



Township of
**Leeds and the
Thousand Islands**

2017

PROPOSED OPERATING BUDGET

For the

Township of Leeds and the Thousand Islands

Table of Contents

Executive Summary	3
Discussion and Analysis	4
Community Engagement.....	6
Analysis of Financial Information.....	8
Key Assumptions for 2017	10
Budget Process Flowchart	12
Key Changes 2016 to 2017	13
Departmental Operating Budgets	14
Governance and Political Support	15
Corporate Services	16
Fire Department.....	25
Planning and Development	28
Police Services	33
Public Works	35
External Agencies.....	52
Other Services	58

Executive Summary

The Township of Leeds and the Thousand Islands is a lower tier municipality within the United Counties of Leeds and 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
- Cultural and Heritage Programming
- Environmental Stewardship
- Fire Services and Emergency Planning
- Libraries
- Planning and Economic Development
- Police Services
- Recreation and Leisure
- 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 2017 operating budgets of each of the departments are presented in this document for Council consideration. As part of the 2017 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 in the budget preparation process.

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 6.9% or \$493,537.

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**
leeds1000islands.ca
613-659-2415

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

2017 Actions

Sustaining the Natural Environment	Sustainable Community Development	Creating a more Sustainable Economy
<p>Accessing:</p> <ol style="list-style-type: none"> 1. Ensure public lands mapped online 2. Review Official Plan policies re: protection of public access <p>Protecting:</p> <ol style="list-style-type: none"> 1. Best practices review/implementation of Official Plan re: natural environment protection and waterway development 2. Source water protection strategy and communication (continued) <p>Managing waste:</p> <ol style="list-style-type: none"> 1. Communicating septic maintenance (continued) 2. Expand septic re-inspection (continued) 3. Explore financial support re: septic system maintenance 4. Waste reduction (continued) 	<p>Customer service:</p> <ol style="list-style-type: none"> 1. Communication plan (continued) 2. Website (continued) 3. Tax comparison/communication <p>Enhancing the Township's built environment:</p> <ol style="list-style-type: none"> 1. Built heritage mapping (continued) 2. Community Improvement Plan development 3. Sign strategy (continued) 4. Recreation master plan <p>Developing community partnerships:</p> <ol style="list-style-type: none"> 1. Partnership development (joint municipal and volunteer groups) 2. Define ideas, establish service standards 3. Community builder award program <p>Building community pride:</p> <ol style="list-style-type: none"> 1. Education 2. Best practice identification 3. Community awareness campaign 	<p>Preparing for investment:</p> <ol style="list-style-type: none"> 1. Real estate broker relationship building 2. Vacant commercial/industrial inventory 3. Review shovel-ready land availability <p>Strategizing for future sustainable economic development:</p> <ol style="list-style-type: none"> 1. Investment response protocol 2. Investment attraction marketing strategy
		

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

As part of the 2017 budget preparation, Staff ensured that the strategic plan action items for 2017 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		
Description	Operating	Capital
Administration financial support	2,000	
Continued floral beautification	Ongoing	
Two wayfinding signs	TBD	
Fund one issue of Lansdowne Community Messenger	TBD	

- \$2,000 administrative financial support for community groups included in the operating budget under Community Engagement.
- Floral beautification is part of the regular operating budget.
- Wayfinding signs have been approved by Council. Planned implementation to come.
- Recommendation for the funding of the Community Messenger to be deferred to a community grant application.

Group: Lyndhurst Rejuvenation Committee		
Description	Operating	Capital
Administration financial support	2,000	
Installation of metal street banners		TBD
Installation of wayfinding street signs	TBD	
Maintenance of public street furniture	200	
Walkway from main street to Furnace Falls Park		TBD

- \$2,000 administrative financial support for community groups included in the operating budget under Community Engagement.
- Recommendation for Township-wide application to a grant for installation of metal street banners (common theme in multiple areas).
- Wayfinding signs have been approved by Council. Planned implementation to come with funding.
- The maintenance of the public furniture and reclaiming of the TLTI owned land will be completed as part of the current operating budget.
- Future discussions in the Parks Master Plan for the Furnace Falls Park walkway.

Group: Rockport Development Group		
Description	Operating	Capital
Administration financial support	2,000	
Canada 150 celebration	5,000	
Customs Property		TBD
Information Kiosk Refurbishment	TBD	
Installation of metal street banners	TBD	
Parking		TBD
Redesign & rebuild east entrance stone structure	TBD	
Two additional stone pillars and pots		2,600

- \$2,000 administrative financial support for community groups included in the operating budget under Community Engagement.
- Township budget contributions to Canada 150 have been included in Community Engagement and is not area specific.
- The customs property is contingent ongoing negotiations.
- The Kiosk refurbishment will be considered as part of the Parks Master Plan.
- Recommendation for Township-wide application to a grant for installation of metal street banners (common theme in multiple areas).
- Parking will be reliant on the outcome of the comprehensive master plan report.
- The installation of two stone pillars and planters will be considered in future capital budget discussions and may be accommodated in surplus funds.

Group: Seeleys Bay Area Residents Association		
Description	Operating	Capital
Administration financial support	2,000	
Hall repairs and upgrades		TBD
Park facilities and grounds keeping	TBD	
Phase 2 RED Grant		9,000
Upgrades to docks		TBD

- \$2,000 administrative financial support for community groups included in the operating budget under Community Engagement.
- Hall repairs and upgrades, as well as parks facilities, will be discussed in the comprehensive master plan report.
- Phase 2 of the RED grant is included in the capital budget.
- Upgrades to the docks in Seeley's Bay will also be considered as part of the comprehensive review.

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 2014 Financial Information Return)						
Leeds and the Thousand Islands Tp (Leeds and Grenville UCo)						
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%	2010	35.8%	25.3%	19.8%	LOW
		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%	35.7%	34.8%	LOW
Total Reserves and Discretionary Reserve Funds as a % of Operating Expenses	Low: > 20% Mod: 10% to 20% High: < 10%	2010	29.5%	48.8%	51.8%	LOW
		2011	35.4%	47.2%	52.1%	LOW
		2012	43.3%	49.5%	54.3%	LOW
		2013	63.9%	51.5%	55.6%	LOW
		2014	69.4%	55.5%	61.3%	LOW
Debt Servicing Cost as a % of Total Operating Revenue	Low: < 5% Mod: 5% to 10% High: > 10%	2010	1.7%	3.2%	4.0%	LOW
		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%	2.5%	3.5%	LOW
Total Taxes Receivable less Allowance for Uncollectables as a % of Total Taxes Levied	Low: < 10% Mod: 10% to 15% High: > 15%	2010	10.6%	10.7%	11.6%	MODERATE
		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%	9.7%	10.8%	MODERATE
Total Cash and Cash Equivalents as a % of Operating Expenses	Low: > 10% Mod: 5% to 10% High: < 5%	2010	6.8%	26.4%	32.4%	MODERATE
		2011	34.0%	36.2%	39.9%	LOW
		2012	47.7%	38.4%	43.6%	LOW
		2013	75.9%	44.3%	47.6%	LOW
		2014	76.0%	45.7%	50.2%	LOW
Net Working Capital as a % of Total Municipal Operating Expenses	Low: > 10% Mod: 10% to -10% High: < -10%	2010	46.1%	49.0%	52.3%	LOW
		2011	58.2%	52.6%	54.7%	LOW
		2012	72.5%	53.2%	57.6%	LOW
		2013	94.8%	55.1%	62.1%	LOW
		2014	97.2%	57.3%	63.0%	LOW

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 - *High percentages may indicate collection challenges.*

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?*

Net Book Value of Capital Assets as a % of Cost of Capital Assets - *Remaining life / value of infrastructure; high percentage may indicate "new" assets while a low percentage may indicate "used up" assets that may need repair / replacement soon.*

Key Assumptions for 2017

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

Last year, 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 1.8%, 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 \$55,803.

Salary Grid

In the Summer of 2016, Council approved the new pay grid as a result of a yearlong process of job description review, pay rate comparison, and pay equity analysis. The corporate wide impact to the 2017 budget for salaries and wages is \$124,000.

Canada Pension Plan (CPP)

The 2017 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 from 2016
- o Yearly basic exemption at \$3,500 – no change from 2016
- o Yearly maximum pensionable earnings (YMPE) at \$56,300 – estimate increase 2.5%
- o Maximum employer contribution \$2,608– estimate increase 2.5%

The overall impact of the increase to the YMPE on CPP on the 2016 operating budget is \$1,287.

Employment Insurance (EI)

The 2017 EI information has been released by the Canada Revenue Agency.

- Employee contribution rate at 1.88% - no change from 2016
- Employer contribution factor at 1.4 – no change from 2016
- Maximum insurable earnings at \$52,200 – increase from \$50,800 in 2016
- Maximum employer contributions at \$1,374 – increase from \$1,337 in 2016

The overall impact of the increase to the maximum employer contributions on the 2016 budget is \$751.

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 2017 for OMERS has been estimated at \$56,300, which is an increase of 2.5% over the 2016 amount. The annual contribution rate is 9.0% for earnings under the YMPE and the annual contribution rate is 14.60% for earnings above the YMPE. The impact of the YMPE is a decrease of \$1,568 to the overall budget.

Workers Compensation Insurance Board (WSIB)

The 2017 WSIB information has not been released. The following rates have been left consistent with the 2016 budgeted amounts:

- Employer contribution rate at 2.88%
- Annual maximum insurable earnings at \$88,000
- Maximum employer contributions at \$2,534.40

The overall impact of the increase to the maximum employer contributions in 2016 was only \$350, therefore, subsequent changes to the rates would not impact the budget.

Employee Benefits

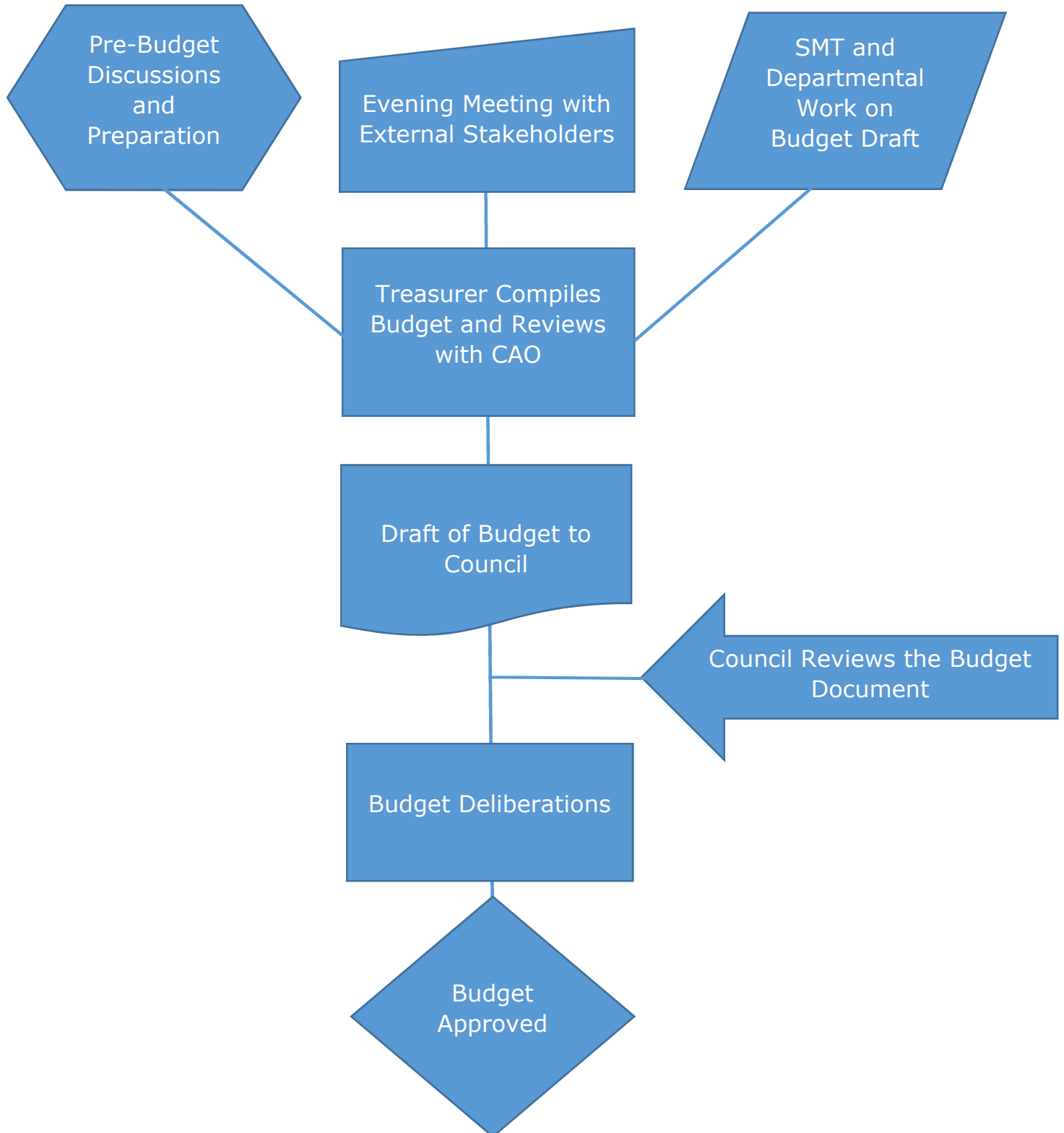
Employee benefits are managed for the Township through a broker and held with Manulife. Based on the past twelve months of employee usage, benefit premiums, and negotiations with the broker, a 5% increase was added to the budget for benefits in 2017. The impact of a 5% increase in Manulife benefits will be \$13,558.

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 2016 insurance was higher than the actual renewal, therefore, the 2017 insurance rates have not been adjusted.

Budget Process Flowchart

The 2017 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 2016 to 2017

Summary of Key Changes

Total increase	\$ 493,537
<u>Increases (Decreases)</u>	
OPP Billing Phase-in	159,989
Salary grid adjustments	124,079
Change in Public Works Staffing	65,679
COLA impact on salaries and wages	55,803
Increase to tax levy for library services	40,085
St. Lawrence Corridor Economic Development Commission	37,108
Canada 150	21,400
Changes in benefits (EI, CPP, Manulife, etc)	14,030
Increase in recreation levy to Gananoque	11,666
Other various increases and decreases	(15,302)
Additional PIL revenue	(21,000)
	<hr/>
	\$ 493,537

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

	2016 Budget	2017 Proposed Budget	Budget Variance
GOVERNANCE AND POLITICAL SUPPORT			
TOTAL TAX LEVY	158,776	161,075	2,299
CORPORATE SERVICES			
TOTAL TAX LEVY	- 6,613,278	- 6,559,985	53,294
FIRE DEPARTMENT			
TOTAL TAX LEVY	1,018,647	862,169	- 5,327
PLANNING AND DEVELOPMENT			
TOTAL TAX LEVY	253,348	373,542	120,194
POLICE SERVICES			
TOTAL TAX LEVY	1,591,311	1,751,300	159,989
PUBLIC WORKS			
Roads Department			
TOTAL TAX LEVY	1,966,485	2,085,217	118,732
PARKS			
TOTAL TAX LEVY	205,200	196,786	- 8,414
SOLID WASTE MANAGEMENT			
TOTAL TAX LEVY	286,994	288,010	1,017
FACILITIES			
TOTAL TAX LEVY	362,939	352,769	- 10,170
RECREATION PROGRAMMING			
TOTAL TAX LEVY	216,175	232,379	16,204
EXTERNAL AGENCIES			
TOTAL TAX LEVY	647,293	691,248	43,955
OTHER SERVICES			
TOTAL TAX LEVY	57,262	59,027	1,766
TOTAL TAX LEVY CHANGE	- 0	493,537	493,537

Governance and Political Support

2017 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 1.8% 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.

2017 Change Analysis

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
GOVERNANCE AND POLITICAL SUPPORT					
Governance and Political Support					
Revenues					
Other Revenues	4,608	3,965	4,820	3,965	-
Total Revenue	4,608	3,965	3,965	3,965	-
Expenditures					
Honorarium	119,966	122,246	122,246	124,444	2,198
Benefits	4,611	4,815	4,815	4,916	101
Telephone	2,451	900	900	900	-
Training and Development	20,530	12,000	12,000	12,000	-
Meals	597	1,200	821	1,200	-
Advertising	5	1,000	482	1,000	-
Mileage	2,265	1,800	1,172	1,800	-
Miscellaneous	349	1,000	3,315	1,000	-
Total Expenditures	150,774	144,961	145,752	147,260	2,299
Total Tax Levy	146,166	140,996	141,787	143,295	2,299
Election					
Revenues					
From Election Reserve	-	-	-	-	-
Total Revenue	-	-	-	-	-
Expenditures					
Computer Maintenance	-	1,530	1,654	1,530	-
Reserves	16,250	16,250	16,250	16,250	-
Total Expenditures	16,250	17,780	17,904	17,780	-
Total Tax Levy	16,250	17,780	17,904	17,780	-
TOTAL TAX LEVY	162,416	158,776	159,690	161,075	2,299

Corporate Services

Departmental Overview

The Corporate Services budget includes: the Office of the CAO; Human Resources; Treasury Department; Clerks Department; 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 coordination of information with all departments while ensuring that the policies of the municipality are effectively implemented.

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 Treasury 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 Clerks' department is also responsible for all records of the Township, including all agendas, minutes, by-laws, policies, and agreements of the municipality. In 2016, By-Law enforcement was moved under the Clerk's Department.

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

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
CORPORATE SERVICES					
Corporate Management					
By-Law Enforcement					
Total Revenue	11,012	3,200	900	3,200	-
Total Expenditures	62,848	61,642	59,742	73,395	11,752
Total Tax Levy	51,836	58,442	58,842	70,195	11,752
Dog Expenditures					-
Total Revenue	5,103	6,100	6,100	3,100	- 3,000
Total Expenditures	18,173	8,250	8,250	8,250	-
Total Tax Levy	13,070	2,150	2,150	5,150	3,000
TOTAL TAX LEVY	- 6,109,511	- 6,613,278	- 6,696,941	- 6,559,985	53,294

2017 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.

In 2016, the Township's OMPF allocation was increased by \$19,000. The allocation amount for the Township for 2017 was reduced by \$8,200 to \$918,500. This allocation change has been taken into account in the 2017 budget.

The allocation notice has been included for Council's reference.

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. A Technology Greening reserve was set up last year to fund ongoing upgrades and replacements of the Township's technology on a cyclical basis.

2017 Change Analysis

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
CORPORATE SERVICES					
Corporate Management					
Revenues					
Township - Taxes Billed	6,849,570	7,178,799	7,178,799	7,178,799	-
Township - Supplementals	59,533	40,000	40,000	40,000	-
PIL - Federal	71,252	49,000	49,000	69,000	20,000
PIL - Provincial	42,191	35,100	35,100	35,100	-
PIL - Other	229,068	167,000	167,000	167,000	-
PIL - Railway	10,347	9,200	9,200	10,200	1,000
Casino Revenue	1,713,588	1,675,000	1,675,000	1,675,000	-
Grants - OMPF	907,700	926,700	926,700	918,500	- 8,200
Federal Gas Tax Grant	268,619	268,619	268,619	268,619	-
Aggregate Resources Act Grant	38,509	35,000	35,000	35,000	-
Road Closing	4,010	1,200	1,200	1,200	-
Sundry	-	5,000	-	5,000	-
Penalty & Interest on Taxes	318,991	278,500	298,500	278,500	-
Tax Account Charges	10,750	15,700	15,700	15,700	-
Tax Certificate	8,071	5,300	6,380	5,300	-
Water (Frontage & Connection)	4,375	-	-	-	-
Sewer (Frontage & Connection)	4,115	-	-	-	-
From Contingency Reserve	38,600	70,000	70,000	70,000	-
From Grants Reserve	74,543	83,750	83,750	83,750	-
Total Revenue	10,653,835	10,843,868	10,859,948	10,856,668	12,800
Expenditures					
Taxation - Write Offs	50,737	50,000	50,000	50,000	-
Reserves - Capital	1,113,832	1,088,750	1,088,750	1,088,750	-
Reserves - Equipment	171,359	167,500	167,500	167,500	-
Reserves - Rec/Cultural	171,359	167,500	167,500	167,500	-
Reserves - Heritage	85,680	83,750	83,750	83,750	-
Reserves - Grants	109,906	83,750	83,750	83,750	-
Reserves - Contingency	61,454	83,750	83,750	83,750	-
Salaries	373,949	362,192	362,192	382,757	20,565
Benefits	97,500	104,748	104,748	111,325	6,577
Consultants	69,927	80,000	40,000	80,000	-
Solicitors	34,497	20,000	20,000	20,000	-
Auditors	26,733	22,500	22,500	22,500	-
Reserves - landfill closure	165,000	90,000	90,000	90,000	-
Reserves - tax rate stabilization	896,862	693,156	693,156	693,156	-
Levy	12,500	12,500	12,500	12,500	-
Charity Rebates	-	1,200	1,200	1,200	-
Water & Sewer Connection	8,490	-	-	-	-
Grants Reserve	88,983	83,750	83,750	83,750	-
Federal Gas Tax	268,619	268,619	268,619	268,619	-
Total Expenditures	3,807,384	3,463,665	3,423,665	3,490,807	27,142
Total Tax Levy	- 6,846,451	- 7,380,203	- 7,436,283	- 7,365,861	14,342

- Reduction in the 2017 Ontario Municipal Partnership Fund (OMPF) of \$8,200.
- Additional revenue added to the Payment in Lieu (PIL) revenue for the Federal properties based on actuals from the previous 5 years.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
By-Law Enforcement					
Revenues					
Licences	2,547	2,300	2,300	2,300	-
Fines and Clean-ups	10,352	-	-	-	-
911 Signs	660	900	900	900	-
Total Revenue	11,012	3,200	900	3,200	-
Expenditures					
Salaries	5,134	41,141	41,141	48,333	7,192
Benefits	-	15,501	15,501	17,562	2,061
Office Supplies	-	700	700	700	-
Telephone	-	900	-	900	-
Fuel	-	1,000	-	1,000	-
Uniforms/ Clothing			-	500	500
Training and Development			-	2,000	2,000
Consultants	40,059	-	-	-	-
Solicitors	760	2,000	2,000	2,000	-
Contracted Jobs	16,410	-	-	-	-
Signs	484	400	400	400	-
Total Expenditures	62,848	61,642	59,742	73,395	11,752
Total Tax Levy	51,836	58,442	58,842	70,195	11,752
Dog Expenditures					-
Revenues					
Licences	3,503	6,000	6,000	3,000	- 3,000
Fines	1,600	100	100	100	-
Total Revenue	5,103	6,100	6,100	3,100	- 3,000
Expenditures					
Commission	-	100	100	100	-
Supplies	872	350	350	350	-
Contracted Jobs	3,641	-	-	-	-
Canine Control	12,412	7,000	7,000	7,000	-
Vet Fees Paid	1,248	800	800	800	-
Total Expenditures	18,173	8,250	8,250	8,250	-
Total Tax Levy	13,070	2,150	2,150	5,150	3,000

- Budget required for training and development, and uniforms for employee vs contracted services relationship in 2015.
- Reduction in dog tag revenues based on 5 year actual revenues.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Program Support					
Revenues					
Administration Fees	22,661	22,145	22,145	22,145	-
Interest Earned	82,889	75,500	105,500	75,500	-
Lottery Licenses	1,487	2,100	2,100	2,100	-
NSF Charges	793	840	840	840	-
Permit Fees	90	120	120	120	-
Photocopy - Fax - Maps	25	500	500	500	-
Sundry	55,120	19,375	20,020	19,740	365
Rentals	9,859	6,400	8,230	10,000	3,600
From Capital Fund Reserve	-	5,000	5,000	-	5,000
From Building Reserve	-	5,000	5,000	-	5,000
From Tax Stabilization Reserve	-	1,500	1,500	1,500	-
Total Revenue	172,924	138,480	170,954	132,445	- 6,035
Expenditures					
Salaries	380,286	392,840	392,840	402,843	10,003
Overtime Salaries	1,630	-	-	-	-
Benefits	119,340	135,917	135,917	141,078	5,161
Employee Assistance Program	6,353	7,075	7,075	7,075	-
Bank Charges	1,710	60	60	60	-
Office Supplies	20,740	20,000	16,710	20,000	-
Office Equipment	10,599	7,000	9,333	7,000	-
Computer Maintenance	72,915	56,500	70,742	61,500	5,000
Maintenance fee - record mgmt	11,835	11,835	11,407	11,835	-
Telephone	18,146	16,480	16,480	16,480	-
Postage / Courier	20,443	30,200	30,200	28,200	2,000
Water	1,209	1,000	1,000	1,000	-
Subscription & Publications	3,648	2,500	2,500	2,500	-
Training and Development	21,933	20,000	20,000	20,000	-
Staff Events	9,213	4,200	8,000	4,200	-
Advertising	4,237	2,000	2,000	2,000	-
Insurance	36,330	37,818	36,667	37,818	-
Insurance Deductibles	7,088	10,000	5,000	10,000	-
Memberships / Licenses	10,234	12,000	12,000	12,000	-
Consultants	10,089	13,000	6,985	13,000	-
Loan	40,771	38,438	38,438	38,438	-
Transfer to Greening Reserve	22,000	22,000	22,000	22,000	-
Mileage	5,006	2,000	2,000	2,000	-
Miscellaneous	8,686	250	250	250	-
Supplies	515	200	200	200	-
Volunteer Appreciation Night	-	1,500	1,500	1,500	-
Total Expenditures	844,958	844,812	849,304	862,977	18,165
Total Tax Levy	672,034	706,332	678,350	730,532	24,200
TOTAL TAX LEVY	- 6,109,511	- 6,613,278	- 6,696,941	- 6,559,985	53,294

- Added \$5,000 to computer maintenance for additional annual software licences.
- Reduction in postage and courier budget based on 5 year actuals.

Ontario Municipal Partnership Fund (OMPF) 2017 Allocation Notice



Township of Leeds and the Thousand Islands United Counties of Leeds and Grenville

0812

2017 Highlights for the Township of Leeds and the Thousand Islands

- The Township of Leeds and the Thousand Islands' combined benefit of the 2017 OMPF and provincial uploads totals \$928,300, which is the equivalent of 13% of the Township's municipal property tax revenue.
- This exceeds the payments received in 2004 by \$207,300.
- The estimated total benefit of the 2017 provincial uploads for the United Counties of Leeds and Grenville is \$9,232,200, which is the equivalent of 11% of all municipal property tax revenue in the United Counties.

A Total 2017 OMPF \$918,500

1. Assessment Equalization Grant	-
2. Northern Communities Grant	-
3. Rural Communities Grant	\$788,100
4. Northern and Rural Fiscal Circumstances Grant	\$130,400
5. Transitional Assistance	-

B 2017 Combined Benefit of OMPF and Provincial Uploads (Line B1 + Line B2) \$928,300

1. Total OMPF (Equal to Line A)	\$918,500
2. Court Security and Prisoner Transportation Upload	\$9,800

The estimated total benefit of the 2017 provincial uploads for the United Counties of Leeds and Grenville is \$9,232,200.

The removal of these costs off the property tax base benefits all taxpayers within the United Counties of Leeds and Grenville, including those residing in the Township of Leeds and the Thousand Islands.

Information regarding the 2017 provincial uploads for the United Counties can be found in the accompanying 2017 Upload Notice Insert.

C Other Ongoing Provincial Support n/a

1. Public Health	n/a
2. Land Ambulance	n/a

D Key OMPF Data Inputs

1. Households	5,925
2. Total Weighted Assessment per Household	\$348,487
3. Rural and Small Community Measure	100.0%
4. Farm Area Measure	42.7%
5. Northern and Rural Municipal Fiscal Circumstances Index	2.2
6. 2017 Guaranteed Level of Support	85.0%
7. 2016 OMPF (Line A from 2016 Allocation Notice)	\$928,700

Note: see line item descriptions on the following page.

Issued: November 2016

**Ontario Municipal Partnership Fund (OMPF)
2017 Transitional Assistance Calculation Insert**



Township of Leeds and the Thousand Islands
United Counties of Leeds and Grenville

0812

A 2017 OMPF Transitional Assistance (Line B2 - Line B1 if positive)	n/a
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As the municipality's 2017 OMPF identified on line B1 exceeds the guaranteed support identified on line B2, Transitional Assistance is not required.

B Supporting Details	
1. Sum of 2017 OMPF Grants, excluding Transitional Assistance	\$918,500
2. 2017 Guaranteed Support (Line B2a x Line B2b)	\$787,700
a. 2016 OMPF (Line A from 2016 Allocation Notice)	\$926,700
b. 2017 Guaranteed Level of Support (Line C)	85.0%

C 2017 Guaranteed Level of Support	85.0%
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The municipality's MFCI is 2.2. The corresponding guaranteed level of support is 85.0%.

Note: see line item descriptions on the following page.

Issued: November 2016

Ontario Municipal Partnership Fund (OMPF)
2017 Northern and Rural Municipal Fiscal Circumstances Index



Township of Leeds and the Thousand Islands
 United Counties of Leeds and Grenville

0812

A Northern and Rural MFCI - Township of Leeds and the Thousand Islands

2.2

The northern and rural Municipal Fiscal Circumstances Index (MFCI) measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province on a scale of 0 to 10. A lower MFCI corresponds to relatively positive fiscal circumstances, whereas a higher MFCI corresponds to more challenging fiscal circumstances.

The northern and rural MFCI is determined by six indicators that are classified as either primary or secondary, to reflect their relative importance in determining a municipality's fiscal circumstances.

The table below provides a comparison of the indicator values for the Township to the median for northern and rural municipalities.

B Northern and Rural MFCI - Indicators

	Leeds and the Thousand Islands Tp	Median
Primary Indicators		
1. Weighted Assessment per Household	\$346,487	\$253,000
2. Median Household Income	\$76,414	\$61,000
Secondary Indicators		
3. Average Annual Change in Assessment (New Construction)	0.9%	1.1%
4. Employment Rate	62.4%	58.0%
5. Ratio of Working Age to Dependent Population	200.0%	194.0%
6. Per cent of Population Above Low Income Threshold	88.1%	87.0%

Note: An indicator value that is higher than the median corresponds to relatively positive fiscal circumstances, while a value below the median corresponds to more challenging fiscal circumstances.

Additional details regarding the calculation of the northern and rural MFCI are provided in the 2017 OMPF Technical Guide, as well as in the customized municipal 2017 Northern and Rural MFCI Workbook.

Issued: November 2016

**Ontario Municipal Partnership Fund (OMPF)
2017 Upload Notice Insert**



United Counties of Leeds and Grenville

0700

A	Estimated 2017 Provincial Uploads	\$9,232,200
<hr/>		
	1. Ontario Drug Benefits	\$1,365,700
	2. Ontario Disability Support Program - Administration Component	\$548,100
	3. Ontario Disability Support Program - Benefits Component	\$5,151,700
	4. Ontario Works - Benefits Component	\$1,545,900
	5. Ontario Works - Administration Component (Additional Support)	\$620,800
<hr/>		
B	2016 Provincial Uploads	\$8,308,400
<hr/>		
C	Increase in Provincial Uploads Compared to 2016 (Line A - Line B)	\$923,800

The removal of these costs off the property tax base benefits all taxpayers within the United Counties of Leeds and Grenville, including those residing in the Township of Leeds and the Thousand Islands.

Note: see line item descriptions on the following page.

Issued: November 2016

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

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
FIRE DEPARTMENT					
Fire Suppression					
Total Revenue	136,125	79,400	79,400	79,400	-
Total Expenditures	856,495	786,262	786,262	782,901	- 3,361
Total Tax Levy	720,370	706,862	706,862	703,501	- 3,361
Fire Training					
Total Revenue	60,485	25,200	25,200	25,200	-
Total Expenditures	142,874	110,141	109,966	110,141	-
Total Tax Levy	82,389	84,941	84,766	84,941	-
Emergency Preparedness					
Total Expenditures	73,389	75,694	75,694	73,728	- 1,966
Total Tax Levy	73,389	75,694	75,694	73,728	- 1,966
TOTAL TAX LEVY	876,147	867,496	867,322	862,169	- 5,327

2017 Budget Initiatives and Challenges

The Fire Services Department has had many changes in 2016. 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. As such, the 2017 budget does not have any significant changes in it.

2017 Change Analysis

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
FIRE DEPARTMENT					
Fire Suppression					
Revenues					
Sundry	14,978	7,600	7,600	7,600	-
Rentals	43,189	30,000	30,000	30,000	-
Work Order Letters	1,583	300	300	300	-
Fire Calls - M.T.O.	76,375	41,500	41,500	41,500	-
Total Revenue	136,125	79,400	79,400	79,400	-
Expenditures					
Honorarium	221,021	224,234	224,234	228,270	4,036
Salaries	74,744	68,121	68,121	69,438	1,317
Benefits	47,778	34,967	34,967	36,099	1,132
Sick Time Pay-out @ Year-end	-	-	-	-	-
Services of Fire Chief	67,462	65,279	65,279	65,279	-
Office Supplies	3,662	4,000	4,000	4,000	-
Computer Maintenance	3,017	5,500	5,500	5,500	-
Telephone	19,475	21,500	21,500	21,500	-
Postage / Courier	978	1,200	1,200	600	600
Water	1,702	1,500	1,500	1,500	-
Water Testing	638	1,500	1,500	1,500	-
Subscription & Publications	-	500	500	500	-
Training and Development	40,237	18,000	18,000	18,000	-
Advertising	214	100	100	100	-
Leases	534	600	600	600	-
Leases - Vehicle	3,450	3,880	3,880	-	3,880
Memberships / Licenses	445	1,000	1,000	1,000	-
Uniforms	23,469	20,000	20,000	20,000	-
Reserves - Capital	-	6,000	6,000	-	6,000
Fire Prevention	15,300	10,000	10,000	10,000	-
Fuel	14,092	41,000	41,000	41,000	-
Truck Maintenance	118,598	105,000	105,000	105,000	-
Equipment & Tools	35,736	30,000	30,000	30,000	-
Radio Maintenance	18,706	15,000	15,000	15,000	-
Mileage	218	500	500	500	-
Miscellaneous	6,884	500	500	500	-
Supplies	33,940	18,000	18,000	18,000	-
Levy	31,058	31,681	31,681	32,315	634
Protective Equipment	40,960	35,000	35,000	35,000	-
Turn Out Gear Cleaning	12,112	5,000	5,000	5,000	-
Rehabilitation	4,369	3,000	3,000	3,000	-
Medical	6,241	5,000	5,000	5,000	-
Volunteer Appreciation Night	9,454	8,700	8,700	8,700	-
Total Expenditures	856,495	786,262	786,262	782,901	- 3,361
Total Tax Levy	720,370	706,862	706,862	703,501	- 3,361

- A levy is paid to Front of Yonge for coverage in the east end of the Township. The levy has been budgeted to increase slightly from the 2016 amount.
- The lease for the vehicle ended in 2016 and as such, the amount was removed from the 2017 budget.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Fire Training					
Revenues					
Rentals	-	200	200	200	-
Course Registrations	60,485	25,000	25,000	25,000	-
Total Revenue	60,485	25,200	25,200	25,200	-
Expenditures					
Office Supplies	-	1,500	1,500	1,500	-
Telephone	1,818	1,500	1,500	1,500	-
Heat / Hydro	5,449	4,000	4,000	4,000	-
Meals	11,782	5,000	5,000	5,000	-
Insurance	8,394	8,738	8,563	8,738	-
Building Maintenance	2,355	4,600	4,600	4,600	-
Loan	54,046	50,953	50,953	50,953	-
Propane	6,895	14,500	14,500	14,500	-
Mileage	288	-	-	-	-
Miscellaneous	1,500	2,000	2,000	2,000	-
Supplies	5,854	850	850	850	-
Instructor Fees	43,528	15,000	15,000	15,000	-
Grounds Maintenance	967	1,500	1,500	1,500	-
Total Expenditures	142,874	110,141	109,966	110,141	-
Total Tax Levy	82,389	84,941	84,766	84,941	-
Emergency Preparedness					
Expenditures					
Salaries	41,301	40,147	40,147	38,427	- 1,720
Benefits	14,612	13,277	13,277	13,131	- 146
Sick Time Pay-out @ Year-end	-	-	-	-	-
Services of Fire Chief	11,852	11,520	11,520	11,520	-
Advertising	-	100	100	-	- 100
Miscellaneous	109	650	650	650	-
Emergency Planning	5,514	10,000	10,000	10,000	-
Total Expenditures	73,389	75,694	75,694	73,728	- 1,966
Total Tax Levy	73,389	75,694	75,694	73,728	- 1,966
TOTAL TAX LEVY	876,147	867,496	867,322	862,169	- 5,327

- The revenues and expenses of the fire training centre vary year over year, and as such, were left at the 2016 amounts.
- The emergency preparedness budget is managed through the fire department. The Certified Emergency Management Coordinator (CEMC) manages this budget.
- A table top or field exercise is planned for 2017 as required by the Emergency Management and Civil Protection Act. The budget line for emergency planning of \$10,000 will be used for a field exercise in 2017.

Planning and Development

Departmental Overview

The Planning and Development department consists of: the Building Department; Economic Development; Culture and Heritage; and the Planning Department. The department is responsible for guiding development proposals to achieve the Township requirements, County Official Plan, and Provincial Policy Statement. The heritage function focuses on preservation and celebration of our built and cultural resources. The economic development function centres on Investment Readiness and promoting economic development activities. The Building Department is committed to enforcement of the Building Code and related legislation.

Budget Summary by Division

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
PLANNING AND DEVELOPMENT					
Building Department					
Total Revenue	328,094	273,244	273,244	279,047	5,803
Total Expenditures	328,094	273,243	281,508	279,047	5,803
Total Tax Levy	0	- 0	8,264	0	0
Committee of Adjustment					
Total Revenue	24,825	58,395	58,395	58,395	-
Total Expenditures	69,313	60,813	60,813	74,508	13,695
Total Tax Levy	44,488	2,418	2,418	16,113	13,695
Community Engagement					
Total Revenue	-	60,000		60,000	-
Total Expenditures		88,000		109,400	21,400
Total Tax Levy	-	28,000		49,400	21,400
Economic Development					
Total Expenditures	56,497	82,233	83,733	125,372	43,139
Total Tax Levy	56,497	82,233	83,733	125,372	43,139
Heritage Committee					
Total Revenue	-	3,500		3,500	-
Total Expenditures	11,435	29,685	29,686	29,832	146
Total Tax Levy	11,435	26,185	29,686	26,332	146
Planning Department					
Total Revenue	30,940	43,181	43,181	43,181	-
Total Expenditures	198,818	157,693	157,693	199,505	41,812
Total Tax Levy	167,878	114,512	114,512	156,324	41,812
TOTAL TAX LEVY	280,298	253,348	238,613	373,542	120,194

2017 Budget Initiatives and Challenges

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

Community Engagement

A new program “community engagement” was created in the planning and development department budget last year. The new 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 last year’s budget for community initiatives was continued in 2017 in the community engagement program. The Community Improvement Program (CIP) revenue and expenditure line have been continued into 2017 with the plan to have the program developed and implemented in 2017.

Building Department

In the summer of 2016, Council voted to change the services in the Building Department from a contracted service to a Full Time employee. The 2017 budget is reflective of this change. The fees for the Building Department have not be increased in the proposed budget. Staff plan to bring a report to Council in the beginning of 2017 to discuss levels of service and the fee structure.



2017 Change Analysis

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
PLANNING AND DEVELOPMENT					
Building Department					
Revenues					
Permit Fees	291,372	267,594	267,594	273,397	5,803
Building Permit Renewal Fees	6,760	5,000	5,000	5,000	-
Work Order Letters	880	650	650	650	-
From Building Reserve	29,082	-	-	-	-
Total Revenue	328,094	273,244	273,244	279,047	5,803
Expenditures					
Salaries	70,903	68,122	92,522	154,629	86,507
Overtime Salaries	-	-	-	-	-
Benefits	19,079	22,548	32,548	49,681	27,133
Office Supplies	1,847	3,282	3,282	3,282	-
Office Equipment	1,125	1,500	1,500	1,500	-
Computer Maintenance	4,579	4,500	4,500	4,500	-
Telephone	-	-	-	1,100	1,100
Subscription & Publications	645	500	500	500	-
Training and Development	1,214	1,000	1,000	3,000	2,000
Advertising	874	500	500	500	-
Insurance	45,972	47,854	46,897	47,854	-
Transfer to Greening Reserve	3,000	3,000	-	3,000	-
Memberships / Licenses	-	500	500	1,500	1,000
For truck	6,700	6,700	-	-	- 6,700
Consultants	1,170	-	-	-	-
Solicitors	286	2,500	2,500	2,500	-
Fuel	-	3,200	3,200	3,200	-
Truck Maintenance	133	500	500	500	-
Equipment & Tools	-	100	100	100	-
Clothing/Uniform	-	-	-	1,000	1,000
Mileage	-	300	300	300	-
Miscellaneous	-	200	200	200	-
Supplies	142	200	200	200	-
Contracted Jobs	170,425	106,237	90,759	-	- 106,237
Total Expenditures	328,094	273,243	281,508	279,047	5,803
Total Tax Levy	0	- 0	8,264	0	0

- The amount budgeted for the truck was moved out of the Building Department due to a change in fleet.
- The contracted jobs line was reduced to \$0 and offset by an increase in the salaries and benefits lines due to the hiring of a full time employee as the Chief Building Official.
- Additional monies were added for training and development, telephone, uniforms, and memberships due to the change from a contracted service to a full time employee.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Committee of Adjustment					
Revenues					
Minor Variance Fee	24,825	58,395	58,395	58,395	-
Total Revenue	24,825	58,395	58,395	58,395	-
Expenditures					
Salaries	44,904	41,026	41,026	51,877	10,852
Overtime Salaries	-	-	-	-	-
Benefits	12,197	13,777	13,777	16,621	2,844
Advertising	425	-	-	-	-
Memberships / Licenses	160	110	110	110	-
Mileage	2,391	2,000	2,000	2,000	-
Miscellaneous	3,238	100	100	100	-
Expenses	5,998	3,800	3,800	3,800	-
Total Expenditures	69,313	60,813	60,813	74,508	13,695
Total Tax Levy	44,488	2,418	2,418	16,113	13,695
Community Engagement					-
Revenues					
Transfer from CIP reserve	-	60,000	-	60,000	-
Total Revenue	-	60,000		60,000	-
Expenditures					
Admin Fees Community Grps	-	8,000	8,000	8,000	-
Canada 150	-	-	-	21,400	21,400
Community Partners Initiative	-	15,000	-	15,000	-
Consultants	-	5,000	-	5,000	-
CIP	-	60,000	-	60,000	-
Total Expenditures		88,000		109,400	21,400
Total Tax Levy	-	28,000		49,400	21,400
Economic Development					
Expenditures					
Salaries	23,327	28,494	28,494	33,371	4,877
Benefits	-	7,589	7,589	8,744	1,154
Training and Development	944	2,700	2,700	2,700	-
Marketing	15,601	6,500	6,500	6,500	-
Memberships / Licenses	-	950	950	950	-
Consultants	41	2,000	2,000	39,108	37,108
Special Projects	16,474	32,500	32,500	32,500	-
OLG Recognition Event	55	1,500	1,500	1,500	-
Miscellaneous	55	-	1,500	-	-
Total Expenditures	56,497	82,233	83,733	125,372	43,139
Total Tax Levy	56,497	82,233	83,733	125,372	43,139

- Addition of \$21,400 for Canada 150 activities in 2017.
- \$37,108 was added to the consultants' line in the Economic Development budget as Council approved the funding for the creation and operation of the St. Lawrence Corridor Economic Development Commission.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Heritage Committee					
Revenues					
Grants		3,500	-	3,500	-
Total Revenue	-	3,500		3,500	-
Expenditures					
Salaries	6,564	7,396	7,396	7,529	133
Benefits	749	740	740	753	13
Training and Development	60	350	350	350	-
Advertising	-	1,700	1,700	1,700	-
Memberships / Licenses	198	200	200	200	-
Mileage	226	300	300	300	-
Supplies	330	5,500	5,500	5,500	-
Heritage Incentive Programs	-	10,000	10,000	10,000	-
Contracted Jobs	2,860	3,000	3,000	3,000	-
Museum	448	500	500	500	-
Total Expenditures	11,435	29,685	29,686	29,832	146
Total Tax Levy	11,435	26,185	29,686	26,332	146
Planning Department					
Revenues					
Amendment Fees	11,678	13,600	13,600	13,600	-
Sundry	1,425	5,000	5,000	5,000	-
Zoning Letters	1,050	700	700	700	-
Development Agreement	500	1,250	1,250	1,250	-
Consent Review Fee	8,163	12,070	12,070	12,070	-
Site Plan Fees	7,625	10,561	10,561	10,561	-
Official Plan Amendment	500	-	-	-	-
Total Revenue	30,940	43,181	43,181	43,181	-
Expenditures					
Salaries	98,813	91,910	91,910	125,852	33,942
Overtime Salaries	118	-	-	-	-
Benefits	34,957	30,458	30,458	39,353	8,895
Office Supplies	810	600	600	600	-
Computer Maintenance	318	2,000	2,000	2,000	-
Telephone	1,371	800	800	800	-
Subscription & Publications	358	700	700	700	-
Training and Development	11,357	4,500	4,500	4,500	-
Advertising	6,913	3,500	3,500	3,500	-
Insurance	2,427	-	-	-	-
Memberships / Licenses	2,316	2,000	2,000	2,000	-
Consultants	18,144	10,000	10,000	10,000	-
Solicitors	20,364	10,000	10,000	10,000	-
Fuel	87	525	525	-	- 525
Truck Maintenance	171	500	500	-	- 500
Mileage	88	100	100	100	-
Miscellaneous	205	100	100	100	-
Total Expenditures	198,818	157,693	157,693	199,505	41,812
Total Tax Levy	167,878	114,512	114,512	156,324	41,812
TOTAL TAX LEVY	280,298	253,348	238,613	373,542	120,194

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.

2017 Budget Initiatives and Challenges

Staff are in receipt of the 2017 OPP billing statement. The 2017 estimated costs for TLTI are projected to be \$1,853,300, which is a \$261,989 increase over the 2016 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 substantially just to cover this increase alone.

In June of 2015, Council approved the transfer of a portion of the 2014 surplus into the Working Fund Reserve to be dedicated to the "smoothing out" of the increase to the OPP billing costs over the next few years. At that time, staff used the information available to estimate the 2016 OPP bill. The 2017 OPP billing estimate received is higher than was anticipated.

Staff are recommending using additional money set aside in the working fund reserve in the following manner. The original "smoothing out" presented showed \$50,000 in 2017. Staff are recommending this be increased to \$100,000. The 2018 amount of \$1,903,300 is an estimation.

	2015	2016	2017	2018
Gross estimated costs		1,796,311	1,853,300	1,903,300
Transfer from reserve		(205,000)	(102,000)	-
Net expenditure	1,434,743	1,591,311	1,751,300	1,903,300
Increase (\$)		156,568	159,989	152,000
Increase (%)		11%	10%	9%

2017 Change Analysis

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
POLICE SERVICES					
Police Services					
Expenditures					
Revenue	16,820	205,000	215,612	102,000	- 103,000
Policing Services	1,433,372	1,796,311	1,796,311	1,853,300	56,989
Total Expenditures	1,416,552	1,591,311	1,580,699	1,751,300	159,989
Total Tax Levy	1,416,552	1,591,311	1,580,699	1,751,300	159,989
TOTAL TAX LEVY	1,416,552	1,591,311	1,580,699	1,751,300	159,989

O.P.P. Annual Billing Statement

Leeds and the Thousand Islands Tp

Estimated cost for the period January 1 to December 31, 2017

Please see the accompanying *2017 Municipal Policing Billing General Information* summary for additional information

			Cost per Property \$	Total Cost \$
Base Service				
	<u>Property Counts</u>			
	Household	5,926		
	Commercial and Industrial	<u>284</u>		
	Total Properties	<u>6,210</u>	\$191.84	1,191,326
Calls for Service	(see summaries)			
	Total all municipalities	\$148,109,469		
	Municipal portion	0.3813%	90.94	564,749
Overtime	(see notes)		8.50	52,762
Contract Enhancements (pre-2015)	(see summary)		-	-
Court Security	(see summary)		-	-
Prisoner Transportation	(per property cost)		2.30	14,283
Accommodation/Cleaning Services	(per property cost)		<u>4.86</u>	<u>30,181</u>
Total Estimated Billing for 2017			<u>298.44</u>	<u>1,853,300</u>

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

2016 Estimated Billing Cost per Property		291.37
2017 Estimated Billing Cost per Property		<u>298.44</u>
Cost per Property Variance	(Increase)	<u><u>7.07</u></u>

2017 Monthly Billing Amount **154,442**

Note:

The *2017 Municipal Policing Billing General Information* document accompanying this billing provides additional information regarding municipal policing costs and the 2017 OPP municipal policing cost recovery. It includes details regarding the 2015 municipal policing cost reconciliation and the 2017 court security grant allocation. The document will be made available online at OPP.ca for future reference.

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 soccer, 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

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
PUBLIC WORKS					
Roads Department					
Roads Administration					
Total Revenue	19,634	7,000	7,000	7,000	-
Total Expenditures	804,029	726,977	712,810	799,539	72,562
Total Tax Levy	784,395	719,977	705,810	792,539	72,562
Bridges & Culverts					
Total Expenditures	69,552	56,369	56,370	60,007	3,638
Total Tax Levy	69,552	56,369	56,370	60,007	3,638
Brushing					
Total Expenditures	40,599	64,843	64,843	77,377	12,534
Total Tax Levy	40,599	64,843	64,843	77,377	12,534
Culvert Thawing					
Total Expenditures	6,354	3,180	3,180	3,740	560
Total Tax Levy	6,354	3,180	3,180	3,740	560
Ditching					
Total Expenditures	3,866	23,195	23,195	24,734	1,539
Total Tax Levy	3,866	23,195	23,195	24,734	1,539
Dust Layer & Priming					
Total Expenditures	81,887	98,185	98,185	100,003	1,819
Total Tax Levy	81,887	98,185	98,185	100,003	1,819
Fleet Maintenance - Roads					
Total Expenditures	303,589	324,546	324,546	315,527	- 9,019
Total Tax Levy	303,589	324,546	324,546	315,527	- 9,019
Grading & Scarifying					
Total Expenditures	44,533	63,342	63,342	74,675	11,333
Total Tax Levy	44,533	63,342	63,342	74,675	11,333
Gravel Resurfacing					
Total Expenditures	5,098	8,940	8,939	10,619	1,679
Total Tax Levy	5,098	8,940	8,939	10,619	1,679
Hardtop Maintenance					
Total Expenditures	75,992	100,893	100,892	98,826	- 2,066
Total Tax Levy	75,992	100,893	100,892	98,826	- 2,066
Patching & Washouts					
Total Expenditures	15,671	20,664	20,664	23,602	2,938
Total Tax Levy	15,671	20,664	20,664	23,602	2,938
Renewable Energy					
Total Revenue	-	13,500		13,500	-
Total Expenditures	-	11,626		11,626	-
Total Tax Levy	-	1,874		1,874	-
Roadside Maintenance					
Total Revenue	187,530	200,000	200,000	200,000	-
Total Expenditures	217,181	271,842	271,842	283,175	11,333
Total Tax Levy	29,651	71,842	71,842	83,175	11,333
Safety Devices					
Total Expenditures	32,004	31,000	31,122	31,000	-
Total Tax Levy	32,004	31,000	31,122	31,000	-
Shoulder Maintenance					
Total Expenditures	4,495	15,199	15,200	17,998	2,798
Total Tax Levy	4,495	15,199	15,200	17,998	2,798
Signage					
Total Expenditures	36,000	18,450	15,141	19,268	819
Total Tax Levy	36,000	18,450	15,141	19,268	819

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Snowplowing /Sanding Salting					
Total Expenditures	250,226	280,987	280,986	280,257	- 729
Total Tax Levy	250,226	280,987	280,986	280,257	- 729
Streetlighting					
Total Expenditures	27,924	29,000	32,147	29,000	-
Total Tax Levy	27,924	29,000	32,147	29,000	-
Winter Patrol					
Total Expenditures	22,192	37,748	37,748	44,744	6,995
Total Tax Levy	22,192	37,748	37,748	44,744	6,995
TOTAL TAX LEVY	1,834,029	1,966,485	1,954,152	2,085,217	118,732
PARKS					
Parks Administration					
Total Expenditures	42,756	78,820	14,874	61,045	- 17,776
Total Tax Levy	42,756	78,820	14,874	61,045	- 17,776
Bay of St. Lawrence Park					
Total Expenditures	5,370	6,280	4,049	7,267	987
Total Tax Levy	5,370	6,280	4,049	7,267	987
Centennial Park					
Total Revenue	-	-	-	-	-
Total Expenditures	17,070	7,924	7,924	8,009	86
Total Tax Levy	17,070	7,924	7,924	8,009	86
Community Beautification					
Total Expenditures	27,203	30,255	47,201	32,373	2,119
Total Tax Levy	27,203	30,255	47,201	32,373	2,119
Fleet Maintenance - Parks					
Total Expenditures	1,842	12,215	928	12,215	-
Total Tax Levy	1,842	12,215	928	12,215	-
Furnace Falls Park					
Total Expenditures	6,803	8,873	4,559	8,956	83
Total Tax Levy	6,803	8,873	4,559	8,956	83
Jerry Park					
Total Expenditures	19,267	42,108	42,171	46,113	4,005
Total Tax Levy	19,267	42,108	42,171	46,113	4,005
Kendrick's Park					
Total Revenue	12,696	11,000	9,130	11,000	-
Total Expenditures	31,713	25,634	31,799	27,416	1,782
Total Tax Levy	19,017	14,634	22,669	16,416	1,782
Lyndhurst Office Grounds					
Total Expenditures	1,404	1,209	2,022	1,226	17
Total Tax Levy	1,404	1,209	2,022	1,226	17
Rockport Community Hall Grounds					
Total Expenditures	1,559	2,881	1,401	2,907	26
Total Tax Levy	1,559	2,881	1,401	2,907	26
Seeleys Bay Marina					
Total Revenue	5,684	15,535	15,535	15,535	-
Total Expenditures		15,535	15,535	15,793	258
Total Tax Levy	- 5,684	0	-	258	258
TOTAL TAX LEVY	136,606	205,200	147,798	196,786	- 8,414

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
SOLID WASTE MANAGEMENT					
Garbage Collection					
Total Revenue	20,250	26,000	26,000	26,000	-
Total Expenditures	28,493	26,000	26,000	26,000	-
Total Tax Levy	8,243	-	-	-	-
Landfill Sites					
Total Revenue	382,403	338,465	353,405	335,700	- 2,765
Total Expenditures	562,541	625,459	595,074	623,710	- 1,748
Total Tax Levy	180,137	286,994	241,669	288,010	1,017
TOTAL TAX LEVY	188,380	286,994	241,669	288,010	1,017
FACILITIES					
Escott Hall					
Total Expenditures	8,857	10,432	13,522	11,132	700
Total Tax Levy	8,857	10,432	13,522	11,132	700
Fire Halls					
Expenditures					
Total Expenditures	167,690	151,151	150,453	151,151	-
Total Tax Levy	167,690	151,151	150,453	151,151	-
Lansdowne Community Building					
Total Revenue	7,950	4,800	8,456	7,400	2,600
Total Expenditures	55,895	69,715	53,468	61,030	- 8,685
Total Tax Levy	47,946	64,915	45,012	53,630	- 11,285
Rockport Recreation Center					
Total Expenditures	1,538	2,700	1,436	2,700	-
Total Tax Levy	1,538	2,700	1,436	2,700	-
Seeley's Bay Community Hall					
Total Revenue	3,021	2,000	3,985	2,000	-
Total Expenditures	36,016	36,682	26,865	32,144	- 4,538
Total Tax Levy	32,996	34,682	22,880	30,144	- 4,538
Springfield House					
Total Expenditures	-	1,500	52	1,000	- 500
Total Tax Levy	-	1,500	52	1,000	- 500
Township Office					
Total Expenditures	88,398	97,558	95,535	103,012	5,454
Total Tax Levy	88,398	97,558	95,535	103,012	5,454
TOTAL TAX LEVY	347,425	362,939	328,889	352,769	- 10,170

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
RECREATION PROGRAMMING					
Recreation Programs					
Total Revenue	-	-	38,710	-	-
Total Expenditures	233,189	185,550	245,261	204,341	18,791
Total Tax Levy	233,189	185,550	206,551	204,341	18,791
Basketball Programs					
Total Revenue	1,241	1,400	980	1,400	-
Total Expenditures	387	1,400	1,229	1,400	-
Total Tax Levy	- 854	-	249	-	-
Cemeteries					
Total Expenditures	8,889	8,374	6,191	8,436	62
Total Tax Levy	8,889	8,374	6,191	8,436	62
Community Events					
Total Expenditures	4,028	4,100	-	4,100	-
Total Tax Levy	4,028	4,100	-	4,100	-
Leisure Programs					
Revenues					
Total Revenue	23,018	26,700	26,700	26,700	-
Expenditures					
Total Expenditures	34,266	34,550	35,509	29,550	- 5,000
Total Tax Levy	11,248	7,850	8,809	2,850	- 5,000
Soccer Programs					
Revenues					
Total Revenue	-	5,600	-	5,600	-
Total Expenditures	716	5,600	-	5,600	-
Total Tax Levy	716	-	-	-	-
Swim Programs					
Revenues					
Total Revenue	15,935	14,000	13,754	12,000	- 2,000
Total Expenditures	19,660	24,301	24,391	24,652	351
Total Tax Levy	3,725	10,301	10,637	12,652	2,351
TOTAL TAX LEVY	260,941	216,175	232,436	232,379	16,204

2017 Budget Initiatives and Challenges

Roadside Maintenance

In 2015, Council approved a three-year cycle to convert the Township's remaining gravel roads into limestone. An additional \$100,000 was added to the budget in 2015 for this purpose. 2017 is the third year of this program.

Master Plans

The Facilities Master Plan was presented and debated at Council over many meetings. The Parks Master Plan, Recreation Master Plan, and Comprehensive 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. As such, many lines in the budget have remained consistent in 2017 those changes in mind.

2017 Change Analysis

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
PUBLIC WORKS					
Roads Department					
Roads Administration					
Revenues					
Sundry	15,879	-	-	-	-
Roads Revenue	3,755	7,000	7,000	7,000	-
Total Revenue	19,634	7,000	7,000	7,000	-
Expenditures					
Salaries	408,754	318,743	318,743	374,654	55,911
Overtime Salaries	7,766	16,175	16,175	16,175	-
Benefits	154,749	102,692	102,692	125,384	22,692
Office Supplies	476	600	600	600	-
Computer Maintenance	153	-	-	-	-
Telephone	19,536	11,000	11,000	11,000	-
Postage / Courier	342	900	900	900	-
Heat / Hydro	35,390	35,641	35,641	30,000	5,641
Water	1,850	1,500	1,500	1,800	300
Subscription & Publications	757	500	500	1,000	500
Training and Development	20,724	15,000	15,000	18,000	3,000
Advertising	1,215	3,000	3,000	2,000	1,000
Insurance	74,477	77,526	75,975	77,526	-
Insurance Deductibles	-	5,000	5,000	5,000	-
Building Maintenance	10,419	9,000	9,000	8,000	1,000
Janitorial Supplies	3,269	4,000	4,000	4,000	-
Memberships / Licenses	993	1,000	1,000	1,000	-
Consultants	17,859	5,000	5,000	5,000	-
Solicitors	572	-	-	-	-
Truck Maintenance	128	-	-	-	-
Equipment & Tools	4,347	8,000	8,000	6,000	2,000
Radio Maintenance	346	-	-	-	-
Miscellaneous	445	500	500	500	-
Supplies	31,791	15,000	15,000	15,000	-
Contracted Jobs	7,670	7,000	7,000	7,000	-
Private Road Grant	-	25,000	12,384	25,000	-
Principal and Interest on Loan	-	64,000	64,000	64,000	-
Services (& Security Services)	-	200	200	-	200
Total Expenditures	804,029	726,977	712,810	799,539	72,562
Total Tax Levy	784,395	719,977	705,810	792,539	72,562

- The heat/hydro budget was reduced due to conversion to LED lighting in progress.
- \$3,000 in budget was added to the training and development due to additional staff and required ongoing training.
- The equipment and tools budget was reduced based on the 5-year expenditure trends.
- The portion of the additional salaries and benefits in the Public Works Admin and throughout the budget is due to the approved additional staffing in the Public Works department as approved by Council in December of 2015.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Bridges & Culverts					
Expenditures					
Salaries	19,438	14,520	14,520	16,918	2,399
Overtime Salaries	651	500	500	500	-
Benefits	4,079	4,850	4,850	6,088	1,239
Supplies	24,606	26,000	26,000	26,000	-
Contracted Jobs	15,164	8,000	8,000	8,000	-
Maintenance	5,613	2,500	2,500	2,500	-
Total Expenditures	69,552	56,369	56,370	60,007	3,638
Total Tax Levy	69,552	56,369	56,370	60,007	3,638
Brushing					
Expenditures					
Salaries	21,736	34,065	34,065	39,693	5,628
Overtime Salaries	279	1,400	1,400	1,400	-
Benefits	4,619	11,378	11,378	14,285	2,907
Contracted Jobs	13,967	18,000	18,000	22,000	4,000
Total Expenditures	40,599	64,843	64,843	77,377	12,534
Total Tax Levy	40,599	64,843	64,843	77,377	12,534
Culvert Thawing					
Expenditures					
Salaries	4,816	2,234	2,234	2,603	369
Overtime Salaries	348	200	200	200	-
Benefits	1,089	746	746	937	191
Supplies	101	-	-	-	-
Total Expenditures	6,354	3,180	3,180	3,740	560
Total Tax Levy	6,354	3,180	3,180	3,740	560
Ditching					
Expenditures					
Salaries	3,143	6,143	6,143	7,158	1,015
Benefits	722	2,052	2,052	2,576	524
Contracted Jobs	-	15,000	15,000	15,000	-
Total Expenditures	3,866	23,195	23,195	24,734	1,539
Total Tax Levy	3,866	23,195	23,195	24,734	1,539
Dust Layer & Priming					
Expenditures					
Salaries	8,245	7,260	7,260	8,459	1,199
Overtime Salaries	1,153	500	500	500	-
Benefits	1,811	2,425	2,425	3,044	619
Supplies	70,679	88,000	88,000	88,000	-
Total Expenditures	81,887	98,185	98,185	100,003	1,819
Total Tax Levy	81,887	98,185	98,185	100,003	1,819
Fleet Maintenance - Roads					
Expenditures					
Salaries	43,190	41,325	41,325	48,152	6,827
Overtime Salaries	-	255	255	255	-
Benefits	9,136	13,803	13,803	17,329	3,526
Telephone (GPS)	3,137	9,000	9,000	9,000	-
Fuel	37,385	27,563	27,563	28,941	1,378
Diesel	86,566	120,750	120,750	100,000	- 20,750
Truck Maintenance	122,292	110,000	110,000	110,000	-
Radio Maintenance	1,883	1,850	1,850	1,850	-
Total Expenditures	303,589	324,546	324,546	315,527	- 9,019
Total Tax Levy	303,589	324,546	324,546	315,527	- 9,019

- The truck maintenance line has been reduced to account for the newer vehicle fleet.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Grading & Scarifying					
Expenditures					
Salaries	32,634	45,234	45,234	52,707	7,473
Overtime Salaries	3,860	3,000	3,000	3,000	-
Benefits	8,039	15,108	15,108	18,968	3,860
Total Expenditures	44,533	63,342	63,342	74,675	11,333
Total Tax Levy	44,533	63,342	63,342	74,675	11,333
Gravel Resurfacing					
Expenditures					
Salaries	4,276	6,701	6,701	7,808	1,107
Benefits	822	2,238	2,238	2,810	572
Total Expenditures	5,098	8,940	8,939	10,619	1,679
Total Tax Levy	5,098	8,940	8,939	10,619	1,679
Hardtop Maintenance					
Expenditures					
Salaries	43,254	39,649	39,649	46,200	6,551
Overtime Salaries	478	500	500	500	-
Benefits	8,559	13,243	13,243	16,626	3,383
Equipment Rentals	7,533	7,500	7,500	7,500	-
Supplies	16,168	40,000	40,000	28,000	- 12,000
Total Expenditures	75,992	100,893	100,892	98,826	- 2,066
Total Tax Levy	75,992	100,893	100,892	98,826	- 2,066
Patching & Washouts					
Expenditures					
Salaries	11,009	11,727	11,727	13,665	1,937
Overtime Salaries	351	1,020	1,020	1,020	-
Benefits	2,136	3,917	3,917	4,918	1,001
Supplies	2,176	4,000	4,000	4,000	-
Total Expenditures	15,671	20,664	20,664	23,602	2,938
Total Tax Levy	15,671	20,664	20,664	23,602	2,938
Renewable Energy					
Revenues					
Solar Revenue		13,500	-	13,500	-
Total Revenue	-	13,500		13,500	-
Expenditures					
Supplies		-	-	-	-
Principal and Interest		11,626	-	11,626	-
Total Expenditures	-	11,626		11,626	-
Total Tax Levy	-	- 1,874		- 1,874	-
Roadside Maintenance					
Revenues					
From Capital Fund Reserve	187,530	200,000	200,000	200,000	-
Total Revenue	187,530	200,000	200,000	200,000	-
Expenditures					
Salaries	21,966	45,234	45,234	52,707	7,473
Overtime Salaries	110	300	300	300	-
Benefits	5,197	15,108	15,108	18,968	3,860
Supplies	187,530	210,000	210,000	210,000	-
Maintenance	2,378	1,200	1,200	1,200	-
Total Expenditures	217,181	271,842	271,842	283,175	11,333
Total Tax Levy	29,651	71,842	71,842	83,175	11,333

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Safety Devices					
Expenditures					
Salaries	99	-	-	-	-
Benefits	27	-	-	-	-
Supplies	103	-	122	-	-
Railway Crossings	17,204	18,000	18,000	18,000	-
Protective Equipment	14,572	13,000	13,000	13,000	-
Total Expenditures	32,004	31,000	31,122	31,000	-
Total Tax Levy	32,004	31,000	31,122	31,000	-
Shoulder Maintenance					
Expenditures					
Salaries	3,098	11,169	11,169	13,014	1,845
Overtime Salaries	467	300	300	300	-
Benefits	930	3,730	3,731	4,683	953
Total Expenditures	4,495	15,199	15,200	17,998	2,798
Total Tax Levy	4,495	15,199	15,200	17,998	2,798
Signage					
Expenditures					
Salaries	11,389	7,260	11,655	8,459	1,199
Overtime Salaries	346	765	313	765	-
Benefits	2,294	2,425	1,621	3,044	619
Supplies	21,970	8,000	1,552	7,000	- 1,000
Total Expenditures	36,000	18,450	15,141	19,268	819
Total Tax Levy	36,000	18,450	15,141	19,268	819
Snowplowing/Sanding Salting					
Expenditures					
Salaries	65,980	56,961	56,961	66,372	9,411
Overtime Salaries	21,814	25,000	25,000	25,000	-
Benefits	16,995	19,025	19,025	23,886	4,860
Supplies	145,437	180,000	180,000	165,000	- 15,000
Total Expenditures	250,226	280,987	280,986	280,257	- 729
Total Tax Levy	250,226	280,987	280,986	280,257	- 729
Streetlighting					
Expenditures					
Heat / Hydro	22,778	20,500	29,593	20,500	-
Maintenance	5,146	8,500	2,553	8,500	-
Total Expenditures	27,924	29,000	32,147	29,000	-
Total Tax Levy	27,924	29,000	32,147	29,000	-
Winter Patrol					
Expenditures					
Salaries	16,936	27,922	27,922	32,535	4,613
Overtime Salaries	1,224	500	500	500	-
Benefits	4,031	9,326	9,326	11,709	2,382
Total Expenditures	22,192	37,748	37,748	44,744	6,995
Total Tax Levy	22,192	37,748	37,748	44,744	6,995
TOTAL TAX LEVY	1,834,029	1,966,485	1,954,152	2,085,217	118,732

- The supply budget in the snow plowing/ sanding salting was reduced by \$15,000 based on the 5 year expenditure trend.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
PARKS					
Parks Administration					
Expenditures					
Salaries	28,938	62,081	10,253	44,123	- 17,959
Benefits	9,403	8,143	4,621	8,326	183
Insurance	4,415	4,596	-	4,596	-
Leases	-	3,500	-	3,500	-
Protective Equipment	-	500	-	500	-
Total Expenditures	42,756	78,820	14,874	61,045	- 17,776
Total Tax Levy	42,756	78,820	14,874	61,045	- 17,776
Bay of St. Lawrence Park					
Expenditures					
Salaries	4,736	5,207	3,599	5,272	65
Benefits	545	973	450	995	22
Supplies	89	100	-	1,000	900
Total Expenditures	5,370	6,280	4,049	7,267	987
Total Tax Levy	5,370	6,280	4,049	7,267	987
Centennial Park					
Revenues					
Docking Fees	-	-	-	-	-
Total Revenue	-	-	-	-	-
Expenditures					
Salaries	9,951	4,037	4,037	4,113	76
Benefits	1,061	337	337	346	9
Heat / Hydro	1,240	550	550	550	-
Building Maintenance	1,873	1,500	1,500	-	- 1,500
Miscellaneous	567	-	-	-	-
Supplies	235	250	250	1,000	750
Maintenance	2,143	1,250	1,250	2,000	750
Total Expenditures	17,070	7,924	7,924	8,009	86
Total Tax Levy	17,070	7,924	7,924	8,009	86
Community Beautification					
Expenditures					
Salaries	19,040	11,131	25,197	11,220	89
Overtime	44	991	246	991	-
Benefits	3,212	2,132	4,684	2,162	30
Directional Signs	-	10,000	10,000	10,000	-
Supplies	4,906	6,000	7,073	8,000	2,000
Total Expenditures	27,203	30,255	47,201	32,373	2,119
Total Tax Levy	27,203	30,255	47,201	32,373	2,119
Fleet Maintenance - Parks					
Expenditures					
Fuel	210	6,615	139	6,615	-
Training and Development	524	-	-	-	-
Truck Maintenance	907	4,800	789	4,800	-
Protective Equipment	200	800	-	800	-
Total Expenditures	1,842	12,215	928	12,215	-
Total Tax Levy	1,842	12,215	928	12,215	-

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Furnace Falls Park					
Expenditures					
Salaries	1,939	4,981	2,330	5,043	62
Benefits	291	931	309	952	21
Heat / Hydro	433	662	237	662	-
Insurance	-	-	76	-	-
Building Maintenance	3,055	1,000	301	1,000	-
Supplies	1,085	1,300	1,306	1,300	-
Total Expenditures	6,803	8,873	4,559	8,956	83
Total Tax Levy	6,803	8,873	4,559	8,956	83
Jerry Park					
Expenditures					
Salaries	10,127	12,339	13,000	12,492	153
Benefits	1,248	2,305	1,695	2,357	52
Heat / Hydro	1,907	3,264	1,253	3,264	-
Water	2,960	20,600	24,548	25,000	4,400
Insurance	-	-	659	-	-
Equipment & Tools	1,084	1,500	-	-	1,500
Supplies	209	600	559	1,500	900
Maintenance	1,732	1,500	456	1,500	-
Total Expenditures	19,267	42,108	42,171	46,113	4,005
Total Tax Levy	19,267	42,108	42,171	46,113	4,005
Kendrick's Park					
Revenues					
Rentals	12,696	11,000	9,130	11,000	-
Total Revenue	12,696	11,000	9,130	11,000	-
Expenditures					
Salaries	17,499	16,980	22,130	17,191	211
Benefits	2,054	3,173	2,625	3,244	71
Telephone	1,018	1,000	760	1,000	-
Heat / Hydro	919	882	709	882	-
Building Maintenance	203	1,000	13	1,000	-
Miscellaneous	2,371	100	436	100	-
Supplies	7,650	2,500	5,126	4,000	1,500
Total Expenditures	31,713	25,634	31,799	27,416	1,782
Total Tax Levy	19,017	14,634	22,669	16,416	1,782
Lyndhurst Office Grounds					
Expenditures					
Salaries	1,257	1,019	1,772	1,031	13
Benefits	147	190	250	195	4
Total Expenditures	1,404	1,209	2,022	1,226	17
Total Tax Levy	1,404	1,209	2,022	1,226	17
Rockport Community Hall Grounds					
Expenditures					
Salaries	1,279	1,585	1,234	1,604	20
Benefits	280	296	167	303	7
Maintenance	-	1,000	-	1,000	-
Total Expenditures	1,559	2,881	1,401	2,907	26
Total Tax Levy	1,559	2,881	1,401	2,907	26

- The 2016 water budget for the splash pad was an estimation. \$4,440 was added to the budget for 2017.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Seeleys Bay Marina					
Revenues					
Docking Fees	5,684	15,535	15,535	15,535	-
Total Revenue	5,684	15,535	15,535	15,535	-
Expenditures					
Salaries	12,301	12,127	12,127	12,357	230
Benefits	1,384	1,358	1,358	1,386	28
Heat / Hydro	-	550	550	550	-
Supplies	2,747	250	250	250	-
Maintenance	1,827	1,250	1,250	1,250	-
Total Expenditures		15,535	15,535	15,793	258
Total Tax Levy	- 5,684	0	-	258	258
TOTAL TAX LEVY	136,606	205,200	147,798	196,786	- 8,414

- The budget for the Seeley's Bay Marina remains status quo in 2017. A business case will be brought to Council as part of the Comprehensive Master Plan.



	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
SOLID WASTE MANAGEMENT					
Garbage Collection					
Revenues					
Refuse Collection	20,250	26,000	26,000	26,000	-
Total Revenue	20,250	26,000	26,000	26,000	-
Expenditures					
Consultants	-	-	-	-	-
Contracted Jobs	28,493	26,000	26,000	26,000	-
Total Expenditures	28,493	26,000	26,000	26,000	-
Total Tax Levy	8,243	-	-	-	-
Landfill Sites					
Revenues					
Waste Labels Sold	164,450	160,000	182,607	160,000	-
User Fees	18,750	25,000	16,199	20,000	- 5,000
Recycling Revenue	122,661	90,000	90,000	90,000	-
Conditional Grants	10,602	-	-	-	-
Waste Amnesty Cards	10,940	7,765	8,900	10,000	2,235
Rentals - buffer land	-	700	700	700	-
From Tax Stabilization Reserve	55,000	55,000	55,000	55,000	-
Total Revenue	382,403	338,465	353,405	335,700	- 2,765
Expenditures					
Salaries	217,387	237,480	237,480	245,264	7,784
Overtime Salaries	467	-	-	-	-
Benefits	68,358	76,443	76,443	79,811	3,368
Office Supplies	-	5,600	406	2,500	- 3,100
Telephone	1,912	1,250	1,662	1,250	-
Heat / Hydro	1,562	2,400	2,135	2,100	- 300
Training and Development	789	-	-	-	-
Advertising	-	800	381	800	-
Insurance	3,732	3,885	3,807	3,885	-
Building Maintenance	8,789	4,000	4,520	5,000	1,000
Memberships	427	500	-	500	-
Consulting	-	15,000	-	5,000	- 10,000
Commission	16,293	12,000	12,000	12,000	-
Equipment & Tools	6,880	5,000	2,045	5,000	-
Miscellaneous	668	-	-	-	-
Supplies	70,378	65,000	65,000	65,000	-
Contracted Jobs	2,237	25,000	25,000	25,000	-
Recycling	66,610	73,600	73,600	73,600	-
Maintenance	94,238	90,000	90,000	90,000	-
Waste Management Committee	-	5,000	-	5,000	-
Protective Equipment	1,812	2,500	595	2,000	- 500
Total Expenditures	562,541	625,459	595,074	623,710	- 1,748
Total Tax Levy	180,137	286,994	241,669	288,010	1,017
TOTAL TAX LEVY	188,380	286,994	241,669	288,010	1,017

- Decrease in consultants and office supplies based on a 5-year trend of expenditures.
- Waste amnesty card revenue added to reflect actuals.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
FACILITIES					
Escott Hall					
Expenditures					
Heat / Hydro	7,693	7,500	8,190	8,000	500
Insurance	1,087	1,132	1,109	1,132	-
Building Maintenance	77	1,800	4,223	2,000	200
Total Expenditures	8,857	10,432	13,522	11,132	700
Total Tax Levy	8,857	10,432	13,522	11,132	700
Fire Halls					
Expenditures					
Heat / Hydro	71,327	70,000	70,000	70,000	-
Building Maintenance	35,085	25,000	25,000	25,000	-
Janitorial Supplies	8,447	9,200	9,200	9,200	-
Insurance	38,327	34,951	34,253	34,951	-
Grounds Maintenance	14,504	12,000	12,000	12,000	-
Total Expenditures	167,690	151,151	150,453	151,151	-
Total Tax Levy	167,690	151,151	150,453	151,151	-
Lansdowne Community Building					
Revenues					
Total Revenue	7,950	4,800	8,456	7,400	2,600
Expenditures					
Telephone	565	1,200	545	1,000	- 200
Heat / Hydro	30,456	37,485	30,365	32,500	- 4,985
Water	1,483	1,800	1,776	1,800	-
Advertising	-	750	-	750	-
Insurance	1,537	1,600	1,600	1,600	-
Building Maintenance	5,497	10,000	2,638	7,500	- 2,500
Janitorial Supplies	13,084	15,000	14,055	14,000	- 1,000
Equipment & Tools	687	500	889	500	-
Miscellaneous	209	100	-	100	-
Contract Jobs	1,300	-	-	-	-
Supplies	1,077	1,000	1,331	1,000	-
Services (& Security Services)	-	280	269	280	-
Total Expenditures	55,895	69,715	53,468	61,030	- 8,685
Total Tax Levy	47,946	64,915	45,012	53,630	- 11,285

- The facilities budget for the Fire Department was moved into Public Works to allow for efficiencies in spending and management all Township owned buildings.
- Decrease in building maintenance and janitorial supplies based on a 5-year trend of expenditures.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Rockport Recreation Center					
Expenditures					
Water Testing	638	1,800	402	1,800	-
Building Maintenance	-	-	134	-	-
Leases	900	900	900	900	-
Total Expenditures	1,538	2,700	1,436	2,700	-
Total Tax Levy	1,538	2,700	1,436	2,700	-
Seeley's Bay Community Hall					
Revenues					
Rentals	3,021	2,000	3,985	2,000	-
Total Revenue	3,021	2,000	3,985	2,000	-
Expenditures					
Salaries	-	3,136	-	3,192	56
Benefits	-	314	-	319	6
Telephone	976	893	1,256	893	-
Heat / Hydro	9,490	10,000	7,234	9,000	- 1,000
Water Testing	638	1,600	402	1,000	- 600
Insurance	1,670	1,738	1,649	1,738	-
Building Maintenance	15,260	15,000	7,702	11,000	- 4,000
Janitorial Supplies	7,982	4,000	8,622	5,000	- 1,000
Total Expenditures	36,016	36,682	26,865	32,144	- 4,538
Total Tax Levy	32,996	34,682	22,880	30,144	- 4,538
Springfield House					
Expenditures					
Building Maintenance	-	1,500	52	1,000	- 500
Total Expenditures	-	1,500	52	1,000	- 500
Total Tax Levy	-	1,500	52	1,000	- 500
Township Office					
Expenditures					
Salaries	21,181	21,630	31,992	38,135	16,505
Benefits	1,812	2,511	3,705	4,560	2,049
Heat / Hydro	27,018	24,000	27,578	23,000	- 1,000
Water	1,471	1,500	1,500	1,500	-
Insurance	3,234	3,367	3,300	3,367	-
Building Maintenance	10,212	8,500	8,500	8,500	-
Janitorial Supplies	11,523	24,000	9,640	15,000	- 9,000
Reserves - Capital	5,000	5,000	5,000	5,000	-
Equipment & Tools	866	500	254	500	-
Mileage	1,887	3,000	1,267	500	- 2,500
Miscellaneous	333	1,100	-	500	- 600
Supplies	3,515	2,000	2,000	2,000	-
Contracted Jobs	346	-	-	-	-
Services (& Security Services)	-	450	798	450	-
Total Expenditures	88,398	97,558	95,535	103,012	5,454
Total Tax Levy	88,398	97,558	95,535	103,012	5,454
TOTAL TAX LEVY	347,425	362,939	328,889	352,769	- 10,170

- Decrease in janitorial supplies and mileage based on a 5year trend of expenditures.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
RECREATION PROGRAMMING					
Recreation Programs					
Revenues					
Reserve	3,851	-	38,710	-	-
Total Revenue	-	-	38,710	-	-
Expenditures					
Salaries	61,917	54,671	96,105	60,693	6,022
Benefits	19,973	18,762	23,492	20,614	1,853
Office Supplies	-	300	149	300	-
Computer Maintenance	1,714	-	2,077	2,000	2,000
Telephone	671	1,200	410	1,000	- 200
Postage / Courier	720	-	-	-	-
Training and Development	907	3,500	100	3,000	- 500
Advertising	1,106	4,800	1,720	4,000	- 800
Insurance	22,329	23,243	22,778	23,243	-
Memberships / Licenses	40	-	-	-	-
Donations	550	750	2,280	-	- 750
Fuel	-	500	390	-	- 500
Truck Maintenance	63	750	-	750	-
Equipment & Tools	-	100	694	100	-
Mileage	985	100	184	100	-
Miscellaneous	343	150	-	150	-
Supplies	3,589	3,500	21,658	3,500	-
Contracted Jobs	1,400	-	-	-	-
Levy	112,292	70,225	70,225	81,891	11,666
Subsidy	4,592	3,000	3,000	3,000	-
Total Expenditures	233,189	185,550	245,261	204,341	18,791
Total Tax Levy	233,189	185,550	206,551	204,341	18,791
Basketball Programs					
Revenues					
Registration Fees - Basketball	1,241	1,400	980	1,400	-
Total Revenue	1,241	1,400	980	1,400	-
Expenditures					
Advertising	-	100	-	100	-
Uniforms	-	500	-	500	-
Supplies	387	800	1,229	800	-
Total Expenditures	387	1,400	1,229	1,400	-
Total Tax Levy	- 854	-	249	-	-
Cemeteries					
Expenditures					
Salaries	3,077	3,136	1,891	3,192	56
Benefits	343	314	223	319	6
Insurance	3,770	3,924	3,576	3,924	-
Contracted Jobs	700	500	500	500	-
Maintenance	1,000	500	-	500	-
Total Expenditures	8,889	8,374	6,191	8,436	62
Total Tax Levy	8,889	8,374	6,191	8,436	62

- Recreation levy paid to Gananoque budgeted at \$79,441 (\$11,666 increase over 2016), Front of Yonge \$1,800 and Township of Athens \$650.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Community Events					
Expenditures					
Postage / Courier	-	100	-	100	-
Advertising	-	1,000	-	1,000	-
Supplies	4,028	3,000	-	3,000	-
Total Expenditures	4,028	4,100	-	4,100	-
Total Tax Levy	4,028	4,100	-	4,100	-
Leisure Programs					
Revenues					
Registration Fees - Leisure	23,018	26,700	26,700	26,700	-
Total Revenue	23,018	26,700	26,700	26,700	-
Expenditures					
Advertising	1,093	-	-	-	-
Equipment & Tools	223	1,000	1,000	1,000	-
Miscellaneous	-	50	-	50	-
Supplies	1,423	500	2,104	500	-
Instructor Fees	24,518	26,000	26,000	21,000	- 5,000
Contracted Jobs	7,009	7,000	6,405	7,000	-
Total Expenditures	34,266	34,550	35,509	29,550	- 5,000
Total Tax Levy	11,248	7,850	8,809	2,850	- 5,000
Soccer Programs					
Revenues					
Registration Fees - Soccer	600	5,100	-	5,100	-
Donations	300	500	-	500	-
Total Revenue	-	5,600	-	5,600	-
Expenditures					
Advertising	-	100	-	100	-
Uniforms	-	2,000	-	2,000	-
Equipment & Tools	-	500	-	500	-
Supplies	716	3,000	-	3,000	-
Total Expenditures	716	5,600	-	5,600	-
Total Tax Levy	716	-	-	-	-
Swim Programs					
Revenues					
Other Grants	2,875	4,000	-	4,000	-
User Fees	7,969	-	-	-	-
Registration Fees - Swim	5,091	10,000	13,754	8,000	- 2,000
Total Revenue	15,935	14,000	13,754	12,000	- 2,000
Expenditures					
Salaries	12,100	17,773	17,773	18,093	320
Benefits	1,169	1,777	1,777	1,809	32
Training and Development	100	250	831	250	-
Memberships / Licenses	95	200	196	200	-
Uniforms	317	300	-	300	-
Supplies	1,410	1,000	814	1,000	-
Contracted Jobs	261	-	-	-	-
Levy	4,206	3,000	3,000	3,000	-
Total Expenditures	19,660	24,301	24,391	24,652	351
Total Tax Levy	3,725	10,301	10,637	12,652	2,351
TOTAL TAX LEVY	260,941	216,175	232,436	232,379	16,204

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. The work plan will be forwarded to Council when Staff receive a copy.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
EXTERNAL AGENCIES					
CRCA					
Expenditures					
Levy	138,981	142,255	142,255	146,124	3,869
Total Expenditures	138,981	142,255	142,255	146,124	3,869
Total Tax Levy	138,981	142,255	142,255	146,124	3,869

Cataraqui Region Conservation Authority (CRCA) 2017 – Draft Budget Summary

Operating Expenses		2017 Estimates
A. Administration - Watershed Programs & Corporate Services		
Part 1 Watershed Conservation		
1-A	Watershed Studies, Municipal Plan Input, Resource Inventories and GIS	\$300,300
1-B	Watershed Monitoring	\$45,400
1-C	Communications & Marketing	\$139,100
1-D	Conservation Education	\$185,700
Part 2 Watershed Management		
2-A	Program Coordination, Control Structures, Flow Monitoring	\$261,002
2-B	Environmental Review Services and Regulation	\$358,200
Part 3 Watershed Restoration		
3-A	Trees and Extension Services	\$229,250
Part 5 Corporate Resources		
5-B	Board Support, Financial Services, Human Resources, IT & Office Services	\$640,975
B. Maintenance - Lands Programs & Fleet Services		
Part 4 Conservation Lands		
4-A	Program Coordination, Lands Planning, Facility Maintenance	\$297,350
4-B	Little Cataraqui Creek Conservation Area	\$378,850
4-C	Lemoine Point Conservation Area	\$191,650
4-D	Parrott's Bay & Owl Woods Conservation Areas	\$38,450
4-E	Mac Johnson Wildlife Area	\$112,100
4-F	Lyn Valley Conservation Area	\$16,750
4-G	Gould Lake Conservation Area	\$50,228
4-H	Cataraqui Trail & Network	\$139,000
Part 5 Corporate Resources (Cont'd)		
5-A	Fleet Support, Workshop, Tools & Equipment	\$202,550
Total Operating Budget		\$3,586,855
Operating Revenues		
Municipal Governments – General Levy		\$1,799,725
Municipal Governments – Special Levy		\$226,876
User Fees		\$673,608
Other Revenue		\$604,912
Provincial and Federal Grants (includes DWSP)		\$281,734
Total		\$3,586,855



CATARAQUI REGION CONSERVATION AUTHORITY

1641 Perth Road, P.O. Box 160 Glenburnie, Ontario K0H 1S0
 Phone: (613) 546-4228 Toll Free (613 area code): 1-877-936-CRCA
 Fax: (613) 547-6474 E-mail: info@crca.ca
 Websites: www.crc.ca & www.cleanwatercataraqui.ca



Cataraqui Region Conservation Authority (CRCA)

2017 – Draft Budget Summary

Conservation Projects Expenses		2017 Estimates
C. Regular Capital Projects		
Safeguarding Water		
1 - Water Monitoring		\$40,000
2 - Planning Research		\$1,000
3 - Risk Management Office (source water protection)		\$7,000
4 - Watershed Beaver Management Program		\$13,500
5 - Climate Change Strategy		\$10,000
6 - Forest Therapy		\$ 6,000
Natural Hazards Protection		
7 - Floodplain Mapping Fund		\$15,000
8 - Dam Major Maintenance Fund		\$30,224
9 - GIS & Mapping Updates		\$13,000
10 - Aerial Photog & Grd Elev Data Fund		\$15,000
11 - Collins Watershed Floodplain Map Update		\$40,000
12 - National Disaster Mitigation Program		\$60,000
13 - Hydrometric Network Upgrades		\$7,200
Natural Heritage		
14 - Invasive species		\$2,000
Managing Our Properties		
15 - Property Signage		\$5,000
16 - Master Plan Preparation Fund		\$15,000
17 - Property Plan Implementation		\$12,000
18 - MJWA Feasibility Study Phase II		\$15,000
19 - LPCA Native Plant Nursery (Friends of LP)		\$10,000
20 - Lemoine Point Development		\$25,000
21 - Parrott's Bay/Owl Woods Development		\$10,000
22 - Risk Management (properties and facilities)		\$15,000
23 - Trails Crew		\$18,000
Corporate Resources		
24 - Database upgrades		\$3,000
25 - Document Management		\$4,500
26 - Assets Review		\$10,000
27 - Admin Office Maintenance Fund		\$4,500
28 - Major Computer Fund		\$6,500
29 - Personnel Mgt System Review		\$16,000
30 - Compliance – AODA, SDWS, French Language		\$2,500
31 - Special Employment Project		\$10,650
Total Regular Capital Projects		\$442,574
4 – I Capital Asset Management		\$83,150
Total Capital Projects and Asset Management		\$525,724
Conservation Projects Revenues		
Municipal Governments – General Levy		\$223,300
Municipal Governments – Special Levy		\$65,224
Other Revenues – donations, partners and land owners		\$194,700
Provincial and Federal Grants		\$42,500
Total		\$525,724

Cataraqui Region Conservation Authority (CRCA)
2017 Draft Municipal Levy - Leeds & Thousand Island Twp

Operating Expenses	Amount
Program Administration	
General Levy	
Watershed Planning & Monitoring, Conservation Education & Stewardship, Flood Control, Planning & Permitting, Corporate Services	\$88,250.64
Program Maintenance	
General Levy	
Conservation Area Operations and Programming* (including boat launches, conservation areas, forest tracts, and Marble Rock and other natural heritage areas); CRCA maintenance centre and all vehicles and equipment	\$37,209.99
Special Levy	
Operation and Maintenance of Dams (30% of Marsh Bridge and 30% Temperance Lake Dams)	\$1,198.20
Outlet Boat Ramp/Lyndhurst Water Access	\$2,500.00
Operating Total	\$129,158.83

Conservation Projects	Amount
General Levy	
Projects 1, 5, 7, 9, 10 & 14 – Water Monitoring, Climate Change Strategy, Floodplain Mapping Fund, GIS & Mapping Updates, Aerial Photog & Grd Elev Data Fund, & Invasive species	\$6,169.42
Projects 15, 16, 17 & 22 - Property Signage, Master Plan Preparation Fund, Property Plan Implementation, & Risk Management	\$2,209.84
Projects 26, 28, 29, 30 & 31– Assets Review, Major Computer Fund, Personnel Mgt System Review, Compliance - AODA, SDWS, French Lang, & Special Employment Projects	\$1,390.74
4 – I Capital Asset Management	\$5,796.47
Special Levy	
Project 8 – Dam Major Maintenance Fund	\$1,398.80
Project Total	\$16,965.27

Municipal Levy	Amount
Total	\$146,124.10

*Lemoine Point Conservation Area operations, maintenance and capital costs are assigned 100 per cent to the City of Kingston. Parrott's Bay/Owl Woods operations, maintenance and capital costs are assigned 100 per cent to Loyalist Township.

November 2016

SUMMARY - MUNICIPAL LEVIES

LEVY 2017

MUNICIPALITY	OPERATIONS PART I ADMINISTRATION	OPERATIONS PART II MAINTENANCE	CAPITAL PART III PROJECTS	TOTAL LEVY
Kingston City	771,128.12	501,285.36	164,915.99	\$1,437,329.47
South Frontenac	80,682.79	35,516.83	17,423.70	\$133,623.32
Athens Twp	11,461.91	5,931.15	3,635.75	\$21,028.81
Brockville City	108,393.17	49,696.88	30,800.70	\$188,890.75
Elizabethtown-Kitley Twp	15,848.43	8,679.33	4,206.24	\$28,734.00
Front of Yonge Twp	13,577.31	6,823.09	3,363.27	\$23,763.67
Gananoque Town	24,470.81	10,916.97	5,021.75	\$40,409.53
Leeds & The Thousand Islands Township	88,250.64	40,908.19	16,965.27	\$146,124.10
Rideau Lakes Twp	41,733.31	17,596.43	7,361.30	\$66,691.04
Town of Greater Napanee	37,045.50	15,619.86	6,534.43	\$59,199.79
Loyalist Township	73,358.01	67,676.91	28,295.60	\$169,330.52
TOTALS	\$1,265,950.00	\$760,651.00	\$288,524.00	\$2,315,125.00

Notes:

Total Levy includes both 'general' and 'special' levies

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 four libraries, with the main branch in Lansdowne and three other locations in Escott, 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. The Library however, 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 2017 board approved budget for the library and it is reflected in the budget document being presented to Council.

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Library					
Revenues					
Conditional Provincial Grants	-	28,494	28,494	28,494	-
Library - Own Source Revenues	-	9,531	9,531	9,531	-
Transfer from reserve	-	-	-	6,000	6,000
Library Special Grant Projects	-	10,000	10,000	1,000	- 9,000
Total Revenue	-	48,025	48,025	45,025	- 3,000
Expenditures					
Salaries	263,847	307,310	307,310	338,812	31,502
Benefits	46,948	47,590	47,590	56,421	8,831
Computer Maintenance	-	-	-	-	-
Insurance	11,935	12,424	12,176	12,424	-
Memberships/Licenses	-	-	-	-	-
Levy	162,810	-	-	-	-
Books, Audiovisual, Periodicals		44,550	44,550	46,051	1,501
Automation, Database		19,560	19,560	19,560	-
Buildings		20,244	20,244	19,596	- 648
Utilities		20,570	20,570	20,180	- 390
Communications		14,780	14,780	14,780	-
Administration, Programs		30,975	30,975	33,265	2,290
Equipment, Furnishings		19,000	19,000	19,000	-
Library Special Grant Projects		10,060	10,060	10,060	-
Consulting Fees		6,000	6,000	-	- 6,000
Total Expenditures	485,540	553,063	552,814	590,149	37,086
Total Tax Levy	485,540	505,038	504,789	545,124	40,086
TOTAL TAX LEVY	624,521	647,293	647,044	691,248	43,955

- The increase in salaries and benefits is due to one additional FTE budgeted in 2017.

Other Services

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
OTHER SERVICES					
Communications					
Expenditures					
Marketing and Advertising	15,601	15,000	15,000	15,000	-
Miscellaneous	55	-	1,500	-	-
Total Expenditures	15,656	15,000	16,500	15,000	-
Total Tax Levy	15,656	15,000	16,500	15,000	-
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	-
Subscription & Publications	-	200	-	200	-
Training and Development	4,149	5,000	5,000	5,000	-
Miscellaneous	1,013	100	-	100	-
Total Expenditures	5,162	5,400	5,000	5,400	-
Total Tax Levy	5,162	5,400	5,000	5,400	-
Health Services					
Expenditures					
Doctor's Benefits	33,129	35,312	35,311	37,077	1,766
Total Expenditures	33,129	35,312	35,311	37,077	1,766
Total Tax Levy	33,129	35,312	35,311	37,077	1,766

	2015 Actual	2016 Budget	2016 Projected Year End	2017 Proposed Budget	Budget Variance
Livestock					
Revenues					
Livestock Awards	21,835	42,800	42,800	42,800	-
Total Revenue	21,835	42,800	42,800	42,800	-
Expenditures					
Supplies	-	-	-	-	-
Livestock Killed	20,965	40,000	40,000	40,000	-
Evaluator Fees	1,744	3,500	3,500	3,500	-
Total Expenditures	22,709	43,500	43,500	43,500	-
Total Tax Levy	874	700	700	700	-
Municipal Drain					
Revenues					
Municipal Drain Assessments	1,410	29,800	29,800	29,800	-
Total Revenue	1,410	29,800	29,800	29,800	-
Expenditures					
Salaries		5,500	-	5,500	-
Benefits		1,800	-	1,800	-
Consultants	1,882	7,500	7,500	7,500	-
Contracted Jobs	1,336	15,000	15,000	15,000	-
Total Expenditures	3,218	29,800	22,500	29,800	-
Total Tax Levy	1,808	-	- 7,300	-	-
Tile Drainage					
Revenues					
Tile Drainage	7,609	83,758	83,758	83,758	-
Total Revenue	7,609	83,758	83,758	83,758	-
Expenditures					
Principal	-	61,809	61,809	61,809	-
Interest Expenses	7,613	21,949	21,949	21,949	-
Total Expenditures	7,613	83,758	83,758	83,758	-
Total Tax Levy	4	-	-	-	-
TOTAL TAX LEVY	56,633	57,262	50,211	59,027	1,766



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

Sarah Huskinson, Director of Corporate Services/Treasurer
Township of Leeds and the Thousand Islands

sarah@townshipleeds.on.ca

(613) 659-2415 ext. 215