



Municipality of Mississippi Mills

SPECIAL COMMITTEE OF THE WHOLE AGENDA

Tuesday, September 29, 2020

6:00 p.m.

Council Chambers, Municipal Office

3131 Old Perth Road

Pages

A. CALL TO ORDER

B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

C. APPROVAL OF AGENDA

Recommended Motion:

THAT the agenda be approved as presented.

D. SPECIAL REPORTS

D.1 Interim Report #8 on Financial Implications of COVID-19

2 - 9

Recommended Motion:

THAT Committee of the Whole accept the Treasurer's interim report on the financial implications of Covid 19 dated September 29, 2020 as information.

D.2 Draft 2021 Budget

10 - 174

Recommended Motion:

THAT the 2021 Draft Budget be received for information.

D.3 2021 Draft Fees and Charges

175 - 194

Recommended Motion:

THAT Committee of the Whole recommend that Council approve the proposed changes to the Fee Schedule;

AND THAT public notice be given as to Council's intention to pass the 2021 Fees and Charges By-law.

E. ADJOURNMENT

Recommended Motion:

THAT the meeting be adjourned at X:XX p.m.

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: September 29, 2020

TO: Committee of the Whole

FROM: Rhonda Whitmarsh, Treasurer

SUBJECT: Interim Report #8 on Financial Implications of COVID-19

RECOMMENDATION:

THAT Committee of the Whole accept the Treasurer's interim report on the financial implications of COVID-19 dated September 29, 2020 as information.

BACKGROUND:

Effective March 16, 2020, municipal facilities were closed to the public due to Covid 19. Subsequent to that, Council has received many reports and updates on the financial implications for the Municipality due to the pandemic.

The Province of Ontario has now entered stage 3 of re-opening and all municipal facilities are now back open to the public and must follow public health guidelines with regard to social distancing, wearing of masks in public, cleaning protocols, etc.

DISCUSSION:

During the closure period, there was a loss of revenue particularly for daycare and recreation. Now that these facilities have re-opened, this loss in revenue is expected to continue, although to a lesser degree. This is because of the limitations the Province has imposed in terms of activities and capacity. Daycare is allowed to accept children at full capacity however enrolment continues to be lower than capacity. Recreation has limits on allowable indoor activities, contact sports, etc. And at the time of writing this report, the allowable number of people allowed to gather indoors is set at 50.

Daycare:

The Daycare re-opened on July 6th and Staff were recalled a few days prior to re-opening to get prepared, to clean and to receive training. **Refer to Table 1** for an analysis of the finances of the Daycare from January 1, 2020 to August 31, 2020 with comparative information for the same period in 2019. Note that the Daycare has an estimated deficit to August 31st of \$122,649.

Recreation:

Refer to Table 2 for the financial analysis of the Recreation and Curling Departments from January 1, 2020 to August 31, 2020 with comparative information for the same period in 2019. The combined surplus for Recreation and Curling to August 31st is \$26,381. The surplus is a result of cancelled events over the summer months resulting the avoidance of expenses that would otherwise be incurred. Municipal grant allocations are provided monthly to the department to address expenditures as per the 2020 budget. There is the possibility of a deficit over the fall/winter months if activities continue to be restricted.

Almonte Old Town Hall Auditorium

The total revenue for the Almonte Old Town Hall from January 1, 2020 to August 31, 2020 is \$22,945 and was \$35,357 in 2019.

Library:

Refer to Table 3 for the financial analysis of the Library from January 1, 2020 to August 31, 2020 with comparative information for the same period in 2019. The surplus for the library to August 31st is \$81,972. Municipal grants are allocated monthly to address expenditures per the 2020 budget. Temporary staff layoffs, reduced spending during the closure period and the early receipt of household grants have contributed to the surplus in this department.

Building Department:

Refer to Table 4 for the financial analysis of the Building Department from January 1, 2020 to August 31, 2020 with comparative information for the same period in 2019. Building activity remains high therefore the Department is operating with a surplus of \$237,520 to August 31st.

Water and Sewer

Refer to Table 4 for the financial analysis of the Water and Sewer Department from January 1, 2020 to August 31, 2020 with comparative information for the same period in 2019. The department has a surplus at August 31st of \$853,411. The surplus is significant at this time as no capital works have been completed to date and debt payments on the WWTP only occur twice per year.

Taxation and other sources of Revenue:

Other sources of revenue such as taxation waste management, and miscellaneous sources of revenue, at this time, are being billed when expected. At the Council meeting held on May 5, 2020, Council approved the 2020 tax rate by-law and amended the penalty section to waive penalties on the 2020 final tax billing until December 31, 2020 to provide some relief to residents experiencing financial difficulties.

The Province has confirmed in writing that the school board taxation remittances will be deferred by 90 days so the June 30th payment will not be due until September 30th and the payment due on September 30th will now be due on December 30th. This will free up cash for the municipality following the final tax billing as we will have additional time to pay the school boards.

Grants:

To date, there has been no indication that there will be any delay in receiving operating grants for the Municipality, Daycare or Library.

The Municipality has been advised by the Ministry of Municipal Affairs that \$361,000 in Covid 19 related funding will flow to the Municipality in September 2020. At the time of writing this report, this funding has not yet been received. This funding is intended to cover expenditures already incurred in 2020 as a result of Covid 19 such as additional cleaning, by-law enforcement, signage, personal protective equipment, etc. Funding is also intended to address revenue losses. The Municipality has lost revenues because of closures and capacity constraints after re-opening for Daycare, Recreation and the Almonte Old Town Hall. In addition, the Municipality has received notice that dividends will not be received in 2020 from Ottawa River Power Corporation and Ottawa River Energy Solutions as a result of Covid 19 totaling \$68,800. If there are any funds remaining at the end of 2020, they will be placed into reserves and carried into 2021 to offset similar Covid related expenditures and continued revenue losses.

The Municipality will be required to provide an accounting to the Province as to how this funding has been applied in 2020 to support Covid 19 related costs and pressures.

Penalties and Interest on the final tax instalment:

Penalties and interest on the 2020 final tax billing will be forgone until the end of the year. It is difficult to determine at this time what the resulting revenue loss may be, however, monthly penalty and interest resulting from the final tax billing in 2019 was approximately \$9,100. If a similar amount would be incurred in 2020, then the resulting revenue loss would be \$45,500 (\$9,100 X 5 months).

Interest Income:

The Municipality earns interest monthly on its operating bank account. Prior to Covid 19 the Municipality was earning monthly interest of approximately \$12,000 or 1.9%. In May 2020 interest earned dropped to \$4,500 or .7%. In August, the amount is \$5,158.57 or .06% of the average cash balance. Cash balances are higher in August because of the July tax instalment that was due at the end of the month.

The Municipality has also invested in two high interest savings accounts. From January-March 2020 interest was being earned at 2.415% or \$10,000 per month on average. In August, the amount is \$6,545.

Supplementary Taxation:

As a result of social distancing measures, office closures, etc., the Assessment Office is having difficulty assessing new development for inclusion in supplementary assessment changes to be provided to Municipalities in order to complete supplementary tax billings. The Assessment Office is continuing to work with Municipal building departments to determine alternate methods of assessing new developments. It is unknown at this time what the impact will be for the remainder of the year on potential supplemental taxation resulting from new development.

FINANCIAL IMPACT:

Tables 1 to 4 provide financial impacts for the Daycare, Recreation Department, Library, Building Department and Water and Sewer.

At August 31st, the Municipality has cash in the bank of \$7 million and investments total \$12.96 million. **Combined the total of cash and investments is \$19.96 million. The increase in the cash balance is due to collection of the first instalment of the 2020 final tax billing that was due on July 30th.**

As of August 31, 2020 the amount of the entire 2020 tax billing remaining to be paid on the September installment is 27.19% and in 2019 at the same time was 27.08%. At this time there doesn't seem to be any issues with residents not paying their taxes as there is no significant spike in the amount to be paid in September when compared to 2019.

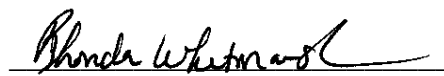
Water arrears are slightly higher at August 31st when compared to the same time in 2019 by .57% but the next due date is not until October 13, 2020 so there doesn't appear to be a significant increase in water arrears at this time.

It is not expected that the Municipality would need to utilize all available cash and investments to meet its obligations moving forward in the year however the cash flow situation will continue to be monitored and reported to Council.

SUMMARY

The purpose of this report is to provide information to Council with regard to Covid 19 implications and to highlight any financial concerns as a result of previous closures and restricted activities that are ongoing.

Respectfully submitted,


Rhonda Whitmarsh, Treasurer

Reviewed by,


Ken Kelly, CAO

| | | | | | |
|---|-----------------------|---|--|------------------------|---------------------|
| Table 1 | | | | | |
| Daycare Revenues and Expenditures January 1, 2020 To August 31, 2020 | | | | | |
| with comparisons with the same period in 2019 | | | | | |
| | 2020 Budget | YTD 2020 | Bal Remaining YTD | Bal Remaining % | 2019 YTD |
| DAYCARE | | | | | |
| REVENUE | | | | | |
| Fees & Service Charges | \$2,514,081.00 | \$854,542.00 | \$1,659,539.00 | 66.01% | 1,220,422.00 |
| Municipal Grant | \$29,921.00 | \$19,764.00 | \$10,157.00 | 33.95% | 5,171.00 |
| TOTAL REVENUE | \$2,544,002.00 | \$874,306.00 | \$1,669,696.00 | 65.63% | 1,225,593.00 |
| EXPENDITURES | | | | | |
| Salaries & Benefits | 2,273,907.00 | 912,996.00 | \$1,360,911.00 | 59.85% | 1,112,595.00 |
| Supplies | 172,750.00 | 41,295.00 | \$131,455.00 | 76.10% | 69,153.00 |
| Service/Rent | 97,345.00 | 42,664.00 | \$54,681.00 | 56.17% | 25,892.00 |
| Total Daycare Expenses | 2,544,002.00 | 996,955.00 | 1,547,047.00 | 60.81% | 1,207,640.00 |
| Net Daycare Fund | 0.00 | (122,649.00) | 122,649.00 | 0.00% | 17,953.00 |
| | ===== | ===== | ===== | ===== | ===== |
| Reserves: | | | | | |
| Balance at Dec 31/19 | | 674,957.61 | | | |
| 2020 budget amounts | | (203,686.00) | | | |
| Remaining balance | | 471,271.61 | Reserves available for use if required | | |
| Other Financial Information | | | | | |
| Proportion of Revenues in 2020 budget | | | | | |
| Full Fee Revenue | 69% | | | | |
| County Grants | 24% | | | | |
| Municipal Contribution | 2% | | | | |
| Reserves and Development Charges | 4% | | | | |
| Other revenue | 1% | | | | |
| | 100% | | | | |
| Proportion of Costs in 2020 budget | | | | | |
| Salaries and Benefits | 89% | *Average monthly salary and benefit costs are \$154,000 | | | |
| Travel and Training | .5% | | | | |
| Food and Programming | 7% | | | | |
| General Operating | 1% | | | | |
| Maintenance and Repairs | 1% | | | | |
| Utilities | 1% | | | | |
| Insurance | .5% | | | | |
| Capital | 1% | | | | |
| | 100% | | | | |
| *14 Full time, 10 supply/Part time, 1 cleaner | | | | | |

| | | | | | |
|---|---------------------|---------------------|--------------------------|------------------------|--------------------|
| Table 2 | | | | | |
| | | | | | |
| Recreation and Curling Revenues and Expenditures January 1, 2020 To August 31, 2020 | | | | | |
| with comparisons with the same period in 2019 | | | | | |
| | | | | | |
| | 2020 Budget | YTD 2020 | Bal Remaining YTD | Bal Remaining % | 2019 YTD |
| RECREATION FUND | | | | | |
| REVENUE | | | | | |
| Federal Gov't Grants | \$300.00 | \$0.00 | \$300.00 | 100.00% | \$0.00 |
| Municipal Grants | 1,309,995.00 | 873,330.00 | \$436,665.00 | 33.33% | 782,565.00 |
| Fees & Service Charges | 512,321.00 | 162,196.00 | \$350,125.00 | 68.34% | 208,985.00 |
| | | | | | |
| Total Revenue | 1,822,616.00 | 1,035,526.00 | 787,090.00 | 43.18% | 991,550.00 |
| EXPENDITURES | | | | | |
| SALARIES & BENEFITS | | | | | |
| Salaries-Recreation Management | 188,098.00 | 116,067.00 | \$72,031.00 | 38.29% | 102,331.00 |
| Other Payroll Expenses-F/T | 211,272.00 | 134,704.00 | \$76,568.00 | 36.24% | 132,688.00 |
| Other Payroll Expenses-P/T | 24,900.00 | 7,394.00 | \$17,506.00 | 70.31% | 12,144.00 |
| | | | | | |
| Total Expense | 424,270.00 | 258,165.00 | 166,105.00 | 39.15% | 247,163.00 |
| GENERAL EXPENSES | | | | | |
| General Rec. Expenses | 400,616.00 | 204,750.00 | \$195,866.00 | 48.89% | 148,985.00 |
| | | | | | |
| Total General Expenses | 400,616.00 | 204,750.00 | 195,866.00 | 48.89% | 148,985.00 |
| | | | | | |
| Almonte Arena Expenses | 279,596.00 | 150,357.00 | \$129,239.00 | 46.22% | 142,481.00 |
| SCC Arena Expenses | 216,946.00 | 104,214.00 | \$112,732.00 | 51.96% | 111,129.00 |
| Sports Fields & Parks | 199,852.00 | 97,254.00 | \$102,598.00 | 51.34% | 134,395.00 |
| Vehicles & Equipment | 26,750.00 | 11,320.00 | \$15,430.00 | 57.68% | 15,753.00 |
| Programs | 24,025.00 | 957.00 | \$23,068.00 | 96.02% | 9,775.00 |
| Events | 59,100.00 | 1,744.00 | \$57,356.00 | 97.05% | 36,328.00 |
| Other Recreation | 172,609.00 | 154,747.00 | \$17,862.00 | 10.35% | 135,654.00 |
| | | | | | |
| Total Expense | 978,878.00 | 520,593.00 | 458,285.00 | 46.82% | 585,515.00 |
| | | | | | |
| Total Recreation Expense | 1,803,764.00 | 983,508.00 | 820,256.00 | 45.47% | 981,663.00 |
| | | | | | |
| Net Recreation Fund | 18,852.00 | 52,018.00 | (33,166.00) | 0.00% | 9,887.00 |
| | | | | | |
| | 2020 Budget | YTD 2020 | Bal Remaining YTD | Bal Remaining % | 2019 YTD |
| CURLING FUND | | | | | |
| REVENUE | | | | | |
| Beverage Sales | \$37,000.00 | \$24,093.00 | \$12,907.00 | 34.88% | \$29,189.00 |
| Food Sales | 0.00 | 0.00 | \$0.00 | 0.00% | 0.00 |
| Curling Lounge Rental | 2,500.00 | 0.00 | \$2,500.00 | 100.00% | 245.00 |
| Curling Surface Rental | 500.00 | 0.00 | \$500.00 | 100.00% | 3,962.00 |
| Curling Surface Bar Proceeds | 0.00 | 0.00 | \$0.00 | 0.00% | 0.00 |
| Curling Ice Rental-Curling Club | 33,544.00 | 16,997.00 | \$16,547.00 | 49.33% | 16,127.00 |
| Curling Advertising | 0.00 | 0.00 | \$0.00 | 0.00% | 0.00 |
| | | | | | |
| Total Revenue | 73,544.00 | 41,090.00 | 32,454.00 | 44.13% | 49,523.00 |
| EXPENDITURES | | | | | |
| Insurance | 6,346.00 | 5,764.00 | \$582.00 | 9.17% | 6,044.00 |
| Utilities | 36,300.00 | 28,618.00 | \$7,682.00 | 21.16% | 26,920.00 |
| Misc. Expense | 100.00 | 0.00 | \$100.00 | 100.00% | 116.00 |
| Ice Rental Lounge Maint. | 14,000.00 | 10,090.00 | \$3,910.00 | 27.93% | 10,573.00 |
| Ice Rental Locker Maint. | 2,200.00 | 2,754.00 | (\$554.00) | (25.18%) | 2,530.00 |
| Ice Rental Surface Maint. | 3,800.00 | 745.00 | \$3,055.00 | 80.39% | 250.00 |
| Equipment Maintenance- Ice Plant | 4,500.00 | 1,044.00 | \$3,456.00 | 76.80% | 378.00 |
| Equipment Maintenance-Ice Scraper | 0.00 | 0.00 | \$0.00 | #DIV/0! | 0.00 |
| Curling Bar | 25,150.00 | 17,712.00 | \$7,438.00 | 29.57% | 17,458.00 |
| | | | | | |
| Total Expense | 92,396.00 | 66,727.00 | 25,669.00 | 27.78% | 64,269.00 |
| | | | | | |
| Net Curling Fund | (18,852.00) | (25,637.00) | 6,785.00 | (35.99%) | (14,746.00) |
| | | | | | |
| There are no recreation reserves for operations | | | | | |
| User fees represent 27% of the Recreation budget with the balance coming from the Municipality | | | | | |

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|---|--------------------|-------------------|--------------------------|------------------------|--------------------|
| Table 3 | | | | | |
| Library Revenues and Expenditures January 1, 2020 To August 31, 2020 | | | | | |
| with comparisons with the same period in 2019 | | | | | |
| | | | | | |
| | | | | | |
| | <i>2020 Budget</i> | <i>YTD 2020</i> | <i>Bal Remaining YTD</i> | <i>Bal Remaining %</i> | <i>2019 YTD</i> |
| | | | | | |
| REVENUE | | | | | |
| Federal Gov't Grants | \$0.00 | \$0.00 | \$0.00 | 0.00% | \$0.00 |
| Provincial Gov't Grants | 31,848.00 | 32,898.00 | (\$1,050.00) | (3.30%) | 1,670.00 |
| Municipal Grants | 669,244.00 | 422,563.00 | \$246,681.00 | 36.86% | 394,068.00 |
| Fees & Service Charges | 18,150.00 | 6,469.00 | \$11,681.00 | 64.36% | 15,269.00 |
| | | | | | |
| Total Revenue | 719,242.00 | 461,930.00 | 257,312.00 | 35.78% | 411,007.00 |
| | | | | | |
| | | | | | |
| | | | | | |
| EXPENDITURES | | | | | |
| Salaries & Benefits-Almonte | 433,543.00 | 225,539.00 | \$208,004.00 | 47.98% | 259,484.00 |
| Salaries & Benefits-Pakenham | 69,522.00 | 29,425.00 | \$40,097.00 | 57.68% | 58,519.00 |
| Administration-Almonte | 27,960.00 | 15,939.00 | \$12,021.00 | 42.99% | 18,243.00 |
| Administration-Pakenham | 13,400.00 | 7,873.00 | \$5,527.00 | 41.25% | 10,941.00 |
| Materials & Supplies-Almonte | 48,150.00 | 21,659.00 | \$26,491.00 | 55.02% | 28,627.00 |
| Materials & Supplies-Pakenham | 19,633.00 | 10,894.00 | \$8,739.00 | 44.51% | 12,497.00 |
| Building Operations-Almonte | 22,300.00 | 12,142.00 | \$10,158.00 | 45.55% | 10,853.00 |
| Building Operations-Pakenham | 24,760.00 | 13,536.00 | \$11,224.00 | 45.33% | 13,446.00 |
| Other Expenditures | 59,974.00 | 42,951.00 | \$17,023.00 | 28.38% | 27,311.00 |
| | | | | | |
| Total Library Expenses | 719,242.00 | 379,958.00 | 339,284.00 | 47.17% | 439,921.00 |
| | | | | | |
| Net Library Fund | 0.00 | 81,972.00 | (81,972.00) | 0.00% | (28,914.00) |
| | ===== | ===== | ===== | ===== | ===== |
| | | | | | |

| | | | | | |
|---|--------------------|-----------------|--------------------------|------------------------|-----------------|
| Table 4 | | | | | |
| Building Department Revenues and Expenditures January 1, 2020 To August 31, 2020 | | | | | |
| with comparisons with the same period in 2019 | | | | | |
| | <i>2020 Budget</i> | <i>YTD 2020</i> | <i>Bal Remaining YTD</i> | <i>Bal Remaining %</i> | <i>2019 YTD</i> |
| BUILDING DEPARTMENT | | | | | |
| Building Dept. Revenues | 469,900.00 | 491,349.00 | (\$21,449.00) | (4.56%) | 364,807.00 |
| Building Dept. Expenses | 469,900.00 | 253,829.00 | \$216,071.00 | 45.98% | 245,844.00 |
| | ----- | ----- | ----- | ----- | ----- |
| Net Building Dept. | 0.00 | 237,520.00 | (237,520.00) | 0.00% | 118,963.00 |
| | ----- | ----- | ----- | ----- | ----- |
| | | | | | |

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|---|--------------------|-----------------|--------------------------|------------------------|-----------------|
| Water and Sewer Revenues and Expenditures January 1, 2020 To August 31, 2020 | | | | | |
| with comparisons with the same period in 2019 | | | | | |
| | <i>2020 Budget</i> | <i>YTD 2020</i> | <i>Bal Remaining YTD</i> | <i>Bal Remaining %</i> | <i>2019 YTD</i> |
| WATER & SEWER | | | | | |
| Water & Sewer Revenues | 3,757,388.00 | 2,575,776.00 | \$1,181,612.00 | 31.45% | 2,358,012.00 |
| Water & Sewer Expenses | 3,757,388.00 | 1,722,365.00 | \$2,035,023.00 | 54.16% | 1,625,554.00 |
| | ----- | ----- | ----- | ----- | ----- |
| Net Water & Sewer | 0.00 | 853,411.00 | (853,411.00) | 0.00% | 732,458.00 |
| | ----- | ----- | ----- | ----- | ----- |



Mississippi
Mills

2021 BUDGET



A Natural
Place to
Grow

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Introduction

The Municipality of Mississippi Mills is a growing community with a mix of both urban and rural areas. The population according to the 2016 census is 13,163.

The Municipality provides multiple services that are detailed in the 2021 budget document. These services are managed by many departments that employ over 100 staff as full time, part time, seasonal , casual and students to provide the quality programs and services that the community enjoys, enabling Mississippi Mills to maintain its unique charm and excellent quality of life.

Council's responsibility is to provide wise stewardship of all municipally owned assets; human, financial and physical. Financial decisions will be required to meet the needs of the community while still providing quality services. It is Council's responsibility to make the best use of public funds to ensure that the residents are getting the most out of the taxes and user fees they pay.

Council also needs to ensure that their decisions are in keeping with legislation, Municipal by-laws, policies and Federal and Provincial regulations. The key legislation that may impact items included in the budget are as follows:

- ▶ *Municipal Act*
- ▶ *Occupational Health & Safety Act*
- ▶ *Ontario Building Code*
- ▶ *Fire Protection and Prevention Act*
- ▶ *Ontario Planning Act*
- ▶ *Development Charges Act*
- ▶ *Education Act*
- ▶ *Drainage Act*
- ▶ *Tile Drainage Act*
- ▶ *Environmental Assessment Act*
- ▶ *Highway Traffic Act*
- ▶ *Public Libraries Act*
- ▶ *Employment Standards Act*
- ▶ *Safe Drinking Water Act*
- ▶ *Clean Water Act*
- ▶ *Ontario Water Resources Act*
- ▶ *Wastewater Systems Effluent Regulation (Federal)*

2021 Budget Assumptions & Challenges

The 2021 municipal budget is not balanced and presently has a funding shortfall of \$3,671,068; \$612,091 is for the Water and Sewer budget and \$3,058,977 is for the overall municipal budget.

Mississippi Mills 2021 Budget

| Description | Dollars |
|---|---------------------|
| Municipal Operations & Capital (Total Expenditures) | \$42,386,763 |
| Funding for Municipal Operations & Capital | |
| ■ Municipal Tax Revenue | \$11,498,045 |
| ■ Long Term Financing | \$8,983,150 |
| ■ Reserves/Development Charges | \$5,220,295 |
| ■ User Fees & Other Revenues | \$9,188,702 |
| ■ Federal, Provincial, County Grants | \$3,825,503 |
| Total Revenue | \$38,715,695 |
| Current Shortfall | \$3,671,068 |

To balance the budget as presented, it would require an additional Water and Sewer rate increase of approximately 17.37% and an additional tax revenue increase of 28.20%.

The next slide depicts a more detailed breakdown of proposed 2021 expenditures:

Mississippi Mills 2021 Budget

| Description | Dollars |
|--|---------------------|
| Municipal Operations & Capital (Total Expenditures) | |
| Remuneration, Salaries and Benefits | \$7,857,708 |
| Travel and Training | \$220,071 |
| Materials and Contracts | \$7,261,594 |
| General Operating Expenses | \$978,845 |
| Community Grants | \$331,025 |
| Fuel & Oil | \$191,373 |
| Maintenance & Repairs (facilities, fleet) | \$483,949 |
| Utilities (heat, hydro, water) | \$456,423 |
| Grant in lieu of taxes | \$80,200 |
| Insurance | \$155,950 |
| Cost Sharing | \$154,330 |
| Transfer to Reserves | \$826,376 |
| Debt repayments | \$2,134,177 |
| Capital | \$21,254,742 |
| Total Expenditures | \$42,386,763 |

| MUNICIPALITY OF MISSISSIPPI MILLS | | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|--|
| 2021 Operating & Net Capital Budget Summary | | | | | | | | | | |
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The draft budget includes the following assumptions and changes over the 2020 budget:

Staffing:

- ▶ The Fire Department budget includes a full year for the Deputy Fire Chief position approved in 2020 per Council resolution 229-20. This position was approved after the 2020 budget was finalized.
- ▶ The Service Delivery Review is still under review by Council however the draft report identifies some new positions that require further discussion by Council. For now, the only position identified in the service delivery review that has been added to the 2021 budget is for a Communications Officer for \$77,570 including salary and benefits in the administration budget. If this position is not approved, additional funds should be allocated for contracted support for \$20,000 to \$30,000.
- ▶ Salaries are calculated using 2020 benefit rates as 2021 rates are not yet available. A cost of living increase has also been applied.

General Operating:

- ▶ **Some of the departmental 2021 proposed expenditure increases are due to Covid 19 related costs such as cleaning, PPE and signage. The total estimated increase in expenses to the draft budget due to Covid 19 is \$63,300.**
- ▶ **Comparing 2021 budgeted expenditures with 2020 actuals to date may be difficult due to Covid 19, which delayed or reduced spending in several budget areas in 2020.**
- ▶ Wild Parsnip spraying remains at the same funding level as 2020 at \$60,000 but has been separated into its own budget line within the transportation area of the budget. Budget line 67.
- ▶ The Fire Department's draft 2021 budget has significantly increased in several different areas over the 2020 budget. The overall fire budget is up 86% over 2020. Some of this increase is for capital expenditures.
- ▶ The OPP contract increase is estimated at \$38,652 for 2021.
- ▶ Cost Sharing with Carleton Place is estimated at a 3% increase at this time, the actual amounts have not yet been received. Cost sharing has been moved to its own section within the budget document. Council is considering the future of this agreement and additional changes may be required in this area.
- ▶ The insurance premium increase is estimated at 4% over 2019 rates.
- ▶ The MVC Levy increase is estimated at 2%.

Revenues:

- ▶ **Due to Covid 19, comparative information for some 2020 actual revenue results are lower than anticipated. In addition, some budgeted revenues for 2021 are lower than historical trends.**
- ▶ **Covid 19 funding received in 2020 is carried into 2021 in the amount of \$63,300 to help offset increased costs in the budget for such items as PPE, signage, and additional cleaning.**
- ▶ The tax revenue increase is 3% or \$325,310. It is unknown what the growth projection is for 2021 at this time. **A 1% tax revenue increase is \$108,440.** Refer to the taxation section of this document for additional information.
- ▶ Revenues are projected for 2021 based on historical trend data, where applicable. Revenues also incorporate 2021 proposed increases in fees and charges.
- ▶ Based on an announcement from the Province, the structure of the Ontario Municipal Partnership Fund (OMPF) is to remain unchanged for 2021. It is assumed that OMPF will be at the same level as 2020.

- ▶ The Ontario Community Infrastructure Fund (OCIF) is under review. For now, this funding has been included in capital program at the same level as 2020 in the amount of \$254,705.
- ▶ Grant funding has been approved for the Levi Bridge. This project has been carried over from 2020 into 2021.
- ▶ It is unknown at this time if dividends will be received for 2021 from Mississippi River Power Corporation (MRPC) to further offset the capital program.
- ▶ Hydro revenue is shared between the municipal budget and the water and sewer budget in accordance with By-law 15-128. For 2021 the allocation is 51% water and sewer and 49% municipal.
- ▶ Water and Sewer rate increases are consistent with the rate study.
- ▶ Gas tax funding is allocated to the capital program consistent with previous years.
- ▶ The remaining modernization funding has been included to offset any modernization related projects coming out of the strategic plan or the service delivery review although the specific projects have not yet been identified.

Capital/Reserves/Debt:

- ▶ Reserves are being used to fund capital and operating items where appropriate. Refer to the details on reserves included in this document.
- ▶ **In 2020, several capital projects were delayed or postponed as a result of Covid 19 closures and restrictions. Funding for these projects will be placed into reserves at the end of 2020 and used in 2021. Some projects identified in the capital budget as being carried forward from 2020 may be finalized before the 2020 year end and will therefore be removed from the 2021 budget.**
- ▶ The 2021 proposed capital program is significantly higher than the 2020 budget. The amount funded from taxation and water and sewer rates in 2020 was \$2,040,061 and the first draft of the 2021 budget is requesting \$5,452,191 or an increase of \$3,402,130.
- ▶ New debt for the servicing of the Business Park is included in both the transportation and water and sewer areas of the 2021 budget for a total of \$1,301,390. This project was approved by Council in 2020. For now, this loan is included at the full cost of the work less any applicable reserves for the business park. The amount to be long term financed may be reduced if some sales of lots in the business park occur before the loan is finalized. It is hoped that loan repayments in the future will be offset by net proceeds from the sale of land in the business park. Repayments on the loan are expected to start in 2022.
- ▶ Debt for the water storage reservoir has not yet been secured and the project is being carried forward into the 2021 budget as the contract for construction was only approved in September 2020. It is assumed that loan repayments would commence in 2022.
- ▶ The capital budgets for transportation and water & sewer contains a line item for the Almonte Downtown Renewal project to be debt financed as there are no available reserves or development charges to apply to this work. **This project is included for**

Council's consideration at this time and the combined total is estimated at \$4,751,760.

This estimate of costs was provided to the Municipality in March 2020 and may require updating. If this work is approved, annual debt repayments are estimated to be \$316,240; the water and sewer share would be \$102,780 or an estimated rate increase of 2.91% and the municipal share would be \$213,460 or a tax increase of approximately 1.96%. If approved, these debt repayments would not start until 2022 or later and are therefore not included in the 2021 draft budget.

Executive Summary

Municipalities are prevented from having budgets that do not balance per Section 290 (2) (b) of the *Municipal Act*. Unlike Federal and Provincial budgets that can be approved with a deficit, a Municipality's annual revenues and expenses must be equal. Expenses and revenues must also be kept separate and not netted against each other. This is an important concept in understanding and following the budget document.



WHY BUDGET?

- A legislated requirement under the Municipal Act (estimated revenues equal estimated expenses)
- Fiscal Accountability (manage and optimize human, financial and physical resources)
- To implement the strategic direction of Council
- To implement the recommendations of other studies and plans (Master Plans, Asset Management plans, etc.)
- To provide an annual work plan (operating and capital) to deliver services to residents
- For internal control purposes (measures actual results against planned results)

Cost Drivers



There are many factors that influence the budget such as growth requirements, the property tax assessment base, long term contracts, economic trends, the strategic plan, new programming to deliver services, debt levels, staffing needs, planning for future capital through reserve allocations, pressure from external sources and legislative changes, along with the day to day operating needs of the Municipality. Some of the cost drivers are outside of the control of the Municipality.

Council also considers different sources of funding to balance the budget annually:



SOURCES OF FUNDING

- Grants (Provincial, Federal, County)
- User Fees for specific services such as Water and Sewer charges
- Development Charges to address growth related needs
- Reserves (funds set aside in a previous budget)
- Long term financing for assets with long lives
- Special levies or charges to raise funds for a specific purpose
- Taxation

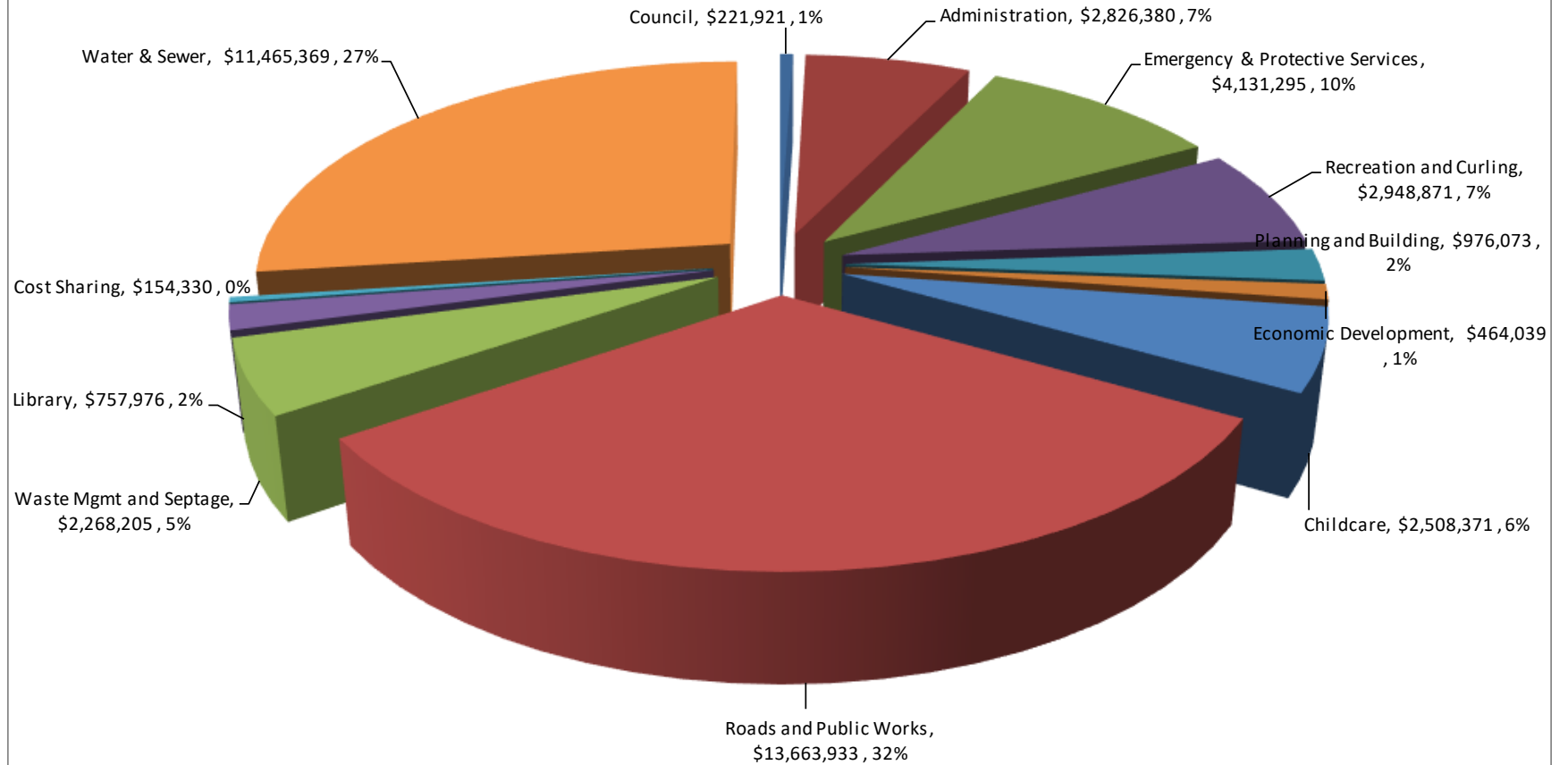
The 2021 budget is broken into two parts; operating and capital.

The operating budget includes the day to day expenses of the Municipality to provide programs and services to residents and includes such items as salaries and benefits, supplies, materials, contracts, etc.

The capital budget includes asset replacement and rehabilitation needs for roads, bridges, facilities, water, sewer, etc. along with the required studies to support the capital program.

The total operating and capital needs of the Municipality allocated by department are depicted as follows:

2021 Operating and Capital Budgets



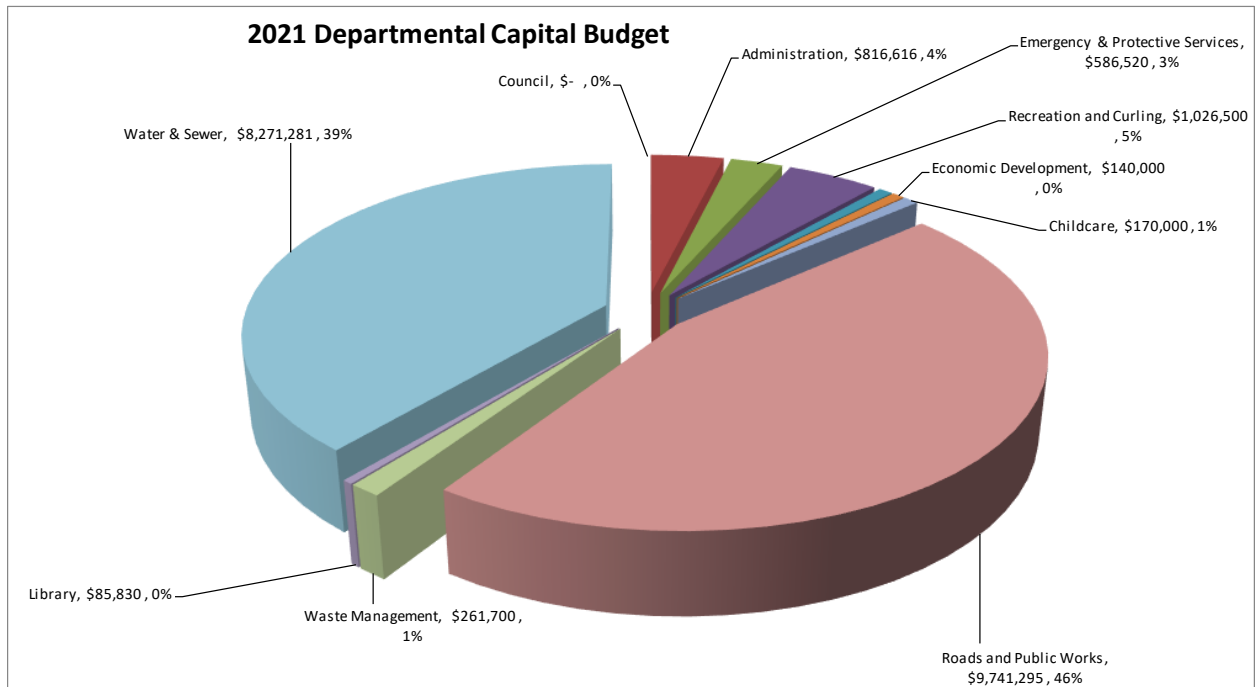
This chart represents the total expenses of the Municipality as proposed for 2021 less any known revenues. The net amount of \$14,840,063 would be the required amount to balance the 2021 budget and would need to be funded from taxation and water and sewer rates.

| Municipality of Mississippi Mills 2021 Budget Summary | | | | | |
|---|-------------------|-------------------|------------------|-------------------|---------------|
| | A | B | C | D=B + C | E= C/B |
| | 2020 | 2021 | 2021 | | % 2021 |
| | Approved | Program | Requested | | Requested/ |
| | 2019 Actual | Budget | Change | Budget | 2020 Budget |
| Expenditures: | | | | | |
| Remuneration, Salaries & Bene | 6,794,255 | 7,653,601 | 204,107 | 7,857,708 | 2.67% |
| Travel & Training | 135,525 | 210,500 | 9,571 | 220,071 | 4.55% |
| Materials & Contracts | 6,402,657 | 6,684,857 | 576,737 | 7,261,594 | 8.63% |
| General Operating Expenses | 895,657 | 888,807 | 90,038 | 978,845 | 10.13% |
| Community Grants | 292,546 | 324,977 | 6,048 | 331,025 | 1.86% |
| Fuel & Oil | 207,991 | 188,250 | 3,123 | 191,373 | 1.66% |
| M&R (facilities, fleet etc.) | 409,901 | 392,629 | 91,320 | 483,949 | 23.26% |
| Utilities | 399,984 | 448,200 | 8,223 | 456,423 | 1.83% |
| Insurance | 154,338 | 150,125 | 5,825 | 155,950 | 3.88% |
| Election | 22 | - | - | - | 0.00% |
| Grant in Lieu of Taxes | 78,186 | 80,200 | - | 80,200 | - |
| Cost Sharing | 133,795 | 149,832 | 4,498 | 154,330 | 3.00% |
| Subtotal | 15,904,857 | 17,171,978 | 999,490 | 18,171,468 | 5.82% |
| Transfers to Reserves | 3,294,957 | 888,883 | (62,507) | 826,376 | -7.03% |
| Debt Repayments | 1,848,014 | 2,208,931 | (74,754) | 2,134,177 | -3.38% |
| Capital Expenditures | 1,364,817 | 2,040,061 | 3,412,130 | 5,452,191 | 167.26% |
| Subtotal | 6,507,788 | 5,137,875 | 3,274,869 | 8,412,744 | 63.74% |
| Total Expenditures | 22,412,645 | 22,309,853 | 4,274,359 | 26,584,212 | 19.16% |
| Revenues | | | | | |
| Supplementary Taxes & PILs | 687,010 | 760,163 | (431,113) | 329,050 | -56.71% |
| Grants | 1,903,961 | 1,638,676 | (1,500) | 1,637,176 | -0.09% |
| User Fees | 6,857,332 | 7,952,204 | 48,453 | 8,000,657 | 0.61% |
| Hydro Revenue | 499,886 | 276,000 | (104,800) | 171,200 | -37.97% |
| Provincial Offences Revenue | 73,441 | 90,000 | - | 90,000 | 0.00% |
| Investment Income | 212,604 | 125,000 | - | 125,000 | 0.00% |
| Penalties & Interest | 234,290 | 265,000 | 5,000 | 270,000 | 1.89% |
| Other Revenue (Licences, perm | 1,565,284 | 228,144 | 180,201 | 408,345 | 78.99% |
| Transfer from Reserves | 83,624 | 167,985 | 150,719 | 318,704 | 89.72% |
| Transfer from DCs | 136,440 | 393,939 | 78 | 394,017 | 0.02% |
| Total Revenues | 12,253,872 | 11,897,111 | (152,962) | 11,744,149 | -1.29% |
| Net Levy | 10,158,773 | 10,412,742 | 4,427,321 | 14,840,063 | 42.52% |

The net amount is further broken down as follows:

| | |
|---|--------------|
| Tax revenue already included in the draft 2021 budget including a 3% increase over 2020 | \$11,168,995 |
| Shortfall-Water and Sewer Budget | \$612,091 |
| Shortfall-Municipal Budget | \$3,058,977 |
| Net amount | \$14,840,063 |

The capital budget is depicted by department in the following chart:



Please refer to the detailed capital budget. The amounts shown in the immediate right hand column represent the amounts that need to be paid from taxation, user fees and general operating revenues after all other capital revenue sources (grants, development charges, reserves, etc.) have been considered. The numbers in the right hand column are then included in the operating budgets for each department under the line entitled "Capital Expenditure".

| | | | | | | | | | | | |
|----------|---|---|------------|---------------|----------------------------|------------|---------------------|----------------|---------------|-------------|------------|
| | | | | | CAPITAL | | | | | | |
| | | | | | ALL DEPARTMENTS | | | | | | |
| | | | | | 2021 BUDGET | | | | | | |
| | | | | | OTHER SOURCES OF FINANCING | | | | | | |
| LINE NO. | DESCRIPTION OF PROJECT | BUDGET ITEM | TOTAL COST | CANADA GRANTS | PROV./COUNTY GRANTS | RESERVES | DEVELOPMENT CHARGES | BANK FINANCING | OTHER REVENUE | FUNDRAISING | 21 BUDGET |
| | | CAPITAL COUNCIL | | | | | | | | | |
| 1 | | TOTAL COUNCIL | - | - | - | - | - | - | - | - | - |
| | | ADMINISTRATION | | | | | | | | | |
| 2 | MODERNIIZATION PROJECTS FROM PROV FUNDS | MODERNIZATION PROJECTS (ELECTRONIC TIMESHEETS, DIGITIZATION STRATEGY, ETC.) | 499,116.00 | | 499,116.00 | | | | | | 0.00 |
| 3 | DIGITIZATION OF RECORDS | ELECTRONIC RECORDS MANAGEMENT | 50,000.00 | | | 37,500.00 | | | | | 12,500.00 |
| | | TOTAL ADMINISTRATION | 549,116.00 | 0.00 | 499,116.00 | 37,500.00 | 0.00 | 0.00 | 0.00 | 0.00 | 12,500.00 |
| | | MUNICIPAL OFFICE | | | | | | | | | |
| 4 | CFWD FROM 2020 | PAINTING/PATCHING INTERIOR WALLS | 8,000.00 | | | 8,000.00 | | | | | 0.00 |
| 5 | CFWD FROM 2020 | A/C UNIT (FINANCE AREA FOR FOYER AND RAMSAY ROOM) | 15,000.00 | | | 15,000.00 | | | | | 0.00 |
| 6 | CFWD FROM 2020 | BUILDING CONDITION ASSESSMENT TO SUPPORT ASSET MANAGEMENT | 5,000.00 | | | 5,000.00 | | | | | 0.00 |
| | | TOTAL MUNICIPAL OFFICE | 28,000.00 | - | - | 28,000.00 | - | - | - | - | - |
| | | OLD REGISTRY OFFICE | | | | | | | | | |
| 7 | CFWD FROM 2020 | STONE WALL REPAIR | 5,000.00 | | | 5,000.00 | | | | | 0.00 |
| | | TOTAL OLD REGISTRY OFFICE | 5,000.00 | - | - | 5,000.00 | - | - | - | - | - |
| | | ALMONTE TOWN HALL | | | | | | | | | |
| 8 | CFWD FROM 2020 | AUDITORIUM SOUND AND LIGHT REPLACEMENT | 5,000.00 | | | 4,000.00 | | | 1,000.00 | | 0.00 |
| 9 | CFWD FROM 2020 | ENTRANCE LIGHTING- REVIEW AND DESIGN | 12,000.00 | | | 12,000.00 | | | | | 0.00 |
| 10 | CFWD FROM 2020 | FLOOD REPAIR 3RD FLOOR KITCHEN | 5,000.00 | | | 5,000.00 | | | | | 0.00 |
| 11 | CFWD FROM 2020 | A/C UNIT DRAIN ABOVE 3RD FLOOR | 1,500.00 | | | 1,500.00 | | | | | 0.00 |
| 12 | CFWD FROM 2020 | PICNIC TABLE BASE AND TABLES BACK OF TOWN HALL | 7,000.00 | | | 7,000.00 | | | | | 0.00 |
| 13 | CFWD FROM 2020 | OUTSIDE WINDOW AND DOOR PAINTING | 110,000.00 | | | 110,000.00 | | | | | 0.00 |
| 14 | HEALTH & SAFETY | MECHANICAL/ELECTRICAL WORK | 10,000.00 | | | | | | | | 10,000.00 |
| 15 | HEALTH & SAFETY | FIRE PANEL | 20,000.00 | | | | | | | | 20,000.00 |
| 16 | MAINTENANCE | EXTERIOR CONCRETE (FRONT ENTRANCE \$40K, REPOINTING \$15K) | 55,000.00 | | | | | | | | 55,000.00 |
| 17 | HEALTH & SAFETY | AUDITORIUM CURTAINS-FIRE RETARDANT TREATMENT | 9,000.00 | | | | | | | | 9,000.00 |
| | | TOTAL ALMONTE TOWN HALL | 234,500.00 | 0.00 | 0.00 | 139,500.00 | 0.00 | 0.00 | 1,000.00 | 0.00 | 94,000.00 |
| | | PROTECTION-OTHER | | | | | | | | | |
| | | FIRE DEPARTMENT | | | | | | | | | |
| 18 | CFWD FROM 2020 | WINDOWS STN 2 | 4,075.00 | | | 4,075.00 | | | | | 0.00 |
| 19 | CFWD FROM 2020 | REMOVE PORTION OF BLOCK WALL STN 2 | 5,145.00 | | | 5,145.00 | | | | | 0.00 |
| 20 | CFWD FROM 2020 | DOOR REPAIRS STN 1 AND 2 | 4,000.00 | | | 4,000.00 | | | | | 0.00 |
| 21 | PURCHASE OF CAMERAS | THERMAL IMAGING CAMERAS | 15,000.00 | | | | | | | | 15,000.00 |
| 22 | RESCUE EQUIPMENT | WATER RESCUE SUITS | 3,000.00 | | | | | | | | 3,000.00 |
| 23 | TRAINING EQUIPMENT | COMMAND CENTRE TRAILER | 2,000.00 | | | | | | | | 2,000.00 |
| 24 | RESCUE EQUIPMENT | MEDICAL EQUIPMENT | 25,000.00 | | | | | | | | 25,000.00 |
| 25 | RESCUE EQUIPMENT | FALL ARREST EQUIPMENT | 3,500.00 | | | | | | | | 3,500.00 |
| 26 | NEW VEHICLE | 1 TON TOW VEHICLE | 90,000.00 | | | | | | | | 90,000.00 |
| 27 | NEW VEHICLE | BIUSH FIRE TRUCK | 220,000.00 | | | | | | | | 220,000.00 |
| 28 | REPLACEMENTS | 7 GARAGE DOORS-STATION 1 | 21,500.00 | | | | | | | | 21,500.00 |
| 29 | TRAINING EQUIPMENT | TRAINING CENTRE-GROUND WORK | 10,000.00 | | | | | | | | 10,000.00 |
| 30 | MAINTENANCE | STATION REPAIRS (OFFICE, WALL REMOVAL, INSPECTION, REPAIRS) | 94,000.00 | | | | | | | | 94,000.00 |
| 31 | EQUIPMENT NEEDS | AIR COMPRESSOR-APPARATUS AIR BRAKES | 3,500.00 | | | | | | | | 3,500.00 |
| 32 | REPLACEMENTS | HOSE AND APPLIANCE | 25,000.00 | | | | | | | | 25,000.00 |
| 33 | ANNUAL NEEDS | BUNKER GEAR, HELMETS, BOOTS | 36,000.00 | | | | | | | | 36,000.00 |
| 34 | HEALTH & SAFETY | RECRUIT SAFETY EQUIPMENT | 24,800.00 | | | | | | | | 24,800.00 |
| | | TOTAL FIRE | 586,520.00 | 0.00 | 0.00 | 13,220.00 | 0.00 | 0.00 | 0.00 | 0.00 | 573,300.00 |
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| LINE NO. | DESCRIPTION OF PROJECT | BUDGET ITEM | TOTAL | OTHER SOURCES OF FINANCING | | | | | | | 21 BUDGET |
|----------|---|--|--------------|----------------------------|-------------|--------------|-------------|--------------|---------|-------------|--------------|
| | | | | CANADA | PROV./COUNT | RESERVES | DEVELOPMENT | BANK | OTHER | | |
| | | | COST | GRANTS | GRANTS | | CHARGES | FINANCING | REVENUE | FUNDRAISING | |
| | | BUILDING DEPARTMENT | | | | | | | | | |
| 35 | REPLACEMENT | BUILDING DEPARTMENT VEHICLE | 35,000.00 | | | 35,000.00 | | | | | 0.00 |
| | | TOTAL BUILDING DEPARTMENT | 35,000.00 | 0.00 | 0.00 | 35,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | |
| | | ROADS & PUBLIC WORKS | | | | | | | | | |
| | | ROADS/BRIDGES: | | | | | | | | | |
| 36 | GRAVEL RESURFACING OF PAKENHAM ROADS | GRAVEL-PAKENHAM (ANNUAL REQUIREMENT) | 91,000.00 | | | | | | | | 91,000.00 |
| 37 | GRAVEL RESURFACING OF RAMSAY ROADS | GRAVEL-RAMSAY (ANNUAL REQUIREMENT) | 228,000.00 | | | | | | | | 228,000.00 |
| 38 | ANNUAL PROGRAM TO PROTECT GOOD ROADS | PAVEMENT MANAGEMENT AND PRESERVATION-CRACK SEALING | 43,500.00 | | | | | | | | 43,500.00 |
| 39 | ANNUAL PROGRAM | SIDEWALK REPAIRS-KING ST. | 85,000.00 | | | | | | | | 85,000.00 |
| 40 | FOR LONG TERM PLANNING/ASSET MANAGEMENT | ROAD NETWORK UPDATE/DESIGN/GEOTECH | 30,000.00 | | | | | | | | 30,000.00 |
| 41 | REPLACEMENT | STORM SEWERS-KING ST. | 411,000.00 | | | | | | | | 411,000.00 |
| | | | | | | | | | | | |
| | | HARDTOPPING PROJECTS (see attached listing) | | | | | | | | | |
| 42 | RE-SURFACING OF PAVED ROADS | PAVEMENT RENEWAL PROJECTS | 221,000.00 | | | | | | | | 221,000.00 |
| 43 | RE-SURFACING OF ST ROADS | SURFACE TREATMENT PROJECTS | 899,000.00 | 417,467.00 | 254,705.00 | | | | | | 226,828.00 |
| 44 | HARDTOP SURFACE REPAIRS | ROAD WORK REHABILITATION (MICROSURFACE, ETC.) | 565,000.00 | | | | | | | | 565,000.00 |
| | | | | | | | | | | | |
| | | BRIDGES | | | | | | | | | |
| 45 | REHAB OF BRIDGE | LEVI BRIDGE | 1,213,300.00 | 606,650.00 | 400,389.00 | 206,261.00 | | | | | 0.00 |
| 46 | REHAB OF CULVERT | CAMELON ROAD CULVERT | 140,000.00 | | | | | | | | 140,000.00 |
| 47 | REHAB OF BRIDGE | HUGH GRAHAM BRIDGE | 338,000.00 | | | | | | | | 338,000.00 |
| 48 | LEGISLATED | OSIM | 20,000.00 | | | 20,000.00 | | | | | 0.00 |
| | | | | | | | | | | | |
| | | EQUIPMENT | | | | | | | | | |
| 49 | CFWD FROM 2020 | PLOW TRUCK | 320,000.00 | | | 320,000.00 | | | | | 0.00 |
| 50 | LIFECYCLE REPLACEMENT UNIT C011 | 1 TON TRUCK | 35,000.00 | | | | | | | | 35,000.00 |
| 51 | LIFECYCLE REPLACEMENT UNIT C071 | GRADER | 410,000.00 | | | | | | | | 410,000.00 |
| 52 | NEW FLEET PER DC STUDY | 1/2 TON TRUCK | 35,000.00 | | | | 28,157.00 | | | | 6,843.00 |
| | | | | | | | | | | | |
| | | FACILITIES | | | | | | | | | |
| 53 | CFWD FROM 2020 | PAKENHAM SAND SHED | 5,000.00 | | | 5,000.00 | | | | | 0.00 |
| 54 | CFWD FROM 2020 | PAKENHAM GARAGE RENOVATIONS | 50,000.00 | | | 50,000.00 | | | | | 0.00 |
| 55 | MAINTENANCE | RAMSAY GARAGE RENOVATIONS | 20,000.00 | | | | | | | | 20,000.00 |
| | | | | | | | | | | | |
| | | OTHER | | | | | | | | | |
| 56 | ANNUAL PROGRAM OF REPLACEMENTS | URBAN TREE REPLACEMENTS | 3,000.00 | | | 3,000.00 | | | | | 0.00 |
| 57 | SERVICING/ROAD WORK | BUSINESS PARK PHASE 3 (TRANSPORTATION SHARE) | 1,370,875.00 | | | 409,820.00 | | 961,055.00 | | | 0.00 |
| 58 | ROAD/STORM/LANDSCAPING | ALMONTE DOWNTOWN REVITALIZATION (TRANSPORTATION SHARE) | 3,207,620.00 | | | | | 3,207,620.00 | | | 0.00 |
| | | | | | | | | | | | |
| | | ACTIVE TRANSPORTATION | | | | | | | | | |
| | | | | | | | | | | | |
| | | TOTAL PUBLIC WORKS | 9,741,295.00 | 1,024,117.00 | 655,094.00 | 1,014,081.00 | 28,157.00 | 4,168,675.00 | 0.00 | 0.00 | 2,851,171.00 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | WASTE MANAGEMENT | | | | | | | | | |
| 59 | ANNUAL MONITORING PER LEGISLATION | ENVIRONMENTAL SAMPLING HOWIE RD. LANDFILL (ANNUAL) | 39,000.00 | | | | | | | | 39,000.00 |
| 60 | ANNUAL MONITORING PER LEGISLATION | ENVIRONMENTAL SAMPLING PAKENHAM LANDFILL (ANNUAL) | 9,700.00 | | | | | | | | 9,700.00 |
| 61 | ANNUAL MONITORING PER LEGISLATION | ENVIRONMENTAL SAMPLING RAMSAY LANDFILL (ANNUAL) | 23,000.00 | | | | | | | | 23,000.00 |
| 62 | CFWD FROM 2020 | BUFFER LANDS FOR LANDFILL | 35,000.00 | | | 35,000.00 | | | | | 0.00 |
| 63 | CFWD FROM 2020 | HOWIE ROAD GARAGE AND SCALEHOUSE REPAIRS | 17,000.00 | | | 17,000.00 | | | | | 0.00 |
| 64 | CFWD FROM 2020 | HOWIE ROAD MONITORING WELL | 8,000.00 | | | 8,000.00 | | | | | 0.00 |
| 65 | CFWD FROM 2020 | GARAGE FOR LOADER | 60,000.00 | | | 60,000.00 | | | | | 0.00 |
| | | TOTAL WASTE MANAGEMENT | 191,700.00 | 0.00 | 0.00 | 120,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 71,700.00 |

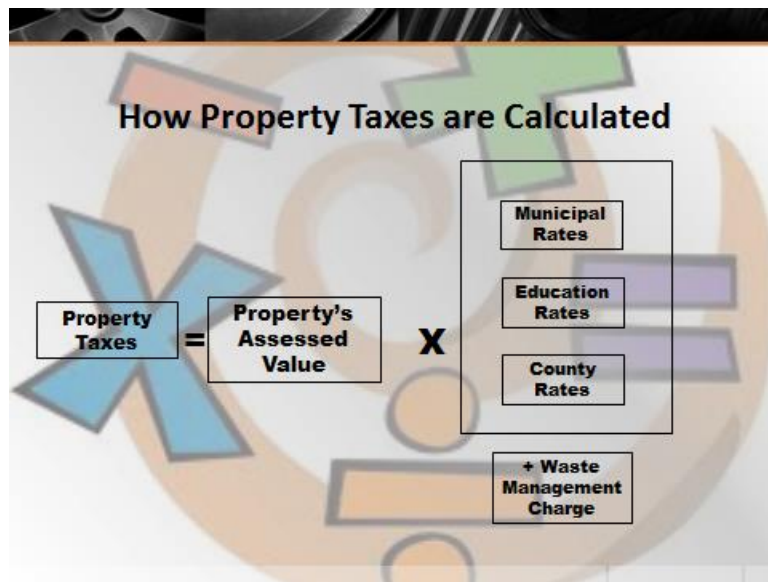
| LINE NO. | DESCRIPTION OF PROJECT | BUDGET ITEM | TOTAL COST | OTHER SOURCES OF FINANCING | | | | | | 21 BUDGET | |
|----------|-------------------------------------|---|---------------|----------------------------|-----------------------|--------------|------------------------|-------------------|------------------|------------|--------------|
| | | | | CANADA GRANTS | PROV./COUNT GRANTS | RESERVES | DEVELOPMENT CHARGES | BANK FINANCING | OTHER REVENUE | | FUNDRAISING |
| | | WATER & SEWER | | | | | | | | | |
| 66 | MAINTENANCE | OCWA-WATER TREATMENT CAPITAL PER LTFP | 53,560.00 | | | | | | | 53,560.00 | |
| 67 | MAINTENANCE | OCWA-SANITARY PUMP STATION CAPITAL PER LTFP | 70,700.00 | | | | | | | 70,700.00 | |
| 68 | MAINTENANCE | OCWA-WASTEWATER TREATMENT PLANT CAPITAL PER LTFP | 181,430.00 | | | | | | | 181,430.00 | |
| 69 | REPLACEMENT DUE TO FAILURE | WWTP TURBO BLOWER 3 REPLACEMENT | 120,000.00 | | | 120,000.00 | | | | 0.00 | |
| 70 | REPLACEMENTS | WWTP-FILTER MEDIA TOP-UP/REPLACEMENT | 17,000.00 | | | | | | | 17,000.00 | |
| 71 | SECURITY | WWTP FENCING ALTERATIONS | 5,000.00 | | | 5,000.00 | | | | 0.00 | |
| 72 | REPAIRS TO PUMP | WWTP PUMP REPAIRS | 41,000.00 | | | 41,000.00 | | | | 0.00 | |
| 73 | ROOF REPAIRS TO ADDRESS LEAKS | WWTP ROOF REPAIRS | 140,000.00 | | | 140,000.00 | | | | 0.00 | |
| 74 | MANTENANCE | WWTP UV SYSTEM MAINTENANCE | 10,000.00 | | | 10,000.00 | | | | 0.00 | |
| 75 | REPLACEMENTS | CHLORINE ANALYZERS | 20,000.00 | | | | | | | 20,000.00 | |
| 76 | MAINTENANCE | WWTP ATAD-SNDR TANK AND FILTRATE CLEANOUT | 17,500.00 | | | 17,500.00 | | | | 0.00 | |
| 77 | GROWTH RELATED PROJECT | GEMMILL'S BAY PUMP STATION TWIN FORCEMAIN DESIGN | 130,000.00 | | | 95,220.00 | 34,780.00 | | | 0.00 | |
| 78 | CAPACITY UPGRADE -CFWD FROM 2020 | WATER STORAGE CONSTRUCTION | 4,000,000.00 | | | | 1,070,000.00 | 2,930,000.00 | | 0.00 | |
| 79 | ELECTRICAL | WELL 7 & 8 GENERATOR WIRING | 5,000.00 | | | | | | | 5,000.00 | |
| 80 | MANTENANCE | ELECTRICAL/INSTRUMENTATION/CONTROLS -PUMP STATIONS | 50,000.00 | | | 50,000.00 | | | | 0.00 | |
| 81 | DESIGN FOR FUTURE REPLACEMENTS | ENGINEERING DESIGN/MOECC APPROVAL | 74,000.00 | | | 74,000.00 | | | | 0.00 | |
| 82 | CFWD FROM 2020 | SANITARY SEWER REPAIRS | 230,976.00 | | | 230,976.00 | | | | 0.00 | |
| 83 | ANNUAL CLEANING AND CCTV PROGRAM | ANNUAL CLEANING AND CCTV PROGRAM-INFILTRATION PER LTFP | 40,000.00 | | | | | | | 40,000.00 | |
| 84 | ANNUAL METER PROGRAM | RADIO FREQUENCY METER CONVERSION PER LTFP | 39,000.00 | | | | | | | 39,000.00 | |
| 85 | SAMPLING BETWEEN LAGOONS AND WELL 5 | SAMPLE MONITORING WELLS UPSTREAM OF WELL 5 (REGULATORY) | 17,000.00 | | | | | | | 17,000.00 | |
| 86 | UPDATE TO RATE STUDY | W&S RATE STUDY/FINANCIAL PLAN UPDATE | 28,500.00 | | | 28,500.00 | | | | 0.00 | |
| 87 | CFWD FROM 2020 | WATER TOWER REPAIRS | 55,000.00 | | | 55,000.00 | | | | 0.00 | |
| 88 | LIFECYCLE REPLACEMENT | REPLACE VEHICLE W014 | 35,000.00 | | | 35,000.00 | | | | 0.00 | |
| 89 | WATER AND SEWER REPLACEMENTS | KING ST. WATER AND SANITARY WORKS | 842,000.00 | | | | | | | 842,000.00 | |
| 90 | SERVICING/ROAD WORK | BUSINESS PARK PHASE 3 (W&S SHARE) | 504,475.00 | | | 143,970.00 | 20,170.00 | 340,335.00 | | 0.00 | |
| 91 | WATER AND SEWER REPLACEMENTS | ALMONTE DOWNTOWN REVITALIZATION (W&S SHARE) | 1,544,140.00 | | | | | 1,544,140.00 | | 0.00 | |
| | | TOTAL WATER & SEWER | 8,271,281.00 | - | - | 1,046,166.00 | 1,124,950.00 | 4,814,475.00 | - | - | 1,285,690.00 |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | SEPTAGE | | | | | | | | | |
| 92 | CFWD FROM 2020 | SEPTAGE CONTAINMENT AREA | 70,000.00 | | | 50,633.00 | 19,367.00 | | | 0.00 | |
| | | TOTAL SEPTAGE | 70,000.00 | - | - | 50,633.00 | 19,367.00 | - | - | - | - |
| | | | | | | | | | | | |
| | | | | | | | | | | | |
| | | DAYCARE | | | | | | | | | |
| 93 | REQUIRED FOR LICENSING | LICENCING REQUIRMENTS | 2,000.00 | | | 2,000.00 | | | | 0.00 | |
| 94 | REPLACMENTS AS REQUIRED | EQUIPMENT/FURNITURE (ANNUAL) | 5,000.00 | | | 5,000.00 | | | | 0.00 | |
| 95 | CFWD FROM 2020 | PAINTING/DRYWALL REPAIR | 5,000.00 | | | 5,000.00 | | | | 0.00 | |
| 96 | CFWD FROM 2020 | CUPBOARD/COUNTER REPLACEMENT | 25,000.00 | | 10,000.00 | 10,000.00 | | | | 5,000.00 | |
| 97 | CFWD FROM 2020 | BUILDING REPAIRS | 17,000.00 | | | 17,000.00 | | | | 0.00 | |
| 98 | CFWD FROM 2020 | SUN SHELTER DAYCARE PLAYGROUND | 5,000.00 | | | 5,000.00 | | | | 0.00 | |
| 99 | CFWD FROM 2020 | PLAYSTRUCTURE-HOLY NAME OF MARY | 6,000.00 | | | 3,000.00 | | | | 3,000.00 | |
| 100 | CFWD FROM 2020 | MECHANICAL ASSESSMENT | 10,000.00 | | | 10,000.00 | | | | 0.00 | |
| 101 | CFWD FROM 2020 | KITCHEN | 95,000.00 | | | 80,000.00 | | | | 15,000.00 | |
| | | TOTAL DAYCARE | 170,000.00 | 0.00 | 10,000.00 | 137,000.00 | 0.00 | 0.00 | 0.00 | 23,000.00 | |
| | | | | | | | | | | | |

| LINE NO. | | DESCRIPTION OF PROJECT | BUDGET ITEM | TOTAL | OTHER SOURCES OF FINANCING | | | | | | 21 BUDGET |
|----------|--|--------------------------------------|---|---------------|----------------------------|--------------|--------------|--------------|--------------|----------|--------------|
| | | | | | CANADA | PROV./COUNTY | RESERVES | DEVELOPMENT | BANK | OTHER | |
| | | | | COST | GRANTS | GRANTS | | CHARGES | FINANCING | REVENUE | FUNDRAISING |
| | | | PARKS & RECREATION | | | | | | | | |
| 102 | | BENCHES FOR PARK | RIVERFRONT ESTATES BENCHES | 10,000.00 | | | 10,000.00 | | | | 0.00 |
| 103 | | FIELD IMPROVEMENTS | RAMSAY WARD SOCCER FIELD | 10,000.00 | | | | | | | 10,000.00 |
| 104 | | FIELD IMPROVEMENTS | SNEDDEN CASEY BALL FIELD | 15,000.00 | | | 5,000.00 | | | | 10,000.00 |
| 105 | | REMOVAL AND PLANTING OF TREES | TREES FOR PARKS | 7,000.00 | | | 3,000.00 | | | | 4,000.00 |
| 106 | | NEW | MUNICIPAL DOG PARK | 20,000.00 | | | | | | | 20,000.00 |
| 107 | | ADDITIONAL WASTE BINS/REPLACEMENT | WASTE RESEPTACLES FOR PARKS | 5,000.00 | | | | | | | 5,000.00 |
| 108 | | ADDITIONAL PICNIC TABLES/REPLACEMENT | PICNIC TABLES FOR PARKS | 10,000.00 | | | | | | | 10,000.00 |
| 109 | | HEALTH & SAFETY/MAINTENANCE | ALMONTE ARENA (DOOR, FIRE SAFETY, DRY SP | 86,000.00 | | | 8,000.00 | | | | 78,000.00 |
| 110 | | ENERGY IMPROVEMENTS | LED LIGHTING (ALM ARENA, PAK ARENA, CURLI | 49,500.00 | | | | | | | 49,500.00 |
| 111 | | MAINTENANCE | EXTERIOR WALL REPAIR-PAK ARENA | 100,000.00 | | | | | | | 100,000.00 |
| 112 | | ANNUAL TRAIL WORK | TRAIL DEVELOPMENT | 50,000.00 | | | 5,000.00 | 45,000.00 | | | 0.00 |
| 113 | | FROM STRATEGIC PLAN | COMMUNITY SERVICES MASTER PLAN | 80,000.00 | | | | | | | 80,000.00 |
| 114 | | MAINTENANCE | ICE RESUFACER OVERHAUL-PAK ARENA | 12,000.00 | | | | | | | 12,000.00 |
| 115 | | REPLACEMENT | ALMONTE CURLING CLUB FURNACE | 10,000.00 | | | | | | | 10,000.00 |
| 116 | | REPLACEMENT | PAKENHAM PLAYSTRUCTURE | 10,000.00 | | | | | | | 10,000.00 |
| 117 | | NEW | ALMONTE CENOTAPH-FENCING | 7,000.00 | | | | | | | 7,000.00 |
| 118 | | PARK DEVELOPMENT | MILL RUN PARK | 372,000.00 | | | 37,200.00 | 334,800.00 | | | 0.00 |
| 119 | | MAINTENANCE | GEMMILL PARK BASKETBALL COURT PAINTING | 18,000.00 | | | | | | | 18,000.00 |
| 120 | | MAINTENANCE | PARKING LOT LIGHTING-ALM ARENA | 5,000.00 | | | | | | | 5,000.00 |
| 121 | | CFWD FROM 2020 | RIVERWALK MILL WORKERS STAIRCASE AND V | 150,000.00 | | | 27,500.00 | | | | 122,500.00 |
| | | | TOTAL P & R | 1,026,500.00 | - | - | 95,700.00 | 379,800.00 | - | - | 122,500.00 |
| | | | | | | | | | | | 428,500.00 |
| | | | LIBRARY | | | | | | | | |
| 122 | | UPGRADES TO ALMONTE BRANCH | FACILITY MAINTENANCE/UPGRADES | 65,330.00 | | | 45,000.00 | | | | 20,330.00 |
| 123 | | UPGRADES | TECHNOLOGY UPGRADES | 3,000.00 | | | | | | | 3,000.00 |
| 124 | | REPLACEMENTS/PURCHASE OF FURNITURE | FURNITURE AND EQUIPMENT | 15,000.00 | | | | | | | 15,000.00 |
| 125 | | CARRY FORWARD FROM 2020 | ACCESSIBILITY PROJECT | 2,500.00 | | | 2,500.00 | | | | 0.00 |
| | | | TOTAL LIBRARY | 85,830.00 | 0.00 | 0.00 | 47,500.00 | 0.00 | 0.00 | 0.00 | 38,330.00 |
| | | | | | | | | | | | |
| | | | PLANNING & DEVELOPMENT | | | | | | | | |
| 126 | | CFWD FROM 2020 | LAND EVALUATION AREA REVIEW STUDY | 30,000.00 | | | 30,000.00 | | | | 0.00 |
| 127 | | CFWD FROM 2020 | RESERVE ST. PARKING PLAN | 35,000.00 | | | 35,000.00 | | | | 0.00 |
| 128 | | COUNCIL APPROVED IN 2020 | OPA 22 | 55,000.00 | | | 30,000.00 | | | | 25,000.00 |
| | | | TOTAL PLANNING | 120,000.00 | 0.00 | 0.00 | 95,000.00 | 0.00 | 0.00 | 0.00 | 25,000.00 |
| | | | | | | | | | | | |
| | | | COMM. ECONOMIC DEVELOPMENT | | | | | | | | |
| | | | BEAUTIFICATION | | | | | | | | |
| 129 | | FLOWERS FOR DOWNTOWN CORES | FLOWER BASKETS (ANNUAL) | 10,000.00 | | | | | | | 10,000.00 |
| 130 | | METAL BANNER FABRICATION | BANNERS | 2,500.00 | | | | | | | 2,500.00 |
| 131 | | ARBOUR WEEK PLANNING | TREE PLANTING | 2,000.00 | | | | | | | 2,000.00 |
| 132 | | PURCASES/REPLACEMENTS | CHRISTMAS DÉCOR | 15,000.00 | | | 5,000.00 | | | | 10,000.00 |
| | | | SUBTOTAL | 29,500.00 | 0.00 | 0.00 | 5,000.00 | 0.00 | 0.00 | 0.00 | 24,500.00 |
| | | | | | | | | | | | |
| | | | MARKETING THE MILLS | | | | | | | | |
| 133 | | ANNUAL COSTS FOR DIRECTIONAL SIGNS | TODS/SIGNS (ANNUAL) | 5,000.00 | | | | | | | 5,000.00 |
| 134 | | CFWD FROM 2020 | ELECTRONIC SIGN | 50,000.00 | | | 50,000.00 | | | | 0.00 |
| 135 | | ONGOING MAINTENANCE COSTS | WELCOME SIGNS | 8,000.00 | | | | | | | 8,000.00 |
| 136 | | ANNUAL REPLACEMENTS | EVENT TENTS | 4,500.00 | | | | | | | 4,500.00 |
| 137 | | ANNUAL REPLACEMENTS | TABLES & CHAIRS | 2,000.00 | | | | | | | 2,000.00 |
| 138 | | GRAPHIC DESIGN SOFTWARE | COMPUTER AND SOFTWARE | 3,000.00 | | | 3,000.00 | | | | 0.00 |
| 139 | | CFWD FROM 2020 | BUSINESS PARK SIGN | 20,000.00 | | | 20,000.00 | | | | 0.00 |
| 140 | | CFWD FROM 2020 | DIRECTIONAL SIGNS | 8,000.00 | | | 8,000.00 | | | | 0.00 |
| 141 | | CFWD FROM 2020 | EVENT SIGN STAND | 5,000.00 | | | 5,000.00 | | | | 0.00 |
| 142 | | NEW | OVRT (BENCHES, SHADE, ETC.) | 5,000.00 | | | | | | | 5,000.00 |
| | | | SUBTOTAL | 110,500.00 | 0.00 | 0.00 | 86,000.00 | 0.00 | 0.00 | 0.00 | 24,500.00 |
| | | | | | | | | | | | |
| | | | TOTAL COMM. ECONOMIC DEVELOPMENT | 140,000.00 | 0.00 | 0.00 | 91,000.00 | 0.00 | 0.00 | 0.00 | 49,000.00 |
| | | | | | | | | | | | |
| | | | TOTAL | 21,254,742.00 | 1,024,117.00 | 1,164,210.00 | 2,955,300.00 | 1,552,274.00 | 8,983,150.00 | 1,000.00 | 122,500.00 |
| | | | | | | | | | | | 5,452,191.00 |

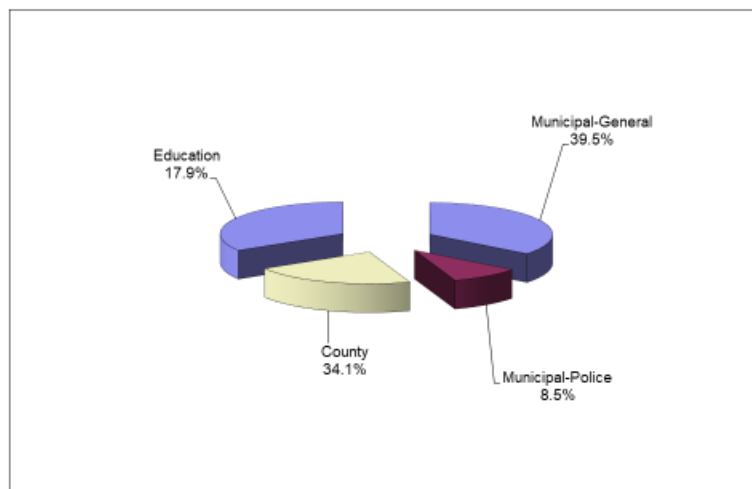
| HARDTOPPING PROJECTS | | |
|----------------------|--|--------------|
| 2021 BUDGET | | |
| | BUDGET ITEM | TOTAL |
| | | Cost |
| | <u>HARDTOPPING PROJECTS</u> | |
| | | |
| 2-301-0301-0435 | Pavement Renewals - | |
| | King St. .397 km | 221,000.00 |
| | | |
| | | |
| | | |
| | | |
| 2-301-0301-0436 | Surface Treatment Projects - | |
| | Pakenham Concession 12 N-Shaw Road to County Road 29 (3.32 km) | 504,000.00 |
| | Ramsay Concession 8-Wolf Grove Rd. to Clayton Rd. (2.708 km) | 395,000.00 |
| | | |
| | Subtotal | 899,000.00 |
| | | |
| 2-301-0301-0441 | Microsurfacing Projects | |
| | Clayton Road (9.464 km) | 565,000.00 |
| | | |
| | Subtotal | 565,000.00 |
| | | |
| | TOTAL | 1,685,000.00 |
| | | |
| | | |
| | | |
| | | |
| | | |

TAXATION

The Municipality must bill and collect taxes on behalf of the County of Lanark and the School Boards. These taxes are then paid to those entities regardless of whether the taxpayer has paid them to the Municipality or not. If not, they form part of the tax arrears of the Municipality. The Municipality is permitted to keep any penalties and interest on those tax arrears.



BREAKDOWN OF TAX BILL



The Provincial reassessment scheduled to take effect for the years 2021-2024 has been postponed due to Covid 19. Assessment information for 2021 will be the same as 2020 as follows:

| Municipality of Mississippi Mills | | | | | | | | |
|--|-----------|--------------------|----------------------|--------------------|----------------------|----------------------|----------|--------------|
| 2021 Assessment by Ward | | | | | | | | |
| | Tax | | | | | | | |
| Tax Class | Qualifier | Almonte | Ramsay | Pakenham | Total | 2020 | \$ Diff | % Diff |
| Residential | RT | 588,969,200 | 961,425,618 | 287,822,000 | 1,838,216,818 | 1,838,216,818 | - | 0.00% |
| Multi-Residential | MT | 16,551,800 | 1,912,000 | 3,509,600 | 21,973,400 | 21,973,400 | - | 0.00% |
| New Multi-Residential | NT | - | 5,570,000 | - | 5,570,000 | 5,570,000 | - | 0.00% |
| Commercial | CT | 28,923,400 | 13,837,100 | 5,184,200 | 47,944,700 | 47,944,700 | - | 0.00% |
| Commercial Vacant Land | CX | 1,823,700 | 699,000 | - | 2,522,700 | 2,522,700 | - | 0.00% |
| Commercial Excess Land | CU | 145,700 | 60,200 | - | 205,900 | 205,900 | - | 0.00% |
| Shopping Centre | ST | 4,059,300 | 1,998,800 | - | 6,058,100 | 6,058,100 | - | 0.00% |
| Shopping Centre Excess Land | SU | - | - | - | - | - | - | 0.00% |
| New Commercial Construction | XT | 5,007,700 | 5,159,100 | 337,100 | 10,503,900 | 10,503,900 | - | 0.00% |
| New Commercial Excess Land | XU | 81,200 | 14,900 | - | 96,100 | 96,100 | - | 0.00% |
| Industrial | IT | 578,000 | 1,006,300 | 280,000 | 1,864,300 | 1,864,300 | - | 0.00% |
| Industrial Vacant Land | IX | 701,000 | 160,000 | - | 861,000 | 861,000 | - | 0.00% |
| Industrial Excess Land | IU | - | 51,200 | 10,500 | 61,700 | 61,700 | - | 0.00% |
| Industrial New Construction | JT | 345,900 | 634,200 | 921,800 | 1,901,900 | 1,901,900 | - | 0.00% |
| Industrial New Const. Excess Land | JU | - | 67,800 | 60,300 | 128,100 | 128,100 | - | 0.00% |
| Pipeline | PT | 4,174,000 | - | 19,173,000 | 23,347,000 | 23,347,000 | - | 0.00% |
| Farmland | FT | 220,300 | 56,889,000 | 44,518,700 | 101,628,000 | 101,628,000 | - | 0.00% |
| Managed Forest | TT | - | 4,947,700 | 3,901,500 | 8,849,200 | 8,849,200 | - | 0.00% |
| Total Taxable Assessment | | 651,581,200 | 1,054,432,918 | 365,718,700 | 2,071,732,818 | 2,071,732,818 | - | 0.00% |
| Payments in lieu | | 1,760,300 | 7,950,100 | 1,861,000 | 11,571,400 | 11,571,400 | - | 0.00% |
| Exempt | | 55,580,200 | 21,467,100 | 10,591,900 | 87,639,200 | 87,639,200 | - | 0.00% |
| Total Assessment | | 708,921,700 | 1,083,850,118 | 378,171,600 | 2,170,943,418 | 2,170,943,418 | - | 0.00% |

The Municipality is responsible for setting the local tax rate and this requirement should be determined without considering the tax changes required by the County and School Boards.

The 2021 draft budget **includes a 3.0 % municipal tax revenue increase.**

The following charts illustrate the impacts to the average residential taxpayer based on a 3% tax revenue increase.

**2021 ESTIMATED OVERALL RESIDENTIAL TAX
CALCULATION ON AVG. ASSESSMENT AND TAX
REVENUE INCREASE 3%**

| Year | Municipal | Police | Total |
|------------------------------|------------|-----------|------------|
| 2020 (avg. assess=\$364K) | \$1,545.05 | \$335.00 | \$1,880.05 |
| 2020 Tax Rate | .00424464 | .00092033 | .00516497 |
| 2021 (avg. assess=\$364K) | \$1,592.35 | \$343.59 | \$1,935.94 |
| 2021 projected tax rate | .00437459 | .00094393 | .00531852 |
| \$ annual change | \$47.30 | \$8.59 | \$55.89 |
| \$ monthly change | \$3.94 | \$.71 | \$4.65 |
| % change | 3.06% | 2.56% | 2.97% |

The next 3 charts reflect the impact on the average taxpayer if the tax revenue increase was 5%, 7% or 10%.

**2021 ESTIMATED OVERALL RESIDENTIAL TAX
CALCULATION ON AVG. ASSESSMENT AND TAX
REVENUE INCREASE 5%**

| Year | Municipal | Police | Total |
|------------------------------|------------|-----------|------------|
| 2020 (avg. assess=\$364K) | \$1,545.05 | \$335.00 | \$1,880.05 |
| 2020 Tax Rate | .00424464 | .00092033 | .00516497 |
| 2021 (avg. assess=\$364K) | \$1,629.94 | \$343.59 | \$1,973.53 |
| 2021 projected tax rate | .00447786 | .00094393 | .00542179 |
| \$ annual change | \$84.89 | \$8.59 | \$93.48 |
| \$ monthly change | \$7.07 | \$.71 | \$7.78 |
| % change | 5.49% | 2.56% | 4.97% |

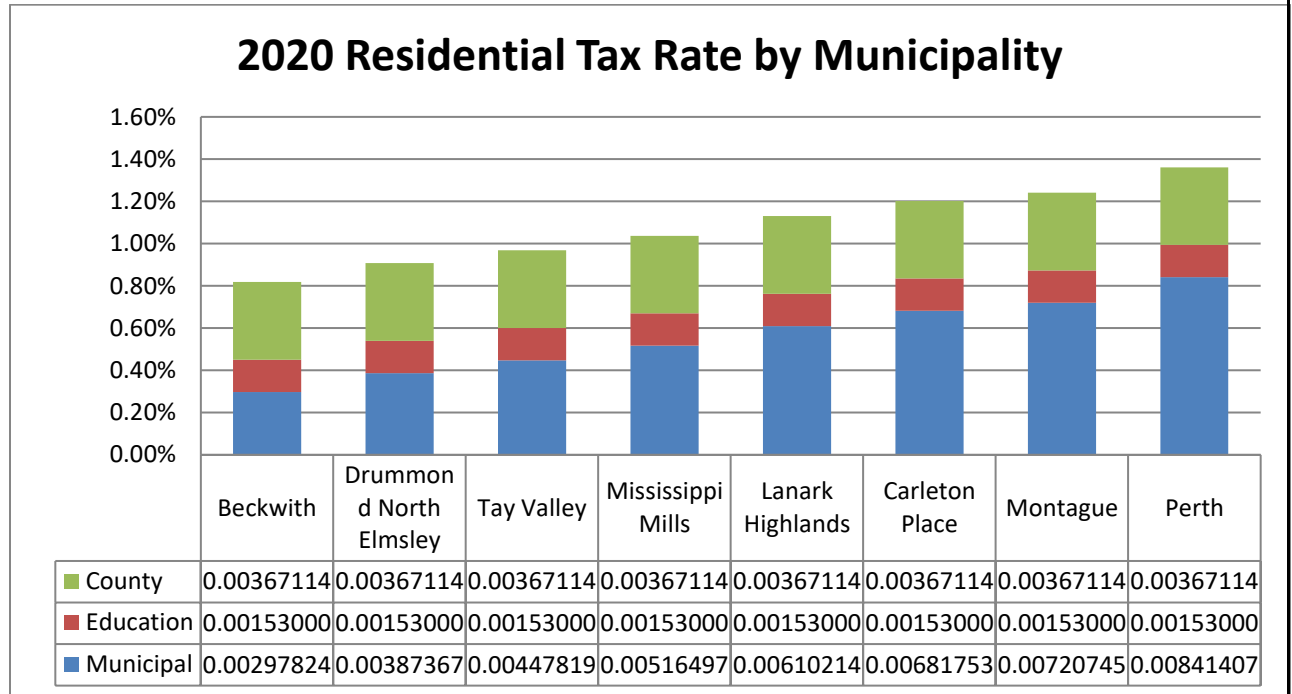
**2021 ESTIMATED OVERALL RESIDENTIAL TAX
CALCULATION ON AVG. ASSESSMENT AND TAX
REVENUE INCREASE 7%**

| Year | Municipal | Police | Total |
|------------------------------|------------|-----------|------------|
| 2020 (avg. assess=\$364K) | \$1,545.05 | \$335.00 | \$1,880.05 |
| 2020 Tax Rate | .00424464 | .00092033 | .00516497 |
| 2021 (avg. assess=\$364K) | \$1,667.53 | \$343.59 | \$2,011.12 |
| 2021 projected tax rate | .00458114 | .00094393 | .00542179 |
| \$ annual change | \$122.48 | \$8.59 | \$131.07 |
| \$ monthly change | \$10.21 | \$.71 | \$10.92 |
| % change | 7.93% | 2.56% | 6.97% |

**2021 ESTIMATED OVERALL RESIDENTIAL TAX
CALCULATION ON AVG. ASSESSMENT AND TAX
REVENUE INCREASE 10%**

| Year | Municipal | Police | Total |
|------------------------------|------------|-----------|------------|
| 2020 (avg. assess=\$364K) | \$1,545.05 | \$335.00 | \$1,880.05 |
| 2020 Tax Rate | .00424464 | .00092033 | .00516497 |
| 2021 (avg. assess=\$364K) | \$1,723.92 | \$343.59 | \$2,067.51 |
| 2021 projected tax rate | .00473605 | .00094393 | .00567998 |
| \$ annual change | \$178.87 | \$8.59 | \$187.46 |
| \$ monthly change | \$14.91 | \$.71 | \$15.62 |
| % change | 11.58% | 2.56% | 9.97% |

A comparison of the Municipality's tax rate with other lower tier municipalities in the County of Lanark is completed each year. Mississippi Mills is not the highest or the lowest as depicted in this chart for 2020:



For comparative purposes, the 2020 Municipal rates at the local level (excluding County and Schools) are:

| Municipality | 2020 Residential Tax Rate |
|--------------------------|---------------------------|
| Beckwith | .297824% |
| Drummond North Elmsley | .387367% |
| Tay Valley | .447819% |
| Mississippi Mills | .516497% |
| Lanark Highlands | .610214% |
| Carleton Place | .681753% |
| Montague | .720745% |
| Perth | .841407% |

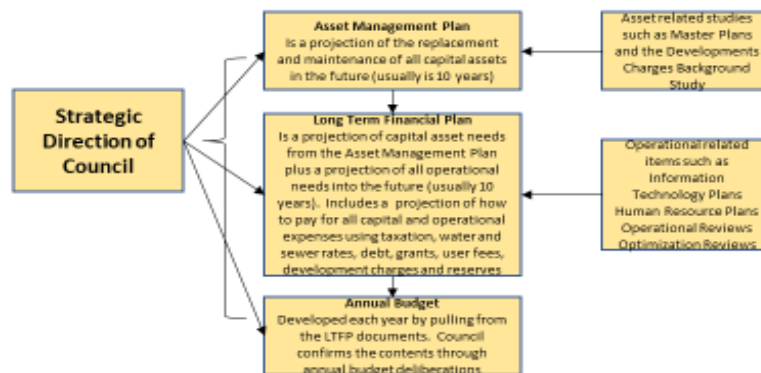
Long Term Financial Planning

In 2017, a new Asset Management Regulation was passed by the Province of Ontario requiring municipalities to complete asset management policies and plans by specified dates and with prescribed contents. As a result the current Asset Management Plan will require updating.

(<https://www.ontario.ca/laws/regulation/170588?search=asset+management+regulation>)

In 2019, Council approved a Strategic Asset Management Policy to meet legislated requirements. <https://www.mississippimills.ca/en/townhall/resources/Strategic-Asset-Management-Policy-approved-by-Council-June-4-2019.pdf>.

An approved **Asset Management Plan** provides Council with detailed information on the condition of municipal assets so that informed resource allocation decisions can be made. Staff can then plan in advance for asset replacement and rehabilitation and communicate this to residents along with annual progress updates as to improvements in this area. The replacement needs identified within the asset management plan can then be included in the long term financial plan and the annual budget.



The Municipality's current Asset Management Plan and Long Term Financial Plan can be found at <https://www.mississippimills.ca/en/townhall/financialstatements.asp>. An up to date Asset Management Plan is required in order to obtain any infrastructure grant funding from the Province and is a requirement of the Federal Gas Tax Program.

For the years 2013-2019, the Municipality had been following the long term financial plan for tax supported projects which outlines target expenditure and revenue totals, as well as target reserve, debt and capital needs. **The long term financial plan requires updating. Due to Covid 19 delays in the development of other plans and studies needed to complete the Long Term Financial Plan, it has been postponed.**

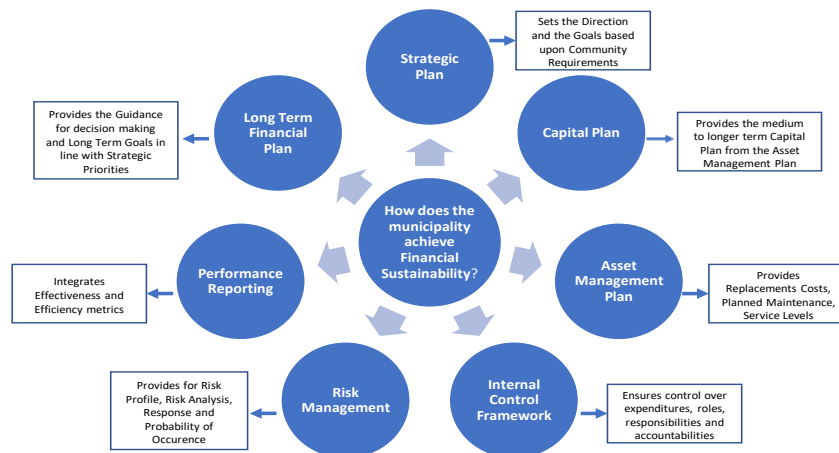
Water and Sewer also has a rate study that provides Council with plan for capital replacement along with operational needs. Included in the plan is the estimated rate increases needed to support the annual budget. Refer to the Water and Sewer section of this document for information on proposed rates for 2021.

The Municipality maintains and funds from the tax base, user fees and other general revenues assets such as:

- 2 Libraries (Almonte and Pakenham)
- 2 Fire Stations (Almonte and Pakenham)
- 2 Arenas with ice surfaces and upper halls (Almonte and Pakenham)
- 1 Curling Rink
- 1 Child Care Centre It also runs programs in schools within Almonte and an expanded program at the Catholic School through a lease arrangement
- 15 Bridges
- 11 Large culverts
- 97 km of surface treated roads
- 96 km of paved roads
- 186 km of gravel roads
- 1 splash pad
- 2 skateboard parks (Almonte and Pakenham)
- 19 parks, 10 with amenities
- 144 acres of parkland/green space
- 3 public works garages
- 1 Municipal Office
- The Almonte Old Town Hall
- The Almonte Old Registry office

12 Fire Vehicles
 31 Public Works vehicles/ equipment
 10 Recreation vehicles/ equipment
 2 Building Department Vehicles
 2 Beautification Vehicles
 Streetlights
 36 km of sidewalks and curbs
 Signage
 Other Equipment
 36.5 km of watermains
 34 km of sanitary sewers
 1 Wastewater treatment plant
 1 Water tower
 8 sewage pumping stations
 5 wells
 SCADA equipment
 3 water system vehicles
 Catchbasins, storm sewers, manholes, water meters, instrumentation and controls

What are the Elements of Financial Sustainability?



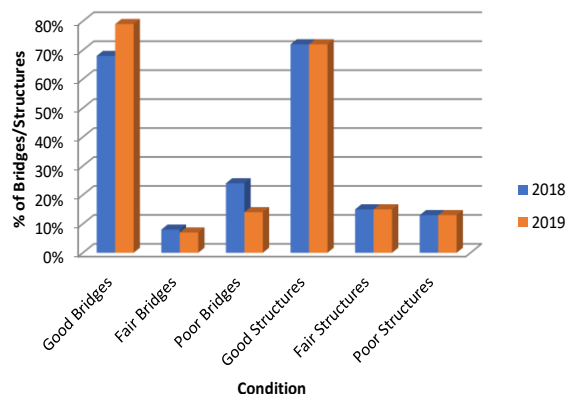
To be sustainable the Municipality must ensure that it is spending/investing appropriately on asset and other capital improvements and preparing and planning for future capital including growth related needs, technological improvements or changes required as a result of climate change along with all the operational needs of the Municipality.

Once the full implications of the new asset planning regulation are determined, an updated long term financial plan will be required to address the financial needs included in the asset management plan.

Over the last few years, Council made a commitment to provide funding through the long term financial plans, the annual budget and the asset management plan for asset replacement. As a result, improvements have been made as represented in the following charts:

ASSET MANAGEMENT PLAN RESULTS

Figure 1 - Bridges and Large Structures



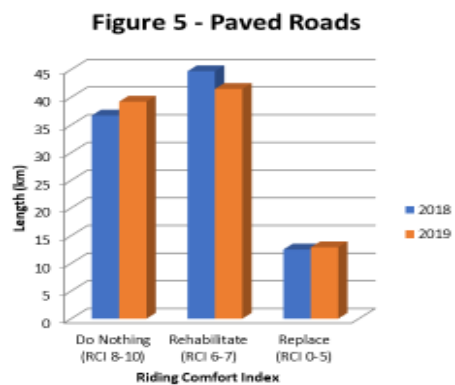
| Bridges | | |
|--------------------------|---------------------------|---------------------------|
| | 2018 | 2019 |
| Total Number of Bridges | 15 (2,519m ²) | 15 (2,519m ²) |
| Good Bridges (BCI >70) | 68% | 79% |
| Fair Bridges (BCI 60-70) | 8% | 7% |
| Poor Bridges (BCI <60) | 24% | 14% |
| Large Structures | | |
| Total Large Structures | 11 (672m ²) | 11 (672 m ²) |
| Good Structures (>70) | 72% | 72% |
| Fair Structures (60-70) | 15% | 8% |
| Poor Structures (<60) | 13% | 20% |
| | | |

This table indicates changes in the condition of bridges and culverts since 2013:

BRIDGE/CULVERT ASSET MANAGEMENT PLAN RESULTS SINCE 2013

| Bridges | 2013 | 2017 | 2018 | 2019 |
|----------|------|------|------|------|
| Good | 8% | 22% | 68% | 79% |
| Fair | 21% | 21% | 8% | 7% |
| Poor | 71% | 57% | 24% | 14% |
| Culverts | | | | |
| Good | 54% | 59% | 72% | 72% |
| Fair | 18% | 20% | 15% | 8% |
| Poor | 28% | 21% | 13% | 20% |

ASSET MANAGEMENT PLAN RESULTS



| | <u>Service Indicators</u> | |
|---------------------------|---------------------------|---------------|
| | | |
| | Paved Roads | |
| | 2018 | 2019 |
| Network Length | 93.9 | 93.6 |
| Do Nothing RCI 8 - 10 | 36.7 km (39%) | 39.2km (42%) |
| Rehabilitate RCI 6 - 7 | 44.7 km (48%) | 41.5 km (44%) |
| Replace RCI 0 - 5 | 12.5 km (13%) | 12.9 km (14%) |

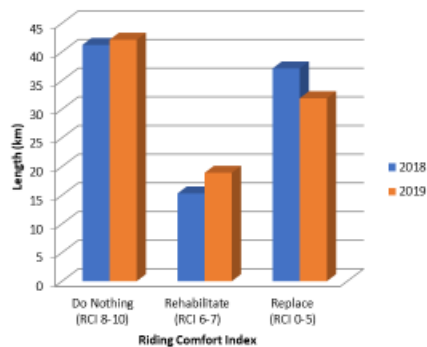
This table indicates changes in the condition of paved roads since 2013:

PAVED ROAD ASSET MANAGEMENT PLAN RESULTS SINCE 2013

| | 2013 | 2017 | 2018 | 2019 |
|------|------|------|------|------|
| Good | 22% | 39% | 39% | 42% |
| Fair | 58% | 47% | 48% | 44% |
| Poor | 20% | 14% | 13% | 14% |

ASSET MANAGEMENT PLAN RESULTS

Figure 6 - Surface Treated Roads



| | <u>Service Indicators</u> | |
|---------------------------|---------------------------|------------------|
| | Surface Treated Roads | |
| | 2018 | 2019 |
| Network Length | 93.6 km | 93.1 km |
| Do Nothing RCI 8 - 10 | 41.2 km (44%) | 42.1 km (46%) |
| Rehabilitate RCI 6 - 7 | 15.3 km (16%) | 18.9 km (20%) |
| Replace 0 - 5 | 37.1 km (40%) | 31.9 km (34%) |

This table indicates changes in the condition of surface treated roads since 2013:



| | 2013 | 2017 | 2018 | 2019 |
|------|------|------|------|------|
| Good | 15% | 31% | 44% | 46% |
| Fair | 75% | 31% | 16% | 20% |
| Poor | 10% | 38% | 40% | 34% |

The next table indicates changes in the condition of water and sewer infrastructure since 2013:

WATER MAIN AND SANITARY IMPROVEMENTS SINCE 2016

| Location | m of water pipe replacement | m of water pipe added | m of sanitary pipe replacement | m of sanitary pipe lining | Original Age of Pipes |
|-----------------------|-----------------------------------|-----------------------------|--------------------------------------|---------------------------------|-----------------------------|
| Church Street | 375 | | 375 | | 1930's |
| Union Street North | 155 | | 155 | | 1930's |
| State Street | 165 | | 165 | | 1930's |
| Victoria Street | 555 | 135 | 555 | | 1948- 1973 |
| Concession 11A | | 275 | | | |
| Mitcheson Street | | | | 300 | 1930's |
| Rosamond Street | | | | 60 | 1930's |
| Mary Street | | | | 215 | 1930's |
| Almonte Street | | | | 80 | 1972 |
| Total | 1250 | 410 | 1250 | 655 | |

In 2018, Council approved a new development charges study and by-law to provide an additional funding source for capital needs as a result of growth. Information on development charges can be found at

(<https://www.mississippimills.ca/en/townhall/developmentcharges.asp>)

DEBT AND RESERVES

When determining how to pay for asset replacement, the Municipality considers the following options:

- 1) Out of the current budget (pay as you go). This means that the residents of today pay the full cost.
- 2) By a long term financing arrangement (debt). This means that future residents pay the majority of the cost as they are also the ones who benefit from assets with long lives.
- 3) Out of reserves. This means that those residents in the past paid for the asset through a previous allocation to reserves.
- 4) By an internal financing arrangement. This means that funds are taken out of reserves in the current year and repaid over time. Again, this means that future residents pay the cost of the asset but it also protects the reserve from being depleted.
- 5) By other revenue sources such as the fundraising, Federal, Provincial and County grants, development charges, etc.

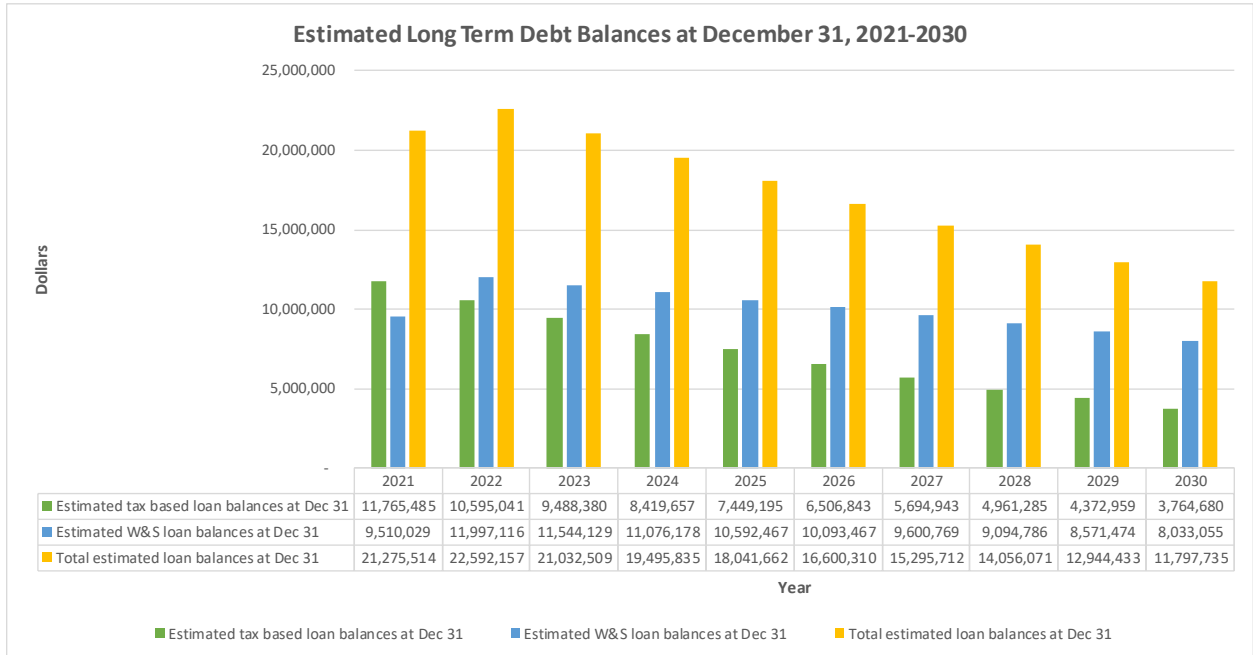
Which option is chosen depends on the funding source outlined in the long term financial plan and other planning documents, the availability of reserves, grants and other revenues or as approved by Council.

DEBT

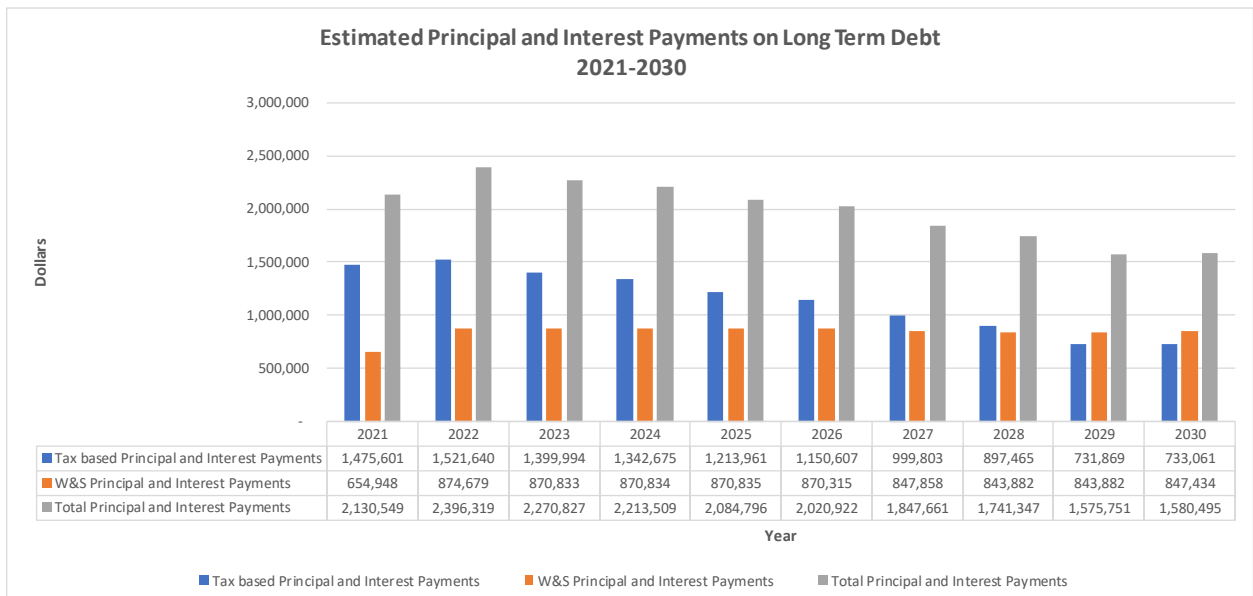
The Municipality has taken advantage of lower interest rates over the last few years to address the backlog of capital replacement. Debt is considered for assets with expected lives in excess of 10 years with terms not to exceed 20 years. The exception is the waste water treatment plant that has a term of 30 years.

Debt allows for the cost of an asset to be repaid over the life of the asset and not paid all at once. It also means that tax rates and user fees are smoothed out and prevents large spikes in years where major capital replacement is required. Annual debt repayments included in the budget are also considered an investment in capital. Over time, as debt is repaid, the principal and interest payments already included in the budget can be reallocated to replacement needs in that year or be reallocated to reserves for future replacement to minimize tax and user fee increases.

Principal on existing and proposed municipal debt **including water and sewer for 2021-2030** is depicted as follows:



Principal and interest repayments for 2021-2030 are also estimated as follows:



The next chart is a further breakdown of loans and repayments for 2021:

| Municipality of Mississippi Mills Long Term Debt | | | | | | | | | | | | | | | |
|---|------------------------------------|---------------------------------------|---------------------|---------------------------------------|--------------------------|-------------|---------------------------------|------------------|----------------------|----------------------|-------------------------------------|-------------------|---------------------|------------------------|--|
| Project | Total LTD Dec 31/19 (Actual) | Total LTD Dec 31/20 (estimated) | 2021 Additions | Total LTD Dec 31/21 (estimated) | Financial Institution | Int Rate | Expiry Date of existing loan | Renewal Term | Type of Repayment | Frequency | Annual Repayments Principal-2021 | 2021 Interest | 2021 Total | Department | |
| Municipal Office-Loan #1 | 274,360.50 | 248,433.00 | | 221,470.00 | RBC | 3.92% | 2028 | | Blended P+I | Monthly | 26,963.00 | 9,254.00 | 36,217.00 | Admin. Bldgs | |
| Municipal Office-Loan #2 | 132,563.59 | 114,671.00 | | 96,216.00 | RBC | 3.10% | 2026 | | Blended P+I | Monthly | 18,455.00 | 3,340.00 | 21,795.00 | Admin. Bldgs | |
| Almonte Old Town Hall-Loan #1 | 242,840.31 | 219,880.00 | | 196,003.00 | RBC | 3.92% | 2028 | | Blended P+I | Monthly | 23,877.00 | 8,195.00 | 32,072.00 | Admin. Bldgs | |
| Almonte Old Town Hall-Loan #2 | 390,395.46 | 337,738.00 | | 283,425.00 | RBC | 3.10% | 2026 | | Blended P+I | Monthly | 54,313.00 | 9,829.00 | 64,142.00 | Admin. Bldgs | |
| Almonte Old Town Hall-Loan #3 | 990,647.51 | 923,634.00 | | 849,650.00 | TD Bank | 3.58% | 2021 | 10 yrs to 2031 | Blended P+I | Monthly | 73,984.00 | 28,863.00 | 102,847.00 | Admin. Bldgs | |
| Arenas-Loan #1 | 11,216.69 | 10,155.00 | | 9,050.00 | RBC | 3.92% | 2028 | | Blended P+I | Monthly | 1,105.00 | 379.00 | 1,484.00 | Parks & Rec | |
| Arenas-Loan #2 | 299,145.75 | 258,777.00 | | 217,139.00 | RBC | 3.10% | 2026 | | Blended P+I | Monthly | 41,638.00 | 7,536.00 | 49,174.00 | Parks & Rec | |
| Arenas-Loan #3 | 8,615.11 | 6,454.00 | | 4,223.00 | BMO | 3.14% | 2023 | | Principal+Int | Monthly | 2,231.00 | 135.00 | 2,366.00 | Parks & Rec | |
| Arenas-Loan #4 (Almonte Comm. Centre) | 9,506.57 | 7,867.00 | | 6,141.00 | RBC | 1.90% | 2025 | | Blended P+I | Monthly | 1,726.00 | 135.00 | 1,861.00 | Parks & Rec | |
| Arenas-Loan #5 (Almonte Comm. Centre) | 481,065.41 | 445,837.00 | | 407,045.00 | RBC | 4.15% | 2020 | 10 yrs to 2030 | Blended P+I | Monthly | 38,792.00 | 12,836.00 | 51,628.00 | Parks & Rec | |
| Perth/Country/Bridge Sts.-Loan #2 (Roads) | 69,166.30 | 43,056.00 | | 16,946.00 | OSIFA | 4.63% | 2022 | | Blended P+I | Semi-Annual | 26,110.00 | 1,608.00 | 27,718.00 | Transportation | |
| Public Works Office | 22,322.48 | 20,208.00 | | 18,010.00 | RBC | 3.92% | 2028 | | Blended P+I | Monthly | 2,198.00 | 754.00 | 2,952.00 | Transportation | |
| Business Park | 106,879.84 | 64,815.00 | | 22,751.00 | OSIFA | 4.63% | 2022 | | Blended P+I | Semi-Annual | 42,064.00 | 2,590.00 | 44,654.00 | Economic Dev. | |
| Fire Halls | 214,607.60 | 152,251.00 | | 87,908.00 | BMO | 3.14% | 2023 | | Principal+Int | Monthly | 64,343.00 | 3,894.00 | 68,237.00 | Fire Dept. | |
| Ottawa St./Road Work | 510,577.95 | 422,580.00 | | 330,009.00 | RBC | 1.90% | 2025 | | Blended P+I | Monthly | 92,571.00 | 7,223.00 | 99,794.00 | Transportation | |
| SCBA | 37,181.07 | 20,820.00 | | 4,046.00 | TD Bank | 2.474% | 2022 | | Blended P+I | Monthly | 16,774.00 | 832.00 | 17,606.00 | Fire Dept. | |
| Plow Truck | 79,313.11 | 56,800.00 | | 33,719.00 | TD Bank | 2.474% | 2022 | | Blended P+I | Monthly | 23,081.00 | 1,144.00 | 24,225.00 | Transportation | |
| Ann St. | 90,125.35 | 70,357.00 | | 50,090.00 | TD Bank | 2.474% | 2022 | | Blended P+I | Monthly | 20,267.00 | 1,005.00 | 21,272.00 | Transportation | |
| 2013 Mill of Kintail Bridge | 481,339.49 | 455,169.00 | | 428,035.00 | TD Bank | 3.450% | 2024 | 10 yrs to 2034 | Blended P+I | Monthly | 27,134.00 | 15,272.00 | 42,406.00 | Transportation | |
| 2013 Fire Truck | 133,564.40 | 107,900.00 | | 81,473.00 | TD Bank | 2.910% | 2023 | | Blended P+I | Monthly | 26,427.00 | 2,769.00 | 29,196.00 | Fire Dept. | |
| 2013 Sidewalk Plow | 59,124.86 | 47,763.00 | | 36,064.00 | TD Bank | 2.910% | 2023 | | Blended P+I | Monthly | 11,699.00 | 1,226.00 | 12,925.00 | Transportation | |
| 2014 Grader | 155,280.58 | 125,473.00 | | 94,879.00 | TD Bank | 2.910% | 2023 | | Blended P+I | Monthly | 30,594.00 | 3,215.00 | 33,809.00 | Transportation | |
| Bridges (Con 6D & Con9) | 867,741.71 | 825,451.00 | | 781,934.00 | TD Bank | 2.860% | 2026 | 10 years to 2036 | Blended P+I | Monthly | 43,517.00 | 23,038.00 | 66,555.00 | Transportation | |
| 2016 Fire Truck | 122,456.83 | 106,669.00 | | 90,474.00 | BMO | 2.550% | 2027 | | Blended P+I | Monthly | 16,195.00 | 2,534.00 | 18,729.00 | Fire Dept. | |
| 2016 Plow Truck | 168,524.06 | 146,801.00 | | 124,518.00 | BMO | 2.550% | 2027 | | Blended P+I | Monthly | 22,283.00 | 3,487.00 | 25,770.00 | Transportation | |
| Nugent Bridge | 760,605.47 | 729,848.00 | | 698,058.00 | BMO | 3.310% | 2028 | 10 years to 2038 | Blended P+I | Monthly | 31,790.00 | 23,739.00 | 55,529.00 | Transportation | |
| 2017 Fire Truck | 257,631.69 | 228,583.00 | | 198,705.00 | TD Bank | 2.780% | 2027 | | Blended P+I | Monthly | 29,878.00 | 6,031.00 | 35,909.00 | Fire Dept. | |
| 2017 Loader | 289,125.10 | 256,367.00 | | 222,675.00 | TD Bank | 2.780% | 2027 | | Blended P+I | Monthly | 33,692.00 | 6,801.00 | 40,493.00 | Transportation | |
| 2017 Arena Roof | 244,340.54 | 234,433.00 | | 224,192.00 | BMO | 3.310% | 2028 | 10 years to 2038 | Blended P+I | Monthly | 10,241.00 | 7,647.00 | 17,888.00 | Parks & Rec | |
| 2018 Ice Resurfacer | 69,902.68 | 63,040.00 | | 55,931.00 | TD Bank | 3.430% | 2028 | | Blended P+I | Monthly | 7,109.00 | 2,042.00 | 9,151.00 | Parks & Rec | |
| 2017 Gemmill Park | 489,705.96 | 470,797.00 | | 451,275.00 | TD Bank | 2.990% | 2029 | 10 years to 2039 | Blended P+I | Monthly | 19,522.00 | 13,773.00 | 33,295.00 | Parks & Rec | |
| 2017 Pakenham Library Expansion | 155,947.07 | 149,655.00 | | 143,151.00 | BMO | 3.310% | 2028 | 10 years to 2038 | Blended P+I | Monthly | 6,504.00 | 4,856.00 | 11,360.00 | Library | |
| 2018 Fire Truck Unit #550 | 184,377.23 | 166,214.00 | | 147,401.00 | TD Bank | 3.430% | 2028 | | Blended P+I | Monthly | 18,813.00 | 5,405.00 | 24,218.00 | Fire Dept. | |
| 2018 Bridges and Culverts | 2,901,558.95 | 2,789,220.00 | | 2,673,234.00 | TD Bank | 2.990% | 2029 | 10 years to 2039 | Blended P+I | Monthly | 115,986.00 | 81,829.00 | 197,815.00 | Transportation | |
| 2018 Backhoes | 260,081.09 | 234,469.00 | | 207,939.00 | TD Bank | 3.430% | 2028 | | Blended P+I | Monthly | 26,530.00 | 7,622.00 | 34,152.00 | Transportation | |
| 2018 Grader | 335,124.93 | 302,063.00 | | 267,817.00 | TD Bank | 3.430% | 2028 | | Blended P+I | Monthly | 34,246.00 | 9,839.00 | 44,085.00 | Transportation | |
| 2018 Downtown Renewal 50% | | 169,056.00 | | 163,112.00 | | | | | | Estimate only | 5,944.00 | 6,507.00 | 12,451.00 | Transportation | |
| 2018 Ramsay Garage Renovations | 200,437.76 | 192,652.00 | | 184,613.00 | TD Bank | 2.990% | 2029 | 10 years to 2039 | Blended P+I | Monthly | 8,039.00 | 5,671.00 | 13,710.00 | Transportation | |
| 2018 Dasherboard Replacement | | 704,460.00 | | 675,109.00 | TD Bank | 2.417% | 2030 | 10 years to 2040 | Blended P+I | Monthly | 29,351.00 | 16,760.00 | 46,111.00 | Parks & Rec | |
| Business Park 2020/2021-Roads | - | - | 961,055.00 | 961,055.00 | | | | | | | - | - | - | Transp. Starts in 2022 | |
| Perth/Country/Bridge Sts.-Loan #1 (W&S) | 18,669.06 | 16,127.00 | | 13,506.00 | RBC | 3.10% | 2026 | | Blended P+I | Monthly | 2,621.00 | 474.00 | 3,095.00 | W&S | |
| Perth/Country/Bridge Sts.-Loan #2 (W&S) | 18,385.97 | 11,446.00 | | 4,506.00 | OSIFA | 4.63% | 2022 | | Blended P+I | Semi-Annual | 6,940.00 | 427.00 | 7,367.00 | W&S | |
| WWTP | 7,055,260.68 | 6,884,350.00 | | 6,706,308.00 | OSIFA | 4.13% | 2044 | | Blended P+I | Semi-Annual | 178,042.00 | 282,504.00 | 460,546.00 | W&S | |
| 2016 Scada Equipt | 155,384.22 | 135,275.00 | | 114,647.00 | BMO | 2.550% | 2027 | | Blended P+I | Monthly | 20,628.00 | 3,228.00 | 23,856.00 | W&S | |
| 2018 Downtown Renewal 50% | | 169,056.00 | | 163,112.00 | | | | | | Estimate only | 5,944.00 | 6,507.00 | 12,451.00 | W&S | |
| W&S Capital | | 395,656.00 | | 379,254.00 | TD Bank | 2.417% | 2030 | 10 years to 2040 | Blended P+I | Monthly | 16,402.00 | 9,366.00 | 25,768.00 | W&S | |
| Victoria St. W&S | | 1,865,931.00 | | 1,788,361.00 | TD Bank | 2.417% | 2030 | 10 years to 2040 | Blended P+I | Monthly | 77,570.00 | 44,295.00 | 121,865.00 | W&S | |
| Water Storage | | 2,930,000.00 | | 2,930,000.00 | | | | | | | | | - | W&S start 2022 | |
| Business Park 2020/2021-W&S | | | 340,335.00 | 340,335.00 | | | | | | | - | - | - | W&S start 2022 | |
| Total | 19,355,100.93 | 24,338,257.00 | 1,301,390.00 | 24,205,514.00 | | | | | | | 1,434,133.00 | 696,416.00 | 2,130,549.00 | | |

| | Total LTD | 2021 | | |
|----------------------------------|----------------------|---------------------|-------------------------|--|
| Summary: | Dec 31/21 | Debt Payments | | |
| | (estimated) | (estimated) | | |
| | | | | |
| Administration | 1,646,764.00 | 257,073.00 | | |
| Parks & Recreation | 2,050,105.00 | 212,958.00 | | |
| Transportation | 7,292,707.00 | 755,661.00 | | |
| Fire Department | 610,007.00 | 193,895.00 | | |
| Community & Economic Development | 22,751.00 | 44,654.00 | | |
| Library | 143,151.00 | 11,360.00 | | |
| Water and Sewer | 12,386,145.00 | 654,948.00 | | |
| Subtotal | 24,151,630.00 | 2,130,549.00 | | |
| Tile Drainage | 11,529.00 | 3,628.00 | Paid by property owners | |
| Total | 24,163,159.00 | 2,134,177.00 | | |
| | | | | |

RESERVES:

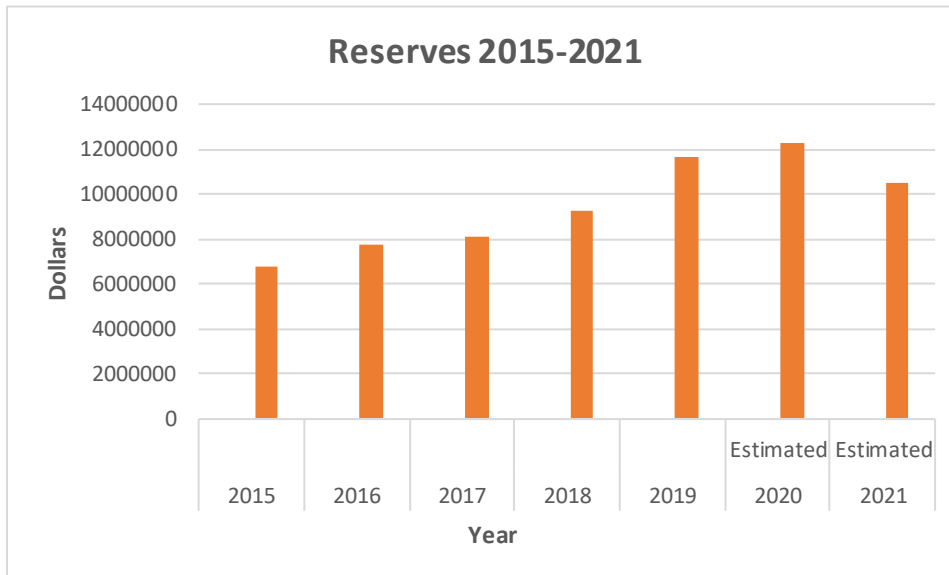
Reserve balances fluctuate annually depending on the availability of funds in the annual budget to build up the reserve and then conversely the use of reserves annually for projects that funds were set aside for.

In 2020, several projects were delayed or postponed as a result of Covid 19 closures and restrictions. Funding for these projects will be placed into reserves at the end of 2020 and used in 2021.

Reserves are used to plan for future capital replacement needs to try and smooth out tax rate and user fee changes so that large spikes do not occur in years where large capital improvements or replacements are required. A common practice of the Municipality is to “borrow” funds from reserves to complete a project that is larger in value to avoid external debt financing and as a mechanism to protect the reserve balance in the long term because the amount will be repaid back to reserves over a number of years.

If reserves are depleted in any budget year, then there will be limited funds available in another year to complete required work. This would then equate to a very large increase in taxation or user fees.

Reserves are also needed to address emergency situations that may arise from time to time. 2015-2021 reserves **including water and sewer** are depicted as follows:



The next chart includes additions to and the use of reserves for internally financed projects as follows:

| | | | | | | | | |
|---|------------------------|-------------------|-----------------|------------------|-------------------|-------------------------|----------------------|--|
| Municipality of Mississippi Mills | | | | | | | | |
| Internally financed projects from Reserves | | | | | | | | |
| Included in 2021 budget: | | | | | | | | |
| | | | | | | Prjoected | | |
| | Original Amount | # of years | 1st year | last year | 2021 Total | Bal at Dec 31/21 | | |
| | | | | | | | | |
| Fire Department: | | | | | | | | |
| 2016 Truck | 43,680 | 5 | 2017 | 2021 | 8,736 | - | | |
| 2017 Chief's Car | 38,535 | 5 | 2018 | 2022 | 7,707 | 7,707 | | |
| 2017 Commercial Washer/Dryer | 30,898 | 5 | 2018 | 2022 | 6,180 | 6,180 | | |
| | 113,113 | | | | 22,623 | 13,887 | | |
| | | | | | | | | |
| Building Department: | | | | | | | | |
| 2017 Vehicle | 30,000 | 5 | 2018 | 2022 | 6,000 | 6,000 | | |
| | 30,000 | | 2,018 | 2,022 | 6,000 | 6,000 | | |
| | | | | | | | | |
| Transportation: | | | | | | | | |
| 1/2 ton Truck | 33,630 | 5 | 2017 | 2021 | 6,726 | - | | |
| 3/4 Ton Truck | 35,000 | 5 | 2019 | 2023 | 7,000 | 14,000 | | |
| Boom Flail | 17,300 | 5 | 2017 | 2021 | 3,460 | - | | |
| Steamer Unit | 11,690 | 5 | 2017 | 2021 | 2,338 | - | | |
| Steamer Unit-Pak | 13,850 | 5 | 2018 | 2022 | 2,770 | 2,770 | | |
| 2017 Truck | 36,321 | 5 | 2018 | 2022 | 7,264 | 7,264 | | |
| LED Streetlights | 283,240 | 10 | 2019 | 2027 | 28,324 | 198,268 | | |
| Sidewalk Plow (balance) | 34,515 | 5 | 2018 | 2022 | 6,903 | 6,903 | | |
| Shaw Bridge | 200,693 | 10 | 2020 | 2029 | 20,070 | 160,623 | | |
| 1/2 ton Truck | 32,000 | 5 | 2020 | 2024 | 6,400 | 20,200 | | |
| Fire Truck Conversion to Plow Truck | 205,000 | 10 | 2021 | 2030 | 20,500 | 184,500 | | |
| | 903,239 | | | | 111,755 | 594,528 | | |
| | | | | | | | | |
| Parks & Recreation: | | | | | | | | |
| SCC project | 121,000 | 10 | 2014 | 2023 | 12,100 | 36,300 | | |
| Condenser-ACC | 52,036 | 5 | 2016 | 2020 | 10,407 | - | | |
| Lawn Mowing Equipment | 73,100 | 5 | 2017 | 2021 | 14,620 | 14,620 | | |
| Humidifier-SCC | 57,480 | 5 | 2017 | 2021 | 11,496 | 11,496 | | |
| 1/2 ton Truck | 33,050 | 5 | 2017 | 2021 | 6,610 | 6,610 | | |
| Score Clock | 8,865 | | 2020 | | 1,865 | | Paid \$7,000 in 2020 | |
| Lawn Mowing Equipment | 28,315 | 5 | 2020 | 2024 | 5,330 | 15,985 | | |
| | 373,846 | | | | 62,428 | 85,011 | | |
| | | | | | | | | |
| CEDC: | | | | | | | | |
| | | | | | | | | |
| Total | 1,420,198 | | | | 202,806 | 699,426 | | |
| | | | | | | | | |
| | | | | | | Prjoected | | |
| | Original Amount | # of years | 1st year | last year | 2021 Total | Bal at Dec 31/21 | | |
| | | | | | | | | |
| Water and Sewer | | | | | | | | |
| Water Tower | 385,000 | 10 | 2014 | 2023 | 38,500 | 92,985 | | |
| Church St. | 325,600 | 10 | 2018 | 2022 | 32,560 | 32,560 | | |
| Victoria St. | 127,800 | 10 | 2019 | 2028 | 12,780 | 89,460 | | |
| SCADA Equipment | 170,000 | 10 | 2019 | 2028 | 17,000 | 119,000 | | |
| Menzie St. | 212,000 | 10 | 2019 | 2028 | 21,200 | 148,400 | | |
| Ottawa/Honeybourne Looping | 265,394 | 10 | 2020 | 2029 | 26,200 | 209,626 | | |
| Total (rate based) | 1,485,794 | | | | 148,240 | 692,031 | | |
| | | | | | | | | |
| Total | 2,905,992 | | | | 351,046 | 1,391,457 | | |

The 2021 budget also proposes “borrowing” from reserves for capital projects that will start to be repaid back to reserves in 2022:

| Projects included in 2021 Budget for internal financing | | | | | |
|---|-----------------|------------|----------|-----------|---------------|
| Tax Based: | Original Amount | # of years | 1st year | last year | 2022 Total |
| Plow Truck | 178,250 | 10 | 2022 | 2031 | 17,825 |
| Electronic Sign | 50,000 | 5 | 2022 | 2026 | 10,000 |
| Total | 228,250 | | | | 27,825 |
| Water and Sewer: | | | | | |
| Sanitary Sewer Repairs | 230,976 | 10 | 2022 | 2031 | 23,097 |
| WWTP Turbo Blower 3 Replacement | 120,000 | 10 | 2022 | 2031 | 12,000 |
| | 350,976 | | | | 35,097 |
| Total | 579,226 | | | | 62,922 |

Municipal reserves are made up of multiple departmental reserves, some of which are restricted in their use. For example, contributions from the waste management budgets, the building department, water and sewer and septage come from user fees and not taxes and therefore should not be used to pay for items that would normally be funded from taxation. Similarly, policing reserves should only be used for policing matters to help address changes to the annual contract and winter control reserves are meant to be used in years where winter control is over budget because of a bad winter season.

The reserve balances at December 31, 2019 is \$11,719,067 and 2021 is estimated at \$10,476,973:

Due to Covid 19, many capital projects were not able to proceed in 2020 or were incomplete at year end so funding is estimated to transfer to reserves for completion in 2021.

| MUNICIPALITY OF MISSISSIPPI MILLS | | | | | | | | | | |
|---|---------------------|---------------------|----------------------|--|---------------------|-----------------------|----------------------|-------------------|-----------------------|----------------------|
| CONTINUITY OF RESERVE SCHEDULE | | | | | | | | | | |
| TO DECEMBER 31, 2019 (and projected to Dec 31/21) | | | | | | | | | | |
| | | | | | | | | | | |
| | Stabilization | Tax Supported | Program | Dec 31/19 | | | Projected | Projected | Projected | Projected |
| | Reserves | Reserves | Reserves | Total | Tsf in 2020 | Tsf out 2020 | Bal at Dec 31/20 | Tsf in 2021 | Tsf out 2021 | Bal at Dec 31/21 |
| Working Capital | 1,100,000.00 | | | 1,100,000.00 | | | 1,100,000.00 | | | 1,100,000.00 |
| Capital | | 1,233,512.34 | | 1,233,512.34 | 395,941.00 | (205,000.00) | 1,424,453.34 | 404,306.00 | (325,000.00) | 1,503,759.34 |
| Live Streaming | | | 25,000.00 | 25,000.00 | | (25,000.00) | - | | | - |
| Operational Review | | | 6,639.26 | 6,639.26 | | | 6,639.26 | | | 6,639.26 |
| Election | | | 15,000.00 | 15,000.00 | 15,000.00 | | 30,000.00 | 20,000.00 | | 50,000.00 |
| Strategic Plan | | | 10,000.00 | 10,000.00 | | | 10,000.00 | | | 10,000.00 |
| Website | | | 25,000.00 | 25,000.00 | | (25,000.00) | - | | | - |
| Records Management | | | 100,000.00 | 100,000.00 | | (25,000.00) | 75,000.00 | | (37,500.00) | 37,500.00 |
| Heritage | | | 22,923.30 | 22,923.30 | | | 22,923.30 | | | 22,923.30 |
| Pound Costs | | | 11,000.00 | 11,000.00 | | | 11,000.00 | | | 11,000.00 |
| Facility Manager/H&S | | | 1,600.00 | 1,600.00 | | | 1,600.00 | | | 1,600.00 |
| Asset Management | | | 6,800.00 | 6,800.00 | | (6,800.00) | - | | | - |
| Contingency | | 287,726.83 | | 287,726.83 | 25,000.00 | | 312,726.83 | 25,000.00 | | 337,726.83 |
| Admin. Building | | 167,607.17 | | 167,607.17 | 59,500.00 | | 227,107.17 | 10,000.00 | (172,500.00) | 64,607.17 |
| Policing | | | 225,994.59 | 225,994.59 | | (29,000.00) | 196,994.59 | | (30,000.00) | 166,994.59 |
| Building Dept. | | | 646,564.71 | 646,564.71 | 19,994.00 | | 666,558.71 | 29,501.00 | (35,000.00) | 661,059.71 |
| Accessibility | | 1,669.71 | | 1,669.71 | | | 1,669.71 | | | 1,669.71 |
| Equipmt. Replacement | | 34,288.65 | | 34,288.65 | | | 34,288.65 | | | 34,288.65 |
| Public Works | | 737,096.96 | | 737,096.96 | 206,261.00 | (184,900.00) | 758,457.96 | | (284,261.00) | 474,196.96 |
| Storm/Streetlights | | 53,199.28 | | 53,199.28 | | | 53,199.28 | | | 53,199.28 |
| Active Transportation | | 12,200.00 | | 12,200.00 | | (5,000.00) | 7,200.00 | | | 7,200.00 |
| Winter Control | | | 55,820.00 | 55,820.00 | | | 55,820.00 | | | 55,820.00 |
| Waste Management | | | 1,408,108.35 | 1,408,108.35 | 66,941.00 | | 1,475,049.35 | | (298,000.00) | 1,177,049.35 |
| Septage | | | 280,766.07 | 280,766.07 | 20,000.00 | (4,500.00) | 296,266.07 | | (50,633.00) | 245,633.07 |
| Daycare | | 674,957.61 | | 674,957.61 | 37,175.00 | (98,361.00) | 613,771.61 | | (137,000.00) | 476,771.61 |
| Planning | | 2,159.09 | | 2,159.09 | 95,000.00 | | 97,159.09 | | (95,000.00) | 2,159.09 |
| C&EDC | | 129,707.67 | | 129,707.67 | 17,000.00 | (7,000.00) | 139,707.67 | | (41,000.00) | 98,707.67 |
| Recreation | | 240,091.98 | | 240,091.98 | 27,500.00 | (25,000.00) | 242,591.98 | | (95,700.00) | 146,891.98 |
| Light up the Night | | | 5,717.42 | 5,717.42 | | | 5,717.42 | | | 5,717.42 |
| Ticket Surcharge | | | 13,840.45 | 13,840.45 | | | 13,840.45 | | | 13,840.45 |
| Cash in Lieu-Parkland | | | 85,779.50 | 85,779.50 | | | 85,779.50 | | | 85,779.50 |
| Parking Reserve | | | 55,737.83 | 55,737.83 | | | 55,737.83 | | | 55,737.83 |
| Water & Sewer | | 3,148,721.51 | | 3,148,721.51 | 613,289.00 | (326,435.00) | 3,435,575.51 | 307,569.00 | (902,196.00) | 2,840,948.51 |
| Business Park | | | 685,165.44 | 685,165.44 | | (63,411.00) | 621,754.44 | | (44,654.00) | 577,100.44 |
| Fire Dept. | | 124,268.68 | | 124,268.68 | | | 124,268.68 | | (13,220.00) | 111,048.68 |
| Library | | 81,495.00 | | 81,495.00 | 5,000.00 | (2,500.00) | 83,995.00 | | (47,500.00) | 36,495.00 |
| Ramsay Reserves | | | 2,640.40 | 2,640.40 | | | 2,640.40 | | | 2,640.40 |
| Pakenham Reserves | | | 266.72 | 266.72 | | | 266.72 | | | 266.72 |
| | | | | | | | - | | | |
| Total Dec 31 | 1,100,000.00 | 6,928,702.48 | 3,690,364.04 | 11,719,066.52 | 1,603,601.00 | (1,032,907.00) | 12,289,760.52 | 796,376.00 | (2,609,164.00) | 10,476,972.52 |
| Summary | | | | | | | | | | |
| Working Capital | | | 1,100,000.00 | Reserve is restricted to offset tax arrears | | | | | | |
| Capital | | | 3,036,964.69 | Reserve is further restricted to projects noted above | | | | | | |
| Programs in Operating budget | | | 26,193.01 | Reserve is for Heritage and Facility Manager/H&S | | | | | | |
| Contingency | | | 337,726.83 | Reserve is for emergencies | | | | | | |
| Police | | | 166,994.59 | Reserve is used to offset increases in contract | | | | | | |
| Waste Management | | | 1,177,049.35 | Reserve is from user fees to offset waste management needs | | | | | | |
| Septage | | | 245,633.07 | Reserve is from Septage fees to offset septage needs | | | | | | |
| Winter Control | | | 55,820.00 | Reserve is to offset deficits in winter control area of budget | | | | | | |
| Ramsay | | | 2,640.40 | Reserve is for museums capital projects | | | | | | |
| Pakenham | | | 266.72 | Reserve is for recreation in Pakenham ward | | | | | | |
| Business Park | | | 577,100.44 | Reserve is to offset debt on park and to plan for next phase | | | | | | |
| Ticket Surcharge | | | 13,840.45 | Reserve is to offset auditorium improvements at Almonte Old Town Hall | | | | | | |
| Cash in Lieu-Parkland | | | 85,779.50 | Reserve is to be used for parkland/recreation trail development | | | | | | |
| Parking | | | 55,737.83 | Reserve is available to address parking related matters | | | | | | |
| Election | | | 50,000.00 | Reserve is being built up to offset the 2022 election | | | | | | |
| Records Management | | | 37,500.00 | Reserve is to offset electronic storage of records | | | | | | |
| Building Dept | | | 661,059.71 | Reserve is from building department revenues and can only be applied to building | | | | | | |
| Light Up the Night | | | 5,717.42 | Reserve is used to offset this event | | | | | | |
| Water and Sewer | | | 2,840,948.51 | Reserve is from water & sewer rates for capital projects | | | | | | |
| | | | 10,476,972.52 | | | | | | | |

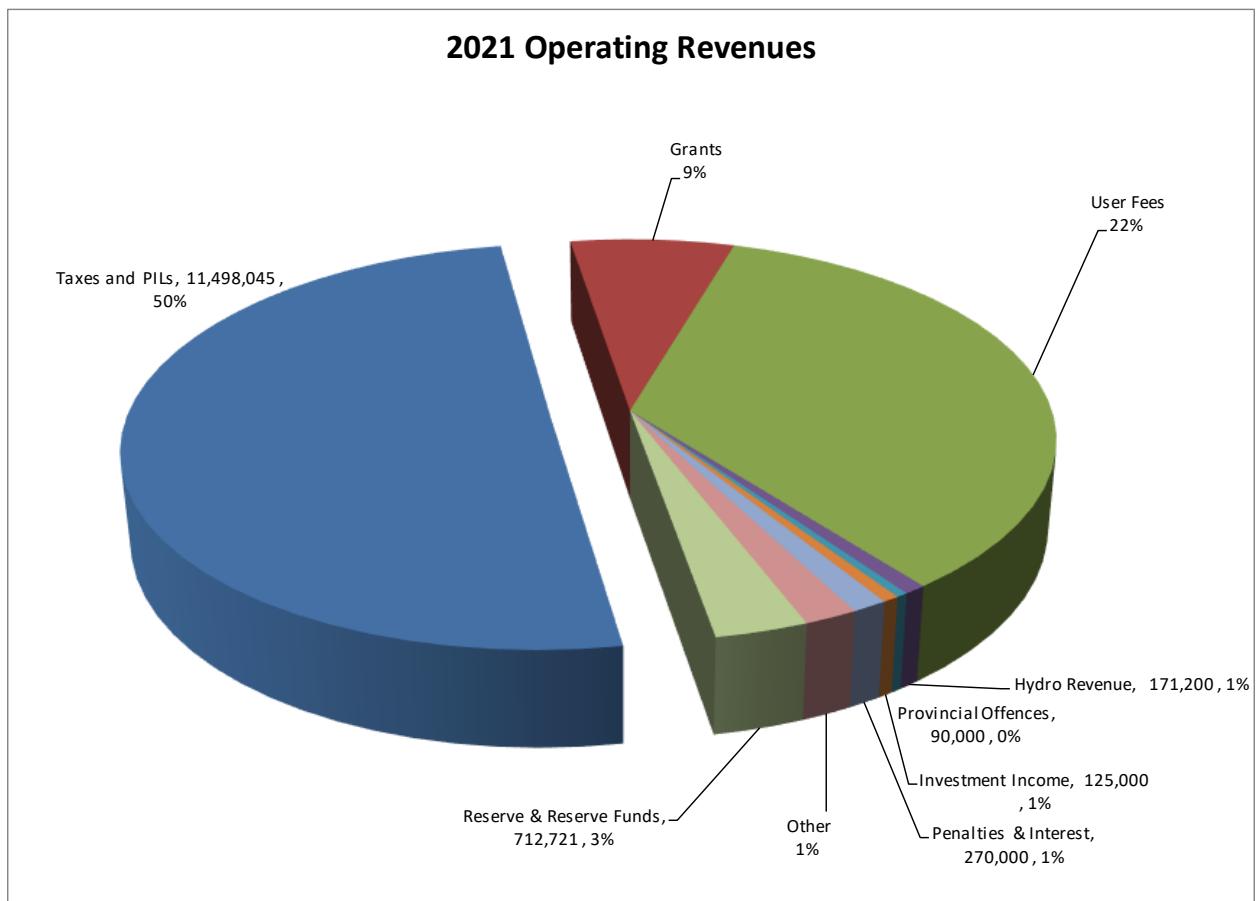
With an estimated capital reserve balance at the end of 2021 of \$3 million and a future replacement cost of all municipal infrastructure conservatively estimated at \$170 million, the Municipality is projected to have 1.8% of the cost of capital up front by the end of 2021. This means that when capital replacement is needed in the future, some other funding source will be required and will likely depend on tax and user fee increases. It is important that the Municipality consider increasing the reserve balance in anticipation of future capital needs.

REVENUE

The Municipality has a number of revenue sources in addition to taxation that helps pay for the cost of programs and services. For example, the waste management charge covers the full cost of providing waste management services. Likewise, water and sewer, and septage fees pay the full cost of the service and building permit fees cover the full costs of the department and are not paid for through the tax levy.

Development charges help pay for expenditures required as a result of growth and grants and other user fees are available in addition to general licenses and permits. The Municipality also collects interest on its investments and penalties and interest on overdue water and taxes.

Revenues are typically shown in the budget document with a negative sign in front of the figure.



| | REVENUES 2021 Budget | | | | | | | | | |
|--------|--|-----------------|-----------------|--------------|--------|--------------------------|-----------------|-----------------|-----------------|-----------------|
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual (To Aug 31/20) | Actual | Actual | Actual | Actual |
| | Taxation | | | | | | | | | |
| 1 | Taxes-Town | - 11,303,995.00 | - 10,978,685.00 | - 325,310.00 | 3% | - 10,817,886.37 | - 10,653,355.24 | - 10,022,725.09 | - 9,439,020.64 | - 8,770,729.40 |
| 2 | Taxes-County | - 7,668,045.00 | - 7,517,690.00 | - 150,355.00 | 2% | - 7,688,829.74 | - 7,545,330.60 | - 7,173,120.22 | - 6,993,413.77 | - 6,644,761.79 |
| 3 | Taxes-Schools | - 4,100,000.00 | - 4,100,000.00 | - | 0% | - 4,042,714.75 | - 4,100,251.26 | - 4,091,880.70 | - 4,122,533.82 | - 4,205,115.11 |
| | Total | - 23,072,040.00 | - 22,596,375.00 | - 475,665.00 | 2% | - 22,549,430.86 | - 22,298,937.10 | - 21,287,726.01 | - 20,554,968.23 | - 19,620,606.30 |
| | Federal Grants | | | | | | | | | |
| 4 | Federal Gas Tax Revenue | | - | - | | | | | | |
| 5 | Federal Grants-Students | | - | - | | | - 8,400.00 | | - | - 1,577.00 |
| | Total | - | - | - | - | | - | - 8,400.00 | - | - 1,577.00 |
| | Provincial Grants | | | | | | | | | |
| 6 | Prov Grant-Administration (Power Dam) | - 47,000.00 | - 47,000.00 | - | 0% | - 46,667.79 | - 46,667.79 | - 46,667.79 | - 46,667.79 | - 75,641.01 |
| 7 | Prov Grant-OMPF | - 890,600.00 | - 890,600.00 | - | 0% | - 667,950.00 | - 863,300.00 | - 848,200.00 | - 815,900.00 | - 811,300.00 |
| 8 | Prov Grant-Court Security | - 9,900.00 | - 9,900.00 | - | 0% | - 14,749.52 | - 22,915.63 | - 26,198.79 | - 20,277.60 | - 13,258.52 |
| 9 | Prov Grant-Livestock | - 4,000.00 | - 4,000.00 | - | 0% | - 2,315.58 | - 9,464.70 | - 11,499.35 | - 9,099.40 | - 21,592.00 |
| 10 | Prov Grant-Drainage Superintendent | - 750.00 | - 750.00 | - | 0% | - | - 1,455.73 | - 1,134.73 | - 962.85 | - 1,508.98 |
| | Total | - 952,250.00 | - 952,250.00 | - | 0% | - 731,682.89 | - 943,803.85 | - 933,700.66 | - 892,907.64 | - 923,300.51 |
| | | | | | | | | | | |
| 11 | County Road Maintenance | - 27,780.00 | - 27,780.00 | - | 0% | - 18,519.92 | - 27,363.48 | - 26,887.76 | - 26,438.60 | - 26,073.14 |
| | Fees & Service Charges | | | | | | | | | |
| 12 | Administration Fees (Tax certificates, NSF fees) | - 13,500.00 | - 13,500.00 | - | 0% | - 8,782.50 | - 15,180.60 | - 14,307.20 | - 16,218.00 | - 13,074.90 |
| 13 | Fire Fees | - 10,000.00 | - 10,000.00 | - | 0% | - 11,775.42 | - 12,528.71 | - 35,430.60 | - 9,198.53 | - 53,899.42 |
| 14 | Roadway and Other PW Fees | - 5,500.00 | - 5,500.00 | - | 0% | - 4,696.74 | - 5,300.90 | - 5,394.73 | - 3,915.00 | - 5,393.76 |
| 15 | Planning Fees | - 120,000.00 | - 110,000.00 | - 10,000.00 | 9% | - 149,798.00 | - 162,854.01 | - 82,050.00 | - 90,150.00 | - 108,806.99 |
| 16 | Tile Drainage Fees | - 3,628.00 | - 4,688.00 | - 1,060.00 | -23% | - 4,687.45 | - 13,709.08 | - 13,709.08 | - 13,709.08 | - 14,918.30 |
| 17 | Police-Other (False Alarms) | - 600.00 | - 600.00 | - | 0% | - | - 600.00 | - 600.00 | - 1,402.50 | - 1,600.00 |
| 18 | Wedding Fees | - | - | - | 0% | - | - | - 1,600.00 | - 4,750.00 | - 5,000.00 |
| | Total | - 153,228.00 | - 144,288.00 | - 8,940.00 | -14% | - 179,740.11 | - 210,173.30 | - 153,091.61 | - 139,343.11 | - 202,693.37 |

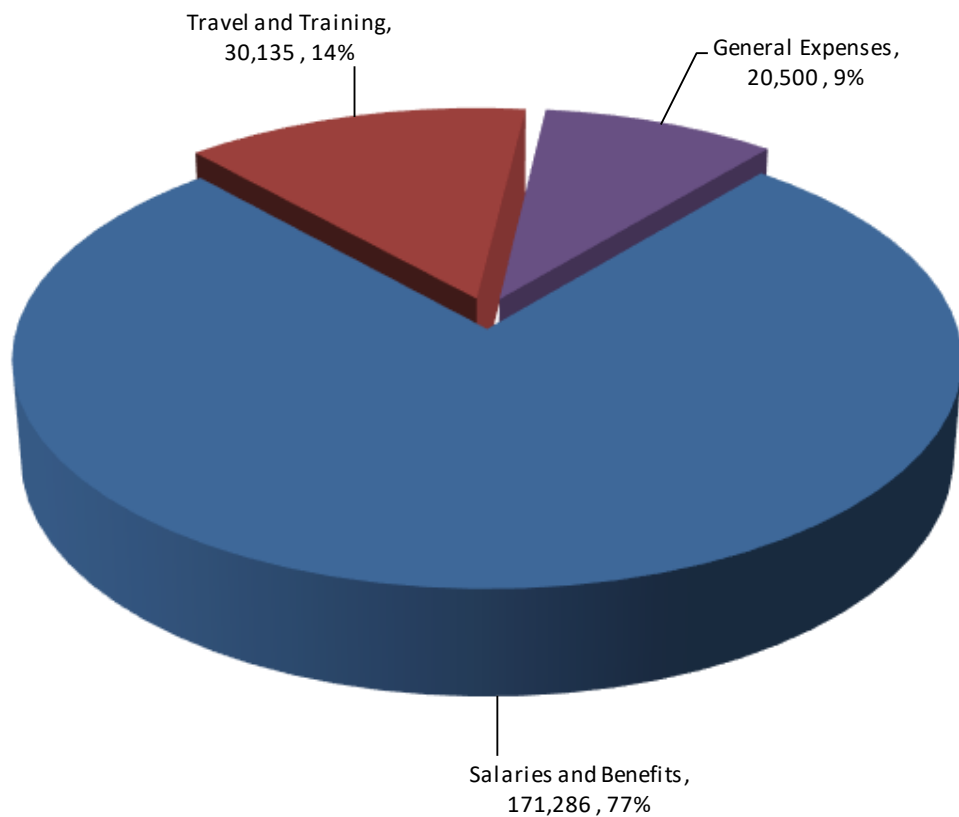
| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|---|------------------------|------------------------|---------------------|-------------|----------------------------------|------------------------|------------------------|------------------------|------------------------|
| | Payments in Lieu of taxes | | | | | | | | | |
| 19 | PIL-Town | - 194,050.00 | - 194,220.00 | 170.00 | 0% | - 178,923.72 | - 192,427.86 | - 192,078.10 | - 199,088.32 | - 195,260.96 |
| 20 | PIL-County | - 71,365.00 | - 69,830.00 | 1,535.00 | 2% | - 62,722.12 | - 70,836.78 | - 69,390.32 | - 70,733.60 | - 67,017.61 |
| 21 | PIL-Schools | - 1,935.00 | - 1,925.00 | 10.00 | 1% | - 1,011.65 | - 1,985.72 | - 1,942.19 | - 1,884.43 | - 109.04 |
| | Total | - 267,350.00 | - 265,975.00 | 1,375.00 | 1% | - 242,657.49 | - 265,250.36 | - 263,410.61 | - 271,706.35 | - 262,387.61 |
| | Other Revenue | | | | | | | | | |
| 22 | Trade Licence | - 7,000.00 | - 7,000.00 | - | 0% | - 6,950.00 | - 7,150.00 | - 6,963.00 | - 7,350.00 | - 8,325.00 |
| 23 | Dog Tags | - 7,500.00 | - 7,500.00 | - | 0% | - 6,100.00 | - 7,200.00 | - 7,960.00 | - 8,435.00 | - 8,880.00 |
| 24 | Other Licences & Permits (Marriage Licences) | - 15,000.00 | - 15,000.00 | - | 0% | - 4,290.02 | - 16,048.79 | - 17,102.22 | - 14,261.01 | - 15,907.61 |
| 25 | Rental Revenue (Municipal Facilities) | - 65,000.00 | - 65,000.00 | - | 0% | - 25,395.85 | - 65,003.25 | - 74,776.93 | - 48,783.21 | - 56,345.04 |
| 26 | Fines-Parking | - 8,500.00 | - 8,500.00 | - | 0% | - 5,020.00 | - 10,191.55 | - 9,358.25 | - 12,985.80 | - 9,361.28 |
| 27 | Cash in Lieu-Parking | | | - | | | - 36,000.00 | | | - 17,480.00 |
| 28 | Cash in Lieu of Parkland | | | - | | - 40,009.75 | - 6,500.00 | - 6,827.00 | - 30,060.00 | |
| 29 | Provincial Offences Revenue | - 90,000.00 | - 90,000.00 | - | 0% | - 20,308.83 | - 73,441.37 | - 122,643.18 | - 84,539.88 | - 54,285.82 |
| 30 | Ticket Surcharge-AOTH | | - | - | #DIV/0! | - 1,262.07 | - 7,152.52 | - 7,933.55 | - 7,016.12 | - 6,053.18 |
| 31 | Penalty & Interest-Current Taxes | - 100,000.00 | - 100,000.00 | - | 0% | - 40,232.09 | - 99,805.43 | - 100,294.01 | - 100,972.89 | - 108,165.89 |
| 32 | Penalty & Interest-Tax Arrears | - 145,000.00 | - 145,000.00 | - | 0% | - 99,563.52 | - 116,110.23 | - 141,512.86 | - 137,114.22 | - 171,873.59 |
| 33 | Interest on Overdue Accounts-Gen. | | | - | | | | | - 1,903.55 | - 10.40 |
| 34 | Interest Income-Investments | - 90,000.00 | - 90,000.00 | - | 0% | - 130,261.97 | - 157,777.22 | - 82,618.80 | - 55,997.22 | - 61,225.22 |
| 35 | Sale of Land | | | - | | | - 92,227.63 | - 597,356.59 | - 335,576.84 | - |
| 36 | Sale of Equipment | | | - | | - | | - 4,000.00 | - 21,130.67 | |
| 37 | Sale of Books, Maps | | | - | | - 80.86 | - 397.34 | - 1,682.30 | - 1,615.67 | - 1,411.20 |
| 38 | Other Revenue (Hydro Revenue) | - 93,885.00 | - 167,044.00 | 73,159.00 | -44% | - 267,533.09 | - 510,524.06 | - 312,934.99 | - 324,340.62 | - 287,223.63 |
| 39 | Transfer from Reserves | - 140,704.00 | - 75,624.00 | 65,080.00 | 86% | - | - 83,624.00 | - 383,321.90 | - 96,058.67 | - 199,075.00 |
| 40 | Transfer from Reserve Fund (Development Charge) | - 95,870.00 | - 95,870.00 | - | 0% | - | - 99,240.00 | - 89,800.00 | - 89,800.00 | - 89,800.00 |
| | Total | - 858,459.00 | - 866,538.00 | 8,079.00 | -1% | - 647,008.05 | - 1,388,393.39 | - 1,967,085.58 | - 1,377,941.37 | - 1,095,422.86 |
| | Total Revenue | - 25,331,107.00 | - 24,853,206.00 | - 477,901.00 | 2% | - 24,369,039.32 | - 25,133,921.48 | - 24,640,302.23 | - 23,263,305.30 | - 22,132,060.79 |

COUNCIL

The Municipality is governed by an elected Council comprised of 7 members; Mayor, Deputy Mayor, and 5 Councillors (2 Almonte Ward, 2 Ramsay Ward and 1 Pakenham Ward). Each Council term is four (4) years.

All members of Council meet twice a month at Committee of the Whole and Council meetings. Committee of the Whole meetings are intended to be a less formal forum for discussion and analysis of issues. Committee of the Whole does not have the authority to authorize final actions and decisions, instead it reviews and gathers information and formulates a recommendation that is then provided to Council for a decision. Both Committee of the Whole and Council meetings are open to the public and attendance is welcome.

2021 Council Operating Budget



Municipality of Mississippi Mills 2021 Budget Summary

Council

| | A | B | C | D=B+C | E= C/B | |
|------------------------------|-------------|-----------------|----------------|------------------|---------------------------|---------------------------------|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salares & Bene | 163,327 | 171,286 | | 171,286 | 0.00% | |
| Travel & Training | 20,029 | 30,000 | 135 | 30,135 | 0.45% | |
| Materials & Contracts | - | | | - | | |
| General Operating Expenses | 12,715 | 15,500 | 5,000 | 20,500 | 32.26% | Increase for Mayor support-ROMA |
| Community Grants | - | - | | - | | |
| Fuel & Oil | - | - | | - | | |
| M&R (facilities, fleet etc.) | - | - | | - | | |
| Utilities | - | - | | - | | |
| Insurance | - | - | | - | | |
| | | | | - | | |
| | | | | - | | |
| Transfers to Reserves | - | - | | - | | |
| Debt Repayments | - | - | | - | | |
| Capital Expenditures | - | - | | - | | See capital budget |
| Total Expenditures | 196,071 | 216,786 | 5,135 | 221,921 | 2.37% | |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | | | | | | |
| Other Fees & Charges | | | | | | |
| | | | | | | |
| Transfer from Reserves | | | | | | |
| Transfer from DCs | | | | | | |
| Total Revenues | - | - | - | - | | |
| | | | | | | |
| Net Levy | 196,071 | 216,786 | 5,135 | 221,921 | 2.37% | |

| | | | | | | | | | | |
|---------------|---------------------------|-------------------|-------------------|-----------------|---------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | COUNCIL | | | | | | | | | |
| | 2021 Budget | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | | | | | | | | | | |
| 1 | Remuneration & Benefits | 171,286.00 | 171,286.00 | - | 0% | 103,615.07 | 163,327.41 | 206,711.07 | 209,006.73 | 200,415.65 |
| 2 | Other M & S | 12,000.00 | 7,000.00 | 5,000.00 | 71% | 1,977.57 | 5,730.94 | 6,714.24 | 4,923.38 | 4,652.62 |
| 3 | Telephone | 2,500.00 | 2,500.00 | - | 0% | 1,284.29 | 1,570.23 | 6,452.97 | 2,113.00 | 2,835.66 |
| 4 | Travelling Expense | 4,500.00 | 4,500.00 | - | 0% | 200.54 | 3,382.91 | 4,914.66 | 6,543.11 | 5,863.19 |
| 5 | Association & Convention | 21,000.00 | 21,000.00 | - | 0% | 60.00 | 12,319.97 | 13,106.37 | 18,517.90 | 12,216.50 |
| 6 | Memberships | 4,635.00 | 4,500.00 | 135.00 | 3% | 4,522.21 | 4,325.89 | 4,158.51 | 3,995.17 | 3,862.69 |
| 7 | Receptions | 6,000.00 | 6,000.00 | - | 0% | - | 5,414.14 | 5,719.07 | 6,165.25 | 5,684.25 |
| 8 | Capital Expenditure | - | - | - | #DIV/0! | | | | | - |
| 9 | To Reserves | | | - | | | | 25,000.00 | | 2,500.00 |
| | Total Expenditures | 221,921.00 | 216,786.00 | 5,135.00 | 2.37% | 111,659.68 | 196,071.49 | 272,776.89 | 251,264.54 | 238,030.56 |
| | | | | | | | | | | |
| | | | | | | | | | | |

COUNCIL BUDGET 2021

REMUNERATION AND BENEFITS \$171,286.00

FOR MAYOR, DEPUTY MAYOR AND 5 COUNCILLORS

OTHER M & S \$12,000.00

| | | |
|--------------------|----|--------------------|
| MEALS FOR MEETINGS | \$ | 500.00 |
| MISCELLANEOUS | \$ | 1,000.00 |
| I.E. PLAQUES | | |
| PROMO ITEMS | \$ | 2,000.00 |
| SUPPORT-ROMA | \$ | 5,000.00 |
| BENEFITS PROGRAM | \$ | 3,500.00 |
| | | <u>\$12,000.00</u> |

TELEPHONE \$2,500.00

MAYOR AND DEPUTY MAYOR'S CELL PHONES AND MONTHLY DATA PLANS
FOR TABLETS

TRAVELLING EXPENSES \$4,500.00

TRAVELLING EXPENSES FOR CONFERENCES AND MEETING ATTENDANCE
I.E. MILEAGE, TRAIN FARE ETC.

ASSOCIATION & CONVENTION \$21,000.00

MEAL ALLOWANCE , HOTEL ACCOMMODATION AND REGISTRATIONS
(\$3,000 PER COUNCIL MEMBER)

MEMBERSHIPS \$4,635.00

ANNUAL MEMBERSHIP FOR THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO

RECEPTIONS \$6,000.00

| | | |
|--------------------|----|-------------------|
| BREAKFAST MEETING | \$ | 500.00 |
| CHRISTMAS PARTY | \$ | 4,500.00 |
| TOWN HALL MEETINGS | \$ | 500.00 |
| MISCELLANEOUS | \$ | 500.00 |
| | | <u>\$6,000.00</u> |

ADMINISTRATION

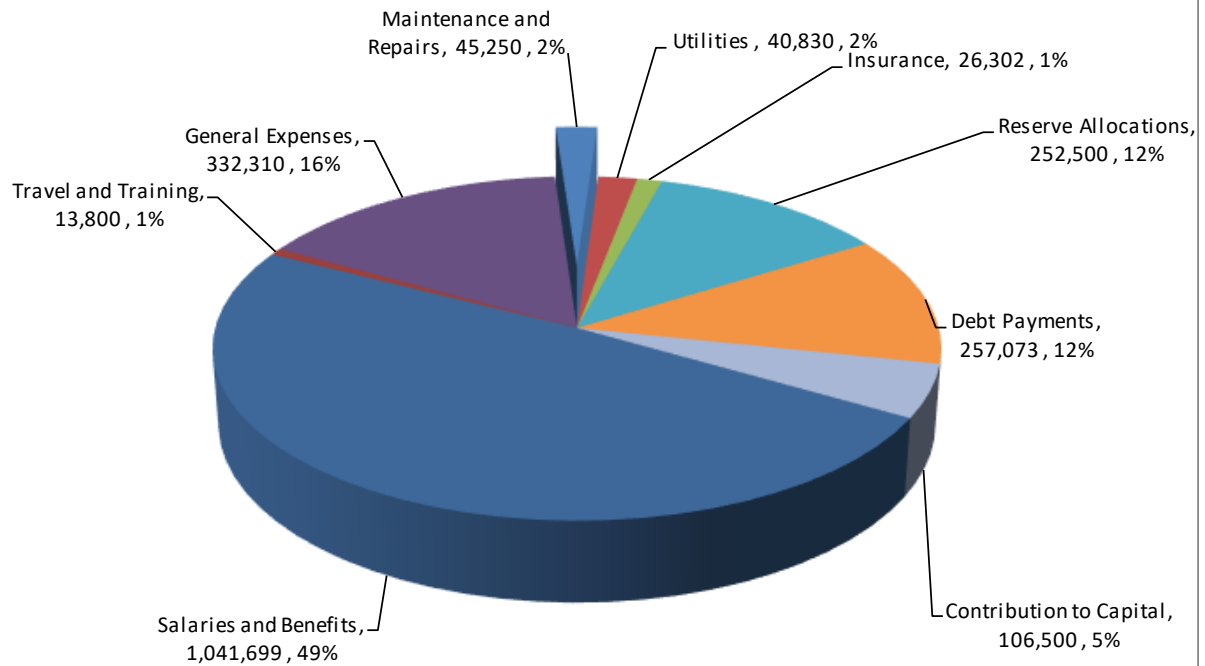
The **Administration** Department provide corporate, information and administrative services that support other departments in the on-going operations of the Municipality. The Administration Department consists of the office of the Chief Administrative Officer (CAO), the office of the Clerk and Finance including the costs of operating and maintaining administrative facilities; the Municipal Office, The Almonte Old Town Hall and the Old Almonte Registry Office.

The **CAO** reports directly to Council and is the senior staff person who provides organizational leadership to the municipal Staff and chairs the Senior Management team meetings. This position is responsible for the administration and coordination of the delivery of services to residents and businesses in a manner that ensures the efficient utilization of the Corporation's human, financial and physical resources and is consistent with the service standards approved within the annual budget and other planning documents. The CAO acts as an advisor to Council in the development of public policies ensuring that Council is provided with all relevant information necessary to make informed decisions. The CAO is also responsible for developing collaborative relationships within the community, other Municipalities and all levels of government.

The **Clerk** is responsible for a number of legislated duties including recording the minutes of all Committee of the Whole and Council meetings, drafting by-laws, acting as a local Registrar for births and deaths, acting a Returning Officer for municipal elections and various other duties as specified in legislation, including the *Municipal Freedom of Information and Protection of Privacy Act*.

The **Finance** department is responsible for long term financial planning, annual budget development, investment management, municipal insurance, development charges, general accounting, treasury and cash management and all statutory reports. The department also levies and calculates property taxes, generates utility billings, collects all monies owed to the Municipality, processes payments for all departments of the Municipality and manages the payroll system for the Municipality's 100+ employees.

2021 Administration (Admin. and Admin. Buildings) Operating Budget



Municipality of Mississippi Mills 2021 Budget Summary

Administration

| | A | B | C | D=B+C | E= C/B | |
|-------------------------------|-------------|-----------|----------|-----------|-------------|--|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | | Approved | Program | Requested | Requested/ | |
| | 2019 Actual | Budget | Change | Budget | 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Bene | 762,989 | 866,439 | 126,285 | 992,724 | 14.58% | Includes Step Increases, CPI, F/T Communications Officer |
| Travel & Training | 11,345 | 13,800 | | 13,800 | 0.00% | |
| Materials & Contracts | - | | | - | | |
| General Operating Expenses | 300,737 | 254,777 | 46,333 | 301,110 | 18.19% | |
| Community Grants | - | - | | - | | |
| Fuel & Oil | - | - | | - | | |
| M&R (facilities, fleet etc.) | - | - | | - | | |
| Utilities | - | - | | - | | |
| Insurance | 3,823 | 5,560 | (110) | 5,450 | | |
| Election | 22 | - | | - | | |
| | | | | - | | |
| Transfers to Reserves | 851,352 | 283,938 | (31,438) | 252,500 | -11.07% | |
| Debt Repayments | - | - | | - | | |
| Capital Expenditures | 5,570 | - | 12,500 | 12,500 | | See capital budget |
| Total Expenditures | 1,935,838 | 1,424,514 | 153,570 | 1,578,084 | 10.78% | |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | 1,615 | - | | - | 0.00% | |
| Other Fees & Charges | | | | - | | |
| | | | | - | | |
| Transfer from Reserves | | - | | - | | |
| Transfer from DCs | | | | - | | |
| Total Revenues | 1,615 | - | - | - | 0.00% | |
| Net Levy | 1,934,223 | 1,424,514 | 153,570 | 1,578,084 | 10.78% | |

| GENERAL ADMINISTRATION | | | | | | | | | | |
|------------------------|------------------------------------|---------------------|---------------------|-------------------|-------------|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| 2021 Budget | | | | | | | | | | |
| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
| 1 | Salaries, Wages and Benefits | 992,724.00 | 866,439.00 | 126,285.00 | 15% | 523,144.73 | 762,988.87 | 1,007,965.29 | 746,845.14 | 696,495.52 |
| 2 | Office Supplies | 20,400.00 | 20,000.00 | 400.00 | 2% | 12,090.61 | 19,277.55 | 25,513.55 | 17,273.52 | 20,917.52 |
| 3 | Office Equipment | 500.00 | 500.00 | - | 0% | - | - | 152.61 | 912.78 | - |
| 4 | Publications | 4,000.00 | 4,000.00 | - | 0% | 2,133.60 | 115.75 | 877.99 | 839.39 | 8,161.71 |
| 5 | Special Circumstances Expense | 5,000.00 | 5,000.00 | - | 0% | - | 42,939.79 | 6,526.44 | 8,426.52 | 8,322.71 |
| 6 | Other M & S | 12,240.00 | 12,000.00 | 240.00 | 2% | 1,320.23 | 8,312.37 | 9,431.96 | 17,587.79 | 11,330.37 |
| 7 | Postage & Courier Services | 20,600.00 | 20,000.00 | 600.00 | 3% | 17,360.84 | 18,131.22 | 16,860.82 | 9,397.25 | 16,769.45 |
| 8 | Fees for Wedding Ceremonies | - | - | - | 0% | - | - | 300.00 | 3,900.00 | 3,000.00 |
| 9 | Telephone | 15,300.00 | 15,000.00 | 300.00 | 2% | 12,949.12 | 16,409.34 | 12,286.46 | 8,310.24 | 8,658.42 |
| 10 | Legal Fees | 15,300.00 | 15,000.00 | 300.00 | 2% | 16,244.61 | 44,903.60 | 45,980.80 | 48,470.93 | 28,329.48 |
| 11 | Audit Fees | 26,010.00 | 25,500.00 | 510.00 | 2% | 18,723.83 | 24,706.23 | 24,320.63 | 22,997.75 | 22,895.99 |
| 12 | Other Professional Fees | 55,500.00 | 45,500.00 | 10,000.00 | 22% | 36,868.68 | 40,622.66 | 90,145.76 | 60,321.77 | 19,501.48 |
| 13 | Computer Services Expense | 110,000.00 | 80,000.00 | 30,000.00 | 38% | 38,786.27 | 57,172.66 | 63,481.94 | 45,911.81 | 53,602.59 |
| 14 | Advertising | 50,000.00 | 45,000.00 | 5,000.00 | 11% | 39,516.23 | 45,835.44 | 42,477.52 | 28,078.76 | 29,650.71 |
| 15 | Travelling Expense | 3,000.00 | 3,000.00 | - | 0% | 907.19 | 2,095.91 | 2,327.18 | 3,095.44 | 3,604.67 |
| 16 | Alarm Monitoring | 2,100.00 | 2,100.00 | - | 0% | 936.16 | 1,404.24 | 2,042.78 | 1,046.24 | 1,343.28 |
| 17 | Equipment Rentals, Other | 16,000.00 | 16,000.00 | - | 0% | 9,485.36 | 13,482.45 | 15,549.26 | 16,000.99 | 15,674.40 |
| 18 | Memberships | 2,800.00 | 2,800.00 | - | 0% | 1,317.79 | 1,720.76 | 2,708.23 | 2,518.66 | 2,255.10 |
| 19 | Association & Convention | 3,000.00 | 3,000.00 | - | 0% | 3,783.98 | 3,426.15 | 811.16 | 1,274.91 | 1,142.80 |
| 20 | Seminars | 5,000.00 | 5,000.00 | - | 0% | 930.08 | 4,102.39 | 1,530.37 | 2,319.78 | 4,048.90 |
| 21 | Insurance | 5,450.00 | 5,560.00 | 110.00 | 0% | 5,292.00 | 3,823.12 | 7,275.23 | 3,228.46 | 1,363.92 |
| 22 | Election | - | - | - | 0% | - | 22.08 | 43,728.29 | - | - |
| 23 | Riverwalk | - | - | - | - | - | 20,000.00 | 13,139.85 | - | - |
| 24 | Bank Charges | 9,360.00 | 9,177.00 | 183.00 | 2% | 4,936.25 | 7,423.58 | 7,127.81 | 6,273.92 | 5,605.17 |
| 25 | Admin. Costs allocated to Building | - 61,200.00 | - 60,000.00 | - 1,200.00 | 2% | - | - 60,000.00 | - 50,000.00 | - 45,000.00 | - 35,000.00 |
| 26 | Capital Expenditure | 12,500.00 | - | 12,500.00 | 0% | - | 5,569.71 | 28,137.98 | 2,804.66 | 1,392.13 |
| 27 | To Reserves | 252,500.00 | 283,938.00 | 31,438.00 | -11% | - | 851,352.37 | 700,477.99 | 353,350.56 | 255,644.54 |
| | Total Expenditures | 1,578,084.00 | 1,424,514.00 | 153,570.00 | 11% | 746,727.56 | 1,935,838.24 | 2,121,177.90 | 1,366,187.27 | 1,184,710.86 |

ADMINISTRATION BUDGET 2021

REMUNERATION, SALARIES, AND BENEFITS \$992,724.00

CAO, CLERK, DEPUTY CLERK, TREASURER,
PAYROLL CLERK, TAX/WATER CLERK, ACCOUNTS RECEIVABLE CLERK,
ACCOUNTS PAYABLE CLERK, RECEPTIONIST, COMMUNICATIONS OFFICER,
SUMMER STUDENTPLUS APPLICABLE BENEFITS (INCLUDES EMPLOYEE ASSISTANCE
PROGRAM)

OFFICE SUPPLIES \$20,400.00

COMPUTER SUPPLIES, PAPER, LETTERHEAD, ENVELOPES, TONER,
GENERAL OFFICE SUPPLIES

OFFICE EQUIPMENT \$500.00

GENERAL OFFICE EQUIPMENT NEEDS

PUBLICATIONS \$4,000.00

MESSENGER, TAX INSERTS, MUNICIPAL AND OTHER DIRECTORIES,
ACCESS ONTARIO PUBLICATIONS, ETC.

SPECIAL CIRCUMSTANCES \$5,000.00

UNFORESEEN ITEMS THAT OCCUR THROUGHOUT THE YEAR

OTHER M & S \$12,240.00

REMEMBRANCE DAY WREATHS, MAPS, DRUG STRATEGY, WATER
FROM WATERLIFE, MARRIAGE LICENSES* , OTHER ITEMS THAT
CANNOT BE PLACED ELSEWHERE
*OFFSET BY REVENUE

POSTAGE & COURIER SERVICES \$20,600.00

TAX BILLINGS, REMINDER NOTICES, GENERAL MAIL AND COURIER NEEDS

TELEPHONE \$15,300.00

INCLUDES SIX PHONE LINES, CELL PHONES AND FAX

LEGAL FEES \$15,300.00

LEGAL ADVICE AS REQUIRED

AUDIT FEES \$26,010.00

FEES FOR INTERIM AND FINAL AUDITS

OTHER PROFESSIONAL FEES \$55,500.00

| | |
|------------------------------|--------------------|
| COMMUNICATIONS | \$18,000.00 |
| WEB SITE MAINTENANCE | \$3,375.00 |
| CLOSED MEETING | |
| INVESTIGATOR | \$500.00 |
| OTHER | \$15,000.00 |
| VOTER VIEW ANNUAL FEE | \$11,500.00 |
| PROPERTY APPRAISALS, SURVEYS | <u>\$ 7,125.00</u> |
| | <u>\$55,500.00</u> |

COMPUTER SERVICES EXPENSE \$110,000.00

IT SUPPRORT, WIRELESS INTERNET, SUPPORT FOR FINANCIAL
SYSTEM AND FROM COUNTYOF LANARK, EBILLING COSTS, ESCRIBE fees

ADVERTISING \$50,000.00

WEEKLY NEWSPAPER AD, TAX NOTICES, REMEMBRANCE DAY,
NOTICES UNDER THE MUNICIPAL ACT

TRAVELLING EXPENSE \$3,000.00

MILEAGE FOR STAFF TRAVEL

ALARM MONITORING \$2,100.00

MONTHLY FEE FOR MONITORING ALARM AT MUNICIPAL OFFICE

EQUIPMENT RENTALS, OTHER \$16,000.00

PHOTOCOPIERS, POSTAGE MACHINE FOLDING MACHINE, ETC.

MEMBERSHIP FEES \$2,800.00

ASSOCIATION OF MUNICIPAL CLERKS & TREASURERS:

| | |
|------------------|-------------------|
| CAO (100%) | \$350.00 |
| CLERK100%) | \$350.00 |
| TREASURER (100%) | \$350.00 |
| I.C.A.O | <u>\$1,750.00</u> |
| | <u>\$2,800.00</u> |

ASSOCIATION & CONVENTION \$3,000.00

HOTEL ACCOMMODATIONS, REGISTRATION
FEES, MEALS

| | |
|-----------------|------------|
| SEMINARS | \$5,000.00 |
|-----------------|------------|

TRAINING FOR STAFF (WHIMIS, FIRST AID, ETC.),
PROFESSIONAL DEVELOPMENT

| | |
|------------------|--------|
| RIVERWALK | \$.00 |
|------------------|--------|

MATCHING FUNDS FOR RIVERWALK DONATIONS

| | |
|---------------------|------------|
| BANK CHARGES | \$9,360.00 |
|---------------------|------------|

ACTIVITY FEES, INTERAC, ELECTRONIC FUNDS TRANSFERS, ETC.

| | |
|---|---------------|
| ADMIN. COSTS ALLOCATED TO BUILDING | (\$61,200.00) |
|---|---------------|

ALLOCATION OF GENERAL ADMIN. COSTS TO
BUILDING DEPT. PER BILL 124 (SEE BUILDING DEPT
BUDGET)

| | |
|-----------------------------|--------------|
| CAPITAL EXPENDITURES | \$12,500 .00 |
|-----------------------------|--------------|

| | |
|-----------------------------|--------------|
| TRANSFER TO RESERVES | \$252,500.00 |
|-----------------------------|--------------|

Municipality of Mississippi Mills 2021 Budget Summary

Administration Buildings

| | A | B | C | D=B + C | E= C/B | |
|-----------------------------------|-------------|-----------------|----------------|------------------|------------------------|--|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | 21,072 | 23,680 | 25,295 | 48,975 | 106.82% | Includes Increase in labour for cleaning due to Covid 19 |
| Travel & Training | - | - | - | - | - | |
| Materials & Contracts | - | - | - | - | - | |
| General Operating Expenses | 17,802 | 18,100 | 13,100 | 31,200 | 72.38% | Includes Increase in cleaning supplies due to Covid 19 |
| Community Grants | - | - | - | - | - | |
| Fuel & Oil | - | - | - | - | - | |
| M&R (facilities, fleet etc.) | 43,961 | 45,250 | - | 45,250 | 0.00% | |
| Utilities | 33,872 | 40,000 | 830 | 40,830 | 2.08% | |
| Insurance | 18,709 | 19,650 | 1,202 | 20,852 | 6.12% | |
| | | | | - | - | |
| Transfers to Reserves | 64,653 | - | - | - | - | |
| Debt Repayments | 255,665 | 255,741 | 1,332 | 257,073 | 0.52% | See debt schedule |
| Capital Expenditures | 3,243 | 59,500 | 34,500 | 94,000 | 57.98% | See capital budget |
| Total Expenditures | 458,977 | 461,921 | 76,259 | 538,180 | 16.51% | |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | 65,003 | 65,000 | - | 65,000 | 0.00% | Rental of AOTH and Municipal office |
| Other Fees & Charges | | | | | | |
| | | | | | | |
| Transfer from Reserves | | | 27,750 | 27,750 | | Covid 19 grant funding received in 2020 |
| Transfer from DCs | | | | | | |
| Total Revenues | 65,003 | 65,000 | 27,750 | 92,750 | 42.69% | |
| | | | | | | |
| Net Levy | 393,974 | 396,921 | 48,509 | 445,430 | 12.22% | |

| ADMINISTRATION BUILDINGS | | | | | | | | | | |
|------------------------------|-----------------------------------|-------------------|-------------------|-------------------|-------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| 2021 Budget | | | | | | | | | | |
| | | | | | | | | | | |
| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
| Municipal Office | | | | | | | | | | |
| 1 | Salaries, Wages & Benefits | 14,975.00 | 14,680.00 | 295.00 | 2% | 8,026.72 | 12,925.75 | 13,605.75 | 13,293.13 | 12,990.44 |
| 2 | Other M & S | 400.00 | 400.00 | - | 0% | - | 266.03 | 11.67 | 315.24 | 439.62 |
| 3 | Utilities | 16,320.00 | 16,000.00 | 320.00 | 2% | 9,145.13 | 11,837.54 | 15,537.63 | 24,322.51 | 22,618.22 |
| 4 | Cleaning, Maint., Other Supplies | 1,530.00 | 1,500.00 | 30.00 | 2% | 919.81 | 956.83 | 1,190.75 | 1,740.06 | 1,229.10 |
| 5 | Insurance (Building Etc.) | 12,240.00 | 12,040.00 | 200.00 | 2% | 11,884.12 | 11,463.59 | 11,569.40 | 13,882.76 | 14,376.53 |
| 6 | Rentals & Maintenance | 30,000.00 | 26,000.00 | 4,000.00 | 15% | 12,725.52 | 19,587.65 | 29,048.62 | 19,400.24 | 22,436.71 |
| 7 | Long Term Debt Payments | 58,013.00 | 58,013.00 | - | 0% | 38,149.33 | 57,940.63 | 58,412.51 | 58,030.21 | 60,783.72 |
| 8 | Capital Expenditure | - | 10,000.00 | - 10,000.00 | 0% | | | | | |
| 9 | To Reserves | | | - | 0% | | | | 15,500.00 | |
| | Total | 133,478.00 | 138,633.00 | - 5,155.00 | -4% | 80,850.63 | 114,978.02 | 129,376.33 | 146,484.15 | 134,874.34 |
| Registry Office | | | | | | | | | | |
| 10 | Utilities | 3,065.00 | 3,000.00 | 65.00 | 2% | 1,739.19 | 2,620.91 | 2,661.87 | 2,553.58 | 2,405.59 |
| 11 | Rentals & Maintenance | 2,500.00 | 1,500.00 | 1,000.00 | 0% | 381.60 | 5,422.79 | 1,700.85 | 1,104.37 | 302.33 |
| 12 | Capital Expenditure | - | - | - | 0% | | | 10,633.91 | | |
| 13 | To Reserves | | | - | 0% | | | | - | - |
| | Total | 5,565.00 | 4,500.00 | 1,065.00 | 24% | 2,120.79 | 8,043.70 | 14,996.63 | 3,657.95 | 2,707.92 |
| Almonte Old Town Hall | | | | | | | | | | |
| 14 | Labour | 34,000.00 | 9,000.00 | 25,000.00 | 278% | 2,075.76 | 8,145.94 | 8,943.27 | 8,094.36 | 10,012.53 |
| 15 | Other M & S | 1,530.00 | 1,500.00 | 30.00 | 2% | 356.95 | 697.43 | 550.20 | 350.03 | 2,759.42 |
| 16 | Utilities | 21,445.00 | 21,000.00 | 445.00 | 2% | 14,046.83 | 11,408.00 | 19,993.23 | 21,283.86 | 25,254.66 |
| 17 | Cleaning, Maint., Other Supplies | 4,500.00 | 1,750.00 | 2,750.00 | 157% | 1,552.48 | 8,315.89 | 1,319.92 | 3,556.44 | 2,100.97 |
| 18 | Telephone | 1,200.00 | 1,200.00 | - | 0% | 711.74 | 950.04 | 1,320.63 | 1,134.70 | 1,117.83 |
| 19 | Insurance (Building Etc.) | 8,612.00 | 7,610.00 | 1,002.00 | 13% | 8,361.24 | 7,245.25 | 7,712.92 | 9,255.16 | 9,584.35 |
| 20 | Other S & R | 14,790.00 | 14,500.00 | 290.00 | 2% | 6,006.26 | 15,888.63 | 15,853.30 | 12,769.96 | 10,563.34 |
| 21 | Rentals & Maintenance | 20,000.00 | 15,000.00 | 5,000.00 | 33% | 7,995.61 | 17,684.02 | 15,215.65 | 16,001.05 | 27,814.35 |
| 22 | Long Term Debt Payments-Town Hall | 199,060.00 | 197,728.00 | 1,332.00 | 1% | 131,066.45 | 197,724.37 | 198,147.35 | 197,033.49 | 205,014.31 |
| 23 | Capital Expenditures | 94,000.00 | 49,500.00 | 44,500.00 | 47% | - | 3,243.49 | - | | 1,526.40 |
| 24 | To Reserves | | | - | 0% | | 64,652.52 | 33,433.55 | 9,016.12 | 2,190.13 |
| | Total | 399,137.00 | 318,788.00 | 80,349.00 | 25% | 172,173.32 | 335,955.58 | 302,490.02 | 278,495.17 | 297,938.29 |
| | Total Expenditures | 538,180.00 | 461,921.00 | 76,259.00 | 17% | 255,144.74 | 458,977.30 | 446,862.98 | 428,637.27 | 435,520.55 |

**ADMINISTRATION BUDGET- BUILDINGS
2021**

MUNICIPAL OFFICE

SALARIES, WAGES & BENEFITS \$14,975.00

CLEANING ADMINISTRATION BUILDING PLUS 4% VACATION PAY

OTHER – M & S \$400.00

EMERGENCY LIGHT MAINTENANCE, FIRE
EXTINGUISHER SERVICE, CHRISTMAS DECORATIONS,
OTHER ITEMS THAT CANNOT BE PLACED ELSEWHERE, ETC.

UTILITIES \$16,320.00

HEAT AND HYDRO

CLEANING, MAINTENANCE, OTHER SUPPLIES \$1,530.00

PAPER TOWELS, CLEANING SUPPLIES, SOAPS, ETC.

INSURANCE \$12,240.00

MUNICIPAL OFFICE, CLAYTON COMMUNITY HALL, UNION HALL
NORTH LANARK MUSEUM

RENTALS & MAINTENANCE \$ 30,000.00

ELEVATOR MAINTENANCE, GRASS CUTTING, SNOW REMOVAL
RUG RENTAL, BUILDING REPAIRS

LONG TERM DEBT PAYMENTS \$58,013.00

EXPANSION OF MUNICIPAL OFFICE

OLD REGISTRY OFFICE

UTILITIES \$3,065.00

HEAT, HYDRO AND WATER

RENTALS & MAINTENANCE \$2,500.00

MINOR BUILDING REPAIRS

ALMONTE OLD TOWN HALL

| | |
|--|---------------------|
| LABOUR | \$34,000.00 |
| CLEANING, REPAIRS ETC. | |
| OTHER – MATERIALS & SUPPLIES | \$1,530.00 |
| EMERGENCY LIGHT MAINTENANCE, FIRE EXTINGUISHER SERVICE, OTHER ITEMS THAT CANNOT BE PLACED ELSEWHERE, ETC. | |
| UTILITIES | \$21,445.00 |
| HEAT, HYDRO AND WATER | |
| CLEANING, MAINTENANCE, OTHER SUPPLIES | \$4,500.00 |
| CLEANING SUPPLIES, WASHROOM SUPPLIES,ETC. | |
| TELEPHONE | \$1,200.00 |
| CELL PHONE, OFFICE PHONE | |
| INSURANCE | \$8,612.00 |
| OTHER – SERVICES AND RENTALS | \$14,790.00 |
| CLEANING THE OLD TOWN HALL, ALARM MONITORING OTHER MISCELLANEOUS | |
| RENTALS & MAINTENANCE | \$20,000.00 |
| ELEVATOR LICENSE AND MAINTENANCE SNOW REMOVAL, BUILDING REPAIRS, ETC. | |
| LONG TERM DEBT PAYMENTS | \$199,060.00 |
| CAPITAL EXPENDITURES | \$94,000.00 |

EMERGENCY AND PROTECTIVE SERVICES

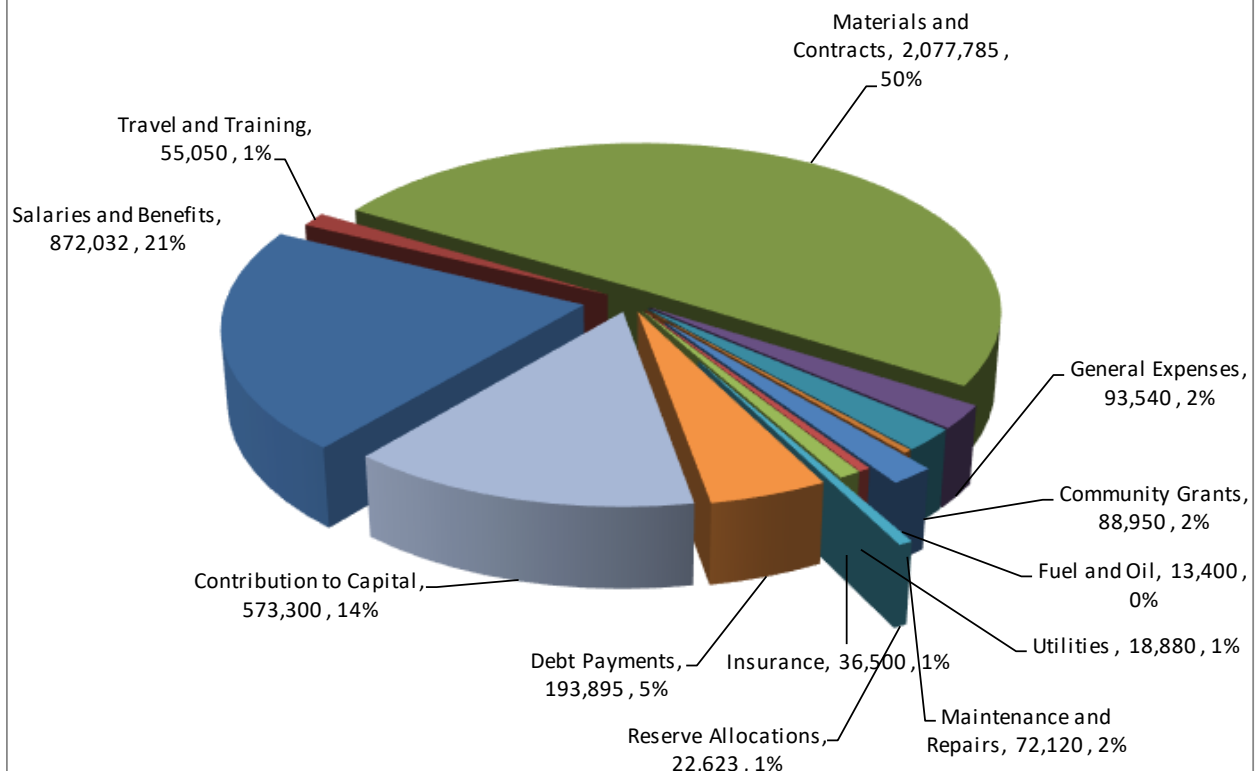
Emergency and Protective services is made up of the Fire Department, Police, and other general protection such as by-law and animal control.

The **Fire Department** is comprised of a Fire Chief, District Chiefs, an Inspection Officer, Administrative Support and approximately 46 volunteer firefighters that operate out of two stations.

The Municipality is serviced by the Ontario Provincial **Police** (OPP) through a contract arrangement. Council has an oversight committee called the Community Policing Advisory Committee or CPAC.

Other Protection services are offered primarily by contract and include by-law services for such items as parking and animal control, facility management and health and safety.

2021 Emergency and Protective Services (Fire, Police and Protection) Operating Budget



Municipality of Mississippi Mills 2021 Budget Summary

Fire Department

| | A | B | C | D=B + C | E= C/B | |
|-------------------------------|-------------|---------|-----------|-----------|-------------|---|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | Approved | Program | Requested | | Requested/ | |
| | 2019 Actual | Budget | Change | Budget | 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Bene | 424,731 | 487,887 | 200,888 | 688,775 | 41.18% | Includes Step increase, CPI. F/T Deputy Chief, Increased volunteer remuneration |
| Travel & Training | 30,877 | 36,400 | 6,400 | 42,800 | 17.58% | |
| Materials & Contracts | 17,334 | 29,000 | 15,200 | 44,200 | 52.41% | Refer to detailed operating budget |
| General Operating Expenses | 70,389 | 70,250 | 9,390 | 79,640 | 13.37% | Refer to detailed operating budget. Includes increased cleaning due to Covid 19 |
| Community Grants | - | - | - | - | | |
| Fuel & Oil | 6,503 | 10,650 | 2,750 | 13,400 | 25.82% | |
| M&R (facilities, fleet etc.) | 61,587 | 33,600 | 38,520 | 72,120 | 114.64% | Refer to detailed operating budget |
| Utilities | 17,628 | 18,500 | 380 | 18,880 | 2.05% | |
| Insurance | 32,330 | 36,000 | 500 | 36,500 | 1.39% | |
| Transfers to Reserves | 110,743 | 22,623 | | 22,623 | | Reserve repayment for vehicles |
| Debt Repayments | 197,387 | 193,894 | 1 | 193,895 | 0.00% | Fire Trucks, Fire Halls and SCBA |
| Capital Expenditures | 11,009 | 20,000 | 553,300 | 573,300 | 2766.50% | See Capital Budget |
| Total Expenditures | 980,518 | 958,804 | 827,329 | 1,786,133 | 86.29% | |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | 12,529 | 10,000 | | 10,000 | 0.00% | Fees for fire callouts and motor vehicle accidents |
| Other Fees & Charges | | | | | | |
| Transfer from Reserves | - | | 1,500 | 1,500 | 0.00% | Covid 19 grant funding received in 2020 |
| Transfer from DCs | 29,725 | 39,240 | | 39,240 | 0.00% | Apply to Fire Hall Debt payments per DC study |
| Total Revenues | 42,254 | 49,240 | 1,500 | 50,740 | 3.05% | |
| Net Levy | 938,264 | 909,564 | 825,829 | 1,735,393 | 90.79% | |

| FIRE DEPARTMENT | | | | | | | | | | |
|-----------------|------------------------------------|---------------------|-------------------|-------------------|------------|--------------------------|-------------------|-------------------|-------------------|-------------------|
| 2021 Budget | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual (To Aug 31/20) | Actual | Actual | Actual | Actual |
| 1 | Salaries, Wages & Benefits | 688,775.00 | 487,887.00 | 200,888.00 | 41% | 187,808.83 | 424,730.65 | 389,636.91 | 322,624.89 | 346,056.91 |
| 2 | Office Supplies | 2,550.00 | 2,500.00 | 50.00 | 2% | 806.71 | 3,116.18 | 3,429.65 | 4,028.86 | 1,796.08 |
| 3 | Special Circumstances Expense | | | - | 0% | | | 24,147.44 | 2,773.37 | 33,396.38 |
| 4 | Other M & S | 2,500.00 | 2,500.00 | - | 0% | 1,651.11 | 6,389.22 | 2,494.77 | 2,288.23 | 4,232.88 |
| 5 | Utilities | 18,880.00 | 18,500.00 | 380.00 | 2% | 12,040.25 | 17,627.52 | 17,418.98 | 19,428.79 | 18,929.50 |
| 6 | Cleaning, Maint and other supplies | 3,000.00 | 1,500.00 | 1,500.00 | 100% | 270.76 | 3,189.91 | 1,744.42 | 999.97 | 1,203.86 |
| 7 | Postage & Courier Services | 300.00 | 300.00 | - | 0% | 90.03 | | 95.34 | 187.16 | 221.95 |
| 8 | Telephone | 4,080.00 | 4,000.00 | 80.00 | 2% | 1,928.34 | 3,385.00 | 2,730.76 | 2,793.09 | 3,016.91 |
| 9 | Computer Services Expense | 3,000.00 | 2,500.00 | 500.00 | 20% | 4,038.40 | 1,161.88 | 351.26 | 5,481.95 | 831.09 |
| 10 | Travelling Expense | 1,500.00 | 1,200.00 | 300.00 | 25% | 132.94 | 200.24 | 616.38 | 283.64 | 528.70 |
| 11 | Equipment Rentals, Other | 6,250.00 | 2,250.00 | 4,000.00 | 178% | 126.85 | 1,367.23 | 3,138.08 | 402.96 | 2,216.33 |
| 12 | Memberships | 1,300.00 | 1,200.00 | 100.00 | 8% | 150.00 | 1,254.49 | 1,148.04 | 848.62 | 1,148.62 |
| 13 | Association & Convention | 5,000.00 | 4,000.00 | 1,000.00 | 25% | 2,243.02 | 3,666.77 | 3,605.70 | 3,205.14 | 4,237.00 |
| 14 | Insurance (Building Etc.) | 36,500.00 | 36,000.00 | 500.00 | 1% | 26,992.45 | 32,330.42 | 33,256.11 | 38,656.58 | 34,578.59 |
| 15 | Other S & R | 6,500.00 | 13,000.00 | - 6,500.00 | -50% | 176.03 | 16,358.85 | 10,475.92 | 7,581.21 | 9,746.10 |
| 16 | Contract Fees | 25,700.00 | 14,000.00 | 11,700.00 | 84% | 12,203.78 | 8,166.69 | 16,640.33 | 12,270.23 | 12,323.18 |
| 17 | Misc. Equipment Expense | 39,500.00 | 12,000.00 | 27,500.00 | 229% | 12,070.83 | 28,602.08 | 21,302.05 | 13,378.08 | 10,159.33 |
| 18 | Personnel (Clothing, Etc.) | 11,500.00 | 11,200.00 | 300.00 | 3% | 1,878.19 | 17,568.79 | 5,843.08 | 5,887.75 | 5,730.23 |
| 19 | Fire Prevention Inspections | 17,500.00 | 10,000.00 | 7,500.00 | 75% | 763.20 | 2,066.82 | 841.40 | 4,084.45 | 4,031.89 |
| 20 | Communications | 8,700.00 | 5,500.00 | 3,200.00 | 58% | 6,303.60 | 2,499.70 | 5,968.35 | 9,743.77 | 4,827.99 |
| 21 | Automatic Aid | 13,260.00 | 13,000.00 | 260.00 | 2% | - | 12,976.50 | 12,620.00 | 12,285.00 | 11,951.00 |
| 22 | Hydrant Rental | 3,500.00 | 3,500.00 | - | 0% | 3,500.00 | 3,500.00 | 3,500.00 | 3,500.00 | 3,500.00 |
| 23 | Training | 35,000.00 | 30,000.00 | 5,000.00 | 17% | 5,512.53 | 25,755.68 | 5,603.20 | 17,275.66 | 11,417.40 |
| 24 | Contract Repairs/Maintenance | 18,500.00 | 15,000.00 | 3,500.00 | 23% | 653.96 | 9,167.51 | 18,645.60 | 11,496.88 | 12,287.69 |
| 25 | Loan Repayments | 193,895.00 | 193,894.00 | 1.00 | 0% | 130,054.21 | 197,386.61 | 184,720.22 | 134,856.69 | 160,348.07 |
| 26 | Capital Expenditure | 573,300.00 | 20,000.00 | 553,300.00 | 97% | - | 11,008.73 | 39,632.17 | 83,443.97 | 64,008.85 |
| 27 | To Reserves | 22,623.00 | 22,623.00 | - | 0% | - | 110,743.00 | 47,360.40 | 16,736.00 | 10,223.17 |
| | | | | | | | | | | |
| | Subtotal | 1,743,113.00 | 928,054.00 | 815,059.00 | 88% | 411,396.02 | 944,220.47 | 856,966.56 | 736,542.94 | 772,949.70 |

| | | 2020 | 2019 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------|---------------------------------------|---------------------|-------------------|-------------------|------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Vehicles and Equipment | | | | | | | | | |
| 28 | M&R Parts | 1,000.00 | 1,000.00 | - | 0% | - | 119.98 | - | | |
| 29 | Fuel & Oil | 13,400.00 | 10,650.00 | 2,750.00 | 26% | 3,151.15 | 9,221.54 | 11,727.54 | 8,357.39 | 9,513.15 |
| 30 | Licences | 120.00 | 600.00 | - 480.00 | -80% | - | 120.00 | 915.52 | 196.21 | 1,476.91 |
| 31 | Repairs & Maintenance | 28,500.00 | 18,500.00 | 10,000.00 | 54% | 10,263.87 | 26,836.21 | 15,404.40 | 16,631.64 | 15,689.62 |
| | Total Vehicles & Equipment | 43,020.00 | 30,750.00 | 12,270.00 | 40% | 13,415.02 | 36,297.73 | 28,047.46 | 25,185.24 | 26,679.68 |
| | | | | | | | | | | |
| | Total Fire | 1,786,133.00 | 958,804.00 | 827,329.00 | 86% | 424,811.04 | 980,518.20 | 885,014.02 | 761,728.18 | 799,629.38 |
| | | | | | | | | | | |

FIRE DEPARTMENT BUDGET 2021

| | |
|-------------------------------------|--------------|
| SALARIES, WAGES AND BENEFITS | \$688,775.00 |
|-------------------------------------|--------------|

FIRE CHIEF, DEPUTY FIRE CHIEF, INSPECTION OFFICER, ADMIN. SUPPORT
VOLUNTEERS, HONORARIUMS FOR OFFICERS AND STATUTORY BENEFITS

| | |
|------------------------|------------|
| OFFICE SUPPLIES | \$2,550.00 |
|------------------------|------------|

PAPER SUPPLIES, FIREHALL SUPPLIES, FIRE PREVENTION & EDUCATION
SUPPLIES, MANUALS, ETC.

| | |
|---------------------------------------|------------|
| OTHER MATERIALS & SUPPLIES | \$2,500.00 |
|---------------------------------------|------------|

MISCELLANEOUS ITEMS THAT CANNOT BE ACCOUNTED FOR ELSEWHERE

| | |
|------------------|-------------|
| UTILITIES | \$18,880.00 |
|------------------|-------------|

HEAT, HYDRO AND WATER FOR BOTH STATIONS

| | |
|---|------------|
| CLEANING, MAINT & OTHER SUPPLIES | \$3,000.00 |
|---|------------|

CLEANING AND WASHROOM SUPPLIES FOR BOTH STATIONS

| | |
|------------------------------|----------|
| POSTAGE & COURIER | \$300.00 |
|------------------------------|----------|

| | |
|------------------|------------|
| TELEPHONE | \$4,080.00 |
|------------------|------------|

PHONE LINES AND CELL PHONES

| | |
|----------------------------------|------------|
| COMPUTER SERVICES EXPENSE | \$3,000.00 |
|----------------------------------|------------|

IT SUPPORT

| | |
|----------------------------|------------|
| TRAVELLING EXPENSES | \$1,500.00 |
|----------------------------|------------|

MILEAGE COSTS FOR CHIEF, DEPUTY CHIEF AND OTHER TRAVEL

| | |
|-------------------------|------------|
| EQUIPMENT RENTAL | \$6,250.00 |
|-------------------------|------------|

RENTAL OF EQUIPMENT AS REQUIRED

| | |
|-------------------------------------|------------|
| ASSOCIATION & CONVENTION | \$5,000.00 |
|-------------------------------------|------------|

ONTARIO ASSOCIATION OF FIRE CHIEFS, ZONE MEETINGS
FIRE CHIEF'S CONVENTION

| | |
|--|-------------|
| INSURANCE | \$36,500.00 |
| BUILDINGS, EQUIPMENT AND VEHICLES, ACCIDENT AND SICKNESS FOR FIREFIGHTERS * FIREFIGHTERS PAY FOR OWN 24 HR COVERAGE FOR ACCIDENT INSURANCE | |
| OTHER – SERVICES & RENTALS | \$6,500.00 |
| LICENCE RENEWALS FOR RADIOS, BUILDING MAINTENANCE, VOLUNTEER APPRECIATION NIGHT, OTHER MISC. | |
| CONTRACT FEES | \$25,700.00 |
| SNOW REMOVAL, SEPTIC PUMPING, AIR TANK FILLING EXTERIOR MAINTENANCE | |
| EQUIPMENT EXPENSE | \$39,500.00 |
| INCLUDES REPAIRS AND UPDATES TO PORTABLE PUMPS, S.C.B. APPARATUS, BUNKER CLEANING AND REPAIRS AND ALL OTHER FIREFIGHTING EQUIPMENT | |
| PERSONNEL (CLOTHING) | \$11,500.00 |
| UNIFORMS, HELMETS, COVERALLS, ETC. | |
| FIRE PREVENTION | \$17,500.00 |
| OTHER MATERIALS & SERVICES PROVIDED RELATING TO FIRE PREVENTION | |
| COMMUNICATIONS | \$8,700.00 |
| REPAIRS, UPDATES TO PAGERS, PORTABLES, MOBILES | |
| AUTOMATIC AID | \$13,260.00 |
| AGREEMENT WITH CARLETON PLACE FOR FIRST RESPONSE TO AREAS IN MISSISSIPPI MILLS | |
| HYDRANT RENTAL | \$3,500.00 |
| FEE PAID TO WATER AND SEWER BUDGET | |
| TRAINING | \$35,000.00 |
| FIRST AID, CPR, DE-FIB, FIRE COLLEGE, TRAINING REQUIRED UNDER LEGISLATION | |

| | |
|---|--------------|
| CONTRACTS, REPAIRS/MAINTENANCE | \$18,500.00 |
| MINOR BUILDING REPAIRS, HALL CLEANING | |
| LOAN PAYMENTS | \$193,895.00 |
| FIRE HALLS, VEHICLES AND SCBA | |
| CAPITAL EXPENDITURES | \$573,300.00 |
| TO RESERVES | \$22,623.00 |
| VEHICLE EXPENSES | \$43,020.00 |
| COSTS RELATED TO MAINTENANCE, PARTS, FUEL, SUPPLIES AND SAFETY CHECKS FOR VEHICLES | |

Municipality of Mississippi Mills 2021 Budget Summary

Police

| | A | B | C | D=B + C | E= C/B | |
|-------------------------------|-------------|-----------|-----------|-----------|-------------|-----------------------------|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | Approved | Program | Requested | | Requested/ | |
| | 2019 Actual | Budget | Change | Budget | 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Bene | 1,000 | 800 | 200 | 1,000 | 25.00% | Honorarioums |
| Travel & Training | 4,997 | 6,700 | 1,800 | 8,500 | 26.87% | |
| Materials & Contracts | 1,876,776 | 1,932,713 | 38,652 | 1,971,365 | 2.00% | |
| General Operating Expenses | 1,786 | 1,400 | | 1,400 | 0.00% | |
| Community Grants | | | | | | |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | | | | | | |
| Utilities | | | | | | |
| Insurance | | | | | | |
| Transfers to Reserves | 12,406 | | | - | | |
| Debt Repayments | | | | | | |
| Capital Expenditures | | | | | | |
| Total Expenditures | 1,896,965 | 1,941,613 | 40,652 | 1,982,265 | 2.09% | |
| Revenues | | | | | | |
| Grants | - | - | | | | |
| User Fees | | | | | | |
| Other Fees & Charges | 600 | 600 | | 600 | 0.00% | Police-other (false alarms) |
| Transfer from Reserves | 20,000 | 29,000 | 1,000 | 30,000 | 3.45% | |
| Transfer from DCs | | | | | | |
| Total Revenues | 20,600 | 29,600 | 1,000 | 30,600 | 3.38% | |
| Net Levy | 1,876,365 | 1,912,013 | 39,652 | 1,951,665 | 2.07% | |

| | PROTECTION TO PERSONS AND PROPERTY-POLICE | | | | | | | | | |
|--------|---|---------------------|---------------------|------------------|-------------|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| | <i>2021 Budget</i> | | | | | | | | | |
| | | | | | | | | | | |
| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
| 1 | Other Honorariums | 1,000.00 | 800.00 | 200.00 | 25% | - | 1,000.00 | 600.00 | 700.00 | 600.00 |
| 2 | Other M & S | 750.00 | 750.00 | - | 0% | 42.56 | 1,048.47 | 93.44 | 324.96 | 1,780.50 |
| 3 | Telephone | 650.00 | 650.00 | - | 0% | 495.44 | 737.06 | 700.44 | 658.28 | 613.32 |
| 4 | Travelling Expense | 2,000.00 | 1,200.00 | 800.00 | 67% | 280.82 | 1,125.58 | 1,826.77 | 1,638.85 | 802.77 |
| 5 | Association & Convention | 6,500.00 | 5,500.00 | 1,000.00 | 18% | 870.44 | 3,871.53 | 4,309.12 | 3,209.12 | 2,537.00 |
| 6 | OPP Contract | 1,971,365.00 | 1,932,713.00 | 38,652.00 | 2% | 966,354.00 | 1,876,776.00 | 1,866,420.00 | 1,820,736.00 | 1,782,144.00 |
| 7 | To Reserves | | | - | 0% | | 12,405.63 | | 17,260.26 | 13,258.52 |
| | Total Expenditures | 1,982,265.00 | 1,941,613.00 | 40,652.00 | 2% | 968,043.26 | 1,896,964.27 | 1,873,949.77 | 1,844,527.47 | 1,801,736.11 |

POLICE BUDGET 2021

REMUNERATION, SALARIES AND BENEFITS \$1,000.00

HONORARIUM FOR POLICE SERVICE BOARD MEMBERS \$100 / MEETING

OTHER – MATERIALS & SUPPLIES \$750.00

MISCELLANEOUS ITEMS REQUIRED FOR ESO, EXPENSES FOR, JOINT LANARK COUNTY MEETINGS, PROMOTIONAL MATERIALS FOR SCHOOLS

TELEPHONE \$650.00

FOR COMMUNITY POLICING OFFICE

TRAVELLING EXPENSE \$2,000.00

FOR CPAC MEMBERS TO ATTEND CONFERENCES, ETC.

ASSOCIATION & CONVENTION \$6,500.00

ATTENDANCE BY CPAC MEMBERS AT CONFERENCES
INCLUDES HOTEL ACCOMMODATION, REGISTRATION FEES, ETC.
TRAINING EXPENSES FOR CPAC MEMBERS
OAPSB ZONE 2
CDN ASSOC. OF POLICE BRDS
OAPSB MEMBERSHIP

OPP CONTRACT \$1,971,365.00

CONTRACT IS CALCULATED AS THE TOTAL OF:

- BASE SERVICE COSTS (TOTAL SALARIES AND BENEFITS FOR UNIFORMED OFFICERS, CIVILIAN STAFF AND SUPPORT STAFF PLUS OTHER DIRECT OPERATING COSTS) DIVIDED BY THE NUMBER OF MUNICIPAL PROPERTIES SERVICED BY THE OPP MULTIPLIED BY THE TOTAL NUMBER OF PROPERTIES IN MISSISSIPPI MILLS
- CALLS FOR SERVICE COSTS (TOTAL SALARIES AND BENEFITS FOR UNIFORMED OFFICERS, CIVILIAN STAFF AND SUPPORT STAFF PLUS OTHER DIRECT OPERATING COSTS) USING AVERAGE OF 4 YEARS OF CALLS FOR SERVICE AND THEN WEIGHTED BY THE STANDARD TIME PER CALL
- A CALCULATION FOR OVERTIME
- A SHARE OF PRISONER TRANSPORTATION COSTS
- A SHARE OF ACCOMMODATION AND CLEANING SERVICES.
- RECONCILIATIONS OF THE CONTRACT TO ACTUAL COSTS FROM PREVIOUS YEARS

Municipality of Mississippi Mills 2021 Budget Summary

Protection

| | A | B | C | D=B + C | E= C/B | |
|-----------------------------------|-------------|-----------------|----------------|------------------|------------------------|---|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | 138,295 | 175,908 | 6,349 | 182,257 | 3.61% | Includes bylaw services from building dept and H&S/Facility manager |
| Travel & Training | 1,004 | 3,750 | | 3,750 | 0.00% | |
| Materials & Contracts | 25,390 | 61,000 | 1,220 | 62,220 | 2.00% | Animal control and by-law contracts |
| General Operating Expenses | 7,777 | 9,000 | 3,500 | 12,500 | 38.89% | |
| Community Grants | 86,023 | 86,023 | 2,927 | 88,950 | 3.40% | MVC Levy |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | | | | | | |
| Utilities | | | | | | |
| Insurance | | | | | | |
| Transfers to Reserves | | | | | | |
| Debt Repayments | | | | | | |
| Capital Expenditures | - | - | | - | 0.00% | Refer to capital budget |
| Total Expenditures | 258,489 | 335,681 | 13,996 | 349,677 | 4.17% | |
| Revenues | | | | | | |
| Grants | 9,465 | 4,000 | | 4,000 | 0.00% | Recovery of livestock valuations included in expenses noted above |
| User Fees | 7,200 | 7,500 | | 7,500 | 0.00% | Sale of dog tags |
| Other Fees & Charges | 10,192 | 8,500 | | 8,500 | | Parking Fines |
| Transfer from Reserves | | - | | - | | |
| Transfer from DCs | | | | | | |
| Total Revenues | 26,857 | 20,000 | - | 20,000 | 0.00% | |
| Net Levy | 231,632 | 315,681 | 13,996 | 329,677 | 4.43% | |

| PROTECTION TO PERSONS & PROPERTY | | | | | | | | | | |
|---|---------------------------------------|-------------------|-------------------|-----------------|-------------|----------------------------------|------------------|------------------|------------------|------------------|
| 2021 Budget | | | | | | | | | | |
| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
| | MVC | | | | | | | | | |
| 1 | Grant to MVC | 88,950.00 | 86,023.00 | 2,927.00 | 3% | 82,596.00 | 79,872.00 | 73,171.00 | 68,796.00 | 65,578.00 |
| | Animal Control | | | | | | | | | |
| 2 | Animal Control Other M & S | 400.00 | 400.00 | - | 0% | 241.82 | 694.19 | 363.11 | 536.62 | 231.61 |
| 3 | Animal Control Contract | 26,520.00 | 26,000.00 | 520.00 | 2% | 13,783.44 | 24,918.15 | 22,778.28 | 23,400.02 | 23,590.45 |
| | Total | 26,920.00 | 26,400.00 | 520.00 | 2% | 14,025.26 | 25,612.34 | 23,141.39 | 23,936.64 | 23,822.06 |
| | By-Law Enforcement | | | | | | | | | |
| 4 | Remuneration | 68,952.00 | 67,600.00 | 1,352.00 | 2% | 18,861.02 | 36,307.32 | 50,571.70 | 39,835.91 | 37,453.03 |
| 5 | Bylaw Enforcement-Postage & Courier | 250.00 | 250.00 | - | 0% | 187.44 | 1,475.08 | 526.52 | 32.98 | 772.28 |
| 6 | Bylaw Enforcement Legal Fees | 500.00 | 500.00 | - | 0% | | | 599.37 | | 567.31 |
| 7 | Bylaw Enforcement Travelling Expense | 100.00 | 100.00 | - | 0% | | | | | 121.35 |
| 8 | By-law Contract | 35,700.00 | 35,000.00 | 700.00 | | 25,930.80 | | | | |
| | Total | 105,502.00 | 103,450.00 | 2,052.00 | 0% | 44,979.26 | 37,782.40 | 51,697.59 | 39,868.89 | 38,913.97 |
| | Accessibility | | | | | | | | | |
| 9 | Accessibility Office Supplies | | | - | 0% | | | | | |
| 10 | Accessibility Travelling Expense | | | - | #DIV/0! | | | | | |
| 11 | Accessibility Conferences | | | - | 0% | | | | | |
| 12 | Accessibility Promotional/Educational | 500.00 | 500.00 | - | 0% | | 216.75 | | 210.64 | |
| 13 | Accessibility Reference Materials | | | - | 0% | | | | | |
| | Total | 500.00 | 500.00 | - | 0% | | 216.75 | - | 210.64 | - |
| | Livestock | | | | | | | | | |
| 14 | Livestock Remuneration | 2,000.00 | 2,000.00 | - | 0% | 609.54 | 854.72 | 1,554.72 | 779.57 | 2,019.17 |
| 15 | Livestock Other M & S | 100.00 | 100.00 | - | 0% | 114.75 | 28.10 | | | |
| 16 | Livestock Valuations | 4,000.00 | 4,000.00 | - | 0% | 1,978.23 | 9,074.70 | 10,929.35 | 8,409.40 | 20,752.00 |
| | Total | 6,100.00 | 6,100.00 | - | 0% | 2,702.52 | 9,957.52 | 12,484.07 | 9,188.97 | 22,771.17 |

| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------|---|-------------------|-------------------|------------------|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Health & Safety | | | | | | | | | |
| 17 | Health & Safety Training | 2,000.00 | 2,000.00 | - | 0% | 549.25 | 1,605.92 | 40.60 | 4,009.44 | 2,254.99 |
| 18 | Salaries, Wages & Benefits | 102,125.00 | 97,308.00 | 4,817.00 | 5% | 64,077.05 | 98,663.51 | 106,107.99 | 100,762.51 | 52,410.69 |
| 19 | Telephone | 1,200.00 | 1,200.00 | - | 0% | 356.66 | 2,198.25 | 724.99 | 1,166.24 | |
| 20 | Travelling Expense | 250.00 | 250.00 | - | 0% | 176.78 | 1,051.17 | | - | 16.32 |
| 21 | Memberships | 750.00 | 750.00 | - | 0% | | | | | |
| 22 | Conferences/Training | - | - | - | #DIV/0! | | 503.71 | 96.67 | 875.14 | |
| 23 | Capital Expenditure | | | - | #DIV/0! | | | 7,839.93 | 10,094.58 | 1,483.21 |
| | Total | 106,325.00 | 101,508.00 | 4,817.00 | #DIV/0! | 65,159.74 | 104,022.56 | 114,810.18 | 116,907.91 | 56,165.21 |
| | Emergency Management | | | | | | | | | |
| 24 | Emergency Management Office Supplies | 700.00 | 700.00 | - | 0% | | | | 610.56 | |
| 25 | Emergency Management Travelling Expense | 150.00 | 150.00 | - | 0% | 46.36 | | | | 83.44 |
| 26 | Emergency Management Conferences & Training | 500.00 | 500.00 | - | 0% | | 500.00 | 858.87 | 876.75 | 928.97 |
| 27 | Emergency Management Public Awareness | 850.00 | 850.00 | - | 0% | 517.51 | 254.66 | | 368.37 | 549.50 |
| 28 | Emergency Control Operations | 3,500.00 | - | 3,500.00 | 0% | | - | - | - | - |
| | Total | 5,700.00 | 2,200.00 | 3,500.00 | 159% | 563.87 | 754.66 | 858.87 | 1,855.68 | 1,561.91 |
| | Crossing Guards | | | | | | | | | |
| 29 | Labour | 9,180.00 | 9,000.00 | | 0% | 1,864.05 | 271.14 | | | |
| 30 | Other M&S | 500.00 | 500.00 | | 0% | | | | | |
| | Total | 9,680.00 | 9,500.00 | - | 0% | 1,864.05 | 271.14 | - | - | - |
| | Total Expenditures | 349,677.00 | 335,681.00 | 13,816.00 | 4% | 211,890.70 | 258,489.37 | 276,163.10 | 260,764.73 | 208,812.32 |

PROTECTION TO PERSONS AND PROPERTY BUDGET 2021

| | |
|--|--------------------|
| MISSISSIPPI VALLEY CONSERVATION | \$88,950.00 |
|--|--------------------|

2021 ESTIMATED LEVY

ANIMAL CONTROL

| | |
|---|-----------------|
| OTHER – MATERIALS & SUPPLIES | \$400.00 |
|---|-----------------|

INCLUDES ITEMS SUCH AS DOG TAGS, DOG TAG NOTICES, MEDICAL COSTS, RECEIPT BOOKS, ETC.

| | |
|----------------------------|--------------------|
| CONTRACTED SERVICES | \$26,520.00 |
|----------------------------|--------------------|

POUND AND ANIMAL CONTROL SERVICES

BY-LAW ENFORCEMENT

| | |
|---------------------|--------------------|
| REMUNERATION | \$68,952.00 |
|---------------------|--------------------|

STAFF COSTS RELATED TO BY- LAW ENFORCEMENT

| | |
|----------------------------|-----------------|
| POSTAGE AND COURIER | \$250.00 |
|----------------------------|-----------------|

AS REQUIRED

| | |
|-------------------|-----------------|
| LEGAL FEES | \$500.00 |
|-------------------|-----------------|

AS REQUIRED

| | |
|---------------------------|-----------------|
| TRAVELLING EXPENSE | \$100.00 |
|---------------------------|-----------------|

| | |
|-----------------|--------------------|
| CONTRACT | \$35,700.00 |
|-----------------|--------------------|

CONTRACT FOR BY-LAW ENFORCEMENT SERVICES

ACCESSIBILITY

| | |
|--------------------------------|-----------------|
| PROMOTIONAL/EDUCATIONAL | \$500.00 |
|--------------------------------|-----------------|

PUBLIC AWARENESS RELATED TO ACCESSIBILITY

LIVESTOCK

| | |
|---------------------|-------------------|
| REMUNERATION | \$2,000.00 |
|---------------------|-------------------|

LIVESTOCK VALUERS

| | |
|---|----------|
| OTHER – MATERIALS & SUPPLIES | \$100.00 |
|---|----------|

PURCHASE LIVESTOCK FORMS FROM MUNICIPAL WORLD

| | |
|-------------------|------------|
| VALUATIONS | \$4,000.00 |
|-------------------|------------|

REIMBURSE LANDOWNERS FOR LIVESTOCK KILLED

NOTE: IF LIVESTOCK KILLED BY WOLVES, MONIES ARE REIMBURSED 100% BY THE
MINISTRY OF AGRICULTURE

HEALTH & SAFETY

| | |
|-----------------|------------|
| TRAINING | \$2,000.00 |
|-----------------|------------|

TRAINING FOR ALL STAFF, DEVELOPMENT OF POLICIES

| | |
|---------------------------------------|--------------|
| SALARIES, WAGES & BENEFITS | \$102,125.00 |
|---------------------------------------|--------------|

HEALTH & SAFETY/FACILITIES MANAGER

| | |
|------------------|------------|
| TELEPHONE | \$1,200.00 |
|------------------|------------|

| | |
|-----------------------|----------|
| TRAVEL EXPENSE | \$250.00 |
|-----------------------|----------|

MILEAGE

| | |
|--------------------|--------|
| MEMBERSHIPS | \$.00 |
|--------------------|--------|

| | |
|-------------------------------------|----------|
| ASSOCIATION & CONVENTION | \$750.00 |
|-------------------------------------|----------|

EMERGENCY PLANNING & MANAGEMENT

| | |
|------------------------|----------|
| OFFICE SUPPLIES | \$700.00 |
|------------------------|----------|

PAPER, GENERAL SUPPLIES

| | |
|---------------|----------|
| TRAVEL | \$150.00 |
|---------------|----------|

| | |
|-----------------------------------|----------|
| CONFERENCES & TRAINING | \$500.00 |
|-----------------------------------|----------|

EMERGENCY MANAGEMENT COURSES AND TRAINING

| | |
|-------------------------|----------|
| PUBLIC AWARENESS | \$850.00 |
|-------------------------|----------|

CALENDARS, MAGNETS ETC.

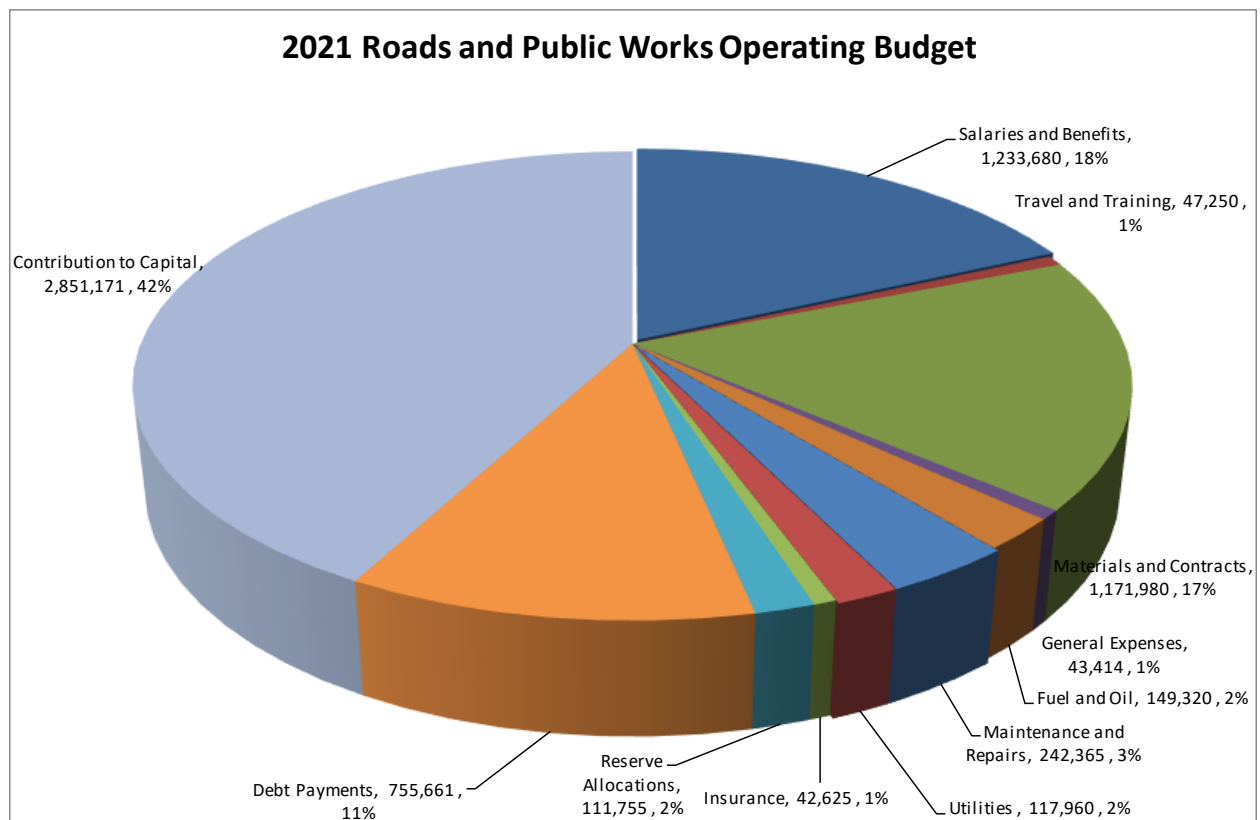
| | |
|-------------------------------------|------------|
| EMERGENCY CONTROL OPERATIONS | \$3,500.00 |
|-------------------------------------|------------|

CROSSING GUARDS

| | |
|----------------------|------------|
| LABOUR | \$9,180.00 |
| MATERIALS & SUPPLIES | \$500.00 |

ROADS AND PUBLIC WORKS

The **Roads and Public Works Department** is responsible for providing some of the basic services that affect the daily lives of those who live and work in Mississippi Mills. The department oversees approximately 379 km of maintained public roads of which 193 km are hard surfaced and 186 km are gravel. Maintenance activities of roads include grading, dust control, sign installation, street sweeping and winter control activities such as plowing, sanding, salting and snow removal.



Municipality of Mississippi Mills 2021 Budget Summary

Transportation

| | A | B | C | D=B + C | E= C/B | |
|-------------------------------|-------------|-----------|-----------|-----------|-------------|--|
| | 2020 | 2021 | 2021 | | % 2021 | |
| | Approved | Program | Requested | | Requested/ | |
| | 2019 Actual | Budget | Change | Budget | 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Bene | 1,262,537 | 1,209,486 | 24,194 | 1,233,680 | 2.00% | Includes Step increases, CPI, union hourly rate increase |
| Travel & Training | 33,622 | 47,250 | | 47,250 | 0.00% | |
| Materials & Contracts | 1,138,309 | 1,146,500 | 25,480 | 1,171,980 | 2.22% | Refer to detailed operating budget |
| General Operating Expenses | 55,347 | 39,735 | 3,679 | 43,414 | 9.26% | |
| Community Grants | - | - | | - | 0.00% | |
| Fuel & Oil | 166,987 | 146,000 | 3,320 | 149,320 | 2.27% | |
| M&R (facilities, fleet etc.) | 227,457 | 198,750 | 43,615 | 242,365 | 21.94% | |
| Utilities | 100,074 | 115,650 | 2,310 | 117,960 | 2.00% | |
| Insurance | 37,942 | 41,121 | 1,504 | 42,625 | 3.66% | |
| Transfers to Reserves | 519,088 | 96,585 | 15,170 | 111,755 | 15.71% | Repayment for vehicles/equipment, street light, storm, union street etc. |
| Debt Repayments | 683,540 | 763,980 | (8,319) | 755,661 | -1.09% | Roads, bridges and equipment |
| Capital Expenditures | 910,696 | 969,166 | 1,882,005 | 2,851,171 | 194.19% | Refer to detailed capital budget |
| Total Expenditures | 5,135,599 | 4,774,223 | 1,992,958 | 6,767,181 | 41.74% | |
| Revenues | | | | | | |
| Grants | 27,780 | 27,780 | | 27,780 | 0.00% | Sidewalk agreement-County of Lanark |
| User Fees | | | | | | |
| Other Fees & Charges | 5,300 | 5,500 | | 5,500 | 0.00% | Roadway fees |
| Transfer from Reserves | | | | | | |
| Transfer from DCs | 60,000 | 56,630 | | 56,630 | 0.00% | Debt payments-Ottawa St. |
| Total Revenues | 93,080 | 89,910 | - | 89,910 | 0.00% | |
| Net Levy | 5,042,519 | 4,684,313 | 1,992,958 | 6,677,271 | 42.55% | |

| | TRANSPORTATION | | | | | | | | | | |
|--------|---------------------------------------|--------------|--------------|--------------|--------|----------------|--------------|--------------|--------------|--------------|--|
| | 2021 Budget | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 | |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual | |
| | | | | | | (To Aug 31/20) | | | | | |
| | Administration | | | | | | | | | | |
| 1 | Salaries, & Wages and Benefits | 602,360.00 | 590,586.00 | 11,774.00 | 2% | 478,502.08 | 627,974.05 | 591,294.82 | 559,794.02 | 535,091.00 | |
| 2 | Office Supplies | 14,500.00 | 14,500.00 | - | 0% | 10,709.14 | 6,132.45 | 9,470.01 | 20,235.19 | 12,131.84 | |
| 3 | Postage & Courier Services | 2,000.00 | 2,000.00 | - | 0% | 436.54 | 2,427.77 | 959.17 | 1,207.61 | 1,165.36 | |
| 4 | Telephone | 1,500.00 | 1,500.00 | - | 0% | 802.71 | 1,691.78 | 1,349.75 | 1,339.08 | 1,307.41 | |
| 5 | Legal Fees | 1,100.00 | 1,100.00 | - | 0% | - | 526.61 | 1,093.86 | 2,298.40 | 427.22 | |
| 6 | Engineering/Other Professional Fees | 6,600.00 | 6,600.00 | - | 0% | 1,629.43 | 9,111.65 | 3,774.07 | 4,675.88 | 6,524.07 | |
| 7 | Advertising | 500.00 | 500.00 | - | 0% | - | 330.72 | 548.18 | | 962.93 | |
| 8 | Travelling Expense | 2,400.00 | 2,400.00 | - | 0% | | 1,940.38 | 439.63 | 2,003.86 | 491.07 | |
| 9 | Association & Convention | 4,300.00 | 4,300.00 | - | 0% | 634.51 | 4,268.66 | 3,363.73 | 2,750.18 | 3,378.25 | |
| 10 | Seminars | 650.00 | 650.00 | - | 0% | 5,914.12 | 262.38 | 110.00 | 381.60 | 962.18 | |
| 11 | Insurance (Building Etc.) | 28,905.00 | 28,065.00 | 840.00 | 3% | 27,009.00 | 26,730.14 | 28,172.73 | 42,371.76 | 50,641.82 | |
| 12 | Other S & R | 4,000.00 | 4,000.00 | - | 0% | 4,759.90 | 11,951.30 | 3,100.98 | 3,938.00 | 4,711.93 | |
| 13 | Personnel (Clothing, Etc.) | 14,000.00 | 14,000.00 | - | 0% | 8,258.17 | 13,767.15 | 15,580.69 | 37,868.67 | 14,385.26 | |
| 14 | Communications | 15,000.00 | 15,000.00 | - | 0% | 9,033.55 | 14,563.70 | 11,493.04 | 11,261.47 | 11,824.99 | |
| 15 | Technical Courses | 23,300.00 | 23,300.00 | - | 0% | 7,106.34 | 11,807.84 | 18,871.75 | 17,847.95 | 22,094.38 | |
| 16 | Personnel (Courses/Memberships, Etc.) | 2,600.00 | 2,600.00 | - | 0% | 2,846.62 | 1,575.29 | 1,701.22 | 2,882.53 | 2,197.04 | |
| 17 | Fuel & Oil | | | - | 0% | 21,461.81 | 9,392.32 | 20,343.50 | 12,980.81 | 4,126.58 | |
| 18 | Machine Rental (town) | | | - | 0% | | | | | | |
| 19 | Town Equipt. Rental Adjustment | - 415,475.00 | - 403,200.00 | 12,275.00 | 3% | | - 499,317.68 | - 480,636.83 | - 478,280.55 | - 499,491.87 | |
| 20 | Long Term Debt Charges-Roads | 540,202.00 | 548,420.00 | 8,218.00 | -1% | 356,107.15 | 468,293.62 | 303,715.16 | 264,723.63 | 243,481.56 | |
| 21 | Capital Expenditure | 2,851,171.00 | 969,166.00 | 1,882,005.00 | 194% | | 910,696.46 | 1,475,656.83 | 1,007,272.54 | 654,200.62 | |
| 22 | To Reserves | 111,755.00 | 96,585.00 | 15,170.00 | 16% | | 519,088.40 | 102,061.00 | 384,009.01 | 526,740.00 | |
| | Total Administration | 3,811,368.00 | 1,922,072.00 | 1,889,296.00 | 98% | 935,211.07 | 2,143,214.99 | 2,112,463.29 | 1,875,600.02 | 1,597,353.64 | |
| | | | | | | | | | | | |
| | Almonte Ward Garage | | | | | | | | | | |
| 23 | Almonte Ward Garage Labour | 410.00 | 400.00 | 10.00 | 3% | 1,552.85 | 89.75 | 143.22 | 833.39 | 99.00 | |
| 24 | Almonte Ward Garage-Other | 1,020.00 | 1,000.00 | 20.00 | 2% | 756.04 | 868.03 | 910.59 | 1,116.34 | 890.45 | |
| | Total | 1,430.00 | 1,400.00 | 30.00 | 2% | 2,308.89 | 957.78 | 1,053.81 | 1,949.73 | 989.45 | |
| | | | | | | | | | | | |
| | Pak. Ward Garage | | | | | | | | | | |
| 25 | Pak. Ward Garage Labour | 3,160.00 | 3,100.00 | 60.00 | 2% | 1,503.46 | 1,905.41 | 908.72 | 3,897.13 | 8,108.87 | |
| 26 | Pak. Ward Garage Utilities | 6,985.00 | 6,850.00 | 135.00 | 2% | 3,524.22 | 6,847.73 | 6,025.00 | 7,139.64 | 6,707.67 | |
| 27 | Pak. Ward Garage Telephone | 1,430.00 | 1,400.00 | 30.00 | 2% | 982.97 | 1,412.62 | 1,458.47 | 1,271.17 | 1,037.58 | |
| 28 | Pak. Ward Garage Insurance | 720.00 | 702.00 | 18.00 | 3% | 880.72 | 669.13 | 288.36 | 441.35 | 438.77 | |
| 29 | Pak. Ward Garage Other | 510.00 | 500.00 | 10.00 | 2% | 30.15 | | 858.68 | 95.43 | 72.85 | |
| 30 | Pak. Ward Garage Alarm Monitoring | 815.00 | 800.00 | 15.00 | 2% | 514.28 | 561.72 | 754.05 | 561.72 | 1,517.25 | |
| 31 | Pak. Ward Garage Tools, Stock Etc. | 8,160.00 | 8,000.00 | 160.00 | 2% | 2,683.43 | 9,821.87 | 4,185.89 | 3,996.79 | 9,176.89 | |
| | Total | 21,780.00 | 21,352.00 | 428.00 | 2% | 10,119.23 | 21,218.48 | 14,479.17 | 17,403.23 | 27,059.88 | |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|---|-------------------|-------------------|-----------------|-------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Ramsay Ward Garage | | | | | | | | | |
| 32 | Ramsay Ward Garage Labour | 10,200.00 | 10,000.00 | 200.00 | 2% | 6,869.71 | 12,611.70 | 13,014.74 | 7,156.54 | 5,714.54 |
| 33 | Ramsay Ward Garage Overtime | | | - | 0% | | 359.64 | 287.58 | 255.62 | 43.70 |
| 34 | Ramsay Ward Garage Utilities | 35,185.00 | 34,500.00 | 685.00 | 2% | 19,558.82 | 28,749.47 | 31,866.21 | 19,579.02 | 18,556.13 |
| 35 | Ramsay Ward Garage Cleaning, Maint. Etc. | 5,610.00 | 5,500.00 | 110.00 | 2% | 4,457.84 | 7,035.62 | 5,762.79 | 6,928.74 | 6,402.88 |
| 36 | Ramsay Ward Garage Telephone | 1,635.00 | 1,600.00 | 35.00 | 2% | 2,066.58 | 2,675.38 | 1,487.70 | 1,448.10 | 1,248.35 |
| 37 | Ramsay Ward Garage Insurance (Building Etc.) | 1,820.00 | 1,782.00 | 38.00 | 2% | 1,467.89 | 1,696.93 | 865.05 | 1,324.01 | 1,755.11 |
| 38 | Ramsay Ward Garage Other S & R | 1,225.00 | 1,200.00 | 25.00 | 2% | 725.80 | 2,347.53 | 1,825.56 | 1,065.36 | 611.96 |
| 39 | Ramsay Ward Garage Alarm Monitoring | 1,020.00 | 1,000.00 | 20.00 | 2% | 384.66 | 746.17 | 576.99 | 631.92 | 865.96 |
| 40 | Ramsay Ward Garage Tools, Stock Etc. | 34,000.00 | 31,000.00 | 3,000.00 | 10% | 22,343.14 | 38,603.98 | 43,003.91 | 38,217.70 | 35,596.92 |
| 41 | Ramsay Ward Garage Contract (Hydro replace light) | | | - | 0% | | | | | 1,636.57 |
| | Total | 90,695.00 | 86,582.00 | 4,113.00 | 5% | 57,874.44 | 94,826.42 | 98,690.53 | 76,607.01 | 72,432.12 |
| | Total Roads & Public Works Facilities | 113,905.00 | 109,334.00 | 4,571.00 | 4% | 70,302.56 | 117,002.68 | 114,223.51 | 95,959.97 | 100,481.45 |
| | Street Lighting | | | | | | | | | |
| 42 | Street Lighting Labour | 510.00 | 500.00 | 10.00 | 2% | | 884.64 | 456.50 | 492.26 | 845.80 |
| 43 | Street Lighting Hydro | 71,400.00 | 70,000.00 | 1,400.00 | 2% | 36,869.84 | 61,279.02 | 84,363.40 | 139,700.09 | 124,540.27 |
| 44 | Street Lighting Machine Rental (town) | | | - | 0% | | 151.60 | 66.00 | 72.60 | 191.40 |
| 45 | Street Lighting Contract | 9,180.00 | 9,000.00 | 180.00 | 2% | 7,775.33 | 4,967.70 | 12,794.58 | 23,982.62 | 28,343.57 |
| | Total | 81,090.00 | 79,500.00 | 1,590.00 | 2% | 44,645.17 | 67,282.96 | 97,680.48 | 164,247.57 | 153,921.04 |
| | Pakenham Bridge | | | | | | | | | |
| 46 | Pakenham Bridge Hydro | 820.00 | 800.00 | 20.00 | 3% | 310.01 | 49.19 | 951.18 | 542.73 | 835.05 |
| | Bridges & Culverts | | | | | | | | | |
| 47 | Bridges & Culverts Labour | 15,300.00 | 15,000.00 | 300.00 | 2% | 8,345.87 | 20,698.61 | 15,661.15 | 13,005.18 | 7,584.06 |
| 48 | Bridges & Culverts Overtime | | | - | 0% | 59.36 | 1,385.27 | 912.94 | 976.11 | 201.91 |
| 49 | Bridges & Culverts Machine Rental (town) | 6,120.00 | 6,000.00 | 120.00 | 2% | - | 7,129.80 | 7,859.60 | 5,789.00 | 4,217.95 |
| 50 | Bridges & Culverts Materials | 71,400.00 | 70,000.00 | 1,400.00 | 2% | 10,556.77 | 53,489.19 | 88,394.93 | 44,103.45 | 38,232.33 |
| | Total | 92,820.00 | 91,000.00 | 1,820.00 | 2% | 18,962.00 | 82,702.87 | 112,828.62 | 63,873.74 | 50,236.25 |
| | Hydrants | | | | | | | | | |
| 51 | Hydrants Labour | 7,855.00 | 7,700.00 | 155.00 | 2% | 3,438.45 | 12,024.79 | 8,034.48 | 9,319.21 | 6,698.87 |
| 52 | Hydrants Overtime | | | - | 0% | | 621.98 | 112.60 | 808.46 | 159.57 |
| 53 | Hydrants Machine Rental (town) | 1,835.00 | 1,800.00 | 35.00 | 2% | | 2,531.45 | 1,242.00 | 2,116.80 | 1,674.30 |
| 54 | Hydrants Materials | 16,830.00 | 16,500.00 | 330.00 | 2% | | 2,991.96 | 7,863.95 | 15,767.52 | 18,020.15 |
| | Total | 26,520.00 | 26,000.00 | 520.00 | 2% | 3,438.45 | 18,170.18 | 17,253.03 | 28,011.99 | 26,552.89 |
| | Drainage | | | | | | | | | |
| 55 | Drainage Labour | - | - | - | 0% | | 2,146.35 | | | |
| 56 | Drainage Machine Rental (town) | - | - | - | 0% | | 396.20 | 115.00 | 113.20 | 69.00 |
| | Total | - | - | - | 0% | | 2,542.55 | 115.00 | 113.20 | 69.00 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|--|------------------|------------------|-----------------|-------------|----------------------------------|------------------|------------------|------------------|------------------|
| 57 | Flood Control Labour | 6,835.00 | 6,700.00 | 135.00 | 2% | 3,681.08 | 5,282.62 | 6,428.15 | 5,338.20 | 2,457.09 |
| 58 | Flood Control Overtime | 1,530.00 | 1,500.00 | 30.00 | 2% | 1,208.65 | 389.16 | 1,582.78 | 2,698.38 | 678.79 |
| 59 | Flood Control Machine Rental (town) | 2,140.00 | 2,100.00 | 40.00 | 2% | | 10,561.70 | 2,978.70 | 3,286.40 | 1,666.60 |
| 60 | Flood Control Materials | 6,120.00 | 6,000.00 | 120.00 | 2% | 4,362.10 | 4,900.28 | 6,228.45 | 5,475.34 | 7,111.77 |
| | Total | 16,625.00 | 16,300.00 | 325.00 | 2% | 9,251.83 | 21,133.76 | 17,218.08 | 16,798.32 | 11,914.25 |
| | Road Patrol | | | | | | | | | |
| 61 | Road Patrol Labour | 39,270.00 | 38,500.00 | 770.00 | 2% | 17,167.63 | 42,845.82 | 38,146.96 | 34,964.63 | 35,440.43 |
| 62 | Road Patrol Overtime | 6,120.00 | 6,000.00 | 120.00 | 2% | 1,255.44 | 7,575.63 | 9,335.18 | 6,254.23 | 7,763.43 |
| 63 | Road Patrol Machine Rental (town) | 6,325.00 | 6,200.00 | 125.00 | 2% | | 8,370.30 | 7,319.40 | 6,326.70 | 6,290.42 |
| | Total | 51,715.00 | 50,700.00 | 1,015.00 | 2% | 18,423.07 | 58,791.75 | 54,801.54 | 47,545.56 | 49,494.28 |
| | Grass Mowing | | | | | | | | | |
| 64 | Grass Mowing Labour | 7,140.00 | 7,000.00 | 140.00 | 2% | 10,073.55 | 6,501.64 | 6,217.45 | 5,213.42 | 3,819.02 |
| 65 | Grass Mowing Machine Rental (town) | 6,120.00 | 6,000.00 | 120.00 | 2% | 716.57 | 4,211.20 | 6,038.60 | 8,837.90 | 3,675.60 |
| 66 | Grass Mowing Materials | 5,100.00 | 5,000.00 | 100.00 | 2% | 673.59 | 2,607.00 | 779.48 | 52.89 | |
| 67 | Grass Mowing-Wild Parsnip | 60,000.00 | 60,000.00 | - | 0% | - | 27,870.18 | | | |
| 67a | Grass Mowing Contract | 21,600.00 | 20,000.00 | 1,600.00 | 8% | 12,628.10 | 28,390.45 | 25,611.40 | 15,939.77 | 21,001.62 |
| | Total | 99,960.00 | 98,000.00 | 1,960.00 | 2% | 24,091.81 | 69,580.47 | 38,646.93 | 30,043.98 | 28,496.24 |
| | Brushing, Tree Trim & Removal | | | | | | | | | |
| 68 | Brushing, Tree Trim & Removal Labour | 34,780.00 | 34,100.00 | 680.00 | 2% | 11,092.08 | 21,466.70 | 30,380.39 | 36,449.98 | 25,004.71 |
| 69 | Brushing, Tree Trim & Removal Overtime | 1,735.00 | 1,700.00 | 35.00 | 2% | 112.68 | 867.54 | 4,452.73 | 1,921.41 | 2,159.64 |
| 70 | Brushing, Tree Trim & Removal Machine Rental | 11,220.00 | 11,000.00 | 220.00 | 2% | | 9,248.40 | 12,739.00 | 10,573.25 | 14,757.85 |
| 71 | Brushing, Tree Trim & Removal Materials | | | - | 0% | 11.18 | 6,845.34 | 5,147.02 | 1,155.98 | 28.48 |
| 72 | Brushing, Tree Trim & Removal Contract | 40,800.00 | 40,000.00 | 800.00 | 2% | 9,260.16 | 26,204.05 | 37,224.30 | 23,541.63 | 26,704.37 |
| | Total | 88,535.00 | 86,800.00 | 1,735.00 | 2% | 20,476.10 | 64,632.03 | 89,943.44 | 73,642.25 | 68,655.05 |
| | Ditching | | | | | | | | | |
| 73 | Ditching Labour | 9,895.00 | 9,700.00 | 195.00 | 2% | 6,245.41 | 5,842.42 | 6,045.17 | 8,532.11 | 11,587.10 |
| 74 | Ditching Overtime | 205.00 | 200.00 | 5.00 | 3% | | 320.91 | 8.82 | 596.92 | |
| 75 | Ditching Machine Rental (town) | 6,120.00 | 6,000.00 | 120.00 | 2% | | 4,860.95 | 3,414.80 | 6,283.25 | 9,386.65 |
| 76 | Ditching Materials | 3,060.00 | 3,000.00 | 60.00 | 2% | 111.94 | 2,743.03 | 6,054.38 | 963.79 | 491.02 |
| 77 | Ditching Contract | 40,000.00 | 33,000.00 | 7,000.00 | 21% | 10,429.14 | 31,572.27 | 33,151.16 | 39,334.51 | 29,378.80 |
| | Total | 59,280.00 | 51,900.00 | 7,380.00 | 14% | 16,786.49 | 45,339.58 | 48,674.33 | 55,710.58 | 50,843.57 |
| | Catch Basins | | | | | | | | | |
| 78 | Catch Basins Labour | 6,220.00 | 6,100.00 | 120.00 | 2% | 1,955.66 | 11,688.69 | 5,790.73 | 5,864.77 | 3,808.88 |
| 79 | Catch Basins Overtime | 615.00 | 600.00 | 15.00 | 3% | 46.70 | 5,154.02 | 190.74 | 116.42 | 629.79 |
| 80 | Catch Basins Machine Rental (town) | 1,530.00 | 1,500.00 | 30.00 | 2% | | 3,427.20 | 1,104.65 | 2,229.30 | 1,414.70 |
| 81 | Catch Basins Materials | 10,200.00 | 10,000.00 | 200.00 | 2% | 3,732.83 | 6,904.10 | 23,535.38 | 2,216.71 | 4,446.33 |
| 82 | Catch Basins Contract | 20,400.00 | 20,000.00 | 400.00 | 2% | 10,153.00 | 17,876.27 | 19,836.10 | 16,638.98 | 21,406.14 |
| | Total | 38,965.00 | 38,200.00 | 765.00 | 2% | 15,888.19 | 45,050.28 | 50,457.60 | 27,066.18 | 31,705.84 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|--|-------------------|-------------------|------------------|-------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Debris & Litter | | | | | | | | | |
| 83 | Debris & Litter Labour | 14,280.00 | 14,000.00 | 280.00 | 2% | 4,289.55 | 9,533.51 | 11,045.02 | 11,367.12 | 13,568.27 |
| 84 | Debris & Litter Overtime | 915.00 | 900.00 | 15.00 | 2% | 269.03 | 403.33 | 907.26 | 701.74 | 640.72 |
| 85 | Debris & Litter Machine Rental (town) | 3,060.00 | 3,000.00 | 60.00 | 2% | | 2,097.70 | 1,774.90 | 2,032.90 | 2,307.70 |
| 86 | Debris & Litter Materials | 920.00 | 900.00 | 20.00 | 2% | 419.47 | 636.66 | 1,148.37 | 775.75 | 595.94 |
| | Total | 19,175.00 | 18,800.00 | 375.00 | 2% | 4,978.05 | 12,671.20 | 14,875.55 | 14,877.51 | 17,112.63 |
| | Storm Sewers | | | | | | | | | |
| 87 | Storm Sewers Labour | 3,470.00 | 3,400.00 | 70.00 | 2% | 221.77 | 205.11 | 833.09 | 330.00 | 43.88 |
| 88 | Storm Sewers Overtime | 305.00 | 300.00 | 5.00 | 2% | | 22.96 | 44.02 | 288.86 | |
| 89 | Storm Sewers Machine Rental (town) | 510.00 | 500.00 | 10.00 | 2% | | 106.90 | 229.50 | 302.60 | 6.60 |
| 90 | Storm Sewers Materials | 3,060.00 | 3,000.00 | 60.00 | 2% | | | 1,230.23 | 6,439.09 | 1,763.81 |
| 91 | Storm Sewers Contract | 9,180.00 | 9,000.00 | 180.00 | 2% | 60.00 | 5,596.79 | 7,474.04 | 8,574.17 | 3,126.01 |
| | Total | 16,525.00 | 16,200.00 | 325.00 | 2% | 281.77 | 5,931.76 | 9,810.88 | 15,934.72 | 4,940.30 |
| | Curbs & Sidewalks | | | | | | | | | |
| 92 | Curbs & Sidewalks Labour | 8,160.00 | 8,000.00 | 160.00 | 2% | 868.61 | 2,767.48 | 6,039.93 | 3,084.28 | 2,727.01 |
| 93 | Curbs & Sidewalks Overtime | 205.00 | 200.00 | 5.00 | 3% | | 132.05 | 229.08 | 157.54 | 1.53 |
| 94 | Curbs & Sidewalks Machine Rental (town) | 1,835.00 | 1,800.00 | 35.00 | 2% | | 1,566.50 | 4,397.70 | 1,679.25 | 1,503.25 |
| 95 | Curbs & Sidewalks Materials | 1,530.00 | 1,500.00 | 30.00 | 2% | | 788.99 | 1,218.80 | 905.73 | 1,186.02 |
| 96 | Curbs & Sidewalks Contract | 55,000.00 | 50,000.00 | 5,000.00 | 10% | 34,142.49 | 48,551.70 | 38,516.13 | 20,810.17 | 31,937.37 |
| | Total | 66,730.00 | 61,500.00 | 5,230.00 | 9% | 35,011.10 | 53,806.72 | 50,401.64 | 26,636.97 | 37,355.18 |
| | Total Roadside Maintenance | 389,170.00 | 371,400.00 | 17,770.00 | 5% | 117,513.51 | 297,012.04 | 302,810.37 | 243,912.19 | 239,108.81 |
| | Patching | | | | | | | | | |
| 97 | Patching Labour | 51,000.00 | 50,000.00 | 1,000.00 | 2% | 56,423.06 | 55,638.50 | 54,534.65 | 48,037.25 | 43,523.74 |
| 98 | Patching Overtime | 205.00 | 200.00 | 5.00 | 3% | 188.01 | 43.67 | 130.13 | 802.10 | 2.18 |
| 99 | Patching Machine Rental (town) | 14,280.00 | 14,000.00 | 280.00 | 2% | | 15,215.35 | 13,047.90 | 14,386.35 | 13,168.00 |
| 100 | Patching Materials | 44,370.00 | 43,500.00 | 870.00 | 2% | 32,613.37 | 45,062.59 | 39,626.70 | 50,908.65 | 47,142.48 |
| | Total | 109,855.00 | 107,700.00 | 2,155.00 | 2% | 89,224.44 | 115,960.11 | 107,339.38 | 114,134.35 | 103,836.40 |
| | Sweeping | | | | | | | | | |
| 101 | Sweeping Labour | 4,080.00 | 4,000.00 | 80.00 | 2% | 2,244.41 | 3,882.15 | 4,163.49 | 2,512.08 | 3,030.48 |
| 102 | Sweeping Overtime | 1,530.00 | 1,500.00 | 30.00 | 2% | 1,201.36 | 1,688.01 | 2,711.31 | 867.21 | 1,096.57 |
| 103 | Sweeping Machine Rental (town) | 3,800.00 | | 3,800.00 | 0% | | 3,826.95 | 4,324.50 | 3,036.60 | 4,544.00 |
| 104 | Sweeping Materials | | | - | 0% | | | 544.92 | | - |
| 105 | Sweeping Contract | 27,540.00 | 27,000.00 | 540.00 | 2% | 20,343.85 | 29,914.98 | 22,826.31 | 25,005.97 | 23,585.42 |
| | Total | 36,950.00 | 32,500.00 | 4,450.00 | 14% | 23,789.62 | 39,312.09 | 34,570.53 | 31,421.86 | 32,256.47 |
| | Shoulder Maintenance | | | | | | | | | |
| 106 | Shoulder Maintenance Labour | 4,285.00 | 4,200.00 | 85.00 | 2% | 3,989.13 | 1,330.72 | 3,448.25 | 2,527.80 | 5,189.22 |
| 107 | Shoulder Maintenance Machine Rental (town) | 2,040.00 | 2,000.00 | 40.00 | 2% | | 773.30 | 2,724.20 | 1,901.40 | 3,518.90 |
| 108 | Shoulder Maintenance Materials | 10,000.00 | 4,600.00 | 5,400.00 | 117% | | 623.70 | 5,523.21 | 1,988.47 | 9,992.81 |
| 108a | Shoulder Maintenance Contract | 10,000.00 | | 10,000.00 | 0% | 402.12 | | | | |
| | Total | 26,325.00 | 10,800.00 | 15,525.00 | 144% | 4,391.25 | 2,727.72 | 11,695.66 | 6,417.67 | 18,700.93 |
| | Total Hardtop Maintenance | 173,130.00 | 151,000.00 | 22,130.00 | 15% | 117,405.31 | 157,999.92 | 153,605.57 | 151,973.88 | 154,793.80 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|--|-------------------|-------------------|------------------|-------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Patches & Washouts | | | | | | | | | |
| 109 | Patches & Washouts Labour | 2,550.00 | 2,500.00 | 50.00 | 2% | 753.75 | 3,018.19 | 2,303.23 | 2,427.23 | 2,144.30 |
| 110 | Patches & Washouts Overtime | | | - | 0% | 332.91 | 401.17 | | 563.54 | 44.16 |
| 111 | Patches & Washouts Machine Rental (town) | 4,080.00 | 4,000.00 | 80.00 | 2% | | 1,904.85 | 3,132.20 | 1,848.00 | 10,306.25 |
| 112 | Patches & Washouts Materials | 32,000.00 | 28,000.00 | 4,000.00 | 14% | 12,366.38 | 29,257.77 | 32,750.87 | 25,964.05 | 18,170.32 |
| | Total | 38,630.00 | 34,500.00 | 4,130.00 | 12% | 13,453.04 | 34,581.98 | 38,186.30 | 30,802.82 | 30,665.03 |
| | Grading | | | | | | | | | |
| 113 | Grading Labour | 49,575.00 | 48,600.00 | 975.00 | | 26,605.43 | 42,526.27 | 40,645.46 | 51,835.31 | 43,468.92 |
| 114 | Grading Overtime | 3,570.00 | 3,500.00 | 70.00 | 2% | 4,888.14 | 5,007.08 | 5,318.91 | 7,298.41 | 2,149.42 |
| 115 | Grading Machine Rental (town) | 56,100.00 | 55,000.00 | 1,100.00 | 2% | - | 67,731.73 | 54,193.05 | 71,401.75 | 54,016.60 |
| | Total | 109,245.00 | 107,100.00 | 2,145.00 | 2% | 31,493.57 | 115,265.08 | 100,157.42 | 130,535.47 | 99,634.94 |
| | Dust Layer | | | | | | | | | |
| 116 | Dust Layer Labour | 3,470.00 | 3,400.00 | 70.00 | 2% | 1,106.62 | 2,418.75 | 1,578.59 | 1,571.68 | 2,431.89 |
| 117 | Dust Layer Overtime | 410.00 | 400.00 | 10.00 | 3% | 77.40 | 41.43 | 274.05 | 206.61 | 37.29 |
| 118 | Dust Layer Machine Rental (town) | 915.00 | 900.00 | 15.00 | 2% | | 1,148.80 | 575.80 | 457.40 | 838.40 |
| 119 | Dust Layer Materials | 116,000.00 | 110,000.00 | 6,000.00 | 5% | 106,634.10 | 118,180.60 | 112,001.03 | 103,820.05 | 120,312.40 |
| | Total | 120,795.00 | 114,700.00 | 6,095.00 | 5% | 107,818.12 | 121,789.58 | 114,429.47 | 106,055.74 | 123,619.98 |
| | Gravel Resurfacing | | | | | | | | | |
| 120 | Gravel Resurfacing Labour | 8,975.00 | 8,800.00 | 175.00 | 2% | 4,377.31 | 6,467.23 | 8,876.95 | 8,699.52 | 9,677.82 |
| 121 | Gravel Resurfacing Overtime | 255.00 | 250.00 | 5.00 | 2% | 36.81 | 65.27 | 501.06 | 300.64 | 42.30 |
| 122 | Gravel Resurfacing Machine Rental (town) | 9,180.00 | 9,000.00 | 180.00 | 2% | | 8,959.20 | 10,011.70 | 8,298.90 | 9,492.45 |
| | Total | 18,410.00 | 18,050.00 | 360.00 | 2% | 4,414.12 | 15,491.70 | 19,389.71 | 17,299.06 | 19,212.57 |
| | Total Loose Top Maintenance | 287,080.00 | 274,350.00 | 12,730.00 | 5% | 157,178.85 | 287,128.34 | 272,162.90 | 284,693.09 | 273,132.52 |
| | Snowplowing | | | | | | | | | |
| 123 | Snowplowing Labour | 75,480.00 | 74,000.00 | 1,480.00 | 2% | 38,815.44 | 61,627.37 | 50,555.00 | 43,477.36 | 53,668.72 |
| 124 | Snowplowing Overtime | 32,640.00 | 32,000.00 | 640.00 | 2% | 32,177.76 | 58,697.58 | 46,955.01 | 53,481.32 | 59,251.55 |
| 125 | Snowplowing Machine Rental (town) | 145,860.00 | 143,000.00 | 2,860.00 | 2% | | 197,308.60 | 177,518.75 | 156,196.15 | 207,092.15 |
| | Total | 253,980.00 | 249,000.00 | 4,980.00 | 2% | 70,993.20 | 317,633.55 | 275,028.76 | 253,154.83 | 320,012.42 |
| | Snow Removal | | | | | | | | | |
| 126 | Snow Removal Labour | 34,680.00 | 34,000.00 | 680.00 | 2% | 20,223.85 | 19,652.92 | 10,563.71 | 17,252.56 | 21,105.18 |
| 127 | Snow Removal Overtime | 13,260.00 | 13,000.00 | 260.00 | 2% | 22,355.72 | 27,231.78 | 15,440.92 | 25,008.41 | 23,572.51 |
| 128 | Snow Removal Machine Rental (town) | 40,800.00 | 40,000.00 | 800.00 | 2% | | 53,625.25 | 41,457.60 | 53,387.80 | 60,515.25 |
| 129 | Snow Removal Materials | | | - | 0% | | 864.96 | | 5,353.09 | 763.20 |
| 130 | Snow Removal Contract | 105,000.00 | 100,000.00 | 5,000.00 | 5% | 87,306.26 | 108,739.23 | 46,996.66 | 99,710.31 | 95,977.79 |
| | Total | 193,740.00 | 187,000.00 | 6,740.00 | 4% | 129,885.83 | 210,114.14 | 114,458.89 | 200,712.17 | 201,933.93 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|---|-------------------|-------------------|------------------|-------------|----------------------------------|---------------------|-------------------|-------------------|-------------------|
| 131 | Sanding & Salting Labour | 18,975.00 | 18,600.00 | 375.00 | 2% | 9,306.78 | 19,651.68 | 23,400.36 | 21,207.31 | 10,346.99 |
| 132 | Sanding & Salting Overtime | 12,240.00 | 12,000.00 | 240.00 | 2% | 5,553.74 | 18,722.67 | 28,837.36 | 16,118.30 | 17,467.61 |
| 133 | Sanding & Salting Machine Rental (town) | 35,700.00 | 35,000.00 | 700.00 | 2% | | 51,621.36 | 72,235.18 | 66,278.65 | 35,393.20 |
| 134 | Sanding & Salting Materials | 390,000.00 | 378,000.00 | 12,000.00 | 3% | 182,516.87 | 408,127.28 | 303,646.20 | 266,214.55 | 173,635.63 |
| | Total | 456,915.00 | 443,600.00 | 13,315.00 | 3% | 197,377.39 | 498,122.99 | 428,119.10 | 369,818.81 | 236,843.43 |
| | Culvert Thawing & CB Cleaning | | | | | | | | | |
| 135 | Culvert Thawing & CB Cleaning Machine Rental | | | - | 0% | | - | 23.00 | | 103.50 |
| | Total | - | - | - | 0% | | - | 23.00 | - | 103.50 |
| | Plowing/Sanding Sidewalks | | | | | | | | | |
| 136 | Plowing/Sanding Sidewalks Labour | 11,220.00 | 11,000.00 | 220.00 | 2% | 6,192.40 | 10,601.65 | 8,809.45 | 8,946.66 | 8,493.86 |
| 137 | Plowing/Sanding Sidewalks Overtime | 5,100.00 | 5,000.00 | 100.00 | 2% | 3,934.21 | 7,338.09 | 7,264.00 | 6,620.45 | 8,122.09 |
| 138 | Plowing/Sanding Sidewalks Machine Rental (town) | 16,320.00 | 16,000.00 | 320.00 | 2% | | 15,655.25 | 15,726.30 | 16,527.20 | 16,385.75 |
| 139 | Plowing/Sanding Sidewalks Materials | | | - | 0% | | | | | |
| 140 | Plowing/Sanding Sidewalks Contract | 8,160.00 | 8,000.00 | 160.00 | | 5,459.42 | 11,799.07 | 7,891.47 | 7,235.13 | 10,481.27 |
| | Total | 40,800.00 | 40,000.00 | 800.00 | 2% | 15,586.03 | 45,394.06 | 39,691.22 | 39,329.44 | 43,482.97 |
| | Total Winter Control | 945,435.00 | 919,600.00 | 25,835.00 | 3% | 413,842.45 | 1,071,264.74 | 857,320.97 | 863,015.25 | 802,376.25 |
| | Traffic Signs & Line Painting | | | | | | | | | |
| 141 | Traffic Signs & Line Painting Labour | 14,895.00 | 14,600.00 | 295.00 | 2% | 5,835.26 | 16,647.90 | 13,881.80 | 20,556.23 | 13,527.02 |
| 142 | Traffic Signs & Line Painting Overtime | 305.00 | 300.00 | 5.00 | 2% | 157.13 | 631.62 | 826.52 | 541.41 | 187.25 |
| 143 | Traffic Signs & Line Painting Machine Rental | 2,550.00 | 2,500.00 | 50.00 | 2% | | 2,730.10 | 2,040.10 | 4,324.90 | 2,125.70 |
| 144 | Traffic Signs & Line Painting Materials | 13,000.00 | 12,000.00 | 1,000.00 | 8% | 12,176.96 | 11,213.62 | 10,108.06 | 14,828.05 | 16,767.80 |
| 145 | Traffic Signs & Line Painting Contract | 27,000.00 | 24,500.00 | 2,500.00 | 10% | 22,073.78 | 37,791.18 | 32,561.92 | 16,747.27 | 21,502.43 |
| | Total | 57,750.00 | 53,900.00 | 3,850.00 | 7% | 40,243.13 | 69,014.42 | 59,418.40 | 56,997.86 | 54,110.20 |
| | Traffic Lights | | | | | | | | | |
| 146 | Traffic Lights Labour | 205.00 | 200.00 | 5.00 | 3% | | 279.36 | 68.47 | 89.49 | 394.88 |
| 147 | Traffic Lights Overtime | | | | 0% | | | 128.66 | | 139.46 |
| 148 | Traffic Lights Hydro | 3,570.00 | 3,500.00 | 70.00 | 2% | 1,453.29 | 3,148.53 | 2,964.27 | 3,546.06 | 3,362.97 |
| 149 | Traffic Lights Materials | 1,020.00 | 1,000.00 | 20.00 | 0% | | | 992.16 | 234.05 | 890.40 |
| 150 | Traffic Lights Contract | 2,800.00 | 2,500.00 | 300.00 | 12% | 6,471.93 | 2,955.10 | 2,579.62 | 1,607.81 | 1,991.44 |
| | Total | 7,595.00 | 7,200.00 | 395.00 | 5% | 7,925.22 | 6,382.99 | 6,733.18 | 5,477.41 | 6,779.15 |
| | Railway Crossing | | | | | | | | | |
| 151 | Railway Crossing Contract | | - | - | 0% | | | | | 536.73 |
| | Total | - | - | - | 0% | | | - | - | 536.73 |
| | Total Safety Devices | 65,345.00 | 61,100.00 | 4,245.00 | 7% | 48,168.35 | 75,397.41 | 66,151.58 | 62,475.27 | 61,426.08 |

| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------|--|-----------|-----------|--------|--------|--------------------------|-----------|-----------|-----------|-----------|
| Line # | Description | Budget | Budget | Change | Change | Actual (To Aug 31/20) | Actual | Actual | Actual | Actual |
| | | | | | | | | | | |
| 152 | Entrances & Addressing Labour | 2,960.00 | 2,900.00 | 60.00 | 2% | 1,617.44 | 2,020.14 | 2,096.59 | 1,388.88 | 1,562.61 |
| 153 | Entrances & Addressing Machine Rental (town) | 510.00 | 500.00 | 10.00 | 2% | | 402.40 | 303.60 | 226.30 | 297.00 |
| 154 | Entrances & Addressing Materials | 1,530.00 | 1,500.00 | 30.00 | 2% | 228.96 | | 1,687.51 | 273.43 | 6,974.68 |
| | Total | 5,000.00 | 4,900.00 | 100.00 | 2% | 1,846.40 | 2,422.54 | 4,087.70 | 1,888.61 | 8,834.29 |
| | Municipal Addressing | | | | | | | | | |
| | | | | | | | | | | |
| | Total Private Entrances & Municipal Addressing | 5,000.00 | 4,900.00 | 100.00 | 2% | 1,846.40 | 2,422.54 | 4,087.70 | 1,888.61 | 8,834.29 |
| | | | | | | | | | | |
| | Town Property | | | | | | | | | |
| 155 | Town Property Labour | 9,690.00 | 9,500.00 | 190.00 | 2% | 10,103.76 | 14,062.63 | 19,365.96 | 12,652.88 | 5,217.24 |
| 156 | Town Property Overtime | 510.00 | 500.00 | 10.00 | 2% | 425.67 | 1,753.44 | 1,106.47 | 904.71 | 1,171.60 |
| 157 | Town Property Machine Rental (town) | 3,060.00 | 3,000.00 | 60.00 | 2% | | 3,147.35 | 3,478.30 | 3,795.50 | 3,529.60 |
| 158 | Town Property Materials | 6,120.00 | 6,000.00 | 120.00 | 2% | 1,542.88 | 7,391.45 | 3,959.00 | 3,873.14 | 6,534.51 |
| | Total | 19,380.00 | 19,000.00 | 380.00 | 2% | 12,072.31 | 26,354.87 | 27,909.73 | 21,226.23 | 16,452.95 |
| | | | | | | | | | | |
| | Maintenance-Other | | | | | | | | | |
| 159 | On Call Labour | 7,145.00 | 7,000.00 | 145.00 | 2% | 4,450.00 | 6,705.38 | 6,932.14 | 6,825.00 | 6,800.00 |
| 160 | On Call Overtime | - | | - | 0% | | | | | |
| 161 | Safety Equipment Materials | 2,345.00 | 2,300.00 | 45.00 | 2% | 766.02 | 2,270.57 | 2,038.49 | 1,518.44 | 803.24 |
| 162 | Parks & Rec Labour | 4,590.00 | 4,500.00 | 90.00 | 2% | 1,383.06 | 5,054.42 | 3,455.84 | 4,596.38 | 7,129.07 |
| 163 | Parks & Rec Overtime | 305.00 | 300.00 | 5.00 | 2% | | 341.14 | 48.17 | 676.15 | 752.76 |
| 164 | Other Depts Labour | 2,550.00 | 2,500.00 | 50.00 | 2% | 2,337.26 | 3,496.12 | 1,862.10 | 3,411.41 | 3,244.85 |
| 165 | Other Depts. Overtime | 305.00 | 300.00 | 5.00 | 2% | 620.46 | 642.96 | 292.70 | 872.73 | 329.53 |
| | Total | 17,240.00 | 16,900.00 | 340.00 | 2% | 9,556.80 | 18,510.59 | 14,629.44 | 17,900.11 | 19,059.45 |
| | | | | | | | | | | |
| | Ontario One Call | | | | | | | | | |
| 166 | Ontario One Call Labour | 6,020.00 | 5,900.00 | 120.00 | 2% | 2,340.52 | 2,648.74 | 3,025.53 | 6,772.24 | 5,689.40 |
| 167 | Ontario One Call Overtime | 205.00 | 200.00 | 5.00 | 3% | 49.07 | 110.61 | 1.50 | 203.93 | |
| 168 | Ontario One Call Materials | 205.00 | 200.00 | 5.00 | 3% | | | | | |
| 169 | Ontario One Call Machine Rental (town) | 305.00 | 300.00 | 5.00 | 0% | | 135.30 | 118.80 | 544.50 | 436.50 |
| 170 | Ontario One Call Contract | 510.00 | 500.00 | 10.00 | 2% | 315.88 | 739.06 | 430.38 | 174.62 | 521.93 |
| | Total | 7,245.00 | 7,100.00 | 145.00 | 3% | 2,705.47 | 3,633.71 | 3,576.21 | 7,695.29 | 6,647.83 |
| | | | | | | | | | | |
| | Total Maintenance Other | 43,865.00 | 43,000.00 | 865.00 | 7% | 24,334.58 | 48,499.17 | 46,115.38 | 46,821.63 | 42,160.23 |
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Roads and Public Works 2021 Budget

ROAD ADMINISTRATION

| | |
|---|--------------|
| SALARIES, WAGES AND BENEFITS | \$602,360.00 |
| SALARIES AND BENEFITS ASSOCIATED WITH ADMINISTRATION OF THE DEPARTMENT. | |
| OFFICE SUPPLIES | \$14,500.00 |
| OFFICE SUPPLIES FOR THE DEPARTMENT | |
| POSTAGE AND COURIER | \$2,000.00 |
| AS REQUIRED | |
| TELEPHONE | \$1,500.00 |
| CELL PHONES | |
| LEGAL FEES | \$1,100.00 |
| FOR LEGAL MATTERS THAT MAY ARISE DURING THE YEAR | |
| ENGINEERING/OTHER PROFESSIONAL FEES | \$6,600.00 |
| FEES FOR INFORMATION/STUDIES, ETC. | |
| ADVERTISING | \$500.00 |
| TRAVELLING EXPENSE | \$2,400.00 |
| MILEAGE FOR STAFF | |
| ASOCIATION AND CONVENTION | \$4,300.00 |
| ONTARIO GOOD ROADS, ROAD SCHOOL, ETC | |
| SEMINARS | \$650.00 |
| INSURANCE | \$28,905.00 |
| LIABILITY NSURANCE | |
| OTHER SERVICES AND RENTS | \$4,000.00 |
| MISCELLANEOUS ITEMS THAT CANNOT BE PLACED ELSEWHERE | |

PERSONNEL (CLOTHING, ETC.) \$14,000.00

CLOTHING ALLOWANCE PER BY-LAW AND THE UNION AGREEMENT (WORKBOOTS, SUMMER AND WINTER APPAREL)

COMMUNICATIONS \$15,000.00

CELL PHONES FOR MECHANIC, OPERATIONS MANAGER, CET AND EMERGENCY PURPOSES, PAGER COSTS, VHF SITE RENTAL COSTS AND RADIO LICENSES

TECHNICAL COURSES \$23,300.00

MANDATED SAFETY AND PROFESSIONAL TRAINING REQUIREMENTS TO MEET ONTARIO HEALTH AND SAFETY ACT

PERSONNEL (COURSES/MEMBERSHIPS, ETC.) \$2,600.00

MEMBERSHIPS FOR PROFESSIONAL ENGINEER, OPERATIONS MANAGER, CET-TRANSPORTATION ASSOCIATION OF CANADA, ONTARIO GOOD ROADS ASSOCIATION, MEDICALS FOR DRIVER'S LICENSES, ETC.

MACHINE RENTAL (TOWN) (\$415,475.00)

OFFSETS VEHICLE USAGE ALLOCATED TO FUNCTIONAL AREAS WITHIN THE BUDGET-NET OF ALL IS ZERO.

LONG TERM DEBT PAYMENTS \$540,202.00

DEBT PAYMENTS FOR ROADS, BRIDGES AND FACILITIES

CAPITAL EXPENDITURES \$2,851,171.00

TO RESERVES \$111,755.00

PUBLIC WORKS FACILITIES

ALMONTE WARD GARAGE \$1,430.00

OTTAWA RIVER POWER CORPORATION RENTS BAYS IN THE GARAGE. THE LEASE REQUIRES THE PAYMENT OF A GRANT IN LIEU OF TAXES, MAINTENANCE OF THE GROUNDS AND BUILDING AND THE HYDRO.

PAKENHAM WARD GARAGE \$21,780.00.

UTILITIES, TELEPHONE, INSURANCE, MAINTENANCE AND REPAIRS

RAMSAY WARD GARAGE \$90,695.00

UTILITIES, TELEPHONE, INSURANCE, MAINTENANCE AND REPAIRS

ROADSIDE MAINTENANCE

STREET LIGHTING \$81,090.00

INCLUDES HYDRO AND MAINTENANCE COSTS FOR STREETLIGHTS IN ALL 3 WARDS.

PAKENHAM BRIDGE \$820.00

HYDRO COSTS ONLY

BRIDGES AND CULVERTS \$92,820.00

BRIDGE CLEANING INCLUDING HIGH PRESSURE WASH ONCE EVERY TWO YEARS FOR EVERY BRIDGE TO WHICH THE BRIDGE DECK IS THE ROAD SURFACE, CULVERT INSPECTION ONCE PER YEAR AND REMOVAL OF BLOCKAGES OR SEDIMENT BUILDUPS, REPLACEMENT OF CULVERTS THAT ARE STRUCTURALLY DEFICIENT

HYDRANTS \$26,520.00

INSPECTION, REPAIR AND REPLACEMENT

FLOOD CONTROL \$16,625.00

MINOR MAINTENANCE ON DRAINS, BEAVER DAM REMOVALS AND REMOVAL OF SNOW IN DITCHES AS REQUIRED.

ROAD PATROL \$51,715.00

ROUTINE INSPECTION OF THE ROAD SYSTEM AND RECORDING OF CONDITIONS THAT DO NOT MEET MINIMUM MAINTENANCE STANDARDS, ALSO WINTER INSPECTION TO DETERMINE ROAD CONDITIONS INCLUDING ICY SURFACES AS PER THE MINIMUM MAINTENANCE STANDARDS

GRASS MOWING \$99,960.00

CUT ONE SWATH ON ALL ROADS TWICE PER YEAR AND TO ELIMINATE ALL NOXIOUS WEEDS BY CUTTING OR SPRAYING INCLUDING WILD PARSNIP

BRUSHING, TREE TRIM AND REMOVAL \$88,535.00

BRUSHING IS REQUIRED WHERE SNOW DRIFTING IS CAUSED BY ROADSIDE OBSTRUCTIONS OR WHERE NECESSARY TO IMPROVE DRAINAGE.

TREE TRIMMING AND REMOVAL IS REQUIRED FOR DEAD TREES OR BRANCHES TO ALLOW FOR A UTILITY CORRIDOR OR FOR DRAINAGE

DITCHING \$59,280.00

REQUIRED WHEN WATER PONDS IN THE ROADSIDE AT A HEIGHT LESS THAN 0.5 M BELOW THE EDGE OF THE SHOULDER

CATCH BASINS \$38,965.00

CLEANING OF CATCH BASIN SUMP BI-ANNUALLY TO REMOVE CONTAMINATED SEDIMENTS AND REPAIRS AS NEEDED TO ADJUST FRAMES AND COVERS

DEBRIS AND LITTER \$19,175.00

PITCH IN WEEK, ROADSIDE CLEANUP AND WEEKLY LITTER PICK UP IN ALMONTE WARD

STORM SEWERS \$16,525.00

URBAN STORM SEWER MAINTENANCE AND REPAIRS, STORM MANHOLE CLEANING, MAINTENANCE AND ADJUSTMENT OF FRAMES AND COVERS

CURBS AND SIDEWALKS \$66,730.00

SPOT REPAIRS OF CURBS AND SIDEWALKS REQUIRED FROM INSPECTIONS AS PER THE MINIMUM MAINTENANCE STANDARDS

HARDTOP MAINTENANCE

PATCHING \$109,855.00

PATCHING IS REQUIRED WHEN THE FREQUENCY OF POTHOLES CAUSES A REDUCTION IN VEHICULAR OPERATING SPEEDS AND IS REQUIRED BEFORE CRACKING BECOMES EXTENSIVE ENOUGH TO CAUSE THE ASPHALT SURFACE TO BREAK AWAY AND WHEN AN EDGE BREAKS AWAY OVER AN EXTENDED LENGTH THAT EXCEEDS .3 M

SWEEPING \$36,950.00

STREET SWEEPING THROUGHOUT THE MUNICIPALITY IN THE SPRING INCLUDING VILLAGES AND RURAL SUBDIVISIONS AS REQUIRED

SHOULDER MAINTENANCE \$26,325.00

GRADING IS REQUIRED WHEN THE SHOULDER BECOMES ROUGH AND DEPRESSIONS APPEAR AT THE PAVEMENT EDGE TO SUCH AN EXTENT THAT WATER PONDS AT THE EDGE AND THE DEPRESSION IS CONSIDERED A TRAFFIC HAZARD. GRANULAR MATERIALS ARE APPLIED WHEN NORMAL GRADING CANNOT OBTAIN SUFFICIENT MATERIAL FROM THE SHOULDERS TO REPAIR THE PAVEMENT EDGE DROP OFF.

LOOSE TOP MAINTENANCE

PATCHES & WASHOUTS \$38,630.00

APPLICATION OF GRANULAR MATERIALS TO REPAIR ROAD SURFACE

GRADING \$109,245.00

GRADING OF GRAVEL ROAD SURFACES TO ELIMINATE POTHOLES AND TO APPLY NEW MATERIALS

DUST LAYER \$120,795.00

THE APPLICATION OF DUST SUPPRESSION MATERIALS ON GRAVEL ROADS

GRAVEL RESURFACING \$18,410.00

SPOT REPAIRS ON GRAVEL ROADS

WINTER CONTROL

SNOWPLOWING \$253,980.00

REMOVAL OF SNOW ACCUMULATION ON THE ROADWAYS IN ACCORDANCE WITH MINIMUM MAINTENANCE STANDARDS

SNOW REMOVAL \$193,740.00

REMOVAL OF SNOW FROM PARKING AREAS AND FROM, INTERSECTIONS TO IMPROVE VISIBILITY AND TO WIDEN ROADS THAT BECOME IMPASSABLE DUE TO EXCESS SNOW STORAGE IN THE ROADS

SANDING & SALTING \$456,915.00

APPLYING SAND, SALT OR A COMBINATION TO ELIMINATE SNOW ACCUMULATION OR IMPROVE ROAD CONDITION FOR VEHICULAR TRAFFIC IN ICY CONDITIONS

PLOWING/SANDING SIDEWALKS \$40,800.00

REMOVAL OF SNOW ON SIDEWALKS AND/OR THE APPLICATION OF SAND/SALT

SAFETY DEVICES

TRAFFIC SIGNS AND LINE PAINTING \$57,750.00

PROVISION OF WARNING SIGNS IN LOCATIONS THAT CONFORM WITH THE ONTARIO TRAFFIC MANUAL, TO PROVIDE CENTERLINE MARKINGS, STOP BARS, TAILS, ARROWS, PARKING BAYS AND HATCHING WHERE REQUIRED ON MUNICIPAL ROADWAYS

TRAFFIC LIGHTS \$7,595.00

MAINTENANCE AND REPAIRS OF TRAFFIC SIGNALS INCLUDING HYDRO COSTS

MUNICIPAL ADDRESSING

ENTRANCES AND ADDRESSING \$5,000.00

COSTS TO INSPECT PRIVATE ENTRANCES AND INSTALL PROPERTY IDENTIFICATION NUMBER SIGNS

OTHER MAINTENANCE \$43,865.00

MAINTENANCE PERFORMED BY PUBLIC WORKS STAFF FOR OTHER DEPARTMENTS AND FOR
MUNICIPALLY OWNED PROPERTIES

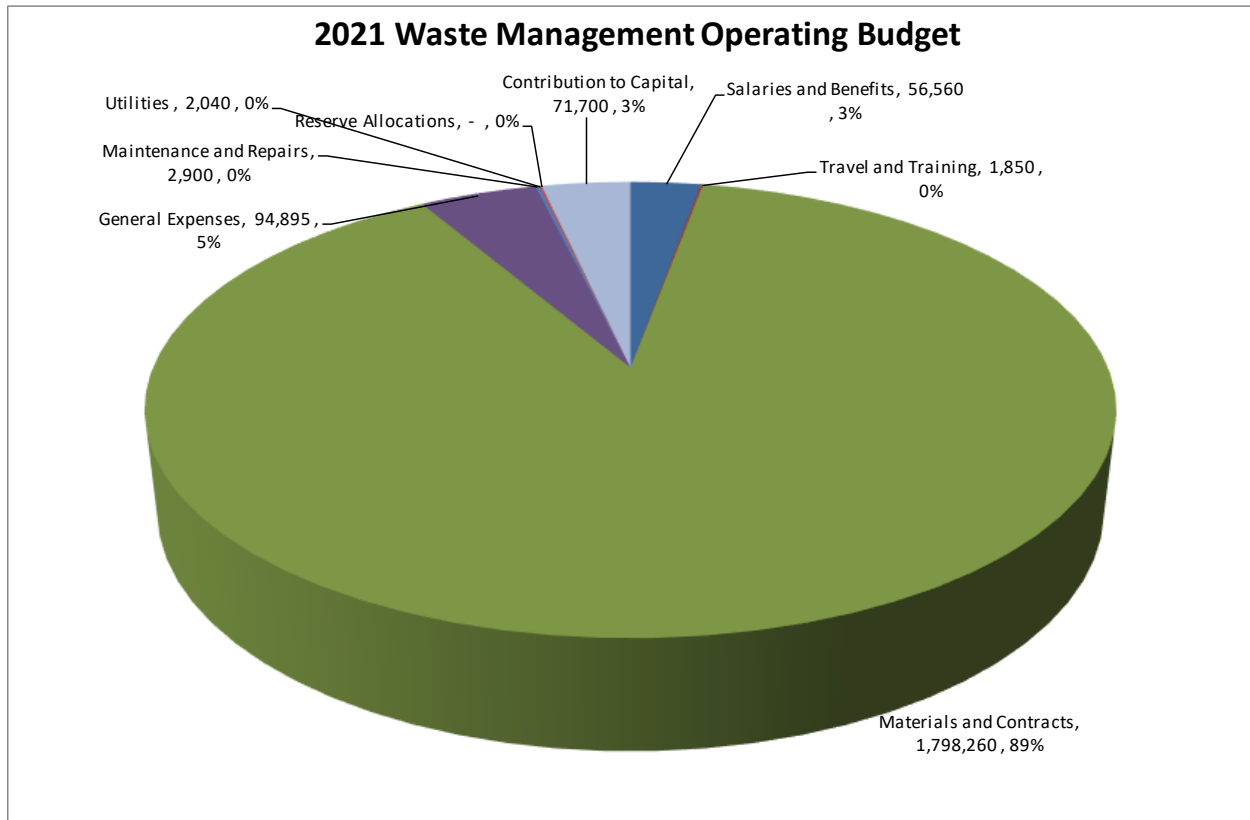
VEHICLES AND EQUIPMENT

\$663,293.00

INCLUDES FUEL, MAINTENANCE, INSURANCE, LICENCES AND DEBT COSTS ON VEHICLE AND
EQUIPMENT PURCHASES

WASTE MANAGEMENT

Waste Management includes the costs of managing garbage collection, recycling and the landfill sites. The Municipality has contracts with private companies for the provision of the majority of waste management services. **The waste management budget is funded through a waste management charge on final tax bills and not through the municipal tax levy.**



Municipality of Mississippi Mills 2021 Budget Summary

Waste Management

| | A | B | C | D=B + C | E= C/B | |
|-----------------------------------|-------------|-----------------|----------------|------------------|------------------------|---|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | 46,743 | 55,469 | 1,091 | 56,560 | 1.97% | |
| Travel & Training | 120 | 1,850 | | 1,850 | 0.00% | |
| Materials & Contracts | 1,397,113 | 1,400,000 | 398,260 | 1,798,260 | 28.45% | Recycling and Waste contracts |
| General Operating Expenses | 70,796 | 88,900 | 5,995 | 94,895 | 6.74% | |
| Community Grants | | | | | | |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | 1,073 | 2,900 | | 2,900 | 0.00% | |
| Utilities | 1,380 | 2,000 | 40 | 2,040 | 2.00% | |
| Insurance | | - | | - | 0.00% | |
| Transfers to Reserves | 159,168 | 58,941 | (58,941) | - | -100.00% | |
| Debt Repayments | | | | | | |
| Capital Expenditures | 51,494 | 73,100 | (1,400) | 71,700 | -1.92% | Refer to detailed capital budget |
| Total Expenditures | 1,727,887 | 1,683,160 | 345,045 | 2,028,205 | 20.50% | |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | 1,500,625 | 1,506,910 | 168,045 | 1,674,955 | 11.15% | Waste management charges |
| Other Fees & Charges | 227,262 | 176,250 | (1,000) | 175,250 | -0.57% | Recycling revenue, composter and blue box sales |
| Transfer from Reserves | | | 178,000 | 178,000 | | |
| Transfer from DCs | | | | | | |
| Total Revenues | 1,727,887 | 1,683,160 | 345,045 | 2,028,205 | 20.50% | |
| Net Levy | - | - | - | - | 0.00% | |

| WASTE MANAGEMENT | | | | | | | | | | |
|---------------------------------|--|---------------------|---------------------|--------------------|-------------|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| 2021 Budget | | | | | | | | | | |
| | | | | | | | | | | |
| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
| Revenue | | | | | | | | | | |
| 1 | Garbage Tags | - 9,000.00 | - 8,000.00 | - 1,000.00 | 13% | - 6,652.00 | - 12,074.00 | - 11,000.00 | - 8,928.00 | - 5,918.00 |
| 2 | Garbage Fees | - 1,674,955.00 | - 1,498,910.00 | - 176,045.00 | 12% | - 1,470,520.00 | - 1,500,625.00 | - 1,497,384.00 | - 1,471,428.00 | - 1,429,583.20 |
| 3 | Blue Box Receipts | - 500.00 | - 500.00 | - | 0% | - 233.64 | - 856.68 | - 814.20 | - 580.56 | - 502.68 |
| 4 | Recycling Revenue | - 165,000.00 | - 175,000.00 | 10,000.00 | -6% | - 101,605.69 | - 213,198.97 | - 192,281.90 | - 174,296.37 | - 162,059.82 |
| 5 | Dump Fees | - | - | - | #DIV/0! | - | - | - 100.00 | - | - |
| 6 | Composting Units | - 750.00 | - 750.00 | - | 0% | - 354.00 | - 1,132.80 | - 955.80 | - 601.80 | - 1,026.60 |
| 6a | Reserves | - 178,000.00 | - | - | | - | - | - | - | - |
| Total Revenue | | - 2,028,205.00 | - 1,683,160.00 | - 345,045.00 | 20% | -1,579,365.33 | - 1,727,887.45 | - 1,702,535.90 | - 1,655,834.73 | - 1,599,090.30 |
| Expenditures | | | | | | | | | | |
| Administration | | | | | | | | | | |
| 7 | Salaries, Wages & Benefits | 40,260.00 | 39,469.00 | 791.00 | 2% | 11,161.54 | 32,704.03 | 27,671.34 | 26,443.76 | 23,251.89 |
| 8 | Travelling Expense | 750.00 | 750.00 | - | 0% | | 120.35 | 610.50 | 359.65 | |
| 9 | Technical Courses | 1,100.00 | 1,100.00 | - | 0% | | | 490.72 | 55.00 | |
| Total | | 42,110.00 | 41,319.00 | 791.00 | 2% | 11,161.54 | 32,824.38 | 28,772.56 | 26,858.41 | 23,251.89 |
| Waste Collection | | | | | | | | | | |
| 10 | Waste Collection Labour | - | - | - | 0% | 22,467.94 | - | 12,619.52 | | 328.68 |
| 11 | Waste Collection Postage & Courier Services | 4,635.00 | 4,500.00 | 135.00 | 3% | 4,717.14 | 4,889.40 | 4,677.71 | 4,078.76 | 4,361.62 |
| 12 | Waste Collection Other S & R | 1,700.00 | 1,700.00 | - | 0% | 18.91 | 1,280.14 | 435.05 | 371.42 | 367.61 |
| 13 | Waste Collection Machine Rental (town) | 200.00 | 200.00 | - | 0% | | | | | |
| 14 | Waste Collection Contracts | 1,760,000.00 | 1,362,000.00 | 398,000.00 | 29% | 733,937.34 | 1,380,139.72 | 1,299,716.17 | 1,303,068.99 | 1,226,091.15 |
| Total | | 1,766,535.00 | 1,368,400.00 | 398,135.00 | 29% | 761,141.33 | 1,386,309.26 | 1,317,448.45 | 1,307,519.17 | 1,231,149.06 |
| Landfill Site | | | | | | | | | | |
| 15 | Landfill Site Labour | 10,200.00 | 10,000.00 | 200.00 | 2% | 4,574.29 | 8,932.58 | 14,852.77 | 14,001.03 | 14,402.53 |
| 16 | Landfill Site Overtime | 500.00 | 500.00 | - | 0% | | 1.91 | 201.33 | 503.31 | 283.66 |
| 17 | Landfill Site Hydro | 2,040.00 | 2,000.00 | 40.00 | 2% | 1,160.98 | 1,380.11 | 1,454.10 | 1,642.83 | 2,646.93 |
| 18 | Landfill Site Telephone | - | - | - | 0% | | | | 50.88 | 502.74 |
| 19 | Landfill Site Engineering Fees | 2,500.00 | 2,500.00 | - | 0% | | | | | 978.27 |
| 20 | Landfill Site Insurance (Building Etc.) | - | - | - | 0% | | | | | |
| 21 | Landfill Site Other S & R | 69,360.00 | 68,000.00 | 1,360.00 | 2% | 59,105.64 | 61,314.13 | 62,578.77 | 63,383.48 | 65,612.42 |
| 22 | Landfill Site Machine Rental (town) | 1,500.00 | 1,500.00 | - | 0% | | 642.10 | 851.25 | 663.95 | 1,624.10 |
| 23 | Landfill Site Materials | 25,000.00 | 25,000.00 | - | 0% | 187.58 | 6,865.36 | 20,855.93 | 7,488.48 | 12,837.53 |
| 24 | Landfill Site Contract | 13,260.00 | 13,000.00 | 260.00 | 2% | 2,851.31 | 10,107.81 | 9,376.05 | 6,483.57 | 11,310.31 |
| 25 | Capital Expenditure | 71,700.00 | 73,100.00 | - 1,400.00 | -2% | | 51,494.02 | 64,613.19 | 50,729.74 | 60,675.07 |
| 26 | To Reserves | - | 58,941.00 | - 58,941.00 | -100% | | 159,167.71 | 165,972.59 | 165,834.44 | 153,882.79 |
| Total | | 196,060.00 | 254,541.00 | - 58,481.00 | -23% | 67,879.80 | 299,905.73 | 340,755.98 | 310,781.71 | 324,756.35 |
| Pak. Waste Recycle Depot | | | | | | | | | | |
| 27 | Pak. Waste Recycle Depot Labour | 5,100.00 | 5,000.00 | 100.00 | 2% | 3,553.70 | 4,987.17 | 5,573.51 | 4,813.71 | 8,460.24 |
| 28 | Pak. Waste Recycle Depot Overtime | 500.00 | 500.00 | - | 0% | 381.51 | 137.75 | | 209.38 | 241.70 |
| 29 | Pak. Waste Recycle Depot Other S&R | 1,700.00 | 1,700.00 | - | 0% | 1,410.75 | 1,668.86 | 1,633.25 | 1,119.36 | 1,647.52 |
| 30 | Pak. Waste Recycle Depot Machine Rental (town) | 1,200.00 | 1,200.00 | - | 0% | | 431.20 | 818.60 | 682.90 | 977.30 |
| 31 | Pak. Waste Recycle Depot Materials | - | - | - | 0% | | | 101.76 | 73.24 | 131.11 |
| Total | | 8,500.00 | 8,400.00 | 100.00 | 1% | 5,345.96 | 7,224.98 | 8,127.12 | 6,898.59 | 11,457.87 |

| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------|--|---------------------|---------------------|-------------------|------------|--------------------------|---------------------|---------------------|---------------------|---------------------|
| Line # | Description | Budget | Budget | Change | Change | Actual (To Aug 31/20) | Actual | Actual | Actual | Actual |
| | Waste Diversion Program | | | | | | | | | |
| 32 | Env. Advisory Committee | | | - | 0% | | | | | 80.94 |
| 33 | Waste Diversion Program Promotional/Educational | 14,500.00 | 10,000.00 | 4,500.00 | 45% | 7,314.39 | 1,623.10 | 7,431.79 | 3,776.85 | 7,068.21 |
| 34 | Waste Diversion Prog.Subscriptions/Books/Magazines | 500.00 | 500.00 | - | 0% | | | | | 371.42 |
| 35 | Waste Diversion Program Composters | | | - | 0% | | | | | 954.76 |
| | Total | 15,000.00 | 10,500.00 | 4,500.00 | 43% | 7,314.39 | 1,623.10 | 7,431.79 | 3,776.85 | 8,475.33 |
| | Total Expenditures | 2,028,205.00 | 1,683,160.00 | 345,045.00 | 20% | 852,843.02 | 1,727,887.45 | 1,702,535.90 | 1,655,834.73 | 1,599,090.50 |
| | Net Waste Management | - | - | - | 0% | - 726,522.31 | - | - | - | 0.20 |

Waste Management 2021 Budget

ADMINISTRATION

\$42,110.00

INCLUDES SALARIES AND BENEFITS TO ADMINISTER THE WASTE MANAGEMENT BUDGET
ALONG WITH TECHNICAL COURSES AND TRAVEL

WASTE COLLECTION

\$1,766,535.00

INCLUDES CONTRACT COSTS FOR ROADSIDE COLLECTION OF WASTE AND RECYCLING, AND
LARGE ITEM DAY

LANDFILL SITE

\$196,060.00

INCLUDES OPERATING COSTS, CAPITAL EXPENDITURES AND RESERVE ALLOCATIONS
ASSOCIATED WITH THE LANDFILL SITES INCLUDING A PAYMENT IN LIEU OF TAXES TO THE
CITY OF OTTAWA FOR THE HOWIE ROAD SITE

PAKENHAM WASTE RECYCLE DEPOT

\$8,500.00

INCLUDES ALL OPERATING COSTS ASSOCIATED WITH THE RECYCLE DEPOT IN PAKENHAM

WASTE DIVERSION

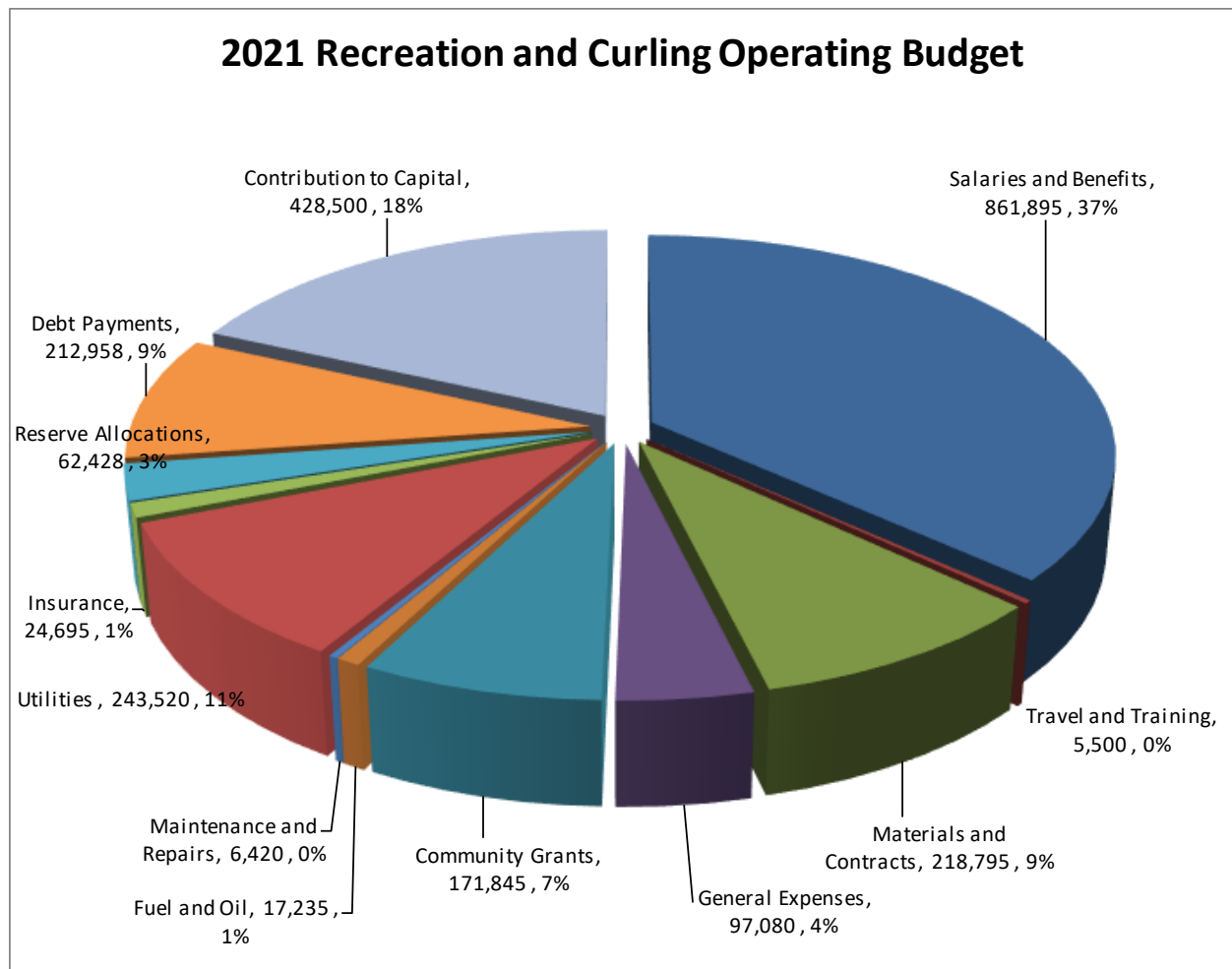
\$15,000.00

OPERATING FUNDS FOR PROMOTIONAL MATERIALS AND COSTS ASSOCIATED WITH WASTE
DIVERSION

RECREATION AND CURLING

The **Recreation** Department is responsible for overseeing the recreation facilities, programs and events for the Municipality. The department works closely with community groups, volunteers and residents to ensure that community needs are addressed. The Department is also responsible for the curling rink and has an agreement with the Curling Club for use during the curling season.

The Municipality is committed to enhancing the quality of life for its residents by promoting active living and offering quality recreational programming for all to enjoy.



Municipality of Mississippi Mills 2021 Budget Summary

Recreation & Curling

| | A | B | C | D=B + C | E= C/B | |
|-----------------------------------|-------------|-----------|-----------|-----------|-------------|--|
| | 2020 | 2021 | 2021 | | % 2021 | |
| | Approved | Program | Requested | | Requested/ | |
| | 2019 Actual | Budget | Change | Budget | 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | 758,520 | 846,020 | 15,875 | 861,895 | 1.88% | Includes step increases, CPI and union hourly rate increase |
| Travel & Training | 2,912 | 5,500 | | 5,500 | 0.00% | |
| Materials & Contracts | 229,821 | 170,280 | 48,515 | 218,795 | 28.49% | Refer to detailed operating budget |
| General Operating Expenses | 72,042 | 77,395 | 19,685 | 97,080 | 25.43% | Refer to detailed operating budget |
| Community Grants | 147,423 | 169,709 | 2,136 | 171,845 | 1.26% | Refer to detailed operating budget |
| Fuel & Oil | 17,522 | 20,400 | (3,165) | 17,235 | -15.51% | |
| M&R (facilities, fleet etc.) | 14,444 | 18,800 | (12,380) | 6,420 | -65.85% | Refer to detailed operating budget |
| Utilities | 221,285 | 238,450 | 5,070 | 243,520 | 2.13% | |
| Insurance | 22,610 | 23,740 | 955 | 24,695 | 4.02% | |
| Transfers to Reserves | 83,850 | 69,233 | (6,805) | 62,428 | -9.83% | Repayment of several capital purchases (vehicles and equipment) |
| Debt Repayments | 159,197 | 236,008 | (23,050) | 212,958 | -9.77% | Loans for ACC and SCC renovations, Ice resurfacers, Gemmill Park |
| Capital Expenditures | 29,925 | 164,500 | 264,000 | 428,500 | 160.49% | Refer to capital budget |
| Total Expenditures | 1,759,551 | 2,040,035 | 310,836 | 2,350,871 | 15.24% | |
| Revenues | | | | | | |
| Grants | 300 | 300 | | 300 | 0.00% | Summer student, Canada Day, Clayton Taylor Park |
| User Fees | 499,128 | 548,865 | (3,217) | 545,648 | -0.59% | Use of recreation and curling facilities |
| Other Fees & Charges | 53,916 | 37,000 | (7,000) | 30,000 | -18.92% | Bar and Food sales at curling club |
| Transfer from Reserves | - | | | | | |
| Transfer from DCs | 1,800 | - | | - | 0.00% | |
| Total Revenues | 555,144 | 586,165 | (10,217) | 575,948 | -1.74% | |
| Net Levy | 1,204,407 | 1,453,870 | 321,053 | 1,774,923 | 22.08% | |

| | | | | | | | | | | |
|---------------|----------------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|
| | RECREATION | | | | | | | | | |
| | 2021 Budget | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| 1 | Capital | 428,500.00 | 164,500.00 | 264,000.00 | 160% | | 29,925.25 | 83,081.69 | 101,383.27 | 58,752.77 |
| 2 | Transfer to Reserves | 62,428.00 | 69,233.00 | - 6,805.00 | -10% | | 83,849.66 | 109,329.23 | 229,683.81 | 171,082.85 |
| 3 | Municipal Grant | 1,283,995.00 | 1,220,137.00 | 63,858.00 | 5% | 805,936.50 | 1,090,631.47 | 1,019,390.60 | 1,050,711.62 | 929,459.99 |
| | | | | | | | | | | |
| | | 1,774,923.00 | 1,453,870.00 | 321,053.00 | 22% | 805,936.50 | 1,204,406.38 | 1,211,801.52 | 1,381,778.70 | 1,159,295.61 |
| | | | | | | | | | | |

| | | | | | | | | | | |
|---------------|---|-----------------------|-----------------------|--------------------|---------------|--------------------|----------------------|-----------------------|-----------------------|-----------------------|
| | RECREATION | | | | | | | | | |
| | 2021 Budget | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Revenues | | | | | | | | | |
| | Federal Grants | | | | | | | | | |
| 1 | Federal Grant-Canada Day | | | - | #DIV/0! | | | | - 3,200.00 | - 2,000.00 |
| 2 | Federal Grant-Site Upgrades-Clayton Taylor Park | - 300.00 | - 300.00 | - | 0% | | - 300.00 | - 300.00 | - 300.00 | - 300.00 |
| 3 | Federal Grant-Student | | - | - | #DIV/0! | | | | | |
| | Total Federal Grants | - 300.00 | - 300.00 | - | 0% | - | - 300.00 | - 300.00 | - 3,500.00 | - 2,300.00 |
| | Municipal Grants | | | | | | | | | |
| 4 | Transfer from Reserves | | | - | 0% | | | | - 37,088.71 | |
| 5 | Reserve Funds | - | | - | #DIV/0! | | - 1,800.00 | - 3,400.00 | - 3,400.00 | - 3,400.00 |
| 6 | Municipal Grant | - 1,283,995.00 | - 1,220,137.00 | - 63,858.00 | 5% | -805,936.50 | -1,090,631.47 | - 1,019,390.60 | - 1,050,711.62 | - 929,459.99 |
| | Total Municipal Grants | - 1,283,995.00 | - 1,220,137.00 | - 63,858.00 | 5% | -805,936.50 | -1,092,431.47 | - 1,022,790.60 | - 1,091,200.33 | - 932,859.99 |
| | Revenue-Almonte | | | | | | | | | |
| 7 | Hall Rentals | - 21,500.00 | - 25,500.00 | 4,000.00 | -16% | - 6,182.23 | - 26,009.54 | - 25,156.81 | - 22,431.92 | - 29,262.46 |
| 8 | Surface Rentals | - 218,420.00 | - 212,900.00 | 5,520.00 | 3% | - 73,903.73 | - 183,918.26 | - 201,725.92 | - 187,340.42 | - 178,042.14 |
| 9 | Canteen Rental | - | - | - | #DIV/0! | | | - 704.13 | - 1,629.30 | - 2,635.44 |
| 10 | Miscellaneous Revenue | - 7,100.00 | - 7,821.00 | 721.00 | -9% | - 6,329.68 | - 4,686.06 | - 9,595.74 | - 7,420.21 | - 8,772.08 |
| 11 | Programs | - 10,100.00 | - 10,100.00 | - | 0% | - 802.66 | - 8,338.62 | - 11,209.68 | - 79,491.67 | - 66,580.46 |
| 12 | Events | - 8,000.00 | - 8,000.00 | - | 0% | - 570.00 | - 11,273.85 | - 9,507.34 | - 7,190.13 | - 13,972.68 |
| | Total Revenues-Almonte | - 265,120.00 | - 264,321.00 | - 799.00 | 0% | - 87,788.30 | - 234,226.33 | - 257,899.62 | - 305,503.65 | - 299,265.26 |
| | Sports Fields/Parks Revenue | | | | | | | | | |
| 13 | Rent-Gemmill Ball Diamond | - 1,800.00 | - 1,200.00 | - 600.00 | 0% | - 396.00 | - 926.18 | - 1,831.56 | - 1,821.71 | - 1,532.03 |
| 14 | Rent Gemmill Soccer Field | - 2,000.00 | - 2,000.00 | - | 0% | | - 956.62 | - 816.46 | - 2,194.35 | - 2,332.10 |
| 15 | Rent Snedden/Casey Ball Diamond | - 2,500.00 | - 2,500.00 | - | 0% | - 272.00 | - 556.99 | - 2,217.24 | - 2,632.96 | - 2,739.05 |
| 16 | Civitan Soccer Field | - 4,000.00 | - 4,000.00 | - | 0% | | - 1,625.20 | - 2,567.47 | - 3,641.56 | - 4,582.71 |
| 17 | Appleton Soccer Field | - 3,500.00 | - 3,500.00 | - | 0% | | - 2,133.59 | - 2,356.99 | - 3,501.02 | - 3,373.05 |
| 18 | Ramsay Field | | | - | #DIV/0! | | - 49.00 | - 114.04 | - 1,837.01 | - 1,899.58 |
| 19 | Rent Pakenham Comm. Park Ball Diamond | - 3,000.00 | - 3,000.00 | - | 0% | - 1,651.42 | - 3,276.55 | - 2,793.81 | - 2,342.98 | - 2,114.77 |
| 20 | Rent Cedar Hill Hall | - 2,000.00 | - 2,000.00 | - | 0% | | - 1,461.58 | - 2,124.32 | - 839.48 | - 761.89 |
| | Total Sports Fields/Parks Revenue | - 18,800.00 | - 18,200.00 | - 600.00 | 3% | - 2,319.42 | - 10,985.71 | - 14,821.89 | - 18,811.07 | - 19,335.18 |
| | Revenue-Pakenham | | | | | | | | | |
| 21 | Hall Rentals | - 28,500.00 | - 38,500.00 | 10,000.00 | -26% | - 10,616.61 | - 30,033.45 | - 27,495.99 | - 40,529.64 | - 32,442.85 |
| 22 | Surface Rentals | - 155,980.00 | - 151,600.00 | 4,380.00 | 3% | - 60,811.28 | - 146,971.51 | - 142,959.83 | - 141,898.72 | - 138,210.06 |
| 23 | Canteen Rental | - | - | - | #DIV/0! | | | - 704.13 | - 1,629.30 | - 2,694.69 |
| 24 | Miscellaneous Revenue | - 9,700.00 | - 9,700.00 | - | 0% | | - 10,049.50 | - 8,709.00 | - 9,289.42 | - 6,591.30 |
| 25 | Programs | - 22,500.00 | - 22,500.00 | - | 0% | - 660.00 | - 22,579.81 | - 22,605.83 | - 25,890.50 | - 25,305.00 |
| 26 | Events | - 7,500.00 | - 7,500.00 | - | 0% | | - 6,593.73 | - 8,557.05 | - 8,297.03 | - 28,692.82 |
| | Total Revenues-Pakenham | - 224,180.00 | - 229,800.00 | 5,620.00 | -2% | - 72,087.89 | - 216,228.00 | - 211,031.83 | - 227,534.61 | - 233,936.72 |
| | Total Revenues | - 1,792,395.00 | - 1,732,758.00 | - 59,637.00 | 3% | -968,132.11 | -1,554,171.51 | - 1,506,843.94 | - 1,646,549.66 | - 1,487,697.15 |

| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------|--|-------------------|-------------------|--------------------|------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Expenditures | | | | | | | | | |
| | Salaries, Wages & Benefits | | | | | | | | | |
| 27 | Management Expenses | 191,810.00 | 188,098.00 | 3,712.00 | 2% | 116,067.15 | 162,148.53 | 151,132.49 | 145,705.53 | 140,873.82 |
| 28 | Full Time Payroll Expenses | 218,195.00 | 211,272.00 | 6,923.00 | 3% | 134,703.93 | 197,814.76 | 192,059.14 | 208,214.00 | 209,599.21 |
| 29 | Part Time Payroll Expenses | 25,800.00 | 24,900.00 | 900.00 | 0% | 7,393.34 | 20,307.39 | 34,620.84 | 22,175.26 | 22,143.99 |
| | Total | 435,805.00 | 424,270.00 | 11,535.00 | 3% | 258,164.42 | 380,270.68 | 377,812.47 | 376,094.79 | 372,617.02 |
| | Recreation General Expenses | | | | | | | | | |
| 30 | Labour | 42,000.00 | 40,000.00 | 2,000.00 | 5% | 20,900.47 | 42,877.12 | 28,083.92 | 57,578.09 | 35,443.66 |
| 31 | Office Supplies | 3,000.00 | 3,000.00 | - | 0% | 1,856.90 | 3,017.23 | 4,031.83 | 2,543.30 | 1,756.99 |
| 32 | Other M & S | 2,000.00 | 2,000.00 | - | 0% | 1,640.32 | 3,519.02 | 2,301.24 | 3,463.12 | 1,263.78 |
| 33 | Postage & Courier Services | 500.00 | 500.00 | - | 0% | 38.15 | 122.37 | 273.99 | 452.58 | 509.53 |
| 34 | Telephone | 10,000.00 | 10,000.00 | - | 0% | 6,875.37 | 10,631.22 | 9,204.05 | 9,309.18 | 7,839.37 |
| 35 | Audit Fees | | | - | 0% | | | | 227.00 | |
| 36 | Other Professional Fees | 1,500.00 | 1,500.00 | - | 0% | 449.95 | 850.00 | 505.00 | 1,823.25 | 739.00 |
| 37 | Computer Services Expense | 4,500.00 | 4,500.00 | - | 0% | 708.50 | 3,378.88 | 15,258.85 | 607.60 | 1,755.00 |
| 38 | Travelling Expense | 2,000.00 | 2,000.00 | - | 0% | 457.61 | 1,336.80 | 1,128.31 | 1,173.39 | 1,648.67 |
| 39 | Memberships | 1,500.00 | 1,500.00 | - | 0% | 1,002.00 | 1,326.21 | 954.00 | 1,480.36 | 675.00 |
| 40 | Association & Convention | 2,000.00 | 2,000.00 | - | 0% | 635.00 | 249.00 | 179.55 | 789.16 | 379.44 |
| 41 | Other S & R | 750.00 | 750.00 | - | 0% | | | 1,004.50 | 689.92 | 690.62 |
| 42 | Rentals & Maintenance | 7,140.00 | 7,000.00 | 140.00 | 2% | 3,500.00 | 9,656.95 | 134.00 | 6,759.02 | 10,773.93 |
| 43 | Bad Debt Expense | | | - | #DIV/0! | | 6,066.86 | | | |
| 44 | Loan Payments | 212,958.00 | 236,008.00 | - 23,050.00 | -10% | 99,291.89 | 159,196.82 | 123,172.18 | 108,005.18 | 114,219.79 |
| | Total Recreation General Expenses | 289,848.00 | 310,758.00 | - 20,910.00 | -7% | 137,356.16 | 242,228.48 | 186,231.42 | 194,901.15 | 177,694.78 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|--------------------------------------|-------------------|-------------------|------------------|-------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Almonte Arena Expenses | | | | | | | | | |
| 45 | Utilities | 109,250.00 | 107,000.00 | 2,250.00 | 2% | 54,845.45 | 74,635.43 | 87,904.44 | 114,955.46 | 103,438.43 |
| 46 | Insurance | 6,000.00 | 6,346.00 | - 346.00 | -5% | 5,763.61 | 6,044.07 | 5,241.60 | 6,940.80 | 7,194.96 |
| 47 | Rentals & Maintenance | 1,530.00 | 1,500.00 | 30.00 | 2% | | 40.98 | 2,055.00 | 3,757.08 | 571.93 |
| 48 | Lobby Cleaning | 42,530.00 | 36,100.00 | 6,430.00 | 0% | 20,377.48 | 43,323.88 | 50,467.53 | 37,397.54 | 37,553.10 |
| 49 | Hall Setup/Cleanup | 20,550.00 | 18,700.00 | 1,850.00 | 10% | 6,467.49 | 14,588.87 | 14,555.17 | 14,473.94 | 16,927.41 |
| 50 | Upper Hall Bar | 6,275.00 | 6,150.00 | 125.00 | 2% | 769.92 | 4,955.31 | 2,376.19 | 3,831.32 | 7,401.95 |
| 51 | Upper Hall Cleaning | 150.00 | 150.00 | - | 0% | | 93.10 | - | - | 289.20 |
| 52 | Upper Hall Misc. Maintenance | 11,700.00 | 10,700.00 | 1,000.00 | 9% | 17,784.94 | 17,179.60 | 28,622.82 | 10,918.68 | 7,251.43 |
| 53 | Surface Setup/Cleanup | 7,000.00 | 6,000.00 | 1,000.00 | 17% | 2,796.64 | 7,362.76 | 7,873.36 | 4,880.96 | 5,873.59 |
| 54 | Surface Cleaning | 500.00 | 500.00 | - | 0% | | | 511.70 | - | 790.60 |
| 55 | Bleachers Maintenance | 6,000.00 | 4,000.00 | 2,000.00 | 50% | 427.61 | 2,054.19 | 5,344.12 | 5,464.32 | 7,910.67 |
| 56 | Locker Room Maintenance | 23,315.00 | 20,150.00 | 3,165.00 | 16% | 11,973.93 | 18,380.15 | 25,368.59 | 23,339.62 | 18,248.55 |
| 57 | Ice Surface Maintenance | 41,825.00 | 39,750.00 | 2,075.00 | 5% | 17,340.95 | 46,522.53 | 43,462.68 | 39,575.96 | 39,959.28 |
| 58 | Ice Plant Equipment | 12,905.00 | 12,650.00 | 255.00 | 2% | 9,157.99 | 19,380.82 | 16,051.49 | 14,363.51 | 12,822.72 |
| 59 | Ice Resurfacer | 10,210.00 | 9,900.00 | 310.00 | 3% | 2,650.58 | 8,589.87 | 6,546.37 | 11,839.95 | 14,456.12 |
| | Total Almonte Arena Expenses | 299,740.00 | 279,596.00 | 20,144.00 | 7% | 150,356.59 | 263,151.56 | 296,381.06 | 291,739.14 | 280,689.94 |
| | Pakenham Arena Expenses | | | | | | | | | |
| 60 | Utilities | 74,460.00 | 73,000.00 | 1,460.00 | 2% | 37,554.99 | 79,528.76 | 70,942.27 | 90,080.35 | 76,641.55 |
| 61 | Insurance | 6,000.00 | 6,346.00 | - 346.00 | -5% | 5,763.61 | 6,044.07 | 8,627.96 | 6,940.80 | 7,194.96 |
| 62 | Lobby Cleaning | 46,080.00 | 38,600.00 | 7,480.00 | 19% | 12,478.51 | 30,005.96 | 39,269.35 | 39,824.29 | 38,619.48 |
| 63 | Hall Setup/Cleanup | 17,020.00 | 13,300.00 | 3,720.00 | 28% | 4,426.36 | 12,548.34 | 10,621.10 | 14,429.76 | 15,552.22 |
| 64 | Upper Hall Bar | 14,585.00 | 14,300.00 | 285.00 | 2% | 4,364.93 | 14,824.13 | 13,181.23 | 16,133.62 | 15,899.03 |
| 65 | Surface Setup/Cleanup | 5,100.00 | 5,000.00 | 100.00 | 2% | 5,633.86 | 629.67 | 1,997.75 | 3,530.32 | 4,128.27 |
| 66 | Bleachers Maintenance | 1,800.00 | 1,400.00 | 400.00 | 29% | 332.87 | 1,344.22 | 1,647.46 | 1,157.88 | 1,123.56 |
| 67 | Locker Room Maintenance | 15,000.00 | 12,000.00 | 3,000.00 | 25% | 6,921.95 | 12,741.22 | 12,848.28 | 13,928.92 | 13,100.52 |
| 68 | Ice Surface Maintenance | 31,090.00 | 30,000.00 | 1,090.00 | 4% | 13,600.68 | 34,179.18 | 30,041.17 | 26,312.59 | 30,015.75 |
| 69 | Ice Plant Equipment | 5,405.00 | 5,300.00 | 105.00 | 2% | 5,611.80 | 4,564.64 | 4,473.30 | 5,497.32 | 725.00 |
| 70 | Ice Resurfacer | 4,590.00 | 4,500.00 | 90.00 | 2% | 1,732.38 | 4,814.05 | 5,706.19 | 4,704.20 | 5,147.27 |
| 71 | Other Equipment | 13,465.00 | 13,200.00 | 265.00 | 2% | 5,791.98 | 11,257.46 | 14,876.65 | 16,011.65 | 14,535.08 |
| | Total Pakenham Arena Expenses | 234,595.00 | 216,946.00 | 17,649.00 | 8% | 104,213.92 | 212,481.70 | 214,232.71 | 238,551.70 | 222,682.69 |

| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------|---|-------------------|-------------------|------------------|-----------|------------------|-------------------|-------------------|-------------------|-------------------|
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Sports Fields/Parks/Other Facilities | | | | | | | | | |
| 72 | Insurance | 6,695.00 | 4,702.00 | 1,993.00 | 42% | 6,498.41 | 4,477.67 | 5,893.16 | 8,637.68 | 8,574.64 |
| 73 | Gemmill Ball Diamond | 4,935.00 | 4,700.00 | 235.00 | 5% | 888.68 | 3,280.06 | 3,237.81 | 4,361.70 | 3,315.25 |
| 74 | Gemmill Soccer Field | 5,080.00 | 5,000.00 | 80.00 | 2% | 155.94 | 1,594.37 | 1,782.01 | 4,966.02 | 4,762.02 |
| 75 | Snedden/Casey Ball Diamond | 6,530.00 | 6,400.00 | 130.00 | 2% | 1,432.72 | 1,328.19 | 1,981.98 | 4,818.94 | 5,660.61 |
| 76 | Snedden/Casey Soccer Field | | - | - | 0% | | | 420.00 | 120.00 | - |
| 77 | Civitan Soccer Field | 8,160.00 | 8,000.00 | 160.00 | 2% | 1,122.80 | 4,621.96 | 4,139.52 | 8,524.93 | 8,711.19 |
| 78 | Appleton Field #1 | 4,080.00 | 4,000.00 | 80.00 | 2% | 545.79 | 2,564.30 | 2,003.74 | 4,282.80 | 3,643.42 |
| 79 | Appleton Field #2 | 3,060.00 | 3,000.00 | 60.00 | 2% | 545.79 | 2,031.06 | 2,125.83 | 3,977.45 | 3,051.68 |
| 80 | Ramsay Ward Soccer Field | 4,335.00 | 4,250.00 | 85.00 | 2% | 1,184.26 | 2,056.32 | 594.23 | 4,214.20 | 4,239.30 |
| 81 | Gemmill Mini Soccer Field | | - | - | 0% | | | - | 73.47 | 79.07 |
| 82 | McGregor Ball Field | 2,955.00 | 2,900.00 | 55.00 | 2% | | 7,159.09 | 442.78 | 372.12 | 377.36 |
| 83 | Pakenham Ball Field | 8,770.00 | 8,600.00 | 170.00 | 2% | 3,952.88 | 8,241.90 | 5,483.15 | 8,360.67 | 6,727.08 |
| 84 | Cedar Hill School | 4,895.00 | 4,800.00 | 95.00 | 2% | 4,544.89 | 11,542.42 | 4,190.43 | 4,537.78 | 4,814.35 |
| 85 | Almonte Skate Park | 2,060.00 | 2,000.00 | 60.00 | 3% | | 1,950.00 | 417.46 | 31.80 | 593.76 |
| 86 | Gemmill Splash Pad | 25,680.00 | 25,000.00 | 680.00 | 3% | 6,550.20 | 30,081.46 | 16,502.04 | 183.58 | - |
| 87 | Gemmill Field House | 3,215.00 | 3,150.00 | 65.00 | 2% | 147.17 | 1,949.69 | 2,118.36 | 5,992.86 | 4,523.95 |
| 88 | Gemmill Tennis Court | 1,835.00 | 1,800.00 | 35.00 | 2% | 307.00 | 934.47 | 585.81 | 944.91 | 1,363.40 |
| 89 | Gemmill Track | 1,530.00 | 1,500.00 | 30.00 | 2% | 441.83 | 254.80 | 517.20 | 580.50 | 672.28 |
| 90 | Gemmill Equipt & Swings | 1,325.00 | 1,300.00 | 25.00 | 2% | 59.30 | 359.07 | 6,086.66 | 4,026.15 | 1,067.06 |
| 91 | Gemmill Open Space | 12,040.00 | 11,800.00 | 240.00 | 2% | 5,676.66 | 8,585.85 | 7,951.22 | 20,221.35 | 11,294.13 |
| 92 | Snedden/Casey Open Space | 1,835.00 | 1,800.00 | 35.00 | 2% | 1,635.17 | 1,504.56 | 1,955.79 | 2,165.78 | 1,165.10 |
| 93 | Augusta Swings & Equipment | | - | - | 0% | - | - | - | 225.00 | - |
| 94 | Augusta Open Space | 2,500.00 | 2,450.00 | 50.00 | 2% | 631.08 | 1,826.03 | 2,700.86 | 2,917.72 | 2,270.69 |
| 95 | Meadowglen Open Space | 1,530.00 | 1,500.00 | 30.00 | 2% | 878.53 | 1,049.30 | 1,068.03 | 2,017.47 | 1,580.58 |
| 96 | New England Swings & Equipment | 100.00 | 100.00 | - | 0% | | | 79.96 | 403.26 | 201.14 |
| 97 | Munro Meadows Open Space | 615.00 | 600.00 | 15.00 | 3% | 440.00 | 550.00 | 550.00 | 550.00 | 550.00 |
| 98 | Library Grounds | 715.00 | 700.00 | 15.00 | 2% | 460.00 | 752.36 | 599.98 | 575.00 | 575.00 |
| 99 | Other Municipal Open Space | 51,720.00 | 48,000.00 | 3,720.00 | 8% | 27,397.73 | 48,471.72 | 40,667.02 | 25,544.98 | 15,453.72 |
| 100 | Mark's Lookout | - | - | - | #DIV/0! | | - | - | - | - |
| 101 | Riverfront Estates | 8,000.00 | 2,600.00 | 5,400.00 | 208% | 745.00 | 2,183.96 | 4,361.97 | 1,942.50 | 330.00 |
| 102 | Pakenham Park Playing Field | 1,020.00 | 1,000.00 | 20.00 | 2% | 1,499.06 | 1,289.97 | 1,117.67 | 1,154.20 | 649.02 |
| 103 | Pakenham Park Waterfront | 2,755.00 | 2,700.00 | 55.00 | 2% | 688.20 | 3,718.19 | 1,527.45 | 801.47 | 559.55 |
| 104 | Pakenham Park Open Space | 12,750.00 | 12,500.00 | 250.00 | 2% | 4,525.29 | 7,225.04 | 12,417.04 | 14,596.62 | 12,913.06 |
| 105 | Appleton Bay Park | 2,805.00 | 2,750.00 | 55.00 | 2% | 4,427.01 | 2,736.97 | 3,776.60 | 3,694.87 | 2,731.89 |
| 106 | Don Maynard Park | 2,300.00 | 1,000.00 | 1,300.00 | 130% | 233.91 | 457.64 | 364.82 | 1,819.48 | 1,390.87 |
| 107 | Cemeteries | 2,600.00 | 2,000.00 | 600.00 | 30% | 2,552.00 | 3,190.00 | 3,190.00 | 2,315.00 | 2,315.05 |
| 108 | NLAS Beach Hut | - | - | - | #DIV/0! | | | - | - | 30.55 |
| 109 | NLAS Beach Grounds | 1,735.00 | 1,700.00 | 35.00 | 2% | 3,179.10 | 1,735.99 | 1,335.69 | 1,033.64 | 3,353.60 |
| 110 | NLAS Open Space | 2,855.00 | 2,800.00 | 55.00 | 2% | 1,513.84 | 3,287.34 | 3,089.41 | 3,959.37 | 2,436.39 |
| 111 | CPR Land | 615.00 | 600.00 | 15.00 | 3% | 512.00 | 460.00 | 460.00 | 460.00 | 459.95 |
| 112 | MTO Park | 3,060.00 | 3,000.00 | 60.00 | 2% | 5,540.07 | 3,288.61 | 2,266.69 | 1,850.32 | 2,372.49 |
| 113 | Clayton Taylor Park | 5,450.00 | 4,900.00 | 550.00 | 11% | 4,125.67 | 2,838.54 | 2,691.39 | 4,848.77 | 4,357.04 |
| 114 | Almonte Outdoor Rink | 510.00 | 500.00 | 10.00 | 2% | 51.51 | 328.44 | - | 175.86 | 56.96 |
| 115 | Augusta Bball and Stand & Pad | - | - | - | #DIV/0! | | | - | - | - |
| 116 | St. James Open Space | 765.00 | 750.00 | 15.00 | 2% | 1,390.02 | 1,199.64 | 1,657.30 | 788.96 | 648.53 |
| 117 | McIntosh Park | 3,060.00 | 3,000.00 | 60.00 | 2% | 774.57 | 822.52 | 3,190.66 | 1,047.16 | 1,150.96 |
| | Total | 216,475.00 | 199,852.00 | 16,623.00 | 8% | 97,254.08 | 181,929.50 | 155,541.72 | 164,116.34 | 131,022.69 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|---|------------------|------------------|---------------|-------------|------------------|------------------|------------------|------------------|------------------|
| | | | | | | (To Aug 31/20) | | | | |
| | Vehicles and Equipment | | | | | | | | | |
| 118 | Labour | 9,335.00 | 9,150.00 | 185.00 | 2% | 3,629.76 | 2,116.10 | 2,351.61 | 6,502.96 | 8,477.20 |
| 119 | M&R Parts | 6,420.00 | 6,300.00 | 120.00 | 0% | 4,805.09 | 4,568.09 | 4,279.51 | 4,863.31 | 11,792.49 |
| 120 | Fuel and Oil | 10,605.00 | 10,400.00 | 205.00 | 2% | 1,719.74 | 9,414.84 | 10,176.57 | 11,615.34 | 8,365.74 |
| 121 | Licenses | 560.00 | 295.00 | 265.00 | 90% | | 505.25 | 505.25 | 668.75 | 780.00 |
| 122 | Contract Repairs and Maintenance | 615.00 | 605.00 | 10.00 | 2% | 1,165.59 | 4,476.02 | 2,940.37 | 512.02 | 2,372.44 |
| | Total Vehicles and Equipment | 27,535.00 | 26,750.00 | 510.00 | 2% | 11,320.18 | 21,080.30 | 20,253.31 | 24,162.38 | 31,787.87 |
| | Adult Dance | | | | | | | | | |
| 123 | Instruction Costs | 3,000.00 | 2,500.00 | 500.00 | 0% | 275.00 | 3,750.00 | 3,350.00 | 4,940.00 | |
| 124 | Advertising | - | - | - | 0% | | | | | |
| | Total | 3,000.00 | 2,500.00 | 500.00 | 0% | 275.00 | 3,750.00 | 3,350.00 | 4,940.00 | |
| | Babysitting Course | | | | | | | | | |
| 125 | Babysitting Course-Materials & Supplies | 375.00 | 375.00 | - | 0% | | | | | 511.25 |
| 126 | Babysitting Course-Instruction Costs | 500.00 | 500.00 | - | 0% | 150.00 | 150.00 | 300.00 | 300.00 | 450.00 |
| 127 | Babysitting Course-Advertising | | | - | 0% | | | | | |
| | Total | 875.00 | 875.00 | - | 0% | 150.00 | 150.00 | 300.00 | 300.00 | 961.25 |
| | Other Programs-Almonte | | | | | | | | | |
| 128 | Other Programs-Materials & Supplies | 1,020.00 | 1,000.00 | 20.00 | 2% | 136.40 | | 44.95 | 835.72 | 3,891.30 |
| 129 | Other Programs-Advertising | 1,020.00 | 1,000.00 | 20.00 | 2% | | 601.56 | 255.00 | 1,434.00 | 1,078.64 |
| | Total | 2,040.00 | 2,000.00 | 40.00 | 2% | 136.40 | 601.56 | 299.95 | 2,269.72 | 4,969.94 |
| | Swimming Program | | | | | | | | | |
| 130 | Swimming Program-Salaries & Wages-Rec. Councillor | 9,180.00 | 9,000.00 | 180.00 | 2% | | 7,029.20 | 8,714.08 | 6,266.90 | 6,725.66 |
| 131 | Swimming Program-Materials & Supplies | 6,120.00 | 6,000.00 | 120.00 | 2% | | 9,529.54 | 5,022.26 | 6,266.89 | 5,361.55 |
| 132 | Swimming Program-Advertising | 100.00 | 100.00 | - | 0% | 96.00 | 96.00 | 95.88 | 95.88 | 115.88 |
| | Total | 15,400.00 | 15,100.00 | 300.00 | 2% | 96.00 | 16,654.74 | 13,832.22 | 12,629.67 | 12,203.09 |
| | Total Programs-Almonte | 21,315.00 | 20,475.00 | 840.00 | 4% | 657.40 | 21,156.30 | 17,782.17 | 20,139.39 | 18,134.28 |
| | Recreation Hockey | | | | | | | | | |
| 133 | Recreation Hockey Program-Materials & Supplies | 500.00 | 500.00 | - | 0% | 300.00 | 552.50 | 338.40 | 254.40 | |
| 134 | Recreation Hockey Program-Advertising | 100.00 | 100.00 | - | 0% | | | 255.00 | | |
| | Total | 600.00 | 600.00 | - | 0% | 300.00 | 552.50 | 593.40 | 254.40 | - |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|---|----------------|----------------|--------------|-------------|----------------------------------|----------------|----------------|----------------|----------------|
| | Soccer Program | | | | | | | | | |
| 135 | Soccer Program-Materials & Supplies | 2,920.00 | 2,850.00 | 70.00 | 2% | - | 4,426.82 | 2,685.86 | 2,006.50 | 2,095.42 |
| | Other Programs-Pakenham | | | | | | | | | |
| 136 | Other Programs-Materials & Supplies | 100.00 | 100.00 | - | 0% | - | 50.40 | 74.96 | | |
| | Total Programs-Pakenham | 3,620.00 | 3,550.00 | 70.00 | 2% | 300.00 | 5,029.72 | 3,354.22 | 2,260.90 | 2,095.42 |
| | Canada Day | | | | | | | | | |
| 137 | Canada Day-Labour | 1,500.00 | 1,500.00 | - | 0% | | 801.36 | 200.00 | 907.69 | 381.15 |
| 138 | Canada Day-Materials & Supplies | 13,000.00 | 13,000.00 | - | 0% | 345.00 | 13,691.42 | 13,197.19 | 20,151.70 | 11,510.47 |
| 139 | Canada Day-Advertising | 2,500.00 | 2,500.00 | - | 0% | | 611.36 | 1,221.12 | 1,374.81 | 399.26 |
| | Total | 17,000.00 | 17,000.00 | - | 0% | 345.00 | 15,104.14 | 14,618.31 | 22,434.20 | 12,290.88 |
| | Light up the Night | | | | | | | | | |
| 140 | Light up the Night-Labour | 500.00 | 500.00 | - | 0% | | 379.85 | 399.86 | 449.76 | 232.17 |
| 141 | Light up the Night-Materials & Supplies | 9,000.00 | 6,000.00 | 3,000.00 | 50% | 925.32 | 12,917.25 | 11,745.70 | 13,878.43 | 14,013.01 |
| 142 | Light up the Night-Advertising | 1,000.00 | 1,000.00 | - | 0% | 171.00 | | 1,595.06 | 2,447.46 | 155.53 |
| | Total | 10,500.00 | 7,500.00 | 3,000.00 | 40% | 1,096.32 | 13,297.10 | 13,740.62 | 16,775.65 | 14,400.71 |
| | Santa Claus Parade | | | | | | | | | |
| 143 | Santa Claus Parade-Labour | 350.00 | 350.00 | - | 0% | | | | | |
| 144 | Santa Claus Parade-Materials & Supplies | 300.00 | 300.00 | - | 0% | | | 364.38 | 821.23 | 429.75 |
| 145 | Santa Claus Parade-Advertising | - | 500.00 | - 500.00 | -100% | | 345.00 | 860.25 | 428.00 | 260.66 |
| | Total | 650.00 | 1,150.00 | - 500.00 | -43% | - | 345.00 | 1,224.63 | 1,249.23 | 690.41 |
| | Other Events-Almonte | | | | | | | | | |
| 146 | Other Events-Labour | 2,000.00 | 1,500.00 | 500.00 | 33% | | 946.46 | 1,639.11 | 2,109.76 | 1,433.42 |
| 147 | Other Events-Materials & Supplies | 5,000.00 | 3,500.00 | 1,500.00 | 43% | 127.38 | 2,595.91 | 6,820.27 | 4,916.27 | 2,364.94 |
| | Total | 7,000.00 | 5,000.00 | 2,000.00 | 40% | 127.38 | 3,542.37 | 8,459.38 | 7,026.03 | 3,798.36 |
| | MM at a Glance | | | | | | | | | |
| 148 | MM at a Glance-Labour | 200.00 | 200.00 | - | 0% | | | | | |
| 149 | MM at a Glance-Materials & Supplies | 100.00 | 100.00 | - | 0% | | | 911.55 | | 120.00 |
| 150 | MM at a Glance-Advertising | 1,500.00 | 1,000.00 | 500.00 | 50% | | | 565.00 | 1,655.47 | 2,240.50 |
| | Total | 1,800.00 | 1,300.00 | 500.00 | 38% | - | - | 1,476.55 | 1,655.47 | 2,360.50 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|--------------------------------------|------------------|------------------|-----------------|-------------|----------------------------------|------------------|------------------|------------------|-------------------|
| 151 | Volunteer Appreciation Event | 1,000.00 | 500.00 | 500.00 | 100% | - | 100.00 | 200.00 | 139.82 | 639.00 |
| | Total Events-Almonte | 37,950.00 | 32,450.00 | 5,500.00 | 17% | 1,568.70 | 32,388.61 | 39,719.49 | 49,280.40 | 34,179.86 |
| | St. Pat's Dance | | | | | | | | | |
| 152 | St. Pat's Dance-Labour | 100.00 | 100.00 | - | 0% | | | | | |
| 153 | St. Pat's Dance-Materials & Supplies | 2,500.00 | 2,500.00 | - | 0% | 25.55 | 1,983.08 | 1,864.90 | 2,167.16 | 1,967.64 |
| 154 | St. Pat's Dance-Advertising | 500.00 | 500.00 | - | 0% | 59.50 | 629.00 | 5,137.65 | 507.68 | 766.34 |
| | Total | 3,100.00 | 3,100.00 | - | 0% | 85.05 | 2,612.08 | 7,002.55 | 2,674.84 | 2,733.98 |
| | Home Show | | | | | | | | | |
| 159 | Home Show-Labour | - | - | - | 0% | | | | | 1,237.49 |
| 160 | Home Show-Materials & Supplies | - | - | - | 0% | | | | | 4,563.15 |
| | Total | - | - | - | 0% | | | | | 5,800.64 |
| | Canada Day | | | | | | | | | |
| 161 | Canada Day-Labour | 650.00 | 650.00 | - | 0% | | 263.98 | 801.96 | 610.19 | 222.38 |
| 162 | Canada Day-Materials & Supplies | 7,000.00 | 7,000.00 | - | 0% | | 6,652.59 | 6,893.02 | 3,852.79 | 6,167.57 |
| 163 | Canada Day-Advertising | 1,500.00 | 800.00 | 700.00 | 88% | | 960.00 | | 523.00 | 337.50 |
| | Total | 9,150.00 | 8,450.00 | 700.00 | 8% | - | 7,876.57 | 7,694.98 | 4,985.98 | 6,727.45 |
| | Fall Fair | | | | | | | | | |
| 164 | Fall Fair-Labour | 2,500.00 | 2,500.00 | - | 0% | | 1,557.74 | 1,332.10 | 966.00 | 1,048.52 |
| 165 | Fall Fair-Materials & Supplies | 6,000.00 | 6,000.00 | - | 0% | | 7,624.55 | 7,346.48 | 5,510.45 | 6,542.61 |
| 166 | Fall Fair-Advertising | 2,200.00 | 2,200.00 | - | 0% | | 1,306.25 | 2,230.54 | 3,198.00 | 2,237.92 |
| | Total | 10,700.00 | 10,700.00 | - | 0% | - | 10,488.54 | 10,909.12 | 9,674.45 | 9,829.05 |
| | Craft Show | | | | | | | | | |
| 167 | Craft Show-Labour | | | - | 0% | | | | | |
| 168 | Craft Show-Advertising | | | - | 0% | | | | | - 1,300.00 |
| | Total | - | - | - | 0% | | | | - | - 1,300.00 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|---|---------------------|---------------------|-------------------|-------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| | | | | | | (To Aug 31/20) | | | | |
| | Santa Claus Parade | | | | | | | | | |
| 169 | Santa Claus Parade-Labour | 250.00 | 250.00 | - | 0% | | | | | |
| 170 | Santa Claus Parade-Materials & Supplies | 2,100.00 | 2,100.00 | - | 0% | | 532.04 | 160.00 | 321.00 | 664.98 |
| 171 | Santa Claus Parade-Advertising | 1,000.00 | 500.00 | 500.00 | 100% | | 410.00 | 860.24 | 622.00 | 339.47 |
| | Total | 3,350.00 | 2,850.00 | 500.00 | 18% | - | 942.04 | 1,020.24 | 943.00 | 1,004.45 |
| | Other Events-Pakenham | | | | | | | | | |
| 172 | Other Events-Labour | 300.00 | 300.00 | - | 0% | | 87.15 | | | |
| 173 | Other Events-Materials & Supplies | 1,500.00 | 1,000.00 | 500.00 | 0% | 90.00 | 425.00 | 1,020.59 | 4,894.91 | 4,010.49 |
| 174 | Other Events-Advertising | 250.00 | 250.00 | - | 0% | | | | | |
| | Total | 2,050.00 | 1,550.00 | 500.00 | 0% | 90.00 | 512.15 | 1,020.59 | 4,894.91 | 4,010.49 |
| | Total Events-Pakenham | 28,350.00 | 26,650.00 | 1,700.00 | 6% | 175.05 | 22,431.38 | 27,647.48 | 23,173.18 | 28,806.06 |
| | Other Recreation Expenses | | | | | | | | | |
| 175 | Youth Centre | 30,000.00 | 30,000.00 | - | 0% | 15,170.71 | 30,000.00 | 29,897.45 | 132,470.88 | 69,359.61 |
| 176 | Ramsay Recreation Facility Grant | 20,000.00 | 20,000.00 | - | 0% | 18,323.07 | | | | |
| 177 | Mississippi Valley Textile Museum | 69,345.00 | 67,983.00 | 1,362.00 | 2% | 67,983.00 | 66,520.00 | 65,089.00 | 54,241.00 | 43,393.00 |
| 178 | Home Support-Mills Community Support Corp. | 3,500.00 | 3,500.00 | - | 0% | 3,500.00 | 3,500.00 | 3,500.00 | 3,500.00 | 3,500.00 |
| 179 | Mills Community Support-Seniors Programming | 10,000.00 | 10,000.00 | - | | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 | 10,000.00 |
| 180 | Appleton Museum | 26,780.00 | 26,252.00 | 528.00 | 2% | 26,252.00 | 25,687.00 | 25,134.00 | 20,945.00 | 16,756.00 |
| 181 | Naismith Basketball Foundation | 6,110.00 | 5,987.00 | 123.00 | | 5,987.00 | 5,858.00 | 5,732.00 | 5,620.00 | 5,520.00 |
| 182 | R. Tait McKenzie Memorial Museum | 6,110.00 | 5,987.00 | 123.00 | | 5,987.00 | 5,858.00 | 5,732.00 | 5,620.00 | 5,520.00 |
| 183 | Public Skating Monitors | 2,960.00 | 2,900.00 | 60.00 | 2% | 1,544.42 | 2,877.71 | 2,948.14 | 2,489.95 | 2,533.20 |
| | Total | 174,805.00 | 172,609.00 | 2,196.00 | 1% | 154,747.20 | 150,300.71 | 148,032.59 | 234,886.83 | 156,581.81 |
| | Total Expenditures | 1,770,038.00 | 1,713,906.00 | 55,857.00 | 3% | 916,113.70 | 1,532,448.94 | 1,486,988.64 | 1,619,306.20 | 1,456,292.42 |
| | Net Recreation Fund | - 22,357.00 | - 18,852.00 | - 3,780.00 | | - 52,018.41 | - 21,722.57 | - 19,855.30 | - 27,243.46 | - 31,404.73 |

| CURLING 2021 Budget | | | | | | | | | | |
|------------------------|---|-------------|-------------|------------|---------|----------------|-------------|-------------|-------------|-------------|
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Revenues | | | | | | | | | |
| | Food/Liquor | | | | | | | | | |
| 1 | Beverage Sales | - 30,000.00 | - 37,000.00 | 7,000.00 | -19% | - 24,092.95 | - 49,691.57 | - 53,138.06 | - 30,853.36 | - 28,242.29 |
| 2 | Food Sales | | - | - | #DIV/0! | | | | - 1,827.15 | - 2,833.52 |
| | Total | - 30,000.00 | - 37,000.00 | 7,000.00 | -19% | - 24,092.95 | - 49,691.57 | - 53,138.06 | - 32,680.51 | - 31,075.81 |
| | | | | | | | | | | |
| | Rental Revenues | | | | | | | | | |
| 3 | Curling Lounge Rental | - 2,500.00 | - 2,500.00 | - | 0% | | - 827.80 | - 3,468.96 | - 634.00 | - 2,432.34 |
| 4 | Curling Surface Rental | - 500.00 | - 500.00 | - | 0% | | - 3,962.00 | | | |
| 5 | Curling Surface Bar Proceeds | - | - | - | #DIV/0! | | | | - 171.90 | |
| 6 | Curling Ice Rental-Curling Club | - 34,548.00 | - 33,544.00 | - 1,004.00 | 3% | - 16,997.01 | - 32,899.02 | - 33,880.80 | - 30,858.51 | - 30,094.08 |
| 7 | Curling Rink Advertising | | | - | #DIV/0! | | | | | - 400.00 |
| | Total | - 37,548.00 | - 36,544.00 | - 1,004.00 | 3% | - 16,997.01 | - 37,688.82 | - 37,349.76 | - 31,664.41 | - 32,926.42 |
| | | | | | | | | | | |
| | Total Revenues | - 67,548.00 | - 73,544.00 | 5,996.00 | -8% | - 41,089.96 | - 87,380.39 | - 90,487.82 | - 64,344.92 | - 64,002.23 |
| | | | | | | | | | | |
| | Expenditures | | | | | | | | | |
| | | | | | | | | | | |
| | Curling General Expenses | | | | | | | | | |
| 8 | Curling General Exp.-Other Professional Fees | | | - | 0% | | | | 77.13 | 302.86 |
| 9 | Curling General Exp.-Insurance (Building Etc.) | 6,000.00 | 6,346.00 | - 346.00 | -5% | 5,763.61 | 6,044.07 | 5,241.60 | 6,940.80 | 7,194.96 |
| 10 | Curling Utilities | 37,035.00 | 36,300.00 | 735.00 | 2% | 28,617.67 | 44,683.71 | 34,648.38 | 27,731.46 | 35,701.37 |
| | Total | 43,035.00 | 42,646.00 | 389.00 | 1% | 34,381.28 | 50,727.78 | 39,889.98 | 34,749.39 | 43,199.19 |
| | | | | | | | | | | |
| | Curling Misc. Maint. | | | | | | | | | |
| 11 | Curling Misc. Maint.-Labour | 100.00 | 100.00 | - | 0% | - | 247.50 | 78.00 | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | Curling Lounge Setup/Cleanup | | | | | | | | | |
| 12 | Curling Lounge Setup/Cleanup-Labour | - | - | - | 0% | | 116.20 | | | |
| 13 | Curling Lounge Setup/Cleanup-Materials & Supplies | | | - | 0% | | | | 75.52 | 302.35 |
| | Total | - | - | - | 0% | - | 116.20 | - | 75.52 | 302.35 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|--|------------------|------------------|-------------------|----------------|----------------------------------|-------------------|-------------------|------------------|------------------|
| | Curling Ice Rental Lounge Maint. | | | | | | | | | |
| 14 | Curling Ice Rental Lounge Maint.-Labour | 15,000.00 | 10,000.00 | 5,000.00 | 50% | 9,252.82 | 16,314.24 | 13,794.69 | 7,044.43 | 7,061.42 |
| 15 | Curling Ice Rental Lounge Maint.-M&S | 1,500.00 | 1,500.00 | - | 0% | 837.66 | 1,506.68 | 1,056.66 | 1,607.79 | 1,603.64 |
| 16 | Curling Ice Rental Lounge Maint.-Contract R&M | 2,500.00 | 2,500.00 | - | 0% | | | | | |
| | Total | 19,000.00 | 14,000.00 | 5,000.00 | 36% | 10,090.48 | 17,820.92 | 14,851.35 | 8,652.22 | 8,665.06 |
| | Curling Ice Rental Locker Maint. | | | | | | | | | |
| 17 | Curling Ice Rental Locker Maint.-Labour | 2,000.00 | 1,800.00 | 200.00 | 11% | 2,754.48 | 3,839.95 | 3,188.68 | 1,407.52 | 1,565.37 |
| 18 | Curling Ice Rental Locker Maint.-M&S | 400.00 | 400.00 | - | 0% | | 503.34 | 1,324.24 | 1,202.08 | 444.86 |
| | Total | 2,400.00 | 2,200.00 | 200.00 | 9% | 2,754.48 | 4,343.29 | 4,512.92 | 2,609.60 | 2,010.23 |
| | Curling Ice Rental Surface Maint. | | | | | | | | | |
| 19 | Curling Ice Rental Surface Maint.-Labour | 1,020.00 | 1,000.00 | 20.00 | 2% | | | 483.09 | 1,792.92 | 873.73 |
| 20 | Curling Ice Rental Surface Maint.-M&S | 2,800.00 | 2,800.00 | - | 0% | 744.97 | 3,080.98 | 2,246.20 | 2,594.20 | 2,643.87 |
| 21 | Curling Ice Rental Surface Maint.-Contract R&M | | | - | 0% | | | | | |
| | Total | 3,820.00 | 3,800.00 | 20.00 | 1% | 744.97 | 3,080.98 | 2,729.29 | 4,387.12 | 3,517.60 |
| | Curling Ice Plant | | | | | | | | | |
| 22 | Curling Ice Plant-Labour | - | - | - | #DIV/0! | | | | 2,164.97 | 1,374.69 |
| 23 | Curling Ice Plant-M & R Parts (Inventory) | - | - | - | #DIV/0! | | | | | 949.67 |
| 24 | Curling Ice Plant-Contract-Repairs/Maintenance | 4,500.00 | 4,500.00 | - | 0% | 1,043.72 | 5,474.98 | 9,407.35 | 11,365.70 | 2,675.00 |
| | Total | 4,500.00 | 4,500.00 | - | 0% | 1,043.72 | 5,474.98 | 9,407.35 | 13,530.67 | 4,999.36 |
| | Curling Ice Scraper | | | | | | | | | |
| 25 | Curling Ice Scraper-Labour | - | - | - | #DIV/0! | | | | | 169.93 |
| 26 | Curling Ice Scraper-M & R Parts (Inventory) | | | - | 0% | | | | | |
| 27 | Curling Ice Scraper-Contract-Repairs/Maintenance | | | - | 0% | | | 1,392.75 | | |
| | Total | - | - | - | #DIV/0! | - | - | 1,392.75 | - | 169.93 |
| | Curling Bar | | | | | | | | | |
| 28 | Curling Bar-Labour | 7,000.00 | 12,000.00 | - 5,000.00 | -42% | 5,721.65 | 12,939.11 | 12,724.36 | 12,256.36 | 11,612.51 |
| 29 | Curling Bar-Employee Benefits | 900.00 | 900.00 | - | 0% | 430.61 | 1,103.91 | 1,103.30 | 767.34 | 713.09 |
| 30 | Curling Bar-Other M & S | 100.00 | 100.00 | - | 0% | 25.15 | 303.92 | 156.99 | 51.50 | 42.49 |
| 31 | Curling Bar-Food Purchases | 700.00 | 1,000.00 | - 300.00 | -30% | 555.25 | 678.09 | 3,500.00 | 1,199.78 | 1,158.19 |
| 32 | Curling Bar-Liquor & Beer Purchases | 7,200.00 | 10,000.00 | - 2,800.00 | -28% | 10,373.51 | 15,043.69 | 18,746.77 | 12,099.86 | 10,898.22 |
| 33 | Curling Bar-Pop & Mix Purchases | 1,000.00 | 1,000.00 | - | 0% | 580.99 | 1,424.48 | 1,050.06 | 1,209.02 | 1,097.00 |
| 34 | Curling Bar-Misc. Equipment Expense | 150.00 | 150.00 | - | 0% | 25.15 | 22.56 | 200.00 | - | 856.31 |
| | Total | 17,050.00 | 25,150.00 | - 8,100.00 | -32% | 17,712.31 | 31,515.76 | 37,481.48 | 27,583.86 | 26,377.81 |
| | Total Expenditures | 89,905.00 | 92,396.00 | - 2,491.00 | -3% | 66,727.24 | 113,327.41 | 110,343.12 | 91,588.38 | 89,241.53 |
| | Net Curling Fund | 22,357.00 | 18,852.00 | 3,505.00 | 19% | 25,637.28 | 25,947.02 | 19,855.30 | 27,243.46 | 25,239.30 |

RECREATION AND CURLING BUDGETS 2021

REVENUES

FEDERAL GRANTS

\$ 300.00

CANADA DAY FUNDS AND SITE UPGRADES AT CLAYTON TAYLOR PARK

RESERVE FUNDS

\$.00

FUNDS COLLECTED THROUGH DEVELOPMENT CHARGES TO OFFSET
THE COST OF FACILITY DEBT PAYMENTS

MUNICIPAL GRANT

\$1,283,995.00

FUNDS PROVIDED BY THE MUNICIPALITY

REVENUE-ALMONTE

\$265,120.00

INCLUDES REVENUES FOR ALL FACILITY RENTALS, PROGRAMS AND EVENTS

REVENUE-SPORTS FIELDS/PARKS

\$18,800.00

RENTAL OF SPORTS FIELDS FOR BALL, SOCCER, ETC. ALSO INCLUDES RENTAL OF THE
CEDAR HILL HALL

REVENUES-PAKENHAM

\$224,180.00

INCLUDES REVENUES FOR ALL FACILITY RENTALS, PROGRAMS AND EVENTS

EXPENDITURES

SALARIES, WAGES AND BENEFITS

\$435,805.00

ADMINISTRATION SALARIES (ALL OTHER SALARIES ALLOCATED TO LABOUR ACCOUNTS.
INCLUDES 40% OF COMMUNITY/CULTURAL PROGRAMMER SALARY) PLUS APPLICABLE
BENEFITS FOR FULL AND PART TIME AND STUDENTS INCLUDING STATUTORY BENEFITS

RECREATION GENERAL EXPENSES

LABOUR

\$42,000.00

FULL TIME AND PART TIME WAGES ALLOCATED TO GENERAL RECREATION

| | |
|---|--------------|
| <u>OFFICE SUPPLIES</u> | \$3,000.00 |
| PAPER, ENVELOPES, TONER ETC. | |
| <u>OTHER MATERIALS & SUPPLIES</u> | \$ 2,000.00 |
| MISCELLANEOUS ITEMS THAT CAN'T BE PLACED ELSEWHERE | |
| <u>POSTAGE & COURIER</u> | \$500.00 |
| <u>TELEPHONE</u> | \$10,000.00 |
| PHONE LINES, CELL PHONES | |
| <u>OTHER PROFESSIONAL FEES</u> | \$1,500.00 |
| FEES PAID FOR BOOKING SOFTWARE | |
| <u>COMPUTER SERVICES EXPENSE</u> | \$4,500.00 |
| IT SUPORT COSTS | |
| <u>TRAVELLING EXPENSE</u> | \$2,000.00 |
| MILEAGE | |
| <u>MEMBERSHIPS</u> | \$1,500.00 |
| ANNUAL MEMBERSHIPS TO RECREATION ASSOCIATIONS | |
| <u>ASSOCIATION & CONVENTION</u> | \$2,000.00 |
| TRAINING FOR STAFF | |
| <u>OTHER SERVICES & RENTS</u> | \$750.00 |
| <u>RENTALS & MAINTENAANCE</u> | \$7,140.00 |
| ALARM MONITORING, ELEVATOR MAINTENANCE, FIRE EXTIGUISHER INSPECTION, SNOW REMOVAL,ETC. | |
| <u>LOAN PAYMENTS</u> | \$212,958.00 |
| LONG TERM DEBT REPAYMENTS ON ALMONTE COMMUNITY CENTRE, STEWART COMMUNITY CENTRE AND ICE RESURFACER | |
| <u>FACILITIES</u> | |
| <u>ALMONTE ARENA EXPENSES</u> | \$299,740.00 |

OPERATING COSTS ASSOCIATED WITH THE ALMONTE COMMUNITY CENTRE
(EXCLUDING CURLING) INCLUDING, UTILITIES, INSURANCE, LABOUR, MAINTENANCE,
BAR OPERATIONS, EQUIPMENT MAINTENANCE ETC.

PAKENHAM ARENA EXPENSES

\$234,595.00

OPERATING COSTS ASSOCIATED WITH THE STEWART COMMUNITY CENTRE INCLUDING,
UTILITIES, INSURANCE, LABOUR, MAINTENANCE, BAR OPERATIONS,
EQUIPMENT MAINTENANCE ETC.

SPORTS FIELDS/PARKS

RECREATION FIELDS/PARKS EXPENSES

\$216,475.00

MAINTENANCE, LABOUR, UTILITIES, INSURANCE, ETC. FOR ALL SPORTS FIELDS, PARKS
AND OTHER RECREATION FACILITIES

VEHICLES & EQUIPMENT

VEHICLE & EQUIPMENT

\$27,535.00

LABOUR, FUEL, OIL, REPAIRS ETC. FOR RECREATION VEHICLES AND LAWN MOWING
EQUIPMENT

PROGRAMS

ALMONTE & PAKENHAM PROGRAMS

\$24,935.00

COSTS TO PROVIDE PROGRAMS INCLUDING LABOUR, ADVERTISING, INSTRUCTION
COSTS, MATERIALS & SUPPLIES, ETC. PROGRAMS INCLUDE RECREATION HOCKEY,
BABYSITTING COURSE, SWIMMING, ETC.

EVENTS

ALMONTE & PAKENHAM EVENTS

\$66,300.00

COSTS TO PROVIDE EVENTS INCLUDING LABOUR, ADVERTISING, MATERIALS &
SUPPLIES, ETC. EVENTS INCLUDE LIGHT UP THE NIGHT, CHRISTMAS PARADES,
CRAFT SHOW, FALL FAIR ETC.

OTHER RECREATION EXPENSES

YOUTH CENTRE

\$ 30,000.00

ANNUAL FUNDING

MISSISSIPPI VALLEY TEXTILE MUSEUM

\$69,345.00

ANNUAL FUNDING

MILLS COMMUNITY SUPPORT CORPORATION \$3,500.00

ANNUAL FUNDING PROVIDED TO ASSIST WITH THE HOME SUPPORT PROGRAM

MILLS COMMUNITY SUPPORT CORPORATION \$10,000.00

ANNUAL FUNDING PROVIDED TO ASSIST WITH SENIORS PROGRAMMING

APPLETON MUSEUM \$26,780.00

ANNUAL FUNDING

NAISMITH BASKETBALL FOUNDATION \$6,110.00

ANNUAL FUNDING

R. TAIT MCKENZIE MEMORIAL MUSEUM \$6,110.00

ANNUAL FUNDING

RAMSAY RECREATION FACILITY GRANT \$20,000.00

ANNUAL FUNDING

PUBLIC SKATING MONITORS \$ 2,960.00

WAGES PAID TO PUBLIC SKATING MONITORS

CURLING

REVENUES

BEVERAGE AND FOODE SALES \$30,000.00

REVENUES FROM SALE OF LIQUOR, BEER AND FOOD

RENTAL REVENUES \$37,548.00

INCLUDES OFF SEASON RENTALS, AND THE AGREEMENT WITH THE CURLING CLUB FOR USE DURING THE CURLING SEASON

EXPENDITURES

GENERAL OPERATING EXPENSES \$43,035.00

INSURANCE AND UTILITIES

MAINTENANCE \$29,820.00

INCLUDES MAINTENANCE & LABOUR ON LOUNGE, SURFACE, LOCKER AREA, ICE PLANT,
AND ICE SCRAPER

CURLING BAR EXPENSES

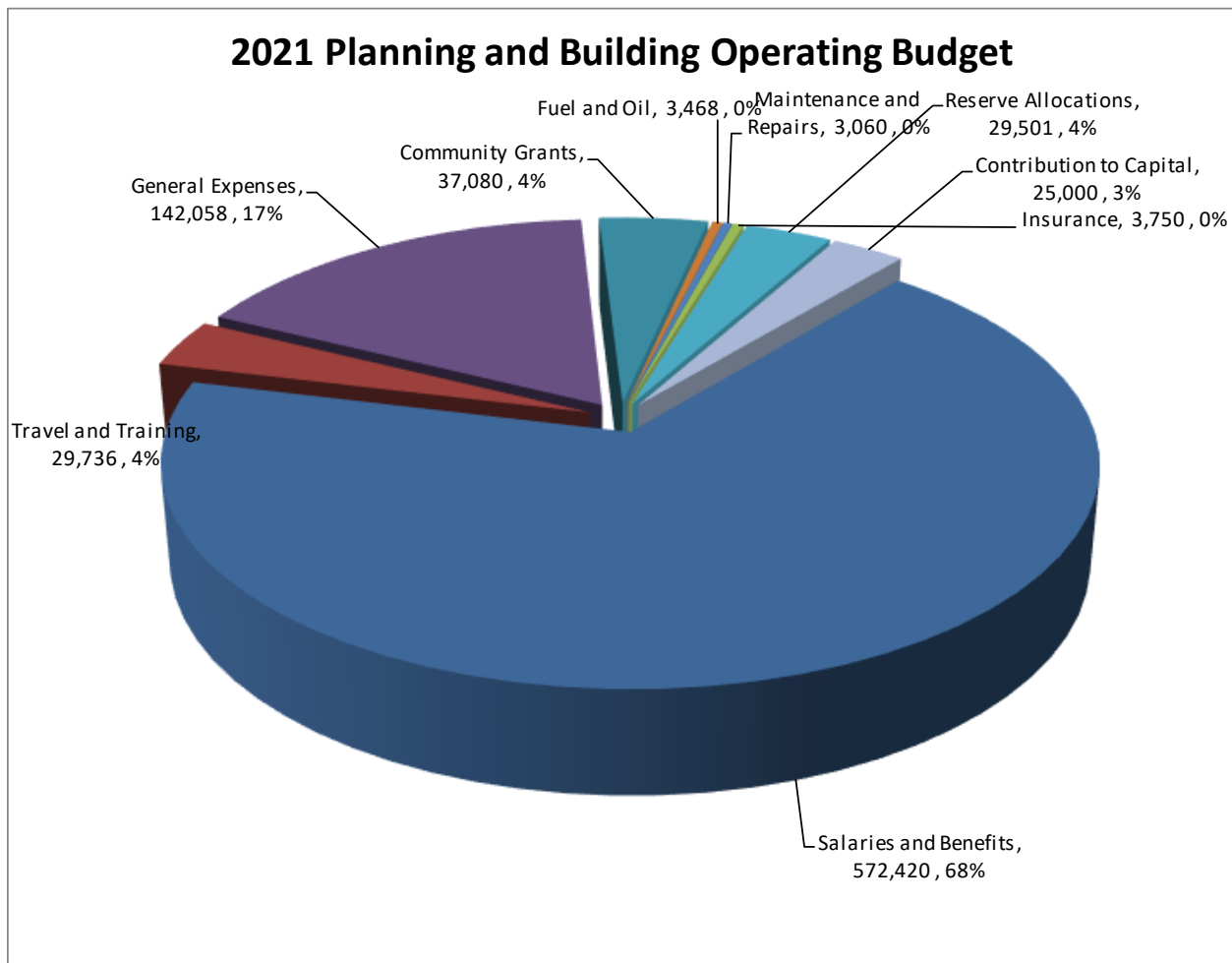
\$17,050.00

INCLUDES ALL COSTS TO OPERATE THE BAR SUCH AS LIQUOR & BEER, FOOD, LABOUR,
ETC.

PLANNING AND BUILDING

Planning is responsible for all aspects of land use planning as mandated by the *Ontario Planning Act* including community plans and development application reviews and approvals. The department is responsible for the development and implementation of the Community Official Plan and zoning by-laws. It also deals with severances, subdivision development, minor variances and site plan control. Planning oversees the management of cultural heritage assets with support from the Municipality's Heritage Committee.

The **Building Department** oversees construction in the Municipality in accordance with the *Ontario Building Code* including issuing building permits, carrying out inspections and providing information on all aspects of building within the Municipality. The building department's expenses are offset by building permit revenue and no funding is provided through municipal taxation.



Municipality of Mississippi Mills 2021 Budget Summary

Planning

| | A | B | C | D=B + C | E= C/B | |
|-----------------------------------|-------------|-----------------|----------------|------------------|------------------------|--|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | 210,475 | 249,560 | 4,365 | 253,925 | 1.75% | Includes Step increases, CPI, summer student |
| Travel & Training | 3,210 | 10,500 | 610 | 11,110 | 5.81% | |
| Materials & Contracts | | | | | | |
| General Operating Expenses | 33,263 | 33,950 | 2,050 | 36,000 | 6.04% | |
| Community Grants | | | | | | |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | | | | | | |
| Utilities | | | | | | |
| Insurance | | | | | | |
| Transfers to Reserves | - | - | | - | | |
| Debt Repayments | | | | | | |
| Capital Expenditures | | 95,000 | (70,000) | 25,000 | 0.00% | Refer to capital budget |
| Total Expenditures | 246,948 | 389,010 | (62,975) | 326,035 | -16.19% | |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | 162,854 | 110,000 | 10,000 | 120,000 | 9.09% | Planning application fees |
| Other Fees & Charges | | | | | | |
| Transfer from Reserves | | | | | | |
| Transfer from DCs | | | | | | |
| Total Revenues | 162,854 | 110,000 | 10,000 | 120,000 | 9.09% | |
| Net Levy | 84,094 | 279,010 | (72,975) | 206,035 | -26.15% | |

| | | | | | | | | | | |
|---------------|----------------------------|-------------------|-------------------|--------------------|---------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | PLANNING | | | | | | | | | |
| | 2021 Budget | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| 1 | Salaries, Wages & Benefits | 253,925.00 | 249,560.00 | 4,365.00 | 2% | 159,641.21 | 210,474.53 | 192,432.60 | 198,657.87 | 219,203.88 |
| 2 | Publications | 100.00 | 100.00 | - | 0% | - | 139.78 | 146.50 | 34.55 | 99.75 |
| 3 | Other M & S | 1,000.00 | 1,000.00 | - | 0% | 310.18 | 886.80 | | | |
| 4 | Materials & Supplies | 2,000.00 | 2,000.00 | - | 0% | 644.59 | 3,382.34 | 4,875.78 | 3,734.67 | 1,711.44 |
| 5 | Postage & Courier Services | 850.00 | 800.00 | 50.00 | 6% | 1,193.87 | 1,549.34 | 4,485.44 | 1,260.89 | 933.91 |
| 6 | Telephone | 1,800.00 | 1,800.00 | - | 0% | 1,008.19 | 1,299.08 | 934.46 | 623.90 | 635.26 |
| 7 | Legal Fees | 8,000.00 | 8,000.00 | - | 0% | 36,049.62 | 14,422.20 | 597.58 | | |
| 8 | Other Professional Fees | 4,000.00 | 4,000.00 | - | 0% | 1,672.11 | 3,348.37 | 87,220.52 | 51,280.65 | 36,925.79 |
| 9 | Computer Services Expense | 18,000.00 | 16,000.00 | 2,000.00 | 13% | 7,661.55 | 8,236.09 | | | |
| 10 | Advertising | 250.00 | 250.00 | - | 0% | | | | 5,524.14 | |
| 11 | Travelling Expense | 5,610.00 | 5,500.00 | 110.00 | 2% | | 319.11 | 1,228.65 | 5,012.18 | 8,452.51 |
| 12 | Memberships | 1,500.00 | 1,000.00 | 500.00 | 50% | 1,073.36 | 933.66 | 448.73 | 1,048.88 | 1,500.43 |
| 13 | Association & Convention | 4,000.00 | 4,000.00 | - | 0% | 344.07 | 1,957.10 | 2,000.07 | 1,078.03 | 3,261.48 |
| 14 | Capital Expenditure | 25,000.00 | 95,000.00 | - 70,000.00 | 0% | | | 24,434.80 | 37,519.00 | 29,197.61 |
| 15 | To Reserves | | | - | 0% | | | | 45,260.00 | 20,000.00 |
| | | | | | | | | | | |
| | Total Expenditures | 326,035.00 | 389,010.00 | - 62,975.00 | -16% | 209,598.75 | 246,948.40 | 318,805.13 | 351,034.76 | 321,922.06 |
| | | | | | | | | | | |
| | | | | | | | | | | |

PLANNING BUDGET 2021

SALARIES, WAGES & BENEFITS \$253,925.00

PLANNER, JUNIOR PLANNER, PORTION OF BUILDING & PLANNING CLERK'S SALARY
SUMMER STUDENT INCLUDING ALL BENEFITS

PUBLICATIONS \$100.00

ONTARIO MUNICIPAL BOARD DECISIONS CASE LAW PERIODICAL

OTHER M&S \$1,000.00

FOR ITEMS THAT CANNOT BE PLACED ELSEWHERE

MATERIALS & SUPPLIES \$2,000.00

PURCHASE OF FORMS, SPECIALIZED OFFICE SUPPLIES AND MATERIALS

POSTAGE & COURIER \$850.00

NOTICE OF PUBLIC MEETINGS MAILINGS

TELEPHONE \$1,800.00

CELL PHONE AND TABLET

LEGAL FEES \$8,000.00

AS REQUIRED

OTHER PROFESSIONAL FEES \$4,000.00

PLANNING ASSISTANCE

COMPUTER SERVICES EXPENSE \$18,000.00

IT SUPPORT, CGIS UPGRADE, HARDWARE/SOFTWARE

ADVERTISING \$250.00

ADVERTISING FOR ZONING BY-LAW, OFFICIAL PLAN AMENDMENTS AND
OTHER PLANNING ISSUES

TRAVEL EXPENSE \$5,610.00

MILEAGE

MEMBERSHIPS \$1,500.00

MCIP/CIP PROFESSIONAL MEMBERSHIP

ASSOCIATION & CONVENTION

\$4,000.00

PLANNING CONFERENCE AND PROFESSIONAL DEVELOPMENT

Municipality of Mississippi Mills 2021 Budget Summary

Building Department

| | A | B | C | D=B + C | E= C/B | |
|-------------------------------|-------------|-----------------|----------------|------------------|------------------------|-----------------------------|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Bene | 339,986 | 303,666 | 13,829 | 317,495 | 4.55% | Includes Step Increase, CPI |
| Travel & Training | 14,849 | 14,000 | 2,626 | 16,626 | 18.76% | |
| Materials & Contracts | | | | | | |
| General Operating Expenses | 89,182 | 122,200 | (17,142) | 105,058 | -14.03% | |
| Community Grants | | | | | | |
| Fuel & Oil | 3,949 | 3,400 | 68 | 3,468 | 2.00% | |
| M&R (facilities, fleet etc.) | 3,005 | 3,000 | 60 | 3,060 | 2.00% | |
| Utilities | | | | | | |
| Insurance | 3,465 | 3,640 | 110 | 3,750 | 3.02% | |
| Transfers to Reserves | 180,420 | 19,994 | 9,507 | 29,501 | 47.55% | Repay vehicle purchases |
| Debt Repayments | | | | | | |
| Capital Expenditures | | | | | | |
| Total Expenditures | 634,856 | 469,900 | 9,058 | 478,958 | 1.93% | |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | 606,075 | 452,900 | 9,058 | 461,958 | 2.00% | Building permit fees |
| Other Fees & Charges | 28,781 | 17,000 | | 17,000 | 0.00% | Admin and sign fees |
| Transfer from Reserves | | - | | - | | |
| Transfer from DCs | | | | | | |
| Total Revenues | 634,856 | 469,900 | 9,058 | 478,958 | 1.93% | |
| Net Levy | - | - | - | - | 0.00% | No impact to the tax base |

| | | | | | | | | | | |
|---------------|---------------------------------------|---------------------|---------------------|-------------------|---------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BUILDING DEPARTMENT | | | | | | | | | |
| | 2021 Budget | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Revenue | | | | | | | | | |
| 1 | Building Admin. Fees | - 15,000.00 | - 15,000.00 | - | 0% | - 8,945.00 | - 15,320.00 | - 7,500.00 | - 29,385.03 | - 10,031.88 |
| 2 | Building Sign Fees | - 2,000.00 | - 2,000.00 | - | 0% | - 1,050.00 | - 3,375.00 | - 3,395.00 | - 1,530.00 | - 2,012.00 |
| 3 | Building Permits | - 461,958.00 | - 452,900.00 | - 9,058.00 | 2% | - 478,346.78 | - 606,074.77 | - 604,302.65 | - 564,717.91 | - 412,505.01 |
| 4 | Contract Fees | - | - | - | 0% | - 3,006.72 | - 10,086.72 | | | |
| 5 | Transfer from Reserves | | - | - | 0% | | | | | |
| | | - 478,958.00 | - 469,900.00 | - 9,058.00 | 2% | - 491,348.50 | - 634,856.49 | - 615,197.65 | - 595,632.94 | - 424,548.89 |
| | Expenditures | | | | | | | | | |
| 6 | Salaries, Wages & Benefits | 317,495.00 | 303,666.00 | 13,829.00 | 5% | 218,283.80 | 339,986.47 | 332,253.08 | 283,659.29 | 289,530.30 |
| 7 | Office Supplies | 4,284.00 | 4,200.00 | 84.00 | 2% | 3,477.06 | 5,399.45 | 3,842.24 | 2,782.84 | 1,500.41 |
| 8 | Postage & Courier Services | 816.00 | 800.00 | 16.00 | 2% | 397.73 | 842.99 | 622.10 | 224.13 | 699.72 |
| 9 | Telephone | 2,958.00 | 2,900.00 | 58.00 | 2% | 1,916.15 | 3,982.85 | 3,628.86 | 1,921.99 | 1,894.17 |
| 10 | Legal Fees | 5,250.00 | 5,000.00 | 250.00 | 5% | 7,832.21 | 2,552.16 | 1,986.86 | 5,847.72 | 7,743.82 |
| 11 | Other Professional Fees | 4,000.00 | 25,000.00 | - 21,000.00 | -84% | - | | | | |
| 12 | Computer Services Expense | 16,550.00 | 12,000.00 | 4,550.00 | 38% | 10,413.09 | 14,239.30 | 12,321.82 | 10,256.46 | 7,694.38 |
| 13 | Advertising | | - | - | 0% | | | | 329.52 | |
| 14 | Travelling Expense | 2,040.00 | 2,000.00 | 40.00 | 2% | 24.87 | 749.13 | 418.00 | 2,019.68 | 1,597.33 |
| 15 | Equipment Rentals, Other | | | | | | | | 23,550.42 | |
| 16 | Memberships | 2,040.00 | 2,000.00 | 40.00 | 2% | 1,160.89 | 966.56 | 272.00 | 1,162.33 | 724.66 |
| 17 | Association & Convention | 3,570.00 | 3,500.00 | 70.00 | 2% | | 1,716.79 | 3,130.54 | 1,603.92 | 1,816.00 |
| 18 | Insurance (Building Etc.) | 3,750.00 | 3,640.00 | 110.00 | 3% | 3,681.17 | 3,465.20 | 3,439.20 | 5,607.84 | 8,703.41 |
| 19 | Misc. Vehicle Expense | 3,060.00 | 3,000.00 | 60.00 | 2% | 1,453.91 | 3,005.24 | 1,278.66 | 2,802.32 | 1,609.40 |
| 20 | Personnel (Clothing, Etc.) | 2,856.00 | 2,800.00 | 56.00 | 2% | 357.68 | 2,165.22 | 1,398.21 | 858.91 | 376.87 |
| 21 | Personnel (Courses/Memberships, Etc.) | 6,120.00 | 6,000.00 | 120.00 | 2% | 3,593.75 | 11,416.15 | 3,654.52 | 3,897.21 | 2,632.18 |
| 22 | Fuel & Oil | 3,468.00 | 3,400.00 | 68.00 | 2% | 1,236.77 | 3,949.34 | 3,352.97 | 2,105.38 | 2,088.38 |
| 23 | Contracted Services | 10,000.00 | 10,000.00 | - | 0% | - | | | | |
| 24 | Admin. Costs allocated | 61,200.00 | 60,000.00 | 1,200.00 | 2% | - | 60,000.00 | 50,000.00 | 45,000.00 | 35,000.00 |
| 25 | Capital Expenditure | - | - | - | 0% | | | | | |
| 26 | Transfer to Reserves | 29,501.00 | 19,994.00 | 9,507.00 | 0% | - | 180,419.64 | 193,598.59 | 202,002.98 | 60,937.86 |
| | Total Expenditures | 478,958.00 | 469,900.00 | 9,058.00 | 2% | 253,829.08 | 634,856.49 | 615,197.65 | 595,632.94 | 424,548.89 |
| | Net Building Dept. | - | - | - | 0% | - 237,519.42 | - | - | - | - |

BUILDING DEPARTMENT BUDGET 2021

REVENUES

BUILDING ADMIN. FEES \$15,000.00

ADMIN. FEES CHARGED ON BUILDING PERMITS

BUILDING SIGN FEES \$2,000.00

FEES COLLECTED UNDER THE SIGN BY-LAW

BUILDING PERMIT FEES \$461,958.00

FEES COLLECTED FOR ISSUING BUILDING PERMITS

TRANSFER FROM RESERVES \$.00

EXPENDITURES

SALARIES, WAGES & BENEFITS \$317,495.00

INCLUDES CHIEF BUILDING OFFICIAL, BUILDING INSPECTORS AND A PORTION OF BUILDING AND PLANNING CLERK'S SALARY, INCLUDES ALL ASSOCIATED BENEFITS

OFFICE SUPPLIES \$4,284.00

INCLUDES THE PURCHASE OF FORMS REQUIRED BY THE BUILDING DEPT. AND GENERAL OFFICE SUPPLY NEEDS

POSTAGE & COURIER SERVICES \$816.00

TELEPHONE \$2,958.00

CELL PHONES AND TABLETS

COMPUTER SERVICES EXPENSE \$16,550.00

IT SUPPORT, HARDWARE/SOFTWARE

TRAVELLING EXPENSE \$2,040.00

MILEAGE

MEMBERSHIPS \$2,040.00

ONTARIO BUILDING OFFICIALS, OBOA GOLDEN TRIANGLE

ASSOCIATION & CONVENTION \$3,570.00

INCLUDES REGISTRATION FEES, MEALS AND ACCOMMODATION AT BUILDING RELATED CONFERENCES

| | |
|--|--------------|
| <u>INSURANCE</u> | \$3,750.00 |
| VEHICLE & LIABILITY INSURANCE | |
| <u>MISCELLANEOUS VEHICLE EXPENSE</u> | \$3,060.00 |
| LICENSES, MAINTENANCE, ETC. | |
| <u>PERSONNEL (CLOTHING, ETC.)</u> | \$2,856.00 |
| BOOT ALLOWANCE, PROTECTIVE CLOTHING AND EQUIPMENT | |
| <u>PERSONNEL (COURSES, ETC.)</u> | \$6,120.00 |
| TRAINING FOR STAFF ON BUILDING CODE REQUIREMENTS, PROFESSIONAL DEVELOPMENT | |
| <u>FUEL & OIL</u> | \$3,468.00 |
| FOR BUILDING DEPT. VEHICLES | |
| <u>ADMIN. COSTS ALLOCATED</u> | \$61,2000.00 |
| ADMINISTRATION COSTS ALLOCATED TO BUILDING DEPARTMENT PER BILL 124 (SEE ADMINISTRATION BUDGET) | |
| <u>TO RESERVES</u> | \$29,501.00 |

Municipality of Mississippi Mills 2021 Budget Summary

Heritage

| | A | B | C | D=B + C | E= C/B | |
|-------------------------------|-------------|-----------------|----------------|------------------|------------------------|---|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Bene | 675 | 1,000 | | 1,000 | 0.00% | Honorarium |
| Travel & Training | 1,189 | 2,000 | | 2,000 | 0.00% | |
| Materials & Contracts | | | | | | |
| General Operating Expenses | 448 | 1,000 | | 1,000 | 0.00% | |
| Community Grants | 26,990 | 36,745 | 335 | 37,080 | 0.91% | Tax relief program and heritage grant program |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | | | | | | |
| Utilities | | | | | | |
| Insurance | | | | | | |
| Cost Sharing | | | | | | |
| Transfers to Reserves | | | | | | |
| Debt Repayments | | | | | | |
| Capital Expenditures | | | | | | |
| Total Expenditures | 29,302 | 40,745 | 335 | 41,080 | 0.82% | |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | | | | | | |
| Other Fees & Charges | | | | | | |
| Transfer from Reserves | | - | | - | 0.00% | |
| Transfer from DCs | | | | | | |
| Total Revenues | - | - | - | - | 0.00% | |
| Net Levy | 29,302 | 40,745 | 335 | 41,080 | 0.82% | |

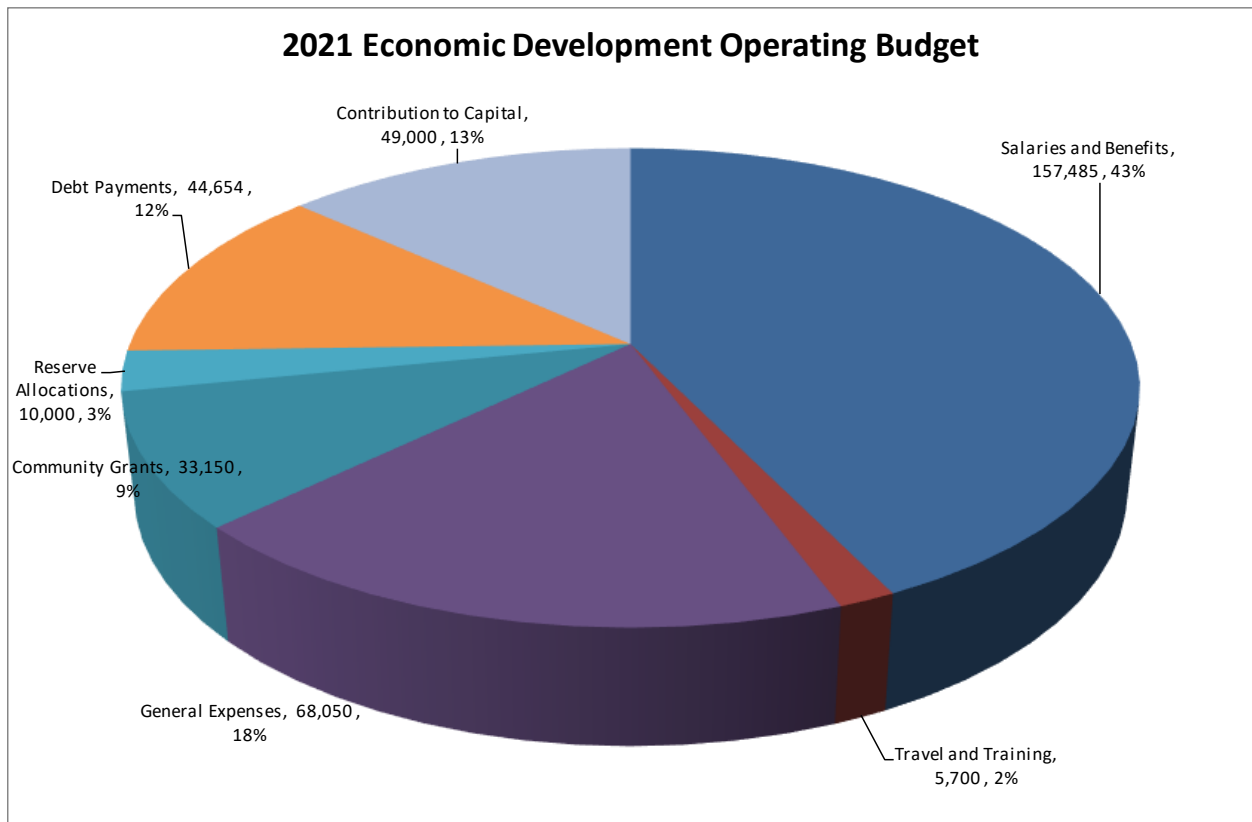
| | | | | | | | | | | |
|---------------|---------------------------|------------------|------------------|-----------------|---------------|-----------------|------------------|------------------|------------------|------------------|
| | HERITAGE COMMITTEE | | | | | | | | | |
| | 2021 Budget | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| 1 | Honarariums | 1,000.00 | 1,000.00 | ▼ - | ▼ 0% | 300.00 | 675.00 | 975.00 | 975.00 | 900.00 |
| 2 | Doors Open | | | ▼ - | ▼ #DIV/0! | | | 1,194.87 | 1,514.31 | |
| 3 | Materials & Supplies | 500.00 | 500.00 | ▼ - | ▼ 0% | 0.89 | | | 188.39 | 2.36 |
| 4 | Other Professional Fees | 500.00 | 500.00 | ▼ - | ▼ 0% | | 448.08 | | 495.96 | |
| 5 | Travelling Expense | 1,000.00 | 1,000.00 | ▼ - | ▼ 0% | | 535.70 | | | 975.49 |
| 6 | Association & Convention | 1,000.00 | 1,000.00 | ▼ - | ▼ 0% | 75.00 | 653.30 | 75.00 | | 902.61 |
| 7 | Tax Relief Program | 17,080.00 | 16,745.00 | ▼ 335.00 | ▼ 2% | | 8,038.33 | 6,410.50 | 12,460.00 | 9,755.00 |
| 8 | Heritage grant program | 20,000.00 | 20,000.00 | ▼ - | | 5,554.87 | 18,951.74 | 4,021.26 | 7,363.29 | |
| | | 41,080.00 | 40,745.00 | ▼ 335.00 | ▼ 1% | 5,930.76 | 29,302.15 | 12,676.63 | 22,996.95 | 12,535.46 |
| | | | | | | | | | | |

HERITAGE BUDGET 2021

| | |
|---|-------------|
| <u>HONORARIUMS</u> | \$1,000.00 |
| RESEARCHER, MEETING ATTENDANCE | |
| <u>MATERIALS & SUPPLIES</u> | \$500.00 |
| PURCHASE OF LETTERHEAD, OFFICE & MISCELLANEOUS SUPPLIES, POSTAGE, PHOTOCOPYING, PHOTO DEVELOPING & FILM, NEWSLETTER PRINTING, ETC. | |
| <u>OTHER PROFESSIONAL FEES</u> | \$500.00 |
| COSTS ASSOCIATED WITH DESIGNATING A PROPERTY, ARCHITECTURAL AWARDS PROGRAM | |
| <u>TRAVELLING EXPENSES</u> | \$1,000.00 |
| MILEAGE, ACCOMODATION, MEAL EXPENSES | |
| <u>ASSOCIATION & CONVENTION</u> | \$1,000.00 |
| MEMBERSHIPS AND WORKSHOP REGISTRATION | |
| <u>TAX RELIEF PROGRAM</u> | \$17,080.00 |
| PER BY-LAW AND THE MUNICIPAL ACT | |
| <u>HERITAGE GRANT PROGRAM</u> | \$20,000.00 |
| PER BY-LAW | |

COMMUNITY AND ECONOMIC DEVELOPMENT

Mississippi Mills is a growing Municipality with over 13,000 residents. **Economic Development** is important for the Municipality in order to maintain its high quality of life, natural heritage, rural culture and small town charm. Economic Development is needed to attract and retain businesses to support the Municipality's continued growth and development. Economic Development also includes funding to support organizations through its municipal grant program.



Municipality of Mississippi Mills 2021 Budget Summary

Community & Economic Development

| | A | B | C | D=B + C | E= C/B | |
|-----------------------------------|-------------|-----------------|----------------|------------------|------------------------|--|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | 108,146 | 154,434 | 3,051 | 157,485 | 1.98% | Includes Step increase, CPI, summer students and support staff |
| Travel & Training | 2,975 | 5,700 | | 5,700 | 0.00% | |
| Materials & Contracts | | | | | | |
| General Operating Expenses | 64,546 | 66,850 | 1,200 | 68,050 | 1.80% | |
| Community Grants | | | | | | |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | 7,355 | 5,000 | | 5,000 | | |
| Utilities | | | | | | |
| Insurance | | | | | | |
| Transfers to Reserves | 23,048 | | 10,000 | 10,000 | | |
| Debt Repayments | 45,848 | 46,624 | (1,970) | 44,654 | -4.23% | Business Park |
| Capital Expenditures | 7,115 | 27,000 | 22,000 | 49,000 | 81.48% | See capital budget |
| Total Expenditures | 259,033 | 305,608 | 34,281 | 339,889 | 11.22% | |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | | | | | | |
| Other Fees & Charges | | | | | | |
| Transfer from Reserves | | 46,624 | (1,970) | 44,654 | 0.00% | Offset debt costs |
| Transfer from DCs | | | | | | |
| Total Revenues | - | 46,624 | (1,970) | 44,654 | 0.00% | |
| Net Levy | 259,033 | 258,984 | 36,251 | 295,235 | 14.00% | |

| COMMUNITY AND ECONOMIC DEVELOPMENT | | | | | | | | | | |
|------------------------------------|-------------------------------|------------|------------|------------|--------|----------------|------------|------------|------------|------------|
| 2021 Budget | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| 1 | Salaries, Wages & Benefits | 157,485.00 | 154,434.00 | 3,051.00 | 2% | 76,799.30 | 108,145.82 | 97,512.44 | 90,636.58 | 84,043.20 |
| 2 | Office Supplies | 300.00 | 300.00 | - | 0% | - | 408.55 | 16.78 | 356.43 | 60.11 |
| 3 | Publications | 500.00 | 500.00 | - | 0% | - | | 101.05 | 161.04 | 587.66 |
| 4 | Other M & S | 300.00 | 300.00 | - | 0% | 54.85 | | 42.63 | 166.61 | 149.98 |
| 5 | Postage & Courier Services | 150.00 | 150.00 | - | 0% | - | | | | |
| 6 | Telephone (Info. Office) | 1,600.00 | 1,600.00 | - | 0% | 825.50 | 1,851.21 | 2,247.80 | 1,101.10 | 1,751.70 |
| 7 | Other Professional Fees | 1,000.00 | 1,000.00 | - | 0% | - | | | | 61.06 |
| 8 | Travelling Expense | 1,200.00 | 1,200.00 | - | 0% | 442.55 | 858.73 | 983.31 | 724.14 | 691.76 |
| 9 | Memberships | 1,500.00 | 1,500.00 | - | 0% | 273.18 | 788.64 | 1,102.78 | 721.18 | 1,304.98 |
| 10 | Association & Convention | 3,000.00 | 3,000.00 | - | 0% | - | 1,327.23 | 1,254.37 | 1,652.78 | 2,102.18 |
| 11 | Beautification vehicle maint. | 5,000.00 | 5,000.00 | - | 0% | 2,390.68 | 7,354.52 | 5,183.55 | 1,957.40 | |
| 12 | Promotion | 40,800.00 | 40,000.00 | 800.00 | 2% | 23,868.06 | 34,350.92 | 47,644.24 | 56,513.86 | 45,283.84 |
| 13 | Beautification Projects | 20,400.00 | 20,000.00 | 400.00 | 2% | 7,480.05 | 25,611.32 | 23,804.40 | 28,842.12 | 27,241.32 |
| 14 | Tourism-Information Office | 3,000.00 | 3,000.00 | - | 0% | - | 2,325.21 | 671.62 | 1,280.84 | 807.14 |
| 15 | Long Term Debt Repayments | 44,654.00 | 46,624.00 | - 1,970.00 | -4% | 44,523.12 | 45,848.10 | 45,883.47 | 45,916.27 | 45,947.90 |
| 16 | To Reserves | 10,000.00 | | 10,000.00 | 0% | | 23,048.00 | 46,335.50 | 6,000.00 | 16,424.29 |
| 17 | Capital Expenditure | 49,000.00 | 27,000.00 | 22,000.00 | 81% | | 7,115.16 | 11,388.56 | 13,379.94 | 23,500.00 |
| Total Expenditures | | 339,889.00 | 305,608.00 | 34,281.00 | 11% | 156,657.29 | 259,033.41 | 284,172.50 | 249,410.29 | 249,957.12 |

COMMUNITY ECONOMIC DEVELOPMENT BUDGET 2021

| | |
|---|--------------|
| <u>SALARIES, WAGES & BENEFITS</u> | \$157,485.00 |
| FOR COMMUNITY CO-ORDINATOR, ADMINISTRATION ASSISTANCE, SUMMER STUDENT INCLUDING THE ASSOCIATED BENEFITS | |
| <u>OFFICE SUPPLIES</u> | \$300.00 |
| GENERAL OFFICE SUPPLIES | |
| <u>PUBLICATIONS</u> | \$500.00 |
| SUBSCRIPTIONS TO ECONOMIC DEVELOPMENT MATERIALS | |
| <u>OTHER MATERIALS & SUPPLIES</u> | \$300.00 |
| MISC. ITEMS THAT CANNOT BE PLACED ELSEWHERE | |
| <u>POSTAGE & COURIER</u> | \$150.00 |
| <u>TELEPHONE</u> | \$1,600.00 |
| CELL PHONE | |
| <u>OTHER PROFESSIONAL FEES</u> | \$1,000.00 |
| EVENT PUBLICITY PROGRAM, MEDIA PACKAGE OTHER CONSULTING, BUSINESS DATABASE UPDATE | |
| <u>TRAVELLING EXPENSE</u> | \$1,200.00 |
| MILEAGE | |
| <u>MEMBERSHIPS</u> | \$1,500.00 |
| MEMBERSHIPS-OTCA, EDAC, MMCC, PBTA, PITCH IN CANADA, CHAMBER | |
| <u>ASSOCIATION & CONVENTION</u> | \$3,000.00 |
| OEMC CONFERENCE INCLUDING REGISTRATION, MEALS & ACCOMMODATION | |
| <u>PROMOTION</u> | \$40,800.00 |
| COMMUNITY EVENT GRANTS, PROMOTIONAL ITEMS, COSTS TO PLACE ADVERTISEMENTS ADS-ONT. TRAVEL GUIDE ETC., MICRO GRANT PROGRAM | |

BEAUTIFICATION PROJECTS

\$20,400.00

SEASONAL DÉCOR INSTALLATION, ROUND ABOUT MAINTENANCE, RIVERWALK MAINTENANCE, FUNDING FOR HORTICULTURAL SOCIETIES, BANNERS, MURAL MAINTENANCE, GARDENING, EQUIPMENT, PLAQUE AND BENCH MAINTENANCE, ETC.

TOURISM-INFORMATION OFFICE

\$3,000.00

DISPLAYS, EQUIPMENT

LONG TERM DEBT REPAYMENTS

\$44,654.00

PHASE II OF THE BUSINESS PARK

CAPITAL EXPENDITURE

\$49,000.00

Municipality of Mississippi Mills 2021 Budget Summary

Municipal Grants

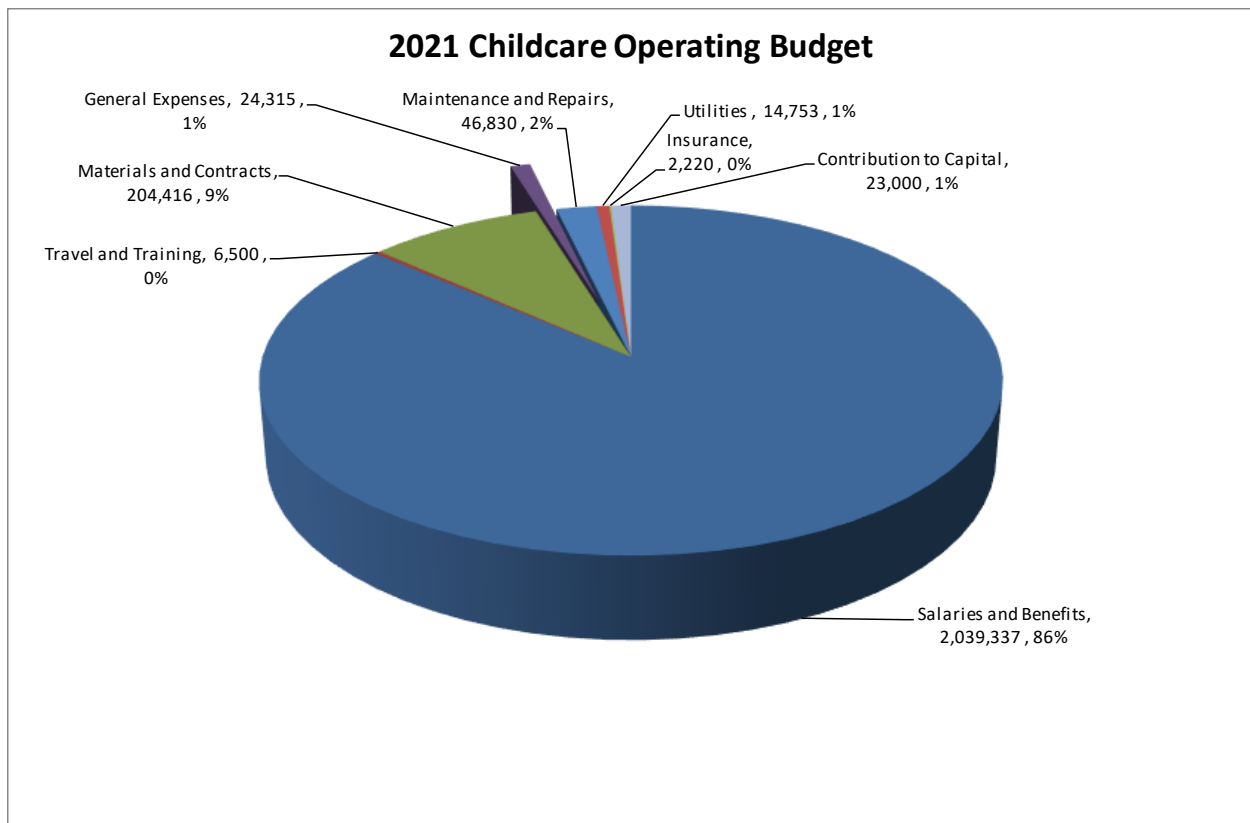
| | | | A | B | C | D=B + C |
|-----------------------------------|--|--------|-------------|----------|---------|-------------|
| | | | | 2020 | 2021 | 2021 |
| | | | | Approved | Program | Requested |
| | | | 2019 Actual | Budget | Change | Budget |
| | | | | | | E= C/B |
| | | | | | | % 2021 |
| | | | | | | Requested/ |
| | | | | | | 2020 Budget |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | | | | | | |
| Travel & Training | | | | | | |
| Materials & Contracts | | | | | | |
| General Operating Expenses | | | | | | |
| Community Grants | | 32,110 | 32,500 | 650 | 33,150 | 2.00% |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | | | | | | |
| Utilities | | | | | | |
| Insurance | | | | | | |
| Cost Sharing | | | | | | |
| Transfers to Reserves | | | | | | |
| Debt Repayments | | | | | | |
| Capital Expenditures | | | | | | |
| Total Expenditures | | 32,110 | 32,500 | 650 | 33,150 | 2.00% |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | | | | | | |
| Other Fees & Charges | | | | | | |
| Transfer from Reserves | | | | | | |
| Transfer from DCs | | | | | | |
| Total Revenues | | - | - | - | - | |
| Net Levy | | 32,110 | 32,500 | 650 | 33,150 | 2.00% |

| | | | | | | | | | | |
|---------------|--|------------------|------------------|---------------|---------------|------------------|------------------|------------------|------------------|------------------|
| | OTHER CULTURAL-MUNICIPAL GRANTS | | | | | | | | | |
| | <i>2021 Budget</i> | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | | | | | | | | | | |
| 1 | Grants or Donations | 2,500.00 | 1,750.00 | 750.00 | 43% | 2,500.00 | 2,500.00 | 1,750.00 | | 1,750.00 |
| 2 | Grants or Donations | 30,650.00 | 30,750.00 | - 100.00 | 0% | 20,850.00 | 29,610.00 | 28,750.00 | 27,200.00 | 36,450.00 |
| | | | | | | | | | | |
| | | 33,150.00 | 32,500.00 | 650.00 | 2% | 23,350.00 | 32,110.00 | 30,500.00 | 27,200.00 | 38,200.00 |
| | | | | | | | | | | |

CHILDCARE

The Municipality provides **Childcare** services for its residents to support young families who live in this community. The Daycare Centre employs highly trained qualified staff to provide care for infants, toddlers, pre-school age children and before and after school care. Summer programs are also available in July and August.

In 2019 there was an expansion of the service as a new facility constructed by the Catholic District School Board through a lease agreement with the Municipality. This arrangement allowed the Municipality to grow the program at a relatively low cost.



Municipality of Mississippi Mills 2021 Budget Summary

Daycare

| | A | B | C | D=B + C | E= C/B | |
|-------------------------------|-------------|-----------------|----------------|------------------|------------------------|--|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Bene | 1,792,959 | 2,273,907 | (234,570) | 2,039,337 | -10.32% | Includes Step increases, CPI and union hourly rate changes |
| Travel & Training | 4,487 | 8,500 | (2,000) | 6,500 | -23.53% | |
| Materials & Contracts | 103,913 | 188,545 | 15,871 | 204,416 | 8.42% | Program supplies and Food including lease costs of new centre |
| General Operating Expenses | 19,722 | 22,950 | 1,365 | 24,315 | 5.95% | |
| Community Grants | | | | | | |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | 22,339 | 33,500 | 13,330 | 46,830 | 39.79% | Includes Increased costs due to Covid 19 |
| Utilities | 10,820 | 14,400 | 353 | 14,753 | 2.45% | |
| Insurance | 2,028 | 2,200 | 20 | 2,220 | 0.91% | |
| Transfers to Reserves | 207,136 | | | | | |
| Debt Repayments | | | | | | |
| Capital Expenditures | 799 | 37,175 | (14,175) | 23,000 | -38.13% | See capital budget |
| Total Expenditures | 2,164,203 | 2,581,177 | (219,806) | 2,361,371 | -8.52% | |
| Revenues | | | | | | |
| Grants | 876,146 | 624,998 | | 624,998 | 0.00% | Funds from County of Lanark for Fee subsidy, wage subsidy and mitigation funding |
| User Fees | 1,202,997 | 1,768,700 | (83,427) | 1,685,273 | -4.72% | Fees received from parents |
| Other Fees & Charges | 7,262 | 5,000 | | 5,000 | 0.00% | Student grant, interest on overdue accounts |
| Transfer from Reserves | | 92,361 | (92,361) | - | 0.00% | From reserves to offset County funding loss |
| Transfer from DCs | - | 23,022 | 78 | 23,100 | 0.34% | Per DC study for programs and leased space |
| Total Revenues | 2,086,405 | 2,514,081 | (175,710) | 2,338,371 | -6.99% | |
| Net Levy | 77,798 | 67,096 | (44,096) | 23,000 | -65.72% | |

[illegible]

| | | | | | | | | | | |
|---------------|---------------------------------|-----------------------|-----------------------|---------------------|---------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | DAYCARE | | | | | | | | | |
| | 2021 Budget | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Revenues | | | | | | | | | |
| 1 | Parent Full Fees | - 1,685,273.00 | - 1,768,700.00 | 83,427.00 | -5% | - 349,353.54 | - 1,202,996.73 | - 1,091,239.32 | - 895,799.44 | - 814,077.14 |
| 2 | Fee Subsidy-County of Lanark | - 232,850.00 | - 232,850.00 | - | 0% | - 109,516.65 | - 287,659.97 | - 276,664.54 | - 305,746.80 | - 287,907.57 |
| 3 | Wage Subsidy | - 392,148.00 | - 392,148.00 | - | 0% | - 332,317.74 | - 588,485.94 | - 662,530.35 | - 422,958.38 | - 351,264.51 |
| 4 | Municipal Grant | - | - 29,921.00 | 29,921.00 | -100% | - 19,763.54 | 130,135.95 | 325,294.45 | 43,979.22 | 13,125.00 |
| 5 | Miscellaneous Revenue | - 5,000.00 | - 5,000.00 | - | 0% | - 1,780.33 | - 7,261.77 | - 4,818.71 | - 2,951.85 | - 4,151.93 |
| 6 | Reserves | - | - 92,361.00 | 92,361.00 | 0% | - 61,574.00 | | | | |
| 7 | Reserve Funds | - 23,100.00 | - 23,022.00 | - 78.00 | 0% | | | - 13,000.00 | - 13,000.00 | - 13,000.00 |
| | Total Revenues | - 2,338,371.00 | - 2,544,002.00 | 205,631.00 | -8% | - 874,305.80 | - 1,956,268.46 | - 1,722,958.47 | - 1,596,477.25 | - 1,483,526.15 |
| | Salaries & Benefits | | | | | | | | | |
| 8 | Salaries, Wages & Benefits | 2,039,337.00 | 2,273,907.00 | - 234,570.00 | -10% | 912,995.55 | 1,792,959.45 | 1,552,689.06 | 1,461,222.69 | 1,348,465.12 |
| | Materials & Supplies | | | | | | | | | |
| 9 | Office Supplies | 7,505.00 | 7,000.00 | 505.00 | 7% | 3,090.35 | 1,931.49 | 5,876.27 | 3,814.43 | 4,428.15 |
| 10 | Programs | 50,000.00 | 50,000.00 | - | 0% | 14,774.25 | 33,340.63 | 35,541.94 | 23,555.90 | 31,986.67 |
| 11 | Repairs & Maintenance | 4,080.00 | 4,000.00 | 80.00 | 2% | 527.47 | 4,755.71 | 4,040.79 | 2,890.01 | 2,260.95 |
| 12 | Food | 110,000.00 | 95,000.00 | 15,000.00 | 16% | 17,407.30 | 70,571.98 | 63,462.08 | 51,517.63 | 49,011.67 |
| 13 | Staff Gift | 1,250.00 | 1,250.00 | - | 0% | | 450.00 | 550.00 | 300.00 | 188.62 |
| 14 | Equipment | 6,000.00 | 6,000.00 | - | 0% | 2,913.08 | 1,586.48 | 1,135.47 | 284.91 | 485.94 |
| 15 | Cleaning | 15,750.00 | 2,500.00 | 13,250.00 | 530% | 2,542.22 | 802.37 | 1,281.29 | 507.40 | 1,215.88 |
| 16 | Kitchen | 7,000.00 | 7,000.00 | - | 0% | 40.68 | 208.83 | 862.51 | 1,014.09 | 1,901.74 |
| | Total | 201,585.00 | 172,750.00 | 28,835.00 | 17% | 41,295.35 | 113,647.49 | 112,750.35 | 83,884.37 | 91,479.62 |

| Line # | Description | 2020 Budget | 2019 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|----------------------------------|---------------------|---------------------|---------------------|-------------|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| | Services & Rents | | | | | | | | | |
| 17 | Utilities | 14,753.00 | 14,400.00 | 353.00 | 2% | 6,483.53 | 10,820.43 | 11,986.79 | 12,277.43 | 12,895.62 |
| 18 | Telephone | 7,500.00 | 5,500.00 | 2,000.00 | 36% | 6,715.42 | 4,381.75 | 2,961.97 | 3,230.04 | 2,897.17 |
| 19 | Other Professional Fees | 3,060.00 | 3,200.00 | 140.00 | -4% | 961.22 | 2,467.60 | 75.00 | 10,460.28 | 1,150.50 |
| 20 | Computer Services Expense | 3,000.00 | 3,000.00 | - | | 1,383.36 | 2,429.66 | 3,496.34 | 475.00 | 180.00 |
| 21 | Travelling Expense | 3,500.00 | 3,500.00 | - | 0% | 489.02 | 2,079.61 | 2,177.18 | 1,776.96 | 1,886.39 |
| 22 | Conferences | 3,000.00 | 5,000.00 | 2,000.00 | -40% | 2,739.81 | 2,406.95 | 5,613.18 | 1,048.28 | 1,804.10 |
| 23 | Insurance (Building Etc.) | 2,220.00 | 2,200.00 | 20.00 | 1% | 2,155.67 | 2,028.24 | 1,989.36 | 2,925.72 | 3,168.42 |
| 24 | Bus | 1,000.00 | 2,000.00 | 1,000.00 | -50% | - | 1,948.70 | 1,719.74 | 518.98 | 366.34 |
| 25 | Building Equipment & Maintenance | 14,000.00 | 14,000.00 | - | 0% | 6,013.53 | 14,985.91 | 17,284.90 | 16,465.07 | 13,241.28 |
| 26 | Bad Debts & Collection Costs | 1,000.00 | 1,000.00 | - | 0% | 796.17 | 3,628.68 | 10,214.60 | 2,189.77 | 5,991.59 |
| 27 | Lease-CSB | 44,416.00 | 43,545.00 | 871.00 | 0% | 14,926.23 | 2,483.99 | | | |
| | Total | 97,449.00 | 97,345.00 | 104.00 | 0% | 42,663.96 | 49,661.52 | 57,519.06 | 51,367.53 | 43,581.41 |
| | Total Expenditures | 2,338,371.00 | 2,544,002.00 | - 205,631.00 | -8% | 996,954.86 | 1,956,268.46 | 1,722,958.47 | 1,596,474.59 | 1,483,526.15 |
| | Net Difference | - | - | - | | 122,649.06 | - | - | 2.66 | - |

DAYCARE BUDGET 2021

REVENUES

PARENT FULL FEES \$1,685,273.00

FEES COLLECTED FROM PARENTS

FEE SUBSIDY-COUNTY OF LANARK \$232,850.00

FEES PAID BY COUNTY FOR QUALIFYING FAMILIES

WAGE SUBSIDY \$392,148.00

FUNDS RECEIVED FROM THE COUNTY OF LANARK TO OFFSET SALARIES AND BENEFITS
PER FUNDING AGREEMENT

MUNICIPAL GRANT \$.00

FUNDS PROVIDED BY THE MUNICIPALITY

MISCELLANEOUS REVENUE \$5,000.00

STUDENT GRANTS, INTEREST EARNED ON OVERDUE ACCOUNTS

RESERVE FUNDS \$23,100.00

FUNDS COLLECTED THROUGH DEVELOPMENT CHARGES TO OFFSET THE COST OF
PROGRAMS AND THE LEASE WITH THE CATHOLIC DISTRICT SCHOOL BOARD

EXPENDITURES

SALARIES, WAGES & BENEFITS \$2,039,337.00

SALARIES AND BENEFITS FOR FULL TIME, PART TIME, AND SUPPLY INCLUDING
APPLICABLE BENEFITS

OFFICE SUPPLIES \$7,505.00

COMPUTER SUPPLIES, ENVELOPES, PAPER, TONER, GENERAL OFFICE SUPPLIES

PROGRAMS \$50,000.00

PROGRAM COSTS FOR DAYCARE CENTRE AND SCHOOL PROGRAMS INCLUDING TOYS,
CRAFT ITEMS ETC.

| | |
|---|--------------|
| <u>REPAIRS & MAINTENANCE</u> | \$4,080.00 |
| INCLUDES GENERAL REPAIR ITEMS | |
| <u>FOOD</u> | \$110,000.00 |
| SUPPLY OF MEALS AND SNACKS FOR THE CENTRE AND THE SCHOOL PROGRAMS | |
| <u>EQUIPMENT</u> | \$6,000.00 |
| VACCUUM REPLACEMENT, WASHER/DRYER ETC. | |
| <u>CLEANING</u> | \$15,750.00 |
| GENERAL CLEANING-EXTERIOR I.E. WINDOWS | |
| <u>KITCHEN</u> | \$7,000.00 |
| GENERAL KITCHEN ITEMS | |
| <u>UTILITIES</u> | \$14,753.00 |
| HEAT, HYDRO AND WATER | |
| <u>TELEPHONE</u> | \$7,500.00 |
| INCLUDES PHONE LINE, CELL PHONES | |
| <u>OTHER PROFESSIONAL FEES</u> | \$3,060.00 |
| AUDIT FEES, COLLEGE OF ECE FEES | |
| <u>COMPUTER SERVICES EXPENSE</u> | \$3,000.00 |
| IT SUPPORT | |
| <u>TRAVELLING EXPENSE</u> | \$3,500.00 |
| MILEAGE | |
| <u>CONFERENCES</u> | \$3,000.00 |
| TRAINING FOR STAFF | |
| <u>INSURANCE</u> | \$2,220.00 |
| INSURANCE FOR BUILDING | |

BUS \$1,000.00

TRANSPORTATION COSTS FOR TRIPS DURING SUMMER, MARCH BREAK ETC.

BUILDING MAINTENANCE & REPAIRS \$14,000.00

GENERAL BUILDING MAINTENANCE INCLUDES SNOW REMOVAL, GRASS CUTTING.ETC.

BAD DEBT & COLLECTION COSTS \$1,000.00

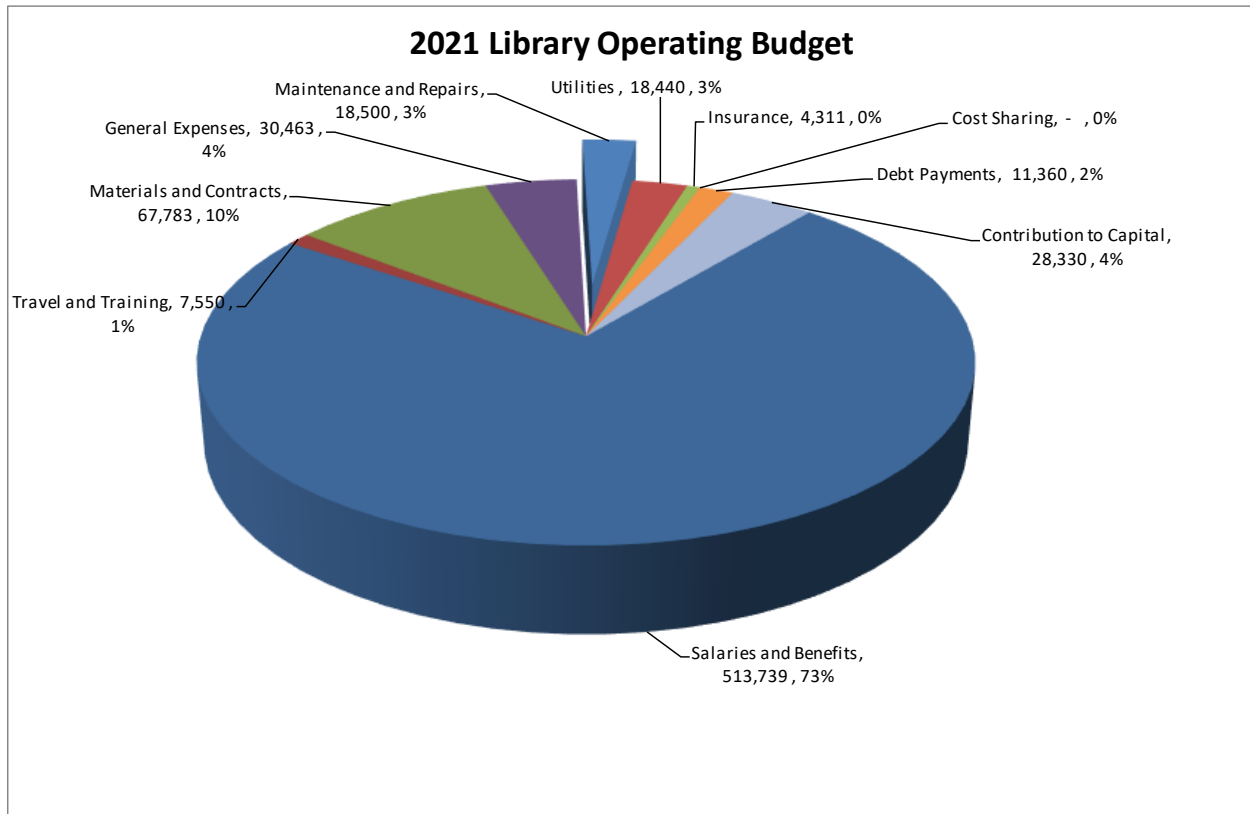
COSTS ASSOCIATED WITH COLLECTING ACCOUNTS

LEASE-CSB \$44,416.00

COST TO LEASE NEW SPACE FROM THE CATHOLIC DISTRICT SCHOOL BOARD

LIBRARY

The Municipality offers **library** services and programs through operation of its library facilities in both Pakenham and Almonte. Services include book lending, e-resources, research and public computer access.



Municipality of Mississippi Mills 2021 Budget Summary

Library



| | A | B | C | D=B + C | E= C/B | |
|-----------------------------------|-------------|-----------------|----------------|------------------|------------------------|--|
| | | 2020 | 2021 | 2021 | % 2021 | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | 473,115 | 503,065 | 10,674 | 513,739 | 2.12% | Includes Step increases, CPI and summer students |
| Travel & Training | 7,741 | 7,550 | | 7,550 | 0.00% | |
| Materials & Contracts | 61,017 | 67,783 | | 67,783 | 0.00% | Books, DVDs etc |
| General Operating Expenses | 44,983 | 30,350 | 113 | 30,463 | 0.37% | |
| Community Grants | | | | | | |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | 17,218 | 16,500 | 2,000 | 18,500 | 12.12% | Building Maintenance |
| Utilities | 15,060 | 19,200 | (760) | 18,440 | -3.96% | |
| Insurance | 3,293 | 3,460 | 851 | 4,311 | 24.60% | |
| Transfers to Reserves | - | | | | | |
| Debt Repayments | 11,360 | 11,360 | | 11,360 | | Pakenham Library Expansion |
| Capital Expenditures | 34,430 | 30,000 | 8,330 | 38,330 | 27.77% | Refer to capital budget |
| Total Expenditures | 668,217 | 689,268 | 21,208 | 710,476 | 3.08% | |
| Revenues | | | | | | |
| Grants | 56,348 | 31,848 | | 31,848 | 0.00% | Household and Operating grants |
| User Fees | | | | | | |
| Other Fees & Charges | 23,533 | 18,150 | (1,185) | 16,965 | -6.53% | Fines, memberships etc. |
| Transfer from Reserves | | | | | | |
| Transfer from DCs | 35,400 | 35,400 | | 35,400 | 0.00% | For book purchases per DC study |
| Total Revenues | 115,281 | 85,398 | (1,185) | 84,213 | -1.39% | |
| Net Levy | 552,936 | 603,870 | 22,393 | 626,263 | 3.71% | |

| | LIBRARY | | | | | | | | | | |
|--------|-----------------|-----------------------|----------------|----------------|--------------|-------------|-----------------|----------------|----------------|----------------|----------------|
| | 2021 Budget | | | | | | | | | | |
| | | | | | | | | | | | |
| Line # | Account | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
| | | | | | | | (To July 31/20) | | | | |
| 1 | 1-711-0712-7200 | Capital | 38,330.00 | 30,000.00 | 8,330.00 | 22% | | 34,430.41 | 7,836.51 | 545.93 | 12,340.56 |
| 2 | 1-711-0712-7730 | Transfers to Reserves | | | - | 0% | | | 48,250.00 | 25,500.00 | 92,570.00 |
| 3 | 1-711-0712-8100 | Municipal Grant | 587,933.00 | 573,870.00 | 14,063.00 | 2% | 369,742.38 | 518,506.35 | 504,180.29 | 448,327.21 | 435,893.14 |
| | | | 626,263.00 | 603,870.00 | 22,393.00 | 4% | 369,742.38 | 552,936.76 | 560,266.80 | 474,373.14 | 540,803.70 |

| | | | | | | | | | | |
|---------------|----------------------------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|
| | LIBRARY | | | | | | | | | |
| | 2020 Budget | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Revenues | | | | | | | | | |
| | Federal Grants | | | | | | | | | |
| 1 | Federal Grant-Summer Student | | | - | #DIV/0! | | - 1,960.00 | - 10,673.01 | | - 3,035.50 |
| 2 | Summer Student-Pakenham | | | - | #DIV/0! | | - 1,960.00 | | | - 3,035.50 |
| | Total | - | - | - | #DIV/0! | - | - 3,920.00 | - 10,673.01 | - | - 6,071.00 |
| | Provincial Grants | | | | | | | | | |
| 3 | Public Operating Grant | - 17,888.00 | - 17,888.00 | - | 0% | - 17,888.00 | - 17,888.00 | - 17,888.00 | - 17,888.00 | - 17,888.00 |
| 4 | Pay Equity Grant | - 13,960.00 | - 13,960.00 | - | 0% | - 13,960.00 | - 13,960.00 | - 13,960.00 | - 13,960.00 | - 13,960.00 |
| 5 | Prov Gran-Sols/Internet etc. | | | - | 0% | - 1,050.31 | - 20,579.73 | - 32,853.62 | - 18,495.82 | - 23,843.54 |
| | Total | - 31,848.00 | - 31,848.00 | - | 0% | - 32,898.31 | - 52,427.73 | - 64,701.62 | - 50,343.82 | - 55,691.54 |
| | Municipal Grants | | | | | | | | | |
| 6 | Reserve Funds | - 35,400.00 | - 35,400.00 | - | 0% | | - 35,400.00 | - 32,500.00 | - 35,100.00 | - 35,600.00 |
| 7 | Municipal Grant-MM Library Share | - 587,933.00 | - 573,870.00 | - 14,063.00 | 2% | - 379,611.72 | - 518,506.35 | - 504,180.29 | - 448,327.21 | - 435,893.14 |
| | Total | - 623,333.00 | - 609,270.00 | - 14,063.00 | 2% | - 379,611.72 | - 553,906.35 | - 536,680.29 | - 483,427.21 | - 471,493.14 |
| | Revenue-Almonte Branch | | | | | | | | | |
| | Special Fundraising | | | | | - 838.45 | | | - 1.25 | - 777.42 |
| 8 | Donations-Almonte | - 3,000.00 | - 1,000.00 | - 2,000.00 | 200% | - 940.30 | - 4,646.30 | - 1,452.23 | - 42.84 | - 97.05 |
| 9 | Fines-Almonte | - 7,000.00 | - 9,000.00 | - 2,000.00 | -22% | - 1,969.54 | - 9,842.14 | - 11,077.69 | - 11,455.64 | - 11,455.07 |
| 10 | Rentals-Almonte | - 1,000.00 | - 2,000.00 | - 1,000.00 | -50% | - 358.40 | - 958.91 | - 1,931.66 | - 2,752.58 | - 1,308.75 |
| 11 | Memberships-Almonte | - 815.00 | - 800.00 | - 15.00 | 2% | - 360.00 | - 560.00 | - 687.00 | - 610.00 | - 750.00 |
| 12 | Photocopies-Almonte | - 1,600.00 | - 1,250.00 | - 350.00 | 28% | - 510.56 | - 1,622.24 | - 1,681.08 | - 1,625.05 | - 1,738.81 |
| 13 | Book Sales-Almonte | - 1,000.00 | - 1,500.00 | - 500.00 | -33% | - 606.09 | - 1,388.76 | - 1,729.96 | - 1,498.48 | - 1,068.96 |
| 14 | DVD Donations-Almonte | | | - | 0% | | | | | - 886.20 |
| 15 | Programs-Almonte | | | | | - 121.20 | - 1,146.35 | - 392.75 | | |
| 16 | Internet-Almonte | | | - | 0% | | | | | - 407.55 |
| | Total | - 14,415.00 | - 15,550.00 | - 1,135.00 | -7% | - 5,704.54 | - 20,164.70 | - 18,952.37 | - 17,985.84 | - 18,489.81 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|---|---------------------|---------------------|--------------------|-------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | | | | | (To Aug 31/20) | | | | |
| | Revenue-Pakenham Branch | | | | | | | | | |
| 17 | Donations-Pakenham | - 1,000.00 | - 400.00 | - 600.00 | 150% | - 2.65 | - 857.50 | - 19.00 | | |
| 18 | Fines-Pakenham | - 500.00 | - 1,000.00 | 500.00 | -50% | - 367.10 | - 1,118.60 | - 1,372.10 | - 401.15 | - 957.30 |
| 19 | Rentals-Pakenham | - 200.00 | - 500.00 | 300.00 | -60% | - 146.01 | - 676.85 | - 397.95 | | - 181.41 |
| 20 | Memberships-Pakenham | - 50.00 | - 50.00 | - | 0% | | | - 30.00 | - 105.00 | |
| 21 | Photocopies-Pakenham | - 300.00 | - 150.00 | - 150.00 | 100% | - 35.36 | - 280.52 | - 221.29 | - 41.68 | - 117.93 |
| 22 | Book Sales-Pakenham | - 500.00 | - 500.00 | - | 0% | - 123.45 | - 434.60 | - 163.36 | | - 97.39 |
| 23 | DVD Donations-Pakenham | | | - | 0% | - 90.00 | | - 49.55 | | - 175.35 |
| 24 | Programs-Pakenham | | | - | 0% | | | | | |
| 25 | Internet-Pakenham | | | - | 0% | | | | | |
| | Total | - 2,550.00 | - 2,600.00 | 50.00 | -2% | - 764.57 | - 3,368.07 | - 2,253.25 | - 547.83 | - 1,529.38 |
| | Total Revenues | - 672,146.00 | - 659,268.00 | - 12,878.00 | 2% | - 418,979.14 | - 633,786.85 | - 633,260.54 | - 552,304.70 | - 553,274.87 |
| | Salaries & Benefits | | | | | | | | | |
| 26 | Salaries, Wages & Benefits-Almonte | 442,714.00 | 433,543.00 | 9,171.00 | 2% | 225,539.07 | 388,243.82 | 378,548.82 | 351,194.97 | 337,578.13 |
| 27 | Salaries, Wages & Benefits-Pakenham | 71,025.00 | 69,522.00 | 1,503.00 | 2% | 29,425.12 | 84,871.15 | 108,093.26 | 65,875.85 | 76,945.94 |
| | Total Salaries, Wages & Benefits | 513,739.00 | 503,065.00 | 10,674.00 | 2% | 254,964.19 | 473,114.97 | 486,642.08 | 417,070.82 | 414,524.07 |
| | Administration-Almonte | | | | | | | | | |
| 28 | Other M & S | 2,000.00 | 2,500.00 | - 500.00 | -20% | 1,298.05 | 4,509.19 | 3,267.03 | 2,602.17 | 6,858.17 |
| 29 | Equipment | 1,000.00 | 1,000.00 | - | 0% | 259.20 | 1,455.10 | 1,333.86 | 741.66 | 618.93 |
| 30 | Photocopier | 600.00 | 600.00 | - | 0% | 417.07 | 4,337.26 | 413.04 | 306.16 | 332.20 |
| 31 | Postage & Courier Services | 2,000.00 | 2,250.00 | - 250.00 | -11% | 608.41 | 1,044.20 | 258.93 | 162.76 | 222.97 |
| 32 | Promotions | | | - | 0% | | | | - | 246.30 |
| 33 | Telephone | 2,035.00 | 2,000.00 | 35.00 | 2% | 1,001.60 | 2,788.59 | 2,945.92 | 2,497.41 | 1,953.95 |
| 34 | Audit Fees | 1,018.00 | | 1,018.00 | 0% | 1,017.60 | | | | |
| 35 | Computer Services Expense | 9,000.00 | 9,600.00 | - 600.00 | -6% | 5,533.01 | 7,982.15 | 7,631.48 | 10,752.38 | 6,362.68 |
| 36 | Advertising | 510.00 | 500.00 | 10.00 | 0% | 356.57 | 497.35 | 328.73 | 1,700.62 | 497.61 |
| 37 | Travelling Expense | 2,000.00 | 2,000.00 | - | 0% | 569.99 | 2,066.05 | 1,720.72 | 3,712.57 | 2,007.94 |
| 38 | Memberships | 550.00 | 550.00 | - | | 280.00 | 652.86 | 300.00 | 875.00 | 385.00 |
| 39 | Insurance (Building Etc.) | 4,311.00 | 3,460.00 | 851.00 | 25% | 4,310.27 | 3,292.92 | 3,184.92 | 3,094.20 | 3,237.84 |
| 40 | Training | 3,500.00 | 3,500.00 | - | 0% | 287.68 | 3,578.36 | 2,960.98 | 2,233.47 | 4,049.55 |
| | Total | 28,524.00 | 27,960.00 | 564.00 | 2% | 15,939.45 | 32,204.03 | 24,345.61 | 28,678.40 | 26,773.14 |

| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------|--|------------------|------------------|-----------------|------------|------------------|------------------|------------------|------------------|------------------|
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Administration-Pakenham | | | | | | | | | |
| 41 | Other M & S | 250.00 | 250.00 | - | 0% | 223.41 | 544.41 | 1,014.19 | | 55.00 |
| 42 | Equipment | 800.00 | 800.00 | - | 0% | 345.31 | 2,353.07 | 3,436.65 | 164.30 | 456.90 |
| 43 | Photocopier | 200.00 | 200.00 | - | 0% | | 346.71 | 200.09 | | |
| 44 | Postage & Courier Services | 50.00 | 50.00 | - | 0% | 2.16 | | | | 77.84 |
| 45 | Telephone | 2,000.00 | 2,000.00 | - | 0% | 1,027.42 | 2,196.13 | 2,143.29 | 2,790.00 | 2,697.97 |
| 46 | Computer Services Expense | 9,000.00 | 8,600.00 | 400.00 | 5% | 6,274.22 | 7,817.52 | 3,584.20 | 1,153.70 | 1,324.50 |
| 47 | Travelling Expense | 500.00 | 500.00 | - | 0% | | 471.62 | 589.38 | | 366.13 |
| 48 | Training | 1,000.00 | 1,000.00 | - | 0% | | 972.36 | 516.83 | | 460.73 |
| | Total | 13,800.00 | 13,400.00 | 400.00 | 3% | 7,872.52 | 14,701.82 | 11,484.63 | 4,108.00 | 5,439.07 |
| | Materials-Almonte | | | | | | | | | |
| 49 | Office Supplies | 3,500.00 | 4,500.00 | - 1,000.00 | -22% | 1,076.69 | 4,796.04 | 4,524.42 | 5,017.10 | 5,090.73 |
| 50 | Program Supplies | 1,530.00 | 1,500.00 | 30.00 | 2% | 406.76 | 2,017.19 | 1,303.56 | 1,144.22 | 1,330.48 |
| 51 | Compact Discs | | | - | 0% | | 125.89 | 203.41 | 292.79 | 400.07 |
| 52 | Periodicals | 2,500.00 | 2,500.00 | - | 0% | 31.53 | 2,595.03 | 457.28 | 2,686.06 | 3,054.66 |
| 53 | Books/eresources | 35,343.00 | 34,650.00 | 693.00 | 2% | 16,955.63 | 34,176.57 | 33,737.10 | 34,297.39 | 32,925.13 |
| 54 | DVD's | 5,000.00 | 5,000.00 | - | 0% | 3,188.64 | 5,243.16 | 4,381.08 | 4,260.54 | 3,923.03 |
| | Total | 47,873.00 | 48,150.00 | - 277.00 | -1% | 21,659.25 | 48,953.88 | 44,606.85 | 47,698.10 | 46,724.10 |
| | Materials-Pakenham | | | | | | | | | |
| 55 | Office Supplies | 1,200.00 | 1,250.00 | - 50.00 | -4% | 277.19 | 1,428.76 | 1,607.83 | 608.67 | 1,936.01 |
| 56 | Program Supplies | 765.00 | 750.00 | 15.00 | 2% | 110.92 | 869.77 | 571.02 | 500.97 | 633.51 |
| 57 | Compact Discs | | | - | 0% | | 35.33 | | 114.98 | |
| 58 | Periodicals | | | - | 0% | | | 82.23 | | - |
| 59 | Books | 15,945.00 | 15,633.00 | 312.00 | 2% | 9,058.36 | 15,983.57 | 14,867.37 | 17,525.61 | 13,427.67 |
| 60 | DVD's | 2,000.00 | 2,000.00 | - | 0% | 1,447.12 | 2,857.10 | 1,878.52 | 1,984.29 | 2,454.94 |
| | Total | 19,910.00 | 19,633.00 | 277.00 | 1% | 10,893.59 | 21,174.53 | 19,006.97 | 20,734.52 | 18,452.13 |
| | Building Operation-Almonte | | | | | | | | | |
| 61 | Utilities | 12,420.00 | 13,300.00 | - 880.00 | -7% | 6,964.56 | 10,659.09 | 11,012.85 | 12,906.16 | 13,400.23 |
| 62 | Cleaning, Maintenance & Other Supplies | 10,500.00 | 9,000.00 | 1,500.00 | 17% | 5,177.05 | 9,672.28 | 12,299.86 | 9,511.84 | 12,481.19 |
| | Total | 22,920.00 | 22,300.00 | 620.00 | 3% | 12,141.61 | 20,331.37 | 23,312.71 | 22,418.00 | 25,881.42 |
| | Building Operation-Pakenham | | | | | | | | | |
| 63 | Utilities | 6,020.00 | 5,900.00 | 120.00 | 2% | 3,067.29 | 4,400.67 | 5,025.20 | 3,043.60 | 3,983.72 |
| 64 | Cleaning, Maintenance & Other Supplies | 8,000.00 | 7,500.00 | 500.00 | 7% | 2,895.07 | 7,545.48 | 9,677.38 | 4,642.00 | 4,826.28 |
| 65 | Debt Payments-2017 Expansion | 11,360.00 | 11,360.00 | - | 0% | 7,573.28 | 11,360.10 | 7,979.90 | | |
| | Total | 25,380.00 | 24,760.00 | 620.00 | 3% | 13,535.64 | 23,306.25 | 22,682.48 | 7,685.60 | 8,810.00 |

| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------|------------------------------|-------------------|-------------------|------------------|---|--------------------|-------------------|-------------------|-------------------|-------------------|
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| 66 | Misc. Fundrasing/grant exp | | | | | | | 1,179.21 | 3,911.26 | 6,670.94 |
| | Subtotal-MM Libraries | 672,146.00 | 659,268.00 | 12,878.00 |  2% | 337,006.25 | 633,786.85 | 633,260.54 | 552,304.70 | 553,274.87 |
| | | | | | | | | | | |
| | Total Expenditures | 672,146.00 | 659,268.00 | 12,878.00 |  2% | 337,006.25 | 633,786.85 | 633,260.54 | 552,304.70 | 553,274.87 |
| | | | | | | | | | | |
| | Net Difference | - | - | - | 0% | - 81,972.89 | - | - | - | - |
| | | | | | | | | | | |

LIBRARY BUDGET 2021

REVENUES

PROVINCIAL GRANTS

\$31,848.00

ANNUAL OPERATING GRANTS FROM THE PROVINCE.

MUNICIPAL GRANT

\$587,933.00

FUNDS PROVIDED BY THE MUNICIPALITY INCLUDES AMOUNTS TO OFFSET COST SHARING AGREEMENT

RESERVE FUNDS

\$35,400.00

FUNDS COLLECTED THROUGH DEVELOPMENT CHARGES TO OFFSET THE COST OF MATERIAL PURCHASES I.E. BOOKS

GENERAL REVENUES-BOTH BRANCHES

\$16,965.00

INCLUDES REVENUES FOR MEMBERSHIPS, FINES, DONATIONS BOOK SALES, ETC

EXPENDITURES

SALARIES, WAGES & BENEFITS

\$513,739.00

SALARIES AND BENEFITS FOR FULL TIME, PART TIME AND STUDENTS INCLUDING APPLICABLE BENEFITS

ADMINISTRATION-BOTH BRANCHES

\$42,324.00

INCLUDES GENERAL ITEMS SUCH AS TELEPHONE, COMPUTER SERVICES, INSURANCE FOR THE BUILDINGS, TRAINING OF STAFF, AUDIT FEES, ETC.

MATERIALS-BOTH BRANCHES

\$67,783.00

INCLUDES THE COSTS OF MATERIALS SUCH AS OFFICE SUPPLIES, BOOKS, DVD'S, PERIODICALS, ETC.

BUILDING OPERATIONS-BOTH BRANCHES

\$48,300.00

INCLUDES THE COSTS OF UTILITIES AND BUILDING REPAIRS & MAINTENANCE

COST SHARING

The **cost sharing** budget represents the amounts paid to the Town of Carleton Place under the current cost sharing agreement for recreation, pool and library services. Prior to 2021, the cost sharing budget amounts were included in the recreation and library budgets.

| Municipality of Mississippi Mills 2021 Budget Summary | | | | | | |
|---|-------------|----------|---------|-----------|-------------|--|
| Cost Sharing | | | | | | |
| | | | | | | |
| | A | B | C | D=B + C | E= C/B | |
| | | 2020 | 2021 | 2021 | % 2021 | |
| | | Approved | Program | Requested | Requested/ | |
| | 2019 Actual | Budget | Change | Budget | 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | | | | - | | |
| Travel & Training | | - | | - | | |
| Materials & Contracts | | | | | | |
| General Operating Expenses | | | | - | | |
| Community Grants | | | | | | |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | | | | | | |
| Utilities | | | | | | |
| Insurance | | | | | | |
| Cost Sharing | 133,794 | 149,832 | 4,498 | 154,330 | 3.00% | |
| Transfers to Reserves | | | | | | |
| Debt Repayments | | | | | | |
| Capital Expenditures | | | | | | |
| Total Expenditures | 133,794 | 149,832 | 4,498 | 154,330 | 3.00% | |
| Revenues | | | | | | |
| Grants | | | | - | | |
| User Fees | | | | | | |
| Other Fees & Charges | | | | - | | |
| Transfer from Reserves | | | | | | |
| Transfer from DCs | | | | | | |
| Total Revenues | - | - | - | - | | |
| Net Levy | 133,794 | 149,832 | 4,498 | 154,330 | 3.00% | |

| COST SHARING | | | | | | | | | | |
|----------------|------------------------------|------------|------------|----------|--------|------------|------------|------------|------------|------------|
| 2021 Budget | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| (To Aug 31/20) | | | | | | | | | | |
| 1 | Carleton Place Library Grant | 61,775.00 | 59,974.00 | 1,801.00 | 3% | 42,951.00 | 57,554.50 | 51,032.50 | 49,574.50 | 46,141.50 |
| 2 | Carleton Place Pool Grant | 29,685.00 | 28,821.00 | 864.00 | 3% | 21,615.75 | 22,922.00 | 21,537.00 | 17,839.00 | 17,323.00 |
| 3 | Carleton Place Rec Grant | 62,870.00 | 61,037.00 | 1,833.00 | 3% | 45,777.75 | 53,318.00 | 49,667.00 | 45,546.00 | 41,186.00 |
| | | 154,330.00 | 149,832.00 | 4,498.00 | 3% | 110,344.50 | 133,794.50 | 122,236.50 | 112,959.50 | 104,650.50 |

AGRICULTURE

The **agriculture** budget is primarily focused on tile drainage including supporting a drainage superintendent. The tile drainage loan program is offset by revenues collected on final tax bills.

| Municipality of Mississippi Mills 2021 Budget Summary | | | | | | | | | |
|---|-------------|-----------------|----------------|------------------|------------------------|--|--|--|--|
| Agriculture | | | | | | | | | |
| | A | B | C | D=B + C | E= C/B | | | | |
| | | 2020 | 2021 | 2021 | % 2021 | | | | |
| | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget | | | | |
| Expenditures: | | | | | | | | | |
| Remuneration, Salaries & Benefits | 3,024 | 3,000 | | 3,000 | 0.00% | Drainage Superintendent | | | |
| Travel & Training | | - | | - | #DIV/0! | | | | |
| Materials & Contracts | | | | | | | | | |
| General Operating Expenses | | | | - | | | | | |
| Community Grants | | | | | | | | | |
| Fuel & Oil | | | | | | | | | |
| M&R (facilities, fleet etc.) | | | | | | | | | |
| Utilities | | | | | | | | | |
| Insurance | | | | | | | | | |
| Cost Sharing | | | | | | | | | |
| Transfers to Reserves | | | | | | | | | |
| Debt Repayments | 13,709 | 4,688 | (1,060) | 3,628 | -22.61% | Tile drainage loans paid to Ministry | | | |
| Capital Expenditures | | | | | | | | | |
| Total Expenditures | 16,733 | 7,688 | (1,060) | 6,628 | -13.79% | | | | |
| Revenues | | | | | | | | | |
| Grants | 1,456 | 750 | - | 750 | 0.00% | Provincial grant for drainage superintendent | | | |
| User Fees | | | | | | | | | |
| Other Fees & Charges | 13,709 | 4,688 | (1,060) | 3,628 | -22.61% | Tile drainage loan recovery from property owners | | | |
| Transfer from Reserves | | | | | | | | | |
| Transfer from DCs | | | | | | | | | |
| Total Revenues | 15,165 | 5,438 | (1,060) | 4,378 | -19.49% | | | | |
| Net Levy | 1,568 | 2,250 | - | 2,250 | 0.00% | | | | |

| AGRICULTURE | | | | | | | | | | |
|-------------|--------------------------|-------------|-------------|------------|----------|----------------|-------------|-------------|-------------|-------------|
| 2021 Budget | | | | | | | | | | |
| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
| | | | | | | (To Aug 31/20) | | | | |
| 1 | Remuneration | 3,000.00 | 3,000.00 | - | 0% | | 3,024.17 | 2,965.41 | 2,338.05 | 1,833.03 |
| 2 | Long Term Debt Charges | 3,628.00 | 4,688.00 | - 1,060.00 | -23% | 1,059.77 | 13,709.08 | 13,709.08 | 13,709.08 | 14,918.30 |
| 3 | Association & Convention | | - | - | 0% | | | | | |
| | | 6,628.00 | 7,688.00 | - 1,060.00 | -14% | 1,059.77 | 16,733.25 | 16,674.49 | 16,047.13 | 16,751.33 |

SEPTAGE

The **septage** budget is for operational items related to the septage receiving facility located at the site of the waste water treatment plant. **All costs of septage are recovered through tipping fees and are not paid for from taxation or water and sewer billings.** There are two different charges; one for internal haulers (Mississippi Mills) and one for haulers outside of the Municipality.

| Municipality of Mississippi Mills 2021 Budget Summary | | | | | | |
|---|--|-------------|-----------------|----------------|------------------|------------------------|
| Septage | | | | | | |
| | | | | | | |
| | | A | B | C | D=B + C | E= C/B |
| | | | 2020 | 2021 | 2021 | % 2021 |
| | | 2019 Actual | Approved Budget | Program Change | Requested Budget | Requested/ 2020 Budget |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Benefits | | | | | | |
| Travel & Training | | | | | | |
| Materials & Contracts | | 24,452 | 10,000 | 20,000 | 30,000 | 200.00% |
| General Operating Expenses | | | | | | |
| Community Grants | | | | | | |
| Fuel & Oil | | | | | | |
| M&R (facilities, fleet etc.) | | | | | | |
| Utilities | | | | | | |
| Insurance | | | | | | |
| Cost Sharing | | | | | | |
| Transfers to Reserves | | 68,124 | 17,000 | 3,000 | 20,000 | 17.65% |
| Debt Repayments | | | | | | |
| Capital Expenditures | | | | | | |
| Total Expenditures | | 92,576 | 27,000 | 23,000 | 50,000 | 85.19% |
| Revenues | | | | | | |
| Grants | | | | | | |
| User Fees | | 92,576 | 27,000 | 23,000 | 50,000 | 85.19% |
| Other Fees & Charges | | | | | | |
| Transfer from Reserves | | | | | | |
| Transfer from DCs | | | | | | |
| Total Revenues | | 92,576 | 27,000 | 23,000 | 50,000 | 85.19% |
| Net Levy | | - | - | - | - | 0.00% |

| SEPTAGE | | | | | | | | | | |
|---------------------|----------------------|-------------|-------------|-------------|----------|----------------|-------------|-------------|-------------|-------------|
| 2021 Budget | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
| | | | | | | (To Aug 31/20) | | | | |
| Revenue | | | | | | | | | | |
| 1 | Septage Fees | -50,000.00 | - 27,000.00 | - 23,000.00 | 85% | - 42,817.74 | - 92,575.99 | - 97,209.82 | - 64,030.87 | - 50,251.44 |
| Expenditures | | | | | | | | | | |
| 2 | Contract Costs | 30,000.00 | 10,000.00 | 20,000.00 | 200% | | 24,452.29 | 39,495.98 | 20,000.00 | 12,000.00 |
| 3 | Capital Expenditures | - | - | - | 0% | | | | | |
| 4 | To Reserves | 20,000.00 | 17,000.00 | 3,000.00 | 18% | | 68,123.70 | 57,713.84 | 44,030.87 | 38,251.43 |
| | Total Expenditures | 50,000.00 | 27,000.00 | 23,000.00 | 85% | - | 92,575.99 | 97,209.82 | 64,030.87 | 50,251.43 |
| | Net Septage | - | - | - | 0% | (42,817.74) | - | - | - | - |

COUNTY AND SCHOOLS

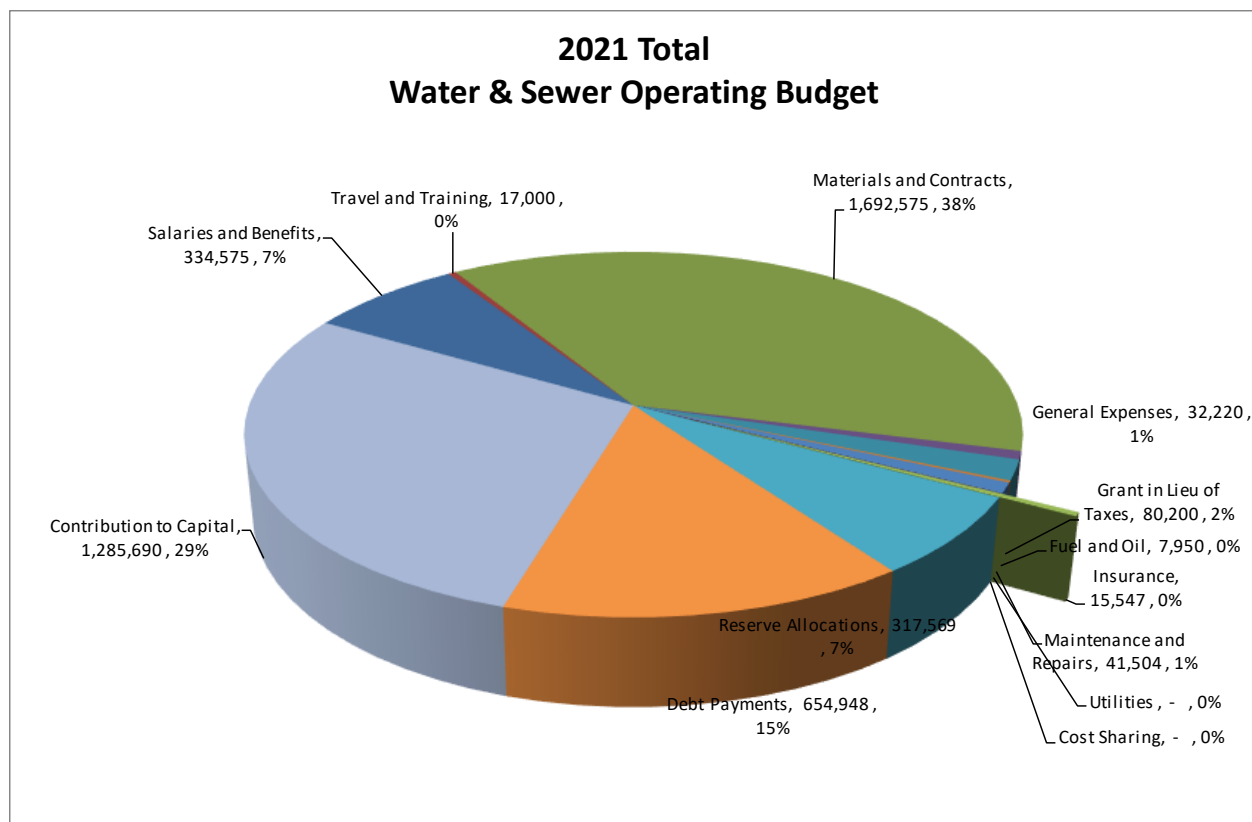
The **County and Schools** budget represents the amounts to be paid to the County and School Boards during the year. It includes amounts collected on tax billings, as a result of supplemental taxation and for payments in lieu of taxation net of any adjustments.

| SCHOOL & COUNTY REQUISITIONS | | | | | | | | | | |
|------------------------------|--------------------------------------|---------------|---------------|------------|--------|----------------|---------------|---------------|---------------|---------------|
| 2021 Budget | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | | | | | | | | | | |
| 1 | School Requisition-English, Public | 4,101,935.00 | 4,101,925.00 | 10.00 | 0% | 824,770.00 | 3,376,821.43 | 3,360,501.18 | 3,383,790.22 | 3,423,100.84 |
| 2 | School Requisition-English, Separate | | | - | 0% | 160,163.00 | 636,213.86 | 647,607.43 | 661,728.50 | 700,588.89 |
| 3 | County Requisition | 7,739,410.00 | 7,587,520.00 | 151,890.00 | 2% | 3,889,771.00 | 7,616,166.94 | 7,242,511.06 | 7,064,102.47 | 6,711,778.70 |
| 4 | School Requisition-French, Separate | | | - | 0% | 16,500.00 | 67,296.06 | 66,675.41 | 60,631.58 | 63,137.03 |
| 5 | School Requisition-French, Public | | | - | 0% | 5,507.00 | 21,901.71 | 19,036.28 | 18,209.07 | 18,397.03 |
| | Total Expenditures | 11,841,345.00 | 11,689,445.00 | 151,900.00 | 1% | 4,896,711.00 | 11,718,400.00 | 11,336,331.36 | 11,188,461.84 | 10,917,002.49 |

WATER & SEWER

Water and Sewer is an essential service provided to users connected to the municipal system which is represented by approximately 3,347 water and sewer accounts. The system is managed and maintained by the public works department responsible for providing clean and safe drinking water and the treatment of wastewater for those living and working in the serviced area of Mississippi Mills.

The operating and capital costs to provide this service is recovered fully through water billings issued every two months after applying all other water and sewer related revenues such as Federal and Provincial grants, development charges, interest on overdue accounts, etc. No funding for water and sewer services is provided through municipal taxation.



Municipality of Mississippi Mills

2021 Water and Sewer Budget Summary

| | A | B | C | D=B + C | E= C/B | |
|--------------------------------|-------------|-----------|-----------|-----------|-------------|--|
| | 2020 | 2021 | 2021 | | % 2021 | |
| | Approved | Program | Requested | | Requested/ | |
| | 2019 Actual | Budget | Change | Budget | 2020 Budget | |
| Expenditures: | | | | | | |
| Remuneration, Salaries & Bene | 308,180 | 327,994 | 6,581 | 334,575 | 2.01% | Includes Step increase, CPI, Union hourly rates |
| Travel & Training | 15,091 | 17,000 | | 17,000 | 0.00% | |
| Materials & Contracts | 1,577,643 | 1,659,036 | 33,539 | 1,692,575 | 2.02% | Includes contract increases for OCWA |
| General Operating Expenses | 21,245 | 31,450 | 770 | 32,220 | 2.45% | Includes Postage, Office Supplies, Professional fees etc. |
| Fuel & Oil | 7,805 | 7,800 | 150 | 7,950 | 1.92% | |
| M&R (facilities, fleet etc.) | 34,756 | 40,329 | 1,175 | 41,504 | 2.91% | |
| Grant in Lieu of Taxes | 78,186 | 80,200 | | 80,200 | 0.00% | |
| Insurance | 14,049 | 14,754 | 793 | 15,547 | 5.37% | |
| | | | | | | |
| Transfers to Reserves | 1,085,256 | 317,569 | | 317,569 | 0.00% | |
| Debt Repayments | 493,975 | 696,636 | (41,688) | 654,948 | -5.98% | WWTP, Perth/Country/Bridge, SCADA/State and Martin |
| Capital Expenditures | 268,794 | 564,620 | 721,070 | 1,285,690 | 127.71% | Refer to capital budget for details |
| Total Expenditures | 3,904,980 | 3,757,388 | 722,390 | 4,479,778 | 19.23% | |
| | | | | | | |
| Revenues | | | | | | |
| Water Bill Revenue | 3,329,703 | 3,288,685 | 140,910 | 3,429,595 | 4.28% | Estmate based on proposed rate changes, consumption and #users |
| Hydro Revenue | 185,700 | 118,956 | (31,641) | 87,315 | -26.60% | Interest only, no dividend |
| Investment Income | 54,827 | 35,000 | | 35,000 | 0.00% | |
| Interest on overdue water acco | 18,374 | 20,000 | | 20,000 | 0.00% | |
| Other Fees & Charges | 76,729 | 55,100 | 1,030 | 56,130 | 1.87% | |
| | | | | | | |
| Transfer from Reserves | - | - | | - | 0.00% | |
| Transfer from DCs | 239,647 | 239,647 | | 239,647 | 0.00% | Per updated rate study for WWTP debt |
| Total Revenues | 3,904,980 | 3,757,388 | 110,299 | 3,867,687 | 2.94% | |
| | | | | | | |
| Net | - | - | 612,091 | 612,091 | 0.00% | |

| | | | | | | | | | | |
|---------------|---------------------------------------|-----------------------|-----------------------|---------------------|---------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Water and Sewer | | | | | | | | | |
| | 2021 Budget | | | | | | | | | |
| | | | | | | | | | | |
| | | 2021 | 2020 | \$ | % | 2020 | 2019 | 2018 | 2017 | 2016 |
| Line # | Description | Budget | Budget | Change | Change | Actual | Actual | Actual | Actual | Actual |
| | | | | | | (To Aug 31/20) | | | | |
| | Revenue | | | | | | | | | |
| 1 | Interest & Dividends-ORPC /ORES | - 26,115.00 | - 51,720.00 | 25,605.00 | -50% | - 25,728.06 | - 44,729.82 | - 54,056.56 | - 70,788.57 | - 81,878.90 |
| 2 | Interest and Dividends-MRPC | - 61,200.00 | - 51,720.00 | 9,480.00 | 18% | | - 127,650.00 | - 189,750.00 | - 206,660.00 | - 224,250.00 |
| 3 | Rental Income-MRPC | | - 15,516.00 | 15,516.00 | -100% | | - 13,320.00 | - 19,800.00 | - 21,600.00 | - 23,400.00 |
| 4 | Water Bill Revenue | - 3,429,595.00 | - 3,288,685.00 | 140,910.00 | 4% | -2,482,493.52 | - 3,329,702.52 | - 3,077,574.35 | - 2,829,633.41 | - 2,741,491.26 |
| 5 | Miscellaneous Waterworks | | | - | 0% | | | - 37,597.97 | | - 10,312.17 |
| 6 | Waterworks-Remote meters | - 43,350.00 | - 42,500.00 | 850.00 | 2% | - 46,526.86 | - 60,029.79 | - 47,182.03 | - 60,894.31 | - 32,133.94 |
| 7 | Waterworks-W&S Connections | - 9,180.00 | - 9,000.00 | 180.00 | 2% | - 11,200.00 | - 13,200.00 | - 9,600.00 | - 14,724.78 | - 8,900.00 |
| 8 | Waterworks-Hydrant Rental | - 3,500.00 | - 3,500.00 | - | 0% | - 3,500.00 | - 3,500.00 | - 3,500.00 | - 3,500.00 | - 3,500.00 |
| 9 | Waterworks-Other Fees & S/C | - 100.00 | - 100.00 | - | 0% | | | - 60.00 | - 120.00 | - 90.00 |
| 10 | Interest on overdue water accounts | - 20,000.00 | - 20,000.00 | - | 0% | - 6,327.99 | - 18,374.25 | - 42,363.66 | - 35,219.86 | - 34,209.23 |
| 11 | Interest Income | - 35,000.00 | - 35,000.00 | - | 0% | | - 54,826.76 | - 39,130.00 | - 31,490.00 | - 16,865.00 |
| 12 | Reserves | | | - | | | | - 135,000.00 | | |
| 13 | Reserve Funds | - 239,647.00 | - 239,647.00 | - | 0% | | - 239,647.00 | - 239,647.00 | - 239,647.00 | - 210,385.00 |
| | Total Revenue | - 3,867,687.00 | - 3,757,388.00 | - 110,299.00 | 3% | -2,575,776.43 | - 3,904,980.14 | - 3,895,261.57 | - 3,514,277.93 | - 3,387,415.50 |
| | Expenditures | | | | | | | | | |
| | General Expenses | | | | | | | | | |
| 14 | Salaries, Wages and Benefits | 174,885.00 | 171,444.00 | 3,441.00 | 2% | 94,510.80 | 157,869.33 | 181,873.53 | 171,488.34 | 141,569.03 |
| 15 | Long Term Debt Charges | 654,948.00 | 696,636.00 | - 41,688.00 | -6% | 312,624.77 | 493,974.85 | 494,020.43 | 490,126.71 | 470,580.60 |
| 16 | Postage & Courier Services | 500.00 | 500.00 | - | 0% | | 290.78 | 153.19 | 115.43 | 721.28 |
| 17 | Telephone | 2,500.00 | 2,500.00 | - | 0% | 1,297.24 | 2,199.93 | 2,200.13 | 2,073.85 | 2,020.15 |
| 18 | Audit Fees | 2,000.00 | 2,000.00 | - | 0% | 1,272.00 | 1,272.00 | 2,205.01 | 1,272.00 | 1,272.00 |
| 19 | Other Professional Fees | 10,500.00 | 10,500.00 | - | 0% | | 5,178.28 | 1,098.16 | 5,516.66 | 17,664.55 |
| 20 | Advertising | 250.00 | 250.00 | - | 0% | | 436.55 | | | |
| 21 | Insurance (Building Etc.) | 13,712.00 | 12,978.00 | 734.00 | 6% | 13,313.22 | 12,357.36 | 12,273.12 | 21,097.80 | 21,140.81 |
| 22 | Personnel (Clothing, Etc.) | 1,500.00 | 1,500.00 | - | 0% | 1,313.24 | 2,618.72 | 703.12 | 1,331.48 | 1,906.95 |
| 23 | Technical Courses | 16,000.00 | 16,000.00 | - | 0% | 4,526.15 | 12,021.75 | 13,928.77 | 17,925.36 | 20,000.75 |
| 24 | Personnel (Courses/Memberships, Etc.) | 1,000.00 | 1,000.00 | - | 0% | | 450.28 | 252.70 | 175.00 | 1,027.04 |
| 25 | Machine Rental (town) | | | - | 0% | | | | - | |
| 26 | Capital Expenditure | 1,285,690.00 | 564,620.00 | 721,070.00 | 56% | | 268,794.13 | 312,041.18 | 315,305.79 | 320,459.98 |
| 27 | To Reserves | 317,569.00 | 317,569.00 | - | 0% | | 1,085,256.32 | 1,014,022.14 | 617,193.04 | 737,069.85 |
| | Total General Expenses | 2,481,054.00 | 1,797,497.00 | 683,557.00 | 38% | 428,857.42 | 2,042,720.28 | 2,034,771.48 | 1,643,621.46 | 1,735,432.99 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|---|-------------------|-------------------|-----------------|-------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Vehicles & Equipment | | | | | | | | | |
| 28 | Labour | 1,735.00 | 1,700.00 | 35.00 | 2% | 1,428.97 | 2,147.37 | 417.38 | 356.79 | 2,071.50 |
| 29 | Overtime | | - | - | 0% | | - | - | - | - |
| 30 | Insurance | 1,835.00 | 1,776.00 | 59.00 | 3% | 1,692.00 | 1,692.00 | 1,644.00 | 1,644.00 | 1,610.43 |
| 31 | M&R Parts | 5,815.00 | 5,700.00 | 115.00 | 2% | 9,153.52 | 8,968.48 | 2,817.96 | 2,803.45 | 3,841.80 |
| 32 | Fuel & Oil | 7,950.00 | 7,800.00 | 150.00 | 2% | 3,312.03 | 7,805.38 | 8,854.07 | 7,275.29 | 5,917.17 |
| 33 | Licences | 1,429.00 | 1,429.00 | - | 0% | | 1,428.50 | 1,428.50 | 1,434.41 | 1,257.00 |
| | Total Vehicles and Equipment | 18,764.00 | 18,405.00 | 359.00 | 2% | 15,586.52 | 22,041.73 | 15,161.91 | 13,513.94 | 14,697.90 |
| | Sanitary Collection | | | | | | | | | |
| 34 | Sanitary Collection Labour | 13,260.00 | 13,000.00 | 260.00 | 2% | 9,106.32 | 15,995.05 | 15,724.18 | 12,534.40 | 11,555.41 |
| 35 | Sanitary Collection Overtime | 1,635.00 | 1,600.00 | 35.00 | 2% | 1,753.35 | 6,820.86 | 3,972.84 | 3,334.28 | 1,545.63 |
| 36 | Sanitary Collection Machine Rental (town) | 3,060.00 | 3,000.00 | 60.00 | 2% | | 3,796.70 | 3,810.90 | 2,717.40 | 2,310.10 |
| 37 | Sanitary Collection Materials | 16,000.00 | 16,000.00 | - | 0% | 7,410.39 | 6,952.14 | 11,491.44 | 16,800.50 | 16,257.40 |
| 38 | Sanitary Collection Contract | 23,970.00 | 23,500.00 | 470.00 | 2% | 14,949.34 | 16,850.27 | 26,491.40 | 19,009.87 | 37,084.31 |
| | Total | 57,925.00 | 57,100.00 | 825.00 | 1% | 33,219.40 | 50,415.02 | 61,490.76 | 54,396.45 | 68,752.85 |
| | Water Distribution | | | | | | | | | |
| 39 | Water Distribution Postage & Courier Services | 12,500.00 | 10,800.00 | 1,700.00 | 16% | 7,712.22 | 11,866.94 | 10,634.94 | 5,259.57 | 5,631.00 |
| | Maintenance & Repairs | | | | | | | | | |
| 40 | Maintenance & Repairs Labour | 91,800.00 | 90,000.00 | 1,800.00 | 2% | 63,949.72 | 81,347.27 | 112,131.74 | 97,978.68 | 78,169.60 |
| 41 | Maintenance & Repairs Overtime | 10,200.00 | 10,000.00 | 200.00 | 2% | 7,308.02 | 12,844.97 | 15,392.62 | 7,084.05 | 17,825.43 |
| 42 | Maintenance & Repairs Machine Rental (town) | 17,000.00 | 17,000.00 | - | 0% | - | 12,750.60 | 17,401.65 | 14,241.85 | 15,932.95 |
| 43 | Maintenance & Repairs Materials | 40,800.00 | 40,000.00 | 800.00 | 2% | 20,179.90 | 39,698.50 | 29,832.84 | 48,299.24 | 41,616.16 |
| 44 | Maintenance & Repairs Contract | 46,920.00 | 46,000.00 | 920.00 | 2% | 33,398.77 | 39,874.44 | 49,029.01 | 20,603.91 | 54,566.14 |
| | Total | 206,720.00 | 203,000.00 | 3,720.00 | 2% | 124,836.41 | 186,515.78 | 223,787.86 | 188,207.73 | 208,110.28 |
| | Valve Inspection & Maint. | | | | | | | | | |
| 45 | Valve Inspection & Maint. Labour | 11,630.00 | 11,400.00 | 230.00 | 2% | 3,278.95 | 733.68 | 4,212.35 | 5,073.36 | 10,908.46 |
| 46 | Valve Inspection & Maint. Labour | 510.00 | 500.00 | 10.00 | 2% | 448.25 | 278.74 | 377.26 | 901.74 | 686.36 |
| 47 | Valve Inspection Machine Rental (town) | 2,000.00 | 2,000.00 | - | 0% | | 578.10 | 1,359.00 | 1,276.30 | 1,975.15 |
| 48 | Valve Inspection & Maint. Materials | 15,000.00 | 15,000.00 | - | 0% | 52.06 | 2,535.10 | 14,103.48 | 6,847.95 | 5,134.49 |
| | Total | 29,140.00 | 28,900.00 | 240.00 | 1% | 3,779.26 | 4,125.62 | 20,052.09 | 14,099.35 | 18,704.46 |
| | Meter Install, Maint. & Replacement | | | | | | | | | |
| 49 | Meter Install, Maint. & Replacement Labour | 6,120.00 | 6,000.00 | 120.00 | 2% | 1,637.36 | 3,251.64 | 3,380.22 | 3,713.30 | 4,534.76 |
| 50 | Meter Install, Maint. & Replacement Overtime | 460.00 | 450.00 | 10.00 | 2% | 66.63 | 127.44 | 268.60 | 231.21 | 436.93 |
| 51 | Meter Install, Maint. & Repl. Machine Rental (town) | 1,800.00 | 1,800.00 | - | 0% | | 993.60 | 2,998.57 | 930.00 | 1,236.90 |
| 52 | Meter Install, Maint. & Replacement Materials | 40,800.00 | 40,000.00 | 800.00 | 2% | 28,213.03 | 41,071.57 | 51,049.98 | 39,206.43 | 32,760.95 |
| | Total | 49,180.00 | 48,250.00 | 930.00 | 2% | 29,917.02 | 45,444.25 | 57,697.37 | 44,080.94 | 38,969.54 |

| Line # | Description | 2021 Budget | 2020 Budget | \$ Change | % Change | 2020 Actual (To Aug 31/20) | 2019 Actual | 2018 Actual | 2017 Actual | 2016 Actual |
|--------|---|---------------------|---------------------|-------------------|-------------|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| | Meter Reading & Billing | | | | | | | | | |
| 53 | Meter Reading & Billing Labour | 6,735.00 | 6,600.00 | 135.00 | 2% | 3,986.99 | 8,099.59 | 6,942.65 | 5,612.38 | 7,561.18 |
| 54 | Meter Reading & Billing Overtime | | | - | 0% | 23.35 | 22.96 | 67.70 | 19.40 | 141.61 |
| 55 | Meter Reading & Billing Office Supplies | 3,470.00 | 3,400.00 | 70.00 | 2% | 277.55 | | 231.61 | | |
| 56 | Meter Reading & Billing Machine Rental (town) | 3,400.00 | 3,400.00 | - | 0% | | 2,340.00 | 1,796.70 | 1,836.90 | 2,328.60 |
| | Total | 13,605.00 | 13,400.00 | 205.00 | 2% | 4,287.89 | 10,462.55 | 9,038.66 | 7,468.68 | 10,031.39 |
| | Pump Houses, Lift Stns. | | | | | | | | | |
| 57 | Pump Houses, Lift Stns. Labour | 1,530.00 | 1,500.00 | 30.00 | 2% | 52.64 | | 277.54 | 154.95 | 1,433.23 |
| 58 | Pump Houses, Lift Stns. Overtime | 510.00 | 500.00 | 10.00 | 2% | 639.41 | 45.92 | 135.41 | 434.93 | 369.22 |
| 59 | Pump Houses, Lift Stns. Engineering Fees | 4,000.00 | 4,000.00 | - | 0% | | | 205.20 | 118.40 | 758.80 |
| 60 | Contract-OCWA (WT & SPS) Fixed Cost | 1,506,780.00 | 1,477,236.00 | 29,544.00 | 2% | 984,823.60 | 1,430,558.04 | 1,365,720.77 | 432,499.38 | 379,176.97 |
| 61 | Contract-OCWA (WWTP) Cost Plus | | | - | 0% | | | | 1,011,640.07 | 803,551.36 |
| 62 | Pump Houses, Lift Stns Grant in Lieu | 80,200.00 | 80,200.00 | - | 0% | 77,135.32 | 78,186.31 | 78,746.14 | 79,107.37 | 78,868.04 |
| | Total | 1,593,020.00 | 1,563,436.00 | 29,584.00 | 2% | 1,062,650.97 | 1,508,790.27 | 1,445,085.06 | 1,523,955.10 | 1,264,157.62 |
| | Ontario One Call | | | | | | | | | |
| 63 | Ontario One Call Labour | 13,260.00 | 13,000.00 | 260.00 | 2% | 10,981.06 | 17,723.40 | 12,948.56 | 14,283.82 | 18,179.88 |
| 64 | Ontario One Call Overtime | 305.00 | 300.00 | 5.00 | 2% | 524.17 | 871.82 | 579.73 | 604.53 | 340.24 |
| 65 | Ontario One Call Materials | 305.00 | 300.00 | 5.00 | 2% | 12.20 | | 17.29 | 264.58 | 70.60 |
| 66 | Ontario One Call Machine Rental (town) | 3,000.00 | 2,000.00 | 1,000.00 | 0% | | 3,899.70 | 3,141.00 | 3,558.30 | 3,422.70 |
| 67 | Ontario One Call Contract | 1,000.00 | 1,000.00 | - | 0% | | 102.78 | 854.86 | 963.48 | 914.05 |
| | Total | 17,870.00 | 16,600.00 | 1,270.00 | 5% | 11,517.43 | 22,597.70 | 17,541.44 | 19,674.71 | 22,927.47 |
| | Total Expenditures | 4,479,778.00 | 3,757,388.00 | 722,390.00 | 19% | 1,722,364.54 | 3,904,980.14 | 3,895,261.57 | 3,514,277.93 | 3,387,415.50 |
| | NET WATER & SEWER | 612,091.00 | - | 612,091.00 | 0% | - 853,411.89 | - | - | - | - |

Water & Sewer Budget 2021 Budget

REVENUES

INTEREST & DIVIDENDS-ORPC/ORES \$26,115.00

INTEREST ON PROMISSARY NOTE AND DIVIDENDS RECEIVED FROM OTTAWA RIVER POWER CORPORATION-SHARED WITH THE MUNICIPAL BUDGET PER BY-LAW

INTEREST & DIVIDENDS-MRPC \$61,200.00

INTEREST ON PROMISSARY NOTE AND DIVIDENDS RECEIVED FROM MISSISSIPPI RIVER POWER CORPORATION-SHARED WITH THE MUNICIPAL BUDGET PER BY-LAW

WATER BILL REVENUE \$3,429,595.00

WATER AND SEWER REVENUE, INCLUDES BASE CHARGE AND CONSUMPTION CHARGE

WATERWORKS-REMOTE METERS \$43,350.00

REVENUE FROM SALE OF RADIO FREQUENCY (RF) METERS

WATERWORKS-W&S CONNECTIONS \$9,180.00

REVENUE COLLECTED ON BUILDING PERMITS FOR WATER CONNECTIONS

WATERWORKS-HYDRANT RENTAL \$3,500.00

REVENUE FROM FIRE DEPARTMENT FOR HYDRANT USAGE

WATERWORKS-OTHER FEES AND S/C \$100.00

REVENUE FROM SERVICE CHARGES IMPOSED ON WATER ACCOUNTS

INTEREST ON OVERDUE WATER ACCOUNTS \$20,000.00

INTEREST CHARGED ON PAST DUE ACCOUNTS

INTEREST INCOME \$35,000.00

INTEREST EARNED ON WATER AND SEWER RESERVE BALANCES

RESERVE FUNDS \$239,647.00

DEVELOPMENT CHARGES COLLECTED TO OFFSET DEBT ON WASTE WATER TREATMENT PLANT

EXPENDITURES**ADMINISTRATION**

SALARIES, WAGES & BENEFITS \$174,885.00

SALARIES AND BENEFITS ASSOCIATED WITH THE ADMINISTRATION OF THE WATER AND SEWER DEPARTMENT

LONG TERM DEBT CHARGES \$654,948.00

LONG TERM DEBT CHARGES ON WASTE WATER TREATMENT PLANT, SCADA EQUIPMENT, PERTH/COUNTRY/BRIDGE AND OTHER W&S PROJECTS

POSTAGE & COURIER \$500.00

AS REQUIRED

TELEPHONE \$2,500.00

CELL PHONES

AUDIT FEES \$2,000.00

ANNUAL AUDIT

OTHER PROFESSIONAL FEES \$10,500.00

AS REQUIRED FOR ENGINEERING, CONSULTANTS, ETC.

ADVERTISING \$250.00

ADVERTISEMENTS AS REQUIRED

INSURANCE \$13,712.00

INSURANCE FOR WATER DISTRIBUTION AND SEWAGE COLLECTION

PERSONNEL (CLOTHING, ETC.) \$1,500.00

BOOT AND CLOTHING ALLOWANCE

TECHNICAL COURSES \$16,000.00

THE MUNICIPALITY IS REQUIRED TO HAVE LICENSED OPERATORS UNDER THE SAFE DRINKING WATER ACT AND THE ONTARIO WATER RESOURCES ACT. STAFF REQUIRE A MINIMUM OF 40 HOURS OF TRAINING PER YEAR

PERSONNEL (COURSES/MEMBERSHIPS, ETC.) \$1,000.00

PROFESSIONAL MEMBERSHIPS, EXAM FEES, ETC.

CAPITAL EXPENDITURE \$1,285,690.00

TO RESERVES \$317,569.00

VEHICLES AND EQUIPMENT \$18,764.00

INCLUDES FUEL AND OIL, MAINTENANCE, LICENSES, INSURANCE, ETC.

SANITARY COLLECTION \$57,925.00

INCLUDES:

INSPECTION-TELEVIEW ALL SEWERS AT LEAST ONCE EVERY FOUR YEARS TO DETERMINE CONDITION OF PIPE, INSPECT MANHOLES AT LEAST EVERY FOUR YEARS TO DETERMINE CONDITION OF MANHOLE

CLEANING-FLUSHING OF SEWERS TO MINIMIZE BLOCKAGES AND REMOVE GREASE, MAINTAIN CAPACITY, REDUCE ODOURS, ETC., REMOVE DEBRIS IN MANHOLES AND PROVIDE A CONTINUOUS FLUSHING PROGRAM FOR PROBLEM AREAS

REPAIRS-MINOR STRUCTURAL PROBLEMS, ROOT REMOVAL, GREASE, PREVENTATIVE MAINTENANCE, EMERGENCY REPAIRS

WATER DISTRIBUTION \$248,360.00

INCLUDES:

INSPECTION-FIRE HYDRANTS ARE INSPECTED ANNUALLY PER THE FIRE CODE, HYDRANT FLOW TESTS ARE COMPLETED EVERY TWO YEARS TO DETERMINE THE EFFICIENCY AND ADEQUACY OF THE SYSTEM, LEAK DETECTION LOCATES ARE PERFORMED AT TIME OF HYDRANT INSPECTION, VALVE TURNING PROGRAM COMPLETED ONCE EVERY TWO YEARS

CLEANING-FLUSHING OF WATER MAINS TO REMOVE METAL OXIDES, SEDIMENT AND OTHER PRECIPITATES FROM THE PIPE NETWORK TWICE PER YEAR, CLEAN ISOLATION VALVES WHEN DEBRIS PREVENTS OR IMPEDES PROPER ACCESS TO THE OPERATING NUT WITHIN THE VALVE BOX

REPAIRS-REPLACE HYDRANTS AND VALVES THAT ARE NO LONGER FUNCTIONAL, PREVENTATIVE MAINTENANCE, EMERGENCY REPAIRS TO THE DISTRIBUTION SYSTEM

METER INSTALLATION, MAINTENANCE AND REPLACEMENT \$49,180.00

METERS SHOULD BE REPLACED AS REQUIRED (LIFE IS APPROX. 25 YEARS). OLDER METERS TEND TO BE LESS ACCURATE, NO LEAK DETECTION. METERS SHOULD BE CHECKED EVERY 10 YEARS OR AS REQUIRED WITH THE REPLACEMENT OF OLDER METERS WITH RADIO FREQUENCY METERS WHICH ARE MORE ACCURATE AND PROVIDE LEAK DETECTION AND LESS TIME TO READ BECAUSE DONE REMOTELY.

METER READING AND BILLING

\$13,605.00

STAFF TIME TO READ METERS AND COSTS OF MAILING BILLS TO RESIDENTS

PUMP HOUSE, LIFT STATION & TREATMENT PLANT

\$1,593,020.00

INCLUDES CONTRACT WITH THE ONTARIO CLEAN WATER AGENCY (OCWA) AND A GRANT IN LIEU OF TAXES FOR THE WASTE WATER TREATMENT PLANT.

THE OCWA CONTRACT INCLUDES:

THE OPERATION OF THE WASTEWATER TREATMENT PLANT INCLUDING LABOUR, CHEMICALS, ENERGY COSTS, SAMPLING OF RAW AND FINAL EFFLUENT, REVIEW OF CHEMICAL ADDITIVES, PROCESS ADJUSTMENTS, RESPONDING TO ALARMS AND COMPLIANCE REPORTING. WEEKLY EXTERNAL LABORATORY SERVICES FOR TESTING AND REPORTING OF PARAMETERS REQUIRED TO BE REPORTED UNDER THE ONTARIO WATER RESOURCES ACT ARE ALSO INCLUDED.

WEEKLY INSPECTIONS FOR MINOR SANITARY PUMP STATIONS AND THREE TIMES PER WEEK FOR THE GEMMILL'S BAY PUMP STATION, REVIEWS OF PUMP OPERATION LOGS, CLEANING OF COARSE BAR SCREENS, FACILITIES, PROCESS ADJUSTMENTS, RESPONDING TO ALARMS AND COMPLIANCE REPORTING.

INSPECTION OF ALL WELL SITES THREE TIMES PER WEEK, SAMPLING OF RAW AND TREATED WATER PARAMETERS, REVIEW OF CHLORINATION PUMP SYSTEMS INCLUDING SUPPLY OF SODIUM HYPOCHLORITE, RESIDUAL CHLORINE AND TURBIDITY ANALYZERS, FACILITIES, PROCESS ADJUSTMENTS, RESPONDING TO ALARMS, AND COMPLIANCE REPORTING INCLUDING LEGISLATED REPORTING.

REVIEW OF WATER STORAGE RECORDS FOR TRENDING AND ANOMOLIES THAT MAY INDICATE SIGNIFICANT LEAKS

WEEKLY EXTERNAL LABORATORY SERVICES FOR TESTING AND REPORTING ALL PARAMETERS REQUIRED TO BE REPORTED UNDER THE SAFE DRINKING WATER ACT.

ONTARIO ONE CALL

\$17,870.00

CALL CENTRE FOR LOCATES

LONG TERM PLANNING

The Municipality completed a water and sewer rate study several years ago which provides direction with regards to increases in water and sewer rates each year based on assumptions about growth, consumption and expected operating and capital needs. The study can be found at <https://www.mississippimills.ca/en/townhall/resources/2015-MM-W-S-Rate-Study.pdf>

The rate study incorporates a number of other documents such as the water and sewer master plan (available from the public works department) and the development charges study (<https://www.mississippimills.ca/en/townhall/developmentcharges.asp>) and is essentially the long term financial plan for the water and sewer system.

Rate changes for the last number of years have followed the direction of the Water and Sewer Rate Study as follows:

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|----------|----------|----------|----------|------------|
| Average Consumption in gallons | 32,200 | 32,200 | 32,200 | 32,200 | 32,200 |
| Rate per 1,000 gallons | \$11.35 | \$11.53 | \$11.71 | \$11.90 | \$12.09 |
| Average consumption charge | \$365.47 | \$371.27 | \$377.06 | \$383.18 | \$389.30 |
| Annual base charge | \$540.90 | \$562.54 | \$585.00 | \$608.00 | \$632.00 |
| Total average billing | \$906.37 | \$933.81 | \$962.06 | \$991.18 | \$1,021.30 |
| Increase over previous year | \$42.37 | \$27.44 | \$28.25 | \$29.12 | \$30.12 |
| % Increase over previous year | 4.90% | 3.03% | 3.03% | 3.03% | 3.04% |
| Increase per month | \$3.53 | \$2.87 | \$2.35 | \$2.43 | \$2.51 |

The 2021 proposed rates also follow the water and sewer rate study recommendations and are calculated as follows:

Proposed 2021 Water and Sewer Rates

| | 2020 | 2021 | Increase |
|--|--|--|--|
| Annual Base Charge | \$632.00 | \$657.00 | 3.95% or \$25.00 |
| Consumption Rate | \$12.09/1,000 gallons | \$12.28/1,000 gallons | 1.57% or \$0.19/1,000 gallons |
| Average Annual Billing (32,200 gallons / year) | \$1,021.30 (\$85.10 per month= \$170.20 per each 2 month billing) | \$1,052.42 (\$87.70 per month= \$175.40 per each 2 month billing) | \$31.12 (3.04%, \$2.60 per month = \$5.20 per each 2 month billing) |

NOTE: BILLING CYCLE EVERY TWO MONTHS

CONCLUSION

It is hoped that the contents of this document will be useful to both Council and the public in understanding all of the departments of the Municipality and what the areas of responsibility are.

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: September 29, 2020
TO: Committee of the Whole
FROM: Rhonda Whitmarsh, Treasurer
SUBJECT: 2021 Fees and Charges

RECOMMENDATION:

THAT Committee of the Whole recommends that Council approve proposed changes to 2021 fees and charges and that public notice be given as to Council's intention to pass the 2021 Fees and Charges By-Law.

BACKGROUND:

Section 391 of the *Municipal Act, 2001* permits a municipality to enact by-laws to impose fees and charges for municipal services and activities. The purpose of the fees is to recover costs for services and activities provided by or on behalf of a municipality and for the use of its property. Cost-recovery is an important consideration, as is a market comparison with neighbouring municipalities.

DISCUSSION:

Each year Department Heads conduct a review of the fees and charges pertaining to their service area. Fee changes being proposed reflect market rates as compared to other municipalities and to align the fee with the actual cost of providing the service, and if no longer required, the fee is removed.

Refer to Attachment 1 for an explanation of the changes.

Refer to Attachment 2 for the draft by-law.

FINANCIAL IMPLICATIONS:

The proposed fee changes are designed to ensure that the cost of providing a specific service is fully or partially recovered from the user of that service while minimizing the cost and effect to all ratepayers. The proposed 2021 fees have been included in the 2021 draft budget.

SUMMARY:

The draft 2021 Fees and Charges by-law is being provided to the Committee for review prior to passing.

Respectfully submitted,

Reviewed by,


Rhonda Whitmarsh, Treasurer


Ken Kelly CAO

Attachment 1

| SUMMARY OF PROPOSED CHANGES TO THE FEE SCHEDULE | | | | | |
|---|----------------------------------|---|--|--|--|
| BUILDING | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Residential Fee-Seasonal(≤ 600 sq. ft.) | \$600.00 | \$1,200.00 | Cost recovery | | |
| Renovation to existing building | 2% value of construction | 2% value of construction for first \$1,000,000 and 1% of value thereafter | Cost recovery | | |
| Commercial/Industrial/Inst.-Buildings new or additons (Group A-1 & A-3) | \$1.00/sq. ft. | \$2.00/sq. ft. | Cost recovery | | |
| Commercial/Industrial/Inst.-Buildings new or additons (Group A-2 & A-4) | \$1.00/sq. ft. | \$1.50/sq. ft. | Cost recovery | | |
| Commercial/Industrial/Inst.-Buildings new or additons (Group B-1) | \$1.00/sq. ft. | \$2.50/sq. ft. | Cost recovery | | |
| Commercial/Industrial/Inst.-Buildings new or additons (Group B-2) | \$1.00/sq. ft. | \$2.00/sq. ft. | Cost recovery | | |
| Commercial/Industrial/Inst.-Buildings new or additons (Group B-3) | \$1.00/sq. ft. | \$1.50/sq. ft. | Cost recovery | | |
| Commercial/Industrial/Inst.-Buildings new or additons (Group F-1) | \$1.00/sq. ft. | \$1.25/sq. ft. | Cost recovery | | |
| Commercial/Industrial/Inst.-Alterations/Renovations Groups A-F | 2% value of construction | 2% value of construction for first \$1,000,000 and 1% of value thereafter | Cost recovery | | |
| Commercial/Industrial-Inst.-Fabric/Coverall Buildings/Tents | 2% value of construction | N/A | Fee no longer required. Now included in fees for Groups A1 to F3 | | |
| Commercial/Industrial-Inst.-Air Support Structures/Dome | \$4,500.00 | N/A | Fee no longer required. Now included in fees for Groups A1 to F3 | | |
| Commercial/Industrial-Inst.-Pre-Fab Warehouse Structures | \$600.00-\$1,200.00 | N/A | Fee no longer required. Now included in fees for Groups A1 to F3 | | |
| Commercial/Industrial-Inst.-C-Can or repurposed vehicle | \$150.00-\$250.00 | N/A | Fee no longer required. Now included in fees for Groups A1 to F3 | | |
| Demolition Permit | 2% value of construction | 1% value of construction | Cost recovery | | |
| Renewal of Permit (re-inspection fee extra) 4th renewal | \$500.00 | N/A | Fee no longer required. | | |
| Renewal of Permit (re-inspection fee extra) 4th renewal and susequent renewal | N/A | \$500.00 | Cost recovery | | |
| Renewal of Permit (re-inspection fee extra) 5th renewal | \$625.00 | N/A | Fee no longer required | | |
| Renewal of Permit (re-inspection fee extra) after the 5th renewal | Double previous year renewal fee | N/A | Fee no longer required | | |
| Construciton without a permit-Minor | \$500.00 maximum | \$1,000.00 maximum | Cost recovery | | |
| Construction without a permit-Major | \$2,000.00 maximum | \$2,500.00 maximum | Cost recovery | | |
| Access to building permit records per property-Multiple records-cost per record | N/A | \$25.00 | Cost recovery | | |
| Sign Permit-Place/Instal sign prior to obtaining permit | N/A | \$125.00 | Cost recovery | | |
| ADMINISTRATION | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Administration fee for eligible online payments made by credit card via the website | N/A | \$5.00/transaction | Cost recovery of service fees charged by 3rd party provider | | |
| FIRE | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Inspections-Mobile Canteen/Seasonal Stand | \$65.00 | \$100.00 | Cost recovery | | |
| Inspections-Re-inspections (non-compliance) | N/A | \$250.00 | Cost recovery | | |
| Property Identification Sign Replacement | \$40.00 | \$90.00 | Cost recovery | | |

| | | | | | |
|--|---------------------|----------------------|--------------------------------------|--|--|
| DAYCARE -INFANT PROGRAM | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Full Time | \$63.00 | \$64.25 | Cost recovery | | |
| Part Time | \$68.00 | \$69.35 | Cost recovery | | |
| DAYCARE - TODDLER PROGRAM | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Full Time | \$53.00 | \$54.00 | Cost recovery | | |
| Part Time | \$58.00 | \$59.00 | Cost recovery | | |
| DAYCARE - PRESCHOOL PROGRAM | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Full Time | \$45.00 | \$45.90 | Cost recovery | | |
| Part Time | \$48.00 | \$48.95 | Cost recovery | | |
| DAYCARE -KINDERGARTEN PROGRAM | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Before & After School | \$24.00 | \$24.45 | Cost recovery | | |
| Before or After School | \$18.90 | \$19.25 | Cost recovery | | |
| Before & After School-part time | \$26.00 | \$26.55 | Cost recovery | | |
| Before or After School-Part Time | \$21.00 | \$21.45 | Cost recovery | | |
| Full Day | \$37.00 | \$37.75 | Cost recovery | | |
| DAYCARE -SCHOOL AGE PROGRAM | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Before & After School | \$22.00 | \$22.45 | Cost recovery | | |
| Before or After School | \$16.80 | \$17.15 | Cost recovery | | |
| Before & After School-part time | \$24.00 | \$24.45 | Cost recovery | | |
| Before or After School-Part Time | \$18.90 | \$19.25 | Cost recovery | | |
| Full Day | \$35.00 | \$35.70 | Cost recovery | | |
| RECREATION ICE RENTAL RATES (EXCL. HST) | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Prime Time - Minor Resident | \$134.00 | \$138.00 | Cost recovery | | |
| Non Prime Time - Minor Resident | \$111.00 | \$114.00 | Cost recovery | | |
| Prime Time - Adult Resident | \$188.00 | \$194.00 | Cost recovery | | |
| Non Prime Time - Adult Resident | \$156.00 | \$161.00 | Cost recovery | | |
| Prime Time - Non Resident | \$224.00 | \$231.00 | Cost recovery | | |
| Non Prime Time - Non Resident | \$191.00 | \$197.00 | Cost recovery | | |
| Tournament Rate - Minor Sports | \$134.00 | \$138.00 | Cost recovery | | |
| Tournament Rate - Adult Resident | \$151.00 | \$156.00 | Cost recovery | | |
| Tournament Rate - Broomball | \$131.00 | \$135.00 | Cost recovery | | |
| Tournament Rate - Adult Non Resident | \$224.00 | \$231.00 | Cost recovery | | |

| RECREATION CEDAR HILL HALL RENTAL RATES (EXCL. HST) | | | | | |
|---|--------------|---------------|-------------------------------|--|--|
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Daily excluding heat | \$84.00 | \$87.00 | Cost recovery | | |
| Daily including heat | \$106.00 | \$109.00 | Cost recovery | | |
| Hourly Rental (1/2 day or less) | \$22.00/hr | \$23.00/hr | Cost recovery | | |
| RECREATION BALL DIAMOND RENTAL RATES (EXCL. HST) | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Hourly rental (no lights required) | \$16.00/hr | \$17.00/hr | Cost recovery | | |
| Hourly rental (lights required) | \$20.00/hr | \$21.00/hr | Cost recovery | | |
| ALMONTE OLD TOWN HALL AUDITORIUM RENTAL RATES (EXCL. HST) | | | | | |
| Item | Current Rate | Proposed Rate | Reason for Amendment/Addition | | |
| Hourly rate weekdays | N/A | \$20.00 | Cost recovery | | |
| Hourly rate weekend days (8 a.m.-4:00 p.m.) | N/A | \$25.00 | Cost recovery | | |
| Wedding reception/private function | \$675.00 | \$700.00 | Cost recovery | | |

Attachment 2

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

BY-LAW NO. 20-XX

BEING a by-law to establish fees and charges for services provided by the Municipality of Mississippi Mills.

WHEREAS Section 391 of the *Municipal Act*, 2001, S. O. 2001, c. 25, as amended, authorizes a municipality by by-law to impose fees or charges on persons for services or activities provided or done by or on behalf of the municipality and for the use of the municipality's property; and

WHEREAS the *Planning Act*, being Chapter P. 13 R.S.O., 1990 as amended, provides that Council may prescribe a tariff of fees for the processing of applications made in respect of planning matters; and

WHEREAS pursuant to the *Building Code Act*, 1992, S.O. 1992 c 23 as amended, Council may require the payment of fees on applications for and issuance of building permits and prescribing the amounts thereof; and

WHEREAS the Corporation of the Municipality of Mississippi Mills deems it expedient to update the fees and charges to be collected by the various departments of the Corporation of the Municipality of Mississippi Mills;

NOW THEREFORE the Council of the Corporation of the Municipality of Mississippi Mills enacts as follows:

1. That Schedule "A" attached to this by-law sets out the fees and charges for The Corporation of the Municipality of Mississippi Mills and forms part of this by-law.
2. That any portion of a fee or charge that remains unpaid beyond the date fixed for payment shall bear interest at the rate of 1.25% after thirty (30) days and each month thereafter until such fee or charge is paid in full.
3. That the Treasurer shall add unpaid fees and charges imposed by the municipality to the tax roll and collect them in the same manner as municipal taxes.
4. That where this by-law established a fee and charge for a fee that also exists in another by-law that predates the effective date of this by-law, the fee and charge in this by-law shall be the applicable fee and charge and the other by-law is hereby effectively amended.
5. That By-law No. 19-124 shall be and is hereby repealed on December 31, 2020.

6. That this by-law and all fees and charges for services set out in Schedule “A” shall come into force and take effect on January 1, 2021.

BY-LAW READ, passed, signed and sealed in open Council this xxth day of _____ 2020.

Christa Lowry, Mayor

Jeanne Harfield, Clerk

SCHEDULE "A" TO BY-LAW 20-XX

FEE AND CHARGES

| ADMINISTRATION | |
|--|--|
| AFFIDAVITS | |
| Commissioning of Oaths | • \$15.00 |
| GENERAL | |
| Copies-paper or digital (up to a maximum 11" X 17" size, larger sizes charged as may be required by outsourcing) | • (per page) \$0.25 plus HST |
| Community Maps | • (each) \$5.35 |
| Municipal Pins | • (each) \$2.00 |
| NSF Charges (Applicable for all Municipal Fees and Charges) | • \$30.00 |
| Tax Certificate | • \$50.00 |
| Water Certificate | • \$50.00 |
| Municipal Office Room Rental | <ul style="list-style-type: none"> • during business hours \$25.00/hour plus HST • outside office hours \$25.00/hour + \$25/hour for staffing plus HST |
| Retail Holiday Business Act Exemption Application Fee | • \$100.00 plus HST |
| Election Signs Removal Fee | • \$25.00/sign |
| Administration fee for eligible online payments made by credit card via the Municipal website | • \$5.00/transaction |
| ACCESS TO INFORMATION (FOI) | |
| FOI Requests (fees regulated by Province) | <ul style="list-style-type: none"> • application fee \$5.00 • record preparation and search time ... (per ¼ hr) \$7.50 • photocopies (per page) \$0.20 • computer programming time (per ½ hr) \$60.00 • diskettes and CDs (per disk) \$10.00 • other fees charged (e.g. courier costs) as invoiced • fees estimated over \$100.00 50% deposit |
| VITAL STATISTICS | |
| Burial Permits | • (each) \$10.00 |
| Marriage License | • \$150.00 |

| ADMINISTRATION | |
|---|---|
| LICENCING | |
| Liquor License Board of Ontario - Municipal Clearance | • \$35.00 |
| Lottery (fees regulated by AGCO) | <ul style="list-style-type: none"> •Bingo (per event)..... 3% of prize value •Raffle (per event) 3% of prize value •Nevada (per box) 3% of prize value |
| Mobile Canteen | <ul style="list-style-type: none"> •License.....\$750.00 •Transfer.....\$50.00 |
| Seasonal Stand | <ul style="list-style-type: none"> •License.....\$750.00 •Transfer.....\$50.00 |
| Seasonal Produce/ Farm Produce Stand | <ul style="list-style-type: none"> •License.....\$300.00 •Each Additional License\$50.00 •Transfer.....\$50.00 |
| Taxi | <ul style="list-style-type: none"> •Operator License.....\$100.00 •Vehicle License\$100.00 •Driver License\$50.00 •License Transfer\$10.00 •License Plate Replacement\$15.00 |
| CANINE CONTROL | |
| Dog Tags (all tags expire December 31 st each year) | <ul style="list-style-type: none"> • Spayed/Neutered\$20.00 • Not Spayed/Neutered.....\$30.00 • Microchip (proof required)\$15.00 |
| Replacement Tag | • \$5.00 |
| Kennel License (tags for each dog will be provided at no additional cost) | • \$100.00 |
| Service Dogs | Exempt from fees but must register with the Municipality, proof required |
| Impound Fee | • \$100.00 |

| PUBLIC WORKS (plus applicable HST) | |
|--|-----------------|
| Entrance Permit Fee | •\$100.00 |
| Property Identification Sign/Post | •\$185.00 |
| Property Identification Post Replacement | •\$90.00 |
| Property Identification Sign Replacement | •\$75.00 |
| Tile Drainage Inspection Fee | •\$200.00 |
| Water Connection Inspection (new development) | •\$50.00 |

| | |
|---|--|
| Sewer Connection Inspection (new development) | •\$50.00 |
| Turn water on or off (seasonal or outside business hours) | •\$50.00 |
| Bulk Water Sales | •\$15.00 per 1,000 gallons plus \$30 connection fee |
| Water Meter | • 5/8" x 3/4" meter (\$424.78 plus HST).....\$480.00 • 3/4" meter (\$469.03 plus HST).....\$530.00 • 1" meter (\$570.80 plus HST).....\$645.00 • 1.5" meter positive displacement(\$911.51 plus HST)\$1,030.00 • 2" meter positive displacement(\$1,070.80 plus HST)\$1,210.00 |
| GARBAGE AND RECYCLE | |
| Garbage Tags | •(each) \$2.00 |
| Composter | •\$40.00 |
| Blue Box | |
| • new residents and replacements | •no charge |
| • to purchase | •\$8.00 |

| | |
|--|--|
| FIRE | |
| All rates are subject to HST. | |
| Compliance Letters | •\$65.00 |
| Fire Reports (non-property owners/tenants) | •\$65.00 |
| Inspections | • Special Occasion Permit.....\$65.00 • Liquor License\$65.00 • Home Daycare.....\$65.00 • Mobile Canteen / Seasonal Stand\$100.00 • Re-inspections (non-compliance)\$250.00 |
| Vehicle fire, danger of fire extrication, environmental spill or other emergency – per vehicle requiring responses (non-property owners/tenants) | |
| •current MTO rates | |
| Vehicle fire, extrication, environmental spill or other emergency – all other costs incurred by the Fire Department associated with fire suppression and investigation | |
| •at cost and supported by invoices | |
| Hazardous Materials Spill/Clean Up | |
| Total replacement cost for any contaminated or damaged equipment or materials used in the clean-up of hazardous materials and the approved disposal of equipment or materials according to the direction of the controlling Federal or Provincial regulations. | |
| •current MTO rates and costs supported by invoices | |

| | |
|--|--|
| <p>Open Air Burning Fires resulting from contravention of the Open Air Burning By-Law or failure to extinguish a fire once ordered to do so by the Fire Department shall, in addition to any penalty provided in the Open Air Burning By-law be liable to the Municipality for all expenses incurred for the purpose of investigating, controlling and extinguishing the fire including but not limited to materials, equipment rentals, a per vehicle charge and labour costs.</p> <ul style="list-style-type: none"> •at cost and supported by invoices •current MTO rates | |
| <p>Additional Expenses If as a result of a Fire and Emergency Services (i) response to an emergency including a motor vehicle incident, or (ii) carry out any of its duties or functions the Fire Chief or Deputy Fire Chief determines that it is necessary to incur additional expenses, retain a private contractor, rent special equipment not normally carried on a fire apparatus or use more materials than are carried on a fire apparatus ("Additional Services") in order to suppress or extinguish a fire, preserve property, prevent a fire from spreading, control and eliminate an emergency, carry out or prevent damage to equipment owned by the Corporation or otherwise carry out the duties and functions of the Fire Department, the owner of the property requiring or causing the need for the Additional Services shall be charged the costs to provide the Additional Services including all applicable taxes. Property shall mean personal and real property.</p> <ul style="list-style-type: none"> •at cost and supported by invoices | |
| <p>Fire Hall Room Rental</p> <ul style="list-style-type: none"> • \$25.00/hour plus HST (During Office Hours) •\$25.00/hour + \$25/hour for staffing, if required plus HST (Outside of Office Hours) | |

| POLICE | |
|---|-------------------|
| <p>The following fees are administered by the Lanark County Detachment of the Ontario Provincial Police (OPP).</p> | |
| First false alarm in any calendar year | • no charge |
| Second false alarm in any calendar year | • no charge |
| Third false alarm and any thereafter in a 12 month period | • \$200.00 |

| PLANNING | |
|--------------------------------|-------------------|
| Official Plan Amendment | •\$3,500.00 |
| Zoning | |

| | |
|--|-------------------------|
| Minor Amendment (includes surplus farm dwellings; conditions of approval on previous applications; garden suites or accessory apartments; or amendment to zone or general provisions) | • \$2,000.00 |
| Major Amendment (all other applications) | • \$3,500.00 |
| Temporary Use Extension | • \$2,000.00 |
| Lift of Holding Provision | • \$650.00 |
| Joint Official Plan & Zoning Amendment | • \$4,500.00 |
| Minor Variance | • \$800.00 |
| Site Plan Control | |
| Major | • \$2,600.00 |
| Minor | • \$1,600.00 |
| Red Line Amending | • \$1,600.00 |
| Land Division | |
| Consent | • \$875.00 |
| Plan of Subdivision | • \$4,000.00 |
| Plan of Condominium | • \$3,000.00 |
| Redline Change | • \$1,000.00 |
| Lifting Part Lot Control | • \$1,000.00 |
| Lifting of 1 ft. Reserves | • \$1,000.00 |
| Extension of Draft Approval | • \$800.00 |
| Subdivision Amendment Agreement | • \$800.00 |
| Cash-in-lieu of Parking | •\$3,000.00/space |
| Agreements | |
| Encroachments | • \$800.00 |
| Private Road | • \$1,000.00 |

| | |
|---|---------------------------------|
| Accessory Dwelling Unit | • \$800.00 |
| Miscellaneous Development (condition of approval) | • \$800.00 |
| Pre-Servicing | • \$1,000.00 |
| Zoning Compliance Report | • \$200.00 |
| Zoning Certificate | • \$100.00 |
| File Reactivation Fee (inactive for more than 12 months) | • 50% of the Original Fee |
| Green Energy Applications | • \$1,500.00 |
| Radio Telecommunications Concurrence Letter | • \$1,500.00 |
| Heritage Permits Request of Amendment to Designating By-law by Owner | • \$800.00 |

Additional Expenses

Applicants may be required to pay additional fees for review, reports, and consultation with public agencies including but not limited to; the Leeds, Grenville & Lanark District Health Unit, Mississippi Valley Conservation Authority, County of Lanark, Utility Companies, and Federal and Provincial Ministries.

Applications requiring the submission of supporting studies, briefs, and reports may be subject to peer review by professional consultants retained by the Municipality. Any incurred legal or professional fees shall be invoiced to the Applicant at the close of the file or the fiscal year end whichever comes first.

• at cost and supported by
invoices

| BUILDING | |
|--|-----------------------------|
| Minimum Building Permit Fee | • \$12 5.00 |
| RESIDENTIAL BUILDING FEES | |
| Dwellings | |
| Single Detached ($\leq 3,200$ sq. ft.) | • \$3,200.00 per unit |
| Townhome/Semi ($\leq 2,500$ sq. ft.) | • \$2,500.00 per unit |
| Apartment Dwelling ($\leq 1,500$ sq. ft.) | • \$1,500.00 per unit |

| | |
|--|--|
| Seasonal (≤ 600 sq. ft.) foundation / plumbing / HVAC / Insulation / woodstove extra Dwellings over the prescribed maximum will be subject to additional charges | <ul style="list-style-type: none"> •\$1,200.00 per unit •\$0.50/sq. ft. |
| Accessory Dwellings Coach House Apartment Unit (or second dwelling in a house) | <ul style="list-style-type: none"> •\$2,500.00 per unit •\$1,500.00 per unit |
| Accessory Structures Garage / Sheds / C-Cans (new or additions) On Grade foundation Below Grade Foundation Structures over 1,200 sq. ft. will be subject to additional charges Plumbing/HVAC/Insulation/solid fuel extra-see below Deck/Landing/Porch No below grade foundation Below grade foundation With covered roof or 2 storey | <ul style="list-style-type: none"> •\$150.00 •\$250.00 •\$0.25/sq. ft. •\$150.00 •\$250.00 •\$300.00 |
| Alterations Additions - New Above Grade Living Space - foundation / plumbing / HVAC/ Insulation extra – see below Basement Finishing (plumbing extra) Foundation (new) Foundation (structural or another repair) Plumbing / Insulation / HVAC / Solid Fuel Renovation to existing building | <ul style="list-style-type: none"> •\$1.00/sq. ft. •\$200.00 •\$250.00 •\$150.00 •Minimum Fee • . 2% of the Value of Construction for first \$1,000,000 and 1% of valuation thereafter |
| COMMERCIAL or INDUSTRIAL or INSTITUTIONAL BUILDING FEES | |
| Buildings New or Additions | |
| Group A-1 & A-3 | •\$2.00/sq. ft. |
| Group A-2 & A-4 | •\$1.50/sq. ft. |
| Group B-1 | •\$2.50/sq. ft. |
| Group B-2 | •\$2.00/sq. ft. |
| Group B-3 | •\$1.50/sq. ft. |
| Group D & E | •\$1.00/sq. ft. |

| | |
|---|--|
| Group F-1 | •\$1.25/sq. ft. |
| Group F-2 & F-3 | •\$1.00/sq. ft. |
| Alterations / Renovation / Interior Fit-Up to existing buildings Groups A, B, D, E & F | • . 2% of the Value of Construction for first \$1,000,000 and 1% of valuation thereafter |
| AGRICULTURAL BUILDING FEES | |
| Conventional Barns/sheds ≤6,420 sq. ft. and ≤ 3 storeys On ground foundation Below Grade Foundation | <ul style="list-style-type: none"> •\$150.00 •\$250.00 |
| Manure Nutrient Storage | •\$300.00 |
| Fabric/Coverall Storage, grain bin | •\$150.00 |
| Engineered Farm Buildings (Part 4) | •\$600.00 |
| MISCELLANEOUS BUILDING FEES and CHARGES | |
| Conditional Building Permit Agreement | •\$200.00 |
| Demolition Permit | • 1% of the Value of Construction |
| Private Pool or Hot Tub | •\$150.00 |
| Change of Use Permit No Construction | • Minimum Fee |
| Renewal of Permit (Re-inspection fees extra) | •\$125.00 |
| 1 st Renewal | •\$250.00 |
| 2 nd Renewal | •\$375.00 |
| 3 rd Renewal | •\$500.00 |
| 4 th Renewal and all subsequent renewals | |
| Occupancy & Use Certificate Inspection | • Minimum Fee |
| Alterations/Revisions to Permits or Submitted Plans | • Minimum Fee |
| Limiting Distance Agreement | •\$200.00 |
| Re-Inspection (per inspection, where previous inspection failed or was deemed not complete or not ready) | • Minimum Fee |
| Permit Transfer to new Owner | • Minimum Fee |
| Construction without a permit surcharge fee | • \$2,500.00 maximum |
| Major – additions, renovations, fit-up | • \$1,000.00 maximum |
| Minor – decks, sheds, pools, hot tubs | |
| *Applied at the discretion of the CBO | |

| | |
|--|--|
| Registration of an Order or Agreement on the property title | •..... at cost and supported by invoices |
| Application of alternative solution base evaluation by CBO Third party evaluation fee, as required | • \$300.00 maximum •..... at cost and supported by invoices |
| Access to an archived Building Permit Record Per property single record search Multiple records – cost per record search (reproduction costs extra) | •\$75.00 •\$25.00 |
| Building Fees added to property tax roll | •... 25% surcharge outstanding fees applied to tax account |
| SIGN PERMIT FEES | |
| Fascia / Awning/ Banner/ Sidewalk | •\$125.00 |
| Sidewalk sign (annual renewal) | •\$60.00 |
| Billboard sign | •\$500.00 |
| Portable/Trailer sign | •\$300.00 |
| Ground mounted pedestal sign | •\$125.00 |
| Sign Variance | •\$250.00 |
| Place/Install sign prior to obtaining permit | •\$125.00 |

| DAY CARE (fee per day) | |
|------------------------------------|-----------------|
| Infant Program | |
| Full-time | • \$64.25 |
| Part-time | • \$69.35 |
| Toddler Program | |
| Full-time | • \$54.00 |
| Part-time | • \$59.00 |
| Preschool Program | |
| Full-time | • \$45.90 |
| Part-time | • \$48.95 |
| Kindergarten Program | |
| Before & After School | • \$24.45 |
| Before or After School | • \$19.25 |
| Before & After School – Part-time | • \$26.55 |
| Before or After School – Part-time | • \$21.45 |
| Full Day | • \$37.75 |
| School Age Program | |

| | |
|---------------------------|----------------|
| Before & After Full Time | •\$22.45 |
| Before or After Full Time | •\$17.15 |
| Before & After Part Time | •\$24.45 |
| Before or After Part Time | •\$19.25 |
| Full Day | •\$35.70 |

ALMONTE OLD TOWN HALL

AUDITORIUM

All rates are subject to HST.

| | |
|---|--|
| Rental Fees Resident/Community Group | •\$20.00 |
| Hourly Rate Weekdays | |
| Hourly Rate Weekend Days (8:00AM to 4:00PM) | •\$25.00 |
| Morning 8:00 a.m. – 12 noon Monday – Sunday | •\$36.75 |
| Afternoon 12 noon – 4:00 p.m. Monday –Sunday | •\$67.00 |
| Evening 4:00 p.m. – 1:00 a.m. Monday- Thursday and Sunday | •\$100.00 |
| Friday and Saturday | •\$130.00 |
| | • .. + Cleaning Fee (if applicable) - \$75 (50-125 people) \$100 (125+ people) (charged post event) |
| | • + improvement fee \$2 per ticket or 50% of rental rate for non-ticketed events |
| Rental Fees Non Resident | |
| Morning 8:00 a.m.– 12 noon Monday – Sunday | •\$55.00 |
| Afternoon 12 noon – 4:00 p.m. Monday – Friday | •\$80.00 |
| Saturday and Sunday | •\$115.00 |
| Evening 4:00 p.m. – 1:00 a.m. Monday – Wednesday | •\$100.00 |
| Thursday | •\$130.00 |
| Friday and Saturday | •\$190.00 |

| | |
|--|--|
| Sunday | <ul style="list-style-type: none"> • \$100.00 •... + Cleaning Fee (if applicable) - \$75 (50-125 people) \$100 (125+ people) (charged post event) • + improvement fee \$2 per ticket or 50% of rental rate for non-ticketed events |
| Wedding Reception/ Private Function | <ul style="list-style-type: none"> • \$700.00 |
| Equipment Rental | |
| Stage Lights | • \$100.00 |
| Spot Light | • \$25.00 |
| Panels & Track Lights | • \$100.00 |
| Projector and Screen | • \$25.00 |
| Sound Equipment – Full | • \$250.00 |
| Complement | • \$100.00 |
| Sound Equipment Small Sound Set-up | |
| MULTI-PURPOSE ROOM | |
| Resident Community/ Affiliate Group | • \$15.00/ hour |
| Private/Commercial Function (e.g. wedding, reception, meeting, staff function) | • \$25.00/ hour |

RECREATION

ICE RENTAL RATES

All ice rental rates are an hourly rate and are subject to HST.

| | |
|--|------------------|
| Prime Time – Minor Resident | • \$138.00 |
| Non Prime Time – Minor Resident | • \$114.00 |
| Prime Time – Adult Resident | • \$194.00 |
| Non Prime Time – Adult Resident | • \$161.00 |
| Prime Time – Non Resident | • \$231.00 |
| Non Prime Time – Non Resident | • \$197.00 |
| Tournament Rate – Minor Sports | • \$138.00 |
| Tournament Rate – Adult Resident | • \$156.00 |
| Tournament Rate – Broomball | • \$135.00 |
| Tournament Rate – Adult Non- Resident | • \$231.00 |

SLAB RENTAL RATES

| | |
|--|----------------------------|
| All slab rental rates are subject to HST. | |
| Monday – Thursday | •\$39.00/hr |
| Friday – Sunday Rec Bar/no alcohol | •\$64.00/hr |
| Friday – Sunday Client Bar | •\$118.00/hr |
| Service Club/Non-Profit Rec Bar/no alcohol | • \$482.00/booking |
| Service Club/Non-Profit Client Bar | • \$656.00/booking |
| Resident – Rec Bar/no alcohol | • \$482.00/booking |
| Resident – Client Bar | • \$803.00/booking |
| Non Resident – Rec Bar/no alcohol | • \$566.00/booking |
| Non Resident – Client Bar | • \$1,048.00/booking |
| HALL RENTAL RATES All hall rental rates are subject to HST. | |
| Monday – Thursday | • \$35.00/hr |
| Friday – Sunday Rec Bar/no alcohol | • \$62.00/hr |
| Friday – Sunday Client Bar | •\$122.00/hr |
| Resident – Rec Bar/no alcohol | • \$291.00/booking |
| Resident – Client Bar | • \$584.00/booking |
| Non Resident – Rec Bar/no alcohol | • \$328.00/booking |
| Non Resident – Client Bar | • \$617.00/booking |
| CEDAR HILL SCHOOL HOUSE HALL RENTAL RATES All hall rental rates are subject to HST. | |
| Daily excluding heat | •\$87.00 |
| Daily including heat | •\$109.00 |
| Hourly rental (1/2 day or less) | • \$23.00/hr |
| BASEBALL DIAMOND RENTAL RATES All rental rates are subject to HST. | |
| Hourly Rental (No lights required) | • \$17.00/hr |
| Hourly Rental (Lights required) | • \$21.00/hr |
| BAR BEVERAGE RATES/BEVERAGE All rates include HST | |
| Beer | •\$5.25 |
| Liquor | •\$5.25 |
| Coolers | •\$6.25 |
| Wine (per glass) | •\$5.25 |
| Wine (per bottle) | •\$18.00 |

| COMMUNITY AND ECONOMIC DEVELOPMENT | |
|--|-----------------|
| BANNER INSTALLATION Per sign subject to HST | |
| Non Profit Groups/Events | •\$150.00 |
| For Profit Groups/Event | •\$200.00 |