

## 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)	<b>\$41,739,587</b>
<b>Funding for Municipal Operations &amp; Capital</b>	
■ 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
<b>Total Revenue</b>	<b>\$38,082,942</b>
<b>Current Shortfall</b>	<b>\$3,656,645</b>

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
<b>Municipal Operations &amp; Capital (Total Expenditures)</b>	
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
<b>Total Expenditures</b>	<b>\$41,739,587</b>

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		
<b>Operating Budget</b>					
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
	<b>Total Operating Changes</b>			<b>14,423</b>	
<b>Capital Budget</b>					
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
	<b>Total Capaital Budget Changes</b>			<b>-</b>	
	<b>Total 2021 Draft Budget Changes</b>			<b>14,423</b>	

## 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

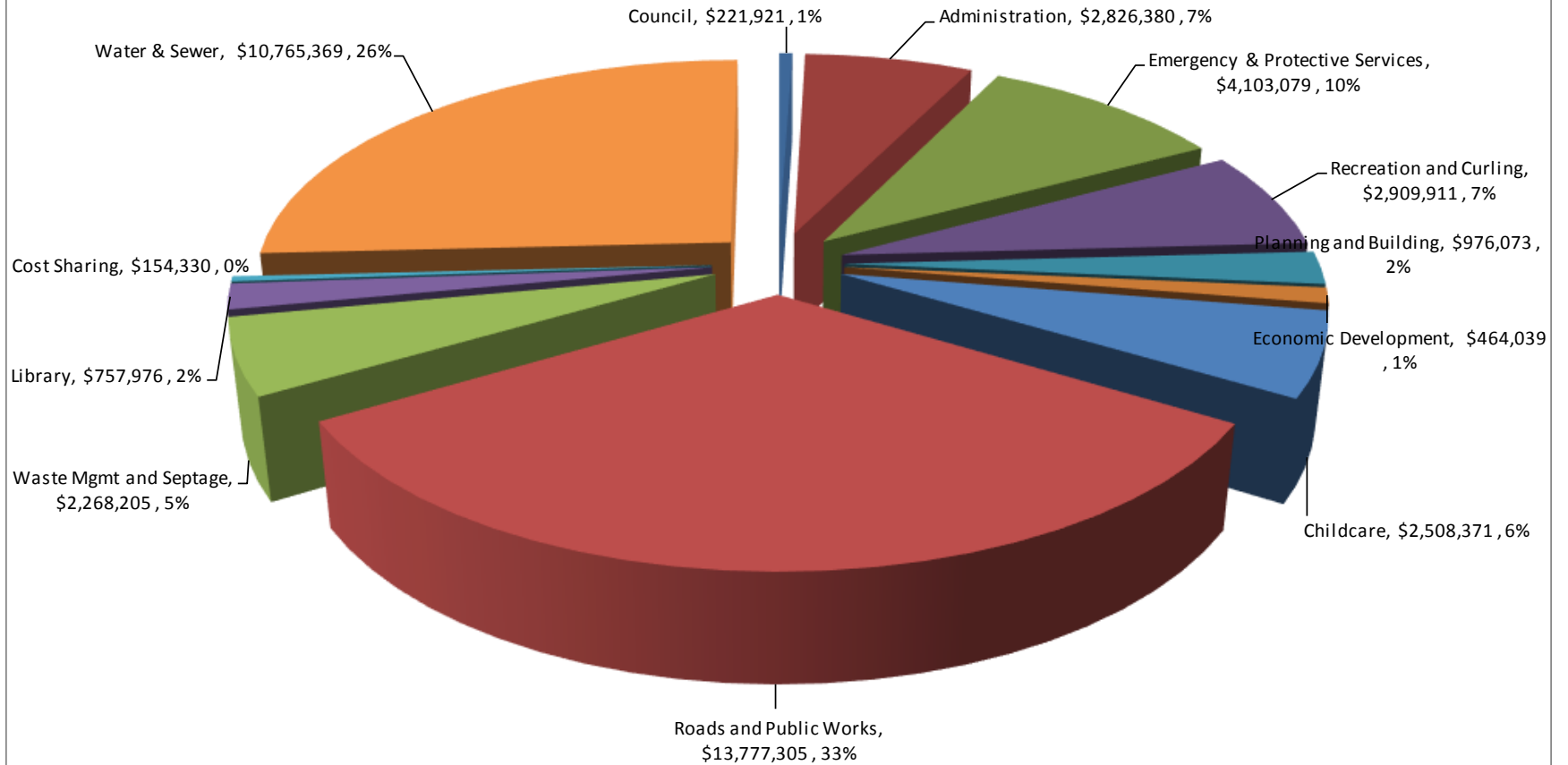
The 2021 budget is broken into two parts; operating and capital.

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



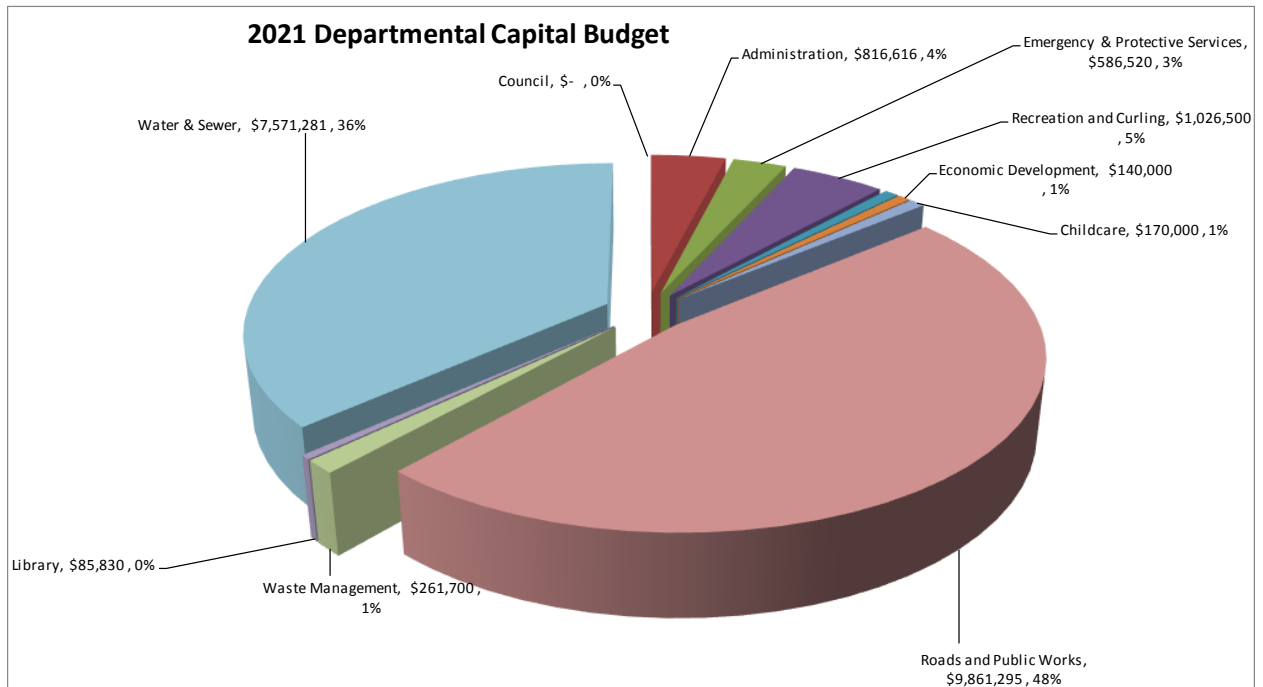
This chart represents the total expenses of the Municipality as proposed for 2021 less any known revenues. The net amount of \$14,825,640 would be the required amount to balance the 2021 budget and would need to be funded from taxation and water and sewer rates.

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
<b>Expenditures:</b>					
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%
<b>Subtotal</b>	<b>15,904,857</b>	<b>17,171,978</b>	<b>932,314</b>	<b>18,104,292</b>	<b>5.43%</b>
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%
<b>Subtotal</b>	<b>6,507,788</b>	<b>5,137,875</b>	<b>3,274,869</b>	<b>8,412,744</b>	<b>63.74%</b>
<b>Total Expenditures</b>	<b>22,412,645</b>	<b>22,309,853</b>	<b>4,207,183</b>	<b>26,517,036</b>	<b>18.86%</b>
<b>Revenues</b>					
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%
<b>Total Revenues</b>	<b>12,253,872</b>	<b>11,897,111</b>	<b>(205,715)</b>	<b>11,691,396</b>	<b>-1.73%</b>
<b>Net Levy</b>	<b>10,158,773</b>	<b>10,412,742</b>	<b>4,412,898</b>	<b>14,825,640</b>	<b>42.38%</b>

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".



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
		<b>BUILDING DEPARTMENT</b>								
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
		<b>ROADS &amp; PUBLIC WORKS</b>								
		<b>ROADS/BRIDGES:</b>								
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
		<b>HARDTOPPING PROJECTS (see attached listing)</b>								
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
		<b>BRIDGES</b>								
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
		<b>EQUIPMENT</b>								
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
		<b>FACILITIES</b>								
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
		<b>OTHER</b>								
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
		<b>ACTIVE TRANSPORTATION</b>								
		<b>TOTAL PUBLIC WORKS</b>	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
		<b>WASTE MANAGEMENT</b>								
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
		<b>TOTAL WASTE MANAGEMENT</b>	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	OTHER SOURCES OF FINANCING						21 BUDGET
				CANADA	PROV./COUNT	RESERVES	DEVELOPMENT	BANK	OTHER	
			COST	GRANTS	GRANTS		CHARGES	FINANCING	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	-	-
		SEPTAGE								
92	CFWD FROM 2020	SEPTAGE CONTAINMENT AREA	70,000.00			50,633.00	19,367.00			0.00
		TOTAL SEPTAGE	70,000.00	-	-	50,633.00	19,367.00	-	-	-
		DAYCARE								
93	REQUIRED FOR LICENSING	LICENCING REQUIRMENTS	2,000.00			2,000.00				0.00
94	REPLACMENTS AS REQUIRED	EQUIPMENT/FURNITURE (ANNUAL)	5,000.00			5,000.00				0.00
95	CFWD FROM 2020	PAINTING/DRYWALL REPAIR	5,000.00			5,000.00				0.00
96	CFWD FROM 2020	CUPBOARD/COUNTER REPLACEMENT	25,000.00		10,000.00	10,000.00				5,000.00
97	CFWD FROM 2020	BUILDING REPAIRS	17,000.00			17,000.00				0.00
98	CFWD FROM 2020	SUN SHELTER DAYCARE PLAYGROUND	5,000.00			5,000.00				0.00
99	CFWD FROM 2020	PLAYSTRUCTURE-HOLY NAME OF MARY	6,000.00			3,000.00				3,000.00
100	CFWD FROM 2020	MECHANICAL ASSESSMENT	10,000.00			10,000.00				0.00
101	CFWD FROM 2020	KITCHEN	95,000.00			80,000.00				15,000.00
		TOTAL DAYCARE	170,000.00	0.00	10,000.00	137,000.00	0.00	0.00	0.00	23,000.00

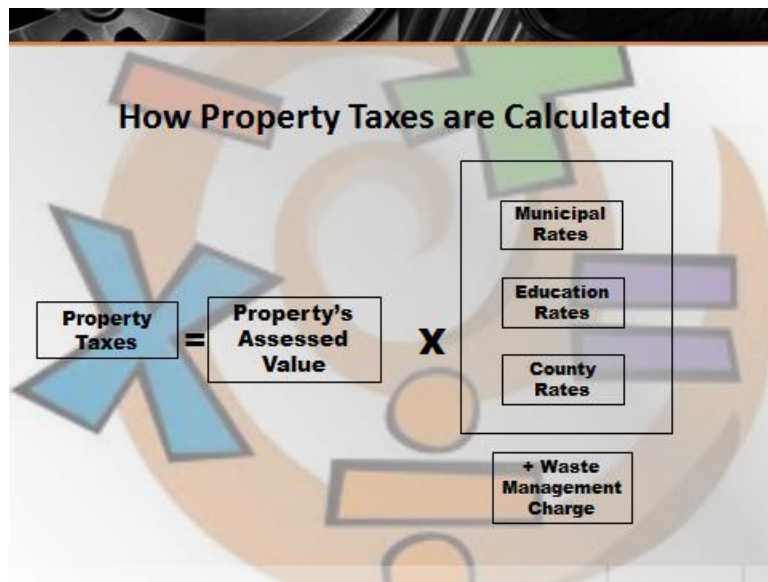


LINE NO.	DESCRIPTION OF PROJECT	BUDGET ITEM	TOTAL COST	OTHER SOURCES OF FINANCING							21 BUDGET
				CANADA GRANTS	PROV./COUNT GRANTS	RESERVES	DEVELOPMENT CHARGES	BANK FINANCING	OTHER REVENUE	FUNDRAISING	
		PARKS & RECREATION									
102	BENCHES FOR PARK	RIVERFRONT ESTATES BENCHES	10,000.00			10,000.00					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 RECD	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

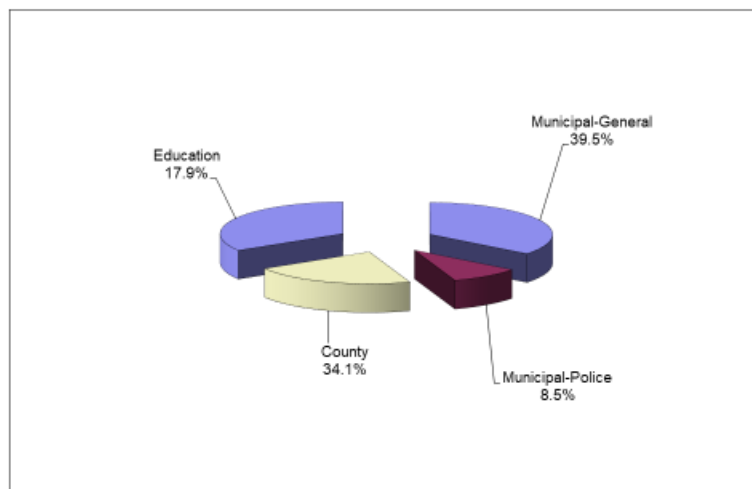
HARDTOPPING PROJECTS		
2021 BUDGET		
	BUDGET ITEM	TOTAL
		Cost
	<u>HARDTOPPING PROJECTS</u>	
2-301-0301-0435	Pavement Renewals -	
	King St. .397 km	221,000.00
2-301-0301-0436	Surface Treatment Projects -	
	Pakenham Concession 12 N-Shaw Road to County Road 29 (3.32 km)	504,000.00
	Ramsay Concession 8-Wolf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

<b>Municipality of Mississippi Mills</b>								
<b>2021 Assessment by Ward</b>								
	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%
<b>Total Taxable Assessment</b>		<b>651,581,200</b>	<b>1,054,432,918</b>	<b>365,718,700</b>	<b>2,071,732,818</b>	<b>2,071,732,818</b>	<b>-</b>	<b>0.00%</b>
<b>Payments in lieu</b>		<b>1,760,300</b>	<b>7,950,100</b>	<b>1,861,000</b>	<b>11,571,400</b>	<b>11,571,400</b>	<b>-</b>	<b>0.00%</b>
<b>Exempt</b>		<b>55,580,200</b>	<b>21,467,100</b>	<b>10,591,900</b>	<b>87,639,200</b>	<b>87,639,200</b>	<b>-</b>	<b>0.00%</b>
<b>Total Assessment</b>		<b>708,921,700</b>	<b>1,083,850,118</b>	<b>378,171,600</b>	<b>2,170,943,418</b>	<b>2,170,943,418</b>	<b>-</b>	<b>0.00%</b>

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%

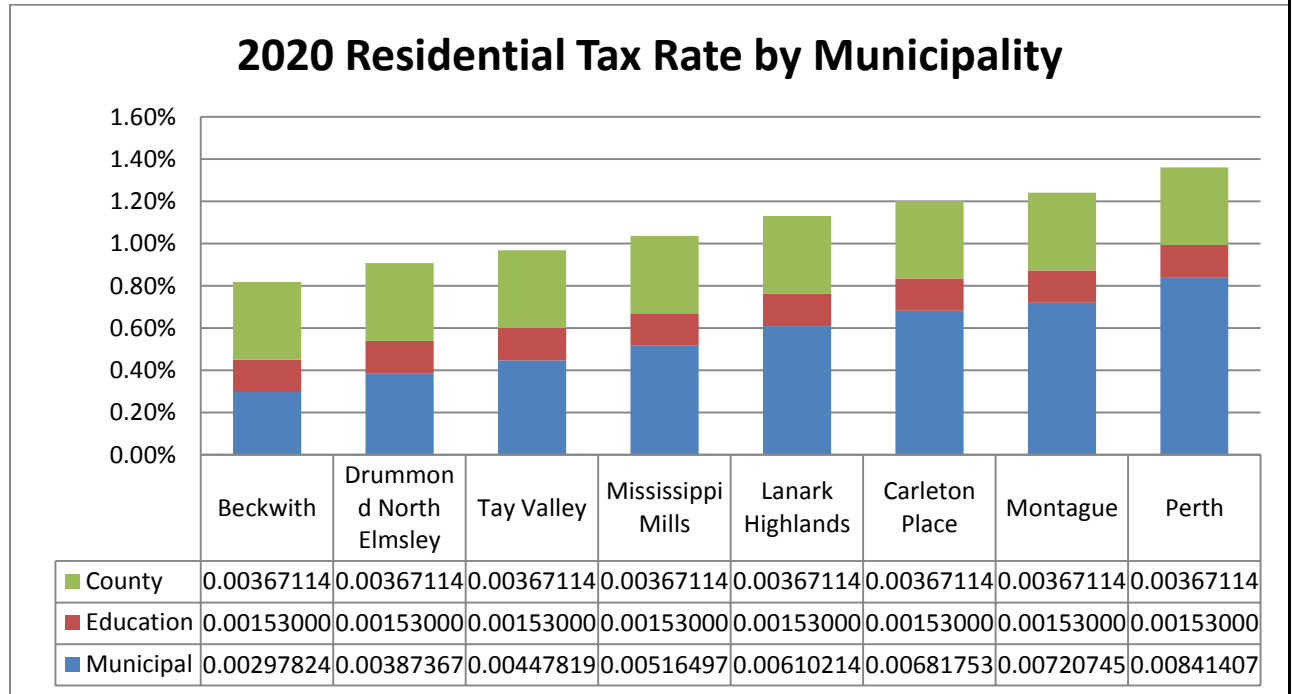
**2021 ESTIMATED OVERALL RESIDENTIAL TAX  
CALCULATION ON AVG. ASSESSMENT AND TAX  
REVENUE INCREASE 7%**

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%
<b>Mississippi Mills</b>	<b>.516497%</b>
Lanark Highlands	.610214%
Carleton Place	.681753%
Montague	.720745%
Perth	.841407%

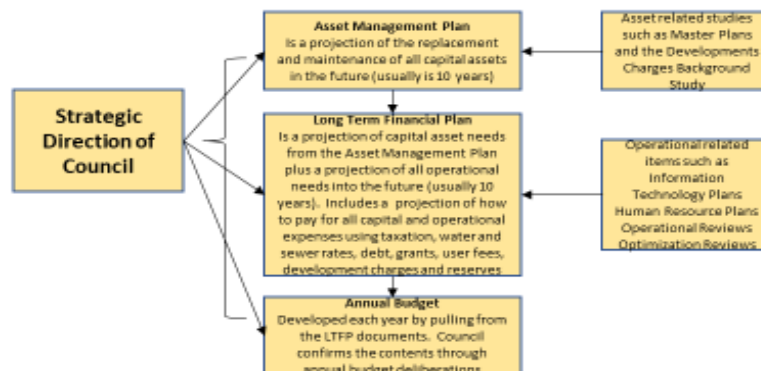
## Long Term Financial Planning

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?



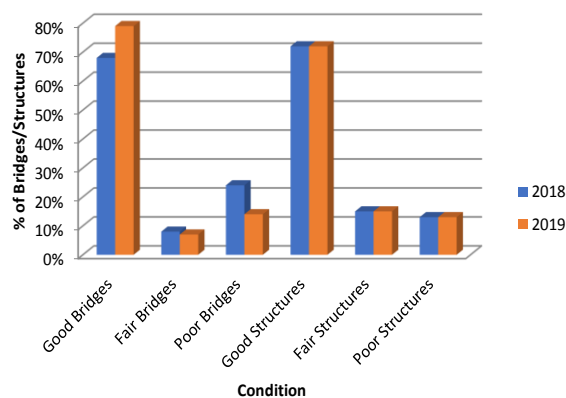
To be sustainable the Municipality must ensure that it is spending/investing appropriately on asset and other capital improvements and preparing and planning for future capital including growth related needs, technological improvements or changes required as a result of climate change along with all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



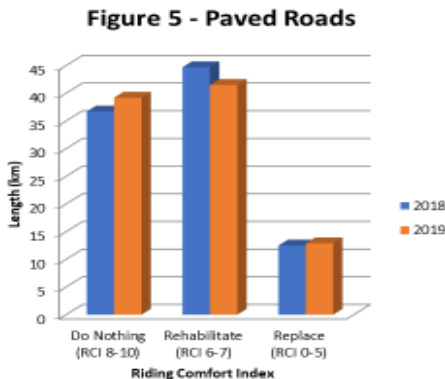
Bridges		
	2018	2019
Total Number of Bridges	15 (2,519m <sup>2</sup> )	15 (2,519m <sup>2</sup> )
Good Bridges (BCI >70)	68%	79%
Fair Bridges (BCI 60-70)	8%	7%
Poor Bridges (BCI <60)	24%	14%
Large Structures		
Total Large Structures	11 (672m <sup>2</sup> )	11 (672 m <sup>2</sup> )
Good Structures (>70)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

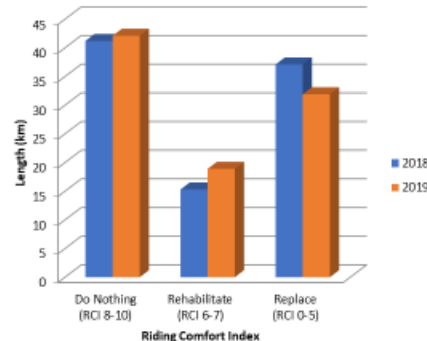
This table indicates changes in the condition of paved roads since 2013:

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.

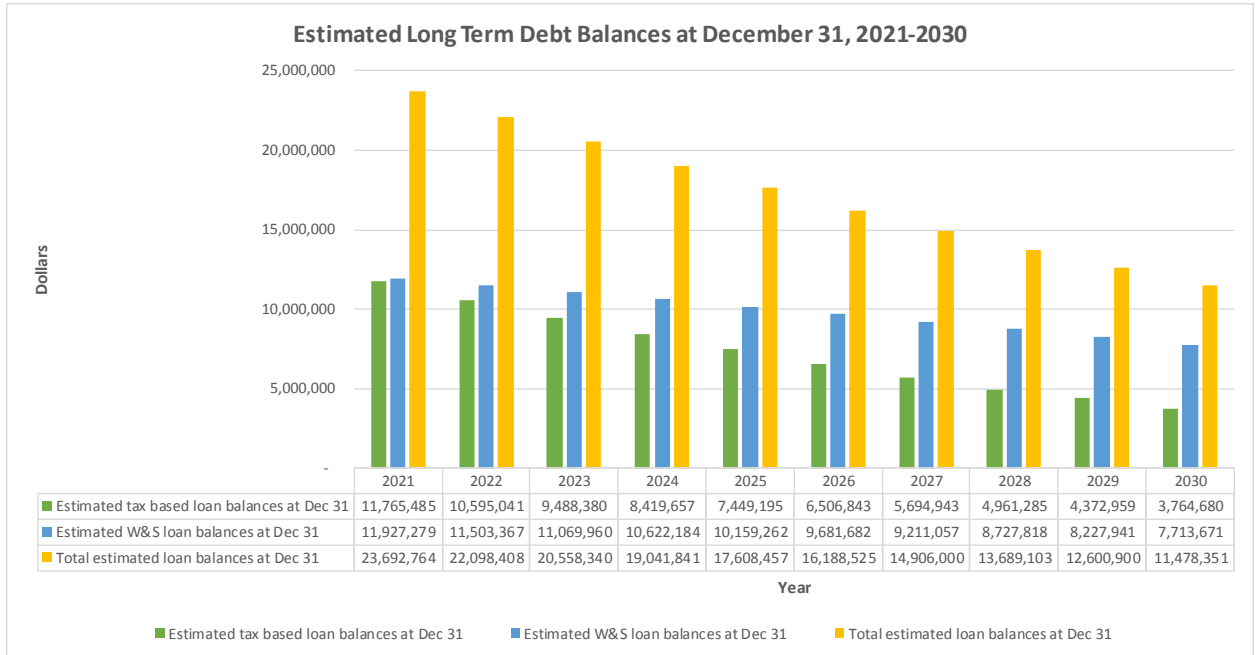
### **DEBT**

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.

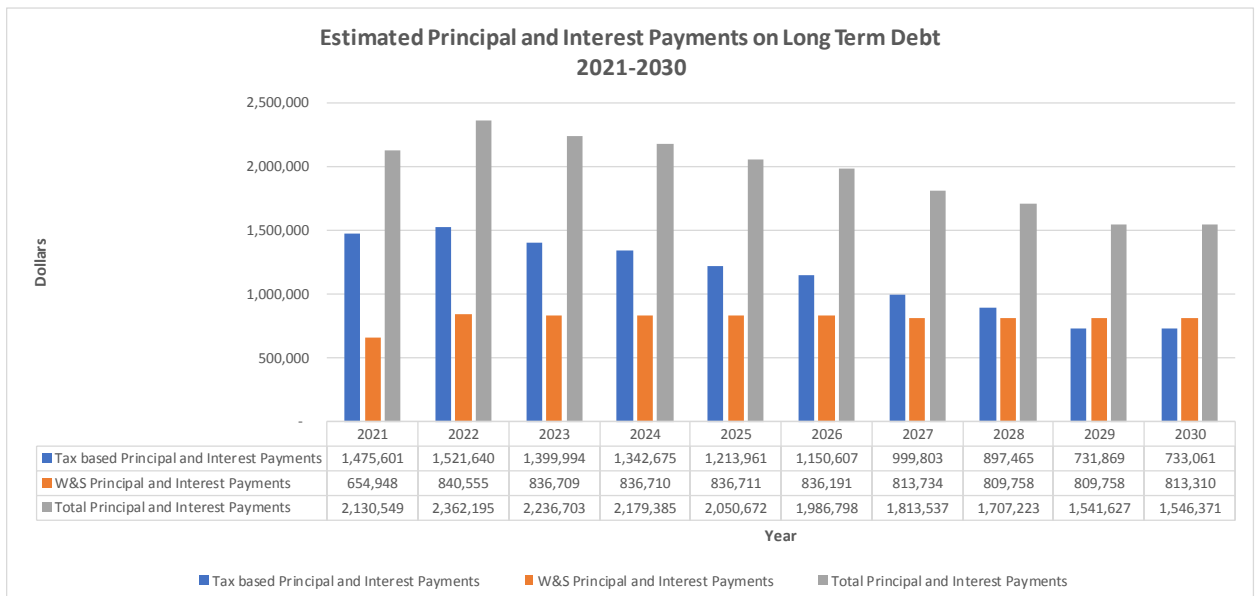
Debt allows for the cost of an asset to be repaid over the life of the asset and not paid all at once. It also means that tax rates and user fees are smoothed out and prevents large spikes in years where major capital replacement is required. Annual debt repayments included in the budget are also considered 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:



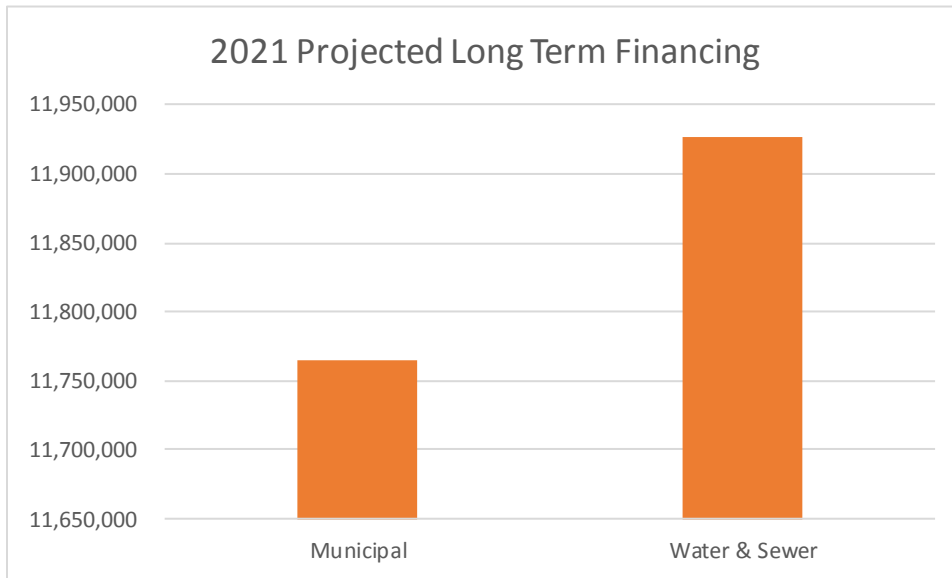
Principal and interest repayments for 2021-2030 are also estimated as follows:



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						<b>Estimate only</b>	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						<b>Estimate only</b>	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	
<b>Total</b>	<b>19,355,100.93</b>	<b>24,338,257.00</b>	<b>1,301,390.00</b>	<b>24,205,514.00</b>							<b>1,434,133.00</b>	<b>696,416.00</b>	<b>2,130,549.00</b>		

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:

	<b>Total LTD</b>	<b>2021</b>		
<b>Summary:</b>	<b>Dec 31/21</b>	<b>Debt Payments</b>		
	<b>(estimated)</b>	<b>(estimated)</b>		
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	
<b>Total</b>	<b>24,163,159.00</b>	<b>2,134,177.00</b>		

## RESERVES:

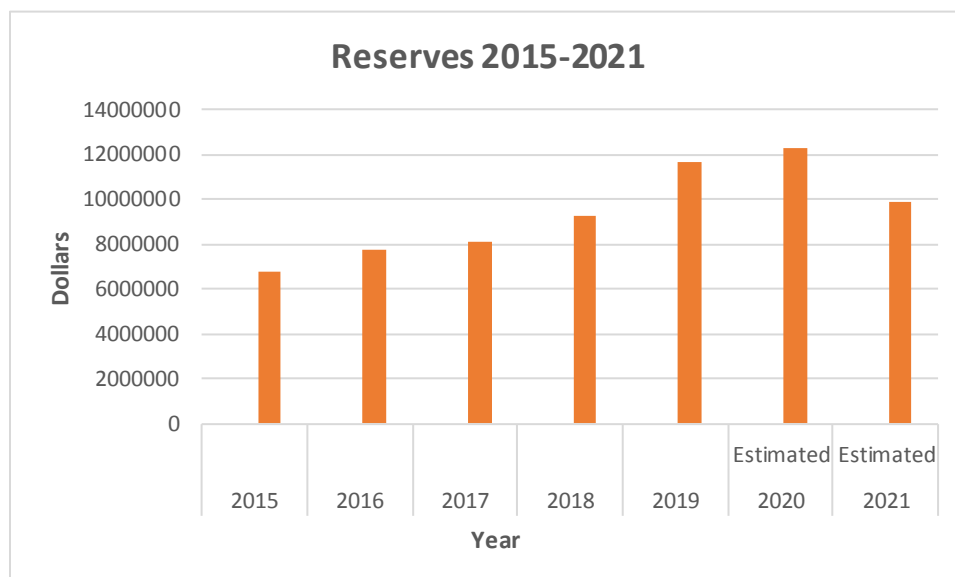
Reserve balances fluctuate annually depending on the availability of funds in the annual budget to build up the reserve and then conversely the use of reserves annually for projects that funds were set aside for.

**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:

<b>Municipality of Mississippi Mills</b>								
<b>Internally financed projects from Reserves</b>								
<b>Included in 2021 budget:</b>								
						<b>Prjoected</b>		
	<b>Original Amount</b>	<b># of years</b>	<b>1st year</b>	<b>last year</b>	<b>2021 Total</b>	<b>Bal at Dec 31/21</b>		
<b>Fire Department:</b>								
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		
<b>Building Department:</b>								
2017 Vehicle	30,000	5	2018	2022	6,000	6,000		
	30,000		2,018	2,022	6,000	6,000		
<b>Transportation:</b>								
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		
<b>Parks &amp; Recreation:</b>								
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		
<b>CEDC:</b>								
<b>Total</b>	<b>1,420,198</b>				<b>202,806</b>	<b>699,426</b>		
						<b>Prjoected</b>		
	<b>Original Amount</b>	<b># of years</b>	<b>1st year</b>	<b>last year</b>	<b>2021 Total</b>	<b>Bal at Dec 31/21</b>		
<b>Water and Sewer</b>								
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		
<b>Total</b>	<b>2,905,992</b>				<b>351,046</b>	<b>1,391,457</b>		

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
<b>Total</b>	<b>228,250</b>				<b>27,825</b>
<b>Water and Sewer:</b>					
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
<b>Total</b>	<b>579,226</b>				<b>62,922</b>

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.

	Stabilization Reserves	Tax Supported Reserves	Program Reserves	Dec 31/19 Total	Tsf in 2020	Tsf out 2020	Projected Bal at Dec 31/20	Projected Tsf in 2021	Projected Tsf out 2021	Projected 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						

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.

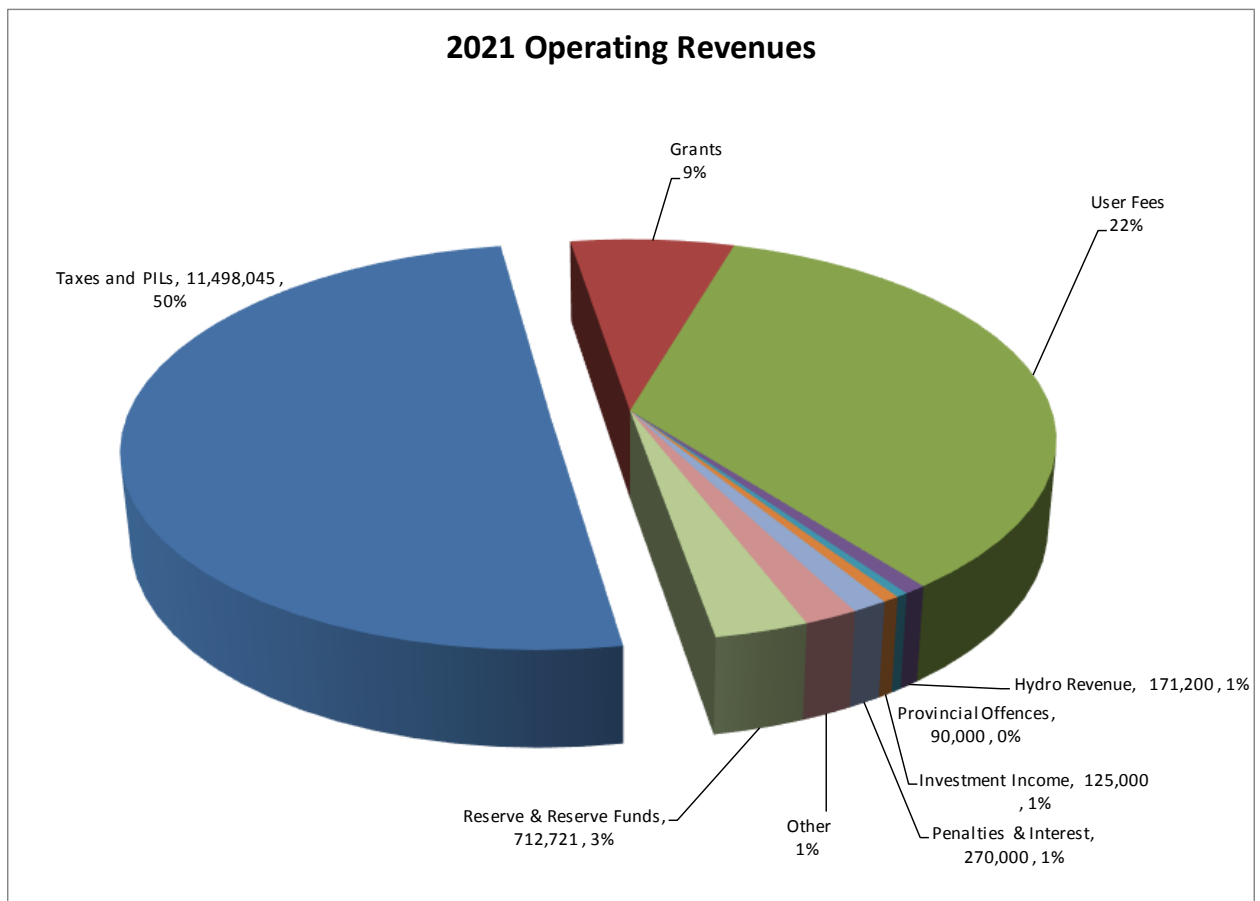


## REVENUE

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	

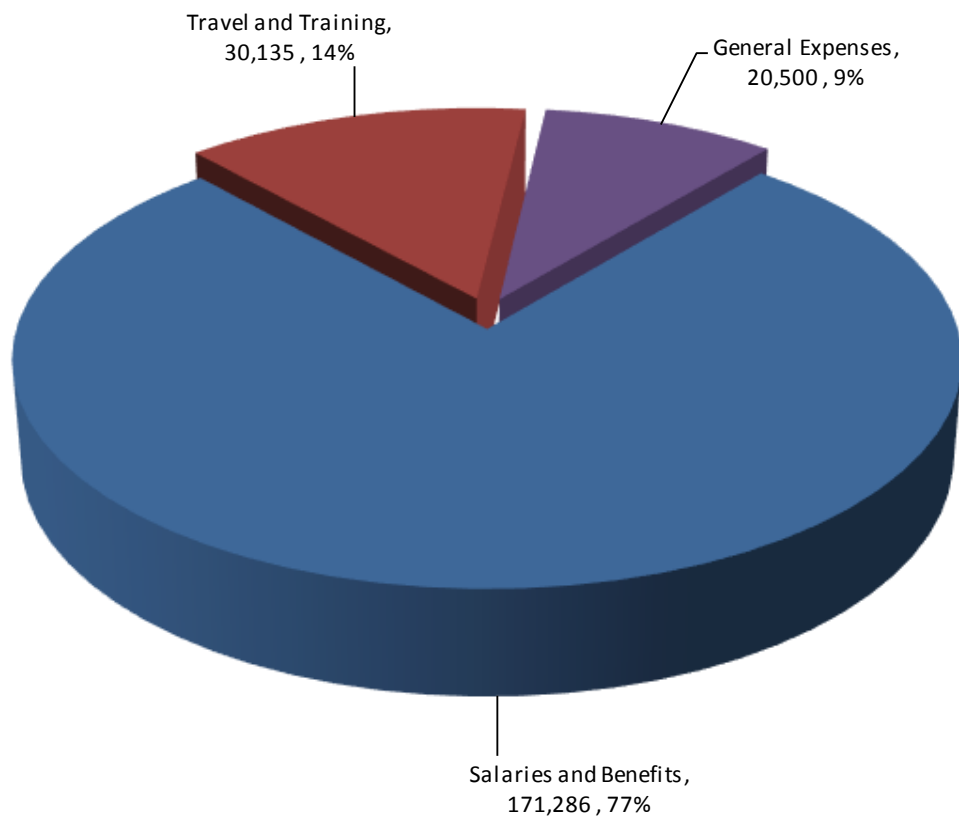
Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Payments in Lieu of taxes</b>									
19	PIL-Town	- 194,050.00	- 194,220.00	170.00	0%	- 178,923.72	- 192,427.86	- 192,078.10	- 199,088.32	- 195,260.96
20	PIL-County	- 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
	<b>Total</b>	<b>- 267,350.00</b>	<b>- 265,975.00</b>	<b>1,375.00</b>	<b>1%</b>	<b>- 242,657.49</b>	<b>- 265,250.36</b>	<b>- 263,410.61</b>	<b>- 271,706.35</b>	<b>- 262,387.61</b>
	<b>Other Revenue</b>									
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
	<b>Total</b>	<b>- 838,895.00</b>	<b>- 866,538.00</b>	<b>27,643.00</b>	<b>-3%</b>	<b>- 647,008.05</b>	<b>- 1,388,393.39</b>	<b>- 1,967,085.58</b>	<b>- 1,377,941.37</b>	<b>- 1,095,422.86</b>
	<b>Total Revenue</b>	<b>- 25,312,128.00</b>	<b>- 24,853,206.00</b>	<b>- 458,922.00</b>	<b>2%</b>	<b>- 24,369,039.32</b>	<b>- 25,133,921.48</b>	<b>- 24,640,302.23</b>	<b>- 23,263,305.30</b>	<b>- 22,132,060.79</b>

## 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	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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%	

[illegible]

## 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	<u>\$3,500.00</u>
	<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	<u>\$500.00</u>
	<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.

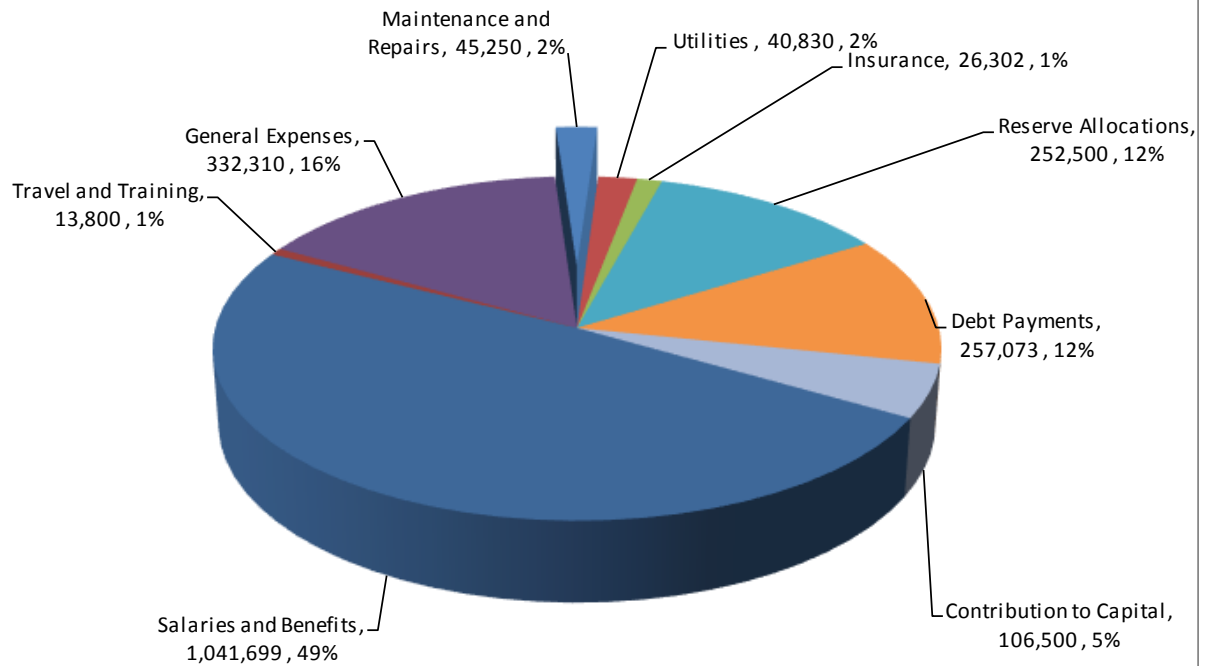
The **CAO** reports directly to Council and is the senior staff person who provides organizational leadership to the municipal Staff and chairs the Senior Management team meetings. This position is responsible for the administration and coordination of the delivery of services to residents and businesses 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	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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										
		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 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
	<b>Total Expenditures</b>	<b>1,578,084.00</b>	<b>1,424,514.00</b>	<b>153,570.00</b>	<b>11%</b>	<b>746,727.56</b>	<b>1,935,838.24</b>	<b>2,121,177.90</b>	<b>1,366,187.27</b>	<b>1,184,710.86</b>

## **ADMINISTRATION BUDGET 2021**

<b>REMUNERATION, SALARIES, AND BENEFITS</b>	<b>\$992,724.00</b>
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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)

<b>OFFICE SUPPLIES</b>	<b>\$20,400.00</b>
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COMPUTER SUPPLIES, PAPER, LETTERHEAD, ENVELOPES, TONER,  
GENERAL OFFICE SUPPLIES

<b>OFFICE EQUIPMENT</b>	<b>\$500.00</b>
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GENERAL OFFICE EQUIPMENT NEEDS

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

<b>SPECIAL CIRCUMSTANCES</b>	<b>\$5,000.00</b>
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UNFORESEEN ITEMS THAT OCCUR THROUGHOUT THE YEAR

<b>OTHER M &amp; S</b>	<b>\$12,240.00</b>
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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

<b>POSTAGE &amp; COURIER SERVICES</b>	<b>\$20,600.00</b>
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TAX BILLINGS, REMINDER NOTICES, GENERAL MAIL AND COURIER NEEDS

<b>TELEPHONE</b>	<b>\$15,300.00</b>
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INCLUDES SIX PHONE LINES, CELL PHONES AND FAX

<b>LEGAL FEES</b>	<b>\$15,300.00</b>
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LEGAL ADVICE AS REQUIRED

<b>AUDIT FEES</b>	\$26,010.00
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FEES FOR INTERIM AND FINAL AUDITS

<b>OTHER PROFESSIONAL FEES</b>	\$55,500.00
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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>

<b>COMPUTER SERVICES EXPENSE</b>	\$110,000.00
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IT SUPPRORT, WIRELESS INTERNET, SUPPORT FOR FINANCIAL  
SYSTEM AND FROM COUNTYOF LANARK, EBILLING COSTS, ESCRIBE fees

<b>ADVERTISING</b>	\$50,000.00
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WEEKLY NEWSPAPER AD, TAX NOTICES, REMEMBRANCE DAY,  
NOTICES UNDER THE MUNICIPAL ACT

<b>TRAVELLING EXPENSE</b>	\$3,000.00
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MILEAGE FOR STAFF TRAVEL

<b>ALARM MONITORING</b>	\$2,100.00
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MONTHLY FEE FOR MONITORING ALARM AT MUNICIPAL OFFICE

<b>EQUIPMENT RENTALS, OTHER</b>	\$16,000.00
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PHOTOCOPIERS, POSTAGE MACHINE FOLDING MACHINE, ETC.

<b>MEMBERSHIP FEES</b>	\$2,800.00
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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>

<b>ASSOCIATION &amp; CONVENTION</b>	\$3,000.00
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HOTEL ACCOMMODATIONS, REGISTRATION  
FEES, MEALS

<b>SEMINARS</b>	\$5,000.00
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TRAINING FOR STAFF (WHIMIS, FIRST AID, ETC.),  
PROFESSIONAL DEVELOPMENT

<b>RIVERWALK</b>	\$ .00
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MATCHING FUNDS FOR RIVERWALK DONATIONS

<b>BANK CHARGES</b>	\$9,360.00
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ACTIVITY FEES, INTERAC, ELECTRONIC FUNDS TRANSFERS, ETC.

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

<b>CAPITAL EXPENDITURES</b>	\$12,500 .00
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<b>TRANSFER TO RESERVES</b>	\$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	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/ 2020 Budget	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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
<b>Municipal Office</b>										
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	
	<b>Total</b>	<b>133,478.00</b>	<b>138,633.00</b>	<b>- 5,155.00</b>	<b>-4%</b>	<b>80,850.63</b>	<b>114,978.02</b>	<b>129,376.33</b>	<b>146,484.15</b>	<b>134,874.34</b>
<b>Registry Office</b>										
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%				-	-
	<b>Total</b>	<b>5,565.00</b>	<b>4,500.00</b>	<b>1,065.00</b>	<b>24%</b>	<b>2,120.79</b>	<b>8,043.70</b>	<b>14,996.63</b>	<b>3,657.95</b>	<b>2,707.92</b>
<b>Almonte Old Town Hall</b>										
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
	<b>Total</b>	<b>399,137.00</b>	<b>318,788.00</b>	<b>80,349.00</b>	<b>25%</b>	<b>172,173.32</b>	<b>335,955.58</b>	<b>302,490.02</b>	<b>278,495.17</b>	<b>297,938.29</b>
<b>Total Expenditures</b>										
		<b>538,180.00</b>	<b>461,921.00</b>	<b>76,259.00</b>	<b>17%</b>	<b>255,144.74</b>	<b>458,977.30</b>	<b>446,862.98</b>	<b>428,637.27</b>	<b>435,520.55</b>



**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**

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

## EMERGENCY AND PROTECTIVE SERVICES

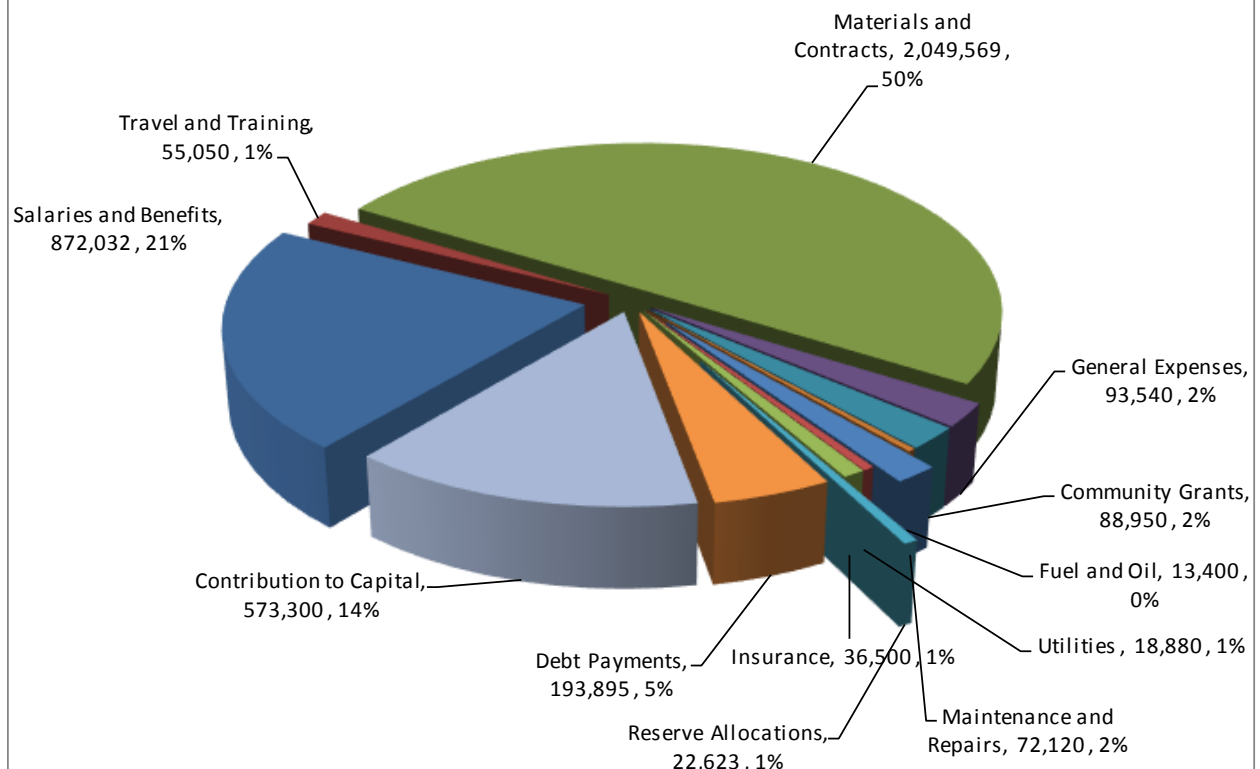
**Emergency and Protective services** is made up of the Fire Department, Police, and other general protection such as by-law and animal control.

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	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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%	

	<b>FIRE DEPARTMENT</b>									
	<b>2021 Budget</b>									
		<b>2021</b>	<b>2020</b>	<b>\$</b>	<b>%</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Line #</b>	<b>Description</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
						(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
	<b>Subtotal</b>	<b>1,743,113.00</b>	<b>928,054.00</b>	<b>815,059.00</b>	<b>88%</b>	<b>411,396.02</b>	<b>944,220.47</b>	<b>856,966.56</b>	<b>736,542.94</b>	<b>772,949.70</b>

Line #	Description	2020 Budget	2019 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Vehicles and Equipment</b>									
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
	<b>Total Vehicles &amp; Equipment</b>	<b>43,020.00</b>	<b>30,750.00</b>	<b>12,270.00</b>	<b>40%</b>	<b>13,415.02</b>	<b>36,297.73</b>	<b>28,047.46</b>	<b>25,185.24</b>	<b>26,679.68</b>
	<b>Total Fire</b>	<b>1,786,133.00</b>	<b>958,804.00</b>	<b>827,329.00</b>	<b>86%</b>	<b>424,811.04</b>	<b>980,518.20</b>	<b>885,014.02</b>	<b>761,728.18</b>	<b>799,629.38</b>

## **FIRE DEPARTMENT BUDGET 2021**

<b>SALARIES, WAGES AND BENEFITS</b>	<b>\$688,775.00</b>
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FIRE CHIEF, DEPUTY FIRE CHIEF, INSPECTION OFFICER, ADMIN. SUPPORT  
VOLUNTEERS, HONORARIUMS FOR OFFICERS AND STATUTORY BENEFITS

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

<b>OTHER MATERIALS &amp; SUPPLIES</b>	<b>\$2,500.00</b>
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MISCELLANEOUS ITEMS THAT CANNOT BE ACCOUNTED FOR ELSEWHERE

<b>UTILITIES</b>	<b>\$18,880.00</b>
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HEAT, HYDRO AND WATER FOR BOTH STATIONS

<b>CLEANING, MAINT &amp; OTHER SUPPLIES</b>	<b>\$3,000.00</b>
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CLEANING AND WASHROOM SUPPLIES FOR BOTH STATIONS

<b>POSTAGE &amp; COURIER</b>	<b>\$300.00</b>
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<b>TELEPHONE</b>	<b>\$4,080.00</b>
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PHONE LINES AND CELL PHONES

<b>COMPUTER SERVICES EXPENSE</b>	<b>\$3,000.00</b>
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IT SUPPORT

<b>TRAVELLING EXPENSES</b>	<b>\$1,500.00</b>
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MILEAGE COSTS FOR CHIEF, DEPUTY CHIEF AND OTHER TRAVEL

<b>EQUIPMENT RENTAL</b>	<b>\$6,250.00</b>
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RENTAL OF EQUIPMENT AS REQUIRED

<b>ASSOCIATION &amp; CONVENTION</b>	<b>\$5,000.00</b>
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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



<b>CONTRACTS, REPAIRS/MAINTENANCE</b>	\$18,500.00
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MINOR BUILDING REPAIRS, HALL CLEANING

<b>LOAN PAYMENTS</b>	\$193,895.00
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FIRE HALLS, VEHICLES AND SCBA

<b>CAPITAL EXPENDITURES</b>	\$573,300.00
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<b>TO RESERVES</b>	\$22,623.00
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<b>VEHICLE EXPENSES</b>	\$43,020.00
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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	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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									
	<i>2021 Budget</i>									
Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
1	Other Honorariums	1,000.00	800.00	200.00	25%	-	1,000.00	600.00	700.00	600.00
2	Other M & S	750.00	750.00	-	0%	42.56	1,048.47	93.44	324.96	1,780.50
3	Telephone	650.00	650.00	-	0%	495.44	737.06	700.44	658.28	613.32
4	Travelling Expense	2,000.00	1,200.00	800.00	67%	280.82	1,125.58	1,826.77	1,638.85	802.77
5	Association & Convention	6,500.00	5,500.00	1,000.00	18%	870.44	3,871.53	4,309.12	3,209.12	2,537.00
6	OPP Contract	1,943,149.00	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
	<b>Total Expenditures</b>	<b>1,954,049.00</b>	<b>1,941,613.00</b>	<b>12,436.00</b>	<b>1%</b>	<b>968,043.26</b>	<b>1,896,964.27</b>	<b>1,873,949.77</b>	<b>1,844,527.47</b>	<b>1,801,736.11</b>

## **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	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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%	

<b>PROTECTION TO PERSONS &amp; PROPERTY</b>										
<b>2021 Budget</b>										
Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>MVC</b>									
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
	<b>Animal Control</b>									
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
	<b>Total</b>	<b>26,920.00</b>	<b>26,400.00</b>	<b>520.00</b>	<b>2%</b>	<b>14,025.26</b>	<b>25,612.34</b>	<b>23,141.39</b>	<b>23,936.64</b>	<b>23,822.06</b>
	<b>By-Law Enforcement</b>									
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				
	<b>Total</b>	<b>105,502.00</b>	<b>103,450.00</b>	<b>2,052.00</b>	<b>0%</b>	<b>44,979.26</b>	<b>37,782.40</b>	<b>51,697.59</b>	<b>39,868.89</b>	<b>38,913.97</b>
	<b>Accessibility</b>									
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%					
	<b>Total</b>	<b>500.00</b>	<b>500.00</b>	<b>-</b>	<b>0%</b>		<b>216.75</b>	<b>-</b>	<b>210.64</b>	<b>-</b>
	<b>Livestock</b>									
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
	<b>Total</b>	<b>6,100.00</b>	<b>6,100.00</b>	<b>-</b>	<b>0%</b>	<b>2,702.52</b>	<b>9,957.52</b>	<b>12,484.07</b>	<b>9,188.97</b>	<b>22,771.17</b>

		2021	2020	\$	%	2020	2019	2018	2017	2016
Line #	Description	Budget	Budget	Change	Change	Actual	Actual	Actual	Actual	Actual
						(To Aug 31/20)				
	<b>Health &amp; Safety</b>									
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
	<b>Total</b>	<b>106,325.00</b>	<b>101,508.00</b>	<b>4,817.00</b>	<b>#DIV/0!</b>	<b>65,159.74</b>	<b>104,022.56</b>	<b>114,810.18</b>	<b>116,907.91</b>	<b>56,165.21</b>
	<b>Emergency Management</b>									
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%		-	-	-	-
	<b>Total</b>	<b>5,700.00</b>	<b>2,200.00</b>	<b>3,500.00</b>	<b>159%</b>	<b>563.87</b>	<b>754.66</b>	<b>858.87</b>	<b>1,855.68</b>	<b>1,561.91</b>
	<b>Crossing Guards</b>									
29	Labour	<b>9,180.00</b>	9,000.00		0%	1,864.05	271.14			
30	Other M&S	<b>500.00</b>	500.00		0%					
	<b>Total</b>	<b>9,680.00</b>	<b>9,500.00</b>	<b>-</b>	<b>0%</b>	<b>1,864.05</b>	<b>271.14</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Expenditures</b>	<b>349,677.00</b>	<b>335,681.00</b>	<b>13,816.00</b>	<b>4%</b>	<b>211,890.70</b>	<b>258,489.37</b>	<b>276,163.10</b>	<b>260,764.73</b>	<b>208,812.32</b>

## **PROTECTION TO PERSONS AND PROPERTY BUDGET 2021**

<b>MISSISSIPPI VALLEY CONSERVATION</b>	<b>\$88,950.00</b>
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2021 ESTIMATED LEVY

### **ANIMAL CONTROL**

<b>OTHER – MATERIALS &amp; SUPPLIES</b>	<b>\$400.00</b>
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INCLUDES ITEMS SUCH AS DOG TAGS, DOG TAG NOTICES, MEDICAL COSTS, RECEIPT BOOKS, ETC.

<b>CONTRACTED SERVICES</b>	<b>\$26,520.00</b>
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POUND AND ANIMAL CONTROL SERVICES

### **BY-LAW ENFORCEMENT**

<b>REMUNERATION</b>	<b>\$68,952.00</b>
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STAFF COSTS RELATED TO BY- LAW ENFORCEMENT

<b>POSTAGE AND COURIER</b>	<b>\$250.00</b>
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AS REQUIRED

<b>LEGAL FEES</b>	<b>\$500.00</b>
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AS REQUIRED

<b>TRAVELLING EXPENSE</b>	<b>\$100.00</b>
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<b>CONTRACT</b>	<b>\$35,700.00</b>
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CONTRACT FOR BY-LAW ENFORCEMENT SERVICES

### **ACCESSIBILITY**

<b>PROMOTIONAL/EDUCATIONAL</b>	<b>\$500.00</b>
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PUBLIC AWARENESS RELATED TO ACCESSIBILITY

### **LIVESTOCK**

<b>REMUNERATION</b>	<b>\$2,000.00</b>
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LIVESTOCK VALUERS



<b>OTHER – MATERIALS &amp; SUPPLIES</b>	\$100.00
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PURCHASE LIVESTOCK FORMS FROM MUNICIPAL WORLD

<b>VALUATIONS</b>	\$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**

<b>TRAINING</b>	\$2,000.00
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TRAINING FOR ALL STAFF, DEVELOPMENT OF POLICIES

<b>SALARIES, WAGES &amp; BENEFITS</b>	\$102,125.00
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HEALTH & SAFETY/FACILITIES MANAGER

<b>TELEPHONE</b>	\$1,200.00
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<b>TRAVEL EXPENSE</b>	\$250.00
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MILEAGE

<b>MEMBERSHIPS</b>	\$ .00
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<b>ASSOCIATION &amp; CONVENTION</b>	\$750.00
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**EMERGENCY PLANNING & MANAGEMENT**

<b>OFFICE SUPPLIES</b>	\$700.00
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PAPER, GENERAL SUPPLIES

<b>TRAVEL</b>	\$150.00
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<b>CONFERENCES &amp; TRAINING</b>	\$500.00
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EMERGENCY MANAGEMENT COURSES AND TRAINING

<b>PUBLIC AWARENESS</b>	\$850.00
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CALENDARS, MAGNETS ETC.

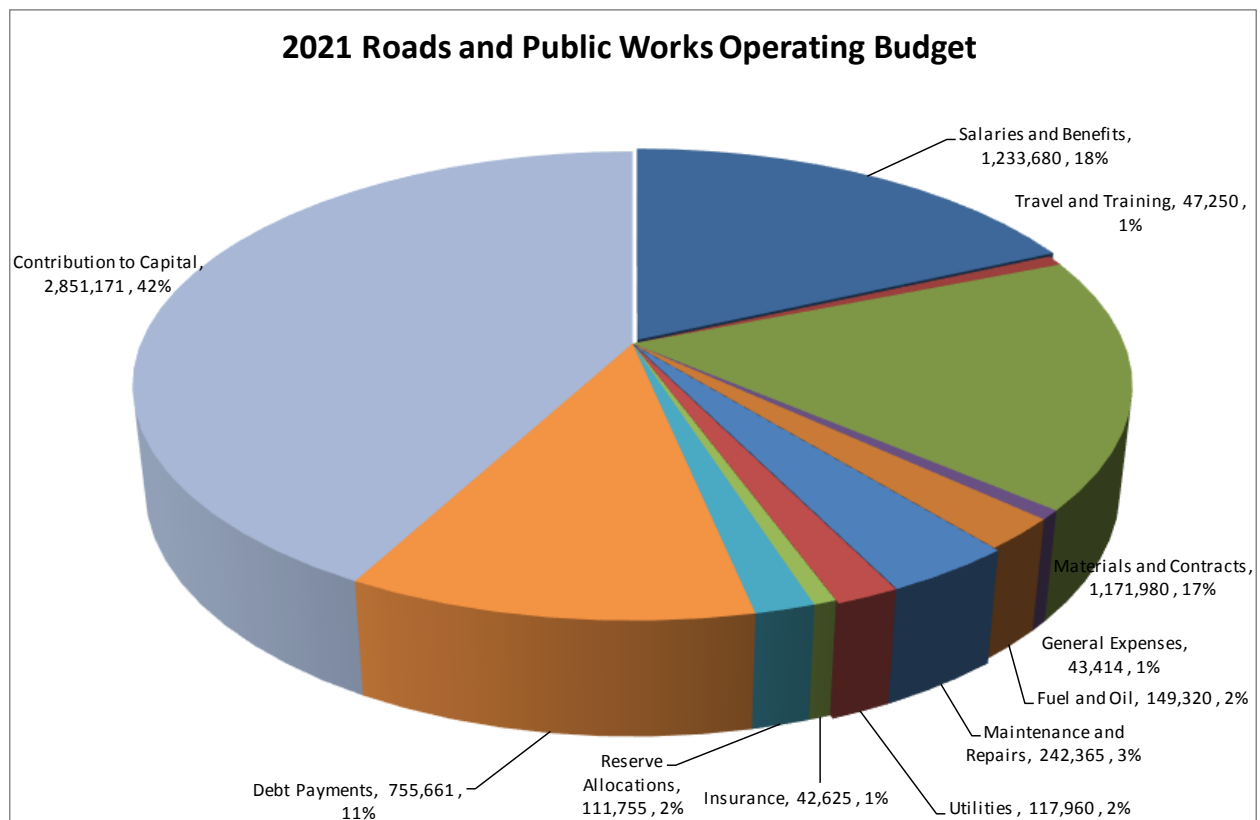
<b>EMERGENCY CONTROL OPERATIONS</b>	\$3,500.00
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**CROSSING GUARDS**

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	
<b>Expenditures:</b>						
Remuneration, Salaries & Benefits	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%	
<b>Revenues</b>						
Grants	27,780	27,780		27,780	0.00%	Sidewalk agreement-County of Lanark
User Fees						
Other Fees & Charges	5,300	5,500		5,500	0.00%	Roadway fees
Transfer from Reserves						
Transfer from DCs	60,000	56,630		56,630	0.00%	Debt payments-Ottawa St.
Total Revenues	93,080	89,910	-	89,910	0.00%	
Net Levy	5,042,519	4,684,313	1,992,958	6,677,271	42.55%	

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

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Ramsay Ward Garage</b>									
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
	<b>Total</b>	<b>90,695.00</b>	<b>86,582.00</b>	<b>4,113.00</b>	<b>5%</b>	<b>57,874.44</b>	<b>94,826.42</b>	<b>98,690.53</b>	<b>76,607.01</b>	<b>72,432.12</b>
	<b>Total Roads &amp; Public Works Facilities</b>	<b>113,905.00</b>	<b>109,334.00</b>	<b>4,571.00</b>	<b>4%</b>	<b>70,302.56</b>	<b>117,002.68</b>	<b>114,223.51</b>	<b>95,959.97</b>	<b>100,481.45</b>
	<b>Street Lighting</b>									
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
	<b>Total</b>	<b>81,090.00</b>	<b>79,500.00</b>	<b>1,590.00</b>	<b>2%</b>	<b>44,645.17</b>	<b>67,282.96</b>	<b>97,680.48</b>	<b>164,247.57</b>	<b>153,921.04</b>
	<b>Pakenham Bridge</b>									
46	Pakenham Bridge Hydro	820.00	800.00	20.00	3%	310.01	49.19	951.18	542.73	835.05
	<b>Bridges &amp; Culverts</b>									
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
	<b>Total</b>	<b>92,820.00</b>	<b>91,000.00</b>	<b>1,820.00</b>	<b>2%</b>	<b>18,962.00</b>	<b>82,702.87</b>	<b>112,828.62</b>	<b>63,873.74</b>	<b>50,236.25</b>
	<b>Hydrants</b>									
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
	<b>Total</b>	<b>26,520.00</b>	<b>26,000.00</b>	<b>520.00</b>	<b>2%</b>	<b>3,438.45</b>	<b>18,170.18</b>	<b>17,253.03</b>	<b>28,011.99</b>	<b>26,552.89</b>
	<b>Drainage</b>									
55	Drainage Labour	-	-	-	0%		2,146.35			
56	Drainage Machine Rental (town)	-	-	-	0%		396.20	115.00	113.20	69.00
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>		<b>2,542.55</b>	<b>115.00</b>	<b>113.20</b>	<b>69.00</b>

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
	<b>Total</b>	<b>16,625.00</b>	<b>16,300.00</b>	<b>325.00</b>	<b>2%</b>	<b>9,251.83</b>	<b>21,133.76</b>	<b>17,218.08</b>	<b>16,798.32</b>	<b>11,914.25</b>
	<b>Road Patrol</b>									
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
	<b>Total</b>	<b>51,715.00</b>	<b>50,700.00</b>	<b>1,015.00</b>	<b>2%</b>	<b>18,423.07</b>	<b>58,791.75</b>	<b>54,801.54</b>	<b>47,545.56</b>	<b>49,494.28</b>
	<b>Grass Mowing</b>									
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
	<b>Total</b>	<b>99,960.00</b>	<b>98,000.00</b>	<b>1,960.00</b>	<b>2%</b>	<b>24,091.81</b>	<b>69,580.47</b>	<b>38,646.93</b>	<b>30,043.98</b>	<b>28,496.24</b>
	<b>Brushing, Tree Trim &amp; Removal</b>									
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
	<b>Total</b>	<b>88,535.00</b>	<b>86,800.00</b>	<b>1,735.00</b>	<b>2%</b>	<b>20,476.10</b>	<b>64,632.03</b>	<b>89,943.44</b>	<b>73,642.25</b>	<b>68,655.05</b>
	<b>Ditching</b>									
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
	<b>Total</b>	<b>59,280.00</b>	<b>51,900.00</b>	<b>7,380.00</b>	<b>14%</b>	<b>16,786.49</b>	<b>45,339.58</b>	<b>48,674.33</b>	<b>55,710.58</b>	<b>50,843.57</b>
	<b>Catch Basins</b>									
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
	<b>Total</b>	<b>38,965.00</b>	<b>38,200.00</b>	<b>765.00</b>	<b>2%</b>	<b>15,888.19</b>	<b>45,050.28</b>	<b>50,457.60</b>	<b>27,066.18</b>	<b>31,705.84</b>

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Debris &amp; Litter</b>									
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
	<b>Total</b>	<b>19,175.00</b>	<b>18,800.00</b>	<b>375.00</b>	<b>2%</b>	<b>4,978.05</b>	<b>12,671.20</b>	<b>14,875.55</b>	<b>14,877.51</b>	<b>17,112.63</b>
	<b>Storm Sewers</b>									
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
	<b>Total</b>	<b>16,525.00</b>	<b>16,200.00</b>	<b>325.00</b>	<b>2%</b>	<b>281.77</b>	<b>5,931.76</b>	<b>9,810.88</b>	<b>15,934.72</b>	<b>4,940.30</b>
	<b>Curbs &amp; Sidewalks</b>									
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
	<b>Total</b>	<b>66,730.00</b>	<b>61,500.00</b>	<b>5,230.00</b>	<b>9%</b>	<b>35,011.10</b>	<b>53,806.72</b>	<b>50,401.64</b>	<b>26,636.97</b>	<b>37,355.18</b>
	<b>Total Roadside Maintenance</b>	<b>389,170.00</b>	<b>371,400.00</b>	<b>17,770.00</b>	<b>5%</b>	<b>117,513.51</b>	<b>297,012.04</b>	<b>302,810.37</b>	<b>243,912.19</b>	<b>239,108.81</b>
	<b>Patching</b>									
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
	<b>Total</b>	<b>109,855.00</b>	<b>107,700.00</b>	<b>2,155.00</b>	<b>2%</b>	<b>89,224.44</b>	<b>115,960.11</b>	<b>107,339.38</b>	<b>114,134.35</b>	<b>103,836.40</b>
	<b>Sweeping</b>									
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
	<b>Total</b>	<b>36,950.00</b>	<b>32,500.00</b>	<b>4,450.00</b>	<b>14%</b>	<b>23,789.62</b>	<b>39,312.09</b>	<b>34,570.53</b>	<b>31,421.86</b>	<b>32,256.47</b>
	<b>Shoulder Maintenance</b>									
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				
	<b>Total</b>	<b>26,325.00</b>	<b>10,800.00</b>	<b>15,525.00</b>	<b>144%</b>	<b>4,391.25</b>	<b>2,727.72</b>	<b>11,695.66</b>	<b>6,417.67</b>	<b>18,700.93</b>
	<b>Total Hardtop Maintenance</b>	<b>173,130.00</b>	<b>151,000.00</b>	<b>22,130.00</b>	<b>15%</b>	<b>117,405.31</b>	<b>157,999.92</b>	<b>153,605.57</b>	<b>151,973.88</b>	<b>154,793.80</b>



Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Patches &amp; Washouts</b>									
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
	<b>Total</b>	<b>38,630.00</b>	<b>34,500.00</b>	<b>4,130.00</b>	<b>12%</b>	<b>13,453.04</b>	<b>34,581.98</b>	<b>38,186.30</b>	<b>30,802.82</b>	<b>30,665.03</b>
	<b>Grading</b>									
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
	<b>Total</b>	<b>109,245.00</b>	<b>107,100.00</b>	<b>2,145.00</b>	<b>2%</b>	<b>31,493.57</b>	<b>115,265.08</b>	<b>100,157.42</b>	<b>130,535.47</b>	<b>99,634.94</b>
	<b>Dust Layer</b>									
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
	<b>Total</b>	<b>120,795.00</b>	<b>114,700.00</b>	<b>6,095.00</b>	<b>5%</b>	<b>107,818.12</b>	<b>121,789.58</b>	<b>114,429.47</b>	<b>106,055.74</b>	<b>123,619.98</b>
	<b>Gravel Resurfacing</b>									
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
	<b>Total</b>	<b>18,410.00</b>	<b>18,050.00</b>	<b>360.00</b>	<b>2%</b>	<b>4,414.12</b>	<b>15,491.70</b>	<b>19,389.71</b>	<b>17,299.06</b>	<b>19,212.57</b>
	<b>Total Loose Top Maintenance</b>	<b>287,080.00</b>	<b>274,350.00</b>	<b>12,730.00</b>	<b>5%</b>	<b>157,178.85</b>	<b>287,128.34</b>	<b>272,162.90</b>	<b>284,693.09</b>	<b>273,132.52</b>
	<b>Snowplowing</b>									
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
	<b>Total</b>	<b>253,980.00</b>	<b>249,000.00</b>	<b>4,980.00</b>	<b>2%</b>	<b>70,993.20</b>	<b>317,633.55</b>	<b>275,028.76</b>	<b>253,154.83</b>	<b>320,012.42</b>
	<b>Snow Removal</b>									
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
	<b>Total</b>	<b>193,740.00</b>	<b>187,000.00</b>	<b>6,740.00</b>	<b>4%</b>	<b>129,885.83</b>	<b>210,114.14</b>	<b>114,458.89</b>	<b>200,712.17</b>	<b>201,933.93</b>

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
	<b>Total</b>	<b>456,915.00</b>	<b>443,600.00</b>	<b>13,315.00</b>	<b>3%</b>	<b>197,377.39</b>	<b>498,122.99</b>	<b>428,119.10</b>	<b>369,818.81</b>	<b>236,843.43</b>
	<b>Culvert Thawing &amp; CB Cleaning</b>									
135	Culvert Thawing & CB Cleaning Machine Rental			-	0%		-	23.00		103.50
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>		<b>-</b>	<b>23.00</b>	<b>-</b>	<b>103.50</b>
	<b>Plowing/Sanding Sidewalks</b>									
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
	<b>Total</b>	<b>40,800.00</b>	<b>40,000.00</b>	<b>800.00</b>	<b>2%</b>	<b>15,586.03</b>	<b>45,394.06</b>	<b>39,691.22</b>	<b>39,329.44</b>	<b>43,482.97</b>
	<b>Total Winter Control</b>	<b>945,435.00</b>	<b>919,600.00</b>	<b>25,835.00</b>	<b>3%</b>	<b>413,842.45</b>	<b>1,071,264.74</b>	<b>857,320.97</b>	<b>863,015.25</b>	<b>802,376.25</b>
	<b>Traffic Signs &amp; Line Painting</b>									
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
	<b>Total</b>	<b>57,750.00</b>	<b>53,900.00</b>	<b>3,850.00</b>	<b>7%</b>	<b>40,243.13</b>	<b>69,014.42</b>	<b>59,418.40</b>	<b>56,997.86</b>	<b>54,110.20</b>
	<b>Traffic Lights</b>									
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
	<b>Total</b>	<b>7,595.00</b>	<b>7,200.00</b>	<b>395.00</b>	<b>5%</b>	<b>7,925.22</b>	<b>6,382.99</b>	<b>6,733.18</b>	<b>5,477.41</b>	<b>6,779.15</b>
	<b>Railway Crossing</b>									
151	Railway Crossing Contract		-	-	0%					536.73
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>			<b>-</b>	<b>-</b>	<b>536.73</b>
	<b>Total Safety Devices</b>	<b>65,345.00</b>	<b>61,100.00</b>	<b>4,245.00</b>	<b>7%</b>	<b>48,168.35</b>	<b>75,397.41</b>	<b>66,151.58</b>	<b>62,475.27</b>	<b>61,426.08</b>

[illegible]

## **Roads and Public Works 2021 Budget**

### **ROAD ADMINISTRATION**

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

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

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

**COMMUNICATIONS** \$15,000.00

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

**TECHNICAL COURSES** \$23,300.00

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

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

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

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

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

**LONG TERM DEBT PAYMENTS** \$540,202.00

DEBT PAYMENTS FOR ROADS, BRIDGES AND FACILITIES

**CAPITAL EXPENDITURES** \$2,851,171.00

**TO RESERVES** \$111,755.00

PUBLIC WORKS FACILITIES

**ALMONTE WARD GARAGE** \$1,430.00

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

**PAKENHAM WARD GARAGE** \$21,780.00.

UTILITIES, TELEPHONE, INSURANCE, MAINTENANCE AND REPAIRS

**RAMSAY WARD GARAGE** \$90,695.00

UTILITIES, TELEPHONE, INSURANCE, MAINTENANCE AND REPAIRS

**ROADSIDE MAINTENANCE**

**STREET LIGHTING** \$81,090.00

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

**PAKENHAM BRIDGE** \$820.00

HYDRO COSTS ONLY

**BRIDGES AND CULVERTS** \$92,820.00

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

**HYDRANTS** \$26,520.00

INSPECTION, REPAIR AND REPLACEMENT

**FLOOD CONTROL** \$16,625.00

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

**ROAD PATROL** \$51,715.00

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

**GRASS MOWING** \$99,960.00

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

**BRUSHING, TREE TRIM AND REMOVAL** \$88,535.00

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

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

**DITCHING** \$59,280.00

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

**CATCH BASINS** \$38,965.00

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

**DEBRIS AND LITTER** \$19,175.00

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

**STORM SEWERS** \$16,525.00

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

**CURBS AND SIDEWALKS** \$66,730.00

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

**HARDTOP MAINTENANCE**

**PATCHING** \$109,855.00

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

**SWEEPING** \$36,950.00

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

**SHOULDER MAINTENANCE** \$26,325.00

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

**LOOSE TOP MAINTENANCE**

**PATCHES & WASHOUTS** \$38,630.00

APPLICATION OF GRANULAR MATERIALS TO REPAIR ROAD SURFACE

**GRADING** \$109,245.00

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

**DUST LAYER** \$120,795.00

THE APPLICATION OF DUST SUPPRESSION MATERIALS ON GRAVEL ROADS

**GRAVEL RESURFACING** \$18,410.00

SPOT REPAIRS ON GRAVEL ROADS

**WINTER CONTROL**

**SNOWPLOWING** \$253,980.00

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

**SNOW REMOVAL** \$193,740.00

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

**SANDING & SALTING** \$456,915.00

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

**PLOWING/SANDING SIDEWALKS** \$40,800.00

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

**SAFETY DEVICES**

**TRAFFIC SIGNS AND LINE PAINTING** \$57,750.00

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

**TRAFFIC LIGHTS** \$7,595.00

MAINTENANCE AND REPAIRS OF TRAFFIC SIGNALS INCLUDING HYDRO COSTS

**MUNICIPAL ADDRESSING**

**ENTRANCES AND ADDRESSING** \$5,000.00

COSTS TO INSPECT PRIVATE ENTRANCES AND INSTALL PROPERTY IDENTIFICATION NUMBER SIGNS

**OTHER MAINTENANCE** \$43,865.00



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

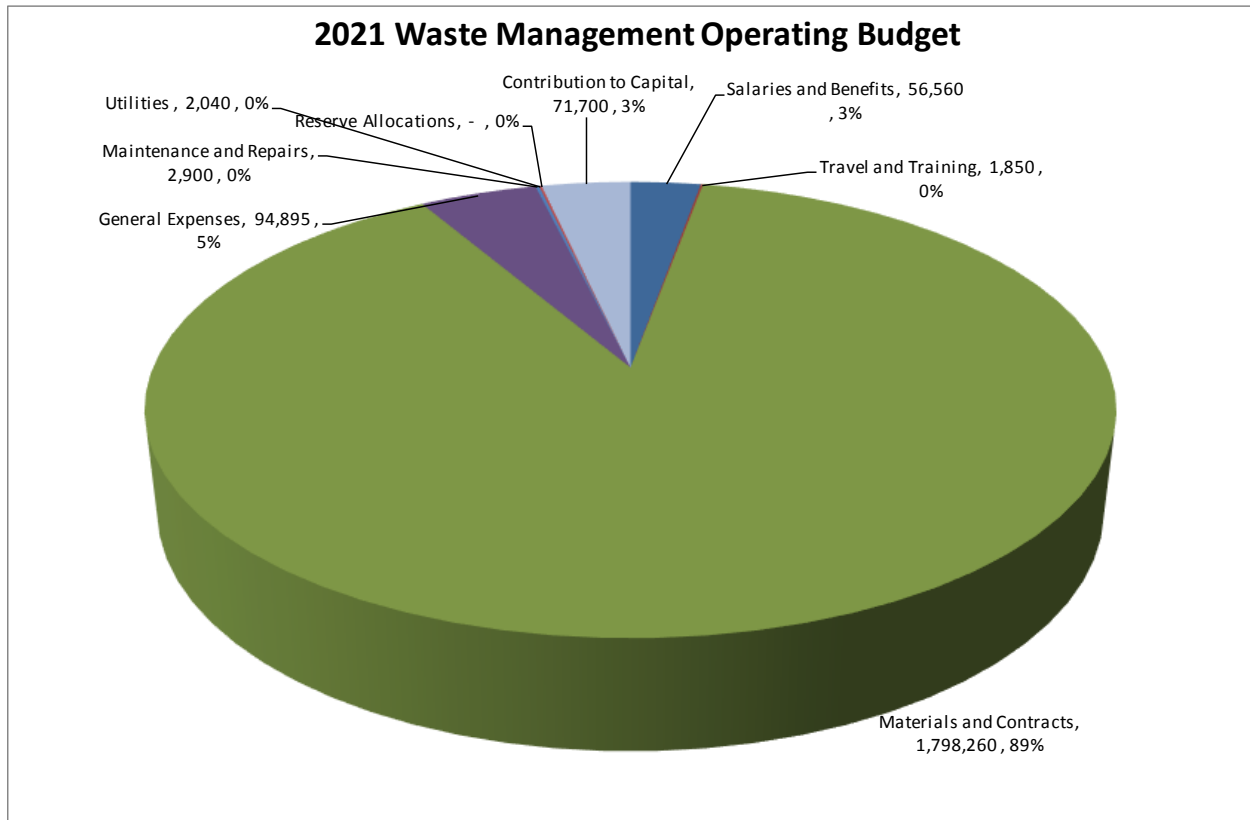
**VEHICLES AND EQUIPMENT**

\$663,293.00

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

## WASTE MANAGEMENT

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



# Municipality of Mississippi Mills 2021 Budget Summary

## Waste Management

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/ 2020 Budget	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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%	

	<b>WASTE MANAGEMENT</b>									
	<b>2021 Budget</b>									
		<b>2021</b>	<b>2020</b>	<b>\$</b>	<b>%</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Line #</b>	<b>Description</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
						(To Aug 31/20)				
	<b>Revenue</b>									
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								
	<b>Total Revenue</b>	<b>- 2,028,205.00</b>	<b>- 1,683,160.00</b>	<b>- 345,045.00</b>	<b>20%</b>	<b>-1,579,365.33</b>	<b>- 1,727,887.45</b>	<b>- 1,702,535.90</b>	<b>- 1,655,834.73</b>	<b>- 1,599,090.30</b>
	<b>Expenditures</b>									
	<b>Administration</b>									
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	
	<b>Total</b>	<b>42,110.00</b>	<b>41,319.00</b>	<b>791.00</b>	<b>2%</b>	<b>11,161.54</b>	<b>32,824.38</b>	<b>28,772.56</b>	<b>26,858.41</b>	<b>23,251.89</b>
	<b>Waste Collection</b>									
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
	<b>Total</b>	<b>1,766,535.00</b>	<b>1,368,400.00</b>	<b>398,135.00</b>	<b>29%</b>	<b>761,141.33</b>	<b>1,386,309.26</b>	<b>1,317,448.45</b>	<b>1,307,519.17</b>	<b>1,231,149.06</b>
	<b>Landfill Site</b>									
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
	<b>Total</b>	<b>196,060.00</b>	<b>254,541.00</b>	<b>- 58,481.00</b>	<b>-23%</b>	<b>67,879.80</b>	<b>299,905.73</b>	<b>340,755.98</b>	<b>310,781.71</b>	<b>324,756.35</b>
	<b>Pak. Waste Recycle Depot</b>									
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
	<b>Total</b>	<b>8,500.00</b>	<b>8,400.00</b>	<b>100.00</b>	<b>1%</b>	<b>5,345.96</b>	<b>7,224.98</b>	<b>8,127.12</b>	<b>6,898.59</b>	<b>11,457.87</b>

		2021	2020	\$	%	2020	2019	2018	2017	2016
Line #	Description	Budget	Budget	Change	Change	Actual (To Aug 31/20)	Actual	Actual	Actual	Actual
	<b>Waste Diversion Program</b>									
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
	<b>Total</b>	<b>15,000.00</b>	<b>10,500.00</b>	<b>4,500.00</b>	<b>43%</b>	<b>7,314.39</b>	<b>1,623.10</b>	<b>7,431.79</b>	<b>3,776.85</b>	<b>8,475.33</b>
	<b>Total Expenditures</b>	<b>2,028,205.00</b>	<b>1,683,160.00</b>	<b>345,045.00</b>	<b>20%</b>	<b>852,843.02</b>	<b>1,727,887.45</b>	<b>1,702,535.90</b>	<b>1,655,834.73</b>	<b>1,599,090.50</b>
	<b>Net Waste Management</b>	-	-	-	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**

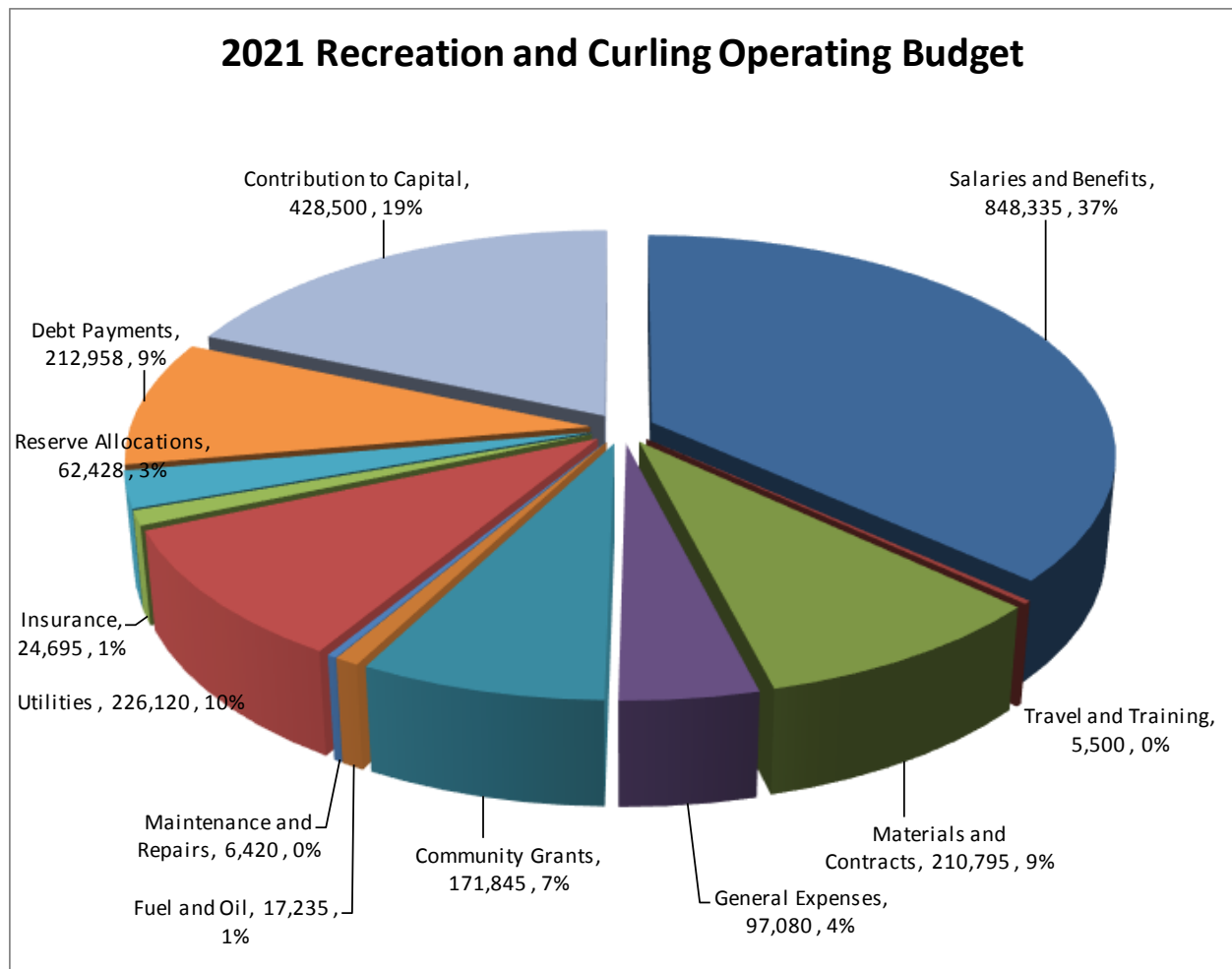
\$15,000.00

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	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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%	



	<b>RECREATION</b>									
	<b><i>2021 Budget</i></b>									
		<b>2021</b>	<b>2020</b>	<b>\$</b>	<b>%</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Line #</b>	<b>Description</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
						(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

	<b>RECREATION</b>									
	<b>2021 Budget</b>									
		<b>2021</b>	<b>2020</b>	<b>\$</b>	<b>%</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Line #</b>	<b>Description</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
						(To Aug 31/20)				
	<b>Revenues</b>									
	<b>Federal Grants</b>									
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!				
	<b>Total Federal Grants</b>	<b>- 300.00</b>	<b>- 300.00</b>		-	0%	<b>-</b>	<b>- 300.00</b>	<b>- 300.00</b>	<b>- 3,500.00</b>
	<b>Municipal Grants</b>									
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
	<b>Total Municipal Grants</b>	<b>- 1,278,809.00</b>	<b>- 1,220,137.00</b>	<b>- 58,672.00</b>	<b>5%</b>	<b>-805,936.50</b>	<b>-1,092,431.47</b>	<b>- 1,022,790.60</b>	<b>- 1,091,200.33</b>	<b>- 932,859.99</b>
	<b>Revenue-Almonte</b>									
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
	<b>Total Revenues-Almonte</b>	<b>- 265,120.00</b>	<b>- 264,321.00</b>	<b>- 799.00</b>	<b>0%</b>	<b>- 87,788.30</b>	<b>- 234,226.33</b>	<b>- 257,899.62</b>	<b>- 305,503.65</b>	<b>- 299,265.26</b>
	<b>Sports Fields/Parks Revenue</b>									
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
	<b>Total Sports Fields/Parks Revenue</b>	<b>- 18,800.00</b>	<b>- 18,200.00</b>	<b>- 600.00</b>	<b>3%</b>	<b>- 2,319.42</b>	<b>- 10,985.71</b>	<b>- 14,821.89</b>	<b>- 18,811.07</b>	<b>- 19,335.18</b>
	<b>Revenue-Pakenham</b>									
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
	<b>Total Revenues-Pakenham</b>	<b>- 224,180.00</b>	<b>- 229,800.00</b>	<b>5,620.00</b>	<b>-2%</b>	<b>- 72,087.89</b>	<b>- 216,228.00</b>	<b>- 211,031.83</b>	<b>- 227,534.61</b>	<b>- 233,936.72</b>
	<b>Total Revenues</b>	<b>- 1,787,209.00</b>	<b>- 1,732,758.00</b>	<b>- 54,451.00</b>	<b>3%</b>	<b>-968,132.11</b>	<b>-1,554,171.51</b>	<b>- 1,506,843.94</b>	<b>- 1,646,549.66</b>	<b>- 1,487,697.15</b>

		2021	2020	\$	%	2020	2019	2018	2017	2016
Line #	Description	Budget	Budget	Change	Change	Actual	Actual	Actual	Actual	Actual
						(To Aug 31/20)				
	<b>Expenditures</b>									
	<b>Salaries, Wages &amp; Benefits</b>									
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
	<b>Total</b>	<b>435,805.00</b>	<b>424,270.00</b>	<b>11,535.00</b>	<b>3%</b>	<b>258,164.42</b>	<b>380,270.68</b>	<b>377,812.47</b>	<b>376,094.79</b>	<b>372,617.02</b>
	<b>Recreation General Expenses</b>									
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
	<b>Total Recreation General Expenses</b>	<b>289,848.00</b>	<b>310,758.00</b>	<b>- 20,910.00</b>	<b>-7%</b>	<b>137,356.16</b>	<b>242,228.48</b>	<b>186,231.42</b>	<b>194,901.15</b>	<b>177,694.78</b>

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual	2019 Actual	2018 Actual	2017 Actual	2016 Actual
						(To Aug 31/20)				
	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 Resurfacers	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 Resurfacers	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)				
	<b>Sports Fields/Parks/Other Facilities</b>									
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
	<b>Total</b>	<b>216,475.00</b>	<b>199,852.00</b>	<b>16,623.00</b>	<b>8%</b>	<b>97,254.08</b>	<b>181,929.50</b>	<b>155,541.72</b>	<b>164,116.34</b>	<b>131,022.69</b>

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual	2019 Actual	2018 Actual	2017 Actual	2016 Actual
						(To Aug 31/20)				
	<b>Vehicles and Equipment</b>									
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
	<b>Total Vehicles and Equipment</b>	<b>27,535.00</b>	<b>26,750.00</b>	<b>510.00</b>	<b>2%</b>	<b>11,320.18</b>	<b>21,080.30</b>	<b>20,253.31</b>	<b>24,162.38</b>	<b>31,787.87</b>
	<b>Adult Dance</b>									
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%					
	<b>Total</b>	<b>3,000.00</b>	<b>2,500.00</b>	<b>500.00</b>	<b>0%</b>	<b>275.00</b>	<b>3,750.00</b>	<b>3,350.00</b>	<b>4,940.00</b>	
	<b>Babysitting Course</b>									
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%					
	<b>Total</b>	<b>875.00</b>	<b>875.00</b>	<b>-</b>	<b>0%</b>	<b>150.00</b>	<b>150.00</b>	<b>300.00</b>	<b>300.00</b>	<b>961.25</b>
	<b>Other Programs-Almonte</b>									
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
	<b>Total</b>	<b>2,040.00</b>	<b>2,000.00</b>	<b>40.00</b>	<b>2%</b>	<b>136.40</b>	<b>601.56</b>	<b>299.95</b>	<b>2,269.72</b>	<b>4,969.94</b>
	<b>Swimming Program</b>									
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
	<b>Total</b>	<b>15,400.00</b>	<b>15,100.00</b>	<b>300.00</b>	<b>2%</b>	<b>96.00</b>	<b>16,654.74</b>	<b>13,832.22</b>	<b>12,629.67</b>	<b>12,203.09</b>
	<b>Total Programs-Almonte</b>	<b>21,315.00</b>	<b>20,475.00</b>	<b>840.00</b>	<b>4%</b>	<b>657.40</b>	<b>21,156.30</b>	<b>17,782.17</b>	<b>20,139.39</b>	<b>18,134.28</b>
	<b>Recreation Hockey</b>									
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		
	<b>Total</b>	<b>600.00</b>	<b>600.00</b>	<b>-</b>	<b>0%</b>	<b>300.00</b>	<b>552.50</b>	<b>593.40</b>	<b>254.40</b>	<b>-</b>

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Soccer Program</b>									
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
	<b>Other Programs-Pakenham</b>									
136	Other Programs-Materials & Supplies	100.00	100.00	-	0%	-	50.40	74.96		
	<b>Total Programs-Pakenham</b>	3,620.00	3,550.00	70.00	2%	300.00	5,029.72	3,354.22	2,260.90	2,095.42
	<b>Canada Day</b>									
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
	<b>Total</b>	17,000.00	17,000.00	-	0%	345.00	15,104.14	14,618.31	22,434.20	12,290.88
	<b>Light up the Night</b>									
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
	<b>Total</b>	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
	<b>Santa Claus Parade</b>									
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
	<b>Total</b>	650.00	1,150.00	- 500.00	-43%	-	345.00	1,224.63	1,249.23	690.41
	<b>Other Events-Almonte</b>									
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
	<b>Total</b>	7,000.00	5,000.00	2,000.00	40%	127.38	3,542.37	8,459.38	7,026.03	3,798.36
	<b>MM at a Glance</b>									
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
	<b>Total</b>	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
	<b>Total Events-Almonte</b>	<b>37,950.00</b>	<b>32,450.00</b>	<b>5,500.00</b>	<b>17%</b>	<b>1,568.70</b>	<b>32,388.61</b>	<b>39,719.49</b>	<b>49,280.40</b>	<b>34,179.86</b>
	<b>St. Pat's Dance</b>									
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
	<b>Total</b>	<b>3,100.00</b>	<b>3,100.00</b>	<b>-</b>	<b>0%</b>	<b>85.05</b>	<b>2,612.08</b>	<b>7,002.55</b>	<b>2,674.84</b>	<b>2,733.98</b>
	<b>Home Show</b>									
159	Home Show-Labour	-		-	0%					1,237.49
160	Home Show-Materials & Supplies	-		-	0%					4,563.15
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>					<b>5,800.64</b>
	<b>Canada Day</b>									
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
	<b>Total</b>	<b>9,150.00</b>	<b>8,450.00</b>	<b>700.00</b>	<b>8%</b>	<b>-</b>	<b>7,876.57</b>	<b>7,694.98</b>	<b>4,985.98</b>	<b>6,727.45</b>
	<b>Fall Fair</b>									
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
	<b>Total</b>	<b>10,700.00</b>	<b>10,700.00</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>10,488.54</b>	<b>10,909.12</b>	<b>9,674.45</b>	<b>9,829.05</b>
	<b>Craft Show</b>									
167	Craft Show-Labour			-	0%					
168	Craft Show-Advertising			-	0%					- 1,300.00
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>				<b>-</b>	<b>- 1,300.00</b>



Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual	2019 Actual	2018 Actual	2017 Actual	2016 Actual
						(To Aug 31/20)				
	<b>Santa Claus Parade</b>									
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
	<b>Total</b>	<b>3,350.00</b>	<b>2,850.00</b>	<b>500.00</b>	<b>18%</b>	<b>-</b>	<b>942.04</b>	<b>1,020.24</b>	<b>943.00</b>	<b>1,004.45</b>
	<b>Other Events-Pakenham</b>									
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%					
	<b>Total</b>	<b>2,050.00</b>	<b>1,550.00</b>	<b>500.00</b>	<b>0%</b>	<b>90.00</b>	<b>512.15</b>	<b>1,020.59</b>	<b>4,894.91</b>	<b>4,010.49</b>
	<b>Total Events-Pakenham</b>	<b>28,350.00</b>	<b>26,650.00</b>	<b>1,700.00</b>	<b>6%</b>	<b>175.05</b>	<b>22,431.38</b>	<b>27,647.48</b>	<b>23,173.18</b>	<b>28,806.06</b>
	<b>Other Recreation Expenses</b>									
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
	<b>Total</b>	<b>174,805.00</b>	<b>172,609.00</b>	<b>2,196.00</b>	<b>1%</b>	<b>154,747.20</b>	<b>150,300.71</b>	<b>148,032.59</b>	<b>234,886.83</b>	<b>156,581.81</b>
	<b>Total Expenditures</b>	<b>1,770,038.00</b>	<b>1,713,906.00</b>	<b>55,857.00</b>	<b>3%</b>	<b>916,113.70</b>	<b>1,532,448.94</b>	<b>1,486,988.64</b>	<b>1,619,306.20</b>	<b>1,456,292.42</b>
	<b>Net Recreation Fund</b>	<b>- 17,171.00</b>	<b>- 18,852.00</b>	<b>1,406.00</b>		<b>- 52,018.41</b>	<b>- 21,722.57</b>	<b>- 19,855.30</b>	<b>- 27,243.46</b>	<b>- 31,404.73</b>



Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Curling Ice Rental Lounge Maint.</b>									
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%					
	<b>Total</b>	<b>11,000.00</b>	<b>14,000.00</b>	<b>- 3,000.00</b>	<b>-21%</b>	<b>10,090.48</b>	<b>17,820.92</b>	<b>14,851.35</b>	<b>8,652.22</b>	<b>8,665.06</b>
	<b>Curling Ice Rental Locker Maint.</b>									
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
	<b>Total</b>	<b>1,400.00</b>	<b>2,200.00</b>	<b>- 800.00</b>	<b>-36%</b>	<b>2,754.48</b>	<b>4,343.29</b>	<b>4,512.92</b>	<b>2,609.60</b>	<b>2,010.23</b>
	<b>Curling Ice Rental Surface Maint.</b>									
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%					
	<b>Total</b>	<b>1,910.00</b>	<b>3,800.00</b>	<b>- 1,890.00</b>	<b>-50%</b>	<b>744.97</b>	<b>3,080.98</b>	<b>2,729.29</b>	<b>4,387.12</b>	<b>3,517.60</b>
	<b>Curling Ice Plant</b>									
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
	<b>Total</b>	<b>2,250.00</b>	<b>4,500.00</b>	<b>- 2,250.00</b>	<b>-50%</b>	<b>1,043.72</b>	<b>5,474.98</b>	<b>9,407.35</b>	<b>13,530.67</b>	<b>4,999.36</b>
	<b>Curling Ice Scraper</b>									
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		
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>#DIV/0!</b>	<b>-</b>	<b>-</b>	<b>1,392.75</b>	<b>-</b>	<b>169.93</b>
	<b>Curling Bar</b>									
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
	<b>Total</b>	<b>8,650.00</b>	<b>25,150.00</b>	<b>- 16,500.00</b>	<b>-66%</b>	<b>17,712.31</b>	<b>31,515.76</b>	<b>37,481.48</b>	<b>27,583.86</b>	<b>26,377.81</b>
	<b>Total Expenditures</b>	<b>50,945.00</b>	<b>92,396.00</b>	<b>- 41,451.00</b>	<b>-45%</b>	<b>66,727.24</b>	<b>113,327.41</b>	<b>110,343.12</b>	<b>91,588.38</b>	<b>89,241.53</b>
	<b>Net Curling Fund</b>	<b>17,171.00</b>	<b>18,852.00</b>	<b>- 1,681.00</b>	<b>-9%</b>	<b>25,637.28</b>	<b>25,947.02</b>	<b>19,855.30</b>	<b>27,243.46</b>	<b>25,239.30</b>

## **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

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

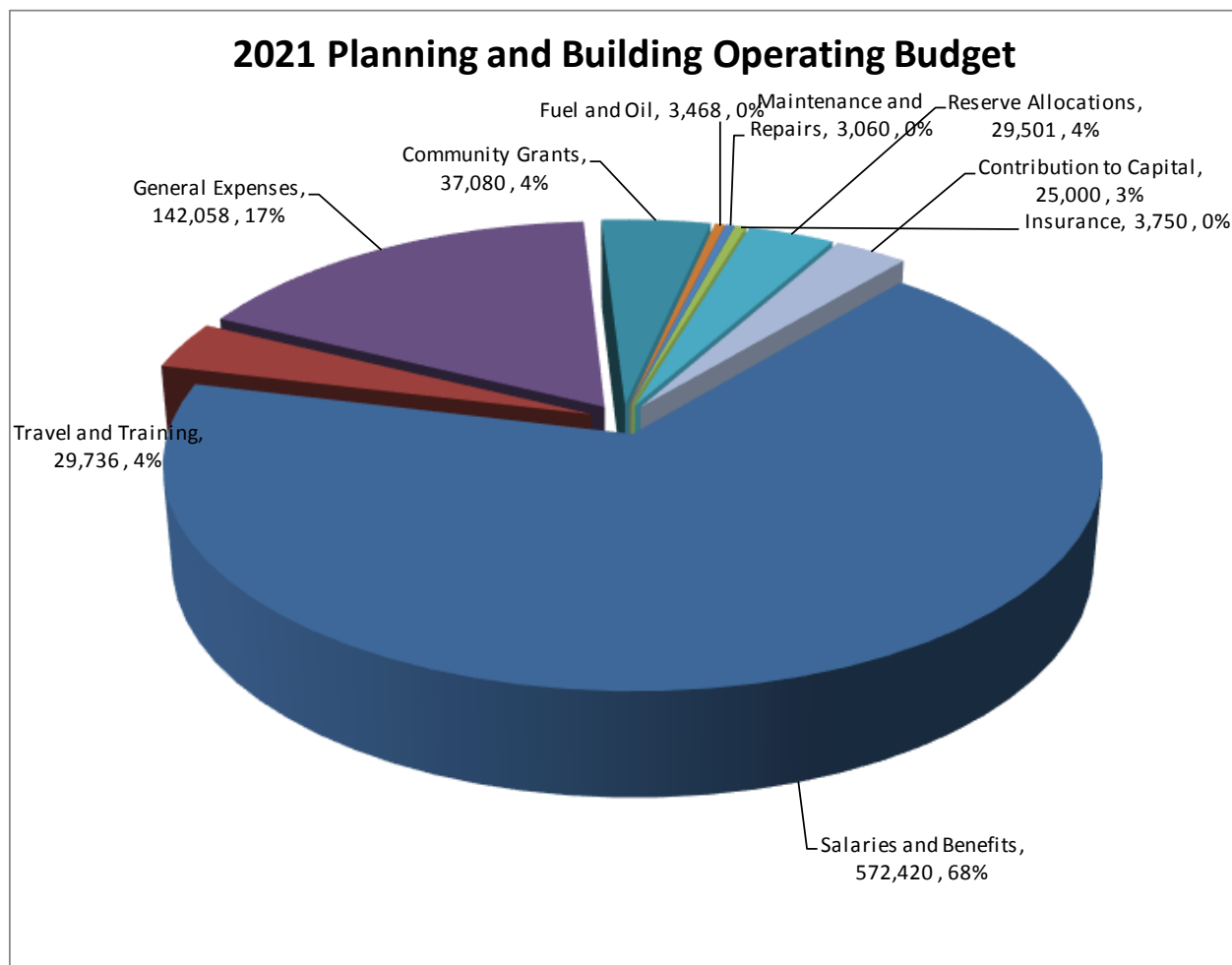
INCLUDES ALL COSTS TO OPERATE THE BAR SUCH AS LIQUOR & BEER, FOOD, LABOUR,  
ETC.



## 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	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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
	<b>Total Expenditures</b>	<b>326,035.00</b>	<b>389,010.00</b>	<b>- 62,975.00</b>	<b>-16%</b>	<b>209,598.75</b>	<b>246,948.40</b>	<b>318,805.13</b>	<b>351,034.76</b>	<b>321,922.06</b>

## **PLANNING BUDGET 2021**

<b><u>SALARIES, WAGES &amp; BENEFITS</u></b>	\$253,925.00
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PLANNER, JUNIOR PLANNER, PORTION OF BUILDING & PLANNING CLERK'S SALARY  
SUMMER STUDENT INCLUDING ALL BENEFITS

<b><u>PUBLICATIONS</u></b>	\$100.00
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ONTARIO MUNICIPAL BOARD DECISIONS CASE LAW PERIODICAL

<b><u>OTHER M&amp;S</u></b>	\$1,000.00
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FOR ITEMS THAT CANNOT BE PLACED ELSEWHERE

<b><u>MATERIALS &amp; SUPPLIES</u></b>	\$2,000.00
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PURCHASE OF FORMS, SPECIALIZED OFFICE SUPPLIES AND MATERIALS

<b><u>POSTAGE &amp; COURIER</u></b>	\$850.00
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NOTICE OF PUBLIC MEETINGS MAILINGS

<b><u>TELEPHONE</u></b>	\$1,800.00
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CELL PHONE AND TABLET

<b><u>LEGAL FEES</u></b>	\$8,000.00
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AS REQUIRED

<b><u>OTHER PROFESSIONAL FEES</u></b>	\$4,000.00
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PLANNING ASSISTANCE

<b><u>COMPUTER SERVICES EXPENSE</u></b>	\$18,000.00
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IT SUPPORT, CGIS UPGRADE, HARDWARE/SOFTWARE

<b><u>ADVERTISING</u></b>	\$250.00
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ADVERTISING FOR ZONING BY-LAW, OFFICIAL PLAN AMENDMENTS AND  
OTHER PLANNING ISSUES

<b><u>TRAVEL EXPENSE</u></b>	\$5,610.00
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MILEAGE

<b><u>MEMBERSHIPS</u></b>	\$1,500.00
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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	
				Approved	Program	Requested		Requested/	
			2019 Actual	Budget	Change	Budget		2020 Budget	
<b>Expenditures:</b>									
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%	
<b>Revenues</b>									
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

	<b>BUILDING DEPARTMENT</b>									
	<b>2021 Budget</b>									
		<b>2021</b>	<b>2020</b>	<b>\$</b>	<b>%</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Line #</b>	<b>Description</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
						(To Aug 31/20)				
	<b>Revenue</b>									
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%					
		<b>- 478,958.00</b>	<b>- 469,900.00</b>	<b>- 9,058.00</b>	<b>2%</b>	<b>- 491,348.50</b>	<b>- 634,856.49</b>	<b>- 615,197.65</b>	<b>- 595,632.94</b>	<b>- 424,548.89</b>
	<b>Expenditures</b>									
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
	<b>Total Expenditures</b>	<b>478,958.00</b>	<b>469,900.00</b>	<b>9,058.00</b>	<b>2%</b>	<b>253,829.08</b>	<b>634,856.49</b>	<b>615,197.65</b>	<b>595,632.94</b>	<b>424,548.89</b>
	<b>Net Building Dept.</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>- 237,519.42</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## **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



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

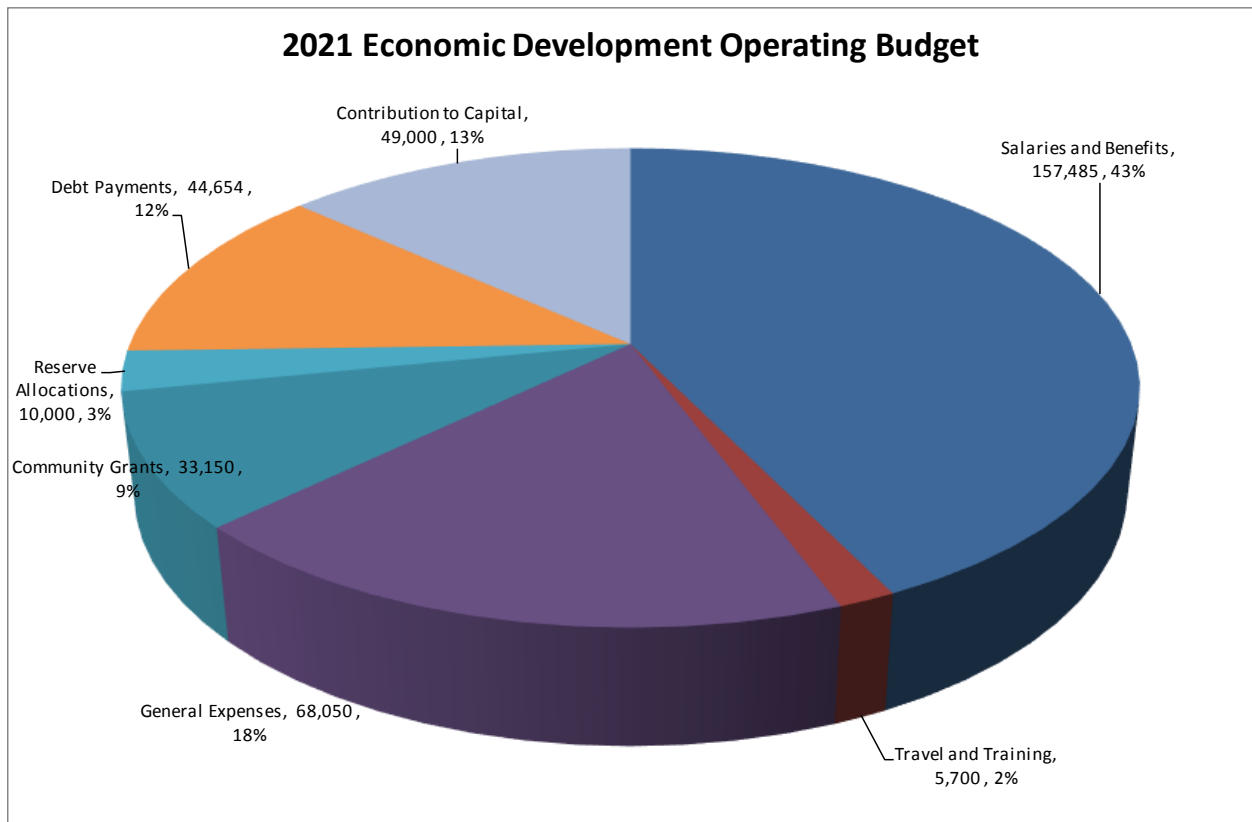
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## HERITAGE BUDGET 2021

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

### **SALARIES, WAGES & BENEFITS**

\$157,485.00

FOR COMMUNITY CO-ORDINATOR, ADMINISTRATION ASSISTANCE, SUMMER STUDENT  
INCLUDING THE ASSOCIATED BENEFITS

### **OFFICE SUPPLIES**

\$300.00

GENERAL OFFICE SUPPLIES

### **PUBLICATIONS**

\$500.00

SUBSCRIPTIONS TO ECONOMIC DEVELOPMENT MATERIALS

### **OTHER MATERIALS & SUPPLIES**

\$300.00

MISC. ITEMS THAT CANNOT BE PLACED ELSEWHERE

### **POSTAGE & COURIER**

\$150.00

### **TELEPHONE**

\$1,600.00

CELL PHONE

### **OTHER PROFESSIONAL FEES**

\$1,000.00

EVENT PUBLICITY PROGRAM, MEDIA PACKAGE OTHER CONSULTING, BUSINESS DATABASE  
UPDATE

### **TRAVELLING EXPENSE**

\$1,200.00

MILEAGE

### **MEMBERSHIPS**

\$1,500.00

MEMBERSHIPS-OTCA, EDAC, MMCC, PBTA, PITCH IN CANADA, CHAMBER

### **ASSOCIATION & CONVENTION**

\$3,000.00

OEMC CONFERENCE INCLUDING REGISTRATION, MEALS & ACCOMMODATION

### **PROMOTION**

\$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

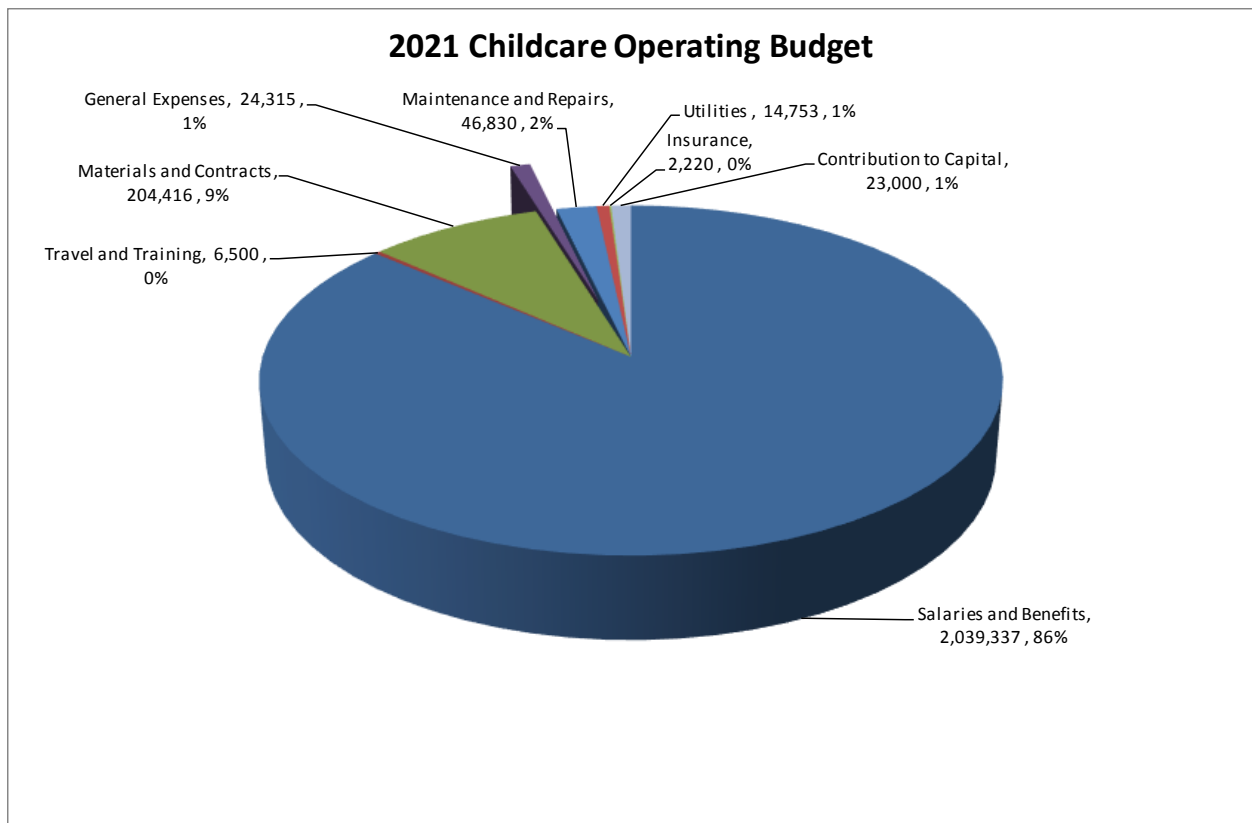
			A	B	C	D=B + C	E= C/B
				2020	2021	2021	% 2021
				Approved	Program	Requested	Requested/
			2019 Actual	Budget	Change	Budget	2020 Budget
<b>Expenditures:</b>							
Remuneration, Salaries & Benefits							
Travel & Training							
Materials & Contracts							
General Operating Expenses							
Community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

[illegible]

## 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	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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]

	<b>DAYCARE</b>									
	<b>2021 Budget</b>									
		<b>2021</b>	<b>2020</b>	<b>\$</b>	<b>%</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Line #</b>	<b>Description</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
						(To Aug 31/20)				
	<b>Revenues</b>									
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
	<b>Total Revenues</b>	<b>- 2,338,371.00</b>	<b>- 2,544,002.00</b>	<b>205,631.00</b>	<b>-8%</b>	<b>- 874,305.80</b>	<b>- 1,956,268.46</b>	<b>- 1,722,958.47</b>	<b>- 1,596,477.25</b>	<b>- 1,483,526.15</b>
	<b>Salaries &amp; Benefits</b>									
8	Salaries, Wages & Benefits	<b>2,039,337.00</b>	<b>2,273,907.00</b>	<b>- 234,570.00</b>	<b>-10%</b>	<b>912,995.55</b>	<b>1,792,959.45</b>	<b>1,552,689.06</b>	<b>1,461,222.69</b>	<b>1,348,465.12</b>
	<b>Materials &amp; Supplies</b>									
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
	<b>Total</b>	<b>201,585.00</b>	<b>172,750.00</b>	<b>28,835.00</b>	<b>17%</b>	<b>41,295.35</b>	<b>113,647.49</b>	<b>112,750.35</b>	<b>83,884.37</b>	<b>91,479.62</b>

Line #	Description	2020 Budget	2019 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Services &amp; Rents</b>									
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			
	<b>Total</b>	<b>97,449.00</b>	<b>97,345.00</b>	<b>104.00</b>	<b>0%</b>	<b>42,663.96</b>	<b>49,661.52</b>	<b>57,519.06</b>	<b>51,367.53</b>	<b>43,581.41</b>
	<b>Total Expenditures</b>	<b>2,338,371.00</b>	<b>2,544,002.00</b>	<b>- 205,631.00</b>	<b>-8%</b>	<b>996,954.86</b>	<b>1,956,268.46</b>	<b>1,722,958.47</b>	<b>1,596,474.59</b>	<b>1,483,526.15</b>
	<b>Net Difference</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>122,649.06</b>	<b>-</b>	<b>-</b>	<b>2.66</b>	<b>-</b>



## **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.

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

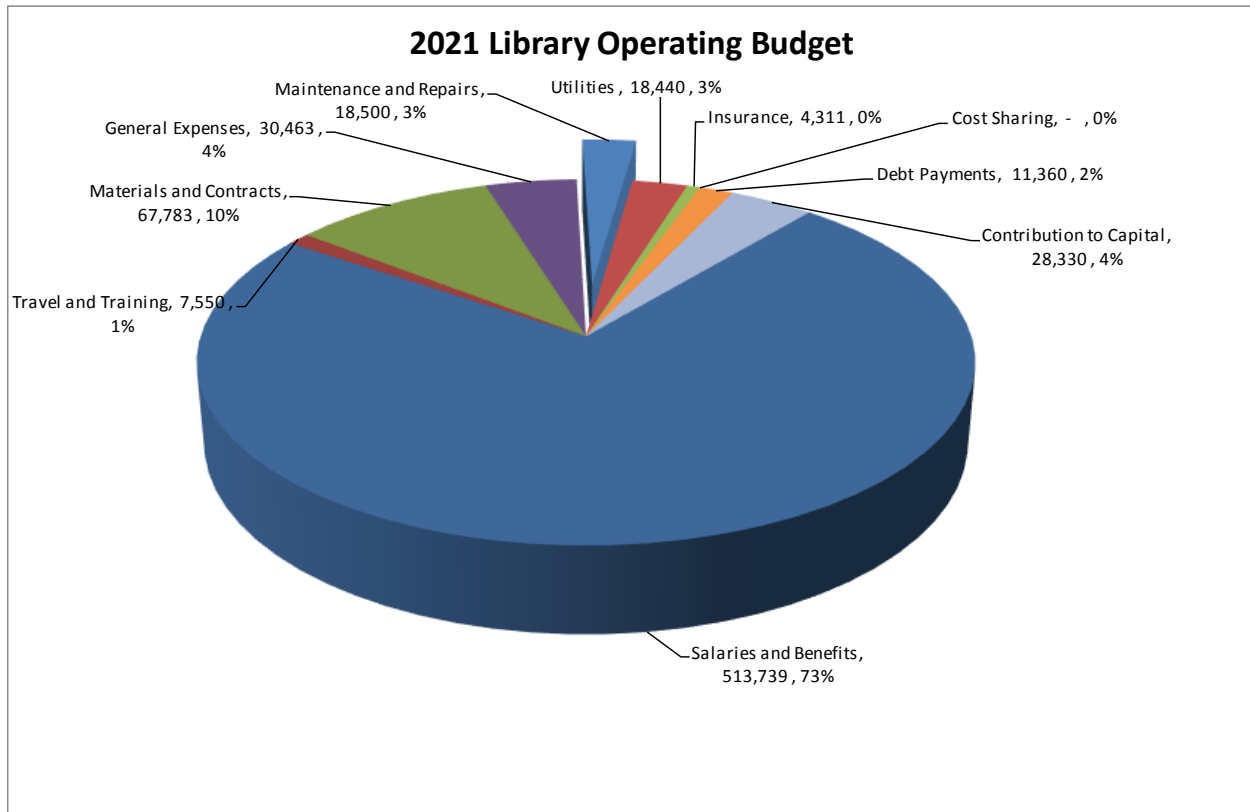
COSTS ASSOCIATED WITH COLLECTING ACCOUNTS

**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	
<b>Expenditures:</b>						
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%	
<b>Revenues</b>						
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%	

	<b>LIBRARY</b>										
	<b>2021 Budget</b>										
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
			<b>626,263.00</b>	<b>603,870.00</b>	<b>22,393.00</b>	<b>4%</b>	<b>369,742.38</b>	<b>552,936.76</b>	<b>560,266.80</b>	<b>474,373.14</b>	<b>540,803.70</b>

	<b>LIBRARY</b>									
	<b>2020 Budget</b>									
		<b>2021</b>	<b>2020</b>	<b>\$</b>	<b>%</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Line #</b>	<b>Description</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
						(To Aug 31/20)				
	<b>Revenues</b>									
	<b>Federal Grants</b>									
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
	<b>Total</b>	-	-	-	#DIV/0!	-	<b>3,920.00</b>	<b>10,673.01</b>	-	<b>6,071.00</b>
	<b>Provincial Grants</b>									
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
	<b>Total</b>	<b>31,848.00</b>	<b>31,848.00</b>	-	0%	<b>32,898.31</b>	<b>52,427.73</b>	<b>64,701.62</b>	<b>50,343.82</b>	<b>55,691.54</b>
	<b>Municipal Grants</b>									
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
	<b>Total</b>	<b>623,333.00</b>	<b>609,270.00</b>	<b>14,063.00</b>	<b>2%</b>	<b>379,611.72</b>	<b>553,906.35</b>	<b>536,680.29</b>	<b>483,427.21</b>	<b>471,493.14</b>
	<b>Revenue-Almonte Branch</b>									
	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
	<b>Total</b>	<b>14,415.00</b>	<b>15,550.00</b>	<b>1,135.00</b>	<b>-7%</b>	<b>5,704.54</b>	<b>20,164.70</b>	<b>18,952.37</b>	<b>17,985.84</b>	<b>18,489.81</b>

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual	2019 Actual	2018 Actual	2017 Actual	2016 Actual
						(To Aug 31/20)				
	<b>Revenue-Pakenham Branch</b>									
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%					
	<b>Total</b>	<b>- 2,550.00</b>	<b>- 2,600.00</b>	<b>50.00</b>	<b>-2%</b>	<b>- 764.57</b>	<b>- 3,368.07</b>	<b>- 2,253.25</b>	<b>- 547.83</b>	<b>- 1,529.38</b>
	<b>Total Revenues</b>	<b>- 672,146.00</b>	<b>- 659,268.00</b>	<b>- 12,878.00</b>	<b>2%</b>	<b>- 418,979.14</b>	<b>- 633,786.85</b>	<b>- 633,260.54</b>	<b>- 552,304.70</b>	<b>- 553,274.87</b>
	<b>Salaries &amp; Benefits</b>									
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
	<b>Total Salaries, Wages &amp; Benefits</b>	<b>513,739.00</b>	<b>503,065.00</b>	<b>10,674.00</b>	<b>2%</b>	<b>254,964.19</b>	<b>473,114.97</b>	<b>486,642.08</b>	<b>417,070.82</b>	<b>414,524.07</b>
	<b>Administration-Almonte</b>									
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
	<b>Total</b>	<b>28,524.00</b>	<b>27,960.00</b>	<b>564.00</b>	<b>2%</b>	<b>15,939.45</b>	<b>32,204.03</b>	<b>24,345.61</b>	<b>28,678.40</b>	<b>26,773.14</b>



		2021	2020	\$	%	2020	2019	2018	2017	2016
Line #	Description	Budget	Budget	Change	Change	Actual	Actual	Actual	Actual	Actual
						(To Aug 31/20)				
	<b>Administration-Pakenham</b>									
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
	<b>Total</b>	<b>13,800.00</b>	<b>13,400.00</b>	<b>400.00</b>	<b>3%</b>	<b>7,872.52</b>	<b>14,701.82</b>	<b>11,484.63</b>	<b>4,108.00</b>	<b>5,439.07</b>
	<b>Materials-Almonte</b>									
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
	<b>Total</b>	<b>47,873.00</b>	<b>48,150.00</b>	<b>- 277.00</b>	<b>-1%</b>	<b>21,659.25</b>	<b>48,953.88</b>	<b>44,606.85</b>	<b>47,698.10</b>	<b>46,724.10</b>
	<b>Materials-Pakenham</b>									
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
	<b>Total</b>	<b>19,910.00</b>	<b>19,633.00</b>	<b>277.00</b>	<b>1%</b>	<b>10,893.59</b>	<b>21,174.53</b>	<b>19,006.97</b>	<b>20,734.52</b>	<b>18,452.13</b>
	<b>Building Operation-Almonte</b>									
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
	<b>Total</b>	<b>22,920.00</b>	<b>22,300.00</b>	<b>620.00</b>	<b>3%</b>	<b>12,141.61</b>	<b>20,331.37</b>	<b>23,312.71</b>	<b>22,418.00</b>	<b>25,881.42</b>
	<b>Building Operation-Pakenham</b>									
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		
	<b>Total</b>	<b>25,380.00</b>	<b>24,760.00</b>	<b>620.00</b>	<b>3%</b>	<b>13,535.64</b>	<b>23,306.25</b>	<b>22,682.48</b>	<b>7,685.60</b>	<b>8,810.00</b>

[illegible]

## 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
<b>Expenditures:</b>						
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%
<b>Revenues</b>						
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
<b>Expenditures:</b>					
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%
<b>Revenues</b>					
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										
		2021	2020	\$	%	2020	2019	2018	2017	2016
Line #	Description	Budget	Budget	Change	Change	Actual	Actual	Actual	Actual	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
<b>Expenditures:</b>						
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%
<b>Revenues</b>						
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)				
<b>Revenue</b>										
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
<b>Expenditures</b>										
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

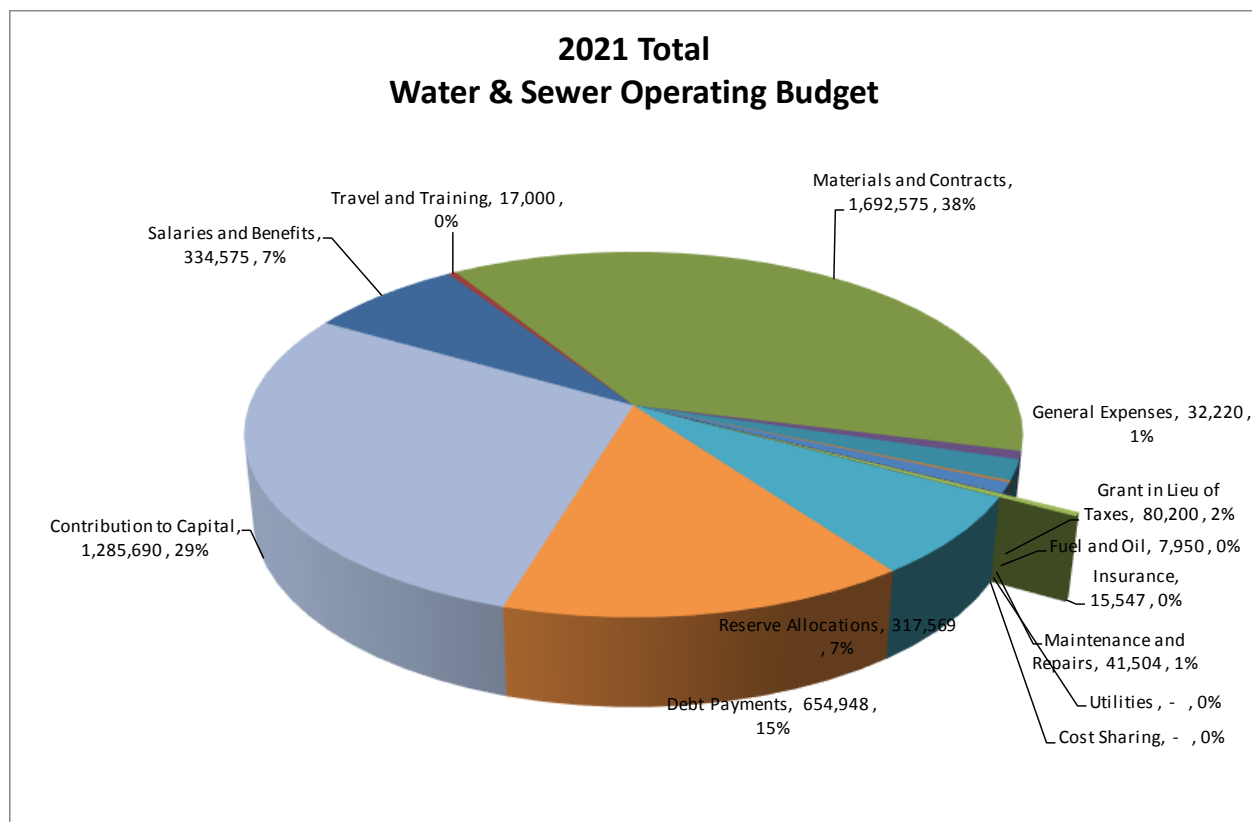
The **County and Schools** budget represents the amounts to be paid to the County and School Boards during the year. It includes amounts collected on tax billings, as a result of supplemental taxation and for payments in lieu of taxation net of any adjustments.

SCHOOL & COUNTY REQUISITIONS 2021 Budget										
		2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 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	3,423,100.84
2	School Requisition-English, Separate			-	0%	160,163.00	636,213.86	647,607.43	661,728.50	700,588.89
3	County Requisition	7,739,410.00	7,587,520.00	151,890.00	2%	3,889,771.00	7,616,166.94	7,242,511.06	7,064,102.47	6,711,778.70
4	School Requisition-French, Separate			-	0%	16,500.00	67,296.06	66,675.41	60,631.58	63,137.03
5	School Requisition-French, Public			-	0%	5,507.00	21,901.71	19,036.28	18,209.07	18,397.03
	<b>Total Expenditures</b>	<b>11,841,345.00</b>	<b>11,689,445.00</b>	<b>151,900.00</b>	<b>1%</b>	<b>4,896,711.00</b>	<b>11,718,400.00</b>	<b>11,336,331.36</b>	<b>11,188,461.84</b>	<b>10,917,002.43</b>

## 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	
<b>Expenditures:</b>						
Remuneration, Salaries & Benefits	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%	
<b>Revenues</b>						
Water Bill Revenue	3,329,703	3,288,685	140,910	3,429,595	4.28%	Estimate 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 accounts	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%	

	<b>Water and Sewer</b>									
	<b>2021 Budget</b>									
		<b>2021</b>	<b>2020</b>	<b>\$</b>	<b>%</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
<b>Line #</b>	<b>Description</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
						(To Aug 31/20)				
	<b>Revenue</b>									
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
	<b>Total Revenue</b>	<b>- 3,867,687.00</b>	<b>- 3,757,388.00</b>	<b>- 110,299.00</b>	<b>3%</b>	<b>-2,575,776.43</b>	<b>- 3,904,980.14</b>	<b>- 3,895,261.57</b>	<b>- 3,514,277.93</b>	<b>- 3,387,415.50</b>
	<b>Expenditures</b>									
	<b>General Expenses</b>									
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
	<b>Total General Expenses</b>	<b>2,481,054.00</b>	<b>1,797,497.00</b>	<b>683,557.00</b>	<b>38%</b>	<b>428,857.42</b>	<b>2,042,720.28</b>	<b>2,034,771.48</b>	<b>1,643,621.46</b>	<b>1,735,432.99</b>

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Vehicles &amp; Equipment</b>									
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
	<b>Total Vehicles and Equipment</b>	<b>18,764.00</b>	<b>18,405.00</b>	<b>359.00</b>	<b>2%</b>	<b>15,586.52</b>	<b>22,041.73</b>	<b>15,161.91</b>	<b>13,513.94</b>	<b>14,697.90</b>
	<b>Sanitary Collection</b>									
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
	<b>Total</b>	<b>57,925.00</b>	<b>57,100.00</b>	<b>825.00</b>	<b>1%</b>	<b>33,219.40</b>	<b>50,415.02</b>	<b>61,490.76</b>	<b>54,396.45</b>	<b>68,752.85</b>
	<b>Water Distribution</b>									
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
	<b>Maintenance &amp; Repairs</b>									
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
	<b>Total</b>	<b>206,720.00</b>	<b>203,000.00</b>	<b>3,720.00</b>	<b>2%</b>	<b>124,836.41</b>	<b>186,515.78</b>	<b>223,787.86</b>	<b>188,207.73</b>	<b>208,110.28</b>
	<b>Valve Inspection &amp; Maint.</b>									
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
	<b>Total</b>	<b>29,140.00</b>	<b>28,900.00</b>	<b>240.00</b>	<b>1%</b>	<b>3,779.26</b>	<b>4,125.62</b>	<b>20,052.09</b>	<b>14,099.35</b>	<b>18,704.46</b>
	<b>Meter Install, Maint. &amp; Replacement</b>									
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
	<b>Total</b>	<b>49,180.00</b>	<b>48,250.00</b>	<b>930.00</b>	<b>2%</b>	<b>29,917.02</b>	<b>45,444.25</b>	<b>57,697.37</b>	<b>44,080.94</b>	<b>38,969.54</b>

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change	2020 Actual (To Aug 31/20)	2019 Actual	2018 Actual	2017 Actual	2016 Actual
	<b>Meter Reading &amp; Billing</b>									
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
	<b>Total</b>	<b>13,605.00</b>	<b>13,400.00</b>	<b>205.00</b>	<b>2%</b>	<b>4,287.89</b>	<b>10,462.55</b>	<b>9,038.66</b>	<b>7,468.68</b>	<b>10,031.39</b>
	<b>Pump Houses, Lift Stns.</b>									
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
	<b>Total</b>	<b>1,593,020.00</b>	<b>1,563,436.00</b>	<b>29,584.00</b>	<b>2%</b>	<b>1,062,650.97</b>	<b>1,508,790.27</b>	<b>1,445,085.06</b>	<b>1,523,955.10</b>	<b>1,264,157.62</b>
	<b>Ontario One Call</b>									
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
	<b>Total</b>	<b>17,870.00</b>	<b>16,600.00</b>	<b>1,270.00</b>	<b>5%</b>	<b>11,517.43</b>	<b>22,597.70</b>	<b>17,541.44</b>	<b>19,674.71</b>	<b>22,927.47</b>
	<b>Total Expenditures</b>	<b>4,479,778.00</b>	<b>3,757,388.00</b>	<b>722,390.00</b>	<b>19%</b>	<b>1,722,364.54</b>	<b>3,904,980.14</b>	<b>3,895,261.57</b>	<b>3,514,277.93</b>	<b>3,387,415.50</b>
	<b>NET WATER &amp; SEWER</b>	<b>612,091.00</b>	<b>-</b>	<b>612,091.00</b>	<b>0%</b>	<b>- 853,411.89</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## **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.