

2018 Proposed Operating Budget

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Public Works

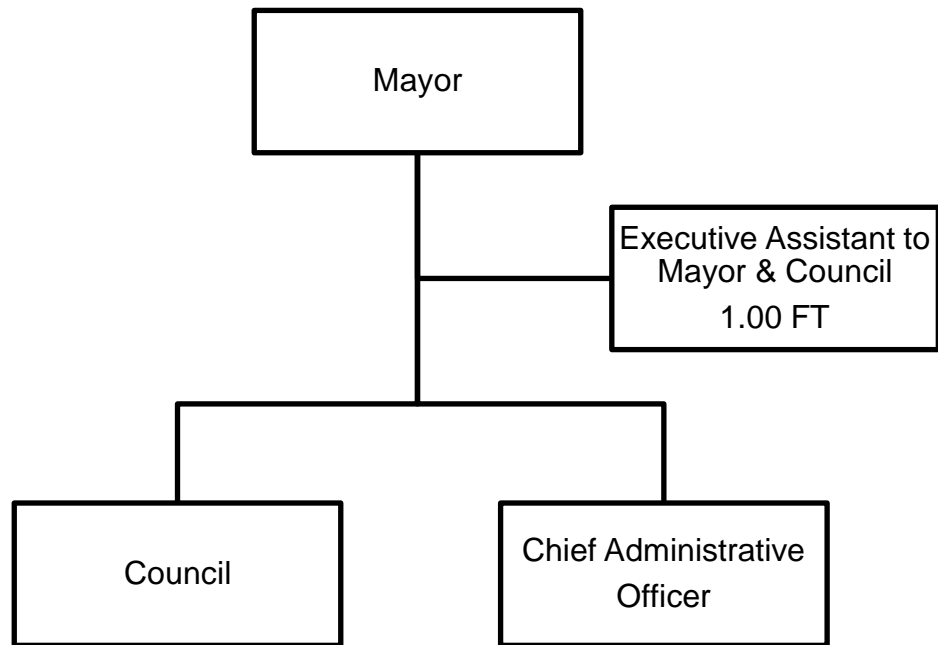
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2018 Tax Supported Proposed Operating Budget Summary				
	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Corporate Items				
Corporate Items	\$ (88,882,956)	\$ (92,774,344)	\$ (95,366,114)	\$ (2,591,770)
Summary Corporate Items	(88,882,956)	(92,774,344)	(95,366,114)	(2,591,770)
Mayor and Council				
Mayor and Council	725,503	810,358	811,089	731
Summary Mayor and Council	725,503	810,358	811,089	731
CAO				
Chief Administrative Office	396,943	777,302	643,145	(134,157)
Clerks	1,560,710	1,706,687	1,812,750	106,063
Legal	2,604,318	2,423,895	3,146,166	722,271
Summary CAO	4,561,971	4,907,884	5,602,061	694,177
Community Services				
Community Services - Administration	511,201	369,540	453,489	83,949
Building and Property	1,716,480	1,514,026	1,803,193	289,167
Cemeteries	78,583	135,936	154,620	18,684
Customer Services	1,033,517	958,671	726,290	(232,381)
Library Services	1,629,675	1,753,390	1,853,131	99,741
Parks, Recreation and Culture	5,032,176	5,687,342	6,118,447	431,105
Summary Community Services	10,001,632	10,418,905	11,109,170	690,265

2018 Tax Supported Proposed Operating Budget Summary				
	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Corporate Services				
Corporate Services General	386,508	386,427	395,450	9,023
Communications, Advertising and Marketing	305,704	347,410	404,735	57,325
Financial Services	619,105	-	-	-
Human Resources	2,157,439	1,986,600	2,477,794	491,194
Information Technology	2,065,680	2,192,381	2,773,406	581,025
Revenue and Procurement	336,336	723,343	714,474	(8,869)
Treasury	779,402	982,395	969,513	(12,882)
Summary Corporate Services	6,650,174	6,618,556	7,735,372	1,116,816
Development Services				
Building Department	1,671	-	-	-
Conservation Authority	1,527,741	1,112,571	1,345,424	232,853
Economic Development	760,391	1,047,939	1,186,142	138,203
Geographic Information	280,997	283,774	295,048	11,274
Planning and Development	1,110,252	1,313,990	1,263,562	(50,428)
Summary Development Services	3,681,051	3,758,274	4,090,176	331,902
Engineering and Corporate Assets				
Airport	75,834	11,218	49,992	38,774
Corporate Assets	257,094	262,809	267,905	5,096
Engineering	1,448,405	1,550,777	1,406,634	(144,143)
Summary Engineering and Corporate Assets	1,781,334	1,824,804	1,724,531	(100,273)
Emergency Services				
Fire Rescue Services	7,468,914	7,077,724	7,903,450	825,726
Paramedic Services	4,368,386	4,557,109	4,550,494	(6,615)
Kawartha Lakes Police	7,866,922	7,914,945	8,267,239	352,294
OPP	8,152,821	8,738,634	8,562,018	(176,616)
Summary Emergency Services	27,857,043	28,288,412	29,283,201	994,789

2018 Tax Supported Proposed Operating Budget Summary				
	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Human Services				
Contributions to Organizational Health Care	1,870,588	1,925,619	1,970,267	44,648
Child Care Programs	486,420	494,560	493,029	(1,531)
Homelessness Program	467,106	467,106	467,106	-
Housing	4,171,809	4,003,187	3,910,429	(92,758)
Ontario Works Delivery	1,793,647	1,868,327	1,860,864	(7,463)
Ontario Works Programs	673,856	485,707	106,155	(379,552)
Nurse Practitioner	104,596	106,698	106,698	-
Victoria Manor	627,670	1,005,875	856,852	(149,023)
Community Social Investment Fund	130,308	130,300	130,300	-
Summary Human Services	10,326,000	10,487,379	9,901,700	(585,679)
Public Works				
Public Works - Administration	1,140,234	1,222,544	564,977	(657,567)
Fleet	493,008	625,047	643,530	18,483
Roads and Bridges	18,476,057	19,584,612	23,174,552	3,589,940
Transit	761,095	610,267	716,553	106,286
Waste Management	3,727,844	3,617,302	4,071,942	454,640
Summary Public Works	24,598,238	25,659,772	29,171,554	3,511,782
Total	1,299,990	-	4,062,740	4,062,740

Corporate Items				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Tax Revenues	\$ (100,176,580)	\$ (103,247,822)	\$ (104,943,689)	\$ (1,695,867)
Grants	(12,097,091)	(12,246,077)	(12,686,461)	(440,384)
Other Revenues	(2,982,877)	(2,164,783)	(3,358,673)	(1,193,890)
User Charges, Licenses & Fines	(28,210)	(40,000)	(40,000)	-
Prior Years (Surplus) Deficit	(1,359,913)	-	-	-
Total Revenue	(116,644,670)	(117,698,682)	(121,028,823)	(3,330,141)
Expenses				
Salaries, Wages and Benefits	626,817	(1,215,000)	(900,000)	315,000
Materials, Supplies & Services	87,322	482,277	901,700	419,423
Contracted Services	115,467	15,000	15,000	-
Rents & Insurance Expenses	1,635	-	-	-
Interest on Long Term Debt	704,069	773,937	1,484,036	710,099
Debt, Lease & Financial	4,881,955	5,413,094	7,350,060	1,936,966
Transfer to External Clients	1,632,522	1,558,600	1,558,600	-
Interfunctional Adjustments	19,711,927	17,896,430	15,253,313	(2,643,117)
Total Expenses	27,761,715	24,924,338	25,662,709	738,371
Tax Support Required	(88,882,956)	(92,774,344)	(95,366,114)	(2,591,770)



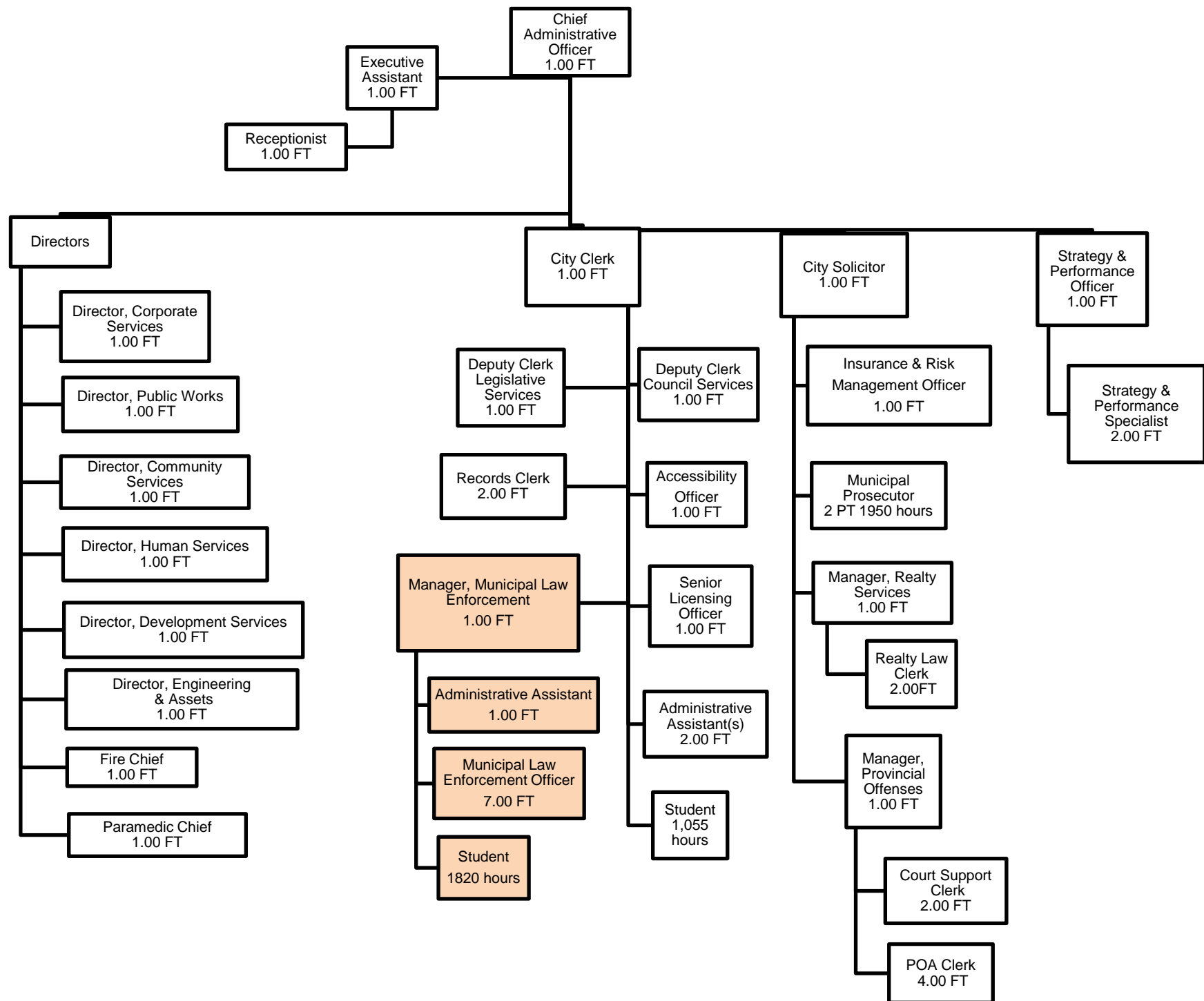
Mayor and Council

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Expenses				
Salaries, Wages and Benefits	\$ 651,652	\$ 718,858	\$ 731,089	\$ 12,231
Materials, Supplies & Services	73,808	91,000	80,000	(11,000)
Interfunctional Adjustments	43	500	-	(500)
Total Expenses	725,503	810,358	811,089	731
Tax Support Required	725,503	810,358	811,089	731

Office of the Chief Administrative Officer

Budget to priorities

- Implementation of the 2016-2019 City Strategic Plan
- Implementation of the 2018 Municipal Election, including implementation of Ward boundary changes, Council composition and applicable Provincial legislation changes
- Continued review and rationalization of City lands, buildings and spaces
- Development and implementation of the City's Healthy Environment Plan
- Development and execution of the Electronic Document Management Program
- Proactive sale of surplus lands and buildings to invest back in future capital projects



Office of the CAO - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Clerk	19.6	9.6	10
Legal	13	13	-
Strategy and Performance	3	3	-
Total	39.6	29.6	10

Type	2018	2017
Full-time	37	28
Part-time	1	1
Seasonal	-	-
Students	1.6	0.6
Project/contract	-	-
Total	39.6	29.6
Non Union Positions	13	12
Unionized Positions	26.6	17.6
Total	39.6	29.6

Office of the Chief Administrative Officer

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (373,608)	\$ -	\$ -	\$ -
Total Revenue	(373,608)	-	-	-
Expenses				
Salaries, Wages and Benefits	731,019	737,675	596,183	(141,492)
Materials, Supplies & Services	82,722	84,750	87,600	2,850
Contracted Services	1,220	5,000	10,000	5,000
Rents & Insurance Expenses	1,102	1,400	1,400	-
Interfunctional Adjustments	(45,512)	(51,523)	(52,038)	(515)
Total Expenses	770,551	777,302	643,145	(134,157)
Tax Support Required	396,943	777,302	643,145	(134,157)

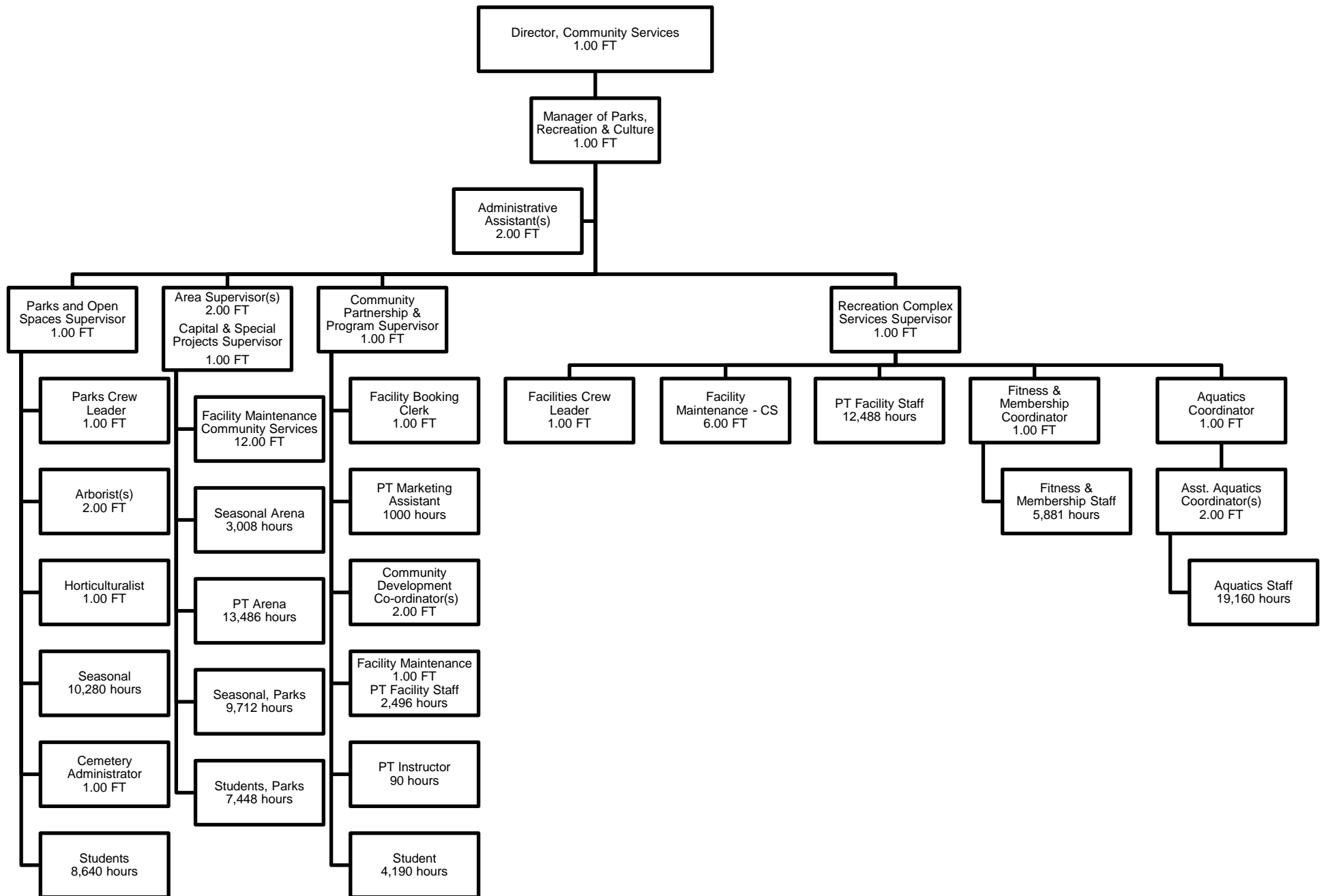
Clerks				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Transfer from Reserve	\$ -	\$ (5,176)	\$ (11,353)	\$ (6,177)
User Charges, Licenses & Fines	(467,292)	(475,927)	(369,427)	106,500
Total Revenue	(467,292)	(481,103)	(380,780)	100,323
Expenses				
Salaries, Wages and Benefits	1,499,682	1,613,662	1,586,634	(27,028)
Materials, Supplies & Services	164,949	196,400	299,350	102,950
Contracted Services	160,651	148,900	331,900	183,000
Rents & Insurance Expenses	3,556	5,500	5,500	-
Transfer to External Clients	78,176	110,000	110,000	-
Interfunctional Adjustments	120,988	113,328	(139,854)	(253,182)
Total Expenses	2,028,001	2,187,790	2,193,530	5,740
Tax Supported Required	1,560,710	1,706,687	1,812,750	106,063

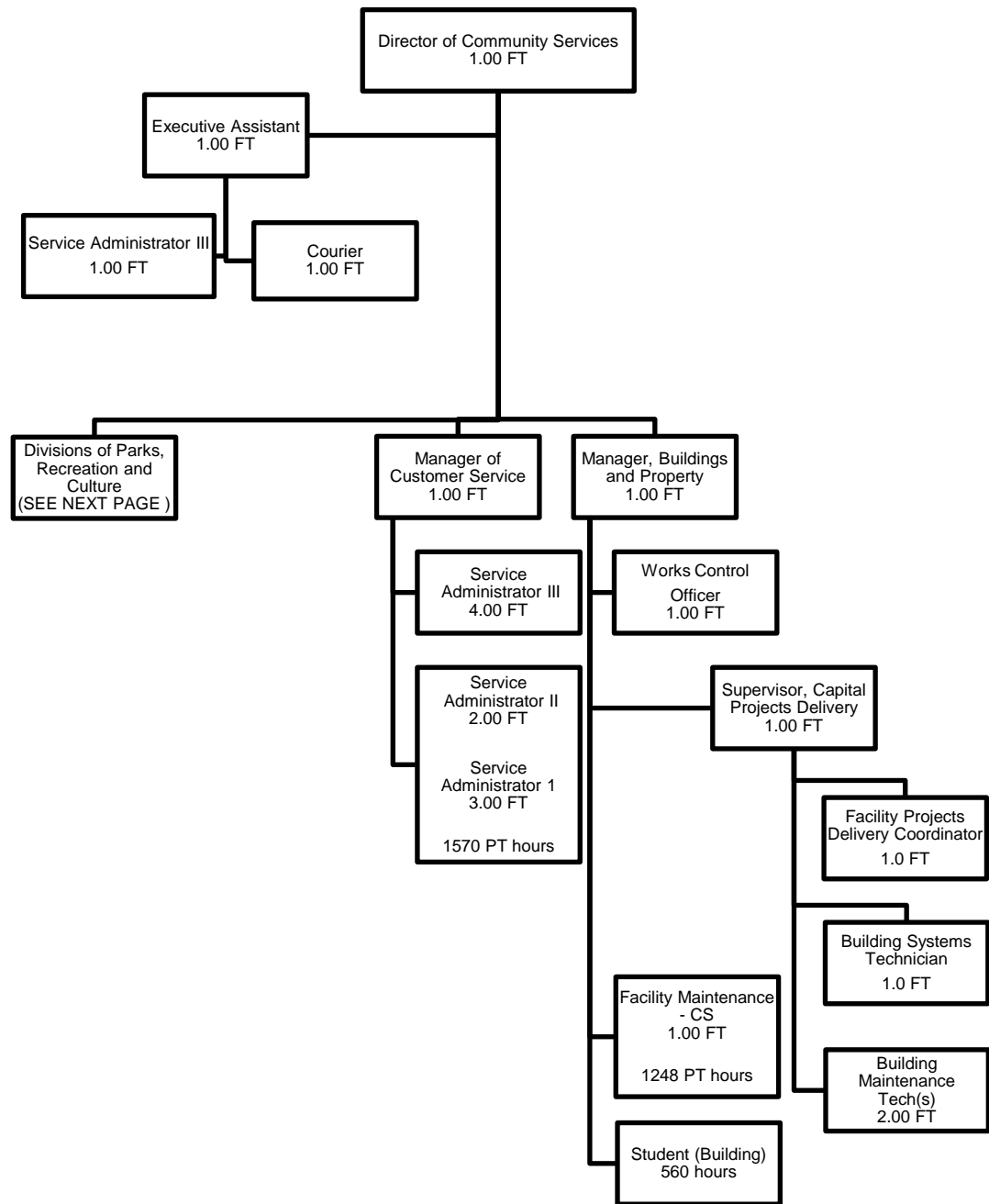
Legal				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenues				
Other Revenues	\$ (58,930)	\$ -	\$ -	\$ -
User Charges, Licenses & Fines	(2,927,012)	(2,951,898)	(2,915,648)	36,250
Total Revenues	(2,985,942)	(2,951,898)	(2,915,648)	36,250
Expenses				
Salaries, Wages and Benefits	1,063,799	1,109,794	1,136,190	26,396
Materials, Supplies & Services	138,316	101,300	104,550	3,250
Contracted Services	658,352	521,800	584,300	62,500
Rents & Insurance Expenses	3,005,434	3,230,000	3,230,700	700
Debt, Lease & Financial	26,732	27,500	27,500	-
Transfer to External Clients	526,119	580,000	580,000	-
Interfunctional Adjustments	171,507	(194,601)	398,574	593,175
Total Expenses	5,590,260	5,375,793	6,061,814	686,021
Tax Support Required	2,604,318	2,423,895	3,146,166	722,271

Community Services

Budget to priorities

- Implement Arena Capital Plan
- Complete Council policy updates and reviews
- Implement Bobcaygeon Beach Trailer Park Development
- Finalize Customer Service Standards
- Support the achievement of the City's Strategic Plan





Community Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Building and Property	8.9	8.9	-
Customer Service	10.9	10.9	-
Parks, Recreation and Culture	88.11	88.11	-
Total	111.91	111.91	-

Type	2018	2017
Full-time	63	63
Part-time	27.82	27.82
Seasonal	11	11
Students	10.09	10.09
Total	111.91	111.91
Non Union Positions	12	12
Unionized Positions	99.91	99.91
Total	111.91	111.91

Community Services Administration				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (27,200)	\$ -	\$ -	\$ -
Other Revenues	(18,500)	-	-	-
Total Revenue	(45,700)	-	-	-
Expenses				
Salaries, Wages and Benefits	331,655	320,215	402,825	82,610
Materials, Supplies & Services	15,407	7,900	7,900	-
Contracted Services	3,051	30,650	30,650	-
Rents & Insurance Expenses	195,954	1,000	1,000	-
Interfunctional Adjustments	10,833	9,775	11,114	1,339
Total Expenses	556,901	369,540	453,489	83,949
Tax Support Required	511,201	369,540	453,489	83,949

Building and Property

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (68,762)	\$ (97,542)	\$ (92,742)	\$ 4,800
Total Revenue	(68,762)	(97,542)	(92,742)	4,800
Expenses				
Salaries, Wages and Benefits	413,030	527,624	704,932	177,308
Materials, Supplies & Services	667,664	587,320	613,937	26,617
Contracted Services	625,629	530,025	611,585	81,560
Rents & Insurance Expenses	1,244	1,600	1,600	-
Interfunctional Adjustments	77,675	(35,001)	(36,119)	(1,118)
Total Expenses	1,785,242	1,611,568	1,895,935	284,367
Tax Support Required	1,716,480	1,514,026	1,803,193	289,167

Cemeteries				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (20,483)	\$ (5,000)	\$ (5,000)	\$ -
User Charges, Licenses & Fines	(94,292)	(100,535)	(100,535)	-
Total Revenue	(114,775)	(105,535)	(105,535)	-
Expenses				
Salaries, Wages and Benefits	91,708	146,889	162,073	15,184
Materials, Supplies & Services	11,081	16,157	17,657	1,500
Contracted Services	90,438	96,425	98,425	2,000
Debt, Lease & Financial	97	-	-	-
Interfunctional Adjustments	34	(18,000)	(18,000)	-
Total Expenses	193,358	241,471	260,155	18,684
Tax Support Required	78,583	135,936	154,620	18,684

Customer Services

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (7,733)	\$ (1,800)	\$ (41,800)	\$ (40,000)
Total Revenue	(7,733)	(1,800)	(41,800)	(40,000)
Expenses				
Salaries, Wages and Benefits	1,054,983	971,322	777,654	(193,668)
Materials, Supplies & Services	25,800	25,400	27,300	1,900
Contracted Services	-	3,000	3,000	-
Rents & Insurance Expenses	20,885	22,000	22,000	-
Interfunctional Adjustments	(60,419)	(61,251)	(61,864)	(613)
Total Expenses	1,041,250	960,471	768,090	(192,381)
Tax Support Required	1,033,517	958,671	726,290	(232,381)

Library Services

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (203,741)	\$ (208,833)	\$ (214,133)	\$ (5,300)
Other Revenues	(92,629)	(83,060)	(84,020)	(960)
User Charges, Licenses & Fines	(28,356)	(22,825)	(18,700)	4,125
Total Revenue	(324,727)	(314,718)	(316,853)	(2,135)
Expenses				
Salaries, Wages and Benefits	1,264,465	1,355,578	1,406,254	50,676
Materials, Supplies & Services	475,405	461,105	492,930	31,825
Contracted Services	192,380	198,722	213,650	14,928
Rents & Insurance Expenses	21,752	48,873	53,350	4,477
Interfunctional Adjustments	400	3,830	3,800	(30)
Total Expenses	1,954,402	2,068,108	2,169,984	101,876
Tax Support Required	1,629,675	1,753,390	1,853,131	99,741

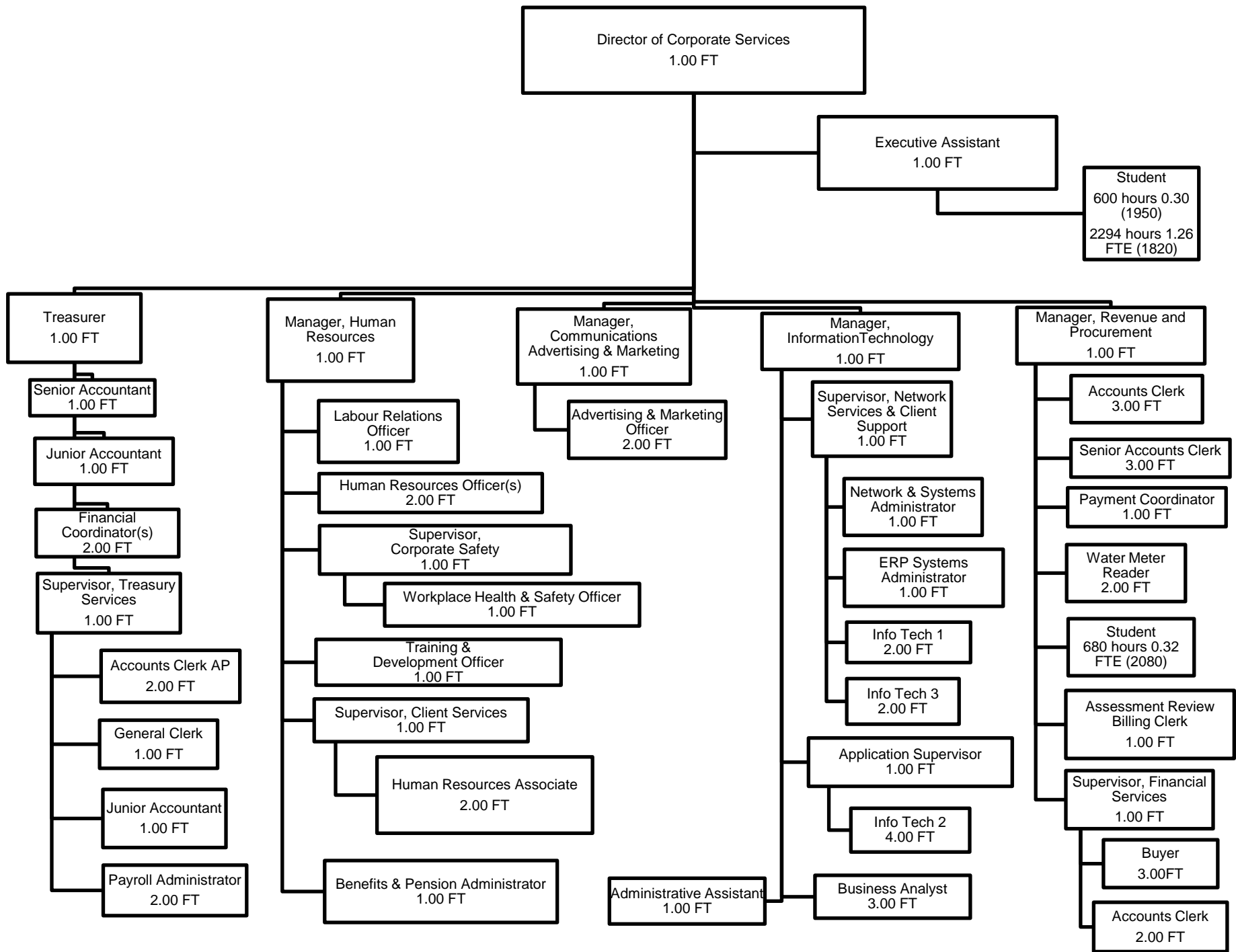
Parks, Recreation and Culture

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (49,793)	\$ (69,700)	\$ (69,700)	\$ -
Other Revenues	(443,850)	(326,800)	(321,100)	5,700
User Charges, Licenses & Fines	(3,772,207)	(3,856,202)	(3,637,242)	218,960
Total Revenue	(4,265,850)	(4,252,702)	(4,028,042)	224,660
Expenses				
Salaries, Wages and Benefits	4,587,005	4,856,158	5,050,156	193,998
Materials, Supplies & Services	2,940,542	2,319,868	2,368,538	48,670
Contracted Services	1,407,032	1,814,303	1,835,803	21,500
Rents & Insurance Expenses	7,827	2,500	2,500	-
Debt, Lease & Financial	57,978	50,050	50,050	-
Transfer to External Clients	5,500	238,000	188,000	(50,000)
Interfunctional Adjustments	292,142	659,165	651,442	(7,723)
Total Expenses	9,298,026	9,940,044	10,146,489	206,445
Tax Support Required	5,032,176	5,687,342	6,118,447	431,105

Corporate Services

Budget to priorities

- Execution of the comprehensive Human Resources Strategy
- Development and execution of the Communications, Marketing and Advertising Strategy
- Ongoing refinement and execution of the 5/10 Year Budget Strategy
- Fiscal Resource Management through effective and strategic debt and cash management practices
- Implementation and optimization of new enterprise resource planning system
- Review of Vendor Management Program
- Implementation of e-bidding and vendor self service



Corporate Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	3.56	3.56	-
Human Resources	11	11	-
Treasury	12	12	-
Revenue and Procurement	17.32	17.32	-
Information Technology	17	17	-
Communications	3	3	-
Financial Services	-	-	-
Total	64	64	-

Type	2018	2017
Full-time	62	62
Part-time	-	-
Seasonal	-	-
Students	1.88	1.88
Total	63.88	63.88
Non Union Positions	22	22
Unionized Positions	41.88	41.88
Total	63.88	63.88

Corporate Services General

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Expenses				
Salaries, Wages and Benefits	\$ 335,413	\$ 331,727	\$ 339,750	\$ 8,023
Materials, Supplies & Services	51,020	54,700	55,700	1,000
Interfunctional Adjustments	75	-	-	-
Total Expenses	386,508	386,427	395,450	9,023
Tax Support Required	386,508	386,427	395,450	9,023

Communications, Advertising and Marketing

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (42,961)	\$ (35,000)	\$ -	\$ 35,000
Total Revenue	(42,961)	(35,000)	-	35,000
Expenses				
Salaries, Wages and Benefits	211,241	244,348	270,135	25,787
Materials, Supplies & Services	136,597	133,562	118,100	(15,462)
Contracted Services	828	4,500	16,500	12,000
Total Expenses	348,665	382,410	404,735	22,325
Tax Support Required	305,704	347,410	404,735	57,325

Financial Services

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (25,513)	\$ -	\$ -	\$ -
Total Revenue	(25,513)	-	-	-
Expenses				
Salaries, Wages and Benefits	619,197	-	-	-
Materials, Supplies & Services	27,984	-	-	-
Interfunctional Adjustments	(2,563)	-	-	-
Total Expenses	644,618	-	-	-
Tax Support Required	619,105	-	-	-

Human Resources

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (276)	\$ (33,056)	\$ -	\$ 33,056
Total Revenue	(276)	(33,056)	-	33,056
Expenses				
Salaries, Wages and Benefits	2,428,739	2,217,712	2,558,181	340,469
Materials, Supplies & Services	214,750	260,200	297,200	37,000
Contracted Services	161,496	220,600	235,600	15,000
Rents & Insurance Expenses	5,791	11,500	11,500	-
Interfunctional Adjustments	(653,060)	(690,356)	(624,687)	65,669
Total Expenses	2,157,715	2,019,656	2,477,794	458,138
Tax Support Required	2,157,439	1,986,600	2,477,794	491,194

Information Technology				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (25,000)	\$ (1,782)	\$ -	\$ 1,782
User Charges, Licenses & Fines	(844)	-	-	-
Total Revenue	(25,844)	(1,782)	-	1,782
Expenses				
Salaries, Wages and Benefits	1,129,140	1,299,509	1,495,076	195,567
Materials, Supplies & Services	60,502	56,210	93,545	37,335
Contracted Services	1,327,090	1,391,422	1,631,500	240,078
Interfunctional Adjustments	(425,209)	(552,978)	(446,715)	106,263
Total Expenses	2,091,523	2,194,163	2,773,406	579,243
Tax Support Required	2,065,680	2,192,381	2,773,406	581,025

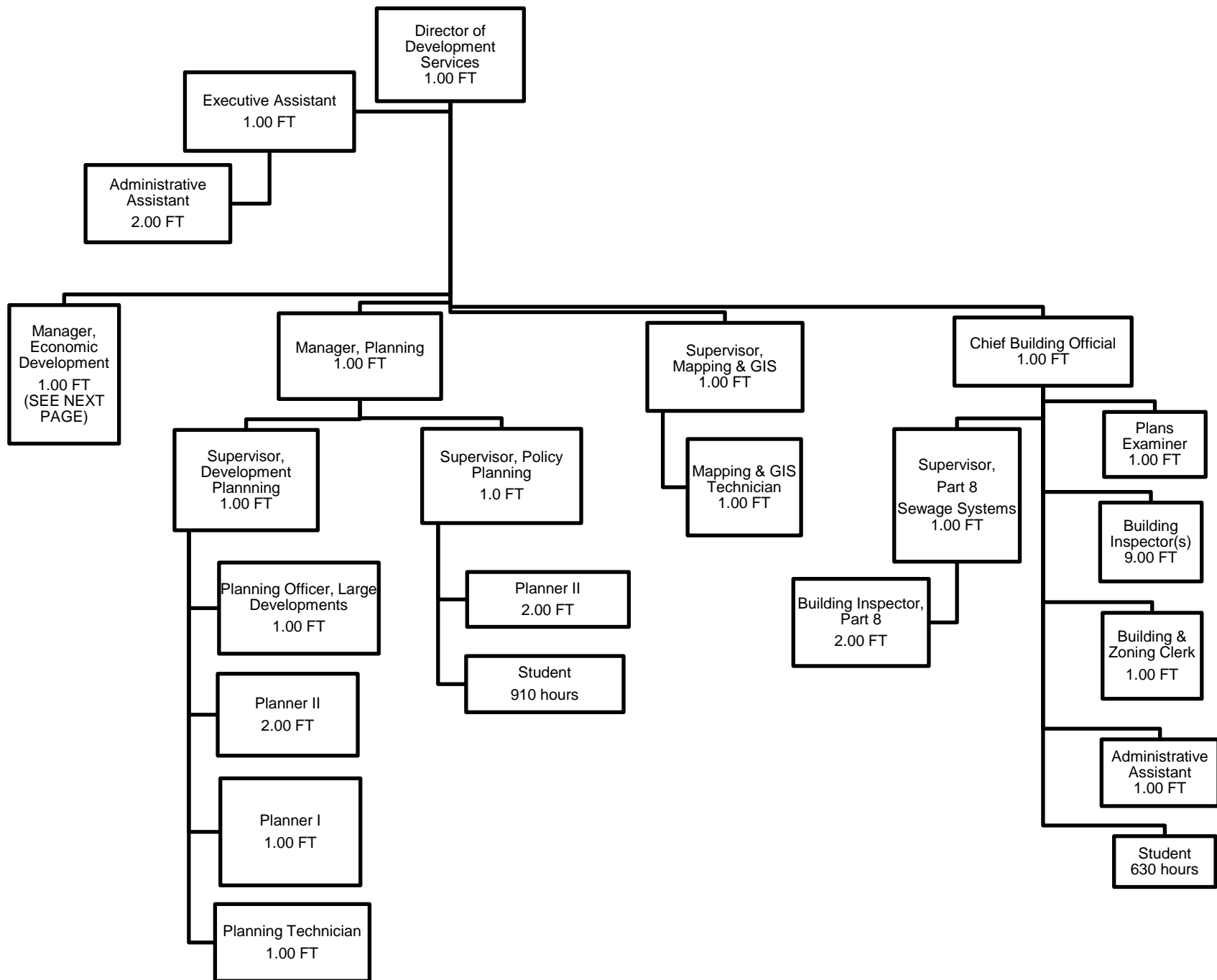
Revenue and Procurement				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (752,262)	\$ (629,300)	\$ (677,000)	\$ (47,700)
Total Revenue	(752,262)	(629,300)	(677,000)	(47,700)
Expenses				
Salaries, Wages and Benefits	885,468	1,351,889	1,324,663	(27,226)
Materials, Supplies & Services	312,094	389,175	518,450	129,275
Contracted Services	189,134	111,300	90,000	(21,300)
Rents & Insurance Expenses	3,708	5,000	2,500	(2,500)
Debt, Lease & Financial	79,315	33,600	33,600	-
Interfunctional Adjustments	(381,121)	(538,321)	(577,739)	(39,418)
Total Expenses	1,088,598	1,352,643	1,391,474	38,831
Tax Support Required	336,336	723,343	714,474	(8,869)

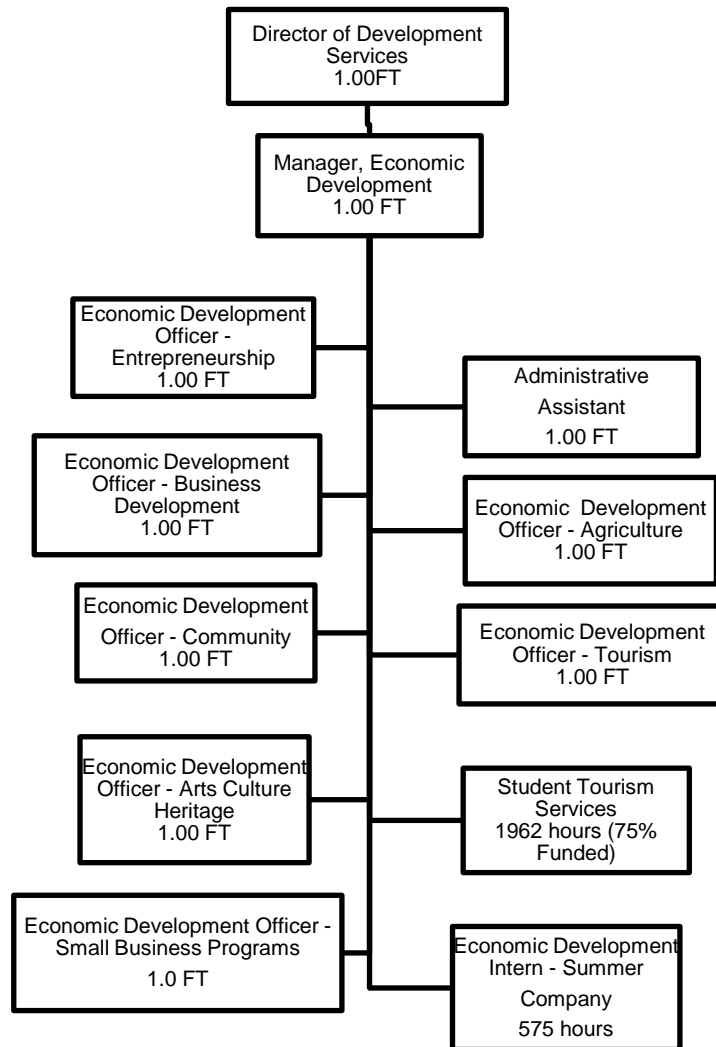
Treasury				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (7,337)	\$ -	\$ -	\$ -
Other Revenues	(109)	-	-	-
Total Revenue	(7,446)	-	-	-
Expenses				
Salaries, Wages and Benefits	808,794	939,048	991,333	52,285
Materials, Supplies & Services	27,470	12,100	20,950	8,850
Contracted Services	93,798	183,805	105,000	(78,805)
Rents & Insurance Expenses	3,112	4,500	-	(4,500)
Debt, Lease & Financial	70	250	250	-
Interfunctional Adjustments	(146,396)	(157,308)	(148,020)	9,288
Total Expenses	786,848	982,395	969,513	(12,882)
Tax Support Required	779,402	982,395	969,513	(12,882)

Development Services

Budget to priorities

- Ontario Municipal Board (OMB) proceedings for the General Amendment and Secondary Plans
- Update to the City's Growth Management Strategy to phase in the updated population and employment forecasts to 2041
- Implement the Zoning By-law Consolidation Project
- Implement a comprehensive Economic Development Strategy
- Implement the Arts, Culture and Heritage Program
- Administer the Mandatory Sewage System Maintenance Inspection Program for private on-site sewage systems, phase two in 2017
- Integration of City's Enterprise JD Edwards Enterprise Resource Planning System with GIS
- Release of new GIS website with publicly accessible maps, map services and GIS open data services





Development Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Planning	10.5	10.5	-
Mapping and GIS	2	2	-
Building	16.35	16.35	-
Municipal Law Enforcement	0	10	-10
Economic Development	10.4	10.4	-
Total	43.25	53.25	-10

Type	2018	2017
Full-time	41	50
Part-time	-	-
Seasonal	-	-
Students	1.95	2.95
Project/contract	0.3	0.3
Total	43.25	53.25
Non Union Positions	17	18
Unionized Positions	26.25	35.25
Total	43.25	53.25

Building Department				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (1,594,409)	\$ (1,587,901)	\$ (1,989,380)	\$ (401,479)
Total Revenue	(1,594,409)	(1,587,901)	(1,989,380)	(401,479)
Expenses				
Salaries, Wages and Benefits	1,096,282	1,312,044	1,402,376	90,332
Materials, Supplies & Services	41,376	64,600	126,600	62,000
Contracted Services	63,681	2,470	-	(2,470)
Interfunctional Adjustments	394,741	208,787	460,404	251,617
Total Expenses	1,596,079	1,587,901	1,989,380	401,479
Tax Support Required	1,671	-	-	-

Conservation Authority

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ -	\$ (140,895)	\$ (140,895)	\$ -
Total Revenue	-	(140,895)	(140,895)	-
Expenses				
Transfer to External Clients	1,527,741	1,253,466	1,486,319	232,853
Total Expenses	1,527,741	1,253,466	1,486,319	232,853
Tax Support Required	1,527,741	1,112,571	1,345,424	232,853

Economic Development				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (325,658)	\$ (283,129)	\$ (163,640)	\$ 119,489
Other Revenues	(131,702)	(49,300)	(236,171)	(186,871)
User Charges, Licenses & Fines	(2,862)	(4,700)	600	5,300
Total Revenue	(460,221)	(337,129)	(399,211)	(62,082)
Expenses				
Salaries, Wages and Benefits	779,275	838,763	952,348	113,585
Materials, Supplies & Services	272,812	410,305	476,005	65,700
Contracted Services	167,594	136,000	156,000	20,000
Rents & Insurance Expenses	611	-	1,000	1,000
Transfer to External Clients	-	-	-	-
Interfunctional Adjustments	321	-	-	-
Total Expenses	1,220,612	1,385,068	1,585,353	200,285
Tax Support Required	760,391	1,047,939	1,186,142	138,203

Geographic Information

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Expenses				
Salaries, Wages and Benefits	\$ 182,210	\$ 178,834	\$ 190,108	\$ 11,274
Materials, Supplies & Services	11,330	8,400	8,400	-
Contracted Services	87,456	96,540	96,540	-
Total Expenses	280,997	283,774	295,048	11,274
Tax Support Required	280,997	283,774	295,048	11,274

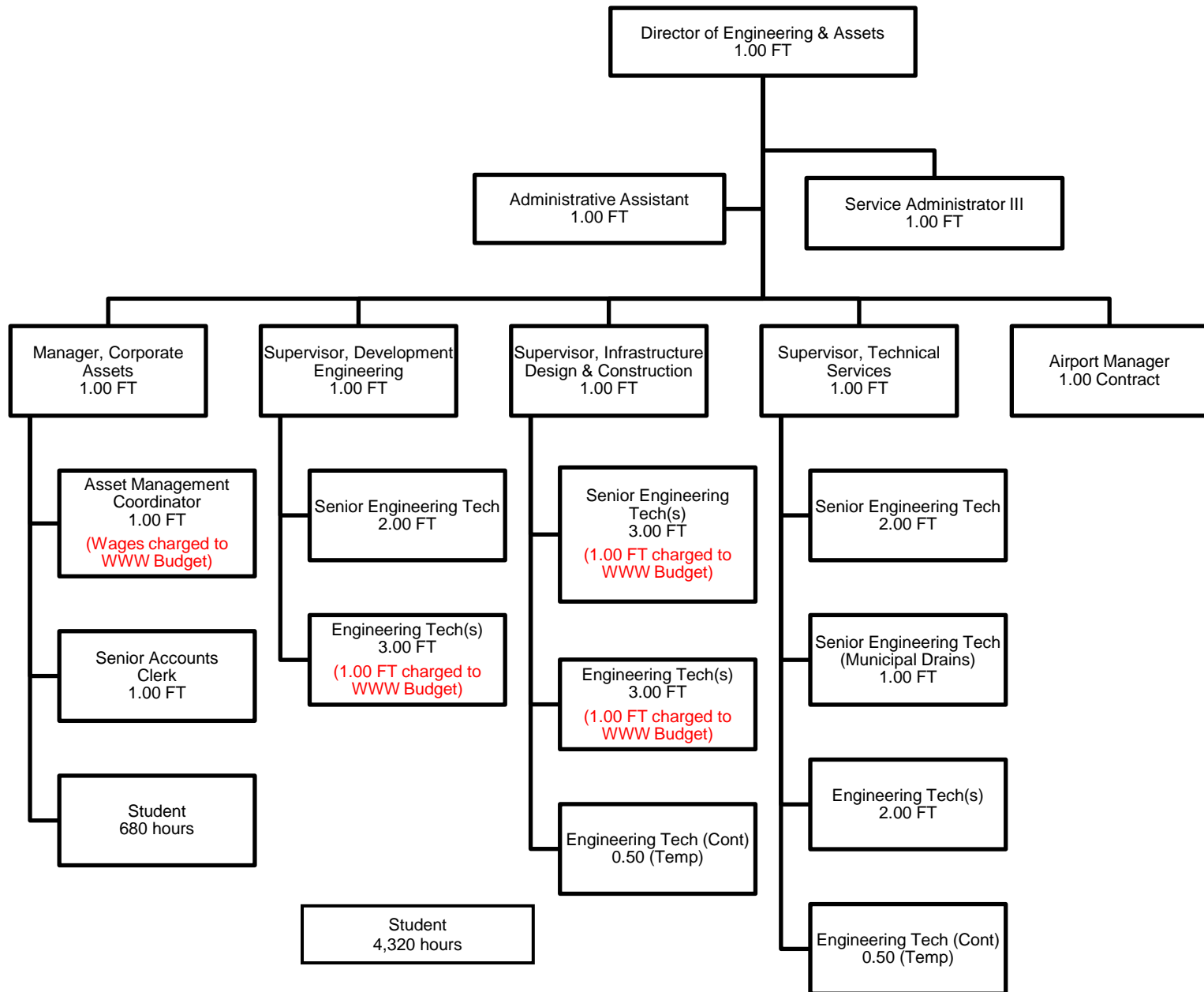
Planning and Development

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (343,088)	\$ (547,944)	\$ (585,800)	\$ (37,856)
User Charges, Licenses & Fines	(11,659)	(9,000)	(9,000)	-
Total Revenue	(354,747)	(556,944)	(594,800)	(37,856)
Expenses				
Salaries, Wages and Benefits	1,230,002	1,306,743	1,440,151	133,408
Materials, Supplies & Services	77,798	98,000	100,300	2,300
Contracted Services	163,185	467,000	317,000	(150,000)
Rents & Insurance Expenses	1,738	2,700	3,000	300
Debt, Lease & Financial	742	500	1,000	500
Interfunctional Adjustments	(8,466)	(4,009)	(3,089)	920
Total Expenses	1,464,999	1,870,934	1,858,362	(12,572)
Tax Support Required	1,110,252	1,313,990	1,263,562	(50,428)

Engineering and Corporate Assets

Budget to Priorities

- Develop and maintain the City's Asset Management Strategy and Asset Management Plan (AMP)
- Ensure responsible development with infrastructure that conforms to City standards
- Provide engineering review and approval of development applications
- Prepare, coordinate and supervise the compilation and preparation of development engineering reports related to development proposals and applications (e.g. rezoning, minor variance, subdivisions, consent, site plan control, building permits), including water and wastewater capacities, lot grading, lot drainage and/or storm water management
- Oversee all design, construction and major maintenance on public highways, bridges, sewers, water mains and other related infrastructure
- Manages City's Municipal drain infrastructure



Engineering and Corporate Assets - Personnel Breakdown

Division	2018	2017	Difference
Administration	3	3	-
Corporate Assets	3.37	3.37	-
Engineering	22.1	22.1	-
Total	28.47	28.47	-

Type	2018	2017
Full-time	25	25
Part-time	-	-
Seasonal	-	-
Students	2.47	2.47
Temporary	1	1
Project/contract	-	-
Total	28.47	28.47
Non Union Positions	5	5
Unionized Positions	23.47	23.47
Total	28.47	28.47

Airport				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ -	\$ (8,457)	\$ -	\$ 8,457
User Charges, Licenses & Fines	(351,718)	(454,718)	(346,760)	107,958
Total Revenue	(351,718)	(463,175)	(346,760)	116,415
Expenses				
Salaries, Wages and Benefits	6,526	5,000	-	(5,000)
Materials, Supplies & Services	167,695	209,700	169,150	(40,550)
Contracted Services	177,560	185,946	155,448	(30,498)
Rents & Insurance Expenses	8,693	8,700	7,216	(1,484)
Debt, Lease & Financial	5,840	5,000	10,000	5,000
Interfunctional Adjustments	61,239	60,047	54,938	(5,109)
Total Expenses	427,553	474,393	396,752	(77,641)
Tax Support Required	75,834	11,218	49,992	38,774

Corporate Assets

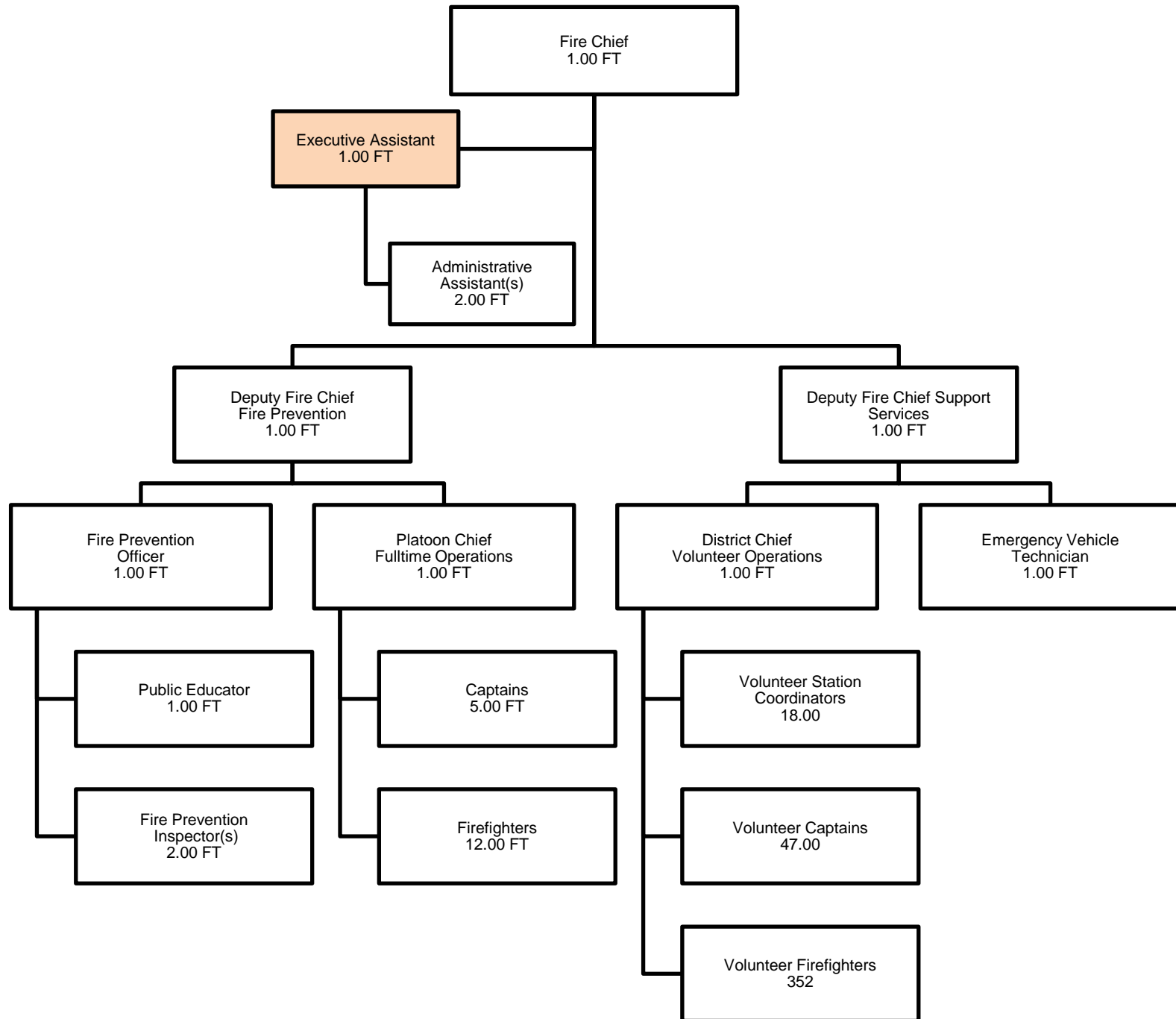
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (9,163)	\$ (110,930)	\$ (70,000)	\$ 40,930
User Charges, Licenses & Fines	-	(80,000)	-	80,000
Total Revenue	(9,163)	(190,930)	(70,000)	120,930
Expenses				
Salaries, Wages and Benefits	187,116	284,124	283,580	(544)
Materials, Supplies & Services	3,991	15,900	18,900	3,000
Contracted Services	75,150	213,500	164,700	(48,800)
Interfunctional Adjustments	-	(59,785)	(129,275)	(69,490)
Total Expenses	266,257	453,739	337,905	(115,834)
Tax Support Required	257,094	262,809	267,905	5,096

Engineering				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (47,234)	\$ (49,649)	\$ (50,449)	\$ (800)
Other Revenues	(58,212)	-	(13,200)	(13,200)
User Charges, Licenses & Fines	(169,836)	(139,300)	(152,425)	(13,125)
Total Revenue	(275,282)	(188,949)	(216,074)	(27,125)
Expenses				
Salaries, Wages and Benefits	1,351,714	2,330,927	2,390,154	59,227
Materials, Supplies & Services	37,684	65,000	70,700	5,700
Contracted Services	239,411	113,700	50,000	(63,700)
Debt, Lease & Financial	26,907	-	-	-
Interfunctional Adjustments	67,971	(769,901)	(888,146)	(118,245)
Total Expenses	1,723,688	1,739,726	1,622,708	(117,018)
Tax Support Required	1,448,405	1,550,777	1,406,634	(144,143)

Fire Rescue Service

Budget Priorities

- Provide Fire Service response in compliance with the National Fire Protection Association 1720 standard.
- Meet the legislated requirements of the Fire Protection and Prevention Act.
- Complete the Master Fire Plan.
- Complete implementation of recommendations from the Core Service Review.
- SCBA Replacement Project – Multi-year project – Committee is developing project specifications.
- Maintain essentials requirement of the Emergency Management and Civil Protection Act.
- Meet the minimum requirements of the Fire Protection and Prevention Act through fire prevention programs, public education programs and code and standards enforcement.
- Development of 5/10 year capital and operating plan.
- Fleet and building management - 51 fire trucks and 20 stations.
- Complete the Bethany Fire Station build.



Fire Rescue Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	6	5.5	0.50
Prevention	4	4	-
Fire Area Rated Services	20	20	-
Total	30	29.5	0.50

Type	2018	2017
Full-time	30	29.5
Part-time	-	-
Seasonal	-	-
Students	-	-
Project/contract	-	-
Total	30	29.5
Non Union Positions	5	4.5
Unionized Positions	25	25
Total	30	29.5

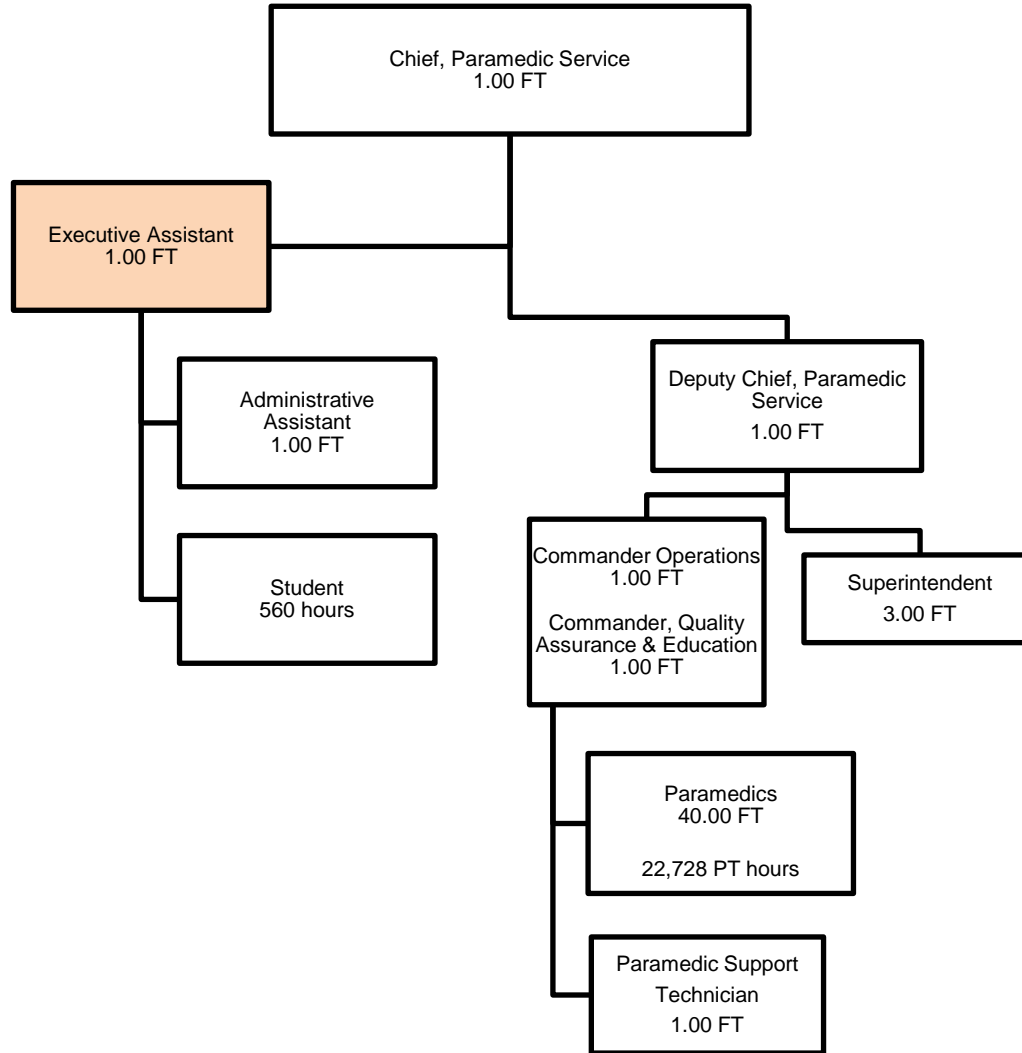
Fire Rescue Services

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (26,605)	\$ (45,000)	\$ (15,000)	\$ 30,000
Other Revenues	(36,962)	(250,131)	(17,000)	233,131
User Charges, Licenses & Fines	(148,900)	(194,700)	(148,900)	45,800
Total Revenue	(212,466)	(489,831)	(180,900)	308,931
Expenses				
Salaries, Wages and Benefits	5,385,644	5,184,459	5,276,946	92,487
Materials, Supplies & Services	611,111	731,808	618,659	(113,149)
Contracted Services	583,936	588,750	530,000	(58,750)
Rents & Insurance Expenses	48,818	53,438	47,338	(6,100)
Debt, Lease & Financial	5,955	-	-	-
Transfer to External Clients	108,116	75,000	75,000	-
Interfunctional Adjustments	937,801	934,100	1,536,407	602,307
Total Expenses	7,681,381	7,567,555	8,084,350	516,795
Tax Support Required	7,468,914	7,077,724	7,903,450	825,726

Paramedic Services

Budget to priorities

- Core service of the department is to provide critical medical interventions and ambulance transportation to the sick, injured and most vulnerable in our municipality
- Execute the council approved Paramedic Service Master Plan
- Paramedicine is governed heavily by Ontario legislation – Department meets or exceeds legislated requirements
- Call volume has been increasing since 2011 resulting in staff fatigue and response time challenges



Paramedic Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	9.3	8.8	0.50
Operations	51.4	51.4	-
Total	60.7	60.2	0.50

Type	2018	2017
Full-time	50	49.5
Part-time	10.4	10.4
Seasonal	-	-
Students	0.3	0.3
Project/contract	-	-
Total	60.7	60.2
Non Union Positions	8	7.5
Unionized Positions	52.7	52.7
Total	60.7	60.2

Paramedics				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (4,279,548)	\$ (4,444,756)	\$ (4,644,147)	\$ (199,391)
Other Revenues	(8,127)	-	-	-
User Charges, Licenses & Fines	(619)	-	-	-
Total Revenue	(4,288,294)	(4,444,756)	(4,644,147)	(199,391)
Expenses				
Salaries, Wages and Benefits	7,379,670	7,323,844	7,354,178	30,334
Materials, Supplies & Services	693,811	493,878	667,882	174,004
Contracted Services	478,437	429,000	517,000	88,000
Rents & Insurance Expenses	5,209	6,693	7,400	707
Transfer to External Clients	(822,579)	74,400	74,400	-
Interfunctional Adjustments	922,131	674,050	573,781	(100,269)
Total Expenses	8,656,679	9,001,865	9,194,641	192,776
Tax Support Required	4,368,386	4,557,109	4,550,494	(6,615)

Kawartha Lakes Police

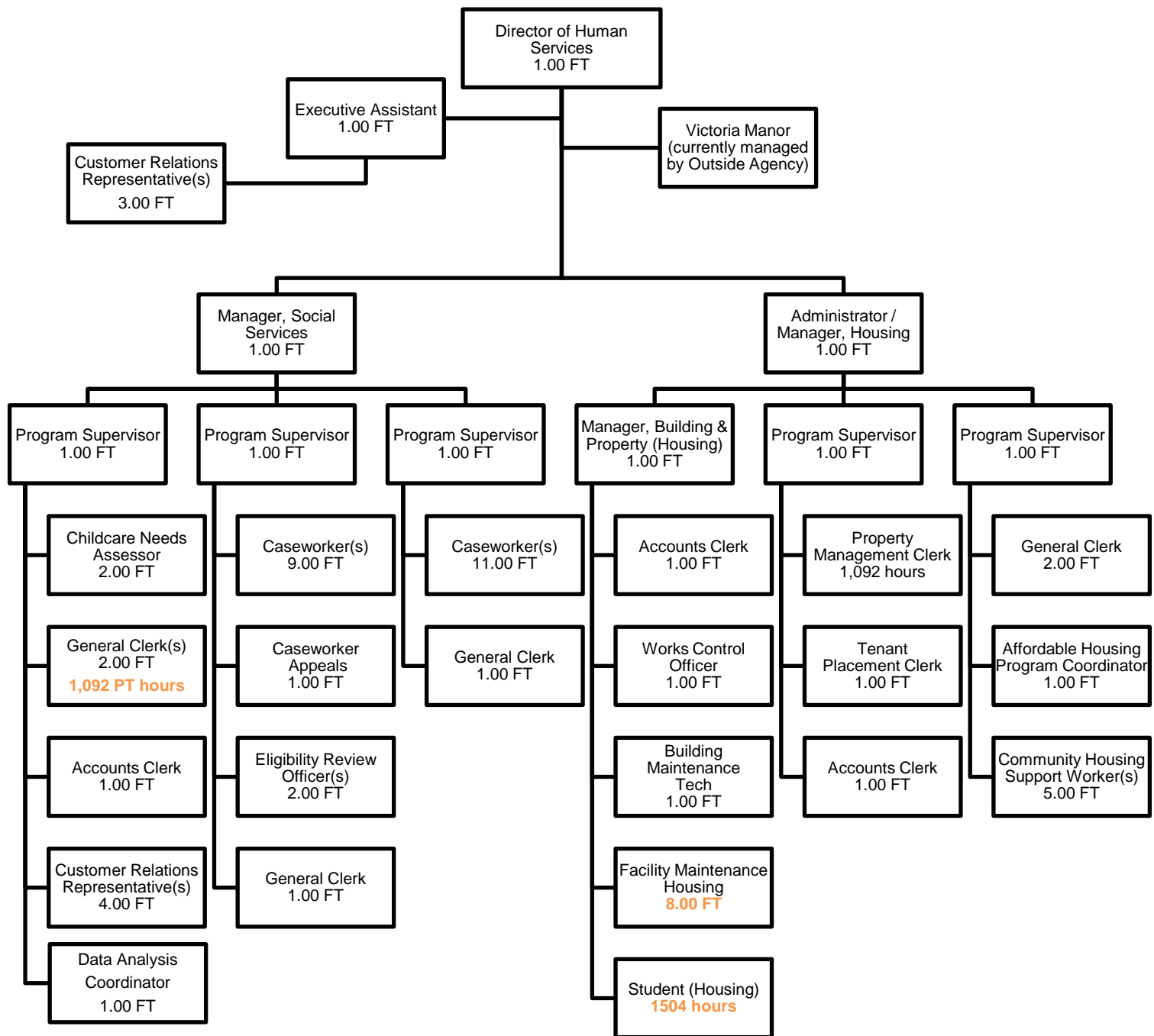
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (927,773)	\$ (953,696)	\$ (1,047,709)	\$ (94,013)
Other Revenues	(174,921)	(275,600)	(41,500)	234,100
User Charges, Licenses & Fines	(180,115)	(211,083)	(191,531)	19,552
Total Revenue	(1,282,809)	(1,440,379)	(1,280,740)	159,639
Expenses				
Salaries, Wages and Benefits	8,245,884	8,261,453	8,579,564	318,111
Materials, Supplies & Services	488,966	541,779	549,721	7,942
Contracted Services	395,834	439,492	493,186	53,694
Rents & Insurance Expenses	12,328	49,800	45,725	(4,075)
Interfunctional Adjustments	6,718	62,800	(120,217)	(183,017)
Total Expenses	9,149,731	9,355,324	9,547,979	192,655
Tax Support Required	7,866,922	7,914,945	8,267,239	352,294

Ontario Provincial Police (OPP)				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (239,796)	\$ -	\$ -	\$ -
Total Revenue	(239,796)	-	-	-
Expenses				
Materials, Supplies & Services	8,000	7,804	7,804	-
Contracted Services	8,384,618	55,000	55,000	-
Transfer to External Clients	-	8,675,830	8,499,214	(176,616)
Total Expenses	8,392,617	8,738,634	8,562,018	(176,616)
Tax Support Required	8,152,821	8,738,634	8,562,018	(176,616)

Human Services

Budget to priorities

- The upload of Ontario Works regular benefits will be complete, with the Province paying 100% of regular social assistance benefit costs in 2018
- Effective January 2018 the City will assume administration responsibilities for the new Ontario Early Years Child and Family Centre (CFC). Using 100% provincial funding, the City is responsible for funding and contract management of the CFC.
- Housing Help has a continued focus on the goals of 10-Year Housing and Homelessness Plan goals and will be conducting a comprehensive mid-point review of the Plan in 2018.
- New and continued Federal and Provincial investments in Affordable Housing are anticipated, with projects being developed in anticipation of funding.
- Victoria Manor continues to focus on overall quality improvement initiatives and employee engagement. The application for redevelopment of Victoria Manor will be finalized for submission to the Ministry of Health and Long-Term Care.



Human Services - Personnel Breakdown

Division	2018	2017	Difference
Administration	5	2	3
Social Services	39.6	42	-2.4
Housing	26.32	26.96	-0.64
Total	70.92	70.96	-0.04

Type	2018	2017
Full-time	69	70
Part-time	1.2	0.6
Seasonal	-	-
Students	0.72	0.36
Project/contract	-	-
Total	70.92	70.96
Non Union Positions	10	10
Unionized Positions	60.92	60.96
Total	70.92	70.96

Contributions to Organizational Health Care				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Other Revenues	\$ (142,000)	\$ -	\$ -	\$ -
Total Revenue	(142,000)	-	-	-
Expenses				
Transfer to External Clients	1,958,088	1,825,619	1,870,267	44,648
Interfunctional Adjustments	54,500	100,000	100,000	-
Total Expenses	2,012,588	1,925,619	1,970,267	44,648
Tax Support Required	1,870,588	1,925,619	1,970,267	44,648

Child Care Programs				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (5,960,503)	\$ (6,104,087)	\$ (7,271,686)	\$ (1,167,599)
Other Revenues	(22,214)	(250,000)	(250,000)	-
Total Revenue	(5,982,717)	(6,354,087)	(7,521,686)	(1,167,599)
Expenses				
Salaries, Wages and Benefits	343,736	428,548	498,463	69,915
Materials, Supplies & Services	3,363	13,260	11,250	(2,010)
Rents & Insurance Expenses	19,859	19,450	22,141	2,691
Transfer to External Clients	6,089,289	6,369,461	6,436,153	66,692
Interfunctional Adjustments	12,889	17,928	1,046,708	1,028,780
Total Expenses	6,469,137	6,848,647	8,014,715	1,166,068
Tax Support Required	486,420	494,560	493,029	(1,531)

Homelessness Program

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (1,357,774)	\$ (1,452,721)	\$ (1,557,569)	\$ (104,848)
Total Revenue	(1,357,774)	(1,452,721)	(1,557,569)	(104,848)
Expenses				
Salaries, Wages and Benefits	3,707	-	-	-
Debt, Lease & Financial	(1,786)	-	-	-
Transfer to External Clients	1,645,668	1,919,827	2,024,675	104,848
Interfunctional Adjustments	177,291	-	-	-
Total Expenses	1,824,880	1,919,827	2,024,675	104,848
Tax Support Required	467,106	467,106	467,106	-

Housing				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (2,331,486)	\$ (5,466,659)	\$ (4,261,058)	\$ 1,205,601
Other Revenues	(91,128)	(100,077)	(130,458)	(30,381)
Total Revenue	(2,422,614)	(5,566,736)	(4,391,516)	1,175,220
Expenses				
Salaries, Wages and Benefits	1,515,067	1,485,418	1,494,920	9,502
Materials, Supplies & Services	95,644	63,205	16,850	(46,355)
Contracted Services	22,649	25,100	1,049,378	1,024,278
Rents & Insurance Expenses	20,319	26,151	10,000	(16,151)
Transfer to External Clients	2,759,825	5,813,812	4,119,583	(1,694,229)
Interfunctional Adjustments	2,180,919	2,156,237	1,611,214	(545,023)
Total Expenses	6,594,423	9,569,923	8,301,945	(1,267,978)
Tax Support Required	4,171,809	4,003,187	3,910,429	(92,758)

Ontario Works Delivery				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (3,804,546)	\$ (4,071,366)	\$ (4,287,766)	\$ (216,400)
User Charges, Licenses & Fines	(10,200)	-	-	-
Total Revenue	(3,814,746)	(4,071,366)	(4,287,766)	(216,400)
Expenses				
Salaries, Wages and Benefits	3,422,388	3,391,684	3,585,047	193,363
Materials, Supplies & Services	245,155	131,600	168,778	37,178
Contracted Services	63,969	30,110	36,250	6,140
Rents & Insurance Expenses	373,679	386,743	386,743	-
Transfer to External Clients	980,089	1,286,000	1,286,000	-
Interfunctional Adjustments	523,114	713,556	685,812	(27,744)
Total Expenses	5,608,393	5,939,693	6,148,630	208,937
Tax Support Required	1,793,647	1,868,327	1,860,864	(7,463)

Ontario Works Programs				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (13,856,531)	\$ (15,696,136)	\$ (14,908,800)	\$ 787,336
User Charges, Licenses & Fines	(3,107)	(363,724)	(65,000)	298,724
Total Revenue	(13,859,638)	(16,059,860)	(14,973,800)	1,086,060
Expenses				
Transfer to External Clients	14,533,494	16,545,567	15,079,955	(1,465,612)
Total Expenses	14,533,494	16,545,567	15,079,955	(1,465,612)
Tax Support Required	673,856	485,707	106,155	(379,552)

Nurse Practitioner				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Expenses				
Contracted Services	\$ 104,596	\$ 106,698	\$ 106,698	\$ -
Total Expenses	104,596	106,698	106,698	-
Tax Support Required	104,596	106,698	106,698	-

Victoria Manor

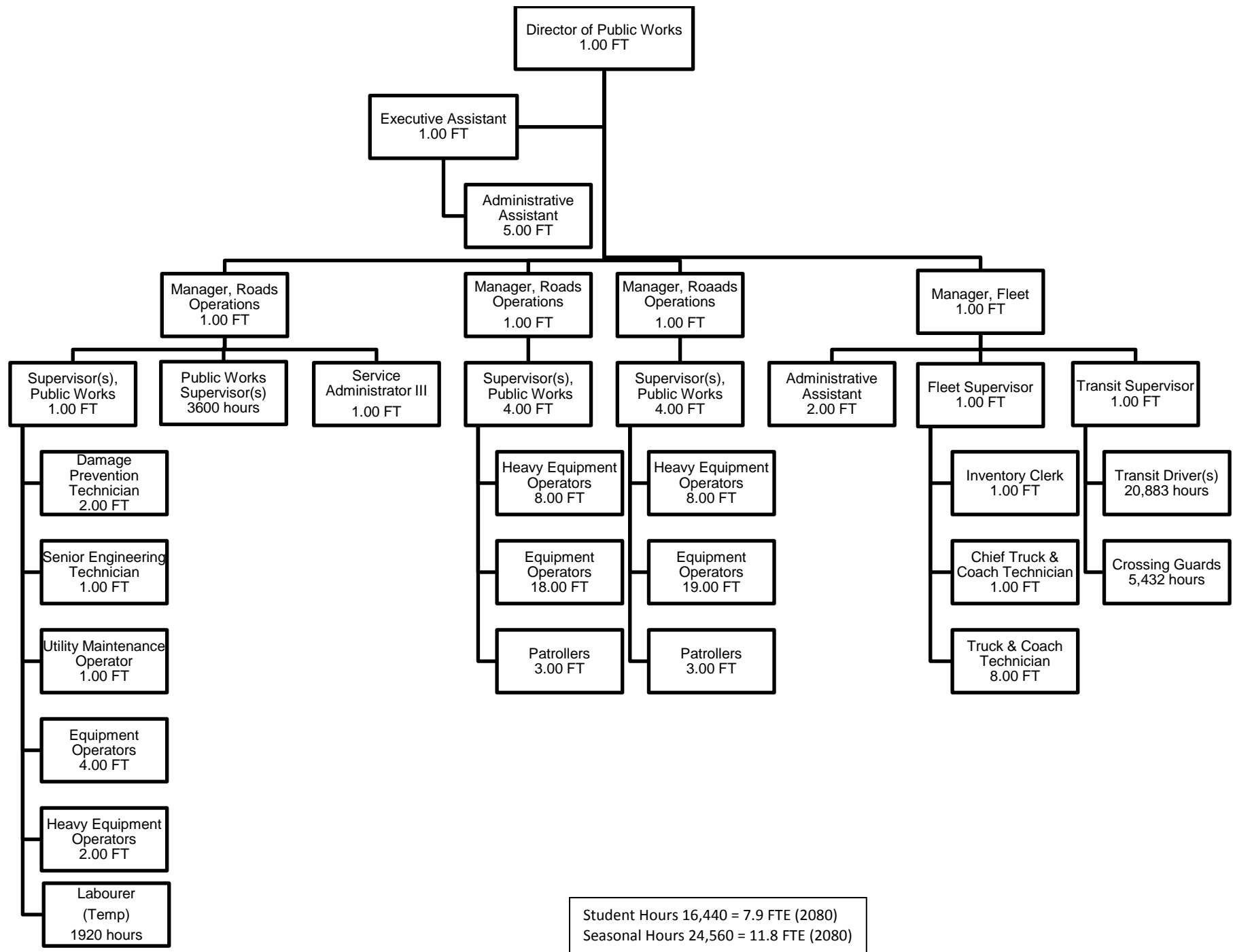
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (7,676,566)	\$ -	\$ -	\$ -
Other Revenues	(11,308)	(5,125)	-	5,125
User Charges, Licenses & Fines	(3,620,177)	(11,324,322)	(11,820,178)	(495,856)
Total Revenue	(11,308,050)	(11,329,447)	(11,820,178)	(490,731)
Expenses				
Salaries, Wages and Benefits	9,000,988	36,725	37,159	434
Materials, Supplies & Services	1,612,628	-	-	-
Contracted Services	969,690	12,128,942	12,470,216	341,274
Rents & Insurance Expenses	10,700	-	-	-
Debt, Lease & Financial	20,584	-	-	-
Interfunctional Adjustments	321,131	169,655	169,655	-
Total Expenses	11,935,720	12,335,322	12,677,030	341,708
Tax Support Required	627,670	1,005,875	856,852	(149,023)

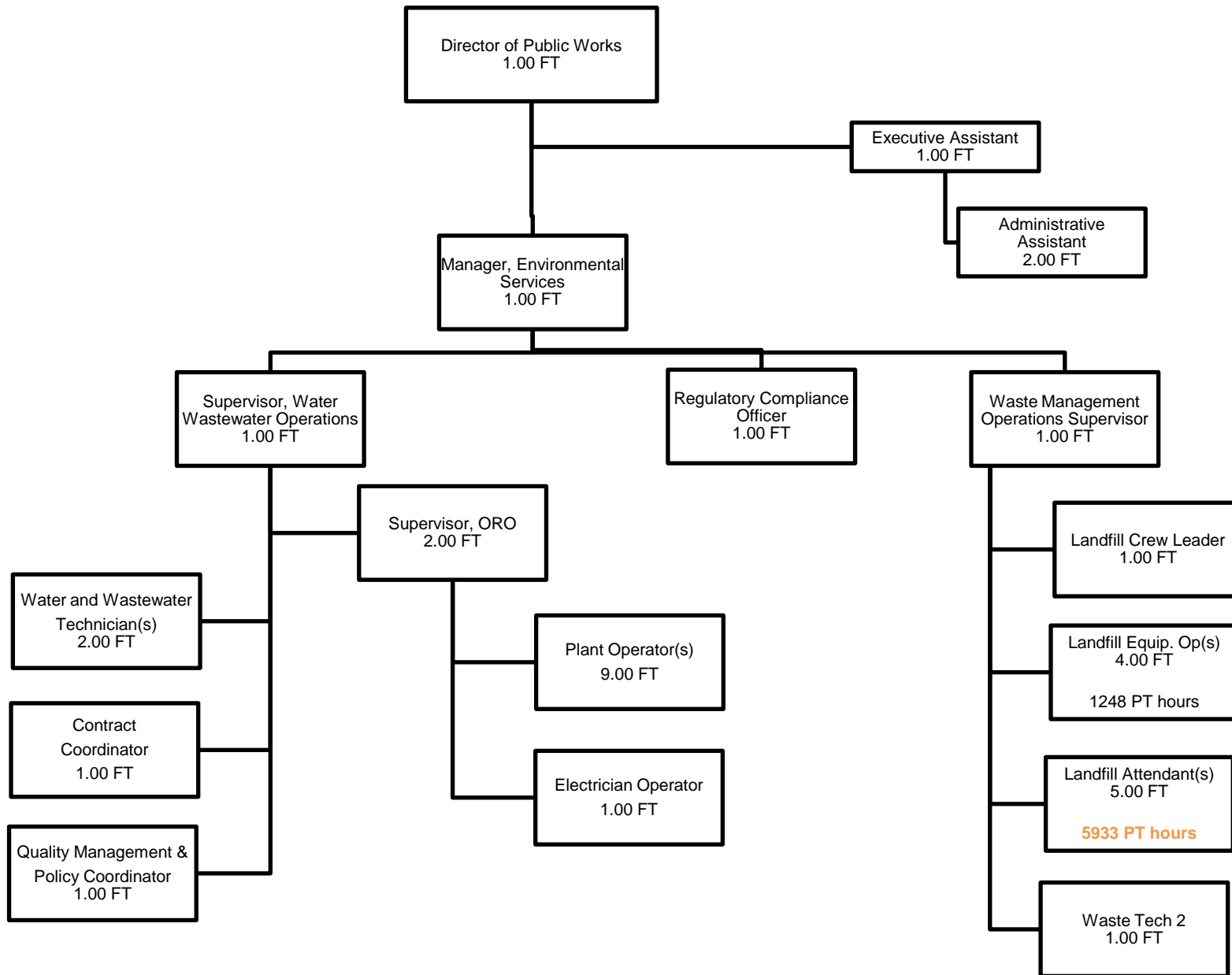
Community Social Investment Fund				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (43,436)	\$ (43,444)	\$ (43,444)	\$ -
Total Revenue	(43,436)	(43,444)	(43,444)	-
Expenses				
Transfer to External Clients	173,744	173,744	173,744	-
Total Expenses	173,744	173,744	173,744	-
Tax Support Required	130,308	130,300	130,300	-

Public Works

Budget to priorities

- Adherence to established level of service
- Enhanced investment and focus on road maintenance
- Drive efficiency and consistency in Winter Control through continuing improvement
- Annual revision and update of the Fleet Management Directive
- Completion of Transit Master Plan and implementation of associated recommendations
- Continual review of Water and Wastewater Operations to determine options to address long term financial sustainability
- Continued waste diversion efforts in accordance with the Integrated Waste Management Strategy





Public Works Raods - Personnel Breakdown

Division	2018	2017	Difference
Administration	6	6	-
Fleet	27.95	27.95	-
Operations	106.14	106.14	-
Solid Waste	15.4	15	0.40
Total	155.49	155.09	0.40

Type	2018	2017
Full-time	117	117
Part-time	17.85	17.45
Seasonal	11.8	11.8
Students	7.9	7.9
Project/Contract	0.94	0.94
Total	155.49	155.09
Non Union Positions	19.8	19.8
Unionized Positions	135.69	135.29
Total	155.49	155.09

Public Works W&W Management - Personnel Breakdown

Division	2018	2017	Difference
Administration	4	4	-
Water	16	16	-
Total	20	20	-

Type	2018	2017
Full-time	20	20
Part-time	-	-
Seasonal	-	-
Students	-	-
Project/contract	-	-
Total	20	20
Non Union Positions	4	4
Unionized Positions	16	16
Total	20	20

Public Works - Administration

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
User Charges, Licenses & Fines	\$ (53,718)	\$ (13,334)	\$ -	\$ 13,334
Total Revenue	(53,718)	(13,334)	-	13,334
Expenses				
Salaries, Wages and Benefits	823,418	715,402	262,622	(452,780)
Materials, Supplies & Services	312,157	266,002	131,000	(135,002)
Rents & Insurance Expenses	-	-	171,355	171,355
Interfunctional Adjustments	58,378	254,474	-	(254,474)
Total Expenses	1,193,952	1,235,878	564,977	(670,901)
Tax Support Required	1,140,234	1,222,544	564,977	(657,567)

Fleet				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Ontario Grants - Operating	\$ (15,953)	\$ -	\$ -	\$ -
User Charges, Licenses & Fines	(322,204)	(20,000)	(90,000)	(70,000)
Total Revenue	(338,157)	(20,000)	(90,000)	(70,000)
Expenses				
Salaries, Wages and Benefits	918,193	1,034,284	1,062,811	28,527
Materials, Supplies & Services	1,958,917	1,973,535	2,048,000	74,465
Contracted Services	1,568,096	1,051,446	1,534,500	483,054
Rents & Insurance Expenses	3,164	-	-	-
Interfunctional Adjustments	(3,617,206)	(3,414,218)	(3,911,781)	(497,563)
Total Expenses	831,165	645,047	733,530	88,483
Tax Support Required	493,008	625,047	643,530	18,483

Roads and Bridges

Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (142,032)	\$ (195,000)	\$ (190,000)	\$ 5,000
Other Revenues	(59,349)	(287,450)	(160,000)	127,450
User Charges, Licenses & Fines	(180,503)	(67,500)	(122,800)	(55,300)
Total Revenue	(381,883)	(549,950)	(472,800)	77,150
Expenses				
Salaries, Wages and Benefits	5,781,705	6,843,200	7,621,292	778,092
Materials, Supplies & Services	4,046,480	2,519,074	4,200,848	1,681,774
Contracted Services	5,939,053	6,354,920	6,706,147	351,227
Debt, Lease & Financial	738	-	-	-
Interfunctional Adjustments	3,089,965	4,417,368	5,119,065	701,697
Total Expenses	18,857,940	20,134,562	23,647,352	3,512,790
Tax Support Required	18,476,057	19,584,612	23,174,552	3,589,940

Transit				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (628,854)	\$ (641,028)	\$ (641,028)	\$ -
Other Revenues	(630,508)	(683,807)	(683,807)	-
User Charges, Licenses & Fines	(158,764)	(201,500)	(185,250)	16,250
Total Revenue	(1,418,126)	(1,526,335)	(1,510,085)	16,250
Expenses				
Salaries, Wages and Benefits	794,956	843,769	912,310	68,541
Materials, Supplies & Services	31,152	15,850	39,650	23,800
Contracted Services	148,481	220,455	138,650	(81,805)
Interfunctional Adjustments	1,204,632	1,056,528	1,136,028	79,500
Total Expenses	2,179,221	2,136,602	2,226,638	90,036
Tax Support Required	761,095	610,267	716,553	106,286

Waste Management				
Detail Budget	Actual 2016	Budget 2017	Budget 2018	Change from 2017 Budget
Revenue				
Grants	\$ (1,115,371)	\$ (1,065,342)	\$ (1,051,142)	\$ 14,200
Other Revenues	(314)	(233,000)	(3,000)	230,000
User Charges, Licenses & Fines	(2,588,237)	(2,884,600)	(2,840,550)	44,050
Total Revenue	(3,703,922)	(4,182,942)	(3,894,692)	288,250
Expenses				
Salaries, Wages and Benefits	1,316,340	1,286,446	1,349,557	63,111
Materials, Supplies & Services	136,201	181,248	478,669	297,421
Contracted Services	5,468,384	5,880,483	5,487,391	(393,092)
Debt, Lease & Financial	796	-	-	-
Transfer to External Clients	8,286	-	93,000	93,000
Interfunctional Adjustments	501,760	452,067	558,017	105,950
Total Expenses	7,431,766	7,800,244	7,966,634	166,390
Tax Support Required	3,727,844	3,617,302	4,071,942	454,640