

Schedule "A" to By-law 2021-15



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Change in Tax Requirement by Department Budget 2021

Department	Budget 2020		2021		Tax \$ Increase /(Decrease)	% of Total Tax Change
General Government	\$	496,188	\$	492,496	\$ (3,692)	-0.74%
Corp Facilities - Armour Road, Court House & ISD	\$	451,661	\$	571,740	\$ 120,079	26.59%
Corporate Operations - Gen. Admin, Corp., HR, Finance	\$	4,124,782	\$	4,526,112	\$ 401,330	9.73%
Geographic Information Service (GIS)	\$	412,400	\$	381,080	\$ (31,320)	-7.59%
Emergency Measures & 911 Emergency Systems	\$	169,577	\$	154,766	\$ (14,811)	-8.73%
Transit	\$	55,853	\$	56,102	\$ 249	0.45%
Infrastructure Services - Operations, Engineering & Design	\$	20,430,722	\$	22,057,691	\$ 1,626,969	7.96%
County/City Landfill	\$	1,417,104	\$	1,085,604	\$ (331,500)	-23.39%
Infrastructure Services - Waste Management	\$	3,392,530	\$	3,160,156	\$ (232,374)	-6.85%
Peterborough County/City Paramedics (PCCP)	\$	3,687,027	\$	3,672,713	\$ (14,314)	-0.39%
Peterborough County/City Shared Services	\$	7,284,491	\$	7,416,814	\$ 132,323	1.82%
Other Agencies	\$	2,161,734	\$	2,015,305	\$ (146,429)	-6.77%
Lang Pioneer Village	\$	940,965	\$	917,677	\$ (23,288)	-2.47%
Land Division	\$	-	\$	-	\$ -	0.00%
Planning	\$	685,803	\$	694,413	\$ 8,610	1.26%
Economic Development	\$	777,226	\$	777,226	\$ -	0.00%
County Forests	\$	-	\$	-	\$ -	0.00%
Grants and Donations	\$	62,500	\$	72,500	\$ 10,000	16.00%
Total Requirement	\$	46,550,563	\$	48,052,395	\$ 1,501,832	3.23%
Assessment Growth (Estimate)					\$ (465,505)	1.00%
Total Requirement Increase Net of Assessment Growth					\$ 1,036,327	2.23%

Summary

Budget 2021

Operating Revenue

	Service Level		Legislative			
	Budget	Budget	Change	Change	Budget	Budget %
	2020	2021	2021	2021	2021	Change
P.I.L. & Supplementary Taxes	\$ (446,560)	\$ (446,560)	\$ -	\$ -	\$ (446,560)	0%
Property Taxation	\$ (37,430,708)	\$ (36,001,974)	\$ (411,184)	\$ (90,000)	\$ (36,503,158)	(2%)
User Charges	\$ (3,621,999)	\$ (3,913,472)	\$ (69,017)	\$ -	\$ (3,982,489)	10%
Inter-Department	\$ (465,957)	\$ (520,082)	\$ -	\$ -	\$ (520,082)	12%
Government Transfers - Operating	\$ (10,153,090)	\$ (10,537,224)	\$ (233,005)	\$ -	\$ (10,770,229)	6%
Other Municipalities	\$ (5,543,712)	\$ (5,362,764)	\$ (81,241)	\$ -	\$ (5,444,005)	(2%)
Investment Income	\$ (347,000)	\$ (360,000)	\$ -	\$ -	\$ (360,000)	4%
Provincial Offences Act Charges Recovered	\$ (518,062)	\$ (378,855)	\$ -	\$ -	\$ (378,855)	(27%)
Development Charges Earned	\$ (79,000)	\$ (60,000)	\$ -	\$ -	\$ (60,000)	(24%)
Provincial Gas Tax Revenue Earned	\$ (45,161)	\$ (45,161)	\$ -	\$ -	\$ (45,161)	0%
Total Operating Revenue	\$ (58,651,249)	\$ (57,626,091)	\$ (794,447)	\$ (90,000)	\$ (58,510,538)	(0%)

Expenditures

Department

General Government	\$ 501,688	\$ 504,236	\$ -	\$ -	\$ 504,236	1%
Corporate Operations	\$ 6,294,896	\$ 6,112,113	\$ 49,142	\$ -	\$ 6,161,255	(2%)
Corporate Facilities	\$ 1,111,308	\$ 1,379,603	\$ 76,500	\$ -	\$ 1,456,103	31%
ISD - Oper. & Engineering & Design	\$ 13,183,508	\$ 11,262,623	\$ 415,500	\$ 90,000	\$ 11,768,123	(11%)
Transit	\$ 82,044	\$ 92,213	\$ -	\$ -	\$ 92,213	12%
Waste Management	\$ 4,800,650	\$ 4,777,236	\$ (20,000)	\$ -	\$ 4,757,236	(1%)
County/City Landfill	\$ 2,298,604	\$ 2,275,127	\$ -	\$ -	\$ 2,275,127	(1%)
Emergency Measures & 911 Emg. Sys.	\$ 152,987	\$ 144,176	\$ -	\$ -	\$ 144,176	(6%)
Lang Pioneer Village	\$ 1,252,877	\$ 1,207,249	\$ (3,300)	\$ -	\$ 1,203,949	(4%)
PCCP	\$ 17,515,689	\$ 17,420,795	\$ 363,905	\$ -	\$ 17,784,700	2%
Peterborough Public Health	\$ 1,026,888	\$ 934,080	\$ -	\$ -	\$ 934,080	(9%)
Fairhaven	\$ 1,453,436	\$ 1,062,175	\$ -	\$ -	\$ 1,062,175	(27%)
Shared Services	\$ 7,801,428	\$ 7,844,876	\$ -	\$ -	\$ 7,844,876	1%
Planning	\$ 857,748	\$ 876,168	\$ (7,600)	\$ -	\$ 868,568	1%
Land Division	\$ 157,766	\$ 159,448	\$ (400)	\$ -	\$ 159,048	1%
GIS	\$ 442,295	\$ 507,580	\$ (3,200)	\$ -	\$ 504,380	14%
County Forest	\$ 44,000	\$ 45,800	\$ -	\$ -	\$ 45,800	4%
Economic Development	\$ 777,226	\$ 777,226	\$ -	\$ -	\$ 777,226	0%
Grants and Donations	\$ 62,500	\$ 72,500	\$ -	\$ -	\$ 72,500	16%
Total Operating Expenditures	\$ 59,817,538	\$ 57,455,224	\$ 870,547	\$ 90,000	\$ 58,415,771	(2%)
Total Net Operating (Surplus) Deficit	\$ 1,166,289	\$ (170,867)	\$ 76,100	\$ -	\$ (94,767)	

Tangible Capital Assets (TCA)

Revenue

Property Taxation	\$ (9,119,855)	\$ (11,547,168)	\$ (2,069)	\$ -	\$ (11,549,237)	27%
Government Transfers	\$ (2,510,435)	\$ (2,510,435)	\$ -	\$ -	\$ (2,510,435)	0%
Other	\$ -	\$ (90,000)	\$ -	\$ -	\$ (90,000)	
Inter-Department	\$ (315,698)	\$ (332,328)	\$ -	\$ -	\$ (332,328)	5%
Development Charges Earned	\$ (3,667,000)	\$ (1,389,784)	\$ -	\$ -	\$ (1,389,784)	(62%)
Federal Gas Tax Revenue Earned	\$ (3,439,908)	\$ (1,769,166)	\$ -	\$ -	\$ (1,769,166)	(49%)
Other Municipalities	\$ (499,214)	\$ (521,139)	\$ (2,931)	\$ -	\$ (524,070)	5%
Total TCA Revenue	\$ (19,552,110)	\$ (18,160,020)	\$ (5,000)	\$ -	\$ (18,165,020)	(7%)

Summary Budget 2021

	Service Level		Legislative			
	Budget	Budget	Change	Change	Budget	Budget %
	2020	2021	2021	2021	2021	Change
Disbursements						
Department						
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	
Corporate Operations	\$ 54,200	\$ 52,700	\$ -	\$ -	\$ 52,700	(3%)
Corporate Facilities	\$ 410,668	\$ 423,728	\$ -	\$ -	\$ 423,728	3%
ISD - Oper. & Engineering & Design	\$ 5,164,501	\$ 5,416,550	\$ -	\$ -	\$ 5,416,550	5%
Transit	\$ 25,300	\$ 25,300	\$ -	\$ -	\$ 25,300	0%
Waste Management	\$ 6,300	\$ 6,300	\$ -	\$ -	\$ 6,300	0%
County/City Landfill	\$ 212,700	\$ 212,950	\$ -	\$ -	\$ 212,950	0%
Emergency Measures & 911 Emg. Sys.	\$ 4,800	\$ 8,050	\$ -	\$ -	\$ 8,050	68%
Lang Pioneer Village	\$ 111,100	\$ 110,000	\$ -	\$ -	\$ 110,000	(1%)
PCCP	\$ 671,500	\$ 709,500	\$ -	\$ -	\$ 709,500	6%
GIS	\$ -	\$ -	\$ -	\$ -	\$ -	
Total TCA Disbursements	\$ 6,661,069	\$ 6,965,078	\$ -	\$ -	\$ 6,965,078	5%
Total Net TCA (Surplus) Deficit	\$ (12,891,041)	\$ (11,194,942)	\$ (5,000)	\$ -	\$ (11,199,942)	(13%)
Change In Accumulated Surplus						
Total Transfers from Reserves	\$ (9,944,248)	\$ (4,088,051)	\$ (111,100)	\$ -	\$ (4,199,151)	(58%)
Total Transfers to Reserves	\$ 2,498,936	\$ 2,833,107	\$ -	\$ -	\$ 2,833,107	13%
Net Transfers to and (from) Reserves	\$ (7,445,312)	\$ (1,254,944)	\$ (111,100)	\$ -	\$ (1,366,044)	(82%)
Change in Accum. Surplus Invested in TCA	\$ 19,170,064	\$ 12,620,753	\$ 40,000	\$ -	\$ 12,660,753	(34%)
Total Surplus to (Deficit from) Accum. Surplus	\$ 11,724,752	\$ 11,365,809	\$ (71,100)	\$ -	\$ 11,294,709	(4%)
Total County of Peterborough Revenue	\$ (88,147,606)	\$ (79,874,162)	\$ (910,547)	\$ (90,000)	\$ (80,874,708)	(8%)
Total County of Peterborough Expenditures	\$ 88,147,606	\$ 79,874,161	\$ 910,547	\$ 90,000	\$ 80,874,708	(8%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

Summary Budget 2021

	Service Level		Legislative			
	Budget	Budget	Change	Change	Budget	Budget %
	2020	2021	2021	2021	2021	Change
Operating						
Revenue						
P.I.L. & Supplementary Taxes						
Payment-in-Lieu	\$ (167,560)	\$ (167,560)	\$ -	\$ -	\$ (167,560)	
Tax Write Offs	\$ 116,000	\$ 116,000	\$ -	\$ -	\$ 116,000	
Supplementary Taxes	\$ (395,000)	\$ (395,000)	\$ -	\$ -	\$ (395,000)	
P.I.L. & Supplementary Taxes	\$ (446,560)	\$ (446,560)	\$ -	\$ -	\$ (446,560)	0%
Property Taxation						
General Government	\$ (488,938)	\$ (486,496)	\$ -	\$ -	\$ (486,496)	
Corporate	\$ (3,970,779)	\$ (4,366,970)	\$ 20,858	\$ -	\$ (4,346,112)	
Corporate Facilities	\$ (443,661)	\$ (521,740)	\$ -	\$ -	\$ (521,740)	
ISD -Oper. & Eng. & Design	\$ (12,950,792)	\$ (11,677,247)	\$ (415,500)	\$ (90,000)	\$ (12,182,747)	
Transit	\$ (36,883)	\$ (36,752)	\$ -	\$ -	\$ (36,752)	
Waste Management	\$ (3,326,515)	\$ (3,130,156)	\$ 20,000	\$ -	\$ (3,110,156)	
County/City Landfill	\$ (477,104)	\$ (145,604)	\$ -	\$ -	\$ (145,604)	
Emergency Measures	\$ (121,087)	\$ (116,416)	\$ -	\$ -	\$ (116,416)	
911	\$ (30,900)	\$ (30,350)	\$ -	\$ -	\$ (30,350)	
Lang Pioneer Village	\$ (880,965)	\$ (890,577)	\$ 7,900	\$ -	\$ (882,677)	
PCCP	\$ (3,334,630)	\$ (3,247,528)	\$ (55,242)	\$ -	\$ (3,302,770)	
Ptbo Public Health	\$ (1,026,888)	\$ (1,026,888)	\$ -	\$ -	\$ (1,026,888)	
Provincial Offences	\$ 518,062	\$ 518,062	\$ -	\$ -	\$ 518,062	
Social Service	\$ (1,023,181)	\$ (1,022,940)	\$ -	\$ -	\$ (1,022,940)	
Child Care	\$ (686,602)	\$ (768,441)	\$ -	\$ -	\$ (768,441)	
Social Housing	\$ (6,092,770)	\$ (6,143,495)	\$ -	\$ -	\$ (6,143,495)	
Fairhaven	\$ (1,134,846)	\$ (988,417)	\$ -	\$ -	\$ (988,417)	
Planning	\$ (685,803)	\$ (702,013)	\$ 7,600	\$ -	\$ (694,413)	
GIS	\$ (396,700)	\$ (368,280)	\$ 3,200	\$ -	\$ (365,080)	
Economic Development	\$ (777,226)	\$ (777,226)	\$ -	\$ -	\$ (777,226)	
Grants And Donations	\$ (62,500)	\$ (72,500)	\$ -	\$ -	\$ (72,500)	
Property Taxation	\$ (37,430,708)	\$ (36,001,974)	\$ (411,184)	\$ (90,000)	\$ (36,503,158)	(2%)
User Charges						
General Government Recoveries	\$ (2,750)	\$ (2,500)	\$ -	\$ -	\$ (2,500)	
Corporate Operations Recoveries	\$ (5,000)	\$ (5,000)	\$ -	\$ -	\$ (5,000)	
Maps	\$ (50)	\$ -	\$ -	\$ -	\$ -	
EORN Revenue	\$ (38,000)	\$ (38,000)	\$ -	\$ -	\$ (38,000)	
Court House Rental	\$ (606,209)	\$ (606,209)	\$ -	\$ -	\$ (606,209)	
Parking Fees	\$ (40,000)	\$ (40,000)	\$ -	\$ -	\$ (40,000)	
Janitor's House Rental	\$ (18,000)	\$ (18,000)	\$ -	\$ -	\$ (18,000)	
Victoria Park Rental	\$ (150)	\$ (150)	\$ -	\$ -	\$ (150)	
ISD Recoveries	\$ (25,000)	\$ (25,000)	\$ -	\$ -	\$ (25,000)	
Signs	\$ (7,000)	\$ (7,000)	\$ -	\$ -	\$ (7,000)	
Permits	\$ (27,000)	\$ (27,000)	\$ -	\$ -	\$ (27,000)	
ISD Sales	\$ (20,000)	\$ (20,000)	\$ -	\$ -	\$ (20,000)	
Sales - Caddies	\$ (1,000)	\$ (1,500)	\$ -	\$ -	\$ (1,500)	
Other Coll. Recycle.-Curbside	\$ (27,000)	\$ (40,500)	\$ -	\$ -	\$ (40,500)	
Sales - Blue Boxes	\$ (5,000)	\$ (5,000)	\$ -	\$ -	\$ (5,000)	
Equip. Rental Recycling Sites	\$ (500)	\$ -	\$ -	\$ -	\$ -	
Municipalities- Site Added	\$ (50,000)	\$ (51,000)	\$ -	\$ -	\$ (51,000)	
RPRA MHSW Cost Recovery	\$ (60,000)	\$ (60,000)	\$ -	\$ -	\$ (60,000)	
Sales - Compost Program	\$ (16,000)	\$ (10,000)	\$ -	\$ -	\$ (10,000)	
WEEE Recovery	\$ (35,000)	\$ (26,000)	\$ -	\$ -	\$ (26,000)	
Landfill Fees	\$ (1,821,500)	\$ (2,129,523)	\$ -	\$ -	\$ (2,129,523)	
Sign Tab Recovery	\$ (1,000)	\$ (1,000)	\$ -	\$ -	\$ (1,000)	
Donations	\$ (2,700)	\$ (7,700)	\$ -	\$ -	\$ (7,700)	
Admissions	\$ (110,000)	\$ (110,000)	\$ -	\$ -	\$ (110,000)	
Youth Interpreter Program	\$ (1,800)	\$ (1,800)	\$ -	\$ -	\$ (1,800)	
Workshop Fees	\$ (1,000)	\$ (1,000)	\$ -	\$ -	\$ (1,000)	
Event Sponsorship	\$ (9,000)	\$ (9,000)	\$ -	\$ -	\$ (9,000)	
Gift Shop	\$ (35,000)	\$ (35,000)	\$ -	\$ -	\$ (35,000)	

Summary

Budget 2021

	Service Level		Legislative			
	Budget	Budget	Change	Change	Budget	Budget %
	2020	2021	2021	2021	2021	Change
Food Booth	\$ (6,000)	\$ (6,000)	\$ -	\$ -	\$ (6,000)	
Print Shop	\$ (1,000)	\$ (1,000)	\$ -	\$ -	\$ (1,000)	
General Store	\$ (9,000)	\$ (9,000)	\$ -	\$ -	\$ (9,000)	
Keene Hotel	\$ (6,000)	\$ (6,000)	\$ -	\$ -	\$ (6,000)	
Facility Rental	\$ (2,500)	\$ (2,500)	\$ -	\$ -	\$ (2,500)	
Church Rental	\$ (4,500)	\$ (4,500)	\$ -	\$ -	\$ (4,500)	
Barn (PCAHB) Rental	\$ (52,500)	\$ (52,500)	\$ -	\$ -	\$ (52,500)	
PCCP Recoveries	\$ (70,000)	\$ (35,000)	\$ (69,017)	\$ -	\$ (104,017)	
Fairhaven Debenture Recovery	\$ (318,590)	\$ (318,590)	\$ -	\$ -	\$ (318,590)	
Planning Sales	\$ (32,000)	\$ (32,000)	\$ -	\$ -	\$ (32,000)	
Land Severances	\$ (153,500)	\$ (153,500)	\$ -	\$ -	\$ (153,500)	
GIS Recoveries	\$ (750)	\$ -	\$ -	\$ -	\$ -	
Timber Sales	\$ -	\$ (15,000)	\$ -	\$ -	\$ (15,000)	
User Charges	\$ (3,621,999)	\$ (3,913,472)	\$ (69,017)	\$ -	\$ (3,982,489)	10%
Inter-Department						
Internal Transfer- Land Division -Corp	\$ (9,500)	\$ (9,500)	\$ -	\$ -	\$ (9,500)	
Internal Tsf. Gen. Admin-PCCP	\$ (285,590)	\$ (326,345)	\$ -	\$ -	\$ (326,345)	
Internal Tsf. ISD - Corp	\$ (34,335)	\$ (64,335)	\$ -	\$ -	\$ (64,335)	
Internal Transfer Operating	\$ (85,802)	\$ (69,172)	\$ -	\$ -	\$ (69,172)	
Internal Transfer- Land Division - ISD	\$ (2,375)	\$ (2,375)	\$ -	\$ -	\$ (2,375)	
Internal Transfer- Land Division - Planning	\$ (35,055)	\$ (35,055)	\$ -	\$ -	\$ (35,055)	
Internal Transfer- Land Division - GIS	\$ (13,300)	\$ (13,300)	\$ -	\$ -	\$ (13,300)	
Inter-Department	\$ (465,957)	\$ (520,082)	\$ -	\$ -	\$ (520,082)	12%
Government Transfers - Operating						
MNR Pits and Quarries	\$ (45,000)	\$ (45,000)	\$ -	\$ -	\$ (45,000)	
Modernization Funding - Gen. Gov.	\$ (10,000)	\$ (10,000)	\$ -	\$ -	\$ (10,000)	
Modernization Funding - Corp. Oper.	\$ (398,000)	\$ (253,500)	\$ (70,000)	\$ -	\$ (323,500)	
Safe Restart Funds	\$ -	\$ (10,300)	\$ -	\$ -	\$ (10,300)	
RPRA Blue Box Cost Recovery	\$ (705,135)	\$ (770,000)	\$ -	\$ -	\$ (770,000)	
Substance Abuse Addictions Program (SUAP)	\$ -	\$ -	\$ (158,405)	\$ -	\$ (158,405)	
Safe Restart Funds	\$ -	\$ (92,484)	\$ -	\$ -	\$ (92,484)	
Province - Land Ambulance	\$ (8,480,172)	\$ (8,716,157)	\$ -	\$ -	\$ (8,716,157)	
Province - Offload Nurse	\$ (450,683)	\$ (450,683)	\$ -	\$ -	\$ (450,683)	
Summer Experience Program	\$ (2,500)	\$ (2,500)	\$ -	\$ -	\$ (2,500)	
Young Canada Works	\$ (5,000)	\$ (5,000)	\$ -	\$ -	\$ (5,000)	
Canada Summer Jobs	\$ (3,600)	\$ (3,600)	\$ -	\$ -	\$ (3,600)	
Museum Operating Grant (CMOG)	\$ (53,000)	\$ (53,000)	\$ -	\$ -	\$ (53,000)	
Recoveries	\$ -	\$ -	\$ (4,600)	\$ -	\$ (4,600)	
EORN Revenue	\$ -	\$ (125,000)	\$ -	\$ -	\$ (125,000)	
Government Transfers - Operating	\$ (10,153,090)	\$ (10,537,224)	\$ (233,005)	\$ -	\$ (10,770,229)	6%
Other Municipalities						
Corporate Municipal Recoveries	\$ (11,200)	\$ (11,200)	\$ -	\$ -	\$ (11,200)	
Corporate Municipal Recoveries - IT	\$ (75,000)	\$ (75,000)	\$ -	\$ -	\$ (75,000)	
Public Woks Municipal Recoveries	\$ (100,000)	\$ (100,000)	\$ -	\$ -	\$ (100,000)	
Cross Border	\$ (20,000)	\$ (20,000)	\$ -	\$ -	\$ (20,000)	
Waste Management-Marketed Materials Rev.	\$ (382,500)	\$ (425,000)	\$ -	\$ -	\$ (425,000)	
City of Peterborough	\$ (4,952,012)	\$ (4,728,564)	\$ (81,241)	\$ -	\$ (4,809,805)	
Planning Municipal Recoveries	\$ (2,000)	\$ (2,000)	\$ -	\$ -	\$ (2,000)	
GIS Municipal Recoveries	\$ (1,000)	\$ (1,000)	\$ -	\$ -	\$ (1,000)	
Other Municipalities	\$ (5,543,712)	\$ (5,362,764)	\$ (81,241)	\$ -	\$ (5,444,005)	(2%)
Investment Income						
Bank Interest	\$ (240,000)	\$ (240,000)	\$ -	\$ -	\$ (240,000)	
Investment Interest	\$ (107,000)	\$ (120,000)	\$ -	\$ -	\$ (120,000)	
Investment Income	\$ (347,000)	\$ (360,000)	\$ -	\$ -	\$ (360,000)	4%
Provincial Offences Act Charges Recovered						
POA Fine Revenue	\$ (518,062)	\$ (378,855)	\$ -	\$ -	\$ (378,855)	
Provincial Offences Act Charges Recovered	\$ (518,062)	\$ (378,855)	\$ -	\$ -	\$ (378,855)	(27%)
Development Charges Earned						
Corp. Oper. Development Charges Earned	\$ (64,000)	\$ (45,000)	\$ -	\$ -	\$ (45,000)	
Planning Development Charges Earned	\$ (15,000)	\$ (15,000)	\$ -	\$ -	\$ (15,000)	

Summary Budget 2021

	Service Level		Legislative			
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change
Development Charges Earned	\$ (79,000)	\$ (60,000)	\$ -	\$ -	\$ (60,000)	(24%)
Provincial Gas Tax Revenue Earned						
Provincial Gas Tax Earned	\$ (45,161)	\$ (45,161)	\$ -	\$ -	\$ (45,161)	
Provincial Gas Tax Revenue Earned	\$ (45,161)	\$ (45,161)	\$ -	\$ -	\$ (45,161)	0%
Total Operating Revenue	\$ (58,651,249)	\$ (57,626,091)	\$ (794,447)	\$ (90,000)	\$ (58,510,538)	(0%)

Expenditures

Department

General Government	\$ 501,688	\$ 504,236	\$ -	\$ -	\$ 504,236	1%
Corporate Operations	\$ 6,294,896	\$ 6,112,113	\$ 49,142	\$ -	\$ 6,161,255	(2%)
Corporate Facilities	\$ 1,111,308	\$ 1,379,603	\$ 76,500	\$ -	\$ 1,456,103	31%
ISD - Oper. & Engineering & Design	\$ 13,183,508	\$ 11,262,623	\$ 415,500	\$ 90,000	\$ 11,768,123	(11%)
Transit	\$ 82,044	\$ 92,213	\$ -	\$ -	\$ 92,213	12%
Waste Management	\$ 4,800,650	\$ 4,777,236	\$ (20,000)	\$ -	\$ 4,757,236	(1%)
County/City Landfill	\$ 2,298,604	\$ 2,275,127	\$ -	\$ -	\$ 2,275,127	(1%)
Emergency Measures & 911 Emg. Sys.	\$ 152,987	\$ 144,176	\$ -	\$ -	\$ 144,176	(6%)
Lang Pioneer Village	\$ 1,252,877	\$ 1,207,249	\$ (3,300)	\$ -	\$ 1,203,949	(4%)
PCCP	\$ 17,515,689	\$ 17,420,795	\$ 363,905	\$ -	\$ 17,784,700	2%
Peterborough Public Health	\$ 1,026,888	\$ 934,080	\$ -	\$ -	\$ 934,080	(9%)
Fairhaven	\$ 1,453,436	\$ 1,062,175	\$ -	\$ -	\$ 1,062,175	(27%)
Shared Services	\$ 7,801,428	\$ 7,844,876	\$ -	\$ -	\$ 7,844,876	1%
Planning	\$ 857,748	\$ 876,168	\$ (7,600)	\$ -	\$ 868,568	1%
Land Division	\$ 157,766	\$ 159,448	\$ (400)	\$ -	\$ 159,048	1%
GIS	\$ 442,295	\$ 507,580	\$ (3,200)	\$ -	\$ 504,380	14%
County Forest	\$ 44,000	\$ 45,800	\$ -	\$ -	\$ 45,800	4%
Economic Development	\$ 777,226	\$ 777,226	\$ -	\$ -	\$ 777,226	0%
Grants and Donations	\$ 62,500	\$ 72,500	\$ -	\$ -	\$ 72,500	16%
Total Operating Expenditures	\$ 59,817,538	\$ 57,455,224	\$ 870,547	\$ 90,000	\$ 58,415,771	(2%)
Total Net Operating (Surplus) Deficit	\$ 1,166,289	\$ (170,867)	\$ 76,100	\$ -	\$ (94,767)	

Tangible Capital Assets (TCA)

Revenue

Property Taxation

General Government - Capital	\$ (7,250)	\$ (6,000)	\$ -	\$ -	\$ (6,000)	
Corporate - Capital	\$ (154,003)	\$ (180,000)	\$ -	\$ -	\$ (180,000)	
Corporate Facilities - Capital	\$ (8,000)	\$ (50,000)	\$ -	\$ -	\$ (50,000)	
ISD - Capital	\$ (7,479,930)	\$ (9,874,944)	\$ -	\$ -	\$ (9,874,944)	
Transit - Capital	\$ (18,970)	\$ (19,350)	\$ -	\$ -	\$ (19,350)	
Waste Management - Capital	\$ (66,015)	\$ (50,000)	\$ -	\$ -	\$ (50,000)	
County/City Landfill - Capital	\$ (940,000)	\$ (940,000)	\$ -	\$ -	\$ (940,000)	
Emergency Measures - Capital	\$ (17,590)	\$ (8,000)	\$ -	\$ -	\$ (8,000)	
Lang Pioneer Village - Capital	\$ (60,000)	\$ (35,000)	\$ -	\$ -	\$ (35,000)	
PCCP - Capital	\$ (352,397)	\$ (367,874)	\$ (2,069)	\$ -	\$ (369,943)	
GIS - Capital	\$ (15,700)	\$ (16,000)	\$ -	\$ -	\$ (16,000)	
Property Taxation	\$ (9,119,855)	\$ (11,547,168)	\$ (2,069)	\$ -	\$ (11,549,237)	27%

Summary Budget 2021

	Service Level		Legislative			
	Budget	Budget	Change	Change	Budget	Budget %
	2020	2021	2021	2021	2021	Change
Government Transfers						
OCIF -Fund	\$ (523,622)	\$ (523,622)	\$ -	\$ -	\$ (523,622)	
ICIP Northern & Rural Stream Funding	\$ (1,986,813)	\$ (1,986,813)	\$ -	\$ -	\$ (1,986,813)	
Government Transfers	\$ (2,510,435)	\$ (2,510,435)	\$ -	\$ -	\$ (2,510,435)	0%
Other						
Donations	\$ -	\$ (90,000)	\$ -	\$ -	\$ (90,000)	
Other	\$ -	\$ (90,000)	\$ -	\$ -	\$ (90,000)	
Inter-Department						
Internal Transfer Capital	\$ (315,698)	\$ (332,328)	\$ -	\$ -	\$ (332,328)	
Inter-Department	\$ (315,698)	\$ (332,328)	\$ -	\$ -	\$ (332,328)	5%
Development Charges Earned						
ISD - Development Charges Earned	\$ (3,667,000)	\$ (1,389,784)	\$ -	\$ -	\$ (1,389,784)	
Development Charges Earned	\$ (3,667,000)	\$ (1,389,784)	\$ -	\$ -	\$ (1,389,784)	(62%)
Federal Gas Tax Revenue Earned						
Federal Gas Tax Earned	\$ (3,439,908)	\$ (1,769,166)	\$ -	\$ -	\$ (1,769,166)	
Federal Gas Tax Revenue Earned	\$ (3,439,908)	\$ (1,769,166)	\$ -	\$ -	\$ (1,769,166)	(49%)
Other Municipalities						
City of Peterborough	\$ (499,214)	\$ (521,139)	\$ (2,931)	\$ -	\$ (524,070)	
Other Municipalities	\$ (499,214)	\$ (521,139)	\$ (2,931)	\$ -	\$ (524,070)	5%
Total TCA Revenue	\$ (19,552,110)	\$ (18,160,020)	\$ (5,000)	\$ -	\$ (18,165,020)	(7%)

Disbursements

Department

General Government	\$ -	\$ -	\$ -	\$ -	\$ -	
Corporate Operations	\$ 54,200	\$ 52,700	\$ -	\$ -	\$ 52,700	(3%)
Corporate Facilities	\$ 410,668	\$ 423,728	\$ -	\$ -	\$ 423,728	3%
ISD - Oper. & Engineering & Design	\$ 5,164,501	\$ 5,416,550	\$ -	\$ -	\$ 5,416,550	5%
Transit	\$ 25,300	\$ 25,300	\$ -	\$ -	\$ 25,300	0%
Waste Management	\$ 6,300	\$ 6,300	\$ -	\$ -	\$ 6,300	0%
County/City Landfill	\$ 212,700	\$ 212,950	\$ -	\$ -	\$ 212,950	0%
Emergency Measures & 911 Emg. Sys.	\$ 4,800	\$ 8,050	\$ -	\$ -	\$ 8,050	68%
Lang Pioneer Village	\$ 111,100	\$ 110,000	\$ -	\$ -	\$ 110,000	(1%)
PCCP	\$ 671,500	\$ 709,500	\$ -	\$ -	\$ 709,500	6%
GIS	\$ -	\$ -	\$ -	\$ -	\$ -	
Total TCA Disbursements	\$ 6,661,069	\$ 6,965,078	\$ -	\$ -	\$ 6,965,078	5%
Total Net TCA (Surplus) Deficit	\$ (12,891,041)	\$ (11,194,942)	\$ (5,000)	\$ -	\$ (11,199,942)	(13%)

Change In Accumulated Surplus

General Government	\$ -	\$ (5,240)	\$ -	\$ -	\$ (5,240)	
Corporate Operations	\$ (727,155)	\$ (232,977)	\$ -	\$ -	\$ (232,977)	
Corporate Facilities	\$ (618,000)	\$ (193,000)	\$ (76,500)	\$ -	\$ (269,500)	
ISD - Oper. & Engineering & Design	\$ (6,382,486)	\$ (746,109)	\$ -	\$ -	\$ (746,109)	
Transit	\$ -	\$ -	\$ -	\$ -	\$ -	
Waste Management	\$ (192,000)	\$ (258,080)	\$ -	\$ -	\$ (258,080)	
County/City Landfill	\$ -	\$ (1,442,500)	\$ -	\$ -	\$ (1,442,500)	
Emergency Measures & 911 Emg. Sys.	\$ (8,192)	\$ -	\$ -	\$ -	\$ -	
Lang Pioneer Village	\$ (123,200)	\$ (97,960)	\$ -	\$ -	\$ (97,960)	
PCCP	\$ (1,610,642)	\$ (826,130)	\$ (35,000)	\$ -	\$ (861,130)	
Shared Services	\$ (82,200)	\$ (139,207)	\$ -	\$ -	\$ (139,207)	
Planning	\$ (98,850)	\$ (100,100)	\$ -	\$ -	\$ (100,100)	
Land Division	\$ (4,266)	\$ (5,948)	\$ 400	\$ -	\$ (5,548)	
GIS	\$ (40,545)	\$ (10,000)	\$ -	\$ -	\$ (10,000)	
County Forest	\$ (56,712)	\$ (30,800)	\$ -	\$ -	\$ (30,800)	
Grants and Donations	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Transfers from Reserves	\$ (9,944,248)	\$ (4,088,051)	\$ (111,100)	\$ -	\$ (4,199,151)	(58%)

Summary Budget 2021

	Service Level		Legislative			
	Budget	Budget	Change	Change	Budget	Budget %
	2020	2021	2021	2021	2021	Change
General Government	\$ 7,250	\$ 6,000	\$ -	\$ -	\$ 6,000	
Corporate Operations	\$ 271,277	\$ 302,274	\$ -	\$ -	\$ 302,274	
Corporate Facilities	\$ 106,514	\$ 62,668	\$ -	\$ -	\$ 62,668	
ISD - Oper. & Engineering & Design	\$ 673,124	\$ 699,684	\$ -	\$ -	\$ 699,684	
Transit	\$ 18,970	\$ 19,350	\$ -	\$ -	\$ 19,350	
Waste Management	\$ 66,015	\$ 50,000	\$ -	\$ -	\$ 50,000	
County/City Landfill	\$ 262,500	\$ 262,500	\$ -	\$ -	\$ 262,500	
Emergency Measures & 911 Emg. Sys.	\$ 17,590	\$ 11,590	\$ -	\$ -	\$ 11,590	
Lang Pioneer Village	\$ 101,388	\$ 76,388	\$ -	\$ -	\$ 76,388	
PCCP	\$ 851,611	\$ 889,013	\$ -	\$ -	\$ 889,013	
Fairhaven	\$ -	\$ 244,832	\$ -	\$ -	\$ 244,832	
PTBO Health Unit	\$ -	\$ 92,808	\$ -	\$ -	\$ 92,808	
Land Division	\$ -	\$ -	\$ -	\$ -	\$ -	
Shared Services	\$ 83,325	\$ 90,000	\$ -	\$ -	\$ 90,000	
Planning	\$ 10,960	\$ 10,000	\$ -	\$ -	\$ 10,000	
GIS	\$ 15,700	\$ 16,000	\$ -	\$ -	\$ 16,000	
County Forest	\$ 12,712	\$ -	\$ -	\$ -	\$ -	
Grants and Donations	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Transfers to Reserves	\$ 2,498,936	\$ 2,833,107	\$ -	\$ -	\$ 2,833,107	13%
Net Transfers to and (from) Reserves	\$ (7,445,312)	\$ (1,254,944)	\$ (111,100)	\$ -	\$ (1,366,044)	(82%)
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	
Corporate Operations	\$ (54,200)	\$ (52,700)	\$ -	\$ -	\$ (52,700)	
Corporate Facilities	\$ 507,030	\$ (35,400)	\$ -	\$ -	\$ (35,400)	
ISD - Oper. & Engineering & Design	\$ 17,635,792	\$ 10,815,203	\$ -	\$ -	\$ 10,815,203	
Transit	\$ (25,300)	\$ (25,300)	\$ -	\$ -	\$ (25,300)	
Waste Management	\$ (6,300)	\$ (6,300)	\$ -	\$ -	\$ (6,300)	
County/City Landfill	\$ 464,800	\$ 1,907,050	\$ -	\$ -	\$ 1,907,050	
Emergency Measures & 911 Emg. Sys.	\$ 3,392	\$ (8,050)	\$ -	\$ -	\$ (8,050)	
Lang Pioneer Village	\$ (96,100)	\$ 30,000	\$ -	\$ -	\$ 30,000	
PCCP	\$ 730,950	\$ (13,750)	\$ 40,000	\$ -	\$ 26,250	
GIS	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000	
Change in Accum. Surplus Invested in TCA	\$ 19,170,064	\$ 12,620,753	\$ 40,000	\$ -	\$ 12,660,753	(34%)
Total Surplus to (Deficit from) Accum. Surplus	\$ 11,724,752	\$ 11,365,809	\$ (71,100)	\$ -	\$ 11,294,709	(4%)
Total County of Peterborough Revenue	\$ (88,147,606)	\$ (79,874,162)	\$ (910,547)	\$ (90,000)	\$ (80,874,708)	(8%)
Total County of Peterborough Expenditures	\$ 88,147,606	\$ 79,874,161	\$ 910,547	\$ 90,000	\$ 80,874,708	(8%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	



Reserves

Budget 2021

Reserve	Estimated Balance December 31, 2020	2021 Budgeted Transfers From	2021 Budgeted Transfers To	Estimated Balance December 31, 2021	2020 % Change
General Working Funds	\$ 7,294,731	\$ 337,564	\$ 476,302	\$ 7,433,469	2%
General Unspent Tax Levy	\$ 1,284,007			\$ 1,284,007	0%
Infrastructure Services Working Funds	\$ 3,048,076	\$ -	\$ -	\$ 3,048,076	0%
Land Division Working Funds	\$ 216,283	\$ 5,548	\$ -	\$ 210,735	(3%)
Infrastructure Services Facilities Reserve	\$ 81,707	\$ 50,000	\$ 22,250	\$ 53,957	(34%)
Infrastructure Services Equipment Long Term Planning	\$ 2,094,764	\$ 514,355	\$ 642,000	\$ 2,222,409	6%
Facilities Long Term Planning	\$ 347,194	\$ 95,000	\$ 62,668	\$ 314,862	(9%)
Corporate Long Term Planning	\$ 118,876	\$ 61,120	\$ 180,000	\$ 237,756	100%
General Government Long Term Planning	\$ 25,449	\$ 5,240	\$ 6,000	\$ 26,209	3%
Carry Forward Funds	\$ 261,000	\$ 261,000		\$ -	(100%)
Emergency Measures Long Term Planning	\$ 12,808	\$ -	\$ 8,000	\$ 20,808	62%
911 Long Term Planning	\$ 8,979	\$ -	\$ 3,590	\$ 12,569	40%
PCCP Shared Long Term Planning	\$ 912,456	\$ 861,130	\$ 889,013	\$ 940,339	3%
Infrastructure Long Term Planning	\$ 9,535,849	\$ 226,754	\$ 31,434	\$ 9,340,529	(2%)
Transit Long Term Planning	\$ 159,921	\$ -	\$ 19,350	\$ 179,271	12%
Waste Management Long Term Planning	\$ 815,099	\$ 98,080	\$ 10,000	\$ 727,019	(11%)
WM Curbside Long Term Planning	\$ 469,275	\$ 140,000	\$ 20,000	\$ 349,275	(26%)
WM Depot Long Term Planning	\$ 160,787	\$ 20,000	\$ 20,000	\$ 160,787	0%
WM Landfill Long Term Planning	\$ 1,442,501	\$ 1,442,500	\$ -	\$ 1	(100%)
Local Services Realignment (LSR) Long Term Planning	\$ 1,654,939	\$ -	\$ 90,000	\$ 1,744,939	5%
Trails Long Term Planning	\$ 12,678	\$ 5,000	\$ 4,000	\$ 11,678	(8%)
Forest Management Long Term Planning	\$ 88,667	\$ 30,800	\$ -	\$ 57,867	(35%)
LPV Long Term Planning	\$ 68,061	\$ 42,960	\$ 35,000	\$ 60,101	(12%)
LPV Mill Long Term Planning	\$ 50,463	\$ -	\$ -	\$ 50,463	0%
Planning Long Term Planning	\$ 77,395	\$ 2,100	\$ 10,000	\$ 85,295	10%
GIS Long Term Planning	\$ 136,748	\$ -	\$ 16,000	\$ 152,748	12%
Land Division Long Term Planning	\$ 7,178	\$ -	\$ -	\$ 7,178	0%
Insurance	\$ 79,634	\$ -	\$ 25,000	\$ 104,634	31%
Employee Future Benefits	\$ 725,801	\$ -	\$ -	\$ 725,801	0%
Landfill Post Closure Costs	\$ 2,772,640	\$ -	\$ 262,500	\$ 3,035,140	0%
Total	\$ 33,963,967	\$ 4,199,151	\$ 2,833,107	\$ 32,597,923	(4%)

NOTE: Unaudited preliminary 2020 balances



Change in Reserves By Department

Budget 2021

Department	Budget 2020	Budget 2021	Change in Use of Reserves
General Government	\$ 7,250	\$ 760	\$ 6,490
Corporate Operations	\$ (455,878)	\$ 69,297	\$ (525,175)
Corporate Facilities	\$ (511,486)	\$ (206,832)	\$ (304,654)
GIS	\$ (24,845)	\$ 6,000	\$ (30,845)
Emergency Measures/911	\$ 9,398	\$ 11,590	\$ (2,192)
Transit	\$ 18,970	\$ 19,350	\$ (380)
IS - Operations & Engineering & Design	\$ (5,709,361)	\$ (46,425)	\$ (5,662,936)
County/City Landfill	\$ 262,500	\$ (1,180,000)	\$ 1,442,500
IS - Waste Management	\$ (125,985)	\$ (208,080)	\$ 82,095
Peterborough County/City Paramedics	\$ (759,031)	\$ 27,883	\$ (786,914)
Shared Services	\$ 1,125	\$ (49,207)	\$ 50,332
Other Agencies	\$ -	\$ 337,640	\$ (337,640)
Lang Pioneer Village	\$ (21,812)	\$ (21,572)	\$ (240)
Land Division	\$ (4,266)	\$ (5,548)	\$ 1,282
Planning	\$ (87,890)	\$ (90,100)	\$ 2,210
Economic Development	\$ -	\$ -	\$ -
County Forests	\$ (44,000)	\$ (30,800)	\$ (13,200)
Grants And Donations	\$ -	\$ -	\$ -
Total (Use of) Contribution To Reserves	\$ (7,445,311)	\$ (1,366,044)	



Deferred Revenue (Obligatory Reserve Funds)

Budget 2021

Deferred Revenue	Estimated Balance December 31, 2020	2021 Budgeted Revenue Recognized	2021 Budgeted Receipts	Estimated Balance December 31, 2021
Long Term Care	\$ 800,294	\$ -	\$ 159,296	\$ 959,590
Health Unit	\$ 175,158	\$ -	\$ 50,854	\$ 226,012
Emergency Medical Services	\$ 339,310	\$ -	\$ 114,505	\$ 453,815
Administration	\$ 64,092	\$ 60,000	\$ 23,911	\$ 28,003
Transportation	\$ 1,389,784	\$ 1,389,784	\$ 2,912,121	\$ 2,912,121
Emergency Measures	\$ 36,015	\$ -	\$ 11,114	\$ 47,129
Transit	\$ 8,313	\$ -	\$ 2,357	\$ 10,670
Social Services	\$ 237,898	\$ -	\$ 93,288	\$ 331,186
Waste Diversion	\$ 893	\$ -	\$ 337	\$ 1,230
Total Development Charges	\$ 3,051,757	\$ 1,449,784	\$ 3,367,783	\$ 4,969,756
Federal Gas Tax - Infrastructure Services	\$ 1,021,158	\$ 1,769,166	\$ 1,769,166	\$ 1,021,158
Total Federal Gas Tax Revenues	\$ 1,021,158	\$ 1,769,166	\$ 1,769,166	\$ 1,021,158
Provincial Gas Tax - Transit	\$ 38,500	\$ 45,161	\$ 45,161	\$ 38,500
Total Provincial Gas Tax Revenues	\$ 38,500	\$ 45,161	\$ 45,161	\$ 38,500
Transit Ridership	\$ -	\$ -	\$ -	\$ -
Total Provincial Transit Ridership Revenues	\$ -	\$ -	\$ -	\$ -
Total Deferred Revenue	\$ 4,111,415	\$ 3,264,111	\$ 5,182,110	\$ 6,029,414

NOTE: Unaudited preliminary 2020 balances

General Government Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Total Operating Revenue	\$ (501,688)	\$ (498,996)	\$ -	\$ -	\$ (498,996)	(1%)
Total Operating Expenditures	\$ 501,688	\$ 504,236	\$ -	\$ -	\$ 504,236	1%
Total Net Operating (Surplus) Deficit	\$ -	\$ 5,240	\$ -	\$ -	\$ 5,240	

Expenditures

Warden	\$ 85,252	\$ 85,458	\$ -	\$ -	\$ 85,458	0%
Deputy Warden Expenditures	\$ 28,201	\$ 29,020	\$ -	\$ -	\$ 29,020	3%
Councillors Expenditures	\$ 348,535	\$ 354,233	\$ -	\$ -	\$ 354,233	2%
Bursaries and Recognition Awards	\$ 7,000	\$ 6,500	\$ -	\$ -	\$ 6,500	(7%)
Strategic Planning	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 1,500	
Other Committees	\$ 500	\$ 350	\$ -	\$ -	\$ 350	(30%)
Convention Expense	\$ 30,700	\$ 27,175	\$ -	\$ -	\$ 27,175	(11%)

Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (7,250)	\$ (6,000)	\$ -	\$ -	\$ (6,000)	(17%)
Total TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Net TCA (Surplus) Deficit	\$ (7,250)	\$ (6,000)	\$ -	\$ -	\$ (6,000)	

Disbursements

TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	
Amortization	\$ -	\$ -	\$ -	\$ -	\$ -	
TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ -	\$ (5,240)	\$ -	\$ -	\$ (5,240)	
Total Transfers to Reserves	\$ 7,250	\$ 6,000	\$ -	\$ -	\$ 6,000	(17%)
Net Transfers to and (from) Reserves	\$ 7,250	\$ 760	\$ -	\$ -	\$ 760	(90%)
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Surplus to(Deficit from)Accum. Surplus	\$ 7,250	\$ 760	\$ -	\$ -	\$ 760	(90%)
Total Gen. Government Revenue	\$ (508,938)	\$ (510,236)	\$ -	\$ -	\$ (510,236)	0%
Total Gen. Government Expenditures	\$ 508,938	\$ 510,236	\$ -	\$ -	\$ 510,236	0%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (496,188)
- Tax \$ Increase (Decrease) Over Previous Yr Budget	\$ 16,066

2021
\$ (492,496)
\$ (3,692)

General Government Budget 2021

			Issue Paper Required		Issue Paper Required			
	Base		Service Level		Legislative			
	Budget 2020	Budget 2021	Change 2021		Change 2021		Budget 2021	Budget % Change
Operating								
Revenue								
Tax Requirement	\$ (488,938)	\$ (486,496)	\$ -	\$ -	\$ -	\$ -	\$ (486,496)	
Recoveries	\$ (2,750)	\$ (2,500)	\$ -	\$ -	\$ -	\$ -	\$ (2,500)	
Modernization Funding	\$ (10,000)	\$ (10,000)	\$ -	\$ -	\$ -	\$ -	\$ (10,000)	
Total Operating Revenue	\$ (501,688)	\$ (498,996)	\$ -	\$ -	\$ -	\$ -	\$ (498,996)	(1%)
Total Operating Expenditures	\$ 501,688	\$ 504,236	\$ -	\$ -	\$ -	\$ -	\$ 504,236	1%
Total Net Operating (Surplus) Deficit	\$ -	\$ 5,240	\$ -	\$ -	\$ -	\$ -	\$ 5,240	
Expenditures								
Warden								
Salary	\$ 54,102	\$ 55,798	\$ -	\$ -	\$ -	\$ -	\$ 55,798	
Mobile Device	\$ 450	\$ 460	\$ -	\$ -	\$ -	\$ -	\$ 460	
Interest and Penalties	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	
Accommodation	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ 1,200	
Meals	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ 1,200	
Membership	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500	
EOWC Expenses	\$ 14,200	\$ 14,200	\$ -	\$ -	\$ -	\$ -	\$ 14,200	
Warden's Banquet	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Discretionary Account	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Warden	\$ 85,252	\$ 85,458	\$ -	\$ -	\$ -	\$ -	\$ 85,458	0%
Deputy Warden Expenditures								
Salary	\$ 27,651	\$ 28,470	\$ -	\$ -	\$ -	\$ -	\$ 28,470	
Mobile Device	\$ 450	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ 450	
Meals	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	
Deputy Warden Expenditures	\$ 28,201	\$ 29,020	\$ -	\$ -	\$ -	\$ -	\$ 29,020	3%
Councillors Expenditures								
Councillor Salaries	\$ 255,665	\$ 262,423	\$ -	\$ -	\$ -	\$ -	\$ 262,423	
Supplies	\$ 10,500	\$ 10,500	\$ -	\$ -	\$ -	\$ -	\$ 10,500	
Councillor Training	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Meals	\$ 11,700	\$ 7,700	\$ -	\$ -	\$ -	\$ -	\$ 7,700	
Travel	\$ 31,000	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ 28,000	
Insurance	\$ 4,570	\$ 5,030	\$ -	\$ -	\$ -	\$ -	\$ 5,030	
Criminal Background Checks	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	
Meeting Investigator	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
IT Hardware	\$ -	\$ 10,480	\$ -	\$ -	\$ -	\$ -	\$ 10,480	
IT Software	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000	
Councillors Expenditures	\$ 348,535	\$ 354,233	\$ -	\$ -	\$ -	\$ -	\$ 354,233	2%
Bursaries and Recognition Awards								
Councillor Per Diem	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Awards & Bursaries Receptions	\$ 4,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Awards & Bursaries Expenses	\$ 3,000	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500	
Bursaries and Recognition Awards	\$ 7,000	\$ 6,500	\$ -	\$ -	\$ -	\$ -	\$ 6,500	(7%)

General Government Budget 2021

	Issue Paper Required		Issue Paper Required		Issue Paper Required		Issue Paper Required		Issue Paper Required	
	Base		Service Level		Legislative		Legislative		Legislative	
	Budget 2020	Budget 2021	Change 2021	Change 2021	Change 2021	Change 2021	Change 2021	Change 2021	Budget 2021	Budget % Change
Strategic Planning Committee										
Councillor Per Diem	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Meals	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	
Strategic Planning	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	

Other Committees

Volunteer Mileage	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Accessibility Advisory Committee - Meals	\$ -	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350	
Other Committees	\$ 500	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350	(30%)

Convention Expense

Councillor Per Diem	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Accommodation	\$ 12,500	\$ 10,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,600	
Conventions	\$ 12,000	\$ 10,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,800	
Meals	\$ 3,000	\$ 2,775	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,775	
Travel	\$ 3,200	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	
Convention Expense	\$ 30,700	\$ 27,175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,175	(11%)

Tangible Capital Assets (TCA)

Revenue

Tax Requirement	\$ (7,250)	\$ (6,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,000)	
Total TCA Revenue	\$ (7,250)	\$ (6,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,000)	(17%)

Total TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
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Total Net TCA (Surplus) Deficit	\$ (7,250)	\$ (6,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (6,000)	
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Disbursements

TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Amortization	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

TRF fr Gen. Gov. LTP - OPS	\$ -	\$ (5,240)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,240)	
Total Transfers from Reserves	\$ -	\$ (5,240)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,240)	

TRF to Gen. Gov. LTP- CAP	\$ 7,250	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	
Total Transfers to Reserves	\$ 7,250	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	(17%)

Net Transfers to and (from) Reserves	\$ 7,250	\$ 760	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 760	(90%)
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Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
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Total Surplus to(Deficit from)Accum. Surplus	\$ 7,250	\$ 760	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 760	(90%)
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Total Gen. Government Revenue	\$ (508,938)	\$ (510,236)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (510,236)	0%
Total Gen. Government Expenditures	\$ 508,938	\$ 510,236	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510,236	0%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (496,188)
- Tax \$ Increase (Decrease) Over Previous Yr Budget	16,066

2021
\$ (492,496)
\$ (3,692)



General Government Budget 2021

	Budget 2021	Notes 2021
Operating		
Revenue		
Tax Requirement	\$ (486,496)	No ROMA Expenses
Modernization Funding	\$ (10,000)	EOWC Study for 2021
Expenditures		
Warden		
EOWC Expenses	\$ 14,200	Budget \$2,200 for regular expenses and \$2,000 to host meeting for EOWC. \$10,000 for Joint Projects and Studies.
Warden's Banquet	\$ -	Next Warden election will be in 2022.
Councillors Expenditures		
Meals	\$ 7,700	Reduced meals due to COVID
Travel	\$ 28,000	Less travel due to COVID
IT Hardware	\$ 10,480	Projectors \$9,000 and Podium Laptop \$1,480
IT Software	\$ 15,000	File Pro (Diligent\Compass)
Convention Expense		
Accommodation	\$ 10,600	Less as no ROMA
Conventions	\$ 10,800	Less as no ROMA
Meals	\$ 2,775	Less as no ROMA
Travel	\$ 3,000	Less as no ROMA
Change In Accumulated Surplus		
TRF fr Gen. Gov. LTP - OPS	\$ (5,240)	To partially fund the Projector and Laptop for Council Chambers

Corporate Operations Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Total Operating Revenue	\$ (5,685,014)	\$ (6,001,410)	\$ (49,142)	\$ -	\$ (6,050,552)	6%
Total Operating Expenditures	\$ 6,294,896	\$ 6,112,113	\$ 49,142	\$ -	\$ 6,161,255	(2%)
Total Net Operating (Surplus) Deficit	\$ 609,881	\$ 110,703	\$ -	\$ -	\$ 110,703	

Expenditures

Support Services	\$ 1,536,581	\$ 1,174,857	\$ 70,000	\$ -	\$ 1,244,857	(19%)
CAO Office	\$ 402,979	\$ 424,881	\$ (11,000)	\$ -	\$ 413,881	3%
Corporate Projects & Services	\$ 860,452	\$ 913,916	\$ (2,550)	\$ -	\$ 911,366	6%
Clerks and Clerical	\$ 460,409	\$ 485,721	\$ (450)	\$ -	\$ 485,271	5%
Finance Department	\$ 942,354	\$ 989,667	\$ (7,065)	\$ -	\$ 982,602	4%
HR Department	\$ 672,032	\$ 713,382	\$ 6,207	\$ -	\$ 719,589	7%
Health & Safety Policy Legislation	\$ 17,000	\$ 16,600	\$ (6,000)	\$ -	\$ 10,600	(38%)
Assessment	\$ 1,403,089	\$ 1,393,089	\$ -	\$ -	\$ 1,393,089	(1%)

Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (154,003)	\$ (180,000)	\$ -	\$ -	\$ (180,000)	17%
Total TCA Disbursements	\$ 54,200	\$ 52,700	\$ -	\$ -	\$ 52,700	(3%)
Total Net TCA (Surplus) Deficit	\$ (99,803)	\$ (127,300)	\$ -	\$ -	\$ (127,300)	28%

Disbursements

TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	
Amortization	\$ 54,200	\$ 52,700	\$ -	\$ -	\$ 52,700	(3%)
TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	
TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (727,155)	\$ (232,977)	\$ -	\$ -	\$ (232,977)	(68%)
Total Transfers to Reserves	\$ 271,277	\$ 302,274	\$ -	\$ -	\$ 302,274	11%
Net Transfers to and (from) Reserves	\$ (455,878)	\$ 69,297	\$ -	\$ -	\$ 69,297	(115%)
Change in Accum. Surplus Invested in TCA	\$ (54,200)	\$ (52,700)	\$ -	\$ -	\$ (52,700)	(3%)
Total Surplus to (Deficit from) Accum. Surplus	\$ (510,078)	\$ 16,597	\$ -	\$ -	\$ 16,597	(103%)

Total Corporate Revenue	\$ (6,566,172)	\$ (6,414,387)	\$ (49,142)	\$ -	\$ (6,463,529)	(2%)
Total Corporate Expenditures	\$ 6,566,173	\$ 6,414,387	\$ 49,142	\$ -	\$ 6,463,529	(2%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (4,124,782)
- Tax \$ Increase (Decrease) Over Previous Yr Budget	\$ (324,919)

2021
\$ (4,526,112)
\$ 401,330

Corporate Operations Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change
Operating						
Revenue						
Tax Requirement	\$ (3,970,779)	\$ (4,366,970)	\$ 20,858	\$ -	\$ (4,346,112)	
Recoveries	\$ (5,000)	\$ (5,000)	\$ -	\$ -	\$ (5,000)	
Product Sales	\$ (50)	\$ -	\$ -	\$ -	\$ -	
Modernization Funding	\$ (398,000)	\$ (253,500)	\$ (70,000)	\$ -	\$ (323,500)	
EORN Revenue	\$ (38,000)	\$ (38,000)	\$ -	\$ -	\$ (38,000)	
Municipal Recoveries	\$ (11,200)	\$ (11,200)	\$ -	\$ -	\$ (11,200)	
Development Charges Earned	\$ (64,000)	\$ (45,000)	\$ -	\$ -	\$ (45,000)	
Municipal Recoveries - IT	\$ (75,000)	\$ (75,000)	\$ -	\$ -	\$ (75,000)	
Supplementary Taxes	\$ (395,000)	\$ (395,000)	\$ -	\$ -	\$ (395,000)	
Payment-in-Lieu	\$ (167,560)	\$ (167,560)	\$ -	\$ -	\$ (167,560)	
Tax Write Offs	\$ 116,000	\$ 116,000	\$ -	\$ -	\$ 116,000	
Bank Interest	\$ (240,000)	\$ (240,000)	\$ -	\$ -	\$ (240,000)	
Investment Interest	\$ (107,000)	\$ (120,000)	\$ -	\$ -	\$ (120,000)	
Internal Transfers						
Internal Transfer- Land Division	\$ (9,500)	\$ (9,500)	\$ -	\$ -	\$ (9,500)	
Internal tsf. Gen. Admin-PCCP	\$ (285,590)	\$ (326,345)	\$ -	\$ -	\$ (326,345)	
Recovery from Infrastructure Services	\$ (34,335)	\$ (64,335)	\$ -	\$ -	\$ (64,335)	
Total Operating Revenue	\$ (5,685,014)	\$ (6,001,410)	\$ (49,142)	\$ -	\$ (6,050,552)	6%
Total Operating Expenditures	\$ 6,294,896	\$ 6,112,113	\$ 49,142	\$ -	\$ 6,161,255	(2%)
Total Net Operating (Surplus) Deficit	\$ 609,881	\$ 110,703	\$ -	\$ -	\$ 110,703	

Expenditures

Support Services

Employee Assistance Program	\$ 3,000	\$ 3,300	\$ -	\$ -	\$ 3,300
Advertising/Marketing	\$ 33,000	\$ 35,000	\$ -	\$ -	\$ 35,000
Courier	\$ 9,800	\$ 10,100	\$ -	\$ -	\$ 10,100
Photocopier	\$ 29,070	\$ 24,570	\$ -	\$ -	\$ 24,570
Postage	\$ 5,600	\$ 5,600	\$ -	\$ -	\$ 5,600
Office Supplies	\$ 18,500	\$ 18,500	\$ -	\$ -	\$ 18,500
Office Equip. Repairs & Maint.	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 2,000
Subscriptions	\$ 2,600	\$ 2,400	\$ -	\$ -	\$ 2,400
Staff Retirements, Recognition	\$ 8,500	\$ 9,500	\$ -	\$ -	\$ 9,500
Billable/Recoverable Expenses	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 2,000
Insurance	\$ 67,620	\$ 76,015	\$ -	\$ -	\$ 76,015
Cash Over/Under	\$ 50	\$ 50	\$ -	\$ -	\$ 50
File Storage	\$ 14,000	\$ 12,000	\$ -	\$ -	\$ 12,000
Corporate Training	\$ 51,000	\$ 51,000	\$ -	\$ -	\$ 51,000
Employee Recognition	\$ 7,000	\$ 1,000	\$ -	\$ -	\$ 1,000
Relocation Cost - Staff	\$ 8,000	\$ 6,000	\$ -	\$ -	\$ 6,000
Criminal Background Checks	\$ 300	\$ 3,500	\$ -	\$ -	\$ 3,500
EORN Expenses	\$ 28,000	\$ -	\$ -	\$ -	\$ -
Articles for Resale	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 1,500
Contingency	\$ 140,000	\$ 140,000	\$ -	\$ -	\$ 140,000

Corporate Operations Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change
IT Hardware	\$ 23,550	\$ 17,120	\$ -	\$ -	\$ 17,120	
IT Software	\$ 249,022	\$ 225,475	\$ 20,000	\$ -	\$ 245,475	
Managed Network	\$ 24,500	\$ 20,140	\$ -	\$ -	\$ 20,140	
Mobile Devices	\$ 11,000	\$ 8,290	\$ -	\$ -	\$ 8,290	
Telephone	\$ 17,000	\$ 15,410	\$ -	\$ -	\$ 15,410	
Signage - Gateway Sign	\$ 2,500	\$ 2,500	\$ -	\$ -	\$ 2,500	
Consultant Service	\$ 535,000	\$ 327,000	\$ -	\$ -	\$ 327,000	
Asset Management Consulting	\$ 55,000	\$ 65,000	\$ -	\$ -	\$ 65,000	
Financial Audit Fees	\$ 4,000	\$ 4,587	\$ -	\$ -	\$ 4,587	
Legal Services	\$ 35,000	\$ 40,000	\$ -	\$ -	\$ 40,000	
Website Development	\$ 3,000	\$ 3,000	\$ 50,000	\$ -	\$ 53,000	
Website Maintenance	\$ 3,200	\$ 3,200	\$ -	\$ -	\$ 3,200	
Bank Interest and Charges	\$ 6,700	\$ 6,500	\$ -	\$ -	\$ 6,500	
Interest and Penalties	\$ 1,300	\$ 1,500	\$ -	\$ -	\$ 1,500	
Emp. Future Benefit Costs	\$ 134,269	\$ 31,100	\$ -	\$ -	\$ 31,100	
Support Services	\$ 1,536,581	\$ 1,174,857	\$ 70,000	\$ -	\$ 1,244,857	(19%)
CAO Office						
Salary and Benefits	\$ 336,279	\$ 343,681	\$ -	\$ -	\$ 343,681	
Vehicle Allowance	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ 9,000	
Membership	\$ 30,500	\$ 30,500	\$ -	\$ -	\$ 30,500	
Staff Development	\$ 7,000	\$ 14,200	\$ (6,700)	\$ -	\$ 7,500	
Conventions	\$ 4,200	\$ 4,200	\$ (1,200)	\$ -	\$ 3,000	
Accommodation	\$ 5,500	\$ 5,500	\$ (2,500)	\$ -	\$ 3,000	
Meals	\$ 2,600	\$ 2,600	\$ (600)	\$ -	\$ 2,000	
Employee Recognitions	\$ -	\$ 7,200	\$ -	\$ -	\$ 7,200	
Travel	\$ 2,900	\$ 3,000	\$ -	\$ -	\$ 3,000	
Discretionary Account	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000	
CAO Office	\$ 402,979	\$ 424,881	\$ (11,000)	\$ -	\$ 413,881	3%
Corporate Projects & Services						
Salary and Benefits	\$ 826,952	\$ 881,232	\$ -	\$ -	\$ 881,232	
Membership	\$ 1,300	\$ 1,300	\$ -	\$ -	\$ 1,300	
Staff Development	\$ 9,500	\$ 14,504	\$ -	\$ -	\$ 14,504	
Conventions	\$ 3,000	\$ 2,200	\$ -	\$ -	\$ 2,200	
Accommodation	\$ 4,800	\$ 2,200	\$ (1,000)	\$ -	\$ 1,200	
Meals	\$ 2,600	\$ 2,650	\$ (650)	\$ -	\$ 2,000	
Travel	\$ 6,000	\$ 3,400	\$ (900)	\$ -	\$ 2,500	
Vehicle Maintenance	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ 4,000	
Corporate Vehicle Insurance	\$ 1,300	\$ 1,430	\$ -	\$ -	\$ 1,430	
Clothing Allowance	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 1,000	
Corporate Projects & Services	\$ 860,452	\$ 913,916	\$ (2,550)	\$ -	\$ 911,366	6%

Corporate Operations Budget 2021

			Issue Paper Required		Issue Paper Required			
	Base		Service Level		Legislative			
	Budget 2020	Budget 2021	Change 2021		Change 2021		Budget 2021	Budget % Change
Clerks and Clerical								
Salary and Benefits	\$ 448,044	\$ 473,936	\$ -	\$ -	\$ -	\$ -	\$ 473,936	
Membership	\$ 900	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ 1,100	
Subscriptions	\$ 380	\$ 900	\$ -	\$ -	\$ -	\$ -	\$ 900	
Staff Development	\$ 6,300	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Conventions	\$ 2,400	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ 2,400	
Accommodation	\$ 1,200	\$ 1,200	\$ (450)	\$ -	\$ -	\$ -	\$ 750	
Meals	\$ 560	\$ 560	\$ -	\$ -	\$ -	\$ -	\$ 560	
Travel	\$ 625	\$ 625	\$ -	\$ -	\$ -	\$ -	\$ 625	
Clerks and Clerical	\$ 460,409	\$ 485,721	\$ (450)	\$ -	\$ -	\$ -	\$ 485,271	5%
Finance Department								
Salary and Benefits	\$ 911,974	\$ 954,942	\$ -	\$ -	\$ -	\$ -	\$ 954,942	
Subscriptions	\$ 1,950	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ 1,400	
Membership	\$ 5,975	\$ 7,250	\$ -	\$ -	\$ -	\$ -	\$ 7,250	
Staff Development	\$ 7,350	\$ 9,450	\$ (1,690)	\$ -	\$ -	\$ -	\$ 7,760	
Conventions	\$ 3,400	\$ 4,050	\$ (1,050)	\$ -	\$ -	\$ -	\$ 3,000	
Accommodation	\$ 5,700	\$ 6,050	\$ (2,120)	\$ -	\$ -	\$ -	\$ 3,930	
Meals	\$ 2,325	\$ 2,655	\$ (800)	\$ -	\$ -	\$ -	\$ 1,855	
Travel	\$ 3,680	\$ 3,870	\$ (1,405)	\$ -	\$ -	\$ -	\$ 2,465	
Finance Department	\$ 942,354	\$ 989,667	\$ (7,065)	\$ -	\$ -	\$ -	\$ 982,602	4%
HR Department								
Salary and Benefits	\$ 568,557	\$ 602,142	\$ 15,907	\$ -	\$ -	\$ -	\$ 618,049	
Subscriptions	\$ 1,950	\$ 1,600	\$ -	\$ -	\$ -	\$ -	\$ 1,600	
Membership	\$ 2,400	\$ 2,600	\$ -	\$ -	\$ -	\$ -	\$ 2,600	
Staff Development	\$ 4,500	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ 4,500	
Conventions	\$ 6,000	\$ 6,000	\$ (3,200)	\$ -	\$ -	\$ -	\$ 2,800	
Accommodation	\$ 4,500	\$ 4,500	\$ (3,500)	\$ -	\$ -	\$ -	\$ 1,000	
Meals	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	
Travel	\$ 3,500	\$ 3,500	\$ (3,000)	\$ -	\$ -	\$ -	\$ 500	
Recruitment Costs	\$ 22,000	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000	
IT Software	\$ 27,500	\$ 35,440	\$ -	\$ -	\$ -	\$ -	\$ 35,440	
Legal Services	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	
Interest and Penalties	\$ 125	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 100	
HR Department	\$ 672,032	\$ 713,382	\$ 6,207	\$ -	\$ -	\$ -	\$ 719,589	7%
Health & Safety Policy Legislation								
Subscriptions	\$ 600	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 600	
Health and Safety Supplies	\$ 1,400	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	
Health & Safety Training	\$ 13,500	\$ 14,000	\$ (6,000)	\$ -	\$ -	\$ -	\$ 8,000	
Meals	\$ 1,500	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	
Health & Safety Policy Legislation	\$ 17,000	\$ 16,600	\$ (6,000)	\$ -	\$ -	\$ -	\$ 10,600	(38%)
Assessment								
MPAC Services	\$ 1,403,089	\$ 1,393,089	\$ -	\$ -	\$ -	\$ -	\$ 1,393,089	-1%
Assessment	\$ 1,403,089	\$ 1,393,089	\$ -	\$ -	\$ -	\$ -	\$ 1,393,089	(1%)

Corporate Operations Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Tangible Capital Assets (TCA)

Revenue

Tax Requirement	\$ (154,003)	\$ (180,000)	\$ -	\$ -	\$ (180,000)	
Total TCA Revenue	\$ (154,003)	\$ (180,000)	\$ -	\$ -	\$ (180,000)	17%

Total TCA Disbursements	\$ 54,200	\$ 52,700	\$ -	\$ -	\$ 52,700	(3%)
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Total Net TCA (Surplus) Deficit	\$ (99,803)	\$ (127,300)	\$ -	\$ -	\$ (127,300)	28%
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Disbursements

TCA Disbursements

TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	
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Amortization	\$ 54,200	\$ 52,700	\$ -	\$ -	\$ 52,700	(3%)
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TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	
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TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	
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Change In Accumulated Surplus

TRF fr Working Funds Gen.-OPS	\$ (382,655)	\$ (46,857)	\$ -	\$ -	\$ (46,857)	
TRF fr Corp. LTP - OPS	\$ (81,500)	\$ (61,120)	\$ -	\$ -	\$ (61,120)	
TRF fr Carry Forward Funds-OPS	\$ (263,000)	\$ (125,000)	\$ -	\$ -	\$ (125,000)	
Total Transfers from Reserves	\$ (727,155)	\$ (232,977)	\$ -	\$ -	\$ (232,977)	(68%)

TRF to Working Funds Gen.-OPS	\$ 97,274	\$ 97,274	\$ -	\$ -	\$ 97,274	
TRF to Corp. LTP - CAP	\$ 154,003	\$ 180,000	\$ -	\$ -	\$ 180,000	
TRF to Corp. LTP - OPS	\$ -	\$ -	\$ -	\$ -	\$ -	
TRF to Insurance - OPS	\$ 20,000	\$ 25,000	\$ -	\$ -	\$ 25,000	
Total Transfers to Reserves	\$ 271,277	\$ 302,274	\$ -	\$ -	\$ 302,274	11%

Net Transfers to and (from) Reserves	\$ (455,878)	\$ 69,297	\$ -	\$ -	\$ 69,297	(115%)
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Change in Accum. Surplus Invested in TCA	\$ (54,200)	\$ (52,700)	\$ -	\$ -	\$ (52,700)	(3%)
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Total Surplus to (Deficit from) Accum. Surplus	\$ (510,078)	\$ 16,597	\$ -	\$ -	\$ 16,597	(103%)
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Total Corporate Revenue	\$ (6,566,172)	\$ (6,414,387)	\$ (49,142)	\$ -	\$ (6,463,529)	(2%)
Total Corporate Expenditures	\$ 6,566,173	\$ 6,414,387	\$ 49,142	\$ -	\$ 6,463,529	(2%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (4,124,782)
- Tax \$ Increase (Decrease) Over Previous Yr Budget	\$ (324,919)

2021
\$ (4,526,112)
\$ 401,330



Corporate Operations Budget 2021

	Budget 2021	Notes
Operating		
Revenue		
Tax Requirement	\$ (4,346,112)	Lowered for 2021 due to COVID-19
Modernization Funding	\$ (323,500)	Electric Doc. \$160,000, P Card Imp. \$3,500 (CFWD from 2020), Asset Management \$55,000 (\$45,000 Mod funds CFWD from 2020, \$10,000 new 2021) GIS Assessment Project \$35,000 (includes legal of \$10,000). Website Dev. \$50,000, Cloud/Server \$20,000
Development Charges Earned	\$ (45,000)	To fund Development Charge Study Update
Supplementary Taxes	\$ (395,000)	Can address at year end potentially with safe restart funds
Bank Interest	\$ (240,000)	Can address at year end potentially with safe restart funds
Internal Transfers		
Recovery from Infrastructure Services	\$ (64,335)	ISD Is funding \$30,000 for ASA/Facilities Position
Expenditures		
Support Services		
Employee Assistance Program	\$ 3,300	Mental Health Resources
Photocopier	\$ 24,570	New lease
Staff Retirements, Recognition	\$ 9,500	Retiree events and annual staff appreciation gifts.
Insurance	\$ 76,015	Cyber increase is 5% and regular insurance increase is 10%, plus changes to policy
Employee Recognition	\$ 1,000	Account split for 2021 with CAO department.
Criminal Background Checks	\$ 3,500	Every 5 years
IT Hardware	\$ 17,120	Admin \$4,160, Finance \$3,760 and HR \$3,200 all funded from Corp LTP Reserve. LCD displays \$3,000 and Smart Phone replacements \$3,000
IT Software	\$ 245,475	New Addition Server/Cloud \$20,000 Modernization funds, Questica increase \$14,500, Paramount \$11,500, Tech Project \$20,000 funded from corp reserve.
Mobile Devices	\$ 8,290	Based on actuals plus 2%
Telephone	\$ 15,410	Based on 2020 actuals plus 2%
Consultant Service	\$ 327,000	Strategic Plan \$30,000 (From Corp Reserve), DC Study \$55,000 (\$45,000 funded from DC's), Tech Projects Implementation Consultant \$20,000 (funded from Corp LTP Reserve), Electronic Document Management \$160,000 (funded from Modernization funds), Tax Policy Review \$15,000 CFWD from 2020, cash pickup service \$3,500 per year. P card implementation \$3,500 CFWD from 2020 (funded from modernization funds from 2020), GIS Assessment Project \$35,000 (funded from Modernization fund)
Asset Management Consulting	\$ 65,000	\$55,000 from 2020 (In 2020, \$45,000 was from modernization and \$10,000 CFWD from 2019). Added \$10,000 additional for 2021 - total budget \$65,000. For 2021, \$55,000 from CFWD and \$10,000 from modernization funds.

Corporate Operations Budget 2021

	Budget 2021	Notes
Legal Services	\$ 40,000	Increased for risk management purposes.
Website Development	\$ 53,000	Full website refresh and improvements (epermits, eclaims, public engagement tools). Fund in 2021 from modernization funds After contract with cash pickup service expires, budget for electronic scanning of cheques for deposit. In 2020, this fee was \$1,350 per year. Not budgeted in 2021 as the cash pickup service contract just signed.
Bank Interest and Charges	\$ 6,500	
CAO Office		
Staff Development	\$ 7,500	Lowered for 2021 due to COVID-19 - The All staff meetings online and not in person
Conventions	\$ 3,000	Lowered for 2021 due to COVID-19
Accommodation	\$ 3,000	Lowered for 2021 due to COVID-19
Meals	\$ 2,000	Lowered for 2021 due to COVID-19
Corporate Projects & Services		
IT Dept. Salaries	\$ 356,277	Contract position budgeted as full time, full year
Membership	\$ 1,300	SG AMCTO and OPBA.
Staff Development	\$ 14,504	Global Knowledge MS & Cyber Security
Conventions	\$ 2,200	Crisis Communications & AMO
Accommodation	\$ 1,200	Crisis Communications & AMO - Lowered for 2021 due to COVID-19
Meals	\$ 2,000	Lowered for 2021 due to COVID-19
Travel	\$ 2,500	Lowered for 2021 due to COVID-19
Vehicle Maintenance	\$ 4,000	2 vehicles in IT, fuel, maintenance costs. Servicing lower tier townships.
Clerks and Clerical		
Membership	\$ 1,100	Kari and Lynn AMCTO, PCMMCT.
Subscriptions	\$ 900	Ont Municipal Directory, Municipal Law Manuals (2).
Staff Development	\$ 5,000	AMCTO Municipal Law (2), DM.
Conventions	\$ 2,400	
Accommodation	\$ 750	Lowered for 2021 due to COVID-19
Finance Department		
Finance Dept. Salaries	\$ 717,259	Annualization of procurement position
Membership	\$ 7,250	Added funds for Asset Management CPA and Procurement Supervisor
Staff Development	\$ 7,760	Added CPA for Asset Management Analyst and training for Procurement Supervisor - Reduced for 2021 due to COVID-19
Conventions	\$ 3,000	Lowered for 2021 due to COVID-19
Accommodation	\$ 3,930	Lowered for 2021 due to COVID-19
Meals	\$ 1,855	Lowered for 2021 due to COVID-19
Travel	\$ 2,465	Lowered for 2021 due to COVID-19
HR Department		
HR Dept. Salaries	\$ 468,134	Added funds for Summer Student in HR
Conventions	\$ 2,800	Lowered for 2021 due to COVID-19
Accommodation	\$ 1,000	Lowered for 2021 due to COVID-19
Travel	\$ 500	Lowered for 2021 due to COVID-19
IT Software	\$ 35,440	Adobe Blanchard & Young \$500, Articulate \$1,300, GP Year end \$2,580, infoHR - yearly support \$6,500, LMS(MiLearn) \$21,060, Recruit Right \$3,500
Legal Services	\$ 30,000	Labour relations and negotiations.
Health & Safety Policy Legislation		
Health & Safety Training	\$ 8,000	Lowered for 2021 due to COVID-19



Corporate Operations Budget 2021

	Budget 2021	Notes
Change In Accumulated Surplus		
TRF fr Working Funds Gen.-OPS	\$ (46,857)	\$10,000 for DC Study, \$36,857 Manulife benefit savings from 2020,
TRF fr Corp. LTP - OPS	\$ (61,120)	Computer replacements (\$4,160 Corp, \$3,760 Finance, \$3,200 HR), Technology Projects (\$20,000), Strategic Plan (\$30,000)
TRF fr Carry Forward Funds-OPS	\$ (125,000)	CFWD \$10,000 for Asset Management Funds from 2020, and \$15,000 Tax Policy from 2020. \$100,000 CFWD from 2020 to 2021 for Contingency
TRF to Working Funds Gen.-OPS	\$ 97,274	Repayment #2 of 7 to General Working Funds Reserve for EORN project (Original of \$680,918 in 2019 for EORN with repayment over the years 2020 to 2026).
TRF to Insurance - OPS	\$ 25,000	Per Insurance LTP Reserve Plan.

Corporate Facilities Budget 2021

	Issue Paper Required		Issue Paper Required			
	Service Level		Legislative			
	Budget	Base	Change	Change	Budget	Budget %
	2020	2021	2021	2021	2021	Change

Operating

Revenue

Total Operating Revenue	\$ (1,193,822)	\$ (1,255,271)	\$ -	\$ -	\$ (1,255,271)	5%
Total Operating Expenditures	\$ 1,111,308	\$ 1,379,603	\$ 76,500	\$ -	\$ 1,456,103	31%
Total Net Operating (Surplus) Deficit	\$ (82,514)	\$ 124,332	\$ 76,500	\$ -	\$ 200,832	

Expenditures

Court House & Ground Expenditures	\$ 449,710	\$ 509,030	\$ 50,000	\$ -	\$ 559,030	24%
Janitor's House	\$ 21,250	\$ 15,250	\$ -	\$ -	\$ 15,250	(28%)
Victoria Park	\$ 18,000	\$ 18,000	\$ -	\$ -	\$ 18,000	
Heritage Park	\$ -	\$ -	\$ -	\$ -	\$ -	
Armour Road Facility Expenditures	\$ 206,618	\$ 184,988	\$ 11,000	\$ -	\$ 195,988	(5%)
Douro ISD Depot	\$ 175,790	\$ 246,975	\$ 9,500	\$ -	\$ 256,475	46%
Millbrook ISD Depot	\$ 57,300	\$ 71,150	\$ -	\$ -	\$ 71,150	24%
Buckhorn ISD Depot	\$ 64,480	\$ 133,750	\$ -	\$ -	\$ 133,750	107%
Havelock ISD Depot	\$ 74,810	\$ 156,440	\$ -	\$ -	\$ 156,440	109%
Centreline ISD Depot	\$ 39,150	\$ 39,820	\$ 6,000	\$ -	\$ 45,820	17%
Other ISD Facilities	\$ 4,200	\$ 4,200	\$ -	\$ -	\$ 4,200	

Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (323,698)	\$ (382,328)	\$ -	\$ -	\$ (382,328)	18%
Total TCA Disbursements	\$ 410,668	\$ 423,728	\$ -	\$ -	\$ 423,728	3%
Total Net TCA (Surplus) Deficit	\$ 86,970	\$ 41,400	\$ -	\$ -	\$ 41,400	

Disbursements

TCA Disbursements	\$ 917,698	\$ 388,328	\$ -	\$ -	\$ 388,328	(58%)
Amortization	\$ 94,970	\$ 91,400	\$ -	\$ -	\$ 91,400	(4%)
TCA Clearing	\$ (602,000)	\$ (56,000)	\$ -	\$ -	\$ (56,000)	(91%)
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (618,000)	\$ (193,000)	\$ (76,500)	\$ -	\$ (269,500)	(56%)
Total Transfers to Reserves	\$ 106,514	\$ 62,668	\$ -	\$ -	\$ 62,668	(41%)
Net Transfers to and (from) Reserves	\$ (511,486)	\$ (130,332)	\$ (76,500)	\$ -	\$ (206,832)	(60%)
Change in Accum. Surplus Invested in TCA	\$ 507,030	\$ (35,400)	\$ -	\$ -	\$ (35,400)	(107%)
Total Surplus to (Deficit from) Accum. Surplus	\$ (4,456)	\$ (165,732)	\$ (76,500)	\$ -	\$ (242,232)	

Total Corp. Facilities Revenue	\$ (2,135,520)	\$ (1,830,599)	\$ (76,500)	\$ -	\$ (1,907,099)	(11%)
Total Corp. Facilities Expenditures	\$ 2,135,520	\$ 1,830,599	\$ 76,500	\$ -	\$ 1,907,099	(11%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (451,661)
- Tax \$ Increase (Decrease) Over Previous Year Budget	\$ 64,352

2021
\$ (571,740)
\$ 120,079

Corporate Facilities Budget 2021

			Issue Paper Required		Issue Paper Required			
	Budget	Base	Service Level	Legislative	Budget	Budget %		
	2020	2021	Change 2021	Change 2021	2021	Change		
Operating								
Revenue								
Tax Requirement	\$ (443,661)	\$ (521,740)	\$ -	\$ -	\$ (521,740)			
Court House Rental	\$ (606,209)	\$ (606,209)	\$ -	\$ -	\$ (606,209)			
Parking Fees	\$ (40,000)	\$ (40,000)	\$ -	\$ -	\$ (40,000)			
Janitor's House Rental	\$ (18,000)	\$ (18,000)	\$ -	\$ -	\$ (18,000)			
Victoria Park Rental	\$ (150)	\$ (150)	\$ -	\$ -	\$ (150)			
Internal Transfer Operating	\$ (85,802)	\$ (69,172)	\$ -	\$ -	\$ (69,172)			
Total Operating Revenue	\$ (1,193,822)	\$ (1,255,271)	\$ -	\$ -	\$ (1,255,271)			5%
Total Operating Expenditures	\$ 1,111,308	\$ 1,379,603	\$ 76,500	\$ -	\$ 1,456,103			31%
Total Net Operating (Surplus) Deficit	\$ (82,514)	\$ 124,332	\$ 76,500	\$ -	\$ 200,832			
Expenditures								
Court House & Ground Expenditures								
Insurance	\$ 18,210	\$ 20,030	\$ -	\$ -	\$ 20,030			
Janitorial Services	\$ 95,000	\$ 95,000	\$ 42,000	\$ -	\$ 137,000			
Janitorial Supplies	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	\$ 6,000			
Heating & Air Conditioning	\$ 45,000	\$ 45,000	\$ 5,000	\$ -	\$ 50,000			
Plumbing Repairs and Maint.	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000			
Electrical Repairs and Maint.	\$ 10,000	\$ 12,000	\$ -	\$ -	\$ 12,000			
Fire&Security System, Elevator	\$ 10,000	\$ 12,000	\$ -	\$ -	\$ 12,000			
Equipment Maint.	\$ 8,500	\$ 8,500	\$ -	\$ -	\$ 8,500			
Building Repairs and Mtce.	\$ 65,000	\$ 55,000	\$ -	\$ -	\$ 55,000			
Energy Retro Fit/Upgrades	\$ 4,500	\$ 4,500	\$ -	\$ -	\$ 4,500			
Grounds Maint.	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000			
Garbage Collection	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ 8,000			
Hydro	\$ 85,000	\$ 87,000	\$ -	\$ -	\$ 87,000			
Water and Sewer	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000			
Fuel	\$ 23,000	\$ 23,000	\$ -	\$ -	\$ 23,000			
Parking Lot Gates Maint.	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 1,000			
Parking Lot Maint.	\$ 28,500	\$ 30,000	\$ -	\$ -	\$ 30,000			
Furniture	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000			
Major Preventive Maintenance	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000			
Court House & Ground Expenditures	\$ 449,710	\$ 509,030	\$ 50,000	\$ -	\$ 559,030			24%
Janitor's House								
Building Repairs and Mtce.	\$ 14,000	\$ 8,000	\$ -	\$ -	\$ 8,000			
Hydro	\$ 3,200	\$ 3,200	\$ -	\$ -	\$ 3,200			
Fuel	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 2,000			
Property Taxes	\$ 2,050	\$ 2,050	\$ -	\$ -	\$ 2,050			
Janitor's House	\$ 21,250	\$ 15,250	\$ -	\$ -	\$ 15,250			(28%)
Victoria Park								
Park Maint.	\$ 18,000	\$ 18,000	\$ -	\$ -	\$ 18,000			
Victoria Park	\$ 18,000	\$ 18,000	\$ -	\$ -	\$ 18,000			
Heritage Park								
Park Maint.	\$ -	\$ -	\$ -	\$ -	\$ -			
Heritage Park	\$ -	\$ -	\$ -	\$ -	\$ -			

Corporate Facilities Budget 2021

			Issue Paper Required		Issue Paper Required			
	Base		Service Level		Legislative			
	Budget	Budget	Change	Change	Change	Change	Budget	Budget %
	2020	2021	2021	2021	2021	2021	2021	Change
Armour Road Facility Expenditures								
Janitorial Services - Other	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	
Janitorial Services	\$ 20,000	\$ 20,000	\$ 8,000	\$ -	\$ -	\$ -	\$ 28,000	
Heating & Air Conditioning	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000	
Building Repairs and Mtce.	\$ 10,000	\$ 5,000	\$ 3,000	\$ -	\$ -	\$ -	\$ 8,000	
Garbage Collection	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	
Hydro	\$ 8,400	\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ 8,400	
Water and Sewer	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500	
Parking Lot Maint.	\$ 4,500	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ 4,500	
Debenture Payments - Interest	\$ 154,218	\$ 137,588	\$ -	\$ -	\$ -	\$ -	\$ 137,588	
Armour Road Facility Expenditures	\$ 206,618	\$ 184,988	\$ 11,000	\$ -	\$ -	\$ -	\$ 195,988	(5%)
Douro ISD Depot								
Insurance	\$ 8,040	\$ 8,845	\$ -	\$ -	\$ -	\$ -	\$ 8,845	
Telephone	\$ 1,250	\$ 4,630	\$ -	\$ -	\$ -	\$ -	\$ 4,630	
Janitorial Services - Other	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	
Janitorial Services	\$ 15,000	\$ 15,000	\$ 8,000	\$ -	\$ -	\$ -	\$ 23,000	
Janitorial Supplies	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ 3,000	
Heating Fuel	\$ 21,000	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ 21,000	
Plumbing Repairs & Mtce.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Electrical Repairs & Mtce.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Security	\$ 6,500	\$ 6,500	\$ -	\$ -	\$ -	\$ -	\$ 6,500	
Building Repairs & Mtce.	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	
Energy Retro Fit/Upgrades	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Grounds Repairs & Mtce.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Hydro	\$ 31,500	\$ 31,500	\$ -	\$ -	\$ -	\$ -	\$ 31,500	
Mechanical Repairs and Mtce	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
Building Contracted	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
Douro Sand Dome	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000	
Douro Salt Dome	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000	
Douro - Major Preventive Mtnc	\$ 20,000	\$ 87,000	\$ -	\$ -	\$ -	\$ -	\$ 87,000	
Douro ISD Depot	\$ 175,790	\$ 246,975	\$ 9,500	\$ -	\$ -	\$ -	\$ 256,475	46%
Millbrook ISD Depot								
Insurance	\$ 3,400	\$ 3,740	\$ -	\$ -	\$ -	\$ -	\$ 3,740	
Telephone	\$ 1,100	\$ 1,610	\$ -	\$ -	\$ -	\$ -	\$ 1,610	
Heating Fuel	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Plumbing Repairs & Mtce.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Electrical Repairs & Mtce.	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	
Security	\$ 2,600	\$ 2,600	\$ -	\$ -	\$ -	\$ -	\$ 2,600	
Building Repairs & Mtce.	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000	
Energy Retro Fit/Upgrades	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000	
Grounds Repairs & Mtce.	\$ 2,200	\$ 2,200	\$ -	\$ -	\$ -	\$ -	\$ 2,200	
Hydro	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Mechanical Repairs & Mtce.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Millbrook Sand Dome	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000	
Millbrook Salt Dome	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	
Millbrook - Major Preventive Mtnc	\$ -	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ 13,000	
Millbrook ISD Depot	\$ 57,300	\$ 71,150	\$ -	\$ -	\$ -	\$ -	\$ 71,150	24%

Corporate Facilities Budget 2021

			Issue Paper Required		Issue Paper Required			
	Budget	Base	Service Level	Legislative	Budget	Budget %		
	2020	2021	Change 2021	Change 2021	2021	Change		
Buckhorn ISD Depot								
Insurance	\$ 2,680	\$ 2,950	\$ -	\$ -	\$ 2,950			
Plumbing Repairs & Mtce.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000			
Electrical Repairs & Mtce.	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000			
Security	\$ 3,300	\$ 3,300	\$ -	\$ -	\$ 3,300			
Building Repairs & Mtce.	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ 8,000			
Grounds Repairs & Mtce.	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 1,500			
Hydro	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ 8,000			
Mechanical Repairs & Mtce.	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000			
Buckhorn Sand Dome	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ 3,000			
Buckhorn Salt Dome	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 2,000			
Buckhorn - Major Preventive Mtnc	\$ 11,000	\$ 80,000	\$ -	\$ -	\$ 80,000			
Buckhorn ISD Depot	\$ 64,480	\$ 133,750	\$ -	\$ -	\$ 133,750			107%
Havelock ISD Depot								
Insurance	\$ 1,410	\$ 1,550	\$ -	\$ -	\$ 1,550			
Managed Network	\$ -	\$ 13,200	\$ -	\$ -	\$ 13,200			
Telephone	\$ 1,400	\$ 1,690	\$ -	\$ -	\$ 1,690			
Heating Fuel	\$ 13,000	\$ 13,000	\$ -	\$ -	\$ 13,000			
Plumbing Repairs & Mtce.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000			
Electrical Repairs & Mtce.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000			
Security	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 1,000			
Building Repairs & Mtce.	\$ 14,000	\$ 14,000	\$ -	\$ -	\$ 14,000			
Grounds Repairs & Mtce.	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 1,000			
Hydro	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ 6,000			
Mechanical Repairs & Mtce.	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000			
Havelock Sand Dome	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 2,000			
Havelock Salt Dome	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ 3,000			
Havelock - Major Preventive Mtnc	\$ 12,000	\$ 80,000	\$ -	\$ -	\$ 80,000			
Havelock ISD Depot	\$ 74,810	\$ 156,440	\$ -	\$ -	\$ 156,440			109%
Centreline ISD Depot								
Insurance	\$ 1,050	\$ 1,150	\$ -	\$ -	\$ 1,150			
Telephone	\$ 1,500	\$ 2,070	\$ -	\$ -	\$ 2,070			
Electrical Repairs & Mtce.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000			
Security	\$ 5,600	\$ 5,600	\$ -	\$ -	\$ 5,600			
Building Repairs & Mtce.	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000			
Energy Retro Fit/Upgrades	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 2,000			
Grounds Repairs & Mtce.	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ 4,000			
Hydro	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ 6,000			
Centreline Sand Dome	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 2,000			
Centreline Salt Dome	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 2,000			
Centreline - Major Preventive Mtnc	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000			
Centreline ISD Depot	\$ 39,150	\$ 39,820	\$ 6,000	\$ -	\$ 45,820			17%
Other ISD Facilities								
Mine Sand Dome - Building Repairs & Mtce.	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ 2,000			
Mine Sand Dome - Hydro	\$ 1,700	\$ 1,700	\$ -	\$ -	\$ 1,700			
Westwood Property	\$ 500	\$ 500	\$ -	\$ -	\$ 500			
Other ISD Facilities	\$ 4,200	\$ 4,200	\$ -	\$ -	\$ 4,200			

Corporate Facilities Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget	Base	Service Level	Legislative	Budget	Budget %
	2020	Budget	Change	Change	2021	Change
		2021	2021	2021		

Tangible Capital Assets (TCA)

Revenue						
Tax Requirement	\$ (8,000)	\$ (50,000)	\$ -	\$ -	\$ (50,000)	
Internal Transfer Capital	\$ (315,698)	\$ (332,328)	\$ -	\$ -	\$ (332,328)	
Total TCA Revenue	\$ (323,698)	\$ (382,328)	\$ -	\$ -	\$ (382,328)	18%

Total TCA Disbursements	\$ 410,668	\$ 423,728	\$ -	\$ -	\$ 423,728	3%
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Total Net TCA (Surplus) Deficit	\$ 86,970	\$ 41,400	\$ -	\$ -	\$ 41,400	
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Disbursements

TCA Disbursements

Court House Facility	\$ 563,000	\$ -	\$ -	\$ -	\$ -	
Armour Road Facilities	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ 6,000	
Debenture Pymts. - Principal	\$ 315,698	\$ 332,328	\$ -	\$ -	\$ 332,328	
Buckhorn Depot Facilities	\$ 33,000	\$ 50,000	\$ -	\$ -	\$ 50,000	
TCA Disbursements	\$ 917,698	\$ 388,328	\$ -	\$ -	\$ 388,328	(58%)

Amortization	\$ 94,970	\$ 91,400	\$ -	\$ -	\$ 91,400	(4%)
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TCA Clearing	\$ (602,000)	\$ (56,000)	\$ -	\$ -	\$ (56,000)	(91%)
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Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	
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Change In Accumulated Surplus

TRF fr Carry Forward Funds - CAP	\$ (594,000)	\$ (6,000)	\$ -	\$ -	\$ (6,000)	
TRF fr Carry Forward Funds - OPS	\$ (24,000)	\$ (42,000)	\$ -	\$ -	\$ (42,000)	
TRF fr Facilities LTP - Ops	\$ -	\$ (95,000)	\$ -	\$ -	\$ (95,000)	
TRF fr ISD Facilities - OPS	\$ -	\$ (50,000)	\$ -	\$ -	\$ (50,000)	
TRF fr Safe Restart Funds - OPS	\$ -	\$ -	\$ (76,500)	\$ -	\$ (76,500)	
Total Transfers from Reserves	\$ (618,000)	\$ (193,000)	\$ (76,500)	\$ -	\$ (269,500)	(56%)

TRF to Facilities LTP - OPS	\$ 106,514	\$ 62,668	\$ -	\$ -	\$ 62,668	
Total Transfers to Reserves	\$ 106,514	\$ 62,668	\$ -	\$ -	\$ 62,668	(41%)

Net Transfers to and (from) Reserves	\$ (511,486)	\$ (130,332)	\$ (76,500)	\$ -	\$ (206,832)	(60%)
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Change in Accum. Surplus Invested in TCA	\$ 507,030	\$ (35,400)	\$ -	\$ -	\$ (35,400)	(107%)
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Total Surplus to (Deficit from) Accum. Surplus	\$ (4,456)	\$ (165,732)	\$ (76,500)	\$ -	\$ (242,232)	
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Total Corp. Facilities Revenue	\$ (2,135,520)	\$ (1,830,599)	\$ (76,500)	\$ -	\$ (1,907,099)	(11%)
Total Corp. Facilities Expenditures	\$ 2,135,520	\$ 1,830,599	\$ 76,500	\$ -	\$ 1,907,099	(11%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (451,661)
- Tax \$ Increase (Decrease) Over Previous Year Budget	\$ 64,352

2021
\$ (571,740)
\$ 120,079

Corporate Facilities Budget 2021

		Budget 2021	Notes
Operating			
Revenue			
Court House Rental	\$	(606,209)	\$593,534 - New lease agreement based on \$32.05/sq. ft. of 18,519. \$9,945 for Council Chamber & Committee room rentals on Fridays and \$2,730 for rentals on Mondays.
Internal Transfer Operating	\$	(69,172)	Armour Road PCCP Rent \$401,500 less Debenture Principal payment of \$ 332,328
Expenditures			
Court House & Ground Expenditures			
Janitorial Services	\$	137,000	Increase to basic cleaning - COVID 19 measure
Janitorial Supplies	\$	6,000	PPE, Sanitizer, Disinfectant Wipes - COVID 19 measure
Heating & Air Conditioning	\$	50,000	Air quality improvements - COVID 19 measure
Electrical Repairs and Maint.	\$	12,000	Ongoing replacement of obsolete lighting to LEDs - energy efficiency improvements
Fire&Security System, Elevator	\$	12,000	Increase in licensing fees (elevators, Fire Systems)
Major Preventive Maintenance	\$	60,000	As per 2018 Asset Management Plan - Masonry Repairs to Courthouse façade - \$10,000; HVAC system and control upgrades for improved energy efficiency - \$50,000
Armour Road Facility Expenditures			
Janitorial Services	\$	28,000	Increase based on twice weekly disinfection services at facility - COVID 19 measure
Building Repairs and Mtce.	\$	8,000	Air quality improvements - COVID 19 measure
Douro ISD Depot			
Telephone	\$	4,630	Based on 2020 actuals plus 2%
Janitorial Services	\$	23,000	Increase based on twice weekly disinfection services at facility - COVID 19 measure
Janitorial Supplies	\$	3,000	PPE, Sanitizer, Disinfectant Wipes - COVID 19 measure
Douro - Major Preventive Mtn	\$	87,000	As per 2018 Asset Management Plan : Replace Douro salt shed and repairs to Cold Storage Building
Millbrook ISD Depot			
Telephone	\$	1,610	Based on 2020 actuals plus 2%
Millbrook - Major Preventive Mtn	\$	13,000	As per 2018 Asset Management Plan; Inspect/upgrade interior wall insulation between Millbrook garage and office space - \$8,000. Upgrade interior plumbing - \$5,000.
Buckhorn ISD Depot			
Buckhorn - Major Preventive Mtn	\$	80,000	As per 2018 Asset Management Plan: Replace Buckhorn salt dome roof - \$80,000 (\$25,000 CFWD from 2020).

Corporate Facilities Budget 2021

	Budget 2021	Notes
Havelock ISD Depot		
Managed Network	\$ 13,200	\$7,200 - Internet and \$6,000 for installation.
Telephone	\$ 1,690	Based on 2020 actuals plus 2%
Havelock - Major Preventive Mtnc	\$ 80,000	As per 2018 Asset Management Plan: Replace Havelock Shop flat roof membrane and flashing - \$80,000 (\$7,000 CFWD from 2020).
Centreline ISD Depot		
Telephone	\$ 2,070	Based on 2020 actuals plus 2%
Centreline - Major Preventive Mtnc	\$ 6,000	Complete repairs to Centreline Depot office related to COVID 19 measures - \$6,000
Tangible Capital Assets (TCA)		
Revenue		
Internal Transfer Capital	\$ (332,328)	PCCP Rent Revenue
Disbursements		
TCA Disbursements		
Armour Road Facilities	\$ 6,000	Carry forward from 2019
Debenture Pymts. - Principal	\$ 332,328	Principle on Armour Road debenture
Buckhorn Depot Facilities	\$ 50,000	Buckhorn depot paving.
Change In Accumulated Surplus		
TRF fr Carry Forward Funds - CAP	\$ (6,000)	6k Carry forward Armour Road facilities
TRF fr Carry Forward Funds - OPS	\$ (42,000)	Buckhorn roof \$25,000, Havelock roof \$7,000, Douro structural inspection \$10,000
TRF fr Facilities LTP - OPS	\$ (95,000)	Contribution towards preventive maintenance
TRF fr ISD Facilities - OPS	\$ (50,000)	Contribution towards preventive maintenance
TRF to Facilities LTP - OPS	\$ 62,668	\$2,750 from Janitor House Revenue exceeding expenses and 50% of the Court House Rental Increase (rent increased in 2020 by \$89,877 and putting away \$59,918 into reserve).

Geographic Information Service (GIS)

Budget 2021

Operating

Revenue

	Budget 2020	Base Budget 2021	Service Level Change 2021	Issue Paper Required	Legislative Changes 2021	Issue Paper Required	Budget 2021	Budget % Change
Total Operating Revenue	\$ (411,750)	\$ (507,580)	\$ 3,200		\$ -		\$ (504,380)	22%
Total Operating Expenditures	\$ 442,295	\$ 507,580	\$ (3,200)		\$ -		\$ 504,380	14%
Total Net Operating (Surplus) Deficit	\$ 30,545	\$ -	\$ -		\$ -		\$ -	

Expenditures

GIS Labour & Benefits	\$ 287,385	\$ 378,847	\$ -		\$ -		\$ 378,847	32%
GIS Program Expenditures	\$ 154,910	\$ 128,733	\$ (3,200)		\$ -		\$ 125,533	(19%)

Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (15,700)	\$ (16,000)	\$ -		\$ -		\$ (16,000)	2%
Total TCA Disbursements	\$ -	\$ -	\$ -		\$ -		\$ -	
Total Net TCA (Surplus) Deficit	\$ (15,700)	\$ (16,000)	\$ -		\$ -		\$ (16,000)	

Disbursements

TCA Disbursements	\$ 10,000	\$ 10,000	\$ -		\$ -		\$ 10,000	
Amortization	\$ -	\$ -	\$ -		\$ -		\$ -	
TCA Clearing	\$ (10,000)	\$ (10,000)	\$ -		\$ -		\$ (10,000)	
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -		\$ -		\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (40,545)	\$ (10,000)	\$ -		\$ -		\$ (10,000)	(75%)
Total Transfers to Reserves	\$ 15,700	\$ 16,000	\$ -		\$ -		\$ 16,000	2%
Net Transfers to and (from) Reserves	\$ (24,845)	\$ 6,000	\$ -		\$ -		\$ 6,000	
Change in Accum. Surplus Invested in TCA	\$ 10,000	\$ 10,000	\$ -		\$ -		\$ 10,000	
Total Surplus to (Deficit from) Accum. Surplus	\$ (14,845)	\$ 16,000	\$ -		\$ -		\$ 16,000	
Total GIS Revenue	\$ (467,995)	\$ (533,580)	\$ 3,200		\$ -		\$ (530,380)	13%
Total GIS Expenditures	\$ 467,995	\$ 533,580	\$ (3,200)		\$ -		\$ 530,380	13%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -		\$ -		\$ -	

- Tax Requirement Analysis	2020				2021
- Tax Requirement	\$ (412,400)				\$ (381,080)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 9,396				\$ (31,320)

Geographic Information Service (GIS)

Budget 2021

Operating

Revenue

	Base		Service Level		Legislative			
	Budget 2020	Budget 2021	Change 2021	Changes 2021	Budget 2021	Budget % Change		
Tax Requirement	\$ (396,700)	\$ (368,280)	\$ 3,200	\$ -	\$ (365,080)			
Municipal Recoveries	\$ (1,000)	\$ (1,000)	\$ -	\$ -	\$ (1,000)			
Recoveries	\$ (750)	\$ -	\$ -	\$ -	\$ -			
EORN Revenue	\$ -	\$ (125,000)	\$ -	\$ -	\$ (125,000)			
Internal Transfer- Land Division	\$ (13,300)	\$ (13,300)	\$ -	\$ -	\$ (13,300)			
Total Operating Revenue	\$ (411,750)	\$ (507,580)	\$ 3,200	\$ -	\$ (504,380)			22%
Total Operating Expenditures	\$ 442,295	\$ 507,580	\$ (3,200)	\$ -	\$ 504,380			14%
Total Net Operating (Surplus) Deficit	\$ 30,545	\$ -	\$ -	\$ -	\$ -			

Expenditures

GIS Labour & Benefits

Labour	\$ 214,207	\$ 279,926	\$ -	\$ -	\$ 279,926			
Statutory Benefits	\$ 45,504	\$ 60,354	\$ -	\$ -	\$ 60,354			
Health Benefits	\$ 27,674	\$ 38,567	\$ -	\$ -	\$ 38,567			
GIS Labour & Benefits	\$ 287,385	\$ 378,847	\$ -	\$ -	\$ 378,847			32%

GIS Program Expenditures

Courier	\$ 100	\$ 100	\$ -	\$ -	\$ 100			
Office Supplies	\$ 2,200	\$ 2,200	\$ (1,000)	\$ -	\$ 1,200			
Membership	\$ 400	\$ 450	\$ -	\$ -	\$ 450			
Staff Development	\$ 3,850	\$ 3,900	\$ -	\$ -	\$ 3,900			
Accommodation	\$ 1,400	\$ 1,400	\$ (900)	\$ -	\$ 500			
Meals	\$ 800	\$ 800	\$ (600)	\$ -	\$ 200			
Travel	\$ 1,200	\$ 1,200	\$ (700)	\$ -	\$ 500			
Billable/Recoverable Expenses	\$ -	\$ -	\$ -	\$ -	\$ -			
Special Projects	\$ 14,745	\$ 200	\$ -	\$ -	\$ 200			
IT Hardware	\$ 9,000	\$ -	\$ -	\$ -	\$ -			
IT Software	\$ 54,250	\$ 54,258	\$ -	\$ -	\$ 54,258			
Mobile Devices	\$ 700	\$ 500	\$ -	\$ -	\$ 500			
Telephone	\$ 920	\$ 780	\$ -	\$ -	\$ 780			
Consultant Service	\$ 27,000	\$ 22,000	\$ -	\$ -	\$ 22,000			
Financial Audit Fees	\$ 310	\$ 445	\$ -	\$ -	\$ 445			
Legal Services	\$ 4,000	\$ 6,000	\$ -	\$ -	\$ 6,000			
Website Hosting	\$ 34,035	\$ 34,500	\$ -	\$ -	\$ 34,500			
Interest and Penalties	\$ -	\$ -	\$ -	\$ -	\$ -			
GIS Program Expenditures	\$ 154,910	\$ 128,733	\$ (3,200)	\$ -	\$ 125,533			(19%)

Geographic Information Service (GIS)

Budget 2021

Tangible Capital Assets (TCA)											
Revenue											
Tax Requirement	\$	(15,700)	\$	(16,000)	\$	-	\$	-	\$	(16,000)	2%
Total TCA Revenue	\$	(15,700)	\$	(16,000)	\$	-	\$	-	\$	(16,000)	2%
Total TCA Disbursements	\$	-	\$	-	\$	-	\$	-	\$	-	
Total Net TCA (Surplus) Deficit	\$	(15,700)	\$	(16,000)	\$	-	\$	-	\$	(16,000)	
Disbursements											
TCA Disbursements											
Equipment	\$	10,000	\$	10,000	\$	-	\$	-	\$	10,000	
TCA Disbursements	\$	10,000	\$	10,000	\$	-	\$	-	\$	10,000	
Amortization	\$	-	\$	-	\$	-	\$	-	\$	-	
TCA Clearing	\$	(10,000)	\$	(10,000)	\$	-	\$	-	\$	(10,000)	
Gain or Loss on TCA Disposal	\$	-	\$	-	\$	-	\$	-	\$	-	
Change In Accumulated Surplus											
TRF fr GIS LTP - OPS	\$	(9,000)	\$	-	\$	-	\$	-	\$	-	
TRF fr Carry Forward Fund-CAP	\$	(10,000)	\$	(10,000)	\$	-	\$	-	\$	(10,000)	
TRF fr Carry Forward Fund-OPS	\$	(21,545)	\$	-	\$	-	\$	-	\$	-	
Total Transfers from Reserves	\$	(40,545)	\$	(10,000)	\$	-	\$	-	\$	(10,000)	(75%)
TRF to GIS LTP - CAP	\$	15,700	\$	16,000	\$	-	\$	-	\$	16,000	
Total Transfers to Reserves	\$	15,700	\$	16,000	\$	-	\$	-	\$	16,000	2%
Net Transfers to and (from) Reserves	\$	(24,845)	\$	6,000	\$	-	\$	-	\$	6,000	
Equipment	\$	10,000	\$	10,000	\$	-	\$	-	\$	10,000	
Change in Accum. Surplus Invested in TCA	\$	10,000	\$	10,000	\$	-	\$	-	\$	10,000	
Total Surplus to (Deficit from) Accum. Surplus	\$	(14,845)	\$	16,000	\$	-	\$	-	\$	16,000	
Total GIS Revenue	\$	(467,995)	\$	(533,580)	\$	3,200	\$	-	\$	(530,380)	13%
Total GIS Expenditures	\$	467,995	\$	533,580	\$	(3,200)	\$	-	\$	530,380	13%
Total Net (Surplus) Deficit	\$	-	\$	-	\$	-	\$	-	\$	-	

- Tax Requirement Analysis	2020				2021
- Tax Requirement	\$ (412,400)				\$ (381,080)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 9,396				\$ (31,320)

Geographic Information Service (GIS) Budget 2021

	Budget 2021	Notes
Operating		
Revenue		
Tax Requirement	\$ (365,080)	Lowered for 2021 due to COVID-19
EORN Revenue	\$ (125,000)	Per Schedule "A" EORN Contract
Internal Transfer- Land Division	\$ (13,300)	\$140 per land severance application * 95 applications per year.
Expenditures		
GIS Labour & Benefits		
Labour	\$ 279,926	Includes GIS EORN contract position
GIS Program Expenditures		
Office Supplies	\$ 1,200	Official Plan will extend into 2021/2022 due to provincial update delays. Additional costs for plotter ink & paper. Lowered for 2021 due to COVID-19
Membership	\$ 450	Data Consortium (\$150), URISA-OC (\$300).
Staff Development	\$ 3,900	URISA Be Spatial (\$400), Technical Training Courses (\$3,500).
Accommodation	\$ 500	Lowered for 2021 due to COVID-19
Meals	\$ 200	Lowered for 2021 due to COVID-19
Travel	\$ 500	Field inspection of 9-1-1 numbering will be needed at some point. Local responsibility with periodic support from GIS expected, but not yet discussed with Twps. Lowered for 2021 due to COVID-19
Special Projects	\$ 200	Geocaching.
IT Software	\$ 54,258	Annual licensing: Esri ELA Yr 2 of 3 (equal billing yrs) \$44,158, Autodesk \$900, Adobe Suite \$2,200, Adobe Acrobat \$1,000, Avenza \$1,500, FME \$4,500.
Mobile Devices	\$ 500	Based on actuals plus 2%
Telephone	\$ 780	Based on 2020 actuals plus 2%
Consultant Service	\$ 22,000	Esri consulting - Infrastructure/Architecture audit to be started in 2020 with possibility for unspent funds to be carried forward into 2021 and combined with 2021 budget, as needed. \$10,000 GRCA (Elevation Data - hosted service, backup disaster management). \$12,000 for ESRI Support
Website Hosting	\$ 34,500	Geocortex Contract Hosting \$17,000, Geoc Ess'l Lic. \$8,750, Service support \$8,750.
Change In Accumulated Surplus		
TRF fr Carry Forward Fund-CAP	\$ (10,000)	For Plotter if not purchased in 2020.
TRF to GIS LTP - CAP	\$ 16,000	As per GIS LTP Reserve Plan.

Emergency Measures & 911 Emergency Systems Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget	Base	Service Level	Legislative	Budget	Budget %
	2020	Budget	Change	Change	2021	Change
		2021	2021	2021		

Operating

Revenue

Total Operating Revenue	\$	(152,987)	\$	(147,766)	\$	-	\$	-	\$	(147,766)	(3%)
Total Operating Expenditures	\$	152,987	\$	144,176	\$	-	\$	-	\$	144,176	(6%)
Total Net Operating (Surplus) Deficit	\$	0	\$	(3,590)	\$	-	\$	-	\$	(3,590)	

Expenditures

Labour & Benefits	\$	57,387	\$	58,396	\$	-	\$	-	\$	58,396	2%
Expenditures Emergency Measures	\$	67,290	\$	58,020	\$	-	\$	-	\$	58,020	(14%)
Expenditures 911 Emergency Systems	\$	28,310	\$	27,760	\$	-	\$	-	\$	27,760	(2%)

Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$	(17,590)	\$	(8,000)	\$	-	\$	-	\$	(8,000)	(55%)
Total TCA Disbursements	\$	4,800	\$	8,050	\$	-	\$	-	\$	8,050	68%
Total Net TCA (Surplus) Deficit	\$	(12,790)	\$	50	\$	-	\$	-	\$	50	

Disbursements

TCA Disbursements	\$	8,192	\$	-	\$	-	\$	-	\$	-	(100%)
Amortization	\$	4,800	\$	8,050	\$	-	\$	-	\$	8,050	68%
TCA Clearing	\$	(8,192)	\$	-	\$	-	\$	-	\$	-	(100%)
Gain or Loss on TCA Disposal	\$	-	\$	-	\$	-	\$	-	\$	-	

Change In Accumulated Surplus

Total Transfers from Reserves	\$	(8,192)	\$	-	\$	-	\$	-	\$	-	(100%)
Total Transfers to Reserves	\$	17,590	\$	11,590	\$	-	\$	-	\$	11,590	(34%)
Net Transfers to and (from) Reserves	\$	9,398	\$	11,590	\$	-	\$	-	\$	11,590	23%
Change in Accum. Surplus Invested in TCA	\$	3,392	\$	(8,050)	\$	-	\$	-	\$	(8,050)	(337%)
Total Surplus to (Deficit from) Accum. Surplus	\$	12,790	\$	3,540	\$	-	\$	-	\$	3,540	

Total Emerg. Measures Revenue	\$	(178,769)			\$	(155,766)	(13%)
Total Emerg. Measures Expenditures	\$	178,769			\$	155,766	(13%)
Total Net (Surplus) Deficit	\$	-			\$	-	

-Tax Requirement Analysis	2020
- Tax Requirement	\$ (169,577)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 4,933

2021
\$ (154,766)
\$ (14,811)

Emergency Measures & 911 Emergency Systems Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget	Base	Service Level	Legislative	Budget	Budget %
	2020	2021	Change 2021	Change 2021	2021	Change

Operating

Revenue

Tax Requirement Emergency Measures	\$	(121,087)	\$	(116,416)	\$	-	\$	-	\$	(116,416)	
Tax Requirement 911 Emergency Systems	\$	(30,900)	\$	(30,350)	\$	-	\$	-	\$	(30,350)	
Sign Tab Recovery	\$	(1,000)	\$	(1,000)	\$	-	\$	-	\$	(1,000)	
Total Operating Revenue	\$	(152,987)	\$	(147,766)	\$	-	\$	-	\$	(147,766)	(3%)
Total Operating Expenditures	\$	152,987	\$	144,176	\$	-	\$	-	\$	144,176	(6%)
Total Net Operating (Surplus) Deficit	\$	0	\$	(3,590)	\$	-	\$	-	\$	(3,590)	

Expenditures

Labour & Benefits

Salaries	\$	44,119	\$	44,561	\$	-	\$	-	\$	44,561	
Statutory Benefits	\$	8,866	\$	9,089	\$	-	\$	-	\$	9,089	
Health Benefits	\$	4,403	\$	4,746	\$	-	\$	-	\$	4,746	
Labour & Benefits	\$	57,387	\$	58,396	\$	-	\$	-	\$	58,396	2%

Expenditures Emergency Measures

Office Supplies	\$	200	\$	200	\$	-	\$	-	\$	200	
Membership	\$	350	\$	350	\$	-	\$	-	\$	350	
Staff Development	\$	3,000	\$	3,000	\$	-	\$	-	\$	3,000	
Accommodation	\$	2,000	\$	2,000	\$	-	\$	-	\$	2,000	
Meals	\$	500	\$	500	\$	-	\$	-	\$	500	
Vehicle Maintenance	\$	2,600	\$	2,600	\$	-	\$	-	\$	2,600	
Insurance	\$	610	\$	670	\$	-	\$	-	\$	670	
Equipment Mtce.	\$	1,500	\$	1,500	\$	-	\$	-	\$	1,500	
Events/Exercise	\$	1,000	\$	1,000	\$	-	\$	-	\$	1,000	
Radio Licensing	\$	800	\$	800	\$	-	\$	-	\$	800	
Uniforms	\$	500	\$	500	\$	-	\$	-	\$	500	
Tower Rental Fees	\$	4,300	\$	4,300	\$	-	\$	-	\$	4,300	
EOC Contingency	\$	1,000	\$	1,000	\$	-	\$	-	\$	1,000	
Telephone	\$	3,730	\$	1,450	\$	-	\$	-	\$	1,450	
Public Inquiry Activities	\$	5,100	\$	5,100	\$	-	\$	-	\$	5,100	
Dispatch	\$	30,100	\$	33,050	\$	-	\$	-	\$	33,050	
Norwood Training Centre Grant	\$	10,000	\$	-	\$	-	\$	-	\$	-	
Expenditures Emergency Measures	\$	67,290	\$	58,020	\$	-	\$	-	\$	58,020	(14%)

Expenditures 911 Emergency Systems

Postage	\$	50	\$	50	\$	-	\$	-	\$	50	
Photocopier	\$	100	\$	100	\$	-	\$	-	\$	100	
CERB Services	\$	24,810	\$	24,810	\$	-	\$	-	\$	24,810	
Meals	\$	100	\$	100	\$	-	\$	-	\$	100	
Membership	\$	-	\$	-	\$	-	\$	-	\$	-	
Vehicle Maintenance	\$	300	\$	300	\$	-	\$	-	\$	300	
Travel	\$	200	\$	200	\$	-	\$	-	\$	200	
Maps	\$	250	\$	200	\$	-	\$	-	\$	200	
Sign Tabs	\$	2,500	\$	2,000	\$	-	\$	-	\$	2,000	
Expenditures 911 Emergency Systems	\$	28,310	\$	27,760	\$	-	\$	-	\$	27,760	(2%)

Emergency Measures & 911 Emergency Systems Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Tangible Capital Assets (TCA)

Revenue

Tax Requirement	\$ (17,590)	\$ (8,000)	\$ -	\$ -	\$ (8,000)	
Total TCA Revenue	\$ (17,590)	\$ (8,000)	\$ -	\$ -	\$ (8,000)	(55%)
Total TCA Disbursements	\$ 4,800	\$ 8,050	\$ -	\$ -	\$ 8,050	68%
Total Net TCA (Surplus) Deficit	\$ (12,790)	\$ 50	\$ -	\$ -	\$ 50	

Disbursements

TCA Disbursements

TCA Disbursements	\$ 8,192	\$ -	\$ -	\$ -	\$ -	(100%)
Amortization	\$ 4,800	\$ 8,050	\$ -	\$ -	\$ 8,050	68%
TCA Clearing	\$ (8,192)	\$ -	\$ -	\$ -	\$ -	(100%)
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (8,192)	\$ -	\$ -	\$ -	\$ -	(100%)
TRF to Emerg. Meas. LTP - Cap	\$ 14,000	\$ 8,000	\$ -	\$ -	\$ 8,000	
TRF to 911 LTP - OPS	\$ 3,590	\$ 3,590	\$ -	\$ -	\$ 3,590	
Total Transfers to Reserves	\$ 17,590	\$ 11,590	\$ -	\$ -	\$ 11,590	(34%)
Net Transfers to and (from) Reserves	\$ 9,398	\$ 11,590	\$ -	\$ -	\$ 11,590	23%
Change in Accum. Surplus Invested in TCA	\$ 3,392	\$ (8,050)	\$ -	\$ -	\$ (8,050)	(337%)
Total Surplus to (Deficit from) Accum. Surplus	\$ 12,790	\$ 3,540	\$ -	\$ -	\$ 3,540	
Total Emerg. Measures Revenue	\$ (178,769)				\$ (155,766)	(13%)
Total Emerg. Measures Expenditures	\$ 178,769				\$ 155,766	(13%)
Total Net (Surplus) Deficit	\$ -				\$ -	

-Tax Requirement Analysis	2020
- Tax Requirement	\$ (169,577)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 4,933

2021
\$ (154,766)
\$ (14,811)



Emergency Measures & 911 Emergency Systems Budget 2021

	Budget 2021	Notes
Operating		
Expenditures		
Expenditures Emergency Measures		
Telephone	\$ 1,450	Based on 2020 actuals plus 2%
Norwood Training Centre Grant	\$ -	Moved to Grants and Donations
Change In Accumulated Surplus		
TRF to Emerg. Meas. LTP - Cap	\$ 8,000	Per EM LTP reserve plan.
TRF to 911 LTP - OPS	\$ 3,590	Savings from CERB contract negotiated in 2019. Budget in 2018 was \$28,400 and new contract is \$24,810. A new reserve was approved by Council in 2019, funded by CERB savings

Transit Budget 2021

	Issue Paper Required		Issue Paper Required			
	Service Level		Legislative			
	Budget 2020	Base Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Total Operating Revenue	\$ (82,044)	\$ (92,213)	\$ -	\$ -	\$ (92,213)	12%
Total Operating Expenditures	\$ 82,044	\$ 92,213	\$ -	\$ -	\$ 92,213	12%
Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

Expenditures

Expenditures	\$ 82,044	\$ 92,213	\$ -	\$ -	\$ 92,213	12%
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Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (18,970)	\$ (19,350)	\$ -	\$ -	\$ (19,350)	2%
Total TCA Disbursements	\$ 25,300	\$ 25,300	\$ -	\$ -	\$ 25,300	
Total Net TCA (Surplus) Deficit	\$ 6,330	\$ 5,950	\$ -	\$ -	\$ 5,950	

Disbursements

TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	
Amortization	\$ 25,300	\$ 25,300	\$ -	\$ -	\$ 25,300	
TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Transfers to Reserves	\$ 18,970	\$ 19,350	\$ -	\$ -	\$ 19,350	2%
Net Transfers to and (from) Reserves	\$ 18,970	\$ 19,350	\$ -	\$ -	\$ 19,350	2%
Change in Accum. Surplus Invested in TCA	\$ (25,300)	\$ (25,300)	\$ -	\$ -	\$ (25,300)	
Total Surplus to (Deficit from) Accum. Surplus	\$ (6,330)	\$ (5,950)	\$ -	\$ -	\$ (5,950)	(6%)
Total Transit Revenues	\$ (101,014)	\$ (111,563)	\$ -	\$ -	\$ (111,563)	10%
Total Transit Expenditures	\$ 101,014	\$ 111,563	\$ -	\$ -	\$ 111,563	10%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (55,853)
- Tax \$ Increase (Decrease) Over Previous Year Budget	\$ 1,718

2021
\$ (56,102)
\$ 249

Transit Budget 2021

	Issue Paper Required		Issue Paper Required			
	Service Level		Legislative			
	Budget 2020	Base Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Tax Requirement	\$	(36,883)	\$	(36,752)	\$	-	\$	-	\$	(36,752)	
Safe Restart Funds	\$	-	\$	(10,300)					\$	(10,300)	
Provincial Gas Tax Earned	\$	(45,161)	\$	(45,161)	\$	-	\$	-	\$	(45,161)	
Total Operating Revenue	\$	(82,044)	\$	(92,213)	\$	-	\$	-	\$	(92,213)	12%

Total Operating Expenditures	\$	82,044	\$	92,213	\$	-	\$	-	\$	92,213	12%
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Total Net Operating (Surplus) Deficit	\$	-	\$	-	\$	-	\$	-	\$	-	
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Expenditures

Caremobile Operating	\$	82,044	\$	92,213	\$	-	\$	-	\$	92,213	
Expenditures	\$	82,044	\$	92,213	\$	-	\$	-	\$	92,213	12%

Tangible Capital Assets (TCA)

Revenue

Tax Requirement	\$	(18,970)	\$	(19,350)	\$	-	\$	-	\$	(19,350)	
Prov. Trans. Ridership Earned	\$	-	\$	-	\$	-	\$	-	\$	-	
Recoveries	\$	-	\$	-	\$	-	\$	-	\$	-	
Total TCA Revenue	\$	(18,970)	\$	(19,350)	\$	-	\$	-	\$	(19,350)	2%

Total TCA Disbursements	\$	25,300	\$	25,300	\$	-	\$	-	\$	25,300	
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Total Net TCA (Surplus) Deficit	\$	6,330	\$	5,950	\$	-	\$	-	\$	5,950	
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Disbursements

TCA Disbursements

Equipment	\$	-	\$	-	\$	-	\$	-	\$	-	
TCA Disbursements	\$	-	\$	-	\$	-	\$	-	\$	-	

Amortization

Equipment	\$	25,300	\$	25,300	\$	-	\$	-	\$	25,300	
Amortization	\$	25,300	\$	25,300	\$	-	\$	-	\$	25,300	

TCA Clearing

Equipment	\$	-	\$	-	\$	-	\$	-	\$	-	
TCA Clearing	\$	-	\$	-	\$	-	\$	-	\$	-	

Gain or Loss on TCA Disposal

Equipment	\$	-	\$	-	\$	-	\$	-	\$	-	
Gain or Loss on TCA Disposal	\$	-	\$	-	\$	-	\$	-	\$	-	

Transit Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Change In Accumulated Surplus

TRF fr Transit LTP - CAP	\$	-	\$	-	\$	-	\$	-	
Total Transfers from Reserves	\$	-	\$	-	\$	-	\$	-	
TRF to Transit LTP - CAP	\$	18,970	\$	19,350	\$	-	\$	-	\$ 19,350
Total Transfers to Reserves	\$	18,970	\$	19,350	\$	-	\$	-	2%
Net Transfers to and (from) Reserves	\$	18,970	\$	19,350	\$	-	\$	-	2%
Equipment	\$	(25,300)	\$	(25,300)	\$	-	\$	-	\$ (25,300)
Change in Accum. Surplus Invested in TCA	\$	(25,300)	\$	(25,300)	\$	-	\$	-	
Total Surplus to (Deficit from) Accum. Surplus	\$	(6,330)	\$	(5,950)	\$	-	\$	-	(6%)
Total Transit Revenues	\$	(101,014)	\$	(111,563)	\$	-	\$	-	10%
Total Transit Expenditures	\$	101,014	\$	111,563	\$	-	\$	-	10%
Total Net (Surplus) Deficit	\$	-	\$	-	\$	-	\$	-	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (55,853)
- Tax \$ Increase (Decrease) Over Previous Year Budget	\$ 1,718

2021
\$ (56,102)
\$ 249



Transit Budget 2021

Operating

Revenue

Safe Restart Funds

**Budget
2021**

Notes

\$ (10,300) Safe Restart for additional expenses and decreased revenues

Change In Accumulated Surplus

TRF to Transit LTP - CAP

\$ 19,350 per Transit LTP reserve plan.

Infrastructure Services Department Budget 2021

		Base	Service Level	Issue Paper Required	Issue Paper Required		
	Budget	Budget	Change	Change	Change	Budget	Budget % Change
	2020	2021	2021	2021	2021	2021	

Operating

Revenue

Total Operating Revenue	\$ (13,177,167)	\$ (11,903,622)	\$ (415,500)	\$ (90,000)	\$ (12,409,122)	(6%)
Total Operating Expenditures	\$ 13,183,508	\$ 11,262,623	\$ 415,500	\$ 90,000	\$ 11,768,123	(11%)
Total Net Operating (Surplus) Deficit	\$ 6,341	\$ (640,999)	\$ -	\$ -	\$ (640,999)	

Expenditures

Total ISD Senior Administration	\$ 970,162	\$ 988,134	\$ -	\$ -	\$ 988,134	2%
Total E & D Administration & Supervision	\$ 43,400	\$ 32,400	\$ -	\$ -	\$ 32,400	(25%)
Total E & D Corridor Control & Permits	\$ 136,796	\$ 141,970	\$ -	\$ -	\$ 141,970	4%
Total E & D Development Services and Review	\$ 125,000	\$ 127,978	\$ -	\$ -	\$ 127,978	2%
Total E & D Road & Bridge Mtce. Programs	\$ 1,174,000	\$ 1,209,287	\$ 75,000	\$ -	\$ 1,284,287	9%
Total E & D Roads Micro Surfacing	\$ 3,074,525	\$ 1,055,000	\$ -	\$ -	\$ 1,055,000	(66%)
Total Ops Administration	\$ 912,097	\$ 979,626	\$ -	\$ -	\$ 979,626	7%
Total Ops Roadside Maintenance Programs	\$ 826,192	\$ 836,692	\$ 147,000	\$ 50,000	\$ 1,033,692	25%
Total Ops Hardtop Maintenance	\$ 1,019,900	\$ 1,019,900	\$ 108,500	\$ 40,000	\$ 1,168,400	15%
Total Ops Winter Control	\$ 5,043,336	\$ 5,055,936	\$ -	\$ -	\$ 5,055,936	0%
Total Ops Safety Devices	\$ 458,100	\$ 457,700	\$ 85,000	\$ -	\$ 542,700	18%
Total Ops Fleet & Equipment	\$ (600,000)	\$ (642,000)	\$ -	\$ -	\$ (642,000)	7%
Total Recoverable Jobs	\$ -	\$ -	\$ -	\$ -	\$ -	

Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (17,097,273)	\$ (15,544,329)	\$ -	\$ -	\$ (15,544,329)	(9%)
Total TCA Disbursements	\$ 5,164,501	\$ 5,416,550	\$ -	\$ -	\$ 5,416,550	5%
Total Net TCA (Surplus) Deficit	\$ (11,932,772)	\$ (10,127,779)	\$ -	\$ -	\$ (10,127,779)	

Disbursements

Total TCA Transportation Plan Projects	\$ 5,024,560	\$ 1,602,284	\$ -	\$ -	\$ 1,602,284	(68%)
Total TCA Engineering Structure Projects	\$ 5,563,430	\$ 4,720,042	\$ -	\$ -	\$ 4,720,042	(15%)
Total TCA Roads Construction Projects	\$ 10,441,756	\$ 9,395,072	\$ -	\$ -	\$ 9,395,072	(10%)
Total TCA Equipment	\$ 1,770,547	\$ 514,355	\$ -	\$ -	\$ 514,355	(71%)
Total Amortization	\$ 5,164,500	\$ 5,416,550	\$ -	\$ -	\$ 5,416,550	5%
Total TCA Clearing	\$ (22,800,292)	\$ (16,231,753)	\$ -	\$ -	\$ (16,231,753)	(29%)
Total Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (6,382,486)	\$ (746,109)	\$ -	\$ -	\$ (746,109)	(88%)
Total Transfers to Reserves	\$ 673,125	\$ 699,684	\$ -	\$ -	\$ 699,684	4%
Net Transfers to and (from) Reserves	\$ (5,709,361)	\$ (46,425)	\$ -	\$ -	\$ (46,425)	(99%)
Total Change in Accum. Surplus Invested in TCA	\$ 17,635,792	\$ 10,815,203	\$ -	\$ -	\$ 10,815,203	(39%)
Total Surplus to (Deficit from) Accum. Surplus	\$ 11,926,431	\$ 10,768,778	\$ -	\$ -	\$ 10,768,778	(10%)
Total Infrastructure Services Revenue	\$ (36,656,926)	\$ (28,194,060)	\$ (415,500)	\$ (90,000)	\$ (28,699,560)	(22%)
Total Infrastructure Services Expenditures	\$ 36,656,926	\$ 28,194,060	\$ 415,500	\$ 90,000	\$ 28,699,560	(22%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (20,430,722)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 1,716,001

2021
\$ (22,057,691)
\$ 1,626,969

Infrastructure Services Department Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget	Base	Service Level	Legislative	Budget	Budget %
	2020	2021	Change	Change	2021	Change
Operating						
Revenue						
Tax Requirement	\$ (12,950,792)	\$ (11,677,247)	\$ (415,500)	\$ (90,000)	\$ (12,182,747)	
Recoveries	\$ (25,000)	\$ (25,000)	\$ -	\$ -	\$ (25,000)	
Signs	\$ (7,000)	\$ (7,000)	\$ -	\$ -	\$ (7,000)	
Permits	\$ (27,000)	\$ (27,000)	\$ -	\$ -	\$ (27,000)	
Sales	\$ (20,000)	\$ (20,000)	\$ -	\$ -	\$ (20,000)	
MNR Pits and Quarries	\$ (45,000)	\$ (45,000)	\$ -	\$ -	\$ (45,000)	
Municipal Recoveries	\$ (100,000)	\$ (100,000)	\$ -	\$ -	\$ (100,000)	
Internal Transfer- Land Division	\$ (2,375)	\$ (2,375)	\$ -	\$ -	\$ (2,375)	
Total Operating Revenue	\$ (13,177,167)	\$ (11,903,622)	\$ (415,500)	\$ (90,000)	\$ (12,409,122)	(6%)
Total Operating Expenditures	\$ 13,183,508	\$ 11,262,623	\$ 415,500	\$ 90,000	\$ 11,768,123	(11%)
Total Net Operating (Surplus) Deficit	\$ 6,341	\$ (640,999)	\$ -	\$ -	\$ (640,999)	

Expenditures

ISD Senior Administration

Salary & Benefits	\$ 431,258	\$ 390,426	\$ -	\$ -	\$ 390,426	
Advertising	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 1,000	
Accommodation	\$ 1,000	\$ 500	\$ -	\$ -	\$ 500	
Boot Allowance	\$ 200	\$ 200	\$ -	\$ -	\$ 200	
Convention	\$ 5,400	\$ 2,500	\$ -	\$ -	\$ 2,500	
Courses - Staff Development	\$ 1,400	\$ 1,400	\$ -	\$ -	\$ 1,400	
Courier	\$ 500	\$ 500	\$ -	\$ -	\$ 500	
Legal	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000	
Office Supplies	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ 7,000	
Meals	\$ 400	\$ 400	\$ -	\$ -	\$ 400	
Memberships	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000	
Travel	\$ 4,500	\$ 1,000	\$ -	\$ -	\$ 1,000	
Subscriptions	\$ 200	\$ 200	\$ -	\$ -	\$ 200	
Bank Charges	\$ 1,600	\$ 1,600	\$ -	\$ -	\$ 1,600	
Postage	\$ 750	\$ 750	\$ -	\$ -	\$ 750	
Printing	\$ 400	\$ 400	\$ -	\$ -	\$ 400	
Photocopier	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ 4,000	
Software	\$ 59,400	\$ 59,400	\$ -	\$ -	\$ 59,400	
Hardware	\$ 4,900	\$ 10,020	\$ -	\$ -	\$ 10,020	
Network	\$ 9,959	\$ 17,180	\$ -	\$ -	\$ 17,180	
Telephone	\$ 11,040	\$ 4,950	\$ -	\$ -	\$ 4,950	
Mobile Devices	\$ 13,850	\$ 13,420	\$ -	\$ -	\$ 13,420	
Vehicle Mtce	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 1,000	
Fuel	\$ 2,500	\$ 2,500	\$ -	\$ -	\$ 2,500	
Insurance	\$ 266,230	\$ 292,860	\$ -	\$ -	\$ 292,860	
Insurance Claims	\$ 89,250	\$ 89,250	\$ -	\$ -	\$ 89,250	
Financial Audit Fees	\$ 8,090	\$ 11,343	\$ -	\$ -	\$ 11,343	
Internal Transfer To Corporate	\$ 34,335	\$ 64,335	\$ -	\$ -	\$ 64,335	
Total ISD Senior Administration	\$ 970,162	\$ 988,134	\$ -	\$ -	\$ 988,134	2%

E & D Administration

Accommodation	\$ 2,000	\$ 1,000	\$ -	\$ -	\$ 1,000	
Boot Allowance	\$ 800	\$ 800	\$ -	\$ -	\$ 800	
Survey Supplies	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000	
Courses - Staff Development	\$ 30,000	\$ 20,000	\$ -	\$ -	\$ 20,000	
Meals	\$ 600	\$ 600	\$ -	\$ -	\$ 600	
Total E & D Administration & Supervision	\$ 43,400	\$ 32,400	\$ -	\$ -	\$ 32,400	(25%)

Infrastructure Services Department Budget 2021

	Issue Paper Required		Issue Paper Required			
	Base		Service Level		Legislative	
	Budget	Budget	Change	Change	Budget	Budget %
	2020	2021	2021	2021	2021	Change
E & D Corridor Control & Permits						
Ontario One Call	\$ 26,546	\$ 31,220	\$ -	\$ -	\$ 31,220	
Municipal Corridor Control	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 25,000	
Sign Permit Review	\$ 60,250	\$ 60,250	\$ -	\$ -	\$ 60,250	
Road Cut/Occupancy Permit	\$ 5,000	\$ 5,100	\$ -	\$ -	\$ 5,100	
Oversize Load/Special Event Permit	\$ 7,500	\$ 7,650	\$ -	\$ -	\$ 7,650	
Municipal Consent	\$ 12,500	\$ 12,750	\$ -	\$ -	\$ 12,750	
Total E & D Corridor Control & Permits	\$ 136,796	\$ 141,970	\$ -	\$ -	\$ 141,970	4%
E & D Development Services and Review						
Traffic Counts	\$ 40,000	\$ 41,327	\$ -	\$ -	\$ 41,327	
Development Engineering	\$ 55,000	\$ 56,100	\$ -	\$ -	\$ 56,100	
Traffic Safety Investigations	\$ 30,000	\$ 30,551	\$ -	\$ -	\$ 30,551	
Total E & D Development Services and Review	\$ 125,000	\$ 127,978	\$ -	\$ -	\$ 127,978	2%
E & D Road & Bridge Mtce. Programs						
Crack Sealing	\$ 143,000	\$ 175,000	\$ -	\$ -	\$ 175,000	
Pavement Markings	\$ 550,000	\$ 552,592	\$ -	\$ -	\$ 552,592	
Bridge Maintenance	\$ 420,000	\$ 420,000	\$ 50,000	\$ -	\$ 470,000	
Survey & Design	\$ 36,000	\$ 36,695	\$ -	\$ -	\$ 36,695	
Regulatory Bridge Inspection Program	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 50,000	
Total E & D Road & Bridge Mtce. Programs	\$ 1,174,000	\$ 1,209,287	\$ 75,000	\$ -	\$ 1,284,287	9%
E & D Roads Micro Surfacing						
Cnty Road 2	\$ 511,750	\$ -	\$ -	\$ -	\$ -	
Cnty Road 16	\$ 609,500	\$ -	\$ -	\$ -	\$ -	
Cnty Road 17	\$ 368,000	\$ -	\$ -	\$ -	\$ -	
Cnty Road 23	\$ -	\$ 210,000	\$ -	\$ -	\$ 210,000	
Cnty Road 29	\$ 247,250	\$ -	\$ -	\$ -	\$ -	
Cnty Road 30	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000	
Cnty Road 32	\$ 46,000	\$ -	\$ -	\$ -	\$ -	
Cnty Road 38	\$ 188,025	\$ -	\$ -	\$ -	\$ -	
Cnty Road 39	\$ 408,250	\$ -	\$ -	\$ -	\$ -	
Cnty Road 40	\$ 695,750	\$ -	\$ -	\$ -	\$ -	
Cnty Road 41	\$ -	\$ 84,500	\$ -	\$ -	\$ 84,500	
Cnty Road 46	\$ -	\$ 695,500	\$ -	\$ -	\$ 695,500	
Total E & D Roads Micro Surfacing	\$ 3,074,525	\$ 1,055,000	\$ -	\$ -	\$ 1,055,000	(66%)
Ops Administration						
Safety Meetings Etc.	\$ 5,000	\$ 10,000	\$ -	\$ -	\$ 10,000	
Operations Supervision	\$ 256,337	\$ 267,218	\$ -	\$ -	\$ 267,218	
Boundary Roads Mtce Agreements	\$ 185,544	\$ 185,544	\$ -	\$ -	\$ 185,544	
Roads Supervision	\$ 227,346	\$ 237,875	\$ -	\$ -	\$ 237,875	
Administration Support Labour & Benefits	\$ 142,770	\$ 146,389	\$ -	\$ -	\$ 146,389	
Accommodation	\$ 5,000	\$ 2,500	\$ -	\$ -	\$ 2,500	
Small Tools	\$ 6,000	\$ 9,000	\$ -	\$ -	\$ 9,000	
Radio License	\$ 1,600	\$ 1,600	\$ -	\$ -	\$ 1,600	
Equipment Repairs&Mtce.	\$ 20,000	\$ 67,000	\$ -	\$ -	\$ 67,000	
Boot & Tool Allowance	\$ 3,200	\$ 3,200	\$ -	\$ -	\$ 3,200	
Clothing Allowance	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000	
Courses - Staff Development	\$ 36,000	\$ 28,000	\$ -	\$ -	\$ 28,000	
Courier	\$ 300	\$ 300	\$ -	\$ -	\$ 300	
Office Supplies	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ 3,000	
Meals	\$ 4,500	\$ 2,500	\$ -	\$ -	\$ 2,500	
Travel	\$ 500	\$ 500	\$ -	\$ -	\$ 500	
Pandemic Covid-19	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Ops Administration	\$ 912,097	\$ 979,626	\$ -	\$ -	\$ 979,626	7%

Infrastructure Services Department Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget	Base	Service Level	Legislative	Budget	Budget %
	2020	Budget 2021	Change 2021	Change 2021	2021	Change
Ops Roadside Maintenance Programs						
Entrance Culvert - With permit	\$ 7,000	\$ 8,000	\$ -	\$ -	\$ 8,000	
Entrance -Existing	\$ 12,500	\$ 14,500	\$ -	\$ -	\$ 14,500	
Mowing	\$ 32,000	\$ 32,000	\$ -	\$ -	\$ 32,000	
Weed eating	\$ 18,500	\$ 18,500	\$ -	\$ -	\$ 18,500	
Brushing/Tree Removal	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 200,000	
Weed Spraying	\$ 35,842	\$ 35,842	\$ 10,000	\$ -	\$ 45,842	
Debris Pick-Up	\$ 10,000	\$ 10,000	\$ 5,000	\$ -	\$ 15,000	
Causeway Litter	\$ 4,000	\$ 4,000	\$ 2,000	\$ -	\$ 6,000	
Ditching	\$ 332,850	\$ 332,850	\$ 80,000	\$ 25,000	\$ 437,850	
Beaver Dams	\$ 37,500	\$ 37,500	\$ -	\$ -	\$ 37,500	
Washouts	\$ 136,000	\$ 136,000	\$ 5,000	\$ 20,000	\$ 161,000	
Trails	\$ -	\$ 7,500	\$ -	\$ -	\$ 7,500	
Emergency Cross Culvert Repair	\$ -	\$ -	\$ 45,000	\$ 5,000	\$ 50,000	
Total Ops Roadside Maintenance Programs	\$ 826,192	\$ 836,692	\$ 147,000	\$ 50,000	\$ 1,033,692	25%
Ops Hardtop Maintenance						
Premix Patching	\$ 214,500	\$ 214,500	\$ 25,000	\$ -	\$ 239,500	
Maintenance Paving	\$ 196,900	\$ 196,900	\$ 25,000	\$ -	\$ 221,900	
Sweeping	\$ 235,000	\$ 235,000	\$ -	\$ 35,000	\$ 270,000	
Shoulder Grading	\$ 104,000	\$ 104,000	\$ 36,000	\$ -	\$ 140,000	
Shoulder Gravelling	\$ 220,000	\$ 220,000	\$ 20,000	\$ -	\$ 240,000	
Catch basins/Drainage	\$ 49,500	\$ 49,500	\$ 2,500	\$ 5,000	\$ 57,000	
Total Ops Hardtop Maintenance	\$ 1,019,900	\$ 1,019,900	\$ 108,500	\$ 40,000	\$ 1,168,400	15%
Ops Winter Control						
Snow Plowing	\$ 515,000	\$ 545,000	\$ -	\$ -	\$ 545,000	
Culvert Thaw	\$ 19,000	\$ 19,000	\$ -	\$ -	\$ 19,000	
Sanding	\$ 571,000	\$ 571,000	\$ -	\$ -	\$ 571,000	
Salting	\$ 2,437,050	\$ 2,437,050	\$ -	\$ -	\$ 2,437,050	
North Kawartha Winter Mtce	\$ 380,000	\$ 320,000	\$ -	\$ -	\$ 320,000	
Trent Lakes Winter Mtce - Contracted	\$ 305,000	\$ 350,000	\$ -	\$ -	\$ 350,000	
Selwyn Winter Mtce Agreement	\$ 20,400	\$ 20,000	\$ -	\$ -	\$ 20,000	
Snow Fence	\$ 22,000	\$ 20,000	\$ -	\$ -	\$ 20,000	
Winter Patrol	\$ 365,886	\$ 365,886	\$ -	\$ -	\$ 365,886	
Stock-Piling	\$ 408,000	\$ 408,000	\$ -	\$ -	\$ 408,000	
Total Ops Winter Control	\$ 5,043,336	\$ 5,055,936	\$ -	\$ -	\$ 5,055,936	0%
Ops Safety Devices						
Railway Crossings	\$ 11,700	\$ 11,700	\$ -	\$ -	\$ 11,700	
Sign Maintenance	\$ 224,400	\$ 224,000	\$ 10,000	\$ -	\$ 234,000	
Guiderail Maintenance	\$ 115,000	\$ 115,000	\$ 50,000	\$ -	\$ 165,000	
Traffic Signal Mtce.	\$ 107,000	\$ 107,000	\$ 25,000	\$ -	\$ 132,000	
Total Ops Safety Devices	\$ 458,100	\$ 457,700	\$ 85,000	\$ -	\$ 542,700	18%
Ops Fleet & Equipment						
Fleet & Equipment Charged To Jobs	\$ (2,000,000)	\$ (2,042,000)	\$ -	\$ -	\$ (2,042,000)	
Fleet & Equipment Mtce.	\$ 1,400,000	\$ 1,400,000	\$ -	\$ -	\$ 1,400,000	
Total Ops Fleet & Equipment	\$ (600,000)	\$ (642,000)	\$ -	\$ -	\$ (642,000)	7%

Infrastructure Services Department Budget 2021

		Base	Service Level	Issue Paper Required	Issue Paper Required		
	Budget	Budget	Change	Change	Change	Budget	Budget % Change
	2020	2021	2021	2021	2021	2021	

Tangible Capital Assets (TCA)

Revenue

Tax Requirement	\$ (7,479,930)	\$ (9,874,944)	\$ -	\$ -	\$ (9,874,944)	
OCIF -Fund	\$ (523,622)	\$ (523,622)	\$ -	\$ -	\$ (523,622)	
ICIP Northern & Rural Stream Funding	\$ (1,986,813)	\$ (1,986,813)	\$ -	\$ -	\$ (1,986,813)	
Federal Gas Tax Earned	\$ (3,439,908)	\$ (1,769,166)	\$ -	\$ -	\$ (1,769,166)	
Development Charges Earned	\$ (3,667,000)	\$ (1,389,784)	\$ -	\$ -	\$ (1,389,784)	
Total TCA Revenue	\$ (17,097,273)	\$ (15,544,329)	\$ -	\$ -	\$ (15,544,329)	(9%)

Total TCA Disbursements	\$ 5,164,501	\$ 5,416,550	\$ -	\$ -	\$ 5,416,550	5%
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Total Net TCA (Surplus) Deficit	\$ (11,932,772)	\$ (10,127,779)	\$ -	\$ -	\$ (10,127,779)	
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Disbursements

TCA Transportation Plan Projects

CR 20 Upgrade - CR18 To Selwyn	\$ 2,473,500	\$ -	\$ -	\$ -	\$ -	
Active Transportation Master Plan	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000	
Steel Beam/Cable Guiderail	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 250,000	
Transportation Master Plan	\$ 233,000	\$ 98,232	\$ -	\$ -	\$ 98,232	
CR4 - CR4 at CR41 - Design Lt. Turn Lane	\$ 76,500	\$ -	\$ -	\$ -	\$ -	
Ward St, (CR18) Widening- 3 Lane cross section	\$ 52,000	\$ -	\$ -	\$ -	\$ -	
CR14 Causeway - Widening	\$ 1,880,060	\$ 1,224,052	\$ -	\$ -	\$ 1,224,052	
CR 18/5th Line intersection signalization project	\$ 49,500	\$ 20,000	\$ -	\$ -	\$ 20,000	
Total TCA Transportation Plan Projects	\$ 5,024,560	\$ 1,602,284	\$ -	\$ -	\$ 1,602,284	(68%)

TCA Engineering Structure Projects

Gilchrist Park Bridge	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	
Wards Bridge	\$ 109,500	\$ -	\$ -	\$ -	\$ -	
Chemong Bridge	\$ 10,000	\$ 50,000	\$ -	\$ -	\$ 50,000	
Firehall Bridge	\$ 59,500	\$ -	\$ -	\$ -	\$ -	
Lower Buckhorn Bridge	\$ 250,000	\$ -	\$ -	\$ -	\$ -	
Trent Canal Bridge	\$ 250,000	\$ -	\$ -	\$ -	\$ -	
Baxter Creek	\$ 36,000	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	
Hickey's Bridge	\$ 9,500	\$ 30,000	\$ -	\$ -	\$ 30,000	
Deer Bay Creek	\$ 1,039,500	\$ -	\$ -	\$ -	\$ -	
Nogie's Creek Bridge	\$ 59,500	\$ -	\$ -	\$ -	\$ -	
North River Bridge	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	
Indian River Bridge	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000	
Westwood Bridge	\$ 6,000	\$ 1,200,000	\$ -	\$ -	\$ 1,200,000	
Girven Bridge	\$ 45,500	\$ -	\$ -	\$ -	\$ -	
Burnt Dam Bridge	\$ 23,500	\$ -	\$ -	\$ -	\$ -	
Deer Hatchery River Bridge	\$ 70,000	\$ 1,500,000	\$ -	\$ -	\$ 1,500,000	
Crowe Bridge	\$ 23,500	\$ -	\$ -	\$ -	\$ -	
Nichol's Cove Bridge	\$ 50,000	\$ -	\$ -	\$ -	\$ -	
Union Creek Bridge	\$ 20,000	\$ -	\$ -	\$ -	\$ -	
Peter's Island Bridge	\$ 830,000	\$ -	\$ -	\$ -	\$ -	
Crowe River Bridge - CR504	\$ 699,500	\$ -	\$ -	\$ -	\$ -	
CR 23 (Buckhorn) Culvert	\$ 10,000	\$ -	\$ -	\$ -	\$ -	
CR44 cross-culverts	\$ 50,000	\$ -	\$ -	\$ -	\$ -	
Cross Culvert Replacement Program	\$ 411,930	\$ 840,042	\$ -	\$ -	\$ 840,042	
Total TCA Engineering Structure Projects	\$ 5,563,430	\$ 4,720,042	\$ -	\$ -	\$ 4,720,042	(15%)

Infrastructure Services Department Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget	Base	Service Level	Legislative	Budget	Budget %
	2020	Budget 2021	Change 2021	Change 2021	2021	Change
TCA Roads Construction Projects						
Cnty Rd 4	\$ 1,372,255	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 4	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	
Cnty Rd 10	\$ 50,000	\$ 20,000	\$ -	\$ -	\$ 20,000	
Cnty Rd 12	\$ 450,800	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 14	\$ 1,196,875	\$ 1,196,875	\$ -	\$ -	\$ 1,196,875	
Cnty Rd 14	\$ 1,196,875	\$ 1,196,875	\$ -	\$ -	\$ 1,196,875	
Cnty Rd 20	\$ -	\$ 570,000	\$ -	\$ -	\$ 570,000	
Cnty Rd 21	\$ -	\$ 1,050,000	\$ -	\$ -	\$ 1,050,000	
Cnty Rd 23	\$ 458,850	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 37	\$ -	\$ 1,676,000	\$ -	\$ -	\$ 1,676,000	
Cnty Rd 37	\$ 241,500	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 37	\$ 350,000	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 40	\$ 257,600	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 40	\$ 2,173,500	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 44	\$ 250,000	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 46	\$ -	\$ 449,500	\$ -	\$ -	\$ 449,500	
Cnty Rd 48	\$ 70,500	\$ 150,500	\$ -	\$ -	\$ 150,500	
Cnty Rd 48	\$ 75,000	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 48	\$ 294,688	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 504 - Jack lake east .8 km	\$ 1,077,875	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 504	\$ 431,250	\$ -	\$ -	\$ -	\$ -	
Cnty Rd 504	\$ -	\$ 480,500	\$ -	\$ -	\$ 480,500	
Cnty Rd 507	\$ -	\$ 759,000	\$ -	\$ -	\$ 759,000	
Cnty Rd 507	\$ -	\$ 1,172,200	\$ -	\$ -	\$ 1,172,200	
Cnty Rd 507	\$ 444,188	\$ -	\$ -	\$ -	\$ -	
Airport Road	\$ -	\$ 523,622	\$ -	\$ -	\$ 523,622	
Pre-Engineering	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000	
Total TCA Roads Construction Projects	\$ 10,441,756	\$ 9,395,072	\$ -	\$ -	\$ 9,395,072	(10%)
TCA EQUIPMENT						
Roads Capital Equipment	\$ 1,770,547	\$ 514,355	\$ -	\$ -	\$ 514,355	(71%)
Total TCA Equipment	\$ 1,770,547	\$ 514,355	\$ -	\$ -	\$ 514,355	(71%)
Total Amortization	\$ 5,164,500	\$ 5,416,550	\$ -	\$ -	\$ 5,416,550	5%
Total TCA Clearing	\$ (22,800,292)	\$ (16,231,753)	\$ -	\$ -	\$ (16,231,753)	(29%)
Total Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Infrastructure Services Department Budget 2021

		Issue Paper Required	Issue Paper Required		
	Base	Service Level	Legislative	Budget	Budget %
Budget	Budget	Change	Change	Budget	Change
2020	2021	2021	2021	2021	

Change In Accumulated Surplus

TRF fr Carry Forward Fund-CAP	\$ (4,191,935)	\$ -	\$ -	\$ -	\$ -	
TRF fr Trail Reserve - OPER.	\$ -	\$ (5,000)	\$ -	\$ -	\$ (5,000)	
TRF fr ISD Equipment LTP- CA	\$ (1,770,547)	\$ (514,355)	\$ -	\$ -	\$ (514,355)	
TRF fr General WF - OPS	\$ (13,066)	\$ -	\$ -	\$ -	\$ -	
TRF fr Infrast. LTP - CAP	\$ (406,938)	\$ (226,754)	\$ -	\$ -	\$ (226,754)	
Total Transfers from Reserves	\$ (6,382,486)	\$ (746,109)	\$ -	\$ -	\$ (746,109)	(88%)
TRF to Infrastructure LTP - CAP	\$ 48,418	\$ 31,434	\$ -	\$ -	\$ 31,434	
TRF to ISD Equipment Reserve	\$ 600,000	\$ 642,000	\$ -	\$ -	\$ 642,000	
TRF to ISD Facilities Reserve	\$ 21,707	\$ 22,250	\$ -	\$ -	\$ 22,250	
TRF to Trails LTP - OPS	\$ 3,000	\$ 4,000	\$ -	\$ -	\$ 4,000	
Total Transfers to Reserves	\$ 673,125	\$ 699,684	\$ -	\$ -	\$ 699,684	4%
Net Transfers to and (from) Reserves	\$ (5,709,361)	\$ (46,425)	\$ -	\$ -	\$ (46,425)	(99%)
Total Change in Accum. Surplus Invested in TCA	\$ 17,635,792	\$ 10,815,203	\$ -	\$ -	\$ 10,815,203	(39%)
Total Surplus to (Deficit from) Accum. Surplus	\$ 11,926,431	\$ 10,768,778	\$ -	\$ -	\$ 10,768,778	(10%)
Total Infrastructure Services Revenue	\$ (36,656,926)	\$ (28,194,060)	\$ (415,500)	\$ (90,000)	\$ (28,699,560)	(22%)
Total Infrastructure Services Expenditures	\$ 36,656,926	\$ 28,194,060	\$ 415,500	\$ 90,000	\$ 28,699,560	(22%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (20,430,722)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 1,716,001

2021
\$ (22,057,691)
\$ 1,626,969

Infrastructure Services Department Budget 2021

	Budget 2021	Notes
Operating Expenditures		
ISD Senior Administration		
Internal Transfer To Corporate	\$ 64,335	Includes transfer of \$30,000 to CORP for ASA/Facilities Position
E & D Corridor Control & Permits		
Ontario One Call	\$ 31,220	Based upon 2019 actuals plus unionized labour increases
Sign Permit Review	\$ 60,250	New by-law impacts to be determined; Bush County Signs
Road Cut/Occupancy Permit	\$ 5,100	Unionized Labour Increase
Oversize Load/Special Event Permit	\$ 7,650	Unionized Labour Increase
Municipal Consent	\$ 12,750	Unionized Labour Increase
E & D Development Services and Review		
Traffic Counts	\$ 41,327	Unionized Labour Increase
Development Engineering	\$ 56,100	Unionized Labour Increase
Traffic Safety Investigations	\$ 30,551	Unionized Labour Increase
E & D Road & Bridge Mtce. Programs		
Crack Sealing	\$ 175,000	Close the gap in two years. Increase to \$143k in 2020 and then another \$32k in 2021
Pavement Markings	\$ 552,592	Unionized Labour Increase
Bridge Maintenance	\$ 470,000	Increase base due to COLA and COVID impacts
Survey & Design	\$ 36,695	Unionized Labour Increase
Regulatory Bridge Inspection Program	\$ 50,000	Anticipated increase for consultant services with issuance of OSIM RFP
Ops Administration		
Safety Meetings Etc.	\$ 10,000	Additional budget for JHSC meetings & inspections
Equipment Repairs&Mtce.	\$ 67,000	shift funds to small tools, includes \$50,000 for fuel system upgrades
Ops Roadside Maintenance Programs		
Debris Pick-Up	\$ 15,000	increased garbage pickups at Gannons, Causeway and other locations , COVID 19 visitor increases
Causeway Litter	\$ 6,000	increased garbage pickups at Gannons, Causeway and other locations , COVID 19 visitor increases
Ditching	\$ 437,850	additional mtce due to more intensive rain events, reduce liability due to private property flood damage claims. Also increases due to due to disposal costs related to excess soils regulation in 2021
Beaver Dams	\$ 37,500	additional mtce due to more intensive rain events.
Washouts	\$ 161,000	increases due to disposal and soil testing costs related to excess soils regulation in 2021
Trails	\$ 7,500	\$5,000 for Gazebo funded by Trails Reserve. minor trail maintenance along River Road (grading)
Emergency Cross Culvert Repair	\$ 50,000	allocate for 1 emergency cross culvert replacement, separate from cross culvert replacement capital program



Infrastructure Services Department Budget 2021

	Budget 2021	Notes
Ops Hardtop Maintenance		
Premix Patching	\$ 239,500	increased pricing for materials and increased # to repairs needed,
Maintenance Paving	\$ 221,900	increased pricing for materials and increased # to repairs needed,
Sweeping	\$ 270,000	increases due to excess soils regulation
Shoulder Grading	\$ 140,000	inadequate shoulder grading program, maintain pavement edge, road condition and reduced liability issues
Shoulder Gravelling	\$ 240,000	inadequate shoulder gravelling program, maintain pavement edge, road condition and reduced liability issues
Catch basins/Drainage	\$ 57,000	increases due to excess soils regulation. Increased CCTV inspections of pipes and CBs
Ops Winter Control		
North Kawartha Winter Mtce	\$ 320,000	Cost sharing North Kawartha facilities estimated at \$3,800 per month (mid Oct to mid April) or \$23,000, plus fuel (est. \$35,000), 50/50 cost share of sand
Trent Lakes Winter Mtce - Contracted	\$ 350,000	Todd Brothers contracted at \$340,800 (HST incl.) for 2020/2021
Ops Safety Devices		
Sign Maintenance	\$ 234,000	increases in # signs and speed zones areas.
Guiderail Maintenance	\$ 165,000	assume 5 steel beam guide rail repairs on avg (\$10k per)
Traffic Signal Mtce.	\$ 132,000	additional repairs of control boxes planned
Tangible Capital Assets (TCA)		
Disbursements		
TCA Transportation Plan Projects		
Transportation Master Plan	\$ 98,232	\$9,600 added from the Planning budget for the Transportation Tomorrow Survey.
TCA Roads Construction Projects		
Cnty Rd 4	\$ 100,000	Drainage Improvement CR4 in Warsaw
Catchbasin Replacement Program	\$ -	Proposed program in 2022.



County/City Landfill Budget 2021

			Issue Paper Required	Issue Paper Required		
		Base	Service Level	Legislative		
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Revenue

Total Operating Revenue	\$ (2,298,604)	\$ (2,275,127)	\$ -	\$ -	\$ (2,275,127)	(1%)
Total Operating Expenditures	\$ 2,298,604	\$ 2,275,127	\$ -	\$ -	\$ 2,275,127	(1%)
Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

Expenditures

County/City Landfill Operational Expenditures	\$ 2,298,604	\$ 2,275,127	\$ -	\$ -	\$ 2,275,127	(1%)
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Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (940,000)	\$ (940,000)	\$ -	\$ -	\$ (940,000)	
Total TCA Disbursements	\$ 212,700	\$ 212,950	\$ -	\$ -	\$ 212,950	0%
Total Net TCA (Surplus) Deficit	\$ (727,300)	\$ (727,050)	\$ -	\$ -	\$ (727,050)	

Disbursements

County/City Landfill	\$ 677,500	\$ 2,120,000	\$ -	\$ -	\$ 2,120,000	213%
Amortization	\$ 212,700	\$ 212,950	\$ -	\$ -	\$ 212,950	0%
C.A. Clearing	\$ (677,500)	\$ (2,120,000)	\$ -	\$ -	\$ (2,120,000)	213%
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change in Accumulated Surplus

Total Transfers from Reserves	\$ -	\$ (1,442,500)	\$ -	\$ -	\$ (1,442,500)	
Total Transfers to Reserves	\$ 262,500	\$ 262,500	\$ -	\$ -	\$ 262,500	
Net Transfers to (from) Reserves	\$ 262,500	\$ (1,180,000)	\$ -	\$ -	\$ (1,180,000)	(550%)
Change in Accum. Surplus Invested in TCA	\$ 464,800	\$ 1,907,050	\$ -	\$ -	\$ 1,907,050	310%
Total Surplus to (Deficit) From Accum. Surplus	\$ 727,300	\$ 727,050	\$ -	\$ -	\$ 727,050	(0%)

Total County/City Landfill Revenue	\$ (3,238,604)	\$ (4,657,627)	\$ -	\$ -	\$ (4,657,627)	44%
Total County/City Landfill Expenditures	\$ 3,238,604	\$ 4,657,627	\$ -	\$ -	\$ 4,657,627	44%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (1,417,104)
- Tax \$ Increase(Decrease) Over Previous Year's Budget	\$ 26,893

2021
\$ (1,085,604)
\$ (331,500)



County/City Landfill Budget 2021

			Issue Paper Required	Issue Paper Required		
		Base	Service Level	Legislative		
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Revenue

Tax Requirement	\$ (477,104)	\$ (145,604)	\$ -	\$ -	\$ (145,604)	
Landfill Fees	\$ (1,821,500)	\$ (2,129,523)	\$ -	\$ -	\$ (2,129,523)	
Total Operating Revenue	\$ (2,298,604)	\$ (2,275,127)	\$ -	\$ -	\$ (2,275,127)	(1%)

Total Operating Expenditures	\$ 2,298,604	\$ 2,275,127	\$ -	\$ -	\$ 2,275,127	(1%)
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Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	
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Expenditures

Landfill Operational Costs	\$ 2,298,604	\$ 2,275,127	\$ -	\$ -	\$ 2,275,127	
County/City Landfill Operational Expenditures	\$ 2,298,604	\$ 2,275,127	\$ -	\$ -	\$ 2,275,127	(1%)

Tangible Capital Assets (TCA)

Revenue

Tax Requirement	\$ (940,000)	\$ (940,000)	\$ -	\$ -	\$ (940,000)	
Total TCA Revenue	\$ (940,000)	\$ (940,000)	\$ -	\$ -	\$ (940,000)	

Total TCA Disbursements	\$ 212,700	\$ 212,950	\$ -	\$ -	\$ 212,950	0%
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Total Net TCA (Surplus) Deficit	\$ (727,300)	\$ (727,050)	\$ -	\$ -	\$ (727,050)	
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Disbursements

County/City Landfill

Land Improvement	\$ 677,500	\$ 2,120,000	\$ -	\$ -	\$ 2,120,000	
County/City Landfill	\$ 677,500	\$ 2,120,000	\$ -	\$ -	\$ 2,120,000	213%

Amortization	\$ 212,700	\$ 212,950	\$ -	\$ -	\$ 212,950	0%
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C.A. Clearing	\$ (677,500)	\$ (2,120,000)	\$ -	\$ -	\$ (2,120,000)	213%
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Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	
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County/City Landfill Budget 2021

	Issue Paper Required		Issue Paper Required			
	Base		Service Level		Legislative	
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change
Change in Accumulated Surplus						
TRF fr WM Landfill LTP - CAP	\$ -	\$ (1,442,500)	\$ -	\$ -	\$ (1,442,500)	
Total Transfers from Reserves	\$ -	\$ (1,442,500)	\$ -	\$ -	\$ (1,442,500)	
TRF to Landfill Post Clos.	\$ 262,500	\$ 262,500	\$ -	\$ -	\$ 262,500	
Total Transfers to Reserves	\$ 262,500	\$ 262,500	\$ -	\$ -	\$ 262,500	
Net Transfers to (from) Reserves	\$ 262,500	\$ (1,180,000)	\$ -	\$ -	\$ (1,180,000)	(550%)
Change in Accum. Surplus Invested in TCA	\$ 464,800	\$ 1,907,050	\$ -	\$ -	\$ 1,907,050	310%
Total Surplus to (Deficit) From Accum. Surplus	\$ 727,300	\$ 727,050	\$ -	\$ -	\$ 727,050	(0%)
Total County/City Landfill Revenue	\$ (3,238,604)	\$ (4,657,627)	\$ -	\$ -	\$ (4,657,627)	44%
Total County/City Landfill Expenditures	\$ 3,238,604	\$ 4,657,627	\$ -	\$ -	\$ 4,657,627	44%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (1,417,104)
- Tax \$ Increase(Decrease)Over Previous Year's Budget	\$ 26,893

2021
\$ (1,085,604)
\$ (331,500)

ISD - Waste Management Budget 2021

			Issue Paper Required	Issue Paper Required		
		Base	Service Level	Legislative		
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Total General Operating Revenue	\$ (4,414,150)	\$ (4,325,156)	\$ 20,000	\$ -	\$ (4,305,156)	(2%)
Total Other Operating Revenue	\$ (194,500)	\$ (194,000)	\$ -	\$ -	\$ (194,000)	(0%)
Total Operating Revenue	\$ (4,608,650)	\$ (4,519,156)	\$ 20,000	\$ -	\$ (4,499,156)	(2%)
Total Operating Expenditures	\$ 4,800,650	\$ 4,777,236	\$ (20,000)	\$ -	\$ 4,757,236	(1%)
Total Net Operating (Surplus) Deficit	\$ 192,000	\$ 258,080	\$ -	\$ -	\$ 258,080	

Expenditures

Waste Management - Labour & Benefits	\$ 427,522	\$ 435,136	\$ -	\$ -	\$ 435,136	2%
Waste Management - General Admin. Exp	\$ 87,445	\$ 94,122	\$ -	\$ -	\$ 94,122	8%
Waste Recycling - Curbside	\$ 1,936,500	\$ 2,049,000	\$ -	\$ -	\$ 2,049,000	6%
Waste Recycling Sites	\$ 275,100	\$ 302,150	\$ -	\$ -	\$ 302,150	10%
Waste Recycling Parks	\$ 233,000	\$ 221,000	\$ -	\$ -	\$ 221,000	(5%)
School Programs	\$ -	\$ -	\$ -	\$ -	\$ -	
Recycling Processing	\$ 1,037,000	\$ 974,000	\$ -	\$ -	\$ 974,000	(6%)
Hazardous Waste	\$ 108,000	\$ 68,000	\$ -	\$ -	\$ 68,000	(37%)
Composting	\$ 25,000	\$ 21,000	\$ -	\$ -	\$ 21,000	(16%)
Organics, Leaf and Yard	\$ 421,300	\$ 354,300	\$ -	\$ -	\$ 354,300	(16%)
Hazardous Waste Depots	\$ 194,783	\$ 211,528	\$ -	\$ -	\$ 211,528	9%
Other Depot Collection	\$ 55,000	\$ 47,000	\$ (20,000)	\$ -	\$ 27,000	(51%)

Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (66,015)	\$ (50,000)	\$ -	\$ -	\$ (50,000)	(24%)
Total TCA Disbursements	\$ 6,300	\$ 6,300	\$ -	\$ -	\$ 6,300	
Total Net TCA (Surplus) Deficit	\$ (59,715)	\$ (43,700)	\$ -	\$ -	\$ (43,700)	(27%)

Disbursements

TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	
Amortization	\$ 6,300	\$ 6,300	\$ -	\$ -	\$ 6,300	
TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change in Accumulated Surplus

Total Transfers from Reserves	\$ (192,000)	\$ (258,080)	\$ -	\$ -	\$ (258,080)	34%
Total Transfers to Reserves	\$ 66,015	\$ 50,000	\$ -	\$ -	\$ 50,000	(24%)
Net transfers to (from) Reserves	\$ (125,985)	\$ (208,080)	\$ -	\$ -	\$ (208,080)	65%
Change in Accum. Surplus Invested in TCA	\$ (6,300)	\$ (6,300)	\$ -	\$ -	\$ (6,300)	
Total Surplus to (Deficit from) Accum. Surplus	\$ (132,285)	\$ (214,380)	\$ -	\$ -	\$ (214,380)	
Total Waste Management Revenue	\$ (4,866,665)	\$ (4,827,236)	\$ 20,000	\$ -	\$ (4,807,236)	(1%)
Total Waste Management Expenditures	\$ 4,866,665	\$ 4,827,236	\$ (20,000)	\$ -	\$ 4,807,236	(1%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (3,392,530)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 1,212,995

2021
\$ (3,160,156)
\$ (232,374)

ISD - Waste Management Budget 2021

			Issue Paper Required	Issue Paper Required		
		Base	Service Level	Legislative		
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Waste Management General

Tax Requirement	\$ (3,326,515)	\$ (3,130,156)	\$ 20,000	\$ -	\$ (3,110,156)	
Marketed Materials Revenues RPRA	\$ (382,500)	\$ (425,000)	\$ -	\$ -	\$ (425,000)	
Blue Box Cost Recovery	\$ (705,135)	\$ (770,000)	\$ -	\$ -	\$ (770,000)	
Total General Operating Revenue	\$ (4,414,150)	\$ (4,325,156)	\$ 20,000	\$ -	\$ (4,305,156)	(2%)

Other Services

RPRA MHSW Cost Recovery	\$ (60,000)	\$ (60,000)	\$ -	\$ -	\$ (60,000)	
WEEE Recovery	\$ (35,000)	\$ (26,000)	\$ -	\$ -	\$ (26,000)	
Sales - Compost Program	\$ (16,000)	\$ (10,000)	\$ -	\$ -	\$ (10,000)	
Equip. Rental Recycling Sites	\$ (500)	\$ -	\$ -	\$ -	\$ -	
Sales - Caddies	\$ (1,000)	\$ (1,500)	\$ -	\$ -	\$ (1,500)	
Sales - Blue Boxes	\$ (5,000)	\$ (5,000)	\$ -	\$ -	\$ (5,000)	
Additional Depot Recycling	\$ (50,000)	\$ (51,000)	\$ -	\$ -	\$ (51,000)	
Other Coll. Recycle.-Curbside	\$ (27,000)	\$ (40,500)	\$ -	\$ -	\$ (40,500)	
Total Other Operating Revenue	\$ (194,500)	\$ (194,000)	\$ -	\$ -	\$ (194,000)	(0%)

Total Operating Revenue	\$ (4,608,650)	\$ (4,519,156)	\$ 20,000	\$ -	\$ (4,499,156)	(2%)
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Total Operating Expenditures	\$ 4,800,650	\$ 4,777,236	\$ (20,000)	\$ -	\$ 4,757,236	(1%)
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Total Net Operating (Surplus) Deficit	\$ 192,000	\$ 258,080	\$ -	\$ -	\$ 258,080	
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Expenditures

Waste Management - Labour & Benefits

Salaries	\$ 316,565	\$ 319,982	\$ -	\$ -	\$ 319,982	
Statutory Benefits	\$ 66,751	\$ 68,135	\$ -	\$ -	\$ 68,135	
Health Benefits	\$ 44,206	\$ 47,019	\$ -	\$ -	\$ 47,019	
Waste Management - Labour & Benefits	\$ 427,522	\$ 435,136	\$ -	\$ -	\$ 435,136	2%

Waste Management - General Admin

Advertising	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 30,000	
Courier	\$ 50	\$ 50	\$ -	\$ -	\$ 50	
Photocopier	\$ 5,460	\$ 4,600	\$ -	\$ -	\$ 4,600	
Postage	\$ 300	\$ 300	\$ -	\$ -	\$ 300	
Office Supplies	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 1,500	
Membership	\$ 1,000	\$ 800	\$ -	\$ -	\$ 800	
Staff Development	\$ 3,500	\$ 3,500	\$ -	\$ -	\$ 3,500	
Conventions	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 1,500	
Accommodation	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 1,000	
Meals	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 1,500	
Travel	\$ 1,850	\$ 1,850	\$ -	\$ -	\$ 1,850	
Vehicle Maintenance	\$ 2,500	\$ 4,000	\$ -	\$ -	\$ 4,000	
Insurance	\$ 22,420	\$ 24,670	\$ -	\$ -	\$ 24,670	
Criminal Background Checks	\$ 200	\$ 200	\$ -	\$ -	\$ 200	
Adopt-A-Road Program	\$ 500	\$ 500	\$ -	\$ -	\$ 500	
Vehicle Fuel	\$ 5,500	\$ 5,500	\$ -	\$ -	\$ 5,500	
IT Hardware	\$ -	\$ 3,080	\$ -	\$ -	\$ 3,080	
IT Software	\$ 250	\$ 500	\$ -	\$ -	\$ 500	
Mobile Devices	\$ 1,500	\$ 2,040	\$ -	\$ -	\$ 2,040	
Telephone	\$ 4,520	\$ 4,140	\$ -	\$ -	\$ 4,140	

ISD - Waste Management Budget 2021

			Issue Paper Required		Issue Paper Required			
	Base		Service Level		Legislative			
	Budget 2020	Budget 2021	Change 2021	Change 2021	Change 2021	Budget 2021	Budget % Change	
Financial Audit Fees	\$ 2,395	\$ 2,892	\$ -	\$ -	\$ -	\$ 2,892		
Waste Management - General Admin. Exp	\$ 87,445	\$ 94,122	\$ -	\$ -	\$ -	\$ 94,122	8%	
Waste Recycling - Curbside								
Advertising	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000		
Blue Boxes for Resale	\$ 16,500	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000		
Waste Recycling Curbside	\$ 1,905,000	\$ 2,019,000	\$ -	\$ -	\$ -	\$ 2,019,000		
Waste Recycling - Curbside	\$ 1,936,500	\$ 2,049,000	\$ -	\$ -	\$ -	\$ 2,049,000	6%	
Waste Recycling Sites								
Advertising	\$ 4,500	\$ 4,500	\$ -	\$ -	\$ -	\$ 4,500		
Telephone	\$ 600	\$ 550	\$ -	\$ -	\$ -	\$ 550		
Equipment Maint. Bins	\$ -	\$ 26,000	\$ -	\$ -	\$ -	\$ 26,000		
Container Haulage	\$ 270,000	\$ 271,100	\$ -	\$ -	\$ -	\$ 271,100		
Waste Recycling Sites	\$ 275,100	\$ 302,150	\$ -	\$ -	\$ -	\$ 302,150	10%	
Waste Recycling Parks								
Advertising	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500		
Caddies for Resale	\$ 3,500	\$ 3,500	\$ -	\$ -	\$ -	\$ 3,500		
Trucking Contract	\$ 228,000	\$ 216,000	\$ -	\$ -	\$ -	\$ 216,000		
Waste Recycling Parks	\$ 233,000	\$ 221,000	\$ -	\$ -	\$ -	\$ 221,000	(5%)	
Recycling Processing								
Recycling Processing	\$ 925,000	\$ 872,000	\$ -	\$ -	\$ -	\$ 872,000		
Recycling Process Audit Fees	\$ 12,000	\$ 52,000	\$ -	\$ -	\$ -	\$ 52,000		
City TCA Maint. Fees	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000		
Recycling Processing	\$ 1,037,000	\$ 974,000	\$ -	\$ -	\$ -	\$ 974,000	(6%)	
Hazardous Waste								
Collection Days	\$ 10,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000		
Advertising	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000		
City TCA/Purchase Service	\$ 97,000	\$ 47,000	\$ -	\$ -	\$ -	\$ 47,000		
Hazardous Waste	\$ 108,000	\$ 68,000	\$ -	\$ -	\$ -	\$ 68,000	(37%)	
Composting								
Advertising	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000		
Composting - Program Costs	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -		
Composters	\$ 23,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000		
Composting	\$ 25,000	\$ 21,000	\$ -	\$ -	\$ -	\$ 21,000	(16%)	
Organics, Leaf and Yard								
Advertising - Leaf & Yard	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -	\$ 7,500		
Leaf & Yard Collection	\$ 170,000	\$ 180,000	\$ -	\$ -	\$ -	\$ 180,000		
Advertising	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,000		
Organics Equip. Maint.	\$ 5,800	\$ 5,800	\$ -	\$ -	\$ -	\$ 5,800		
Organics Program	\$ 237,000	\$ 160,000	\$ -	\$ -	\$ -	\$ 160,000		
Organics, Leaf and Yard	\$ 421,300	\$ 354,300	\$ -	\$ -	\$ -	\$ 354,300	(16%)	
Hazardous Waste Depots								
Hazardous Waste Depots - Wages & Benefits	\$ 119,883	\$ 121,178	\$ -	\$ -	\$ -	\$ 121,178		
Advertising	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ -	\$ 1,500		
Supplies	\$ 4,000	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000		
HWD - Support Maint.	\$ 12,000	\$ 8,000	\$ -	\$ -	\$ -	\$ 8,000		
Mobile Devices	\$ 2,400	\$ 2,850	\$ -	\$ -	\$ -	\$ 2,850		
Facilities/Equipment (Non TCA)	\$ 10,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000		
H.W.D. Collection	\$ 45,000	\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000		
Hazardous Waste Depots	\$ 194,783	\$ 211,528	\$ -	\$ -	\$ -	\$ 211,528	9%	

ISD - Waste Management Budget 2021

	Issue Paper Required		Issue Paper Required			
	Base		Service Level		Legislative	
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change
Other Depot Collection						
Advertising	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 1,000	
Durable Plastics Collection	\$ 20,000	\$ 20,000	\$ (20,000)	\$ -	\$ -	
Mattress Collection	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ 6,000	
WEEE Payments to Townships	\$ 28,000	\$ 20,000	\$ -	\$ -	\$ 20,000	
Other Depot Collection	\$ 55,000	\$ 47,000	\$ (20,000)	\$ -	\$ 27,000	(51%)

Tangible Capital Assets (TCA)

Revenue

Tax Requirement	\$ (66,015)	\$ (50,000)	\$ -	\$ -	\$ (50,000)	
Total TCA Revenue	\$ (66,015)	\$ (50,000)	\$ -	\$ -	\$ (50,000)	(24%)

Total TCA Disbursements	\$ 6,300	\$ 6,300	\$ -	\$ -	\$ 6,300	
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Total Net TCA (Surplus) Deficit	\$ (59,715)	\$ (43,700)	\$ -	\$ -	\$ (43,700)	(27%)
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Disbursements

TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	
Amortization	\$ 6,300	\$ 6,300	\$ -	\$ -	\$ 6,300	
TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change in Accumulated Surplus

TRF fr WM LTP - OPS	\$ (100,000)	\$ (98,080)	\$ -	\$ -	\$ (98,080)	
TRF fr WM Curbside LTP - OPS	\$ -	\$ (140,000)	\$ -	\$ -	\$ (140,000)	
TRF fr WM Depot LTP - OPS	\$ -	\$ (20,000)	\$ -	\$ -	\$ (20,000)	
TRF fr Carry Forward Funds - OPS	\$ (92,000)	\$ -	\$ -	\$ -	\$ -	
Total Transfers from Reserves	\$ (192,000)	\$ (258,080)	\$ -	\$ -	\$ (258,080)	34%

TRF to WM LTP - CAP	\$ 31,015	\$ 10,000	\$ -	\$ -	\$ 10,000	
TRF to WM Curbside LTP - CAP	\$ 15,000	\$ 20,000	\$ -	\$ -	\$ 20,000	
TRF to WM Depot LTP - CAP	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 20,000	
Total Transfers to Reserves	\$ 66,015	\$ 50,000	\$ -	\$ -	\$ 50,000	(24%)

Net transfers to (from) Reserves	\$ (125,985)	\$ (208,080)	\$ -	\$ -	\$ (208,080)	65%
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Equipment	\$ (6,300)	\$ (6,300)	\$ -	\$ -	\$ (6,300)	
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Change in Accum. Surplus Invested in TCA	\$ (6,300)	\$ (6,300)	\$ -	\$ -	\$ (6,300)	
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Total Surplus to (Deficit from) Accum. Surplus	\$ (132,285)	\$ (214,380)	\$ -	\$ -	\$ (214,380)	
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Total Waste Management Revenue	\$ (4,866,665)	\$ (4,827,236)	\$ 20,000	\$ -	\$ (4,807,236)	(1%)
Total Waste Management Expenditures	\$ 4,866,665	\$ 4,827,236	\$ (20,000)	\$ -	\$ 4,807,236	(1%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (3,392,530)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 1,212,995

2021
\$ (3,160,156)
\$ (232,374)



ISD - Waste Management Budget 2021

	Budget 2021	Notes
Operating		
Revenue		
Waste Management General		
Marketed Materials Revenues	\$ (425,000)	Based on tonnage and current market values for 2020.
RPRA Blue Box Cost Recovery	\$ (770,000)	Estimated payment for 2019 datacall. Note: 2 year lead time for payment.
Other Services		
RPRA MHSW Cost Recovery	\$ (60,000)	Anticipated to be reduction in revenue because of new contract.
WEEE Recovery	\$ (26,000)	Change in WEEE program.
Sales - Blue Boxes	\$ (5,000)	Sold to Townships for resale and residents from Armour Rd Facility.
Additional Depot Recycling	\$ (51,000)	Fuel/CPI increase.
Other Coll. Recycle.-Curbside	\$ (40,500)	CLFN - Underestimated last year - corrected for 2021.
Expenditures		
Waste Management - General Admin		
Advertising	\$ 30,000	Best practice calls for \$1/hh/yr to access funding from Stewardship Ontario. Need to demonstrate \$1 per year per household for promotion in order to receive maximum revenue from Stewardship Ontario
Contingency	\$ -	Included in GL # 1-45-4506-5940
IT Hardware	\$ 3,080	Susan Horton desktop (\$800), Mark Cross desktop (\$800), and Kasper Franciszkiwicz laptop (\$1,480) funded from WM LTP Reserve.
IT Software	\$ 500	Adobe Acrobat
Mobile Devices	\$ 2,040	Based on actuals plus 2%
Telephone	\$ 4,140	Based on 2020 actuals plus 2%
Waste Recycling - Curbside		
Waste Recycling Curbside	\$ 2,019,000	Fuel/CPI increase. \$100,000 funded from Curbside LTP Reserve for Blue Box Transition Consultation.
Waste Recycling Sites		
Telephone	\$ 550	Based on 2020 actuals plus 2%
Equipment Maint. Bins	\$ 26,000	Bin Maintenance. \$20,000 funded from WM Depot LTP Reserve.
Container Haulage	\$ 271,100	Fuel/CPI increase.
Waste Recycling Parks		
Trucking Contract	\$ 216,000	Overestimation last year - corrected for accuracy.
Recycling Processing		
Recycling Processing	\$ 872,000	Based on anticipated tonnage processed.
Recycling Process Audit Fees	\$ 52,000	\$40,000 for Waste Audit funded from Curbside LTP Reserve
City TCA Maint. Fees	\$ 50,000	County share of unexpected MRF and HHW depot costs (maintenance, upgrades, etc.).
Hazardous Waste		
Collection Days	\$ 20,000	Hazardous waste processing costs increased in 2020. Increased processing fees due to popularity of events
City TCA/Purchase Service	\$ 47,000	County share of Pido Rd Depot costs \$ revenue, calculated based on projected tonnage.



ISD - Waste Management Budget 2021

	Budget 2021	Notes
Composting		
Composters	\$ 20,000	Promoting program in 2021.
Organics, Leaf and Yard		
Leaf & Yard Collection	\$ 180,000	Based on Q3 contract renewal pricing anticipated
Organics Program	\$ 160,000	\$90k for organics program and \$15k for Molok purchase/maintenance - \$90k carry over from 2020 (coming from Waste Management General Reserve as not used in 2020).
Hazardous Waste Depots		
Mobile Devices	\$ 2,850	Based on actuals plus 2%
Facilities/Equipment (Non TCA)	\$ 5,000	Funded from WM Gen LTP reserve plan - \$5K
H.W.D. Collection	\$ 70,000	MHSW Fencing for Depots
Other Depot Collection		
Durable Plastics Collection	\$ -	Increase processing costs.
WEEE Payments to Townships	\$ 20,000	Bulky Plastic collection services cancelled, service level change coming forward.
Change in Accumulated Surplus		Change in WEEE program.
TRF fr WM LTP - OPS	\$ (98,080)	\$8,080 per WM General LTP reserve plan for 2021 for fencing and computers. \$90,000 from reserve for Organics Program (originally budgeted in 2020 from general waste management reserve) from 2020 (work not done in 2020 so project carried forward to 2021).
TRF fr WM Curbside LTP - OPS	\$ (140,000)	per WM Curbside LTP reserve plan
TRF fr WM Depot LTP - OPS	\$ (20,000)	per WM Depot LTP reserve plan
TRF to WM LTP - CAP	\$ 10,000	per WM General LTP reserve plan
TRF to WM Curbside LTP - CAP	\$ 20,000	per WM Curbside LTP reserve plan
TRF to WM Depot LTP - CAP	\$ 20,000	per WM Depot LTP reserve plan



Peterborough County/City Paramedics (PCCP)

Budget 2021

	Issue Paper Required		Issue Paper Required			
	Budget	Base	Service Level	Legislative	Budget	Budget %
	2020	Budget	Change	Change	2021	Change
	2020	2021	2021	2021	2021	2021

Revenue

Total Operating Revenue	\$ (17,307,497)	\$ (17,290,416)	\$ (363,905)	\$ -	\$ (17,654,321)	2%
Total Operating Expenditures	\$ 17,515,689	\$ 17,420,795	\$ 363,905	\$ -	\$ 17,784,700	2%
Total Net Operating (Surplus) Deficit	\$ 208,192	\$ 130,379	\$ -	\$ -	\$ 130,379	

Expenditures

PCCP - Senior Management	\$ 531,680	\$ 559,909	\$ -	\$ -	\$ 559,909	5%
PCCP - Supervisors	\$ 1,129,898	\$ 1,100,447	\$ -	\$ -	\$ 1,100,447	-3%
PCCP - Administrative Support	\$ 432,454	\$ 442,093	\$ -	\$ -	\$ 442,093	2%
PCCP - Administrative Expenses	\$ 1,054,093	\$ 1,173,570	\$ (13,000)	\$ -	\$ 1,160,570	10%
Paramedic Full Time Salaries & Benefits	\$ 8,469,173	\$ 8,228,069	\$ -	\$ -	\$ 8,228,069	-3%
Paramedic Part Time Salaries & Benefits	\$ 3,352,470	\$ 3,359,664	\$ -	\$ -	\$ 3,359,664	0%
Other Operation Paramedic Costs	\$ 170,500	\$ 175,475	\$ (5,000)	\$ -	\$ 170,475	0%
Substance Abuse Addictions Prgm.(SUAP)	\$ -	\$ -	\$ 158,405	\$ -	\$ 158,405	
PCCP Vehicles/Insurance	\$ 612,030	\$ 642,300	\$ -	\$ -	\$ 642,300	5%
Patient Care Equipment & Supplies	\$ 520,000	\$ 523,000	\$ 105,000	\$ -	\$ 628,000	21%
Cross Border Billings	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ 35,000	
Peterborough Facility	\$ 682,720	\$ 688,008	\$ 17,000	\$ -	\$ 705,008	3%
Lakefield Facility	\$ 72,220	\$ 72,115	\$ 26,000	\$ -	\$ 98,115	36%
Apsley Facility	\$ 99,005	\$ 82,335	\$ 26,000	\$ -	\$ 108,335	9%
Norwood Facility	\$ 65,410	\$ 66,421	\$ 20,000	\$ -	\$ 86,421	32%
Buckhorn Facility	\$ 19,270	\$ 18,783	\$ 20,000	\$ -	\$ 38,783	101%
Clonsilla Facility	\$ 269,766	\$ 253,606	\$ 9,500	\$ -	\$ 263,106	-2%

Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (851,611)	\$ (889,013)	\$ (5,000)	\$ -	\$ (894,013)	5%
Total TCA Disbursements	\$ 671,500	\$ 709,500	\$ -	\$ -	\$ 709,500	6%
Total Net TCA (Surplus) Deficit	\$ (180,111)	\$ (179,513)	\$ (5,000)	\$ -	\$ (184,513)	

Disbursements

PCCP - Administrative Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	
PCCP Vehicles	\$ 552,000	\$ 578,000	\$ -	\$ -	\$ 578,000	5%
Patient Care Equipment & Supplies	\$ 813,450	\$ 117,750	\$ -	\$ -	\$ 117,750	-86%
PCCP Facilities	\$ 37,000	\$ -	\$ 40,000	\$ -	\$ 40,000	8%
Amortization	\$ 670,500	\$ 670,500	\$ -	\$ -	\$ 670,500	
TCA Clearing	\$ (1,365,450)	\$ (656,750)	\$ (40,000)	\$ -	\$ (696,750)	-49%
Gain or Loss on TCA Disposal	\$ (36,000)	\$ -	\$ -	\$ -	\$ -	-100%

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (1,610,642)	\$ (826,130)	\$ (35,000)	\$ -	\$ (861,130)	-47%
Total Transfers to Reserves	\$ 851,611	\$ 889,013	\$ -	\$ -	\$ 889,013	4%
Net transfers to and (from) Reserves	\$ (759,031)	\$ 62,883	\$ (35,000)	\$ -	\$ 27,883	-104%
Change in Accum. Surplus Invested in TCA	\$ 730,950	\$ (13,750)	\$ 40,000	\$ -	\$ 26,250	-96%
Total Surplus to (Deficit from) Accum. Surplus	\$ (28,081)	\$ 49,133	\$ 5,000	\$ -	\$ 54,133	
Total PCCP Revenue	\$ (19,769,750)	\$ (19,005,558)	\$ (403,905)	\$ -	\$ (19,409,463)	-2%
Total PCCP Expenditures	\$ 19,769,750	\$ 19,005,558	\$ 403,905	\$ -	\$ 19,409,463	-2%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (3,687,027)
- Tax \$ Increase (Decrease) Over Previous Year Budget	\$ 189,295

2021
\$ (3,672,713)
\$ (14,314)

Peterborough County/City Paramedics (PCCP)

Budget 2021

			Issue Paper Required		Issue Paper Required			
	Budget	Base	Service Level	Legislative	Budget	Budget %		
	2020	2021	Change	Change	2021	Change		
Revenue								
Tax Requirement	\$ (3,334,630)	\$ (3,247,528)	\$ (55,242)	\$ -	\$ (3,302,770)			
Recoveries	\$ (70,000)	\$ (35,000)	\$ (69,017)	\$ -	\$ (104,017)			
Safe Restart Funds	\$ -	\$ (92,484)	\$ -	\$ -	\$ (92,484)			
Province - Land Ambulance	\$ (8,480,172)	\$ (8,716,157)	\$ -	\$ -	\$ (8,716,157)			
Province - Offload Nurse	\$ (450,683)	\$ (450,683)	\$ -	\$ -	\$ (450,683)			
Substance Use & Addictions Program (SUAP)	\$ -	\$ -	\$ (158,405)	\$ -	\$ (158,405)			
Cross Border	\$ (20,000)	\$ (20,000)	\$ -	\$ -	\$ (20,000)			
City of Peterborough	\$ (4,952,012)	\$ (4,728,564)	\$ (81,241)	\$ -	\$ (4,809,805)			
Total Operating Revenue	\$ (17,307,497)	\$ (17,290,416)	\$ (363,905)	\$ -	\$ (17,654,321)			2%
Total Operating Expenditures	\$ 17,515,689	\$ 17,420,795	\$ 363,905	\$ -	\$ 17,784,700			2%
Total Net Operating (Surplus) Deficit	\$ 208,192	\$ 130,379	\$ -	\$ -	\$ 130,379			
Expenditures								
PCCP - Senior Management								
Salaries	\$ 417,616	\$ 438,837	\$ -	\$ -	\$ 438,837			
Statutory Benefits	\$ 81,045	\$ 85,480	\$ -	\$ -	\$ 85,480			
Health Benefits	\$ 33,019	\$ 35,592	\$ -	\$ -	\$ 35,592			
PCCP - Senior Management	\$ 531,680	\$ 559,909	\$ -	\$ -	\$ 559,909			5%
PCCP - Supervisors								
Salaries	\$ 884,010	\$ 852,575	\$ -	\$ -	\$ 852,575			
Statutory Benefits	\$ 162,005	\$ 162,094	\$ -	\$ -	\$ 162,094			
Non Statutory Benefits	\$ 83,883	\$ 85,778	\$ -	\$ -	\$ 85,778			
PCCP - Supervisors	\$ 1,129,898	\$ 1,100,447	\$ -	\$ -	\$ 1,100,447			(3%)
PCCP - Administrative Support								
Salaries	\$ 326,545	\$ 331,699	\$ -	\$ -	\$ 331,699			
Statutory Benefits	\$ 65,241	\$ 67,035	\$ -	\$ -	\$ 67,035			
Non Statutory Benefits	\$ 40,668	\$ 43,359	\$ -	\$ -	\$ 43,359			
PCCP - Administrative Support	\$ 432,454	\$ 442,093	\$ -	\$ -	\$ 442,093			2%
PCCP - Administrative Expenses								
Advertising	\$ 1,000	\$ 500	\$ -	\$ -	\$ 500			
Courier	\$ 2,000	\$ 1,750	\$ -	\$ -	\$ 1,750			
Photocopier	\$ 6,470	\$ 8,000	\$ -	\$ -	\$ 8,000			
Postage	\$ 300	\$ 250	\$ -	\$ -	\$ 250			
Office Supplies	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000			
Membership	\$ 4,600	\$ 4,600	\$ -	\$ -	\$ 4,600			
Staff Development	\$ 10,000	\$ 10,000	\$ (5,000)	\$ -	\$ 5,000			
Conventions	\$ 9,000	\$ 9,000	\$ (4,000)	\$ -	\$ 5,000			
Accommodation	\$ 8,000	\$ 8,000	\$ (4,000)	\$ -	\$ 4,000			
Meals	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000			
Travel	\$ 900	\$ 900	\$ -	\$ -	\$ 900			
Criminal Background Checks	\$ 250	\$ 350	\$ -	\$ -	\$ 350			
Havelock Jamboree Exp.	\$ 500	\$ 500	\$ -	\$ -	\$ 500			
Public Relations	\$ 13,000	\$ 13,000	\$ -	\$ -	\$ 13,000			
PAD Program	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ 4,000			
Honour Guard	\$ 1,500	\$ 2,000	\$ -	\$ -	\$ 2,000			
IT Hardware	\$ 9,400	\$ 101,080	\$ -	\$ -	\$ 101,080			
IT Software	\$ 138,980	\$ 125,000	\$ -	\$ -	\$ 125,000			

Peterborough County/City Paramedics (PCCP)

Budget 2021

			Issue Paper Required		Issue Paper Required		
	Budget	Base	Service Level	Legislative	Budget	Budget %	
	2020	2021	Change	Change	2021	Change	
Satellite	\$ 1,100	\$ 1,000	\$ -	\$ -	\$ 1,000		
Telephone	\$ 9,470	\$ 8,240	\$ -	\$ -	\$ 8,240		
Furniture	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ 6,000		
Consultant Services	\$ 14,000	\$ 14,000	\$ -	\$ -	\$ 14,000		
Financial Audit Fees	\$ 11,700	\$ 12,872	\$ -	\$ -	\$ 12,872		
Legal Services	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ 45,000		
Offload Nursing	\$ 450,683	\$ 450,683	\$ -	\$ -	\$ 450,683		
Interest and Penalties	\$ 650	\$ 500	\$ -	\$ -	\$ 500		
Internal Tsf. Gen.Admin-PCCP	\$ 285,590	\$ 326,345	\$ -	\$ -	\$ 326,345		
PCCP - Administrative Expenses	\$ 1,054,093	\$ 1,173,570	\$ (13,000)	\$ -	\$ 1,160,570		10%
Paramedic Full Time Salaries & Benefits							
Salaries	\$ 5,999,719	\$ 6,095,935	\$ -	\$ -	\$ 6,095,935		
Statutory Benefits	\$ 1,800,889	\$ 1,423,383	\$ -	\$ -	\$ 1,423,383		
Non Statutory Benefits	\$ 668,565	\$ 708,751	\$ -	\$ -	\$ 708,751		
Paramedic Full Time Salaries & Benefits	\$ 8,469,173	\$ 8,228,069	\$ -	\$ -	\$ 8,228,069		(3%)
Paramedic Part Time Salaries & Benefits							
Salaries	\$ 2,661,169	\$ 2,663,533	\$ -	\$ -	\$ 2,663,533		
Statutory Benefits	\$ 320,409	\$ 324,134	\$ -	\$ -	\$ 324,134		
Non Statutory Benefits	\$ 370,893	\$ 371,997	\$ -	\$ -	\$ 371,997		
Paramedic Part Time Salaries & Benefits	\$ 3,352,470	\$ 3,359,664	\$ -	\$ -	\$ 3,359,664		0%
Other Operation Paramedic Costs							
Employee Assistance Program	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ 3,000		
Staff Development	\$ 15,000	\$ 15,000	\$ (5,000)	\$ -	\$ 10,000		
Meals	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ 12,000		
Travel	\$ 500	\$ 500	\$ -	\$ -	\$ 500		
Recruitment Advertising	\$ 500	\$ 500	\$ -	\$ -	\$ 500		
Health & Safety	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000		
Uniforms	\$ 75,000	\$ 79,000	\$ -	\$ -	\$ 79,000		
Mobile Devices	\$ 11,500	\$ 12,475	\$ -	\$ -	\$ 12,475		
Answering Service	\$ 36,000	\$ 36,000	\$ -	\$ -	\$ 36,000		
Professional Fees	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ 7,000		
Other Operation Paramedic Costs	\$ 170,500	\$ 175,475	\$ (5,000)	\$ -	\$ 170,475		0%
Substance Use & Addictions Program (SUAP)							
Salaries	\$ -	\$ -	\$ 105,484	\$ -	\$ 105,484		
Statutory Benefits	\$ -	\$ -	\$ 21,157	\$ -	\$ 21,157		
Non Statutory Benefits	\$ -	\$ -	\$ 9,564	\$ -	\$ 9,564		
Total Labour & Benefits	\$ -	\$ -	\$ 136,205	\$ -	\$ 136,205		
Drugs	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000		
Travel	\$ -	\$ -	\$ 7,500	\$ -	\$ 7,500		
Supplies	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000		
Telephone	\$ -	\$ -	\$ 2,200	\$ -	\$ 2,200		
Equipment	\$ -	\$ -	\$ 2,500	\$ -	\$ 2,500		
Substance Abuse Addictions Prgm.(SUAP)	\$ -	\$ -	\$ 158,405	\$ -	\$ 158,405		
PCCP Vehicles/Insurance							
Vehicle Maintenance	\$ 172,600	\$ 180,000	\$ -	\$ -	\$ 180,000		
Ambulance Solutions (GIS Tracking)	\$ 30,000	\$ 43,200	\$ -	\$ -	\$ 43,200		
Insurance	\$ 96,630	\$ 106,300	\$ -	\$ -	\$ 106,300		
Tires & Tire Repairs	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000		
Vehicle Fuel	\$ 292,000	\$ 292,000	\$ -	\$ -	\$ 292,000		
Vehicle Licences	\$ 5,800	\$ 5,800	\$ -	\$ -	\$ 5,800		
PCCP Vehicles/Insurance	\$ 612,030	\$ 642,300	\$ -	\$ -	\$ 642,300		5%



Peterborough County/City Paramedics (PCCP)

Budget 2021

Budget 2021		2020		2021		2021		2021		2021	
Patient Care Equipment & Supplies											
Drugs	\$	75,000	\$	75,000	\$	-	\$	-	\$	75,000	
Pandemic Supplies	\$	10,000	\$	10,000	\$	70,000	\$	-	\$	80,000	
Medical Disposable Supplies Medical	\$	220,000	\$	220,000	\$	-	\$	-	\$	220,000	
Non Disposable Sup. Oxygen and	\$	45,000	\$	45,000	\$	35,000	\$	-	\$	80,000	
Other Gases	\$	15,000	\$	13,000	\$	-	\$	-	\$	13,000	
Laundry and Bedding	\$	90,000	\$	90,000	\$	-	\$	-	\$	90,000	
Equipment Maint. /Repairs	\$	65,000	\$	70,000	\$	-	\$	-	\$	70,000	
Patient Care Equipment & Supplies	\$	520,000	\$	523,000	\$	105,000	\$	-	\$	628,000	21%
Cross Border Billings											
Cross Border Billing	\$	35,000	\$	35,000	\$	-	\$	-	\$	35,000	
Cross Border Billings	\$	35,000	\$	35,000	\$	-	\$	-	\$	35,000	
Peterborough Facility											
Insurance	\$	3,520	\$	3,880	\$	-	\$	-	\$	3,880	
Managed Network	\$	5,700	\$	5,128	\$	-	\$	-	\$	5,128	
Janitorial Services - Other	\$	500	\$	500	\$	-	\$	-	\$	500	
Janitorial Services	\$	90,000	\$	90,000	\$	-	\$	-	\$	90,000	
Janitorial Supplies	\$	9,500	\$	10,500	\$	-	\$	-	\$	10,500	
Pandemic Cleaning Costs			\$	-	\$	17,000	\$	-	\$	17,000	
Heating	\$	15,000	\$	15,000	\$	-	\$	-	\$	15,000	
Security	\$	500	\$	500	\$	-	\$	-	\$	500	
Building Repairs and Mtce.	\$	84,500	\$	94,000	\$	-	\$	-	\$	94,000	
Energy Retro Fit/Upgrades	\$	2,500	\$	2,500	\$	-	\$	-	\$	2,500	
Hydro	\$	45,000	\$	40,000	\$	-	\$	-	\$	40,000	
Parking Lot Maint./Snow Plowing	\$	18,000	\$	18,000	\$	-	\$	-	\$	18,000	
Garbage Collection	\$	6,500	\$	6,500	\$	-	\$	-	\$	6,500	
Rent/Lease	\$	401,500	\$	401,500	\$	-	\$	-	\$	401,500	
Peterborough Facility	\$	682,720	\$	688,008	\$	17,000	\$	-	\$	705,008	3%
Lakefield Facility											
Managed Network	\$	1,010	\$	1,465	\$	-	\$	-	\$	1,465	
Janitorial Services - Other	\$	510	\$	550	\$	-	\$	-	\$	550	
Janitorial Services	\$	32,000	\$	32,000	\$	-	\$	-	\$	32,000	
Pandemic Cleaning Costs			\$	-	\$	26,000	\$	-	\$	26,000	
Heating & Air Conditioning	\$	4,500	\$	4,000	\$	-	\$	-	\$	4,000	
Building Repairs and Mtce.	\$	15,000	\$	15,000	\$	-	\$	-	\$	15,000	
Hydro	\$	9,200	\$	8,600	\$	-	\$	-	\$	8,600	
Snow Removal	\$	6,000	\$	6,500	\$	-	\$	-	\$	6,500	
Garbage Collection	\$	4,000	\$	4,000	\$	-	\$	-	\$	4,000	
Lakefield Facility	\$	72,220	\$	72,115	\$	26,000	\$	-	\$	98,115	36%
Apsley Facility											
Insurance	\$	750	\$	825	\$	-	\$	-	\$	825	
Managed Network	\$	1,710	\$	1,465	\$	-	\$	-	\$	1,465	
Janitorial Services - Other	\$	500	\$	1,500	\$	-	\$	-	\$	1,500	
Janitorial Services	\$	18,000	\$	11,000	\$	-	\$	-	\$	11,000	
Pandemic Cleaning Costs			\$	-	\$	26,000	\$	-	\$	26,000	
Heating & Air Conditioning	\$	7,500	\$	7,500	\$	-	\$	-	\$	7,500	
Building Repairs and Mtce.	\$	25,500	\$	15,000	\$	-	\$	-	\$	15,000	
Energy Retro Fit/Upgrades	\$	500	\$	500	\$	-	\$	-	\$	500	
Hydro	\$	6,500	\$	6,500	\$	-	\$	-	\$	6,500	
Garbage Collection	\$	2,200	\$	2,200	\$	-	\$	-	\$	2,200	
Rent/Lease	\$	35,845	\$	35,845	\$	-	\$	-	\$	35,845	
Apsley Facility	\$	99,005	\$	82,335	\$	26,000	\$	-	\$	108,335	9%

Peterborough County/City Paramedics (PCCP)

Budget 2021

Budget 2021		2020	2021	2021	2021	2021	
Norwood Facility							
Managed Network	\$	1,410	\$	1,221	\$	-	\$ 1,221
Janitorial Services - Other	\$	500	\$	500	\$	-	\$ 500
Janitorial Services	\$	25,000	\$	26,000	\$	-	\$ 26,000
Pandemic Cleaning Costs			\$	-	\$	20,000	\$ 20,000
Heating & Air Conditioning	\$	2,000	\$	2,200	\$	-	\$ 2,200
Building Repairs and Mtce.	\$	10,000	\$	10,000	\$	-	\$ 10,000
Hydro	\$	10,000	\$	10,000	\$	-	\$ 10,000
Garbage Collection	\$	4,000	\$	4,000	\$	-	\$ 4,000
Rent/Lease	\$	12,500	\$	12,500	\$	-	\$ 12,500
Norwood Facility	\$	65,410	\$	66,421	\$	20,000	\$ - 86,421 32%
Buckhorn Facility							
Insurance	\$	370	\$	407	\$	-	\$ 407
Managed Network	\$	1,410	\$	916	\$	-	\$ 916
Telephone	\$	190	\$	160	\$	-	\$ 160
Janitorial Services	\$	6,500	\$	6,500	\$	-	\$ 6,500
Janitorial Services - Other	\$	300	\$	600	\$	-	\$ 600
Pandemic Cleaning Costs			\$	-	\$	20,000	\$ 20,000
Building Repairs and Mtce.	\$	8,000	\$	8,000	\$	-	\$ 8,000
Hydro	\$	2,500	\$	2,200	\$	-	\$ 2,200
Buckhorn Facility	\$	19,270	\$	18,783	\$	20,000	\$ - 38,783 101%
Clonsilla Facility							
Managed Network	\$	1,500	\$	1,465	\$	-	\$ 1,465
Janitorial Services - Other	\$	750	\$	1,500	\$	-	\$ 1,500
Janitorial Services	\$	50,000	\$	28,000	\$	-	\$ 28,000
Pandemic Cleaning Costs			\$	-	\$	9,500	\$ 9,500
Heating & Air Conditioning	\$	5,500	\$	5,500	\$	-	\$ 5,500
Building Repairs and Mtce.	\$	20,000	\$	20,000	\$	-	\$ 20,000
Energy Retro Fit/Upgrades	\$	2,000	\$	2,000	\$	-	\$ 2,000
Hydro	\$	10,000	\$	10,000	\$	-	\$ 10,000
Snow Removal	\$	13,000	\$	13,000	\$	-	\$ 13,000
Garbage Collection	\$	3,000	\$	3,000	\$	-	\$ 3,000
Rent/Lease	\$	164,016	\$	169,141	\$	-	\$ 169,141
Clonsilla Facility	\$	269,766	\$	253,606	\$	9,500	\$ - 263,106 (2%)

Tangible Capital Assets (TCA)

Revenue

City of Peterborough	\$	(499,214)	\$	(521,139)	\$	(2,931)	\$	-	\$	(524,070)	
Tax Requirement	\$	(352,397)	\$	(367,874)	\$	(2,069)	\$	-	\$	(369,943)	
Total TCA Revenue	\$	(851,611)	\$	(889,013)	\$	(5,000)	\$	-	\$	(894,013)	5%
Total TCA Disbursements	\$	671,500	\$	709,500	\$	-	\$	-	\$	709,500	6%
Total Net TCA (Surplus) Deficit	\$	(180,111)	\$	(179,513)	\$	(5,000)	\$	-	\$	(184,513)	



Peterborough County/City Paramedics (PCCP)

Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget	Base	Service Level	Legislative	Budget	Budget %
	2020	Budget	Change	Change	2021	Change
		2021	2021	2021		

Disbursements

PCCP Vehicles

Equipment	\$	552,000	\$	578,000	\$	-	\$	-	\$	578,000	
PCCP Vehicles	\$	552,000	\$	578,000	\$	-	\$	-	\$	578,000	5%

Patient Care Equipment & Supplies

Equipment	\$	813,450	\$	117,750	\$	-	\$	-	\$	117,750	
Patient Care Equipment & Supplies	\$	813,450	\$	117,750	\$	-	\$	-	\$	117,750	(86%)

PCCP Facilities	\$	37,000	\$	-	\$	40,000	\$	-	\$	40,000	8%
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Amortization	\$	670,500	\$	670,500	\$	-	\$	-	\$	670,500	
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TCA Clearing	\$	(1,365,450)	\$	(656,750)	\$	(40,000)	\$	-	\$	(696,750)	(49%)
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Gain or Loss on TCA Disposal	\$	(36,000)	\$	-	\$	-	\$	-	\$	-	(100%)
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Change In Accumulated Surplus

TRF fr Carry Forward Funds - CAP	\$	(37,000)	\$	-	\$	-	\$	-	\$	-	
TRF fr LSR - OPS	\$	(155,792)	\$	-	\$	-	\$	-	\$	-	
TRF fr PCCP Shared LTP - CAP	\$	(1,365,450)	\$	(695,750)	\$	(35,000)	\$	-	\$	(730,750)	
TRF fr PCCP Shared LTP - OPS	\$	(52,400)	\$	(130,380)	\$	-	\$	-	\$	(130,380)	
Total Transfers from Reserves	\$	(1,610,642)	\$	(826,130)	\$	(35,000)	\$	-	\$	(861,130)	(47%)

TRF to PCCP Shared LTP - CAP	\$	851,611	\$	889,013	\$	-	\$	-	\$	889,013	
Total Transfers to Reserves	\$	851,611	\$	889,013	\$	-	\$	-	\$	889,013	4%

Net transfers to and (from) Reserves	\$	(759,031)	\$	62,883	\$	(35,000)	\$	-	\$	27,883	(104%)
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Change in Accum. Surplus Invested in TCA	\$	730,950	\$	(13,750)	\$	40,000	\$	-	\$	26,250	(96%)
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Total Surplus to (Deficit from) Accum. Surplus	\$	(28,081)	\$	49,133	\$	5,000	\$	-	\$	54,133	
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Total PCCP Revenue	\$	(19,769,750)	\$	(19,005,558)	\$	(403,905)	\$	-	\$	(19,409,463)	(2%)
Total PCCP Expenditures	\$	19,769,750	\$	19,005,558	\$	403,905	\$	-	\$	19,409,463	(2%)
Total Net (Surplus) Deficit	\$	-	\$	-	\$	-	\$	-	\$	-	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (3,687,027)
- Tax \$ Increase (Decrease) Over Previous Year Budget	\$ 189,295

2021
\$ (3,672,713)
\$ (14,314)



Peterborough County/City Paramedics (PCCP) Budget 2021

Paramedics (PCCP)		Budget	Notes
Budget 2021		2021	
Revenue			
Recoveries	\$	(104,017)	Assuming sale of 1 ambulance & Recovery for Pete's games and jamboree.Assuming sale of 2 ambulances & Recovery for Pete's games and jamboree. Includes recovery for 30% of Chief Paramedic Salary and benefit, plus a 20% admin fee, for time spent working for CKL
Safe Restart Funds	\$	(92,484)	\$49,035 to fund County share of increased cleaning expenditures of \$118,500. The remainder of \$43,449 relates to the County share of increased pandemic supplies and medical non disposable supplies of \$105,000
Expenditures			
PCCP - Administrative Expenses			
Staff Development	\$	5,000	Lowered for 2021 due to COVID-19
Conventions	\$	5,000	Lowered for 2021 due to COVID-19
Accommodation	\$	4,000	Lowered for 2021 due to COVID-19
Travel	\$	900	Offset by revenue as some travel relating to Mental Health Programs and other which are funded/reimbursed (MW)
Criminal Background Checks	\$	350	Not a renewal year, therfore only require for new hires; average 10 new hires at \$35 per (MW)
Public Relations	\$	13,000	2020 saw less public interaction due to COVID - Swim 2 Survive and other public programs cancelled for 2020 requiring less supplies (MW)
PAD Program	\$	4,000	Annual supplies and/or signage updates (MW)
IT Hardware	\$	101,080	\$1,200 for Fit Computer Replacement, \$800 for P/T Supervisor Desktop and \$1,000 for incidentals + additional laptop for PCCP training \$1,200, and \$96,180 for 21 Toughbook's (\$4,580 each) funded from reserves. \$700 Ballyhoo
IT Software	\$	125,000	MS Office \$22,000, Articulate \$2,000, Adobe \$600, Time Manager/Jacobs side \$350, Interdev mDocs \$8,700 (jump per contract), Interdev iMedic \$63,000 (includes Toughbook support etc), Interdev Time Manager Hosting \$8,500, Interdev Cert'n \$6,600, Interdev Analytics \$2,100, Ballyhoo \$5,900, Turning Point \$1,000, Vocal Links \$2,000, Data Locker \$1,200, Survey Monkey \$120, Misc. \$930



Peterborough County/City Paramedics (PCCP) Budget 2021

	Budget	
	2021	Notes
Telephone	\$ 8,240	Based on 2020 actuals plus 2%
Consultant Services	\$ 14,000	Plan for analysis of urban vs rural and another project upcoming
Legal Services	\$ 45,000	Maintain line as potential for negotiations, COVID related legal advice fees running into 2021 (MW) + arbitration and another project which will need legal advice
Internal Tsf. Gen.Admin-PCCP	\$ 326,345	Added Procurement Supervisor, Updated Formulas for additional time spent as more PCCP staff added and Clonsilla base added
Paramedic Full Time Salaries & Benefits		
Meal Allowance	\$ 44,134	Increased in line with 2020 budget as 2020 actual trending high towards \$50k
Paramedic Part Time Salaries & Benefits		
Meal Allowance	\$ 6,074	Decreasing in line with actual spending - Roughly \$2k a year since 2017
Other Operation Paramedic Costs		
Employee Assistance Program	\$ 3,000	Maintain line for Mental Health, employee assistance, Nick Halmsay Costs; unpredictable (MW)
Staff Development	\$ 10,000	Lowered for 2021 due to COVID-19
Meals	\$ 12,000	Depends if CME in class /2019 saw Spring CME cancelled due to cost saving initiatives due to Provincial announcement re: modernization/ 2021 would like to return to face to face training
Meals Offload	\$ -	Offload meals no longer required with meal allowance (MW)
Recruitment Advertising	\$ 500	Paramedic advertising is typically free. Maintain smaller budget for additional recruitment paths where necessary. (MW)
Uniforms	\$ 79,000	Additional uniforms required due to pandemic as well as new uniform items such as t-shirts work within existing budget (MW). Increase for boot allowance of \$25 per year (\$4000 per MW)
Mobile Devices	\$ 12,475	\$2,500 for replacement phones + additional tablets sim cards for 2 ambulances and 2 ERVs (\$1,344)
Professional Fees	\$ 7,000	Drivers license medical exams, medical forms as required, pastor, other where necessary; unpredictable (MW)



Peterborough County/City Paramedics (PCCP) Budget 2021

	Budget 2021	Notes
PCCP Vehicles/Insurance		
Vehicle Maintenance	\$ 180,000	Slightly raised budget line to anticipate Cost of Living increase. Over in 2019 however appear to be on track for 2020 budget. Mileage increasing meaning increased maintenance.
Ambulance Solutions (GIS Tracking)	\$ 43,200	OPIQ \$5,200, Erno/AceTech \$28,000, Real-Time Data ACR's \$10,000 first year(following year \$3,000)
Vehicle Licences	\$ 5,800	Registering of vehicles captured under capital with vehicle purchase
Patient Care Equipment & Supplies		
Drugs	\$ 75,000	New drugs anticipated in 2022
Pandemic Supplies	\$ 80,000	Pandemic used up stock, need to restock supplies; include consideration for more reusable PPE for personal issue - Chris to complete Issue paper (MW) best estimate of increase
Medical Non Disposable Sup.	\$ 80,000	Chris to verify amount required for wipeable duty bags due to pandemic concerns. Chris to complete issue paper to be completed for the difference in cost (MW)
Equipment Maint. /Repairs	\$ 70,000	Additional powerload stretchers results in additional costs for maintenance and repair (MW) Legislated preventative maintenance
Peterborough Facility		
Managed Network	\$ 5,128	Includes PRHC \$1,320
Janitorial Supplies	\$ 10,500	Increased costs for new disinfectants
Pandemic Cleaning Costs	\$ 17,000	Increased costs for cleaning due to COVID estimated increase at \$17,000
Building Repairs and Mtce.	\$ 94,000	Concrete sidewalk/ stairs repairs \$3,000, Repointing stone/ crack repair 6,000, Replacement of garage level exterior windows(triple glazed)/doors \$30,000 (Funded from PCCP LTP Reserve),, and \$55,000 General R&M
Lakefield Facility		
Pandemic Cleaning Costs	\$ 26,000	Estimated at \$2,166 per month
Building Repairs and Mtce.	\$ 15,000	General R & M
Apsley Facility		
Managed Network	\$ 1,465	



Peterborough County/City Paramedics (PCCP) Budget 2021

	Budget 2021	Notes
Janitorial Services - Other	\$ 1,500	Due to COVID, switched from Vinegar to proper cleaning product for disinfecting
Janitorial Services	\$ 11,000	NOTE: To continue COVID cleaning 5 additional days per week= \$24k on top of regular cleans - Not included in budget at this point
Pandemic Cleaning Costs	\$ 26,000	Roughly around \$2,200 per month currently includes commute cost
Building Repairs and Mtce.	\$ 15,000	additional \$4,000 iron removal system rest repairs and maintenance
Buckhorn Facility		
Managed Network	\$ 916	\$900 half the cost as split with ISD
Telephone	\$ 160	Based on 2020 actuals plus 2%
Janitorial Services - Other	\$ 600	Supplies cost to replace vinegar and water
Pandemic Cleaning Costs	\$ 20,000	NOTE: To continue COVID cleaning 5 additional days per week= \$20k on top of regular cleans - Not included in budget at this point
Clonsilla Facility		
Building Repairs and Mtce.	\$ 20,000	Preventative Maintenance and general up-keep

Tangible Capital Assets (TCA)

PCCP Vehicles

Equipment	\$ 578,000	2 ERV replacements (\$84,000 each), 2 Ambulance replacements (\$185,500 each), \$39,000 for trailer retrofit
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Patient Care Equipment & Supplies

Equipment	\$ 117,750	5 power stretchers (\$23,550 each)
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PCCP Facilities

Armour Road Facility	\$ 40,000	Expansion of Staff lunch room (design, permits, Reno) \$40,000 (\$35,000 funded from PCCP LTP Reserve)
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Change In Accumulated Surplus

TRF fr PCCP Shared LTP - CAP	\$ (730,750)	2 ERV replacements (\$84,000 each), 2 Ambulance replacements (\$185,500 each), Trailer Retrofit (\$39,000), 5 power stretchers (\$23,550 each) and \$35,000 towards Armour Rd Lunch Room Reno.
TRF fr PCCP Shared LTP - OPS	\$ (130,380)	21 tough book replacements (\$4,580 each), \$4,200 for IT hardware, and \$30,000 for Armour Rd Window Replacement.

Peterborough County/City Shared Services Budget 2021

		Issue Paper Required	Issue Paper Required			
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Operating

Provincial Offences Act (POA)

Total POA Revenue	\$ -	\$ 139,207	\$ -	\$ -	\$ 139,207	
Total POA Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Net Operating (Surplus) Deficit	\$ -	\$ 139,207	\$ -	\$ -	\$ 139,207	

Social Services

Total Social Services Revenue	\$ (1,023,181)	\$ (1,022,940)	\$ -	\$ -	\$ (1,022,940)	(0%)
Total Social Services Expenditures	\$ 1,023,181	\$ 1,022,940	\$ -	\$ -	\$ 1,022,940	(0%)
Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

Child Care

Total Child Care Revenue	\$ (686,602)	\$ (768,441)	\$ -	\$ -	\$ (768,441)	12%
Total Child Services Expenditures	\$ 686,602	\$ 768,441	\$ -	\$ -	\$ 768,441	12%
Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

Social Housing

Total Social Housing Revenue	\$ (6,092,770)	\$ (6,143,495)	\$ -	\$ -	\$ (6,143,495)	1%
Total Social Housing Expenditures	\$ 6,091,645	\$ 6,053,495	\$ -	\$ -	\$ 6,053,495	(1%)
Total Net Operating (Surplus) Deficit	\$ (1,125)	\$ (90,000)	\$ -	\$ -	\$ (90,000)	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (82,200)	\$ (139,207)	\$ -	\$ -	\$ (139,207)	69%
Total Transfers to Reserves	\$ 83,325	\$ 90,000	\$ -	\$ -	\$ 90,000	8%
Net Transfers to and (from) Reserves	\$ 1,125	\$ (49,207)	\$ -	\$ -	\$ (49,207)	

Total Shared Services Revenue	\$ (7,884,753)	\$ (7,934,876)	\$ -	\$ -	\$ (7,934,876)	1%
Total Shared Services Expenditures	\$ 7,884,753	\$ 7,934,876	\$ -	\$ -	\$ 7,934,876	1%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (7,284,491)
- Tax \$ Increase(Decrease) Over Previous Year's Budget	\$ (6,744)

2021
\$ (7,416,814)
\$ 132,323

Peterborough County/City Shared Services Budget 2021

			Issue Paper Required	Issue Paper Required		
		Base	Service Level	Legislative		
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Operating

Provincial Offences Act (POA)

Tax Requirement	\$ 518,062	\$ 518,062	\$ -	\$ -	\$ 518,062	
POA Fine Revenue	\$ (518,062)	\$ (378,855)	\$ -	\$ -	\$ (378,855)	
Total POA Revenue	\$ -	\$ 139,207	\$ -	\$ -	\$ 139,207	

POA	\$ -	\$ -	\$ -	\$ -	\$ -	
Total POA Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	

Total Net Operating (Surplus) Deficit	\$ -	\$ 139,207	\$ -	\$ -	\$ 139,207	
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Social Services

Tax Requirement	\$ (1,023,181)	\$ (1,022,940)	\$ -	\$ -	\$ (1,022,940)	
Total Social Services Revenue	\$ (1,023,181)	\$ (1,022,940)	\$ -	\$ -	\$ (1,022,940)	(0%)

Social Services	\$ 1,023,181	\$ 1,022,940	\$ -	\$ -	\$ 1,022,940	
Total Social Services Expenditures	\$ 1,023,181	\$ 1,022,940	\$ -	\$ -	\$ 1,022,940	(0%)

Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	
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Child Care

Tax Requirement	\$ (686,602)	\$ (768,441)	\$ -	\$ -	\$ (768,441)	
Total Child Care Revenue	\$ (686,602)	\$ (768,441)	\$ -	\$ -	\$ (768,441)	12%

Childcare Services	\$ 686,602	\$ 768,441	\$ -	\$ -	\$ 768,441	
Total Child Services Expenditures	\$ 686,602	\$ 768,441	\$ -	\$ -	\$ 768,441	12%

Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	
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Social Housing

Tax Requirement	\$ (6,092,770)	\$ (6,143,495)	\$ -	\$ -	\$ (6,143,495)	
Total Social Housing Revenue	\$ (6,092,770)	\$ (6,143,495)	\$ -	\$ -	\$ (6,143,495)	1%

Social Housing	\$ 6,091,645	\$ 6,053,495	\$ -	\$ -	\$ 6,053,495	
Total Social Housing Expenditures	\$ 6,091,645	\$ 6,053,495	\$ -	\$ -	\$ 6,053,495	(1%)

Total Net Operating (Surplus) Deficit	\$ (1,125)	\$ (90,000)	\$ -	\$ -	\$ (90,000)	
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Peterborough County/City Shared Services Budget 2021

		Issue Paper Required	Issue Paper Required		
	Base	Service Level	Legislative		
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021
					Budget % Change

Change In Accumulated Surplus

TRF fr Safe Restart - OPS	\$ -	\$ (139,207)	\$ -	\$ -	\$ (139,207)	
TRF fr LSR - OPS	\$ (82,200)	\$ -	\$ -	\$ -	\$ -	
Total Transfers from Reserves	\$ (82,200)	\$ (139,207)	\$ -	\$ -	\$ (139,207)	69%
TRF to LSR - OPS	\$ 83,325	\$ 90,000	\$ -	\$ -	\$ 90,000	
Total Transfers to Reserves	\$ 83,325	\$ 90,000	\$ -	\$ -	\$ 90,000	8%
Net Transfers to and (from) Reserves	\$ 1,125	\$ (49,207)	\$ -	\$ -	\$ (49,207)	
Total Shared Services Revenue	\$ (7,884,753)	\$ (7,934,876)	\$ -	\$ -	\$ (7,934,876)	1%
Total Shared Services Expenditures	\$ 7,884,753	\$ 7,934,876	\$ -	\$ -	\$ 7,934,876	1%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (7,284,491)
- Tax \$ Increase(Decrease) Over Previous Year's Budget	\$ (6,744)

2021
\$ (7,416,814)
\$ 132,323

Housing Capital Requirements
Estimated Reserve Contribution Requirements

	2022	2023	2024	2025	2026 to 2030	2031 to 2045	Total
	\$	\$	\$	\$	\$	\$	\$
Social Housing - Capital	82,700	82,700	82,700	96,300	495,000	1,746,300	2,585,700
Social Housing - Building Condition Assessment				137,500	137,500	275,000	550,000
Total	<u>82,700</u>	<u>82,700</u>	<u>82,700</u>	<u>233,800</u>	<u>632,500</u>	<u>2,021,300</u>	<u>3,135,700</u>
Current Funding Available - Dec. 31, 2019							<u>-910,000</u>
Additional Funding Required by 2045							<u>2,225,700</u>
Estimated Yearly Reserve Requirement - 2021 to 2045 (25 years)							<u>89,028</u>



Other Agencies Budget 2021

Operating

Peterborough Public Health

	Budget 2020	Base Budget 2021	Service Level Change 2021	Issue Paper Required	Legislative Change 2021	Issue Paper Required	Budget 2021	Budget - Actual %
Total Peterborough Health Revenue	\$ (1,026,888)	\$ (1,026,888)	\$ -		\$ -		\$ (1,026,888)	
Total Peterborough Public Health Expenditures	\$ 1,026,888	\$ 934,080	\$ -		\$ -		\$ 934,080	(9%)
Total Net PPH Operating (Surplus) Deficit	\$ -	\$ (92,808)	\$ -		\$ -		\$ (92,808)	

Fairhaven

Total Fairhaven Revenue	\$ (1,453,436)	\$ (1,307,007)	\$ -		\$ -		\$ (1,307,007)	(10%)
Total Fairhaven Expenditures	\$ 1,453,436	\$ 1,062,175	\$ -		\$ -		\$ 1,062,175	(27%)
Total Net Fairhaven Operating (Surplus) Deficit	\$ -	\$ (244,832)	\$ -		\$ -		\$ (244,832)	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ -	\$ -	\$ -		\$ -		\$ -
Total Transfers to Reserves	\$ -	\$ 337,640	\$ -		\$ -		\$ 337,640
Net Transfers to (from) Reserves	\$ -	\$ 337,640	\$ -		\$ -		\$ 337,640
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -		\$ -		\$ -
Total Surplus to (Deficit from) Accum. Surplus	\$ -	\$ 337,640	\$ -		\$ -		\$ 337,640

Total Other Agencies Revenue	\$ (2,480,324)	\$ (2,333,895)	\$ -		\$ -		\$ (2,333,895)	(6%)
Total Other Agencies Expenditures	\$ 2,480,324	\$ 2,333,895	\$ -		\$ -		\$ 2,333,895	(6%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -		\$ -		\$ -	

-Tax Requirement Analysis	2020
-Tax Requirement	\$ (2,161,734)
-Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 214,023

2021
\$ (2,015,305)
\$ (146,429)



Other Agencies Budget 2021

Operating

Peterborough Public Health

	Base		Service Level		Legislative			
	Budget 2020	Budget 2021	Change 2021	Change 2021	Change 2021	Change 2021	Budget 2021	Budget - Actual %
Revenue								
Tax Requirement	\$ (1,026,888)	\$ (1,026,888)	\$ -	\$ -	\$ -	\$ -	\$ (1,026,888)	
Total Peterborough Health Revenue	\$ (1,026,888)	\$ (1,026,888)	\$ -	\$ -	\$ -	\$ -	\$ (1,026,888)	
Expenditures								
Health Unit Operations	\$ 1,020,888	\$ 928,080	\$ -	\$ -	\$ -	\$ -	\$ 928,080	
West Nile Program	\$ 6,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000	
Total Peterborough Public Health Expenditures	\$ 1,026,888	\$ 934,080	\$ -	\$ -	\$ -	\$ -	\$ 934,080	(9%)
Total Net PPH Operating (Surplus) Deficit	\$ -	\$ (92,808)	\$ -	\$ -	\$ -	\$ -	\$ (92,808)	

Fairhaven

Revenue								
Tax Requirement	\$ (1,134,846)	\$ (988,417)	\$ -	\$ -	\$ -	\$ -	\$ (988,417)	
Fairhaven Debenture Recovery	\$ (318,590)	\$ (318,590)	\$ -	\$ -	\$ -	\$ -	\$ (318,590)	
Total Fairhaven Revenue	\$ (1,453,436)	\$ (1,307,007)	\$ -	\$ -	\$ -	\$ -	\$ (1,307,007)	(10%)
Expenditures								
Fairhaven Capital	\$ 117,144	\$ 121,877	\$ -	\$ -	\$ -	\$ -	\$ 121,877	
Fairhaven Operating	\$ 675,000	\$ 775,000	\$ -	\$ -	\$ -	\$ -	\$ 775,000	
Debenture Payments - Interest	\$ 34,031	\$ 2,443	\$ -	\$ -	\$ -	\$ -	\$ 2,443	
Debenture Pymts. - Principal	\$ 627,261	\$ 162,855	\$ -	\$ -	\$ -	\$ -	\$ 162,855	
Total Fairhaven Expenditures	\$ 1,453,436	\$ 1,062,175	\$ -	\$ -	\$ -	\$ -	\$ 1,062,175	(27%)
Total Net Fairhaven Operating (Surplus) Deficit	\$ -	\$ (244,832)	\$ -	\$ -	\$ -	\$ -	\$ (244,832)	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TRF to Fairhaven Reserve	\$ -	\$ 244,832	\$ -	\$ -	\$ -	\$ -	\$ 244,832	
TRF to PTBO Health Unit Reserve	\$ -	\$ 92,808	\$ -	\$ -	\$ -	\$ -	\$ 92,808	
Total Transfers to Reserves	\$ -	\$ 337,640	\$ -	\$ -	\$ -	\$ -	\$ 337,640	
Net Transfers to (from) Reserves	\$ -	\$ 337,640	\$ -	\$ -	\$ -	\$ -	\$ 337,640	
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Surplus to (Deficit from) Accum. Surplus	\$ -	\$ 337,640	\$ -	\$ -	\$ -	\$ -	\$ 337,640	
Total Other Agencies Revenue	\$ (2,480,324)	\$ (2,333,895)	\$ -	\$ -	\$ -	\$ -	\$ (2,333,895)	(6%)
Total Other Agencies Expenditures	\$ 2,480,324	\$ 2,333,895	\$ -	\$ -	\$ -	\$ -	\$ 2,333,895	(6%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

-Tax Requirement Analysis	2020
-Tax Requirement	\$ (2,161,734)
-Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 214,023

2021
\$ (2,015,305)
\$ (146,429)

Lang Pioneer Village Budget 2021

		Base	Issue Paper Required Service Level	Issue Paper Required Legislative		Budget %
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Change

Operating

Revenue

Total Operating Revenue	\$ (1,174,965)	\$ (1,189,577)	\$ 3,300	\$ -	\$ (1,186,277)	1%
Total Operating Expenditures	\$ 1,252,877	\$ 1,207,249	\$ (3,300)	\$ -	\$ 1,203,949	(4%)
Total Net Operating (Surplus) Deficit	\$ 77,912	\$ 17,672	\$ -	\$ -	\$ 17,672	

Summer Labour Program Revenue

Total Summer Labour Program Revenue	\$ (11,100)	\$ (11,100)	\$ -	\$ -	\$ (11,100)	
Total Summer Labour Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Net Summer Lab. Oper. (Surplus) Deficit	\$ (11,100)	\$ (11,100)	\$ -	\$ -	\$ (11,100)	

Expenditures

Museum F/T Labour & Benefits	\$ 468,579	\$ 479,647	\$ -	\$ -	\$ 479,647	2%
Museum P/T Labour & Benefits	\$ 319,188	\$ 315,137	\$ -	\$ -	\$ 315,137	(1%)
LPV Administrative Expenses	\$ 86,070	\$ 84,435	\$ (7,900)	\$ -	\$ 76,535	(11%)
Cost Of Sales	\$ 30,500	\$ 30,500	\$ -	\$ -	\$ 30,500	
Village Misc. Expenses	\$ 16,800	\$ 26,930	\$ -	\$ -	\$ 26,930	60%
Curatorial Expenses	\$ 7,000	\$ 7,000	\$ -	\$ -	\$ 7,000	
Events & Activities Expenses	\$ 27,900	\$ 27,900	\$ -	\$ -	\$ 27,900	
Advertising & Publicity	\$ 56,250	\$ 57,250	\$ -	\$ -	\$ 57,250	2%
Facilities Operating Expenses	\$ 204,000	\$ 139,500	\$ 2,000	\$ -	\$ 141,500	(31%)
PCAHB Expenses	\$ 36,590	\$ 38,950	\$ 2,600	\$ -	\$ 41,550	14%

Summer Labour Program Expenditures

Summer Labour Program - Labour	\$ -	\$ -	\$ -	\$ -	\$ -	
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Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ (60,000)	\$ (125,000)	\$ -	\$ -	\$ (125,000)	108%
Total TCA Disbursements	\$ 111,100	\$ 110,000	\$ -	\$ -	\$ 110,000	(1%)
Total Net TCA (Surplus) Deficit	\$ 51,100	\$ (15,000)	\$ -	\$ -	\$ (15,000)	(129%)

Disbursements

LPV TCA	\$ 15,000	\$ 140,000	\$ -	\$ -	\$ 140,000	833%
Amortization	\$ 111,100	\$ 110,000	\$ -	\$ -	\$ 110,000	(1%)
TCA Clearing	\$ (15,000)	\$ (140,000)	\$ -	\$ -	\$ (140,000)	833%
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (123,200)	\$ (97,960)	\$ -	\$ -	\$ (97,960)	(20%)
Total Transfers to Reserves	\$ 101,388	\$ 76,388	\$ -	\$ -	\$ 76,388	(25%)
Net Transfers to (from) Reserves	\$ (21,812)	\$ (21,572)	\$ -	\$ -	\$ (21,572)	(1%)
Change in Accum. Surplus Invested in TCA	\$ (96,100)	\$ 30,000	\$ -	\$ -	\$ 30,000	(131%)
Total Surplus to (Deficit from) Accum. Surplus	\$ (117,912)	\$ 8,428	\$ -	\$ -	\$ 8,428	(107%)

Total LPV Revenue	\$ (1,369,265)	\$ (1,423,637)	\$ 3,300	\$ -	\$ (1,420,337)	4%
Total LPV Expenditures	\$ 1,369,265	\$ 1,423,637	\$ (3,300)	\$ -	\$ 1,420,337	4%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (940,965)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ (11,412)

2021
\$ (917,677)
\$ (23,288)

Lang Pioneer Village Budget 2021

		Base	Issue Paper Required Service Level	Issue Paper Required Legislative		Budget %
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Change

Operating

Revenue

Tax Requirement	\$ (880,965)	\$ (890,577)	\$ 7,900	\$ -	\$ (882,677)	
Donations	\$ (2,700)	\$ (7,700)	\$ -	\$ -	\$ (7,700)	
Recoveries	\$ -	\$ -	\$ (4,600)	\$ -	\$ (4,600)	
Admissions	\$ (110,000)	\$ (110,000)	\$ -	\$ -	\$ (110,000)	
Youth Interpreter Program	\$ (1,800)	\$ (1,800)	\$ -	\$ -	\$ (1,800)	
Workshop Fees	\$ (1,000)	\$ (1,000)	\$ -	\$ -	\$ (1,000)	
Corporate Partnership Program	\$ (9,000)	\$ (9,000)	\$ -	\$ -	\$ (9,000)	
Museum Operating Grant (CMOG)	\$ (53,000)	\$ (53,000)	\$ -	\$ -	\$ (53,000)	
Gift Shop	\$ (35,000)	\$ (35,000)	\$ -	\$ -	\$ (35,000)	
Food Services	\$ (6,000)	\$ (6,000)	\$ -	\$ -	\$ (6,000)	
Print Shop	\$ (1,000)	\$ (1,000)	\$ -	\$ -	\$ (1,000)	
General Store	\$ (9,000)	\$ (9,000)	\$ -	\$ -	\$ (9,000)	
Keene Hotel	\$ (6,000)	\$ (6,000)	\$ -	\$ -	\$ (6,000)	
Facility Rental	\$ (2,500)	\$ (2,500)	\$ -	\$ -	\$ (2,500)	
Church Rental	\$ (4,500)	\$ (4,500)	\$ -	\$ -	\$ (4,500)	
Barn (PCAHB) Rental	\$ (52,500)	\$ (52,500)	\$ -	\$ -	\$ (52,500)	
Total Operating Revenue	\$ (1,174,965)	\$ (1,189,577)	\$ 3,300	\$ -	\$ (1,186,277)	1%

Total Operating Expenditures	\$ 1,252,877	\$ 1,207,249	\$ (3,300)	\$ -	\$ 1,203,949	(4%)
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Total Net Operating (Surplus) Deficit	\$ 77,912	\$ 17,672	\$ -	\$ -	\$ 17,672	
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Summer Labour Program Revenue

Summer Experience Program	\$ (2,500)	\$ (2,500)	\$ -	\$ -	\$ (2,500)	
Young Canada Works	\$ (5,000)	\$ (5,000)	\$ -	\$ -	\$ (5,000)	
Youth Job Connection Summer	\$ -	\$ -	\$ -	\$ -	\$ -	
Canada Summer Jobs	\$ (3,600)	\$ (3,600)	\$ -	\$ -	\$ (3,600)	
Total Summer Labour Program Revenue	\$ (11,100)	\$ (11,100)	\$ -	\$ -	\$ (11,100)	

Total Summer Labour Program Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	
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Total Net Summer Lab. Oper. (Surplus) Deficit	\$ (11,100)	\$ (11,100)	\$ -	\$ -	\$ (11,100)	
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Expenditures

Museum F/T Labour & Benefits

Salaries	\$ 347,501	\$ 353,406	\$ -	\$ -	\$ 353,406	
Statutory Benefits	\$ 74,112	\$ 75,817	\$ -	\$ -	\$ 75,817	
Health Benefits	\$ 46,967	\$ 50,424	\$ -	\$ -	\$ 50,424	
Museum F/T Labour & Benefits	\$ 468,579	\$ 479,647	\$ -	\$ -	\$ 479,647	2%

Museum P/T Labour & Benefits

Salaries	\$ 279,766	\$ 274,431	\$ -	\$ -	\$ 274,431	
Statutory Benefits	\$ 39,422	\$ 40,706	\$ -	\$ -	\$ 40,706	
Museum P/T Labour & Benefits	\$ 319,188	\$ 315,137	\$ -	\$ -	\$ 315,137	(1%)

LPV Administrative Expenses

Advertising	\$ 500	\$ 500	\$ -	\$ -	\$ 500	
Courier	\$ 500	\$ 500	\$ -	\$ -	\$ 500	
Photocopier	\$ 5,150	\$ 4,150	\$ -	\$ -	\$ 4,150	
Postage	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ 1,200	

Lang Pioneer Village Budget 2021

	Base		Issue Paper Required Service Level	Issue Paper Required Legislative		Budget 2021	Budget % Change
	Budget 2020	Budget 2021	Change 2021	Change 2021		Budget 2021	
Office Supplies	\$ 2,200	\$ 2,200	\$ -	\$ -		\$ 2,200	
Staff Development	\$ 5,300	\$ 5,300	\$ (2,300)	\$ -		\$ 3,000	
Accommodation	\$ 2,200	\$ 2,200	\$ (1,700)	\$ -		\$ 500	
Meals	\$ 1,500	\$ 1,500	\$ (1,000)	\$ -		\$ 500	
Travel	\$ 3,000	\$ 3,000	\$ (2,000)	\$ -		\$ 1,000	
Receptions	\$ 1,400	\$ 1,400	\$ (900)	\$ -		\$ 500	
Insurance	\$ 24,000	\$ 26,400	\$ -	\$ -		\$ 26,400	
Criminal Background Checks	\$ 300	\$ 300	\$ -	\$ -		\$ 300	
Gift Shop Expenses	\$ 1,500	\$ 1,500	\$ -	\$ -		\$ 1,500	
IT Hardware	\$ 4,700	\$ 2,960	\$ -	\$ -		\$ 2,960	
IT Software	\$ 6,000	\$ 6,600	\$ -	\$ -		\$ 6,600	
Managed Network	\$ 8,500	\$ 7,580	\$ -	\$ -		\$ 7,580	
Mobile Devices	\$ 1,800	\$ 1,600	\$ -	\$ -		\$ 1,600	
Telephone	\$ 9,450	\$ 8,750	\$ -	\$ -		\$ 8,750	
Financial Audit Fees	\$ 1,770	\$ 895	\$ -	\$ -		\$ 895	
Bank Interest and Charges	\$ 4,700	\$ 5,500	\$ -	\$ -		\$ 5,500	
Interest and Penalties	\$ 400	\$ 400	\$ -	\$ -		\$ 400	
LPV Administrative Expenses	\$ 86,070	\$ 84,435	\$ (7,900)	\$ -		\$ 76,535	(11%)
Cost Of Sales							
Articles For Sale	\$ 22,000	\$ 22,000	\$ -	\$ -		\$ 22,000	
Hotel - Resale Items	\$ 3,000	\$ 5,500	\$ -	\$ -		\$ 5,500	
Food Services - Resale Items	\$ 5,500	\$ 3,000	\$ -	\$ -		\$ 3,000	
Cost Of Sales	\$ 30,500	\$ 30,500	\$ -	\$ -		\$ 30,500	
Village Misc. Expenses							
Vehicle Maintenance	\$ 3,000	\$ 3,000	\$ -	\$ -		\$ 3,000	
Insurance	\$ 1,300	\$ 1,430	\$ -	\$ -		\$ 1,430	
Animal Food and Vet Services	\$ 700	\$ 700	\$ -	\$ -		\$ 700	
Staff Uniform	\$ 500	\$ 500	\$ -	\$ -		\$ 500	
Costume	\$ 1,300	\$ 11,300	\$ -	\$ -		\$ 11,300	
Equipment Maint.	\$ 4,000	\$ 4,000	\$ -	\$ -		\$ 4,000	
Drinking Water Solution Prg.	\$ 6,000	\$ 6,000	\$ -	\$ -		\$ 6,000	
Village Misc. Expenses	\$ 16,800	\$ 26,930	\$ -	\$ -		\$ 26,930	60%
Curatorial Expenses							
Membership	\$ 1,400	\$ 1,400	\$ -	\$ -		\$ 1,400	
Exhibit Supplies	\$ 4,000	\$ 4,000	\$ -	\$ -		\$ 4,000	
Conservation Supplies	\$ 1,000	\$ 1,000	\$ -	\$ -		\$ 1,000	
Cataloging Supplies & Equip.	\$ 600	\$ 600	\$ -	\$ -		\$ 600	
Curatorial Expenses	\$ 7,000	\$ 7,000	\$ -	\$ -		\$ 7,000	
Events & Activities Expenses							
Teaching Supplies	\$ 500	\$ 500	\$ -	\$ -		\$ 500	
Special Events Supplies	\$ 8,000	\$ 8,000	\$ -	\$ -		\$ 8,000	
Special Events	\$ 12,000	\$ 12,000	\$ -	\$ -		\$ 12,000	
Workshop Facilitator Fees	\$ 900	\$ 900	\$ -	\$ -		\$ 900	
Craft/Demonstration Supplies	\$ 1,500	\$ 1,500	\$ -	\$ -		\$ 1,500	
Volunteer Appreciation	\$ 2,500	\$ 2,500	\$ -	\$ -		\$ 2,500	
Volunteer Training	\$ 750	\$ 750	\$ -	\$ -		\$ 750	
Volunteer Refreshments	\$ 1,750	\$ 1,750	\$ -	\$ -		\$ 1,750	
Events & Activities Expenses	\$ 27,900	\$ 27,900	\$ -	\$ -		\$ 27,900	

Lang Pioneer Village Budget 2021

		Base	Issue Paper Required Service Level	Issue Paper Required Legislative		Budget %
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Change

Advertising & Publicity

Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	
Brochures, Posters, Signs	\$ 5,500	\$ 5,500	\$ -	\$ -	\$ 5,500	
Television, Radio, Newspaper	\$ 31,000	\$ 31,000	\$ -	\$ -	\$ 31,000	
Signage Program Advertising	\$ 750	\$ 1,750	\$ -	\$ -	\$ 1,750	
Marketing Services/Consultant	\$ 16,500	\$ 16,500	\$ -	\$ -	\$ 16,500	
Website Development	\$ 2,500	\$ 2,500	\$ -	\$ -	\$ 2,500	
Advertising & Publicity	\$ 56,250	\$ 57,250	\$ -	\$ -	\$ 57,250	2%

Facilities Operating Expenses

Janitorial Supplies	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	\$ 4,000	
Plumbing Repairs and Maint.	\$ 3,500	\$ 3,500	\$ -	\$ -	\$ 3,500	
Electrical Repairs and Maint.	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000	
Security	\$ 800	\$ 800	\$ -	\$ -	\$ 800	
Non-Historic Build. Rep.&Mtce.	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ 9,000	
Grounds Maint.	\$ 22,000	\$ 22,000	\$ -	\$ -	\$ 22,000	
Water/Septic System	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ 1,200	
Hydro & Heat	\$ 42,500	\$ 42,500	\$ -	\$ -	\$ 42,500	
Environmental Control Equip.	\$ 2,500	\$ 2,500	\$ -	\$ -	\$ 2,500	
Booth Building	\$ 500	\$ 500	\$ -	\$ -	\$ 500	
Facilities/Equipment (Non TCA)	\$ 104,500	\$ 40,000	\$ -	\$ -	\$ 40,000	
Historic Building Mtce.	\$ 10,500	\$ 10,500	\$ -	\$ -	\$ 10,500	
Facilities Operating Expenses	\$ 204,000	\$ 139,500	\$ 2,000	\$ -	\$ 141,500	(31%)

Peterborough County Agricultural Heritage Building (PCHB)

Insurance	\$ 3,590	\$ 3,950	\$ -	\$ -	\$ 3,950	
Supplies/Janitorial	\$ 2,600	\$ 2,600	\$ 2,600	\$ -	\$ 5,200	
Heat	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 5,000	
Security	\$ 3,400	\$ 3,400	\$ -	\$ -	\$ 3,400	
Mtce. & Repairs	\$ 22,000	\$ 22,000	\$ -	\$ -	\$ 22,000	
Wedding Consultant	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000	
PCHB Expenses	\$ 36,590	\$ 38,950	\$ 2,600	\$ -	\$ 41,550	14%

Summer Labour Program Expenditures

Summer Labour Program - Labour	\$ -	\$ -	\$ -	\$ -	\$ -	
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Tangible Capital Assets (TCA)

Revenue

Tax Requirement	\$ (60,000)	\$ (35,000)	\$ -	\$ -	\$ (35,000)	
Donations	\$ -	\$ (90,000)	\$ -	\$ -	\$ (90,000)	
Total TCA Revenue	\$ (60,000)	\$ (125,000)	\$ -	\$ -	\$ (125,000)	108%
Total TCA Disbursements	\$ 111,100	\$ 110,000	\$ -	\$ -	\$ 110,000	(1%)
Total Net TCA (Surplus) Deficit	\$ 51,100	\$ (15,000)	\$ -	\$ -	\$ (15,000)	(129%)



Lang Pioneer Village Budget 2021

		Base	Issue Paper Required Service Level	Issue Paper Required Legislative		Budget %
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Change

Disbursements

LPV TCA						
Facilities Historic Buildings	\$ -	\$ 140,000	\$ -	\$ -	\$ 140,000	
Facilities	\$ 15,000	\$ -	\$ -	\$ -	\$ -	
LPV TCA	\$ 15,000	\$ 140,000	\$ -	\$ -	\$ 140,000	833%
Amortization						
	\$ 111,100	\$ 110,000	\$ -	\$ -	\$ 110,000	(1%)
TCA Clearing	\$ (15,000)	\$ (140,000)	\$ -	\$ -	\$ (140,000)	833%
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

TRF fr Carry Forward Funds - OPS	\$ (52,000)	\$ (5,000)	\$ -	\$ -	\$ (5,000)	
TRF fr Carry Forward Funds - CAP	\$ -	\$ (50,000)	\$ -	\$ -	\$ (50,000)	
TRF fr LPV LTP - OPS	\$ (56,200)	\$ (42,960)	\$ -	\$ -	\$ (42,960)	
TRF fr LPV LTP - CAP	\$ (15,000)	\$ -	\$ -	\$ -	\$ -	
Total Transfers from Reserves	\$ (123,200)	\$ (97,960)	\$ -	\$ -	\$ (97,960)	(20%)
TRF to Working Funds Gen.-OPS	\$ 41,388	\$ 41,388	\$ -	\$ -	\$ 41,388	
TRF to LPV LTP - CAP	\$ 60,000	\$ 35,000	\$ -	\$ -	\$ 35,000	
Total Transfers to Reserves	\$ 101,388	\$ 76,388	\$ -	\$ -	\$ 76,388	(25%)
Net Transfers to (from) Reserves	\$ (21,812)	\$ (21,572)	\$ -	\$ -	\$ (21,572)	(1%)
Change in Accum.Surplus Invested in TCA	\$ (96,100)	\$ 30,000	\$ -	\$ -	\$ 30,000	(131%)
Total Surplus to(Deficit from)Accum. Surplus	\$ (117,912)	\$ 8,428	\$ -	\$ -	\$ 8,428	(107%)
Total LPV Revenue	\$ (1,369,265)	\$ (1,423,637)	\$ 3,300	\$ -	\$ (1,420,337)	4%
Total LPV Expenditures	\$ 1,369,265	\$ 1,423,637	\$ (3,300)	\$ -	\$ 1,420,337	4%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (940,965)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ (11,412)

2021
\$ (917,677)
\$ (23,288)



Lang Pioneer Village Budget 2021

	Budget 2021	Notes
Operating		
Revenue		
Tax Requirement	\$ (882,677)	Lowered for 2021 due to COVID-19
Recoveries	\$ (4,600)	Safe Restart for increased cleaning costs due to COVID
Expenditures		
Staff Development	\$ 3,000	Lowered for 2021 due to COVID-19
Accommodation	\$ 500	Lowered for 2021 due to COVID-19
Meals	\$ 500	Lowered for 2021 due to COVID-19
Travel	\$ 1,000	Lowered for 2021 due to COVID-19
Receptions	\$ 500	Lowered for 2021 due to COVID-19
IT Hardware	\$ 2,960	Laptop replacements for Museum Manager and Assistant Manager (\$1,480 each). Funded from LPV LTP Reserve Plan.
Mobile Devices	\$ 1,600	Based on 2020 actuals plus 2%
Telephone	\$ 8,750	Based on 2020 actuals plus 2%
Cost Of Sales		
Hotel - Resale Items	\$ 5,500	More items being sold out of Hotel.
Food Services - Resale Items	\$ 3,000	Less items being sold out of food booth.
Village Misc. Expenses		
Costume	\$ 11,300	5k Carry Forward(Dalglish Donation)
Facilities Operating Expenses		
Janitorial Supplies	\$ 4,000	Increase due to COVID-19.
Facilities/Equipment (Non TCA)	\$ 40,000	Visitor Centre washroom repairs/upgrades - funded from LPV LTP Reserve.
Peterborough County Agricultural Heritage Building (PCAHB)		
Supplies/Janitorial	\$ 5,200	Increase due to COVID-19.
Tangible Capital Assets (TCA)		
Disbursements		
Facilities Historic Buildings	\$ 140,000	Carry Forward - Mitchell Building Renovations (Dalglish donation)
Change In Accumulated Surplus		
TRF fr Carry Forward Funds - OPS	\$ (5,000)	Dalglish donation - Costuming
TRF fr Carry Forward Funds - CAP	\$ (50,000)	Dalglish donation - Mitchell Building Renovations
TRF fr LPV LTP - OPS	\$ (42,960)	Per LPV LTP Reserve Plan.
TRF to Working Funds Gen.-OPS	\$ 41,388	Repayment #3 of 25 for the PCAHB loan.
TRF to LPV LTP - CAP	\$ 35,000	Per LPV LTP Reserve Plan.

Land Division Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Total Operating Revenue	\$ (153,500)	\$ (153,500)	\$ -	\$ -	\$ (153,500)	
Total Operating Expenditures	\$ 157,766	\$ 159,448	\$ (400)	\$ -	\$ 159,048	1%
Total Net Operating (Surplus) Deficit	\$ 4,266	\$ 5,948	\$ (400)	\$ -	\$ 5,548	

Expenditures

Land Division Labour & Benefits	\$ 81,811	\$ 84,022	\$ -	\$ -	\$ 84,022	3%
Land Division Operating Expenses	\$ 73,355	\$ 72,736	\$ (400)	\$ -	\$ 72,336	(1%)
Land Division Committee	\$ 2,600	\$ 2,690	\$ -	\$ -	\$ 2,690	3%

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (4,266)	\$ (5,948)	\$ 400	\$ -	\$ (5,548)	30%
Total Transfers to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	
Net Transfers to (from) Reserves	\$ (4,266)	\$ (5,948)	\$ 400	\$ -	\$ (5,548)	
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Surplus to (Deficit from) Accum. Surplus	\$ (4,266)	\$ (5,948)	\$ 400	\$ -	\$ (5,548)	
Total Land Division Revenue	\$ (157,766)	\$ (159,448)	\$ 400	\$ -	\$ (159,048)	1%
Total Land Division Expenditures	\$ 157,766	\$ 159,448	\$ (400)	\$ -	\$ 159,048	(1%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ -
- Tax \$ Increase(Decrease) Over Previous Year's Budget	\$ -

2021
\$ -
\$ -

Land Division Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Land Severances	\$	(153,500)	\$	(153,500)	\$	-	\$	-	\$	(153,500)
Total Operating Revenue	\$	(153,500)	\$	(153,500)	\$	-	\$	-	\$	(153,500)

Total Operating Expenditures	\$	157,766	\$	159,448	\$	(400)	\$	-	\$	159,048	1%
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Total Net Operating (Surplus) Deficit	\$	4,266	\$	5,948	\$	(400)	\$	-	\$	5,548
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Expenditures

Land Division Labour & Benefits

Salaries	\$	60,376	\$	61,628	\$	-	\$	-	\$	61,628
Statutory Benefits	\$	12,968	\$	13,417	\$	-	\$	-	\$	13,417
Health Benefits	\$	8,468	\$	8,977	\$	-	\$	-	\$	8,977
Land Division Labour & Benefits	\$	81,811	\$	84,022	\$	-	\$	-	\$	84,022

Land Division Operating Expenses

Advertising	\$	2,400	\$	2,400	\$	-	\$	-	\$	2,400	
Courier	\$	100	\$	100	\$	-	\$	-	\$	100	
Photocopier	\$	2,830	\$	2,150	\$	-	\$	-	\$	2,150	
Postage	\$	1,300	\$	1,300	\$	-	\$	-	\$	1,300	
Office Supplies	\$	250	\$	700	\$	-	\$	-	\$	700	
Membership	\$	150	\$	150	\$	-	\$	-	\$	150	
Staff Development	\$	1,000	\$	500	\$	-	\$	-	\$	500	
Conventions	\$	1,000	\$	850	\$	-	\$	-	\$	850	
Accommodation	\$	600	\$	600	\$	(200)	\$	-	\$	400	
Meals	\$	200	\$	150	\$	-	\$	-	\$	150	
Travel	\$	400	\$	500	\$	(200)	\$	-	\$	300	
IT Software	\$	465	\$	715	\$	-	\$	-	\$	715	
Telephone	\$	320	\$	260	\$	-	\$	-	\$	260	
Financial Audit Fees	\$	110	\$	131	\$	-	\$	-	\$	131	
Legal Services	\$	2,000	\$	2,000	\$	-	\$	-	\$	2,000	
Internal Transfer- Land Division	\$	60,230	\$	60,230	\$	-	\$	-	\$	60,230	
Land Division Operating Expenses	\$	73,355	\$	72,736	\$	(400)	\$	-	\$	72,336	(1%)

Land Division Committee

Insurance	\$	900	\$	990	\$	-	\$	-	\$	990	
Accommodation	\$	600	\$	600	\$	-	\$	-	\$	600	
Staff Development	\$	600	\$	600	\$	-	\$	-	\$	600	
Meals	\$	200	\$	200	\$	-	\$	-	\$	200	
Travel	\$	300	\$	300	\$	-	\$	-	\$	300	
Land Division Committee	\$	2,600	\$	2,690	\$	-	\$	-	\$	2,690	3%

Land Division Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Base Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Change In Accumulated Surplus

TRF fr Working Land Div. - OPS	\$	(4,266)	\$	(5,948)	\$	400	\$	-	\$	(5,548)	
Total Transfers from Reserves	\$	(4,266)	\$	(5,948)	\$	400	\$	-	\$	(5,548)	30%
Total Transfers to Reserves	\$	-	\$	-	\$	-	\$	-	\$	-	
Net Transfers to (from) Reserves	\$	(4,266)	\$	(5,948)	\$	400	\$	-	\$	(5,548)	
Change in Accum. Surplus Invested in TCA	\$	-	\$	-	\$	-	\$	-	\$	-	
Total Surplus to (Deficit from) Accum. Surplus	\$	(4,266)	\$	(5,948)	\$	400	\$	-	\$	(5,548)	
Total Land Division Revenue	\$	(157,766)	\$	(159,448)	\$	400	\$	-	\$	(159,048)	1%
Total Land Division Expenditures	\$	157,766	\$	159,448	\$	(400)	\$	-	\$	159,048	(1%)
Total Net (Surplus) Deficit	\$	-	\$	-	\$	-	\$	-	\$	-	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ -
- Tax \$ Increase(Decrease) Over Previous Year's Budget	\$ -

2021
\$ -
\$ -



Land Division Budget 2021

	Budget 2021	Notes
Operating		
Revenue		
Land Severances	\$ (153,500)	Based on 95 applications @ \$1,600 each plus \$1,500 for misc. fees (retained stamping, amended fees, etc.)
Expenditures		
Land Division Operating Expenses		
Photocopier	\$ 2,150	New lease
Office Supplies	\$ 700	Includes Varidesk desk extender.
Membership	\$ 150	Ont. Assoc. of Committees of Adjustment.
Staff Development	\$ 500	Educational credit required as part of Membership.
Conventions	\$ 850	Conference & seminar locations unknown - budgets includes registration fees for both.
Accommodation	\$ 400	Reduced budget for 2021 due to COVID-19
Travel	\$ 300	Reduced budget for 2021 due to COVID-19
IT Software	\$ 715	MS Licensing
Telephone	\$ 260	Based on 2020 actuals plus 2%
Internal Transfer- Land Division	\$ 60,230	Transfer of \$100 to Clerical, \$140 to GIS, \$25 to ISD and \$369 to Planning for each Land Severance Application, Based on 95 applications.

Planning Budget 2021

	Budget 2020	Base Budget 2021	Service Level Changes 2021	Legislative Change 2021	Budget 2021	Budget \$ Change
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Operating

Revenue

Total Operating Revenue	\$ (769,858)	\$ (786,068)	\$ 7,600	\$ -	\$ (778,468)	1%
Total Operating Expenditures	\$ 857,748	\$ 876,168	\$ (7,600)	\$ -	\$ 868,568	1%
Total Net Operating (Surplus) Deficit	\$ 87,890	\$ 90,100	\$ -	\$ -	\$ 90,100	

Expenditures

Planning Labour & Benefits	\$ 693,388	\$ 710,554	\$ -	\$ -	\$ 710,554	2%
Planning Operating Expenses	\$ 164,360	\$ 165,614	\$ (7,600)	\$ -	\$ 158,014	(4%)
Peer Review Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (98,850)	\$ (100,100)	\$ -	\$ -	\$ (100,100)	1%
Total Transfers to Reserves	\$ 10,960	\$ 10,000	\$ -	\$ -	\$ 10,000	(9%)
Net Transfers to (from) Reserves	\$ (87,890)	\$ (90,100)	\$ -	\$ -	\$ (90,100)	3%
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Surplus to (Deficit from) Accum. Surplus	\$ (87,890)	\$ (90,100)	\$ -	\$ -	\$ (90,100)	3%

Total Planning Revenue	\$ (868,708)	\$ (886,168)	\$ 7,600	\$ -	\$ (878,568)	1%
Total Planning Expenditures	\$ 868,708	\$ 886,168	\$ (7,600)	\$ -	\$ 878,568	1%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (685,803)
- Tax \$ Increase(Decrease) Over Previous Yr's Budget	\$ 18,128

2021
\$ (694,413)
\$ 8,610

	Base	Service Level	Legislative		
Budget 2020	Budget 2021	Changes 2021	Change 2021	Budget 2021	Budget \$ Change

Tax Requirement	\$	(685,803)	\$	(702,013)	\$	7,600	\$	-	\$	(694,413)	
Municipal Recoveries	\$	(2,000)	\$	(2,000)	\$	-	\$	-	\$	(2,000)	
Development Charges Earned	\$	(15,000)	\$	(15,000)	\$	-	\$	-	\$	(15,000)	
Sales	\$	(32,000)	\$	(32,000)	\$	-	\$	-	\$	(32,000)	
Internal Transfer- Land Division	\$	(35,055)	\$	(35,055)	\$	-	\$	-	\$	(35,055)	
Total Operating Revenue	\$	(769,858)	\$	(786,068)	\$	7,600	\$	-	\$	(778,468)	1%

Total Net Operating (Surplus) Deficit	\$	87,890	\$	90,100	\$	-	\$	-	\$	90,100
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Salaries	\$	526,397	\$	536,349	\$	-	\$	-	\$	536,349	
Statutory Benefits	\$	108,393	\$	111,496	\$	-	\$	-	\$	111,496	
Health Benefits	\$	58,599	\$	62,709	\$	-	\$	-	\$	62,709	
Planning Labour & Benefits	\$	693,388	\$	710,554	\$	-	\$	-	\$	710,554	2%

Advertising	\$	3,000	\$	3,000	\$	-	\$	-	\$	3,000	
Courier	\$	200	\$	200	\$	-	\$	-	\$	200	
Photocopier	\$	2,690	\$	2,000	\$	-	\$	-	\$	2,000	
Postage	\$	400	\$	400	\$	-	\$	-	\$	400	
Office Supplies	\$	500	\$	500	\$	-	\$	-	\$	500	
Membership	\$	4,800	\$	4,650	\$	-	\$	-	\$	4,650	
Staff Development	\$	1,100	\$	1,100	\$	-	\$	-	\$	1,100	
Conventions	\$	3,250	\$	3,250	\$	(1,000)	\$	-	\$	2,250	
Accommodation	\$	3,000	\$	3,000	\$	(2,000)	\$	-	\$	1,000	
Meals	\$	1,200	\$	2,200	\$	(1,600)	\$	-	\$	600	
Travel	\$	4,000	\$	5,000	\$	(3,000)	\$	-	\$	2,000	
Meeting Room Rentals	\$	300	\$	300	\$	-	\$	-	\$	300	
IT Hardware	\$	850	\$	2,100	\$	-	\$	-	\$	2,100	
IT Software	\$	250	\$	250	\$	-	\$	-	\$	250	
Mobile Devices	\$	2,000	\$	1,520	\$	-	\$	-	\$	1,520	
Telephone	\$	1,840	\$	1,550	\$	-	\$	-	\$	1,550	
Consultant Services	\$	125,000	\$	125,000	\$	-	\$	-	\$	125,000	
Financial Audit Fees	\$	480	\$	594	\$	-	\$	-	\$	594	
Legal Services	\$	8,000	\$	9,000	\$	-	\$	-	\$	9,000	
Trans. Tomorrow Survey	\$	1,500	\$	-	\$	-	\$	-	\$	-	
Planning Operating Expenses	\$	164,360	\$	165,614	\$	(7,600)	\$	-	\$	158,014	(4%)

Planning Budget 2021

	Budget 2020	Base Budget 2021	Service Level Changes 2021	Legislative Change 2021	Budget 2021	Budget \$ Change
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Change In Accumulated Surplus

TRF fr Planning LTP - OPS	\$ (850)	\$ (2,100)	\$ -	\$ -	\$ (2,100)	
TRF fr Carry Forward - OPS	\$ (23,000)	\$ (23,000)	\$ -	\$ -	\$ (23,000)	
TRF fr Working Funds Gen.-OPS	\$ (75,000)	\$ (75,000)	\$ -	\$ -	\$ (75,000)	
Total Transfers from Reserves	\$ (98,850)	\$ (100,100)	\$ -	\$ -	\$ (100,100)	1%
TRF to Planning LTP - OPS	\$ 10,960	\$ 10,000	\$ -	\$ -	\$ 10,000	
Total Transfers to Reserves	\$ 10,960	\$ 10,000	\$ -	\$ -	\$ 10,000	(9%)
Net Transfers to (from) Reserves	\$ (87,890)	\$ (90,100)	\$ -	\$ -	\$ (90,100)	3%
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Surplus to (Deficit from) Accum. Surplus	\$ (87,890)	\$ (90,100)	\$ -	\$ -	\$ (90,100)	3%
Total Planning Revenue	\$ (868,708)	\$ (886,168)	\$ 7,600	\$ -	\$ (878,568)	1%
Total Planning Expenditures	\$ 868,708	\$ 886,168	\$ (7,600)	\$ -	\$ 878,568	1%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (685,803)
- Tax \$ Increase(Decrease) Over Previous Yr's Budget	\$ 18,128

2021
\$ (694,413)
\$ 8,610

Planning Budget 2021

	Budget 2021	Notes
Operating		
Revenue		
	\$ (2,000)	Technical projects/services that are charged out.
Municipal Recoveries		To fund Consulting expense for Growth Plan
	\$ (15,000)	Analysis and Land Needs Assessment- Carry forward from 2020
Development Charges Earned		
	\$ (32,000)	Fees for Subdivision Applications and Official Plan Amendments.
Sales		Transfer from Land Division dept., portion of Land
	\$ (35,055)	Division application fees - based on \$369 each for 95 applications.
Internal Transfer- Land Division		
Expenditures		
	\$ 3,000	Notices for County OP project (newspaper notices and advertisements for public open houses, meetings - \$350 avg per advertisement).
Advertising		
	\$ 2,000	New lease
Photocopier		
	\$ 4,650	Memberships in OPPI/CIP for 6 staff.
Membership		
	\$ 1,100	Continuous professional learning credits are now required.
Staff Development		Conference that staff will be attending and County Planning Conference. Continuous professional learning requirements. Lowered for 2021 Budget due to COVID-19.
	\$ 2,250	
Conventions		
	\$ 1,000	With conferences, accommodations will be required. Lowered for 2021 due to COVID-19.
Accommodation		
	\$ 600	Travel meals for conferences and training. Covers expenses for hosting meetings and open houses. Lowered for 2021 due to COVID-19
Meals		
	\$ 2,000	More staff attending offsite pre-consultation meetings. Possible County Planning Directors. Lowered for 2021 Budget due to COVID-19.
Travel		
	\$ 300	Requirement potentially to rent for OP meetings.
Meeting Room Rentals		
	\$ 2,100	2 planner desktop replacements (\$800 each), increased to \$2,100 as per Planning. Funded from Planning LTP reserve.
IT Hardware		
	\$ 1,520	Based on 2020 actuals plus 2%
Mobile Devices		
	\$ 1,550	Based on 2020 actuals plus 2%
Telephone		
	\$ 125,000	Land Needs Assessment, partially funded by carry forward (\$23,000) and Development Charges (\$15,000), \$75,000 for Employment Lands Needs Study (funded from General Working Funds Reserve).
Consultant Services		
	\$ 9,000	More and varied legal issues on the rise.
Legal Services		
	\$ -	Moved to ISD budget to better reflect the cost.
Trans. Tomorrow Survey		
Change In Accumulated Surplus		
TRF fr Planning LTP - OPS	\$ (2,100)	Per Planning LTP Reserve Plan for IT Hardware
TRF fr Carry Forward - OPS	\$ (23,000)	CFWD for Land Needs Analysis-Consulting from 2020.
TRF fr Working Funds Gen.-OPS	\$ (75,000)	To fund Employment Lands Needs Study from 2020.
TRF to Planning LTP - OPS	\$ 10,000	Per Planning LTP Reserve Plan

Economic Development

Budget 2021

		Issue Paper Required	Issue Paper Required		
		Base	Service Level	Legislative	
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021
					Budget % Change

Operating

Total Operating Revenue	\$ (777,226)	\$ (777,226)	\$ -	\$ -	\$ (777,226)
Total Operating Expenditures	\$ 777,226	\$ 777,226	\$ -	\$ -	\$ 777,226
Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -

Change In Accumulated Surplus

Total Contribution from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Transfers to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Net Transfers to (from) Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -
Total Surplus to (Deficit from) Accum. Surplus	\$ -	\$ -	\$ -	\$ -	\$ -

Total Economic Dev. Revenue	\$ (777,226)	\$ (777,226)	\$ -	\$ -	\$ (777,226)
Total Economic Dev. Expenditures	\$ 777,226	\$ 777,226	\$ -	\$ -	\$ 777,226
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (777,226)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 5,739

2021
\$ (777,226)
\$ -

Economic Development Budget 2021

		Base	Service Level	Legislative		
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Tax Requirement	\$ (777,226)	\$ (777,226)	\$ -	\$ -	\$ (777,226)	
Total Operating Revenue	\$ (777,226)	\$ (777,226)	\$ -	\$ -	\$ (777,226)	

Expenditures

Membership	\$ 1,500	\$ 1,500	\$ -	\$ -	\$ 1,500	
Economic Development Pymt	\$ 745,746	\$ 745,746	\$ -	\$ -	\$ 745,746	
Special Dev. Initiative	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000	
Physician Recruitment	\$ 14,980	\$ 14,980	\$ -	\$ -	\$ 14,980	
Total Operating Expenditures	\$ 777,226	\$ 777,226	\$ -	\$ -	\$ 777,226	

Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	
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Change In Accumulated Surplus

Total Contribution from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	
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Total Transfers to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	
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Net Transfers to (from) Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	
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Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -	
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Total Surplus to (Deficit from) Accum. Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	
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Total Economic Dev. Revenue	\$ (777,226)	\$ (777,226)	\$ -	\$ -	\$ (777,226)	
Total Economic Dev. Expenditures	\$ 777,226	\$ 777,226	\$ -	\$ -	\$ 777,226	
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (777,226)
- Tax \$ Increase(Decrease) Over Previous Year Budget	\$ 5,739

2021
\$ (777,226)
\$ -



Economic Development Budget 2021

	Budget 2021	Notes
Operating		
Expenditures		
Membership	\$ 1,500	Chamber of Commerce Memberships
Economic Development Pymt	\$ 745,746	\$705,746 for ED and \$40,000 for Sustainable Peterborough
Special Dev. Initiative	\$ 15,000	Peterborough Musicfest sponsorship



County Forest Budget 2021

			Issue Paper Required	Issue Paper Required		
		Base	Service Level	Legislative		
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Revenue

Total Operating Revenue	\$ -	\$ (15,000)	\$ -	\$ -	\$ (15,000)	
Total Operating Expenditures	\$ 44,000	\$ 45,800	\$ -	\$ -	\$ 45,800	4%
Total Net Operating (Surplus) Deficit	\$ 44,000	\$ 30,800	\$ -	\$ -	\$ 30,800	

Expenditures

County Forest Expenditures	\$ 44,000	\$ 45,800	\$ -	\$ -	\$ 45,800	4%
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Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	
Total TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Net TCA (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

Disbursements

TCA Disbursements	\$ -	\$ -	\$ -	\$ -	\$ -	
Amortization	\$ -	\$ -	\$ -	\$ -	\$ -	
TCA Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	
Gain or Loss on TCA Disposal	\$ -	\$ -	\$ -	\$ -	\$ -	

Change In Accumulated Surplus

Total Transfers from Reserves	\$ (56,712)	\$ (30,800)	\$ -	\$ -	\$ (30,800)	(46%)
Total Transfers to Reserves	\$ 12,712	\$ -	\$ -	\$ -	\$ -	(100%)
Net Transfers to and (from) Reserves	\$ (44,000)	\$ (30,800)	\$ -	\$ -	\$ (30,800)	(30%)
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Surplus to(Deficit from)Accum.Surplus	\$ (44,000)	\$ (30,800)	\$ -	\$ -	\$ (30,800)	(30%)
Total County Forest Revenue	\$ (56,712)	\$ (45,800)	\$ -	\$ -	\$ (45,800)	(19%)
Total County Forest Expenditures	\$ 56,712	\$ 45,800	\$ -	\$ -	\$ 45,800	(19%)
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

-Tax Requirement Analysis	2020
- Tax Requirement	\$ -
- Tax \$ Increase (Decrease) Over Previous Year Budget	\$ -

2021
\$ -
\$ -



County Forest Budget 2021

	Issue Paper Required		Issue Paper Required			
	Service Level		Legislative			
	Budget 2020	Base Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Revenue

Timber Sales	\$	-	\$	(15,000)	\$	-	\$	-	\$	(15,000)	
Total Operating Revenue	\$	-	\$	(15,000)	\$	-	\$	-	\$	(15,000)	
Total Operating Expenditures	\$	44,000	\$	45,800	\$	-	\$	-	\$	45,800	4%
Total Net Operating (Surplus) Deficit	\$	44,000	\$	30,800	\$	-	\$	-	\$	30,800	

Expenditures

County Forest Expenditures

Forestry Services	\$	40,000	\$	42,000	\$	-	\$	-	\$	42,000	
Forest Road Maint.	\$	2,000	\$	2,000	\$	-	\$	-	\$	2,000	
Trails Maint.	\$	1,000	\$	1,000	\$	-	\$	-	\$	1,000	
Office Supplies	\$	100	\$	-	\$	-	\$	-	\$	-	
Travel	\$	500	\$	500	\$	-	\$	-	\$	500	
Signage	\$	400	\$	300	\$	-	\$	-	\$	300	
County Forest Expenditures	\$	44,000	\$	45,800	\$	-	\$	-	\$	45,800	4%

Tangible Capital Assets (TCA)

Revenue

Total TCA Revenue	\$	-	\$	-	\$	-	\$	-	\$	-	
Total TCA Disbursements	\$	-	\$	-	\$	-	\$	-	\$	-	
Total Net TCA (Surplus) Deficit	\$	-	\$	-	\$	-	\$	-	\$	-	

Disbursements

TCA Disbursements

TCA Disbursements	\$	-	\$	-	\$	-	\$	-	\$	-	
Amortization	\$	-	\$	-	\$	-	\$	-	\$	-	
TCA Clearing	\$	-	\$	-	\$	-	\$	-	\$	-	
Gain or Loss on TCA Disposal	\$	-	\$	-	\$	-	\$	-	\$	-	

County Forest Budget 2021

			Issue Paper Required	Issue Paper Required		
		Base	Service Level	Legislative		
	Budget 2020	Budget 2021	Change 2021	Change 2021	Budget 2021	Budget % Change

Change In Accumulated Surplus

TRF fr Forest Mgmt. LTP - OPS	\$	(56,712)	\$	(30,800)	\$	-	\$	-	\$	(30,800)	
Total Transfers from Reserves	\$	(56,712)	\$	(30,800)	\$	-	\$	-	\$	(30,800)	(46%)
TRF to Forest Mgmt LTP - OPS	\$	12,712	\$	-	\$	-	\$	-	\$	-	
Total Transfers to Reserves	\$	12,712	\$	-	\$	-	\$	-	\$	-	(100%)
Net Transfers to and (from) Reserves	\$	(44,000)	\$	(30,800)	\$	-	\$	-	\$	(30,800)	(30%)
Change in Accum. Surplus Invested in TCA	\$	-	\$	-	\$	-	\$	-	\$	-	
Total Surplus to(Deficit from)Accum.Surplus	\$	(44,000)	\$	(30,800)	\$	-	\$	-	\$	(30,800)	(30%)
Total County Forest Revenue	\$	(56,712)	\$	(45,800)	\$	-	\$	-	\$	(45,800)	(19%)
Total County Forest Expenditures	\$	56,712	\$	45,800	\$	-	\$	-	\$	45,800	(19%)
Total Net (Surplus) Deficit	\$	-	\$	-	\$	-	\$	-	\$	-	

-Tax Requirement Analysis	2020
- Tax Requirement	\$ -
- Tax \$ Increase (Decrease) Over Previous Year Budget	\$ -

2021
\$ -
\$ -

Grants and Donations Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Draft Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Total Operating Revenue	\$ (62,500)	\$ (72,500)	\$ -	\$ -	\$ (72,500)	16%
Total Operating Expenditures	\$ 62,500	\$ 72,500	\$ -	\$ -	\$ 72,500	16%
Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

Expenditures

Expenditures	\$ 62,500	\$ 72,500	\$ -	\$ -	\$ 72,500	16%
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Change in Accumulated Surplus

Total Transfers from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Total Transfers to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Net Transfers to and (from) Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -
Total Surplus to (Deficit from) Accum. Surplus	\$ -	\$ -	\$ -	\$ -	\$ -

Total Grants & Donations Revenue	\$ (62,500)	\$ (72,500)	\$ -	\$ -	\$ (72,500)	16%
Total Grants & Donations Expenditures	\$ 62,500	\$ 72,500	\$ -	\$ -	\$ 72,500	16%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (62,500)
- Tax \$ Increase (Decrease) Over Previous Yr's Budget	\$ -

2021
\$ (72,500)
\$ 10,000



Grants and Donations Budget 2021

			Issue Paper Required	Issue Paper Required		
	Budget 2020	Draft Budget 2021	Service Level Change 2021	Legislative Change 2021	Budget 2021	Budget % Change

Operating

Revenue

Tax Requirement	\$ (62,500)	\$ (72,500)	\$ -	\$ -	\$ (72,500)	16%
Total Operating Revenue	\$ (62,500)	\$ (72,500)	\$ -	\$ -	\$ (72,500)	16%
Total Operating Expenditures	\$ 62,500	\$ 72,500	\$ -	\$ -	\$ 72,500	16%
Total Net Operating (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

Expenditures

Grant - Norwood Fire Training	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000	
Grants - Other	\$ 62,500	\$ 62,500	\$ -	\$ -	\$ 62,500	
Expenditures	\$ 62,500	\$ 72,500	\$ -	\$ -	\$ 72,500	16%

Change in Accumulated Surplus

Total Transfers from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	
Contribution to reserve	\$ -				\$ -	
Total Transfers to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	
Net Transfers to and (from) Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	
Change in Accum. Surplus Invested in TCA	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Surplus to (Deficit from) Accum. Surplus	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Grants & Donations Revenue	\$ (62,500)	\$ (72,500)	\$ -	\$ -	\$ (72,500)	16%
Total Grants & Donations Expenditures	\$ 62,500	\$ 72,500	\$ -	\$ -	\$ 72,500	16%
Total Net (Surplus) Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	

- Tax Requirement Analysis	2020
- Tax Requirement	\$ (62,500)
- Tax \$ Increase (Decrease) Over Previous Yr's Budget	\$ -

2021
\$ (72,500)
\$ 10,000



Grants and Donations Budget 2021

	Budget 2021	Notes
Expenditures		
Grants - Other	\$ 62,500	\$500,000 donation to Canoe Museum to be paid in annual installments of \$62,500, over the years 2019 to 2026

COUNTY OF PETERBOROUGH
Infrastructure Services Department
Road Projects
10 - Year Capital Forecast
2021 - 2030

Rd	Twp	Length	2019 PCI	2021 est	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total	Project Description
ARTERIAL ROADS - CLASS A																
1	SEL	3.30	60.50	1,442,100			1,442,100								1,442,100	CIR/100mm - CR 18 to west to CR 12
1	SEL	3.42	78.13	1,494,540								1,494,540			1,494,540	CIR/100mm - From CR 12 west to Fowler's Corners
4	DD/OSM	1.50	68.00	948,750						948,750					948,750	CIR/100mm - From City Limits to CR 41
4	DD	3.30	54.00	214,500										214,500	214,500	Micro - CR 41 to 8th Line
5	CM	2.50	90.75	162,500			162,500								162,500	Micro - Lansdowne Road - City limit to Hwy 7
14	SEL	1.44	61.00	4,787,500	1,196,875	1,436,250	2,154,375								4,787,500	EA/100mm - Gifford Causeway (ICIP) - See road section 014-01440 below
15	CM	3.10	59.25	1,354,700			1,354,700								1,354,700	CIR/100mm - City limit to Hwy 7
16	SEL	3.30	88.38	214,500								214,500			214,500	Micro - From CR 14 northerly to CR 17
16	SEL	0.80	91.00	52,000								52,000			52,000	Micro - From CR 17 to Ennismore Limits
18	SEL	2.12	84.00	275,600				275,600							275,600	Micro - CR 19 to CR 1
18	SEL	3.48	84.13	226,200				226,200							226,200	Micro - CR 1 to S. limit of Bridgenorth
18	SEL	1.04	62.25												-	See Transportation Plan
18	SEL	1.81	78.75	117,650				117,650							117,650	Micro - CR 14 to CR 20
18	SEL	2.98	84.00	193,700				193,700							193,700	Micro - CR 20 to CR 24
18	SEL	0.71	88.25	46,150				46,150							46,150	Micro - CR23 to CR29
19	SEL	1.10	89.88	71,500				71,500							71,500	Micro from CR 18 to City Limits
23	SEL	7.60	77.25	3,321,200							3,321,200				3,321,200	EA/100mm - CR 18 to 1.8km north of CR 20
23	SEL	7.70	80.63	3,364,900								3,364,900			3,364,900	EA/100mm - from 1.8km north of CR 20 to S limit of Buckhorn
23	SEL	1.90	66.38	185,250										185,250	185,250	Micro - urban limits of Buckhorn
28	CM/OSM	5.97	94.00	3,164,100										3,164,100	3,164,100	EA/100mm - 115 to CR 21
28	CM/OSM	4.51	91.00	2,390,300									2,390,300		2,390,300	EA/100mm - CR 21 to Northumberland Boundary (excluding S. Monaghan & Bailieboro)
28	CM/OSM	1.23	84.00	487,080								487,080			487,080	Mill and Overlay - S. Monaghan & Baileyboro
29	SEL	3.40	90.25	1,485,800										1,485,800	1,485,800	CIR/100mm HMA - P'boro Bndry to CR 23
29	SEL	2.40	61.38	1,048,800		1,048,800									1,048,800	CIR/100mm HMA - from CR 23 north to west limit of Lkfld
29	SEL	0.70	85.88	68,250								68,250			68,250	Micro - from CR 18 easterly to Clementi Street
29	SEL	2.50	88.25	243,750								243,750			243,750	Micro - From Clementi Street to Stewart Drive
29	DD	0.60	85.88	58,500								58,500			58,500	Micro - From Stewart Drive to Lakefield Limits
29	DD	0.50	93.88	48,750								48,750			48,750	Micro - Lakefield Limits to Hwy 28
41	DD	1.30	79.25	84,500	84,500										84,500	Micro - From CR 4 to City Limits
COLLECTOR ROADS - CLASS B																
2	OSM	0.58	79.13	400,150								400,150			400,150	Mill/Pave - from CR 28 easterly for 0.58km
2	OSM	6.45	85.88	999,750									999,750		999,750	DST Baileyboro limits to Fisher's Corners
2	OSM	2.79	69.50	920,700										920,700	920,700	EA/50mm - Fisher's Corners to 2.8 km north to Third Line
2	OSM	0.86	83.88	73,000					73,000						73,000	Micro - From West Keene Settlement Area to CR 34
2	OSM	0.30	90.13	19,500					19,500						19,500	Micro - from CR 34 to Keene East Limits
2	OSM	8.90	71.50	578,500										578,500	578,500	Micro - E. Keene Village to OSM/AN boundary
3	CM/SEL	0.80	87.38	52,000			52,000								52,000	Micro - Hwy 7 to east 1.1 km
3	CM/SEL	2.60	92.00	169,000			169,000								169,000	Micro - 1.1 km east of Hwy 7 to City limits
4	DD	3.20	86.75	208,000						208,000					208,000	Micro - From Eight Line easterly to Hwy 28

COUNTY OF PETERBOROUGH
Infrastructure Services Department
Road Projects
10 - Year Capital Forecast
2021 - 2030

Rd	Twp	Length	2019 PCI	2021 est	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total	Project Description
4	DD	4.50	56.38	1,485,000		1,485,000									1,485,000	EA/50mm - Hwy 28 to 3rd Line
4	DD	4.66	69.25	1,537,800					1,537,800						1,537,800	EA/50mm - Warsaw west for 5.5 Km
4	DD	1.10	92.63	171,500	100,000				71,500						171,500	Drainage Improvement (2021) and Micro (2025) - CR 38 to Warsaw North Limits
4	DD	0.50	76.38	198,000				198,000							198,000	Mill/Pave - Warsaw West Limits to CR 38
4	DD	4.30	92.63	279,500					279,500						279,500	Micro - Warsaw village limits northerly to CR 6
6	DD	4.70	69.38	1,551,000							1,551,000				1,551,000	EA/50mm - Hwy 28 east for 4.7 km
6	DD	3.90	74.25	1,287,000								1,287,000			1,287,000	EA/50mm - From 4.7 km east of Hwy 28 to CR 4
6	DD	6.10	73.00	2,013,000									2,013,000		2,013,000	EA/50mm - From CR 4 to Hall's Glen
6	NK	4.10	77.00	1,353,000										1,353,000	1,353,000	EA/50mm - CR40 to CR 44
7	CM	1.30	53.25	429,000						429,000					429,000	EA/50mm - at Kawartha Lakes boundary
8	DD	0.43	80.75	137,875							137,875				137,875	Pulverize and Pave 100mm - CR 4 to Hwy 28
8	DD	7.20	66.88	1,584,000					1,116,000					468,000	1,584,000	DST (2025) and Micro (2030) - Douro to CR 38
9	CM	2.40	91.38	156,000					156,000						156,000	Micro - Hwy 7 easterly 2.4km
9	CM	1.10	93.00	71,500					71,500						71,500	Micro - From 2.4km east of Hwy 7 to City of PTBO Limits
10	CM	4.50	69.88	990,000				697,500				292,500			990,000	DST (2024) and Micro (2028) - Northumberland boundary to Zion Line
10	CM	1.60	89.25	270,000					270,000						270,000	HM overlay - 21 to 400m S; DST to Zion Line
10	CM	0.80	85.75	52,000		52,000									52,000	Micro - Millbrook to 0.8km Northerly
10	CM	3.50	81.63	227,500		227,500									227,500	Micro - From 0.8km north of CR 21 to Hwy 115
10	CM	1.60	91.88	104,000							104,000				104,000	Micro - Hwy 115 to Hwy 7
10	CM	3.60	58.13	1,188,000			1,188,000								1,188,000	EA/50mm - From IDA to Hooton Drive
10	CM	1.40	58.13	744,500	20,000	724,500									744,500	Reconst (Urbaniize hamlet) - From Mount Pleasant Road southerly to Hooton Drive (1.5km)
10	CM	0.75	84.13	48,750			48,750								48,750	Micro - Morton Dr. Northerly 750m (South Limit of IDA)
10	CM	1.30	92.63	84,500							84,500				84,500	Micro - Hwy 7 to Morton Dr.
10	CM	1.30	82.91	84,500			84,500								84,500	Micro - Mt. Pleasant to CKL boundary
11	CM	0.55	48.38	240,350		240,350									240,350	CIR/100mm - Hwy 115 to Airport Rd extension
11	CM	0.80	49.25	349,600		349,600									349,600	CIR/100mm - From Hwy 115 to City of Peterborough Limits
12	SEL	1.40	52.00	91,000										91,000	91,000	Micro - City limits to Ackison Road
12	SEL	2.20	80.00	143,000								143,000			143,000	Micro - CR 1 to approx. 1km west of Tindle Bay Road
14	SEL	5.40	63.00	4,787,500	1,196,875	1,436,250	2,154,375								4,787,500	EA/50mm - Gifford Causeway to Kawatha Lakes Boundary (ICIP)
16	SEL	1.00	80.38	65,000								65,000			65,000	Micro - Within Ennismore Limits
16	SEL	9.60	79.38	624,000								624,000			624,000	Micro - From Ennismore North Limits to Gannons Narrows
17	SEL	6.40	81.38	416,000								416,000			416,000	Micro - From CR 16 to Cow Island
18	SEL	3.50	84.63	227,500				227,500							227,500	Micro - From CR 24 to CR 23
20	SEL	1.50	67.13	570,000	570,000										570,000	Pulverize and pave 100mm- Hwy 28 to CR 25
21	CM	6.00	60.38	1,050,000	1,050,000										1,050,000	DST - Glamorgan Rd to Millbrook
21	CM	1.50	94.75	97,500							97,500				97,500	Micro - Millbrook from Millbrook West Limits easterly to Gravel Road
21	CM	0.30	95.50	19,500							19,500				19,500	Micro - from Gravel Road to CR 10
21	CM	0.60	79.13	39,000							39,000				39,000	Micro - From CR 10 to East Limits of Millbrook
21	CM	5.80	82.13	1,914,000										1,914,000	1,914,000	EA/50mm - From Millbrook east Limits to CR 28
21	OSM	9.17	65.00	3,026,100						3,026,100					3,026,100	EA/50mm - Wallace Pt Bridge to P'boro bndry

COUNTY OF PETERBOROUGH
Infrastructure Services Department
Road Projects
10 - Year Capital Forecast
2021 - 2030

Rd	Twp	Length	2019 PCI	2021 est	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total	Project Description
22	SEL	4.20	65.50	1,386,000					1,386,000						1,386,000	EA/50mm - From CR 23 westerly 4.2 to Boundary
23	SEL	2.46	85.50	210,000	210,000										210,000	Micro - from CR 29 to CR 18
24	SEL	0.60	78.63	198,000									198,000		198,000	EA/50mm - From City of PTBO northerly 0.6 km
24	SEL	5.70	82.25	1,881,000									1,881,000		1,881,000	EA/50mm - From 0.6km north of PTBO limits to CR 18
25	SEL	3.20	81.50	496,000							496,000				496,000	DST - From CR 18 northerly 3.2km
25	SEL	1.80	83.25	279,000							279,000				279,000	DST - From Preston Road to Dugan Road
25	SEL	1.60	86.25	248,000							248,000				248,000	DST- From Dugan Road to Miller Road
25	SEL	2.25	82.13	348,750							348,750				348,750	DST - Miller Rd. to 300m north of CR 20
27	SEL	0.40	55.38	180,000				180,000							180,000	Pulverize/Pave - CR 12 to 0.4 km S
30	HBM	0.94	88.25	65,000	65,000										65,000	Micro - From Hwy 7 to south Limits of Havelock
30	HBM	3.10	63.63	1,023,000						1,023,000					1,023,000	EA/50mm - Havelock S limits to CR 42
31	OSM	1.00	69.88	155,000				155,000							155,000	DST - from CR 2 to 1km South
31	OSM	4.30	72.88	666,500				666,500							666,500	DST - 1 km S CR 2 to Paudash St
32	DD	2.65	87.00	172,250					172,250						172,250	Micro - CR 33 southerly 2.65km
32	DD	2.95	87.00	191,750					191,750						191,750	Micro - From 2.65km south of CR 33 southerly to the City of PTBO Limits
32	SEL	0.80	94.38	52,000								52,000			52,000	Micro - From CR 33 to CR 29
33	SEL	1.36	62.13	210,800				210,800							210,800	DST - from CR 32 to Hwy 28
34	OSM	7.70	69.13	2,541,000						2,541,000					2,541,000	EA/50mm - Hwy 7 to Keene
34	OSM	1.26	85.50	81,900					81,900						81,900	Micro - From Keene North Limits to CR 2
35	OSM	2.86	75.00	943,800										943,800	943,800	EA/50mm - 3.4km south of Hwy 7 to Assumption
35	OSM	3.34	65.25	1,102,200					1,102,200						1,102,200	EA/50mm - Hwy 7 souh 3.4km
36	TL	7.40	74.38	2,442,000									2,442,000		2,442,000	EA/50mm - From Hwy 28 to Deer Bay Reach Road
36	TL	5.90	64.50	1,947,000							1,947,000				1,947,000	EA/50mm - From Deer Bay Reach Road to CR 23/36/37 Intersection
36	TL	7.30	76.63	2,409,000								2,409,000			2,409,000	EA/50mm - CR 23/CR 36/CR 37 to CR 507
36	TL	4.75	59.00	2,075,750			2,075,750								2,075,750	CIR/100mm overlay - CR 507 to 1km east of Nicole's Cove Rd.
36	TL	3.15	86.75	204,750						204,750					204,750	Micro - From 1km east of Nicole's Cove Road to Tait's Bay Road
36	TL	4.70	70.13	2,053,900			2,053,900								2,053,900	CIR/100mm - From Nogies Creek Bridge to CKL Boundary
36	TL	2.80	91.63	182,000						182,000					182,000	Micro - Tait's Bay Road to Nogies Creek bridge
37	TL	4.60	55.00	1,676,000	1,676,000										1,676,000	EA/50mm overlay - Gannons Narrows to Jacksons Farm
37	TL	5.50	75.25	1,815,000									1,815,000		1,815,000	EA/50mm - From Jackson's Farm to Shaw's Road
37	TL	2.15	70.13	709,500								709,500			709,500	EA/50mm - From Shaw's Road to 100m east of Elbow Point Road
37	TL	1.00	83.50	65,000										65,000	65,000	Micro - From 100m east of Elbow Point Road to Melody Bay Road
37	TL	1.20	72.50	78,000										78,000	78,000	Micro - From Melody Bay Road to 650m east of Melody Bay Road
37	TL	1.00	82.25	65,000										65,000	65,000	Micro - From Adam & Eve Road to CR 36
38	AN	3.03	75.50	999,900						999,900					999,900	EA/50mm - From CR 2 to Centre Line
38	AN	2.90	79.00	957,000										957,000	957,000	EA/50mm - From Hwy 7 to Centre Line
39	OSM	7.10	82.63	461,500										461,500	461,500	Micro - From CR 2 to City of PTBO Limits
40	AN	1.30	88.13	84,500			84,500								84,500	Micro - From Hwy 7 to Norwood North Limits
40	AN	0.80	68.00	52,000										52,000	52,000	Micro - Norwood limits to CR 8
40	DD	9.00	52.25	585,000										585,000	585,000	Micro - Rotten Lake S for 9 km

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Rd	Twp	Length	2019 PCI	2021 est	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total	Project Description
42	AN	5.12	57.88	1,689,600		1,689,600									1,689,600	EA/50mm - From CR 45 easterly for 5.12km
42	HBM	3.20	55.38	528,000		528,000									528,000	EA/50mm - CR 30 west for 3.2 km (50% share)
45	AN	1.03	84.38	66,950			66,950								66,950	Micro - From Hwy 7 to South Limits of Norwood
45	AN	1.30	72.00	84,500									84,500		84,500	Micro - Boundary to 1.3 km north
46	HBM	0.30	72.75	19,500	19,500										19,500	Micro - From Hwy 7 to Havelock North Limits
46	HBM	5.60	73.88	364,000	364,000										364,000	Micro - From Havelock north limits northerly 5.6km
46	HBM	4.80	75.75	312,000	312,000										312,000	Micro - From 5.6km north of Havelock Limits to CR 47
48	HBM	0.50	78.88												-	EA commenced in 2016 - Urban section - Ontario St.
48	HBM	1.30	52.00	1,600,000	150,500	1,449,500									1,600,000	EA commenced in 2016 - Urban section - Quebec to Mary St.
48	HBM	6.41	52.63	1,410,200					993,550					416,650	1,410,200	DST (2025) and Micro (2030) - From Mary Street to Mile of Memories Road
49	TL	9.10	62.00	1,501,500					1,501,500						1,501,500	EA/50mm - Bobcageon northerly 9.1km (50% share)
49	TL	8.80	60.00	1,452,000				1,452,000							1,452,000	EA/50mm - From 9.1km north of Bobcaygeon to CR 121 (50% share)
50	HBM	3.13	57.00	1,032,900				1,032,900							1,032,900	EA/50mm - Northumberland bndy. to Hwy 7
121	TL	9.80	67.00	1,617,000							1,617,000				1,617,000	EA/50mm - CR 49 to Kinmount
503	TL	2.20	62.88	726,000									726,000		726,000	EA/50mm - Kinmount to Haliburton Bndry
503	TL	3.00	58.63	990,000									990,000		990,000	EA/50mm - Haliburton Bndry to Haliburton Bndry
507	TL	7.80	54.13	2,574,000									2,574,000		2,574,000	EA/50mm overlay - CR 36 to Miss. Dam Rd
507	TL	5.10	94.50	331,500							331,500				331,500	Micro - Beaver Lake Rd southerly 5.1km
507	TL	2.30	55.38	759,000	759,000										759,000	EA/50mm - from Mississagua Dam Road to 5.1km south of Beaver Lake road
620	NK	0.38	89.25	24,700				24,700							24,700	Micro - From Hwy 28 to CR 620A
620	NK	0.73	86.38	47,450				47,450							47,450	Micro - From CR 620A to CR 54
620	NK	5.30	66.38	1,166,000						821,500				344,500	1,166,000	DST (2026) and Micro (2030) - Balmer Rd to Clydesdale Rd
620	NK	1.90	71.50	294,500							294,500				294,500	DST - From Clydesdale Road to Vic Tanner Road
620A	NK	0.80	97.25	52,000								52,000			52,000	Micro - downtown Apsley
Unfunded Class B Roads																
2	OSM	3.04	78.50	638,400											-	Unfunded - ROL (2023 - 2029) From Third Line to 0.8km south of Bensfort Bridge
2	OSM	1.30	79.75	429,000											-	Unfunded - Pulverize and Pave (2029-2030) - From 0.8km south of Bensfort Bridge to 0.5km north of Bensfort Bridge
2	OSM	3.50	76.63	1,155,000											-	Unfunded - EA/50mm (2029-2030) - CR 39 to CR 35
2	OSM	1.34	90.75	87,100											-	Unfunded - Micro (2023-2026) - From CR 35 to CR 31
2	OSM	4.64	89.38	301,600											-	Unfunded - Micro (2024- 2027) - From CR 31 to Keene West Limits
2	AN	1.35	85.50	87,750											-	Unfunded - Micro (2026-2029) - From OSM boundary to CR 38
2	AN	7.68	85.00	499,200											-	Unfunded - Micro (2026-2029) - CR 38 to Hastings
6	DD	3.70	87.75	240,500											-	Unfunded - Micro (2025-2028) - From Hall's Glen to Sixth Line Dummer Road
6	DD	4.28	90.13	278,200											-	Unfunded - Micro (2025-2028)- From Sixth Line Dummer Road to CR 40
8	DD	2.65	87.88	172,250											-	Unfunded - Micro (2021-2024) - From Hwy 28 to Douro
9	CM	1.30	81.75	84,500											-	Unfunded - Micro (2021-2024) - From CR 10 Easterly 1.3km
9	CM	2.70	77.88	175,500											-	Unfunded - Micro (2021-2024) - 1.3km east of CR 10 to 2.7km easterly
9	CM	2.30	89.63	149,500											-	Unfunded - Micro (2023-2026) - From 4km east of CR 10 to Hwy 7
12	SEL	2.90	76.13	188,500											-	Unfunded - Micro (2026-2029) - CR 1 to Lily Lake Rd
20	SEL	1.35	63.88	87,750											-	Unfunded Micro (2023-2025) - From CR 18 northeasterly 1.35km

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Rd	Twp	Length	2019 PCI	2021 est	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total	Project Description
20	SEL	3.00	69.63	195,000											-	Unfunded Micro (2023-2025) - From 1.35km northeasterly of CR 18 for 3.0km
20	SEL	4.64	62.50	301,600											-	Unfunded Micro (2023-2025) - From 4.35km northeasterly of CR 18 to CR 23
26	SEL	3.50	77.13	227,500											-	Unfunded - Micro (2021-2023) - From Hwy 7 to City of Kawartha Lakes Boundary
35	OSM	5.33	84.00	346,450											-	Unfunded - Micro (2021-2024) - CR 2 to Assumption
45	AN	5.72	81.88	371,800											-	Unfunded - Micro (2021-2023) - From South Limits of Norwood to Old Orchard Road
Total \$ Unfunded (Class B)				6,017,100											-	
LOW VOLUME ROADS - CLASS C																
6	DD/NK	6.90	57.38	2,277,000						2,277,000					2,277,000	EA/50mm - CR44 to Unimen mine
8	DD	4.20	72.38	651,000							651,000				651,000	DST - CR 38 to Webster Rd
8	DD	3.20	80.25	496,000								496,000			496,000	DST - From Webster Road to Dummer Asphodel Road
8	AN/DD	5.25	77.25	813,750									813,750		813,750	DST - From Dummer Asphodel Road to CR 40
11	CM	3.50	69.88	770,000					542,500					227,500	770,000	DST (2025) and Micro (2030) - CR 28 to bridge; bridge to airport cul-de-sac
11	CM	1.70	N/A	523,622	523,622										523,622	DST - Upgrade from gravel to DST on new road section
12	SEL	1.50	89.25	97,500				97,500							97,500	Micro - Fife's Bay ("the loop")
20	SEL	5.77	89.38	351,300										351,300	351,300	DST - From CR 23 easterly to Northeys Road. Remaing length of section Unfunded.
34	OSM	0.80	93.88	52,000			52,000								52,000	Micro - From CR 2 to 0.8km South of CR 2
34	OSM	2.70	56.38	175,500			175,500								175,500	Micro - from south limit of Keene southerly into Serpent Mounds
38	AN/DD	6.16	64.63	954,800								954,800			954,800	DST - entire section
38	DD	3.27	78.25	212,550									212,550		212,550	Micro - From CR 8 to Warsaw South Limits
38	DD	1.09	61.00	70,850									70,850		70,850	Micro- Warsaw south to Limits of Hamlet
40	DD	12.10	62.63	786,500										786,500	786,500	Micro - CR 6 south for 12.1 km
44	HBM	2.00	95.50	130,000							130,000				130,000	Micro - From CR 46 northerly approx. 2km
44	HBM	3.90	90.50	604,500										604,500	604,500	DST - Drains Quarry northerly approx. 3.9km
44	HBM	5.30	68.63	821,500				821,500							821,500	DST - N of CR 47
44	DD/HBM	3.20	64.88	496,000										496,000	496,000	DST - From 3.2km east of CR 6 to CR 6
46	HBM	8.90	60.00	1,379,500				1,379,500							1,379,500	DST - 3.5 km north of CR44 north for 5 km
46	HBM	8.34	55.13	1,834,800					1,292,700					542,100	1,834,800	DST (2025) and Micro (2030) - from 8.5km north of CR 44 northerly to Sandy Lake Road
46	HBM	5.20	63.25	806,000						806,000					806,000	DST - From Sandy Lake Road northerly 5.2 km
46	HBM	3.44	66.00	533,200							533,200				533,200	DST - From 5.2 km north of Sandy Lake Road South northerly to Sandy Lake Road North
46	HBM	2.90	65.00	418,500								418,500			418,500	DST- From Sandy Lake Road North northerly 2.9km
46	HBM/NK	1.70	58.75	449,500	449,500										449,500	DST - From CR 504 southerly 1.7km
47	HBM	3.20	59.25	496,000				496,000							496,000	DST - CR 44 to CR 46
48	HBM	2.60	67.88	403,000				403,000							403,000	DST - from Freemans Corners Westerly 2.6km
48	HBM	6.40	90.00	992,000										992,000	992,000	DST - Freemans Corners to 200m easterly of Preston Road
52	HBM/NK	5.20	68.88	806,000							806,000				806,000	DST - From CR 504 to Jack's Lake (Dead End)
54	NK	9.10	87.38	1,410,500					1,410,500						1,410,500	DST - From CR 620 easterly 9.1km
54	NK	1.70	80.75	263,500					263,500						263,500	DST - From 9.1km east of CR 620 easterly to end of roadway
56	NK	2.70	55.50	175,500								175,500			175,500	Micro - Hwy 28 to FR 10
504	NK	0.80	91.00	52,000								52,000			52,000	Micro - Hwy 28 to Cr 620A to CR 52
504	NK	0.70	60.50	45,500								45,500			45,500	Micro - From CR 52 easterly 0.7km

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Rd	Twp	Length	2019 PCI	2021 est	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total	Project Description
504	NK	6.40	71.00	992,000					992,000						992,000	DST - From McCoy Road to CR 46
504	NK	3.10	59.00	480,500	480,500										480,500	DST - From Laswade to Renwick Road
504	NK	2.50	48.50	387,500										387,500	387,500	DST - Renwick Rd. to 2.5 km N
504	NK	2.55	65.88	395,250		395,250									395,250	DST - From 2.5 km North of Renwick northerly 2.55km
504	NK	5.05	61.38	782,750			782,750								782,750	DST - From 5 km North of Renwick Road northerly to Echo Ridge Road
507	TL	6.14	55.00	1,350,800		951,700						399,100			1,350,800	DST (2022) and Micro (2028)- Beaver Lake Rd to Baker Dr
507	TL	7.24	50.75	1,642,800	1,172,200							470,600			1,642,800	DST(2021) and Micro (2028) - Baker Dr to Salmon Lk Rd
507	TL	3.09	52.50	200,850								200,850			200,850	Micro- Salmon Road to Haliburton Boundary
620	NK	3.90	68.63	604,500							604,500				604,500	DST - From Vic Tanner Road easterly to E of Knox Point Road
620	NK	8.20	62.50	1,271,000							1,271,000				1,271,000	DST - E of Knox Point Rd to CR 504
Unfunded Class C Roads																
21	OSM	3.90	89.75	253,500											-	Unfunded - Micro (2025-2028) - From CR 28 to Wallace Point Bridge
48	HBM	2.05	59.75	133,250											-	Unfunded - Micro (2023-2025) - From 200m east of Preston Road easterly to boundary
56	NK	9.00	75.88	585,000											-	Unfunded - Micro - From FR10 to CR 6
504	NK	3.90	60.50	253,500											-	Unfunded - Micro (2023-2025) - From 0.7km east of CR 52 to Whitemore Road
504	NK	3.00	55.50	195,000											-	Unfunded - Micro (2023-2025) From Whitemore Road easterly 3.0km to McCoy Road
Total \$ Unfunded (Class C)				1,420,250											-	
Annual geotechnical investigatons & pre-engineering					50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	Pre-Engineering Activies (Geotechnical, surevey, etc.)
TOTAL NEEDS				147,014,867	10,450,072	12,064,300	14,151,650	9,070,650	13,575,150	13,517,000	14,962,025	15,745,270	17,260,700	18,780,700	139,577,517	

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Structure No.	Name	TWP	Scope of Work	Age of Structure	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
099049	Deer Hatchery River Bridge	HBM	Replace	1920	1,500,000										1,500,000
121002	Burnt River Bridge	Kinmount	Rehabilitate	1920						61,000					61,000
099077	Squirrel Creek Bridge	OSM	Replace	1923						50,000	800,000	0			850,000
099026	Girven Bridge	DD	Replace	1927						50,000		900,000			950,000
01479	CR 23 (Buckhorn) culvert	SEL	Rehabilitate	1930	0									100,000	100,000
099043	Old Canal Bridge	DD	Rehabilitate	1930					50,000			800,000	0		850,000
099070	McCall Bridge	NK	Replace	1930							0	50,000	800,000		850,000
099017	Indian River Bridge	OSM	Replace	1930	50,000		900,000								950,000
099032	Robson Bridge	AN	Replace	1930					0				50,000	850,000	900,000
003741	CR 30 Culvert	HBM	Rehabilitate	1930					31,000						31,000
048003	Plato Creek culvert	HBM	Rehabilitate	1930						15,000					15,000
099009	MacIntosh Bridge	CM	Close	1931						0			700,000		700,000
099025	Newell's Bridge	AN	Replace	1935						50,000		995,000			1,045,000
099002	Gillis Bridge	CM	Rehabilitate	1935						0		61,000			61,000
099021	Westwood Bridge	AN	Replace	1937	1,200,000										1,200,000
099020	Steel's Bridge	AN	Replace	1939						50,000		1,200,000			1,250,000
000011	Burnham Line culvert	OSM	Rehabilitate	1940						183,000					183,000
099055	Nichol's Cove Bridge	TL	Replace	1945		997,000									997,000
099005	Bland Culvert	CM	Rehabilitate	1948			169,000								169,000
099090	Rotary Trail Bridge	DD	Rehabilitate	1950							0	75,000			75,000
010004	CR 10 unnamed culvert	CM	Replace	1950				36,000							36,000
009001	Dunlop's Bridge	CM	Rehabilitate	1950								26,000			26,000
C044000	CR 44 cross-culverts	HBM	Replace	1950							750,000				750,000
504003	Crowe River Bridge	NK	Replace	1953											0
099034	Tully's Bridge	SEL	Replace	1955					50,000		1,000,000				1,050,000
099069	Catchacoma Bridge	TL	Rehabilitate	1955			208,000								208,000
006001	Gilchrist Park Bridge	DD	Rehabilitate	1955	50,000		500,000								550,000
099064	Molyneaux Bridge	TL	Rehabilitate	1955				103,000							103,000
099010	Stewart Hall Bridge	OSM	Rehabilitate	1955					114,000						114,000
099072	Paudash Bridge	NK	Rehabilitate	1955								103,000			103,000
045001	Ouse River Bridge	AN	Replace	1958					0					1,500,000	1,500,000
620001	Eels Creek Bridge	NK	Rehabilitate	1958		0	60,000	468,000							528,000
099001	Bigelow Bridge	CM	Rehabilitate	1958			174,000								174,000
099053	Concession Creek Bridge	TL	Rehabilitate	1958								0	50,000		50,000

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099061	Coon's Bridge	NK	Rehabilitate	1959			381,200								381,200
099044	Wigamore Bridge	DD	Rehabilitate	1960	0										0
010002	Cavan Bridge	CM	Rehabilitate	1960		0		275,000							275,000
099063	Barr Bridge	TL	Rehabilitate	1962			119,000								119,000
099052	Watson'sBridge	TL	Rehabilitate	1963			100,000								100,000
036006	Nogie's Creek Bridge	TL	Rehabilitate	1963		866,000									866,000
036004	Miskwa Ziibi Bridge	TL	Rehabilitate	1964			240,000								240,000
099024	Comstock Bridge	AN	Rehabilitate	1964				0						97,000	97,000
099066	Union Creek Bridge	TL	Replace	1964					750,000	0					750,000
034001	CNR Overhead Bridge	OSM	Replace	1965			0	50,000		1,064,835					1,114,835
099073	Garret's Creek Bridge	NK	Rehabilitate	1965			99,500								99,500
032001	Hickey's Bridge	DD	Rehabilitate	1965	30,000		269,000								299,000
099045	Melrose Bridge	DD	Rehabilitate	1965				36,000							36,000
099056	Squaw River Bridge	TL	Rehabilitate	1965					154,500						154,500
038001	Warsaw Bridge	DD	Rehabilitate	1965				184,000							184,000
008001	Burns Bridge	DD	Rehabilitate	1965					130,000						130,000
504001	Eels Creek Bridge	NK	Rehabilitate	1965					246,000						246,000
099013	Lang Bridge	OSM	Rehabilitate	1965				193,000						400,000	593,000
099039	Warsaw Arena Bridge	DD	Rehabilitate	1965						10,000					10,000
046001	North River Bridge	HBM	Replace	1966											0
099038	Heffernan's Bridge	DD	Rehabilitate	1966				169,000							169,000
099042	Payne's Bridge	DD	Rehabilitate	1966					243,000						243,000
009003	Paynes Bridge	CM	Rehabilitate	1966						26,000					26,000
021001	Firehall Bridge	CM	Rehabilitate	1967	0	500,000									500,000
099058	Cedar Lake Bridge	NK	Rehabilitate	1967				247,590							247,590
099016	O'Leary's Bridge	OSM	Rehabilitate	1967				183,000							183,000
099046	Plato Creek Bridge	HBM	Rehabilitate	1967						134,000					134,000
099068	Crystal Lake Bridge	TL	Rehabilitate	1968			137,000								137,000
099057	Deer Bay Reach Bridge	TL	Rehabilitate	1968					118,000						118,000
021002	Wallace Point Bridge	OSM	Rehabilitate	1968					272,000						272,000
048002	Browns Bridge	HBM	Rehabilitate	1968						149,000					149,000
099028	Greenbanks Bridge	AN	Rehabilitate	1968						156,500					156,500
099022	Wellbeck's Bridge	AN	Rehabilitate	1969				60,000							60,000
099047	Burnt Dam Bridge	HBM	Replace	1970				941,000							941,000

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Structure No.	Name	TWP	Scope of Work	Age of Structure	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
038002	Warsaw Culvert	DD	Rehabilitate	1970					0						0
002001	Bensfort Bridge	OSM	Rehabilitate	1970					866,000						866,000
099006	Scarlett Villa Bridge	CM	Rehabilitate	1970					94,000						94,000
099067	Tory Hill Bridge	TL	Replace	1970					50,000	700,000	0				750,000
037001	Lakehurst Road Multiplate	TL	Rehabilitate	1970								37,500			37,500
037002	Lakehurst Road Multiplate	TL	Rehabilitate	1970								37,500			37,500
620002	Deer River Culvert	NK	Rehabilitate	1970								36,000			36,000
056001	Eel's Creek Bridge	NK	Rehabilitate	1971			236,000								236,000
099048	Taylor's Bridge	HBM	Rehabilitate	1971				312,000							312,000
056002	Jack's Creek Bridge	NK	Rehabilitate	1971				389,000							389,000
014001	Chemong Bridge	SEL	Rehabilitate	1972	50,000	800,000									850,000
099030	Elm Street Bridge	AN	Rehabilitate	1972						89,000					89,000
620003	Crowe River Bridge	NK	Rehabilitate	1973								128,500			128,500
029002	Otonabee River Bridge	SEL	Rehabilitate	1974			75,000							500,000	575,000
029001	Trent Canal Bridge	SEL	Rehabilitate	1974			225,000							500,000	725,000
099051	Kraeger's Bridge	TL	Rehabilitate	1976						112,000					112,000
099085	Jackson's Bridge	TL	Rehabilitate	1976								36,000			36,000
023001	Lower Buckhorn Bridge	SEL/TL	Rehabilitate	1977											0
099050	Crowe River Bridge	HBM	Rehabilitate	1977	0		400,000								400,000
023002	Trent Canal Bridge	SEL/TL	Rehabilitate	1977											0
099008	Rollin' Acres Bridge	CM	Rehabilitate	1977						13,000					13,000
009004	CR 9 culvert	CM	Rehabilitate	1977								0			0
009005	CR 9 culvert	CM	Rehabilitate	1977								0			0
028002	Baxter Creek Bridge	CM/OSM	Rehabilitate	1978	1,000,000		0								1,000,000
099031	Findlay's Bridge	AN	Rehabilitate	1978						175,000					175,000
099003	Winslow Bridge	CM	Rehabilitate	1979						111,000					111,000
037003	Lakehurst Road Multiplate	TL	Replace	1980				50,000		826,800					876,800
099074	Peter's Island Bridge	TL	Replace	1981											0
099027	McNulty's Bridge	AN	Rehabilitate	1981								26,000			26,000
099075	Gold/Beaver Lake Bridge	TL	Rehabilitate	1982						128,000					128,000
504002	Mink Creek Bridge	NK	Rehabilitate	1993						50,000					50,000
099018	Elmhurst bridge	OSM	Rehabilitate	1995						41,666					41,666
099014	Hope's Bridge	OSM	Replace	2001					50,000		1,000,000				1,050,000
099071	Booths Bridge	NK	Replace	2001					50,000		1,000,000				1,050,000

County of Peterborough
Infrastructure Services Department
Bridge and Culvert Rehabilitation and Construction
10 - Year Capital Forecast
2021 - 2030

Structure No.	Name	TWP	Scope of Work	Age of Structure	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
099015	Armstrong Bridge	OSM	Rehabilitate	2003									10,000		10,000
099019	Birdsall Bridge	OSM	Rehabilitate	2012						26,000					26,000
009002	Wards Bridge	CM	Rehabilitate	2013											0
035002	CR 35 culvert	OSM	Rehabilitate	1930									119,000		119,000
011001	Lockies Bridge	OSM	Rehabilitate	2003									100,000		100,000
099037	Snelgroves Bridge	SEL	Rehabilitate	1965									36,000		36,000
099041	Spencer's Bridge	DD	Rehabilitate	2002									10,000		10,000
000013	Lot 29 Conc X/XI Culvert	OSM	Rehabilitate	1980									97,000		97,000
000014	Lot 30 Conc X/XI Culvert	OSM	Rehabilitate	1980									107,000		107,000
000015	Lot 30/31 Conc X Culvert	OSM	Rehabilitate	2006									22,000		22,000
000638	CR 10 Cavan Culvert	CM	Rehabilitate	1930									76,020		76,020
000864	CR 18 Culvert	SEL	Rehabilitate	1980									80,000		80,000
001078	CR 29 Douro Culvert	SEL	Rehabilitate	1960									71,000		71,000
001423	CR 23 Culvert	SEL	Rehabilitate	1960									71,000		71,000
002002	Keene Bridge	OSM	Rehabilitate	1963									347,000		347,000
002595	CR 18 Culvert	SEL	Rehabilitate	1940									95,000		95,000
003001	Swinton Bridge	SEL	Rehabilitate	1956									48,000		48,000
003313	CR 2 Culvert	OSM	Rehabilitate	1960									79,300		79,300
010003	Old Mull Culvert	CM	Rehabilitate	1955									25,000		25,000
021003	Taylor's Bridge	OSM	Rehabilitate	2009									77,000		77,000
025001	CR 25 Culvert	SEL	Replace	1970								50,000	1,008,000		1,058,000
028001	Squirrel Creek Culvert	CM/OSM	Rehabilitate	1970									11,000		11,000
029003	CR 29 Culvert	SEL	Rehabilitate	1982									58,000		58,000
036001	Deer Bay Bridge	TL	Rehabilitate	2010									8,000		8,000
036005	Voltuno Creek Culvert	TL	Rehabilitate	2000									58,000		58,000
048003	Lot 10 Conc II/III	HBM	Rehabilitate	1930									52,000		52,000
099007	Lunns Culvert	CM	Rehabilitate	1983									72,000		72,000
M	Lynchs Rock Road Culvert	DD	Rehabilitate	1980									84,000		84,000
CC99999	Culverts < 3.0 m diameter	County wide	Replace or rehab	varies	840,042	1,059,942	1,059,942	1,059,942	1,059,942	1,059,942	1,059,942	1,059,942	1,059,942	1,059,942	10,379,520
Total					\$ 4,720,042	\$ 4,222,942	\$ 5,352,642	\$ 4,756,532	\$ 4,328,442	\$ 5,331,743	\$ 5,609,942	\$ 5,621,442	\$ 5,481,262	\$ 5,006,942	\$ 50,431,931

County of Peterborough
Infrastructure Services Department

Transportation Plan Implementation & Growth Related Projects
10 - Year Capital Forecast
2021 - 2030

Project Description	Limits	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Roadworks - design standards upgrades												0
CR 20 - CR18 to Selwyn - Surface Treat existing	CR18 to CR 23											0
CR 19 Upgrade	CR 18 to Hilliard St.											0
CR 46 Upgrade	CR 504 to S. of Oak Lake											0
CR 56 Upgrade	Hwy 28 to CR 6											0
CR 33 Upgrade	Hwy 28 to CR 32											0
Roadworks - safety & optimization improvements												0
Short Term Widening of CR 18	City limits to CR 1										800,000	800,000
CR 18 Widening - 4 lanes to 5 lanes	City limits to Wild Water											0
CR 18 Widening - 4 lanes to 5 lanes	Wild Water to CR 1											0
CR 18/23 Intersection - signalization/controls	at intersection											0
CR 1/12 Intersection - signalization/controls	at intersection											0
CR 45/42 Intersection - geometric improvements	at intersection											0
CR 18/5th Line Intersection - signalization/controls	at intersection	20,000	900,000									920,000
CR 12 (Lily Lake/Ackison Rd) - signalization/controls	at intersection											0
CR 2/35 Intersection - geometric improvements	at intersection											0
CR 29/23 Intersection - geometric improvements	extend acceleration lane		50,000									50,000
CR 18/20 Intersection - geometric improvements	extend slip-thru lane											0
CR 23/36 Intersection - signalization/geometric impr	at intersection											0
Roadworks - capacity enhancement improvements												0
Ward St. (CR 18) - rehabilitation of 2-lane cross-section	Gore St to Champlain				2,500,000							2,500,000
CR 18 Widening - 2 lanes to 5 lanes - EA + design	CR 1 to Bridgenorth By-pass											0
Bridgenorth By-Pass - property acquisition commencement	CR 18 to Ward St.								500,000	500,000		1,000,000
James A. Gifford Causeway												0
Causeway - rock fill widening (4 year reserve)	Ward St to Robinson Rd	1,224,052	127,614	127,614	127,614	0	0					1,606,894
CR 14/18 Intersection - roundabout	Ward St intersection											0
CR 14/16 Intersection - traffic control signals	Robinson Rd intersection											0
Roadside Safety Devices												0
Steel Beam/Cable Guiderail - County wide	annual allowance	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Environmental Assessment Updates												0
Transportation Master Plan	County wide	98,232					300,000			0		398,232
Bridgenorth By-Pass - Sch. C	CR 1 to Ward St.							50,000				50,000
James A Gifford Causeway - Sch. C	CR 18 to CR 16		50,000									50,000
Active Transportation Master Plan	County wide	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Total		1,602,284	1,387,614	387,614	2,887,614	260,000	560,000	310,000	760,000	760,000	1,060,000	9,975,126

**Community Care Peterborough
Caremobile Service
2020 Projected Annual Budget**

REVENUE	*Proposed* 2021 Annual Budget	2020 Budget for Comparison	Projected to Dec/2020 (with Estimates for Sept + Oct + Nov + Dec)
County of Peterborough	36,883.00	36,883.00	36,883.00
Ministry of Health & Long Term Care	21,060.00	21,060.00	21,060.00
Donations /Fundraising	100.00	100.00	50.00
Caremobile Fees/Trip Tickets	20,000.00	23,500.00	9,630.00
Third Party	1,400.00	1,600.00	1,250.00
Agency Contribution to Service	-	-	-
C of P/Provincial Gas Tax	45,161.00	45,161.00	45,161.00
Total Revenue	124,604.00	128,304.00	114,034.00
EXPENSES			
Salaries & Benefits	89,183.00	88,300.00	79,073.80
Staff Training/Travel	1,500.00	1,500.00	1,500.00
Volunteer Recognition	200.00	100.00	100.00
Building Occupancy	1,740.00	1,440.00	1,440.00
Office Expense	3,600.00	3,300.00	3,602.98
Insurance	2,000.00	4,835.00	1,587.96
Licencing	2,000.00	1,479.00	1,675.50
Fuel Costs	14,500.00	16,500.00	5,519.37
Maintenance Costs	10,500.00	8,500.00	8,296.86
Publicity & Promotion	2,500.00	2,100.00	2,500.00
Fundraising/Direct Mail Expense	250.00	250.00	250.00
COVID Expenses	6,800.00	-	-
Caremobile Total	134,773.00	128,304.00	105,546.47
Revenue Over (Under) Expenses	(10,169.00)	-	8,487.53

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CITY OF PETERBOROUGH

2021 Operating Budget

Description	2020 Approved	2020 Preliminary Actual	2021 Recommended	Variances 2020 - 2021 Budget	
				Over (Under) 2020 Budget %	Over (Under) 2020 Budget \$
County-City Waste Management Facility					
Expenditures					
Personnel	273,443	273,500	281,388	2.9%	7,945
Contractual	3,068,907	3,017,000	3,272,528	6.6%	203,621
Materials, Supplies	21,350	21,300	22,000	3.0%	650
Repairs, Maintenance	23,088	22,000	23,271	0.8%	183
Fees	363,595	369,600	422,774	16.3%	59,179
Inter-departmental Charges	480,202	480,000	490,500	2.1%	10,298
New Equipment	1,500	2,500	2,000	33.3%	500
Rentals	313,000	312,800	313,000	0.0%	0
Travelling, Training	3,100	3,200	4,000	29.0%	900
County Share	-458,760	-584,450	-145,604	-68.3%	313,156
	4,089,425	3,917,450	4,685,858	14.6%	596,432
Revenues					
Waste Water Reserve Fund	182,500	180,000	205,000	12.3%	22,500
Fees, Service Charges, Donations	3,645,666	3,343,000	4,550,253	24.8%	904,587
	3,828,166	3,523,000	4,755,253	24.2%	927,087
NET REQUIREMENT	261,259	394,450	-69,395	-126.6%	-330,655

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Tangible Capital Assets
Ten Year Capital Budget Estimates
 2021-2030 & Subsequent Years
 (\$000)

		Project Total	Approved Pre-2021	REQUESTED					2026 to 2030	2031 to 2045	
				2021	2022	2023	2024	2025			
Department	Infrastructure and Planning Services										
Division	Waste Mgmt - Waste Management										
Project Description	Peterborough Landfill Site										
Project #	5-21.01										
Expenditures											
Contractual Services	21,314.5	11,604.5	4,240.0	475.0	1,545.0	2,000.0			1,450.0		
Total Direct Revenue	21,314.5	11,604.5	4,240.0	475.0	1,545.0	2,000.0			1,450.0		
Direct Revenue											
Other Mun-grants & fees	10,657.3	5,802.3	2,120.0	237.5	772.5	1,000.0			725.0		
Total Direct Revenue	10,657.3	5,802.3	2,120.0	237.5	772.5	1,000.0			725.0		
Net Requirements	10,657.3	5,802.3	2,120.0	237.5	772.5	1,000.0			725.0		
To Be Financed From:											
Reserves											
Waste Management Reserve	10,657.3	5,802.3	2,120.0	237.5	772.5	1,000.0			725.0		
Total Reserves	10,657.3	5,802.3	2,120.0	237.5	772.5	1,000.0			725.0		

CITY OF PETERBOROUGH

2021 Operating Budget

Description	2020 Approved	2020 Preliminary Actual	2021 Recommended	Variances 2020 - 2021 Budget	
				Over (Under) 2020 Budget %	Over (Under) 2020 Budget \$
POA Office					
Expenditures					
Provincial Offences Act Office	1,919,162	1,813,141	1,861,278	-3.0%	-57,884
	1,919,162	1,813,141	1,861,278	-3.0%	-57,884
Revenues					
Provincial Offences Act Office	2,350,000	1,954,000	2,170,000	-7.7%	-180,000
	2,350,000	1,954,000	2,170,000	-7.7%	-180,000
Net Requirements					
Provincial Offences Act Office	-430,838	-140,859	-308,722	28.3%	122,116
	-430,838	-140,859	-308,722	-28.3%	122,116

2021 - Note: The \$1,791,145 Budgeted Revenues for POA is comprised of Gross Budgeted POA Revenues (\$2,170,000) less the County's share of POA Net Revenues (378,855)

CITY OF PETERBOROUGH

2021 Operating Budget

Description	2020 Approved	2020 Preliminary Actual	2021 Recommended	Variances 2020 - 2021 Budget	
				Over (Under) 2020 Budget %	Over (Under) 2020 Budget \$
Housing & Homelessness					
Expenditures					
Housing Administration	892,640	872,433	974,168	9.1%	81,528
Peterborough Housing Corporation	3,804,000	3,804,000	3,804,000	0.0%	0
Rent Supplement Programs	2,153,250	2,153,250	2,203,250	2.3%	50,000
Non Profit and Native Housing Providers	7,165,000	7,165,000	7,015,000	-2.1%	-150,000
Housing Resource Centre	314,000	314,000	314,000	0.0%	0
Homelessness	4,432,681	4,433,344	4,788,621	8.0%	355,940
Home for Good	982,665	983,236	983,236	0.1%	571
Housing Access Peterborough	147,824	148,363	74,479	-49.6%	-73,345
Special Program Funding - DOOR	250,000	250,000	250,000	0.0%	0
Special Program Funding - IAH	1,869,237	1,871,581	1,219,121	-34.8%	-650,116
	22,011,296	21,995,207	21,625,875	-1.8%	-385,422
Revenues - County Contribution					
Housing Administration	479,577	480,052	527,400	10.0%	47,823
Peterborough Housing Corporation	1,635,742	1,635,742	1,644,696	0.5%	8,954
Rent Supplement Programs	870,126	870,126	874,890	0.5%	4,764
Non Profit and Native Housing Providers	2,644,100	2,644,100	2,584,207	-2.3%	-59,893
Housing Resource Centre	172,072	172,072	173,014	0.5%	942
Homelessness	208,250	208,250	208,250	0.0%	0
Housing Access Peterborough	81,007	81,303	41,038	-49.3%	-39,969
	6,090,874	6,091,645	6,053,495	-0.6%	-37,379
Revenues - Provincial & Other					
Housing Administration	17,500	16,830	17,000	-2.9%	-500
Peterborough Housing Corporation	819,070	819,070	819,070	0.0%	0
Rent Supplement Programs	565,428	565,428	615,428	8.8%	50,000
Non Profit and Native Housing Providers	2,340,000	2,340,000	2,324,969	-0.6%	-15,031
Homelessness	3,509,149	3,509,149	3,663,935	4.4%	154,786
Home for Good	983,236	983,236	983,236	0.0%	0
Special Program Funding - DOOR	250,000	250,000	250,000	0.0%	0
Special Program Funding - IAH	1,869,365	1,871,581	1,219,167	-34.8%	-650,198
	10,353,748	10,355,294	9,892,805	-4.5%	-460,943

CITY OF PETERBOROUGH

2021 Operating Budget

Description	2020 Approved	2020 Preliminary Actual	2021 Recommended	Variances 2020 - 2021 Budget	
				Over (Under) 2020 Budget %	Over (Under) 2020 Budget \$
Net Requirements					
Housing Administration	395,563	375,551	429,768	8.6%	34,205
Peterborough Housing Corporation	1,349,188	1,349,188	1,340,234	-0.7%	-8,954
Rent Supplement Programs	717,696	717,696	712,932	-0.7%	-4,764
Non Profit and Native Housing Providers	2,180,900	2,180,900	2,105,824	-3.4%	-75,076
Housing Resource Centre	141,928	141,928	140,986	-0.7%	-942
Homelessness	715,282	715,945	916,436	28.1%	201,154
Home for Good	-571	0	0	-99.9%	571
Housing Access Peterborough	66,817	67,060	33,441	-50.0%	-33,376
Special Program Funding - IAH	-128	0	-46	-63.7%	81
	5,566,674	5,548,268	5,679,574	2.0%	112,900

CITY OF PETERBOROUGH

2021 Operating Budget

Description	2020 Approved	2020 Preliminary Actual	2021 Recommended	Variances 2020 - 2021 Budget	
				Over (Under) 2020 Budget %	Over (Under) 2020 Budget \$
Social Assistance					
Expenditures					
Ontario Works Administration and Employment Services	11,773,638	11,780,638	10,223,452	-13.2%	-1,550,186
Ontario Works Mandatory Benefits	30,751,218	31,798,371	32,814,912	6.7%	2,063,694
Discretionary Benefits	1,752,179	2,432,420	1,663,787	-5.0%	-88,392
Poverty Reduction Initiatives	141,686	141,686	70,000	-50.6%	-71,686
Homemakers and Nurses	140,000	140,000	140,000	0.0%	0
	44,558,721	46,293,115	44,912,151	0.8%	353,430
Revenues - County Contribution					
Ontario Works Administration and Employment Services	772,762	762,032	780,683	1.0%	7,921
Discretionary Benefits	34,666	34,666	34,666	0.0%	0
Poverty Reduction Initiatives	24,087	24,087	11,900	-50.6%	-12,187
Homemakers and Nurses	5,000	5,000	5,000	0.0%	0
	836,515	825,785	832,249	-0.5%	-4,266
Revenues - Provincial & Other					
Ontario Works Administration and Employment Services	7,291,099	7,291,099	5,631,200	-22.8%	-1,659,899
Ontario Works Mandatory Benefits	30,751,218	31,798,371	32,814,912	6.7%	-2,063,694
Discretionary Benefits	1,157,530	1,897,699	1,208,206	4.4%	50,676
Homemakers and Nurses	112,000	112,000	112,000	0.0%	0
	39,311,847	41,099,169	39,766,318	1.2%	454,471
Net Requirements					
Ontario Works Administration and Employment Services	3,709,777	3,727,507	3,811,569	2.7%	101,792
Discretionary Benefits	559,983	500,055	420,915	-24.8%	-139,068
Poverty Reduction Initiatives	117,599	117,599	58,100	-50.6%	-59,499
Homemakers and Nurses	23,000	23,000	23,000	0.0%	0
	4,410,359	4,368,161	4,313,584	-2.2%	-96,775

CITY OF PETERBOROUGH

2021 Operating Budget

Description	2020 Approved	2020 Preliminary Actual	2021 Recommended	Variances 2020 - 2021 Budget	
				Over (Under) 2020 Budget %	Over (Under) 2020 Budget \$
Children's Services					
Expenditures					
Children's Services Administration	662,243	662,243	617,119	-6.8%	-45,124
CS - Core Funding	11,989,670	11,682,670	11,875,606	-1.0%	-114,064
Early Learning Child Care	792,960	792,960	787,023	-0.7%	-5,938
Expansion Funding	2,113,281	2,015,105	1,967,834	-6.9%	-145,447
EarlyON Child and Family Centres	1,236,657	1,262,727	1,262,727	2.1%	26,070
Directly Operated Child Care	2,125,727	1,804,608	2,155,744	1.4%	30,016
	18,920,538	18,220,313	18,666,053	-1.3%	-254,485
Revenues - County Contribution					
Children's Services Administration	51,360	51,360	98,739	92.2%	47,379
CS - Core Funding	338,075	338,075	348,981	3.2%	10,906
Early Learning Child Care	0	0	10,738	0.0%	10,738
Expansion Funding	114,771	114,771	129,438	12.8%	14,667
Directly Operated Child Care	176,998	151,424	180,545	2.0%	3,547
	681,204	655,630	768,441	12.8%	87,237
Revenues - Provincial & Other					
Children's Services Administration	501,554	501,554	308,560	-38.5%	-192,994
CS - Core Funding	10,899,104	10,592,104	10,785,041	-1.0%	-114,063
Early Learning Child Care	792,960	792,960	753,312	-5.0%	-39,648
Expansion Funding	1,743,634	1,645,458	1,563,185	-10.3%	-180,449
EarlyON Child and Family Centres	1,236,657	1,262,727	1,262,727	2.1%	26,070
Directly Operated Child Care	1,567,593	1,316,144	1,591,541	1.5%	23,948
	16,741,502	16,110,947	16,264,366	-2.9%	-477,136
Net Requirements					
Children's Services Administration	109,329	109,329	209,820	91.9%	100,491
CS - Core Funding	752,491	752,491	741,584	-1.4%	-10,907
Early Learning Child Care	0	0	22,973	0.0%	22,972
Expansion Funding	254,876	254,876	275,211	8.0%	20,335
Directly Operated Child Care	381,137	337,040	383,658	0.7%	2,521
	1,497,832	1,453,736	1,633,246	9.0%	135,413

Revenues

Funder	2020	2021
Ministry: Cost-Shared	7,059,700	7,059,700
Ministry: One-Time Mitigation	1,015,000	1,015,000
Ministry: Indigenous Communities	10,000	10,000
County of Peterborough	928,080	928,080
City of Peterborough	1,330,450	1,330,450
Curve Lake First Nation	10,412	10,412
Hiawatha First Nation	3,377	3,377
Total	10,357,019	10,357,019

Expenses

Expenditures	2020	2021
Salaries	6,937,240	7,074,534
Benefits	1,981,302	2,026,784
Occupancy	701,171	718,671
Operations	939,473	798,669
Purchased Services	550,785	544,050
Total Expenditures	11,109,971	11,162,708
Recoveries: Immunization	23,800	23,800
Recoveries: Deferred Revenue	0	165,206
Recoveries: Offset Revenue	605,000	477,300
Total Recoveries	628,800	666,306
Net Expenditures	10,481,171	10,496,402



Balanced Budgets

	2020	2021
Net Expenditures	10,481,171	10,496,402
Total Revenue	10,357,019	10,357,019
Surplus/(Deficit)	(124,152)	(139,383)

- 2020 revised budget due to change in anticipated revenue from the province (Aug. 2020)
- Redeployment and recoveries from Province for COVID expenses beyond budget will mean no deficit in 2020.
- Deficit in 2021 would be 304,589 if not for use of deferred revenue
- 2021 deficit to be managed by Reserves unless COVID recoveries are approved as in 2020.

Peterborough & the Kawarthas Economic Development 2021 Approved Budget

		2020 Budget	2020 Forecast	2021 Budget	% 2021 Budget
REVENUE					
CITY:	Core Funding	999,778	999,778	999,778	
	Sustainable Peterborough	40,000	40,000	40,000	
	<i>Munic Accom Tax</i>	<i>405,000</i>	<i>154,500</i>	<i>154,500</i>	
City		1,444,778	1,194,278	1,194,278	52%
COUNTY:	Core Funding	705,746	705,746	705,746	
	Sustainable Peterborough	40,000	40,000	40,000	
County		745,746	745,746	745,746	33%
FEDERAL:	Tourism/Business Devt: CSJ	3,500	11,760	-	
	Rural: EODP	25,000	16,750	-	
	SBEC (Small Biz Enterprise Centre)	1,000	1,000	1,000	
	Tourism: RRRF	-	213,411	-	
Federal		29,500	242,921	1,000	0%
PROV:	SBEC: all programs	230,385	251,635	210,385	
	<i>Tourism: Summer Jobs</i>	<i>2,500</i>	<i>-</i>	<i>-</i>	
Provincial		232,885	251,635	210,385	9%
OTHER:	Admin	28,111	24,919	28,111	
	BusDev	20,000	12,500	12,500	
	Rural	-	11,934	-	
	SBEC	26,000	-	-	
	<i>Tourism Events/Other Grants</i>	<i>16,000</i>	<i>-</i>	<i>104,000</i>	
	Sustainable Ptbo	12,156	-	-	
Other		102,267	49,353	144,611	6%
Total Revenue		2,555,176	2,483,934	2,296,020	100%

Notes:

- 2021 revenues related to Tourism (in italics) are highly susceptible to impact of Covid pandemic so MAT revenues reduced to current 2020 forecasted levels

Peterborough & the Kawarthas Economic Development 2021 Approved Budget

	2020 Budget	2020 Forecast	2021 Budget	% 2021 Budget
EXPENSES				
Business Development	267,004	260,072	247,193	
Rural	137,813	110,313	81,680	
Sustainability	92,156	80,000	80,000	
Business Development	496,973	450,385	408,873	17%
Business Advisory Centre	119,010	121,680	91,580	
Summer Company	36,500	36,500	36,500	
Starter Company Plus	86,522	91,648	93,021	
Entrepreneurship (Bears' Lair)	18,000	-	-	
SBEC	260,032	249,828	221,101	9%
Marketing & Communication	327,930	321,137	308,279	13%
Tourism	784,345	739,329	608,264	26%
Facilities & Administration	791,342	770,386	801,468	34%
Total Expenses	2,660,622	2,531,065	2,347,984	100%
Total GPA EDC Surplus/(Deficit)	(105,446)	(47,131)	(51,964)	
Draw from Accumulated Surplus	105,446	47,131	51,964	
NET SURPLUS/(DEFICIT)	0	0	0	

Notes:

- 2020 Forecast column was prepared for Board of Directors on August 6, 2020. Current forecast is a deficit of over \$130,000. The accumulated surplus plus general reserve will be sufficient to absorb these forecasted deficits.



Physician Recruitment ANNUAL REPORT 2020

Prepared for: City of Peterborough Council; County of Peterborough Council
Prepared by: Frank Flynn, Physician Recruiter, Peterborough Family Health Team

Period: January 1, 2020 – December 31, 2020 (written October 29, 2020)

Background

As of April 17, 2020, Lori Richey retired as Executive Director of the Peterborough Family Health Team. Julie Brown was appointed interim Executive Director until the new Chief Executive Officer Mr. Duff Sprague began in the position, on September 21, 2020.

Shortly before her retirement in April of 2020, Ms. Richey relinquished her responsibilities as physician recruiter and contracted me to begin recruiting efforts on behalf of PFHT. Ms. Richey felt recruiting new physicians was becoming an increasing concern that required the work of a designated individual unburdened by other responsibilities.

Contract recruiting services began on March 6th, 2020. The contract ended September 4th, 2020. At the request of Peterborough Family Health Team, I have agreed to continue recruiting efforts on a month to month basis.

Covid-19

Restrictions on travel and gatherings created significant challenges for physician tours, meetings, and other in-person recruitment business.

On March 17th, 2020, the Province of Ontario implemented a state of emergency in response to the coronavirus pandemic. Physician recruiting continued but on a restricted basis. Travel and person to person contact protocols limited access to PFHT facilities, their physicians, staff, and administrators. Family Health Organization physicians began seeing patients by phone or other audio-visual systems. Virtual care by Family Health Organization physicians significantly reduced the need for locum physicians. The reduced need for locum physicians resulted in fewer visiting doctors, who under other circumstances, would be introduced to our community and local Family Health Organizations. Covid-related postponement of medical exams also resulted in the delay of available of candidates.

Space Requirements

The need to locate and/or develop new practice locations continues to be an imperative. Progress toward solutions has been slowed by the Coronavirus protocols. We are currently in the process of trying to arrange a second meeting of the Physician Recruitment Task Force established by the former Executive Director. In March of this year shortly before pandemic lockdown procedures went into place, management representatives from the Peterborough Regional Health Centre, Physicians from Family Health Organizations, elected officials from County and City Councils, participants from the Development community, and Peterborough Family Health Team staff, held a round-table meeting to discuss ways and means of creating physician practice spaces in our community.

The work of re-purposing existing spaces, or creating new spaces for physicians will likely be a long-term endeavour given the complexity of zoning and development requirements. We are aware of at least one developer who has expressed interest in building a facility specifically for medical use in the Millbrook area.

Physician Retirements

This year we have replaced 6 retiring physicians and anticipate approximately 5 more retirements in the coming 18-24 months. Given the greater business incentive of taking over an existing practice rather than building a roster, and the difficulty of finding office space for a new practice, our recruiting efforts have been targeted at replacing retiring doctors simply because the retiring doctor's space becomes available.

Recruitment Activities

- We continue our recruitment work with the Queen's Medical Residents but have broadened our recruitment efforts to include direct outreach to other medical schools
- We continue to use the Health Force Ontario website, PFHT Website as well as the Medical School Recruitment Forums.
- PFHT now does active recruiting through phone calls and e-mails direct to graduating physicians
- PFHT continues to facilitate placements for medical students conducting practicums in Peterborough.
- We recently resumed efforts to secure short and long-term locum doctors for our physicians who require time off or are looking to transition into retirement
- PFHT continues to manage the City of Peterborough physician recruitment incentive program
- Recently participated in the University of Waterloo Medical Student recruitment fair
- Met with Dr. Keough and CAO of Asphodel/Norwood to discuss growth and recruitment
- Continue to partner with physician recruiters for Kawartha Lakes/Haliburton to find replacement physician for Kinmount

Engagement Data

The following figures do not include candidate contacts or engagements made by FHO administrators or FHO staff.

Beginning March 2020, PFHT has made 98 person to person contacts with PGY1's, PGY2's, and currently practising family medicine physicians.

Of the 98 contacts, 91 were made by job fair participation, proactive phone calls and/or e-mails directly to candidates, 7 were made as a result of responses to position postings on the Health Force Ontario and PFHT websites.

Beginning November 1, 2019, to November 1, 2020, PFHT attracted 6 new physicians to assume existing rosters of patients. Five of the six have completed roster transfers and 1 is currently pending transfer.

Contacts and postings generated a total of 18 engagements. Of the 18 engagements we are currently in the recruitment phase with 4 candidates.

Chart of New Family Medicine Physicians:

Dr. J. Friesen	Ptbo. Clinic	Jan 2020
Dr. N. Binette	Ptbo. Clinic	Jan 2020
Dr. Ryan D'Souza	Community	Jan 2020
Dr. Shayla McIsaac	Ptbo. Clinic	Oct 2020
Dr. Sunil Mungara	Greater	Jan 2021
Dr. Tory Cuppy	Chemong	Oct 2020

Physician Recruitment Budget January 1, 2021 - December 31, 2021

Expenses	Budget
Salaries	\$29,000.00
Website, Publicity & Advertising	\$1500.00
Cell Phone	\$950.00
Goodwill (welcome/parting gifts for PGY2s)	\$500.00
Entertainment (ROMP Students, PGY1 & PGY2)	\$300.00
Accommodations for prospective physicians	\$750.00
Job Fairs	\$3,200.00
Total Expenses	\$36,200.00