

2018 APPROVED Operating Budget

**Township of
Leeds and the Thousand Islands**



Township of
**Leeds and the
Thousand Islands**

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Executive Summary

The Township of Leeds and the Thousand Islands is a lower tier municipality within the United Counties of Grenville. As such, the Township is mandated to provide certain services, while the County provides their own set of services. The services provided by the Township are varied and widespread, and include:

- Building Services
- By-law Enforcement
- Corporate Services
- Environmental Stewardship
- Fire Services and Emergency Planning
- Libraries
- Planning Services
- Economic Development
- Police Services
- Recreation and Cultural Programming
- Streets, Roads and Sidewalk Maintenance and Winter Control
- Water and Wastewater Management in the Village of Lansdowne

The Township's financial situation continues to be strong and healthy. The long-term finances of the municipality are viable and sustainable as evidenced by its low debt position, considerable transfer to reserves, and property tax levels which are competitive with neighbouring municipalities.

The 2018 operating budgets of each department are presented in this document for Council consideration. As part of the 2018 operating budget process, staff have analyzed expenditure trends, taken into account the strategic plan, and consulted with various levels of staff, committees of council, and community groups.

A three-year capital budget was approved by Council in 2016 and therefore, is not included in this budget package. Based on the Comprehensive Master Plan report being presented to Council in the near future, changes to capital projects for 2017 and 2018 may occur. A follow up capital report will be coming to Council following the Comprehensive Master Plan report.

The overall municipal budget increase is projected to be 3.92% or \$333,658.

Discussion and Analysis

As part of the overall direction for the future of the municipality, and to provide a framework to consider program and service level delivery, Council developed a Community Strategic Plan with three priority outcomes: Sustaining the Natural Environment; Community Development; and, Creating a More Sustainable Economy.



**Township of
Leeds and the
Thousand Islands**
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Moving Forward Together

Community Strategic Plan

Strategic Vision

The Township of Leeds and the Thousand Islands is and will continue to be a friendly and historic rural community surrounded in natural beauty where the economy, nature and our people flourish together

Sustaining the Natural Environment	Community Development	Creating a more Sustainable Economy
<p>The natural environment – the rivers, lakes, streams, islands and natural landscapes – has been identified as one of the most important contributing factors to the amazing quality of life experienced by Leeds and the Thousand Islands residents. It is critical that the natural environment be protected for the enjoyment of future generations, but also is accessible for all to experience.</p>	<p>People choose to live in Leeds and the Thousand Islands because of the connection they feel with their community. Making improvements to the community, both from a physical, and social and sustainable perspective, will ensure Leeds and the Thousand Islands remains a community where people choose to live.</p>	<p>From a Township perspective, Economic Sustainability is about the creation of a business friendly environment that allows businesses to thrive and for investment opportunities to exist. For Leeds and the Thousand Islands, this includes small business development, tourism and being ready when an investment opportunity comes to the Township.</p>
		

A friendly and historic rural community surrounded in natural beauty where the economy, nature and our people flourish together

Community Strategic Plan

2018 Actions

Sustaining the Natural Environment

Accessing:

1. Identify expansion/acquisition requirements

Protecting:

1. Best practices review/
Implementation of Official Plan re: natural
environment protection and waterway
development (continued)
2. Coordinated/streamlined building approvals

Managing waste:

1. Communicating septic maintenance
(continued)
2. Expand septic re-inspection
(continued)
3. Waste reduction (continued)



Sustainable Community Development

Customer service:

1. Communication plan (continued)
2. Website (continued)

Enhancing the Township's built environment:

1. Built heritage mapping (continued)
2. Community Improvement Plan development
(continued)
3. Design guidelines
4. Transportation master plan

Developing community partnerships:

1. Initiate youth engagement strategy

Building community pride:

1. Clean community celebrations



Creating a more Sustainable Economy

Preparing for investment:

1. Real estate broker relationship building
(continued)
2. Vacant commercial/industrial inventory
(continued)
3. Review shovel-ready land availability
(continued)

**Strategizing for future sustainable
economic development:**

1. Create employment lands strategy
2. Create investment inquiry response protocol
3. Customer service training



A friendly and historic rural community surrounded in natural beauty where the economy, nature and our people flourish together

As part of the 2018 budget preparation, the strategic plan action items for 2018 were taken into account. Through the current operating budget, some of the action items can be accomplished, while others will require additional financial resources.

Community Engagement

The Township invited local community groups and committees of council to a public meeting to provide suggestions for inclusion in the budget. Below is a summary of the recommendations. The highlighted rows are those which have been included in the budget. Comments have been provided for each area as a reference.

Group: Lansdowne Association for Revitalization		
2018 Budget Request Description	Operating	Capital
1. Administration financial support	\$2,000	
2. Continued floral beautification	Ongoing	
3. Website maintenance (www.lansdowneontario.ca)	\$800	
4. Directional Signs (2) eg Library, Washrooms, etc		TBD
5. Storage Container for LAFR equipment (location on Municipal Property)		TBD
6. Landscape Maintenance Upgrade for Municipal Properties	TBD	
7. Updated Digital Sign at TLTI Municipal Office, Lansdowne (repaired or replaced)		TBD
8. Sign erected at CN tracks in village		\$500

Notes:

1. \$2,000 administrative financial support for community groups included in the operating budget under Community Engagement.
2. Floral beautification is part of the regular operating budget.
3. Design company, 1dea Inc, is supporting and maintaining the Lansdowne website on a yearly basis.
4. Signage to direct people to Community Centre and its facilities.
5. LAFR is in need of a central location to store equipment and materials.
6. Maintenance to be brought up to the "Canadian Landscape Standards".
7. Digital Sign at TLTI Municipal Office in Lansdowne requires updating/replacing as it is a central source of info for emergencies and events

Group: Lyndhurst Rejuvenation Committee		
2018 Budget Request Description	Operating	Capital
ITEMS REMAINING FROM 2017 BUDGET		
Upgrades to washrooms at Furnace Falls Park as per 2017 budget		\$55,000
Village entrance signs as per 2017 budget		TBD
ITEMS REQUESTED FOR 2018 BUDGET		
Administration financial support	\$2000	
Continued floral beautification	\$700+ watering	
Wayfinding signs (3)		\$3000
No Littering/No Dumping Signs (5)		\$1000
Repair Kendrick's Park Sign		\$500
Improvements to the Greater Furnace Falls Park as per recommendations from the comprehensive planning currently underway.		TBD

A. Items Remaining From 2017 Budget

1. \$55,000 was in the 2017 budget for upgrades to the Furnace Falls Park washrooms, the completion of this is waiting on the completion of the planning for Furnace Falls Area. Since the upgrades will not happen in 2017, we would like to ensure the budgeted money is moved to 2018.
2. New village entrance signs were budgeted in 2017 and were not installed.

B. Items Requested For 2018 Budget

1. \$2,000 administrative financial support for community groups included in the operating budget under Community Engagement.
2. Floral beautification is part of the regular operating budget.
3. Locations: Ford St & Lyndhurst Rd; Lyndhurst Rd & Jonas St.; Lyndhurst Rd near the walkway connecting the main street and Furnace Falls Park.
4. Several locations in the village area are commonly used for dumping household waste. We request signs indicating no littering (park areas) and no dumping (roadside). We suggest fines be indicated on the signs to help deter this activity.
5. The sign on Lyndhurst Road indicating Kendrick's Park. It needs to be positioned higher.
6. A comprehensive plan for the Greater Furnace Falls Area is currently underway by JW Taylor Consulting. We would request that council & staff keep the planning for this area front of mind as they make plans for the parks and public works in 2018.

Group: Rockport Development Group		
2018 Budget Request Description	Operating	Capital
1. Administration financial support	\$2000	
2. Continued floral beautification	Ongoing	
Create gardens on both sides of Rockport gates	1200	
Upgrade flag pole and new Cdn Flag at Customs	500	
3. Customs Kiosk (4ftx8ft) with seating & shade roof	2000	
4. Interpretive sign: history of Customs Property	1200	
5. Revisit Parking Proposal (see below)		\$85,000
6. Complete Rockport Strategic Plan (carry fwd from 2016)	7000	

1. \$2,000 administrative financial support for community groups included in the operating budget under Community Engagement.
2. Floral beautification is part of the regular operating budget.
3. Repair and repaint 3 Rockport Kiosk carry forward from last year. It was work and materials in the works department budget. (2016)
4. Enhance Custom's Property: add Covered Kiosk with seating and interpretive sign for Customs history & refit flag pole new ropes & flag.
5. Revisit the Rockport parking proposal and make a decision or propose an alternate idea. This will include conducting a traffic study on parkway at Rockport and work with St. Lawrence Parks Commission to reduce speed limit, like Mallorytown Landing.
6. Rockport Strategic Plan (carry fwd from 2015/16 awaiting Customs)
7. Do a study on portable washrooms for public access with conclusions and options with costing.

Group: Seeley's Bay Area Residents Association		
2018 Budget Request Description	Operating	Capital
1. Administrative Grant	2,000	
2. Harbour Upgrades		250,000
3. Community Hall Improvements		20,000
Ongoing Municipal Maintenance	TBD	
4. Items remaining from 2017 Budget as per RED Agreement		
Wayfinding signs (10)		13,000
Village Entrance Signs (2)		7,000

1. The Administrative grant of \$2K
2. The Harbour is a key asset for the Bay area. While a complete rebuild may not be necessary, there are clearly improvements needed with respect to the shakey finger docks, aging boards in some stretches, shoreside infrastructure, signage, etc.
3. The Community Hall is a critical service for the Seeley's Bay area. SBARA suggests a modest investment of \$20K could be a good start on a refresh/design updating of the interior of the main hall (although we defer to municipal staff expertise for a more accurate costing of the upgrades we have suggested. Perhaps hall interior could be 2018, with kitchen/storage solutions for 2019.
4. RED Grant – under the terms of a RED Grant between TLTi and OMAFRA, for 'SBARA's Branding' initiative, funds were committed to 10 wayfinding signs (directing visitors to public facilities within the village from three points of entry and 5 key 'decision points' within village. There was also an approval for two new Highway 15 entrance signs, with specific canoe enhancements (on pillars) using the 'new' TLTi sign design. More details can be provided by SBARA to TLTi staff on RED status.
5. Routine maintenance of Haskin's Point, Centennial Park, the harbour, and the Community Hall are all in need of routine care.
6. In addition to the above general requests, **there are four 'please fix' items** that we would request be dealt with promptly including repair of night lights at ball park, emergency exit ladder at Haskin's Point, training of staff, the waterfront end of Centennial Park.

Analysis of Financial Information

The financial health of the Township is viable, sustainable and strong. The Ministry of Municipal Affairs and Housing reviews each municipalities Financial Information Return annually. The Township's Financial Indicator Review is included below for Council's reference.

FINANCIAL INDICATOR REVIEW

(Based on 2015 Financial Information Return)

Leeds and the Thousand Islands Tp (Leeds and Grenville UCo)

Date Prepared:

05-Oct-16

MSO Office:

Eastern Ontario

Prepared By:

Carol D. Church

Tier:

Lower Tier

MAH Code:

56621

MUNID:

7019

REV Code:

0812

FINANCIAL INDICATORS

Indicator	Ranges	Actuals	South - LT - Counties - Rural		Level of Challenge	
			Median	Average		
Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees	Low: > -50% Mod: -50% to -100% High: < -100%	2011	44.3%	26.0%	20.2%	LOW
		2012	49.4%	34.8%	26.6%	LOW
		2013	77.9%	31.5%	31.8%	LOW
		2014	83.6%	32.5%	31.4%	LOW
		2015	81.0%	34.0%	33.6%	LOW
Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses	Low: > 20% Mod: 10% to 20% High: < 10%	2011	35.4%	47.2%	52.1%	LOW
		2012	43.3%	49.5%	54.3%	LOW
		2013	63.9%	50.7%	55.2%	LOW
		2014	69.4%	53.3%	57.9%	LOW
		2015	71.6%	56.6%	61.9%	LOW
Debt Servicing Cost as a % of Total Operating Revenue	Low: < 5% Mod: 5% to 10% High: > 10%	2011	1.5%	3.0%	4.0%	LOW
		2012	1.4%	3.4%	3.9%	LOW
		2013	1.4%	3.4%	4.0%	LOW
		2014	1.1%	3.1%	3.7%	LOW
		2015	1.1%	2.9%	3.5%	LOW
Total Taxes Receivable less Allowance for Uncollectables as a % of Total Taxes Levied	Low: < 10% Mod: 10% to 15% High: > 15%	2011	11.1%	10.7%	11.5%	MODERATE
		2012	11.2%	10.6%	11.4%	MODERATE
		2013	10.8%	10.6%	11.6%	MODERATE
		2014	11.9%	10.3%	11.3%	MODERATE
		2015	10.3%	9.9%	10.6%	MODERATE
Total Cash and Cash Equivalents as a % of Operating Expenses	Low: > 10% Mod: 5% to 10% High: < 5%	2011	34.0%	36.2%	39.9%	LOW
		2012	47.7%	38.4%	43.6%	LOW
		2013	75.9%	44.3%	47.1%	LOW
		2014	76.0%	43.9%	47.7%	LOW
		2015	70.4%	43.5%	50.7%	LOW
Net Working Capital as a % of Total Municipal Operating Expenses	Low: > 10% Mod: 10% to -10% High: < -10%	2011	58.2%	52.6%	54.7%	LOW
		2012	72.5%	53.2%	57.6%	LOW
		2013	94.8%	55.1%	61.5%	LOW
		2014	97.2%	53.6%	61.0%	LOW
		2015	88.6%	57.3%	62.4%	LOW
* Asset Consumption Ratio	Low: < 25% Mod: 26% to 75% High: > 75%	2011	42.4%	37.7%	39.6%	MODERATE
		2012	43.8%	38.1%	40.9%	MODERATE
		2013	45.7%	39.8%	42.2%	MODERATE
		2014	46.9%	40.5%	43.2%	MODERATE
		2015	46.5%	42.2%	44.1%	MODERATE

FINANCIAL INDICATOR REVIEW

(Based on 2015 Financial Information Return)

Leeds and the Thousand Islands Tp (Leeds and Grenville UCo)

NOTES

Financial Information Returns ("FIRs") are a standard set of year-end reports submitted by municipalities to the Province which capture certain financial information. On an annual basis, Ministry staff prepare certain financial indicators for each municipality, based on the information contained in the FIRs. It is important to remember that these financial indicators provide a snapshot at a particular moment in time and should not be considered in isolation, but supported with other relevant information sources. In keeping with our Financial Information Return review process and follow-up, Ministry staff may routinely contact and discuss this information with municipal officials.

Additional Notes on what Financial Indicators may indicate:

Net Financial Assets or Net Debt as a % of Own Purpose Taxation Plus User Fees - How much tax and fee revenue is servicing debt?

Reserves and Reserve Funds as a % of Operating Expenses - How much money is set aside for future needs / contingencies?

Debt Charges as a % of Total Operating Revenue - How much of each dollar raised is spent on debt?

Total Taxes Receivable less Allowance for Uncollectables as a % of Total Taxes Levied - How much of the taxes billed are not collected.

Total Cash and Cash Equivalents as a % of Operating Expenses - How much cash and liquid investments could be available to cover operating expenses?

Net Working Capital as a % of Total Municipal Operating Expenses - How much cash, receivables and inventory less short-term debt could be available to cover operating expenses?

Asset Consumption Ratio - (expressed as a percentage) measures the age of a municipality's physical assets. It measures the extent to which depreciable assets have been consumed by comparing the amount of the assets that have been used up and their cost.

< 25% - Relatively NEW Infrastructure

26% to 50% - Moderately NEW Infrastructure

51% to 75% - Moderately OLD Infrastructure

>75% - OLD Infrastructure

* In 2016, the indicator Net Book Value of Capital Assets as a % of Cost of Capital Assets (NBV) has been replaced by the indicator Asset Consumption Ratio. Asset Consumption Ratio is an indicator of asset consumption which is the reverse of the previous NBV indicator, which measured remaining life.

Key Assumptions for 2018

The development of an operating budget is a considerable exercise taking several months, extensive internal reviews, and numerous versions. In the development of the budget, staff evaluated revenue and expenditure trends for the past 5 years, as well as considered the future direction of the municipality.

Various economic, demographic, taxation and service assumptions are taken into account with the development of the budget. The key assumptions that have been considered in designing the budget are:

- Consumer price index
- Gasoline per litre
- Diesel per litre
- Interest rate on debt
- Interest rate earned
- Currency exchange rate

These assumptions have been used to develop, review and benchmark the budget.

Cost of Living Allowance

In Fall of 2015, Council approved a report which approved the annual Cost of Living Allowance (COLA) to be based on the August Consumer Price Index (CPI) less energy. The August CPI was 1.5%, and therefore, an increase has been adjusted on the salaries and benefits lines in the operating budget. The impact to the budget was an increase of \$64,400.

Canada Pension Plan (CPP)

The 2018 CPP information has yet to be released. Therefore, staff have estimated the rates and maximums based on trends over the past 10 years.

In the budget CPP is estimated to be the following:

- o Employer contribution rate at 4.95% - no change
- o Yearly basic exemption at \$3,500 – no change
- o Yearly maximum pensionable earnings (YMPE) at \$57,700 – estimate
- o Maximum employer contribution \$2,744– estimate

Employment Insurance (EI)

The 2018 EI information has been released by the Canada Revenue Agency.

- o Employee contribution rate at 1.88% - no change
- o Employer contribution factor at 1.4 – no change
- o Maximum insurable earnings at \$53,500 – estimated
- o Maximum employer contributions at \$1,410 – estimated

Ontario Municipal Employees Retirement System (OMERS)

In March of 2016, OMERS Sponsors Corporation announced that the current contribution rates of the OMERS Pension Plan will remain the same until the end of 2017, and there are no other Plan changes required this year to address the financial health of the Plan.

The yearly maximum pensionable earnings (YMPE) used by OMERS is equal to the CPP YMPE. As such, the YMPE for 2018 for OMERS has been estimated at \$57,700, which is an increase of 2.5% over the 2017 amount. The annual contribution rate is 9.0% for earnings under the YMPE and the annual contribution rate is 14.6% for earnings above the YMPE.

Workers Compensation Insurance Board (WSIB)

The 2018 WSIB information has not been released. The following rates have been left consistent with the 2017 actual rates:

- Employer contribution rate at 3.20%
- Annual maximum insurable earnings at \$90,300
- Maximum employer contributions at \$2,889.60

Employee Benefits

Employee benefits are managed for the Township through a broker and held with Manulife. Health care costs have decreased for single rates from \$2,242 to \$2,146; and for family rates from \$4,467 to \$4,285.

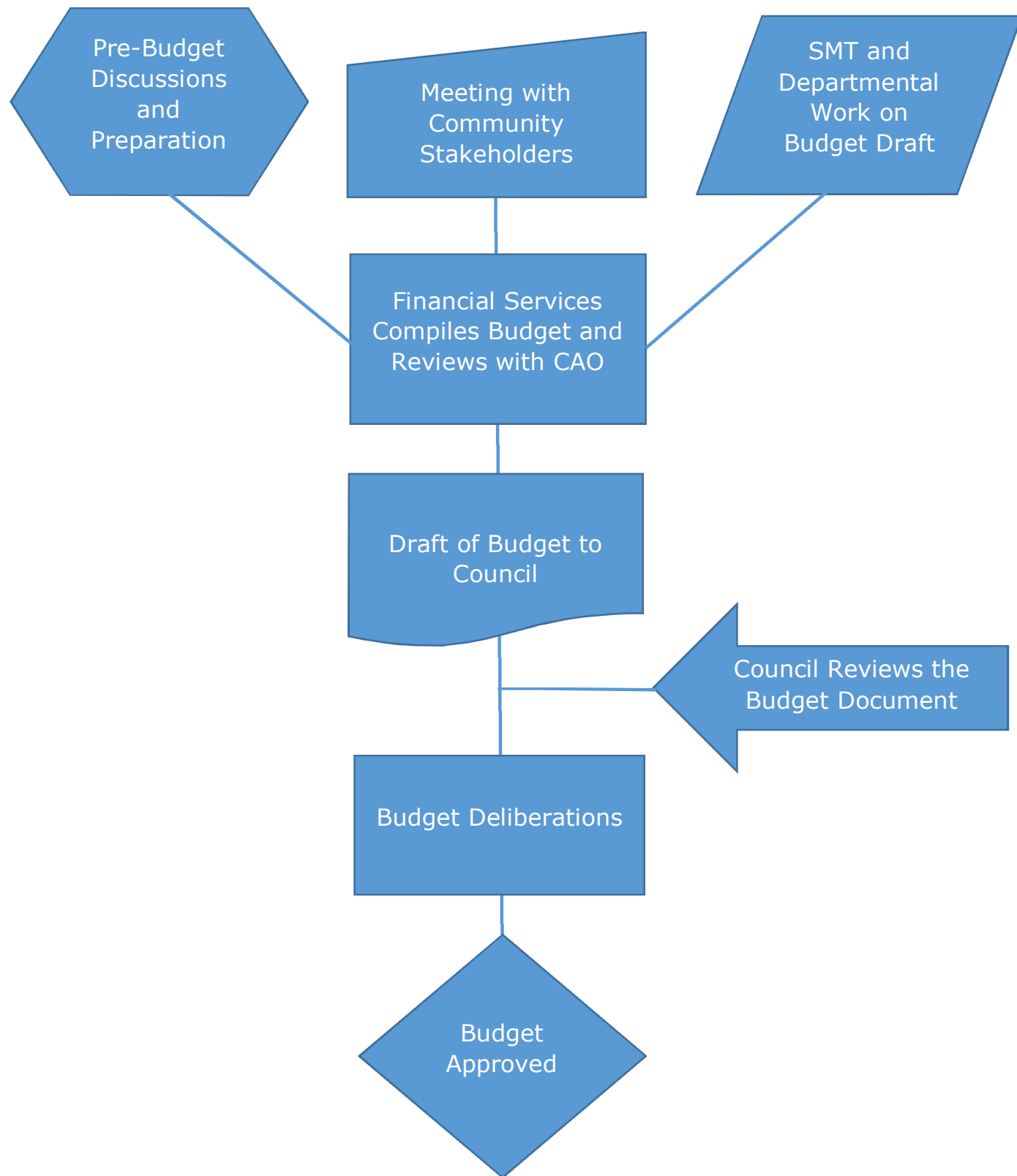
The total benefits impact is approximately \$70,801 (which also includes above noted changes of WSIB, EI, CPP).

Insurance

The Township utilizes Kelsey Insurance as the broker of record for the Frank Cowan Insurance company. Frank Cowan Company is a leader in providing specialized insurance programs, including risk management and claims services to organizations across Canada. The Township's insurance rates are based on experience and market. The estimate for the 2018 insurance rates have been budgeted the same as 2017 actuals.

Budget Process Flowchart

The 2018 Budget Process began months ago and involved many hours of calculations, meetings and preparation from the Treasury Department and other functional departments within the Township. The budget process is shown below:



Key Changes from 2017 to 2018

<u>Increases (Decreases) in Levy</u>			
<u>Discretionary</u>			
Salary grid adjustments	All Depts	\$	28,900
Change in Staffing	All Depts		104,830
COLA impact on salaries and wages	All Depts		64,400
Other various increases and decreases	All Depts		7,606
Increase in Hon. Due to Federal tax change	Council		21,600
Remove Increase in Hon. Due to Federal tax	Council		(21,600)
Increase in Tax Penalty & Interest	Corp. Services		(36,500)
Reduction in Interest Revenue	Corp. Services		40,500
Foreign Exchange Revenue	Corp. Services		(20,000)
Increase Volunteer Appreciation	Corp. Services		3,500
Canada 150	Economic Dev		(21,400)
Private Road Grant adjusted to normal level	Public Works		(10,000)
Twsp Bldg Mtce	Facilities		16,500
Increase in Docking Revenue	Facilities		(5,100)
Decrease to tax levy for library services	Library		(16,510)
Total Discretionary	1.84% Rate Inc.	\$	156,726
<u>Non-Discretionary</u>			
OPP Billing Phase-in	Police Serv.	\$	70,670
Increase in benefits (EI, CPP, Manulife, etc)	All Depts		70,801
Transfer of 50% of Casino levy to Gananoque	Corp. Services		221,000
Increase in OMPF	Corp. Services		(30,200)
Additional PIL revenue	Corp. Services		(29,000)
Bldg Surplus trsf to Reserves	Building Dept		2,161
Increased Microfit Revenue - Hydro One	Fire/Facilities		(17,600)
P & I payments in Public Works	Public Works		(64,000)
Increase in Blue Box Grant	Waste Mgt		(51,400)
Increase in recreation levy to Gananoque	Recreation		6,100
Decrease in CRCA Levy	CRCA		(1,600)
Total Non-Discretionary	2.08% Rate Inc.	\$	176,932
Total Levy Increase	3.92% Rate Inc.	\$	333,658

Departmental Operating Budgets

The next several pages will outline the departmental operating budgets for the Township. Below is a summary of the increases by department.

		2017	2018	2018
		Budget	Proposed Budget	Budget Change
GOVERNANCE AND POLITICAL SUPPORT				
TOTAL TAX LEVY		161,075	164,894	3,819
CORPORATE SERVICES				
TOTAL TAX LEVY		- 7,024,092	- 6,955,175	68,917
FIRE DEPARTMENT				
TOTAL TAX LEVY		1,013,321	1,094,578	81,257
PLANNING AND DEVELOPMENT				
TOTAL TAX LEVY		274,113	366,929	92,816
POLICE SERVICES				
TOTAL TAX LEVY		1,751,300	1,821,970	70,670
PUBLIC WORKS				
Roads Department				
TOTAL TAX LEVY		2,085,217	2,064,629	- 20,588
PARKS				
TOTAL TAX LEVY		196,787	195,672	- 1,115
SOLID WASTE MANAGEMENT				
TOTAL TAX LEVY		288,010	253,449	- 34,561
FACILITIES				
TOTAL TAX LEVY		201,616	217,131	15,515
RECREATION PROGRAMMING				
TOTAL TAX LEVY		317,378	393,981	76,603
EXTERNAL AGENCIES				
TOTAL TAX LEVY		691,248	677,000	- 14,248
OTHER SERVICES				
TOTAL TAX LEVY		44,027	38,600	- 5,427
TOTAL TAX LEVY CHANGE		-	333,658	333,658

Governance and Political Support

2018 Budget Initiatives and Challenges

The Governance and Political Support budget had no significant changes other than the adjustments for the Cost of Living Allowance of 1.5% and the impact of the changes to Employment Insurance.

The Elections portion of the budget had no changes. The \$16,250 transfer from the operating budget is put in a reserve which accumulates to be used for the 2018 election expenses. \$65,000 has been shown as an election expense an off-setting contribution from Reserves.

2018 Change Analysis

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
GOVERNANCE AND POLITICAL SUPPORT					
Governance and Political Support					
Revenues					
10-111-1150-4300 Other Revenues	5,842	3,965	6,100	6,100	2,135
Total Revenue	5,842	3,965	6,100	6,100	2,135
Expenditures					
10-111-1150-6003 Honorarium	122,246	124,444	122,000	126,312	1,868
10-111-1150-6010 Benefits	3,651	4,916	4,900	5,002	86
10-111-1150-6125 Telephone	2,756	900	3,000	3,000	2,100
10-111-1150-6150 Training and Development	14,852	12,000	15,400	13,500	1,500
10-111-1150-6151 Meals	1,216	1,200	100	200	- 1,000
10-111-1150-6155 Advertising	482	1,000	500	500	- 500
10-111-1150-6175 Leases	-	-	-	-	-
10-111-1150-6255 Mileage	1,125	1,800	1,000	1,200	- 600
10-111-1150-6265 Miscellaneous	3,315	1,000	3,500	3,500	2,500
Total Expenditures	149,644	147,260	150,400	153,214	5,954
Total Tax Levy	143,801	143,295	144,300	147,114	3,819
Election					
Revenues					
10-112-1155-4550 From Election Reserve	-	-	-	65,000	65,000
Total Revenue	-	-	-	65,000	65,000
Expenditures					
10-112-1155-6123 Computer Maintenance	1,654	1,530	1,000	1,530	-
10-112-1155-6132 Election Expenses	-	-	-	65,000	65,000
10-112-1155-6210 Reserves	16,250	16,250	16,250	16,250	-
Total Expenditures	17,904	17,780	17,250	82,780	65,000
Total Tax Levy	17,904	17,780	17,250	17,780	-
TOTAL TAX LEVY	161,705	161,075	161,550	164,894	3,819

Corporate Services

Departmental Overview

The Corporate Services budget includes: The Office of the Chief Administrative Officer (CAO); Human Resources; Treasury Department; Clerks Department; Economic Development; and Information Technology.

The Office of the CAO is responsible to Council for the efficient administration of all Township activities. The CAO provides leadership and direction and is responsible for the co-ordination of information with all departments while ensuring that the policies of the municipality are effectively implemented. The Economic Development department is also a part of the Office of the CAO and provides business development and marketing services.

The Human Resources department assists in the achievement of the Township's priorities with respect to health and safety, Township policies, and HR legislation.

The Treasury department's function is to handle all the financial affairs of the Municipality in accordance with the Municipal Act, Generally Accepted Accounting Principles (GAAP), Township By-laws and Policies, and the Public Sector Accounting Board (PSAB) Principles. The Treasury Department handles matters involved in taxation billing, water and wastewater billing, accounts payable, accounts receivable, payroll, budgeting, benefits, insurance and general accounting.

The Clerk's department, as a part of the CAO's department, is responsible for the legislative guidelines to Council and the CAO, in all matters pertaining to the conducting of Council and committee meetings. The Clerk's department is also responsible for all records of the Township, including all agendas, minutes, by-laws, policies and agreements of the municipality.

The Information Technology function of the Township is managed through the Treasury department and the functional requirements are contracted out to Zycom Technology Inc. Staff have been in contact with Zycom on the technological requirements in the operating and capital budgets for the Township.



Budget Summary by Division

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
CORPORATE SERVICES					
Corporate Management					
Total Revenue	11,137,549	11,351,454	11,597,955	11,622,835	271,381
Total Expenditures	3,509,863	3,407,057	3,616,656	3,684,225	277,168
Total Tax Levy	- 7,627,686	- 7,944,397	- 7,981,299	- 7,938,610	5,787
Program Support					
Total Revenue	128,513	132,445	74,550	88,700	- 43,745
Total Expenditures	871,596	862,977	779,990	861,212	- 1,765
Total Tax Levy	743,084	730,532	705,440	772,512	41,980
Community Engagement					
Total Revenue	7,283	60,000	-	60,000	-
Total Expenditures	11,081	109,400	42,500	82,000	- 27,400
Total Tax Levy	3,798	49,400	42,500	22,000	- 27,400
Economic Development					
Total Expenditures	59,218	140,373	121,220	188,923	48,550
Total Tax Levy	59,218	140,373	121,220	188,923	48,550
TOTAL TAX LEVY	- 6,821,586	- 7,024,092	- 7,112,139	- 6,955,175	68,917

2018 Budget Initiatives and Challenges

Ontario Municipal Partnership Fund (OMPF)

The Ontario Municipal Partnership Fund (OMPF) continues to be the Province's main transfer payment to municipalities. In 2014, the OMPF was redesigned following consultations with municipalities from across the Province. Consultations with municipalities and the Association of Municipalities of Ontario (AMO) have continued over the past year and have focused on refining the program to ensure it meets the long-term priorities of municipalities.

Information Technology

Zycom Technology was hired in the Spring of 2014 on a contract basis to provide Information Technology (IT) services for the Township, under the direction of the Treasury Department. The Township continues to work with Zycom for all of the long-term planning for desktops, laptops, storage components, and servers to maintain and increase productivity. The initial three-year contract expired in 2017 and was renewed for a six-month period until the end of February 2018. A Technology Greening reserve was set up last year to fund ongoing upgrades and replacements of the Township's technology on a cyclical basis.

Community Engagement

The community engagement program was created in the Township in 2017. The program was created to separate and acknowledge the commitment by the Township to the various community programs and community groups. The four community groups, as requested, have been allotted \$2,000 each for administration expenses, including insurance. The \$15,000 set aside in the 2017 budget for community initiatives was continued in 2018 in the community engagement program.

2018 Change Analysis

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
CORPORATE SERVICES					
Corporate Management					
Revenues					
Township - Taxes Billed	7,178,798	7,921,335	7,921,335	7,921,335	-
Township - Supplementals	300,080	40,000	40,000	40,000	-
PIL - Federal	84,031	69,000	84,000	84,000	15,000
PIL - Provincial	48,780	35,100	48,800	48,800	13,700
PIL - Other	10,892	3,000	11,000	11,000	8,000
PIL - Railway	10,462	10,200	10,500	10,500	300
Loan Repayment	-	-	-	-	-
Casino Revenue	1,750,932	1,675,000	1,750,000	1,750,000	75,000
PIL - Other	-	-	-	-	-
Grants - OMPF	926,700	918,500	926,700	948,700	30,200
OMPF Reconciliation	-	-	-	-	-
Federal Gas Tax Grant	282,050	268,619	282,050	282,050	13,431
Aggregate Resources Act Grant	31,980	35,000	35,000	35,000	-
Road Closing	-	1,200	1,200	1,200	-
Sundry	1,000	5,000	-	2,000	- 3,000
Penalty & Interest on Taxes	317,501	278,500	315,000	315,000	36,500
Tax Account Charges	10,640	15,700	11,120	12,000	- 3,700
Tax Certificate	7,780	5,300	7,500	7,500	2,200
Water (Frontage & Connection)	-	-	-	-	-
Sewer (Frontage & Connection)	-	-	-	-	-
From Contingency Reserve	70,000	70,000	70,000	70,000	-
From Grants Reserve	105,476	-	83,750	83,750	83,750
Capital	448	-	-	-	-
Total Revenue	11,137,549	11,351,454	11,597,955	11,622,835	271,381
Expenditures					
Taxation - Write Offs	40,410	50,000	50,000	100,000	50,000
Reserves - Fire Services	270,000	-	270,000	270,000	270,000
Reserves Facilities	240,000	-	240,000	240,000	240,000
Reserves - Special Projects	83,156	-	83,156	83,156	83,156
Reserves	61,283	-	20,000	20,000	20,000
Reserves - Capital	1,199,388	1,088,750	1,198,750	1,198,750	110,000
Reserves - Equipment	402,714	167,500	402,500	402,500	235,000
Reserves - Rec/Cultural	100,000	167,500	100,000	100,000	- 67,500
Reserves - Heritage	-	83,750	-	-	- 83,750
Reserves - Grants	87,547	83,750	85,000	85,000	1,250
Reserves - Contingency	-	83,750	-	-	- 83,750
Federal Gas Tax	282,050	268,619	282,050	282,050	13,431
Salaries	347,990	382,757	345,000	384,511	1,754
Benefits	91,574	111,325	88,000	108,558	- 2,767
Consultants	41,609	80,000	45,000	40,000	- 40,000
Solicitors	24,654	20,000	60,000	20,000	-
Auditors	21,688	22,500	22,500	25,000	2,500
Reserves - landfill closure	90,000	90,000	90,000	90,000	-
Reserves - tax rate stabilization	-	693,156	-	-	- 693,156
Levy	12,500	12,500	233,500	233,500	221,000
Marketing	7,824	-	-	-	-
Charity Rebates	-	1,200	1,200	1,200	-
Tax Write-offs & Refunds	-	-	-	-	-
Water & Sewer Connection	-	-	-	-	-
Grants Reserve	105,476	-	-	-	-
Total Expenditures	3,509,863	3,407,057	3,616,656	3,684,225	277,168
Total Tax Levy	- 7,627,686	- 7,944,397	- 7,981,299	- 7,938,610	5,787

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Program Support					
Revenues					
Administration Fees	25,435	22,145	-	22,150	5
Foreign Exchange	-	-	20,000	20,000	20,000
Book Sales	-	-	-	-	-
Interest Earned	65,140	75,500	35,000	35,000	40,500
Lottery Licenses	1,079	2,100	1,000	1,000	1,100
NSF Charges	385	840	500	500	340
Permit Fees	20	120	50	50	70
Photocopy - Fax - Maps	5	500	-	-	500
Sundry	18,983	19,740	10,000	2,000	17,740
Rentals	5,966	10,000	8,000	8,000	2,000
From Capital Fund Reserve	5,000	-	-	-	-
From Building Reserve	5,000	-	-	-	-
From Contingency Reserve	-	-	-	-	-
From Tax Stabilization Reserve	1,500	1,500	-	-	1,500
Total Revenue	128,513	132,445	74,550	88,700	43,745
Expenditures					
Salaries	420,340	402,843	350,000	421,546	18,703
Overtime Salaries	-	-	-	-	-
Benefits	133,728	141,078	100,000	139,876	1,202
Employee Assistance Program	6,353	7,075	7,000	7,000	75
Bank Charges	743	60	500	500	440
Bank Charges- Rounding of Penalty	0	-	-	-	-
Office Supplies	20,305	20,000	19,500	20,000	-
Office Equipment	5,962	7,000	6,000	7,000	-
Computer Maintenance	80,868	61,500	65,100	65,000	3,500
Maintenance fee - record mgmt	11,407	11,835	11,800	11,850	15
Telephone	15,562	16,480	15,000	15,500	980
Postage / Courier	22,224	28,200	28,200	28,200	-
Water	1,616	1,000	1,000	1,500	500
Subscription & Publications	2,274	2,500	550	2,000	500
Training and Development	17,646	20,000	20,000	20,000	-
Staff Events	8,707	4,200	1,000	4,200	-
Advertising	12,761	2,000	8,000	2,000	-
Insurance	34,909	37,818	11,790	11,800	26,018
Insurance Deductibles	430	10,000	-	10,000	-
Leases	-	-	-	-	-
Memberships / Licenses	9,447	12,000	11,200	12,000	-
Consultants	6,985	13,000	3,000	13,000	-
Reserves	-	-	-	-	-
Loan	34,827	38,438	38,450	38,440	2
Greening Reserve	22,000	22,000	22,000	22,000	-
Foreign Exchange	-	22,427	52,000	-	-
Mileage	3,322	2,000	2,200	2,200	200
Miscellaneous	20,147	250	5,000	-	250
Supplies	1,461	200	500	600	400
Contracted Jobs	-	-	200	-	-
Contingency	-	-	-	-	-
Volunteer Appreciation Night	-	1,500	-	5,000	3,500
Total Expenditures	871,596	862,977	779,990	861,212	1,765
Total Tax Levy	743,084	730,532	705,440	772,512	41,980

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Community Engagement					-
Revenues					
Other Grants	6,535	-	-	-	-
Sundry	748	-	-	-	-
Transfer from CIP Reserve	-	60,000	-	60,000	-
Total Revenue	7,283	60,000	-	60,000	-
Expenditures					
Admin Fees Community Groups	11,081	8,000	8,000	8,000	-
Community Partnership Initiative	-	15,000	6,500	9,000	6,000
Res. Community Improvement Plan	-	60,000	-	60,000	-
Special Prj-Canada 150	-	21,400	28,000	-	21,400
Consultants	-	5,000	-	5,000	-
Total Expenditures	11,081	109,400	42,500	82,000	- 27,400
Total Tax Levy	3,798	49,400	42,500	22,000	- 27,400
Economic Development					
Expenditures					
Salaries	11,890	33,371	33,370	59,459	26,088
Benefits	2,608	8,744	8,750	19,564	10,820
Computer Maintenance	-	-	-	-	-
Telephone	-	-	-	-	-
Training and Development	891	2,700	12,100	3,500	800
Marketing	14,256	21,500	9,200	39,500	18,000
Advertising	-	-	1,990	-	-
Memberships / Licenses	374	950	1,100	1,100	150
Consultants	4,000	39,108	39,200	49,200	10,092
Donations	21,053	32,500	15,000	16,000	16,500
Mileage	-	-	510	600	600
Miscellaneous	4,146	1,500	-	-	1,500
Total Expenditures	59,218	140,373	121,220	188,923	48,550
Total Tax Levy	59,218	140,373	121,220	188,923	48,550



Fire Department

Departmental Overview

The Township of Leeds and the Thousand Islands Fire Services mandate is to efficiently and professionally provide fire prevention education and fire protection to the residents and visitors of the Township and surrounding areas. The fire services of the Township covers approximately 613 square kilometers.

The Township has various unique structures, services, and facilities within its boundaries, including villages, farms, islands, and major highways and railways. The fire services department responds to an average of 300 calls per year, which includes not only fire related calls but also emergency medical assist and vehicle accidents. The fire services department has an automatic aid agreement with the Town of Gananoque and the City of Kingston and mutual aid agreements with various townships within the County.

The Fire Training Centre, which is located in Lyndhurst, is a 10-acre space dedicated to providing excellent training and education for the development of the knowledge, skills and abilities of the township fire services, as well as to surrounding municipalities on a fee for service basis.

Budget Summary by Division

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
FIRE DEPARTMENT					
Fire Suppression					
Total Revenue	103,447	79,400	78,550	86,600	7,200
Total Expenditures	1,162,841	934,052	910,300	972,552	38,500
Total Tax Levy	1,059,393	854,652	831,750	885,952	31,300
Fire Training					
Total Revenue	58,785	25,200	60,350	58,000	32,800
Total Expenditures	139,215	110,141	146,650	183,313	73,172
Total Tax Levy	80,430	84,941	86,300	125,313	40,372
Emergency Preparedness					
Total Expenditures	75,864	73,728	95,250	83,313	9,585
Total Tax Levy	75,864	73,728	95,250	83,313	9,585
TOTAL TAX LEVY	1,215,687	1,013,321	1,013,300	1,094,578	81,257

2018 Budget Initiatives and Challenges

The Fire Services Department has had many changes in 2017. A full review of the department is currently underway. Staff are in the process of developing an inventory management system, as well as updating the asset replacement schedules. The 2018 budget includes the following changes.

2018 Change Analysis

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
FIRE DEPARTMENT					
Fire Suppression					
Revenues					
MicroFIT Revenue - Hydro One	-	-	5,000	2,800	2,800
Sundry	23,045	7,600	10,000	9,000	1,400
Rentals	34,864	30,000	32,600	33,000	3,000
Work Order Letters	885	300	50	300	-
Fire Calls - M.T.O.	44,359	41,500	30,000	41,500	-
Donations	295	-	900	-	-
Total Revenue	103,447	79,400	78,550	86,600	7,200
Expenditures					
Honorarium	223,974	228,270	228,270	228,270	-
Salaries	70,082	69,438	134,700	143,050	73,612
Benefits	48,919	36,099	45,000	55,913	19,814
Sick Time Pay-out @ Year-end	-	-	-	-	-
Services of Fire Chief	40,433	65,279	-	-	- 65,279
Administration Charges	-	-	-	-	-
Office Supplies	3,379	4,000	2,000	2,000	- 2,000
Computer Maintenance	3,676	5,500	5,200	5,500	-
Telephone	23,523	21,500	21,500	21,500	-
Postage / Courier	632	600	1,030	1,000	400
Heat/Hydro	66,334	70,000	60,000	68,000	- 2,000
Water	1,954	1,500	2,500	2,500	1,000
Water Testing	1,377	1,500	1,500	1,500	-
Subscription & Publications	-	500	-	-	- 500
Training and Development	44,592	18,000	35,000	36,000	18,000
Advertising	2,480	100	400	100	-
Insurance	37,538	34,951	60,340	67,000	32,049
Building Maintenance	110,696	25,000	30,000	25,000	-
Janitorial Supplies / Maintenance	8,408	9,200	9,200	9,200	-
Leases	-	600	-	-	- 600
Leases - Vehicle	-	-	-	-	-
Memberships / Licenses	435	1,000	300	500	- 500
Uniforms	20,756	20,000	15,000	15,000	- 5,000
Reserves - Capital	-	-	-	-	-
Fire Prevention	13,578	10,000	5,000	10,000	-
Fuel	11,914	41,000	41,000	41,000	-
Truck Maintenance	155,537	105,000	65,000	75,000	- 30,000
Equipment & Tools	57,613	30,000	18,000	30,000	-
Radio Maintenance	16,479	15,000	14,000	15,000	-
Mileage	249	500	1,500	2,000	1,500
Miscellaneous	11,794	500	23,300	500	-
Supplies	72,267	18,000	14,000	15,000	- 3,000
Contracted Jobs	-	-	-	-	-
Levy	31,493	32,315	32,060	32,320	5
Grounds Maintenance	9,002	12,000	-	-	- 12,000
Protective Equipment	58,625	35,000	35,000	50,000	15,000
Turn Out Gear Cleaning	4,190	5,000	5,000	5,000	-
Rehabilitation	5,127	3,000	1,000	1,000	- 2,000
Medical	5,786	5,000	3,500	5,000	-
Volunteer Appreciation Night	-	8,700	-	8,700	-
Total Expenditures	1,162,841	934,052	910,300	972,552	38,500
Total Tax Levy	1,059,393	854,652	831,750	885,952	31,300

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Fire Training					
Revenues					
MicroFIT Revenue - Hydro One	-	-	-	2,800	2,800
Rentals	-	200	5,000	200	-
Course Registrations	58,785	25,000	55,000	55,000	30,000
Donations	-	-	350	-	-
Total Revenue	58,785	25,200	60,350	58,000	32,800
Expenditures					
Salaries	395	-	-	23,277	23,277
Benefits	83	-	-	10,236	10,236
Office Supplies	-	1,500	300	1,500	-
Telephone	1,863	1,500	1,700	1,750	250
Heat / Hydro	7,307	4,000	6,000	6,000	2,000
Meals	10,147	5,000	11,000	11,000	6,000
Insurance	8,066	8,738	15,300	15,350	6,612
Building Maintenance	7,960	4,600	2,000	2,000	2,600
Loan	46,229	50,953	50,950	50,950	3
Propane	176	14,500	-	-	14,500
Mileage	-	-	-	-	-
Miscellaneous	111	2,000	900	1,000	1,000
Supplies	5,119	850	8,500	8,500	7,650
Instructor Fees	50,072	15,000	50,000	50,000	35,000
Grounds Maintenance	1,689	1,500	-	1,750	250
Total Expenditures	139,215	110,141	146,650	183,313	73,172
Total Tax Levy	80,430	84,941	86,300	125,313	40,372
Emergency Preparedness					
Expenditures					
Salaries	44,698	38,427	65,000	56,852	18,425
Benefits	13,575	13,131	15,000	16,361	3,230
Sick Time Pay-out @ Year-end	-	-	-	-	-
Services of Fire Chief	16,708	11,520	-	-	11,520
Advertising	-	-	-	-	-
Miscellaneous	-	650	-	100	550
Emergency Planning	883	10,000	15,250	10,000	-
Total Expenditures	75,864	73,728	95,250	83,313	9,585
Total Tax Levy	75,864	73,728	95,250	83,313	9,585



Planning, Building and By-law Services

Departmental Overview

The Planning and Development department consists of: the Building Department, Planning Department and By-law Enforcement Services. The department is responsible for guiding development proposals to achieve the Township requirements, County Official Plan, and Provincial Policy Statement. The Building Department is committed to enforcement of the Building Code and related legislation. The By-law Enforcement Services Department enforces municipal by-laws including property standards and parking enforcement.

Budget Summary by Division

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
PLANNING AND DEVELOPMENT					
Building Department					
Total Revenue	245,435	279,047	278,950	280,650	1,603
Total Expenditures	297,459	279,046	278,950	280,650	1,604
Total Tax Levy	52,024	- 1	-	- 0	1
Committee of Adjustment					
Total Revenue	20,600	58,395	22,700	22,700	- 35,695
Total Expenditures	63,087	74,508	74,350	77,084	2,576
Total Tax Levy	42,487	16,113	51,650	54,384	38,271
By-Law Enforcement					
Total Revenue	6,905	3,200	3,200	3,200	-
Total Expenditures	41,893	73,395	74,935	94,267	20,872
Total Tax Levy	34,988	70,195	71,735	91,067	20,872
Dog Expenditures					
Total Revenue	3,062	3,100	3,610	3,300	200
Total Expenditures	4,796	8,250	3,500	3,950	- 4,300
Total Tax Levy	1,734	5,150	- 110	650	- 4,500
Heritage Committee					
Total Revenue	7,500	3,500	-	-	- 3,500
Total Expenditures	25,442	29,832	15,840	26,857	- 2,975
Total Tax Levy	17,942	26,332	15,840	26,857	525
Planning Department					
Total Revenue	23,584	43,181	21,140	24,950	- 18,231
Total Expenditures	245,924	199,505	215,850	218,920	19,415
Total Tax Levy	222,341	156,324	194,710	193,970	37,646
TOTAL TAX LEVY	371,517	274,113	333,825	366,929	92,816

2018 Budget Initiatives and Challenges

The Planning, Heritage Committee, and Committee of Adjustment operating budgets were unchanged, other than corporate wide adjustments.

Community Improvement

The Community Improvement Program (CIP) revenue and expenditure line have been continued into 2018 with the plan to have the program developed and implemented in 2018.



2018 Change Analysis

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
PLANNING AND DEVELOPMENT					
Building Department					
Revenues					
Grants Other	1,175	-	-	-	
Permit Fees	227,639	273,397	273,400	275,000	1,603
Building Permit Renewal Fees	10,158	5,000	5,000	5,000	-
Work Order Letters	790	650	550	650	-
From Building Reserve	5,673	-	-	-	-
Total Revenue	245,435	279,047	278,950	280,650	1,603
Expenditures					
Salaries	111,493	154,629	154,650	195,282	40,653
Overtime Salaries	-	-	-	-	-
Benefits	27,031	49,681	49,700	53,902	4,221
Office Supplies	2,318	3,282	1,860	1,700	- 1,582
Office Equipment	-	1,500	800	200	- 1,300
Computer Maintenance	4,579	4,500	5,400	4,100	- 400
Telephone	717	1,100	1,100	1,100	-
Postage / Courier	-	-	-	-	-
Subscription & Publications	127	500	120	150	- 350
Training and Development	-	3,000	1,800	3,000	-
Advertising	1,463	500	-	-	- 500
Insurance	44,173	47,854	2,540	2,600	- 45,254
Leases	-	-	-	-	-
Memberships / Licenses	213	1,500	1,000	1,000	- 500
Uniforms	-	1,000	1,000	1,000	-
Consultants	626	-	-	-	-
Solicitors	-	2,500	7,600	10,000	7,500
Reserves	-	-	43,370	2,161	2,161
Loan	6,700	-	-	-	-
Transfer to Greening Reserve	3,000	3,000	3,000	3,000	-
Fuel	-	3,200	3,200	-	- 3,200
Truck Maintenance	1,602	500	650	750	250
Equipment & Tools	-	100	60	100	-
Clothing / Uniform	-	300	1,000	-	- 300
Mileage	-	200	-	200	-
Miscellaneous	222	200	-	205	5
Supplies	1,181	-	100	200	200
Contracted Jobs	92,014	-	-	-	-
Total Expenditures	297,459	279,046	278,950	280,650	1,604
Total Tax Levy	52,024	- 1	-	- 0	1

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Committee of Adjustment					
Revenues					
Minor Variance Fee	20,600	58,395	22,700	22,700	- 35,695
Total Revenue	20,600	58,395	22,700	22,700	- 35,695
Expenditures					
Honorarium	-	-	3,280	5,000	5,000
Salaries	41,710	51,877	51,900	52,886	1,009
Overtime Salaries	-	-	-	-	-
Benefits	12,153	16,621	16,650	16,298	- 323
Postage / Courier	-	-	900	50	50
Training & Development	-	-	2,000	5,000	5,000
Advertising	-	-	-	-	-
Memberships / Licenses	120	110	800	250	140
Mileage	1,523	2,000	2,000	2,500	500
Miscellaneous	-	100	100	100	-
Expenses	7,581	3,800	-	-	- 3,800
Total Expenditures	63,087	74,508	74,350	77,084	2,576
Total Tax Levy	42,487	16,113	51,650	54,384	38,271
By-Law Enforcement					
Revenues					
Licences	3,516	2,300	2,300	2,300	-
Fines and Clean-ups	1,819	-	-	-	-
911 Signs	1,570	900	900	900	-
Total Revenue	6,905	3,200	3,200	3,200	-
Expenditures					
Salaries	17,757	48,333	48,333	64,760	16,427
Overtime Salaries	-	-	-	-	-
Benefits	2,366	17,562	17,562	21,207	3,645
Office Supplies	250	700	-	250	450
Computer Maintenance	-	900	-	900	-
Telephone	677	-	600	700	700
Postage / Courier	-	-	-	-	-
Training and Development	-	-	-	2,000	2,000
Leases	-	2,000	-	-	2,000
Memberships & Licenses	-	-	-	400	400
Uniforms	-	500	-	500	-
Consultants	-	-	-	-	-
Solicitors	224	2,000	680	2,000	-
Fuel	-	1,000	1,000	1,000	-
Truck Maintenance	-	-	120	150	150
Miscellaneous	5,568	-	-	-	-
Supplies	-	-	200	-	-
Contracted Jobs	15,051	-	5,640	-	-
Signs	-	400	800	400	-
Total Expenditures	41,893	73,395	74,935	94,267	20,872
Total Tax Levy	34,988	70,195	71,735	91,067	20,872
Dog Expenditures					-
Revenues					
Licences	2,712	3,000	3,200	3,000	-
Fines	350	100	410	300	200
Total Revenue	3,062	3,100	3,610	3,300	200
Expenditures					
Commission	-	100	100	100	-
Supplies	885	350	-	350	-
Contracted Jobs	116	-	-	-	-
Canine Control	3,120	7,000	3,400	3,500	- 3,500
Vet Fees Paid	675	800	-	-	800
Total Expenditures	4,796	8,250	3,500	3,950	- 4,300
Total Tax Levy	1,734	5,150	- 110	650	- 4,500

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Heritage Committee					
Revenues					
Transfer from CIP reserve	7,500	3,500	-	-	- 3,500
Total Revenue	7,500	3,500	-	-	- 3,500
Expenditures					
Salaries	14,684	7,529	5,400	7,507	- 22
Benefits	1,600	753	620	751	- 2
Training and Development	-	350	1,000	1,500	1,150
Advertising	-	1,700	-	600	- 1,100
Heritage Incentive Program	7,994	-	-	-	-
Memberships / Licenses	210	200	170	200	-
Heritage Incentive Program	-	10,000	-	10,000	-
Mileage	-	300	150	300	-
Supplies	241	5,500	1,000	500	- 5,000
Contracted Jobs	713	3,000	7,000	5,000	2,000
Museum	-	500	500	500	-
Total Expenditures	25,442	29,832	15,840	26,857	- 2,975
Total Tax Levy	17,942	26,332	15,840	26,857	525
Planning Department					
Revenues					
Amendment Fees	3,860	13,600	4,500	7,500	- 6,100
Sundry	- 229	5,000	8,100	5,000	-
Zoning Letters	1,490	700	700	700	-
Zoning Certificates	-	-	-	-	-
Development Agreement	250	1,250	750	500	- 750
Consent Review Fee	11,700	12,070	3,000	7,500	- 4,570
Site Plan Fees	5,375	10,561	3,200	3,750	- 6,811
Official Plan Amendment	1,138	-	890	-	-
Loan Principal	-	-	-	-	-
Loan Interest	-	-	-	-	-
Total Revenue	23,584	43,181	21,140	24,950	- 18,231
Expenditures					
Salaries	94,203	125,852	125,850	141,898	16,046
Overtime Salaries	-	-	-	-	-
Benefits	31,501	39,353	39,350	42,422	3,069
Office Supplies	353	600	600	400	- 200
Office Expense Sundry	-	-	-	-	-
Computer Maintenance	168	2,000	6,200	2,000	-
Telephone	887	800	200	200	- 600
Postage / Courier	40	-	-	-	-
Subscription & Publications	273	700	700	700	-
Training and Development	387	4,500	3,000	4,500	-
Septic Inspections	4,805	-	-	-	-
Advertising	2,560	3,500	2,000	3,000	- 500
Insurance	-	-	2,540	2,600	2,600
Leases	-	-	-	-	-
Memberships / Licenses	2,093	2,000	910	2,000	-
Consultants	43,044	10,000	25,600	10,000	-
Solicitors	33,277	10,000	8,000	9,000	- 1,000
Loan	-	-	-	-	-
Fuel	-	-	-	-	-
Truck Maintenance	-	-	100	-	-
Mileage	69	100	100	100	-
Miscellaneous	- 372	100	700	100	-
Supplies	44	-	-	-	-
Contracted Jobs	32,593	-	-	-	-
Principle	-	-	-	-	-
Interest Expense	-	-	-	-	-
Total Expenditures	245,924	199,505	215,850	218,920	19,415
Total Tax Levy	222,341	156,324	194,710	193,970	37,646

Police Services

Departmental Overview

Policing Services for the Township are provided by the Ontario Provincial Police (OPP). The local detachment, uniformed officers, and support staff are located within the municipality's boundaries. The services are undertaken under the authority of the Provincial Police Services Act. The OPP Billing model changed in 2014 which caused the OPP billing for the Township to increase substantially.

2018 Budget Initiatives and Challenges

Staff are in receipt of the 2018 OPP billing statement. The 2018 estimated costs for TLT are projected to be \$1,821,970, which is a \$31,300 decrease over the 2017 billing amount. If this increase was to be added to the budget as it stands, it would mean the tax rate would have to increase; however, then the Township will be 100% funding Policing Costs from the levy and no transfer from Reserves.

	2015	2016	2017	2018
Gross estimated costs		1,796,311	1,853,300	1,821,967
Transfer from reserve		(205,000)	(102,000)	-
Net expenditure	1,434,743	1,591,311	1,751,300	1,821,967
Increase (\$)		156,568	159,989	70,670
Increase (%)		11%	10%	4%

2018 Change Analysis

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
POLICE SERVICES					
Police Services					
Expenditures					
Revenue - Reserves	218,073	102,000	102,000	-	- 102,000
Policing Services	1,796,316	1,853,300	1,853,300	1,821,970	- 31,330
Total Expenditures	1,578,243	1,751,300	1,751,300	1,821,970	70,670
Total Tax Levy	1,578,243	1,751,300	1,751,300	1,821,970	70,670

OPP 2018 Annual Billing Statement

Leeds and the Thousand Islands Tp

Estimated cost for the period January 1 to December 31, 2018

Please refer to www.opp.ca for 2018 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
Base Services	<u>Property Counts</u>			
	Household	5,930		
	Commercial and Industrial	<u>270</u>		
	Total Properties	<u>6,200</u>	191.35	1,186,370
Calls for Service	(see summaries)			
	Total all municipalities	\$150,757,055		
	Municipal portion	0.3585%	87.17	540,467
Overtime			8.13	50,436
Contract Enhancements (pre-2015)	(see summary)		-	-
Court Security	(see summary)		-	-
Prisoner Transportation	(per property cost)		2.19	13,578
Accommodation/Cleaning Services	(per property cost)		<u>4.77</u>	<u>29,574</u>
Total 2018 Estimated Cost			<u>293.62</u>	<u>1,820,426</u>

Year Over Year Variance (estimate for the year is not subject to phase-in adjustment)

2017 Estimated Cost per Property		298.44	
2018 Estimated Cost per Property (see above)		<u>293.62</u>	
Cost per Property Variance	(Decrease)	<u><u>4.82</u></u>	
2015 Year-End Adjustment	(see summary)		(0)
2016 Year-End Adjustment	(see summary)		<u>1,542</u>
Grand Total Billing for 2018			<u><u>1,821,967</u></u>
2018 Monthly Billing Amount			151,831

Public Works

Departmental Overview

The Department of Public Works has diverse responsibilities within the Township which include: road and winter maintenance; waste management; water and wastewater management; parks; recreation; municipal drainage; facilities; and energy management.

The Township has approximately 330 km of municipal roads under its control and jurisdiction. The public works department is responsible for summer and winter maintenance in order to comply with laws, regulations, and in the interest of public safety. The Township owns three operational landfill sites and one closed landfill site. The surface water and groundwater are monitored twice per year at all of the landfill sites. Annual reports are summarized and analyses are submitted to the Ministry of the Environment. The water and wastewater in the Village of Lansdowne is managed by the Ontario Clean Water Agency (OCWA). The water and wastewater system services approximately 300 households, an elementary school, library, community centre, and various businesses.

The municipal facilities owned by the Township include: Municipal Township Office; Lansdowne Community Building; Seeley's Bay Community Hall; Springfield House; Escott Hall; Lyndhurst Conservation Hall; Docks and Boat Ramps; Fire halls; and Libraries.

The recreation department coordinates programs such as aerobics, pickleball, badminton, swimming and various leisure interest programs. The Township shares in the net costs of the Lou Jeffries Arena in Gananoque. The Township has many parks throughout the municipality: Kendrick's; Centennial; Furnace Falls; Jerry Park; Bay of St. Lawrence; and the Rockport Community Hall Grounds.



Budget Summary by Division

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
PUBLIC WORKS					
Roads Department					
Roads Administration					
Total Revenue	12,823	7,000	10,620	10,500	3,500
Total Expenditures	835,197	799,539	681,810	762,786	- 36,753
Total Tax Levy	822,374	792,539	671,190	752,286	- 40,253
Bridges & Culverts					
Total Expenditures	28,929	60,006	52,000	40,562	- 19,444
Total Tax Levy	28,929	60,006	52,000	40,562	- 19,444
Brushing					
Total Expenditures	65,129	77,378	77,380	79,026	1,648
Total Tax Levy	65,129	77,378	77,380	79,026	1,648
Culvert Thawing					
Total Expenditures	872	3,740	3,740	3,979	239
Total Tax Levy	872	3,740	3,740	3,979	239
Ditching					
Total Expenditures	2,032	24,734	24,740	20,392	- 4,342
Total Tax Levy	2,032	24,734	24,740	20,392	- 4,342
Dust Layer & Priming					
Total Expenditures	110,167	100,003	100,000	102,781	2,778
Total Tax Levy	110,167	100,003	100,000	102,781	2,778
Fleet Maintenance - Roads					
Total Expenditures	365,475	315,527	298,330	321,162	5,635
Total Tax Levy	365,475	315,527	298,330	321,162	5,635
Grading & Scarifying					
Total Expenditures	51,108	74,675	74,670	79,520	4,845
Total Tax Levy	51,108	74,675	74,670	79,520	4,845
Gravel Resurfacing					
Total Expenditures	3,064	10,618	8,091	11,336	718
Total Tax Levy	3,064	10,618	8,091	11,336	718
Hardtop Maintenance					
Total Expenditures	103,598	98,826	90,330	103,073	4,247
Total Tax Levy	103,598	98,826	90,330	103,073	4,247
Patching & Washouts					
Total Expenditures	13,186	23,603	19,610	24,859	1,256
Total Tax Levy	13,186	23,603	19,610	24,859	1,256
Renewable Energy					
Total Revenue	-	13,500	5,500	3,000	- 10,500
Total Expenditures	-	11,626	-	-	- 11,626
Total Tax Levy	-	1,874	- 5,500	- 3,000	- 1,126
Roadside Maintenance					
Total Revenue	200,000	200,000	200,000	200,000	-
Total Expenditures	221,951	283,175	271,970	289,320	6,145
Total Tax Levy	21,951	83,175	71,970	89,320	6,145
Safety Devices					
Total Expenditures	32,073	31,000	39,800	32,000	1,000
Total Tax Levy	32,073	31,000	39,800	32,000	1,000
Shoulder Maintenance					
Total Expenditures	4,671	17,997	18,000	19,194	1,197
Total Tax Levy	4,671	17,997	18,000	19,194	1,197
Signage					
Total Expenditures	17,186	19,268	19,280	19,046	- 222
Total Tax Levy	17,186	19,268	19,280	19,046	- 222

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Snowplowing/Sanding Salting					
Total Expenditures	224,416	280,258	292,260	286,359	6,101
Total Tax Levy	224,416	280,258	292,260	286,359	6,101
Streetlighting					
Total Expenditures	33,414	29,000	33,500	35,000	6,000
Total Tax Levy	33,414	29,000	33,500	35,000	6,000
Winter Patrol					
Total Expenditures	22,292	44,744	44,750	47,735	2,991
Total Tax Levy	22,292	44,744	44,750	47,735	2,991
TOTAL TAX LEVY	1,921,937	2,085,217	1,934,141	2,064,629	- 20,588
PARKS					
Parks Administration					
Total Expenditures	30,732	61,045	53,650	55,185	- 5,860
Total Tax Levy	30,732	61,045	53,650	55,185	- 5,860
Bay of St. Lawrence Park					
Total Expenditures	8,980	7,267	6,270	7,474	207
Total Tax Levy	8,980	7,267	6,270	7,474	207
Centennial Park					
Total Revenue	-	-	-	-	-
Total Expenditures	3,744	8,009	18,430	12,315	4,306
Total Tax Levy	3,744	8,009	18,430	12,315	4,306
Community Beautification					
Total Expenditures	39,790	32,373	34,970	32,658	285
Total Tax Levy	39,790	32,373	34,970	32,658	285
Fleet Maintenance - Parks					
Total Expenditures	1,605	12,215	12,200	12,200	- 15
Total Tax Levy	1,605	12,215	12,200	12,200	- 15
Furnace Falls Park					
Total Expenditures	8,629	8,957	7,225	8,723	- 234
Total Tax Levy	8,629	8,957	7,225	8,723	- 234
Jerry Park					
Total Revenue	-	-	730	750	750
Total Expenditures	48,615	46,113	59,110	47,341	1,228
Total Tax Levy	48,615	46,113	58,380	46,591	478
Kendrick's Park					
Total Revenue	10,053	11,000	6,840	11,000	-
Total Expenditures	35,554	27,417	28,965	29,811	2,394
Total Tax Levy	25,501	16,417	22,125	18,811	2,394
Lyndhurst Office Grounds					
Total Expenditures	2,149	1,226	3,150	1,267	41
Total Tax Levy	2,149	1,226	3,150	1,267	41
Rockport Community Hall Grounds					
Total Expenditures	1,449	2,907	1,910	1,970	- 937
Total Tax Levy	1,449	2,907	1,910	1,970	- 937
Seeleys Bay Marina					
Total Revenue	4,494	15,535	6,590	21,600	6,065
Total Expenditures	20,018	15,793	36,760	20,079	4,286
Total Tax Levy	15,524	258	30,170	- 1,521	- 1,779
TOTAL TAX LEVY	186,719	196,787	248,480	195,672	- 1,115

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
SOLID WASTE MANAGEMENT					
Garbage Collection					
Total Revenue	26,825	26,000	30,000	30,000	4,000
Total Expenditures	30,828	26,000	30,000	30,000	4,000
Total Tax Levy	4,003	-	-	-	-
Landfill Sites					
Total Revenue	403,748	335,700	280,050	387,110	51,410
Total Expenditures	638,046	623,710	675,570	640,559	16,849
Total Tax Levy	234,298	288,010	395,520	253,449	- 34,561
TOTAL TAX LEVY	238,301	288,010	395,520	253,449	- 34,561
FACILITIES					
Escott Hall					
Total Revenue	30	-	-	-	-
Total Expenditures	9,687	11,132	10,980	10,980	- 152
Total Tax Levy	9,657	11,132	10,980	10,980	- 152
Fire Halls					
Expenditures					
Total Expenditures	-	-	-	-	-
Total Tax Levy	-	-	-	-	-
Lansdowne Community Building					
Total Revenue	9,859	7,400	24,090	18,200	10,800
Total Expenditures	63,576	61,030	62,190	64,440	3,410
Total Tax Levy	53,716	53,630	38,100	46,240	- 7,390
Rockport Recreation Center					
Total Expenditures	2,991	2,700	2,900	2,900	200
Total Tax Levy	2,991	2,700	2,900	2,900	200
Seeley's Bay Community Hall					
Total Revenue	5,170	2,000	4,600	3,500	1,500
Total Expenditures	36,566	32,142	35,090	35,594	3,452
Total Tax Levy	31,396	30,142	30,490	32,094	1,952
Springfield House					
Total Expenditures	739	1,000	4,800	6,300	5,300
Total Tax Levy	739	1,000	4,800	6,300	5,300
Township Office					
Total Revenue	-	-	11,000	6,000	6,000
Total Expenditures	102,970	103,012	111,500	124,617	21,605
Total Tax Levy	102,970	103,012	100,500	118,617	15,605
TOTAL TAX LEVY	201,469	201,616	187,770	217,131	15,515

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
RECREATION PROGRAMMING					
Recreation Programs					
Total Revenue	98,411	-	250	-	-
Total Expenditures	298,490	289,341	386,330	370,339	80,998
Total Tax Levy	200,079	289,341	386,080	370,339	80,998
Baseball Programs					
Total Expenditures	-	-	-	-	-
Total Tax Levy	-	-	-	-	-
Basketball Programs					
Total Revenue	1,060	1,400	800	800	- 600
Total Expenditures	1,077	1,400	90	1,000	- 400
Total Tax Levy	17	-	710	200	200
Cemeteries					
Total Revenue	101	-	-	-	-
Total Expenditures	5,736	8,435	7,130	7,651	- 784
Total Tax Levy	5,636	8,435	7,130	7,651	- 784
Community Events					
Total Expenditures	2,121	4,100	2,100	3,600	- 500
Total Tax Levy	2,121	4,100	2,100	3,600	- 500
Leisure Programs					
Total Revenue	22,675	26,700	23,500	35,650	8,950
Total Expenditures	29,781	29,550	34,720	38,550	9,000
Total Tax Levy	7,106	2,850	11,220	2,900	50
Soccer Programs					
Total Revenue	300	5,600	-	700	- 4,900
Total Expenditures	396	5,600	180	500	- 5,100
Total Tax Levy	96	-	180	200	- 200
Summer Camps					
Total Tax Levy	-	-	-	-	-
Swim Programs					
Total Revenue	13,754	12,000	17,260	15,500	3,500
Total Expenditures	20,764	24,652	30,570	24,991	339
Total Tax Levy	7,010	12,652	13,310	9,491	- 3,161
TOTAL TAX LEVY	222,064	317,378	419,310	393,981	76,603

2018 Budget Initiatives and Challenges

Roadside Maintenance

In 2015, Council approved a three-year cycle to convert the Township's remaining gravel roads into limestone. 2017 was the third year of this program and it is carried forward to 2018.

Master Plans

The Facilities Master Plan was presented and debated at Council over many meetings. The Parks Master Plan, Recreation Master Plan, and Transportation Master Plan will be presented to Council in the near future. Staff recognize that changes to both the Capital Budget as well as the Operating Budget may be necessary as a result of Council's decisions based on the recommendations in the Plans.

2018 Change Analysis

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
PUBLIC WORKS					
Roads Department					
Roads Administration					
Revenues					
Sundry	2,478	-	620	500	500
Roads Revenue	10,345	7,000	10,000	10,000	3,000
From Tax Stabilization Reserve	-	-	-	-	-
Total Revenue	12,823	7,000	10,620	10,500	3,500
Expenditures					
Salaries	395,337	374,654	344,700	377,945	3,291
Overtime Salaries	1,681	16,175	16,180	16,175	-
Benefits	183,179	125,384	116,400	122,366	- 3,018
Employment Contract	-	-	-	-	-
Bank Charges	416	-	500	450	450
Office Supplies	-	600	550	500	- 100
Computer Maintenance	-	-	50	100	100
Telephone/GPS	21,135	11,000	11,000	17,500	6,500
Postage / Courier	525	900	650	900	-
Heat / Hydro	37,543	30,000	30,000	38,000	8,000
Water	1,955	1,800	2,500	2,000	200
Water Testing	-	-	-	-	-
Subscription & Publications	774	1,000	350	300	- 700
Training and Development	15,800	18,000	15,000	15,000	- 3,000
Advertising	600	2,000	2,000	1,000	- 1,000
Insurance	74,475	77,526	78,280	78,800	1,274
Insurance Deductibles	-	5,000	-	5,000	-
Building Maintenance	10,530	8,000	15,000	11,000	3,000
Janitorial Supplies	4,464	4,000	4,000	4,500	500
Memberships / Licenses	656	1,000	600	750	- 250
Consultants	10,122	5,000	7,200	5,000	-
Solicitors	1,608	-	-	-	-
Principal and Interest on Loan	-	64,000	-	-	- 64,000
Fuel	2,372	-	-	2,500	2,500
Truck Maintenance	124	-	-	-	-
Equipment & Tools	6,289	6,000	6,000	6,000	-
Mileage	-	-	-	-	-
Radio Maintenance	2,930	-	600	3,000	3,000
Miscellaneous	7,697	500	650	1,000	500
Supplies	28,594	15,000	15,000	25,000	10,000
Contracted Jobs	12,049	7,000	-	12,500	5,500
Private Road Grant	14,124	25,000	14,600	15,000	- 10,000
Maintenance	139	-	-	-	-
Services (& Security Services)	-	-	-	-	-
Protective Equipment	76	-	-	500	500
Total Expenditures	835,197	799,539	681,810	762,786	- 36,753
Total Tax Levy	822,374	792,539	671,190	752,286	- 40,253

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Bridges & Culverts					
Expenditures					
Salaries	16,732	16,918	16,920	18,350	1,432
Overtime Salaries	577	500	500	500	-
Benefits	3,276	6,088	6,080	6,212	124
Supplies	4,224	26,000	26,000	5,000	21,000
Contracted Jobs	719	8,000	2,500	8,000	-
Maintenance	3,401	2,500	-	2,500	-
Total Expenditures	28,929	60,006	52,000	40,562	- 19,444
Total Tax Levy	28,929	60,006	52,000	40,562	- 19,444
Brushing					
Expenditures					
Salaries	30,588	39,693	39,690	43,053	3,360
Overtime Salaries	1,698	1,400	1,400	1,400	-
Benefits	6,133	14,285	14,290	14,573	288
Contracted Jobs	26,710	22,000	22,000	20,000	2,000
Total Expenditures	65,129	77,378	77,380	79,026	1,648
Total Tax Levy	65,129	77,378	77,380	79,026	1,648
Culvert Thawing					
Expenditures					
Salaries	759	2,603	2,600	2,823	220
Overtime Salaries	-	200	200	200	-
Benefits	113	937	940	956	19
Supplies	-	-	-	-	-
Total Expenditures	872	3,740	3,740	3,979	239
Total Tax Levy	872	3,740	3,740	3,979	239
Ditching					
Expenditures					
Salaries	1,702	7,158	7,160	7,764	606
Benefits	330	2,576	2,580	2,628	52
Contracted Jobs	-	15,000	15,000	10,000	5,000
Total Expenditures	2,032	24,734	24,740	20,392	- 4,342
Total Tax Levy	2,032	24,734	24,740	20,392	- 4,342
Dust Layer & Priming					
Expenditures					
Salaries	15,358	8,459	8,460	9,175	716
Overtime Salaries	278	500	500	500	-
Benefits	3,105	3,044	3,040	3,106	62
Supplies	91,427	88,000	88,000	90,000	2,000
Total Expenditures	110,167	100,003	100,000	102,781	2,778
Total Tax Levy	110,167	100,003	100,000	102,781	2,778
Fleet Maintenance - Roads					
Expenditures					
Salaries	83,568	48,152	48,150	52,228	4,076
Overtime Salaries	813	255	250	255	-
Benefits	16,670	17,329	17,330	17,679	350
Telephone (GPS)	-	9,000	9,000	-	9,000
Fuel	41,402	28,941	30,000	30,000	1,059
Diesel	82,846	100,000	80,000	100,000	-
Truck Maintenance	140,176	110,000	110,000	120,000	10,000
Radio Maintenance	-	1,850	3,600	1,000	850
Total Expenditures	365,475	315,527	298,330	321,162	5,635
Total Tax Levy	365,475	315,527	298,330	321,162	5,635

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Grading & Scarifying					
Expenditures					
Salaries	37,594	52,707	52,700	57,169	4,462
Overtime Salaries	5,279	3,000	3,000	3,000	-
Benefits	8,235	18,968	18,970	19,351	383
Total Expenditures	51,108	74,675	74,670	79,520	4,845
Total Tax Levy	51,108	74,675	74,670	79,520	4,845
Gravel Resurfacing					
Expenditures					
Salaries	2,642	7,808	7,810	8,469	661
Overtime Salaries	-	-	-	-	-
Benefits	422	2,810	281	2,867	57
Total Expenditures	3,064	10,618	8,091	11,336	718
Total Tax Levy	3,064	10,618	8,091	11,336	718
Hardtop Maintenance					
Expenditures					
Salaries	29,501	46,200	46,200	50,111	3,911
Overtime Salaries	488	500	500	500	-
Benefits	5,854	16,626	16,630	16,962	336
Equipment Rentals	9,883	7,500	7,000	7,500	-
Supplies	57,870	28,000	20,000	28,000	-
Total Expenditures	103,598	98,826	90,330	103,073	4,247
Total Tax Levy	103,598	98,826	90,330	103,073	4,247
Patching & Washouts					
Expenditures					
Salaries	7,818	13,665	13,670	14,822	1,157
Overtime Salaries	378	1,020	1,020	1,020	-
Benefits	1,348	4,918	4,920	5,017	99
Supplies	3,642	4,000	-	4,000	-
Total Expenditures	13,186	23,603	19,610	24,859	1,256
Total Tax Levy	13,186	23,603	19,610	24,859	1,256
Renewable Energy					
Revenues					
Renewable Energy	-	13,500	5,500	3,000	- 10,500
Total Revenue	-	13,500	5,500	3,000	- 10,500
Expenditures					
Supplies	-	-	-	-	-
Principal and Interest	-	11,626	-	-	- 11,626
Maintenance	-	-	-	-	-
Total Expenditures	-	11,626	-	-	- 11,626
Total Tax Levy	-	1,874	5,500	3,000	- 1,126
Roadside Maintenance					
Revenues					
From Capital Fund Reserve	200,000	200,000	200,000	200,000	-
Total Revenue	200,000	200,000	200,000	200,000	-
Expenditures					
Salaries	24,000	52,707	52,700	57,169	4,462
Overtime Salaries	231	300	300	300	-
Benefits	4,689	18,968	18,970	19,351	383
Supplies	190,647	210,000	190,000	210,000	-
Contracted Jobs	-	-	-	-	-
Maintenance	2,383	1,200	10,000	2,500	1,300
Total Expenditures	221,951	283,175	271,970	289,320	6,145
Total Tax Levy	21,951	83,175	71,970	89,320	6,145

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Safety Devices					
Expenditures					
Salaries	-	-	270	-	-
Benefits	-	-	30	-	-
Supplies	122	-	18,500	-	-
Railway Crossings	18,257	18,000	-	18,000	-
Protective Equipment	13,693	13,000	21,000	14,000	1,000
Total Expenditures	32,073	31,000	39,800	32,000	1,000
Total Tax Levy	32,073	31,000	39,800	32,000	1,000
Shoulder Maintenance					
Expenditures					
Salaries	3,982	13,014	13,020	14,116	1,102
Overtime Salaries	-	300	300	300	-
Benefits	688	4,683	4,680	4,778	95
Total Expenditures	4,671	17,997	18,000	19,194	1,197
Total Tax Levy	4,671	17,997	18,000	19,194	1,197
Signage					
Expenditures					
Salaries	9,109	8,459	8,460	9,175	716
Overtime Salaries	313	765	770	765	-
Benefits	1,834	3,044	3,050	3,106	62
Supplies	5,930	7,000	7,000	6,000	1,000
Maintenance	-	-	-	-	-
Total Expenditures	17,186	19,268	19,280	19,046	- 222
Total Tax Levy	17,186	19,268	19,280	19,046	- 222
Snowplowing/Sanding Salting					
Expenditures					
Salaries	89,650	66,372	66,370	71,990	5,618
Overtime Salaries	28,623	25,000	25,000	25,000	-
Benefits	18,395	23,886	23,890	24,368	482
Supplies	87,749	165,000	177,000	165,000	-
Total Expenditures	224,416	280,258	292,260	286,359	6,101
Total Tax Levy	224,416	280,258	292,260	286,359	6,101
Streetlighting					
Expenditures					
Heat / Hydro	29,480	20,500	25,000	30,000	9,500
Maintenance	3,934	8,500	8,500	5,000	- 3,500
Total Expenditures	33,414	29,000	33,500	35,000	6,000
Total Tax Levy	33,414	29,000	33,500	35,000	6,000
Winter Patrol					
Expenditures					
Salaries	18,210	32,535	32,540	35,289	2,754
Overtime Salaries	916	500	500	500	-
Benefits	3,166	11,709	11,710	11,945	236
Total Expenditures	22,292	44,744	44,750	47,735	2,991
Total Tax Levy	22,292	44,744	44,750	47,735	2,991

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
PARKS					
Parks Administration					
Expenditures					
Salaries	18,295	44,123	44,123	45,701	1,578
Benefits	7,684	8,326	8,327	8,484	158
Employment Contract	-	-	-	-	-
Insurance	4,242	4,596	-	-	- 4,596
Leases	-	3,500	-	-	- 3,500
Supplies	511	-	800	500	500
Protective Equipment	-	500	400	500	-
Total Expenditures	30,732	61,045	53,650	55,185	- 5,860
Total Tax Levy	30,732	61,045	53,650	55,185	- 5,860
Bay of St. Lawrence Park					
Expenditures					
Salaries	3,670	5,272	5,272	5,460	188
Benefits	459	995	998	1,014	19
Supplies	4,699	1,000	-	1,000	-
Maintenance	153	-	-	-	-
Total Expenditures	8,980	7,267	6,270	7,474	207
Total Tax Levy	8,980	7,267	6,270	7,474	207
Centennial Park					
Revenues					
Docking Fees	-	-	-	-	-
Total Revenue	-	-	-	-	-
Expenditures					
Salaries	-	4,113	4,113	4,187	74
Benefits	-	346	347	368	22
Heat / Hydro	1,359	550	1,000	1,000	450
Advertising	-	-	510	-	-
Insurance	-	-	2,260	2,260	2,260
Building Maintenance	1,215	-	1,400	1,500	1,500
Miscellaneous	-	-	-	-	-
Supplies	967	1,000	2,000	1,000	-
Maintenance	204	2,000	6,800	2,000	-
Total Expenditures	3,744	8,009	18,430	12,315	4,306
Total Tax Levy	3,744	8,009	18,430	12,315	4,306
Community Beautification					
Expenditures					
Salaries	26,868	11,220	24,400	11,478	258
Overtime	246	991	145	991	-
Benefits	5,015	2,162	4,425	2,188	26
Fuel	68	-	-	-	-
Supplies	7,354	8,000	6,000	8,000	-
Maintenance	238	-	-	-	-
Signs	-	10,000	-	10,000	-
Total Expenditures	39,790	32,373	34,970	32,658	285
Total Tax Levy	39,790	32,373	34,970	32,658	285
Fleet Maintenance - Parks					
Expenditures					
Telephone	-	-	-	-	-
Training and Development	-	-	-	-	-
Fuel	210	6,615	6,600	6,600	- 15
Truck Maintenance	1,395	4,800	4,800	4,800	-
Protective Equipment	-	800	800	800	-
Total Expenditures	1,605	12,215	12,200	12,200	- 15
Total Tax Levy	1,605	12,215	12,200	12,200	- 15

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Furnace Falls Park					
Expenditures					
Salaries	2,633	5,043	5,043	5,223	180
Benefits	361	952	952	970	18
Heat / Hydro	456	662	450	450	212
Insurance	-	-	80	80	80
Building Maintenance	617	1,000	200	1,000	-
Supplies	3,218	1,300	500	1,000	300
Maintenance	1,344	-	-	-	-
Total Expenditures	8,629	8,957	7,225	8,723	- 234
Total Tax Levy	8,629	8,957	7,225	8,723	- 234
Jerry Park					
Revenues					
Rentals	-	-	730	750	750
Total Revenue	-	-	730	750	750
Expenditures					
Salaries	14,409	12,492	12,492	12,939	447
Benefits	1,880	2,357	2,358	2,402	45
Heat / Hydro	1,732	3,264	2,000	2,000	1,264
Water	25,329	25,000	20,000	25,000	-
Insurance	-	-	670	-	-
Equipment & Tools	-	-	-	-	-
Supplies	659	1,500	15,000	1,500	-
Contracted Services	-	-	1,530	1,500	1,500
Maintenance	4,606	1,500	5,060	2,000	500
Total Expenditures	48,615	46,113	59,110	47,341	1,228
Total Tax Levy	48,615	46,113	58,380	46,591	478
Kendrick's Park					
Revenues					
Rentals	10,053	11,000	6,840	11,000	-
Total Revenue	10,053	11,000	6,840	11,000	-
Expenditures					
Salaries	22,615	17,191	17,191	17,806	615
Benefits	2,672	3,244	3,244	3,305	61
Telephone	1,011	1,000	1,200	1,200	200
Heat / Hydro	1,117	882	1,100	1,100	218
Insurance	-	-	1,280	1,300	1,300
Building Maintenance	1,968	1,000	1,000	1,000	-
Miscellaneous	356	100	300	100	-
Supplies	5,814	4,000	3,650	4,000	-
Total Expenditures	35,554	27,417	28,965	29,811	2,394
Total Tax Levy	25,501	16,417	22,125	18,811	2,394
Lyndhurst Office Grounds					
Expenditures					
Salaries	1,886	1,031	2,830	1,068	37
Benefits	264	195	320	198	3
Total Expenditures	2,149	1,226	3,150	1,267	41
Total Tax Levy	2,149	1,226	3,150	1,267	41
Rockport Community Hall Grounds					
Expenditures					
Salaries	1,277	1,604	1,605	1,662	58
Benefits	172	303	305	309	6
Maintenance	-	1,000	-	-	1,000
Total Expenditures	1,449	2,907	1,910	1,970	- 937
Total Tax Levy	1,449	2,907	1,910	1,970	- 937

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Seeleys Bay Marina					
Revenues					
Docking Fees	4,494	15,535	6,590	21,600	6,065
Total Revenue	4,494	15,535	6,590	21,600	6,065
Expenditures					
Salaries	14,477	12,357	12,360	12,579	222
Benefits	1,882	1,386	1,390	1,450	64
Salaries	-	-	9,300	-	-
Benefits	-	-	1,090	-	-
Heat / Hydro	32	550	150	550	-
Advertising	-	-	-	-	-
Insurance	-	-	-	-	-
Building Maintenance	-	-	-	-	-
Miscellaneous	-	-	5,200	1,300	1,300
Supplies	919	250	1,400	1,200	950
Maintenance	2,708	1,250	5,870	3,000	1,750
Total Expenditures	20,018	15,793	36,760	20,079	4,286
Total Tax Levy	15,524	258	30,170	- 1,521	- 1,779



	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
SOLID WASTE MANAGEMENT					
Garbage Collection					
Revenues					
Refuse Collection	26,825	26,000	30,000	30,000	4,000
Total Revenue	26,825	26,000	30,000	30,000	4,000
Expenditures					
Consultants	-	-	-	-	-
Contracted Jobs	30,528	26,000	30,000	30,000	4,000
Commission	300	-	-	-	-
Total Expenditures	30,828	26,000	30,000	30,000	4,000
Total Tax Levy	4,003	-	-	-	-
Landfill Sites					
Revenues					
Waste Labels Sold	167,220	160,000	160,000	160,000	-
User Fees	14,594	20,000	20,000	20,000	-
Recycling Revenue/Blue Box	136,454	90,000	90,000	141,410	51,410
Conditional Grants	19,693	-	-	-	-
Waste Amnesty Cards	10,675	10,000	10,000	10,000	-
Household Hazardous Waste	111	-	50	-	-
Sundry	-	-	-	-	-
Rentals - buffer land	-	700	-	700	-
From Tax Stabilization Reserve	55,000	55,000	-	55,000	-
Total Revenue	403,748	335,700	280,050	387,110	51,410
Expenditures					
Salaries	230,903	245,264	245,250	254,101	8,837
Overtime Salaries	1,583	-	-	-	-
Benefits	72,971	79,811	79,800	78,858	953
Office Supplies	406	2,500	-	500	2,000
Telephone	1,873	1,250	1,250	1,500	250
Heat / Hydro	3,692	2,100	2,100	2,000	100
Training and Development	509	-	500	500	500
Advertising	381	800	750	750	50
Insurance	4,349	3,885	13,330	13,350	9,465
Building Maintenance	6,708	5,000	5,000	5,000	-
Janitorial Supplies/Maintenance	1,626	-	-	-	-
Memberships	-	500	430	500	-
Consulting	19,383	5,000	25,000	5,000	-
Commission	13,970	12,000	10,000	13,000	1,000
Reserves	-	-	-	-	-
Mileage	-	-	-	-	-
Equipment & Tools	2,718	5,000	-	-	5,000
Miscellaneous	632	-	1,100	-	-
Supplies	67,430	65,000	65,000	65,000	-
Contracted Jobs	32,811	25,000	44,700	25,000	-
Ward One Consultants	-	-	10,220	-	-
Consultants	-	-	-	-	-
Ward Three Consultants	-	-	-	-	-
Ward One Consultants - Closed Site	-	-	-	-	-
Recycling	76,720	73,600	80,000	80,000	6,400
Household Hazardous Waste	101	-	40	-	-
Maintenance	75,228	90,000	90,000	90,000	-
Refuse Collection	-	-	-	2,500	2,500
Waste Management Committee	-	5,000	-	2,000	3,000
Protective Equipment	1,038	2,000	1,100	1,000	1,000
Salaries	19,214	-	-	-	-
Benefits	3,588	-	-	-	-
Consultants	211	-	-	-	-
Total Expenditures	638,046	623,710	675,570	640,559	16,849
Total Tax Levy	234,298	288,010	395,520	253,449	- 34,561

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
FACILITIES					
Escott Hall					
Revenues					
Rentals	30	-	-	-	-
Total Revenue	30	-	-	-	-
Expenditures					
Telephone	-	-	800	800	800
Heat / Hydro	8,642	8,000	8,000	8,000	-
Insurance	1,045	1,132	1,180	1,180	48
Building Maintenance	-	2,000	1,000	1,000	1,000
Supplies	-	-	-	-	-
Total Expenditures	9,687	11,132	10,980	10,980	- 152
Total Tax Levy	9,657	11,132	10,980	10,980	- 152
Fire Halls					
Expenditures					
Total Expenditures	-	-	-	-	-
Total Tax Levy	-	-	-	-	-
Lansdowne Community Building					
Revenues					
MicroFIT Revenue - Hydro One	-	-	11,000	6,000	6,000
Equipment Rentals	611	400	90	200	200
Rentals	9,248	7,000	13,000	12,000	5,000
Total Revenue	9,859	7,400	24,090	18,200	10,800
Expenditures					
Telephone	512	1,000	750	750	250
Heat / Hydro	28,064	32,500	29,000	30,500	2,000
Water	1,776	1,800	1,800	1,800	-
Advertising	-	750	-	-	750
Insurance	1,477	1,600	3,100	3,110	1,510
Building Maintenance	12,594	7,500	13,000	12,000	4,500
Janitorial Supplies	15,823	14,000	14,000	15,000	1,000
Equipment & Tools	889	500	-	-	500
Miscellaneous	-	100	-	-	100
Supplies	2,173	1,000	160	1,000	-
Contract Jobs	-	-	100	-	-
Services (& Security Services)	269	280	280	280	-
Total Expenditures	63,576	61,030	62,190	64,440	3,410
Total Tax Levy	53,716	53,630	38,100	46,240	- 7,390

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Rockport Recreation Center					
Expenditures					
Water Testing	1,143	1,800	1,800	1,800	-
Building Maintenance	948	-	200	200	200
Leases	900	900	900	900	-
Contracted Jobs	-	-	-	5,000	5,000
Grounds Maintenance	554	-	-	-	-
Total Expenditures	2,991	2,700	2,900	2,900	200
Total Tax Levy	2,991	2,700	2,900	2,900	200
Seeley's Bay Community Hall					
Revenues					
Rentals	5,170	2,000	4,600	3,500	1,500
Total Revenue	5,170	2,000	4,600	3,500	1,500
Expenditures					
Salaries	-	3,192	3,200	3,231	39
Benefits	-	319	320	323	4
Telephone	1,231	893	1,400	1,800	907
Heat / Hydro	6,398	9,000	9,000	9,000	-
Water Testing	1,143	1,000	1,000	1,000	-
Insurance	1,604	1,738	1,670	1,740	2
Building Maintenance	13,838	11,000	11,000	11,000	-
Janitorial Supplies	12,352	5,000	7,500	7,500	2,500
Total Expenditures	36,566	32,142	35,090	35,594	3,452
Total Tax Levy	31,396	30,142	30,490	32,094	1,952
Springfield House					
Expenditures					
Building Maintenance	702	1,000	1,300	1,300	300
Insurance	-	-	-	1,500	1,500
Supplies	37	-	-	-	-
Maintenance	-	-	300	-	-
Heat / Hydro	-	-	3,200	3,500	3,500
Total Expenditures	739	1,000	4,800	6,300	5,300
Total Tax Levy	739	1,000	4,800	6,300	5,300
Township Office					
Revenues					
MicroFIT Revenue - Hydro One	-	-	11,000	6,000	6,000
Total Revenue	-	-	11,000	6,000	6,000
Expenditures					
Salaries	34,397	38,135	38,200	42,038	3,903
Benefits	3,888	4,560	4,560	5,179	619
Heat / Hydro	30,476	23,000	26,000	30,500	7,500
Water	1,530	1,500	1,600	1,800	300
Insurance	3,108	3,367	4,640	4,650	1,283
Building Maintenance	13,140	8,500	20,000	25,000	16,500
Janitorial Supplies	10,685	15,000	14,000	12,000	3,000
Reserves - Capital	-	5,000	-	-	5,000
Equipment & Tools	254	500	50	500	-
Mileage	1,267	500	-	-	500
Miscellaneous	142	500	-	150	350
Supplies	3,285	2,000	2,000	2,000	-
Contracted Jobs	-	-	-	-	-
Services (& Security Services)	798	450	450	800	350
Total Expenditures	102,970	103,012	111,500	124,617	21,605
Total Tax Levy	102,970	103,012	100,500	118,617	15,605

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Recreation Programs					
Revenues					
Grants - Other	90,066	-	-	-	-
Rental Deposits	-	-	-	-	-
Sundry	8,345	-	-	-	-
Donations	-	-	250	-	-
From Tax Stabilization Reserve	-	-	-	-	-
User Fees	-	-	-	-	-
Registration Fees - Baseball	-	-	-	-	-
Donations	-	-	-	-	-
Registration Fees - Summer Camp	-	-	-	-	-
Total Revenue	98,411	-	250	-	-
Expenditures					
Salaries	92,588	70,693	136,000	122,608	51,915
Overtime Salaries	-	-	-	-	-
Benefits	24,303	20,614	30,000	37,381	16,767
Bonus	-	-	-	-	-
Office Supplies	149	300	300	300	-
Computer Maintenance	2,077	2,000	2,000	2,000	-
Telephone	612	1,000	700	750	250
Postage / Courier	-	-	20	50	50
Training and Development	2,089	3,000	3,000	3,000	-
Advertising	934	4,000	4,000	4,000	-
Insurance	21,455	23,243	28,730	28,750	5,507
Janitorial Supplies/Maintenance	509	-	-	500	500
Leases	-	-	-	-	-
Memberships / Licenses	95	-	-	-	-
Consulting	-	-	-	-	-
Donations	-	-	500	500	500
Fuel	390	-	-	-	-
Truck Maintenance	-	750	250	250	500
Equipment & Tools	694	100	100	100	-
Mileage	392	100	2,200	500	400
Miscellaneous	720	150	20,430	150	-
Supplies	4,741	3,500	59,500	3,500	-
Contracted Jobs	-	75,000	5,000	75,000	-
Levy	73,525	81,891	90,600	88,000	6,109
Subsidy	5,345	3,000	3,000	3,000	-
Grants - Supplies	64,494	-	-	-	-
Salaries	4,178	-	-	-	-
Grants Benefits	167	-	-	-	-
Total Expenditures	298,490	289,341	386,330	370,339	80,998
Total Tax Levy	200,079	289,341	386,080	370,339	80,998
Baseball Programs					
Expenditures					
Equipment & Tools	-	-	-	-	-
Supplies	-	-	-	-	-
Instructor Fees	-	-	-	-	-
Levy	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Total Tax Levy	-	-	-	-	-
Basketball Programs					
Revenues					
Registration Fees - Basketball	1,060	1,400	800	800	600
Total Revenue	1,060	1,400	800	800	600
Expenditures					
Advertising	-	100	-	-	100
Uniforms	-	500	-	500	-
Supplies	1,077	800	90	500	300
Total Expenditures	1,077	1,400	90	1,000	400
Total Tax Levy	17	-	710	200	200

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Cemeteries					
Revenues					
Sundry	101	-	-	-	-
Total Revenue	101	-	-	-	-
Expenditures					
Salaries	1,891	3,192	3,200	3,183	9
Benefits	223	319	320	318	1
Insurance	3,622	3,924	3,610	3,650	274
Contracted Jobs	-	500	-	250	250
Maintenance	-	500	-	250	250
Total Expenditures	5,736	8,435	7,130	7,651	784
Total Tax Levy	5,636	8,435	7,130	7,651	- 784
Community Events					
Expenditures					
Postage / Courier	-	100	-	100	-
Advertising	-	1,000	-	500	500
Supplies	2,121	3,000	2,100	3,000	-
Total Expenditures	2,121	4,100	2,100	3,600	500
Total Tax Levy	2,121	4,100	2,100	3,600	- 500
Leisure Programs					
Revenues					
Sundry Revenue	-	-	-	8,650	8,650
Registration Fees - Leisure	22,675	26,700	23,500	27,000	300
Total Revenue	22,675	26,700	23,500	35,650	8,950
Expenditures					
Advertising	- 451	-	1,020	1,000	1,000
Equipment & Tools	- 41	1,000	-	1,000	-
Miscellaneous	65	50	-	50	-
Supplies	2,337	500	2,700	1,500	1,000
Instructor Fees	21,875	21,000	21,000	21,000	-
Contracted Jobs	5,997	7,000	10,000	14,000	7,000
Total Expenditures	29,781	29,550	34,720	38,550	9,000
Total Tax Levy	7,106	2,850	11,220	2,900	50
Soccer Programs					
Revenues					
Registration Fees - Soccer	300	5,100	-	700	4,400
Donations	-	500	-	-	500
Total Revenue	300	5,600	-	700	4,900
Expenditures					
Advertising	-	100	-	-	100
Uniforms	-	2,000	-	-	2,000
Equipment & Tools	-	500	-	-	500
Supplies	396	3,000	180	500	2,500
Total Expenditures	396	5,600	180	500	5,100
Total Tax Levy	96	-	180	200	- 200
Swim Programs					
Revenues					
Other Grants	-	4,000	4,000	4,000	-
User Fees	8,869	-	2,850	2,500	2,500
Registration Fees - Swim	4,885	8,000	10,410	9,000	1,000
Total Revenue	13,754	12,000	17,260	15,500	3,500
Expenditures					
Salaries	15,123	18,093	21,200	18,310	217
Benefits	1,520	1,809	2,250	1,831	22
Training and Development	831	250	150	250	-
Advertising	-	-	-	-	-
Memberships / Licenses	196	200	200	200	-
Uniforms	-	300	-	300	-
Supplies	814	1,000	3,660	1,000	-
Contracted Jobs	-	-	110	100	100
Levy	2,280	3,000	3,000	3,000	-
Total Expenditures	20,764	24,652	30,570	24,991	339
Total Tax Levy	7,010	12,652	13,310	9,491	- 3,161

External Agencies

Cataraqui Regional Conservation Authority

The Cataraqui Region Conservation Authority (CRCA) is a corporate body established under the Conservation Authorities Act of Ontario to further the conservation, restoration, development and management of renewal natural resources within its area of jurisdiction in partnership with its member municipalities and the Province of Ontario.

The CRCA's expenditures are funded by the municipalities which it serves, with some funding provided by the Province of Ontario, charitable donations, and programming revenues.

The municipal levies which are paid to the CRCA are composed of general levies and special levies. The share of the general levies paid by each municipality is determined using the assessment base of the municipality as a percentage of the total assessment values of all the municipalities in the CRCA catchment. The special levies are charged against those municipalities which will receive a direct benefit from the expense or program involved.

The levy to each member municipality is dependent on changes in the proportion of municipal assessment to that in the region and specific initiatives. The CRCA Board recently adopted a multi-year strategic work plan to guide the Conservation Authority's activities between 2017 and 2020. The work plan outlines initiatives and service enhancements that will support progress in areas such as climate change adaptation, natural resources information and conservation lands and facilities.

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
EXTERNAL AGENCIES					
CRCA					
Expenditures					
Levy	142,255	146,124	146,120	148,400	2,276
Total Expenditures	142,255	146,124	146,120	148,400	2,276
Total Tax Levy	142,255	146,124	146,120	148,400	2,276

Library Services

Library Services in the Township are supported primarily through municipal funding, with some grants available to the library for special projects. The Township has three libraries, with the main branch in Lansdowne and two other locations in Lyndhurst and Seeley's Bay. The Library also has a strong online presence with a variety of online eBooks and resources available on their website as well as the Recreation Library which offers recreation items for loan. The Library continues to offer a great selection of hard copy of resources, as well as offering quality programming for children and youth.

The Library is governed by a Library Board. The CEO of the Library presents a draft budget for approval from the Library Board, utilizing many of the same estimates the Township has used. Staff have received the 2018 draft budget, which has not yet been approved by the Library Board, and it is reflected in the budget document being presented to Council.

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Library					
Revenues					
Conditional Provincial Grants	-	28,494	28,490	28,490	- 4
Library - Own Source Revenues	-	9,531	9,530	9,100	- 431
Library - Recovery	-	1,000	1,000	1,500	500
From Library Reserve	-	6,000	6,000	-	- 6,000
Total Revenue	-	45,025	45,020	39,090	- 5,935
Expenditures					
Salaries	278,529	338,812	338,810	343,890	5,078
Benefits	44,630	56,421	56,420	56,850	429
Computer Maintenance	-	-	-	-	-
Training & Development	29	-	-	-	-
Insurance	11,468	12,424	13,810	13,820	1,396
Memberships/Licenses	-	-	-	-	-
Levy	170,382	182,492	182,500	-	- 182,492
Books, Audiovisual, Periodi		-		46,510	46,510
Automation, Database		-		17,310	17,310
Buildings		-		11,250	11,250
Utilities		-		8,550	8,550
Communications		-		13,290	13,290
Administration, Programs		-		34,790	34,790
Auditor		-		1,930	1,930
Marketing		-		1,500	1,500
Equipment, Furnishings		-		14,000	14,000
Library Special Grant Proje		-		-	-
Consulting Fees		-		4,000	4,000
Total Expenditures	505,038	590,149	591,540	567,690	- 22,459
Total Tax Levy	505,038	545,124	546,520	528,600	- 16,524

Other Services

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
OTHER SERVICES					
Communications					
Expenditures					
Marketing and Advertising	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Total Tax Levy	-	-	-	-	-
Fenceviewers					
Revenues					
Administration Fees	-	500	-	500	-
Total Revenue	-	500	-	500	-
Expenditures					
Honorarium	-	750	-	750	-
Advertising	-	100	-	100	-
Commission	-	100	-	100	-
Solicitors	-	350	-	350	-
Supplies	-	50	-	50	-
Total Expenditures	-	1,350	-	1,350	-
Total Tax Levy	-	850	-	850	-
Health & Safety Committee					
Expenditures					
Office Supplies	-	100	100	100	-
Subscription & Publications	-	200	-	-	200
Training and Development	1,200	5,000	750	1,200	3,800
Miscellaneous	-	100	-	-	100
Total Expenditures	1,200	5,400	850	1,300	4,100
Total Tax Levy	1,200	5,400	850	1,300	4,100
Health Services					
Expenditures					
Doctor's Benefits	35,470	37,077	34,500	36,000	1,077
Contracted Jobs	700	-	-	-	-
Maintenance	660	-	-	-	-
Total Expenditures	36,830	37,077	34,500	36,000	1,077
Total Tax Levy	36,830	37,077	34,500	36,000	1,077
Livestock					
Revenues					
Livestock Awards	21,392	42,800	42,800	3,700	39,100
Total Revenue	21,392	42,800	42,800	3,700	39,100
Expenditures					
Supplies	122	-	-	-	-
Livestock Killed	20,386	40,000	40,000	3,000	37,000
Evaluator Fees	2,049	3,500	3,500	1,150	2,350
Total Expenditures	22,557	43,500	43,500	4,150	39,350
Total Tax Levy	1,165	700	700	450	250

	2016	2017	2017	2018	2018
	Actual	Budget	Projected Year End	Proposed Budget	Budget Change
Municipal Drain					
Revenues					
Municipal Drain Assessments	-	29,800	29,800	29,800	-
Total Revenue	-	29,800	29,800	29,800	-
Expenditures					
Salaries	-	5,500	5,000	5,500	-
Benefits	-	1,800	1,800	1,800	-
Consultants	-	7,500	7,500	7,500	-
Miscellaneous	-	-	-	-	-
Contracted Jobs	-	15,000	15,000	15,000	-
Total Expenditures	-	29,800	29,300	29,800	-
Total Tax Levy	-	-	500	-	-
Tile Drainage					
Revenues					
Revenue-New Loans	-	-	37,100	-	-
Tile Drainage	7,263	83,758	83,758	83,760	2
Total Revenue	7,263	83,758	120,858	83,760	2
Expenditures		-			
New Loans	-	-	37,100	-	-
Principal	-	61,809	61,809	61,810	1
Interest Expenses	7,263	21,949	21,949	21,950	1
Total Expenditures	7,263	83,758	120,858	83,760	2
Total Tax Levy	-	-	-	-	-



If there are questions regarding the information presented in this document, please contact:

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