



Corporation of the Township of Clearview

2018 – 2022 Corporate Budget Package

November 13, 2017 – Public Meeting



CLEARVIEW

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Township of Clearview
Ontario

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a **Distinguished Budget Presentation Award** to Clearview, Ontario for its annual budget for the fiscal year beginning **January 1, 2017**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The GFOA *Distinguished Budget Presentation Award* has been received by Clearview each Fiscal Year from **2013 to 2017**.

Clearview Council



(back l-r) C. Walker, C. Davidson, C. Paterson, C. Elwood, C. Leishman, C. Measures
(front l-r) C. Bronée, Deputy Mayor Burton, Mayor VanderKruys

Council Member	Ward	Telephone	E-mail address
His Worship, Mayor Chris Vanderkruys		(705) 424-1268	cvanderkruys@clearview.ca
Deputy Mayor Barry Burton		(705) 466-2718	bburton@clearview.ca
Councillor Doug Measures	Ward 1	(705) 445-1937	dmeasures@clearview.ca
Councillor Kevin Elwood	Ward 2	(705) 428-0519	kelwood@clearview.ca
Councillor Robert Walker	Ward 3	(705) 428-3335	rwalker@clearview.ca
Councillor Shawn Davidson	Ward 4	(705) 443-9191	sdavidson@clearview.ca
Councillor Thom Paterson	Ward 5	(705) 466-6321	tpaterson@clearview.ca
Councillor Connie Leishman	Ward 6	(705) 428-5240	cleishman@clearview.ca
Councillor Deborah Bronée	Ward 7	(705) 424-1874	dbronee@clearview.ca

Clearview Senior Management Team



(l-r) S. Sage, G. LeMay, P. Fettes, M. Rawn, M. Burton, C. Shewell, E. Henley (missing – T. Vachon)

Staff Name	Position	E-mail address
Steve Sage	Chief Administrative Officer	ssage@clearview.ca
Mara Burton	Director of Community Services	mburton@clearview.ca
Pamela Fettes	Clerk/Director of Legislative Services	pfettes@clearview.ca
Edward Henley	Treasurer/Director of Finance	ehenley@clearview.ca
Gerry LeMay	General Manager Transportation and Drainage	glemay@clearview.ca
Mike Rawn	General Manager Environmental Services	mrawn@clearview.ca
Colin Shewell	Fire Chief	cshewell@clearview.ca
Terry Vachon	General Manager Parks, Culture & Recreation	tvachon@clearview.ca

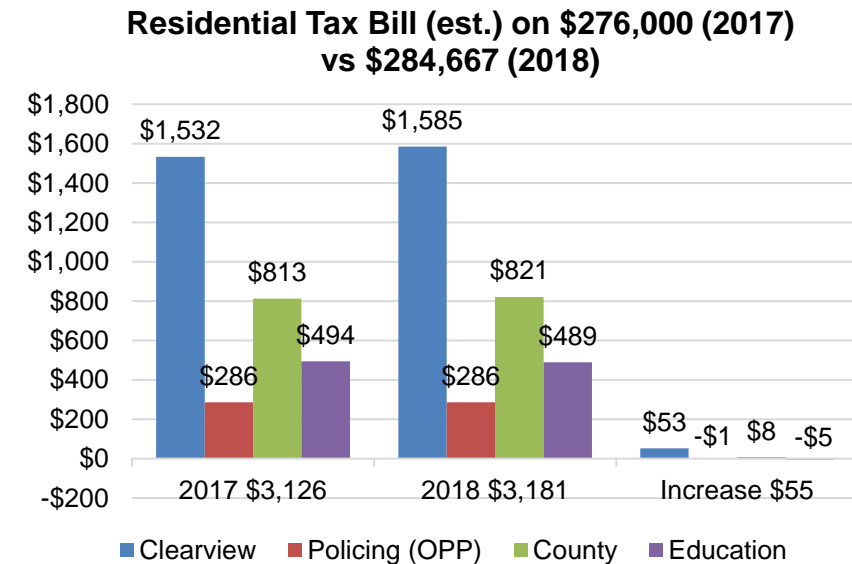
Cover photo: 6th Concession Nottawasaga just north of County Road 91 looking west towards the Blue Mountains.

2018 Budget Summary

This is the 2018 year of the 2018-2022 Council Proposed budget package. This proposed budget is presented to the Public for their review and comment at the Budget Public Meeting.

The Corporate Budget includes an estimated net residential tax increase of 1.76% for 2018.

The estimated residential tax rate increase includes an estimated municipal tax levy increase of 2.48% not including the increase in the policing levy, an estimated Simcoe County tax levy increase of 1.00%, and an estimated school board decrease of -1.00%. The increase (or decrease) in the assessed value of a residential property would increase or decrease the estimated tax levy increase. The tax increase for residential homes will be known once the County and the Province announce the County and Education tax rates.



Property tax is the primary source of revenue to delivery municipal services including; roads maintenance and repair, library services, parks and recreation services, legislative services, planning and zoning and bylaw enforcement, among others. User fees, grants and development charges are among additional sources of revenue. Water and sewer services, Building inspection services, and the Creemore Medical Centre do not receive funding from municipal property taxes.

The total 2018 Proposed Budget is \$51.8 million which is composed of \$27.5 million in the Operating Budget plus \$24.3 million in the Capital Budget.

The major initiatives in this budget include:

- Increasing reserves for repairing and replacing our bridges
- Increasing reserves for building a new hospital
- Hiring a coordinator to assist our many Boards and Committees

Approximately 2.25% of the 2018 Clearview increase is due to the following 4 items;

- 1.00% (\$137,000) to increase the Bridge Replacement reserve.
- 0.69% (\$94,237) for two new positions (incl. benefits),
 - \$64,337 for the Committee Coordinator position, and
 - \$29,900 for the p/time Parks Admin. Assistant position,
- 0.27% (\$25,000) to increase funding for the Hospital reserve,
- 0.29% (\$40,000) to offset a one-time carry-forward from 2017 on transit funding.

Together these items represent 65% of the 3.44% of the 2018 Clearview increase.

While Policing costs are broken out in the budget due to its large amount and Clearview's lack of control over the costs, they are included in the Clearview property tax levy on property tax bills.

Full details of the 2018 - 2022 Budget and meeting resources are available online at www.clearview.ca/home/budget. Information for budgets from prior years are also available.

2019 Budget Summary

This is the 2019 year of the 2018 - 2022 Council Proposed Budget.

The Proposed Corporate Budget includes an estimated net residential tax increase of 1.72% for 2019.

The estimated residential tax rate increase includes an estimated municipal tax levy increase of 2.13% not including the increase in the policing levy for 2018, an estimated Simcoe County tax levy increase of 1%, and a school board increase of -1.0%. The increase (or decrease) in the assessed value of a residential property would increase or decrease the estimated tax levy increase.

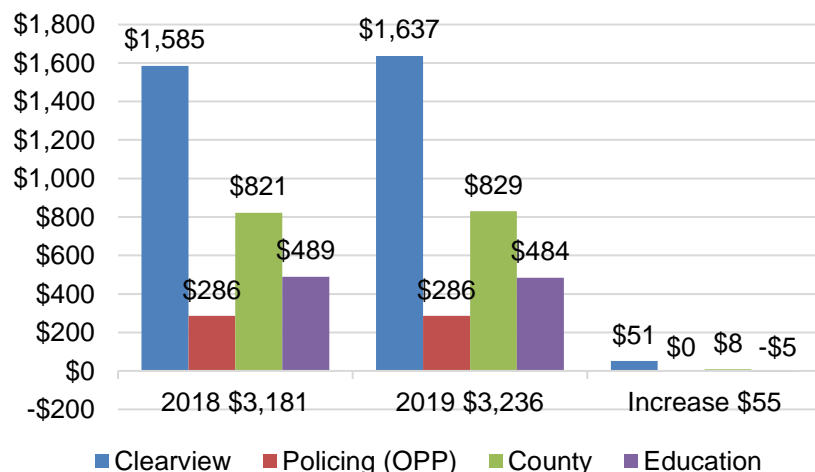
Property tax is the primary source of revenue to delivery municipal services including; roads maintenance and repair, library services, parks and recreation services, legislative services, planning and zoning and bylaw enforcement, among others. User fees, grants and development charges are among additional sources of revenue. Water and sewer services, Building Inspection, and the Creemore Medical Centre do not receive funding from municipal property taxes.

The total 2019 Staff Proposed Budget is \$34.0 million which is composed of \$27.8 million in the Operating Budget plus \$6.2 million in the Capital Budget.

While Policing costs are broken out in the budget due to its large amount and Clearview's lack of control over the costs, they are included in the Clearview property tax levy on property tax bills.

Full details of the 2018-2022 Budget and meeting resources are available online at www.clearview.ca/home/budget. Information for budgets from prior years are also available.

**Residential Tax Bill (est.) on \$284,667
(2018) vs \$293,334 (2019)**



Corporate Goals

Corporate Goal #1

Clearview will implement the new brand that defines and promotes the Township both internally and externally.

Purpose: To promote the communities of Clearview.

Target Date: Dec. 2015 and ongoing

Strategic Plan Goal: Economic Development

1.6 Implement a branding strategy to promote the community of Clearview

- Implement the place brand
- Develop a Visual Identity
- Provide Social and Print Media consistency
- Community, Facility and Entrance Sign consistency
- Develop Draft Communications Plan

Corporate Goal #3

Enhance Communications and Corporate Processes

Purpose: Continue to provide information and services to the Public in an efficient manner.

Target Date: Dec. 2015 and ongoing

Strategic Plan Goal: Service Excellence

5.5 Undertake regular communications to describe the activities undertaken by Clearview

- Expand corporate use of social media to multiple departments and continue to provide information with digital displays in public buildings and web-site, Facebook and Twitter
- Implement a FADS (Facility Accessible Design Standards) document
- Complete design and implementation of works for Stayner Park revitalization
- Improve public education services for Fire Prevention. Complete Survey
- Complete Council/Committee reform
- Draft and Present to Council a 4 year Human Resources Plan

Adopted by Council on March 23, 2015.

No changes or updates as of May 16, 2017. Strategic Plan is under review as of November 2016 and in progress as of May 2017.

Corporate Goal #2

Clearview will have in place the infrastructure for connecting Stayner Sewer Services to Wasaga Beach.

Purpose: To provide financial and environmental efficiencies for additional sewer capacity for the community of Stayner.

Target Date: Dec. 2015

Strategic Plan Goal: Municipal Services

3.6 Support and encourage community initiatives that promote the well-being of the Township's residents

- Build infrastructure to provide employment and investment opportunities with available serviced lands in Stayner
- Building infrastructure
- The Stayner Industrial Servicing plan will be implemented
- Financial planning and agreements
- Facilitates execution of all agreements and documents

Corporate Goal #4

Meet legislative compliance

Purpose: To meet legislative compliance

Target Date: Dec. 2015 and ongoing (or as noted)

Strategic Plan Goal: Service Excellence

5.1 Undertake regular evaluations and performance measurement of delivery of municipal services

- Develop Municipal Asset Management Plan
- Develop a Records Management Plan
- Meet the requirements of the Cemeteries Act

Corporate Goal #5

Develop Community Citizen Awards Program

Purpose: To recognize commitments made by citizens.

Target Date: Dec. 2015 and ongoing

Strategic Plan Goal: Service Excellence

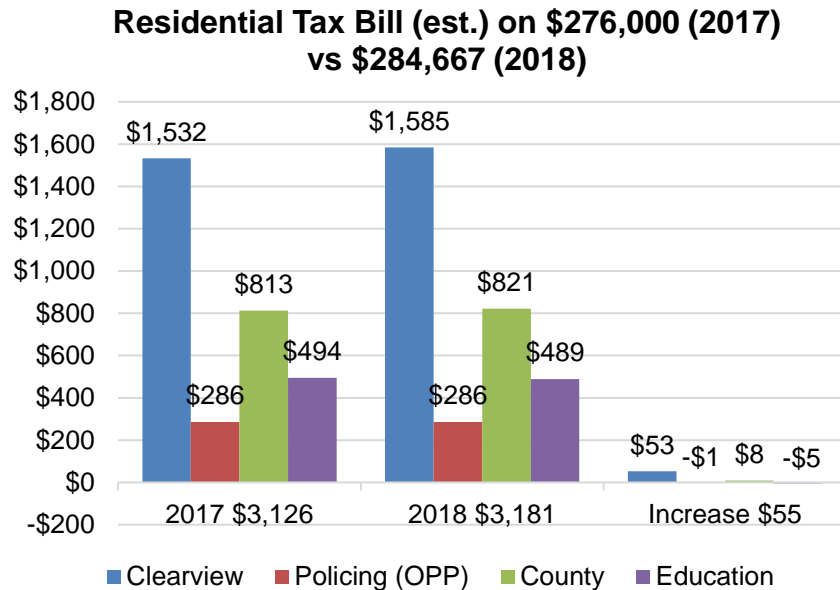
5.3 Develop a strategy to recruit, recognize and retain volunteers

- Develop a Civic Awards Program including volunteerism and athletics
- Develop Sports/Citizens Hall of Fame

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2018 and 2019 Clearview Budget Overview

1.76% Estimated Increase in 2018 Property Taxes for the Average Home



The estimated average net tax increase is 1.76%. The average home in Clearview has an estimated assessment increase of \$8,667 from \$276,000 (2017) to \$284,667 (2018) which is approximately 3.1%. The estimated tax increase on this average home is \$55 from \$3,126 (2017) to \$3,181 (2018). The breakdown of the increase is an additional \$53 for Clearview, a decrease of \$1 for Policing, an increase of \$8 for Simcoe County and a decrease of \$5 for School Boards.

If a property tax bill increased more or less than 1.29% then it is due to the increase or decrease in the property's assessed value over the prior year and changes in the distribution of taxes to the various property tax classes due to reassessments, property tax class shifts and the effect of tax ratios.

The average home assessed value (est.) is the Median 2018 Phased-in Assessment for a 'Single-family detached home (not on water)' from

MPAC's December 2016 Phased-In Assessment Report – Roll Edition. It is the second year in the 4 year Phased-in Assessment cycle and the chart shows how much the prior year's median assessed value property would have paid in the prior tax year.

2018 Clearview Tax Levy (est.)

The Clearview levy increase is estimated at 3.44% for the average home not including the decrease in the Policing portion of the levy. The three largest impacts on taxes to the budget this year are:

- 1.00% (\$137,000) increase in Bridge Reserves.
- 0.69% (\$94,237) for two new positions (incl. benefits),
 - \$64,337 for the Committee Coordinator position, and
 - \$29,900 for the p/time Parks Admin. Assistant position,
- 0.27% (\$25,000) to increase funding for the Hospital reserve,
- 0.29% (\$40,000) to offset a one-time carry-forward from 2017 on transit funding.

Policing costs are included in the Clearview levy on the property tax bill and are broken out here for illustrative purposes. Policing costs decreased \$35,351 from \$2,262,313 (2017) to \$2,226,962 (2018) due to decreases in the billing per property portion and increases in the cost of the call for services portion and increases in Overtime, Prisoner Transportation, and Accommodation/Cleaning Services.

2018 Simcoe County Tax Levy (est.)

The Simcoe County levy increase for all of Simcoe County averaged out is estimated to be 1.00% for the average home. When calculated for the average residential property in Clearview there was an effective 1.85% increase in actual County related property taxes in 2017 with a declared 2.00% increase. Property value increases or decreases modified the County declared increase to arrive at the actual increase. The Simcoe County Waste Levy was previously combined with the Simcoe County levy to produce a modified levy. Uploading of Social Services costs, among others, from the County level to the Provincial level has reduced these expenses for the County.

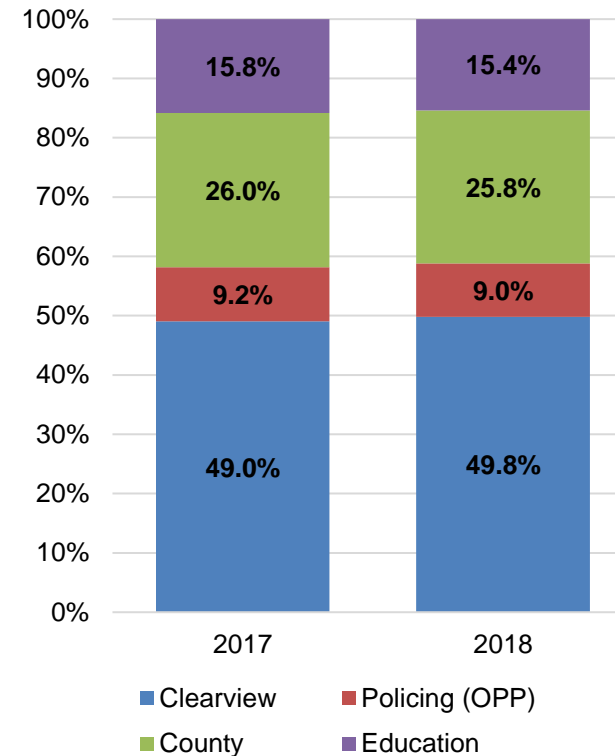
2018 School Board Tax Levy (est.)

The four school boards that service Clearview are; Simcoe County District School Board, Simcoe Muskoka Catholic District School Board, Conseil scolaire Viamonde, and Conseil scolaire de district catholique du nouvel-Ontario.

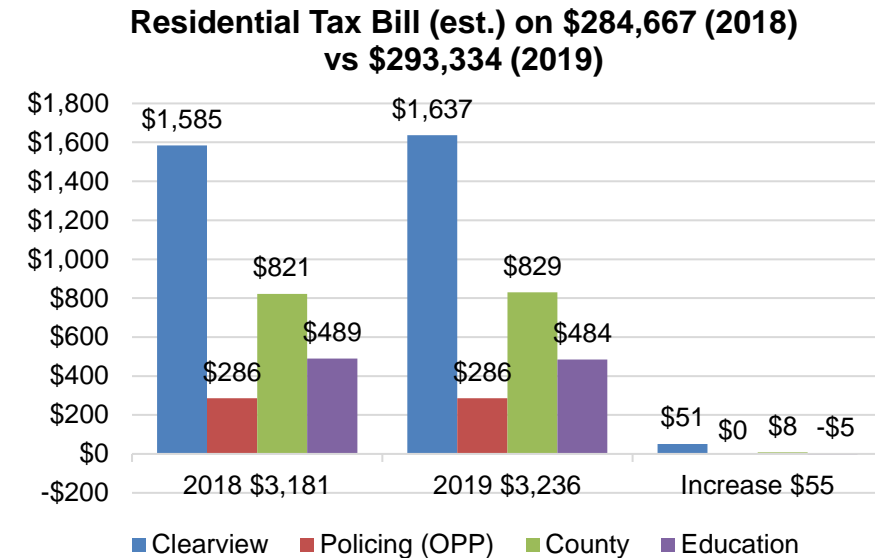
The School Boards tax rate for residential properties in Ontario is estimated at -1.00% for the average property. As mentioned above, property assessment value increases or decreases particular to each individual property would modify this number.

Additional information on County Tax shifts and Education/School Board tax shifts is in the “Tax Base Shifts for Clearview Property Taxpayers” section near the end of this book.

Components of Residential Property Tax Bill



1.72% Estimated Increase in 2019 Property Taxes for the Average Home



The estimated average net tax increase is 1.72%. The average home in Clearview has an estimated assessment increase of \$8,667 from \$284,667 (2018) to \$293,334 (2019) which is approximately 3.0%. The estimated tax increase on this average home is \$55 from \$3,166 (2018) to \$3,203 (2019). The breakdown of the increase is an additional \$51 for Clearview, an increase of \$0 for Policing, an increase of \$8 for Simcoe County and a decrease of \$5 for School Boards.

Edition. It is the third year in the 4 year Phased-in Assessment cycle and the chart shows how much the prior year's median assessed value property would have paid in the prior tax year.

2019 Clearview Tax Levy (est.)

The Clearview levy increase is 3.25% not including the increase in the Policing portion of the levy.

Policing costs are included in the Clearview levy on the property tax bill and are broken out here for illustrative purposes. Policing costs are anticipated to increase \$220 (est.) from \$2,226,962 (2018) to \$2,227,182 (2019) due to base cost and call for service changes.

The average home assessed value (est.) is the calculated Median 2018 Phased-in Assessment for a 'Single-family detached home (not on water)' from MPAC's December 2016 Phased-In Assessment Report – Roll

2019 Simcoe County Tax Levy (est.)

The Simcoe County levy increase for all of Simcoe County averaged out is estimated to be 1.00%. Property value increases or decreases would modify this number. The Simcoe County Waste Levy was previously combined with the Simcoe County levy to produce a modified levy. Uploading of Social Services costs, among others, from the County level to the Provincial level has reduced these expenses for the County.

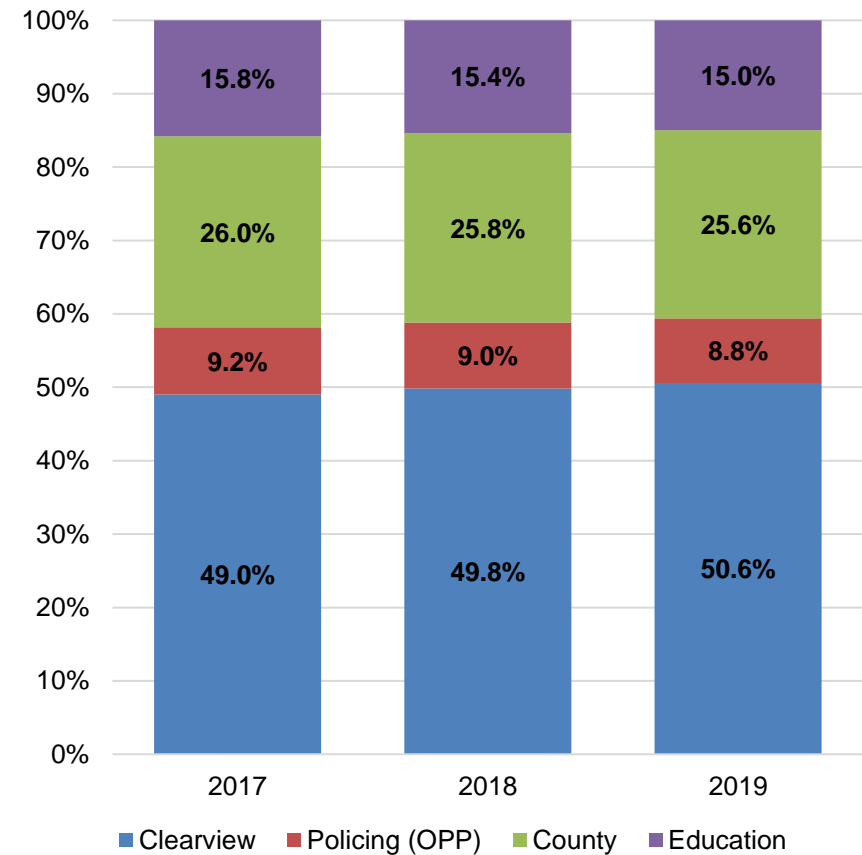
2019 School Board Tax Levy (est.)

The four school boards that service Clearview are; Simcoe County District School Board, Simcoe Muskoka Catholic District School Board, Conseil scolaire Viamonde, and Conseil scolaire de district catholique du nouvel-Ontario.

The School Boards tax rate for residential properties in Ontario is estimated at 0.00% for the average property. As mentioned above, property assessment value increases or decreases particular to each individual property would modify this number.

Additional information on County Tax shifts and Education/School Board tax shifts is in the "Tax Base Shifts for Clearview Property Taxpayers" section near the end of this book.

Components of Residential Property Tax Bill

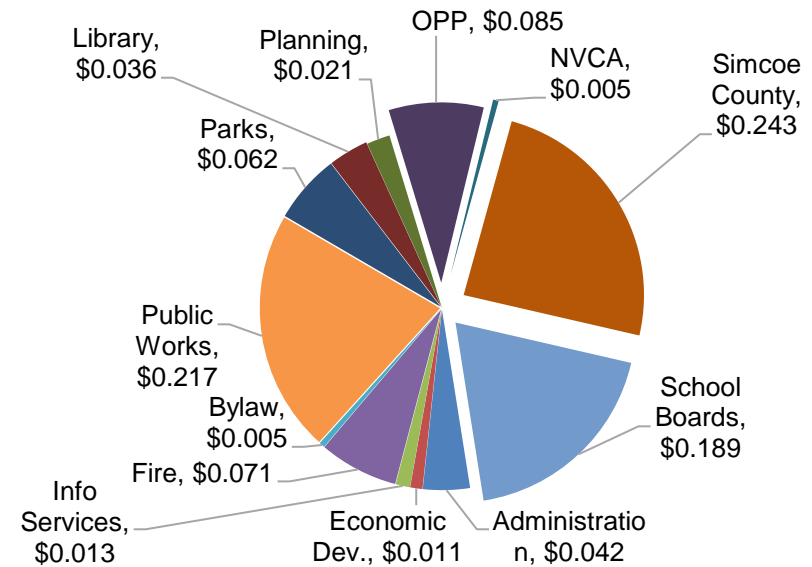


Where your Total Tax Dollars are Spent

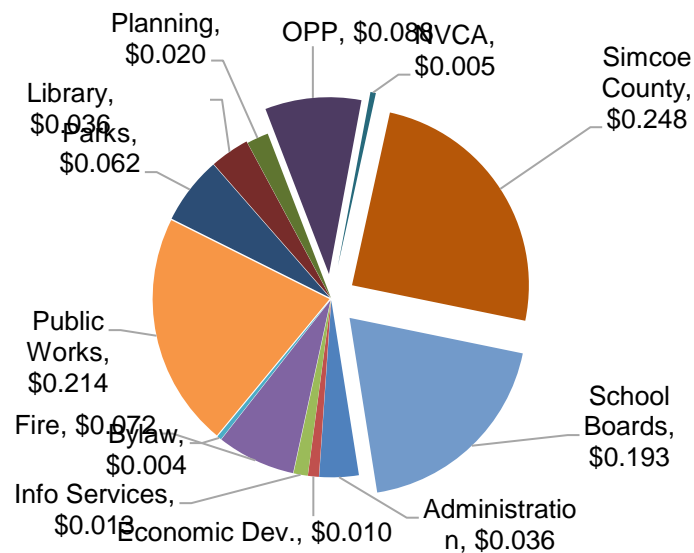
Clearview issues property tax bills and collects money on behalf of Simcoe County and the School Boards. This saves the taxpayer money by saving administrative costs at the County and the School Boards. Clearview remits more than half of the money collected through property taxation to outside organizations including; Simcoe County, the 4 School Boards, the OPP and the NVCA.

Please note that the proportions in this chart are based on the total taxes collected including residential and non-residential whereas the "Components of Residential Property Tax Bill" chart on a previous page shows taxes specifically for a residential property. Non-residential properties have different tax ratios than residential properties, specifically with regards to having a higher Education tax rate.

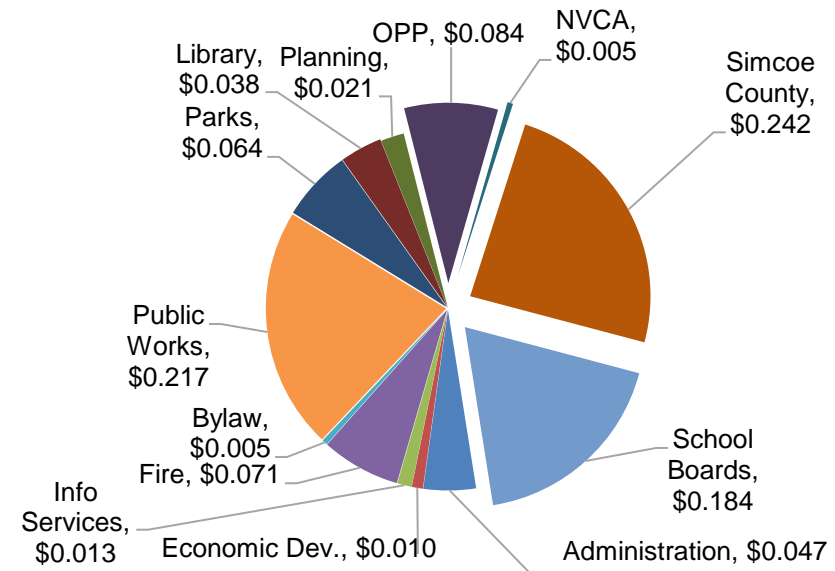
\$0.47 of each 2018 \$1.00 goes to Clearview



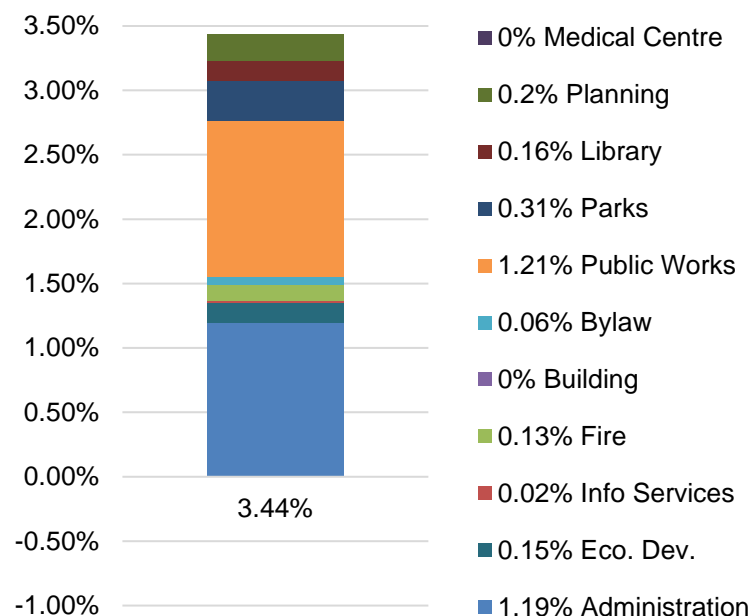
\$0.46 of each 2017 \$1.00 goes to Clearview



\$0.48 of each 2019 \$1.00 goes to Clearview



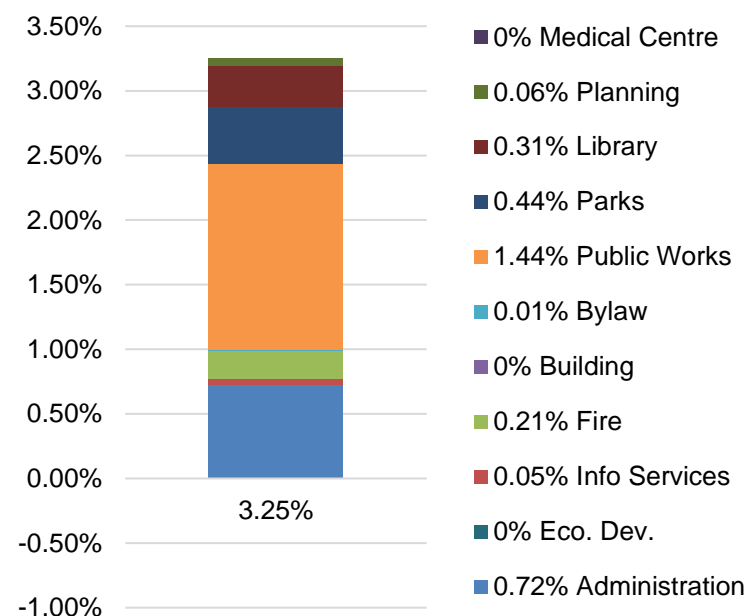
Components of Clearview's 3.44% (2018) Increase by Department



This chart takes the 3.44% increase (est.) for Clearview controlled expenses (Policing costs excluded) from the 2018 General Operating and Capital Budget Summary and translates it into a portion of the 'Total Clearview Tax increase' before adjusting for changes in the taxes refunded by assessment change, if any, and the effects of the property tax base increase from new growth.

The largest increases are in the Administration and Public Works Departments. The changes in Administration include a new Committee Coordinator position, an increase of \$25,000 (to \$50,000) transfer to the Hospital Reserve, some additional consulting projects and partial funding for an Integrity Commissioner, a reduction of one-time prior year revenue in Public Works and a \$137,000 (to \$538,000) increase in transfer to reserves for Bridge Reserve.

Components of Clearview's 3.25% (2019) Increase by Department



This chart takes the 3.25% increase (est.) for Clearview controlled expenses (Policing costs excluded) from the 2019 General Operating and Capital Budget Summary and translates it into a portion of the 'Total Clearview Tax increase' before adjusting for changes in the taxes refunded by assessment change, if any, and the effects of the property tax base increase from new growth.

The largest increases are in Administration and Public Works. The increase to Administration is primarily the \$50,000 increase to the Hospital Reserve transfer and a Pay Equity review and adjustment estimate. The Public Works increase is mainly due to increased vehicle expenses and an increase to fund Capital works.

Where the Clearview Budget Money Comes From

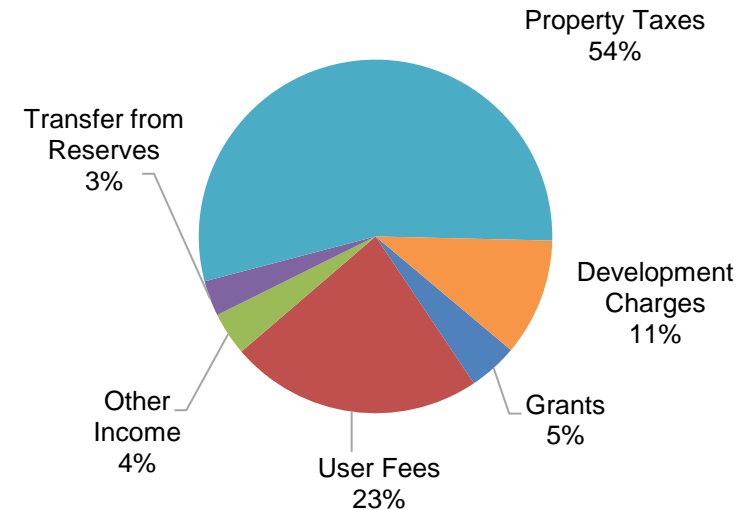
The pie charts below show the revenue sources for the Clearview budget. Property Taxes are the largest source of revenue with User Fees as the next largest source. Property Taxes is the primary or a major source of revenue for almost every Canadian municipality.

User Fees primarily consists of Water and Sewer utility payments and arena rentals, among others.

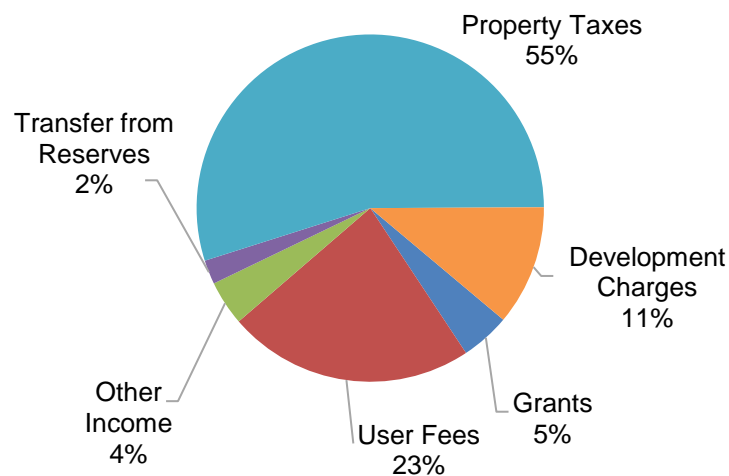
Any surplus from the prior year now goes into the Tax Stabilization Reserve and is transferred into the budget through the Transfer from Reserves category. The information forming these charts is from the revenues section of the "Total Clearview Operating Fund" table. Details on what is included in each Revenue category is noted in the Composition of Revenue, Expense and Department Categories section at the back of this document.

There are no significant changes from 2017 to 2018 or 2018 to 2019.

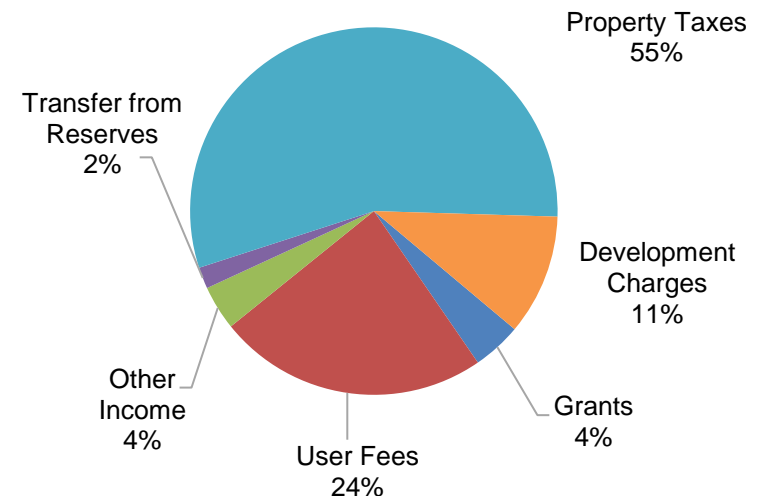
\$27,523,528 in Total 2018 Revenues



\$26,419,959 in Total 2017 Revenues



\$27,806,986 in Total 2019 Revenues



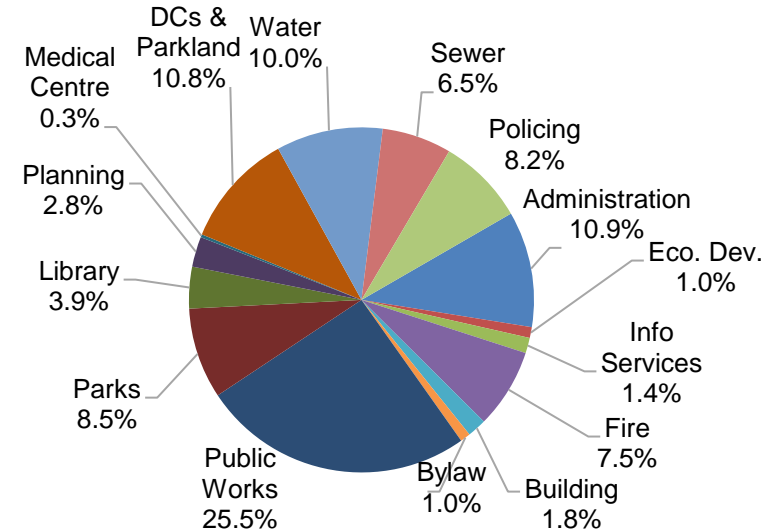
Where the Clearview Budget Money is Spent – by Department

The pie charts below show how the Operating Budget expenses were allocated by Department with the NVCA requisition broken out of the General Administration Department. The information is from the “Total Operating” table using the lines for each department, sub-department, or NVCA allocation. Details on what is included in each Department category is noted in the Composition of Revenue, Expense and Department Categories section at the back of this document.

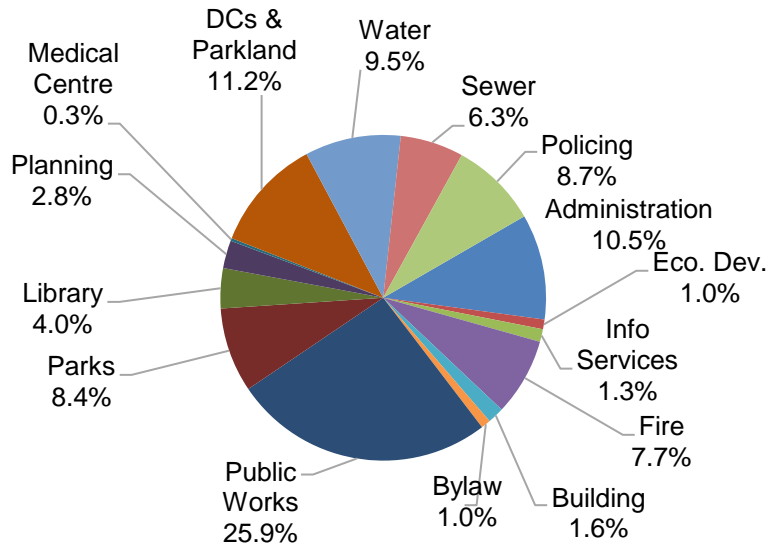
The main changes from 2017 to 2018 are the changes in DCs, Public Works and Administration. The Administration change is due to a new Committee Coordinator position.

There is a slight increase in Administration in 2018 otherwise there are no significant changes from 2018 to 2019. Funds collected for DCs must flow through the Operating Budget for record keeping purposes.

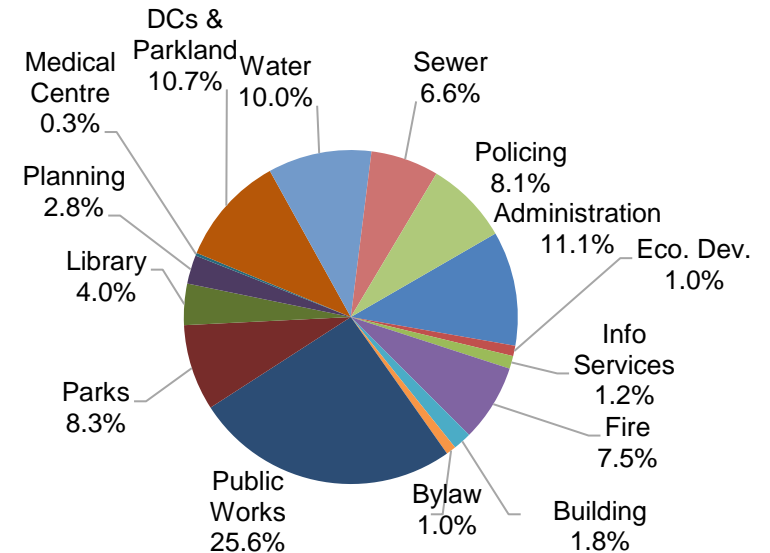
\$27,523,528 in Total 2018 Expenses



\$26,419,959 in Total 2017 Expenses



\$27,806,986 in Total 2019 Expenses



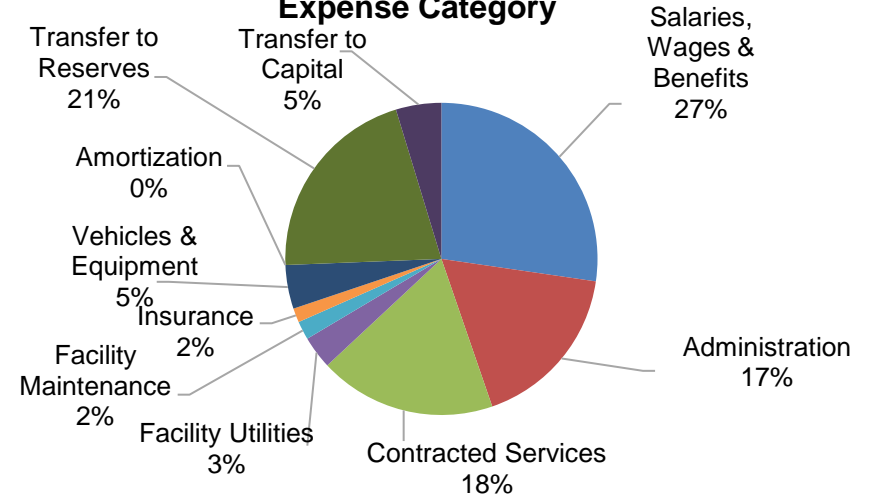
Where the Clearview Budget Money is Spent – by Expense Category

The pie charts below show how the Operating Budget expenses were allocated by expense category. Details on what is included in each Department category is noted in the Composition of Revenue, Expense and Department Categories section at the back of this document.

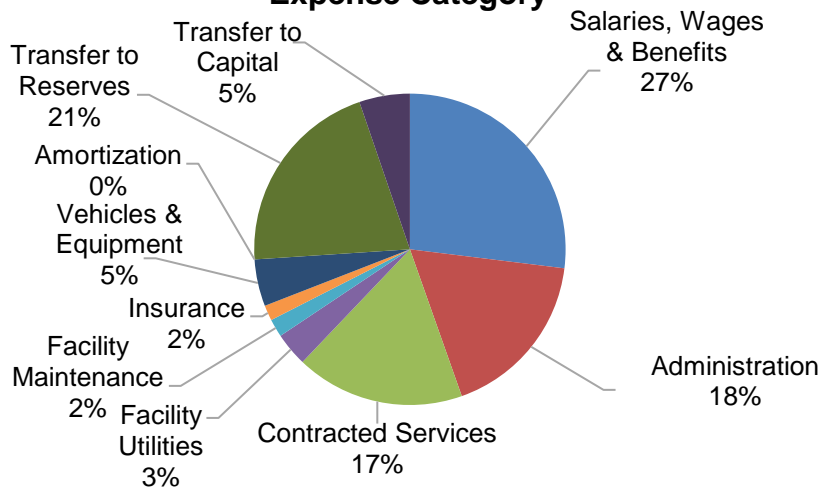
The main change from 2017 to 2018 is the increase in Contracted Services. This is primarily a result of a number of consultations in 2018.

The main change from 2018 to 2019 is the decrease in Contracted Services. This is primarily a result of reduced consultations from the prior year.

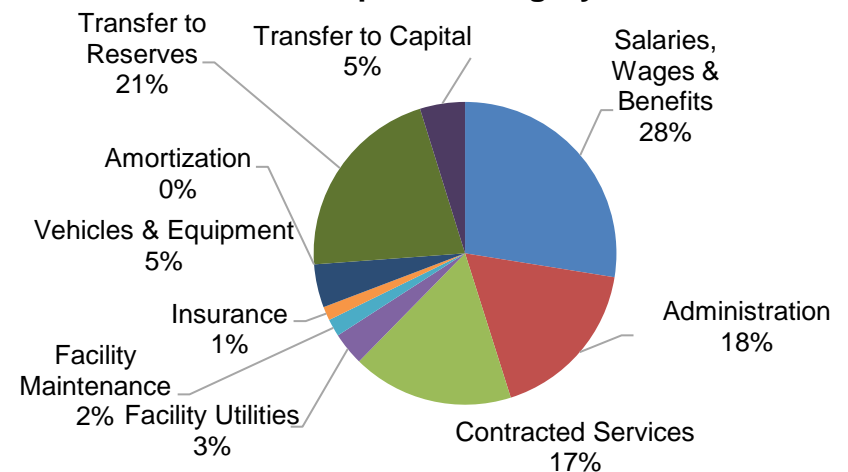
\$27,523,528 in Total 2018 Expenses by Expense Category



\$26,419,959 in Total 2017 Expenses by Expense Category



\$27,806,986 in Total 2019 Expenses by Expense Category



Increase as % of Expenses by Department

The increase in departments as a percentage tax increase does not show total increases by Department as a percentage of expenses in a relatively proportionate way. This results in large budget departments appearing to be a larger cause of tax increases when their relative increase is lower. Conversely smaller budget departments with larger increases in spending would show lower percentage tax increases.

2018 Net increased funding as % of Department Expenses

Department	2017	2018	Net inc. \$	%
Administration	\$2,869,869	\$3,093,166	\$193,397	7%
Economic Dev.	\$252,500	\$277,500	\$25,000	10%
Info. Services	\$332,050	\$394,950	\$2,900	1%
Fire	\$2,019,887	\$2,046,551	\$20,664	1%
Building	\$428,770	\$489,770	\$0	0%
Bylaw	\$252,000	\$262,345	\$10,345	4%
Public Works	\$6,602,265	\$6,758,886	\$195,360	3%
Parks	\$2,212,205	\$2,335,685	\$49,575	2%
Library	\$1,047,859	\$1,069,584	\$26,234	3%
Planning	\$726,353	\$775,600	\$33,150	5%
Medical Centre	\$71,937	\$75,463	\$0	0%

The largest % increase is in Economic Development. This is due to the increase in the transfer to reserves.

The next largest % increase is in Administration and is related to the new Committee Coordinator position and the increase to the hospital reserve.

Planning also shows an increase due to increased funding for the Official Plan update and some salary increases towards full pay for the relevant positions.

2019 Net increased funding as % of Department Expenses

Department	2018	2019	Net inc. \$	%
Administration	\$3,093,166	\$3,187,505	\$121,739	4%
Economic Dev.	\$277,500	\$277,500	\$0	0%
Information Services	\$394,950	\$343,740	\$8,790	2%
Fire	\$2,046,551	\$2,067,067	\$35,516	2%
Building	\$489,770	\$497,670	\$0	0%
Bylaw	\$262,345	\$266,611	\$1,526	1%
Public Works	\$6,758,886	\$6,875,429	\$243,164	4%
Parks	\$2,335,685	\$2,310,746	\$74,816	3%
Library	\$1,069,584	\$1,107,169	\$52,545	5%
Planning	\$775,600	\$768,800	\$9,297	1%
Medical Centre	\$75,463	\$77,601	\$0	0%

The largest % increase is in Library due to the increased operating costs for the newly replaced library branch.

The increase in Administration is partly due to the \$50,000 increase in the hospital reserve.

Closing the Budget Gap

This chart shows the changes made by the Senior Management Team from the budgets proposed by each Department Head prior to presenting the Staff Proposed Budget and the final changes made by Council.

Items changed by Staff	Department	Operating/Capital	2018	2019
Remove Building Department Summer Student	Building	Operating	(\$5,900)	\$0
Reduce OP Consultant Fees	Planning	Operating	(\$30,000)	\$0
Shift Stayner D4 Study from 2022	Eco Dev	Operating	\$0	\$0
Removed Increase Fire Admin Asst. from 4 day to 5 day	Fire & Emerg.	Operating	(\$12,600)	(\$12,600)
Total Decreases/Increases:			(\$48,500)	(\$12,600)
Tax increase equivalent			-0.35%	-0.09%

Items changed by Council Direction	Department	Operating/Capital	2018	2019
Increase funding to Youth Centre to replace reserve funding	Parks & Rec	Operating	\$14,000	
Increase Bridge Reserves	Public Works	Operating	\$137,000	\$137,000
Reduce 2018 increase to hospital reserve transfer to \$25,000	Gen. Admin	Operating	(\$25,000)	(\$25,000)
Shift \$25,000 Collingwood Airport grant to Eco Dev Reserve	Gen. Admin	Operating	\$0	\$0
Total Decreases/Increases:			\$126,000	\$112,000
Tax increase equivalent			0.92%	0.79%

Cumulative Tax Decrease/(Increase) equivalent:			0.57%	0.70%
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How was the Budget Shortfall Closed?

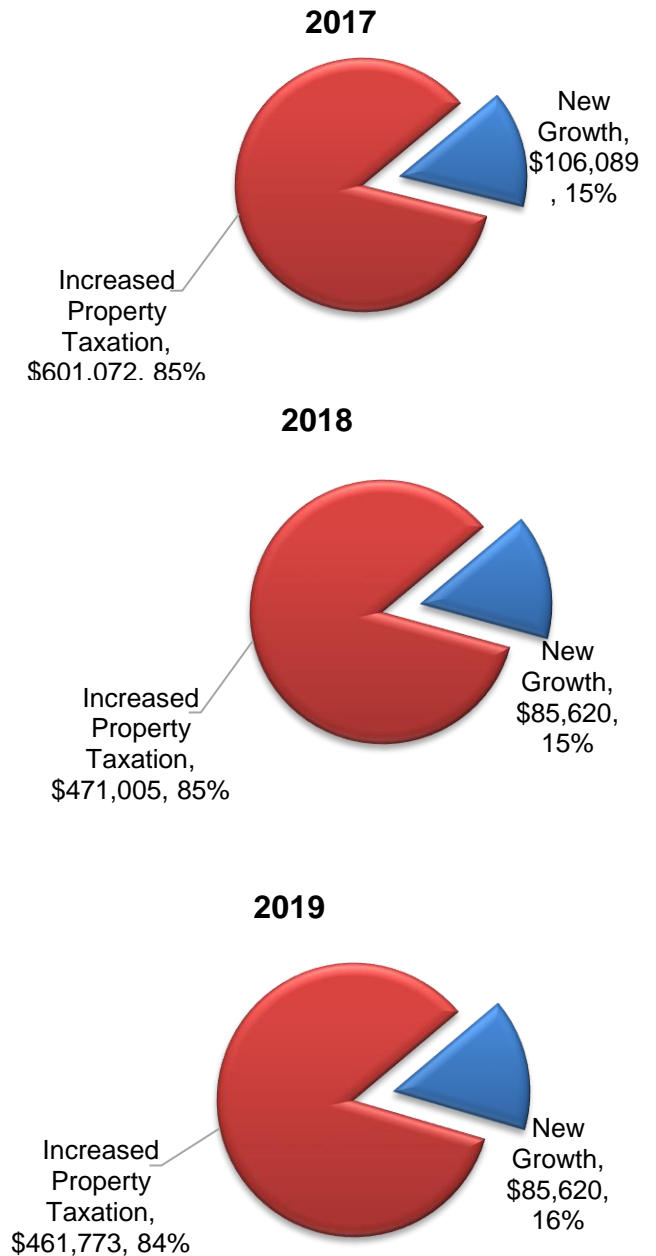
The budget shortfall is the difference between projected revenues and the estimated costs of continuing to provide the desired levels of services and the projects and initiatives outlined in the proposed budget.

In 2018 Clearview faces a proposed shortfall of \$556,625, much of it increases in capital replacement, new positions and new reserves, to be offset by an estimated \$85,620 in new growth in the tax base which will offset the tax hike by 0.62%.

Rather than cut service levels, property taxation and user fees were increased. The majority of the user fees that are proposed to be increased are for services that are 100% paid for by the user fees and so they do not affect property taxation. As such the increase in costs for services that are not 100% supported by user fees are proposed to be offset by an increase in property taxation.

In 2019 Clearview faces a proposed shortfall of \$547,393 to be offset by an estimated \$85,620 in new growth in the tax base which will offset the tax hike by 0.60%. It is proposed that property taxes and user fees be increased to maintain current service levels and increase service levels in indicated areas.

New Growth is forecasted to increase over the coming years due to the new servicing of a large undeveloped part of Stayner. Efforts have been made to integrate our building permit information electronically with MPAC to reduce the amount of time it takes to get new construction onto the tax rolls. Previously it could take up to 3 years to get a new property on the tax rolls and with the improved electronic coordination (Clearview was the second of the 16 Simcoe municipalities to implement this initiative) properties should appear on the tax rolls sooner.



What is the Operating Budget and the Capital Budget?

Clearview's total Fiscal 2018 budget is \$51,757,000 and the Fiscal 2019 budget is \$33,975,000 including anticipated DC revenue which was not previously shown in the budget prior to 2012. The budget is divided into two major categories: Operating and Capital. The Municipal Act (2001) requires a balanced budget. Clearview budgets using a modified accrual basis and does not budget for amortization although amortization is calculated and included in the year-end financial statements.

What is the Operating Budget?

The operating budget is a proposed plan of revenue and expenditures for a given year. The operating budget funds Clearview's day-to-day expenses, including salaries and benefits of Clearview employees, rent and utilities, materials and supplies, and equipment needed to provide public safety, recreation, water, sewer, roads, and other services to Clearview residents. The operating budget is \$27,498,000 (2018) and \$27,775,000 (2019) which represents 53% (2018) and 82% (2019) of the total municipal budget.

What is the Capital Budget?

Capital projects are individual physical assets that cost more than \$5,000 or pooled assets that collectively cost more than \$20,000 and are recorded as Tangible Capital Assets. The capital budget is \$24,259,000 (2018) and \$6,200,000 (2019) which represents 47% (2018) and 18% (2019) of the total Clearview budget and is funded through a combination of taxation, user fees, borrowing, developer contributions and development charges, and other sources. Proposed projects that are contingent on grant funding are included as the municipality cannot apply for grants if the project in its entirety is not already included in the capital budget, even if the spending is

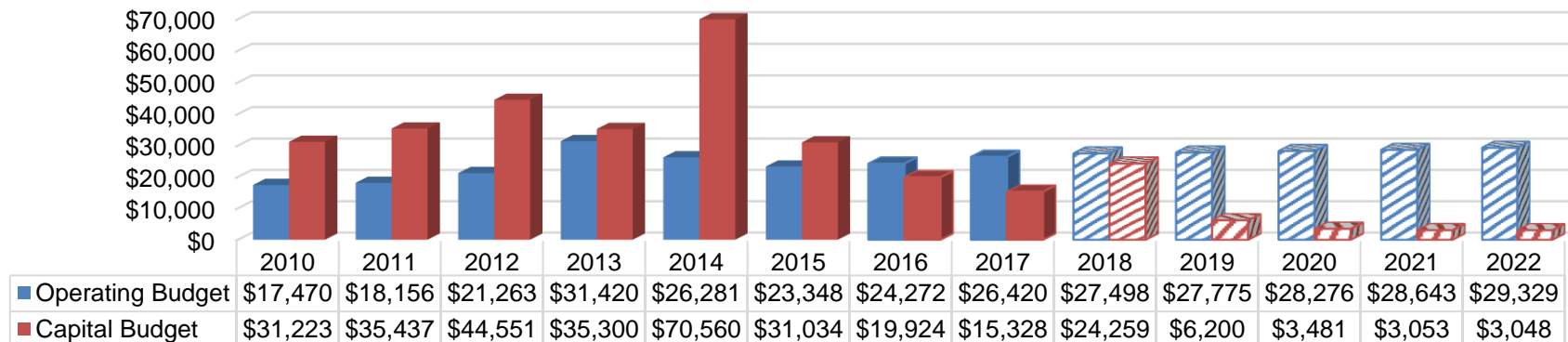
anticipated to occur in a future budget year that has not yet been approved by Council. The municipality also includes anticipated developer contributions of new infrastructure in the capital budget.

Budget History and Variance Analysis

The capital budget has included a large sewer expansion project exceeding \$20,000,000 since 2010 that started construction in 2014 and is expected to conclude in 2016. Upon review of the entire project it was determined that one portion of the project would be owned by Wasaga Beach and not Clearview and a second portion would be paid over time instead of one lump sum. These items totaling \$8,900,000 were removed from the Sewer Capital budget and moved to the Sewer Operating budget in 2013. The large increase in the Capital Budget in 2014 consists of \$12,500,000 for an anticipated Developer built water system and \$8,500,000 Developer built sewage system in Nottawa.

The operating budget increased by \$10,156,992 in 2013 due in large part to the reclassification of two Sewer projects from Capital to Operating. The operating budget increased by \$1,971,879 in 2012 due to the new inclusion of budgeted development charges revenues that were not previously included. PSAB accounting standards changed starting in 2010 budget year that required items that were once budgeted in the Operating Budget shall be moved to the Capital Budget. The reduction in the Operating Budget from 2009 to 2010 is partly due to this change. The partial construction of the Stayner-WB Sewage project in 2014 and the removal of assets to be constructed by Developers in Nottawa and Creemore reduced the Capital Budget in 2015. Anticipated completion of the grant-funded \$10 million County Road #91 and Concession 10 road project in 2018 further reduced the future capital amounts.

Clearview Budget History (in '000s)



Clearview Tax Rates

Property Tax Class	2017 Clearview Tax Rate	2018 Clearview Tax Rate	2017 Clearview Tax Revenue	2018 Clearview Tax Revenue	change
Residential	0.00658989		\$ 12,485,532		
Farmland I	0.00494242		\$ -		
Farmland II	0.00658989		\$ -		
Landfill	0.00658989		\$ 4,337		
Multi Residential	0.00925138		\$ 71,973		
New Multi Residential	0.00658989		\$ -		
Commercial Occupied	0.00825120		\$ 858,430		
Commercial Excess Vacant	0.00577584		\$ 18,275		
New Constr Comm O	0.00825120		\$ -		
New Constr Comm E V	0.00577584		\$ -		
Industrial Occupied	0.01013855		\$ 81,287		
Industrial Excess Vacant	0.00659005		\$ 13,785		
New Constr Ind O	0.01013855		\$ 67,021		
New Constr Ind E V	0.00659005		\$ -		
Pipeline	0.00854445		\$ 42,024		
Farmland	0.00164747		\$ 601,933		
Managed Forest	0.00164747		\$ 22,057		
			\$ 14,266,655		

The vast majority of Clearview tax revenue is from the Residential property tax class with the Commercial property tax class a distance second. Clearview does not identify the largest property tax payers due to privacy. No property owner pays more than 10% of the total taxes collected.

Tax Installments

Billing	Mailed	Instalment	Due Date
Interim Tax Bill	February 2018	1	March 27, 2018
Interim Tax Bill	February 2018	2	June 26, 2018
Final Tax Bill	August 2018	1	September 25, 2018
Final Tax Bill	August 2018	2	November 27, 2018

The Interim Tax Bill is 50% of the prior year's tax levy including Local Improvement charges and/or BIA levies if applicable, plus any prior year adjustments if processed before the Interim Tax Bill is printed. The Final

Tax Bill is the entire current year's tax levy including Local Improvement charges and/or BIA levies if applicable less the amount from the Interim Tax Bill. The entire tax increase or decrease will be reflected on the Final Tax Bill and as such the Final Tax Bill is typically more than the Interim Tax Bill. The total taxes for the year would be the total of the 4 tax instalments and not double the Final Tax Bill.

Tax due dates are approximately the same dates each year and are determined by Finance Procedure 2010-001 'Property Tax Instalment Due Dates'.

Summary and Analysis of the 2018-2022 Clearview Budget by Departments

The Corporation of the Township of Clearview is a municipal corporation headed by an elected Council consisting of a Mayor, Deputy Mayor, and seven Councillors representing the seven wards.

Reporting to the Council, the Chief Administrator Officer (CAO) directs and co-ordinates the general management of business affairs of Clearview, in accordance with the by-laws, policies, and plans established and approved by Council to ensure the delivery of high quality services and facilities which preserve or enhance the social, economic, and physical well-being of the communities at best value for the residents of Clearview.

Under the authority of the Council, the CAO delegates the responsibility of carrying out the day-to-day functions of the municipality to the Senior Management Team. The Senior Management Team consists of eight staff members, including the CAO, and are responsible for all departments with the exception of the Clearview Public Library which is managed by the Clearview Public Library Board which is appointed by Council.

Clearview's budgeting is divided into 2 main categories; departments funded by Property Taxation and departments that are not. The departments that are not subsidized by Property Taxes are generally referred to as self-funding. Self-funding means that the revenues collected by these departments are used to pay for the expenses of the department. Tax dollars are not used by self-funded departments.

Summary of Operating and Capital Projects

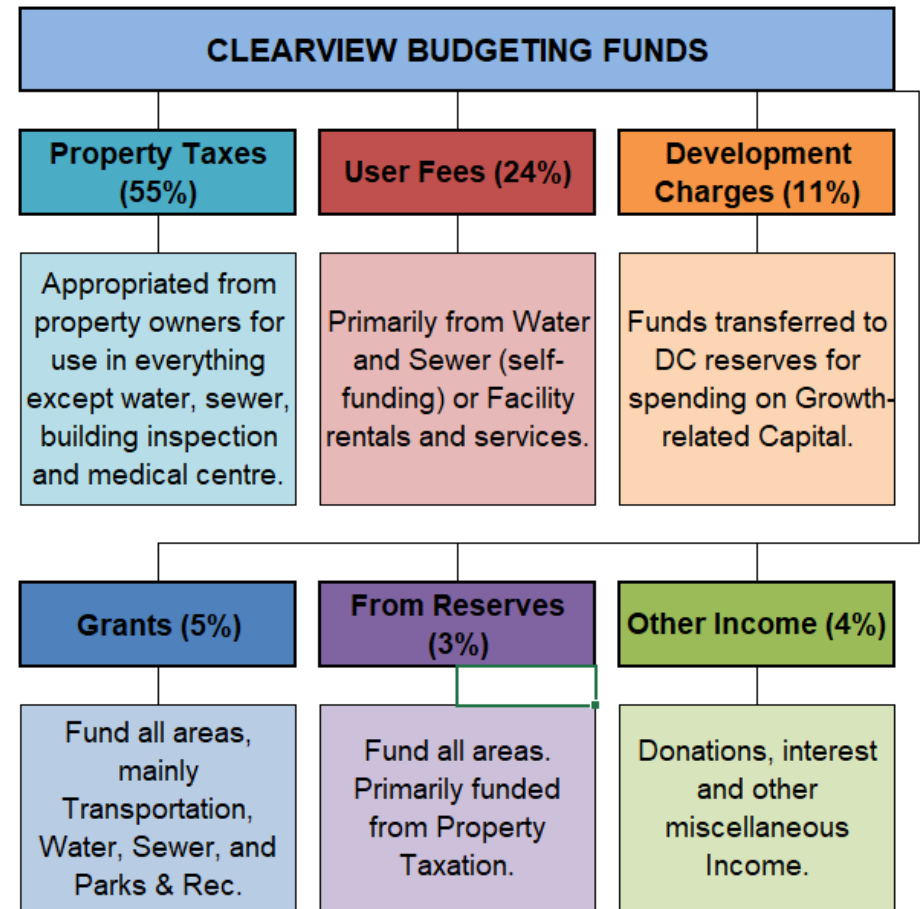
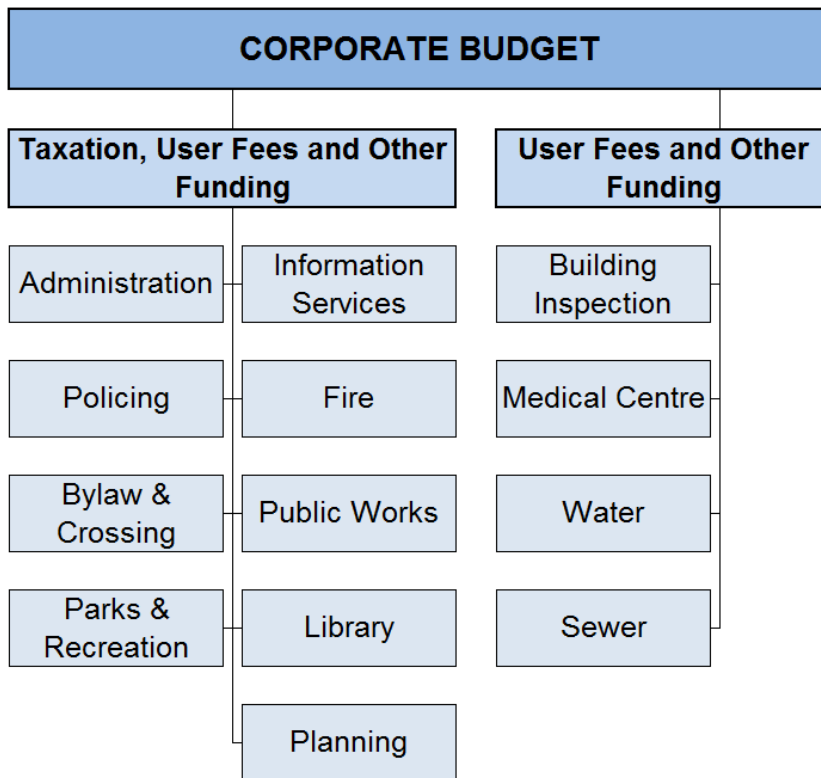
The following sections have an analysis of the Operating Budget for the various municipal Departments showing the cause for the variances in the changes year-over-year in budgeted amounts. Information on operating and capital projects and reserves for each department are also included. The full financial details of these projects are available in the pages following the General Operating and Capital Budget Summary or in each Departmental section on the Proposed Capital and Operating Projects information sheets.

Segmentation of Departments for Financial Reporting

The segmentation of the Departments is in line with provincial Financial Information Return (FIR) reporting requirements and as according to Finance Procedure 2010-004 "Financial Statement Segmentation" as required by PSAB regulations.

It is important to note that while Policing Services is included in the General Administration portion of the Clearview Budget it is broken out separately in the tax increase calculations in the sections prior to this one. This is due to Policing Services being a large budgetary item in comparison with the rest of the Municipal budget and one in which Clearview has little to no control over to effect service level changes or expense reductions. The minimum policing standards are set by the Province and the salaries and wages, by far the largest component of the Huronia West OPP budget, are negotiated and set by the Province.

Departmental/Fund Relationship



Segmentation of Departments for Financial Reporting

The segmentation of the Departments is in line with provincial Financial Information Return (FIR) reporting requirements and as according to Finance Procedure 2010-004 "Financial Statement Segmentation" as required by PSAB regulations.

The main sources of funding are; Property Taxation (appropriated by Clearview), User Fees (for water, sewer and other services), and Other Funding (Grants from Federal, Provincial and other sources, Funding from Reserves, Donations, and other miscellaneous sources).

It is important to note that while Policing Services is included in the General Administration portion of the Clearview Budget it is broken out separately in

the tax increase calculations in the sections prior to this one. This is due to Policing Services being a large budgetary item in comparison with the rest of the Municipal budget and one in which Clearview has little to no control over to effect service level changes or expense reductions. The minimum policing standards are set by the Province and the salaries and wages, by far the largest component of the Huronia West OPP budget, are negotiated and set by the Province.

2018 General Operating and Capital Budget Summary

Net Operating Budget Dollars Requested		
	2017	2018
Administration	\$ 1,042,148	\$ 1,235,545
Economic Development	\$ 252,500	\$ 277,500
Information Services	\$ 287,550	\$ 305,450
Fire	\$ 1,721,929	\$ 1,732,593
Building	\$ -	\$ -
Bylaw	\$ 115,550	\$ 125,895
Public Works	\$ 4,593,584	\$ 4,788,944
Parks	\$ 1,365,890	\$ 1,507,965
Library	\$ 829,749	\$ 850,983
Planning	\$ 508,600	\$ 541,750
Medical Centre	\$ -	\$ -
Total	\$10,717,500	\$11,366,625

Net Increased Operating Dollars Requested		
	2017	2018
Administration		\$ 193,397
Economic Development		\$ 25,000
Information Services		\$ 17,900
Fire		\$ 10,664
Building		\$ -
Bylaw		\$ 10,345
Public Works		\$ 195,360
Parks		\$ 142,075
Library		\$ 21,234
Planning		\$ 33,150
Medical Centre		\$ -
Total		\$649,125

Net Capital Budget Dollars Requested	
	2017
Administration	\$ -
Economic Development	\$ -
Information Services	\$ 44,500
Fire	\$ 126,000
Building	\$ -
Bylaw	\$ -
Public Works	\$ 903,900
Parks	\$ 222,000
Library	\$ 91,920
Planning	\$ -
Medical Centre	\$ -
Total	\$1,388,320

Net Increased Capital Dollars Requested	
	2017
Administration	
Economic Development	
Information Services	
Fire	
Building	
Bylaw	
Public Works	
Parks	
Library	
Planning	
Medical Centre	
Total	

Municipal Tax Increase Requested for Operating		
	2017	2018
Administration		1.41%
Economic Development		0.18%
Information Services		0.13%
Fire		0.08%
Building		0.00%
Bylaw		0.08%
Public Works		1.43%
Parks		1.04%
Library		0.15%
Planning		0.24%
Medical Centre		0.00%
Total		4.73%

Municipal Tax Increase Requested for Capital	
	2017
Administration	
Economic Development	
Information Services	
Fire	
Building	
Bylaw	
Public Works	
Parks	
Library	
Planning	
Medical Centre	
Total	

1.00% Clearview Tax Increase (est.) = \$137,091

1% Net Tax Increase (est.) = \$235,602

Property Tax on Average home assessed at \$276,000 (2017 est.) at \$284,667 (estimated)		
	2017	2018
Clearview	\$ 1,532.43	\$ 1,585.08
Policing (OPP)	\$ 286.38	\$ 285.64
County	\$ 812.92	\$ 821.05
Education	\$ 494.04	\$ 489.10
	\$ 3,125.77	\$ 3,180.87

Avg. Property Tax increase on average home assessed at \$284,667 (estimated)	
Clearview	
Policing (OPP)	
County	
Education	

		Net Operating and Net Capital Dollars Requested		
2018			2017	2018
\$ -		Administration	\$ 1,042,148	\$ 1,235,545
\$ -		Economic Development	\$ 252,500	\$ 277,500
\$ 29,500		Information Services	\$ 332,050	\$ 334,950
\$ 136,000		Fire	\$ 1,847,929	\$ 1,868,593
\$ -		Building	\$ -	\$ -
\$ -		Bylaw	\$ 115,550	\$ 125,895
\$ 903,900		Public Works	\$ 5,497,484	\$ 5,692,844
\$ 129,500		Parks	\$ 1,587,890	\$ 1,637,465
\$ 96,920		Library	\$ 921,669	\$ 947,903
\$ -		Planning	\$ 508,600	\$ 541,750
\$ -		Medical Centre	\$ -	\$ -
\$1,295,820		Total	\$12,105,820	\$12,662,445
		Net Operating and Net Capital Increased Dollars Requested		
2018			2017	2018
\$ -		Administration		\$ 193,397
\$ -		Economic Development		\$ 25,000
\$ (15,000)		Information Services		\$ 2,900
\$ 10,000		Fire		\$ 20,664
\$ -		Building		\$ -
\$ -		Bylaw		\$ 10,345
\$ -		Public Works		\$ 195,360
\$ (92,500)		Parks		\$ 49,575
\$ 5,000		Library		\$ 26,234
\$ -		Planning		\$ 33,150
\$ -		Medical Centre		\$ -
-\$92,500		Total		\$556,625
		Plus increase in taxes refunded by assessment change		\$0
		Less property tax base increase from new growth (est.)		-\$85,620
		Total Clearview Tax Increase (est.)		\$471,005
		Municipal Tax Increase Requested for Operating and Capital		
2018			2017	2018
0.00%		Administration		1.41%
0.00%		Economic Development		0.18%
-0.11%		Information Services		0.02%
0.07%		Fire		0.15%
0.00%		Building		0.00%
0.00%		Bylaw		0.08%
0.00%		Public Works		1.43%
-0.67%		Parks		0.36%
0.04%		Library		0.19%
0.00%		Planning		0.24%
0.00%		Medical Centre		0.00%
-0.67%		Total		4.06%
		Plus increase in taxes refunded by assessment change		0.00%
		Less property tax base increase from new growth (est.)		-0.62%
		Total Clearview Tax Increase (est.)		3.44%
d at \$276,000				
2018				
\$ 52.65		Clearview Tax Increase (est.)		3.44%
\$ (0.74)		Policing (OPP) Tax Increase (est.)		-0.26%
\$ 8.13		Simcoe County Tax Increase (est.)		1.00%
\$ (4.94)		Education Tax Increase (est.)		-1.00%
\$ 55.10		Net Tax Increase (est.)		1.76%

2019 General Operating and Capital Budget Summary

Net Operating Budget Dollars Requested

	2018	2019
Administration	\$ 1,235,545	\$ 1,357,284
Economic Development	\$ 277,500	\$ 277,500
Information Services	\$ 305,450	\$ 314,240
Fire	\$ 1,732,593	\$ 1,768,109
Building	\$ -	\$ -
Bylaw	\$ 125,895	\$ 127,421
Public Works	\$ 4,788,944	\$ 4,990,808
Parks	\$ 1,507,965	\$ 1,577,781
Library	\$ 850,983	\$ 908,528
Planning	\$ 541,750	\$ 551,047
Medical Centre	\$ -	\$ -
Total	\$11,366,625	\$11,872,718

Net Increased Operating Dollars Requested

	2018	2019
Administration	\$ -	\$ 121,739
Economic Development	\$ -	\$ -
Information Services	\$ -	\$ 8,790
Fire	\$ -	\$ 35,516
Building	\$ -	\$ -
Bylaw	\$ -	\$ 1,526
Public Works	\$ -	\$ 201,864
Parks	\$ -	\$ 69,816
Library	\$ -	\$ 57,545
Planning	\$ -	\$ 9,297
Medical Centre	\$ -	\$ -
Total	\$ -	\$506,093

Net Capital Budget Dollars Requested

	2018
Administration	\$ -
Economic Development	\$ -
Information Services	\$ 29,500
Fire	\$ 136,000
Building	\$ -
Bylaw	\$ -
Public Works	\$ 903,900
Parks	\$ 129,500
Library	\$ 96,920
Planning	\$ -
Medical Centre	\$ -
Total	\$1,295,820

Net Increased Capital Dollars Requested

	2018
Administration	\$ -
Economic Development	\$ -
Information Services	\$ -
Fire	\$ -
Building	\$ -
Bylaw	\$ -
Public Works	\$ -
Parks	\$ -
Library	\$ -
Planning	\$ -
Medical Centre	\$ -
Total	\$ -

Municipal Tax Increase Requested for Operating

	2018	2019
Administration		0.86%
Economic Development		0.00%
Information Services		0.06%
Fire		0.25%
Building		0.00%
Bylaw		0.01%
Public Works		1.42%
Parks		0.49%
Library		0.40%
Planning		0.07%
Medical Centre		0.00%
Total		3.56%

1.00% Clearview Tax Increase (est.) = \$142,25

Property Tax on Average home assessed at \$284,667 (2018 est.) at \$293,334 (estimated)		
	2018	2019
Clearview	\$ 1,585.08	\$ 1,636.56
Policing (OPP)	\$ 285.64	\$ 285.64
County	\$ 821.05	\$ 829.26
Education	\$ 489.10	\$ 484.21
	\$ 3,180.87	\$ 3,235.67

Municipal Tax Increase Requested for Capital

	2018
Administration	\$ -
Economic Development	\$ -
Information Services	\$ -
Fire	\$ -
Building	\$ -
Bylaw	\$ -
Public Works	\$ -
Parks	\$ -
Library	\$ -
Planning	\$ -
Medical Centre	\$ -
Total	\$ -

1% Net Tax Increase (est.) = \$250,571

Avg. Property Tax increase on average home assessed at \$293,334 (estimated)	
Clearview	\$ -
Policing (OPP)	\$ -
County	\$ -
Education	\$ -

Net Operating and Net Capital Dollars Requested

2019		2018	2019
\$ -	Administration	\$ 1,235,545	\$ 1,357,284
\$ -	Economic Development	\$ 277,500	\$ 277,500
\$ 29,500	Information Services	\$ 334,950	\$ 343,740
\$ 136,000	Fire	\$ 1,868,593	\$ 1,904,109
\$ -	Building	\$ -	\$ -
\$ -	Bylaw	\$ 125,895	\$ 127,421
\$ 945,200	Public Works	\$ 5,692,844	\$ 5,936,008
\$ 134,500	Parks	\$ 1,637,465	\$ 1,712,281
\$ 91,920	Library	\$ 947,903	\$ 1,000,448
\$ -	Planning	\$ 541,750	\$ 551,047
\$ -	Medical Centre	\$ -	\$ -
\$1,337,120	Total	\$12,662,445	\$13,209,838

Net Operating and Net Capital Increased Dollars Requested

2019		2018	2019
\$ -	Administration	\$ -	\$ 121,739
\$ -	Economic Development	\$ -	\$ -
\$ -	Information Services	\$ -	\$ 8,790
\$ -	Fire	\$ -	\$ 35,516
\$ -	Building	\$ -	\$ -
\$ -	Bylaw	\$ -	\$ 1,526
\$ 41,300	Public Works	\$ -	\$ 243,164
\$ 5,000	Parks	\$ -	\$ 74,816
\$ (5,000)	Library	\$ -	\$ 52,545
\$ -	Planning	\$ -	\$ 9,297
\$ -	Medical Centre	\$ -	\$ -
\$41,300	Total		\$547,393

Plus increase in taxes refunded by assessment change

\$0

Less property tax base increase from new growth (est.)

-\$85,620

Total Clearview Tax Increase (est.)**\$461,773****Municipal Tax Increase Requested for Operating and Capital**

2019		2018	2019
0.00%	Administration		0.86%
0.00%	Economic Development		0.00%
0.00%	Information Services		0.06%
0.00%	Fire		0.25%
0.00%	Building		0.00%
0.00%	Bylaw		0.01%
0.29%	Public Works		1.71%
0.04%	Parks		0.53%
-0.04%	Library		0.37%
0.00%	Planning		0.07%
0.00%	Medical Centre		0.00%
0.29%	Total		3.85%
	Plus increase in taxes refunded by assessment change		0.00%
	Less property tax base increase from new growth (est.)		-0.60%
	Total Clearview Tax Increase (est.)		3.25%

sessed at \$284,667

2019		
\$ 51.47	Clearview Tax Increase (est.)	3.25%
\$ 0.00	Policing (OPP) Tax Increase (est.)	0.00%
\$ 8.21	Simcoe County Tax Increase (est.)	1.00%
\$ (4.89)	Education Tax Increase (est.)	-1.00%
\$ 54.80	Net Tax Increase (est.)	1.72%

2018 - 2022 General Operating and Capital Budget Summary

Net Budget Dollars Requested

Tax Supported Department	2017	2018	2019	2020	2021	2022
Administration	1,042,148	1,235,545	1,357,284	1,441,474	1,537,699	1,676,394
Economic Development	252,500	277,500	277,500	277,500	277,500	277,500
Information Services	332,050	334,950	343,740	349,040	354,620	329,800
Fire	1,847,929	1,868,593	1,904,109	1,918,065	1,964,484	2,007,405
Building	0	0	0	0	0	0
Bylaw	115,550	125,895	127,421	129,948	132,356	134,966
Public Works	5,497,484	5,692,844	5,936,008	5,777,604	5,882,452	6,323,262
Parks	1,587,890	1,637,465	1,712,281	1,755,516	1,788,339	1,838,253
Library	921,669	947,903	1,000,448	1,191,547	1,208,160	1,224,621
Planning	508,600	541,750	551,047	568,347	585,747	603,547
Medical Centre	0	0	0	0	0	0
Total	12,105,820	12,662,445	13,209,838	13,409,041	13,731,357	14,415,748

Net Increased Dollars Requested

Tax Supported Department	2017	2018	2019	2020	2021	2022
Administration	40,558	193,397	121,739	84,190	96,225	138,695
Economic Development	139,000	25,000	0	0	0	0
Information Services	41,000	2,900	8,790	5,300	5,580	-24,820
Fire	79,121	20,664	35,516	13,956	46,419	42,921
Building	0	0	0	0	0	0
Bylaw	18,750	10,345	1,526	2,527	2,408	2,610
Public Works	25,294	195,360	243,164	-158,404	104,848	440,810
Parks	285,330	49,575	74,816	43,235	32,823	49,914
Library	85,508	26,234	52,545	191,099	16,613	16,461
Planning	-7,400	33,150	9,297	17,300	17,400	17,800
Medical Centre	0	0	0	0	0	0
Total	707,161	556,625	547,393	199,203	322,316	684,391

2018 - 2022 Estimated Tax Increase - Median Home

Taxation Body	2017	2018	2019	2020	2021	2022
Clearview Tax Increase (est.)	4.41%	3.44%	3.25%	0.78%	1.60%	3.97%
Policing (OPP) Tax Increase (est.)	0.32%	-0.26%	0.00%	0.00%	0.00%	0.00%
Simcoe County Tax Increase (est.)	1.85%	1.00%	1.00%	1.00%	1.00%	1.00%
Education Tax Increase (est.)	-1.58%	-1.00%	-1.00%	-1.00%	-1.00%	-1.00%
Net Tax Increase (est.)	2.36%	1.76%	1.72%	0.50%	0.92%	2.14%
Median Home (Assessed Value)	\$276,000	\$284,667	\$293,334	\$302,000	\$310,666	\$319,332
Taxes on Median Home	\$3,126	\$3,181	\$3,236	\$3,252	\$3,282	\$3,352
% increase		1.76%	1.72%	0.50%	0.92%	2.14%
Estimated Taxes on Median Home						
Clearview Taxes	\$1,532.43	\$1,585.08	\$1,636.55	\$1,649.37	\$1,675.76	\$1,742.25
Policing	\$286.38	\$285.64	\$285.65	\$285.65	\$285.65	\$285.66
Simcoe County	\$812.92	\$821.05	\$829.26	\$837.55	\$845.93	\$854.39
Education	\$494.04	\$489.10	\$484.21	\$479.37	\$474.57	\$469.83
Total	\$3,125.77	\$3,180.87	\$3,235.67	\$3,251.94	\$3,281.91	\$3,352.13
Increase over prior year (estimate)		\$55.10	\$54.80	\$16.27	\$29.98	\$70.21

Note that these estimated increases are based on the median average home value and the average increase in assessed tax value of the median home over the 4 year assessment cycle from 2017 to 2020 as determined by MPAC. The values for the years following are extrapolated. Your actual tax increase depends upon your own home valuation and your own home's increase in value over this period. Some homes will have a lower assessed value and lower taxes and some homes will have a higher assessed value and higher taxes. Some homes assessed value for tax purposes will increase less than the average and some homes will increase more than the average. The amounts given above are estimates only.

Estimated tax increases or decreases shown above are based on historical actuals. Any future looking estimates are just that, estimates. Actuals are not generally known until April or May of the taxation year when the tax rates are calculated and released publicly by the County of Simcoe or the Province of Ontario. The Clearview Tax Increase and the Policing (OPP) Tax Increase are separated here however on the property tax bills and in the property tax bylaw they are combined together as one. The split shown above for these two items is determined on a proportional basis.

2018 Proposed General, Water, and Sewer Operating Projects

Operating Project Expenditures			Sources of Financing									
Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
General Government												
Administration												
1-4-110-540	Council Remuneration	\$ -	\$ -									
1-4-110-760	Celebrate Clearview (formerly Canada 150)	\$ 15,000	\$ 15,000									
1-4-111-202	Cemetery Project	\$ 22,000	\$ -								\$ 22,000	
1-4-111-760	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000									
1-4-114-530	Honeywell Measurement Report	\$ 8,700									\$ 8,700	
1-4-114-530	Triennial Actuarial Study	\$ 5,000	\$ 5,000									
1-4-120-530	Facilities Condition Assessment Report	\$ 20,400		\$ 20,400								
1-4-120-630	Newsletter	\$ 15,000	\$ 15,000									
1-4-191-660	Election	\$ 60,000									\$ 60,000	
General Administration Sub-total		\$ 151,100	\$ 40,000	\$ 20,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,700	\$ -
Economic Development												
1-4-112-530	Stayner Industrial D4 Study	\$ 35,000	\$ 35,000									
1-4-112-650	Community Improvement Plan (CIP)	\$ 74,000	\$ 50,000								\$ 24,000	
1-4-112-650	Beautification	\$ 100,000	\$ 50,000								\$ 50,000	
1-4-112-655	Special Events	\$ 55,000	\$ 55,000									
Economic Development Sub-total		\$ 264,000	\$ 190,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,000	\$ -
Information Services Program Support												
1-4-121-541	Website Redesign (2 year Project)	\$ 60,000									\$ 60,000	
1-4-121-541	Filehold License	\$ 6,000	\$ 6,000									
1-4-121-541	Hosted Server Security (Filehold/Online Pay)	\$ 7,500	\$ 7,500									
Information Services Sub-total		\$ 73,500	\$ 13,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -
Fire & Protective Services												
Fire												
1-4-240-530	New Lowell Station Drawings	\$ 15,000	\$ -								\$ 15,000	
Fire & Protective Services Sub-total		\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -
Public Works												
Admin, Bldg, and Equip												
1-5-080-540	Clearview Public Transit	\$ 172,500	\$ 160,500					\$ 12,000				
1-5-080-530	Roads Needs Study	\$ 35,000		\$ 35,000								
1-5-725-113	Improve Radio System	\$ 11,000	\$ 11,000									
Public Works Sub-total		\$ 218,500	\$ 171,500	\$ 35,000	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Parks and Recreation												
1-4-610-210	Citizen's Award	\$ 5,000									\$ 5,000	
1-4-610-530	Master Plan	\$ 40,000							\$ 22,000		\$ 18,000	
Stayner Arena												
1-4-611-320	Paint Ceiling Beams	\$ 20,000									\$ 20,000	
Parks and Recreation Sub-total		\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ 43,000	\$ -
Library Services												
1-4-660-210	Regional Library Service	\$ 1,000	\$ 1,000									
1-4-660-655	Fundraising Campaign	\$ 15,000									\$ 15,000	
Library Services Sub-total		\$ 16,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -

2018 Proposed General, Water, and Sewer Operating Projects (cont.)

Operating Project Expenditures			Sources of Financing									
Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Planning												
1-4-711-539	Station Park Design Phase 1	\$ 25,000		\$ 25,000								
1-4-711-530	Official Plan Update	\$ 70,000	\$ 7,750						\$ 47,250		\$ 15,000	
	Planning Sub-total	\$ 95,000	\$ 7,750	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 47,250	\$ -	\$ 15,000	\$ -
General Operating Projects Total			\$ 423,750	\$ 80,400	\$ -	\$ -	\$ -	\$ 12,000	\$ 69,250	\$ -	\$ 312,700	\$ -
Water Services												
1-4-420-530	Test Well	\$ 130,000	\$ 130,000									
1-4-421-530	EA Stayner and Nottawa Water	\$ 100,000							\$ 100,000			
1-4-420-541	CityWide Works - Workflow and Asset Software	\$ 34,250	\$ 34,250									
1-4-420-530	Cross connection control by-law	\$ 21,000	\$ 21,000									
	Water Operating Projects Total	\$ 285,250	\$ 185,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Sewer Services												
1-4-408-545	Sludge Haulage	\$ 50,000	\$ 50,000									
1-4-406-530	EA Nottawa Sewer	\$ 50,000							\$ 50,000			
	Sewer Operating Projects Total	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -

2018 Proposed General Capital Projects

Capital Expenditures Investment in Infrastructure			Sources of Financing									
Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
General Government												
Administration												
2-4-120-825	Roof Replacement	\$ 60,000	\$ -								\$ 60,000	
2-4-120-825	Accessibility Improvements	\$ 50,000									\$ 50,000	
General Administration Sub-total			\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ -
Information Services												
2-4-121-840	Computer Replacement	\$ 25,000	\$ 25,000									
2-4-121-840	Printer Replacement	\$ 1,000	\$ 1,000									
2-4-121-840	Other Computer Equipment	\$ 3,500	\$ 3,500									
2-4-121-840	Council Computers	\$ 12,000	\$ -								\$ 12,000	
2-4-121-840	Networking Equipment	\$ 10,000	\$ -								\$ 10,000	
2-4-121-840	Secondary Server	\$ 20,000	\$ -								\$ 20,000	
2-4-121-840	EOC Server	\$ 5,000	\$ -								\$ 5,000	
Information Services Sub-total			\$ 29,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,000	\$ -
Fire and Emergency Services												
Fire Protection Services												
2-4-242-845	Rescue Truck 14	\$ 395,000									\$ 395,000	
2-4-242-845	Utility Truck	\$ 50,000	\$ 50,000									
2-4-242-840	Bunker Gear Replacement	\$ 35,000	\$ 35,000									
2-4-242-840	Equipment	\$ 51,000	\$ 51,000									
Fire and Emergency Sub-total			\$ 531,000	\$ 136,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 395,000	\$ -
Public Works												
Admin, Bldg, and Equip												
2-4-300-845	TR 45 2009 Ford	\$35,000	\$ -								\$ 35,000	
2-4-300-845	GR 3 2005 Volvo Grad	\$325,000	\$ -								\$ 325,000	
2-4-300-845	BH 6 2009 NH Backhoe	\$140,000	\$ -								\$ 140,000	
2-4-300-845	FL 5 2003 Trailer	\$7,500	\$ -								\$ 7,500	
2-4-300-845	TR 44 2009 Ford	\$35,000	\$ -								\$ 35,000	
Bridges												
2-4-300-867	Bridge 434-33	\$ 350,000	\$ -								\$ 350,000	
Road Construction												
2-4-300-926	Fairgrounds	\$158,600	\$ 158,600									
2-4-300-901	McCarthy Rd	\$94,600	\$ 94,600									
2-4-300-906	Concession 2	\$140,000	\$ 140,000									
2-4-300-907	Concession 2	\$32,700	\$ 32,700									
2-4-300-981	Weir Street	\$75,000	\$ 75,000									
2-4-300-903	Poplar Street	\$130,000	\$ 130,000									
2-4-300-978	Caroline Street	\$31,400	\$ 31,400									
2-4-300-930	Elizabeth Street	\$28,000	\$ 28,000									
2-4-300-968	Nelson	\$27,000	\$ 27,000									
2-4-300-949	East Street	\$17,700	\$ 17,700									
2-4-300-935	Cedar Street	\$31,200	\$ 31,200									
2-4-300-950	Concession 12	\$170,200	\$ 170,200									
Sidewalks												
2-4-300-924	Sidewalk Construction	\$ 110,000	\$ -							\$ 110,000		
Public Works Sub-total			\$ 1,938,900	\$ 936,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ 892,500	\$ -

2018 Proposed General Capital Projects (cont.)

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Parks and Recreation												
2-4-610-845	Zero Turn Mower	\$ 15,000	\$ 15,000									
2-4-610-845	Float Trailer	\$ 4,500	\$ 4,500									
2-4-610-840	Asset Signage Program	\$ 20,000	\$ 20,000									
2-4-610-840	Event Infrastructure	\$ 10,000	\$ 10,000									
Stayner Arena												
2-4-611-825	Arena Renovation	\$ 25,000	\$ 25,000									
3-4-611-825	Boards	\$ 100,000	\$ -								\$ 100,000	
	Hall and Other Renovation (Library)	\$ 300,000	\$ -							\$ 300,000		
Stayner Parks												
2-4-626-825	Eco Park Walkway	\$ 10,000	\$ 10,000									
2-4-626-825	Kinsman Park Pavillion	\$ 15,000	\$ -						\$ 15,000			
2-4-626-825	Station Park Redevelopment	\$ 250,000	\$ -							\$ 250,000		
2-4-626-825	Community Garden Infrastructure	\$ 15,000	\$ 15,000									
2-4-626-825	Dog Park	\$ 10,000	\$ 10,000									
Trails												
	Trails Construction	\$ 20,000	\$ 20,000									
Parks and Recreation Sub-total		\$ 794,500	\$ 129,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 550,000	\$ 100,000	\$ -
Library Services												
2-4-661-825	Replace Stayner Branch	\$ 3,815,000	\$ -					\$ 250,000		\$ 365,000		\$ 3,200,000
2-4-661-810	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
2-4-661-810	Stayner Branch Computers	\$ 5,000	\$ -								\$ 5,000	
2-4-661-810	Library Digital Services	\$ 4,866	\$ -	\$ 4,866								
2-4-661-840	Materials	\$ 85,920	\$ 85,920									
Library Services Sub-total		\$ 3,916,786	\$ 90,645	\$ 6,141	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 365,000	\$ 5,000	\$ 3,200,000
General Capital Projects Total		\$ 7,367,686	\$ 1,322,045	\$ 6,141	\$ -	\$ -	\$ -	\$ 250,000	\$ 15,000	\$ 1,025,000	\$ 1,549,500	\$ 3,200,000

2018 Proposed Water and Sewer Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Municipal Wastewater Services												
Admin, Bldg, and Equip												
2-4-406-840	SCADA Comms upgrade	\$ 6,000	\$ 6,000									
Stayner Wastewater												
2-4-408-840	Fence	\$ 10,000	\$ 10,000									
2-4-408-840	SPS #2 paving	\$ 35,000	\$ 35,000									
Creemore Wastewater												
2-4-407-840	DIP TANK PUMP	\$ 500	\$ 500									
2-4-407-840	THICKENER PERMEATE PUMP	\$ 4,000	\$ -								\$ 4,000	
2-4-407-840	THICKENER BACKPULSE PUMP	\$ 5,000	\$ -								\$ 5,000	
2-4-407-840	CHEMICAL PUMP 7 & 8	\$ 7,000	\$ 7,000									
2-4-407-840	AIR DRYER	\$ 3,500	\$ 3,500									
2-4-407-840	BLOWER 6 & 7	\$ 20,000	\$ -								\$ 20,000	
2-4-407-840	RETURN PUMP	\$ 10,000	\$ -								\$ 10,000	
2-4-407-840	TSS PROBES	\$ 4,500	\$ 4,500									
2-4-407-840	DO PROBES	\$ 3,850	\$ 3,850									
2-4-407-840	CHOPPER PUMP	\$ 40,000	\$ -								\$ 40,000	
2-4-407-840	FLOW METER WAS * 2	\$ 6,000	\$ -								\$ 6,000	
2-4-407-840	THICKENER VALVE * 3	\$ 6,000	\$ -								\$ 6,000	
2-4-407-840	ZW-2 SUCTION VALVE	\$ 2,500	\$ -								\$ 2,500	
2-4-407-840	EFFLUENT DISCHARGE VALVE	\$ 2,500	\$ -								\$ 2,500	
2-4-407-840	ZW-2 DISCHARGE FROM P-35-S	\$ 2,500	\$ 2,500									
2-4-407-840	ZW-2 BACKPULSE VALVE * 3	\$ 7,500	\$ 7,500									
2-4-407-840	ZW-2 SUCTION VALVE	\$ 2,500	\$ 2,500									
2-4-407-840	SAMPLER	\$ 3,500	\$ 3,500									
2-4-407-840	WAS PUMP	\$ 5,000	\$ 1,000								\$ 4,000	
2-4-407-840	VACUUM PUMP	\$ 3,500	\$ 3,500									
Municipal Wastewaterworks Subtotal		\$ 190,850	\$ 90,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -
Municipal Waterworks Services												
Admin, Bldg, and Equip												
2-4-420-840	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
2-4-420-840	PW SCADA server upgrade	\$ 7,000	\$ 7,000									
2-4-420-840	Portable Chlorine test kit x2	\$ 1,200	\$ 1,200									
2-4-420-840	Dechlorinating diffuser	\$ 1,100	\$ 1,100									
Stayner Waterworks												
2-4-421-845	Locke Street Birchwood to Jonathon	\$ 360,000	\$ -			\$ 360,000						
2-4-421-845	600mm Transmission main Reservoir to Margaret	\$ 5,675,485	\$ -	\$ 3,224,628		\$ 2,450,857						
2-4-421-845	Cedar St - William to John	\$ 235,000	\$ 135,000								\$ 100,000	
2-4-421-840	Reservoir chlorine analyzer	\$ 5,140	\$ 5,140									
Creemore Waterworks												
2-4-422-845	Mary St. Cty 9 to WWTP Watermain (design)	\$ 102,830	\$ 51,415			\$ 51,415						
Collingwoodlands Waterworks												
	Water meters 1-5 and Raw	\$ 3,524	\$ 3,524									
	Reservoir Level Sensors	\$ 5,500	\$ 5,500									
	HL pumps & motors	\$ 16,300	\$ 16,300									
		\$ -										
Bukcingham Woods												
	Well 3 pump	\$ 6,300	\$ 6,300									
	CABP Water and Sewer Phase 1 (developer Estir	\$ 7,980,000	\$ -			\$ 7,980,000						
Municipal Waterworks Subtotal		\$ 14,413,879	\$ 246,979	\$ 3,224,628	\$ -	\$ 10,842,272	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -

2019 Proposed General, Water, and Sewer Operating Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Gov. Contribs	Developer Contribs	Municipal Act	Other Revenues	DCs	Oth Res Fund Def Rev	Reserves	Debentures
General Government												
Administration												
1-4-111-760	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000									
1-4-114-530	Honeywell Measurement Report	\$ 9,000	\$ 9,000									
1-4-114-530	DC Study Update	\$ 55,000	\$ 5,500						\$ 49,500			
1-4-114-531	Pay Equity Review and Adjust	\$ 30,000	\$ 30,000									
1-4-120-630	Newsletters to Public	\$ 15,000	\$ 15,000									
General Administration Sub-total		\$ 109,000	\$ 59,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,500	\$ -	\$ -	\$ -
Economic Development												
1-4-112-650	Community Improvement Plan	\$ 50,000	\$ 50,000									
1-4-112-650	Clearview Beautification Project	\$ 50,000	\$ 50,000									
Economic Development Sub-total		\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
1-5-080-540	Clearview Transit	\$ 175,950	\$ 163,950					\$ 12,000				
Public Works Sub-total		\$ 175,950	\$ 163,950	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Library Services												
1-4-660-210	Regional Library Service	\$ 1,000	\$ 1,000									
Library Services Sub-total		\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Operating Projects Total		\$ 385,950	\$ 324,450	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 49,500	\$ -	\$ -	\$ -
Water Services												
1-4-420-320	Test Well	\$ 130,000	\$ 130,000									
1-4-420-320	DC Background Study	\$ 20,000	\$ -						\$ 20,000			
1-4-420-320	Water Financial Plan	\$ 25,000	\$ 25,000									
Water Operating Projects Total		\$ 175,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
Sewer Services												
1-4-408-320	DC Background Study	\$ 20,000	\$ -						\$ 20,000			
1-4-408-545	Sludge Haulage	\$ 55,000	\$ 55,000									
Sewer Operating Projects Total		\$ 75,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -

2019 Proposed General Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Gov. Contribs	Developer Contribs	Municipal Act	Other Revenues	DCs	Oth Res Fund Def Rev	Reserves	Debentures
Information Services												
2-4-121-840	Computer Replacement	\$ 25,000	\$ 25,000									
2-4-121-840	Printer Replacement	\$ 1,000	\$ 1,000									
2-4-121-840	Other Computer Equipment	\$ 3,500	\$ 3,500									
2-4-121-840	Replace Main Server	\$ 20,000	\$ -								\$ 20,000	
2-4-121-840	Replace Storage	\$ 20,000	\$ -								\$ 20,000	
2-4-121-840	Fire Main Server	\$ 20,000	\$ -								\$ 20,000	
Information Services Sub-total		\$ 89,500	\$ 29,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -
Fire and Emergency Services												
Fire Protection Services												
2-4-242-840	SCBA/Bottle 10 Year Update	\$ 295,000	\$ -								\$ 295,000	
2-4-242-840	Bunker Gear Replacement	\$ 35,000	\$ 35,000									
2-4-242-840	Equipment	\$ 101,000	\$ 151,000									
Fire and Emergency Sub-total		\$ 431,000	\$ 186,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 295,000	\$ -
Public Works												
Admin, Bldg, and Equip												
2-4-300-845	TR 8 2004 Ford	\$80,000	\$ -								\$ 80,000	
2-4-300-845	TR 6 2006 Stirling	\$240,000	\$ -								\$ 240,000	
2-4-300-845	TR 40 2007 Stirling	\$240,000	\$ -								\$ 240,000	
2-4-300-845	NHDM 2011 NH Disc M	\$14,000	\$ -								\$ 14,000	
Road Construction												
2-4-300-942	Montreal Street	\$70,000	\$ 70,000									
2-4-300-912	Mary Street	\$15,700	\$ 15,700									
2-4-300-919	9/10 Side Road	\$165,000	\$ 165,000									
2-4-300-902	Switzer Street	\$35,000	\$ 35,000									
2-4-300-913	Concession 2	\$35,000	\$ 35,000									
2-4-300-943	County Road # 91	\$190,000	\$ 190,000									
2-4-300-954	3/ 4 S. R. Sunnidale	\$120,000	\$ 120,000									
2-4-300-947	6/7 S.R. Sunnidale	\$139,500	\$ 139,500									
2-4-300-973	Hogback Road	\$175,000	\$ 175,000									
Sidewalks												
2-4-300-924	Sidewalk Construction	\$ 110,000	\$ -	\$ 110,000								
Public Works Sub-total		\$ 1,629,200	\$ 945,200	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 574,000	\$ -
Parks and Recreation												
2-4-610-840		\$ 134,500	\$ 134,500									
Parks and Recreation Sub-total		\$ 134,500	\$ 134,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Services												
2-4-661-810	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
2-4-661-840	Materials	\$ 85,920	\$ 85,920									
Library Services Sub-total		\$ 91,920	\$ 90,645	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Capital Projects Total		\$ 2,376,120	\$ 1,385,845	\$ 111,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 929,000	\$ -

2019 Proposed Water and Sewer Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Municipal Waterworks Services												
Admin, Bldg, and Equip												
2-4-420-840	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
Stayner Waterworks												
2-4-421-845	300mm Margaret St - CR42 to Lawrence (870m)	\$ 870,000	\$ 87,000						\$ 783,000			
2-4-421-845	300 mm Margaret to 26 via Superior and Clarence	\$ 1,240,000	\$ 310,000			\$ 930,000						
2-4-421-845	Centre line water service	\$ 12,000	\$ 12,000									
2-4-421-840	broadband radio replacement 4 locations	\$ 30,246	\$ 30,246									
2-4-421-840	ST well 1 chlorine analyzer	\$ 5,300	\$ 5,300									
Buckingham Woods												
2-4-424-840	replace Well #1 (pending test)	\$ 30,252	\$ 30,252									
2-4-424-840	well pump #1	\$ 6,504	\$ 6,504									
2-4-424-840	broadband radio replacement	\$ 7,563	\$ 7,563									
Municipal Waterworks Subtotal		\$ 2,216,365	\$ 503,365	\$ -	\$ -	\$ 930,000	\$ -	\$ -	\$ 783,000	\$ -	\$ -	\$ -
Municipal Wastewater Services												
Stayner Wastewater												
2-4-408-840	Lagoon Discharge Valve	\$ 2,400	\$ 2,400									
2-4-408-840	Sewage Pumps	\$ 77,800	\$ 77,800									
2-4-408-840	Sewer main from William to Brock	\$ 195,000	\$ -			\$ 195,000						
Creemore Wastewater												
2-4-407-840	COMPUTER 2	\$ 5,000	\$ 5,000									
2-4-407-840	CYCLIC AIR VALVE	\$ 6,000	\$ 6,000									
2-4-407-840	AIR COMPRESSOR #1	\$ 2,000	\$ 2,000									
2-4-407-840	RAS PUMP	\$ 10,000	\$ 10,000									
2-4-407-840	ZW-1 SUCTION VALVE TO P-35-S	\$ 2,500	\$ 2,500									
2-4-407-840	EFFLUENT DISCHARGE VALVE	\$ 2,500	\$ 2,500									
2-4-407-840	ZW-1 DISCHARGE FROM P-35-S	\$ 2,500	\$ 2,500									
2-4-407-840	ZW-1 BACKPULSE SUCTION VALVE	\$ 2,500	\$ 2,500									
2-4-407-840	ZW-1 BACKPULSE VALVE	\$ 2,500	\$ 2,500									
2-4-407-840	ZW-1 BACKPULSE FILL VALVE	\$ 2,500	\$ 2,500									
2-4-407-840	ZW-1 SUCTION VALVE	\$ 2,500	\$ 2,500									
2-4-407-840	WAS PUMP	\$ 5,000	\$ 5,000									
2-4-407-840	VACUUM PUMP	\$ 3,500	\$ 3,500									
2-4-407-840	INFLUENT PUMP #2	\$ 10,000	\$ 10,000									
Municipal Wastewaterworks Subtotal		\$ 334,200	\$ 139,200	\$ -	\$ -	\$ 195,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Proposed General, Water, and Sewer Operating Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Gov. Contribs	Developer Contribs	Municipal Act	Other Revenues	DCs	Oth Res Fund Def Rev	Reserves	Debentures
General Government												
Administration												
1-4-111-760	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000									
1-4-114-530	Honeywell Measurement Report	\$ 9,200	\$ 9,200									
1-4-120-630	Newsletters to Public	\$ 15,000	\$ 15,000									
General Administration Sub-total			\$ 24,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development												
1-4-112-650	Community Improvement Plan	\$ 50,000	\$ 50,000									
1-4-112-650	Clearview Beautification Project	\$ 50,000	\$ 50,000									
Economic Development Sub-total			\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire & Protective Services												
Fire												
1-4-240-530	Fire Master Plan	\$ 50,000	\$ 50,000									
Fire & Protective Services Sub-total			\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
1-5-080-540	Clearview Transit	\$ 179,470	\$ 167,470					\$ 12,000				
Public Works Sub-total			\$ 179,470	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Library Services												
1-4-660-210	Regional Library Service	\$ 1,000	\$ 1,000									
Library Services Sub-total			\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Operating Projects Total			\$ 304,670	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Water Services												
1-4-420-320	EA Creemore Water	\$ 60,000				\$ 60,000						
Water Operating Projects Total			\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Services												
1-4-408-545	Sludge Haulage	\$ 55,000	\$ 55,000									
Sewer Operating Projects Total			\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Proposed General Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Gov. Contribs	Developer Contribs	Municipal Act	Other Revenues	DCs	Oth Res Fund Def Rev	Reserves	Debentures
Information Services												
2-4-121-840	Computer Replacement	\$ 25,000	\$ 25,000									
2-4-121-840	Printer Replacement	\$ 1,000	\$ 1,000									
2-4-121-840	Other Computer Equipment	\$ 3,500	\$ 3,500									
2-4-121-840	Replace Firewall	\$ 4,000	\$ -								\$ 4,000	
2-4-121-840	EOC Server	\$ 10,000	\$ -								\$ 10,000	
Information Services Sub-total		\$ 43,500	\$ 29,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ -
Fire and Emergency Services												
Fire Protection Services												
2-4-242-840	Extrication Equipment Upgrade	\$ 45,000	\$ 45,000									
2-4-242-840	Bunker Gear Replacement	\$ 35,000	\$ 35,000									
2-4-242-840	Equipment	\$ 56,000	\$ 56,000									
Fire and Emergency Sub-total		\$ 136,000	\$ 136,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
2-4-300-845	TR 42 2008 Intern	\$ 240,000	\$ -								\$ 240,000	
2-4-300-845	TR 45 2009 Ford	\$ 35,000	\$ -								\$ 35,000	
2-4-300-845	TR 572014 Ford	\$ 35,000	\$ -								\$ 35,000	
2-4-300-845	BCZ 2008 Bob Cat	\$ 10,000	\$ -								\$ 10,000	
2-4-300-845	BH 5 2005 Backhoe	\$ 140,000	\$ -								\$ 140,000	
Road Construction												
2-4-300-977	Batteaux Road	\$ 172,000	\$ 172,000									
2-4-300-953	6/ 7 S.R. Nottawas	\$ 50,000	\$ 50,000									
2-4-300-914	Centre Line Road	\$ 225,600	\$ 225,600									
2-4-300-906	Concession # 2	\$ 140,000	\$ 140,000									
2-4-300-916	30/31 S.R. Nottawa	\$ 50,000	\$ 50,000									
Sidewalks												
2-4-300-924	Sidewalk Construction	\$ 110,000	\$ 110,000									
Public Works Sub-total		\$ 1,207,600	\$ 747,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000	\$ -
Parks and Recreation												
2-4-610-840		\$ 139,500	\$ 139,500									
Parks and Recreation Sub-total		\$ 139,500	\$ 139,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Services												
2-4-661-810	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
2-4-661-840	Materials	\$ 85,920	\$ 85,920									
Library Services Sub-total		\$ 91,920	\$ 90,645	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Capital Projects Total		\$ 1,618,520	\$ 1,143,245	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 474,000	\$ -

2020 Proposed Water and Sewer Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Municipal Waterworks Services												
Admin, Bldg, and Equip												
2-4-420-840	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
Stayner Waterworks												
2-4-421-845	back-up auto dialers ST 1,2,3	\$ 14,022	\$ 14,022									
Creemore Waterworks												
2-4-422-840	broadband radio replacement 2 locations	\$ 15,580	\$ 15,580									
2-4-422-740	back-up auto dialer	\$ 7,780	\$ 7,780									
New Lowell Waterworks												
2-4-423-840	Chlorine pumps 1 & 2	\$ 9,348	\$ 9,348									
2-4-423-840	chlorine analyzer	\$ 5,453	\$ 5,453									
2-4-423-840	broadband radio replacement	\$ 7,790	\$ 7,790									
2-4-423-840	auto dialer back-up	\$ 4,674	\$ 4,674									
Colling-Woodlands Waterworks												
2-4-426-840	broadband radio replacement	\$ 7,790	\$ 7,790									
Buckingham Woods												
2-4-424-840	Auto Dialer Backup	\$ 4,674	\$ 4,674									
Municipal Waterworks Subtotal		\$ 91,611	\$ 91,611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Municipal Wastewater Services												
Stayner Wastewater												
2-4-408-840	Splitter box headworks up-grade	\$ 31,000	\$ 31,000									
2-4-408-845	Brock Street Sewer	\$ 1,472,000	\$ 490,600						\$ 981,400			
Creemore Wastewater												
2-4-407-840	Dip Tank Monitor * 2	\$ 4,000	\$ 4,000									
2-4-407-840	Diaphragm Pump * 3	\$ 12,000	\$ 12,000									
2-4-407-840	Vacuum Pump	\$ 3,500	\$ 3,500									
2-4-407-840	WAS Pump	\$ 5,000	\$ 5,000									
2-4-407-840	RAS Pump #3	\$ 10,000	\$ 10,000									
2-4-407-840	Blower * 2	\$ 30,000	\$ 30,000									
2-4-407-840	Transfer Pump	\$ 5,000	\$ 5,000									
Municipal Wastewaterworks Subtotal		\$ 1,572,500	\$ 591,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 981,400	\$ -	\$ -	\$ -

2021 Proposed General, Water, and Sewer Operating Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Gov. Contribs	Developer Contribs	Municipal Act	Other Revenues	DCs	Oth Res Fund Def Rev	Reserves	Debentures
General Government												
Administration												
1-4-111-760	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000									
1-4-114-530	Honeywell Measurement Report	\$ 95,000	\$ 9,500									
1-4-114-530	Triennial Actuarial Study (benefits/sick time)	\$ 5,000	\$ 5,000									
1-4-120-630	Newsletters to Public	\$ 15,000	\$ 15,000									
General Administration Sub-total		\$ 115,000	\$ 29,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development												
1-4-112-650	Community Improvement Plan	\$ 50,000	\$ 50,000									
1-4-112-650	Clearview Beautification Project	\$ 50,000	\$ 50,000									
Economic Development Sub-total		\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
1-5-080-540	Clearview Transit	\$ 183,060	\$ 171,060					\$ 12,000				
Public Works Sub-total		\$ 183,060	\$ 171,060	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Library Services												
1-4-660-210	Regional Library Service	\$ 1,000	\$ 1,000									
Library Services Sub-total		\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Operating Projects Total		\$ 399,060	\$ 301,560	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Water Services												
Water Operating Projects Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Services												
1-4-408-545	Sludge Haulage	\$ 55,000	\$ 55,000									
Sewer Operating Projects Total		\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2021 Proposed General Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Information Services												
2-4-121-840	Computer Replacement	\$ 25,000	\$ 25,000									
2-4-121-840	Printer Replacement	\$ 1,000	\$ 1,000									
2-4-121-840	Other Computer Equipment	\$ 3,500	\$ 3,500									
2-4-121-840	Networking Equipment * 3	\$ 30,000	\$ -								\$ 30,000	
2-4-121-840	Replace EOC Server	\$ 20,000	\$ -								\$ 20,000	
Information Services Sub-total		\$ 79,500	\$ 29,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Fire and Emergency Services												
Fire Protection Services												
2-4-242-845	Utility Truck	\$ 50,000	\$ 50,000									
2-4-242-840	Bunker Gear	\$ 40,000	\$ 40,000									
2-4-242-840	Equipment	\$ 51,000	\$ 51,000									
Fire and Emergency Sub-total		\$ 141,000	\$ 141,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
2-4-300-845	TR 46 2010 Ford	\$ 35,000	\$ -								\$ 35,000	
2-4-300-845	TR 47 2010 Ford	\$ 35,000	\$ -								\$ 35,000	
2-4-300-845	TR 48 2011 Freight	\$ 240,000	\$ -								\$ 240,000	
2-4-300-845	TR 55 2001 Interna	\$ 80,000	\$ -								\$ 80,000	
2-4-300-845	TR 60 2016 Dodge	\$ 40,000	\$ -								\$ 40,000	
Road Construction												
2-4-300-914	Centre Line Road	\$ 175,600	\$ 175,600									
2-4-300-916	30/31 S. R. Nottawa	\$ 50,000	\$ 50,000									
2-4-300-916	30/31 S. R. Nottawa	\$ 205,720	\$ 205,720									
2-4-300-955	33/34 S.R. Nottawa	\$ 217,000	\$ 217,000									
2-4-300-902	Switzer Street	\$ 172,000	\$ 172,000									
Sidewalks												
2-4-300-924	Sidewalk Construction	\$ 110,000	\$ 110,000									
Public Works Sub-total		\$ 1,360,320	\$ 930,320	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000	\$ -
Parks and Recreation												
2-4-610-840		\$ 139,500	\$ 139,500									
Parks and Recreation Sub-total		\$ 139,500	\$ 139,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Services												
2-4-661-810	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
2-4-661-840	Materials	\$ 85,920	\$ 85,920									
Library Services Sub-total		\$ 91,920	\$ 90,645	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Capital Projects Total		\$ 1,812,240	\$ 1,330,965	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 480,000	\$ -

2021 Proposed Water and Sewer Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Municipal Waterworks Services												
Admin, Bldg, and Equip												
2-4-420-840	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
Stayner Waterworks												
2-4-421-845	William Street King - Oak Upsizing	\$ 1,112,000	\$ 111,000						\$ 1,001,000			
Creemore Waterworks												
2-4-422-840	Pressure Flow Control Valve	\$ 4,814	\$ 4,814									
New Lowell Waterworks												
2-4-423-840	TNT chlorine pumps 1 and 2	\$ 9,628	\$ 9,628									
2-4-423-840	Jockey pump motor	\$ 1,601	\$ 1,601									
2-4-423-840	pressure tanks 6,7,8,9,10	\$ 8,024	\$ 8,024									
Nottawa Waterworks												
2-4-425-840	Chlorine pumps x 2	\$ 9,628	\$ 9,628									
2-4-425-840	Pressure tanks 1,2,3,4,5,6	\$ 9,628	\$ 9,628									
Buckingham Woods												
2-4-424-840	Chlorine pumps x 2	\$ 9,628	\$ 9,628									
2-4-424-840	Pressure tanks 1,2	\$ 3,209	\$ 3,209									
Municipal Waterworks Subtotal		\$ 1,182,660	\$ 181,660	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,001,000	\$ -	\$ -	\$ -
Municipal Wastewater Services												
Creemore Wastewater												
2-4-407-840	COMPUTER #1	\$ 5,000	\$ 5,000									
2-4-407-840	WAS PUMP	\$ 5,000	\$ 5,000									
2-4-407-840	VACUUM PUMP	\$ 3,500	\$ 3,500									
2-4-407-840	RAS PUMP	\$ 10,000	\$ 10,000									
2-4-407-840	Membrane Cassettes	\$ 135,000	\$ 135,000									
Municipal Wastewaterworks Subtotal		\$ 158,500	\$ 158,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2022 Proposed General, Water, and Sewer Operating Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Gov. Contribs	Developer Contribs	Municipal Act	Other Revenues	DCs	Oth Res Fund Def Rev	Reserves	Debentures	Total
General Government													
Administration													
1-4-111-760	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000										\$ 5,000
1-4-114-530	Honeywell Measurement Report	\$ 9,800	\$ 9,800										\$ 9,800
1-4-120-530	Newsletters to Public	\$ 15,000	\$ 15,000										\$ 15,000
1-4-191-660	Election	\$ 60,000	\$ -								\$ 60,000		\$ 60,000
General Administration Sub-total		\$ 89,800	\$ 29,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	
Economic Development													
1-4-112-650	Community Improvement Plan	\$ 50,000	\$ 50,000										\$ 50,000
1-4-112-650	Clearview Beautification Project	\$ 50,000	\$ 50,000										\$ 50,000
Economic Development Sub-total		\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Public Works													
Admin, Bldg, and Equip													
	Clearview Transit	\$ 186,730	\$ 174,730					\$ 12,000					\$ 186,730
Public Works Sub-total		\$ 186,730	\$ 174,730	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	
Library Services													
1-4-660-210	Regional Library Service	\$ 1,000	\$ 1,000										\$ 1,000
Library Services Sub-total		\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Planning													
1-4-711-530	Stayner Flood Plain Study	\$ 60,000	\$ -		\$ 30,000						\$ 30,000		\$ 60,000
Planning Sub-total		\$ 60,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	
General Operating Projects Total		\$ 437,530	\$ 305,530	\$ -	\$ 30,000	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ 90,000	\$ -	\$ 437,530
Water Services													
Water Operating Projects Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Services													
1-4-408-545	Sludge Haulage	\$ 55,000	\$ 55,000										\$ 55,000
Sewer Operating Projects Total		\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000

2022 Proposed General Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Information Services												
2-4-121-840	Computer Replacement	\$ 25,000	\$ 25,000									
2-4-121-840	Printer Replacement	\$ 1,000	\$ 1,000									
2-4-121-840	Other Computer Equipment	\$ 3,500	\$ 3,500									
2-4-121-840	Council Computers	\$ 15,000	\$ -								\$ 15,000	
2-4-121-840	Networking Equipment	\$ 10,000	\$ -								\$ 10,000	
2-4-121-840	Secondary Server	\$ 20,000	\$ -								\$ 20,000	
2-4-121-840	Virtual Server	\$ 40,000	\$ -								\$ 40,000	
Information Services Sub-total			\$ 29,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ -
Fire and Emergency Services												
Fire Protection Services												
2-4-242-845	Utility Truck	\$ 65,000	\$ 65,000									
2-4-242-840	Bunker Gear Replacement	\$ 40,000	\$ 40,000									
2-4-242-840	Equipment	\$ 51,000	\$ 51,000									
Fire and Emergency Sub-total			\$ 156,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
2-4-300-845	TR 49 2011 Freight	\$ 240,000	\$ -								\$ 240,000	
2-4-300-845	TR 50 2012 Ford	\$ 35,000	\$ -								\$ 35,000	
2-4-300-845	TR 51 2012 Ford	\$ 35,000	\$ -								\$ 35,000	
2-4-300-845	TR 53 2013 Ford	\$ 35,000	\$ -								\$ 35,000	
2-4-300-845	DMOW 2009 NH Mow	\$ 18,000	\$ -								\$ 18,000	
2-4-300-845	FL 3 Trailer	\$ 10,000	\$ -								\$ 10,000	
2-4-300-845	SPZT 2011 Mower	\$ 10,000	\$ -								\$ 10,000	
2-4-300-845	SWP 1 Sweeper	\$ 10,000	\$ -								\$ 10,000	
2-4-300-845	SWP 2 Attach Sweep	\$ 10,000	\$ -								\$ 10,000	
2-4-300-845	Attach Sweep PTO	\$ 8,000	\$ -								\$ 8,000	
		\$ -										
Road Construction												
2-4-300-914	Centre Line Road	\$ 141,500	\$ 141,500									
2-4-300-916	30/31 S. R. Nottawa	\$ 224,850	\$ 224,850									
2-4-300-912	Mary Street	\$ 32,000	\$ 32,000									
2-4-300-911	Concession 6 Sunn	\$ 165,000	\$ 165,000									
2-4-300-954	3/ 4 S.R. Sunnidale	\$ 130,000	\$ 130,000									
Sidewalks												
2-4-300-924	Sidewalk Construction	\$ 110,000	\$ 110,000									
Public Works Sub-total			\$ 803,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 411,000	\$ -
Parks and Recreation												
2-4-610-840		\$ 139,500	\$ 139,500									
Parks and Recreation Sub-total			\$ 139,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Services												
2-4-661-810	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
2-4-661-840	Materials	\$ 85,920	\$ 85,920									
Library Services Sub-total			\$ 91,920	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Capital Projects Total			\$ 1,716,270	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 496,000	\$ -

2022 Proposed Water and Sewer Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Municipal Waterworks Services												
Admin, Bldg, and Equip												
24420840	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
Stayner Waterworks												
2-4-421-845	300mm on Elm from 26 to Locke	\$ 1,050,000	\$ 105,000			\$ 945,000						
2-4-421-840	chlorine pumps x8 (review)	\$ 39,668	\$ 39,668									
2-4-421-840	SCADA PLC up-grade	\$ 99,000	\$ 99,000									
2-4-421-845	Misc Watermains	\$ 7,000,000										\$ 7,000,000
		\$ -										
Creemore Waterworks												
2-4-422-840	chlorine pumps x2	\$ 9,917	\$ 9,917									
New Lowell Waterworks												
2-4-423-840	pressure tanks 1,2,3,4,5,11,12,13,14,15	\$ 16,528	\$ 16,528									
Nottawa Waterworks												
2-4-425-840	lift pump #2 motor	\$ 1,653	\$ 1,653									
Colling-Woodlands Waterworks												
2-4-426-840	PLC SCADA	\$ 33,000	\$ 33,000									
Buckingham Woods												
2-4-424-840	pressure tanks 3,4,5	\$ 4,959	\$ 4,959									
2-4-424-840	water meter 1 & 2	\$ 1,058	\$ 1,058									
2-4-424-840	PLC SCADA	\$ 33,000	\$ 33,000									
Municipal Waterworks Subtotal		\$ 8,303,283	\$ 358,283	\$ -	\$ -	\$ 945,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000
Municipal Wastewater Services												
Creemore Wastewater												
2-4-408-840	WAS PUMP	\$ 5,000	\$ 5,000									
2-4-408-840	VACUUM PUMP	\$ 3,500	\$ 3,500									
2-4-408-840	RAS PUMP	\$ 10,000	\$ 10,000									
2-4-408-840	SAMPLER	\$ 4,000	\$ 4,000									
2-4-408-840	B-85-S CONTROL VALVE	\$ 3,000	\$ 3,000									
2-4-408-840	B-85-S CONTROL VALVE	\$ 3,000	\$ 3,000									
Municipal Wastewaterworks Subtotal		\$ 28,500	\$ 28,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

TOWNSHIP OF CLEARVIEW
CONSOLIDATED OPERATING FINANCIAL REPORT

For Period Ending 30-Jun-2017



Summary and Analysis by Departments

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zall	2016	2016	2017	2017	PROPOSED 2018	2018 - 2017	2018-2017
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	\$ VARIANCE	% VARIANCE
OPERATING							
REVENUE							
GRANTS	-1,256,789.00	-1,238,765.02	-1,213,575.00	-539,061.64	-1,236,225.00	-22,650.00	1.87
USER FEES	-5,937,777.00	-6,147,388.65	-6,070,117.00	-3,852,506.84	-6,359,763.00	-289,646.00	4.77
OTHER INCOME	-933,059.00	-1,157,652.28	-1,103,685.00	-426,139.76	-1,075,373.00	28,312.00	-2.57
TRANSFER FROM RESERVES	-485,489.00	-440,426.33	-593,094.00	-174,753.00	-891,405.00	-298,311.00	50.30
OWN PURPOSE TAX	-13,733,344.00	-13,681,092.88	-14,483,873.00	20,556.20	-14,483,873.00	0.00	0.00
DEVELOPMENT CHARGES	-1,926,266.00	-417,895.09	-2,955,615.00	-401,798.84	-2,955,615.00	0.00	0.00
SURPLUS/DEFICIT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total REVENUE	-24,272,724.00	-23,083,220.25	-26,419,959.00	-5,373,703.88	-27,002,254.00	-582,295.00	2.20
EXPENSE							
SALARIES, WAGES & BENEFITS	5,431,827.00	5,485,315.30	5,590,343.00	2,553,187.68	5,965,252.00	374,909.00	6.71
ADMINISTRATION	3,149,652.00	2,973,156.58	3,325,471.00	1,171,953.72	3,503,980.00	178,509.00	5.37
CONTRACTED SERVICES	3,300,796.00	3,466,553.72	3,556,915.00	1,049,012.64	3,927,910.00	370,995.00	10.43
FACILITY UTILITIES	819,553.00	980,720.94	870,702.00	390,345.30	881,390.00	10,688.00	1.23
FACILITY MAINTENANCE	401,070.00	359,226.97	399,030.00	166,842.66	432,233.00	33,203.00	8.32
INSURANCE	295,660.00	305,861.60	305,650.00	318,271.19	287,889.00	-17,761.00	-5.81
VEHICLES & EQUIPMENT	470,390.00	375,304.98	485,559.00	177,206.24	446,209.00	-39,350.00	-8.10
AMORTIZATION	2.00	1,815,326.00	0.00	0.00	0.00	0.00	0.00
TRANSFER TO RESERVES	3,534,814.00	2,497,845.42	4,799,604.00	0.00	4,927,859.00	128,255.00	2.67
TRANSFER TO CAPITAL	439,880.00	270,915.74	484,420.00	0.00	391,920.00	-92,500.00	-19.10
Total EXPENSE	17,843,644.00	18,530,227.25	19,817,694.00	5,826,819.43	20,764,642.00	946,948.00	4.78
WORKS EXPENSE							
SALARIES, WAGES & BENEFITS	1,438,280.00	1,413,585.58	1,466,998.00	766,752.84	1,485,613.00	18,615.00	1.27
ADMINISTRATION	1,210,500.00	1,142,522.51	1,398,567.00	669,054.52	1,363,350.00	-35,217.00	-2.52
CONTRACTED SERVICES	958,500.00	873,086.77	1,073,000.00	362,944.52	1,108,000.00	35,000.00	3.26
FACILITY UTILITIES	56,000.00	52,508.47	56,000.00	22,556.57	56,000.00	0.00	0.00
FACILITY MAINTENANCE	90,000.00	100,575.69	95,500.00	81,856.17	95,500.00	0.00	0.00
INSURANCE	111,500.00	115,393.66	115,400.00	119,241.47	115,623.00	223.00	0.19
VEHICLES & EQUIPMENT	797,500.00	622,311.18	801,800.00	335,152.46	802,800.00	1,000.00	0.12
AMORTIZATION	0.00	1,240,828.00	0.00	0.00	0.00	0.00	0.00
TRANSFER TO RESERVES	664,900.00	846,590.66	691,100.00	0.00	828,100.00	137,000.00	19.82
TRANSFER TO CAPITAL	1,101,900.00	1,276,934.01	903,900.00	0.00	903,900.00	0.00	0.00
Total WORKS EXPENSE	6,429,080.00	7,684,336.53	6,602,265.00	2,357,558.55	6,758,886.00	156,621.00	2.37
Total OPERATING	0.00	3,131,343.53	0.00	2,810,674.10	521,274.00	521,274.00	0.00

CONSOLIDATED CAPITAL FINANCIAL REPORT

For Period Ending 30-Jun-2017



CLEARVIEW

	2016	2016	2017	2017	PROPOSED 2018	2018 - 2017	2018 - 2017
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	\$ VARIANCE	% VARIANCE
CAPITAL FUND							
REVENUE							
REVENUE							
GRANTS	-3,067,467.00	-108,837.91	-2,102,275.00	0.00	-9,897,435.00	-7,795,160.00	370.80
OTHER	-9,920,805.00	-1,488,343.68	-339,870.00	-50.00	-3,994,749.00	-3,654,879.00	1,075.38
RESERVES	-5,469,028.00	-2,835,307.76	-8,268,095.00	0.00	-5,894,186.00	2,373,909.00	-28.71
OWN PURPOSE TAX	-1,541,780.00	-1,935,913.12	-1,418,320.00	0.00	-1,272,545.00	145,775.00	-10.28
DEBENTURES	0.00	-362,649.00	-3,200,000.00	0.00	-3,200,000.00	0.00	0.00
SURPLUS/DEFICIT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total REVENUE	-19,999,080.00	-6,731,051.47	-15,328,560.00	-50.00	-24,258,915.00	-8,930,355.00	58.26
Total REVENUE	-19,999,080.00	-6,731,051.47	-15,328,560.00	-50.00	-24,258,915.00	-8,930,355.00	58.26
EXPENSE							
EXPENSE							
GENERAL ADMINISTRATION	109,500.00	62,312.76	164,500.00	21,696.15	186,500.00	22,000.00	13.37
FIRE & EMERGENCY PLANNING	713,000.00	743,505.44	456,000.00	538,796.73	531,000.00	75,000.00	16.45
BUILDING INSPECTION	30,000.00	31,662.35	0.00	31,662.35	0.00	0.00	0.00
BY-LAW & CROSSING GUARDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MUNICIPAL WATERWORKS	6,269,010.00	1,142,720.67	7,611,695.00	135,537.95	16,433,879.00	8,822,184.00	115.90
MUNICIPAL SANITARY SEWAGE WORKS	68,700.00	85,360.61	249,100.00	85,434.16	194,850.00	-54,250.00	-21.78
PUBLIC WORKS	12,163,215.00	4,400,982.50	2,187,070.00	943,128.98	1,938,900.00	-248,170.00	-11.35
PARKS & RECREATION	555,000.00	88,265.66	752,000.00	70,579.25	794,500.00	42,500.00	5.65
PUBLIC LIBRARY	90,655.00	62,908.90	3,908,195.00	30,958.34	4,179,286.00	271,091.00	6.94
LAND USE PLANNING & ZONING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREEMORE MEDICAL CENTRE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total EXPENSE	19,999,080.00	6,617,718.89	15,328,560.00	1,857,793.91	24,258,915.00	8,930,355.00	58.26
Total EXPENSE	19,999,080.00	6,617,718.89	15,328,560.00	1,857,793.91	24,258,915.00	8,930,355.00	58.26
Total CAPITAL FUND	0.00	-113,332.58	0.00	1,857,743.91	0.00	0.00	0.00

TOWNSHIP OF CLEARVIEW
TOTAL TOWNSHIP incl requisitions

For Period Ending 30-Jun-2017



CLEARVIEW

Summary and Analysis by Departments

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	2016	2016	2017	2017	PROPOSED 2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUE								
OPERATING REVENUE								
GENERAL ADMIN & TAXATION	-26,925,391.00	-26,810,123.27	-27,539,029.00	-780,660.01	-27,628,929.00	0.00	0.00	-27,467,529.00
FIRE & EMERGENCY SERVICES	-165,324.00	-242,841.77	-171,958.00	-91,272.60	-177,958.00	0.00	0.00	-162,958.00
BUILDING INSPECTION	-427,711.00	-491,434.46	-428,770.00	-784,969.95	-489,770.00	0.00	0.00	-513,990.00
BY-LAW & CROSSING GUARDS	-133,950.00	-137,258.11	-136,450.00	-57,564.10	-136,450.00	0.00	0.00	-144,920.00
MUNICIPAL WATERWORKS	-2,344,942.00	-2,257,327.30	-2,506,230.00	-1,028,630.74	-2,739,620.00	0.00	0.00	-3,075,831.00
MUNICIPAL SEWER	-1,530,106.00	-1,602,553.52	-1,651,753.00	-1,135,502.04	-1,782,888.00	0.00	0.00	-1,810,053.00
PUBLIC WORKS	-1,137,890.00	-1,114,965.37	-1,317,550.00	-665,682.88	-1,289,401.00	0.00	0.00	-1,299,401.00
PARKS & RECREATION	-698,865.00	-942,037.44	-624,315.00	-248,906.33	-698,220.00	0.00	0.00	-599,014.00
LIBRARY	-145,545.00	-121,270.98	-126,190.00	-24,905.99	-121,681.00	0.00	0.00	-106,961.00
PLANNING & ZONING	-2,099,019.00	-700,511.27	-3,173,368.00	-541,921.84	-3,189,465.00	0.00	0.00	-3,173,368.00
CREEMORE MEDICAL CENTRE	-65,210.00	-57,541.28	-71,937.00	-28,483.89	-75,463.00	0.00	0.00	-82,071.00
Total OPERATING REVENUE	-35,673,953.00	-34,477,864.77	-37,747,550.00	-5,368,500.37	-38,329,845.00	0.00	0.00	-38,436,096.00
Total REVENUE	-35,673,953.00	-34,477,864.77	-37,747,550.00	-5,368,500.37	-38,329,845.00	0.00	0.00	-38,436,096.00
EXPENSE								
OPERATING EXPENSE								
GENERAL ADMIN & TAXATION	16,932,872.00	16,939,091.95	17,059,907.00	7,930,547.14	17,335,753.00	0.00	0.00	17,496,846.00
FIRE & EMERGENCY SERVICES	1,934,132.00	2,495,939.51	2,019,887.00	609,728.70	2,046,551.00	0.00	0.00	2,127,442.00
BUILDING INSPECTION	427,711.00	498,261.99	428,770.00	220,558.19	489,770.00	0.00	0.00	513,990.00
BY-LAW & CROSSING GUARDS	230,750.00	230,688.50	252,000.00	108,498.24	262,345.00	0.00	0.00	277,276.00
MUNICIPAL WATERWORKS	2,344,942.00	2,506,010.62	2,506,230.00	711,177.58	2,739,620.00	0.00	0.00	3,075,831.00
MUNICIPAL SEWER	1,530,106.00	2,169,798.52	1,651,753.00	471,284.69	1,782,888.00	0.00	0.00	1,810,053.00
PUBLIC WORKS	181,000.00	238,978.47	212,769.00	86,339.50	223,359.00	0.00	0.00	268,219.00
PARKS & RECREATION	2,001,425.00	2,791,204.70	2,212,205.00	689,251.22	2,335,685.00	0.00	0.00	2,418,864.00
LIBRARY	981,706.00	1,033,749.14	1,047,859.00	370,546.19	1,069,584.00	0.00	0.00	1,140,121.00
PLANNING & ZONING	2,615,019.00	1,006,057.42	3,681,968.00	273,767.14	3,731,215.00	0.00	0.00	3,759,115.00
CREEMORE MEDICAL CENTRE	65,210.00	89,999.28	71,937.00	26,377.86	75,463.00	0.00	0.00	82,071.00
Total OPERATING EXPENSE	29,244,873.00	29,999,780.10	31,145,285.00	11,498,076.45	32,092,233.00	0.00	0.00	32,969,828.00
Total EXPENSE	29,244,873.00	29,999,780.10	31,145,285.00	11,498,076.45	32,092,233.00	0.00	0.00	32,969,828.00
WORKS EXPENSE								
OPERATING EXPENSE								
PUBLIC WORKS	6,429,080.00	7,684,336.53	6,602,265.00	2,357,558.55	6,758,886.00	0.00	0.00	7,031,644.00
Total OPERATING EXPENSE	6,429,080.00	7,684,336.53	6,602,265.00	2,357,558.55	6,758,886.00	0.00	0.00	7,031,644.00
Total WORKS EXPENSE	6,429,080.00	7,684,336.53	6,602,265.00	2,357,558.55	6,758,886.00	0.00	0.00	7,031,644.00
Total OPERATING	0.00	3,206,251.86	0.00	8,487,134.63	521,274.00	0.00	0.00	1,565,376.00

TOWNSHIP OF CLEARVIEW
TOTAL TOWNSHIP incl requisitions

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Summary and Analysis by Departments

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	2016	2016	2017	2017	PROPOSED 2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
CAPITAL FUND								
REVENUE								
CAPITAL REVENUE								
GENERAL ADMIN & TAXATION	-109,500.00	-82,312.76	-164,500.00	0.00	-186,500.00	0.00	0.00	-104,500.00
FIRE & EMERGENCY SERVICES	-713,000.00	-743,505.44	-456,000.00	0.00	-531,000.00	0.00	0.00	-141,000.00
BUILDING INSPECTION	-30,000.00	-31,662.35	0.00	0.00	0.00	0.00	0.00	0.00
BY-LAW & CROSSING GUARDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MUNICIPAL WATERWORKS	-6,269,010.00	-946,134.34	-7,611,695.00	0.00	-16,433,879.00	0.00	0.00	-1,197,102.00
MUNICIPAL SEWER	-68,700.00	-361,441.70	-249,100.00	0.00	-194,850.00	0.00	0.00	-158,500.00
PUBLIC WORKS	-12,163,215.00	-4,434,820.32	-2,187,070.00	-103,795.00	-1,938,900.00	0.00	0.00	-1,360,320.00
PARKS & RECREATION	-555,000.00	-88,265.66	-752,000.00	0.00	-794,500.00	0.00	0.00	0.00
LIBRARY	-90,655.00	-62,908.90	-3,908,195.00	0.00	-4,179,286.00	0.00	0.00	-91,920.00
PLANNING & ZONING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREEMORE MEDICAL CENTRE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CAPITAL REVENUE	-19,999,080.00	-6,731,051.47	-15,328,560.00	-103,795.00	-24,258,915.00	0.00	0.00	-3,053,342.00
Total REVENUE	-19,999,080.00	-6,731,051.47	-15,328,560.00	-103,795.00	-24,258,915.00	0.00	0.00	-3,053,342.00
EXPENSE								
CAPITAL EXPENSE								
GENERAL ADMIN & TAXATION	109,500.00	82,312.76	164,500.00	19,871.49	186,500.00	0.00	0.00	104,500.00
FIRE & EMERGENCY SERVICES	713,000.00	743,505.44	456,000.00	183,869.18	531,000.00	0.00	0.00	141,000.00
BUILDING INSPECTION	30,000.00	31,662.35	0.00	0.00	0.00	0.00	0.00	0.00
BY-LAW & CROSSING GUARDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MUNICIPAL WATERWORKS	6,269,010.00	1,142,720.67	7,611,695.00	597,738.70	16,433,879.00	0.00	0.00	1,197,102.00
MUNICIPAL SEWER	68,700.00	85,360.61	249,100.00	53,365.74	194,850.00	0.00	0.00	158,500.00
PUBLIC WORKS	12,163,215.00	4,400,982.50	2,187,070.00	561,701.19	1,938,900.00	0.00	0.00	1,360,320.00
PARKS & RECREATION	555,000.00	88,265.66	752,000.00	24,998.82	794,500.00	0.00	0.00	0.00
LIBRARY	90,655.00	62,908.90	3,908,195.00	140,065.51	4,179,286.00	0.00	0.00	91,920.00
PLANNING & ZONING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREEMORE MEDICAL CENTRE	0.00	0.00	0.00	-11,620.00	0.00	0.00	0.00	0.00
Total CAPITAL EXPENSE	19,999,080.00	6,617,718.89	15,328,560.00	1,569,990.63	24,258,915.00	0.00	0.00	3,053,342.00
Total EXPENSE	19,999,080.00	6,617,718.89	15,328,560.00	1,569,990.63	24,258,915.00	0.00	0.00	3,053,342.00
Total CAPITAL FUND	0.00	-113,332.58	0.00	1,466,195.63	0.00	0.00	0.00	0.00

TOWNSHIP OF CLEARVIEW

TOTAL TOWNSHIP INCL REQUISITIONS

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CLEARVIEW

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ball1	2017	2017	PROPOSED 2018	PROPOSED 2019	2018 - 2019 \$	(2018-2019)/2018%
	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET VARIANCE	BUDGET VARIANCE
OPERATING						
REVENUE						
OPERATING REVENUE						
GENERAL ADMIN & TAXATION	-27,539,029.00	-780,660.01	-27,628,929.00	-27,516,529.00	112,400.00	-0.41
FIRE & EMERGENCY SERVICES	-171,958.00	-91,272.60	-177,958.00	-162,958.00	15,000.00	-8.43
BUILDING INSPECTION	-428,770.00	-764,969.95	-489,770.00	-497,670.00	-7,900.00	1.61
BY-LAW & CROSSING GUARDS	-136,450.00	-57,564.10	-136,450.00	-139,190.00	-2,740.00	2.01
MUNICIPAL WATERWORKS	-2,506,230.00	-1,028,630.74	-2,739,620.00	-2,778,781.00	-39,161.00	1.43
MUNICIPAL SEWER	-1,651,753.00	-1,135,502.04	-1,782,888.00	-1,823,006.00	-40,118.00	2.25
PUBLIC WORKS	-1,317,550.00	-665,682.88	-1,289,401.00	-1,303,401.00	-14,000.00	1.09
PARKS & RECREATION	-624,315.00	-248,906.33	-698,220.00	-598,465.00	99,755.00	-14.29
LIBRARY	-126,190.00	-24,905.99	-121,681.00	-106,721.00	14,960.00	-12.29
PLANNING & ZONING	-3,173,368.00	-541,921.84	-3,189,465.00	-3,173,368.00	16,097.00	-0.50
CREEMORE MEDICAL CENTRE	-71,937.00	-28,483.89	-75,463.00	-77,601.00	-2,138.00	2.83
Total OPERATING REVENUE	-37,747,550.00	-5,368,500.37	-38,329,845.00	-38,177,690.00	152,155.00	-0.40
Total REVENUE	-37,747,550.00	-5,368,500.37	-38,329,845.00	-38,177,690.00	152,155.00	-0.40
EXPENSE						
OPERATING EXPENSE						
GENERAL ADMIN & TAXATION	17,059,907.00	7,930,547.14	17,335,753.00	17,379,102.00	43,349.00	0.25
FIRE & EMERGENCY SERVICES	2,019,887.00	609,728.70	2,046,551.00	2,067,067.00	20,516.00	1.00
BUILDING INSPECTION	428,770.00	220,558.19	489,770.00	497,670.00	7,900.00	1.61
BY-LAW & CROSSING GUARDS	252,000.00	108,498.24	262,345.00	266,611.00	4,266.00	1.63
MUNICIPAL WATERWORKS	2,506,230.00	711,177.58	2,739,620.00	2,778,781.00	39,161.00	1.43
MUNICIPAL SEWER	1,651,753.00	471,284.69	1,782,888.00	1,823,006.00	40,118.00	2.25
PUBLIC WORKS	212,769.00	86,339.50	223,359.00	226,980.00	3,621.00	1.62
PARKS & RECREATION	2,212,205.00	689,251.22	2,335,685.00	2,310,746.00	-24,939.00	-1.07
LIBRARY	1,047,859.00	370,546.19	1,069,584.00	1,107,169.00	37,585.00	3.51
PLANNING & ZONING	3,681,968.00	273,767.14	3,731,215.00	3,724,415.00	-6,800.00	-0.18
CREEMORE MEDICAL CENTRE	71,937.00	26,377.86	75,463.00	77,601.00	2,138.00	2.83
Total OPERATING EXPENSE	31,145,285.00	11,498,076.45	32,092,233.00	32,259,148.00	166,915.00	0.52
Total EXPENSE	31,145,285.00	11,498,076.45	32,092,233.00	32,259,148.00	166,915.00	0.52
WORKS EXPENSE						
OPERATING EXPENSE						
PUBLIC WORKS	6,602,265.00	2,357,558.55	6,758,886.00	6,875,429.00	116,543.00	1.72
Total OPERATING EXPENSE	6,602,265.00	2,357,558.55	6,758,886.00	6,875,429.00	116,543.00	1.72
Total WORKS EXPENSE	6,602,265.00	2,357,558.55	6,758,886.00	6,875,429.00	116,543.00	1.72
Total OPERATING	0.00	8,487,134.63	521,274.00	956,887.00	435,613.00	83.57

TOWNSHIP OF CLEARVIEW
TOTAL TOWNSHIP INCL REQUISITIONS

For Period Ending 30-Jun-2017



Summary and Analysis by Departments

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ball1	2017	2017	PROPOSED 2018	PROPOSED 2019	2018 - 2019 \$	(2018-2019)/2018%
	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET VARIANCE	BUDGET VARIANCE
CAPITAL FUND						
REVENUE						
CAPITAL REVENUE						
GENERAL ADMIN & TAXATION	-164,500.00	0.00	-186,500.00	-89,500.00	97,000.00	-52.01
FIRE & EMERGENCY SERVICES	-456,000.00	0.00	-531,000.00	-431,000.00	100,000.00	-18.83
BUILDING INSPECTION	0.00	0.00	0.00	0.00	0.00	0.00
BY-LAW & CROSSING GUARDS	0.00	0.00	0.00	0.00	0.00	0.00
MUNICIPAL WATERWORKS	-7,611,695.00	0.00	-16,433,879.00	-3,244,668.00	13,189,211.00	-80.26
MUNICIPAL SEWER	-249,100.00	0.00	-194,850.00	-334,200.00	-139,350.00	71.52
PUBLIC WORKS	-2,187,070.00	-103,795.00	-1,938,900.00	-1,629,200.00	309,700.00	-15.97
PARKS & RECREATION	-752,000.00	0.00	-794,500.00	-379,500.00	415,000.00	-52.23
LIBRARY	-3,908,195.00	0.00	-4,179,286.00	-91,920.00	4,087,366.00	-97.80
PLANNING & ZONING	0.00	0.00	0.00	0.00	0.00	0.00
CREEMORE MEDICAL CENTRE	0.00	0.00	0.00	0.00	0.00	0.00
Total CAPITAL REVENUE	-15,328,560.00	-103,795.00	-24,258,915.00	-6,199,988.00	18,058,927.00	-74.44
Total REVENUE	-15,328,560.00	-103,795.00	-24,258,915.00	-6,199,988.00	18,058,927.00	-74.44
EXPENSE						
CAPITAL EXPENSE						
GENERAL ADMIN & TAXATION	164,500.00	19,871.49	186,500.00	89,500.00	-97,000.00	-52.01
FIRE & EMERGENCY SERVICES	456,000.00	183,869.18	531,000.00	431,000.00	-100,000.00	-18.83
BUILDING INSPECTION	0.00	0.00	0.00	0.00	0.00	0.00
BY-LAW & CROSSING GUARDS	0.00	0.00	0.00	0.00	0.00	0.00
MUNICIPAL WATERWORKS	7,611,695.00	597,738.70	16,433,879.00	3,244,668.00	-13,189,211.00	-80.26
MUNICIPAL SEWER	249,100.00	53,365.74	194,850.00	334,200.00	139,350.00	71.52
PUBLIC WORKS	2,187,070.00	561,701.19	1,938,900.00	1,629,200.00	-309,700.00	-15.97
PARKS & RECREATION	752,000.00	24,998.82	794,500.00	379,500.00	-415,000.00	-52.23
LIBRARY	3,908,195.00	140,065.51	4,179,286.00	91,920.00	-4,087,366.00	-97.80
PLANNING & ZONING	0.00	0.00	0.00	0.00	0.00	0.00
CREEMORE MEDICAL CENTRE	0.00	-11,620.00	0.00	0.00	0.00	0.00
Total CAPITAL EXPENSE	15,328,560.00	1,569,990.63	24,258,915.00	6,199,988.00	-18,058,927.00	-74.44
Total EXPENSE	15,328,560.00	1,569,990.63	24,258,915.00	6,199,988.00	-18,058,927.00	-74.44
Total CAPITAL FUND	0.00	1,466,195.63	0.00	0.00	0.00	0.00

TOWNSHIP OF CLEARVIEW
TOTAL TOWNSHIP INCL REQUISITIONS

For Period Ending 30-Jun-2017



Summary and Analysis by Departments

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5ya1	2016	2017	PROPOSED 2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022
	BUDGET	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET
OPERATING							
REVENUE							
OPERATING REVENUE							
GENERAL ADMIN & TAXATION	-26,925,391.00	-27,539,029.00	-27,628,929.00	-27,516,529.00	-27,467,229.00	-27,467,529.00	-27,488,768.00
FIRE & EMERGENCY SERVICES	-165,324.00	-171,958.00	-177,958.00	-162,958.00	-171,958.00	-162,958.00	-162,958.00
BUILDING INSPECTION	-427,711.00	-428,770.00	-489,770.00	-497,670.00	-505,750.00	-513,990.00	-522,390.00
BY-LAW & CROSSING GUARDS	-133,950.00	-136,450.00	-136,450.00	-139,190.00	-142,030.00	-144,920.00	-147,860.00
MUNICIPAL WATERWORKS	-2,344,942.00	-2,506,230.00	-2,739,620.00	-2,778,781.00	-2,924,101.00	-3,075,831.00	-3,234,281.00
MUNICIPAL SEWER	-1,530,106.00	-1,651,753.00	-1,782,888.00	-1,823,006.00	-1,917,206.00	-1,810,053.00	-1,912,953.00
PUBLIC WORKS	-1,137,890.00	-1,317,550.00	-1,289,401.00	-1,303,401.00	-1,299,401.00	-1,299,401.00	-1,299,401.00
PARKS & RECREATION	-698,865.00	-624,315.00	-698,220.00	-598,465.00	-598,514.00	-599,014.00	-599,514.00
LIBRARY	-145,545.00	-126,190.00	-121,681.00	-106,721.00	-106,921.00	-106,961.00	-107,001.00
PLANNING & ZONING	-2,099,019.00	-3,173,368.00	-3,189,465.00	-3,173,368.00	-3,173,368.00	-3,173,368.00	-3,173,368.00
CREEMORE MEDICAL CENTRE	-65,210.00	-71,937.00	-75,463.00	-77,601.00	-79,803.00	-82,071.00	-84,407.00
Total OPERATING REVENUE	-35,673,953.00	-37,747,550.00	-38,329,845.00	-38,177,690.00	-38,386,281.00	-38,436,096.00	-38,732,901.00
Total REVENUE	-35,673,953.00	-37,747,550.00	-38,329,845.00	-38,177,690.00	-38,386,281.00	-38,436,096.00	-38,732,901.00
EXPENSE							
OPERATING EXPENSE							
GENERAL ADMIN & TAXATION	16,932,872.00	17,059,907.00	17,335,753.00	17,379,102.00	17,394,512.00	17,496,846.00	17,662,690.00
FIRE & EMERGENCY SERVICES	1,934,132.00	2,019,887.00	2,046,551.00	2,067,067.00	2,095,023.00	2,127,442.00	2,170,363.00
BUILDING INSPECTION	427,711.00	428,770.00	489,770.00	497,670.00	505,750.00	513,990.00	522,390.00
BY-LAW & CROSSING GUARDS	230,750.00	252,000.00	262,345.00	266,611.00	271,978.00	277,276.00	282,826.00
MUNICIPAL WATERWORKS	2,344,942.00	2,506,230.00	2,739,620.00	2,778,781.00	2,924,101.00	3,075,831.00	3,234,281.00
MUNICIPAL SEWER	1,530,106.00	1,651,753.00	1,782,888.00	1,823,006.00	1,917,206.00	1,810,053.00	1,912,953.00
PUBLIC WORKS	181,000.00	212,769.00	223,359.00	226,980.00	263,759.00	268,219.00	272,759.00
PARKS & RECREATION	2,001,425.00	2,212,205.00	2,335,685.00	2,310,746.00	2,385,541.00	2,418,864.00	2,469,278.00
LIBRARY	981,706.00	1,047,859.00	1,069,584.00	1,107,169.00	1,123,468.00	1,140,121.00	1,156,622.00
PLANNING & ZONING	2,615,019.00	3,681,968.00	3,731,215.00	3,724,415.00	3,741,715.00	3,759,115.00	3,776,915.00
CREEMORE MEDICAL CENTRE	65,210.00	71,937.00	75,463.00	77,601.00	79,803.00	82,071.00	84,407.00
Total OPERATING EXPENSE	29,244,873.00	31,145,285.00	32,092,233.00	32,259,148.00	32,702,856.00	32,969,828.00	33,545,484.00
Total EXPENSE	29,244,873.00	31,145,285.00	32,092,233.00	32,259,148.00	32,702,856.00	32,969,828.00	33,545,484.00
WORKS EXPENSE							
OPERATING EXPENSE							
PUBLIC WORKS	6,429,080.00	6,602,265.00	6,758,886.00	6,875,429.00	6,931,936.00	7,031,644.00	7,133,261.00
Total OPERATING EXPENSE	6,429,080.00	6,602,265.00	6,758,886.00	6,875,429.00	6,931,936.00	7,031,644.00	7,133,261.00
Total WORKS EXPENSE	6,429,080.00	6,602,265.00	6,758,886.00	6,875,429.00	6,931,936.00	7,031,644.00	7,133,261.00
Total OPERATING	0.00	0.00	521,274.00	956,887.00	1,248,511.00	1,565,376.00	1,945,844.00

TOWNSHIP OF CLEARVIEW
TOTAL TOWNSHIP INCL REQUISITIONS

For Period Ending 30-Jun-2017



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5ya1	2016	2017	PROPOSED 2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022
	BUDGET	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET
CAPITAL FUND							
REVENUE							
CAPITAL REVENUE							
GENERAL ADMIN & TAXATION	-109,500.00	-164,500.00	-186,500.00	-89,500.00	-68,500.00	-104,500.00	-254,000.00
FIRE & EMERGENCY SERVICES	-713,000.00	-456,000.00	-531,000.00	-431,000.00	-136,000.00	-141,000.00	-156,000.00
BUILDING INSPECTION	-30,000.00	0.00	0.00	0.00	0.00	0.00	0.00
BY-LAW & CROSSING GUARDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MUNICIPAL WATERWORKS	-6,269,010.00	-7,611,695.00	-16,433,879.00	-3,244,668.00	-109,528.00	-1,197,102.00	-8,303,283.00
MUNICIPAL SEWER	-68,700.00	-249,100.00	-194,850.00	-334,200.00	-1,572,500.00	-158,500.00	-28,500.00
PUBLIC WORKS	-12,163,215.00	-2,187,070.00	-1,938,900.00	-1,629,200.00	-1,507,600.00	-1,360,320.00	-1,214,350.00
PARKS & RECREATION	-555,000.00	-752,000.00	-794,500.00	-379,500.00	0.00	0.00	0.00
LIBRARY	-90,655.00	-3,908,195.00	-4,179,286.00	-91,920.00	-91,920.00	-91,920.00	-91,920.00
PLANNING & ZONING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREEMORE MEDICAL CENTRE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CAPITAL REVENUE	-19,999,080.00	-15,328,560.00	-24,258,915.00	-6,199,988.00	-3,486,048.00	-3,053,342.00	-10,048,053.00
Total REVENUE	-19,999,080.00	-15,328,560.00	-24,258,915.00	-6,199,988.00	-3,486,048.00	-3,053,342.00	-10,048,053.00
EXPENSE							
CAPITAL EXPENSE							
GENERAL ADMIN & TAXATION	109,500.00	164,500.00	186,500.00	89,500.00	68,500.00	104,500.00	254,000.00
FIRE & EMERGENCY SERVICES	713,000.00	456,000.00	531,000.00	431,000.00	136,000.00	141,000.00	156,000.00
BUILDING INSPECTION	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00
BY-LAW & CROSSING GUARDS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MUNICIPAL WATERWORKS	6,269,010.00	7,611,695.00	16,433,879.00	3,244,668.00	109,528.00	1,197,102.00	8,303,283.00
MUNICIPAL SEWER	68,700.00	249,100.00	194,850.00	334,200.00	1,572,500.00	158,500.00	28,500.00
PUBLIC WORKS	12,163,215.00	2,187,070.00	1,938,900.00	1,629,200.00	1,507,600.00	1,360,320.00	1,214,350.00
PARKS & RECREATION	555,000.00	752,000.00	794,500.00	379,500.00	0.00	0.00	0.00
LIBRARY	90,655.00	3,908,195.00	4,179,286.00	91,920.00	91,920.00	91,920.00	91,920.00
PLANNING & ZONING	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CREEMORE MEDICAL CENTRE	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total CAPITAL EXPENSE	19,999,080.00	15,328,560.00	24,258,915.00	6,199,988.00	3,486,048.00	3,053,342.00	10,048,053.00
Total EXPENSE	19,999,080.00	15,328,560.00	24,258,915.00	6,199,988.00	3,486,048.00	3,053,342.00	10,048,053.00
Total CAPITAL FUND	0.00	0.00	0.00	0.00	0.00	0.00	0.00

General Administration including Council

The General Administration Department is responsible for the implementation and management of new and existing government policies and programs under the direction of the elected Clearview Council.

This broadly defined department includes many individual departments in the budget framework including; Council, the CAO's office, the Clerk's Department, the Finance Department, Human Resources, Information Services, Economic Development, policing services and the management of properties and buildings not assigned to another department. Several of these are broken out separately for budget purposes specifically; Council and Clerk's Department, Economic Development, Information Services and Policing Services.



Clearview Administration Centre in Stayner

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2018 General Administration Projects

Operating Project Expenditures			Sources of Financing									
Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
General Government												
Administration												
1-4-110-540	Council Remuneration	\$ -	\$ -									
1-4-110-760	Celebrate Clearview (formerly Canada 150)	\$ 15,000	\$ 15,000									
1-4-111-202	Cemetery Project	\$ 22,000	\$ -								\$ 22,000	
1-4-111-760	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000									
1-4-114-530	Honeywell Measurement Report	\$ 8,700									\$ 8,700	
1-4-114-530	Triennial Actuarial Study	\$ 5,000	\$ 5,000									
1-4-120-530	Facilities Condition Assessment Report	\$ 20,400		\$ 20,400								
1-4-120-630	Newsletter	\$ 15,000	\$ 15,000									
1-4-191-660	Election	\$ 60,000									\$ 60,000	
General Administration Sub-total		\$ 151,100	\$ 40,000	\$ 20,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,700	\$ -
General Government												
Administration												
2-4-120-825	Roof Replacement	\$ 60,000	\$ -								\$ 60,000	
2-4-120-825	Accessibility Improvements	\$ 50,000									\$ 50,000	
General Administration Sub-total		\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ -

2019 General Administration Projects

General Government												
Administration												
	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000									
	Honeywell Measurement Report	\$ 9,000	\$ 9,000									
	DC Study Update	\$ 55,000	\$ 5,500						\$ 49,500			
	Pay Equity Review and Adjust	\$ 30,000	\$ 30,000									
	Newsletters to Public	\$ 15,000	\$ 15,000									
General Administration Sub-total		\$ 109,000	\$ 59,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,500	\$ -	\$ -	\$ -

2020 General Administration Projects

General Government												
Administration												
	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000									
	Honeywell Measurement Report	\$ 9,200	\$ 9,200									
	Newsletters to Public	\$ 15,000	\$ 15,000									
General Administration Sub-total		\$ 24,200	\$ 24,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2021 General Administration Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
General Government												
Administration												
	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000									
	Honeywell Measurement Report	\$ 95,000	\$ 9,500									
	Triennial Actuarial Study (benefits/sick time)	\$ 5,000	\$ 5,000									
	Newsletters to Public	\$ 15,000	\$ 15,000									
	General Administration Sub-total	\$ 115,000	\$ 29,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2022 General Administration Projects

General Government												
Administration												
	Purchase Records Mgt. shelving	\$ 5,000	\$ 5,000									
	Honeywell Measurement Report	\$ 9,800	\$ 9,800									
	Newsletters to Public	\$ 15,000	\$ 15,000									
	Election	\$ 60,000	\$ -								\$ 60,000	
	General Administration Sub-total	\$ 89,800	\$ 29,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -

Council and Clerk's Department

This department provides governance and support for the governance of the municipality. This includes overseeing the management of the municipality's records and coordinating meetings of Council and administering the municipality's elections. The Clerk's Department also manages Freedom of Information requests, municipal By-law enforcement, the two municipally managed cemeteries, lottery licencing and wildlife damage claims, among others.

Some of the Committees and Municipal Service Boards of Council are:

- Accessibility Advisory Committee
- Avening Community Centre Hall Service Board
- Brentwood Community Hall Board
- Clearview Committee of Adjustment
- Clearview Public Library Board
- CPAC (Police)
- Creemore BIA
- Creemore Log Cabin Service Board
- Dunedin Community Centre Service Board
- Lavender Cemetery Board
- Nottawa Memorial Hall Service Board
- Nottawasaga Community Hall Service Board
- Station on the Green Management Board
- Sunnidale Community Hall Service Board

The financial information for Clearview's Committees and Municipal Service Boards are included in Clearview's budget and consolidated audited financial statements.

Visit the Clerk's Department website at <http://clearviewclerk.ca/> where you can search By-laws, find out about Council meetings, find where your ancestors are buried and more.



Clerks Department



Clearview Administration Centre

Alcohol and Gaming

For more information regarding regulations for items such as liquor licences and lottery licences or for general information, please click on the following

Service Ontario

For more information regarding licence renewals, marriage certificate registrations, please click on the following

Clearview Grants

Council has not increased the budgeted amount of funding for grants to eligible community organizations from \$23,000 (2016) to \$23,000 (2017). These organizations provide valuable cultural and social contributions to Clearview. With the grants from Clearview they will be able to continue their good works and help build the community of Clearview for all residents. Applications for the 2017 round of funding have been approved. Applications for 2018 grants are available in the Clerk's office.

Clearview Community Assistance Grants for 2017

Name of Organization	Amount of Grant
Big Brothers Big Sisters of Georgian Triangle	\$1,000
Breaking Down Barriers	\$500
Brentwood Horticultural Society	\$600
Clearview Community Theatre	\$2,000
Clearview Stayner Food Bank	\$2,000
Creemore Cats	\$250
Creemore Horticultural Society	\$600
Crime Stoppers of Simcoe, Dufferin, Muskoka	\$500
CyberGnomes Team 2013	\$1,000
Dunedin Literary Festival	\$500
Duntroon Stayner Road Race	\$500
Elephant Thoughts Educational Outreach	\$250
Georgian Triangle Anglers Association	\$250
Georgian Triangle Residential Resource	\$1,500
Georgian Triangle Humane Society	\$3,000
Highlands Youth for Christ/The Door	\$1,000
Home Horizon Transitional Support Program	\$1,500
Hospice Georgian Triangle Foundation	\$2,000
Magic of Children in the Arts	\$600
Manito Shrine Club	\$500
My Friend's House-Collingwood Crisis Centre	\$1,000
Rent-a-Youth (aka Ray's Place)	\$500
Royal Canadian Legion #397-Canada Day	\$750
Silver Shoe Historical Society	\$750
South Simcoe 4-H Association	\$250
Stayner Chamber of Commerce	\$500
Stayner Collegiate – Vimy	\$1,000
Stayner Heritage Society	\$300
Stayner Horticultural Society	\$600
Total	\$25,700

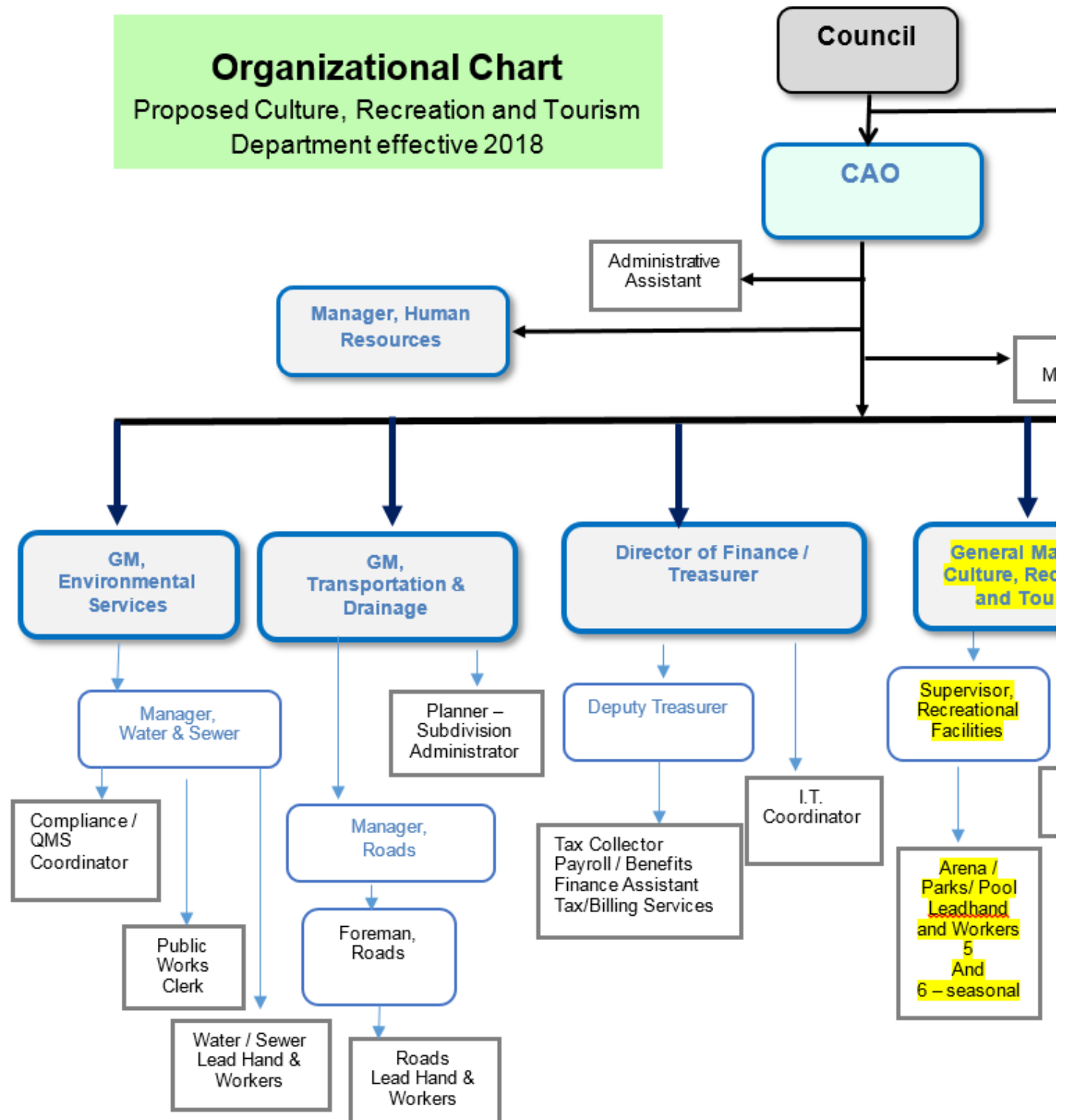
Clearview provided an annual grant of \$25,000 to the Collingwood Airport which is owned and operated by the Town of Collingwood. The grant was first approved by Council on March 5, 2002 for a period of two years. It was renewed on June 27, 2005 in conjunction with the establishment of a joint municipal Regional Airport Service Agreement approved by By-law 05-80. This grant was cancelled in October 2017 for the 2018 budget year.

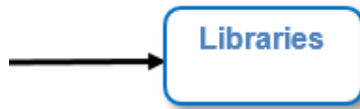
Clearview provided an annual grant for the four year period of 2011 to 2014 to the Collingwood General and Marine Hospital Foundation ("The Foundation"). The Foundation's mission is to raise funds in support of the Collingwood General and Marine Hospital for equipment, furnishings, facilities and programs / services that are not funded by the Ministry of Health & Long Term Care. The Foundation funds capital equipment (over \$1,000) and facility renovations at the hospital. The Foundation also funds some specialty programs and services not covered by the government. The Foundation cannot (according to its by-laws) fund operational costs for the Hospital. The Foundation states that it is the only dependable source of capital funding for the hospital.

In 2011 Council approved the granting of \$1.25 per household as an annual grant for the four years starting in 2011. The grant amounts for the four years were; \$7,613.75 (2011), \$7,641.25 (2012), \$7,675 (2013), and \$7,703.75 (2014). In 2015 Council approved the extension of the grant until 2018. The grant for 2016 was \$7,758.75.

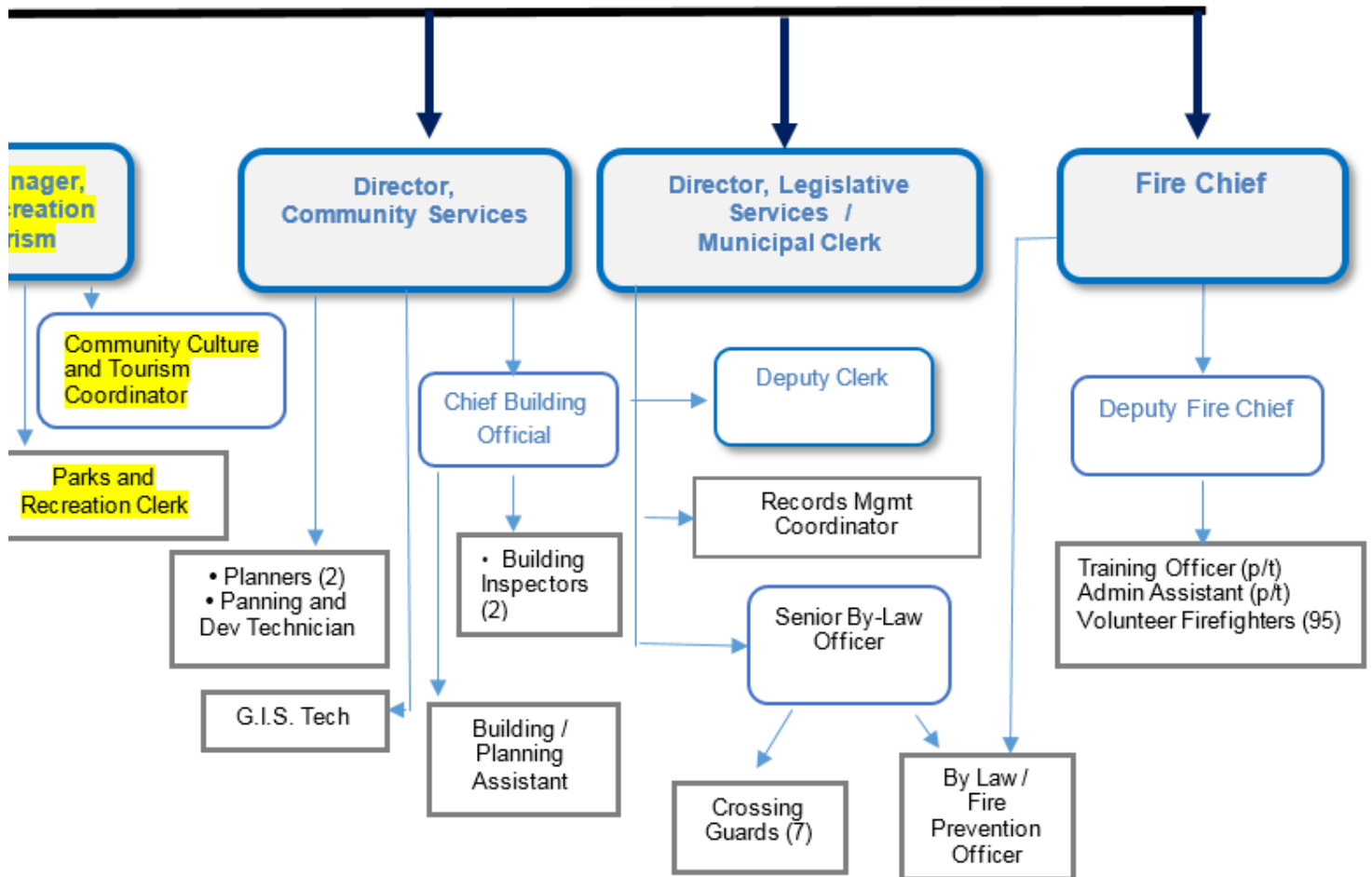
In 2016 Council approved a new funding formula of \$25,000 in 2017 which would increase by \$50,000 each year until it reaches \$300,000 resulting in a total accumulating contribution in reserve of \$3.6 million over 15 years. The funds will be held in a reserve at Clearview until a future date that Council determines to transfer the funds to the hospital. In 2017 this grant was changed to a \$25,000 increase in 2018 with subsequent increases of \$50,000 as previously described.

Organizational Chart





Communications /
Marketing Coordinator



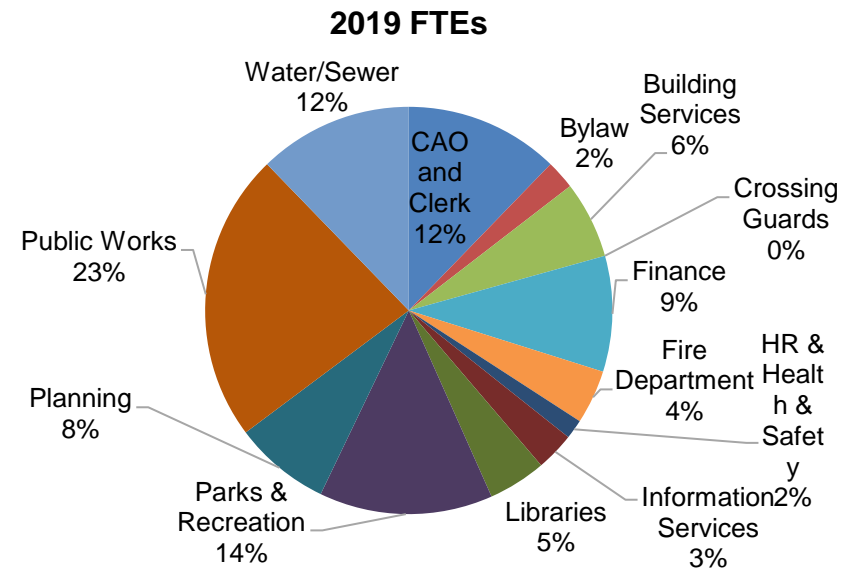
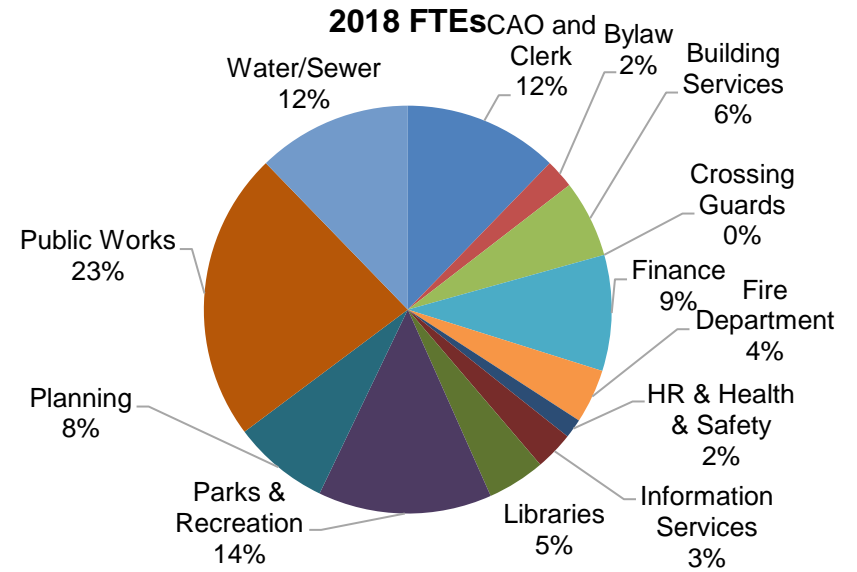
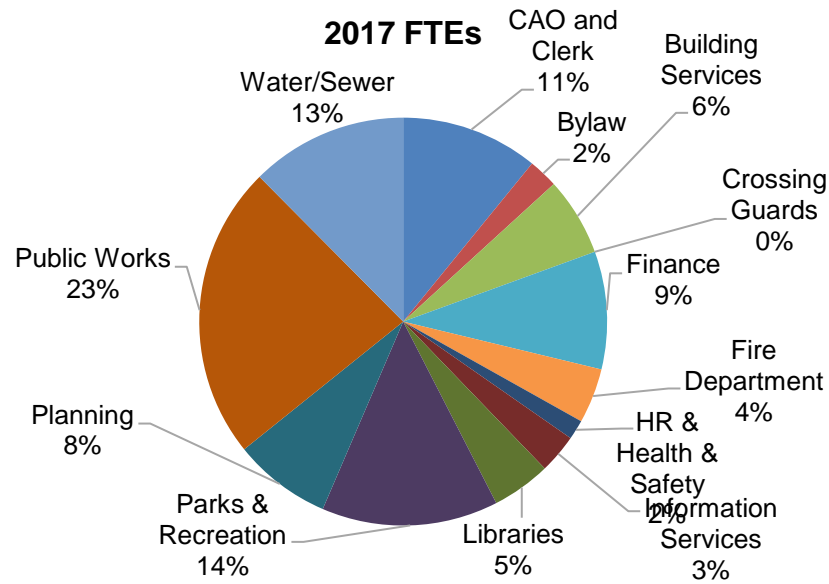
Clearview Employees by Department

Department	2014		2015		2016		2017		2018		2019		2017	2018	2019
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FTEs	FTEs	FTEs
CAO and Clerk	3.1	0.00	5.5	0.00	6.0	0.00	7.0	0.00	8.0	0.00	8.0	0.00	11%	12%	12%
Bylaw	1.5	0.00	1.5	0.00	1.5	0.00	1.5	0.00	1.5	0.00	1.5	0.00	2%	2%	2%
Building Services	4.0	0.00	4.0	0.00	4.0	0.00	4.0	0.00	4.0	0.00	4.0	0.00	6%	6%	6%
Crossing Guards	0.0	1.34	0.0	1.34	0.0	1.34	0.0	1.34	0.0	1.34	0.0	1.34	0%	0%	0%
Finance	6.9	0.69	6.0	0.75	6.0	0.75	6.0	0.75	6.0	0.75	6.0	0.75	9%	9%	9%
Fire Department	2.5	7.66	2.5	8.42	2.5	8.42	2.8	8.42	2.8	8.42	2.8	8.42	4%	4%	4%
HR & Health & Safety	1.0	0.00	1.0	0.00	1.0	0.00	1.0	0.00	1.0	0.00	1.0	0.00	2%	2%	2%
Information Services	2.0	0.00	2.0	0.00	2.0	0.00	2.0	0.00	2.0	0.00	2.0	0.00	3%	3%	3%
Libraries	3.0	4.60	3.0	4.90	3.0	5.10	3.0	5.10	3.0	5.10	3.0	5.10	5%	5%	5%
Parks & Recreation	8.0	0.19	8.0	0.21	8.0	0.21	9.0	0.21	9.0	0.81	9.0	0.81	14%	14%	14%
Planning	5.0	0.40	5.0	0.40	5.0	0.40	5.0	0.40	5.0	0.40	5.0	0.40	8%	8%	8%
Public Works	15.0	2.00	15.0	2.20	15.0	2.20	15.0	2.20	15.0	2.20	15.0	2.20	23%	23%	23%
Water/Sewer	7.0	0.00	7.0	0.00	8.0	0.00	8.0	0.00	8.0	0.00	8.0	0.00	12%	12%	12%
	59.0	16.88	60.5	18.22	62.0	18.42	64.3	18.42	65.3	19.02	65.3	19.02			
Total FTEs	75.9		78.7		80.4		82.7		84.3		84.3		100%	100%	100%

Proposed Staff Changes

Year	Department	Position	Timeframe	# of months in budget year	Cost	% increase
2018	CAO/Clerk	Committee Coordinator	Full year	12 months	\$64,337	0.45%
2018	Parks and Rec	Part-time Assistant	Full year	12 months	\$29,900	0.21%
					\$94,237	0.66%
2019	N/A	N/A	None	N/A	\$0	0.00%
					\$0	0.00%

The Parks and Recreation Part-time Assistant is 3 days per week.



2018 Administration Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	1,031,700	1,031,700	1,039,300	487,155	1,044,700	5,400	0.04%
Remove 150 Canada video grant - 2017 only			15,000		0	-15,000	-0.11%
Change in Provincial OMPF grant			1,024,300		1,024,300	0	0.00%
Add OCIF and FCM AMP grant for Facility Condition report			0		20,400	20,400	0.15%
User Fees	43,000	46,775	43,000	23,720	43,000	0	0.00%
Other Income	570,534	592,581	559,681	262,639	563,481	3,800	0.03%
Reduce Misc Revenue - Clerk			200		0	-200	0.00%
Increase Misc Revenue - Admin			11,000		15,000	4,000	0.03%
Transfer from Reserves	100,000	47,746	70,000	-7,792	90,700	20,700	0.15%
Add Elections Transfer from Reserve			0		60,000	60,000	0.44%
Add reserve funding for cemetery project			0		22,000	22,000	0.16%
Shift website redesign funding to Information Services			60,000		0	-60,000	-0.44%
Own Purpose Taxes	0	0	0	0	0	0	0.00%
TOTAL REVENUE	1,745,234	1,718,802	1,711,981	765,722	1,741,881	29,900	0.22%
EXPENSE							
Salaries, Wages & Benefits	1,486,533	1,456,715	1,502,476	733,664	1,658,855	156,379	1.14%
New Committee Coordinator			0		64,337	64,337	0.47%
Cemetery project (partial year project)			0		22,000	22,000	0.16%
Administration	649,701	478,186	664,203	314,512	744,154	79,951	0.58%
Remove 1 time grant funded Can 150 vid from public relations			51,000		36,000	-15,000	-0.11%
Increase Clerk/Council mileage			6,000		9,000	3,000	0.02%
Increase Community Grants			23,000		28,000	5,000	0.04%
Increase Clerk/Council misc expense			10,000		14,500	4,500	0.03%
Increase Clerk/Council memberships			7,500		8,600	1,100	0.01%
Reduce Clerk/Council Training/Courses			11,000		6,000	-5,000	-0.04%
Reduce software (moved to Info Services)			6,000		0	-6,000	-0.04%
Cancel Collingwood Airport grant			25,000		0	-25,000	-0.18%
Increase NVCA			125,000		125,682	682	0.00%
Increase Debt servicing - energy efficiency and industrial land			77,543		131,674	54,131	0.39%
Increase in bank service charges			4,500		6,000	1,500	0.01%
Increase reserve funded election expense			1,200		61,200	60,000	0.44%

Summary and Analysis by Departments

Contracted Services	228,600	430,184	234,100	180,156	220,037	-14,063	-0.10%
New funding for Integrity Commissioner			0		10,000	10,000	0.07%
Remove one-time grant-funded Canada 150 video			15,000		0	-15,000	-0.11%
Add triennial actuarial study			0		5,000	5,000	0.04%
Add annual Honeywell reporting			0		8,700	8,700	0.06%
Remove one-time strategic plan			40,000		0	-40,000	-0.29%
Increase general consulting			5,000		15,000	10,000	0.07%
Add HR Downloads annual licencing			3,600		7,000	3,400	0.02%
Reduce cleaning contract			25,500		22,500	-3,000	-0.02%
Add FCM grant Facilities Condition Assess report			5,000		25,400	20,400	0.15%
Reduce Contract software support - costs shifted to IT			40,000		26,437	-13,563	-0.10%
Facility Utilities	40,750	46,824	44,200	19,654	48,200	4,000	0.03%
Facility Maintenance	31,500	29,455	33,000	12,133	33,000	0	0.00%
Insurance	60,600	63,135	62,000	62,941	57,030	-4,970	-0.04%
Vehicles & Equipment	11,150	10,575	11,150	3,844	11,150	0	0.00%
Amortization	0	115,734	0	0	0	0	0.00%
Transfer to Reserves	237,990	295,792	203,000	0	205,000	2,000	0.01%
Shift IT transfers to IT department			98,000		75,000	-23,000	-0.17%
Increase Hospital Reserve			25,000		50,000	25,000	0.18%
TOTAL EXPENSE	2,746,824	2,926,600	2,754,129	1,326,904	2,977,426	223,297	1.63%
TOTAL OPERATING	-1,001,590	-1,207,798	-1,042,148	-561,182	-1,235,545	193,397	1.41%
Transfer to Capital	0	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0	0.00%
TOTAL ADMINISTRATION	-1,001,590	-1,207,798	-1,042,148	-561,182	-1,235,545	193,397	1.41%

2019 Administration Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	1,039,300	487,155	1,044,700	1,024,300	-20,400	-0.14%
Remove 2018 funding of facility assessment report			20,400	0	-20,400	-0.14%
User Fees	43,000	23,720	43,000	43,000	0	0.00%
Other Income	559,681	262,639	563,481	563,681	200	0.00%
Transfer from Reserves	70,000	-7,792	90,700	58,500	-32,200	-0.23%
Remove 2018 reserve funding for election			60,000	0	-60,000	-0.42%
Add Admin DC funding for DC Study			0	27,800	27,800	0.20%
TOTAL REVENUE	1,711,981	765,722	1,741,881	1,689,481	-52,400	-0.37%
EXPENSE						
Salaries, Wages & Benefits	1,502,476	733,664	1,658,855	1,677,286	18,431	0.13%
Remove one-time cemetery assist			22,000	0	-22,000	-0.15%
Correct salaries - Council allowances in Admin below						
Administration	664,203	314,512	744,154	700,476	-43,678	-0.31%
Remove 2018 Election expenses			60,000	0	-60,000	-0.42%
Increase Community Grants			28,000	29,000	1,000	0.01%
Contracted Services	234,100	180,156	220,037	286,056	66,019	0.46%
Add Pay equity review and adjust			0	30,000	30,000	0.21%
Continue Honeywell Measurement report			9,000	9,000	0	0.00%
Remove 2018 Facilities Condition Assessment report			20,400	0	-20,400	-0.14%
Add DC Study update			0	55,000	55,000	0.39%
Facility Utilities	44,200	19,654	48,200	49,160	960	0.01%
Facility Maintenance	33,000	12,133	33,000	33,660	660	0.00%
Insurance	62,000	62,941	57,030	57,757	727	0.01%
Vehicles & Equipment	11,150	3,844	11,150	11,370	220	0.00%
Amortization	0	0	0	0	0	0.00%
Transfer to Reserves	203,000	0	205,000	256,000	51,000	0.36%
Increase transfer to hospital reserve			75,000	125,000	50,000	0.35%
Increase transfer to election reserve			15,000	16,000	1,000	0.01%
TOTAL EXPENSE	2,754,129	1,326,904	2,977,426	3,071,765	94,339	0.66%
TOTAL OPERATING	-1,042,148	-561,182	-1,235,545	-1,382,284	146,739	1.07%

Transfer to Capital	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0.00%
TOTAL ADMINISTRATION	-1,042,148	-561,182	-1,235,545	-1,382,284	146,739	1.07%

2018 - 2022 Administration Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	1,039,300	1,044,700	1,024,300	1,024,300	1,024,300	1,024,300	-15,000
User Fees	43,000	43,000	43,000	43,000	43,000	43,000	0
Other Income	559,681	563,481	563,681	563,681	563,681	524,220	-35,461
Transfer from Reserves	70,000	90,700	58,500	9,200	9,500	70,200	200
TOTAL REVENUE	1,711,981	1,741,881	1,689,481	1,640,181	1,640,481	1,661,720	-50,261
EXPENSE							
Salaries, Wages & Benefits	1,502,476	1,658,855	1,677,286	1,644,668	1,677,473	1,711,055	208,579
Administration	664,203	744,154	700,476	763,095	771,710	842,881	178,678
Contracted Services	234,100	220,037	286,056	212,897	214,871	216,879	-17,221
Facility Utilities	44,200	48,200	49,160	50,140	51,150	52,170	7,970
Facility Maintenance	33,000	33,000	33,660	34,330	35,020	35,720	2,720
Insurance	62,000	57,030	57,757	58,935	60,136	61,359	-641
Vehicles & Equipment	11,150	11,150	11,370	11,590	11,820	12,050	900
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	203,000	205,000	256,000	306,000	356,000	406,000	203,000
TOTAL EXPENSE	2,754,129	2,977,426	3,071,765	3,081,655	3,178,180	3,338,114	583,985
TOTAL OPERATING	-1,042,148	-1,235,545	-1,382,284	-1,441,474	-1,537,699	-1,676,394	634,246
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL ADMINISTRATION	-1,042,148	-1,235,545	-1,382,284	-1,441,474	-1,537,699	-1,676,394	634,246
ANNUAL CHANGE \$		193,397	146,739	59,190	96,225	138,695	634,246
ANNUAL CHANGE %		1.41%	1.03%	0.41%	0.65%	0.92%	4.42%

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Economic Development

The purpose of the Economic Development budget is to foster, promote and implement economic initiatives for the Township of Clearview. The goal is to promote the economic development initiatives of the municipality while enhancing residents' quality of life including economic, social and environmental aspects.

Goals

Economic Development has the following goals:

- To assist the municipality with a consistent and meaningful application of economic development initiatives as well as with other relevant municipal business as may arise;
- To ensure full communication and cooperation with other related groups;
- To encourage collaboration among stakeholders within the community;
- To ensure that a broad range of choices, options and solutions is considered;
- To increase public awareness and understanding of municipal economic development initiatives

Community Improvement Plan

Clearview is exploring the possibility of establishing a Community Improvement Plan (CIP) to improve Clearview's downtown areas. The proposed CIP would consist of a Facade Improvement Program grant that will provide funds for the refurbishment of existing facades for the commercial and industrial buildings. The goal is to improve the look and marketability of the downtown areas resulting in an increase in sales and economic activity.

The Facade Improvement Program grants would be intended to:

- assist property owners with the identified community improvement project area with street front facade improvements;
- assist the property owner in retaining a professional service designer to develop the project concept; and,

A total of \$50,000 in grants is proposed for 2017 and will remain at \$50,000 for 2018. A third round of grants amounting to \$50,000 may be proposed for 2019.

Additional details regarding the maximum grant amounts, qualifying expenses and eligibility will be proposed at a later date.



Downtown Stayner



Downtown Creemore

2018 Economic Development Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	0	0	0	25,000	0	0	0.00%
User Fees	0	0	0	0	0	0	0.00%
Other Income	0	0	0	0	0	0	0.00%
Transfer from Reserves	30,000	0	0	0	0	0	0.00%
Funds from carry-forward reserve not added			0		0	0	0.00%
TOTAL REVENUE	30,000	0	0	25,000	0	0	0.00%
EXPENSE							
Salaries, Wages & Benefits	0	0	0	0	0	0	0.00%
Administration	58,500	5,415	167,500	13,918	167,500	0	0.00%
Continue Community Improvement Plan			50,000		50,000	0	0.00%
Continue Beautification Fund			50,000		50,000	0	0.00%
Maintain publicity/promotions			5,000		5,000	0	0.00%
Maintain special events			55,000		55,000	0	0.00%
Contracted Services	55,000	42,293	55,000	0	55,000	0	0.00%
Transfer to Reserves	30,000	65,792	30,000	0	55,000	25,000	0.18%
Increase transfer to reserve			30,000		55,000	25,000	0.18%
TOTAL EXPENSE	143,500	113,500	252,500	13,918	277,500	25,000	0.18%
TOTAL OPERATING	-113,500	-113,500	-252,500	11,082	-277,500	25,000	0.18%
Transfer to Capital	0	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0	0.00%
TOTAL ECONOMIC DEV	-113,500	-113,500	-252,500	11,082	-277,500	25,000	0.18%

2019 Economic Development Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	0	25,000	0	0	0	0.00%
User Fees	0	0	0	0	0	0.00%
Other Income	0	0	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0	0.00%
TOTAL REVENUE	0	25,000	0	0	0	0.00%
EXPENSE						
Salaries, Wages & Benefits	0	0	0	0	0	0.00%
Administration	167,500	13,918	167,500	167,500	0	0.00%
Contracted Services	55,000	0	55,000	55,000	0	0.00%
Transfer to Reserves	30,000	0	55,000	55,000	0	0.00%
TOTAL EXPENSE	252,500	13,918	277,500	277,500	0	0.00%
TOTAL OPERATING	-252,500	11,082	-277,500	-277,500	0	0.00%
Transfer to Capital	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0.00%
TOTAL ECONOMIC DEV	-252,500	11,082	-277,500	-277,500	0	0.00%

2018 - 2022 Economic Development Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0
Transfer from Reserves	0	0	0	0	0	0	0
TOTAL REVENUE	0	0	0	0	0	0	0
EXPENSE							
Salaries, Wages & Benefits	0	0	0	0	0	0	0
Administration	167,500	167,500	167,500	167,500	167,500	167,500	0
Contracted Services	55,000	55,000	55,000	55,000	55,000	55,000	0
Facility Utilities	0	0	0	0	0	0	0
Facility Maintenance	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Vehicles & Equipment	0	0	0	0	0	0	0
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	30,000	55,000	55,000	55,000	55,000	55,000	25,000
TOTAL EXPENSE	252,500	277,500	277,500	277,500	277,500	277,500	25,000
TOTAL OPERATING	-252,500	-277,500	-277,500	-277,500	-277,500	-277,500	25,000
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL ECONOMIC DEV	-252,500	-277,500	-277,500	-277,500	-277,500	-277,500	25,000
ANNUAL CHANGE \$		25,000	0	0	0	0	25,000
ANNUAL CHANGE %		0.18%	0.00%	0.00%	0.00%	0.00%	0.18%

2018 General Administration Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Gov. Contribs	Developer Contribs	Municipal Act	Other Revenues	DCs	Oth Res Fund Def Rev	Reserves	Debentures
Economic Development												
	Stayner Industrial D4 Study	\$ 35,000	\$ 35,000									
	Community Improvement Plan (CIP)	\$ 74,000	\$ 50,000								\$ 24,000	
	Beautification	\$ 100,000	\$ 50,000								\$ 50,000	
	Special Events	\$ 55,000	\$ 55,000									
	Economic Development Sub-total	\$ 264,000	\$ 190,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,000	\$ -

2019 General Administration Projects

Economic Development												
	Community Improvement Plan	\$ 50,000	\$ 50,000									
	Clearview Beautification Project	\$ 50,000	\$ 50,000									
	Economic Development Sub-total	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 General Administration Projects

Economic Development												
	Community Improvement Plan	\$ 50,000	\$ 50,000									
	Clearview Beautification Project	\$ 50,000	\$ 50,000									
	Economic Development Sub-total	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2021 General Administration Projects

Economic Development												
	Community Improvement Plan	\$ 50,000	\$ 50,000									
	Clearview Beautification Project	\$ 50,000	\$ 50,000									
	Economic Development Sub-total	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2022 General Administration Projects

Economic Development												
	Community Improvement Plan	\$ 50,000	\$ 50,000									
	Clearview Beautification Project	\$ 50,000	\$ 50,000									
	Economic Development Sub-total	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Information Services

Information Services supports Council and staff of Clearview in their efforts to provide effective public services and maintain efficient government operations through appropriate and innovative application of information technologies.

Some of the services provided include:

- Acquisition and installation of hardware and software Town-wide,
- Regularly scheduled and required replacement of old computers,
- Develop plans for the evolution of technology,
- Respond to employee's questions and concerns regarding technology,
- Co-ordinate staff training and support,
- Provide Help Desk support,
- Maintain off-site storage and backup for major systems, and
- Corporate telecommunications management.

The department will also continue to provide in-house training which is anticipated to increase in response to significant change in software. GIS services will also work with Public Works and Finance to improve digital mapping and capital asset management of municipal infrastructure.

Reserves or Reserve Funds:

None.

2018 Information Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Information Services Program Support												
	Website Redesign (2 year Project)	\$ 60,000									\$ 60,000	
	Filehold License	\$ 6,000	\$ 6,000									
	Hosted Server Security (Filehold/Online Pay)	\$ 7,500	\$ 7,500									
	Information Services Sub-total	\$ 73,500	\$ 13,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -
Information Services												
	Computer Replacement	\$ 25,000	\$ 25,000									
	Printer Replacement	\$ 1,000	\$ 1,000									
	Other Computer Equipment	\$ 3,500	\$ 3,500									
	Council Computers	\$ 12,000	\$ -								\$ 12,000	
	Networking Equipment	\$ 10,000	\$ -								\$ 10,000	
	Secondary Server	\$ 20,000	\$ -								\$ 20,000	
	EOC Server	\$ 5,000	\$ -								\$ 5,000	
	Information Services Sub-total	\$ 76,500	\$ 29,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,000	\$ -

2020 Information Services Projects

2021 Information Services Projects

2022 Information Services Projects

Clearview 2018 - 2022 Corporate Budget – Public Meeting

2018 Information Services Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	0	0	0	0	0	0	0.00%
User Fees	0	0	0	0	0	0	0.00%
Other Income	0	0	0	114	0	0	0.00%
Transfer from Reserves	0	0	0	0	60,000	60,000	0.44%
Reassign Website Transfer from Reserve from Admin			0		60,000	60,000	0.44%
TOTAL REVENUE	0	0	0	114	60,000	60,000	0.44%
EXPENSE							
Salaries, Wages & Benefits	167,700	169,628	168,900	83,423	171,800	2,900	0.02%
Administration	20,650	31,860	36,150	13,500	16,350	-19,800	-0.14%
Reduce mileage			1,500		1,000	-500	0.00%
Reduce Telephone			1,100		800	-300	0.00%
Reduce software - moved to software licences			22,000		1,000	-21,000	-0.15%
Increase Seminar/Training			6,000		8,000	2,000	0.01%
Contracted Services	52,700	32,956	77,000	6,388	125,000	48,000	0.35%
Increased hosted server security - 3rd party online accessing			0		7,500	7,500	0.05%
Adding Filehold license			0		6,000	6,000	0.04%
Increased google website hosting			744		8,000	7,256	0.05%
Add stock photo, ransomware monitor, admin firewall and domains			0		11,200	11,200	0.08%
Misc Transfer from Software to software licenses			0		16,044	16,044	0.12%
Vehicles & Equipment	5,500	1,581	5,500	143	4,300	-1,200	-0.01%
Transfer to Reserves	0	7,910	0	0	48,000	48,000	0.35%
Newly created and reassigned from Admin Transfer to reserve			0		48,000	48,000	0.35%
TOTAL EXPENSE	246,550	243,934	287,550	103,454	365,450	77,900	0.57%
TOTAL OPERATING	-246,550	-243,934	-287,550	-103,340	-305,450	17,900	0.13%
Transfer to Capital	44,500	36,591	44,500	0	29,500	-15,000	-0.11%
TOTAL CAPITAL	44,500	36,591	44,500	0	29,500	-15,000	-0.11%
TOTAL INFO SERVICES	-291,050	-280,525	-332,050	-103,340	-334,950	2,900	0.02%

2019 Information Services Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	0	0	0	0	0	0.00%
User Fees	0	0	0	0	0	0.00%
Other Income	0	114	0	0	0	0.00%
Transfer from Reserves	0	0	60,000	0	-60,000	-0.42%
Remove 2018 project - website design			60,000	0	-60,000	-0.42%
TOTAL REVENUE	0	114	60,000	0	-60,000	-0.42%
EXPENSE						
Salaries, Wages & Benefits	168,900	83,423	171,800	174,500	2,700	0.02%
Administration	36,150	13,500	16,350	16,440	90	0.00%
Contracted Services	77,000	6,388	125,000	68,000	-57,000	-0.40%
Remove 2018 website project			60,000	0	-60,000	-0.42%
Regular software license increase + new server protection			65,000	68,000	3,000	0.02%
Vehicles & Equipment	5,500	143	4,300	4,300	0	0.00%
Transfer to Reserves	0	0	48,000	51,000	3,000	0.02%
Increase Council computer reserve			3,000	4,000	1,000	0.01%
Increase Server replacement reserve			10,000	12,000	2,000	0.01%
TOTAL EXPENSE	287,550	103,454	365,450	314,240	-51,210	-0.36%
TOTAL OPERATING	-287,550	-103,340	-305,450	-314,240	8,790	0.06%
Transfer to Capital	44,500	0	29,500	29,500	0	0.00%
TOTAL CAPITAL	44,500	0	29,500	29,500	0	0.00%
TOTAL INFO SERVICES	-332,050	-103,340	-334,950	-343,740	8,790	0.06%

2018 - 2022 Info Services Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0
Transfer from Reserves	0	60,000	0	0	0	0	0
TOTAL REVENUE	0	60,000	0	0	0	0	0
EXPENSE							
Salaries, Wages & Benefits	168,900	171,800	174,500	177,500	180,700	184,000	15,100
Administration	36,150	16,350	16,440	16,740	17,120	17,500	-18,650
Contracted Services	77,000	125,000	68,000	69,000	71,000	73,000	-4,000
Facility Utilities	0	0	0	0	0	0	0
Facility Maintenance	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Vehicles & Equipment	5,500	4,300	4,300	4,300	4,300	4,300	-1,200
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	0	48,000	51,000	51,000	51,000	51,000	51,000
TOTAL EXPENSE	287,550	365,450	314,240	318,540	324,120	329,800	42,250
TOTAL OPERATING	-287,550	-305,450	-314,240	-318,540	-324,120	-329,800	42,250
Transfer to Capital	44,500	29,500	29,500	30,500	30,500	30,500	-14,000
TOTAL CAPITAL	44,500	29,500	29,500	30,500	30,500	30,500	-14,000
TOTAL INFO SERVICES	-332,050	-334,950	-343,740	-349,040	-354,620	-360,300	28,250
ANNUAL CHANGE \$		2,900	8,790	5,300	5,580	5,680	28,250
ANNUAL CHANGE %		0.02%	0.06%	0.04%	0.04%	0.04%	0.19%

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Policing Services

The Ontario Provincial Police (OPP) is focused on public safety. They deliver proactive and innovative policing in partnership with a number of communities, providing municipal policing services to 324 municipalities throughout Ontario.

The Huronia West OPP detachment provides shared non-contract (Section 5.1) municipal policing services to Clearview and Springwater Townships and the Town of Wasaga Beach.

New Budgeting Model

The OPP introduced new budgeting model that took effect January 1, 2015 and reflects input from the Auditor General and municipalities to more fairly and transparently distribute policing costs.

The model includes two components: base policing costs such as crime prevention, proactive policing, officer training and administrative duties, and cost for reactive calls for service. Base policing accounts for approximately 60% of the bill, reactive calls accounts for approximately 40%.

This eliminates the large differences in the amounts municipalities were charged and provides municipalities with better data so they can understand the types of calls for police service in their community and direct crime prevention strategies.

The 2018 Billing Statement marks the fourth year of the new OPP Municipal Policing Cost-Recovery Formula and the first year of prior year-end adjustments.

Using the new billing formula, Clearview's budgeted costs for policing services has decreased \$35,351 from \$2,264,156 (2017) to \$2,226,962 (2018).. The decrease is due to lower allocated base service due to higher growth in other areas of the Province plus higher calls cost due to an increase in calls volume in Clearview as compared to the rest of the Province plus two year-end adjustments.

OPP 2018 Annual Billing Statement

Clearview Tp

Estimated cost for the period January 1 to December 31, 2018

Please refer to www.opp.ca for 2018 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
Base Services	<u>Property Counts</u>			
	Household	6,206		
	Commercial and Industrial	<u>342</u>		
	Total Properties	<u>6,548</u>	191.35	1,252,960
Calls for Service	(see summaries)			
	Total all municipalities	\$150,757,055		
	Municipal portion	0.5645%	129.97	851,071
Overtime			11.88	77,794
Contract Enhancements (pre-2015)	(see summary)		-	-
Court Security	(see summary)		-	-
Prisoner Transportation	(per property cost)		2.19	14,340
Accommodation/Cleaning Services	(per property cost)		4.77	31,234
Total 2018 Estimated Cost			<u>340.16</u>	<u>2,227,399</u>
Year Over Year Variance (estimate for the year is not subject to phase-in adjustment)				
	2017 Estimated Cost per Property		342.92	
	2018 Estimated Cost per Property (see above)		<u>340.16</u>	
	Cost per Property Variance	(Decrease)	<u><u>2.76</u></u>	
2015 Year-End Adjustment	(see summary)			(7,210)
2016 Year-End Adjustment	(see summary)			(5,972)
Grand Total Billing for 2018				<u><u>2,214,216</u></u>
2018 Monthly Billing Amount				184,518

2018 Policing Services Projects

None.

2019 Policing Services Projects

None.

2020 Policing Services Projects

None.

2021 Policing Services Projects

None.

2022 Policing Services Projects

None.

2018 Policing (OPP) Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	0	0	0	0	0	0	0.00%
User Fees	0	0	0	0	0	0	0.00%
Other Income	0	0	0	0	0	0	0.00%
Transfer from Reserves	15,584	15,584	15,584	15,584	15,584	0	0.00%
TOTAL REVENUE	15,584	15,584	15,584	15,584	15,584	0	0.00%
EXPENSE							
Salaries, Wages & Benefits	0	0	0	0	0	0	0.00%
Administration	18,030	17,530	18,030	8,765	18,030	0	0.00%
Contracted Services	2,214,249	2,197,772	2,257,567	734,211	2,222,216	-35,351	-0.26%
Decrease in charge for service			2,249,567		2,214,216	-35,351	-0.26%
Facility Utilities	0	0	0	0	0	0	0.00%
Facility Maintenance	0	0	0	0	0	0	0.00%
Insurance	2,250	2,253	2,300	95	2,300	0	0.00%
Transfer to Reserves	0	0	0	0	0	0	0.00%
TOTAL EXPENSE	2,234,529	2,217,555	2,277,897	743,071	2,242,546	-35,351	-0.26%
TOTAL OPERATING	-2,218,945	-2,201,971	-2,262,313	-727,487	-2,226,962	-35,351	-0.26%
Transfer to Capital	0	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0	0.00%
TOTAL POLICING (OPP)	-2,218,945	-2,201,971	-2,262,313	-727,487	-2,226,962	-35,351	-0.26%

2019 Policing (OPP) Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
User Fees	0	0	0	0	0	0.00%
Other Income	0	0	0	0	0	0.00%
Transfer from Reserves	15,584	15,584	15,584	15,584	0	0.00%
TOTAL REVENUE	15,584	15,584	15,584	15,584	0	0.00%
EXPENSE						
Salaries, Wages & Benefits	0	0	0	0	0	0.00%
Administration	18,030	8,765	18,030	18,040	10	0.00%
Contracted Services	2,257,567	734,211	2,222,216	2,222,376	160	0.00%
Facility Utilities	0	0	0	0	0	0.00%
Facility Maintenance	0	0	0	0	0	0.00%
Insurance	2,300	95	2,300	2,350	50	0.00%
Transfer to Reserves	0	0	0	0	0	0.00%
TOTAL EXPENSE	2,277,897	743,071	2,242,546	2,242,766	220	0.00%
TOTAL OPERATING	-2,262,313	-727,487	-2,226,962	-2,227,182	220	0.00%
Transfer to Capital	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0.00%
TOTAL POLICING (OPP)	-2,262,313	-727,487	-2,226,962	-2,227,182	220	0.00%

2018 - 2022 Policing (OPP) Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0
Transfer from Reserves	15,584	15,584	15,584	15,584	15,584	15,584	0
TOTAL REVENUE	15,584	15,584	15,584	15,584	15,584	15,584	0
EXPENSE							
Salaries, Wages & Benefits	0	0	0	0	0	0	0
Administration	18,030	18,030	18,040	18,050	18,059	18,069	39
Contracted Services	2,257,567	2,222,216	2,222,376	2,222,536	2,222,706	2,222,876	-34,691
Facility Utilities	0	0	0	0	0	0	0
Facility Maintenance	0	0	0	0	0	0	0
Insurance	2,300	2,300	2,350	2,400	2,450	2,500	200
Vehicles & Equipment	0	0	0	0	0	0	0
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	0	0	0	0	0	0	0
TOTAL EXPENSE	2,277,897	2,242,546	2,242,766	2,242,986	2,243,215	2,243,445	-34,452
TOTAL OPERATING	-2,262,313	-2,226,962	-2,227,182	-2,227,402	-2,227,631	-2,227,861	-34,452
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL POLICING (OPP)	-2,262,313	-2,226,962	-2,227,182	-2,227,402	-2,227,631	-2,227,861	-34,452
ANNUAL CHANGE \$		-35,351	220	220	229	230	-34,452
ANNUAL CHANGE %		-0.26%	0.00%	0.00%	0.00%	0.00%	-0.25%

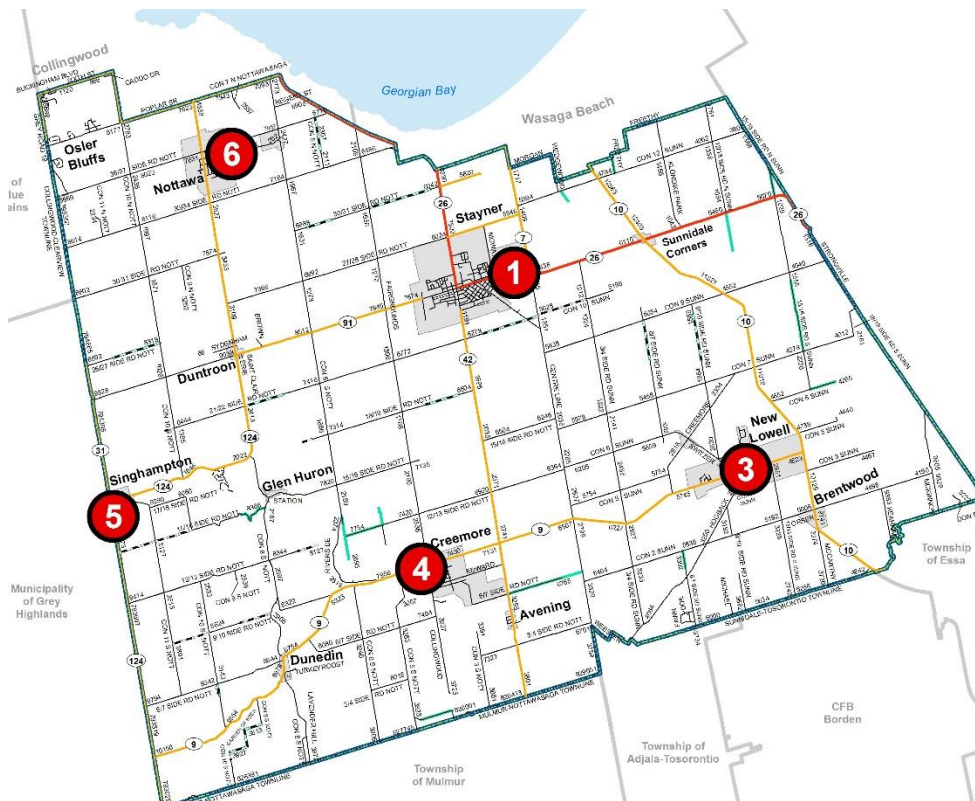
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Fire and Emergency Services

The Clearview Fire Department and Emergency Services provides a number of services including but not limited to:

- Fire fighting
- Fire prevention
- Fire Safety & Education
- Rescue and extrication
- Outdoor Burn Permits
- Emergency Response Registry
- Smoke alarm and Carbon Monoxide alarm safety information
- Emergency Management Services

Clearview operates 5 fire stations strategically located throughout the large geographic area with 100 volunteer fire fighters, 15 fire vehicles and a gator.



Become a Clearview Firefighter

The Clearview Fire Department is always looking for new firefighter recruits.

Full training is provided for this exciting and valuable community service.

Make friendships that will last a lifetime.

Contact Tammy Gill, HR Manager at
(705) 428-6230 ext. 255

or e-mail tgill@clearview.ca for more details.

Follow the Clearview Fire department on Twitter!



@ClearviewFire

Fire Department Vehicle Replacement Schedule and Reserve Analysis

Year	Vehicle Purchase	Opening Balance	Increase	Spend	Closing Balance	Vehicle Costs	Tanker	Pumper	Command
2018	Rescue Truck 14	343,000	350,000	-395,000	298,000				
2019	SCBA bottle Excess above capital	298,000	350,000	-245,000	403,000				
2020		403,000	350,000		753,000				
2021		753,000	360,000		1,113,000				
2022	Contribution to Station 3 Hub	1,113,000	360,000	-1,400,000	73,000				
2023	Tanker to Replacer Squad 15	73,000	360,000	-400,000	33,000	Inflator	400,000	600,000	500,000
2024		33,000	370,000		403,000	2.0%	408,000	612,000	510,000
2025		403,000	370,000		773,000	2.0%	416,160	624,240	520,200
2026		773,000	370,000		1,143,000	2.0%	424,483	636,725	530,604
2027		1,143,000	385,000		1,528,000	2.0%	432,973	649,459	541,216
2028	Pump 62	1,528,000	385,000	-662,448	1,250,552	2.0%	441,632	662,448	552,040
2029	Pump 32	1,250,552	385,000	-675,697	959,854	2.0%	450,465	675,697	563,081
2030	Pump 12	959,854	400,000	-689,211	670,643	2.0%	459,474	689,211	574,343
2031		670,643	400,000	0	1,070,643	2.0%	468,664	702,996	585,830
2032	Tanker 63, Pump 52	1,070,643	400,000	-1,195,093	275,550	2.0%	478,037	717,056	597,546
2033		275,550	415,000	0	690,550	2.0%	487,598	731,397	609,497
2034	Tanker 33, Tanker 53	690,550	415,000	-994,699	110,851	2.0%	497,350	746,025	621,687
2035		110,851	415,000	0	525,851	2.0%	507,297	760,945	634,121
2036	Squad 45	525,851	430,000	-776,164	179,687	2.0%	517,443	776,164	646,803
2037	Tanker 43	179,687	430,000	-527,792	81,895	2.0%	527,792	791,687	659,739
2038	Command	81,895	430,000	-672,934	-161,039	2.0%	538,347	807,521	672,934

2019 SCBA Bottle Replacement is partially funded by taxation and excess funded through vehicle reserve.

Vehicle costs estimated for 2023 and inflated afterwards at an estimated 2% which may be too low. Actual costs vary based on demand, US Dollar exchange rate, cross border duties and other factors.

Accumulated reserve to partially fund construction of Station 3/Public Works Hub in New Lowell. Reserves will need to be increased regularly to match inflation. No shortfall estimated until 2038.

2018 Fire and Emergency Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Fire												
	New Lowell Station Drawings	\$ 15,000	\$ -								\$ 15,000	
	Fire & Protective Services Sub-total	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -
Fire Protection Services												
	Rescue Truck 14	\$ 395,000									\$ 395,000	
	Utility Truck	\$ 50,000	\$ 50,000									
	Bunker Gear Replacement	\$ 35,000	\$ 35,000									
	Equipment	\$ 51,000	\$ 51,000									
	Fire and Emergency Sub-total	\$ 531,000	\$ 136,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 395,000	\$ -

2019 Fire and Emergency Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Fire and Emergency Services												
Fire Protection Services												
	SCBA/Bottle 10 Year Update	\$ 295,000	\$ -								\$ 295,000	
	Bunker Gear Replacement	\$ 35,000	\$ 35,000									
	Equipment	\$ 101,000	\$ 151,000									
	Fire and Emergency Sub-total	\$ 431,000	\$ 186,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 295,000	\$ -

2020 Fire and Emergency Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Fire												
	Fire Master Plan	\$ 50,000	\$ 50,000									
	Fire & Protective Services Sub-total	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Protection Services												
	Extrication Equipment Upgrade	\$ 45,000	\$ 45,000									
	Bunker Gear Replacement	\$ 35,000	\$ 35,000									
	Equipment	\$ 56,000	\$ 56,000									
	Fire and Emergency Sub-total	\$ 136,000	\$ 136,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2021 Fire and Emergency Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Fire Protection Services												
	Utility Truck	\$ 50,000	\$ 50,000									
	Bunker Gear	\$ 40,000	\$ 40,000									
	Equipment	\$ 51,000	\$ 51,000									
	Fire and Emergency Sub-total	\$ 141,000	\$ 141,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2022 Fire and Emergency Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Fire Protection Services												
	Utility Truck	\$ 65,000	\$ 65,000									
	Bunker Gear Replacement	\$ 40,000	\$ 40,000									
	Equipment	\$ 51,000	\$ 51,000									
	Fire and Emergency Sub-total	\$ 156,000	\$ 156,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2018 Fire Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	0	0	0	0	0	0	0.00%
User Fees	91,100	151,812	88,134	52,788	88,134	0	0.00%
Other Income	100	6,906	9,700	1,422	700	-9,000	-0.07%
Triennial poppy donation removed			9,000		0	-9,000	-0.07%
Transfer from Reserves	74,124	84,124	74,124	37,062	89,124	15,000	0.11%
New Lowell Station drawings from reserve			0		15,000	15,000	0.11%
TOTAL REVENUE	165,324	242,842	171,958	91,273	177,958	6,000	0.04%
EXPENSE							
Salaries, Wages & Benefits	685,100	839,019	757,800	298,916	767,100	9,300	0.07%
Administration	301,832	318,868	317,287	107,995	346,132	28,845	0.21%
Increase dispatch costs			38,000		42,500	4,500	0.03%
Increase medical supplies			4,100		6,100	2,000	0.01%
Increase office supplies			4,100		6,100	2,000	0.01%
Increase training material			18,300		25,900	7,600	0.06%
Increase fire prevention			17,200		23,200	6,000	0.04%
Contracted Services	23,000	15,326	13,400	242	24,800	11,400	0.08%
Increase Software support - FFRS			1,600		5,200	3,600	0.03%
Reduce contracts Station 1			7,200		0	-7,200	-0.05%
New Lowell Station drawings			0		15,000	15,000	0.11%
Facility Utilities	73,000	64,608	74,300	36,781	74,300	0	0.00%
Facility Maintenance	62,000	75,241	63,400	37,089	75,400	12,000	0.09%
Station 4 Flooring and Parking Lot			7,350		20,000	12,650	0.09%
Insurance	49,500	48,001	50,400	53,637	43,119	-7,281	-0.05%
Vehicles & Equipment	163,700	136,603	167,300	75,070	129,700	-37,600	-0.27%
Reduce equipment maintenance			49,800		25,400	-24,400	-0.18%
Reduce fuel			10,500		0	-10,500	-0.08%
Increase in bunker gear			10,500		12,500	2,000	0.01%
Increase in small tools			9,500		14,500	5,000	0.04%
Reduce vehicle maintenance			9,700		0	-9,700	-0.07%
Amortization	0	412,327	0	0	0	0	0.00%
Transfer to Reserves	450,000	450,000	450,000	0	450,000	0	0.00%

TOTAL EXPENSE	1,808,132	2,359,992	1,893,887	609,729	1,910,551	16,664	0.12%
TOTAL OPERATING	-1,642,808	-2,117,150	-1,721,929	-518,456	-1,732,593	10,664	0.08%
Transfer to Capital	126,000	135,948	126,000	0	136,000	10,000	0.07%
TOTAL CAPITAL	126,000	135,948	126,000	0	136,000	10,000	0.07%
TOTAL FIRE	-1,768,808	-2,253,098	-1,847,929	-518,456	-1,868,593	20,664	0.15%

2019 Fire Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	0	0	0	0	0	0.00%
User Fees	88,134	52,788	88,134	88,134	0	0.00%
Other Income	9,700	1,422	700	700	0	0.00%
Transfer from Reserves	74,124	37,062	89,124	74,124	-15,000	-0.11%
Remove one-time reserve funding of building study			15,000	0	-15,000	-0.11%
TOTAL REVENUE	171,958	91,273	177,958	162,958	-15,000	-0.11%
EXPENSE						
Salaries, Wages & Benefits	757,800	298,916	767,100	793,300	26,200	0.18%
Administration	317,287	107,995	346,132	350,113	3,981	0.03%
Contracted Services	13,400	242	24,800	10,010	-14,790	-0.10%
Remove 2018 building study			15,000	0	-15,000	-0.11%
Facility Utilities	74,300	36,781	74,300	75,790	1,490	0.01%
Facility Maintenance	63,400	37,089	75,400	75,920	520	0.00%
Insurance	50,400	53,637	43,119	43,494	375	0.00%
Vehicles & Equipment	167,300	75,070	129,700	132,440	2,740	0.02%
Amortization	0	0	0	0	0	0.00%
Transfer to Reserves	450,000	0	450,000	450,000	0	0.00%
TOTAL EXPENSE	1,893,887	609,729	1,910,551	1,931,067	20,516	0.14%
TOTAL OPERATING	-1,721,929	-518,456	-1,732,593	-1,768,109	35,516	0.26%
Transfer to Capital	126,000	0	136,000	136,000	0	0.00%
TOTAL CAPITAL	126,000	0	136,000	136,000	0	0.00%
TOTAL FIRE	-1,847,929	-518,456	-1,868,593	-1,904,109	35,516	0.26%

2018 - 2022 Fire Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	0	0	0	0	0	0	0
User Fees	88,134	88,134	88,134	88,134	88,134	88,134	0
Other Income	9,700	700	700	9,700	700	700	-9,000
Transfer from Reserves	74,124	89,124	74,124	74,124	74,124	74,124	0
TOTAL REVENUE	171,958	177,958	162,958	171,958	162,958	162,958	-9,000
EXPENSE							
Salaries, Wages & Benefits	757,800	767,100	793,300	809,500	826,000	842,800	85,000
Administration	317,287	346,132	350,113	354,232	358,463	362,743	45,456
Contracted Services	13,400	24,800	10,010	10,220	10,430	10,650	-2,750
Facility Utilities	74,300	74,300	75,790	77,340	78,900	80,520	6,220
Facility Maintenance	63,400	75,400	75,920	78,530	80,170	81,850	18,450
Insurance	50,400	43,119	43,494	43,881	44,279	44,690	-5,710
Vehicles & Equipment	167,300	129,700	132,440	135,320	138,200	141,110	-26,190
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	450,000	450,000	450,000	450,000	450,000	450,000	0
TOTAL EXPENSE	1,893,887	1,910,551	1,931,067	1,959,023	1,986,442	2,014,363	120,476
TOTAL OPERATING	-1,721,929	-1,732,593	-1,768,109	-1,787,065	-1,823,484	-1,851,405	129,476
Transfer to Capital	126,000	136,000	136,000	131,000	141,000	156,000	30,000
TOTAL CAPITAL	126,000	136,000	136,000	131,000	141,000	156,000	30,000
TOTAL FIRE	-1,847,929	-1,868,593	-1,904,109	-1,918,065	-1,964,484	-2,007,405	159,476
ANNUAL CHANGE \$		20,664	35,516	13,956	46,419	42,921	159,476
ANNUAL CHANGE %		0.15%	0.25%	0.10%	0.31%	0.28%	1.09%

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Building Inspection

The Building Inspection department is self-funding from building inspection fees and other building related revenues and do not receive funding from taxation.

The Building Standards Department is responsible for the administration of the Ontario Building Code and other applicable laws including the Clearview by-laws regulating permits for fences, signs and pools.



The department issues building permits and provides inspections for all new or renovated buildings within Clearview, and its operating budget self-funds all operations related to the department's work.

Energy Conservation and Demand

The department additionally provides support services through implementation and co-ordination of mandatory energy management reporting to the Ministry of the Environment and the management of the Clearview 5 Year Energy Conservation and Demand Management plan.

Source Water Protection

The department is responsible for the management of the Risk Management Office. The source water protection plan identifies significant drinking water threats that are required to be verified and inspected. The Risk Management Office oversees implementation policies, risk assessments, threat verification and meeting the mandatory reporting requirements as identified in the source water protection plan.

Building Maintenance Support.

The Building Department provides support and co-ordination of building maintenance to the Administration Centre, Clearview Simcoe Emergency Services and Clearview Library's. This also includes co-ordination of municipal generator service and maintenance planning. In addition, implementation support of accessibility improvements to all municipal building is provided.

Non-department related services, Energy Conservation and Demand, Source Water Protection and Building Maintenance Support expenses are transferred to relevant departments in order to ensure that building

inspection services is isolated and cost-centered for accounting, reporting and building inspection fee review purposes.

Accumulated Building Surplus/Deficit

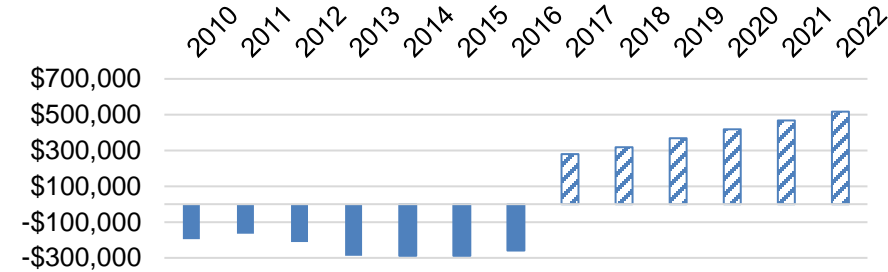
The Building Inspection Department operates on a cost-recovery basis funded by user fees as set out in the Building Code Act, 1992.

Surpluses or deficits in the Building Inspection Department are debited or credited to the Building Department Accumulated Surplus/Deficit. Building-related fees are reviewed on a regular basis in order to offset the Accumulated Surplus/Deficit.

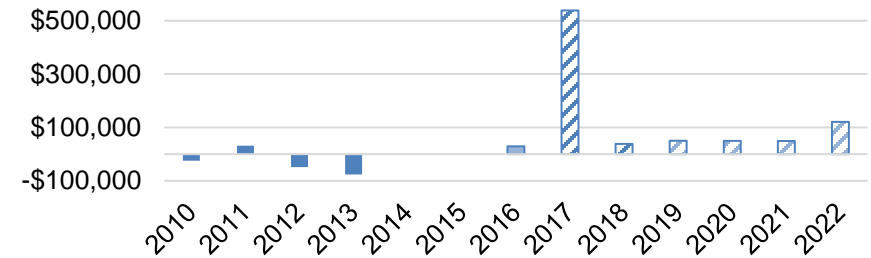
The 2016 budget year had a surplus of \$29,349 with a final accumulated deficit of \$258,937. The projected annual surpluses are \$538,621 (2017), \$38,441 (2019) and \$50,300 (2019) with a projected accumulated surplus of \$318,125 (2018) and \$368,425 (2019).

Capital projects indicating funding from reserves are funded from the Building Department Accumulated Surplus/Deficit.

Building Department Accumulated Surplus/Deficit



Building Department Annual Surplus/Deficit



2018 Building Inspection Projects

None.

2019 Building Inspection Projects

None.

2020 Building Inspection Projects

None.

2021 Building Inspection Projects

None.

2022 Building Inspection Projects

None.

2018 Building Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	0	0	0	0	0	0	0.00%
User Fees	331,908	216,675	333,770	724,940	394,770	61,000	0.44%
Increase in building permit revenue			300,000		361,000	61,000	0.44%
Other Income	95,803	49,817	95,000	40,029	95,000	0	0.00%
Transfer from Reserves	0	0	0	0	0	0	0.00%
TOTAL REVENUE	427,711	266,492	428,770	764,970	489,770	61,000	0.44%
EXPENSE							
Salaries, Wages & Benefits	279,500	155,584	323,700	164,344	327,590	3,890	0.03%
Administration	94,110	43,163	94,639	41,114	94,639	0	0.00%
Contracted Services	8,750	7,068	9,000	7,421	9,000	0	0.00%
Facility Utilities	0	0	0	0	0	0	0.00%
Facility Maintenance	0	0	0	0	0	0	0.00%
Insurance	5,725	6,086	6,200	6,166	6,200	0	0.00%
Vehicles & Equipment	7,750	1,339	8,000	1,513	8,000	0	0.00%
Amortization	0	0	0	0	0	0	0.00%
Transfer to Reserves	1,876	0	-12,769	0	44,341	57,110	0.42%
Increase in surplus			-12,769		44,341	57,110	0.42%
TOTAL EXPENSE	397,711	213,240	428,770	220,558	489,770	61,000	0.44%
TOTAL OPERATING	30,000	53,252	0	544,412	0	0	0.00%
Transfer to Capital	30,000	0	0	0	0	0	0.00%
TOTAL CAPITAL	30,000	0	0	0	0	0	0.00%
TOTAL BUILDING	0	53,252	0	544,412	0	0	0.00%

2019 Building Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	0	0	0	0	0	0.00%
User Fees	333,770	724,940	394,770	402,670	7,900	0.06%
Increase in building permit fees			361,000	368,220	7,220	0.05%
Other Income	95,000	40,029	95,000	95,000	0	0.00%
Transfer from Reserves	0	0	0	0	0	0.00%
TOTAL REVENUE	428,770	764,970	489,770	497,670	7,900	0.06%
EXPENSE						
Salaries, Wages & Benefits	323,700	164,344	327,590	329,000	1,410	0.01%
Administration	94,639	41,114	94,639	95,260	621	0.00%
Contracted Services	9,000	7,421	9,000	9,180	180	0.00%
Insurance	6,200	6,166	6,200	6,330	130	0.00%
Vehicles & Equipment	8,000	1,513	8,000	8,160	160	0.00%
Amortization	0	0	0	0	0	0.00%
Transfer to Reserves	-12,769	0	44,341	49,740	5,399	0.04%
Increased transfer to surplus			44,341	49,740	5,399	0.04%
TOTAL EXPENSE	428,770	220,558	489,770	497,670	7,900	0.06%
TOTAL OPERATING	0	544,412	0	0	0	0.00%
Transfer to Capital	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0.00%
TOTAL BUILDING	0	544,412	0	0	0	0.00%

2018 - 2022 Building Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	0	0	0	0	0	0	0
User Fees	333,770	394,770	402,670	410,750	418,990	427,390	93,620
Other Income	95,000	95,000	95,000	95,000	95,000	95,000	0
Transfer from Reserves	0	0	0	0	0	0	0
TOTAL REVENUE	428,770	489,770	497,670	505,750	513,990	522,390	93,620
EXPENSE							
Salaries, Wages & Benefits	323,700	327,590	329,000	337,000	345,000	353,000	29,300
Administration	94,639	94,639	95,260	95,930	96,600	97,280	2,641
Contracted Services	9,000	9,000	9,180	9,370	9,560	9,760	760
Facility Utilities	0	0	0	0	0	0	0
Facility Maintenance	0	0	0	0	0	0	0
Insurance	6,200	6,200	6,330	6,460	6,590	6,730	530
Vehicles & Equipment	8,000	8,000	8,160	8,330	8,500	8,670	670
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	-12,769	44,341	49,740	48,660	47,740	46,950	59,719
TOTAL EXPENSE	428,770	489,770	497,670	505,750	513,990	522,390	93,620
TOTAL OPERATING	0	0	0	0	0	0	0
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL BUILDING	0	0	0	0	0	0	0

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Municipal By-law Enforcement and Crossing Guards

Clearview's By-law enforcement is specifically responsible for:

- Investigating by-law complaints
- Enforcing by-law regulations and standards
- Achieving resolutions to by-law infractions through voluntary compliance or prosecution
- Dog licences
- Parking enforcement
- Public education

Some of the most common problems the department deals with are dog issues, signs, noise infractions and parking problems including; impeding a sidewalk, parking in a handicapped space and parking in school zones.

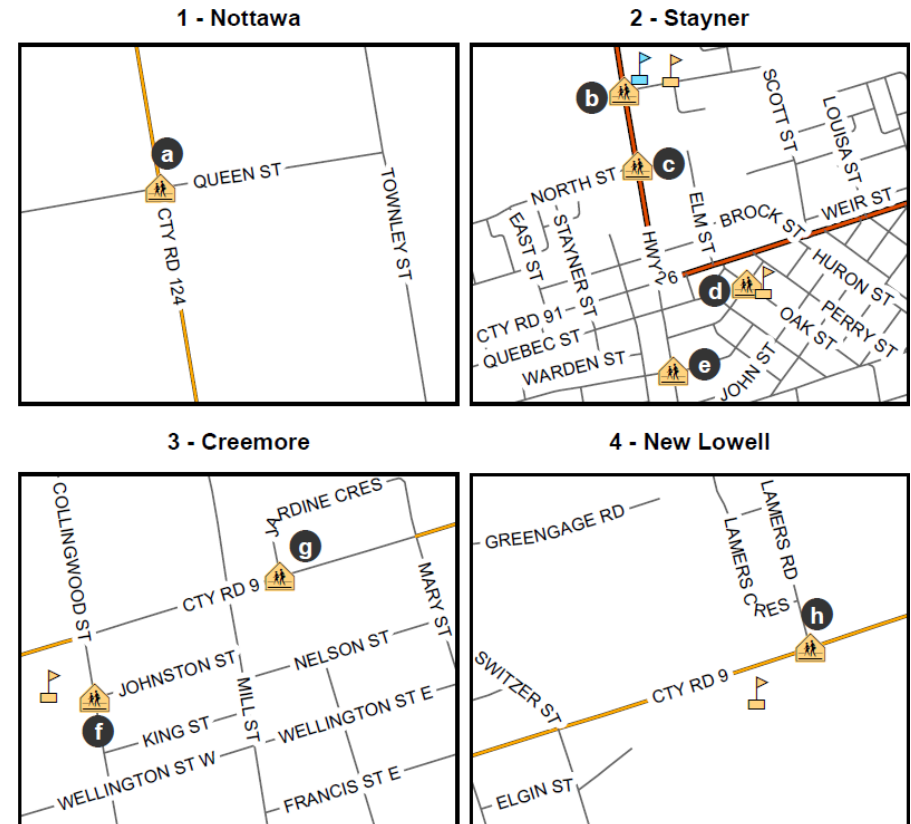
Clearview provides Crossing Guard service for school children at 8 locations across the municipality.

Crossing Guard Locations (September to June)

- Nottawa
 - a. County Rd #124 at Queen Street (added in 2013)
- Stayner
 - b. Locke Avenue at Stayner Collegiate Institute
 - c. Highway 26 at North Street
 - d. William Street at Byng Public School
 - e. County Rd #42 at Centre Street (added in 2013)
- Creemore
 - f. Collingwood Street at Nottawasaga Creemore Public School (moved in 2013)
 - g. County Rd #9 at Jardine Crescent (added in 2013)
- New Lowell
 - h. County Rd #9 at Lamers Road (added in 2013)



School Crossing Guard Locations



2018 Municipal By-law and Crossing Guard Projects

None.

2019 Municipal By-law and Crossing Guard Projects

None

2020 Municipal By-law and Crossing Guard Projects

None

2021 Municipal By-law and Crossing Guard Projects

None

2022 Municipal By-law and Crossing Guard Projects

None

2018 Bylaw & Crossing Guard Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	20,000	13,922	20,000	30	20,000	0	0.00%
User Fees	113,950	123,337	116,450	57,474	116,450	0	0.00%
Other Income	0	0	0	60	0	0	0.00%
Transfer from Reserves	0	0	0	0	0	0	0.00%
TOTAL REVENUE	133,950	137,258	136,450	57,564	136,450	0	0.00%
EXPENSE							
Salaries, Wages & Benefits	168,500	172,568	179,300	90,021	183,940	4,640	0.03%
Administration	36,250	33,012	40,650	12,559	42,150	1,500	0.01%
Increase in crossing guard mileage (substitutes)			4,500		6,000	1,500	0.01%
Contracted Services	9,200	8,958	11,750	3,049	14,250	2,500	0.02%
Increase consulting (property standards)			0		1,500	1,500	0.01%
Increase livestock valuers fees			2,000		3,000	1,000	0.01%
Insurance	0	0	0	0	5,705	5,705	0.04%
reassigned from vehicle expense							
Vehicles & Equipment	12,800	12,151	13,800	2,870	9,800	-4,000	-0.03%
insurance moved to vehicle expense			13,000		9,000	-4,000	-0.03%
Amortization	0	2,466	0	0	0	0	0.00%
Transfer to Reserves	4,000	4,000	6,500	0	6,500	0	0.00%
TOTAL EXPENSE	230,750	233,155	252,000	108,498	262,345	10,345	0.08%
TOTAL OPERATING	-96,800	-95,896	-115,550	-50,934	-125,895	10,345	0.08%
Transfer to Capital	0	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0	0.00%
TOTAL BYLAW & CROSSING	-96,800	-95,896	-115,550	-50,934	-125,895	10,345	0.08%

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	20,000	30	20,000	20,400	400	0.00%
User Fees	116,450	57,474	116,450	118,790	2,340	0.02%
Other Income	0	60	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0	0.00%
TOTAL REVENUE	136,450	57,564	136,450	139,190	2,740	0.02%
EXPENSE						
Salaries, Wages & Benefits	179,300	90,021	183,940	186,946	3,006	0.02%
Administration	40,650	12,559	42,150	48,745	6,595	0.05%
Insurance to move from Admin to Insurance			5,705	0	-5,705	-0.04%
Contracted Services	11,750	3,049	14,250	14,420	170	0.00%
Insurance	0	0	5,705	0	-5,705	-0.04%
Insurance to move from Admin to Insurance			0	-5,705	-5,705	-0.04%
Vehicles & Equipment	13,800	2,870	9,800	10,000	200	0.00%
Amortization	0	0	0	0	0	0.00%
Transfer to Reserves	6,500	0	6,500	6,500	0	0.00%
TOTAL EXPENSE	252,000	108,498	262,345	266,611	4,266	0.03%
TOTAL OPERATING	-115,550	-50,934	-125,895	-127,421	1,526	0.01%
Transfer to Capital	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0.00%
TOTAL BYLAW & CROSSING	-115,550	-50,934	-125,895	-127,421	1,526	0.01%

2018 - 2022 Bylaw & Crossing Guard Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	20,000	20,000	20,400	20,810	21,230	21,650	1,650
User Fees	116,450	116,450	118,790	121,220	123,690	126,210	9,760
Other Income	0	0	0	0	0	0	0
Transfer from Reserves	0	0	0	0	0	0	0
TOTAL REVENUE	136,450	136,450	139,190	142,030	144,920	147,860	11,410
EXPENSE							
Salaries, Wages & Benefits	179,300	183,940	186,946	190,813	194,601	198,611	19,311
Administration	40,650	42,150	48,745	49,705	50,675	51,665	11,015
Contracted Services	11,750	14,250	14,420	14,750	15,080	15,410	3,660
Insurance	0	5,705	0	0	0	0	0
Vehicles & Equipment	13,800	9,800	10,000	10,210	10,420	10,640	-3,160
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	6,500	6,500	6,500	6,500	6,500	6,500	0
TOTAL EXPENSE	252,000	262,345	266,611	271,978	277,276	282,826	30,826
TOTAL OPERATING	-115,550	-125,895	-127,421	-129,948	-132,356	-134,966	19,416
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL BYLAW & CROSSING	-115,550	-125,895	-127,421	-129,948	-132,356	-134,966	19,416

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Public Works

Public Works manages the construction and maintenance of Clearview's roads, bridges, drainage, storm drains, sidewalks, and transportation fleet excluding the vehicles in the Fire Department, Building Department and Bylaw.

Some of the responsibilities related to Transportation and Drainage that the Public Works Department manages are:

- Bridges and Culverts
- Grass & Weed Cutting
- Brushing & Tree Trimming
- Ditching
- Gutter & Catch Basins
- Debris & Litter
- Patching & Spraying
- Sweeping & Flushing
- Shoulder Maintenance and Grading
- Resurfacing
- Patching & Washouts
- Grading & Scarifying
- Dust Layer Control
- Prime & Priming
- Gravel Resurfacing
- Snow Plowing & Removal
- Sanding & Salting
- Snow Fencing & Culvert Thaw
- Winter Standby
- Signs & Signals
- Railway Maintenance
- Pavement Markings



Public Works Sub-Departments Long Term

Sub-Department	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%	2019 Budgeted
EXPENSE								
080 Overhead & Cap Trans.	2,491,600	4,062,077	2,532,852	738,304	2,538,438	5,586	0.04%	2,565,793
100 Bridges and Culverts	491,285	475,663	520,603	40,087	658,163	137,560	0.97%	660,596
210 Grass & Weed Cutting	43,300	58,926	43,635	8,056	43,935	300	0.00%	44,820
220 Brushing/Tree Trimming	108,600	172,707	110,100	52,282	110,500	400	0.00%	112,730
230 Ditching	122,000	121,663	123,200	7,048	124,000	800	0.01%	126,490
240 Gutter & Catch Basins	21,520	19,679	25,790	3,941	25,890	100	0.00%	26,420
250 Debris & Litter	29,000	15,907	29,770	29,374	29,940	170	0.00%	35,650
310 Patching & Spraying	192,400	148,685	193,800	69,380	194,400	600	0.00%	198,300
320 Sweeping & Flushing	99,200	72,512	100,400	54,648	100,900	500	0.00%	102,940
330 Shoulder Mtce./Grading	73,400	76,283	74,920	18,889	75,420	500	0.00%	76,940
340 Resurfacing	0	4,079	0	1,736	0	0	0.00%	0
410 Patching & Washouts	76,850	68,232	78,100	37,090	78,350	250	0.00%	79,920
420 Grading & Scarifying	119,800	120,269	121,900	78,406	122,500	600	0.00%	124,960
430 Dust Layer Control	147,400	165,581	163,160	86,309	163,360	200	0.00%	166,640
450 Gravel Resurfacing	368,500	371,057	410,000	29,483	410,700	700	0.00%	418,920
510 Snow Plow/Removal	703,340	602,085	720,500	468,063	724,700	4,200	0.03%	739,200
520 Sanding & Salting	445,200	407,093	452,900	243,040	454,500	1,600	0.01%	463,610
530 Snow Fence/Culvert Thaw	5,965	39	6,115	0	5,750	-365	0.00%	5,880
540 Winter Standby	33,800	19,524	25,300	6,390	25,600	300	0.00%	26,120
610 Signs & Signals	97,200	108,603	113,550	68,913	104,150	-9,400	-0.07%	106,240
620 Railway Mtce	2,500	0	1,000	0	1,000	0	0.00%	1,020
630 Pavement Markings	16,000	14,626	17,000	230	17,000	0	0.00%	17,340
700 Miscellaneous	1,320	0	1,320	0	1,340	20	0.00%	1,380
725 Misc. Radio	1,500	0	1,500	0	12,500	11,000	0.08%	12,750
726 Misc. - Traffic Counts	2,400	0	1,350	0	1,350	0	0.00%	1,380
850 Vehicles & Equipment	735,000	578,490	733,500	221,424	734,500	1,000	0.01%	759,390
Total PW Expenses	6,429,080	7,683,780	6,602,265	2,263,093	6,758,886	156,621	1.10%	6,875,429

Public Works Sub-Departments Long Term

Sub-Department	2016 Budgeted	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 year change
EXPENSE								
080 Overhead & Cap Trans.	2,491,600	2,532,852	2,538,438	2,565,793	2,546,086	2,568,094	2,590,534	2.3%
100 Bridges and Culverts	491,285	520,603	658,163	660,596	663,050	665,580	668,087	28.3%
210 Grass & Weed Cutting	43,300	43,635	43,935	44,820	45,740	46,680	47,630	9.2%
220 Brushing/Tree Trimming	108,600	110,100	110,500	112,730	115,010	117,340	119,700	8.7%
230 Ditching	122,000	123,200	124,000	126,490	129,050	131,650	134,310	9.0%
240 Gutter & Catch Basins	21,520	25,790	25,890	26,420	26,970	27,540	28,110	9.0%
250 Debris & Litter	29,000	29,770	29,940	35,650	36,400	37,160	37,930	27.4%
310 Patching & Spraying	192,400	193,800	194,400	198,300	202,280	206,360	210,520	8.6%
320 Sweeping & Flushing	99,200	100,400	100,900	102,940	105,020	107,130	109,290	8.9%
330 Shoulder Mtce./Grading	73,400	74,920	75,420	76,940	78,510	80,110	81,740	9.1%
340 Resurfacing	0	0	0	0	0	0	0	N/A
410 Patching & Washouts	76,850	78,100	78,350	79,920	81,550	83,220	84,910	8.7%
420 Grading & Scarifying	119,800	121,900	122,500	124,960	127,470	130,040	132,650	8.8%
430 Dust Layer Control	147,400	163,160	163,360	166,640	169,990	173,400	176,890	8.4%
450 Gravel Resurfacing	368,500	410,000	410,700	418,920	427,330	435,890	444,630	8.4%
510 Snow Plow/Removal	703,340	720,500	724,700	739,200	754,010	769,120	784,530	8.9%
520 Sanding & Salting	445,200	452,900	454,500	463,610	472,910	482,380	492,050	8.6%
530 Snow Fence/Culvert Thaw	5,965	6,115	5,750	5,880	6,010	6,140	6,270	2.5%
540 Winter Standby	33,800	25,300	25,600	26,120	26,650	27,200	27,750	9.7%
610 Signs & Signals	97,200	113,550	104,150	106,240	108,400	110,590	112,820	-0.6%
620 Railway Mtce	2,500	1,000	1,000	1,020	1,050	1,080	1,110	11.0%
630 Pavement Markings	16,000	17,000	17,000	17,340	17,690	18,050	18,420	8.4%
700 Miscellaneous	1,320	1,320	1,340	1,380	1,420	1,460	1,500	13.6%
725 Misc. Radio	1,500	1,500	12,500	12,750	13,010	13,280	13,550	803.3%
726 Misc. - Traffic Counts	2,400	1,350	1,350	1,380	1,410	1,440	1,470	8.9%
850 Vehicles & Equipment	735,000	733,500	734,500	759,390	774,920	790,710	806,860	10.0%
Total PW Expenses	6,429,080	6,602,265	6,758,886	6,875,429	6,931,936	7,031,644	7,133,261	8.0%

2018 Public Works Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Public Works												
Admin, Bldg, and Equip												
	Clearview Public Transit	\$ 172,500	\$ 160,500					\$ 12,000				
	Roads Needs Study	\$ 35,000		\$ 35,000								
	Improve Radio System	\$ 11,000	\$ 11,000									
	Public Works Sub-total	\$ 218,500	\$ 171,500	\$ 35,000	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
	TR 45 2009 Ford	\$35,000	\$ -								\$ 35,000	
	GR 3 2005 Volvo Grad	\$325,000	\$ -								\$ 325,000	
	BH 6 2009 NH Backhoe	\$140,000	\$ -								\$ 140,000	
	FL 5 2003 Trailer	\$7,500	\$ -								\$ 7,500	
	TR 44 2009 Ford	\$35,000	\$ -								\$ 35,000	
Bridges												
	Bridge 434-33	\$ 350,000	\$ -								\$ 350,000	
Road Construction												
	Fairgrounds	\$158,600	\$ 158,600									
	McCarthy Rd	\$94,600	\$ 94,600									
	Concession 2	\$140,000	\$ 140,000									
	Concession 2	\$32,700	\$ 32,700									
	Weir Street	\$75,000	\$ 75,000									
	Poplar Street	\$130,000	\$ 130,000									
	Caroline Street	\$31,400	\$ 31,400									
	Elizabeth Street	\$28,000	\$ 28,000									
	Nelson	\$27,000	\$ 27,000									
	East Street	\$17,700	\$ 17,700									
	Cedar Street	\$31,200	\$ 31,200									
	Concession 12	\$170,200	\$ 170,200									
Sidewalks												
	Sidewalk Construction	\$ 110,000	\$ -							\$ 110,000		
	Public Works Sub-total	\$ 1,938,900	\$ 936,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ 892,500	\$ -

2019 Public Works Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Public Works												
	Clearview Public Transit	\$ 175,950	\$ 163,950					\$ 12,000				
	Public Works Sub-total	\$ 175,950	\$ 163,950	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
	TR 8 2004 Ford	\$80,000	\$ -								\$ 80,000	
	TR 6 2006 Stirling	\$240,000	\$ -								\$ 240,000	
	TR 40 2007 Stirling	\$240,000	\$ -								\$ 240,000	
	NHDM 2011 NH Disc M	\$14,000	\$ -								\$ 14,000	
Road Construction												
	Montreal Street	\$70,000	\$ 70,000									
	Mary Street	\$15,700	\$ 15,700									
	9/10 Side Road	\$165,000	\$ 165,000									
	Switzer Street	\$35,000	\$ 35,000									
	Concession 2	\$35,000	\$ 35,000									
	County Road # 91	\$190,000	\$ 190,000									
	3/ 4 S. R. Sunnidale	\$120,000	\$ 120,000									
	6/7 S.R. Sunnidale	\$139,500	\$ 139,500									
	Hogback Road	\$175,000	\$ 175,000									
Sidewalks												
	Sidewalk Construction	\$ 110,000	\$ -	\$ 110,000								
	Public Works Sub-total	\$ 1,629,200	\$ 945,200	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 574,000	\$ -

2020 Public Works Projects

Public Works												
	Clearview Public Transit	\$ 179,740	\$ 167,740					\$ 12,000				
	Public Works Sub-total	\$ 179,740	\$ 167,740	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
	TR 42 2008 Intern	\$ 240,000	\$ -								\$ 240,000	
	TR 45 2009 Ford	\$ 35,000	\$ -								\$ 35,000	
	TR 572014 Ford	\$ 35,000	\$ -								\$ 35,000	
	BCZ 2008 Bob Cat	\$ 10,000	\$ -								\$ 10,000	
	BH 5 2005 Backhoe	\$ 140,000	\$ -								\$ 140,000	
Road Construction												
	Batteaux Road	\$ 172,000	\$ 172,000									
	6/ 7 S.R. Nottawas	\$ 50,000	\$ 50,000									
	Centre Line Road	\$ 225,600	\$ 225,600									
	Concession # 2	\$ 140,000	\$ 140,000									
	30/31 S.R. Nottawa	\$ 50,000	\$ 50,000									
Sidewalks												
	Sidewalk Construction	\$ 110,000	\$ 110,000									
	Public Works Sub-total	\$ 1,207,600	\$ 747,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000	\$ -

2021 Public Works Projects

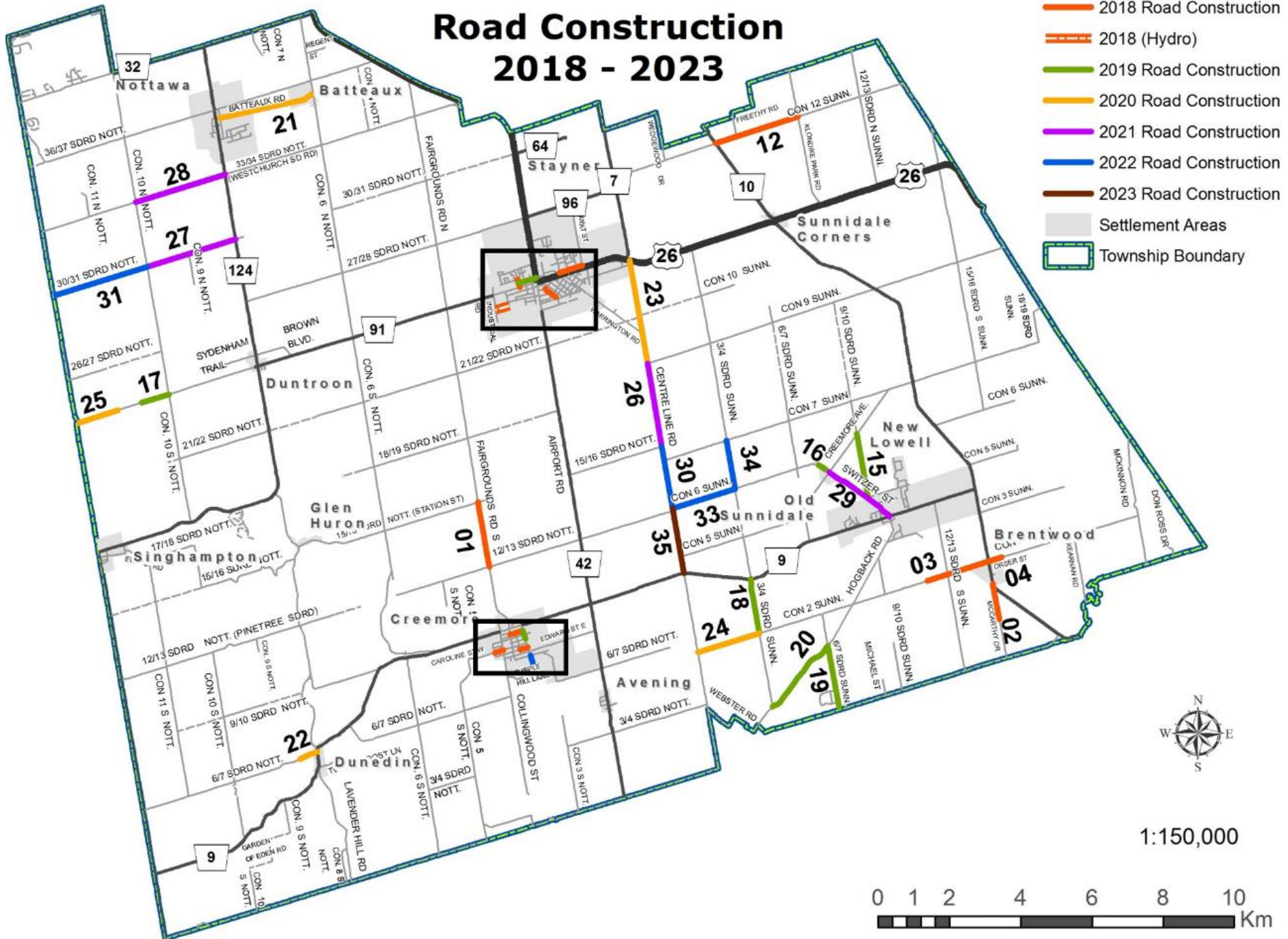
Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Public Works												
	Clearview Public Transit	\$ 183,060	\$ 171,060					\$ 12,000				
	Public Works Sub-total	\$ 183,060	\$ 171,060	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
	TR 46 2010 Ford	\$ 35,000	\$ -								\$ 35,000	
	TR 47 2010 Ford	\$ 35,000	\$ -								\$ 35,000	
	TR 48 2011 Freight	\$ 240,000	\$ -								\$ 240,000	
	TR 55 2001 Interna	\$ 80,000	\$ -								\$ 80,000	
	TR 60 2016 Dodge	\$ 40,000	\$ -								\$ 40,000	
Road Construction												
	Centre Line Road	\$ 175,600	\$ 175,600									
	30/31 S. R. Nottawa	\$ 50,000	\$ 50,000									
	30/31 S. R. Nottawa	\$ 205,720	\$ 205,720									
	33/34 S.R. Nottawa	\$ 217,000	\$ 217,000									
	Switzer Street	\$ 172,000	\$ 172,000									
Sidewalks												
	Sidewalk Construction	\$ 110,000	\$ 110,000									
	Public Works Sub-total	\$ 1,360,320	\$ 930,320	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000	\$ -

2022 Public Works Projects

Public Works												
	Clearview Public Transit	\$ 186,730	\$ 174,730					\$ 12,000				
	Public Works Sub-total	\$ 186,730	\$ 174,730	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Public Works												
Admin, Bldg, and Equip												
	TR 49 2011 Freight	\$ 240,000	\$ -								\$ 240,000	
	TR 50 2012 Ford	\$ 35,000	\$ -								\$ 35,000	
	TR 51 2012 Ford	\$ 35,000	\$ -								\$ 35,000	
	TR 53 2013 Ford	\$ 35,000	\$ -								\$ 35,000	
	DMOW 2009 NH Mow	\$ 18,000	\$ -								\$ 18,000	
	FL 3 Trailer	\$ 10,000	\$ -								\$ 10,000	
	SPZT 2011 Mower	\$ 10,000	\$ -								\$ 10,000	
	SWP 1 Sweeper	\$ 10,000	\$ -								\$ 10,000	
	SWP 2 Attach Sweep	\$ 10,000	\$ -								\$ 10,000	
	Attach Sweep PTO	\$ 8,000	\$ -								\$ 8,000	
		\$ -										
Road Construction												
	Centre Line Road	\$ 141,500	\$ 141,500									
	30/31 S. R. Nottawa	\$ 224,850	\$ 224,850									
	Mary Street	\$ 32,000	\$ 32,000									
	Concession 6 Sunn	\$ 165,000	\$ 165,000									
	3/ 4 S.R. Sunnidale	\$ 130,000	\$ 130,000									
Sidewalks												
	Sidewalk Construction	\$ 110,000	\$ 110,000									
	Public Works Sub-total	\$ 1,214,350	\$ 803,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 411,000	\$ -

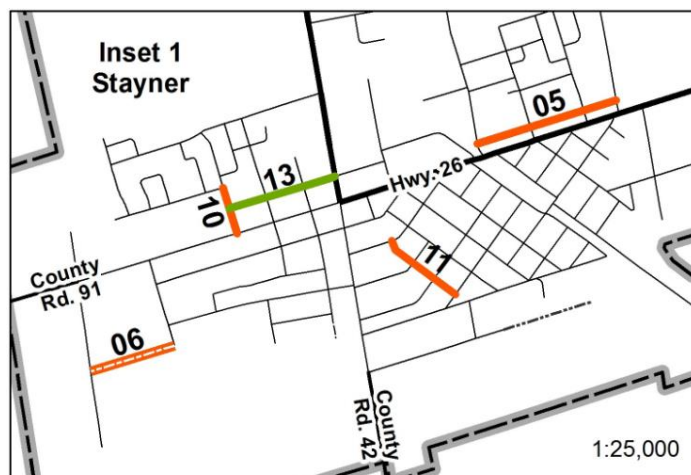
Road Construction 2018 - 2023

- 2018 Road Construction
- - - 2018 (Hydro)
- 2019 Road Construction
- 2020 Road Construction
- 2021 Road Construction
- 2022 Road Construction
- 2023 Road Construction
- Settlement Areas
- Township Boundary



1:150,000

0 1 2 4 6 8 10 Km



Label	Year	Road	From	To
01	2018	Fairgrounds Rd	15/16 Side Road	12/13 Side Road
02	2018	McCarthy Rd	County Rd #10	Southerly one Km
03	2018	Concession 2	County Rd #10	1.8 Km westerly
04	2018	Concession 2	County Rd #10	381 meters easterly
05	2018	Weir St	Scott St	Mowat St
06	2018 (Hydro)	Poplar St	Industrial Rd	Side St

Label	Year	Road	From	To
07	2018	Caroline St W	Sarah St	Collingwood St
08	2018	Elizabeth St E	Library St	Mary St
09	2018	Nelson St	Mill St	Mary St
10	2018	East St	Spruce St	County Rd #91
11	2018	Cedar St	William St	Charles St
12	2018	Concession 12	County Rd #10	Klondike Rd
13	2019	Montreal St	Highway #26	East St
14	2019	Mary St	Francis St E	Nelson St
15	2019	9/10 Side Road	Concession 5	Creemore Ave
16	2019	Switzer St	Windatt Subdivision	
17	2019	County Rd #91	Concession 10	800 meters westerly
18	2019	3/4 Side Road	Concession 2	County Rd #9
19	2019	6/7 Side Road	Hogback Rd	Town Line
20	2019	Hogback Rd	6/7 Side Road	3/4 Side Road
21	2020	Batteaux Rd	Concession 6	Townley St
22	2020	6/7 Side Road	County Rd #9	2050 m east of Conc 10
23	2020	Centre Line Rd	Highway 26	Concession 9
24	2020	Concession 2	Centre Line Rd	3/4 Side Road
25	2020	County Rd 91	Town Line	1.2 km easterly
26	2021	Centre Line Rd	Concession 9	15/16 Side Road
27	2021	30/31 Side Road	County Rd #124	Concession 10
28	2021	33/34 Side Road	Concession 10	County Rd #124
29	2021	Switzer St	County Rd #9	Creemore Ave
30	2022	Centre Line Rd	15/16 Side Road	Concession 6
31	2022	30/31 Side Road	Concession 10	Town Line
32	2022	Mary St	George St	End
33	2022	Concession 6	3/4 Side Road	Centre Line Rd
34	2022	3/4 Side Road	Concession 6	Concession 7
35	2023	Centre Line Rd	County Rd #9	Concession 6

2018 Public Works Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	80,000	43,239	70,000	828	70,000	0	0.00%
Ppits and quarries rebate			70,000		70,000	0	0.00%
User Fees	1,032,890	936,657	1,057,100	570,008	1,061,901	4,801	0.04%
Cost Recovery increased			95,000		99,801	4,801	0.04%
Other Income	15,000	125,070	150,450	54,848	122,500	-27,950	-0.20%
Increase misc revenue - transit fares/landfill royalty			2,500		27,500	25,000	0.18%
Adjust internal transfer to correct			147,950		95,000	-52,950	-0.39%
Transfer from Reserves	10,000	10,000	40,000	40,000	35,000	-5,000	-0.04%
Grant funding for Roads/Bridge Needs Study			0		35,000	35,000	0.26%
Remove Carry forward unused 1/4 year transit funding (2017 only)			40,000		0	-40,000	-0.29%
TOTAL REVENUE	1,137,890	1,114,965	1,317,550	665,683	1,289,401	-28,149	-0.21%
EXPENSE							
Salaries, Wages & Benefits	0	0	0	0	0	0	0.00%
Administration	36,000	26,397	67,769	6,033	78,359	10,590	0.08%
Increase loan from partial year to full year			31,769		42,359	10,590	0.08%
Contracted Services	0	0	0	0	0	0	0.00%
Facility Utilities	145,000	201,669	145,000	80,306	145,000	0	0.00%
Amortization	0	10,912	0	0	0	0	0.00%
TOTAL EXPENSE	181,000	238,978	212,769	86,340	223,359	10,590	0.08%
WORKS EXPENSE							
Salaries, Wages & Benefits	1,438,280	1,413,586	1,466,998	766,753	1,485,613	18,615	0.14%
Administration	1,210,500	1,142,523	1,398,567	669,055	1,363,350	-35,217	-0.26%
Reduce signs/signals materials			42,000		32,000	-10,000	-0.07%
Improve radio communication system			1,500		12,500	11,000	0.08%
Adjust loan payments			174,952		138,735	-36,217	-0.26%
Contracted Services	958,500	873,087	1,073,000	362,945	1,108,000	35,000	0.26%
Increase consulting 2018 Roads Needs Study (grant funded)			40,000		75,000	35,000	0.26%
Facility Utilities	56,000	52,508	56,000	22,557	56,000	0	0.00%
Facility Maintenance	90,000	100,576	95,500	81,856	95,500	0	0.00%

Summary and Analysis by Departments

Insurance	111,500	115,394	115,400	119,241	115,623	223	0.00%
Vehicles & Equipment	797,500	622,311	801,800	335,152	802,800	1,000	0.01%
Added 2 vehicles only removed 1 - check if should be 2 removed			801,800		802,800	1,000	0.01%
Amortization	0	1,240,828	0	0	0	0	0.00%
Transfer to Reserves	664,900	846,591	691,100	0	828,100	137,000	1.00%
Increase transfer to Bridge Reserve			401,000		538,000	137,000	1.00%
TOTAL WORKS EXPENSE	5,327,180	6,407,403	5,698,365	2,357,559	5,854,986	156,621	1.14%
TOTAL OPERATING	-4,370,290	-5,531,416	-4,593,584	-1,778,215	-4,788,944	195,360	1.43%
Transfer to Capital	1,101,900	1,276,934	903,900	0	903,900	0	0.00%
TOTAL Capital	1,101,900	1,276,934	903,900	0	903,900	0	0.00%
TOTAL PUBLIC WORKS	-5,472,190	-6,808,350	-5,497,484	-1,778,215	-5,692,844	195,360	1.43%

2019 Public Works Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	70,000	828	70,000	70,000	0	0.00%
User Fees	1,057,100	570,008	1,061,901	1,070,901	9,000	0.06%
Increase in cost recovery			99,801	104,801	5,000	0.04%
Increase in tag revenue			3,000	6,000	3,000	0.02%
Increase sale blue boxes			1,000	2,000	1,000	0.01%
Other Income	150,450	54,848	122,500	122,500	0	0.00%
Transfer from Reserves	40,000	40,000	35,000	40,000	5,000	0.04%
Removal of 2018 Roads Needs study transfer			35,000	0	-35,000	-0.25%
Add funding for 2019 DC Study			0	40,000	40,000	0.28%
TOTAL REVENUE	1,317,550	665,683	1,289,401	1,303,401	14,000	0.10%
EXPENSE						
Salaries, Wages & Benefits	0	0	0	0	0	0.00%
Administration	67,769	6,033	78,359	79,080	721	0.01%
Contracted Services	0	0	0	0	0	0.00%
Facility Utilities	145,000	80,306	145,000	147,900	2,900	0.02%
Amortization	0	0	0	0	0	0.00%
TOTAL EXPENSE	212,769	86,340	223,359	226,980	3,621	0.03%
WORKS EXPENSE						
Salaries, Wages & Benefits	1,466,998	766,753	1,485,613	1,515,496	29,883	0.21%
Salaries increase to be corrected						
Administration	1,398,567	669,055	1,363,350	1,387,925	24,575	0.17%
Increase snow removal rental			343,200	350,070	6,870	0.05%
Increase sanding and salting			315,600	321,920	6,320	0.04%
Contracted Services	1,073,000	362,945	1,108,000	1,099,260	-8,740	-0.06%
Decrease consulting to remove roads needs study			75,000	40,800	-34,200	-0.24%
Decrease legal fees (to be corrected)			15,000	0	-15,000	-0.11%
Increase debris/litter outside services			5,000	10,200	5,200	0.04%
Increase gravel resurfacing			330,000	336,600	6,600	0.05%
Increase transit contractor			172,500	175,950	3,450	0.02%
Facility Utilities	56,000	22,557	56,000	57,120	1,120	0.01%

Facility Maintenance	95,500	81,856	95,500	97,410	1,910	0.01%
Insurance	115,400	119,241	115,623	115,858	235	0.00%
Vehicles & Equipment	801,800	335,152	802,800	829,060	26,260	0.18%
Increase vehicle expenses - some adjustments						
Amortization	0	0	0	0	0	0.00%
Transfer to Reserves	691,100	0	828,100	828,100	0	0.00%
TOTAL WORKS EXPENSE	5,698,365	2,357,559	5,854,986	5,930,229	75,243	0.53%
TOTAL OPERATING	-4,593,584	-1,778,215	-4,788,944	-4,853,808	64,864	0.47%
Transfer to Capital	903,900	0	903,900	945,200	41,300	0.29%
TOTAL Capital	903,900	0	903,900	945,200	41,300	0.29%
TOTAL PUBLIC WORKS	-5,497,484	-1,778,215	-5,692,844	-5,799,008	106,164	0.76%

2018 - 2022 Public Works Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	70,000	70,000	70,000	70,000	70,000	70,000	0
User Fees	1,057,100	1,061,901	1,070,901	1,066,901	1,066,901	1,066,901	9,801
Other Income	150,450	122,500	122,500	122,500	122,500	122,500	-27,950
Transfer from Reserves	40,000	35,000	40,000	40,000	40,000	40,000	0
TOTAL REVENUE	1,317,550	1,289,401	1,303,401	1,299,401	1,299,401	1,299,401	-18,149
EXPENSE							
Administration	67,769	78,359	79,080	112,899	114,339	115,799	48,030
Contracted Services	0	0	0	0	0	0	0
Facility Utilities	145,000	145,000	147,900	150,860	153,880	156,960	11,960
Amortization	0	0	0	0	0	0	0
TOTAL EXPENSE	212,769	223,359	226,980	263,759	268,219	272,759	59,990
EXPENSE							
Salaries, Wages & Benefits	1,466,998	1,485,613	1,515,496	1,545,990	1,577,100	1,608,840	141,842
Administration	1,398,567	1,363,350	1,387,925	1,413,135	1,438,845	1,798,915	400,348
Contracted Services	1,073,000	1,108,000	1,099,260	1,116,480	1,138,940	1,161,820	88,820
Facility Utilities	56,000	56,000	57,120	58,270	59,440	60,630	4,630
Facility Maintenance	95,500	95,500	97,410	99,370	101,370	103,410	7,910
Insurance	115,400	115,623	115,858	116,101	116,349	116,609	1,209
Vehicles & Equipment	801,800	802,800	829,060	868,900	886,590	904,680	102,880
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	691,100	828,100	828,100	691,100	691,100	691,100	0
TOTAL EXPENSE	5,698,365	5,854,986	5,930,229	5,909,346	6,009,734	6,446,004	747,639
TOTAL OPERATING	-4,593,584	-4,788,944	-4,853,808	-4,873,704	-4,978,552	-5,419,362	765,788
Transfer to Capital	903,900	903,900	945,200	903,900	903,900	903,900	0
TOTAL CAPITAL	903,900	903,900	945,200	903,900	903,900	903,900	0
TOTAL PUBLIC WORKS	-5,497,484	-5,692,844	-5,799,008	-5,777,604	-5,882,452	-6,323,262	765,788

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Parks and Recreation

Parks and Recreation manage the outdoor and indoor recreation facilities including the Community Recreation Centres in Stayner and Creemore, the outdoor swimming pool in Stayner, the tennis courts, and the many parks and trails. The community halls, Granite Curling Club and outdoor skating rinks are managed by the great volunteer committees in Clearview.

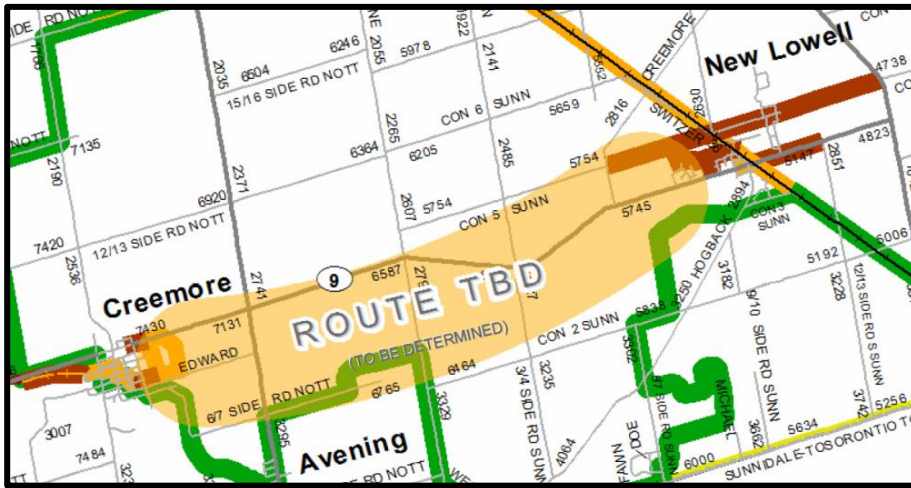
Another function of the department is to provide community culture and recreation events for the community including the Stayner Farmer's Market, Small Halls Festival, Health and Leisure Showcase and work with community groups to augment community festivals including the Children's Festival, Copper Kettle Festival, and others.



Station Park in Stayner – Home of Music in the Park

Expansion plans for trails to connect the main settlement areas of Clearview are in progress with grants being applied for at the County and Provincial levels.





Proposed Creemore to New Lowell Trail (in progress)

Follow the Clearview Health and Leisure Showcase on Twitter!



@ClviewShowcase

A study was commissioned in 2012 to review the structures of 6 of Clearview's Community Halls and to provide a plan and costing for upgrades, repairs and refurbishments.

Council resolved in 2013 to renovate and upgrade the 6 Community Halls and share the costs 50/50 with the Halls to raise their half of the anticipated costs. The municipal funding came from the newly established Consolidated Hall Boards reserve which funded this initiative over a two year period. Repairs were underway in 2013 and were completed in 2014.



Brentwood Community Hall



Main Hall at Avening Community Centre

Further upgrades of approximately \$1,000,000 are required to make the Halls accessible and meet Provincial Accessibility for Ontarians with Disabilities Act guidelines.

2018 Parks and Recreation Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Parks and Recreation												
	Citizen's Award	\$ 5,000									\$ 5,000	
	Master Plan	\$ 40,000							\$ 22,000		\$ 18,000	
Stayner Arena												
	Paint Ceiling Beams	\$ 20,000									\$ 20,000	
	Parks and Recreation Sub-total	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ 43,000	\$ -
Parks and Recreation												
	Zero Turn Mower	\$ 15,000	\$ 15,000									
	Float Trailer	\$ 4,500	\$ 4,500									
	Asset Signage Program	\$ 20,000	\$ 20,000									
	Event Infrastructure	\$ 10,000	\$ 10,000									
Stayner Arena												
	Arena Renovation	\$ 25,000	\$ 25,000									
	Boards	\$ 100,000	\$ -								\$ 100,000	
	Hall and Other Renovation (Library)	\$ 300,000	\$ -							\$ 300,000		
Stayner Parks												
	Eco Park Walkway	\$ 10,000	\$ 10,000									
	Kinsman Park Pavillion	\$ 15,000	\$ -						\$ 15,000			
	Station Park Redevelopment	\$ 250,000	\$ -							\$ 250,000		
	Community Garden Infrastructure	\$ 15,000	\$ 15,000									
	Dog Park	\$ 10,000	\$ 10,000									
Trails												
	Trails Construction	\$ 20,000	\$ 20,000									
	Parks and Recreation Sub-total	\$ 794,500	\$ 129,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 550,000	\$ 100,000	\$ -

2019 Parks and Recreation Projects

Parks and Recreation												
		\$ 134,500	\$ 134,500									
	Parks and Recreation Sub-total	\$ 134,500	\$ 134,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Parks and Recreation Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Parks and Recreation		\$ 139,500	\$ 139,500									
Parks and Recreation Sub-total		\$ 139,500	\$ 139,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2021 Parks and Recreation Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Parks and Recreation		\$ 139,500	\$ 139,500									
Parks and Recreation Sub-total		\$ 139,500	\$ 139,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2022 Parks and Recreation Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Parks and Recreation		\$ 139,500	\$ 139,500									
Parks and Recreation Sub-total		\$ 139,500	\$ 139,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2018 Parks & Recreation Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	76,000	86,405	26,000	2,979	43,250	17,250	0.13%
Youth Centre-United Way			0		17,250	17,250	0.13%
User Fees	591,700	720,909	538,450	208,403	539,600	1,150	0.01%
Increase Stayner arena sign rental			8,500		9,500	1,000	0.01%
Reduce Creemore vending machine revenue			5,000		2,000	-3,000	-0.02%
Increase swimming lessons revenue			14,000		16,000	2,000	0.01%
Reduce Stayner ball diamond fees			3,000		2,000	-1,000	-0.01%
Increase Creemore ball diamond fees			850		1,000	150	0.00%
Increase New Lowell Ball diamond fees			1,000		3,000	2,000	0.01%
Other Income	11,165	49,468	34,865	37,525	31,914	-2,951	-0.02%
Decrease misc Revenue Stayner CRC			2,965		2,514	-451	0.00%
Decrease trails donations			5,000		2,500	-2,500	-0.02%
Transfer from Reserves	20,000	67,216	25,000	0	83,456	58,456	0.43%
Increase Transfer from reserve master plan and adjust paint beams			25,000		60,000	35,000	0.26%
Youth Centre-transfer from reserve			0		23,456	23,456	0.17%
TOTAL REVENUE	698,865	923,998	624,315	248,906	698,220	73,905	0.54%
EXPENSE							
Salaries, Wages & Benefits	742,525	771,900	784,425	326,234	881,470	97,045	0.71%
Parks Admin - hire 3 day/week Admin Assist			0		29,900	29,900	0.22%
Parks Admin - upgrade Manager to GM			96,959		123,529	26,570	0.19%
Other Parks - hire summer student			33,100		54,500	21,400	0.16%
Administration	286,063	704,829	336,893	75,641	387,545	50,652	0.37%
Increase admin misc expense			5,000		7,500	2,500	0.02%
Reduce health and safety			2,000		1,000	-1,000	-0.01%
Increase telephone			3,000		3,600	600	0.00%
Increase public relations			3,500		4,000	500	0.00%
Increase loan payments (full year energy efficiency loan)			29,593		38,551	8,958	0.07%
Reallocate small halls misc expense			43,000		22,000	-21,000	-0.15%
Increase small hall advertising			0		27,000	27,000	0.20%
increase small hall office supplies			0		1,000	1,000	0.01%

Summary and Analysis by Departments

budget Youth Centre misc expense			0		1,000	1,000	0.01%
budget Youth Centre rent			0		24,000	24,000	0.18%
Budget youth centre telephone/internet			0		2,094	2,094	0.02%
Contracted Services	10,400	16,329	25,400	15,432	90,594	65,194	0.48%
Increase Admin consulting			8,000		48,000	40,000	0.29%
Budget Youth Centre contractor			0		45,511	45,511	0.33%
Facility Utilities	162,700	194,561	187,100	83,132	191,818	4,718	0.03%
Increase stayner pool utilities			14,000		16,300	2,300	0.02%
Budget Youth Centre utilities			0		2,418	2,418	0.02%
Facility Maintenance	161,500	151,037	172,900	66,208	182,900	10,000	0.07%
Insurance	80,600	82,300	85,260	84,265	69,431	-15,829	-0.12%
Reduced insurance valuations			85,260		69,431	-15,829	-0.12%
Vehicles & Equipment	76,900	62,094	82,500	36,927	86,700	4,200	0.03%
Amortization	0	215,331	0	0	0	0	0.00%
Transfer to Reserves	330,737	503,326	315,727	0	315,727	0	0.00%
TOTAL EXPENSE	1,851,425	2,701,706	1,990,205	687,839	2,206,185	215,980	1.58%
TOTAL OPERATING	-1,152,560	-1,777,709	-1,365,890	-438,933	-1,507,965	142,075	1.04%
Transfer to Capital	150,000	3,806	222,000	0	129,500	-92,500	-0.67%
TOTAL CAPITAL	150,000	3,806	222,000	0	129,500	-92,500	-0.67%
TOTAL PARKS	-1,302,560	-1,781,515	-1,587,890	-438,933	-1,637,465	49,575	0.36%

2019 Parks & Recreation Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	26,000	2,979	43,250	26,000	-17,250	-0.13%
Reduce grants 2018 project			43,250	26,000	-17,250	-0.12%
User Fees	538,450	208,403	539,600	540,100	500	0.00%
Other Income	34,865	37,525	31,914	32,365	451	0.00%
Transfer from Reserves	25,000	0	83,456	0	-83,456	-0.61%
Remove 1 time master plan funding			40,000	0	-40,000	-0.28%
Remove 1 time paint beam funding			20,000	0	-20,000	-0.14%
Youth Centre reserve depleted			23,456	0	-23,456	-0.16%
TOTAL REVENUE	624,315	248,906	698,220	598,465	-99,755	-0.73%
EXPENSE						
Salaries, Wages & Benefits	784,425	326,234	881,470	900,720	19,250	0.14%
Administration	336,893	75,641	387,545	382,337	-5,208	-0.04%
Contracted Services	25,400	15,432	90,594	57,421	-33,173	-0.24%
Remove 2018 Master Plan			40,000	0	-40,000	-0.28%
Facility Utilities	187,100	83,132	191,818	195,701	3,883	0.03%
Facility Maintenance	172,900	66,208	182,900	165,380	-17,520	-0.13%
Remove 2018 Paint Beams project			20,000	0	-20,000	-0.14%
Insurance	85,260	84,265	69,431	70,520	1,089	0.01%
Vehicles & Equipment	82,500	36,927	86,700	88,440	1,740	0.01%
Amortization	0	0	0	0	0	0.00%
Transfer to Reserves	315,727	0	315,727	315,727	0	0.00%
TOTAL EXPENSE	1,990,205	687,839	2,206,185	2,176,246	-29,939	-0.22%
TOTAL OPERATING	-1,365,890	-438,933	-1,507,965	-1,577,781	69,816	0.51%
Transfer to Capital	222,000	0	129,500	134,500	5,000	0.04%
TOTAL CAPITAL	222,000	0	129,500	134,500	5,000	0.04%
TOTAL PARKS	-1,587,890	-438,933	-1,637,465	-1,712,281	74,816	0.54%

2018 - 2022 Parks & Recreation Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	26,000	43,250	26,000	26,000	26,000	26,000	0
User Fees	538,450	539,600	540,100	540,600	541,100	541,600	3,150
Other Income	34,865	31,914	32,365	31,914	31,914	31,914	-2,951
Transfer from Reserves	25,000	83,456	0	0	0	0	-25,000
TOTAL REVENUE	624,315	698,220	598,465	598,514	599,014	599,514	-24,801
EXPENSE							
Salaries, Wages & Benefits	784,425	881,470	900,720	943,825	965,990	988,355	203,930
Administration	336,893	387,545	382,337	398,872	399,799	404,499	67,606
Contracted Services	25,400	90,594	57,421	26,440	26,980	27,530	2,130
Facility Utilities	187,100	191,818	195,701	199,716	203,803	217,962	30,862
Facility Maintenance	172,900	182,900	165,380	167,990	170,640	173,340	440
Insurance	85,260	69,431	70,520	71,640	72,794	76,744	-8,516
Vehicles & Equipment	82,500	86,700	88,440	90,320	92,120	94,110	11,610
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	315,727	315,727	315,727	315,727	315,727	315,727	0
TOTAL EXPENSE	1,990,205	2,206,185	2,176,246	2,214,530	2,247,853	2,298,267	308,062
TOTAL OPERATING	-1,365,890	-1,507,965	-1,577,781	-1,616,016	-1,648,839	-1,698,753	332,863
Transfer to Capital	222,000	129,500	134,500	139,500	139,500	139,500	-82,500
TOTAL CAPITAL	222,000	129,500	134,500	139,500	139,500	139,500	-82,500
TOTAL PARKS	-1,587,890	-1,637,465	-1,712,281	-1,755,516	-1,788,339	-1,838,253	250,363

Parks & Rec Sub-Departments

Sub-Department	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%	2019 Budgeted
EXPENSE								
610 Recreation Admin	472,063	671,119	734,693	98,120	539,051	-195,642	-1.38%	594,371
611 Stayner CRC	385,100	403,101	342,900	183,663	420,059	77,159	0.54%	413,173
612 Creemore CRC	350,500	387,824	325,400	153,643	418,549	93,149	0.66%	440,740
613 Stayner Pool	74,500	78,547	80,300	13,077	87,079	6,779	0.05%	88,800
615 Recreation Programming	157,600	287,680	99,400	89,254	168,470	69,070	0.49%	146,680
616 Small Halls Festival	0	0	43,000	4,256	50,000	7,000	0.05%	46,560
625 Stayner Parks	71,100	64,345	74,900	32,151	64,544	-10,356	-0.07%	67,286
626 Creemore Parks	41,600	39,672	42,350	28,392	43,867	1,517	0.01%	45,986
627 New Lowell Parks	56,000	36,291	59,350	21,003	58,974	-376	0.00%	60,181
629 Other Parks	70,500	55,366	71,460	41,006	91,659	20,199	0.14%	72,094
721 Trails	21,725	3,987	37,725	459	38,000	275	0.00%	38,770
Total Parks & Rec Expenses	1,700,688	2,027,932	1,911,478	665,024	1,980,252	68,774	0.48%	2,014,641

Parks & Rec Sub-Departments Long-Term

Sub-Department	2016 Budgeted	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 year change
EXPENSE								
610 Recreation Admin	472,063	734,693	539,051	594,371	525,881	529,111	535,621	-27.1%
611 Stayner CRC	385,100	342,900	420,059	413,173	415,782	422,134	428,621	25.0%
612 Creemore CRC	350,500	325,400	418,549	440,740	448,552	456,430	474,370	45.8%
613 Stayner Pool	74,500	80,300	87,079	88,800	90,666	92,542	94,439	17.6%
615 Recreation Programming	157,600	99,400	168,470	146,680	175,340	179,000	182,690	83.8%
616 Small Halls Festival	0	43,000	50,000	46,560	52,400	53,600	54,800	27.4%
625 Stayner Parks	71,100	74,900	64,544	67,286	70,071	72,861	75,666	1.0%
626 Creemore Parks	41,600	42,350	43,867	45,986	48,145	50,307	52,567	24.1%
627 New Lowell Parks	56,000	59,350	58,974	60,181	61,420	62,768	66,880	12.7%
629 Other Parks	70,500	71,460	91,659	72,094	94,958	96,722	98,516	37.9%
721 Trails	21,725	37,725	38,000	38,770	39,580	40,500	41,330	9.6%
Total Parks & Rec Expenses	1,700,688	1,911,478	1,980,252	2,014,641	2,022,795	2,055,975	2,105,500	10.2%

2018 Small Halls Festival Operating Budget Analysis - incl. in Parks & Rec. Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Donations	0	0	0	0	0	0	0.00%
Ticket Sales	0	0	0	2,832	0	0	0.00%
Grants-Ontario	0	0	0	0	0	0	0.00%
Grants - Other	0	0	0	0	18,000	18,000	0.13%
Reallocated from Rec Programming			0				
Misc Revenue	0	27,067	0	26,833	25,000	25,000	0.18%
TOTAL REVENUE	0	27,067	0	29,665	43,000	43,000	0.31%
EXPENSE							
Mileage	0	0	0	0	0	0	0.00%
Misc Expense	0	0	0	4,410	22,000	22,000	0.16%
Reallocated from Rec Programming							
Event Expense	0	0	0	13,852	0	0	0.00%
Contracted Services	0	0	0	0	0	0	0.00%
Advertising & Publicity	0	0	0	20,395	27,000	27,000	0.20%
Reallocated from Rec Programming							
Office Supplies	0	0	0	15	1,000	1,000	0.01%
Reallocated from Rec Programming							
TOTAL EXPENSE	0	0	0	38,671	50,000	50,000	0.36%
TOTAL OPERATING	0	27,067	0	-9,006	-7,000	7,000	0.05%
Transfer to Capital	0	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0	0.00%
TOTAL SMALL HALLS	0	27,067	0	-9,006	-7,000	7,000	0.05%

2019 Small Halls Festival Operating Budget Analysis - incl. in Parks & Rec. Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Donations	0	0	0	0	0	0.00%
Ticket Sales	0	2,832	0	0	0	0.00%
Grants-Ontario	0	0	0	0	0	0.00%
Grants - Other	0	0	18,000	18,000	0	0.00%
Misc Revenue	0	26,833	25,000	25,000	0	0.00%
TOTAL REVENUE	0	29,665	43,000	43,000	0	0.00%
EXPENSE						
Mileage	0	0	0	0	0	0.00%
Misc Expense	0	4,410	22,000	22,000	0	0.00%
Event Expense	0	13,852	0	0	0	0.00%
Contracted Services	0	0	0	0	0	0.00%
Advertising & Publicity	0	20,395	27,000	27,000	0	0.00%
Office Supplies	0	15	1,000	1,000	0	0.00%
TOTAL EXPENSE	0	38,671	50,000	50,000	0	0.00%
TOTAL OPERATING	0	-9,006	-7,000	-7,000	0	0.00%
Transfer to Capital	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0.00%
TOTAL SMALL HALLS	0	-9,006	-7,000	-7,000	0	0.00%

2018 - 2022 Small Halls Festival Operating Budget Analysis - incl. in Parks & Rec. Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Donations	0	0	0	0	0	0	0
Ticket Sales	0	0	0	0	0	0	0
Grants-Ontario	0	0	0	0	0	0	0
Grants - Other	0	18,000	18,000	18,000	18,000	18,000	18,000
Misc Revenue	0	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL REVENUE	0	43,000	43,000	43,000	43,000	43,000	43,000
EXPENSE							
Mileage	0	0	0	0	0	0	0
Misc Expense	0	22,000	22,000	23,000	23,500	24,000	24,000
Event Expense	0	0	0	0	0	0	0
Contracted Services	0	0	0	0	0	0	0
Advertising & Publicity	0	27,000	27,000	28,200	28,800	29,400	29,400
Office Supplies	0	1,000	1,000	1,200	1,300	1,400	1,400
TOTAL EXPENSE	0	50,000	50,000	52,400	53,600	54,800	54,800
TOTAL OPERATING	0	-7,000	-7,000	-9,400	-10,600	-11,800	11,800
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL SMALL HALLS	0	-7,000	-7,000	-9,400	-10,600	-11,800	11,800

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2018 Clearview Youth Centre Operating Budget Analysis - incl. in Parks & Rec. Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Donations	0	0	0	12,356	0	0	0.00%
Grants	0	0	0	0	17,250	17,250	0.13%
United Way Operational Grant			0		17,250	17,250	0.13%
Transfer from Reserves	0	62,804	0	0	23,456	23,456	0.17%
Final transfer from Starting Reserve			0		23,456	23,456	0.17%
TOTAL REVENUE	0	62,804	0	12,356	40,706	40,706	0.30%
EXPENSE							
Misc Expense	0	39,798	0	17,093	1,000	1,000	0.01%
Mainly contractor expense to be moved							
Rent	0	22,000	0	18,172	24,000	24,000	0.18%
Three year lease ongoing to 2019							
Utilities	0	692	0	1,403	2,418	2,418	0.02%
Increase in utilities							
Contractor	0	0	0	1,616	25,194	25,194	0.18%
Contractor hours reduced to produce break-even							
Phone/Internet	0	314	0	1,371	2,094	2,094	0.02%
TOTAL EXPENSE	0	62,804	0	39,655	54,706	54,706	0.40%
TOTAL OPERATING	0	0	0	-27,299	-14,000	14,000	0.10%
Transfer to Capital	0	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0	0.00%
TOTAL YOUTH CENTRE	0	0	0	-27,299	-14,000	14,000	0.10%

2019 Clearview Youth Centre Operating Budget Analysis - incl. in Parks & Rec. Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Donations	0	12,356	0	0	0	0.00%
Grants	0	0	17,250	0	-17,250	-0.13%
United Way Operational Grant expired in 2018			17,250	0	-17,250	-0.13%
Transfer from Reserves	0	0	23,456	0	-23,456	-0.17%
Youth Reserve depleted in 2018			23,456	0	-23,456	-0.17%
TOTAL REVENUE	0	12,356	40,706	0	-40,706	-0.30%
EXPENSE						
Misc Expense	0	17,093	1,000	1,000	0	0.00%
Mainly contractor expense to be moved						
Rent	0	18,172	24,000	24,720	720	0.01%
Three year lease ongoing to 2019						
Utilities	0	1,403	2,418	2,491	73	0.00%
Increase in utilities						
Contractor	0	1,616	25,194	31,511	6,317	0.05%
Increase in hours of operation						
Phone/Internet	0	1,371	2,094	2,156	62	0.00%
TOTAL EXPENSE	0	39,655	54,706	61,878	7,172	0.05%
TOTAL OPERATING	0	-27,299	-14,000	-61,878	47,878	0.35%
Transfer to Capital	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0.00%
TOTAL YOUTH CENTRE	0	-27,299	-14,000	-61,878	47,878	0.35%

2018 - 2022 Youth Centre Operating Budget Analysis - incl. in Parks & Rec. Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Donations	0	0	0	0	0	0	0
Grants	0	17,250	0	0	0	0	0
Transfer from Reserves	0	23,456	0	0	0	0	0
TOTAL REVENUE	0	40,706	0	0	0	0	0
EXPENSE							
Misc Expense	0	1,000	1,000	1,000	1,000	1,000	1,000
Rent	0	24,000	24,720	24,720	24,720	25,462	25,462
Utilities	0	2,418	2,491	2,566	2,643	2,722	2,722
Contractor	0	25,194	31,511	31,511	31,511	31,511	31,511
Phone/Internet	0	2,094	2,156	2,221	2,288	2,356	2,356
TOTAL EXPENSE	0	54,706	61,878	62,018	62,162	63,051	63,051
TOTAL OPERATING	0	-14,000	-61,878	-62,018	-62,162	-63,051	63,051
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL YOUTH CENTRE	0	-14,000	-61,878	-62,018	-62,162	-63,051	63,051

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Library Services

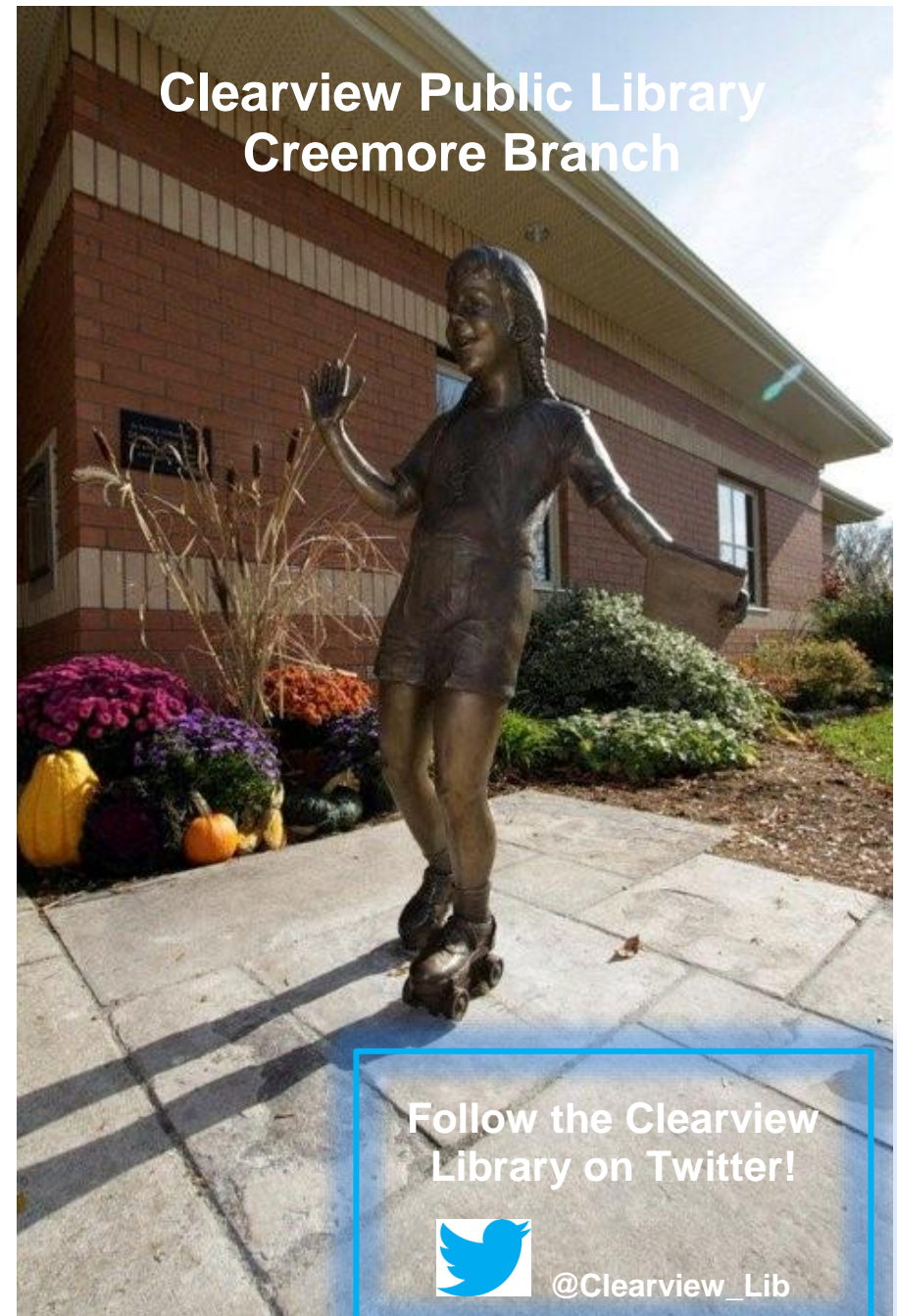
The Clearview Public Library has branches in Stayner, New Lowell and Creemore. It is managed by the Clearview Public Library Board which is composed of volunteers from the community appointed by Council. Reciprocal borrowing agreements are in place for the libraries in Collingwood (discounted membership), Essa Township and Base Borden. Residents of Mulmur and Adjala-Tosorontio Townships also have access to the Clearview library system through funding provided by their respective local governments.

The library has \$96,920 budgeted for new collection materials and new computers.

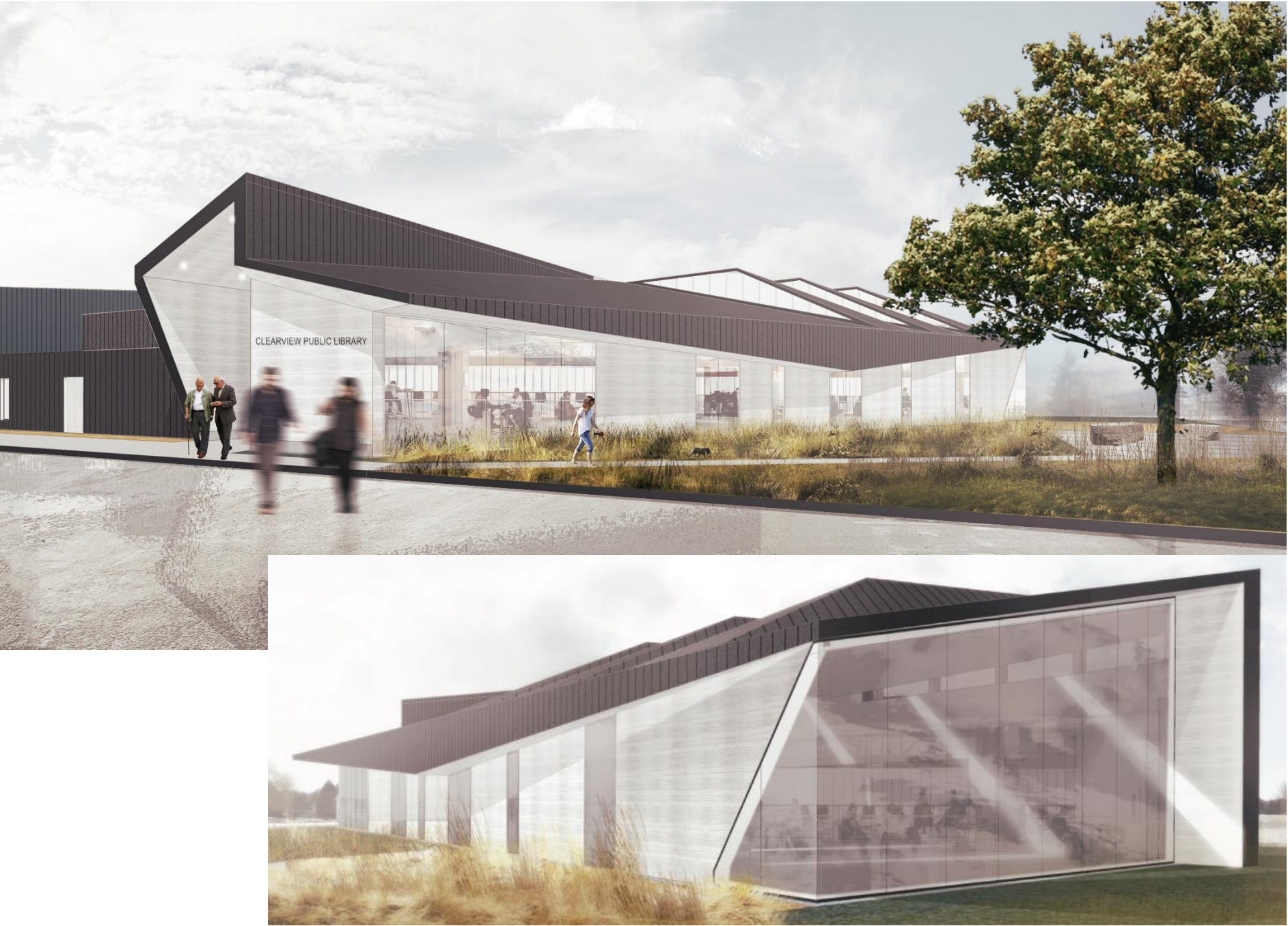
The primary capital item budgeted for 2018 is the replacement of the Stayner branch.

A regional library program was launched in 2017 so that more residents will have access to the library closest to them.

Clearview Public Library runs many programs throughout the year. Programs include Baby Time, Story Hour at the Stayner Branch and the Nottawa Public School, Tweens' Club, Kids' Craft Club, Therapy Tails Reading Improvement Program (Reading with Canines), Summer Reading Programs for Kids and Teens, Adult Book Club, Employment Workshops, free internet access, beginner and intermediate computer and internet training, among others.



Proposed new branch in Stayner



2018 Library Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Library Services												
	Regional Library Service	\$ 1,000	\$ 1,000									
	Fundraising Campaign	\$ 15,000									\$ 15,000	
	Library Services Sub-total	\$ 16,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -
Library Services												
	Replace Stayner Branch	\$ 3,815,000	\$ -					\$ 250,000		\$ 365,000		\$ 3,200,000
	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
	Stayner Branch Computers	\$ 5,000	\$ -								\$ 5,000	
	Library Digital Services	\$ 4,866	\$ -	\$ 4,866								
	Materials	\$ 85,920	\$ 85,920									
	Library Services Sub-total	\$ 3,916,786	\$ 90,645	\$ 6,141	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 365,000	\$ 5,000	\$ 3,200,000

2019 Library Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Library Services												
	Regional Library Service	\$ 1,000	\$ 1,000									
	Library Services Sub-total	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Services												
	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
	Materials	\$ 85,920	\$ 85,920									
	Library Services Sub-total	\$ 91,920	\$ 90,645	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Library Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Library Services												
	Regional Library Service	\$ 1,000	\$ 1,000									
	Library Services Sub-total	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Services												
	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
	Materials	\$ 85,920	\$ 85,920									
	Library Services Sub-total	\$ 91,920	\$ 90,645	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2021 Library Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Library Services												
	Regional Library Service	\$ 1,000	\$ 1,000									
	Library Services Sub-total	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Services												
	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
	Materials	\$ 85,920	\$ 85,920									
	Library Services Sub-total	\$ 91,920	\$ 90,645	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2022 Library Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Library Services												
	Regional Library Service	\$ 1,000	\$ 1,000									
	Library Services Sub-total	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library Services												
	Computers	\$ 6,000	\$ 4,725	\$ 1,275								
	Materials	\$ 85,920	\$ 85,920									
	Library Services Sub-total	\$ 91,920	\$ 90,645	\$ 1,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2018 Library Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	47,589	45,677	31,775	5,290	31,775	0	0.00%
User Fees	5,320	4,640	4,640	3,960	3,960	-680	0.00%
Decrease in municipal contracts revenue			4,640		3,960	-680	0.00%
Other Income	25,000	29,516	25,000	8,506	25,000	0	0.00%
Transfer from Reserves	67,636	41,438	64,775	7,150	60,946	-3,829	-0.03%
Loan adjustment - full year funding			64,775		60,946	-3,829	-0.03%
TOTAL REVENUE	145,545	121,271	126,190	24,906	121,681	-4,509	-0.03%
EXPENSE							
Salaries, Wages & Benefits	527,749	563,562	557,000	275,977	567,347	10,347	0.08%
Administration	122,550	101,889	142,940	41,210	126,012	-16,928	-0.12%
Reduce Regional Library Service reimburse			10,000		1,000	-9,000	-0.07%
Reduce Fundraising expense			18,851		15,000	-3,851	-0.03%
Reduce Training and Seminars			11,950		8,950	-3,000	-0.02%
Reduce Performance Programs			2,750		2,500	-250	0.00%
Increase Stayner Branch Loan funding			284		31,981	31,697	0.23%
Reduce New Lowell lending (previous all branches)			57,454		25,730	-31,724	-0.23%
Contracted Services	26,427	22,494	27,238	7,623	27,238	0	0.00%
Facility Utilities	28,200	29,434	29,050	12,216	29,920	870	0.01%
Increase utilities for all branches			29,050		29,920	870	0.01%
Facility Maintenance	28,950	15,700	25,761	11,974	26,500	739	0.01%
Insurance	20,100	20,872	21,500	21,126	18,947	-2,553	-0.02%
Vehicles & Equipment	13,350	6,192	2,450	419	1,700	-750	-0.01%
Amortization	0	85,698	0	0	0	0	0.00%
Transfer to Reserves	125,000	125,000	150,000	0	175,000	25,000	0.18%
Allocate Increase to reserve - to \$175,000 required for loan payments			150,000		175,000	25,000	0.18%
TOTAL EXPENSE	892,326	970,840	955,939	370,546	972,664	16,725	0.12%
TOTAL OPERATING	-746,781	-849,569	-829,749	-345,640	-850,983	21,234	0.15%
Transfer to Capital	89,380	62,909	91,920	0	96,920	5,000	0.04%
TOTAL CAPITAL	89,380	62,909	91,920	0	96,920	5,000	0.04%
TOTAL LIBRARY	-836,161	-912,478	-921,669	-345,640	-947,903	26,234	0.19%

2019 Library Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	31,775	5,290	31,775	31,775	0	0.00%
User Fees	4,640	3,960	3,960	4,000	40	0.00%
Other Income	25,000	8,506	25,000	25,000	0	0.00%
Transfer from Reserves	64,775	7,150	60,946	45,946	-15,000	-0.11%
Remove one-time 2018 fundraising carry-forward			15,000	0	-15,000	-0.11%
TOTAL REVENUE	126,190	24,906	121,681	106,721	-14,960	-0.11%
EXPENSE						
Salaries, Wages & Benefits	557,000	275,977	567,347	579,800	12,453	0.09%
Administration	142,940	41,210	126,012	290,050	164,038	1.15%
Add new Stayner library loan			31,980	206,980	175,000	1.23%
Reduce fundraising expense 2018 only			15,000	0	-15,000	-0.11%
Contracted Services	27,238	7,623	27,238	30,790	3,552	0.02%
Facility Utilities	29,050	12,216	29,920	55,780	25,860	0.18%
Increase utilities for larger Stayner branch			29,920	55,780	25,860	0.18%
Facility Maintenance	25,761	11,974	26,500	30,790	4,290	0.03%
Increase maintenance - Stayner branch			26,500	30,790	4,290	0.03%
Insurance	21,500	21,126	18,947	26,299	7,352	0.05%
Increase insurance for larger Stayner branch			7,073	14,340	7,267	0.05%
Vehicles & Equipment	2,450	419	1,700	1,740	40	0.00%
Remove one time drop boxes and small libraries			1,250	0	-1,250	-0.01%
Amortization	0	0	0	0	0	0.00%
Transfer to Reserves	150,000	0	175,000	0	-175,000	-1.23%
Offset reserve transfer with loan payment			175,000	0	-175,000	-1.23%
TOTAL EXPENSE	955,939	370,546	972,664	1,015,249	42,585	0.30%
TOTAL OPERATING	-829,749	-345,640	-850,983	-908,528	57,545	0.42%
Transfer to Capital	91,920	0	96,920	91,920	-5,000	-0.04%
TOTAL CAPITAL	91,920	0	96,920	91,920	-5,000	-0.04%
TOTAL LIBRARY	-921,669	-345,640	-947,903	-1,000,448	52,545	0.38%

2018 - 2022 Library Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	31,775	31,775	31,775	31,775	31,775	31,775	0
User Fees	4,640	3,960	4,000	4,200	4,240	4,280	-360
Other Income	25,000	25,000	25,000	25,000	25,000	25,000	0
Transfer from Reserves	64,775	60,946	45,946	45,946	45,946	45,946	-18,829
TOTAL REVENUE	126,190	121,681	106,721	106,921	106,961	107,001	-19,189
EXPENSE							
Salaries, Wages & Benefits	557,000	567,347	579,800	592,000	604,500	617,200	60,200
Administration	142,940	126,012	290,050	291,200	292,350	293,080	150,140
Contracted Services	27,238	27,238	30,790	31,410	32,040	32,690	5,452
Facility Utilities	29,050	29,920	55,780	56,910	58,060	59,230	30,180
Facility Maintenance	25,761	26,500	30,790	31,420	32,060	32,710	6,949
Insurance	21,500	18,947	26,299	26,818	27,351	27,902	6,402
Vehicles & Equipment	2,450	1,700	1,740	1,790	1,840	1,890	-560
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	150,000	175,000	0	175,000	175,000	175,000	25,000
TOTAL EXPENSE	955,939	972,664	1,015,249	1,206,548	1,223,201	1,239,702	283,763
TOTAL OPERATING	-829,749	-850,983	-908,528	-1,099,627	-1,116,240	-1,132,701	302,952
Transfer to Capital	91,920	96,920	91,920	91,920	91,920	91,920	0
TOTAL CAPITAL	91,920	96,920	91,920	91,920	91,920	91,920	0
TOTAL LIBRARY	-921,669	-947,903	-1,000,448	-1,191,547	-1,208,160	-1,224,621	302,952

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Land Use Planning and Development Services

The land use planning process aims to balance the interests of individual property owners with the wider needs and objectives of the community. Our municipal planners deal with issues ranging from severances to subdivisions, cultural to natural heritage, and commercial to industrial developments. Good planning contributes greatly to the long term, orderly growth and efficient use of land and services. Property owners interested in developing their property are encouraged to contact the Planning Department at the beginning of the development process.

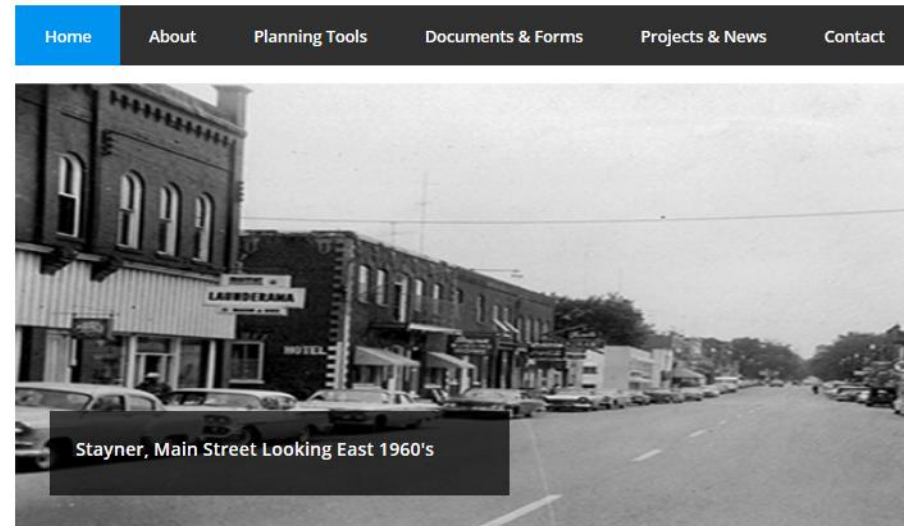
The Clearview Planning website <http://clearviewplanning.ca/> has information on planning topics of particular interest in Clearview.

On this site you can inquire about your property including the Zoning and Official Plan designation, what you can build, previous building permits and approvals and more.

The site includes a calendar of planning-related items and a wealth of other information and contacts.



Planning Department



Planning Calendar

For information on Planning-related items on the latest Council agenda, this month's Committee of Adjustment hearing, and the latest Public Notices:

[Visit the Planning Calendar](#)

Property Inquiries

For information about the zoning on a specific property or to request other information from the Planning Department:

[Property Inquiry Request Form](#)

2018 Land Use Planning and Development Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Planning												
	Station Park Design Phase 1	\$ 25,000		\$ 25,000								
	Official Plan Update	\$ 70,000	\$ 7,750						\$ 47,250		\$ 15,000	
	Planning Sub-total	\$ 95,000	\$ 7,750	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 47,250	\$ -	\$ 15,000	\$ -

2019 Land Use Planning and Development Services Projects

None

2020 Land Use Planning and Development Services Projects

None

2021 Land Use Planning and Development Services Projects

None

2022 Land Use Planning and Development Services Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Planning												
	Stayner Flood Plain Study	\$ 60,000	\$ -	\$ 30,000							\$ 30,000	
	Planning Sub-total	\$ 60,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -

2018 Planning Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	1,500	0	26,500	0	26,500	0	0.00%
Station Park Design grant - prior year unused			25,000		25,000	0	0.00%
User Fees	117,400	253,405	122,400	122,698	122,400	0	0.00%
Other Income	22,700	29,211	22,700	17,425	22,700	0	0.00%
Transfer from Reserves	31,153	0	46,153	0	62,250	16,097	0.12%
OP consulting from prior year unused bud item			15,000		15,000	0	0.00%
DC Admin for OP Update			31,153		47,250	16,097	0.12%
TOTAL REVENUE	172,753	282,616	217,753	140,123	233,850	16,097	0.12%
EXPENSE							
Salaries, Wages & Benefits	529,400	527,844	532,000	246,284	557,400	25,400	0.19%
Administration	71,400	38,841	81,400	18,212	81,400	0	0.00%
Contracted Services	86,153	21,197	111,153	9,271	135,000	23,847	0.17%
Station Park Design			25,000		25,000	0	0.00%
Official Plan Update			46,153		70,000	23,847	0.17%
Vehicles & Equipment	1,800	0	1,800	0	1,800	0	0.00%
Amortization	0	280	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	0	0	0	0.00%
TOTAL EXPENSE	688,753	588,162	726,353	273,767	775,600	49,247	0.36%
TOTAL OPERATING	-516,000	-305,546	-508,600	-133,644	-541,750	33,150	0.24%
Transfer to Capital	0	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0	0.00%
TOTAL PLANNING	-516,000	-305,546	-508,600	-133,644	-541,750	33,150	0.24%

2019 Planning Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	26,500	0	26,500	26,500	0	0.00%
User Fees	122,400	122,698	122,400	122,400	0	0.00%
Other Income	22,700	17,425	22,700	22,700	0	0.00%
Transfer from Reserves	46,153	0	62,250	46,153	-16,097	-0.11%
Removed one-time project funding from DC in 2018			62,250	46,153	-16,097	-0.11%
TOTAL REVENUE	217,753	140,123	233,850	217,753	-16,097	-0.11%
EXPENSE						
Salaries, Wages & Benefits	532,000	246,284	557,400	568,800	11,400	0.08%
Administration	81,400	18,212	81,400	84,700	3,300	0.02%
Contracted Services	111,153	9,271	135,000	83,400	-51,600	-0.36%
Reduce consulting - 1 time OP			70,000	47,100	-22,900	-0.16%
Vehicles & Equipment	1,800	0	1,800	1,900	100	0.00%
Amortization	0	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	30,000	30,000	0.21%
Create reserve for 2028 Zoning Update			0	15,000	15,000	0.11%
Create reserve for 2028 OP Update			0	15,000	15,000	0.11%
TOTAL EXPENSE	726,353	273,767	775,600	768,800	-6,800	-0.05%
TOTAL OPERATING	-508,600	-133,644	-541,750	-551,047	9,297	0.07%
Transfer to Capital	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0.00%
TOTAL PLANNING	-508,600	-133,644	-541,750	-551,047	9,297	0.07%

2018 - 2022 Planning Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	26,500	26,500	26,500	26,500	26,500	26,500	0
User Fees	122,400	122,400	122,400	122,400	122,400	122,400	0
Other Income	22,700	22,700	22,700	22,700	22,700	22,700	0
Transfer from Reserves	46,153	62,250	46,153	46,153	46,153	46,153	0
TOTAL REVENUE	217,753	233,850	217,753	217,753	217,753	217,753	0
EXPENSE							
Salaries, Wages & Benefits	532,000	557,400	568,800	579,900	591,100	602,700	70,700
Administration	81,400	81,400	84,700	88,200	91,700	95,200	13,800
Contracted Services	111,153	135,000	83,400	86,000	88,600	91,200	-19,953
Vehicles & Equipment	1,800	1,800	1,900	2,000	2,100	2,200	400
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	0	0	30,000	30,000	30,000	30,000	30,000
TOTAL EXPENSE	726,353	775,600	768,800	786,100	803,500	821,300	94,947
TOTAL OPERATING	-508,600	-541,750	-551,047	-568,347	-585,747	-603,547	94,947
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL PLANNING	-508,600	-541,750	-551,047	-568,347	-585,747	-603,547	94,947
ANNUAL CHANGE \$		33,150	9,297	17,300	17,400	17,800	94,947
ANNUAL CHANGE %		0.24%	0.07%	0.12%	0.12%	0.12%	0.66%

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Development Charges and Parkland Dedication

The *Development Charges Act, 1997* (the “Act”) authorizes municipalities to pass by-laws to impose development charges against land to pay for the increased capital costs required because of increased needs for services arising from the development, including redevelopment, of land within the municipalities.

List of Services to Which Development Charges Relate

The following are services to which the Development Charges By-law relates:

- Administration (Growth-Related Studies)
- Fire Protection
- Police
- Roads and Related
- Municipal Parking
- Recreation
- Library
- Water Facilities and Distribution Systems
- Wastewater Facilities and Collection Systems

Lands subject to Development Charges

The development of all lands within Clearview are subject to the terms of the By-law. Development Charges are levied according to the service area in which the development is located. The Clearview-wide uniform Charges are applied to all development in the municipality. Additional Charges by service area are applicable for lands receiving or intended to receive municipal water and wastewater (sanitary sewer) services.

Residential Development Charges

Development Charges are levied on a per unit basis for residential dwelling units. There are different amounts for different types of residential dwelling units.

Clearview-wide uniform Charges, by component, per single detached dwelling unit (SDU):

Administration	\$ 394.54
Fire Protection	\$ 319.90
Police	\$ 119.43
Roads and Related	\$ 3,463.45
Municipal Parking	\$ 73.58
Recreation	\$ 945.85
Library	\$ 763.49
Sub-total Other Services	\$ 6,080.24

Totals by Service Area

Area	Total
Stayner	\$22,306.66
Stayner pre-paid	\$19,747.45
Creemore	\$17,015.51
New Lowell	\$15,564.22
All Other Areas	\$ 6,080.24

Charges, by service area, including Clearview-wide uniform Charges from above (Other Services), per single detached dwelling unit:

Area	Other Services	Water	Sanitary Sewer
Stayner	\$6,080.24	\$10,852.09	\$5,374.33
Stayner pre-paid	\$6,080.24	\$10,852.09	\$2,815.12
Creemore	\$6,080.24	\$ 5,873.37	\$5,061.90
New Lowell	\$6,080.24	\$ 9,483.98	n/a
All Other Areas	\$6,080.24	n/a	n/a

“Stayner pre-paid” represents developments included in Stayner Sewer DC prepayment agreements.

Residential Development Charges

Charges, by service area, by type of residential dwelling, per unit:

<u>Stayner</u>	<u>Amount</u>
Apartments bachelor or 1 bedroom	\$ 9,850.80
Apartments two bedroom or more	\$13,507.27
Multiple or other res. dwelling	\$18,393.21
Single detached or semi-detached	\$22,306.66

<u>Stayner pre-paid</u>	
Apartments bachelor or 1 bedroom	\$ 8,710.90
Apartments two bedroom or more	\$11,905.63
Multiple or other res. dwelling	\$16,217.89
Single detached or semi-detached	\$19,747.45

<u>Creemore</u>	
Apartments bachelor or 1 bedroom	\$ 7,468.60
Apartments two bedroom or more	\$10,164.30
Multiple or other res. dwelling	\$13,982.85
Single detached or semi-detached	\$17,015.51

New Lowell

Apartments bachelor or 1 bedroom	\$ 6,830.94
Apartments two bedroom or more	\$ 9,297.38
Multiple or other res. dwelling	\$12,790.69
Single detached or semi-detached	\$15,564.22

All Other Areas

Apartments bachelor or 1 bedroom	\$ 2,667.97
Apartments two bedroom or more	\$ 3,631.94
Multiple or other res. dwelling	\$ 4,996.84
Single detached or semi-detached	\$ 6,080.24

“Stayner pre-paid” represents developments included in Stayner Sewer DC prepayment agreements.

Non-Residential Development Charges

Non-Residential Development Charges are levied per square foot (ft.²) of gross floor area (GFA) for non-residential development.

Clearview-wide uniform Charges, by component, per square foot (ft.²) of non-residential GFA:

Administration	\$0.18
Fire Protection	\$0.18
Police	\$0.04
Roads and Related	\$1.44
Municipal Parking	\$0.00
Recreation	\$0.00
Library	\$0.00
Sub-total Other Services	\$1.84

Charges, by service area, including Clearview-wide uniform Charges from above (Other Services), per ft.² of GFA:

Area	Other Services	Water	Sanitary Sewer	Total
Stayner	\$1.84	\$4.33	\$2.67	\$8.84
Stayner pre-paid	\$1.84	\$4.33	\$1.36	\$7.53
Creemore	\$1.84	\$2.34	\$2.02	\$6.20
New Lowell	\$1.84	\$3.93	n/a	\$5.77
All Other Areas	\$1.84	n/a	n/a	\$1.84

Indexing of Development Charges

As permitted under the Act and Regulations, the Development Charges shall be indexed annually based on the Statistics Canada Construction Price Indexes (Toronto CMA, number 62-007) on January 1st of each year, commencing January 1st, 2015.

Non-Statutory Exemptions

There are a number of non-statutory exemptions that may apply and reduce the total DCs payable. Full details are available in the Bylaw. Please consult with Clearview staff for additional information.

The Development Charges are subject to change. Consult the most up to date pamphlet or contact Clearview to confirm the correct DC rates.

Parkland Dedication

Developers must convey 5% of the land for residential development (2% for commercial or industrial development) or the cash-in-lieu as according to the value of the subdivision the day prior to draft approval. These lands are then used for municipal parkland or the cash is used for the acquisition of land building or equipment for park purposes. This is set out in Section 51.1 of the Planning Act, 1990.

Growth Assumptions

These are discussed in the Growth section of this document.

TOWNSHIP OF CLEARVIEW
DEVELOPMENT CHARGES & PARKLAND



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Date : Oct 12, 2017

Time :

For Period Ending 30-Jun-2017

zres	2016	2016	2017	2017	PROPOSED 2018	2018 - 2017	2018 - 2017
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	\$ VARIANCE	% VARIANCE
OPERATING							
REVENUE							
DEVELOPMENT CHARGES	-1,926,266.00	-417,895.09	-2,955,615.00	-401,798.84	-2,955,615.00	0.00	0.00
Total REVENUE	-1,926,266.00	-417,895.09	-2,955,615.00	-401,798.84	-2,955,615.00	0.00	0.00
EXPENSE							
TRANSFER TO RESERVES	1,926,266.00	417,895.08	2,955,615.00	0.00	2,955,615.00	0.00	0.00
Total EXPENSE	1,926,266.00	417,895.08	2,955,615.00	0.00	2,955,615.00	0.00	0.00
Total OPERATING	0.00	-0.01	0.00	-401,798.84	0.00	0.00	0.00

TOWNSHIP OF CLEARVIEW
DEVELOPMENT CHARGES & PARKLAND



GL5410

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Date : Oct 16, 2017

Time :

For Period Ending 30-Jun-2017

Item	2017	2017	PROPOSED 2018	PROPOSED 2019	2018 - 2017 \$	2018 - 2017 %
	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET VARIANCE	BUDGET VARIANCE
OPERATING						
REVENUE						
DEVELOPMENT CHARGES	-2,955,615.00	-401,798.84	-2,955,615.00	-2,955,615.00	0.00	0.00
Total REVENUE	-2,955,615.00	-401,798.84	-2,955,615.00	-2,955,615.00	0.00	0.00
EXPENSE						
TRANSFER TO RESERVES	2,955,615.00	0.00	2,955,615.00	2,955,615.00	0.00	0.00
Total EXPENSE	2,955,615.00	0.00	2,955,615.00	2,955,615.00	0.00	0.00
Total OPERATING	0.00	-401,798.84	0.00	0.00	0.00	0.00

Creemore Medical Centre

The Creemore Medical Centre provides office space for medical professionals in Creemore and is operated on a full cost-recovery basis. There is no cost to tax payers to operate the facility as the costs for operating and maintaining the medical centre is paid from the rent collected from the tenants.

The medical professionals offering services include three family physicians, a dentist and a chiropractor.

With the completion of the 2013-2015 renovations and expansion there is currently room for two more medical professionals plus a Nurse Practitioner or other medical-oriented service providers. The Medical Centre is managed by a Council appointed volunteer committee.



Renovated and expanded Creemore Medical Centre



Creemore Medical Centre pre-expansion

2018 Creemore Medical Centre Projects

None.

2019 Creemore Medical Centre Projects

None.

2020 Creemore Medical Centre Projects

None.

2021 Creemore Medical Centre Projects

None.

2022 Creemore Medical Centre Projects

None.

2018 Creemore Medical Centre Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference	% with \$137,091 = 1%
REVENUE							
Grants	0	0	0	0	0	0	0.00%
User Fees	52,639	41,919	54,624	27,109	71,263	16,639	0.12%
Increase in rent revenue - one less vacancy			54,624		71,263	16,639	0.12%
Other Income	4,177	14,182	4,200	1,375	4,200	0	0.00%
Transfer from Reserves	8,394	1,440	13,113	0	0	-13,113	-0.10%
Remove transfer to offset deficit			13,113		0	-13,113	-0.10%
TOTAL REVENUE	65,210	57,541	71,937	28,484	75,463	3,526	0.03%
EXPENSE							
Salaries, Wages & Benefits	0	0	0	0	0	0	0.00%
Administration	31,610	24,453	38,087	11,558	38,388	301	0.00%
Increase property taxes - increased assessment anticipated			13,400		13,700	300	0.00%
Retain advertising for doctor recruitment			0		500	500	0.00%
Contracted Services	0	0	0	0	0	0	0.00%
Facility Utilities	15,000	16,381	15,900	7,205	17,000	1,100	0.01%
Increase in utilities			15,900		17,000	1,100	0.01%
Facility Maintenance	15,000	14,222	15,450	5,032	15,914	464	0.00%
Increase in facility maintenance			15,450		15,914	464	0.00%
Insurance	3,600	2,485	2,500	2,583	2,600	100	0.00%
Revise insurance			2,500		2,600	100	0.00%
Amortization	0	32,458	0	0	0	0	0.00%
Transfer to Reserves	0	0	0	0	1,561	1,561	0.01%
TOTAL EXPENSE	65,210	89,999	71,937	26,378	75,463	3,526	0.03%
TOTAL OPERATING	0	-32,458	0	2,106	0	0	0.00%
Transfer to Capital	0	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0	0.00%
TOTAL MEDICAL CENTRE	0	-32,458	0	2,106	0	0	0.00%

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference	% with \$142,197 = 1%
REVENUE						
Grants	0	0	0	0	0	0.00%
User Fees	54,624	27,109	71,263	73,401	2,138	0.02%
Other Income	4,200	1,375	4,200	4,200	0	0.00%
Transfer from Reserves	13,113	0	0	0	0	0.00%
TOTAL REVENUE	71,937	28,484	75,463	77,601	2,138	0.02%
EXPENSE						
Salaries, Wages & Benefits	0	0	0	0	0	0.00%
Administration	38,087	11,558	38,388	38,388	0	0.00%
Contracted Services	0	0	0	0	0	0.00%
Facility Utilities	15,900	7,205	17,000	17,510	510	0.00%
Facility Maintenance	15,450	5,032	15,914	15,914	0	0.00%
Insurance	2,500	2,583	2,600	2,600	0	0.00%
Amortization	0	0	0	0	0	0.00%
Transfer to Reserves	0	0	1,561	3,189	1,628	0.01%
TOTAL EXPENSE	71,937	26,378	75,463	77,601	2,138	0.02%
TOTAL OPERATING	0	2,106	0	0	0	0.00%
Transfer to Capital	0	0	0	0	0	0.00%
TOTAL CAPITAL	0	0	0	0	0	0.00%
TOTAL MEDICAL CENTRE	0	2,106	0	0	0	0.00%

2018 - 2022 Creemore Medical Centre Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	0	0	0	0	0	0	0
User Fees	54,624	71,263	71,263	75,603	77,871	80,207	25,583
Other Income	4,200	4,200	4,200	4,200	4,200	4,200	0
Transfer from Reserves	13,113	0	0	0	0	0	-13,113
TOTAL REVENUE	71,937	75,463	75,463	79,803	82,071	84,407	12,470
EXPENSE							
Salaries, Wages & Benefits	0	0	0	0	0	0	0
Administration	38,087	38,388	38,388	38,388	38,388	38,388	301
Contracted Services	0	0	0	0	0	0	0
Facility Utilities	15,900	17,000	17,000	18,035	18,576	19,134	3,234
Facility Maintenance	15,450	15,914	15,914	15,914	15,914	15,914	464
Insurance	2,500	2,600	2,600	2,600	2,600	2,600	100
Vehicles & Equipment	0	0	0	0	0	0	0
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	0	1,561	1,561	4,866	6,593	8,371	8,371
TOTAL EXPENSE	71,937	75,463	75,463	79,803	82,071	84,407	12,470
TOTAL OPERATING	0	0	0	0	0	0	0
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL MEDICAL CENTRE	0	0	0	0	0	0	0

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Water Utilities

Clearview operates 6 separate water systems in;

- Stayner,
- Creemore,
- Nottawa (McKean subdivision only),
- New Lowell,
- Collingwoodlands and,
- Buckinghamwoods.

The water systems are self-funding and do not receive funding from standard property taxation. Some properties in Stayner and Creemore settlement areas are not yet connected to the water service and are not charged for usage but may have a base fee charged for fire hydrant service. Rural properties not connected to or not serviced by the water systems are not charged for usage.

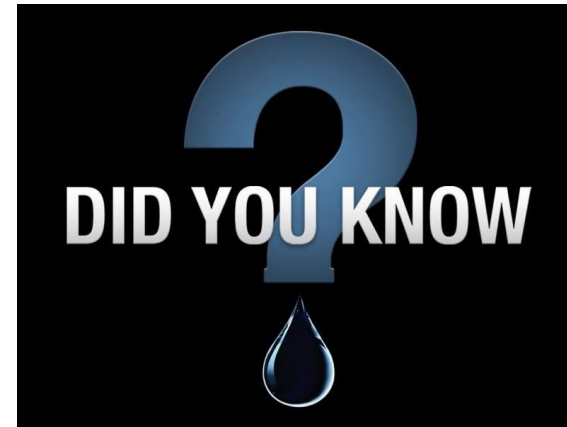
User fees are scheduled to increase annually from 2015 to 2020 to offset increasing provincial regulations and to provide funding for the water capital reserve. Some of the water mains are approaching 100 years of age and will need to be replaced soon. There is currently no money in the water capital reserve for water main or other water infrastructure replacement.

Funding for capital replacement will likely come from borrowing with the scheduled user fee increases to provide the funds needed for the loan payments. Clearview's 6 year Water Financial Plan was updated in 2014. The plan provides



recommendations regarding user fees, capital replacement schedules and how to fund their replacement.

The large projects for Stayner and Stayner Central East are related to new development and are budgeted as being constructed by developers and contributed to Clearview upon completion. Watermains will be replaced on portions of Huron Street and Cherry Street in Stayner in conjunction with the road repairs.



Clearview is an accredited operating authority. Clearview's 6 water systems received its most recent 5-year Ministry of the Environment Drinking Water Licence approval in July 2010.

The Drinking Water Licence is up for renewal in 2015. Many of the requirements for renewal including a Water Rate Study and a 2015-2020 6-year Water Financial Plan were completed and approved by Council in 2014.

Water User Rates 2015 – 2020

Annual water costs for the average family using 300 cubic meters of water per year are expected to increase \$13 or 1.7% from \$745 to \$758 in 2015 and \$24 or 3.2% to \$745 in 2016.

For the period commencing on January 1, 2015 and beyond as outlined below for all Clearview Water and Sewer Systems;

Effective January 1	2015	2016*	2017*	2018*	2019*	2020*
Fixed Water Rate/Meter/Year	\$163	\$164	\$165	\$167	\$168	\$169
Volumetric Rate per cubic meter (M ³)	\$1.99	\$2.06	\$2.08	\$2.17	\$2.23	\$2.27
Hydrant Service Only Rate/Year	\$163	\$164	\$165	\$167	\$168	\$169
Sewer Surcharge as % of Water Bill	89.1%	87.5%	85.5%	81.3%	79.5%	78.6%

*Subject to annual review

Notes:

Hydrant Service Only Rate applies in municipal serviced area to properties with structure(s) but without a service connection.

Rates shall be effective January 1 of the year noted.

2018 Water Operating and Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Water Services												
	Test Well	\$ 130,000	\$ 130,000									
	EA Stayner and Nottawa Water	\$ 100,000							\$ 100,000			
	CityWide Works - Workflow and Asset Software	\$ 34,250	\$ 34,250									
	Cross connection control by-law	\$ 21,000	\$ 21,000									
	Water Operating Projects Total	\$ 285,250	\$ 185,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Municipal Waterworks Services												
Admin, Bldg, and Equip												
	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
	PW SCADA server upgrade	\$ 7,000	\$ 7,000									
	Portable Chlorine test kit x2	\$ 1,200	\$ 1,200									
	Dechlorinating diffuser	\$ 1,100	\$ 1,100									
Stayner Waterworks												
	Locke Street Birchwood to Jonathon	\$ 360,000	\$ -			\$ 360,000						
	600mm Transmission main Reservoir to Margaret	\$ 5,675,485	\$ -	\$ 3,224,628		\$ 2,450,857						
	Cedar St - William to John	\$ 235,000	\$ 135,000								\$ 100,000	
	Reservoir chlorine analyzer	\$ 5,140	\$ 5,140									
Creemore Waterworks												
	Mary St. Cty 9 to WWTP Watermain (design)	\$ 102,830	\$ 51,415			\$ 51,415						
Collingwoodlands Waterworks												
	Water meters 1-5 and Raw	\$ 3,524	\$ 3,524									
	Reservoir Level Sensors	\$ 5,500	\$ 5,500									
	HL pumps & motors	\$ 16,300	\$ 16,300									
		\$ -										
Bukingham Woods												
	Well 3 pump	\$ 6,300	\$ 6,300									
	CABP Water and Sewer Phase 1 (developer Estir	\$ 7,980,000	\$ -			\$ 7,980,000						
	Municipal Waterworks Subtotal	\$ 14,413,879	\$ 246,979	\$ 3,224,628	\$ -	\$ 10,842,272	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -

2019 Water Operating and Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Water Services												
	Test Well	\$ 130,000	\$ 130,000									
	DC Background Study	\$ 20,000	\$ -						\$ 20,000			
	Water Financial Plan	\$ 25,000	\$ 25,000									
	Water Operating Projects Total	\$ 175,000	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
Municipal Waterworks Services												
Admin, Bldg, and Equip												
	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
Stayner Waterworks												
	300mm Margaret St - CR42 to Lawrence (870m)	\$ 870,000	\$ 87,000						\$ 783,000			
	300 mm Margaret to 26 via Superior and Clarence	\$ 1,240,000	\$ 310,000			\$ 930,000						
	Centre line water service	\$ 12,000	\$ 12,000									
	broadband radio replacement 4 locations	\$ 30,246	\$ 30,246									
	ST well 1 chlorine analyzer	\$ 5,300	\$ 5,300									
Buckingham Woods												
	replace Well #1 (pending test)	\$ 30,252	\$ 30,252									
	well pump #1	\$ 6,504	\$ 6,504									
	broadband radio replacement	\$ 7,563	\$ 7,563									
	Municipal Waterworks Subtotal	\$ 2,216,365	\$ 503,365	\$ -	\$ -	\$ 930,000	\$ -	\$ -	\$ 783,000	\$ -	\$ -	\$ -

2020 Water Operating and Capital Projects

Water Services												
	EA Creemore Water	\$ 60,000	\$ 60,000									
	Water Operating Projects Total	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Municipal Waterworks Services												
Admin, Bldg, and Equip												
	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
Stayner Waterworks												
	back-up auto dialers ST 1,2,3	\$ 14,022	\$ 14,022									
Creemore Waterworks												
	broadband radio replacement 2 locations	\$ 15,580	\$ 15,580									
	back-up auto dialer	\$ 7,780	\$ 7,780									
New Lowell Waterworks												
	Chlorine pumps 1 & 2	\$ 9,348	\$ 9,348									
	chlorine analyzer	\$ 5,453	\$ 5,453									
	broadband radio replacement	\$ 7,790	\$ 7,790									
	auto dialer back-up	\$ 4,674	\$ 4,674									
Colling-Woodlands Waterworks												
	broadband radio replacement	\$ 7,790	\$ 7,790									
Buckingham Woods												
	Auto Dialer Backup	\$ 4,674	\$ 4,674									
	Municipal Waterworks Subtotal	\$ 91,611	\$ 91,611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2021 Water Operating and Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Municipal Waterworks Services												
Admin, Bldg, and Equip												
	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
Stayner Waterworks												
	William Street King - Oak Upsizing	\$ 1,112,000	\$ 111,000						\$ 1,001,000			
Creemore Waterworks												
	Pressure Flow Control Valve	\$ 4,814	\$ 4,814									
New Lowell Waterworks												
	TNT chlorine pumps 1 and 2	\$ 9,628	\$ 9,628									
	Jockey pump motor	\$ 1,601	\$ 1,601									
	pressure tanks 6,7,8,9,10	\$ 8,024	\$ 8,024									
Nottawa Waterworks												
	Chlorine pumps x 2	\$ 9,628	\$ 9,628									
	Pressure tanks 1,2,3,4,5,6	\$ 9,628	\$ 9,628									
Buckingham Woods												
	Chlorine pumps x 2	\$ 9,628	\$ 9,628									
	Pressure tanks 1,2	\$ 3,209	\$ 3,209									
Municipal Waterworks Subtotal		\$ 1,182,660	\$ 181,660	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,001,000	\$ -	\$ -	\$ -

2022 Water Operating and Capital Projects

Municipal Waterworks Services												
Admin, Bldg, and Equip												
	Hydrants Valves CR & ST combined	\$ 14,500	\$ 14,500									
Stayner Waterworks												
	300mm on Elm from 26 to Locke	\$ 1,050,000	\$ 105,000			\$ 945,000						
	chlorine pumps x8 (review)	\$ 39,668	\$ 39,668									
	SCADA PLC up-grade	\$ 99,000	\$ 99,000									
	Misc Watermains	\$ 7,000,000	\$ 7,000,000									
		\$ -										
Creemore Waterworks												
	chlorine pumps x2	\$ 9,917	\$ 9,917									
New Lowell Waterworks												
	pressure tanks 1,2,3,4,5,11,12,13,14,15	\$ 16,528	\$ 16,528									
Nottawa Waterworks												
	lift pump #2 motor	\$ 1,653	\$ 1,653									
Colling-Woodlands Waterworks												
	PLC SCADA	\$ 33,000	\$ 33,000									
Buckingham Woods												
	pressure tanks 3,4,5	\$ 4,959	\$ 4,959									
	water meter 1 & 2	\$ 1,058	\$ 1,058									
	PLC SCADA	\$ 33,000	\$ 33,000									
Municipal Waterworks Subtotal		\$ 8,303,283	\$ 7,358,283	\$ -	\$ -	\$ 945,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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2018 Water Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference
REVENUE						
Grants	0	17,822	0	17,780	0	0
User Fees	2,215,644	2,104,371	2,337,613	944,294	2,471,003	133,390
Increase in water meter fees			10,300		35,000	24,700
Increase in user fee revenue			2,310,849		2,419,539	108,690
Other Income	700	6,536	700	2,257	700	0
Transfer from Reserves	128,598	128,598	167,917	101,361	267,917	100,000
Water DCs - EA Stayner and Nottawa			0		100,000	100,000
TOTAL REVENUE	2,344,942	2,257,327	2,506,230	1,065,693	2,739,620	233,390
EXPENSE						
Salaries, Wages & Benefits	748,045	612,851	758,600	321,752	771,300	12,700
Administration	715,867	528,256	669,026	197,147	694,216	25,190
Increase in water meter installations			10,609		35,000	24,391
Contracted Services	187,111	170,988	325,159	49,716	480,409	155,250
15/16 Nott & Airport Rd test well			130,000		130,000	0
Purchase Citywide Works-Workflow & Asset Software			0		34,250	34,250
Cross Connection Control Bylaw			0		21,000	21,000
EA Stayner and Nottawa			0		100,000	100,000
Facility Utilities	122,436	114,496	135,712	43,896	135,712	0
Facility Maintenance	34,500	35,155	18,500	18,426	28,500	10,000
Increase maintenance			13,000		23,000	10,000
Insurance	34,505	35,235	35,540	35,793	36,231	691
Vehicles & Equipment	137,732	102,056	152,160	44,449	152,160	0
Amortization	1	368,952	0	0	0	0
Transfer to Reserves	364,745	538,021	411,533	0	441,092	29,559
Increase in operating surplus to fund capital			411,533		441,092	29,559
TOTAL EXPENSE	2,344,942	2,506,011	2,506,230	711,178	2,739,620	233,390
TOTAL OPERATING	0	-248,683	0	354,515	0	0
Transfer to Capital	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0
TOTAL WATER	0	-248,683	0	354,515	0	0

2019 Water Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference
REVENUE					
Grants	0	17,780	0	0	0
User Fees	2,337,613	944,294	2,471,003	2,610,164	139,161
Increase in billing revenue			2,419,539	2,558,000	138,461
Other Income	700	2,257	700	700	0
Transfer from Reserves	167,917	101,361	267,917	167,917	-100,000
Reduce DC transfers for 2018 consulting			100,000	0	-100,000
TOTAL REVENUE	2,506,230	1,065,693	2,739,620	2,778,781	39,161
EXPENSE					
Salaries, Wages & Benefits	758,600	321,752	771,300	784,600	13,300
Administration	669,026	197,147	694,216	623,415	-70,801
Reduced loan payment (to be corrected)			411,186	336,245	-74,941
Contracted Services	325,159	49,716	480,409	331,680	-148,729
Reduce consulting fees - 2018 projects			286,000	168,300	-117,700
Reduce software - 2018 purchase			48,593	14,630	-33,963
Increase TNT water pipeline usage cost			80,500	82,110	1,610
Facility Utilities	135,712	43,896	135,712	138,430	2,718
Facility Maintenance	18,500	18,426	28,500	29,070	570
Insurance	35,540	35,793	36,231	36,681	450
Vehicles & Equipment	152,160	44,449	152,160	155,220	3,060
Increase in equipment maintenance			59,414	60,610	1,196
Increase in vehicle expense			92,746	94,610	1,864
Amortization	0	0	0	0	0
Transfer to Reserves	411,533	0	441,092	679,685	238,593
Decrease transfer to operating reserve			441,092	679,685	238,593
TOTAL EXPENSE	2,506,230	711,178	2,739,620	2,778,781	39,161
TOTAL OPERATING	0	354,515	0	0	0
Transfer to Capital	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0
TOTAL WATER	0	354,515	0	0	0

2018 - 2022 Water Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	0	0	0	0	0	0	0
User Fees	2,337,613	2,471,003	2,610,164	2,755,484	2,907,214	3,065,664	728,051
Other Income	700	700	700	700	700	700	0
Transfer from Reserves	167,917	267,917	167,917	167,917	167,917	167,917	0
TOTAL REVENUE	2,506,230	2,739,620	2,778,781	2,924,101	3,075,831	3,234,281	728,051
EXPENSE							
Salaries, Wages & Benefits	758,600	771,300	784,600	798,100	811,800	825,600	67,000
Administration	669,026	694,216	623,415	590,277	594,616	599,037	-69,989
Contracted Services	325,159	480,409	331,680	338,360	345,160	352,100	26,941
Facility Utilities	135,712	135,712	138,430	141,200	144,030	146,920	11,208
Facility Maintenance	18,500	28,500	29,070	29,660	30,260	30,870	12,370
Insurance	35,540	36,231	36,681	37,147	37,626	38,118	2,578
Vehicles & Equipment	152,160	152,160	155,220	158,340	161,520	164,770	12,610
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	411,533	441,092	679,685	831,017	950,819	1,076,866	665,333
TOTAL EXPENSE	2,506,230	2,739,620	2,778,781	2,924,101	3,075,831	3,234,281	728,051
TOTAL OPERATING	0	0	0	0	0	0	0
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL WATER	0	0	0	0	0	0	0

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Sewer Utilities

Clearview operates 2 separate sewer systems in Stayner and Creemore. The sewer systems are self-funding and do not receive funding from standard property taxation. Rural properties not connected to or not serviced by the sewer systems are not charged for usage.

The sewer surcharge (sewer user rates) is based on a percentage (%) of the water user rates. The Stayner and Creemore sewer surcharges will decrease from 87.5% (2016) to 85.5% (2017). The Stayner sewer surcharge will now be the same as the surcharge charged in Creemore.

Sewer User Rates – Schedule A of By-Law #14-70

Effective Date	Jan. 1, 2014	Jan. 1, 2015	Jan. 1, 2016	Jan. 1, 2017
Stayner Sewer Surcharge as % of Water Bill	87.1%	89.1%	87.5%	85.5%
Creemore Sewer Surcharge as % of Water Bill	87.1%	89.1%	87.5%	85.5%

These rate changes were included in Clearview's 6 year Water Financial Plan that was approved in January 2011 and contains further information on the need to increase user fees in order to provide funds to operate, maintain, replace and upgrade the sewer system. The 6 year Water Financial Plan was updated in 2014 with the updating of the 2009 Sharratt report. There is currently no money in the sewer capital reserve for sewer main or other sewer infrastructure replacement. This will be addressed with the updated Sharratt report.

GIS mapping of the sewer system will be ongoing.

Creemore sewer system projects include the continuing work on the Aeration upgrade budgeted from reserves and developer contributions. Other projects include building and equipment upgrades.

Sewer User Rates 2015 – 2020

Sewer charges are a surcharge based on water usage as measured by the water meter. Annual sewer costs for the average family using 300 cubic meters of water per year are expected to increase \$28 or 4.3% from \$638 to \$656 in 2015 and \$24 or 3.2% to \$652 in 2016.

For the period commencing on January 1, 2015 and beyond as outlined below for all Clearview Water and Sewer Systems;

Effective January 1	2015	2016*	2017*	2018*	2019*	2020*
Fixed Water Rate/Meter/Year	\$163	\$164	\$165	\$167	\$168	\$169
Volumetric Rate per cubic meter (M ³)	\$1.99	\$2.06	\$2.08	\$2.17	\$2.23	\$2.27
Hydrant Service Only Rate/Year	\$163	\$164	\$165	\$167	\$168	\$169
Sewer Surcharge as % of Water Bill	89.1%	87.5%	85.5%	81.3%	79.5%	78.6%

*Subject to annual review

Notes:

Large consumption, industrial users will have their Sewer Surcharge adjusted to consider actual flows and will also be subject to Extra Strength Agreement Charges.

Rates shall be effective January 1 of the year noted.

2018 Sewer Operating and Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Sewer Services												
	Sludge Haulage	\$ 50,000	\$ 50,000									
	EA Nottawa Sewer	\$ 50,000							\$ 50,000			
	Sewer Operating Projects Total	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Municipal Wastewater Services												
Admin, Bldg, and Equip												
	SCADA Comms upgrade	\$ 6,000	\$ 6,000									
Stayner Wastewater												
	Fence	\$ 10,000	\$ 10,000									
	SPS #2 paving	\$ 35,000	\$ 35,000									
Creemore Wastewater												
	DIP TANK PUMP	\$ 500	\$ 500									
	THICKENER PERMEATE PUMP	\$ 4,000	\$ -								\$ 4,000	
	THICKENER BACKPULSE PUMP	\$ 5,000	\$ -								\$ 5,000	
	CHEMICAL PUMP 7 & 8	\$ 7,000	\$ 7,000									
	AIR DRYER	\$ 3,500	\$ 3,500									
	BLOWER 6 & 7	\$ 20,000	\$ -								\$ 20,000	
	RETURN PUMP	\$ 10,000	\$ -								\$ 10,000	
	TSS PROBES	\$ 4,500	\$ 4,500									
	DO PROBES	\$ 3,850	\$ 3,850									
	CHOPPER PUMP	\$ 40,000	\$ -								\$ 40,000	
	FLOW METER WAS * 2	\$ 6,000	\$ -								\$ 6,000	
	THICKENER VALVE * 3	\$ 6,000	\$ -								\$ 6,000	
	ZW-2 SUCTION VALVE	\$ 2,500	\$ -								\$ 2,500	
	EFFLUENT DISCHARGE VALVE	\$ 2,500	\$ -								\$ 2,500	
	ZW-2 DISCHARGE FROM P-35-S	\$ 2,500	\$ 2,500									
	ZW-2 BACKPULSE VALVE * 3	\$ 7,500	\$ 7,500									
	ZW-2 SUCTION VALVE	\$ 2,500	\$ 2,500									
	SAMPLER	\$ 3,500	\$ 3,500									
	WAS PUMP	\$ 5,000	\$ 1,000								\$ 4,000	
	VACUUM PUMP	\$ 3,500	\$ 3,500									
	Municipal Wastewaterworks Subtotal	\$ 190,850	\$ 90,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -

2019 Sewer Operating and Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Sewer Services												
	DC Background Study	\$ 20,000	\$ -						\$ 20,000			
	Sludge Haulage	\$ 55,000	\$ 55,000									
	Sewer Operating Projects Total	\$ 75,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
Municipal Wastewater Services												
Stayner Wastewater												
	Lagoon Discharge Valve	\$ 2,400	\$ 2,400									
	Sewage Pumps	\$ 77,800	\$ 77,800									
	Sewer main from William to Brock	\$ 195,000	\$ -			\$ 195,000						
Creemore Wastewater												
	COMPUTER 2	\$ 5,000	\$ 5,000									
	CYCLIC AIR VALVE	\$ 6,000	\$ 6,000									
	AIR COMPRESSOR #1	\$ 2,000	\$ 2,000									
	RAS PUMP	\$ 10,000	\$ 10,000									
	ZW-1 SUCTION VALVE TO P-35-S	\$ 2,500	\$ 2,500									
	EFFLUENT DISCHARGE VALVE	\$ 2,500	\$ 2,500									
	ZW-1 DISCHARGE FROM P-35-S	\$ 2,500	\$ 2,500									
	ZW-1 BACKPULSE SUCTION VALVE	\$ 2,500	\$ 2,500									
	ZW-1 BACKPULSE VALVE	\$ 2,500	\$ 2,500									
	ZW-1 BACKPULSE FILL VALVE	\$ 2,500	\$ 2,500									
	ZW-1 SUCTION VALVE	\$ 2,500	\$ 2,500									
	WAS PUMP	\$ 5,000	\$ 5,000									
	VACUUM PUMP	\$ 3,500	\$ 3,500									
	INFLUENT PUMP #2	\$ 10,000	\$ 10,000									
	Municipal Wastewaterworks Subtotal	\$ 334,200	\$ 139,200	\$ -	\$ -	\$ 195,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2020 Sewer Operating and Capital Projects

Sewer Services												
	Sludge Haulage	\$ 55,000	\$ 55,000									
	Sewer Operating Projects Total	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Municipal Wastewater Services												
Stayner Wastewater												
	Splitter box headworks up-grade	\$ 31,000	\$ 31,000									
	Brock Street Sewer	\$ 1,472,000	\$ 490,600					\$ 981,400				
Creemore Wastewater												
	Dip Tank Monitor * 2	\$ 4,000	\$ 4,000									
	Diaphragm Pump * 3	\$ 12,000	\$ 12,000									
	Vacuum Pump	\$ 3,500	\$ 3,500									
	WAS Pump	\$ 5,000	\$ 5,000									
	RAS Pump #3	\$ 10,000	\$ 10,000									
	Blower * 2	\$ 30,000	\$ 30,000									
	Transfer Pump	\$ 5,000	\$ 5,000									
	Municipal Wastewaterworks Subtotal	\$ 1,572,500	\$ 591,100	\$ -	\$ -	\$ -	\$ -	\$ 981,400	\$ -	\$ -	\$ -	\$ -

2021 Sewer Operating and Capital Projects

Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Municipal County Contributions	Developer Contributions	Municipal Act	Donations Fundraising Other Revenues	Development Charges Deferred Rev	Other Reserve Funds Deferred Rev	Reserves	Debentures
Sewer Services												
	Sludge Haulage	\$ 55,000	\$ 55,000									
	Sewer Operating Projects Total	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Municipal Wastewater Services												
	Creemore Wastewater											
	COMPUTER #1	\$ 5,000	\$ 5,000									
	WAS PUMP	\$ 5,000	\$ 5,000									
	VACUUM PUMP	\$ 3,500	\$ 3,500									
	RAS PUMP	\$ 10,000	\$ 10,000									
	Membrane Cassettes	\$ 135,000	\$ 135,000									
	Municipal Wastewaterworks Subtotal	\$ 158,500	\$ 158,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2022 Sewer Operating and Capital Projects

Sewer Services												
	Sludge Haulage	\$ 55,000	\$ 55,000									
	Sewer Operating Projects Total	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Municipal Wastewater Services												
	Creemore Wastewater											
	WAS PUMP	\$ 5,000	\$ 5,000									
	VACUUM PUMP	\$ 3,500	\$ 3,500									
	RAS PUMP	\$ 10,000	\$ 10,000									
	SAMPLER	\$ 4,000	\$ 4,000									
	B-85-S CONTROL VALVE	\$ 3,000	\$ 3,000									
	B-85-S CONTROL VALVE	\$ 3,000	\$ 3,000									
	Municipal Wastewaterworks Subtotal	\$ 28,500	\$ 28,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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2018 Sewer Department Operating Budget Analysis

Category or SubCategory	2016 Budgeted	2016 Actual	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	Annual Difference
REVENUE						
Grants	0	0	0	0	0	0
User Fees	1,342,226	1,362,283	1,373,936	1,117,052	1,447,282	73,346
Increase in billing revenue			1,209,754		1,283,100	73,346
Other Income	187,880	195,990	201,389	0	209,178	7,789
Creemore Sewer Debenture charge increase			197,864		205,653	7,789
Transfer from Reserves	0	44,280	76,428	18,450	126,428	50,000
Nottawa Sewer DCs - EA Nottawa Sewer			0		50,000	50,000
TOTAL REVENUE	1,530,106	1,602,554	1,651,753	1,135,502	1,782,888	131,135
EXPENSE						
Salaries, Wages & Benefits	158,908	102,943	89,518	43,794	142,300	52,782
Administration	529,216	411,115	471,781	210,518	479,515	7,734
Increase in Creemore loan Energy Efficiency			295,454		297,372	1,918
Increase in Stayner loan Energy Efficiency			21,328		27,144	5,816
Contracted Services	399,206	543,282	410,148	35,503	534,366	124,218
Increase consulting			2,706		7,000	4,294
Reduce Stayner sludge haulage			73,000		50,000	-23,000
Increase Collingwood contractor fees			332,076		425,000	92,924
Nottawa EA consultant			0		50,000	50,000
Facility Utilities	232,467	312,748	239,440	107,155	239,440	0
Facility Maintenance	67,620	38,417	70,019	16,381	70,019	0
Insurance	38,780	45,496	39,950	45,961	46,326	6,376
Vehicles & Equipment	39,708	40,041	40,899	11,972	40,899	0
Amortization	1	567,245	0	0	0	0
Transfer to Reserves	64,200	108,512	289,998	0	230,023	-59,975
Reduce operating surplus transfer to reserve			289,998		230,023	-59,975
TOTAL EXPENSE	1,530,106	2,169,799	1,651,753	471,285	1,782,888	131,135
TOTAL OPERATING	0	-567,245	0	664,217	0	0
Transfer to Capital	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0
TOTAL SEWER	0	-567,245	0	664,217	0	0

2019 Sewer Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual as at Jun. 30	2018 Budgeted	2019 Budgeted	Annual Difference
REVENUE					
Grants	0	0	0	0	0
User Fees	1,373,936	1,117,052	1,447,282	1,537,400	90,118
Increase in billing revenue			1,283,100	1,369,200	86,100
Increase in extra strength fees			156,182	160,200	4,018
Remove DC transfer 2018 project (to be corrected)			50,000	0	-50,000
Other Income	201,389	0	209,178	209,178	0
Transfer from Reserves	76,428	18,450	126,428	76,428	-50,000
Remove DC transfer 2018 project			50,000	0	-50,000
TOTAL REVENUE	1,651,753	1,135,502	1,782,888	1,823,006	40,118
EXPENSE					
Salaries, Wages & Benefits	89,518	43,794	142,300	145,000	2,700
Administration	471,781	210,518	479,515	491,367	11,852
Increase in Sewer line maintenance			54,557	65,650	11,093
Contracted Services	410,148	35,503	534,366	494,060	-40,306
Increase Town of Collingwood operations contract costs			425,000	433,500	8,500
Reduce consulting - 2018 project			50,000	0	-50,000
Facility Utilities	239,440	107,155	239,440	244,230	4,790
Facility Maintenance	70,019	16,381	70,019	71,430	1,411
Insurance	39,950	45,961	46,326	46,700	374
Vehicles & Equipment	40,899	11,972	40,899	41,730	831
Amortization	0	0	0	0	0
Transfer to Reserves	289,998	0	230,023	288,489	58,466
Increase transfer to operating reserve			280,023	288,489	8,466
TOTAL EXPENSE	1,651,753	471,285	1,782,888	1,823,006	40,118
TOTAL OPERATING	0	664,217	0	0	0
Transfer to Capital	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0
TOTAL SEWER	0	664,217	0	0	0

2018 - 2022 Sewer Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	5 Year Difference
REVENUE							
Grants	0	0	0	0	0	0	0
User Fees	1,373,936	1,447,282	1,537,400	1,631,600	1,730,100	1,833,000	459,064
Other Income	201,389	209,178	209,178	209,178	3,525	3,525	-197,864
Transfer from Reserves	76,428	126,428	76,428	76,428	76,428	76,428	0
TOTAL REVENUE	1,651,753	1,782,888	1,823,006	1,917,206	1,810,053	1,912,953	261,200
EXPENSE							
Salaries, Wages & Benefits	89,518	142,300	145,000	148,000	151,200	154,300	64,782
Administration	471,781	479,515	491,367	338,562	254,493	256,078	-215,703
Contracted Services	410,148	534,366	494,060	503,950	514,050	524,370	114,222
Facility Utilities	239,440	239,440	244,230	249,130	254,130	259,220	19,780
Facility Maintenance	70,019	70,019	71,430	72,870	74,330	75,820	5,801
Insurance	39,950	46,326	46,700	47,087	47,486	47,897	7,947
Vehicles & Equipment	40,899	40,899	41,730	42,580	43,450	44,330	3,431
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	289,998	230,023	288,489	515,027	470,914	550,938	260,940
TOTAL EXPENSE	1,651,753	1,782,888	1,823,006	1,917,206	1,810,053	1,912,953	261,200
TOTAL OPERATING	0	0	0	0	0	0	0
Transfer to Capital	0	0	0	0	0	0	0
TOTAL CAPITAL	0	0	0	0	0	0	0
TOTAL SEWER	0	0	0	0	0	0	0

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Budget Process and Clearview Strategic Goals

The basis of accounting is the accrual method and the same basis is used for budgeting. Clearview's fiscal year is January 1 to December 31 of each calendar year. Fiscal 2016 is the eighth year since implementing Clearview's current method of budgeting – Strategic Goal Budgeting. This change is reflected in how the budget is presented. Prior to 2009, the primary budgeting methodology was departments and their programs. With the establishment of Clearview's first Strategic Plan "Our Focus: Our Future" in 2008 the budget process was reorganized to focus on the Strategic Plan's strategic goals and priority strategic actions. In January 2013 Council passed a resolution stated that Clearview is committed to the development of a comprehensive Asset Management plan that includes all of the information analysis described in Building Together: Guide for Municipal Asset Management Plan is a priority.

What is Strategic Goal Budgeting? Strategic Goal Budgeting, a variant of Outcome Budgeting, is a process that aligns resources with the strategic goals set out by Council. It is a budgeting tool that integrates financial resources, strategic planning and long-range financial planning. Full Outcome Budgeting will be achieved once performance management is integrated into the budgeting process. Outcome Budgeting is a recommended practice of the GFOA.

In traditional budgeting, the starting point is last year's spending and municipal departments propose increase from that base. Revenue shortfalls are handled with across-the-board cuts that make all services worse. In Strategic Goal Budgeting, the starting point is next year's objectives – the strategic goals and priority strategic actions that the municipality wants to deliver. Departments collaborate for funding by proposing how they can cost-effectively contribute to achieving the objectives.

OLD METHOD (pre 2009)		NEW METHOD (2009 – present)
<i>Starting Point:</i> Last year's spending	→	<i>Starting Point:</i> Next year's objectives
<i>Funding Targets:</i> By Department	→	<i>Funding Targets:</i> By municipal goal and priority
<i>Department Submission:</i> How allocation will be spent	→	<i>Department Submission:</i> Proposal to achieve goal or priority
<i>Debate:</i> What to cut	→	<i>Debate:</i> What to keep

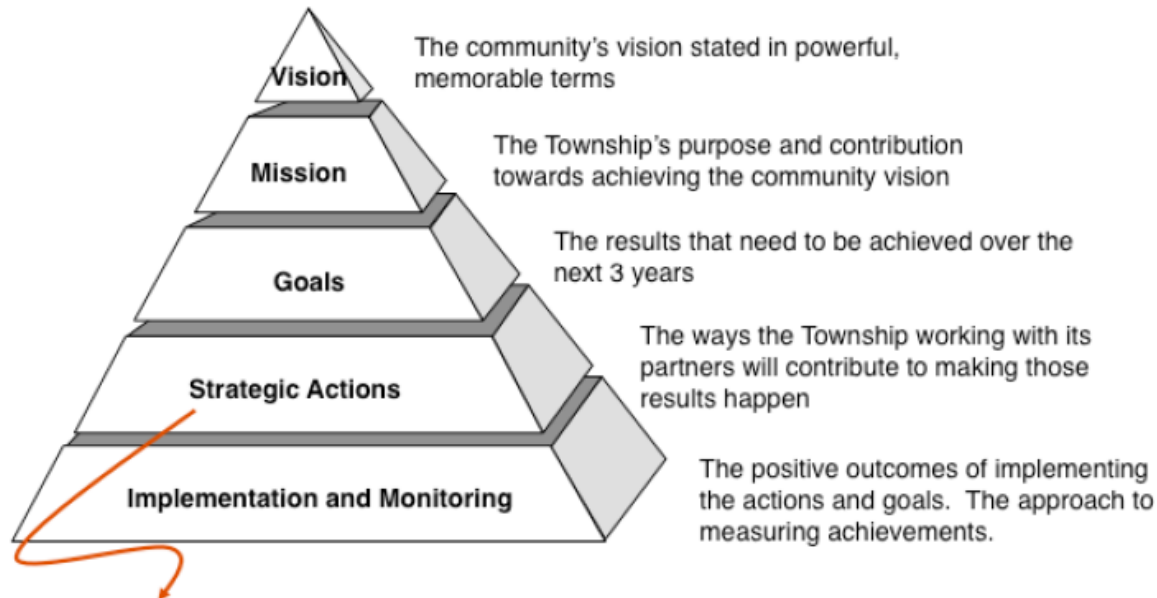
How does Strategic Goal Budgeting work?

The basic steps in Strategic Goal Budgeting are:

1. Review prior year's actual expenditures and determine how much is required to maintain service levels
2. Determine what goals and priorities matter most to the Public
3. Decide which goals and priorities take precedence
4. Decide how best to achieve the determined goals and priorities

Clearview's process is summarized in the flowchart below:





The business plans developed by Township Departments will contain activities to further describe how the strategic actions will be implemented.

Establishing Clearview's Strategic Goals and Priority Strategic Actions

The preparation of the plan began in the fall of 2007. Council and the Clearview's Senior Management Team worked to develop a draft plan for review by staff and the community. Over a four-month period, citizens, community organizations, businesses, special interest groups and Clearview employees have been involved in discussing the vision, mission, goals and strategic actions for Clearview. They attended meetings, prepared briefs and responded to on-line questions about the draft Strategic Plan.

Clearview's Strategic Plan contains the following components:

Vision:

Clearview will be a unified community consisting of vibrant towns, villages and hamlets in a rural setting, drawing from the strength of its unique and diverse heritage to embrace the future

Mission:

As a steward of our natural and human resources, Clearview Township will provide creative and thoughtful leadership to guide the services required for the benefit of present and future generations.

Primary Goals:

Economic Development

- Encouraging employment opportunities and investment in Clearview Township.

Growth and Development

- Managing growth that recognizes and supports the character of the community.

Municipal Services

- Developing and managing Clearview Township's service plans to meet current and future needs.

Community Heritage

- Preserving and sustaining Clearview Township's natural, cultural and built heritage.

Service Excellence

- Providing cost-effective services that benefit from community participation and partnerships.

Priority Strategic Actions:

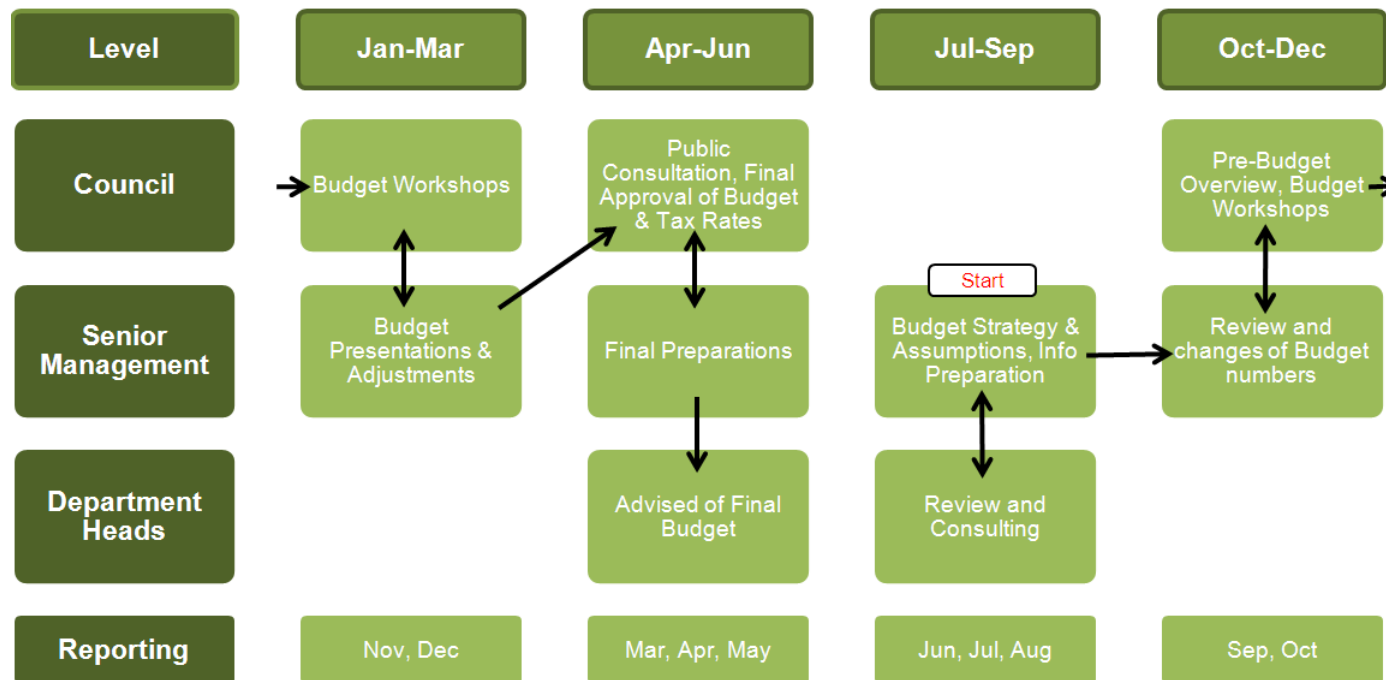
1. Work with neighbouring municipalities to identify service gaps, joint priorities and projects.
2. Develop a growth plan for Clearview Township.
3. Work with partners to protect and enhance environmental & agricultural resources (e.g. NEC, NVCA, OFA).
4. Identify mechanisms to service employment lands.
5. Complete the Official Plan to a level of detail that includes community design.
6. Work with neighbouring municipalities and partners to identify other potential joint economic development opportunities.
7. Work to ensure that the County Growth Plan reflects the needs and interests of Clearview Township.
8. Develop environmental policies that showcase Clearview as a sustainable community.
9. Develop a strategy to recruit, recognize and retain volunteers.

Why Strategic Goal Budgeting?

Strategic Goal Budgeting has:

- Enabled Clearview to build a budget that more clearly connects dollars to the strategic goals and priority strategic actions most important to the Public;
- Given Council better information with which to make decisions;
- Expanded participation in the budget process; and
- Encouraged long-term, creative thinking about how to achieve better outcomes for Clearview.

Integrated Budget Planning Cycle Chart and Details

1) **Gathering of Information**

The Senior Management Team began gathering information for the Operating and Capital budget in early fall 2016. Actual expenditures are compared to the budgeted expenditures and modifications are made based on best estimates for the following budget year.

2) **Staff presents the Staff Proposed Budget to Council**

The Senior Management Team presented the Staff Proposed Operating and Capital budget to Council on October 24, 2016.

Council made changes to the Staff Proposed budget to finalize the Draft Proposed Budget to be presented at a Public Meeting on November 14, 2016.

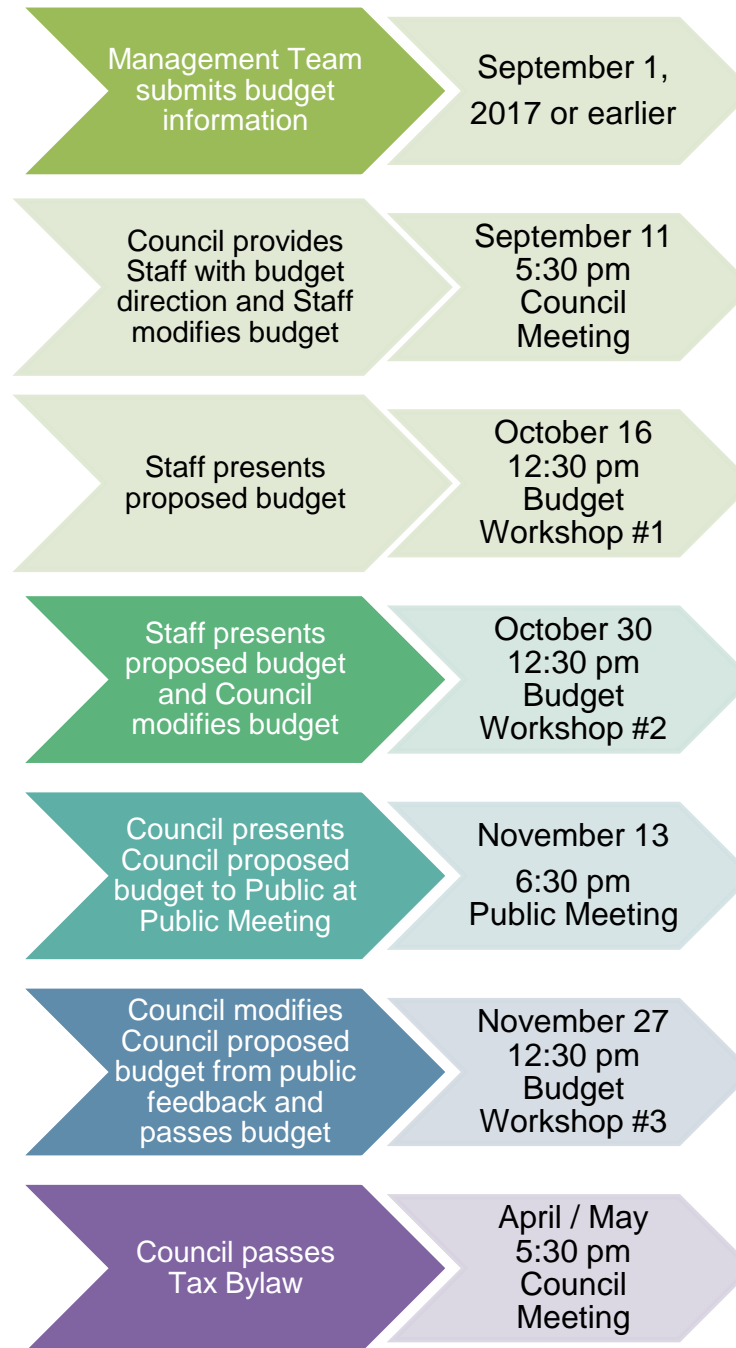
3) **Council presents Draft Proposed Budget at Public Meeting**

Council presented their Draft Proposed 2017-2018 Operating and Capital budget to the Public for their input, comments and suggestions at a Public Meeting on November 14, 2016 at 6:30 p.m.

4) **Council modifies the Draft Proposed Budget and approves the tax rates**

Council met again on November 28, 2016 to make amendments to the budget based on the feedback they received from the Public at the Budget Public Meeting and other contacts with residents, businesses and others. Following these amendments Council approved the budget in principal. Council again met on June 5, 2017 to approve the final budget package and the property tax rates. An amendment to increase allocations to reserves was made to the final budget package and to the property tax rates.

Budget Process Timeline



Priorities, Issues and Short and Long-term Factors

When assembling a budget there are always a number of priorities, issues and short-term and long-term factors to take into account. Two of the major and immediate priorities are the continuing of the implementation of the new Clearview Transit service and the construction of a replacement for the Clearview Library branch in Stayner.

Inspections of 6 of the Community Halls showed that immediate renovations and repairs are required and Council approved a plan to address these issues through a cost-sharing agreement with the volunteer boards. Changes in laws and regulations, especially with respect to the environment and health and safety continue to add pressure to meet the financial and staffing requirements to meet the changes. The Source Water Protection Act is a recent example.

Most of the short-term factors that are under the control of Clearview have been addressed in this budget and in previous budgets. Other factors that are not in the control of Clearview, such as the roads work related to the Walker Quarry expansion approval, have been budgeted for a number of years and were waiting for final approval to proceed with the related Nottawasaga Concession 10 project.

Policing costs have remained stable with the reconciliations showing refunds.

Some of the primary short-term factors include the following:

- Annually declining OMPF funding for general operations has declined by \$665,100 (44%) since 2012 and then recently stabilized.
 - It is not yet known what the 2018 or 2019 grant amounts will be or if the downward trend will return.
 - This grant represents 4% of total operating revenues.
- Review of Clearview Transit as to actual revenues and expenses and usage and whether it should continue.
 - Waiting for operating grant funding approval and amount
- Provincial and County initiative to reduce Greenhouse Gas emissions and to reduce the energy footprint of Clearview.
 - This has been addressed with the Energy Efficiency project completed in 2016.
 - A review of the results of the energy efficiency and whether it pays for itself will commence in 2018.

Some of the primary long-term factors include the following:

- Rising Policing (OPP) costs with expected rise in salaries to match highest level in the Province commencing in 2014 and continuing to future years.
 - Clearview has little direct influence on the costs.
- Replacement of existing infrastructure.
 - A core asset management plan was completed in early 2015 and a full asset management plan for December 2015.
 - Clearview has increased taxes by an average of 1.6% each year to fund the infrastructure deficit.
 - A formal long-term strategy for funding the future replacement of assets is required.
- Expanding and enhancing facilities.
 - Sometimes new services are typically subsidized by taxpayers who do not necessarily use the services. Restricting new services to full-cost recovery from users would reduce or eliminate the need for tax increases.
- Renovations and upgrades to all municipal facilities to meet provincially mandated Accessibility requirements.
 - This increases the costs of asset replacement as replacement infrastructure must be built to a higher standard. This requires setting aside even more funds.
- Growth expectations, focusing primarily on Stayner, could double the population in 15-20 years.
 - Some new infrastructure required to service the new growth is only funded to 90% by Development Charges with the remaining to come from taxation.
 - Some infrastructure to service the new growth must be built before the growth occurs with the challenge in funding pre-growth expenses.
- Source Water Protection legislation including septic re-inspection with enforcement techniques and recovery of costs still to be determined.
 - Higher levels of regulation increase costs and demand for staff time.
- Will the annual Ontario Community Infrastructure Grants continue for the long-term of will taxes have to increase to replace them?

Municipal Asset Management Plan

Clearview's 2008 Strategic Plan identified the goal of 'Developing and managing Clearview's service plans to meet current and future needs' and identified the strategic action to 'Develop a long term financial plan for Clearview.' In addition to this the Province outlined in 2012 the desire for municipalities to develop a minimum 10-year municipal Asset Management Plan (AMP). In 2012 the Province provided a grant program, of which Clearview was approved for \$25,000 to purchase financial forecasting software. The Province also created a Municipal Infrastructure Investment Initiative grant program which tied approvals of grants to Council approving an AMP that meets their criteria. Future grant funding could be tied to the requirement to have an AMP. The Ontario Community Infrastructure Fund which is a grant spread out over 3 years requires an AMP to be completed to qualify.

An AMP would assist Clearview in determining short and long-term funding requirements for infrastructure replacement and to determine how the funds will be made available or if changes in service levels and infrastructure are desirable.

A 6 year Operating and Capital Financial Plan was presented and discussed but not approved during the 2011 budget deliberations. A 5 year Operating and Capital Financial Plan was presented and discussed but not approved during the 2012 budget deliberations.

In January of 2013 Council passed a resolution stating that Clearview is 'committed to the development of a comprehensive Asset Management Plan that includes all of the information analysis described in Building Together: Guide for Municipal Asset Management plan is a priority'.

Work on the AMP began in 2013 and continued in 2014 using information from other 2014 studies including the DC Study update and the update to the 6 year Water Financial Plan. A consulting firm was engaged to prepare the base AMP by December 31, 2014 in conjunction with Clearview's asset forecasting software. The base AMP included the minimum 'core' assets required to be included; roads, bridges, water and wastewater systems. The 'core' AMP was presented to and approved by Council at the January 16, 2015 Council Meeting.

Funds to complete a full AMP were included in the 2015 budget. Additional assets to add to the AMP include but are not limited to; recreational facilities, buildings, vehicles, equipment, and library collection materials. The full AMP was completed in November 2016.

The 2018-2022 Corporate Budget is a new initiative to bring a longer-term budget to Clearview. This initiative is supported by a grant from the Federation of Canadian Municipalities (FCM). The grant also provides partial funding for long-term budgeting software and condition assessments of major facilities.

Amending the Budget

A budget is a living document which means that it is continually edited and updated as required. Council may amend the budget after it has been adopted, in whole or in part, by passing a resolution in a Council meeting. Amendments are required for items affecting reserves, borrowing and items of a significant financial amount.

One of the main functions of the budget is to use it to calculate the amount of funds required to be raised through property taxation. Property taxation is the main source of recurring revenue that Clearview receives. There may be some years that non-property tax revenue is higher however these are typically intermittent and the spending of the funds are tied to specific projects. The property tax rates cannot be changed after May as they will have already been entered into the Ontario Property Tax Analysis (OPTA) website and used to calculate the property taxes that each property owner must pay. Clearview is permitted to send out two property tax bills each year; the Interim Tax Bill and the Final Tax Bill. Property taxes cannot be changed retroactively once they have been finalized with OPTA.

The OPTA website is operated on behalf of the Province of Ontario's Ministry of Finance is responsible for calculating the property tax amounts, including adjustments including tax capping, for all Ontario municipalities. Once the Clearview tax rate is entered into OPTA's website they are used to calculate the final tax bills for properties and OPTA sends a CD to Clearview for use in printing up the property tax bills.

After this period all amendments to the budget must be made in such a way as that they do not impact on the funds to be raised by property taxes. In summary, all subsequent amendments must involve funding from grants, spending decreases, increased spending accompanied by equal spending decreases or funding from reserves or other non-tax funding.

Clearview Property Taxation Review and Proposed Increase

Increase in Clearview Property Taxation Revenue from new Growth

That increase is augmented by an increase of \$18,529 in the Industrial tax base, an increase of \$15,159 in the Commercial tax base and a reduction of \$3,487 increase in the Farm tax base. There were minimal changes in the other tax base categories.

2016 Taxation As Returned shows the prior year's estimated property taxes as calculated at the beginning of the year. 2016 Taxation As Revised

Realty Tax Class	2016 Taxation As Returned	2016 Taxation As Revised	Change \$	%
Taxable				
Residential	\$11,794,221	\$11,869,245	\$75,024	0.64%
Farm	\$503,895	\$500,409	-\$3,487	-0.69%
Managed Forest	\$18,020	\$19,392	\$1,371	7.61%
Pipeline	\$40,543	\$40,301	-\$242	-0.60%
Subtotal	\$12,356,680	\$12,429,346	\$72,666	0.59%
Multi-Residential	\$69,663	\$69,663	\$0	0.00%
Commercial	\$821,514	\$836,673	\$15,159	1.85%
Industrial	\$157,873	\$176,402	\$18,529	11.74%
Subtotal Protected	\$1,049,050	\$1,082,738	\$33,688	3.21%
Subtotal Taxable	\$13,405,730	\$13,512,084	\$106,354	0.79%
Payments in Lieu				
Residential	\$30,288	\$30,288	\$0	0.00%
Commercial	\$77,098	\$72,380	-\$4,718	-6.12%
Industrial	\$4,237	\$4,237	\$0	0.00%
Landfill	\$0	\$4,452	\$4,452	100.00%
Subtotal PIL	\$111,622	\$111,357	-\$265	-0.24%
Total	\$13,517,352	\$13,623,441	\$106,089	0.78%

shows the prior year's estimated property taxes as calculated at the end of the year including any additions, deletions or amendments to the tax rolls throughout the 2016 tax year which is January 1 to December 31. The change column shows the increase or decrease from initially reported to actual for the prior year and represents the growth/decline in taxes for each Realty Tax Class or property class.

This chart shows only new Growth in tax revenues and excludes the effects of the phased-in value assessment through the 4 year cycle.

New properties may take up to 3 years to be included by MPAC depending upon local conditions. Only the current year revenue would show in this chart with prior uncounted years being excluded from this chart.

With increasing activity expected in Residential (especially Stayner settlement area), Commercial and Industrial this growth is expected to continue at this pace and gradually increase in coming

Clearview will receive approximately \$106,089 in 2017 from new taxation revenues due to growth in the property tax base. This represents growth in the overall property tax base of 0.78% (est.). The primary source of the increase is growth in the Residential tax base which will contribute \$39,053.

years. This forecast is based upon growth estimates presented to Council on May 12, 2014 which was used in the 2014 Development Charge Update.

2016 Assessment Growth/Loss – Changes in Full CVA

of the largest Farm tax bases proportionately to the tax base as a whole in all of Simcoe County and commensurately one of the lowest Industrial tax bases proportionately at only 0.52%. The servicing of the Stayner Industrial area which is part of the \$10 million Federal/Provincial Stayner-Wasaga Beach sewer servicing grant will allow increased growth in Clearview's Industrial tax base through newly serviced industrial land.

2016 Assessment Growth/Loss - Changes in Full CVA (Roll Edition)

Realty Tax Class	----- 2016 -----		----- 2017 -----		Change	
	Total Full CVA	% of Total	Total Full CVA	% of Total	\$	%
Taxable						
Residential	1,830,866,345	79.66%	1,842,512,612	79.81%	11,646,267	0.64%
Farm	312,891,063	13.61%	310,726,023	13.46%	(2,165,040)	-0.69%
Managed Forest	11,189,600	0.49%	12,041,100	0.52%	851,500	7.61%
Pipeline	4,854,000	0.21%	4,825,000	0.21%	(29,000)	-0.60%
Subtotal	2,159,801,008	93.97%	2,170,104,735	94.00%	10,303,727	0.48%
Multi-Residential	7,029,000	0.31%	7,029,000	0.30%	-	0.00%
Commercial	102,837,562	4.47%	104,729,500	4.54%	1,891,938	1.84%
Industrial	14,082,342	0.61%	12,026,100	0.52%	(2,056,242)	-14.60%
Subtotal Protected	123,948,904	5.39%	123,784,600	5.36%	(164,304)	-0.13%
Subtotal Taxable	2,283,749,912	99.36%	2,293,889,335	99.36%	10,139,423	0.44%
Payments in Lieu						
Residential	4,701,700	0.20%	4,701,700	0.20%	-	0.00%
Commercial	9,558,500	0.42%	8,973,612	0.39%	(584,888)	-6.12%
Industrial	445,700	0.02%	445,700	0.02%	-	0.00%
Landfill	-	0.00%	552,000	0.02%	552,000	100.00%
Subtotal PIL	14,705,900	0.64%	14,673,012	0.61%	(32,888)	-0.22%
Total	2,298,455,812	100.00%	2,308,562,347	99.98%	10,106,535	0.44%

2017 represents the first year in the new 4 year Phased-In Assessment period. Properties have been reassessed and the new Current Value Assessment (CVA) will be phased-in over a 4 year period except for if the property value has decreased in which case the new assessed value will take effect immediately.

The Residential tax class is the largest proportion of Clearview's taxable property classes at 79.81%. The next largest is the Farm tax class at 13.46% followed by the Commercial tax class at 4.54%. Clearview has one

The 'Change' column shows the increase or decrease in assessed values from the prior year. Changes can occur due to new construction, new expansions, reassessments, vacancies, demolition or fire, and reassignment from one tax class to another. New properties may take upwards of three years before they appear on the tax roll prepared by MPAC. The properties are then assessed property taxes retroactively.

The increase in Residential is due to new residential construction.

The increase in Commercial is due to new construction.

There increase in industrial is due to new construction.

There is no change in the Payments in Lieu Residential property tax class.

The 'Increase in Clearview Property Taxation Revenue from new Growth' chart on the previous page shows a 0.68% increase while the '2016 Assessment Growth/Loss – Changes in Full CVA' chart above shows a 0.44% increase. This is due to the effect of tax ratios on the property tax base. The first chart shows the net effect of the growth in relation to changes in the property taxes received. The second chart shows the changes in the assessed values and the total property tax base. The effect of the tax ratios in relation to the assessed values is shown on the following page.

2016 Assessed Values and Weighted Assessment Value after Tax Ratio adjustment

Realty Tax Class	----- 2017 -----			Change (ratios est.)	
	Total Full Current Value Assessment	Weighted Assessment	% of Total	\$ Weighted Assessment	% change
Taxable					
Residential	1,842,512,612	1,842,512,612	87.51%	11,646,267	0.64%
Farm	310,726,023	77,681,506	3.69%	(541,260)	-0.69%
Managed Forest	12,041,100	3,010,275	0.14%	212,875	7.61%
Pipeline	4,825,000	6,256,095	0.30%	(37,601)	-0.60%
Subtotal	2,170,104,735	1,929,460,488	91.64%	11,280,281	0.59%
Multi-Residential	7,029,000	9,867,837	0.47%	-	0.00%
Commercial	104,729,500	131,131,807	6.23%	2,368,896	1.84%
Industrial	12,026,100	18,502,155	0.88%	(3,163,528)	-14.60%
Subtotal Protected	123,784,600	159,501,799	7.58%	(794,633)	-0.49%
Subtotal Taxable	2,293,889,335	2,088,962,287	99.21%	10,485,648	0.50%
Payments in Lieu					
Residential	4,701,700	4,701,700	0.22%	-	0.00%
Commercial	8,973,612	11,235,860	0.53%	(732,338)	-6.12%
Industrial	445,700	685,709	0.03%	-	0.00%
Subtotal PIL	14,121,012	16,623,269	0.79%	(732,338)	-4.22%
Total	2,308,010,347	2,105,585,556	100.00%	9,753,310	0.47%

While Residential property classes represent 79.81% of the taxable value of Clearview's property tax base they pay 87.51% of the total property taxes. This is due to properties in the Farm and Managed Forest property classes having their assessed values modified to 25% for tax levy purposes due to the tax ratio applied to them. Similarly the Commercial property class values are increased by 125% for tax levy purposes and represent 4.54% of the total property tax base while paying 6.23% of the total Clearview taxes levied. Industrial is increased by 154% and while representing 0.52% of the tax base pays 0.88% of the taxes.

Property Tax Ratios and Tax Rate Reductions

Tax ratios distribute tax burden between classes relative to the residential class tax ratio, which is equal to "one".

In 1998, the Fair Municipal Finance Act (Bill 79) provided municipalities with a limited authority to establish tax ratios for each property class. For example, a property with a tax ratio of 2 would pay twice the amount of municipal tax as a similarly valued residential property. The Province established the prescribed tax ratios for all municipalities for the taxation years 1998, 1999 and 2000. Council has since approved the use of this tool and adopted revenue neutral ratios for the Multi-residential, Commercial and Pipeline property classes.

The [Continued Protection for Property Taxpayers Act, 2000 \(Bill 140\)](#) permitted County Council to adopt the established tax ratios or to move the tax ratios closer or within the provincially prescribed ranges of fairness. The ranges of fairness prescribed for each class are shown in the table below.

Tax Ratios to be used by all Municipalities within Simcoe County

Property Class	2017
Residential/Farm	1.000000
Farmland Awaiting Development I	0.750000
Farmland Awaiting Development II	1.000000
Multi-Residential	1.403875
Commercial	1.252100
Industrial	1.538500
Pipelines	1.296600
Farmlands / Managed Forests	0.250000

Tax rate reductions:

Additional tax rate reductions may apply for vacant land for commercial or industrial properties and farmland awaiting development.

The property tax ratios and property tax rate reductions did not change from the prior year. Taxes are further modified by reductions for vacant commercial and industrial properties and also capping of certain tax increases and a possibility of claw-backs as set out by the Province of Ontario. Property tax rate reductions must be applied for each tax year. Applications can be found on the Clearview website.

Residential and Commercial tax ratios in Simcoe County

Year	Residential	Multi-Residential	Commercial
2017	1.0	1.403875	1.2521
2016	1.0	1.538500	1.2521
2015	1.0	1.538500	1.2521
2014	1.0	1.538500	1.2521
2013	1.0	1.538500	1.2521
2012	1.0	1.538500	1.2521
Provincial Ranges of Fairness	1.0	1 - 1.1	0.6 - 1.1

Industrial and Other tax ratios in Simcoe County

Year	Industrial	Pipeline	Farm / Managed Forest
2017	1.538500	1.2966	0.25
2016	1.538500	1.2966	0.25
2015	1.538500	1.2966	0.25
2014	1.538500	1.2966	0.25
2013	1.538500	1.2966	0.25
2012	1.538500	1.2966	0.25
Provincial Ranges of Fairness	0.6 - 1.1	0.6 - 1.1	0.25

As the dominant property tax class in Clearview is Residential, any changes to the non-residential tax ratios will have an effect on Residential property taxation.

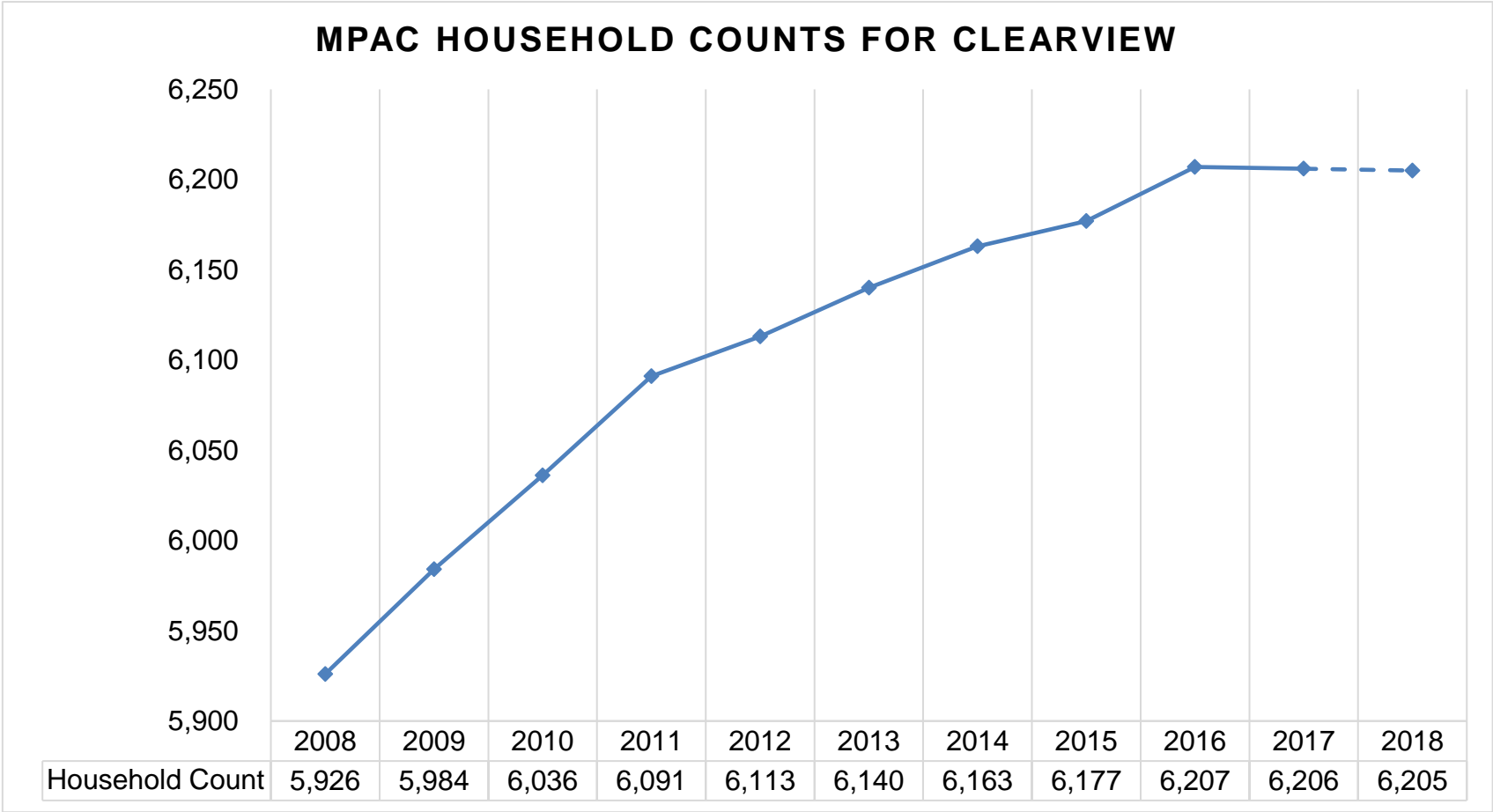
An increase in the Farm and Managed Forest tax ratios or in the Commercial or Industrial tax ratios would decrease the overall tax burden to Residential and thus lower residential property taxes. A decrease in the Farm and Managed Forest tax ratios or in the Commercial or Industrial tax ratios would increase the overall tax burden to Residential resulting in a higher Residential property tax rate and thus higher residential property taxes.

Commercial and Industrial tax ratios affect Commercial and Industrial property taxation and may influence decisions to locate in one area versus another that may have a lower tax ratio and potentially lower taxes.

MPAC Household Counts for Clearview

Each year Municipal Property Assessment Corporation (MPAC) provides municipalities with the total number of households in the municipality and this information is used for determining funding for unconditional grants to the municipality, among other things. From 2011-2016 the grant to the Collingwood General and Marine Hospital Foundation was based upon the number of households in Clearview.

Clearview’s household count decreased by 1 over the prior year from 6,207 (2016) to 6,206 (2017). Current trends suggest a decrease to 6,205 for 2018.



Clearview's Growth Expectations for Development Charge Purposes

These calculations are for new growth that results in Development Charges (DCs). This typically represents new construction although some types of new construction are exempted from DCs in full or in part. These numbers do not represent growth to the tax base. These assumptions were used as the base for the 2014 DC Study calculations.

Total Estimated Residential Growth 2014-2033							
Year	Stayner	Creemore	New Lowell	Nottawa	Schell Farm	Rural	Total
2014	20	5	0	0	0	5	30
2015	80	15	0	0	0	5	100
2016	100	50	0	0	0	5	155
2017	150	75	0	0	20	5	250
2018	150	100	0	0	20	5	275
2019 - 2023	750	255	60	50	100	25	1,240
2024 - 2028	1,000	250	250	150	100	25	1,775
2029 - 2033	1,250	250	250	300	90	25	2,165
Total	3,500	1,000	560	500	330	100	5,990

DCs collected - Residential							
Year	Stayner	Creemore	New Lowell	Nottawa	Schell Farm	Rural	Total
2015	\$1,530,734	\$244,142	\$0	\$0	\$0	\$29,080	\$1,803,957
2016	\$1,951,686	\$830,083	\$0	\$0	\$0	\$29,662	\$2,811,431
2017	\$1,990,720	\$846,685	\$0	\$0	\$0	\$30,255	\$2,867,660

DCs collected - Non-Residential					
Year	Stayner	Creemore	New Lowell	Nottawa	Total
2015	\$84,540	\$0	\$0	\$0	\$84,540
2016	\$86,230	\$0	\$0	\$0	\$86,230
2017	\$87,955	\$0	\$0	\$0	\$87,955

Total Estimated Non-residential Growth 2014-2033					
Year	Stayner	Creemore	New Lowell	Nottawa	Total
2014	1,000	0	0	0	1,000
2015	1,000	0	0	0	1,000
2016	1,000	0	0	0	1,000
2017	1,000	0	0	0	1,000
2018	1,000	0	300	0	1,300
2019 - 2023	5,000	1,000	300	0	6,300
2024 - 2028	7,500	1,500	800	250	10,050
2029 - 2033	10,000	1,500	1,000	500	13,000
Total	27,500	4,000	2,400	750	34,650

Totals for Budgeting Purposes							
Year	Stayner	Creemore	New Lowell	Nottawa	Schell Farm	Rural	Total
2015	\$1,615,274	\$244,142	\$0	\$0	\$0	\$29,080	\$1,888,496
2016	\$2,037,917	\$830,083	\$0	\$0	\$0	\$29,662	\$2,897,662
2017	\$2,078,675	\$846,685	\$0	\$0	\$0	\$30,255	\$2,955,615

Clearview's Growth compared to other Simcoe County Municipalities

Clearview has consistently experienced below average growth in the property tax base as compared to the other municipalities in Simcoe County. As a result, Clearview ranks 14th out of 16 communities in Simcoe County for cumulative growth from 2009 to 2015 and 8th for 2015 growth.

The low growth has translated into Clearview receiving significantly lower taxation revenues from new residences and businesses compared to the rest of Simcoe County and some of the neighbouring municipalities.

Ranking by Cumulative 2010-2016 growth

	2010	2011	2012	2013	2014	2015	2016	Cumulative 2010-2016	Ranking 2010-2016
Bradford-West Gwillimbury	6.27%	6.28%	6.78%	4.99%	4.59%	2.80%	4.01%	41.60%	1
New Tecumseth	2.98%	1.23%	2.69%	2.77%	2.88%	3.58%	4.92%	23.00%	2
Collingwood	4.29%	3.66%	1.88%	2.87%	1.00%	1.66%	2.17%	18.86%	3
Innisfil	1.66%	1.74%	2.12%	2.30%	2.28%	4.02%	2.85%	18.23%	4
Wasaga	2.41%	2.39%	3.39%	2.73%	2.37%	1.06%	1.60%	17.06%	5
Essa	2.74%	2.08%	1.66%	2.26%	2.01%	1.26%	1.66%	14.49%	6
Springwater	2.68%	1.87%	1.20%	1.92%	1.21%	1.70%	1.99%	13.26%	7
Severn	1.97%	1.20%	1.71%	1.76%	1.30%	1.11%	1.37%	10.89%	8
Tay	3.35%	1.19%	1.62%	0.71%	0.53%	1.11%	1.55%	10.48%	9
Oro-Medonte	1.19%	0.67%	1.07%	1.13%	1.99%	1.64%	1.85%	9.93%	10
Penatanquishene	2.49%	0.77%	1.08%	0.31%	3.67%	-0.34%	0.44%	8.67%	11
Tiny	0.94%	1.94%	1.79%	0.67%	0.46%	0.61%	0.74%	7.36%	12
Clearview	1.39%	0.79%	1.06%	0.80%	0.81%	1.20%	0.61%	6.85%	13
Midland	3.48%	0.46%	1.11%	0.23%	0.47%	-0.26%	0.27%	5.86%	14
Adjala-Tosorontio	0.93%	0.84%	1.04%	1.10%	0.43%	0.75%	0.60%	5.83%	15
Ramara	1.37%	0.68%	0.56%	-0.01%	0.34%	0.95%	0.25%	4.21%	16

Ranking by 2016 growth

	2010	2011	2012	2013	2014	2015	2016	Cumulative 2010-2016	Ranking 2016
New Tecumseth	2.98%	1.23%	2.69%	2.77%	2.88%	3.58%	4.92%	23.00%	1
Bradford-West Gwillimbury	6.27%	6.28%	6.78%	4.99%	4.59%	2.80%	4.01%	41.60%	2
Innisfil	1.66%	1.74%	2.12%	2.30%	2.28%	4.02%	2.85%	18.23%	3
Collingwood	4.29%	3.66%	1.88%	2.87%	1.00%	1.66%	2.17%	18.86%	4
Springwater	2.68%	1.87%	1.20%	1.92%	1.21%	1.70%	1.99%	13.26%	5
Oro-Medonte	1.19%	0.67%	1.07%	1.13%	1.99%	1.64%	1.85%	9.93%	6
Essa	2.74%	2.08%	1.66%	2.26%	2.01%	1.26%	1.66%	14.49%	7
Wasaga	2.41%	2.39%	3.39%	2.73%	2.37%	1.06%	1.60%	17.06%	8
Tay	3.35%	1.19%	1.62%	0.71%	0.53%	1.11%	1.55%	10.48%	9
Severn	1.97%	1.20%	1.71%	1.76%	1.30%	1.11%	1.37%	10.89%	9
Tiny	0.94%	1.94%	1.79%	0.67%	0.46%	0.61%	0.74%	7.36%	11
Clearview	1.39%	0.79%	1.06%	0.80%	0.81%	1.20%	0.61%	6.85%	12
Adjala-Tosorontio	0.93%	0.84%	1.04%	1.10%	0.43%	0.75%	0.60%	5.83%	13
Penatanquishene	2.49%	0.77%	1.08%	0.31%	3.67%	-0.34%	0.44%	8.67%	14
Midland	3.48%	0.46%	1.11%	0.23%	0.47%	-0.26%	0.27%	5.86%	15
Ramara	1.37%	0.68%	0.56%	-0.01%	0.34%	0.95%	0.25%	4.21%	16

The charts on this page show Clearview's growth compared to two sets of comparators.

Clearview's tax base has grown 7.65% since 2009. All of Clearview's comparators have seen their property tax base grow faster than Clearview's since 2009. Tiny Township's grew 8.07%, Tay Township's grew 11.15%, Springwater Township's grew 14.13%, and Oro-Medonte Township grew 10.57%.

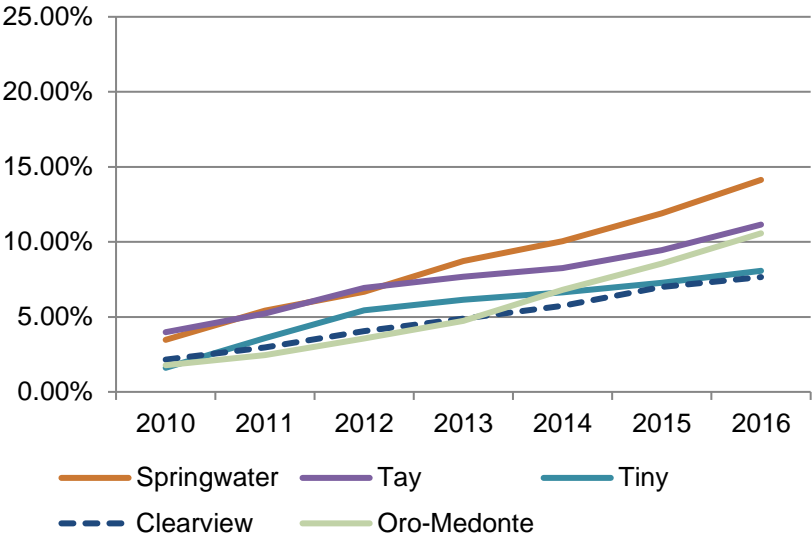
Clearview's closest neighbours have grown much faster than Clearview since 2009. Springwater Township's property tax base grew 14.13%, Town of Wasaga Beach 19.70% and Town of Collingwood 21.81%. Clearview's tax base growth of 7.65% in the 8 year period from 2009 to 2016 was less than the inflation rate of 12.82%.

With Clearview's tax base growing slower than inflation and a desire to maintain and/or increase service levels to the public over that same period and with the need to find funds to repair and replace infrastructure, there has been upwards pressure on the property tax rates.

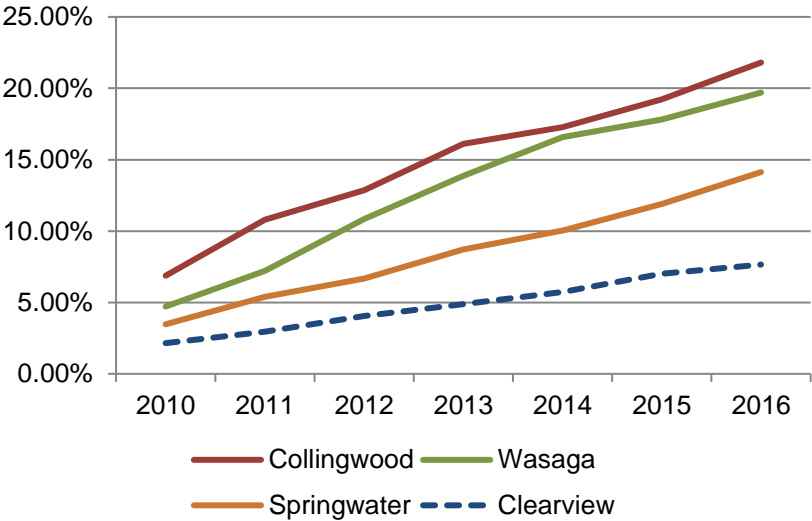
For 2017, it is estimated that a \$136,234 increase in spending represents a 1% increase in Clearview's own overall tax rate. An estimated \$234,078 increase in spending represents a 1% increase in the Net combined tax rate which includes Clearview, Policing Services, County of Simcoe, and the four School Boards.

Annual growth is forecasted to increase in the coming years with the construction of the sewer servicing currently underway in Stayner. The servicing will permit 4,700 additional housing units which, assuming 2.5 persons per household, would almost triple the current population of Stayner.

**Cumulative Growth 2010-2016
Clearview and Comparators**



**Cumulative Growth 2010-2016
Clearview and Simcoe Neighbours**



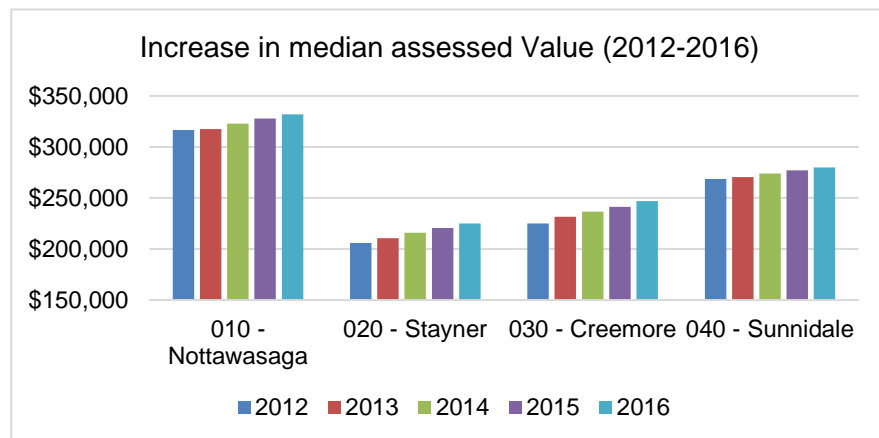
Tax Base Shifts for Clearview Property Taxpayers

Residential properties represent 80% of the property tax base in Clearview. With 13% for farms and non-residential at 7% changes in the Residential property tax base affects Clearview's total tax base the most, by far.

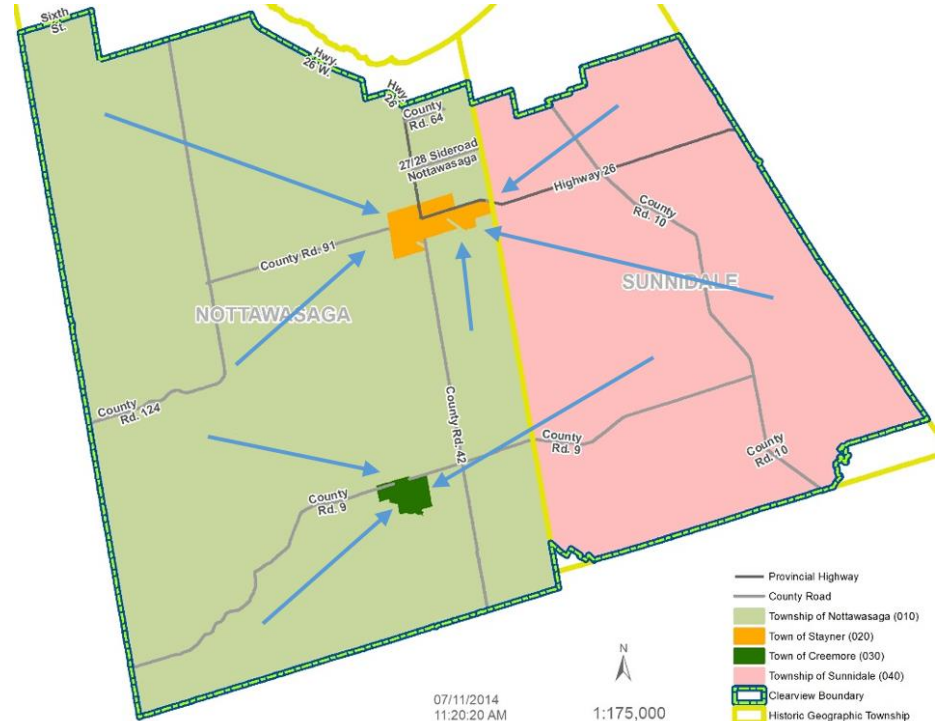
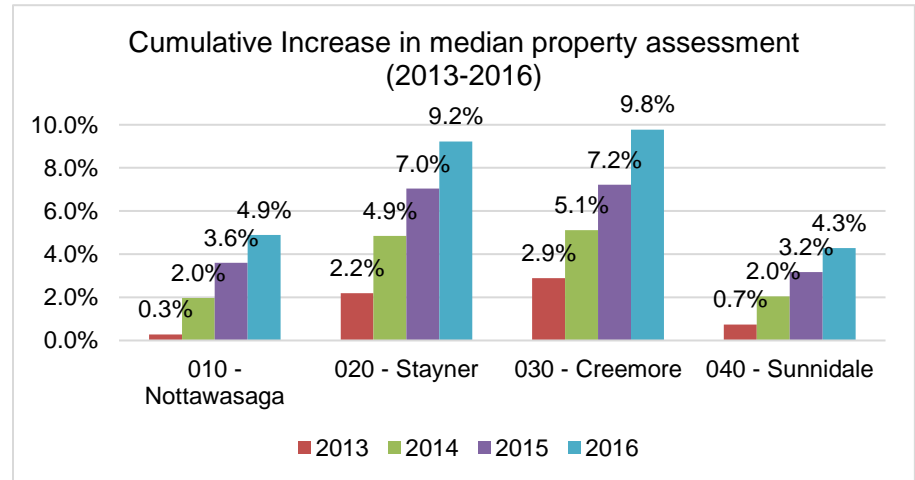
While residential properties in Nottawasaga (\$327,875) have the highest median values in 2015 with Sunnidale (\$277,000) the second highest, the residential property tax base is shifting towards Stayner and Creemore. This is occurring due to properties in Stayner and Creemore increasing in value at twice the rate of Nottawasaga and Sunnidale.

Weighting of Res. Property Tax Base	2012	2013	2014	2015	2016
010 - Nottawasaga	46.1%	45.8%	45.8%	45.8%	45.7%
020 - Stayner	22.7%	23.0%	23.1%	23.1%	23.2%
030 - Creemore	8.4%	8.5%	8.5%	8.6%	8.7%
040 - Sunnidale	22.8%	22.7%	22.6%	22.5%	22.4%
Total Property Tax Base	100.0%	100.0%	100.0%	100.0%	100.0%

Measure	Nottawasaga	Stayner	Creemore	Sunnidale
2015 Median	\$327,875	\$220,500	\$241,250	\$277,000
2015 Avg.	\$370,617	\$228,200	\$256,177	\$292,847
2015 High	\$1,634,000	\$635,000	\$634,750	\$823,750
2015 Low	\$92,000	\$58,125	\$105,750	\$68,250



Property Taxation Review and Proposed Increase



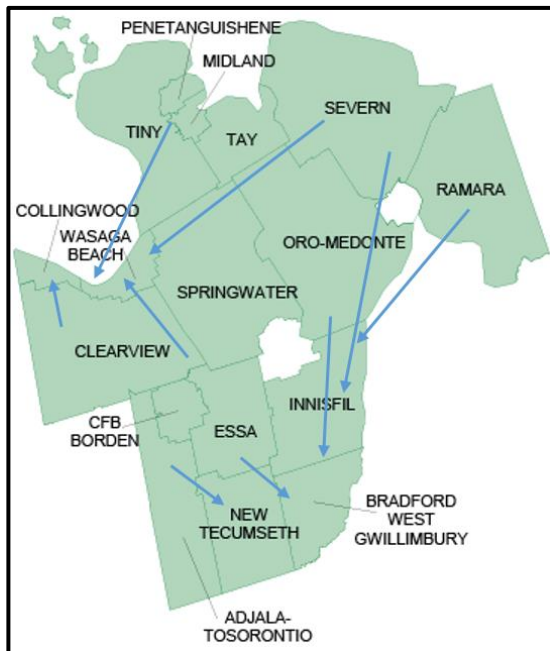
Clearview Taxes shifting towards Stayner and Creemore

Of note, residential properties on farms are generally assessed at 1/3rd to 1/4th what they would be if they were severed from the farm.

COUNTY PROPERTY TAX SHIFTING

The County taxes have been shifting from the low and lower growth municipalities towards the higher and high growth municipalities as shown Share of County Budget by Municipality table in the preceding pages. The County of Simcoe issues a single tax rate for each property tax class to use across the entire County. As a result, there can be shifting of the total County tax burden depending upon which areas have a higher proportion of the total property tax base across the County.

The total share of the County property tax revenues collected from properties in Clearview has declined from 4.75% (2007) to 4.29% (2016). A higher amount of new growth and a higher increase in assessed values is occurring in the 3 main Simcoe County growth areas of Bradford-West Gwillimbury, Innisfil, New Tecumseth and Collingwood as they were the only 4 municipalities, out of 16, that experienced a growth in funding of the County tax base. It is further illustrated in the charts and tables in the Clearview's Growth Compared to other Simcoe County Municipalities section which shows the municipalities with the highest growth from 2007 to 2014. As an example, Bradford's average property increased 2.6% from \$351,200 (2014) to \$360,220 (2015).

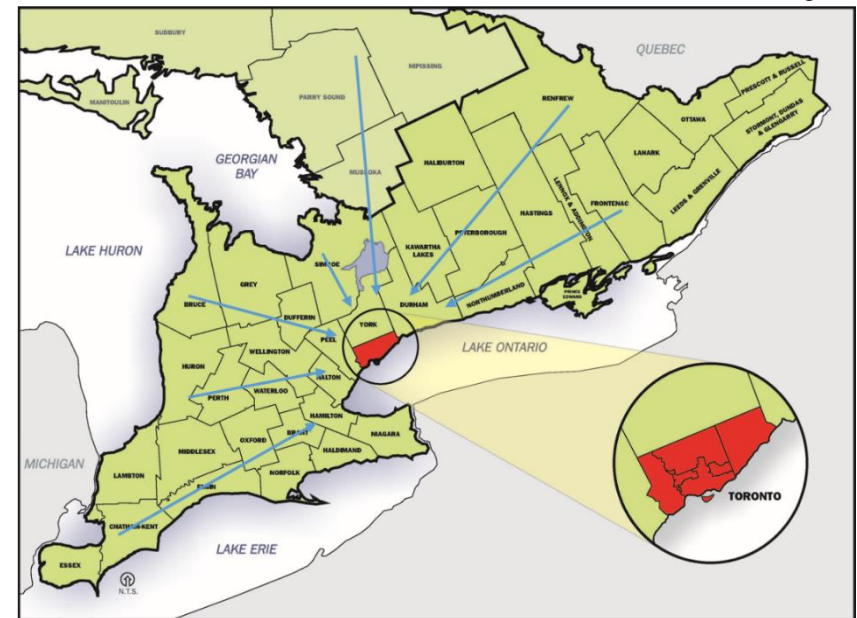


County Taxes shifting to Bradford, Collingwood and Wasaga Beach

EDUCATION PROPERTY TAX SHIFTING

The Education taxes have been shifting from the low and lower growth areas of the province towards the higher and high growth municipalities in Ontario. The Province of Ontario issues a single residential education tax rate for all residential properties across the province. The non-residential tax rates vary by single-tier or upper-tier (County or Region) municipal government. Clearview is a lower-tier municipality to the upper-tier Simcoe County.

The three fastest growing municipalities are Milton, Brampton and Vaughan, all of which are in the Greater Toronto and Hamilton Area (GTHA). The city of Toronto is also growing at a fast rate with more high rises recently under construction than the other major cities in North America combined. Additionally, single detached homes in Toronto have been increasing in value almost 10% per year over the past few years with average house prices in downtown Toronto well over \$1,000,000. The result is that homes in downtown Toronto are paying on average 4 times as much education tax as homes in Clearview and thus shifting the total education tax base towards the GTHA. The high growth in new homes and assessed values has moved out to the Toronto suburbs including Vaughan and Milton but also from Hamilton to Oshawa and north to York Region.



Education Taxes shifting to Greater Toronto Hamilton Area (GTHA)

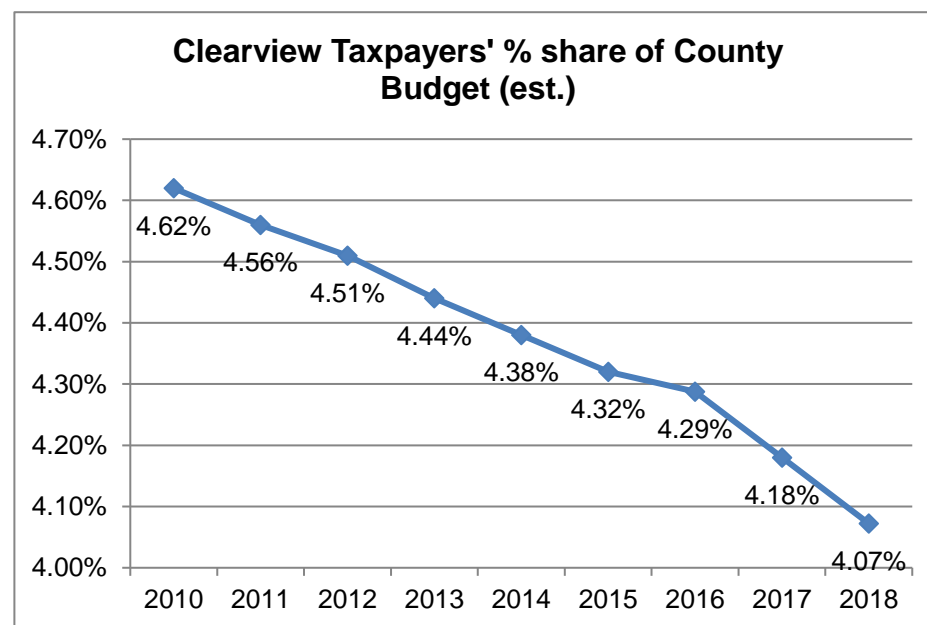
Clearview's % share of Simcoe County Budget

As Clearview's new growth and property assessment increases have been below the average for the County, Clearview's share of the total County tax levies has reduced commensurately. In 2007 Clearview accounted for 4.75% of total County tax levies and by 2017 this had decreased to 4.18%. At current trends it may decrease to 4.07% in 2018.

Note: Numbers may not add up to 100.00% due to rounding.

The percentage share of the Simcoe County budget in the chart above is based on the total weighted assessment of each municipality's taxable properties as a portion of Simcoe County's total weighted assessment of taxable properties.

Of note, residential properties on farms are generally assessed at 1/3rd to 1/4th what they would be if they were severed from the farm.



Share of County Budget by Municipality									
Municipality	2009	2010	2011	2012	2013	2014	2015	2016	2017
Innisfil	11.68%	11.54%	11.47%	11.47%	11.46%	11.49%	11.53%	11.78%	11.97%
New Tecumseth	9.86%	9.87%	9.86%	9.75%	9.83%	9.89%	9.97%	10.13%	10.58%
Bradford-West Gwillimbury	8.09%	8.26%	8.52%	8.84%	9.29%	9.58%	9.85%	9.96%	10.67%
Oro-Medonte	8.54%	8.45%	8.32%	8.20%	8.15%	8.09%	8.11%	8.11%	8.06%
Collingwood	7.72%	7.75%	7.83%	7.90%	7.88%	7.95%	7.88%	7.87%	7.75%
Wasaga Beach	7.59%	7.73%	7.79%	7.88%	7.83%	7.91%	7.98%	7.95%	7.70%
Tiny	7.59%	7.59%	7.52%	7.57%	7.48%	7.37%	7.26%	7.16%	6.96%
Springwater	5.87%	5.84%	5.85%	5.85%	5.83%	5.83%	5.80%	5.80%	5.83%
Essa	5.19%	5.23%	5.21%	5.19%	5.21%	5.22%	5.24%	5.22%	5.24%
Severn	5.29%	5.28%	5.29%	5.28%	5.25%	5.24%	5.22%	5.18%	5.06%
Ramara	4.68%	4.68%	4.65%	4.63%	4.58%	4.50%	4.44%	4.41%	4.20%
Clearview	4.65%	4.62%	4.56%	4.51%	4.44%	4.38%	4.32%	4.29%	4.18%
Midland	4.59%	4.58%	4.60%	4.51%	4.41%	4.30%	4.21%	4.09%	3.88%
Adjala-Tosorontio	3.91%	3.86%	3.79%	3.74%	3.71%	3.68%	3.63%	3.58%	3.60%
Tay	2.53%	2.52%	2.56%	2.56%	2.55%	2.52%	2.49%	2.47%	2.39%
Penetanguishene	2.22%	2.20%	2.18%	2.15%	2.11%	2.05%	2.07%	2.01%	1.94%
	100.00%	100.00%	100.00%	100.03%	100.01%	100.00%	100.00%	100.00%	100.01%

Impact of Capital Projects on Operating Budget

Department	Description or Scope	Impact on General Operating Budget (Tax funded)	Financial Impact on Operating Budget
General Government	N/A	No increase in operating costs anticipated.	0.00%
Fire and Emergency Services	N/A	No increase in operating costs anticipated.	0.00%
Building Inspection	N/A	No change in operating costs.	0.00%
Public Works	Transit bus purchase for transit system. Communications upgrade.	Transit service increase to full year. Higher monthly fee for faster communications speed.	0.70%
Parks and Recreation	N/A	No increase in operating costs anticipated.	0.00%
Library	Replacement of branch with larger facility and higher operating costs will be partially offset by reduction in transfer to reserve. Ongoing replacement of library materials and equipment.	No change in operating costs for 2018 – completion in 2018/2019..	0.00%

2018-2022 Debt Requirements

OPERATING DEBT

Bank Account Overdraft Facility

Clearview does not have any debt related to the Operating Budget. Each year Clearview passes a Temporary Borrowing By-law. This By-law permits Clearview to utilize an overdraft facility of up to 50% (January 1st to September 30th) of the total estimated revenues as set out in the budget or up to 25% (October 1st to December 1st) of the total estimated revenues as set out in the budget.

The overdraft facility is on the main bank account only. All other related bank accounts including those utilized by boards, committees or others are not permitted to go into overdraft.

Clearview has not used the overdraft facility since a one month period from December 20, 2004 to January 31, 2005.

Clearview utilizes purchasing cards, specifically credit cards, for purchasing or reserving various goods and services. The credit facilities are arranged through the primary municipal bank and the balances are automatically paid from the main bank account on a monthly basis. Usage of the credit cards is governed by the Procurement By-law and internal policies. Credit cards are only issued to select members of the Senior Management Team or persons approved by the Senior Management Team.

Tile Drain Loans

Clearview borrows funds from the Province on behalf of agricultural property owners for Tile Drain loans. These loans have 10-year terms and landowners are eligible for a loan of up to 75% of the value of the tile drainage work. Municipalities may further restrict the maximum percentage – Clearview currently does not. The fixed rate loans are approved by the Province. Clearview collects the loan payments from the owner and remits them to the Province. Defaulted payments are rare and are treated in the same manner as unpaid taxes. Clearview must pass a borrowing by-law for each Tile Drain loan.

The payments for Tile Drain loans are deducted from Clearview's debt payments when calculating Clearview's debt capacity and so it does not impact on the ARL debt capacity calculations.

CAPITAL DEBT

All of Clearview's debt, other than Tile Drain Loans, all of the debt that Clearview currently has or is proposing is related to capital projects. The sole exception is the Energy Efficiency Project which contains projects which may have small components that will not be accounted for as capital, such as weather sealing some buildings.

\$10,200,000 in new loans are proposed for 2018-2022. The majority of the loans being added do not impact taxation as 100.0% of proposed new loan payments are proposed to come from sources other than property taxation.

- The Library loan payments will be offset by reducing the transfer to Library reserve in the same amount.
- The Miscellaneous Watermains loan payments will be made from water user fees.

No new loans are proposed for 2019 to 2021.

In summary, the majority of the loan payments will not have an impact on property taxation or on user fees. Additional information is available in the following pages.

The loan requirements for 2018 to 2022 capital projects consist of:

Project	Year	Amount
Stayner Library	2018	\$3,200,000
Misc. Watermains	2022	\$7,000,000
		\$10,200,000

Total Outstanding Loans and Proposed Loans

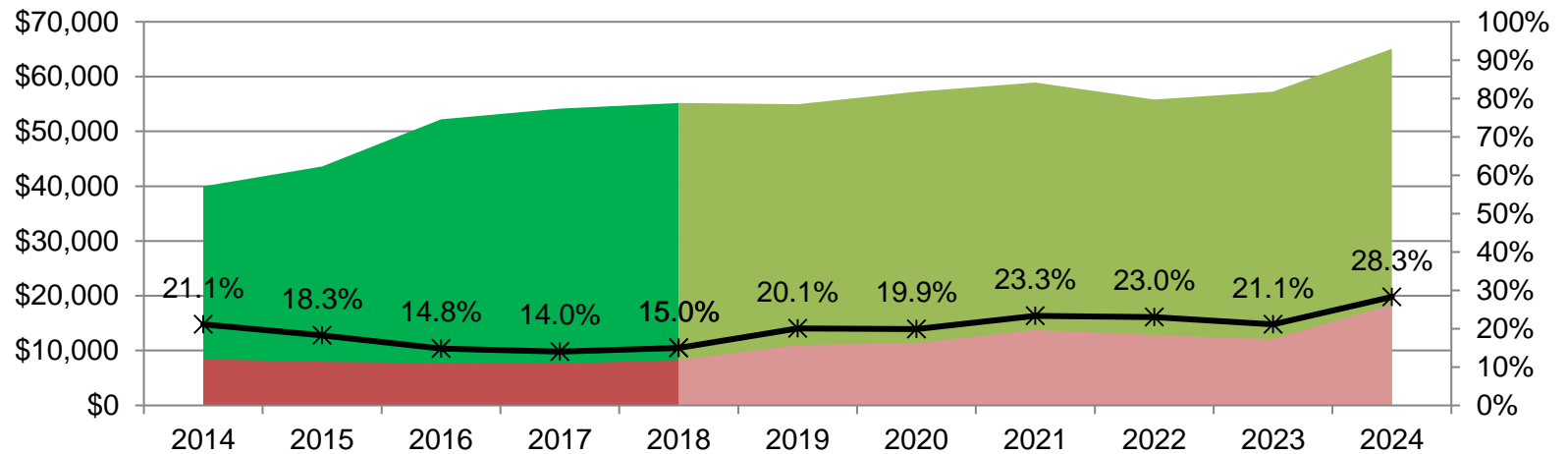
Owing Jan. 2018 or proposed	Project	Year Borr.	Year Paid Off	# of yrs	Rate	Notes
\$533,700	Creemore Sewer Upgrade	2001	2021	20	3.65%	Built Sewage Plant and installed sewer lines.
\$520,094	Mill Street Water Upgrade	2009	2029	20	5.24%	Replace/upgrade of 90 yr. old Creemore water mains.
\$1,208,699	Stayner Water Reservoir	2006	2026	20	4.74%	Built two 2,050 M ³ water reservoirs on Airport Road.
\$118,439	New Lowell Library Replacement	2008	2023	15	3.16%	Renovation and addition of new building.
\$34,342	Station on the Green Solar	2011	2030	20	3.10%	Install solar panels to generate income.
\$3,107,123	Joint Emergency Facility	2012	2051	40	3.79%	Construction costs.
\$23,162	Eco Park	2014	2019	5	2.45%	Land purchase for park and sewer pumping station.
\$28,668	Station Park	2014	2019	5	2.83%	Station Park expansion and building renovation.
\$306,372	Creemore Aeration Upgrade	2015	2024	10	2.15%	Improve Creemore Sewer.
\$414,520	Creemore Medical Centre	2016	2046	30	3.18%	Renovation and addition to medical centre.
\$428,058	Perry/Gideon Land	2016	2036	20	3.14%	Land purchase for library and other.
\$267,702	Solar Power Generation	2016	2036	20	3.14%	Install solar panels to generate income.
\$50,686	Mowat Servicing	2016	2036	20	2.88%	Servicing of properties on Mowat St.
\$150,259	Industrial Land - Poplar St.	2017	2022	5	2.00%	Develop new water supply in Stayner.
\$1,429,236	Industrial Servicing - Stayner	2017	2037	20	5.00%	Buy Industrial land and improve for resale.
\$1,636,194	Energy Efficiency Project	2017	2037	20	5.00%	Servicing of properties in southwest Stayner.
\$1,154,092	Water Well #2 & #4	2017	2037	20	3.40%	Replace infrastructure to save energy costs.
\$3,200,000	Stayner Library	2019	2049	30	3.50%	Replace 100 year old branch
\$7,000,000	Misc. Watermains	2022	2042	20	5.00%	Replace miscellaneous watermains

\$21,611,346 Total

The rows highlighted in yellow are the loans proposed for that have not yet been finalized as of the date of this document.

As of January 2018 a total of \$11,411,346 in debt will be outstanding. One loan totaling \$3,200,000 is proposed for 2018 and no loans are proposed for 2019. Another loan for \$7,000,000 is proposed for 2022. The majority of payments on the loans will not come from property taxes and is discussed in more detail in the following pages. Some loans will be paid for by revenues or savings that exceed the cost of the loan payments.

Clearview's Debt Position in '000s 2014 - 2024 (2018 to 2024 est.)



	2014	2015	2016	2017	2018	2018	2019	2020	2021	2011	2011	
Total Debt Permitted	39,952	43,570	52,183	54,178	55,177	0	0	0	0	0	0	0
Current Debt (per ARL)	8,439	7,953	7,738	7,593	8,285	0	0	0	0	0	0	0
Projected Debt Permitted	0	0	0	0	0	55,177	54,951	57,250	58,896	55,801	57,242	65,077
Projected Debt (per ARL)	0	0	0	0	0	8,285	11,028	11,411	13,732	12,854	12,098	18,409
% debt utilized	21.1%	18.3%	14.8%	14.0%	15.0%	15.0%	20.1%	19.9%	23.3%	23.0%	21.1%	28.3%

Clearview has the capacity to take on an additional \$46,891,000 (2018) or \$43,922,000 (2019) of debt in addition to the proposed new debt. This is measured by subtracting "Current Debt per ARL" for the year from "Total Debt Permitted." As of 2017 Clearview is using 14.0% of its debt capacity and it is expected to increase to 15.0% in 2018 and then rise to 20.1% in 2019.

This is with the assumption that all new debt is amortized over 20 years and that the interest rate for all new debt is a conservative 7%. This amount increases to \$54.8 million (2017) at 5% interest and 20 year amortization. Additionally, if the amortization of the new debt is longer than 20 years or the interest rate is less than 5% then the capacity is even higher. Current 20 year debt borrowed through the Province is a much lower 3.39% as at October 24, 2017. This means that even the 5% interest rate is a conservative rate.

The projected numbers are based on future Net Debt Revenue (which borrowing capacity is based upon) increasing at a conservative 2.0% when

the running 5 year average from 2012 to 2017 has actually ranged at a higher 4.1% to 8.6%.

Clearview's debt capacity is measured by the Province's ARL calculation which is calculated on the debt totals, debt payments and eligible revenue as of two years prior to the current year which means that 2018's projected debt will be reflected in the 2020 ARL. As such, the projected impact on the 2020 ARL based on debt budgeted for 2018 is reflected here. 2021-2024 are added to provide context for 2018 projected debt. The lighter coloured areas and the hashed line are future projections based on proposed 2018-2022 borrowings.

How Current and Proposed loan payments are to be funded

The source of the repayments for Clearview's current and projected new debt for (highlighted in yellow) are shown in the chart below. The loan payment amounts shown for the projected new debt are conservative estimates using higher than current interest rates.

The Energy Efficiency Project will involve progress draws. Most other projects will only have one draw.

Only 15.7% of loan payments, including the projected new debt, will come from property taxes. 39.5% will come from water or sewer user fees, 18.3% from Development Charges paid by developers constructing new buildings, 13.6% will pay for itself from either revenues from sales of energy produced by the solar panels or from reductions in energy costs from the Energy Efficiency Project. Both projects will generate more revenue or save more money than the loan payments. The final 12.8% of debt payments come from property owners who opted to pay for installing services to their properties over a 20 year period rather than up front. Some proposed debt is shown with a 5% estimated interest rate. Actual amounts borrowed and actual interest rates may result in lower payments for the projected new debt.

Project	Source of Loan Payments						Total	%
	General Taxation	Water User Fees	Sewer User Fees	Dev. Charges (DCs)	Other Revenue	Local Improvt. Fees		
Creemore Sewer Upgrade				76,428		162,410	\$238,838	11.5%
Mill Street Water Upgrade		65,033					\$65,033	3.1%
Stayner Water Reservoir		105,216		128,598			\$233,814	11.2%
New Lowell Library Replacement	8,576			17,154			\$25,730	1.2%
Station on the Green Solar					3,559		\$3,559	0.2%
Joint Emergency Facility	72,454			89,708			\$162,162	7.8%
Eco Park	35,999		4,000				\$39,999	1.9%
Station Park	31,720						\$31,720	1.5%
Creemore Aeration Upgrade			13,556		31,632		\$45,188	2.2%
Creemore Medical Centre					22,096		\$22,096	1.1%
Perry/Gideon Land	3,198			28,782			\$31,980	1.5%
Solar Power Generation					19,188		\$19,188	0.9%
Mowat Servicing						3,525	\$3,525	0.2%
Industrial Land - Poplar St.					91,721		\$91,721	4.4%
Industrial Servicing - Stayner						99,802	\$99,802	4.8%
Energy Efficiency Project					115,205		\$115,205	5.5%
Water Well #2 & #4		73,020		39,320			\$112,340	5.4%
Stayner Library	175,000						\$175,000	8.4%
Misc. Watermains		561,698					\$561,698	27.0%
Total	326,947	804,967	17,556	379,990	283,401	265,737	\$2,078,598	100.0%
%	15.7%	38.7%	0.8%	18.3%	13.6%	12.8%		

Current debt in Blue, proposed new debt in Yellow.

Breakdown of Loan Payments

Breakdown of Taxation Column for Loans

Loan	Admin.	Fire	Police	PW	Parks	Library	Total
New Lowell Library Replacement						8,576	8,576
Joint Emergency Facility		70,508	1,946				72,454
ECO Park				35,999			35,999
Station Park Expansion	31,720						31,720
Perry/Gideon						3,198	3,198
Stayner Library						175,000	175,000
Total	31,720	70,508	1,946	35,999	0	186,774	326,947

Breakdown of DC Column for Loans

Loan	Admin.	Fire	Police	Sewer	Water	Library	Total
Stayner Water Reservoir				128,598			128,598
New Lowell Library Replacement						17,154	17,154
Joint Emergency Facility		74,124	15,584				89,708
Perry/Gideon						28,782	28,782
Water Well # 2 and 4				39,320			39,320
Total	0	74,124	15,584	167,918	0	45,936	303,562

Breakdown of Energy Efficiency Loan

Loan	Principal	Interest	Total
Administration	343	567	910
Fire	269	445	714
Streetlighting	21,360	35,314	56,674
Public Works	337	557	894
Library	208	344	552
Stayner Arena	11,561	19,113	30,674
Creemore Arena	7,799	12,894	20,693
Stayner Sewer	10,165	16,806	26,971
Creemore Sewer	8,443	13,959	22,402
Total	60,485	99,999	160,484

Station on the Green

The net annual revenue generated by the solar panels is an average 288% higher than the annual loan payments resulting in an average net annual income of \$6,677 for the Station on the Green. The total return on investment may be lower due to the expectation of higher interest rates in the future however additional revenues will continue after the loan is paid off as the expected lifespan of the solar panels exceeds the period of the loan.

Breakdown of Solar Power Generation

Location	Revenue (est.)	Loan (est.)	Net Income	Return on Investment
Avening Community Centre	\$4,275	\$2,199	\$2,076	48.56%
Creemore Medical Centre	\$4,177	\$2,142	\$2,035	48.72%
Duntroon Hall	\$3,611	\$2,199	\$1,412	39.10%
Nottawa Hall	\$4,271	\$2,199	\$2,072	48.51%
Stayner Arena	\$4,442	\$2,563	\$1,879	42.30%
Station Park Admin Building	\$4,417	\$2,313	\$2,104	47.63%
Administration Centre	\$4,240	\$2,505	\$1,735	40.92%
Public Works Building	\$4,228	\$3,002	\$1,226	29.00%
Total	\$33,661	\$19,122	\$14,539	43.19%

The solar power generation loans are shown as break-even for budget purposes. The chart above shows a conservative estimate of the potential revenue which depends upon a number of weather factors. The actual net incomes from the solar power generations will be transferred to the respective department reserve or hall board accounts at the end of each fiscal year-end.

The net annual revenue and returns on investment are expected to be lower than the Station on the Green due to the reduction in the payment per kW produced and sold by Ontario Power Generation.

Reserve and Reserve Funds

Reserves and Reserve Funds' balances are estimated to have a net increase of \$2,047,108 from \$6,897,617 (2016 year-end) to \$8,944,725 (2017 year-end) in part due to current and proposed capital projects funded by reserves. Estimated Reserve Funds' revenues, based on growth, include collection of \$2,552,024 in DCs and \$537,557 in Federal Gas Tax grants. It is important to note that some projects, especially those that involve DCs may not proceed without advance funding by Developers.

DC contributions are based on new growth projections of 100 SDUs as follows; 80 SDUs in Stayner and 15 SDUs in Creemore and 5 SDUs in rural areas. Non-residential growth is also projected. Commercial and Industrial growth numbers are not budgeted separately and form part of the estimated DCs. Pre-paid DCs, of which almost \$5,000,000 were received in 2014, are also not budgeted separately and form part of the estimated DCs. No additional pre-paid DCs are currently anticipated although it may be required for certain future projects to move forward.

The annual contribution to Bridges Construction reserve will increase \$137,000 in 2018 from \$401,000 (2017) to \$538,000 (2017) and \$401,000 (2018). This builds on the annual allotment to the reserve for which regular annual contributions was established at \$250,000 in 2011.

Recommendations have been made by the municipality's engineers to eventually increase this annual allotment to \$750,000 per year (2012 dollars). Clearview has 78 bridges and culverts of varying ages and conditions that may have an average lifespan of 75 years and long-term replacement costs may average \$750,000 per bridge. The replacement costs recommended by the Engineers are higher than the PSAB calculated replacement costs due to many do not meet current standards of standard width and sightlines, and also due to increased regulatory control and costs as many were built before the NEC (1973) and/or the NVCA (1946) existed.

The Snow Events reserve created in 2011 had its final \$20,000 annual allocation in 2015 and is now at \$100,000 where it will float up and down and will be used for mitigating annual variances in snow plowing and removal.

The Library expansion reserve will increase \$25,000 annually to \$150,000 (2017) and then \$175,000 (2018). These funds will be cancelled in 2019 and used for the Stayner branch replacement loan. Funds were removed from the reserve in 2014 and 2015 to pay for repairs to the Stayner branch. Library Resources reserve allocation continues to increase by 3.0% (2016) and 6.8% (2017).

The contributions to the Fire Equipment (Vehicle) reserves remain stable. ase from \$330,000 (2014) to \$350,000 (2015) to reflect the increasing costs of vehicles. Funds will be removed in 2017 to fund purchases of non-vehicle capital items.

The Roads Equipment reserve will increase. This will be achieved by increasing the hourly charge out of the Public Works fleet to Public Works, Parks, Water and Sewer and others. The Roads and related reserve allocation will finally return to 2010 levels with the increase in 2017 after a 10.6% reduction made in 2010 that carried on for years. This reduced the funding available for repairing and repaving roads each year since 2010. The reduced funding over that period amounted to \$233,300 not counting annual inflation of costs.

Sidewalks allocation will increase \$85,000 in 2017 from \$100,000 to \$185,000 then decrease back to \$110,000 in 2018 as grants are used to fund the projects.

Arena replacement reserve for the two arenas will increase \$5,000 from \$75,000 (2017) to \$80,000 (2018) and remain stable after that. \$50,000 will be transferred each year from 2015-2018 to reimburse the \$200,000 borrowed from the Working Fund in 2013 for the Energy Efficiency project.

Hall Boards reserve will continue at \$160,727 (2017 and 2018). A 2012 study determined that over \$1,000,000 was required to make the Halls accessible. This increase in funding will permit Clearview to meet Provincial AODA requirements by 2024 when accounting for inflation in costs. After the upgrades are completed the reserve allocation will continue to fund future building replacement. This commitment will have to be reviewed with the higher than budgeted for tender for construction at the Avening Community Centre.

A Landfill reserve was created in 2014 with the \$2,000,000 payout from the County for future tipping fees.

Department capital funds for Fire, Public Works and Parks and Recreation were also created in 2014 funded by unused Funding for Capital allocations from the Operating Budget. The Fire Department had overspent their budgeted Funding for Capital and so no funds were transferred into the newly created reserve.

The Accessibility Capital Projects reserve was created to create a set of funds available to be able to apply for Federal or Provincial Accessibility grants yet to be announced that require municipal funding in order to qualify. By setting aside funds it permits the municipality the flexibility of

applying for these grants without the need of finding funds and reallocating them from already committed projects.

\$363,727 was set aside for allocation to reserves to be determined when the AMP is completed in 2015. This funding has been fully allocated for 2015, and partly allocated in 2016 and fully allocated by 2017 as shown in the following chart.

Year	2015	2016	2017
Youth	\$100,000		
Council Laptops	\$ 3,000	\$ 3,000	\$ 3,000
Server Replacement		\$ 15,000	\$ 15,000
Fire Buildings Reserve		\$ 50,000	\$ 50,000
Admin. Building Reserve		\$ 50,000	\$ 50,000
PW Buildings/Depots Reserve		\$ 50,000	\$ 50,000
Bridges Reserve		\$ 25,000	\$ 50,000
Arenas Reserve			\$ 5,000
Community Halls Reserve		\$ 65,727	\$ 65,727
Libraries Reserve		\$ 25,000	\$ 50,000
Fire Digital Project	\$107,000		
Fire Sign	\$ 45,000		
Library Branding	\$ 7,000		
Records Management	\$ 35,000		
Hoist Rehabilitation	\$ 66,727	\$ 13,273	
Accessibility Capital Projects		\$ 25,000	\$ 25,000
To be allocated		\$ 41,727	\$ 0
Total	\$363,727	\$363,727	\$363,727

Reserve Funds are invested separately to meet regulation guidelines. Reserve balances are also invested however only some of the interest is allocated directly to the specific reserve while others have the interest accrue to general operations revenue in the Administration portion of the budget.

A major challenge with increasing allocations to reserves and becoming more financially sustainable is the punitive methodology used by the Federal and Provincial governments in terms of grant approvals. Clearview has received several notifications advising that Clearview was either turned down or removed from contention for grants due to its superior financial position due to the years of increasing transfers to reserves. Clearview

Council members and Staff have argued at professional organization events and with Provincial staff that this grant approval methodology perversely rewards municipalities that do not acknowledge and take action to reduce their municipal infrastructure deficit and instead punishes those that are making the right decisions and have increased taxes.

Expansion of Capital Funding and Capital Reserves

Capital Item/Grouping	2010	2011	2012	2013	2014	2015	2016	2017	2018
Bridges	\$0	\$250,000	\$250,000	\$300,000	\$300,000	\$325,000	\$376,000	\$401,000	\$538,000
Admin. Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000
Accessibility	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000
Council Computers	\$0	\$0	\$0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000
Server Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000	\$15,000
Digital Signage	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Fire Equipment (Vehicles)	\$250,000	\$250,000	\$250,000	\$330,000	\$330,000	\$350,000	\$350,000	\$350,000	\$350,000
Fire Capital	\$154,180	\$95,200	\$161,359	\$85,500	\$52,400	\$134,000	\$126,000	\$126,000	\$126,000
Fire Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
Bylaw	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$6,000	\$6,000
PW Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
Roads Equip.	\$150,600	\$116,000	\$122,400	\$161,300	\$161,000	\$187,700	\$188,900	\$397,000	\$315,000
Roads & Related	\$1,152,860	\$1,031,000	\$1,128,000	\$1,117,000	\$1,125,000	\$1,070,000	\$1,101,900	\$941,900	\$999,000
Sidewalks	\$65,000	\$100,000	\$100,000	\$110,000	\$110,000	\$110,000	\$70,000	\$185,000	\$185,000
Snow Events	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0
Swimming Pool	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks Equipment	\$40,000	\$60,000	\$60,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Arena Equip. Stayner	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Arena Equip. Creemore	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Arena	\$0	\$0	\$0	\$50,000	\$50,000	\$70,000	\$75,000	\$80,000	\$80,000
Community Halls	\$0	\$0	\$0	\$50,000	\$60,000	\$95,000	\$160,727	\$160,727	\$160,727
Library	\$0	\$0	\$0	\$50,000	\$75,000	\$100,000	\$125,000	\$150,000	\$175,000
Library Resources	\$75,380	\$72,642	\$70,000	\$76,400	\$78,692	\$79,294	\$81,673	\$87,195	\$87,385
Hospital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$25,000
To Be Determined						\$260,727	\$41,727	\$0	\$0
Total	\$1,892,020	\$1,998,842	\$2,165,759	\$2,429,200	\$2,446,092	\$2,888,721	\$3,073,927	\$3,282,822	\$3,420,112

Increase from prior year	\$106,822	\$166,917	\$263,441	\$16,892	\$442,629	\$185,206	\$208,895	\$137,290
% Tax increase equivalent	1.2%	1.7%	2.5%	0.1%	3.7%	1.4%	1.5%	1.0%
Cum. Increase since 2010	\$106,822	\$273,739	\$537,180	\$554,072	\$996,701	\$1,181,907	\$1,390,802	\$1,528,092
Cum. % increase since 2010	1.2%	2.8%	5.3%	5.5%	9.1%	10.6%	12.1%	13.1%
Avg. % increase since 2010	1.2%	1.4%	1.8%	1.4%	1.8%	1.8%	1.7%	1.6%

Managing the Municipal Infrastructure Deficit

In 2010 Clearview had a large looming municipal infrastructure deficit and low reserve levels to fund the replacement of infrastructure. Some reserves did not exist such as bridges which resulted in 1 bridge being replaced every 5 years or every 3 years with grant funding assistance when over the long term 1 bridge needs to be replaced yearly. Many buildings, including the Community Halls, were not in a state of good repair or had fire safety or building code issues that were resolved with the assistance of the creation of reserve funding in 2013. Some assets including the libraries did not have any funding allocated towards replacing them even though the Stayner branch had been identified for replacement since 2006.

The steady increase of reserve allocations, through the increasing of taxation by an average of 1.6% per year since 2010 (cumulative 9.7% from 2010 to 2016) has moved Clearview towards being more sustainable. Additional increases to reserves are needed and are proposed in this budget. Many municipalities have not yet taken this step towards funding the municipal infrastructure deficit and Clearview is ahead of the curve in this aspect – however more still needs to be done and will be identified in the full Asset Management Plan.

Also of note is the low level of infrastructure replacement reserves currently for Water and Sewer. Capital replacement reserves were created in 2012 however funds are required to be put in place. A number of pending costly replacements in the millions will need to be financed as reserve funds are not currently available.

Federal Gas Tax Grant Funds

The Government of Canada makes up to \$2 billion per year available for allocation for the purpose of municipal, regional and First Nations infrastructure. The Association of Municipalities Ontario administers the funds for Ontario municipalities. The allocation for Clearview for the 2014-2018 period is:

Year	Payment #1	Payment #2
2014	\$198,836.83	\$198,836.82
2015	\$198,836.83	\$198,836.82
2016	\$208,778.67	\$208,778.67
2017	\$208,778.67	\$208,778.67
2018	\$218,720.51	\$218,720.51

The following charts show the balance in the gas tax reserve, the projected expenditures of the funds, and future anticipated contributions.

Proposed Gas Tax Funded Projects

Budget Year	Department	Project	Amount from Gas Tax
2017	Public Works	Comm. Upgrade	\$ 13,000
2017	Public Works	Transit Bus Purchase	\$ 30,000
2017	Parks & Rec.	Bike & Dog Park	\$ 30,000
2017	Library	Replace Stayner branch	\$ 300,000
2017	Water	Scott St. Pipes	\$ 100,000
2017	Water	Cedar St. Pipes	\$ 30,000
2017	Water	Locke St. Pipes	\$ 20,000
2017	Sewer	Chemical Pumps 5 & 6	\$ 50,000
2018	Water	Locke St. Main	\$ 200,000

Cashflow	Amount
Balance as at Dec. 31, 2016 (est.)	\$ 1,759,157
Plus 2017 Contributions	\$ 417,557
Less 2017 Expenditures	\$ 573,000
Balance as at Dec. 31, 2017 (est.)	\$ 1,603,714
Plus 2018 Contributions	\$ 437,441
Less 2018 Expenditures	\$ 200,000
Balance as at Dec. 31, 2018 (est)	\$ 1,841,155

2016 Forecast of Reserves and Reserve Funds

	Reserve Name	Starting Balance	Transfer to Reserves	Transfer to Revenue	Transfer to Capital	Ending Balance
	Obligatory Reserve Funds					
3-2-401-420	Dev Charges Administration Services	9,799	38,306	-31,153		16,952
3-2-401-417	Dev Charges Fire Protection Services	-249,172	31,059	-74,124		-292,237
3-2-401-422	Dev Charges Police Services	-47,658	11,595	-15,584		-51,647
3-2-401-418	Dev Charges Stayner Municipal Waterworks	-1,136,301	842,900	-167,917		-461,318
3-2-401-419	Dev Charges Stayner Municipal Wastewater	-2,929,245	417,433			-2,511,812
3-2-401-423	Dev Charges Creemore Municipal Waterworks	87,985	78,269			166,254
3-2-401-424	Dev Charges Creemore Municipal Wastewater	-10,559	85,536	-76,428		-1,451
3-2-401-425	Dev Charges Nottawa Municipal Waterworks	-2,074	0			-2,074
3-2-401-426	Dev Charges Nottawa Municipal Wastewater	-8,566	0			-8,566
3-2-401-427	Dev Charges New Lowell Municipal Waterworks	16,600	0			16,600
3-2-401-428	Dev Charges New Lowell Municipal Wastewater	-8,566	0			-8,566
3-2-401-414	Dev Charges Municipal Parking	13,896	7,144			21,040
3-2-401-421	Dev Charges Roads and Related Services	378,320	336,265			714,586
3-2-401-415	Dev Charges Recreation Services	143,379	91,832			235,211
3-2-401-416	Dev Charges Library Services	-20,544	74,127	-45,924		7,659
3-2-401-411	Parkland Dedications and Contributions	200,347				200,347
3-2-401-412	Parking Contributions	10,922				10,922
3-2-401-430	Creemore Sewer Project Loan	-1				-1
3-2-401-431	Carruthers Memorial Park	139,307				139,307
3-2-401-440	Federal Gas Tax	1,861,119	537,557		-848,000	1,550,676
	sub total	-1,551,011	2,552,024	-411,130	-848,000	-258,117
	Discretionary Reserves					
3-2-405-025	Consolidated Recreation Boards	355,607	160,727			516,334
3-2-405-027	Consolidated Creemore BIA	8,694	0			8,694
3-2-405-500	Working Fund	1,258,012	25,000			1,283,012
3-2-405-501	Legal Fees/Assessment Contingency	242,341	0			242,341
3-2-405-502	Tax Stabilization Reserve	716,177	0			716,177
3-2-405-503	Land Sales	199,992	0		-10,000	189,992
3-2-405-505	Roads Equipment Replacement	493,218	190,100		-277,000	406,318
3-2-405-565	Roads Building	100,000	100,000			200,000
3-2-405-510	Fire Equipment Replacement	323,160	350,000		-330,000	343,160

Reserves and Reserve Funds

3-2-405-510	Fire Building	100,000	100,000		-175,000	25,000
3-2-405-515	Water Equipment Replacement	-2,211,914	0			-2,211,914
3-2-405-516	Water Operations Reserve	1,771,959	0			1,771,959
3-2-405-520	Sewer Equipment Replacement	-874,499	0			-874,499
3-2-405-521	Sewer Operations Reserve	409,780	0			409,780
3-2-405-524	Parks Equipment	268,752	25,000			293,752
3-2-405-524	Stayner Arena & Equipment Replacement	293,760	65,000		-50,000	308,760
3-2-405-524	Creemore Arena & Equipment Replacement	259,595	65,000			324,595
3-2-405-524	New Lowell Playground Equipment	0	0			0
3-2-405-525	Swimming Pool	13,749	0			13,749
3-2-405-536	New Lowell Community Hall	0	0			0
3-2-405-541	Municipal By-law Enforcement	8,383	6,500			14,883
3-2-405-545	Library	110,093	0			110,093
3-2-405-546	Library Theatre	0	0			0
3-2-405-547	Library Donations	26,649	0			26,649
3-2-405-548	Library Building	216,176	150,000			366,176
3-2-405-555	Creemore Medical Centre	35,835	0	-13,113		22,722
3-2-405-560	Capital Grants	480,998	0			480,998
3-2-405-565	Budgeted Items	349,247	0	-45,000	-140,000	164,247
3-2-405-565	Stayner Kinsmen	2,000	0			2,000
3-2-405-565	Station Park	15,000	0			15,000
3-2-405-565	Landfill Payout	2,010,684	0			2,010,684
3-2-405-565	PW & Parks Unused Capital Funds	244,011	0			244,011
3-2-405-565	Projects carried forward to 2015	295,373	0			295,373
3-2-405-565	Municipal Election	42,500	15,000			57,500
3-2-405-565	Community Economic Development	66,007	30,000			96,007
3-2-405-565	Non-Growth Share (Fire Master Plan)	10,000	0			10,000
3-2-405-565	Roads Construction	492,750	0		-25,000	467,750
3-2-405-565	Bridges Construction	811,480	401,000			1,212,480
3-2-405-565	Snow Event	100,000	0			100,000
3-2-405-565	Youth Services	43,481	0			43,481
3-2-405-565	Accessibility Capital Projects	25,000	0		-25,000	0
3-2-405-565	Council Laptops	3,000	3,000			6,000
3-2-405-565	Server Replacement	15,000	15,000		-30,000	0
3-2-405-565	Digital Signs	5,000	5,000		-5,000	5,000
3-2-405-565	Admin Building Replacement	50,000	75,000			125,000
3-2-405-565	Transit	40,000	0	-40,000		0
3-2-405-565	Troy Scott Donations	11,355	0		-11,355	0
	Total Reserves & Reserve Funds	7,687,393	4,333,351	-509,243	-1,926,355	9,585,147

Additional Budget Information

Local Improvement Charges

Clearview will collect Local Improvement Charges from properties that benefited from specific capital improvements;

Current Local Improvement Charges

- 1) Creemore (2001-2020)
 - Sewer Treatment Plant and sewer mains
 - Payments were fixed for the first 10 years and then increase 5% per year for the final 10 years
- 2) Mowat Industrial Servicing Project (2017-2027)
 - Sewer
 - Payments are fixed for the 20 years for property owners who did not pay at completion.
- 3) Stayner Industrial Servicing Project (2017-2027)
 - Roads and related, Water, and Sewer
 - Payments are fixed for the 20 years for property owners who did not pay at completion.

Proposed or Future Local Improvement Charges

- 1) None

Previous Local Improvement Charges

- 1) "Schell Farm" (2012-2014)
 - Bridge and road improvements
- 2) Stayner (1994-2013)
 - Sewer Treatment Plant upgrades

Municipal Act Section 391 Capital Improvements

Section 391 of the Municipal Act authorizes a municipality to impose a fee or charge for capital costs related to services or activities provided by the Municipality on persons who derive or will derive a benefit from certain improvements.

The Mowat Street Sewer Project includes a component of funding to be collected from certain property owners who live on Mowat Street and who will derive a benefit from the servicing improvements to their property. A 20 year loan has been obtained for the payment of the improvements and will be collected over 20 years from the benefitting property owners.

The Industrial Servicing Project includes a component of funding to be collected from certain property owners who will derive a benefit from the servicing improvements to their property. A 20 year loan has been obtained for the payment of the improvements and will be collected over 20 years from the benefitting property owners.

Other Targeted Tax Levies

Clearview has one Business Improvement Area (BIA) and it is located in the town of Creemore. The Creemore BIA was established by the Village of Creemore By-Law #88-003. Commercial and Industrial properties located within the boundary of the Creemore BIA have a special tax levy to raise funds for the Creemore BIA. Residential properties located within the boundary of the Creemore BIA are not charged the special tax levy.

The special tax levy is divided amongst the eligible properties based on the assessed value of the property subject to the minimum and maximum charges set out in the By-Law which states that "No person shall be charged less than \$25.00, nor shall any one person be charged more than 10% of the total estimates." Two properties pay the maximum 10% with the overage being split amongst the other properties in the BIA.

The total amount to be levied in 2018 on behalf of the Creemore BIA is \$20,000.

Funds are transferred to the BIA according to the schedule in Finance Procedure 2010-002 "Payments of Levies to BIAs".

Revenue Trends

Senior Managers review budgeted revenue against actual received for the prior year and adjust budgeted revenues taking into account future trends. Property taxes based on MPAC calculated property assessment values have been and continue to rise at a steady pace to offset inflation, decreases in other revenues, increases beyond inflation in certain costs including policing, and reductions in annual operating grants.

Grants revenue is challenged on the operating side by a major reductions in OMPF funding in 2013, 2014, and 2015. There was a slight increase in 2016 due to a change in the Provincial formula used to calculate the municipal allotments. The amount for 2017 has not yet been announced. Regular decreases are anticipated to continue in coming years although the exact amount of the decreases have not been stated. The OMPF allocation for Clearview has decreased by \$489,900 over the past 4 years from \$1,521,600 (2012) to \$1,031,700 (2016). To maintain service levels the general municipal taxation has had to increase 4.33% for those 4 years. This has reduced the municipality's ability to raise funds for service increases or allocations to reserves.

Federal Gas Tax infrastructure funding was capped at an annual amount and had not been adjusted for inflation for years. The amount increase in 2016 with the new funding agreement and will increase again in 2018. Funding after 2018 is not certain.

Development Charges revenues are highly variable and depend upon eligible building permits being approved. Thousands of new units have received approval for construction over the past few years. The developers involved with those projects have pre-paid over \$6 million in Stayner Sewer Development Charges since 2012. It is expected that these developments will proceed in the coming years as the Stayner-Wasaga Beach sewer project was completed in 2015.

Water and Sewer user fees are scheduled to increase at a steady rate for a 6 year period based on the approval of the 6-year Water Financial Plan in September of 2014. Other Income continues to remain constant for the standard portions while several Local Improvement initiatives may provide additional funds, although they are targeted to offset the related expenses. 2017 is forecasted to be more similar to 2015 and 2014 than 2013 in terms of revenue sources due to the single-item change from 2013.

Capital and Operating Budget Forecast

The 2018 and future operating budgets are expected to stabilize in an inflated 2012 amount with the completion of the KRESI works portion of the Stayner-Wasaga Beach sewer connection project and the completion of the County Road #91 and Concession 10 road works.

The 2018 and future capital budgets are expected to remain variable depending upon the rate of developer contributed assets from newly constructed subdivisions.

Service Level Changes for 2018

This table outlines ongoing changes to service levels to the Public in Clearview. Individual projects with a one or two year duration are not noted here as they are not ongoing increases to service levels. They can be found in the project pages within each departmental section.

Some service level changes may only involve a one-time cost rather than an ongoing cost. These types of service level changes do not show a cost or percentage increase.

Department or Sub-Department	Service Level Change (Major)	Cost	% inc.
General Administration	Annual energy efficiency audit. Increase hospital reserve.	\$58,700	0.43%
Council and Clerk	New Integrity Commissioner cost-sharing with County. Hire new Committee Coordinator.	\$74,337	0.54%
Economic Development	None.		
Information Services	Increase in software costs for new software including records management.	\$13,500	0.09%
Policing Services	None		
Fire & Emergency Services	Increase transfer to capital for equipment.	\$10,000	0.07%
Building Inspection	None		
By-Law and Crossing Guards	Property standards management downloaded by Province	\$5,000	0.06%
Public Works	Increase funding of Clearview Transit to offset one-time \$40,000 carry-forward.	\$40,000	0.29%
Parks and Recreation	Upgrade Manager to General Manager, hire part-time Administrative Assistant and increase summer maintenance – summer student.	\$77,870	0.57%
Library Services	Increase transfer to reserve to match anticipated loan payment.	\$25,000	0.18%
Planning and Development Services	None.		
Creemore Medical Centre	None.		
Water Utilities	None		
Sewer Utilities	None		
TOTAL INCREASE TO TAXATION DUE TO INCREASED SERVICE LEVELS		\$304,407	2.23%

Donations and Tax Receipts

Thank you for contributing to your community!



Clearview is authorized by Canada Revenue Agency (CRA) as a 'qualified donee' and is permitted to issue tax receipts for eligible donations. Donations of cash, cheques, eligible shares and investments may be made to Clearview, Clearview Public Library, Clearview's two cemeteries, the Clearview community halls and any of the Clearview Service Boards or the Creemore Business Improvement Area. Please contact Clearview's Treasurer or any of the groups

noted above for more details.

In 2011 the Creemore Log Cabin was reconstructed by donations.

In 2012 donations funded the majority of the cost of the new playground equipment in New Lowell. In 2013 more than 504 tax receipts were issued for over \$329,000 in donations.

More than \$190,000 was donated in 2014 by 228 donors with the majority of the funds targeted to fund the expansion of the Creemore Medical Centre.

Non-cash donations of artwork can also be made. Many community initiatives have been made possible through the power of donations.



Creemore Log Cabin on Library Street



Unveiling of Ernest Herzig's 'Harmony' at Station on the Green in Creemore



Kick-off of Clearview Library's New Lowell branch fundraising



Mary Barrie's statue unveiling at Clearview Library's Creemore branch

How Can I Get More Involved In The Budget Process?

- Learn about each of the municipal Departments and their budgets. This information is available at Clearview Public Libraries, online at www.clearview.ca/home/budget or in our Administration Centre in Stayner.
- Meet with your member of Council to discuss your concerns or suggestions. Their contact information is in the front of this booklet.
- Send your ideas to the appropriate Manager to explore the feasibility of your suggestions.
- Attend the Budget Workshops. Dates can be found online or by contacting the Clerk's office.
- Attend the Budget Public Meeting. The date can be found online or by contacting the Clerk's office.
- Attend the Council Meetings discussing the budget. Dates can be found online or by contacting the Clerk's office.
- Keep in mind that budget preparation for the next fiscal year, which begins January 1, generally starts in August of the prior year.
- Use these resources for more information:
 - Clearview website: www.clearview.ca
 - Information on Public Display at the Clearview Administration Centre
 - Clearview's Clerk or Treasurer – contact information is in the front of this booklet.



Community Profile – Clearview at a Glance

One of the southernmost municipalities in the Georgian Triangle, Clearview was established on January 1, 1994 by the amalgamation of the four municipalities of the Town of Stayner (1872), the Village of Creemore (1889), and the Townships of Nottawasaga (1851) and Sunnidale (1858).

Clearview is a 560 km² rural municipality of approximately 14,000 full time residents and thousands of seasonal residents with 4 main settlement areas consisting of Stayner, Creemore, Nottawa and New Lowell. Located 30 minutes west of Barrie, Clearview borders on Collingwood and Wasaga Beach to the north and Springwater and Angus to the east.

Clearview is about one hour from Toronto and the Pearson International Airport. Visitors will enjoy the quaint and quiet charm of rural Clearview and experience some of the most appealing scenery and natural beauty in the Georgian Triangle. Residents enjoy clean safe communities, quality homes, beautiful surroundings, great business opportunities, interesting shops, good schools; everything that a family needs.

Population profile

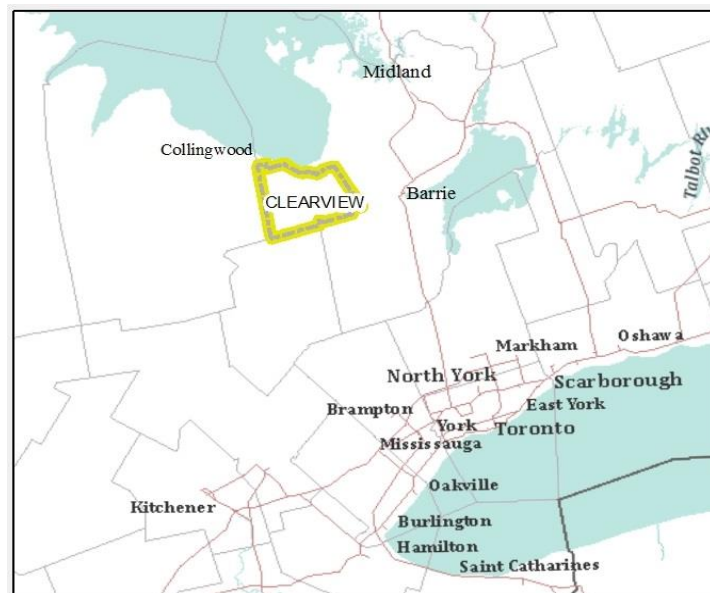
Source: Statistics Canada

Year	Clearview	Simcoe County
2016	14,151	479,650
2011	13,734	446,063
2006	14,008	422,204
2001	13,796	377,050

English-only speakers account for 95% of the population, English and French speakers 5% and less than 1% speak neither English nor French. 25% (3,415) of the population is 19 years of age or younger and 16% (2,250) are 65 years of age or older. The median age is 43.7.

There are 5 public elementary schools in Clearview; 2 in Stayner, 1 in Creemore, 1 in Nottawa and 1 in New Lowell. There is 1 public high school in Clearview and it is located in Stayner.

There are two medical centers located in Stayner and Creemore and the closest hospitals are the Collingwood General and Marine Hospital located in Collingwood and Royal Victoria Hospital located in Barrie. The Collingwood Airport and the Edenvale Aerodrome are both located in Clearview. The Collingwood Airport offers customs clearance.



Major employers include; Reinhart Foods, Creemore Springs Brewery, Walker Aggregates, Simcoe County District School Board and Clearview. The major taxpayers are not mentioned due to privacy.

Amenities and Services in Clearview:

Recreation: 2 arenas, 2 curling clubs, 1 outdoor swimming pool, 10 baseball diamonds, 5 soccer pitches, 5 tennis courts, 3 skateboard parks, 1 lawn bowling facility, 10 community halls.

Libraries: Branches in Stayner, Creemore and New Lowell.

Fire Protection: 5 stations to cover the large geographic area with over 100 volunteer firefighters and 16 vehicles to handle the varied terrain.

Transportation: 549 kms of roads including 284 km of hardtop, 195 km of gravel and 70 km of earthen. 73 major bridges/culverts and 21 kms of sidewalks.

Water and Sewer: 3 large and 3 small water chlorine disinfection water systems with 79 km of waterlines and 10 pumping stations. 2 sewage treatment plants with 35 km of sewer lines

Other Statistics

Year	Median Age	Mean Household Income	Total Private Dwellings
2016	42.6	N/A	6,040
2011	43.7	N/A	5,852
2006	41.2	\$61,518	5,814
2001	38.4	\$56,964	5,546

Source: Statistics Canada

Notes

2016 Property Assessment Notices for 2017 show the assessed value of properties based on a November 2015 calculation date and represent the first year in the 4 year phased-in assessment cycle (2017-2020 Phase-In Assessments). Previous Property Assessment Notices for 2012 CVA (2013 – 2016 Phase-In Assessments) were based on a November 2011 valuation date. Assessment increases are being phased-in over a four year period by the Province. Municipalities use the phased-in assessed value in setting the 2017 municipal tax rates which are in turn used to calculate 2017 property taxes. County tax rates which are set by the County of Simcoe and Education tax rates for School Board funding, which are set by the Province of Ontario, are also used to calculate 2017 property taxes.

The extra garbage collection services offered by Clearview were assumed by the County of Simcoe effective July 1, 2013 and no longer require an additional tax levy. Prior to 2012 the County Waste Levy plus the extra garbage collection services offered by Clearview were added to all taxable properties as an additional tax levy to the County tax levy as shown in the Clearview Tax Rate Bylaws. In 2012 changes were made to OPTA that no longer permitted the lower-tier municipality (Clearview) to adjust the upper-tier municipality (Simcoe County) tax rate which was how the County Waste Levy was added to the County tax rate. The County Waste Levy was actually added to the Clearview tax rate on OPTA and in effect was collected through the municipal portion of taxes. In 2013 there was a delay in adding the extra garbage collection services offered by Clearview to the County waste collection service. The \$20,000 budgeted cost for the period of January 1, 2013 to June 30, 2013 was calculated and taxed similar to 2012 even though it shows in the tax rate bylaw as a separate levy added to the County tax rate. Beginning in 2014 and for subsequent years there has been no additional tax levy for garbage collection services as all services are now included in the County tax rate.

Final tax rates and amounts are subject to approval of the Tax Rate By-Law and confirmation of the tax rates from the County and the four School Boards.

All 'Actual Year to Date as at December 31, 2016' amounts noted in this budget package are subject to change until the final year-end adjustments are made and the audit is complete.

The 2017 budget does not provide for sustainable capital asset replacement. This process is evolving and will be addressed with the proposed Municipal Asset Management Plan which is discussed above. Amortization of TCA is not budgeted as it is a non-cash item. Full

budgeting of amortization would result in the collection of funds from current users to replace assets to be used by future users. The Municipal Asset Management Plan would set out the principals as to who pays for the replacement of assets; current users and/or future users.

The analysis sheets show a comparison of the 2015 Budgeted, 2015 Actual, 2016 Budgeted and 2016 Actual (YTD) to the 2017 Budgeted and 2018 Budgeted. This is done so that the reader can compare the budgeted to prior year budgeted and actuals. The numbers in the analysis sheets match the ones in the appendices at the end of this document.

It is the budgeted amounts that are used for calculating the property tax rates each year and so the comparison used to show the increases or decreases each year is based on the budgeted numbers.

The summary sheets for each department show 2015 Budgeted, 2015 Actual (audited), 2016 Budgeted, 2016 Actual (YTD), and 2017 Budgeted along with a 2017-2016 Budgeted difference and the % variance for that Budgeted difference.

The showing of the difference between the 2017 Budgeted and 2016 Budgeted amounts and the % variance is used as it is the best way to show the changes in the tax rate for the current budget year. The tax rate each year is set according to the budget that is passed and the change in the tax rate is based on the difference between the current budgeted amounts and the prior budgeted amounts. The determination of the current budgeted amounts is by analysis of the actual amounts and a forecast of future increases in costs to maintain the same services and adjustments to service levels.

Key Budgetary and Financial Policies and Procedures

The establishment of sound fiscal management policies and procedures establishes clear objectives to align budget planning and ongoing department operations to address the short-term and long-term issues and challenges of the municipality.

Operating and Capital Budget Policies

Fundamental budget policies are set forth in the Municipal Act (2001), Development Charges Act (1997), Local Improvement Municipal Act (1997), Planning Act (1990), Assessment Act (1990), Building Code Act (1992), Safe Drinking Water Act (2002), amongst others, and related Ontario Regulations and other related legislation and regulations.

Balanced Budget:

The Municipal Act requires a balanced budget. A difference between revenues and total expenditures is to be resolved by adjusting the property tax rate or other revenues, or reducing expenses.

Public Meetings:

Although not required by the Municipal Act, Clearview Council decided in Fiscal 2010 to hold annual Public Meetings on the proposed budget.

Timely Adoption:

The budget must be approved prior to the property tax rates being approved by Bylaw. The Property Tax Rate Bylaw must be approved prior to the August mailing of the Final Tax Bills.

Municipal Asset Management Planning: Policy #2017-004

This policy sets out asset management planning as a council priority and sets out the framework for the process and established a committee to carry out the tasks.

Six-Year Financial Plan:

The Safe Drinking Water Act requires a six-year operating and capital financial plan for the Water Department. As the output of the supplied water and the roads, under which the distribution and collection pipes lie, are required to be integrated for an optimum budgeting outcome. Due to the Public Works budget being such a large part of the taxation funded total general (non-utilities) budget it was determined that it was preferable to have a full six-year budget. The multi-year forecast is updated annually during the budget process.

Self-funding Departments:

Provincial legislation requires the following departments to be self-funding; Municipal Water, Municipal Sewer and Building Inspection. Clearview has determined that the Creemore Medical Centre shall be self-funding. Self-funding means that the expenses of the department shall be funded from revenues collected for the services provided by that particular department and that no funds from any other departments or from general taxation shall be provided to fund the department.

Capital Project Budgeting and Financing Policy #2015-007

This policy sets out the duties of the Treasurer and other Clearview staff with regards to including capital items in the budget and ensuring that the capital projects are funded in a clear manner and that the fund availability is confirmed.

Reserve Policies

In 2012 the Reserves and Reserve Funds established by bylaw, resolution or practice since 1994 were codified into a Reserves Manual and approved by Council. The Manual set out the name, objective, source funding, eligible expenditures, interest allocation, and other details of the reserves and reserve funds.

Tax Stabilization Reserve:

The Tax Stabilization Reserve is designed to provide some General Fund flexibility should funding shortfalls occur. The Tax Stabilization Reserve will be funded by the annual surplus, if any. Should a deficit occur, the reserve will provide the funds to offset the shortfall. Council has the option to allocate any or all funds in the reserve to current year funding to provide funds for projects.

Financial Reporting Policies:

The Municipal Act requires the Financial Information Return (FIR) to be filed annually. Council requires financial reports to be made on a regular basis to an open Council meeting.

Capital Project Spending Reports Policy #2015-006

This policy sets out the requirements for reporting internally and to Council with regards to the reporting of capital project spending for capital items included in the budget.

AMO Gas Tax Compliance Management Plan Policy #2015-009

The policy sets out the duties of the Treasurer and other Clearview staff with regards to receiving, administering and spending of the AMO gas tax funds.

Financial Management of Tangible Capital Assets Policy #2015-005

This policy sets out the requirements for managing the maintenance and updating of the TCA asset tracking software and accounting records.

Debt Policies:

The Province limits municipal borrowing through the Municipal Act and related regulations and outlines the municipal debt capacity with the Annual Repayment Limit (ARL) report. The ARL report is issued in January of each year and is based on the most recently completed FIR. As the most recent FIR is for the Fiscal year prior to the prior year, the current year's ARL is based on the FIR from two years prior.

Cash Management and Investment Policies:

Clearview currently manages all funds in a revolving cash account with a Schedule A Chartered Bank. Clearview operates on a pooled cash basis for its primary funds with a separate account for its Reserve Funds. Interest is accrued or allocated for Reserve Funds, reserves for self-funding departments, and accounts held directly by local or municipal service boards. Clearview arranged in 2010 for their bank to provide all local and municipal boards the same investment-grade interest rate and no-fee transactions for all of their self-managed bank accounts.

Non-TD Bank Investments Policy #2015-002

This policy sets out the procedures required for making an investment outside of the TD bank account and specifically investing in the BMO Nesbitt Burns brokerage account.

Investment Policy Policy #2015-004

This policy sets out the guidelines for what investments are permitted to be purchased by the Treasurer on behalf of Clearview. The policy further restricts the permissible investments in addition to the restrictions set out by provincial legislation.

Discount Brokerage Account Policy Policy #2012-019

This policy sets out the procedure for utilizing the TD Discount Brokerage account which is to be used strictly for receiving donated securities and then immediately selling them to convert to cash.

Fiscal Stability Policies:

Clearview annually determines the liabilities for funding the unused Vacation Pay and the Early Retirement Benefit program through internal calculations in the case of unused Vacation Pay or a multi-year actuarial study in the case of the Early Retirement Benefit program. The Vacation Pay liability has been fully funded since Fiscal 2011 and the Early Retirement Benefit program has been fully funded since Fiscal 2010.

Glossary of Terms

Accrual Accounting

Clearview's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing Clearview's budget.

Administration

A category of expenses representing administrative costs and other costs that do not fit into any of the other categories of expenses.

Amortization

The reduction of the value of an asset by prorating its cost over a period of years. The period of time that a debt would be paid off over. A category of expenses representing the reduction of the value of an asset.

Appropriation

A sum of money or total of assets devoted to a special purpose.

Assessment

A value established by the Municipal Property Assessment Corporation (MPAC) for real property for use as a basis of levying property taxes for municipal purposes.

Asset Management Plan

A plan that determines how a municipality can become sustainable with regards to the replacement of their tangible capital assets by determining the current amount of funding and the deficit that is required to be funded in the future.

Balanced Budget

A balanced budget refers to a budget in which revenues are equal to expenditures. Municipalities are required to pass a balanced budget and are not permitted to run a deficit or a surplus.

Base Budget

Budget resources that are required to maintain service at the level provided in the previous year's budget.

Bond

A debt investment in which an investor loans money to an entity that borrows the funds for a defined period of time at a fixed interest rate.

Clearview borrows, in part, through Infrastructure Ontario, an Ontario crown corporation which issues bonds in the name of the Government of Ontario.

Budget

An estimation of the revenues and expenses over a specified future period of time. Clearview prepares an annual budget which is for the fiscal year of January 1 to December 31.

Business Improvement Area

A Business Improvement Area (BIA) is a "made-in-Ontario" innovation that allows local business people and commercial property owners and tenants to join together and, with the support of the municipality, to organize, finance, and carry out physical improvements and promote economic development in their district.

Capital Budget

A plan of proposed capital expenditures to be incurred in the current year and over a period of subsequent future years identifying each capital project and the method of financing.

Capital Expenditure (Project)

Expenditures to purchase or construct capital assets. Typically a capital expenditure consists of purchasing land or equipment, improving land, and/or the construction of a building or infrastructure. Sometimes capital assets are purchased or constructed by third parties and turned over to the municipality for future operation, maintenance and repair.

Collective Agreement

A legally binding agreement between an employer and a union detailing the terms and conditions of employment.

Contracted Services

A category of expenses representing services performed by contractors

Council Proposed Budget

The budget proposed by Council to the Public typically after reviewing and amending the Staff Proposed Budget.

Debenture Debt

The repayment of principal and payment of interest to holders of the municipality's debt instruments which were used to finance capital projects.

Debt Limit

The total debt that a municipality can incur. Additional debt capacity is based on a percentage of eligible revenue less existing debt obligations

which is then used to calculate the additional debt that can be borrowed using estimated interest rates and amortization periods.

Department

A basic organizational unit of Clearview which is functionally unique in its delivery of services.

Depreciation

Similar to amortization it is a method of allocating the cost of a tangible capital asset (TCA) over its useful life.

Development Charge (DC)

A fee assessed against certain land development projects in order to help fund the cost of specified capital infrastructure needed to service growth.

Facility Maintenance

A category of expenses representing the cost of maintaining facilities including costs for repair and maintenance but not including utility costs or insurance.

Facility Utilities

A category of expenses representing the cost of utilities including gas and hydro.

Financial Information Return (FIR)

The Financial Information Return is the main data collection tool used by the Ministry of Municipal Affairs and Housing to collect financial and statistical information on Municipalities. The FIR is a standard document comprised of a number of Schedules which are updated each year to comply with current legislation and reporting requirements.

Fiscal Year

The twelve month accounting period for recording financial transactions. Clearview's fiscal year is January 1 to December 31.

Full Time Equivalent (FTE)

A measure to account for all staffing dollars in terms of their value as a staffing unit. For example, two (2) half-time positions would equate to one (1) FTE.

Fund

A supply of money or pecuniary resources for some purpose.

Grant

A monetary contribution by one governmental unit or other organization to another. Typically these contributions are made to local governments by

the Provincial and Federal Governments or the upper-tier government (County or Region). It is also a category of revenue consisting of grant funds.

Huronia West OPP

The police force that has responsibility for policing Clearview. The policing is governed under a Section 5.1 non-contract basis. Huronia West OPP serves Clearview, Wasaga Beach and Springwater. All three municipalities plus the Province of Ontario pay for the service. Clearview charges for net policing services costs through Clearview property taxes.

Insurance

A category of expenses representing the cost of acquiring insurance for the assets or activities of Clearview.

Living Document

A living document is a document that is continually edited and updated.

Local Improvement Charges

A financial tool used by municipalities for neighbourhood capital improvements such as but not limited to roads, sidewalks, water or sewer services. These charges are added to the property tax bills for the properties that benefit from the improvements over a specified period of time in order to spread out the cost of the improvements to the property owners.

Official Plan

The Official Plan establishes goals, objectives and land use, transportation and servicing policies to direct the physical growth of Clearview within the context of relevant social, economic and environmental constraints, in order to obtain the most desirable living environment for present and future residents.

Ontario Municipal Protection Fund Grant (OMPF)

A grant provided to rural and northern municipalities that is to subsidize general municipal operations. Formerly calculated on the basis of rural and policing factors it is now based on a formula calculated on prior grant funding and a variable modifier. Total envelope funding was reduced in 2013 by over \$155 million and would reduce by a further \$25 million per year until 2016 when it would be reduced to \$500 million.

Ontario Property Tax Analysis (OPTA)

The Online Property Tax Analysis System (OPTA) was created by Reamined Systems Inc. on behalf of the Government of Ontario. OPTA is a comprehensive, centralized budgetary planning tool and property tax accounting system for Ontario municipalities, the unincorporated territories

and Government Ministries. Reamined assists professionals in the property tax field by providing systems and applications that municipalities can use to enhance their property tax calculations and processes. Reamined maintains a secure online database management system that provides real-time dynamic reporting.

Operating Budget

The budget containing allocations for such expenditures as salaries and benefits, materials and supplies, utilities, and insurance in order to provide basic government programs and services.

Operating Project

Projects that do not purchase or construct capital assets and are accounted for in the operating budget.

Other Income

A category of revenues representing funds that do not fit into any of the other categories of revenues.

Payments in Lieu of Taxes (PIL or PILT)

Payments in lieu of taxes received from other governments which are exempt from the payment of property taxes.

Provincial Growth Plan

Places to Grow is the Ontario government's program to plan for growth and development in a way that supports economic prosperity, protects the environment and helps communities achieve a high quality of life across the province. Regional growth plans are developed to guide government investments and policies.

Public Sector Accounting Board (PSAB)

The subcommittee of the Canadian Institute of Chartered Accountants which provides recommendations and issues pronouncement to enhance the financial reporting information of public sector bodies.

Reserve

An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets.

Reserve Fund

Assets segregated and restricted to meet the purpose of the reserve fund. They may be:

- **Obligatory** – created whenever a statute require revenues received for special purpose to be segregated

- **Discretionary** – created whenever a municipal council wishes to designate revenues to finance a future project for which it has authority to spend money.

Salaries, Wages & Benefits

A category of expenses representing the salaries, wages and benefits of employees. This also includes adjustments to vacation accruals.

Segmentation

The organizing of the financial information of the municipality into parts that are determined to be meaningful to the expected financial statement users. Clearview's segmentation is determined by Finance Procedure 2010-004 "Financial Statement Segmentation".

Single Dwelling Unit

This is a measure used for measurements of growth and typically refers to a single detached home.

Source Water Protection

The Provincial methods, legislation and regulations applied to the lakes, rivers and aquifers from which we get the water we drink and use is made safe.

Staff Proposed Budget

The budget first proposed by Staff to Council for Council to review and amend prior to presentation to the Public.

Stayner Wasaga Beach Sanitary Servicing Project

This project was approved for a \$10 million grant funded jointly by the Federal and Provincial governments. The project consists of two main components with 6 main projects. The first component consists of the connection of the sanitary service in Stayner to the sanitary service in the neighbouring municipality of Wasaga Beach and is composed of the following projects; KRESI, Forcemain to KRESI, Emerald development servicing, Mowat St. servicing and the Stayner Pumping Station. The second component consists of the servicing and improvements of the Industrial area in south west Stayner.

Surplus

The excess that exists when expenditures at fiscal year-end are lower than had been budgeted for or revenue are higher. Surpluses are required to be applied fully in the following year's operating budget to reduce amounts raised through taxation, unless allocated to a reserve by Council.

Tangible Capital Assets (TCA)

An asset that is designated to be part of the capital budget due to it meeting the definition of a tangible capital asset as set out by PSAB regulations and as determined by Clearview's TCA policy.

Tax Levy

The total amount to be raised by property taxes for operating and debt service purposes specified in the annual Tax Levy By-Law.

Tax Rate

The rate levied on each real property according to assessed property value and property class.

Tax Ratio

The amount greater or lesser than the base rate and is applied to properties to increase or decrease their assessed value in order to produce the taxable value which is used to calculate the property taxes. Residential properties are used as the base rate.

Taxation

A category of revenues representing funds raised from property owners based upon a tax rate and their assessed value.

Transfer from Reserves

A category of revenues representing funds withdrawn from reserves or reserve funds.

Transfer to Capital

A category of expenses representing funds transferred from the operating portion of the budget to the capital portion of the budget in order to provide funds to pay for the capital items.

Transfer to Reserves

A category of expenses representing funds placed or saved in reserves or reserve funds.

Useful Life

The period during which an asset or property is expected to be usable for the purpose it was acquired. It may or may not correspond with the item's actual physical life or economic life.

User Fee

A fee levied for services or use of municipal property on an individual or groups of individuals benefitting from service.

Vehicles and Equipment

A category of expenses representing the cost of vehicles and equipment including but not exclusive to fuel, repairs and maintenance.

Composition of Revenue, Expense and Department Categories

Revenue Name	Description
Property Taxes	Based on the municipal property tax rate multiplied by MPAC's taxable assessed value for the property. Also includes Tile Drain loan payments, Creemore BIA, tax write offs, PILT, and tax supplementals, among others.
User Fees	Fees charged only to users of a particular service, primarily municipal water and/or municipal sewer services.
Grants	Grants received from Federal, Provincial, County or other sources.
Development Charges	Charges received from developers of new or expanded properties.
Prior Year Surplus	Unused funds from the previous year – discontinued in 2012. Surpluses are now transferred to the Tax Stabilization Reserve and will be included in 'Transfer from Reserves'.
Transfer from Reserves	Funds from reserves including allocated amounts, surplus amounts and funds contributed by others destined for the reserves.
Other Income	Revenue from sources not categorized above including sale of land, penalties and interest, donations, fees charged to other municipalities for Fire and Library services, vending machines, funds collected for Local Improvements.

Department	Description
Administration	Council, Administration and Clerk's office, Human Resources, and Financial services.
Policing	Protection of lives and property of the inhabitants contracted out to Huronia West OPP.
NVCA	Nottawasaga Valley Conservation Authority is dedicated to preservation of a healthy environment.
Info. Services	Information services including GIS and information technology.
Fire & Emergency	Protection of lives and property of the inhabitants of Clearview.
Building Inspection	Building permit approval, inspections, enforcement and other related activities. Self-funding.
Bylaw & Crossing Guard	Enforcement of municipal bylaws and other Provincial Statutes and safe street crossings.
Water	Production and delivery of safe, potable water to selected areas. Self-funding from user fees.
Sewer	Collection and treatment of wastewater for Stayner and Creemore. Self-funding from user fees.
Public Works	Roadways, sidewalks, drainage, including summer and winter maintenance.
Parks & Recreation	Arenas, parks, curling rinks, sporting fields, and other recreation and cultural activities.
Library	Provision of library services for Clearview with branches located in Stayner, Creemore and New Lowell.
Planning	Preparing Official Plan, Comprehensive and Zoning bylaws and other development related activities.
Medical Centre	Management of medical services facility in Creemore. Self-funding.
Transfer to DC Reserves	Transfer of Development Charge funds collected for future use.

Expense Category	Expenses
Salaries, Wages & Benefits	Salaries, wages, benefits, vacation pay accrual adjustments
Administration	NVCA requisition, Council allowances, Tile Drain loan, Creemore BIA, loan principal and interest, net Community Hall expenses, equipment rentals, Public Works materials, blue boxes, vending machine supplies, mileage, telephone, photocopying, printing, office supplies, books, memberships, training, tax collection costs, allowance for doubtful accounts, public relations, grants, advertising, equipment maintenance, equipment leases, software, health & safety, internal transfers, loss/gain on disposal of assets, expenses not assigned to other categories.
Contracted Services	Water purchase from CNT pipeline, OPP contract, consulting services, 911 billing, legal fees, software support, other contractors including cleaning, auditors, road sweeping, ditching, patching/paving, water/sewer main construction owned by third parties, repair & maintenance contractors, etc.
Facility Utilities	Electricity, natural gas, other utilities.
Facility Maintenance	Building maintenance, public works shed maintenance, grounds keeping at community halls, cleaning supplies, clothing, chemicals, small tools, trails and tree maintenance.
Insurance	Property, vehicle, equipment, liability and other insurances.
Vehicles & Equipment	Fuel, repair, maintenance of vehicles and equipment.
Amortization	Amortization of TCA.
Transfers to Reserves	Transfers to reserves from DCs collected, other non-DCs collected, and funds allocated to reserves.
Transfers to Capital	Funding for capital projects from taxation.

Acronyms

AMO	Association of Municipalities of Ontario	NEC	Niagara Escarpment Commission
AMP	Asset Management Plan	NVCA	Nottawasaga Valley Conservation Authority
BIA	Business Improvement Area	OCIF	Ontario Community Investment Fund
CAO	Chief Administrative Officer	OMPF	Ontario Municipal Protection Fund grant
CICA	Canadian Institute of Chartered Accountants	OFA	Ontario Federation of Agriculture
CVA	Current Value Assessment	OP	Official Plan
CNT	Collingwood New Tecumseth Water Pipeline	OPP	Ontario Provincial Police
DC	Development Charge	OPTA	Ontario Property Tax Analysis
EDC	Economic Development Committee	PIL	Payments in Lieu
FT	Full Time	PS	Pumping Station
FTE	Full Time Equivalent	PSAB	Public Sector Accounting Board
GAAP	Generally Accepted Accounting Principles	PT	Part Time
GASB	Governmental Accounting Standards Board	PW	Public Works
GFOA	Government Finance Officers Association	SCADA	Supervisory Control and Data Acquisition
GIS	Geographic Information System	SCBA	Self-Contained Breathing Apparatus
GTHA	Greater Toronto Hamilton Area	SDU	Single Dwelling Unit
HR	Human Resources	STP	Sewage Treatment Plant
HRIS	Human Resources Information System	TCA	Tangible Capital Asset
HVAC	Heating, Ventilation and Air Conditioning	TNT	Vehicle Extrication Tools
KRESI	Knox Road East Sewer Infrastructure	UPS	Uninterruptible Power Supply
MPAC	Municipal Property Assessment Corporation	WHMIS	Workplace Hazardous Materials Information System
		WB	Town of Wasaga Beach

Beautiful Landscapes, Friendly People



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