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November 30, 2020

To: Municipalities of the Saugeen Watershed

Dear Municipal Council,

I am pleased to enclose the 2021 Draft Budget and budget notes for Saugeen Valley Conservation Authority. This Draft Budget has been approved for distribution to the member municipalities by our Board of Directors.

With the impact of COVID-19 being felt by the public, government, and businesses, every effort was made to keep the increase to the municipal levy low. This Draft Budget provides for a municipal levy increase of 1.6% over the 2020 levy and represents a dollar increase of \$27,570.

Over the past few months, the Authority has been working diligently to focus efforts on the mandated programs and services as outlined in the *Conservation Authorities Act*. To assist in this endeavour, Saugeen Valley Conservation Authority is embarking on a Strategic Planning exercise to develop a document that will lead the organization over the next five years. This exercise is expected to take place through to June 2021 and will involve extensive consultation with the public, our municipal stakeholders, and other partners. The Strategic Plan will also incorporate recent changes proposed to the *Conservation Authorities Act* through Bill 229, *Protect, Support and Recover from COVID-19 Act (Budget Measures)*, 2020.

The Authority is scheduled to meet on January 22, 2021 to vote on the acceptance of the 2021 Budget. Please forward any feedback and Resolutions on the proposed Draft 2021 Budget by January 13, 2021.

I intend to visit all municipal Councils in the month of December and, if necessary, early January, to review this budget and address questions.

Saugeen Valley Conservation Authority looks forward to continuing to work with its municipal stakeholders to protect and enhance the Saugeen Valley watershed.

Sincerely,

Jennifer Stephens
General Manager/Secretary-Treasurer
Saugeen Conservation
Encl.



Watershed Member Municipalities

Municipality of Arran-Elderslie, Municipality of Brockton, Township of Chatsworth, Municipality of Grey Highlands, Town of Hanover, Township of Howick, Municipality of Morris-Turnberry, Municipality of South Bruce, Township of Huron-Kinloss, Municipality of Kincardine, Town of Minto, Township of Wellington North, Town of Saugeen Shores, Township of Southgate, Municipality of West Grey

2021 Budget Notes

General (Not Department Specific)

1. The General Levy increase in the previous 9 years has been:

2012	9.0%
2013	2.5%
2014	1.5%
2015	1.9%
2016	1.9%
2017	1.4%
2018	1.5%
2019	0.0%
2020	2.5%
2. The 2021 budget provides for a 1.0% cost of living adjustment to the salary grid.
3. In recent years the Ministry of Natural Resources and Forestry annual grant was reduced by approximately 50%. The grant covers some of the costs for flood warning and flood control. MNRF has not indicated whether this funding will continue in 2021. The 2021 budget assumes that the Provincial grant for Flood Warning will remain the same as 2020.
4. In the 2021 budget there is additional staffing of a Field Operations Assistant as well as a Coordinator for Regulations. These positions were approved by the Executive Committee for inclusion in the 2021 budget.
5. The expectation for 2020 is a General Levy surplus of \$10,000 comprised mainly of an expected surplus in the Flood Warning department due to the continuance of the Provincial Grant and offset by deficits in the Education and Administration budgets. Deficits expected are due to a reduction in education programming and a reduction in expected investment returns, both of which are attributable to the COVID19 global pandemic. The non-General Levy surplus for 2020 is expected to be less than budgeted due primarily to loss revenue in our campgrounds, also due to COVID19.
6. Preparation of the draft 2021 budget entailed the review by each department head, on a line by line basis, of the budgets under their responsibility. Department heads will present their respective budgets to the Authority and be available to receive comments and answer questions.

Departments

Community Relations

1. This department is funded almost entirely from the General Levy with some revenue generated from fees related to special events.
2. Expenses for 2021 are in line with 2020 budgeted expenses, with more funds allocated to website improvements while budgeting for reduced expenses in other categories such as printed materials.

Education

1. Funding in this department is approximately 65% from General Levy and the balance from various program users and Bruce Power. Education expenses in 2020 are as budgeted.
2. The 2021 budget allows for flood safety programming, the expenses for which will be covered by donations from the Saugeen Valley Conservation Foundation. The General Levy required to fund this department is similar to 2020.

Flood Warning

1. Revenue sources for this department have historically been the General Levy (50%) and an annual Provincial grant (50%). Due to a reduction in Provincial funding, revenue sources are budgeted to be General Levy (80%) and Provincial grant (20%).
2. The budgeted expenses for 2021 are slightly reduced from the 2020 expenses due to the reallocation of a flood safety program to the Education budget.

Water Quality

1. This department is funded by General Levy.
2. 2021 budget expenses are consistent with the 2020 budget and year end projections.

Water Projects Maintenance and Stewardship

1. This department is funded by General Levy and by Special Levy to benefiting municipalities. Reserve funds are used to cover specific project costs as well as to support Stewardship initiatives.
2. 2020 expenses are expected to be \$4,000 under budget due mainly to reduced costs for staff development and travel because of COVID19. 2021 expenses are \$7,000 over 2020 budget due to repairs anticipated for the Neustadt & Inverhuron flood control projects, both of which will be dependent on receiving support from the benefiting municipalities.

3. The Special Levy to benefiting municipalities covers costs to maintain various structures including the Durham dams, Paisley dykes, Walkerton dykes and others.

Environmental Planning and Regulations

1. Revenue in 2020 from sources other than General Levy is expected to be \$515,900, which is consistent with revenues budgeted.
2. Expenses for 2020 are expected to be \$7,000 below budget due mainly to expected legal costs being less than budgeted.
3. The 2021 budget provides for revenue from non-levy sources of \$585,800. 2021 expenses are estimated at \$919,250.
4. Included in the 2021 budget is additional staffing for a Regulations Coordinator, \$20,000 in legal fees which will be funded from the legal fees reserve, additional consultant fees for technical services and expenses for a content management system for use by the EPR department which will integrate with other software systems throughout the Authority.

Non-Revenue Parks and Property Management

1. The parks covered in this department include Sulphur Spring, Allan Park, Stoney Island, Bells Lake, Kinghurst, McBeath, and Varney. This department also covers the rental house at Sulphur Spring CA and the maintenance shops at that location.
2. Annual revenue sources in this department, other than the General Levy, are from agreements with the Ontario Steelheaders Assoc. for Denny's Dam, West Grey for the Durham day use swimming area, and the rental house at Sulphur Spring. In addition, revenue is generated from parking fees at two parks and from water donations at Sulphur Spring. For 2021 we expect to receive parking revenue from two additional property locations.
3. Expenses in 2021 are expected to increase over the 2020 budget because of an additional staff person required, allocation of salary for the Manager of Forestry and Lands, increases to the hazard trees budget, significant repairs and maintenance (health and safety) required for the shops at Sulphur Spring CA and repairs to bridges at Stoney Island. Expenses will be offset by a contribution from the Lands Management reserve in the amount of \$35,000.

Revenue Parks (Campgrounds)

1. Historical and budget gross revenue amounts for the three campgrounds are as follows (in thousands of dollars):

	<u>2019 actual</u>	<u>2020 estimate</u>	<u>2020 budget</u>	<u>2021 budget</u>
Bruce Dale	87.4	89.3	79.6	89.3
Durham	274.3	252.1	247.3	291.6
Bluffs	<u>306.4</u>	<u>277.3</u>	<u>268.2</u>	<u>320.0</u>
	668.1	618.7	595.1	700.9

2. Historical and budget net income amounts are as follows (in thousands of dollars):

	<u>2019 actual</u>	<u>2020 estimate</u>	<u>2020 budget</u>	<u>2021 budget</u>
Bruce Dale	30.7	24.0	22.6	13.4
Durham	45.7	24.8	13.3	0.0
Bluffs	<u>38.7</u>	<u>34.7</u>	<u>11.9</u>	<u>0.0</u>
	115.1	83.5	47.8	13.4

3. For 2020 revenue from seasonal campers will be about \$59,000 above budget, mostly because of increased demand for seasonal camping due to COVID19 restrictions. Daily camping is expected to be below budget by \$21,000 for the same reason. Group camping was also affected which resulted in a loss of budgeted income of \$17,000.
4. Expenses between the 3 campgrounds are expected to be about \$12,000 below the 2020 budget with those savings mostly attributed to the delayed hiring of staff this spring.
5. For 2021 there are additional repairs and maintenance budgeted with funds coming from reserves where possible. Major improvements include washrooms, showers, gated access, cellular service and trail improvements.
6. Forecasted revenue amounts may be affected by COVID19 into 2021.

Agricultural Lands

1. The revenue source in this department is the rental of pastureland at McBeath, rental at the Woods property and in 2021 additional revenue from a property at Moss Lake. Some salary amounts are allocated to this department to cover fence and water system repairs.
2. There is expected to be a surplus of about \$7,000 for 2020 and \$4,600 in 2021. The reduction in the net surplus year over year is attributed to additional repair and maintenance work budgeted for 2021.

Forest Management

1. The revenue source in this department is derived exclusively from the sale of forest products from Authority-owned properties and from services provided to landowners such as tree planting, tree sales, spraying and forest management.
2. Revenues and expenses in 2020 are below budget because of a reduced program which was significantly impacted by COVID19 and the economic outlook.
3. Revenues in 2021 are expected to be similar to budgeted revenues for 2020, while expenses will be slightly lower as a result of a change in duties of the Manager of the department, who will be devoting time to Land Management and in overseeing campground operations.

Motor Pool

1. The Motor Pool department is responsible for the fleet of licensed vehicles and large field equipment. Vehicle usage is charged to other departments based on a per km rate. Field equipment is charged out to municipalities by way of special levy based on an hourly rate. The goal is to charge a rate that allows for enough revenue to accumulate over time to purchase replacement vehicles.
2. The 2020 equipment/vehicle purchases included a 4WD truck and a replacement fleet van. These purchases were funded from reserves and Motor Pool revenues generated in 2020.
3. The 2021 budget includes one new and one used truck purchases as well as a used tractor for Durham Conservation Area. The purchases are funded from reserves and include a contribution from the Durham campground to purchase and maintain the tractor.
4. Revenues for 2021 are projected to be \$29,600.

Administration

1. This department is funded almost entirely from the General Levy and interest revenue. 2020 expenses are expected to be about \$20,000 over the budget of \$517,000.
2. For 2021, expenses are budgeted at \$546,000, up \$8,600 from projections for 2020 due primarily to changes in staff benefits and staff travel. Other expense categories are consistent with the prior year projections.
3. Interest revenue for 2021 is expected to be \$15,700 below the 2020 budget because of lower interest rates due to the economic downturn related to COVID19.

Information Technology (IT) and Geographic Information Systems (GIS)

1. This department is funded by the General Levy. Expenses in 2020 are expected to be consistent with those budgeted.
2. The major costs in this department are for one GIS staff, IT support and computer upgrades. Total 2021 costs are budgeted to be in line with the 2020 budget.

Draft Budget 2021



**SAUGEEN VALLEY CONSERVATION AUTHORITY
SUMMARY
2021**

			SOURCES OF FUNDING						
	2020 BUDGET	PROPOSED 2021 BUDGET	PROVINCIAL FUNDING	DONATIONS	SPECIAL LEVY	GENERAL LEVY	SELF GENERATED	RESERVES	
OPERATIONS - GENERAL LEVY	2,480,619	2,687,225	81,400	7,000	84,141	1,732,919	665,900	115,865	
OPERATIONS - NON GENERAL LEVY	1,079,700	1,285,900					1,285,900		52,250 ¹
TOTAL	3,560,319	3,973,125	81,400	7,000	84,141	1,732,919	1,951,800	115,865	52,250

Note:

1. Non-General Levy surplus to be put into appropriate reserve for future capital reinvestment into those programs.

**SAUGEEN VALLEY CONSERVATION AUTHORITY
PROPOSED OPERATIONS BUDGET (GENERAL LEVY PROGRAMS)
2021**

PROGRAM	2020 BUDGET	PROPOSED 2021 BUDGET	SOURCES OF FUNDING					
			PROVINCIAL FUNDING	DONATIONS	SPECIAL LEVY	GENERAL LEVY	SELF GENERATED	RESERVES
ADMINISTRATION	517,155	546,400				490,000	51,600	4,800
FLOOD WARNING	219,250	212,500	81,400			129,550	1,550	
WATER MANAGEMENT								
Water Projects Maintenance & Stewardship	163,600	170,300			84,141	56,094		30,065
Water Quality	100,890	99,400				99,400		
ENVIRONMENTAL PLANNING & REGULATIONS	791,300	919,250				333,450	565,800	20,000
IT & GEOGRAPHICAL INFORMATION SYSTEMS	157,825	146,525				146,525		
COMMUNITY SERVICES								
Community Relations	230,900	135,500				109,500		26,000
Education	93,300	98,750		7,000		62,600	29,150	
NON-REVENUE PARKS & LAND MANAGEMENT	206,400	358,600				305,800	17,800	35,000
TOTAL PROGRAM OPERATIONS	2,480,620	2,687,225	81,400	7,000	84,141	1,732,919	665,900	115,865

SAUGEEN VALLEY CONSERVATION AUTHORITY
PROPOSED OPERATIONS BUDGET (PROGRAMS NOT SUPPORTED BY GENERAL LEVY)
2021

PROGRAM	2020 BUDGETED REVENUE	2020 BUDGETED EXPENSES	2020 BUDGETED SURPLUS	PROJECTED 2021 REVENUE	PROJECTED 2021 EXPENSES	PROJECTED 2021 SURPLUS	DISPOSITION OF SURPLUS
LAND MANAGEMENT							
Revenue Parks:							
Brucedale C.A.	79,550	57,000	22,550	89,300	75,900	13,400	Saugeen Parks Reserve
Durham C.A.	247,300	234,000	13,300	291,600	291,600	0	
Saugeen Bluffs C.A.	268,200	256,350	11,850	320,000	320,000	0	
Agricultural Lands	15,000	8,800	6,200	15,500	10,900	4,600	Ag Lands Reserve
Motor Pool	158,000	135,700	22,300	253,000	223,400	29,600	Motor Pool Reserve
FOREST MANAGEMENT							
Forestry	404,500	387,850	16,650	368,750	364,100	4,650	Forest Management Reserve
TOTAL NON GENERAL LEVY PROGRAMS	1,172,550	1,079,700	92,850	1,338,150	1,285,900	52,250	

**SAUGEEN VALLEY CONSERVATION AUTHORITY
PROPOSED 2021 GENERAL LEVIES**

	CVA Based						
	Apportionment	% Change In	% Change In	2020 Actual	2021 Proposed	\$ Change In	% Change In
Municipality	Percentage	Apportionment	Assessment	General Levy	General Levy	General Levy	General Levy
Arran-Elderslie	2.5425	-1.10%	4.08%	\$ 43,820	\$ 44,049	\$228	0.52%
Brockton	8.7112	0.09%	5.33%	\$ 148,401	\$ 150,947	\$2,546	1.72%
Chatsworth	3.0224	-1.32%	3.85%	\$ 52,213	\$ 52,364	\$151	0.29%
Grey Highlands	4.3863	-0.27%	4.96%	\$ 74,981	\$ 75,997	\$1,016	1.36%
Hanover	6.5529	-1.57%	3.59%	\$ 113,511	\$ 113,545	\$34	0.03%
Howick	0.2754	5.53%	11.07%	\$ 4,431	\$ 4,762	\$ 331	7.46%
Huron-Kinloss	5.6518	-0.29%	4.93%	\$ 96,647	\$ 97,930	\$1,283	1.33%
Kincardine	17.7025	-0.88%	4.31%	\$ 304,544	\$ 306,760	\$2,216	0.73%
Minto Town	2.6617	1.51%	6.83%	\$ 44,694	\$ 46,114	\$ 1,420	3.18%
Morris-Turnberry	0.1923	4.73%	10.22%	\$ 3,402	\$ 3,490	\$88	2.59%
Saugeen Shores	20.7232	-0.81%	4.39%	\$ 356,261	\$ 359,105	\$2,844	0.80%
South Bruce	4.8281	0.06%	5.30%	\$ 82,268	\$ 83,655	\$ 1,387	1.69%
Southgate	6.6779	4.41%	9.88%	\$ 109,052	\$ 115,711	\$ 6,660	6.11%
Wellington North	3.9618	2.70%	8.08%	\$ 65,769	\$ 68,644	\$ 2,875	4.37%
West Grey	12.1100	0.56%	5.82%	\$ 205,356	\$ 209,848	\$ 4,492	2.19%
	100.00	0.00%	5.24%	\$ 1,705,349	\$ 1,732,919	\$27,570	1.6%

Community Relations

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15000	10	GENERAL LEVY	112,400	224,800	224,800	109,500	
15400	10	RESERVES	-		-	26,000	
15800	10	ADMISSION REVENUE - TOURS	1,343	-	5,500	-	
19990	10	MISCELLANEOUS	-	4,150	600	-	
			113,743	228,950	230,900	135,500	
Expenses							
4101	10	SALARIES	67,020	110,000	141,000	60,000	
4120	10	STAFF BENEFITS	3,677	5,300	7,600	5,400	
4125	10	STAFF BENEFITS - MERCS & OMERS	15,679	23,100	29,400	12,600	
4130	10	STAFF TRAVEL	5,102	8,000	13,000	8,000	
4140	10	STAFF DEVELOPMENT	426	500	600	600	
4150	10	STAFF UNIFORMS	-	600	600	300	
4160	10	OFFICE EXPENSE	1,081	2,500	3,500	2,000	
4170	10	TELEPHONE	430	1,000	1,200	700	
4190	10	ADVERTISING	4,841	5,000	5,000	4,000	
4250	10	SUBSCRIPTIONS	135	500	500	500	
4260	10	PRINTING	72	1,800	2,500	1,500	
4300	10	PROGRAM SUPPLIES	1,564	3,400	3,900	1,500	
4455	10	ADMINISTRATION OVERHEAD	4,533	8,800	8,800	4,400	
5010	10	NEW ENDEAVOURS	3,094	3,094	2,000	-	
5015	10	SPONSOR/VOLUNTEER RECOGNITION	1,116	2,200	3,600	1,000	
5020	10	WEB PAGE	1,727	1,727	2,000	10,000	
5025	10	GREENOCK TOURS	-	-	4,500	-	
5040	10	CHRISTMAS IN COUNTRY EVENT	389	-	-	-	
5975	10	COMMUNITY RELATIONS PUBLICATION	-	-	1,200	2,500	
9999	10	RE-BRANDING/COMMUNICATIONS STRATEGY		20,000	-	10,000	
9999	10	ANNUAL REPORT				4,500	
9999	10	DISPLAYS				6,000	
			110,887	197,521	230,900	135,500	

2,856

31,429

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For presentation to Board

Education

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15000	15	GENERAL LEVY	30,825	61,650	61,650	62,600	
15300	15	DONATIONS	-	-	2,500	7,000	
16000	15	DEER PROGRAM (Bruce Power/NII)	6,715	14,000	19,500	19,500	
16050	15	WREN PROGRAM (In School Programming)	-	2,500	3,750	3,750	
16100	15	SUMMER PROGRAMS	-	-	2,900	2,900	
16250	15	EARTH WEEK PROGRAM	-	3,000	3,000	3,000	
			37,540	81,150	93,300	98,750	
Expenses							
4101	15	SALARIES	26,200	52,400	40,150	40,500	
4120	15	STAFF BENEFITS	2,390	4,700	5,000	5,400	
4125	15	STAFF BENEFITS - MERCS & OMERS	6,933	14,000	13,500	13,700	
4130	15	STAFF TRAVEL	43	400	1,700	1,700	
4140	15	STAFF DEVELOPMENT	-	-	300	300	
4150	15	STAFF UNIFORMS	-	250	250	250	
4160	15	OFFICE EXPENSE	77	200	700	700	
4170	15	TELEPHONE	305	850	850	850	
4260	15	PRINTING	-	-	150	150	
4300	15	PROGRAM SUPPLIES	157	850	1,700	1,700	
4455	15	ADMINISTRATION OVERHEAD	2,267	4,400	4,400	4,400	
4460	15	EQUIPMENT RENTAL	-	200	200	200	
4650	15	FLOOD WATERS & YOU	-	-	-	4,500	
4650	15	DEER PROGRAM	5,530	11,500	17,000	17,000	
4655	15	WREN PROGRAM	-	2,200	3,500	3,500	
4660	15	SUMMER PROGRAM	-	-	2,200	2,200	
4670	15	EARTH WEEK PROGRAM	-	2,000	1,700	1,700	
			43,902	93,950	93,300	98,750	

(6,362)

(12,800)

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For presentation to Board

Flood Warning

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15000	50	GENERAL LEVY	88,501	177,002	177,002	170,250	
15150	50	PROVINCIAL GRANT	20,349	81,400	40,698	40,700	
15400	50	RESERVES	404	850	850	850	
15600	50	STREAMGAUGE MAINTENANCE	267	400	400	400	
19990	50	MISCELLANEOUS	-	300	300	300	
			109,521	259,952	219,250	212,500	
Expenses							
4101	50	SALARIES	59,465	123,000	119,000	120,500	
4120	50	STAFF BENEFITS	4,338	8,100	8,400	9,000	
4125	50	STAFF BENEFITS - MERCS & OMERS	13,896	26,000	24,800	25,000	
4130	50	STAFF TRAVEL	4,655	12,000	12,000	9,500	
4140	50	STAFF DEVELOPMENT	-	590	1,250	1,000	
4150	50	STAFF UNIFORMS	-	300	300	300	
4160	50	OFFICE EXPENSE	30	300	500	300	
4170	50	TELEPHONE (STREAM GAUGES)	7,213	15,500	15,500	16,500	
4180	50	UTILITIES (STREAM GAUGES)	2,035	4,800	4,800	4,800	
4200	50	INSURANCE	396	700	700	700	
4300	50	MATERIALS AND SUPPLIES	546	3,000	3,100	500	
4310	50	STREAMGAUGE MAINTENANCE (DATA-FIELD)	3,565	10,000	10,000	10,000	
4455	50	ADMINISTRATION OVERHEAD	2,267	4,400	4,400	4,400	
4470	50	EQUIPMENT MAINTENANCE (DATA-OFFICE)	-	1,500	1,500	1,000	
4490	50	SOFTWARE LICENSING	-	7,500	7,500	8,000	
4495	50	FLOODWATERS & YOU	-	-	4,500	-	
4630	50	RESERVE PAYMENT (ORTHO & SOFTWARE)	500	1,000	1,000	1,000	
			98,906	218,690	219,250	212,500	

10,615

41,262

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For presentation to Board

Water Quality

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15000	45	GENERAL LEVY	50,125	100,250	100,250	99,400	
15400	45	RESERVES	707	725	640	-	
15650	45	BRUCE POWER MONITORING	-	3,000	-	-	
			50,832	103,975	100,890	99,400	
Expenses							
4101	45	SALARIES	24,264	53,000	53,000	53,300	
4120	45	STAFF BENEFITS	3,321	5,400	5,640	5,300	
4125	45	STAFF BENEFITS - MERCS & OMERS	5,253	11,200	11,200	11,350	
4130	45	STAFF TRAVEL	2,870	6,500	7,500	6,500	
4140	45	STAFF DEVELOPMENT	201	1,000	1,200	1,000	
4150	45	STAFF UNIFORMS	74	300	300	300	
4160	45	OFFICE EXPENSE	176	300	600	300	
4170	45	TELEPHONE	312	650	650	650	
4300	45	MATERIALS & SUPPLIES	646	1,500	1,500	1,000	
4455	45	ADMINISTRATION OVERHEAD	2,267	4,400	4,400	4,400	
4597	45	GROUNDWATER	806	1,800	1,800	1,300	
4790	45	BRUCE POWER MONITORING	1,578	3,000	-	-	
4794	45	SURFACE WATER	4,363	12,000	12,500	13,000	
4797	45	BIOMONITORING	269	600	600	1,000	
			46,402	101,650	100,890	99,400	

4,430

2,325

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For presentation to Board

Water Projects & Stewardship

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15000	40	GENERAL LEVY	28,084	56,168	56,168	56,094	
15100	40	SPECIAL LEVY	42,126	84,251	84,251	84,141	
15400	40	RESERVES	11,591	23,181	23,181	30,065	
19990	40	MISCELLANEOUS	500	3,000	-	-	
			82,301	166,600	163,600	170,300	
Expenses							
4101	40	SALARIES	14,662	32,000	32,000	33,000	
4120	40	STAFF BENEFITS	1,004	2,000	2,200	2,300	
4125	40	STAFF BENEFITS - MERCS & OMERS	3,492	6,700	6,600	6,700	
4130	40	STAFF TRAVEL	1,619	5,000	10,000	8,000	
4140	40	STAFF DEVELOPMENT	-	700	1,000	1,000	
4150	40	STAFF UNIFORMS	-	180	250	250	
4160	40	OFFICE EXPENSE	372	900	1,500	1,000	
4170	40	TELEPHONE	520	1,000	1,000	1,000	
4200	40	INSURANCE	322	750	750	750	
4455	40	ADMINISTRATION OVERHEAD	2,267	4,400	4,400	4,400	
4465	40	STEWARDSHIP SERVICES	647	15,000	15,000	15,000	
7101	40	DURHAM ICE MANAGEMENT	6,191	11,000	10,000	10,000	
7102	40	DURHAM LOWER DAM	1,093	7,000	6,500	6,500	
7103	40	DURHAM MIDDLE DAM	7,102	9,500	9,500	9,500	
7104	40	DURHAM UPPER DAM	4,271	14,000	14,000	14,000	
7105	40	INVERHURON FLOOD CONTROL	3,737	5,000	3,500	8,000	
7106	40	KINCARDINE PROJECTS	406	1,400	1,400	1,400	
7108	40	NEUSTADT FLOOD CONTROL	164	1,500	2,000	5,500	
7109	40	PAISLEY DYKE	10,998	28,000	28,000	28,000	
7110	40	PINKERTON DYKE	85	200	400	400	
7112	40	SOUTHAMPTON EROSION CONTROL	-	1,200	1,200	1,200	
7114	40	WALKERTON DYKES	4,251	12,000	12,000	12,000	
7115	40	MOUNT FOREST DAM MAINTENANCE	-	200	400	400	
			63,204	159,630	163,600	170,300	

19,097

6,970

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For presentation to Board

Environmental Planning & Regulations

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15000	20	GENERAL LEVY	142,150	284,300	284,300	333,450	
15400	20	RESERVES	-	-	-	20,000	
16550	20	PLAN SERVICES	39,848	106,000	115,000	140,500	
16600	20	LEGAL INQUIRIES	8,905	20,000	22,000	22,500	
16650	20	REGULATIONS APPLICATIONS	165,742	257,000	260,000	265,200	
16700	20	MAPS	214	500	-	500	
16750	20	STORMWATER MANAGEMENT	14,731	30,000	5,000	30,000	
16800	20	SPECIFIC PROPERTY INQUIRY FEE	41,542	92,000	105,000	107,100	
19990	20	MISCELLANEOUS	378	400	-		
			413,510	790,200	791,300	919,250	
Expenses							
4101	20	SALARIES	239,690	528,000	518,000	598,000	
4120	20	STAFF BENEFITS	18,364	35,000	39,000	48,500	
4125	20	STAFF BENEFITS - MERCS & OMERS	50,718	105,000	104,700	122,000	
4130	20	STAFF TRAVEL	11,735	30,000	30,000	29,000	
4140	20	STAFF DEVELOPMENT	1,399	6,000	6,000	5,000	
4150	20	STAFF UNIFORMS	-	2,600	2,600	2,750	
4160	20	OFFICE EXPENSE	6,315	11,000	11,000	13,500	
4170	20	TELEPHONE	2,645	7,000	6,500	7,500	
4190	20	ADVERTISING	2,595	4,500	4,500	4,500	
4215	20	LEGAL FEES	1,418	5,000	20,000	20,000	
4300	20	PLANNING SUPPLIES	616	1,500	1,500	1,500	
4455	20	ADMINISTRATION OVERHEAD	18,133	35,500	35,500	40,000	
4490	20	CONSULTANT FEES	2,035	12,500	11,000	26,000	
4630	20	RESERVE PAYMENT (ORTHO)	500	1,000	1,000	1,000	
			356,164	784,600	791,300	919,250	

57,346

5,600

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For Presentation to Board

Non Revenue Parks & Property Management

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15000	54	GENERAL LEVY	95,850	191,700	191,700	305,800	
15400	54	RESERVES	-	-	-	35,000	
15450	54	RENTAL REVENUE	5,674	11,200	11,200	12,000	
15550	54	DONATIONS	583	650	-	-	
15800	54	ADMISSION NON REVENUE PARKS	1,343	2,500	2,500	5,000	
19050	54	SUMMER CAREER GRANT	-	4,000	-	-	
19990	54	MISCELLANEOUS	145	500	1,000	800	
			103,595	210,550	206,400	358,600	
Expenses							
4101	54	SALARIES	37,455	98,500	80,500	161,900	
4120	54	STAFF BENEFITS	2,512	5,500	5,000	11,000	
4125	54	STAFF BENEFITS - MERCS & OMERS	8,549	19,000	15,225	31,200	
4130	54	STAFF TRAVEL	4,750	10,000	7,400	12,000	
4140	54	STAFF DEVELOPMENT	97	300	300	2,000	
4150	54	STAFF UNIFORMS	190	1,350	600	1,000	
4160	54	OFFICE EXPENSE	128	1,000	700	1,000	
4170	54	TELEPHONE	1,074	3,000	3,300	4,000	
4180	54	UTILITIES	6,696	16,000	16,350	18,000	
4190	54	ADVERTISING	737	1,500	-	1,000	
4200	54	INSURANCE	6,219	12,575	12,575	13,500	
4290	54	PARK REPAIRS & MAINTENANCE	6,482	35,000	28,800	60,000	
4295	54	HAZARD TREES	1,800	12,000	7,500	12,000	
4300	54	PARK SUPPLIES	634	4,000	4,000	5,000	
4305	54	WATER SAMPLING COSTS	647	1,200	1,200	1,500	
4350	54	PROPERTY TAXES	3,665	8,150	8,150	8,500	
4420	54	PARK SIGNAGE	-	500	500	1,500	
4455	54	ADMINISTRATION OVERHEAD	1,133	2,100	2,100	2,100	
4460	54	EQUIPMENT RENTAL	5,071	7,000	8,000	7,000	
4520	54	DURHAM DAY USE WATER	657	1,500	1,500	1,500	
4530	54	SHOP SUPPLIES	417	2,800	2,300	2,300	
4540	54	SMALL TOOLS	-	1,500	400	600	
			88,914	244,475	206,400	358,600	

14,681

(33,925)

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For presentation to Board

Brucedale Conservation Area

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15550	70	DONATIONS	241	250	-	-	
17500	70	SEASONAL CAMPING	82,877	82,877	62,000	80,000	
17550	70	DAILY CAMPING	-	-	10,000	-	
17565	70	TRAILER STORAGE	177	4,600	4,600	7,600	
17570	70	WOOD SALES	310	850	850	900	
17580	70	RESERVATION FEE	-	-	1,150	-	
17585	70	ENTRY & VEHICLE FEES	80	300	-	300	
17595	70	STORE REVENUE	14	450	450	500	
19990	70	MISCELLANEOUS	-	-	500	-	
			83,699	89,327	79,550	89,300	
Expenses							
4101	70	SALARIES	2,537	9,000	7,000	7,700	
4102	70	SALARIES - CONTRACT	3,530	11,500	11,100	16,200	
4103	70	SALARIES - SEASONAL	-	800	1,900	3,000	
4125	70	STAFF BENEFITS - MERCS & OMERS	1,107	3,200	3,000	2,450	
4130	70	STAFF TRAVEL	314	1,200	950	1,200	
4150	70	STAFF UNIFORMS	-	250	250	250	
4160	70	OFFICE EXPENSE	2,416	5,500	4,900	5,000	
4170	70	TELEPHONE	854	1,600	1,300	2,600	
4180	70	UTILITIES	2,077	11,500	11,500	12,500	
4190	70	ADVERTISING	198	300	400	300	
4200	70	INSURANCE	954	1,850	1,850	2,000	
4260	70	PRINTING	-	100	400	100	
4290	70	PARK REPAIRS & MAINTENANCE	3,612	7,500	6,000	9,000	
4300	70	PARK SUPPLIES	-	500	850	1,000	
4305	70	WATER SAMPLING COSTS	92	350	350	450	
4310	70	EQUIPMENT PURCHASE	-	1,300	400	1,500	
4350	70	PROPERTY TAXES	1,326	2,700	2,700	2,700	
4400	70	WOOD PURCHASES	450	900	700	1,000	
4410	70	ICE PURCHASES	-	300	300	400	
4420	70	PARK SIGNAGE	15	400	400	1,500	
4430	70	FUEL EXPENSE	-	200	300	300	
4460	70	EQUIPMENT RENTAL	10	200	200	250	
4580	70	EQUIPMENT MAINTENANCE	-	200	250	500	
4630	70	RERERVE CONTRIBUTION	-	4,000	-	4,000	
			19,491	65,350	57,000	75,900	

64,208

23,977

22,550

13,400

For presentation to Board

Durham Conservation Area

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15450	72	RESERVES	-	-	-	22,300	
15450	72	RENTALS	514	-	2,000	2,000	
17500	72	SEASONAL CAMPING	173,965	174,000	155,000	174,000	
17550	72	DAILY CAMPING	9,330	40,000	55,000	55,000	
17560	72	GROUP CAMPING	354	-	5,000	3,000	
17565	72	TRAILER STORAGE	177	12,000	8,000	12,000	
17570	72	WOOD SALES	679	6,500	6,000	7,000	
17580	72	RESERVATION FEE	985	5,000	5,500	5,500	
17585	72	ENTRY & VEHICLE FEES	834	2,300	3,000	3,000	
17595	72	STORE REVENUES	165	3,000	4,800	4,800	
19050	72	SUMMER CAREER GRANT	-	7,800	-	-	
19990	72	MISCELLANEOUS	550	1,500	3,000	3,000	
			187,553	252,100	247,300	291,600	
Expenses							
4101	72	SALARIES - REGULAR	13,777	44,200	45,000	64,000	
4102	72	SALARIES - CONTRACT	6,242	20,000	23,500	28,000	
4103	72	SALARIES - SEASONAL	4,396	32,000	38,000	38,000	
4120	72	STAFF BENEFITS	2,414	4,600	4,000	5,000	
4125	72	STAFF BENEFITS - MERCS & OMERS	5,725	19,000	21,000	26,000	
4130	72	STAFF TRAVEL	197	1,000	200	1,500	
4140	72	STAFF DEVELOPMENT	1,240	-	-	1,500	
4150	72	STAFF UNIFORMS	219	900	900	900	
4160	72	OFFICE EXPENSE	2,769	7,000	7,000	9,000	
4170	72	TELEPHONE	1,944	5,600	5,600	6,000	
4180	72	UTILITIES	11,591	30,600	30,600	32,600	
4190	72	ADVERTISING	380	500	800	1,000	
4200	72	INSURANCE	3,069	6,000	6,000	7,000	
4260	72	PRINTING	-	-	900	1,000	
4290	72	PARK REPAIRS & MAINTENANCE	4,825	18,000	18,000	25,000	
4300	72	PARK SUPPLIES	29	3,000	3,500	4,000	
4305	72	WATER SAMPLING COSTS	168	500	500	600	
4310	72	EQUIPMENT PURCHASE	-	1,700	1,000	3,000	
4350	72	PROPERTY TAXES	1,738	3,800	3,800	3,800	
4400	72	WOOD PURCHASES	708	5,000	4,600	5,500	
4410	72	STORE PURCHASES	1,390	3,200	2,800	3,200	
4420	72	PARK SIGNAGE	-	1,200	300	1,500	
4430	72	FUEL EXPENSE	1,512	4,700	4,700	5,000	
4460	72	EQUIPMENT RENTAL	-	300	300	500	
4470	72	EQUIPMENT MAINTENANCE	1,484	5,000	5,000	6,000	
4570	72	VEHICLE MAINTENANCE	1,179	4,500	6,000	7,000	
4630	72	RESERVE CONTRIBUTION	-	5,000	-	5,000	
			66,995	227,300	234,000	291,600	

120,558

24,800

13,300

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For presentation to Board

Sageen Bluffs Conservation Area

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15400	74	RESERVES	-	-	-	52,000	
15450	74	RENTALS	-	500	1,400	1,400	
17500	74	SEASONAL CAMPING	114,051	116,000	97,000	100,000	
17520	74	HORSE CAMPING	5,164	17,000	17,000	17,000	
17525	74	TRAILER/BUNKIE USE	2,013	5,500	7,000	7,000	
17550	74	DAILY CAMPING	35,384	90,000	96,000	96,000	
17560	74	GROUP CAMPING	-	-	12,000	10,000	
17565	74	TRAILER STORAGE	-	7,000	6,500	7,000	
17570	74	WOOD SALES	59	6,500	6,500	6,500	
17580	74	RESERVATION FEE	4,698	13,000	13,500	13,000	
17585	74	ENTRY & VEHICLE FEES	790	1,500	1,800	1,800	
17590	74	LAUNDROMAT	-	100	300	300	
17595	74	STORE REVENUES	303	2,500	3,200	2,000	
19050	74	SUMMER CAREER GRANT	-	15,700	-	-	
19990	74	MISCELLANEOUS	1,160	2,000	6,000	6,000	
			163,622	277,300	268,200	320,000	
Expenses							
4101	74	SALARIES - REGULAR	15,891	43,500	41,000	63,000	
4102	74	SALARIES - CONTRACT	7,828	27,000	27,000	28,000	
4103	74	SALARIES - SEASONAL	3,135	35,000	48,500	48,500	
4125	74	STAFF BENEFITS - MERCS & OMERS	4,497	17,000	18,500	20,000	
4130	74	STAFF TRAVEL	453	1,000	500	1,500	
4140	74	STAFF DEVELOPMENT	1,240	1,500	-	500	
4150	74	STAFF UNIFORMS	165	1,000	1,000	1,000	
4160	74	OFFICE EXPENSE	3,033	9,000	9,000	9,000	
4170	74	TELEPHONE	3,328	6,500	6,500	14,000	
4180	74	UTILITIES	9,500	34,100	34,100	35,600	
4190	74	ADVERTISING	403	500	1,400	1,000	
4200	74	INSURANCE	3,599	7,000	7,000	7,200	
4260	74	PRINTING	-	-	1,000	1,000	
4290	74	PARK REPAIRS & MAINTENANCE	3,676	23,000	23,000	50,000	
4300	74	PARK SUPPLIES	-	3,000	2,700	4,000	
4305	74	WATER SAMPLING COSTS	230	1,300	1,300	1,500	
4310	74	EQUIPMENT PURCHASE	-	1,100	1,100	3,000	
4350	74	PROPERTY TAXES	1,867	4,300	4,300	4,300	
4400	74	WOOD PURCHASES	2,208	6,000	5,500	6,000	
4410	74	STORE PURCHASES (ICE)	417	1,300	1,300	1,300	
4415	74	HORSE CAMPGROUND	1,017	2,000	4,000	-	
4420	74	PARK SIGNAGE	-	750	500	1,500	
4430	74	FUEL EXPENSE	2,626	5,700	5,700	6,000	
4460	74	EQUIPMENT RENTAL	75	600	300	600	
4470	74	EQUIPMENT MAINTENANCE	279	1,500	1,500	2,500	
4570	74	VEHICLE MAINTENANCE	84	5,000	8,000	5,000	
4630	74	RESERVE REPAYMENT	-	4,000	1,650	4,000	
			65,553	242,650	256,350	320,000	

98,069 34,650 11,850 0

For presentation to Board

Agricultural Lands

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15450	52	LAND RENTAL	5,055	15,000	15,000	15,500	
			5,055	15,000	15,000	15,500	
Expenses							
4101	52	SALARIES	1,321	3,500	4,000	5,000	
4125	52	STAFF BENEFITS - MERCS & OMERS	217	650	750	900	
4130	52	STAFF TRAVEL	260	850	850	1,000	
4290	52	REPAIR & MAINTENANCE	-	1,000	1,200	1,800	
4350	52	PROPERTY TAXES	741	1,400	1,400	1,400	
4460	52	EQUIPMENT RENTAL	174	600	600	800	
			2,714	8,000	8,800	10,900	

2,341 7,000 6,200 4,600

For presentation to Board

Forest Management

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
17000	30	FOREST PRODUCTS	-	180,000	200,000	180,000	
17300	30	TREE PLANTING	6,874	25,000	42,000	30,000	
17325	30	NURSERY STOCK	2,938	25,000	100,000	100,000	
17335	30	MFTIP	1,500	12,000	12,000	12,000	
17340	30	MARKING	-	1,000	500	1,000	
17350	30	LANDSCAPE STOCK	25,533	26,000	6,000	6,000	
17360	30	SPRAYING	-	12,000	19,000	15,000	
17365	30	ARBOUR DAY SALES	-	-	23,000	23,000	
17370	30	EAB TREATMENT	-	-	1,000	750	
19990	30	MISCELLANEOUS	6,951	7,000	1,000	1,000	
			43,796	288,000	404,500	368,750	
Expenses							
4101	30	SALARIES - REGULAR	61,395	110,000	127,000	90,000	
4120	30	STAFF BENEFITS	4,758	9,200	9,500	11,100	
4125	30	STAFF BENEFITS - MERCS & OMERS	13,837	24,000	26,700	19,000	
4130	30	STAFF TRAVEL	13,257	26,500	26,500	26,500	
4140	30	STAFF DEVELOPMENT	2,771	5,000	8,000	12,000	
4150	30	STAFF UNIFORMS	-	800	1,000	800	
4160	30	OFFICE EXPENSE	902	2,300	2,300	2,500	
4170	30	TELEPHONE	729	2,000	2,700	2,200	
4190	30	ADVERTISING	233	2,000	3,000	2,000	
4300	30	FORESTRY SUPPLIES	1,093	3,000	7,000	7,000	
4310	30	EQUIPMENT PURCHASE	-	5,000	3,000	5,000	
4315	30	FORESTRY WORKS	-	2,000	5,000	8,000	
4350	30	PROPERTY TAXES	18,476	35,000	35,000	35,000	
4360	30	SIGNS	31	700	1,000	1,000	
4455	30	ADMINISTRATION OVERHEAD	4,533	8,800	8,800	9,000	
4460	30	EQUIPMENT RENTAL	773	2,000	4,000	3,500	
4630	30	RESERVE PAYMENT (ORTHO)	500	1,000	1,000	1,000	
5070	30	FORESTRY DISPLAYS	-	-	750	1,000	
5090	30	NURSERY STOCK PURCHASES	15,000	22,000	90,000	100,000	
5091	30	LANDSCAPE STOCK PURCHASE	3,164	24,700	5,000	6,000	
5092	30	ARBOUR DAY PURCHASES	-	-	18,000	20,000	
6010	30	SPRAYING EXPENSE	268	1,000	2,000	1,000	
6015	30	EMERALD ASH BORER EXPENSE	-	-	600	500	
			141,719	287,000	387,850	364,100	

(97,923)	1,000	16,650	4,650
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Motor Pool

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15400	60	RESERVES	39,519	39,520	-	80,000	
18050	60	VEHICLE RENTAL	41,858	100,000	125,000	135,000	
18100	60	EQUIPMENT RENTAL	9,461	15,000	20,000	20,000	
18150	60	OFFICE EQUIPMENT RENTAL	4,569	10,000	11,500	12,000	
18200	60	SALE OF MOTOR POOL ASSETS	2,600	2,600	1,500	6,000	
			98,007	167,120	158,000	253,000	
Expenses							
4101	60	SALARIES	13,004	20,000	16,000	16,500	
4125	60	STAFF BENEFITS - MERCS & OMERS	2,673	4,200	3,200	3,400	
4310	60	EQUIPMENT PURCHASE	-	-	-	40,000	
4430	60	VEHICLE FUEL	9,103	25,000	30,000	35,000	
4560	60	EQUIPMENT FUEL	1,446	4,500	4,500	5,500	
4570	60	VEHICLE REPAIRS & MAINTENANCE	9,413	15,000	14,500	12,500	
4580	60	EQUIPMENT REPAIRS & MAINTENANCE	7,642	14,000	8,000	8,000	
4585	60	OFFICE EQUIPMENT REPAIR & MAINTENANCE	4,256	8,000	13,000	10,000	
4590	60	LICENCES & INSURANCE	6,328	11,500	11,500	12,500	
4620	60	VEHICLE PURCHASE	69,430	69,430	35,000	80,000	
			123,293	171,630	135,700	223,400	

(25,286)

(4,510)

22,300

29,600

For presentation to Board

Administration

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15000	80	GENERAL LEVY	225,828	451,655	451,655	490,000	
15400	80	RESERVES	-		-	4,800	
15450	80	RENTAL REVENUE	95	100	300	300	
19500	80	BANK INTEREST	5,258	42,100	65,000	49,300	
19990	80	MISCELLANEOUS	4,060	8,000	200	2,000	
			235,241	501,855	517,155	546,400	
Expenses							
4101	80	SALARIES	154,858	336,000	315,000	332,000	
4120	80	STAFF BENEFITS	5,885	17,000	17,800	22,000	
4125	80	STAFF BENEFITS - MERCS & OMERS	32,421	68,000	63,400	66,000	
4130	80	STAFF TRAVEL	2,069	7,000	13,805	13,000	
4140	80	STAFF DEVELOPMENT	-	500	2,000	2,000	
4150	80	STAFF UNIFORMS	-	1,000	750	800	
4160	80	OFFICE EXPENSE	3,554	7,000	8,000	8,000	
4170	80	TELEPHONE	4,118	15,000	9,000	11,000	
4180	80	UTILITIES	7,266	18,000	19,000	19,000	
4190	80	ADVERTISING	974	1,000	500	500	
4200	80	INSURANCE	11,540	21,500	21,500	22,000	
4210	80	HEALTH & SAFETY	5,737	12,000	12,000	12,000	
4220	80	AUDIT FEES	-	11,000	11,000	11,500	
4230	80	BANK SC & INTEREST	312	700	900	1,000	
4280	80	BUILDING MAINTENANCE	15,583	30,000	27,000	29,800	
4310	80	OFFICE EQUIPMENT PURCHASES	-	800	1,000	1,000	
4350	80	PROPERTY TAXES	3,687	7,700	7,700	8,000	
4370	80	BOARD OF DIRECTOR PER DIEM	8,270	18,000	17,000	17,000	
4380	80	BOARD OF DIRECTOR EXPENSES	3,567	7,000	9,000	9,000	
4385	80	CONSERVATION ONTARIO	28,813	28,800	30,000	30,000	
4390	80	DONATIONS & GIFTS	688	3,500	4,500	4,500	
4610	80	RESOURCE CENTRE EXPENSES	1,775	4,000	4,000	4,000	
4625	80	ADMINISTRATION OVERHEAD	- 39,667	- 77,700	- 77,700	- 77,700	
			251,452	537,800	517,155	546,400	

For presentation to Board

(16,211)

(35,945)

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Geographic Information Systems & Information Technology

			YTD	Projection	Budget	Budget	Notes
			June 30, 2020	Dec 31, 2020	2020	2021	
Revenues							
15000	37	GENERAL LEVY	78,912	157,825	157,825	146,525	
19990	37	MISCELLANEOUS	63	100	-	-	
			78,975	157,925	157,825	146,525	
Expenses							
4101	37	SALARIES	34,782	75,250	75,000	75,750	
4120	37	STAFF BENEFITS	2,472	4,900	5,100	5,400	
4125	37	STAFF BENEFITS - MERCS & OMERS	8,188	15,700	15,700	15,800	
4130	37	STAFF TRAVEL	229	600	1,000	1,000	
4140	37	STAFF DEVELOPMENT	-	-	500	1,000	
4150	37	STAFF UNIFORMS	-	300	250	300	
4160	37	OFFICE EXPENSE	72	250	250	250	
4170	37	TELEPHONE	306	625	625	625	
4245	37	IT HARDWARE & SOFTWARE LICENSING	3,752	22,000	22,000	16,000	
4455	37	ADMINISTRATION OVERHEAD	2,267	4,400	4,400	4,400	
4490	37	CONSULTANT FEES	15,573	32,000	32,000	25,000	
4630	37	RESERVE PAYMENT (ORTHO)	500	1,000	1,000	1,000	
			68,140	157,025	157,825	146,525	

10,835

900

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