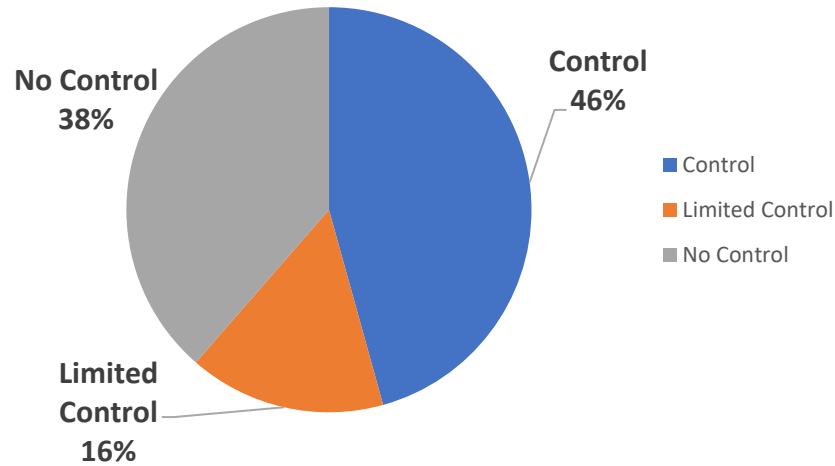


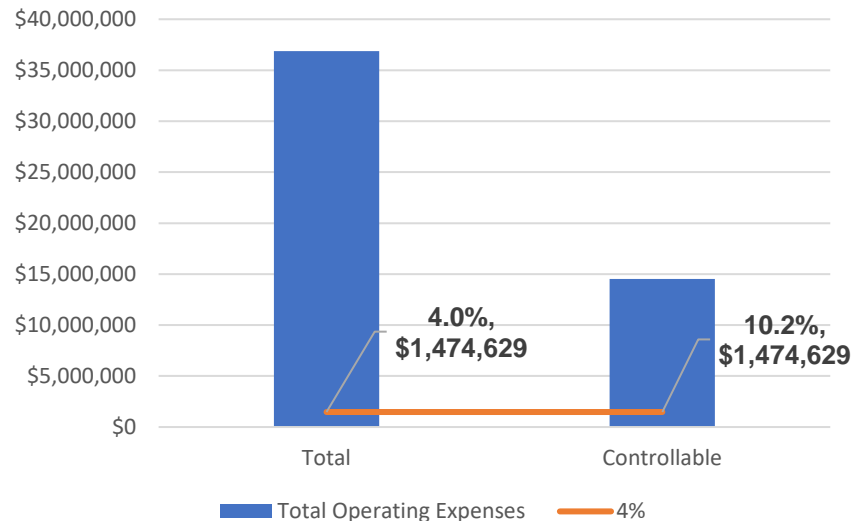
## Operating Budget

	2019 Budget
Levies	\$ 373,517
Provincial Grants & Subsidies	7,305,527
Federal Grants & Subsidies	30,000
Other Municipalities	4,318,618
User Fees	7,037,145
Licensing & Lease Revenues	202,320
Investment Earnings	730,571
Other Revenues	1,412,100
Contribution from Reserves	739,293
<b>Total Revenues</b>	<b>\$ 22,149,091</b>
Salaries & Benefits	\$ 7,281,763
Materials - Operating Expenses	3,249,948
Energy Costs	1,010,460
Rent and Financial Expenses	492,540
Purchased/Contracted Services	13,216,753
Debt Repayment	695,558
Grants - Transfer Payments	2,092,809
Internal Recoveries	-
Contribution to Reserves	3,729,905
Amortization	5,095,997
<b>Total Expenses</b>	<b>\$ 36,865,733</b>
Amortization (non-cash)	<u>\$ 5,093,922</u>
<b>Town's Operating Expenses</b>	<b>\$ 31,771,811</b>

## Total Operating Expenses



## 4% of Controllable Expenses



Total Operating Expenses by Functional Service Area

2019 Operating Expenses	Span of Control			Grand Total	Comments
	Control	Limited Control	No Control		
<b>Contributions to Reserves</b>		<b>\$3,729,905</b>		<b>\$3,729,905</b>	
Capital Infrastructure Funding		\$3,729,905		\$3,729,905	Capital infrastructure funding below average annual investment suggested of \$5,913,000
<b>Emergency &amp; Protective Services</b>	<b>\$1,482,343</b>	<b>\$84,000</b>	<b>\$2,949,420</b>	<b>\$4,515,763</b>	
911			\$3,379	\$3,379	External Board/Canadian Radio-television and Telecommunication Commission regulated
Building	\$212,563			\$212,563	Provincial timelines for issuing building permits, standards for inspection and the building code effect costs
By-law	\$267,539			\$267,539	Enforcement of standards cost reduction impacts the effectiveness of controls
Emergency Management	\$6,629			\$6,629	Incident Management System required in Ontario (training requirements)
Fire	\$644,115			\$644,115	Cost reduction impacts service level and response times/Fire Protection and Prevention Act dictates fire code, inspection responsibilities, and municipal responsibilities.
OPP			\$2,153,938	\$2,153,938	External Levy/Provincial mandate
POA Court	\$351,497	\$84,000	\$792,103	\$1,227,600	Non-tax supported, limited control over municipal prosecutorial service costs but interpreter costs, justice of the peace and crown attorney costs plus fines paid out and court monitoring costs uncontrollable.
<b>Environmental</b>	<b>\$4,411,484</b>			<b>\$4,411,484</b>	
Storm Water Control	\$296,424			\$296,424	Impacted by weather events and maintenance/control activities/Ontario Water Resources Act

Town of Parry Sound – 2019 Budget Analysis

2019 Operating Expenses	Span of Control			Grand Total	Comments
	Control	Limited Control	No Control		
Waste Management	\$953,521			\$953,521	Waste diversion activities /Environmental Protection Act, Regulation 347
Water/Wastewater	\$3,161,539			\$3,161,539	Non-tax supported/Provincial requirement for full cost recovery/Ontario's Clean Water Act
<b>Financing/Debt</b>		<b>\$695,558</b>		<b>\$695,558</b>	
Debt Repayment		\$695,558		\$695,558	Limited control/long-term financing
<b>General Government</b>	<b>\$1,737,495</b>	<b>\$245,000</b>	<b>\$93,292</b>	<b>\$2,075,787</b>	
Finance	\$583,883			\$583,883	Salaries, professional services, material costs, and reporting/budget system support
Information Technology	\$267,315			\$267,315	IT Support, licenses, cyber risk protection
MPAC			\$93,292	\$93,292	External Levy/Provincial Mandate
Office of the CAO	\$886,297			\$886,297	Municipal building, accessibility, staff recognition and wellness, records management
Town portion of Tax Write Offs		\$245,000		\$245,000	Appeals/errors in assessment/legislative impacts
<b>Health Services</b>	<b>\$600,880</b>		<b>\$8,753,909</b>	<b>\$9,354,789</b>	
Cemeteries	\$169,923			\$169,923	Maintenance and operating standards impact operating costs
Health Unit			\$184,462	\$184,462	External Levy /Provincial Mandate
Land Ambulance	\$419,114		\$8,333,955	\$8,753,069	The portion that is outside of our control is the contract with the West Parry Sound Health Centre/Provincial Mandate
Land Ambulance - Town Contribution	\$11,843		\$235,492	\$247,335	Town's portion of the uncontrollable cost as proportion of the total
<b>Mayor and Council</b>	<b>\$267,172</b>			<b>\$267,172</b>	
Mayor and Council	\$267,172			\$267,172	Mayor and Council Honourariums, training,conferences, elections, and community contributions
<b>Planning and Development</b>	<b>\$696,917</b>	<b>\$13,100</b>	<b>\$7,000</b>	<b>\$717,017</b>	

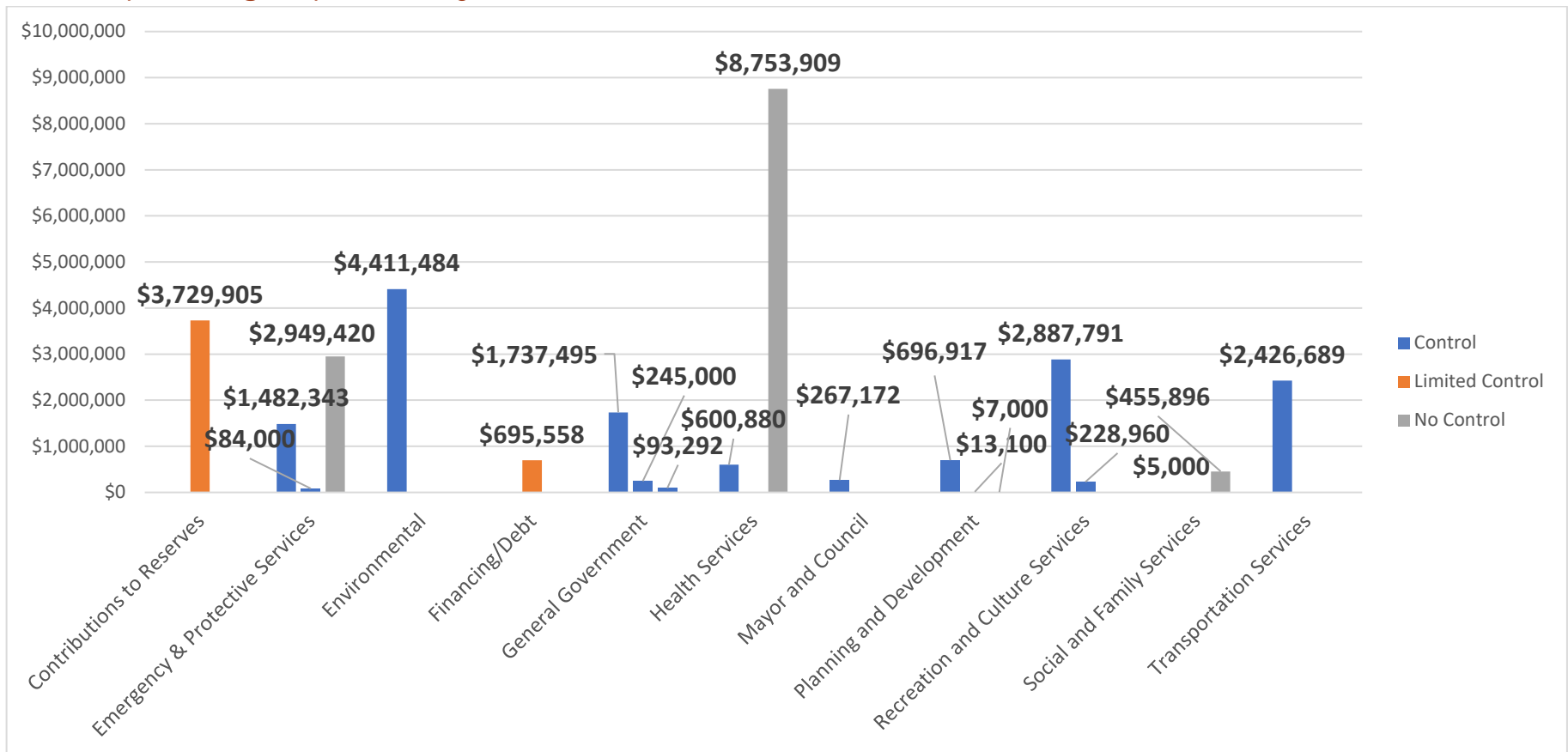
Town of Parry Sound – 2019 Budget Analysis

2019 Operating Expenses	Span of Control			Grand Total	Comments
	Control	Limited Control	No Control		
Economic Development	\$445,003			\$445,003	17% cost reduction from 2018 to 2019
Planning Board			\$7,000	\$7,000	External Board/Provincial control regarding dissolution
Planning Department	\$251,914			\$251,914	Requirement to prepare an Official Plan and to meet the requirements of the Planning Act.
Parry Sound Municipal Airport		\$13,100		\$13,100	Cost sharing agreement with Seguin for maintenance, administration and operation based on property value assessment
<b>Recreation and Culture Services</b>	<b>\$2,887,791</b>	<b>\$228,960</b>		<b>\$3,116,751</b>	
Bobby Orr Community Centre	\$490,282			\$490,282	Arena operations and off-season rental facility
Library		\$197,160		\$197,160	External Board /Public Libraries Act
Museum		\$31,800		\$31,800	External Board /Standards for Community Museums in Ontario by the Ontario Ministry of Tourism, Culture and Sport
Other Parks and Recreation	\$947,254			\$947,254	Parks and Recreation programs/special events
Stockey Centre	\$1,450,255			\$1,450,255	User Fee/Grant/Donation Supported portion of the Performance Arts Hall and Bobby Orr Hall of Fame
<b>Social and Family Services</b>	<b>\$5,000</b>		<b>\$455,896</b>	<b>\$460,896</b>	
Belvedere Home for the Aged			\$135,035	\$135,035	External Board/Provincial Mandate
DSSAB			\$320,861	\$320,861	External Board/Provincial Mandate
Seniors Assistance	\$5,000			\$5,000	Community contribution
<b>Transportation Services</b>	<b>\$2,426,689</b>			<b>\$2,426,689</b>	

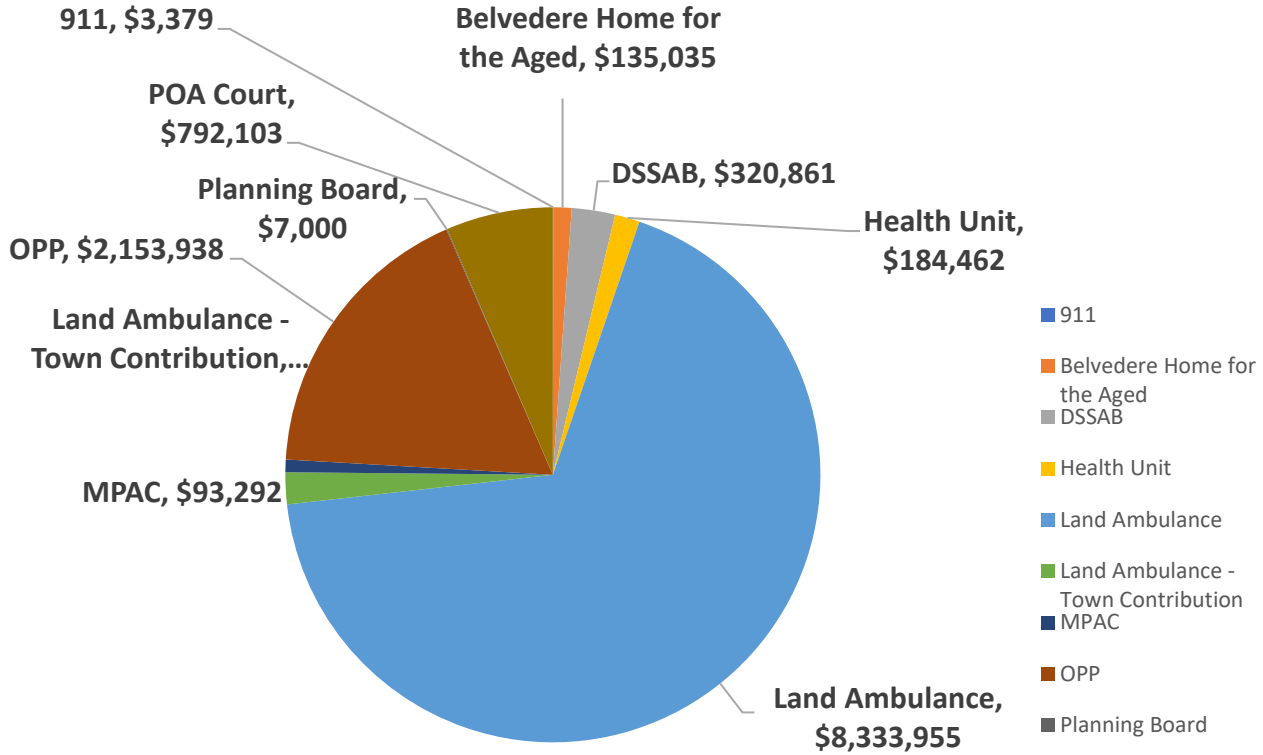
Town of Parry Sound – 2019 Budget Analysis

2019 Operating Expenses	Span of Control			Grand Total	Comments
	Control	Limited Control	No Control		
Operations	\$1,645,068			\$1,645,068	Maintenance of roads, sidewalks and boulevards/Impacted by minimum provincial standards.
Winter Control	\$781,621			\$781,621	Impacted by minimum provincial standard requirements and weather events.
<b>Grand Total</b>	<b>\$14,515,771</b>	<b>\$4,996,523</b>	<b>\$12,259,517</b>	<b>\$31,771,811</b>	

Total Operating Expenses by Functional Service Area



Detail - No Control, \$12,259,517



Detail - Limited Control, \$4,996,523

