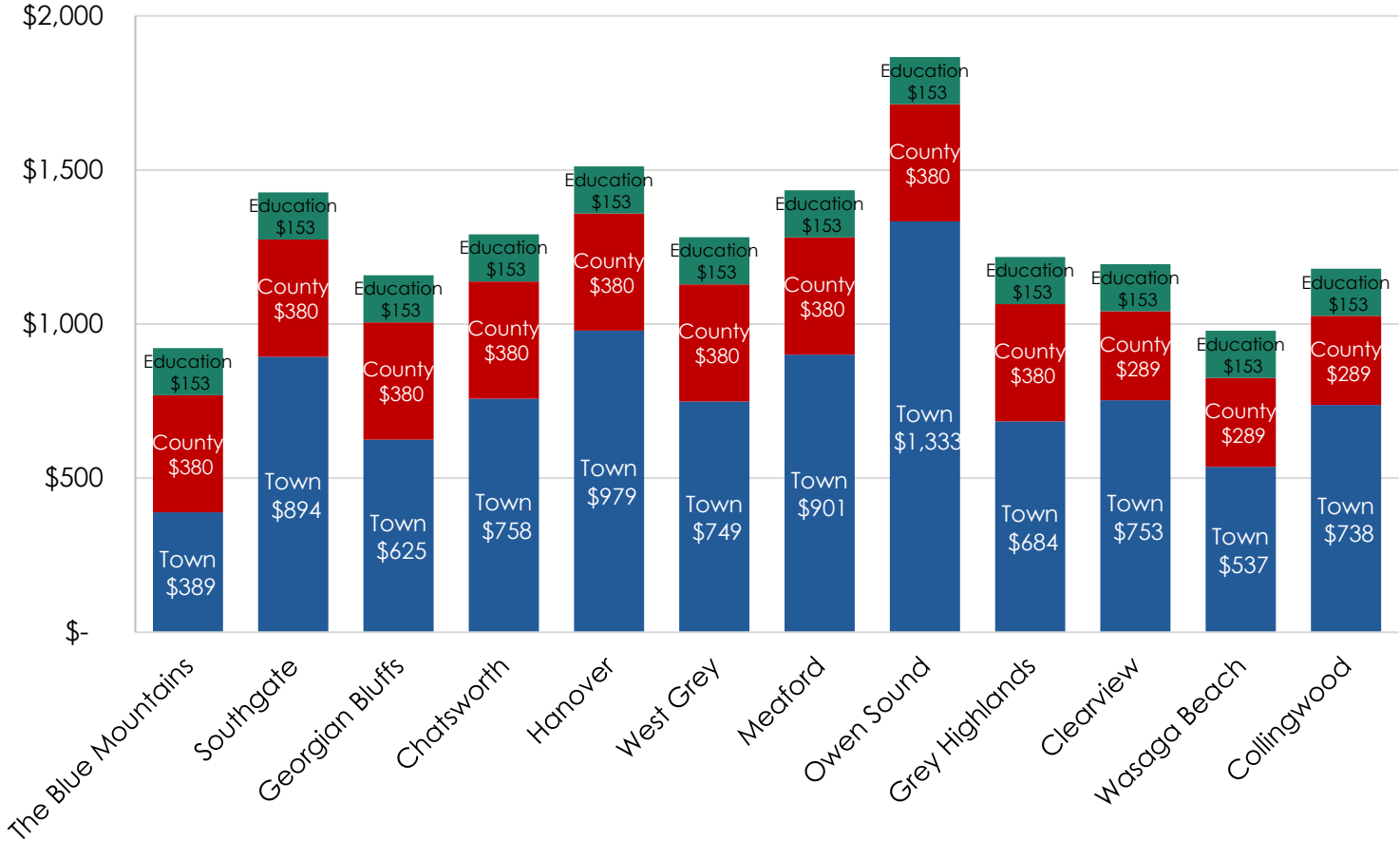
The following tables outline the OMPF funding the Town has been granted for 2020-2023 along with key OMPF data inputs.

Funding Source	2020 OMPF	2021 OMPF	2022 OMPF	2023 OMPF
Assessment Equalization Grant	\$ 0	\$ 0	\$ 0	\$ 0
Northern Communities Grant	\$ 0	\$ 0	\$ 0	\$ 0
Rural Communities Grant	\$ 1,038,200	\$ 1,070,700	\$ 1,110,100	\$ 1,172,300
Northern and Rural Fiscal Circumstances Grant	\$ 261,600	\$ 228,900	\$ 211,900	\$ 142,100
Transitional Assistance	\$ 0	\$ 0	\$ 0	\$ 0
Total	\$ 1,299,800	\$ 1,299,600	\$ 1,322,000	\$ 1,314,400

Key OMPF Data Inputs	2020 Key Inputs	2021 Key Inputs	2022 Key Inputs	2023 Key Inputs
Households	7,925	8,173	8,474	8,881
Total Weighted Assessment per Household	\$ 539,193	\$ 554,977	\$ 555,840	\$ 549,758
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	2.8	2.5	1.6
2023 Guaranteed Level of Support	86.6%	85.8%	85.5%	85.0%

Tax Rate by Municipality

The following chart illustrates the 2023 tax bill for each municipality per \$100,000 of assessment. The chart shows how much of the total amount goes to the Lower Tier, Upper Tier, and Education.



Lower Tier Tax Rates

The following chart shows the 2023 Municipal tax rates for the lower tier municipalities within Grey County, including three neighbouring municipalities within Simcoe County, their respective County tax rates, and the Education tax rate.

Municipality	Tax Rate (2023)	Taxes Paid/\$100 k of Assessment
The Blue Mountains	0.00389113	\$389
Southgate	0.00894087	\$894
Georgian Bluffs	0.00625130	\$625
Chatsworth	0.00757983	\$758
Hanover	0.00978715	\$979
West Grey	0.00748728	\$749
Meaford	0.00900988	\$901
Owen Sound	0.01333270	\$1,333
Grey Highlands	0.00684456	\$684
Clearview	0.00752836	\$753
Wasaga Beach	0.00536681	\$537
Collingwood	0.00737631	\$738
Grey County	0.00380183	\$364
Simcoe County	0.00288800	\$289
Education	0.00153000	\$153

Reserves Overview

Council creates Reserves and Reserve Funds to assist with long term financial stability and financial planning. By maintaining reserves, the Town can accumulate funds for future or contingent liabilities – a key component of sound long-term financial planning practices. They also provide a cushion to absorb unexpected shifts in revenues and expenditures, fund one-time expenditure requirements, and minimize fluctuations in taxes caused by cyclical conditions. Reserves are allocated at the discretion of Council, often as part of an overall strategy for funding programs or projects; Reserve Funds are segregated and restricted for a specific purpose, through a by-law. In a municipality, a further distinction is made between Obligatory and Discretionary Reserve Funds.

Reserves are an allocation of accumulated net revenue. They are not associated with any specific asset. A reserve is used to mitigate the impact of fluctuations in operating costs and revenue. Reserves do not earn interest. Examples of reserves currently used to mitigate budgetary fluctuations include Reserve for Winter Control, Town Working Capital, and the Reserve for Water and Wastewater Rate Stabilization.

Reserve Funds are segregated and restricted to meet a specific purpose. They represent monies set aside either by a by-law of the municipality or by the requirement of provincial legislation. Interest earned on reserve funds must be allocated to the specific reserve fund that earned it. Reserve Funds are further segregated as follows:

Obligatory Reserve Funds are created whenever a provincial statute requires revenue received for special purposes to be segregated from the general revenues of the municipality. Obligatory Reserve Funds can only be used for their prescribed purpose. Examples include Development Charges and the Canada Community-Building Fund (formerly known as Federal Gas Tax) reserve fund.

Discretionary Reserve Funds are established, based on Council direction, to finance future expenditures for which the Town has the authority to spend money or to provide for a specific contingent liability. Several Discretionary Reserve Funds have been established to assist in funding long term programs. Some of these Discretionary Reserve Funds are for Grants and Donations and Community Improvement Reserve Fund, the majority of the Town's reserve funds are for long-term asset management planning.

The effective use and management of reserves and reserve funds is a critical aspect of an organization's strategic financial plan and continued long-term financial sustainability. **Table A.1** lists all the reserve and reserve funds and their purpose to the municipality. **Table A.2** represents the Town's outlook for Obligatory Reserve Funds, Discretionary Reserve Funds, and Reserves.

Reserves and Reserve Funds

Table A.1

Title	Purpose	2023 Projected Balance
Reserves		
Town Working Capital	To be used to meet cash flow requirements and unforeseen contingencies throughout the year.	\$3,567,436
Council	To finance future Town costs to administer the municipal election.	\$33,882
Worker's Compensation	Used for annual surplus/deficits for WSIB adjustments.	\$55,225
Insurance Deductible	Used to offset large increases to annual insurance costs or deductibles.	\$552,653
Human Resources	To fund unexpected costs related to HR matters.	\$486,936
Year Over Year Roll Over	Taxation collected in a previous year used to fund ongoing projects.	\$486,803
Legal	Used for stabilization of legal fees.	\$99,767
Police	Used for stabilization of the cost of the OPP Contract.	\$406,032
Winter Control	To provide winter maintenance funding as needed to offset any unusual/severe winter maintenance costs.	\$504,995
Clarksburg Parking	Legacy reserve. To be reviewed in 2024	\$6,186
Water Rate Stabilization	Used for water consumption rate stabilization.	\$595,384
Wastewater Rate Stabilization	Used for wastewater consumption rate stabilization.	\$376,448
Solid Waste Post-Closure	Used to fund post-closure costs at the Town's landfill.	\$1,095,858
Cemetery	Used to fund projects at the Town's cemeteries.	\$25,053
Health Services	Used for in-year grant requests from health services organizations.	\$86,962
Parks Memorial Trees	Unspent Donations collected to purchase and maintain memorial trees and benches.	\$13,991

Title	Purpose	2023 Projected Balance
Harbour	Used to fund Harbour capital and year-end surpluses/deficits.	\$41,307
Attainable Housing	Available for attainable housing initiatives.	\$60,000
Planning Studies	Used to fund corporate plans and studies. This reserve will be reviewed in 2024 given the changes in Bill 23	\$281,898
Development Engineering	Used to fund Development Engineering capital and year-end surpluses/deficits	\$203,515
Communications & Economic Development	Legacy reserve. To be reviewed in 2024	\$45,344
Business Improvement Association	Used to fund BIA capital and year-end surpluses/deficits	\$131,963
General Government (Non-Growth)	This reserve should be reviewed in 2024 given the changes in Bill 23	\$23,944
Discretionary Reserve Funds		
Grants & Donations	To receive and hold unspent grant and donation funds received by the Town until utilized by the Grants & Donations committee.	\$19,387
IT Asset Replacement	Used to fund annual IT capital projects	\$225,309
Fire Asset Replacement	Used to fund annual Fire capital projects as per the Asset Management Plan	\$378,744
Building Rate Stabilization	Used to fund Building capital projects and year-end surpluses/deficits	\$1,839,915
Bridges & Culverts Asset Replacement	Used to fund bridge and culvert capital projects as per the Asset Management Plan	\$1,427,467
Parking Lots	Used to fund annual Parking capital projects as per the Asset Management Plan	\$57,437
Roads Equipment Asset Replacement	Used to fund annual Road's equipment capital projects as per the Asset Management Plan	\$297,132
IPW Asset Replacement	Used to fund annual Operation's linear capital projects as per the Asset Management Plan	\$2,318,142

Title	Purpose	2023 Projected Balance
Water Asset Replacement	Used to fund annual Water capital projects as per the Asset Management Plan	\$1,463,286
Wastewater Asset Replacement	Used to fund annual Wastewater capital projects as per the Asset Management Plan	\$7,119,896
Solid Waste Asset Replacement	Used to fund annual Solid Waste's equipment and facility capital projects as per the Asset Management Plan	\$454,173
Community Services Asset Replacement	Used to fund annual Community Services' equipment and land improvements capital projects as per the Asset Management Plan	\$312,031
Shoreline Acquisition & Development	Collected through development agreements, the funding is used to purchase and/or develop waterfront properties	\$2,288,096
Facility Maintenance Asset Replacement	Used to fund annual Facility capital projects as per the Asset Management Plan	\$30,911
Community Improvement Reserve Fund	Used to fund the annual Community Improvement Plan grants	\$407,891
Obligatory Reserve Funds		
Canada Community Building Fund (formerly Federal Gas Tax)	Established as per the agreement between the Town and The Association of Municipalities of Ontario for transfer of unspent/uncommitted Canada Community Building revenues to a reserve and to be used for future capital work	\$462,456
Obligatory Cash in Lieu Parking	Collected through development agreements. The funding is used to purchase and/or develop parking opportunities	\$36,030
Blue Mountains Parkland Dedication	Collected through development agreements. The funding is used to purchase parkland	\$139,661

Table A.2

Reserve	2024	2025	2026		Reserve	2024	2025	2026
Canada Community Building Fund	\$462,456	\$706,503	\$956,652		Cash in Lieu of Parking	\$36,030	\$36,931	\$37,854
<i>Transferred In</i>	\$232,486	\$232,486	\$232,486		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$11,561	\$17,663	\$23,916		<i>Interest Earned</i>	\$901	\$923	\$946
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$706,503	\$956,652	\$1,213,054		Ending Balance	\$36,931	\$37,854	\$38,800
Parkland Dedication	\$139,661	\$143,153	\$146,731		General Government DC	-\$125,062	\$27,938	\$145,636
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$153,000	\$117,000	\$180,000
<i>Interest Earned</i>	\$3,492	\$3,579	\$3,668		<i>Interest Earned</i>	\$0	\$698	\$3,641
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$143,153	\$146,731	\$150,400		Ending Balance	\$27,938	\$145,636	\$329,277
Fire & Rescue DC	\$811,908	\$200,206	-\$668,789		Police DC	\$35,353	\$49,863	\$52,735
<i>Transferred In</i>	\$166,000	\$126,000	\$195,000		<i>Transferred In</i>	\$51,000	\$39,000	\$60,000
<i>Interest Earned</i>	\$20,298	\$5,005	-\$16,720		<i>Interest Earned</i>	\$884	\$1,247	\$1,318
<i>Capital Spend</i>	-\$798,000	-\$1,000,000	-\$1,000,000		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	-\$37,374	-\$37,374	-\$37,374
Ending Balance	\$200,206	-\$668,789	-\$1,490,509		Ending Balance	\$49,863	\$52,735	\$76,680
By-law DC	-\$124,509	-\$112,622	-\$100,437		Public Works DC	\$333,920	-\$8,732	\$295,050
<i>Transferred In</i>	\$15,000	\$15,000	\$15,000		<i>Transferred In</i>	\$399,000	\$304,000	\$471,000
<i>Interest Earned</i>	-\$3,113	-\$2,816	-\$2,511		<i>Interest Earned</i>	\$8,348	-\$218	\$7,376
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	-\$750,000	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	-\$112,622	-\$100,437	-\$87,948		Ending Balance	-\$8,732	\$295,050	\$773,426

Table A.2

Reserve	2024	2025	2026		Reserve	2024	2025	2026
Roads and Related DC	\$4,032,560	\$7,126,374	\$10,198,533		Water DC	\$3,479,472	\$3,917,864	\$5,060,208
<i>Transferred In</i>	\$3,363,000	\$3,144,000	\$4,877,000		<i>Transferred In</i>	\$2,013,000	\$1,902,000	\$2,928,000
<i>Interest Earned</i>	\$100,814	\$178,159	\$254,963		<i>Interest Earned</i>	\$86,987	\$97,947	\$126,505
<i>Capital Spend</i>	-\$370,000	-\$250,000	-\$2,250,000		<i>Capital Spend</i>	-\$1,550,000	-\$750,000	-\$1,250,000
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	-\$111,595	-\$107,602	-\$103,514
Ending Balance	\$7,126,374	\$10,198,533	\$13,080,497		Ending Balance	\$3,917,864	\$5,060,208	\$6,761,200
Wastewater DC	-\$1,501,645	-\$17,181,186	-\$22,505,968		Solid Waste DC	\$305,748	\$391,392	\$460,176
<i>Transferred In</i>	\$2,243,000	\$2,104,747	\$2,388,000		<i>Transferred In</i>	\$78,000	\$59,000	\$92,000
<i>Interest Earned</i>	-\$37,541	-\$429,530	-\$562,649		<i>Interest Earned</i>	\$7,644	\$9,785	\$11,504
<i>Capital Spend</i>	-\$17,885,000	-\$7,000,000	-\$5,750,000		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	-\$17,181,186	-\$22,505,968	-\$26,430,618		Ending Balance	\$391,392	\$460,176	\$563,681
Parks & Recreation DC	\$4,103,630	\$4,463,221	\$4,601,802		Library DC	\$3,095,581	\$3,646,971	\$4,099,145
<i>Transferred In</i>	\$1,107,000	\$842,000	\$1,307,000		<i>Transferred In</i>	\$474,000	\$361,000	\$560,000
<i>Interest Earned</i>	\$102,591	\$111,581	\$115,045		<i>Interest Earned</i>	\$77,390	\$91,174	\$102,479
<i>Capital Spend</i>	-\$850,000	-\$815,000	-\$330,000		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$4,463,221	\$4,601,802	\$5,693,847		Ending Balance	\$3,646,971	\$4,099,145	\$4,761,623
Grants and Donations	\$19,387	\$19,872	\$20,368		IT Asset Replacement	\$225,309	\$17,942	\$118,390
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$375,000	\$400,000	\$425,000
<i>Interest Earned</i>	\$485	\$497	\$509		<i>Interest Earned</i>	\$5,633	\$449	\$2,960
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	-\$588,000	-\$300,000	-\$311,000
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$19,872	\$20,368	\$20,878		Ending Balance	\$17,942	\$118,390	\$235,350

Table A.2

Reserve	2024	2025	2026		Reserve	2024	2025	2026
Fire Asset Replacement	\$378,744	\$5,227,213	\$4,702,893		Building Rate Stabilization	\$1,839,915	\$1,573,550	\$1,213,742
<i>Transferred In</i>	\$5,656,000	\$470,000	\$484,000		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$9,469	\$130,680	\$117,572		<i>Interest Earned</i>	\$45,998	\$39,339	\$30,344
<i>Capital Spend</i>	-\$817,000	-\$1,125,000	-\$2,460,000		<i>Capital Spend</i>	-\$55,000	-\$26,000	-\$27,000
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	-\$257,363	-\$373,147	-\$234,705
Ending Balance	\$5,227,213	\$4,702,893	\$2,844,465		Ending Balance	\$1,573,550	\$1,213,742	\$982,380
Bridges & Culverts Asset Replacement	\$1,427,467	\$2,245,154	\$3,106,283		Roads Equipment Asset Replacement	\$297,132	\$82,560	\$86,624
<i>Transferred In</i>	\$782,000	\$805,000	\$829,000		<i>Transferred In</i>	\$478,000	\$502,000	\$527,000
<i>Interest Earned</i>	\$35,687	\$56,129	\$77,657		<i>Interest Earned</i>	\$7,428	\$2,064	\$2,166
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	-\$700,000	-\$500,000	-\$250,000
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$2,245,154	\$3,106,283	\$4,012,940		Ending Balance	\$82,560	\$86,624	\$365,790
Parking Lots	\$57,437	\$88,873	\$126,095		IPW Asset Replacement	\$2,318,142	\$2,141,096	\$2,099,623
<i>Transferred In</i>	\$30,000	\$35,000	\$40,000		<i>Transferred In</i>	\$590,000	\$620,000	\$651,000
<i>Interest Earned</i>	\$1,436	\$2,222	\$3,152		<i>Interest Earned</i>	\$57,954	\$53,027	\$52,491
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	-\$675,000	-\$615,000	-\$1,035,000
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	-\$150,000	-\$100,000	\$0
Ending Balance	\$88,873	\$126,095	\$169,247		Ending Balance	\$2,141,096	\$2,099,623	\$1,768,114
Water Asset Replacement	\$1,463,286	\$1,545,895	\$1,388,714		Wastewater Asset Replacement	\$7,119,896	\$6,776,791	\$5,989,840
<i>Transferred In</i>	\$1,936,800	\$2,047,172	\$2,163,739		<i>Transferred In</i>	\$1,465,898	\$1,550,629	\$1,640,170
<i>Interest Earned</i>	\$36,582	\$38,647	\$34,718		<i>Interest Earned</i>	\$177,997	\$169,420	\$149,746
<i>Capital Spend</i>	-\$1,890,773	-\$2,193,000	-\$2,972,000		<i>Capital Spend</i>	-\$1,887,000	-\$2,457,000	-\$2,588,000
<i>Operating Spend</i>	\$0	-\$50,000	\$0		<i>Operating Spend</i>	-\$100,000	-\$50,000	\$0
Ending Balance	\$1,545,895	\$1,388,714	\$615,171		Ending Balance	\$6,776,791	\$5,989,840	\$5,191,756

Table A.2

Reserve	2024	2025	2026		Reserve	2024	2025	2026
Solid Waste Asset Replacement	\$454,173	\$546,527	\$546,191		Community Services Asset Replacement	\$312,031	\$122,832	\$44,903
<i>Transferred In</i>	\$106,000	\$111,000	\$117,000		<i>Transferred In</i>	\$288,000	\$294,000	\$300,000
<i>Interest Earned</i>	\$11,354	\$13,663	\$13,655		<i>Interest Earned</i>	\$7,801	\$3,071	\$1,123
<i>Capital Spend</i>	-\$25,000	-\$125,000	-\$25,000		<i>Capital Spend</i>	-\$485,000	-\$275,000	-\$230,000
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	-\$100,000	-\$100,000
Ending Balance	\$546,527	\$546,191	\$651,845		Ending Balance	\$122,832	\$44,903	\$16,025
Shoreline Acquisition & Development	\$2,288,096	\$2,145,298	\$2,198,931		Facility Maintenance Asset Replacement	\$30,911	\$68,684	\$67,401
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$287,000	\$357,000	\$368,000
<i>Interest Earned</i>	\$57,202	\$53,632	\$54,973		<i>Interest Earned</i>	\$773	\$1,717	\$1,685
<i>Capital Spend</i>	-\$200,000	\$0	\$0		<i>Capital Spend</i>	-\$250,000	-\$300,000	-\$400,000
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	-\$60,000	\$0
Ending Balance	\$2,145,298	\$2,198,931	\$2,253,904		Ending Balance	\$68,684	\$67,401	\$37,086
Community Improvement	\$407,891	\$268,088	\$149,790		Town Working Capital	\$3,567,436	\$2,411,954	\$1,886,220
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$10,197	\$6,702	\$3,745		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	-\$550,000	\$0	\$0
<i>Operating Spend</i>	-\$150,000	-\$125,000	-\$125,000		<i>Operating Spend</i>	-\$605,482	-\$525,734	-\$255,734
Ending Balance	\$268,088	\$149,790	\$28,535		Ending Balance	\$2,411,954	\$1,886,220	\$1,630,486
Council	\$33,882	\$68,882	\$103,882		Worker's Compensation	\$55,225	\$55,225	\$55,225
<i>Transferred In</i>	\$35,000	\$35,000	\$0		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	-\$100,000		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$68,882	\$103,882	\$3,882		Ending Balance	\$55,225	\$55,225	\$55,225

Table A.2

Reserve	2024	2025	2026		Reserve	2024	2025	2026
Insurance Deductible	\$552,653	\$552,653	\$552,653		Year Over Year Roll Over	\$486,803	\$401,803	\$401,803
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	-\$85,000	\$0	\$0
Ending Balance	\$552,653	\$552,653	\$552,653		Ending Balance	\$401,803	\$401,803	\$401,803
Human Resources	\$436,396	\$626,396	\$601,396		Police	\$406,032	\$406,032	\$406,032
<i>Transferred In</i>	\$250,000	\$50,000	\$0		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	-\$60,000	-\$75,000	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$626,396	\$601,396	\$601,396		Ending Balance	\$406,032	\$406,032	\$406,032
Legal	\$99,767	\$99,767	\$99,767		Clarksburg Parking	\$6,186	\$6,186	\$6,186
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$99,767	\$99,767	\$99,767		Ending Balance	\$6,186	\$6,186	\$6,186
Winter Control	\$504,995	\$504,995	\$504,995		Wastewater Rate Stabilization	\$376,448	\$303,806	\$177,658
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	-\$72,642	-\$226,148	-\$61,242
Ending Balance	\$504,995	\$504,995	\$504,995		Ending Balance	\$303,806	\$77,658	\$16,416

Table A.2

Reserve	2024	2025	2026		Reserve	2024	2025	2026
Water Rate Stabilization	\$595,384	\$566,506	\$430,631		Cemetery	\$25,053	\$25,053	\$53
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	-\$28,878	-\$135,875	-\$12,662		<i>Operating Spend</i>	\$0	-\$25,000	\$0
Ending Balance	\$566,506	\$430,631	\$417,969		Ending Balance	\$25,053	\$53	\$53
Solid Waste Post-Closure	\$1,095,858	\$1,360,858	\$1,625,858		Parks Memorial Trees	\$13,991	\$13,991	\$13,991
<i>Transferred In</i>	\$265,000	\$265,000	\$265,000		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$1,360,858	\$1,625,858	\$1,890,858		Ending Balance	\$13,991	\$13,991	\$13,991
Health Services	\$86,962	\$86,962	\$86,962		Planning Studies	\$281,898	\$356,898	\$246,898
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$75,000	\$90,000	\$90,000
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	-\$200,000	-\$100,000
Ending Balance	\$86,962	\$86,962	\$86,962		Ending Balance	\$356,898	\$246,898	\$236,898
Harbour	\$41,307	\$46,529	\$29,909		Communications & Economic Development	\$45,344	\$45,344	\$45,344
<i>Transferred In</i>	\$93,222	\$87,380	\$82,704		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	-\$88,000	-\$79,000	-\$79,000		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	-\$25,000	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$46,529	\$29,909	\$33,613		Ending Balance	\$45,344	\$45,344	\$45,344

Table A.2

Reserve	2024	2025	2026		Reserve	2024	2025	2026
Attainable Housing	\$60,000	\$60,000	\$60,000		General Government NON-GROWTH	\$23,944	\$23,944	\$23,944
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	\$0	\$0	\$0		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$60,000	\$60,000	\$60,000		Ending Balance	\$23,944	\$23,944	\$23,944
Development Engineering	\$203,515	\$171,515	\$158,515		Business Improvement Association	\$131,963	\$131,963	\$131,963
<i>Transferred In</i>	\$0	\$0	\$0		<i>Transferred In</i>	\$0	\$0	\$0
<i>Interest Earned</i>	\$0	\$0	\$0		<i>Interest Earned</i>	\$0	\$0	\$0
<i>Capital Spend</i>	-\$32,000	-\$13,000	-\$13,000		<i>Capital Spend</i>	\$0	\$0	\$0
<i>Operating Spend</i>	\$0	\$0	\$0		<i>Operating Spend</i>	\$0	\$0	\$0
Ending Balance	\$171,515	\$158,515	\$145,515		Ending Balance	\$131,963	\$131,963	\$131,963

Town of The Blue Mountains Full-Time Headcount

Governance Positions	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Council	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

Full-Time Town Positions	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Chief Administrative Officer	2	2	2	2	2	2	2	2	2	2	2
Administration	7	7	7	7	6	7	10	12	11	11	11
Finance and IT Services	16	16	16	16	16	17	18	18	19	20	20
Planning and Development Services	12	15	17	15	15	16	17	21	21	24	24
Fire Services	8	8	8	8	8	8	7	12	12	12	12
Community Services	9	10	10	16	17	20	20	21	22	22	27 ^{1,2}
Operations	35	35	35	36	38	40	43	44	44	45	46 ³
Total Full-Time Positions	89	93	95	100	102	110	117	130	131	136	142

¹ One contract By-law Officer has been converted to a full-time permanent position.

² Eight seasonal labourer contracts have been converted into four full-time permanent operator positions.

³ One summer student position and one seasonal full-time contract position have been converted into one full-time permanent position.

Previously Approved Studies & Capital Project Updates

Corporate Administration

Project	Clarksburg Gravel Pit Rehabilitation
Year Approved	2023
Budget	\$10,000
Funding	Solid Waste Asset Replacement Fund
Spent to Date	\$0
Project Manager	Manager of Sustainability and Solid Waste
Current Status	The initial plan and application was completed in November 2023. Minor amendment rejected by the Ministry of Natural Resources and Forestry. Approvals will require consultation.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q1 - 2024

Project	Carbon Reduction Plan
Year Approved	2023
Budget	\$10,000
Funding	Solid Waste Asset Replacement Reserve Fund
Spent to Date	\$0
Project Manager	Manager of Sustainability and Solid Waste
Current Status	Staff are re-evaluating the approach to this project and are planning to conduct an energy from wood waste commercial Request for Information in 2024.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	N/A

Previously Approved Studies & Capital Project Updates

Corporate Administration

Project	Streetscape Master Plan
Year Approved	2023
Budget	\$65,000
Funding	Originally funded through Development Charges, with the changes through Bill 23, staff will be bringing forward a report recommending alternative funding sources.
Spent to Date	\$0
Project Manager	Manager of Community Planning
Current Status	This project is no longer being pursued, recognizing that elements of streetscape policy will be considered through the Official Plan Review and Community Design Guidelines Update project.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	N/A

Project	Urban Natural Heritage Update
Year Approved	2022
Budget	\$100,000
Funding	Originally funded through Development Charges. However, with the changes through Bill 23, staff will be bringing forward a report recommending alternative funding sources.
Spent to Date	\$0
Project Manager	Manager of Community Planning
Current Status	Project initiated in Q4 2023. Staff are currently collecting background data and working to schedule public engagement sessions for 2024. The project is scheduled to be completed by mid-2024.
Last Year's Update	Request for Proposal will be issued in early 2023 with completion set for 2024.
Expected Completion	Q2 - 2024

Previously Approved Studies & Capital Project Updates

Corporate Administration

Project	Multi-Use Recreation Feasibility Study
Year Approved	2021
Budget	\$140,000
Funding	Originally funded through Development Charges, with the changes through Bill 23, staff will be bringing forward a report recommending alternative funding sources.
Spent to Date	\$0
Project Manager	Director of Community Services
Current Status	The Multi-Use Recreation Feasibility Study project is underway. Field data has been collected and the Town has partnered with the Town of Collingwood to complete this as a joint study.
Last Year's Update	Work on this study has started now that the Leisure Activity Plan has been completed.
Expected Completion	Q3 - 2024

Project	Development Charges By-law and Background Study Update
Year Approved	2021
Budget	\$200,000
Funding	Development Charges
Spent to Date	\$94,128
Project Manager	Deputy Treasurer / Manager of Accounting and Budgets
Current Status	Staff started the update in 2021 with the intent of replacing the current by-law before the 5-year expiry; however, once Bill 23 was released with the mandatory phase-in of development charges, staff decided to hold off and work under the current by-law until it expires in April of 2024. The public consultation portion of the update will be starting at the end of 2023/beginning of 2024 to meet the requirements to replace the by-law in April of 2024. The 2019 by-law appeal was settled.
Last Year's Update	Staff combined the background study update with the transit service plan due to the overlapping nature into one contract. Staff will be working through the public process in 2023 with final approval set for the end of 2023, well before the April 2024 expiration of the Town's current Development Charges by-law.
Expected Completion	Q2 - 2024

Previously Approved Studies & Capital Project Updates

Corporate Administration

Project	Wastewater Collection Master Plan EA
Year Approved	2021
Budget	\$385,000
Funding	Wastewater Development Charges
Spent to Date	\$107,023
Project Manager	Manager of Water and Wastewater
Current Status	The Wastewater Collection Master Plan is currently underway. The project is a two-year study, with a significant amount of flow monitoring. The flow monitoring is now complete.
Last Year's Update	2023 is year two of the two-year Municipal Class Environmental Assessment Master Plan.
Expected Completion	Q3 - 2024

Project	Official Plan Update
Year Approved	2021
Budget	\$410,000
Funding	Staff will fund all expenses up to the passing of the new development charges by-law. Any expenses after that will require an alternative funding source.
Spent to Date	\$118,937
Project Manager	Manager of Community Planning
Current Status	Phase 1 of the Official Plan Review is complete, and Phase 2 is currently underway. The public engagement sessions for Phase 2 concluded in early December. Policy writing will begin in early 2024, which will be followed by a public open house, public meeting and Council report in Q2 2024.
Last Year's Update	Phase 1 of the update was completed in September 2022 with Phase 2 being well underway. Project completion is scheduled for end of 2023.
Expected Completion	Q2 - 2024

Previously Approved Studies & Capital Project Updates

Information Technology

Project	Fibre Network Connection
Year Approved	2022
Budget	\$220,000
Funding	Water Asset Replacement Reserve Fund
Spent to Date	\$14,145
Project Manager	IT Infrastructure and Security Supervisor
Current Status	This project has been delayed to align with the upcoming Peel Street North Reconstruction. Conduit will be installed along Peel as part of that project. Once complete, staff can move to connect the Water Tower, Water Treatment Plant and Town Hall via the Georgian Trail. In 2023, fibre was installed between the Beaver Valley Community Centre and Water Operations Centre following the parking lot rehabilitation.
Last Year's Update	Staff are including this work in various road reconstruction projects to eliminate duplications.
Expected Completion	2024 (Contingent on timing of Peel Street Reconstruction project)

Project	Communications Upgrades
Year Approved	2023
Budget	\$550,000
Funding	Various Asset Replacement Reserve Funds
Spent to Date	\$7,406
Project Manager	IT Infrastructure and Security Supervisor
Current Status	This project has been delayed due to the new Ravenna Roads Depot capital works project. The radio system design calls for a communications tower to be located on-site in Ravenna to service Roads and Fire radio communication. This project cannot move forward until there is a site plan and approval for a new Tower at the new site.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	2025 (Contingent on Ravenna Roads Depot)

Previously Approved Studies & Capital Project Updates

Information Technology

Project	Financial Software Replacement
Year Approved	2023
Budget	\$1,250,000
Funding	\$1,250,000 Unfinanced (formal financing will be determined once a software provider has been chosen)
Spent to Date	\$5,861
Project Manager	Financial Software Project Manager
Current Status	Through 2023, staff completed the requirements gathering for the replacement software, with payroll being awarded to the current provider that the HR Department uses. A request-for-proposal (RFP) was released in October that did not end with a contract being awarded. Staff are releasing the RFP in December with a goal to award a contract in late Q1 2024. Originally staff were aiming to go live on January 1, 2025, but this will be delayed by three to six months.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Mid 2025

Previously Approved Studies & Capital Project Updates

Facility and Fleet

Project	Capital Works at Town Facilities
Year Approved	2023
Budget	\$821,000
Funding	\$75,000 Work Capital \$745,100 Various Reserve Funds
Spent to Date	\$429,769
Project Manager	Manager of Facility and Fleet
Current Status	In 2023 completed projects include Fire Hall 2 (Craigleith) full facility renovations; Craigleith WWTP HVAC design and installation; LE Shore Library windows replaced; and lighting retrofits across multiple facilities. Various engineering works completed including Town Hall HVAC controls, energy systems improvements and the facility space usage optimization study. Implementation of the Town Hall HVAC controls project will roll into 2024 to accommodate cost and scope.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q2 - 2024

Project	Ravenna Roads Depot Expansion
Year Approved	2022
Budget	\$8,561,000
Funding	\$2,140,250 Taxation (Long-Term Debt) \$6,420,750 Public Works Development Charges (Long-Term Debt)
Spent to Date	\$10,000
Project Manager	Manager of Facility and Fleet
Current Status	The Town purchased the neighbouring parcel of land, which will allow for appropriate expansion with the long-term in mind, this delayed the release of the Engineering RFP by about six months. Staff have since released and awarded the engineering contract with concept designs in progress, including working with the Grey Bruce Health Unit to create a well water drop-off point. Geo-technical, site surveys and lot infrastructure inspections have been completed by the contract engineer. Staff are looking to release construction tenders in late 2024 with construction starting in spring 2025 and lasting 12 months.
Last Year's Update	Staff have started this multi-year project and are expecting construction to be completed by 2025.
Expected Completion	Q2 - 2026

Previously Approved Studies & Capital Project Updates

Community Services

Project	Lora Bay Trail
Year Approved	2023
Budget	\$25,000
Funding	Parks and Recreation Development Charges
Spent to Date	\$4,121
Project Manager	Manager of Parks and Trails
Current Status	The project is on track to be completed for 2024.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q2 - 2024

Project	Parks Land Surveying & Waterfront Enhancement
Year Approved	2022
Budget	\$130,000
Funding	Shoreline Dedication Reserve Fund
Spent to Date	\$21,619
Project Manager	Director of Community Services
Current Status	Project is ongoing with enhancements to various shoreline locations.
Last Year's Update	None
Expected Completion	Q4 - 2024

Project	Clarksburg Washroom Facility
Year Approved	2023
Budget	\$300,000
Funding	Grant
Spent to Date	\$0
Project Manager	Director of Community Services
Current Status	This project was subject to the Town receiving a grant to help cover the cost. No grants were available throughout the year. Staff will continue to look and apply for grants to support the project. If Council wishes to proceed with this project immediately, then funding will be required in lieu of grant funds.
Last Year's Update	Release RFP in Q2 for installation by end of Q4.
Expected Completion	N/A

Previously Approved Studies & Capital Project Updates

Community Services

Project	Tennis Court Replacement
Year Approved	2022
Budget	\$365,000
Funding	\$80,000 Community Services Asset Replacement Resere Fund \$285,000 Parks and Recreation Development Charges
Spent to Date	\$0
Project Manager	Manager of Parks and Trails
Current Status	The project needs Council's direction on location before proceeding.
Last Year's Update	None
Expected Completion	TBD

Project	TBM / Rotary Kindness at Play (Moreau Park Revitalization) – Communications and Public Consultation
Year Approved	2023
Budget	\$2,000,000
Funding	Parks and Recreation Development Charges
Spent to Date	\$1,119
Project Manager	Director of Community Services
Current Status	The Moreau Park Redevelopment project is on schedule. The survey results will be presented to Council in Q1 2024. Next year, the design, public process and procurement process will be completed. The Communications Department has been working with Beaver Valley Community School to increase engagement and awareness of youth in the community.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q3 - 2023

Previously Approved Studies & Capital Project Updates

Cemetery

Project	Additional Columbarium
Year Approved	2022
Budget	\$50,000
Funding	Community Services Asset Replacement Fund
Spent to Date	\$0
Project Manager	Director of Community Services
Current Status	This project required the Cemetery Master Plan to be completed first. Now that the plan is approved, this project can proceed as planned.
Last Year's Update	Staff are working to complete this purchase in early to mid-2023
Expected Completion	Q2 - 2024

Previously Approved Studies & Capital Project Updates

Capital Project Management

Project	Eastside Water Storage and Supply EA
Year Approved	2021
Budget	\$500,000
Funding	Water Treatment Development Charges
Spent to Date	\$158,904
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	Staff will be presenting the preliminary preferred alternative solutions for both water storage and treatment early in 2024. Subject to public input, staff anticipate issuing the project Notice of Completion by Q1 2024.
Last Year's Update	Staff are working through the Environmental Assessment process.
Expected Completion	Q1 – 2024

Project	Lakewood Drive Reconstruction – Engineering
Year Approved	2022
Budget	\$560,000
Funding	\$250,000 Infrastructure and Public Works Asset Replacement Reserve Fund \$155,000 Water Asset Replacement Reserve Fund \$155,000 Wastewater Asset Replacement Reserve Fund
Spent to Date	\$106,077
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	Public Information Centre #1 was held Q4 of 2023. Detailed engineering design will be completed in 2024. As described in the 2023 budget, construction for this project is being postponed to a future year to focus on higher-priority projects and associated financial resources.
Last Year's Update	Staff are looking to complete detailed engineering design in 2023 and then will postpone the actual construction until a future year. This will allow the Town to re-focus staff and financial resources to higher priority projects
Expected Completion	Q2 - 2024

Previously Approved Studies & Capital Project Updates

Capital Project Management

Project	Grey Road 19&21 Sewer Crossing
Year Approved	2022
Budget	\$575,000
Funding	Wastewater Development Charges
Spent to Date	\$3,176
Project Manager	Manager of Capital Projects
Current Status	Preliminary engineering is completed.
Last Year's Update	This project is aligned with Grey/Simcoe County round-about at the Grey Road 19 and 21 intersections. This project has a construction timeline of 2024.
Expected Completion	Q4 - 2026

Project	Peel Street SPS Upgrade
Year Approved	2019
Budget	\$731,160
Funding	\$73,116 Unfinanced \$658,044 Wastewater Asset Replacement Reserve Fund
Spent to Date	\$261,323
Project Manager	Manager of Capital Projects
Current Status	The project is substantially completed and soon to enter final completion.
Last Year's Update	Staff have recently purchased long lead equipment to reduce the amount of time during construction. Construction will take place in mid 2023.
Expected Completion	Q1- 2024

Previously Approved Studies & Capital Project Updates

Capital Project Management

Project	Mountain Road Booster Pumping Station Relocation
Year Approved	2020
Budget	\$1,000,000
Funding	Wastewater Asset Replacement Reserve Fund
Spent to Date	\$4,840
Project Manager	Manager of Capital Projects
Current Status	The project has 60% of design completed.
Last Year's Update	Staff are working with the County on this project, construction is scheduled for 2024.
Expected Completion	Q4 - 2025

Project	Long Point Road Lift Station – Engineering
Year Approved	2023
Budget	\$1,350,000
Funding	Wastewater Development Charges
Spent to Date	\$69,628
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	Originally called CWWTP Lift Station and Support Engineering. The Craigleith WWTP Sewage Pumping Station Class EA project was completed in Q4 of 2024. The purpose of this renamed project is to complete the engineering design for the preferred alternative identified in the Class EA, which is to: design a new sewage lift station at the CWWTP site; extend the sewage collection system; relocate the septage and leachate receiving station from its current location at Lakeshore Road to the CWWTP site.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q1 - 2025

Previously Approved Studies & Capital Project Updates

Capital Project Management

Project	CWWTP Lift Station Support Engineering
Year Approved	2023
Budget	\$1,350,000
Funding	Wastewater Asset Replacement Reserve Fund
Spent to Date	\$0
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	The project is proceeding towards 30% of design completed.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q4 - 2025

Project	Craigleith & Mill Street SLS Upgrades and Forcemain Engineering
Year Approved	2022
Budget	\$2,200,000
Funding	Wastewater Development Charges
Spent to Date	\$87,644
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	Staff have initiated the engineering design for this project. In 2023, additional scope of work was added to reconstruct Bay Street in order to address asset management needs as well. View Staff Report CSOPS.23.044
Last Year's Update	Staff will be working on the engineering for these three projects throughout 2023 with the intent of including the construction project budgets in future years.
Expected Completion	Q1 – 2026 (Craigleith & Mill Street SLS Upgrades) Q1 – 2025 (Forcemain Twinning and Bay Street Reconstruction)

Previously Approved Studies & Capital Project Updates

Capital Project Management

Project	Peel Street North Reconstruction
Year Approved	2023
Budget	\$4,900,000
Funding	\$ 185,000 IPW Asset Replacement Reserve Fund \$ 425,000 Parks and Recreation Development Charges \$ 4,290,000 Roads and Related Development Charges
Spent to Date	\$54,568
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	Additional budget was added through the 2023 budget due to increased construction costs and the addition of a pedestrian bridge over the Little Beaver River. Public Information Centre #2 was held in Q4 of 2023 to present the proposed final engineering design. Staff are looking to tender the construction early in 2024.
Last Year's Update	This project was re-budgeted through the 2023 Budget.
Expected Completion	Q3 - 2024

Project	Substandard Watermain Replacement
Year Approved	2019
Budget	\$5,213,400
Funding	\$1,747,000 Water Asset Replacement Reserve Fund \$3,466,400 Federal and Provincial Grants
Spent to Date	\$2,008,895
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	Phase 2 of this project was completed in 2023 along Napier Street and Woodland Park Road. Phase 3 includes watermain replacement along Alice Street, Barring Street and Peel Street South. Engineering design is under way and construction is anticipated to start in late 2024. This project is also supporting the servicing for the 125 Peel Street / Campus of Care project.
Last Year's Update	The Town received a substantial grant from both the Federal and Provincial governments for this project. Staff will be completing this in stages over the next two to three years.
Expected Completion	Q1 - 2025

Previously Approved Studies & Capital Project Updates

Capital Project Management

Project	Westside Water Storage and Distribution
Year Approved	2019
Budget	\$8,829,200
Funding	\$2,588,000 Water Asset Replacement Reserve Fund \$6,241,200 Water Development Charges
Spent to Date	\$2,263,521
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	The following capital projects were identified through the Westside Water Storage Class EA project completed in 2021. <ul style="list-style-type: none"> • Water Tower Rehabilitation – Completed 2023 • 10th Line Reservoir – Engineering design underway • Watermain Twinning - Engineering design underway • Camperdown Pump Upgrades - Engineering design underway
Last Year's Update	This program has been split into four specific projects: Water Tower Rehabilitation, 10 th Line Reservoir, Watermain Twinning, and Pump Upgrades. The Water Tower construction will be proceeding in Q2 of 2023 with the other projects looking to complete detailed engineering design in 2023.
Expected Completion	10 th Line Reservoir – Q3 - 2025 Camperdown Pump Upgrades – Q4 - 2024 Watermain Twinning – Q3 - 2025

Project	125 Peel Street Servicing
Year Approved	2022
Budget	\$11,500,000
Funding	\$3,800,000 Roads and Related Development Charges \$3,900,000 Water Development Charges \$3,800,000 Wastewater Development Charges
Spent to Date	\$36,135
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	Currently in detailed design, waiting for land purchase to be finalized. Construction scheduled for 2024 to 2026.
Last Year's Update	Staff have recently engaged an engineer to complete detailed design. Construction will take place from 2024 to 2026.
Expected Completion	Q4 2026

Previously Approved Studies & Capital Project Updates

Capital Project Management

Project	Thornbury West Phase 1A & B Reconstruction
Year Approved	2018
Budget	\$18,854,400
Funding	<p>\$915,000 Parks and Recreation Development Charges \$1,848,300 IPW Asset Replacement Reserve Fund \$2,249,400 Roads and Related Development Charges \$2,728,500 Wastewater Asset Replacement Reserve Fund \$2,906,400 Water Asset Replacement Reserve Fund \$8,206,800 Ontario Community Infrastructure Fund (OCIF) Grant \$18,854,400 Total Funding</p>
Spent to Date	\$7,309,697
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	Additional budget was added through the 2023 budget due to increased construction costs. Phase 1A and portions of 1B were completed and constructed in 2023. Staff are proposing to tender the construction for the remainder of Phase 1B in early 2024.
Last Year's Update	Phase 1A (Victoria Street, Louisa Street, and Beaver Street) was completed by the end of Q2 in 2023.
Expected Completion	Q4 - 2025

Previously Approved Studies & Capital Project Updates

Capital Project Management

Project	TWWTP Expansion
Year Approved	2020
Budget	\$29,000,000
Funding	\$2,900,000 Wastewater Asset Replacement Reserve Fund \$26,100,000 Wastewater Development Charges
Spent to Date	\$4,111,513
Project Manager	Manager of Water & Wastewater
Current Status	Construction started in 2023. The Town has pre-purchased some equipment to avoid delays and manage costs; however, the construction schedule has been impacted by supply chain issues for significant electrical components.
Last Year's Update	Staff have done some pre-purchasing of equipment to void any delays due to long delivery times on equipment. The tender for the work will be released in early Q1 of 2023 with construction being completed in Q4 of 2024. This project also includes the detailed design engineering for the upgrades to the outfall. This engineering will be used to inform future budgets for required construction costs.
Expected Completion	Q3 - 2025

Previously Approved Studies & Capital Project Updates

Roads and Drainage

Project	Equipment Replacement
Year Approved	2022/2023
Budget	\$2,900,000
Funding	\$1,875,000 Long-Term Debt \$1,025,000 Roads Equipment Asset Replacement Reserve Fund
Spent to Date	\$440,621
Project Manager	Manager of Roads and Drainage
Current Status	Final delivery is expected in early 2024.
Last Year's Update	As per Council direction, staff looked into leasing these vehicles rather than outright purchasing them; unfortunately, this is not a viable option at this time. Staff ordered two plows in Q4 of 2022; however, additional budget is being requested to purchase the 3 rd plow due to a 35% increase in the price of plows as compared to 2021.
Expected Completion	Q1 2024

Previously Approved Studies & Capital Project Updates

Solid Waste

Project	Landfill Expansion Phase 2
Year Approved	2022
Budget	\$5,120,000
Funding	Long-Term Debt
Spent to Date	\$0
Project Manager	Manager of Sustainability and Solid Waste
Current Status	Engineering Request for Proposal closing in December 2023
Last Year's Update	Due to an increase in the amount of waste being diverted, this project has been put on hold. Staff will be starting this project in 2023.
Expected Completion	2026

Previously Approved Studies & Capital Project Updates

Water

Project	Water Distribution Equipment Replacement
Year Approved	2023
Budget	\$150,000
Funding	\$150,000 Water Asset Replacement Reserve Fund
Spent to Date	\$44,127
Project Manager	Manager of Water and Wastewater
Current Status	Leak detection has been completed. Remaining air relief and chamber maintenance work is to be tendered.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q2 2024

Project	Water Treatment Plant Equipment Replacement
Year Approved	2023
Budget	\$260,000
Funding	\$260,000 Water Asset Replacement Reserve Fund
Spent to Date	\$0
Project Manager	Manager of Water and Wastewater
Current Status	Staff have purchased some of the equipment included in this budget and are currently working through the purchasing of the remaining equipment replacements.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q2 2024

Project	Aspen Way PRV Replacement
Year Approved	2023
Budget	\$300,000
Funding	\$300,000 Water Asset Replacement Reserve Fund
Spent to Date	\$0
Project Manager	Manager of Water and Wastewater
Current Status	Modelling is underway to determine the best outcome for the Pressure Reducing Valve (PRV).
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q3 2024

Previously Approved Studies & Capital Project Updates

Wastewater

Project	Flow Meter Installation
Year Approved	2021
Budget	\$245,000
Funding	Wastewater Asset Replacement Reserve Fund
Spent to Date	\$35,068
Project Manager	Senior Infrastructure Capital Project Coordinator
Current Status	Engineering for installation is underway. Construction anticipated 2024-2026.
Last Year's Update	Staff are working with an engineer to complete the design for construction in 2023.
Expected Completion	Q3 2026

Project	Wastewater Plant Equipment Replacement
Year Approved	2023
Budget	\$285,000
Funding	Wastewater Asset Replacement Reserve Fund
Spent to Date	\$45,325
Project Manager	Manager of Water and Wastewater
Current Status	Outstanding PLC and valve replacement have been tendered.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q3 2024

Project	Collection System Equipment Replacement
Year Approved	2023
Budget	\$435,000
Funding	Wastewater Asset Replacement Reserve Fund
Spent to Date	\$45,382
Project Manager	Manager of Water and Wastewater
Current Status	Air relief chambers are being engineered. Construction is expected in 2024.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q4 2024

Previously Approved Studies & Capital Project Updates

Wastewater

Project	Margaret Drive SPS Replacement Equipment
Year Approved	2023
Budget	\$450,000
Funding	Wastewater Asset Replacement Reserve Fund
Spent to Date	\$0
Project Manager	Manager of Water and Wastewater
Current Status	Currently in engineering. Construction is expected to be tendered in 2024.
Last Year's Update	This project was approved through the 2023 Budget.
Expected Completion	Q4 2024

2024 Work Plans

Staff have completed work plans for the larger capital projects and studies (\$200,000+). These work plans outline a schedule for major milestones and the duration of those activities, giving an idea of when the project will be completed. Using these work plans and the detailed work plans included with the division sheets will give a good understanding of what the divisions are working on for 2024.

Project	Craigeith Main SPS, Mill Street SPS and Mill Street Forcemain
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Start Date	February 15, 2023

Task	Q1/2024	Q2/2024	Q3/2024	Q4/2024	Q1/2025	Q2/2025	Q3/2025	Q4/2025	Q1/2026	Q2/2026	Q3/2026	Q4/2026	Q1/2027	Q2/2027	Q3/2027	Q4/2027
Public Consultation and Engagement																
RFP Engineering																
Engineering Design																
Tender																
Construction																
Project Completion (Warranty)																

Project	Thornbury West Phase 2 Engineering
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Start Date	September 15, 2024

Task	Q3/2024	Q4/2024	Q1/2025	Q2/2025	Q3/2025	Q4/2025	Q1/2026	Q2/2026	Q3/2026	Q4/2026	Q1/2027	Q2/2027	Q3/2027	Q4/2027	Q1/2028	Q2/2028	Q3/2028	Q4/2028
Public Consultation & Engagement																		
RFP Engineering																		
Engineering Design																		
Tender																		
Construction																		
Project Completion (Warranty)																		

Project	Arrowhead Booster Pumping Station Upgrades
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Start Date	March 9, 2023

Task	Q1/ 2024	Q2/ 2024	Q3/ 2024	Q4/ 2024	Q1/ 2025	Q2/ 2025	Q3/ 2025	Q4/ 2025	Q1/ 2026
Public Consultation and Engagement									
RFP Engineering									
Engineering Design									
Tender									
Construction									
Project Completion (Warranty)									

Project	Arrowhead Road Reconstruction – Engineering
Project Manager	Senior Infrastructure Capital Project Coordinator
Project Start Date	January 1, 2024

Task	Q1/ 2024	Q2/ 2024	Q3/ 2024	Q4/ 2024	Q1/ 2025	Q2/ 2025	Q3/ 2025	Q4/ 2025
Public Consultation and Engagement								
RFP Engineering								
Engineering Design								
Tender								
Construction								
Project Completion (Warranty)								

Project	Long Point Road Lift Station
Project Manager	Manager of Water & Wastewater Services
Project Start Date	October 15, 2023

Task	Q1/2024	Q2/2024	Q3/2024	Q4/2024	Q1/2025	Q2/2025	Q3/2025	Q4/2025	Q1/2026	Q2/2026	Q3/2026	Q4/2026	Q1/2027	Q2/2027	Q3/2027	Q4/2027	Q1/2028	Q2/2028	Q3/2028	Q4/2028
Public Consultation and Engagement																				
RFP Engineering																				
Engineering Design																				
Tender																				
Construction																				
Project Completion (Warranty)																				

Project	Thornbury Waste Water Treatment Plant Outfall
Project Manager	Manager of Water & Wastewater Services
Project Start Date	July 15, 2022

Task	Q1/2024	Q2/2024	Q3/2024	Q4/2024	Q1/2025	Q2/2025	Q3/2025	Q4/2025	Q1/2026	Q2/2026	Q3/2026	Q4/2026
Public Consultation and Engagement												
RFP Engineering												
Engineering Design												
Tender												
Construction												
Project Completion (Warranty)												

Project	Bayview Park Playground Equipment Replacement
Project Manager	Manager of Parks and Trails
Project Start Date	April 2, 2024

Task	Q2/ 2024	Q3/ 2024	Q4/ 2024	Q1/ 2025	Q2/ 2025	Q3/ 2025	Q4/ 2025
Public Consultation and Engagement							
RFP Engineering							
Engineering Design							
Tender							
Construction							
Project Completion (Warranty)							

Project	Sunset Boulevard Waterfront Development
Project Manager	Manager of Parks and Trails
Project Start Date	April 2, 2024

Task	Q2/ 2024	Q3/ 2024	Q4/ 2024
Public Consultation and Engagement			
RFP Engineering			
Engineering Design			
Tender			
Construction			
Project Completion (Warranty)			

Project	BVCC Generator Installation
Project Manager	Manager of Facilities and Fleet
Project Start Date	April 2, 2024

Task	Q2/ 2024	Q3/ 2024	Q4/ 2024	Q1/ 2025	Q2/ 2025
Public Consultation and Engagement					
Engineering Design					
RFP Engineering					
Tender					
Construction					
Project Completion (Warranty)					

Project	Fire Hall #2 Build
Project Manager	Manager of Facilities and Fleet
Project Start Date	April 2, 2024

Task	Q2/ 2024	Q3/ 2024	Q4/ 2024	Q1/ 2025	Q2/ 2025	Q3/ 2025	Q4/ 2025	Q1/ 2026	Q2/ 2026	Q3/ 2026	Q4/ 2026	Q1/ 2027
RFP Process												
Design Engineering												
Public Consultation & Engagement												
Pre Purchase Equipment Packages												
Contractor Pre-Qualification Tendering												
RFT Process												
Construction												
Project Completion (Warranty)												

Project	Energy Management Plan
Project Manager	Manager of Sustainability and Solid Waste
Project Start Date	April 2, 2024

Task	Q2/ 2024	Q3/ 2024	Q4/ 2024	Q1/ 2025
Consultant RFP				
Public Consultation and Engagement				
Council Approval				

Project	Stormwater Natural Project
Project Manager	Manager of Sustainability and Solid Waste
Project Start Date	June 1, 2024

Task	Q2/ 2024	Q3/ 2024	Q4/ 2024	Q1/ 2025	Q2/ 2025
Consultant RFP					
Public Consultation and Engagement					
Council Approval					