



# Corporation of the Township of Clearview

2019 – 2023 Corporate Budget Package

June 10, 2019 – Final Approved



CLEARVIEW



GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

PRESENTED TO

**Township of Clearview  
Ontario**

For the Fiscal Year Beginning

**January 1, 2018**

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, 2018**. 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 2018**.

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The preparation of this project was carried out with assistance from the Government of Canada and the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.”

Cover photo: Mulmur-Nottawasaga Townline just east of Lavender Hill Road looking northwest

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## Message from His Worship Mayor Doug Measures



I am pleased to present the 2019 Municipal Operating & Capital Budget for the Township of Clearview. Your Council formally adopted this budget on May 27, 2019 at our Council Meeting.

This budget was prepared by a team of people that serve our community after consultations with the public and consideration given to the requests of members of Council, a balanced budget has been approved.

The continuing signs of growth in our community are encouraging as the Township welcomes new residents every month. You may have noticed the model homes and site work being done at development projects across the Township. You may have also noticed that our recreation parks, Small Halls, Arenas, and trails are busy with activities celebrating and honouring our rural culture.

Some highlights of the 2019 Budget are:

- \$1.9 million for upgrades and repairs to roads and sidewalks
- \$250,000 increase to the reserve funding for bridge replacement
- \$205,000 to replace the Stayner Arena boards and Creemore Curling Rink dehumidifier
- \$88,000 to improve the Clearview Youth Services
- \$60,000 to pilot a Transit Service connecting Creemore & Stayner
- \$75,000 for a concrete pad in New Lowell Park for skating and events
- \$35,000 to expand parking at the Nottawa Memorial Community Centre
- \$12,000 to add permanent radar signs to the Village of Nottawa

On behalf of Council, I wish to extend my thanks to the members of the public that provided ideas and suggestions to our Municipal Budget, and to the Staff at the Township for creating a balanced responsible budget.

Celebrate Clearview's 25<sup>th</sup> Anniversary all year long! Now more than ever, Local Matters!

A handwritten signature in blue ink, reading "Doug Measures".

**Doug Measures**  
Mayor



## 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 km<sup>2</sup> 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

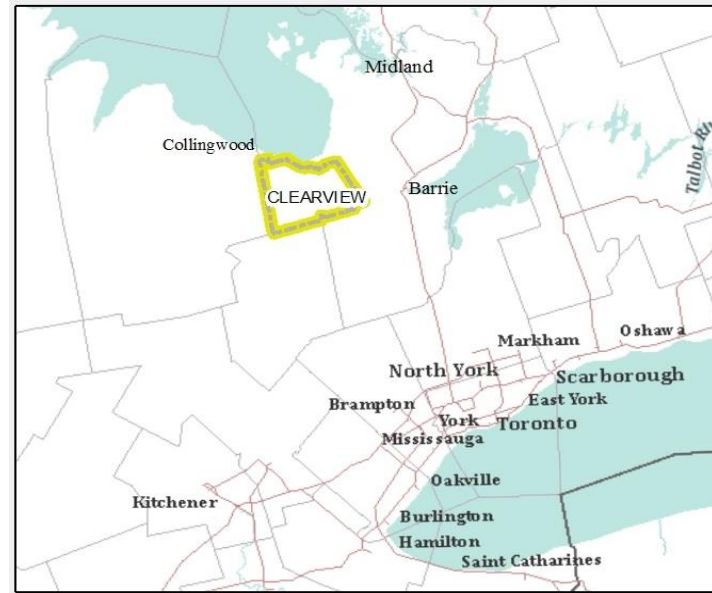
Source: Statistics Canada

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

## Population

**3%**  
2011 to 2016  
Population change (%)



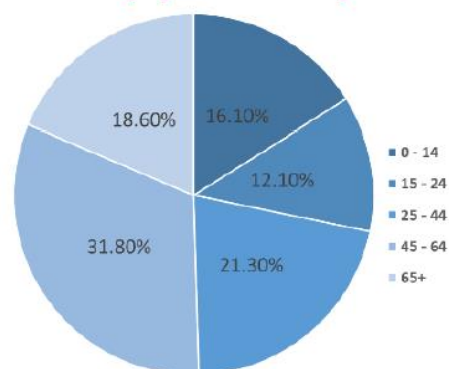
**46%**  
Females

**14,151**  
Population  
as of 2016

**45.3%**  
Median Age

**44.4%**  
Males

## 2016 Population by Age Group (Clearview)



**\$68,998**

Average  
family  
income



**35.8%**

Household  
income over  
\$100,000

**64**  
Ethnic Origins  
Reported



**37**  
Mother  
Tongue  
Languages

## Percentage of occupied private dwellings Clearview

**90%**  
Single-  
detached  
houses

**5%**  
Apartments

**1%**  
Semi-  
detached  
houses

**3%**  
Row house

## Total population 15 years and over by marital status

**63%**  
Married



**28.1%**  
Single  
(never legally  
married)



## Total children in census families in private households

**3,210**  
Number of  
Children  
aged 0-19



**71%**  
Under  
15 years  
of age

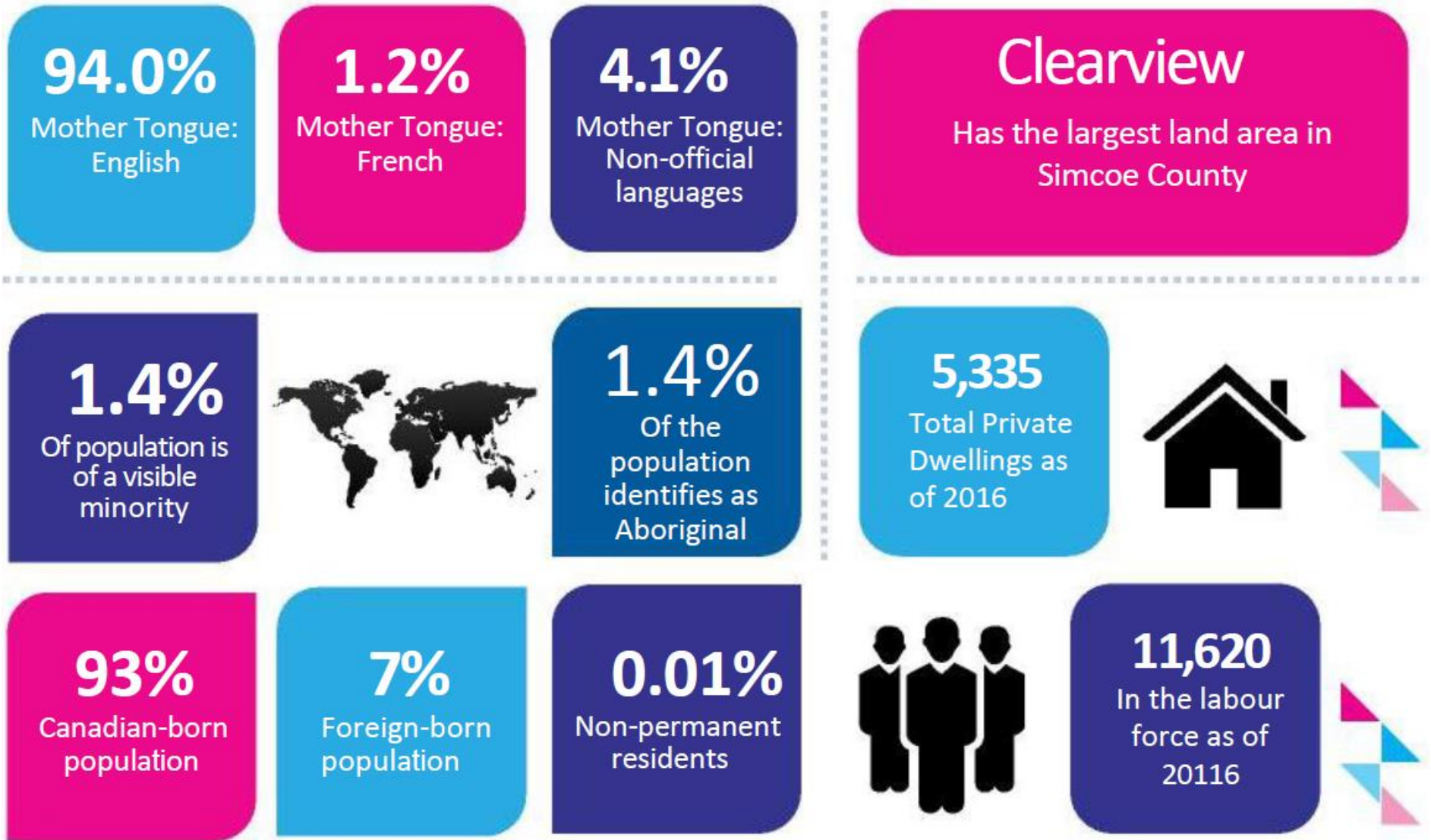


**50%**  
Post-  
Secondary  
certificate,  
diploma



**15%**  
University  
certificate,  
diploma or  
degree at bachelor  
level or above

**23.9%**  
College, CEGEP  
or other non-  
university  
certificate or  
diploma





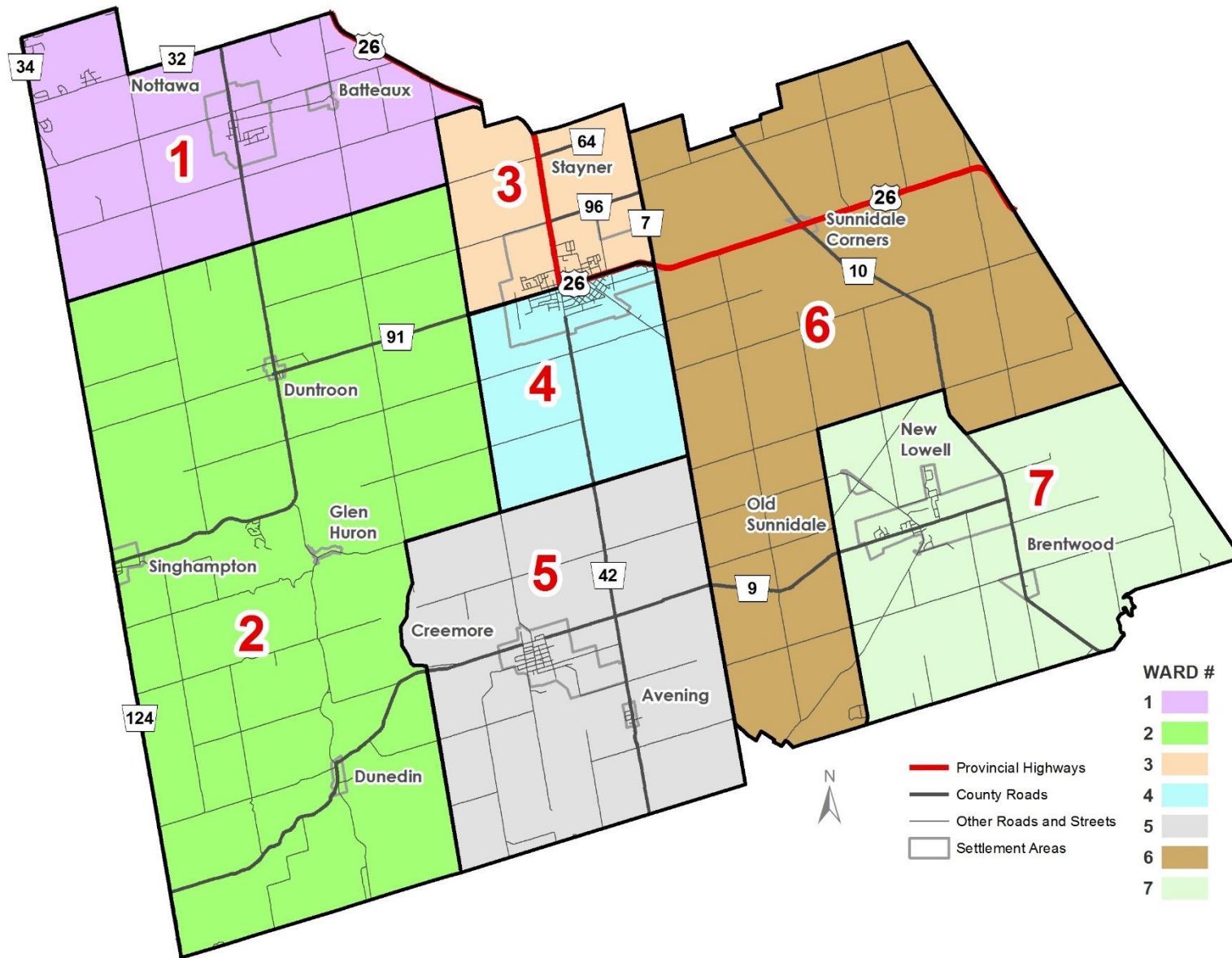
## Clearview Council



(l-r) C. Christie, C. Paterson, C. Lamers, C. Walker, Mayor Measures, Deputy Mayor Burton, C. Leishman, C. Broderick, C. McKechnie

Council Member	Ward	Telephone	E-mail address
His Worship, Mayor Doug Measures		(705) 428-6230 x280	dmeasures@clearview.ca
Deputy Mayor Barry Burton		(705) 428-6230 x276	bburton@clearview.ca
Councillor Ed Christie	Ward 1	(705) 428-6230 x277	echristie@clearview.ca
Councillor Doug McKechnie	Ward 2	(705) 428-6230 x278	dmckechnie@clearview.ca
Councillor John Broderick	Ward 3	(705) 428-6230 x287	jbroderick@clearview.ca
Councillor Robert Walker	Ward 4	(705) 428-6230 x282	rwalker@clearview.ca
Councillor Thom Paterson	Ward 5	(705) 428-6230 x284	tpaterson@clearview.ca
Councillor Connie Leishman	Ward 6	(705) 428-6230 x285	cleishman@clearview.ca
Councillor John Lamers	Ward 7	(705) 428-6230 x279	jlammers@clearview.ca

# Municipal Ward Boundaries



## Clearview Senior Management Team



(back l-r) G. LeMay, T. Vachon, M. Rawn, E. Henley, R. Payment  
(front l-r) M. Burton, S. Sage, P. Fettes

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
Roree Payment	Fire Chief (A)	cshewell@clearview.ca
Mike Rawn	General Manager Environmental Services	mrawn@clearview.ca
Terry Vachon	General Manager Parks, Culture & Recreation	tvachon@clearview.ca



## 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](http://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 Department Head 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](http://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.



## 2019 Budget Summary

The 2019 Corporate Budget includes an estimated net residential tax increase of 2.85% which would be an approximate \$99 increase to taxes for the average home.

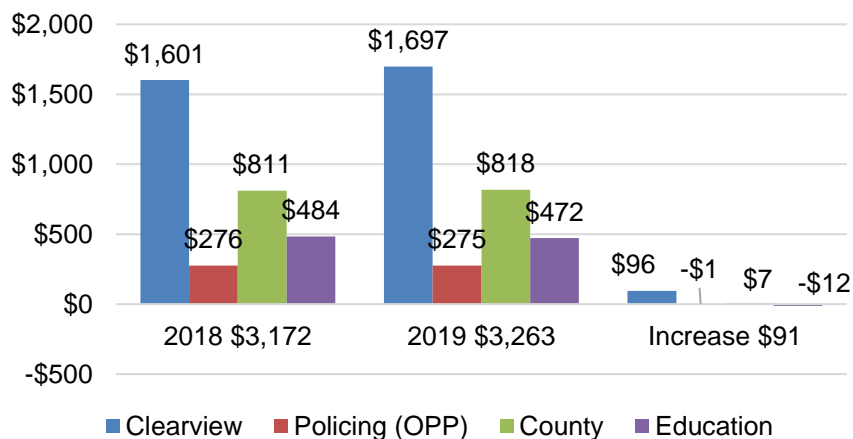
The estimated net residential tax rate includes the following estimated increases:

- Clearview municipal increase of 5.99%,
- Policing decrease of 0.25%, (included in Clearview on tax bill)
- Simcoe County increase of 0.87%, and a
- School board decrease of -2.41%.

Approximately 4.63% or 77% of the 5.99% Clearview municipal increase is due to the following 4 major initiatives:

- 2.30% (\$334,000) to increase reserves including \$250,000 increase to Bridge Reserves,
- 1.31% (\$189,500) to increase capital funding for Parks & Rec.,
- 0.61% (\$ 88,194) to improve the Youth Centre services, and
- 0.41% (\$ 60,000) to start a bus route connecting Creemore.

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



The total Budget is \$47.4 million which is composed of \$28.9 million in the Operating Budget plus \$18.5 million in the Capital Budget.

The tax increase for residential homes works out to approximately the % increase in assessed value less 0.19%. For example, the average property increased 3.04% from \$284,667 (2018) to \$293,334 (2019) and 2.85% is approximately as follows: 3.04% (assessment increase) – 0.19% = average tax rate increase accurate to 1 decimal place due to rounding.

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.

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 2019 - 2023 Budget and meeting resources are available online at [www.clearview.ca/home/budget](http://www.clearview.ca/home/budget). Information for budgets from prior years are also available.

## 2020 Budget Summary

The 2019 Corporate Budget includes an estimated net residential tax increase of 1.11% which would be an approximate \$36 increase to taxes for the average home.

The estimated net residential tax rate includes the following estimated increases:

- Clearview municipal increase of 1.45%,
- Policing increase of 0.00%, (included in Clearview on tax bill)
- Simcoe County increase of 2.00%, and a
- School board decrease of -1.00%.

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.

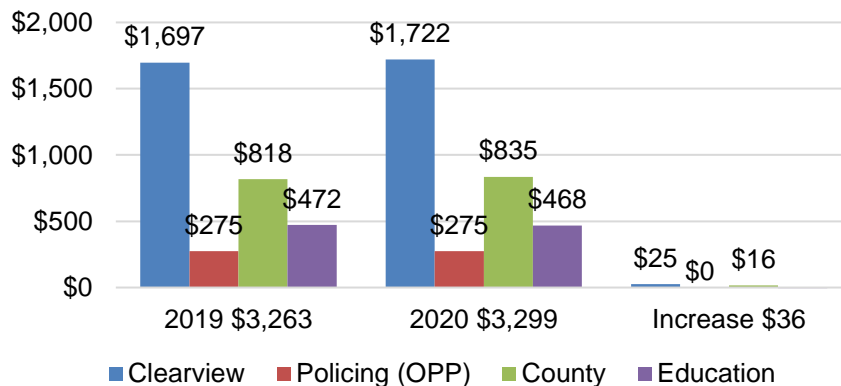
While Policing costs are broken out in the budget due to its large amount and Clearview's lack of control over the costs, they are included in the Clearview property tax levy on property tax bills.

Full details of the 2019 - 2023 Budget and meeting resources are available online at [www.clearview.ca/home/budget](http://www.clearview.ca/home/budget). Information for budgets from prior years are also available.

The total Budget is \$34.1 million which is composed of \$28.7 million in the Operating Budget plus \$5.4 million in the Capital Budget.

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

### Residential Tax Bill (est.) on \$293,334 (2019) vs \$302,000 (2020)





## Strategic Plan 2017 - 2022

In 2017, Clearview Township completed a strategic planning process that will assist in guiding the municipality from 2017 - 2022. The Strategic Plan combined consultation from residents, businesses, stakeholders, Council members and municipal staff into a master guiding document for Clearview Township.

### Strategic Pillars

The Strategic Plan focuses on five key pillars that will guide the direction of the municipality for many years to come. Within each pillar, there are a series of tactics that aim to support the overall goals/objectives of the municipality.



### 1. Recreation and Culture

- 1.1 Develop and implement a new Recreation Master Plan that serves the recreational needs of the community.
- 1.2 Hire a Recreation and Culture staff position with the responsibility of managing the Recreation Master Plan.
- 1.3 Develop recreational programming that is tailored to the needs and desires of the community with the goal of increasing usage and participation.
- 1.4 Identify, explore and implement tourism programming opportunities within the Township.
- 1.5 Actively promote the Small Halls within the community.
- 1.6 Install standardize signage and wayfinding across the Township.
- 1.7 Identify heritage assets and create policies on Heritage Designations.
- 1.8 Explore and implement Downtown Beautification opportunities.

## 2. Identity-Marketing-Promotion

- 2.1 Actively promote the historically significant, culturally distinct and unique assets in Clearview Township on a broad and regional scale.
- 2.2 Promote community theatre and music events through cultural investment.
- 2.3 Hire a Marketing/Promotions staff position with the responsibility of internal and outbound marketing and promotion of the Township.
- 2.4 Create and enforce funding policies tied to the Township brand standards for local organizations and groups.

## 3. Economic Activity

- 3.1 Identify, support, promote and position Clearview Township as a progressive community within agribusiness cultivation.
- 3.2 Develop and implement policies that focus on small business attraction, development and support.
- 3.3 Focus on infrastructure improvement projects and initiatives across the Township.

## 4. Quality of Life

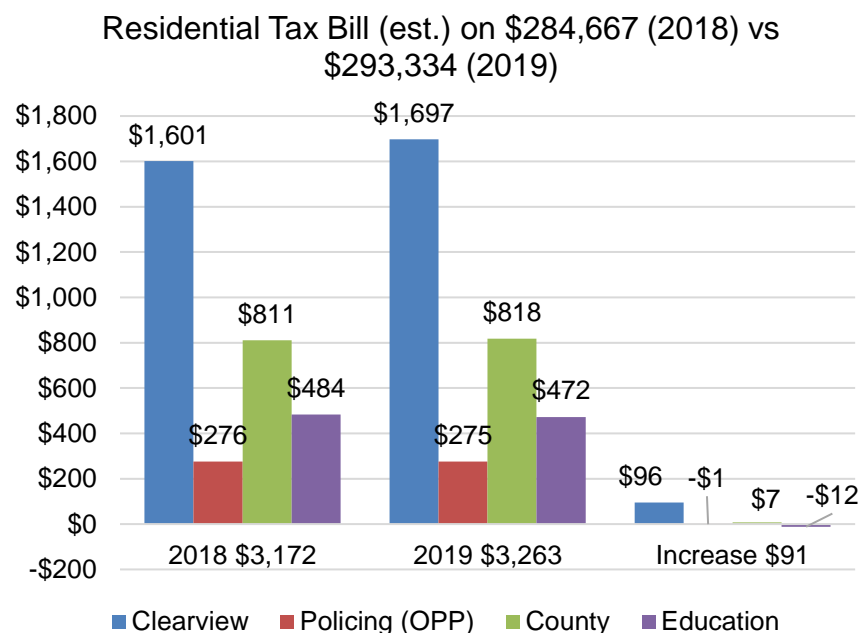
- 4.1 Attract residential developers with a strong emphasis on creating a mixed housing stock, with the focus of attainable housing.
- 4.2 Identify expansion opportunities for the Clearview Public Transit system.
- 4.3 Work towards ensuring that all residents have access to highspeed internet.
- 4.4 Develop and implement policies to support the creation of housing and accommodation options for seniors.

## 5. Governance

- 5.1 Define Council roles on Representational Boards, Commissions and Committees.
- 5.2 Enhance Council engagement through a review of engagement practices and techniques.
- 5.3 Strengthen advocacy role with respect to Provincial and Federal decisions that impact Clearview Township.

## 2019 and 2020 Clearview Budget Overview

### 2.85% Estimated Increase in 2019 Property Taxes for the Average Home



The estimated average net tax increase is 2.85%. 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 \$96 from \$3,172 (2018) to \$3,263 (2019). The breakdown of the increase is an additional \$96 for Clearview, a decrease of \$1 for Policing, an increase of \$7 for Simcoe County and a decrease of \$12 for School Boards.

The average home assessed value (est.) is the Median 2019 Phased-in Assessment for a 'Single-family detached home (not on water)' from MPAC's December 2018 Phased-In Assessment Report – Roll 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 estimated net residential tax rate includes the following estimated increases:

- Clearview municipal increase of 5.99%,
- Policing decrease of 0.25%, (included in Clearview on tax bill)
- Simcoe County increase of 0.87%, and a
- School board decrease of -2.41%.

Approximately 4.63% or 77% of the 5.99% Clearview municipal increase is due to the following 4 major initiatives:

- 2.30% (\$334,000) to increase reserves including \$250,000 increase to Bridge Reserves,
- 1.31% (\$189,500) to increase capital funding for Parks & Rec.,
- 0.61% (\$ 88,194) to improve the Youth Centre services, and
- 0.41% (\$ 60,000) to start a bus route connecting Creemore.

Policing costs are included in the Clearview levy on the property tax bill and are broken out here for illustrative purposes. Policing costs increased \$35,638 from \$2,226,962 (2018) to \$2,262,600 (2019) 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.



### 2019 Simcoe County Tax Levy (est.)

The Simcoe County levy increase for all of Simcoe County averaged out is estimated to be 2% for the average home. When calculated for the average residential property in Clearview there was an effective 0.87% increase in actual County related property taxes in 2018 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.

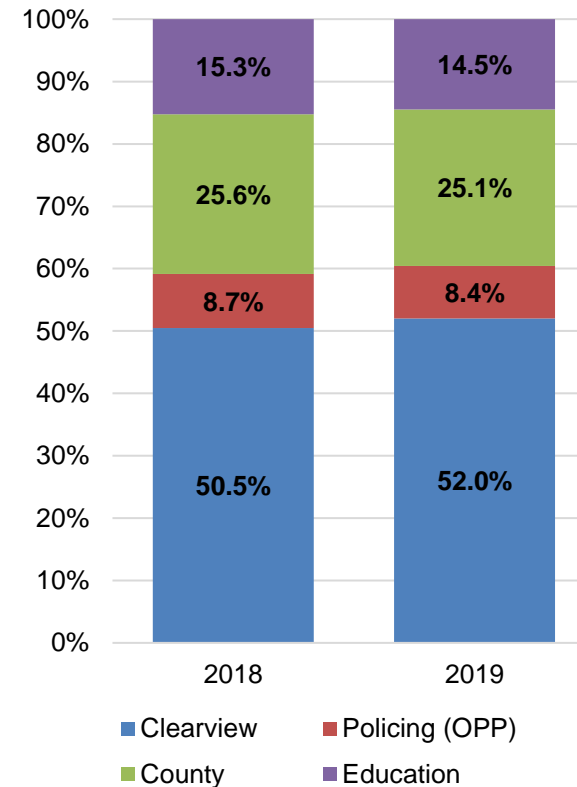
### 2019 School Board Tax Levy (est.)

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 -2.41% for the average property. As mentioned above, property assessment value increases or decreases particular to each individual property would modify this number.

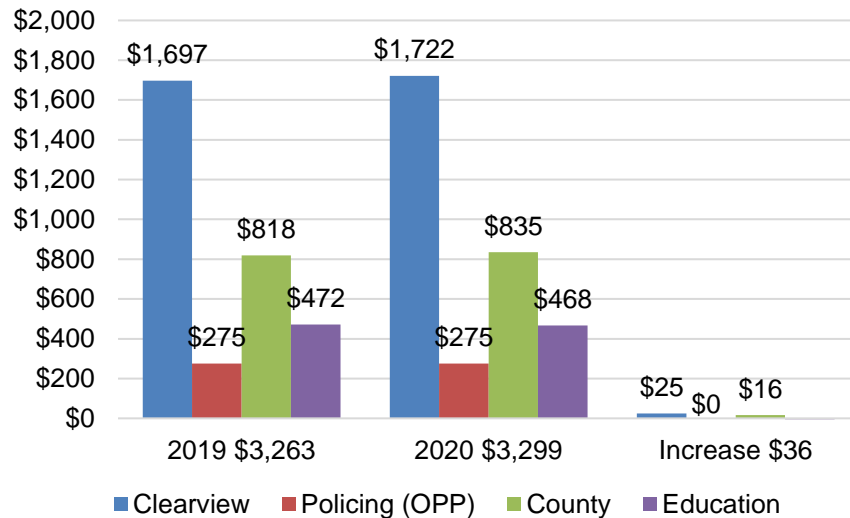
Additional information on County Tax shifts and Education/School Board tax shifts is in the “Tax Base Shifts for Clearview Property Taxpayers” section near the end of this book.

### Components of Residential Property Tax Bill



## 1.11% Estimated Increase in 2020 Property Taxes for the Average Home

### Residential Tax Bill (est.) on \$293,334 (2019) vs \$302,000 (2020)



The estimated average net tax increase is 1.11%. The average home in Clearview has an estimated assessment increase of \$8,667 from \$293,334 (2019) to \$302,000 (2020) which is approximately 3.0%. The estimated tax increase on this average home is \$36 from \$3,263 (2019) to \$3,300 (2020). The breakdown of the increase is an additional \$25 for Clearview, an increase of \$0 for Policing, an increase of \$16 for Simcoe County and a decrease of \$5 for School Boards.

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 Edition. It is the fourth 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.

### 2020 Clearview Tax Levy (est.)

The estimated Clearview levy increase is 1.11% 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 not estimated to increase as overall they have decreased some years and increased in other years due to base cost and call for service changes.

### 2020 Simcoe County Tax Levy (est.)

The Simcoe County levy increase for all of Simcoe County averaged out is estimated to be 2.00%. 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.

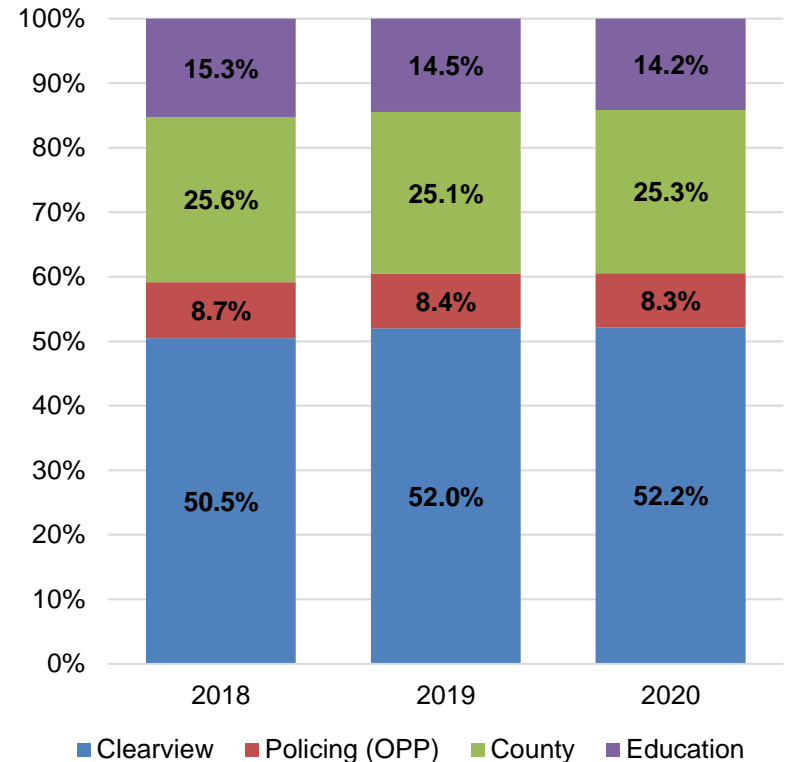
### 2020 School Board Tax Levy (est.)

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

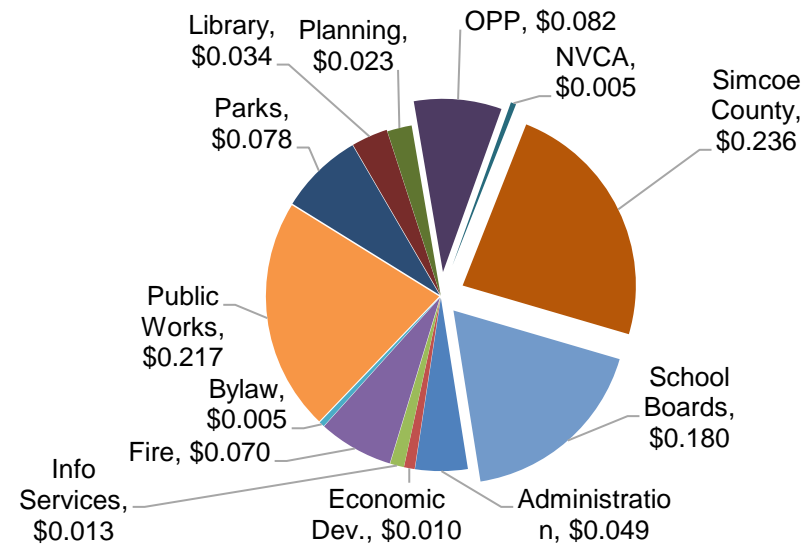


## Where your Total Tax Dollars are Spent

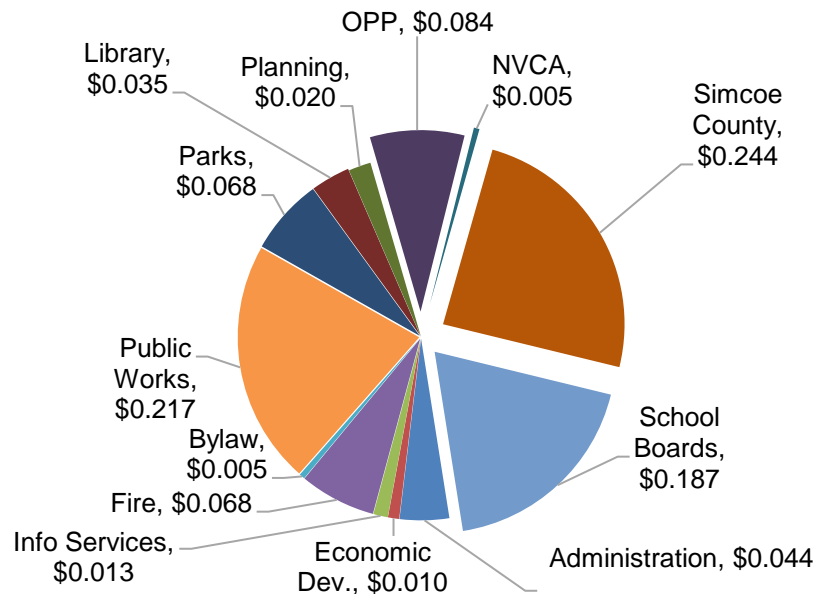
Clearview issues property tax bills and collects money on behalf of Simcoe County and the School Boards. This saves the taxpayer money by saving administrative costs at the County and the School Boards. Clearview remits more than half of the money collected through property taxation to outside organizations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

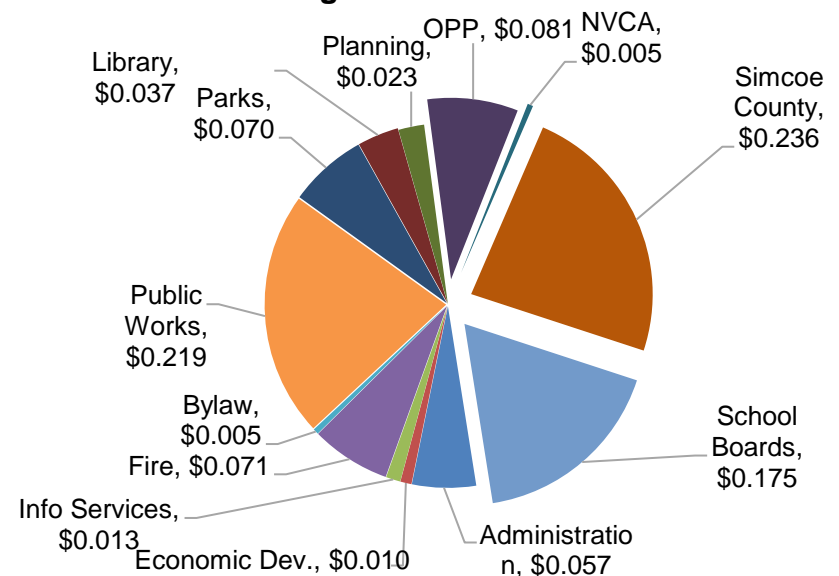
### \$0.49 of each 2019 \$1.00 goes to Clearview



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

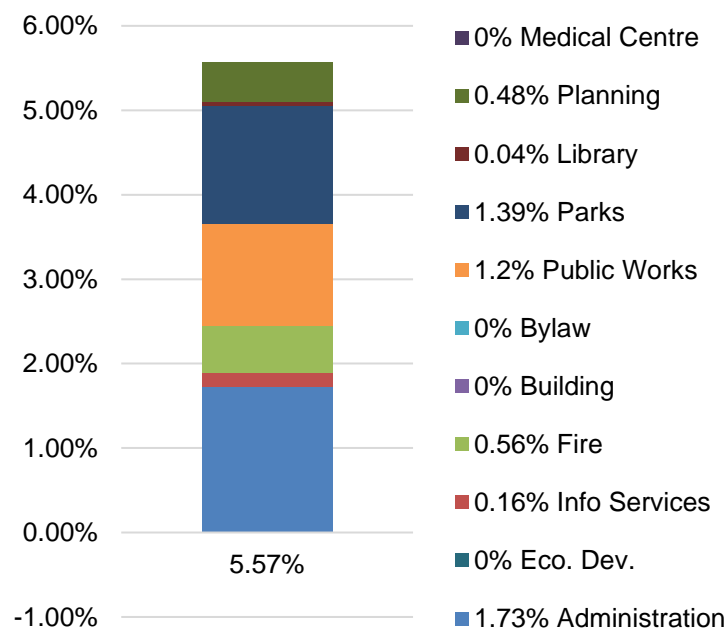


### \$0.5 of each 2020 \$1.00 in property taxes goes to Clearview





## Components of Clearview's 5.57% (2019) Increase by Department

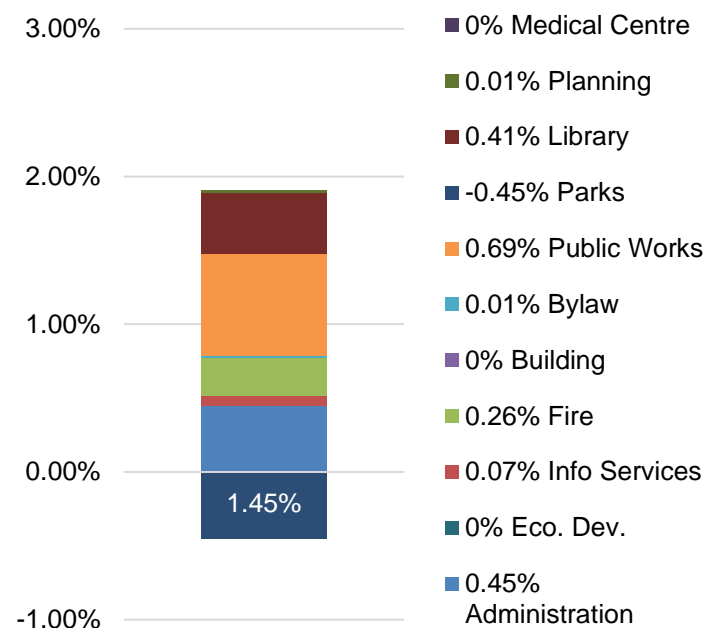


This chart takes the 5.57% increase (est.) for Clearview controlled expenses (Policing costs excluded) from the 2019 General Operating and Capital Budget Summary and translates it into a portion of the 'Total Clearview Tax increase' before adjusting for changes in the taxes refunded by assessment change, if any, and the effects of the property tax base increase from new growth.

The largest increases are in the Administration, Parks & Recreation and Public Works Departments. There is an increase in the transfer to the Tax Stabilization reserve in anticipation of a large cut in 2020 to the OMPF grant. The changes in Parks and Recreation include a restructuring of the Youth Centre and increased capital project funding. The changes in Public Works include increasing reserves for Bridge repairs and half of the cost for starting a new bus line connecting Creemore.

Please note that 5.57% is the average for all properties. After adjustments for varying property tax ratios and other adjustments, it comes to 5.99% for residential properties.

## Components of Clearview's 1.45% (2020) Increase by Department



This chart takes the 1.04% increase (est.) for Clearview controlled expenses (Policing costs excluded) from the 2020 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 the second half of the new position. The Public Works increase is mainly due to the second half of the annual bus line funding and an increase to fund Capital works.

## Where the Clearview Budget Money Comes From

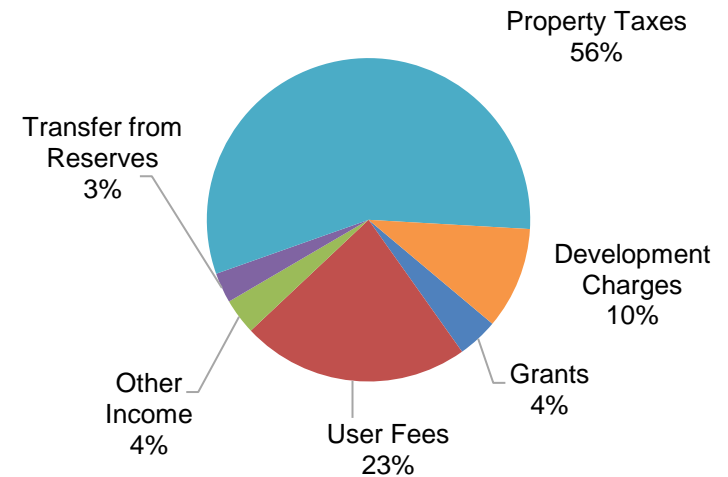
The charts below show the revenue sources for the Clearview budget. Property Taxes are the largest source of revenue with User Fees as the next largest source. Property Taxes is the primary or a major source of revenue for almost every Canadian municipality.

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

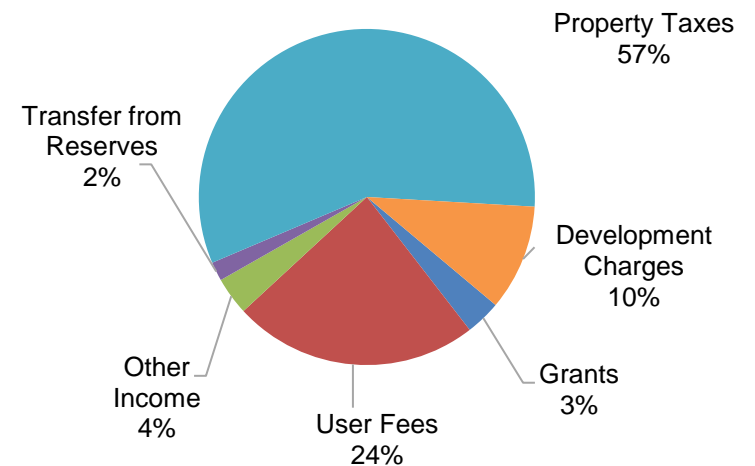
Any surplus from the prior year now goes into the Tax Stabilization Reserve and is transferred into the budget through the Transfer from Reserves category. The information forming these charts is from the revenues section of the "Total Clearview Operating Fund" table. Details on what is included in each 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 in this current budget year. Municipalities in Ontario are restricted by the Province in the methods of raising operating funds. Clearview is not permitted to charge sales tax, income tax, land transfer tax, hotel tax, telecommunication tax, vehicle registration tax, energy tax or other types of taxes other than primarily property taxes. Clearview is also not permitted to charge tolls for the roads and there are Provincially mandated limits on what fees libraries can charge. Water, sewer and building inspection fees are only permitted to be sufficient to fund their own operations and are not permitted to be a profit centre to fund other municipal expenses.

### \$28,982,016 in Total 2019 Revenues



### \$29,004,072 in Total 2020 Revenues

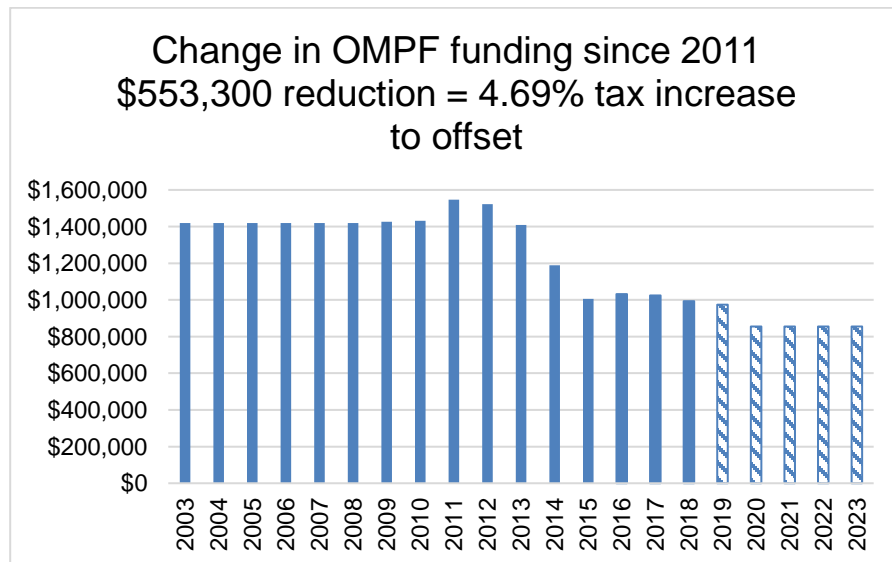


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## Revenue Trends

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 reduction 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 grant declined again in 2018 and 2019. 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 \$723,000 since 2011 from \$1,546,000 (2011) to \$974,000 (2019). To maintain service levels the general municipal taxation has had to increase 4.69% since 2011. This has reduced the municipality's ability to raise funds for service increases or allocations to reserves. The OMPF grant has steadily declined as a percentage of net operating revenues from 8.5% (2012) to 3.5% (2018).



Federal Gas Tax infrastructure funding was capped at an annual amount and had not been adjusted for inflation for years. The amount increased in

2016 with the new funding agreement and will increase again in 2018. Funding after 2018 when the agreement terminates.

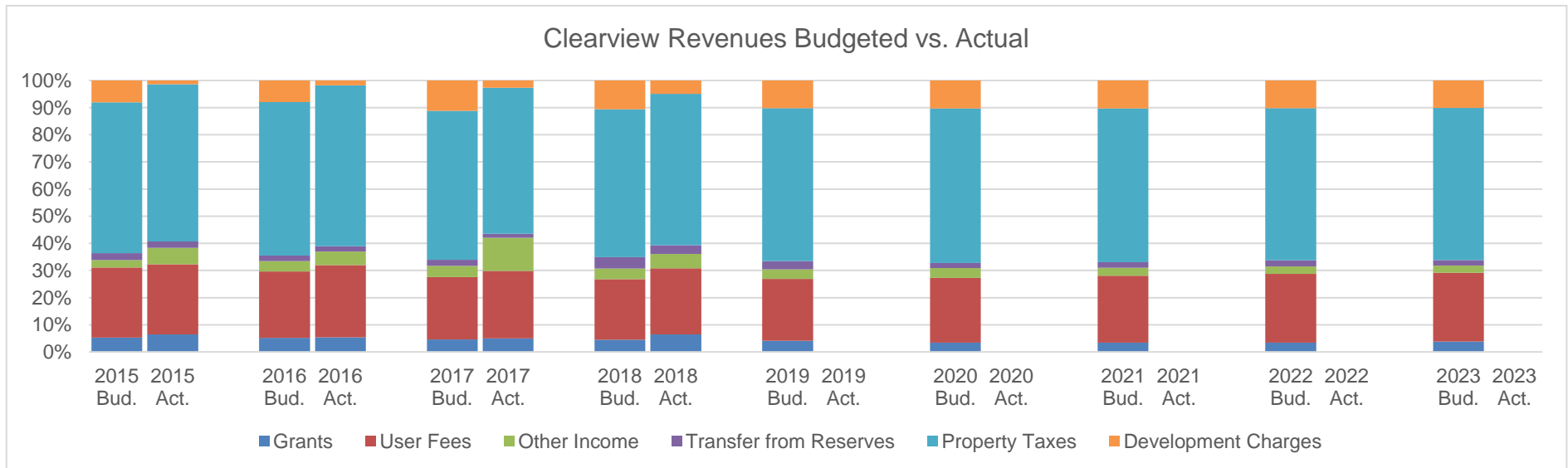
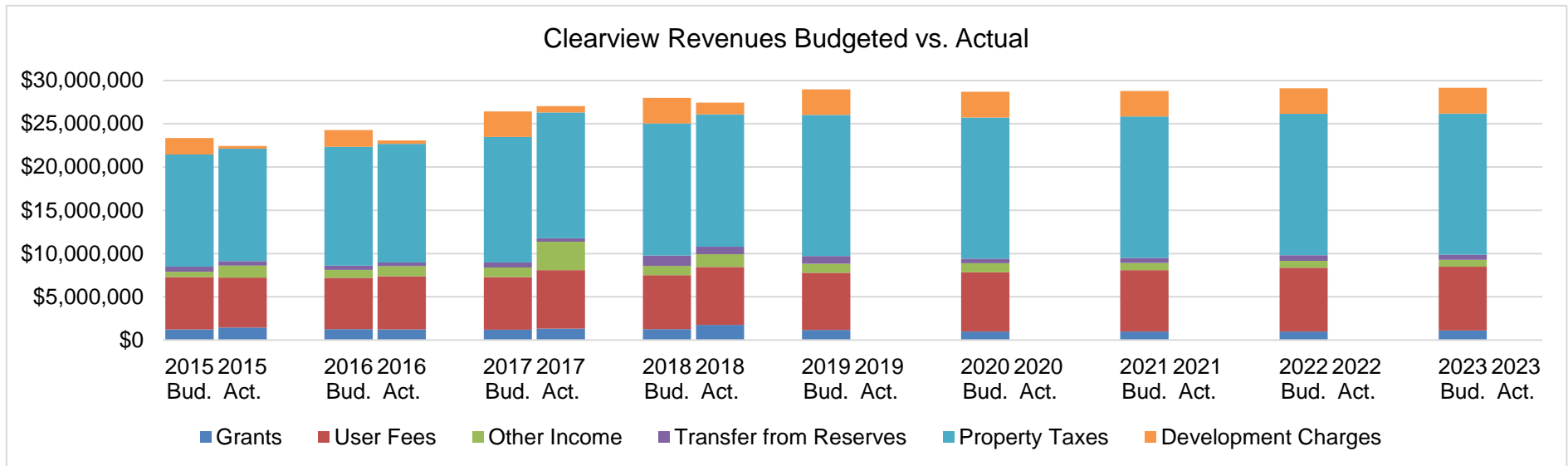
Development Charges revenues are highly variable and depend upon eligible building permits being approved. Thousands of new units have received approval for construction over the past few years. The developers involved with those projects have pre-paid over \$6 million in Stayner Sewer Development Charges 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. 2018 is forecasted to be similar to prior years in terms of revenue sources.

## Operating and Capital Budget Forecast

The operating budget is expected to continue to steadily increase due to inflation and expansion of services. The capital budget for the current year is generally larger than future capital budgets due to projects that are carried forward or multi-year projects budgeted in full in the current year. Sometimes projects are carried forward due to delays in gaining approvals or the projects are expected to take multiple years to complete. Some reasons for new multi-year projects being budgeted in full in the current year are; uncertainty as to expenditure timeline as the project has not been tendered yet, grant application guidelines require the entire project to be included in the current year budget, ensuring the full capital cost of a project is known as typically only the first year of the multi-year budget is given consideration, anticipated transfer of developer assets cannot be confirmed to a specific date at the time the budget is set.





Clearview's revenue sources do not vary significantly and are not expected to. The largest revenue source is property taxes and is expected to continue in significance. User fees will continue at the same proportion as the fees continue to increase and more users are added as growth concentrates in the settlement areas with water and sewer service. Development Charges are inconsequential to operations as they are an in

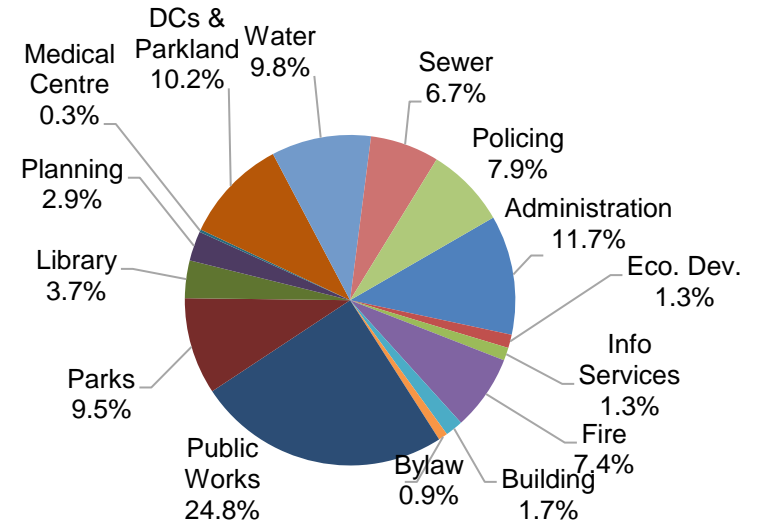
and out as they move to the reserves after which they are primarily spent on capital works. Grants are expected to gradually decrease as the Province cuts back on the OMPF grant funding.

## Where the Clearview Budget Money is Spent – by Department

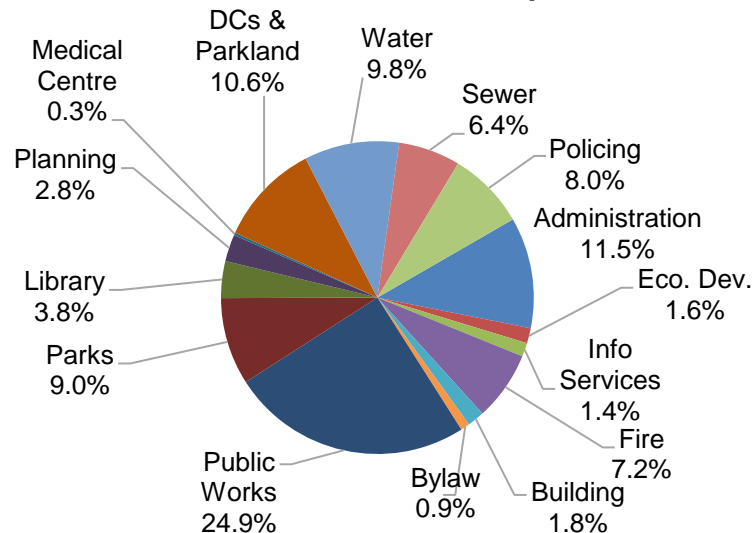
The charts below show how the Operating Budget expenses were allocated by Department with the NVCA requisition broken out of the General Administration Department. The information is from the “Total Operating” table using the lines for each department, sub-department, or NVCA allocation. Details on what 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 2018 to 2019 are the changes in DCs, Parks, Public Works and Administration. The Parks change is due to the large increase in Transfers to Capital.

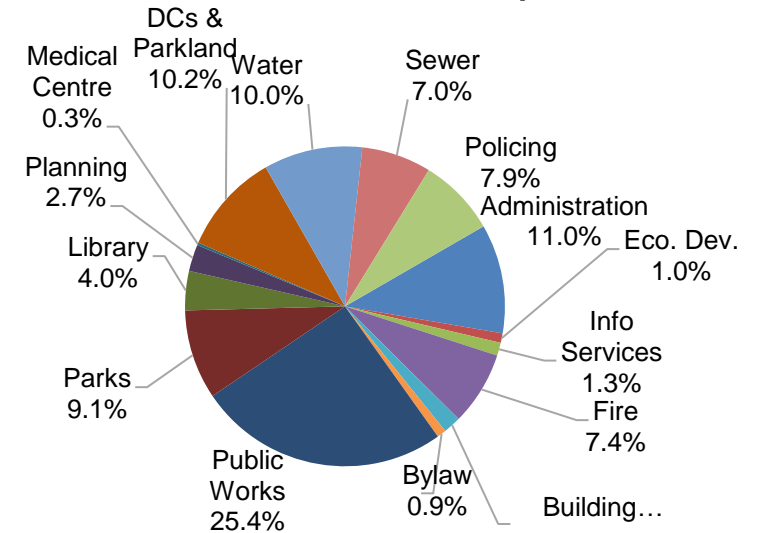
**\$28,982,016 in Total 2019 Expenses**



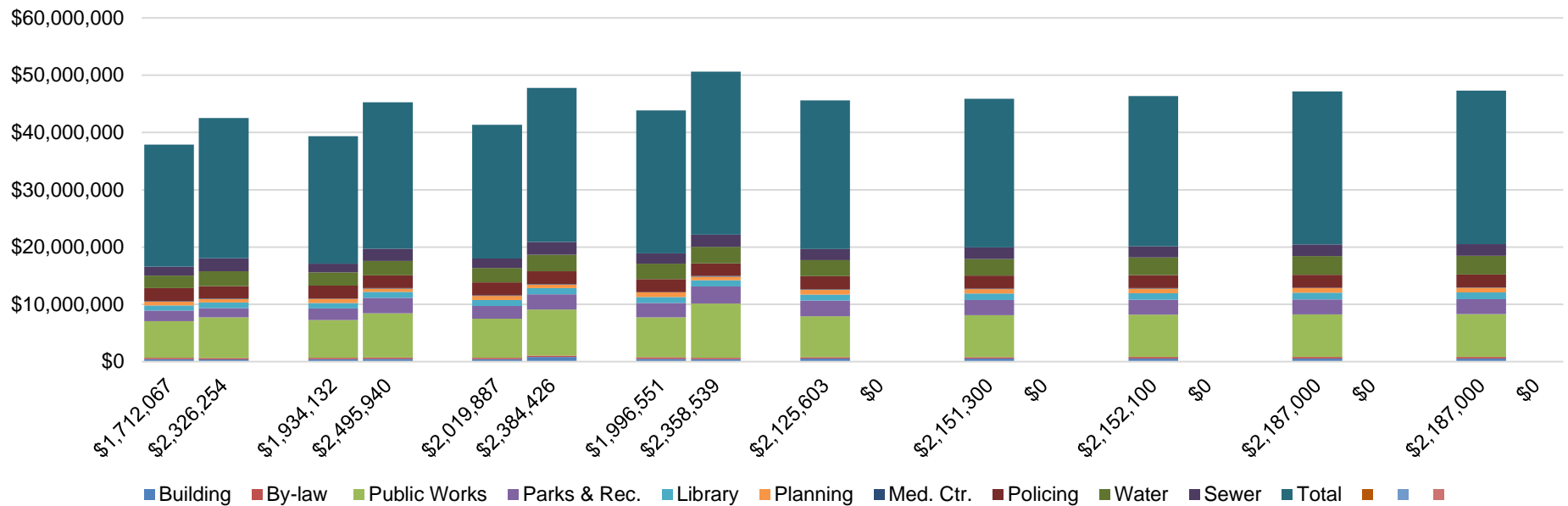
**\$28,001,810 in Total 2018 Expenses**



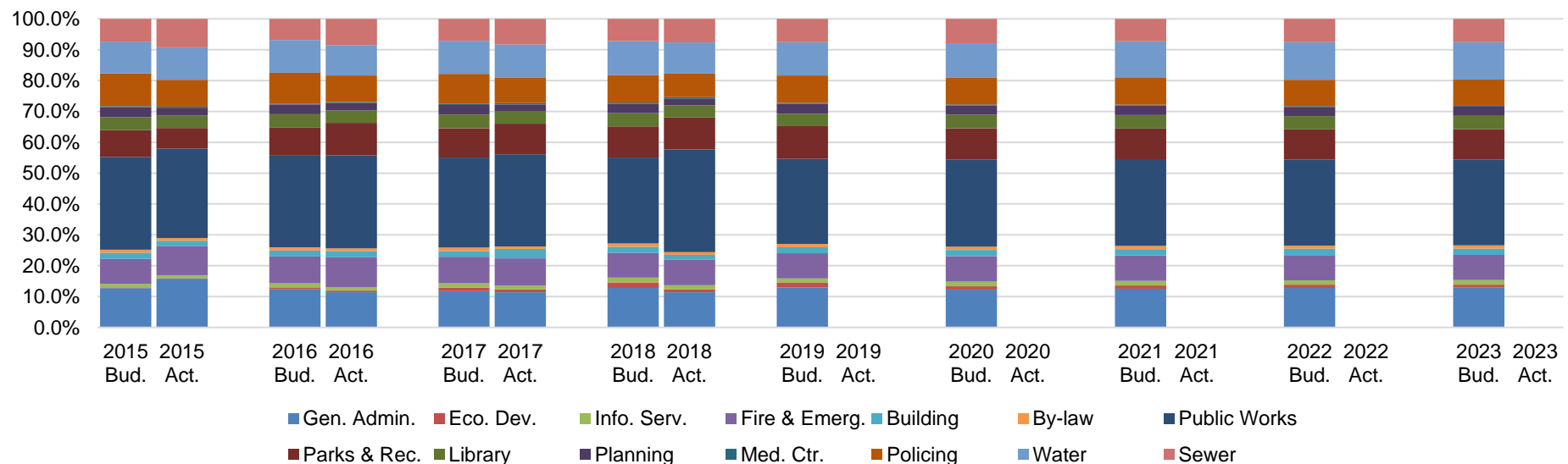
**\$29,004,072 in Total 2020 Expenses**



### Clearview Expenses Budgeted vs. Actual by Department



### Clearview Expenses Budgeted vs. Actual by Department as Percentage



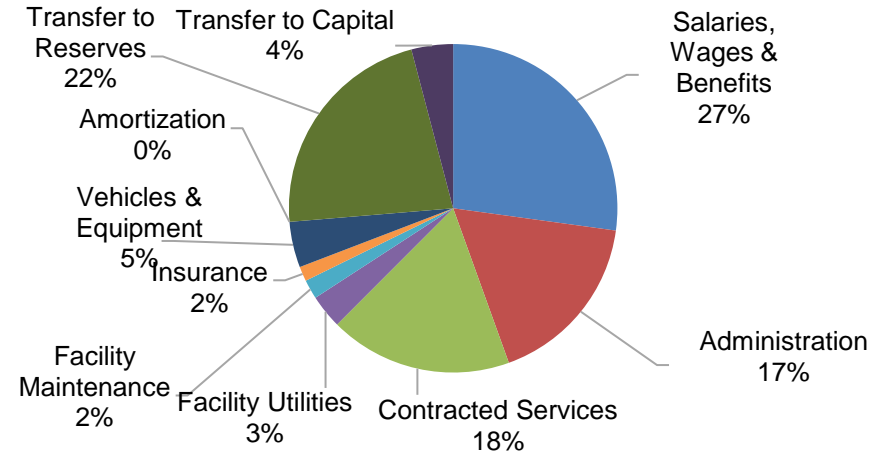
## Where the Clearview Budget Money is Spent – by Expense Category

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.

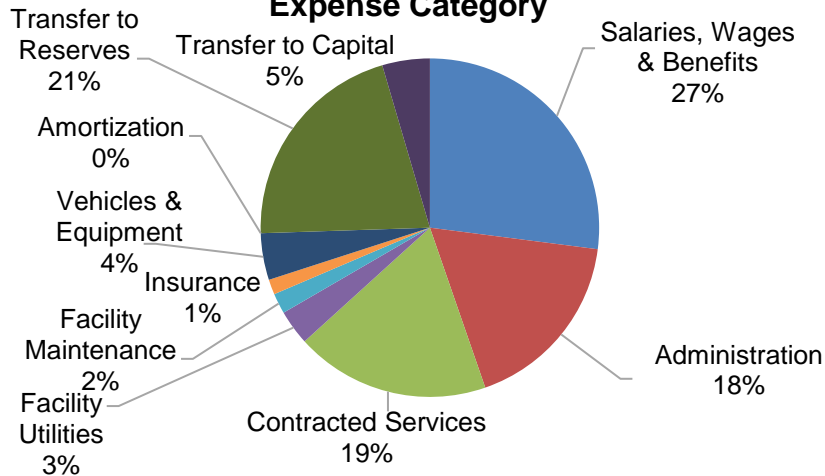
The main change from 2018 to 2019 is the increase in Transfers to reserves and a reduction in one-time consultations in 2018.

There are minor changes from 2019 to 2020.

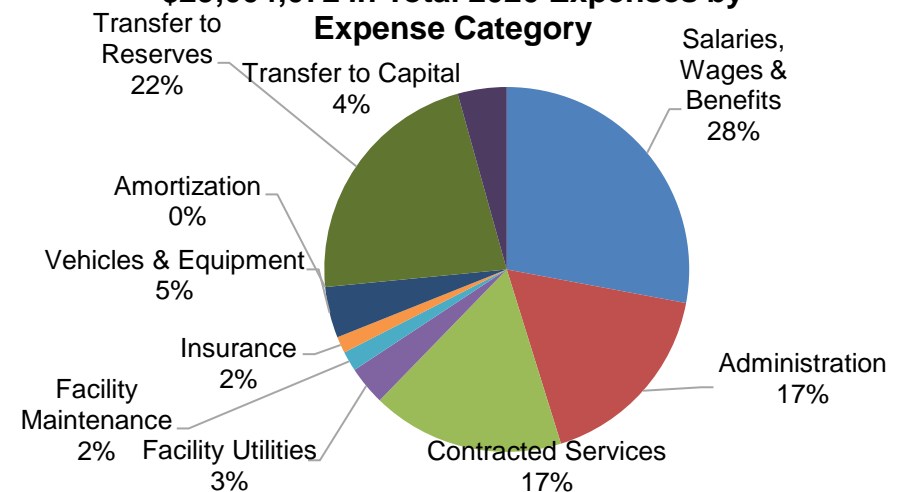
### \$28,982,016 in Total 2019 Expenses by Expense Category



### \$28,001,810 in Total 2018 Expenses by Expense Category

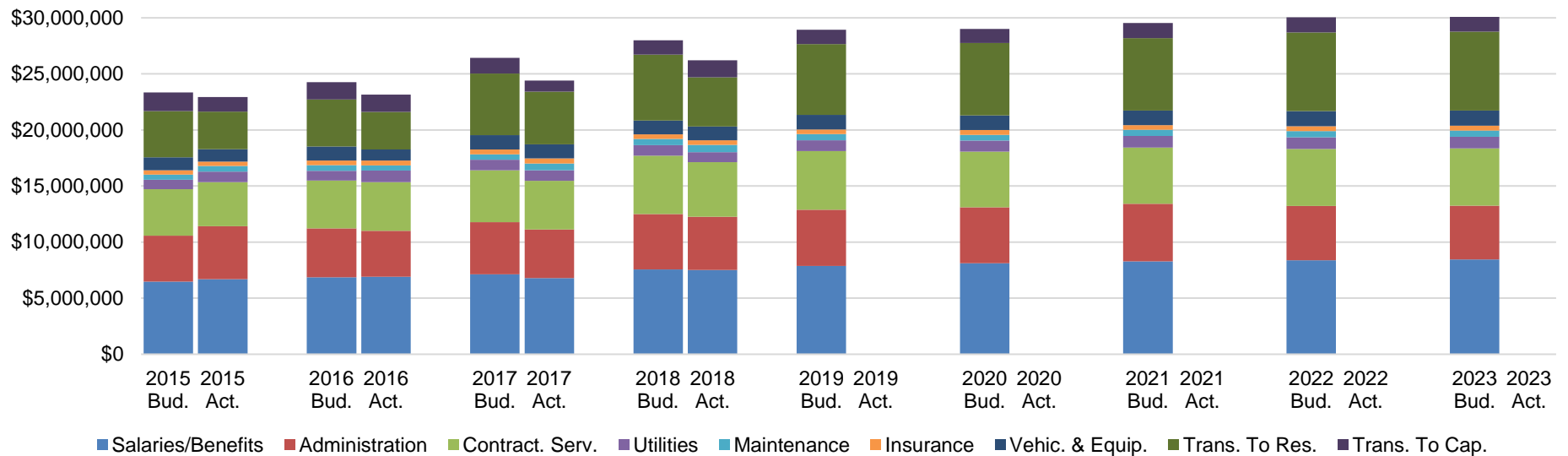


### \$29,004,072 in Total 2020 Expenses by Expense Category

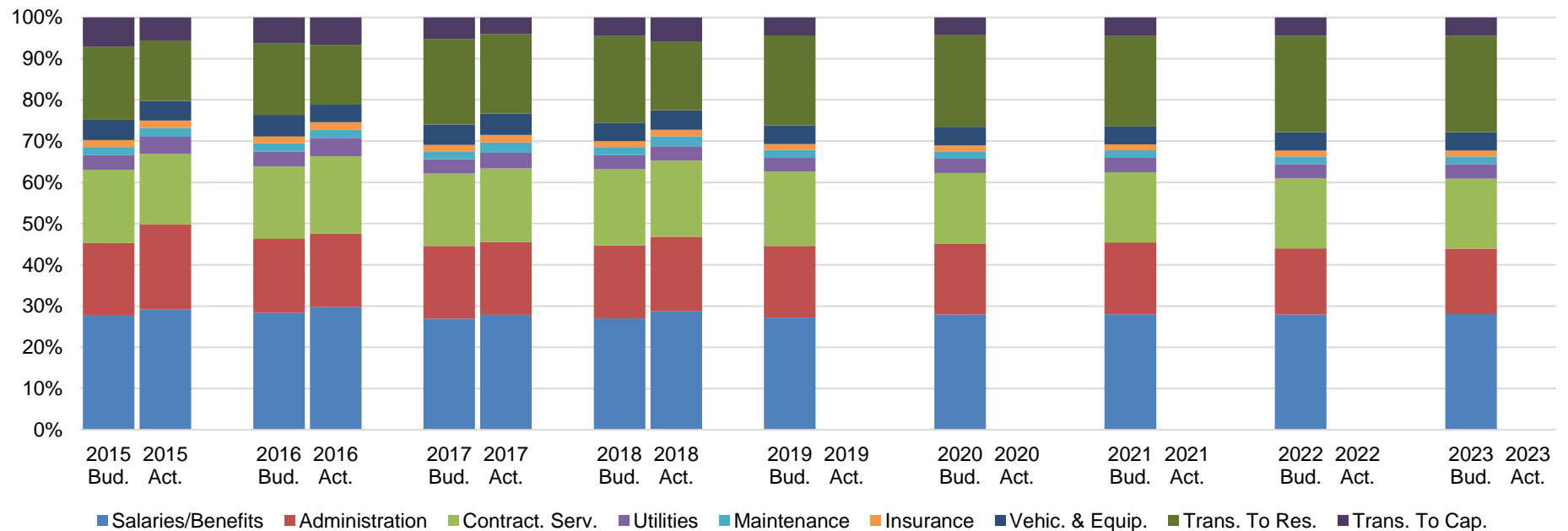




### Clearview Expenses Budgeted vs. Actual by Category



### Clearview Expenses Budgeted vs. Actual by Category as Percentage



## Executive Summary – Revenues and Expenditures – All Operating Funds

## 2019 Budget

Revenues	Admin.	Economic Dev.	Info Services	Policing	Fire	Building Services	By-law Enforce.	Public Works	Parks	Library	Planning	Medical Centre	Water	Sewer	Total
Grants	1,024,000	0	0	0	0	0	20,400	70,000	30,800	33,000	1,500	0	0	0	1,179,700
User Fees	43,000	0	0	0	88,100	458,500	116,200	971,100	558,100	4,000	122,500	63,200	2,624,500	1,557,700	6,606,900
Other Income	563,720	0	0	0	700	45,000	0	122,500	46,500	25,000	22,700	4,200	700	209,200	1,040,220
Reserves	122,500	100,000	0	15,600	114,100	0	0	0	31,980	51,000	62,250	6,300	191,400	179,700	874,830
Taxes	16,324,766	0	0	0	0	0	0	0	0	0	0	0	0	0	16,324,766
DCs	2,955,600	0	0	0	0	0	0	0	0	0	0	0	0	0	2,955,600
Surplus /Deficit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenues	21,033,586	100,000	0	15,600	202,900	503,500	136,600	1,163,600	667,380	113,000	208,950	73,700	2,816,600	1,946,600	28,982,016
Expenses															
Salaries/Benefits	1,737,073	0	180,118	0	805,007	345,596	181,593	1,579,530	995,758	575,997	565,623	0	787,180	120,393	7,873,868
Administration	842,309	267,500	16,400	18,100	350,100	105,300	43,700	1,363,300	519,680	83,200	87,500	38,500	695,500	590,500	5,021,589
Contracted Serv.	348,900	55,000	82,800	2,260,000	60,000	9,200	14,900	1,197,400	28,000	30,800	153,400	0	374,400	601,100	5,215,900
Utilities	49,200	0	0	0	75,900	0	0	205,100	196,200	43,000	0	16,500	138,400	244,200	968,500
Maintenance	58,700	0	0	0	75,900	0	0	97,400	172,300	35,800	0	15,900	23,100	71,400	550,500
Insurance	63,200	0	0	100	44,796	6,300	5,700	115,900	70,600	26,200	0	2,700	36,700	46,700	418,896
Vehicle & Equip.	11,400	0	4,300	0	132,900	8,200	10,000	818,300	107,200	1,700	1,900	0	168,200	41,700	1,305,800
Amortization	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
To Reserves	3,335,605	55,000	51,000	0	450,000	28,904	6,500	1,078,100	404,727	175,000	30,000	100	593,120	230,607	6,438,663
To Capital	0	0	29,500	0	131,000	0	0	693,100	244,000	90,700	0	0	0	0	1,188,300
Total Expenses	6,446,387	377,500	364,118	2,278,200	2,125,603	503,500	262,393	7,148,130	2,738,465	1,062,397	838,423	73,700	2,816,600	1,946,600	28,982,016
Net Increase /Decrease	14,587,199	-277,500	-364,118	-2,262,600	-1,922,703	0	-125,793	-5,984,530	-2,071,085	-949,397	-629,473	0	0	0	0

## 2018 Est. Actual

Revenues	Admin.	Economic Dev.	Info Services	Policing	Fire	Building Services	By-law Enforce.	Public Works	Parks	Library	Planning	Medical Centre	Water	Sewer	Total
Grants	1,099,016	51,174	0	0	0	0	10,911	490,173	56,847	34,798	25,000	0	0	0	1,767,919
User Fees	62,373	0	0	0	119,733	824,565	102,248	1,050,581	793,433	2,440	261,950	57,163	2,184,788	1,231,227	6,690,500
Other Income	755,914	0	115	0	4,388	34,613	490	186,456	77,334	82,625	83,846	3,780	4,268	220,919	1,454,749
Reserves	247,114	5,933	30,000	15,584	89,124	0	0	0	67,323	17,154	0	23,070	213,475	76,428	785,204
Taxes	15,300,442	0	0	0	0	0	0	0	0	0	0	0	0	0	15,300,442
DCs	1,339,314	0	0	0	0	0	0	0	0	0	0	0	0	0	1,339,314
Surplus /Deficit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenues	18,804,173	57,106	30,115	15,584	213,245	859,178	113,650	1,727,209	994,937	137,017	370,796	84,012	2,402,531	1,528,575	27,338,128
Expenses															
Salaries/Benefits	1,622,031	0	174,530	0	769,346	330,318	185,074	1,596,523	943,329	577,153	512,449	0	700,101	112,421	7,523,275
Administration	918,818	11,062	11,725	17,530	300,644	79,827	26,369	1,295,755	603,523	106,747	88,374	37,266	682,429	557,382	4,737,452
Contracted Serv.	320,856	14,005	112,025	2,177,027	4,575	9,075	8,298	1,303,421	130,793	13,543	26,762	0	339,277	394,434	4,854,091
Utilities	42,766	0	0	0	65,257	0	0	213,555	182,809	22,850	0	14,606	85,320	282,473	909,636
Maintenance	27,278	0	0	0	49,163	0	0	120,842	303,742	28,147	0	29,914	30,792	44,849	634,727
Insurance	59,366	0	0	97	43,146	6,168	5,707	115,722	69,795	26,072	0	2,227	36,382	46,452	411,133
Vehicle & Equip.	9,776	0	3,397	0	175,323	6,882	11,474	714,871	109,509	1,092	0	0	176,841	30,171	1,239,337
Amortization	131,887	0	0	0	415,084	4,062	2,466	1,783,519	240,863	83,736	280	32,458	451,538	654,080	3,799,973
To Reserves	1,531,882	309,539	48,000	0	450,000	0	6,500	1,031,956	404,727	184,996	0	0	366,968	39,549	4,374,117
To Capital	0	0	23,513	0	86,000	0	0	1,277,076	65,101	68,318	0	0	0	0	1,520,007
Total Expenses	4,664,661	334,606	373,190	2,194,653	2,358,539	436,332	245,888	9,453,239	3,054,191	1,112,653	627,865	116,470	2,869,649	2,161,811	30,003,748
Net Increase /Decrease	14,139,512	-277,500	-343,075	-2,179,069	-2,145,295	422,846	-132,239	-7,726,029	-2,059,254	-975,636	-257,069	-32,458	-467,117	-633,236	-2,665,619

## 2018 Budget

Revenues	Admin.	Eco. Dev.	Info Services	Policing	Fire	Building Services	By-law Enforce.	Public Works	Parks	Library	Planning	Medical Centre	Water	Sewer	Total
Grants	1,013,400	48,000	0	0	0	0	20,000	70,000	46,250	31,775	26,500	0	0	0	1,255,925
User Fees	43,000	0	0	0	88,134	394,770	116,450	962,100	539,600	3,960	122,400	71,263	2,471,003	1,447,282	6,259,962
Other Income	563,481	0	0	0	700	95,000	0	122,500	31,914	25,000	22,700	4,200	700	209,178	1,075,373
Reserves	279,252	111,000	60,000	15,584	89,124	0	0	35,000	85,456	60,946	62,250	0	267,917	126,428	1,192,957
Taxes	15,261,978	0	0	0	0	0	0	0	0	0	0	0	0	0	15,261,978
DCs	2,955,615	0	0	0	0	0	0	0	0	0	0	0	0	0	2,955,615
Surplus /Deficit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	20,116,726	159,000	60,000	15,584	177,958	489,770	136,450	1,189,600	703,220	121,681	233,850	75,463	2,739,620	1,782,888	28,001,810
<b>Expenses</b>															
Salaries/Benefits	1,674,355	0	171,800	0	767,100	327,590	183,940	1,485,613	921,470	567,347	557,400	0	771,300	142,300	7,570,215
Administration	938,446	315,500	16,350	18,030	346,132	94,639	42,150	1,341,908	412,545	126,012	81,400	38,388	694,216	479,515	4,945,231
Contracted Serv.	305,037	66,000	125,000	2,222,216	24,800	9,000	14,250	1,145,500	113,900	27,238	135,000	0	480,409	534,366	5,202,716
Utilities	48,200	0	0	0	74,300	0	0	201,000	191,818	29,920	0	17,000	135,712	239,440	937,390
Maintenance	48,000	0	0	0	75,400	0	0	95,500	186,900	26,500	0	15,914	28,500	70,019	546,733
Insurance	57,030	0	0	2,300	43,119	6,200	5,705	115,623	69,431	18,947	0	2,600	36,231	46,326	403,512
Vehicle & Equip.	11,150	0	4,300	0	129,700	8,000	9,800	802,800	86,700	1,700	1,800	0	152,160	40,899	1,249,009
Amortization	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
To Reserves	3,190,615	55,000	48,000	0	450,000	44,341	6,500	828,100	404,727	175,000	0	1,561	441,092	230,023	5,874,959
To Capital	0	0	29,500	0	86,000	0	0	936,400	129,500	90,645	0	0	0	0	1,272,045
Total Expenses	6,272,833	436,500	394,950	2,242,546	1,996,551	489,770	262,345	6,952,444	2,516,991	1,063,309	775,600	75,463	2,739,620	1,782,888	28,001,810
<b>Net Increase /Decrease</b>	<b>13,843,893</b>	<b>-277,500</b>	<b>-334,950</b>	<b>-2,226,962</b>	<b>-1,818,593</b>	<b>0</b>	<b>-125,895</b>	<b>-5,762,844</b>	<b>-1,813,771</b>	<b>-941,628</b>	<b>-541,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2017 Est. Actual

Revenues	Admin.	Eco. Dev.	Info Services	Policing	Fire	Building Services	By-law Enforce.	Public Works	Parks	Library	Planning	Medical Centre	Water	Sewer	Total
Grants	1,174,005	0	0	0	0	0	5,646	70,785	46,026	39,305	0	0	1,471	0	1,337,238
User Fees	46,760	0	0	0	133,385	747,304	129,276	1,000,563	731,896	3,960	184,798	54,540	2,273,471	1,403,457	6,709,409
Other Income	697,435	0	164	0	23,238	69,675	90	127,678	118,786	23,825	30,483	3,703	6,616	2,214,968	3,316,660
Reserves	22,027	0	0	15,584	74,124	0	0	40,000	28,230	38,839	10,882	17,808	128,598	44,280	420,371
Taxes	14,529,024	0	0	0	0	0	0	0	0	0	0	0	0	0	14,529,024
DCs	729,901	0	0	0	0	0	0	0	0	0	0	0	0	0	729,901
Surplus /Deficit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	17,199,151	0	164	15,584	230,746	816,979	135,013	1,239,026	924,937	105,929	226,163	76,052	2,410,155	3,662,705	27,042,603
<b>Expenses</b>															
Salaries/Benefits	1,505,202	0	168,331	0	718,725	328,836	171,505	1,412,201	740,188	589,618	477,762	0	654,562	94,379	6,861,310
Administration	776,101	17,203	28,089	17,530	302,973	84,317	21,595	1,182,872	513,662	92,020	117,715	37,890	571,998	518,355	4,282,322
Contracted Serv.	253,904	7,899	20,330	2,232,825	3,961	7,421	8,580	1,164,713	46,284	22,868	18,736	0	135,925	428,404	4,351,850
Utilities	42,229	0	0	0	65,583	0	0	233,268	198,287	25,384	0	14,841	94,591	264,097	938,280
Maintenance	27,321	0	0	0	76,932	0	0	139,794	234,989	18,410	0	20,738	34,706	56,988	609,878
Insurance	62,941	0	0	95	53,637	6,166	5,705	119,241	84,265	21,126	0	2,583	35,793	45,961	437,513
Vehicle & Equip.	10,355	0	4,044	0	167,640	6,385	10,008	826,539	84,831	955	0	0	128,001	24,785	1,263,543
Amortization	127,326	0	0	0	408,304	4,062	2,466	1,610,260	232,319	84,876	280	32,458	444,900	636,294	3,583,545
To Reserves	1,354,659	227,398	35,782	0	450,000	390,051	6,500	924,351	478,879	150,000	0	0	754,015	166,434	4,938,068
To Capital	0	0	38,718	0	136,671	0	0	692,914	58,848	59,510	0	0	0	0	986,661
Total Expenses	4,160,038	252,500	295,294	2,250,450	2,384,426	827,239	226,358	8,306,154	2,672,553	1,064,767	614,493	108,510	2,854,491	2,235,698	28,252,969
<b>Net Increase /Decrease</b>	<b>13,039,113</b>	<b>-252,500</b>	<b>-295,130</b>	<b>-2,234,866</b>	<b>-2,153,680</b>	<b>-10,260</b>	<b>-91,346</b>	<b>-7,067,128</b>	<b>-1,747,616</b>	<b>-958,838</b>	<b>-388,330</b>	<b>-32,458</b>	<b>-444,335</b>	<b>1,427,007</b>	<b>-1,210,366</b>

## 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.

### 2019 Net increased funding as % of Department Expenses

Department	2018	2019	Net inc. \$	%
Administration	\$3,317,218	\$3,490,787	\$319,482	10%
Economic Dev.	\$436,500	\$377,500	\$0	0%
Info. Services	\$394,950	\$364,118	\$29,168	7%
Fire	\$1,996,551	\$2,125,603	\$104,110	5%
Building	\$489,770	\$503,500	\$0	0%
Bylaw	\$262,345	\$262,393	-\$102	0%
Public Works	\$6,729,085	\$6,921,130	\$221,686	3%
Parks	\$2,516,991	\$2,738,465	\$257,314	10%
Library	\$1,063,309	\$1,062,397	\$7,769	1%
Planning	\$775,600	\$838,423	\$87,723	11%
Medical Centre	\$75,463	\$73,700	\$0	0%

The largest % increase is in Planning due to establishing a reserve to fund future studies and increases in consulting fees.

The largest % increase is in Parks and Recreation. This is due to the restructuring of the youth centre and increased funding of capital projects. The increase in Administration is due to the setting up of a transfer to Tax Stabilization reserve to build a buffer for the anticipated reduction in OMPF grant funding in 2020.

### 2020 Net increased funding as % of Department Expenses

Department	2019	2020	Net inc. \$	%
Administration	\$3,490,787	\$3,305,200	\$96,738	3%
Economic Dev.	\$377,500	\$277,500	\$0	0%
Information Services	\$364,118	\$378,700	\$14,582	4%
Fire	\$2,125,603	\$2,151,300	\$56,697	3%
Building	\$503,500	\$516,900	\$0	0%
Bylaw	\$262,393	\$267,400	\$2,207	1%
Public Works	\$6,921,130	\$7,103,200	\$149,870	2%
Parks	\$2,738,465	\$2,617,627	-\$97,938	-4%
Library	\$1,062,397	\$1,147,145	\$89,548	8%
Planning	\$838,423	\$779,400	\$3,227	0%
Medical Centre	\$73,700	\$74,400	\$0	0%

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

The increase in Information Services is for increasing the funding of reserves and a planned penetration test of the computer systems.



## Changes to the Staff Proposed Budget

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	2019	2020
Cancel Fire Prevention shift from p/t to f/t	Fire & Emergency	Operating	(\$11,141)	(\$11,141)
		<b>Total Decreases/Increases:</b>	(\$11,141)	(\$11,141)
		<b>Tax increase equivalent</b>	<b>-0.07%</b>	<b>-0.07%</b>
Items changed by Council Direction	Department	Operating/Capital	2019	2020
Add house demolition & pave parking - Nottawa Hall from reserve	Parks & Rec	Operating	\$0	\$0
Add \$5,000 to Cemetery Refurbishment reserve	Administration	Operating	\$5,000	\$0
Add \$75,000 concrete pad for New Lowell park	Parks & Rec	Capital	\$75,000	\$0
Add \$25,000 Accessible doors for Stayner Arena	Parks & Rec	Capital	\$0	\$0
Add \$250,000 to bridge reserve to \$788,000/year	Public Works	Operating	\$250,000	\$250,000
Transfer to Tax Stabilization reserve to offset future OMPF grant reductions	Administration	Operating	\$119,005	\$0
		<b>Total Decreases/Increases:</b>	\$374,005	\$250,000
		<b>Tax increase equivalent</b>	<b>2.46%</b>	<b>1.59%</b>
		<b>Cumulative Tax Decrease/(Increase) equivalent:</b>	<b>2.38%</b>	<b>1.52%</b>

## 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.

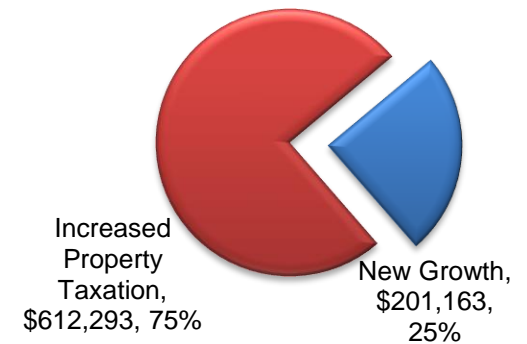
In 2019 Clearview faces a proposed shortfall of \$1,027,150, much of it increases in capital replacement, increasing reserves, and enhancements to the Youth Centre to be offset by an estimated \$179,687 in new growth in the tax base which will offset the tax hike by 1.18%.

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.

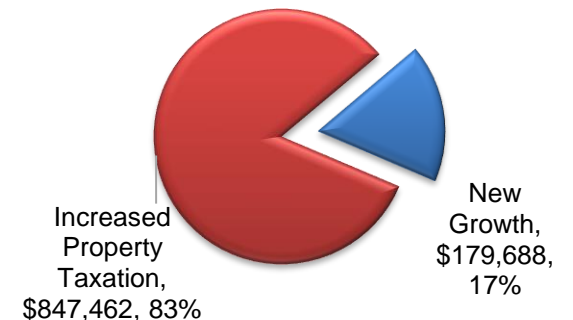
In 2020 Clearview faces a proposed shortfall of \$314,931 to be offset by an estimated \$85,620 in new growth in the tax base which will offset the tax hike by 0.54%. It is proposed that property taxes and user fees be increased to maintain current service levels and increase service levels in indicated 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.

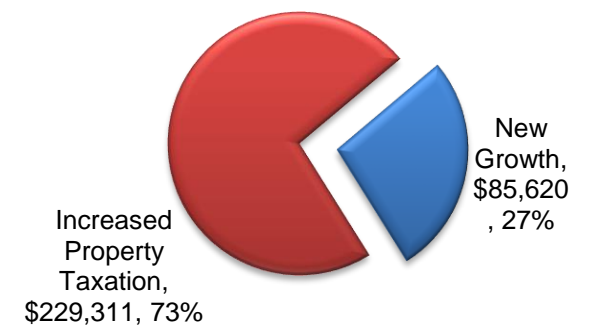
**2018**



**2019**



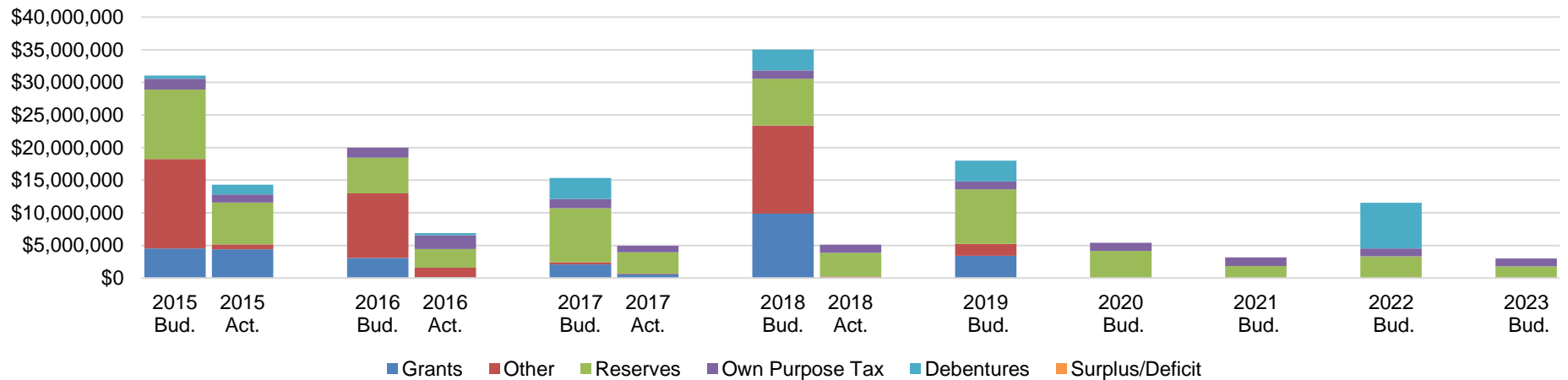
**2020**



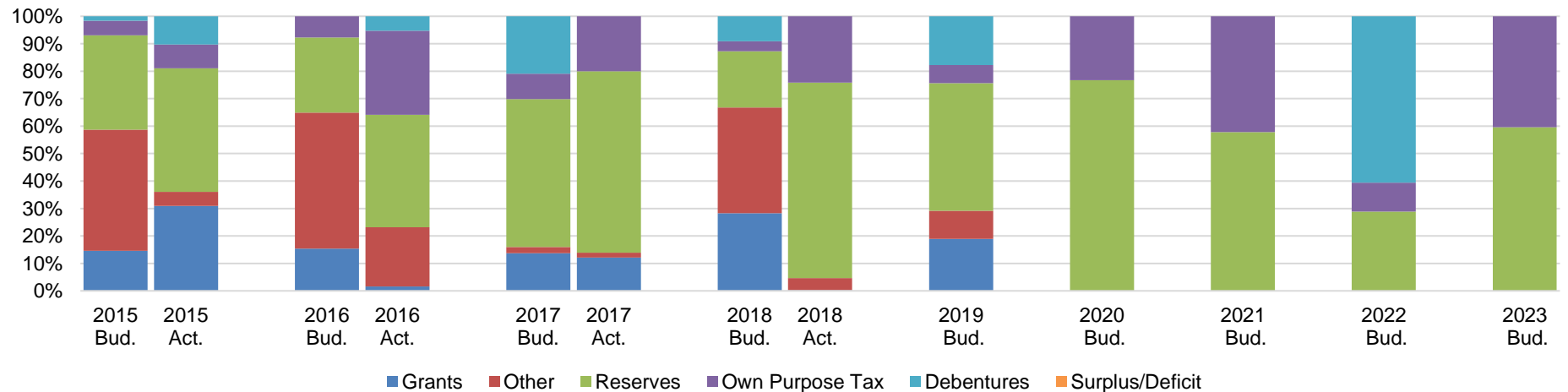
## Capital Budget

allocating more resources annually into reserves in order to smooth out the

### Capital Revenues Budgeted vs. Actual



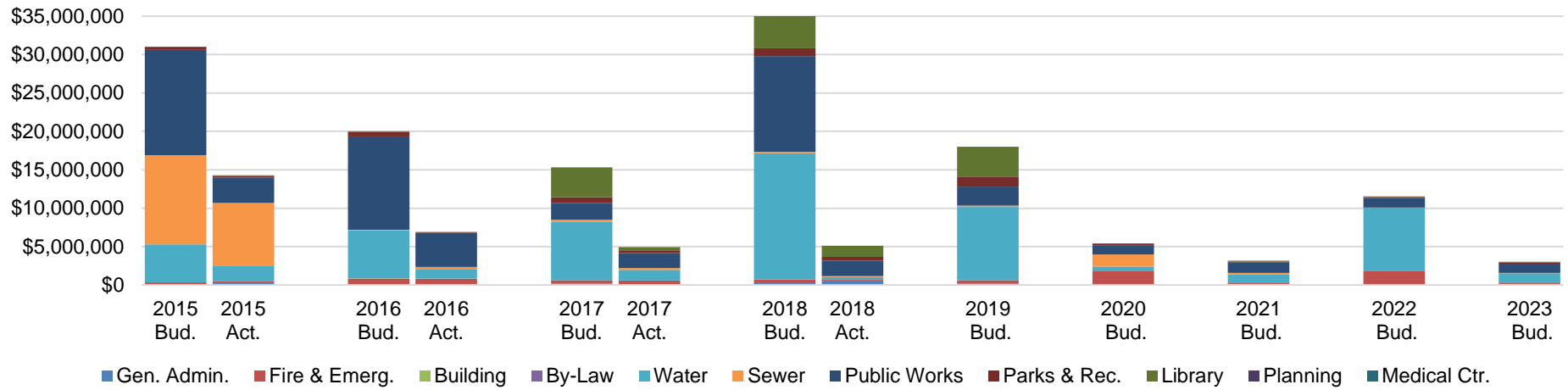
### Capital Revenues Budgeted vs. Actual



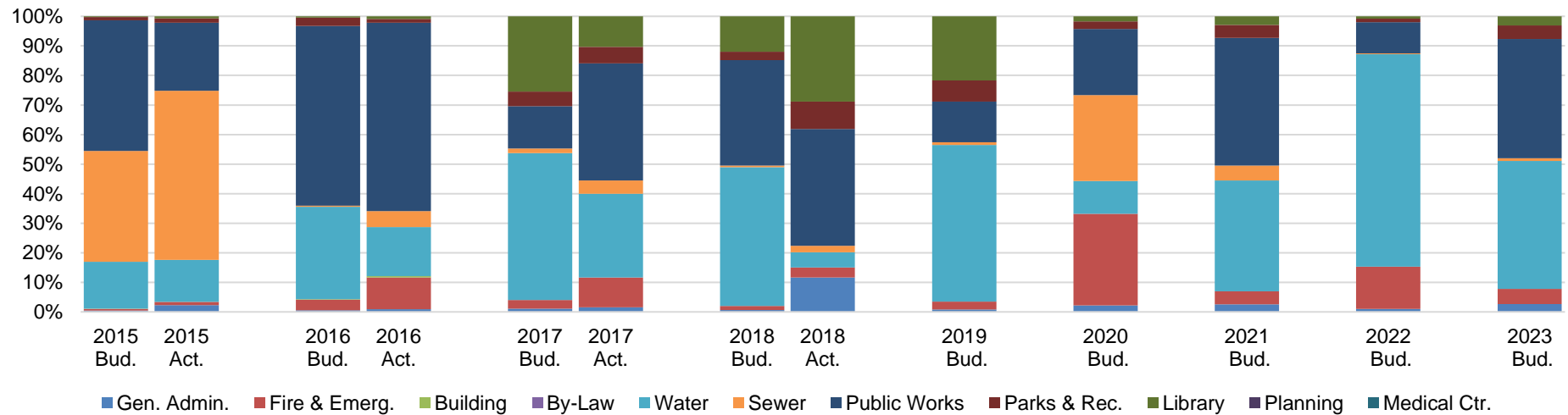
The Capital budget is primarily project driven and each project is different. As such there is not necessarily a consistent pattern of revenues and expenditures. One trend that has begun to emerge is more of a reliance on reserve funds. Municipalities have become more aware that they cannot rely on grant funding to fund their infrastructure renewal and are now

long-term costs. While borrowing by debenture still occurs it is subject to maximum borrowing capacity. The budgeted amount is oftentimes larger than the actual because some projects get repeatedly delayed. Another reason is that in order to apply for a grant the project must first be in the approved budget.

### Capital Expenses Budgeted vs. Actual



### Capital Expenses Budgeted vs. Actual





## What is the Operating Budget and the Capital 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. Clearview's total Fiscal 2019 budget is \$47,433,000 and the Fiscal 2020 budget is \$34,097,000 including anticipated DC revenue. The Municipal Act (2001) requires a balanced budget. The budget is divided into two major categories: Operating and Capital.

### 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 \$28,982,000 (2019) and \$28,689,000 (2020) which represents 61% (2019) and 84% (2020) of the total municipal budget.

### 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

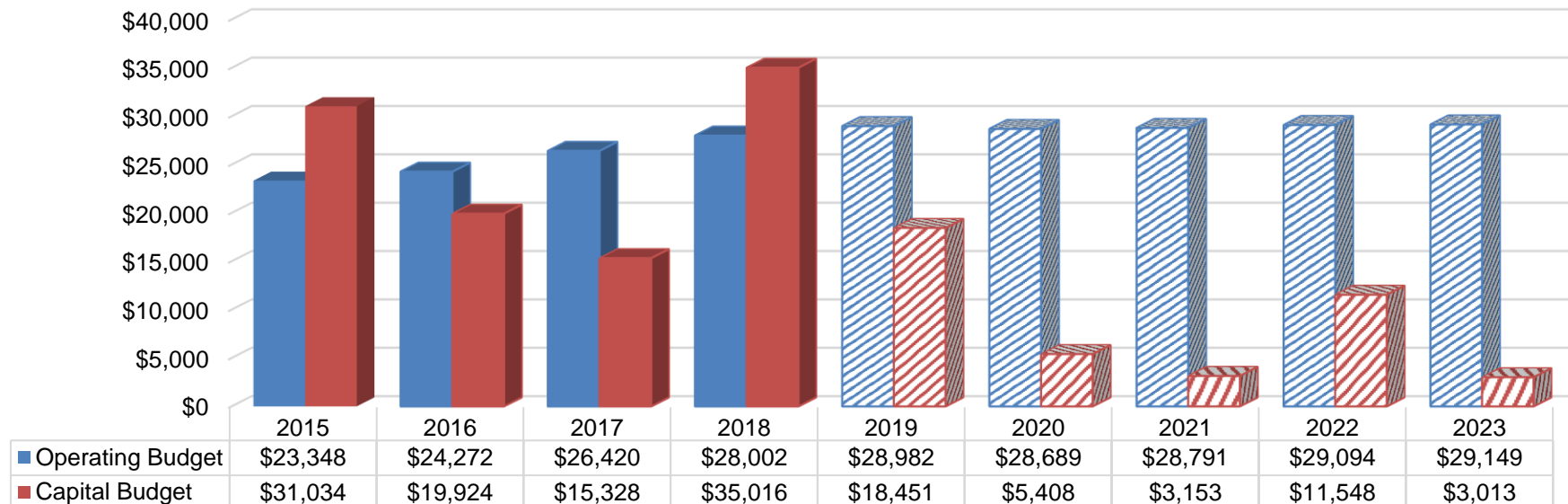
Tangible Capital Assets. The capital budget is \$18,451,000 (2019) and \$5,408,000 (2020) which represents 39% (2019) and 16% (2020) of the total Clearview budget and is funded through a combination of taxation, user fees, borrowing, developer contributions and development charges, and other sources. 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 operating budget has regular increases. Most expenses are recurring with some one-time studies each year. The one-time studies are a small amount of the overall operating budget.

The capital budget has included a large sewer expansion project exceeding \$20,000,000 since 2010 that started construction in 2014 and was completed in 2016. The 2018 budget included two large water projects totaling \$15.6 million. Both did not proceed, one due to lack of a grant approval and the other was deferred. Only one of these was added to the 2019 budget.

## Clearview Budget History (in '000s)



## Clearview Tax Rates

Property Tax Class	2018 Clearview Tax Rate	2019 Clearview Tax Rate	2018 Clearview Tax Revenue	2019 Clearview Tax Revenue	change
Residential	0.00659405	0.00672374	\$13,125,621	\$14,001,126	\$1,515,594
Farmland I	0.00494554	0.00504281	\$0	\$0	\$0
Farmland II	0.00659405	0.00672374	\$0	\$0	\$0
Landfill	0.00659405	0.00672374	\$5,040	\$5,853	\$1,516
Multi Residential	0.00836950	0.00762892	\$70,986	\$70,249	-\$1,724
New Multi Residential	0.00659405	0.00672374	\$0	\$0	\$0
Commercial Occupied	0.00825641	0.00841879	\$903,985	\$950,628	\$92,198
Commercial Excess Vacant	0.00577949	0.00589316	\$21,307	\$28,905	\$10,630
New Constr Comm O	0.00825641	0.00841879	\$0	\$0	\$0
New Constr Comm E V	0.00577949	0.00589316	\$0	\$0	\$0
Industrial Occupied	0.00951544	0.00906069	\$78,482	\$87,783	\$6,496
Industrial Excess Vacant	0.00666081	0.00634248	\$15,064	\$14,228	\$443
Industrial 7	0.00951544	0.00906069	\$0	\$0	\$0
New Constr Ind O	0.00951544	0.00906069	\$64,368	\$62,923	-\$4,098
New Constr Ind E V	0.00666081	0.00634248	\$0	\$0	\$0
Pipeline	0.00854985	0.00871800	\$42,468	\$44,169	\$2,145
Farmland	0.00164851	0.00168094	\$690,147	\$804,863	\$202,930
Managed Forest	0.00164851	0.00168094	\$25,608	\$29,412	\$7,355
			<b>\$15,043,078</b>	<b>\$16,100,139</b>	<b>\$1,833,485</b>

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 2019	1	March 26, 2019
Interim Tax Bill	February 2019	2	June 25, 2019
Final Tax Bill	August 2019	1	September 25, 2019
Final Tax Bill	August 2019	2	November 26, 2019

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'.

## Service Level Changes for 2019

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.
<b>General Administration</b>	More contractor expense for building maintenance due to Building Department staff doing more Building Inspections, added cyber insurance, refill Financial Analyst position	\$55,600	0.38%
Council and Clerk	None.		0.00%
Economic Development	None.		0.00%
Information Services	Hire 3 <sup>rd</sup> party Server Management Support contractor	\$16,800	0.12%
Policing Services	None		0.00%
<b>Fire &amp; Emergency Services</b>	None		0.00%
<b>Building Inspection</b>	None		0.00%
<b>By-Law and Crossing Guards</b>	None		0.00%
<b>Public Works</b>	Expand Clearview transit by adding a Creemore line halfway through 2019	\$60,000	0.83%
<b>Parks and Recreation</b>	Expand Youth Centre services, make Parks and Rec. clerk full time.	\$101,194	0.70%
<b>Library Services</b>	New larger branch will have more operating and maintenance costs.	\$20,000	0.14%
<b>Planning and Development Services</b>	None.	\$0	0.00%
<b>Creemore Medical Centre</b>	None.	\$0	0.00%
<b>Water Utilities</b>	None	\$0	0.00%
<b>Sewer Utilities</b>	None	\$0	0.00%
<b>TOTAL</b>	<b>TOTAL INCREASE TO TAXATION DUE TO INCREASED SERVICE LEVELS</b>	<b>\$253,594</b>	<b>2.17%</b>

## Summary and Analysis of the 2019-2023 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

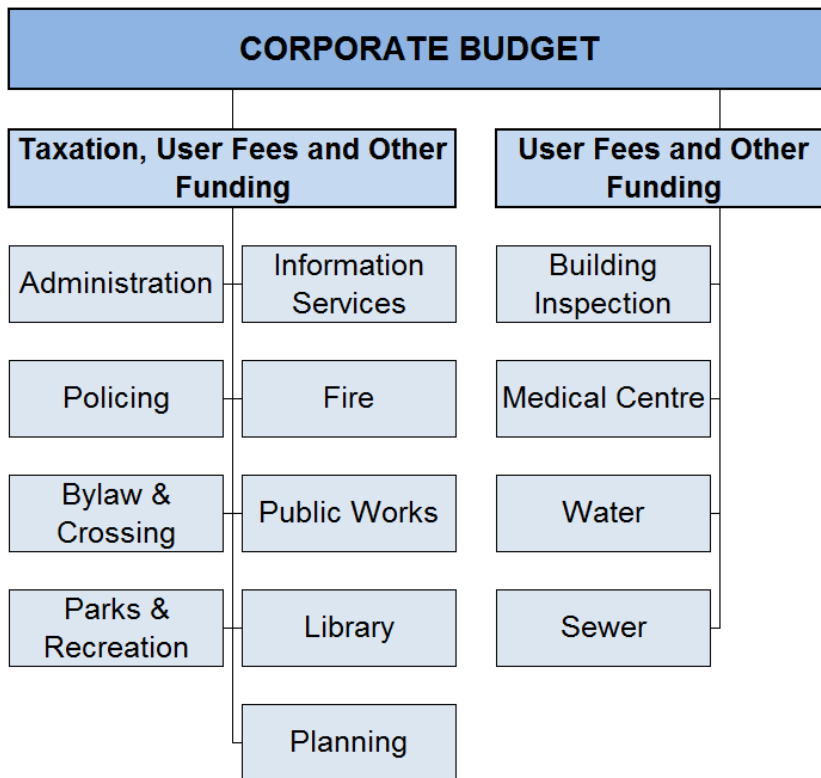
The following sections have an analysis of the Operating Budget for the various municipal Departments showing the cause for the variances in the changes year-over-year in budgeted amounts. Information on operating and capital projects and reserves for each department are also included. The full financial 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

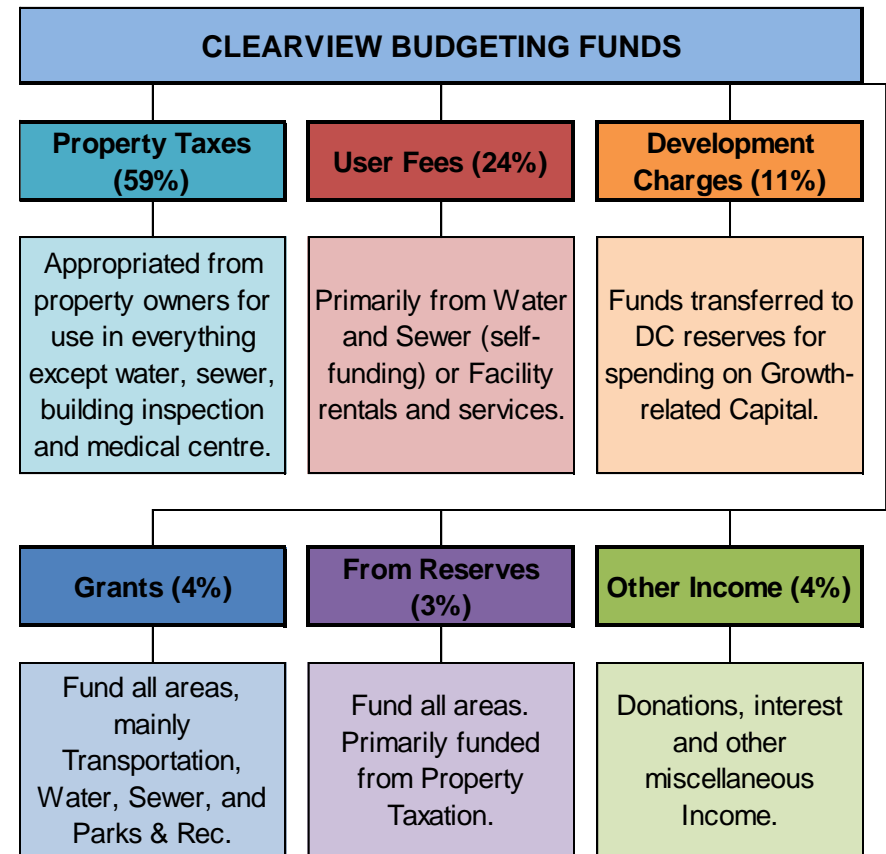


### Segmentation of Departments for Financial Reporting

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.



## 2019 General Operating and Capital Budget Summary

Net Operating Budget Dollars Requested			Net Capital Budget Dollars Requested	
	2018	2019		2018
Administration	\$ 1,302,345	\$ 1,621,827	Administration	\$ -
Economic Development	\$ 277,500	\$ 277,500	Economic Development	\$ -
Information Services	\$ 305,450	\$ 334,618	Information Services	\$ 29,500
Fire	\$ 1,732,593	\$ 1,791,703	Fire	\$ 86,000
Building	\$ -	\$ -	Building	\$ -
Bylaw	\$ 125,895	\$ 125,793	Bylaw	\$ -
Public Works	\$ 4,826,444	\$ 5,291,430	Public Works	\$ 936,400
Parks	\$ 1,684,271	\$ 1,827,085	Parks	\$ 129,500
Library	\$ 850,983	\$ 858,697	Library	\$ 90,645
Planning	\$ 541,750	\$ 629,473	Planning	\$ -
Medical Centre	\$ -	\$ -	Medical Centre	\$ -
<b>Total</b>	<b>\$11,647,231</b>	<b>\$12,758,126</b>	<b>Total</b>	<b>\$1,272,045</b>
Net Increased Operating Dollars Requested			Net Increased Capital Dollars Requested	
	2018	2019		2018
Administration		\$ 319,482	Administration	
Economic Development		\$ -	Economic Development	
Information Services		\$ 29,168	Information Services	
Fire		\$ 59,110	Fire	
Building		\$ -	Building	
Bylaw		\$ (102)	Bylaw	
Public Works		\$ 464,986	Public Works	
Parks		\$ 142,814	Parks	
Library		\$ 7,714	Library	
Planning		\$ 87,723	Planning	
Medical Centre		\$ -	Medical Centre	
<b>Total</b>		<b>\$1,110,895</b>	<b>Total</b>	
Municipal Tax Increase Requested for Operating			Municipal Tax Increase Requested for Capital	
	2018	2019		2018
Administration		2.10%	Administration	
Economic Development		0.00%	Economic Development	
Information Services		0.19%	Information Services	
Fire		0.39%	Fire	
Building		0.00%	Building	
Bylaw		0.00%	Bylaw	
Public Works		3.05%	Public Works	
Parks		0.94%	Parks	
Library		0.05%	Library	
Planning		0.58%	Planning	
Medical Centre		0.00%	Medical Centre	
<b>Total</b>		<b>7.30%</b>	<b>Total</b>	
1.00% Clearview Tax Increase (est.) = \$152,228			1% Net Tax Increase (est.) =	\$251,845
Property Tax on Average home assessed at \$284,667 (2018 est.) and at \$293,334 (2019 est.)			Avg. Property Tax increase on average home assessed at \$284,667 (2018 est.) and at \$293,334 (2019 est.)	
	2018	2019		
Clearview	\$ 1,601.12	\$ 1,696.99	Clearview	
Policing (OPP)	\$ 275.99	\$ 275.31	Policing (OPP)	
County	\$ 811.36	\$ 818.40	County	
Education	\$ 483.93	\$ 472.27	Education	
	<b>\$ 3,172.40</b>	<b>\$ 3,262.97</b>		

Net Operating and Net Capital Dollars Requested			
2019		2018	2019
\$ -	Administration	\$ 1,302,345	\$ 1,621,827
\$ -	Economic Development	\$ 277,500	\$ 277,500
\$ 29,500	Information Services	\$ 334,950	\$ 364,118
\$ 131,000	Fire	\$ 1,818,593	\$ 1,922,703
\$ -	Building	\$ -	\$ -
\$ -	Bylaw	\$ 125,895	\$ 125,793
\$ 693,100	Public Works	\$ 5,762,844	\$ 5,984,530
\$ 244,000	Parks	\$ 1,813,771	\$ 2,071,085
\$ 90,700	Library	\$ 941,628	\$ 949,397
\$ -	Planning	\$ 541,750	\$ 629,473
\$ -	Medical Centre	\$ -	\$ -
<b>\$1,188,300</b>	<b>Total</b>	<b>\$12,919,276</b>	<b>\$13,946,426</b>
Net Operating and Net Capital Increased Dollars Requested			
2019		2018	2019
\$ -	Administration		\$ 319,482
\$ -	Economic Development		\$ -
\$ -	Information Services		\$ 29,168
\$ 45,000	Fire		\$ 104,110
\$ -	Building		\$ -
\$ -	Bylaw		\$ (102)
\$ (243,300)	Public Works		\$ 221,686
\$ 114,500	Parks		\$ 257,314
\$ 55	Library		\$ 7,769
\$ -	Planning		\$ 87,723
\$ -	Medical Centre		\$ -
<b>-\$83,745</b>	<b>Total</b>		<b>\$1,027,150</b>
	Plus increase in taxes refunded by assessment change		\$0
	Less property tax base increase from new growth (est.)		-\$179,688
	<b>Total Clearview Tax increase (est.)</b>		<b>\$847,462</b>
Municipal Tax Increase Requested for Operating and Capital			
2019		2018	2019
0.00%	Administration		2.10%
0.00%	Economic Development		0.00%
0.00%	Information Services		0.19%
0.30%	Fire		0.68%
0.00%	Building		0.00%
0.00%	Bylaw		0.00%
-1.60%	Public Works		1.46%
0.75%	Parks		1.69%
0.00%	Library		0.05%
0.00%	Planning		0.58%
0.00%	Medical Centre		0.00%
<b>-0.55%</b>	<b>Total</b>		<b>6.75%</b>
	Plus increase in taxes refunded by assessment change		0.00%
	Less property tax base increase from new growth (est.)		-1.18%
	<b>Total Clearview Tax increase (est.)</b>		<b>5.57%</b>
sed at \$284,667			
2019			
\$ 95.87	Clearview Tax Increase (est. using tax rate)		5.99%
\$ (0.68)	Policing (OPP) Tax Increase (est. using tax rate)		-0.25%
\$ 7.04	Simcoe County Tax Increase (est. using tax rate)		0.87%
\$ (11.67)	Education Tax Increase (est. using tax rate)		-2.41%
<b>\$ 90.57</b>	<b>Net Tax Increase (est. using tax rate)</b>		<b>2.85%</b>

## 2020 General Operating and Capital Budget Summary

Net <b>Operating</b> Budget Dollars Requested			Net <b>Capital</b> Budget Dollars Requested		
	2019	2020		2019	
Administration	\$ 1,621,827	\$ 1,643,565	Administration	\$ -	
Economic Development	\$ 277,500	\$ 277,500	Economic Development	\$ -	
Information Services	\$ 334,618	\$ 349,200	Information Services	\$ 29,500	
Fire	\$ 1,791,703	\$ 1,803,400	Fire	\$ 131,000	
Building	\$ -	\$ -	Building	\$ -	
Bylaw	\$ 125,793	\$ 128,000	Bylaw	\$ -	
Public Works	\$ 5,291,430	\$ 5,386,800	Public Works	\$ 693,100	
Parks	\$ 1,827,085	\$ 1,833,647	Parks	\$ 244,000	
Library	\$ 858,697	\$ 948,300	Library	\$ 90,700	
Planning	\$ 629,473	\$ 632,700	Planning	\$ -	
Medical Centre	\$ -	\$ -	Medical Centre	\$ -	
<b>Total</b>	<b>\$12,758,126</b>	<b>\$13,003,112</b>	<b>Total</b>	<b>\$1,188,300</b>	
Net Increased <b>Operating</b> Dollars Requested			Net Increased <b>Capital</b> Dollars Requested		
	2019	2020		2019	
Administration		\$ 21,738	Administration		
Economic Development		\$ -	Economic Development		
Information Services		\$ 14,582	Information Services		
Fire		\$ 11,697	Fire		
Building		\$ -	Building		
Bylaw		\$ 2,207	Bylaw		
Public Works		\$ 95,370	Public Works		
Parks		\$ 6,562	Parks		
Library		\$ 89,603	Library		
Planning		\$ 3,227	Planning		
Medical Centre		\$ -	Medical Centre		
<b>Total</b>		<b>\$244,986</b>	<b>Total</b>		
Municipal Tax Increase Requested for <b>Operating</b>			Municipal Tax Increase Requested for <b>Capital</b>		
	2019	2020		2019	
Administration		0.14%	Administration		
Economic Development		0.00%	Economic Development		
Information Services		0.09%	Information Services		
Fire		0.07%	Fire		
Building		0.00%	Building		
Bylaw		0.01%	Bylaw		
Public Works		0.60%	Public Works		
Parks		0.04%	Parks		
Library		0.57%	Library		
Planning		0.02%	Planning		
Medical Centre		0.00%	Medical Centre		
<b>Total</b>		<b>1.55%</b>	<b>Total</b>		
1.00% Clearview Tax Increase (est.) = \$157,651			1% Net Tax Increase (est.) = #DIV/0!		
Property Tax on Average home assessed at \$293,334 (2019 est.) at \$302,000 (estimated)			Avg. Property Tax increase on average home assessed at \$302,000 (estimated)		
	2019	2020			
Clearview	\$ 1,690.25	\$ 1,714.84	Clearview		
Policing (OPP)	\$ 276.64	\$ 276.64	Policing (OPP)		
County	\$ 827.58	\$ 844.13	County		
Education	\$ 479.09	\$ 474.30	Education		
	<b>\$ 3,273.57</b>	<b>\$ 3,309.91</b>			

Net Operating and Net Capital Dollars Requested			
2020		2019	2020
\$ 75,000	Administration	\$ 1,621,827	\$ 1,718,565
\$ -	Economic Development	\$ 277,500	\$ 277,500
\$ 29,500	Information Services	\$ 364,118	\$ 378,700
\$ 176,000	Fire	\$ 1,922,703	\$ 1,979,400
\$ -	Building	\$ -	\$ -
\$ -	Bylaw	\$ 125,793	\$ 128,000
\$ 747,600	Public Works	\$ 5,984,530	\$ 6,134,400
\$ 139,500	Parks	\$ 2,071,085	\$ 1,973,147
\$ 90,645	Library	\$ 949,397	\$ 1,038,945
\$ -	Planning	\$ 629,473	\$ 632,700
\$ -	Medical Centre	\$ -	\$ -
<b>\$1,258,245</b>	<b>Total</b>	<b>\$13,946,426</b>	<b>\$14,261,357</b>
Net Operating and Net Capital Increased Dollars Requested			
2020		2019	2020
\$ 75,000	Administration		\$ 96,738
\$ -	Economic Development		\$ -
\$ -	Information Services		\$ 14,582
\$ 45,000	Fire		\$ 56,697
\$ -	Building		\$ -
\$ -	Bylaw		\$ 2,207
\$ 54,500	Public Works		\$ 149,870
\$ (104,500)	Parks		\$ (97,938)
\$ (55)	Library		\$ 89,548
\$ -	Planning		\$ 3,227
\$ -	Medical Centre		\$ -
<b>\$69,945</b>	<b>Total</b>		<b>\$314,931</b>
	Plus increase in taxes refunded by assessment change		<b>\$0</b>
	Less property tax base increase from new growth (est.)		<b>-\$85,620</b>
	<b>Total Clearview Tax increase (est.)</b>		<b>\$229,311</b>
Municipal Tax Increase Requested for Operating and Capital			
2020		2019	2020
0.48%	Administration		0.61%
0.00%	Economic Development		0.00%
0.00%	Information Services		0.09%
0.29%	Fire		0.36%
0.00%	Building		0.00%
0.00%	Bylaw		0.01%
0.35%	Public Works		0.95%
-0.66%	Parks		-0.62%
0.00%	Library		0.57%
0.00%	Planning		0.02%
0.00%	Medical Centre		0.00%
<b>0.44%</b>	<b>Total</b>		<b>2.00%</b>
	Plus increase in taxes refunded by assessment change		0.00%
	Less property tax base increase from new growth (est.)		-0.54%
	<b>Total Clearview Tax increase (est.)</b>		<b>1.45%</b>
assessed at \$293,334			
2020			
\$ 24.59	Clearview Tax Increase (est.)		1.45%
\$ -	Policing (OPP) Tax Increase (est.)		0.00%
\$ 16.55	Simcoe County Tax Increase (est.)		2.00%
\$ (4.79)	Education Tax Increase (est.)		-1.00%
<b>\$ 36.35</b>	<b>Net Tax Increase (est.)</b>		<b>1.11%</b>

## 2019 - 2023 General Operating and Capital Budget Summary

### Net Budget Dollars Requested

Tax Supported Department	2018	2019	2020	2021	2022	2023
Administration	1,302,345	1,621,827	1,718,565	1,832,805	1,927,405	1,903,680
Economic Development	277,500	277,500	277,500	277,500	277,500	277,500
Information Services	334,950	364,118	378,700	382,800	387,300	387,300
Fire	1,818,593	1,922,703	1,979,400	1,989,200	2,024,100	2,024,100
Building	0	0	0	0	0	0
Bylaw	125,895	125,793	128,000	133,700	131,900	137,000
Public Works	5,762,844	5,984,530	6,134,400	6,420,240	6,458,320	6,492,020
Parks	1,813,771	2,071,085	1,973,147	1,954,047	1,978,147	1,985,047
Library	941,628	949,397	1,038,945	1,044,605	1,051,645	1,051,645
Planning	541,750	629,473	632,700	652,300	655,100	664,300
Medical Centre	0	0	0	0	0	0
<b>Total</b>	<b>12,919,276</b>	<b>13,946,426</b>	<b>14,261,357</b>	<b>14,687,197</b>	<b>14,891,417</b>	<b>14,922,592</b>

### Net Increased Dollars Requested

Tax Supported Department	2018	2019	2020	2021	2022	2023
Administration	260,197	319,482	96,738	114,240	94,600	-23,725
Economic Development	25,000	0	0	0	0	0
Information Services	2,900	29,168	14,582	4,100	4,500	0
Fire	-29,336	104,110	56,697	9,800	34,900	0
Building	0	0	0	0	0	0
Bylaw	10,345	-102	2,207	5,700	-1,800	5,100
Public Works	265,360	221,686	149,870	285,840	38,080	33,700
Parks	225,881	257,314	-97,938	-19,100	24,100	6,900
Library	19,959	7,769	89,548	5,660	7,040	0
Planning	33,150	87,723	3,227	19,600	2,800	9,200
Medical Centre	0	0	0	0	0	0
<b>Total</b>	<b>813,456</b>	<b>1,027,150</b>	<b>314,931</b>	<b>425,840</b>	<b>204,220</b>	<b>31,175</b>



## 2019 - 2023 Estimated Tax Increase - Median Home

Taxation Body	2018	2019	2020	2021	2022	2023
Clearview Tax Increase (est.)	4.48%	5.99%	1.45%	2.12%	0.72%	-0.33%
Policing (OPP) Tax Increase (est.)	-3.63%	-0.25%	0.00%	0.00%	0.00%	0.00%
Simcoe County Tax Increase (est.)	-0.19%	0.87%	2.00%	2.00%	2.00%	2.00%
Education Tax Increase (est.)	-2.05%	-2.41%	-1.00%	-1.00%	-1.00%	-1.00%
<b>Net Tax Increase (est.)</b>	<b>1.49%</b>	<b>2.85%</b>	<b>1.11%</b>	<b>1.47%</b>	<b>0.75%</b>	<b>0.21%</b>
Median Home (Assessed Value)	\$284,667	\$293,334	\$302,000	\$310,666	\$319,332	\$327,998
Taxes on Median Home	\$3,172	\$3,263	\$3,299	\$3,348	\$3,373	\$3,380
<b>% increase</b>		<b>2.85%</b>	<b>1.11%</b>	<b>1.47%</b>	<b>0.75%</b>	<b>0.21%</b>
<b>Estimated Taxes on Median Home</b>						
Clearview Taxes	\$1,601.12	\$1,696.99	\$1,721.67	\$1,758.10	\$1,770.81	\$1,765.05
Policing	\$275.99	\$275.31	\$275.31	\$275.31	\$275.31	\$275.31
Simcoe County	\$811.36	\$818.40	\$834.77	\$851.46	\$868.49	\$885.86
Education	\$483.93	\$472.27	\$467.55	\$462.87	\$458.24	\$453.66
<b>Total</b>	<b>\$3,172.40</b>	<b>\$3,262.97</b>	<b>\$3,299.30</b>	<b>\$3,347.74</b>	<b>\$3,372.86</b>	<b>\$3,379.88</b>
Increase over prior year (estimate)		\$90.57	\$36.33	\$48.45	\$25.11	\$7.02

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.

## 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
<b>General Government</b>												
<b>Administration</b>												
1-4-120-210	Celebrate Clearview 25	52,600	0								52,600	
1-4-114-530	DC Study Update	55,000	5,500						49,500			
1-4-120-530	Asset Management Plan	50,000	0	50,000								
1-4-111-210	Stayner Cemetery Survey	22,000	0								22,000	
	<b>General Administration Sub-total</b>	<b>179,600</b>	<b>5,500</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,500</b>	<b>0</b>	<b>74,600</b>	<b>0</b>
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	100,000	50,000								50,000	
1-4-112-650	Clearview Beautification Project	100,000	50,000								50,000	
	<b>Economic Development Sub-total</b>	<b>200,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>
<b>Information Services Program Support</b>												
	IT Master Plan prep (internal)	0										
1-4-121-541	Server Management Support (ongoing)	16,800	16,800									
	<b>Information Services Sub-total</b>	<b>16,800</b>	<b>16,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fire &amp; Emergency</b>												
1-4-240-530	Fire Master Plan	50,000	10,000						40,000			
	<b>Fire &amp; Emergency Sub-total</b>	<b>50,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Building Services</b>												
1-4-292-700	Software enhance/replacement	50,000	10,000								40,000	
	<b>Building Services Sub-total</b>	<b>50,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
1-5-080-540	Clearview Transit - Stayner line	175,950	163,950					12,000				
1-5-080-540	Clearview Transit - Creemore Line	60,000	60,000									
	<b>Public Works Sub-total</b>	<b>235,950</b>	<b>223,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks and Recreation</b>												
1-4-615-660	Replace Small Halls ticketing platform	18,000	18,000									
<b>Stayner Arena</b>												
1-4-610-700	Add wifi hotspots and computers	11,500	11,500									
<b>Youth Centre</b>												
1-4-617-653	Establish Youth programming (ongoing)	25,000	25,000									
	<b>Parks and Recreation Sub-total</b>	<b>54,500</b>	<b>54,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Library Services</b>												
1-4-663-620	Sunnidale Accessibility Improvements	5,000	0								5,000	
	<b>Library Services Sub-total</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>
<b>Planning</b>												
1-4-711-531	Official Plan Update	70,000	7,750						47,250		15,000	
	<b>Planning Sub-total</b>	<b>70,000</b>	<b>7,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47,250</b>	<b>0</b>	<b>15,000</b>	<b>0</b>
	<b>General Operating Projects Total</b>	<b>861,850</b>	<b>428,500</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>176,750</b>	<b>0</b>	<b>194,600</b>	<b>0</b>

**2019** Proposed General, Water, and Sewer Operating Projects (cont.)

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
<b>Water Services</b>												
1-4-420-320	EA Stayner and Nottawa	100,000	100,000									
1-4-420-320	Creemore Supply & Storage Exp EA (DC??)	50,000							50,000			
1-4-420-320	DC Background Study	20,000	0						20,000			
1-4-420-320	Water Financial Plan & Rate Study	16,000	16,000									
	<b>Water Operating Projects Total</b>	<b>186,000</b>	<b>116,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sewer Services</b>												
1-4-408-320	SE Stayner Sewer collection EA	50,000	0						50,000			
1-4-408-320	Stayner Clarifier Assess. Report	20,000	20,000									
1-4-408-320	Stayner Pumping Station #1 design & repair	23,000	23,000									
1-4-408-545	Sludge Haulage	55,000	55,000									
	<b>Sewer Operating Projects Total</b>	<b>148,000</b>	<b>98,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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
<b>General Government</b>												
<b>Administration</b>												
GA1901	Council Chambers Redesign	75,000	0								75,000	
	<b>General Administration Sub-total</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>0</b>
<b>Information Services</b>												
IT1901	Computer Replacement	25,000	25,000									
IT1902	Printer Replacement	1,000	1,000									
IT1903	Other Computer Equipment	3,500	3,500									
IT1905	Replace Main Server	20,000	0								20,000	
IT1906	Server Replacement	20,000	0								20,000	
IT1907	Storage Replacement	10,000	0								10,000	
	<b>Information Services Sub-total</b>	<b>79,500</b>	<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>
<b>Fire and Emergency Services</b>												
<b>Fire Protection Services</b>												
FR1901	SCBA/Bottle 10 Year Update	295,000	0								295,000	
FR1902	Bunker Gear Replacement	35,000	35,000									
FR1903	Equipment	51,000	51,000									
FR1904	Replace Extrication Tools	45,000	45,000									
FR1905	Utility Truck (from 2018)	50,000	0								50,000	
	<b>Fire and Emergency Sub-total</b>	<b>476,000</b>	<b>131,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>345,000</b>	<b>0</b>
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
PW1901	Roller for Grader 8	25,000	0								25,000	
PW1904	Replace 2004 Truck 8	80,000	0								80,000	
PW1905	Brusher Head	23,000	0								23,000	
PW1934	Half Ton – Replace TR46	40,000	0								40,000	
PW1925	Disc Mower	14,000	0								14,000	
PW1926	Traffic Control Signs	75,000	0	75,000								
<b>Bridges</b>												
PW1916	Bridge 368-45 (Smithdale 15/16 SR)	150,000	0								150,000	
<b>Road Construction</b>												
PW1907	Mary St. - Francis to Nelson	157,000	0			141,300			15,700			
PW1909	Switzer St.: Windatt Sub. Top Course	35,000	0								35,000	
PW1910	Conc 2: Centre Line to 3/4 Tile only	50,000	50,000									
PW1911	Cty Rd #91: Conc 10 to 800m W	210,000	0							210,000		
PW1912	3/4 SR: Conc 2 to Cty Rd #9	120,000	120,000									
PW1914	Conc 3: 358m E of George to 6/7 SR	141,600	141,600									
PW1927	Margaret St.: #42 to Clarence	86,300	86,300									
PW1928	Intersection Conc 10 & 33/34 SR	121,900	121,900									
PW1929	Sutherland St.: Quebec to Warden	262,000	0	26,200		235,800						
PW1930	Sutherland St.: Warden to Centre	159,000	0	15,900		143,100						
PW1931	Cedar St.: William to Charles	31,200	0								31,200	
PW1932	Hogback: Cty #9 to 200 m south	26,000	26,000									
PW1933	Centreline Rd: Conc #2 to Cty #9	300,000	147,300			152,700						
PW1935	Weir Street	75,000	0								75,000	
PW1936	Elizabeth Street	28,000	0								28,000	
PW1937	Nelson Street	27,000	0								27,000	
PW1938	East Street	17,700	0								17,700	
PW1939	Cedar Street	31,200	0								31,200	

## 2019 Proposed General Capital Projects (cont.)

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
<b>Sidewalks</b>												
PW1918	229 Simcoe Street	5,000	0								5,000	
PW1919	Elm St.: Jonathan Ct to Elm St	35,200	0								35,200	
PW1920	Cty Rd #124: Batteaux to 18 m north	2,800	0								2,800	
PW1921	Superior: Oak to Ontario	58,500	0	58,500								
PW1922	Clarence: Margaret to Christopher	35,500	0	35,500								
PW1923	Hwy #26: across Hanna Ford	4,400	0								4,400	
PW1924	Weir St.: Louise to Scott	42,700	0	42,700								
<b>Public Works Sub-total</b>		<b>2,470,000</b>	<b>693,100</b>	<b>178,800</b>	<b>0</b>	<b>672,900</b>	<b>0</b>	<b>0</b>	<b>15,700</b>	<b>210,000</b>	<b>699,500</b>	<b>0</b>
<b>Parks and Recreation</b>												
PR1901	Wrapped Tourism Utility Van	40,000	0						40,000			
PR1902	Water Trailer	6,000	6,000									
PR1903	Multi-use tractor for tourism planters	4,000	4,000									
PR1904	Asset Signage Program (from 2018)	20,000	20,000									
PR1905	Event Infrastructure	10,000	10,000									
PR1906	Quench Buggy	15,000	15,000									
<b>Stayner Arena</b>												
PR1907	Replace Boards (from 2018)	170,000	70,000								100,000	
PR1908	Electric Edger for Arena Ice Pad	12,000	12,000									
PR1909	Hall & Other Renovations (from 2018)	300,000	0								300,000	
PR1910	Arena Renovations (from 2018)	35,000	10,000								25,000	
	Replace accessible main entrance doors	25,000	0								25,000	
<b>Creemore Arena</b>												
PR1911	Replace Curling Rink Dehumidifier	35,000	35,000									
PR1912	Replace Washroom Stalls	7,000	7,000									
PR1913	Replace Floor Scrubber/Equipment	5,000	5,000									
<b>Stayner Parks</b>												
PR1914	Centennial Park Pavilion (Kinsmen, from 2018)	10,000	0						10,000			
PR1915	Station Park Redev. Phase 1 (from 2018)	400,000	0							400,000		
PR1916	Community Garden Infrastructure (from 2018)	15,000	0								15,000	
<b>New Lowell Parks</b>												
PR1917	Repair pavilion ceiling	10,000	10,000									
	Concrete pad for New Lowell park	75,000	0								75,000	
<b>Other Parks/Halls</b>												
PR1918	Skateboard Park Cement/Pavement Pad	20,000	0						20,000			
PR1919	Duntroon Hall Water Treatment Equipment	5,000	5,000									
PR1920	Duntroon Dog Park	5,000	5,000									
	Remove house next to Nottawa Hall and pave	35,000	0								35,000	
<b>Trails</b>												
PR1922	Construction and resurfacing	30,000	30,000									
<b>Parks and Recreation Sub-total</b>		<b>1,299,000</b>	<b>244,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>	<b>400,000</b>	<b>575,000</b>	<b>0</b>
<b>Library Services</b>												
LB1901	Replace Stayner Library	3,815,000	0					250,000	365,000			3,200,000
LB1902	Computers	6,000	4,725	1,275								
LB1903	Stayner Branch Computers	5,000	0								5,000	
LB1904	Materials	85,920	85,920									
<b>Library Services Sub-total</b>		<b>3,911,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>365,000</b>	<b>0</b>	<b>5,000</b>	<b>3,200,000</b>
<b>General Capital Projects Total</b>		<b>8,301,420</b>	<b>1,263,245</b>	<b>180,075</b>	<b>0</b>	<b>672,900</b>	<b>0</b>	<b>250,000</b>	<b>450,700</b>	<b>610,000</b>	<b>1,674,500</b>	<b>3,200,000</b>



## 2019 Proposed Water and Sewer 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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
WT1902	Hydrants Valves CR & ST combined	14,500	14,500									
WT1903	GIS PC at works	3,000	3,000									
WT1904	Water Patrol lap-top.	3,000	3,000									
<b>Stayner Waterworks</b>												
WT1906	300mm Margaret St - CR42 to Lawrence (870m)	870,000	87,000						783,000			
WT1907	300mm Margaret to 26 via Superior and Clarence	1,240,000	310,000			930,000						
WT1908	Centre line water service	12,000	12,000									
WT1909	Main Street water service replacement	60,000	60,000									
WT1910	broadband radio replacement 4 locations	30,246	30,246									
WT1911	ST well 1 chlorine analyzer	5,300	5,300									
WT1912	600mm Transmission main Reservoir to Margaret	5,675,485	0	3,224,628					2,450,857			
WT1913	Land Purchase Well #5	722,000	0						722,000			
<b>Creemore Waterworks</b>												
WT1914	Mary St. Pumphouse to WWTP Watermain	782,000	625,600						156,400			
<b>Nottawa Waterworks</b>												
WT1915	Reservoir level sensor	5,450	5,450									
WT1916	HMI SCADA screen	3,900	3,900									
<b>Buckingham Woods Waterworks</b>												
WT1917	replace Well #1 (pending test)	30,252	30,252									
WT1918	well pump #1	6,504	6,504									
<b>Municipal Waterworks Subtotal</b>		<b>9,463,637</b>	<b>1,196,752</b>	<b>3,224,628</b>	<b>0</b>	<b>930,000</b>	<b>0</b>	<b>0</b>	<b>4,112,257</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Municipal Wastewater Services</b>												
<b>Admin, Building &amp; Equipment</b>												
SW1901	Sewer Camera control unit	7,565	7,565									
<b>Stayner Wastewater</b>												
SW1903	Clarifier drives and skimmers Eng. assessment	20,000	20,000									
SW1904	SPS #1 Grinder	27,810	27,810									
SW1905	PLC SCADA up-grade	21,200	21,200									
SW1906	TSS Probes in Aeration tank	13,400	13,400									
SW1907	Locke Ave and Jonathon Ct. Sewer design	19,500	0			19,500						
<b>Creemore Wastewater</b>												
SW1908	Computer 2	5,000	5,000									
SW1909	Cyclic Air Valve	6,000	6,000									
SW1910	Air Compressor #1	2,000	2,000									
SW1911	RAS Pump	10,000	10,000									
SW1912	ZW-1 Suction valve to P-35-S	2,500	2,500									
SW1913	Effluent Discharge Valve	2,500	2,500									
SW1914	ZW-1 Discharge from P-35-S	2,500	2,500									
SW1915	ZW-1 Backpulse suction valve	2,500	2,500									
SW1916	ZW-1 Backpulse valve	2,500	2,500									
SW1917	ZW-1 Backpulse fill valve	2,500	2,500									
SW1918	ZW-1 Suction valve	2,500	2,500									
SW1919	WAS Pump	5,000	5,000									
SW1920	Vacuum Pump	3,500	3,500									
SW1921	Influent Pump #2	10,000	10,000									
<b>Municipal Wastewaterworks Subtotal</b>		<b>168,475</b>	<b>148,975</b>	<b>0</b>	<b>0</b>	<b>19,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	50,000	50,000									
1-4-112-650	Clearview Beautification Project	50,000	50,000									
	<b>Economic Development Sub-total</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
1-5-080-540	Clearview Transit - Stayner Line	179,470	167,470					12,000				
1-5-080-540	Clearview Transit - Creemore Line	120,000	120,000									
	<b>Public Works Sub-total</b>	<b>299,470</b>	<b>287,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>General Operating Projects Total</b>	<b>399,470</b>	<b>387,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Services</b>												
1-4-420-320	EA Creemore Water	60,000	60,000									
	<b>Water Operating Projects Total</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sewer Services</b>												
1-4-408-545	Sludge Haulage	55,000	55,000									
	<b>Sewer Operating Projects Total</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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
<b>General Government</b>												
<b>Administration</b>												
GA2001	Council Chambers Redesign	75,000	75,000									
	<b>General Administration Sub-total</b>	<b>75,000</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Services</b>												
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	0								4,000	
2-4-121-840	EOC Server	10,000	0								10,000	
	<b>Information Services Sub-total</b>	<b>43,500</b>	<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,000</b>	<b>0</b>
<b>Fire and Emergency Services</b>												
<b>Fire Protection Services</b>												
FR2001	Extrication Equip Upgrade	45,000	45,000									
FR2002	Bunker Gear Replacement	35,000	35,000									
FR2003	Equipment	51,000	51,000									
FR2004	Replacement Extrication Tools	45,000	45,000									
	<b>Fire and Emergency Sub-total</b>	<b>176,000</b>	<b>176,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
2-4-300-845	TR 42 2008 Intern	240,000	0								240,000	
2-4-300-845	TR 45 2009 Ford	35,000	0								35,000	
2-4-300-845	TR 572014 Ford	35,000	0								35,000	
2-4-300-845	Replace 2008 Dump Truck #6	240,000	0								240,000	
2-4-300-845	Replace 2007 Dump Truck 40	240,000	0								240,000	
2-4-300-845	BCZ 2008 Bob Cat	10,000	0								10,000	
2-4-300-845	BH 5 2005 Backhoe	140,000	0								140,000	
<b>Road Construction</b>												
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									
<b>Sidewalks</b>												
2-4-300-924	Sidewalk Construction	110,000	110,000									
	<b>Public Works Sub-total</b>	<b>1,687,600</b>	<b>747,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>940,000</b>	<b>0</b>
<b>Parks and Recreation</b>												
2-4-610-840	To be determined	139,500	139,500									
	<b>Parks and Recreation Sub-total</b>	<b>139,500</b>	<b>139,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Library Services</b>												
LB2001	Computers	6,000	4,725	1,275								
LB2002	Materials	85,920	85,920									
	<b>Library Services Sub-total</b>	<b>91,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>General Capital Projects Total</b>	<b>2,363,520</b>	<b>1,408,245</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>954,000</b>	<b>0</b>

## 2020 Proposed Water and Sewer 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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
WT2002	Hydrants Valves CR & ST combined	14,500	14,500									
<b>Stayner Waterworks</b>												
WT2006	Back-up auto dialers ST 1,2,3	14,022	14,022									
WT2007	Design Well 5 building and pipes	300,000	0						300,000			
<b>Creemore Waterworks</b>												
WT2012	Broadband radio replacement 2 locations	15,580	15,580									
WE2013	Back-up auto dialer	7,780	7,780									
	Back-up Gen-set	192,000	192,000									
<b>New Lowell Waterworks</b>												
WT2014	Chlorine pumps 1 & 2	9,348	9,348									
WT2015	Chlorine analyzer	5,453	5,453									
WT2016	Broadband radio replacement	7,790	7,790									
WT2017	Auto dialer back-up	4,674	4,674									
<b>Colling-Woodlands Waterworks</b>												
WT2021	Broadband radio replacement	7,790	7,790									
<b>Nottawa Waterworks</b>												
WT2018	Sequestering pump	4,674	4,674									
WT2019	Chlorine analyzer	5,453	5,453									
WT2020	Broadband radio replacement	7,790	7,790									
<b>Buckingham Woods Waterworks</b>												
WT2022	Auto Dialer Back-up	4,674	4,674									
<b>Municipal Waterworks Subtotal</b>		<b>601,528</b>	<b>301,528</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Municipal Wastewater Services</b>												
<b>Stayner Wastewater</b>												
SW2003	Splitter box headworks up-grade	31,000	31,000									
SW2004	Brock Street Sewer	1,472,000	490,600						981,400			
<b>Creemore Wastewater</b>												
SW2007	DIP TANK MOTOR	2,000	2,000									
SW2008	DIP TANK MOTOR	2,000	2,000									
SW2009	DIAPHRAGM PUMP	4,000	4,000									
SW2010	DIAPHRAGM PUMP	4,000	4,000									
SW2011	DIAPHRAGM PUMP	4,000	4,000									
SW2012	VACUUM PUMP	3,500	3,500									
SW2013	WAS PUMP	5,000	5,000									
SW2014	RAS PUMP #3	10,000	10,000									
SW2015	PROCESS PUMP	0	0									
SW2016	PRESSURE TRANSMITTER	0	0									
SW2017	PRESSURE TRANSMITTER	0	0									
SW2018	PRESSURE TRANSMITTER	0	0									
SW2019	PRESSURE TRANSMITTER	0	0									
SW2020	BLOWER	15,000	15,000									
SW2021	BLOWER	15,000	15,000									
SW2022	SILO MILTRONICS	0	0									
SW2023	TRANSFER PUMP	5,000	5,000									
SW2024	FLOW METER	0	0									
SW2025	FLOW METER	0	0									
<b>Municipal Wastewaterworks Subtotal</b>		<b>1,572,500</b>	<b>591,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>981,400</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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
<b>General Government</b>												
<b>Administration</b>												
1-4-114-530	Triennial Actuarial Study (benefits/sick time)	5,000	5,000									
	<b>General Administration Sub-total</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	50,000	50,000									
1-4-112-650	Clearview Beautification Project	50,000	50,000									
	<b>Economic Development Sub-total</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
1-5-080-540	Clearview Transit - Stayner Line	179,470	167,470					12,000				
1-5-080-540	Clearview Transit - Creemore Line	120,000	120,000									
	<b>Public Works Sub-total</b>	<b>299,470</b>	<b>287,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>General Operating Projects Total</b>	<b>404,470</b>	<b>392,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Water Services</b>												
	<b>Water Operating Projects Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sewer Services</b>												
1-4-408-545	Sludge Haulage	55,000	55,000									
	<b>Sewer Operating Projects Total</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021 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
<b>Information Services</b>												
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	0								30,000	
2-4-121-840	Replace EOC Server	20,000	0								20,000	
<b>Information Services Sub-total</b>		<b>79,500</b>	<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>
<b>Fire and Emergency Services</b>												
<b>Fire Protection Services</b>												
FR2101	Utility Truck	50,000	50,000									
FR2102	Bunker Gear	40,000	40,000									
FR2103	Equipment	51,000	51,000									
FR2104	Replacement Extrication Tools	45,000	45,000									
<b>Fire and Emergency Sub-total</b>		<b>186,000</b>	<b>186,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
2-4-300-845	TR 46 2010 Ford	35,000	0								35,000	
2-4-300-845	TR 47 2010 Ford	35,000	0								35,000	
2-4-300-845	TR 48 2011 Freight	240,000	0								240,000	
2-4-300-845	TR 55 2001 Interna	80,000	0								80,000	
2-4-300-845	TR 60 2016 Dodge	40,000	0								40,000	
<b>Road Construction</b>												
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									
<b>Sidewalks</b>												
2-4-300-924	Sidewalk Construction	110,000	110,000									
<b>Public Works Sub-total</b>		<b>1,360,320</b>	<b>930,320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>430,000</b>	<b>0</b>
<b>Parks and Recreation</b>												
2-4-610-840		139,500	139,500									
<b>Parks and Recreation Sub-total</b>		<b>139,500</b>	<b>139,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Library Services</b>												
LB2101	Computers	6,000	4,725	1,275								
LB2102	Materials	85,920	85,920									
<b>Library Services Sub-total</b>		<b>91,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Capital Projects Total</b>		<b>1,857,240</b>	<b>1,375,965</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>480,000</b>	<b>0</b>



**2021** Proposed Water and Sewer 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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
WT2102	Hydrants Valves CR & ST combined	14,500	14,500									
<b>Stayner Waterworks</b>												
WT2106	William Street King - Oak Upsizing	1,112,000	111,000						1,001,000			
<b>Creemore Waterworks</b>												
WT2108	Pressure Flow Control Valve	4,814	4,814									
<b>New Lowell Waterworks</b>												
WT2109	TNT chlorine pumps 1 and 2	9,628	9,628									
WT2110	Jockey pump motor	1,601	1,601									
WT2111	pressure tanks 6,7,8,9,10	8,024	8,024									
<b>Nottawa Waterworks</b>												
WT2112	Chlorine pumps x 2	9,628	9,628									
WT2113	Pressure tanks 1,2,3,4,5,6	9,628	9,628									
<b>Collingwoodlands Waterworks</b>												
WT2114	Chlorine pumps x 2	9,628	9,628									
WT2115	auto dialer back-up	4,814	4,814									
<b>Buckingham Woods</b>												
WT2116	Chlorine pumps x 2	9,628	9,628									
WT2117	Pressure tanks 1,2	3,209	3,209									
<b>Municipal Waterworks Subtotal</b>		<b>1,184,265</b>	<b>183,265</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,001,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Municipal Wastewater Services</b>												
<b>Creemore Wastewater</b>												
SW2107	COMPUTER #1	5,000	5,000									
SW2108	WAS PUMP	5,000	5,000									
SW2109	VACUUM PUMP	3,500	3,500									
SW2110	RAS PUMP	10,000	10,000									
SW2111	PROCESS PUMP #2	0	0									
SW2112	PRESSURE TRANSMITTER 5	0	0									
SW2113	PRESSURE TRANSMITTER 6	0	0									
SW2114	PRESSURE TRANSMITTER 7	0	0									
SW2115	PRESSURE TRANSMITTER 8	0	0									
SW2116	Membrane Cassette	45000	45000									
SW2117	Membrane Cassette	45000	45000									
SW2118	Membrane Cassette	45000	45000									
<b>Municipal Wastewaterworks Subtotal</b>		<b>158,500</b>	<b>158,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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
<b>General Government</b>												
<b>Administration</b>												
1-4-120-540	Council and Staff Remuneration Review	20,000	20,000									
1-4-191-660	Election	60,000	0								60,000	
	<b>General Administration Sub-total</b>	<b>80,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	<b>0</b>
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	50,000	50,000									
1-4-112-650	Clearview Beautification Project	50,000	50,000									
	<b>Economic Development Sub-total</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
1-5-080-540	Clearview Transit - Stayner Line	179,470	167,470					12,000				
1-5-080-540	Clearview Transit - Creemore Line	120,000	120,000									
	<b>Public Works Sub-total</b>	<b>299,470</b>	<b>287,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Planning</b>												
1-4-711-530	Stayner Flood Plain Study	60,000	0		30,000						30,000	
	<b>Planning Sub-total</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>
	<b>General Operating Projects Total</b>	<b>539,470</b>	<b>407,470</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>90,000</b>	<b>0</b>
<b>Water Services</b>												
	<b>Water Operating Projects Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sewer Services</b>												
1-4-408-545	Sludge Haulage	55,000	55,000									
	<b>Sewer Operating Projects Total</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 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
<b>Information Services</b>												
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	0								15,000	
2-4-121-840	Networking Equipment	10,000	0								10,000	
2-4-121-840	Secondary Server	20,000	0								20,000	
2-4-121-840	Virtual Server	40,000	0								40,000	
	<b>Information Services Sub-total</b>	<b>114,500</b>	<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85,000</b>	<b>0</b>
<b>Fire and Emergency Services</b>												
<b>Fire Protection Services</b>												
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									
	<b>Fire and Emergency Sub-total</b>	<b>156,000</b>	<b>156,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
2-4-300-845	TR 49 2011 Freight	240,000	0								240,000	
2-4-300-845	TR 50 2012 Ford	35,000	0								35,000	
2-4-300-845	TR 51 2012 Ford	35,000	0								35,000	
2-4-300-845	TR 53 2013 Ford	35,000	0								35,000	
2-4-300-845	DMOW 2009 NH Mow	18,000	0								18,000	
2-4-300-845	FL 3 Trailer	10,000	0								10,000	
2-4-300-845	SPZT 2011 Mower	10,000	0								10,000	
2-4-300-845	SWP 1 Sweeper	10,000	0								10,000	
2-4-300-845	SWP 2 Attach Sweep	10,000	0								10,000	
2-4-300-845	Attach Sweep PTO	8,000	0								8,000	
<b>Road Construction</b>												
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									
<b>Sidewalks</b>												
2-4-300-924	Sidewalk Construction	110,000	110,000									
	<b>Public Works Sub-total</b>	<b>1,214,350</b>	<b>803,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>411,000</b>	<b>0</b>
<b>Parks and Recreation</b>												
2-4-610-840	To be determined	139,500	139,500									
	<b>Parks and Recreation Sub-total</b>	<b>139,500</b>	<b>139,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Library Services</b>												
2-4-661-810	Computers	6,000	4,725	1,275								
2-4-661-840	Materials	85,920	85,920									
	<b>Library Services Sub-total</b>	<b>91,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>General Capital Projects Total</b>	<b>1,716,270</b>	<b>1,218,995</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>496,000</b>	<b>0</b>

## 2022 Proposed Water and Sewer 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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
24420840	Hydrants Valves CR & ST combined	14,500	14,500									
<b>Stayner Waterworks</b>												
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	0									7,000,000
<b>Creemore Waterworks</b>												
2-4-422-840	chlorine pumps x2	9,917	9,917									
<b>New Lowell Waterworks</b>												
2-4-423-840	pressure tanks 1,2,3,4,5,11,12,13,14,15	16,528	16,528									
<b>Nottawa Waterworks</b>												
2-4-425-840	lift pump #2 motor	1,653	1,653									
<b>Colling-Woodlands Waterworks</b>												
2-4-426-840	PLC SCADA	33,000	33,000									
<b>Buckingham Woods</b>												
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									
<b>Municipal Waterworks Subtotal</b>		<b>8,303,283</b>	<b>358,283</b>	<b>0</b>	<b>0</b>	<b>945,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,000,000</b>
<b>Municipal Wastewater Services</b>												
<b>Creemore Wastewater</b>												
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									
<b>Municipal Wastewaterworks Subtotal</b>		<b>28,500</b>	<b>28,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2023 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
<b>General Government</b>												
<b>Administration</b>												
1-4-120-530	DC Background Study	55,000	5,500						49,500			
1-4-120-540	Pay Equity Review and Adjust	30,000	30,000									
	<b>General Administration Sub-total</b>	<b>85,000</b>	<b>35,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	50,000	50,000									
1-4-112-650	Clearview Beautification Project	50,000	50,000									
	<b>Economic Development Sub-total</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
	Clearview Transit - Stayner Line	186,730	174,730					12,000				
1-5-080-540	Clearview Transit - Creemore Line	120,000	120,000									
	<b>Public Works Sub-total</b>	<b>306,730</b>	<b>294,730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Planning</b>												
1-4-711-530	Stayner Flood Plain Study	60,000	0		30,000						30,000	
	<b>Planning Sub-total</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>0</b>
	<b>General Operating Projects Total</b>	<b>551,730</b>	<b>430,230</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>49,500</b>	<b>0</b>	<b>30,000</b>	<b>0</b>
<b>Water Services</b>												
	<b>Water Operating Projects Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Sewer Services</b>												
1-4-408-545	Sludge Haulage	55,000	55,000									
	<b>Sewer Operating Projects Total</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2023 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
<b>General Government</b>												
<b>Information Services</b>												
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	0								15,000	
2-4-121-840	Networking Equipment	10,000	0								10,000	
2-4-121-840	Secondary Server	20,000	0								20,000	
2-4-121-840	Virtual Server	40,000	0								40,000	
<b>Information Services Sub-total</b>		<b>114,500</b>	<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85,000</b>	<b>0</b>
<b>Fire and Emergency Services</b>												
<b>Fire Protection Services</b>												
FR2301	Replacement Pumper Squad 15	450,000									450,000	
FR2302	Bunker Gear Replacement	40,000	40,000									
FR2303	Equipment	51,000	51,000									
2-4-242-840	To be determined	65,000	65,000									
<b>Fire and Emergency Sub-total</b>		<b>606,000</b>	<b>156,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>	<b>0</b>
<b>Public Works</b>												
<b>Road Construction</b>												
2-4-300-914	To be determined	930,320	930,320									
<b>Public Works Sub-total</b>		<b>930,320</b>	<b>930,320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks and Recreation</b>												
2-4-610-840	To be determined	139,500	139,500									
<b>Parks and Recreation Sub-total</b>		<b>139,500</b>	<b>139,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Library Services</b>												
LB2301	Computers	6,000	4,725	1,275								
LB2302	Materials	85,920	85,920									
<b>Library Services Sub-total</b>		<b>91,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Capital Projects Total</b>		<b>1,882,240</b>	<b>1,345,965</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>535,000</b>	<b>0</b>



## 2023 Proposed Water and Sewer 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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
WT2301	Hydrants Valves CR & ST combined	14,500	14,500									
<b>Stayner Waterworks</b>												
2-4-421-840	TBD	253,283	253,283									
<b>Creemore Waterworks</b>												
WT2302	PLC SCADA	34,000	34,000									
<b>New Lowell Waterworks</b>												
WT2303	Well pump replacement	37,000	37,000									
WT2304	PLC SCADA	34,000	34,000									
<b>Nottawa Waterworks</b>												
WT2305	Sequestering Pumps (X2)	10,000	10,000									
<b>Colling-Woodlands Waterworks</b>												
WT2306	Sequestering Pumps (X2)	10,000	10,000									
WT2307	Well pumps 1-4	12,250	12,250									
WT2308	Water meters 1-5	2,700	2,700									
WT2309	PLC SCADA	34,000	34,000									
<b>Buckingham Woods</b>												
WT2310	Sequestering Pumps (X2)	10,000	10,000									
<b>Municipal Waterworks Subtotal</b>		<b>451,733</b>	<b>451,733</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Municipal Wastewater Services</b>												
<b>Creemore Wastewater</b>												
SW2301	WAS PUMP	\$ 5,000	5,000									
SW2302	VACUUM PUMP	\$ 3,500	3,500									
SW2303	RAS PUMP	\$ 10,000	10,000									
SW2304	MLSS DO CONTROL BOX	\$ 1,500	1,500									
SW2305	MLSS TSS CONTROL BOX	\$ 1,500	1,500									
SW2306	EFFLUENT DO CONTROL BOX	\$ 1,600	1,600									
SW2307	EFFLUENT TSS CONTROL BOX	\$ 1,600	1,600									
<b>Municipal Wastewaterworks Subtotal</b>		<b>24,700</b>	<b>24,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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TOWNSHIP OF CLEARVIEW  
CONSOLIDATED OPERATING FINANCIAL REPORT

For Period Ending 31-Dec-2018



Summary and Analysis by Departments

GL5410

Page :

Date : Jun 03, 2019

Time :

ZALL	2017	2017	2018	2018	PROPOSED 2019	2019 - 2018	2019-2018
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	\$ VARIANCE	% VARIANCE
<b>OPERATING</b>							
<b>REVENUE</b>							
GRANTS	-1,213,575.00	-1,340,237.81	-1,255,925.00	-1,767,918.68	-1,179,700.00	76,225.00	-6.07
USER FEES	-6,070,117.00	-6,735,393.37	-6,259,962.00	-6,690,990.06	-6,606,900.00	-346,938.00	5.54
OTHER INCOME	-1,103,685.00	-3,290,675.72	-1,075,373.00	-1,454,258.92	-1,040,220.00	35,153.00	-3.27
TRANSFER FROM RESERVES	-593,094.00	-420,371.30	-1,192,957.00	-785,204.20	-874,830.00	318,127.00	-26.67
OWN PURPOSE TAX	-14,483,873.00	-14,529,023.61	-15,261,978.00	-15,300,442.26	-16,324,766.00	-1,062,788.00	6.96
DEVELOPMENT CHARGES	-2,955,615.00	-729,901.18	-2,955,615.00	-1,339,314.29	-2,955,600.00	15.00	0.00
SURPLUS/DEFICIT	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total REVENUE</b>	<b>-26,419,959.00</b>	<b>-27,045,602.99</b>	<b>-28,001,810.00</b>	<b>-27,338,128.41</b>	<b>-28,982,016.00</b>	<b>-980,206.00</b>	<b>3.50</b>
<b>EXPENSE</b>							
SALARIES, WAGES & BENEFITS	5,653,719.00	5,449,108.21	6,084,602.00	5,926,752.03	6,294,338.00	209,736.00	3.45
ADMINISTRATION	3,262,095.00	3,140,922.74	3,681,682.00	3,531,864.62	3,737,389.00	55,707.00	1.51
CONTRACTED SERVICES	3,556,915.00	3,179,237.96	4,057,216.00	3,550,670.24	4,018,500.00	-38,716.00	-0.95
FACILITY UTILITIES	870,702.00	900,303.56	881,390.00	870,466.65	911,300.00	29,910.00	3.39
FACILITY MAINTENANCE	399,030.00	469,683.80	451,233.00	513,884.29	453,100.00	1,867.00	0.41
INSURANCE	305,650.00	318,271.19	287,889.00	295,411.42	302,996.00	15,107.00	5.25
VEHICLES & EQUIPMENT	485,559.00	437,003.65	446,209.00	523,500.42	487,500.00	41,291.00	9.25
AMORTIZATION	0.00	2,000,461.00	0.00	2,043,762.00	0.00	0.00	0.00
TRANSFER TO RESERVES	4,799,604.00	3,786,319.13	5,046,859.00	3,342,161.29	5,360,563.00	313,704.00	6.22
TRANSFER TO CAPITAL	484,420.00	293,746.80	335,645.00	242,931.25	495,200.00	159,555.00	47.54
<b>Total EXPENSE</b>	<b>19,817,694.00</b>	<b>19,975,058.04</b>	<b>21,272,725.00</b>	<b>20,841,404.21</b>	<b>22,060,886.00</b>	<b>788,161.00</b>	<b>3.71</b>
<b>WORKS EXPENSE</b>							
SALARIES, WAGES & BENEFITS	1,466,998.00	1,412,201.30	1,485,613.00	1,596,522.99	1,579,530.00	93,917.00	6.32
ADMINISTRATION	1,398,567.00	1,124,596.64	1,263,549.00	1,206,552.78	1,284,200.00	20,651.00	1.63
CONTRACTED SERVICES	1,073,000.00	1,164,712.93	1,145,500.00	1,303,420.93	1,197,400.00	51,900.00	4.53
FACILITY UTILITIES	56,000.00	37,976.27	56,000.00	39,169.26	57,200.00	1,200.00	2.14
FACILITY MAINTENANCE	95,500.00	139,794.02	95,500.00	120,842.32	97,400.00	1,900.00	1.99
INSURANCE	115,400.00	119,241.47	115,623.00	115,721.56	115,900.00	277.00	0.24
VEHICLES & EQUIPMENT	801,800.00	826,539.17	802,800.00	714,870.87	818,300.00	15,500.00	1.93
AMORTIZATION	0.00	1,583,500.00	0.00	1,756,759.00	0.00	0.00	0.00
TRANSFER TO RESERVES	691,100.00	924,350.76	828,100.00	1,031,955.98	1,078,100.00	250,000.00	30.19
TRANSFER TO CAPITAL	903,900.00	692,914.47	936,400.00	1,277,075.79	693,100.00	-243,300.00	-25.98
<b>Total WORKS EXPENSE</b>	<b>6,602,265.00</b>	<b>8,025,827.03</b>	<b>6,729,085.00</b>	<b>9,162,891.48</b>	<b>6,921,130.00</b>	<b>192,045.00</b>	<b>2.85</b>
<b>Total OPERATING</b>	<b>0.00</b>	<b>955,282.08</b>	<b>0.00</b>	<b>2,666,167.28</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

TOWNSHIP OF CLEARVIEW  
**CONSOLIDATED CAPITAL FINANCIAL REPORT**

For Period Ending 31-Dec-2018



Summary and Analysis by Departments

GL5410 Page :  
 Date : May 17, 2019 Time :

ZCAP	2017	2017	2018	2018	PROPOSED 2019	2019 - 2018	2019 - 2018
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	\$ VARIANCE	% VARIANCE
<b>CAPITAL FUND</b>							
<b>REVENUE</b>							
<b>REVENUE</b>							
GRANTS	-2,102,275.00	-600,592.00	-9,897,435.00	-8,745.42	-3,404,703.00	6,492,732.00	-65.60
OTHER	-339,870.00	-87,914.93	-13,494,749.00	-228,589.70	-1,852,900.00	11,641,849.00	-86.27
RESERVES	-8,268,095.00	-3,261,063.69	-7,151,686.00	-3,647,757.60	-8,805,684.00	-1,653,998.00	23.13
OWN PURPOSE TAX	-1,418,320.00	-986,661.27	-1,272,045.00	-1,237,407.04	-1,188,245.00	83,800.00	-6.59
DEBENTURES	-3,200,000.00	0.00	-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
<b>Total REVENUE</b>	<b>-15,328,560.00</b>	<b>-4,936,231.89</b>	<b>-35,015,915.00</b>	<b>-5,122,499.76</b>	<b>-18,451,532.00</b>	<b>16,564,383.00</b>	<b>-47.31</b>
<b>Total REVENUE</b>	<b>-15,328,560.00</b>	<b>-4,936,231.89</b>	<b>-35,015,915.00</b>	<b>-5,122,499.76</b>	<b>-18,451,532.00</b>	<b>16,564,383.00</b>	<b>-47.31</b>
<b>EXPENSE</b>							
<b>EXPENSE</b>							
GENERAL ADMINISTRATION	164,500.00	76,443.84	236,500.00	597,863.93	154,500.00	-82,000.00	-34.67
FIRE & EMERGENCY PLANNING	456,000.00	498,442.30	481,000.00	170,607.62	476,000.00	-5,000.00	-1.04
BUILDING INSPECTION	0.00	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	7,611,695.00	1,396,298.98	16,433,879.00	264,876.30	9,541,637.00	-6,892,242.00	-41.94
MUNICIPAL SANITARY SEWAGE WORKS	249,100.00	224,175.09	194,850.00	111,802.71	168,475.00	-26,375.00	-13.54
PUBLIC WORKS	2,187,070.00	1,955,180.24	12,467,900.00	2,025,354.33	2,910,000.00	-9,557,900.00	-76.66
PARKS & RECREATION	752,000.00	274,658.42	1,022,500.00	474,414.99	1,289,000.00	266,500.00	26.06
PUBLIC LIBRARY	3,908,195.00	511,032.72	4,179,286.00	1,477,579.88	3,911,920.00	-267,366.00	-6.40
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
<b>Total EXPENSE</b>	<b>15,328,560.00</b>	<b>4,936,231.59</b>	<b>35,015,915.00</b>	<b>5,122,499.76</b>	<b>18,451,532.00</b>	<b>-16,564,383.00</b>	<b>-47.31</b>
<b>Total EXPENSE</b>	<b>15,328,560.00</b>	<b>4,936,231.59</b>	<b>35,015,915.00</b>	<b>5,122,499.76</b>	<b>18,451,532.00</b>	<b>-16,564,383.00</b>	<b>-47.31</b>
<b>Total CAPITAL FUND</b>	<b>0.00</b>	<b>-0.30</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## TOWNSHIP OF CLEARVIEW

## TOTAL TOWNSHIP incl requisitions

For Period Ending 31-Dec-2018



## Summary and Analysis by Departments

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ALL1	2017	2017	2018	2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>								
<b>REVENUE</b>								
<b>OPERATING REVENUE</b>								
GENERAL ADMIN & TAXATION	-27,539,029.00	-27,904,012.60	-28,866,349.00	-29,055,113.50	-29,823,557.00	-29,441,096.00	-29,441,396.00	-29,462,596.00
FIRE & EMERGENCY SERVICES	-171,958.00	-230,746.12	-177,958.00	-213,244.81	-202,900.00	-171,900.00	-162,900.00	-162,900.00
BUILDING INSPECTION	-428,770.00	-816,978.98	-489,770.00	-859,178.21	-503,500.00	-516,900.00	-530,700.00	-545,000.00
BY-LAW & CROSSING GUARDS	-136,450.00	-135,012.77	-136,450.00	-113,649.51	-136,600.00	-139,400.00	-142,200.00	-145,200.00
MUNICIPAL WATERWORKS	-2,506,230.00	-2,410,155.36	-2,739,620.00	-2,402,531.41	-2,816,600.00	-2,884,800.00	-3,099,400.00	-3,257,800.00
MUNICIPAL SEWER	-1,651,753.00	-3,662,704.95	-1,782,888.00	-1,528,574.84	-1,946,600.00	-2,035,900.00	-1,913,300.00	-2,016,200.00
PUBLIC WORKS	-1,317,550.00	-1,239,025.81	-1,189,600.00	-1,727,209.46	-1,163,600.00	-1,199,600.00	-1,199,600.00	-1,199,600.00
PARKS & RECREATION	-624,315.00	-927,937.43	-703,220.00	-994,936.51	-667,380.00	-644,480.00	-645,880.00	-647,280.00
LIBRARY	-126,190.00	-105,928.69	-121,681.00	-137,016.93	-113,000.00	-108,200.00	-108,200.00	-108,300.00
PLANNING & ZONING	-3,173,368.00	-956,063.77	-3,189,465.00	-1,710,110.29	-3,164,550.00	-3,102,300.00	-3,102,300.00	-3,102,300.00
CREEMORE MEDICAL CENTRE	-71,937.00	-76,052.10	-75,463.00	-84,012.36	-73,700.00	-74,500.00	-75,500.00	-76,500.00
<b>Total OPERATING REVENUE</b>	<b>-37,747,550.00</b>	<b>-38,464,618.58</b>	<b>-39,472,464.00</b>	<b>-38,825,577.83</b>	<b>-40,611,987.00</b>	<b>-40,319,076.00</b>	<b>-40,421,376.00</b>	<b>-40,723,676.00</b>
<b>Total REVENUE</b>	<b>-37,747,550.00</b>	<b>-38,464,618.58</b>	<b>-39,472,464.00</b>	<b>-38,825,577.83</b>	<b>-40,611,987.00</b>	<b>-40,319,076.00</b>	<b>-40,421,376.00</b>	<b>-40,723,676.00</b>
<b>EXPENSE</b>								
<b>OPERATING EXPENSE</b>								
GENERAL ADMIN & TAXATION	17,059,907.00	17,402,133.93	17,861,868.00	17,702,742.31	18,140,576.00	17,873,771.00	17,992,371.00	18,112,871.00
FIRE & EMERGENCY SERVICES	2,019,887.00	2,384,425.70	1,996,551.00	2,358,539.33	2,125,603.00	2,151,300.00	2,152,100.00	2,187,000.00
BUILDING INSPECTION	428,770.00	827,238.50	489,770.00	436,332.46	503,500.00	516,900.00	530,700.00	545,000.00
BY-LAW & CROSSING GUARDS	252,000.00	226,358.41	262,345.00	245,888.32	262,393.00	267,400.00	275,900.00	277,100.00
MUNICIPAL WATERWORKS	2,506,230.00	2,854,490.79	2,739,620.00	2,869,648.64	2,816,600.00	2,884,800.00	3,099,400.00	3,257,800.00
MUNICIPAL SEWER	1,651,753.00	2,235,698.06	1,782,888.00	2,161,810.97	1,946,600.00	2,035,900.00	1,913,300.00	2,016,200.00
PUBLIC WORKS	212,769.00	280,326.62	223,359.00	290,347.10	227,000.00	230,800.00	232,820.00	238,500.00
PARKS & RECREATION	2,212,205.00	2,743,705.42	2,516,991.00	3,144,052.68	2,738,465.00	2,617,627.00	2,599,927.00	2,625,427.00
LIBRARY	1,047,859.00	1,064,767.16	1,063,309.00	1,112,653.01	1,062,397.00	1,147,145.00	1,152,805.00	1,159,945.00
PLANNING & ZONING	3,681,968.00	1,344,393.90	3,731,215.00	1,975,484.12	3,794,023.00	3,735,000.00	3,754,600.00	3,757,400.00
CREEMORE MEDICAL CENTRE	71,937.00	108,510.10	75,463.00	116,470.36	73,700.00	74,500.00	75,500.00	76,500.00
<b>Total OPERATING EXPENSE</b>	<b>31,145,285.00</b>	<b>31,472,048.59</b>	<b>32,743,379.00</b>	<b>32,413,969.30</b>	<b>33,690,857.00</b>	<b>33,535,143.00</b>	<b>33,779,423.00</b>	<b>34,253,743.00</b>
<b>Total EXPENSE</b>	<b>31,145,285.00</b>	<b>31,472,048.59</b>	<b>32,743,379.00</b>	<b>32,413,969.30</b>	<b>33,690,857.00</b>	<b>33,535,143.00</b>	<b>33,779,423.00</b>	<b>34,253,743.00</b>
<b>WORKS EXPENSE</b>								
<b>OPERATING EXPENSE</b>								
PUBLIC WORKS	6,602,265.00	8,025,827.03	6,729,085.00	9,162,891.48	6,921,130.00	7,103,200.00	7,387,020.00	7,419,920.00
<b>Total OPERATING EXPENSE</b>	<b>6,602,265.00</b>	<b>8,025,827.03</b>	<b>6,729,085.00</b>	<b>9,162,891.48</b>	<b>6,921,130.00</b>	<b>7,103,200.00</b>	<b>7,387,020.00</b>	<b>7,419,920.00</b>
<b>Total WORKS EXPENSE</b>	<b>6,602,265.00</b>	<b>8,025,827.03</b>	<b>6,729,085.00</b>	<b>9,162,891.48</b>	<b>6,921,130.00</b>	<b>7,103,200.00</b>	<b>7,387,020.00</b>	<b>7,419,920.00</b>
<b>Total OPERATING</b>	<b>0.00</b>	<b>1,033,257.04</b>	<b>0.00</b>	<b>2,751,282.95</b>	<b>0.00</b>	<b>319,267.00</b>	<b>745,067.00</b>	<b>949,987.00</b>

TOWNSHIP OF CLEARVIEW  
TOTAL TOWNSHIP incl requisitions

For Period Ending 31-Dec-2018



Summary and Analysis by Departments

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ALL1	2017	2017	2018	2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
<b>CAPITAL FUND</b>								
<b>REVENUE</b>								
<b>CAPITAL REVENUE</b>								
GENERAL ADMIN & TAXATION	-164,500.00	-76,443.84	-236,500.00	-405,259.97	-154,500.00	-118,500.00	-79,500.00	-114,500.00
FIRE & EMERGENCY SERVICES	-456,000.00	-498,442.30	-481,000.00	-170,607.62	-476,000.00	-1,676,000.00	-141,000.00	-1,656,000.00
BUILDING INSPECTION	0.00	0.00	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	0.00
MUNICIPAL WATERWORKS	-7,611,695.00	-1,396,298.98	-16,433,879.00	-264,876.30	-9,541,637.00	-601,528.00	-1,182,660.00	-8,303,283.00
MUNICIPAL SEWER	-249,100.00	-224,175.09	-194,850.00	-111,802.71	-168,475.00	-1,572,500.00	-158,500.00	-28,500.00
PUBLIC WORKS	-2,187,070.00	-1,955,180.24	-12,467,900.00	-2,231,899.75	-2,910,000.00	-1,207,600.00	-1,360,320.00	-1,214,350.00
PARKS & RECREATION	-752,000.00	-274,658.72	-1,022,500.00	-465,669.57	-1,289,000.00	-139,500.00	-139,500.00	-139,500.00
LIBRARY	-3,908,195.00	-511,032.72	-4,179,286.00	-1,472,383.84	-3,911,920.00	-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	0.00
CREEMORE MEDICAL CENTRE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total CAPITAL REVENUE</b>	<b>-15,328,560.00</b>	<b>-4,936,231.89</b>	<b>-35,015,915.00</b>	<b>-5,122,499.76</b>	<b>-18,451,532.00</b>	<b>-5,407,548.00</b>	<b>-3,153,400.00</b>	<b>-11,548,053.00</b>
<b>Total REVENUE</b>	<b>-15,328,560.00</b>	<b>-4,936,231.89</b>	<b>-35,015,915.00</b>	<b>-5,122,499.76</b>	<b>-18,451,532.00</b>	<b>-5,407,548.00</b>	<b>-3,153,400.00</b>	<b>-11,548,053.00</b>
<b>EXPENSE</b>								
<b>CAPITAL EXPENSE</b>								
GENERAL ADMIN & TAXATION	164,500.00	76,443.84	236,500.00	597,863.93	154,500.00	118,500.00	79,500.00	114,500.00
FIRE & EMERGENCY SERVICES	456,000.00	498,442.30	481,000.00	170,607.62	476,000.00	1,676,000.00	141,000.00	1,656,000.00
BUILDING INSPECTION	0.00	0.00	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	0.00
MUNICIPAL WATERWORKS	7,611,695.00	1,396,298.98	16,433,879.00	264,876.30	9,541,637.00	601,528.00	1,182,660.00	8,303,283.00
MUNICIPAL SEWER	249,100.00	224,175.09	194,850.00	111,802.71	168,475.00	1,572,500.00	158,500.00	28,500.00
PUBLIC WORKS	2,187,070.00	1,955,180.24	12,467,900.00	2,025,354.33	2,910,000.00	1,207,600.00	1,360,320.00	1,214,350.00
PARKS & RECREATION	752,000.00	274,658.42	1,022,500.00	474,414.99	1,289,000.00	139,500.00	139,500.00	139,500.00
LIBRARY	3,908,195.00	511,032.72	4,179,286.00	1,477,579.88	3,911,920.00	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	0.00
CREEMORE MEDICAL CENTRE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total CAPITAL EXPENSE</b>	<b>15,328,560.00</b>	<b>4,936,231.59</b>	<b>35,015,915.00</b>	<b>5,122,499.76</b>	<b>18,451,532.00</b>	<b>5,407,548.00</b>	<b>3,153,400.00</b>	<b>11,548,053.00</b>
<b>Total EXPENSE</b>	<b>15,328,560.00</b>	<b>4,936,231.59</b>	<b>35,015,915.00</b>	<b>5,122,499.76</b>	<b>18,451,532.00</b>	<b>5,407,548.00</b>	<b>3,153,400.00</b>	<b>11,548,053.00</b>
<b>Total CAPITAL FUND</b>	<b>0.00</b>	<b>-0.30</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



TOWNSHIP OF CLEARVIEW  
TOTAL TOWNSHIP INCL REQUISITIONS

For Period Ending 31-Dec-2018



Summary and Analysis by Departments

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5YA1	2017	2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022	PROPOSED 2023
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>							
<b>REVENUE</b>							
<b>OPERATING REVENUE</b>							
GENERAL ADMIN & TAXATION	-27,539,029.00	-28,866,349.00	-29,823,557.00	-29,441,096.00	-29,441,396.00	-29,462,596.00	-29,517,601.00
FIRE & EMERGENCY SERVICES	-171,958.00	-177,958.00	-202,900.00	-171,900.00	-162,900.00	-162,900.00	-162,900.00
BUILDING INSPECTION	-428,770.00	-489,770.00	-503,500.00	-516,900.00	-530,700.00	-545,000.00	-545,000.00
BY-LAW & CROSSING GUARDS	-136,450.00	-136,450.00	-136,600.00	-139,400.00	-142,200.00	-145,200.00	-145,200.00
MUNICIPAL WATERWORKS	-2,506,230.00	-2,739,620.00	-2,816,600.00	-2,884,800.00	-3,099,400.00	-3,257,800.00	-3,257,800.00
MUNICIPAL SEWER	-1,651,753.00	-1,782,888.00	-1,946,600.00	-2,035,900.00	-1,913,300.00	-2,016,200.00	-2,016,200.00
PUBLIC WORKS	-1,317,550.00	-1,189,600.00	-1,163,600.00	-1,199,600.00	-1,199,600.00	-1,199,600.00	-1,199,600.00
PARKS & RECREATION	-624,315.00	-703,220.00	-667,380.00	-644,480.00	-645,880.00	-647,280.00	-647,280.00
LIBRARY	-126,190.00	-121,681.00	-113,000.00	-108,200.00	-108,200.00	-108,300.00	-108,300.00
PLANNING & ZONING	-3,173,368.00	-3,189,465.00	-3,164,550.00	-3,102,300.00	-3,102,300.00	-3,102,300.00	-3,102,300.00
CREEMORE MEDICAL CENTRE	-71,937.00	-75,463.00	-73,700.00	-74,400.00	-75,500.00	-76,500.00	-76,500.00
<b>Total OPERATING REVENUE</b>	<b>-37,747,550.00</b>	<b>-39,472,464.00</b>	<b>-40,611,987.00</b>	<b>-40,318,976.00</b>	<b>-40,421,376.00</b>	<b>-40,723,676.00</b>	<b>-40,778,681.00</b>
<b>Total REVENUE</b>	<b>-37,747,550.00</b>	<b>-39,472,464.00</b>	<b>-40,611,987.00</b>	<b>-40,318,976.00</b>	<b>-40,421,376.00</b>	<b>-40,723,676.00</b>	<b>-40,778,681.00</b>
<b>EXPENSE</b>							
<b>OPERATING EXPENSE</b>							
GENERAL ADMIN & TAXATION	17,059,907.00	17,861,868.00	18,140,576.00	17,873,771.00	17,992,371.00	18,112,871.00	18,143,971.00
FIRE & EMERGENCY SERVICES	2,019,887.00	1,996,551.00	2,125,603.00	2,151,300.00	2,152,100.00	2,187,000.00	2,187,000.00
BUILDING INSPECTION	428,770.00	489,770.00	503,500.00	516,900.00	530,700.00	545,000.00	545,000.00
BY-LAW & CROSSING GUARDS	252,000.00	262,345.00	262,393.00	267,400.00	275,900.00	277,100.00	282,200.00
MUNICIPAL WATERWORKS	2,506,230.00	2,739,620.00	2,816,600.00	2,884,800.00	3,099,400.00	3,257,800.00	3,257,800.00
MUNICIPAL SEWER	1,651,753.00	1,782,888.00	1,946,600.00	2,035,900.00	1,913,300.00	2,016,200.00	2,016,200.00
PUBLIC WORKS	212,769.00	223,359.00	227,000.00	230,800.00	232,820.00	238,500.00	238,500.00
PARKS & RECREATION	2,212,205.00	2,516,991.00	2,738,465.00	2,617,627.00	2,599,927.00	2,625,427.00	2,632,327.00
LIBRARY	1,047,859.00	1,063,309.00	1,062,397.00	1,147,145.00	1,152,805.00	1,159,945.00	1,159,945.00
PLANNING & ZONING	3,681,968.00	3,731,215.00	3,794,023.00	3,735,000.00	3,754,600.00	3,757,400.00	3,766,600.00
CREEMORE MEDICAL CENTRE	71,937.00	75,463.00	73,700.00	74,500.00	75,500.00	76,500.00	76,500.00
<b>Total OPERATING EXPENSE</b>	<b>31,145,285.00</b>	<b>32,743,379.00</b>	<b>33,690,857.00</b>	<b>33,535,143.00</b>	<b>33,779,423.00</b>	<b>34,253,743.00</b>	<b>34,306,043.00</b>
<b>Total EXPENSE</b>	<b>31,145,285.00</b>	<b>32,743,379.00</b>	<b>33,690,857.00</b>	<b>33,535,143.00</b>	<b>33,779,423.00</b>	<b>34,253,743.00</b>	<b>34,306,043.00</b>
<b>WORKS EXPENSE</b>							
<b>OPERATING EXPENSE</b>							
PUBLIC WORKS	6,602,265.00	6,729,085.00	6,921,130.00	7,103,200.00	7,387,020.00	7,419,920.00	7,453,620.00
<b>Total OPERATING EXPENSE</b>	<b>6,602,265.00</b>	<b>6,729,085.00</b>	<b>6,921,130.00</b>	<b>7,103,200.00</b>	<b>7,387,020.00</b>	<b>7,419,920.00</b>	<b>7,453,620.00</b>
<b>Total WORKS EXPENSE</b>	<b>6,602,265.00</b>	<b>6,729,085.00</b>	<b>6,921,130.00</b>	<b>7,103,200.00</b>	<b>7,387,020.00</b>	<b>7,419,920.00</b>	<b>7,453,620.00</b>
<b>Total OPERATING</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>319,367.00</b>	<b>745,067.00</b>	<b>949,987.00</b>	<b>980,982.00</b>

TOWNSHIP OF CLEARVIEW  
TOTAL TOWNSHIP INCL REQUISITIONS

For Period Ending 31-Dec-2018



Summary and Analysis by Departments

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5YA1	2017	2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022	PROPOSED 2023
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>CAPITAL FUND</b>							
<b>REVENUE</b>							
<b>CAPITAL REVENUE</b>							
GENERAL ADMIN & TAXATION	-164,500.00	-236,500.00	-154,500.00	-118,500.00	-79,500.00	-114,500.00	-79,500.00
FIRE & EMERGENCY SERVICES	-456,000.00	-481,000.00	-476,000.00	-1,676,000.00	-141,000.00	-1,656,000.00	-156,000.00
BUILDING INSPECTION	0.00	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	-7,611,695.00	-16,433,879.00	-9,541,637.00	-601,528.00	-1,182,660.00	-8,303,283.00	-1,303,283.00
MUNICIPAL SEWER	-249,100.00	-194,850.00	-168,475.00	-1,572,500.00	-158,500.00	-28,500.00	-28,500.00
PUBLIC WORKS	-2,187,070.00	-12,467,900.00	-2,910,000.00	-1,207,600.00	-1,360,320.00	-1,214,350.00	-1,214,350.00
PARKS & RECREATION	-752,000.00	-1,022,500.00	-1,289,000.00	-139,500.00	-139,500.00	-139,500.00	-139,500.00
LIBRARY	-3,908,195.00	-4,179,286.00	-3,911,920.00	-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
<b>Total CAPITAL REVENUE</b>	<b>-15,328,560.00</b>	<b>-35,015,915.00</b>	<b>-18,451,532.00</b>	<b>-5,407,548.00</b>	<b>-3,153,400.00</b>	<b>-11,548,053.00</b>	<b>-3,013,053.00</b>
<b>Total REVENUE</b>	<b>-15,328,560.00</b>	<b>-35,015,915.00</b>	<b>-18,451,532.00</b>	<b>-5,407,548.00</b>	<b>-3,153,400.00</b>	<b>-11,548,053.00</b>	<b>-3,013,053.00</b>
<b>EXPENSE</b>							
<b>CAPITAL EXPENSE</b>							
GENERAL ADMIN & TAXATION	164,500.00	236,500.00	154,500.00	118,500.00	79,500.00	114,500.00	79,500.00
FIRE & EMERGENCY SERVICES	456,000.00	481,000.00	476,000.00	1,676,000.00	141,000.00	1,656,000.00	156,000.00
BUILDING INSPECTION	0.00	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	7,611,695.00	16,433,879.00	9,541,637.00	601,528.00	1,182,660.00	8,303,283.00	1,303,283.00
MUNICIPAL SEWER	249,100.00	194,850.00	168,475.00	1,572,500.00	158,500.00	28,500.00	28,500.00
PUBLIC WORKS	2,187,070.00	12,467,900.00	2,910,000.00	1,207,600.00	1,360,320.00	1,214,350.00	1,214,350.00
PARKS & RECREATION	752,000.00	1,022,500.00	1,289,000.00	139,500.00	139,500.00	139,500.00	139,500.00
LIBRARY	3,908,195.00	4,179,286.00	3,911,920.00	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
<b>Total CAPITAL EXPENSE</b>	<b>15,328,560.00</b>	<b>35,015,915.00</b>	<b>18,451,532.00</b>	<b>5,407,548.00</b>	<b>3,153,400.00</b>	<b>11,548,053.00</b>	<b>3,013,053.00</b>
<b>Total EXPENSE</b>	<b>15,328,560.00</b>	<b>35,015,915.00</b>	<b>18,451,532.00</b>	<b>5,407,548.00</b>	<b>3,153,400.00</b>	<b>11,548,053.00</b>	<b>3,013,053.00</b>
<b>Total CAPITAL FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## 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, Legislative Services 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.

Legislative Services plays an important liaison role between Council, staff and the public, and provides a variety of services including marriage licence and burial services, municipal election administration, all legislative support for Council including meeting minutes and agendas, and manages the corporation's records. It also manages the municipality's by-law and crossing guard functions.

Financial Services is comprised of a team of experts that coordinate and analyze all financial transactions to enable our residents and partners to provide effective financial services. The primary role of the department is to ensure effective financial management and stewardship of Township resources.

Human Resources supports the achievement of the Township's goals by providing strategic solutions. HR ensures the Township is able to attract the best talent at an effective cost. HR also oversees Health and Safety, Accessibility, and manages employment related risk management and compliance. HR regularly completes the recruitment of upwards of 50 hires each year.



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## 2019 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
<b>General Government</b>												
<b>Administration</b>												
1-4-120-210	Celebrate Clearview 25	52,600	0								52,600	
1-4-114-530	DC Study Update	55,000	5,500						49,500			
1-4-120-530	Asset Management Plan	50,000	0	50,000								
1-4-111-210	Stayner Cemetery Survey	22,000	0								22,000	
<b>General Administration Sub-total</b>		<b>179,600</b>	<b>5,500</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,500</b>	<b>0</b>	<b>74,600</b>	<b>0</b>

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
<b>General Government</b>												
<b>Administration</b>												
GA1901	Council Chambers Redesign	75,000	0								75,000	
<b>General Administration Sub-total</b>		<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>0</b>

## 2020 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
<b>General Government</b>												
<b>Administration</b>												
GA2001	Council Chambers Redesign	75,000	75,000									
<b>General Administration Sub-total</b>		<b>75,000</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021 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
<b>General Government</b>												
<b>Administration</b>												
1-4-114-530	Triennial Actuarial Study (benefits/sick time)	5,000	5,000									
<b>General Administration Sub-total</b>		<b>5,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 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
<b>General Government</b>												
<b>Administration</b>												
1-4-120-540	Council and Staff Remuneration Review	20,000	20,000									
1-4-191-660	Election	60,000	0								60,000	
	<b>General Administration Sub-total</b>	<b>80,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	<b>0</b>

## 2023 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
<b>General Government</b>												
<b>Administration</b>												
1-4-120-530	DC Background Study	55,000	5,500						49,500			
1-4-120-540	Pay Equity Review and Adjust	30,000	30,000									
	<b>General Administration Sub-total</b>	<b>85,000</b>	<b>35,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,500</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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 (Policing)
- Creemore BIA (Business Improvement Area)
- 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 [www.clearview.ca](http://www.clearview.ca) where you can search By-laws, find out about Council meetings, find where your ancestors are buried and more.



## Clearview Grants

Council has not increased the budgeted amount of funding for grants to eligible community organizations from \$23,000 (2017) to \$28,000 (2018). 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 2019 round of funding have been requested.

## Clearview Community Assistance Grants for 2019

Name of Organization	Amount of Grant
Big Brothers Big Sisters of Georgian Triangle	1,000
Breaking Down Barriers	1,000
Brentwood Horticultural Society	700
Clearview Community Theatre	2,000
Clearview Soccer Club	1,500
Clearview Stayner Food Bank	2,000
Creemore Cats	500
Creemore Horticultural Society	700
Crime Stoppers – Simcoe, Dufferin, Muskoka	500
Dunedin Literary Festival	500
Duntroon Stayner Road Race	500
Georgian Triangle Humane Society	2,000
Highlands Youth for Christ/The Door	500
Home Horizon Transitional Program	1,000
Hospice Georgian Triangle Foundation	2,000
Magic of Children in the Arts	750
Manito Shrine Club	2,000
My Friends House – Collingwood Crisis Centre	1,000
Purple Hills Arts and Heritage Society	350
Royal Canadian Legion – Creemore	1,000
Senior Wish Association	1,000
SilverShoe Historical Society	750
South Simcoe 4-H Association	250
Stayner Chamber of Commerce	500
Stayner Heritage Society	300
Stayner Horticultural Society	700
Teddy Bears Picnic Childrens Centre	1,000
<b>Total</b>	<b>\$26,000</b>

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.

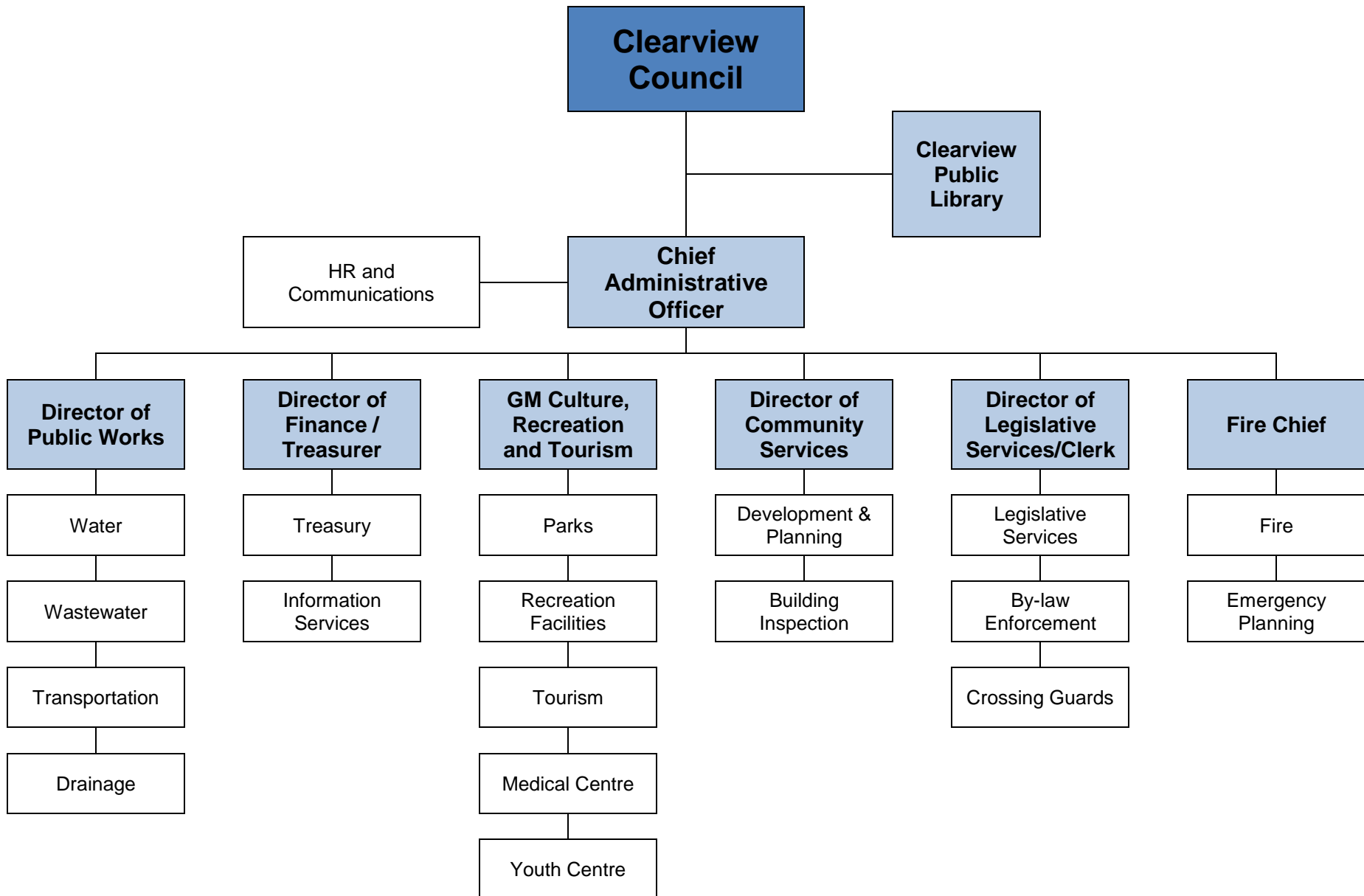
Clearview provided an annual grant for the four year period of 2011 to 2014 to the Collingwood General and Marine Hospital Foundation (“The Foundation”). The Foundation’s mission is to raise funds in support of the Collingwood General and Marine Hospital for equipment, furnishings, facilities and programs / 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.

Clearview cancelled their annual grant of \$25,000 to the Collingwood Airport which is owned and operated by the Town of Collingwood. The

## Organizational Chart



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## Clearview Employees by Department

Department	2015		2016		2017		2018		2019		2020		2018	2019	2020
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FTEs	FTEs	FTEs
CAO and Clerk	5.5	0.00	6.0	0.00	7.0	0.00	8.0	0.00	8.0	0.00	8.0	0.00	12%	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	6.0	0.75	6.0	0.75	6.0	0.75	6.0	0.75	6.5	0.75	7.0	0.75	9%	10%	10%
Fire Department	2.5	8.42	2.5	8.42	2.8	8.42	2.8	8.42	2.8	8.62	2.8	8.82	4%	4%	4%
HR	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%	1%	1%
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	4.90	3.0	5.10	3.0	5.10	3.0	5.10	3.0	5.20	3.0	5.30	5%	4%	4%
Parks & Recreation	8.0	0.21	8.0	0.21	9.0	0.21	9.0	2.31	10.9	2.31	10.9	2.31	14%	16%	16%
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%	7%	7%
Public Works	15.0	2.20	15.0	2.20	15.0	2.20	15.0	2.20	15.0	2.20	15.0	2.20	23%	22%	22%
Water/Sewer	7.0	0.00	8.0	0.00	8.0	0.00	8.0	0.00	8.0	0.00	8.0	0.00	12%	12%	12%
	<b>60.5</b>	<b>18.22</b>	<b>62.0</b>	<b>18.42</b>	<b>64.3</b>	<b>18.42</b>	<b>65.3</b>	<b>20.52</b>	<b>67.7</b>	<b>20.82</b>	<b>68.2</b>	<b>21.12</b>			
<b>Total FTEs</b>	<b>78.7</b>		<b>80.4</b>		<b>82.7</b>		<b>85.8</b>		<b>88.5</b>		<b>89.3</b>		<b>100%</b>	<b>100%</b>	<b>100%</b>

## Proposed Staff Changes

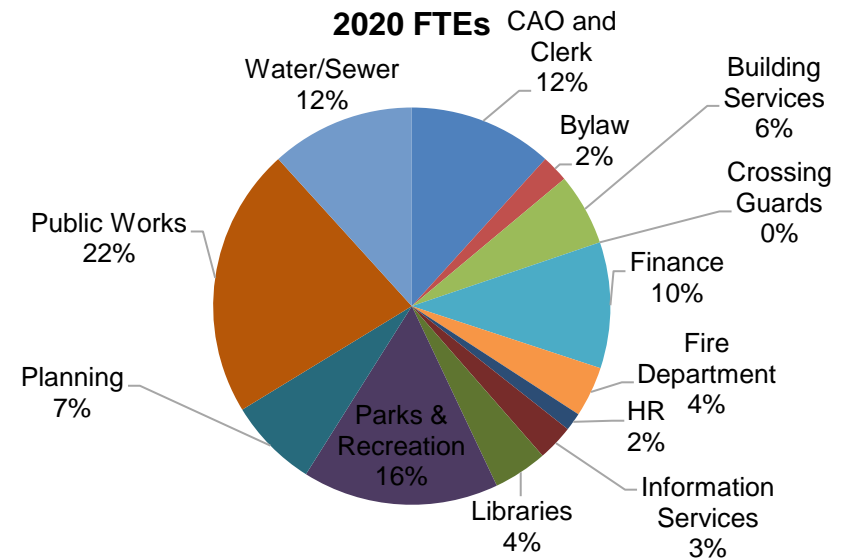
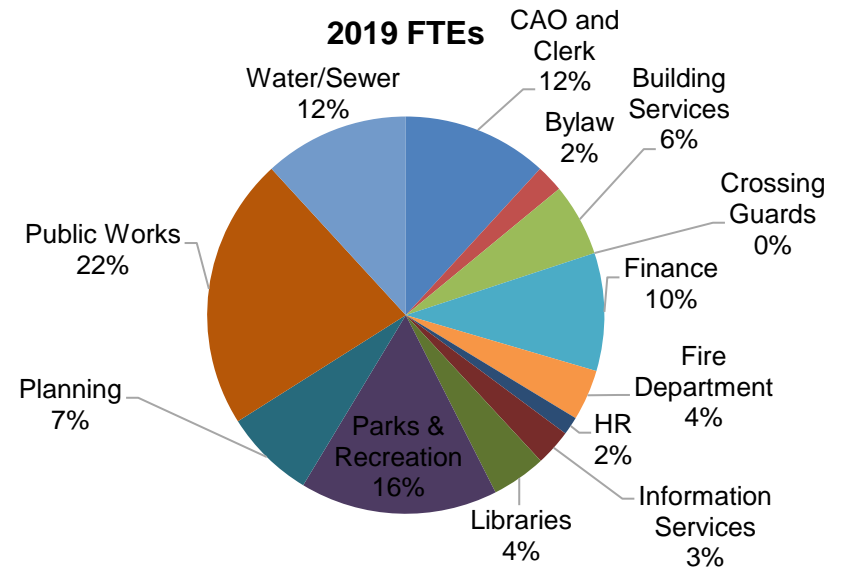
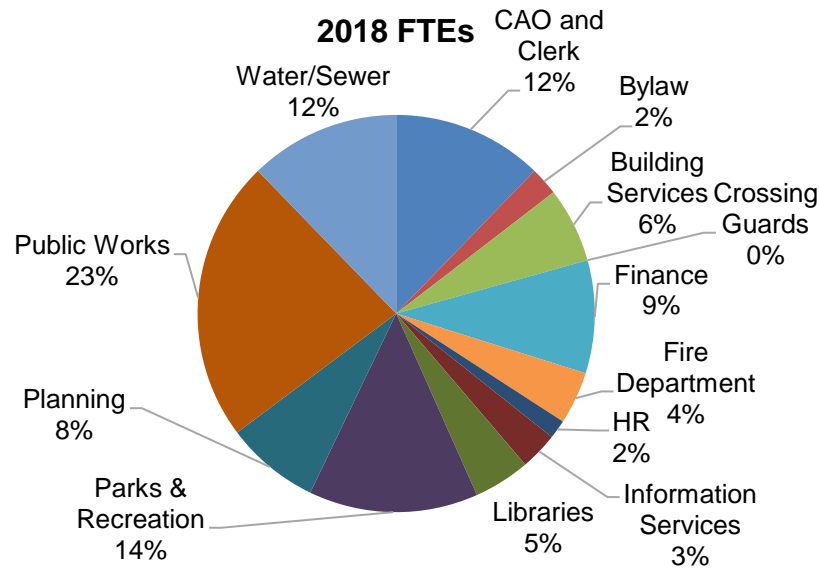
Year	Department	Position	Timeframe	# of months in budget year	Cost	% increase
2019	Finance	Refill Financial Analyst (empty since 2013)	Jul-Dec	6 months	\$39,500	0.26%
2019	Parks & Rec.	Change Rec. Clerk from 0.6 FTE to 1.0 FTE	Jul-Dec	6 months	\$13,000	0.09%
2019	Youth Centre	Replace Contractor with 1.5 FTE	Jun-Dec	7 months	\$97,800	0.65%
2018	Library	Library Clerk from 0.8 FTE to 1.0 FTE	Jul-Dec	6 months	\$6,131	0.04%
					<b>\$156,431</b>	<b>1.04%</b>
2020	Finance	Refill Financial Analyst (empty since 2013)	Jan-June	6 months	\$39,500	0.26%
2020	Library	Library Clerk from 0.8 FTE to 1.0 FTE	Jan-June	6 months	\$6,131	0.04%
					<b>\$45,631</b>	<b>0.30%</b>

The Financial Analyst position was not refilled in 2013 when the staff member moved to the vacated Deputy Treasurer position.

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

The Youth Centre contractor would be replaced. The contractor also has a part-time employee.

## Summary and Analysis by Departments



## 2019 Administration Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
<b>Grants</b>	<b>1,039,300</b>	<b>1,174,005</b>	<b>1,013,400</b>	<b>1,099,016</b>	<b>1,024,000</b>	<b>10,600</b>	<b>0.07%</b>
Add OCIF funding of AMP			0		50,000	50,000	0.33%
Reduction in OMPF funding			993,000		974,000	-19,000	-0.12%
Remove OCIF and FCM AMP grant for Facility Condition report			20,400		0	-20,400	-0.13%
<b>User Fees</b>	<b>43,000</b>	<b>46,760</b>	<b>43,000</b>	<b>62,373</b>	<b>43,000</b>	<b>0</b>	<b>0.00%</b>
<b>Other Income</b>	<b>559,681</b>	<b>697,435</b>	<b>563,481</b>	<b>755,914</b>	<b>563,720</b>	<b>239</b>	<b>0.00%</b>
<b>Transfer from Reserves</b>	<b>70,000</b>	<b>22,027</b>	<b>279,252</b>	<b>247,114</b>	<b>122,500</b>	<b>-156,752</b>	<b>-1.03%</b>
Remove Elections Transfer from Reserve			60,000		0	-60,000	-0.39%
Remove Carryforward Celebrate Clearview/Canada 150			12,600		0	-12,600	-0.08%
Remove 2018 Cemetery project from Tax stabil and budgeted items			35,500		0	-35,500	-0.23%
Remove one-time Habitat DC funding			45,952		0	-45,952	-0.30%
Remove Quinquennial salary and pay equity review			30,000		0	-30,000	-0.20%
Remove Council chamber accessibility renos from Tax stabilization			15,000		0	-15,000	-0.10%
Celebrate Clearview 25 from reserve			0		42,000	42,000	0.28%
<b>TOTAL REVENUE</b>	<b>1,711,981</b>	<b>1,940,226</b>	<b>1,899,133</b>	<b>2,164,416</b>	<b>1,753,220</b>	<b>-145,913</b>	<b>-0.96%</b>
<b>EXPENSE</b>							
<b>Salaries, Wages &amp; Benefits</b>	<b>1,502,476</b>	<b>1,505,202</b>	<b>1,674,355</b>	<b>1,622,031</b>	<b>1,737,073</b>	<b>62,718</b>	<b>0.41%</b>
Refill Financial Analyst position (unfilled since 2012) - July start			0		39,500	39,500	0.26%
Remove one-time Cemetery Project			35,500		0	-35,500	-0.23%
<b>Administration</b>	<b>664,203</b>	<b>663,956</b>	<b>822,706</b>	<b>855,762</b>	<b>726,569</b>	<b>-96,137</b>	<b>-0.63%</b>
Remove 2018 Habitat for humanity DC contribution			45,952		0	-45,952	-0.30%
Add Clearview 25 celebration			0		42,000	42,000	0.28%
Increase internet website fees - new website hosting			0		5,000	5,000	0.03%
Increase NVCA			125,682		131,600	5,918	0.04%
Remove election expense			60,000		0	-60,000	-0.39%
Decrease Public Relations			48,600		41,700	-6,900	-0.05%
Increase Clerk misc expenses			9,500		11,700	2,200	0.01%
Establish Clerk advertising			0		3,000	3,000	0.02%
Reduce transfer to Building Dept for use of staff for maintenance			72,000		22,000	-50,000	-0.33%
<b>Contracted Services</b>	<b>234,100</b>	<b>253,904</b>	<b>305,037</b>	<b>320,856</b>	<b>348,900</b>	<b>43,863</b>	<b>0.29%</b>
Add AMP study			0		50,000	50,000	0.33%
Increase Integrity Commissioner fees			10,000		15,000	5,000	0.03%

# Summary and Analysis by Departments

Increase legal fees general expenses			45,000		55,000	10,000	0.07%
Increase legal fees - MFIPPA requests			55,000		80,000	25,000	0.16%
Remove 2018 Salary & Pay equity study			30,000		0	-30,000	-0.20%
Remove 2018 FCM facility condition consult			20,400		0	-20,400	-0.13%
<b>Facility Utilities</b>	<b>44,200</b>	<b>42,229</b>	<b>48,200</b>	<b>42,766</b>	<b>49,200</b>	<b>1,000</b>	<b>0.01%</b>
<b>Facility Maintenance</b>	<b>33,000</b>	<b>27,321</b>	<b>48,000</b>	<b>27,278</b>	<b>58,700</b>	<b>10,700</b>	<b>0.07%</b>
Hire contractors more due to less assist. from building services			48,000		58,700	10,700	0.07%
<b>Insurance</b>	<b>62,000</b>	<b>62,941</b>	<b>57,030</b>	<b>59,366</b>	<b>63,200</b>	<b>6,170</b>	<b>0.04%</b>
Added cyber insurance			0		5,400	5,400	0.04%
<b>Vehicles &amp; Equipment</b>	<b>11,150</b>	<b>10,355</b>	<b>11,150</b>	<b>9,776</b>	<b>11,400</b>	<b>250</b>	<b>0.00%</b>
<b>Amortization</b>	<b>0</b>	<b>127,326</b>	<b>0</b>	<b>131,887</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Transfer to Reserves</b>	<b>203,000</b>	<b>624,758</b>	<b>235,000</b>	<b>184,264</b>	<b>380,005</b>	<b>145,005</b>	<b>0.95%</b>
Remove 2018 Transfer funds to Clearview 25 reserve			25,000		0	-25,000	-0.16%
transfer to hospital reserve			50,000		100,000	50,000	0.33%
transfer to tax stabilization reserve			0		119,005	119,005	0.78%
Increase transfer to election reserve			15,000		16,000	1,000	0.01%
<b>TOTAL EXPENSE</b>	<b>2,754,129</b>	<b>3,317,991</b>	<b>3,201,478</b>	<b>3,253,985</b>	<b>3,375,047</b>	<b>173,569</b>	<b>1.14%</b>
<b>TOTAL OPERATING</b>	<b>-1,042,148</b>	<b>1,377,765</b>	<b>1,302,345</b>	<b>-1,089,569</b>	<b>-1,621,827</b>	<b>319,482</b>	<b>2.10%</b>
<b>Transfer to Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL ADMINISTRATION</b>	<b>-1,042,148</b>	<b>1,377,765</b>	<b>1,302,345</b>	<b>-1,089,569</b>	<b>-1,621,827</b>	<b>319,482</b>	<b>2.10%</b>



## 2020 Administration Department Operating Budget Analysis

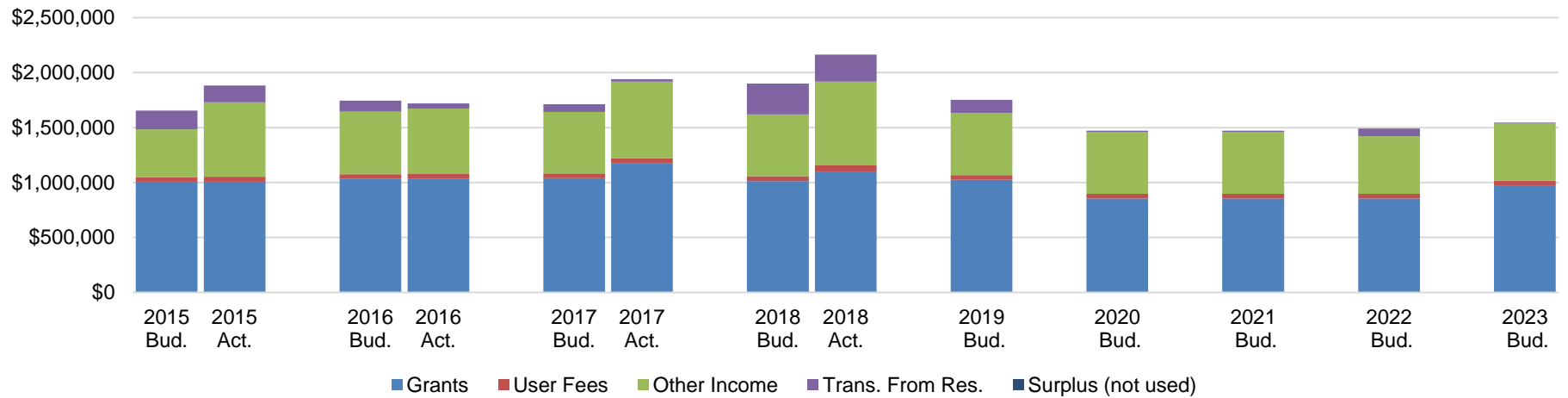
Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
<b>Grants</b>	1,013,400	1,099,016	1,024,000	854,995	-169,005	-1.07%
Remove AMP funding from OCIF			50,000	0	-50,000	-0.32%
<b>User Fees</b>	43,000	62,373	43,000	43,000	0	0.00%
<b>Other Income</b>	563,481	755,914	563,720	563,700	-20	0.00%
<b>Transfer from Reserves</b>	339,252	247,114	122,500	9,200	-113,300	-0.72%
Remove Clearview 25 transfer			42,000	0	-42,000	-0.27%
Remove Cemetery survey			22,000	0	-22,000	-0.14%
Remove DC funding for DC Study			49,500	0	-49,500	-0.31%
<b>TOTAL REVENUE</b>	1,959,133	2,164,416	1,753,220	1,470,895	-282,325	-1.79%
<b>EXPENSE</b>						
<b>Salaries, Wages &amp; Benefits</b>	1,674,355	1,622,031	1,737,073	1,820,900	83,827	0.53%
<b>Administration</b>	822,706	855,762	726,569	605,860	-120,709	-0.77%
Poplar St. Loan paid off			52,000	0	-52,000	-0.33%
Remove Clearview 25 celebration			42,000	0	-42,000	-0.27%
<b>Contracted Services</b>	305,037	320,856	348,900	221,100	-127,800	-0.81%
Remove AMP & DC Study update			112,000	0	-112,000	-0.71%
<b>Facility Utilities</b>	48,200	42,766	49,200	50,100	900	0.01%
<b>Facility Maintenance</b>	48,000	27,278	58,700	34,300	-24,400	-0.15%
<b>Insurance</b>	57,030	59,366	63,200	64,600	1,400	0.01%
<b>Vehicles &amp; Equipment</b>	11,150	9,776	11,400	11,600	200	0.00%
<b>Amortization</b>	0	131,887	0	0	0	0.00%
<b>Transfer to Reserves</b>	235,000	184,264	380,005	306,000	-74,005	-0.47%
Inc transfer to hospital reserve			100,000	150,000	50,000	0.32%
<b>TOTAL EXPENSE</b>	3,201,478	3,253,985	3,375,047	3,114,460	-260,587	-1.65%
<b>TOTAL OPERATING</b>	-1,242,345	-1,089,569	-1,621,827	-1,643,565	21,738	0.14%
<b>Transfer to Capital</b>	0	0	0	75,000	75,000	0.48%
<b>TOTAL CAPITAL</b>	0	0	0	75,000	75,000	0.48%
<b>TOTAL ADMINISTRATION</b>	-1,242,345	-1,089,569	-1,621,827	-1,718,565	96,738	0.62%

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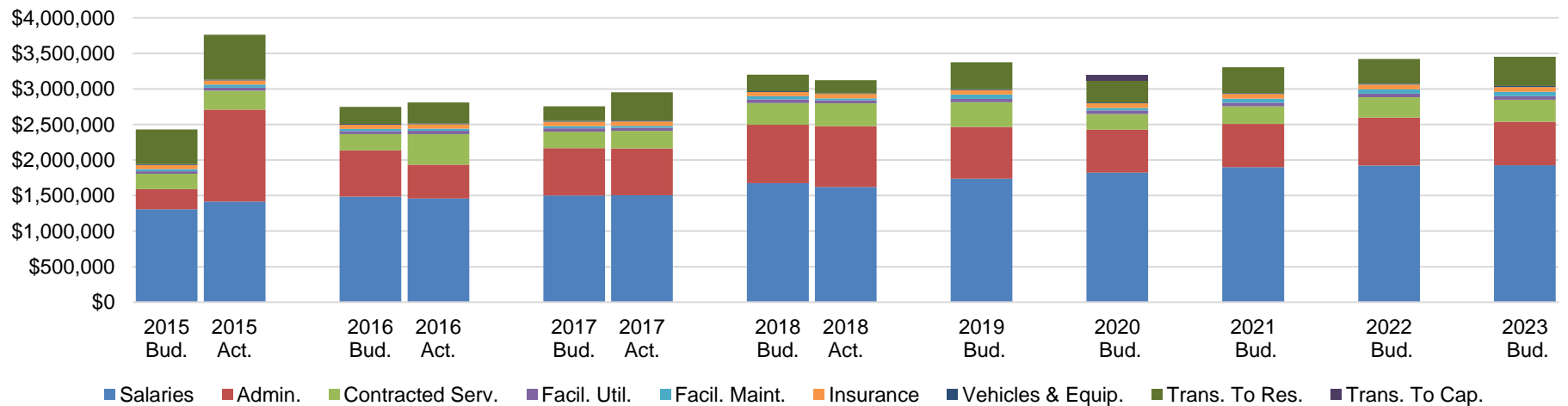
## 2019 - 2023 Administration Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	1,013,400	1,024,000	854,995	854,995	854,995	974,000	-39,400
User Fees	43,000	43,000	43,000	43,000	43,000	43,000	0
Other Income	563,481	563,720	563,700	563,700	524,200	524,220	-39,261
Transfer from Reserves	279,252	122,500	9,200	9,500	70,200	6,200	-273,052
<b>TOTAL REVENUE</b>	<b>1,899,133</b>	<b>1,753,220</b>	<b>1,470,895</b>	<b>1,471,195</b>	<b>1,492,395</b>	<b>1,547,420</b>	<b>-351,713</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	1,674,355	1,737,073	1,820,900	1,901,100	1,921,800	1,926,800	252,445
Administration	822,706	726,569	605,860	604,600	673,800	609,900	-212,806
Contracted Services	305,037	348,900	221,100	248,400	285,900	310,900	5,863
Facility Utilities	48,200	49,200	50,100	51,100	52,200	52,200	4,000
Facility Maintenance	48,000	58,700	34,300	60,000	60,700	60,700	12,700
Insurance	57,030	63,200	64,600	65,900	67,300	67,300	10,270
Vehicles & Equipment	11,150	11,400	11,600	11,900	12,100	12,300	1,150
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	235,000	380,005	306,000	361,000	346,000	411,000	176,000
<b>TOTAL EXPENSE</b>	<b>3,201,478</b>	<b>3,375,047</b>	<b>3,114,460</b>	<b>3,304,000</b>	<b>3,419,800</b>	<b>3,451,100</b>	<b>249,622</b>
<b>TOTAL OPERATING</b>	<b>-1,302,345</b>	<b>-1,621,827</b>	<b>-1,643,565</b>	<b>-1,832,805</b>	<b>-1,927,405</b>	<b>-1,903,680</b>	<b>601,335</b>
Transfer to Capital	0	0	75,000	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ADMINISTRATION</b>	<b>-1,302,345</b>	<b>-1,621,827</b>	<b>-1,718,565</b>	<b>-1,832,805</b>	<b>-1,927,405</b>	<b>-1,903,680</b>	<b>601,335</b>
<b>ANNUAL CHANGE \$</b>		319,482	96,738	114,240	94,600	-23,725	601,335
<b>ANNUAL CHANGE %</b>		2.10%	0.61%	0.71%	0.58%	-0.14%	3.86%

## Administration Operating Revenues



## Administration Operating Expenses



Other income in 2015 higher due to sale of land and higher than budgeted penalty and interest on taxes. Variance in Admin. Expenses in 2015 due to accounting loss on uploading of a portion of 27/28 SR to County of Simcoe.

## 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. While there is no formal economic development committee nor staff specific to this function, the duties are handled by Council and the Senior Management Team.

### 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,

Additional details regarding the maximum grant amounts, qualifying expenses and eligibility are available online or through the Planning Department.



Downtown Stayner



Downtown Creemore

## 2019 Economic Development Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
<b>Grants</b>	0	0	48,000	51,174	0	-48,000	-0.32%
Remove 1-time Main Street revitalization grant			48,000		0	-48,000	-0.32%
<b>User Fees</b>	0	0	0	0	0	0	0.00%
<b>Other Income</b>	0	0	0	0	0	0	0.00%
<b>Transfer from Reserves</b>	0	0	111,000	5,933	100,000	-11,000	-0.07%
Remove 1-time Discover Clearview website from ED reserve			0		11,000	11,000	0.07%
<b>TOTAL REVENUE</b>	0	0	159,000	57,106	100,000	-59,000	-0.39%
<b>EXPENSE</b>							
<b>Salaries, Wages &amp; Benefits</b>	0	0	0	0	0	0	0.00%
<b>Administration</b>	167,500	17,203	315,500	11,062	267,500	-48,000	-0.32%
Continue CIP + prior yr carry forward			100,000		100,000	0	0.00%
Continue Beautification + prior yr carryforward			100,000		100,000	0	0.00%
Maintain publicity/promotions			5,000		5,000	0	0.00%
Maintain special events			55,000		55,000	0	0.00%
Remove 1-time Main Street revitalization grant			48,000		0	-48,000	-0.32%
<b>Contracted Services</b>	55,000	7,899	66,000	14,005	55,000	-11,000	-0.07%
Remove 1-time project Discover Clearview website			11,000		0	-11,000	-0.07%
<b>Transfer to Reserves</b>	30,000	227,398	55,000	309,539	55,000	0	0.00%
<b>TOTAL EXPENSE</b>	252,500	252,500	436,500	334,606	377,500	-59,000	-0.39%
<b>TOTAL OPERATING</b>	-252,500	-252,500	-277,500	-277,500	-277,500	0	0.00%
<b>Transfer to Capital</b>	0	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	0	0	0	0	0	0	0.00%
<b>TOTAL ECONOMIC DEV</b>	-252,500	-252,500	-277,500	-277,500	-277,500	0	0.00%



## 2020 Economic Development Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Grants	48,000	51,174	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	111,000	5,933	100,000	0	-100,000	-0.66%
<b>TOTAL REVENUE</b>	<b>159,000</b>	<b>57,106</b>	<b>100,000</b>	<b>0</b>	<b>-100,000</b>	<b>-0.66%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	0	0	0	0	0	0.00%
Administration	315,500	11,062	267,500	167,500	-100,000	-0.66%
Contracted Services	66,000	14,005	55,000	55,000	0	0.00%
Transfer to Reserves	55,000	309,539	55,000	55,000	0	0.00%
<b>TOTAL EXPENSE</b>	<b>436,500</b>	<b>334,606</b>	<b>377,500</b>	<b>277,500</b>	<b>-100,000</b>	<b>-0.66%</b>
<b>TOTAL OPERATING</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>0</b>	<b>0.00%</b>
Transfer to Capital	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL ECONOMIC DEV</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>0</b>	<b>0.00%</b>

## 2019 - 2023 Economic Development Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	48,000	0	0	0	0	0	-48,000
User Fees	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0
Transfer from Reserves	111,000	100,000	0	0	0	0	-111,000
<b>TOTAL REVENUE</b>	<b>159,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-159,000</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	0	0	0	0	0	0	0
Administration	315,500	267,500	167,500	167,500	167,500	167,500	-148,000
Contracted Services	66,000	55,000	55,000	55,000	55,000	55,000	-11,000
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	0	0	0	0	0	0	0
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	55,000	55,000	55,000	55,000	55,000	55,000	0
<b>TOTAL EXPENSE</b>	<b>436,500</b>	<b>377,500</b>	<b>277,500</b>	<b>277,500</b>	<b>277,500</b>	<b>277,500</b>	<b>-159,000</b>
<b>TOTAL OPERATING</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>0</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ECONOMIC DEV</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>-277,500</b>	<b>0</b>

## 2019 Economic Development 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
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	100,000	50,000								50,000	
1-4-112-650	Clearview Beautification Project	100,000	50,000								50,000	
<b>Economic Development Sub-total</b>		<b>200,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>

## 2020 Economic Development 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
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	50,000	50,000									
1-4-112-650	Clearview Beautification Project	50,000	50,000									
<b>Economic Development Sub-total</b>		<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021 Economic Development 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
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	50,000	50,000									
1-4-112-650	Clearview Beautification Project	50,000	50,000									
<b>Economic Development Sub-total</b>		<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 Economic Development 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
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	50,000	50,000									
1-4-112-650	Clearview Beautification Project	50,000	50,000									
<b>Economic Development Sub-total</b>		<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2023 Economic Development 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
<b>Economic Development</b>												
1-4-112-650	Community Improvement Plan	50,000	50,000									
1-4-112-650	Clearview Beautification Project	50,000	50,000									
<b>Economic Development Sub-total</b>		<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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.

Computer Capital Reserves				
Year	Opening Balance	Transfer to Reserve	Spent from reserve	Closing Balance
2018	46,000	48,000	-50,000	44,000
2019	44,000	51,000	-55,000	40,000
2020	40,000	56,000	-19,000	77,000
2021	77,000	56,000	-55,000	78,000
2022	78,000	56,000	-97,000	37,000
2023	37,000	56,000	-61,000	32,000
2024	32,000	56,000	-22,000	66,000
2025	66,000	56,000	-62,000	60,000
2026	60,000	58,500	-59,000	59,500
2027	59,500	58,500	-117,000	1,000
2028	1,000	58,500	-25,000	34,500
2029	34,500	58,500	-69,000	24,000
2030	24,000	58,500	-67,000	15,500
2031	15,500	58,500	-69,000	5,000

## 2019 Information Services 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
<b>Information Services Program Support</b>												
IT Master Plan prep (internal)		0										
1-4-121-541	Server Management Support (ongoing)	16,800	16,800									
<b>Information Services Sub-total</b>		<b>16,800</b>	<b>16,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Information Services</b>												
IT1901	Computer Replacement	25,000	25,000									
IT1902	Printer Replacement	1,000	1,000									
IT1903	Other Computer Equipment	3,500	3,500									
IT1905	Replace Main Server	20,000	0								20,000	
IT1906	Server Replacement	20,000	0								20,000	
IT1907	Storage Replacement	10,000	0								10,000	
<b>Information Services Sub-total</b>		<b>79,500</b>	<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>

## 2020 Information Services 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
<b>Information Services</b>												
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	0								4,000	
2-4-121-840	EOC Server	10,000	0								10,000	
<b>Information Services Sub-total</b>			<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,000</b>	<b>0</b>

## 2021 Information Services 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
<b>Information Services</b>												
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	0								30,000	
2-4-121-840	Replace EOC Server	20,000	0								20,000	
<b>Information Services Sub-total</b>			<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>

## 2022 Information Services 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
<b>Information Services</b>												
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	0								15,000	
2-4-121-840	Networking Equipment	10,000	0								10,000	
2-4-121-840	Secondary Server	20,000	0								20,000	
2-4-121-840	Virtual Server	40,000	0								40,000	
<b>Information Services Sub-total</b>			<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85,000</b>	<b>0</b>

## 2023 Information Services 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
<b>Information Services</b>												
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	0								15,000	
2-4-121-840	Networking Equipment	10,000	0								10,000	
2-4-121-840	Secondary Server	20,000	0								20,000	
2-4-121-840	Virtual Server	40,000	0								40,000	
<b>Information Services Sub-total</b>			<b>29,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>85,000</b>	<b>0</b>

## 2019 Information Services Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0.00%
User Fees	0	0	0	0	0	0	0.00%
Other Income	0	164	0	115	0	0	0.00%
Transfer from Reserves	0	0	60,000	30,000	0	-60,000	-0.39%
Remove 1-time website project transfer from Reserve			60,000		0	-60,000	-0.39%
<b>TOTAL REVENUE</b>	<b>0</b>	<b>164</b>	<b>60,000</b>	<b>30,115</b>	<b>0</b>	<b>-60,000</b>	<b>-0.39%</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	168,900	168,331	171,800	174,530	180,118	8,318	0.05%
Administration	36,150	28,089	16,350	11,725	16,400	50	0.00%
Contracted Services	77,000	20,330	125,000	112,025	82,800	-42,200	-0.28%
Remove 1-time website project			60,000		0	-60,000	-0.39%
Added DNS security 2018			0		1,700	1,700	0.01%
Upgraded firewall security - active ransomware detection 2018			2,400		4,000	1,600	0.01%
Added third party server back-up system in 2018			7,800		16,800	9,000	0.06%
Adjusted hosted server security in 2018			7,500		2,760	-4,740	-0.03%
Add 3rd party Server Management support			0		16,800	16,800	0.11%
Vehicles & Equipment	5,500	4,044	4,300	3,397	4,300	0	0.00%
Transfer to Reserves	0	35,782	48,000	48,000	51,000	3,000	0.02%
Increase for server and council computer replacement			48,000		51,000	3,000	0.02%
<b>TOTAL EXPENSE</b>	<b>287,550</b>	<b>256,576</b>	<b>365,450</b>	<b>349,677</b>	<b>334,618</b>	<b>-30,832</b>	<b>-0.20%</b>
<b>TOTAL OPERATING</b>	<b>-287,550</b>	<b>-256,413</b>	<b>-305,450</b>	<b>-319,562</b>	<b>-334,618</b>	<b>29,168</b>	<b>0.19%</b>
Transfer to Capital	44,500	38,718	29,500	23,513	29,500	0	0.00%
<b>TOTAL CAPITAL</b>	<b>44,500</b>	<b>38,718</b>	<b>29,500</b>	<b>23,513</b>	<b>29,500</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL INFO SERVICES</b>	<b>-332,050</b>	<b>-295,130</b>	<b>-334,950</b>	<b>-343,075</b>	<b>-364,118</b>	<b>29,168</b>	<b>0.19%</b>

## 2020 Information Services Department Operating Budget Analysis

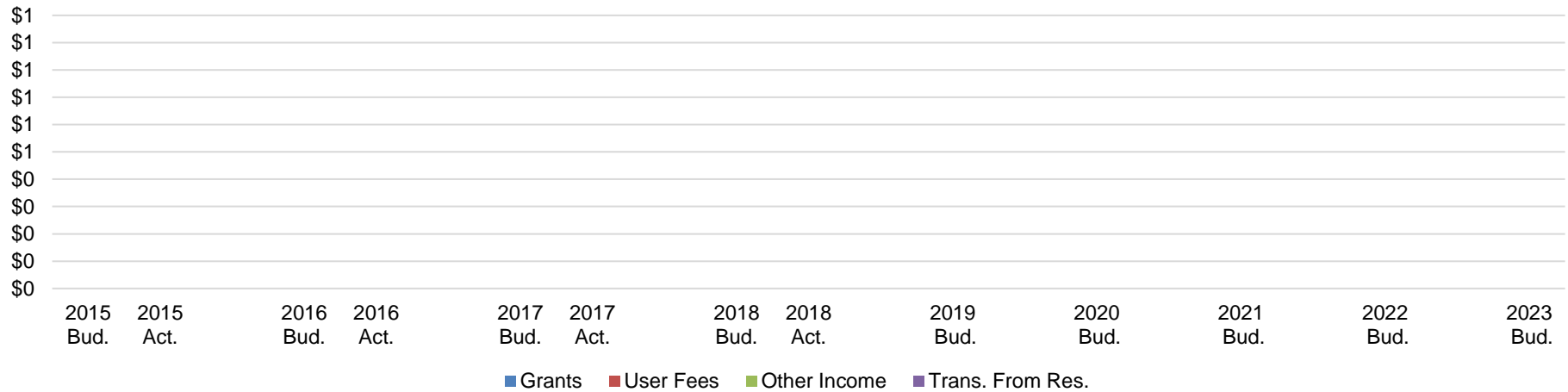
Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Grants	0	0	0	0	0	0.00%
User Fees	0	0	0	0	0	0.00%
Other Income	0	115	0	0	0	0.00%
Transfer from Reserves	0	30,000	0	0	0	0.00%
Remove 2018 project - website design			60,000	0	-60,000	-0.38%
<b>TOTAL REVENUE</b>	<b>0</b>	<b>30,115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	171,800	174,530	180,118	181,200	1,082	0.01%
Administration	16,350	11,725	16,400	16,700	300	0.00%
Contracted Services	125,000	112,025	82,800	96,000	13,200	0.08%
Conduct vulnerability assessment			0	10,800	10,800	0.07%
Vehicles & Equipment	4,300	3,397	4,300	4,300	0	0.00%
Transfer to Reserves	48,000	48,000	51,000	51,000	0	0.00%
Increase Server replacement reserve			30,000	35,000	5,000	0.03%
<b>TOTAL EXPENSE</b>	<b>365,450</b>	<b>349,677</b>	<b>334,618</b>	<b>349,200</b>	<b>14,582</b>	<b>0.09%</b>
<b>TOTAL OPERATING</b>	<b>-365,450</b>	<b>-319,562</b>	<b>-334,618</b>	<b>-349,200</b>	<b>14,582</b>	<b>0.10%</b>
Transfer to Capital	29,500	23,513	29,500	29,500	0	0.00%
<b>TOTAL CAPITAL</b>	<b>29,500</b>	<b>23,513</b>	<b>29,500</b>	<b>29,500</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL INFO SERVICES</b>	<b>-394,950</b>	<b>-343,075</b>	<b>-364,118</b>	<b>-378,700</b>	<b>14,582</b>	<b>0.10%</b>



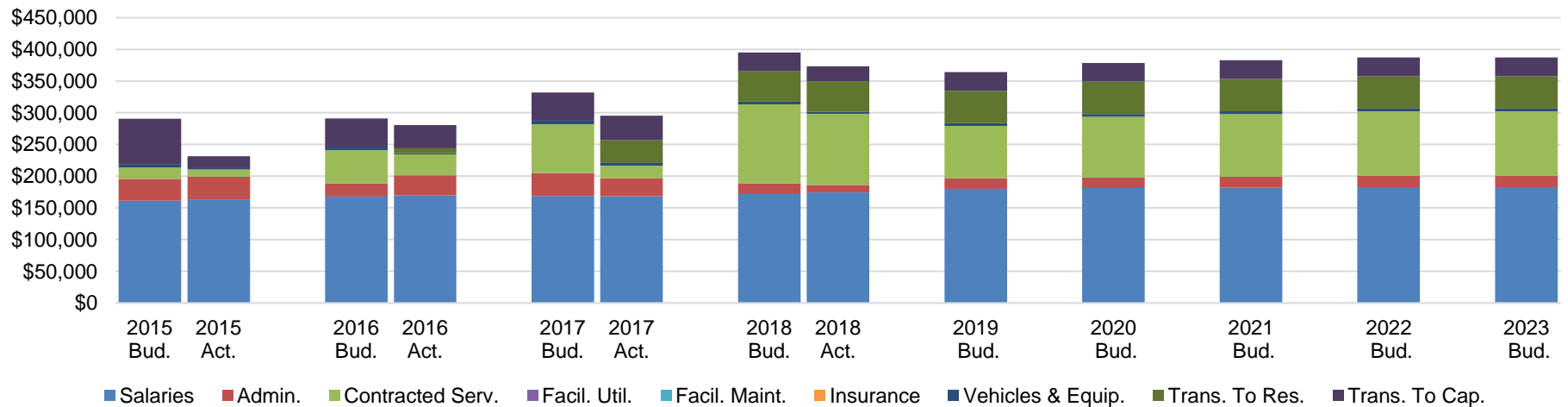
## 2019 - 2023 Info Services Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
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	60,000	0	0	0	0	0	-60,000
<b>TOTAL REVENUE</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-60,000</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	171,800	180,118	181,200	182,000	182,900	182,900	11,100
Administration	16,350	16,400	16,700	17,200	17,600	17,600	1,250
Contracted Services	125,000	82,800	96,000	98,800	102,000	102,000	-23,000
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	4,300	4,300	4,300	4,300	4,300	4,300	0
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	48,000	51,000	51,000	51,000	51,000	51,000	3,000
<b>TOTAL EXPENSE</b>	<b>365,450</b>	<b>334,618</b>	<b>349,200</b>	<b>353,300</b>	<b>357,800</b>	<b>357,800</b>	<b>-7,650</b>
<b>TOTAL OPERATING</b>	<b>-305,450</b>	<b>-334,618</b>	<b>-349,200</b>	<b>-353,300</b>	<b>-357,800</b>	<b>-357,800</b>	<b>52,350</b>
Transfer to Capital	29,500	29,500	29,500	29,500	29,500	29,500	0
<b>TOTAL CAPITAL</b>	<b>29,500</b>	<b>29,500</b>	<b>29,500</b>	<b>29,500</b>	<b>29,500</b>	<b>29,500</b>	<b>0</b>
<b>TOTAL INFO SERVICES</b>	<b>-334,950</b>	<b>-364,118</b>	<b>-378,700</b>	<b>-382,800</b>	<b>-387,300</b>	<b>-387,300</b>	<b>52,350</b>
<b>ANNUAL CHANGE \$</b>		<b>29,168</b>	<b>14,582</b>	<b>4,100</b>	<b>4,500</b>	<b>0</b>	<b>52,350</b>
<b>ANNUAL CHANGE %</b>		<b>0.19%</b>	<b>0.09%</b>	<b>0.03%</b>	<b>0.03%</b>	<b>0.00%</b>	<b>0.34%</b>

## Info Services Operating Revenues



## Info Services Operating Expenses



Transfer to capital in 2015 variance due to project deferrals. Transfers to reserve utilized starting in 2016 for unused transfer to capital for deferred projects. Website update project contractor expenses deferred from 2017 to 2018.

## 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 55% 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 2019 Billing Statement marks the fifth year of the new OPP Municipal Policing Cost-Recovery Formula and the second year of prior year-end adjustments.

Using the new billing formula, Clearview's budgeted costs for policing services has increased \$35,638 from \$2,226,962 (2018) to \$2,262,600 (2019). The increase 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.

## OPP 2019 Annual Billing Statement

### Clearview Tp

Estimated cost for the period January 1 to December 31, 2019

Please refer to [www.opp.ca](http://www.opp.ca) for 2019 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
<b>Base Service</b>	<b>Property Counts</b>			
	Household	6,243		
	Commercial and Industrial	332		
	Total Properties	6,575	189.54	1,246,226
<b>Calls for Service</b>	(see summaries)			
	Total all municipalities	156,778,914		
	Municipal portion	0.5779%	137.80	906,006
<b>Overtime</b>	(see notes)		11.86	77,985
<b>Prisoner Transportation</b>	(per property cost)		2.27	14,925
<b>Accommodation/Cleaning Services</b>	(per property cost)		4.90	32,218
<b>Total 2019 Estimated Cost</b>			<b>346.37</b>	<b>2,277,359</b>
<b>Year Over Year Variance (estimate for the year is not subject to phase-in adjustment)</b>				
	<b>2018 Estimated Cost per Property</b>		340.16	
	<b>2019 Estimated Cost per Property (see above)</b>		346.37	
	<b>Cost per Property Variance</b>	(Increase)	6.20	
<b>2017 Year-End Adjustment</b>	(see summary)			(25,604)
<b>Grand Total Billing for 2019</b>				<b>2,251,755</b>
<b>2019 Monthly Billing Amount</b>				<b>187,646</b>

**2019 Policing Services Projects**

None.

**2020 Policing Services Projects**

None.

**2021 Policing Services Projects**

None.

**2022 Policing Services Projects**

None.

**2023 Policing Services Projects**

None.

## 2019 Policing (OPP) Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
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	15,600	16	0.00%
<b>TOTAL REVENUE</b>	<b>15,584</b>	<b>15,584</b>	<b>15,584</b>	<b>15,584</b>	<b>15,600</b>	<b>16</b>	<b>0.00%</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	0	0	0	0	0	0	0.00%
Administration	18,030	17,530	18,030	17,530	18,100	70	0.00%
Contracted Services	2,257,567	2,232,825	2,222,216	2,177,027	2,260,000	37,784	0.25%
Adjusted to remove one time adjustment credit			2,214,216		2,251,800	37,584	0.25%
Facility Utilities	0	0	0	0	0	0	0.00%
Facility Maintenance	0	0	0	0	0	0	0.00%
Insurance	2,300	95	2,300	97	100	-2,200	-0.01%
Transfer to Reserves	0	0	0	0	0	0	0.00%
<b>TOTAL EXPENSE</b>	<b>2,277,897</b>	<b>2,250,450</b>	<b>2,242,546</b>	<b>2,194,653</b>	<b>2,278,200</b>	<b>35,654</b>	<b>0.23%</b>
<b>TOTAL OPERATING</b>	<b>-2,262,313</b>	<b>-2,234,866</b>	<b>-2,226,962</b>	<b>-2,179,069</b>	<b>-2,262,600</b>	<b>35,638</b>	<b>0.23%</b>
Transfer to Capital	0	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL POLICING (OPP)</b>	<b>-2,262,313</b>	<b>-2,234,866</b>	<b>-2,226,962</b>	<b>-2,179,069</b>	<b>-2,262,600</b>	<b>35,638</b>	<b>0.23%</b>

## 2020 Policing (OPP) Department Operating Budget Analysis

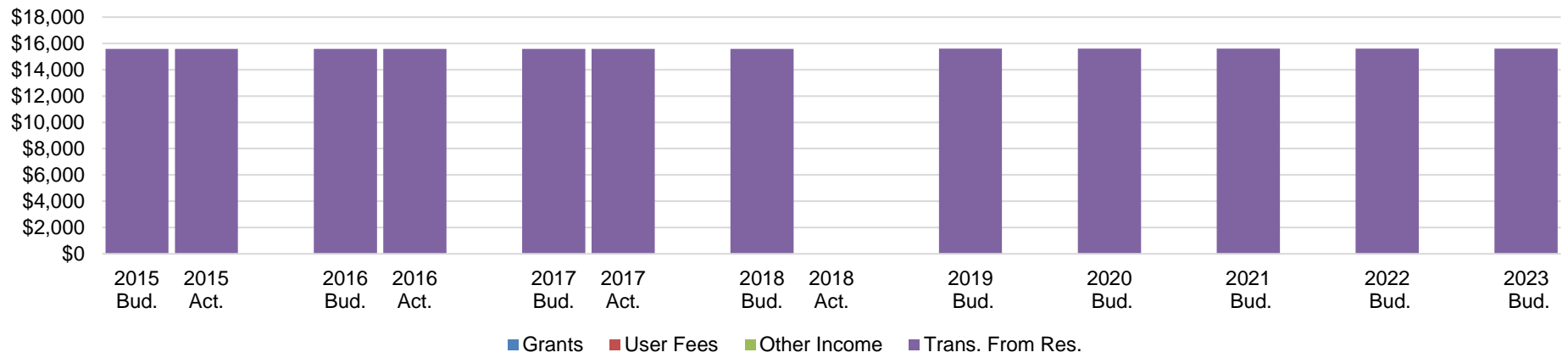
Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
User Fees	0	0	0	0	0	0.00%
Other Income	0	0	0	0	0	0.00%
Transfer from Reserves	15,584	15,584	15,600	15,600	0	0.00%
<b>TOTAL REVENUE</b>	<b>15,584</b>	<b>15,584</b>	<b>15,600</b>	<b>15,600</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	0	0	0	0	0	0.00%
Administration	18,030	17,530	18,100	18,000	-100	0.00%
Contracted Services	2,222,216	2,177,027	2,260,000	2,260,100	100	0.00%
Facility Utilities	0	0	0	0	0	0.00%
Facility Maintenance	0	0	0	0	0	0.00%
Insurance	2,300	97	100	100	0	0.00%
Transfer to Reserves	0	0	0	0	0	0.00%
<b>TOTAL EXPENSE</b>	<b>2,242,546</b>	<b>2,194,653</b>	<b>2,278,200</b>	<b>2,278,200</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>	<b>-2,226,962</b>	<b>-2,179,069</b>	<b>-2,262,600</b>	<b>-2,262,600</b>	<b>0</b>	<b>0.00%</b>
Transfer to Capital	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL POLICING (OPP)</b>	<b>-2,226,962</b>	<b>-2,179,069</b>	<b>-2,262,600</b>	<b>-2,262,600</b>	<b>0</b>	<b>0.00%</b>

## 2019 - 2023 Policing (OPP) Operating Budget Analysis

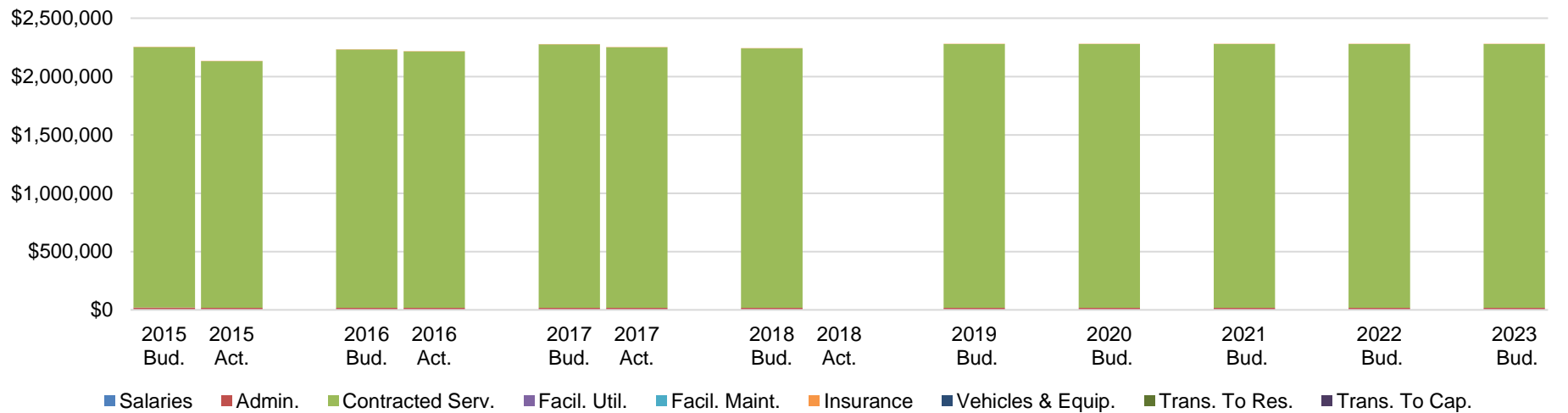
Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0
Transfer from Reserves	15,584	15,600	15,600	15,600	15,600	15,600	16
<b>TOTAL REVENUE</b>	<b>15,584</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>	<b>16</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	0	0	0	0	0	0	0
Administration	18,030	18,100	18,200	18,000	18,000	18,000	-30
Contracted Services	2,222,216	2,260,000	2,260,100	2,260,300	2,260,500	2,260,500	38,284
Facility Utilities	0	0	0	0	0	0	0
Facility Maintenance	0	0	0	0	0	0	0
Insurance	2,300	100	100	100	100	100	-2,200
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
<b>TOTAL EXPENSE</b>	<b>2,242,546</b>	<b>2,278,200</b>	<b>2,278,400</b>	<b>2,278,400</b>	<b>2,278,600</b>	<b>2,278,600</b>	<b>36,054</b>
<b>TOTAL OPERATING</b>	<b>-2,226,962</b>	<b>-2,262,600</b>	<b>-2,262,800</b>	<b>-2,262,800</b>	<b>-2,263,000</b>	<b>-2,263,000</b>	<b>36,038</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL POLICING (OPP)</b>	<b>-2,226,962</b>	<b>-2,262,600</b>	<b>-2,262,800</b>	<b>-2,262,800</b>	<b>-2,263,000</b>	<b>-2,263,000</b>	<b>36,038</b>
<b>ANNUAL CHANGE \$</b>		<b>35,638</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>36,038</b>
<b>ANNUAL CHANGE %</b>		<b>0.23%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.24%</b>



## Policing Operating Revenues



## Policing Operating Expenses



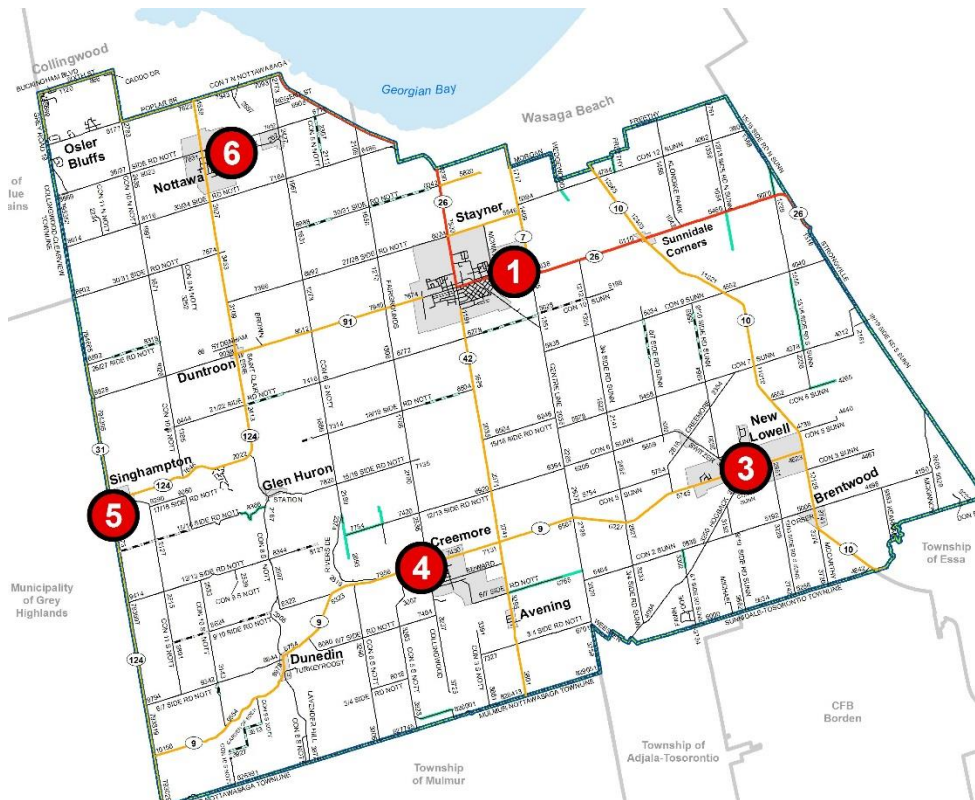
Policing expenses are adjusted from budgeted to actual two years following the year-end however the adjustments are relatively minor.

## 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 up to 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](mailto: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 Replace Squad 15	73,000	360,000	-400,000	33,000	<b>Inflator</b>	<b>400,000</b>	<b>600,000</b>	<b>500,000</b>
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.

## 2019 Fire and Emergency Services 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
<b>Fire &amp; Emergency</b>												
1-4-240-530	Fire Master Plan	50,000	10,000						40,000			
	<b>Fire &amp; Emergency Sub-total</b>	<b>50,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Fire and Emergency Services</b>												
<b>Fire Protection Services</b>												
FR1901	SCBA/Bottle 10 Year Update	295,000	0								295,000	
FR1902	Bunker Gear Replacement	35,000	35,000									
FR1903	Equipment	51,000	51,000									
FR1904	Replace Extrication Tools	45,000	45,000									
FR1905	Utility Truck (from 2018)	50,000	0								50,000	
	<b>Fire and Emergency Sub-total</b>	<b>476,000</b>	<b>131,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>345,000</b>	<b>0</b>

## 2020 Fire and Emergency Services 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
<b>Fire and Emergency Services</b>												
<b>Fire Protection Services</b>												
FR2001	Extrication Equip Upgrade	45,000	45,000									
FR2002	Bunker Gear Replacement	35,000	35,000									
FR2003	Equipment	51,000	51,000									
FR2004	Replacement Extrication Tools	45,000	45,000									
	<b>Fire and Emergency Sub-total</b>	<b>176,000</b>	<b>176,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021 Fire and Emergency Services 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
<b>Fire and Emergency Services</b>												
<b>Fire Protection Services</b>												
FR2101	Utility Truck	50,000	50,000									
FR2102	Bunker Gear	40,000	40,000									
FR2103	Equipment	51,000	51,000									
	<b>Fire and Emergency Sub-total</b>	<b>141,000</b>	<b>141,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 Fire and Emergency Services 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
<b>Fire Protection Services</b>												
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									
	<b>Fire and Emergency Sub-total</b>	<b>156,000</b>	<b>156,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2023 Fire and Emergency Services 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
<b>Fire and Emergency Services</b>												
<b>Fire Protection Services</b>												
FR2301	Replacement Pumper Squad 15	450,000									450,000	
FR2302	Bunker Gear Replacement	40,000	40,000									
FR2303	Equipment	51,000	51,000									
2-4-242-840	To be determined	65,000	65,000									
	<b>Fire and Emergency Sub-total</b>	<b>606,000</b>	<b>156,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>	<b>0</b>

## 2019 Fire Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0.00%
User Fees	88,134	133,385	88,134	119,733	88,100	-34	0.00%
Other Income	9,700	23,238	700	4,388	700	0	0.00%
Transfer from Reserves	74,124	74,124	89,124	89,124	114,100	24,976	0.16%
Fire Master Plan from Fire DCs			0		40,000	40,000	0.26%
Remove New Lowell Station drawings from reserve			15,024		0	-15,024	-0.10%
<b>TOTAL REVENUE</b>	<b>171,958</b>	<b>230,746</b>	<b>177,958</b>	<b>213,245</b>	<b>202,900</b>	<b>24,942</b>	<b>0.16%</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	757,800	718,725	767,100	769,346	805,007	37,907	0.25%
Administration	317,287	302,973	346,132	300,644	350,100	3,968	0.03%
Increase dispatch costs			42,500		43,400	900	0.01%
Increase training material			25,900		26,400	500	0.00%
Increase fire prevention			23,200		23,700	500	0.00%
Contracted Services	13,400	3,961	24,800	4,575	60,000	35,200	0.23%
Add Fire Master Plan part from DCs			0		50,000	50,000	0.33%
Remove 2018 New Lowell Station drawings from reserve			15,000		0	-15,000	-0.10%
Facility Utilities	74,300	65,583	74,300	65,257	75,900	1,600	0.01%
Facility Maintenance	63,400	76,932	75,400	49,163	75,900	500	0.00%
Insurance	50,400	53,637	43,119	43,146	44,796	1,677	0.01%
Vehicles & Equipment	167,300	167,640	129,700	175,323	132,900	3,200	0.02%
Amortization	0	408,304	0	415,084	0	0	0.00%
Transfer to Reserves	450,000	450,000	450,000	450,000	450,000	0	0.00%
<b>TOTAL EXPENSE</b>	<b>1,893,887</b>	<b>2,247,755</b>	<b>1,910,551</b>	<b>2,272,539</b>	<b>1,994,603</b>	<b>84,052</b>	<b>0.55%</b>
<b>TOTAL OPERATING</b>	<b>-1,721,929</b>	<b>-2,017,009</b>	<b>-1,732,593</b>	<b>-2,059,295</b>	<b>-1,791,703</b>	<b>59,110</b>	<b>0.39%</b>
Transfer to Capital	126,000	136,671	86,000	86,000	131,000	45,000	0.30%
<b>TOTAL CAPITAL</b>	<b>126,000</b>	<b>136,671</b>	<b>86,000</b>	<b>86,000</b>	<b>131,000</b>	<b>45,000</b>	<b>0.30%</b>
<b>TOTAL FIRE</b>	<b>-1,847,929</b>	<b>-2,153,680</b>	<b>-1,818,593</b>	<b>-2,145,295</b>	<b>-1,922,703</b>	<b>104,110</b>	<b>0.68%</b>

## 2020 Fire Department Operating Budget Analysis

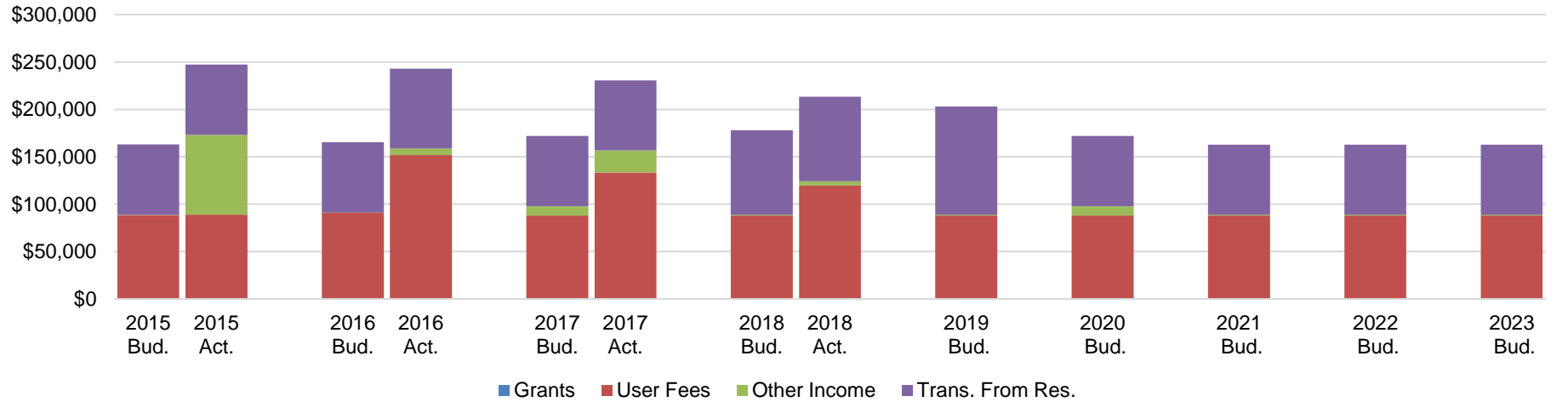
Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Grants	0	0	0	0	0	0.00%
User Fees	88,134	119,733	88,100	88,100	0	0.00%
Other Income	700	4,388	700	9,700	9,000	0.06%
Triennial poppyfund donation			700	9,700	9,000	0.06%
Transfer from Reserves	89,124	89,124	114,100	74,100	-40,000	-0.25%
Remove one-time funding of fire master plan from DC			40,000	0	-40,000	-0.25%
<b>TOTAL REVENUE</b>	<b>177,958</b>	<b>213,245</b>	<b>202,900</b>	<b>171,900</b>	<b>-31,000</b>	<b>-0.20%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	767,100	769,346	805,007	824,700	19,693	0.12%
Administration	346,132	300,644	350,100	354,500	4,400	0.03%
Contracted Services	24,800	4,575	60,000	10,200	-49,800	-0.32%
Remove 2018 Master Plan			50,000	0	-50,000	-0.32%
Facility Utilities	74,300	65,257	75,900	77,400	1,500	0.01%
Facility Maintenance	75,400	49,163	75,900	78,800	2,900	0.02%
Insurance	43,119	43,146	44,796	43,900	-896	-0.01%
Vehicles & Equipment	129,700	175,323	132,900	135,800	2,900	0.02%
Amortization	0	415,084	0	0	0	0.00%
Transfer to Reserves	450,000	450,000	450,000	450,000	0	0.00%
<b>TOTAL EXPENSE</b>	<b>1,910,551</b>	<b>2,272,539</b>	<b>1,994,603</b>	<b>1,975,300</b>	<b>-19,303</b>	<b>-0.12%</b>
<b>TOTAL OPERATING</b>	<b>-1,732,593</b>	<b>-2,059,295</b>	<b>-1,791,703</b>	<b>-1,803,400</b>	<b>11,697</b>	<b>0.08%</b>
Transfer to Capital	86,000	86,000	131,000	176,000	45,000	0.29%
<b>TOTAL CAPITAL</b>	<b>86,000</b>	<b>86,000</b>	<b>131,000</b>	<b>176,000</b>	<b>45,000</b>	<b>0.29%</b>
<b>TOTAL FIRE</b>	<b>-1,818,593</b>	<b>-2,145,295</b>	<b>-1,922,703</b>	<b>-1,979,400</b>	<b>56,697</b>	<b>0.36%</b>



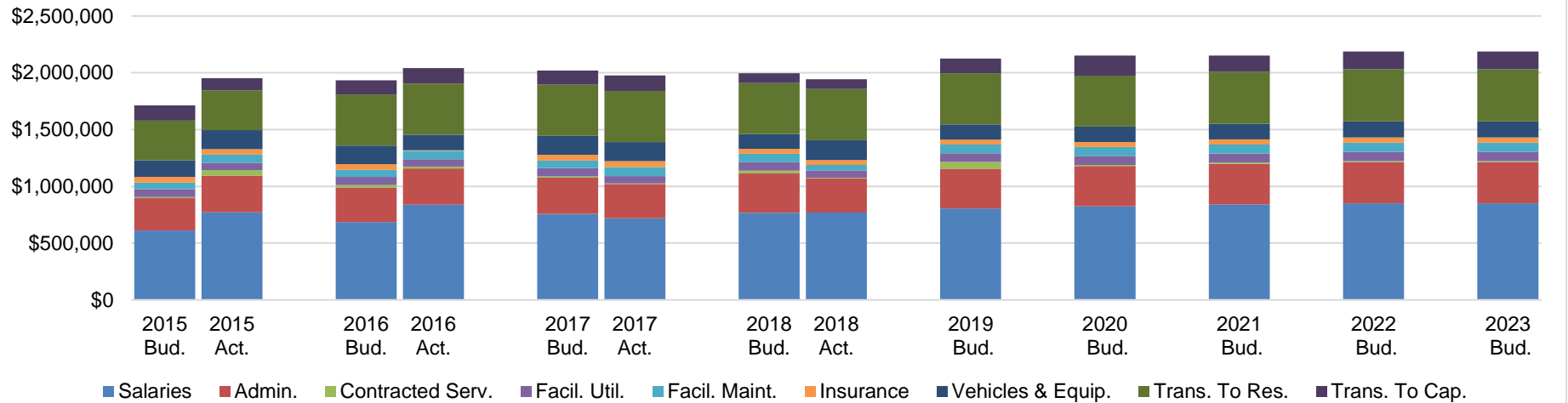
## 2019 - 2023 Fire Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0
User Fees	88,134	88,100	88,100	88,100	88,100	88,100	-34
Other Income	700	700	9,700	700	700	700	0
Transfer from Reserves	89,124	114,100	74,100	74,100	74,100	74,100	-15,024
<b>TOTAL REVENUE</b>	<b>177,958</b>	<b>202,900</b>	<b>171,900</b>	<b>162,900</b>	<b>162,900</b>	<b>162,900</b>	<b>-15,058</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	767,100	805,007	824,700	840,400	849,500	849,500	82,400
Administration	346,132	350,100	354,500	358,500	362,400	362,400	16,268
Contracted Services	24,800	60,000	10,200	10,400	10,700	10,700	-14,100
Facility Utilities	74,300	75,900	77,400	79,100	80,600	80,600	6,300
Facility Maintenance	75,400	75,900	78,800	80,100	82,100	82,100	6,700
Insurance	43,119	44,796	43,900	44,300	44,700	44,700	1,581
Vehicles & Equipment	129,700	132,900	135,800	138,300	141,000	141,000	11,300
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	450,000	450,000	450,000	460,000	460,000	460,000	10,000
<b>TOTAL EXPENSE</b>	<b>1,910,551</b>	<b>1,994,603</b>	<b>1,975,300</b>	<b>2,011,100</b>	<b>2,031,000</b>	<b>2,031,000</b>	<b>120,449</b>
<b>TOTAL OPERATING</b>	<b>-1,732,593</b>	<b>-1,791,703</b>	<b>-1,803,400</b>	<b>-1,848,200</b>	<b>-1,868,100</b>	<b>-1,868,100</b>	<b>135,507</b>
Transfer to Capital	86,000	131,000	176,000	141,000	156,000	156,000	70,000
<b>TOTAL CAPITAL</b>	<b>86,000</b>	<b>131,000</b>	<b>176,000</b>	<b>141,000</b>	<b>156,000</b>	<b>156,000</b>	<b>70,000</b>
<b>TOTAL FIRE</b>	<b>-1,818,593</b>	<b>-1,922,703</b>	<b>-1,979,400</b>	<b>-1,989,200</b>	<b>-2,024,100</b>	<b>-2,024,100</b>	<b>205,507</b>
<b>ANNUAL CHANGE \$</b>		<b>104,110</b>	<b>56,697</b>	<b>9,800</b>	<b>34,900</b>	<b>0</b>	<b>205,507</b>
<b>ANNUAL CHANGE %</b>		<b>0.68%</b>	<b>0.36%</b>	<b>0.06%</b>	<b>0.21%</b>	<b>0.00%</b>	<b>1.32%</b>

## Fire &amp; Emergency Operating Revenues



## Fire &amp; Emergency Operating Expenses



Revenues vary depending upon cost recovery from incidents and triennial Legion donations. Actual expenses generally in line with budgeted.

## 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

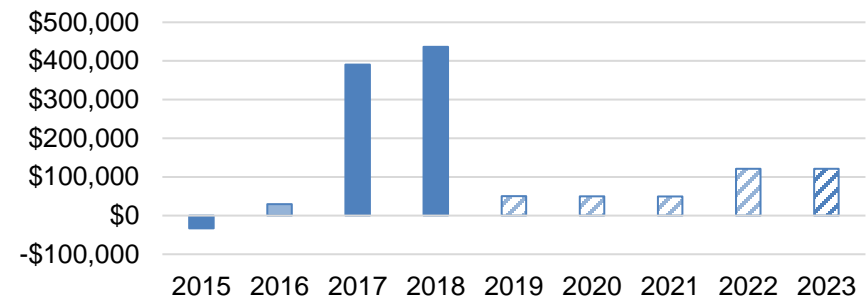
The Building Inspection Department operates on a cost-recovery basis funded by user fees as set out in the Building Code Act, 1992.

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.

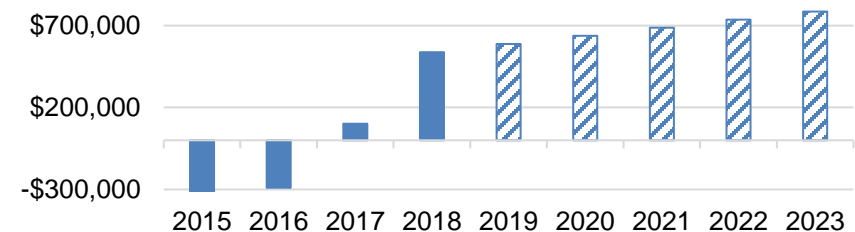
The 2018 budget year had a surplus of \$436,525 with a final accumulated surplus of \$537,616. Regular surpluses are anticipated for the coming years due to higher anticipated new housing starts..

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

### Building Department Annual Surplus/Deficit



### Building Department Accumulated Surplus/Deficit



## 2019 Building Inspection 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
1-4-292-700	<b>Building Services</b>											
	Software enhance/replacement	50,000	10,000								40,000	
	<b>Building Services Sub-total</b>	<b>50,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>

## 2020 Building Inspection Projects

None.

## 2021 Building Inspection Projects

None.

## 2022 Building Inspection Projects

None.

## 2023 Building Inspection Projects

None.

## 2019 Building Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0.00%
User Fees	333,770	747,304	394,770	824,565	458,500	63,730	0.42%
Increase in building permit revenue			361,000		424,000	63,000	0.41%
Other Income	95,000	69,675	95,000	34,613	45,000	-50,000	-0.33%
Reduction in Admin Centre maintenance time			95,000		45,000	-50,000	-0.33%
Transfer from Reserves	0	0	0	0	0	0	0.00%
<b>TOTAL REVENUE</b>	<b>428,770</b>	<b>816,979</b>	<b>489,770</b>	<b>859,178</b>	<b>503,500</b>	<b>13,730</b>	<b>0.09%</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	323,700	328,836	327,590	330,318	345,596	18,006	0.12%
Administration	94,639	84,317	94,639	79,827	105,300	10,661	0.07%
Software enhance/replace			500		10,500	10,000	0.07%
Contracted Services	9,000	7,421	9,000	9,075	9,200	200	0.00%
Facility Utilities	0	0	0	0	0	0	0.00%
Facility Maintenance	0	0	0	0	0	0	0.00%
Insurance	6,200	6,166	6,200	6,168	6,300	100	0.00%
Vehicles & Equipment	8,000	6,385	8,000	6,882	8,200	200	0.00%
Amortization	0	4,062	0	4,062	0	0	0.00%
Transfer to Reserves	-12,769	390,051	44,341	0	28,904	-15,437	-0.10%
Small decrease in surplus transfer			44,341		28,904	-15,437	-0.10%
<b>TOTAL EXPENSE</b>	<b>428,770</b>	<b>827,239</b>	<b>489,770</b>	<b>436,332</b>	<b>503,500</b>	<b>13,730</b>	<b>0.09%</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>-10,260</b>	<b>0</b>	<b>422,846</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Transfer to Capital	0	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL BUILDING</b>	<b>0</b>	<b>-10,260</b>	<b>0</b>	<b>422,846</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

## 2020 Building Department Operating Budget Analysis

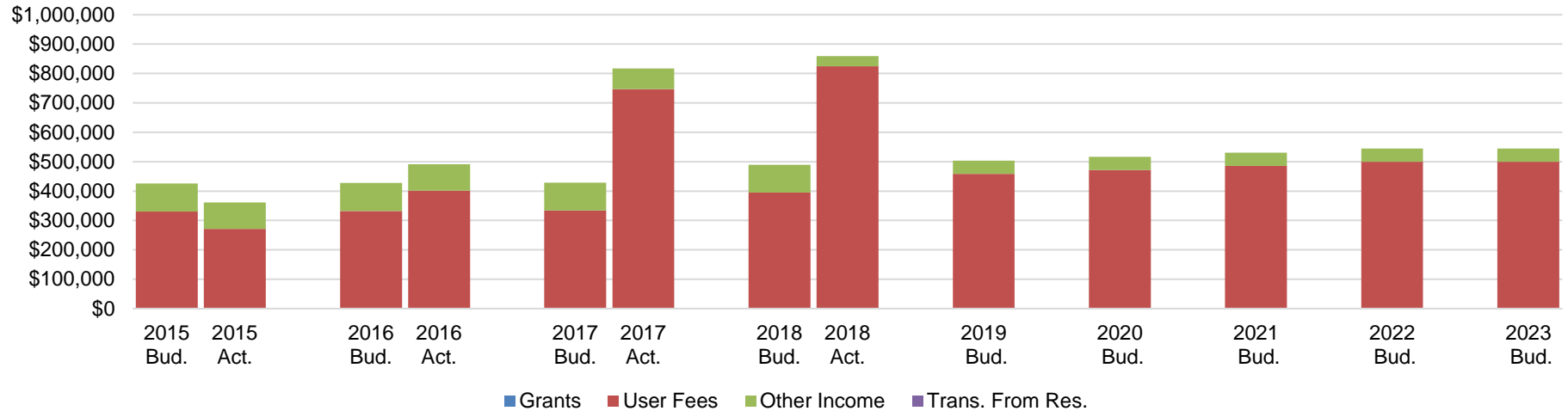
Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Grants	0	0	0	0	0	0.00%
User Fees	394,770	824,565	458,500	471,900	13,400	0.08%
Increase in building permits collected			424,000	436,700	12,700	0.08%
Other Income	95,000	34,613	45,000	45,000	0	0.00%
Transfer from Reserves	0	0	0	0	0	0.00%
<b>TOTAL REVENUE</b>	<b>489,770</b>	<b>859,178</b>	<b>503,500</b>	<b>516,900</b>	<b>13,400</b>	<b>0.08%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	327,590	330,318	345,596	352,500	6,904	0.04%
Administration	94,639	79,827	105,300	106,200	900	0.01%
Contracted Services	9,000	9,075	9,200	9,400	200	0.00%
Insurance	6,200	6,168	6,300	6,500	200	0.00%
Vehicles & Equipment	8,000	6,882	8,200	8,300	100	0.00%
Amortization	0	4,062	0	0	0	0.00%
Transfer to Reserves	44,341	0	28,904	34,000	5,096	0.03%
Adjust transfer to surplus			28,904	34,000	5,096	0.03%
<b>TOTAL EXPENSE</b>	<b>489,770</b>	<b>436,332</b>	<b>503,500</b>	<b>516,900</b>	<b>13,400</b>	<b>0.08%</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>422,846</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Transfer to Capital	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL BUILDING</b>	<b>0</b>	<b>422,846</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

## 2019 - 2023 Building Department Operating Budget Analysis

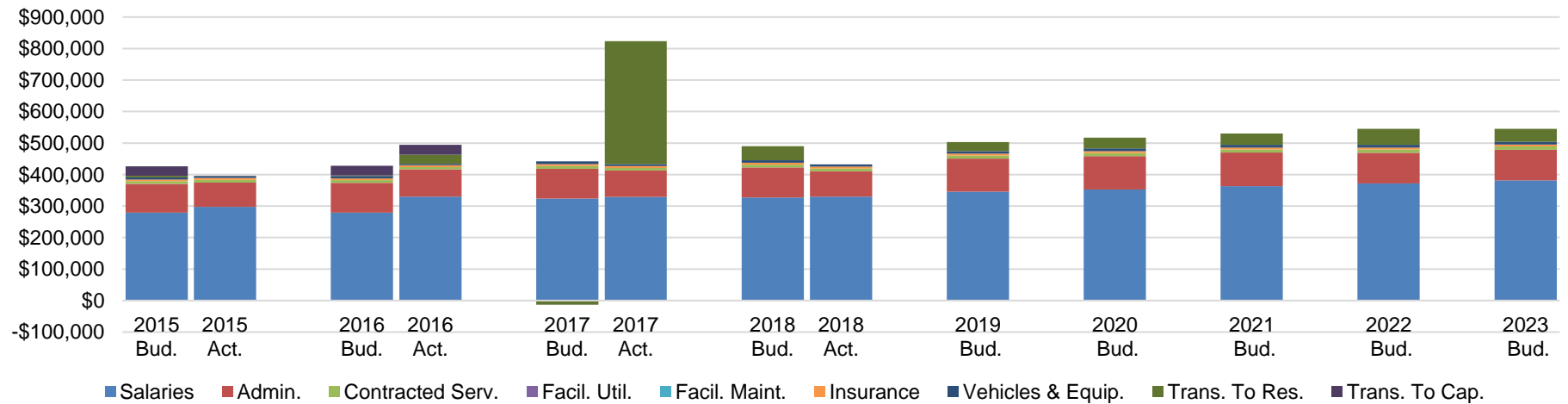
Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0
User Fees	394,770	458,500	471,900	485,700	500,000	500,000	105,230
Other Income	95,000	45,000	45,000	45,000	45,000	45,000	-50,000
Transfer from Reserves	0	0	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>489,770</b>	<b>503,500</b>	<b>516,900</b>	<b>530,700</b>	<b>545,000</b>	<b>545,000</b>	<b>55,230</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	327,590	345,596	352,500	363,100	371,850	381,500	53,910
Administration	94,639	105,300	106,200	106,700	97,500	97,500	2,861
Contracted Services	9,000	9,200	9,400	9,600	9,800	9,800	800
Facility Utilities	0	0	0	0	0	0	0
Facility Maintenance	0	0	0	0	0	0	0
Insurance	6,200	6,300	6,500	6,600	6,700	6,700	500
Vehicles & Equipment	8,000	8,200	8,300	8,500	8,700	8,700	700
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	44,341	28,904	34,000	36,200	50,450	40,800	-3,541
<b>TOTAL EXPENSE</b>	<b>489,770</b>	<b>503,500</b>	<b>516,900</b>	<b>530,700</b>	<b>545,000</b>	<b>545,000</b>	<b>55,230</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL BUILDING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ANNUAL CHANGE \$</b>		0	0	0	0	0	0
<b>ANNUAL CHANGE %</b>		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



## Building Inspection Operating Revenues



## Building Inspection Operating Expenses



Building permit revenue variance in 2017 due to large non-residential project. Surplus resulted in a large transfer to reserve which paid off the accumulated deficit.

## 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.

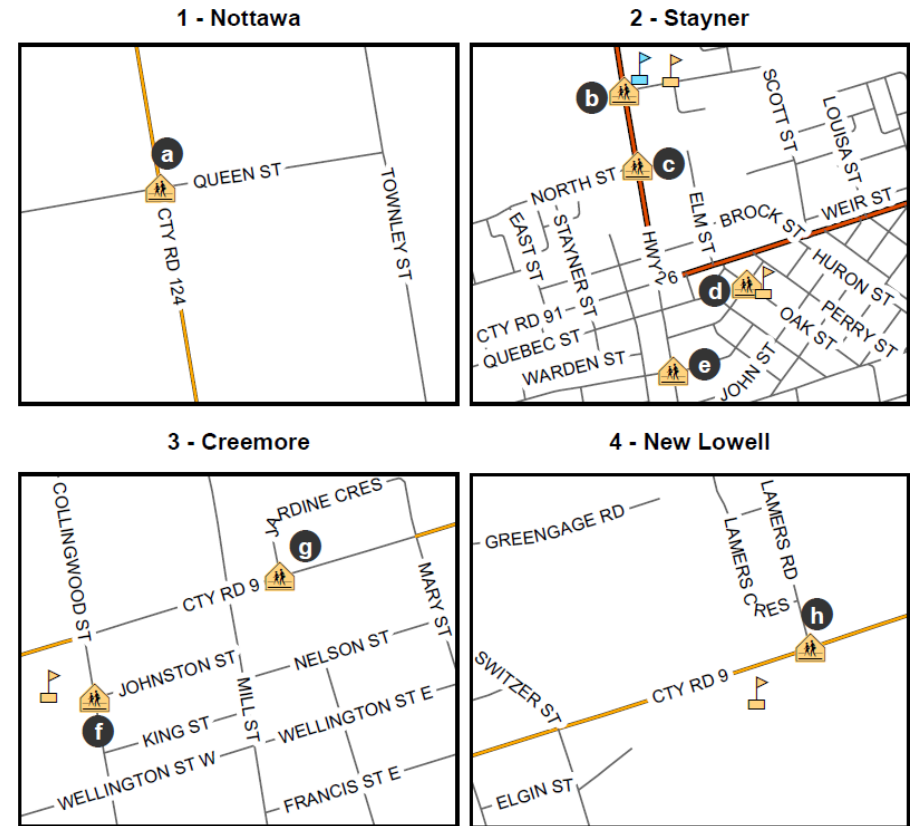
Clearview provides Crossing Guard service for school children at 8 locations across the municipality.

### 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



**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

**2023 Municipal By-law and Crossing Guard Projects**

None

## 2019 Bylaw & Crossing Guard Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
Grants	20,000	5,646	20,000	10,911	20,400	400	0.00%
User Fees	116,450	129,276	116,450	102,248	116,200	-250	0.00%
Other Income	0	90	0	490	0	0	0.00%
Transfer from Reserves	0	0	0	0	0	0	0.00%
<b>TOTAL REVENUE</b>	<b>136,450</b>	<b>135,013</b>	<b>136,450</b>	<b>113,650</b>	<b>136,600</b>	<b>150</b>	<b>0.00%</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	179,300	171,505	183,940	185,074	181,593	-2,347	-0.02%
Reduced estimate of extra Stayner crossing guard times							
Administration	40,650	21,595	42,150	26,369	43,700	1,550	0.01%
Increase in livestock claim expenses			20,000		20,400	400	0.00%
Increase clothing and supplies			1,900		2,300	400	0.00%
Contracted Services	11,750	8,580	14,250	8,298	14,900	650	0.00%
Increase Animal control contract			5,750		6,200	450	0.00%
Increase livestock valuers fees			3,000		3,100	100	0.00%
Insurance	0	5,705	5,705	5,707	5,700	-5	0.00%
Vehicles & Equipment	13,800	10,008	9,800	11,474	10,000	200	0.00%
Amortization	0	2,466	0	2,466	0	0	0.00%
Transfer to Reserves	6,500	6,500	6,500	6,500	6,500	0	0.00%
<b>TOTAL EXPENSE</b>	<b>252,000</b>	<b>226,358</b>	<b>262,345</b>	<b>245,888</b>	<b>262,393</b>	<b>48</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>	<b>-115,550</b>	<b>-91,346</b>	<b>-125,895</b>	<b>-132,239</b>	<b>-125,793</b>	<b>-102</b>	<b>0.00%</b>
Transfer to Capital	0	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL BYLAW &amp; CROSSING</b>	<b>-115,550</b>	<b>-91,346</b>	<b>-125,895</b>	<b>-132,239</b>	<b>-125,793</b>	<b>-102</b>	<b>0.00%</b>

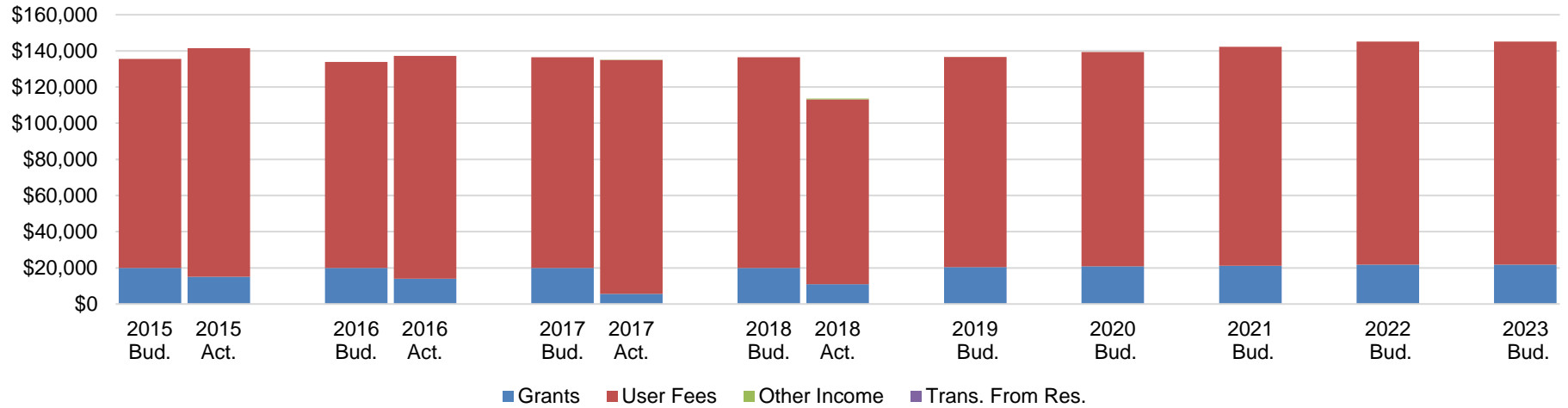
## 2020 Bylaw & Crossing Guard Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Grants	20,000	10,911	20,400	20,800	400	0.00%
User Fees	116,450	102,248	116,200	118,600	2,400	0.02%
Other Income	0	490	0	0	0	0.00%
Transfer from Reserves	0	0	0	0	0	0.00%
<b>TOTAL REVENUE</b>	<b>136,450</b>	<b>113,650</b>	<b>136,600</b>	<b>139,400</b>	<b>2,800</b>	<b>0.02%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	183,940	185,074	181,593	184,900	3,307	0.02%
Administration	42,150	26,369	43,700	44,800	1,100	0.01%
Contracted Services	14,250	8,298	14,900	15,300	400	0.00%
Insurance	5,705	5,707	5,700	5,700	0	0.00%
Vehicles & Equipment	9,800	11,474	10,000	10,200	200	0.00%
Amortization	0	2,466	0	0	0	0.00%
Transfer to Reserves	6,500	6,500	6,500	6,500	0	0.00%
<b>TOTAL EXPENSE</b>	<b>262,345</b>	<b>245,888</b>	<b>262,393</b>	<b>267,400</b>	<b>5,007</b>	<b>0.03%</b>
<b>TOTAL OPERATING</b>	<b>-125,895</b>	<b>-132,239</b>	<b>-125,793</b>	<b>-128,000</b>	<b>2,207</b>	<b>0.01%</b>
Transfer to Capital	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL BYLAW &amp; CROSSING</b>	<b>-125,895</b>	<b>-132,239</b>	<b>-125,793</b>	<b>-128,000</b>	<b>2,207</b>	<b>0.01%</b>

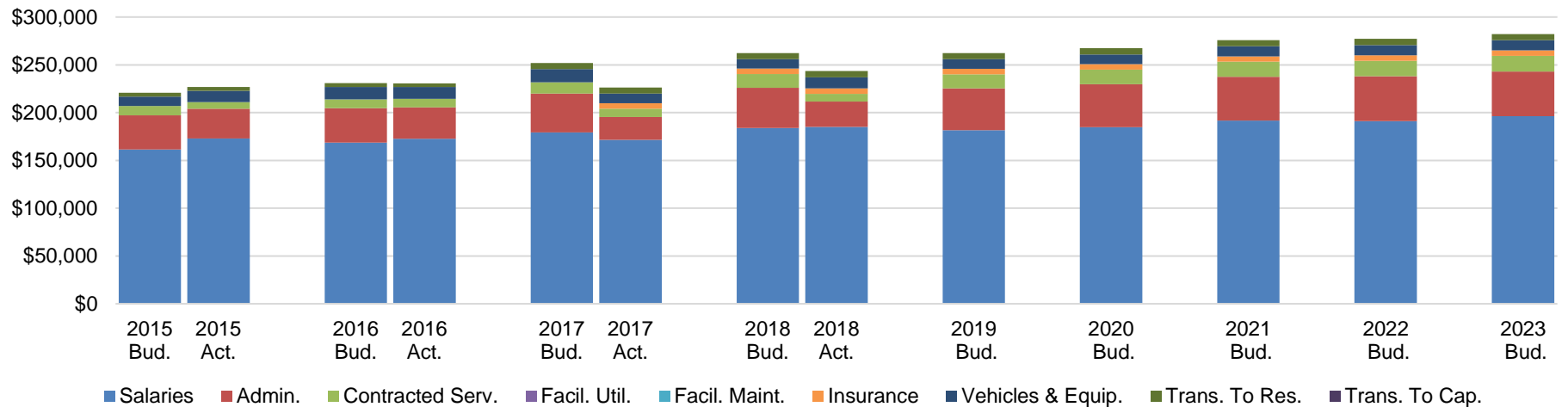
## 2019 - 2023 Bylaw & Crossing Guard Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	20,000	20,400	20,800	21,200	21,700	21,700	1,700
User Fees	116,450	116,200	118,600	121,000	123,500	123,500	7,050
Other Income	0	0	0	0	0	0	0
Transfer from Reserves	0	0	0	0	0	0	0
<b>TOTAL REVENUE</b>	<b>136,450</b>	<b>136,600</b>	<b>139,400</b>	<b>142,200</b>	<b>145,200</b>	<b>145,200</b>	<b>8,750</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	183,940	181,593	184,900	191,600	191,200	196,300	12,360
Administration	42,150	43,700	44,800	45,900	46,800	46,800	4,650
Contracted Services	14,250	14,900	15,300	15,700	16,200	16,200	1,950
Facility Utilities	0	0	0	0	0	0	0
Facility Maintenance	0	0	0	0	0	0	0
Insurance	5,705	5,700	5,700	5,700	5,700	5,700	-5
Vehicles & Equipment	9,800	10,000	10,200	10,500	10,700	10,700	900
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	6,500	6,500	6,500	6,500	6,500	6,500	0
<b>TOTAL EXPENSE</b>	<b>262,345</b>	<b>262,393</b>	<b>267,400</b>	<b>275,900</b>	<b>277,100</b>	<b>282,200</b>	<b>19,855</b>
<b>TOTAL OPERATING</b>	<b>-125,895</b>	<b>-125,793</b>	<b>-128,000</b>	<b>-133,700</b>	<b>-131,900</b>	<b>-137,000</b>	<b>11,105</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL BYLAW &amp; CROSSING</b>	<b>-125,895</b>	<b>-125,793</b>	<b>-128,000</b>	<b>-133,700</b>	<b>-131,900</b>	<b>-137,000</b>	<b>11,105</b>
<b>ANNUAL CHANGE \$</b>		<b>-102</b>	<b>2,207</b>	<b>5,700</b>	<b>-1,800</b>	<b>5,100</b>	<b>11,105</b>
<b>ANNUAL CHANGE %</b>		<b>0.00%</b>	<b>0.01%</b>	<b>0.04%</b>	<b>-0.01%</b>	<b>0.03%</b>	<b>0.07%</b>

## Bylaw &amp; Crossing Guard Operating Revenues



## Bylaw &amp; Crossing Guard Operating Expenses



Grant Revenues and Admin expenses can vary based on number of livestock loss provincial claims. Most other revenues and expenses are steady.



## 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



## 2019 Public Works 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
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
1-5-080-540	Clearview Transit - Stayner line	175,950	163,950					12,000				
1-5-080-540	Clearview Transit - Creemore Line	60,000	60,000									
<b>Public Works Sub-total</b>		<b>235,950</b>	<b>223,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
PW1901	Roller for Grader 8	25,000	0								25,000	
PW1904	Replace 2004 Truck 8	80,000	0								80,000	
PW1905	Brusher Head	23,000	0								23,000	
PW1934	Half Ton – Replace TR46	40,000	0								40,000	
PW1925	Disc Mower	14,000	0								14,000	
PW1926	Traffic Control Signs	75,000	0								75,000	
<b>Bridges</b>												
PW1916	Bridge 368-45 (Smithdale 15/16 SR)	150,000	0								150,000	
<b>Road Construction</b>												
PW1907	Mary St. - Francis to Nelson	157,000	0			141,300			15,700			
PW1909	Switzer St.: Windatt Sub. Top Course	35,000	0								35,000	
PW1910	Conc 2: Centre Line to 3/4 Tile only	50,000	50,000									
PW1911	Cty Rd #91: Conc 10 to 800m W	210,000	0							210,000		
PW1912	3/4 SR: Conc 2 to Cty Rd #9	120,000	120,000									
PW1914	Conc 3: 358m E of George to 6/7 SR	141,600	141,600									
PW1927	Margaret St.: #42 to Clarence	86,300	86,300									
PW1928	Intersection Conc 10 & 33/34 SR	121,900	121,900									
PW1929	Sutherland St.: Quebec to Warden	262,000	0	26,200		235,800						
PW1930	Sutherland St.: Warden to Centre	159,000	0	15,900		143,100						
PW1931	Cedar St.: William to Charles	31,200	0								31,200	
PW1932	Hogback: Cty #9 to 200 m south	26,000	26,000									
PW1933	Centreline Rd: Conc #2 to Cty #9	300,000	147,300			152,700						
PW1935	Weir Street (from 2018)	75,000									75,000	
PW1936	Elizabeth Street (from 2018)	28,000									28,000	
PW1937	Nelson Street (from 2018)	27,000									27,000	
PW1938	East Street (from 2018)	17,700									17,700	
PW1939	Cedar Street (from 2018)	31,200									31,200	
<b>Sidewalks</b>												
PW1918	229 Simcoe Street	5,000	0								5,000	
PW1919	Elm St.: Jonathan Ct to Elm St	35,200	0								35,200	
PW1920	Cty Rd #124: Batteaux to 18 m north	2,800	0								2,800	
PW1921	Superior: Oak to Ontario	58,500	0	58,500								
PW1922	Clarence: Margaret to Christopher	35,500	0	35,500								
PW1923	Hwy #26: across Hanna Ford	4,400	0								4,400	
PW1924	Weir St.: Louise to Scott	42,700	0	42,700								
<b>Street Lights</b>												
	Street Lights	0	0									
<b>Public Works Sub-total</b>		<b>2,470,000</b>	<b>693,100</b>	<b>253,800</b>	<b>0</b>	<b>672,900</b>	<b>0</b>	<b>0</b>	<b>15,700</b>	<b>210,000</b>	<b>699,500</b>	<b>0</b>

## 2020 Public Works 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
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
1-5-080-540	Clearview Transit - Stayner Line	179,470	167,470					12,000				
1-5-080-540	Clearview Transit - Creemore Line	120,000	120,000									
<b>Public Works Sub-total</b>		<b>299,470</b>	<b>287,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
2-4-300-845	TR 42 2008 Intern	240,000	0								240,000	
2-4-300-845	TR 45 2009 Ford	35,000	0								35,000	
2-4-300-845	TR 572014 Ford	35,000	0								35,000	
2-4-300-845	BCZ 2008 Bob Cat	10,000	0								10,000	
2-4-300-845	BH 5 2005 Backhoe	140,000	0								140,000	
2-4-300-845	Replace 2008 Dump Truck #6	240,000	0								240,000	
2-4-300-845	Replace 2007 Dump Truck 40	240,000	0								240,000	
<b>Road Construction</b>												
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									
<b>Sidewalks</b>												
2-4-300-924	Sidewalk Construction	110,000	110,000									
<b>Public Works Sub-total</b>		<b>1,687,600</b>	<b>747,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>940,000</b>	<b>0</b>

## 2021 Public Works 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
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
1-5-080-540	Clearview Transit - Stayner Line	179,470	167,470					12,000				
1-5-080-540	Clearview Transit - Creemore Line	120,000	120,000									
<b>Public Works Sub-total</b>		<b>299,470</b>	<b>287,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
2-4-300-845	TR 46 2010 Ford	35,000	0								35,000	
2-4-300-845	TR 47 2010 Ford	35,000	0								35,000	
2-4-300-845	TR 48 2011 Freight	240,000	0								240,000	
2-4-300-845	TR 55 2001 Interna	80,000	0								80,000	
2-4-300-845	TR 60 2016 Dodge	40,000	0								40,000	
<b>Road Construction</b>												
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									
<b>Sidewalks</b>												
2-4-300-924	Sidewalk Construction	110,000	110,000									
<b>Public Works Sub-total</b>		<b>1,360,320</b>	<b>930,320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>430,000</b>	<b>0</b>

## 2022 Public Works Projects

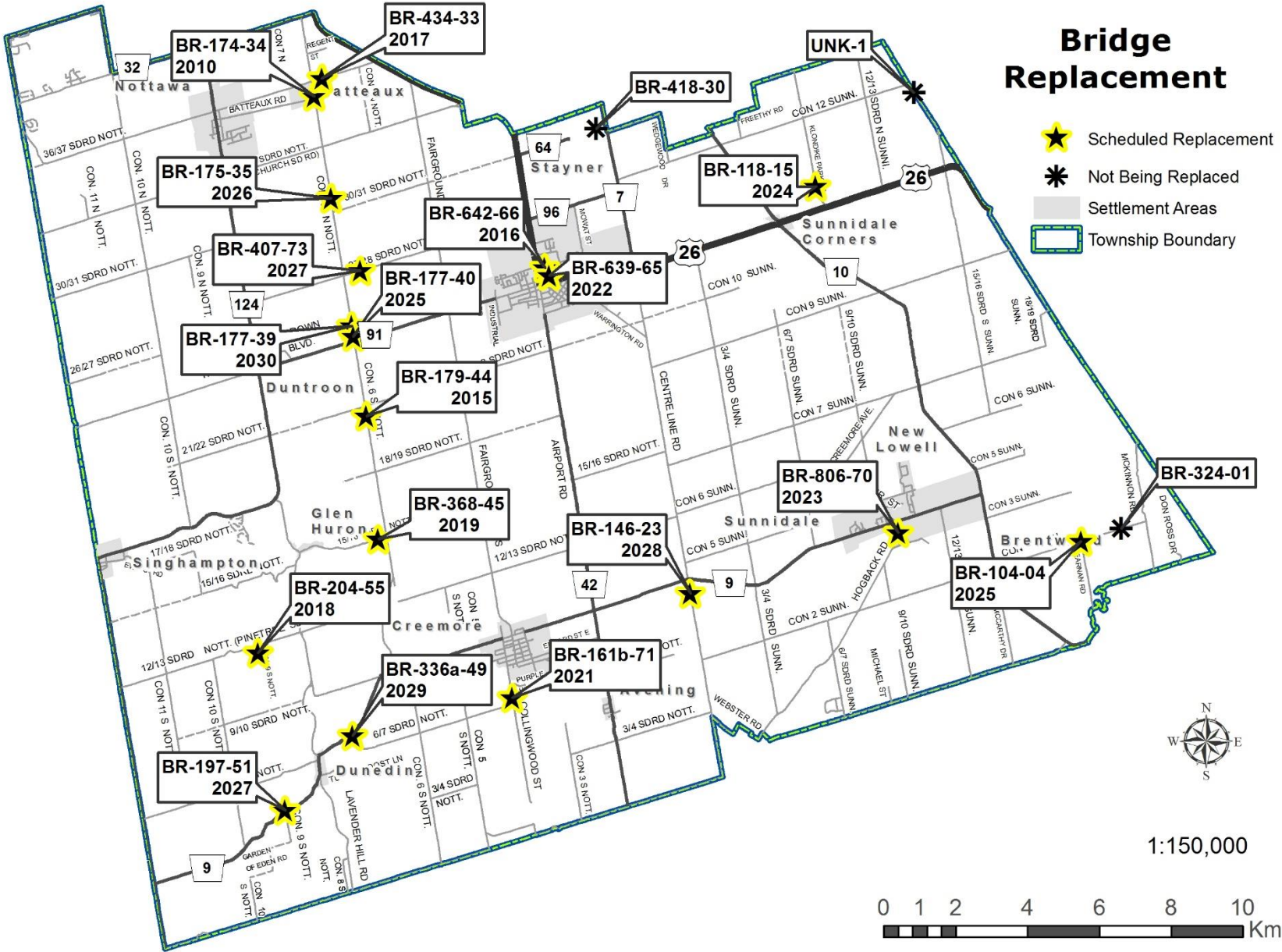
Dept.	Project Description	Budget	Taxation/ User Fees	Grants Subsidies	Other Gov. Contribs	Developer Contribs	Municipal Act	Other Revenues	DCs	Oth Res Fund Def Rev	Reserves	Debentures
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
1-5-080-540	Clearview Transit - Stayner Line	179,470	167,470					12,000				
1-5-080-540	Clearview Transit - Creemore Line	120,000	120,000									
<b>Public Works Sub-total</b>		<b>299,470</b>	<b>287,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
2-4-300-845	TR 49 2011 Freight	240,000	0								240,000	
2-4-300-845	TR 50 2012 Ford	35,000	0								35,000	
2-4-300-845	TR 51 2012 Ford	35,000	0								35,000	
2-4-300-845	TR 53 2013 Ford	35,000	0								35,000	
2-4-300-845	DMOW 2009 NH Mow	18,000	0								18,000	
2-4-300-845	FL 3 Trailer	10,000	0								10,000	
2-4-300-845	SPZT 2011 Mower	10,000	0								10,000	
2-4-300-845	SWP 1 Sweeper	10,000	0								10,000	
2-4-300-845	SWP 2 Attach Sweep	10,000	0								10,000	
2-4-300-845	Attach Sweep PTO	8,000	0								8,000	
<b>Road Construction</b>												
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									
	To be determined	126,970	126,970									
<b>Sidewalks</b>												
2-4-300-924	Sidewalk Construction	110,000	110,000									
<b>Public Works Sub-total</b>		<b>1,341,320</b>	<b>930,320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>411,000</b>	<b>0</b>

## 2023 Public Works 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
<b>Public Works</b>												
<b>Admin, Bldg, and Equip</b>												
1-5-080-540	Clearview Transit - Stayner Line	186,730	174,730					12,000				
1-5-080-540	Clearview Transit - Creemore Line	120,000	120,000									
<b>Public Works Sub-total</b>		<b>306,730</b>	<b>294,730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Road Construction</b>												
2-4-300-914	To be determined	930,320	930,320									
<b>Public Works Sub-total</b>		<b>930,320</b>	<b>930,320</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Bridge Replacement Forecast Map





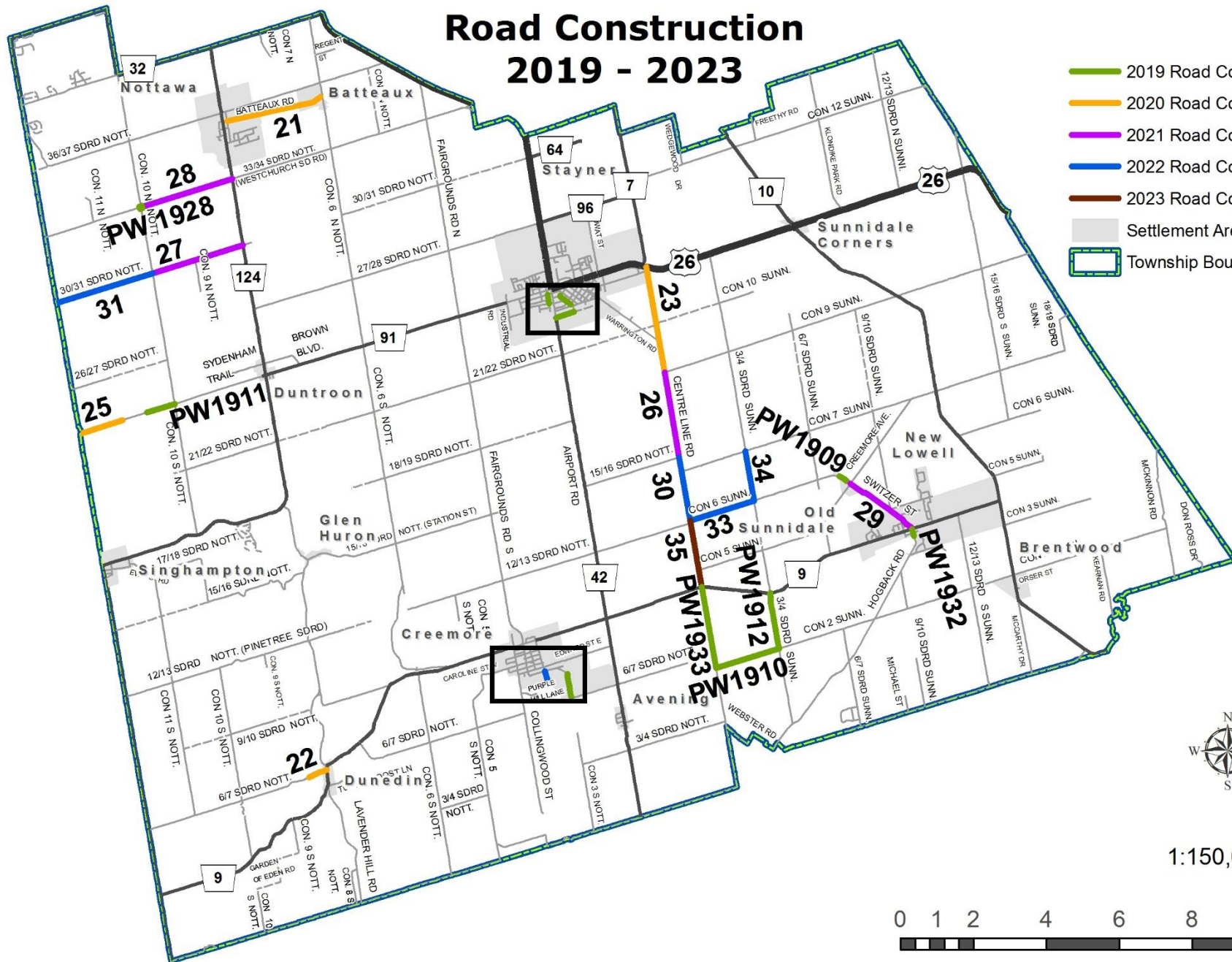
## Bridge Replacement Forecast for Reserves

Year	Bridge	Opening Balance	Grants	Annual Transfer	Spend from Reserve	Closing Balance	Inflator	Cost in 2019 \$
2010	174-34 Batteaux	0	227,500	0	-70,000	157,500		
2011		157,500		250,000	0	407,500	0.80%	
2012	438-31 Schell Farm	407,500		250,000	0	657,500	4.30%	
2013		657,500		300,000	0	957,500	1.80%	
2014		957,500		300,000	0	1,257,500	0.30%	
2015	179-44 Conc. 6	1,257,500		325,000	-652,490	930,010	1.50%	
2016	624-66 Elm St.	930,010	87,311	376,000	-581,841	811,480	1.80%	
2017		811,480		401,000	0	1,212,480	3.20%	
2018	434-33 36/37 SR, 204-55 Conc. 9	1,212,480		538,000	-316,210	1,434,270	3.00%	
2019	368-45 Smithdale 15/16 SR	1,434,270		788,000	-150,000	2,072,270	5.20%	150,000
2020		2,072,270		788,000	0	2,860,270	4.00%	0
2021	161B-71 Collingwood St.	2,860,270		788,000	-3,003,874	644,397	4.00%	2,777,250
2022	639-65 Brock St.	644,397		788,000	-622,865	809,531	4.00%	553,725
2023	806-70 Hogback	809,531		788,000	-679,395	918,136	4.00%	580,750
2024	118-15 Klondike Pk. Rd.	918,136		788,000	-475,711	1,230,425	4.00%	391,000
2025	177-40 Conc. 6, 104-04 Kearman	1,230,425		788,000	-682,450	1,335,975	4.00%	539,350
2026	175-35 Conc. 6	1,335,975		788,000	-605,329	1,518,646	4.00%	460,000
2027	407-73 27/28 SR, 197-51 Conc. 9	1,518,646		788,000	-796,370	1,510,276	4.00%	581,900
2028	146-23 Centreline	1,510,276		788,000	-392,834	1,905,442	4.00%	276,000
2029	336A-49 6/7 SR	1,905,442		788,000	-2,212,965	480,477	4.00%	1,495,000
2030	177-39 Conc. 6	480,477		788,000	-1,150,742	117,735	4.00%	747,500
<b>-12,393,076</b>								

Year	No or low traffic bridges not being replaced/rehabilitated				Cost		Cost in 2019 \$
2019	324-01 Conc. 2				393,875		393,875
2023	UNK-01 15/16 SR				663,924		567,525
2023	418-30 30/31 SR				283,866		242,650
					<u>1,341,665</u>		

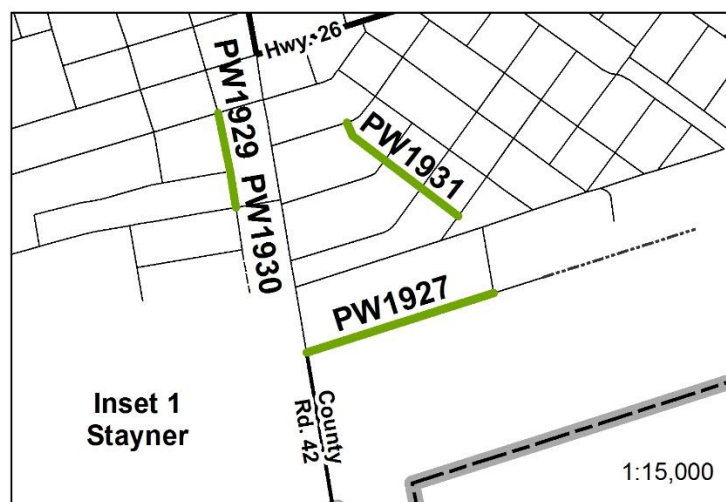
# Road Construction 2019 - 2023

- 2019 Road Construction
- 2020 Road Construction
- 2021 Road Construction
- 2022 Road Construction
- 2023 Road Construction
- Settlement Areas
- Township Boundary



1:150,000





Label	Road	From	To	Year
PW1929	Sutherland St	Quebec	Warden	2019
PW1930	Sutherland St	Warden	Centre	2019
PW1931	Cedar St	William	Charles	2019
PW1932	Hogback Rd	Cty Rd #9	200m South	2019
PW1933	Centre Line Rd	Conc 2	Cty Rd #9	2019
21	Batteaux Rd	Concession 6	Townley St	2020
22	6/7 Side Road	County Rd #9	2050 m east of Conc 10	2020
23	Centre Line Rd	Highway 26	Concession 9	2020
25	County Rd 91	Town Line	1.2 km easterly	2020
26	Centre Line Rd	Concession 9	15/16 Side Road	2021
27	30/31 Side Road	County Rd #124	Concession 10	2021
28	33/34 Side Road	Concession 10	County Rd #124	2021
29	Switzer St	County Rd #9	Creemore Ave	2021
30	Centre Line Rd	15/16 Side Road	Concession 6	2022
31	30/31 Side Road	Concession 10	Town Line	2022
32	Mary St	George St	End	2022
33	Concession 6	3/4 Side Road	Centre Line Rd	2022
34	3/4 Side Road	Concession 6	Concession 7	2022
35	Centre Line Rd	County Rd #9	Concession 6	2023

Label	Road	From	To	Year
PW1909	Switzer St	Windatt Subdivision		2019
PW1910	Concession 2	Centre Line Rd	3/4 Side Road	2019
PW1911	County Rd #91	Concession 10	800 meters westerly	2019
PW1912	3/4 Side Road	Concession 2	County Rd #9	2019
PW1914	Conc	358m E of George	6/7 SR	2019
PW1927	Margaret St	#42	Clarence	2019
PW1928	Intersection	Conc 10	33/34 SR	2019



## 2019 Public Works Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
<b>Grants</b>	<b>70,000</b>	<b>70,785</b>	<b>70,000</b>	<b>490,173</b>	<b>70,000</b>	<b>0</b>	<b>0.00%</b>
Pits and quarries royalty			70,000		70,000	0	0.00%
<b>User Fees</b>	<b>1,057,100</b>	<b>1,000,563</b>	<b>962,100</b>	<b>1,050,581</b>	<b>971,100</b>	<b>9,000</b>	<b>0.06%</b>
Increase in metal recycling			0		5,000	5,000	0.03%
<b>Other Income</b>	<b>150,450</b>	<b>127,678</b>	<b>122,500</b>	<b>186,456</b>	<b>122,500</b>	<b>0</b>	<b>0.00%</b>
<b>Transfer from Reserves</b>	<b>40,000</b>	<b>40,000</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>-35,000</b>	<b>-0.23%</b>
Remove DC funding for 2018 Roads/Bridge Needs Study			35,000		0	-35,000	-0.23%
<b>TOTAL REVENUE</b>	<b>1,317,550</b>	<b>1,239,026</b>	<b>1,189,600</b>	<b>1,727,209</b>	<b>1,163,600</b>	<b>-26,000</b>	<b>-0.17%</b>
<b>EXPENSE</b>							
<b>Salaries, Wages &amp; Benefits</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Administration</b>	<b>67,769</b>	<b>58,275</b>	<b>78,359</b>	<b>89,202</b>	<b>79,100</b>	<b>741</b>	<b>0.00%</b>
<b>Contracted Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Facility Utilities</b>	<b>145,000</b>	<b>195,291</b>	<b>145,000</b>	<b>174,385</b>	<b>147,900</b>	<b>2,900</b>	<b>0.02%</b>
<b>Amortization</b>	<b>0</b>	<b>26,760</b>	<b>0</b>	<b>26,760</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL EXPENSE</b>	<b>212,769</b>	<b>280,327</b>	<b>223,359</b>	<b>290,347</b>	<b>227,000</b>	<b>3,641</b>	<b>0.02%</b>
<b>WORKS EXPENSE</b>							
<b>Salaries, Wages &amp; Benefits</b>	<b>1,466,998</b>	<b>1,412,201</b>	<b>1,485,613</b>	<b>1,596,523</b>	<b>1,579,530</b>	<b>93,917</b>	<b>0.62%</b>
<b>Administration</b>	<b>1,398,567</b>	<b>1,124,597</b>	<b>1,263,549</b>	<b>1,206,553</b>	<b>1,284,200</b>	<b>20,651</b>	<b>0.14%</b>
Final year Eco Park loan (PW portion)			38,934		25,000	-13,934	-0.09%
Increase gravel road grading			74,500		76,000	1,500	0.01%
increase gravel road dust control			14,560		24,900	10,340	0.07%
increase snow plowing			343,200		350,100	6,900	0.05%
increase sanding and salting			315,600		321,900	6,300	0.04%
<b>Contracted Services</b>	<b>1,073,000</b>	<b>1,164,713</b>	<b>1,145,500</b>	<b>1,303,421</b>	<b>1,197,400</b>	<b>51,900</b>	<b>0.34%</b>
Remove consulting 2018 Roads Needs Study (grant funded)			34,200		0	-34,200	-0.22%
Clearview Transit - new Creemore line 1/2 year			210,000		274,200	64,200	0.42%
Increase brushing			65,000		66,300	1,300	0.01%
Increase debris & litter cleanup			5,000		10,200	5,200	0.03%
Increase paved road patching			100,000		102,000	2,000	0.01%

Summary and Analysis by Departments

Increase gravel road dust control			135,000		137,700	2,700	0.02%
Increase gravel road resurfacing			330,000		336,000	6,000	0.04%
<b>Facility Utilities</b>	<b>56,000</b>	<b>37,976</b>	<b>56,000</b>	<b>39,169</b>	<b>57,200</b>	<b>1,200</b>	<b>0.01%</b>
<b>Facility Maintenance</b>	<b>95,500</b>	<b>139,794</b>	<b>95,500</b>	<b>120,842</b>	<b>97,400</b>	<b>1,900</b>	<b>0.01%</b>
<b>Insurance</b>	<b>115,400</b>	<b>119,241</b>	<b>115,623</b>	<b>115,722</b>	<b>115,900</b>	<b>277</b>	<b>0.00%</b>
<b>Vehicles &amp; Equipment</b>	<b>801,800</b>	<b>826,539</b>	<b>802,800</b>	<b>714,871</b>	<b>818,300</b>	<b>15,500</b>	<b>0.10%</b>
<b>Amortization</b>	<b>0</b>	<b>1,583,500</b>	<b>0</b>	<b>1,756,759</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Transfer to Reserves</b>	<b>691,100</b>	<b>924,351</b>	<b>828,100</b>	<b>1,031,956</b>	<b>1,078,100</b>	<b>250,000</b>	<b>1.64%</b>
Increase transfer to bridge reserve			538,000		788,000	250,000	1.64%
<b>TOTAL WORKS EXPENSE</b>	<b>5,698,365</b>	<b>7,332,913</b>	<b>5,792,685</b>	<b>7,885,816</b>	<b>6,228,030</b>	<b>435,345</b>	<b>2.86%</b>
<b>TOTAL OPERATING</b>	<b>-4,593,584</b>	<b>-6,374,213</b>	<b>-4,826,444</b>	<b>-6,448,953</b>	<b>-5,291,430</b>	<b>464,986</b>	<b>3.05%</b>
<b>Transfer to Capital</b>	<b>903,900</b>	<b>692,914</b>	<b>936,400</b>	<b>1,277,076</b>	<b>693,100</b>	<b>-243,300</b>	<b>-1.60%</b>
<b>TOTAL Capital</b>	<b>903,900</b>	<b>692,914</b>	<b>936,400</b>	<b>1,277,076</b>	<b>693,100</b>	<b>-243,300</b>	<b>-1.60%</b>
<b>TOTAL PUBLIC WORKS</b>	<b>-5,497,484</b>	<b>-7,067,128</b>	<b>-5,762,844</b>	<b>-7,726,029</b>	<b>-5,984,530</b>	<b>221,686</b>	<b>1.46%</b>

## 2020 Public Works Department Operating Budget Analysis

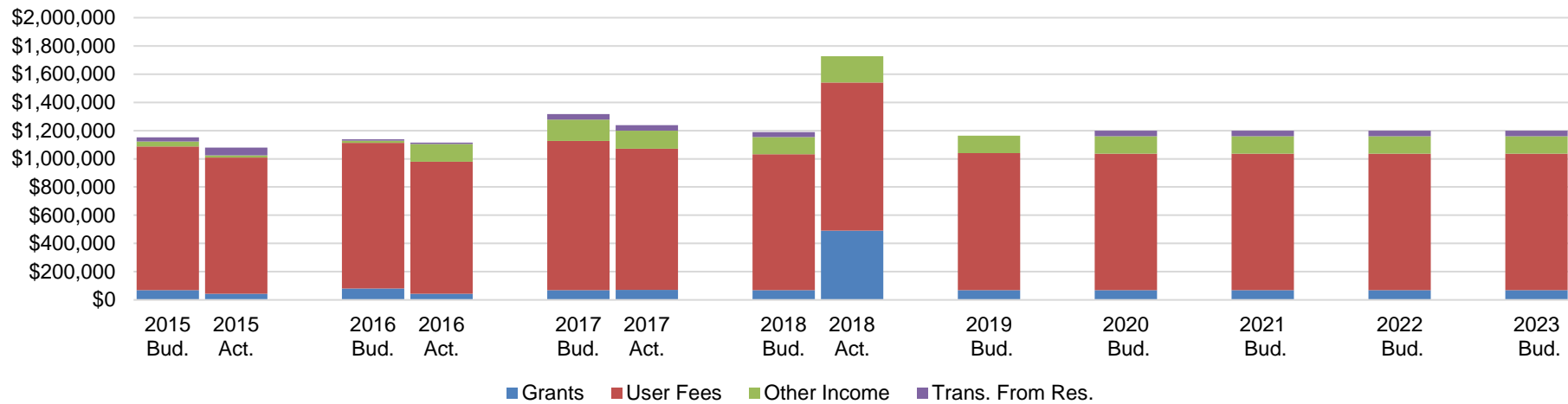
Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Grants	70,000	490,173	70,000	70,000	0	0.00%
User Fees	962,100	1,050,581	971,100	967,100	-4,000	-0.03%
Other Income	122,500	186,456	122,500	122,500	0	0.00%
Transfer from Reserves	35,000	0	0	40,000	40,000	0.25%
<b>TOTAL REVENUE</b>	<b>1,189,600</b>	<b>1,727,209</b>	<b>1,163,600</b>	<b>1,199,600</b>	<b>36,000</b>	<b>0.23%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	0	0	0	0	0	0.00%
Administration	78,359	89,202	79,100	79,900	800	0.01%
Contracted Services	0	0	0	0	0	0.00%
Facility Utilities	145,000	174,385	147,900	150,900	3,000	0.02%
Amortization	0	26,760	0	0	0	0.00%
<b>TOTAL EXPENSE</b>	<b>223,359</b>	<b>290,347</b>	<b>227,000</b>	<b>230,800</b>	<b>3,800</b>	<b>0.02%</b>
<b>WORKS EXPENSE</b>						
Salaries, Wages & Benefits	1,485,613	1,596,523	1,579,530	1,611,200	31,670	0.20%
Administration	1,263,549	1,206,553	1,284,200	1,277,800	-6,400	-0.04%
Eco Park loan finished in 2019			25,000	0	-25,000	-0.16%
Contracted Services	1,145,500	1,303,421	1,197,400	1,280,100	82,700	0.52%
Increase transit for remaining half yr Creemore			60,000	120,000	60,000	0.38%
Facility Utilities	56,000	39,169	57,200	58,200	1,000	0.01%
Facility Maintenance	95,500	120,842	97,400	99,300	1,900	0.01%
Insurance	115,623	115,722	115,900	116,100	200	0.00%
Vehicles & Equipment	802,800	714,871	818,300	834,800	16,500	0.10%
Amortization	0	1,756,759	0	0	0	0.00%
Transfer to Reserves	828,100	1,031,956	1,078,100	1,078,100	0	0.00%
<b>TOTAL WORKS EXPENSE</b>	<b>5,792,685</b>	<b>7,885,816</b>	<b>6,228,030</b>	<b>6,355,600</b>	<b>127,570</b>	<b>0.81%</b>
<b>TOTAL OPERATING</b>	<b>-4,826,444</b>	<b>-6,448,953</b>	<b>-5,291,430</b>	<b>-5,386,800</b>	<b>95,370</b>	<b>0.63%</b>
Transfer to Capital	936,400	1,277,076	693,100	747,600	54,500	0.35%
<b>TOTAL Capital</b>	<b>936,400</b>	<b>1,277,076</b>	<b>693,100</b>	<b>747,600</b>	<b>54,500</b>	<b>0.35%</b>

<b>TOTAL PUBLIC WORKS</b>	<b>-5,762,844</b>	<b>-7,726,029</b>	<b>-5,984,530</b>	<b>-6,134,400</b>	<b>149,870</b>	<b>0.97%</b>
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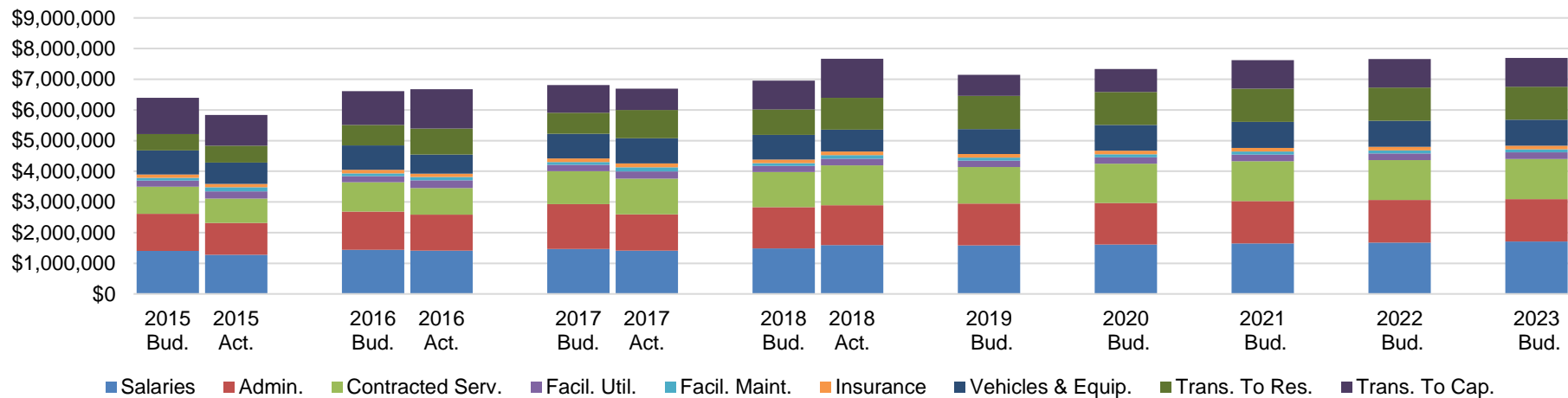
## 2019 - 2023 Public Works Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	70,000	70,000	70,000	70,000	70,000	70,000	0
User Fees	962,100	971,100	967,100	967,100	967,100	967,100	5,000
Other Income	122,500	122,500	122,500	122,500	122,500	122,500	0
Transfer from Reserves	35,000	0	40,000	40,000	40,000	40,000	5,000
<b>TOTAL REVENUE</b>	<b>1,189,600</b>	<b>1,163,600</b>	<b>1,199,600</b>	<b>1,199,600</b>	<b>1,199,600</b>	<b>1,199,600</b>	<b>10,000</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	0	0	0	0	0	0	0
Administration	78,359	79,100	79,900	78,920	81,500	81,500	3,141
Contracted Services	0	0	0	0	0	0	0
Facility Utilities	145,000	147,900	150,900	153,900	157,000	157,000	12,000
Amortization	0	0	0	0	0	0	0
<b>TOTAL EXPENSE</b>	<b>223,359</b>	<b>227,000</b>	<b>230,800</b>	<b>232,820</b>	<b>238,500</b>	<b>238,500</b>	<b>15,141</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	1,485,613	1,579,530	1,611,200	1,643,500	1,675,600	1,709,000	223,387
Administration	1,263,549	1,284,200	1,277,800	1,303,400	1,303,400	1,303,400	39,851
Contracted Services	1,145,500	1,197,400	1,280,100	1,303,300	1,303,300	1,303,300	157,800
Facility Utilities	56,000	57,200	58,200	59,400	59,400	59,400	3,400
Facility Maintenance	95,500	97,400	99,300	101,400	101,400	101,400	5,900
Insurance	115,623	115,900	116,100	116,300	116,300	116,300	677
Vehicles & Equipment	802,800	818,300	834,800	851,300	851,600	851,900	49,100
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	828,100	1,078,100	1,078,100	1,078,100	1,078,100	1,078,100	250,000
<b>TOTAL EXPENSE</b>	<b>5,792,685</b>	<b>6,228,030</b>	<b>6,355,600</b>	<b>6,456,700</b>	<b>6,489,100</b>	<b>6,522,800</b>	<b>730,115</b>
<b>TOTAL OPERATING</b>	<b>-4,826,444</b>	<b>-5,291,430</b>	<b>-5,386,800</b>	<b>-5,489,920</b>	<b>-5,528,000</b>	<b>-5,561,700</b>	<b>720,115</b>
Transfer to Capital	936,400	693,100	747,600	930,320	930,320	930,320	-6,080
<b>TOTAL CAPITAL</b>	<b>936,400</b>	<b>693,100</b>	<b>747,600</b>	<b>930,320</b>	<b>930,320</b>	<b>930,320</b>	<b>-6,080</b>
<b>TOTAL PUBLIC WORKS</b>	<b>-5,762,844</b>	<b>-5,984,530</b>	<b>-6,134,400</b>	<b>-6,420,240</b>	<b>-6,458,320</b>	<b>-6,492,020</b>	<b>714,035</b>
<b>ANNUAL CHANGE \$</b>		<b>221,686</b>	<b>149,870</b>	<b>285,840</b>	<b>38,080</b>	<b>33,700</b>	<b>729,176</b>
<b>ANNUAL CHANGE %</b>		<b>1.46%</b>	<b>0.95%</b>	<b>1.78%</b>	<b>0.23%</b>	<b>0.20%</b>	<b>4.62%</b>

## Public Works Operating Revenues



## Public Works Operating Expenses



Revenue generally on budget. Major variable is number of hours of chargeouts for the vehicle fleet in user fees. Most expenses compare to budgeted however weather can affect winter control and project completion or deferrals affect Admin and contracted services expenses.

## 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.

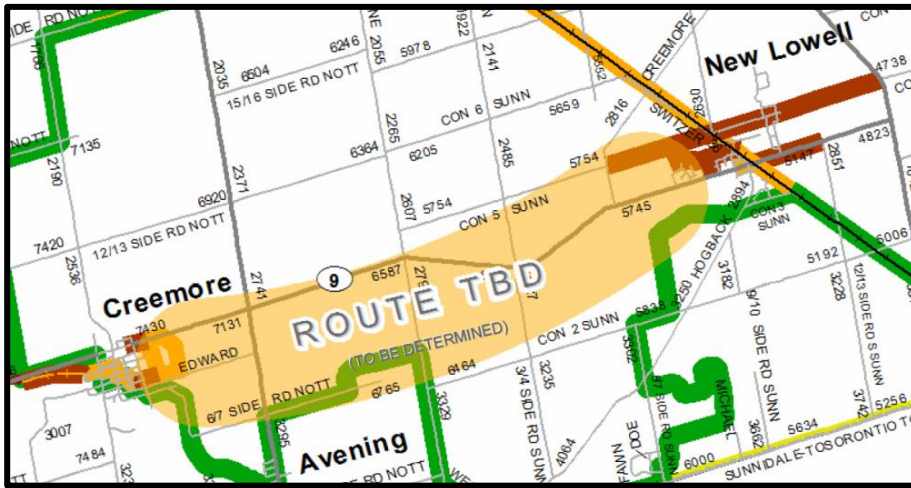


**Station Park in Stayner – Home of Music in the Park**

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 (2012 dollars) are required to make the Halls accessible and meet Provincial Accessibility for Ontarians with Disabilities Act guidelines.

## 2019 Parks and Recreation 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
<b>Parks and Recreation</b>												
1-4-615-660	Replace Small Halls ticketing platform	18,000	18,000									
<b>Stayner Arena</b>												
1-4-610-700	Add wifi hotspots and computers	11,500	11,500									
<b>Youth Centre</b>												
1-4-617-653	Establish Youth programming (ongoing)	25,000	25,000									
<b>Parks and Recreation Sub-total</b>		<b>54,500</b>	<b>54,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Parks and Recreation</b>												
PR1901	Wrapped Tourism Utility Van	40,000	0						40,000			
PR1902	Water Trailer	6,000	6,000									
PR1903	Multi-use tractor for tourism planters	4,000	4,000									
PR1904	Asset Signage Program (from 2018)	20,000	20,000									
PR1905	Event Infrastructure	10,000	10,000									
PR1906	Quench Buggy	15,000	15,000									
<b>Stayner Arena</b>												
PR1907	Replace Boards (from 2018)	170,000	70,000								100,000	
PR1908	Electric Edger for Arena Ice Pad	12,000	12,000									
PR1909	Hall & Other Renovations (from 2018)	300,000	0								300,000	
PR1910	Arena Renovations (from 2018)	35,000	10,000								25,000	
	Replace accessible main entrance doors	35,000	0								35,000	
<b>Creemore Arena</b>												
PR1911	Replace Curling Rink Dehumidifier	35,000	35,000									
PR1912	Replace Washroom Stalls	7,000	7,000									
PR1913	Replace Floor Scrubber/Equipment	5,000	5,000									
<b>Stayner Parks</b>												
PR1914	Centennial Park Pavilion (Kinsmen, from 2018)	10,000	0						10,000			
PR1915	Station Park Redev. Phase 1 (from 2018)	400,000	0							400,000		
PR1916	Community Garden Infrastructure (from 2018)	15,000	0								15,000	
<b>New Lowell Parks</b>												
PR1917	Repair pavilion ceiling	10,000	10,000									
	Concrete pad for New Lowell park	75,000	75,000									
<b>Other Parks/Halls</b>												
PR1918	Skateboard Park Cement/Pavement Pad	20,000	0						20,000			
PR1919	Duntroon Hall Water Treatment Equipment	5,000	5,000									
PR1920	Duntroon Dog Park	5,000	5,000								35,000	
	Remove house next to Nottawa Hall and pave	35,000	0									
<b>Trails</b>												
PR1922	Construction and resurfacing	30,000	30,000									
<b>Parks and Recreation Sub-total</b>		<b>1,299,000</b>	<b>319,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>	<b>400,000</b>	<b>510,000</b>	<b>0</b>

## 2020 Parks and Recreation 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
2-4-610-840	<b>Parks and Recreation</b>											
	To be determined	139,500	139,500									
	<b>Parks and Recreation Sub-total</b>	<b>139,500</b>	<b>139,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021 Parks and Recreation 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
2-4-610-840	<b>Parks and Recreation</b>											
	To be determined	139,500	139,500									
	<b>Parks and Recreation Sub-total</b>	<b>139,500</b>	<b>139,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 Parks and Recreation 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
2-4-610-840	<b>Parks and Recreation</b>											
	To be determined	139,500	139,500									
	<b>Parks and Recreation Sub-total</b>	<b>139,500</b>	<b>139,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2023 Parks and Recreation 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
2-4-610-840	<b>Parks and Recreation</b>											
	To be determined	139,500	139,500									
	<b>Parks and Recreation Sub-total</b>	<b>139,500</b>	<b>139,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2019 Parks &amp; Recreation Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
<b>Grants</b>	<b>26,000</b>	<b>46,026</b>	<b>46,250</b>	<b>56,847</b>	<b>30,800</b>	<b>-15,450</b>	<b>-0.10%</b>
Youth Centre-United Way grant			17,250		17,800	550	0.00%
Reduce Rec programming grant			7,000		5,000	-2,000	-0.01%
Reduce grants for small halls festival			21,000		7,000	-14,000	-0.09%
<b>User Fees</b>	<b>538,450</b>	<b>731,896</b>	<b>539,600</b>	<b>793,433</b>	<b>558,100</b>	<b>18,500</b>	<b>0.12%</b>
Decrease Stayner hall rental - construction			7,000		2,000	-5,000	-0.03%
Increase Stayner ice rental			140,000		150,000	10,000	0.07%
Increase stayner signage fees			9,500		18,000	8,500	0.06%
Increase Stayner pool fees and lessons			24,000		29,000	5,000	0.03%
<b>Other Income</b>	<b>34,865</b>	<b>118,786</b>	<b>31,914</b>	<b>77,334</b>	<b>46,500</b>	<b>14,586</b>	<b>0.10%</b>
Increase Youth Centre donations			0		6,000	6,000	0.04%
Increase Youth Centre misc fees			0		7,300	7,300	0.05%
<b>Transfer from Reserves</b>	<b>25,000</b>	<b>28,230</b>	<b>85,456</b>	<b>67,323</b>	<b>31,980</b>	<b>-53,476</b>	<b>-0.35%</b>
Remove 2019 Transfer from reserve master plan and paint beams			60,000		0	-60,000	-0.39%
From Parkland Reserve for Perry Gideon Loan			0		31,981	31,981	0.21%
Remove Fund Silvershoe cemetery work from Cemetery reserve			2,000		0	-2,000	-0.01%
Depleted Youth Centre-transfer from reserve			23,456		0	-23,456	-0.15%
<b>TOTAL REVENUE</b>	<b>624,315</b>	<b>924,937</b>	<b>703,220</b>	<b>994,937</b>	<b>667,380</b>	<b>-35,840</b>	<b>-0.24%</b>
<b>EXPENSE</b>							
<b>Salaries, Wages &amp; Benefits</b>	<b>784,425</b>	<b>740,188</b>	<b>921,470</b>	<b>943,329</b>	<b>995,758</b>	<b>74,288</b>	<b>0.49%</b>
Convert Rec Clerk from 0.6FTE to 1.0 FTE (July 1)			0		13,000	13,000	0.09%
Replace Youth Centre contractor with 1.5 staff			0		97,800	97,800	0.64%
<b>Administration</b>	<b>336,893</b>	<b>513,662</b>	<b>412,545</b>	<b>603,523</b>	<b>519,680</b>	<b>107,135</b>	<b>0.70%</b>
Perry gideon loan reassigned from Library			38,551		71,254	32,703	0.21%
Add new wifi hotspots/computer for admin??			1,600		13,100	11,500	0.08%
Increase training			6,500		10,700	4,200	0.03%
Increase public relations			4,000		10,100	6,100	0.04%
Replace Small Halls ticketing/promotion website \$18,000			18,000		34,900	16,900	0.11%
Establish youth programming			0		25,000	25,000	0.16%
<b>Contracted Services</b>	<b>25,400</b>	<b>46,284</b>	<b>113,900</b>	<b>130,793</b>	<b>28,000</b>	<b>-85,900</b>	<b>-0.56%</b>
Remove 2019 Rec Master consult			40,000		0	-40,000	-0.26%

# Summary and Analysis by Departments

Replace Youth Centre contractor with staff			47,000		0	-47,000	-0.31%
<b>Facility Utilities</b>	<b>187,100</b>	<b>198,287</b>	<b>191,818</b>	<b>182,809</b>	<b>196,200</b>	<b>4,382</b>	<b>0.03%</b>
Increase Stayner and Creemore arena utilities			166,000		169,400	3,400	0.02%
<b>Facility Maintenance</b>	<b>172,900</b>	<b>234,989</b>	<b>186,900</b>	<b>303,742</b>	<b>172,300</b>	<b>-14,600</b>	<b>-0.10%</b>
Increase other parks maintenance			11,000		14,000	3,000	0.02%
Remove 2018 Paint ceiling beams project Stayner arena			20,000		0	-20,000	-0.13%
<b>Insurance</b>	<b>85,260</b>	<b>84,265</b>	<b>69,431</b>	<b>69,795</b>	<b>70,600</b>	<b>1,169</b>	<b>0.01%</b>
<b>Vehicles &amp; Equipment</b>	<b>82,500</b>	<b>84,831</b>	<b>86,700</b>	<b>109,509</b>	<b>107,200</b>	<b>20,500</b>	<b>0.13%</b>
Increase Ice plant expense both arenas			10,000		20,200	10,200	0.07%
Increase vehicle expense - more vehicles for maintenance			14,000		23,100	9,100	0.06%
<b>Amortization</b>	<b>0</b>	<b>232,319</b>	<b>0</b>	<b>240,863</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Transfer to Reserves</b>	<b>315,727</b>	<b>478,879</b>	<b>404,727</b>	<b>404,727</b>	<b>404,727</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL EXPENSE</b>	<b>1,990,205</b>	<b>2,613,705</b>	<b>2,387,491</b>	<b>2,989,090</b>	<b>2,494,465</b>	<b>106,974</b>	<b>0.70%</b>
<b>TOTAL OPERATING</b>	<b>-1,365,890</b>	<b>-1,688,767</b>	<b>-1,684,271</b>	<b>-1,994,153</b>	<b>-1,827,085</b>	<b>142,814</b>	<b>0.94%</b>
<b>Transfer to Capital</b>	<b>222,000</b>	<b>58,848</b>	<b>129,500</b>	<b>65,101</b>	<b>244,000</b>	<b>114,500</b>	<b>0.75%</b>
<b>TOTAL CAPITAL</b>	<b>222,000</b>	<b>58,848</b>	<b>129,500</b>	<b>65,101</b>	<b>244,000</b>	<b>114,500</b>	<b>0.75%</b>
<b>TOTAL PARKS</b>	<b>-1,587,890</b>	<b>-1,747,616</b>	<b>-1,813,771</b>	<b>-2,059,254</b>	<b>-2,071,085</b>	<b>257,314</b>	<b>1.69%</b>

## 2020 Parks & Recreation Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
<b>Grants</b>	46,250	56,847	30,800	8,000	-22,800	-0.15%
Reduce grants 2019 projects			30,800	8,000	-22,800	-0.14%
<b>User Fees</b>	539,600	793,433	558,100	564,500	6,400	0.04%
Restore Stayner Hall rental income			2,000	7,000	5,000	0.03%
<b>Other Income</b>	31,914	77,334	46,500	40,000	-6,500	-0.04%
Remove donations			6,000	0	-6,000	-0.04%
<b>Transfer from Reserves</b>	85,456	67,323	31,980	31,980	0	0.00%
<b>TOTAL REVENUE</b>	<b>703,220</b>	<b>994,937</b>	<b>667,380</b>	<b>644,480</b>	<b>-22,900</b>	<b>-0.15%</b>
<b>EXPENSE</b>						
<b>Salaries, Wages &amp; Benefits</b>	921,470	943,329	995,758	1,016,300	20,542	0.13%
<b>Administration</b>	412,545	603,523	519,680	477,200	-42,480	-0.28%
<b>Contracted Services</b>	113,900	130,793	28,000	28,400	400	0.00%
Remove 2018 Master Plan			40,000	0	-40,000	-0.25%
<b>Facility Utilities</b>	191,818	182,809	196,200	200,400	4,200	0.03%
<b>Facility Maintenance</b>	186,900	303,742	172,300	174,900	2,600	0.02%
Remove 2018 Paint Beams project			20,000	0	-20,000	-0.13%
<b>Insurance</b>	69,431	69,795	70,600	71,600	1,000	0.01%
<b>Vehicles &amp; Equipment</b>	86,700	109,509	107,200	104,600	-2,600	-0.02%
<b>Amortization</b>	0	240,863	0	0	0	0.00%
<b>Transfer to Reserves</b>	404,727	404,727	404,727	404,727	0	0.00%
<b>TOTAL EXPENSE</b>	<b>2,387,491</b>	<b>2,989,090</b>	<b>2,494,465</b>	<b>2,478,127</b>	<b>-16,338</b>	<b>-0.11%</b>
<b>TOTAL OPERATING</b>	<b>1,684,271</b>	<b>1,994,153</b>	<b>1,827,085</b>	<b>1,833,647</b>	<b>6,562</b>	<b>0.04%</b>
<b>Transfer to Capital</b>	129,500	65,101	244,000	139,500	-104,500	-0.66%
<b>TOTAL CAPITAL</b>	<b>129,500</b>	<b>65,101</b>	<b>244,000</b>	<b>139,500</b>	<b>-104,500</b>	<b>-0.66%</b>
<b>TOTAL PARKS</b>	<b>1,813,771</b>	<b>2,059,254</b>	<b>2,071,085</b>	<b>1,973,147</b>	<b>-97,938</b>	<b>-0.62%</b>

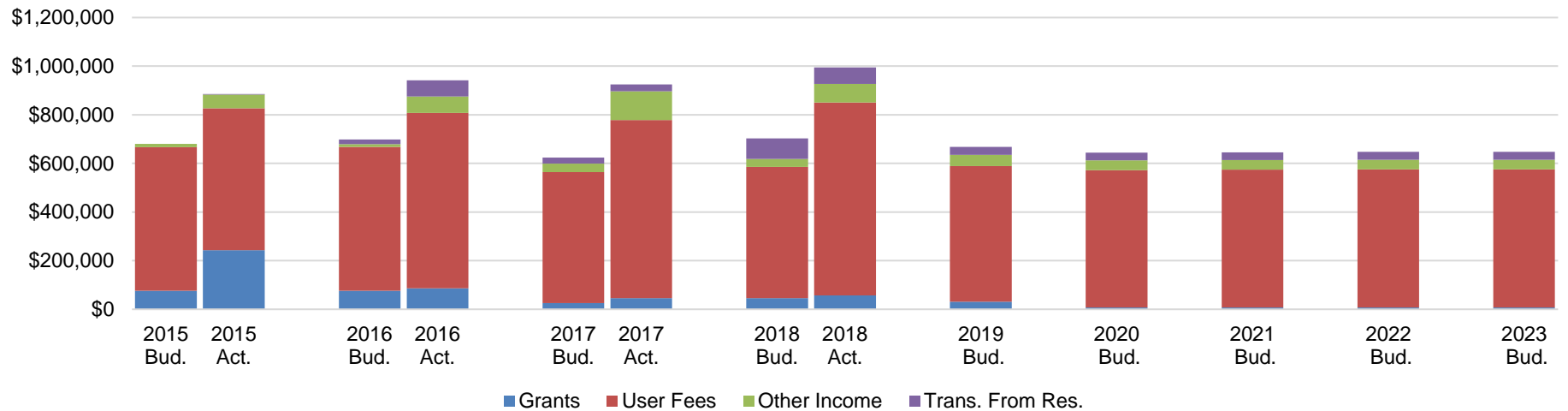
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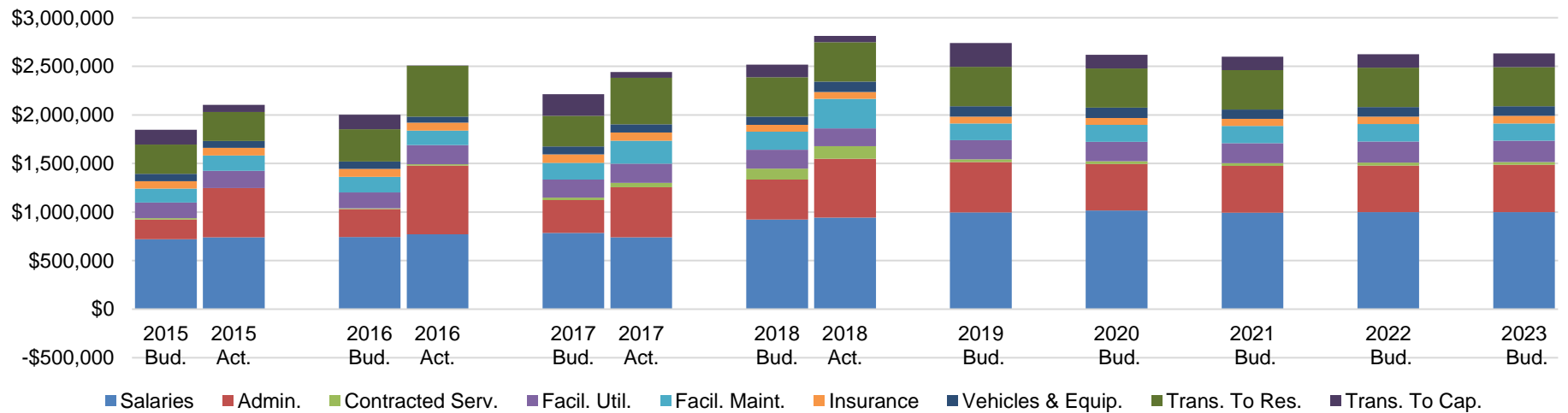
## 2019 - 2023 Parks & Recreation Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	46,250	30,800	8,000	8,000	8,000	8,000	-38,250
User Fees	539,600	558,100	564,500	565,900	567,300	567,300	27,700
Other Income	31,914	46,500	40,000	40,000	40,000	40,000	8,086
Transfer from Reserves	85,456	31,980	31,980	31,980	31,980	31,980	-53,476
<b>TOTAL REVENUE</b>	<b>703,220</b>	<b>667,380</b>	<b>644,480</b>	<b>645,880</b>	<b>647,280</b>	<b>647,280</b>	<b>-55,940</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	921,470	995,758	1,016,300	992,300	997,900	997,900	76,430
Administration	412,545	519,680	477,200	482,300	480,100	487,000	74,455
Contracted Services	113,900	28,000	28,400	29,000	29,600	29,600	-84,300
Facility Utilities	191,818	196,200	200,400	204,500	218,600	218,600	26,782
Facility Maintenance	186,900	172,300	174,900	177,500	179,300	179,300	-7,600
Insurance	69,431	70,600	71,600	72,900	76,900	76,900	7,469
Vehicles & Equipment	86,700	107,200	104,600	97,200	98,800	98,800	12,100
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	404,727	404,727	404,727	404,727	404,727	404,727	0
<b>TOTAL EXPENSE</b>	<b>2,387,491</b>	<b>2,494,465</b>	<b>2,478,127</b>	<b>2,460,427</b>	<b>2,485,927</b>	<b>2,492,827</b>	<b>105,336</b>
<b>TOTAL OPERATING</b>	<b>-1,684,271</b>	<b>-1,827,085</b>	<b>-1,833,647</b>	<b>-1,814,547</b>	<b>-1,838,647</b>	<b>-1,845,547</b>	<b>161,276</b>
Transfer to Capital	129,500	244,000	139,500	139,500	139,500	139,500	10,000
<b>TOTAL CAPITAL</b>	<b>129,500</b>	<b>244,000</b>	<b>139,500</b>	<b>139,500</b>	<b>139,500</b>	<b>139,500</b>	<b>10,000</b>
<b>TOTAL PARKS</b>	<b>-1,813,771</b>	<b>-2,071,085</b>	<b>-1,973,147</b>	<b>-1,954,047</b>	<b>-1,978,147</b>	<b>-1,985,047</b>	<b>171,276</b>
<b>ANNUAL CHANGE \$</b>		<b>257,314</b>	<b>-97,938</b>	<b>-19,100</b>	<b>24,100</b>	<b>6,900</b>	<b>171,276</b>
<b>ANNUAL CHANGE %</b>		<b>1.69%</b>	<b>-0.62%</b>	<b>-0.12%</b>	<b>0.15%</b>	<b>0.04%</b>	<b>1.14%</b>

## Parks and Recreation Operating Revenues



## Parks and Recreation Operating Expenses



Parks and Recreation revenues have varied due to grant approvals after budget approved. The user fees from halls are not budgeted but still form part of the final actual. Halls and boards expenses are also unbudgeted and fall under Administration expenses.

## Parks &amp; Rec Sub-Departments

Sub-Department	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%	2020 Budgeted
<b>EXPENSE</b>								
610 Recreation Admin	734,693	826,295	539,051	758,559	684,180	145,129	0.92%	548,500
611 Stayner CRC	342,900	366,208	420,059	476,131	420,550	491	0.00%	426,700
612 Creemore CRC	325,400	323,125	418,549	405,167	448,450	29,901	0.19%	451,000
613 Stayner Pool	80,300	92,120	87,079	102,145	87,100	21	0.00%	89,000
615 Recreation Programming	99,400	154,733	168,470	194,241	187,900	19,430	0.12%	184,500
616 Small Halls Festival	43,000	72,151	75,000	81,163	74,500	-500	0.00%	74,000
617 Clearview Youth Centre	0	57,386	76,512	75,021	175,738	99,226	0.63%	178,500
625 Stayner Parks	74,900	69,781	66,544	116,511	73,000	6,456	0.04%	74,500
626 Creemore Parks	42,350	75,830	43,867	60,843	45,050	1,183	0.01%	46,100
627 New Lowell Parks	59,350	51,600	58,974	37,665	25,900	-33,074	-0.21%	26,300
628 Nottawa Parks	0	0	0	727	0	0	0.00%	0
629 Other Parks	71,460	66,564	133,659	122,749	87,270	-46,389	-0.29%	89,000
721 Trails	37,725	12,659	38,000	1,249	37,600	-400	0.00%	38,300
<b>Total Parks &amp; Rec Expenses</b>	<b>1,911,478</b>	<b>2,168,452</b>	<b>2,125,764</b>	<b>2,432,171</b>	<b>2,347,238</b>	<b>221,474</b>	<b>1.40%</b>	<b>2,226,400</b>

## Parks &amp; Rec Sub-Departments Long-Term

Sub-Department	2017 Budgeted	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 year change
<b>EXPENSE</b>								
610 Recreation Admin	734,693	539,051	684,180	548,500	584,100	588,700	588,700	9.2%
611 Stayner CRC	342,900	420,059	420,550	426,700	443,100	451,300	451,300	7.4%
612 Creemore CRC	325,400	418,549	448,450	451,000	450,700	460,300	460,300	10.0%
613 Stayner Pool	80,300	87,079	87,100	89,000	91,100	92,000	92,000	5.7%
615 Recreation Programming	99,400	168,470	187,900	184,500	180,100	182,800	182,800	8.5%
616 Small Halls Festival	43,000	75,000	74,500	74,000	78,600	79,800	79,800	6.4%
617 Clearview Youth Centre	0	76,512	175,738	178,500	158,900	161,700	161,700	111.3%
625 Stayner Parks	74,900	66,544	73,000	74,500	29,200	29,700	29,700	-55.4%
626 Creemore Parks	42,350	43,867	45,050	46,100	38,300	38,600	38,600	-12.0%
627 New Lowell Parks	59,350	58,974	25,900	26,300	26,900	30,200	30,200	-48.8%
628 Nottawa Parks	0	0	0	0	0	0	0	N/A
629 Other Parks	71,460	133,659	87,270	89,000	88,700	80,100	87,000	-34.9%
721 Trails	37,725	38,000	37,600	38,300	39,000	39,000	39,000	2.6%
<b>Total Parks &amp; Rec Expenses</b>	<b>1,911,478</b>	<b>2,125,764</b>	<b>2,347,238</b>	<b>2,226,400</b>	<b>2,208,700</b>	<b>2,234,200</b>	<b>2,241,100</b>	<b>5.4%</b>

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

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
Donations	0	0	0	1,000	0	0	0.00%
Ticket Sales	0	3,991	0	3,405	0	0	0.00%
Grants-Ontario	0	0	0	0	0	0	0.00%
Grants - Other	0	18,000	21,000	7,500	7,000	-14,000	-0.09%
Misc Revenue	0	27,311	25,000	30,659	25,000	0	0.00%
<b>TOTAL REVENUE</b>	<b>0</b>	<b>49,302</b>	<b>46,000</b>	<b>42,565</b>	<b>32,000</b>	<b>-14,000</b>	<b>-0.09%</b>
<b>EXPENSE</b>							
Mileage	0	0	0	25	0	0	0.00%
Misc Expense	0	7,156	47,000	11,195	46,000	-1,000	-0.01%
Reduced Misc expense			47,000		46,000	-1,000	-0.01%
Event Expense	0	29,163	0	35,964	0	0	0.00%
Contracted Services	0	0	0	0	0	0	0.00%
Advertising & Publicity	0	35,817	27,000	33,757	27,500	500	0.00%
Office Supplies	0	15	1,000	222	1,000	0	0.00%
<b>TOTAL EXPENSE</b>	<b>0</b>	<b>72,151</b>	<b>75,000</b>	<b>81,163</b>	<b>74,500</b>	<b>-500</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>-22,848</b>	<b>-29,000</b>	<b>-38,598</b>	<b>-42,500</b>	<b>13,500</b>	<b>0.09%</b>
Transfer to Capital	0	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL SMALL HALLS</b>	<b>0</b>	<b>-22,848</b>	<b>-29,000</b>	<b>-38,598</b>	<b>-42,500</b>	<b>13,500</b>	<b>0.09%</b>

## 2020 Small Halls Festival Operating Budget Analysis - incl. in Parks & Rec. Analysis

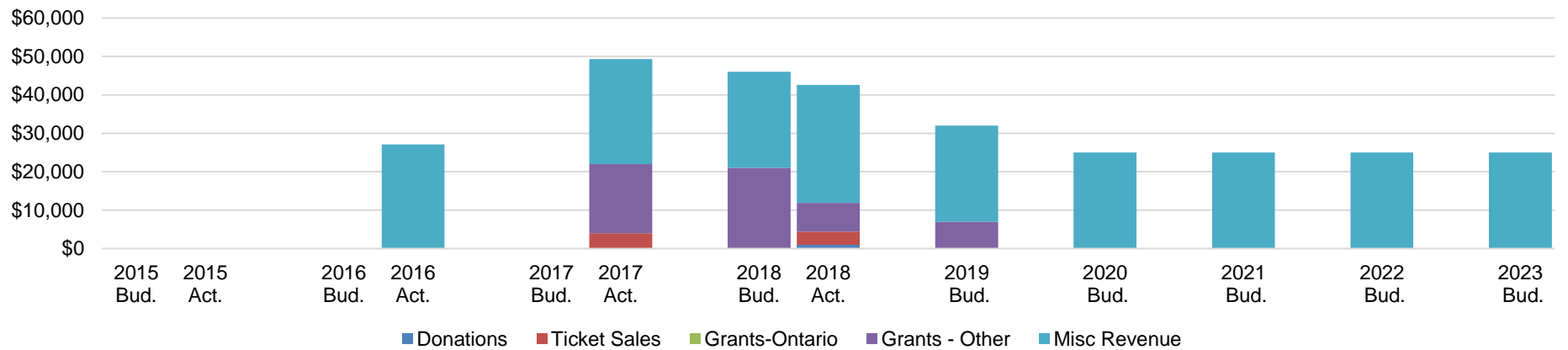
Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Donations	0	1,000	0	0	0	0.00%
Ticket Sales	0	3,405	0	0	0	0.00%
Grants-Ontario	0	0	0	0	0	0.00%
Grants - Other	21,000	7,500	7,000	0	-7,000	-0.05%
Grant not confirmed for 2020			7,000	0	-7,000	-0.05%
Misc Revenue	25,000	30,659	25,000	25,000	0	0.00%
<b>TOTAL REVENUE</b>	<b>46,000</b>	<b>42,565</b>	<b>32,000</b>	<b>25,000</b>	<b>-7,000</b>	<b>-0.05%</b>
<b>EXPENSE</b>						
Mileage	0	25	0	0	0	0.00%
Misc Expense	47,000	11,195	46,000	44,600	-1,400	-0.01%
Event Expense	0	35,964	0	0	0	0.00%
Contracted Services	0	0	0	0	0	0.00%
Advertising & Publicity	27,000	33,757	27,500	28,200	700	0.00%
Office Supplies	1,000	222	1,000	1,200	200	0.00%
<b>TOTAL EXPENSE</b>	<b>75,000</b>	<b>81,163</b>	<b>74,500</b>	<b>74,000</b>	<b>-500</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>	<b>-29,000</b>	<b>-38,598</b>	<b>-42,500</b>	<b>-49,000</b>	<b>6,500</b>	<b>0.04%</b>
Transfer to Capital	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL SMALL HALLS</b>	<b>-29,000</b>	<b>-38,598</b>	<b>-42,500</b>	<b>-49,000</b>	<b>6,500</b>	<b>0.04%</b>

## 2019 - 2023 Small Halls Festival Operating Budget Analysis - incl. in Parks & Rec. Analysis

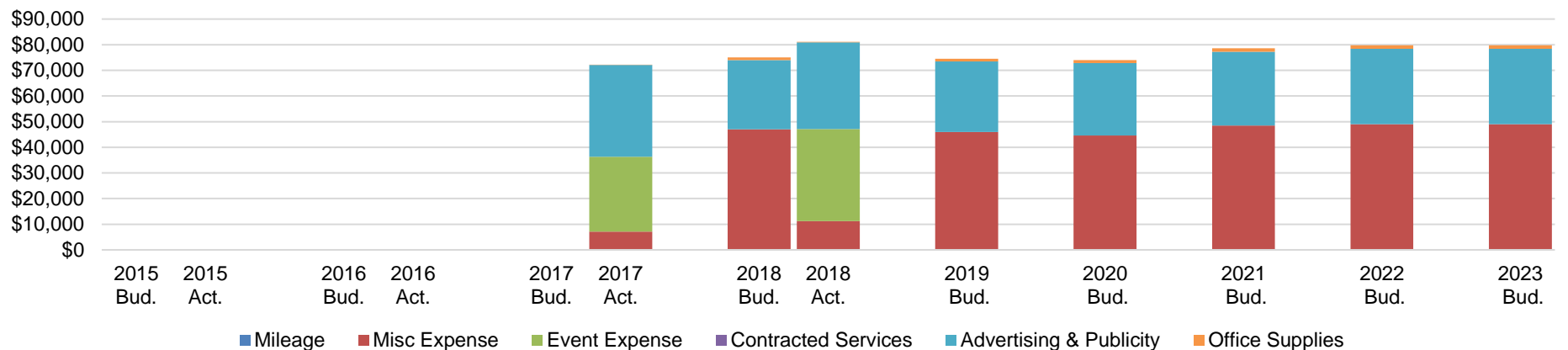
Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Donations	0	0	0	0	0	0	0
Ticket Sales	0	0	0	0	0	0	0
Grants-Ontario	0	0	0	0	0	0	0
Grants - Other	21,000	7,000	0	0	0	0	-21,000
Misc Revenue	25,000	25,000	25,000	25,000	25,000	25,000	0
<b>TOTAL REVENUE</b>	<b>46,000</b>	<b>32,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>-21,000</b>
<b>EXPENSE</b>							
Mileage	0	0	0	0	0	0	0
Misc Expense	47,000	46,000	44,600	48,500	49,000	49,000	2,000
Event Expense	0	0	0	0	0	0	0
Contracted Services	0	0	0	0	0	0	0
Advertising & Publicity	27,000	27,500	28,200	28,800	29,400	29,400	2,400
Office Supplies	1,000	1,000	1,200	1,300	1,400	1,400	400
<b>TOTAL EXPENSE</b>	<b>75,000</b>	<b>74,500</b>	<b>74,000</b>	<b>78,600</b>	<b>79,800</b>	<b>79,800</b>	<b>4,800</b>
<b>TOTAL OPERATING</b>	<b>-29,000</b>	<b>-42,500</b>	<b>-49,000</b>	<b>-53,600</b>	<b>-54,800</b>	<b>-54,800</b>	<b>25,800</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SMALL HALLS</b>	<b>-29,000</b>	<b>-42,500</b>	<b>-49,000</b>	<b>-53,600</b>	<b>-54,800</b>	<b>-54,800</b>	<b>25,800</b>
<b>ANNUAL CHANGE \$</b>		<b>13,500</b>	<b>6,500</b>	<b>4,600</b>	<b>1,200</b>	<b>0</b>	<b>25,800</b>
<b>ANNUAL CHANGE %</b>		<b>0.09%</b>	<b>0.04%</b>	<b>0.03%</b>	<b>0.01%</b>	<b>0.00%</b>	<b>0.17%</b>



### Small Halls Festival Operating Revenues



### Small Halls Festival Operating Expenses



The festival was originally budgeted within Recreation Programming and was separately budgeted starting in 2018. Grants were received to initiate the festival and are declining.

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

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
Donations	0	29,156	0	1,993	6,000	6,000	0.04%
Grants	0	0	17,250	33,585	17,800	550	0.00%
Misc Revenue	0	0	0	164	7,300	7,300	0.05%
Establish fees for certain new programming			0		7,300	7,300	0.05%
Transfer from Reserves	0	28,230	23,456	15,252	0	-23,456	-0.15%
<b>TOTAL REVENUE</b>	<b>0</b>	<b>57,386</b>	<b>40,706</b>	<b>50,994</b>	<b>31,100</b>	<b>-9,606</b>	<b>-0.06%</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	0	0	0	0	118,438	118,438	0.78%
Replace Youth Centre contractor with 1.5 staff			0		118,438	118,438	0.78%
Misc Expense	0	2,308	1,000	2,152	2,400	1,400	0.01%
Rent	0	22,000	24,000	24,000	24,700	700	0.00%
Utilities	0	2,497	2,418	1,599	3,000	582	0.00%
Contractor	0	28,512	47,000	43,879	0	-47,000	-0.31%
Replace contractor with 1.5 FTE staffing			47,000		0	-47,000	-0.31%
Phone/Internet	0	2,069	2,094	3,390	2,200	106	0.00%
Program Supplies	0	0	0	0	25,000	25,000	0.16%
Establish new programming			0		25,000	25,000	0.16%
<b>TOTAL EXPENSE</b>	<b>0</b>	<b>57,386</b>	<b>76,512</b>	<b>75,021</b>	<b>175,738</b>	<b>99,226</b>	<b>0.65%</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>0</b>	<b>-35,806</b>	<b>-24,027</b>	<b>-144,638</b>	<b>108,832</b>	<b>0.71%</b>
Transfer to Capital	0	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL YOUTH CENTRE</b>	<b>0</b>	<b>0</b>	<b>-35,806</b>	<b>-24,027</b>	<b>-144,638</b>	<b>108,832</b>	<b>0.71%</b>

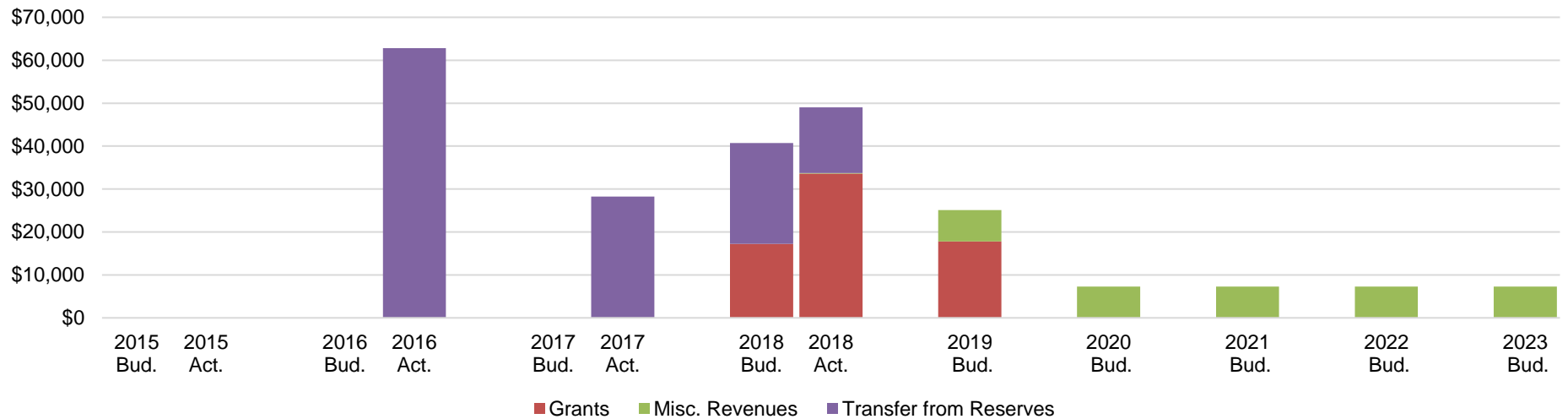
## 2020 Clearview Youth Centre Operating Budget Analysis - incl. in Parks & Rec. Analysis

Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Donations	0	1,993	6,000	0	-6,000	-0.04%
Grants	17,250	33,585	17,800	0	-17,800	-0.12%
United Way Operational Grant expires in 2019			17,800	0	-17,800	-0.12%
Misc. Revenues	0	164	7,300	7,300	0	0.00%
Transfer from Reserves	23,456	15,252	0	0	0	0.00%
<b>TOTAL REVENUE</b>	<b>40,706</b>	<b>50,994</b>	<b>31,100</b>	<b>7,300</b>	<b>-23,800</b>	<b>-0.16%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	0	0	118,438	121,100	2,662	0.02%
Misc Expense	1,000	2,152	2,400	2,400	0	0.00%
Rent	24,000	24,000	24,700	24,700	0	0.00%
Three year lease renewed						
Utilities	2,418	1,599	3,000	3,100	100	0.00%
Contractor	47,000	43,879	0	0	0	0.00%
Phone/Internet	2,094	3,390	2,200	2,200	0	0.00%
Program Supplies	0	0	25,000	25,000	0	0.00%
<b>TOTAL EXPENSE</b>	<b>76,512</b>	<b>75,021</b>	<b>175,738</b>	<b>178,500</b>	<b>2,762</b>	<b>0.02%</b>
<b>TOTAL OPERATING</b>	<b>-35,806</b>	<b>-24,027</b>	<b>-144,638</b>	<b>-171,200</b>	<b>26,562</b>	<b>0.17%</b>
Transfer to Capital	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL YOUTH CENTRE</b>	<b>-35,806</b>	<b>-24,027</b>	<b>-144,638</b>	<b>-171,200</b>	<b>26,562</b>	<b>0.17%</b>

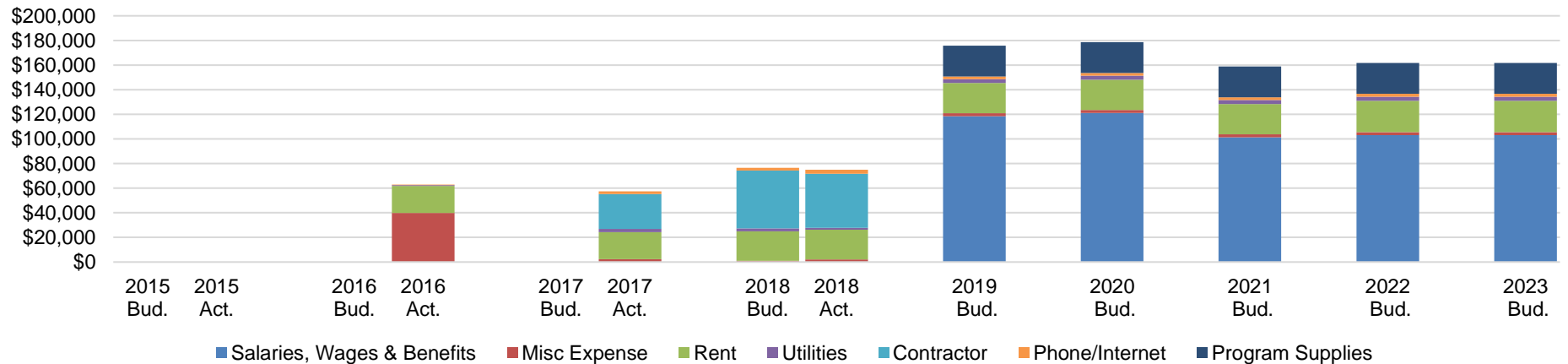
## 2019 - 2023 Youth Centre Operating Budget Analysis - incl. in Parks & Rec. Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Donations	0	6,000	0	0	0	0	0
Grants	17,250	17,800	0	0	0	0	-17,250
Misc. Revenues	0	7,300	7,300	7,300	7,300	7,300	7,300
Transfer from Reserves	23,456	0	0	0	0	0	-23,456
<b>TOTAL REVENUE</b>	<b>40,706</b>	<b>31,100</b>	<b>7,300</b>	<b>7,300</b>	<b>7,300</b>	<b>7,300</b>	<b>-33,406</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	0	118,438	121,100	101,300	103,100	103,100	103,100
Misc Expense	1,000	2,400	2,400	2,400	2,400	2,400	1,400
Rent	24,000	24,700	24,700	24,700	25,500	25,500	1,500
Utilities	2,418	3,000	3,100	3,200	3,300	3,300	882
Contractor	47,000	0	0	0	0	0	-47,000
Phone/Internet	2,094	2,200	2,200	2,300	2,400	2,400	306
Program Supplies	0	25,000	25,000	25,000	25,000	25,000	25,000
<b>TOTAL EXPENSE</b>	<b>76,512</b>	<b>175,738</b>	<b>178,500</b>	<b>158,900</b>	<b>161,700</b>	<b>161,700</b>	<b>-17,912</b>
<b>TOTAL OPERATING</b>	<b>-35,806</b>	<b>-144,638</b>	<b>-171,200</b>	<b>-151,600</b>	<b>-154,400</b>	<b>-154,400</b>	<b>118,594</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL YOUTH CENTRE</b>	<b>-35,806</b>	<b>-144,638</b>	<b>-171,200</b>	<b>-151,600</b>	<b>-154,400</b>	<b>-154,400</b>	<b>118,594</b>
<b>ANNUAL CHANGE \$</b>		<b>108,832</b>	<b>26,562</b>	<b>-19,600</b>	<b>2,800</b>	<b>0</b>	<b>118,594</b>
<b>ANNUAL CHANGE %</b>		<b>0.71%</b>	<b>0.17%</b>	<b>-0.12%</b>	<b>0.02%</b>	<b>0.00%</b>	<b>0.78%</b>

### Youth Centre Operating Revenues



### Youth Centre Operating Expenses



Established in 2016 the centre was established from a reserve and donations. Budgeting did not formally begin until 2018. A Council decision in 2018 determined to change from a contractor run facility to being run by staff and to expand programming.

## 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 2019 is the replacement of the Stayner branch which began in 2018.

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.

Follow the library on Facebook and on Twitter.





Proposed new branch in Stayner





## 2019 Library Services 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
<b>Library Services</b>												
1-4-663-620	Sunnidale Accessibility Improvements	5,000	0								5,000	
	<b>Library Services Sub-total</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>

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
<b>Library Services</b>												
LB1901	Replace Stayner Library	3,815,000	0					250,000	365,000			3,200,000
LB1902	Computers	6,000	4,725	1,275								
LB1903	Stayner Branch Computers	5,000									5,000	
LB1904	Materials	85,920	85,920									
	<b>Library Services Sub-total</b>	<b>3,911,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>	<b>365,000</b>	<b>0</b>	<b>5,000</b>	<b>3,200,000</b>

## 2020 Library Services 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
<b>Library Services</b>												
LB2301	Computers	6,000	4,725	1,275								
LB2302	Materials	85,920	85,920									
	<b>Library Services Sub-total</b>	<b>91,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021 Library Services 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
<b>Library Services</b>												
LB2301	Computers	6,000	4,725	1,275								
LB2302	Materials	85,920	85,920									
	<b>Library Services Sub-total</b>	<b>91,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 Library Services 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
<b>Library Services</b>												
LB2301	Computers	6,000	4,725	1,275								
LB2302	Materials	85,920	85,920									
	<b>Library Services Sub-total</b>	<b>91,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2023 Library Services 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
<b>Library Services</b>												
LB2301	Computers	6,000	4,725	1,275								
LB2302	Materials	85,920	85,920									
	<b>Library Services Sub-total</b>	<b>91,920</b>	<b>90,645</b>	<b>1,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## 2019 Library Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
<b>Grants</b>	31,775	39,305	31,775	34,798	33,000	1,225	0.01%
Anticipated increase in Canada grant			5,472		6,700	1,228	0.01%
<b>User Fees</b>	4,640	3,960	3,960	2,440	4,000	40	0.00%
<b>Other Income</b>	25,000	23,825	25,000	82,625	25,000	0	0.00%
<b>Transfer from Reserves</b>	64,775	38,839	60,946	17,154	51,000	-9,946	-0.07%
From Accessibility for Sunnidale project			0		5,000	5,000	0.03%
Remove Perry/Gideon Loan contrib. from DCs			14,946		0	-14,946	-0.10%
<b>TOTAL REVENUE</b>	<b>126,190</b>	<b>105,929</b>	<b>121,681</b>	<b>137,017</b>	<b>113,000</b>	<b>-8,681</b>	<b>-0.06%</b>
<b>EXPENSE</b>							
<b>Salaries, Wages &amp; Benefits</b>	557,000	589,618	567,347	577,153	575,997	8,650	0.06%
<b>Administration</b>	142,940	92,020	126,012	106,747	83,200	-42,812	-0.28%
Move Perry/Gideon loan to Parks			31,981		0	-31,981	-0.21%
Remove 2018 fundraising start-up expense			15,000		0	-15,000	-0.10%
Increase phone cost - new branch set up			3,700		6,800	3,100	0.02%
<b>Contracted Services</b>	27,238	22,868	27,238	13,543	30,800	3,562	0.02%
New contract larger Stayner branch			26,320		29,900	3,580	0.02%
<b>Facility Utilities</b>	29,050	25,384	29,920	22,850	43,000	13,080	0.09%
Inc. utilities 1/4 yr for new larger branch			17,820		25,000	7,180	0.05%
Inc. heating 1/4 yr for new branch			12,100		18,000	5,900	0.04%
<b>Facility Maintenance</b>	25,761	18,410	26,500	28,147	35,800	9,300	0.06%
<b>Insurance</b>	21,500	21,126	18,947	26,072	26,200	7,253	0.05%
Inc.- new branch & existing branch until sold			7,073		14,300	7,227	0.05%
<b>Vehicles &amp; Equipment</b>	2,450	955	1,700	1,092	1,700	0	0.00%
<b>Amortization</b>	0	84,876	0	83,736	0	0	0.00%
<b>Transfer to Reserves</b>	150,000	150,000	175,000	184,996	175,000	0	0.00%
Maintain then convert to loan payment in 2020							
<b>TOTAL EXPENSE</b>	<b>955,939</b>	<b>1,005,257</b>	<b>972,664</b>	<b>1,044,335</b>	<b>971,697</b>	<b>-967</b>	<b>-0.01%</b>
<b>TOTAL OPERATING</b>	<b>-829,749</b>	<b>-899,328</b>	<b>-850,983</b>	<b>-907,318</b>	<b>-858,697</b>	<b>7,714</b>	<b>0.05%</b>
<b>Transfer to Capital</b>	91,920	59,510	90,645	68,318	90,700	55	0.00%
<b>TOTAL CAPITAL</b>	<b>91,920</b>	<b>59,510</b>	<b>90,645</b>	<b>68,318</b>	<b>90,700</b>	<b>55</b>	<b>0.00%</b>

<b>TOTAL LIBRARY</b>	<b>-921,669</b>	<b>-958,838</b>	<b>-941,628</b>	<b>-975,636</b>	<b>-949,397</b>	<b>7,769</b>	<b>0.05%</b>
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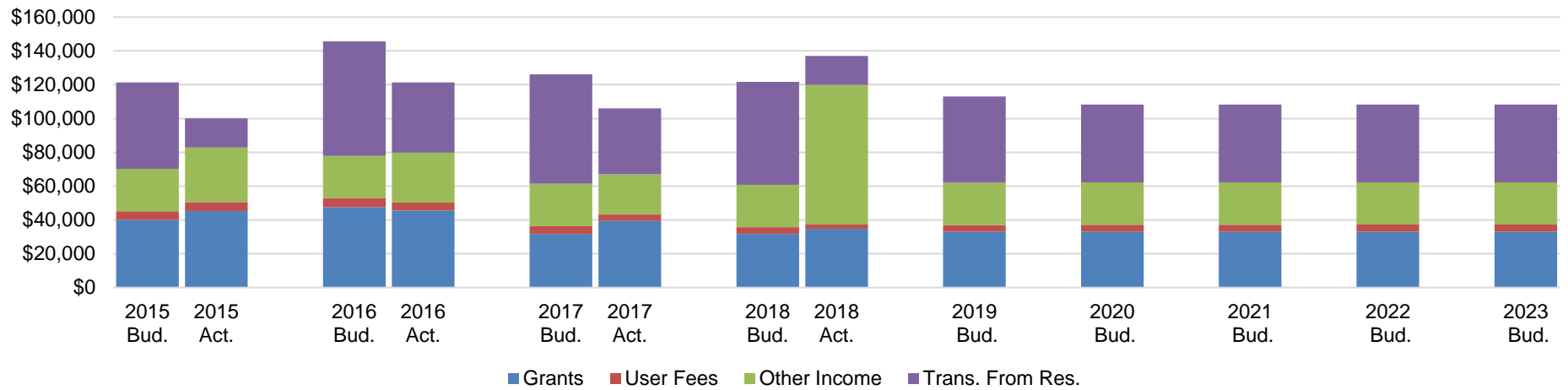
## 2020 Library Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Grants	31,775	34,798	33,000	33,000	0	0.00%
User Fees	3,960	2,440	4,000	4,200	200	0.00%
Other Income	25,000	82,625	25,000	25,000	0	0.00%
Transfer from Reserves	60,946	17,154	51,000	46,000	-5,000	-0.03%
Remove 1-time 1019 Accessibility transfer			5,000	0	-5,000	-0.03%
<b>TOTAL REVENUE</b>	<b>121,681</b>	<b>137,017</b>	<b>113,000</b>	<b>108,200</b>	<b>-4,800</b>	<b>-0.03%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	567,347	577,153	575,997	618,000	42,003	0.27%
Administration	126,012	106,747	83,200	290,000	206,800	1.31%
Add new Stayner library loan			0	206,980	206,980	1.31%
Contracted Services	27,238	13,543	30,800	31,500	700	0.00%
Facility Utilities	29,920	22,850	43,000	56,900	13,900	0.09%
Increase utilities for larger Stayner branch			43,000	56,900	13,900	0.09%
Facility Maintenance	26,500	28,147	35,800	31,400	-4,400	-0.03%
Remove 2019 Sunnidale Accessibility project			5,000	0	-5,000	-0.03%
Insurance	18,947	26,072	26,200	26,900	700	0.00%
Vehicles & Equipment	1,700	1,092	1,700	1,800	100	0.00%
Amortization	0	83,736	0	0	0	0.00%
Transfer to Reserves	175,000	184,996	175,000	0	-175,000	-1.11%
Offset reserve transfer with loan payment			175,000	0	-175,000	-1.11%
<b>TOTAL EXPENSE</b>	<b>972,664</b>	<b>1,044,335</b>	<b>971,697</b>	<b>1,056,500</b>	<b>84,803</b>	<b>0.54%</b>
<b>TOTAL OPERATING</b>	<b>-850,983</b>	<b>-907,318</b>	<b>-858,697</b>	<b>-948,300</b>	<b>89,603</b>	<b>0.59%</b>
Transfer to Capital	90,645	68,318	90,700	90,645	-55	0.00%
<b>TOTAL CAPITAL</b>	<b>90,645</b>	<b>68,318</b>	<b>90,700</b>	<b>90,645</b>	<b>-55</b>	<b>0.00%</b>
<b>TOTAL LIBRARY</b>	<b>-941,628</b>	<b>-975,636</b>	<b>-949,397</b>	<b>-1,038,945</b>	<b>89,548</b>	<b>0.59%</b>

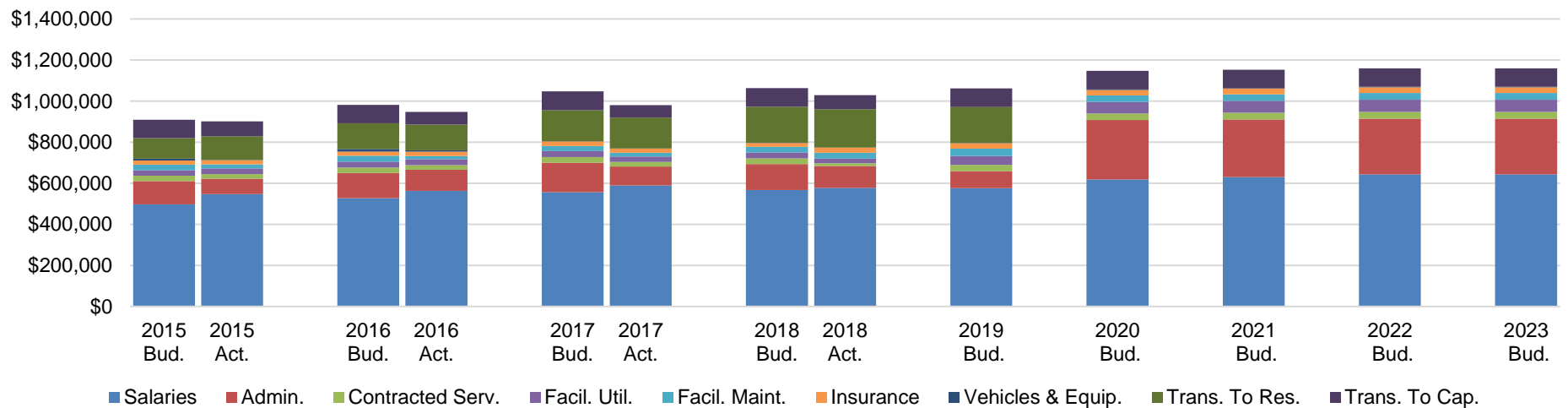
## 2019 - 2023 Library Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	31,775	33,000	33,000	33,000	33,000	33,000	1,225
User Fees	3,960	4,000	4,200	4,200	4,300	4,300	340
Other Income	25,000	25,000	25,000	25,000	25,000	25,000	0
Transfer from Reserves	60,946	51,000	46,000	46,000	46,000	46,000	-14,946
<b>TOTAL REVENUE</b>	<b>121,681</b>	<b>113,000</b>	<b>108,200</b>	<b>108,200</b>	<b>108,300</b>	<b>108,300</b>	<b>-13,381</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	567,347	575,997	618,000	630,360	643,000	643,000	75,653
Administration	126,012	83,200	290,000	280,400	271,200	271,200	145,188
Contracted Services	27,238	30,800	31,500	32,100	33,300	33,300	6,062
Facility Utilities	29,920	43,000	56,900	58,100	59,300	59,300	29,380
Facility Maintenance	26,500	35,800	31,400	32,000	32,600	32,600	6,100
Insurance	18,947	26,200	26,900	27,300	28,000	28,000	9,053
Vehicles & Equipment	1,700	1,700	1,800	1,900	1,900	1,900	200
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	175,000	175,000	0	0	0	0	-175,000
<b>TOTAL EXPENSE</b>	<b>972,664</b>	<b>971,697</b>	<b>1,056,500</b>	<b>1,062,160</b>	<b>1,069,300</b>	<b>1,069,300</b>	<b>96,636</b>
<b>TOTAL OPERATING</b>	<b>-850,983</b>	<b>-858,697</b>	<b>-948,300</b>	<b>-953,960</b>	<b>-961,000</b>	<b>-961,000</b>	<b>110,017</b>
Transfer to Capital	90,645	90,700	90,645	90,645	90,645	90,645	0
<b>TOTAL CAPITAL</b>	<b>90,645</b>	<b>90,700</b>	<b>90,645</b>	<b>90,645</b>	<b>90,645</b>	<b>90,645</b>	<b>0</b>
<b>TOTAL LIBRARY</b>	<b>-941,628</b>	<b>-949,397</b>	<b>-1,038,945</b>	<b>-1,044,605</b>	<b>-1,051,645</b>	<b>-1,051,645</b>	<b>110,017</b>
<b>ANNUAL CHANGE \$</b>		7,769	89,548	5,660	7,040	0	110,017
<b>ANNUAL CHANGE %</b>		0.05%	0.57%	0.04%	0.04%	0.00%	0.70%

## Library Operating Revenues



## Library Operating Expenses



Transfer from reserve has varied due to operating project funding. Admin. expenses varies due to operating project expenses or the establishment of a construction loan for the new Stayner branch.

## 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 website [www.clearview.ca](http://www.clearview.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.



## 2019 Land Use Planning and Development Services 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
Planning												
1-4-711-531	Official Plan Update	70,000	7,750						47,250		15,000	
	Planning Sub-total	70,000	7,750	0	0	0	0	0	47,250	0	15,000	0

## 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 Gov. Contribs	Developer Contribs	Municipal Act	Other Revenues	DCs	Oth Res Fund Def Rev	Reserves	Debentures
Planning												
1-4-711-530	Stayner Flood Plain Study	60,000	0		30,000						30,000	
	Planning Sub-total	60,000	0	0	30,000	0	0	0	0	0	30,000	0

## 2023 Land Use Planning and Development Services Projects

None

## 2019 Planning Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
<b>Grants</b>	<b>26,500</b>	<b>0</b>	<b>26,500</b>	<b>25,000</b>	<b>1,500</b>	<b>-25,000</b>	<b>-0.16%</b>
Remove 2018 one-time funding Station Park plan			25,000		0	-25,000	-0.16%
<b>User Fees</b>	<b>122,400</b>	<b>184,798</b>	<b>122,400</b>	<b>261,950</b>	<b>122,500</b>	<b>100</b>	<b>0.00%</b>
<b>Other Income</b>	<b>22,700</b>	<b>30,483</b>	<b>22,700</b>	<b>83,846</b>	<b>22,700</b>	<b>0</b>	<b>0.00%</b>
<b>Transfer from Reserves</b>	<b>46,153</b>	<b>10,882</b>	<b>62,250</b>	<b>0</b>	<b>62,250</b>	<b>0</b>	<b>0.00%</b>
OP consulting from prior year unused bud item			15,000		15,000	0	0.00%
DC Admin for OP Update			47,250		47,250	0	0.00%
<b>TOTAL REVENUE</b>	<b>217,753</b>	<b>226,163</b>	<b>233,850</b>	<b>370,796</b>	<b>208,950</b>	<b>-24,900</b>	<b>-0.16%</b>
<b>EXPENSE</b>							
<b>Salaries, Wages &amp; Benefits</b>	<b>532,000</b>	<b>477,762</b>	<b>557,400</b>	<b>512,449</b>	<b>565,623</b>	<b>8,223</b>	<b>0.05%</b>
<b>Administration</b>	<b>81,400</b>	<b>117,715</b>	<b>81,400</b>	<b>88,374</b>	<b>87,500</b>	<b>6,100</b>	<b>0.04%</b>
Increase COA training - new term			6,300		9,300	3,000	0.02%
<b>Contracted Services</b>	<b>111,153</b>	<b>18,736</b>	<b>135,000</b>	<b>26,762</b>	<b>153,400</b>	<b>18,400</b>	<b>0.12%</b>
Increase consulting fee			0		17,100	17,100	0.11%
Increase internal studies			40,000		40,800	800	0.01%
Official Plan Update (from 2018)			70,000		70,000	0	0.00%
<b>Vehicles &amp; Equipment</b>	<b>1,800</b>	<b>0</b>	<b>1,800</b>	<b>0</b>	<b>1,900</b>	<b>100</b>	<b>0.00%</b>
<b>Amortization</b>	<b>0</b>	<b>280</b>	<b>0</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Transfer to Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>30,000</b>	<b>0.20%</b>
Establish reserve for future studies			0		30,000	30,000	0.20%
<b>TOTAL EXPENSE</b>	<b>726,353</b>	<b>614,493</b>	<b>775,600</b>	<b>627,865</b>	<b>838,423</b>	<b>62,823</b>	<b>0.41%</b>
<b>TOTAL OPERATING</b>	<b>-508,600</b>	<b>-388,330</b>	<b>-541,750</b>	<b>-257,069</b>	<b>-629,473</b>	<b>87,723</b>	<b>0.58%</b>
<b>Transfer to Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL PLANNING</b>	<b>-508,600</b>	<b>-388,330</b>	<b>-541,750</b>	<b>-257,069</b>	<b>-629,473</b>	<b>87,723</b>	<b>0.58%</b>

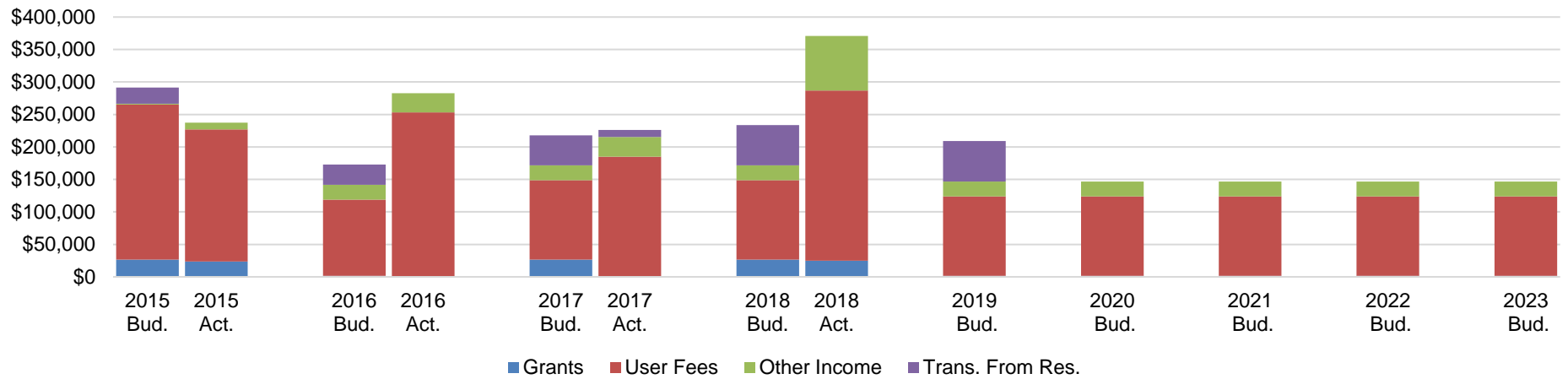
## 2020 Planning Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Grants	26,500	25,000	1,500	1,500	0	0.00%
User Fees	122,400	261,950	122,500	122,500	0	0.00%
Other Income	22,700	83,846	22,700	22,700	0	0.00%
Transfer from Reserves	62,250	0	62,250	0	-62,250	-0.39%
Removed one-time project funding from DC in 2018			62,250	0	-62,250	-0.39%
<b>TOTAL REVENUE</b>	<b>233,850</b>	<b>370,796</b>	<b>208,950</b>	<b>146,700</b>	<b>-62,250</b>	<b>-0.39%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	557,400	512,449	565,623	570,400	4,777	0.03%
Administration	81,400	88,374	87,500	91,000	3,500	0.02%
Contracted Services	135,000	26,762	153,400	86,000	-67,400	-0.43%
Reduce consulting - 1 time OP			70,000	0	-70,000	-0.44%
Vehicles & Equipment	1,800	0	1,900	2,000	100	0.00%
Amortization	0	280	0	0	0	0.00%
Transfer to Reserves	0	0	30,000	30,000	0	0.00%
<b>TOTAL EXPENSE</b>	<b>775,600</b>	<b>627,865</b>	<b>838,423</b>	<b>779,400</b>	<b>-59,023</b>	<b>-0.37%</b>
<b>TOTAL OPERATING</b>	<b>-541,750</b>	<b>-257,069</b>	<b>-629,473</b>	<b>-632,700</b>	<b>3,227</b>	<b>0.02%</b>
Transfer to Capital	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL PLANNING</b>	<b>-541,750</b>	<b>-257,069</b>	<b>-629,473</b>	<b>-632,700</b>	<b>3,227</b>	<b>0.02%</b>

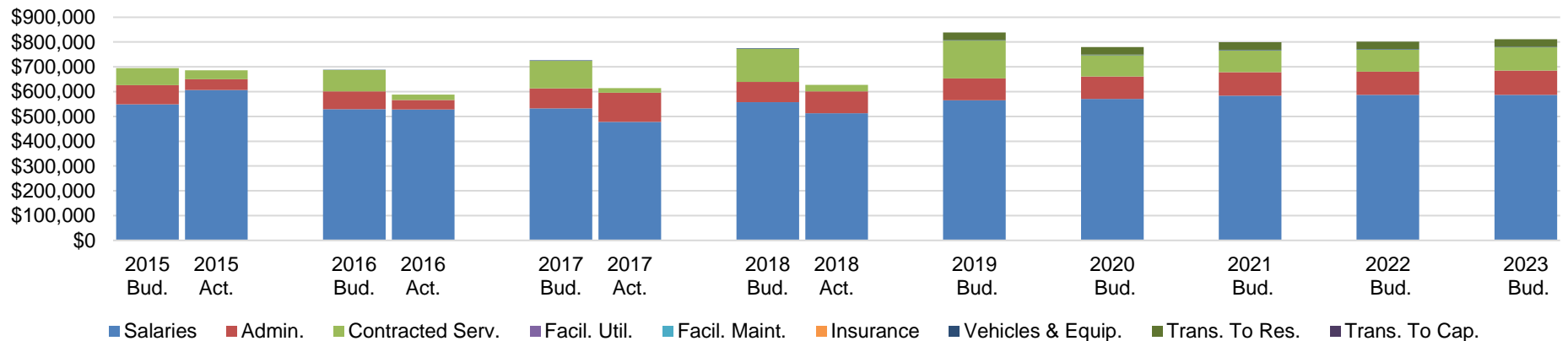
## 2019 - 2023 Planning Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	26,500	1,500	1,500	1,500	1,500	1,500	-25,000
User Fees	122,400	122,500	122,500	122,500	122,500	122,500	100
Other Income	22,700	22,700	22,700	22,700	22,700	22,700	0
Transfer from Reserves	62,250	62,250	0	0	0	0	-62,250
<b>TOTAL REVENUE</b>	<b>233,850</b>	<b>208,950</b>	<b>146,700</b>	<b>146,700</b>	<b>146,700</b>	<b>146,700</b>	<b>-87,150</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	557,400	565,623	570,400	583,800	586,600	586,600	29,200
Administration	81,400	87,500	91,000	94,500	94,500	98,900	17,500
Contracted Services	135,000	153,400	86,000	88,600	88,600	93,200	-41,800
Vehicles & Equipment	1,800	1,900	2,000	2,100	2,100	2,300	500
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	0	30,000	30,000	30,000	30,000	30,000	30,000
<b>TOTAL EXPENSE</b>	<b>775,600</b>	<b>838,423</b>	<b>779,400</b>	<b>799,000</b>	<b>801,800</b>	<b>811,000</b>	<b>35,400</b>
<b>TOTAL OPERATING</b>	<b>-541,750</b>	<b>-629,473</b>	<b>-632,700</b>	<b>-652,300</b>	<b>-655,100</b>	<b>-664,300</b>	<b>122,550</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PLANNING</b>	<b>-541,750</b>	<b>-629,473</b>	<b>-632,700</b>	<b>-652,300</b>	<b>-655,100</b>	<b>-664,300</b>	<b>122,550</b>
<b>ANNUAL CHANGE \$</b>		<b>87,723</b>	<b>3,227</b>	<b>19,600</b>	<b>2,800</b>	<b>9,200</b>	<b>122,550</b>
<b>ANNUAL CHANGE %</b>		<b>0.58%</b>	<b>0.02%</b>	<b>0.12%</b>	<b>0.02%</b>	<b>0.05%</b>	<b>0.79%</b>

## Planning Operating Revenues



## Planning Operating Expenses



Revenues are extremely variable and difficult to budget to a degree of accuracy. Other revenues will vary based on operating projects. Expenses are more predictable and also vary in some categories based on one-off operating projects.

## 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.

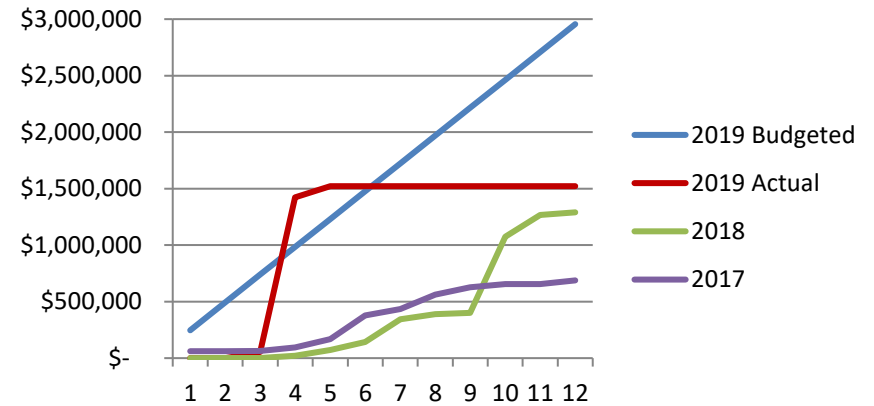
### Parkland Dedication

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.

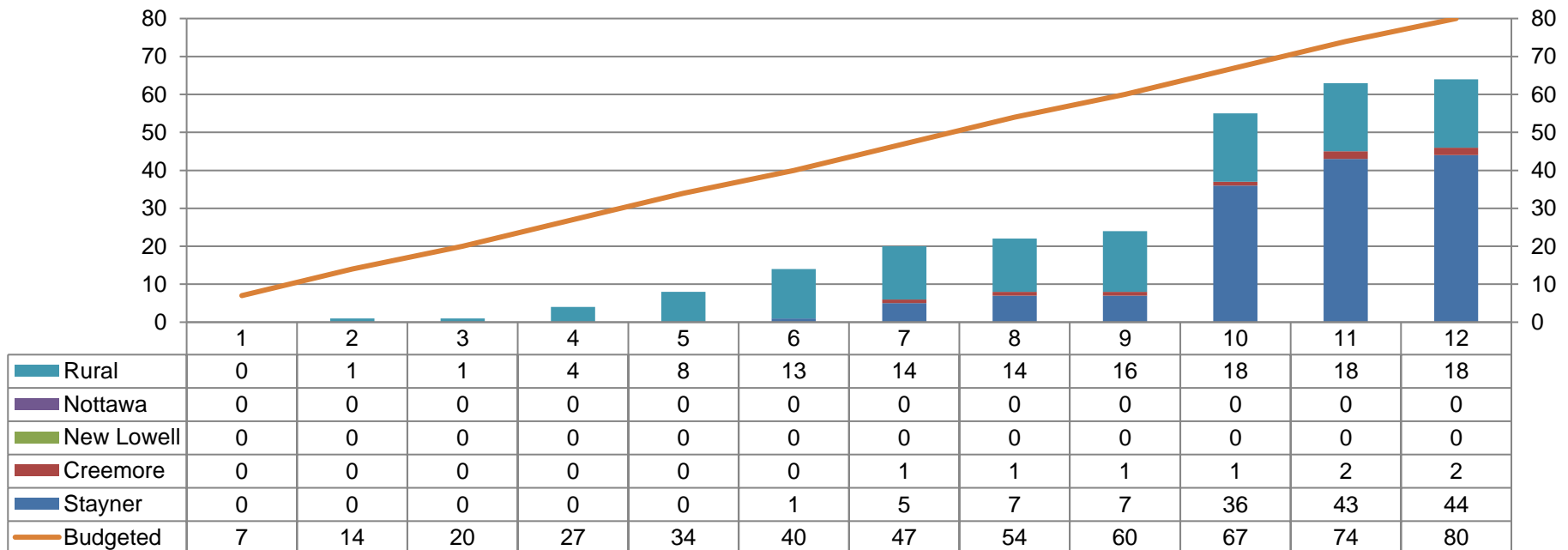
### Growth Assumptions

These are discussed in the Growth section of this document.

## 2019 Total DC Revenues Collected



## 2018 Cumulative Residential DCs by Location



TOWNSHIP OF CLEARVIEW  
DEVELOPMENT CHARGES & PARKLAND

For Period Ending 31-Dec-2018



Summary and Analysis by Departments

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ZRES	2017	2017	2018	2018	PROPOSED 2019	2019 - 2018	2019 - 2018
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	\$ VARIANCE	% VARIANCE
<b>OPERATING</b>							
<b>REVENUE</b>							
DEVELOPMENT CHARGES	-2,955,615.00	-729,901.18	-2,955,615.00	-1,339,314.29	-2,955,600.00	15.00	0.00
<b>Total REVENUE</b>	<b>-2,955,615.00</b>	<b>-729,901.18</b>	<b>-2,955,615.00</b>	<b>-1,339,314.29</b>	<b>-2,955,600.00</b>	<b>15.00</b>	<b>0.00</b>
<b>EXPENSE</b>							
TRANSFER TO RESERVES	2,955,615.00	729,901.19	2,955,615.00	1,347,618.77	2,955,600.00	-15.00	0.00
<b>Total EXPENSE</b>	<b>2,955,615.00</b>	<b>729,901.19</b>	<b>2,955,615.00</b>	<b>1,347,618.77</b>	<b>2,955,600.00</b>	<b>-15.00</b>	<b>0.00</b>
<b>Total OPERATING</b>	<b>0.00</b>	<b>0.01</b>	<b>0.00</b>	<b>8,304.48</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

TOWNSHIP OF CLEARVIEW  
DEVELOPMENT CHARGES & PARKLAND

For Period Ending 31-Dec-2018



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Page :

Date : May 17, 2019

Time :

5YRES	2017	2018	PROPOSED 2019	PROPOSED 2020	PROPOSED 2021	PROPOSED 2022	PROPOSED 2023
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>							
<b>REVENUE</b>							
DEVELOPMENT CHARGES	-2,955,615.00	-2,955,615.00	-2,955,600.00	-2,955,600.00	-2,955,600.00	-2,955,600.00	-2,955,600.00
<b>Total REVENUE</b>	<b>-2,955,615.00</b>	<b>-2,955,615.00</b>	<b>-2,955,600.00</b>	<b>-2,955,600.00</b>	<b>-2,955,600.00</b>	<b>-2,955,600.00</b>	<b>-2,955,600.00</b>
<b>EXPENSE</b>							
TRANSFER TO RESERVES	2,955,615.00	2,955,615.00	2,955,600.00	2,955,600.00	2,955,600.00	2,955,600.00	2,955,600.00
<b>Total EXPENSE</b>	<b>2,955,615.00</b>	<b>2,955,615.00</b>	<b>2,955,600.00</b>	<b>2,955,600.00</b>	<b>2,955,600.00</b>	<b>2,955,600.00</b>	<b>2,955,600.00</b>
<b>Total OPERATING</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## 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.

## 2019 Creemore Medical Centre Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference	% with \$152,228 = 1%
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0.00%
User Fees	54,624	54,540	71,263	57,163	63,200	-8,063	-0.05%
Adjustment in rent - still one medical unit unrented			71,263		63,200	-8,063	-0.05%
Other Income	4,200	3,703	4,200	3,780	4,200	0	0.00%
Transfer from Reserves	13,113	17,808	0	23,070	6,300	6,300	0.04%
To offset short-term deficit			13,113		0	-13,113	-0.09%
<b>TOTAL REVENUE</b>	<b>71,937</b>	<b>76,052</b>	<b>75,463</b>	<b>84,012</b>	<b>73,700</b>	<b>-1,763</b>	<b>-0.01%</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	0	0	0	0	0	0	0.00%
Administration	38,087	37,890	38,388	37,266	38,500	112	0.00%
Contracted Services	0	0	0	0	0	0	0.00%
Facility Utilities	15,900	14,841	17,000	14,606	16,500	-500	0.00%
Facility Maintenance	15,450	20,738	15,914	29,914	15,900	-14	0.00%
Insurance	2,500	2,583	2,600	2,227	2,700	100	0.00%
Revise insurance			2,500		2,600	100	0.00%
Amortization	0	32,458	0	32,458	0	0	0.00%
Transfer to Reserves	0	0	1,561	0	100	-1,461	-0.01%
<b>TOTAL EXPENSE</b>	<b>71,937</b>	<b>108,510</b>	<b>75,463</b>	<b>116,470</b>	<b>73,700</b>	<b>-1,763</b>	<b>-0.01%</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>-32,458</b>	<b>0</b>	<b>-32,458</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Transfer to Capital	0	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL MEDICAL CENTRE</b>	<b>0</b>	<b>-32,458</b>	<b>0</b>	<b>-32,458</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

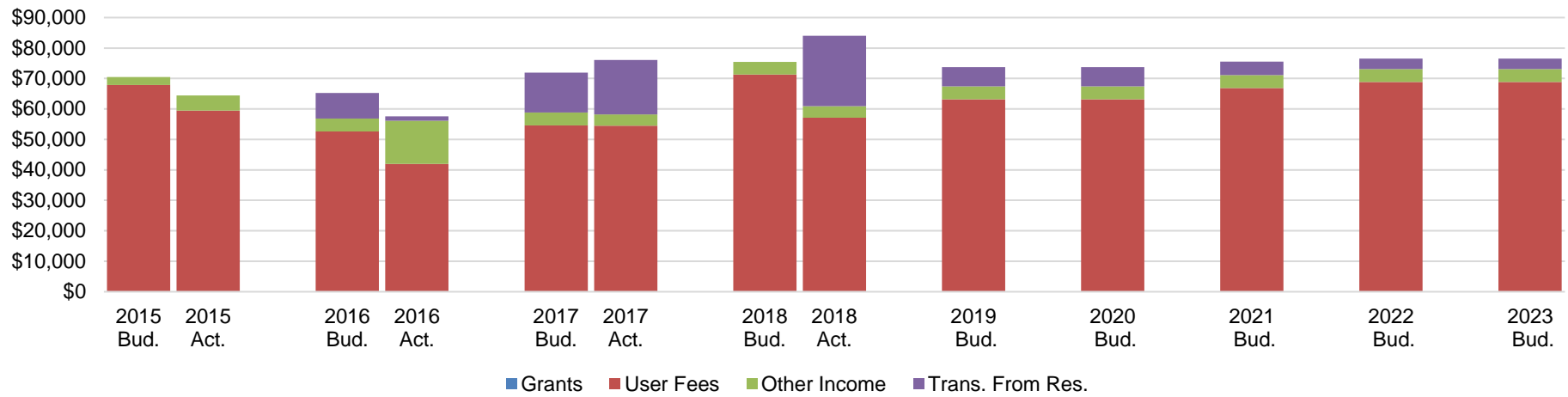
## 2020 Creemore Medical Centre Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference	% with \$157,651 = 1%
<b>REVENUE</b>						
Grants	0	0	0	0	0	0.00%
User Fees	71,263	57,163	63,200	64,900	1,700	0.01%
Other Income	4,200	3,780	4,200	4,200	0	0.00%
Transfer from Reserves	0	23,070	6,300	5,300	-1,000	-0.01%
<b>TOTAL REVENUE</b>	<b>75,463</b>	<b>84,012</b>	<b>73,700</b>	<b>74,400</b>	<b>700</b>	<b>0.00%</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	0	0	0	0	0	0.00%
Administration	38,388	37,266	38,500	38,900	400	0.00%
Contracted Services	0	0	0	0	0	0.00%
Facility Utilities	17,000	14,606	16,500	17,000	500	0.00%
Facility Maintenance	15,914	29,914	15,900	15,900	0	0.00%
Insurance	2,600	2,227	2,700	2,700	0	0.00%
Amortization	0	32,458	0	0	0	0.00%
Transfer to Reserves	1,561	0	100	-100	-200	0.00%
<b>TOTAL EXPENSE</b>	<b>75,463</b>	<b>116,470</b>	<b>73,700</b>	<b>74,400</b>	<b>700</b>	<b>0.00%</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>-32,458</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
Transfer to Capital	0	0	0	0	0	0.00%
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL MEDICAL CENTRE</b>	<b>0</b>	<b>-32,458</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

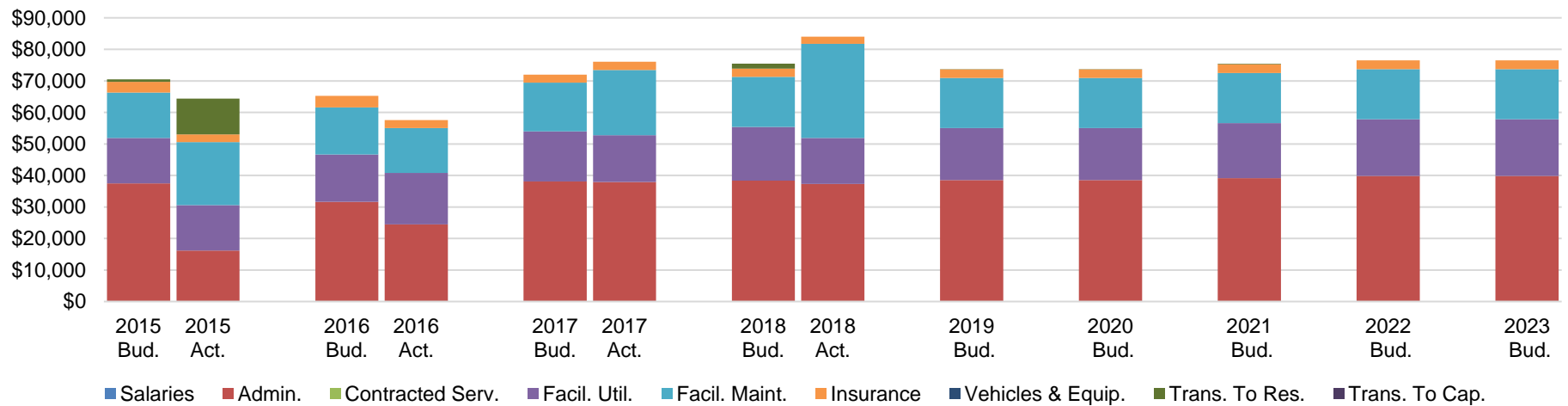
## 2019 - 2023 Creemore Medical Centre Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0
User Fees	71,263	63,200	63,200	66,900	68,900	68,900	-2,363
Other Income	4,200	4,200	4,200	4,200	4,200	4,200	0
Transfer from Reserves	0	6,300	6,300	4,400	3,400	3,400	3,400
<b>TOTAL REVENUE</b>	<b>75,463</b>	<b>73,700</b>	<b>73,700</b>	<b>75,500</b>	<b>76,500</b>	<b>76,500</b>	<b>1,037</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	0	0	0	0	0	0	0
Administration	38,388	38,500	38,500	39,100	39,800	39,800	1,412
Contracted Services	0	0	0	0	0	0	0
Facility Utilities	17,000	16,500	16,500	17,500	18,000	18,000	1,000
Facility Maintenance	15,914	15,900	15,900	15,900	15,900	15,900	-14
Insurance	2,600	2,700	2,700	2,800	2,800	2,800	200
Vehicles & Equipment	0	0	0	0	0	0	0
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	1,561	100	100	200	0	0	-1,561
<b>TOTAL EXPENSE</b>	<b>75,463</b>	<b>73,700</b>	<b>73,700</b>	<b>75,500</b>	<b>76,500</b>	<b>76,500</b>	<b>1,037</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL MEDICAL CENTRE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ANNUAL CHANGE \$</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ANNUAL CHANGE %</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>

### Medical Centre Operating Revenues



### Medical Centre Operating Expenses





## 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 <sup>3</sup> )	\$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.

## 2019 Water Operating and 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
<b>Water Services</b>												
1-4-420-320	EA Stayner and Nottawa	100,000	100,000									
1-4-420-320	Creemore Supply & Storage Exp EA (DC??)	50,000							50,000			
1-4-420-320	DC Background Study	20,000	0						20,000			
1-4-420-320	Water Financial Plan & Rate Study	16,000	16,000									
<b>Water Operating Projects Total</b>		<b>186,000</b>	<b>116,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
WT1902	Hydrants Valves CR & ST combined	14,500	14,500									
WT1903	GIS PC at works	3,000	3,000									
WT1904	Water Patrol lap-top.	3,000	3,000									
<b>Stayner Waterworks</b>												
WT1906	300mm Margaret St - CR42 to Lawrence (870m)	870,000	87,000						783,000			
WT1907	300mm Margaret to 26 via Superior and Clarence	1,240,000	310,000			930,000						
WT1908	Centre line water service	12,000	12,000									
WT1909	Main Street water service replacment	60,000	60,000									
WT1910	broadband radio replacement 4 locations	30,246	30,246									
WT1911	ST well 1 chlorine analyzer	5,300	5,300									
WT1912	600mm Transmission main Reservoir to Margaret	5,675,485	0	3,224,628					2,450,857			
WT1913	Land Purchase Well #5	722,000	0						722,000			
<b>Creemore Waterworks</b>												
WT1914	Mary St. Pumphouse to WWTP Watermain	782,000	625,600						156,400			
<b>Nottawa Waterworks</b>												
WT1915	Reservoir level sensor	5,450	5,450									
WT1916	HMI SCADA screen	3,900	3,900									
<b>Buckingham Woods Waterworks</b>												
WT1917	replace Well #1 (pending test)	30,252	30,252									
WT1918	well pump #1	6,504	6,504									
<b>Municipal Waterworks Subtotal</b>		<b>9,463,637</b>	<b>1,196,752</b>	<b>3,224,628</b>	<b>0</b>	<b>930,000</b>	<b>0</b>	<b>0</b>	<b>4,112,257</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2020 Water Operating and 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
<b>Water Services</b>												
1-4-420-320	EA Creemore Water	60,000				60,000						
	<b>Water Operating Projects Total</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
WT2002	Hydrants Valves CR & ST combined	14,500	14,500									
<b>Stayner Waterworks</b>												
WT2006	Back-up auto dialers ST 1,2,3	14,022	14,022									
WT2007	Design Well 5 building and pipes	300,000	0						300,000			
<b>Creemore Waterworks</b>												
WT2012	Broadband radio replacement 2 locations	15,580	15,580									
WE2013	Back-up auto dialer	7,780	7,780									
	Back-up Gen-set	192,000	192,000									
<b>New Lowell Waterworks</b>												
WT2014	Chlorine pumps 1 & 2	9,348	9,348									
WT2015	Chlorine analyzer	5,453	5,453									
WT2016	Broadband radio replacement	7,790	7,790									
WT2017	Auto dialer back-up	4,674	4,674									
<b>Colling-Woodlands Waterworks</b>												
WT2021	Broadband radio replacement	7,790	7,790									
<b>Nottawa Waterworks</b>												
WT2018	Sequestering pump	4,674	4,674									
WT2019	Chlorine analyzer	5,453	5,453									
WT2020	Broadband radio replacement	7,790	7,790									
<b>Buckingham Woods Waterworks</b>												
WT2022	Auto Dialer Back-up	4,674	4,674									
	<b>Municipal Waterworks Subtotal</b>	<b>601,528</b>	<b>301,528</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021 Water Operating and 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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
WT2102	Hydrants Valves CR & ST combined	14,500	14,500									
<b>Stayner Waterworks</b>												
WT2106	William Street King - Oak Upsizing	1,112,000	111,000						1,001,000			
<b>Creemore Waterworks</b>												
WT2108	Pressure Flow Control Valve	4,814	4,814									
<b>New Lowell Waterworks</b>												
WT2109	TNT chlorine pumps 1 and 2	9,628	9,628									
WT2110	Jockey pump motor	1,601	1,601									
WT2111	pressure tanks 6,7,8,9,10	8,024	8,024									
<b>Nottawa Waterworks</b>												
WT2112	Chlorine pumps x 2	9,628	9,628									
WT2113	Pressure tanks 1,2,3,4,5,6	9,628	9,628									
<b>Collingwoodlands Waterworks</b>												
WT2114	Chlorine pumps x 2	9,628	9,628									
WT2115	auto dialer back-up	4,814	4,814									
<b>Buckingham Woods</b>												
WT2116	Chlorine pumps x 2	9,628	9,628									
WT2117	Pressure tanks 1,2	3,209	3,209									
<b>Municipal Waterworks Subtotal</b>		<b>1,184,265</b>	<b>183,265</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,001,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 Water Operating and 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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
24420840	Hydrants Valves CR & ST combined	14,500	14,500									
<b>Stayner Waterworks</b>												
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	0									7,000,000
<b>Creemore Waterworks</b>												
2-4-422-840	chlorine pumps x2	9,917	9,917									
<b>New Lowell Waterworks</b>												
2-4-423-840	pressure tanks 1,2,3,4,5,11,12,13,14,15	16,528	16,528									
<b>Nottawa Waterworks</b>												
2-4-425-840	lift pump #2 motor	1,653	1,653									
<b>Colling-Woodlands Waterworks</b>												
2-4-426-840	PLC SCADA	33,000	33,000									
<b>Buckingham Woods</b>												
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									
<b>Municipal Waterworks Subtotal</b>		<b>8,303,283</b>	<b>358,283</b>	<b>0</b>	<b>0</b>	<b>945,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,000,000</b>

## 2023 Water Operating and 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
<b>Municipal Waterworks Services</b>												
<b>Admin, Bldg, and Equip</b>												
WT2301	Hydrants Valves CR & ST combined	14,500	14,500									
<b>Stayner Waterworks</b>												
2-4-421-840	TBD	253,283	253,283									
<b>Creemore Waterworks</b>												
WT2302	PLC SCADA	34,000	34,000									
<b>New Lowell Waterworks</b>												
WT2303	Well pump replacement	37,000	37,000									
WT2304	PLC SCADA	34,000	34,000									
<b>Nottawa Waterworks</b>												
WT2305	Sequestering Pumps (X2)	10,000	10,000									
<b>Colling-Woodlands Waterworks</b>												
WT2306	Sequestering Pumps (X2)	10,000	10,000									
WT2307	Well pumps 1-4	12,250	12,250									
WT2308	Water meters 1-5	2,700	2,700									
WT2309	PLC SCADA	34,000	34,000									
<b>Buckingham Woods</b>												
WT2310	Sequestering Pumps (X2)	10,000	10,000									
<b>Municipal Waterworks Subtotal</b>		<b>451,733</b>	<b>451,733</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2019 Water Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference
<b>REVENUE</b>						
<b>Grants</b>	<b>0</b>	<b>1,471</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>User Fees</b>	<b>2,337,613</b>	<b>2,273,471</b>	<b>2,471,003</b>	<b>2,184,788</b>	<b>2,624,500</b>	<b>153,497</b>
Increase in water meter fees			35,000		50,000	15,000
Increase in user fee revenue			2,419,539		2,558,000	138,461
<b>Other Income</b>	<b>700</b>	<b>6,616</b>	<b>700</b>	<b>4,268</b>	<b>700</b>	<b>0</b>
<b>Transfer from Reserves</b>	<b>167,917</b>	<b>128,598</b>	<b>267,917</b>	<b>213,475</b>	<b>191,400</b>	<b>-76,517</b>
Adjust Loan funding			167,917		128,600	-39,317
Remove Water DCs - 2018 EA Stayner and Nottawa			100,000		0	-100,000
<b>TOTAL REVENUE</b>	<b>2,506,230</b>	<b>2,410,155</b>	<b>2,739,620</b>	<b>2,402,531</b>	<b>2,816,600</b>	<b>76,980</b>
<b>EXPENSE</b>						
<b>Salaries, Wages &amp; Benefits</b>	<b>758,600</b>	<b>654,562</b>	<b>771,300</b>	<b>700,101</b>	<b>787,180</b>	<b>15,880</b>
<b>Administration</b>	<b>669,026</b>	<b>571,998</b>	<b>694,216</b>	<b>682,429</b>	<b>695,500</b>	<b>1,284</b>
Increase meter purchasing			35,000		65,000	30,000
Adjust loan payments			346,154		312,300	-33,854
<b>Contracted Services</b>	<b>325,159</b>	<b>135,925</b>	<b>480,409</b>	<b>339,277</b>	<b>374,400</b>	<b>-106,009</b>
Add Water Financial Plan/Rate Study			0		16,000	16,000
Add DC Study			0		20,000	20,000
Add Creemore Water Supply and Storage Expansion EA			0		50,000	50,000
Remove 15/16 Nott & Airport Rd test well			130,000		0	-130,000
Remove Purchase Citywide Works-Workflow & Asset Software			34,250		0	-34,250
Remove Cross Connection Control Bylaw project			21,000		0	-21,000
EA Stayner and Nottawa			100,000		100,000	0
<b>Facility Utilities</b>	<b>135,712</b>	<b>94,591</b>	<b>135,712</b>	<b>85,320</b>	<b>138,400</b>	<b>2,688</b>
<b>Facility Maintenance</b>	<b>18,500</b>	<b>34,706</b>	<b>28,500</b>	<b>30,792</b>	<b>23,100</b>	<b>-5,400</b>
Reduce Creemore maintenance			23,000		17,500	-5,500
<b>Insurance</b>	<b>35,540</b>	<b>35,793</b>	<b>36,231</b>	<b>36,382</b>	<b>36,700</b>	<b>469</b>
<b>Vehicles &amp; Equipment</b>	<b>152,160</b>	<b>128,001</b>	<b>152,160</b>	<b>176,841</b>	<b>168,200</b>	<b>16,040</b>
Increase maintenance - additional vehicle			58,500		72,600	14,100
<b>Amortization</b>	<b>0</b>	<b>444,900</b>	<b>0</b>	<b>451,538</b>	<b>0</b>	<b>0</b>
<b>Transfer to Reserves</b>	<b>411,533</b>	<b>754,015</b>	<b>441,092</b>	<b>366,968</b>	<b>593,120</b>	<b>152,028</b>
Increase in operating surplus to fund capital			441,092		728,362	287,270

<b>TOTAL EXPENSE</b>	<b>2,506,230</b>	<b>2,854,491</b>	<b>2,739,620</b>	<b>2,869,649</b>	<b>2,816,600</b>	<b>76,980</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>-444,335</b>	<b>0</b>	<b>-467,117</b>	<b>0</b>	<b>0</b>
<b>Transfer to Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL WATER</b>	<b>0</b>	<b>-444,335</b>	<b>0</b>	<b>-467,117</b>	<b>0</b>	<b>0</b>

## 2020 Water Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference
<b>REVENUE</b>					
Grants	0	0	0	0	0
User Fees	2,471,003	2,184,788	2,624,500	2,755,500	131,000
Increase in billing revenue			2,419,539	2,558,000	138,461
Other Income	700	4,268	700	700	0
Transfer from Reserves	267,917	213,475	191,400	128,600	-62,800
Reduce DC transfers for 2018 consulting			100,000	0	-100,000
<b>TOTAL REVENUE</b>	<b>2,739,620</b>	<b>2,402,531</b>	<b>2,816,600</b>	<b>2,884,800</b>	<b>68,200</b>
<b>EXPENSE</b>					
Salaries, Wages & Benefits	771,300	700,101	787,180	802,900	15,720
Administration	694,216	682,429	695,500	737,600	42,100
Reduced loan payment (to be corrected)			411,186	336,245	-74,941
Contracted Services	480,409	339,277	374,400	338,500	-35,900
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	85,320	138,400	141,200	2,800
Facility Maintenance	28,500	30,792	23,100	5,700	-17,400
Insurance	36,231	36,382	36,700	37,100	400
Vehicles & Equipment	152,160	176,841	168,200	154,800	-13,400
Increase in equipment maintenance			59,414	60,610	1,196
Increase in vehicle expense			92,746	94,610	1,864
Amortization	0	451,538	0	0	0
Transfer to Reserves	441,092	366,968	593,120	667,000	73,880



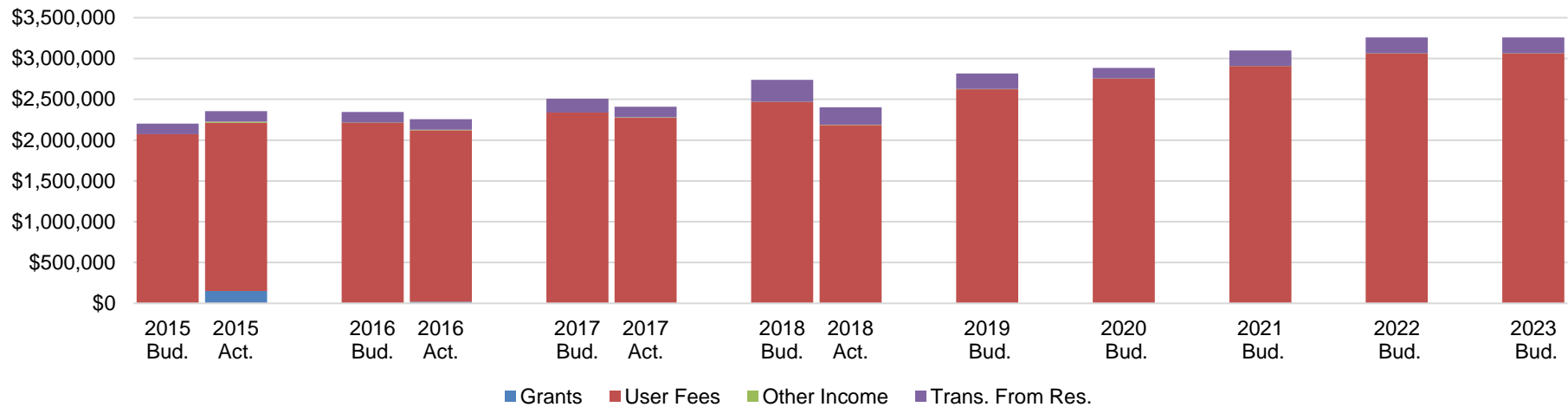
<b>TOTAL EXPENSE</b>	<b>2,739,620</b>	<b>2,869,649</b>	<b>2,816,600</b>	<b>2,884,800</b>	<b>68,200</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>-467,117</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfer to Capital	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL WATER</b>	<b>0</b>	<b>-467,117</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2019 - 2023 Water Department Operating Budget Analysis

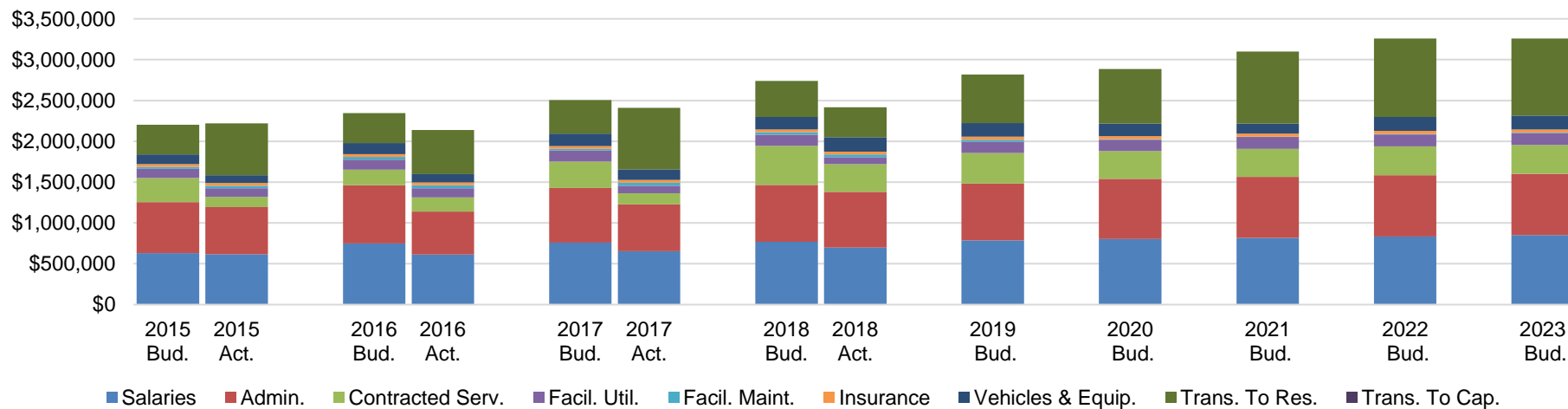
Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0
User Fees	2,471,003	2,624,500	2,755,500	2,907,300	3,065,700	3,065,700	594,697
Other Income	700	700	700	700	700	700	0
Transfer from Reserves	267,917	191,400	128,600	191,400	191,400	191,400	-76,517
<b>TOTAL REVENUE</b>	<b>2,739,620</b>	<b>2,816,600</b>	<b>2,884,800</b>	<b>3,099,400</b>	<b>3,257,800</b>	<b>3,257,800</b>	<b>518,180</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	771,300	787,180	802,900	818,900	835,300	852,100	80,800
Administration	694,216	695,500	737,600	744,100	750,700	750,700	56,484
Contracted Services	480,409	374,400	338,500	345,100	352,200	352,200	-128,209
Facility Utilities	135,712	138,400	141,200	144,000	146,900	146,900	11,188
Facility Maintenance	28,500	23,100	5,700	5,900	6,000	6,000	-22,500
Insurance	36,231	36,700	37,100	37,600	38,100	38,100	1,869
Vehicles & Equipment	152,160	168,200	154,800	119,300	167,900	167,900	15,740
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	441,092	593,120	667,000	884,500	960,700	943,900	502,808
<b>TOTAL EXPENSE</b>	<b>2,739,620</b>	<b>2,816,600</b>	<b>2,884,800</b>	<b>3,099,400</b>	<b>3,257,800</b>	<b>3,257,800</b>	<b>518,180</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL WATER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>ANNUAL CHANGE \$</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ANNUAL CHANGE %</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>

## Water Operating Revenues



## Water Operating Expenses



Water revenues generally steady with variances based on weather conditions in summer – dry and hot vs rainy and cool. Water expenses consulting can vary depending upon projects such as EAs and other studies and whether they move forward or get deferred depending upon timing and readiness of developers.

## 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
<b>Stayner Sewer Surcharge as % of Water Bill</b>	87.1%	89.1%	87.5%	85.5%
<b>Creemore Sewer Surcharge as % of Water Bill</b>	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*
<b>Fixed Water Rate/Meter/Year</b>	\$163	\$164	\$165	\$167	\$168	\$169
<b>Volumetric Rate per cubic meter (M<sup>3</sup>)</b>	\$1.99	\$2.06	\$2.08	\$2.17	\$2.23	\$2.27
<b>Hydrant Service Only Rate/Year</b>	\$163	\$164	\$165	\$167	\$168	\$169
<b>Sewer Surcharge as % of Water Bill</b>	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.

## 2019 Sewer Operating and 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
<b>Sewer Services</b>												
1-4-408-320	SE Stayner Sewer collection EA	50,000	0						50,000			
1-4-408-320	Stayner Clarifier Assess. Report	20,000	20,000									
1-4-408-320	Stayner Pumping Station #1 design & repair	23,000	23,000									
1-4-408-545	Sludge Haulage	55,000	55,000									
<b>Sewer Operating Projects Total</b>		<b>148,000</b>	<b>98,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Municipal Wastewater Services</b>												
<b>Admin, Building &amp; Equipment</b>												
SW1901	Sewer Camera control unit	7,565	7,565									
<b>Stayner Wastewater</b>												
SW1903	Clarifier drives and skimmers Eng. assessment	20,000	20,000									
SW1904	SPS #1 Grinder	27,810	27,810									
SW1905	PLC SCADA up-grade	21,200	21,200									
SW1906	TSS Probes in Aeration tank	13,400	13,400									
SW1907	Locke Ave and Jonathon Ct. Sewer design	19,500	0			19,500						
<b>Creemore Wastewater</b>												
SW1908	Computer 2	5,000	5,000									
SW1909	Cyclic Air Valve	6,000	6,000									
SW1910	Air Compressor #1	2,000	2,000									
SW1911	RAS Pump	10,000	10,000									
SW1912	ZW-1 Suction valve to P-35-S	2,500	2,500									
SW1913	Effluent Discharge Valve	2,500	2,500									
SW1914	ZW-1 Discharge from P-35-S	2,500	2,500									
SW1915	ZW-1 Backpulse suction valve	2,500	2,500									
SW1916	ZW-1 Backpulse valve	2,500	2,500									
SW1917	ZW-1 Backpulse fill valve	2,500	2,500									
SW1918	ZW-1 Suction valve	2,500	2,500									
SW1919	WAS Pump	5,000	5,000									
SW1920	Vacuum Pump	3,500	3,500									
SW1921	Influent Pump #2	10,000	10,000									
<b>Municipal Wastewaterworks Subtotal</b>		<b>168,475</b>	<b>148,975</b>	<b>0</b>	<b>0</b>	<b>19,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2020 Sewer Operating and 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
<b>Sewer Services</b>												
1-4-408-545	Sludge Haulage	55,000	55,000									
	<b>Sewer Operating Projects Total</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Municipal Wastewater Services</b>												
<b>Stayner Wastewater</b>												
SW2003	Splitter box headworks up-grade	31,000	31,000									
SW2004	Brock Street Sewer	1,472,000	490,600						981,400			
<b>Creemore Wastewater</b>												
SW2007	DIP TANK MOTOR	2,000	2,000									
SW2008	DIP TANK MOTOR	2,000	2,000									
SW2009	DIAPHRAGM PUMP	4,000	4,000									
SW2010	DIAPHRAGM PUMP	4,000	4,000									
SW2011	DIAPHRAGM PUMP	4,000	4,000									
SW2012	VACUUM PUMP	3,500	3,500									
SW2013	WAS PUMP	5,000	5,000									
SW2014	RAS PUMP #3	10,000	10,000									
SW2015	PROCESS PUMP	0	0									
SW2016	PRESSURE TRANSMITTER	0	0									
SW2017	PRESSURE TRANSMITTER	0	0									
SW2018	PRESSURE TRANSMITTER	0	0									
SW2019	PRESSURE TRANSMITTER	0	0									
SW2020	BLOWER	15,000	15,000									
SW2021	BLOWER	15,000	15,000									
SW2022	SILO MILTRONICS	0	0									
SW2023	TRANSFER PUMP	5,000	5,000									
SW2024	FLOW METER	0	0									
SW2025	FLOW METER	0	0									
	<b>Municipal Wastewaterworks Subtotal</b>	<b>1,572,500</b>	<b>591,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>981,400</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021 Sewer Operating and 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
<b>Sewer Services</b>												
1-4-408-545	Sludge Haulage	55,000	55,000									
	<b>Sewer Operating Projects Total</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Municipal Wastewater Services</b>												
<b>Creemore Wastewater</b>												
SW2107	COMPUTER #1	5,000	5,000									
SW2108	WAS PUMP	5,000	5,000									
SW2109	VACUUM PUMP	3,500	3,500									
SW2110	RAS PUMP	10,000	10,000									
SW2111	PROCESS PUMP #2	0	0									
SW2112	PRESSURE TRANSMITTER 5	0	0									
SW2113	PRESSURE TRANSMITTER 6	0	0									
SW2114	PRESSURE TRANSMITTER 7	0	0									
SW2115	PRESSURE TRANSMITTER 8	0	0									
SW2116	Membrane Cassette	45,000	45,000									
SW2117	Membrane Cassette	45,000	45,000									
SW2118	Membrane Cassette	45,000	45,000									
	<b>Municipal Wastewaterworks Subtotal</b>	<b>158,500</b>	<b>158,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 Sewer Operating and 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
<b>Sewer Services</b>												
1-4-408-545	Sludge Haulage	55,000	55,000									
	<b>Sewer Operating Projects Total</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Municipal Wastewater Services</b>												
<b>Creemore Wastewater</b>												
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									
	<b>Municipal Wastewaterworks Subtotal</b>	<b>28,500</b>	<b>28,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## 2023 Sewer Operating and 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
<b>Sewer Services</b>												
1-4-408-545	Sludge Haulage	55,000	55,000									
	<b>Sewer Operating Projects Total</b>	<b>55,000</b>	<b>55,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Municipal Wastewater Services</b>												
<b>Creemore Wastewater</b>												
SW2301	WAS PUMP	\$ 5,000	5,000									
SW2302	VACUUM PUMP	\$ 3,500	3,500									
SW2303	RAS PUMP	\$ 10,000	10,000									
SW2304	MLSS DO CONTROL BOX	\$ 1,500	1,500									
SW2305	MLSS TSS CONTROL BOX	\$ 1,500	1,500									
SW2306	EFFLUENT DO CONTROL BOX	\$ 1,600	1,600									
SW2307	EFFLUENT TSS CONTROL BOX	\$ 1,600	1,600									
	<b>Municipal Wastewaterworks Subtotal</b>	<b>24,700</b>	<b>24,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2019 Sewer Department Operating Budget Analysis

Category or SubCategory	2017 Budgeted	2017 Actual	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	Annual Difference
<b>REVENUE</b>						
Grants	0	0	0	0	0	0
User Fees	1,373,936	1,403,457	1,447,282	1,231,227	1,557,700	110,418
Increase in billing revenue			1,283,100		1,369,200	86,100
Inc Cost Recovery			0		20,300	20,300
Other Income	201,389	2,214,968	209,178	220,919	209,200	22
Transfer from Reserves	76,428	44,280	126,428	76,428	179,700	53,272
Add Mowat and Stayner Industrial Servicing from property owners			0		103,300	103,300
Remove Nottawa Sewer DCs - EA Nottawa Sewer			50,000		0	-50,000
<b>TOTAL REVENUE</b>	<b>1,651,753</b>	<b>3,662,705</b>	<b>1,782,888</b>	<b>1,528,575</b>	<b>1,946,600</b>	<b>163,712</b>
<b>EXPENSE</b>						
Salaries, Wages & Benefits	89,518	94,379	142,300	112,421	120,393	-21,907
Administration	471,781	518,355	479,515	557,382	590,500	110,985
Increase sewer line maintenance			54,557		65,700	11,143
Increase loans - Mowat and Stayner Industrial Servicing			27,144		124,100	96,956
Contracted Services	410,148	428,404	534,366	394,434	601,100	66,734
Add EA Sewer collection SE Stayner from DCs			0		50,000	50,000
Add ST Clarifier Assess Report			0		20,000	20,000
Add ST SPS #1 design & repair			0		23,000	23,000
Establish base consulting budget			0		12,000	12,000
Increase Collingwood contractor fees			425,000		433,500	8,500
Remove Nottawa EA project			50,000		0	-50,000
Facility Utilities	239,440	264,097	239,440	282,473	244,200	4,760
Facility Maintenance	70,019	56,988	70,019	44,849	71,400	1,381
Insurance	39,950	45,961	46,326	46,452	46,700	374
Vehicles & Equipment	40,899	24,785	40,899	30,171	41,700	801
Amortization	0	636,294	0	654,080	0	0
Transfer to Reserves	289,998	166,434	230,023	39,549	230,607	584
<b>TOTAL EXPENSE</b>	<b>1,651,753</b>	<b>2,235,698</b>	<b>1,782,888</b>	<b>2,161,811</b>	<b>1,946,600</b>	<b>163,712</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>1,427,007</b>	<b>0</b>	<b>-633,236</b>	<b>0</b>	<b>0</b>
Transfer to Capital	0	0	0	0	0	0

<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SEWER</b>	<b>0</b>	<b>1,427,007</b>	<b>0</b>	<b>-633,236</b>	<b>0</b>	<b>0</b>

## 2020 Sewer Department Operating Budget Analysis

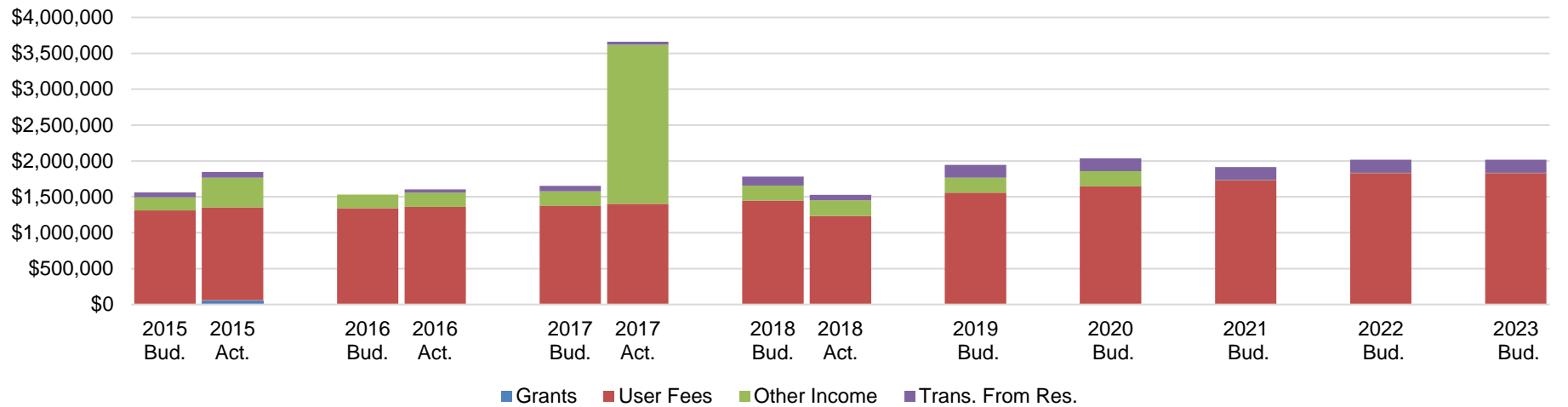
Category or SubCategory	2018 Budgeted	2018 Actual as at Dec. 31	2019 Budgeted	2020 Budgeted	Annual Difference
<b>REVENUE</b>					
Grants	0	0	0	0	0
User Fees	1,447,282	1,231,227	1,557,700	1,647,000	89,300
Increase in billing revenue			1,369,200	1,459,300	90,100
Increase in extra strength fees			160,200	164,300	4,100
Reduce Cost Recovery			20,300	15,400	-4,900
Other Income	209,178	220,919	209,200	209,200	0
Transfer from Reserves	126,428	76,428	179,700	179,700	0
<b>TOTAL REVENUE</b>	<b>1,782,888</b>	<b>1,528,575</b>	<b>1,946,600</b>	<b>2,035,900</b>	<b>89,300</b>
<b>EXPENSE</b>					
Salaries, Wages & Benefits	142,300	112,421	120,393	124,150	3,757
Administration	479,515	557,382	590,500	580,300	-10,200
Contracted Services	534,366	394,434	601,100	518,000	-83,100
Remove EA Sewer collection SE Stayner from DCs			50,000	0	-50,000
Remove ST Clarifier Assess Report			20,000	0	-20,000
Remove ST SPS #1 design & repair			23,000	0	-23,000
Facility Utilities	239,440	282,473	244,200	249,200	5,000
Facility Maintenance	70,019	44,849	71,400	72,800	1,400
Insurance	46,326	46,452	46,700	47,100	400
Vehicles & Equipment	40,899	30,171	41,700	42,500	800
Amortization	0	654,080	0	0	0
Transfer to Reserves	230,023	39,549	230,607	401,850	171,243
Increase transfer to operating reserve			230,607	407,600	176,993
<b>TOTAL EXPENSE</b>	<b>1,782,888</b>	<b>2,161,811</b>	<b>1,946,600</b>	<b>2,035,900</b>	<b>89,300</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>-633,236</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfer to Capital	0	0	0	0	0

<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SEWER</b>	<b>0</b>	<b>-633,236</b>	<b>0</b>	<b>0</b>	<b>0</b>

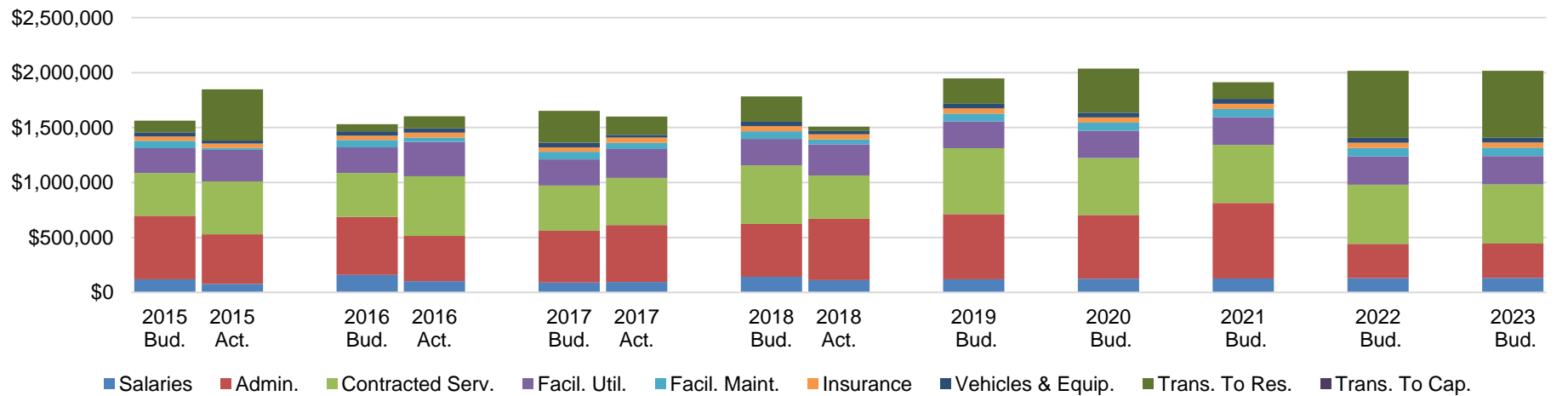
## 2019 - 2023 Sewer Department Operating Budget Analysis

Category or SubCategory	2018 Budgeted	2019 Budgeted	2020 Budgeted	2021 Budgeted	2022 Budgeted	2023 Budgeted	5 Year Difference
<b>REVENUE</b>							
Grants	0	0	0	0	0	0	0
User Fees	1,447,282	1,557,700	1,647,000	1,730,100	1,833,000	1,833,000	385,718
Other Income	209,178	209,200	209,200	3,500	3,500	3,500	-205,678
Transfer from Reserves	126,428	179,700	179,700	179,700	179,700	179,700	53,272
<b>TOTAL REVENUE</b>	<b>1,782,888</b>	<b>1,946,600</b>	<b>2,035,900</b>	<b>1,913,300</b>	<b>2,016,200</b>	<b>2,016,200</b>	<b>233,312</b>
<b>EXPENSE</b>							
Salaries, Wages & Benefits	142,300	120,393	124,150	126,600	129,100	131,700	-10,600
Administration	479,515	590,500	580,300	686,500	311,700	311,700	-167,815
Contracted Services	534,366	601,100	518,000	528,000	538,400	538,400	4,034
Facility Utilities	239,440	244,200	249,200	254,100	259,300	259,300	19,860
Facility Maintenance	70,019	71,400	72,800	74,400	75,800	75,800	5,781
Insurance	46,326	46,700	47,100	47,500	47,900	47,900	1,574
Vehicles & Equipment	40,899	41,700	42,500	43,400	44,300	44,300	3,401
Amortization	0	0	0	0	0	0	0
Transfer to Reserves	230,023	230,607	401,850	152,800	609,700	607,100	377,077
<b>TOTAL EXPENSE</b>	<b>1,782,888</b>	<b>1,946,600</b>	<b>2,035,900</b>	<b>1,913,300</b>	<b>2,016,200</b>	<b>2,016,200</b>	<b>233,312</b>
<b>TOTAL OPERATING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfer to Capital	0	0	0	0	0	0	0
<b>TOTAL CAPITAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SEWER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ANNUAL CHANGE \$</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ANNUAL CHANGE %</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>

## Sewer Operating Revenues



## Sewer Operating Expenses



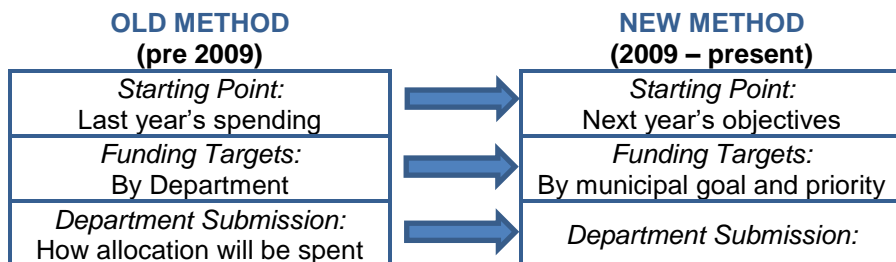
Revenues generally steady. In 2017 there was a \$2,000,000 recognition of property owner contributions towards the SE Stayner Industrial servicing project. Expenses generally consistent with budgeted with varying cost of operating projects impacting Admin and Consulting.

## Budget Process and Clearview Strategic Goals

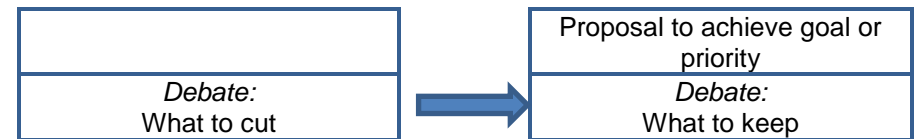
The basis of accounting is the accrual method and the same basis is used for budgeting. Clearview's fiscal year is January 1 to December 31 of each calendar year. Fiscal 2016 is the eighth year since implementing Clearview's current method of budgeting – Strategic Goal Budgeting. This change is reflected 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.



## Budget Process and Clearview Strategic Goals



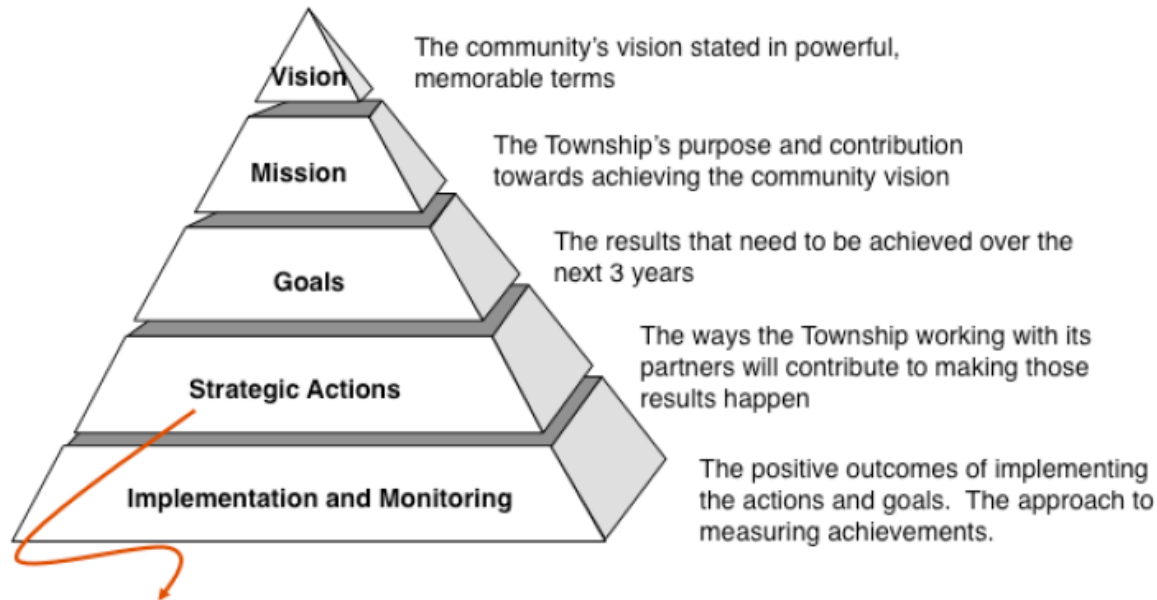
### How does Strategic Goal Budgeting work?

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?

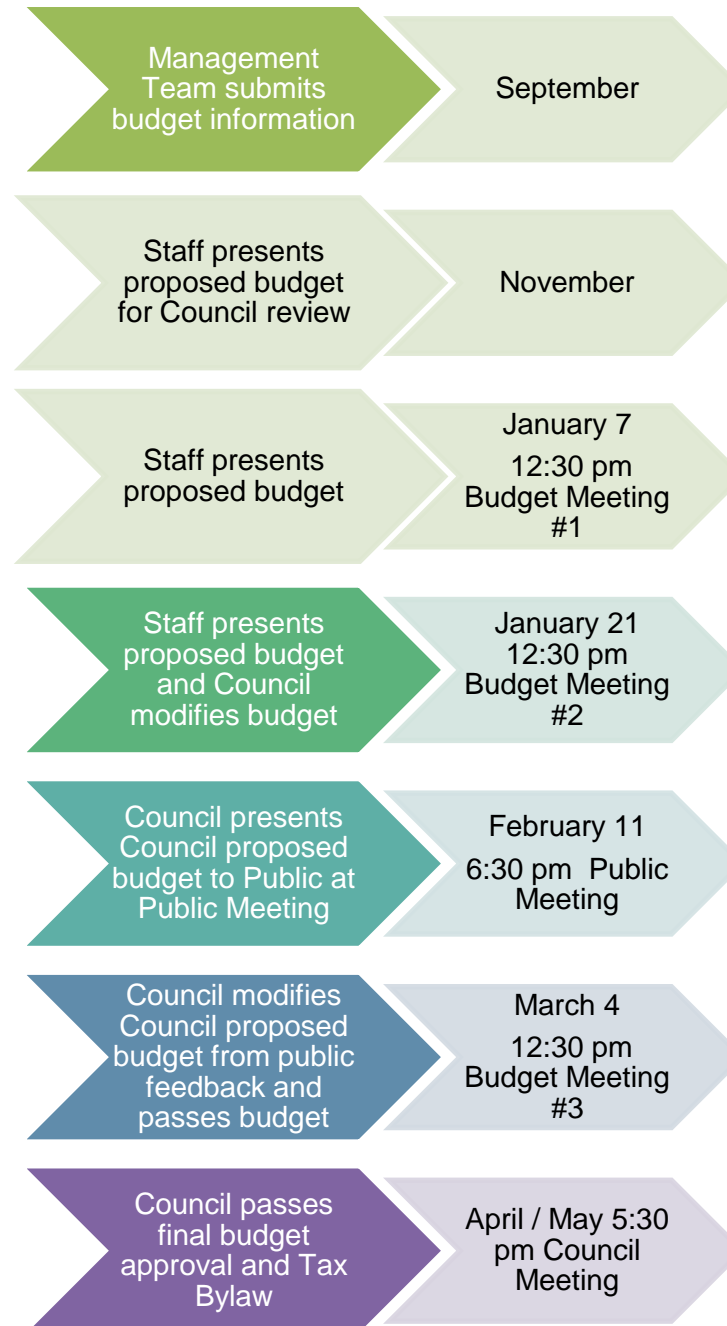
Strategic Goal Budgeting has:

- 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.





## 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 \$553,000 (36%) since 2011 and then recently stabilized.
  - It is not yet known what the 2019 or future grant amounts will be or if the downward trend will return.
  - This grant once represented 8.9% (2007) of operational funding and has fallen to 3.5% (2018).
- 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 and continue annually for 10 years.

### 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 Fund grants continue for the long-term or 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 was the first year in 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

Clearview will receive approximately \$179,687 in 2019 from new taxation revenues due to growth in the property tax base. This represents growth in the overall property tax base of 1.19% (est.). The primary source of the

### 2018 Revenue Growth/Loss (Roll Edition)

Realty Tax Class	2018 Taxation As Returned	2018 Taxation As Revised	Change \$	%
<b>Taxable</b>				
Residential	\$13,094,757	\$13,242,319	\$147,562	1.13%
Farm	\$690,147	\$697,543	\$7,395	1.07%
Managed Forest	\$25,608	\$26,382	\$774	3.02%
Pipeline	\$42,468	\$42,526	\$58	0.14%
<b>Subtotal</b>	<b>\$13,852,981</b>	<b>\$14,008,769</b>	<b>\$155,788</b>	<b>1.12%</b>
Multi-Residential	\$70,986	\$70,986	\$0	0.00%
Commercial	\$846,556	\$856,163	\$9,607	1.13%
Industrial	\$152,636	\$162,933	\$10,297	6.75%
<b>Subtotal Protected</b>	<b>\$1,070,178</b>	<b>\$1,090,082</b>	<b>\$19,904</b>	<b>1.86%</b>
<b>Subtotal Taxable</b>	<b>\$14,923,159</b>	<b>\$15,098,851</b>	<b>\$175,692</b>	<b>1.18%</b>
<b>Payments in Lieu</b>				
Residential	\$30,864	\$30,800	-\$64	-0.21%
Commercial	\$78,736	\$82,324	\$3,588	4.56%
Industrial	\$5,279	\$5,750	\$471	8.92%
Landfill	\$5,040	\$5,040	\$0	0.00%
<b>Subtotal PIL</b>	<b>\$119,919</b>	<b>\$123,914</b>	<b>\$3,995</b>	<b>3.33%</b>
<b>Total</b>	<b>\$15,043,078</b>	<b>\$15,222,765</b>	<b>\$179,687</b>	<b>1.19%</b>

## Property Taxation Review and Proposed Increase

increase is growth in the Residential tax base which will contribute \$147,562. That increase is augmented by an increase of \$19,897 in the Commercial and Industrial tax bases, and minor increases and decreases in the other tax base categories.

2018 Taxation As Returned shows the prior year's estimated property taxes as calculated at the beginning of the year. 2018 Taxation As Revised 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 2018 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 years. This forecast is based upon growth estimates presented to Council on May 12, 2014 which was used in the 2014 Development Charge Update.

## Assessment Growth/Loss – Changes in Full CVA

2019 represents the third 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 77.45%. The next largest is the Farm tax class at 16.32% followed by the Commercial tax class at 4.05%. Clearview has one 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 0.42%. The servicing of the Stayner Industrial area which was 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.

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.

Realty Tax Class	----- 2018 -----		----- 2019 -----		Change	
	Total Full CVA	% of Total	Total Full CVA	% of Total	\$	%
<b>Taxable</b>						
Residential	1,985,844,388	77.49%	2,008,222,407	77.45%	22,378,019	1.13%
Farm	418,649,186	16.34%	423,135,200	16.32%	4,486,014	1.07%
Managed Forest	15,534,068	0.61%	16,003,356	0.62%	469,288	3.02%
Pipeline	4,967,151	0.19%	4,973,900	0.19%	6,749	0.14%
<b>Subtotal</b>	<b>2,424,994,793</b>	<b>94.63%</b>	<b>2,452,334,863</b>	<b>94.58%</b>	<b>27,340,070</b>	<b>1.13%</b>
Multi-Residential	8,481,500	0.33%	8,481,500	0.33%	-	0.00%
Commercial	103,639,226	4.04%	105,141,874	4.05%	1,502,648	1.45%
Industrial	9,935,423	0.39%	10,983,200	0.42%	1,047,777	10.55%
<b>Subtotal Protected</b>	<b>122,056,149</b>	<b>4.76%</b>	<b>124,606,574</b>	<b>4.81%</b>	<b>2,550,425</b>	<b>2.09%</b>
<b>Subtotal Taxable</b>	<b>2,547,050,942</b>	<b>99.39%</b>	<b>2,576,941,437</b>	<b>99.38%</b>	<b>29,890,495</b>	<b>1.17%</b>
<b>Payments in Lieu</b>						
Residential	4,680,587	0.18%	4,670,937	0.18%	(9,650)	-0.21%
Commercial	9,536,356	0.37%	9,970,906	0.38%	434,550	4.56%
Industrial	574,116	0.02%	623,616	0.02%	49,500	8.62%
Landfill	764,300	0.03%	764,300	0.03%	-	0.00%
<b>Subtotal PIL</b>	<b>15,555,359</b>	<b>0.58%</b>	<b>16,029,759</b>	<b>0.59%</b>	<b>474,400</b>	<b>3.05%</b>
<b>Total</b>	<b>2,562,606,301</b>	<b>99.97%</b>	<b>2,592,971,196</b>	<b>99.97%</b>	<b>30,364,895</b>	<b>1.18%</b>

The increase in Commercial is due to new construction.

There increase in industrial is due to new construction.

There is minimal 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 1.19% increase while the '2018 Assessment Growth/Loss – Changes in Full CVA' chart above shows a 1.18% 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.



### Assessed Values and Weighted Assessment Value after Tax Ratio adjustment

While Residential property classes represent 77.47% of the taxable value of Clearview's property tax base they pay 87.28% 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 4.06% of the total property tax base while paying 5.72% of the total Clearview taxes levied. Industrial is increased by 144% and while representing 0.42% of the tax base pays 0.69% of the taxes.

### 2018 Assessment Growth/Loss - Changes in Full CVA

Realty Tax Class	Total Full Current Value Assessment	----- 2019 -----		% of Total	Change (ratios est.)	
		% of Total	Weighted Assessment		\$ Weighted Assessment	% change
Taxable						
Residential	2,008,222,407	77.47%	2,008,222,407	87.28%	22,378,019	1.13%
Farm	423,135,200	16.32%	105,783,800	4.60%	1,121,504	1.07%
Managed Forest	16,003,356	0.62%	4,000,839	0.17%	117,322	3.02%
Pipeline	4,973,900	0.19%	6,449,159	0.28%	8,751	0.14%
Subtotal	2,452,334,863	94.60%	2,124,456,205	92.34%	23,625,595	1.12%
Multi-Residential	8,481,500	0.33%	10,765,144	0.47%	-	0.00%
Commercial	105,141,874	4.06%	131,648,140	5.72%	1,881,466	1.45%
Industrial	10,983,200	0.42%	15,849,131	0.69%	1,511,978	10.55%
Subtotal Protected	124,606,574	4.81%	158,262,415	6.88%	3,393,443	2.19%
Subtotal Taxable	2,576,941,437	99.41%	2,282,718,620	99.22%	27,019,039	1.20%
Payments in Lieu						
Residential	4,670,937	0.18%	4,670,937	0.20%	(9,650)	-0.21%
Commercial	9,970,906	0.38%	12,484,571	0.54%	544,100	4.56%
Industrial	623,616	0.02%	899,899	0.04%	71,430	8.62%
Subtotal PIL	15,265,459	0.59%	18,055,407	0.78%	605,880	3.47%
Total	2,592,206,896	100.00%	2,300,774,028	100.00%	27,624,919	1.22%

## 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.

### 2019 Tax Ratios to be used by all Municipalities within Simcoe County

Property Class	2019
Residential/Farm	1.000000
Farmland Awaiting Development I	0.750000
Farmland Awaiting Development II	1.000000
Multi-Residential	1.134625
Commercial	1.252100
Industrial	1.347567
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
2019	1.0	1.134625	1.2521
2018	1.0	1.269250	1.2521
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
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
2019	1.347567	1.2966	0.25
2018	1.443034	1.2966	0.25
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
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.

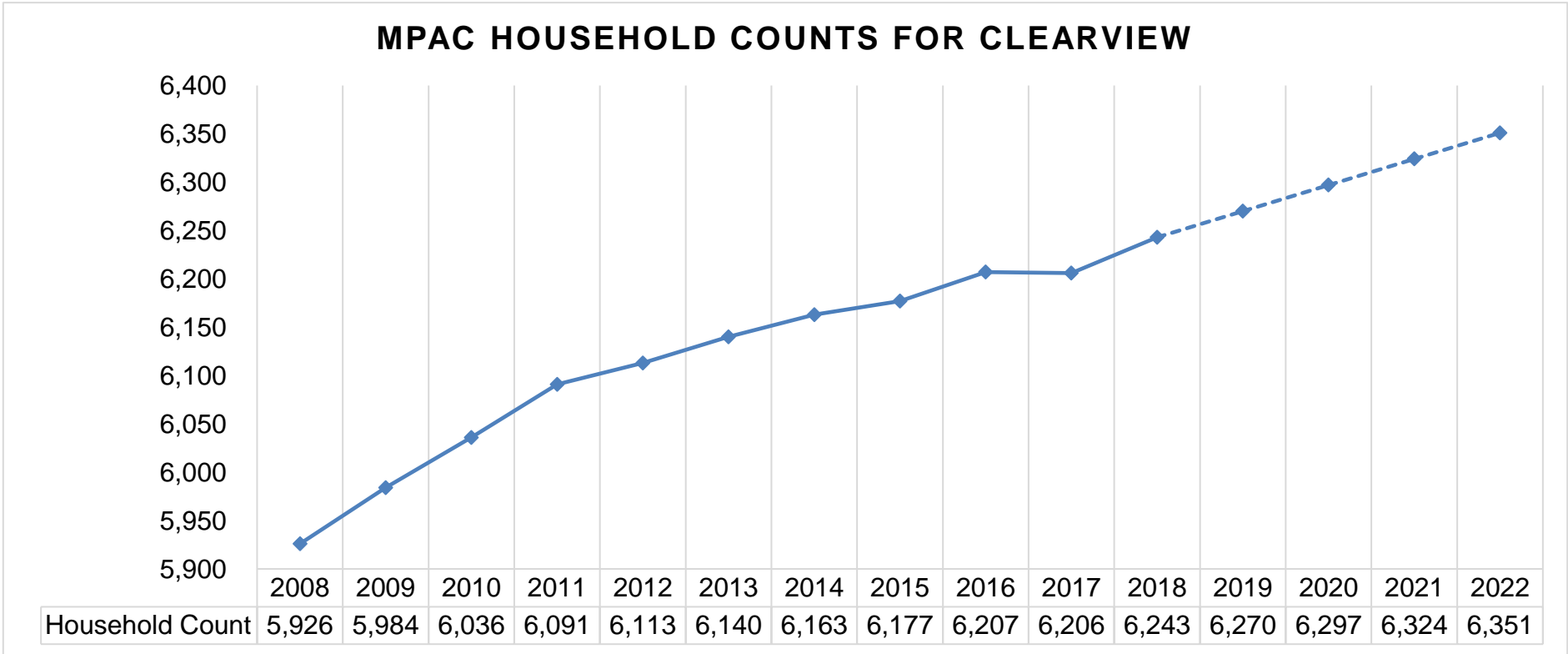
An increase in the Farm and Managed Forest tax ratios or in the Commercial or Industrial tax ratios would decrease the overall tax burden to Residential and thus lower residential property taxes. A decrease in the Farm and Managed Forest tax ratios or in the Commercial or Industrial tax ratios would 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 increased by 37 over the prior year from 6,206 (2017) to 6,243 (2018). Current trends suggest an increase to 6,391 by 2020.





## 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 2019 DC Study calculations.

Year	Low (Singles /Semis)	Medium (Multiples)	High (Apartments)	Seasonal
2019	169	41	16	5
2020	169	41	16	5
2021	186	53	27	5
2022	186	53	27	5
2023	186	53	27	5
2024	186	53	27	5
2025	186	53	27	5
2026	130	46	24	5
2027	130	46	24	5
2027	130	46	24	5

## 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 12<sup>th</sup> out of 16 communities in Simcoe County for cumulative growth from 2010 to 2017 and 11<sup>th</sup> for 2017 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 2018 Local Revenue Growth										
	2010	2011	2012	2013	2014	2015	2016	2017	2018	Cumulative 2010-2018
Bradford-West Gwillimbury	6.27%	6.28%	6.78%	4.99%	4.59%	2.80%	4.01%	4.81%	5.70%	56.87%
New Tecumseth	2.98%	1.23%	2.69%	2.77%	2.88%	3.58%	4.92%	6.62%	5.58%	38.47%
Innisfil	1.66%	1.74%	2.12%	2.30%	2.28%	4.02%	2.85%	6.48%	5.33%	32.61%
Springwater	2.68%	1.87%	1.20%	1.92%	1.21%	1.70%	1.99%	6.22%	4.26%	25.43%
Collingwood	4.29%	3.66%	1.88%	2.87%	1.00%	1.66%	2.17%	2.06%	3.93%	26.07%
Essa	2.74%	2.08%	1.66%	2.26%	2.01%	1.26%	1.66%	4.96%	3.66%	24.57%
Oro-Medonte	1.19%	0.67%	1.07%	1.13%	1.99%	1.64%	1.85%	1.86%	2.59%	14.88%
Tay	3.35%	1.19%	1.62%	0.71%	0.53%	1.11%	1.55%	1.26%	2.38%	14.53%
Severn	1.97%	1.20%	1.71%	1.76%	1.30%	1.11%	1.37%	2.06%	2.22%	15.69%
Wasaga	2.41%	2.39%	3.39%	2.73%	2.37%	1.06%	1.60%	2.25%	1.98%	22.07%
Penatanguishene	2.49%	0.77%	1.08%	0.31%	3.67%	-0.34%	0.44%	0.68%	1.75%	11.32%
Ramara	1.37%	0.68%	0.56%	-0.01%	0.34%	0.95%	0.25%	0.89%	1.31%	6.51%
Tiny	0.94%	1.94%	1.79%	0.67%	0.46%	0.61%	0.74%	0.50%	1.25%	9.25%
<b>Clearview</b>	<b>1.39%</b>	<b>0.79%</b>	<b>1.06%</b>	<b>0.80%</b>	<b>0.81%</b>	<b>1.20%</b>	<b>0.61%</b>	<b>1.41%</b>	<b>1.19%</b>	<b>9.65%</b>
Adjala-Tosorontio	0.93%	0.84%	1.04%	1.10%	0.43%	0.75%	0.60%	0.44%	1.14%	7.51%
Midland	3.48%	0.46%	1.11%	0.23%	0.47%	-0.26%	0.27%	1.55%	1.00%	8.57%

Ranking by Cumulative 2010-2018 Local Revenue growth										
	2010	2011	2012	2013	2014	2015	2016	2017	2018	Cumulative 2010-2018
Bradford-West Gwillimbury	6.27%	6.28%	6.78%	4.99%	4.59%	2.80%	4.01%	4.81%	5.70%	56.87%
New Tecumseth	2.98%	1.23%	2.69%	2.77%	2.88%	3.58%	4.92%	6.62%	5.58%	38.47%
Innisfil	1.66%	1.74%	2.12%	2.30%	2.28%	4.02%	2.85%	6.48%	5.33%	32.61%
Collingwood	4.29%	3.66%	1.88%	2.87%	1.00%	1.66%	2.17%	2.06%	3.93%	26.07%
Springwater	2.68%	1.87%	1.20%	1.92%	1.21%	1.70%	1.99%	6.22%	4.26%	25.43%
Essa	2.74%	2.08%	1.66%	2.26%	2.01%	1.26%	1.66%	4.96%	3.66%	24.57%
Wasaga	2.41%	2.39%	3.39%	2.73%	2.37%	1.06%	1.60%	2.25%	1.98%	22.07%
Severn	1.97%	1.20%	1.71%	1.76%	1.30%	1.11%	1.37%	2.06%	2.22%	15.69%
Oro-Medonte	1.19%	0.67%	1.07%	1.13%	1.99%	1.64%	1.85%	1.86%	2.59%	14.88%
Tay	3.35%	1.19%	1.62%	0.71%	0.53%	1.11%	1.55%	1.26%	2.38%	14.53%
Penatanguishene	2.49%	0.77%	1.08%	0.31%	3.67%	-0.34%	0.44%	0.68%	1.75%	11.32%
<b>Clearview</b>	<b>1.39%</b>	<b>0.79%</b>	<b>1.06%</b>	<b>0.80%</b>	<b>0.81%</b>	<b>1.20%</b>	<b>0.61%</b>	<b>1.41%</b>	<b>1.19%</b>	<b>9.65%</b>
Tiny	0.94%	1.94%	1.79%	0.67%	0.46%	0.61%	0.74%	0.50%	1.25%	9.25%
Midland	3.48%	0.46%	1.11%	0.23%	0.47%	-0.26%	0.27%	1.55%	1.00%	8.57%
Adjala-Tosorontio	0.93%	0.84%	1.04%	1.10%	0.43%	0.75%	0.60%	0.44%	1.14%	7.51%
Ramara	1.37%	0.68%	0.56%	-0.01%	0.34%	0.95%	0.25%	0.89%	1.31%	6.51%

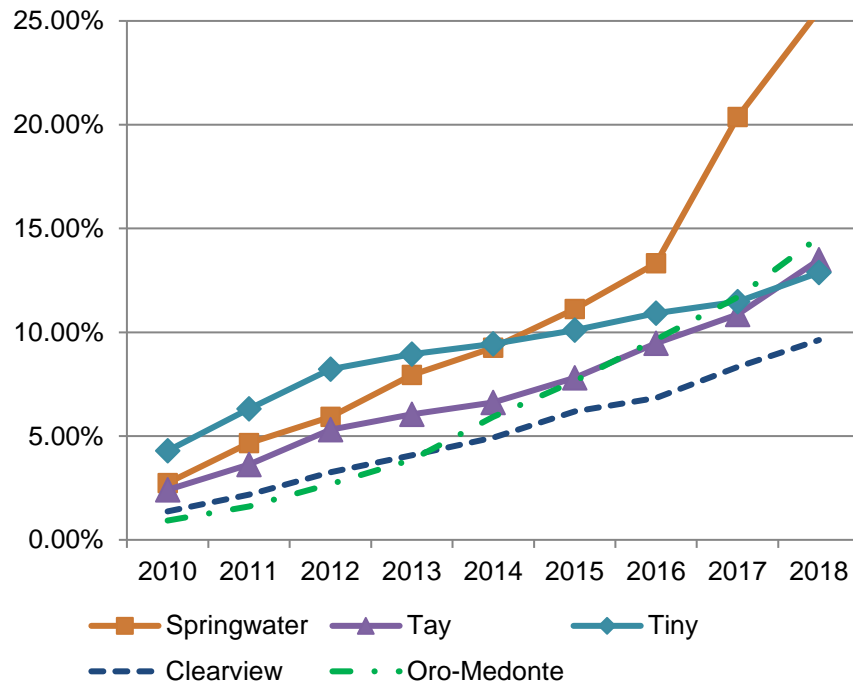
The charts on this page show Clearview's growth compared to two sets of comparators.

Clearview's tax base has grown 9.63% since 2010. All of Clearview's comparators have seen their property tax base grow faster than Clearview's since 2009. Tiny Township's grew 12.87%, Tay Township's grew 13.49%, Springwater Township's grew 25.50%, and Oro-Medonte Township grew 14.58%.

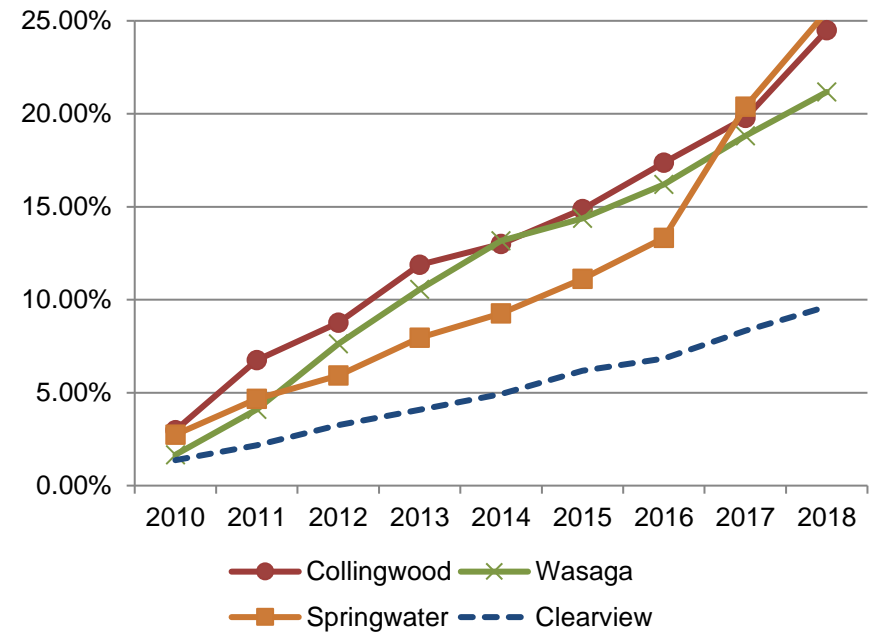
Clearview's closest neighbours have grown much faster than Clearview since 2010. Springwater Township's property tax base grew 25.50%, Town of Wasaga Beach 21.17% and Town of Collingwood 24.49%. Clearview's tax base growth of 9.63% in the 9 year period from 2010 to 2018 was less than the inflation rate 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.

**Cumulative Growth 2010-2018  
Clearview and Comparators**



**Cumulative Growth 2010-2018  
Clearview and Simcoe Neighbours**



For 2018, 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.

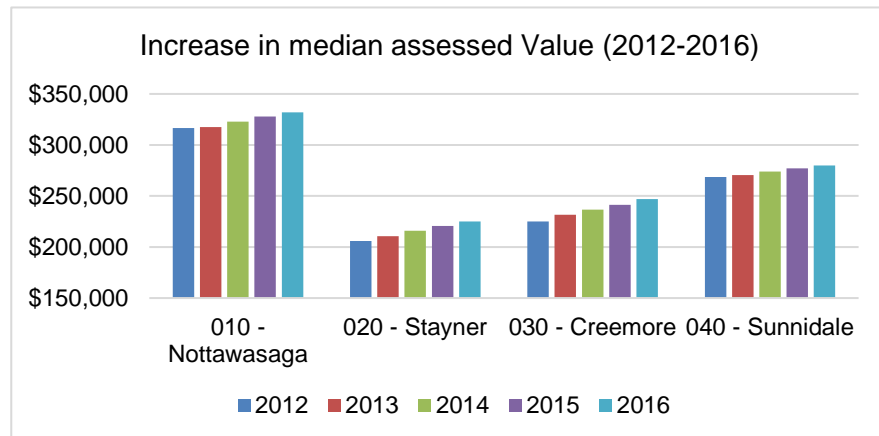
## Tax Base Shifts for Clearview Property Taxpayers

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.

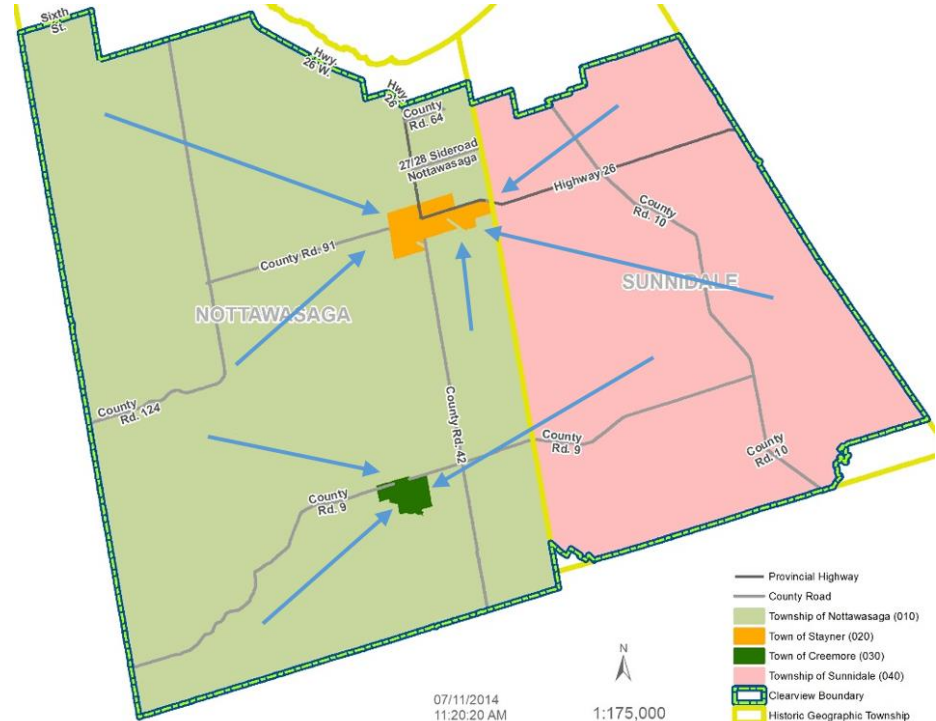
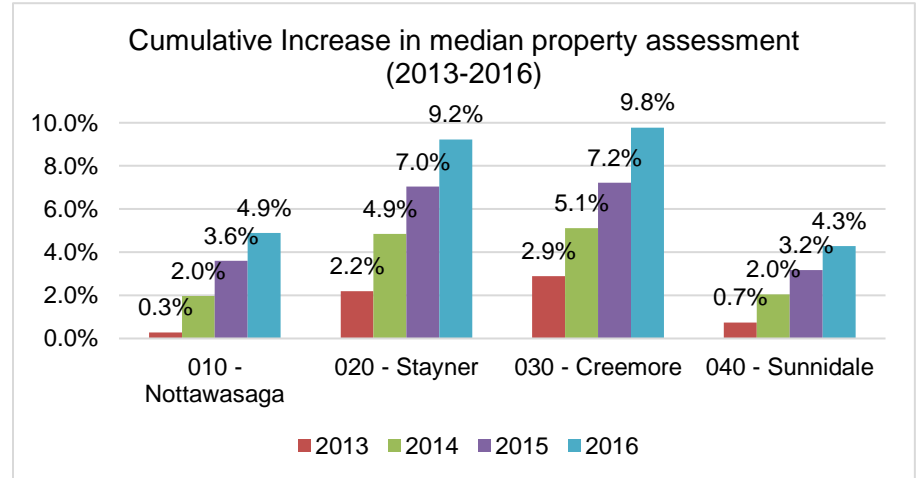
While residential properties in Nottawasaga (\$327,875) have the highest median values in 2015 with Sunnidale (\$277,000) the second highest, the residential property tax base is shifting towards Stayner and Creemore. This is occurring due to properties in Stayner and Creemore increasing in value at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



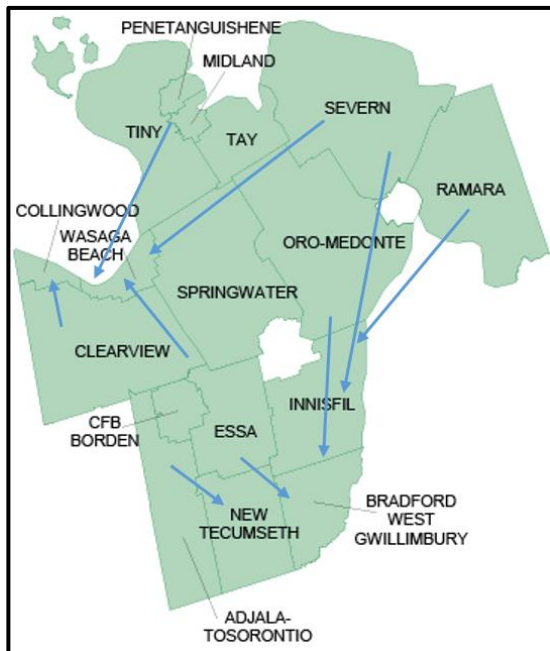
### Clearview Taxes shifting towards Stayner and Creemore

Of note, residential properties on farms are generally assessed at 1/3<sup>rd</sup> to 1/4<sup>th</sup> 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).

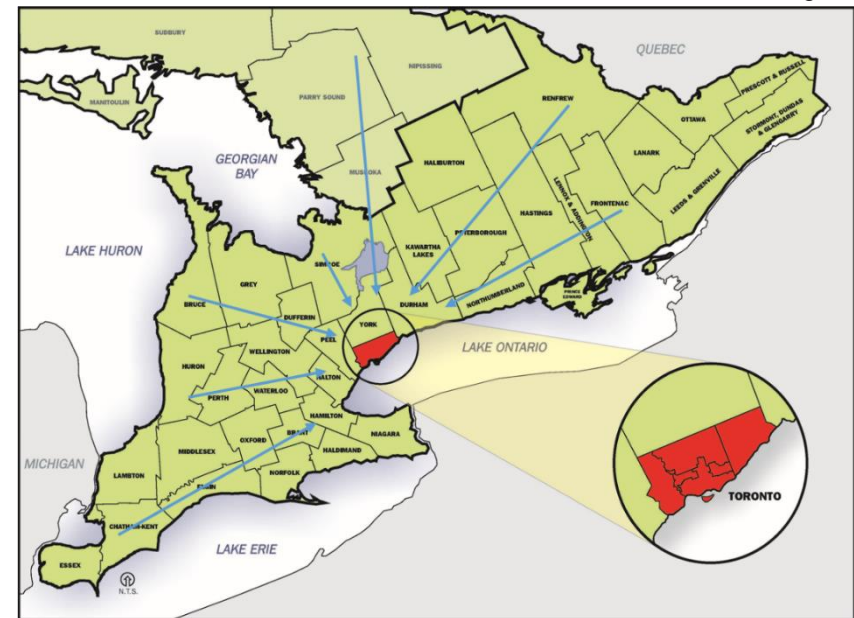


County Taxes shifting to Bradford, Collingwood and Wasaga Beach

## 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)



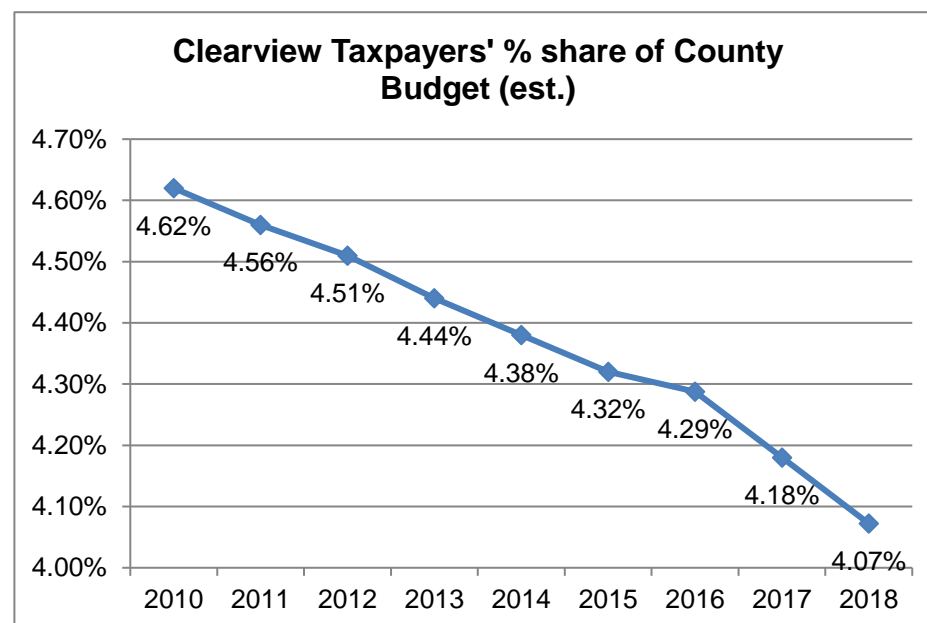
## Clearview's % share of Simcoe County Budget

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 2018 this had decreased to 4.08%. At current trends it may decrease to 3.98% 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 1/3<sup>rd</sup> to 1/4<sup>th</sup> what they would be if they were severed from the farm.



Municipality	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Innisfil	11.68%	11.54%	11.47%	11.47%	11.46%	11.49%	11.53%	11.78%	11.97%	12.46%
Bradford-West Gwillimbury	8.09%	8.26%	8.52%	8.84%	9.29%	9.58%	9.85%	9.96%	10.67%	11.19%
New Tecumseth	9.86%	9.87%	9.86%	9.75%	9.83%	9.89%	9.97%	10.13%	10.58%	10.99%
Oro-Medonte	8.54%	8.45%	8.32%	8.20%	8.15%	8.09%	8.11%	8.11%	8.06%	7.88%
Collingwood	7.72%	7.75%	7.83%	7.90%	7.88%	7.95%	7.88%	7.87%	7.75%	7.55%
Wasaga Beach	7.59%	7.73%	7.79%	7.88%	7.83%	7.91%	7.98%	7.95%	7.70%	7.47%
Tiny	7.59%	7.59%	7.52%	7.57%	7.48%	7.37%	7.26%	7.16%	6.96%	6.67%
Springwater	5.87%	5.84%	5.85%	5.85%	5.83%	5.83%	5.80%	5.80%	5.83%	5.98%
Essa	5.19%	5.23%	5.21%	5.19%	5.21%	5.22%	5.24%	5.22%	5.24%	5.34%
Severn	5.29%	5.28%	5.29%	5.28%	5.25%	5.24%	5.22%	5.18%	5.06%	4.93%
<b>Clearview</b>	<b>4.65%</b>	<b>4.62%</b>	<b>4.56%</b>	<b>4.51%</b>	<b>4.44%</b>	<b>4.38%</b>	<b>4.32%</b>	<b>4.29%</b>	<b>4.18%</b>	<b>4.08%</b>
Ramara	4.68%	4.68%	4.65%	4.63%	4.58%	4.50%	4.44%	4.41%	4.20%	4.02%
Midland	4.59%	4.58%	4.60%	4.51%	4.41%	4.30%	4.21%	4.09%	3.88%	3.72%
Adjala-Tosorontio	3.91%	3.86%	3.79%	3.74%	3.71%	3.68%	3.63%	3.58%	3.60%	3.55%
Tay	2.53%	2.52%	2.56%	2.56%	2.55%	2.52%	2.49%	2.47%	2.39%	2.31%
Penetanguishene	2.22%	2.20%	2.18%	2.15%	2.11%	2.05%	2.07%	2.01%	1.94%	1.84%
	100.00%	100.00%	100.00%	100.03%	100.01%	100.00%	100.00%	100.00%	100.01%	99.98%

## Impact of Capital Projects on Operating Budget

Below is an estimated impact of operating costs for all capital items budgeted for the full 5 year representation of the projects. The vast majority of capital projects are replacements or repairs of existing capital assets and as such have no effect on the operating budget. The amount shown represents an addition to or reduction of operating costs. The estimated percentage municipal increase or decrease in taxes is shown for 2019 and 2020. Changes in operating costs due to Water capital and Sewer capital affect water or sewer user rates and do not affect general taxation.

Department	Project/Description	2019	2019 %	2020	2020 %	2021	2022	2023
Administration	Council meeting streaming	2,000	0.01%	2,000	0.01%	2,000	2,000	2,000
Parks and Recreation	Additional tractor and quench buggy	3,000	0.02%	3,000	0.02%	3,000	3,000	3,000
Parks and Recreation	Community garden	1,000	0.01%	1,000	0.01%	1,000	1,000	1,000
Parks and Recreation	Duntroon Dog Park	1,000	0.01%	1,000	0.01%	1,000	1,000	1,000
Library	New larger Stayner branch	21,000	0.14%	21,000	0.13%	21,000	21,000	21,000
<b>Total General Fund</b>		<b>26,000</b>	<b>0.17%</b>	<b>26,000</b>	<b>0.16%</b>	<b>26,000</b>	<b>26,000</b>	<b>26,000</b>

**Total Water Fund**

**Total Sewer Fund**



## 2019-2023 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 1<sup>st</sup> to September 30<sup>th</sup>) of the total estimated revenues as set out in the budget or up to 25% (October 1<sup>st</sup> to December 1<sup>st</sup>) 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

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.

\$13,400,000 in new loans are proposed for 2019-2023. 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 Airport Rd. Watermain will be partially paid by pre-paid Stayner Water DCs
- The Miscellaneous Watermains loan payments will be made from water user fees.

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 2019 to 2023 capital projects consist of:

Project	Year	Amount
Airport Rd. Watermain	2020	\$3,200,000
Stayner Library	2020	\$3,200,000
Misc. Watermains	2022	\$7,000,000
		<b>\$13,400,000</b>

## Total Outstanding Loans and Proposed Loans

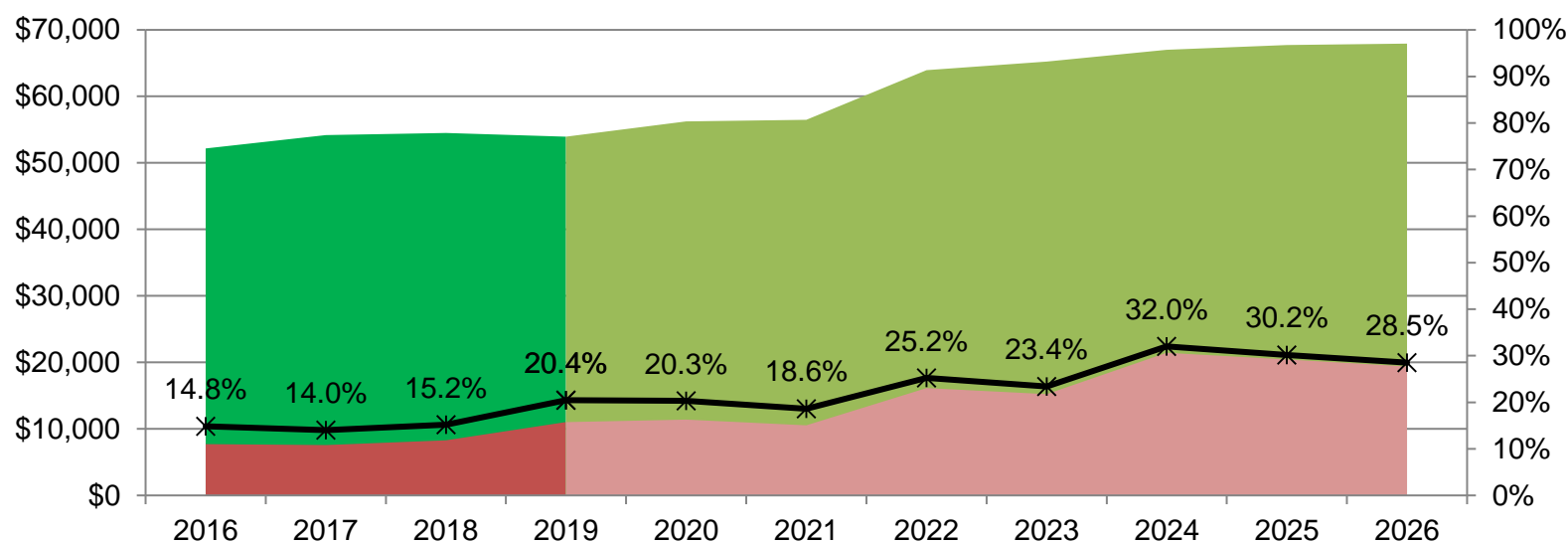
Owing Jan. 2019 or proposed	Project	Year Borr.	Year Paid Off	# of yrs	Rate	Notes
\$310,630	Creemore Sewer Upgrade	2001	2021	20	3.65%	Built Sewage Plant and installed sewer lines.
\$481,819	Mill Street Water Upgrade	2009	2029	20	5.24%	Replace/upgrade of 90 yr. old Creemore water mains.
\$1,030,086	Stayner Water Reservoir	2006	2026	20	4.74%	Built two 2,050 M <sup>3</sup> water reservoirs on Airport Road.
\$95,439	New Lowell Library Replacement	2008	2023	15	3.16%	Renovation and addition of new building.
\$31,642	Station on the Green Solar	2011	2030	20	3.10%	Install solar panels to generate income.
\$3,062,300	Joint Emergency Facility	2012	2051	40	3.79%	Construction costs.
\$0	Eco Park	2014	2019	5	2.45%	Land purchase for park and sewer pumping station.
\$0	Station Park	2014	2019	5	2.83%	Station Park expansion and building renovation.
\$267,387	Creemore Aeration Upgrade	2015	2024	10	2.15%	Improve Creemore Sewer.
\$405,474	Creemore Medical Centre	2016	2046	30	3.18%	Renovation and addition to medical centre.
\$409,373	Perry/Gideon Land	2016	2036	20	3.14%	Land purchase for library and other.
\$256,835	Solar Power Generation	2016	2036	20	3.14%	Install solar panels to generate income.
\$48,593	Mowat Servicing	2016	2036	20	2.88%	Servicing of properties on Mowat St.
\$113,802	Industrial Land - Poplar St.	2017	2022	5	2.00%	Develop new water supply in Stayner.
\$1,374,797	Industrial Servicing - Stayner	2017	2037	20	5.00%	Buy Industrial land and improve for resale.
\$1,573,885	Energy Efficiency Project	2017	2037	20	5.00%	Servicing of properties in southwest Stayner.
\$1,070,228	Water Well #2 & #4	2017	2037	20	3.24%	Replace infrastructure to save energy costs.
\$3,200,000	Airport Rd. Watermain	2020	2040	20	3.50%	Replace and upsize old watermain
\$3,200,000	Stayner Library	2020	2050	30	3.50%	Replace 100 year old branch
\$7,000,000	Misc. Watermains	2022	2042	20	5.00%	Replace miscellaneous watermains

**\$23,932,290 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 2019 a total of \$10,532.290 in debt will be outstanding. Two loans totaling \$6,400,000 are proposed for 2020 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 2015 - 2025 (2019 to 2025 est.)



	2016	2017	2018	2019	2019	2020	2021					
Total Debt Permitted	52,183	54,178	54,500	53,938	0	0	0	0	0	0	0	0
Current Debt (per ARL)	7,738	7,593	8,285	11,028	0	0	0	0	0	0	0	0
Projected Debt Permitted	0	0	0	0	53,938	56,217	56,496	63,938	65,248	66,995	67,704	67,933
Projected Debt (per ARL)	0	0	0	0	11,028	11,411	10,532	16,116	15,249	21,445	20,421	19,370
% debt utilized	14.8%	14.0%	15.2%	20.4%	20.4%	20.3%	18.6%	25.2%	23.4%	32.0%	30.2%	28.5%

Clearview has the capacity to take on an additional \$46,214,700 (2019) or \$42,910,027 (2020) 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 2019 Clearview would be using 20.4% of its debt capacity and it is expected to decrease to 20.3% in 2020 and then drop to 18.6% in 2021.

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 \$53.9 million (2019) 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 2.67% as at June 7, 2019. 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 2013 to 2018 has actually ranged at a higher 4.1% to 6.9%.

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 2019's projected debt will be reflected in the 2021 ARL. As such, the projected impact on the 2021 ARL based on debt budgeted for 2019 is reflected here. 2022-2026 are added to provide context for 2019 projected debt. The lighter coloured areas and the hashed line are future projections based on proposed 2019-2023 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.

Only 14.3% of loan payments, including the projected new debt, will come from property taxes. 34.7% will come from water or sewer user fees, 25.4% from Development Charges paid by developers constructing new buildings, 13.9% 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, or from Parkland Reserve money collected from developers for the Perry/Gideon parkland. Both projects will generate more revenue or save more money than the loan payments. The final 11.7% 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	10.5%
Mill Street Water Upgrade		65,033					\$65,033	2.9%
Stayner Water Reservoir		105,216		128,598			\$233,814	10.3%
New Lowell Library Replacement	8,576			17,154			\$25,730	1.1%
Station on the Green Solar					3,559		\$3,559	0.2%
Joint Emergency Facility	72,454			89,708			\$162,162	7.1%
Eco Park	35,999		4,000				\$39,999	1.9%
Station Park	31,720						\$31,720	1.4%
Creemore Aeration Upgrade			13,556		31,632		\$45,188	2.0%
Creemore Medical Centre					22,096		\$22,096	1.0%
Perry/Gideon Land					31,980		\$31,980	1.4%
Solar Power Generation					19,188		\$19,188	0.8%
Mowat Servicing						3,525	\$3,525	0.2%
Industrial Land - Poplar St.					91,721		\$91,721	4.0%
Industrial Servicing - Stayner						99,802	\$99,802	4.4%
Energy Efficiency Project					115,205		\$115,205	5.1%
Water Well #2 & #4		15,696		62,785			\$78,481	3.5%
Airport Rd. Watermain		22,515		202,640			\$225,155	9.9%
Stayner Library	175,000						\$175,000	7.7%
Misc. Watermains		561,698					\$561,698	24.7%
<b>Total</b>	<b>323,749</b>	<b>770,158</b>	<b>17,556</b>	<b>577,313</b>	<b>315,381</b>	<b>265,737</b>	<b>\$2,044,739</b>	<b>100.0%</b>
<b>%</b>	<b>14.3%</b>	<b>33.9%</b>	<b>0.8%</b>	<b>25.4%</b>	<b>13.9%</b>	<b>11.7%</b>		

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
Stayner Library						175,000	175,000
<b>Total</b>	<b>31,720</b>	<b>70,508</b>	<b>1,946</b>	<b>35,999</b>	<b>0</b>	<b>183,576</b>	<b>323,749</b>

### Breakdown of DC Column for Loans

Loan	Admin.	Fire	Police	Water	Sewer	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
Water Well # 2 and 4				62,785			62,785
Airport Rd. Watermain				202,640			202,640
<b>Total</b>	<b>0</b>	<b>74,124</b>	<b>15,584</b>	<b>394,023</b>	<b>0</b>	<b>17,154</b>	<b>500,885</b>

**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
<b>Total</b>	<b>60,485</b>	<b>99,999</b>	<b>160,484</b>

**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%
<b>Total</b>	<b>\$33,661</b>	<b>\$19,122</b>	<b>\$14,539</b>	<b>43.19%</b>

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 \$2,378,210 from \$10,612,538 (2017 year-end) to \$12,990,748 (2018 year-end) in part due to current and proposed capital projects funded by reserves. 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 146 SDUs as follows; 141 SDUs in Stayner and 25 SDUs in Creemore and 0 SDUs in rural areas. Non-residential growth is also projected but not included due to high variability. 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. 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 \$250,000 in 2019 from \$538,000 (2018) to \$788,000 (2019). 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 allocation will continue at \$175,000. These reserve allocations will be reviewed in 2020 and used for the Stayner branch replacement loan and remaining amounts may continue. 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. At \$350,000 per year. A chart showing the long-term increases required is in the Fire Department section of this budget package.

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 remain stable at \$80,000 (2018) and will be reviewed as part of the Parks and Recreation Master Plan. \$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 increase by \$89,000 for 2018 only from \$160,727 (2017) to \$249,727 (2018). A 2012 study determined that over \$1,000,000 (2012 dollars) 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



## Reserves and Reserve Funds

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
<b>Total</b>	<b>\$363,727</b>	<b>\$363,727</b>	<b>\$363,727</b>

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	2019
Bridges	0	250,000	250,000	300,000	300,000	325,000	376,000	401,000	538,000	788,000
Admin. Buildings	0	0	0	0	0	0	50,000	50,000	50,000	50,000
Accessibility	0	0	0	0	0	0	25,000	25,000	25,000	25,000
Council Computers	0	0	0	0	0	3,000	3,000	3,000	3,000	4,000
Server Replacement	0	0	0	0	0	0	15,000	15,000	15,000	17,000
Digital Signage	0	0	0	0	5,000	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	350,000
Fire Capital	154,180	95,200	161,359	85,500	52,400	134,000	126,000	126,000	86,000	131,000
Fire Buildings	0	0	0	0	0	0	100,000	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	6,000
PW Buildings	0	0	0	0	0	0	100,000	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	257,000
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	693,100
Sidewalks	65,000	100,000	100,000	110,000	110,000	110,000	70,000	185,000	185,000	184,100
Snow Events	0	20,000	20,000	20,000	20,000	20,000	0	0	0	0
Swimming Pool	0	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	25,000
Arena Equip. Stayner	0	0	0	25,000	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	25,000
Arena	0	0	0	50,000	50,000	70,000	75,000	80,000	80,000	80,000
Community Halls	0	0	0	50,000	60,000	95,000	160,727	160,727	249,727	249,727
Library	0	0	0	50,000	75,000	100,000	125,000	150,000	175,000	175,000
Library Resources	75,380	72,642	70,000	76,400	78,692	79,294	81,673	87,195	87,385	85,920
Hospital	0	0	0	0	0	0	0	25,000	50,000	100,000
To Be Determined						260,727	41,727	0	0	0
<b>Total</b>	<b>1,892,020</b>	<b>1,998,842</b>	<b>2,165,759</b>	<b>2,429,200</b>	<b>2,446,092</b>	<b>2,888,721</b>	<b>3,073,927</b>	<b>3,282,822</b>	<b>3,494,112</b>	<b>3,475,847</b>

Increase from prior year	106,822	166,917	263,441	16,892	442,629	185,206	208,895	211,290	-18,265
% Tax increase equivalent	1.2%	1.7%	2.5%	0.1%	3.7%	1.4%	1.5%	1.5%	-0.1%
Cum. Increase since 2010	106,822	273,739	537,180	554,072	996,701	1,181,907	1,390,802	1,602,092	1,583,827
Cum. % increase since 2010	1.2%	2.8%	5.3%	5.5%	9.1%	10.6%	12.1%	13.6%	13.5%
Avg. % increase since 2010	1.2%	1.4%	1.8%	1.4%	1.8%	1.8%	1.7%	1.7%	1.5%

## 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 2014-2019 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
2019	\$652,085.02	\$214,644.02

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
<b>Balance as at Dec. 31, 2016 (est.)</b>	<b>\$ 1,759,157</b>
Plus 2017 Contributions	\$ 417,557
Less 2017 Expenditures	\$ 170,033
<b>Balance as at Dec. 31, 2017 (est.)</b>	<b>\$ 2,006,681</b>
Plus 2018 Contributions	\$ 437,441
Less 2018 Expenditures	\$ 1,025,000
<b>Balance as at Dec. 31, 2018 (est)</b>	<b>\$ 1,419,121</b>

## 2018 Forecast of Reserves and Reserve Funds

	Reserve Name	Starting Balance	Transfer to Reserves	Transfer to Revenue	Transfer to Capital	Ending Balance
	<b>Obligatory Reserve Funds</b>					
3-2-401-420	DC Administration Services	-205,606	55,404	-89,500	0	-243,628
3-2-401-417	DC Fire Protection Services	-354,495	48,107	-74,100	0	-387,183
3-2-401-422	DC Police Services	-60,130	17,959	-15,600	0	-58,909
3-2-401-418	DC Stayner Municipal Waterworks	-692,265	1,352,495	-4,224,257	0	-3,580,913
3-2-401-419	DC Stayner Municipal Wastewater	-2,877,907	406,203	-103,300	0	-2,628,894
3-2-401-423	DC Creemore Municipal Waterworks	121,689	151,239	0	0	275,203
3-2-401-424	DC Creemore Municipal Wastewater	-111,909	130,344	-76,400	0	-60,128
3-2-401-425	DC Nottawa Municipal Waterworks	-2,137	0	0	0	-2,177
3-2-401-426	DC Nottawa Municipal Wastewater	-8,826	0	0	0	-8,991
3-2-401-427	DC New Lowell Municipal Waterworks	34,141	0	0	0	34,779
3-2-401-428	DC New Lowell Municipal Wastewater	-8,826	0	0	0	-8,991
3-2-401-414	DC Municipal Parking	23,010	11,065	0	0	34,505
3-2-401-421	DC Roads and Related Services	941,152	520,833	0	-15,700	1,463,863
3-2-401-415	DC Recreation Services	259,449	142,237	0	-30,000	376,507
3-2-401-416	DC Library Services	12,144	114,813	-46,000	-365,000	-284,200
3-2-401-411	Parkland Dedications and Contributions	459,081		-31,980	0	435,652
3-2-401-412	Parking Contributions	11,254		0	0	11,464
3-2-401-430	Creemore Sewer Project Loan	-1		0	0	-1
3-2-401-431	Carruthers Memorial Park	143,542		0	0	146,225
3-2-401-440	Federal Gas Tax	2,337,741	866,728	0	-685,000	2,567,123
	Provincial Gas Tax	130,175		0	0	132,608
	<b>sub total</b>	<b>151,275</b>	<b>3,817,427</b>	<b>-4,661,137</b>	<b>-1,095,700</b>	<b>-1,786,087</b>
	<b>Discretionary Reserves</b>					
3-2-405-025	Consolidated Recreation Boards	766,061	249,727		-300,000	715,788
3-2-405-027	Consolidated Creemore BIA	8,694				8,694
3-2-405-500	Working Fund	1,308,012	25,000			1,333,012
3-2-405-501	Legal Fees/Assessment Contingency	307,341	25,000			332,341
3-2-405-502	Tax Stabilization Reserve	612,129	119,005		-75,000	656,134
3-2-405-503	Land Sales	-3,677	290,100	-22,000		264,423
3-2-405-505	Roads Equipment Replacement	60,792			-182,000	-121,208
3-2-405-565	Roads Building	300,000				300,000
3-2-405-510	Fire Equipment Replacement	590,721	350,000		-345,000	595,721
3-2-405-510	Fire Building	300,000	100,000			400,000

## Reserves and Reserve Funds

3-2-405-515	Water Equipment Replacement	-1,570,354			-550,913	-2,121,267
32,405,516	Water Operations Reserve	2,892,942	593,120			3,486,062
3-2-405-520	Sewer Equipment Replacement	-997,985			-168,475	-1,166,460
32,405,521	Sewer Operations Reserve	615,762	234,800			850,562
32,405,524	Parks Equipment	318,752	25,000			343,752
3-2-405-524	Stayner Arena Equipment Replacement	448,760	65,000		-100,000	413,760
3-2-405-524	Creemore Arena Equipment Replacement	389,594	65,000			454,594
3-2-405-524	New Lowell Playground Equipment	0				0
3-2-405-525	Swimming Pool	13,749				13,749
3-2-405-535	Tree Reserve	100				100
3-2-405-541	Municipal By-law Enforcement	21,383	6,500			27,883
3-2-405-545	Library	110,093				110,093
3-2-405-547	Library Donations	26,649			-5,000	21,649
3-2-405-548	Library Building	-1,305,248	175,000			-1,130,248
3-2-405-555	Creemore Medical Centre	6,576	100			6,676
3-2-405-560	Capital Grants	480,998				480,998
32,405,565	Budgeted Items	24,088	35,000	-42,000	-15,000	2,088
3-2-405-565	Stayner Kinsmen Park	32,000				32,000
3-2-405-565	Station Park	15,000				15,000
3-2-405-565	Landfill Payout	2,010,684				2,010,684
3-2-405-565	PW & Parks Unused Capital Funds	76,671		-66,200	-10,000	471
3-2-405-565	Projects carried forward to next year	380,330		-62,250	-316,300	1,780
3-2-405-565	Municipal Election	23,913	16,000			39,913
3-2-405-565	Community Economic Development	544,782	55,000	-100,000		499,782
3-2-405-565	Non-Growth Share (Fire Master Plan)	10,000				10,000
3-2-405-565	Roads Construction	313,447			-35,000	278,447
3-2-405-565	Bridges Construction	1,705,459	788,000		-150,000	2,343,459
3-2-405-565	Snow Event	100,000				100,000
3-2-405-565	Youth Services	0				0
3-2-405-565	Accessibility Capital Projects	97,200	25,000	-5,000	-25,000	92,200
3-2-405-565	Council Laptops	-3,339	4,000			661
3-2-405-565	Server Replacement	51,058	42,000		-50,000	43,058
3-2-405-565	Digital Signs	25,000	5,000			30,000
3-2-405-565	Admin Building Replacement	49,461	50,000			99,461
3-2-405-565	CGMH Reserve transfer	50,000	100,000			150,000
3-2-405-565	Energy Efficiency Grant	59,563		-9,000		50,563
	<b>sub total</b>	<b>11,267,162</b>	<b>3,443,352</b>	<b>-306,450</b>	<b>-2,327,688</b>	<b>12,076,376</b>
	<b>TOTAL RESERVES and RESERVE FUNDS</b>	<b>11,418,437</b>	<b>7,260,779</b>	<b>-4,967,587</b>	<b>-3,423,388</b>	<b>10,290,289</b>

## 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) Locke Street Servicing Project (2019-2039)
  - Water and sewer
  - Payments are fixed for the 20 years for property owners who did not pay at completion
  - All payments have been paid before financing.

#### 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 2019 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".



## Donations and Tax Receipts



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

Thank you for contributing to your community!



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



## Notes, References and Glossary

2018 Property Assessment Notices for 2019 show the assessed value of properties based on a November 2015 calculation date and represent the third 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 2019 municipal tax rates which are in turn used to calculate 2019 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 2018 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' amounts noted in this budget package are subject to change until the final year-end adjustments are made and the audit is complete.

The 2019 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 2017 Budgeted, 2017 Actual, 2018 Budgeted and 2018 Actual (YTD) to the 2019 Budgeted and 2020 Budgeted. There is also a 5 year long-range budget sheet for comparing 2018-2023. 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 the consolidated budget show 2017 Budgeted, 2017 Actual (audited), 2018 Budgeted, 2018 Actual (YTD), and 2019 Budgeted along with a 2019-2018 Budgeted difference and the % variance for that Budgeted difference.

The showing of the difference between the 2018 Budgeted and 2019 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. Financial policies are reviewed on an annual basis to ensure they continue to meet the needs of the corporation.

### 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.

### **Developer Contributions**

Capital works and infrastructure paid for and constructed by Developers often consisting of sidewalks, roads, water infrastructure, sewer infrastructure and storm drainage infrastructure.

### **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 requires 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.

Capital Revenue Category	Revenues
Grants	Grants received from Federal, Provincial, County or other sources.
User Fees	Fees charged only to users of a particular service, primarily municipal water and/or municipal sewer services.
Other Income	Revenue from sources not categorized above including sale of land, donations, and developer contributions.
Transfer from Reserves	Funds from reserves including allocated amounts, surplus amounts and funds contributed by others destined for the reserves.
Taxes	Funds that come from property taxes.
DCs	Charges received from developers of new or expanded properties.

## 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*



Corporation of the Township of Clearview

Administration Centre  
PO Box 200  
217 Gideon Street,  
Stayner, ON, L0M 1S0

Tel: (705) 428-6230  
Fax: (705) 428-0288



CLEARVIEW