



# 2021 BUDGET

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PRESENTED: NOVEMBER 2, 2020

TO BE APPROVED ON: DECEMBER 14, 2020

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# Background

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The municipal budget is a key planning document that provides a foundation to deliver municipal services.

Operating and capital expenditures are funded by revenue received from users fees, service charges, grants, property taxes and reserves. Property tax revenue represents approximately 61% of revenue in 2020 and 50% of revenue in 2021.

Budget and tax rate information related to the County of Simcoe and the related School Boards are not included in the municipal budget as they have no impact on the municipal tax rate. It is the responsibility of the Township of Ramara to collect taxes on behalf of the County and School Boards. The rates from both the County and School boards (Province of Ontario) will be released early in 2021.

# Budget highlights

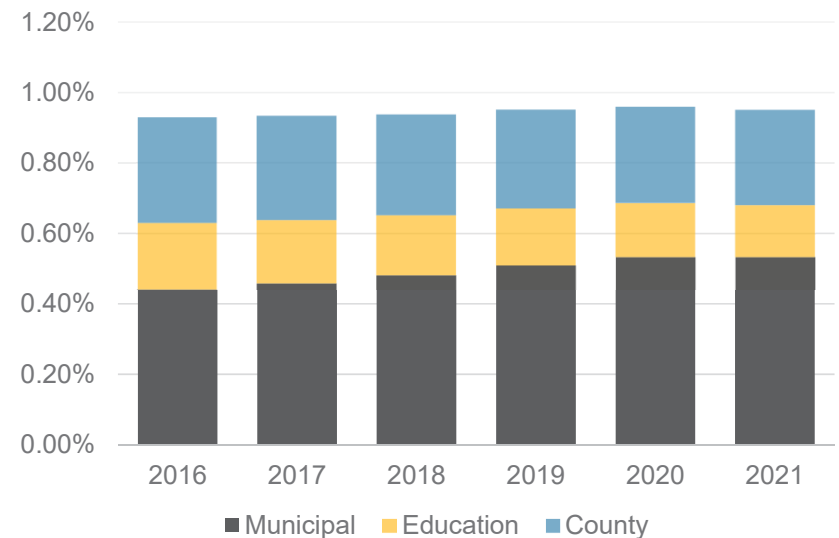
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- For every \$100,000 in assessment, the tax rate increase is **\$0.00** or **0%** on the municipal portion only.
- For every \$100,000 in assessment for the combine rate, the tax rate decrease is **-\$10.61** or **-1.11%**. This rate would include the municipal, county, and school tax rates.
- Please note that the education and county rates are estimated based on the past 3 years. The decrease/ increase could be higher or lower than calculated.
- The assessment values used are for the 2021 taxation year. However, these numbers have not yet been finalized by MPAC, meaning the values could change.
- In 2021, assessment values will remain the same as 2020. The only increase will come from new construction.

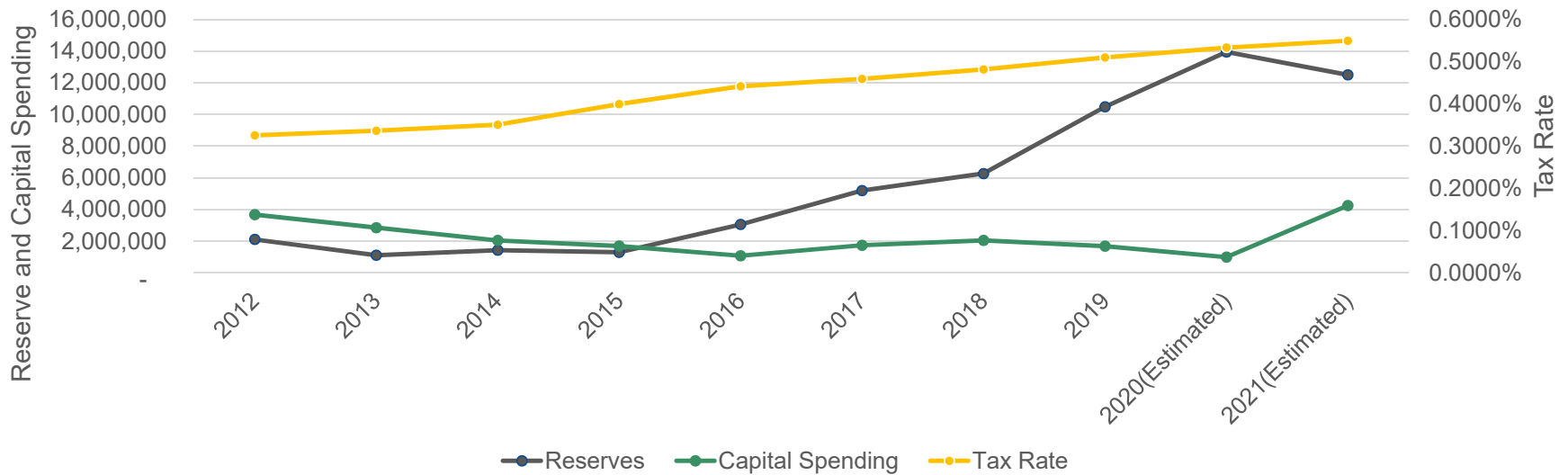
# Budget highlights

- Total raised by taxes for 2021 will be **\$12,828,394** compared to **\$12,987,031** in 2020
- Total increase in capital expenses 56% or \$3.2M (18.39% or \$1.1M less carryforward from 2020)
- Total increase in operating expenses 10.66% or \$1.58M
- Overall increase in budgeted expenses of 18.8% or \$4.80M (11.91% or \$2.65M with carryforward from 2020)
- Increase in non-tax revenue of \$3.85M mainly from reserves
- \$4.31M in reserves will be utilized for purchase of capital in 2021(\$2.15M from roads not completed in 2020 and \$550K for Fire rescue vehicle)

## TAX RATE COMPARISON



# Tax Increases vs Reserve Balances



RESERVE BLANCES			
2018	2019	2020(Estimated)	2021(Estimated)
\$6.3M	\$10.4M	\$13.9M	\$11.5M

# Surplus and Reserves

## ESTIMATED YEAR-END CARRYOVER

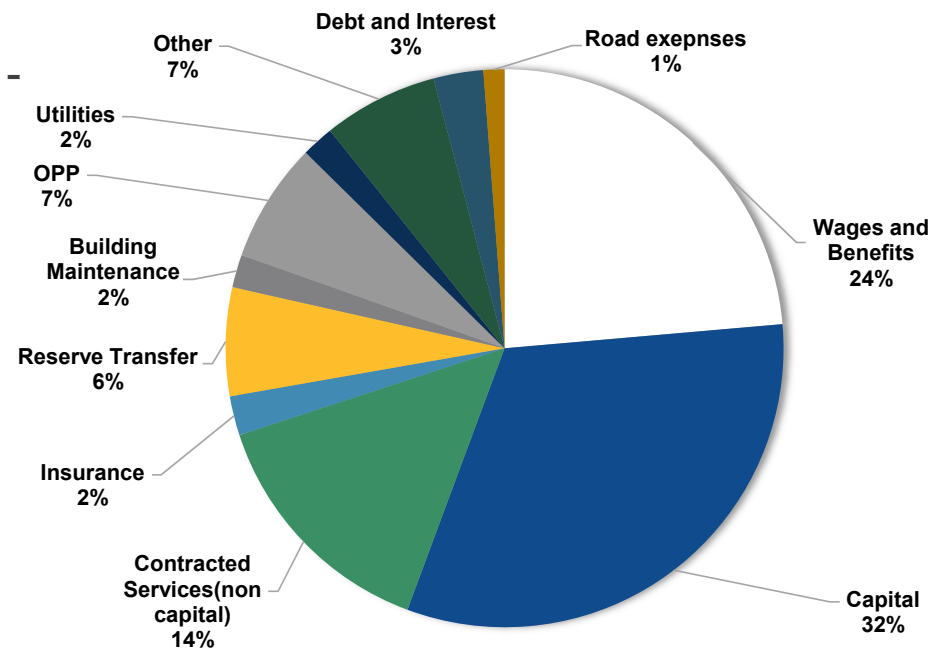
Department	Estimated 2020 Carryover (\$)
Admin	200,000
Fire	30,000
Works	2,450,000
Environmental	300,000
Recreation	-
Other	100,000
<b>Total</b>	<b>3,080,000</b>

## ESTIMATED RESERVE BREAKDOWN DEC 31 2020

Reserve	Description	Estimated year end Amount (\$)
Working Capital	Funds used to meet immediate obligations to avoid tax rate spikes	3,800,000
Contingency	Funds used to meet immediate obligations to avoid tax rate spikes	65,000
Rate Stabilization	Funds used when preparing a budget to avoid large tax rate increases	645,000
Modernization	Modernization funding to be utilized to expand internet services	680,000
Capital	Funds for capital projects	7,220,000
Other	Water, Library, LCPW, trails, and other	1,535,000
<b>Total</b>		<b>13,945,000</b>

# 2021 Expense Breakdown

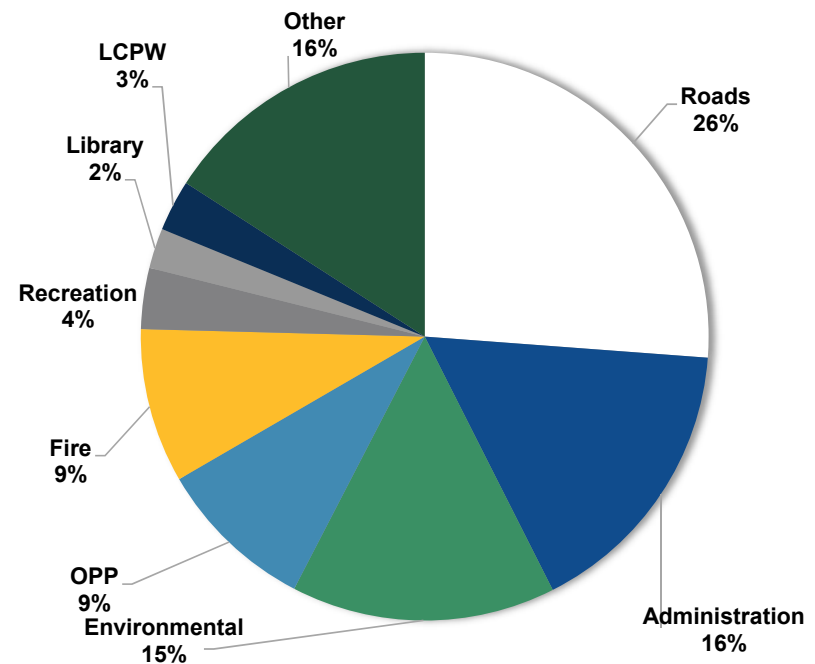
- Cost of living increase on all salaries and wages of 0%. Total decrease in wages of -8.23%
- Decrease in OPP costs of -4.60% (85K)
- Reserve transfers decreased by -9% (159K)
- Contracted services increase by 18% (\$1.12M) – Mainly due to new OWCA contract
- Insurance increased by 15%(75K), 2020 actuals were over budget



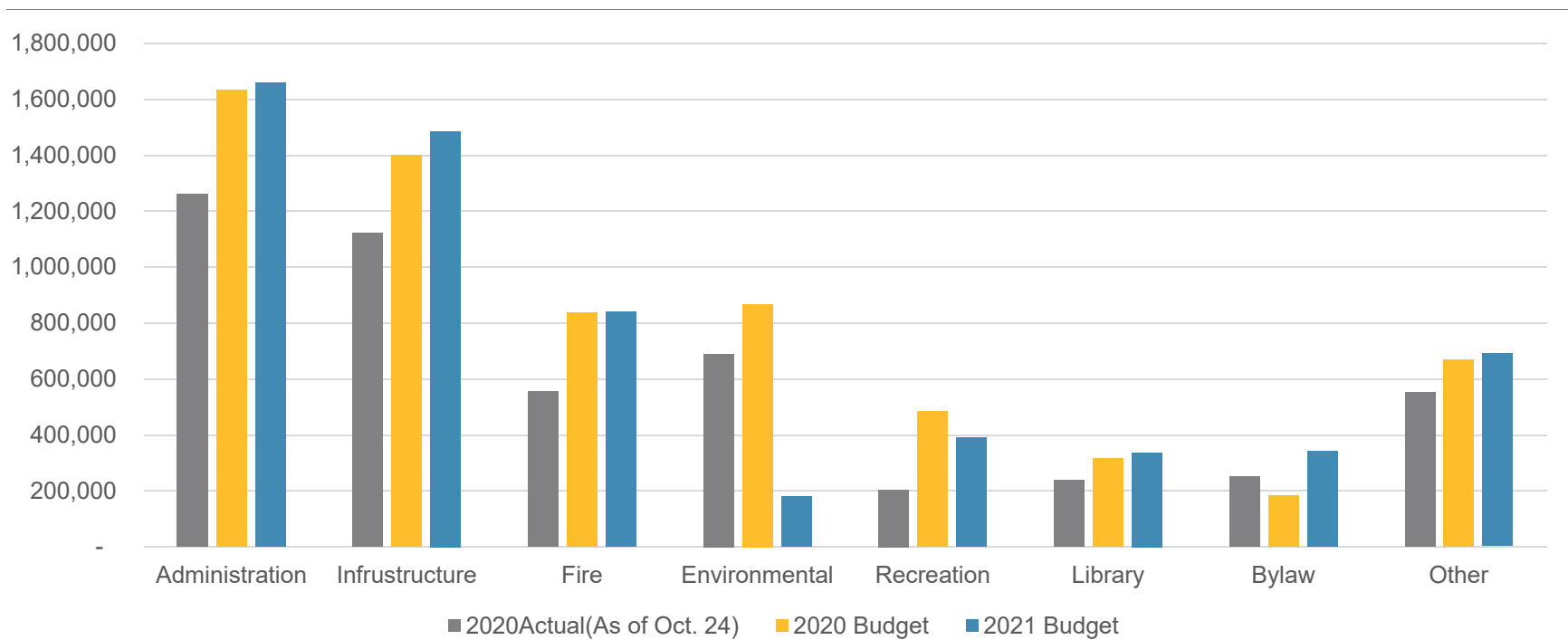


# 2021 Operating Cost Breakdown(By Dept.)

- Increase in Road cost of 9%(413K)
- Decrease in Fire budget of 22%(48K) – due to a reduction in reserve transfers
- Increase in Building budget of 5% (20K)
- Increase in Bylaw costs 26%(82K)
- Decrease in LCPW -12%(66K)
- Decrease in Recreation cost -9%(46K)
- Library grant to remain the same as 2020. Increase in expenses will be funded from reserves



# Salaries and Wages by Department

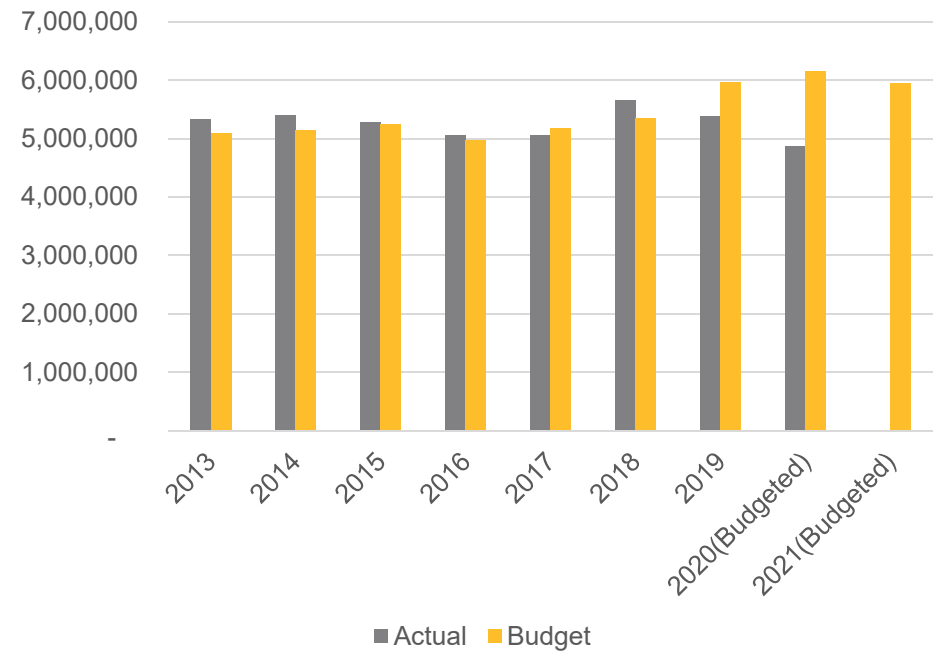


# Salary and Wages

## Increase estimated at 0% for cost of living increase

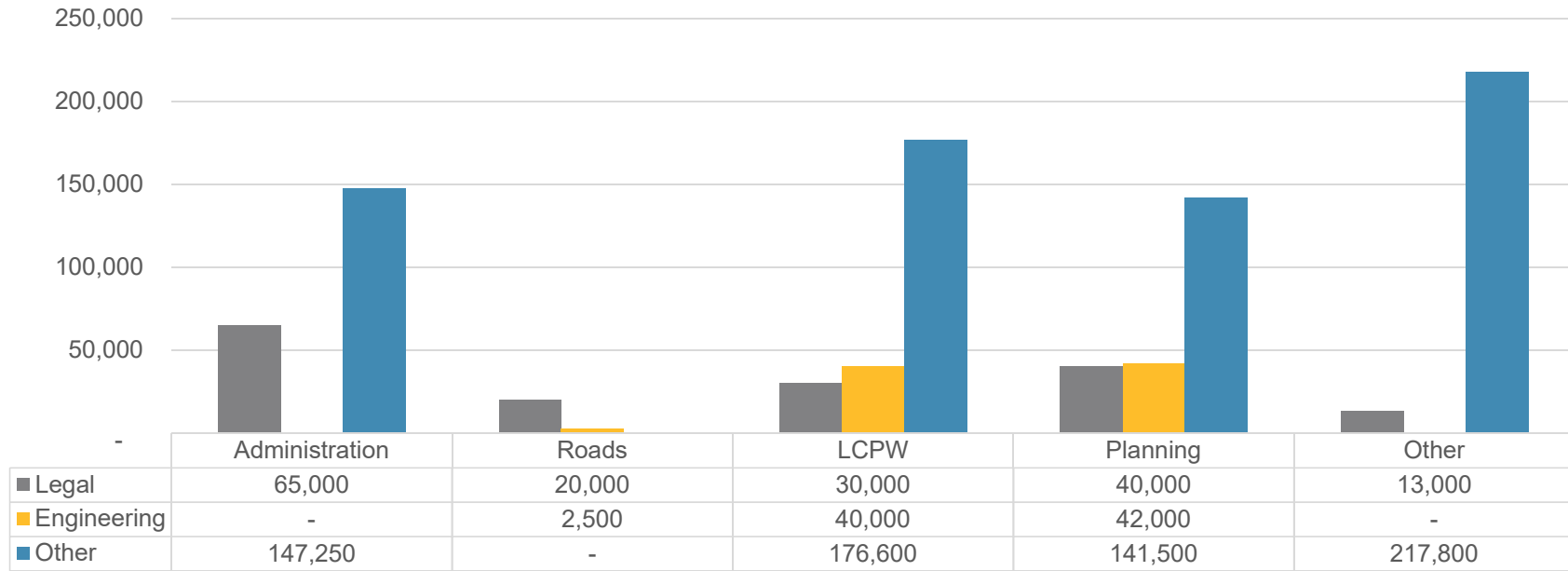
Current year changes:

- By-law Manager added
- By-law students will be hired in the summer
- Heavy Equipment Operator will be hired
- Septic Re-Inspection position eliminated
- Building Administrative Assistant added
- Decrease of \$440k salary cost for 2021 or 6.8%
- Resource Manager added to Infrastructure Department
- Large reduction of wages in the Environmental Department, this reduction is offset by contracted services increasing



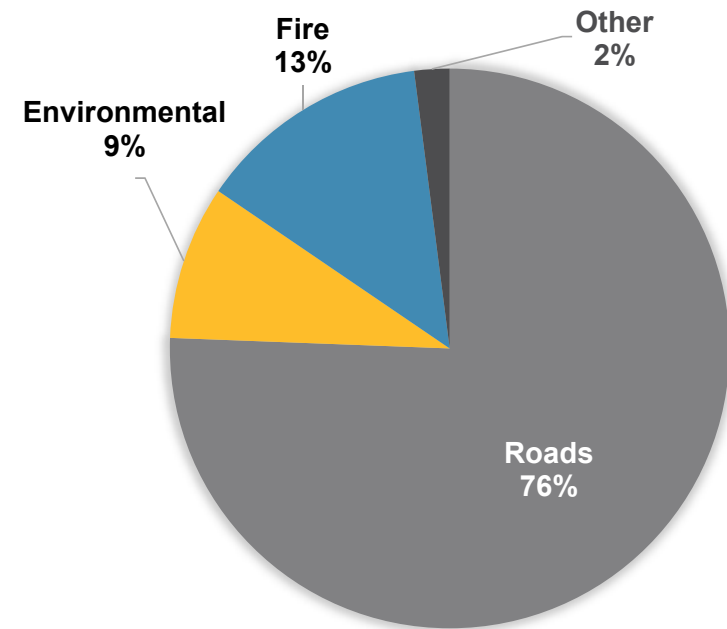
# Contracted Services (Excluding Construction Contracts)

2021 Budget



# 2021 Capital Cost Breakdown (By Dept.)

- Increase in Roads capital costs by 80%
  - \$2.15M deferred from 2020
  - 26% increase not including prior year capital
  - Total of 7.3M Capital and maintenance work planned
- Increase in Fire capital by 5%(61% with rescue)
  - 550K from reserves to purchase new rescue truck
- Decrease in Enviro. Capital by 8.97% or \$83K
- Budgeted equipment purchase:
  - 1 – Grader (380K) and grade all (400K)
  - 1 – Brusher(development charges 200K)
  - 1 – Fire Rescue Vehicle(550K)
  - 1 – Fire ATV and Rescue Pickup (94K)
  - 1 – Marine Rescue Boat(125K)



# Other Capital project highlights

Project	Dept.	Description	Budgeted Cost
Water meter tower Reader	Infra.	Township will be building a tower to continuity read and monitor residential water meters(funded from 2020 reserves)	\$175,000
Capital asset management software	Admin	The Township will upgrade Citywide software. This will assist with asset management, work orders, and will enhance our GIS	\$70,000
Ramara Rd 47	Infra.	Reconstruct and pave 5.3KM of Ramara Rd 47	\$1,700,000
Bridge work	Infra.	Rebuild Pinetree and Poplar piers. Reconstruct Con 9 box culvert(\$1.065M from 2020)	\$1,265,000
Canal road	Infra.	SAMI and hotmix 3.26KM of Canal road	\$575,000
Lakeshore Drive	Infra.	Reconstruct and hi-float 1.4KM of Lakeshore Drive. \$214K from 2020.	\$414,000
Lift station 4 Repair	Enviro.	Lift station 4 rails and base repair	\$85,000
Replace sand filters	Enviro.	Replace green sand filters and Davy Drive and Park Lane	\$120,000
Lagoon City Plant	Enviro.	New electrical panel, digester roof, side aerator and float system	\$117,000

# Projects removed from 2021

Project	Dept.	Description	Budgeted Cost
Fire station 1 renos.	Fire	Gear wash station and addition to station 1	\$100,000
Fire Prevention	Fire	Part time fire prevention officer	\$40,000
Fairgrounds Rd	Roads	Portion of Fairgrounds Road between McArthur Sideroad to Rama- Dalton Boundary	\$95,000
Lakeshore Drive	Roads	Concession Rd A to Con 1 – Reconstruct and Highfloat	\$200,000
Longfordmills Road	Roads	Rama Road 0.9KM east – Reconstruct and Highfloat	\$145,000
Joyland	Roads	McRae Park Road to end of road – Reconstruct	\$30,000
Ramara Rd 47	Roads	Con 2 to Con 3 and Con 3 to Simcoe - Reconstruct and Hotmix	\$900,000
Con 13 Railway	Roads	Re-align Railway with road	\$570,000
BlueBird	Roads	Sheba Drive to Airport Rd – Raise and Widen	\$900,000
Winchester	Roads	Patricia Drive to Tivnon – Re-construct and hotmix	\$40,000
Total			\$3,020,000

## 2021 Budget Summary

Department	2021 BUDGET TOTALS		2020 BUDGET		% Change	
	Revenues	Expenses	Revenues	Expenses	Expense Increase	% of budget
<b>Council</b>	0	316,544	0	362,703	-12.73%	1.17%
<b>Admin</b>	(2,400,800)	4,897,805	(2,081,800)	4,989,376	-1.84%	18.11%
<b>Fire</b>	(820,100)	2,571,084	(281,100)	2,249,683	14.29%	9.51%
<b>Building</b>	(296,500)	440,176	(391,500)	528,536	-16.72%	1.63%
<b>Planning</b>	(605,500)	494,303	(311,500)	534,665	-7.55%	1.83%
<b>Ec D</b>	0	70,000	(79,725)	79,725	-12.20%	0.26%
<b>Roads</b>	(4,603,300)	12,236,173	(1,711,500)	8,479,395	44.30%	45.25%
<b>Rec</b>	(118,500)	483,683	(178,600)	550,197	-12.09%	1.79%
<b>Bylaw/K9</b>	(117,000)	412,428	(197,500)	319,558	29.06%	1.53%
<b>Environmenta</b>	(3,561,320)	3,561,319	(3,193,985)	3,193,985	11.50%	13.17%
<b>Comm Policin</b>	(4,150)	4,150	(3,750)	3,750	10.67%	0.02%
<b>Medical Centr</b>	(35,000)	26,700	(53,000)	27,000	-1.11%	0.10%
<b>LCPW</b>	(964,311)	964,311	(1,028,993)	1,028,598	-6.25%	3.57%
<b>Udney CC</b>	(23,700)	23,700	(34,400)	34,200	-30.70%	0.09%
<b>Longford CC</b>	(17,700)	17,700	(26,550)	25,530	-30.67%	0.07%
<b>Atherley CC</b>	(8,200)	4,755	(8,800)	4,195	13.35%	0.02%
<b>Brechin CC</b>	(16,400)	16,400	(20,475)	20,475	-19.90%	0.06%
<b>Brechin &amp; Bey</b>	(24,000)	24,000	(20,000)	20,000	20.00%	0.09%
<b>Wall of Fame</b>	0	0	(250)	250	-100.00%	0.00%
<b>Library</b>	(478,251)	478,251	(455,512)	455,512	4.99%	1.77%
<b>TOTAL</b>	(14,094,732)	27,043,481	(10,078,940)	22,907,333	18.06%	100%



## 2021 Budget Summary

<b>Budget Summary</b>	<b>2020 Actual</b>	<b>2020 Budget</b>	<b>2021 Budget</b>
<b>Fixed Costs</b>			
Wages and Benefits	4,874,053	6,389,563	5,948,274
Other	1,287,088	1,663,669	2,200,980
Supplies	217,866	274,915	80,750
Insurance	547,779	497,060	572,718
Building Maintenance	247,691	492,200	622,700
OPP	1,361,595	1,836,021	1,750,849
Contracted Services	1,442,904	2,472,605	3,602,344
Utilities	334,953	453,000	472,400
Legal	87,954	210,000	168,000
Vehicle Costs	64,408	289,206	274,975
Debt and Interest	7,290	725,805	720,310
Fuel	103,109	150,300	149,800
<b>Total Fixed Costs</b>	<b>10,576,690</b>	<b>15,454,344</b>	<b>16,564,100</b>
<b>Budgeted Reserve Transfers</b>			
<b>To Reserves</b>	1,687,271	1,741,911	1,582,783
<b>From Reserves</b>	(1,931,095)	(1,701,291)	(4,313,306)
<b>Total</b>	<b>(243,824)</b>	<b>40,620</b>	<b>(2,730,523)</b>
<b>Capital</b>			
Works	747,589	3,975,153	6,752,058
Fire	103,430	74,175	881,000
Admin	36,760	62,100	78,000
Recreation	5,951	33,300	38,000
Environmental	453,268	925,000	632,000
Other	94,084	641,350	554,790
<b>Total Capital</b>	<b>1,441,081</b>	<b>5,711,078</b>	<b>8,935,848</b>
<b>Total Budget</b>	<b>13,705,042</b>	<b>22,907,333</b>	<b>27,082,731</b>
<b>Total Taxes Per 100K</b>		<b>\$ 960</b>	<b>\$ 949</b>
<b>Tax Rate</b>		<b>0.533202%</b>	<b>0.533195%</b>
<b>Tax Rate Increase(Municipal)</b>			<b>-0.001%</b>
<b>Tax Rate Increase(Combine)</b>			<b>-1.105%</b>

## 2021 Council Budget

Council Budget	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Reserves	0	0	0
<b>Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expense</b>			
Capital	72,000	31,252	5,000
Insurance	5,000	5,754	6,100
Materials	4,850	3,085	4,750
Other	13,500	19,176	19,375
Reserves	18,500	18,500	18,500
Salary	221,753	150,106	241,719
Training/Mileage	26,000	8,103	20,000
Utilities	1,100	627	1,100
<b>Expense Total</b>	<b>362,703</b>	<b>236,602</b>	<b>316,544</b>
<b>Grand Total</b>	<b>362,703</b>	<b>236,602</b>	<b>316,544</b>

## 2021 Admin Budget

Administration Budget	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Development Charge	0	(17,186)	0
Grant	(1,160,700)	(825,525)	(1,100,700)
Other	(416,100)	(470,130)	(790,100)
Tax Revenue	(505,000)	(214,769)	(510,000)
<b>Revenue Sum</b>	<b>(2,081,800)</b>	<b>(1,527,611)</b>	<b>(2,400,800)</b>
<b>Expense</b>			
Capital	62,100	36,760	78,000
Contracted services	337,700	200,786	342,200
Debt Payments	111,343	0	116,278
Insurance	94,000	89,933	95,000
Interest/ Bank charges	142,179	10,496	134,611
Materials	115,700	62,152	113,500
Other	60,133	349	22,306
Reserves	307,007	307,007	332,900
Salary	1,411,931	1,111,948	1,434,199
Training/ Mileage	25,000	7,477	15,000
Vehicle	3,120	1,857	2,820
Grants	489,000	468,311	460,141
OPP	1,836,021	1,361,595	1,750,849
<b>Expense Sum</b>	<b>4,995,234</b>	<b>3,658,673</b>	<b>4,897,805</b>
<b>Grand Total</b>	<b>2,913,434</b>	<b>2,131,062</b>	<b>2,497,005</b>

## 2021 Fire Budget

Fire Services Budget	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Revenue	(31,100)	(270)	(820,100)
<b>Revenue Total</b>	<b>(31,100)</b>	<b>(270)</b>	<b>(820,100)</b>
<b>Expenses</b>			
Admin Contracted Services	79,000	19,691	79,000
Admin Insurance	27,000	36,271	38,084
Admin Materials	57,300	40,541	67,600
Admin Mileage/Training	50,000	6,421	25,000
Admin Wages	322,638	343,457	326,392
Disaster Relief	0	0	0
Emergency Measures	6,820	841	6,500
Fire Prevention	18,800	2,875	16,730
Radio	17,900	14,714	17,400
Station 1 Costs	42,000	29,728	43,500
Station 2 Costs	35,500	22,847	36,600
Station 3 Costs	22,300	15,465	23,100
Training	60,000	24,872	60,000
Vehicles	91,750	80,486	96,177
Volunteer FF	461,500	165,608	462,000
Reserves	900,000	900,000	392,000
<b>Expenses Total</b>	<b>2,192,508</b>	<b>1,703,817</b>	<b>1,690,084</b>
<b>Capital</b>			
Vehicles	0.00	57,899.63	769,000.00
Misc Equipment	45,450.00	45,530.29	83,000.00
Station	7,000.00	0.00	6,000.00
Protective Gear	21,725.00	0.00	23,000.00
<b>Capital Total</b>	<b>74,175.00</b>	<b>103,429.92</b>	<b>881,000.00</b>
<b>Grand Total</b>	<b>2,235,583</b>	<b>1,806,976</b>	<b>1,750,984</b>

## 2021 Building Budget

Building	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Fees and Charges	(500)	0	(500)
Misc	0	(75)	(500)
Permits	(285,000)	(224,368)	(280,000)
Reserves	0	0	0
Septic Reinspection	(106,000)	(4,530)	(15,500)
Tax Revenue	(17,110)	(17,110)	0
<b>Revenue Total</b>	<b>(408,610)</b>	<b>(246,083)</b>	<b>(296,500)</b>
<b>Expense</b>			
Building Contracted Insurance	7,000	8,384	10,000
Building Contracted Services	8,000	1,335	5,000
Building Materials	10,700	4,330	19,750
Building Other	1,800	4,247	1,000
Building Salary	344,735	318,862	352,413
Building Training	10,000	4,948	7,000
Building Vehicles	8,121	3,802	7,513
Capital	40,000	305	12,000
Reserves	16,000	16,000	15,000
Septic Reinspection	64,600	7,632	10,500
<b>Expense Total</b>	<b>510,956</b>	<b>369,846</b>	<b>440,176</b>
<b>Grand Total</b>	<b>102,346</b>	<b>123,763</b>	<b>143,676</b>

## 2021 Planning Budget

Planning Budget	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Fees and Charges	(123,000)	(162,212)	(163,000)
Industrial Park	(88,500)	0	(442,500)
Reserve	(100,000)	0	0
Tax Revenue	0	0	0
<b>Revenue Total</b>	<b>(311,500)</b>	<b>(162,212)</b>	<b>(605,500)</b>
<b>Expense</b>			
Capital	106,000	0	76,000
Contracted Services	137,200	39,990	107,200
External Billing	68,050	79,163	75,000
Insurance	9,900	8,481	9,900
Materials	4,500	2,930	4,200
Other	0	2,465	0
Reserves	0	0	0
Salary	199,015	167,298	212,003
Training/Mileage	10,000	371	10,000
<b>Expense Total</b>	<b>534,665</b>	<b>300,698</b>	<b>494,303</b>
<b>Grand Total</b>	<b>223,165</b>	<b>138,486</b>	<b>(111,197)</b>

## 2021 Economic Development Budget

<b>ECONOMIC DEVELOPMENT</b>			
Description	2020 Budget	2020 Actual	2021 Proposed budget
<b>REVENUES</b>			
ECON DEV - Cty Grant	(50,000)	-	-
RED - OMAFRA - Branding Grant	-	-	-
From Reserves	(29,725)	-	-
<b>TOTAL REVENUES - ECONOMIC DEV.</b>	<b>(79,725)</b>	<b>-</b>	<b>-</b>
<b>EXPENSES</b>			
Donations - Lake Country	20,000	20,000	20,000
ECON DEV - Wages	-	-	-
CPP	-	-	-
EI	-	-	-
OMERS	-	-	-
EHT	-	-	-
Benefits	-	-	-
WSIB	-	-	-
Advertising	-	-	-
Conf/Train/Mileage/Meals	-	121	-
Contract Serv-Gen	59,725	67,673	50,000
Materials & Supplies	-	-	-
Atherley Narrows Feasability Study	-	-	-
To reserves	-	-	-
<b>TOTAL EXPENSES - ECONOMIC DEV</b>	<b>79,725</b>	<b>87,795</b>	<b>70,000</b>

## 2021 Roads Budget

Roads Budget(By Job)	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Grants	(700,000)	(111,846)	(480,000)
Internal Charge	(530,000)	0	(632,300)
Misc	(46,500)	(15,552)	(18,000)
Reserves	(520,000)	(1,777,814)	(3,000,000)
User Fees	(165,000)	(55,667)	(420,000)
Mosquito Charge	(50,000)	(52,241)	(53,000)
<b>Revenue Sum</b>	<b>(2,011,500)</b>	<b>(2,013,120)</b>	<b>(4,603,300)</b>
Admin	930,213	833,525	1,003,761
Bridges/Culverts	134,636	37,814	140,354
Brush & Trees	118,788	60,160	153,415
Capital	4,060,153	747,589	7,152,058
Debris and Litter	18,758	12,368	18,789
Ditching	200,288	46,171	216,179
Dust Control	158,296	70,302	158,354
Flood Relief	17,099	3,121	17,118
Frost Heaves	159,394	31,001	165,590
Grading	238,788	93,558	238,943
Grass Mowing	21,439	9,274	19,724
Gravel Patch	293,394	396,507	389,472
Line Painting	20,688	17,323	20,689
Mosquito Control	51,922	47,728	51,922
Parking Lots	23,037	11,639	23,736
Parks	144,775	74,738	165,711
Patrolling	9,099	593	8,118
Pavement Patch	353,788	86,020	521,769
Reserves	0	0	0
Safety Devices	101,152	83,440	121,260
Sanding	421,049	145,147	421,361
Shoulder Maintenance	63,296	2,487	53,354
Sidewalks	44,344	25,033	44,345
Street Lights	35,000	22,907	35,000
Sweeping	99,318	57,722	97,342
Vehicle	443,805	266,410	472,432
Winter Control - Plowing	309,084	111,330	309,297
Winter Patrol	43,791	28,658	43,908
Other	42,516	8,887	37,707
Drains	50,000	28,623	0
Works Yard	123,206	59,692	134,468
<b>Expense Sum</b>	<b>8,731,113</b>	<b>3,419,765</b>	<b>12,236,173</b>
<b>Grand Total</b>	<b>6,719,613</b>	<b>1,406,645</b>	<b>7,632,873</b>



## 2021 Roads Budget

Roads Budget(by Expense)	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Grants	(700,000)	(111,846)	(480,000)
Internal Charge	(530,000)	0	(632,300)
Misc	(46,500)	(15,552)	(18,000)
Reserves	(520,000)	(1,777,814)	(3,000,000)
Tax Revenue	0	0	0
User Fees	(165,000)	(55,667)	(420,000)
Mosquito Charge	(50,000)	(52,241)	(53,000)
<b>Revenue Total</b>	<b>(2,011,500)</b>	<b>(2,013,120)</b>	<b>(4,603,300)</b>
<b>Expense</b>			
Contracted Services	1,385,500	757,779	1,447,768
Insurance	198,160	163,202	196,432
Internal Charge	534,470	5,439	570,142
Maintenance	1,000	8,184	11,000
Materials	848,200	508,825	1,063,100
Other	23,801	13,033	24,300
Reserves	0	0	0
Salary	1,509,480	1,153,087	1,590,818
Training/ Mileage	29,515	12,942	37,800
Vehicle	140,835	49,685	142,755
(blank)	0	0	0
<b>Expense Total</b>	<b>8,731,113</b>	<b>3,419,765</b>	<b>12,236,173</b>
<b>Grand Total</b>	<b>6,719,613</b>	<b>1,406,645</b>	<b>7,632,873</b>

## 2021 Capital Infrastructure Proposal

Priority	Project Name	FROM	TO	LENGTH	Description of Works	Cost	Suggested Cuts	Total for 2021 Budget	Notes
<b>ROADS</b>									
3	Bluebird	Sheba Drive	Airport Road	0.6	raise and widen	900,000	900,000	0	
1	Canal Road	Sideroad 5	5	0.7	SAMI and hotmix	105,300		105,300	
1	Canal Road	Sideroad 5	5	0.7	SAMI and hotmix	105,300		105,300	
1	Canal Road	Canal Road	White Elephant Bridge	0.16	SAMI and hotmix	18,000	0	18,000	
1	Canal Road	Sideroad 5	5	1.1	SAMI and hotmix	165,500		165,500	
1	Canal Road	Sideroad 5	Mara-Eldon Boundary	0.6	SAMI and hotmix	62,500		62,500	
3	Fairgrounds Road	McArthur Sideroad	Rama-Dalton Boundary	3	reconstruct and hi-l	95,000	95,000	0	
2	Lakeshore Drive	Concession Road A	Con 1	1.4	reconstruct	140,000	140,000	0	
2	Lakeshore Drive	Concession Road A	Con 1		double hi-float	60,458	60,458	0	
3	Longfordmills Road	Rama Road	Road	0.9	reconstruct	90,000	90,000	0	
3	Longfordmills Road	Rama Road	Road		pulverize	4,282	4,282	0	
3	Longfordmills Road	Rama Road	Road		50 mm hotmix	50,609	50,609	0	
2	Joyland	McRae Park Road	end		reconstruct	30,000	30,000	0	
1	Lowanda	Monck Road	end		slurry	10,000	10,000	0	
1	Patricia Drive	Winchester	Courtland		recon and hifloat	80,000	0	80,000	
1	Ramara Road 47	Stephen Drive	Stone Gate	0.3	recon and hotmix	150,000		150,000	
1	Ramara Road 47	Stephen Drive	Con A	2	recon and hotmix	600,000		600,000	
1	Ramara Road 47	Con A	Con 1	1.3	recon and hotmix	400,000		400,000	
1	Ramara Road 47	Con 1	Con 2	1.7	recon and hotmix	550,000	550,000	0	
2	Ramara Road 47	Con 2	Con 3	1.3	recon and hotmix	400,000	400,000	0	
2	Ramara Road 47	Con 3	Simcoe Road	1.6	recon and hotmix	500,000	500,000	0	
2	Riverleigh Drive	CR 169	Poplar		recon and hotmix	70,000	70,000	0	
3	Winchester	Patricia Drive	Tivnon		recon and hotmix	40,000	40,000	0	
<b>BRIDGES</b>									
1	Pinetree				piers	100,000		100,000	estimate only - EXP currently inspecting
1	Poplar				piers	100,000		100,000	estimate only - EXP currently inspecting
3	shorewalls					5,000	5,000	0	
<b>RAILWAY</b>									
3	Con 13				realign	570,000	570,000	0	
<b>FACILITIES</b>									
1	Overhead doors					20,000	10,000	10,000	
1	sand dome roof				reshingle	100,000		100,000	
<b>EQUIPMENT</b>									
3	second tractor brusher				new	200,000		200,000	
3	second spray patcher				new	50,000		50,000	
1	gradall				replacement	650,000	250,000	400,000	replace with lower cost excavator

## ROADS CAPITAL BUDGET 2020

Priority	Project Name	FROM	TO	LENGTH	Description of Works	Cost	Suggested Cuts	Total for 2021 Budget	Notes
2	grader				replacement	380,000		380,000	10,000 hours
1	GPS for fire					20,000	20,000	0	
<b>DRAINAGE</b>									0
1	Anderson Drainage					35,000		35,000	
1	Con 9 Drainage					35,000		35,000	
<b>WATER</b>									0
1	Remote Reader				Coming from enviro budget	140,000	140,000	140,000	Coming from enviro budget
1	Bulk Filling Station Card Reader				Coming from enviro budget	20,000		20,000	replacing 40 year old token system
<b>OTHER</b>									0
2	Works small tools					20,000	10,000	10,000	
2	Two-way radios					5,000		5,000	
1	Computer/Tech					1,200		1,200	yard 1 computer
2	New Streetlight					5,000		5,000	
3	Laguna paved path	Simcoe	Poplar			30,000	30,000	0	
2	Council Contingency					50,000		50,000	
2	Park/parking improvements					150,000	50,000	100,000	
						<b>7,313,148</b>	<b>4,025,349</b>	<b>3,427,800</b>	

## 2021 Bylaw Budget

Bylaw Budget	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Other	(23,000)	(18,400)	(22,000)
Grant	(15,000)	(3,313)	(15,000)
User Fees	(159,500)	(41,544)	(80,000)
Tax Revenue	-	-	-
<b>Revenue Total</b>	<b>(197,500)</b>	<b>(63,257)</b>	<b>(117,000)</b>
<b>Expense</b>			
Contracted Services	93,500	31,064	18,200
Contracted Services	19,000	7,709	16,000
Insurance	8,000	6,074	6,000
Legal Fees	5,000	2,691	4,000
Materials	2,000	1,453	2,000
Other	2,500	520	2,800
Salary	183,338	174,452	344,758
Training/ Mileage	1,500	2,265	2,500
Vehicles	2,120	20	2,170
<b>Expense Total</b>	<b>316,958</b>	<b>226,249</b>	<b>398,428</b>
<b>Capital</b>			
Capital	2,600	2,975	14,000
<b>Capital Total</b>	<b>2,600</b>	<b>2,975</b>	<b>14,000</b>
<b>Grand Total</b>	<b>122,058</b>	<b>165,967</b>	<b>295,428</b>

## 2021 Recreation Budget

Recreation Budget	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Donations	0	(15,000)	0
Grant	0	(5,000)	0
Misc Revenue	(65,000)	333	(40,000)
Rent	(55,000)	(49,000)	(49,000)
Reserves	(20,000)	0	0
Seasonal Programs	(47,000)	(5,267)	(23,500)
Swimming	(6,000)	(53)	(3,000)
Trails revenue	(30,000)	(16,200)	(60,000)
Youth Committee	(5,600)	0	(3,000)
<b>Revenue Total</b>	<b>(228,600)</b>	<b>(90,187)</b>	<b>(178,500)</b>
<b>Expense</b>			
Capital	33,300	5,951	38,000
Day Camp	88,033	3,834	83,033
RCC Building Maint	8,500	1,935	5,000
RCC Contracted Services	51,800	20,981	43,800
RCC Insurance	7,000	9,471	7,350
RCC Materials	3,500	995	3,000
RCC Other	4,450	328	4,450
RCC Salary	33,900	12,250	33,950
RCC Training	4,000	0	0
Rec Admin Contracted Services	0	1,577	0
Rec Admin Other	4,300	703	2,500
Rec Admin Training	0	1,107	0
Rec Admin Wages	219,292	128,253	163,759
Seasonal Programs	17,322	10,600	16,541
Swimming	10,600	0	5,800
Trails	30,000	38,704	67,000
Youth Committee	9,500	5,121	9,500
<b>Expense Total</b>	<b>525,497</b>	<b>241,808</b>	<b>483,683</b>
<b>Grand Total</b>	<b>296,897</b>	<b>151,621</b>	<b>305,183</b>

## 2021 Environmental Budget

Environmental Services - Sub Debt	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Interest Income (Brechin Sewer Of Lake Simcoe)	(51,300)	0	(48,984)
Misc Revenue	(85,075)	(946)	(54,306)
Penalty and Interest	(18,000)	(9,636)	(25,000)
Reserves	(322,089)	(30,000)	(326,000)
Sewer Charges	(1,379,745)	(1,066,223)	(1,462,229)
Solar Panels	(25,000)	(22,774)	(30,000)
Source Water Protection	(18,000)	0	0
Water Charges	(1,611,300)	(1,173,702)	(1,614,800)
<b>Revenue Total</b>	<b>(3,510,509)</b>	<b>(2,303,281)</b>	<b>(3,561,320)</b>
<b>Expense</b>			
Admin	534,561	515,483	245,829
Brechin Sewer Interest	194,076	0	188,198
Brechin Sewer Principal	98,013	0	103,891
Capital	925,000	397,170	632,001
Lake Simcoe Protection	24,640	0	3,696
Reserves	59,764	59,764	271,990
Solar Panels	1,200	0	1,200
Source Water Protection	12,320	0	12,410
Vehicle Costs	20,891	3,833	11,780
Wastewater Treatment	614,085	329,652	846,714
Wastewater Collection	208,820	85,864	83,500
Water Distribution	208,004	221,587	12,500
Water Tower	15,000	4,162	5,000
Water Treatment	569,700	371,129	1,142,611
<b>Expense Total</b>	<b>3,486,074</b>	<b>1,988,643</b>	<b>3,561,320</b>
<b>Grand Total</b>	<b>(24,435)</b>	<b>(314,638)</b>	<b>0</b>

## 2021 Environmental Budget

Environmental - Accounts	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Interest Income (Brechin Sewer Of	(51,300)	0	(48,984)
Lake Simcoe	0	0	0
Misc Revenue	(85,075)	(946)	(54,306)
Penalty and Interest	(18,000)	(9,636)	(25,000)
Reserves	(322,089)	(30,000)	(326,000)
Sewer Charges	(1,379,745)	(1,066,223)	(1,462,229)
Solar Panels	(25,000)	(22,774)	(30,000)
Source Water Protection	(18,000)	0	0
Water Charges	(1,611,300)	(1,173,702)	(1,614,800)
<b>Revenue Total</b>	<b>(3,510,509)</b>	<b>(2,303,281)</b>	<b>(3,561,320)</b>
<b>Expense</b>			
Brechin Sewer Interest	194,076	0	188,198
Brechin Sewer Principal	98,013	0	103,891
Capital - Other	850,000	394,016	632,001
Capital - Process and Control	75,000	3,154	0
Contracted Services	583,200	486,217	1,822,694
Insurance	101,000	90,349	142,200
Interest	77,948	0	74,199
Materials	271,120	194,016	29,500
Other	89,570	37,210	0
Principal Debt	102,516	0	105,542
Reserves	59,764	59,764	271,990
Salary	904,475	713,690	179,325
Stormwater Ponds	30,000	84	0
Training/Mileage	28,500	6,311	0
Vehicle Costs	20,891	3,833	11,780
<b>Expense Total</b>	<b>3,486,074</b>	<b>1,988,643</b>	<b>3,561,320</b>
<b>Grand Total</b>	<b>(24,435)</b>	<b>(314,638)</b>	<b>0</b>

## 2021 Comm. Policing Budget

<b>COMMUNITY POLICING</b>			
<b>Description</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Proposed budget</b>
<b>REVENUES</b>			
Investment Income	(80)	-	(80)
Miscellaneous Revenue	-	-	-
Township Grant	(3,670)	(3,670)	(4,070)
From Bank or Reserves	-	-	-
<b>TOTAL REVENUE</b>	<b>(3,750)</b>	<b>(3,670)</b>	<b>(4,150)</b>
<b>EXPENSES</b>			
Printing & Advertising	200	-	-
Communications	1,400	1,104	1,400
Contract Serv-Gen	1,200	-	1,000
Insurance	300	59	100
Stationery	50	-	50
Misc - Speed board etc	-	-	-
9-1-1 Contracted Services	-	-	-
Communications	600	426	600
Rental Expense	-	412	1,000
<b>TOTAL EXPENSES</b>	<b>3,750</b>	<b>2,002</b>	<b>4,150</b>



## 2021 Medical Centre Budget

<b>Medical Centre</b>			
<b>Description</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Proposed budget</b>
<b>REVENUES</b>	-	-	-
From reserves	(18,000)	-	-
Medical Centre - Rent	(29,000)	(29,000)	(29,000)
Miscellaneous Revenue	(6,000)	(4,918)	(6,000)
<b>TOTAL REVENUES</b>	<b>(53,000)</b>	<b>(33,918)</b>	<b>(35,000)</b>
<b>EXPENSES</b>			
Doctor Recruitment Donation	-	-	-
Conf/Train/Mileage/Meals	500	-	-
Cont Serv Grounds	5,000	2,559	5,000
Bldg Maint	5,000	678	5,000
Insurance	2,600	2,606	2,800
Legal	1,500	0	1,500
Taxes	3,700	0	3,700
Hydro	4,000	2,764	4,000
Heat Fuel-Propane	2,000	595	2,000
Water Usage	1,700	603	1,700
Misc	1,000	0	1,000
	<b>27,000</b>	<b>9,804</b>	<b>26,700</b>
<b>CAPITAL</b>			
Capital Medical Centre Office Equipment	-	-	-
Capital-Med Centre-Bldg Equipment	-	-	-
	-	-	-
<b>TOTAL EXPENSES</b>	<b>27,000</b>	<b>9,804</b>	<b>26,700</b>

## 2021 LCPW Budget

LCPW - JOB	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Levy	(728,493)	(728,493)	(803,811)
Other	(500)	(532)	(500)
Reserves	(300,000)	0	(160,000)
Shorewall	0	0	0
<b>Revenue Total</b>	<b>(1,028,993)</b>	<b>(729,024)</b>	<b>(964,311)</b>
<b>Expense</b>			
Admin	137,116	77,817	152,116
Building Maintenance	13,300	1,183	13,300
Canal Maintenance	64,275	56,411	41,500
Capital	208,000	0	410,000
Ground Maintenance	122,688	43,487	62,688
Marine	3,275	5,858	5,656
Reserves	300,000	300,000	100,607
Vehicles	26,000	6,230	24,000
Weed Control	153,944	123,954	154,444
<b>Expense Total</b>	<b>1,028,598</b>	<b>614,940</b>	<b>964,311</b>
<b>Grand Total</b>	<b>(394)</b>	<b>(114,085)</b>	<b>(0)</b>

## 2021 LCPW Budget

LCPW - BY EXPENSE	2020 Budget	2020 Actual	2021 Proposed budget
<b>Revenue</b>			
Levy	(728,493)	(728,493)	(803,811)
Other	(500)	(532)	(500)
Reserves	(300,000)	-	(160,000)
Shorewall	-	-	-
<b>Revenue Total</b>	<b>(1,028,993)</b>	<b>(729,024)</b>	<b>(964,311)</b>
<b>Expense</b>			
Contracted Services	350,400	223,859	277,900
Insurance	12,000	17,795	20,000
Materials	3,500	650	3,000
Other	2,500	411	2,500
Reserves	300,000	300,000	100,607
Salary	123,998	64,067	124,604
Trailing/ Mileage/Meals	1,200	464	1,200
Vehicle	27,000	7,693	24,500
Capital - Shorewall Repair	58,000	0	260,000
Capital - Marine Equipment	150,000	0	0
<b>Expense Total</b>	<b>1,028,598</b>	<b>614,940</b>	<b>814,311</b>
<b>Grand Total</b>	<b>(394)</b>	<b>(114,085)</b>	<b>(150,000)</b>

## 2021 Udney CC Budget

<b>UCC</b>			
<b>Description</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Proposed budget</b>
<b>REVENUES</b>			
UCC -Investment Income	(400)	-	(400)
UCC -Miscellaneous Revenue	(20,000)	-	(5,000)
UCC - From Reserves	-	-	(3,000)
UCC - Township Grant	(14,000)	(14,000)	(3,800)
UCC - Township Grant heat, hydro	-	-	(11,500)
<b>TOTAL REVENUES - UCC</b>	<b>(34,400)</b>	<b>(14,000)</b>	<b>(23,700)</b>
<b>EXPENSES</b>			
UCC-Communications	600	527	600
UCC-Contract Serv-Ground	2,000	0	2,000
UCC-Bldg Maint	3,000	3,169	3,500
UCC-Insurance	4,000	2,810	3,000
UCC-Program Material & Supplies	6,000	-	1,000
UCC-Hydro	3,500	2,413	3,500
UCC-Heat Fuel-Propane	3,500	1,251	3,500
UCC-Heat Fuel-Furnace Oil	1,500	871	1,500
UCC - Water Testing	600	344	600
UCC - To Reserves	-	-	-
<b>TOTAL EXPENSES</b>	<b>24,700</b>	<b>11,386</b>	<b>19,200</b>
Capital - UCC - Equipment	<b>9,500</b>	-	<b>4,500</b>
<b>TOTAL EXPENSES - UCC</b>	<b>34,200</b>	<b>11,386</b>	<b>23,700</b>
<b>(Surplus)/ Deficit</b>	<b>(200)</b>	<b>(2,614)</b>	<b>-</b>

## 2021 Longford CC Budget

<b>LCC</b>			
<b>Description</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Proposed budget</b>
<b>REVENUES</b>			
LCC-Investment Income	(250)	-	(300)
LCC -Miscellaneous Revenue	(16,000)	-	(7,000)
LCC - From Reserves	0	-	-
LCC - Township Grant	(10,299)	(10,300)	(10,400)
LCC - Township Grant Heat and Hydro	-	-	-
<b>TOTAL REVENUES - LCC</b>	<b>(26,549)</b>	<b>(10,300)</b>	<b>(17,700)</b>
<b>EXPENSES</b>			
LCC - Wages	1,400	180	100
LCC-Bank Serv Charge	30	-	35
LCC-Communications	500	390	475
LCC-Contract Serv-Gen	2,500	130	1,000
LCC-Contract Serv-Ground	500	-	500
LCC-Bldg Maint	5,500	1,199	2,500
LCC-Insurance	2,500	2,591	2,700
LCC-Program Material & Supplies	6,500	210	4,000
LCC-Hydro	2,600	2,144	2,600
LCC-Heat Fuel-Natural Gas	2,500	1,710	2,500
LCC - Water Testing	1,000	328	500
	<b>25,530</b>	<b>8,882</b>	<b>16,910</b>
<b>CAPITAL</b>			
Capital - LCC - Equipment	-	-	<b>790</b>
<b>TOTAL EXPENSES - LCC</b>	<b>25,530</b>	<b>8,882</b>	<b>17,700</b>
<b>(Surplus)/ Deficit</b>	<b>(1,019)</b>	<b>(1,418)</b>	<b>-</b>

## 2021 Atherly CC Budget

<b>ACC</b>			
<b>Description</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Proposed budget</b>
<b>REVENUES</b>			
Misc Rev.	(1,500)	0	(1,500)
Township Grant	(5,500)	(5,500)	(5,500)
Township Grant Heat Hydro Ins	(1,800)	(1,800)	(1,200)
From Reserves	0	0	0
<b>TOTAL REVENUES - ACC</b>	<b>(8,800)</b>	<b>(7,300)</b>	<b>(8,200)</b>
<b>EXPENSES</b>	0	0	0
ACC-Bank Serv Charge	55	0	55
ACC-Contract Serv-Gen	640	800	800
ACC-Bldg Maint	300	0	300
ACC-Insurance	1,100	67	500
ACC - Playground Maintenance	1,000	0	1,000
ACC - Supplies	400	0	1,400
ACC-Hydro	700	495	700
ACC Misc - Geese Deterrent	0	0	0
ACC - To Reserves	0	0	0
	<b>4,195</b>	<b>1,362</b>	<b>4,755</b>
<b>CAPITAL</b>			
ACC - Capital Equip	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL EXPENSES - ACC</b>	<b>4,195</b>	<b>1,362</b>	<b>4,755</b>

(Surplus)/ Deficit	(4,605)	(5,938)	(3,445)
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## 2021 Brechin CC Budget

<b>BCC</b>				
Description	2020 Budget	2020 Actual	2021 Proposed budget	
<b>REVENUES</b>				
BCC - Township Grant	(8,000)	(5,500)	(10,000)	
BCC - Rent	(5,275)	0	(200)	
BCC - Investment Income	(200)	0	0	
BCC - Twp Grant Heat Hydro Ins	(7,500)	(7,500)	(4,700)	
BCC - Misc Rev	(2,000)	0	(1,500)	
<b>TOTAL REVENUES - BCC</b>	<b>(22,975)</b>	<b>(13,000)</b>	<b>(16,400)</b>	
<b>EXPENSES</b>				
BCC-Contract Serv-Ground	8,500	2,860	5,000	
BCC-Bldg Maint	8,000	2,513	3,000	
BCC -Insurance	1,200	1,129	1,200	
BCC-Taxes	1,500	572	1,500	
BCC-Stationary	775	0	200	
BCC-Hydro	2,000	2,283	2,000	
BCC-Misc Ball Equip etc	3,500	200	3,500	
<b>EXPENSES - BCC</b>	<b>25,475</b>	<b>9,557</b>	<b>16,400</b>	
Container	-	-	-	
<b>TOTAL EXPENSES - BCC</b>	<b>25,475</b>	<b>9,557</b>	<b>16,400</b>	

(Surplus)/ Deficit	2,500	(3,443)	-
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## 2021 Brechin and Beyond Budget

B & B			
Description	2020 Budget	2020 Actual	2021 Proposed budget
<b>REVENUES</b>			
Brechin & Beyond - Misc Revenue Fr	-	-	-
Township Grant	(10,000)	(10,000)	(10,000)
From Reserves(Surplus)	(10,000)	0	(14,000)
<b>TOTAL REVENUES - B&amp;B</b>	<b>(20,000)</b>	<b>(10,000)</b>	<b>(24,000)</b>
<b>EXPENSES</b>			
Admin Expenses	0	0	200
Bank Service Charges	0	0	0
Contracted Services	2,000	715	2,000
Contract Serv-Ground	0	0	0
Insurance	300	317	320
Projects	16,700	499	12,400
To Reserves - Capital and Contingency	1,000	1,000	8,380
<b>TOTAL EXPENSES - B&amp;B</b>	<b>20,000</b>	<b>2,531</b>	<b>24,000</b>
(Surplus)/ Deficit	0	(7,469)	0



## 2021 Library Budget

LIBRARY			
Description	2020 Budget	2020 Actual	2021 Proposed budget
<b>REVENUES</b>			
Ont Conditional Grants	(24,370)	(24,370)	(24,370)
TD Summer Reading Program Reimbursement	(1,500)	0	(1,500)
Investment Income	(1,500)	0	(1,500)
Misc Rev	(2,100)	(510)	(2,000)
Fines	(5,500)	0	(5,500)
Township Grant	(388,041)	(388,041)	(388,041)
Reserves	(32,500)	0	(55,340)
<b>TOTAL REVENUES - LIBRARY</b>	<b>(455,511)</b>	<b>(412,921)</b>	<b>(478,251)</b>
<b>EXPENSES</b>			
Wages	255,685	197,667	272,076
Benefits	58,927	40,862	64,175
Advertising	3,000	1,303	3,000
Conf/Train/Mileage/Meals	3,000	902	2,000
Communications	3,000	2,538	3,000
Contracted Serv	3,000	646	3,000
Insurance	8,300	8,368	8,400
Postage	3,200	2,031	3,200
Rental Exp Bldg	78,000	78,000	78,000
Stationery	2,000	3,556	2,000
Subscriptions & Memberships	600	637	2,000
TD Summer Reading Program	1,500	-	600
Special Programming	300	-	1,500
Volunteer Appreciation	1,000	-	300
Misc Expense	1,500	739	1,500
	<b>423,012</b>	<b>337,251</b>	<b>445,751</b>
<b>CAPITAL</b>			
Capital Library Resources Memberships	7,000	1,544	7,000
Capital Library Computer Equipment	5,500	-	5,500.00
Capital Library Materials	16,000	12,198	16,000.00
Capital - Misc Equipment	4,000	-	4,000.00
	<b>32,500</b>	<b>13,742</b>	<b>32,500.00</b>
<b>TOTAL EXPENSES - LIBRARY</b>	<b>455,512</b>	<b>350,993</b>	<b>478,250.67</b>
<b>(Surplus)/ Deficit</b>	<b>1</b>	<b>(61,928)</b>	<b>(0)</b>