

# Memorandum

<b>To</b>	Robin Greenall, Chief Administrative Officer, Municipality of West Elgin
<b>From</b>	Daryl Abbs, Managing Partner, Watson & Associates Economists Ltd.
<b>Date</b>	June 3, 2025
<b>Re:</b>	Port Glasgow Trailer Park Financial Assessment

Fax  Courier  Mail  Email

## 1. Introduction

The Municipality of West Elgin (Municipality) owns the Port Glasgow Trailer Park (PGTP) on the shores of Lake Erie. Recently, the Council of West Elgin has deemed the PGTP to be surplus land and is considering various options, including selling the park. The Municipality retained Watson & Associates Economists Ltd. (Watson) to undertake an analysis and report of the financial viability of the PGTP under various scenarios.

The following report outlines the analysis conducted for each of the following scenarios:

1. The Municipality maintains the PGTP in its current operating structure with:
  - a. Scenario 1: 0% fee increases;
  - b. Scenario 2: Fee increases to maintain a reserve balance;
  - c. Scenario 3: Fee increases to become a revenue stream to contribute to Municipal capital reserves/reserve funds;
2. Scenario 4: The Municipality maintains the PGTP but leases the park to a third-party to conduct operations; and
3. Scenario 5: The Municipality sells the PGTP in its current condition.

## 2. Background

The PGTP is 25.67 acres in land area, and includes several Municipal assets including washroom buildings, playgrounds, a food booth, pavilion, and dance hall, etc. The park offers seasonal camp sites for six months from May to October, transient camp sites, and tent camping sites. The majority of camp sites offered at PGTP are seasonal sites (approximately 164), while there are 22 transient sites, and 2 tent camp sites.

The Municipality has numerous fees and charges related to the PGTP, as per by-law 2025-04. The 2025 fee schedule is attached in Appendix A.





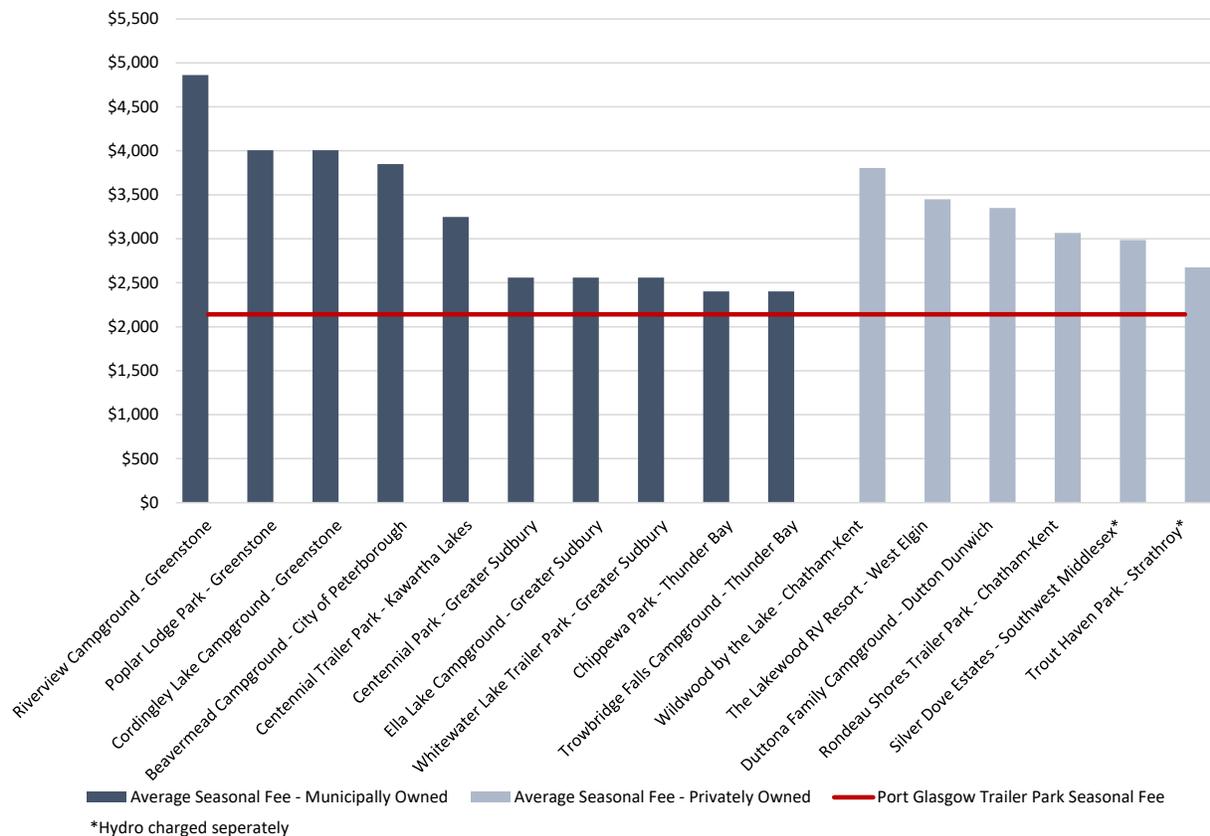
The current fees for seasonal camp sites include:

- Lots with 30 amp service: \$2,142
- Additional Charge for Lakefront: \$122
- Winter Storage: \$62

There are also additional fees ranging from \$3 to \$102 for coin access washer and dryer use, appliances, rental of the dance hall, etc. Finally, there are both daily and weekly fees related to transient and tenting sites. The daily fee for transient sites is \$62 or \$67 depending if the site includes a sewer connection in addition to the hydro and water connections on every site.

Approximately 87% of revenues collected at the PGTP from the fees and charges in Appendix A are from the seasonal camp sites. A survey was conducted of both nearby trailer parks to the PGTP and other municipally owned trailer parks across Ontario to compare seasonal fees. The results of the survey are summarized in Figure 2-1. The PGPT has the lowest annual fee of all comparators included in the survey. The largest average annual fee of \$4,860, is found at the Riverview Campground owned by the Municipality of Greenstone.

Figure 2-1  
2025 Seasonal Camp Site Fee Comparison





Note, the trailer parks included in the above survey each categorize their sites differently (i.e. premium, standard, etc.), therefore the fees range depending on the type of seasonal site. For this reason, an average was taken of the range of fees for each trailer park, if applicable. Additionally, the trailer parks offer varying services and amenities which also impact the seasonal fees (e.g. water access, pool, facilities, recreational courts, etc.).

### 3. Financial Analysis

#### 3.1 Introduction

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To undertake the analysis, a financial model was prepared which includes all elements that may impact the cost of service to provide and operate the PGTP. At a high-level, the model utilizes the Municipality’s historical operating budget, inventory of assets, and existing reserve information. Each of the components of the financial analysis are discussed in further detail in the subsequent sections.

#### 3.2 Capital Infrastructure

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The Municipality provided a list of capital infrastructure provided at the PGTP. This list is included in Table 3-1. The list of infrastructure was used to create a 5-year capital forecast for 2025 to 2029 based on the assets’ general condition. Assets deemed to be in ‘very poor’ or ‘poor’ condition were budgeted for replacement or maintenance over the next five (5) years. The estimated capital forecast is provided in Table 3-1. The remaining capital assets would be estimated for replacement beyond 2029 and at the end of their useful lives.

Table 3-1  
PGTP Capital Infrastructure (Uninflated \$)

Capital Asset	General Condition	Year of Replacement Included in Capital Forecast	Budget (2025 \$)
Roadways (paving)	Poor	2027	\$27,400
Roadways (paving)	Poor	2027	\$29,800
Roadways (paving)	Poor	2027	\$26,800
Roadways (paving)	Poor	2027	\$27,800
Septic System 1	Good		
Septic System 2	Fair		
Septic System 3	Excellent		
Septic System 4	Fair		



Capital Asset	General Condition	Year of Replacement Included in Capital Forecast	Budget (2025 \$)
Sanitary Collection System	Good		
Waterlines	Fair		
Hydro System	Poor	2028	\$249,500
Hydro System	Poor	2028	\$98,200
Hydro System	Poor	2028	\$73,900
Washroom 1	Poor	2025	\$350,000
Washroom 2	Fair		
Washroom 3	Good		
Stairs to Beach	Poor	2026	\$400,000
Children's Playground	Very Poor	2027	\$100,000
Bingo Hall	Good		
Entrance Booth	Excellent		
Food Booth	Very Poor	2027	\$70,000
Utilities Shop	Good		
Tractor with Loader	Fair		
Lawnmower - 1	Good		
Lawnmower - 2	Good		
Utility Golf Cart	Fair		
Dance Hall	Fair		
Pavillion	Good		
Children's Playground Equipment	Very Poor	2029	\$100,000
Stone Memorial Cairn & Gates	Good		
<b>Total 2025</b>			<b>\$350,000</b>
<b>Total 2026</b>			<b>\$400,000</b>
<b>Total 2027</b>			<b>\$281,800</b>
<b>Total 2028</b>			<b>\$421,600</b>
<b>Total 2029</b>			<b>\$100,000</b>

### 3.3 Lifecycle Costing

By definition, lifecycle costs are all the costs which are incurred during the lifecycle of a physical asset, from the time of acquisition to the time it is taken out of service for disposal or redeployment. For the purposes of this analysis, the position is taken that the past user has used up the asset, hence they should pay for the cost of replacement. An amount to be assessed annually through the life of the asset, to have funds available to replace it when the time comes. An annual lifecycle amount was determined which is to be set aside in a reserve to finance the cost of replacing the asset in the future.



The method of lifecycle costing utilized for the analysis is the sinking fund method. This method first estimates the future value of the asset at the time of replacement. This is done by inflating the original cost of the asset at an assumed annual inflation rate. A calculation is then performed to determine annual contributions (equal or otherwise) which, when invested, will grow with interest to equal the future replacement cost.

In total, the PGTP assets have a replacement value of approximately \$6.16 million. Based on the assets' useful lives and replacement values, the Municipality would incur annual lifecycle costs of approximately \$221,000, as detailed in Table 3-2.

Table 3-2  
Estimate of Annual Lifecycle Contributions

Asset	Capital Cost	Useful Life (years)	Annual Lifecycle Contribution
Roadways (paving)	\$27,400	25	\$900
Roadways (paving)	\$29,800	25	\$1,000
Roadways (paving)	\$26,800	25	\$800
Roadways (paving)	\$27,800	25	\$900
Septic System 1	\$525,600	50	\$16,700
Septic System 2	\$23,800	50	\$800
Septic System 3	\$950,000	50	\$30,200
Septic System 4	\$80,000	50	\$2,500
Sanitary Collection System	\$617,300	50	\$19,600
Waterlines	\$406,000	50	\$12,900
Hydro System	\$249,500	30	\$11,100
Hydro System	\$98,200	30	\$4,400
Hydro System	\$73,900	30	\$3,300
Washroom 1	\$150,000	50	\$4,800
Washroom 2	\$264,000	50	\$8,400
Washroom 3	\$300,000	50	\$9,500
Stairs to Beach	\$400,000	25	\$20,500
Children's Playground	\$100,000	10	\$11,100
Bingo Hall	\$450,500	100	\$10,500
Entrance Booth	\$8,000	25	\$400
Food Booth	\$70,000	100	\$1,600
Utilities Shop	\$43,800	30	\$2,000
Tractor with Loader	\$104,100	20	\$6,400
Lawnmower - 1	\$30,600	10	\$3,400
Lawnmower - 2	\$25,500	10	\$2,800
Utility Golf Cart	\$10,000	30	\$400
Dance Hall	\$838,000	100	\$19,400
Pavillion	\$98,600	50	\$3,100



Asset	Capital Cost	Useful Life (years)	Annual Lifecycle Contribution
Children's Playground Equipment	\$100,000	10	\$11,100
Stone Memorial Cairn & Gates	\$27,200	100	\$600
<b>Total</b>	<b>\$6,156,400</b>		<b>\$221,100</b>

### 3.4 Existing Reserves/Reserve Funds

The Municipality currently maintains a PGTP capital reserve. The December 31, 2024, year ending balance in the reserve was approximately \$940,628.

### 3.5 Operating Expenditures

To evaluate the financial sustainability of the PGTP, the operating expenditures have been forecasted out to 2050 based on the 2024 actual operating budget and the 2025 updated operating budget estimates. The costs for each component of the operating budget have been reviewed with staff to establish forecast adjustments, including inflationary adjustments. Most of the operating expenditures have been assumed to increase at a rate of 2.0% annually, while certain items such as fuel, hydro, and water have been increased at a rate of 5%.

A summary of the operating expenditures forecasted for 2025 to 2050 is provided in Table 3-3.

Table 3-3  
Summary of PGTP Operating Expenditures (2025 to 2050)

Year	Budget (Inflated \$)
2025	\$317,179
2026	\$325,970
2027	\$335,060
2028	\$344,460
2029	\$354,160
2030	\$364,220
2031	\$374,650
2032	\$385,460
2033	\$396,650
2034	\$408,210
2035	\$420,170
2036	\$432,560
2037	\$445,390
2038	\$458,700



<b>Year</b>	<b>Budget (Inflated \$)</b>
2039	\$472,510
2040	\$486,810
2041	\$501,650
2042	\$517,000
2043	\$532,970
2044	\$549,530
2045	\$566,700
2046	\$584,560
2047	\$603,070
2048	\$622,310
2049	\$642,260
2050	\$662,980
<b>Total</b>	<b>\$12,105,189</b>

### 3.6 Operating Revenues

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With respect to operating revenues, the PGTP revenues come from user fees and are categorized into the following categories:

- Miscellaneous;
- Camp Fees Seasonal;
- Camp Fees Transient; and
- Laundromat.

The 2025 operating revenues are summarized in Table 3-4 as follows:

Table 3-4  
2025 Estimated Operating Revenues

<b>Revenue Item</b>	<b>Budget (2025 \$)</b>
Miscellaneous	\$1,000
Camp Fees Seasonal	\$367,788
Camp Fees Transient	\$50,000
Laundromat	\$2,500

The forecasted operating revenues will be summarized in the subsequent sections depending on the fee increase scenarios. For the analysis, the operating revenues are set to increase at the same rate as the seasonal camp fee increases.



### 3.7 Municipality Maintains the PGTP in its Current Operating Structure

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#### 3.7.1 Scenario 1: 0% Fee Increases

The following section outlines the financial viability of the Municipality maintaining the PGTP in its current operating structure with 0% fee increases. The 5-year schedule of capital expenditures noted in Section 3.2 is maintained in this scenario, along with annual savings for lifecycle of \$221,100 beginning in 2030, as per Section 3.3.

The operating expenditures noted in Section 3.5 are maintained in this scenario. As noted in Section 3.6, the analysis sets most of the operating revenues to increase with the set fee increases for this scenario (0%), aside from the miscellaneous revenues which are forecasted to increase by 2% annually over the forecast period. A summary of the operating revenues for 2025 to 2050 are provided in Table 3-5.

Table 3-5  
Summary of PGTP Operating Revenues (2025 to 2050) – 0% Fee Increases

Year	Budget (Inflated \$)
2025	\$421,288
2026	\$421,310
2027	\$421,330
2028	\$421,350
2029	\$421,370
2030	\$421,390
2031	\$421,410
2032	\$421,430
2033	\$421,450
2034	\$421,470
2035	\$421,490
2036	\$432,560
2037	\$445,390
2038	\$458,700
2039	\$472,510
2040	\$486,810
2041	\$501,650
2042	\$517,000
2043	\$532,970
2044	\$549,530
2045	\$566,700
2046	\$584,560
2047	\$603,070
2048	\$622,310
2049	\$642,260



Year	Budget (Inflated \$)
2050	\$662,980
<b>Total</b>	<b>\$12,714,288</b>

Based on the above, the annual reserve balances are forecasted in Table 3-6. The PGTP Capital Reserve balance would fall into a deficit beginning in 2028 and remain in a deficit every year thereafter. The detailed financial analysis from 2025 to 2050 is provided in Appendix B.

Table 3-6  
Summary of PGTP Forecasted Reserve Balances (2025 to 2050) – 0% Fee Increases

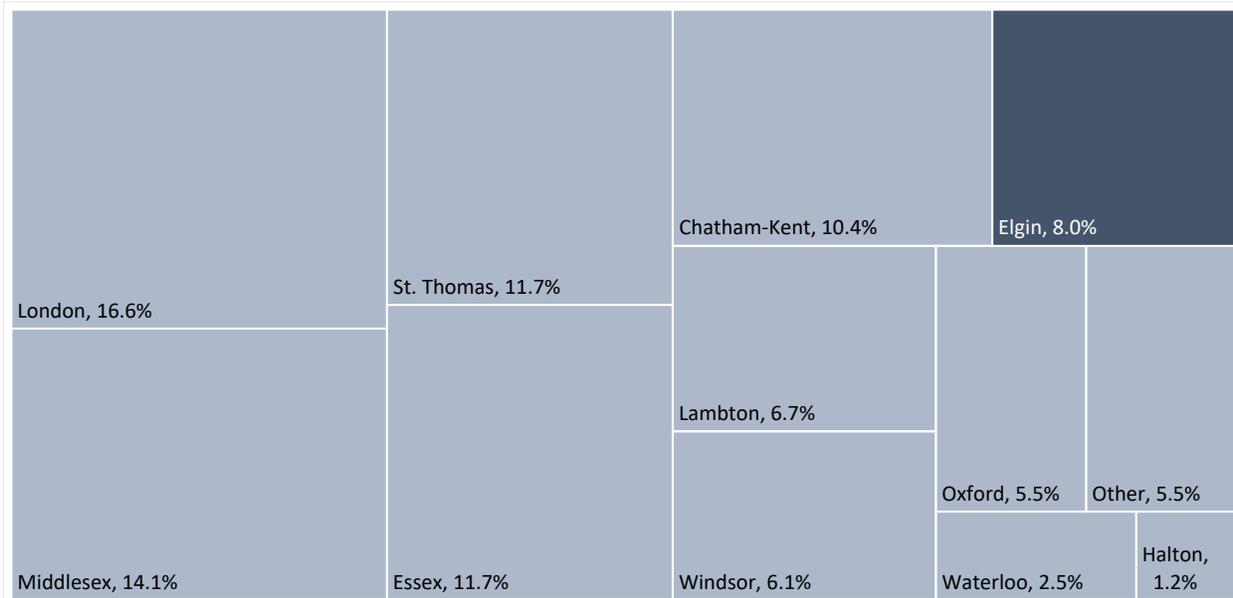
Year	PGTP Capital Reserve	PGTP Lifecycle Reserve	Total PGTP Reserves
2025	\$694,737	\$0	\$694,737
2026	\$382,077	\$0	\$382,077
2027	\$175,162	\$0	\$175,162
2028	(\$195,353)	\$0	(\$195,353)
2029	(\$236,386)	\$0	(\$236,386)
2030	(\$400,316)	\$221,100	(\$179,216)
2031	(\$574,656)	\$442,200	(\$132,456)
2032	(\$759,786)	\$663,300	(\$96,486)
2033	(\$956,086)	\$884,400	(\$71,686)
2034	(\$1,163,926)	\$1,105,500	(\$58,426)
2035	(\$1,383,706)	\$1,326,600	(\$57,106)
2036	(\$1,615,856)	\$1,547,700	(\$68,156)
2037	(\$1,860,816)	\$1,768,800	(\$92,016)
2038	(\$2,119,066)	\$1,989,900	(\$129,166)
2039	(\$2,391,096)	\$2,211,000	(\$180,096)
2040	(\$2,677,396)	\$2,432,100	(\$245,296)
2041	(\$2,978,506)	\$2,653,200	(\$325,306)
2042	(\$3,294,936)	\$2,874,300	(\$420,636)
2043	(\$3,627,306)	\$3,095,400	(\$531,906)
2044	(\$3,976,206)	\$3,316,500	(\$659,706)
2045	(\$4,342,246)	\$3,537,600	(\$804,646)
2046	(\$4,726,116)	\$3,758,700	(\$967,416)
2047	(\$5,128,466)	\$3,979,800	(\$1,148,666)
2048	(\$5,550,026)	\$4,200,900	(\$1,349,126)
2049	(\$5,991,506)	\$4,422,000	(\$1,569,506)
2050	(\$6,453,676)	\$4,643,100	(\$1,810,576)

Under this scenario of 0% fee increases, the Municipality would need to fund the annual deficits from municipal property taxes which average approximately -\$387,591 over the 25 year period. It is noted that the PGTP is a tourist destination currently serving



residents from across Ontario. Approximately 8% of seasonal residents reside in Elgin County.

Figure 3-1  
PGTP Residents



### 3.7.2 Scenario 2: Required Fee Increases

The following section outlines the financial viability of the Municipality maintaining the PGTP in its current operating structure with required fee increases to continue financially sustainable operations. The 5-year schedule of capital expenditures noted in Section 3.2 is maintained in this scenario, along with annual savings for lifecycle of \$221,100 beginning in 2030, as per Section 3.3.

The operating expenditures noted in Section 3.5 are maintained in this scenario. As noted in Section 3.6, the analysis sets most of the operating revenues to increase with the set fee increases for this scenario (outlined in Table 3-7), aside from the miscellaneous revenues which are forecasted to increase by 2% annually over the forecast period. A summary of the operating revenues for 2025 to 2050 are provided in Table 3-8 based on the fee increases.



Table 3-7  
Summary of Required Fee Increases

Year	Required Fee Increases	Seasonal Camp Fees
2025		\$2,142
2026	11%	\$2,378
2027	11%	\$2,639
2028	9%	\$2,877
2029	2%	\$2,934
2030	2%	\$2,993
2031	2%	\$3,053
2032	2%	\$3,114
2033	2%	\$3,176
2034	2%	\$3,240
2035	2%	\$3,304
2036	2%	\$3,370
2037	2%	\$3,438
2038	2%	\$3,507
2039	2%	\$3,577
2040	2%	\$3,648
2041	2%	\$3,721
2042	2%	\$3,796
2043	2%	\$3,872
2044	2%	\$3,949
2045	2%	\$4,028
2046	2%	\$4,109
2047	2%	\$4,191
2048	2%	\$4,275
2049	2%	\$4,360
2050	2%	\$4,447

Table 3-8  
Summary of PGTP Operating Revenues (2025 to 2050) – Required Fee Increases

Year	Budget (Inflated \$)
2025	\$421,288
2026	\$467,540
2027	\$518,890
2028	\$565,510
2029	\$576,820
2030	\$588,360
2031	\$600,130



Year	Budget (Inflated \$)
2032	\$612,130
2033	\$624,360
2034	\$636,840
2035	\$649,580
2036	\$662,570
2037	\$675,810
2038	\$689,320
2039	\$703,110
2040	\$717,170
2041	\$731,520
2042	\$746,160
2043	\$761,080
2044	\$776,310
2045	\$791,830
2046	\$807,660
2047	\$823,820
2048	\$840,300
2049	\$857,110
2050	\$874,250
<b>Total</b>	<b>\$17,719,468</b>

Based on the above, the annual reserve balances are forecasted in Table 3-9. The above fee increases are set to maintain at least 3 months of operating expenditures in the PGTP Capital Reserve, as a best practice. Under this scenario the Municipality would not be required to fund the PGTP from municipal property taxes. The detailed financial analysis from 2025 to 2050 is provided in Appendix C.

Table 3-9  
Summary of PGTP Forecasted Reserve Balances (2025 to 2050) – Required Fee Increases

Year	PGTP Capital Reserve	PGTP Lifecycle Reserve	Total PGTP Reserves
2025	\$694,737	\$0	\$694,737
2026	\$428,307	\$0	\$428,307
2027	\$318,952	\$0	\$318,952
2028	\$92,597	\$0	\$92,597
2029	\$207,014	\$0	\$207,014
2030	\$210,054	\$221,100	\$431,154
2031	\$214,434	\$442,200	\$656,634
2032	\$220,004	\$663,300	\$883,304
2033	\$226,614	\$884,400	\$1,111,014
2034	\$234,144	\$1,105,500	\$1,339,644



Year	PGTP Capital Reserve	PGTP Lifecycle Reserve	Total PGTP Reserves
2035	\$242,454	\$1,326,600	\$1,569,054
2036	\$251,364	\$1,547,700	\$1,799,064
2037	\$260,684	\$1,768,800	\$2,029,484
2038	\$270,204	\$1,989,900	\$2,260,104
2039	\$279,704	\$2,211,000	\$2,490,704
2040	\$288,964	\$2,432,100	\$2,721,064
2041	\$297,734	\$2,653,200	\$2,950,934
2042	\$305,794	\$2,874,300	\$3,180,094
2043	\$312,804	\$3,095,400	\$3,408,204
2044	\$318,484	\$3,316,500	\$3,634,984
2045	\$322,514	\$3,537,600	\$3,860,114
2046	\$324,514	\$3,758,700	\$4,083,214
2047	\$324,164	\$3,979,800	\$4,303,964
2048	\$321,054	\$4,200,900	\$4,521,954
2049	\$314,804	\$4,422,000	\$4,736,804
2050	\$304,974	\$4,643,100	\$4,948,074

### **3.7.3 Scenario 3: Fee Increases to Become a Revenue Stream to Contribute to Municipal Capital Reserves/Reserve Funds**

The following section outlines considerations where the Municipality were to continue maintaining the PGTP in its current operating structure with fee increases larger than required to continue sustainable operations of the park.

#### **3.7.3.1 Legislative Background**

Municipalities have the power to impose fees and charges under various legislative authorities including the *Building Code Act*, the *Planning Act*, and the *Municipal Act*.

The *Building Code Act* provides municipalities with broad powers to impose fees and charges on applications for and the issuance of permits to cover the cost to administer and enforce the *Building Code Act*.

The *Planning Act* provides municipalities with broad powers to impose fees and charges to recover the costs of processing applications under the *Planning Act*.

Part XII of the *Municipal Act* provides municipalities and local boards with broad powers to impose fees and charges via passage of a by-law. These powers, as presented in s.391 (1), include imposing fees or charges:

- “for services or activities provided or done by or on behalf of it;
- for costs payable by it for services or activities provided or done by or on behalf of any municipality or local board; and
- for the use of its property including property under its control.”



This section of the Act also allows municipalities to charge for capital costs related to services that benefit existing persons or properties. The eligible services for inclusion under this subsection of the Act have been expanded by the *Municipal Statute Law Amendment Act*. Moreover, the amendments to the Act have also embraced the broader recognition for cost inclusion within municipal fees and charges with recognition under s.391 (3) that “the costs included in a fee or charge may include costs incurred by the municipality or local board related to administration, enforcement and the establishment, acquisition and replacement of capital assets”.

The *Municipal Act* does not impose explicit requirements for cost justification when establishing fees for municipal services. In setting fees and charges for these services, however, municipalities should have regard for legal precedents and the reasonableness of fees and charges. The statute does not provide for appeal of fees and charges to the Ontario Land Tribunal; however, fees and charges may be appealed to the courts if municipalities are acting outside their statutory authority. Furthermore, no public process or mandatory term for fees and charges by-laws is required under the Act. There is, however, a requirement that municipal procedural by-laws provide for transparency with respect to the imposition of fees and charges.

### 3.7.3.2 Considerations

The costs attributed to the PGTP including direct operating and maintenance costs, indirect support/general administration costs, and capital replacement costs are permitted to be embraced in the fees and charges of the PGTP. The current PGTP fees identified in Appendix A are permissible under the authority of the *Municipal Act*. Additionally, Scenario 1 and 2 in the above analysis includes annual lifecycle capital replacement costs in the calculations for assets being utilized in the PGTP.

Under the current PGTP reserve structure, it is recommended that the Municipality not increase fees beyond full recovery of costs attributable to the PGTP. Although not explicitly stated in the *Municipal Act*, the principal set out in other fees and charges is full cost recovery. Further increases may exceed the Municipality’s authority under the *Municipal Act* and could be subject to legal challenge.

To ensure the principal of full cost recovery is maintained, consideration of restructuring the reserve would be required such that the PGTP would be considered as part of the parks and recreation service provided by the Municipality. Currently the PGTP is identified as its own separate entity. If the PGTP were to be an entity within the parks and recreation service offered by the Municipality, then when applying fees and charges the Municipality could look at parks and recreation services as a whole, and ultimately impose higher charges for the PGTP, which could still meet the intent of full cost recover on a service area basis.



### **3.8 Scenario 4: The Municipality Maintains the PGTP but Leases the Park to a Third-Party to Conduct Operations**

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The following section outlines the financial viability of the Municipality maintaining the PGTP but leasing the park to a third-party to operate the park.

Under this scenario, the PGTP would in theory incur the same amount of operating expenditures, but the liability would transfer from the Municipality to the non-profit cooperative. The Municipality would still incur various operating expenditures given the trailer park would still be a Municipally owned asset (e.g. administrative costs, insurance, legal fees, wages (to ensure the park is operating to the Municipality's standards), etc.).

It is assumed that the Municipality would issue a request for proposal which would require the leaser to maintain the PGTP to a minimum standard which would include maintenance and replacement of capital infrastructure. Under this assumption, the leaser should establish a lifecycle reserve fund to save annually for the future replacement of capital assets. Even with this assumption, the Municipality would incur risk should the leaser fail to comply with the terms of the lease. The Municipality should maintain a reserve balance for the future replacement of capital assets and to cover the operating expenditures incurred for the ownership of the PGTP.

So long as the ownership of the PGTP remains with the Municipality, there is a financial risk involved and the Municipality should take measures to mitigate the risk for their tax and rate payers. For this reason, the Municipality should consider imposing an annual lease fee that is saved into a separate account and invested where possible. Since the recommended annual capital lifecycle amount is \$221,000, Council should consider the level of risk they would be willing to assume in determining the lease fee, up to \$221,000. It is recommended the Municipality seek a legal opinion on the viability of this option.

### **3.9 Scenario 5: The Municipality Sells the PGTP in its Current Condition**

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The following section outlines the financial viability of the Municipality selling the PGTP in its current condition. The PGTP is 25.67 acres, however if the Municipality were to sell the PGTP, the area of land to be sold would be 24.67 acres. The Memorial Park (approximately 1 acre) is located within the PGTP and is assumed to be severed from the trailer park and continued to be maintained by the Municipality.

The sale of the PGTP would offer the Municipality a one-time revenue (which could be invested to earn annual investment income), and would also reduce the number of assets in the Municipality's ownership, including roads, waterlines, wastewater pipes, facilities, etc. Additionally, zoning for other potential land uses could generate additional tax revenues for the Municipality, unless the property is sold with site agreements in place to maintain the land as a campground.



The Municipality had an appraisal undertaken in 2021 which provided an estimated value of \$2,110,000 for 24.67 acres.

Watson undertook a review of the Municipal Property Assessment Corporation (MPAC) database for campgrounds sold in the last 5-years (2021 to 2025) across Ontario, as far north as the City of Greater Sudbury. The review included 76 properties with an average cost per acre of approximately \$217,390. The average cost per acre separated by year of sale is summarized in Table 3-10.

Table 3-10  
Average Sales Cost Per Acre – MPAC Sales Data

Year	Average Sales Cost per Acre	Properties Included
2021	\$120,170	27
2022	\$242,140	23
2023	\$321,440	10
2024	\$333,290	11
2025	\$165,430	5
<b>Average (All years)</b>	<b>\$217,390</b>	<b>76</b>

Utilizing the historical costs per acre identified above, the PGTP could be valued in the range of \$4.00 million to \$5.00 million.

Note, this report is not intended to provide a property appraisal. The Municipality should seek a professional property appraiser to provide an updated and accurate appraisal value. This section of the report is intended only for information purposes.

### 3.10 Other Considerations

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Other considerations observed by other municipally owned trailer parks in Ontario include setting age limits on the trailers entering the park. The Centennial Trailer Park owned and operated by Kawartha Lakes limits new trailers entering the park to be less than 10 years old, and new “Cottager” style models entering the park must be less than 17 years old<sup>1</sup>. This policy could reduce the Municipality’s overall risk in operating the PGTP.

Secondly, if the Municipality were to consider leasing the PGTP to a third-party to conduct operations of the park, included in Appendix E, for information purposes is:

- By-law 10-19 between the Municipality of Greenstone and a third-party operator for a lease agreement of the Riverview Campground (Note, Watson contacted the Municipality for updated information but did not receive a response. It is

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<sup>1</sup> <https://www.kawarthalakes.ca/en/municipal-services/centennial-trailer-park.aspx>



recommended that the Municipality also contact the Municipality of Greenstone for up to date information).

Finally, the City of Peterborough owns the Beavermead Campground Park but leases the park to the Otonabee Region Conservation Authority for its operations. Included in Appendix E, for information purposes is:

- By-law 13-102 between the City of Peterborough and Otonabee Region Conservation Authority for a 24-month pilot project to operate the Beavermead Campground;
- By-law 14-132 between the City of Peterborough and Otonabee Region Conservation Authority to operate the Beavermead Campground; and
- Agreement with ORCA for the operation of Beavermead Campground, Report CSRS25-002, March 10, 2025.

## 4. Conclusions

The above analysis is conducted to evaluate the financial viability of the Port Glasgow Trailer Park owned and operated by the Municipality of West Elgin under various scenarios. The scenarios include maintaining the PGTP with and without fee increases, maintain the PGTP to be an additional revenue stream for the Municipality, leasing the PGTP to a third-party, and selling the PGTP. The analysis considers capital infrastructure, lifecycle costing, existing reserves, operating expenditures, and operating revenues.

Based on the analysis, the conclusions are as follows:

- The PGTP currently has the lowest annual seasonal camp fee of the comparators surveyed.
- Maintaining the PGTP with 0% fee increases will result in a deficit in the PGTP Capital Reserve beginning in 2028, requiring funding from municipal property taxes.
- Required fee increases will maintain sustainable operations and keep at least 3 months of operating expenditures in the PGTP Capital Reserve.
  - The required fee increases are 11% in 2026 and 2027, 9% in 2028, and 2% every year thereafter (increasing with inflation).
- If the Municipality were to apply the recommended annual fee increases, the 2050 fee would still be less than the current 2025 Municipality of Greenstone Riverview Campground annual fee. A comparison of the PGTP seasonal camp fees with and without fee increase are summarized in Table 4-1.
- To increase fees beyond the levels required for cost recovery, it is recommended that the Municipality seek a legal opinion on the viability of this option.



- Leasing the PGTP to a third-party will transfer the operating liability to an operator, but the Municipality would still incur some operating expenditures. An annual lease fee should be considered to mitigate financial risk.
- Selling the PGTP will provide a one-time revenue to the Municipality. Based on historical trailer park/campground sales from 2021 to 2025, the estimated value could range between \$2.11 million to \$5.00 million.

Table 4-1  
Seasonal Camp Fee Comparison

Year	Seasonal Camp Fees – 0% Fee Increases	Seasonal Camp Fees – Required Fee Increases
2025	\$2,142	\$2,142
2026	\$2,142	\$2,378
2027	\$2,142	\$2,639
2028	\$2,142	\$2,877
2029	\$2,142	\$2,934
2030	\$2,142	\$2,993
2031	\$2,142	\$3,053
2032	\$2,142	\$3,114
2033	\$2,142	\$3,176
2034	\$2,142	\$3,240
2035	\$2,142	\$3,304
2036	\$2,142	\$3,370
2037	\$2,142	\$3,438
2038	\$2,142	\$3,507
2039	\$2,142	\$3,577
2040	\$2,142	\$3,648
2041	\$2,142	\$3,721
2042	\$2,142	\$3,796
2043	\$2,142	\$3,872
2044	\$2,142	\$3,949
2045	\$2,142	\$4,028
2046	\$2,142	\$4,109
2047	\$2,142	\$4,191
2048	\$2,142	\$4,275
2049	\$2,142	\$4,360
2050	\$2,142	\$4,447



# Appendix A

## 2025 Fees and Charges Port Glasgow Trailer Park



# MUNICIPALITY OF West Elgin

## Port Glasgow Trailer Park

**2025 Fee**

### Seasonal Fees

Lots with 30 amp service	\$ 2,142.00
Additional charge for Lakefront	\$ 122.00
Winter Storage	\$ 62.00

### Additional Fees

Air Conditioner	\$ 102.00
Freezer	\$ 102.00
Fridge	\$ 102.00
Electric Dryer	\$ 102.00
Electric Hot Water Heater	\$ 102.00
Combo Electric/Gas Hot Water Heater	\$ 102.00
Electric Golf Carts	\$ 102.00
Electric Car	\$ 102.00
Boat Trailer Parking	\$ 62.00
Refundable deposit for key to laundry room	\$ 10.00
Coin access washer	\$ 3.00
Coin access dryer	\$ 3.00
Rental of Dance Hall	\$ 31.00
Clean up deposit for Dance Hall Rental	\$ 102.00
Rental of Pavillion (per day)	\$ 41.00
Rental of Pavillion (per hour)	\$ 11.00
Rental of Recreation Hall (per day)	\$ 41.00
Seasonal Lot Transfer of Lease	\$ 128.00
Booth Rental (June to Sept) (per month)	per RFP
Cleaning of yard at an individual trailer site (per hour)	\$ 51.00



MUNICIPALITY OF  
**West Elgin**

**Port Glasgow Trailer Park** **2025 Fee**  
**Transient Fees**

**Daily Rates**

Tents	\$ 46.00
1 Man Tent (no motorized vehicle)	\$ 21.00
Sites with hydro and water	\$ 62.00
Sites with hydro and water and sewer	\$ 67.00

**Weekly Rates (7 days)**

Sites with Hydro and Water	\$ 337.00
Sites with hydro and water and sewer	\$ 370.00

Note: rental fees for Dance Hall, Pavillion and Recreation Hall do not apply to seasonal



# Appendix B

## Detailed Financial Analysis – 0% Fee Increases



# Appendix B: Detailed Calculations – 0% Fee Increases

Table B-1  
Capital Budget Forecast (Uninflated \$) – 0% Fee Increases

Description	Budget 2025	Total 2026 to 2050	Forecast																								
			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
<b>Capital Expenditures</b>																											
<b>Poor Condition Assets</b>		-																									
Roadways (paving)		27,400		27,400																							
Roadways (paving)		29,800		29,800																							
Roadways (paving)		26,800		26,800																							
Roadways (paving)		27,800		27,800																							
Hydro System		249,500			249,500																						
Hydro System		98,200			98,200																						
Hydro System		73,900			73,900																						
Update Washroom 1 (AODA Compliance)	350,000	-																									
Stairs to Beach		400,000	400,000																								
Children's Playground		100,000		100,000																							
Food Booth		70,000		70,000																							
Children's Playground Equipment		100,000				100,000																					
<b>Total Capital Expenditures</b>	<b>350,000</b>	<b>1,203,400</b>	<b>400,000</b>	<b>281,800</b>	<b>421,600</b>	<b>100,000</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table B-2  
Capital Budget Forecast (Inflated \$) – 0% Fee Increases

Description	Budget 2025	Total 2026 to 2050	Forecast																								
			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
<b>Capital Expenditures</b>																											
<b>Poor Condition Assets</b>		-																									
Roadways (paving)		28,507		28,507																							
Roadways (paving)		31,004		31,004																							
Roadways (paving)		27,883		27,883																							
Roadways (paving)		28,923		28,923																							
Hydro System		264,771			264,771																						
Hydro System		104,211			104,211																						
Hydro System		78,423			78,423																						
Update Washroom 1 (AODA Compliance)	350,000	-																									
Stairs to Beach		408,000	408,000																								
Children's Playground		104,040		104,040																							
Food Booth		72,828		72,828																							
Children's Playground Equipment		108,243				108,243																					
<b>Total Capital Expenditures</b>	<b>350,000</b>	<b>1,256,833</b>	<b>408,000</b>	<b>293,185</b>	<b>447,405</b>	<b>108,243</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital Financing</b>																											
Provincial/Federal Grants		-																									
Non-Growth Related Debenture Requirements		-																									
PGTP Reserve	350,000	1,256,833	408,000	293,185	447,405	108,243	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Financing</b>	<b>350,000</b>	<b>1,256,833</b>	<b>408,000</b>	<b>293,185</b>	<b>447,405</b>	<b>108,243</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



**Table B-3**  
**Schedule of Non-Growth Related Debenture Repayments – 0% Fee Increases**

Debenture Year	2025	Principal (Inflated)	Forecast																									
			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
2026		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
2027		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2032		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2033		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2034		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2035		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2036		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2037		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2038		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2039		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2040		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2041		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2042		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2043		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2044		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2045		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2046		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2047		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2048		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2049		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2050		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Annual Debt Charges</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**Table B-4**  
**PGTP Reserve Continuity (Inflated \$) – 0% Fee Increases**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
Opening Balance	940,628	694,737	382,077	175,162	(195,353)	(236,386)	(400,316)	(574,656)	(759,786)	(956,086)	(1,163,926)	(1,383,706)	(1,615,856)	(1,860,816)	(2,119,066)	(2,391,096)	(2,677,396)	(2,978,506)	(3,294,936)	(3,627,306)	(3,976,206)	(4,342,246)	(4,726,116)	(5,128,466)	(5,550,026)	(5,991,506)	
Transfer from Operating	104,109	95,340	86,270	76,890	67,210	57,170	46,760	35,970	24,800	13,260	1,320	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfer to Capital	350,000	408,000	293,185	447,405	108,243	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Lifecycle Reserve	-	-	-	-	-	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100
Transfer to Operating	-	-	-	-	-	-	-	-	-	-	-	11,050	23,860	37,150	50,930	65,200	80,010	95,330	111,270	127,800	144,940	162,770	181,250	200,460	220,380	241,070	
<b>Closing Balance</b>	<b>694,737</b>	<b>382,077</b>	<b>175,162</b>	<b>(195,353)</b>	<b>(236,386)</b>	<b>(400,316)</b>	<b>(574,656)</b>	<b>(759,786)</b>	<b>(956,086)</b>	<b>(1,163,926)</b>	<b>(1,383,706)</b>	<b>(1,615,856)</b>	<b>(1,860,816)</b>	<b>(2,119,066)</b>	<b>(2,391,096)</b>	<b>(2,677,396)</b>	<b>(2,978,506)</b>	<b>(3,294,936)</b>	<b>(3,627,306)</b>	<b>(3,976,206)</b>	<b>(4,342,246)</b>	<b>(4,726,116)</b>	<b>(5,128,466)</b>	<b>(5,550,026)</b>	<b>(5,991,506)</b>	<b>(6,453,676)</b>	

**Table B-5**  
**Lifecycle Reserve Continuity (Inflated \$) – 0% Fee Increases**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
Opening Balance	-	-	-	-	-	-	221,100	442,200	663,300	884,400	1,105,500	1,326,600	1,547,700	1,768,800	1,989,900	2,211,000	2,432,100	2,653,200	2,874,300	3,095,400	3,316,500	3,537,600	3,758,700	3,979,800	4,200,900	4,422,000	
Transfer from Operating	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer from PGTP Reserve	-	-	-	-	-	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	
Transfer to Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Operating	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>221,100</b>	<b>442,200</b>	<b>663,300</b>	<b>884,400</b>	<b>1,105,500</b>	<b>1,326,600</b>	<b>1,547,700</b>	<b>1,768,800</b>	<b>1,989,900</b>	<b>2,211,000</b>	<b>2,432,100</b>	<b>2,653,200</b>	<b>2,874,300</b>	<b>3,095,400</b>	<b>3,316,500</b>	<b>3,537,600</b>	<b>3,758,700</b>	<b>3,979,800</b>	<b>4,200,900</b>	<b>4,422,000</b>	<b>4,643,100</b>	





# Appendix C

## Detailed Financial Analysis – Required Fee Increases



# Appendix C: Detailed Calculations – Required Fee Increases

Table C-1  
Capital Budget Forecast (Uninflated \$) – Required Fee Increases

Description	Budget 2025	Total 2026 to 2050	Forecast																								
			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
<b>Capital Expenditures</b>																											
<b>Poor Condition Assets</b>		-																									
Roadways (paving)		27,400		27,400																							
Roadways (paving)		29,800		29,800																							
Roadways (paving)		26,800		26,800																							
Roadways (paving)		27,800		27,800																							
Hydro System		249,500			249,500																						
Hydro System		98,200			98,200																						
Hydro System		73,900			73,900																						
Update Washroom 1 (AODA Compliance)	350,000	-																									
Stairs to Beach		400,000	400,000																								
Children's Playground		100,000		100,000																							
Food Booth		70,000		70,000																							
Children's Playground Equipment		100,000				100,000																					
<b>Total Capital Expenditures</b>	<b>350,000</b>	<b>1,203,400</b>	<b>400,000</b>	<b>281,800</b>	<b>421,600</b>	<b>100,000</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table C-2  
Capital Budget Forecast (Inflated \$) – Required Fee Increases

Description	Budget 2025	Total 2026 to 2050	Forecast																								
			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
<b>Capital Expenditures</b>																											
<b>Poor Condition Assets</b>		-																									
Roadways (paving)		28,507		28,507																							
Roadways (paving)		31,004		31,004																							
Roadways (paving)		27,883		27,883																							
Roadways (paving)		28,923		28,923																							
Hydro System		264,771			264,771																						
Hydro System		104,211			104,211																						
Hydro System		78,423			78,423																						
Update Washroom 1 (AODA Compliance)	350,000	-																									
Stairs to Beach		408,000	408,000																								
Children's Playground		104,040		104,040																							
Food Booth		72,828		72,828																							
Children's Playground Equipment		108,243				108,243																					
<b>Total Capital Expenditures</b>	<b>350,000</b>	<b>1,256,833</b>	<b>408,000</b>	<b>293,185</b>	<b>447,405</b>	<b>108,243</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Capital Financing</b>																											
Provincial/Federal Grants		-																									
Non-Growth Related Debenture Requirements		-																									
PGTP Reserve	350,000	1,256,833	408,000	293,185	447,405	108,243	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Financing</b>	<b>350,000</b>	<b>1,256,833</b>	<b>408,000</b>	<b>293,185</b>	<b>447,405</b>	<b>108,243</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



**Table C-3**  
**Schedule of Non-Growth Related Debenture Repayments – Required Fee Increases**

Debenture Year	2025	Principal (Inflated)	Forecast																								
			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
2026		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2027		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2028		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2029		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2030		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2031		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2032		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2033		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2034		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2035		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2036		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2037		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2038		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2039		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2040		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2041		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2042		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2043		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2044		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2045		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2046		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2047		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2048		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2049		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2050		-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Annual Debt Charges</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**Table C-4**  
**PGTP Reserve Continuity (Inflated \$) – Required Fee Increases**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
Opening Balance	940,628	694,737	428,307	318,952	92,597	207,014	210,054	214,434	220,004	226,614	234,144	242,454	251,364	260,684	270,204	279,704	288,964	297,734	305,794	312,804	318,484	322,514	324,514	324,164	321,054	314,804
Transfer from Operating	104,109	141,570	183,830	221,050	222,660	224,140	225,480	226,670	227,710	228,630	229,410	230,010	230,420	230,620	230,600	230,360	229,870	229,160	228,110	226,780	225,130	223,100	220,750	217,990	214,850	211,270
Transfer to Capital	350,000	408,000	293,185	447,405	108,243	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Lifecycle Reserve	-	-	-	-	-	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100
Transfer to Operating	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>	<b>694,737</b>	<b>428,307</b>	<b>318,952</b>	<b>92,597</b>	<b>207,014</b>	<b>210,054</b>	<b>214,434</b>	<b>220,004</b>	<b>226,614</b>	<b>234,144</b>	<b>242,454</b>	<b>251,364</b>	<b>260,684</b>	<b>270,204</b>	<b>279,704</b>	<b>288,964</b>	<b>297,734</b>	<b>305,794</b>	<b>312,804</b>	<b>318,484</b>	<b>322,514</b>	<b>324,514</b>	<b>324,164</b>	<b>321,054</b>	<b>314,804</b>	<b>304,974</b>

**Table C-5**  
**Lifecycle Reserve Continuity (Inflated \$) – Required Fee Increases**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
Opening Balance	-	-	-	-	-	-	221,100	442,200	663,300	884,400	1,105,500	1,326,600	1,547,700	1,768,800	1,989,900	2,211,000	2,432,100	2,653,200	2,874,300	3,095,400	3,316,500	3,537,600	3,758,700	3,979,800	4,200,900	4,422,000
Transfer from Operating	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer from PGTP Reserve	-	-	-	-	-	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100	221,100
Transfer to Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Operating	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>221,100</b>	<b>442,200</b>	<b>663,300</b>	<b>884,400</b>	<b>1,105,500</b>	<b>1,326,600</b>	<b>1,547,700</b>	<b>1,768,800</b>	<b>1,989,900</b>	<b>2,211,000</b>	<b>2,432,100</b>	<b>2,653,200</b>	<b>2,874,300</b>	<b>3,095,400</b>	<b>3,316,500</b>	<b>3,537,600</b>	<b>3,758,700</b>	<b>3,979,800</b>	<b>4,200,900</b>	<b>4,422,000</b>	<b>4,643,100</b>



**Table C-6  
Operating Budget Forecast (Inflated \$) – Required Fee Increases**

Description	Budget 2025	Forecast																									
		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	
<b>Operating Expenditures</b>																											
GARBAGE COLLECTION	8,000	8,160	8,320	8,490	8,660	8,830	9,010	9,190	9,370	9,560	9,750	9,950	10,150	10,350	10,560	10,770	10,990	11,210	11,430	11,660	11,890	12,130	12,370	12,620	12,870	13,130	
WAGES	79,091	80,670	82,280	83,930	85,610	87,320	89,070	90,850	92,670	94,520	96,410	98,340	100,310	102,320	104,370	106,460	108,590	110,760	112,980	115,240	117,540	119,890	122,290	124,740	127,230	129,770	
CPP EXPENSE	3,955	4,030	4,110	4,190	4,270	4,360	4,450	4,540	4,630	4,720	4,810	4,910	5,010	5,110	5,210	5,310	5,420	5,530	5,640	5,750	5,870	5,990	6,110	6,230	6,350	6,480	
EI EXPENSE	1,582	1,610	1,640	1,670	1,700	1,730	1,760	1,800	1,840	1,880	1,920	1,960	2,000	2,040	2,080	2,120	2,160	2,200	2,240	2,280	2,330	2,380	2,430	2,480	2,530	2,580	
EHT EXPENSE	1,582	1,610	1,640	1,670	1,700	1,730	1,760	1,800	1,840	1,880	1,920	1,960	2,000	2,040	2,080	2,120	2,160	2,200	2,240	2,280	2,330	2,380	2,430	2,480	2,530	2,580	
WSIB	2,570	2,620	2,670	2,720	2,770	2,830	2,890	2,950	3,010	3,070	3,130	3,190	3,250	3,320	3,390	3,460	3,530	3,600	3,670	3,740	3,810	3,890	3,970	4,050	4,130	4,210	
TRAINING	250	260	270	280	290	300	310	320	330	340	350	360	370	380	390	400	410	420	430	440	450	460	470	480	490	500	
WAGES TRANSFER IN	500	510	520	530	540	550	560	570	580	590	600	610	620	630	640	650	660	670	680	690	700	710	720	730	740	750	
BOOT & CLOTHING ALLOWANCE	500	510	520	530	540	550	560	570	580	590	600	610	620	630	640	650	660	670	680	690	700	710	720	730	740	750	
HYDRO	60,000	63,000	66,150	69,460	72,930	76,580	80,410	84,430	88,650	93,080	97,730	102,620	107,750	113,140	118,800	124,740	130,980	137,530	144,410	151,630	159,210	167,170	175,530	184,310	193,530	203,210	
GAS	1,500	1,580	1,660	1,740	1,830	1,920	2,020	2,120	2,230	2,340	2,460	2,580	2,710	2,850	2,990	3,140	3,300	3,470	3,640	3,820	4,010	4,210	4,420	4,640	4,870	5,110	
WATER	8,000	8,400	8,820	9,260	9,720	10,210	10,720	11,260	11,820	12,410	13,030	13,680	14,360	15,080	15,830	16,620	17,450	18,320	19,240	20,200	21,210	22,270	23,380	24,550	25,780	27,070	
SEWAGE EXPENSE	10,000	10,500	11,030	11,580	12,160	12,770	13,410	14,080	14,780	15,520	16,300	17,120	17,980	18,880	19,820	20,810	21,850	22,940	24,090	25,290	26,550	27,880	29,270	30,730	32,270	33,880	
INSURANCE	23,809	24,280	24,770	25,270	25,780	26,300	26,830	27,370	27,920	28,480	29,050	29,630	30,220	30,820	31,440	32,070	32,710	33,360	34,030	34,710	35,400	36,110	36,830	37,570	38,320	39,090	
PROPERTY TAXES	17,741	18,100	18,460	18,830	19,210	19,590	19,980	20,380	20,790	21,210	21,630	22,060	22,500	22,950	23,410	23,880	24,360	24,850	25,350	25,860	26,380	26,910	27,450	28,000	28,560	29,130	
Building Repair & Maintenance	10,000	10,200	10,400	10,610	10,820	11,040	11,260	11,490	11,720	11,950	12,190	12,430	12,680	12,930	13,190	13,450	13,720	13,990	14,270	14,560	14,850	15,150	15,450	15,760	16,080	16,400	
JANITORIAL	2,500	2,550	2,600	2,650	2,700	2,750	2,810	2,870	2,930	2,990	3,050	3,110	3,170	3,230	3,290	3,360	3,430	3,500	3,570	3,640	3,710	3,780	3,860	3,940	4,020	4,100	
GROUNDS MAINTENANCE	42,000	42,840	43,700	44,570	45,460	46,370	47,300	48,250	49,220	50,200	51,200	52,220	53,260	54,330	55,420	56,530	57,660	58,810	59,990	61,190	62,410	63,660	64,930	66,230	67,550	68,900	
ADMINISTRATION EXPENSE	10,000	10,200	10,400	10,610	10,820	11,040	11,260	11,490	11,720	11,950	12,190	12,430	12,680	12,930	13,190	13,450	13,720	13,990	14,270	14,560	14,850	15,150	15,450	15,760	16,080	16,400	
PHONE & INTERNET	2,000	2,040	2,080	2,120	2,160	2,200	2,240	2,280	2,330	2,380	2,430	2,480	2,530	2,580	2,630	2,680	2,730	2,780	2,840	2,900	2,960	3,020	3,080	3,140	3,200	3,260	
EQUIPMENT MAINTENANCE	3,000	3,060	3,120	3,180	3,240	3,300	3,370	3,440	3,510	3,580	3,650	3,720	3,790	3,870	3,950	4,030	4,110	4,190	4,270	4,360	4,450	4,540	4,630	4,720	4,810	4,910	
EQUIPMENT PURCHASE	2,000	2,040	2,080	2,120	2,160	2,200	2,240	2,280	2,330	2,380	2,430	2,480	2,530	2,580	2,630	2,680	2,730	2,780	2,840	2,900	2,960	3,020	3,080	3,140	3,200	3,260	
OFFICE SUPPLIES	1,000	1,020	1,040	1,060	1,080	1,100	1,120	1,140	1,160	1,180	1,200	1,220	1,240	1,260	1,280	1,300	1,320	1,340	1,360	1,380	1,400	1,420	1,440	1,460	1,480	1,500	
POSTAGE & COURIER	1,000	1,020	1,040	1,060	1,080	1,100	1,120	1,140	1,160	1,180	1,200	1,220	1,240	1,260	1,280	1,300	1,320	1,340	1,360	1,380	1,400	1,420	1,440	1,460	1,480	1,500	
ADVERTISING	500	510	520	530	540	550	560	570	580	590	600	610	620	630	640	650	660	670	680	690	700	710	720	730	740	750	
Bank Charges	1,600	1,630	1,660	1,690	1,720	1,750	1,790	1,830	1,870	1,910	1,950	1,990	2,030	2,070	2,110	2,150	2,190	2,230	2,270	2,320	2,370	2,420	2,470	2,520	2,570	2,620	
OTHER SUPPLIES	250	260	270	280	290	300	310	320	330	340	350	360	370	380	390	400	410	420	430	440	450	460	470	480	490	500	
Legal Exp	20,000	20,400	20,810	21,230	21,650	22,080	22,520	22,970	23,430	23,900	24,380	24,870	25,370	25,880	26,400	26,930	27,470	28,020	28,580	29,150	29,730	30,320	30,930	31,550	32,180	32,820	
FUEL EXP	2,250	2,360	2,480	2,600	2,730	2,870	3,010	3,160	3,320	3,490	3,660	3,840	4,030	4,230	4,440	4,660	4,890	5,130	5,390	5,660	5,940	6,240	6,550	6,880	7,220	7,580	
<b>Total Operating Expenditures</b>	<b>317,179</b>	<b>325,970</b>	<b>335,060</b>	<b>344,460</b>	<b>354,160</b>	<b>364,220</b>	<b>374,650</b>	<b>385,460</b>	<b>396,650</b>	<b>408,210</b>	<b>420,170</b>	<b>432,560</b>	<b>445,390</b>	<b>458,700</b>	<b>472,510</b>	<b>486,810</b>	<b>501,650</b>	<b>517,000</b>	<b>532,970</b>	<b>549,530</b>	<b>566,700</b>	<b>584,560</b>	<b>603,070</b>	<b>622,310</b>	<b>642,260</b>	<b>662,980</b>	
<b>Capital-Related</b>																											
New Non-Growth Related Debt (Principal)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
New Non-Growth Related Debt (Interest)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfer to PGT Reserve	104,109	141,570	183,830	221,050	222,660	224,140	225,480	226,670	227,710	228,630	229,410	230,010	230,420	230,620	230,600	230,360	229,870	229,160	228,110	226,780	225,130	223,100	220,750	217,990	214,850	211,270	
<b>Sub Total Capital Related</b>	<b>104,109</b>	<b>141,570</b>	<b>183,830</b>	<b>221,050</b>	<b>222,660</b>	<b>224,140</b>	<b>225,480</b>	<b>226,670</b>	<b>227,710</b>	<b>228,630</b>	<b>229,410</b>	<b>230,010</b>	<b>230,420</b>	<b>230,620</b>	<b>230,600</b>	<b>230,360</b>	<b>229,870</b>	<b>229,160</b>	<b>228,110</b>	<b>226,780</b>	<b>225,130</b>	<b>223,100</b>	<b>220,750</b>	<b>217,990</b>	<b>214,850</b>	<b>211,270</b>	
<b>Total Expenditures</b>	<b>421,288</b>	<b>467,540</b>	<b>518,890</b>	<b>565,510</b>	<b>576,820</b>	<b>588,360</b>	<b>600,130</b>	<b>612,130</b>	<b>624,360</b>	<b>636,840</b>	<b>649,580</b>	<b>662,570</b>	<b>675,810</b>	<b>689,320</b>	<b>703,110</b>	<b>717,170</b>	<b>731,520</b>	<b>746,160</b>	<b>761,080</b>	<b>776,310</b>	<b>791,830</b>	<b>807,660</b>	<b>823,820</b>	<b>840,300</b>	<b>857,110</b>	<b>874,250</b>	
<b>Revenues</b>																											
FSC - MISCELLANEOUS	1,000	1,020	1,040	1,060	1,080	1,100	1,120	1,140	1,160	1,180	1,200	1,220	1,240	1,260	1,290	1,320	1,350	1,380	1,410	1,440	1,470	1,500	1,530	1,560	1,590	1,620	
PGTP - CAMP FEES SEASONAL	367,788	408,240	453,150	493,930	503,810	513,890	524,170	534,650	545,340	556,250	567,380	578,730	590,300	602,110	614,150	626,430	638,960	651,740	664,770	678,070	691,630	705,460	719,570	733,960	748,640	763,610	
FSC - CAMP FEES-TRANSIENT	50,000	55,500	61,610	67,150	68,490	69,860	71,260	72,690	74,140	75,620	77,130	78,670	80,240	81,840	83,480	85,150	86,850	88,590	90,360	92,170	94,010	95,890	97,810	99,770	101,770	103,810	
FSC - LAUNDROMAT	2,500	2,780	3,090	3,370	3,440	3,510	3,580	3,650	3,720	3,790	3,870	3,950	4,030	4,110	4,190	4,270	4,360	4,450	4,540	4,630	4,720	4,810	4,910	5,010	5,110	5,210	
Transfer from Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Operating Revenue</b>	<b>421,288</b>	<b>467,540</b>	<b>518,890</b>	<b>565,510</b>	<b>576,820</b>	<b>588,360</b>	<b>600,130</b>	<b>612,130</b>	<b>624,360</b>	<b>636,840</b>																	



# Appendix D

## Other Considerations

THE CORPORATION OF THE MUNICIPALITY OF GREENSTONE

BY-LAW 10-19

Being a By-law to authorize the execution of a lease agreement between Bernard Baillargeon and the Corporation of the Municipality of Greenstone (Riverview Campground)

**WHEREAS** the *Municipal Act, 2001*, c. 25 as amended (the "*Act*"), provides that a municipal power shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

**AND WHEREAS** Section 9 of the *Act*, grants a municipality the capacity, rights, powers, and privileges of a natural person for the purpose of exercising its authority under the *Act* or any other *Act*;

**AND WHEREAS** Section 10 (1) of the *Act*, authorizes a single-tier municipality to provide any service or thing that the municipality considers necessary or desirable for the public;

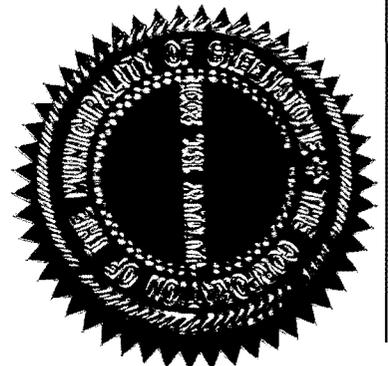
**AND WHEREAS** Section 10 (2) of the *Act*, authorizes a single-tier municipality to pass by-laws respecting matters relating to the public assets of the municipality;

**AND WHEREAS** the Council of the Corporation of the Municipality of Greenstone deems it necessary and advisable to enter into a lease agreement for the period of approximately five years, for the seasonal operation of the Longlac Riverview Campground located at 100 Riverview Street in the Longlac Ward, Municipality of Greenstone, District of Thunder Bay, Ontario;

**NOW THEREFORE** the Council of the Corporation of the Municipality of Greenstone enact as follows:

1. **THAT** the Mayor and the Clerk be authorized on behalf of the Municipality, to execute, and to affix the Corporate Seal of the Municipality, as per Schedule "A" attached to and forming part of this by-law.

**PASSED** and **ENACTED** this 25<sup>th</sup> day of May 2010.



Tim Griffin  
Tim Griffin, Deputy-Mayor

Deborah B. Stevens  
Deborah B. Stevens, Clerk

**SCHEDULE 'A'**  
**to By-law 10-19**

Copy:  
L. Koroscil  
G. Goulet  
V. Czerwinski  
June 9/10

**THIS AGREEMENT** made in duplicate this 8 day of JUNE, 2010.

**BETWEEN:**

**THE CORPORATION OF THE MUNICIPALITY OF GREENSTONE,**  
hereinafter called the "Lessor",

OF THE FIRST PART,

**AND:**

**BERNARD BAILLARGEON**  
hereinafter called the "Lessee",

OF THE SECOND PART.

**WITNESSETH THAT** in consideration of the rents, covenants and agreements hereinafter reserved and contained on the part of the Lessee, the Lessor doth demise and lease unto the Lessee, his/her heirs, executors, administrators and assigns,

All that certain parcel or tract of land and premises situate, lying and located at 100 Riverview Street in the Longlac Ward, known as the **LOGLAC RIVERVIEW CAMPGROUND**, and legally described as: PT MC TB2762 MR17.

It is the intent of this agreement,

To have and to hold the said premises for and during the period of approximately five years, for the seasonal operation of the Longlac Riverview Campground, to be computed from the **21<sup>st</sup> day of May 2010 (Victoria Day Weekend)**, and thenceforth next ensuring and fully to be completed and ended on the **1<sup>st</sup> day of September, 2014, (Labour Day Weekend)**. Yielding and paying during the said term unto the said Lessor, its heirs, executors, administrators or assigns, the sum of:

**\$3,600.00 PLUS GST / HST as applicable**  
**(As per attached Council Resolution 10-57)**

**Annual Fee Schedule**

<b>2010</b>	<b>\$600.00</b>
<b>2011</b>	<b>\$700.00</b>
<b>2012</b>	<b>\$700.00</b>
<b>2013</b>	<b>\$800.00</b>
<b>2014</b>	<b>\$800.00</b>

of lawful money of Canada, that is to say, on the 1<sup>st</sup> day of June, 2010, an amount equal to the first month's rent and on the first day of each and every month thereafter to, and including the 1<sup>st</sup> day of September, 2010. The final month's rent will be pro-rated on a weekly basis for that week which the Campground is open during the month. If the final month's rent has already been invoiced, a refund for the unused portion of the rent which was paid in advance shall be returned to the Lessee providing there are no other outstanding claims against the Lessee at that time.

The Lessee covenants with the Lessor to indemnify the Lessor against all manner of claims, damages, loss, costs and charges whatsoever suffered by the Lessor or its property, either directly or indirectly, in respect of any matter or thing arising from the Lessee's occupancy or use of the premises or out of any operation in connection therewith. The Lessee covenants for indemnity herein contained shall extend to all damage and claims for damages by reason of the erection or construction of structures now or hereafter to be erected or installed on or in the premises or in connection therewith by the Lessee, its members, servants, or agents, whether they have been approved by the lessor, its servants, or agents or not.

The said Lessee hereby covenants and agrees with the said Lessor that in consideration of the premises, and of the leasing and letting by the said Lessor to the said Lessee of the lands and premises above-named for the term hereby created (and it is upon the express understanding that these presents are entered into), that notwithstanding anything contained in Schedule "B" of Chapter 473 of the Revised Statutes of Ontario, 1980, or in any other section of the said Act, or in any other statute which may hereafter be passed to take the place of said Act or to amend the same, that none of the goods or chattels of the said Lessee at anytime during the continuance of the term hereby created, on said demised premises shall be exempt from levy in distress for rent in arrears by said Lessee as provided for by section or sections of the said Act above-named, or in any amendment or amendments thereto, and that upon any claim being made for such exemption by the said Lessee or in distress being made by the said Lessor this covenant and agreement may be pleaded as an estoppel against said Lessee in any action named as exempted in the said section or sections or amendment or amendments thereto, said Lessee waiving as they hereby do all and every benefit that could or might have accrued to them under and by virtue of the said section or sections of said Act, or any amendment or amendments thereto, but for the above covenant.

**NOW THEREFORE THIS AGREEMENT WITNESSETH AS FOLLOWS:**

**1. THE SAID LESSEE SHALL:**

- (a) Pay a **TWO HUNDRED (\$200.00) DOLLAR** refundable clean-up deposit on the signing of the lease agreement. Thereafter, this deposit shall be provided annually, prior to each operational season, for the duration of the contract term. Clean-up at the end of the lease must be to the satisfaction of the Manager of Facilities and Parks. If not, part or all of the \$200.00 may be used to perform the necessary clean-up.
- (b) Operate the campground on a flexible schedule in order to meet the demands of campground usage.
- (c) Keep the campground area clean, collect garbage daily and maintain security.
- (d) Maintain washrooms, key distribution and inventory.
- (e) Be permitted use of all of the campground land and buildings owned by the Municipality of Greenstone or on loan to the Municipality as outlined in the

attached "Addendum A", excepting that any additional equipment required for the operation of the campground shall be provided by the Lessee at their expense.

- (f) Develop a harmonious relationship with the Longlac Ward Facilities and Parks Department.
- (g) Allow the Municipality and/or its agents and contractors to:
  - (i) perform scheduled repairs and renovations, grass cutting and washroom cleaning in the campground area; and/or
  - (ii) utilize the campground area as may be reasonably necessitated to affect renovations and repairs to other areas of the campground; and/or
  - (iii) suspend this lease in the event of an emergency situation.
- (h) Not assign or sub-let without leave.
- (i) Not carry on any business that shall be deemed a nuisance on said premises.
- (j) Ensure that any alterations or renovations to the existing campground area are first approved by the Municipality.
- (k) Obey and conform to all other By-laws of the Municipality of Greenstone and any and all additional regulatory provisions whether Provincial or Federal, affecting use and occupation of the said premises.
- (l) The Municipality shall provide the Lessee with training with respect to responsibilities under the Accessibility of Ontarians with Disabilities Act and Workplace Harassment & Workplace Violence as defined in the Bill 168, coming into force on June 15, 2010, and amending the Occupational Health & Safety Act.
- (m) Comply with all fire, labour, health and safety regulations.
- (n) Be aware that the Municipality may terminate this contract forthwith for reason of unsatisfactory performance.
- (o) Provide a list of all of his employees/workers/volunteers to the Manager of Facilities and Parks and/or his designate.
- (p) Ensure that all of his/her employees/workers/volunteers are no younger than 14 years of age, in accordance with the Occupational Health and Safety Act.
- (q) Immediately report any and all safety concerns to the Manager of Facilities and Parks and/or his designate.

- (r) Log and record any item used from the First Aid kit on the sheet provided and notify the Manager of Facilities and Parks and/or his designate.
- (s) Immediately report any incident and/or injury to the Manager of Facilities and Parks and/or his designate.
- (t) Ensure that he and all of his employees/workers/volunteers wear safety footwear at all times.
- (u) Maintain a clean work environment at all times.
- (v) Proof of Liability Insurance
- (w) Ensure that he and all of his employees/workers/volunteers provide a Canadian Police Information Centre (CPIC) Search Certificate (Police Records Check).
- (x) Keep a written record of the campground users (i.e. names, addresses etc.) and the fees collected on a daily/weekly/monthly basis.

**2. THE SAID LESSOR SHALL:**

- (a) Not utilize the campground area for any function without prior written consent from the Lessee, except as outlined in Section 6; and
- (b) Not allow any person or persons, group or groups, to utilize the campground area without prior written consent from the Lessee.
- (c) Provide the Lessee with a First Aid kit.
- (d) Provide the Lessee and his/her employees/workers/volunteers with Health and Safety Orientation.

**3. BOTH PARTIES AGREE THAT:**

- (a) Any disputes arising from this agreement, shall be settled to the mutual satisfaction of both parties.
- (b) This agreement will be in force from the 21<sup>st</sup> day of May, 2010, until it expires or is superseded or replaced by a subsequent agreement or until it is terminated by either party giving ten (10) days written notice.
- (c) On the agreement of both parties, the operational dates of the Riverview Campground may be extended and the monthly payment as set out herein shall be pro-rated accordingly.

4. **FEES**

It is understood that all fees collected during the term of this lease from the users of the Campground shall be the property of the Campground Operator.

5. **WORKERS' SAFETY INSURANCE BOARD (WSIB) REQUIREMENTS**

i. **CONTRACTORS WITH EMPLOYEES/WORKERS/VOLUNTEERS**

- a) Upon the receipt of a successful bid the Contractor shall provide to the Municipality of Greenstone a copy of an updated **CERTIFICATE of CLEARANCE with a CAD 7 REPORT**, from the Workers' Safety Insurance Board (WSIB).

6. **CLOSED TO THE PUBLIC**

Proviso for re-entry by the said Lessor on non-payment of rent or non-performance of covenants.

Contravention of any of the Lessee covenants as stipulated herein shall be sufficient justification for immediate termination of this lease by the Lessor.

The said Lessor covenants with the said Lessee for quiet enjoyment, and to pay all assessments levied against the premises hereby demised for each of the months during the term of this agreement.

**IN WITNESS WHEREOF** the said parties have hereunto set their hands and seals.

**SIGNED, SEALED AND DELIVERED**

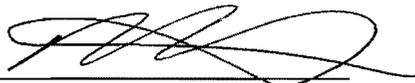
in the presence of:

THE CORPORATION OF THE MUNICIPALITY OF GREENSTONE

  
 \_\_\_\_\_  
 Michael Power, Mayor

  
 \_\_\_\_\_  
 Jack Kuzminski, Director of Corporate Services/Treasurer

**THE LESSEE:**

  
 \_\_\_\_\_  
 Witness

  
 \_\_\_\_\_  
 Bernard Baillargeon

## **ADDENDUM "A"**

### **EQUIPMENT OWNED BY THE MUNICIPALITY OF GREENSTONE**

#### **RIVERVIEW CAMPGROUND IN THE LONGLAC WARD**

- 1 Shed
- 12 picnic tables
- 12 fire pits
- 12 garbage cans

# MUNICIPALITY OF GREENSTONE

## Motion

Meeting Held: April 12, 2010  
Regular Meeting of Council

10-57

Moved by:

*Staine Mannisto*

Seconded by:

*Griffin*

THAT on the recommendation of the Manager of Facilities & Parks and with the approval of the Director of Public Services, and being the only bid received, Council of the Municipality of Greenstone award the tender for the Seasonal Operation of the Longlac Riverview Campground for a five year term to **Northwood Lodging** (Bernard Baillargeon) for a total rental fee amount of \$3,600.00 (PST and GST extra).

Annual Fee Schedule:

2010 \$600.00  
2011 \$700.00  
2012 \$700.00  
2013 \$800.00  
2014 \$800.00.

Carried



Defeated




Signature of Mayor

RECORDED VOTE			
Daiter	Yes	No	No Vote (Negative)
Donohue	Yes	No	No Vote (Negative)
Griffin	Yes	No	No Vote (Negative)
Jantunen	Yes	No	No Vote (Negative)
Mannisto	Yes	No	No Vote (Negative)
Melhuish	Yes	No	No Vote (Negative)
Power	Yes	No	No Vote (Negative)
Rutherford	Yes	No	No Vote (Negative)
Trottier	Yes	No	No Vote (Negative)

Reference Report No. \_\_\_\_\_

Certified that this copy is a true copy of the original document which has not been altered in any way.

\_\_\_\_\_  
Clerk, Corporation of the Municipality of Greenstone

**THE CORPORATION OF THE CITY OF PETERBOROUGH**

**BY-LAW NUMBER 13-012**

**BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE AN AGREEMENT BETWEEN THE CORPORATION OF THE CITY OF PETERBOROUGH AND OTONABEE REGION CONSERVATION AUTHORITY TO OPERATE BEAVERMEAD CAMPGROUND**

THE CORPORATION OF THE CITY OF PETERBOROUGH BY THE COUNCIL THEREOF HEREBY ENACTS AS FOLLOWS:

That the Mayor and Clerk be hereby authorized to execute an agreement between the Corporation of the City of Peterborough and Otonabee Region Conservation Authority to assume the operation of Beavermead Campground, as a twenty four month pilot project, beginning with the 2013 campground season, in the form attached hereby as Schedule "A", and to affix the Seal of the Corporation thereto.

By-law read a first, second and third time this 4<sup>th</sup> day of February, 2013.

(Sgd.) Daryl Bennett, Mayor

(Sgd.) John Kennedy, City Clerk

**BEAVERMEAD CAMPGROUND OPERATOR A G R E E M E N T** made this \_\_\_\_\_ day of \_\_\_\_\_ 2013.

BETWEEN:

**THE CORPORATION OF THE CITY OF PETERBOROUGH**  
(the "City")

and

**THE OTONABEE REGION COSERVATION AUTHORITY**  
(the "Contractor")

**WHEREAS** the City wishes to grant to the Contractor the right to manage the campground within Beavermead Park, in the City of Peterborough, as a pilot project upon the terms and conditions hereinafter contained for the 2013 and 2014 seasons;

**NOW THEREFORE THE PARTIES HERETO AGREE AS FOLLOWS:**

**1.00 GRANT OF RIGHTS**

1.01 The City hereby grants to the Contractor the right to operate the campground for camping activity within Beavermead Park, during the term of this agreement, in accordance with the description of operations contained in Schedule "A" hereto and forming part of this agreement.

1.02 The Contractor shall operate within the limits shown on a map attached hereto as Schedule "B", and in accordance with any directions or specifications shown thereon.

**2.00 TERM**

2.01 This agreement shall commence on the 1<sup>st</sup> day of March 2013 and be fully complete on the 31<sup>st</sup> day of October, 2014.

2.02 The term of this agreement is in place to accommodate a two-season pilot project, which will be evaluated by the City and the Contractor, upon its completion. Renewal of this agreement will be contingent upon an assessment of the effectiveness of the operation and the feasibility and mutual desire to continue the provision of camping within Beavermead Park, beyond the 2014 camping season, and approval by City Council.

**3.00 COMPENSATION AND RECORDS**

3.01 The Contractor shall not be required to pay compensation to the City for operating the Beavermead Campground, during the term of this agreement, and shall fully assume all financial gains or losses associated with operating the campground.

3.02 The Contractor shall keep separate books of accounting, receipt book(s), and other financial and business records relating to the operation of the Beavermead Campground and shall provide access to or complete copies of the foregoing to the City's Chief Accountant, or designate, upon completion of the operating seasons, in 2013 and 2014.

**4.00 FEES**

4.01 The Contractor shall, during the term of this agreement, not charge fees in excess of what is reasonable. The Contractor may refer to the fees the City charged in 2012 to help it determine the reasonable fees.

**5.00 GENERAL CONDITIONS**

5.01 The Contractor shall operate the campground in a safe, responsible and courteous manner, and in accordance with the provisions Schedule "A" attached hereto, including all routine maintenance of equipment and facilities as outlined therein. Specifically, the washroom located within the camp ground shall be maintained by the Contractor, and shall be available at all times for day users of Beavermead Park, including the sports fields. The Contractor acknowledges that Beavermead Park is a municipally owned public facility, and a consistently high standard of service and public relations must be provided by the Contractor and his or her staff at all times to day users of Beavermead Park. The Contractor also warrants that persons employed by the Contractor in the operation of the campground shall be of clean appearance, good deportment, satisfactory physical capacity, and able to deal courteously with the public. Any such person shall provide a current and clear police criminal record check, including a Vulnerable Sector screening. If, in the opinion of the Recreation Division Coordinator, any person employed by the Contractor is unsatisfactory, the Contractor shall, upon written notice to that effect from the City, ensure that such person does not perform any further services within the Beavermead Campground.

5.02 Notwithstanding paragraph 5.01, the City shall perform the following work, at no expense to the Contractor:

- a. Any necessary maintenance of trees;
- b. Turf Maintenance grass cutting once per week;
- c. Seasonal opening and closing the campground, including semi-annual servicing of water; electrical, and sewage systems;
- d. Any major capital repair necessitated to the water, electrical or sewage systems;

- e. Provision of 105 picnic tables, additional tables may be requested on busy weekends, and will be provided if available;
- f. Maintenance to park light standards (excluding replacement of luminaries);
- g. Major repairs to the campground roadways, including patching of asphalt, adding gravel when required, and painting of directional arrows and stop bar;
- h. Major painting and repairs to the washroom building and appurtenances.

5.03 The Contractor shall furnish any and all materials and equipment necessary for the satisfactory fulfilment of the operations, as outlined in Schedule "A" hereto.

5.04 The Contractor agrees that, at its expense, all employees of the Contractor shall be covered pursuant to the provisions of the **Workplace Safety and Insurance Act** of the Province of Ontario. The Contractor shall maintain his or her registration with the Workers Compensation Board in good standing, and shall provide to the City certificates of such registration at the commencement of and as requested throughout the term of this agreement.

5.05 The Contractor shall employ only properly trained personnel and shall comply with all fair wage practices and other employment standards prescribed by law.

5.06 The Contractor shall obtain any licences or approvals from the City or other regulatory agencies, which may be required for the carrying on of the Contractor's business within Beavermead Park.

5.07 The Contractor shall pay all utility charges for electrical and water services with respect to any of the Contractor's operations within Beavermead Park.

## **6.00 CANCELLATION AND TERMINATION**

6.01 In the event of any breach or default of any of the covenants and agreements herein contained or any failure on the part of the Contractor to perform in a manner satisfactory to the City, the City may terminate this agreement forthwith upon written notice to the Contractor. On any such termination, the Contractor may be removed from possession without notice and shall not be entitled to any claim against the City for such removal nor to any refund or compensation therefore.

6.02 In the event of damage to the facilities by fire, lightning or tempest which makes repair of the facilities within thirty (30) days impossible, the City may terminate this agreement upon written notice to the Contractor, and each party shall be released from further obligations hereunder.

6.03 In the event of the bankruptcy or insolvency of the Contractor prior to the expiration of the term of this agreement, this agreement shall become null and void and the premises shall be delivered up to the City. Any amount paid or payable by the Contractor shall be apportioned to the date of bankruptcy or insolvency.

### **7.00 INDEMNITY**

7.01 The Contractor shall indemnify and save harmless the City from all actions, suits, claims and demands whatsoever arising by reason of the injury or death of any person, or damage to any property, resulting from the operations of the Contractor in accordance with this agreement.

### **8.00 INSURANCE**

8.01 The Contractor will be fully responsible for the operation of the Beavermead Campground and will ensure that the Beavermead Campground is organized and operated in accordance with all applicable standards and laws including, but not limited to, securing all necessary permits and licenses and carrying adequate insurance for which THE CORPORATION OF THE CITY OF PETERBOROUGH will be added as an additional insured. In the interest of clarity, the Contractor shall comply with all municipal by-laws, and all other laws and regulations of any public or private body having jurisdiction for the health and safety of persons or property or to protect persons from injury and accidents arising out of, linked with or occurring during their attendance at the Beavermead Campground.

8.02 The City requires that the Contractor provide the City with the following confirmations and/or documentation:

- a. certificates of insurance evidencing that the Contractor has obtained the following policies of insurance prior to commencement of the Events:
  - i. commercial general liability with a combined limit of no less than \$2,000,000.00 for bodily injury, death and property damage arising out of all operations of the Contractor in respect of the operation of the Beavermead Campground; and
  - ii. automobile liability insurance with a limit of no less than \$2,000,000.00.

Such certificates shall: (i) include THE CORPORATION OF THE CITY OF PETERBOROUGH as an additional insured but only with respect to commercial general liability; (ii) contain a cross liability endorsement; and (iii) contain 30 calendar days prior written notice of material change or cancellation to the City; and (iv) waive all rights of subrogation against the City, except for the City's negligence or willful misconduct.

8.03 The Contractor shall indemnify and save harmless the City from and against any and all claims, losses, damages, costs and legal expenses, actions and causes of action arising out of or resulting from: (i) a breach of any provision of this Agreement; (ii) anything done or omitted to be done in connection with the operation of the Beavermead Campground or (iii) loss or damage to property or persons caused by acts or omissions of the Contractor, its employees, agents, affiliates or subcontractors ("Representatives") or of anyone for whom the Contractor may be responsible or liable, save and accept any and all claims, losses, actions and causes of actions including all costs associated therewith resulting from the negligence or willful misconduct of the City and anyone for whom the City is responsible for in law.

8.04 The Contractor shall provide a certificate of insurance, confirming the above-mentioned coverage, within ten (10) business days of executing this contract.

#### **9.00 ASSIGNMENT AND SUBLETTING**

9.01 The Contractor shall not assign or sublet any part of this agreement without the prior written consent of the City, which may be denied, delayed, conditioned or withheld at the discretion of the City.

#### **10.00 MISCELLANEOUS**

10.01 This Agreement constitutes the entire Agreement between the Parties with respect to the subject matter hereof and cancels and supersedes any prior understandings, undertakings, representations, warranties, terms, conditions and agreements, whether collateral, express, implied or statutory, between the Parties with respect thereto.

10.02 No amendment to this agreement will be valid or binding unless it is in writing and duly executed by all of the Parties hereto.

10.03 If any provision of this Agreement is determined to be invalid or unenforceable in whole or in part, such invalidity or unenforceability shall attach only to such provision and everything else in this Agreement shall continue in full force and effect.

- 10.04 All representations, warranties and indemnities given by each of the Parties, all outstanding payment obligations, shall survive indefinitely the termination of this Agreement.
- 10.05 The Contractor understands and agrees that this agreement and any materials or information provided to the City, relating to this agreement may be subject to disclosure under the *Municipal of Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M.56, as amended, or as otherwise required by law.
- 10.06 The Parties are neither partners nor joint venturers; neither Party is the agent, representative or employee of the other Party and nothing in this Agreement will be construed to create any relationship between them other than an independent contractor relationship. As an independent contractor, the Contractor declares and warrants that it is responsible for making all deductions, contributions and payments prescribed by law, including those relating to its employees and any person acting on behalf of the Contractor. The Contractor also warrants that it will not hold the City responsible for deductions, contributions or payments of any nature whatsoever concerning the Contractor or its Representatives.

#### **11.00 NOTICE AND DAY-TO-DAY CONTACT**

- 11.01 All notices required or permitted to be given under this Agreement shall be in writing and shall be deemed to be properly given if hand-delivered, sent by confirmed facsimile and by registered mail postage prepaid, return receipt requested, or by courier, to the Parties at their respective addresses as set forth below, or to such other addresses as the Parties may advise by like notice. Such notices if sent by registered mail or courier shall be deemed to have been given when received.

Notice to the City shall be sent to:

City Clerk  
 City Hall  
 500 George Street North  
 Peterborough, ON K9H 3R9

E: clerks@peterborough.ca  
 T: 705.742.7777 ext 1799  
 F: 705.742.3947

Notice to the Contractor shall be sent to:

Otonabee Region Conservation Authority  
 250 Milroy Drive  
 Peterborough, ON K9H 7M9

Attention: Allan Seabrooke

E: aseabrooke@otonabee.com  
 T: 705.745.5791  
 F: 705.745.5791 ext. 222



## SCHEDULE "A"

### 1. NATURE OF OPERATIONS CAMPING OPERATION

A total of 98 designated sites are available for camping activities, with one site designated for group camping, located at the northeast corner of the campground. Of this total, 52 are serviced with on site potable water and 30 amp electrical service. Campsites are to be managed so as to make available a mix of serviced and non-serviced campsites for transient occupation with the balance available for seasonal use.

No camper units and no campers are to be permitted into the Park before May 1<sup>st</sup> or after the end of Thanksgiving weekend, in any year.

### 2. MAINTENANCE REQUIREMENTS

#### a) General

The Contractor shall maintain within the property (Schedule B), facilities, site amenities and grounds which include the following:

- Campsites and campground common areas
- Campground washroom
- Campground administration building
- Regular inspection, cleaning and minor repairs of Picnic tables

#### c) Garbage and Litter Removal

- site will require daily clean up of any and all garbage and litter including perimeter property boundary areas - including sweeping of all hard surface areas (weekly)
- place litter and garbage in a designated central location to be disposed of by the Contractor
- containers to be washed as required
- containers to be serviced with sufficient frequency to avoid overflowing or spilling
- conform with such recycling operating procedures as the City may direct

#### d) Campground Road

- provide a clean, well kept camping access road clear of any obstructions
- sweep asphalt access road as required to clear away scattered or accumulated stone and dirt

#### e) Campground Washroom

- supply materials and services to provide a clean, serviceable washroom for both public and camper needs
- washroom will require daily cleaning and disinfecting and restocking-floor areas will require daily sweeping and washing
- light fixtures will require regular inspection and replacement of luminaries

#### f) Picnic Tables

- City will provide 105 picnic tables for the campground
- inspect and make repairs to tables on a regular basis

## g) Park Lights

- daily, inspect all exterior camper lights
- replace luminaries as required

3. **CAMPER CONDUCT**

The Contractor shall submit to the Recreation Division Coordinator a protocol outlining all rules and regulations pertaining to camper conduct. As a minimum, campers conduct shall conform to all Municipal by-laws and Provincial and Federal statutory regulations. Campers shall be entitled to only one registered vehicle per site. Additional vehicles must be parked on the day use parking area along the front of the Park, or at a location within the campground, as directed by the Beavermead Park Campground Supervisor.

4. **DAY USE ACTIVITIES**

Day/evening use for the accessible parking spaces for the athletic fields, and organizers of athletic events and picnics access the Park from the campground kiosk, and from time to time may be permitted vehicular access by authorized personnel. The Contractor shall enforce day use vehicle access protocol as directed by the Recreation Division Coordinator, or designate. Conduct in dealing with day uses shall be appropriate and courteous so as to establish a positive rapport between the Contractor and all patrons of the Park.

5. **COMMUNICATION**

The Contractor, or designated staff, shall at all times during the camping season (April to October) be accessible by way of cell phone for contact by the City. The Contractor, shall, as directed by the Director of Community Services, or designate, meet with the City to discuss the Contractor's performance under the contract, but at a minimum at the end of each operating season.

6. **HOURS OF OPERATION**

Beavermead Campground is a twenty-four (24) hour seven (7) days per week public campground operation. As such, the Contractor shall keep up maintenance and surveillance services as required to support camping activities.

7. **RECORD KEEPING**

The Contractor shall maintain a record of the number of camper days for which camping permits are issued. For this purpose, camper days shall be counted as the number of days a campsite is occupied.

8. **FOOD SERVICES**

Food service provision in Beavermead Park is not included as part of the contract for campground operations. This is separately contracted by the City. However, the Contractor may provide snack services to the users of the campground.

9. **PROMOTIONS AND BOOKINGS**

The Contractor shall be responsible for all campground promotions, camper bookings, and receipt and processing of camper payments.

**SCHEDULE B**





## **The Corporation of the City of Peterborough**

### **By-Law Number 14-132**

Being a By-law to authorize the Mayor and Clerk to execute an agreement between the Corporation of the City of Peterborough and Otonabee Region Conservation Authority to operate Beavermead Campground

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The Corporation of the City of Peterborough by the Council thereof hereby enacts as follows:

1. That the Mayor and the Clerk be hereby authorized to execute a five year extension (2015-2019) to the agreement between the Corporation of the City of Peterborough and Otonabee Region Conservation Authority (authorized by by-law B2013-012) for the operation of Beavermead Campground, in the form attached hereby as Schedule "A", and to affix the Seal of the Corporation thereto.

By-law read a first, second and third time this 29th day of September, 2014.

(Sgd.) Daryl Bennett, Mayor

(Sgd.) John Kennedy, City Clerk



City of  
**Peterborough**

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**To: Members of the General Committee**

**From: Sheldon Laidman, Commissioner, Community Services**

**Meeting Date: March 10, 2025**

**Report: Agreement with ORCA for the operation of Beavermead Campground, Report CSRS25-002**

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## **Subject**

An agreement for continued operation of Beavermead campground between the City of Peterborough and Otonabee Region Conservation Authority (ORCA).

## **Recommendation**

That Council approve the recommendation outlined in Report CSRS25-002, dated March 10, 2025, of the Commissioner, Community Services as follows:

That the Mayor and Clerk be authorized to sign an agreement between the City of Peterborough and Otonabee Region Conservation Authority as outlined in Report CSRS25-002 dated March 10, 2025, of the Commissioner, Community Services, on terms satisfactory to the said Commissioner and in forms acceptable to the City Solicitor.

## **Executive Summary**

- The City of Peterborough has had an agreement with the Otonabee Region Conservation Authority since 2015 for the operation of Beavermead campground.
- The agreement includes language around the review of the agreement terms at a minimum of five years, with a possible extension of an additional five-year term.
- The new agreement outlines an annual payment fee to the City to cover the annual maintenance expense of the property.

- The agreement includes that annual operational profit be shared as follows, 10% gross revenue will be kept by Otonabee Region Conservation Authority and any portion above that will be shared equally between the City of Peterborough and Otonabee Region Conservation Authority.

## Background

The City of Peterborough and the Otonabee Region Conservation Authority (ORCA) entered into an initial agreement in 2015, with a five-year extension period. The agreement outlined when Otonabee Region Conservation Authority would operate the City's campground, the annual rental amount to be paid to the City and the additional payment if the campground made a profit annually. This agreement's additional five-year extension expired in October 2024.

The City of Peterborough is responsible for care and control of the grounds outside of the yearly operational campground time frame. During the campground operating season, the city will maintain weekly grass cutting, any necessary maintenance of trees, and undertake maintenance and repairs of roadways and to the washroom building and attached kiosk. The City is also responsible for the seasonal opening and closing of the campground with servicing water, electrical and sewage systems. Associated operations of the campground, including permitting of sites, will be the responsibility of Otonabee Region Conservation Authority (ORCA).

This agreement has proven to be beneficial to both the City and ORCA. ORCA has been able to provide a professionally managed campground operation for the City and since the pandemic this agreement has shown to be increasingly profitable for both parties.

## Strategic Plan

Strategic Pillar: Community & Well-being

Strategic Priority: Foster community resiliency, neighbourhood identity, civic pride, sense of belonging, and intercultural harmony. Enhance and protect the health, safety, and wellbeing of all in our City. Provide robust, affordable, and accessible sport, recreation, wellness, and social programs for people of all ages and abilities.

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## Engagement and Consultation

Otonabee Region Conservation Authority staff have had their board review and have endorsed the new terms of the operational agreement. The City's Recreation and Parks Services Division, Risk Management, and Legal Services have completed a review of the agreement and have completed updates outlined in the executive summary.

## Budget and Financial Implications

The recommendations in this report aligned with the annual operational budget between the City and Otonabee Region Conservation Authority. Previously with this agreement in place the City has received revenue from Otonabee Region Conservation Authority on an annual basis, and in which revenue is included with the Recreation and Parks Services Operating budget.

Submitted by,

Sheldon Laidman  
Commissioner, Community Services

**Contact Name:**

Rob McAulay  
Director, Recreation and Parks Services  
Phone: 705-742-7777 Ext. 2204  
Toll Free: 1-855-738-3755  
Email: [rmcaulay@peterborough.ca](mailto:rmcaulay@peterborough.ca)