

2019 DRAFT BUDGET by DEPARTMENT

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	% OF BUDGET
Building Inspection	\$7,971	\$49,989	\$0	\$0	\$0	0.0%
By-Law Enforcement	\$132,562	\$152,203	\$127,030	\$184,221	\$247,966	2.3%
Child Care	\$4,161	\$63,511	\$115,650	\$58,500	\$0	0.0%
Conservation Authority	\$60,881	\$63,754	\$65,875	\$65,000	\$66,000	0.6%
Corporate Services	\$100,430	\$80,664	\$56,350	\$342,254	\$364,915	3.3%
Council	\$324,466	\$310,144	\$227,917	\$289,381	\$336,317	3.1%
Custom Work	\$46,503	\$19,787	\$33,248	\$12,676	\$15,177	0.1%
Economic Development	\$290,638	\$308,097	\$229,763	\$330,309	\$324,637	3.0%
EMC	\$5,000	\$5,547	\$2,676	\$5,000	\$5,000	0.0%
Facility Management	\$233,558	\$208,572	\$131,470	\$232,266	\$208,954	1.9%
Fire Services	\$937,078	\$951,266	\$851,834	\$982,880	\$1,055,844	9.7%
Hospital	\$46,039	\$0	\$0	\$0	\$0	0.0%
Library	\$224,309	\$228,340	\$197,057	\$235,978	\$268,779	2.5%
Museum	\$56,201	\$68,951	\$60,991	\$67,880	\$67,880	0.6%
Parks & Recreation	\$665,321	\$672,291	\$504,790	\$758,597	\$1,098,077	10.0%
Planning	\$89,182	\$200,718	\$98,970	\$91,227	\$116,918	1.1%
Police Services	\$2,381,599	\$2,288,156	\$1,980,296	\$2,398,574	\$2,365,966	21.6%
Public Works	\$948,043	\$1,021,180	\$848,067	\$1,017,688	\$1,135,423	10.4%
Roads	\$1,749,478	\$1,801,877	\$603,374	\$1,773,298	\$2,055,815	18.8%
Storm	\$19,265	\$13,256	\$11,612	\$23,650	\$14,679	0.1%
Transit	\$92	\$31	\$4,308	\$0	\$0	0.0%
Waste	\$639,099	\$620,473	\$560,915	\$688,700	\$690,201	6.3%
Water&Sewer	\$46,503	\$8,356	\$1,895,183	\$0	\$0	0.0%
Winter Control	\$478,181	\$501,682	\$381,212	\$483,604	\$521,550	4.8%
Tax Levy Requirement	\$9,176,566	\$9,499,292	\$5,123,109	\$10,016,331	\$10,929,744	

Increased Taxation from Growth \$ 450,735 4.50%

Additional Levy Requirement for 2019 \$ 462,679 4.62%

Total Levy Increase for 2019 \$ 913,414 9.12%

2019 DRAFT OPERATING BUDGET by CATEGORY

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
Taxation	\$32,865	\$85,396	\$74,778	\$81,612	\$42,500	\$124,112	152%
User Fees & Service Charges	\$7,898,237	\$9,865,910	\$8,162,869	\$8,746,606	\$9,838,298	\$1,091,692	12%
Licences & Permits	\$297,058	\$708,890	\$491,742	\$359,250	\$543,000	\$183,750	51%
Rents, Concessions & Franchises	\$987,720	\$948,873	\$702,251	\$953,889	\$943,017	\$10,872	1%
Other Fines	\$31,587	\$138,044	\$19,247	\$13,500	\$21,000	\$7,500	56%
Sales	\$524,919	\$564,921	\$456,023	\$556,200	\$565,520	\$9,320	2%
Donations	\$29,349	\$17,492	\$29,859	\$5,000	\$19,000	\$14,000	280%
Ontario Conditional Grant	\$155,380	\$303,260	\$156,898	\$16,313	\$27,158	\$10,845	66%
Ontario Unconditional Grant	\$791,000	\$704,800	\$599,100	\$599,000	\$509,100	\$89,900	15%
Other Municipalities	\$1,484,424	\$1,533,547	\$1,265,601	\$1,544,626	\$1,613,286	\$68,660	4%
Canada Grants	\$33,000	\$0	\$0	\$0	\$0	\$0	0%
Investment Income	\$119,609	\$142,759	\$215,890	\$90,000	\$180,000	\$90,000	100%
Penalties & Interest	\$79,224	\$71,819	\$67,901	\$59,000	\$74,500	\$15,500	26%
Penalties on Taxes	\$176,675	\$155,178	\$129,646	\$172,500	\$170,000	\$2,500	1%
Surplus/Deficit	\$12,290	\$5,016	\$15,281	\$7,000	\$0	\$7,000	100%
Revenue Total	\$12,653,337	\$15,245,905	\$12,387,087	\$13,041,272	\$14,546,378	\$1,505,107	12%
Expenses							
Salaries & Wages	\$5,695,876	\$6,181,070	\$5,316,813	\$6,824,346	\$7,238,158	\$413,813	6%
Employee Benefits	\$1,659,541	\$1,798,684	\$1,717,346	\$1,589,269	\$1,840,784	\$251,516	16%
Materials	\$2,317,393	\$2,338,605	\$1,860,096	\$2,458,034	\$2,395,004	\$63,030	3%
Contracted Services	\$6,125,271	\$6,271,626	\$5,241,515	\$6,306,658	\$6,592,637	\$285,978	5%
Rents & Financial Expenses	\$366,637	\$230,292	\$193,095	\$226,216	\$222,570	\$3,646	2%
Long-Term Debt	\$987,410	\$987,240	\$1,126,050	\$1,409,714	\$1,129,554	\$280,160	20%
External Transfers	\$657,312	\$633,985	\$571,173	\$730,659	\$811,614	\$80,955	11%
Expenses Total	\$17,809,438	\$18,441,504	\$16,026,088	\$19,544,896	\$20,230,321	\$685,426	4%
Reserve Moves							
Transfer from DCs	\$56,732	\$56,732	\$56,732	\$56,732	\$56,732	\$0	0%
Transfer from Reserve	\$182,267	\$153,607	\$115,000	\$153,421	\$61,996	\$91,425	60%
Transfer to Growth Reserve	\$610,442	\$1,399,128	\$572,292	\$773,121	\$1,489,612	\$716,491	93%
Transfer to Hydro Reserve	\$166,395	\$648,069	\$101,163	\$121,395	\$121,400	\$5	0%
Transfer to Reserve	\$1,334,378	\$3,055,000	\$982,386	\$865,942	\$629,561	\$236,380	27%
Reserve Moves Total	\$1,872,216	\$4,891,858	\$1,484,108	\$1,550,305	\$2,121,845	\$571,541	37%
Capital Contribution	\$2,148,249	\$1,411,835	\$0	\$1,962,402	\$3,123,956	\$1,161,554	59%
Tax Levy Requirement	\$9,176,566	\$9,499,292	\$5,123,109	\$10,016,331	\$10,929,744	\$913,414	9.12%

Increased Taxation from Growth \$ 450,735 4.50%

Additional Levy Requirement for 2019 \$ 462,679 4.62%

Total Levy Increase for 2019 \$913,414 9.12%

DRAFT DEPARTMENTAL 2019 BUDGET

Building Inspection

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
Licences & Permits	\$260,085	\$670,551	\$464,949	\$315,300	\$504,000	\$188,700	60%
User Fees & Service Charges	\$0	\$2,330	\$2,408	\$50,000	\$0	\$50,000	100%
Other Fines	\$14,150	\$122,112	\$0	\$0	\$0	\$0	0%
Revenue Total	\$274,235	\$794,993	\$467,357	\$365,300	\$504,000	\$138,700	38%
Expenses							
Salaries & Wages	\$121,589	\$161,469	\$134,777	\$174,801	\$240,620	\$65,819	38%
Employee Benefits	\$48,076	\$50,527	\$40,117	\$42,338	\$71,771	\$29,433	70%
Materials	\$27,941	\$40,077	\$35,864	\$51,470	\$51,120	\$350	1%
Contracted Services	\$43,157	\$13,586	\$42,488	\$62,100	\$133,100	\$71,000	114%
Expenses Total	\$240,764	\$265,660	\$253,245	\$330,709	\$496,611	\$165,902	50%
Reserve Moves							
Transfer to Reserve	\$25,500	\$479,344	\$214,112	\$34,591	\$7,389	\$27,202	79%
Reserve Moves Total	\$25,500	\$479,344	\$214,112	\$34,591	\$7,389	\$27,202	79%
Tax Levy Requirement	\$7,971	\$49,989	\$0	\$0	\$0	\$0	0%

Additional Inspector 2 days/wk
& Increase Admin to Full-Time

DRAFT DEPARTMENTAL 2019 BUDGET

By-Law Enforcement

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
Licences & Permits	\$11,281	\$13,323	\$10,031	\$13,450	\$12,000	\$1,450	11%
Other Fines	\$16,837	\$14,332	\$18,847	\$13,500	\$20,000	\$6,500	48%
Ontario Conditional Grant	\$0	\$0	\$0	\$0	\$10,758	\$10,758	0%
User Fees & Service Charges	\$675	\$776	\$300	\$0	\$0	\$0	0%
Revenue Total	\$28,793	\$28,431	\$29,179	\$26,950	\$42,758	\$15,808	59%
Expenses							
Salaries & Wages	\$109,350	\$115,491	\$96,523	\$121,733	\$150,627	\$28,894	24%
Employee Benefits	\$15,660	\$17,409	\$19,959	\$21,788	\$24,977	\$3,189	15%
Materials	\$11,523	\$11,761	\$12,733	\$18,990	\$24,920	\$5,930	31%
Contracted Services	\$24,821	\$35,972	\$26,994	\$48,660	\$40,200	\$8,460	17%
Expenses Total	\$161,354	\$180,633	\$156,209	\$211,171	\$240,724	\$29,552	14%
Capital Contribution					\$50,000	\$50,000	100%
Tax Levy Requirement	\$132,562	\$152,203	\$127,030	\$184,221	\$247,966	\$63,744	35%

Additional staff to re-write policies & Additional Crossing Guard

DRAFT DEPARTMENTAL 2019 BUDGET

Child Care

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$1,905,757	\$2,145,194	\$1,629,016	\$2,445,234	\$2,503,900	\$58,666	2%
Other Municipalities	\$1,181,060	\$1,189,219	\$1,014,862	\$1,149,992	\$1,231,100	\$81,108	7%
Ontario Conditional Grant	\$139,041	\$283,460	\$147,954	\$0	\$0	\$0	0%
Canada Grants	\$33,000	\$0	\$0	\$0	\$0	\$0	0%
Rents, Concessions & Franchises	\$600	\$2,400	\$600	\$0	\$1,000	\$1,000	0%
Donations	\$5,590	\$20	\$7,316	\$5,000	\$5,000	\$0	0%
Revenue Total	\$3,265,048	\$3,620,294	\$2,799,747	\$3,600,226	\$3,741,000	\$140,774	4%
Expenses							
Salaries & Wages	\$2,113,395	\$2,321,743	\$1,958,840	\$2,468,236	\$2,433,908	\$34,328	1%
Employee Benefits	\$520,254	\$594,023	\$553,556	\$610,278	\$679,859	\$69,581	11%
Materials	\$248,284	\$267,048	\$202,734	\$351,150	\$337,450	\$13,700	4%
Contracted Services	\$82,204	\$81,552	\$59,148	\$84,600	\$67,321	\$17,279	20%
Long-Term Debt	\$126,144	\$126,107	\$126,962	\$126,962	\$126,962	\$0	0%
Rents & Financial Expenses	\$173,593	\$55,000	\$54,158	\$65,500	\$65,500	\$0	0%
Expenses Total	\$3,263,874	\$3,445,474	\$2,955,398	\$3,706,726	\$3,711,000	\$4,274	0%
Reserve Moves							
Transfer from Reserve	\$78,000	\$78,000	\$65,000	\$78,000	\$0	\$78,000	100%
Transfer to Reserve	\$78,462	\$316,331	\$25,000	\$30,000	\$30,000	\$0	0%
Reserve Moves Total	\$462	\$238,331	\$40,000	\$48,000	\$30,000	\$78,000	163%
Capital Contribution	\$4,873	\$0	\$0	\$0	\$0	\$0	0%
Tax Levy Requirement	\$4,161	\$63,511	\$115,650	\$58,500	\$0	\$58,500	100%

4 Part-Time moved to Full-Time

DRAFT DEPARTMENTAL 2019 BUDGET

Conservation Authority

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$277,005	\$277,005	\$138,502	\$277,005	\$277,005	\$0	0%
Revenue Total	\$277,005	\$277,005	\$138,502	\$277,005	\$277,005	\$0	0%
Expenses							
External Transfers	\$60,881	\$63,754	\$65,875	\$65,000	\$66,000	\$1,000	2%
Long-Term Debt	\$277,005	\$277,005	\$138,502	\$277,005	\$277,005	\$0	0%
Expenses Total	\$337,886	\$340,759	\$204,377	\$342,005	\$343,005	\$1,000	0%
Tax Levy Requirement	\$60,881	\$63,754	\$65,875	\$65,000	\$66,000	\$1,000	1.54%

DRAFT DEPARTMENTAL 2019 BUDGET

Corporate Services

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%	
Revenue								
Investment Income	\$83,609	\$109,759	\$157,306	\$90,000	\$180,000	\$90,000	100%	Increased Bank Interest
Licences & Permits	\$25,692	\$25,017	\$16,762	\$30,500	\$27,000	\$3,500	11%	
Ontario Conditional Grant	\$4,763	\$7,405	\$0	\$7,400	\$7,400	\$0	0%	
Ontario Unconditional Grant	\$791,000	\$704,800	\$599,100	\$599,000	\$509,100	\$89,900	15%	
User Fees & Service Charges	\$30,806	\$26,400	\$150,308	\$31,250	\$40,000	\$8,750	28%	
Other Municipalities	\$42,360	\$78,648	\$60,233	\$85,000	\$85,000	\$0	0%	
Penalties on Taxes	\$176,675	\$155,178	\$129,646	\$172,500	\$170,000	\$2,500	1%	
Sales	\$20,966	\$18,825	\$29,188	\$23,000	\$30,000	\$7,000	30%	
Surplus/Deficit	\$12,290	\$5,016	\$15,281	\$7,000	\$0	\$7,000	100%	
Taxation	\$32,865	\$85,396	\$74,778	\$81,612	\$42,500	\$124,112	152%	Bring in-line with prior years
Revenue Total	\$1,221,028	\$1,216,444	\$1,232,602	\$964,038	\$1,091,000	\$126,962	13%	
Expenses								
Salaries & Wages	\$405,826	\$463,415	\$480,392	\$456,170	\$459,186	\$3,016	1%	
Employee Benefits	\$156,644	\$175,152	\$221,637	\$176,688	\$225,429	\$48,741	28%	Bring in-line with prior year actuals
External Transfers	\$273,028	\$239,253	\$225,873	\$305,000	\$350,000	\$45,000	15%	Beckwith Annexation Increase
Materials	\$172,125	\$177,636	\$167,710	\$174,400	\$210,250	\$35,850	21%	Offset in Contracted Services
Contracted Services	\$45,331	\$52,137	\$95,575	\$104,434	\$66,100	\$38,334	37%	Offset in Materials
Rents & Financial Expenses	\$28,701	\$22,419	\$7,432	\$8,600	\$4,550	\$4,050	47%	Reduced Bank Charges
Expenses Total	\$1,081,655	\$1,130,013	\$1,198,619	\$1,225,292	\$1,315,515	\$90,223	7%	
Reserve Moves								
Transfer from Reserve	\$13,000	\$0	\$0	\$34,500	\$0	\$34,500	100%	
Transfer to Reserve	\$19,900	\$129,900	\$90,333	\$70,500	\$10,400	\$60,100	85%	
Reserve Moves Total	\$6,900	\$129,900	\$90,333	\$36,000	\$10,400	\$25,600	71%	
Capital Contribution	\$32,042	\$37,195	\$0	\$45,000	\$130,000	\$85,000	189%	
Tax Levy Requirement	\$100,430	\$80,664	\$56,350	\$342,254	\$364,915	\$22,661	7%	

DRAFT DEPARTMENTAL 2019 BUDGET

Council

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%	
Revenue								
Donations	\$2,510	\$7,770	\$6,500	\$0	\$0	\$0	0%	
User Fees & Service Charges	\$0	\$79	\$675	\$0	\$0	\$0	0%	
Revenue Total	\$2,510	\$7,849	\$7,175	\$0	\$0	\$0	0%	
Expenses								
Salaries & Wages	\$193,378	\$187,819	\$135,649	\$170,675	\$208,084	\$37,409	22%	Adjustment for Changes to Income Tax, 2% Increase and
Employee Benefits	\$38,033	\$40,641	\$37,239	\$31,700	\$25,683	\$6,017	19%	Allocation for Mayor's Admin Support
Materials	\$22,307	\$27,355	\$24,338	\$35,006	\$35,550	\$545	2%	
Contracted Services	\$73,272	\$79,272	\$37,866	\$52,000	\$67,000	\$15,000	29%	Increased Legal Fees
Expenses Total	\$326,990	\$335,087	\$235,092	\$289,381	\$336,317	\$46,937	16%	
Reserve Moves								
Transfer from Reserve	\$457	\$20,000	\$0	\$0	\$0	\$0	0%	
Transfer to Reserve	\$0	\$2,906	\$0	\$0	\$0	\$0	0%	
Reserve Moves Total	\$457	\$17,094	\$0	\$0	\$0	\$0	0%	
Capital Contribution	\$443	\$0	\$0	\$0	\$0	\$0	0%	
Tax Levy Requirement	\$324,466	\$310,144	\$227,917	\$289,381	\$336,317	\$46,937	16%	

DRAFT DEPARTMENTAL 2019 BUDGET

Custom Work

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$199,644	\$124,162	\$116,627	\$112,718	\$112,718	\$0	0%
Revenue Total	\$199,644	\$124,162	\$116,627	\$112,718	\$112,718	\$0	0%
Expenses							
Salaries & Wages	\$2,669	\$7,575	\$7,067	\$0	\$0	\$0	0%
Employee Benefits	\$854	\$2,204	\$2,391	\$0	\$0	\$0	0%
Materials	\$1,187	\$1,866	\$1,592	\$0	\$0	\$0	0%
Contracted Services	\$0	\$10,177	\$12,994	\$2,500	\$0	\$2,500	100%
Long-Term Debt	\$99,883	\$99,876	\$48,771	\$97,542	\$97,541	\$1	0%
Expenses Total	\$104,593	\$121,698	\$72,814	\$100,042	\$97,541	\$2,501	2%
Reserve Moves	\$48,548	\$17,323	\$10,565	\$0	\$0	\$0	0%
Tax Levy Requirement	\$46,503	\$19,787	\$33,248	\$12,676	\$15,177	\$2,501	19.73%

DRAFT DEPARTMENTAL 2019 BUDGET

Economic Development

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
Ontario Conditional Grant	\$3,500	\$3,500	\$0	\$0	\$0	\$0	0%
User Fees & Service Charges	\$32,414	\$45,772	\$39,583	\$15,000	\$15,000	\$0	0%
Sales	\$6,926	\$7,375	\$7,275	\$7,000	\$7,000	\$0	0%
Donations	\$0	\$105	\$646	\$0	\$0	\$0	0%
Revenue Total	\$42,840	\$56,752	\$47,504	\$22,000	\$22,000	\$0	0%
Expenses							
Salaries & Wages	\$82,945	\$91,998	\$77,083	\$89,792	\$89,698	\$94	0%
Employee Benefits	\$15,430	\$24,214	\$19,151	\$21,960	\$22,190	\$230	1%
External Transfers	\$13,300	\$20,800	\$19,333	\$20,800	\$22,800	\$2,000	10%
Materials	\$23,236	\$19,050	\$18,598	\$20,725	\$15,950	\$4,775	23%
Contracted Services	\$147,429	\$161,793	\$131,018	\$162,532	\$169,499	\$6,967	4%
Rents & Financial Expenses	\$14,500	\$14,500	\$12,083	\$14,500	\$14,500	\$0	0%
Expenses Total	\$296,840	\$332,355	\$277,267	\$330,309	\$334,637	\$4,329	1%
Reserve Moves	\$29,104	\$20,147	\$0	\$0	\$0	\$0	0%
Capital Contribution	\$7,534	\$12,347	\$0	\$22,000	\$12,000	\$10,000	45%
Tax Levy Requirement	\$290,638	\$308,097	\$229,763	\$330,309	\$324,637	\$5,671	2%

DRAFT DEPARTMENTAL 2019 BUDGET

EMC

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Expenses							
Salaries & Wages	\$549	\$925	\$0	\$0	\$0	\$0	0%
Employee Benefits	\$176	\$296	\$0	\$0	\$0	\$0	0%
Materials	\$48	\$52	\$0	\$0	\$0	\$0	0%
Contracted Services	\$3,909	\$1,774	\$592	\$2,500	\$2,500	\$0	0%
Expenses Total	\$4,683	\$3,047	\$592	\$2,500	\$2,500	\$0	0%
Reserve Moves							
Transfer from Reserve	\$1,306	\$0	\$0	\$0	\$0	\$0	0%
Transfer to Reserve	\$1,623	\$2,500	\$2,083	\$2,500	\$2,500	\$0	0%
Reserve Moves Total	\$317	\$2,500	\$2,083	\$2,500	\$2,500	\$0	0%
Tax Levy Requirement	\$5,000	\$5,547	\$2,676	\$5,000	\$5,000	\$0	0.00%

* I will add the \$5,000 discussed under Salaries & Wages

DRAFT DEPARTMENTAL 2019 BUDGET

Facility Management

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%	
Revenue								
User Fees & Service Charges	\$5,130	\$4,754	\$2,135	\$2,700	\$4,700	\$2,000	74%	
Rents, Concessions & Franchises	\$51,496	\$55,858	\$33,884	\$50,500	\$26,300	\$24,200	48%	Reduced Train Station Rent
Donations	\$170	\$0	\$0	\$0	\$0	\$0	0%	
Revenue Total	\$56,796	\$60,613	\$36,019	\$53,200	\$31,000	\$22,200	42%	
Expenses								
Salaries & Wages	\$67,442	\$65,343	\$54,704	\$76,625	\$58,462	\$18,163	24%	Reallocated some Building
Employee Benefits	\$18,942	\$18,854	\$14,110	\$17,786	\$3,154	\$14,632	82%	Maintenance staffing
Materials	\$97,602	\$79,811	\$65,444	\$91,348	\$89,088	\$2,260	2%	
Contracted Services	\$25,678	\$23,590	\$11,516	\$17,907	\$21,450	\$3,543	20%	
Rents & Financial Expenses	\$19,890	\$20,786	\$21,047	\$21,000	\$2,000	\$19,000	90%	Reduced Taxes
Expenses Total	\$229,553	\$208,384	\$166,822	\$224,666	\$174,154	\$50,512	22%	
Reserve Moves	\$800	\$30,800	\$667	\$800	\$5,800	\$5,000	625%	
Capital Contribution	\$60,000	\$30,000	\$0	\$60,000	\$60,000	\$0	0%	
Tax Levy Requirement	\$233,558	\$208,572	\$131,470	\$232,266	\$208,954	\$23,312	10.04%	

DRAFT DEPARTMENTAL 2019 BUDGET

Fire Services

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$21,819	\$21,506	\$3,368	\$17,500	\$12,000	\$5,500	31%
Sales	\$3,805	\$0	\$1,000	\$0	\$1,000	\$1,000	0%
Revenue Total	\$25,624	\$21,506	\$4,368	\$17,500	\$13,000	\$4,500	26%
Expenses							
Salaries & Wages	\$490,271	\$509,072	\$449,856	\$534,883	\$539,432	\$4,549	1%
Employee Benefits	\$107,321	\$108,220	\$98,038	\$111,874	\$107,512	\$4,362	4%
Materials	\$150,224	\$143,851	\$130,367	\$159,405	\$172,600	\$13,195	8%
Contracted Services	\$29,243	\$26,464	\$26,608	\$25,050	\$35,700	\$10,650	43%
Long-Term Debt	\$148,000	\$148,000	\$127,500	\$153,000	\$153,000	\$0	0%
Rents & Financial Expenses	\$23,000	\$24,000	\$20,833	\$25,000	\$25,000	\$0	0%
Expenses Total	\$948,059	\$959,607	\$853,202	\$1,009,212	\$1,033,244	\$24,032	2%
Reserve Moves	\$3,600	\$3,600	\$3,000	\$18,832	\$5,600	\$24,432	130%
Capital Contribution	\$11,043	\$9,565	\$0	\$10,000	\$30,000	\$20,000	200%
Tax Levy Requirement	\$937,078	\$951,266	\$851,834	\$982,880	\$1,055,844	\$72,964	7%

DRAFT DEPARTMENTAL 2019 BUDGET

Library

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Expenses							
External Transfers	\$224,309	\$228,340	\$197,057	\$235,978	\$268,779	\$32,801	14%
Expenses Total	\$224,309	\$228,340	\$197,057	\$235,978	\$268,779	\$32,801	14%
Tax Levy Requirement	\$224,309	\$228,340	\$197,057	\$235,978	\$268,779	\$32,801	13.90%

DRAFT DEPARTMENTAL 2019 BUDGET

Museum

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Expenses							
Salaries & Wages	\$2,361	\$3,082	\$2,933	\$3,600	\$3,600	\$0	0%
Employee Benefits	\$701	\$890	\$866	\$780	\$780	\$0	0%
Materials	\$11,557	\$12,987	\$8,457	\$13,200	\$13,200	\$0	0%
Contracted Services	\$29,947	\$33,056	\$33,018	\$31,500	\$31,500	\$0	0%
Inter-Functional Adjustments	\$636	\$937	\$718	\$800	\$800	\$0	0%
Expenses Total	\$45,201	\$50,951	\$45,991	\$49,880	\$49,880	\$0	0%
Reserve Moves							
Transfer from Reserve	\$7,000	\$0	\$0	\$0	\$0	\$0	0%
Transfer to Reserve	\$18,000	\$18,000	\$15,000	\$18,000	\$18,000	\$0	0%
Reserve Moves Total	\$11,000	\$18,000	\$15,000	\$18,000	\$18,000	\$0	0%
Tax Levy Requirement	\$56,201	\$68,951	\$60,991	\$67,880	\$67,880	\$0	0%

DRAFT DEPARTMENTAL 2019 BUDGET

Parks & Recreation

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$524,125	\$526,985	\$461,151	\$525,713	\$554,175	\$28,462	5%
Other Municipalities	\$177,110	\$190,675	\$160,226	\$213,634	\$217,386	\$3,752	2%
Rents, Concessions & Franchises	\$912,624	\$866,615	\$646,934	\$878,389	\$890,717	\$12,328	1%
Sales	\$200,313	\$176,520	\$129,528	\$209,700	\$210,720	\$1,020	0%
Donations	\$21,079	\$9,597	\$15,398	\$0	\$14,000	\$14,000	0%
Revenue Total	\$1,835,250	\$1,770,392	\$1,413,237	\$1,827,436	\$1,886,997	\$59,562	3%
Expenses							
Salaries & Wages	\$962,097	\$997,902	\$839,562	\$1,074,537	\$1,214,561	\$140,024	13%
Employee Benefits	\$208,022	\$220,052	\$196,120	\$229,718	\$272,736	\$43,018	19%
External Transfers	\$85,793	\$81,838	\$63,035	\$103,881	\$104,035	\$154	0%
Contracted Services	\$119,298	\$129,698	\$71,691	\$86,940	\$105,065	\$18,125	21%
Materials	\$873,080	\$870,306	\$649,508	\$914,139	\$873,931	\$40,208	4%
Long-Term Debt	\$10,000	\$10,000	\$8,333	\$70,000	\$70,000	\$0	0%
Rents & Financial Expenses	\$11,911	\$12,890	\$10,995	\$5,580	\$9,020	\$14,600	262%
Expenses Total	\$2,270,200	\$2,322,685	\$1,839,244	\$2,473,636	\$2,649,349	\$175,713	7%
Reserve Moves							
Transfer from DCs	\$56,732	\$56,732	\$56,732	\$56,732	\$56,732	\$0	0%
Transfer from Reserve	\$19,162	\$9,607	\$0	\$18,489	\$0	\$18,489	100%
Transfer to Reserve	\$306,265	\$160,788	\$135,515	\$152,618	\$156,772	\$4,155	3%
Reserve Moves Total	\$230,372	\$94,449	\$78,783	\$77,397	\$100,040	\$22,644	29%
Capital Contribution	\$0	\$25,550	\$0	\$35,000	\$235,686	\$200,686	573%
Tax Levy Requirement	\$665,321	\$672,291	\$504,790	\$758,597	\$1,098,077	\$339,481	45%

New Facility Operator, Promoting two Operators to Team Leads & New Pay Grid Adjustments

DRAFT DEPARTMENTAL 2019 BUDGET

Planning

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%	
Revenue								
User Fees & Service Charges	\$108,026	\$268,643	\$118,450	\$117,900	\$134,000	\$16,100	14%	
Revenue Total	\$108,026	\$268,643	\$118,450	\$117,900	\$134,000	\$16,100	14%	
Expenses								
Salaries & Wages	\$64,445	\$186,966	\$96,602	\$119,557	\$96,854	\$22,703	19%	Four month maternity leave
Employee Benefits	\$29,368	\$36,847	\$34,439	\$19,870	\$21,564	\$1,694	9%	
Materials	\$9,353	\$7,960	\$2,998	\$11,800	\$11,800	\$0	0%	
Contracted Services	\$94,041	\$58,701	\$83,381	\$57,900	\$120,700	\$62,800	108%	Planner 2 days/week for 4 months &
Expenses Total	\$197,208	\$290,474	\$217,420	\$209,127	\$250,918	\$41,791	20%	increased legal fees
Reserve Moves	\$0	\$8,092	\$0	\$0	\$0	\$0	0%	
Capital Contribution	\$0	\$170,795	\$0	\$0	\$0	\$0	0%	
Tax Levy Requirement	\$89,182	\$200,718	\$98,970	\$91,227	\$116,918	\$25,691	28%	

DRAFT DEPARTMENTAL 2019 BUDGET

Police Services

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
Ontario Conditional Grant	\$8,076	\$8,895	\$8,944	\$8,913	\$9,000	\$87	1%
User Fees & Service Charges	\$8,489	\$7,258	\$7,604	\$10,236	\$10,000	\$236	2%
Other Fines	\$600	\$1,600	\$400	\$0	\$1,000	\$1,000	0%
Revenue Total	\$17,165	\$17,753	\$16,948	\$19,149	\$20,000	\$851	4%
Expenses							
Salaries & Wages	\$41,452	\$40,350	\$32,795	\$46,217	\$39,186	\$7,031	15%
Employee Benefits	\$8,567	\$9,639	\$8,474	\$12,300	\$10,545	\$1,755	14%
Materials	\$38,891	\$30,083	\$24,459	\$47,551	\$33,950	\$13,601	29%
Contracted Services	\$2,304,349	\$2,220,117	\$1,926,841	\$2,304,990	\$2,294,285	\$10,705	0%
Inter-Functional Adjustments	\$434	\$649	\$449	\$1,595	\$0	\$1,595	100%
Expenses Total	\$2,393,693	\$2,300,838	\$1,993,018	\$2,412,652	\$2,377,966	\$34,686	1%
Reserve Moves							
Transfer to Reserve	\$5,071	\$5,071	\$4,226	\$5,071	\$8,000	\$2,929	58%
Reserve Moves Total	\$5,071	\$5,071	\$4,226	\$5,071	\$8,000	\$2,929	58%
Tax Levy Requirement	\$2,381,599	\$2,288,156	\$1,980,296	\$2,398,574	\$2,365,966	\$32,608	1%

DRAFT DEPARTMENTAL 2019 BUDGET

Public Works

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$12,830	\$667,292	\$212,753	\$63,000	\$43,000	\$20,000	32%
Revenue Total	\$12,830	\$667,292	\$212,753	\$63,000	\$43,000	\$20,000	32%
Expenses							
Salaries & Wages	\$513,206	\$551,591	\$550,406	\$589,024	\$596,074	\$7,050	1%
Employee Benefits	\$118,872	\$137,188	\$156,431	\$104,761	\$171,449	\$66,688	64%
Materials	\$66,185	\$20,955	\$5,875	\$4,242	\$15,200	\$10,958	258%
Contracted Services	\$16,718	\$18,895	\$19,640	\$4,400	\$10,600	\$6,200	141%
Long-Term Debt	\$0	\$0	\$50,000	\$0	\$0	\$0	0%
Expenses Total	\$582,612	\$728,629	\$770,602	\$702,426	\$793,323	\$90,897	13%
Reserve Moves							
Transfer from Reserve	\$0	\$0	\$50,000	\$0	\$0	\$0	0%
Transfer to Reserve	\$378,262	\$959,843	\$340,218	\$378,262	\$385,100	\$6,838	2%
Reserve Moves Total	\$378,262	\$959,843	\$290,218	\$378,262	\$385,100	\$6,838	2%
Tax Levy Requirement	\$948,043	\$1,021,180	\$848,067	\$1,017,688	\$1,135,423	\$117,735	12%

Bringing budget in line with actuals

DRAFT DEPARTMENTAL 2019 BUDGET

Roads

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$0	\$0	\$6,674	\$0	\$0	\$0	0%
Sales	\$1,220	\$1,900	\$1,740	\$1,500	\$1,800	\$300	20%
Revenue Total	\$1,220	\$1,900	\$8,414	\$1,500	\$1,800	\$300	20%
Expenses							
Salaries & Wages	\$144,466	\$147,141	\$124,805	\$218,458	\$240,846	\$22,388	10%
Employee Benefits	\$39,924	\$37,718	\$32,970	\$52,562	\$29,930	\$22,632	43%
Materials	\$274,519	\$276,110	\$196,489	\$242,705	\$278,195	\$35,490	15%
Contracted Services	\$265,473	\$238,490	\$257,524	\$245,671	\$251,921	\$6,249	3%
Expenses Total	\$724,381	\$699,459	\$611,788	\$759,396	\$800,891	\$41,495	5%
Reserve Moves							
Transfer to Reserve	\$220,000	\$450,000	\$0	\$0	\$0	\$0	0%
Reserve Moves Total	\$220,000	\$450,000	\$0	\$0	\$0	\$0	0%
Capital Contribution	\$806,317	\$654,318	\$0	\$1,015,402	\$1,256,724	\$241,322	24%
Tax Levy Requirement	\$1,749,478	\$1,801,877	\$603,374	\$1,773,298	\$2,055,815	\$282,517	16%

Streetlight Hydro Costs

DRAFT DEPARTMENTAL 2019 BUDGET

Storm

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Expenses							
Salaries & Wages	\$7,249	\$5,455	\$2,848	\$16,500	\$6,705	\$9,795	59%
Employee Benefits	\$2,320	\$1,735	\$876	\$4,950	\$1,974	\$2,976	60%
Materials	\$1,731	\$1,461	\$1,551	\$2,200	\$0	\$2,200	100%
Contracted Services	\$7,965	\$4,604	\$6,337	\$0	\$6,000	\$6,000	100%
Expenses Total	\$19,265	\$13,256	\$11,612	\$23,650	\$14,679	\$8,971	38%
Tax Levy Requirement	\$19,265	\$13,256	\$11,612	\$23,650	\$14,679	\$8,971	38%

Bringing budget in-line with actuals

DRAFT DEPARTMENTAL 2019 BUDGET

Transit

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$3,222	\$3,702	\$2,712	\$3,000	\$3,000	\$0	0%
Sales	\$263,167	\$324,652	\$257,920	\$300,000	\$300,000	\$0	0%
Revenue Total	\$266,389	\$328,354	\$260,632	\$303,000	\$303,000	\$0	0%
Expenses							
Materials	\$3,204	\$3,732	\$3,108	\$3,000	\$3,000	\$0	0%
Contracted Services	\$263,092	\$324,653	\$253,217	\$300,000	\$300,000	\$0	0%
Expenses Total	\$266,296	\$328,385	\$256,325	\$303,000	\$303,000	\$0	0%
Tax Levy Requirement	\$92	\$31	\$4,308	\$0	\$0	\$0	0%

DRAFT DEPARTMENTAL 2019 BUDGET

Waste

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$134,876	\$157,721	\$58,707	\$122,000	\$122,000	\$0	0%
Other Municipalities	\$41,128	\$50,816	\$3,960	\$72,000	\$55,000	\$17,000	24%
Sales	\$28,523	\$35,649	\$29,371	\$15,000	\$15,000	\$0	0%
Revenue Total	\$204,527	\$244,186	\$92,038	\$209,000	\$192,000	\$17,000	8%
Expenses							
Salaries & Wages	\$51,420	\$54,123	\$57,893	\$64,000	\$48,056	\$15,944	25%
Employee Benefits	\$9,082	\$10,057	\$10,975	\$15,600	\$14,145	\$1,455	9%
Materials	\$26,536	\$29,175	\$32,575	\$21,100	\$21,000	\$100	0%
Contracted Services	\$756,587	\$771,304	\$551,510	\$797,000	\$799,000	\$2,000	0%
Expenses Total	\$843,626	\$864,659	\$652,953	\$897,700	\$882,201	\$15,499	2%
Tax Levy Requirement	\$639,099	\$620,473	\$560,915	\$688,700	\$690,201	\$1,501	0%

DRAFT DEPARTMENTAL 2019 BUDGET

Water & Sewer

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
User Fees & Service Charges	\$4,633,420	\$5,586,328	\$5,211,895	\$4,953,350	\$6,006,800	\$1,053,450	21%
Penalties & Interest	\$79,224	\$71,819	\$67,901	\$59,000	\$74,500	\$15,500	26%
Rents, Concessions & Franchises	\$23,000	\$24,000	\$20,833	\$25,000	\$25,000	\$0	0%
Investment Income	\$36,000	\$33,000	\$58,584	\$0	\$0	\$0	0%
Revenue Total	\$4,771,644	\$5,715,147	\$5,359,213	\$5,037,350	\$6,106,300	\$1,068,950	21%
Expenses							
Salaries & Wages	\$183,607	\$151,891	\$138,870	\$418,041	\$683,738	\$265,697	64%
Employee Benefits	\$280,435	\$275,684	\$240,924	\$67,898	\$119,258	\$51,360	76%
Materials	\$119,342	\$80,167	\$82,716	\$106,914	\$13,000	\$93,914	88%
Contracted Services	\$1,664,877	\$1,856,119	\$1,499,573	\$1,827,880	\$1,910,696	\$82,816	5%
Long-Term Debt	\$326,377	\$326,252	\$625,982	\$685,205	\$405,046	\$280,159	41%
Rents & Financial Expenses	\$89,774	\$75,128	\$60,844	\$91,896	\$76,000	\$15,896	17%
Expenses Total	\$2,664,412	\$2,765,241	\$2,648,908	\$3,197,834	\$3,207,738	\$9,904	0%
Reserve Moves							
Transfer from Reserve	\$0	\$46,000	\$0	\$0	\$61,996	\$61,996	0%
Transfer to Growth Reserve	\$610,442	\$1,399,128	\$572,292	\$773,121	\$1,489,612	\$716,491	93%
Transfer to Hydro Reserve	\$166,395	\$648,069	\$101,163	\$121,395	\$121,400	\$5	0%
Transfer to Reserve	\$150,900	\$485,000	\$141,667	\$170,000	\$0	\$170,000	100%
Reserve Moves Total	\$927,737	\$2,486,197	\$815,121	\$1,064,516	\$1,549,016	\$484,500	46%
Capital Contribution	\$1,225,998	\$472,065	\$0	\$775,000	\$1,349,546	\$574,546	74%
Tax Levy Requirement	\$46,503	\$8,356	\$1,895,183	\$0	\$0	\$0	0%

Engineering allocation & new Water Operator

DRAFT DEPARTMENTAL 2019 BUDGET

Winter Control

	2016 ACTUAL	2017 ACTUAL	2018 YTD	2018 BUDGET	2019 DRAFT BUDGET	CHANGE	%
Revenue							
Other Municipalities	\$42,765	\$24,188	\$26,321	\$24,000	\$24,800	\$800	3%
Revenue Total	\$42,765	\$24,188	\$26,321	\$24,000	\$24,800	\$800	3%
Expenses							
Salaries & Wages	\$138,158	\$117,719	\$75,209	\$181,496	\$128,522	\$52,974	29%
Employee Benefits	\$40,862	\$37,334	\$29,071	\$46,418	\$37,828	\$8,590	19%
Materials	\$268,779	\$235,576	\$203,563	\$186,296	\$194,000	\$7,704	4%
Contracted Services	\$127,880	\$129,672	\$93,988	\$88,094	\$160,000	\$71,906	82%
Rents & Financial Expenses	\$5,268	\$5,569	\$5,703	\$5,300	\$26,000	\$20,700	391%
Expenses Total	\$580,946	\$525,871	\$407,533	\$507,604	\$546,350	\$38,746	8%
Reserve Moves							
Transfer from Reserve	\$60,000	\$0	\$0	\$0	\$0	\$0	0%
Reserve Moves Total	\$60,000	\$0	\$0	\$0	\$0	\$0	0%
Tax Levy Requirement	\$478,181	\$501,682	\$381,212	\$483,604	\$521,550	\$37,946	8%

Contracted Services for Parking Lots
Additional Sidewalk Plow Rental