



2016 Budget Document
APPROVED
December 10, 2015

RESOLUTION #: BR2015-126

Kenora District Services Board

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Executive Summary:

The 2016 Budget builds on the Kenora District Services Board's (KDSB) momentum as set in motion by the 2015-2019 Strategic Plan. This budget provides the foundation from which the Board of Directors can continue to address the current needs of our communities by improving access to services, supporting poverty reduction strategies and increase affordable housing in order to address the needs of the most vulnerable residence in the Kenora District.

The budget maintains the investment in the ongoing strategic priorities which are reshaping and improving the services being delivered in our communities, such as:

- Strengthening KDSB's partnerships and relationships.
Planned activities include continued community outreach, engagement and working with community partners and stakeholders to initiate coordinated service planning and efforts which will optimize the use of current resources while improving services.
- Continuing to build on the success of integrating services and improving access to services.
- Continued focus on pro-active approaches to service delivery and poverty reduction initiatives.

The budget incorporates the 2015-2019 Strategic Plan priorities and creates the framework in which KDSB will continue to develop sound and fiscally responsible service plans for 2016 and beyond.

The Zero Base Budgeting (ZBB) philosophy is now embedded in the process as individual service areas develop their annual budget. ZBB essentially evaluates the actual needs of a program and does not blindly follow prior year budgets or make adjustments for changes that have not yet been approved. In developing our 2016 draft budget, we ensured that the impacts of only the strategic projects that will begin during the fiscal year have been recognized.

The Housing & Emergency Medical Services (EMS) Renewal and Financing Policy continues to allow the Board of Directors to concentrate on their governance and strategic role by effectively managing renewals and recognizing the long term nature of these two fundamental programs. These renewals need to be financed on a long term basis.

The EMS Equipment Renewal process has allowed EMS to accelerate the ambulance replacement cycle, reduce maintenance costs and EMS management has been able to react to unanticipated equipment demands (for example the required upgrades to protection equipment due to the Ebola outbreak) as required to enhance patient care and ensure continued compliance with Ministry of Health & Long Term Care (MOHLTC) regulations.

The Housing Renewal process has allowed management and the Board to look at KDSB owned and operated housing stock and Not-For-Profit (NFP) housing stock in a more strategic manner. The process allows for the identification of housing projects that may become prohibitive to repair and enables a proactive reaction to these issues.

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Specific to NFP asset renewal, the process has highlighted the need for additional capital funding over and above the regular operating grants to our partners. As the Service Manager, the Housing Services Act (2011) and the Ministry of Municipal Affairs and Housing (MMAH) have created a financing obligation that will have a direct impact on the KDSB municipal property tax base. The KDSB, in partnership with the NFP's, is exploring different options in an attempt to mitigate or minimize the financial impact of this significant need.

Building a New Future:

The 2016 Budget will form part of a multi-year strategic framework that will have KDSB take a pro-active approach to policy development and service/program delivery through the use of industry best-practices and a performance measurement system that will leverage data, information and evidence.

The 2016 Budget will deliver:

Affordable Communities and Services

- Maintain the line on current spending while keeping the Net Local Share levy increase to 2.67%; which translates to a \$429,120 increase.
- Continue to lobby the Federal and Provincial governments for funding to ensure that programs and services are financially sustainable.
- Continue to implement and deliver the priorities established in the Ten Year Housing and Homelessness Plan.

Increase Services and Partnership Development

- Continue to invest \$130,000 to support local child poverty reduction programs.
- Invest \$20 million over 10 years in existing housing stock.
- Invest an additional \$1,080,000 over the next 5 years in housing supplements and allowances in the Kenora District.
- Develop new Affordable Housing units.
- Continue to build partnerships to help improve services and reduce poverty.
- Continue with community outreach programs and initiatives.

Modernize Programs and Services

- Review current Information Technology Systems and plan future technology needs.
- Complete an Emergency Medical Services Review
- Analyze the impact of Ontario Works system change and impacts on service delivery
- Review the funding formula change for Child Care and service review with operators

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EMS Equipment & Housing Stock Financing

The Board follows policy number FNS-II-04, a policy that established long term asset renewal planning and financing principles. This policy follows the concept that Reserve management should be the primary financing mechanism and source for ongoing Renewal Expenditures. The plan includes an annual levy specifically for capital renewal. Managing equipment and housing renewals with a long-term financing plan reduces the impact for our municipal partners once a healthy reserve balance is obtained. The estimated municipal levy required over the next four years is detailed below.

EMS Renewal – Annual Budget Allocations – Reserve Management Levy

2016	2017	2018	2019
\$345,514	\$355,879	\$366,555	\$377,552

Housing Renewal – Annual Budget Allocations – Reserve Management Levy

2016	2017	2018	2019
\$1,771,600	\$1,824,748	\$1,879,490	\$1,935,875

The detailed ten year renewal and financing plan in conjunction with the annual budget allocations are further detailed in Appendix A.

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2016 Draft Budget Summary

The following table summarizes the financial requirements for operations in 2016 which will be described within the body of this document. The net local cost for each division is calculated by identifying the anticipated expenses and revenues and adjusting those amounts for financing activities. Financing activities include contributions made to/from the reserves and/or reserve funds, and the pay down of principal portions of long term borrowing. For comparison purposes a second chart outlines the same information for 2015.

2016 Budget	Expenses	Revenues	Contributions to Reserves/ Reserve Funds	Contributions from Reserves/ Reserve Funds	Principal portion of LTD	Net Local Cost	% of Total Levy
Program Support & Board	20,000	(70,000)	70,000	(20,000)	0	0	0.00%
Integrated Services	0	0	0	0	0	0	0.00%
Early Learning & Care	7,089,615	(5,923,132)	0	(448,000)	0	718,483	4.36%
Ontario Works	7,839,458	(6,337,852)	15,000	0	0	1,516,606	9.20%
Asset Management (Housing)	12,099,346	(6,038,407)	155,730	(447,500)	766,056	6,535,225	39.63%
Land Ambulance (EMS)	12,204,033	(4,408,181)	15,000	(228,448)	136,899	7,719,303	46.81%
TOTAL	39,252,452	(22,777,572)	255,730	(1,143,948)	902,955	16,489,617	100.00%

2015 Budget	Expenses	Revenues	Contributions to Reserves/ Reserve Funds	Contributions from Reserves/ Reserve Funds	Principal portion of LTD	Net Local Cost	% of Total Levy
Program Support & Board	0	(69,037)	69,037	0	0	0	0.00%
Integrated Services	(25,000)	0	25,000	0	0	0	0.00%
Early Learning & Care	7,089,256	(5,923,132)	0	(448,000)	0	718,124	4.47%
Ontario Works	7,872,238	(5,947,212)	15,000	0	0	1,940,026	12.08%
Asset Management (Housing)	11,870,700	(5,933,320)	221,700	(743,000)	740,697	6,156,777	38.33%
Land Ambulance (EMS)	11,692,409	(4,289,549)	0	(351,350)	194,060	7,245,570	45.11%
TOTAL	38,499,603	(22,162,250)	330,737	(1,542,350)	934,757	16,060,497	100.00%

The proposed 2016 expenditures represent an increase from 2015 of 1.96% (\$752,849). To date, funding allocations have not been received for Child Care or Ontario Works programs. The draft budget assumes no changes to spending or approved funding, but it does account for the planned Ontario Works Benefit uploading of costs to the province.

The net local cost increase reflects the updated method used to calculate funding received from the Ministry of Health and Long Term Care (MOH) within the 2016 budget. There are three separate components of the MOH grant; Territory without Municipal Organization (TWOMO), First Nations and Cost Shared. The First Nations portion is based on a per capita and special funding calculation approved by the MOH. The TWOMO portion is calculated based on 2016 gross Public Sector Accounting Board (PSAB) expenditures less the current First Nations grant. The Cost Shared portion is calculated based on the 2015 gross PSAB expenditures plus an arbitrary percent increase less the current TWOMO and First Nations grant.

For all other programs, planned funding allocations are provided by each Ministry based on specific criteria depending on the program. The net local cost is then calculated on the net expenditures (costs not covered by all other revenues). This balance is then allocated to member municipalities and the unincorporated areas based on the unweighted MPAC assessments.

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Net Local Cost – Definition

The net local cost is the difference between the total revenue and the total expenses which will be raised by levying the local municipalities and unincorporated areas.

Net local cost is used to compare the cost to the local taxpayer year over year. Expenses and revenue fluctuate each year as divisions receive one-time funding for various initiatives. If total expenses were used as a comparator for budget purposes the trends would not be consistent. Net local cost proves to be a comparable number year over year.

A summary of the net local costs for the past four years follows.

	2016 Budget	2015 Actual	2014 Actual	2013 Actual
Early Learning & Care	718,483	718,124	781,553	744,726
Ontario Works	1,516,606	1,940,026	1,962,439	1,976,401
Asset Management (Housing)	6,535,225	6,156,777	5,829,814	5,668,745
Land Ambulance (EMS)	7,719,303	7,245,570	6,822,975	6,815,149
	16,489,617	16,060,497	15,396,781	15,205,021

The comparison of net local cost between the 2016 budget and the 2015 budget follows.

	2016 Budget	2015 Actual	\$ Change	% Change
Early Learning & Care	718,483	718,124	359	0.05%
Ontario Works	1,516,606	1,940,026	(423,420)	-21.83%
Asset Management (Housing)	6,535,225	6,156,777	378,448	6.15%
Land Ambulance (EMS)	7,719,303	7,245,570	473,733	6.54%
	16,489,617	16,060,497	429,120	2.67%

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2016 Regional Property Tax Assessment

In 1999, the Board of Directors approved by double majority the allocation method of net local costs. Net local costs are attributed to the various municipalities and the unincorporated areas based on their portion of the unweighted property assessment for the District.

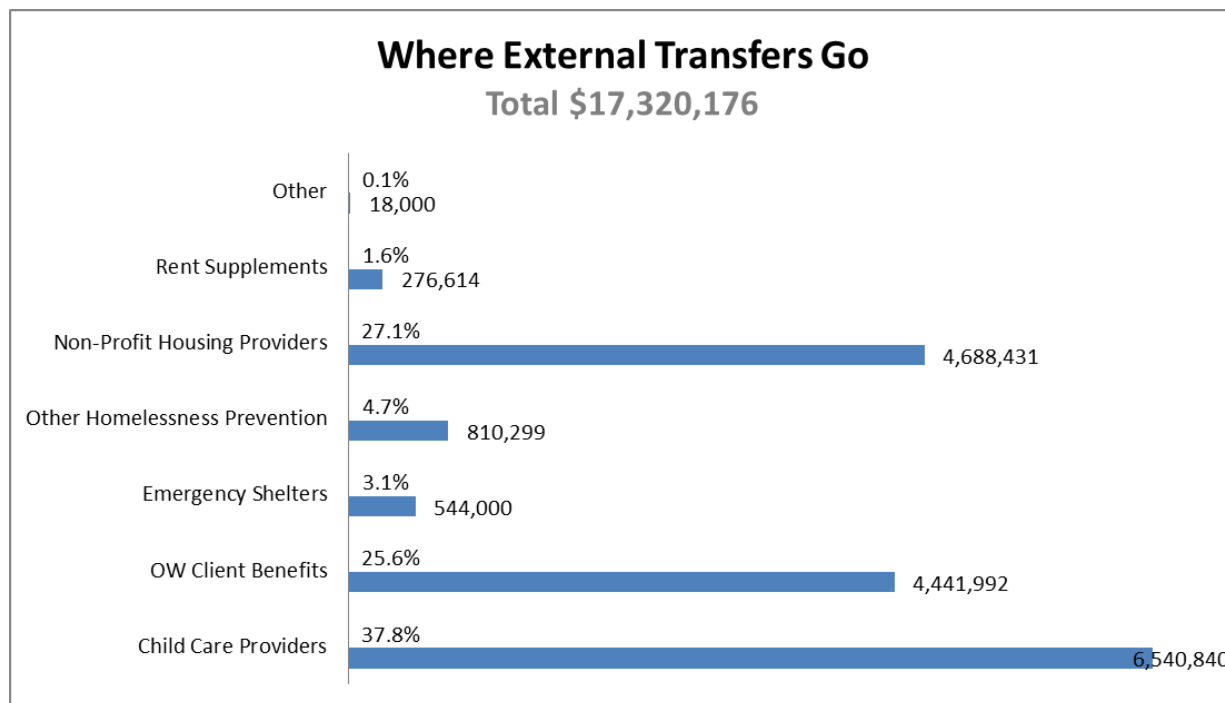
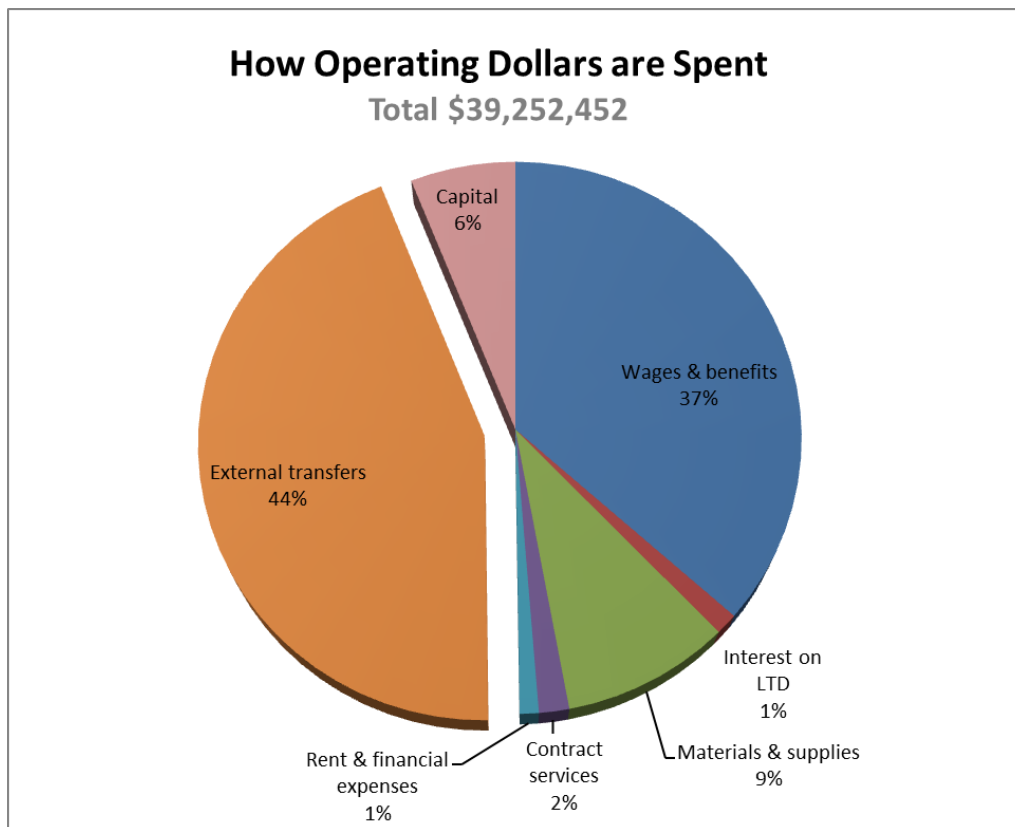
The data used to calculate the actual breakdown of the local share levy has not yet been received from MPAC. This information is normally available in late December or early January.

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Budget Summary by Function

	Program Support & Board	Integrated Services	Early Learning & Care	Ontario Works	Housing & Asset Management	Land Ambulance	Total	
Wages & benefits	1,037,942	2,112,620	0	158,635	1,117,612	9,909,410	14,336,219	35.5%
Interest on LTD	0	0	0	0	392,268	93,884	486,152	1.2%
Materials & supplies	237,822	233,721	10,000	41,060	2,271,778	858,508	3,652,889	9.0%
Contract services	132,850	109,700	3,000	7,594	196,945	200,904	650,993	1.6%
Rent & financial expenses	2,000	253,148	0	8,000	0	145,463	408,611	1.0%
External transfers	8,000	0	6,540,840	5,254,716	5,506,620	10,000	17,320,176	42.9%
Internal transfers	(1,398,614)	(2,709,189)	535,775	2,354,453	645,024	572,551	0	0.0%
Capital	0	0	0	15,000	1,969,100	413,312	2,397,412	5.9%
Contributions to reserve funds	70,000	0	0	15,000	155,730	15,000	255,730	0.6%
Principal payment of LTD	0	0	0	0	766,056	136,899	902,955	2.2%
Total Cash Requirements	90,000	0	7,089,615	7,854,458	13,021,133	12,355,931	40,411,137	100%
Provincial Revenue	0	0	(5,923,132)	(6,332,022)	(3,117,601)	(4,393,181)	(19,765,936)	48.9%
Rent	0	0	0	0	(2,829,106)	0	(2,829,106)	7.0%
Other revenue	0	0	0	(5,330)	(71,700)	0	(77,030)	0.2%
Interest earned	(70,000)	0	0	(500)	(20,000)	(15,000)	(105,500)	0.3%
Total Revenue	(70,000)	0	(5,923,132)	(6,337,852)	(6,038,407)	(4,408,181)	(22,777,572)	56.4%
Contributions from reserves	(20,000)	0	(448,000)	0	0	0	(468,000)	1.2%
Contributions from reserve funds	0	0	0	0	(447,500)	(228,448)	(675,948)	1.7%
Net Local Cost	0	0	718,483	1,516,606	6,535,226	7,719,302	16,489,617	40.8%

The above chart provides an overview of the total cash requirements and net local cost for all divisions. It is important to note that 43.0% of our costs are external transfers to various programs and client benefits. The next largest cost is the salary and benefit costs to deliver the programs at 35.6%. On average across all programs, the Province provides 49% of the total cash requirements.



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Reserve for Working Funds

The reserve for working funds is used to ensure adequate cash flow to allow operations to continue to operate with payment of clients, vendors and transfer agencies as required. As per Regulation 279/98, Section 7(3), in preparing the estimates, the Board may provide for a reserve for working funds in a year not to exceed 15 percent of the total estimates of the Board for the year. The total estimates for 2016 are \$16,489,617 and 15% is calculated at \$2,473,442. The budget transfer to working fund reserves totals \$85,000. The 2015 budget included an allocation in order to complete a review of the Information Technology environment that was not completed. The balance of \$20,000 being drawn from the working fund reserves will be used to complete this review in the 2016 fiscal year. The total budget ending balance in working fund reserves for 2016 is \$568,278.

Discretionary Reserve Funds

The Board currently holds discretionary reserve funds for land ambulance vehicle/equipment replacement as well as a balance for possible severance payments and social housing operations/capital purposes. Interest earned on each fund is reinvested in the fund on a monthly basis. Contributions and withdrawals from the reserve funds must be budgeted per Board policies and directives.

In the 2016 budget and renewal financing plan, there is an expectation that \$347,500 will be transferred from the social housing reserve and \$78,448 will be transferred from the land ambulance reserve to cover capital expenditures. An additional \$150,000 will be drawn from the land ambulance severance reserve to fund the municipal portion of the management restructuring costs. This is a total budget of \$575,948 that will be transferred from the reserve funds.

Special Purpose Reserves

The Board currently holds reserves for social housing purposes that were raised with the sale of public housing units in Minaki. These funds will be accessed when implementing portions of the housing and homelessness plan. Revenues generated from the MicroFit initiatives are transferred in to this fund. The Board has also committed an additional \$75,000 for new housing requirements as per the Housing and Homelessness plan. At the end of 2016, the balance in the New Housing reserve will be \$918,971.

An additional special purpose reserve has been created for the child care division. Due to the nature of the provincial mitigation funds, these revenues are classified as a reserve. Per the 2016 budget, we expect to access \$448,000 of mitigation funding in the current year that will offset child care expenditures. The child care providers have been notified that this funding will not continue into the future and that they need to plan for the reduced funding amount. At the end of 2016, the balance in the Child Care reserve will be \$17,465

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Impact of 2016 Budget on Reserves & Reserve Funds:

	2016 Opening Balance	Interest Earned	Contribution	Withdrawals	2016 Ending Balance
Reserve for Working Funds	503,278	70,000	15,000	(20,000)	568,278
Special Purpose - Child Care	465,465			(448,000)	17,465
Special Purpose - New Housing	783,241	60,730	75,000		918,971
TOTAL GENERAL RESERVES	1,751,984	130,730	90,000	(468,000)	1,504,714
Reserve Funds - Social Housing	932,020	20,000		(447,500)	504,520
Reserve Funds - Land Ambulance	4,079,083	15,000		(217,798)	3,876,285
TOTAL RESERVES	6,763,087	165,730	90,000	(1,133,298)	5,885,519

See Appendix A for more details on Reserve Balances.

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Program Support and Board of Director Expenses



The Program Support and Board Division works closely with and provides expert advice to the program divisions of the Kenora District Services Board. The separate cost centres identify the various support functions provided and ensures costs are allocated to the program division according to specific sharing formulas.

Program Support - Administration

Administrative support is provided for the entire organization by the Chief Administrative Officer, Executive Secretary, Director of Finance & Asset Management, Manager of Finance, and two Accounting Clerks in the Finance Department. Total costs are allocated to the programs equally.

Expenses included in this area are wages, advertising, insurance, memberships, travel and training, audit/consulting/legal fees and miscellaneous supplies.

Board Costs

The Board of Directors provides governance and develops the strategic direction of the organization as a whole. Implementation of the strategic plan is completed on a management level. All costs associated with the Board are allocated equally to the programs being administered.

Operating costs reflect honoraria, per diem, and travel costs for the Board of Directors at regular/committee meetings as well as at various conferences throughout the year. The costs associated with the Spring Staff Appreciation Day are included in this budget.

The 2016 budget includes allocations to enable the Board to participate in advocacy efforts, both on our behalf and in collaboration with our partners.

Program Support – Information Technology

The IT department is tasked with providing solutions for the organizations technological needs. These needs centre around hardware, software, networking infrastructure, communications infrastructure and planning support. The 2015 budget included an allocation to obtain an IT inventory and recommendations to ensure that new advances in technology are being leveraged appropriately. This project will be completed in the 2016 fiscal year.

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The cost of wages, travel and universal program/system upgrades are budgeted in the program support cost centre. Total costs are then allocated based on prior experience of specific program usage. Any hardware and other costs that relate directly to the operation of one program are included directly in the budget of that program.

Program Support – Human Resources

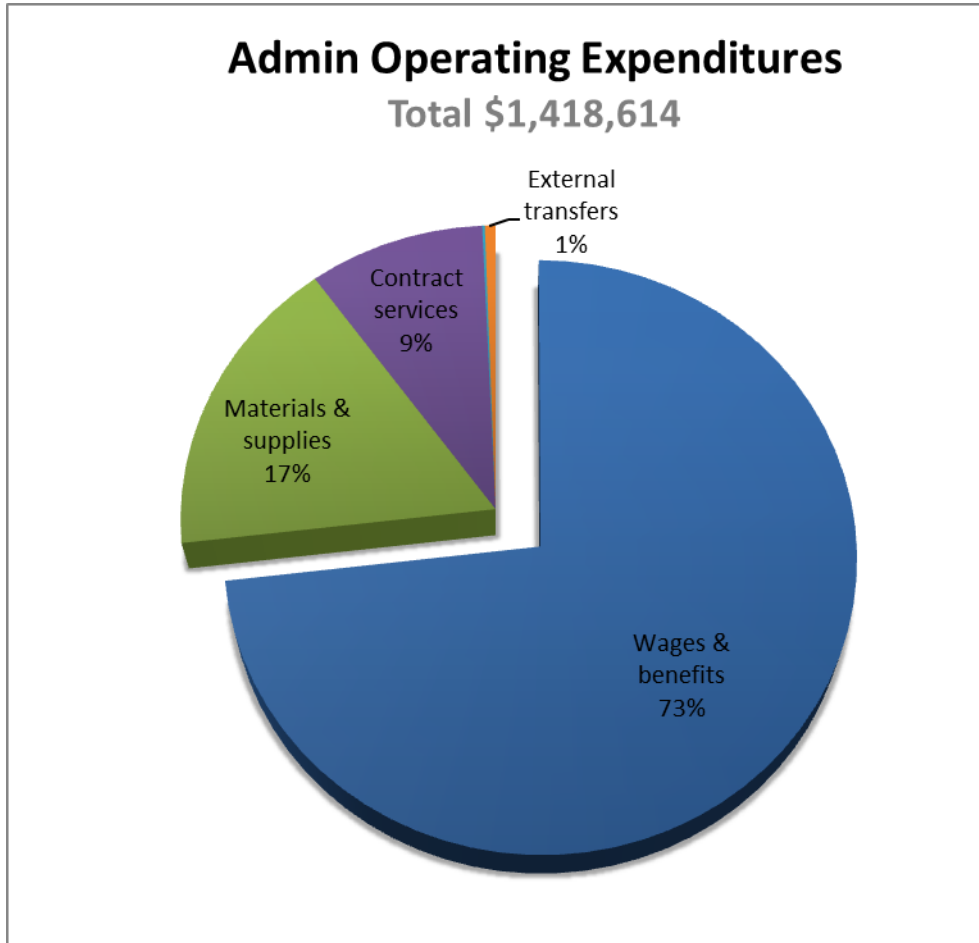
Human Resources is responsible for a wide range of support services including: recruitment, health and safety, collective agreements, labour relations, compensation and pay equity, management of personnel data, benefits and pension administration, leave management and return to work initiatives. Total costs are allocated to the programs based on the number of full time employees within each program.

Summary by Department:

	2016 Budget	2015 Budget	Change
Program Support & Board			
Administration	792,740	782,542	10,198
Board Costs	117,394	102,091	15,303
Information Technology	354,843	370,066	(15,223)
Human Resources	153,637	133,709	19,928
Total operating costs	1,418,614	1,388,408	30,206
Transfers to Programs	(1,398,614)	(1,388,408)	(10,206)
Contributions to (from) reserves	50,000	69,037	(19,037)
Total cash requirements	70,000	69,037	963
Interest earned	(70,000)	(69,037)	(963)
NET LOCAL COST	0	0	0

Summary by Function:

	2016 Budget	2015 Budget	Change
Program Support & Board			
Wages/Benefits	1,037,942	990,215	47,727
Materials/Supplies	237,822	244,928	(7,106)
Contracted Services	132,850	145,265	(12,415)
Rent/Financial Expense	2,000	1,000	1,000
External Transfers	8,000	7,000	1,000
Transfers to Programs	(1,398,614)	(1,388,408)	(10,206)
Contributions to (from) reserves	50,000	69,037	(19,037)
Total cash requirements	70,000	69,037	963
Interest earned	(70,000)	(69,037)	(963)
NET LOCAL COST	0	0	0



General Comment

Net local costs will be zero as all costs are apportioned to the programs.

Integrated Social Services



Integrated Services strives to provide wrap around service to Applicants/Clients/Tenants by linking individuals to the right benefits in order for them to be successful. Specific programs administered include: Rent Geared to Income, Affordable Housing Initiative, Community Homelessness Prevention, Rent Supplement, Child Care Fee Subsidy, Ontario Works, Learning Earning and Parenting, Energy Support and Child Poverty Reduction. The focus of integration is the support provided to the individual or family, not the department or the origin of funding. “Our Promise: Help and support when you need it.”

Employees in Integrated Social Services Department are trained to provide multiple programs and benefits to people requiring assistance. KDSB employees provide information on all programs and support individuals in finding and accessing the best solution. Through a screening and assessment process KDSB employees determine which benefits best meet the individual’s needs, with the ultimate goal of supporting the individual to become self-sufficient.

The programs come from multiple Ministries, each with their own mandate and legislation. Costs associated with this department (wages, training, travel and general office needs) are not distinctly related to any specific funding source. Total costs are allocated across all programs based on the workload of each program.

As KDSB moves forward with Integration we are continually reviewing and improving processes. Integrated Social Services is being monitored on an ongoing basis to identify areas where service can be provided more efficiently.

The 2015 Budget allowed for KDSB to begin work on the implementation of the Ten Year Housing and Homelessness Plan. Through the service mapping project additional partners were identified and KDSB saw an increase in communication and joint planning efforts. This change is consistent with Phase 2 of the strategic plan.

The 2016 budget includes a position to take the lead in our Community Engagement process. This is necessary in order to continue strengthening partnerships and increasing our ability to collaborate effectively. Currently, the CAO and Director of Integrated Social Services have been working diligently to continue collaborative efforts. In order to ensure an effective and successful collaboration, a more focused approach is required.

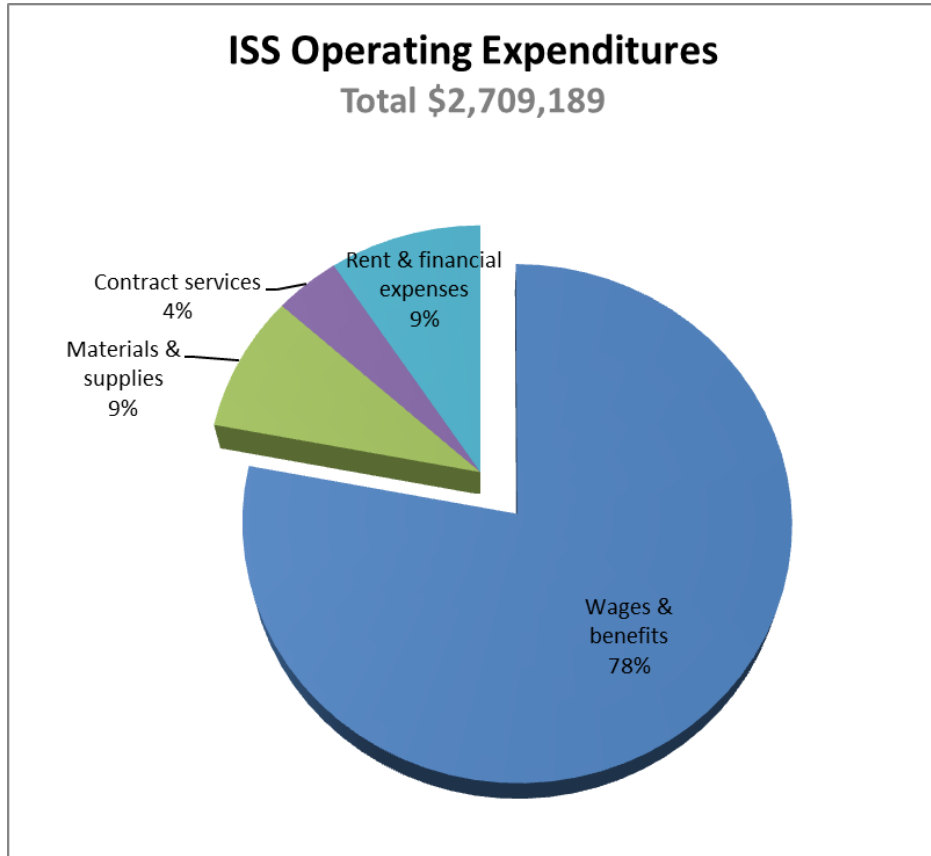
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Summary by Department:

	2016 Budget	2015 Budget	Change
Integrated Services			
Integrated Staffing	2,210,570	2,136,495	74,075
Program Delivery Sites	498,619	509,943	(11,324)
Total operating costs	2,709,189	2,646,438	62,751
Transfers to Programs	(2,709,189)	(2,671,438)	(37,751)
Contributions to (from) Reserves	0	25,000	(25,000)
NET LOCAL COST	0	0	0

Summary by Function:

	2016 Budget	2015 Budget	Change
Integrated Services			
Wages/Benefits	2,112,620	2,007,995	104,625
Materials/Supplies	233,721	284,023	(50,302)
Contracted Services	109,700	107,200	2,500
Rent/Financial Expense	253,148	247,220	5,928
External Transfers	0	0	0
Transfers to Programs	(2,709,189)	(2,671,438)	(37,751)
Contributions to (from) Reserves	0	25,000	(25,000)
NET LOCAL COST	0	0	0



General Comment

Net local costs will be zero as costs are apportioned to the programs.

Early Learning & Care Service



The Kenora District Services Board is the service system manager for Early Learning and Care (ELC) in the Kenora District. Early Learning and Care is comprised of four components, Child Care Fee Subsidy, Child Care Operations, Best Start Hub Operations and Best Start Planning. Child Care and Best Start Hub Operational dollars are flowed to the program operators. Fee Subsidy is provided to families through the integrated services department. Best Start Planning is managed for multiple children’s services providers in the District.

The Child Care Program Budget remains consistent with 2015 funding levels. At this time, there has been no indication by the Ministry of Education that funding levels will change. While the Ministry has committed to additional Wage Enhancement dollars, the value of this funding is unknown.

Summary by Department:

	2016 Budget	2015 Budget	Change
Early Learning and Care			
Administration	525,775	495,547	30,228
Program Transfers	6,473,140	6,503,009	(29,869)
Aboriginal/Best Start Program	90,700	90,700	0
Total operating costs	7,089,615	7,089,256	359
Provincial Revenue	(5,923,132)	(5,923,132)	0
Contributions from Reserves	(448,000)	(448,000)	0
NET LOCAL COST	718,483	718,124	359

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Summary by Function:

	2016 Budget	2015 Budget	Change
Early Learning and Care			
Materials/Supplies	10,000	10,000	0
Contracted Services	3,000	3,000	0
External Transfers	6,540,840	6,570,709	(29,869)
Program Support/Integrated Services	535,775	505,547	30,228
Total cash requirements	7,089,615	7,089,256	359
Provincial Revenue	(5,923,132)	(5,923,132)	0
Contributions from Reserves	(448,000)	(448,000)	0
NET LOCAL COST	718,483	718,124	359

General Comment

The 2016 Early Learning & Care Budget comes in with an increase in the local share of \$359. This budget is based on last year's actuals, changes in programming expected during the 2016 year and a consistent level of funding from the provincial government.

Ontario Works Services



Ontario Works administrative funding is calculated on a two year cycle based on several factors including caseload, northern factor, rural factor, and supplementary caseload. The KDSB received notice of their 2015-16 funding allocation which was based on the overall district caseload decreasing. KDSB has been proactive in evaluating staffing levels to support this change. District administration, employment expenditures and client transfers have been adjusted to reflect the new funding allocation from the Ministry. In addition, the funding budget reflects the 2016 provincial upload of client benefit expenditures.

The Healthy Communities budget includes allocations for emergency rent and energy (Hydro LEAP programs), the Community Homeless Prevention Initiative (CHPI) and the Child Poverty Reduction Program. The CHPI program provides fund to the local emergency shelters as well as other homelessness prevention programs. Expenditures in the Child Poverty Reduction Program have remained static since the elimination of the Provincial cost sharing component. These funds are distributed to the communities based on program submissions and the child poverty population.

Summary by Department:

	2016 Budget	2015 Budget	Change
Ontario Works			
Administration	2,199,611	2,245,881	(46,270)
Employment Programs	556,237	542,747	13,490
Client Transfers	4,195,044	4,195,044	0
Healthy Community Funds	888,566	888,566	0
Total operating costs	7,839,458	7,872,238	(32,780)
Contributions to (from) Reserves	15,000	15,000	0
Total cash requirements	7,854,458	7,887,238	(32,780)
Provincial Revenue	(6,332,022)	(5,941,382)	(390,640)
Other Miscellaneous Revenues	(5,330)	(5,330)	0
Interest Earned	(500)	(500)	0
NET LOCAL COST	1,516,606	1,940,026	(423,420)

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Summary by Function:

	2016 Budget	2015 Budget	Change
Ontario Works			
Wages/Benefits	158,635	154,191	4,444
Materials/Supplies	56,060	57,391	(1,331)
Contracted Services	7,594	7,446	148
Rent/Financial Expense	8,000	8,000	0
External Transfers	5,254,716	5,247,487	7,229
Program Support/Integrated Services	2,354,453	2,397,723	(43,270)
Contributions to Reserves	15,000	15,000	0
Total cash requirements	7,854,458	7,887,238	(32,780)
Provincial Revenue	(6,332,022)	(5,941,382)	(390,640)
Other Miscellaneous Revenues	(5,830)	(5,830)	0
NET LOCAL COST	1,516,606	1,940,026	(423,420)

General Comment

The net effect of the changes to the Ontario Works budget is a decrease in the local share of \$423,420. This budget is based on last year's actuals, a consistent case load and an anticipated level of funding from the provincial government.

KDSB continues to monitor the effect of SAMS implementation on our cash flow and is working to ensure no detrimental effects will be transferred to the local share.

Housing Services & Asset Management



The Asset Management Department is responsible for maintaining the varied portfolio assets that are owned, leased and/or occupied by the KDSB. These include, but are not limited to, office space, social housing facilities, land ambulance bases and solar installations.

Housing Services, through the Integrated Social Service employees, provides subsidized housing to those who qualify. Subsidized housing in the district consists of 528 KDSB owned units, 560 non-profit units and 42 rent supplement units. These units are located in Minaki, Keewatin, Kenora, Vermilion Bay, Ear Falls, Red Lake, Eagle River, Dryden, Dinorwic, Hudson and Sioux Lookout.

The Integrated Services Department administers and maintains the centralized waitlist for rent geared to income tenants for the entire District. All Non-Profit Housing Providers as well as KDSB Property Managers access this waitlist to offer units in chronological order.

Asset Management District Administration

Maintenance costs that are not specific to one particular unit are reported under this cost centre. Wages for managers and front-line maintenance staff, travel, training and communications are just a few expenditures considered to be district wide.

The total costs have increased by \$52,953 (2.93%). The majority of this increase is attributable to the allocation from the Integrated Social Service department. Wages and benefits for the maintenance department have been reduced to more accurately reflect front line staff overtime costs for after-hours maintenance calls.

Housing Property Management

This section of the budget contains the operating maintenance and building renewal costs for the 528 public housing units owned by KDSB. Total costs have increased by \$101,381 (2.19%). The main reason is that the decreased debenture interest has offset the total increases for utilities and property taxes.

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Planned Building Renewal costs for the current year are \$1,969,100 and reflect an increase of approximately \$53,800 from the 2015 budget. The total cost of renewal projects including an amount for Non-Profit capital plans as described below is being financed through a combination of reserves and local levy as outlined in the ten year financing plan included in Appendix A.

Integral to the ten year capital plan is the housing and homelessness plan. The current Planned Building Renewal costs include spending in three projects which KDSB has received approval from the Ministry of Municipal Affairs and Housing for disposal. It is our intention that disposal costs would utilize the operating budgets for these projects first, and any capital items would be completed on an emergency only basis. This will allow KDSB to defer expenditures and reduce the required contribution from reserve accounts. With the reduced reliance on reserve financing, KDSB will be in a better position to move forward with some of the recommendations made in the Housing and Homelessness plan.

Investment in Affordable Housing

The total increase in this cost centre is based on the final approved funding allocations as calculated by the Ministry of Municipal Affairs and Housing. As per the housing and homelessness plan goals, management will work towards an extensive housing inventory and library of projects that will allow us to access the capital portion of this funding. Previous funding has been used to provide assistance with rental payments for a limited time period and capital repairs on existing homes for qualifying families.

Non-Profit Housing Providers

The increase in this section is attributed to an expected increase in costs due to the increased indices established by the Ministry of Municipal Affairs and Housing. The indices are used to calculate the benchmarked amounts for the subsidy paid to the non-profit providers.

The building renewal plan was reviewed for non-profits providers and it is estimated that reserves for non-profits will not be adequate to complete planned projects for 2016. The amount included in the KDSB renewal plan for 2016 is \$250,000 (reduced by \$50,000 from the 2015 level). Non-profit providers will be required to submit a business case in order to access and receive these funds. Each business case will be brought before the Board for approval prior to awarding the funding.

Rent Supplement

The rent supplement area of the 2016 budget has been updated to agree with various funding agreements received and confirmed contracts with landlords.

MicroFit Investment

This program is being used to sustain reserves into the future. Revenue generated from the systems will be contributed to the special reserve for new buildings. It is estimated that \$71,700 will be generated in revenue in 2016.

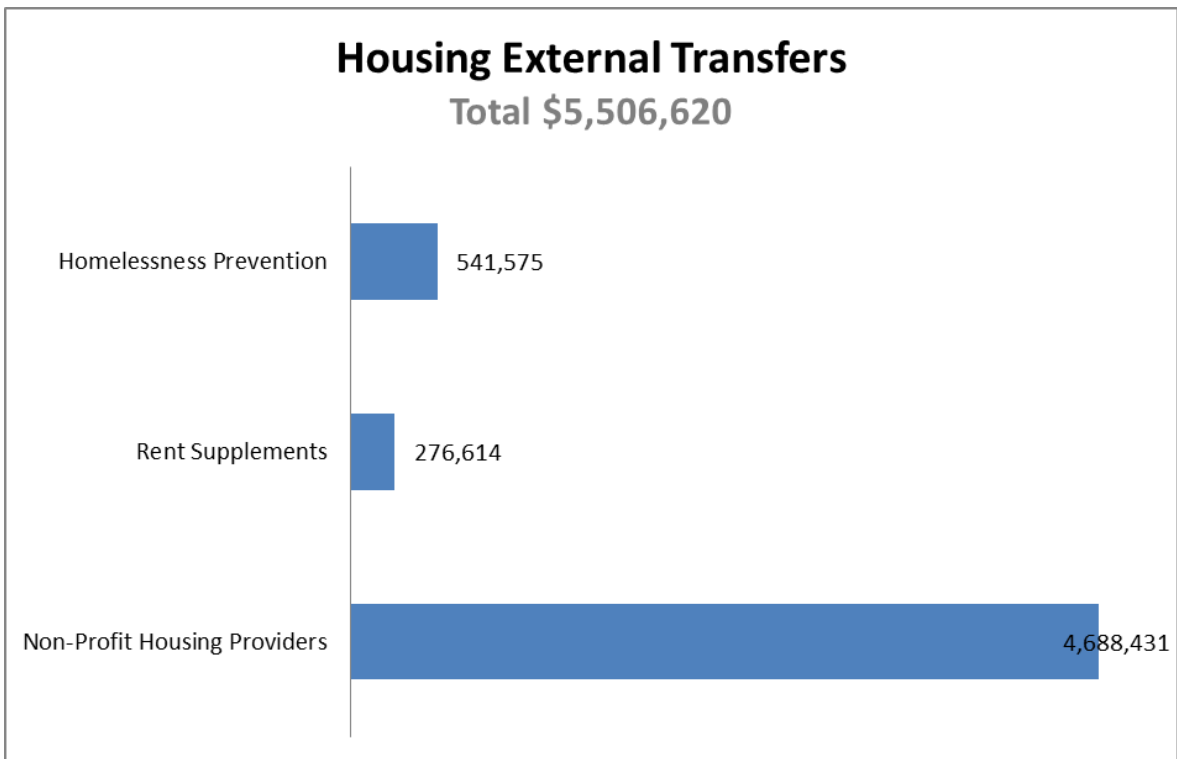
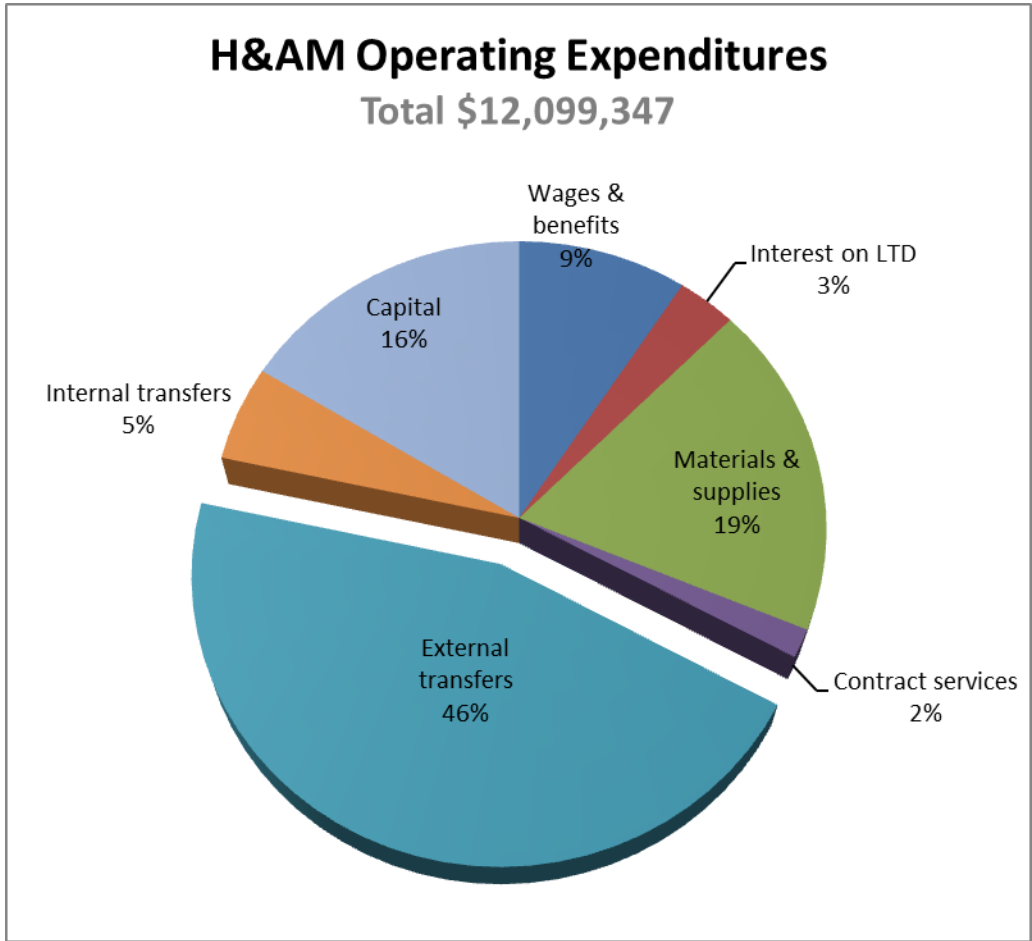
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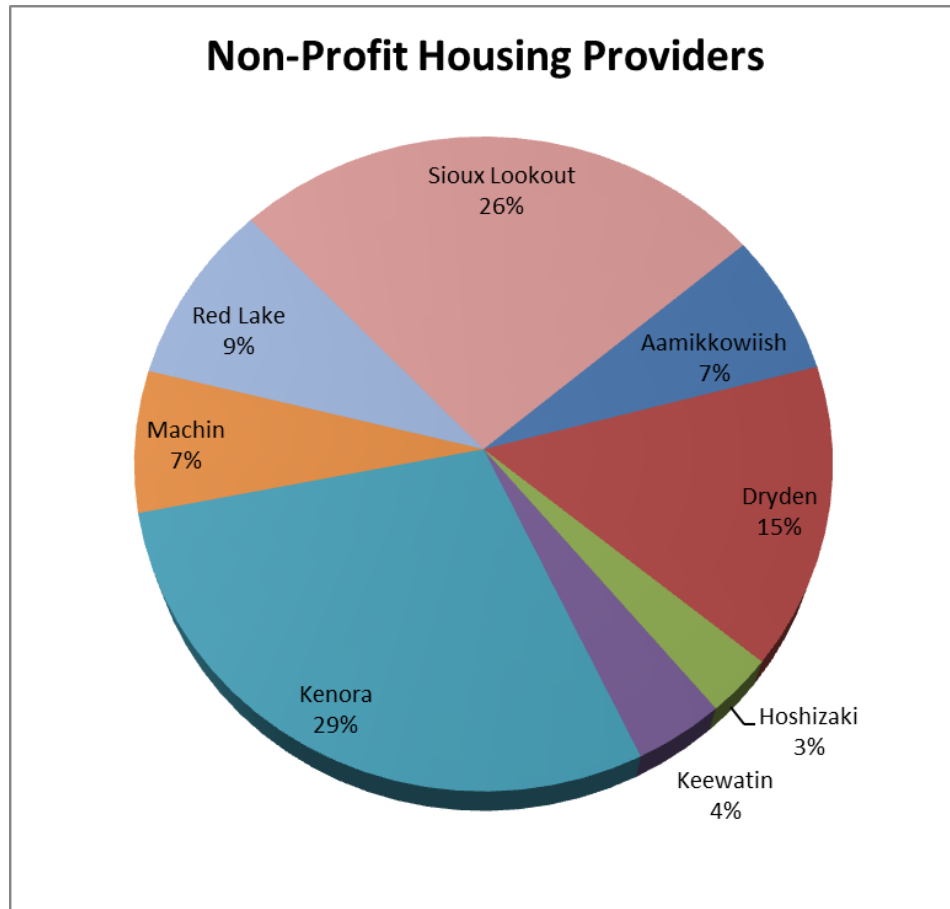
Summary by Department:

	2016 Budget	2015 Budget	Change	
Housing and Asset Management				
Administration	1,861,436	1,808,483	52,953	
Housing Property Management	2,751,221	2,703,639	47,582	
Capital Renewal	1,969,100	1,915,300	53,800	
Non-Profit Housing Providers	4,688,431	4,630,178	58,253	
Rent Supplement	276,614	273,770	2,844	
IAH Program	541,575	527,215	14,360	
Microfit Investment	10,970	12,115	(1,145)	
Total operating costs	12,099,347	11,870,700	228,647	1.93%
Contributions to Reserves	155,730	221,700	(65,970)	
Principal on long term debt	766,056	740,697	25,359	
Total cash requirements	13,021,133	12,833,097	188,036	1.47%
Provincial Revenue	(3,117,601)	(3,067,987)	(49,614)	
Tenant Rent	(2,829,106)	(2,773,633)	(55,473)	
Other Miscellaneous Revenues	(91,700)	(91,700)	0	
Contributions from Reserves	(447,500)	(743,000)	295,500	
NET LOCAL COST	6,535,226	6,156,777	378,449	6.15%

Summary by Function:

	2016 Budget	2015 Budget	Change
Housing and Asset Management			
Wages/Benefits	1,117,612	1,118,392	(780)
Interest on Long Term Debt	392,268	445,180	(52,912)
Materials/Supplies	2,271,778	2,187,344	84,434
Contracted Services	196,945	190,730	6,215
External Transfers	5,506,620	5,404,802	101,818
Program Support/Integrated Services	645,024	608,952	36,072
Capital Renewal	1,969,100	1,915,300	53,800
Contributions to Reserves	155,730	221,700	(65,970)
Principal on Long Term Debt	766,056	740,697	25,359
Total cash requirements	13,021,133	12,833,097	188,036
Provincial Revenue	(3,117,601)	(3,067,987)	(49,614)
Tenant Rents	(2,829,106)	(2,773,633)	(55,473)
Other Miscellaneous Revenues	(91,700)	(91,700)	0
Contributions from Reserves	(447,500)	(743,000)	295,500
NET LOCAL COST	6,535,226	6,156,777	378,449





General Comment

The net effect of the changes to the Housing Services & Asset Management Division budget is an increase in local share of \$378,449. This budget is based on last year's actuals, anticipated provincial funding levels and the effect of the reserve management policy.

Emergency Medical Services – Land Ambulance



Land Ambulance Management

Land Ambulance District Administration provides oversight and leadership for the EMS program within the District by ensuring adherence to legislation, regulations, standards, organizational policies and fiscal objectives. It also manages the operational resources required to provide an effective and efficient service delivery throughout our vast geographical area. The budget includes centralized purchase such as software support, telecommunications, insurance, office supplies, uniforms, training, medical supplies and fleet expenses.

We are committed to continual emphasis on service improvement for the Kenora District. This includes patient care, paramedic and patient safety and improved efficiency in service delivery through technology.

In 2015, a comprehensive review of the EMS management and administrative structure was completed. The review focused on assessing the current structure (1 Director, 2 Operation Managers, 1 Quality Assurance/Training Manager) and KDSB's ability and capacity to effectively manage the EMS service. The full report detailing the results and recommendations of this review were presented to the Board during an in-camera session on October 8, 2015.

The 2016 Budget reflects the costs associated with adopting all recommendations as presented. The updated EMS management structure includes: 1 Director (Chief), 2 Deputy Chiefs and 4 Superintendent positions. The total cost reflects an increase of approximately \$250,000 as reported in the Administration budget over the 2015 estimate.

Land Ambulance Capital Renewal

The planned capital spending in 2016 is \$413,312; an increase of \$26,512 over 2015. Renewal spending is being financed through a combination of reserves and local levy as outlined in the ten year financing plan included in Appendix C. Specific items included in the renewal plan are: 2 new ambulances with Stryker Power Load Lifting Systems, 5 Panasonic Tough Books, 3 Stryker Power cots and a furnace replacement at the Ignace station.

Three technology improvements are planned for 2016. The first is Electronic Signage at each of the 9 Ambulance Stations and the KDSB Administration Office to improve communications between management and paramedics. Second is an Inventory and Asset Management software to better track medical equipment including maintenance, location, repair history, and other pertinent information. Both projects were started in 2015 in response to issues found during the 2014 Ambulance Service Review.

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The third technology improvement is a cost free upgrade to the iMEDIC CERT’N program from Interdev. This program is the Paramedic Credential Management and Compliance software that KDSB has used for the past eight years. It assists in ensuring employees comply with all credential, licensing, regulatory and continuing education requirements.

Land Ambulance Program Delivery

Land Ambulance Program Delivery includes all of the day-to-day operations for the delivery of emergency medical services within our communities including wages and benefits for the paramedic staff, building, patient care supplies, oxygen, drugs, laundry, and all other base specific purchases.

From a patient care perspective, two new medical directives were added this fall: Opioid Toxicity (Naloxone) and Home Dialysis Emergency Disconnect. The KDSB also added protocols for venipuncture, with the Intravenous (IV) and Fluid Medical Directive therapy. This will allow paramedics to treat low blood pressure, add additional medications, access a faster acting route for some current medications and increase the number of patients that meet the current treatment protocols. New medications introduced included Dextrose for diabetic low blood sugar emergencies and hydroxocobalamin injection (Cyanokit®) for cyanide poisoning (available in Red Lake only as this is a local risk related to the use of cyanide in gold the extraction process). The Provincial standardized training program included an advanced assessment training module, Intravenous training and Intravenous clinical hospital placement. About thirty percent (30%) of the clinical hospital placements will continue into 2016. All new hires in 2015 will receive their training on venipuncture, with the Intravenous (IV) in 2016. The KDSB requires paramedics to have worked at least 400 hour in the prior year to receive the training. This is done for two reasons; (1) to justify the cost of the additional training and (2) the paramedic has sufficient work history to maintain the new skill.

New trauma bags were put into service at the end of 2015 to allow for the addition of the new IV equipment being added to the current ALS bags.

Planned paramedic training for 2016 includes:

- Completion of the new 2015 Canadian Triage and Acuity Scale (CTAS) protocols;
- Completion of the new 2015 Advanced Life Support (ALS) Standards; and
- New 2016 Basic Life Support (BLS) Standards.

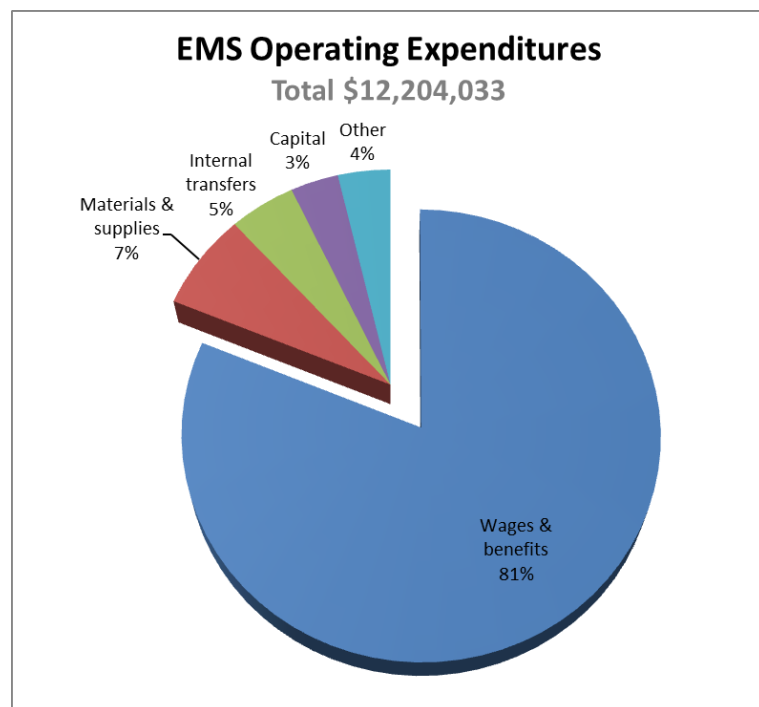
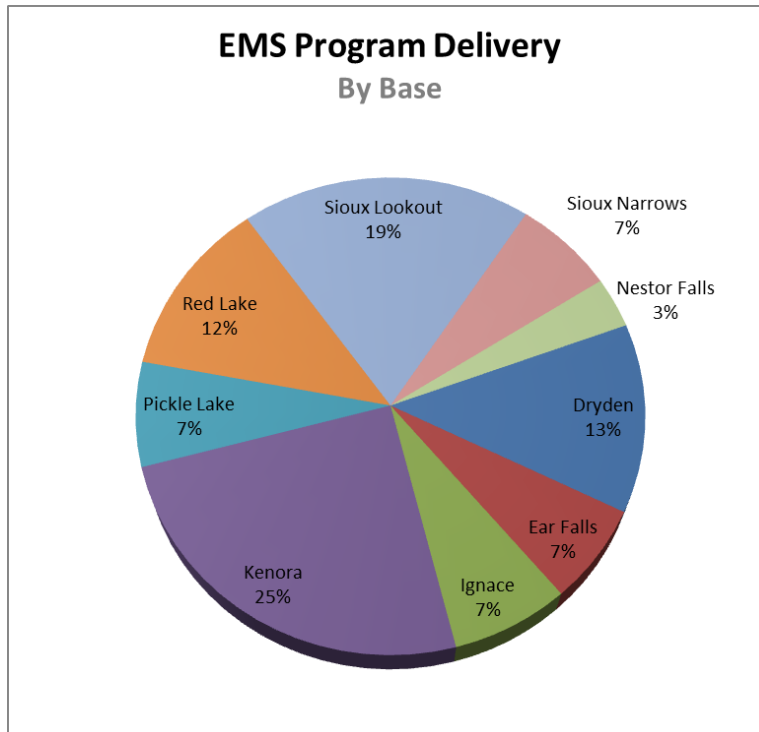
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Summary by Department:

	2016 Budget	2015 Budget	Change
EMS - Land Ambulance			
Administration	2,521,291	2,261,528	259,763
Program Delivery - Bases	9,269,430	9,044,081	225,349
Capital Renewal	413,312	386,800	26,512
Total operating costs	12,204,033	11,692,409	511,624
Contributions to Reserves	15,000	0	15,000
Principal on long term debt	136,899	194,060	(57,161)
Total cash requirements	12,355,932	11,886,469	469,463
Provincial Revenue	(4,393,181)	(4,274,549)	(118,632)
Other Miscellaneous Revenues	(15,000)	(15,000)	0
Contributions from Reserves	(228,448)	(351,350)	122,902
NET LOCAL COST	7,719,303	7,245,570	473,733

Summary by Function:

	2016 Budget	2015 Budget	Change
EMS - Land Ambulance			
Wages/Benefits	9,909,410	9,394,108	515,302
Interest on Long Term Debt	93,884	97,278	(3,394)
Materials/Supplies	858,509	880,238	(21,729)
Contracted Services	200,904	200,099	805
Rent/Financial Expenses	145,463	139,900	5,563
External Transfers	10,000	20,000	(10,000)
Program Support/Integrated Services	572,551	573,986	(1,435)
Capital Renewal	413,312	386,800	26,512
Contributions to Reserves	15,000	0	15,000
Principal on Long Term Debt	136,899	194,060	(57,161)
Total cash requirements	12,355,932	11,886,469	469,463
Provincial Revenue	(4,393,181)	(4,274,549)	(118,632)
Other Miscellaneous Revenues	(15,000)	(15,000)	0
Contributions from Reserves	(228,448)	(351,350)	122,902
NET LOCAL COST	7,719,303	7,245,570	473,733



General Comment

The net effect of the changes to the Land Ambulance Division budget is an increase in local share of \$473,733. This budget is based on last year's actuals, anticipated provincial funding levels and the effect of the reserve management policy.

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CONSOLIDATED SUMMARY by Function

Expenditure by Function	2016 Budget	2015 Budget	\$ Change	% Change
Wages/benefits	14,336,219	13,664,900	671,319	4.91%
Interest on long term debt	486,152	542,458	(56,306)	-10.38%
Materials/supplies	3,652,889	3,642,674	10,215	0.28%
Contracted services	650,993	653,741	(2,748)	-0.42%
Rent/financial expenses	408,611	396,121	12,490	3.15%
External transfers	17,320,176	17,276,359	43,817	0.25%
Capital	2,397,412	2,323,350	74,062	3.19%
Total Operating Expenditure	39,252,452	38,499,603	752,849	1.96%
Contributions to reserves	255,730	330,737	(75,007)	-22.68%
Principal on long term debt	902,955	934,757	(31,802)	-3.40%
Total cash requirements	40,411,137	39,765,097	646,040	1.62%
Provincial revenue	(19,765,936)	(19,207,050)	(558,886)	2.91%
Tenant rent	(2,829,106)	(2,773,633)	(55,473)	2.00%
Interest earned	(105,500)	(104,537)	(963)	0.92%
Other revenues	(77,030)	(77,030)	-	0.00%
Contributions from reserves	(1,143,948)	(1,542,350)	398,402	-25.83%
NET LOCAL COST	16,489,617	16,060,497	429,120	2.67%

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Municipal and Unincorporated Area Allocation

Cost allocations are determined by using the un-weighted assessment across the district. The allocations are calculated when the Municipal Property Assessment Corporation provides the 2016 property assessments. This information is usually available in late December or early January.

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Administrative Recommendation

The administration is recommending the adoption of this budget draft representing a 1.96% increase in operating expenditure and a 2.67% increase in local share over 2015 for the district as a whole.

The budget has been constructed from a strategic perspective. The budget has addressed as many program issues as possible that the KDSB has some level of control. The large unknown factor moving forward will be the Province of Ontario's contribution to our programs as they are our major partner.

Administration recommends the adoption of this draft budget requiring total operating expenditures of \$39,252,452 representing an increase of \$752,849 (1.96%) over 2015.

This recommended budget requires a total Local Share of \$16,489,617 representing an increase of \$429,120 (2.67%) over 2015.

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APPENDIX A – Reserve Summary Schedule – 10 Year Plan

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Opening Balances										
General Reserves	1,751,984	1,504,714	1,618,633	1,750,674	1,883,375	2,016,740	2,150,772	2,285,474	2,420,850	2,556,903
Social Housing Reserves	932,020	504,520	716,468	610,259	832,636	1,128,591	1,614,737	2,196,229	2,709,185	3,269,910
EMS Equipment Reserves	4,079,083	3,876,285	3,832,334	3,272,931	3,157,796	3,032,708	3,034,432	2,972,721	2,904,915	2,330,644
TOTAL RESERVE OPENING BALANCE	6,763,087	5,885,519	6,167,435	5,633,864	5,873,807	6,178,039	6,799,941	7,454,424	8,034,950	8,157,457
Withdrawals/Transfers from Reserves										
General Reserves	468,000	17,465	0	0	0	0	0	0	0	0
Social Housing Reserves	447,500	0	126,410	0	0	0	0	0	0	0
EMS Equipment Reserves	217,798	59,026	574,553	130,361	140,390	13,655	77,167	83,339	589,882	94,218
TOTAL WITHDRAWALS	1,133,298	76,491	700,963	130,361	140,390	13,655	77,167	83,339	589,882	94,218
Contributions/Transfers to Reserves										
General Reserves	220,730	131,384	132,041	132,701	133,365	134,032	134,702	135,376	136,053	136,733
Social Housing Reserves	20,000	211,948	20,201	222,377	295,955	486,146	581,492	512,956	560,725	303,153
EMS Equipment Reserves	15,000	15,075	15,150	15,226	15,302	15,379	15,456	15,533	15,611	15,689
TOTAL CONTRIBUTIONS	255,730	358,407	167,392	370,304	444,622	635,557	731,650	663,865	712,389	455,575
Net effect of changes to reserves	-877,568	281,916	-533,571	239,943	304,232	621,902	654,483	580,526	122,507	361,357
Closing Balance										
General Reserves	1,504,714	1,618,633	1,750,674	1,883,375	2,016,740	2,150,772	2,285,474	2,420,850	2,556,903	2,693,636
Social Housing Reserves	504,520	716,468	610,259	832,636	1,128,591	1,614,737	2,196,229	2,709,185	3,269,910	3,573,063
EMS Equipment Reserves	3,876,285	3,832,334	3,272,931	3,157,796	3,032,708	3,034,432	2,972,721	2,904,915	2,330,644	2,252,115
CLOSING BALANCE	5,885,519	6,167,435	5,633,864	5,873,807	6,178,039	6,799,941	7,454,424	8,034,950	8,157,457	8,518,814

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APPENDIX B – Building Renewal and Financing – 10 Year Plan

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Housing Renewal Plan										
KDSB Operated Units by Community										
Kenora	973,500	495,100	632,100	570,600	484,100	500,170	760,400	491,900	767,200	476,300
Dryden	267,900	82,400	433,600	332,600	115,300	445,420	150,200	724,300	336,500	416,700
Sioux Lookout	224,000	136,200	274,200	298,900	153,100	213,660	235,600	82,000	289,000	140,100
Red Lake	142,900	497,000	286,200	273,100	297,100	118,000	206,100	169,200	48,600	273,000
Ear Falls	259,100	152,200	161,800	98,600	490,800	190,880	102,200	119,200	123,000	582,700
Dinorwic/Hudson	34,600	35,000	0	0	0	0	0	0	0	0
Minaki	35,100	35,000	0	0	0	0	0	0	0	0
District Fleet Expenses	32,000	0	38,000	0	38,000	0	0	0	40,000	40,000
TOTAL KDSB Operated	1,969,100	1,432,900	1,825,900	1,573,800	1,578,400	1,468,130	1,454,500	1,586,600	1,604,300	1,928,800
Non-Profit Housing CAPITAL ESTIMATE										
	250,000	200,000	180,000	160,000	140,000	120,000	100,000	100,000	100,000	100,000
Total Housing Renewal	2,219,100	1,632,900	2,005,900	1,733,800	1,718,400	1,588,130	1,554,500	1,686,600	1,704,300	2,028,800
		3%	3%	3%	3%	3%	3%	3%	3%	3%
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Projected Financing Schedule										
Prior Year Levy	1,720,000	1,771,600	1,824,748	1,879,490	1,935,875	1,993,951	2,053,770	2,115,383	2,178,844	2,244,209
Provincial Capital Funding	0	0	0	0	0	0	0	0	0	0
Recommended Increase	51,600	53,148	54,742	56,385	58,076	59,819	61,613	63,461	65,365	67,326
CURRENT Budget Levy	1,771,600	1,824,748	1,879,490	1,935,875	1,993,951	2,053,770	2,115,383	2,178,844	2,244,209	2,311,535
Financing Sources										
Current Budget Allocation	1,771,600	1,824,748	1,879,490	1,935,875	1,993,951	2,053,770	2,115,383	2,178,844	2,244,209	2,311,535
Housing Reserves	447,500	-191,848	126,410	-202,075	-275,551	-465,640	-560,883	-492,244	-539,909	-282,735
	2,219,100	1,632,900	2,005,900	1,733,800	1,718,400	1,588,130	1,554,500	1,686,600	1,704,300	2,028,800
Projected Reserve Schedule										
Opening Balance	932,020	504,520	716,468	610,259	832,636	1,128,591	1,614,737	2,196,229	2,709,185	3,269,910
Interest	20,000	20,100	20,201	20,302	20,404	20,506	20,609	20,712	20,816	20,920
Renewal Reserve Financing	-447,500	191,848	-126,410	202,075	275,551	465,640	560,883	492,244	539,909	282,735
Transfers from(to) other reserves										
CLOSING BALANCE	504,520	716,468	610,259	832,636	1,128,591	1,614,737	2,196,229	2,709,185	3,269,910	3,573,565

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APPENDIX B – Building Renewal and Financing – Current Year Plan

Project	2016
DRYDEN	
10 Victoria	\$146,700
104 St Charles	\$24,600
108 St Charles	\$59,800
330 Van Horne	\$36,800
Sub Total	\$267,900
DINORWIC / HUDSON	
Dinorwic Families	\$19,900
Hudson Families	\$14,700
Sub Total	\$34,600
SIOUX LOOKOUT	
7th Ave	\$50,600
2nd / 3rd Ave	\$91,200
3rd Ave	\$42,400
Patricia Plaza	\$39,800
Sub Total	\$224,000
EAR FALLS	
Sunset Leisure Place	\$90,800
Birch Drive Families	\$97,100
Pine / Poplar St	\$71,200
Sub Total	\$259,100
RED LAKE	
George Aiken Manor	\$32,000
Red Lake Families	\$26,600
Follansbee	\$84,300
Sub Total	\$142,900
KENORA	
Drewry Drive	\$12,000
Amethyst Apartments	\$73,500
Minto Ave / Minto Bay Families	\$421,400
Minto Ave Families	\$7,000
Heenan Place Families	\$28,600
Trillium Apartments	\$114,500
Parkview Apartments	\$180,000
Lakeside	\$103,500
Maples Apartments	\$33,000
Sub Total	\$973,500
MINAKI	
Minaki Families	\$35,100
Sub Total	\$35,100
DIST. FLEET	\$32,000
Total Building Renewal / Capital Work	\$1,969,100

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APPENDIX C – EMS Equipment Renewal and Financing – 10 Year Plan

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
EMS Renewal Schedule										
Defib including 12 Lead	0	0	500,000	0	0	0	0	0	500,000	0
Tablets	24,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Computer/Hardware/Software	0	0	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Stretcher	58,240	60,570	0	0	0	0	60,000	62,400	64,896	64,896
Gear	0	0	60,000	0	0	0	0	0	0	0
12 Lead Upgrade	0	0	0	0	0	0	0	0	0	0
Admin Vehicles	0	0	0	120,000	0	0	0	0	0	0
Ambulances	319,072	331,835	345,108	358,913	373,269	388,200	403,728	419,877	436,672	454,139
BUILDINGS	12,000	2,500	10,000	3,000	130,000	0	0	0	0	0
Total EMS Renewal	413,312	414,905	941,108	507,913	529,269	414,200	489,728	508,277	1,027,568	545,035
	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Projected Financing Schedule										
Prior Year Levy	335,450	345,514	355,879	366,555	377,552	388,879	400,545	412,561	424,938	437,686
Provincial Capital Funding	0	0	0	0	0	0	0	0	0	0
Recommended Increase	10,064	10,365	10,676	10,997	11,327	11,666	12,016	12,377	12,748	13,131
CURRENT Budget Levy	345,514	355,879	366,555	377,552	388,879	400,545	412,561	424,938	437,686	450,817
Financing Sources										
Current Budget Allocation	345,514	355,879	366,555	377,552	388,879	400,545	412,561	424,938	437,686	450,817
EMS Reserves	67,798	59,026	574,553	130,361	140,390	13,655	77,167	83,339	589,882	94,218
	413,312	414,905	941,108	507,913	529,269	414,200	489,728	508,277	1,027,568	545,035
Projected Reserve Schedule										
Opening Balance	4,079,083	3,876,285	3,832,334	3,272,931	3,157,796	3,032,708	3,034,432	2,972,721	2,904,915	2,330,644
Interest	15,000	15,075	15,150	15,226	15,302	15,379	15,456	15,533	15,611	15,689
Renewal Reserve Financing	-67,798	-59,026	-574,553	-130,361	-140,390	-13,655	-77,167	-83,339	-589,882	-94,218
Transfers from(to) other reserves	-150,000									
CLOSING BALANCE	3,876,285	3,832,334	3,272,931	3,157,796	3,032,708	3,034,432	2,972,721	2,904,915	2,330,644	2,252,115