



Municipality of Mississippi Mills

SPECIAL COMMITTEE OF THE WHOLE AGENDA

Thursday, October 15, 2020

9:00 a.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. Draft 2021 Budget and Presentations

3 - 167

- 9:00 - Rhonda Whitmarsh, Treasurer
- 9:15 - Ken Kelly, CAO and Dan Prest, CBO -Building and Planning
- 10:00 - Tiffany MacLaren, Community, Culture and Economic Development Coordinator
- 11:00 - Calvin Murphy, Recreation Manager
- 1:00 - Christine Row, Chief Library
- 1:45 - Rhonda Whitmarsh, Treasurer - Council, Administration, Police & Protection
- 2:15 - Budget discussions and wrap up

D.2. 2021 Fees and Charges

168 - 191

Recommended Motion:

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.

D.3. Funding for Ramsay Recreational Halls 2020

192 - 227

Recommended Motion:

THAT Committee of the Whole recommends that Council approve three year annual funding (2021-2023) for Union Hall at \$5,500;

THAT Committee of the Whole recommends that Council approve three year annual funding (2021-2023) for Clayton Hall at \$14,500;

AND FURTHERMORE, THAT Ramsay Recreation Facility Funding be conditional upon entering into formal funding agreements between the Municipality of Mississippi Mills and the respective organizations outlining financial contributions and precluding organizations from making additional funding requests for the duration of the funding agreement (end of 2023)

D.4. 2021 Funding for Mississippi Mills Museums

228 - 275

Recommended Motion:

THAT Committee of the Whole recommends that Council approve a loan for the North Lanark Regional Museum (NLRM) in the amount of \$13,500, repayable over 3 years;

AND FURTHERMORE THAT if annual loan payments are not made funds be withheld from the North Lanark Historic Society's annual municipal grant until such time as the loan has been repaid in full;

THAT Committee of the Whole recommends that Council approve funding for the North Lanark Regional Museum (NLRM) the Mississippi Valley Textile Museum (MVTM) and the Mill of Kintail Museums (JNM & RTMM) at current budgeted amounts for 2021, which was formulated based on their 2020 allotment plus a 2% CPI Increase;

AND FURTHERMORE THAT NLRM funding past 2021 be considered after a review of strategic changes made by the North Lanark Historic Society board demonstrating consideration of recommendations from the Towards Sustainability for Mississippi Mills Museum report as well as information from other municipalities that currently share a staffing;

AND FURTHERMORE THAT Municipal funding for all Mississippi Mills Museums be reconsidered once the Conservation Authority's working group has developed and announced future plans for the Museum operations;

AND FURTHERMORE THAT all 2021 museum funding be conditional upon entering into formal funding agreements between the Municipality of Mississippi Mills and the respective museums outlining financial contributions and in-kind services from the Municipality and identifying specific objectives and performance measures required of the museums, including annual reporting on visitors.

E. ADJOURNMENT

Recommended Motion:

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



Mississippi
Mills

2021 BUDGET



A Natural
Place to
Grow

Index

	Tab	Pages
Introduction	1	5
2021 Budget Assumptions & Challenges	2	6-11
Executive Summary	3	12-17
Capital Budget	4	18-22
Taxation	5	23-27
Long Term Financial Planning	6	28-35
Debt and Reserves	7	36-44
Operating Revenue	8	45-47
Council	9	48-51
Administration	10	52-62
Emergency and Protective Services	11	63-78
Roads and Public Works - Transportation	12	79-93
Waste Management	13	94-98
Recreation and Curling	14	99-116
Planning and Building	15	117-128
Community and Economic Development	16	129-135
Childcare	17	136-143
Library	18	144-151
Cost Sharing	19	152
Agriculture	20	153
Septage	21	154
County and Schools	22	155
Water and Sewer	23	156-166
Conclusion	24	167
2021 Fees and Charges	25	168-191
Funding for Ramsay Recreation Halls for 2021	26	192-227
Museums Funding for 2021	27	228-275

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 \$3,656,645; \$612,091 is for the Water and Sewer budget and \$3,044,554 is for the overall municipal budget.

Mississippi Mills 2021 Budget

Description	Dollars
Municipal Operations & Capital (Total Expenditures)	\$41,739,587
Funding for Municipal Operations & Capital	
■ Municipal Tax Revenue	\$11,498,045
■ Long Term Financing	\$8,470,400
■ Reserves/Development Charges	\$5,133,481
■ User Fees & Other Revenues	\$9,154,928
■ Federal, Provincial, County Grants	\$3,826,088
Total Revenue	\$38,082,942
Current Shortfall	\$3,656,645

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 28.07%.

This chart depicts a more detailed breakdown of proposed 2021 expenditures:

Mississippi Mills 2021 Budget

Description	Dollars
Municipal Operations & Capital (Total Expenditures)	
Remuneration, Salaries and Benefits	\$7,844,148
Travel and Training	\$220,071
Materials and Contracts	\$7,225,378
General Operating Expenses	\$978,845
Community Grants	\$331,025
Fuel & Oil	\$191,373
Maintenance & Repairs (facilities, fleet)	\$483,949
Utilities (heat, hydro, water)	\$439,023
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	\$20,674,742
Total Expenditures	\$41,739,587

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 being considered 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 \$10,436 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 of \$499,116 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 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.

2021 Draft Budget Changes					
Shortfall 1st draft September 29, 2020				3,671,068	
Shortfall 2nd draft October 13, 2020				3,656,645	
Total 2021 draft budget changes				14,423	
Explanation of Changes:					
Department	Description	1st Draft	2nd Draft	Difference	Explanation of Change
		Total	Total		
Operating Budget					
Revenue	Grant-County Road Maintenance	27,780	28,365	585	Based on confirmation of amount from the County of Lanark
	Reserve for Policing	30,000	10,436	(19,564)	Confirmation of contract from OPP
Police	Contract	1,971,365	1,943,149	28,216	Confirmation of contract from OPP
Rec & Curling	Changes to Curling Club net Operations	22,357	17,171	5,186	Estimate based on operation in fall of 2021 only
	Total Operating Changes			14,423	
Capital Budget					
Transporation	Gale St.	-	120,000	120,000	From 2020 budget
	Gale St. Reserve Funding	-	120,000	(120,000)	Assume from reserves
	Water Reservoir	4,000,000	3,300,000	(700,000)	Reduce based on tender results
	Water Reservoir-Development Charges	1,070,000	882,750	187,250	Reduce based on tender results
	Water Reservoir-Financing	2,930,000	2,417,250	512,750	Reduce based on tender results
	Total Capaital Budget Changes			-	
	Total 2021 Draft Budget Changes			14,423	

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

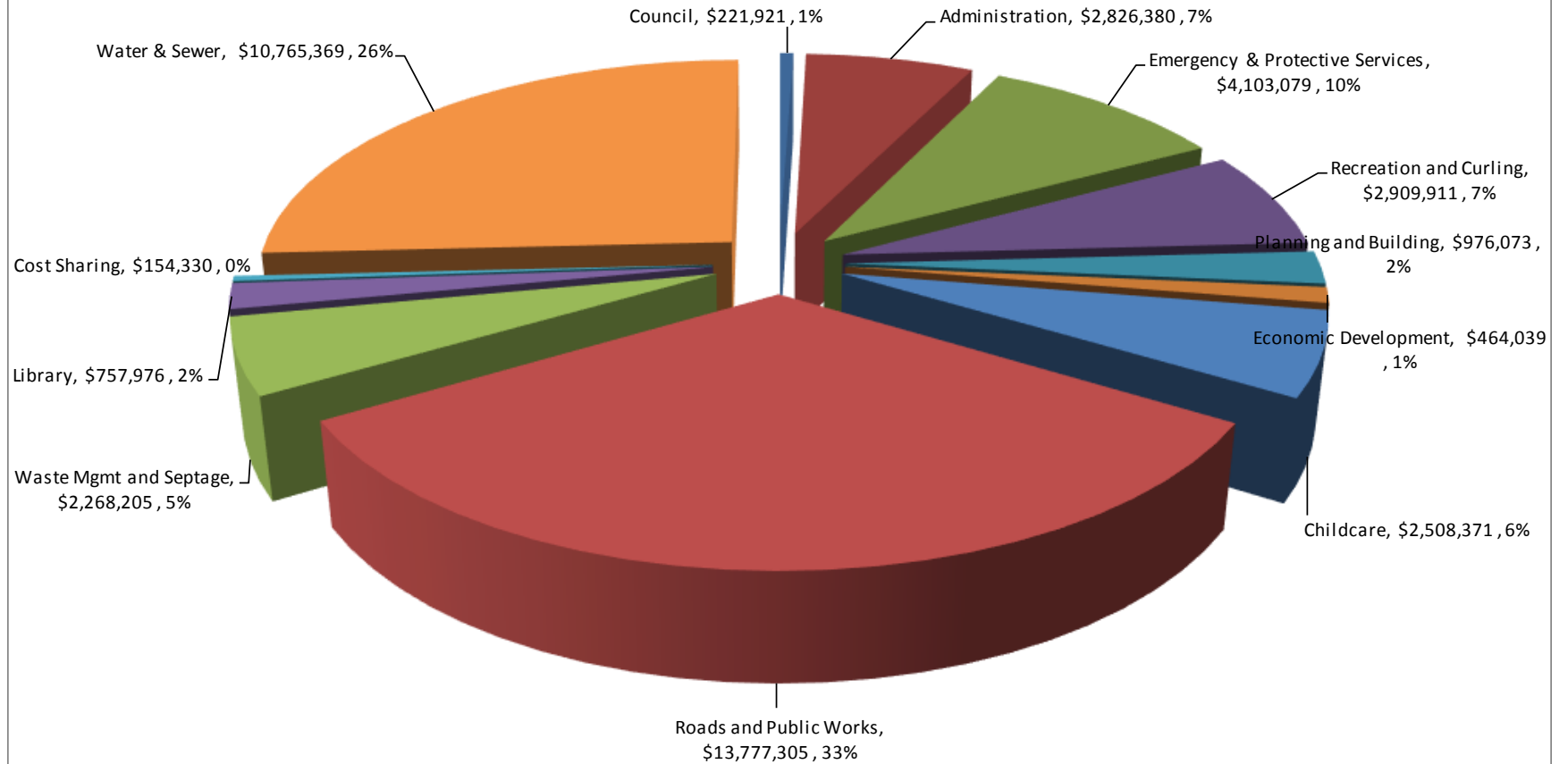
The 2021 budget is broken into two parts; operating and capital.

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



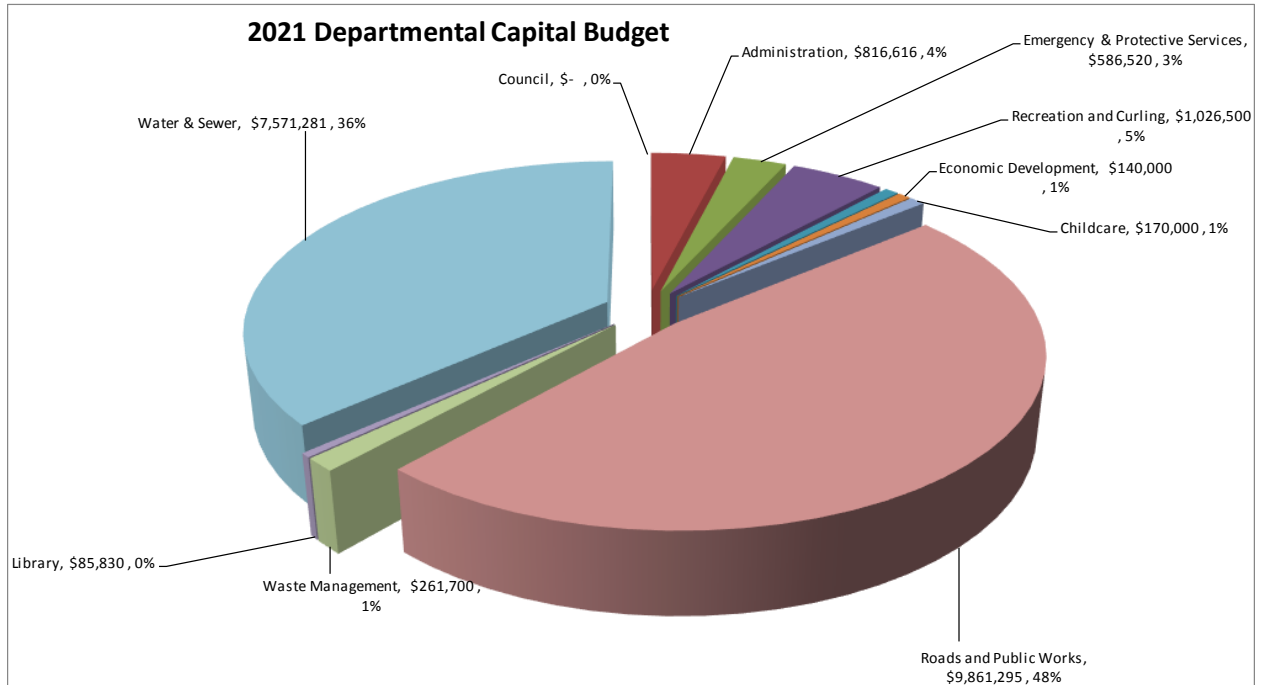
This chart represents the total expenses of the Municipality as proposed for 2021 less any known revenues. The net amount of \$14,825,640 would be the required amount to balance the 2021 budget and would need to be funded from taxation and water and sewer rates.

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	190,547	7,844,148	2.49%
Travel & Training	135,525	210,500	9,571	220,071	4.55%
Materials & Contracts	6,402,657	6,684,857	540,521	7,225,378	8.09%
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	(9,177)	439,023	-2.05%
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	932,314	18,104,292	5.43%
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	4,207,183	26,517,036	18.86%
Revenues					
Supplementary Taxes & PILs	687,010	760,163	(431,113)	329,050	-56.71%
Grants	1,903,961	1,638,676	(915)	1,637,761	-0.06%
User Fees	6,857,332	7,952,204	29,679	7,981,883	0.37%
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	165,201	393,345	72.41%
Transfer from Reserves	83,624	167,985	131,155	299,140	78.08%
Transfer from DCs	136,440	393,939	78	394,017	0.02%
Total Revenues	12,253,872	11,897,111	(205,715)	11,691,396	-1.73%
Net Levy	10,158,773	10,412,742	4,412,898	14,825,640	42.38%

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	\$3,044,554
Net amount	\$14,825,640

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

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
		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.)	685,000.00			120,000.00				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	9,861,295.00	1,024,117.00	655,094.00	1,134,081.00	28,157.00	4,168,675.00	0.00	0.00
		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

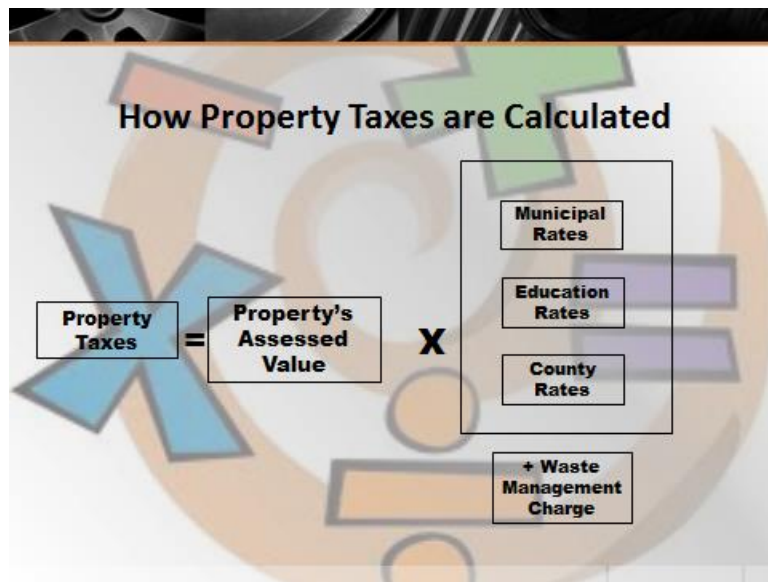
LINE NO.	DESCRIPTION OF PROJECT	BUDGET ITEM	TOTAL COST	OTHER SOURCES OF FINANCING							21 BUDGET
				CANADA GRANTS	PROV./COUNT GRANTS	RESERVES	DEVELOPMENT CHARGES	BANK FINANCING	OTHER REVENUE	FUNDRAISING	
		WATER & SEWER									
66	MAINTENANCE	OCWA-WATER TREATMENT CAPITAL PER LTFP	53,560.00								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	3,300,000.00				882,750.00	2,417,250.00			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	7,571,281.00	-	-	1,046,166.00	937,700.00	4,301,725.00	-	-	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	REPLACEMENTS 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	0.00	23,000.00

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	
		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 IN PARKS	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/REPLACEMENTS	WASTE RESEPTACLES FOR PARKS	5,000.00								5,000.00
108	ADDITIONAL PICNIC TABLES/REPLACEMENTS	PICNIC TABLES FOR PARKS	10,000.00								10,000.00
109	HEALTH & SAFETY/MAINTENANCE	ALMONTE ARENA (DOOR, FIRE SAFETY, DRY SPRINKLER, ROOF ANALYSIS)	86,000.00			8,000.00					78,000.00
110	ENERGY IMPROVEMENTS	LED LIGHTING (ALM ARENA, PAK ARENA, CURLING CLUB)	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 WALK	150,000.00			27,500.00				122,500.00	0.00
		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	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	0.00	25,000.00
		COMM. ECONOMIC DEVELOPMENT									
		BEAUTIFICATION									
129	FLOWERS FOR DOWNTOWN CORES-SOME RE	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	0.00	24,500.00
		MARKETING THE MILLS									
133	ANNUAL COSTS FOR DIRECTIONAL SIGNAGE	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	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	0.00	49,000.00
		TOTAL	20,674,742.00	1,024,117.00	1,164,210.00	3,075,300.00	1,365,024.00	8,470,400.00	1,000.00	122,500.00	5,452,191.00

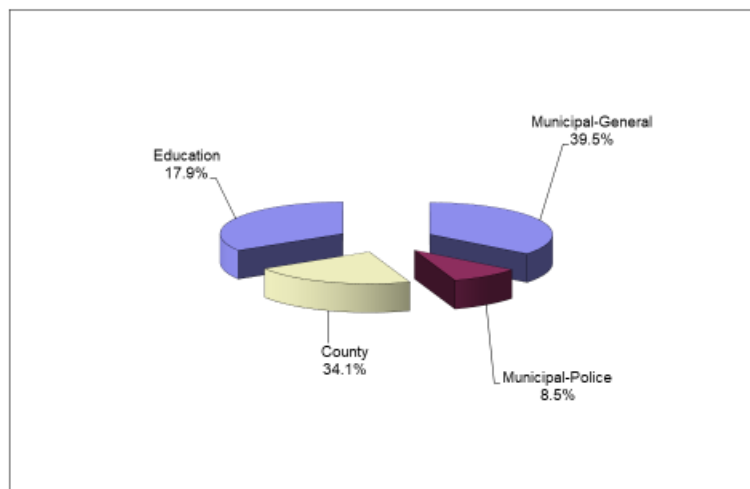
HARDTOPPING PROJECTS		
2021 BUDGET		
	BUDGET ITEM	TOTAL
		Cost
	<u>HARDTOPPING PROJECTS</u>	
2-301-0301-0435	Pavement Renewals -	
	King St. .397 km	221,000.00
2-301-0301-0436	Surface Treatment Projects -	
	Pakenham Concession 12 N-Shaw Road to County Road 29 (3.32 km)	504,000.00
	Ramsay Concession 8-Wolf 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
	Gale St.	120,000.00
	Subtotal	685,000.00
	TOTAL	1,805,000.00

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%

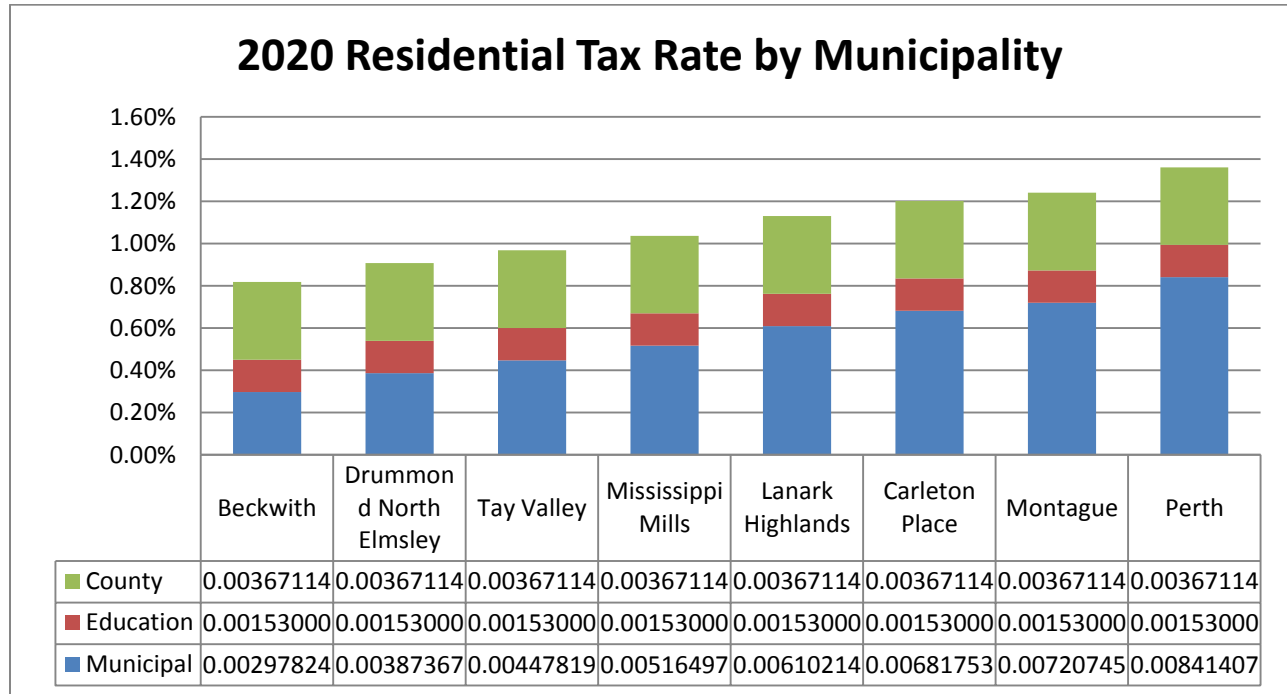
**2021 ESTIMATED OVERALL RESIDENTIAL TAX
CALCULATION ON AVG. ASSESSMENT AND TAX
REVENUE INCREASE 7%**

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%

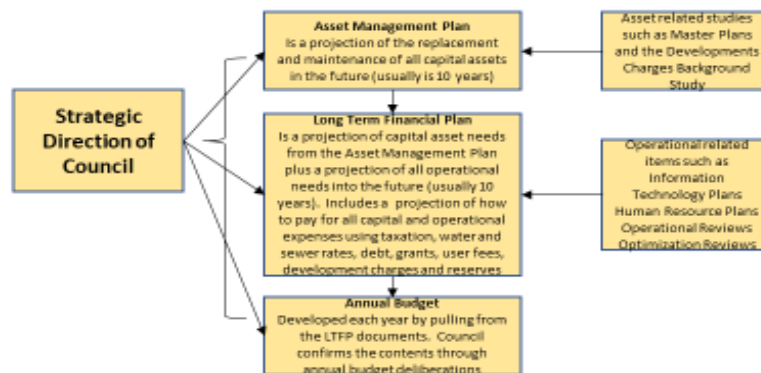
Long Term Financial Planning

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.**

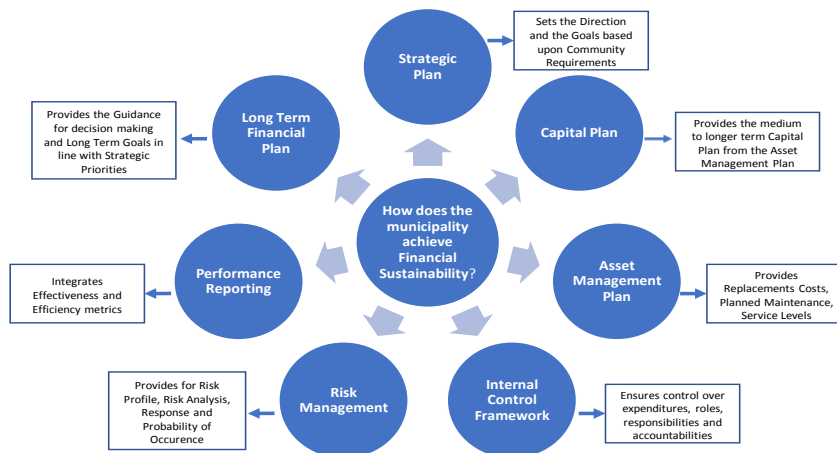
Water and Sewer also has a rate study that provides Council with plan for capital replacement along with operational needs. Included in the plan is the estimated rate increases needed to support the annual budget. Refer to the Water and Sewer section of this document for information on proposed rates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



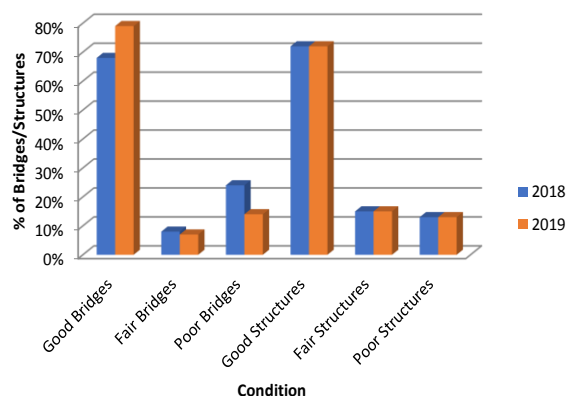
To be sustainable the Municipality must ensure that it is spending/investing appropriately on asset and other capital improvements and preparing and planning for future capital including growth related needs, technological improvements or changes required as a result of climate change along with all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



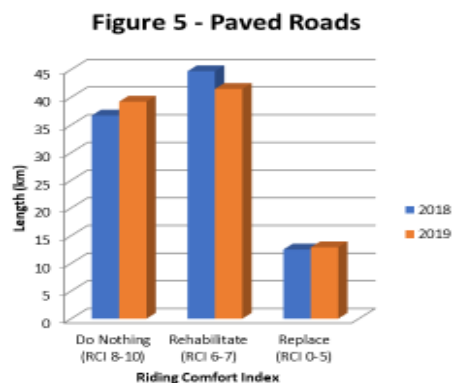
Bridges		
	2018	2019
Total Number of Bridges	15 (2,519m ²)	15 (2,519m ²)
Good Bridges (BCI >70)	68%	79%
Fair Bridges (BCI 60-70)	8%	7%
Poor Bridges (BCI <60)	24%	14%
Large Structures		
Total Large Structures	11 (672m ²)	11 (672 m ²)
Good Structures (>70)	72%	72%
Fair Structures (60-70)	15%	8%
Poor Structures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

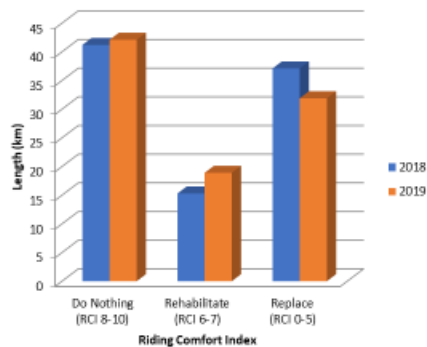
This table indicates changes in the condition of paved roads since 2013:

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.

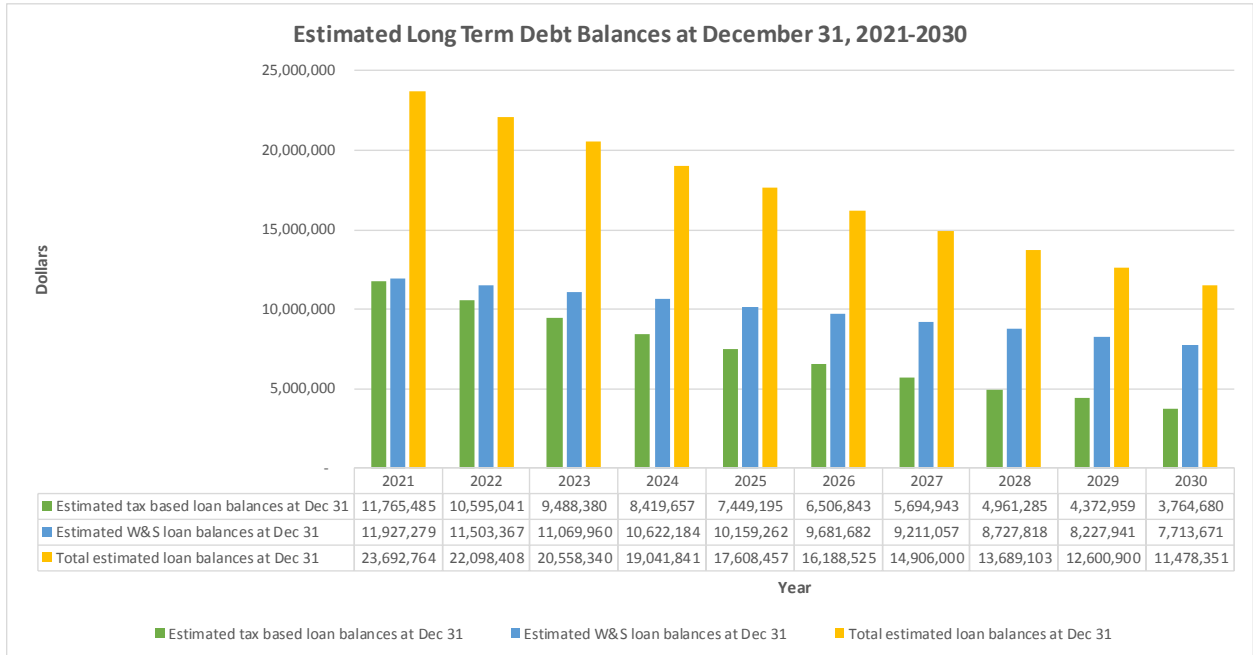
Which option is chosen depends on the funding source outlined in the long term financial plan and other planning documents, the availability of reserves, grants and other revenues or as approved by Council.

DEBT

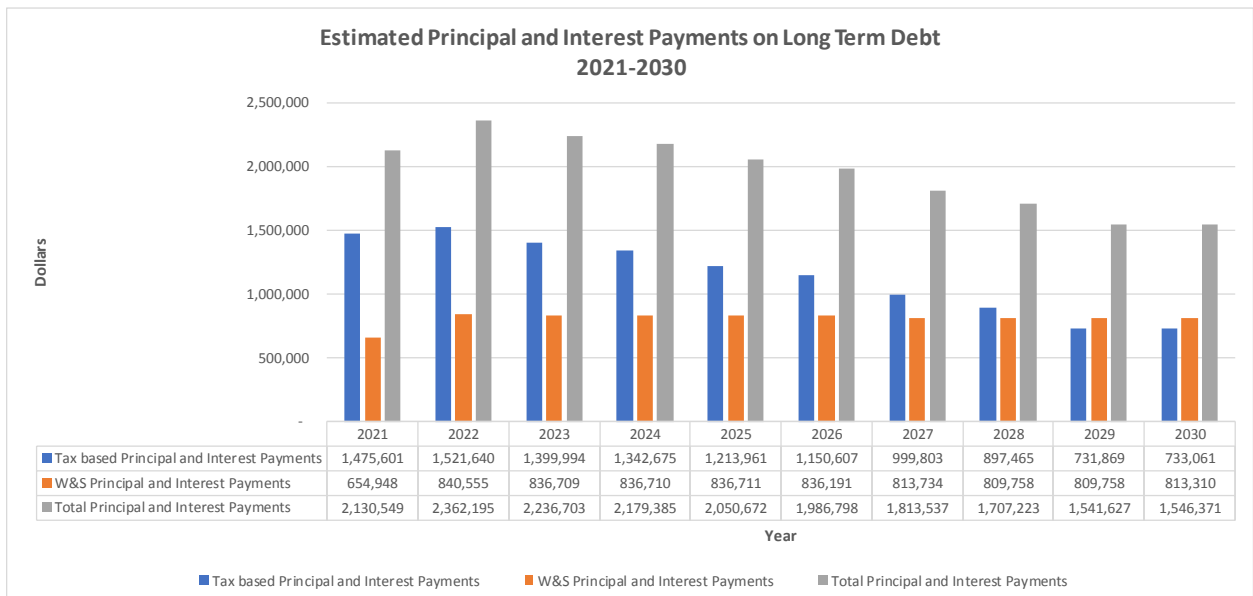
The Municipality has taken advantage of lower interest rates over the last few years to address the backlog of capital replacement. Debt is considered for assets with expected lives in excess of 10 years with terms not to exceed 20 years. The exception is the waste water treatment plant that has a term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



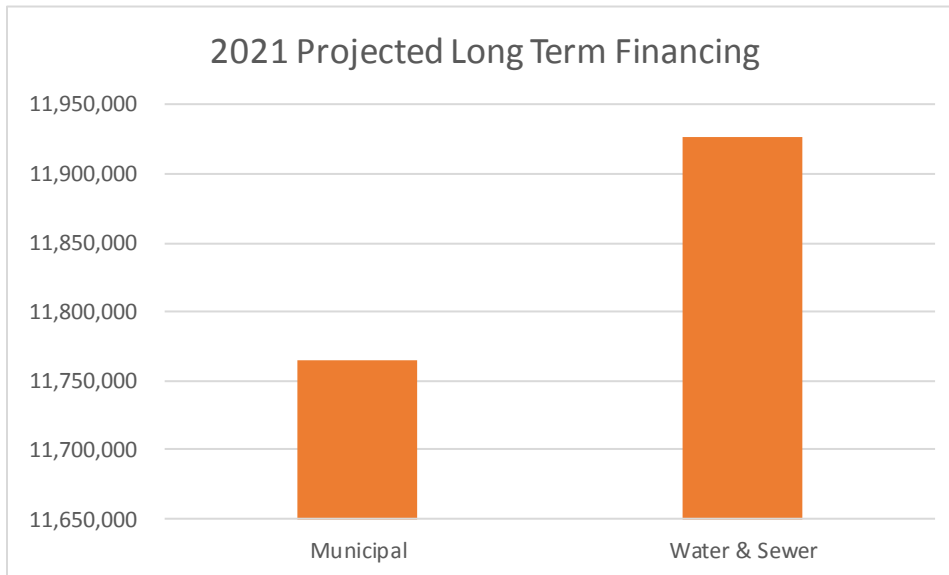
Principal and interest repayments for 2021-2030 are also estimated as follows:



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		

The above loans for 2021 are paid out of the overall municipal budget or the water and sewer budget as follows:



The following is a summary of the loan payments by department:

	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:

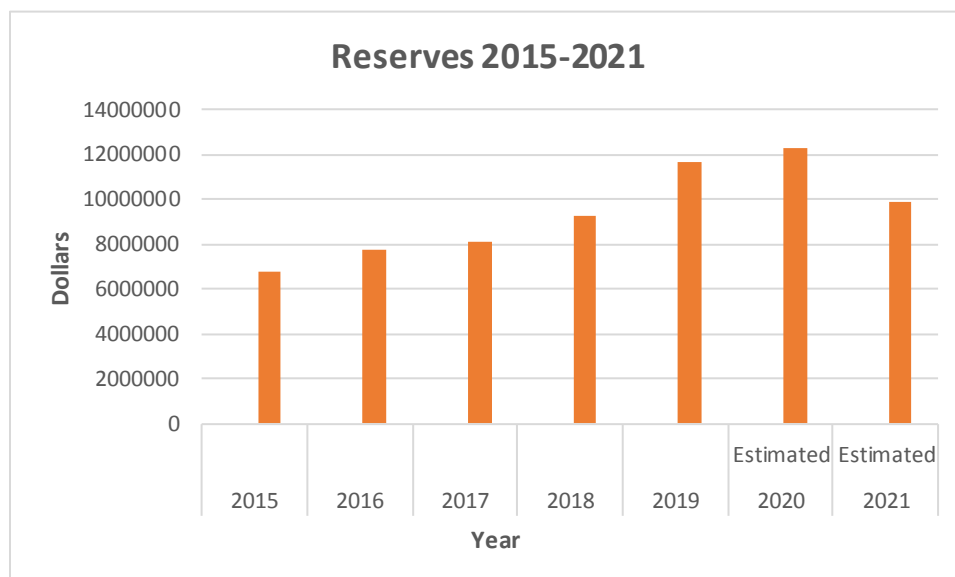
Reserve balances fluctuate annually depending on the availability of funds in the annual budget to build up the reserve and then conversely the use of reserves annually for projects that funds were set aside for.

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 \$9,899,872

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		(621,754.44)	-
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	(3,186,264.44)	9,899,872.08
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			-	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						
			9,899,872.08							

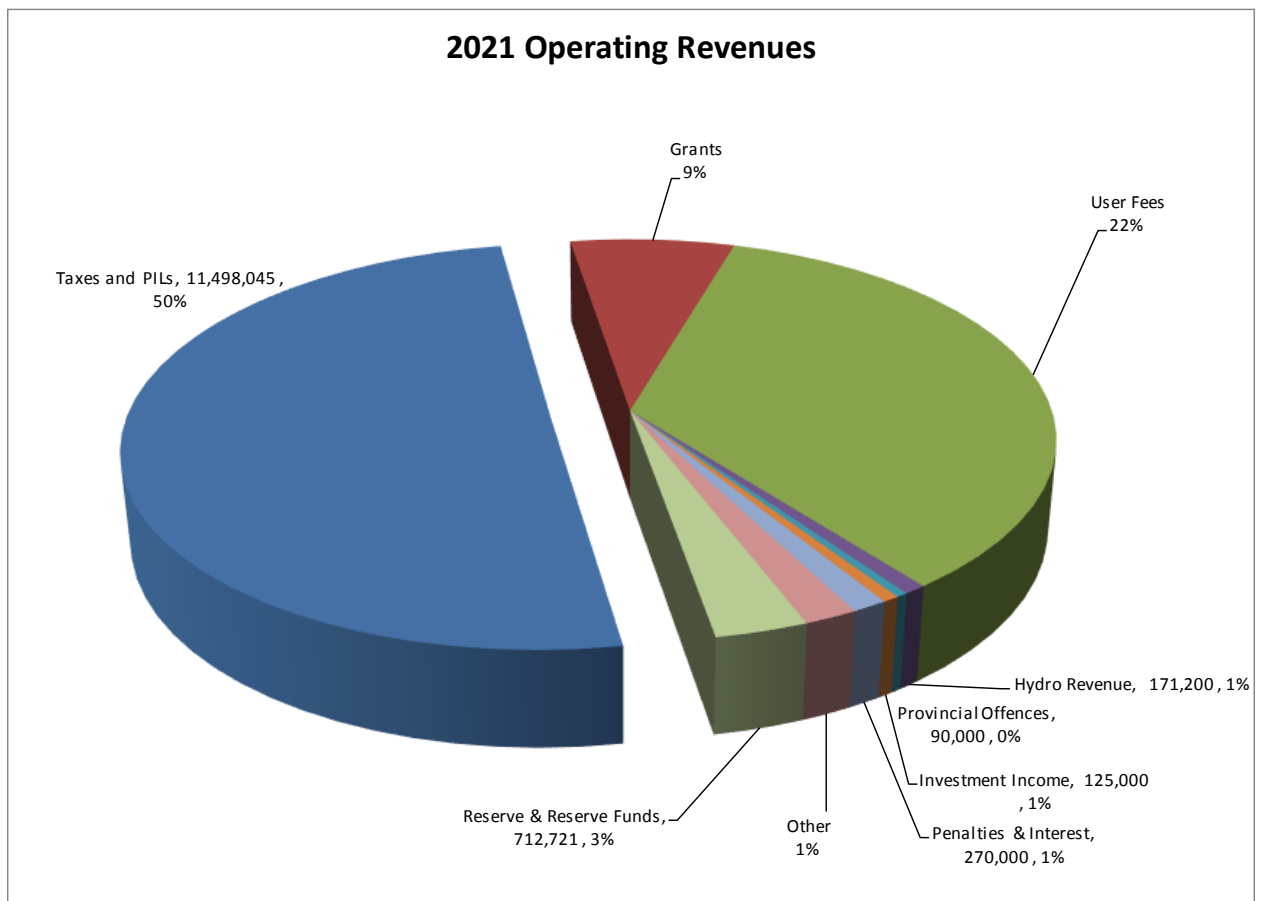
With an estimated capital reserve balance at the end of 2021 of \$3 million and a future replacement cost of all municipal infrastructure conservatively estimated at \$170 million, the Municipality is projected to have 1.8% of the cost of capital up front by the end of 2021. This means that when capital 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	Actual	Actual	Actual	Actual	
						(To Aug 31/20)					
	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	- 28,365.00	- 27,780.00	- 585.00	2%	- 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	

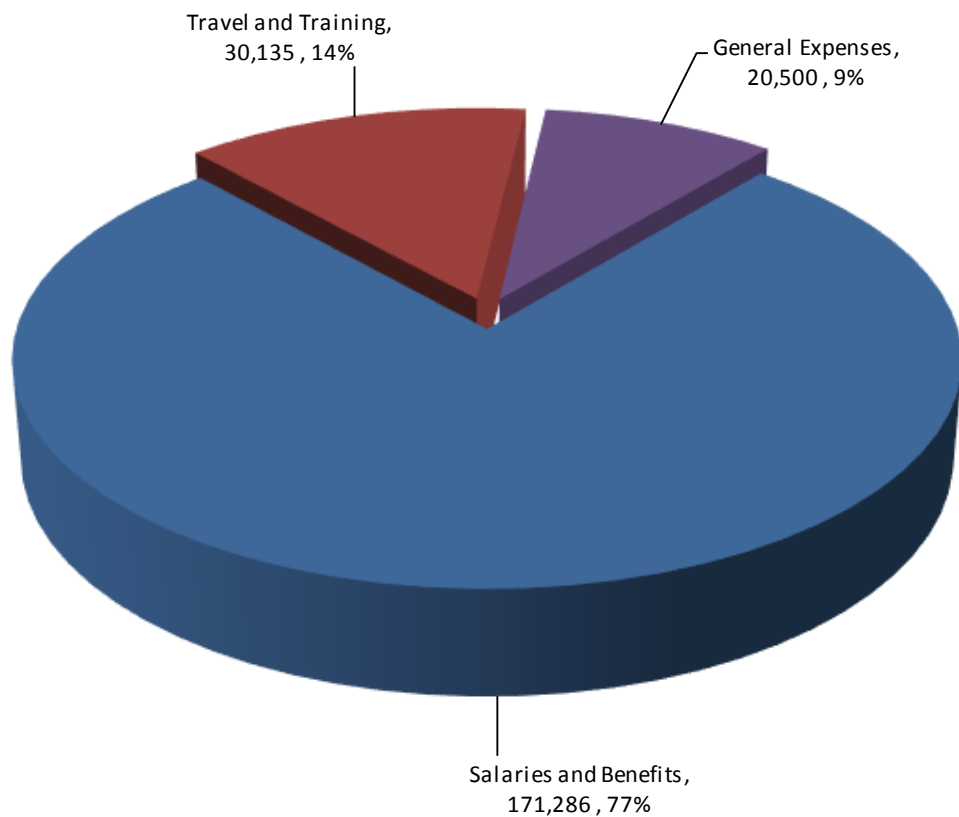
Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	Payments in Lieu of taxes									
19	PIL-Town	- 194,050.00	- 194,220.00	170.00	0%	- 178,923.72	- 192,427.86	- 192,078.10	- 199,088.32	- 195,260.96
20	PIL-County	- 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	- 121,140.00	- 75,624.00	- 45,516.00	60%	-	- 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	- 838,895.00	- 866,538.00	27,643.00	-3%	- 647,008.05	- 1,388,393.39	- 1,967,085.58	- 1,377,941.37	- 1,095,422.86
	Total Revenue	- 25,312,128.00	- 24,853,206.00	- 458,922.00	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

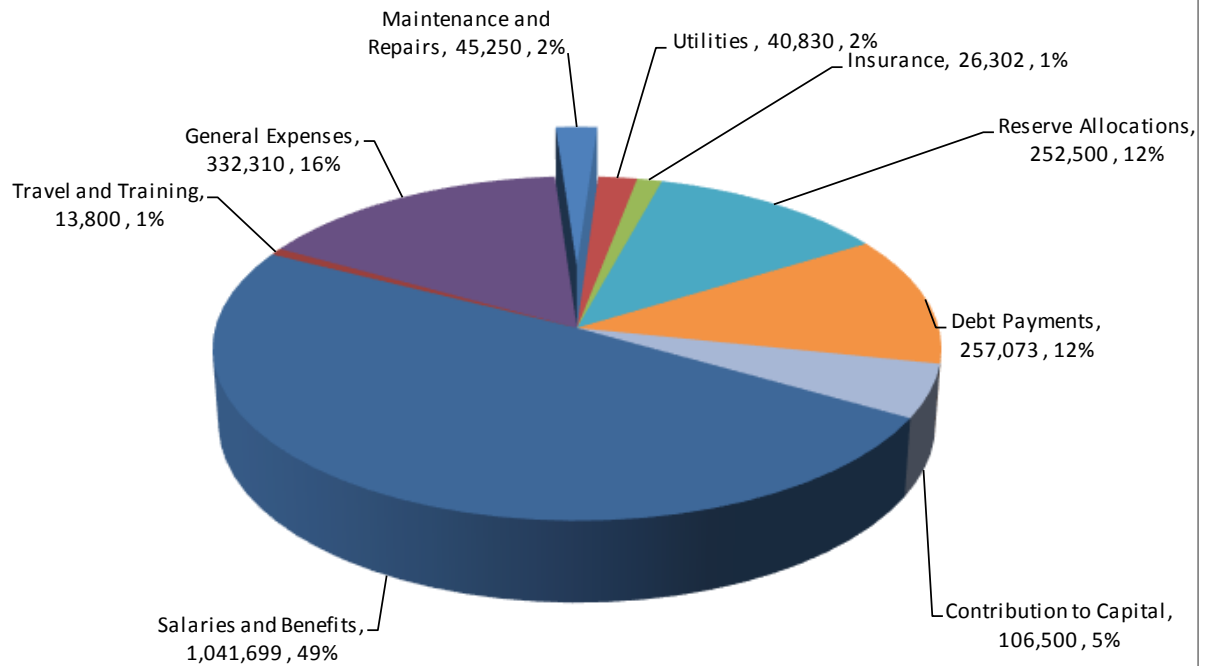
The **Administration** Department provide corporate, information and administrative services that support other departments in the on-going operations of the Municipality. The Administration Department consists of the office of the Chief Administrative Officer (CAO), the office of the Clerk and Finance 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
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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
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COMPUTER SUPPLIES, PAPER, LETTERHEAD, ENVELOPES, TONER,
GENERAL OFFICE SUPPLIES

OFFICE EQUIPMENT	\$500.00
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GENERAL OFFICE EQUIPMENT NEEDS

PUBLICATIONS	\$4,000.00
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MESSENGER, TAX INSERTS, MUNICIPAL AND OTHER DIRECTORIES,
ACCESS ONTARIO PUBLICATIONS, ETC.

SPECIAL CIRCUMSTANCES	\$5,000.00
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UNFORESEEN ITEMS THAT OCCUR THROUGHOUT THE YEAR

OTHER M & S	\$12,240.00
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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
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TAX BILLINGS, REMINDER NOTICES, GENERAL MAIL AND COURIER NEEDS

TELEPHONE	\$15,300.00
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INCLUDES SIX PHONE LINES, CELL PHONES AND FAX

LEGAL FEES	\$15,300.00
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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
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TRAINING FOR STAFF (WHIMIS, FIRST AID, ETC.),
PROFESSIONAL DEVELOPMENT

RIVERWALK	\$.00
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MATCHING FUNDS FOR RIVERWALK DONATIONS

BANK CHARGES	\$9,360.00
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ACTIVITY FEES, INTERAC, ELECTRONIC FUNDS TRANSFERS, ETC.

ADMIN. COSTS ALLOCATED TO BUILDING	(\$61,200.00)
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ALLOCATION OF GENERAL ADMIN. COSTS TO
BUILDING DEPT. PER BILL 124 (SEE BUILDING DEPT
BUDGET)

CAPITAL EXPENDITURES	\$12,500 .00
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TRANSFER TO RESERVES	\$252,500.00
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Municipality of Mississippi Mills 2021 Budget Summary

Administration Buildings

	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	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

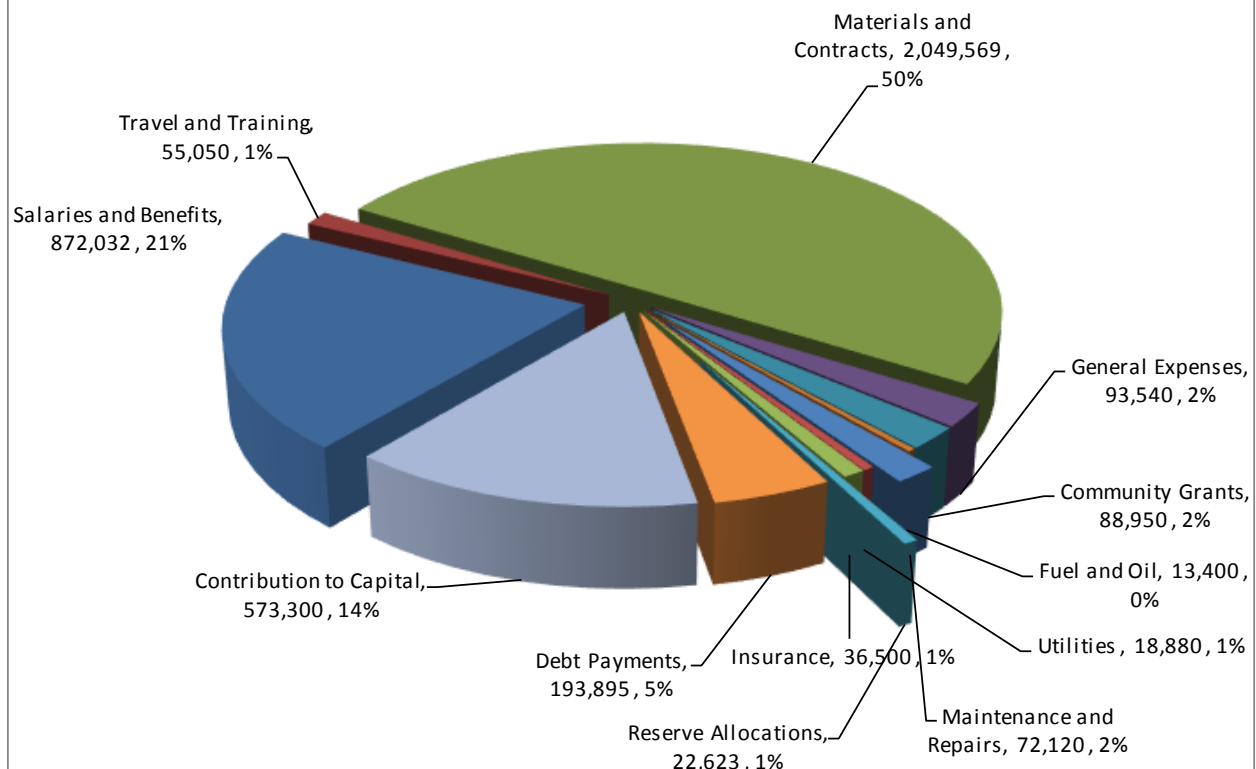
Emergency and Protective services is made up of the Fire Department, Police, and other general protection such as by-law and animal control.

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	Actual	Actual	Actual	Actual
						(To Aug 31/20)				
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
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FIRE CHIEF, DEPUTY FIRE CHIEF, INSPECTION OFFICER, ADMIN. SUPPORT
VOLUNTEERS, HONORARIUMS FOR OFFICERS AND STATUTORY BENEFITS

OFFICE SUPPLIES	\$2,550.00
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PAPER SUPPLIES, FIREHALL SUPPLIES, FIRE PREVENTION & EDUCATION
SUPPLIES, MANUALS, ETC.

OTHER MATERIALS & SUPPLIES	\$2,500.00
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MISCELLANEOUS ITEMS THAT CANNOT BE ACCOUNTED FOR ELSEWHERE

UTILITIES	\$18,880.00
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HEAT, HYDRO AND WATER FOR BOTH STATIONS

CLEANING, MAINT & OTHER SUPPLIES	\$3,000.00
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CLEANING AND WASHROOM SUPPLIES FOR BOTH STATIONS

POSTAGE & COURIER	\$300.00
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TELEPHONE	\$4,080.00
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PHONE LINES AND CELL PHONES

COMPUTER SERVICES EXPENSE	\$3,000.00
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IT SUPPORT

TRAVELLING EXPENSES	\$1,500.00
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MILEAGE COSTS FOR CHIEF, DEPUTY CHIEF AND OTHER TRAVEL

EQUIPMENT RENTAL	\$6,250.00
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RENTAL OF EQUIPMENT AS REQUIRED

ASSOCIATION & CONVENTION	\$5,000.00
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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	10,436	1,943,149	0.54%	
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	12,436	1,954,049	0.64%	
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	11,436	1,923,449	0.60%	

PROTECTION TO PERSONS AND PROPERTY-POLICE										
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	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	1,943,149.00	1,932,713.00	10,436.00	1%	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	1,954,049.00	1,941,613.00	12,436.00	1%	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 \$1,943,149.00

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
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2021 ESTIMATED LEVY

ANIMAL CONTROL

OTHER – MATERIALS & SUPPLIES	\$400.00
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INCLUDES ITEMS SUCH AS DOG TAGS, DOG TAG NOTICES, MEDICAL COSTS, RECEIPT BOOKS, ETC.

CONTRACTED SERVICES	\$26,520.00
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POUND AND ANIMAL CONTROL SERVICES

BY-LAW ENFORCEMENT

REMUNERATION	\$68,952.00
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STAFF COSTS RELATED TO BY- LAW ENFORCEMENT

POSTAGE AND COURIER	\$250.00
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AS REQUIRED

LEGAL FEES	\$500.00
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AS REQUIRED

TRAVELLING EXPENSE	\$100.00
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CONTRACT	\$35,700.00
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CONTRACT FOR BY-LAW ENFORCEMENT SERVICES

ACCESSIBILITY

PROMOTIONAL/EDUCATIONAL	\$500.00
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PUBLIC AWARENESS RELATED TO ACCESSIBILITY

LIVESTOCK

REMUNERATION	\$2,000.00
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LIVESTOCK VALUERS

OTHER – MATERIALS & SUPPLIES	\$100.00
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PURCHASE LIVESTOCK FORMS FROM MUNICIPAL WORLD

VALUATIONS	\$4,000.00
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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
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TRAINING FOR ALL STAFF, DEVELOPMENT OF POLICIES

SALARIES, WAGES & BENEFITS	\$102,125.00
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HEALTH & SAFETY/FACILITIES MANAGER

TELEPHONE	\$1,200.00
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TRAVEL EXPENSE	\$250.00
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MILEAGE

MEMBERSHIPS	\$.00
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ASSOCIATION & CONVENTION	\$750.00
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EMERGENCY PLANNING & MANAGEMENT

OFFICE SUPPLIES	\$700.00
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PAPER, GENERAL SUPPLIES

TRAVEL	\$150.00
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CONFERENCES & TRAINING	\$500.00
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EMERGENCY MANAGEMENT COURSES AND TRAINING

PUBLIC AWARENESS	\$850.00
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CALENDARS, MAGNETS ETC.

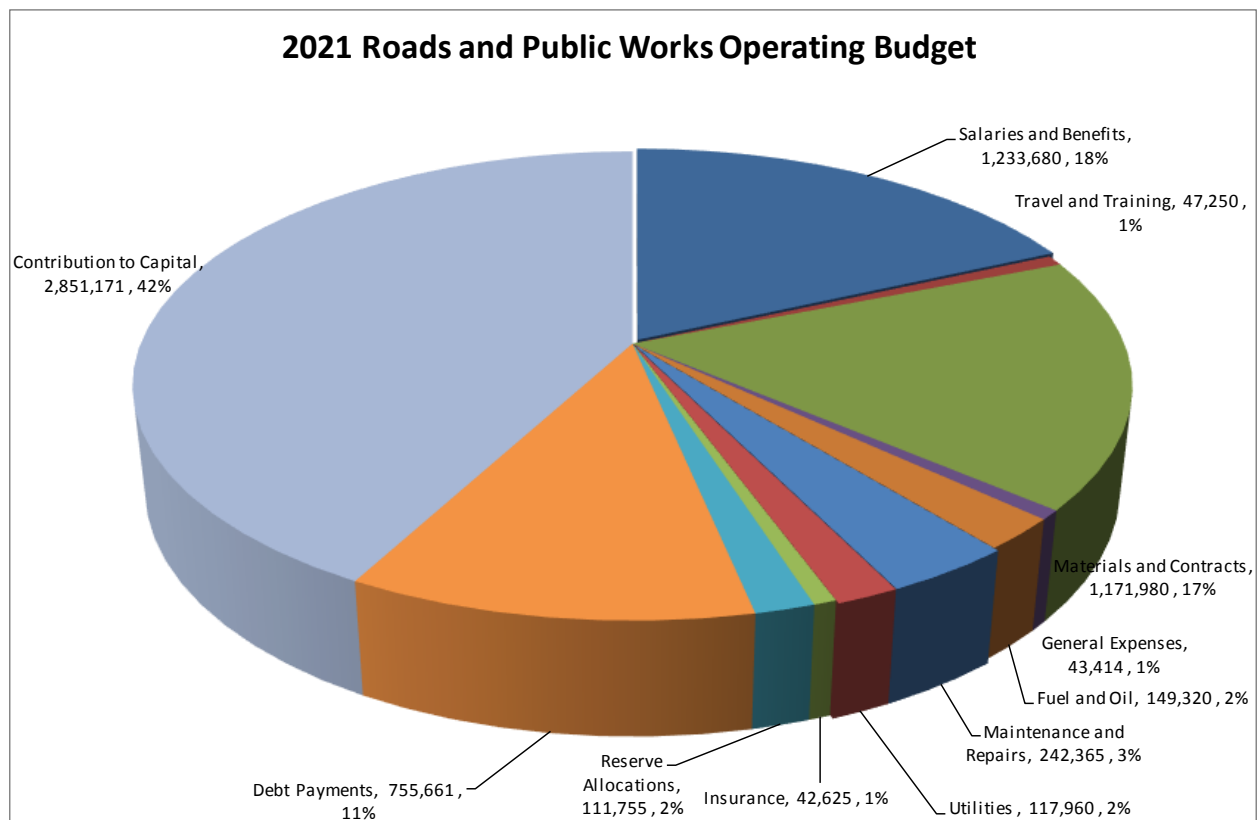
EMERGENCY CONTROL OPERATIONS	\$3,500.00
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CROSSING GUARDS

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%	

[illegible]

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
		2021	2020	\$	%	2020	2019	2018	2017	2016
Line #	Description	Budget	Budget	Change	Change	Actual (To Aug 31/20)	Actual	Actual	Actual	Actual
	Vehicles and Equipment									
171	Labour	69,020.00	66,608.00	2,412.00	4%	44,996.98	66,686.39	75,018.45	73,415.33	69,240.70
172	Insurance	11,180.00	10,572.00	608.00		10,845.04	8,846.00	8,768.00	11,410.07	11,046.56
173	M&R Parts	196,105.00	193,290.00	2,815.00	0%	123,268.42	228,700.19	216,230.02	185,419.67	208,545.69

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

<u>DUST LAYER</u>	\$120,795.00
THE APPLICATION OF DUST SUPPRESSION MATERIALS ON GRAVEL ROADS	
<u>GRAVEL RESURFACING</u>	\$18,410.00
SPOT REPAIRS ON GRAVEL ROADS	
<u>WINTER CONTROL</u>	
<u>SNOWPLOWING</u>	\$253,980.00
REMOVAL OF SNOW ACCUMULATION ON THE ROADWAYS IN ACCORDANCE WITH MINIMUM MAINTENANCE STANDARDS	
<u>SNOW REMOVAL</u>	\$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	
<u>SANDING & SALTING</u>	\$456,915.00
APPLYING SAND, SALT OR A COMBINATION TO ELIMINATE SNOW ACCUMULATION OR IMPROVE ROAD CONDITION FOR VEHICULAR TRAFFIC IN ICY CONDITIONS	
<u>PLOWING/SANDING SIDEWALKS</u>	\$40,800.00
REMOVAL OF SNOW ON SIDEWALKS AND/OR THE APPLICATION OF SAND/SALT	
<u>SAFETY DEVICES</u>	
<u>TRAFFIC SIGNS AND LINE PAINTING</u>	\$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	
<u>TRAFFIC LIGHTS</u>	\$7,595.00
MAINTENANCE AND REPAIRS OF TRAFFIC SIGNALS INCLUDING HYDRO COSTS	
<u>MUNICIPAL ADDRESSING</u>	
<u>ENTRANCES AND ADDRESSING</u>	\$5,000.00
COSTS TO INSPECT PRIVATE ENTRANCES AND INSTALL PROPERTY IDENTIFICATION NUMBER SIGNS	
<u>OTHER MAINTENANCE</u>	\$43,865.00

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

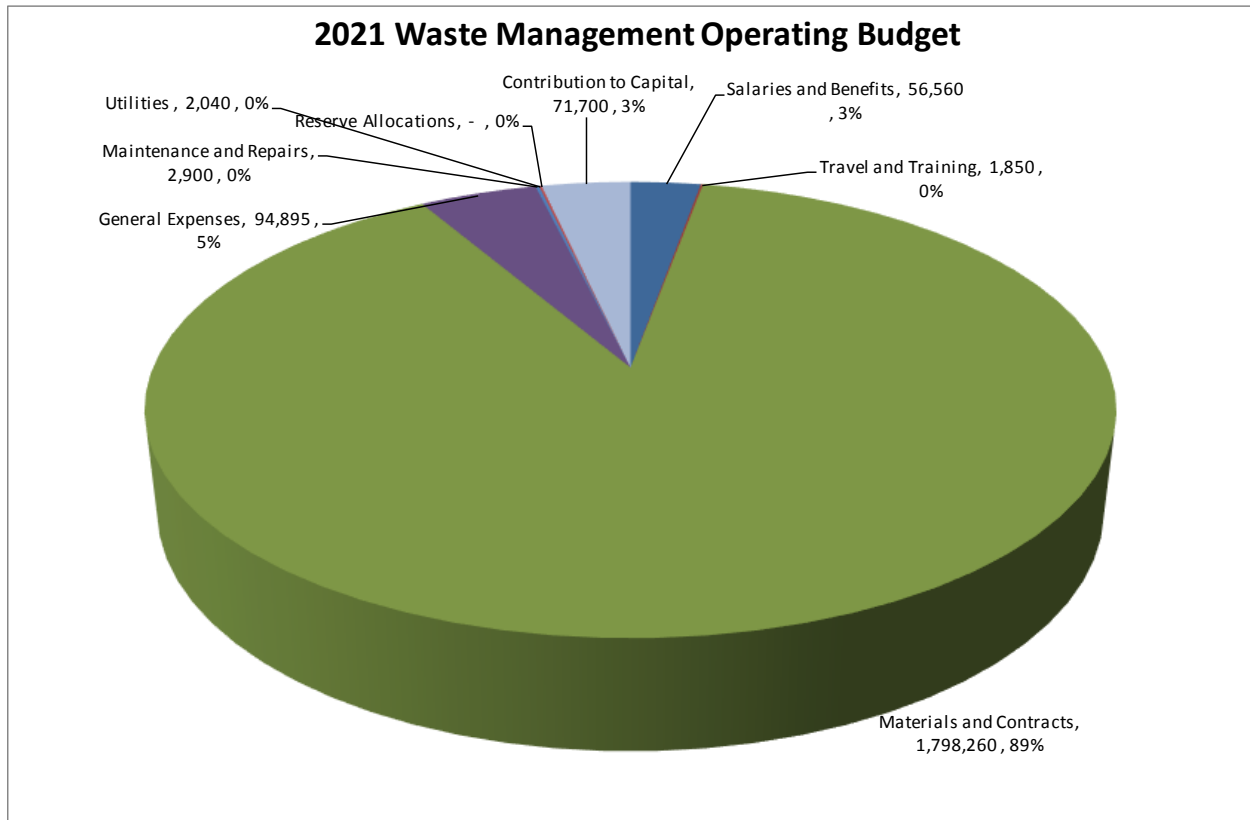
VEHICLES AND EQUIPMENT

\$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									
		2021	2020	\$	%	2020	2019	2018	2017	2016
Line #	Description	Budget	Budget	Change	Change	Actual	Actual	Actual	Actual	Actual
						(To Aug 31/20)				
	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

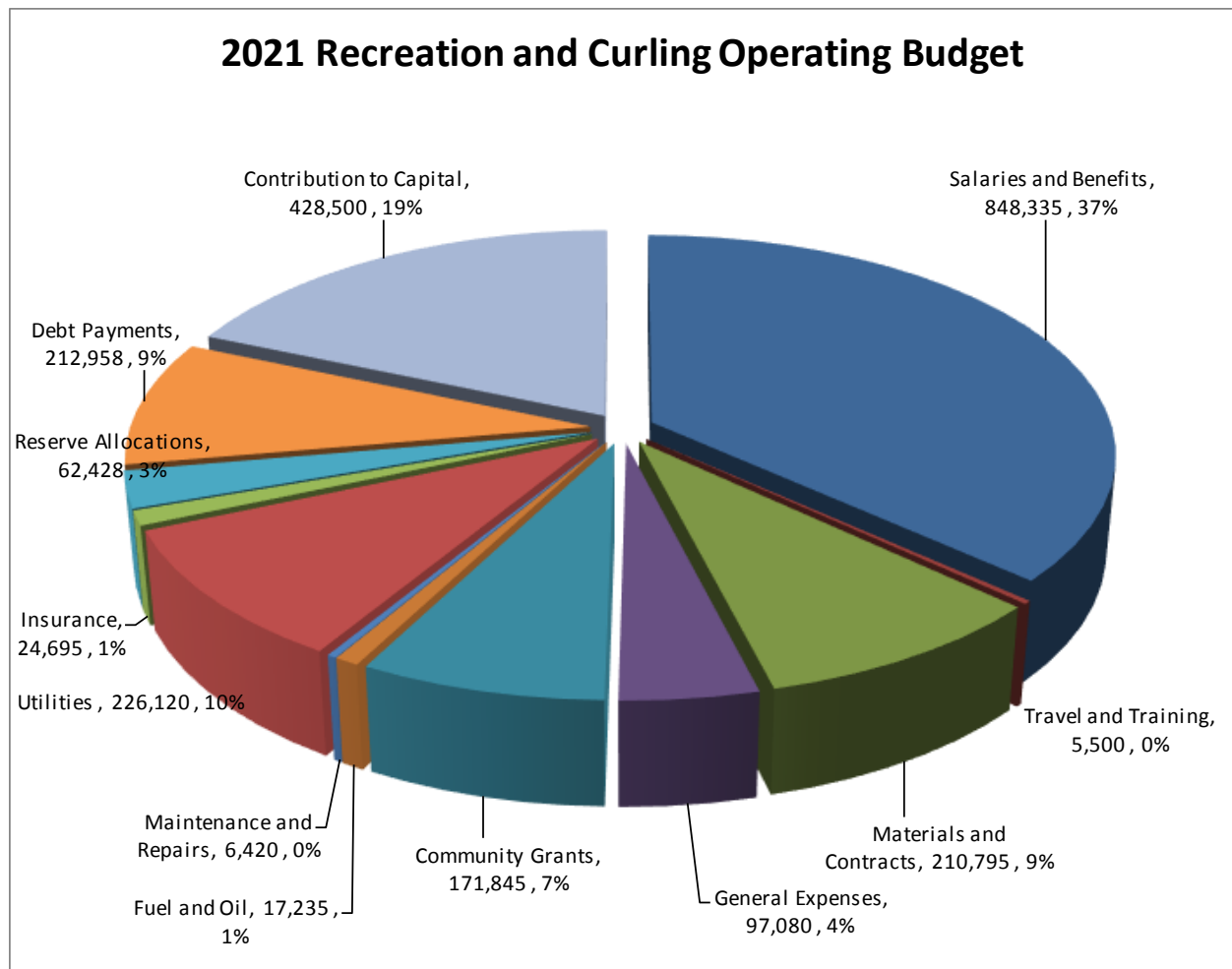
\$15,000.00

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	2,315	848,335	0.27%	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	40,515	210,795	23.79%	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	(12,330)	226,120	-5.17%	
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	271,876	2,311,911	13.33%	
Revenues						
Grants	300	300		300	0.00%	Summer student, Canada Day, Clayton Taylor Park
User Fees	499,128	548,865	(21,991)	526,874	-4.01%	Use of recreation and curling facilities
Other Fees & Charges	53,916	37,000	(22,000)	15,000	-59.46%	Bar and Food sales at curling club
Transfer from Reserves	-					
Transfer from DCs	1,800	-		-	0.00%	
Total Revenues	555,144	586,165	(43,991)	542,174	-7.50%	
Net Levy	1,204,407	1,453,870	315,867	1,769,737	21.73%	

	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	1,278,809.00	1,220,137.00	58,672.00	5%	805,936.50	1,090,631.47	1,019,390.60	1,050,711.62	929,459.99
		1,769,737.00	1,453,870.00	315,867.00	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	- 1,278,809.00	- 1,220,137.00	- 58,672.00	5%	-805,936.50	-1,090,631.47	- 1,019,390.60	- 1,050,711.62	- 929,459.99
	Total Municipal Grants	- 1,278,809.00	- 1,220,137.00	- 58,672.00	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	- 1,787,209.00	- 1,732,758.00	- 54,451.00	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	- 17,171.00	- 18,852.00	1,406.00		- 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	- 15,000.00	- 37,000.00	22,000.00	-59%	- 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	- 15,000.00	- 37,000.00	22,000.00	-59%	- 24,092.95	- 49,691.57	- 53,138.06	- 32,680.51	- 31,075.81
	Rental Revenues									
3	Curling Lounge Rental	- 1,250.00	- 2,500.00	1,250.00	-50%	-	827.80	- 3,468.96	- 634.00	- 2,432.34
4	Curling Surface Rental	- 250.00	- 500.00	250.00	-50%	-	3,962.00			
5	Curling Surface Bar Proceeds	-	-	-	#DIV/0!				- 171.90	
6	Curling Ice Rental-Curling Club	- 17,274.00	- 33,544.00	16,270.00	-49%	- 16,997.01	- 32,899.02	- 33,880.80	- 30,858.51	- 30,094.08
7	Curling Rink Advertising			-	#DIV/0!					- 400.00
	Total	- 18,774.00	- 36,544.00	17,770.00	-49%	- 16,997.01	- 37,688.82	- 37,349.76	- 31,664.41	- 32,926.42
	Total Revenues	- 33,774.00	- 73,544.00	39,770.00	-54%	- 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	19,635.00	36,300.00	- 16,665.00	-46%	28,617.67	44,683.71	34,648.38	27,731.46	35,701.37
	Total	25,635.00	42,646.00	- 17,011.00	-40%	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	7,000.00	10,000.00	- 3,000.00	-30%	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	11,000.00	14,000.00	- 3,000.00	-21%	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	1,000.00	1,800.00	- 800.00	-44%	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	1,400.00	2,200.00	- 800.00	-36%	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	510.00	1,000.00	- 490.00	-49%			483.09	1,792.92	873.73
20	Curling Ice Rental Surface Maint.-M&S	1,400.00	2,800.00	- 1,400.00	-50%	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	1,910.00	3,800.00	- 1,890.00	-50%	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	2,250.00	4,500.00	- 2,250.00	-50%	1,043.72	5,474.98	9,407.35	11,365.70	2,675.00
	Total	2,250.00	4,500.00	- 2,250.00	-50%	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	3,500.00	12,000.00	- 8,500.00	-71%	5,721.65	12,939.11	12,724.36	12,256.36	11,612.51
29	Curling Bar-Employee Benefits	450.00	900.00	- 450.00	-50%	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	350.00	1,000.00	- 650.00	-65%	555.25	678.09	3,500.00	1,199.78	1,158.19
32	Curling Bar-Liquor & Beer Purchases	3,600.00	10,000.00	- 6,400.00	-64%	10,373.51	15,043.69	18,746.77	12,099.86	10,898.22
33	Curling Bar-Pop & Mix Purchases	500.00	1,000.00	- 500.00	-50%	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	8,650.00	25,150.00	- 16,500.00	-66%	17,712.31	31,515.76	37,481.48	27,583.86	26,377.81
	Total Expenditures	50,945.00	92,396.00	- 41,451.00	-45%	66,727.24	113,327.41	110,343.12	91,588.38	89,241.53
	Net Curling Fund	17,171.00	18,852.00	- 1,681.00	-9%	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 \$1,278,809.00

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 \$15,000.00

REVENUES FROM SALE OF LIQUOR, BEER AND FOOD

RENTAL REVENUES \$18,774.00

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

EXPENDITURES

GENERAL OPERATING EXPENSES \$25,635.00

INSURANCE AND UTILITIES

MAINTENANCE \$16,660.00

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

CURLING BAR EXPENSES

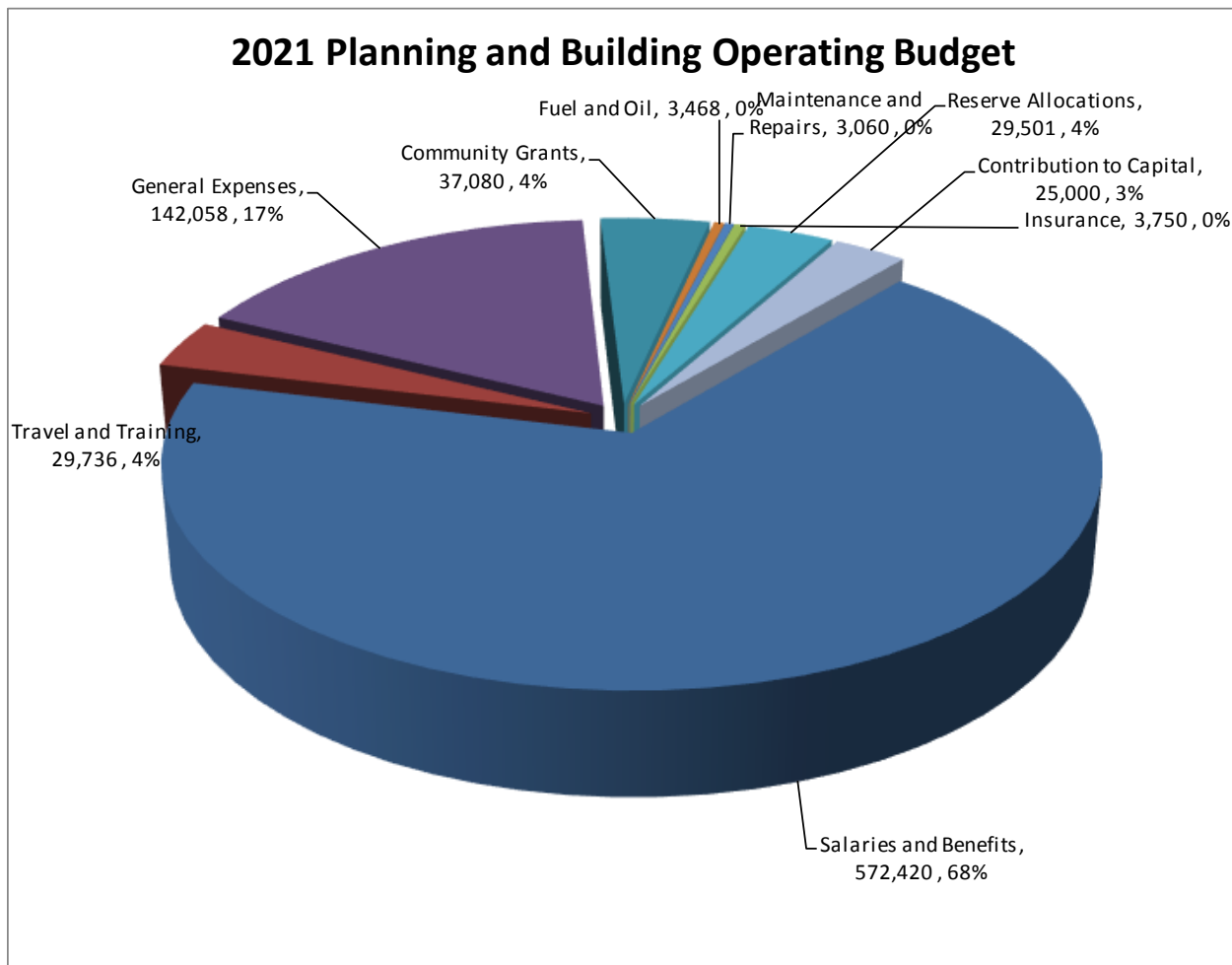
\$8,650.00

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%
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%
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%

Honorarium

Tax relief program and heritage grant program

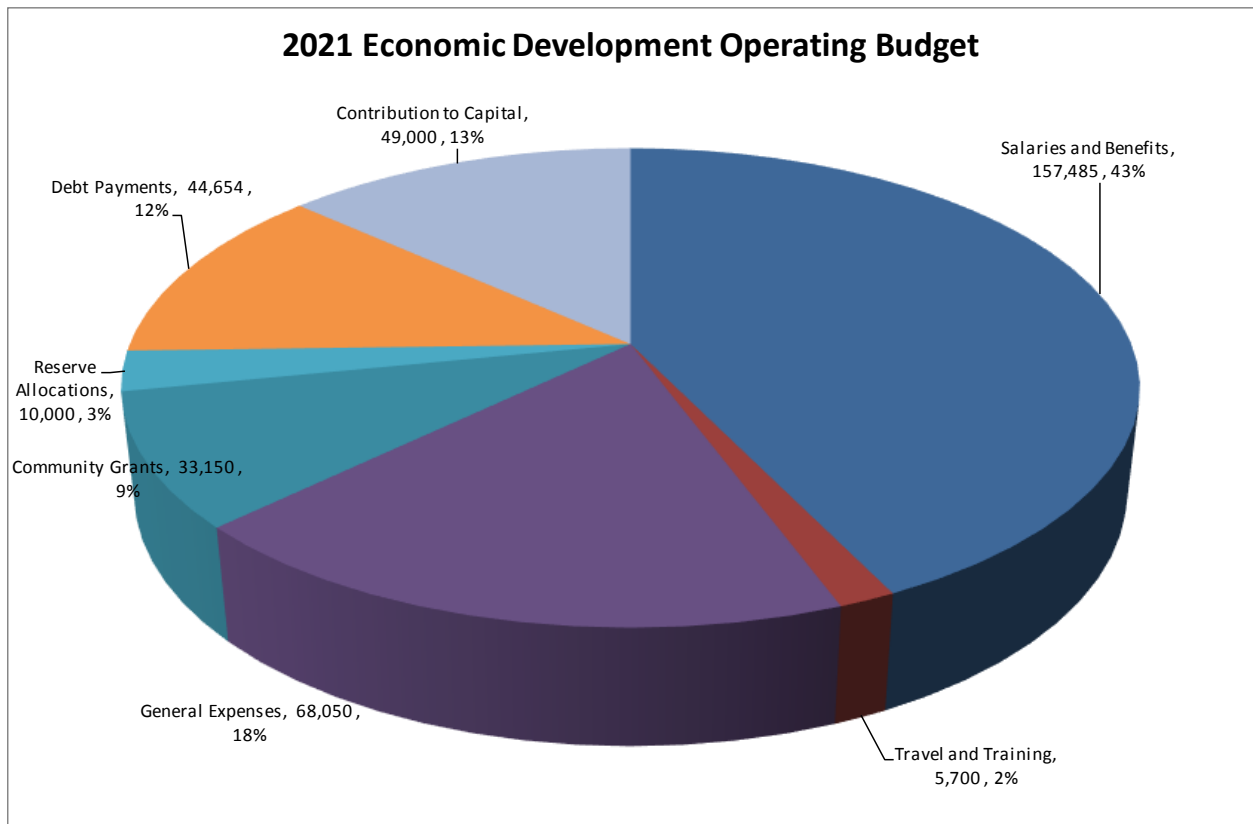
	HERITAGE COMMITTEE									
	2021 Budget									
		2021	2020	\$	%	2020	2019	2018	2017	2016
Line #	Description	Budget	Budget	Change	Change	Actual	Actual	Actual	Actual	Actual
						(To Aug 31/20)				
1	Honarariums	1,000.00	1,000.00	-	0%	300.00	675.00	975.00	975.00	900.00
2	Doors Open			-	#DIV/0!			1,194.87	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

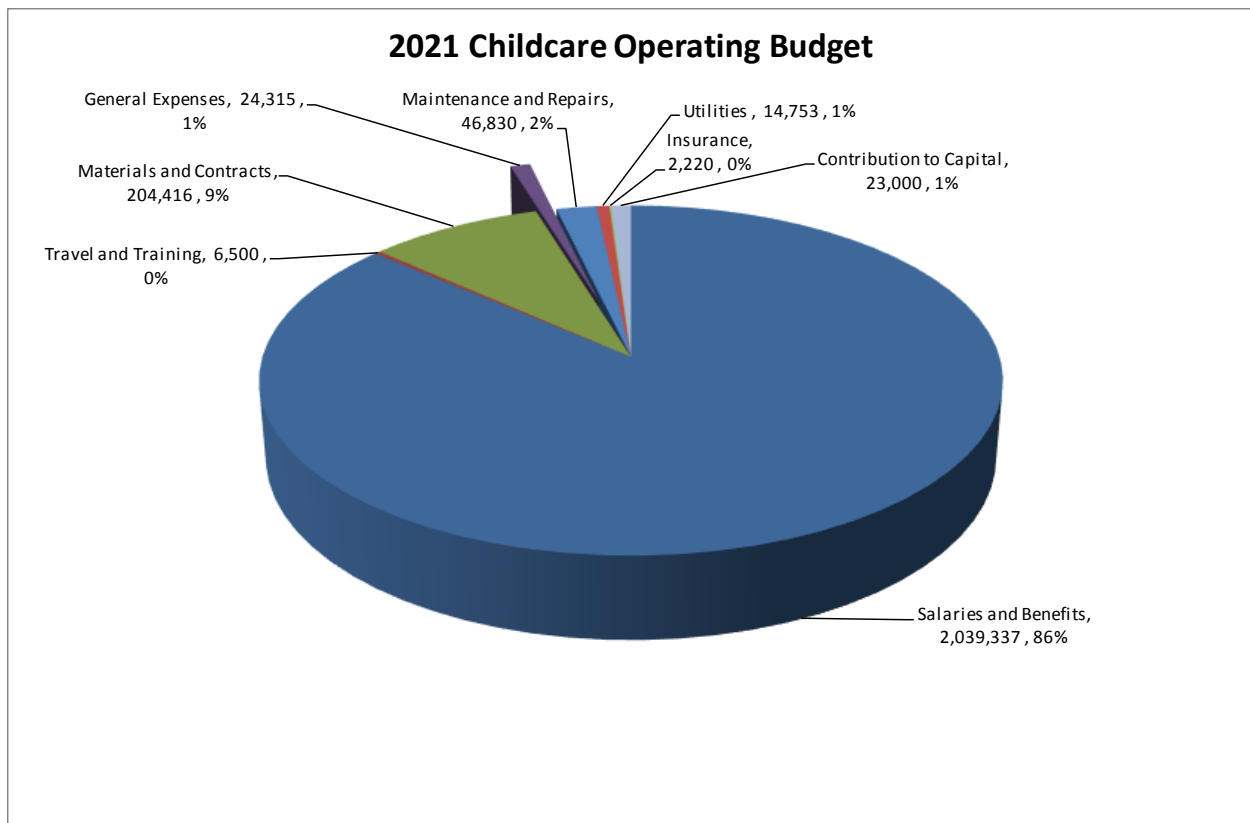
			A	B	C	D=B + C	E= C/B
				2020	2021	2021	% 2021
				Approved	Program	Requested	Requested/
			2019 Actual	Budget	Change	Budget	2020 Budget
Expenditures:							
Remuneration, Salaries & Benefits							
Travel & Training							
Materials & Contracts							
General Operating Expenses							
Community Grants			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

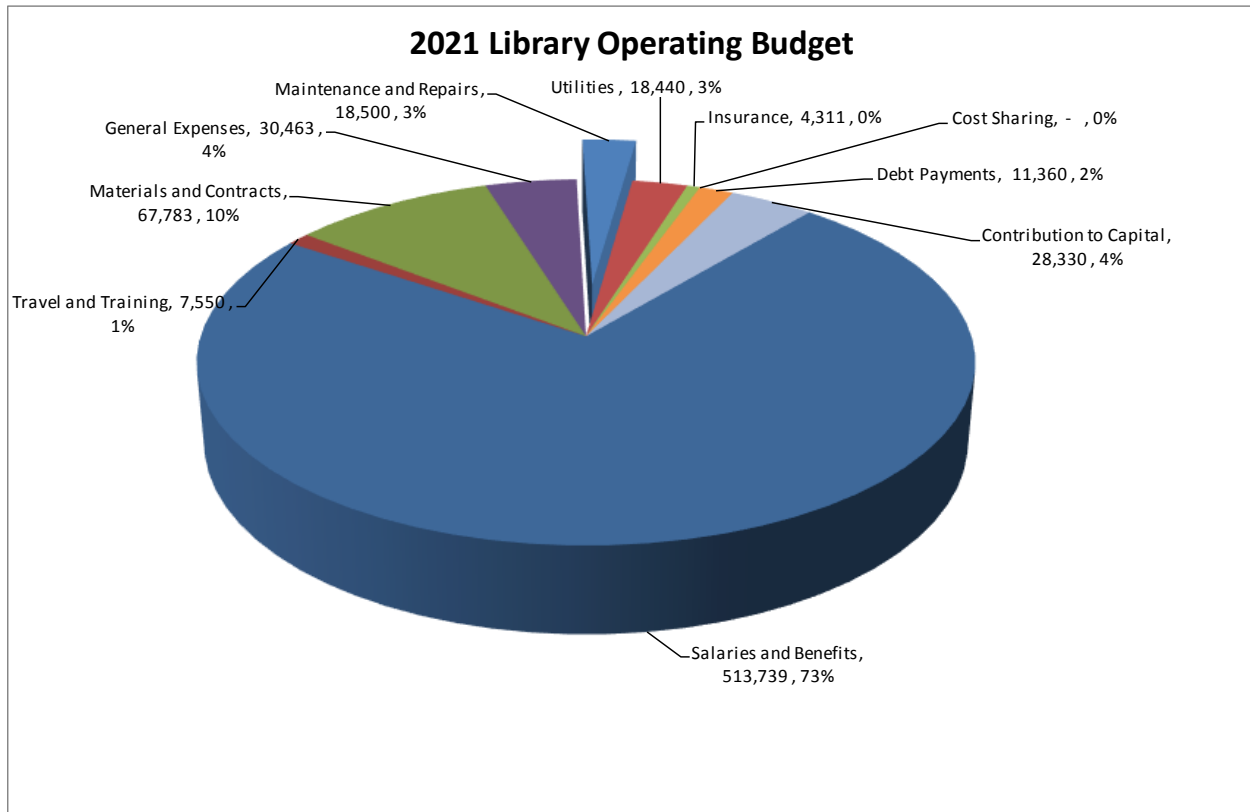
COSTS ASSOCIATED WITH COLLECTING ACCOUNTS

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
		Approved	Program	Requested	Requested/
	2019 Actual	Budget	Change	Budget	2020 Budget
Expenditures:					
Remuneration, Salaries & Benefits	3,024	3,000		3,000	0.00%
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%
Capital Expenditures					
Total Expenditures	16,733	7,688	(1,060)	6,628	-13.79%
Revenues					
Grants	1,456	750	-	750	0.00%
User Fees					
Other Fees & Charges	13,709	4,688	(1,060)	3,628	-22.61%
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

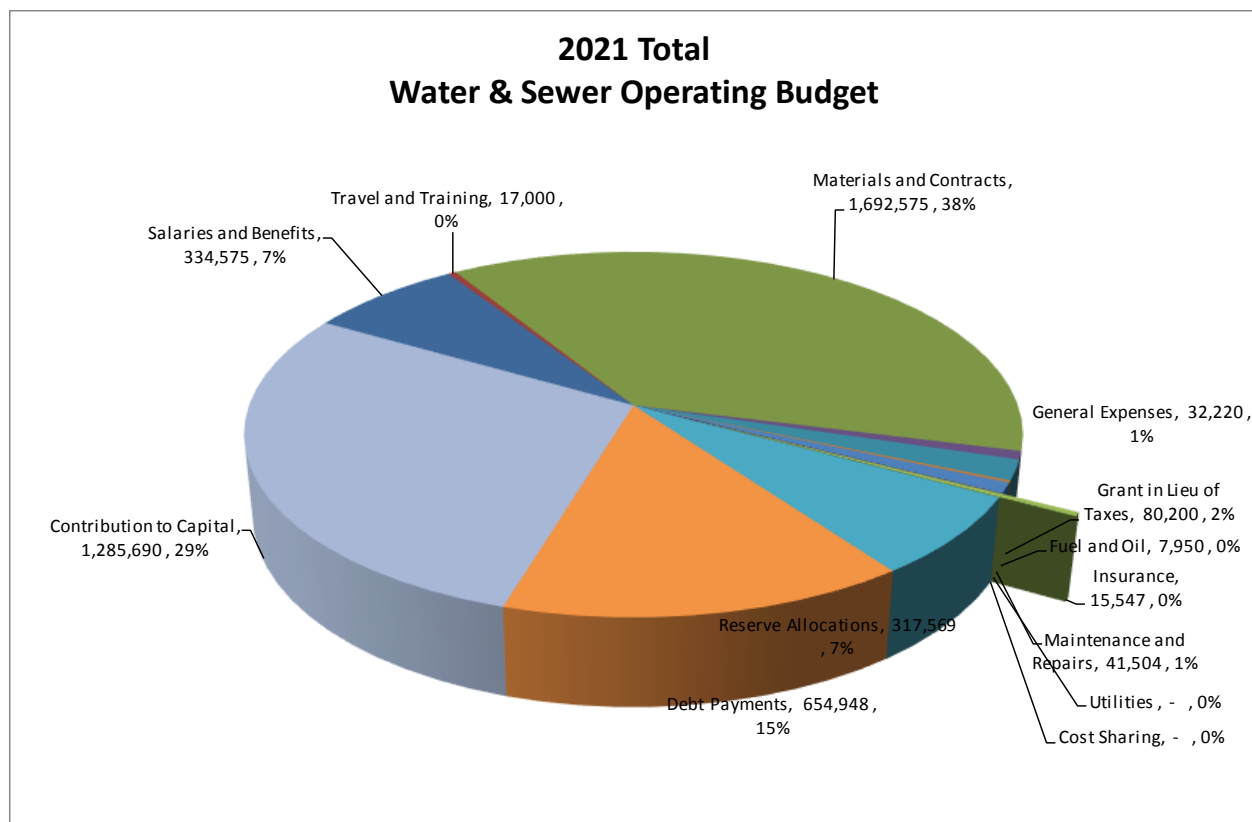
The **County and Schools** budget represents the amounts to be paid to the County and School Boards during the year. It includes amounts collected on tax billings, as a result of supplemental taxation and for payments in lieu of taxation net of any adjustments.

SCHOOL & COUNTY REQUISITIONS									
2021 Budget									
		2021	2020	\$	%	2020	2019	2018	2017
Line #	Description	Budget	Budget	Change	Change	Actual (To Aug 31/20)	Actual	Actual	Actual
									2016 Actual
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
2	School Requisition-English, Separate			-	0%	160,163.00	636,213.86	647,607.43	661,728.50
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
4	School Requisition-French, Separate			-	0%	16,500.00	67,296.06	66,675.41	60,631.58
5	School Requisition-French, Public			-	0%	5,507.00	21,901.71	19,036.28	18,209.07
	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.

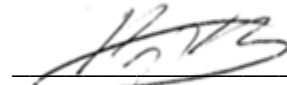
SUMMARY:

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	
The following fees are administered by the Lanark County Detachment of the Ontario Provincial Police (OPP).	
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) 1 st Renewal 2 nd Renewal 3 rd Renewal 4 th Renewal and all subsequent renewals	<ul style="list-style-type: none"> •\$125.00 •\$250.00 •\$375.00 •\$500.00
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 Major – additions, renovations, fit-up Minor – decks, sheds, pools, hot tubs *Applied at the discretion of the CBO	<ul style="list-style-type: none"> • \$2,500.00 maximum • \$1,000.00 maximum

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

BUILDING	
Minimum Building Permit Fee	•\$125.00
RESIDENTIAL BUILDING FEES	
Dwellings Single Detached Family (≤ 3,200 sq. ft.) Townhome/Semi (≤ 2,500 sq. ft.) Apartment Dwelling (≤ 1,500 sq. ft.) Seasonal (≤ 600 sq. ft.) foundation / plumbing / HVAC / Insulation / solid fuel extra Dwellings over the prescribed maximum will be subject to additional charges	•\$3,200.00 per unit •\$2,500.00 per unit •\$1,500.00 per unit • \$600.00 \$1200.00 per unit It did not seem reasonable that a seasonal cottage, which would require same review time and just about same inspection time should not reflect the hours to complete project. •\$0.50/sq. ft.
Accessory Dwellings Coach House Apartment Unit (or second dwelling in a house)	•\$2,500.00 per unit •\$1,500.00 per unit
Accessory Structures Garage / Sheds / C-Can (new or additions) No On-Grade foundation Below Grade Foundation Structures over 1200 sq. ft. will be subject to additional charges. Plumbing / HVAC / Insulation / solid fuel extra - see below. Deck/Landing/Porch Floating , No below grade foundation With b Below grade foundation With covered roof or 2 storey	We recently had a 3000 sq. ft. accessory structure 3 vehicle with loft for \$250.00. •\$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 other repair) Plumbing / Insulation / HVAC / Solid Fuel HVAC or Solid Fuel Burning Device Insulation Consolidated above	•\$1.00/sq. ft. •\$200.00 •\$250.00 •\$150.00 • Minimum Fee •\$125.00 •\$125.00

Renovation to existing building This fee has not been evaluated in many years ... it came to our attention with the larger projects like OMNI that the cost to renovate was higher than constructing a new building. This is the going rate in other jurisdictions.	•...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	•.....\$1.00/sq. ft.
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.
Fabric/Coverall Buildings/Tents	•.....2% of the Value of Construction
Air Support Structure/Dome	•.....\$4,500.00
Alterations / Renovation / Interior Fit Up to existing buildings Groups A, B, D, E & F This fee has not been evaluated in many years ... it came to our attention with the larger projects like OMNI that the cost to renovate was higher than constructing a new building. This is the going rate in other jurisdictions.	•...2% of the Value of Construction for first \$1,000,000 and 1% of valuation thereafter
Pre-Fab Storage/Warehouse Structures	
<1,500 sq. ft.	•.....\$600.00
1,500-2,999 sq. ft.	•.....\$800.00
>3,000 sq. ft.	•.....\$1,200.00
C-Can or Repurposed Vehicle (not modified) No Foundation	•.....\$150.00
Below Grade Foundation	•.....\$250.00
C-Can or Repurposed Vehicle (Modified)	•.....See Pre-Fab Structure
THE ABOVE FEES HAVE NOT BEEN CANCELLED ... THEY HAVE BEEN RE-CATEGORIZED AND CAPTURED ACCORDING TO THE BUILDING CODE GROUPS ABOVE. THIS SIMPLIFIES AND COORDINATES BETTER WITH THE CODE.	
AGRICULTURAL BUILDING FEES	

Conventional Barns/sheds/ grain bins ≤ 6420 sq. ft. and ≤ 3 storeys ≤ 592 sq. ft. On-ground foundation ≤ 592 sq. ft. Below grade foundation BETTER DESCRIBES THE BUILDING.	<ul style="list-style-type: none">\$150.00\$250.00
Manure Storage/ Digesters Nutrient Storage	<ul style="list-style-type: none">\$300.00
Fabric/Coverall Storage, grain bin	<ul style="list-style-type: none">\$150.00
Engineered Farm Buildings (Part 4) PART 4 IS THE ENGINEERING REQUIREMENT FOR BUILDINGS.	<ul style="list-style-type: none">\$600.00
MISCELLANEOUS BUILDING FEES and CHARGES	
Conditional Building Permit Agreement	<ul style="list-style-type: none">\$200.00
Demolition Permit	2% 1% of the Value of Demolition
Private Pool or Hot Tub	<ul style="list-style-type: none">\$150.00
Change of Use Permit + Fees required for No Construction. BETTER DESCRIBES THE REQUIREMENT WHEN A BUILDING CHANGES USE WITHOUT REQUIRING CONSTRUCTION. PERMIT REQUIRED TO ASSESS HAZARD INDEX AND CONSTRUCTION INDEX.	<ul style="list-style-type: none"> Minimum Fee
Renewal of Permit (Re-inspection fees extra) 1 st Renewal 2 nd Renewal 3 rd Renewal 4 th Renewal and all subsequent renewals 5 th renewal Each year after the 5 th renewal THE FEE FOR RENEWAL PAST 4 YEARS APPEARS TO BE UNSUPPORTABLE. AN OLD 7 YEAR PERMIT AT \$2500.00 and following year \$5000.00 could not be supported in court.	<ul style="list-style-type: none">\$125.00\$250.00\$375.00\$500.00\$625.00 Double previous year renewal fee
Occupancy & Use Certificate Inspection	<ul style="list-style-type: none"> Minimum Fee
Alterations/Revisions to Permits or Submitted Plans	<ul style="list-style-type: none"> Minimum Fee
Limiting Distance Agreement	<ul style="list-style-type: none">\$200.00
Re-Inspection (per inspection, where previous inspection failed or was deemed not complete or not ready)	<ul style="list-style-type: none"> Minimum Fee
Permit Transfer to new Owner	<ul style="list-style-type: none"> Minimum Fee
Construction without a permit surcharge fee	

<p>Major – additions, renovations, fit-up Minor – decks, sheds, pools, hot tubs</p> <p>*Applied at the discretion of the CBO</p> <p>THE PREVIOUS FEES DID NOT APPEAR TO MAKE MUCH OF AN IMPACT. MAXIMUM FEE TO BE APPLIED FOR PROFESSIONAL CONTRACTOR THAT KNOW BETTER. THE AMOUNT OF TIME REQUIRED TO MAKE SURE AND CORRECT PROBLEMS WHEN A PROJECT STARTS WITHOUT A PERMIT IS EASILY 4X'S THAT OF A REGULAR PROJECT. COOPERATION IS PARAMOUNT AND FEE REDUCTION IS THE NORMAL.</p>	<p>•.....\$2,500.00 maximum</p> <p>•.....\$1000.00 maximum</p>
Registration of an Order or Agreement on the property title	•..... at cost and supported by invoices
Application of alternative solution base evaluation by CBO	•.....\$300.00 maximum
Third party evaluation fee, as required	•..... at cost and supported by invoices
<p>Access to an archived Building Permit Record</p> <p>Per property single record search</p> <p>Multiple records – cost per record search (reproduction costs extra)</p> <p>REAL COST TO PROVIDE SERVICE.</p>	<p>•.....\$75.00</p> <p>•.....\$25.00</p>
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 mount pedestal sign	•.....\$125.00
Sign Variance	•.....\$250.00
<p>Administration fee over and above sign FEE to Place / Install Sign prior to obtaining permit</p> <p>COST TO FOLLOW UP AND ADMINISTER.</p>	•.....\$125.00

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: October 13, 2020

TO: Committee of the Whole

FROM: Tiffany MacLaren, Community Economic and Cultural Coordinator

SUBJECT: Funding for Ramsay Recreational Halls 2020

RECOMMENDATION

THAT Committee of the Whole recommends that Council approve three year annual funding (2021-2023) for Union Hall at \$5,500;

THAT Committee of the Whole recommends that Council approve three year annual funding (2021-2023) for Clayton Hall at \$14,500;

AND FURTHERMORE, THAT Ramsay Recreation Facility Funding be conditional upon entering into formal funding agreements between the Municipality of Mississippi Mills and the respective organizations outlining financial contributions and precluding organizations from making additional funding requests for the duration of the funding agreement (end of 2023)

BACKGROUND

Clayton Hall and Union Hall are independent recreational facilities in Mississippi Mills. Dedicated volunteers run both of these organizations and raise funds through annual fundraisers, rental fees and grants. These facilities host events that cater to Mississippi Mills residents as well as visitors. Having recreational facilities in our rural communities allows residents to enjoy events and leisure activities without the need to travel far.

Union Hall

Constructed in 1857 through the efforts of local farmers and the Ramsay District Library Board, Union Hall has been used continuously for over 150 years as a library, meeting hall, place of worship, and a venue for family celebrations, memorial services, dances, children's parties, and cultural activities. It is thanks to the Union Hall Women's Institute that the hall has an expansive stage and a dance floor.

Neighbours gather for pancake breakfasts, blueberry teas, public information sessions, studio tours, a weekly farmers market, and an autumn potluck and talent show.

Clayton Hall

The Clayton Community Centre is a location for weddings, parties, meetings, family reunions, baseball tournaments and a variety of functions.

The Hall can seat a maximum of 233 people comfortably and is equipped with adequate kitchen, bar and/or canteen facilities, a stage/performance area (with piano) as well as a change room off the staged area.

DISCUSSION

Prior to 2020 Mississippi Mills provided both facilities with some annual funding through the Municipal grant process. This funding has not been guaranteed however the facilities have both received funding the past several years. In 2019 Union Hall received \$3000.000 and Clayton Hall received \$4,500. Committees were required to re-apply annually and don't receive confirmation or funding until the Municipal Budget is passed by Council. This was time consuming for organization volunteers and made advance planning difficult.

For 2020 both facilities were given funding based on 35% of their operating budgets and were asked to submit business plans for their facilities. These business plans are attached.

Annual funding from the Municipality is intended to allow these organizations to strengthen operations, make progress on capital projects and work towards sustainability. Both organizations have capital projects they would like to complete that will increase their ability to market and rent out the facility.

Through discussions with these volunteer organizations it was noted that they could use some assistance identifying and applying for grants. Staff continues to make efforts to share applicable funding announcements as they come up. A Funders Forum for 2020 did not happen due to Covid-19 restrictions but staff plan to work towards a virtual event in early 2021. This event would offer information on funding organizations, resources available as well as tips and tricks when applying for grants and would be open for all Mississippi Mills community groups.

FINANCIAL IMPLICATIONS

There is \$20,000 in the 2021 Draft Budget for Ramsay Recreation Facilities. Based on a review of their respective business plans and staff recommends splitting the funds with Union Hall receiving a grant of \$5500 and Clayton Hall receiving a grant of \$14,500 for 2021.

Union Hall is open 6 months of the year. Clayton Hall is open 12 months of the year. Clayton Hall has a considerable capital work wish list that will cost them between \$150,000-\$250,000 to execute. The Municipality recommends they use some of their operating funds to hire a professional grant writer to assist with larger capital type grants as they come up.

SUMMARY

Staff commends the Union Hall and Clayton Hall volunteers on the time and efforts they have invested in developing business plans. These plans will help guide decision making as they plan for the future of their facilities.

Staff recommends that the Municipality provide annual funding to Union Hall (\$5,500) and Clayton Hall (\$14,500) for the next three years. Annual sustainable funding for these hardworking volunteer organizations will allow them to make progress on capital projects, strengthen organization and work towards sustainability.

Respectfully submitted,

Approved by


Tiffany MacLaren

Community Economic and Cultural Coordinator


Ken Kelly, CAO

Union Hall Community Centre
c/o Linda Camponi
1518 Tatlock Road
Almonte, Ontario
K0A 1A0

July 17, 2020

Mr. Ken T. Kelly
Chief Administrative Officer
Municipality of Mississippi Mills
P. O. Box 400
Almonte, Ontario
K0A 1A0

Dear Mr. Kelly,

Attached is a Five Year Business Plan for the Union Hall Community Centre, provided in support of the new funding model approved by Mississippi Mills Council on March 3, 2020. We have based the document on a template provided by Mississippi Mills staff.

As outlined in the Business Plan, the Union Hall Community Centre is an incorporated body and a Registered Charity. The facility has been continuously owned and operated by local community members since its construction, through volunteer labour, in 1857. Over the years, it has been almost entirely self-sustaining, through rental fees and private donations, with the welcome addition of annual grants from the municipality.

With the resurgence of interest in small halls such as ours in recent years, we have seen many similar facilities upgraded in order to bring them in line with modern standards and expectations for safety, comfort and convenience. At Union Hall, we began a similar undertaking in earnest about two years ago. We have embarked on a series of improvements, including new washrooms, one of which is accessible (completed), replacement of exterior ramp (in planning stages), as well as kitchen remodelling and additional storage (when funds permit). These improvements have been possible through the use of funds on hand, income from hall and sign rentals and money made available from grants and private donations. During this time we have continued with routine maintenance activities, including roof repairs, electrical upgrades, and so on.

We were gratified to learn of the new approach to funding Union Hall and Clayton Hall approved by Mississippi Mills Council, which will improve our ability to plan and predict revenues over a longer period of time. The grant of \$4,881.32 which we received in 2020 was much appreciated and has allowed us to proceed with confidence on planning for the completion of the ramp and other improvements during this period of reduced activity.

We understand the difficulties faced by all levels of government during this unprecedented public health crisis and are doing our part to keep the community informed on how to remain safe and healthy. With Stage 3 now in place, we are allowing for limited use of the hall while following or exceeding recommended guidelines for sanitation and physical distancing. The ongoing support of Mississippi Mills is very much appreciated as we all work together to keep up morale and engender a sense that “we are all in this together”.

Do not hesitate to contact me if you require additional information or clarification the Business Plan. If you have specific questions about the financial documents appended to the Plan, you may wish to contact our Treasurer, John Moore, directly. He can be reached at jandmmoore@yahoo.ca or 613-256-0660.

Yours sincerely,

Linda Camponi
President
Union Hall Community Centre
613-256-2277
camponi@storm.ca

UNION HALL COMMUNITY CENTRE FIVE-YEAR BUSINESS PLAN

This Business Plan has been prepared to support the request for long-term stable funding from the Municipality of Mississippi Mills. This will assist in efforts to continue and increase the use of Union Hall, contributing to the well-being and security of local residents, particularly seniors. Vibrant community hubs such as this contribute to the attractiveness of the community for newcomers seeking the rural lifestyle.

1.0 Executive Summary

Organization Profile Summary

The purpose of the organization is to own and manage the property for the use and benefit of the community. Since 1857, the hall has been providing a venue for local get-togethers and commercial and cultural activities.

Position in Local Market Summary

Well-positioned in a market where small historical halls are enjoying new-found popularity, Union Hall is upgrading its facility for continued operation, with improved safety and accessibility, while maintaining its rustic character. A strong volunteer base ensures the continued viability of Union Hall. With increased use of the hall, we are continuing to seek new volunteers to ensure ongoing maintenance of the facility in the years to come.

Marketing Summary

Priced for affordability, Union Hall is dedicated to serving the community. A detailed plan for necessary repairs and renovations is geared toward upgrading its usefulness and desirability as a venue for a variety of activities.

Financial Summary

This is a request to the Municipality of Mississippi Mills for long-term stable funding for the Union Hall Community Centre, which provides important services to Mississippi Mills residents at a modest cost. We estimate that a grant of approximately \$5,000 per year, supplementing our rental income and money raised through fundraising efforts, will allow us to maintain the facility and undertake necessary improvements so that we can continue to serve the community into the future. Financial projections are detailed in Section 6.

2.0 Organization Profile

Business Overview

Rural Mississippi Mills is home to a mix of farmers, commuters, teleworkers, retirees and those operating small businesses. The availability of the hall is an important factor in maintaining a sense of community and reducing isolation among residents. We provide a low-cost, comfortable meeting and celebration hub and provide a welcoming space for people of all ages. Regular hall-sponsored events, which include a Pancake Breakfast in the spring, a Blueberry Tea in the summer and a community Potluck and Talent Show in the fall, allow local residents to meet old friends and welcome new people into the community.

We also rent the hall at a reasonable rate for family, community, cultural and commercial events. The venue is particularly well-suited for birthday parties, anniversary celebrations, memorial services and the like. The Crown and Pumpkin Studio Tour and local members of the Ottawa Bicycle Club are regular users, as is a yoga instructor who holds weekly classes throughout the warmer months. Union Hall is also an important venue for public meetings to discuss important issues, such as proposed developments, environmental issues and connectivity.

Yearly since 2015, Union Hall has been a venue for the acclaimed Festival of Small Halls. Sold-out concerts featuring nationally-recognized performers and musicians closer to home and just launching their careers bring enthusiastic feedback from audiences and performers alike. This event draws audiences from a wide geographical area, and brings in much-needed revenue while raising the profile of the facility in the local area.

Organization History

Constructed in 1857 through the efforts of local farmers and the Ramsay District Library Board, Union Hall has been used continuously for over 160 years as a library, meeting space, place of worship, and venue for family celebrations, dances, children's parties, and cultural activities. Minute books going back generations document the work of local volunteers, notably the Union Hall Women's Institute, to keep the hall alive and in continuous use.

Management

The Union Hall Community Centre is an incorporated entity. Operations are entrusted to a volunteer Board of Directors, elected annually for a term of one year. The current Board consists of:

Linda Camponi	President	Howard Dunlop	Director
Les Humphreys	Vice-President	Glennis Harwig	Director
Mary Robinson	Secretary	Ken Kicksee	Director
John Moore	Treasurer		

Location

Union Hall Community Centre is located at 1984 Wolf Grove Road at the corner of Tatlock Road in Mississippi Mills. Its mailing address is c/o John Moore, 2581 Wolf Grove Road, Almonte, Ontario, K0A 1A0.

Legal Structure

Union Hall Community Centre (Lanark) Inc. became a Registered Charity on May 1, 1989 (Charitable Registration (BN) # 131595324RR001).

The organization was incorporated on March 7, 1990 (Ontario Corporation #0008855363).

Vision & Mission

The vision and mission statement are comprised in Section II of Union Hall's Constitution: "The purpose of this organization is to own and manage the property known as the Union Hall for the use and benefit of the community." The Board of Directors takes this declaration seriously, always mindful that the primary purpose of the hall is to serve the community. We take care to charge fees that are not out of reach for families or charitable organizations and make sure we hold spots for annual events such as the Crown and Pumpkin Studio Tour.

The same philosophy governs the outdoor sign rentals. When requests come in for commercial bookings which would tie up the sign for large blocks of time, we work with customers to make sure it continues to be available for messages publicizing regularly-scheduled church socials or the like. To date, we have found that those using the sign are appreciative and more than willing to accommodate other users.

Goals & Objectives

We strive to encourage and promote the use of the hall by families, community groups, businesses and local artists/performers. Regular maintenance as well as physical improvements to the hall will continue to be undertaken by volunteers, except when building regulations, the lack of expertise or safety concerns make it inadvisable to do so. In these cases we contribute to the local economy by hiring local contractors at commercial rates. We will continue to create and maintain partnerships with other organizations such as The Hub and MM2020 for the benefit of local residents.

Planned maintenance projects include:

1. Making necessary repairs to the building exterior and repainting the metal cladding.
2. Re-finishing the hardwood floor in the main building.

Our Renovation Fund will be used to:

1. Replace the external entrance ramp to ensure accessibility for wheel-chair visitors and facilitate moving heavy equipment.
2. Replace hand-me-down cupboards and open shelving with pest-resistant, ergonomically improved facilities for enhanced safety for volunteers and renters using the kitchen and coffee bar; and add a full-size refrigerator for safer food storage and to eliminate need for temporary coolers.
3. Build an external storage shed to store infrequently used items (ladders, mops, etc.), clearing up space in the hall. The shed will also help to improve kitchen safety and hygiene by moving large garbage/recycling containers off-site.

Professional Advisors

John Moore, retired accountant
Stephen Robinson, CPA, CMA, B.A. Econ.
Noel Noyes-Brown, engineering technologist
Sadie Dupuis, construction technologist
Bill Janes, journeyman carpenter
Ken Kicksee, event planning and organization, information technology specialist
Claudia Smith, local historian and published author

3.0 Position in Local Market

Profile & Outlook

Small halls with visible links to our history are enjoying new-found interest throughout eastern Ontario. City-dwellers as well as those who have recently re-located to the area appreciate this connection with local history and culture. Area halls that have managed to continue in operation have seen a resurgence in popularity, reflecting the need for meaningful connections in people's lives.

Local Market

The size and construction materials of Union Hall make it ideal for family/community events, and particularly well-suited to intimate concerts due to its layout (including a stage and spotlights) and excellent acoustics. Nearby Clayton Hall is a much larger facility with a commensurate rental rate.

Target Market

We serve the entire population of Mississippi Mills and other parts of Lanark County, particularly neighbouring Lanark Highlands. Hall events such as the Pancake Breakfast, Blueberry Tea and annual Potluck and Talent Show are fun for all ages. Seniors who grew up in the area are gratified to know that the hall and its traditions are being kept up and come to reminisce about experiences at the hall in their younger days. At the same time, we make a special effort to attract new families to welcome them to the community and introduce them to their neighbours. Some visitors and users of the hall come from farther afield – for example, audience members for Small Halls concerts.

The arts community and local charities and clubs, as well as small businesses, rely on the hall and our outside sign to help them continue their work and provide an important source of income to keep the hall going.

Keys to Success

The success of the hall is grounded in the innate charm of the facility which has been lovingly maintained by generations of volunteers for more than 160 years. Knowing the importance of the hall to the local community provides motivation for volunteers to continue their work, which they see as directly benefitting their neighbourhood.

Customer Survey Summary

Instead of surveys, we rely on the old-fashioned way of calculating success: the people who approach us wanting to rent the hall, the crowds that come out to our own events and the comments on the hall's charm and ambience. Our emphasis on providing quality home-made goodies and locally roasted coffee for hall-sponsored events also keep people coming back. Our one complaint at the 2019 Pancake Breakfast: "the pancakes were too big!"

3.1 Marketing

Pricing Strategy

Our policy is to provide access to the hall to all residents of Mississippi Mills and surrounding area at the lowest cost that will allow us to maintain and operate the facility.

Marketing Strategy

Union Hall uses local media, including newspapers and The Millstone, to publicize activities and events. We also have a following of people who receive direct communication through an e-mail list.

In addition, we now have a Facebook page which keeps interested parties informed. Using this platform increases public awareness of Union Hall and brands it as a fun and vibrant local community resource with upbeat, informative and often humorous messaging. It is used to promote Union Hall events, other local events and public service messages. We are reaching a wide audience: a post made May 29 reached over 2,000 people by July 6, and a July 2 post reached over 250 people by July 6. The Facebook page had been dormant for three years until we regained administrative control in February 2020. Since then, our total page likes have increased by more than 20%.

Marketing Activities

Marketing efforts to encourage enhanced community engagement will be tailored toward promoting the use of the hall, once COVID 19 lockdowns have been eased.

- Publicity of upcoming projects to alert the community to the planned work and attract additional volunteers;
- Additional communication upon grant announcement to publicize plans and spark interest in our soon-to-be-improved facility;
- Continued fundraising efforts, including sale of volunteer-made craft items at local markets and fairs, to ensure cash flow and funds for renovation projects;
- Open house to thank volunteers/contributors toward the end of the project;
- Upon completion, publicity blitz with photos to showcase improved facility
- Regular hall-sponsored events and concerts to get people into the hall and see what we have to offer.
- Promote rental of sign and hall to ensure adequate funding for hall maintenance and operation;

Marketing Objectives

The goal is not only to bring in much-needed revenue, but to raise the profile of Union Hall in the community. The benefits to the community will be seen in maintaining or increasing the number of rentals of the hall and sign and the level of attendance at hall-sponsored events, as well as feedback from those participating in events at the hall.

Positioning Statement

The Union Hall Community Centre is unique among smaller halls in the area in that it is community-owned and self-sufficient, whereas others (such as the Cedar Hill School) are owned by the municipality, which assumes much of the responsibility for their upkeep.

Strategic Alliances

Union Hall Community Centre has a mutually supportive relationship with The Hub in Almonte, whereby we provide free use of our sign to help in publicize their efforts in appreciation for their monetary donations and assistance in marketing our craft items. On the sign and in our publicity, we also make a point of highlighting local businesses, such as Equator Coffee Roasters and Levi Home Hardware, which support us through discounted prices.

Union Hall has also worked closely with the MM/2020 organization by helping with publicity and providing free use of the hall. The Crown & Pumpkin Studio Tour, a long-time renter of the hall, has come to rely on our facility as an important link stop in their annual event. C & P affiliated artist Laurel Cook has taken a special interest in the hall and has provided enhancements through interior and exterior murals depicting the history of the Union Hall community, free of charge.

5.0 Operations

Location

The Union Hall Community Centre is located at 1984 Wolf Grove Road (corner of Tatlock Road) in Mississippi Mills.

Website/Facebook Page

Union Hall Community Centre does not have a website, but can be found on Facebook at Union Hall – Almonte.

Legal Issues

The Corporation holds title to the Union Hall property in the name of the community. Interested members of the community provide input into actions of the Board of Directors both informally and through participation at the Annual General Meeting, where past activities are reviewed, financial statements are approved and Board members are elected.

Insurance Issues

Fire insurance is provided by the Municipality of Mississippi Mills. General and Directors' Liability insurance is paid for through Union Hall's operating revenues.

6.0 Financial

Current Position

The Union Hall Community Centre is owned and operated by a registered charity, and is almost entirely self-sustaining. Operations have been supported from hall and sign rental, as well as annual grants from Mississippi Mills, prior to Council's decision to provide a separate stream of funding for independent community halls.

To ensure continued viability, the facility must be brought up to modern standards for safety, accessibility and hygiene. Through ramped-up fundraising efforts including 50/50 draws, craft sales, raffles and donations, we have added over \$5,000 to our Renovation Fund. Our Fundraising Committee has explored a number of additional sources for grants and has applied for several over the past year. We were disappointed that a submission to the Ontario Trillium Foundation, prepared with professional assistance, did not meet with success, due to their requirement that we be able to provide evidence (for example) of social isolation in the community, and of how we might be able to measure the positive outcome of our proposed modest renovations on that isolation. More encouraging is the support we have received from Almonte Community Coordinators (The Hub), the Ottawa Community Foundation and private donors.

Some important renovations have already been done, such as new washrooms, one of which is fully accessible. With the completion of some of the remaining projects, such as a reconstructed exterior ramp and improvements to the kitchen, we will be able to offer a modern facility which still retains its old-time charm. This will enable us to increase rental fees in order to keep pace with operating costs.

Income Statement

Please see the attached detailed income statement (and Exhibits A and B) for the current year and our forecast for the next five years.

Our financial statements are prepared on a cash basis.

Union Hall Community Centre
Reserve Future Renovations
Five year plan

EXHIBIT B

	Actual April 30 2019	Actual April 30 2020	April 30 2021	April 30 2022	April 30 2023	April 30 2024	April 30 2025
Balance carried forward	Nil	\$ 4,800	\$ 10,879	-\$ 691	-\$ 1,741	-\$ 1,791	\$ 659
Donations from fund raising events							
Blueberry Tea donations (Note 1)	409	734		740	740	740	740
50/50 draw Small Halls	80	300		150	150	150	150
Musical performances		137					
Pot Luck 50/50 draw	220	130		130	130	130	130
Pancake breakfast (Note 2)			130	130	130	130	130
	709	1,301	130	1,150	1,150	1,150	1,150
Donations from other organizations							
Mississippi Mills (Note 3)	1,300	3,181	3,300	3,300	3,300	3,300	3,300
The Hub	928	500			500	500	500
Ottawa Community Foundation		500			500	500	500
	2,228	4,181	3,300	3,300	4,300	4,300	4,300
Donations from public	551	700	500	500	500	500	500
HST rebate	967	47					
Sale of crafts	346	580	500	500	500	500	500
Donations received re renovations	4,800	6,809	4,430	5,450	6,450	6,450	6,450
Less: renovation projects							
Hallway		730					
Ramp			8,000				
Outside painting			5,000				
Kitchen – windows & cabinets south wall			3,000				
Kitchen – cabinets north & east wall				6,500	6,500		
Counter in main hall							1,700
Outside storage shed						4,000	
	-	730	16,000	6,500	6,500	4,000	1,700
Balance in reserve	\$ 4,800	\$ 10,879	\$ (691)	\$ (1,741)	\$ (1,791)	\$ 659	\$ 5,409

Note 1 At the Blueberry Tea we raffle off a box of locally grown food
The proceeds from the raffle go towards the costs of the event
The donations are in addition to the proceeds of the raffle

Note 2 At the Pancake Breakfast proceeds are always in excess of the
cash received from the sale of tickets e.g " keep the change"
The excess receipts are allocated to the reserve fund

Note 3 See Note 3 on the financial statements

Union Hall Community Centre

Financial Statements

May 1, 2019 to April 30, 2020

April 30

2019

April 30

2020

Bank Statement and term deposits - Opening Balance

\$ 13,946.64 \$ 12,042.22

Funds for future renovations

(625.00) (4,799.78)

Operating funds opening balance

13,321.64 7,242.44

INCOME

Fund Raisers

Blueberry Social

83.31 33.19

Music Performance

280.90 237.51

Pancake Breakfast

1,023.09 12.28

Pot Luck

(52.98) (1.07)

1,334.32 281.91

Donations

203.00 330.55

Booklets

18.00

Grants – Mississippi Mills

1,700.00 1,700.00

Hall Rentals

2,175.00 1,270.00

Interest Inc

32.52 33.43

Sign Rental

960.00 630.00

TOTAL INCOME

6,422.84 4,245.89

EXPENSES

Bank Charge

24.50

Hydro

803.93 593.93

Insurance

1,870.19 1,817.56

Maintenance

571.50 1,692.40

Miscellaneous

231.08 154.66

Printing and Reproduction

66.42

Property Tax

681.77 682.17

Supplies

361.70 (7.55)

TOTAL EXPENSES

4,611.09 4,933.17

Surplus (Deficit) From Operations

\$ 1,811.75 \$ (687.28)

Capital Expenditures Current year

7,890.95

Closing operating cash

\$ 7,242.44 \$ 6,555.16

Reserve - Future Renovations

4,799.78 10,878.93

Closing Balance

\$ 12,042.22 \$ 17,434.09

Bank of Montreal

\$ 10,027.22 \$ 17,434.09

Bridge financing

Term deposits

2,015.00

Total Bank Accounts and Term Deposits

\$ 12,042.22 \$ 17,434.09

Union Hall Community Centre Financial Statements May 1, 2019 to April 30,2020	Actual April 30 2020	April 30 2021	April 30 2022	April 30 2023	April 30 2024	April 30 2025
Opreating funds opening balance	\$ 7,242	\$ 7,242	\$ 6,409	\$ 5,574	\$ 6,849	\$ 6,259
Income from operations	4,246	4,030	6,270	6,270	6,270	6,270
Less Expenses	(5,079)	(4,865)	(4,995)	(4,875)	(8,255)	(6,395)
Surplus (Deficit) from operations	(833)	(835)	1,275	1,395	(1,985)	(125)
Closing operating cash	6,409	6,407	7,684	6,969	4,864	6,134
Reserve - Future renovations opening balance	4,800	10,879	(691)	(1,741)	659	5,409
Donations received re renovations	6,809	4,430	5,450	6,450	6,450	6,450
Less: cost of renovations	(730)	(16,000)	(6,500)	(6,500)	(4,000)	(1,700)
Balance in reserve	10,879	(691)	(1,741)	(1,791)	3,109	10,159
Bank Statement - Closing Balance	\$ 17,288	\$ 4,883	\$ 5,108	\$ 6,453	\$ 6,918	\$ 11,543
Cost of renovations						
Hallway	2020			\$ 730		
Ramp	2021	8,000				
Outside painting	2021	5,000				
Kitchen – windows & cabinets south wall	2021	3,000	16,000			
Kitchen – cabinets north & east wall	2022		6,500			
Kitchen – cabinets north & east wall			6,500			
Outside storage shed	2023		4,000			
Counter in main hall	2024		1,700			
Total estimated cost of renovations				\$ 35,430		

Union Hall Community Centre
Financial Statements
Five year plan

	Actual April 30 2019	Actual April 30 2020	April 30 2021	April 30 2022	April 30 2023	April 30 2024	April 30 2025
Bank Statement - Opening Balance	\$ 13,947	\$ 12,042	\$ 17,288	\$ 4,883	\$ 5,108	\$ 6,453	\$ 6,918
Funds for future renovations	(625)	(4,800)	(10,879)	691	1,741	1,791	(659)
Operating funds opening balance	13,322	7,242	6,409	5,574	6,849	8,244	6,259
INCOME							
Fund Raisers							
Blueberry Tea (Note 1)	83	33		40	40	40	40
Music Performance	281	238		250	250	250	250
Pancake Breakfast	1,023	12	1,100	1,100	1,100	1,100	1,100
Pot Luck (Note 2)	(53)	(1)		80	80	80	80
	1,334.32	282	1,100	1,470	1,470	1,470	1,470
Donations	203	331	400	400	400	400	400
Booklets	18						
Funding – Mississippi Mills (Note 3)	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Hall Rentals	2,175	1,270	200	1,800	1,800	1,800	1,800
Interest Income	33	33					
Sign Rental	960	630	630	900	900	900	900
TOTAL INCOME	6,423	4,246	4,030	6,270	6,270	6,270	6,270
EXPENSES							
Bank Charge	25						
Hydro	804	594	500	775	800	825	850
Insurance	1,870	1,818	2,000	2,100	2,200	2,300	2,400
Maintenance (See Exhibit A)	572	1,839	1,180	930	680	3,930	1,940
Miscellaneous	231	155	200	200	200	200	200
Printing and Reproduction	66		50	50	50	50	50
Property Tax	682	682	685	690	695	700	705
Supplies	362	(8)	250	250	250	250	250
TOTAL EXPENSES	4,611	5,079	4,865	4,995	4,875	8,255	6,395
Surplus (Deficit) From Operations	1,812	(833)	(835)	1,275	1,395	(1,985)	(125)
Bathroom Renovation	7,891						
Closing operating cash	\$ 7,242	6,409	5,574	6,849	8,244	6,259	6,134
Reserve - Future Renovations (See Exhibit A)	4,800	10,879	(691)	(1,741)	(1,791)	659	5,409
Bank Statement - Closing Balance	\$ 12,042	\$ 17,288	\$ 4,883	\$ 5,108	\$ 6,453	\$ 6,918	\$ 11,543

Note 1 At the Blueberry Tea we raffle off a box of locally grown food.
The proceeds from the raffle go towards the costs of the event
The donations are in addition to the proceeds of the raffle

Note 2 In the case of the Pot Luck event, donations at the door are used to cover the costs of the event.
The 50/50 draw proceeds are allocated to the reserve fund as the draw is represented as
part of our renovation fund raising
In the past there was no raffle at the Pot Luck

Note 3 In the past, the entire amount of the grant from Mississippi Mills (\$1,700) was recorded as
operating income.

In the year ending April 30, 2019, we received \$3,000 which was \$1,300 in addition to the \$1,700

Under the new funding process, any additional funds in excess of \$1,700 will be allocated to the reserve
In the year ending April 30, 2020, of the \$4,881 received from Mississippi Mills, \$3,181 was allocated
to the reserve. In future, of the \$5,000 funding proposed, \$3,000 will be allocated to the reserve.

Union Hall Community Centre

Maintenance expense

Five year plan

EXHIBIT A

	Date last Done	Cost	Actual April 30 2019	Actual April 30 2020	April 30 2021	April 30 2022	April 30 2023	April 30 2024	April 30 2025
Regular maintenance									
Hall Cleaning			\$ 381	\$ 194	\$ 250	\$ 300	\$ 300	\$ 300	\$ 300
ABC FIRE EXTINGUISHERS			136	146	180	180	180	180	180
Small repairs			10		200	200	200	200	200
Grass cutting			45						
			572	340	630	680	680	680	680
Periodic maintenance									
Chimney Sweep	04/04/2016	230				250			260
Septic tank	26/06/2019	220		220				250	
Floor refinishing	17/10/2013	2,650						3,000	
Cleaning kit water dispenser				13					
Replaced broken window				220					
Caulking & paint hallway									
Kitchen ceiling / roof repair					500				
Front door weather stripping					50				
Interior wall repainting									1,000
No Parking Signs				153					
Roof repair				1,017					
HST rebate				(124)					
Total maintenance expense			\$ 572	\$ 1,839	\$ 1,180	\$ 930	\$ 680	\$ 3,930	\$ 1,940

		Discretionary	Non Discretionary	Fund raising	Craft Sales	Public Donations	50/50	OCF Hub	Mississippi Mills	HST	Music
Reserve Future Renovations											
26/08/2018	Donations Blueberry Social	\$ 408.50	\$ 408.50	408.50							
24/09/2018	Cash donations – Small Halls	50.00	50.00			50.00					
	50% of 50/50 draw	80.00	\$ 80.00	80.00							
30/10/2018	Pot luck 50/50 \$220 - Donations 150.05	370.05	150.05	220.00		150.50					
22/11/2018	Donation	250.00	250.00			250.00					
12/12/2018	Craft Sale Nov 24 expenses	(21.53)	(21.53)		(21.53)						
17/12/2018	The Hub, Donation \$500; Linda draw \$200	700.00	200.00	500.00				700.00			
	Craft Sale Nov 24	163.00	163.00		163.00						
07/01/2019	Craft Sale The Millstone	105.00	105.00		105.00						
26/02/2019	Additional grant Mississippi Mills	1,300.00	1,300.00						1300		
27/02/2019	HST Rebate Prior years	967.26	967.26							967.26	
26/03/2019	Donation	100.00	100.00			100.00					
09/04/2019	The Hub 272.50 - Linda 100.00 re crafts	327.50	327.50		100.00			227.50			
Reserve Future Renovations - April 30, 2019		4,799.78	1,775.81	3,023.97	708.50	346.47	550.50	-	927.50	1,300.00	967.26
17/05/2019	Donations	35.00			35.00						
08/08/2019	Sale of tray donated	25.00			25.00						
22/06/2019	Life of Pearls										
	Tickets	360.00									
	Refreshments	56.75									
		416.75									
	Posters	(13.22)									
	Refreshments	(81.30)									
	The Humm	(185.32)									
		(279.84)	136.91	136.91							136.91
26/08/2019	Blueberry Tea donations	733.95	733.95			733.95					
24/09/2019	50/50 draw Small Halls	300.00	300.00				300.00				
30/10/2019	The Hub \$500 & other \$250	750.00	750.00			250.00					
	Sale of crafts Linda \$35 & John \$20	55.00	55.00		55.00						
	Pot Luck 50/50 draw	130.00	130.00				130.00				
23/12/2019	Clayton Craft Sale	210.00			210.00						
	December Craft sales	240.00			240.00						
	Ottawa Community Foundation	500.00						500.00			
	Tom Mootr	300.00	1,250.00	1,250.00		300.00					
06/01/2020	Craft sales by Linda	15.00	15.00		15.00						
03/02/2020	Donation by Joy Miller	150.00	150.00			150.00					
05/03/2020	HST Rebate	46.98								46.98	
09/03/2020	Mississippi Mills Funding	3,181.32	3,181.32						3,181.32		
Hallway Renovation											
08/08/2019	64 Levi Home Ha Hall reno	186.51									
05/09/2019	65 Laurie Rentou Painting	240.00									
26/09/2019	72 Laurie Rentou Hallway floor prep	134.00									
26/09/2019	73 John Brunton Flooring installation	169.50	(730.01)	(730.01)							
		10,878.93	1,775.81	8,996.14	926.47	1,984.45	430.00	1,427.50	4,481.32	1,014.24	136.91

Clayton Community Centre

Business Plan 2020

Primary Contact: Karen Nichols

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Table of Contents

Executive Summary – pg. 3

Programs and Services – pg. 4

Marketing Plan (Advertising and Awareness – pg. 5

Operational Plan – pg. 6 [Photos pg. 7] & [Site Plan pg. 8]

Organizational Structure – pg. 9

Impact and Project Plan – pg. 10

Financial Plan – pg. 11

Financial Statements – pg. 12 thru 17 [2019 pg. 12-14] & [2020 pg.15-17]

Executive Summary

Clayton is a small rural community located in Mississippi Mills, 40 minutes west of Ottawa. It has a diverse population consisting of aging seniors, people with disabilities, home-based businesses and young families. The Clayton Community Centre was once the hub of the Village hosting many private & public events, summer camps, etc.

The Centre should still be the automatic choice for staging local events, functions and social programs but the building is entering its 42nd year; and other than routine maintenance has seen no significant upgrades which with today's standards has resulted in a tired and uninviting venue.

Our mission is simple ...

To ensure the long-term viability of the Clayton Community Centre as a hub for local activities and community pride. Critical to this effort is promoting a small-community atmosphere, preserving historic resources, and capitalizing on Clayton's unique heritage and hospitality.

Our vision is straight forward ...

To create a community space both inside the Centre and on the surrounding property that will provide and sustain a wide range of year round social and recreational activities for our multi-generational community. We plan to achieve this by completing a series of renovation projects to change and enhance the accessibility, comfort and appearance of the Centre; thus rejuvenating and increasing community participation and reducing social isolation.

While activities may exist in nearby towns, they are generally a minimum of 20 minutes away and with no public transit; this is not a practical alternative for many citizens.

Programs and Services

Clayton Community Centre has a number of avenues to meet its mission.

Activities hosted by the Board Committee themselves include a New Years Celebration, Summer MusicFest, monthly Dinner/Dance running from October to June, our annual Christmas Bazaar and a host of other ad hoc dances like the Country Hoe Down and Fall Harvest Dance.

Many other organizations rent our space for their annual fundraising events; for example, both our local churches and many farming and agriculture groups.

The space is used as a polling station during the municipal and provincial elections and is the ideal location for community groups such as MM2020 to hold their public information sessions.

Additionally the space is rented by individuals and families for private functions such as birthday parties, bridal & baby showers, wedding receptions, anniversaries, celebrations of life and whatever other life events.

The Clayton Community Club also has a long standing association with the Clayton Ball League for use of the Centre's ball diamond.

The goal is to expand these types of events and attract new and long term activities by enhancing the facility and making it more appealing and less tired.

Of particular interest would be the addition of social & fitness activities like yoga and other types of exercise classes, Bingo, Euchre tournaments and movie nights; all of which could run annually for weeks at a time.

Bringing new activities to life would be welcomed by residents of Clayton and surrounding area. However, in order to bring these activities to life, renovations to the space are required; and in some instances, the scope of these projects is not small.

One of the biggest challenges we face is that to increase the Centre's potential we need to renovate and enhance the space; but to renovate and enhance the space we need to increase our rentals to generate enough revenues in order to have sufficient funding to complete the improvements.

Marketing Plan (Advertising and Awareness)

The public & private rentals described earlier rely on event specific advertising. It is the event that is advertised. While this is important for both the Centre and its renters, it is equally important to advertise the Centre in its own right as a viable event space.

Our aim is to enhance the Clayton Ontario website (www.claytonontario.ca) to provide more current and meaningful information.

Websites are not visited if the information on them does not regularly change and stay current.

At face value this is straightforward, but it is not. The website can be “enhanced” but unless the content is kept current and interesting, it slips back into a stale web page and the intended audience loses interest.

A few initiatives are evolving including monthly newsletters, local business/artist support and advertising; both aimed at the community of Clayton in particular but have the potential of reaching the wider public as well.

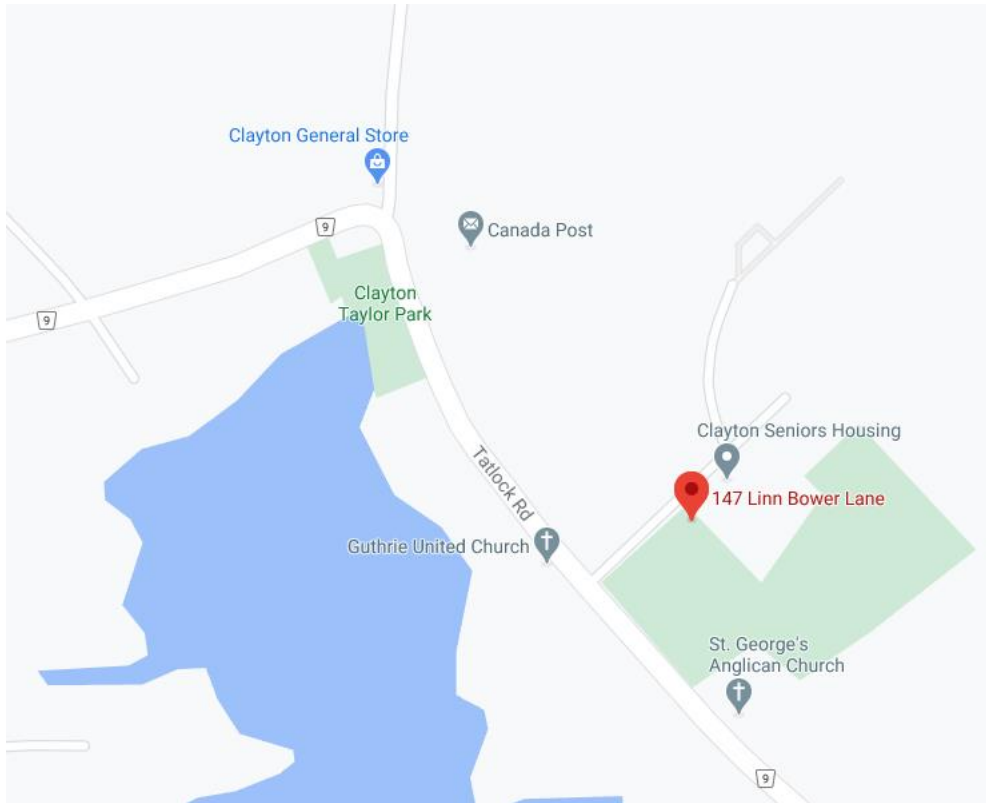
In parallel with the website, our Facebook page provides similar content to a different and maybe younger audience.

We also have a Mailchimp account which allows us to broadcast pertinent information to our list of subscribers.

The Centre runs on volunteers and this is one example where a social media expert together with individuals with a marketing and advertising background could raise the awareness of Clayton Community Centre.

Operational Plan

The Clayton Community Centre is located at 147 Linn Bower Lane in the Village of Clayton, ON.



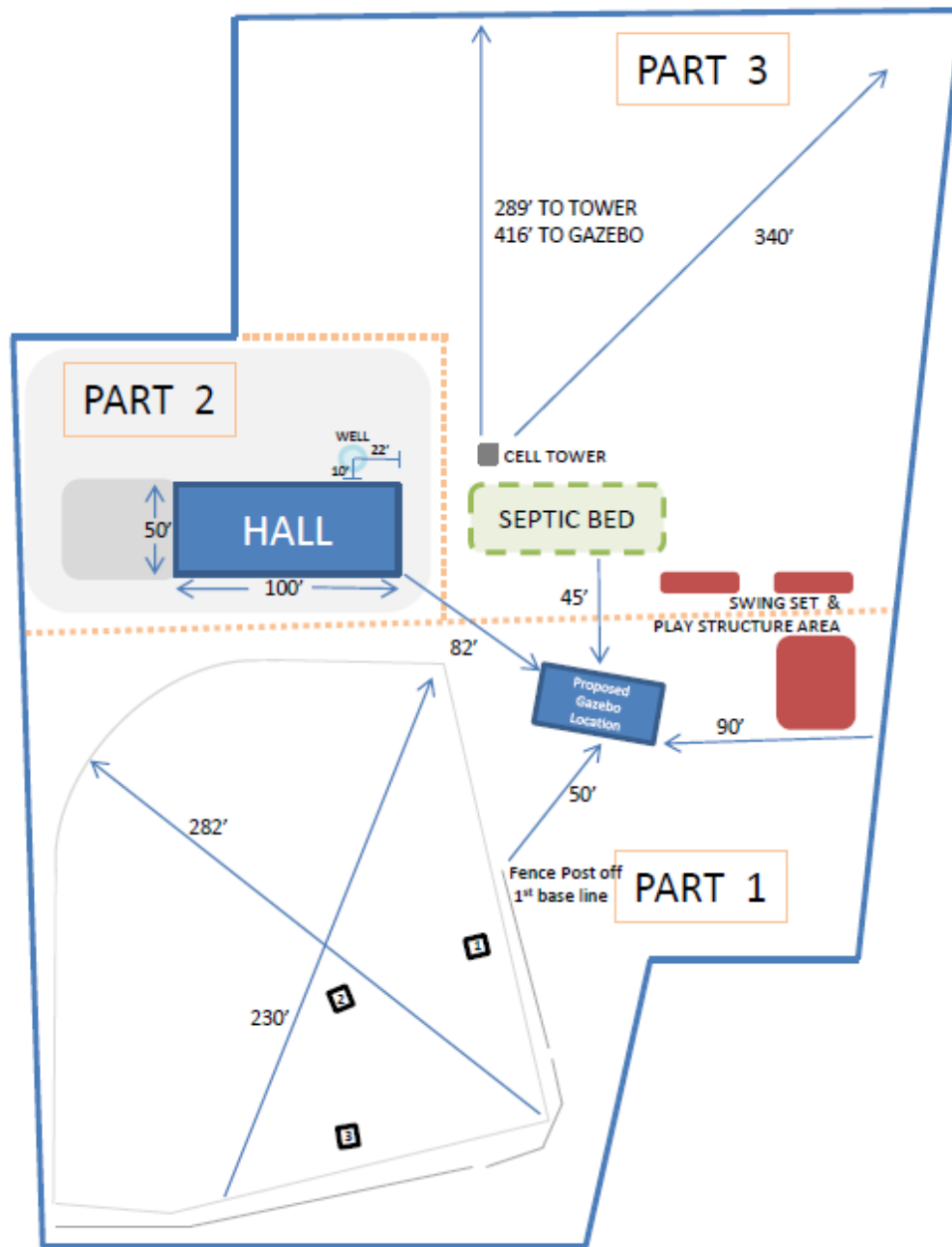
The Centre is approximately 100' L x 50' W and has a seating capacity for 233 people.



The space is equipped with a spacious hall area, an adequate kitchen, bar and/or canteen facility, a stage/performance area (with piano) and side change room. The surrounding property features an active baseball field, picnic space and a children's swing & play structure area.



CLAYTON COMMUNITY CENTRE



PT LOT 22 CONC 2 RAMSAY PART 2 & 3, 27R6128
PART 1, 26R680 - TOWN OF MISSISSIPPI MILLS

Organizational Structure

Clayton Recreation Club is an incorporated not for profit organization managed by a volunteer Board of Directors and its Officers.

The Role of the Board is to provide overall management and direction of tasks required so that the Clayton Community Centre can fulfil its mandate.

Currently the Board of Directors consists of eight volunteer members, many of whom have regular full-time jobs.

President	Karen Nichols
Treasurer	Vacant (Karen Nichols acting)
Secretary	Graham Jones
Director	Christine McNeely
Director	Tracy Bowden
Director	Anne McCartney
Director	Nancy Stead
Director	Cheryl Regimbald
Director	Mike McManus

President: Provides overall guidance and initiatives

Treasurer: Looks after day-to-day finances and preparation of financial documentation

Secretary: Looks after the legalities of the corporation, administers all meetings, deals with correspondence and maintains custody of all pertinent documentation

Ideally we would like to see Director roles be more focused, for example:

Director, Marketing & Communication: Promotes and advertises the Centre

Director, Administration: Takes bookings and issues rental contracts for the events

Director, Event Planning: Organizes and oversees events

Director, Facilities: Maintains the facility and grounds

The Directors would then form and oversee sub-committees for each of their respective areas of responsibility. These sub-committees would be made up of further volunteers. However, since the volunteer base is relatively small, we are experiencing an overlap of duties across the board. Increasing our volunteer base would provide us with additional manpower to cover the basics at events such as kitchen and bar help, and cleaning & maintenance. We would also like to add experience to the Board in the areas such as Social Media, website maintenance, funding awareness and Grant submissions.

Impact and Project Plan

The 42 year old facility looks tired. Its concrete floor and cinder block walls are uninviting in terms of attracting events.

The kitchen, bar and toilet facilities, although adequate are dated and in need of update.

Improvements to the grounds would provide an opportunity to relocate the ball diamond to the property at the rear of the Centre to allow inclusion of a ¾ pitch soccer field. The addition of a 2nd playing field would increase the number of teams using the grounds and open the possibility of running a weekly canteen to bring in additional revenue.

Projects have been identified, and many have plans drawn up; however, unsuccessful grant applications (Trillium Grant and Shade Structure Initiative) have stalled progress.

Self Funded Project Plan	Completed
Advertising Sign	
New floor covering on Stage	
Storage trolleys under Stage	
Drop-Ceilings in Washrooms	
Finish Exterior Trim on Windows	
Fix Toilets	
Interior Paint n Repair	
New Chairs	
New Countertops & Sinks in Washrooms	
New Curtains on stage	
New Fridge for Kitchen	
New Furnace (2009)	
New Sign for Exterior of Building	
New Tables	
Paint Washroom Stalls	
Paint Kitchen & Washroom Floors	
Paint Washrooms	
Re-Drill Existing Well	
Repair Brick at Front Entrance	
Replace Ball Fence	
Salt n Sand Storage Container	
New Garbage Box	
Security System	
Sound system	
Steel Exterior Doors	
Two (2) High Stand Up Tables	

Trillium Grant Project Plan	Completed
Redesign/Expand Kitchen & Bar Area	
Kitchen & Stage Ventilation	
Replace Exterior Siding	
Exterior Windows	
Exterior Storage (20' x 8')	
New Main Entrance at rear (w/covered area)	
Covered Area at Kitchen Entrance	
Redesign/ Increase Interior Storage	
Designated Cloakroom	
Disabled Washroom	
Energy Efficient Lighting	
Hall Ventilation (heating)	
Hall Ventilation (cooling)	
Insulate & Update Floor Covering	
Interior Insulation	
Wall Covering (drywall)	
Faux Beams on Ceiling	
Dividing / Moving Wall	
Kitchen Cupboards and Counters	
Bar Fridge/Cooler	
Upright Freezer	
Commercial Stove	
Outdoor Pavilion	
Relocate Ball Diamond	
Add Ballfield Lighting	
Add 3/4 pitch Soccer Field	
Portable Stage for Outdoor Events	
Upgrade Play Structure	

Post Renovation Project Plan	Completed
Install Dart Boards	
Purchase Fitness Mats	
Purchase Card Tables	
Upgrade Horseshoe Pits	
Upgrade to Electronic Bingo System	
Possible Dog Park Area	
Outdoor Skating Rink	

LEGEND	
Completed (self funded)	
Started but not Complete	
Donated	
Design / Drawing Stage	

A series of renovation projects would change and enhance the accessibility, comfort and appearance, thus rejuvenating the centre, increasing community participation and reducing social isolation. Our long term objective is to transform the Centre from an uncomfortable, inaccessible, unappealing hall to an accessible, safe and appealing Community Center that local area residents can use on a daily basis.

Financial Plan

Clayton Recreation Club's fixed costs are approximately \$20,000 per year. This covers operating expenses including Hydro (heating), Property Taxes, Telephone, Building & Director's Insurance and maintenance (i.e. snow removal).

Annual equipment & building maintenance costs typically run around \$5,000.

Other expenses are largely event driven.

Revenue sources include rentals, bar proceeds, ticket sales, donations and grants.

Although the organization's recent applications for a Trillium and Shade Structure Grant were unsuccessful, the Municipality of Mississippi Mills has always been supportive with its annual municipal grant and now more recently with its new annual funding model, which includes in-kind grant writing guidance.

Summaries of our 2019 & 2020 Cash Flows, Balance sheets and Income Statements are attached; together with a list of estimated expenses to the end of 2020.

Net Income		
Fiscal Year ?	2019	2020
Income	52,115.96	17,714.39
Expense	41,839.23	20,832.81
Net Income	10,276.73	(3,118.42)

Remaining 2020 Expenses (estimated):

Bank Fee	6 x 4.95	29.70
Furnace Maintenance Plan		200.00
Hydro		1,800.00
Insurance: Director's		370.00
Insurance: Property		1,100.00
Lawn care		600.00
Oil		2,500.00
Property Taxes		450.00
Snow Plowing		700.00
Water Testing		100.00
		7,849.70

Cash Flow

Clayton Recreation Club

Date Range: Jan 01, 2019 to Dec 31, 2019

CASH INFLOW AND OUTFLOW

Jan 01, 2019
to Dec 31, 2019

Operating Activities	
Sales	\$52,115.96
Purchases	-\$43,519.02
Net Cash from Operating Activities	\$8,596.94
Investing Activities	
Net Cash from Investing Activities	\$0.00
Financing Activities	
Net Cash from Financing Activities	\$0.00

OVERVIEW

Starting Balance	\$25,749.84 As of 2019-01-01
Gross Cash Inflow	\$54,623.72
Gross Cash Outflow	\$46,026.78
Net Cash Change	\$8,596.94
Ending Balance	\$34,346.78 As of 2019-12-31

Balance Sheet

Clayton Recreation Club

As of Dec 31, 2019

ACCOUNTS	Dec 31, 2019
Assets	
Total Cash and Bank	\$34,346.78
Total Other Current Assets	\$942.93
Total Long-term Assets	\$214,837.04
Total Assets	\$250,126.75
Liabilities	
Total Current Liabilities	\$1,706.86
Total Long-term Liabilities	\$0.00
Total Liabilities	\$1,706.86
Equity	
Total Other Equity	\$0.00
Total Retained Earnings	\$248,419.89
Total Equity	\$248,419.89

Profit and Loss

Clayton Recreation Club

Date Range: Jan 01, 2019 to Dec 31, 2019

ACCOUNTS	Jan 01, 2019 to Dec 31, 2019
Income	\$52,115.96
Cost of Goods Sold	\$14,474.84
Gross Profit As a percentage of Total Income	\$37,641.12 72.23%
Operating Expenses	\$27,364.39
Net Profit As a percentage of Total Income	\$10,276.73 19.72%

Cash Flow

Clayton Recreation Club

Date Range: Jan 01, 2020 to Dec 31, 2020

CASH INFLOW AND OUTFLOW		Jan 01, 2020 to Dec 31, 2020
Operating Activities		
Sales		\$17,712.62
Purchases		-\$21,009.11
Net Cash from Operating Activities		-\$3,296.49
Investing Activities		
Other		-\$1,500.00
Net Cash from Investing Activities		-\$1,500.00
Financing Activities		
Net Cash from Financing Activities		\$0.00

OVERVIEW

Starting Balance	\$34,346.78 As of 2020-01-01
Gross Cash Inflow	\$21,140.67
Gross Cash Outflow	\$25,937.16
Net Cash Change	-\$4,796.49
Ending Balance	\$29,550.29 As of 2020-12-31

Balance Sheet

Clayton Recreation Club

As of Aug 31, 2020

ACCOUNTS	Aug 31, 2020
Assets	
Total Cash and Bank	\$29,550.29
Total Other Current Assets	\$0.00
Total Long-term Assets	\$216,338.81
Total Assets	\$245,889.10
Liabilities	
Total Current Liabilities	\$587.63
Total Long-term Liabilities	\$0.00
Total Liabilities	\$587.63
Equity	
Total Other Equity	\$0.00
Total Retained Earnings	\$245,301.47
Total Equity	\$245,301.47

Profit and Loss

Clayton Recreation Club

Date Range: Jan 01, 2020 to Aug 31, 2020

ACCOUNTS	Jan 01, 2020 to Aug 31, 2020
Income	\$17,714.39
Cost of Goods Sold	\$1,596.42
Gross Profit As a percentage of Total Income	\$16,117.97 90.99%
Operating Expenses	\$19,236.39
Net Profit As a percentage of Total Income	-\$3,118.42 -17.60%

THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

STAFF REPORT

DATE: October 13, 2020
TO: Committee of the Whole
FROM: Tiffany MacLaren, Community Economic and Cultural Coordinator
SUBJECT: 2021 Funding for Mississippi Mills Museums

RECOMMENDATION

THAT Committee of the Whole recommends that Council approve a loan for the North Lanark Regional Museum (NLRM) in the amount of \$13,500, repayable over 3 years;

AND FURTHERMORE THAT if annual loan payments are not made funds be withheld from the North Lanark Historic Society's annual municipal grant until such time as the loan has been repaid in full;

THAT Committee of the Whole recommends that Council approve funding for the North Lanark Regional Museum (NLRM) the Mississippi Valley Textile Museum (MVTM) and the Mill of Kintail Museums (JNM & RTMM) at current budgeted amounts for 2021, which was formulated based on their 2020 allotment plus a 2% CPI Increase;

AND FURTHERMORE THAT NLRM funding past 2021 be considered after a review of strategic changes made by the North Lanark Historic Society board demonstrating consideration of recommendations from the *Towards Sustainability for Mississippi Mills Museum* report as well as information from other municipalities that currently share a staffing;

AND FURTHERMORE THAT Municipal funding for all Mississippi Mills Museums be reconsidered once the Conservation Authority's working group has developed and announced future plans for the Museum operations;

AND FURTHERMORE THAT all 2021 museum funding be conditional upon entering into formal funding agreements between the Municipality of Mississippi Mills and the respective museums outlining financial contributions and in-kind services from the Municipality and identifying specific objectives and performance measures required of the museums, including annual reporting on visitors.

BACKGROUND

Mississippi Mills Museums are independent organizations. They are not Municipal departments. They operate under the direction of volunteer boards. While the

Municipality can make recommendations on Museum operations, we cannot tell Museum boards how to run their organizations. Similarly, museum staff and expenses are not municipal responsibilities. Museums play a critically important role in collecting, preserving and sharing our heritage. Heritage artifacts and stories are a source of pride and contribute to our sense of identity. They help us understand our place, our history and our society. The Municipality provides annual funding to our community museums because we value the role they play and understand the importance of protecting our history.

In a letter received on August 24, 2020 Ed Wilson, President of the North Lanark Historic Society requested \$13,500 to cover the expense of a new roof for the museum. The roof was installed before the letter was received prohibiting the Municipality from making recommendations or asking for three quotations, in keeping with our procurement policy.

In a second letter dated September 23, 2020 Ed Wilson, President of the North Lanark Historic Society requested a change to the current funding model for the North Lanark Historic museum resulting in an annual allotment of \$47,000 for the North Lanark Regional Museum. This is a \$20,212 or 75% increase over the amount in the current draft 2021 budget.

Prior to 2016 the North Lanark Regional Museum received a municipal grant of \$5000 a year (plus 2% cpi annually). Their 2015 amount was \$5355. In 2015 the Municipality of Mississippi Mills partnered and split costs with the four museums -North Lanark Regional Museum(NLRM), Mississippi Valley Textile Museum(MVTM), Dr. James Naismith Museum(JNM) and the R Tait McKenzie Museum(RTMM) on a fulsome review of the Museums by third party consultant Sagum Communications. This review included individual Museum Profiles as well a "Towards Sustainability for Mississippi Mills Museums" report listing 10 recommendations towards sustainability. The 2015 profiles and report are attached.

Recommendations #6 and #7 referenced Municipal funding to Museums. #6 - Establish Formal Funding Agreements #7 - Increase Municipal Funding to Museums

After this review the funding structure was revisited and the North Lanark Regional Museum's funding increased. The newly created museum profiles made it clear the individual functions of these museums along with their visitor numbers and site usage are very different and difficult to compare. In order to treat the museums similarly a percentage-based approach was adopted. The new funding model adopted in 2016 was to preclude additional capital requests. Prior to 2016 Capital Improvements from the Museums were considered on a case by case basis.

Since this model was adopted the North Lanark Regional Museum(NLRM) and Mississippi Valley Textile Museum (MVTM) receive annual funding based on a 30% of their respective 2014 operating budgets. Council approved a gradual increase in funding starting in 2016 at 20% of operating, 2017 25% of operating and 2018 30% of operating. At that time 2014 audited numbers were used. For 2019 and 2020 their individual 2018 grant amounts were used with a 2% CPI increase.

Funding the Mill of Kintail Museums (JNM & RTMM) did not change at that time. It was determined that since the museums fell under the jurisdiction of the Conservation Authority the existing model of a 2% cpi increase would still meet needs.

This change in funding formula was implemented from recommendation #5 of the 2015 Museum Sustainability Report. It was recommended that annual funding would help museums be sustainable by making them eligible for more grants from other levels of government.

It is important to note this funding was never specifically attached to a curator's salary. The Municipality's allotment is to be used towards operating costs. This allows flexibility for the Museum boards to determine how the funds are spent. The Municipality is not responsible for ensuring the museums have staff.

The 9 strategic recommendations of the Towards Sustainability for MM Museums Report:

- #1 – Rethink the Role of Museums and How to Engage People
- #2 - Tell a Complete Story of Mississippi Mills
- #3 – Increase and Formalize Joint Actions and Initiatives
- #4 - Improve Collections Management
- #5 - Create a Shared Pool of Museum Staff
- #6 - Establish Formal Funding Agreements
- #7 - Increase Municipal Funding to Museums
- #8 - Develop Capital Investment Plans
- #9 - Strengthen Museum Organizations from the Inside Out

2016 - 2020 Municipal Funding for Museums

Year	MOK (JNM & RTMM)	MVTM	NLRM
2016	11,040.00	43,393.00	16,756.00
2017	11,240.00	54,241.00	20,945.00
2018	11,464.00	65,089.00	25,134.00
2019	11,716.00	66,520.00	25,687.00
2020	11,974.00	67,983.00	26,252.00

DISCUSSION

Roof Funding Request NLRM

In a letter received on August 24th Ed Wilson, President of the North Lanark Historic Society requested \$13,500 to cover the expense of a new roof for the museum. Considering the current funding model adopted in 2016 specifically precludes additional capital requests and that the roof was installed before the letter was received staff recommends that funding be given in the form of an interest free loan. Our understanding is that this happened quickly because the contractor had an opening in his schedule, however, this means the Municipality was unable to consult on the type of roof or to request three quotations as is standard with our procurement. The museum chose to go with a very expensive roof type, based on Museum board members recommendations. It is staffs' estimation that this type of roof, while attractive, costs two

to three times the price of other suitable roof options. This expense is not in the 2021 draft budget and would need to be added if Council agreed to a grant instead of a loan. The loan could be repaid over two to three years and if the museum was unable to make payment then the funds could be withheld from their annual funding allotment. In the past similar loan arrangements to pay for capital expenses have been made with the North Lanark Agricultural Society and the Mississippi Valley Textile Museum. In both cases loans were repaid in full.

NLHS Request for Funding to Pay for a Curator

In a second letter dated September 23rd Ed Wilson, President of the North Lanark Historic Society requested a change to the current funding model for museums resulting in an annual allotment of \$47,000 for the North Lanark Regional Museum. This is a \$20,212 or 75% increase over the budgeted allotment for 2021. This increase is not in the current draft budget for 2021.

In order to assist Council in the consideration of this request staff requested updated information from all MM museums – information is based on their individual numbers from 2019. For the purpose of this review the RTMM and JNM are looked at together as the Mill of Kintail Museums. This updated information is attached.

Staff can appreciate that Mr. Wilson's letter comes from a place of need. The North Lanark Historic Museum continues to struggle with sustainability. They operate by virtue of an extremely dedicated and hard-working board – in particular the Historic Society President and Museum Manager, Ed and Doreen Wilson. In order to keep their doors open and full-time curator employed all year, they hold multiple small events that require their own time and funds. They clean, paint, make food and work the events.

In the 2015 "Towards Sustainability for Mississippi Mills Museums" report there were recommendations that have not yet been considered. In particular **#5 - Create a Shared Pool of Museum Staff**. Staff feel it is time this model be seriously considered. The North Lanark Regional Museum had only 255 visitors in all of 2019. A model could exist where NLRM is open May to October. This would mirror the existing schedule of the Mill of Kintail Museums. One suggestion is that the Curator from the MVTM or that of the Mill of Kintail Museum be retained to oversee the museum operations during the winter, they could be responsible for grant applications, paying bills and hiring seasonal staff. A museum studies student could be hired as museum manager each spring. This would result in a huge cost saving for the museum. The North Lanark Historic Society could then concentrate on the Museums' vision and collections. A shorter season would help focus their efforts on the time of year that is most attractive to visitors. The museum sits on a beautiful park like setting, concentrating on welcoming visitors Spring, Summer and Fall would be much more attainable.

In the response to the letters from Mr. Wilson staff also requested comparison information from five neighbouring Municipalities (Carleton Place, Smiths Falls, Perth, Arnprior and Merrickville) regarding their museums. This information is also attached. All museums receive some funding from their Municipalities. Smiths Falls is the only municipality in the list that has more than one museum. Currently their museums are not open during the winter months. These two museums also share staff. The Heritage House Museum is owned by the Municipality and the Railway Museum is owned by an independent board. One administrator divides her time between the two museums and

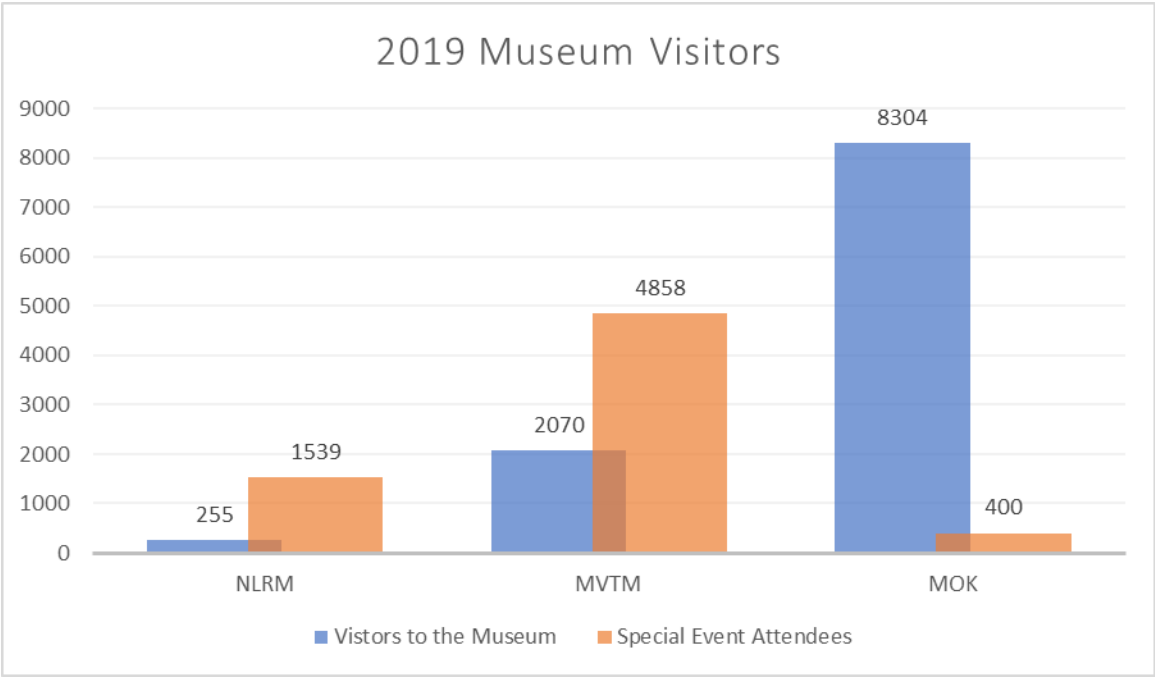
is paid by the Railway Museum to manage the museum, apply for grants and hire seasonal staff. The Town of Smiths Falls gives the Railway Museum an annual \$20,000 grant which is used to pay staff, or match grants etc. This model has resulted in a huge savings over the past three years. These museums are thriving. The Heritage House welcomes approxitmaely 5,000 visitors a year and the Railway Museum close to 10,000 visitors.

In comparing museums across the region, it is clear they each operate and are funded differently. Mr. Wilson's letter indicated that other Municipalities operate their museums with municipal staff and cover operating expenses. This is the case with Perth and Arnprior. They also receive all museum revenues and oversee museum decisions. Perth and Arnprior each spend over \$175,000 annually on one museum. However, Carleton Place, Smiths Falls and Merrickville each give their museums annual grants and their boards oversee the staff and expenses. Their grants are not directly tied to curator's salaries. Merrickville Museum is operated entirely by volunteers with students hired in the summer.

In Kind Museum Support

A complete review of Museum funding should also incorporate current in-kind support for Museums. The North Lanark Historic Society benefits from some additional cost saving support that in accounted for in other municipal budget accounts.

Mill of Kintail Museums	Mississippi Valley Textile Museum	North Lanark Regional Museum
<ul style="list-style-type: none"> -Inclusion in promotional campaigns -Highway tourism signage 	<ul style="list-style-type: none"> -Inclusion in promotional campaigns -Highway tourism signage -Property tax waivers -Building Insurance -Summer students training via Lanark County 	<ul style="list-style-type: none"> -Grass cutting by Municipal Staff (\$1125 plus hst value) -Snow removal by Municipal Staff -No charge Garbage & Recycling -Inclusion in promotional campaigns -Highway tourism signage -Property tax waivers -Building Insurance -Summer students training via Lanark County



Mill of Kintail Museums Current Status

In 2019 funding for the Mill of Kintail museums came into question due to changes at the provincial level surrounding Bill 108. As a result, the Conservation Authority created the “Mill of Kintail Museum Special Advisory Committee” with the goal of working out future plans for museum operations and funding. In recognition of the important role the Mill of Kintail museums play in Mississippi Mills, Council directed the Mayor and staff to work with the Mississippi Valley Conservation Authority, the Mill of Kintail Special Advisory Committee, the Provincial Government, and other private parties to develop an independent and sustainable model for the R. Tait McKenzie and Dr. James Naismith Collections. They also allocated \$10,000 to support the professional legal advice for a governance structure. The process is being led by the Conservation Authority and the Municipality will continue to follow the situation closely.

Funding for 2021 for MVTM, NLRM and MOKM

Considering visitor numbers and comparison of neighbouring municipalities staff does not recommend a change in Museum funding from the current draft budget. A percentage approach allows for a fair comparison and takes into consideration very different visitor numbers, expenses and other fundraising efforts.

Looking at the most recent audited numbers provided by the museums the amounts currently in the 2021 draft budget for the North Lanark Regional Museum is actually 35% of their 2019 Operating Budget and the budgeted amount for the Mississippi Valley Textile Museum represents only 24% of their 2019 Operating Budget. If we were to bring these numbers forward the amount for the NLRM would be \$22,942 and the MVTM would receive \$85,669.80. In a similar formula the amount for the Mill of Kintail museums would be \$35,697.

Considering that Mississippi Mills has four distinct and valuable museums in three separate locations and that the future is unclear for the Mill of Kintail Museums staff does not recommend changing budgeted numbers for Museum funding at this time. Taking into account the continuing struggles of the NLHS in maintaining a viable operating budget for their museum, staff recommend that the Historic Society use this time to examine the recommendations from the Towards Sustainability for Mississippi Mills Museums Report and consider more cost-effective way of operating. The role of the North Lanark Regional Museum is a very important one. The preservation and curation of our regions rural history and artifacts is a valuable service. Since the NLHS is an independent organization the Municipality can only suggest they review operations, however Council can take any positive and progressive changes into account when making future museum funding decisions.

FINANCIAL IMPLICATIONS

If a loan of \$13,500 is granted to the North Lanark Historic Society this amount could come from reserves. The Historic Society would need to agree to pay back the loan over 3 years. Annual payments could be withheld from annual NLRM funding until the loan is repaid in full.

Recommended 2021 funding the museums is as follows (2% increase over 2020 Budget).

Mississippi Valley Textile Museum	\$69,345.00
North Lanark Regional Museum	\$26,780.00
Mill of Kintail Museums	\$ 6110 (JNM) + \$ 6110 (RTMM) = \$12,220.00
Total for 2021	\$108,345.00

SUMMARY

Staff recommends that the Municipality retain the existing funding model for 2021. Mississippi Mills has four community museums in three separate locations. Each museum has its own unique strengths. However, they also have very different locations, collections, operations and budgets.

In 2015 the Municipality and the Museums partnered on a review resulting in some recommendations for sustainability. Since this time the North Lanark Historic Society has continued to struggle despite receiving a significant increase in funding over the past five years. In 2019 they had only 255 visitors to the museum but remained open all 12 months. The role of the North Lanark Regional Museum is a critically important one. The preservation and curation of our regions rural history and artifacts is a valuable service that is appreciated. However full-time dedicated staff may not be required. Their visitor numbers and low door revenues make this clear. Staff recommend that the Historic Society take a closer look at previous recommendations towards sustainability and consider a more efficient use of their own time and money as well as the Municipal funding they receive.

The future funding and operation model for the Mill of Kintail museums is undecided. The Conservation Authority is in the process of undertaking a review. For these reasons staff feel this is not the time to undergo any dramatic changes to Municipal Museum funding.

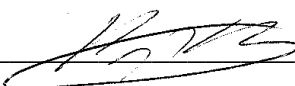
Funding for the Museums was reviewed and redeveloped in 2016 at that time it was recommended that the new funding model specifically preclude additional capital requests. In addition, the request to the Municipality came after the roof was installed and a procurement process was not followed. For these reason staff recommend that the North Lanark Historic Society be offered a loan, repayable over three years, in response to their request for funding towards the cost of their new roof.

Respectfully submitted,

Approved by



Tiffany MacLaren
Community Economic and Cultural Coordinator



Ken Kelly
Chief Administrative Officer

Mississippi Mills Museums Review 2020

	North Lanark Regional Museum	Mississippi Valley Textile Museum	Mill of Kintail Museums
2019 Operating Budget (from audited statements)	\$76,476.10	\$285,566	\$118,991
Amount received from Mississippi Mills	\$25,687	\$66,520	\$11,716
Percentage of Operating provided by MM	33.5%	23%	10%
2019 Capital Expenses (include breakdown of projects)	Building Supplies - \$670.54 Building Repair/Renovation - \$237.30 Total: \$907.84	\$3,580 floor replacement at entrance to first floor gallery. \$2,031 IT upgrades Total: \$5611.00	\$0
2019 Visitors to the museum broken down by month (walk-in, gift shop and tours only – not including special events)	Total = 255 ppl Jan – 9 Feb - 15 Mar - 29 Apr - 28 May - 35 June - 18 July - 40 Aug - 23 Sept - 22 Oct - 15 Nov - 18 Dec - 3	Total = 2070 ppl January 9 ppl February 22 ppl March 116 ppl April 55 ppl May 131 ppl June 184 ppl July 464 ppl August 242 ppl September 75 ppl October 187 ppl November 71 ppl December 84 ppl TOTAL = 1640 ppl Gift shop only January 0 ppl February 16 ppl March 37 ppl April 13 ppl May 32 ppl June 50 ppl	Total = 8304 ppl <i>We are a seasonal museum open from May until Thanksgiving</i> May – 306 (2 weeks) June – 1261 July – 2096 August – 2026 September 2219 October – 396 (2 weeks)

Mississippi Mills Museums Review 2020

		<p>July 63 ppl August 58 ppl September 79 ppl October 29 ppl November 26 ppl December 27 ppl Total = 430 ppl</p>	
2019 Visitors to the Museum for Special Events (monthly)	<p>Jan - 83 Feb - 206 Mar - 69 Apr - 122 May - 74 June - 136 July - 207 Aug - 89 Sept - 334 Oct - 54 Nov - 165 Dec - 0</p> <p>Total: 1,539</p>	<p>January 60ppl February 0 March 204 ppl April 1,655 ppl May -0 June 110 ppl July 99 ppl August 475 ppl September 2094 ppl October 52 ppl November 109 ppl December 0</p> <p>Total Special Events = 4,858</p>	<p>December - 400</p>
List of grants that you applied for in 2019 (only include grants for Museum operations or capital not special projects outside of the Museum)	<ul style="list-style-type: none"> -Canada Summer Jobs -FCC AgriSpirit Fund -Heritage Operating and Development Grant -Investing in Canada Infrastructure Program -Lanark County Community Grant -Seniors Community Grant -Summer Experience Program -Young Canada Words 	<ul style="list-style-type: none"> -Library & Archives Canada, - Documentary Heritage Communities Program -Canadian Museums Association, Young Canada Works In Heritage Organizations -Canadian Museum of History, Virtual Museum of Canada -Canadian Museum Association, Young Canada Works Building Careers in Heritage -Canada Cultural Spaces Fund Community Museum Operating Grant -Museum Assistance Program, Collections 	<p>CMOG Summer Experience Program Canada Summer Jobs Young Canada Works Mississippi Mills</p>

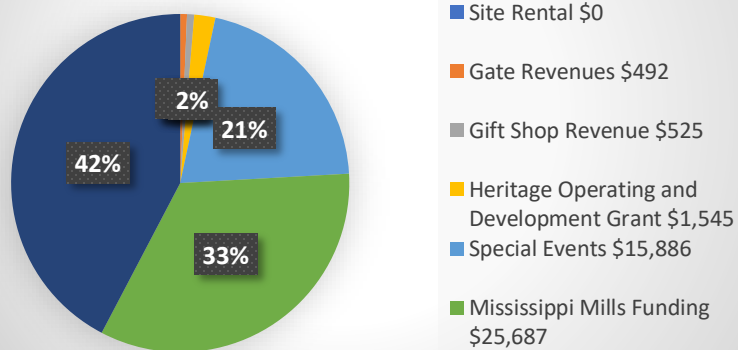
Mississippi Mills Museums Review 2020

		-Ontario Arts Council – Public Art Galleries Fund -Digital Strategies Fund – Canada Council For The Arts Building Communities through Arts & Heritage	
List of revenue received from Grants in 2019 (only include grants for Museum operations or capital not special projects outside of the Museum)	-Heritage Operating and Development Grant, \$1,545.00 -Canada Summer Jobs, \$4,271.00 -Summer Experience Program, \$3,658.00 -Young Canada Works, \$11,372.27 -Virtual Museum of Canada, \$6,780.00 Total: \$27,626.27	-Province of Ontario – Community Museum Operating Grant \$16,050 -Department of Canadian Heritage Museum Assistance Program – new artifact shelving \$41,535.00 -Department of Canadian Heritage Young Canada Works in Heritage Organizations administered by the Canadian Museum Association \$12,138.15 Total: \$69,723	CMOG - \$13,445 Total: \$13,445
Gate or entrance donation revenues received in 2019	\$492.00	\$1,705.33	\$20,019.96 <i>(this is a \$6 per vehicle site fee which includes entry into the museum)</i> \$971.45 in donation bin in the museum
Capital Expenses incurred in 2020	-Installation of new metal roof, \$13,500	\$4,000 structural engineer study.	
Any special or one-time Covid related funding received in 2020	-Museum Assistance Program, \$10,000 -Canada Emergency Wage Subsidy, \$7,477.68 Total: \$17,477.68	-Department of Canadian Heritage Museum Assistance Program -Emergency COVID-19 Support \$28,232 75% Wage Subsidy \$19,869.32 Total: \$48 101.32	- PCH – Museum Emergency Support Fund \$11,899 Total: \$11,899

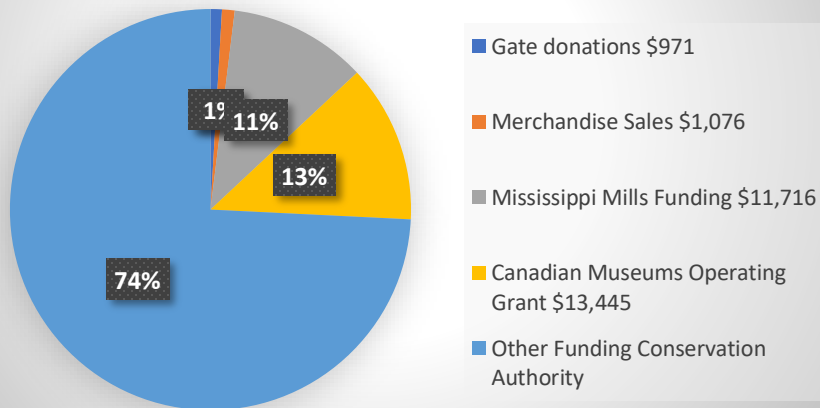
Mississippi Mills Museums Review 2020

Who does your snow plowing – What are your annual costs for this service?	The Municipality of Mississippi Mills - \$0	Cooney Construction & Landscaping. \$1,345	\$6,780 for site annually Snow removal and de-icing is contracted out
Who does your grass cutting – What are your annual costs for this service?	The Municipality of Mississippi Mills - \$0	\$0, no yard.	Approximately \$575 /year completed by MVCA staff in-house
What are your annual property taxes	N/A	\$245.00	\$4,941.45 for 2019
Annual Memberships 2019	71	91	154 (to MOK)
Gift Shop or Merchandise Revenue 2019	\$525.00	\$26,465.00	\$1073.91
Revenue raised by special events, workshops etc.	\$15,886.05	\$60,418	
Revenue Raised from Room/ Site Rentals	\$0	\$10,738.00	NA – overall site rentals are accounted to the Conservation Authority budget not museum revenue

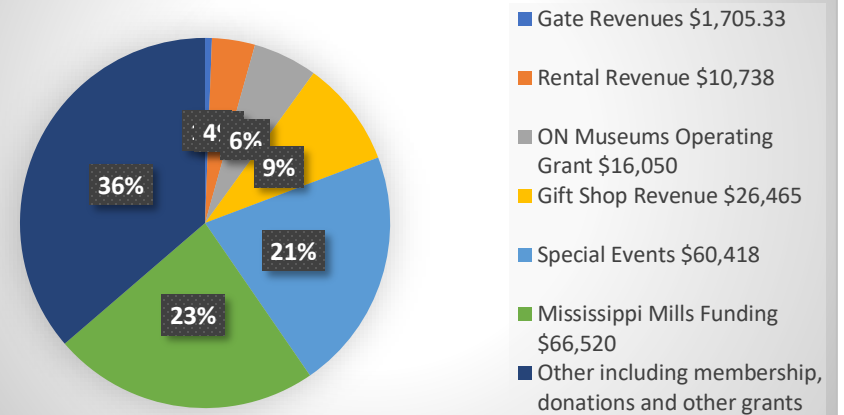
North Lanark Regional Museum \$76,476.10 - 2019



Mill of Kintail Museums James Naismith and R Tait McKenzie \$118,991 - 2019



Mississippi Valley Textile Museum \$285,566 - 2019



	Smiths Falls Heritage House Museum	Smith Falls Railway Museum	Perth Perth Museum	Carleton Place Carleton Place and Beckwith Heritage Museum	Arnprior Arnprior and District Museum	Merrickville Blockhouse Museum
How many museums	2		1	1	1	1
Municipal annual funding to Museum 2019	\$51,113 <i>\$121,030 minus \$69,917 Revenue (including grants)</i>	\$20,000	\$184,500 <i>\$207,000 minus \$22,500 Revenue</i>	\$80,000 Approx. (2019) <i>\$40,000 Annual grant plus operational expenses</i>	\$176,214 (2018) The Museum functions as a department of the Town with the annual operating budget being provided by the Town. No revenues available for comparison	\$30,000 Approx. in a non- pandemic year
Staffing	A full-time administrator (shared with Railway Museum) and part-time program coordinator to operate the Museum. All other staffing are brought in via summer student grants, special project grants, internships and coop placements.	The full-time administrator divides their time between the two museums. Railway Museum is not owned by the Municipality. The only support given administrative through staff support All other staffing are brought in via summer student grants, special project grants, internships and coop placements.	All Museum staff are municipal employees	No – the Municipality does not run day to day operations but pay operating expenses, hydro etc.	The curator is a municipal employee as is everyone who works at the museum Because the curator is a municipal employee the museum must comply with municipal by-laws and policies and attend all meetings as a member of the Senior Management Team.	Museum is managed/operated by historical society volunteers Summer students are hired with grant money and Municipality processes payroll and a/p for museum, as well as health & safety training.
Ownership Details	Municipality owns the building and leases the grounds from Parks Canada. Community Services Department maintains the building and grounds	Not owned by the Municipality	Municipality owns Museum building and land	Municipality owns Museum building and land	Municipality owns Museum building and land	Museum is owned by Parks Canada with lease agreement with municipality, and managed by Historical Society
Open Schedule	8 Months (open for events and tours during the off season)	8 Months (open for events and tours during the off season)	12 Months	12 Months	9 Months	May to October (aprox. 5 months)

Mississippi Mills Museum Profiles

April 27, 2015

Prepared by:
Kristi Farrier
Sagum Corporation

GOVERNANCE SUMMARY - All four museums are owned and operated by separate non-profit organizations. Varying degrees of organizational capacity exist across the museum organizations.			
North Lanark Regional Museum	<p>The North Lanark Regional Museum, established in 1970, is owned and operated by the North Lanark Historical Society (NLHS) and is operated as a heritage, tourism and education destination. The NLHS was established in 1965 and was incorporated as a not-for-profit organization in 1982. The NLHS is governed by a Board of Directors which annually appoints a Museum Manager and Museum Committee to operate the Museum.</p> <p>In 2014 the NLHS developed and implemented governance, finance, collections and research policies. The North Lanark Historical Society aims to develop four additional policies in 2015 and begin development of a strategic plan for the NLRM. Board succession planning has also been identified as an area to be enhanced. Operating plans and a multi-year capital plan for the museum building and pioneer cabin also remain to be developed.</p> <p>COUNCIL REPRESENTATIVE: At the time of this report the Town of Mississippi Mills Council representative for the NLRM was Alex Gillis.</p>	<p>The Mississippi Valley Textile Museum was established in 1985 and is owned and operated by the non-profit Mississippi Valley Textile Museum Corporation. A volunteer Board of Directors manages the corporation. A strategic plan for the MVTM has been developed as well a multi-year capital plan for upgrading and maintaining the museum building complex. Museum policies and procedures have recently been reviewed and updated. Continual and active recruitment maintains a strong Board of Directors.</p> <p>COUNCIL REPRESENTATIVE At the time of this report, the Town of Mississippi Mills Council representative for the MVTM was Jill McCubbins.</p>	Mississippi Valley Textile Museum
James Naismith Museum	<p>The James Naismith Museum collection is owned and managed as one element of the work of the non-profit Dr. James Naismith Basketball Foundation which was established in 1989. The Foundation strives to increase awareness of the values and legacies in sport, theology and medicine of Dr. James Naismith – the inventor of the game of basketball. The Foundation is operated by a volunteer Board of Directors.</p> <p>Recently developed strategic directions clearly reconfirm the museum as a significant core activity of the Foundation. The Foundation has Trillium Grant funding for 2014-16 to build the organizational capacity of the museum.</p> <p>COUNCIL REPRESENTATIVE: At the time of this report there was no Town of Mississippi Mills Council representative for the JNM.</p>	<p>The R. Tait McKenzie Memorial Museum is owned and operated by the non-profit Mississippi Valley Conservation Authority (MVCA). Although a conservation authority (CA) is primarily responsible for watershed management (MVCA is responsible for both the Mississippi and Carp River watersheds), Section 21 of the Conservation Authorities Act provides CAs with the authority to own and operate a museum.</p> <p>The MVCA is governed by a Board of Directors comprised of elected and appointed members representing each of the 11 municipalities in the watershed: City of Ottawa, the Towns of Carleton Place and Mississippi Mills, the Townships of Addington Highlands, Tay Valley, Beckwith, Central Frontenac, Drummond/North Elmsley, Greater Madawaska, Lanark Highlands, and North Frontenac.</p> <p>At the time of this report Councilors Duncan Abbot and Alex Gillis were the Town of Mississippi Mills representatives on the Board of Directors. The MVCA's Mill of Kintail Advisory Committee also includes local community members and the two municipal councilors.</p> <p>The RTMMM s included in the MVCA's Mill of Kintail Master Plan.</p>	R. Tait McKenzie Memorial Museum

MANDATE AND COLLECTION SUMMARY - While the mandates of the four museums are diverse, there are thematic gaps and overlaps that hinder the sharing of a comprehensive and integrated local history (e.g., women's history). A primary concern for collection management for all four museums is limited space for collection storage and in some cases climate control of existing storage space is a challenge.

<p>North Lanark Regional Museum</p>	<p>THE NLRM mandate is to collect, preserve and display the history of Mississippi Mills. The museum collection includes local history related artifacts, photographs, documents and books. The research library contains local history books, family histories and some original copies of the Almonte Gazette. Exhibits include seasonal exhibits, permanent local history exhibits, and a pioneer log cabin. Recently, updates have been made to the Blacksmith and General Store exhibits and interpretation binders have been developed.</p> <p>The collection consists of approximately 15,000 artifacts of which approximately half are currently catalogued. A catalogued Reference Library is available on the NLRM website. Collection acquisition and management policies are in place.</p> <p>New shelving units for collections storage were built in 2013 and 2014 have improved the organization of the collection significantly; however the space is at maximum capacity. A climate controlled environment is a challenge for NLRM collection management.</p>	<p>The MVTM mandate is to represent the history of the Mississippi Valley and the textile industry. The museum collection focuses on the region's heritage, culture and role of the textile industry in the development of Canada. Exhibitions range from early woolen mill history and period mill equipment to cottage industry and eclectic modern fibre art exhibitions.</p> <p>The collection includes woolen mill and textile related artifacts, a research library and an archive of digitized copies of the Almonte Gazette (from 1861 to 1989). The research library includes textile related documents and is an extension of the Almonte Library. The entire collection consists of 4912 artifacts of which all are catalogued. This includes 2500 artifacts for preservation, 2360 artifacts available for research and 52 artifacts used for education. Collection acquisition and management policies are in place. Recent collection management activities included collection cataloguing/digitizing and the online installation of a digital artifact/research collection.</p> <p>The MVTM collection is stored on-site in a climate controlled space. This space is at maximum capacity.</p>	<p>Mississippi Valley Textile Museum</p>
<p>James Naismith Museum</p>	<p>The mandate of the James Naismith Museum is to promote the values and life of James Naismith – the inventor of basketball. James Naismith was federally designated as a Historic Person in June 1976.(A National Historic Sites and Monuments Board plaque regarding the designation is mounted on the wall of the home now located on the original homestead of James Naismith locate at 4968 County Road 29.)</p> <p>The JNM collection consists of artifacts and photographs focusing on the four major stages of James Naismith's life including his birth in Eastern Ontario, his time at McGill university in Montreal, his invention of basketball at Springfield College and his later years. The collection consists of ~12,000 artifacts (~10,000 photographs and ~2,000 objects). At present, approximately 10% of the collection has been catalogued/digitized. The Foundation is currently working to develop acquisition and collection management policies.</p> <p>From 1989 until 2009 the early collection of Naismith artifacts was known as the Naismith Museum and Hall of Fame. Since 2009, the Hall of Fame artifacts have been in the possession of Canada Basketball. The JNM is now co-located at the Mill of Kintail with the R. Tait McKenzie Memorial Museum.</p>	<p>The mandate of the R. Tait McKenzie Memorial Museum is to promote the values and life of R. Tait McKenzie - surgeon, educator and sculptor. Robert Tait McKenzie was federally designated as a Historic Person in June 1958. (A National Historic Sites and Monuments Board plaque regarding the designation is located at the Mill of Kintail.)</p> <p>The RTMMM has the largest collection of R. Tait McKenzie sculptures and memorabilia in Canada, consisting of 5000 artifacts, and showcases the life and works of Robert Tait McKenzie in the mill he used in the 1930's as his summer home and sculpture studio. The museum also hosts special exhibits and artisan demonstrations. Collection acquisition and management policies are in place.</p> <p>JNM and RTMMM collections are housed together in a climate controlled location off-site of the Mill of Kintail museum building. This storage facility is currently at its maximum capacity.</p>	<p>R. Tait McKenzie Memorial Museum</p>

PROPERTY AND CAPITAL ASSETS SUMMARY – Three of the four local museums own and operate real property as part of their museum operation, the exception being the JNM collection which is co-located at the Mill of Kintail with the R. Tait McKenzie Memorial Museum.

<p>North Lanark Regional Museum</p>	<p>The NLRM is located in the Village of Appleton between Almonte and Carleton Place at the corner of Appleton Side road and River Road. The ~2000 sq ft museum building and a pioneer cabin are owned by the North Lanark Historical Society. The ~2 acre parcel of land on which the museum sits is owned by the Town of Mississippi Mills. The NLRM was originally housed in the old Appleton School House, from 1970 to 1979, which was located on the property until it burned down in 1979. The school house (and the associated property) was an Ontario designated property. There is a lack of clarity between Town of Mississippi Mills and the NLHS as to whether the pioneer log cabin that has been relocated to the museum site has a heritage status. This should be resolved.</p> <p>The NLHS does not pay municipal taxes on the NLRM property. The Town of Mississippi Mills covers the museum building insurance while the NLHS covers liability insurance. The NLHS is responsible for on-going maintenance and grounds keeping for the NLRM however the Town of Mississippi Mills also provides some grounds maintenance (e.g., lawn mowing. The Town of Mississippi Mills has also provided periodic capital contributions to the NLRM to address emergency maintenance situations and to assist in meeting building code requirements (i.e, In 2008, NLRM received \$5.200 for emergency repairs). The NLHS is currently raising funds to build a ramp to increase accessibility to the museum.</p>	<p>The MVTM is housed in a complex consisting of the former Warehouse (constructed in 1872) and Counting House (constructed in 1904) of the Rosamond Woolen Company Mill located two blocks from Almonte's downtown core. The mill was federally designated as a National Historic Site in 1986. The building was also designated as an Ontario Designated Property in 1981. The 12,952 square foot building now includes an office, gift shop, exhibit space, permanent exhibit space, reference library, storage space and a workshop room. The property is owned by the Mississippi Valley Textile Museum Corporation following the waiving of the mortgage on the property by the Town of Mississippi Mills. Significant capital repairs and upgrades have been completed over the past 8 years through capital investments enabled through grants, fundraising and donations. These repairs and upgrades included: interior work on the foundation and windows, re-pointing of walls, floor replacement, ceiling improvements, extensive work to meet safety and accessibility requirements, installation of heating and cooling systems, creation of a multi-use gallery/exhibit space, construction of a new education room, installation of an elevator, and installation of new lighting as well as exterior landscaping and paving of the parking lot. The building complex is now a fully accessible site. The MVTM does not pay municipal taxes and building insurance is covered by the Town of Mississippi Mills.</p>	<p>Mississippi Valley Textile Museum</p>
<p>James Naismith Museum</p>	<p>The Dr. James Naismith Basketball Foundation does not own or operate any real property. In 2011, the Naismith collection found permanent residence at the Mill of Kintail which is a shared space with the R.Tait McKenzie Memorial Museum. The co-location of the two museums is a natural fit as the two men were childhood friends known as the Brothers of the Wind.</p> <p>Through a contractual agreement between the Foundation and the Mississippi Valley Conservation Authority (MVCA) the James Naismith Museum receives exhibition space, curatorial services and outreach and programming services through the curator responsible for the R.Tait McKenzie Memorial Museum. The partnership benefits both parties with a source of revenue for the MVCA and a new home for the JNM. The partnership also enables efficiencies in joint promotion and marketing, human resources administration and training for JNM summer students.</p> <p>No municipal taxes are paid by the JNM.</p>	<p>The RTMMM is located north west of Almonte between Almonte and Pakenham at the Mill of Kintail Conservation Area. The museum collection is housed in the renovated grist mill that was a summer home and studio to R. Tait McKenzie. The building now known as the Mill of Kintail, and previously known as Woodside Mill, was designated as an Ontario Designated Property in 1981. The three-storey, ~3600 square foot building is located on the 154 acre site and surrounded by grounds and gardens that extend the museum experience.</p> <p>Building insurance and maintenance, as well as grounds maintenance are covered by the MVCA. The MVCA pays municipal taxes to the Town of Mississippi Mills on the property which amounted to ~\$5100 in 2014.</p>	<p>R. Tait McKenzie Memorial Museum</p>

FINANCIAL SUMMARY – All four museums receive funding from the Town of Mississippi Mills; however, the percent of operating budget that Town funding represents varies from museum to museum. Budget size varies significantly between the four museums. The JNM has the smallest operating budget in 2014 at \$33,414. The NLRM 2014 operating budget was \$83,780. This is significantly higher than previous years' budgets as a result of successful grant applications. The average budget for NLRM over the past four years is ~\$40,000. The MVTM had an operating budget of \$216,956 in 2014 however the MVTM also made a \$135,400 investment in capital upgrades to the museum complex in 2014. The 2013 operating budget for the RTMMM was \$236,500. (2014 budget information was not provided nor was information regarding capital investments at the Mill of Kintail.)			
North Lanark Regional Museum	<p>2014 BUDGET: \$83,780 (In 2014, NLRM received \$5,355 from the Town of Mississippi Mills which represented approximately 6% of the NLRM operating budget.)</p> <p>Budget levels have increased significantly in recent years due to successful grant applications as is demonstrated by operating budget levels from the previous three years: 2011 – \$37,455; 2012 - \$18,330; 2013 - \$20,664. The average budget over the past 4 years = \$40,057.</p> <p>FEES: Admission is by donation at the suggested amount of \$3/person.</p> <p>FUNDRAISING: Teas, special events, genealogy workshops, children's summer camps, memberships and member donations.</p>	<p>2014 BUDGET: \$216,965 (In 2014, MVTM received \$40,000 from the Town of Mississippi Mills which represented approximately 18% of the MVTM operating budget.)</p> <p>As well, in 2014 MVTM applied an additional \$135,400 in capital grants toward the installation of an elevator. The museum also established a small endowment fund in 2014.</p> <p>FEES: General Admission \$5 (Children under 12 free); members admitted free with a single membership of individual (\$25); family (\$40); Corporate (\$100)</p> <p>FUNDRAISING: Fibrefest and Soup for Thought continue to be major fundraisers. Other fundraising includes room rental, workshops, gift shop sales and special events.</p>	Mississippi Valley Textile Museum
James Naismith Museum	<p>2014 BUDGET: \$33,414 (In 2014, JNM received \$5,355 from the Town of Mississippi Mills which represented approximately 16% of the JNM operating budget.)</p> <p>The JNM operating budget is usually in the \$25,000 range however the 2014 budget is larger due to hiring two summer students (normally one student) in 2013 and cataloguing services during the 2013-14 winter.</p> <p>FEES: No fees charged to access James Naismith Museum.</p> <p>FUNDRAISING: Nevada Ticket Sales (45% of gross revenue) sold at Almonte Mac's Milk through a license renewed annually with Town of Mississippi. The Ontario Alcohol and Gaming Commission outlines what the license allows raised funds to be used for. Staffing, curatorial services, displays, collection and promotion are eligible expenses that the Nevada funds. General administration, rent and insurance are not allowable expenses.</p>	<p>2013 BUDGET: \$236,756 (In 2014, RTMMM received \$5,355 from the Town of Mississippi Mills which represented approximately 2% of the NLRM operating budget. The RTMMM received approximately 74% of its operating budget from other municipalities.)</p> <p>NOTE: MVCA's ~\$2.5million budget is funded through a tax levy from member municipalities. ~90% of funding comes from the City of Ottawa. In 2014, with a levy of \$60,700, the Town of Mississippi Mills contributed ~2.5% to the overall MVCA budget.</p> <p>FEES: No admission fee is charged to enter the Mill of Kintail museums. Rather, admission is included in the fees charged to access the Mill of Kintail Conservation Area which are set at: \$5.00 per vehicle; \$3.00 per person for buses and tour groups; Seasonal vehicle pass \$30 for single/ \$50 for family</p>	R. Tait McKenzie Memorial Museum

SEASON, HOURS, ATTENDANCE SUMMARY – The MVTM is the only museum of the four local museums to operate with regular public hours year round. The other three museums have seasonal operations. The NLRM is open regularly from May to November and by appointment through the winter months. The RTMMM and JNM are open May to mid-October. Attendance data demonstrates that museums are reaching audiences both through direct visits to museums and as well through a variety of outreach events and activities.			
North Lanark Regional Museum	<p>OPERATING SEASON: Open Daily May 1 to August 31. Open Wednesday to Saturday 1pm to 4pm September through November or by appointment. Winter 2014/15 – open by appointment and for special events. The research library and museum collection are available year-round by appointment.</p> <p>2014 AUDIENCE REACH: 1223 on-site visitors to the museum plus 2472 people engaged through special events, education outreach, fundraising events for total reach of 3695.</p> <p>Since 2012 total audience reach by the NLRM has increased by over 2 ½ times from 1398 people. With these increases a new audience segment of families with young children are engaging with the museum.</p>	<p>OPERATING SEASON: Open Year Round. October to March - Tuesday to Saturday: 10 am to 4 pm. April to September – Tuesday to Saturday: 10 am to 4 pm and Sunday: 1 pm to 4 pm.</p> <p>2014 AUDIENCE REACH: 4189 on-site visitors to the museum plus 8580 people engaged through special events, education outreach, fundraising events for total reach of 12,769.</p> <p>Total audience reach for the MVTM increased from 20% from 2013 (10568 people) to 2014 (12,769 people).</p>	Mississippi Valley Textile Museum
James Naismith Museum	<p>RTMMM and JNM share a location at the Mill of Kintail.</p> <p>OPERATING SEASON: The Mill of Kintail is open from May to Thanksgiving weekend. Hours are: Monday to Friday 9 am to 3:30 pm, Saturday & Sunday 10:30 am to 4:30 pm.</p> <p>2014 AUDIENCE REACH: 8,460 visitors to the museum plus ~2700 people engaged through special events, education outreach, fundraising events for total reach of over 11,000 people annually.</p> <p>Since 2011, when the James Naismith Museum co-located with the R. Tait McKenzie Memorial Museum, there has been an increase in teenage and young adult visitors.</p> <p>A strategy of the JNM is to increase year round access is through an enhanced online presence.</p>		R. Tait McKenzie Memorial Museum

STAFF AND VOLUNTEERS SUMMARY - The JNM does not have any full-time staff, rather, the Foundation contracts curatorial services for the JNM through the RTMMM. Over the past 2 ½ years, the NLRM has funded a full-time Project Coordinator through grant money. The MVTM has a full-time Director/Curator and a full-time Administrative Assistant. The RTMMM has a full-time Curator/Manager position and periodically the full-time Educator position with the Mill of Kintail Conservation Area provides some support to museum related activities. The NLRM, RTMMM, and JNM all hire temporary seasonal (student) employees typically through the spring/summer months. These positions are funded through grants. The MVTM does not hire any additional seasonal staff at any point through the year.

Mississippi Mills museums have high levels of volunteer commitment with a ratios ranging from a ten volunteers to one employee and higher, even with temporary staff included.

<p>North Lanark Regional Museum</p>	<p>STAFF: 1 full-time Project Coordinator (trained museum professional) at a salary of \$34,300 since 2012 funded through grants. Depending on available grant funding the museum hires 4 summer students who work between 3 to 5 days per week.</p> <p>VOLUNTEERS: 30-40 volunteers; 2357 volunteer hours; 11 volunteer board of director members.</p>	<p>STAFF: 1 full-time Executive Director/Curator at a salary of \$46,800 (trained museum professional) plus 1 full-time administration assistant at a salary of \$33,300.</p> <p>VOLUNTEERS: 3000 volunteer hours in 2014 by the Friends of the MVTM with 60 volunteers. (This is up from 2100 hours in 2013.) 9 volunteer board of director members.</p>	<p>Mississippi Valley Textile Museum</p>
<p>James Naismith Museum</p>	<p>STAFF: No year round full-time staff. Through grant funding the Foundation hires 2 full-time summer students who work on collection management and interpretation through the summer months. In 2015 the Foundation aims to hire an intern for a period of 8 months dependent upon approved grant funding through Young Canada Works.</p> <p>VOLUNTEERS: 7 volunteer board of director members.</p>	<p>STAFF: 1 full-time Museum Manager (trained museum professional) at a salary between \$42,633 and \$53,291. Typically the museum hires 2 students who work from May to October.</p> <p>The Mill of Kintail also has a full-time Educator position who periodically provides some support museum activities.</p> <p>VOLUNTEERS: 10 volunteers; Mill of Kintail Advisory Committee consists of 6 local community volunteers.</p>	<p>R. Tait McKenzie Memorial Museum</p>

PROGRAMMING AND EDUCATION SUMMARY – A variety of on-site and off-site programming is offered by the four museums.			
North Lanark Regional Museum	<p>PROGRAMMING: Programming includes special events and children’s camps that focus on the collection as well as a local history speaker’s series. Newly established events and revenue generating activities include: Student Day Camp for PA days, March Break Children’s Camp, Family Valentine’s Day event, and a Santa’s Christmas Tea for families;</p> <p>OUTREACH EDUCATION: 2 outreach programs (one for Kindergarten and one for Grade 3 students) are provided to 8 classes in local area schools. These programs have been jointly delivered with the R. Tait McKenzie Memorial Museum. Staff and volunteers also make presentations to various groups in the greater area community.</p> <p>NLRM also participates in the local Seniors Expo, Mississippi Mills at a Glance, Beckwith Heritage Days, Pakenham Frost Festival, Pakenham and Almonte Fairs and the Lanark County Harvest Festival.</p>	<p>PROGRAMMING: The museum supports fibre arts by mounting demonstrations and workshops that complement its exhibitions and events. Children’s Summer Camps with a focus on learning related crafts are offered. Workshops for both adults and children provide opportunities for participants to learn new skills.</p> <p>A highlight of 2014 programming was an international exhibit from Japan curated by Alan Elder of the Canadian Museum of History that was hosted at the MVTM. The MVTM has also developed a mill worker memory project and new science based educational programming.</p> <p>OUTREACH EDUCATION: MVTM school-aged education programs offer 10 different modules for Grades 4 through 6 and Grades 8 through 10 and have been designed to complement and enhance the school curriculum.</p>	Mississippi Valley Textile Museum
James Naismith Museum	<p>PROGRAMMING: Museum programming and education outreach for both the JNM and RTMMM is done through the Manager of the RTMMM.</p> <p>OUTREACH EDUCATION: 3 outreach programs are delivered in local area schools. The two separate programs aimed at Kindergarten and Grade 3 students have recently been delivered jointly with the NLRM. A third program is delivered independently and is focused on Grade 5 students. The RTMMM also participates in Mississippi Mills Seniors Expo and Mississippi Mills at a Glance.</p>		R. Tait McKenzie Memorial Museum

PARTNERSHIPS and COLLABORATION SUMMARY - The four museum organizations participate to varying degrees in partnerships and collaborative initiatives. All have established some partnerships and collaborations with local businesses or organizations. The MVTM has been very effective in this respect and has built partnerships at the local, regional, provincial, national and international level

North Lanark Regional Museum	<p>Museums: R. Tait McKenzie Memorial Museum; James Naismith Museum; Mississippi Valley Textile Museum; Lanark County Museums Network; Arnprior and District Museum; Heritage House Museum (Smiths Falls) Businesses: Equator Coffee; Heirloom Café & Bistro; The Hub; Almonte Antique Market; Mill Street Books; Alliance Coin and Bank Note; Toyshack Toys Organizations: Town of Mississippi Mill; Almonte Legion Branch 240; Appleton WI until recently; Mississippi Mills Public Library; Mississippi Valley Conservation Authority; Local High Schools; Upper Canada District School Board, Veterans Affairs Canada, North Lanark Highland Games, Perth Citizens' Band Other Social Capital: Member of Ontario Historical Society; Brian Tackaberry re. military history; Bob Butler re. website; engagement with: Pakenham Fair organizer; Almonte Fair Board; Seniors Expo Committee; Town of Mississippi Mills; Beckwith Township; and Lanark County.</p>	<p>Museums: Canadian Museum of History (formerly Canadian Museum of Civilization); Canada Science and Technology Museum; Upper Canada Village; The Diefenbunker: Canada's Cold War Museum; Lanark County Museum Network; The Mill of Kintail; North Lanark Historical Museum Businesses: The Heirloom Café & Bistro; The Mill Street Crêpe Company; Foodies Fine Foods; Café Postino; Robin's Nest Tea Room; Moose McGuires; Ballygibblins; The Barley Mow; The Hub; Almonte Antique Market; Acanthus; Sage; Mill Street Books; Alliance Coin and Bank Note; Mississippi River Power Corporation; Ryno Motors; Neilcorp; Pakobrats Online New Media Design; Coady's Car Care' Devlin's Collision Centre; L-D Tool and Die Organizations: Mississippi Mills Chamber of Commerce; Almonte Crazy Quilters; West Carleton Fibre Guild; Mills Community Support; The Elizabeth Kelly Foundation; The Valley Players; Almonte Public Library; Town of Mississippi Mills; Lanark County Quilters Guild; Embassy of Japan; RBC Foundation; St. Andrew's United Church; St. Paul's Anglican Church; The Almonte Quilt Guild; Hand Made Harvest; Royal Canadian Legion - Branch 240 Almonte Other Social Capital: Member of Mississippi Mills Heritage Advisory Committee, Member of the Mississippi Mills Festivals Consortium, Mississippi Mills Heritage Conservation District Study Committee, Ontario Historical Society's Museums Advisory Committee, Ontario Museums Association's, Looking Ahead Planning Committee; Chair of the Mississippi Mills Cultural Advisory Committee; and Young Awards Foundation - Awards Selection Committee; Treasurer of the Mississippi Mills Chamber of Commerce</p>	Mississippi Valley Textile Museum
James Naismith Museum	<p>Museums: R. Tait Memorial Museum; Lanark County Museum Network Businesses: Mac's Milk (Almonte) Organizations: Mississippi Valley Conservation Authority – Mill of Kintail; Town of Mississippi Mill Other Social Capital: Member of the Mississippi Mills Chamber of Commerce</p>	<p>Museums: James Naismith Museum; North Lanark Regional Museum; Mississippi Valley Textile Museum; Lanark County Museums Network Organizations: Mississippi Mills Chamber of Commerce; Town of Mississippi Mills, Mississippi Valley Field Naturalists; Royal Astronomical Society of Canada; Ramsay Women's Institute; Children's Resources on Wheels; Almonte Area Artists Association; Catholic District School Board of Upper Canada; Upper Canada District School Board; Naismith Public School; Algonquin College; The Hub (Hike for Hospice); Carleton Place Food Bank; Pat Browne and the Night Sky Conservation; Almonte and District Cub Scouts Other Social Capital: Participate in local Seniors Expo and Pakenham Fair</p>	R. Tait McKenzie Memorial Museum

Toward Sustainability for Mississippi Mills Museums

FINAL REPORT

April 27, 2015

Prepared by:
Kristi Farrier
Sagum Corporation

Executive Summary

Mississippi Mills has four community museums: the James Naismith Museum (JNM); the Mississippi Valley Textile Museum (MVTM); the North Lanark Regional Museum (NLRM); and the R. Tait McKenzie Memorial Museum (RTMMM). A recent review of these museums resulted in the development of:

- *Mississippi Mills Museum Profiles*, a document providing an overview of the current status of each of the four museums; and
- *Toward Sustainability for Mississippi Mills Museums*, a report summarizing issues faced by local community museums, presenting data on recent academic thinking and approaches with respect to museum sustainability, and recommending actions on how local community museums can move toward sustainability.

The project methodology included consultations with staff and board members from the four local museums and as well as with staff from the Town of Mississippi Mills. Financial, planning and other administrative documents from the museums were reviewed. Recent academic literature, government reports and other documents related to museum sustainability were also reviewed. Discussions with four other Ontario museums provided additional insights on addressing sustainability challenges.

While each local museum has its unique strengths, they share several sustainability challenges including: limited staffing; lower than average staff compensation levels; limited time and resources to develop innovative and participative programming and to manage collections; lack of collection storage space; and financial constraints compounded by lower than average municipal funding. In fact, cultural spending by the Town of Mississippi Mills is below both national and provincial averages.

An analysis of consultation input, together with literature and document reviews, point to the need for museums to: 1) be relevant; 2) collaborate and partner up; 3) secure adequate resources; and 4) take individual action in the face of sustainability challenges. Specific recommended actions in these areas include:

- #1 – Rethink the Role of Museums and How to Engage People
- #2 - Tell a Complete Story of Mississippi Mills
- #3 – Increase and Formalize Joint Actions and Initiatives
- #4 - Improve Collections Management
- #5 - Create a Shared Pool of Museum Staff
- #6 - Establish Formal Funding Agreements
- #7 - Increase Municipal Funding to Museums
- #8 - Develop Capital Investment Plans
- #9 - Strengthen Museum Organizations From the Inside Out

NOTES:

1. Information included in this report on the four museums has been provided by museum representatives or taken from official museum documents. Opportunities were provided to museum organizations to review and verify the information. As well, information and data related to the Town of Mississippi Mills was provided by Town staff or taken from official Town of Mississippi Mills documents. Town staff were provided with the opportunity to verify the information included in the report.
2. Recommendations were developed based on information gathered between the beginning of February 2015 and the end of March 2015. Any changes in the status of museums after the end of March 2015 (e.g., changes in staffing levels) are not reflected in this report or the accompanying recommendations.
3. Financial data is based on 2014 museum budgets with the exception of the RTMMM which provided detailed financial information for 2013. No 2015 core or capital funding contributions from the Town of Mississippi Mills to museums is included in this report.
4. The following individuals participated in consultations that informed the development of this report and recommendations.

Stephanie Kolsters - R. Tait Memorial Museum (Mill of Kintail)
Michael Rikley-Lancaster - Mississippi Valley Textile Museum
Kathy Priddle - Mississippi Valley Textile Museum
Sarah Chisholm – North Lanark Regional Museum
Doreen Wilson – North Lanark Regional Museum
Ed Wilson – North Lanark Regional Museum
Kathy Stewart – James Naismith Museum
Clem Pelot – James Naismith Museum
Tiffany MacLaren – Town of Mississippi Mills
Diane Smithson – Town of Mississippi Mills
Rhonda Whitmarsh – Town of Mississippi Mills
Anne Shropshire – Railway Museum of Eastern Ontario
Cathy Molloy – Markham Museum
Henriette Riegel – Diefenbunker
Shane Edwards – Carleton Place and Beckwith District Museum
Marilyn Snedden – Pakenham “pop-up” museum collection

Contents

Part I: Background.....	4
Purpose and Methodology	4
Introduction	4
Mississippi Mills Museums.....	5
Town of Mississippi Mills Support for Museums	6
Policy Position Toward Local Museums.....	6
In-Kind Support for Local Museums.....	7
Direct Funding to Local Museums	7
Cultural Spending and Sources of Museum Operating Funds	8
Sources of Museum Revenues.....	8
Museum Staff Compensation	11
Part II: Recommendations for Sustainability	12
Be Relevant	12
Recommendation #1 – Rethink the Role of Museums and How to Engage People	13
Recommendation #2 – Tell The Complete Story of Mississippi Mills	14
Collaborate and Partner Up	15
Recommendation #3 – Increase and Formalize Joint Actions and Initiatives	15
Recommendation #4 – Improve Collections Management	16
Recommendation #5 - Create a Pool of Shared Museum Staff	16
Secure Adequate Resources	17
Recommendation #6 – Establish Formal Funding Agreements	17
Recommendation #7 – Increase Funding to Museums	18
Recommendation #8 – Develop Capital Investment Plans	18
Take Individual Action.....	19
Recommendations #9 –Strengthen Museum Organizations the Inside Out	19
Part III: Conclusion	19
Bibliography	20
Appendix A: 2011 Town of Mississippi Mills Resolutions Regarding Museum Funding.....	22
Appendix B: Position Descriptions	24

PART I: BACKGROUND

PURPOSE AND METHODOLOGY

This report was commissioned by the four Mississippi Mills museums with support from the Town of Mississippi Mills. The four museums include: the James Naismith Museum (JNM); the Mississippi Valley Textile Museum (MVTM); the North Lanark Regional Museum (NLRM); and the R. Tait McKenzie Memorial Museum (RTMMM). This report summarizes issues faced by local community museums, presents recent thinking and current approaches with respect to museum sustainability, and recommends actions on how local community museums can move toward sustainability. The document *Mississippi Mills Museum Profiles* provides an overview of the current status of each of the four local museums and should be read as background to this report.

The methodology for this project included consultations with staff and board members from the four museums of Mississippi Mills and staff from the Town of Mississippi Mills. Financial and planning reports as well as other administrative documents provided by each museum were reviewed. Recent academic literature on museum sustainability and other related documents such as museum sustainability plans from Ontario municipalities, museum association publications and other related government reports and surveys were reviewed. Additional discussions were undertaken with four other Ontario museums (the Railway Museum of Eastern Ontario, the Diefenbunker, the Carleton Place and Beckwith Museum and the Markham Museum) to gain additional perspectives on addressing sustainability challenges.

INTRODUCTION

Cultural heritage is a collective resource. Heritage artifacts and stories are often a source of pride in communities and contribute to a sense of identity, belonging, and understanding of a place and its culture. They are also valuable resources that invite learning, questioning and reflection.

Museums play a key role in collecting, preserving and sharing cultural heritage and are a large part of Canadian culture. In 2010, 13.4 million Canadians, representing nearly half the population (47.8%), visited a museum (Hill Strategies Research Inc., 2012).

A museum is defined as “a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment. (International Council of Museums, 2007).

Museums fill many roles and make many contributions to communities and society. In their most traditional role, they function as public trusts that collect, preserve, and share artifacts and stories of our heritage in a professional and ethical manner.

They undertake research and educate citizens on our history and heritage, which leads to learning and understanding. By linking the past to the present, museums provide opportunities to translate lessons of the past into solutions for the future.

Museums make direct contributions to the economy through jobs for trained museum professionals and skill development opportunities for volunteers and students. They function as tourism destinations, and can be significant drivers of cultural tourism in communities. Museums are also part of vibrant local cultural scenes that attract individuals and businesses to settle in a community. As well, museums are beginning to offer business type services within communities. (e.g., space rental, workshops).

The social contributions of museums to communities and society are significant and are emerging as increasingly important in facilitating understanding among community members and building community cohesion. Through museums we celebrate our heritage, and museums provide entertainment and special event opportunities. Through exhibits, education and outreach programming, museums can give voice to traditionally silenced or marginalized groups in society, as well as provide neutral ground for addressing contemporary social/political issues. Museums can also facilitate collective transition or grieving within a community (i.e., through the interpretation of a loss of a way of life/industry or of tragic events). They function as gathering places for community and as safe public indoor spaces (indoor versions of parks), and more and more frequently, museums are becoming sites for community social programming and service delivery.

MISSISSIPPI MILLS MUSEUMS

Mississippi Mills is a community with a population of 12, 385 (Statistics Canada, 2011) and consisting of rural lands, small villages (Pakenham, Blakeney, Clayton and Appleton) and the urban centre of Almonte. The 2014 municipal budget for the Town of Mississippi Mills was \$13.5 million. That the citizens of Mississippi Mills value culture is demonstrated through the community's many festivals, events, artists, and the fact that there are four local non-profit museums. However, consultations with museum staff and board members, as well as with staff of the Town of Mississippi Mills staff, pointed to numerous challenges for the local community museums.

- Museums of Mississippi Mills receive lower than average levels of municipal funding compared to national and provincial averages of support to heritage institutions
- Municipal funding support representing different proportions of local museum operating budgets creates tension in the museum community through both real and perceived inequity, causes distrust, and hinders collaboration.
- Compensation for full-time staff positions at Mississippi Mills museums tend to be below national and provincial averages.

- Limited municipal funding results in museum staff expending significant efforts to self-generate revenue and limiting time available for engaging users, developing exhibitions, programming and outreach, and researching and managing collections.
- Significant competition for fundraising dollars exists between museums and with the many other non-profit organizations in the local community.
- Museums have little to no reserve funds for matching grants, dealing with emergencies, or for taking advantage of opportunities.
- No overarching vision exists for museums in Mississippi Mills lead by either the Town of Mississippi Mills or by the museums as a united group.
- Gaps and overlaps in museum mandates and themes results in a lack of an integrated and comprehensive presentation of the history of Mississippi Mills.
- Museums are functioning with limited full-time staff.
- Although there are some, collaborative initiatives between museums are limited.
- Collections storage space for all museums is at capacity.
- Local museum access is limited during the winter months as the MVTM is the only local museum is currently open for regular hours year round. As well, the MVTM is also the only museum that has direct access and can accessed by foot from the downtown core of Almonte, the urban centre of Mississippi Mills. The NLRM and RTMMM (with the co-located JNM) have the benefit of larger grounds in rural areas of the community that serve as attractions and venues for associated outdoor programming; however the need exists for transportation to access these sites.

TOWN OF MISSISSIPPI MILLS SUPPORT FOR MUSEUMS

The Town of Mississippi Mills supports local museums through policy positions, in-kind services, contributions to annual operating budgets and, in some cases, periodic capital funding. However, the degree of municipal support varies from museum to museum and is based, to a large degree on an evolution of relationships and circumstances of each museum over time, as opposed to a deliberate and specific vision for museum funding by the municipality.

POLICY POSITION TOWARD LOCAL MUSEUMS

Local museums have been a matter of consideration for the Town of Mississippi Mills since at least 2005 when the Town Council struck a Museums Rationalization Committee. This committee produced the 2006 *Report of the Museums Rationalization Committee* which included recommendations to: resolve issues with respect to the James Naismith Museum; build capacity within museum organizations, increase collaboration between museums; to gather information on museum funding in the region; and develop broader heritage strategies for the municipality. Following the report, the James Naismith Museum moved out of the Old Town Hall to its eventual current co-location with the R. Tait McKenzie Memorial Museum. However, the degree to which other recommendations were actioned is unclear.

In 2011, following lobbying by local museums, the Town of Mississippi Mills agreed to make funding to all museums part of on-going core budget funding (as opposed to part of the municipal grant process). Funding levels were set at \$5000 for the JNM, NLRM,

and RTMMM, and \$40,000 for the MVTM, and it was agreed that funding would be annually adjusted in accordance with the rate of inflation (as budgets allowed). 2011 Council motions (see Appendix A) also included various funding conditions and required annual reporting on: attendance from local and out of town visitors; the amount of fees collected; quality (meaning financially determined value) of the museum collection; amount of money fundraised; and whether museums applied and received CMOG grant funding and if so, the amount of grant funds received. The degree to which the funding conditions and reporting criteria have been adhered to since 2011 is unclear as no formally documented funding agreements exist between the Town and the museums.

The 2014 Town of Mississippi Mills Cultural Plan demonstrated continued interest and support of culture by the municipality. The Cultural Plan emphasized the importance of museums in the community and the need to present both urban and rural local history and heritage. The Cultural Plan also made specific reference to both the role of the MVTM and NLRM in sharing local history (Miller Dickinson Blais, 2014)

Notwithstanding the demonstrated recognition of the importance of museums through various municipal policy positions and actions, the Town of Mississippi Mills lacks an overarching vision or explicit objective statement with respect to community museums.

IN-KIND SUPPORT FOR LOCAL MUSEUMS

The Town of Mississippi Mills provides in-kind services to museums, including:

- Inclusion of museums in promotional campaigns (All museums)
- Highway tourism signage (All museums)
- Property tax waivers (NLRM; MVTM)
- Building Insurance (NLRM; MVTM)
- Some grounds maintenance (NLRM)

DIRECT FUNDING TO LOCAL MUSEUMS

The table below shows Town of Mississippi Mills museum funding from 2008 to 2015.

Year	JNM	MVTM	NLRM	RTMMM	Total
2008	2,500	35,000	5,000*	5,000	47,500
2009	2,000	35,000	3,000	5,000	45,000
2010	5,000	35,000	3,500	3,100	46,600
2011	5,000	37,500	5,000	5,000	52,500
2012	5,125	38,450	5,125	5,125	53,825
2013	5,250	39,219	5,250	5,250	54,969
2014	5,355	40,000	5,355	5,355	56,065
2015 Proposed	5,410	40,400	5,410	5,410	56,630

*In 2008, the Town of Mississippi Mills provided an additional \$5,200 to NLRM for emergency property maintenance.

Although not direct funding, the Town of Mississippi Mills also has a Municipal Heritage Property Tax Refund Program and a Heritage Property Grant Program to which eligible museums can apply.

NOTE ON COMPARATIVE DATA:

National and provincial level comparisons are provided in this report as comprehensive and detailed data related to cultural spending for smaller municipalities is not readily available.

Equally, little comprehensive and detailed data is published on municipal funding specifically to museums. However, it should be noted that the Ontario Museum Association is currently undertaking a museum sustainability project that includes gathering data on museum budgets. As such more detailed and accurate comparisons should be possible in the future. (The Director-Curator of the MVTM is part of the provincial committee coordinating this study.)

CULTURAL SPENDING AND SOURCES OF MUSEUM OPERATING FUNDS

Municipal funding is critical for the operation of local museums and enables museums to leverage additional funding from provincial and federal governments, and from foundations, corporations, and private donors. However, the following data demonstrates that the Town of Mississippi Mills cultural funding is somewhat low in comparison to total cultural spending by other municipalities, and significantly lower than other municipalities with respect to the proportion of municipal funding making up community museums operating budgets.

Total cultural spending by the Town of Mississippi Mills in 2014 equaled to \$769,197, or \$62 per capita. This figure factors in cultural spending as follows: \$14,715 - Heritage Committee; \$38,000 - Other Cultural; \$20,950 - Events Almonte; \$34,850 - Events Pakenham; \$56,065 - Museums; \$125,000 - Estimated Related Salary/Benefits; and \$479,617 - Library.

In 2009, the national average for municipal cultural spending (including libraries) was \$87 per capita and in Ontario average municipal spending on culture was \$92 per capita (Statistics Canada, 2013). Five years later, at \$62 per capita, Town of Mississippi Mills cultural spending is lower than both the 2009 national and provincial averages.

Town of Mississippi Mills spending on libraries alone equaled 62% of total cultural spending or \$38.50 per capita. In turn, spending on all other cultural activities (excluding libraries) equaled 38% of total cultural spending or \$23.50 per capita. Spending on museums represented only 7% of total cultural spending or \$4.53 per capita.

2009 cultural investments (excluding libraries) by five Canadian big cities demonstrated an average big city cultural investment equaling \$35 per capita and the following individual city per capita levels of cultural spending: Montréal - \$55 per capita; Vancouver - \$47 per capita; Calgary - \$42 per capita; Ottawa - \$28 per capita; and Toronto - \$19 per capita (Hill Strategies Research Inc., 2012).

At \$23 per capita, current Town of Mississippi Mills cultural spending (excluding libraries) was lower than average big city cultural spending, and all individual city per capita spending with the exception of Toronto.

SOURCES OF MUSEUM REVENUES

In 2011, Canadian heritage institutions received 50% of operating revenues from government, 35% from earned revenues and 14% from the private sector (e.g.,

donations, sponsorship, etc.) (Canadian Heritage, 2014). Similarly, 2008 research into the sustainability of Ontario's community museums demonstrated that, on average, for museums receiving the provincial Community Museum Operating Grant (CMOG), 51% of funding was received from municipalities (Ontario Museum Association, 2008).

The chart below demonstrates that on average, in recent years, Ottawa community museums received 50% or more of operating revenues from the City of Ottawa. It should be noted that in 2005 the City of Ottawa developed and implemented a Museum Sustainability Plan that included increased operating and capital funding of community museums (City of Ottawa, 2005).

% Operating Revenue from Various Sources for City of Ottawa Community Museums

# of Museums	Year	Source of Operating Funds			
		City of Ottawa	Earned	Private	Other Government
8	2008	57.56%	18.17%	6.01%	18.26%
8	2009	64.81%	17.86%	4.65%	12.68%
7	2010	56.36%	5.23%	5.23%	33.18%
7	2011	57.51%	19.34	4.90%	18.25%
6	2012	50.72%	21.35%	9.13%	18.80%
Note: The Diefenbunker receives about 25% of its total operating revenue from the City of Ottawa with about 70% earned. This outlier brings the average percent of funding received down considerably. As such, it is likely that some museums received closer to 60% of operating funding from the City of Ottawa.					

In comparison, the chart below shows that the Town of Mississippi Mills contributes significantly less than 50% of operating funds to local community museums with support ranging from 2% to 18% of local museum operating budgets in 2014.

Note: Although the Town of Mississippi Mills only contributed 2% to the RTMMM, the RTMMM received 74% of its funding through municipal levy on 11 municipalities within the Mississippi Valley Conservation Area (MVCA) watersheds. Although, the RTMMM does not face the same challenges with respect to a low percentage of municipal funding, nonetheless, the museum has faced internal budget cuts in recent years and sustainability challenges.

Operating Revenue of Mississippi Mills Museums***

		Core/Permanent Funding		Self-Generated and Applied For Funding													
		All Core/Permanent Funding				Total Self Generated and Applied For		Other Government Revenue (Require successful completion applications)						Self-Generated Revenue			
Museum	2014 Operating Budget	ToMM Line Funds	% of Total	Other Municipal Levy	% of Total	All Self-Generated	% of Total	Provincial Grants	% of Total	Federal Grants	% of Total	Other Grants	% of Total	Other Self-Generated	% of Total	Admission Fees	% of Total
JNM*	33,414	5,250	16%	-	0%	28,164	84%	-	0%	7,577	23%	-	0%	20,587	61%	-	0%
MVTM	216,956	40,000	18%	-	0%	176,956	82%	27,952	13%	9,000	4%	4,096	2%	128,678	60%	7,230	3%
NLRM*	83,780	5,355	6%	-	0%	78,425	94%	42,090	50%	17,090	20%	105	<1%	18,210	22%	930	1%
TOTAL/AVG	334,150	50,605	15%	-	0%	283,545	85%	70,042	21%	33,667	10%	4,201	1%	167,475	51%	8,160	2%
R. Tait**	236,756	5,088	2%	175,364	74%	56,304	24%	13,445	6%	-	0%	-	0%	36,149	15%	6,710	3%
TOTAL/AVG	570,906	55,693	10%	175,364	31%	339,849	60%	83,487	15%	33,667	6%	4,201	<1%	203,624	36%	14,870	3%

*JNM figures reflect the 2013 contribution from the Town of Mississippi Mills because the JNBF recently changed fiscal years and 2014 funding from the Town of Mississippi Mills is included in the current fiscal year Jun/14 to May/15 to cover off the 2014 museum season.

**RTMMM figures are based the 2013 operating budget.

***Percentages may not equal exactly 100 due to rounding.

VOLUNTEERS

It should also be noted that Mississippi Mills museums have high levels of volunteer commitment. Data from the 2011 Government of Canada Survey of Heritage Institutions indicated that volunteers typically outnumbered staff members by about a three-to-one ratio in heritage organizations (Canadian Heritage, 2014). With respect to the museums of Mississippi Mills, the ratio is significantly higher, ranging from ten volunteers to one employee, and up, even with temporary staff included.

MUSEUM STAFF COMPENSATION

The chart below shows 2011 average salaries for three position types that are most similar to the full-time positions found in museums of Mississippi Mills. These positions include Curator-Director; Educator and Administrative Assistant. (Descriptions for the museum positions can be found in Appendix B - Position Descriptions.)

Excerpt of Findings from the CMA 2011 National Compensation Survey Results			
Annual Base Salary (By Various Criteria)			
	Director-Curator	Administrative Assistant	Educator
National	\$68,559	\$38,111	\$41,944
Regional - Ontario	\$77,922	\$38,620	\$58,899
Annual Organization Budget			
under \$100,000	\$44,819	\$31,620	\$33,352
\$100,000 - \$499,999	\$54,739	41,734	\$41,941
1-3 Full-time Employees	\$48,284	no data avail.	no data avail.
Institution Type -Community Museum			
	\$59,516	\$38,429	\$46,888
Governing Body			
Provincial	\$109,642	\$46,970	\$51,931
Municipal	\$77,144	\$40,123	no data avail.
Incorporated body	\$50,652	\$31,755	\$36,054
Other	\$49,901	no data avail.	no data avail.

In comparison, data below on current salaries/salary ranges for full-time museum staff at Mississippi Mills museums indicates that compensation levels, in almost all cases, is lower than averages identified in the 2011 CMA report.

Full-Time Employee Compensation Levels for Mississippi Mills Museums				
Museum	Position	Full-Time Staff Compensation	# Full-Time Employees	Operating Budget
JNM	N/A	N/A	0	\$33,414
MVTM	Director/Curator	\$47,500	2	\$207,475
MVTM	Administrative Assistant	\$33,300	2	\$207,475
NLRM	Project Coordinator	\$32,400	1	\$83,780
RTMMM	Manager/Curator	\$42,633 - \$53,291	1	\$236,756

2014 data from the Lanark County Museums Network further demonstrates the trend of lower than average compensation levels for museum staff in Lanark County.

Full-Time Employee Compensation Levels for Other Museums in Lanark County	
Other Lanark County Museums	Full-Time Staff Compensation
Archives Lanark	\$0
Carleton Place and Beckwith Heritage Museum	\$40,000
Hall of Remembrance	\$0
Heritage House Museum	data not provided
Lanark and District Museum	data not provided
Middleville Museum	\$0
Railway Museum of Eastern Ontario	\$40,000

PART II: RECOMMENDATIONS FOR SUSTAINABILITY

In consultations with local museum representatives, participants most often referenced the need for more resources (human and financial) as the solution to museum sustainability challenges. While resources are key, sustainability also requires adaptability, flexibility and a strong base of community support.

Addressing sustainability challenges will require museums to: 1) be relevant; 2) collaborate and partner up; 3) secure adequate Resources; and 4) take individual action. Recommendations in these areas include:

- #1 – Rethink the Role of Museums and How to Engage People
- #2 - Tell a Complete Story of Mississippi Mills
- #3 – Increase and Formalize Joint Actions and Initiatives
- #4 - Improve Collections Management
- #5 - Create a Shared Pool of Museum Staff
- #6 - Establish Formal Funding Agreements
- #7 - Increase Municipal Funding to Museums
- #8 - Develop Capital Investment Plans
- #9 - Strengthen Museum Organizations From the Inside Out

BE RELEVANT

“Learn what the community needs and fit the museum to those needs.”
John Dana Cotton, Founder of the Newark Museum established in 1909

A great deal of time is spent focusing on financial resources of museums while an equally critical element of long term sustainability is museum relevance within the community. If what a museum is collecting, preserving and presenting, and how it is being shared does not matter to people then long term sustainability will be limited.

Museums are relevant when the museum experience engages people and creates a connection to things that are meaningful in a person’s life. Contemporary thinking on museum sustainability emphasizes rethinking and expanding the traditional roles of museums which in turn provides opportunities for museums to contribute to community building. Museums are being encouraged to “...reconsider [their] direct relationship with [their] community” and to become facilitators of civic dialogue through a “shift from solely disseminating information to encouraging purposeful exchange around civic issues (Schaffer Bacon, Korza, & Williams, 2002).

Museums can increase their relevance in communities by becoming more like “piazzas” - open public gathering spaces within communities that are used on a regular basis for both formal and informal activities - as opposed to “stadium” type venues that primarily

remain empty other than when a special event or exhibit is on display (Friedman, 2007) (Bradburne, 2001).

Getting people to feel welcome, and eager to spend time in museums, also involves shifting from the idea of museum “visitors” to museum “users” as using something implies direct and active engagement (Bradburne, 2001). Reorienting the purpose and vision of a museum to create connections with people means developing participative experiences that invite interaction with the artifacts and stories collected, preserved and shared by museums and that put people in positions of “active agents” rather than “passive beneficiaries” (Carter, Castle, & Soren, 2011) . Participative programming will deepen connections with the heritage and ideas the museum is sharing. This connection will increase museum relevance and support within the community (Simon, 2012).

In this respect, however, a lack of contemporary elements in a museum collection can be a barrier to attracting new museum users because traditional collections may not represent groups or issues that have been overlooked or marginalized in the past (Smith, 2012). As a result, contemporary audiences simply may not be able to relate to traditional collections and therefore be unable to develop any connection the museum. Invigorating and re-inventing existing exhibits with the introduction of related contemporary artifacts or linking existing collections to contemporary issues and ideas can facilitate broader engagement with new groups of museum users.

Finally, while working to address community needs through innovative programming and engagement opportunities will increase museum relevance, it can at the same time, be an effective strategy for gaining financial support from non-traditional foundations and granting agencies that focus on meeting social needs (Heumann Gurian, 2001).

RECOMMENDATION #1 – RETHINK THE ROLE OF MUSEUMS AND HOW TO ENGAGE PEOPLE

It is recommended that:

- People and their experiences be put at the centre of visioning, planning and programming for museums. Museum boards must lead in this paradigm shift and move beyond entrenched ideas and methods. They must ask the hard questions about current mandates. Are the themes important today? Are the artifacts and stories relevant? How do themes, artifacts and stories connect to contemporary society?
- Museum boards and staff determine the roles a museum can fulfill, ranging from the traditional roles of collecting, preserving and sharing heritage to more contemporary roles as agents of social change. Where each museum lands on this spectrum will be influenced by organizational culture, mandates and themes, location, resources and partnerships.
- Museum boards and staff examine how museum collections, stories and spaces can be used to create connections for museum users and develop programming that invites active participation and results in meaningful experiences.
- The Town of Mississippi Mills determine the roles it envisages museums playing within the community. This exercise would ideally be pursued through dialogue

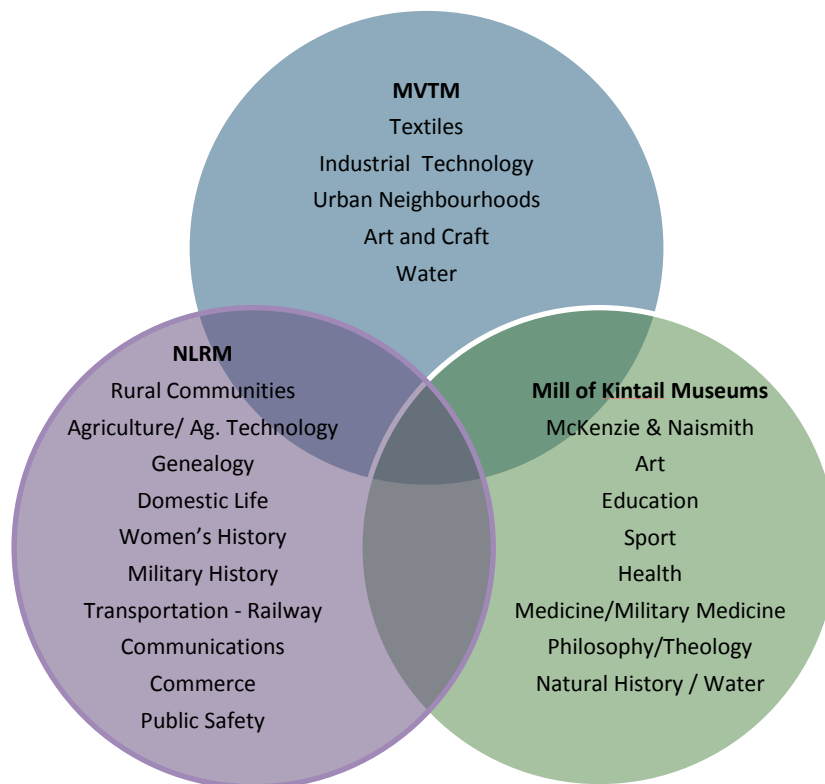
with museum organizations and could form the basis of a municipal museums strategy to guide Town Council and staff in decision-making related to museums.

RECOMMENDATION #2 – TELL THE COMPLETE STORY OF MISSISSIPPI MILLS

It is recommended that:

- The four museums work with the Town of Mississippi Mills to identify and address gaps and overlaps in the themes and stories currently presented by the museums to ensure a holistic representation of the history of Mississippi Mills. This would involve museums building on elements of existing programming themes or introducing new themes that have natural links to their existing mandates. [This approach was effectively used by the cities of Ottawa and Brantford in their Museum Sustainability Plans (City of Ottawa, 2005) (City of Brantford, 2007).]
- The museums identify together how ways to engage individuals in the community that have artifact collections that might help tell parts of the story of Mississippi Mills and who may be willing to exhibit these artifacts on a temporary basis.
- Proposed themes be considered to build on or link to existing museum mandates. The themes could be adopted as is or serve as a springboard for discussion of this approach.

Potential Model of Expanded Themes



COLLABORATE AND PARTNER UP

Collaboration, or working together, is a tide that can “raise all boats together” through common approaches and promotion of shared interests. Collaboration, however, cannot be forced. It must stem from understanding, trust, and common ground that stems from on-going communication and open information sharing.

Building on collaboration, partnerships even more effectively address sustainability issues through formalized relationships that focus on achieving specific mutual objectives or undertaking specific initiatives based on clearly identified roles, responsibilities and expectations. Partnerships have, in fact been highlighted as the first element in determining an non-profit organization’s capacity to respond to sustainability challenges (Centre for Research and Education in Human Services and Social Planning Council of Cambridge and North Dumfries, 2004).

Through collaboration and partnering financial and human resources can be leveraged and create results that would not be possible alone. Funders favor collaborative efforts and partnership because more areas of need are addressed and service duplication can be limited.

RECOMMENDATION #3 – INCREASE AND FORMALIZE JOINT ACTIONS AND INITIATIVES

It is recommended that:

- The four Mississippi Mills museums collaborate as the Mississippi Mills Museums Network (MMMN) to work together on joint initiatives at both staff and board levels of museums (e.g., board to board engagement; staff to staff training and development for both full-time and summer staff; sharing of policies/procedures and collections management approaches; development of joint temporary exhibits and a portable multi-museum exhibit that could be set up at various events).
- As well, through the MMMN,
 - museums access and/or join other collaborative initiatives to take advantage of information sharing, communications and training opportunities and to broaden the overall web of social capital for museums. For example, connecting with existing Mississippi Mills Festivals Consortium will strengthen the overall community cultural network;
 - museums investigate opportunities to work with local libraries and archives organizations;
 - museums develop joint grant applications (e.g., the celebration of Canada’s 150th anniversary in 2017 may include opportunities to access cultural legacy funding grants);
 - museums work together to develop a local tourism package centered on the four museum experiences (e.g., museums passport project); and
 - museums work together, and potentially with other culture and heritage organizations, to generate innovative joint revenue approaches (e.g., such Toronto’s BeautifulCity initiative (BeautifulCity.ca) where the Arts community successfully lobbied to have a charge on billboards go toward funding for art in the public sphere).

- The Town of Mississippi Mills provide matching funds up to \$5000 annually to the MMMN in support of joint initiatives. This municipal funding would be matched collectively through contributions from each museum.
- Museums work together to “extend the operating season” and increase public access to the collections of the NLRM, JNM and RTMMM by having MVTM host jointly curated temporary exhibits from these collections during the winter months when the NLRM, JNM, and RTMMM are closed or have limited public hours.
- The Town of Mississippi Mills Cultural Coordinator reinstate regular joint meetings with museums representatives.
- Museums work with the Town of Mississippi Mills to take advantage of continued joint marketing efforts that include museums and to participate in Town coordinated volunteer recruitment initiatives.
- The Town of Mississippi Mills take a lead role in hosting an annual roundtable or summit of museums and other cultural/heritage organizations in the community to facilitate information sharing and encourage idea generation and action implementation strategies to advance cultural activities in Mississippi Mills.

RECOMMENDATION #4 – IMPROVE COLLECTIONS MANAGEMENT

It is recommended that:

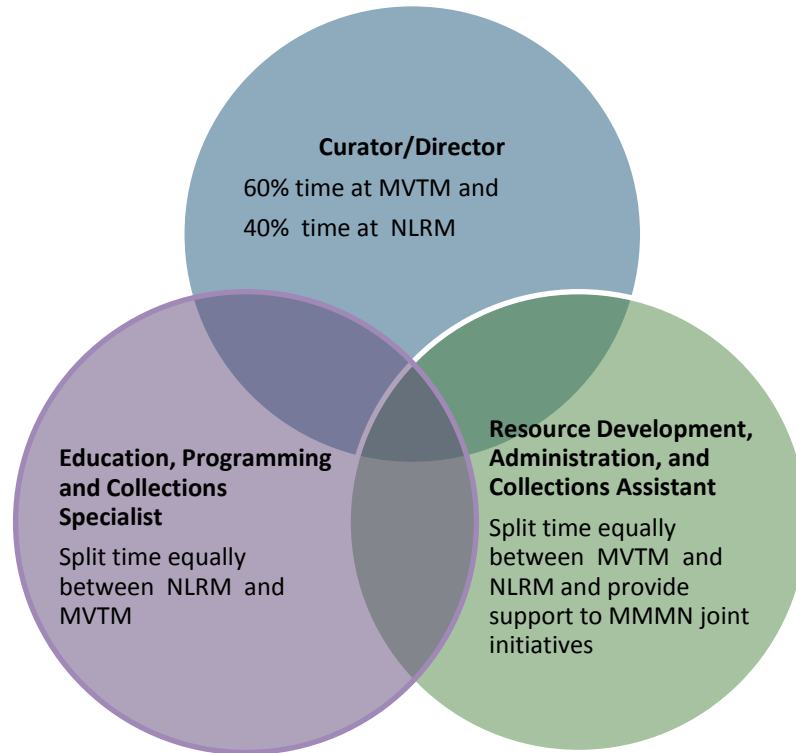
- The four Mississippi Mills museums establish a joint acquisitions committee that would meet periodically to share information on acquisitions and work together to determine the best location for artifacts in order to reduce overlap in collections.
- The museums determine if there is any existing available storage space that could be shared.
- In the longer term, museums investigate the possibility of an off-site shared location for collections storage and processing of artifacts. Private and corporate partners and sponsors should be sought out for such an undertaking (e.g., an existing business warehouse that could be retrofitted). A joint capital fundraising campaign should be considered. The development of a business case for such an undertaking would position museums to be ready to apply for possible infrastructure funding that may come available in the future.

RECOMMENDATION #5 - CREATE A POOL OF SHARED MUSEUM STAFF

It is recommended that:

- A pool of shared full-time museum staff be created within the following parameters:
 - MVTM and NLRM have a full-time staff to enable CMOG eligibility
 - MVTM and NLRM be responsible for staffing the respective positions
 - The shared museum staff would also provide support to RTMMM and JNM through MM Museum Network collaborative initiatives.
- A potential model of shared full-time museum staff is presented below. The proposed model could be adopted as presented or could serve as a springboard for discussion of this approach and to determine the most appropriate complement of skills and positions to meet the combined needs of the museums.

Potential Model of Shared Museum Staff



SECURE ADEQUATE RESOURCES

In 2011, staff compensation, at 43% of all expenditures, accounted for the largest area of expenditure in heritage organizations (Canadian Heritage, 2014). Adequate compensation is a key element in recruiting and retaining trained, professional museum staff. Competent and committed staff are key to the success of museums. They are essential for the development of effective participative programming, engaging exhibits, and sound collections and organizational management. In addition to human resources, capital resources are critical for on-going maintenance and upgrades to museum real property.

RECOMMENDATION #6 – ESTABLISH FORMAL FUNDING AGREEMENTS

It is recommended that:

- Formal funding agreements be established between the Town of Mississippi Mills and individual museums to outline financial contributions and in-kind services from the municipality and identify specific objectives and performance measures. These agreements would increase the transparency of the funding process and provide an accountability mechanism to the municipality and ultimately to tax payers
- Funding agreements have multi-year terms (e.g., three years) and involve annual reporting to the municipality followed by a thorough review and evaluation of

performance against set objectives at the end of the set term. A multi-year approach will enable longer-term planning for museums and enable museums to leverage other multi-year funding grants and partnerships.

- A condition of multi-year agreements be that museums must demonstrate that future oriented strategic and operational planning has taken place and that a clear direction for the museum exist for the next three to five years exists.
- Annual reporting processes and standards for performance measures be defined to better enable year over year comparisons for individual museums as well as comparisons between museums.
- The Town of Mississippi Mills expand the performance measures for museums beyond financial impacts and attendance figures as identified in the 2011 funding conditions passed by Council. Measures of success for museums should also include information on programming, education initiatives, collection condition (versus monetary value of the collection), and community engagement or community building.

RECOMMENDATION #7 – INCREASE FUNDING TO MUSEUMS

It is recommended that:

- For local museums currently receiving less than 50% of operating funds from any municipal sources,
 - the Town of Mississippi Mills increase core funding, to a minimum of 33% and a maximum of 50% of each museum's 2014 operating budget, for a period of three years. These funds would be directed to meeting sustainability challenges through developing participative programming, engaging exhibits, ensuring sound collections and organizational management, and through elevating staff compensation to be on par with average Ontario compensation levels for museum staff.
 - increased funding levels (between 33% and 50% of current operating budgets) for three years, be determined based on the existence of museum strategic and operational plans and the development of a costed, three year sustainability plan outlining specific actions to be achieved.
 - the Town of Mississippi Mills, after three years of increased funding, continue on-going museum funding at no less than 33% of 2014 museum operating budgets adjusted for inflation.
- Museums, through the MMMN, and the Town of Mississippi Mills, through Council representatives on the Board of the MVCA, lobby for the MVCA to increase compensation for the Mill of Kintail Museum Manager position to be on par with average Ontario compensation levels.

RECOMMENDATION #8 – DEVELOP CAPITAL INVESTMENT PLANS

It is recommended that:

- Museums operating museum buildings develop long term, costed capital investment plans for their museum buildings, including all real property plans such as, sale, relocation or additions to buildings.
- Museums, based on capital investment plans, engage in negotiations to develop agreements for capital funding from the Town of Mississippi Mills based on the municipality matching funds (dollar for dollar) that are fundraised by a museum for capital projects.
- Town of Mississippi Mills adopt a policy to waive building permits for museum capital projects.

TAKE INDIVIDUAL ACTION

In addition to efforts to increase relevance, to collaborate and form partnership, and to secure adequate resources, museum organizations can take many individual actions address sustainability challenges.

RECOMMENDATIONS #9 –STRENGTHEN MUSEUM ORGANIZATIONS THE INSIDE OUT

It is recommended that:

- Museums develop and/or maintain a strong volunteer base through active recruitment and recognitions activities including engaging youth as volunteers
- Museums identify key organizations, businesses and institutions with shared objectives and seek to develop partnerships.
- Museums ensure branding and marketing communicates clear and consistent messages and information about the museum.
- Museums continue to meet or strive to meet standards and requirements and apply for the Ontario Community Museums Operating Grant.
- Employ diverse fundraising approaches including, but not limited to, membership programs, corporate sponsorship, establishing foundations, bequest programs, on-line crowd source funding, and special events.
- Museums use facilities to generate revenue (e.g., room rental, workshops, weddings, gift shops, sale of unique/related products)
- Museums develop sustainability plans guided by recommendations in this report.

PART III: CONCLUSION

The role of museums in contemporary society is evolving. Museum sustainability is directly tied to changing with the times. This means museums must find ways to actively engage museum users in experiences that will create meaningful connections with heritage collections and stories. Sustainability challenges can also be addressed through greater collaboration and partnering efforts. Adequate resources to attract and retain professional and competent staff and maintain museum real property are also critical and require increased support at the municipal level as well as concerted effort by organizations to take individual actions to generate social capital and additional revenues.

The recommendations presented in this report point to actions that will contribute to ensuring the sustainability of the museums of Mississippi Mills as they firmly establish and maintain their roles as significant and vital contributors to building a vibrant and connected community.

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APPENDIX A: 2011 TOWN OF MISSISSIPPI MILLS RESOLUTIONS
REGARDING MUSEUM FUNDING



Mississippi
Mills

COUNCIL RESOLUTION

No. 101 - 11

March 7, 2011

MOVED BY:

[Signature]

SECONDED BY:

[Signature]

BE IT RESOLVED THAT the Council of the Corporation of the Town of Mississippi Mills consider base funding for museums in 2011 based on the following:

Mississippi Valley Textile Museum	\$37,500
R. Tait McKenzie Museum (Mill of Kintail)	5,000
Naismith Museum	5,000
North Lanark Regional Museum	5,000
Total	\$52,500

AND FURTHERMORE THAT these amounts be increased by the cost of living percentage established by Statistics Canada for Ontario as at December (subject to the availability of funding each year) except that no cost of living increase be provided to any museums until the Provincial Community Museum Operating Grant (CMOG) criteria have been completed and submitted for the North Lanark Regional Museum and the Naismith Museum or alternatively that an implementation schedule is provided to Council outlining the work still required to meet CMOG standards.

- ☒ CARRIED ☐ DEFEATED
☐ DEFERRED ☐ TABLED
☐ REFERRED TO: _____

A Natural
Place
to
Grow

113



Mississippi
Mills

COUNCIL RESOLUTION

March 7, 2011

No. 097 - 11

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SECONDED BY:

[Signature]

BE IT RESOLVED THAT the Council of the Corporation of the Town of Mississippi Mills require the four Mississippi Mills Museums to report annually by December 31 each year on the following factors in order to be considered for base funding by the municipality in the following fiscal year:

1. Attendance figures by local and out of town visitors to the museums including the amount of attendance fees collected
2. Quality (value) of the collection which can be reported on in terms of the assessed insurance value of the collection or any other means of determining the value of the collection
3. The fundraising capacity of the museum i.e. how much fundraising was completed in the current fiscal year
4. Provincial grant eligibility – has the museum completed the Community Museum Operating Grant application and if so, what amount if any was received in the current fiscal year

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34

APPENDIX B: POSITION DESCRIPTIONS

(Excerpt of Findings from the Canadian Museums Association - 2011 National Compensation Survey Results)

Director-Curator (p.59)

Usually found in smaller institutions, this top management position is responsible for directing all curatorial affairs and select administration /operational activities, such as finance and accounting, purchasing and office administration. Scope of responsibilities may include public and donor relations, developing and controlling the implementation of curatorial and operational policies and procedures, and coordinating the activities of curatorial and operational staff.

Administrative Assistant (p. 62)

The position responsible for providing administrative support to an individual or group. Scope of responsibilities may include generating memos, agendas and reports, coordinating meetings and travel arrangements, and providing broad administrative support.

Educator (p.65)

The position responsible for coordinating and administering/conducting educational programs. Scope or responsibilities may include planning and teaching program curricula in the museum and /or in the classroom and preparing learning materials for teachers and students.