

Introduction

The Municipality of Mississippi Mills is a growing community with a mix of both urban and rural areas. The population according to the 2016 census is 13,163.

The Municipality provides multiple services that are detailed in the 2021 budget document. These services are managed by many departments that employ over 100 staff as full time, part time, seasonal , casual and students to provide the quality programs and services that the community enjoys, enabling Mississippi Mills to maintain its unique charm and excellent quality of life.

Council's responsibility is to provide wise stewardship of all municipally owned assets; human, financial and physical. Financial decisions will be required to meet the needs of the community while still providing quality services. It is Council's responsibility to make the best use of public funds to ensure that the residents are getting the most out of the taxes and user fees they pay.

Council also needs to ensure that their decisions are in keeping with legislation, Municipal by-laws, policies and Federal and Provincial regulations. The key legislation that may impact items included in the budget are as follows:

- ▶ *Municipal Act*
- ▶ *Occupational Health & Safety Act*
- ▶ *Ontario Building Code*
- ▶ *Fire Protection and Prevention Act*
- ▶ *Ontario Planning Act*
- ▶ *Development Charges Act*
- ▶ *Education Act*
- ▶ *Drainage Act*
- ▶ *Tile Drainage Act*
- ▶ *Environmental Assessment Act*
- ▶ *Highway Traffic Act*
- ▶ *Public Libraries Act*
- ▶ *Employment Standards Act*
- ▶ *Safe Drinking Water Act*
- ▶ *Clean Water Act*
- ▶ *Ontario Water Resources Act*
- ▶ *Wastewater Systems Effluent Regulation (Federal)*

2021 Budget Summary

Mississippi Mills 2021 Budget

Description	Dollars
Municipal Operations & Capital (Total Expenditures)	\$34,448,307
Funding for Municipal Operations & Capital	
■ Municipal Tax Revenue	\$11,879,754
■ Long Term Financing	\$3,718,640
■ Reserves/Development Charges	\$5,722,161
■ User Fees & Other Revenues	\$9,295,264
■ Federal, Provincial, County Grants	\$3,832,488
Total Revenue	\$34,448,307
Current Shortfall	\$0

Mississippi Mills 2021 Budget

Description	Dollars
Municipal Operations & Capital (Total Expenditures)	
Remuneration, Salaries and Benefits	\$7,942,626
Travel and Training	\$214,911
Materials and Contracts	\$7,180,138
General Operating Expenses	\$1,045,765
Community Grants	\$329,225
Fuel & Oil	\$191,373
Maintenance & Repairs (facilities, fleet)	\$498,949
Utilities (heat, hydro, water)	\$424,308
Grant in lieu of taxes	\$80,200
Insurance	\$153,798
Cost Sharing	\$154,330
Transfer to Reserves	\$1,378,585
Debt repayments	\$2,134,177
Capital	\$12,719,922
Total Expenditures	\$34,448,307

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

MUNICIPALITY OF MISSISSIPPI MILLS					
2021 Operating & Net Capital Budget Summary					
		2021	2020	\$	%
Line #	DESCRIPTION	Budget	Budget	Change	Change
TAX FUNDED SUMMARY:					
1	GENERAL REVENUE	- 25,716,737.00	- 24,853,206.00	- 863,531.00	3.47%
2	COUNCIL	221,921.00	216,786.00	5,135.00	2.37%
3	ADMINISTRATION	1,798,695.00	1,424,514.00	374,181.00	26.27%
4	ADMINISTRATION BUILDINGS	470,828.00	461,921.00	8,907.00	1.93%
5	FIRE DEPARTMENT	1,371,893.00	958,804.00	413,089.00	43.08%
6	POLICE	1,954,049.00	1,941,613.00	12,436.00	0.64%
7	BUILDING DEPARTMENT (SEE NOTE BELOW)	-	-	-	0.00%
8	PROTECTION	328,561.00	335,681.00	- 7,120.00	-2.17%
9	TRANSPORTATION	4,823,306.00	4,774,223.00	49,083.00	1.03%
10	WASTE MANAGEMENT (SEE NOTE BELOW)	-	-	-	0.00%
11	SEPTAGE (SEE NOTE BELOW)	-	-	-	0.00%
12	DAYCARE SUMMARY	15,894.00	67,096.00	- 51,202.00	-76.31%
13	RECREATION SUMMARY	1,416,852.00	1,453,870.00	- 37,018.00	-2.55%
14	LIBRARY SUMMARY	621,136.00	603,870.00	17,266.00	2.86%
15	COST SHARING	154,330.00	149,832.00	4,498.00	3.00%
16	HERITAGE COMMITTEE	40,330.00	40,745.00	- 415.00	-1.02%
17	OTHER CULTURAL	33,150.00	32,500.00	650.00	2.00%
18	PLANNING	295,200.00	389,010.00	- 93,810.00	-24.12%
19	CEDC	322,619.00	305,608.00	17,011.00	5.57%
20	AGRICULTURE	6,628.00	7,688.00	- 1,060.00	-13.79%
21	COUNTY & SCHOOLS	11,841,345.00	11,689,445.00	151,900.00	1.30%
22	WATER & SEWER (SEE NOTE BELOW)	-	-	-	
23	SHORTFALL	-	-	-	0%
DESCRIPTION					
USER FEE FUNDED SUMMARIES:					
24	BUILDING DEPT. REVENUE	- 594,794.00	- 469,900.00	- 124,894.00	27%
25	BUILDING DEPT EXPENDITURES	594,794.00	469,900.00	124,894.00	27%
	NET	-	-	-	0%
26	WASTE MANAGEMENT REVENUE	- 2,028,205.00	- 1,683,160.00	- 345,045.00	20%
27	WASTE MANAGEMENT EXPENDITURES	2,028,205.00	1,683,160.00	345,045.00	20%
	NET	-	-	-	0%
28	SEPTAGE REVENUE	- 50,000.00	- 27,000.00	- 23,000.00	85%
29	SEPTAGE EXPENDITURES	50,000.00	27,000.00	23,000.00	85%
	NET	-	-	-	0%
30	WATER AND SEWER REVENUE	- 3,867,687.00	- 3,757,388.00	- 110,299.00	3%
31	WATER AND SEWER EXPENDITURES	3,867,687.00	3,757,388.00	110,299.00	3%
	NET	-	-	-	0%

Executive Summary

Municipalities are prevented from having budgets that do not balance per Section 290 (2) (b) of the *Municipal Act*. Unlike Federal and Provincial budgets that can be approved with a deficit, a Municipality's annual revenues and expenses must be equal. Expenses and revenues must also be kept separate and not netted against each other. This is an important concept in understanding and following the budget document.



WHY BUDGET?

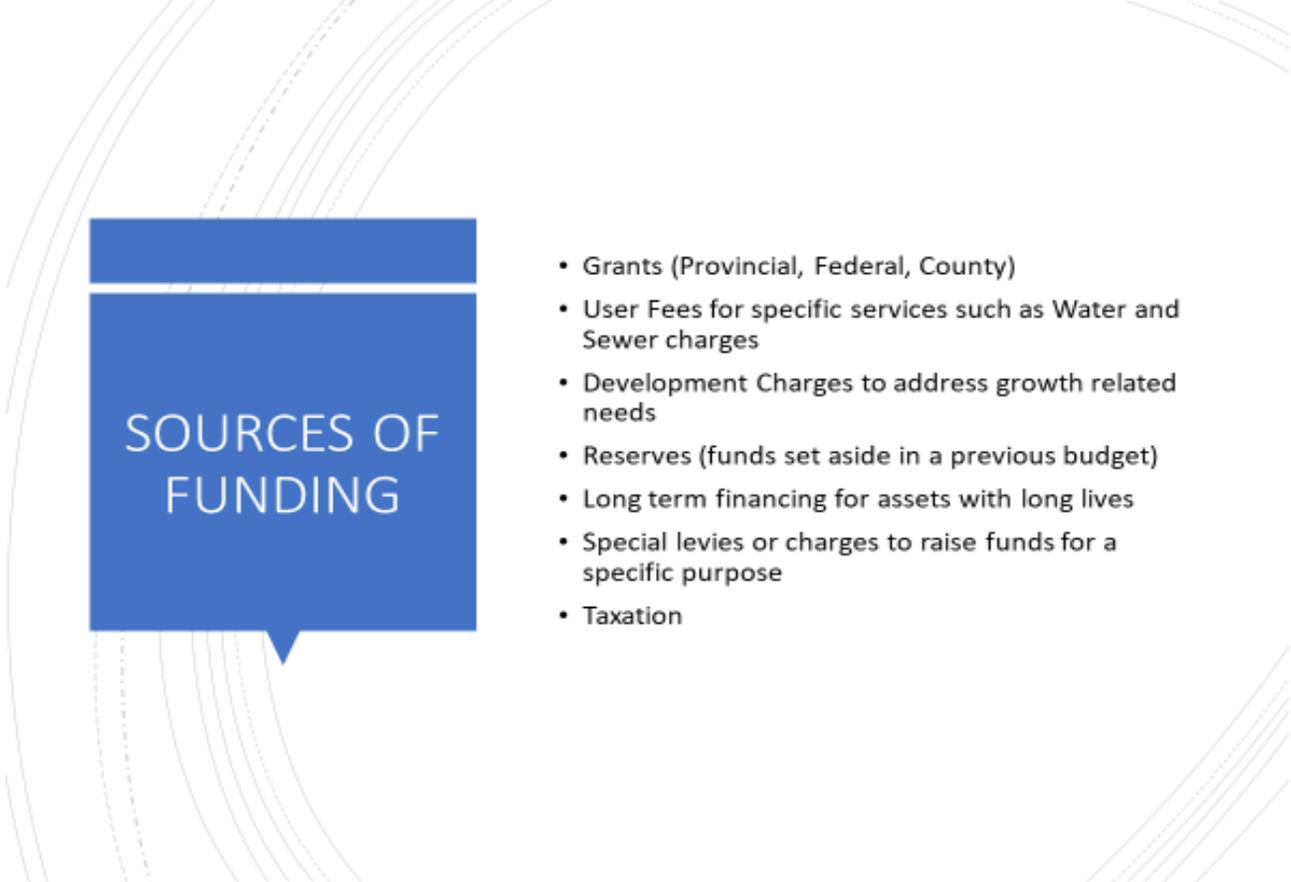
- A legislated requirement under the Municipal Act (estimated revenues equal estimated expenses)
- Fiscal Accountability (manage and optimize human, financial and physical resources)
- To implement the strategic direction of Council
- To implement the recommendations of other studies and plans (Master Plans, Asset Management plans, etc.)
- To provide an annual work plan (operating and capital) to deliver services to residents
- For internal control purposes (measures actual results against planned results)

Cost Drivers



There are many factors that influence the budget such as growth requirements, the property tax assessment base, long term contracts, economic trends, the strategic plan, new programming to deliver services, debt levels, staffing needs, planning for future capital through reserve allocations, pressure from external sources and legislative changes, along with the day to day operating needs of the Municipality. Some of the cost drivers are outside of the control of the Municipality.

Council also considers different sources of funding to balance the budget annually:



SOURCES OF FUNDING

- Grants (Provincial, Federal, County)
- User Fees for specific services such as Water and Sewer charges
- Development Charges to address growth related needs
- Reserves (funds set aside in a previous budget)
- Long term financing for assets with long lives
- Special levies or charges to raise funds for a specific purpose
- Taxation

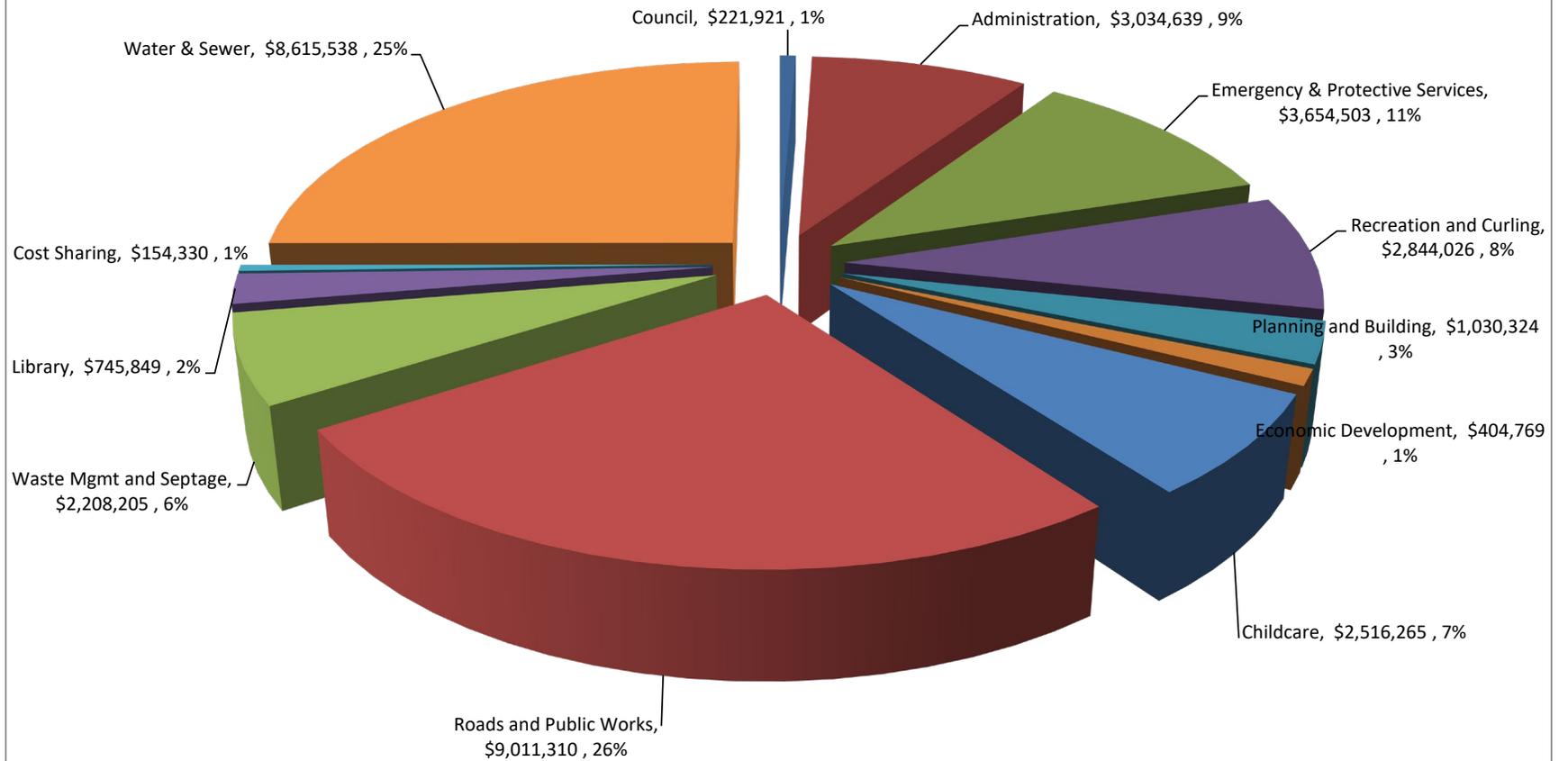
The 2021 budget is broken into two parts; operating and capital.

The operating budget includes the day to day expenses of the Municipality to provide programs and services to residents and includes such items as salaries and benefits, supplies, materials, contracts, etc.

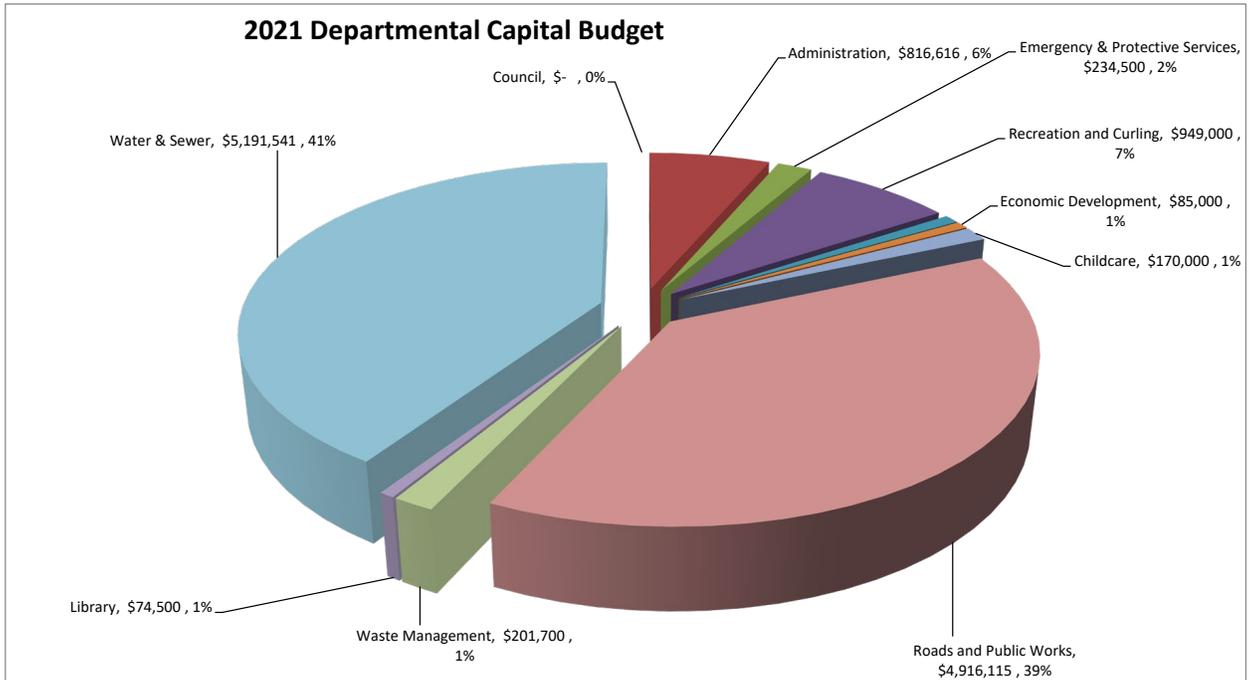
The capital budget includes asset replacement and rehabilitation needs for roads, bridges, facilities, water, sewer, etc. along with the required studies to support the capital program.

The total operating and capital needs of the Municipality allocated by department are depicted as follows:

2021 Operating and Capital Budgets



The capital budget is depicted by department in the following chart:



Please refer to the detailed capital budget. The amounts shown in the immediate right hand column represent the amounts that is paid from taxation, user fees and general operating revenues after all other capital revenue sources (grants, development charges, reserves, etc.) have been considered. The numbers in the right hand column are then included in the operating budgets for each department under the line entitled “Capital Expenditure”.

**CAPITAL
ALL DEPARTMENTS
2021 BUDGET**

DESCRIPTION OF PROJECT	BUDGET ITEM	TOTAL COST	CANADA GRANTS	OTHER SOURCES OF FINANCING					21 BUDGET
				PROV./COUNTY GRANTS	RESERVES	DEVELOPMENT CHARGES	BANK FINANCING	OTHER REVENUE	
	CAPITAL COUNCIL								
	TOTAL COUNCIL	-	-	-	-	-	-	-	-
	ADMINISTRATION								
MODERNIZATION PROJECTS FROM PROV FUNDS	MODERNIZATION PROJECTS	499,116.00		499,116.00					0.00
DIGITIZATION OF RECORDS	ELECTRONIC RECORDS MANAGEMENT	50,000.00			37,500.00				12,500.00
	TOTAL ADMINISTRATION	549,116.00	0.00	499,116.00	37,500.00	0.00	0.00	0.00	12,500.00
	MUNICIPAL OFFICE								
CFWD FROM 2020	PAINTING/PATCHING INTERIOR WALLS	8,000.00			8,000.00				0.00
CFWD FROM 2020	A/C UNIT (FINANCE AREA FOR FOYER AND RAMSAY ROOM)	15,000.00			15,000.00				0.00
CFWD FROM 2020	BUILDING CONDITION ASSESSMENT TO SUPPORT ASSET MANAGEMENT	5,000.00			5,000.00				0.00
	TOTAL MUNICIPAL OFFICE	28,000.00	-	-	28,000.00	-	-	-	-
	OLD REGISTRY OFFICE								
CFWD FROM 2020	STONE WALL REPAIR	5,000.00			5,000.00				0.00
	TOTAL OLD REGISTRY OFFICE	5,000.00	-	-	5,000.00	-	-	-	-
	ALMONTE TOWN HALL								
CFWD FROM 2020	AUDITORIUM SOUND AND LIGHT REPLACEMENT	5,000.00			4,000.00			1,000.00	0.00
CFWD FROM 2020	ENTRANCE LIGHTING- REVIEW AND DESIGN	12,000.00			12,000.00				0.00
CFWD FROM 2020	FLOOD REPAIR 3RD FLOOR KITCHEN	5,000.00			5,000.00				0.00
CFWD FROM 2020	A/C UNIT DRAIN ABOVE 3RD FLOOR	1,500.00			1,500.00				0.00
CFWD FROM 2020	PICNIC TABLE BASE AND TABLES BACK OF TOWN HALL	7,000.00			7,000.00				0.00
CFWD FROM 2020	OUTSIDE WINDOW AND DOOR PAINTING	110,000.00			110,000.00				0.00
HEALTH & SAFETY	MECHANICAL/ELECTRICAL WORK	10,000.00							10,000.00
HEALTH & SAFETY	FIRE PANEL	20,000.00							20,000.00
MAINTENANCE	EXTERIOR CONCRETE (FRONT ENTRANCE \$40K, REPOINTING \$15K)	55,000.00			55,000.00				0.00
HEALTH & SAFETY	AUDITORIUM CURTAINS-FIRE RETARDANT TREATMENT	9,000.00							9,000.00
	TOTAL ALMONTE TOWN HALL	234,500.00	0.00	0.00	194,500.00	0.00	0.00	1,000.00	0.00
	PROTECTION-OTHER								
	FIRE DEPARTMENT								
PURCHASE OF CAMERAS	THERMAL IMAGING CAMERAS	15,000.00							15,000.00
RESCUE EQUIPMENT	WATER RESCUE SUITS	3,000.00							3,000.00
TRAINING EQUIPMENT	COMMAND CENTRE TRAILER	2,000.00							2,000.00
RESCUE EQUIPMENT	MEDICAL EQUIPMENT	25,000.00							25,000.00
RESCUE EQUIPMENT	FALL ARREST EQUIPMENT	3,500.00							3,500.00
REPLACEMENTS	7 GARAGE DOORS-STATION 1	21,500.00							21,500.00
MAINTENANCE	STATION REPAIRS (OFFICE, WALL REMOVAL, INSPECTION, REPAIRS)	56,150.00							56,150.00
EQUIPMENT NEEDS	AIR COMPRESSOR-APPARATUS AIR BRAKES	3,500.00							3,500.00
REPLACEMENTS	HOSE AND APPLIANCE	25,000.00							25,000.00
ANNUAL NEEDS	BUNKER GEAR, HELMETS, BOOTS	36,000.00							36,000.00
HEALTH & SAFETY	RECRUIT SAFETY EQUIPMENT	24,800.00							24,800.00
	TOTAL FIRE	215,450.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	BUILDING DEPARTMENT								
REPLACEMENT	BUILDING DEPARTMENT VEHICLE	35,000.00			35,000.00				0.00
	TOTAL BUILDING DEPARTMENT	35,000.00	0.00	0.00	35,000.00	0.00	0.00	0.00	0.00

DESCRIPTION OF PROJECT	BUDGET ITEM	TOTAL	OTHER SOURCES OF FINANCING						21 BUDGET	
			CANADA	PROV./COUNTY	RESERVES	DEVELOPMENT	BANK	OTHER		
		COST	GRANTS	GRANTS		CHARGES	FINANCING	REVENUE	FUNDRAISING	
	ROADS & PUBLIC WORKS									
	ROADS/BRIDGES:									
GRAVEL RESURFACING OF PAKENHAM ROADS	GRAVEL-PAKENHAM (ANNUAL REQUIREMENT)	91,000.00								91,000.00
GRAVEL RESURFACING OF RAMSAY ROADS	GRAVEL-RAMSAY (ANNUAL REQUIREMENT)	228,000.00								228,000.00
ANNUAL PROGRAM TO PROTECT GOOD ROADS	PAVEMENT MANAGEMENT AND PRESERVATION-CRACK SEALING	43,500.00								43,500.00
ANNUAL PROGRAM	SIDEWALK REPAIRS-KING ST.	75,000.00								75,000.00
FOR LONG TERM PLANNING/ASSET MANAGEMENT	ROAD NETWORK UPDATE/DESIGN/GEOTECH	30,000.00								30,000.00
	HARDTOPPING PROJECTS (see attached listing)									
RE-SURFACING OF PAVED ROADS	PAVEMENT RENEWAL PROJECTS	49,130.00								49,130.00
RE-SURFACING OF ST ROADS	SURFACE TREATMENT PROJECTS	563,310.00	417,467.00							145,843.00
HARDTOP SURFACE REPAIRS	ROAD WORK REHABILITATION (MICROSURFACE, ETC.)	402,500.00		254,705.00	120,000.00					27,795.00
	BRIDGES									
REHAB OF BRIDGE	LEVI BRIDGE	1,213,300.00	606,650.00	400,389.00	206,261.00					0.00
REHAB OF CULVERT	CAMELON ROAD CULVERT	140,000.00			140,000.00					0.00
LEGISLATED	OSIM	20,000.00			20,000.00					0.00
CFWD FROM 2020	MARTIN ST. SOUTH DRAIN REPAIRS	24,000.00			24,000.00					0.00
	EQUIPMENT									
CFWD FROM 2020	PLOW TRUCK	320,000.00			320,000.00					0.00
NEW FLEET PER DC STUDY	1/2 TON TRUCK	35,000.00				28,157.00				6,843.00
CFWD FROM 2020	CONVERT OLD FIRE TRUCK TO PLOW TRUCK	205,000.00			205,000.00					0.00
	FACILITIES									
CFWD FROM 2020	PAKENHAM SAND SHED	2,000.00			2,000.00					0.00
CFWD FROM 2020	PAKENHAM GARAGE RENOVATIONS	35,000.00			35,000.00					0.00
MAINTENANCE	RAMSAY GARAGE RENOVATIONS	15,500.00								15,500.00
	OTHER									
ANNUAL PROGRAM OF REPLACEMENTS	URBAN TREE REPLACEMENTS	3,000.00			3,000.00					0.00
SERVICING/ROAD WORK	BUSINESS PARK PHASE 3 (TRANSPORTATION SHARE)	1,370,875.00			409,820.00		961,055.00			0.00
	TRANSPORTATION MASTER PLAN	50,000.00				34,500.00				15,500.00
	ACTIVE TRANSPORTATION									
	TOTAL PUBLIC WORKS	4,916,115.00	1,024,117.00	655,094.00	1,485,081.00	62,657.00	961,055.00	0.00	0.00	728,111.00
	WASTE MANAGEMENT									
ANNUAL MONITORING PER LEGISLATION	ENVIRONMENTAL SAMPLING HOWIE RD. LANDFILL (ANNUAL)	39,000.00								39,000.00
ANNUAL MONITORING PER LEGISLATION	ENVIRONMENTAL SAMPLING PAKENHAM LANDFILL (ANNUAL)	9,700.00								9,700.00
ANNUAL MONITORING PER LEGISLATION	ENVIRONMENTAL SAMPLING RAMSAY LANDFILL (ANNUAL)	23,000.00								23,000.00
CFWD FROM 2020	BUFFER LANDS FOR LANDFILL	35,000.00			35,000.00					0.00
CFWD FROM 2020	HOWIE ROAD GARAGE AND SCALEHOUSE REPAIRS	17,000.00			17,000.00					0.00
CFWD FROM 2020	HOWIE ROAD MONITORING WELL	8,000.00			8,000.00					0.00
		131,700.00	0.00	0.00	60,000.00	0.00	0.00	0.00	0.00	71,700.00

DESCRIPTION OF PROJECT	BUDGET ITEM	TOTAL COST	OTHER SOURCES OF FINANCING						21 BUDGET	
			CANADA GRANTS	PROV./COUNTY GRANTS	RESERVES	DEVELOPMENT CHARGES	BANK FINANCING	OTHER REVENUE		FUNDRAISING
	WATER & SEWER									
MAINTENANCE	OCWA-WATER TREATMENT CAPITAL PER LTFP	53,560.00							53,560.00	
MAINTENANCE	OCWA-SANITARY PUMP STATION CAPITAL PER LTFP	70,700.00							70,700.00	
MAINTENANCE	OCWA-WASTEWATER TREATMENT PLANT CAPITAL PER LTFP	181,430.00							181,430.00	
REPLACEMENT DUE TO FAILURE	WWTP TURBO BLOWER 3 REPLACEMENT	107,500.00			107,500.00				0.00	
REPLACEMENTS	WWTP-FILTER MEDIA TOP-UP/REPLACEMENT	17,000.00							17,000.00	
SECURITY	WWTP FENCING ALTERATIONS	5,000.00			5,000.00				0.00	
REPAIRS TO PUMP	WWTP PUMP REPAIRS	27,200.00			27,200.00				0.00	
ROOF REPAIRS TO ADDRESS LEAKS	WWTP ROOF REPAIRS	140,000.00			140,000.00				0.00	
MAINTENANCE	WWTP UV SYSTEM MAINTENANCE	10,000.00			10,000.00				0.00	
REPLACEMENTS	CHLORINE ANALYZERS	20,000.00							20,000.00	
MAINTENANCE	WWTP ATAD-SNDR TANK AND FILTRATE CLEANOUT	17,500.00			17,500.00				0.00	
GROWTH RELATED PROJECT	GEMMILL'S BAY PUMP STATION TWIN FORCEMAIN DESIGN	130,000.00			95,220.00	34,780.00			0.00	
CAPACITY UPGRADE -CFWD FROM 2020	WATER STORAGE CONSTRUCTION	3,300,000.00				882,750.00	2,417,250.00		0.00	
ELECTRICAL	WELL 7 & 8 GENERATOR WIRING	5,000.00							5,000.00	
MAINTENANCE	ELECTRICAL/INSTRUMENTATION/CONTROLS -PUMP STATIONS	50,000.00			50,000.00				0.00	
DESIGN FOR FUTURE REPLACEMENTS	ENGINEERING DESIGN/MOECC APPROVAL	74,000.00			74,000.00				0.00	
CFWD FROM 2020	SANITARY SEWER REPAIRS	230,976.00			230,976.00				0.00	
ANNUAL CLEANING AND CCTV PROGRAM	ANNUAL CLEANING AND CCTV PROGRAM-INFILTRATION PER LTFP	40,000.00							40,000.00	
ANNUAL METER PROGRAM	RADIO FREQUENCY METER CONVERSION PER LTFP	39,000.00							39,000.00	
SAMPLING BETWEEN LAGOONS AND WELL 5	SAMPLE MONITORING WELLS UPSTREAM OF WELL 5 (REGULATORY)	17,000.00							17,000.00	
UPDATE TO RATE STUDY	W&S RATE STUDY/FINANCIAL PLAN UPDATE	28,500.00			28,500.00				0.00	
CFWD FROM 2020	WATER TOWER REPAIRS	55,000.00			55,000.00				0.00	
CFWD FROM 2020	WELL 3 MAINTENANCE	32,700.00			32,700.00				0.00	
LIFECYCLE REPLACEMENT	REPLACE VEHICLE W014	35,000.00			35,000.00				0.00	
SERVICING/ROAD WORK	BUSINESS PARK PHASE 3 (W&S SHARE)	504,475.00			143,970.00	20,170.00	340,335.00		0.00	
	TOTAL WATER & SEWER	5,191,541.00	-	-	1,052,566.00	937,700.00	2,757,585.00	-	-	443,690.00
	SEPTAGE									
CFWD FROM 2020	SEPTAGE CONTAINMENT AREA	70,000.00			50,633.00	19,367.00			0.00	
	TOTAL SEPTAGE	70,000.00	-	-	50,633.00	19,367.00	-	-	-	
	DAYCARE									
REQUIRED FOR LICENSING	LICENCING REQUIRMENTS	2,000.00			2,000.00				0.00	
REPLACEMENTS AS REQUIRED	EQUIPMENT/FURNITURE (ANNUAL)	5,000.00			5,000.00				0.00	
CFWD FROM 2020	PAINTING/DRYWALL REPAIR	5,000.00			5,000.00				0.00	
CFWD FROM 2020	CUPBOARD/COUNTER REPLACEMENT	25,000.00		10,000.00	10,000.00				5,000.00	
CFWD FROM 2020	BUILDING REPAIRS	17,000.00			17,000.00				0.00	
CFWD FROM 2020	SUN SHELTER DAYCARE PLAYGROUND	5,000.00			5,000.00				0.00	
CFWD FROM 2020	PLAYSTRUCTURE-HOLY NAME OF MARY	6,000.00			3,000.00				3,000.00	
CFWD FROM 2020	MECHANICAL ASSESSMENT	10,000.00			10,000.00				0.00	
CFWD FROM 2020	KITCHEN	95,000.00			95,000.00				0.00	
	TOTAL DAYCARE	170,000.00	0.00	10,000.00	152,000.00	0.00	0.00	0.00	0.00	8,000.00

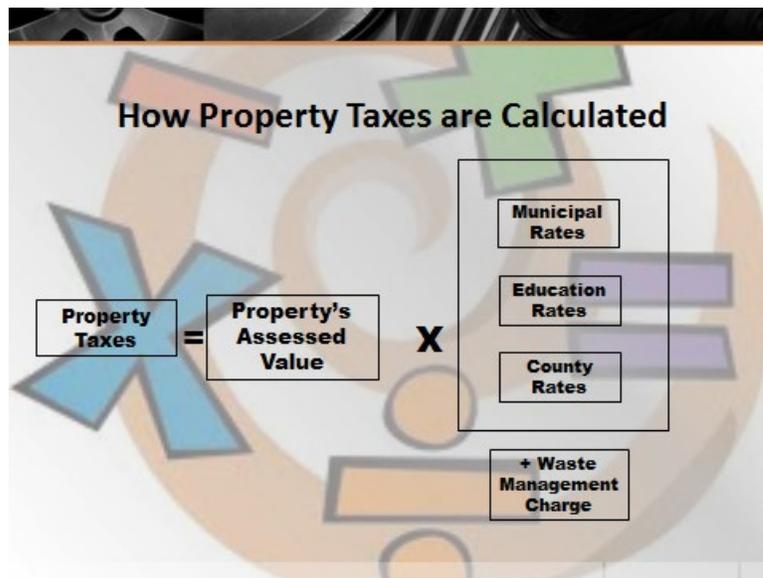
DESCRIPTION OF PROJECT	BUDGET ITEM	TOTAL COST	CANADA GRANTS	OTHER SOURCES OF FINANCING						21 BUDGET
				PROV./COUNTY GRANTS	RESERVES	DEVELOPMENT CHARGES	BANK FINANCING	OTHER REVENUE	FUNDRAISING	
	PARKS & RECREATION									
BENCHES FOR PARK	RIVERFRONT ESTATES BENCHES	10,000.00			10,000.00					0.00
FIELD IMPROVEMENTS	SNEDDEN CASEY BALL FIELD	15,000.00			5,000.00					10,000.00
REMOVAL AND PLANTING OF TREES IN PARKS	TREES FOR PARKS	7,000.00			3,000.00					4,000.00
ADDITIONAL WASTE BINS/REPLACEMENTS	WASTE RESEPTACLES FOR PARKS	5,000.00								5,000.00
ADDITIONAL PICNIC TABLES/REPLACEMENTS	PICNIC TABLES FOR PARKS	10,000.00								10,000.00
HEALTH & SAFETY/MAINTENANCE	ALMONTE ARENA (DOOR, FIRE SAFETY, DRY SPRINKLER, ROOF ANALYSIS)	86,000.00			86,000.00					0.00
MAINTENANCE	EXTERIOR WALL REPAIR-PAK ARENA	100,000.00			100,000.00					0.00
ANNUAL TRAIL WORK	TRAIL DEVELOPMENT	50,000.00			5,000.00	45,000.00				0.00
FROM STRATEGIC PLAN	COMMUNITY SERVICES MASTER PLAN	80,000.00				72,000.00				8,000.00
MAINTENANCE	ICE RESUFACER OVERHAUL-PAK ARENA	12,000.00								12,000.00
REPLACEMENT	ALMONTE CURLING CLUB FURNACE	10,000.00								10,000.00
PARK DEVELOPMENT	MILL RUN PARK	372,000.00			37,200.00	334,800.00				0.00
MAINTENANCE	PARKING LOT LIGHTING-ALM ARENA	5,000.00								5,000.00
CFWD FROM 2020	RIVERWALK MILL WORKERS STAIRCASE AND WALK	150,000.00			27,500.00				122,500.00	0.00
CFWD FROM 2020	CANTEEN REPAIRS-PAK ARENA	30,000.00			30,000.00					0.00
CFWD FROM 2020	LIGHTING STUDY	7,000.00			7,000.00					0.00
	TOTAL P & R	949,000.00	-	-	310,700.00	451,800.00	-	-	122,500.00	64,000.00
	LIBRARY									
UPGRADES TO ALMONTE BRANCH	FACILITY MAINTENANCE/UPGRADES	54,000.00			38,000.00					16,000.00
UPGRADES	TECHNOLOGY UPGRADES	3,000.00								3,000.00
REPLACEMENTS/PURCHASE OF FURNITURE	FURNITURE AND EQUIPMENT	15,000.00								15,000.00
CARRY FORWARD FROM 2020	ACCESSIBILITY PROJECT	2,500.00			2,500.00					0.00
	TOTAL LIBRARY	74,500.00	0.00	0.00	40,500.00	0.00	0.00	0.00	0.00	34,000.00
	PLANNING & DEVELOPMENT									
CFWD FROM 2020	LAND EVALUATION AREA REVIEW STUDY	30,000.00			30,000.00					0.00
CFWD FROM 2020	RESERVE ST. PARKING PLAN	35,000.00			35,000.00					0.00
	TOTAL PLANNING	65,000.00	0.00	0.00	65,000.00	0.00	0.00	0.00	0.00	0.00
	COMM. ECONOMIC DEVELOPMENT									
	BEAUTIFICATION									
FLOWERS FOR DOWNTOWN CORES-SOME RECOVERY	FLOWER BASKETS (ANNUAL)	10,000.00						8,000.00		2,000.00
METAL BANNER FABRICATION	BANNERS	2,500.00								2,500.00
ARBOUR WEEK PLANNING	TREE PLANTING	2,000.00								2,000.00
PURCHASES/REPLACEMENTS	CHRISTMAS DÉCOR	10,000.00			5,000.00					5,000.00
	SUBTOTAL	24,500.00	0.00	0.00	5,000.00	0.00	0.00	8,000.00	0.00	11,500.00
	MARKETING THE MILLS									
ANNUAL COSTS FOR DIRECTIONAL SIGNAGE	TODS/SIGNS (ANNUAL)	5,000.00								5,000.00
ONGOING MAINTENANCE COSTS	WELCOME SIGNS	8,000.00								8,000.00
ANNUAL REPLACEMENTS	EVENT TENTS	4,500.00								4,500.00
ANNUAL REPLACEMENTS	TABLES & CHAIRS	2,000.00								2,000.00
GRAPHIC DESIGN SOFTWARE	COMPUTER AND SOFTWARE	3,000.00			3,000.00					0.00
CFWD FROM 2020	BUSINESS PARK SIGN	20,000.00			20,000.00					0.00
CFWD FROM 2020	DIRECTIONAL SIGNS	8,000.00			8,000.00					0.00
CFWD FROM 2020	EVENT SIGN STAND	5,000.00			5,000.00					0.00
NEW	OVRT (BENCHES, SHADE, ETC.)	5,000.00								5,000.00
	SUBTOTAL	60,500.00	0.00	0.00	36,000.00	0.00	0.00	0.00	0.00	24,500.00
	TOTAL COMM. ECONOMIC DEVELOPMENT	85,000.00	0.00	0.00	41,000.00	0.00	0.00	8,000.00	0.00	36,000.00
	TOTAL	12,719,922.00	1,024,117.00	1,164,210.00	3,557,480.00	1,471,524.00	3,718,640.00	9,000.00	122,500.00	1,652,451.00

**HARDTOPPING PROJECTS
2021 BUDGET**

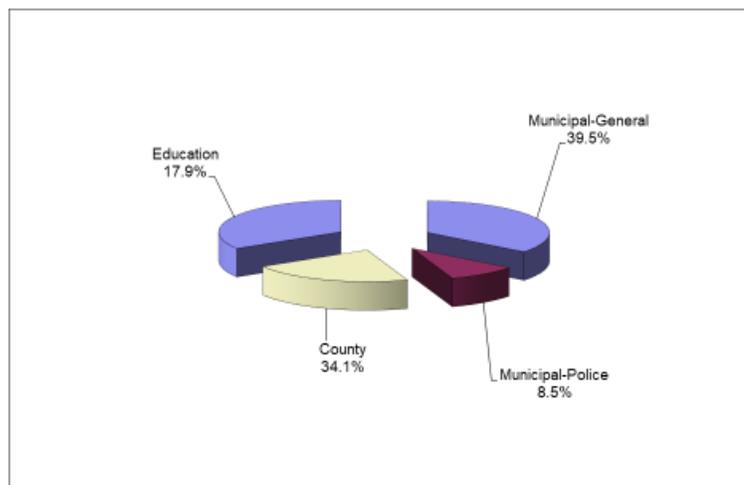
	BUDGET ITEM	TOTAL COST
	<u>HARDTOPPING PROJECTS</u>	
2-301-0301-0435	Pavement Renewals -	
	Various locations in Almonte Ward	49,130.00
2-301-0301-0436	Surface Treatment Projects -	
	Pakenham Concession 12 N-Shaw Road to County Road 29 (3.32 km)	504,000.00
	Golden Line Road (share with City of Ottawa-slurry seal)	59,310.00
	Subtotal	563,310.00
2-301-0301-0441	Microsurfacing Projects	
	Clayton Road (4.73 km)	282,500.00
	Gale St.	120,000.00
	Subtotal	402,500.00
	TOTAL	1,014,940.00

TAXATION

The Municipality must bill and collect taxes on behalf of the County of Lanark and the School Boards. These taxes are then paid to those entities regardless of whether the taxpayer has paid them to the Municipality or not. If not, they form part of the tax arrears of the Municipality. The Municipality is permitted to keep any penalties and interest on those tax arrears.



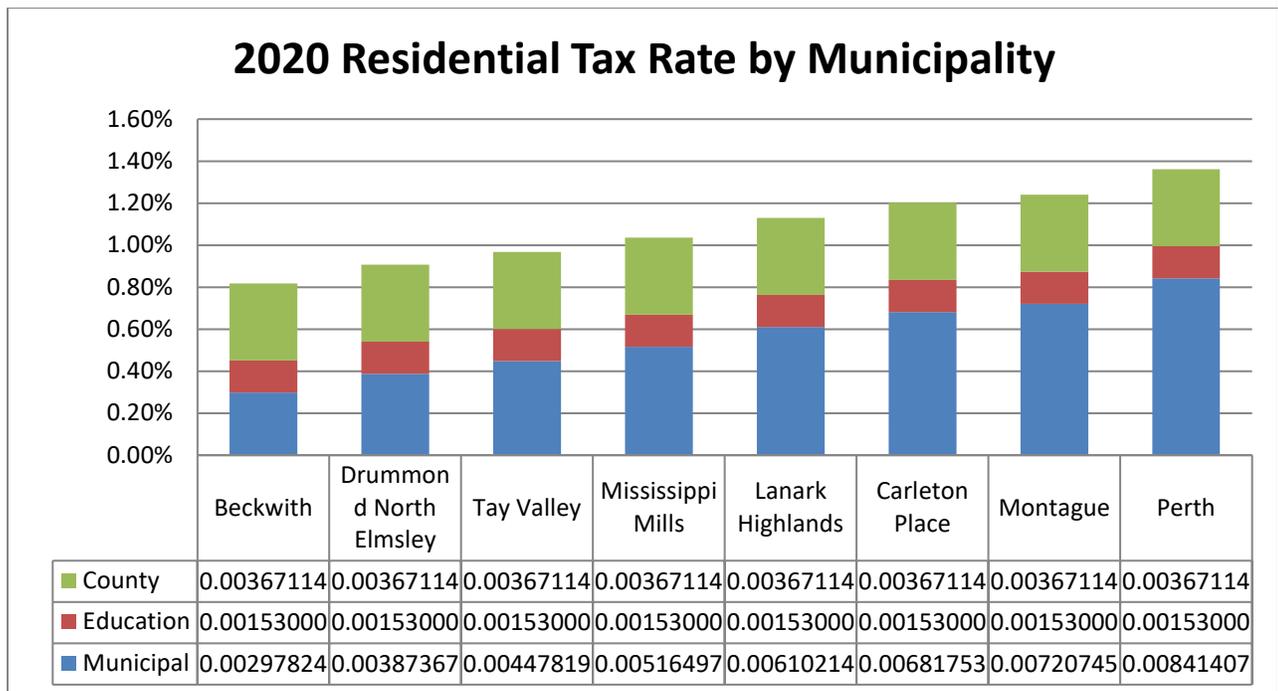
BREAKDOWN OF TAX BILL



The Provincial reassessment scheduled to take effect for the years 2021-2024 has been postponed due to Covid 19. Assessment information for 2021 will be the same as 2020.

The Municipality is responsible for setting the local tax rate and this requirement should be determined without considering the tax changes required by the County and School Boards.

A comparison of the Municipality's tax rate with other lower tier municipalities in the County of Lanark is completed each year. Mississippi Mills is not the highest or the lowest as depicted in this chart for 2020:



For comparative purposes, the 2020 Municipal rates at the local level (excluding County and Schools) are:

Municipality	2020 Residential Tax Rate
Beckwith	.297824%
Drummond North Elmsley	.387367%
Tay Valley	.447819%
Mississippi Mills	.516497%
Lanark Highlands	.610214%

Carleton Place	.681753%
Montague	.720745%
Perth	.841407%

The 2021 budget includes a municipal tax revenue increase, after growth, of 4%. This increase does not include County and School Board tax changes for 2021. The impact to the average taxpayer for municipal taxes only is depicted as follows:

***2021 ESTIMATED OVERALL RESIDENTIAL TAX
CALCULATION ON AVG. ASSESSMENT AND TAX
REVENUE INCREASE 4%***

Year	Municipal	Police	Total
2020 (avg. assess=\$364K)	\$1,545.05	\$335.00	\$1,880.05
2020 Tax Rate	.00424464	.00092033	.00516497
2021 (avg. assess=\$364K)	\$1,611.15	\$343.59	\$1,954.74
2021 projected tax rate	.00442623	.00094393	.00537016
\$ annual change	\$66.10	\$8.59	\$74.69
\$ monthly change	\$5.51	\$.71	\$6.22
% change	4.28%	2.56%	3.97%

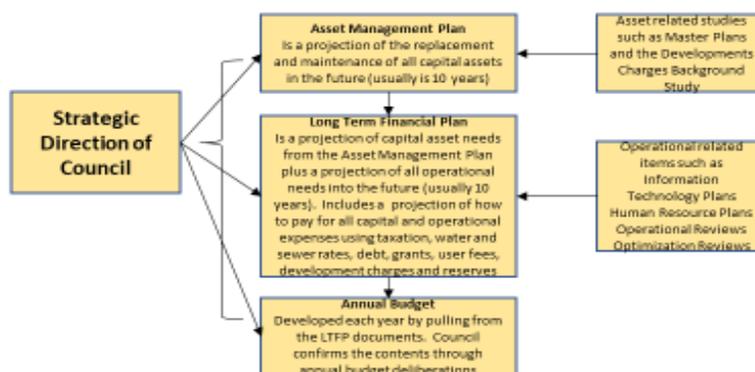
Long Term Financial Planning

In 2017, a new Asset Management Regulation was passed by the Province of Ontario requiring municipalities to complete asset management policies and plans by specified dates and with prescribed contents. As a result the current Asset Management Plan will require updating.

(<https://www.ontario.ca/laws/regulation/170588?search=asset+management+regulation>)

In 2019, Council approved a Strategic Asset Management Policy to meet legislated requirements. <https://www.mississippimills.ca/en/townhall/resources/Strategic-Asset-Management-Policy-approved-by-Council-June-4-2019.pdf>.

An approved **Asset Management Plan** provides Council with detailed information on the condition of municipal assets so that informed resource allocation decisions can be made. Staff can then plan in advance for asset replacement and rehabilitation and communicate this to residents along with annual progress updates as to improvements in this area. The replacement needs identified within the asset management plan can then be included in the long term financial plan and the annual budget.



The Municipality's current Asset Management Plan and Long Term Financial Plan can be found at <https://www.mississippimills.ca/en/townhall/financialstatements.asp>. An up to date Asset Management Plan is required in order to obtain any infrastructure grant funding from the Province and is a requirement of the Federal Gas Tax Program.

For the years 2013-2019, the Municipality had been following the long term financial plan for tax supported projects which outlines target expenditure and revenue totals, as well as target reserve, debt and capital needs. **The long term financial plan requires updating. Due to Covid 19 delays in the development of other plans and studies needed to complete the Long Term Financial Plan, it has been postponed.**

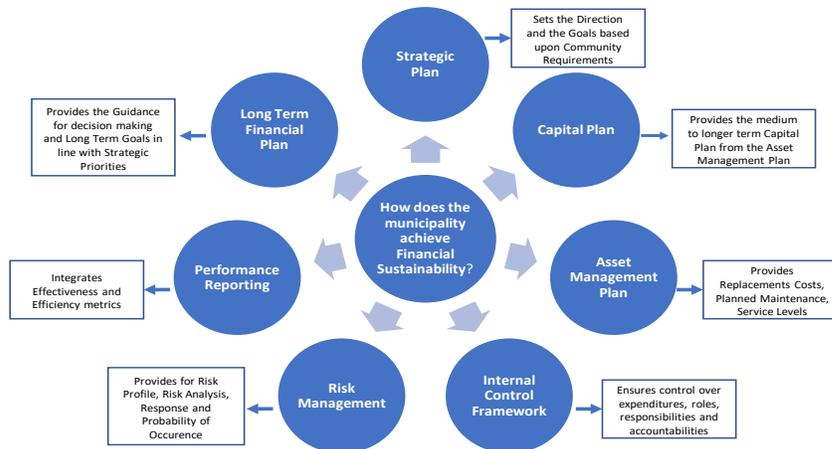
Water and Sewer also has a rate study that provides Council with plan for capital replacement along with operational needs. Included in the plan is the estimated rate increases needed to support the annual budget. Refer to the Water and Sewer section of this document for information on proposed rates for 2021.

The Municipality maintains and funds from the tax base, user fees and other general revenues assets such as:

- 2 Libraries (Almonte and Pakenham)
- 2 Fire Stations (Almonte and Pakenham)
- 2 Arenas with ice surfaces and upper halls (Almonte and Pakenham)
- 1 Curling Rink
- 1 Child Care Centre It also runs programs in schools within Almonte and an expanded program at the Catholic School through a lease arrangement
- 15 Bridges
- 11 Large culverts
- 97 km of surface treated roads
- 96 km of paved roads
- 186 km of gravel roads
- 1 splash pad
- 2 skateboard parks (Almonte and Pakenham)
- 19 parks, 10 with amenities
- 144 acres of parkland/green space
- 3 public works garages
- 1 Municipal Office
- The Almonte Old Town Hall

The Almonte Old Registry office
 12 Fire Vehicles
 31 Public Works vehicles/ equipment
 10 Recreation vehicles/ equipment
 2 Building Department Vehicles
 2 Beautification Vehicles
 Streetlights
 36 km of sidewalks and curbs
 Signage
 Other Equipment
 36.5 km of watermains
 34 km of sanitary sewers
 1 Wastewater treatment plant
 1 Water tower
 8 sewage pumping stations
 5 wells
 SCADA equipment
 3 water system vehicles
 Catchbasins, storm sewers, manholes, water meters, instrumentation and controls

What are the Elements of Financial Sustainability?



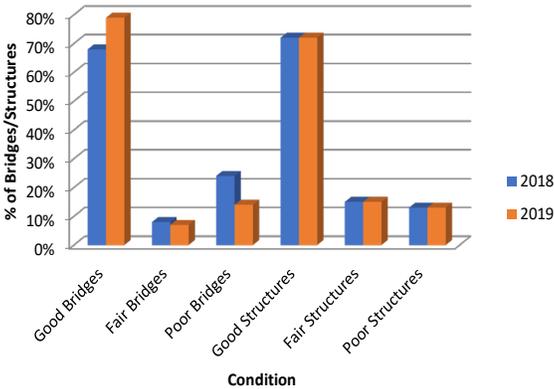
To be sustainable the Municipality must ensure that it is spending/investing appropriately on asset and other capital improvements and preparing and planning for future capital including growth related needs, technological improvements or changes required as a result of climate change along with all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

Once the full implications of the new asset planning regulation are determined, an updated long term financial plan will be required to address the financial needs included in the asset management plan.

Over the last few years, Council made a commitment to provide funding through the long term financial plans, the annual budget and the asset management plan for asset replacement. As a result, improvements have been made as represented in the following charts:

ASSET MANAGEMENT PLAN RESULTS

Figure 1 - Bridges and Large Structures



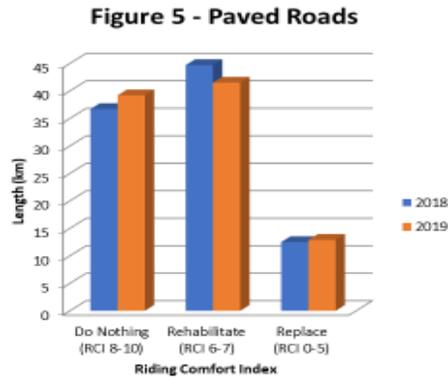
Bridges		
	2018	2019
Total Number of Bridges	15 (2,519m ²)	15 (2,519m ²)
Good Bridges (BCI >70)	68%	79%
Fair Bridges (BCI 60-70)	8%	7%
Poor Bridges (BCI <60)	24%	14%
Large Structures		
Total Large Structures	11 (672m ²)	11 (672 m ²)
Good Structures (>70)	72%	72%
Fair Structures (60-70)	15%	8%
Poor Structures (<60)	13%	20%

This table indicates changes in the condition of bridges and culverts since 2013:

BRIDGE/CULVERT
ASSET
MANAGEMENT
PLAN RESULTS
SINCE 2013

Bridges	2013	2017	2018	2019
Good	8%	22%	68%	79%
Fair	21%	21%	8%	7%
Poor	71%	57%	24%	14%
Culverts				
Good	54%	59%	72%	72%
Fair	18%	20%	15%	8%
Poor	28%	21%	13%	20%

ASSET MANAGEMENT PLAN RESULTS



Service Indicators		
Paved Roads		
	2018	2019
Network Length	93.9	93.6
Do Nothing RCI 8 - 10	36.7 km (39%)	39.2km (42%)
Rehabilitate RCI 6 - 7	44.7 km (48%)	41.5 km (44%)
Replace RCI 0 - 5	12.5 km (13%)	12.9 km (14%)

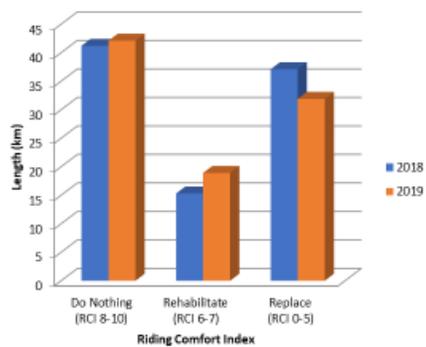
This table indicates changes in the condition of paved roads since 2013:



	2013	2017	2018	2019
Good	22%	39%	39%	42%
Fair	58%	47%	48%	44%
Poor	20%	14%	13%	14%

ASSET MANAGEMENT PLAN RESULTS

Figure 6 - Surface Treated Roads



	Service Indicators	
Surface Treated Roads		
	2018	2019
Network Length	93.6 km	93.1 km
Do Nothing RCI 8 - 10	41.2 km (44%)	42.1 km (46%)
Rehabilitate RCI 6 - 7	15.3 km (16%)	18.9 km (20%)
Replace 0 - 5	37.1 km (40%)	31.9 km (34%)

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

SURFACE
TREATED ROAD
ASSET
MANAGEMENT
PLAN RESULTS
SINCE 2013

	2013	2017	2018	2019
Good	15%	31%	44%	46%
Fair	75%	31%	16%	20%
Poor	10%	38%	40%	34%

The next table indicates changes in the condition of water and sewer infrastructure since 2013:

WATER MAIN AND
SANITARY
IMPROVEMENTS
SINCE 2016

Location	m of water pipe replacement	m of water pipe added	m of sanitary pipe replacement	m of sanitary pipe lining	Original Age of Pipes
Church Street	375		375		1930's
Union Street North	155		155		1930's
State Street	165		165		1930's
Victoria Street	555	135	555		1948-1973
Concession 11A Mitcheson Street		275			
Rosamond Street				300	1930's
Mary Street				60	1930's
Almonte Street				215	1930's
Almonte Street				80	1972
Total	1250	410	1250	655	

In 2018, Council approved a new development charges study and by-law to provide an additional funding source for capital needs as a result of growth. Information on development charges can be found at

<https://www.mississippimills.ca/en/townhall/developmentcharges.asp>

DEBT AND RESERVES

When determining how to pay for asset replacement, the Municipality considers the following options:

- 1) Out of the current budget (pay as you go). This means that the residents of today pay the full cost.
- 2) By a long term financing arrangement (debt). This means that future residents pay the majority of the cost as they are also the ones who benefit from assets with long lives.
- 3) Out of reserves. This means that those residents in the past paid for the asset through a previous allocation to reserves.
- 4) By an internal financing arrangement. This means that funds are taken out of reserves in the current year and repaid over time. Again, this means that future residents pay the cost of the asset but it also protects the reserve from being depleted.
- 5) By other revenue sources such as the fundraising, Federal, Provincial and County grants, development charges, etc.

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

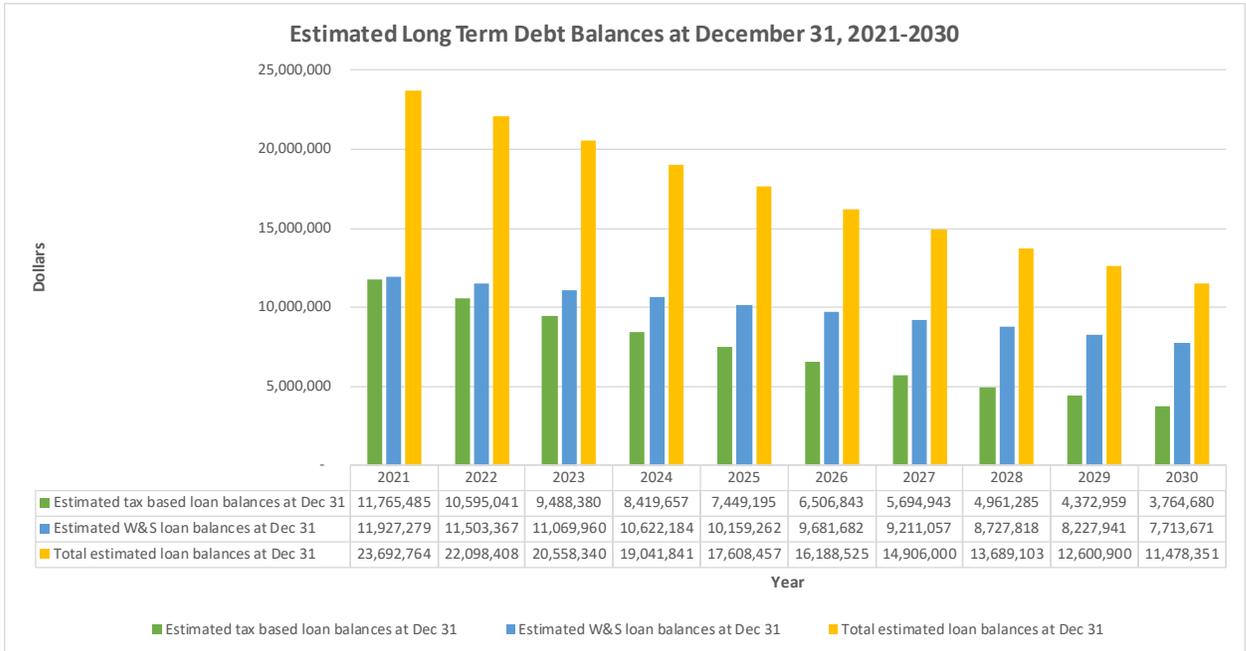
DEBT

The Municipality has taken advantage of lower interest rates over the last few years to address the backlog of capital replacement. Debt is considered for assets with expected lives in excess of 10 years with terms not to exceed 20 years. The exception is the waste water treatment plant that has a term of 30 years.

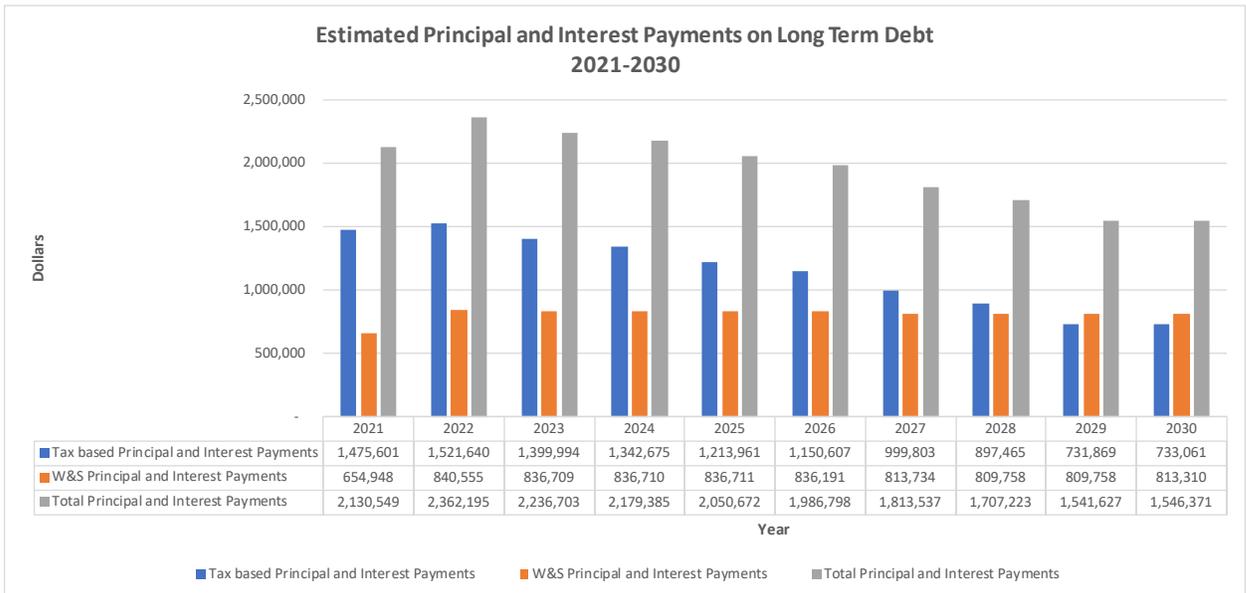
Debt allows for the cost of an asset to be repaid over the life of the asset and not paid all at once. It also means that tax rates and user fees are smoothed out and prevents large spikes in years where major capital replacement is required. Annual debt repayments included in the budget are also considered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

principal and interest payments already included in the budget can be reallocated to replacement needs in that year or be reallocated to reserves for future replacement to minimize tax and user fee increases.

Principal on existing and proposed municipal debt including water and sewer for 2021-2030 is depicted as follows:



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

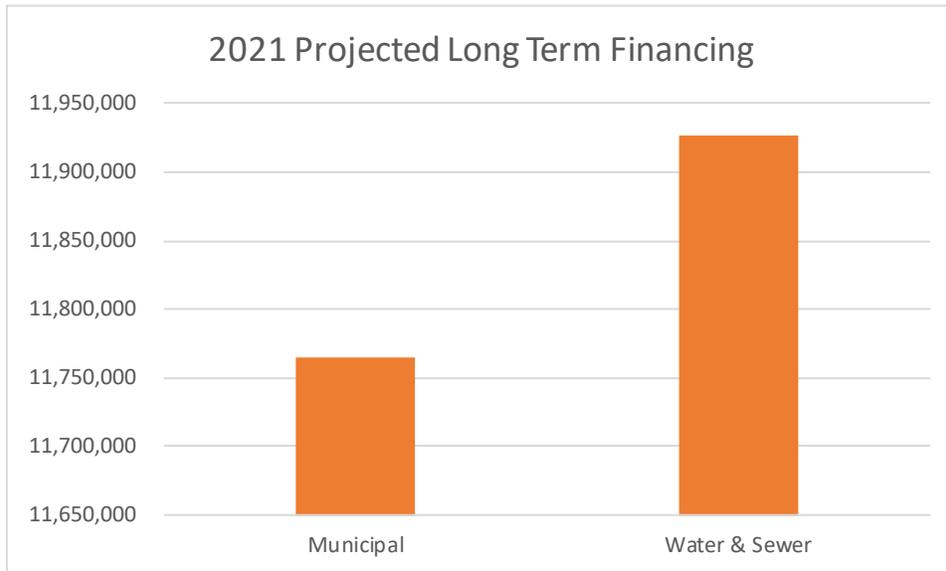


The next chart is a further breakdown of loans and repayments for 2021:

**Municipality of Mississippi Mills
Long Term Debt**

Project	Total LTD Dec 31/19 (Actual)	Total LTD Dec 31/20 (estimated)	2021 Additions	Total LTD Dec 31/21 (estimated)	Financial Institution	Int Rate	Expiry Date of existing loan	Renewal Term	Type of Repayment	Frequency	Annual Repayments Principal-2021	2021 Interest	2021 Total	Department
Municipal Office-Loan #1	274,360.50	248,433.00		221,470.00	RBC	3.92%	2028		Blended P+I	Monthly	26,963.00	9,254.00	36,217.00	Admin. Bldgs
Municipal Office-Loan #2	132,563.59	114,671.00		96,216.00	RBC	3.10%	2026		Blended P+I	Monthly	18,455.00	3,340.00	21,795.00	Admin. Bldgs
Almonte Old Town Hall-Loan #1	242,840.31	219,880.00		196,003.00	RBC	3.92%	2028		Blended P+I	Monthly	23,877.00	8,195.00	32,072.00	Admin. Bldgs
Almonte Old Town Hall-Loan #2	390,395.46	337,738.00		283,425.00	RBC	3.10%	2026		Blended P+I	Monthly	54,313.00	9,829.00	64,142.00	Admin. Bldgs
Almonte Old Town Hall-Loan #3	990,647.51	923,634.00		849,650.00	TD Bank	3.58%	2021	10 yrs to 2031	Blended P+I	Monthly	73,984.00	28,863.00	102,847.00	Admin. Bldgs
Arenas-Loan #1	11,216.69	10,155.00		9,050.00	RBC	3.92%	2028		Blended P+I	Monthly	1,105.00	379.00	1,484.00	Parks & Rec
Arenas-Loan #2	299,145.75	258,777.00		217,139.00	RBC	3.10%	2026		Blended P+I	Monthly	41,638.00	7,536.00	49,174.00	Parks & Rec
Arenas-Loan #3	8,615.11	6,454.00		4,223.00	BMO	3.14%	2023		Principal+Int	Monthly	2,231.00	135.00	2,366.00	Parks & Rec
Arenas-Loan #4 (Almonte Comm. Centre)	9,506.57	7,867.00		6,141.00	RBC	1.90%	2025		Blended P+I	Monthly	1,726.00	135.00	1,861.00	Parks & Rec
Arenas-Loan #5 (Almonte Comm. Centre)	481,065.41	445,837.00		407,045.00	RBC	4.15%	2020	10 yrs to 2030	Blended P+I	Monthly	38,792.00	12,836.00	51,628.00	Parks & Rec
Perth/Country/Bridge Sts.-Loan #2 (Roads)	69,166.30	43,056.00		16,946.00	OSIFA	4.63%	2022		Blended P+I	Semi-Annual	26,110.00	1,608.00	27,718.00	Transportation
Public Works Office	22,322.48	20,208.00		18,010.00	RBC	3.92%	2028		Blended P+I	Monthly	2,198.00	754.00	2,952.00	Transportation
Business Park	106,879.84	64,815.00		22,751.00	OSIFA	4.63%	2022		Blended P+I	Semi-Annual	42,064.00	2,590.00	44,654.00	Economic Dev.
Fire Halls	214,607.60	152,251.00		87,908.00	BMO	3.14%	2023		Principal+Int	Monthly	64,343.00	3,894.00	68,237.00	Fire Dept.
Ottawa St./Road Work	510,577.95	422,580.00		330,009.00	RBC	1.90%	2025		Blended P+I	Monthly	92,571.00	7,223.00	99,794.00	Transportation
SCBA	37,181.07	20,820.00		4,046.00	TD Bank	2.474%	2022		Blended P+I	Monthly	16,774.00	832.00	17,606.00	Fire Dept.
Plow Truck	79,313.11	56,800.00		33,719.00	TD Bank	2.474%	2022		Blended P+I	Monthly	23,081.00	1,144.00	24,225.00	Transportation
Ann St.	90,125.35	70,357.00		50,090.00	TD Bank	2.474%	2022		Blended P+I	Monthly	20,267.00	1,005.00	21,272.00	Transportation
2013 Mill of Kintail Bridge	481,339.49	455,169.00		428,035.00	TD Bank	3.450%	2024	10 yrs to 2034	Blended P+I	Monthly	27,134.00	15,272.00	42,406.00	Transportation
2013 Fire Truck	133,564.40	107,900.00		81,473.00	TD Bank	2.910%	2023		Blended P+I	Monthly	26,427.00	2,769.00	29,196.00	Fire Dept.
2013 Sidewalk Plow	59,124.86	47,763.00		36,064.00	TD Bank	2.910%	2023		Blended P+I	Monthly	11,699.00	1,226.00	12,925.00	Transportation
2014 Grader	155,280.58	125,473.00		94,879.00	TD Bank	2.910%	2023		Blended P+I	Monthly	30,594.00	3,215.00	33,809.00	Transportation
Bridges (Con 6D & Con9)	867,741.71	825,451.00		781,934.00	TD Bank	2.860%	2026	10 years to 2036	Blended P+I	Monthly	43,517.00	23,038.00	66,555.00	Transportation
2016 Fire Truck	122,456.83	106,669.00		90,474.00	BMO	2.550%	2027		Blended P+I	Monthly	16,195.00	2,534.00	18,729.00	Fire Dept.
2016 Plow Truck	168,524.06	146,801.00		124,518.00	BMO	2.550%	2027		Blended P+I	Monthly	22,283.00	3,487.00	25,770.00	Transportation
Nugent Bridge	760,605.47	729,848.00		698,058.00	BMO	3.310%	2028	10 years to 2038	Blended P+I	Monthly	31,790.00	23,739.00	55,529.00	Transportation
2017 Fire Truck	257,631.69	228,583.00		198,705.00	TD Bank	2.780%	2027		Blended P+I	Monthly	29,878.00	6,031.00	35,909.00	Fire Dept.
2017 Loader	289,125.10	256,367.00		222,675.00	TD Bank	2.780%	2027		Blended P+I	Monthly	33,692.00	6,801.00	40,493.00	Transportation
2017 Arena Roof	244,340.54	234,433.00		224,192.00	BMO	3.310%	2028	10 years to 2038	Blended P+I	Monthly	10,241.00	7,647.00	17,888.00	Parks & Rec
2018 Ice Resurfacers	69,902.68	63,040.00		55,931.00	TD Bank	3.430%	2028		Blended P+I	Monthly	7,109.00	2,042.00	9,151.00	Parks & Rec
2017 Gemmill Park	489,705.96	470,797.00		451,275.00	TD Bank	2.990%	2029	10 years to 2039	Blended P+I	Monthly	19,522.00	13,773.00	33,295.00	Parks & Rec
2017 Pakenham Library Expansion	155,947.07	149,655.00		143,151.00	BMO	3.310%	2028	10 years to 2038	Blended P+I	Monthly	6,504.00	4,856.00	11,360.00	Library
2018 Fire Truck Unit #550	184,377.23	166,214.00		147,401.00	TD Bank	3.430%	2028		Blended P+I	Monthly	18,813.00	5,405.00	24,218.00	Fire Dept.
2018 Bridges and Culverts	2,901,558.95	2,789,220.00		2,673,234.00	TD Bank	2.990%	2029	10 years to 2039	Blended P+I	Monthly	115,986.00	81,829.00	197,815.00	Transportation
2018 Backhoes	260,081.09	234,469.00		207,939.00	TD Bank	3.430%	2028		Blended P+I	Monthly	26,530.00	7,622.00	34,152.00	Transportation
2018 Grader	335,124.93	302,063.00		267,817.00	TD Bank	3.430%	2028		Blended P+I	Monthly	34,246.00	9,839.00	44,085.00	Transportation
2018 Downtown Renewal 50%		169,056.00		163,112.00						Estimate only	5,944.00	6,507.00	12,451.00	Transportation
2018 Ramsay Garage Renovations	200,437.76	192,652.00		184,613.00	TD Bank	2.990%	2029	10 years to 2039	Blended P+I	Monthly	8,039.00	5,671.00	13,710.00	Transportation
2018 Dasherboard Replacement		704,460.00		675,109.00	TD Bank	2.417%	2030	10 years to 2040	Blended P+I	Monthly	29,351.00	16,760.00	46,111.00	Parks & Rec
Business Park 2020/2021-Roads	-	-	961,055.00	961,055.00							-	-	-	Transp. Starts in 2022
Perth/Country/Bridge Sts.-Loan #1 (W&S)	18,669.06	16,127.00		13,506.00	RBC	3.10%	2026		Blended P+I	Monthly	2,621.00	474.00	3,095.00	W&S
Perth/Country/Bridge Sts.-Loan #2 (W&S)	18,385.97	11,446.00		4,506.00	OSIFA	4.63%	2022		Blended P+I	Semi-Annual	6,940.00	427.00	7,367.00	W&S
WWTP	7,055,260.68	6,884,350.00		6,706,308.00	OSIFA	4.13%	2044		Blended P+I	Semi-Annual	178,042.00	282,504.00	460,546.00	W&S
2016 Scada Equipt	155,384.22	135,275.00		114,647.00	BMO	2.550%	2027		Blended P+I	Monthly	20,628.00	3,228.00	23,856.00	W&S
2018 Downtown Renewal 50%		169,056.00		163,112.00						Estimate only	5,944.00	6,507.00	12,451.00	W&S
W&S Capital		395,656.00		379,254.00	TD Bank	2.417%	2030	10 years to 2040	Blended P+I	Monthly	16,402.00	9,366.00	25,768.00	W&S
Victoria St. W&S		1,865,931.00		1,788,361.00	TD Bank	2.417%	2030	10 years to 2040	Blended P+I	Monthly	77,570.00	44,295.00	121,865.00	W&S
Water Storage		2,930,000.00		2,930,000.00										W&S start 2022
Business Park 2020/2021-W&S			340,335.00	340,335.00							-	-	-	W&S start 2022
Total	19,355,100.93	24,338,257.00	1,301,390.00	24,205,514.00							1,434,133.00	696,416.00	2,130,549.00	

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



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

	Total LTD Dec 31/21 (estimated)	2021 Debt Payments (estimated)	
Summary:			
Administration	1,646,764.00	257,073.00	
Parks & Recreation	2,050,105.00	212,958.00	
Transportation	7,292,707.00	755,661.00	
Fire Department	610,007.00	193,895.00	
Community & Economic Development	22,751.00	44,654.00	
Library	143,151.00	11,360.00	
Water and Sewer	12,386,145.00	654,948.00	
Subtotal	24,151,630.00	2,130,549.00	
Tile Drainage	11,529.00	3,628.00	Paid by property owners
Total	24,163,159.00	2,134,177.00	

RESERVES:

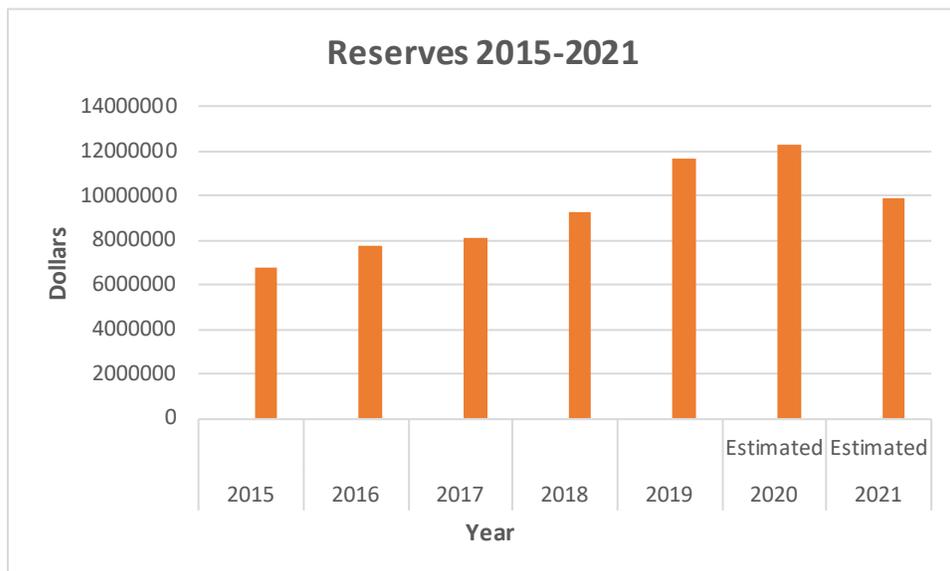
Reserve balances fluctuate annually depending on the availability of funds in the annual budget to build up the reserve and then conversely the use of reserves annually for projects that funds were set aside for.

In 2020, several projects were delayed or postponed as a result of Covid 19 closures and restrictions. Funding for these projects will be placed into reserves at the end of 2020 and used in 2021.

Reserves are used to plan for future capital replacement needs to try and smooth out tax rate and user fee changes so that large spikes do not occur in years where large capital improvements or replacements are required. A common practice of the Municipality is to “borrow” funds from reserves to complete a project that is larger in value to avoid external debt financing and as a mechanism to protect the reserve balance in the long term because the amount will be repaid back to reserves over a number of years.

If reserves are depleted in any budget year, then there will be limited funds available in another year to complete required work. This would then equate to a very large increase in taxation or user fees.

Reserves are also needed to address emergency situations that may arise from time to time. 2015-2021 reserves **including water and sewer** are depicted as follows:



The next chart includes additions to and the use of reserves for internally financed projects as follows:

Municipality of Mississippi Mills								
Internally financed projects from Reserves								
Included in 2021 budget:								
							Prjoected	
	Original Amount	# of years	1st year	last year	2021 Total	Bal at Dec 31/21		
Fire Department:								
2016 Truck	43,680	5	2017	2021	8,736	-		
2017 Chief's Car	38,535	5	2018	2022	7,707	7,707		
2017 Commercial Washer/Dryer	30,898	5	2018	2022	6,180	6,180		
	113,113				22,623	13,887		
Building Department:								
2017 Vehicle	30,000	5	2018	2022	6,000	6,000		
	30,000		2,018	2,022	6,000	6,000		
Transportation:								
1/2 ton Truck	33,630	5	2017	2021	6,726	-		
3/4 Ton Truck	35,000	5	2019	2023	7,000	14,000		
Boom Flail	17,300	5	2017	2021	3,460	-		
Steamer Unit	11,690	5	2017	2021	2,338	-		
Steamer Unit-Pak	13,850	5	2018	2022	2,770	2,770		
2017 Truck	36,321	5	2018	2022	7,264	7,264		
LED Streetlights	283,240	10	2019	2027	28,324	198,268		
Sidewalk Plow (balance)	34,515	5	2018	2022	6,903	6,903		
Shaw Bridge	200,693	10	2020	2029	20,070	160,623		
1/2 ton Truck	32,000	5	2020	2024	6,400	20,200		
Fire Truck Conversion to Plow Truck	205,000	10	2021	2030	20,500	184,500		
	903,239				111,755	594,528		
Parks & Recreation:								
SCC project	121,000	10	2014	2023	12,100	36,300		
Condenser-ACC	52,036	5	2016	2020	10,407	-		
Lawn Mowing Equipment	73,100	5	2017	2021	14,620	14,620		
Humidifier-SCC	57,480	5	2017	2021	11,496	11,496		
1/2 ton Truck	33,050	5	2017	2021	6,610	6,610		
Score Clock	8,865		2020		1,865		Paid \$7,000 in 2020	
Lawn Mowing Equipment	28,315	5	2020	2024	5,330	15,985		
	373,846				62,428	85,011		
CEDC:								
Total	1,420,198				202,806	699,426		
Prjoected								
	Original Amount	# of years	1st year	last year	2021 Total	Bal at Dec 31/21		
Water and Sewer								
Water Tower	385,000	10	2014	2023	38,500	92,985		
Church St.	325,600	10	2018	2022	32,560	32,560		
Victoria St.	127,800	10	2019	2028	12,780	89,460		
SCADA Equipment	170,000	10	2019	2028	17,000	119,000		
Menzie St.	212,000	10	2019	2028	21,200	148,400		
Ottawa/Honeybourne Looping	265,394	10	2020	2029	26,200	209,626		
Total (rate based)	1,485,794				148,240	692,031		
Total	2,905,992				351,046	1,391,457		

The 2021 budget also includes “borrowing” from reserves for capital projects that will start to be repaid back to reserves in 2022:

Projects included in 2021 Budget for internal financing						
Tax Based:	Original Amount	# of years	1st year	last year	2022 Total	
Plow Truck	178,250	10	2022	2031	17,825	
Electronic Sign	50,000	5	2022	2026	10,000	
Exterior Concrete Work-Almonte Old Town Hall	55,000	10	2022	2026	5,500	
Camelon Road Culvert	140,000	10	2022	2026	14,000	
Exterior Wall-Pakenham Arena	100,000	10	2022	2026	10,000	
Work at Almonte Arena	86,000	10	2022	2026	8,600	
Total	609,250				65,925	
Water and Sewer:						
Sanitary Sewer Repairs	230,976	10	2022	2031	23,097	
WWTP Turbo Blower 3 Replacement	120,000	10	2022	2031	12,000	
	350,976				35,097	
Total	960,226				101,022	

Municipal reserves are made up of multiple departmental reserves, some of which are restricted in their use. For example, contributions from the waste management budgets, the building department, water and sewer and septage come from user fees and not taxes and therefore should not be used to pay for items that would normally be funded from taxation. Similarly, policing reserves should only be used for policing matters to help address changes to the annual contract and winter control reserves are meant to be used in years where winter control is over budget because of a bad winter season.

The reserve balances at December 31, 2019 is \$11,719,067 and 2021 is estimated at \$9,899,872

Due to Covid 19, many capital projects were not able to proceed in 2020 or were incomplete at year end so funding is estimated to transfer to reserves for completion in 2021.

**MUNICIPALITY OF MISSISSIPPI MILLS
CONTINUITY OF RESERVE SCHEDULE
TO DECEMBER 31, 2019 (and projected to Dec 31/21)**

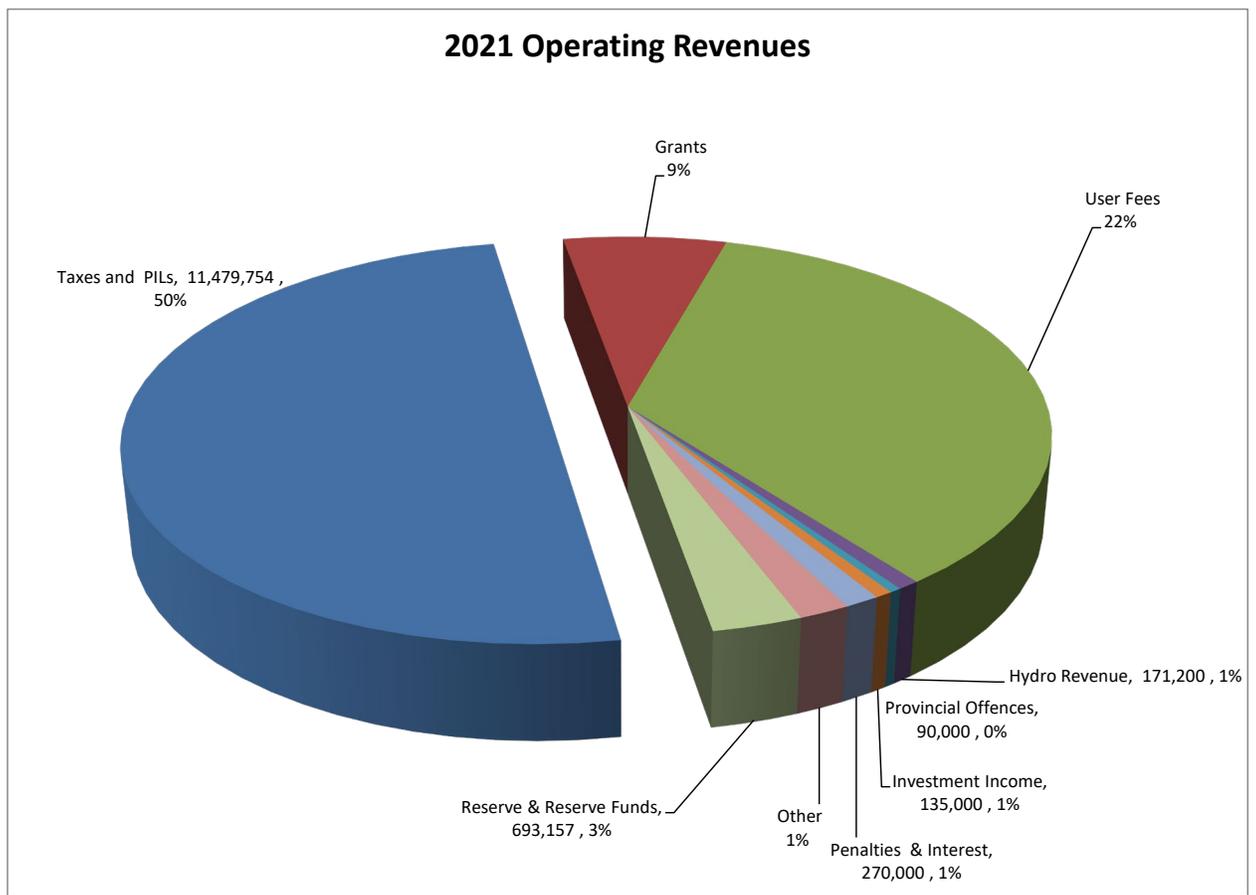
	Stabilization Reserves	Tax Supported Reserves	Program Reserves	Dec 31/19 Total	Tsf in 2020	Tsf out 2020	Projected Bal at Dec 31/20	Projected Tsf in 2021	Projected Tsf out 2021	Projected Bal at Dec 31/21
Working Capital	1,100,000.00			1,100,000.00			1,100,000.00			1,100,000.00
Capital		1,233,512.34		1,233,512.34	395,941.00	(205,000.00)	1,424,453.34	404,306.00	(325,000.00)	1,503,759.34
Live Streaming			25,000.00	25,000.00		(25,000.00)	-			-
Operational Review			6,639.26	6,639.26			6,639.26			6,639.26
Election			15,000.00	15,000.00	15,000.00		30,000.00	20,000.00		50,000.00
Strategic Plan			10,000.00	10,000.00			10,000.00			10,000.00
Website			25,000.00	25,000.00		(25,000.00)	-			-
Records Management			100,000.00	100,000.00		(25,000.00)	75,000.00		(37,500.00)	37,500.00
Heritage			22,923.30	22,923.30			22,923.30			22,923.30
Pound Costs			11,000.00	11,000.00			11,000.00			11,000.00
Facility Manager/H&S			1,600.00	1,600.00			1,600.00			1,600.00
Asset Management			6,800.00	6,800.00		(6,800.00)	-			-
Contingency		287,726.83		287,726.83	25,000.00		312,726.83	25,000.00		337,726.83
Admin. Building		167,607.17		167,607.17	59,500.00		227,107.17	10,000.00	(172,500.00)	64,607.17
Policing			225,994.59	225,994.59		(29,000.00)	196,994.59		(30,000.00)	166,994.59
Building Dept.			646,564.71	646,564.71	19,994.00		666,558.71	29,501.00	(35,000.00)	661,059.71
Accessibility		1,669.71		1,669.71			1,669.71			1,669.71
Equipmt. Replacement		34,288.65		34,288.65			34,288.65			34,288.65
Public Works		737,096.96		737,096.96	206,261.00	(184,900.00)	758,457.96		(284,261.00)	474,196.96
Storm/Streetlights		53,199.28		53,199.28			53,199.28			53,199.28
Active Transportation		12,200.00		12,200.00		(5,000.00)	7,200.00			7,200.00
Winter Control			55,820.00	55,820.00			55,820.00			55,820.00
Waste Management			1,408,108.35	1,408,108.35	66,941.00		1,475,049.35		(298,000.00)	1,177,049.35
Septage			280,766.07	280,766.07	20,000.00	(4,500.00)	296,266.07		(50,633.00)	245,633.07
Daycare		674,957.61		674,957.61	37,175.00	(98,361.00)	613,771.61		(137,000.00)	476,771.61
Planning		2,159.09		2,159.09	95,000.00		97,159.09		(95,000.00)	2,159.09
C&EDC		129,707.67		129,707.67	17,000.00	(7,000.00)	139,707.67		(41,000.00)	98,707.67
Recreation		240,091.98		240,091.98	27,500.00	(25,000.00)	242,591.98		(95,700.00)	146,891.98
Light up the Night			5,717.42	5,717.42			5,717.42			5,717.42
Ticket Surcharge			13,840.45	13,840.45			13,840.45			13,840.45
Cash in Lieu-Parkland			85,779.50	85,779.50			85,779.50			85,779.50
Parking Reserve			55,737.83	55,737.83			55,737.83			55,737.83
Water & Sewer		3,148,721.51		3,148,721.51	613,289.00	(326,435.00)	3,435,575.51	307,569.00	(902,196.00)	2,840,948.51
Business Park			685,165.44	685,165.44		(63,411.00)	621,754.44		(621,754.44)	-
Fire Dept.		124,268.68		124,268.68			124,268.68		(13,220.00)	111,048.68
Library		81,495.00		81,495.00	5,000.00	(2,500.00)	83,995.00		(47,500.00)	36,495.00
Ramsay Reserves			2,640.40	2,640.40			2,640.40			2,640.40
Pakenham Reserves			266.72	266.72			266.72			266.72
							-			-
Total Dec 31	1,100,000.00	6,928,702.48	3,690,364.04	11,719,066.52	1,603,601.00	(1,032,907.00)	12,289,760.52	796,376.00	(3,186,264.44)	9,899,872.08
Summary										
Working Capital			1,100,000.00							Reserve is restricted to offset tax arrears
Capital			3,036,964.69							Reserve is further restricted to projects noted above
Programs in Operating budget			26,193.01							Reserve is for Heritage and Facility Manager/H&S
Contingency			337,726.83							Reserve is for emergencies
Police			166,994.59							Reserve is used to offset increases in contract
Waste Management			1,177,049.35							Reserve is from user fees to offset waste management needs
Septage			245,633.07							Reserve is from Septage fees to offset septage needs
Winter Control			55,820.00							Reserve is to offset deficits in winter control area of budget
Ramsay			2,640.40							Reserve is for museums capital projects
Pakenham			266.72							Reserve is for recreation in Pakenham ward
Business Park			-							Reserve is to offset debt on park and to plan for next phase
Ticket Surcharge			13,840.45							Reserve is to offset auditorium improvements at Almonte Old Town Hall
Cash in Lieu-Parkland			85,779.50							Reserve is to be used for parkland/recreation trail development
Parking			55,737.83							Reserve is available to address parking related matters
Election			50,000.00							Reserve is being built up to offset the 2022 election
Records Management			37,500.00							Reserve is to offset electronic storage of records
Building Dept			661,059.71							Reserve is from building department revenues and can only be applied to building
Light Up the Night			5,717.42							Reserve is used to offset this event
Water and Sewer			2,840,948.51							Reserve is from water & sewer rates for capital projects
			9,899,872.08							

REVENUE

The Municipality has a number of revenue sources in addition to taxation that helps pay for the cost of programs and services. For example, the waste management charge covers the full cost of providing waste management services. Likewise, water and sewer, and septage fees pay the full cost of the service and building permit fees cover the full costs of the department and are not paid for through the tax levy.

Development charges help pay for expenditures required as a result of growth and grants and other user fees are available in addition to general licenses and permits. The Municipality also collects interest on its investments and penalties and interest on overdue water and taxes.

Revenues are typically shown in the budget document with a negative sign in front of the figure.



REVENUES					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	Taxation				
1	Taxes-Town	- 11,685,704.00	- 10,978,685.00	- 707,019.00	6%
2	Taxes-County	- 7,668,045.00	- 7,517,690.00	- 150,355.00	2%
3	Taxes-Schools	- 4,100,000.00	- 4,100,000.00	-	0%
	Total	- 23,453,749.00	- 22,596,375.00	- 857,374.00	4%
	Federal Grants				
4	Federal Gas Tax Revenue		-	-	
5	Federal Grants-Students		-	-	
	Total	-	-	-	-
	Provincial Grants				
6	Prov Grant-Administration (Power Dam)	- 47,000.00	- 47,000.00	-	0%
7	Prov Grant-OMPF	- 897,000.00	- 890,600.00	- 6,400.00	1%
8	Prov Grant-Court Security	- 9,900.00	- 9,900.00	-	0%
9	Prov Grant-Livestock	- 4,000.00	- 4,000.00	-	0%
10	Prov Grant-Drainage Superintendent	- 750.00	- 750.00	-	0%
	Total	- 958,650.00	- 952,250.00	- 6,400.00	1%
11	County Road Maintenance	- 28,365.00	- 27,780.00	- 585.00	2%
	Fees & Service Charges				
12	Administration Fees (Tax certificates, NSF fees)	- 13,500.00	- 13,500.00	-	0%
13	Fire Fees	- 11,500.00	- 10,000.00	- 1,500.00	15%
14	Roadway and Other PW Fees	- 5,500.00	- 5,500.00	-	0%
15	Planning Fees	- 125,000.00	- 110,000.00	- 15,000.00	14%
16	Tile Drainage Fees	- 3,628.00	- 4,688.00	1,060.00	-23%
17	Police-Other (False Alarms)	- 600.00	- 600.00	-	0%
18	Wedding Fees	-	-	-	0%
	Total	- 159,728.00	- 144,288.00	- 15,440.00	6%

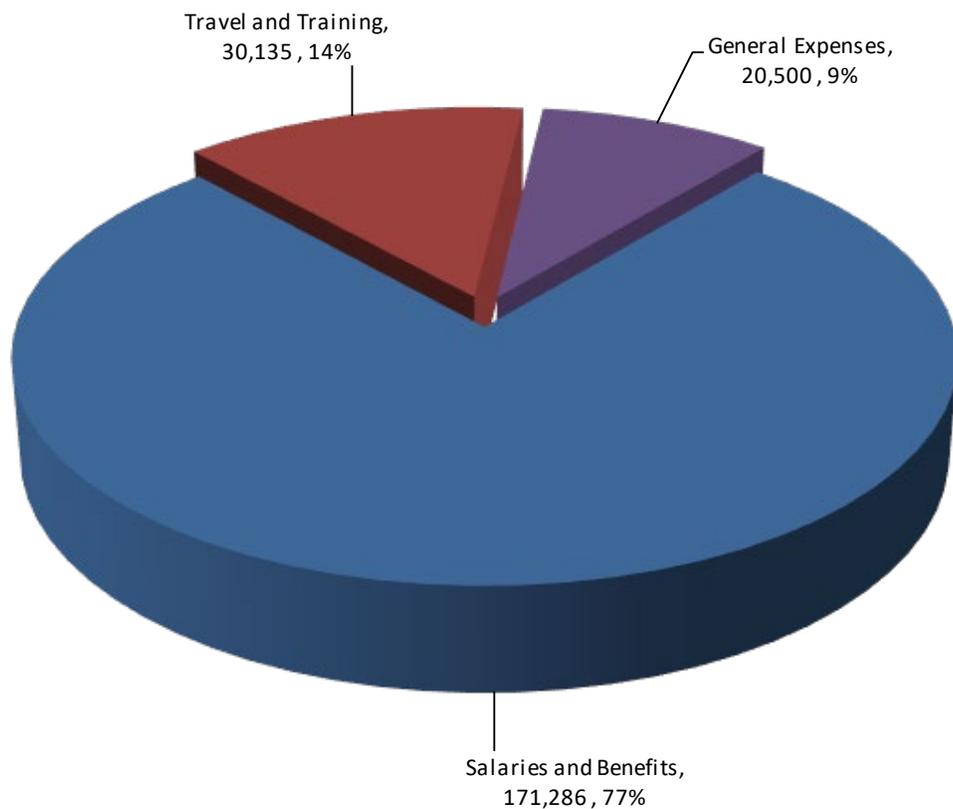
Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
	Payments in Lieu of taxes				
19	PIL-Town	- 194,050.00	- 194,220.00	170.00	0%
20	PIL-County	- 71,365.00	- 69,830.00	- 1,535.00	2%
21	PIL-Schools	- 1,935.00	- 1,925.00	- 10.00	1%
	Total	- 267,350.00	- 265,975.00	- 1,375.00	1%
	Other Revenue				
22	Trade Licence	- 7,000.00	- 7,000.00	-	0%
23	Dog Tags	- 7,500.00	- 7,500.00	-	0%
24	Other Licences & Permits (Marriage Licences)	- 15,000.00	- 15,000.00	-	0%
25	Rental Revenue (Municipal Facilities)	- 65,000.00	- 65,000.00	-	0%
26	Fines-Parking	- 8,500.00	- 8,500.00	-	0%
27	Cash in Lieu-Parking			-	
28	Cash in Lieu of Parkland			-	
29	Provincial Offences Revenue	- 90,000.00	- 90,000.00	-	0%
30	Ticket Surcharge-AOTH		-	-	#DIV/0!
31	Penalty & Interest-Current Taxes	- 100,000.00	- 100,000.00	-	0%
32	Penalty & Interest-Tax Arrears	- 145,000.00	- 145,000.00	-	0%
33	Interest on Overdue Accounts-Gen.			-	
34	Interest Income-Investments	- 100,000.00	- 90,000.00	- 10,000.00	11%
35	Sale of Land			-	
36	Sale of Equipment			-	
37	Sale of Books, Maps			-	
38	Other Revenue (Hydro Revenue)	- 93,885.00	- 167,044.00	73,159.00	-44%
39	Transfer from Reserves	- 121,140.00	- 75,624.00	- 45,516.00	60%
40	Transfer from Reserve Fund (Development Charge)	- 95,870.00	- 95,870.00	-	0%
	Total	- 848,895.00	- 866,538.00	17,643.00	-2%
	Total Revenue	- 25,716,737.00	- 24,853,206.00	- 863,531.00	3%

COUNCIL

The Municipality is governed by an elected Council comprised of 7 members; Mayor, Deputy Mayor, and 5 Councillors (2 Almonte Ward, 2 Ramsay Ward and 1 Pakenham Ward). Each Council term is four (4) years.

All members of Council meet twice a month at Committee of the Whole and Council meetings. Committee of the Whole meetings are intended to be a less formal forum for discussion and analysis of issues. Committee of the Whole does not have the authority to authorize final actions and decisions, instead it reviews and gathers information and formulates a recommendation that is then provided to Council for a decision. Both Committee of the Whole and Council meetings are open to the public and attendance is welcome.

2021 Council Operating Budget



Municipality of Mississippi Mills 2021 Budget Summary

Council

	A	B	C	D=B+C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/2020 Budget	
Expenditures:						
Remuneration, Salares & Bene	163,327	171,286		171,286	0.00%	
Travel & Training	20,029	30,000	135	30,135	0.45%	
Materials & Contracts	-			-		
General Operating Expenses	12,715	15,500	5,000	20,500	32.26%	Increase for Mayor support-ROMA
Community Grants	-	-		-		
Fuel & Oil	-	-		-		
M&R (facilities, fleet etc.)	-	-		-		
Utilities	-	-		-		
Insurance	-	-		-		
Transfers to Reserves	-	-		-		
Debt Repayments	-	-		-		
Capital Expenditures	-	-		-		See capital budget
Total Expenditures	196,071	216,786	5,135	221,921	2.37%	
Revenues						
Grants						
User Fees						
Other Fees & Charges						
Transfer from Reserves						
Transfer from DCs						
Total Revenues	-	-	-	-		
Net Levy	196,071	216,786	5,135	221,921	2.37%	

	COUNCIL				
	2021 Budget				
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Remuneration & Benefits	171,286.00	171,286.00	-	0%
2	Other M & S	12,000.00	7,000.00	5,000.00	71%
3	Telephone	2,500.00	2,500.00	-	0%
4	Travelling Expense	4,500.00	4,500.00	-	0%
5	Association & Convention	21,000.00	21,000.00	-	0%
6	Memberships	4,635.00	4,500.00	135.00	3%
7	Receptions	6,000.00	6,000.00	-	0%
8	Capital Expenditure	-	-	-	0%
9	To Reserves			-	
	Total Expenditures	221,921.00	216,786.00	5,135.00	2.37%

**COUNCIL BUDGET
2021**

REMUNERATION AND BENEFITS \$171,286.00

FOR MAYOR, DEPUTY MAYOR AND 5 COUNCILLORS

OTHER M & S \$12,000.00

MEALS FOR MEETINGS	\$ 500.00
MISCELLANEOUS	\$1,000.00
I.E. PLAQUES	
PROMO ITEMS	\$2,000.00
SUPPORT-ROMA	\$5,000.00
BENEFITS PROGRAM	<u>\$3,500.00</u>
	<u>\$12,000.00</u>

TELEPHONE \$2,500.00

MAYOR AND DEPUTY MAYOR'S CELL PHONES AND MONTHLY DATA PLANS
FOR TABLETS

TRAVELLING EXPENSES \$4,500.00

TRAVELLING EXPENSES FOR CONFERENCES AND MEETING ATTENDANCE
I.E. MILEAGE, TRAIN FARE ETC.

ASSOCIATION & CONVENTION \$21,000.00

MEAL ALLOWANCE , HOTEL ACCOMMODATION AND REGISTRATIONS
(\$3,000 PER COUNCIL MEMBER)

MEMBERSHIPS \$4,635.00

ANNUAL MEMBERSHIP FOR THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO

RECEPTIONS \$6,000.00

BREAKFAST MEETING	\$500.00
CHRISTMAS PARTY	\$4,500.00
TOWN HALL MEETINGS	\$500.00
MISCELLANEOUS	<u>\$500.00</u>
	<u>\$6,000.00</u>

ADMINISTRATION

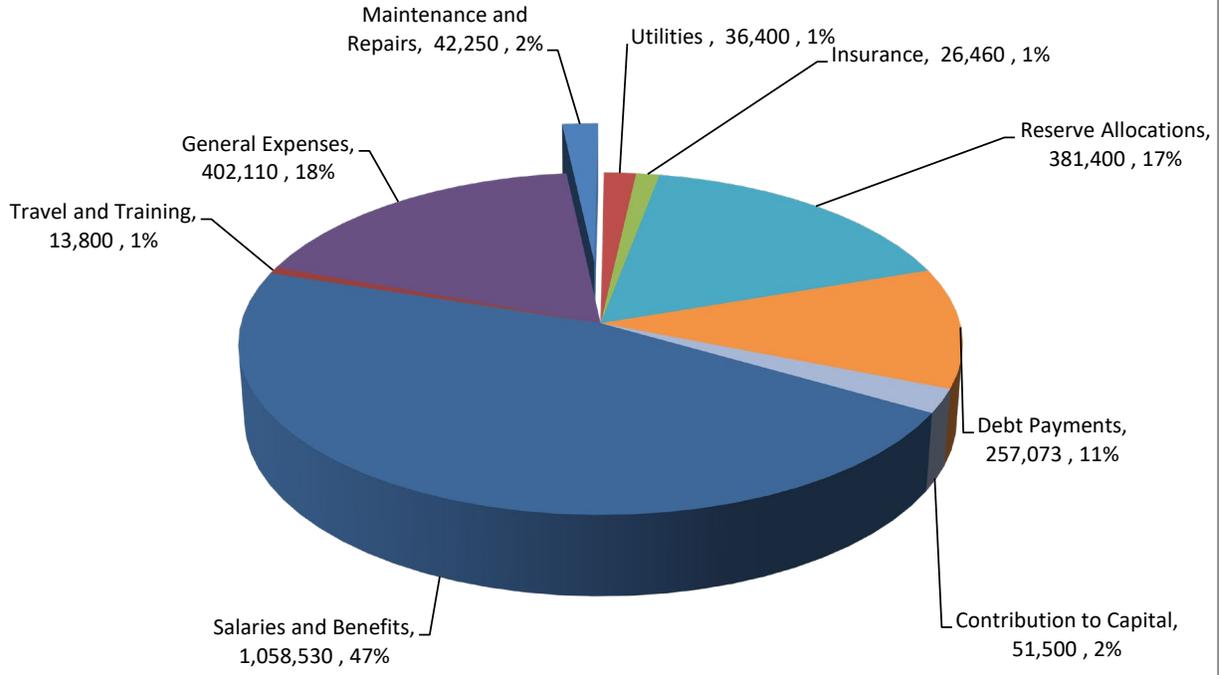
The **Administration** Department provide corporate, information and administrative services that support other departments in the on-going operations of the Municipality. The Administration Department consists of the office of the Chief Administrative Officer (CAO), the office of the Clerk and Finance including the costs of operating and maintaining administrative facilities; the Municipal Office, The Almonte Old Town Hall and the Old Almonte Registry Office.

The **CAO** reports directly to Council and is the senior staff person who provides organizational leadership to the municipal Staff and chairs the Senior Management team meetings. This position is responsible for the administration and coordination of the delivery of services to residents and businesses in a manner that ensures the efficient utilization of the Corporation's human, financial and physical resources and is consistent with the service standards approved within the annual budget and other planning documents. The CAO acts as an advisor to Council in the development of public policies ensuring that Council is provided with all relevant information necessary to make informed decisions. The CAO is also responsible for developing collaborative relationships within the community, other Municipalities and all levels of government.

The **Clerk** is responsible for a number of legislated duties including recording the minutes of all Committee of the Whole and Council meetings, drafting by-laws, acting as a local Registrar for births and deaths, acting a Returning Officer for municipal elections and various other duties as specified in legislation, including the *Municipal Freedom of Information and Protection of Privacy Act*.

The **Finance** department is responsible for long term financial planning, annual budget development, investment management, municipal insurance, development charges, general accounting, treasury and cash management and all statutory reports. The department also levies and calculates property taxes, generates utility billings, collects all monies owed to the Municipality, processes payments for all departments of the Municipality and manages the payroll system for the Municipality's 100+ employees.

2021 Administration (Admin. and Admin. Buildings) Operating Budget



Municipality of Mississippi Mills 2021 Budget Summary

Administration

	A	B	C	D=B+C	E= C/B
		2020	2021	2021	% 2021
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/ 2020 Budget
Expenditures:					
Remuneration, Salaries & Bene	762,989	866,439	143,116	1,009,555	16.52%
Travel & Training	11,345	13,800		13,800	0.00%
Materials & Contracts	-			-	
General Operating Expenses	300,737	254,777	121,263	376,040	47.60%
Community Grants	-	-		-	
Fuel & Oil	-	-		-	
M&R (facilities, fleet etc.)	-	-		-	
Utilities	-	-		-	
Insurance	3,823	5,560	(160)	5,400	
Election	22	-		-	
Transfers to Reserves	851,352	283,938	97,462	381,400	34.33%
Debt Repayments	-	-		-	
Capital Expenditures	5,570	-	12,500	12,500	See capital budget
Total Expenditures	1,935,838	1,424,514	374,181	1,798,695	26.27%
Revenues					
Grants					
User Fees	1,615	-		-	0.00%
Other Fees & Charges				-	
Transfer from Reserves		-		-	
Transfer from DCs				-	
Total Revenues	1,615	-	-	-	0.00%
Net Levy	1,934,223	1,424,514	374,181	1,798,695	26.27%

GENERAL ADMINISTRATION

2021 Budget

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
1	Salaries, Wages and Benefits	1,009,555.00	866,439.00	143,116.00	17%
2	Office Supplies	20,400.00	20,000.00	400.00	2%
3	Office Equipment	500.00	500.00	-	0%
4	Publications	2,500.00	4,000.00	- 1,500.00	-38%
5	Special Circumstances Expense	5,000.00	5,000.00	-	0%
6	Other M & S	10,500.00	12,000.00	- 1,500.00	-13%
7	Postage & Courier Services	20,600.00	20,000.00	600.00	3%
8	Fees for Wedding Ceremonies			-	0%
9	Telephone	15,300.00	15,000.00	300.00	2%
10	Legal Fees	15,300.00	15,000.00	300.00	2%
11	Audit Fees	26,010.00	25,500.00	510.00	2%
12	Other Professional Fees	50,000.00	45,500.00	4,500.00	10%
13	Computer Services Expense	122,125.00	80,000.00	42,125.00	53%
14	Advertising	50,000.00	45,000.00	5,000.00	11%
15	Travelling Expense	2,500.00	3,000.00	- 500.00	-17%
16	Alarm Monitoring	2,100.00	2,100.00	-	0%
17	Equipment Rentals, Other	14,500.00	16,000.00	- 1,500.00	-9%
18	Memberships	2,000.00	2,800.00	- 800.00	-29%
19	Association & Convention	3,200.00	3,000.00	200.00	7%
20	Seminars	5,500.00	5,000.00	500.00	10%
21	Insurance	5,400.00	5,560.00	- 160.00	0%
22	Election			-	0%
23	Riverwalk	-	-	-	
24	Bank Charges	8,935.00	9,177.00	- 242.00	-3%
25	Admin. Costs allocated to Building	61,200.00	60,000.00	1,200.00	2%
26	Capital Expenditure	12,500.00	-	12,500.00	0%
27	To Reserves	381,400.00	283,938.00	97,462.00	34%
28	New Staffing Costs	74,070.00	-	74,070.00	0%
	Total Expenditures	1,798,695.00	1,424,514.00	374,181.00	26%

ADMINISTRATION BUDGET 2021

REMUNERATION, SALARIES, AND BENEFITS \$1,009,555.00

CAO, CLERK, DEPUTY CLERK, TREASURER,
PAYROLL CLERK, TAX/WATER CLERK, ACCOUNTS RECEIVABLE CLERK,
ACCOUNTS PAYABLE CLERK, RECEPTIONIST, COMMUNICATIONS OFFICER,
IT, HUMAN RESOURCES, SUMMER STUDENT PLUS APPLICABLE BENEFITS (INCLUDES
EMPLOYEE ASSISTANCE PROGRAM)

OFFICE SUPPLIES \$20,400.00

COMPUTER SUPPLIES, PAPER, LETTERHEAD, ENVELOPES, TONER,
GENERAL OFFICE SUPPLIES

OFFICE EQUIPMENT \$500.00

GENERAL OFFICE EQUIPMENT NEEDS

PUBLICATIONS \$2,500.00

MESSENGER, TAX INSERTS, MUNICIPAL AND OTHER DIRECTORIES,
ACCESS ONTARIO PUBLICATIONS, ETC.

SPECIAL CIRCUMSTANCES \$5,000.00

UNFORESEEN ITEMS THAT OCCUR THROUGHOUT THE YEAR

OTHER M & S \$10,500.00

REMEMBRANCE DAY WREATHS, MAPS, DRUG STRATEGY, WATER
FROM WATERLIFE, MARRIAGE LICENSES* , OTHER ITEMS THAT
CANNOT BE PLACED ELSEWHERE

*OFFSET BY REVENUE

POSTAGE & COURIER SERVICES \$20,600.00

TAX BILLINGS, REMINDER NOTICES, GENERAL MAIL AND COURIER NEEDS

TELEPHONE \$15,300.00

INCLUDES SIX PHONE LINES, CELL PHONES AND FAX

LEGAL FEES \$15,300.00

LEGAL ADVICE AS REQUIRED

AUDIT FEES \$26,010.00

FEES FOR INTERIM AND FINAL AUDITS

OTHER PROFESSIONAL FEES \$50,000.00

COMMUNICATIONS	\$18,000.00
WEB SITE MAINTENANCE	\$3,375.00
CLOSED MEETING	
INVESTIGATOR	\$500.00
OTHER	\$ 9,500.00
VOTER VIEW ANNUAL FEE	\$11,500.00
PROPERTY APPRAISALS, SURVEYS	<u>\$ 7,125.00</u>
	<u>\$50,000.00</u>

COMPUTER SERVICES EXPENSE \$122,125.00

IT SUPPORT, WIRELESS INTERNET, SUPPORT FOR FINANCIAL SYSTEM AND FROM COUNTY OF LANARK, EBILLING COSTS, ESCRIBE FEES

ADVERTISING \$50,000.00

WEEKLY NEWSPAPER AD, TAX NOTICES, REMEMBRANCE DAY, NOTICES UNDER THE MUNICIPAL ACT

TRAVELLING EXPENSE \$2,500.00

MILEAGE FOR STAFF TRAVEL

ALARM MONITORING \$2,100.00

MONTHLY FEE FOR MONITORING ALARM AT MUNICIPAL OFFICE

EQUIPMENT RENTALS, OTHER \$14,500.00

PHOTOCOPIERS, POSTAGE MACHINE FOLDING MACHINE, ETC.

MEMBERSHIP FEES \$2,000.00

ASSOCIATION OF MUNICIPAL CLERKS & TREASURERS. PROFESSIONAL MEMBERSHIPS

ASSOCIATION & CONVENTION \$3,200.00

HOTEL ACCOMMODATIONS, REGISTRATION FEES, MEALS

SEMINARS \$5,500.00

TRAINING FOR STAFF (WHIMIS, FIRST AID, ETC.), PROFESSIONAL DEVELOPMENT

BANK CHARGES \$8,935.00

ACTIVITY FEES, INTERAC, ELECTRONIC FUNDS TRANSFERS, ETC.

ADMIN. COSTS ALLOCATED TO BUILDING (\$61,200.00)

ALLOCATION OF GENERAL ADMIN. COSTS TO
BUILDING DEPT. PER BILL 124 (SEE BUILDING DEPT
BUDGET)

CAPITAL EXPENDITURES \$12,500 .00

TRANSFER TO RESERVES \$381,400.00

Municipality of Mississippi Mills 2021 Budget Summary

Administration Buildings

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
		Approved	Program	Requested	Requested/	
	2019 Actual	Budget	Change	Budget	2020 Budget	
Expenditures:						
Remuneration, Salaries & Benefits	21,072	23,680	25,295	48,975	106.82%	Includes Increase in labour for cleaning due to Covid 19
Travel & Training	-	-	-	-	-	
Materials & Contracts	-	-	-	-	-	
General Operating Expenses	17,802	18,100	7,970	26,070	44.03%	Includes Increase in cleaning supplies due to Covid 19
Community Grants	-	-	-	-	-	
Fuel & Oil	-	-	-	-	-	
M&R (facilities, fleet etc.)	43,961	45,250	(3,000)	42,250	-6.63%	
Utilities	33,872	40,000	(3,600)	36,400	-9.00%	
Insurance	18,709	19,650	1,410	21,060	7.18%	
Transfers to Reserves	64,653	-	-	-	-	
Debt Repayments	255,665	255,741	1,332	257,073	0.52%	See debt schedule
Capital Expenditures	3,243	59,500	(20,500)	39,000	-34.45%	See capital budget
Total Expenditures	458,977	461,921	8,907	470,828	1.93%	
Revenues						
Grants						
User Fees	65,003	65,000		65,000	0.00%	Rental of AOTH and Municipal office
Other Fees & Charges						
Transfer from Reserves			27,750	27,750		Covid 19 grant funding received in 2020
Transfer from DCs						
Total Revenues	65,003	65,000	27,750	92,750	42.69%	
Net Levy	393,974	396,921	(18,843)	378,078	-4.75%	

ADMINISTRATION BUILDINGS

2021 Budget

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
Municipal Office					
1	Salaries, Wages & Benefits	14,975.00	14,680.00	295.00	2%
2	Other M & S	400.00	400.00	-	0%
3	Utilities	14,000.00	16,000.00	- 2,000.00	-13%
4	Cleaning, Maint., Other Supplies	1,530.00	1,500.00	30.00	2%
5	Insurance (Building Etc.)	12,360.00	12,040.00	320.00	3%
6	Rentals & Maintenance	26,000.00	26,000.00	-	0%
7	Long Term Debt Payments	58,013.00	58,013.00	-	0%
8	Capital Expenditure	-	10,000.00	- 10,000.00	0%
9	To Reserves			-	0%
	Total	127,278.00	138,633.00	- 11,355.00	-8%
Registry Office					
10	Utilities	2,800.00	3,000.00	- 200.00	-7%
11	Rentals & Maintenance	1,500.00	1,500.00	-	0%
12	Capital Expenditure	-	-	-	0%
13	To Reserves			-	0%
	Total	4,300.00	4,500.00	- 200.00	-4%
Almonte Old Town Hall					
14	Labour	34,000.00	9,000.00	25,000.00	278%
15	Other M & S	1,000.00	1,500.00	- 500.00	-33%
16	Utilities	19,600.00	21,000.00	- 1,400.00	-7%
17	Cleaning, Maint., Other Supplies	3,900.00	1,750.00	2,150.00	123%
18	Telephone	1,200.00	1,200.00	-	0%
19	Insurance (Building Etc.)	8,700.00	7,610.00	1,090.00	14%
20	Other S & R	14,790.00	14,500.00	290.00	2%
21	Rentals & Maintenance	18,000.00	15,000.00	3,000.00	20%
22	Long Term Debt Payments-Town Hall	199,060.00	197,728.00	1,332.00	1%
23	Capital Expenditures	39,000.00	49,500.00	- 10,500.00	-27%
24	To Reserves			-	0%
	Total	339,250.00	318,788.00	20,462.00	6%
	Total Expenditures	470,828.00	461,921.00	8,907.00	2%

**ADMINISTRATION BUDGET- BUILDINGS
2021**

MUNICIPAL OFFICE

SALARIES, WAGES & BENEFITS \$14,975.00

CLEANING ADMINISTRATION BUILDING PLUS 4% VACATION PAY

OTHER – M & S \$400.00

EMERGENCY LIGHT MAINTENANCE, FIRE
EXTINGUISHER SERVICE, CHRISTMAS DECORATIONS,
OTHER ITEMS THAT CANNOT BE PLACED ELSEWHERE, ETC.

UTILITIES \$14,000.00

HEAT AND HYDRO

CLEANING, MAINTENANCE, OTHER SUPPLIES \$1,530.00

PAPER TOWELS, CLEANING SUPPLIES, SOAPS, ETC.

INSURANCE \$12,360.00

MUNICIPAL OFFICE, CLAYTON COMMUNITY HALL, UNION HALL
NORTH LANARK MUSEUM

RENTALS & MAINTENANCE \$ 26,000.00

ELEVATOR MAINTENANCE, GRASS CUTTING, SNOW REMOVAL
RUG RENTAL, BUILDING REPAIRS

LONG TERM DEBT PAYMENTS \$58,013.00

EXPANSION OF MUNICIPAL OFFICE

OLD REGISTRY OFFICE

UTILITIES \$2,800.00

HEAT, HYDRO AND WATER

RENTALS & MAINTENANCE \$1,500.00

MINOR BUILDING REPAIRS

LABOUR	\$34,000.00
CLEANING, REPAIRS ETC.	
OTHER – MATERIALS & SUPPLIES	\$1,000.00
EMERGENCY LIGHT MAINTENANCE, FIRE EXTINGUISHER SERVICE, OTHER ITEMS THAT CANNOT BE PLACED ELSEWHERE, ETC.	
UTILITIES	\$19,600.00
HEAT, HYDRO AND WATER	
CLEANING, MAINTENANCE, OTHER SUPPLIES	\$3,900.00
CLEANING SUPPLIES, WASHROOM SUPPLIES,ETC.	
TELEPHONE	\$1,200.00
CELL PHONE, OFFICE PHONE	
INSURANCE	\$8,700.00
OTHER – SERVICES AND RENTALS	\$14,790.00
CLEANING THE OLD TOWN HALL, ALARM MONITORING OTHER MISCELLANEOUS	
RENTALS & MAINTENANCE	\$18,000.00
ELEVATOR LICENSE AND MAINTENANCE SNOW REMOVAL, BUILDING REPAIRS, ETC.	
LONG TERM DEBT PAYMENTS	\$199,060.00
CAPITAL EXPENDITURES	\$39,000.00

EMERGENCY AND PROTECTIVE SERVICES

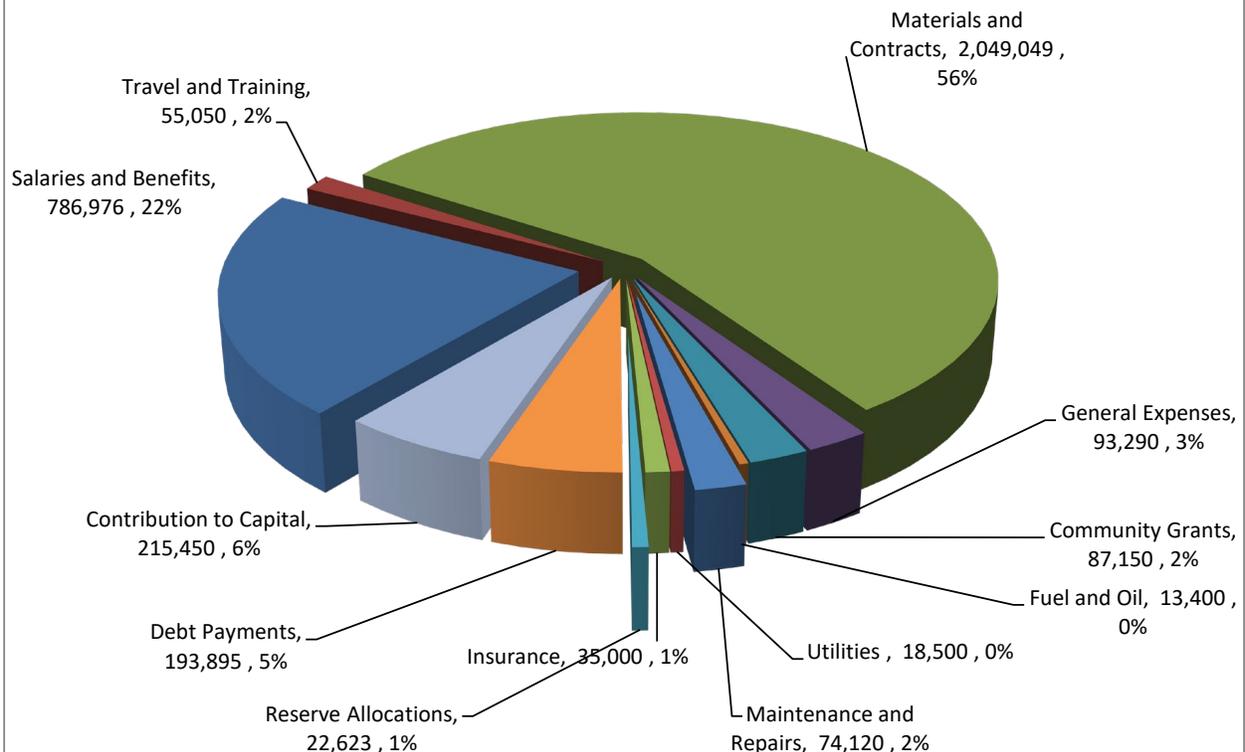
Emergency and Protective services is made up of the Fire Department, Police, and other general protection such as by-law and animal control.

The **Fire Department** is comprised of a Fire Chief, District Chiefs, an Inspection Officer, Administrative Support and approximately 46 volunteer firefighters that operate out of two stations.

The Municipality is serviced by the Ontario Provincial **Police** (OPP) through a contract arrangement. Council has an oversight committee called the Community Policing Advisory Committee or CPAC.

Other Protection services are offered primarily by contract and include by-law services for such items as parking and animal control, facility management and health and safety.

2021 Emergency and Protective Services (Fire, Police and Protection) Operating Budget



Municipality of Mississippi Mills 2021 Budget Summary

Fire Department

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/2020 Budget	
Expenditures:						
Remuneration, Salaries & Bene	424,731	487,887	144,378	632,265	29.59%	Includes Step increase, CPI. F/T Deputy Chief, Increased volunteer remuneration
Travel & Training	30,877	36,400	6,400	42,800	17.58%	
Materials & Contracts	17,334	29,000	15,200	44,200	52.41%	Refer to detailed operating budget
General Operating Expenses	70,389	70,250	9,390	79,640	13.37%	Refer to detailed operating budget. Includes increased cleaning due to Covid 19
Community Grants	-	-	-	-		
Fuel & Oil	6,503	10,650	2,750	13,400	25.82%	
M&R (facilities, fleet etc.)	61,587	33,600	40,520	74,120	120.60%	Refer to detailed operating budget
Utilities	17,628	18,500	-	18,500	0.00%	
Insurance	32,330	36,000	(1,000)	35,000	-2.78%	
Transfers to Reserves	110,743	22,623		22,623		Reserve repayment for vehicles
Debt Repayments	197,387	193,894	1	193,895	0.00%	Fire Trucks, Fire Halls and SCBA
Capital Expenditures	11,009	20,000	195,450	215,450	977.25%	See Capital Budget
Total Expenditures	980,518	958,804	413,089	1,371,893	43.08%	
Revenues						
Grants						
User Fees	12,529	10,000		10,000	0.00%	Fees for fire callouts and motor vehicle accidents
Other Fees & Charges						
Transfer from Reserves	-		1,500	1,500	0.00%	Covid 19 grant funding received in 2020
Transfer from DCs	29,725	39,240		39,240	0.00%	Apply to Fire Hall Debt payments per DC study
Total Revenues	42,254	49,240	1,500	50,740	3.05%	
Net Levy	938,264	909,564	411,589	1,321,153	45.25%	

FIRE DEPARTMENT					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Salaries, Wages & Benefits	632,265.00	487,887.00	144,378.00	30%
2	Office Supplies	2,550.00	2,500.00	50.00	2%
3	Special Circumstances Expense			-	0%
4	Other M & S	2,500.00	2,500.00	-	0%
5	Utilities	18,500.00	18,500.00	-	0%
6	Cleaning, Maint and other supplies	3,000.00	1,500.00	1,500.00	100%
7	Postage & Courier Services	300.00	300.00	-	0%
8	Telephone	4,080.00	4,000.00	80.00	2%
9	Computer Services Expense	3,000.00	2,500.00	500.00	20%
10	Travelling Expense	1,500.00	1,200.00	300.00	25%
11	Equipment Rentals, Other	6,250.00	2,250.00	4,000.00	178%
12	Memberships	1,300.00	1,200.00	100.00	8%
13	Association & Convention	5,000.00	4,000.00	1,000.00	25%
14	Insurance (Building Etc.)	35,000.00	36,000.00	- 1,000.00	-3%
15	Other S & R	6,500.00	13,000.00	- 6,500.00	-50%
16	Contract Fees	25,700.00	14,000.00	11,700.00	84%
17	Misc. Equipment Expense	39,500.00	12,000.00	27,500.00	229%
18	Personnel (Clothing, Etc.)	11,500.00	11,200.00	300.00	3%
19	Fire Prevention Inspections	17,500.00	10,000.00	7,500.00	75%
20	Communications	8,700.00	5,500.00	3,200.00	58%
21	Automatic Aid	13,260.00	13,000.00	260.00	2%
22	Hydrant Rental	3,500.00	3,500.00	-	0%
23	Training	35,000.00	30,000.00	5,000.00	17%
24	Contract Repairs/Maintenance	18,500.00	15,000.00	3,500.00	23%
25	Loan Repayments	193,895.00	193,894.00	1.00	0%
26	Capital Expenditure	215,450.00	20,000.00	195,450.00	91%
27	To Reserves	22,623.00	22,623.00	-	0%
	Subtotal	1,326,873.00	928,054.00	398,819.00	43%

		2020	2019	\$	%
Line #	Description	Budget	Budget	Change	Change
	Vehicles and Equipment				
28	M&R Parts	1,000.00	1,000.00	-	0%
29	Fuel & Oil	13,400.00	10,650.00	2,750.00	26%
30	Licences	120.00	600.00	- 480.00	-80%
31	Repairs & Maintenance	30,500.00	18,500.00	12,000.00	65%
	Total Vehicles & Equipment	45,020.00	30,750.00	14,270.00	46%
	Total Fire	1,371,893.00	958,804.00	413,089.00	43%

FIRE DEPARTMENT BUDGET 2021

SALARIES, WAGES AND BENEFITS \$632,265.00

FIRE CHIEF, DEPUTY FIRE CHIEF, INSPECTION OFFICER, ADMIN. SUPPORT
VOLUNTEERS, HONORARIUMS FOR OFFICERS AND STATUTORY BENEFITS

OFFICE SUPPLIES \$2,550.00

PAPER SUPPLIES, FIREHALL SUPPLIES, FIRE PREVENTION & EDUCATION
SUPPLIES, MANUALS, ETC.

OTHER MATERIALS & SUPPLIES \$2,500.00

MISCELLANEOUS ITEMS THAT CANNOT BE ACCOUNTED FOR ELSEWHERE

UTILITIES \$18,500.00

HEAT, HYDRO AND WATER FOR BOTH STATIONS

CLEANING, MAINT & OTHER SUPPLIES \$3,000.00

CLEANING AND WASHROOM SUPPLIES FOR BOTH STATIONS

POSTAGE & COURIER \$300.00

TELEPHONE \$4,080.00

PHONE LINES AND CELL PHONES

COMPUTER SERVICES EXPENSE \$3,000.00

IT SUPPORT

TRAVELLING EXPENSES \$1,500.00

MILEAGE COSTS FOR CHIEF, DEPUTY CHIEF AND OTHER TRAVEL

EQUIPMENT RENTAL \$6,250.00

RENTAL OF EQUIPMENT AS REQUIRED

ASSOCIATION & CONVENTION \$5,000.00

ONTARIO ASSOCIATION OF FIRE CHIEFS, ZONE MEETINGS
FIRE CHIEF'S CONVENTION

INSURANCE \$35,000.00

\$28,500.00

BUILDINGS, EQUIPMENT AND VEHICLES, ACCIDENT AND SICKNESS FOR
FIREFIGHTERS

* FIREFIGHTERS PAY FOR OWN 24 HR COVERAGE FOR ACCIDENT INSURANCE

OTHER – SERVICES & RENTALS \$6,500.00

LICENCE RENEWALS FOR RADIOS, BUILDING MAINTENANCE,
VOLUNTEER APPRECIATION NIGHT, OTHER MISC.

CONTRACT FEES \$25,700.00

SNOW REMOVAL, SEPTIC PUMPING, AIR TANK FILLING
EXTERIOR MAINTENANCE

EQUIPMENT EXPENSE \$39,500.00

INCLUDES REPAIRS AND UPDATES TO PORTABLE PUMPS, S.C.B. APPARATUS,
BUNKER CLEANING AND REPAIRS AND ALL OTHER FIREFIGHTING EQUIPMENT

PERSONNEL (CLOTHING) \$11,500.00

UNIFORMS, HELMETS, COVERALLS, ETC.

FIRE PREVENTION \$17,500.00

OTHER MATERIALS & SERVICES PROVIDED RELATING TO FIRE
PREVENTION

COMMUNICATIONS \$8,700.00

REPAIRS, UPDATES TO PAGERS, PORTABLES, MOBILES

AUTOMATIC AID \$13,260.00

AGREEMENT WITH CARLETON PLACE FOR FIRST RESPONSE TO
AREAS IN MISSISSIPPI MILLS

HYDRANT RENTAL \$3,500.00

FEE PAID TO WATER AND SEWER BUDGET

TRAINING \$35,000.00

FIRST AID, CPR, DE-FIB, FIRE COLLEGE, TRAINING REQUIRED
UNDER LEGISLATION

CONTRACTS, REPAIRS/MAINTENANCE \$18,500.00

MINOR BUILDING REPAIRS, HALL CLEANING

LOAN PAYMENTS \$193,895.00

FIRE HALLS, VEHICLES AND SCBA

CAPITAL EXPENDITURES \$215,450.00

TO RESERVES \$22,623.00

VEHICLE EXPENSES \$45,020.00

COSTS RELATED TO MAINTENANCE, PARTS, FUEL, SUPPLIES AND SAFETY CHECKS
FOR VEHICLES

Municipality of Mississippi Mills 2021 Budget Summary

Police

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/2020 Budget	
Expenditures:						
Remuneration, Salaries & Benefits	1,000	800	200	1,000	25.00%	Honorariums
Travel & Training	4,997	6,700	1,800	8,500	26.87%	
Materials & Contracts	1,876,776	1,932,713	10,436	1,943,149	0.54%	
General Operating Expenses	1,786	1,400		1,400	0.00%	
Community Grants						
Fuel & Oil						
M&R (facilities, fleet etc.)						
Utilities						
Insurance						
Transfers to Reserves	12,406			-		
Debt Repayments						
Capital Expenditures						
Total Expenditures	1,896,965	1,941,613	12,436	1,954,049	0.64%	
Revenues						
Grants	-	-				
User Fees						
Other Fees & Charges	600	600		600	0.00%	Police-other (false alarms)
Transfer from Reserves	20,000	29,000	1,000	30,000	3.45%	
Transfer from DCs						
Total Revenues	20,600	29,600	1,000	30,600	3.38%	
Net Levy	1,876,365	1,912,013	11,436	1,923,449	0.60%	

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PROTECTION TO PERSONS AND PROPERTY-POLICE					
<i>2021 Budget</i>					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Other Honorariums	1,000.00	800.00	200.00	25%
2	Other M & S	750.00	750.00	-	0%
3	Telephone	650.00	650.00	-	0%
4	Travelling Expense	2,000.00	1,200.00	800.00	67%
5	Association & Convention	6,500.00	5,500.00	1,000.00	18%
6	OPP Contract	1,943,149.00	1,932,713.00	10,436.00	1%
7	To Reserves			-	0%
	Total Expenditures	1,954,049.00	1,941,613.00	12,436.00	1%

POLICE BUDGET 2021

REMUNERATION, SALARIES AND BENEFITS \$1,000.00

HONORARIUM FOR POLICE SERVICE BOARD MEMBERS \$100 / MEETING

OTHER – MATERIALS & SUPPLIES \$750.00

MISCELLANEOUS ITEMS REQUIRED FOR ESO, EXPENSES FOR, JOINT LANARK COUNTY MEETINGS, PROMOTIONAL MATERIALS FOR SCHOOLS

TELEPHONE \$650.00

FOR COMMUNITY POLICING OFFICE

TRAVELLING EXPENSE \$2,000.00

FOR CPAC MEMBERS TO ATTEND CONFERENCES, ETC.

ASSOCIATION & CONVENTION \$6,500.00

ATTENDANCE BY CPAC MEMBERS AT CONFERENCES
INCLUDES HOTEL ACCOMMODATION, REGISTRATION FEES, ETC.
TRAINING EXPENSES FOR CPAC MEMBERS
OAPSB ZONE 2
CDN ASSOC. OF POLICE BRDS
OAPSB MEMBERSHIP

OPP CONTRACT \$1,943,149.00

CONTRACT IS CALCULATED AS THE TOTAL OF:

- BASE SERVICE COSTS (TOTAL SALARIES AND BENEFITS FOR UNIFORMED OFFICERS, CIVILIAN STAFF AND SUPPORT STAFF PLUS OTHER DIRECT OPERATING COSTS) DIVIDED BY THE NUMBER OF MUNICIPAL PROPERTIES SERVICED BY THE OPP MULTIPLIED BY THE TOTAL NUMBER OF PROPERTIES IN MISSISSIPPI MILLS
- CALLS FOR SERVICE COSTS (TOTAL SALARIES AND BENEFITS FOR UNIFORMED OFFICERS, CIVILIAN STAFF AND SUPPORT STAFF PLUS OTHER DIRECT OPERATING COSTS) USING AVERAGE OF 4 YEARS OF CALLS FOR SERVICE AND THEN WEIGHTED BY THE STANDARD TIME PER CALL
- A CALCULATION FOR OVERTIME
- A SHARE OF PRISONER TRANSPORTATION COSTS
- A SHARE OF ACCOMMODATION AND CLEANING SERVICES.
- RECONCILIATIONS OF THE CONTRACT TO ACTUAL COSTS FROM PREVIOUS YEARS

Municipality of Mississippi Mills 2021 Budget Summary

Protection

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/ 2020 Budget	
Expenditures:						
Remuneration, Salaries & Bene	138,295	175,908	(12,197)	163,711	-6.93%	Includes bylaw services from building dept and H&S/Facility manager
Travel & Training	1,004	3,750		3,750	0.00%	
Materials & Contracts	25,390	61,000	700	61,700	1.15%	Animal control and by-law contracts
General Operating Expenses	7,777	9,000	3,250	12,250	36.11%	
Community Grants	86,023	86,023	1,127	87,150	1.31%	MVC Levy
Fuel & Oil						
M&R (facilities, fleet etc.)						
Utilities						
Insurance						
Transfers to Reserves						
Debt Repayments						
Capital Expenditures	-	-		-	0.00%	Refer to capital budget
Total Expenditures	258,489	335,681	(7,120)	328,561	-2.12%	
Revenues						
Grants	9,465	4,000		4,000	0.00%	Recovery of livestock valuations included in expenses noted above
User Fees	7,200	7,500		7,500	0.00%	Sale of dog tags
Other Fees & Charges	10,192	8,500		8,500		Parking Fines
Transfer from Reserves		-		-		
Transfer from DCs						
Total Revenues	26,857	20,000	-	20,000	0.00%	
Net Levy	231,632	315,681	(7,120)	308,561	-2.26%	

PROTECTION TO PERSONS & PROPERTY					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	MVC				
1	Grant to MVC	87,150.00	86,023.00	1,127.00	1%
	Animal Control				
2	Animal Control Other M & S	400.00	400.00	-	0%
3	Animal Control Contract	26,000.00	26,000.00	-	0%
	Total	26,400.00	26,400.00	-	0%
	By-Law Enforcement				
4	Remuneration	50,000.00	67,600.00	- 17,600.00	-26%
5	Bylaw Enforcement-Postage & Courier	250.00	250.00	-	0%
6	Bylaw Enforcement Legal Fees	500.00	500.00	-	0%
7	Bylaw Enforcement Travelling Expense	100.00	100.00	-	0%
8	By-law Contract	35,700.00	35,000.00	700.00	
	Total	86,550.00	103,450.00	- 16,900.00	0%
	Accessibility				
9	Accessibility Office Supplies			-	0%
10	Accessibility Travelling Expense			-	#DIV/0!
11	Accessibility Conferences			-	0%
12	Accessibility Promotional/Educational	250.00	500.00	- 250.00	0%
13	Accessibility Reference Materials			-	0%
	Total	250.00	500.00	- 250.00	-50%
	Livestock				
14	Livestock Remuneration	2,000.00	2,000.00	-	0%
15	Livestock Other M & S	100.00	100.00	-	0%
16	Livestock Valuations	4,000.00	4,000.00	-	0%
	Total	6,100.00	6,100.00	-	0%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
	Health & Safety				
17	Health & Safety Training	2,000.00	2,000.00	-	0%
18	Salaries, Wages & Benefits	102,531.00	97,308.00	5,223.00	5%
19	Telephone	1,200.00	1,200.00	-	0%
20	Travelling Expense	250.00	250.00	-	0%
21	Memberships	750.00	750.00	-	0%
22	Conferences/Training	-	-	-	
23	Capital Expenditure			-	
	Total	106,731.00	101,508.00	5,223.00	5%
	Emergency Management				
24	Emergency Management Office Supplies	700.00	700.00	-	0%
25	Emergency Management Travelling Expense	150.00	150.00	-	0%
26	Emergency Management Conferences & Training	500.00	500.00	-	0%
27	Emergency Management Public Awareness	850.00	850.00	-	0%
28	Emergency Control Operations	3,500.00	-	3,500.00	0%
	Total	5,700.00	2,200.00	3,500.00	159%
	Crossing Guards				
29	Labour	9,180.00	9,000.00		0%
30	Other M&S	500.00	500.00		0%
	Total	9,680.00	9,500.00	-	0%
	Total Expenditures	328,561.00	335,681.00	- 7,300.00	-2%

**PROTECTION TO PERSONS AND PROPERTY BUDGET
2021**

MISSISSIPPI VALLEY CONSERVATION \$87,150.00

2021 ESTIMATED LEVY

ANIMAL CONTROL

OTHER – MATERIALS & SUPPLIES \$400.00

INCLUDES ITEMS SUCH AS DOG TAGS, DOG TAG NOTICES, MEDICAL COSTS, RECEIPT BOOKS, ETC.

CONTRACTED SERVICES \$26,520.00

POUND AND ANIMAL CONTROL SERVICES

BY-LAW ENFORCEMENT

REMUNERATION \$68,952.00

STAFF COSTS RELATED TO BY- LAW ENFORCEMENT

POSTAGE AND COURIER \$250.00

AS REQUIRED

LEGAL FEES \$500.00

AS REQUIRED

TRAVELLING EXPENSE \$100.00

CONTRACT \$35,700.00

CONTRACT FOR BY-LAW ENFORCEMENT SERVICES

ACCESSIBILITY

PROMOTIONAL/EDUCATIONAL \$500.00

PUBLIC AWARENESS RELATED TO ACCESSIBILITY

LIVESTOCK

REMUNERATION \$2,000.00

LIVESTOCK VALUERS

OTHER – MATERIALS & SUPPLIES \$100.00

PURCHASE LIVESTOCK FORMS FROM MUNICIPAL WORLD

VALUATIONS \$4,000.00

REIMBURSE LANDOWNERS FOR LIVESTOCK KILLED

NOTE: IF LIVESTOCK KILLED BY WOLVES, MONIES ARE REIMBURSED 100% BY THE
MINISTRY OF AGRICULTURE

HEALTH & SAFETY

TRAINING \$2,000.00

TRAINING FOR ALL STAFF, DEVELOPMENT OF POLICIES

SALARIES, WAGES & BENEFITS \$102,125.00

HEALTH & SAFETY/FACILITIES MANAGER

TELEPHONE \$1,200.00

TRAVEL EXPENSE \$250.00

MILEAGE

MEMBERSHIPS \$.00

ASSOCIATION & CONVENTION \$750.00

EMERGENCY PLANNING & MANAGEMENT

OFFICE SUPPLIES \$700.00

PAPER, GENERAL SUPPLIES

TRAVEL \$150.00

CONFERENCES & TRAINING \$500.00

EMERGENCY MANAGEMENT COURSES AND TRAINING

PUBLIC AWARENESS \$850.00

CALENDARS, MAGNETS ETC.

EMERGENCY CONTROL OPERATIONS \$3,500.00

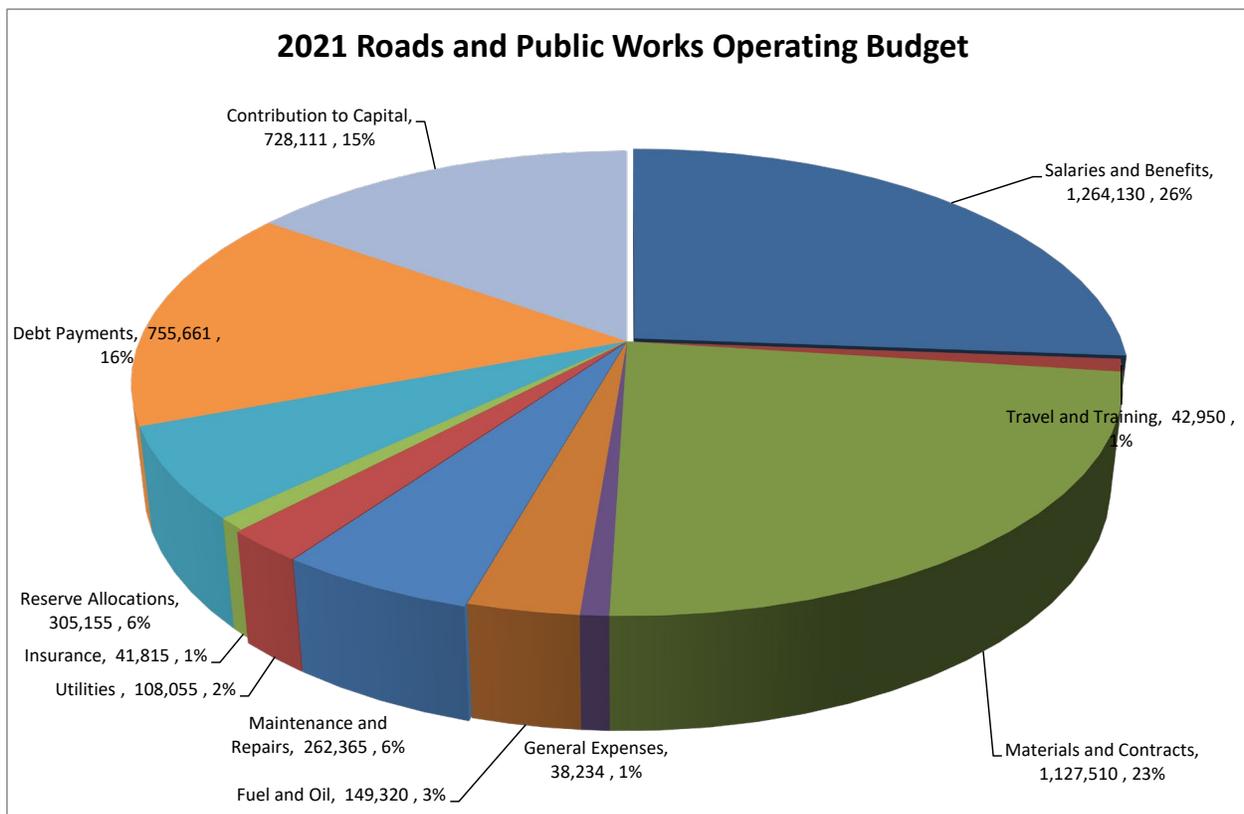
CROSSING GUARDS

LABOUR \$9,180.00

MATERIALS & SUPPLIES \$500.00

ROADS AND PUBLIC WORKS

The **Roads and Public Works Department** is responsible for providing some of the basic services that affect the daily lives of those who live and work in Mississippi Mills. The department oversees approximately 379 km of maintained public roads of which 193 km are hard surfaced and 186 km are gravel. Maintenance activities of roads include grading, dust control, sign installation, street sweeping and winter control activities such as plowing, sanding, salting and snow removal.



Municipality of Mississippi Mills 2021 Budget Summary

Transportation

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/2020 Budget	
Expenditures:						
Remuneration, Salaries & Bene	1,262,537	1,209,486	54,644	1,264,130	4.52%	Includes Step increases, CPI, union hourly rate increase
Travel & Training	33,622	47,250	(4,300)	42,950	-9.10%	
Materials & Contracts	1,138,309	1,146,500	(18,990)	1,127,510	-1.66%	Refer to detailed operating budget
General Operating Expenses	55,347	39,735	(1,501)	38,234	-3.78%	
Community Grants	-	-		-	0.00%	
Fuel & Oil	166,987	146,000	3,320	149,320	2.27%	
M&R (facilities, fleet etc.)	227,457	198,750	63,615	262,365	32.01%	
Utilities	100,074	115,650	(7,595)	108,055	-6.57%	
Insurance	37,942	41,121	694	41,815	1.69%	
Transfers to Reserves	519,088	96,585	208,570	305,155	215.94%	Repayment for vehicles/equipment, street light, storm, union street etc.
Debt Repayments	683,540	763,980	(8,319)	755,661	-1.09%	Roads, bridges and equipment
Capital Expenditures	910,696	969,166	(241,055)	728,111	-24.87%	Refer to detailed capital budget
Total Expenditures	5,135,599	4,774,223	49,083	4,823,306	1.03%	
Revenues						
Grants	27,780	27,780		27,780	0.00%	Sidewalk agreement-County of Lanark
User Fees						
Other Fees & Charges	5,300	5,500		5,500	0.00%	Roadway fees
Transfer from Reserves						
Transfer from DCs	60,000	56,630		56,630	0.00%	Debt payments-Ottawa St.
Total Revenues	93,080	89,910	-	89,910	0.00%	
Net Levy	5,042,519	4,684,313	49,083	4,733,396	1.05%	

TRANSPORTATION

2021 Budget

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
Administration					
1	Salaries, & Wages and Benefits	632,810.00	590,586.00	42,224.00	7%
2	Office Supplies	13,000.00	14,500.00	- 1,500.00	-10%
3	Postage & Courier Services	2,000.00	2,000.00	-	0%
4	Telephone	1,625.00	1,500.00	125.00	8%
5	Legal Fees	1,100.00	1,100.00	-	0%
6	Engineering/Other Professional Fees	5,000.00	6,600.00	- 1,600.00	-24%
7	Advertising	500.00	500.00	-	0%
8	Travelling Expense	2,400.00	2,400.00	-	0%
9	Association & Convention	4,300.00	4,300.00	-	0%
10	Seminars	650.00	650.00	-	0%
11	Insurance (Building Etc.)	28,100.00	28,065.00	35.00	0%
12	Other S & R	4,000.00	4,000.00	-	0%
13	Personnel (Clothing, Etc.)	14,000.00	14,000.00	-	0%
14	Communications	13,500.00	15,000.00	- 1,500.00	-10%
15	Technical Courses	19,000.00	23,300.00	- 4,300.00	-18%
16	Personnel (Courses/Memberships, Etc.)	2,600.00	2,600.00	-	0%
17	Fuel & Oil			-	0%
18	Machine Rental (town)			-	0%
19	Town Equipt. Rental Adjustment	- 415,475.00	- 403,200.00	- 12,275.00	3%
20	Long Term Debt Charges-Roads	540,202.00	548,420.00	- 8,218.00	-1%
21	Capital Expenditure	728,111.00	969,166.00	- 241,055.00	-25%
22	To Reserves	305,155.00	96,585.00	208,570.00	216%
Total Administration		1,902,578.00	1,922,072.00	- 19,494.00	-1%
Almonte Ward Garage					
23	Almonte Ward Garage Labour	410.00	400.00	10.00	3%
24	Almonte Ward Garage-Other	1,020.00	1,000.00	20.00	2%
Total		1,430.00	1,400.00	30.00	2%
Pak. Ward Garage					
25	Pak. Ward Garage Labour	3,160.00	3,100.00	60.00	2%
26	Pak. Ward Garage Utilities	6,985.00	6,850.00	135.00	2%
27	Pak. Ward Garage Telephone	1,430.00	1,400.00	30.00	2%
28	Pak. Ward Garage Insurance	915.00	702.00	213.00	30%
29	Pak. Ward Garage Other	750.00	500.00	250.00	50%
30	Pak. Ward Garage Alarm Monitoring	750.00	800.00	- 50.00	-6%
31	Pak. Ward Garage Tools, Stock Etc.	7,500.00	8,000.00	- 500.00	-6%
Total		21,490.00	21,352.00	138.00	1%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
Ramsay Ward Garage					
32	Ramsay Ward Garage Labour	10,200.00	10,000.00	200.00	2%
33	Ramsay Ward Garage Overtime			-	0%
34	Ramsay Ward Garage Utilities	32,000.00	34,500.00	2,500.00	-7%
35	Ramsay Ward Garage Cleaning, Maint. Etc.	5,610.00	5,500.00	110.00	2%
36	Ramsay Ward Garage Telephone	1,635.00	1,600.00	35.00	2%
37	Ramsay Ward Garage Insurance (Building Etc.)	1,530.00	1,782.00	252.00	-14%
38	Ramsay Ward Garage Other S & R	1,225.00	1,200.00	25.00	2%
39	Ramsay Ward Garage Alarm Monitoring	800.00	1,000.00	200.00	-20%
40	Ramsay Ward Garage Tools, Stock Etc.	34,000.00	31,000.00	3,000.00	10%
41	Ramsay Ward Garage Contract (Hydro replace light)			-	0%
	Total	87,000.00	86,582.00	418.00	0%
Total Roads & Public Works Facilities					
		109,920.00	109,334.00	586.00	1%
Street Lighting					
42	Street Lighting Labour	510.00	500.00	10.00	2%
43	Street Lighting Hydro	65,000.00	70,000.00	5,000.00	-7%
44	Street Lighting Machine Rental (town)			-	0%
45	Street Lighting Contract	9,180.00	9,000.00	180.00	2%
	Total	74,690.00	79,500.00	-4,810.00	-6%
Pakenham Bridge					
46	Pakenham Bridge Hydro	500.00	800.00	300.00	-38%
Bridges & Culverts					
47	Bridges & Culverts Labour	15,300.00	15,000.00	300.00	2%
48	Bridges & Culverts Overtime			-	0%
49	Bridges & Culverts Machine Rental (town)	6,120.00	6,000.00	120.00	2%
50	Bridges & Culverts Materials	65,000.00	70,000.00	5,000.00	-7%
	Total	86,420.00	91,000.00	4,580.00	-5%
Hydrants					
51	Hydrants Labour	7,855.00	7,700.00	155.00	2%
52	Hydrants Overtime			-	0%
53	Hydrants Machine Rental (town)	1,835.00	1,800.00	35.00	2%
54	Hydrants Materials	12,500.00	16,500.00	4,000.00	-24%
	Total	22,190.00	26,000.00	3,810.00	-15%
Drainage					
55	Drainage Labour	-	-	-	0%
56	Drainage Machine Rental (town)	-	-	-	0%
	Total	-	-	-	0%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
57	Flood Control Labour	6,835.00	6,700.00	135.00	2%
58	Flood Control Overtime	1,530.00	1,500.00	30.00	2%
59	Flood Control Machine Rental (town)	2,140.00	2,100.00	40.00	2%
60	Flood Control Materials	5,500.00	6,000.00	500.00	-8%
	Total	16,005.00	16,300.00	295.00	-2%
	Road Patrol				
61	Road Patrol Labour	39,270.00	38,500.00	770.00	2%
62	Road Patrol Overtime	6,120.00	6,000.00	120.00	2%
63	Road Patrol Machine Rental (town)	6,325.00	6,200.00	125.00	2%
	Total	51,715.00	50,700.00	1,015.00	2%
	Grass Mowing				
64	Grass Mowing Labour	7,140.00	7,000.00	140.00	2%
65	Grass Mowing Machine Rental (town)	6,120.00	6,000.00	120.00	2%
66	Grass Mowing Materials	5,100.00	5,000.00	100.00	2%
67	Grass Mowing-Wild Parsnip	60,000.00	60,000.00	-	0%
67a	Grass Mowing Contract	21,600.00	20,000.00	1,600.00	8%
	Total	99,960.00	98,000.00	1,960.00	2%
	Brushing, Tree Trim & Removal				
68	Brushing, Tree Trim & Removal Labour	34,780.00	34,100.00	680.00	2%
69	Brushing, Tree Trim & Removal Overtime	1,735.00	1,700.00	35.00	2%
70	Brushing, Tree Trim & Removal Machine Rental	11,220.00	11,000.00	220.00	2%
71	Brushing, Tree Trim & Removal Materials			-	0%
72	Brushing, Tree Trim & Removal Contract	37,500.00	40,000.00	2,500.00	-6%
	Total	85,235.00	86,800.00	1,565.00	-2%
	Ditching				
73	Ditching Labour	9,895.00	9,700.00	195.00	2%
74	Ditching Overtime	205.00	200.00	5.00	3%
75	Ditching Machine Rental (town)	6,120.00	6,000.00	120.00	2%
76	Ditching Materials	3,060.00	3,000.00	60.00	2%
77	Ditching Contract	37,500.00	33,000.00	4,500.00	14%
	Total	56,780.00	51,900.00	4,880.00	9%
	Catch Basins				
78	Catch Basins Labour	6,220.00	6,100.00	120.00	2%
79	Catch Basins Overtime	615.00	600.00	15.00	3%
80	Catch Basins Machine Rental (town)	1,530.00	1,500.00	30.00	2%
81	Catch Basins Materials	7,500.00	10,000.00	2,500.00	-25%
82	Catch Basins Contract	19,500.00	20,000.00	500.00	-3%
	Total	35,365.00	38,200.00	2,835.00	-7%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
	Debris & Litter				
83	Debris & Litter Labour	14,280.00	14,000.00	280.00	2%
84	Debris & Litter Overtime	915.00	900.00	15.00	2%
85	Debris & Litter Machine Rental (town)	3,060.00	3,000.00	60.00	2%
86	Debris & Litter Materials	920.00	900.00	20.00	2%
	Total	19,175.00	18,800.00	375.00	2%
	Storm Sewers				
87	Storm Sewers Labour	3,470.00	3,400.00	70.00	2%
88	Storm Sewers Overtime	305.00	300.00	5.00	2%
89	Storm Sewers Machine Rental (town)	510.00	500.00	10.00	2%
90	Storm Sewers Materials	3,060.00	3,000.00	60.00	2%
91	Storm Sewers Contract	8,000.00	9,000.00	-1,000.00	-11%
	Total	15,345.00	16,200.00	-855.00	-5%
	Curbs & Sidewalks				
92	Curbs & Sidewalks Labour	8,160.00	8,000.00	160.00	2%
93	Curbs & Sidewalks Overtime	205.00	200.00	5.00	3%
94	Curbs & Sidewalks Machine Rental (town)	1,835.00	1,800.00	35.00	2%
95	Curbs & Sidewalks Materials	1,530.00	1,500.00	30.00	2%
96	Curbs & Sidewalks Contract	50,000.00	50,000.00	-	0%
	Total	61,730.00	61,500.00	230.00	0%
	Total Roadside Maintenance	373,590.00	371,400.00	2,190.00	1%
	Patching				
97	Patching Labour	51,000.00	50,000.00	1,000.00	2%
98	Patching Overtime	205.00	200.00	5.00	3%
99	Patching Machine Rental (town)	14,280.00	14,000.00	280.00	2%
100	Patching Materials	44,370.00	43,500.00	870.00	2%
	Total	109,855.00	107,700.00	2,155.00	2%
	Sweeping				
101	Sweeping Labour	4,080.00	4,000.00	80.00	2%
102	Sweeping Overtime	1,530.00	1,500.00	30.00	2%
103	Sweeping Machine Rental (town)	3,800.00		3,800.00	0%
104	Sweeping Materials			-	0%
105	Sweeping Contract	25,500.00	27,000.00	-1,500.00	-6%
	Total	34,910.00	32,500.00	2,410.00	7%
	Shoulder Maintenance				
106	Shoulder Maintenance Labour	4,285.00	4,200.00	85.00	2%
107	Shoulder Maintenance Machine Rental (town)	2,040.00	2,000.00	40.00	2%
108	Shoulder Maintenance Materials	7,500.00	4,600.00	2,900.00	63%
108a	Shoulder Maintenance Contract	7,500.00		7,500.00	0%
	Total	21,325.00	10,800.00	10,525.00	97%
	Total Hardtop Maintenance	166,090.00	151,000.00	15,090.00	10%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
	Patches & Washouts				
109	Patches & Washouts Labour	2,550.00	2,500.00	50.00	2%
110	Patches & Washouts Overtime			-	0%
111	Patches & Washouts Machine Rental (town)	4,080.00	4,000.00	80.00	2%
112	Patches & Washouts Materials	29,000.00	28,000.00	1,000.00	4%
	Total	35,630.00	34,500.00	1,130.00	3%
	Grading				
113	Grading Labour	49,575.00	48,600.00	975.00	
114	Grading Overtime	3,570.00	3,500.00	70.00	2%
115	Grading Machine Rental (town)	56,100.00	55,000.00	1,100.00	2%
	Total	109,245.00	107,100.00	2,145.00	2%
	Dust Layer				
116	Dust Layer Labour	3,470.00	3,400.00	70.00	2%
117	Dust Layer Overtime	410.00	400.00	10.00	3%
118	Dust Layer Machine Rental (town)	915.00	900.00	15.00	2%
119	Dust Layer Materials	113,500.00	110,000.00	3,500.00	3%
	Total	118,295.00	114,700.00	3,595.00	3%
	Gravel Resurfacing				
120	Gravel Resurfacing Labour	8,975.00	8,800.00	175.00	2%
121	Gravel Resurfacing Overtime	255.00	250.00	5.00	2%
122	Gravel Resurfacing Machine Rental (town)	9,180.00	9,000.00	180.00	2%
	Total	18,410.00	18,050.00	360.00	2%
	Total Loose Top Maintenance	281,580.00	274,350.00	7,230.00	3%
	Snowplowing				
123	Snowplowing Labour	75,480.00	74,000.00	1,480.00	2%
124	Snowplowing Overtime	32,640.00	32,000.00	640.00	2%
125	Snowplowing Machine Rental (town)	145,860.00	143,000.00	2,860.00	2%
	Total	253,980.00	249,000.00	4,980.00	2%
	Snow Removal				
126	Snow Removal Labour	34,680.00	34,000.00	680.00	2%
127	Snow Removal Overtime	13,260.00	13,000.00	260.00	2%
128	Snow Removal Machine Rental (town)	40,800.00	40,000.00	800.00	2%
129	Snow Removal Materials			-	0%
130	Snow Removal Contract	102,500.00	100,000.00	2,500.00	3%
	Total	191,240.00	187,000.00	4,240.00	2%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
131	Sanding & Salting Labour	18,975.00	18,600.00	375.00	2%
132	Sanding & Salting Overtime	12,240.00	12,000.00	240.00	2%
133	Sanding & Salting Machine Rental (town)	35,700.00	35,000.00	700.00	2%
134	Sanding & Salting Materials	387,500.00	378,000.00	9,500.00	3%
	Total	454,415.00	443,600.00	10,815.00	2%
	Culvert Thawing & CB Cleaning				
135	Culvert Thawing & CB Cleaning Machine Rental			-	0%
	Total	-	-	-	0%
	Plowing/Sanding Sidewalks				
136	Plowing/Sanding Sidewalks Labour	11,220.00	11,000.00	220.00	2%
137	Plowing/Sanding Sidewalks Overtime	5,100.00	5,000.00	100.00	2%
138	Plowing/Sanding Sidewalks Machine Rental (town)	16,320.00	16,000.00	320.00	2%
139	Plowing/Sanding Sidewalks Materials			-	0%
140	Plowing/Sanding Sidewalks Contract	8,160.00	8,000.00	160.00	
	Total	40,800.00	40,000.00	800.00	2%
	Total Winter Control	940,435.00	919,600.00	20,835.00	2%
	Traffic Signs & Line Painting				
141	Traffic Signs & Line Painting Labour	14,895.00	14,600.00	295.00	2%
142	Traffic Signs & Line Painting Overtime	305.00	300.00	5.00	2%
143	Traffic Signs & Line Painting Machine Rental	2,550.00	2,500.00	50.00	2%
144	Traffic Signs & Line Painting Materials	13,000.00	12,000.00	1,000.00	8%
145	Traffic Signs & Line Painting Contract	27,000.00	24,500.00	2,500.00	10%
	Total	57,750.00	53,900.00	3,850.00	7%
	Traffic Lights				
146	Traffic Lights Labour	205.00	200.00	5.00	3%
147	Traffic Lights Overtime				0%
148	Traffic Lights Hydro	3,570.00	3,500.00	70.00	2%
149	Traffic Lights Materials	1,020.00	1,000.00	20.00	0%
150	Traffic Lights Contract	2,800.00	2,500.00	300.00	12%
	Total	7,595.00	7,200.00	395.00	5%
	Railway Crossing				
151	Railway Crossing Contract		-	-	0%
	Total	-	-	-	0%
	Total Safety Devices	65,345.00	61,100.00	4,245.00	7%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
152	Entrances & Addressing Labour	2,960.00	2,900.00	60.00	2%
153	Entrances & Addressing Machine Rental (town)	510.00	500.00	10.00	2%
154	Entrances & Addressing Materials	1,530.00	1,500.00	30.00	2%
	Total	5,000.00	4,900.00	100.00	2%
	Municipal Addressing				
	Total Private Entrances & Municipal Addressing	5,000.00	4,900.00	100.00	2%
	Town Property				
155	Town Property Labour	9,690.00	9,500.00	190.00	2%
156	Town Property Overtime	510.00	500.00	10.00	2%
157	Town Property Machine Rental (town)	3,060.00	3,000.00	60.00	2%
158	Town Property Materials	6,120.00	6,000.00	120.00	2%
	Total	19,380.00	19,000.00	380.00	2%
	Maintenance-Other				
159	On Call Labour	7,145.00	7,000.00	145.00	2%
160	On Call Overtime	-	-	-	0%
161	Safety Equipment Materials	2,345.00	2,300.00	45.00	2%
162	Parks & Rec Labour	4,590.00	4,500.00	90.00	2%
163	Parks & Rec Overtime	305.00	300.00	5.00	2%
164	Other Depts Labour	2,550.00	2,500.00	50.00	2%
165	Other Depts. Overtime	305.00	300.00	5.00	2%
	Total	17,240.00	16,900.00	340.00	2%
	Ontario One Call				
166	Ontario One Call Labour	6,020.00	5,900.00	120.00	2%
167	Ontario One Call Overtime	205.00	200.00	5.00	3%
168	Ontario One Call Materials	205.00	200.00	5.00	3%
169	Ontario One Call Machine Rental (town)	305.00	300.00	5.00	0%
170	Ontario One Call Contract	510.00	500.00	10.00	2%
	Total	7,245.00	7,100.00	145.00	3%
	Total Maintenance Other	43,865.00	43,000.00	865.00	7%

		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	Vehicles and Equipment				
171	Labour	69,020.00	66,608.00	2,412.00	4%
172	Insurance	11,270.00	10,572.00	698.00	
173	M&R Parts	216,105.00	193,290.00	22,815.00	0%
174	Fuel and Oil	149,320.00	146,000.00	3,320.00	2%
175	Licenses	22,209.00	21,135.00	1,074.00	5%
176	Machine Time		-	-	0%
177	Loan Payments	215,459.00	215,562.00	103.00	0%
	Total Vehicles and Equipment	683,383.00	653,167.00	30,216.00	5%
	Total Expenditures	4,823,306.00	4,774,223.00	49,083.00	1%

**Roads and Public Works
2021 Budget**

ROAD ADMINISTRATION

SALARIES, WAGES AND BENEFITS	\$632,810.00
SALARIES AND BENEFITS ASSOCIATED WITH ADMINISTRATION OF THE DEPARTMENT.	
OFFICE SUPPLIES	\$13,000.00
OFFICE SUPPLIES FOR THE DEPARTMENT	
POSTAGE AND COURIER	\$2,000.00
AS REQUIRED	
TELEPHONE	\$1,625.00
CELL PHONES	
LEGAL FEES	\$1,100.00
FOR LEGAL MATTERS THAT MAY ARISE DURING THE YEAR	
ENGINEERING/OTHER PROFESSIONAL FEES	\$5,000.00
FEES FOR INFORMATION/STUDIES, ETC.	
ADVERTISING	\$500.00
TRAVELLING EXPENSE	\$2,400.00
MILEAGE FOR STAFF	
ASOCIATION AND CONVENTION	\$4,300.00
ONTARIO GOOD ROADS, ROAD SCHOOL, ETC	
SEMINARS	\$650.00
INSURANCE	\$28,100.00
LIABILITY NSURANCE	
OTHER SERVICES AND RENTS	\$4,000.00
MISCELLANEOUS ITEMS THAT CANNOT BE PLACED ELSEWHERE	

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

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

COMMUNICATIONS \$13,500.00

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

TECHNICAL COURSES \$19,000.00

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

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

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

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

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

LONG TERM DEBT PAYMENTS \$540,202.00

DEBT PAYMENTS FOR ROADS, BRIDGES AND FACILITIES

CAPITAL EXPENDITURES \$728,111.00

TO RESERVES \$305,155.00

PUBLIC WORKS FACILITIES

ALMONTE WARD GARAGE \$1,430.00

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

PAKENHAM WARD GARAGE \$21,490.00.

UTILITIES, TELEPHONE, INSURANCE, MAINTENANCE AND REPAIRS

RAMSAY WARD GARAGE \$87,000.00

UTILITIES, TELEPHONE, INSURANCE, MAINTENANCE AND REPAIRS

ROADSIDE MAINTENANCE

STREET LIGHTING \$74,690.00

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

PAKENHAM BRIDGE \$500.00

HYDRO COSTS ONLY

BRIDGES AND CULVERTS \$86,420.00

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

HYDRANTS \$22,190.00

INSPECTION, REPAIR AND REPLACEMENT

FLOOD CONTROL \$16,005.00

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

ROAD PATROL \$51,715.00

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

GRASS MOWING \$99,960.00

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

BRUSHING, TREE TRIM AND REMOVAL \$88,235.00

BRUSHING IS REQUIRED WHERE SNOW DRIFTING IS CAUSED BY ROADSIDE OBSTRUCTIONS OR WHERE NECESSARY TO IMPROVE DRAINAGE.
TREE TRIMMING AND REMOVAL IS REQUIRED FOR DEAD TREES OR BRANCHES TO ALLOW FOR A UTILITY CORRIDOR OR FOR DRAINAGE

DITCHING \$56,780.00

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

CATCH BASINS \$35,365.00

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

DEBRIS AND LITTER \$19,175.00

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

STORM SEWERS \$15,345.00

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

CURBS AND SIDEWALKS \$61,730.00

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

HARDTOP MAINTENANCE

PATCHING \$109,855.00

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

SWEEPING \$34,910.00

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

SHOULDER MAINTENANCE \$21,325.00

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

LOOSE TOP MAINTENANCE

PATCHES & WASHOUTS \$35,630.00

APPLICATION OF GRANULAR MATERIALS TO REPAIR ROAD SURFACE

GRADING \$109,245.00

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

DUST LAYER \$118,295.00

THE APPLICATION OF DUST SUPPRESSION MATERIALS ON GRAVEL ROADS

GRAVEL RESURFACING \$18,410.00

SPOT REPAIRS ON GRAVEL ROADS

WINTER CONTROL

SNOWPLOWING \$253,980.00

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

SNOW REMOVAL \$191,240.00

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

SANDING & SALTING \$454,415.00

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

PLOWING/SANDING SIDEWALKS \$40,800.00

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

SAFETY DEVICES

TRAFFIC SIGNS AND LINE PAINTING \$57,750.00

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

TRAFFIC LIGHTS \$7,595.00

MAINTENANCE AND REPAIRS OF TRAFFIC SIGNALS INCLUDING HYDRO COSTS

MUNICIPAL ADDRESSING

ENTRANCES AND ADDRESSING \$5,000.00

COSTS TO INSPECT PRIVATE ENTRANCES AND INSTALL PROPERTY IDENTIFICATION NUMBER SIGNS

OTHER MAINTENANCE \$43,865.00

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

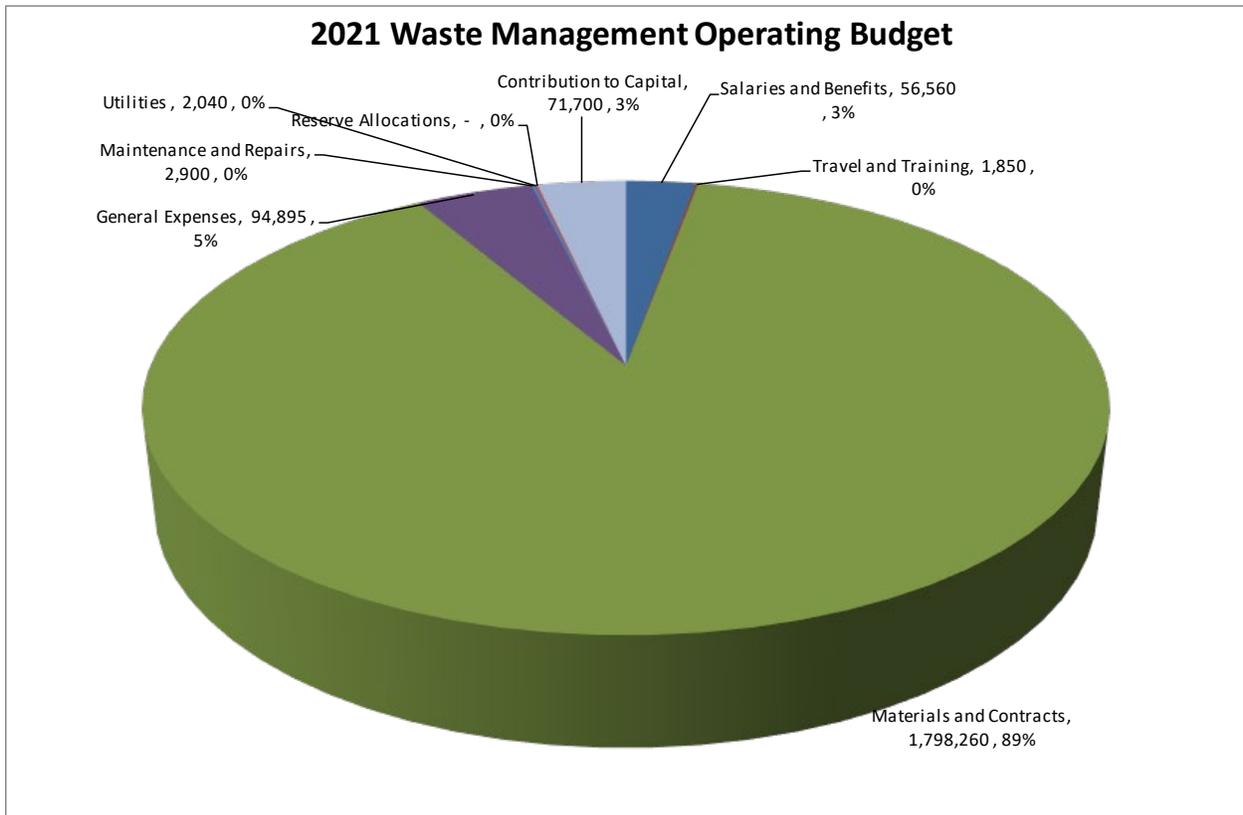
VEHICLES AND EQUIPMENT

\$683,383.00

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

WASTE MANAGEMENT

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



Municipality of Mississippi Mills 2021 Budget Summary

Waste Management

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
		Approved	Program	Requested	Requested/	
	2019 Actual	Budget	Change	Budget	2020 Budget	
Expenditures:						
Remuneration, Salaries & Benefits	46,743	55,469	1,091	56,560	1.97%	
Travel & Training	120	1,850		1,850	0.00%	
Materials & Contracts	1,397,113	1,400,000	398,260	1,798,260	28.45%	Recycling and Waste contracts
General Operating Expenses	70,796	88,900	5,995	94,895	6.74%	
Community Grants						
Fuel & Oil						
M&R (facilities, fleet etc.)	1,073	2,900		2,900	0.00%	
Utilities	1,380	2,000	40	2,040	2.00%	
Insurance		-		-	0.00%	
Transfers to Reserves	159,168	58,941	(58,941)	-	-100.00%	
Debt Repayments						
Capital Expenditures	51,494	73,100	(1,400)	71,700	-1.92%	Refer to detailed capital budget
Total Expenditures	1,727,887	1,683,160	345,045	2,028,205	20.50%	
Revenues						
Grants						
User Fees	1,500,625	1,506,910	168,045	1,674,955	11.15%	Waste management charges
Other Fees & Charges	227,262	176,250	(1,000)	175,250	-0.57%	Recycling revenue, composter and blue box sales
Transfer from Reserves			178,000	178,000		
Transfer from DCs						
Total Revenues	1,727,887	1,683,160	345,045	2,028,205	20.50%	
Net Levy	-	-	-	-	0.00%	

WASTE MANAGEMENT					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
Revenue					
1	Garbage Tags	- 9,000.00	- 8,000.00	- 1,000.00	13%
2	Garbage Fees	- 1,674,955.00	- 1,498,910.00	- 176,045.00	12%
3	Blue Box Receipts	- 500.00	- 500.00	-	0%
4	Recycling Revenue	- 165,000.00	- 175,000.00	10,000.00	-6%
5	Dump Fees	-	-	-	
6	Composting Units	- 750.00	- 750.00	-	0%
6a	Reserves	- 178,000.00	-	-	
	Total Revenue	- 2,028,205.00	- 1,683,160.00	- 345,045.00	20%
Expenditures					
Administration					
7	Salaries, Wages & Benefits	40,260.00	39,469.00	791.00	2%
8	Travelling Expense	750.00	750.00	-	0%
9	Technical Courses	1,100.00	1,100.00	-	0%
	Total	42,110.00	41,319.00	791.00	2%
Waste Collection					
10	Waste Collection Labour	-	-	-	0%
11	Waste Collection Postage & Courier Services	4,635.00	4,500.00	135.00	3%
12	Waste Collection Other S & R	1,700.00	1,700.00	-	0%
13	Waste Collection Machine Rental (town)	200.00	200.00	-	0%
14	Waste Collection Contracts	1,760,000.00	1,362,000.00	398,000.00	29%
	Total	1,766,535.00	1,368,400.00	398,135.00	29%
Landfill Site					
15	Landfill Site Labour	10,200.00	10,000.00	200.00	2%
16	Landfill Site Overtime	500.00	500.00	-	0%
17	Landfill Site Hydro	2,040.00	2,000.00	40.00	2%
18	Landfill Site Telephone	-	-	-	0%
19	Landfill Site Engineering Fees	2,500.00	2,500.00	-	0%
20	Landfill Site Insurance (Building Etc.)	-	-	-	0%
21	Landfill Site Other S & R	69,360.00	68,000.00	1,360.00	2%
22	Landfill Site Machine Rental (town)	1,500.00	1,500.00	-	0%
23	Landfill Site Materials	25,000.00	25,000.00	-	0%
24	Landfill Site Contract	13,260.00	13,000.00	260.00	2%
25	Capital Expenditure	71,700.00	73,100.00	- 1,400.00	-2%
26	To Reserves	-	58,941.00	- 58,941.00	-100%
	Total	196,060.00	254,541.00	- 58,481.00	-23%
Pak. Waste Recycle Depot					
27	Pak. Waste Recycle Depot Labour	5,100.00	5,000.00	100.00	2%
28	Pak. Waste Recycle Depot Overtime	500.00	500.00	-	0%
29	Pak. Waste Recycle Depot Other S&R	1,700.00	1,700.00	-	0%
30	Pak. Waste Recycle Depot Machine Rental (town)	1,200.00	1,200.00	-	0%
31	Pak. Waste Recycle Depot Materials	-	-	-	0%
	Total	8,500.00	8,400.00	100.00	1%

		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	Waste Diversion Program				
32	Env. Advisory Committee			-	0%
33	Waste Diversion Program Promotional/Educational	14,500.00	10,000.00	4,500.00	45%
34	Waste Diversion Prog.Subscriptions/Books/Magazi	500.00	500.00	-	0%
35	Waste Diversion Program Composters			-	0%
	Total	15,000.00	10,500.00	4,500.00	43%
	Total Expenditures	2,028,205.00	1,683,160.00	345,045.00	20%
	Net Waste Management	-	-	-	0%

Waste Management 2021 Budget

ADMINISTRATION

\$42,110.00

INCLUDES SALARIES AND BENEFITS TO ADMINISTER THE WASTE MANAGEMENT BUDGET
ALONG WITH TECHNICAL COURSES AND TRAVEL

WASTE COLLECTION

\$1,766,535.00

INCLUDES CONTRACT COSTS FOR ROADSIDE COLLECTION OF WASTE AND RECYCLING, AND
LARGE ITEM DAY

LANDFILL SITE

\$196,060.00

INCLUDES OPERATING COSTS, CAPITAL EXPENDITURES AND RESERVE ALLOCATIONS
ASSOCIATED WITH THE LANDFILL SITES INCLUDING A PAYMENT IN LIEU OF TAXES TO THE
CITY OF OTTAWA FOR THE HOWIE ROAD SITE

PAKENHAM WASTE RECYCLE DEPOT

\$8,500.00

INCLUDES ALL OPERATING COSTS ASSOCIATED WITH THE RECYCLE DEPOT IN PAKENHAM

WASTE DIVERSION

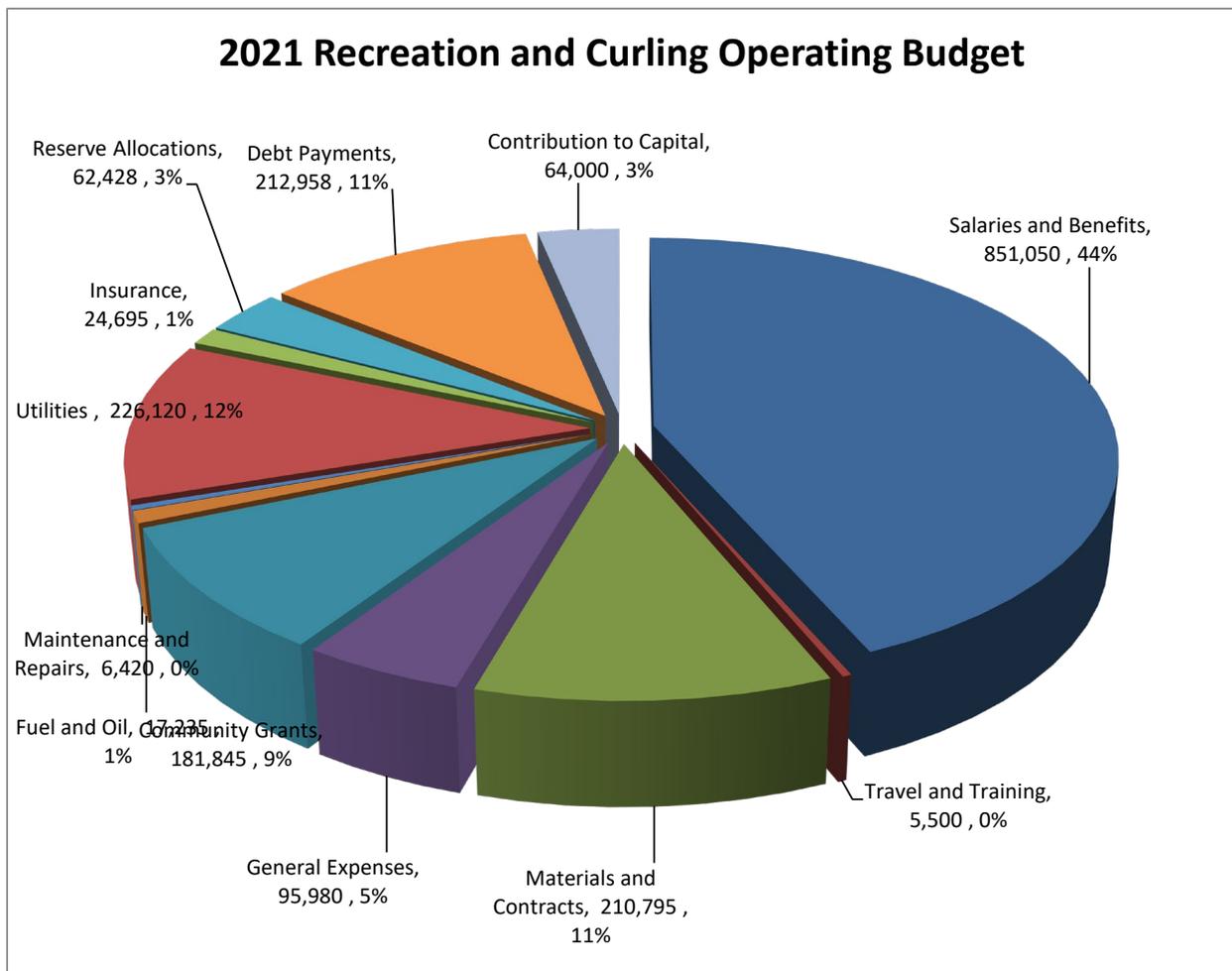
\$15,000.00

OPERATING FUNDS FOR PROMOTIONAL MATERIALS AND COSTS ASSOCIATED WITH WASTE
DIVERSION

RECREATION AND CURLING

The **Recreation** Department is responsible for overseeing the recreation facilities, programs and events for the Municipality. The department works closely with community groups, volunteers and residents to ensure that community needs are addressed. The Department is also responsible for the curling rink and has an agreement with the Curling Club for use during the curling season.

The Municipality is committed to enhancing the quality of life for its residents by promoting active living and offering quality recreational programming for all to enjoy.



Municipality of Mississippi Mills 2021 Budget Summary

Recreation & Curling

	A	B	C	D=B + C	E= C/B	
	2019 Actual	2020 Approved Budget	2021 Program Change	2021 Requested Budget	% 2021 Requested/2020 Budget	
Expenditures:						
Remuneration, Salaries & Bene	758,520	846,020	5,030	851,050	0.59%	Includes step increases, CPI and union hourly rate increase
Travel & Training	2,912	5,500		5,500	0.00%	
Materials & Contracts	229,821	170,280	40,515	210,795	23.79%	Refer to detailed operating budget
General Operating Expenses	72,042	77,395	18,585	95,980	24.01%	Refer to detailed operating budget
Community Grants	147,423	169,709	12,136	181,845	7.15%	Refer to detailed operating budget
Fuel & Oil	17,522	20,400	(3,165)	17,235	-15.51%	
M&R (facilities, fleet etc.)	14,444	18,800	(12,380)	6,420	-65.85%	Refer to detailed operating budget
Utilities	221,285	238,450	(12,330)	226,120	-5.17%	
Insurance	22,610	23,740	955	24,695	4.02%	
Transfers to Reserves	83,850	69,233	(6,805)	62,428	-9.83%	Repayment of several capital purchases (vehicles and equipment)
Debt Repayments	159,197	236,008	(23,050)	212,958	-9.77%	Loans for ACC and SCC renovations, Ice resurfacers, Gemmill Park
Capital Expenditures	29,925	164,500	(100,500)	64,000	-61.09%	Refer to capital budget
Total Expenditures	1,759,551	2,040,035	(81,009)	1,959,026	-3.97%	
Revenues						
Grants	300	300		300	0.00%	Summer student, Canada Day, Clayton Taylor Park
User Fees	499,128	548,865	(21,991)	526,874	-4.01%	Use of recreation and curling facilities
Other Fees & Charges	53,916	37,000	(22,000)	15,000	-59.46%	Bar and Food sales at curling club
Transfer from Reserves	-	-		-		
Transfer from DCs	1,800	-		-	0.00%	
Total Revenues	555,144	586,165	(43,991)	542,174	-7.50%	
Net Levy	1,204,407	1,453,870	(37,018)	1,416,852	-2.55%	

	RECREATION				
	<i>2021 Budget</i>				
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Capital	64,000.00	164,500.00	- 100,500.00	-61%
2	Transfer to Reserves	62,428.00	69,233.00	- 6,805.00	-10%
3	Municipal Grant	1,290,424.00	1,220,137.00	70,287.00	6%
		1,416,852.00	1,453,870.00	- 37,018.00	-3%

RECREATION					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	Revenues				
	Federal Grants				
1	Federal Grant-Canada Day			-	0%
2	Federal Grant-Site Upgrades-Clayton Taylor Park	- 300.00	- 300.00	-	0%
3	Federal Grant-Student		-	-	0%
	Total Federal Grants	- 300.00	- 300.00	-	0%
	Municipal Grants				
4	Transfer from Reserves			-	0%
5	Reserve Funds	-	-	-	0%
6	Municipal Grant	- 1,290,424.00	- 1,220,137.00	- 70,287.00	6%
	Total Municipal Grants	- 1,290,424.00	- 1,220,137.00	- 70,287.00	6%
	Revenue-Almonte				
7	Hall Rentals	- 21,500.00	- 25,500.00	4,000.00	-16%
8	Surface Rentals	- 218,420.00	- 212,900.00	- 5,520.00	3%
9	Canteen Rental	-	-	-	0%
10	Miscellaneous Revene	- 7,100.00	- 7,821.00	721.00	-9%
11	Programs	- 10,100.00	- 10,100.00	-	0%
12	Events	- 8,000.00	- 8,000.00	-	0%
	Total Revenues-Almonte	- 265,120.00	- 264,321.00	- 799.00	0%
	Sports Fields/Parks Revenue				
13	Rent-Gemmill Ball Diamond	- 1,800.00	- 1,200.00	- 600.00	0%
14	Rent Gemmill Soccer Field	- 2,000.00	- 2,000.00	-	0%
15	Rent Snedden/Casey Ball Diamond	- 2,500.00	- 2,500.00	-	0%
16	Civitan Soccer Field	- 4,000.00	- 4,000.00	-	0%
17	Appleton Soccer Field	- 3,500.00	- 3,500.00	-	0%
18	Ramsay Field	-	-	-	0%
19	Rent Pakenham Comm. Park Ball Diamond	- 3,000.00	- 3,000.00	-	0%
20	Rent Cedar Hill Hall	- 2,000.00	- 2,000.00	-	0%
	Total Sports Fields/Parks Revenue	- 18,800.00	- 18,200.00	- 600.00	3%
	Revenue-Pakenham				
21	Hall Rentals	- 28,500.00	- 38,500.00	10,000.00	-26%
22	Surface Rentals	- 155,980.00	- 151,600.00	- 4,380.00	3%
23	Canteen Rental	-	-	-	#DIV/0!
24	Miscellaneous Revene	- 9,700.00	- 9,700.00	-	0%
25	Programs	- 22,500.00	- 22,500.00	-	0%
26	Events	- 7,500.00	- 7,500.00	-	0%
	Total Revenues-Pakenham	- 224,180.00	- 229,800.00	5,620.00	-2%
	Total Revenues	- 1,798,824.00	- 1,732,758.00	- 66,066.00	4%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
	Expenditures				
	Salaries, Wages & Benefits				
27	Management Expenses	191,810.00	188,098.00	3,712.00	2%
28	Full Time Payroll Expenses	220,175.00	211,272.00	8,903.00	4%
29	Part Time Payroll Expenses	26,535.00	24,900.00	1,635.00	0%
	Total	438,520.00	424,270.00	14,250.00	3%
	Recreation General Expenses				
30	Labour	42,000.00	40,000.00	2,000.00	5%
31	Office Supplies	3,000.00	3,000.00	-	0%
32	Other M & S	2,000.00	2,000.00	-	0%
33	Postage & Courier Services	500.00	500.00	-	0%
34	Telephone	10,000.00	10,000.00	-	0%
35	Audit Fees			-	0%
36	Other Professional Fees	1,500.00	1,500.00	-	0%
37	Computer Services Expense	4,500.00	4,500.00	-	0%
38	Travelling Expense	2,000.00	2,000.00	-	0%
39	Memberships	1,500.00	1,500.00	-	0%
40	Association & Convention	2,000.00	2,000.00	-	0%
41	Other S & R	750.00	750.00	-	0%
42	Rentals & Maintenance	7,140.00	7,000.00	140.00	2%
43	Bad Debt Expense			-	#DIV/0!
44	Loan Payments	212,958.00	236,008.00	- 23,050.00	-10%
	Total Recreation General Expenses	289,848.00	310,758.00	- 20,910.00	-7%

		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	Almonte Arena Expenses				
45	Utilities	109,250.00	107,000.00	2,250.00	2%
46	Insurance	6,000.00	6,346.00	- 346.00	-5%
47	Rentals & Maintenance	1,530.00	1,500.00	30.00	2%
48	Lobby Cleaning	42,530.00	36,100.00	6,430.00	0%
49	Hall Setup/Cleanup	20,550.00	18,700.00	1,850.00	10%
50	Upper Hall Bar	6,275.00	6,150.00	125.00	2%
51	Upper Hall Cleaning	150.00	150.00	-	0%
52	Upper Hall Misc. Maintenance	11,700.00	10,700.00	1,000.00	9%
53	Surface Setup/Cleanup	7,000.00	6,000.00	1,000.00	17%
54	Surface Cleaning	500.00	500.00	-	0%
55	Bleachers Maintenance	6,000.00	4,000.00	2,000.00	50%
56	Locker Room Maintenance	23,315.00	20,150.00	3,165.00	16%
57	Ice Surface Maintenance	41,825.00	39,750.00	2,075.00	5%
58	Ice Plant Equipment	12,905.00	12,650.00	255.00	2%
59	Ice Resurfacer	10,210.00	9,900.00	310.00	3%
	Total Almonte Arena Expenses	299,740.00	279,596.00	20,144.00	7%
	Pakenham Arena Expenses				
60	Utilities	74,460.00	73,000.00	1,460.00	2%
61	Insurance	6,000.00	6,346.00	- 346.00	-5%
62	Lobby Cleaning	46,080.00	38,600.00	7,480.00	19%
63	Hall Setup/Cleanup	17,020.00	13,300.00	3,720.00	28%
64	Upper Hall Bar	14,585.00	14,300.00	285.00	2%
65	Surface Setup/Cleanup	5,100.00	5,000.00	100.00	2%
66	Bleachers Maintenance	1,800.00	1,400.00	400.00	29%
67	Locker Room Maintenance	15,000.00	12,000.00	3,000.00	25%
68	Ice Surface Maintenance	31,090.00	30,000.00	1,090.00	4%
69	Ice Plant Equipment	5,405.00	5,300.00	105.00	2%
70	Ice Resurfacer	4,590.00	4,500.00	90.00	2%
71	Other Equipment	13,465.00	13,200.00	265.00	2%
	Total Pakenham Arena Expenses	234,595.00	216,946.00	17,649.00	8%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
Sports Fields/Parks/Other Facilities					
72	Insurance	6,695.00	4,702.00	1,993.00	42%
73	Gemmill Ball Diamond	4,935.00	4,700.00	235.00	5%
74	Gemmill Soccer Field	5,080.00	5,000.00	80.00	2%
75	Snedden/Casey Ball Diamond	6,530.00	6,400.00	130.00	2%
76	Snedden/Casey Soccer Field		-	-	0%
77	Civitan Soccer Field	8,160.00	8,000.00	160.00	2%
78	Appleton Field #1	4,080.00	4,000.00	80.00	2%
79	Appleton Field #2	3,060.00	3,000.00	60.00	2%
80	Ramsay Ward Soccer Field	4,335.00	4,250.00	85.00	2%
81	Gemmill Mini Soccer Field		-	-	0%
82	McGregor Ball Field	2,955.00	2,900.00	55.00	2%
83	Pakenham Ball Field	8,770.00	8,600.00	170.00	2%
84	Cedar Hill School	4,895.00	4,800.00	95.00	2%
85	Almonte Skate Park	2,060.00	2,000.00	60.00	3%
86	Gemmill Splash Pad	25,680.00	25,000.00	680.00	3%
87	Gemmill Field House	3,215.00	3,150.00	65.00	2%
88	Gemmill Tennis Court	1,835.00	1,800.00	35.00	2%
89	Gemmill Track	1,530.00	1,500.00	30.00	2%
90	Gemmill Equipt & Swings	1,325.00	1,300.00	25.00	2%
91	Gemmill Open Space	12,040.00	11,800.00	240.00	2%
92	Snedden/Casey Open Space	1,835.00	1,800.00	35.00	2%
93	Augusta Swings & Equipment		-	-	0%
94	Augusta Open Space	2,500.00	2,450.00	50.00	2%
95	Meadowglen Open Space	1,530.00	1,500.00	30.00	2%
96	New England Swings & Equipment	100.00	100.00	-	0%
97	Munro Meadows Open Space	615.00	600.00	15.00	3%
98	Library Grounds	715.00	700.00	15.00	2%
99	Other Municipal Open Space	51,720.00	48,000.00	3,720.00	8%
100	Mark's Lookout	-	-	-	#DIV/0!
101	Riverfront Estates	8,000.00	2,600.00	5,400.00	208%
102	Pakenham Park Playing Field	1,020.00	1,000.00	20.00	2%
103	Pakenham Park Waterfront	2,755.00	2,700.00	55.00	2%
104	Pakenham Park Open Space	12,750.00	12,500.00	250.00	2%
105	Appleton Bay Park	2,805.00	2,750.00	55.00	2%
106	Don Maynard Park	2,300.00	1,000.00	1,300.00	130%
107	Cemeteries	2,600.00	2,000.00	600.00	30%
108	NLAS Beach Hut	-	-	-	#DIV/0!
109	NLAS Beach Grounds	1,735.00	1,700.00	35.00	2%
110	NLAS Open Space	2,855.00	2,800.00	55.00	2%
111	CPR Land	615.00	600.00	15.00	3%
112	MTO Park	3,060.00	3,000.00	60.00	2%
113	Clayton Taylor Park	5,450.00	4,900.00	550.00	11%
114	Almonte Outdoor Rink	510.00	500.00	10.00	2%
115	Augusta Bball and Stand & Pad	-	-	-	#DIV/0!
116	St. James Open Space	765.00	750.00	15.00	2%
117	McIntosh Park	3,060.00	3,000.00	60.00	2%
	Total	216,475.00	199,852.00	16,623.00	8%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
Vehicles and Equipment					
118	Labour	9,335.00	9,150.00	185.00	2%
119	M&R Parts	6,420.00	6,300.00	120.00	0%
120	Fuel and Oil	10,605.00	10,400.00	205.00	2%
121	Licenses	560.00	295.00	265.00	90%
122	Contract Repairs and Maintenance	615.00	605.00	10.00	2%
	Total Vehicles and Equipment	27,535.00	26,750.00	510.00	2%
Adult Dance					
123	Instruction Costs	3,000.00	2,500.00	500.00	0%
124	Advertising	-	-	-	0%
	Total	3,000.00	2,500.00	500.00	0%
Babysitting Course					
125	Babysitting Course-Materials & Supplies	375.00	375.00	-	0%
126	Babysitting Course-Instruction Costs	500.00	500.00	-	0%
127	Babysitting Course-Advertising			-	0%
	Total	875.00	875.00	-	0%
Other Programs-Almonte					
128	Other Programs-Materials & Supplies	1,020.00	1,000.00	20.00	2%
129	Other Programs-Advertising	1,020.00	1,000.00	20.00	2%
	Total	2,040.00	2,000.00	40.00	2%
Swimming Program					
130	Swimming Program-Salaries & Wages-Rec. Councillor	9,180.00	9,000.00	180.00	2%
131	Swimming Program-Materials & Supplies	6,120.00	6,000.00	120.00	2%
132	Swimming Program-Advertising	100.00	100.00	-	0%
	Total	15,400.00	15,100.00	300.00	2%
	Total Programs-Almonte	21,315.00	20,475.00	840.00	4%
Recreation Hockey					
133	Recreation Hockey Program-Materials & Supplies	500.00	500.00	-	0%
134	Recreation Hockey Program-Advertising	100.00	100.00	-	0%
	Total	600.00	600.00	-	0%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
	Soccer Program				
135	Soccer Program-Materials & Supplies	2,920.00	2,850.00	70.00	2%
	Other Programs-Pakenham				
136	Other Programs-Materials & Supplies	100.00	100.00	-	0%
	Total Programs-Pakenham	3,620.00	3,550.00	70.00	2%
	Canada Day				
137	Canada Day-Labour	1,500.00	1,500.00	-	0%
138	Canada Day-Materials & Supplies	13,000.00	13,000.00	-	0%
139	Canada Day-Advertising	2,500.00	2,500.00	-	0%
	Total	17,000.00	17,000.00	-	0%
	Light up the Night				
140	Light up the Night-Labour	500.00	500.00	-	0%
141	Light up the Night-Materials & Supplies	9,000.00	6,000.00	3,000.00	50%
142	Light up the Night-Advertising	1,000.00	1,000.00	-	0%
	Total	10,500.00	7,500.00	3,000.00	40%
	Santa Claus Parade				
143	Santa Claus Parade-Labour	350.00	350.00	-	0%
144	Santa Claus Parade-Materials & Supplies	300.00	300.00	-	0%
145	Santa Claus Parade-Advertising	500.00	500.00	-	0%
	Total	1,150.00	1,150.00	-	0%
	Other Events-Almonte				
146	Other Events-Labour	2,000.00	1,500.00	500.00	33%
147	Other Events-Materials & Supplies	5,000.00	3,500.00	1,500.00	43%
	Total	7,000.00	5,000.00	2,000.00	40%
	MM at a Glance				
148	MM at a Glance-Labour	200.00	200.00	-	0%
149	MM at a Glance-Materials & Supplies	100.00	100.00	-	0%
150	MM at a Glance-Advertising	1,500.00	1,000.00	500.00	50%
	Total	1,800.00	1,300.00	500.00	38%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
151	Volunteer Appreciation Event	1,000.00	500.00	500.00	100%
	Total Events-Almonte	38,450.00	32,450.00	6,000.00	18%
	St. Pat's Dance				
152	St. Pat's Dance-Labour	100.00	100.00	-	0%
153	St. Pat's Dance-Materials & Supplies	2,500.00	2,500.00	-	0%
154	St. Pat's Dance-Advertising	500.00	500.00	-	0%
	Total	3,100.00	3,100.00	-	0%
	Home Show				
159	Home Show-Labour	-	-	-	0%
160	Home Show-Materials & Supplies	-	-	-	0%
	Total	-	-	-	0%
	Canada Day				
161	Canada Day-Labour	650.00	650.00	-	0%
162	Canada Day-Materials & Supplies	7,000.00	7,000.00	-	0%
163	Canada Day-Advertising	1,500.00	800.00	700.00	88%
	Total	9,150.00	8,450.00	700.00	8%
	Fall Fair				
164	Fall Fair-Labour	2,500.00	2,500.00	-	0%
165	Fall Fair-Materials & Supplies	6,000.00	6,000.00	-	0%
166	Fall Fair-Advertising	2,200.00	2,200.00	-	0%
	Total	10,700.00	10,700.00	-	0%
	Craft Show				
167	Craft Show-Labour	-	-	-	0%
168	Craft Show-Advertising	-	-	-	0%
	Total	-	-	-	0%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
	Santa Claus Parade				
169	Santa Claus Parade-Labour	250.00	250.00	-	0%
170	Santa Claus Parade-Materials & Supplies	500.00	2,100.00	- 1,600.00	-76%
171	Santa Claus Parade-Advertising	1,000.00	500.00	500.00	100%
	Total	1,750.00	2,850.00	- 1,100.00	-39%
	Other Events-Pakenham				
172	Other Events-Labour	300.00	300.00	-	0%
173	Other Events-Materials & Supplies	1,500.00	1,000.00	500.00	0%
174	Other Events-Advertising	250.00	250.00	-	0%
	Total	2,050.00	1,550.00	500.00	0%
	Total Events-Pakenham	26,750.00	26,650.00	100.00	0%
	Other Recreation Expenses				
175	Youth Centre	30,000.00	30,000.00	-	0%
176	Ramsay Recreation Facility Grant	20,000.00	20,000.00	-	0%
177	Mississippi Valley Textile Museum	69,345.00	67,983.00	1,362.00	2%
178	Home Support-Mills Community Support Corp.	3,500.00	3,500.00	-	0%
179	Mills Commuinity Support-Seniors Programming	10,000.00	10,000.00	-	0%
180	Appleton Museum	26,780.00	26,252.00	528.00	2%
181	Naismith Basketball Foundation	6,110.00	5,987.00	123.00	2%
182	R. Tait McKenzie Memorial Museum	6,110.00	5,987.00	123.00	2%
182a	Pakenham School Playstructure	10,000.00	-	10,000.00	0%
183	Public Skating Monitors	2,960.00	2,900.00	60.00	2%
	Total	184,805.00	172,609.00	12,196.00	7%
	Total Expenditures	1,781,653.00	1,713,906.00	67,747.00	4%
	Net Recreation Fund	- 17,171.00	- 18,852.00	1,406.00	

CURLING					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	Revenues				
	Food/Liquor				
1	Beverage Sales	- 15,000.00	- 37,000.00	22,000.00	-59%
2	Food Sales	-	-	-	0%
	Total	- 15,000.00	- 37,000.00	22,000.00	-59%
	Rental Revenues				
3	Curling Lounge Rental	- 1,250.00	- 2,500.00	1,250.00	-50%
4	Curling Surface Rental	- 250.00	- 500.00	250.00	-50%
5	Curling Surface Bar Proceeds	-	-	-	0%
6	Curling Ice Rental-Curling Club	- 17,274.00	- 33,544.00	16,270.00	-49%
7	Curling Rink Advertising	-	-	-	0%
	Total	- 18,774.00	- 36,544.00	17,770.00	-49%
	Total Revenues	- 33,774.00	- 73,544.00	39,770.00	-54%
	Expenditures				
	Curling General Expenses				
8	Curling General Exp.-Other Professional Fees	-	-	-	0%
9	Curling General Exp.-Insurance (Building Etc.)	6,000.00	6,346.00	- 346.00	-5%
10	Curling Utilities	19,635.00	36,300.00	- 16,665.00	-46%
	Total	25,635.00	42,646.00	- 17,011.00	-40%
	Curling Misc. Maint.				
11	Curling Misc. Maint.-Labour	100.00	100.00	-	0%
	Curling Lounge Setup/Cleanup				
12	Curling Lounge Setup/Cleanup-Labour	-	-	-	0%
13	Curling Lounge Setup/Cleanup-Materials & Supplies	-	-	-	0%
	Total	-	-	-	0%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
Curling Ice Rental Lounge Maint.					
14	Curling Ice Rental Lounge Maint.-Labour	7,000.00	10,000.00	- 3,000.00	-30%
15	Curling Ice Rental Lounge Maint.-M&S	1,500.00	1,500.00	-	0%
16	Curling Ice Rental Lounge Maint.-Contract R&M	2,500.00	2,500.00	-	0%
	Total	11,000.00	14,000.00	- 3,000.00	-21%
Curling Ice Rental Locker Maint.					
17	Curling Ice Rental Locker Maint.-Labour	1,000.00	1,800.00	- 800.00	-44%
18	Curling Ice Rental Locker Maint.-M&S	400.00	400.00	-	0%
	Total	1,400.00	2,200.00	- 800.00	-36%
Curling Ice Rental Surface Maint.					
19	Curling Ice Rental Surface Maint.-Labour	510.00	1,000.00	- 490.00	-49%
20	Curling Ice Rental Surface Maint.-M&S	1,400.00	2,800.00	- 1,400.00	-50%
21	Curling Ice Rental Surface Maint.-Contract R&M			-	0%
	Total	1,910.00	3,800.00	- 1,890.00	-50%
Curling Ice Plant					
22	Curling Ice Plant-Labour	-	-	-	#DIV/0!
23	Curling Ice Plant-M & R Parts (Inventory)	-	-	-	#DIV/0!
24	Curling Ice Plant-Contract-Repairs/Maintenance	2,250.00	4,500.00	- 2,250.00	-50%
	Total	2,250.00	4,500.00	- 2,250.00	-50%
Curling Ice Scraper					
25	Curling Ice Scraper-Labour	-	-	-	#DIV/0!
26	Curling Ice Scraper-M & R Parts (Inventory)			-	0%
27	Curling Ice Scraper-Contract-Repairs/Maintenance			-	0%
	Total	-	-	-	#DIV/0!
Curling Bar					
28	Curling Bar-Labour	3,500.00	12,000.00	- 8,500.00	-71%
29	Curling Bar-Employee Benefits	450.00	900.00	- 450.00	-50%
30	Curling Bar-Other M & S	100.00	100.00	-	0%
31	Curling Bar-Food Purchases	350.00	1,000.00	- 650.00	-65%
32	Curling Bar-Liquor & Beer Purchases	3,600.00	10,000.00	- 6,400.00	-64%
33	Curling Bar-Pop & Mix Purchases	500.00	1,000.00	- 500.00	-50%
34	Curling Bar-Misc. Equipment Expense	150.00	150.00	-	0%
	Total	8,650.00	25,150.00	- 16,500.00	-66%
	Total Expenditures	50,945.00	92,396.00	- 41,451.00	-45%
	Net Curling Fund	17,171.00	18,852.00	- 1,681.00	-9%

RECREATION AND CURLING BUDGETS 2021

REVENUES

FEDERAL GRANTS

\$ 300.00

CANADA DAY FUNDS AND SITE UPGRADES AT CLAYTON TAYLOR PARK

RESERVE FUNDS

\$.00

FUNDS COLLECTED THROUGH DEVELOPMENT CHARGES TO OFFSET
THE COST OF FACILITY DEBT PAYMENTS

MUNICIPAL GRANT

\$1,290,424.00

FUNDS PROVIDED BY THE MUNICIPALITY

REVENUE-ALMONTE

\$265,120.00

INCLUDES REVENUES FOR ALL FACILITY RENTALS, PROGRAMS AND EVENTS

REVENUE-SPORTS FIELDS/PARKS

\$18,800.00

RENTAL OF SPORTS FIELDS FOR BALL, SOCCER, ETC. ALSO INCLUDES RENTAL OF THE
CEDAR HILL HALL

REVENUES-PAKENHAM

\$224,180.00

INCLUDES REVENUES FOR ALL FACILITY RENTALS, PROGRAMS AND EVENTS

EXPENDITURES

SALARIES, WAGES AND BENEFITS

\$438,520.00

ADMINISTRATION SALARIES (ALL OTHER SALARIES ALLOCATED TO LABOUR ACCOUNTS.
INCLUDES 40% OF COMMUNITY/CULTURAL PROGRAMMER SALARY) PLUS APPLICABLE
BENEFITS FOR FULL AND PART TIME AND STUDENTS INCLUDING STATUTORY BENEFITS

RECREATION GENERAL EXPENSES

LABOUR

\$42,000.00

FULL TIME AND PART TIME WAGES ALLOCATED TO GENERAL RECREATION

<u>OFFICE SUPPLIES</u>	\$3,000.00
PAPER, ENVELOPES, TONER ETC.	
<u>OTHER MATERIALS & SUPPLIES</u>	\$ 2,000.00
MISCELLANEOUS ITEMS THAT CAN'T BE PLACED ELSEWHERE	
<u>POSTAGE & COURIER</u>	\$500.00
<u>TELEPHONE</u>	\$10,000.00
PHONE LINES, CELL PHONES	
<u>OTHER PROFESSIONAL FEES</u>	\$1,500.00
FEES PAID FOR BOOKING SOFTWARE	
<u>COMPUTER SERVICES EXPENSE</u>	\$4,500.00
IT SUPORT COSTS	
<u>TRAVELLING EXPENSE</u>	\$2,000.00
MILEAGE	
<u>MEMBERSHIPS</u>	\$1,500.00
ANNUAL MEMBERSHIPS TO RECREATION ASSOCIATIONS	
<u>ASSOCIATION & CONVENTION</u>	\$2,000.00
TRAINING FOR STAFF	
<u>OTHER SERVICES & RENTS</u>	\$750.00
<u>RENTALS & MAINTENAANCE</u>	\$7,140.00
ALARM MONITORING, ELEVATOR MAINTENANCE, FIRE EXTIGUISHER INSPECTION, SNOW REMOVAL,ETC.	
<u>LOAN PAYMENTS</u>	\$212,958.00
LONG TERM DEBT REPAYMENTS ON ALMONTE COMMUNITY CENTRE, STEWART COMMUNITY CENTRE AND ICE RESURFACER	
<u>FACILITIES</u>	
<u>ALMONTE ARENA EXPENSES</u>	\$299,740.00

OPERATING COSTS ASSOCIATED WITH THE ALMONTE COMMUNITY CENTRE
(EXCLUDING CURLING) INCLUDING, UTILITIES, INSURANCE, LABOUR, MAINTENANCE,
BAR OPERATIONS, EQUIPMENT MAINTENANCE ETC.

PAKENHAM ARENA EXPENSES \$234,595.00

OPERATING COSTS ASSOCIATED WITH THE STEWART COMMUNITY CENTRE INCLUDING,
UTILITIES, INSURANCE, LABOUR, MAINTENANCE, BAR OPERATIONS,
EQUIPMENT MAINTENANCE ETC.

SPORTS FIELDS/PARKS

RECREATION FIELDS/PARKS EXPENSES \$216,475.00

MAINTENANCE, LABOUR, UTILITIES, INSURANCE, ETC. FOR ALL SPORTS FIELDS, PARKS
AND OTHER RECREATION FACILITIES

VEHICLES & EQUIPMENT

VEHICLE & EQUIPMENT \$27,535.00

LABOUR, FUEL, OIL, REPAIRS ETC. FOR RECREATION VEHICLES AND LAWN MOWING
EQUIPMENT

PROGRAMS

ALMONTE & PAKENHAM PROGRAMS \$24,935.00

COSTS TO PROVIDE PROGRAMS INCLUDING LABOUR, ADVERTISING, INSTRUCTION
COSTS, MATERIALS & SUPPLIES, ETC. PROGRAMS INCLUDE RECREATION HOCKEY,
BABYSITTING COURSE, SWIMMING, ETC.

EVENTS

ALMONTE & PAKENHAM EVENTS \$65,200.00

COSTS TO PROVIDE EVENTS INCLUDING LABOUR, ADVERTISING, MATERIALS &
SUPPLIES, ETC. EVENTS INCLUDE LIGHT UP THE NIGHT, CHRISTMAS PARADES,
CRAFT SHOW, FALL FAIR ETC.

OTHER RECREATION EXPENSES

YOUTH CENTRE \$ 30,000.00

ANNUAL FUNDING

MISSISSIPPI VALLEY TEXTILE MUSEUM \$69,345.00

ANNUAL FUNDING

MILLS COMMUNITY SUPPORT CORPORATION \$3,500.00

ANNUAL FUNDING PROVIDED TO ASSIST WITH THE HOME SUPPORT PROGRAM

MILLS COMMUNITY SUPPORT CORPORATION \$10,000.00

ANNUAL FUNDING PROVIDED TO ASSIST WITH SENIORS PROGRAMMING

APPLETON MUSEUM \$26,780.00

ANNUAL FUNDING

NAISMITH BASKETBALL FOUNDATION \$6,110.00

ANNUAL FUNDING

R. TAIT MCKENZIE MEMORIAL MUSEUM \$6,110.00

ANNUAL FUNDING

RAMSAY RECREATION FACILITY GRANT \$20,000.00

ANNUAL FUNDING

PUBLIC SKATING MONITORS \$ 2,960.00

WAGES PAID TO PUBLIC SKATING MONITORS

CURLING

REVENUES

BEVERAGE AND FOODE SALES \$15,000.00

REVENUES FROM SALE OF LIQUOR, BEER AND FOOD

RENTAL REVENUES \$18,774.00

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

EXPENDITURES

GENERAL OPERATING EXPENSES \$25,635.00

INSURANCE AND UTILITIES

MAINTENANCE \$16,660.00

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

CURLING BAR EXPENSES

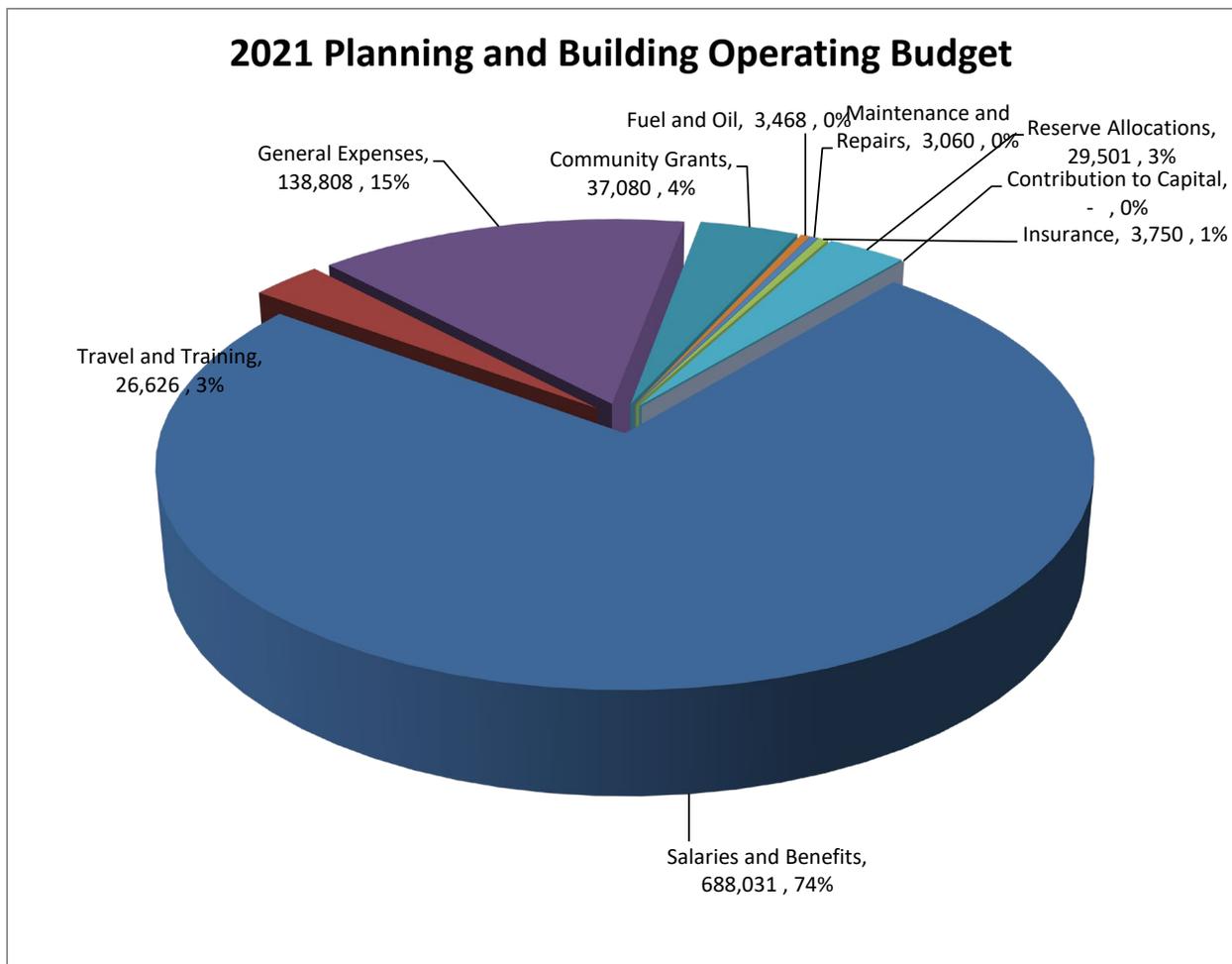
\$8,650.00

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

PLANNING AND BUILDING

Planning is responsible for all aspects of land use planning as mandated by the *Ontario Planning Act* including community plans and development application reviews and approvals. The department is responsible for the development and implementation of the Community Official Plan and zoning by-laws. It also deals with severances, subdivision development, minor variances and site plan control. Planning oversees the management of cultural heritage assets with support from the Municipality's Heritage Committee.

The **Building Department** oversees construction in the Municipality in accordance with the *Ontario Building Code* including issuing building permits, carrying out inspections and providing information on all aspects of building within the Municipality. The building department's expenses are offset by building permit revenue **and no funding is provided through municipal taxation.**



Municipality of Mississippi Mills 2021 Budget Summary

Planning

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
		Approved	Program	Requested	Requested/	
	2019 Actual	Budget	Change	Budget	2020 Budget	
Expenditures:						
Remuneration, Salaries & Bene	210,475	249,560	4,140	253,700	1.66%	Includes Step increases, CPI, summer student
Travel & Training	3,210	10,500	(2,000)	8,500	-19.05%	
Materials & Contracts						
General Operating Expenses	33,263	33,950	(950)	33,000	-2.80%	
Community Grants						
Fuel & Oil						
M&R (facilities, fleet etc.)						
Utilities						
Insurance						
Transfers to Reserves	-	-		-		
Debt Repayments						
Capital Expenditures		95,000	(95,000)	-	0.00%	Refer to capital budget
Total Expenditures	246,948	389,010	(93,810)	295,200	-24.12%	
Revenues						
Grants						
User Fees	162,854	110,000	15,000	125,000	13.64%	Planning application fees
Other Fees & Charges						
Transfer from Reserves						
Transfer from DCs						
Total Revenues	162,854	110,000	15,000	125,000	13.64%	
Net Levy	84,094	279,010	(108,810)	170,200	-39.00%	

PLANNING					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Salaries, Wages & Benefits	253,700.00	249,560.00	4,140.00	2%
2	Publications	100.00	100.00	-	0%
3	Other M & S	1,000.00	1,000.00	-	0%
4	Materials & Supplies	2,000.00	2,000.00	-	0%
5	Postage & Courier Services	850.00	800.00	50.00	6%
6	Telephone	1,800.00	1,800.00	-	0%
7	Legal Fees	8,000.00	8,000.00	-	0%
8	Other Professional Fees	4,000.00	4,000.00	-	0%
9	Computer Services Expense	15,000.00	16,000.00	- 1,000.00	-6%
10	Advertising	250.00	250.00	-	0%
11	Travelling Expense	3,500.00	5,500.00	- 2,000.00	-36%
12	Memberships	1,500.00	1,000.00	500.00	50%
13	Association & Convention	3,500.00	4,000.00	- 500.00	-13%
14	Capital Expenditure	-	95,000.00	- 95,000.00	0%
15	To Reserves			-	0%
	Total Expenditures	295,200.00	389,010.00	- 93,810.00	-24%

PLANNING BUDGET 2021

<u>SALARIES, WAGES & BENEFITS</u>	\$253,700.00
PLANNER, JUNIOR PLANNER, PORTION OF BUILDING & PLANNING CLERK'S SALARY SUMMER STUDENT INCLUDING ALL BENEFITS	
<u>PUBLICATIONS</u>	\$100.00
ONTARIO MUNICIPAL BOARD DECISIONS CASE LAW PERIODICAL	
<u>OTHER M&S</u>	\$1,000.00
FOR ITEMS THAT CANNOT BE PLACED ELSEWHERE	
<u>MATERIALS & SUPPLIES</u>	\$2,000.00
PURCHASE OF FORMS, SPECIALIZED OFFICE SUPPLIES AND MATERIALS	
<u>POSTAGE & COURIER</u>	\$850.00
NOTICE OF PUBLIC MEETINGS MAILINGS	
<u>TELEPHONE</u>	\$1,800.00
CELL PHONE AND TABLET	
<u>LEGAL FEES</u>	\$8,000.00
AS REQUIRED	
<u>OTHER PROFESSIONAL FEES</u>	\$4,000.00
PLANNING ASSISTANCE	
<u>COMPUTER SERVICES EXPENSE</u>	\$15,000.00
IT SUPPORT, CGIS UPGRADE, HARDWARE/SOFTWARE	
<u>ADVERTISING</u>	\$250.00
ADVERTISING FOR ZONING BY-LAW, OFFICIAL PLAN AMEMDMENTS AND OTHER PLANNING ISSUES	
<u>TRAVEL EXPENSE</u>	\$3,500.00
MILEAGE	
<u>MEMBERSHIPS</u>	\$1,500.00

MCIP/CIP PROFESSIONAL MEMBERSHIP

ASSOCIATION & CONVENTION

\$3,500.00

PLANNING CONFERENCE AND PROFESSIONAL DEVELOPMENT

Municipality of Mississippi Mills 2021 Budget Summary

Building Department

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/2020 Budget	
Expenditures:						
Remuneration, Salaries & Benefits	339,986	303,666	129,665	433,331	42.70%	Includes Step Increase, CPI
Travel & Training	14,849	14,000	2,626	16,626	18.76%	
Materials & Contracts						
General Operating Expenses	89,182	122,200	(17,142)	105,058	-14.03%	
Community Grants						
Fuel & Oil	3,949	3,400	68	3,468	2.00%	
M&R (facilities, fleet etc.)	3,005	3,000	60	3,060	2.00%	
Utilities						
Insurance	3,465	3,640	110	3,750	3.02%	
Transfers to Reserves	180,420	19,994	9,507	29,501	47.55%	Repay vehicle purchases
Debt Repayments						
Capital Expenditures						
Total Expenditures	634,856	469,900	124,894	594,794	26.58%	
Revenues						
Grants						
User Fees	606,075	452,900	124,894	577,794	27.58%	Building permit fees
Other Fees & Charges	28,781	17,000		17,000	0.00%	Admin and sign fees
Transfer from Reserves		-		-		
Transfer from DCs						
Total Revenues	634,856	469,900	124,894	594,794	26.58%	
Net Levy	-	-	-	-	0.00%	No impact to the tax base

BUILDING DEPARTMENT					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
Revenue					
1	Building Admin. Fees	- 15,000.00	- 15,000.00	-	0%
2	Building Sign Fees	- 2,000.00	- 2,000.00	-	0%
3	Building Permits	- 577,794.00	- 452,900.00	- 124,894.00	28%
4	Contract Fees	-	-	-	0%
5	Transfer from Reserves	-	-	-	0%
		- 594,794.00	- 469,900.00	- 124,894.00	27%
Expenditures					
6	Salaries, Wages & Benefits	433,331.00	303,666.00	129,665.00	43%
7	Office Supplies	4,284.00	4,200.00	84.00	2%
8	Postage & Courier Services	816.00	800.00	16.00	2%
9	Telephone	2,958.00	2,900.00	58.00	2%
10	Legal Fees	5,250.00	5,000.00	250.00	5%
11	Other Professional Fees	4,000.00	25,000.00	- 21,000.00	-84%
12	Computer Services Expense	16,550.00	12,000.00	4,550.00	38%
13	Advertising	-	-	-	0%
14	Travelling Expense	2,040.00	2,000.00	40.00	2%
15	Equipment Rentals, Other	-	-	-	0%
16	Memberships	2,040.00	2,000.00	40.00	2%
17	Association & Convention	3,570.00	3,500.00	70.00	2%
18	Insurance (Building Etc.)	3,750.00	3,640.00	110.00	3%
19	Misc. Vehicle Expense	3,060.00	3,000.00	60.00	2%
20	Personnel (Clothing, Etc.)	2,856.00	2,800.00	56.00	2%
21	Personnel (Courses/Memberships, Etc.)	6,120.00	6,000.00	120.00	2%
22	Fuel & Oil	3,468.00	3,400.00	68.00	2%
23	Contracted Services	10,000.00	10,000.00	-	0%
24	Admin. Costs allocated	61,200.00	60,000.00	1,200.00	2%
25	Capital Expenditure	-	-	-	0%
26	Transfer to Reserves	29,501.00	19,994.00	9,507.00	0%
	Total Expenditures	594,794.00	469,900.00	124,894.00	27%
	Net Building Dept.	-	-	-	0%

**BUILDING DEPARTMENT BUDGET
2021**

REVENUES

BUILDING ADMIN. FEES \$15,000.00

ADMIN. FEES CHARGED ON BUILDING PERMITS

BUILDING SIGN FEES \$2,000.00

FEES COLLECTED UNDER THE SIGN BY-LAW

BUILDING PERMIT FEES \$577,794.00

FEES COLLECTED FOR ISSUING BUILDING PERMITS

TRANSFER FROM RESERVES \$.00

EXPENDITURES

SALARIES, WAGES & BENEFITS \$433,331.00

INCLUDES CHIEF BUILDING OFFICIAL, BUILDING INSPECTORS AND A PORTION OF BUILDING AND PLANNING CLERK'S SALARY, INCLUDES ALL ASSOCIATED BENEFITS

OFFICE SUPPLIES \$4,284.00

INCLUDES THE PURCHASE OF FORMS REQUIRED BY THE BUILDING DEPT. AND GENERAL OFFICE SUPPLY NEEDS

POSTAGE & COURIER SERVICES \$816.00

TELEPHONE \$2,958.00

CELL PHONES AND TABLETS

COMPUTER SERVICES EXPENSE \$16,550.00

IT SUPPORT, HARDWARE/SOFTWARE

TRAVELLING EXPENSE \$2,040.00

MILEAGE

MEMBERSHIPS \$2,040.00

ONTARIO BUILDING OFFICIALS, OBOA GOLDEN TRIANGLE

ASSOCIATION & CONVENTION \$3,570.00

INCLUDES REGISTRATION FEES, MEALS AND ACCOMMODATION AT BUILDING RELATED CONFERENCES

<u>INSURANCE</u>	\$3,750.00
VEHICLE & LIABILITY INSURANCE	
<u>MISCELLANEOUS VEHICLE EXPENSE</u>	\$3,060.00
LICENSES, MAINTENANCE, ETC.	
<u>PERSONNEL (CLOTHING, ETC.)</u>	\$2,856.00
BOOT ALLOWANCE, PROTECTIVE CLOTHING AND EQUIPMENT	
<u>PERSONNEL (COURSES, ETC.)</u>	\$6,120.00
TRAINING FOR STAFF ON BUILDING CODE REQUIREMENTS, PROFESSIONAL DEVELOPMENT	
<u>FUEL & OIL</u>	\$3,468.00
FOR BUILDING DEPT. VEHICLES	
<u>ADMIN. COSTS ALLOCATED</u>	\$61,200.00
ADMINISTRATION COSTS ALLOCATED TO BUILDING DEPARTMENT PER BILL 124 (SEE ADMINISTRATION BUDGET)	
<u>TO RESERVES</u>	\$29,501.00

Municipality of Mississippi Mills 2021 Budget Summary

Heritage

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/2020 Budget	
Expenditures:						
Remuneration, Salaries & Bene	675	1,000		1,000	0.00%	Honorarium
Travel & Training	1,189	2,000	(500)	1,500	-25.00%	
Materials & Contracts						
General Operating Expenses	448	1,000	(250)	750	-25.00%	
Community Grants	26,990	36,745	335	37,080	0.91%	Tax relief program and heritage grant program
Fuel & Oil						
M&R (facilities, fleet etc.)						
Utilities						
Insurance						
Cost Sharing						
Transfers to Reserves						
Debt Repayments						
Capital Expenditures						
Total Expenditures	29,302	40,745	(415)	40,330	-1.02%	
Revenues						
Grants						
User Fees						
Other Fees & Charges						
Transfer from Reserves		-		-	0.00%	
Transfer from DCs						
Total Revenues	-	-	-	-	0.00%	
Net Levy	29,302	40,745	(415)	40,330	-1.02%	

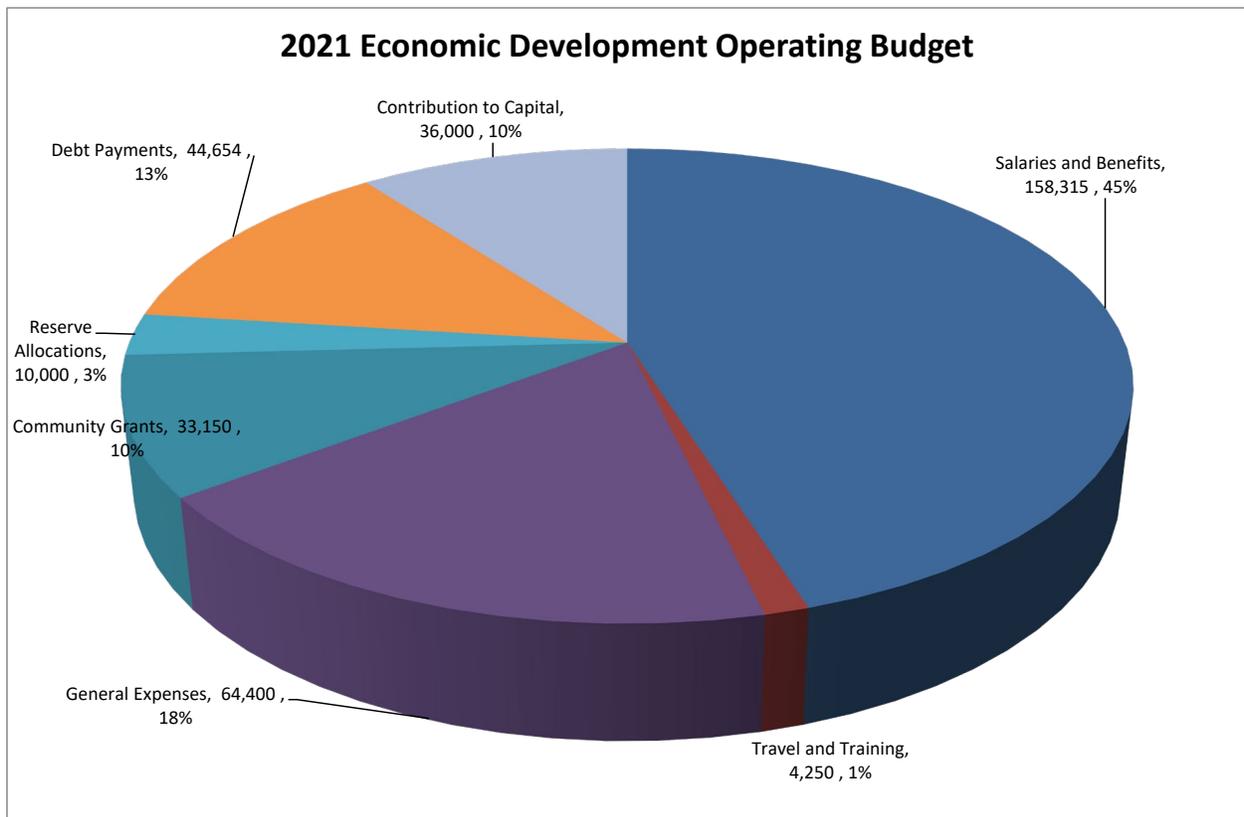
HERITAGE COMMITTEE					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Honarariums	1,000.00	1,000.00	✓ -	✓ 0%
2	Doors Open			✓ -	
3	Materials & Supplies	250.00	500.00	✓ - 250.00	✓ -50%
4	Other Professional Fees	500.00	500.00	✓ -	✓ 0%
5	Travelling Expense	750.00	1,000.00	✓ - 250.00	✓ -25%
6	Association & Convention	750.00	1,000.00	✓ - 250.00	✓ -25%
7	Tax Relief Program	17,080.00	16,745.00	✓ 335.00	✓ 2%
8	Heritage grant program	20,000.00	20,000.00	✓ -	
		40,330.00	40,745.00	✓ - 415.00	✓ -1%

HERITAGE BUDGET 2021

<u>HONORARIUMS</u>	\$1,000.00
RESEARCHER, MEETING ATTENDANCE	
<u>MATERIALS & SUPPLIES</u>	\$250.00
PURCHASE OF LETTERHEAD, OFFICE & MISCELLANEOUS SUPPLIES, POSTAGE, PHOTOCOPYING, PHOTO DEVELOPING & FILM, NEWSLETTER PRINTING, ETC.	
<u>OTHER PROFESSIONAL FEES</u>	\$500.00
COSTS ASSOCIATED WITH DESIGNATING A PROPERTY, ARCHITECTURAL AWARDS PROGRAM	
<u>TRAVELLING EXPENSES</u>	\$750.00
MILEAGE, ACCOMODATION, MEAL EXPENSES	
<u>ASSOCIATION & CONVENTION</u>	\$750.00
MEMBERSHIPS AND WORKSHOP REGISTRATION	
<u>TAX RELIEF PROGRAM</u>	\$17,080.00
PER BY-LAW AND THE MUNICIPAL ACT	
<u>HERITAGE GRANT PROGRAM</u>	\$20,000.00
PER BY-LAW	

COMMUNITY AND ECONOMIC DEVELOPMENT

Mississippi Mills is a growing Municipality with over 13,000 residents. **Economic Development** is important for the Municipality in order to maintain its high quality of life, natural heritage, rural culture and small town charm. Economic Development is needed to attract and retain businesses to support the Municipality's continued growth and development. Economic Development also includes funding to support organizations through its municipal grant program.



Municipality of Mississippi Mills 2021 Budget Summary
 Community & Economic Development

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/ 2020 Budget	
Expenditures:						
Remuneration, Salaries & Bene	108,146	154,434	3,881	158,315	2.51%	Includes Step increase, CPI, summer students and support staff
Travel & Training	2,975	5,700	(1,450)	4,250	-25.44%	
Materials & Contracts						
General Operating Expenses	64,546	66,850	(2,450)	64,400	-3.66%	
Community Grants						
Fuel & Oil						
M&R (facilities, fleet etc.)	7,355	5,000		5,000		
Utilities						
Insurance						
Transfers to Reserves	23,048		10,000	10,000		
Debt Repayments	45,848	46,624	(1,970)	44,654	-4.23%	Business Park
Capital Expenditures	7,115	27,000	9,000	36,000	33.33%	See capital budget
Total Expenditures	259,033	305,608	17,011	322,619	5.57%	
Revenues						
Grants						
User Fees						
Other Fees & Charges						
Transfer from Reserves		46,624	(1,970)	44,654	0.00%	Offset debt costs
Transfer from DCs						
Total Revenues	-	46,624	(1,970)	44,654	0.00%	
Net Levy	259,033	258,984	18,981	277,965	7.33%	

COMMUNITY AND ECONOMIC DEVELOPMENT

2021 Budget

		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Salaries, Wages & Benefits	158,315.00	154,434.00	3,881.00	3%
2	Office Supplies	300.00	300.00	-	0%
3	Publications	300.00	500.00	- 200.00	-40%
4	Other M & S	200.00	300.00	- 100.00	-33%
5	Postage & Courier Services	-	150.00	- 150.00	-100%
6	Telephone (Info. Office)	1,600.00	1,600.00	-	0%
7	Other Professional Fees	-	1,000.00	- 1,000.00	-100%
8	Travelling Expense	1,000.00	1,200.00	- 200.00	-17%
9	Memberships	1,250.00	1,500.00	- 250.00	-17%
10	Association & Convention	2,000.00	3,000.00	- 1,000.00	-33%
11	Beautification vehicle maint.	5,000.00	5,000.00	-	0%
12	Promotion	40,000.00	40,000.00	-	0%
13	Beautification Projects	20,000.00	20,000.00	-	0%
14	Tourism-Information Office	2,000.00	3,000.00	- 1,000.00	-33%
15	Long Term Debt Repayments	44,654.00	46,624.00	- 1,970.00	-4%
16	To Reserves	10,000.00		10,000.00	0%
17	Capital Expenditure	36,000.00	27,000.00	9,000.00	33%
	Total Expenditures	322,619.00	305,608.00	17,011.00	6%

**COMMUNITY ECONOMIC DEVELOPMENT BUDGET
2021**

<u>SALARIES, WAGES & BENEFITS</u>	\$158,315.00
FOR COMMUNITY CO-ORDINATOR, ADMINISTRATION ASSISTANCE, SUMMER STUDENT INCLUDING THE ASSOCIATED BENEFITS	
<u>OFFICE SUPPLIES</u>	\$300.00
GENERAL OFFICE SUPPLIES	
<u>PUBLICATIONS</u>	\$300.00
SUBSCRIPTIONS TO ECONOMIC DEVELOPMENT MATERIALS	
<u>OTHER MATERIALS & SUPPLIES</u>	\$200.00
MISC. ITEMS THAT CANNOT BE PLACED ELSEWHERE	
<u>POSTAGE & COURIER</u>	\$00
<u>TELEPHONE</u>	\$1,600.00
CELL PHONE	
<u>OTHER PROFESSIONAL FEES</u>	\$00
EVENT PUBLICITY PROGRAM, MEDIA PACKAGE OTHER CONSULTING, BUSINESS DATABASE UPDATE	
<u>TRAVELLING EXPENSE</u>	\$1,000.00
MILEAGE	
<u>MEMBERSHIPS</u>	\$1,250.00
MEMBERSHIPS-OTCA, EDAC, MMCC, PBTA, PITCH IN CANADA, CHAMBER	
<u>ASSOCIATION & CONVENTION</u>	\$2,000.00
OEMC CONFERENCE INCLUDING REGISTRATION, MEALS & ACCOMMODATION	
<u>PROMOTION</u>	\$40,000.00
COMMUNITY EVENT GRANTS, PROMOTIONAL ITEMS, COSTS TO PLACE ADVERTISEMENTS ADS-ONT. TRAVEL GUIDE ETC., MICRO GRANT PROGRAM	

BEAUTIFICATION PROJECTS

\$20,000.00

SEASONAL DÉCOR INSTALLATION, ROUND ABOUT MAINTENANCE, RIVERWALK MAINTENANCE, FUNDING FOR HORTICULTURAL SOCIETIES, BANNERS, MURAL MAINTENANCE, GARDENING, EQUIPMENT, PLAQUE AND BENCH MAINTENANCE, ETC.

TOURISM-INFORMATION OFFICE

\$2,000.00

DISPLAYS, EQUIPMENT

LONG TERM DEBT REPAYMENTS

\$44,654.00

PHASE II OF THE BUSINESS PARK

CAPITAL EXPENDITURE

\$36,000.00

Municipality of Mississippi Mills 2021 Budget Summary

Municipal Grants

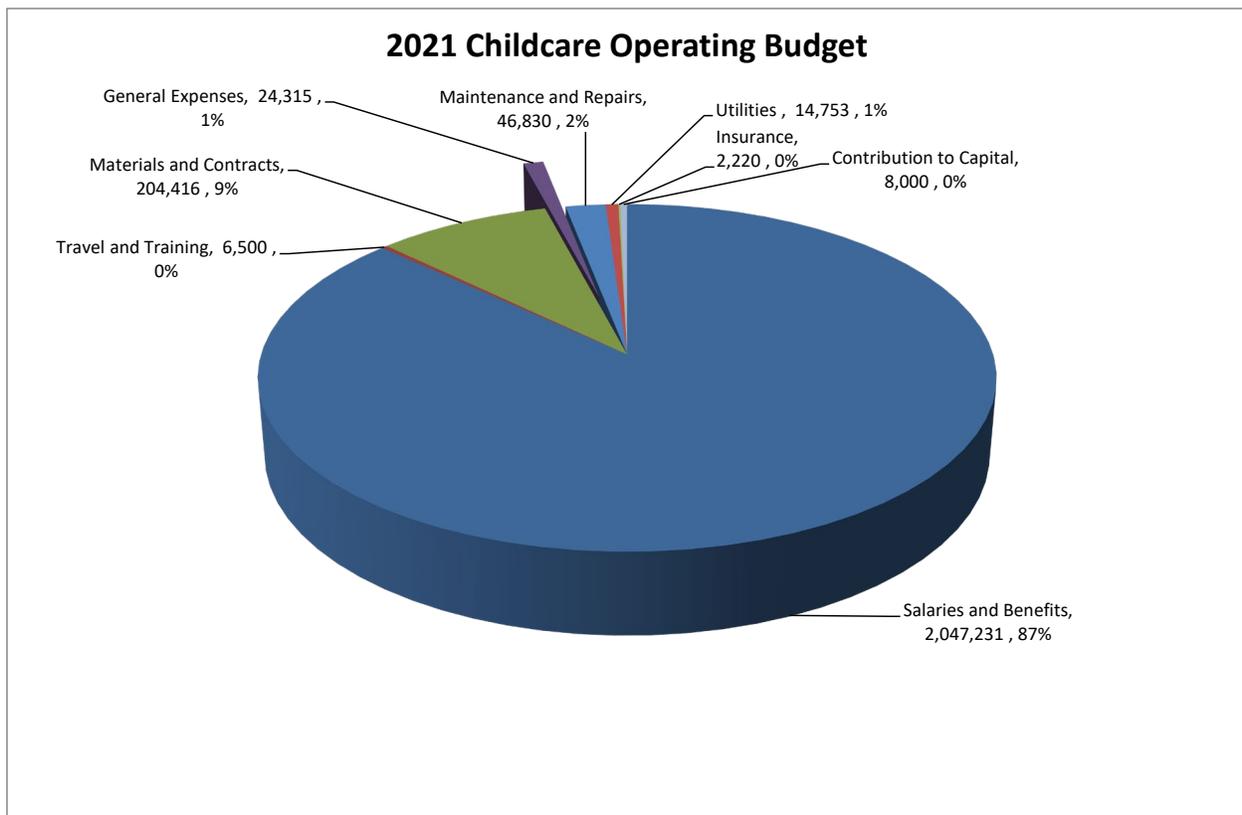
	A	B	C	D=B + C	E= C/B
		2020	2021	2021	% 2021
		Approved	Program	Requested	Requested/
	2019 Actual	Budget	Change	Budget	2020 Budget
Expenditures:					
Remuneration, Salaries & Benefits					
Travel & Training					
Materials & Contracts					
General Operating Expenses					
Community Grants	32,110	32,500	650	33,150	2.00%
Fuel & Oil					
M&R (facilities, fleet etc.)					
Utilities					
Insurance					
Cost Sharing					
Transfers to Reserves					
Debt Repayments					
Capital Expenditures					
Total Expenditures	32,110	32,500	650	33,150	2.00%
Revenues					
Grants					
User Fees					
Other Fees & Charges					
Transfer from Reserves					
Transfer from DCs					
Total Revenues	-	-	-	-	
Net Levy	32,110	32,500	650	33,150	2.00%

OTHER CULTURAL-MUNICIPAL GRANTS					
<i>2021 Budget</i>					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Grants or Donations	2,500.00	1,750.00	750.00	43%
2	Grants or Donations	30,650.00	30,750.00	- 100.00	0%
		33,150.00	32,500.00	650.00	2%

CHILDCARE

The Municipality provides **Childcare** services for its residents to support young families who live in this community. The Daycare Centre employs highly trained qualified staff to provide care for infants, toddlers, pre-school age children and before and after school care. Summer programs are also available in July and August.

In 2019 there was an expansion of the service as a new facility constructed by the Catholic District School Board through a lease agreement with the Municipality. This arrangement allowed the Municipality to grow the program at a relatively low cost.



Municipality of Mississippi Mills 2021 Budget Summary

Daycare

	A	B	C	D=B + C	E= C/B	
		2020	2021	2021	% 2021	
	2019 Actual	Approved Budget	Program Change	Requested Budget	Requested/2020 Budget	
Expenditures:						
Remuneration, Salaries & Benefits	1,792,959	2,273,907	(226,676)	2,047,231	-9.97%	Includes Step increases, CPI and union hourly rate changes
Travel & Training	4,487	8,500	(2,000)	6,500	-23.53%	
Materials & Contracts	103,913	188,545	15,871	204,416	8.42%	Program supplies and Food including lease costs of new centre
General Operating Expenses	19,722	22,950	1,365	24,315	5.95%	
Community Grants						
Fuel & Oil						
M&R (facilities, fleet etc.)	22,339	33,500	13,330	46,830	39.79%	Includes Increased costs due to Covid 19
Utilities	10,820	14,400	353	14,753	2.45%	
Insurance	2,028	2,200	20	2,220	0.91%	
Transfers to Reserves	207,136					
Debt Repayments						
Capital Expenditures	799	37,175	(29,175)	8,000	-78.48%	See capital budget
Total Expenditures	2,164,203	2,581,177	(226,912)	2,354,265	-8.79%	
Revenues						
Grants	876,146	624,998		624,998	0.00%	Funds from County of Lanark for Fee subsidy, wage subsidy and mitigation funding
User Fees	1,202,997	1,768,700	(83,427)	1,685,273	-4.72%	Fees received from parents
Other Fees & Charges	7,262	5,000		5,000	0.00%	Student grant, interest on overdue accounts
Transfer from Reserves		92,361	(92,361)	-	0.00%	From reserves to offset County funding loss
Transfer from DCs	-	23,022	78	23,100	0.34%	Per DC study for programs and leased space
Total Revenues	2,086,405	2,514,081	(175,710)	2,338,371	-6.99%	
Net Levy	77,798	67,096	(51,202)	15,894	-76.31%	

	DAYCARE				
	<i>2021 Budget</i>				
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Capital	8,000.00	37,175.00	- 29,175.00	0%
2	Transfers to Reserves			-	0%
3	Municipal Grant	7,894.00	29,921.00	- 22,027.00	-74%
		15,894.00	67,096.00	- 51,202.00	-76%

DAYCARE					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	Revenues				
1	Parent Full Fees	- 1,685,273.00	- 1,768,700.00	83,427.00	-5%
2	Fee Subsidy-County of Lanark	- 232,850.00	- 232,850.00	-	0%
3	Wage Subsidy	- 392,148.00	- 392,148.00	-	0%
4	Municipal Grant	- 7,894.00	- 29,921.00	22,027.00	-74%
5	Miscellaneous Revenue	- 5,000.00	- 5,000.00	-	0%
6	Reserves	-	- 92,361.00	92,361.00	0%
7	Reserve Funds	- 23,100.00	- 23,022.00	- 78.00	0%
	Total Revenues	- 2,346,265.00	- 2,544,002.00	197,737.00	-8%
	Salaries & Benefits				
8	Salaries, Wages & Benefits	2,047,231.00	2,273,907.00	- 226,676.00	-10%
	Materials & Supplies				
9	Office Supplies	7,505.00	7,000.00	505.00	7%
10	Programs	50,000.00	50,000.00	-	0%
11	Repairs & Maintenance	4,080.00	4,000.00	80.00	2%
12	Food	110,000.00	95,000.00	15,000.00	16%
13	Staff Gift	1,250.00	1,250.00	-	0%
14	Equipment	6,000.00	6,000.00	-	0%
15	Cleaning	15,750.00	2,500.00	13,250.00	530%
16	Kitchen	7,000.00	7,000.00	-	0%
	Total	201,585.00	172,750.00	28,835.00	17%

Line #	Description	2020 Budget	2019 Budget	\$ Change	% Change
	Services & Rents				
17	Utilities	14,753.00	14,400.00	353.00	2%
18	Telephone	7,500.00	5,500.00	2,000.00	36%
19	Other Professional Fees	3,060.00	3,200.00	- 140.00	-4%
20	Computer Services Expense	3,000.00	3,000.00	-	
21	Travelling Expense	3,500.00	3,500.00	-	0%
22	Conferences	3,000.00	5,000.00	- 2,000.00	-40%
23	Insurance (Building Etc.)	2,220.00	2,200.00	20.00	1%
24	Bus	1,000.00	2,000.00	- 1,000.00	-50%
25	Building Equipment & Maintenance	14,000.00	14,000.00	-	0%
26	Bad Debts & Collection Costs	1,000.00	1,000.00	-	0%
27	Lease-CSB	44,416.00	43,545.00	871.00	0%
	Total	97,449.00	97,345.00	104.00	0%
	Total Expenditures	2,346,265.00	2,544,002.00	- 197,737.00	-8%
	Net Difference	-	-	-	

DAYCARE BUDGET 2021

REVENUES

PARENT FULL FEES \$1,685,273.00

FEES COLLECTED FROM PARENTS

FEE SUBSIDY-COUNTY OF LANARK \$232,850.00

FEES PAID BY COUNTY FOR QUALIFYING FAMILIES

WAGE SUBSIDY \$392,148.00

FUNDS RECEIVED FROM THE COUNTY OF LANARK TO OFFSET SALARIES AND BENEFITS PER FUNDING AGREEMENT

MUNICIPAL GRANT \$7,894.00

FUNDS PROVIDED BY THE MUNICIPALITY

MISCELLANEOUS REVENUE \$5,000.00

STUDENT GRANTS, INTEREST EARNED ON OVERDUE ACCOUNTS

RESERVE FUNDS \$23,100.00

FUNDS COLLECTED THROUGH DEVELOPMENT CHARGES TO OFFSET THE COST OF PROGRAMS AND THE LEASE WITH THE CATHOLIC DISTRICT SCHOOL BOARD

EXPENDITURES

SALARIES, WAGES & BENEFITS \$2,047,231.00

SALARIES AND BENEFITS FOR FULL TIME, PART TIME, AND SUPPLY INCLUDING APPLICABLE BENEFITS

OFFICE SUPPLIES \$7,505.00

COMPUTER SUPPLIES, ENVELOPES, PAPER, TONER, GENERAL OFFICE SUPPLIES

PROGRAMS \$50,000.00

PROGRAM COSTS FOR DAYCARE CENTRE AND SCHOOL PROGRAMS INCLUDING TOYS, CRAFT ITEMS ETC.

<u>REPAIRS & MAINTENANCE</u>	\$4,080.00
INCLUDES GENERAL REPAIR ITEMS	
<u>FOOD</u>	\$110,000.00
SUPPLY OF MEALS AND SNACKS FOR THE CENTRE AND THE SCHOOL PROGRAMS	
<u>EQUIPMENT</u>	\$6,000.00
VACCUUM REPLACEMENT, WASHER/DRYER ETC.	
<u>CLEANING</u>	\$15,750.00
GENERAL CLEANING-EXTERIOR I.E. WINDOWS	
<u>KITCHEN</u>	\$7,000.00
GENERAL KITCHEN ITEMS	
<u>UTILITIES</u>	\$14,753.00
HEAT, HYDRO AND WATER	
<u>TELEPHONE</u>	\$7,500.00
INCLUDES PHONE LINE, CELL PHONES	
<u>OTHER PROFESSIONAL FEES</u>	\$3,060.00
AUDIT FEES, COLLEGE OF ECE FEES	
<u>COMPUTER SERVICES EXPENSE</u>	\$3,000.00
IT SUPPORT	
<u>TRAVELLING EXPENSE</u>	\$3,500.00
MILEAGE	
<u>CONFERENCES</u>	\$3,000.00
TRAINING FOR STAFF	
<u>INSURANCE</u>	\$2,220.00
INSURANCE FOR BUILDING	

BUS \$1,000.00

TRANSPORTATION COSTS FOR TRIPS DURING SUMMER, MARCH BREAK ETC.

BUILDING MAINTENANCE & REPAIRS \$14,000.00

GENERAL BUILDING MAINTENANCE INCLUDES SNOW REMOVAL, GRASS CUTTING.ETC.

BAD DEBT & COLLECTION COSTS \$1,000.00

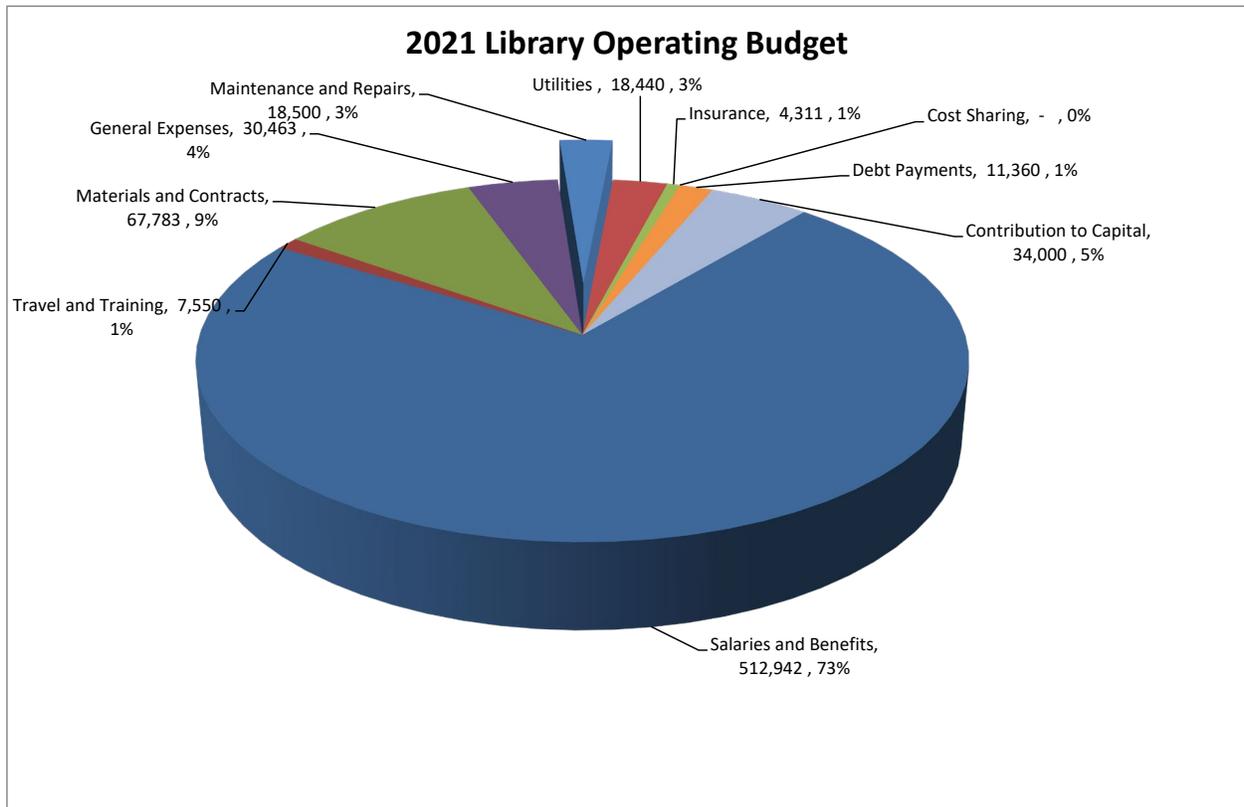
COSTS ASSOCIATED WITH COLLECTING ACCOUNTS

LEASE-CSB \$44,416.00

COST TO LEASE NEW SPACE FROM THE CATHOLIC DISTRICT SCHOOL BOARD

LIBRARY

The Municipality offers **library** services and programs through operation of its library facilities in both Pakenham and Almonte. Services include book lending, e-resources, research and public computer access.



Municipality of Mississippi Mills 2021 Budget Summary

Library

	A	B	C	D=B + C	E= C/B	
	2019 Actual	2020 Approved Budget	2021 Program Change	2021 Requested Budget	% 2021 Requested/ 2020 Budget	
Expenditures:						
Remuneration, Salaries & Benefits	473,115	503,065	9,877	512,942	1.96%	Includes Step increases, CPI and summer students
Travel & Training	7,741	7,550		7,550	0.00%	
Materials & Contracts	61,017	67,783		67,783	0.00%	Books, DVDs etc
General Operating Expenses	44,983	30,350	113	30,463	0.37%	
Community Grants						
Fuel & Oil						
M&R (facilities, fleet etc.)	17,218	16,500	2,000	18,500	12.12%	Building Maintenance
Utilities	15,060	19,200	(760)	18,440	-3.96%	
Insurance	3,293	3,460	851	4,311	24.60%	
Transfers to Reserves	-					
Debt Repayments	11,360	11,360		11,360		Pakenham Library Expansion
Capital Expenditures	34,430	30,000	4,000	34,000	13.33%	Refer to capital budget
Total Expenditures	668,217	689,268	16,081	705,349	2.33%	
Revenues						
Grants	56,348	31,848		31,848	0.00%	Household and Operating grants
User Fees						
Other Fees & Charges	23,533	18,150	(1,185)	16,965	-6.53%	Fines, memberships etc.
Transfer from Reserves						
Transfer from DCs	35,400	35,400		35,400	0.00%	For book purchases per DC study
Total Revenues	115,281	85,398	(1,185)	84,213	-1.39%	
Net Levy	552,936	603,870	17,266	621,136	2.86%	

	LIBRARY				
	<i>2021 Budget</i>				
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Capital	34,000.00	30,000.00	4,000.00	12%
2	Transfers to Reserves	-		-	0%
3	Municipal Grant	587,136.00	573,870.00	13,266.00	2%
		621,136.00	603,870.00	17,266.00	3%

LIBRARY					
2020 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
Revenues					
Federal Grants					
1	Federal Grant-Summer Student			-	#DIV/0!
2	Summer Student-Pakenham			-	#DIV/0!
	Total	-	-	-	#DIV/0!
Provincial Grants					
3	Public Operating Grant	- 17,888.00	- 17,888.00	-	0%
4	Pay Equity Grant	- 13,960.00	- 13,960.00	-	0%
5	Prov Gran-Sols/Internet etc.			-	0%
	Total	- 31,848.00	- 31,848.00	-	0%
Municipal Grants					
6	Reserve Funds	- 35,400.00	- 35,400.00	-	0%
7	Municipal Grant-MM Library Share	- 587,136.00	-573,870.00	- 13,266.00	2%
	Total	- 622,536.00	- 609,270.00	- 13,266.00	2%
Revenue-Almonte Branch					
Special Fundraising					
8	Donations-Almonte	- 3,000.00	- 1,000.00	- 2,000.00	200%
9	Fines-Almonte	- 7,000.00	- 9,000.00	2,000.00	-22%
10	Rentals-Almonte	- 1,000.00	- 2,000.00	1,000.00	-50%
11	Memberships-Almonte	- 815.00	- 800.00	- 15.00	2%
12	Photocopies-Almonte	- 1,600.00	- 1,250.00	- 350.00	28%
13	Book Sales-Almonte	- 1,000.00	- 1,500.00	500.00	-33%
14	DVD Donations-Almonte			-	0%
15	Programs-Almonte				
16	Internet-Almonte			-	0%
	Total	- 14,415.00	- 15,550.00	1,135.00	-7%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
Revenue-Pakenham Branch					
17	Donations-Pakenham	- 1,000.00	- 400.00	- 600.00	150%
18	Fines-Pakenham	- 500.00	- 1,000.00	500.00	-50%
19	Rentals-Pakenham	- 200.00	- 500.00	300.00	-60%
20	Memberships-Pakenham	- 50.00	- 50.00	-	0%
21	Photocopies-Pakenham	- 300.00	- 150.00	- 150.00	100%
22	Book Sales-Pakenham	- 500.00	- 500.00	-	0%
23	DVD Donations-Pakenham			-	0%
24	Programs-Pakenham			-	0%
25	Internet-Pakenham			-	0%
	Total	- 2,550.00	- 2,600.00	50.00	-2%
	Total Revenues	- 671,349.00	- 659,268.00	- 12,081.00	2%
Salaries & Benefits					
26	Salaries, Wages & Benefits-Almonte	440,846.00	433,543.00	7,303.00	2%
27	Salaries, Wages & Benefits-Pakenham	72,096.00	69,522.00	2,574.00	4%
	Total Salaries, Wages & Benefits	512,942.00	503,065.00	9,877.00	2%
Administration-Almonte					
28	Other M & S	2,000.00	2,500.00	- 500.00	-20%
29	Equipment	1,000.00	1,000.00	-	0%
30	Photocopier	600.00	600.00	-	0%
31	Postage & Courier Services	2,000.00	2,250.00	- 250.00	-11%
32	Promotions			-	0%
33	Telephone	2,035.00	2,000.00	35.00	2%
34	Audit Fees	1,018.00		1,018.00	0%
35	Computer Services Expense	9,000.00	9,600.00	- 600.00	-6%
36	Advertising	510.00	500.00	10.00	0%
37	Travelling Expense	2,000.00	2,000.00	-	0%
38	Memberships	550.00	550.00	-	0%
39	Insurance (Building Etc.)	4,311.00	3,460.00	851.00	25%
40	Training	3,500.00	3,500.00	-	0%
	Total	28,524.00	27,960.00	564.00	2%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
Administration-Pakenham					
41	Other M & S	250.00	250.00	-	0%
42	Equipment	800.00	800.00	-	0%
43	Photocopier	200.00	200.00	-	0%
44	Postage & Courier Services	50.00	50.00	-	0%
45	Telephone	2,000.00	2,000.00	-	0%
46	Computer Services Expense	9,000.00	8,600.00	400.00	5%
47	Travelling Expense	500.00	500.00	-	0%
48	Training	1,000.00	1,000.00	-	0%
	Total	13,800.00	13,400.00	400.00	3%
Materials-Almonte					
49	Office Supplies	3,500.00	4,500.00	- 1,000.00	-22%
50	Program Supplies	1,530.00	1,500.00	30.00	2%
51	Compact Discs			-	0%
52	Periodicals	2,500.00	2,500.00	-	0%
53	Books/eresources	35,343.00	34,650.00	693.00	2%
54	DVD's	5,000.00	5,000.00	-	0%
	Total	47,873.00	48,150.00	- 277.00	-1%
Materials-Pakenham					
55	Office Supplies	1,200.00	1,250.00	- 50.00	-4%
56	Program Supplies	765.00	750.00	15.00	2%
57	Compact Discs			-	0%
58	Periodicals			-	0%
59	Books	15,945.00	15,633.00	312.00	2%
60	DVD's	2,000.00	2,000.00	-	0%
	Total	19,910.00	19,633.00	277.00	1%
Building Operation-Almonte					
61	Utilities	12,420.00	13,300.00	- 880.00	-7%
62	Cleaning, Maintenance & Other Supplies	10,500.00	9,000.00	1,500.00	17%
	Total	22,920.00	22,300.00	620.00	3%
Building Operation-Pakenham					
63	Utilities	6,020.00	5,900.00	120.00	2%
64	Cleaning, Maintenance & Other Supplies	8,000.00	7,500.00	500.00	7%
65	Debt Payments-2017 Expansion	11,360.00	11,360.00	-	0%
	Total	25,380.00	24,760.00	620.00	3%

		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
66	Misc. Fundrasing/grant exp				
	Subtotal-MM Libraries	671,349.00	659,268.00	12,081.00	2%
	Total Expenditures	671,349.00	659,268.00	12,081.00	2%
	Net Difference	-	-	-	0%

LIBRARY BUDGET 2021

REVENUES

PROVINCIAL GRANTS \$31,848.00

ANNUAL OPERATING GRANTS FROM THE PROVINCE.

MUNICIPAL GRANT \$587,136.00

FUNDS PROVIDED BY THE MUNICIPALITY INCLUDES AMOUNTS TO OFFSET COST SHARING AGREEMENT

RESERVE FUNDS \$35,400.00

FUNDS COLLECTED THROUGH DEVELOPMENT CHARGES TO OFFSET THE COST OF MATERIAL PURCHASES I.E. BOOKS

GENERAL REVENUES-BOTH BRANCHES \$16,965.00

INCLUDES REVENUES FOR MEMBERSHIPS, FINES, DONATIONS BOOK SALES, ETC

EXPENDITURES

SALARIES, WAGES & BENEFITS \$512,942.00

SALARIES AND BENEFITS FOR FULL TIME, PART TIME AND STUDENTS INCLUDING APPLICABLE BENEFITS

ADMINISTRATION-BOTH BRANCHES \$42,324.00

INCLUDES GENERAL ITEMS SUCH AS TELEPHONE, COMPUTER SERVICES, INSURANCE FOR THE BUILDINGS, TRAINING OF STAFF, AUDIT FEES, ETC.

MATERIALS-BOTH BRANCHES \$67,783.00

INCLUDES THE COSTS OF MATERIALS SUCH AS OFFICE SUPPLIES, BOOKS, DVD'S, PERIODICALS, ETC.

BUILDING OPERATIONS-BOTH BRANCHES \$48,300.00

INCLUDES THE COSTS OF UTILITIES AND BUILDING REPAIRS & MAINTENANCE

COST SHARING

The **cost sharing** budget represents the amounts paid to the Town of Carleton Place under the current cost sharing agreement for recreation, pool and library services. Prior to 2021, the cost sharing budget amounts were included in the recreation and library budgets.

Municipality of Mississippi Mills 2021 Budget Summary					
Cost Sharing					
	A	B	C	D=B + C	E= C/B
		2020	2021	2021	% 2021
		Approved	Program	Requested	Requested/
	2019 Actual	Budget	Change	Budget	2020 Budget
Expenditures:					
Remuneration, Salaries & Benefits				-	
Travel & Training		-		-	
Materials & Contracts					
General Operating Expenses				-	
Community Grants					
Fuel & Oil					
M&R (facilities, fleet etc.)					
Utilities					
Insurance					
Cost Sharing	133,794	149,832	4,498	154,330	3.00%
Transfers to Reserves					
Debt Repayments					
Capital Expenditures					
Total Expenditures	133,794	149,832	4,498	154,330	3.00%
Revenues					
Grants				-	
User Fees					
Other Fees & Charges				-	
Transfer from Reserves					
Transfer from DCs					
Total Revenues	-	-	-	-	
Net Levy	133,794	149,832	4,498	154,330	3.00%

	COST SHARING				
	2021 Budget				
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Carleton Place Library Grant	61,775.00	59,974.00	1,801.00	3%
2	Carleton Place Pool Grant	29,685.00	28,821.00	864.00	3%
3	Carleton Place Rec Grant	62,870.00	61,037.00	1,833.00	3%
		154,330.00	149,832.00	4,498.00	3%

AGRICULTURE

The **agriculture** budget is primarily focused on tile drainage including supporting a drainage superintendent. The tile drainage loan program is offset by revenues collected on final tax bills.

Municipality of Mississippi Mills 2021 Budget Summary					
Agriculture					
	A	B	C	D=B + C	E= C/B
		2020	2021	2021	% 2021
		Approved	Program	Requested	Requested/
	2019 Actual	Budget	Change	Budget	2020 Budget
Expenditures:					
Remuneration, Salaries & Bene	3,024	3,000		3,000	0.00%
Travel & Training		-		-	#DIV/0!
Materials & Contracts					
General Operating Expenses				-	
Community Grants					
Fuel & Oil					
M&R (facilities, fleet etc.)					
Utilities					
Insurance					
Cost Sharing					
Transfers to Reserves					
Debt Repayments	13,709	4,688	(1,060)	3,628	-22.61%
Capital Expenditures					
Total Expenditures	16,733	7,688	(1,060)	6,628	-13.79%
Revenues					
Grants	1,456	750	-	750	0.00%
User Fees					
Other Fees & Charges	13,709	4,688	(1,060)	3,628	-22.61%
Transfer from Reserves					
Transfer from DCs					
Total Revenues	15,165	5,438	(1,060)	4,378	-19.49%
Net Levy	1,568	2,250	-	2,250	0.00%

AGRICULTURE					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	Remuneration	3,000.00	3,000.00	-	0%
2	Long Term Debt Charges	3,628.00	4,688.00	- 1,060.00	-23%
3	Association & Convention		-	-	0%
		6,628.00	7,688.00	- 1,060.00	-14%

SEPTAGE

The **septage** budget is for operational items related to the septage receiving facility located at the site of the waste water treatment plant. **All costs of septage are recovered through tipping fees and are not paid for from taxation or water and sewer billings.** There are two different charges; one for internal haulers (Mississippi Mills) and one for haulers outside of the Municipality.

Municipality of Mississippi Mills 2021 Budget Summary						
Septage						
		A	B	C	D=B + C	E= C/B
			2020	2021	2021	%
			Approved	Program	Requested	Requested/
		2019 Actual	Budget	Change	Budget	2020 Budget
Expenditures:						
Remuneration, Salaries & Benefits						
Travel & Training						
Materials & Contracts		24,452	10,000	20,000	30,000	200.00%
General Operating Expenses						
Community Grants						
Fuel & Oil						
M&R (facilities, fleet etc.)						
Utilities						
Insurance						
Cost Sharing						
Transfers to Reserves		68,124	17,000	3,000	20,000	17.65%
Debt Repayments						
Capital Expenditures						
Total Expenditures		92,576	27,000	23,000	50,000	85.19%
Revenues						
Grants						
User Fees		92,576	27,000	23,000	50,000	85.19%
Other Fees & Charges						
Transfer from Reserves						
Transfer from DCs						
Total Revenues		92,576	27,000	23,000	50,000	85.19%
Net Levy		-	-	-	-	0.00%

	SEPTAGE				
	2021 Budget				
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	Revenue				
1	Septage Fees	-50,000.00	- 27,000.00	-23,000.00	85%
	Expenditures				
2	Contract Costs	30,000.00	10,000.00	20,000.00	200%
3	Capital Expenditures	-		-	0%
4	To Reserves	20,000.00	17,000.00	3,000.00	18%
	Total Expenditures	50,000.00	27,000.00	23,000.00	85%
	Net Septage	-	-	-	0%

COUNTY AND SCHOOLS

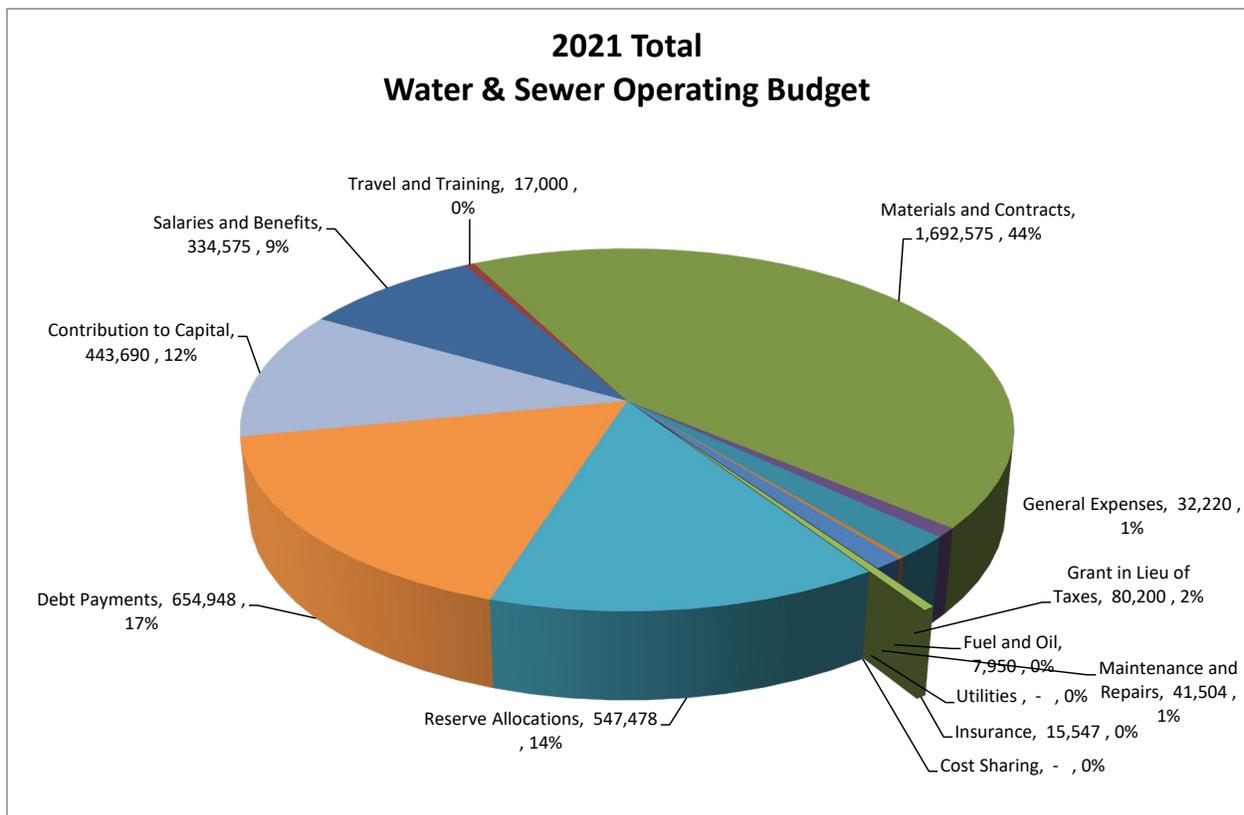
The **County and Schools** budget represents the amounts to be paid to the County and School Boards during the year. It includes amounts collected on tax billings, as a result of supplemental taxation and for payments in lieu of taxation net of any adjustments.

SCHOOL & COUNTY REQUISITIONS					
<i>2021 Budget</i>					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
1	School Requisition-English, Public	4,101,935.00	4,101,925.00	10.00	0%
2	School Requisition-English, Separate			-	0%
3	County Requisition	7,739,410.00	7,587,520.00	151,890.00	2%
4	School Requisition-French, Separate			-	0%
5	School Requisition-French, Public			-	0%
	Total Expenditures	11,841,345.00	11,689,445.00	151,900.00	1%

WATER & SEWER

Water and Sewer is an essential service provided to users connected to the municipal system which is represented by approximately 3,347 water and sewer accounts. The system is managed and maintained by the public works department responsible for providing clean and safe drinking water and the treatment of wastewater for those living and working in the serviced area of Mississippi Mills.

The operating and capital costs to provide this service is recovered fully through water billings issued every two months after applying all other water and sewer related revenues such as Federal and Provincial grants, development charges, interest on overdue accounts, etc. No funding for water and sewer services is provided through municipal taxation.



Municipality of Mississippi Mills

2021 Water and Sewer Budget Summary

	A	B	C	D=B + C	E= C/B	
	2019 Actual	2020 Approved Budget	2021 Program Change	2021 Requested Budget	% 2021 Requested/2020 Budget	
Expenditures:						
Remuneration, Salaries & Bene	308,180	327,994	6,581	334,575	2.01%	Includes Step increase, CPI, Union hourly rates
Travel & Training	15,091	17,000		17,000	0.00%	
Materials & Contracts	1,577,643	1,659,036	33,539	1,692,575	2.02%	Includes contract increases for OCWA
General Operating Expenses	21,245	31,450	770	32,220	2.45%	Includes Postage, Office Supplies, Professional fees etc.
Fuel & Oil	7,805	7,800	150	7,950	1.92%	
M&R (facilities, fleet etc.)	34,756	40,329	1,175	41,504	2.91%	
Grant in Lieu of Taxes	78,186	80,200		80,200	0.00%	
Insurance	14,049	14,754	793	15,547	5.37%	
Transfers to Reserves	1,085,256	317,569	229,909	547,478	72.40%	
Debt Repayments	493,975	696,636	(41,688)	654,948	-5.98%	WWTP, Perth/Country/Bridge, SCADA/State and Martin
Capital Expenditures	268,794	564,620	(120,930)	443,690	-21.42%	Refer to capital budget for details
Total Expenditures	3,904,980	3,757,388	110,299	3,867,687	2.94%	
Revenues						
Water Bill Revenue	3,329,703	3,288,685	140,910	3,429,595	4.28%	Estmate based on proposed rate changes, consumption and #users
Hydro Revenue	185,700	118,956	(31,641)	87,315	-26.60%	Interest only, no dividend
Investment Income	54,827	35,000		35,000	0.00%	
Interest on overdue water acco	18,374	20,000		20,000	0.00%	
Other Fees & Charges	76,729	55,100	1,030	56,130	1.87%	
Transfer from Reserves	-	-		-	0.00%	
Transfer from DCs	239,647	239,647		239,647	0.00%	Per updated rate study for WWTP debt
Total Revenues	3,904,980	3,757,388	110,299	3,867,687	2.94%	
Net	-	-	-	-	0.00%	

Water and Sewer					
2021 Budget					
		2021	2020	\$	%
Line #	Description	Budget	Budget	Change	Change
	Revenue				
1	Interest & Dividends-ORPC /ORES	- 26,115.00	- 51,720.00	25,605.00	-50%
2	Interest and Dividends-MRPC	- 61,200.00	- 51,720.00	9,480.00	18%
3	Rental Income-MRPC	-	15,516.00	15,516.00	-100%
4	Water Bill Revenue	- 3,429,595.00	- 3,288,685.00	140,910.00	4%
5	Miscellaneous Waterworks			-	0%
6	Waterworks-Remote meters	- 43,350.00	- 42,500.00	850.00	2%
7	Waterworks-W&S Connections	- 9,180.00	- 9,000.00	180.00	2%
8	Waterworks-Hydrant Rental	- 3,500.00	- 3,500.00	-	0%
9	Waterworks-Other Fees & S/C	- 100.00	- 100.00	-	0%
10	Interest on overdue water accounts	- 20,000.00	- 20,000.00	-	0%
11	Interest Income	- 35,000.00	- 35,000.00	-	0%
12	Reserves			-	
13	Reserve Funds	- 239,647.00	- 239,647.00	-	0%
	Total Revenue	- 3,867,687.00	- 3,757,388.00	- 110,299.00	3%
	Expenditures				
	General Expenses				
14	Salaries, Wages and Benefits	174,885.00	171,444.00	3,441.00	2%
15	Long Term Debt Charges	654,948.00	696,636.00	41,688.00	-6%
16	Postage & Courier Services	500.00	500.00	-	0%
17	Telephone	2,500.00	2,500.00	-	0%
18	Audit Fees	2,000.00	2,000.00	-	0%
19	Other Professional Fees	10,500.00	10,500.00	-	0%
20	Advertising	250.00	250.00	-	0%
21	Insurance (Building Etc.)	13,712.00	12,978.00	734.00	6%
22	Personnel (Clothing, Etc.)	1,500.00	1,500.00	-	0%
23	Technical Courses	16,000.00	16,000.00	-	0%
24	Personnel (Courses/Memberships, Etc.)	1,000.00	1,000.00	-	0%
25	Machine Rental (town)			-	0%
26	Capital Expenditure	443,690.00	564,620.00	120,930.00	-27%
27	To Reserves	547,478.00	317,569.00	229,909.00	72%
	Total General Expenses	1,868,963.00	1,797,497.00	71,466.00	4%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
	Vehicles & Equipment				
28	Labour	1,735.00	1,700.00	35.00	2%
29	Overtime		-	-	0%
30	Insurance	1,835.00	1,776.00	59.00	3%
31	M&R Parts	5,815.00	5,700.00	115.00	2%
32	Fuel & Oil	7,950.00	7,800.00	150.00	2%
33	Licences	1,429.00	1,429.00	-	0%
	Total Vehicles and Equipment	18,764.00	18,405.00	359.00	2%
	Sanitary Collection				
34	Sanitary Collection Labour	13,260.00	13,000.00	260.00	2%
35	Sanitary Collection Overtime	1,635.00	1,600.00	35.00	2%
36	Sanitary Collection Machine Rental (town)	3,060.00	3,000.00	60.00	2%
37	Sanitary Collection Materials	16,000.00	16,000.00	-	0%
38	Sanitary Collection Contract	23,970.00	23,500.00	470.00	2%
	Total	57,925.00	57,100.00	825.00	1%
	Water Distribution				
39	Water Distribution Postage & Courier Services	12,500.00	10,800.00	1,700.00	16%
	Maintenance & Repairs				
40	Maintenance & Repairs Labour	91,800.00	90,000.00	1,800.00	2%
41	Maintenance & Repairs Overtime	10,200.00	10,000.00	200.00	2%
42	Maintenance & Repairs Machine Rental (town)	17,000.00	17,000.00	-	0%
43	Maintenance & Repairs Materials	40,800.00	40,000.00	800.00	2%
44	Maintenance & Repairs Contract	46,920.00	46,000.00	920.00	2%
	Total	206,720.00	203,000.00	3,720.00	2%
	Valve Inspection & Maint.				
45	Valve Inspection & Maint. Labour	11,630.00	11,400.00	230.00	2%
46	Valve Inspection & Maint. Labour	510.00	500.00	10.00	2%
47	Valve Inspection Machine Rental (town)	2,000.00	2,000.00	-	0%
48	Valve Inspection & Maint. Materials	15,000.00	15,000.00	-	0%
	Total	29,140.00	28,900.00	240.00	1%
	Meter Install, Maint. & Replacement				
49	Meter Install, Maint. & Replacement Labour	6,120.00	6,000.00	120.00	2%
50	Meter Install, Maint. & Replacement Overtime	460.00	450.00	10.00	2%
51	Meter Install, Maint. & Repl. Machine Rental (town)	1,800.00	1,800.00	-	0%
52	Meter Install, Maint. & Replacement Materials	40,800.00	40,000.00	800.00	2%
	Total	49,180.00	48,250.00	930.00	2%

Line #	Description	2021 Budget	2020 Budget	\$ Change	% Change
	Meter Reading & Billing				
53	Meter Reading & Billing Labour	6,735.00	6,600.00	135.00	2%
54	Meter Reading & Billing Overtime			-	0%
55	Meter Reading & Billing Office Supplies	3,470.00	3,400.00	70.00	2%
56	Meter Reading & Billing Machine Rental (town)	3,400.00	3,400.00	-	0%
	Total	13,605.00	13,400.00	205.00	2%
	Pump Houses, Lift Stns.				
57	Pump Houses, Lift Stns. Labour	1,530.00	1,500.00	30.00	2%
58	Pump Houses, Lift Stns. Overtime	510.00	500.00	10.00	2%
59	Pump Houses, Lift Stns. Engineering Fees	4,000.00	4,000.00	-	0%
60	Contract-OCWA (WT & SPS) Fixed Cost	1,506,780.00	1,477,236.00	29,544.00	2%
61	Contract-OCWA (WWTP) Cost Plus			-	0%
62	Pump Houses, Lift Stns Grant in Lieu	80,200.00	80,200.00	-	0%
	Total	1,593,020.00	1,563,436.00	29,584.00	2%
	Ontario One Call				
63	Ontario One Call Labour	13,260.00	13,000.00	260.00	2%
64	Ontario One Call Overtime	305.00	300.00	5.00	2%
65	Ontario One Call Materials	305.00	300.00	5.00	2%
66	Ontario One Call Machine Rental (town)	3,000.00	2,000.00	1,000.00	0%
67	Ontario One Call Contract	1,000.00	1,000.00	-	0%
	Total	17,870.00	16,600.00	1,270.00	5%
	Total Expenditures	3,867,687.00	3,757,388.00	110,299.00	3%
	NET WATER & SEWER	-	-	-	0%

Water & Sewer Budget 2021 Budget

REVENUES

INTEREST & DIVIDENDS-ORPC/ORES \$26,115.00

INTEREST ON PROMISSARY NOTE AND DIVIDENDS RECEIVED FROM OTTAWA RIVER
POWER CORPORATION-SHARED WITH THE MUNICIPAL BUDGET PER BY-LAW

INTEREST & DIVIDENDS-MRPC \$61,200.00

INTEREST ON PROMISSARY NOTE AND DIVIDENDS RECEIVED FROM MISSISSIPPI
RIVER POWER CORPORATION-SHARED WITH THE MUNICIPAL BUDGET PER BY-LAW

WATER BILL REVENUE \$3,429,595.00

WATER AND SEWER REVENUE, INCLUDES BASE CHARGE AND CONSUMPTION
CHARGE

WATERWORKS-REMOTE METERS \$43,350.00

REVENUE FROM SALE OF RADIO FREQUENCY (RF) METERS

WATERWORKS-W&S CONNECTIONS \$9,180.00

REVENUE COLLECTED ON BUILDING PERMITS FOR WATER CONNECTIONS

WATERWORKS-HYDRANT RENTAL \$3,500.00

REVENUE FROM FIRE DEPARTMENT FOR HYDRANT USAGE

WATERWORKS-OTHER FEES AND S/C \$100.00

REVENUE FROM SERVICE CHARGES IMPOSED ON WATER ACCOUNTS

INTEREST ON OVERDUE WATER ACCOUNTS \$20,000.00

INTEREST CHARGED ON PAST DUE ACCOUNTS

INTEREST INCOME \$35,000.00

INTEREST EARNED ON WATER AND SEWER RESERVE BALANCES

RESERVE FUNDS \$239,647.00

DEVELOPMENT CHARGES COLLECTED TO OFFSET DEBT ON WASTE WATER
TREATMENT PLANT

EXPENDITURES

ADMINISTRATION

SALARIES, WAGES & BENEFITS \$174,885.00

SALARIES AND BENEFITS ASSOCIATED WITH THE ADMINISTRATION OF THE WATER AND SEWER DEPARTMENT

LONG TERM DEBT CHARGES \$654,948.00

LONG TERM DEBT CHARGES ON WASTE WATER TREATMENT PLANT, SCADA EQUIPMENT, PERTH/COUNTRY/BRIDGE AND OTHER W&S PROJECTS

POSTAGE & COURIER \$500.00

AS REQUIRED

TELEPHONE \$2,500.00

CELL PHONES

AUDIT FEES \$2,000.00

ANNUAL AUDIT

OTHER PROFESSIONAL FEES \$10,500.00

AS REQUIRED FOR ENGINEERING, CONSULTANTS, ETC.

ADVERTISING \$250.00

ADVERTISEMENTS AS REQUIRED

INSURANCE \$13,712.00

INSURANCE FOR WATER DISTRIBUTION AND SEWAGE COLLECTION

PERSONNEL (CLOTHING, ETC.) \$1,500.00

BOOT AND CLOTHING ALLOWANCE

TECHNICAL COURSES \$16,000.00

THE MUNICIPALITY IS REQUIRED TO HAVE LICENSED OPERATORS UNDER THE SAFE DRINKING WATER ACT AND THE ONTARIO WATER RESOURCES ACT. STAFF REQUIRE A MINIMUM OF 40 HOURS OF TRAINING PER YEAR

PERSONNEL (COURSES/MEMBERSHIPS, ETC.) \$1,000.00

PROFESSIONAL MEMBERSHIPS, EXAM FEES, ETC.

CAPITAL EXPENDITURE \$443,690.00

TO RESERVES \$547,478.00

VEHICLES AND EQUIPMENT \$18,764.00

INCLUDES FUEL AND OIL, MAINTENANCE, LICENSES, INSURANCE, ETC.

SANITARY COLLECTION \$57,925.00

INCLUDES:

INSPECTION-TELEVISION ALL SEWERS AT LEAST ONCE EVERY FOUR YEARS TO DETERMINE CONDITION OF PIPE, INSPECT MANHOLES AT LEAST EVERY FOUR YEARS TO DETERMINE CONDITION OF MANHOLE

CLEANING-FLUSHING OF SEWERS TO MINIMIZE BLOCKAGES AND REMOVE GREASE, MAINTAIN CAPACITY, REDUCE ODOURS, ETC., REMOVE DEBRIS IN MANHOLES AND PROVIDE A CONTINUOUS FLUSHING PROGRAM FOR PROBLEM AREAS

REPAIRS-MINOR STRUCTURAL PROBLEMS, ROOT REMOVAL, GREASE, PREVENTATIVE MAINTENANCE, EMERGENCY REPAIRS

WATER DISTRIBUTION \$248,360.00

INCLUDES:

INSPECTION-FIRE HYDRANTS ARE INSPECTED ANNUALLY PER THE FIRE CODE, HYDRANT FLOW TESTS ARE COMPLETED EVERY TWO YEARS TO DETERMINE THE EFFICIENCY AND ADEQUACY OF THE SYSTEM, LEAK DETECTION LOCATES ARE PERFORMED AT TIME OF HYDRANT INSPECTION, VALVE TURNING PROGRAM COMPLETED ONCE EVERY TWO YEARS

CLEANING-FLUSHING OF WATER MAINS TO REMOVE METAL OXIDES, SEDIMENT AND OTHER PRECIPITATES FROM THE PIPE NETWORK TWICE PER YEAR, CLEAN ISOLATION VALVES WHEN DEBRIS PREVENTS OR IMPEDES PROPER ACCESS TO THE OPERATING NUT WITHIN THE VALVE BOX

REPAIRS-REPLACE HYDRANTS AND VALVES THAT ARE NO LONGER FUNCTIONAL, PREVENTATIVE MAINTENANCE, EMERGENCY REPAIRS TO THE DISTRIBUTION SYSTEM

METER INSTALLATION, MAINTENANCE AND REPLACEMENT \$49,180.00

METERS SHOULD BE REPLACED AS REQUIRED (LIFE IS APPROX. 25 YEARS). OLDER METERS TEND TO BE LESS ACCURATE, NO LEAK DETECTION. METERS SHOULD BE CHECKED EVERY 10 YEARS OR AS REQUIRED WITH THE REPLACEMENT OF OLDER METERS WITH RADIO FREQUENCY METERS WHICH ARE MORE ACCURATE AND PROVIDE LEAK DETECTION AND LESS TIME TO READ BECAUSE DONE RE

METER READING AND BILLING

\$13,605.00

STAFF TIME TO READ METERS AND COSTS OF MAILING BILLS TO RESIDENTS

PUMP HOUSE, LIFT STATION & TREATMENT PLANT

\$1,593,020.00

INCLUDES CONTRACT WITH THE ONTARIO CLEAN WATER AGENCY (OCWA) AND A GRANT IN LIEU OF TAXES FOR THE WASTE WATER TREATMENT PLANT.

THE OCWA CONTRACT INCLUDES:

THE OPERATION OF THE WASTEWATER TREATMENT PLANT INCLUDING LABOUR, CHEMICALS, ENERGY COSTS, SAMPLING OF RAW AND FINAL EFFLUENT, REVIEW OF CHEMICAL ADDITIVES, PROCESS ADJUSTMENTS, RESPONDING TO ALARMS AND COMPLIANCE REPORTING. WEEKLY EXTERNAL LABORATORY SERVICES FOR TESTING AND REPORTING OF PARAMETERS REQUIRED TO BE REPORTED UNDER THE ONTARIO WATER RESOURCES ACT ARE ALSO INCLUDED.

WEEKLY INSPECTIONS FOR MINOR SANITARY PUMP STATIONS AND THREE TIMES PER WEEK FOR THE GEMMILL'S BAY PUMP STATION, REVIEWS OF PUMP OPERATION LOGS, CLEANING OF COARSE BAR SCREENS, FACILITIES, PROCESS ADJUSTMENTS, RESPONDING TO ALARMS AND COMPLIANCE REPORTING.

INSPECTION OF ALL WELL SITES THREE TIMES PER WEEK, SAMPLING OF RAW AND TREATED WATER PARAMETERS, REVIEW OF CHLORINATION PUMP SYSTEMS INCLUDING SUPPLY OF SODIUM HYPOCHLORITE, RESIDUAL CHLORINE AND TURBIDITY ANALYZERS, FACILITIES, PROCESS ADJUSTMENTS, RESPONDING TO ALARMS, AND COMPLIANCE REPORTING INCLUDING LEGISLATED REPORTING.

REVIEW OF WATER STORAGE RECORDS FOR TRENDING AND ANOMOLIES THAT MAY INDICATE SIGNIFICANT LEAKS

WEEKLY EXTERNAL LABORATORY SERVICES FOR TESTING AND REPORTING ALL PARAMETERS REQUIRED TO BE REPORTED UNDER THE SAFE DRINKING WATER ACT.

ONTARIO ONE CALL

\$17,870.00

CALL CENTRE FOR LOCATES

LONG TERM PLANNING

The Municipality completed a water and sewer rate study several years ago which provides direction with regards to increases in water and sewer rates each year based on assumptions about growth, consumption and expected operating and capital needs. The study can be found at <https://www.mississippimills.ca/en/townhall/resources/2015-MM-W-S-Rate-Study.pdf>

The rate study incorporates a number of other documents such as the water and sewer master plan (available from the public works department) and the development charges study (<https://www.mississippimills.ca/en/townhall/developmentcharges.asp>) and is essentially the long term financial plan for the water and sewer system.

Rate changes for the last number of years have followed the direction of the Water and Sewer Rate Study as follows:

	2016	2017	2018	2019	2020
Average Consumption in gallons	32,200	32,200	32,200	32,200	32,200
Rate per 1,000 gallons	\$11.35	\$11.53	\$11.71	\$11.90	\$12.09
Average consumption charge	\$365.47	\$371.27	\$377.06	\$383.18	\$389.30
Annual base charge	\$540.90	\$562.54	\$585.00	\$608.00	\$632.00
Total average billing	\$906.37	\$933.81	\$962.06	\$991.18	\$1,021.30
Increase over previous year	\$42.37	\$27.44	\$28.25	\$29.12	\$30.12
% Increase over previous year	4.90%	3.03%	3.03%	3.03%	3.04%
Increase per month	\$3.53	\$2.87	\$2.35	\$2.43	\$2.51

The 2021 proposed rates also follow the water and sewer rate study recommendations and are calculated as follows:

Proposed 2021 Water and Sewer Rates

	2020	2021	Increase
Annual Base Charge	\$632.00	\$657.00	3.95% or \$25.00
Consumption Rate	\$12.09/1,000 gallons	\$12.28/1,000 gallons	1.57% or \$0.19/1,000 gallons
Average Annual Billing (32,200 gallons / year)	\$1,021.30 (\$85.10 per month= \$170.20 per each 2 month billing)	\$1,052.42 (\$87.70 per month= \$175.40 per each 2 month billing)	\$31.12 (3.04%, \$2.60 per month = \$5.20 per each 2 month billing)

NOTE: BILLING CYCLE EVERY TWO MONTHS

CONCLUSION

It is hoped that the contents of this document will be useful to both Council and the public in understanding all of the departments of the Municipality and what the areas of responsibility are.