



## THE CORPORATION OF THE TOWNSHIP OF HORTON COUNCIL MEETING – MARCH 19<sup>th</sup>, 2019 - 4:00 P.M.

*The agenda provides start times for committee meeting. Please note that these times are approximate and serve as a guideline only. We respectfully request all attendees and committee members to be in attendance at least 15 minutes prior to the start time for your respective committee meeting.*

1. **CALL TO ORDER**
2. **MEMBERS, STAFF AND THE PUBLIC REQUESTED TO TURN OFF ALL CELL PHONES AND ELECTRONIC DEVICES**

3. **DECLARATION OF PECUNIARY INTEREST**

4. **MINUTES FROM PREVIOUS MEETINGS**

4.1 February 19<sup>th</sup>, 2019 – Regular Council Meeting

**PG.4**

5. **BUSINESS ARISING FROM MINUTES**

6. **4:05 GENERAL GOVERNMENT**

*Finance & Admin., Health & Safety, Human Resources*  
Chair: G. Campbell    Public Members: S. Humphries

- 6.1 **Business Arising**

- 6.2 **Finance & Administration**  
Staff Reports

6.2.1 Verbal Report – Ministry of Infrastructure **PG.10**

6.2.2 Statement of Revenues and Expenditures **PG.12**

6.2.3 Consolidated Statement of Financial Position **PG.26**

6.2.4 2018 Audited Financial Statements (Bound Copy on desk) **PG.27**

6.2.5 Council & Staff Training **PG.51**

6.2.6 2019 Tariff of Fees **PG.52**

6.2.7 Strategic Assessment Management Policy **PG.60**

6.2.8 FCC Agrifund Funding Opportunity **PG.71**

6.2.9 Corporate Policy Review – Section B **PG.73**

- 6.3 **Health & Safety**

6.3.1 Inspection Report – Municipal Office **PG.96**

6.3.2 Inspection Report – Public Works Garage **PG.98**

6.3.3 Inspection Report – Community Centre **PG.103**

- 6.4 **Human Resources**

- 6.5 **New Business**

- 6.6 **Outstanding Business**

- 6.7 **Correspondence**

- 6.8 **Mayor Bennett - Questions on Report – Recommendations**

**RETURN TO AGENDA**

<b>7.</b>	<b>5:00</b>	<b>REPORTS FROM COMMUNITY COMMITTEES &amp; COUNTY COUNCIL</b> <i>Reports may be provided orally or in written format</i>
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- |            |                                       |              |
|------------|---------------------------------------|--------------|
| <b>7.1</b> | Renfrew & Area Seniors Home Support   | T. Webster   |
| <b>7.2</b> | Community Policing Advisory Committee | G. Campbell  |
| <b>7.3</b> | Health Services Village               | D. Bennett   |
| <b>7.4</b> | Chamber of Commerce                   | D. Humphries |
| <b>7.5</b> | County Council                        | D. Bennett   |

**8. CONFERENCE REPORTS**

<b>9.</b>	<b>5:15</b>	<b>AD HOC COMMITTEE REPORTS / MINUTES / BUSINESS</b> <i>Reports may be provided orally or in written format</i>
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- |            |   |               |
|------------|---|---------------|
| <b>9.1</b> | <u>Economic Development Ad Hoc Committee</u>                            | D. Humphries  |
| <b>9.2</b> | <u>Recreation Association Ad Hoc Committee</u>                          | D. Humphries  |
| <b>9.3</b> | <u>Official Plan Review Ad Hoc Committee</u>                            | L. Cleroux    |
| <b>9.4</b> | <u>Ad Hoc Budget Committee</u>  | G. Campbell   |
| <b>9.5</b> | <u>Transportation/Environmental Services Ad Hoc Committee</u>           | T. Webster    |
| <b>9.6</b> | <u>Ad Hoc Fire Committee</u>  | L. Cleroux    |
| <b>9.7</b> | <u>Ad Hoc Human Resources</u>   | G. Campbell   |
|            | 9.7.1 – Minutes from Committee Meeting February 25 <sup>th</sup> , 2019 | <b>PG.112</b> |
| <b>9.8</b> | <b>Mayor Bennett - Questions on Report - Recommendations</b>            |               |

**10. CORRESPONDENCE SUMMARY**

- |             |                                       |               |
|-------------|---------------------------------------|---------------|
| <b>10.1</b> | <u>Information Correspondence</u>     |               |
|             | 10.1.1 CAO/Clerk Information Memo     | <b>PG.113</b> |
| <b>10.2</b> | <u>Action Correspondence</u>          |               |
|             | 10.2.1 2019 Library Reimbursement Fee | <b>PG.114</b> |

<b>11.</b>	<b>5:30</b>	<b>SUPPER BREAK</b>
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<b>12.</b>	<b>6:00</b>	<b>DELEGATIONS &amp;/or PUBLIC MEETINGS</b>
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- |             |  |               |
|-------------|--|---------------|
| <b>12.1</b> | <b>OPP INSPECTOR COLIN SLIGHT – PRESENTATION</b> | <b>PG.116</b> |
|-------------|--|---------------|

<b>13.</b>	<b>6:30</b>	<b>PLANNING &amp; DEVELOPMENT</b>
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Chair: L. Cleroux    Public Members: B. Lockwood, J. Wilson

- |             |  |               |
|-------------|--|---------------|
| <b>13.1</b> | <b>Staff Reports</b>   |               |
| <b>13.2</b> | <b>New Business</b>  |               |
| <b>13.3</b> | <b>Outstanding Business</b>                                  |               |
| <b>13.4</b> | <b>Correspondence</b>  |               |
| <b>13.5</b> | <b>Building Permit Report</b>                                |               |
|             | 13.5.1 Building Report – February 2019                       | <b>PG.173</b> |
| <b>13.6</b> | <b>Mayor Bennett - Questions on Report - Recommendations</b> |               |

**14. OUTSTANDING COMMITTEE ISSUES**

**15. BY-LAWS**

- |             |   |               |
|-------------|---|---------------|
| <b>15.1</b> | 2019-21 – Amendment to Recycling Contract | <b>PG.174</b> |
| <b>15.2</b> | 2019-22 – 2019 User Fees & Charges        | <b>PG.176</b> |

**16. NOTICE TO FILE MOTION FOR NEXT COUNCIL MEETING**

**17. COUNCIL MEMBERS CONCERNS**

**RETURN TO AGENDA**

18. **MOTION FOR RECONSIDERATION (debate on motion to reconsider only)**

19. **IN CAMERA (Closed) SESSION**

19.1 Pursuant to Section 239(2) (b) of the *Municipal Act*,

(b) Personal matters about an identifiable individual, including municipal employees

20. **NEXT MEETING**

20.1 Next Council Meeting Date:

April 2<sup>nd</sup>, 2019

21. **CONFIRMING BY-LAW 2019-23**

**PG.188**

22. **ADJOURNMENT**

NOTE: <i>Submissions received from the public, either orally or in writing may become part of the public record.</i>
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THE CORPORATION OF THE TOWNSHIP OF HORTON

## Regular Council Meeting

February 19<sup>th</sup>, 2019

There was a Regular Meeting of Council held in the Township of Horton Council Chambers on Tuesday February 19<sup>th</sup>, 2019. Present was Mayor David Bennett, Deputy Mayor Glen Campbell, Councillor Tom Webster and Councillor Doug Humphries. Staff present was Hope Dillabough, CAO/Clerk, Jennifer Barr, Treasurer, Nathalie Moore, Deputy Clerk/Treasurer, and Nichole Dubeau, Receptionist/Clerk - Recording Secretary.

Councillor Lane Cleroux sent his regrets.

**1. CALL TO ORDER**

Mayor Bennett called the Meeting to Order at 4:01 pm.

**2. MAYOR BENNETT ASKED THE MEMBERS, STAFF AND PUBLIC TO TURN OFF ALL CELL PHONES AND ELECTRONIC DEVICES.**

**3. DECLARATION OF PECUNIARY INTEREST**

**4. MINUTES FROM PREVIOUS MEETINGS**

4.1 January 22<sup>nd</sup>, 2019 – Regular Council Meeting

Moved by Councillor Webster

**RESOLUTION NO. 2019-50**

Seconded by Deputy Mayor Campbell

**THAT** Council approves the following Meeting Minutes:

- January 22<sup>nd</sup>, 2019 Regular Council Meeting

**Carried**

**5. BUSINESS ARISING FROM MINUTES - None**

**6. GENERAL GOVERNMENT COMMITTEE**

*Deputy Mayor Campbell, Chair of the General Government Committee presented the following items for consideration and recommendation.*

*Public Advisory Member Susan Humphries was present.*

**6.1 Business Arising - None**

**6.2 Finance & Administration**

6.2.1 Statement of Revenues and Expenditures

Deputy Clerk/Treasurer Nathalie Moore reviewed the report for Council and stated that the OMPF money should be received in the middle of March. She noted the recreation events that have passed, and the funds have not been received yet, in the office. Councillor Humphries is to check in with Tina Hunt about bringing in revenues for the events, in a more timely manner.

6.2.2 Consolidated Statement of Financial Position

Deputy Clerk/Treasurer Nathalie Moore reviewed the report for council.

6.2.3 Cost of Living Adjustment/Employment By-Law

CAO/Clerk Hope Dillabough reviewed the report for council.

6.2.4 2019 Corporate Policy Review – Section A – Human Resources

CAO/Clerk Hope Dillabough reviewed the report for council. Public Advisory Member Susan Humphries pointed out that a couple of the policies do not refer to a process if something is not followed, and to add a line to refer to the process in Policy A-15. Ms. Dillabough stated that she would make those changes.

6.2.5 Credit Cards for Council Members

CAO/Clerk Hope Dillabough reviewed the report for council.

**RETURN TO AGENDA**



6.2.6 Pregnancy and Parental Leave – Council Corporate Policy Council -01

CAO/Clerk Ms. Dillabough reviewed the report for council. Mayor Bennett stated that he would like to see the council leave the same as staff, council members agreed; therefore, the leave would be unpaid.

6.2.7 Proposed Dental Coverage Amendment

Deputy Clerk/Treasurer Nathalie Moore reviewed the report for council. Councillors agreed on the 75% coverage.

**6.3 Health and Safety**

6.3.1 Inspection Reports – Municipal Office

The Municipal Office Inspection Report was presented by Ms. Moore. She pointed out the flooring in multiple offices is starting lift and are a “slips, trips, and falls” hazard. Public Advisory Member Susan Humphries stated that since it has been on the report for a few months that it should be addressed. Treasurer Barr added that the result was to have all the offices carpeted like the front office. Ms. Humphries stated that quotes should be brought in to look at. Councillor Webster stated that some offices were done at the Town and that he could pass along the information to the CAO/Clerk.

6.3.2 Inspection Reports – Public Works Garage

The Public Works Garage Inspection Report was presented by Ms. Moore.

6.3.3 Inspection Report – Community Centre

The Community Centre Inspection Report was presented by Ms. Moore. There was brief discussion regarding the upgrade of tables and that the budgeted funds were still available.

**6.4 Human Resources**

6.4.1 Acting Fire Chief Appointment

Deputy Mayor Campbell reviewed the report to council and added that Councillor Cleroux was aware of the report coming forward in his absence.

**6.5 New Business – None**

**6.6 Outstanding Business – None**

**6.7 Correspondence**

**6.8 Questions on Reports and Recommendations –Mayor Bennett**

There were no additional questions on the reports.

Moved by Deputy Mayor Campbell

**RESOLUTION NO. 2019-51**

Seconded by Councillor Webster

**THAT** THAT Council receive the Statement of Revenue and Expenditures and the Consolidated Financial Statement dated February 15<sup>th</sup>, 2019.

**Carried**

Moved by Councillor Webster

**RESOLUTION NO. 2019-52**

Seconded by Councillor Humphries

**THAT** Council accept Corporate Policies A-06 through A17 (with the exception of A-10 Staffing reviewed and updated in 2018) as reviewed and updated by Staff;

**AND FURTHER THAT** once a comprehensive review of Section A of the Corporate Policies is deemed complete, it be brought forward by By-Law to be adopted into the Township of Horton’s Corporate Policies.

**Carried**

**RETURN TO AGENDA**

Moved by Deputy Mayor Campbell

**RESOLUTION NO. 2019-53**

Seconded by Councillor Webster

**THAT** Council, upon recommendation of the General Government Committee agree to provide Council Members, of this term of Council, with a Township credit card.

**Carried**

Moved by Councillor Humphries

**RESOLUTION NO. 2019-54**

Seconded by Councillor Webster

**THAT** Council amends the current dental coverage to move from Level III (Dentures) to 75% effective March 1<sup>st</sup>, 2019.

**Carried**

Moved by Councillor Humphries

**RESOLUTION NO. 2019-55**

Seconded by Councillor Webster

**THAT** Council receive the Health and Safety Inspection Checklists completed for the Public Works Garage, Community Centre Buildings and the Municipal Office.

**Carried**

Moved by Deputy Mayor Campbell

**RESOLUTION NO. 2019-56**

Seconded by Councillor Humphries

**THAT** Council, upon the retirement of the Fire Chief effective February 28<sup>th</sup>, 2019, agree to appoint Deputy Fire Chief Allan Cole as Acting Fire Chief;  
**AND FURTHER THAT** he be paid at the Fire Chief's monthly stipend;  
**AND FURTHER THAT** the Fire Chief position be posted internally as per Human Resource Policy A-10.

**Carried**

**7. REPORTS FROM COMMUNITY COMMITTEES & COUNTY COUNCIL**

**7.1 Renfrew & Area Seniors Home Support**

Councillor Webster stated that he was impressed with the board and the programs that were run.

**7.2 Community Policing Advisory Committee**

Mayor Campbell contacted Christina Mulcahey from McNab/Braeside to see if they would be interested in a meeting. He also contacted OPP Inspector Colin Slight who said he was open to talk again to everyone. Deputy Mayor Campbell mentioned that he still needed to contact the other three municipalities. CAO/Clerk Hope Dillabough added that she could send an e-mail to everyone involved and see about setting something up.

**7.3 Health Services Village**

Mayor Bennett stated that there was no new business.

**7.4 Chamber of Commerce**

Councillor Humphries reviewed briefly for council members. He focused on the upcoming Home and Garden show at Mat-e-Way which is 75% sold out already.

**7.5 County Council**

Mayor Bennett stated that he would like to start sending the County Council agendas to each member so they can look at what is being discussed and they can let Mayor Bennett know which topics they would like to hear about afterwards.

Moved by Councillor Webster

**RESOLUTION NO. 2019-57**

Seconded by Councillor Humphries

**THAT** Council receive the reports from Community Committees and County Council.

**Carried**

**8. CONFERENCE REPORTS – None**

**9. AD HOC COMMITTEE REPORTS/MINUTES/BUSINESS**

**RETURN TO AGENDA**

**9.1 Economic Development Ad Hoc Committee**

Councillor Humphries reported that he will be meeting with Community Liaison Officer Shane Lambert to see what other municipalities are doing for their development. Mayor Bennett added that when a list of businesses in the Township is made, he would like to look at it to make sure there are none left out.

**9.2 Recreation Association Ad Hoc Committee**

Councillor Humphries reported that the committee has been focusing on the Winter Carnival and the Horton Hoedown.

**9.3 Official Plan Review Ad Hoc Committee**

There was no update.

**9.4 Ad Hoc Budget Committee**9.4.1 - Minutes from Public Meeting January 30<sup>th</sup>, 2019

Deputy Mayor Campbell reviewed the minutes from the meeting. He added that the budget would be passed at the April 2<sup>nd</sup> regular council meeting.

**9.5 Transportation/Env. Services Ad Hoc Committee**9.5.1 – Minutes from Meeting February 12<sup>th</sup>, 2019

Councillor Webster reviewed the minutes of the meeting for council members. He pointed out that there will be a meeting with Greenview Environmental on March 14<sup>th</sup>, 2019 at 9:00 a.m.

**9.6 Ad Hoc Fire Committee****9.7 Ad Hoc Human Resources**

There was no update. Deputy Mayor Campbell stated that he would like to set up a meeting date with Public Advisory Member Susan Humphries, and the CAO/Clerk in the near future.

**9.8 Questions on Reports and Recommendations – Mayor Bennett**

There were no additional questions on the reports

Moved by Deputy Mayor Campbell

**RESOLUTION NO. 2019-58**

Seconded by Councillor Cleroux

**THAT** Council accept the following Ad Hoc Committee Minutes:

- Ad Hoc Budget Committee - January 30<sup>th</sup>, 2019 – Public Meeting
- Ad Hoc TES Committee – February 12<sup>th</sup>, 2019

**Carried**

**10. CORRESPONDENCE SUMMARY****10.1 Information Correspondence**10.1.1 CAO/Clerk Information Memo

Mayor Bennett went around the table asking Council members for comments. Members briefly reviewed and discussed the information. Mayor Bennett asked that a congratulatory letter be sent to Ottawa Valley Recreational Trail Partners Group regarding the Lieutenant Governor's General Award.

**10.2 Action Correspondence**10.2.1 Request for Support – Town of Petawawa Cannabis Resolution

Council members reviewed and agreed to support.

Moved by Councillor Humphries

**RESOLUTION NO. 2019-59**

Seconded by Councillor Webster

**THAT** Council accepts the Information Correspondence list as per the CAO/Clerk's Information Memo for February 19<sup>th</sup>, 2019.

**Carried**

**RETURN TO AGENDA**

Moved by Deputy Mayor Campbell

**RESOLUTION NO. 2019-60**

Seconded by Councillor Humphries

**THAT** Council of the Township of Horton support the Town of Petawawa's Resolution passed at their February 4<sup>th</sup>, 2019 Council meeting which includes a recommendation to contact the Province of Ontario to request amendments to the Cannabis legislation when the Province revisits the legislation in December 2019.

**AND THAT** this Resolution of Support be forwarded to Premier Doug Ford, MPP John Yakabuski and the Town of Petawawa.

**Carried**

11. **SUPPER BREAK AT 5:30 P.M.  
RECONVENED AT 5:55 P.M.**
12. **DELEGATIONS &/or PUBLIC MEETINGS**
13. **PLANNING & DEVELOPMENT COMMITTEE**
  - 13.1 **Staff Reports** – None
  - 13.2 **New Business** – None
  - 13.3 **Outstanding Business** – None
  - 13.4 **Correspondence** – None
  - 13.5 **Building Permit Report** – None
  - 13.6 **Questions on Reports and Recommendations – Mayor Bennett**  
There were no additional questions on the reports.
14. **OUTSTANDING COMMITTEE ISSUES** – None
15. **BY-LAWS**
  - 15.1 2019-013 – Employment By-Law
  - 15.2 2019-13 – Appoint Integrity Commissioner and Closed Meeting Investigator
  - 15.3 2019-14 – Adopt Policy Council-01 Parental and Pregnancy Leave

Moved by Councillor Webster

**RESOLUTION NO. 2019-61**

Seconded by Councillor Humphries

**THAT** Council enact the following By-Laws:

- 2019-12 Employment By-Law for Township Officers and Staff
- 2019-13 By-Law to Appoint an Integrity Commissioner and Closed Meeting Investigator
- 2019-14 By-Law to Adopt Corporate Policy Council-01 – Council Pregnancy and Parental Leave – as amended to reflect unpaid leave

**Carried**

16. **NOTICE TO FILE MOTION FOR NEXT COUNCIL MEETING**
17. **COUNCIL MEMBERS CONCERNS**  
Councillor Webster mentioned that he visited the CNL facilities and that it was very impressive to see. He added that all the councillors should take the time to make an appointment and go see it. Mayor Bennett mentioned the Thomsonhill Cemetery Board is having a meeting on March 7<sup>th</sup> and would like some members of council to attend if they could.
18. **MOTION FOR RECONSIDERATION** – None

**RETURN TO AGENDA**

**19. IN CAMERA (CLOSED) SESSION – None**

**20. NEXT MEETING**

**20.1** Next Council Meeting will be held Tuesday March 5<sup>th</sup>, 2019 at 4:00 pm

**21. CONFIRMING BY-LAW**

Moved by Deputy Mayor Campbell

**RESOLUTION NO. 2019-62**

Seconded by Councillor Humphries

**THAT** Council enact By-Law 2019-15 – Confirming By-Law

**Carried**

**22. ADJOURNMENT**

Mayor Bennett declared the Meeting to be adjourned at 6:17 pm.

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MAYOR David M. Bennett

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CAO/CLERK Hope Dillabough

**RETURN TO AGENDA**

**From:** Minister of Infrastructure <Minister.MOI@ontario.ca>

**Sent:** Thursday, March 14, 2019 11:42 AM

**Subject:** Message from the Minister of Infrastructure / Un message du Ministre de l'Infrastructure

Dear Mayor/Chief:

As the Minister of Infrastructure, I would like to provide an update about some important actions our government is taking to ensure we provide predictable, secure infrastructure funding to address community needs, while reducing the administrative burden on local governments.

As part of this plan, I am pleased to announce the launch of the first stage of the Investing in Canada Infrastructure Program (ICIP) in Ontario. The ICIP is a 10-year federal-provincial infrastructure program that will invest up to \$30 billion in combined federal, provincial and other partner funding to critical local and regional infrastructure needs. The program will support public transit, green, community, culture and recreation, and rural and northern infrastructure investments. It will bring major infrastructure investments to communities across Ontario. It will grow our economy, ensuring Ontario is open for business and open for jobs. By leveraging funding from the federal government, the ICIP will help us deliver on our commitment to a balanced, fiscally-responsible plan that includes smart infrastructure investments and meets the needs of the people.

I am pleased to announce that the first intake for the ICIP, the Rural and Northern stream, will launch in days. An intake for the remaining Public Transit stream will open in the coming weeks, while intakes for the Community, Culture and Recreation stream and Green stream will launch later this year.

In cooperation with my colleague the Honourable Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs, the initial intake of the Rural and Northern stream will open on March 18, 2019. Communities will have up to eight weeks to submit applications for provincial review and nomination to the federal government.

This intake will prioritize projects that improve transportation infrastructure through investments in road, bridge, air and/or marine infrastructure. Municipalities and First Nations with populations of 100,000 or less will be eligible to apply. Projects that will be considered must have a total cost of less than \$5 million, though municipalities and First Nations could submit joint applications for larger projects, such as shared county roads.

Future intakes may prioritize other specific asset types eligible under ICIP, like broadband. More information about the Rural and Northern stream can be found at: [www.grants.gov.on.ca/GrantsPortal/en](http://www.grants.gov.on.ca/GrantsPortal/en), by clicking on Grant Opportunities.

I would also like to provide an update on the Ontario Community Infrastructure Fund. As you may be aware, the government committed, through a recent line-by-line review, to make all government spending more effective. As a first step, we will be confirming the 2019 OCIF formula allocations with eligible communities, with formula funding confirmed at \$200 million for 2019. Moving forward, the province will be undertaking a re-design of the Ontario Community Infrastructure Fund (OCIF) to ensure funding is targeted to where it is needed most. Our government will work with the Association of Municipalities of Ontario and municipalities to develop this re-focused OCIF.

Projects that were submitted to the 2018 top-up application intake were reviewed and evaluated based on the criteria outlined in the program guidelines. While no funding will be provided through the 2018 OCIF application intake, it is our intent to nominate a number of road and bridge projects – that would have been successful under the program – for federal funding under the Rural and Northern stream on an accelerated basis. Nomination is subject to municipal agreement and the submission of further information to ensure compliance with federal eligibility criteria. Ministry officials will be in contact shortly to provide a more detailed update on the OCIF and to outline next steps for those municipalities whose ICIP applications will be fast-tracked.

Thank you for your support as we continue to fund better infrastructure for the people, making smarter infrastructure investments throughout all municipalities and Indigenous communities across Ontario. I look forward to working with you to invest in and address the infrastructure needs of your community.

Sincerely,

[original signed by]

Monte McNaughton  
Minister of Infrastructure

c: The Honourable Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs  
The Honourable Steve Clark, Minister of Municipal Affairs and Housing

**Confidentiality Warning:** This e-mail contains information intended only for the use of the individual names above. If you have received this e-mail in error, we would appreciate it if you could advise us through the Minister's website at [www.ontario.ca/page/ministry-infrastructure](http://www.ontario.ca/page/ministry-infrastructure) and destroy all copies of this message. Thank you.

**RETURN TO AGENDA**



**TOWNSHIP OF HORTON**  
**Statement of Revenue and Expenditures**  
*Revised Budget*

3-14-2019 8:55am

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For the Fiscal Period 2019-12 Ending December 31, 2019

Account Number		Previous YTD Budget	Previous YTD Actual	Annual Budget	YTD Actual	Remaining Budget %
<b>General Fund</b>						
<b>GENERAL GOVERNMENT</b>						
<b>Default</b>						
<b>Revenues</b>						
1-110-00-400010	TAXES - MUNICIPAL	2,261,087.00	2,261,356.80	0.00	1,175,952.66	0.00%
1-110-00-400020	TAXES - COUNTY	0.00	1,505,979.31	0.00	783,140.64	0.00%
1-110-00-400030	TAXES - EDUCATION	0.00	1,079,431.73	0.00	559,415.49	0.00%
1-110-00-410710	Taxes Supplem. Municipal	30,000.00	23,552.29	0.00	0.00	0.00%
1-110-00-410715	Taxes Supplem. County	0.00	15,680.83	0.00	0.00	0.00%
1-110-00-410720	Taxes Supplem. Education	0.00	10,629.51	0.00	0.00	0.00%
1-110-00-420105	PILS Canada Enterprise	190.00	212.35	0.00	0.00	0.00%
1-110-00-420110	PILS Ontario	28,110.00	27,028.34	0.00	0.00	0.00%
1-110-00-420115	PILS Ontario Enterprise	0.00	3,118.05	0.00	0.00	0.00%
1-110-00-420120	PIL'S Municipalities	710.00	712.82	0.00	0.00	0.00%
1-110-00-420121	PIL'S - County Share	0.00	1,431.36	0.00	0.00	0.00%
1-110-00-430015	OMPF Funding	227,700.00	227,700.00	0.00	56,925.00	0.00%
1-110-00-440200	Capping - Cty Share	(275.00)	0.00	0.00	0.00	0.00%
1-110-00-440210	County Grant	4,000.00	0.00	0.00	0.00	0.00%
1-110-00-440300	Health (UDA) Surplus	0.00	5,794.33	0.00	0.00	0.00%
1-110-00-440350	Tax Certificates	1,600.00	2,095.00	0.00	175.00	0.00%
1-110-00-440400	Oth Revenue Lottery Lic	150.00	144.00	0.00	0.00	0.00%
1-110-00-440415	Oth Revenue Int Income	8,500.00	28,355.39	0.00	3,533.63	0.00%
1-110-00-440420	Oth Revenue Int on Tax	57,000.00	56,517.84	0.00	12,464.40	0.00%
1-110-00-440431	Other Rev Misc.	600.00	1,188.25	0.00	118.50	0.00%
1-110-00-440604	Transfer from Reserves - Parkin	10,842.00	10,842.00	0.00	0.00	0.00%
1-110-00-440606	Transfer from Reserves - Workin	37,158.00	0.00	0.00	0.00	0.00%
<b>Total Revenues</b>		<b>2,667,372.00</b>	<b>5,261,770.20</b>	<b>0.00</b>	<b>2,591,725.32</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-110-00-700030	Committee Member/Meetings	880.00	735.00	0.00	0.00	0.00%
1-110-00-700040	Legal Expenses	16,000.00	6,517.15	0.00	193.34	0.00%
1-110-00-700060	Misc. Expenses	8,500.00	7,142.93	0.00	2,929.52	0.00%
1-110-00-700070	Insurance	11,170.00	10,865.11	0.00	11,291.85	0.00%
1-110-00-700080	Office Supplies	7,500.00	7,624.73	0.00	2,854.53	0.00%
1-110-00-700085	Postage/Courier	15,250.00	14,763.22	0.00	4,484.70	0.00%
1-110-00-700100	Telephone	2,750.00	2,529.49	0.00	364.12	0.00%
1-110-00-700110	Hydro	6,500.00	4,256.72	0.00	1,152.51	0.00%
1-110-00-700120	Heat	1,500.00	1,277.60	0.00	487.55	0.00%
1-110-00-700179	Health & Safety	3,500.00	322.58	0.00	0.00	0.00%
1-110-00-700180	Office Equip. & Maint.	9,000.00	7,122.71	0.00	1,401.73	0.00%
1-110-00-700190	Building Maintenance	15,000.00	16,525.45	0.00	1,026.65	0.00%
1-110-00-700191	Building Cleaning	4,000.00	5,158.98	0.00	1,257.80	0.00%
1-110-00-700250	Transfer to Capital	50,000.00	0.00	0.00	0.00	0.00%
1-110-00-700280	Advertising	2,000.00	2,033.55	0.00	159.57	0.00%
1-110-00-715010	Bank Charges & Interest	7,500.00	8,069.27	0.00	331.99	0.00%
1-110-00-715015	Computers & Program Maint.	18,000.00	18,485.47	0.00	2,331.34	0.00%
1-110-00-715066	Capping 50%	0.00	0.00	0.00	66,325.78	0.00%

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1-110-00-715085 Municipal Tax W/O	15,000.00	7,537.68	0.00	0.00	0.00%
1-110-00-715090 County Tax W/O	0.00	5,015.31	0.00	0.00	0.00%
1-110-00-715095 Education Tax W/O	0.00	4,411.27	0.00	0.00	0.00%
1-110-00-716020 Tax Sale Registration	100.00	0.00	0.00	0.00	0.00%
1-110-00-718030 Gov Audit	21,500.00	21,500.00	0.00	0.00	0.00%
1-110-00-718040 Contracted Services	17,500.00	0.00	0.00	205.00	0.00%
1-110-00-775010 Library	1,100.00	925.00	0.00	175.00	0.00%
1-110-00-789035 Transfer to Reserves - Office Eq	3,325.00	23,325.00	0.00	0.00	0.00%
1-110-00-789038 Transfer to Reserves - Building	2,400.00	2,400.00	0.00	0.00	0.00%
1-110-00-789039 Transfer to Reserves	6,250.00	21,854.79	0.00	0.00	0.00%
1-110-00-789041 Office - Principle Debt Payment	16,127.00	0.00	0.00	8,063.39	0.00%
1-110-00-789042 Office - Interest on Debt	1,515.00	1,515.48	0.00	0.00	0.00%
1-110-00-799999 Transfer Expense to Building De	(2,825.00)	(2,825.00)	0.00	0.00	0.00%
1-110-00-800010 Transfer to County	0.00	1,518,076.19	0.00	376,849.00	0.00%
1-110-00-810001 Public School English	0.00	794,717.52	0.00	0.00	0.00%
1-110-00-810002 Public School French	0.00	12,453.16	0.00	3,114.00	0.00%
1-110-00-820001 Separate School English	0.00	251,597.78	0.00	261,580.00	0.00%
1-110-00-820002 Separate School French	0.00	26,881.51	0.00	6,721.00	0.00%
1-110-00-900100 Amortization Expense	0.00	10,199.00	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(261,042.00)</b>	<b>(2,813,014.65)</b>	<b>0.00</b>	<b>(753,300.37)</b>	<b>0.00%</b>
<b>Total Default</b>	<b>2,406,330.00</b>	<b>2,448,755.55</b>	<b>0.00</b>	<b>1,838,424.95</b>	<b>0.00%</b>
<b>COUNCIL</b>					
<b>Expenditures</b>					
1-110-10-700010 Council Salaries	85,000.00	82,062.03	0.00	14,999.10	0.00%
1-110-10-700035 Conference/Travel Expenses	15,200.00	3,748.93	0.00	988.47	0.00%
1-110-10-700060 Council Misc. Expenses	3,000.00	6,101.16	0.00	367.28	0.00%
1-110-10-700100 Council Telephone	400.00	783.31	0.00	41.36	0.00%
1-110-10-700140 Council Benefits	11,300.00	10,118.97	0.00	3,403.64	0.00%
1-110-10-789040 Donations	1,000.00	0.00	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(115,900.00)</b>	<b>(102,814.40)</b>	<b>0.00</b>	<b>(19,799.85)</b>	<b>0.00%</b>
<b>Total COUNCIL</b>	<b>(115,900.00)</b>	<b>(102,814.40)</b>	<b>0.00</b>	<b>(19,799.85)</b>	<b>0.00%</b>
<b>ELECTION</b>					
<b>Revenues</b>					
1-110-11-440461 Transfer from Reserve	12,000.00	12,000.00	0.00	0.00	0.00%
<b>Total Revenues</b>	<b>12,000.00</b>	<b>12,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Expenditures</b>					
1-110-11-700010 Salaries	2,000.00	3,775.27	0.00	0.00	0.00%
1-110-11-700035 Conference/Travel Expenses	750.00	291.77	0.00	0.00	0.00%
1-110-11-700060 Misc. Expenses	2,250.00	95.83	0.00	0.00	0.00%
1-110-11-700080 Office Supplies	0.00	797.25	0.00	0.00	0.00%
1-110-11-700085 Postage	3,400.00	3,365.55	0.00	0.00	0.00%
1-110-11-700140 Employee Benefits	0.00	161.11	0.00	0.00	0.00%
1-110-11-700280 Advertising	1,000.00	629.92	0.00	0.00	0.00%
1-110-11-718040 Contracted Services	2,600.00	5,134.13	0.00	0.00	0.00%

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1-110-11-789036 Transfer to Reserves - Election	4,000.00	4,000.00	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(16,000.00)</b>	<b>(18,250.83)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total ELECTION</b>	<b>(4,000.00)</b>	<b>(6,250.83)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>ADMINISTRATION</b>					
<b>Revenues</b>					
1-110-15-440465 Canada Grant	0.00	1,680.00	0.00	0.00	0.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>1,680.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Expenditures</b>					
1-110-15-700010 Admin Salaries	280,300.00	265,680.57	0.00	46,885.24	0.00%
1-110-15-700035 Conference Expenses	7,700.00	5,278.36	0.00	848.04	0.00%
1-110-15-700140 Employee Benefits	76,720.00	78,780.06	0.00	14,039.73	0.00%
<b>Total Expenditures</b>	<b>(364,720.00)</b>	<b>(349,738.99)</b>	<b>0.00</b>	<b>(61,773.01)</b>	<b>0.00%</b>
<b>Total ADMINISTRATION</b>	<b>(364,720.00)</b>	<b>(348,058.99)</b>	<b>0.00</b>	<b>(61,773.01)</b>	<b>0.00%</b>
<b>Total GENERAL GOVERNMENT</b>	<b>1,921,710.00</b>	<b>1,991,631.33</b>	<b>0.00</b>	<b>1,756,852.09</b>	<b>0.00%</b>
<b>Protection to Persons &amp; Property</b>					
<b>Default</b>					
<b>Revenues</b>					
1-120-00-440110 OSG MDRA	0.00	298.56	0.00	0.00	0.00%
1-120-00-440220 Ontario - CSPT Program	2,500.00	4,533.49	0.00	0.00	0.00%
1-120-00-440221 Ontario Grant			0.00	10,000.00	0.00%
1-120-00-440360 Fees & Charges Dog Pound	0.00	45.00	0.00	0.00	0.00%
1-120-00-440395 Livestock - Revenue	2,000.00	3,677.58	0.00	0.00	0.00%
1-120-00-440405 Dog License Revenue	8,750.00	8,573.25	0.00	6,745.00	0.00%
1-120-00-440430 Provincial Offences from County	50.00	200.00	0.00	0.00	0.00%
1-120-00-440461 Transfer from Reserves	5,000.00	5,000.00	0.00	0.00	0.00%
1-120-00-440475 9-1-1 Sign Revenue	1,000.00	900.00	0.00	75.00	0.00%
1-120-00-440480 Tile Drain	13,000.00	13,749.84	0.00	0.00	0.00%
<b>Total Revenues</b>	<b>32,300.00</b>	<b>36,977.72</b>	<b>0.00</b>	<b>16,820.00</b>	<b>0.00%</b>
<b>Expenditures</b>					
1-120-00-700010 Salaries	920.00	1,959.73	0.00	0.00	0.00%
1-120-00-700060 Misc. Expenses	100.00	0.00	0.00	0.00	0.00%
1-120-00-700065 Dog Tag Collection	4,250.00	4,121.62	0.00	3,323.16	0.00%
1-120-00-700140 Employee Benefits	200.00	318.57	0.00	0.00	0.00%
1-120-00-700260 Agreements	1,550.00	1,550.00	0.00	1,580.00	0.00%
1-120-00-700300 9-1-1 Signs	1,300.00	884.50	0.00	0.00	0.00%
1-120-00-700310 Ontario Provincial Police	466,229.00	466,224.00	0.00	39,708.00	0.00%
1-120-00-718040 Contracted Services	12,000.00	7,326.72	0.00	65.00	0.00%
1-120-00-785010 Veterinarian Committee	325.00	304.32	0.00	280.00	0.00%
1-120-00-785020 Tile Drain	13,000.00	13,749.84	0.00	0.00	0.00%
1-120-00-785045 Emergency Management Plan	12,000.00	12,000.00	0.00	746.96	0.00%
1-120-00-785050 Livestock Valuation	2,400.00	3,892.50	0.00	0.00	0.00%
1-120-00-789000 Transfer to Reserves	0.00	5,000.00	0.00	10,000.00	0.00%

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1-120-00-789045 Com. Policing Adv. Com.	200.00	0.00	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(514,474.00)</b>	<b>(517,331.80)</b>	<b>0.00</b>	<b>(55,703.12)</b>	<b>0.00%</b>
<b>Total Default</b>	<b>(482,174.00)</b>	<b>(480,354.08)</b>	<b>0.00</b>	<b>(38,883.12)</b>	<b>0.00%</b>
<b>Total Protection to Persons &amp; Property</b>	<b>(482,174.00)</b>	<b>(480,354.08)</b>	<b>0.00</b>	<b>(38,883.12)</b>	<b>0.00%</b>
<b>Transportation Services</b>					
<b>Public Works</b>					
<b>Revenues</b>					
1-130-30-440100 OSG Roadways MNR	20,000.00	20,000.00	0.00	0.00	0.00%
1-130-30-440320 Fees & Charges Roadways	1,000.00	1,540.00	0.00	150.00	0.00%
1-130-30-440440 Sale of Equipment	0.00	42,545.00	0.00	0.00	0.00%
1-130-30-440461 Transfer from Reserves	275,000.00	242,547.93	0.00	0.00	0.00%
1-130-30-440464 Ontario Grant	0.00	0.00	0.00	40,199.52	0.00%
1-130-30-440465 Canada Grant	1,000.00	1,680.00	0.00	0.00	0.00%
1-130-30-440467 Gas Tax	86,603.00	86,602.75	0.00	0.00	0.00%
<b>Total Revenues</b>	<b>383,603.00</b>	<b>394,915.68</b>	<b>0.00</b>	<b>40,349.52</b>	<b>0.00%</b>
<b>Expenditures</b>					
1-130-30-700010 Salaries	169,525.00	147,350.20	0.00	21,650.18	0.00%
1-130-30-700030 Com. Member Meeting	1,500.00	853.00	0.00	0.00	0.00%
1-130-30-700035 Conference/Travel Expenses	5,100.00	4,404.71	0.00	1,994.57	0.00%
1-130-30-700060 Misc. Expenses	1,000.00	1,629.19	0.00	962.90	0.00%
1-130-30-700070 Insurance	14,869.00	14,643.14	0.00	15,329.20	0.00%
1-130-30-700080 Office Supplies	600.00	158.91	0.00	40.49	0.00%
1-130-30-700090 Materials & Supplies	7,000.00	5,206.13	0.00	506.75	0.00%
1-130-30-700100 Telephone	1,600.00	1,930.23	0.00	333.25	0.00%
1-130-30-700110 Hydro	6,300.00	3,901.78	0.00	865.35	0.00%
1-130-30-700120 Heat	6,000.00	5,391.65	0.00	2,692.65	0.00%
1-130-30-700140 Employee Benefits	54,575.00	50,342.51	0.00	16,709.72	0.00%
1-130-30-700181 Clothing Allowance	3,000.00	1,579.70	0.00	558.56	0.00%
1-130-30-700190 Building Maintenance	29,000.00	6,879.93	0.00	912.88	0.00%
1-130-30-700191 Building Cleaning	1,350.00	928.36	0.00	218.22	0.00%
1-130-30-700240 Radio License	460.00	458.00	0.00	0.00	0.00%
1-130-30-700250 Transfer to Capital	275,000.00	0.00	0.00	0.00	0.00%
1-130-30-700280 Advertising	600.00	1,446.68	0.00	42.38	0.00%
1-130-30-715015 Computer Programs & Maintena	1,200.00	2,088.40	0.00	0.00	0.00%
1-130-30-718040 Contracted Services	2,000.00	3,247.02	0.00	0.00	0.00%
1-130-30-730040 TRUCK #2 - 2005 INTERNATIO	3,000.00	3,582.24	0.00	0.00	0.00%
1-130-30-730130 EXCAVATOR - REPAIRS/MNT	10,000.00	1,521.39	0.00	587.74	0.00%
1-130-30-730150 TRUCK #4 - 2011 INTER. REPA	10,000.00	13,764.54	0.00	2,053.16	0.00%
1-130-30-730155 Truck 11 - 2013 CHEV 3/4 TON	2,000.00	10,108.92	0.00	1,259.51	0.00%
1-130-30-730156 Truck #12 - 2013 3 Ton ISUZU	3,000.00	6,904.16	0.00	1,585.35	0.00%
1-130-30-730157 Truck #14 - 2018 Western Star	0.00	3,567.06	0.00	173.11	0.00%
1-130-30-730160 GRADER - REPAIRS/MNT	12,000.00	13,001.46	0.00	232.60	0.00%
1-130-30-730280 BACKHOE/LOADER - REPAIRS	2,000.00	1,780.92	0.00	312.70	0.00%
1-130-30-730295 TRAILER/MOWER - REPAIRS/	500.00	545.89	0.00	0.00	0.00%
1-130-30-730300 Machinery Fuel	45,000.00	53,296.51	0.00	14,798.59	0.00%

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1-130-30-730490 A - Culverts	5,000.00	3,799.51	0.00	0.00	0.00%
1-130-30-730500 A- Culverts - Salaries	10,400.00	10,252.97	0.00	0.00	0.00%
1-130-30-730550 B - Roadside Maintenance	10,000.00	12,352.49	0.00	0.00	0.00%
1-130-30-730560 B- Roadside Maint. - Salaries	25,100.00	26,114.31	0.00	0.00	0.00%
1-130-30-730660 C - Road Maintenance - Paved	37,000.00	44,036.91	0.00	0.00	0.00%
1-130-30-730670 C - Road Main. - Salaries	15,300.00	14,237.79	0.00	0.00	0.00%
1-130-30-730780 D - Grading-Gravel-Dust	25,000.00	23,732.62	0.00	0.00	0.00%
1-130-30-730790 D - Grading etc. - Salaries	30,775.00	26,492.44	0.00	0.00	0.00%
1-130-30-730870 E - Winter Road Maintenance	38,000.00	47,220.80	0.00	7,885.58	0.00%
1-130-30-730880 E - Winter Rd. Maint.-Salaries	42,050.00	57,479.44	0.00	31,061.33	0.00%
1-130-30-730960 F - Safety Devices	10,000.00	6,988.67	0.00	0.00	0.00%
1-130-30-730970 F - Safety Devices - Salaries	4,700.00	5,448.94	0.00	377.38	0.00%
1-130-30-731023 Asset Management	5,000.00	1,210.15	0.00	0.00	0.00%
1-130-30-731030 Tranfer to Reserves Rds Buildin	15,505.00	15,505.00	0.00	0.00	0.00%
1-130-30-731032 Transfer to Reserves - Asset Ma	0.00	3,789.85	0.00	0.00	0.00%
1-130-30-731033 Transfer to Reserves Roads	113,260.00	115,756.82	0.00	0.00	0.00%
1-130-30-731035 Transfer to Reserves Gas Tax	86,603.00	86,602.75	0.00	0.00	0.00%
1-130-30-731039 Debt Principle Payment	77,785.00	0.00	0.00	51,142.50	0.00%
1-130-30-731040 Debt Interest Payment	5,613.00	5,600.63	0.00	4,976.82	0.00%
1-130-30-785040 Street Lights	3,000.00	2,996.42	0.00	346.02	0.00%
1-130-30-900100 Amortization Expense	0.00	738,245.00	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(1,228,270.00)</b>	<b>(1,608,376.14)</b>	<b>0.00</b>	<b>(179,609.49)</b>	<b>0.00%</b>
<b>Total Public Works</b>	<b>(844,667.00)</b>	<b>(1,213,460.46)</b>	<b>0.00</b>	<b>(139,259.97)</b>	<b>0.00%</b>
<b>Roads Network - Operating Gravel</b>					
<b>Expenditures</b>					
1-130-31-730780 Annual Gravel Budget	26,000.00	0.00	0.00	0.00	0.00%
1-130-31-830001 Bennett-Lafont Road	0.00	1,244.05	0.00	0.00	0.00%
1-130-31-830010 Blackburn Road	0.00	646.05	0.00	0.00	0.00%
1-130-31-830050 Eady Road	0.00	8,325.78	0.00	0.00	0.00%
1-130-31-830065 Garden of Eden Road	0.00	8,782.47	0.00	0.00	0.00%
1-130-31-830088 Humphries Rd	0.00	1,533.40	0.00	0.00	0.00%
1-130-31-830095 Jim Barr Road	0.00	897.59	0.00	0.00	0.00%
1-130-31-830097 Johnston Rd	0.00	165.95	0.00	0.00	0.00%
1-130-31-830100 Kasaboski Road	0.00	1,040.39	0.00	0.00	0.00%
1-130-31-830120 Lime Kiln Rd	0.00	1,983.18	0.00	0.00	0.00%
1-130-31-830142 McInnes Road	0.00	1,543.44	0.00	0.00	0.00%
1-130-31-830160 Price Road	0.00	2,715.77	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(26,000.00)</b>	<b>(28,878.07)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Roads Network - Operating Gravel</b>	<b>(26,000.00)</b>	<b>(28,878.07)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Roads Network - Capital</b>					
<b>Revenues</b>					
1-130-33-440100 OSG Roadways MNR	10,000.00	4,375.36	0.00	0.00	0.00%
1-130-33-440125 Canada Specific Grants - CWW	37,500.00	15,181.76	0.00	0.00	0.00%
1-130-33-440220 Ontario Grant	349,920.00	0.00	0.00	0.00	0.00%
1-130-33-440221 Ontario Grant - OCIF	690,216.00	632,388.16	0.00	0.00	0.00%

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1-130-33-440222	Ontario Grant - CWWF	12,600.00	7,590.89	0.00	0.00	0.00%
1-130-33-440461	Transfer from Reserves - Roads	15,000.00	24,061.40	0.00	0.00	0.00%
1-130-33-440466	Transfer from Lot Dev Fund	89,700.00	147,950.10	0.00	0.00	0.00%
1-130-33-440550	Transfer from Reserves - Gas Ta	133,851.00	137,214.73	0.00	0.00	0.00%
1-130-33-440592	Transfer from Reserves - Roads	277,822.00	416,740.40	0.00	0.00	0.00%
<b>Total Revenues</b>		<b>1,616,609.00</b>	<b>1,385,502.80</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-130-33-700259	Capital - Buildings	0.00	4,918.51	0.00	0.00	0.00%
1-130-33-745040	Engineering Fees - Thompson Hi	413,800.00	28,436.76	0.00	0.00	0.00%
1-130-33-830065	Garden of Eden Road	50,000.00	34,746.19	0.00	0.00	0.00%
1-130-33-830088	Humphries Rd	16,800.00	11,862.23	0.00	0.00	0.00%
1-130-33-830097	Johnston Rd	1,096,009.00	1,598,307.24	0.00	0.00	0.00%
1-130-33-830120	Lime Kiln Rd	50,000.00	18,501.29	0.00	22,688.02	0.00%
1-130-33-839999	Capital Clearing Account	0.00	(1,696,772.22)	0.00	0.00	0.00%
<b>Total Expenditures</b>		<b>(1,626,609.00)</b>	<b>0.00</b>	<b>0.00</b>	<b>(22,688.02)</b>	<b>0.00%</b>
<b>Total Roads Network - Capital</b>		<b>(10,000.00)</b>	<b>1,385,502.80</b>	<b>0.00</b>	<b>(22,688.02)</b>	<b>0.00%</b>
<b>Storm Sewer System</b>						
<b>Expenditures</b>						
1-130-35-700400	Contracted Services	5,000.00	0.00	0.00	0.00	0.00%
<b>Total Expenditures</b>		<b>(5,000.00)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Storm Sewer System</b>		<b>(5,000.00)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Transportation Services</b>		<b>(885,667.00)</b>	<b>143,164.27</b>	<b>0.00</b>	<b>(161,947.99)</b>	<b>0.00%</b>
<b>Environmental Services</b>						
<b>Default</b>						
<b>Revenues</b>						
1-140-00-440220	Ontario Grant	36,000.00	36,254.72	0.00	346.05	0.00%
1-140-00-440380	Tipping Fees	35,000.00	52,320.00	0.00	3,437.05	0.00%
1-140-00-440480	Blue Box & Composter	300.00	201.00	0.00	36.00	0.00%
1-140-00-440482	Ontario Stewardship Tires	0.00	4,684.44	0.00	(320.19)	0.00%
1-140-00-440483	Electronic Waste	750.00	1,205.71	0.00	202.27	0.00%
1-140-00-440640	Transfer from Reserves - Enviro	46,594.00	8,656.05	0.00	0.00	0.00%
<b>Total Revenues</b>		<b>118,644.00</b>	<b>103,321.92</b>	<b>0.00</b>	<b>3,701.18</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-140-00-700010	Salaries	50,500.00	36,825.00	0.00	5,551.71	0.00%
1-140-00-700030	Committee Members Fees	1,500.00	852.00	0.00	0.00	0.00%
1-140-00-700035	Conference/Travel Expenses	1,400.00	27.71	0.00	0.00	0.00%
1-140-00-700060	Misc. Expenses	2,000.00	1,525.61	0.00	161.94	0.00%
1-140-00-700070	Insurance	2,163.00	2,121.22	0.00	2,248.37	0.00%
1-140-00-700080	Office Supplies	2,000.00	2,020.93	0.00	0.00	0.00%
1-140-00-700090	Material & Supplies	2,750.00	1,479.40	0.00	0.00	0.00%
1-140-00-700100	Telephone	300.00	61.32	0.00	10.18	0.00%
1-140-00-700110	Hydro	600.00	525.61	0.00	99.00	0.00%

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1-140-00-700140	Employee Benefits	8,565.00	6,154.21	0.00	945.51	0.00%
1-140-00-700190	Building Maintenance	1,500.00	641.09	0.00	0.00	0.00%
1-140-00-700250	Transfer to Capital	3,500.00	0.00	0.00	0.00	0.00%
1-140-00-700254	Transfer to Capital - Soak Pit	35,000.00	0.00	0.00	0.00	0.00%
1-140-00-700259	Capital - Sea Containers/Buildin	3,000.00	0.00	0.00	0.00	0.00%
1-140-00-700280	Advertising	600.00	270.32	0.00	0.00	0.00%
1-140-00-700285	Landfill Equipment	1,000.00	314.98	0.00	0.00	0.00%
1-140-00-700400	Contracted Services	1,800.00	0.00	0.00	0.00	0.00%
1-140-00-731038	Blue Box Purchase	0.00	550.55	0.00	0.00	0.00%
1-140-00-745020	Promotion and Education	1,500.00	1,683.87	0.00	0.00	0.00%
1-140-00-745021	Recycling - Tires	50.00	0.00	0.00	0.00	0.00%
1-140-00-745025	Household Hazardous Waste Da	1,800.00	3,333.52	0.00	0.00	0.00%
1-140-00-745026	Recycling - Curbside Pickup	67,280.00	71,755.33	0.00	12,457.94	0.00%
1-140-00-745027	Waste - Curbside Pickup	41,865.00	40,861.08	0.00	6,286.32	0.00%
1-140-00-745031	Compaction & Covering	40,000.00	39,788.16	0.00	6,156.48	0.00%
1-140-00-745033	Landfill - Re-grind Waste	14,400.00	17,808.00	0.00	6,232.80	0.00%
1-140-00-745034	Material Transfers	6,000.00	0.00	0.00	0.00	0.00%
1-140-00-745040	Engineering Fees	26,000.00	10,325.75	0.00	2,792.27	0.00%
1-140-00-789020	Transfer to Reserves - Landfill	22,650.00	85,475.26	0.00	0.00	0.00%
1-140-00-900100	Amortization Expense	0.00	3,521.00	0.00	0.00	0.00%
<b>Total Expenditures</b>		<b>(339,723.00)</b>	<b>(327,921.92)</b>	<b>0.00</b>	<b>(42,942.52)</b>	<b>0.00%</b>
<b>Total Default</b>		<b>(221,079.00)</b>	<b>(224,600.00)</b>	<b>0.00</b>	<b>(39,241.34)</b>	<b>0.00%</b>
<b>Total Environmental Services</b>		<b>(221,079.00)</b>	<b>(224,600.00)</b>	<b>0.00</b>	<b>(39,241.34)</b>	<b>0.00%</b>
<b>Parks &amp; Recreation</b>						
<b>PARKS &amp; REC ADMINISTRATION</b>						
<b>Revenues</b>						
1-150-51-440462	Sale of Land	0.00	150,000.00	0.00	0.00	0.00%
<b>Total Revenues</b>		<b>0.00</b>	<b>150,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-150-51-700010	Salaries	44,150.00	25,912.85	0.00	5,977.59	0.00%
1-150-51-700030	Com. Member Meetings	4,000.00	2,310.00	0.00	0.00	0.00%
1-150-51-700035	Conference/Travel Expenses	1,500.00	104.07	0.00	48.99	0.00%
1-150-51-700060	Misc. Expenses	100.00	82.53	0.00	0.00	0.00%
1-150-51-700070	Insurance	8,587.00	8,404.78	0.00	8,754.05	0.00%
1-150-51-700090	Office Supplies	800.00	1,553.99	0.00	422.91	0.00%
1-150-51-700140	Employee Benefits	10,600.00	3,708.87	0.00	782.41	0.00%
1-150-51-700260	Agreements	22,500.00	22,000.00	0.00	0.00	0.00%
1-150-51-700280	Advertising	100.00	1,793.24	0.00	0.00	0.00%
1-150-51-718040	Contracted Services	0.00	6,980.73	0.00	0.00	0.00%
1-150-51-789000	Transfer to Reserves	0.00	177,324.84	0.00	0.00	0.00%
1-150-51-900100	Amortization Expense	0.00	49,370.00	0.00	0.00	0.00%
<b>Total Expenditures</b>		<b>(92,337.00)</b>	<b>(299,545.90)</b>	<b>0.00</b>	<b>(15,985.95)</b>	<b>0.00%</b>
<b>Total PARKS &amp; REC ADMINISTRATION</b>		<b>(92,337.00)</b>	<b>(149,545.90)</b>	<b>0.00</b>	<b>(15,985.95)</b>	<b>0.00%</b>

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<b>PARKS &amp; REC OUTDOOR FACILITIES</b>						
<b>Revenues</b>						
1-150-52-440125	Canada Specific Grants	0.00	9,858.49	0.00	0.00	0.00%
1-150-52-440216	Boat Launch - Fines	400.00	252.00	0.00	246.00	0.00%
1-150-52-440220	Ontario Grant	0.00	25,000.00	0.00	0.00	0.00%
1-150-52-440300	Flag Football	2,000.00	780.00	0.00	0.00	0.00%
1-150-52-440423	Volleyball Revenue	500.00	700.00	0.00	0.00	0.00%
1-150-52-440428	Soccer Registrations	6,200.00	6,660.00	0.00	360.00	0.00%
1-150-52-440431	Boat Launch Other Rev Misc.	4,000.00	3,262.67	0.00	0.00	0.00%
1-150-52-440434	Soccer - Fundraising Revenue	4,500.00	0.00	0.00	0.00	0.00%
1-150-52-440466	Transfer from Lot Dev Fund	500.00	0.00	0.00	0.00	0.00%
<b>Total Revenues</b>		<b>18,100.00</b>	<b>46,513.16</b>	<b>0.00</b>	<b>606.00</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-150-52-700010	Salaries	2,715.00	3,363.90	0.00	0.00	0.00%
1-150-52-700140	Employee Benefits	335.00	804.95	0.00	0.00	0.00%
1-150-52-700201	Trail Maintenance	2,500.00	749.68	0.00	0.00	0.00%
1-150-52-700215	Soccer Field Maintenance	5,000.00	5,902.22	0.00	0.00	0.00%
1-150-52-700220	Boat Launch Property Maintenan	3,500.00	790.90	0.00	49.50	0.00%
1-150-52-700250	Transfer to Capital	5,000.00	0.00	0.00	0.00	0.00%
1-150-52-715070	River Road Property Study	500.00	210.74	0.00	0.00	0.00%
1-150-52-715071	Farrell's Landing Property	1,000.00	150.81	0.00	0.00	0.00%
1-150-52-785083	Volleyball Expense	100.00	70.98	0.00	0.00	0.00%
1-150-52-785084	Flag Football	1,100.00	257.98	0.00	0.00	0.00%
1-150-52-789000	Transfer to Reserves	450.00	261.01	0.00	0.00	0.00%
1-150-52-789100	Transfer to Other Municipal	0.00	25,000.00	0.00	0.00	0.00%
<b>Total Expenditures</b>		<b>(22,200.00)</b>	<b>(37,563.17)</b>	<b>0.00</b>	<b>(49.50)</b>	<b>0.00%</b>
<b>Total PARKS &amp; REC OUTDOOR FACILITIES</b>		<b>(4,100.00)</b>	<b>8,949.99</b>	<b>0.00</b>	<b>556.50</b>	<b>0.00%</b>
<b>PARKS &amp; REC COMMUNITY CENTRE</b>						
<b>Revenues</b>						
1-150-53-440125	Canada Specific Grants	25,000.00	25,000.00	0.00	0.00	0.00%
1-150-53-440210	County Grant	7,055.00	19,056.66	0.00	0.00	0.00%
1-150-53-440425	Rent	9,000.00	9,247.88	0.00	2,915.21	0.00%
1-150-53-440429	Donations	0.00	179.00	0.00	100.00	0.00%
1-150-53-440434	Fundraising Revenue	4,750.00	847.02	0.00	0.00	0.00%
1-150-53-440461	Transfer from Reserves	41,000.00	22,353.23	0.00	0.00	0.00%
1-150-53-440466	Transfer from Lot Dev Fund	6,271.00	0.00	0.00	0.00	0.00%
1-150-53-440800	Bar Sales	22,000.00	13,770.14	0.00	858.41	0.00%
<b>Total Revenues</b>		<b>115,076.00</b>	<b>90,453.93</b>	<b>0.00</b>	<b>3,873.62</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-150-53-700010	Salaries	12,105.00	17,273.07	0.00	3,206.85	0.00%
1-150-53-700095	Restock Bar	10,120.00	7,068.55	0.00	89.10	0.00%
1-150-53-700100	Telephone	800.00	809.00	0.00	136.15	0.00%
1-150-53-700110	Utilities	17,500.00	10,803.49	0.00	3,169.89	0.00%
1-150-53-700140	Employee Benefits	1,360.00	2,380.17	0.00	454.82	0.00%

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1-150-53-700190	Building Maintenance	5,000.00	9,490.63	0.00	1,092.75	0.00%
1-150-53-700191	Building Cleaning	1,500.00	1,478.29	0.00	150.76	0.00%
1-150-53-700200	Equipment Repairs/Replacement	9,055.00	836.40	0.00	0.00	0.00%
1-150-53-700203	Healthy Kids Community Challen	0.00	18,369.02	0.00	0.00	0.00%
1-150-53-700251	Transfer to Capital - Bar Renos/	57,271.00	0.00	0.00	0.00	0.00%
1-150-53-700252	Transfer to Capital - Parking Lot	15,000.00	0.00	0.00	0.00	0.00%
1-150-53-700258	Transfer to Capital - Hall Debt	4,750.00	(28,601.49)	0.00	0.00	0.00%
1-150-53-700280	Advertising	400.00	100.74	0.00	128.40	0.00%
1-150-53-715015	Computer Programs & Maintena	1,250.00	3,003.01	0.00	102.58	0.00%
1-150-53-789000	Transfer to Reserves	10,600.00	10,600.00	0.00	0.00	0.00%
<b>Total Expenditures</b>		<b>(146,711.00)</b>	<b>(53,610.88)</b>	<b>0.00</b>	<b>(8,531.30)</b>	<b>0.00%</b>
<b>Total PARKS &amp; REC COMMUNITY CENTRE</b>		<b>(31,635.00)</b>	<b>36,843.05</b>	<b>0.00</b>	<b>(4,657.68)</b>	<b>0.00%</b>
<b>PARKS &amp; REC RINK</b>						
<b>Revenues</b>						
1-150-54-440300	Skating Lessons	0.00	840.00	0.00	0.00	0.00%
1-150-54-440429	Donations	0.00	450.00	0.00	256.10	0.00%
1-150-54-440433	Rink - Ice Rentals	1,500.00	1,100.00	0.00	1,606.19	0.00%
1-150-54-440434	Fundraising Revenue	9,800.00	8,392.88	0.00	0.00	0.00%
1-150-54-440444	Recreational Hockey Registratio	1,700.00	650.00	0.00	0.00	0.00%
1-150-54-440447	PA Day Hockey Day Camp			0.00	495.00	0.00%
<b>Total Revenues</b>		<b>13,000.00</b>	<b>11,432.88</b>	<b>0.00</b>	<b>2,357.29</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-150-54-700010	Salaries	15,445.00	9,850.11	0.00	5,262.14	0.00%
1-150-54-700110	Utilities	6,400.00	2,658.28	0.00	1,488.94	0.00%
1-150-54-700140	Employee Benefits	2,467.00	1,746.93	0.00	1,081.83	0.00%
1-150-54-700190	Building Maintenance	4,000.00	2,832.91	0.00	326.90	0.00%
1-150-54-700191	Building Cleaning	500.00	63.72	0.00	0.00	0.00%
1-150-54-700200	Equipment Repairs/Maintenance	2,500.00	875.95	0.00	852.48	0.00%
1-150-54-700250	Transfer to Capital - Change Roo	13,600.00	0.00	0.00	0.00	0.00%
1-150-54-700255	Transfer to Capital - Rink Roof Fi	9,800.00	28,601.49	0.00	0.00	0.00%
1-150-54-700280	Advertising	600.00	181.83	0.00	144.60	0.00%
1-150-54-785069	Change Rooms	200.00	0.00	0.00	0.00	0.00%
1-150-54-785085	Recreational Hky/Public Skating	300.00	0.00	0.00	0.00	0.00%
1-150-54-785112	3 on 3 Mens Hockey Tournamen	0.00	43.65	0.00	47.37	0.00%
1-150-54-785113	Spring H ockey Team	0.00	0.00	0.00	2,945.00	0.00%
1-150-54-785116	PA Day Hockey Day Camp Expe	0.00	61.70	0.00	139.62	0.00%
1-150-54-786018	Sports Equipment	500.00	0.00	0.00	0.00	0.00%
<b>Total Expenditures</b>		<b>(56,312.00)</b>	<b>(46,916.57)</b>	<b>0.00</b>	<b>(12,288.88)</b>	<b>0.00%</b>
<b>Total PARKS &amp; REC RINK</b>		<b>(43,312.00)</b>	<b>(35,483.69)</b>	<b>0.00</b>	<b>(9,931.59)</b>	<b>0.00%</b>
<b>PARKS &amp; REC ANNUAL EVENTS</b>						
<b>Revenues</b>						
1-150-55-440426	Euchre Revenue	4,000.00	4,375.15	0.00	633.50	0.00%
1-150-55-440427	Country Dance Proceeds	9,500.00	8,166.47	0.00	1,110.15	0.00%
1-150-55-440429	Donations - Leadership Camp	0.00	2,000.00	0.00	0.00	0.00%

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1-150-55-440431	Dance Lessons	2,000.00	3,809.00	0.00	0.00	0.00%
1-150-55-440446	Aerobics & Drop In Sports Fees	500.00	529.25	0.00	0.00	0.00%
1-150-55-440569	Children's Christmas Party	500.00	0.00	0.00	0.00	0.00%
1-150-55-440570	Winter Carnival Revenue	4,200.00	4,259.50	0.00	4,539.53	0.00%
1-150-55-440575	Canada Day Revenue	5,000.00	3,041.93	0.00	0.00	0.00%
<b>Total Revenues</b>		<b>25,700.00</b>	<b>26,181.30</b>	<b>0.00</b>	<b>6,283.18</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-150-55-785075	Canada Day Expenses	2,700.00	1,723.35	0.00	0.00	0.00%
1-150-55-785078	Children's Events	100.00	0.00	0.00	0.00	0.00%
1-150-55-785079	Children's Christmas Party	300.00	0.00	0.00	0.00	0.00%
1-150-55-785080	Winter Carnival Expenses	2,000.00	2,502.18	0.00	1,978.64	0.00%
1-150-55-785081	Country Dance Expenses	7,500.00	6,995.61	0.00	1,823.14	0.00%
1-150-55-785082	Aerobics & Drop In Sports	100.00	145.50	0.00	0.00	0.00%
1-150-55-785087	Dance Lessons	1,000.00	2,071.63	0.00	0.00	0.00%
1-150-55-785121	Leadership Camp	0.00	2,129.26	0.00	0.00	0.00%
1-150-55-786000	Euchres Expense	2,200.00	2,279.60	0.00	411.06	0.00%
<b>Total Expenditures</b>		<b>(15,900.00)</b>	<b>(17,847.13)</b>	<b>0.00</b>	<b>(4,212.84)</b>	<b>0.00%</b>
<b>Total PARKS &amp; REC ANNUAL EVENTS</b>		<b>9,800.00</b>	<b>8,334.17</b>	<b>0.00</b>	<b>2,070.34</b>	<b>0.00%</b>
<b>PARKS &amp; REC FUNDRAISING EVENTS</b>						
<b>Revenues</b>						
1-150-56-440428	Mini Sticks Tournament			0.00	466.96	0.00%
1-150-56-440448	Special Project - Cook Book	0.00	50.00	0.00	0.00	0.00%
1-150-56-440449	Quilt Raffle	1,000.00	705.00	0.00	0.00	0.00%
1-150-56-440450	Easter Egg Hunt	1,000.00	1,089.00	0.00	0.00	0.00%
1-150-56-440452	Fruit Fundraiser	10,200.00	8,140.00	0.00	0.00	0.00%
1-150-56-440453	Dinner & Show	1,000.00	0.00	0.00	0.00	0.00%
1-150-56-440455	Murder Mystery	3,000.00	3,567.00	0.00	0.00	0.00%
1-150-56-440456	Fundraising Catering	4,000.00	14,256.58	0.00	0.00	0.00%
1-150-56-440457	Harvest Dinner	3,500.00	2,788.06	0.00	0.00	0.00%
1-150-56-440458	Trivia Night	700.00	450.00	0.00	0.00	0.00%
1-150-56-440459	Pancake Supper	500.00	0.00	0.00	0.00	0.00%
1-150-56-440801	Hockey Tournament	1,000.00	2,907.80	0.00	0.00	0.00%
1-150-56-440802	Craft Day/Bake Sale	400.00	0.00	0.00	0.00	0.00%
<b>Total Revenues</b>		<b>26,300.00</b>	<b>33,953.44</b>	<b>0.00</b>	<b>466.96</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-150-56-785100	Easter Egg Hunt	300.00	405.75	0.00	0.00	0.00%
1-150-56-785102	Fruit Fundraiser	8,300.00	6,737.51	0.00	0.00	0.00%
1-150-56-785103	Dinner & Show	300.00	0.00	0.00	0.00	0.00%
1-150-56-785104	Mini Sticks Hockey Tournament	0.00	61.70	0.00	178.09	0.00%
1-150-56-785105	Murder Mystery	1,000.00	1,128.48	0.00	0.00	0.00%
1-150-56-785106	Fundraising Catering	4,000.00	8,388.58	0.00	224.20	0.00%
1-150-56-785107	Harvest Dinner	1,400.00	1,470.08	0.00	0.00	0.00%
1-150-56-785108	Trivia Night	300.00	312.98	0.00	0.00	0.00%
1-150-56-785109	Pancake Supper	100.00	0.00	0.00	0.00	0.00%
1-150-56-785112	Hockey Tournament	500.00	882.00	0.00	0.00	0.00%

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**TOWNSHIP OF HORTON**  
**Statement of Revenue and Expenditures**  
Revised Budget

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For the Fiscal Period 2019-12 Ending December 31, 2019

Account Number	Previous YTD Budget	Previous YTD Actual	Annual Budget	YTD Actual	Remaining Budget %
1-150-56-785114 Quilting	300.00	305.48	0.00	0.00	0.00%
1-150-56-789010 Transfer to Reserves - Recreatio	0.00	5,868.00	0.00	0.00	0.00%
1-150-56-789070 Transfer Profit to Capital Loans	9,800.00	8,392.88	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(26,300.00)</b>	<b>(33,953.44)</b>	<b>0.00</b>	<b>(402.29)</b>	<b>0.00%</b>
<b>Total PARKS &amp; REC FUNDRAISING EVENTS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>64.67</b>	<b>0.00%</b>
<b>PARKS &amp; REC HORTON HOEDOWN</b>					
<b>Revenues</b>					
1-150-57-440311 Kids Night Out	500.00	0.00	0.00	0.00	0.00%
1-150-57-440312 Family Night Out	400.00	185.00	0.00	0.00	0.00%
1-150-57-440313 Amazing Race	300.00	440.00	0.00	0.00	0.00%
1-150-57-440314 Glow Run	500.00	0.00	0.00	0.00	0.00%
1-150-57-440429 Hoedown Donations	0.00	0.00	0.00	1,678.95	0.00%
1-150-57-440432 Christmas Craft Show	1,000.00	1,028.00	0.00	0.00	0.00%
1-150-57-440434 Raffle	2,000.00	0.00	0.00	0.00	0.00%
1-150-57-440445 Broomball Registrations			0.00	1,061.95	0.00%
1-150-57-440461 Transfer from Reserves	0.00	43,145.98	0.00	0.00	0.00%
1-150-57-440568 Horton Festival - Merchandise	10,000.00	1,162.13	0.00	23.89	0.00%
1-150-57-440571 Horton Festival Admission	0.00	23,462.76	0.00	0.00	0.00%
1-150-57-440572 Horton Festival Sponsors	0.00	12,195.00	0.00	250.00	0.00%
1-150-57-440573 Horton Festival Concessions	0.00	3,031.91	0.00	0.00	0.00%
1-150-57-440800 Hoedown - Bar Proceeds	0.00	10,641.00	0.00	0.00	0.00%
<b>Total Revenues</b>	<b>14,700.00</b>	<b>95,291.78</b>	<b>0.00</b>	<b>3,014.79</b>	<b>0.00%</b>
<b>Expenditures</b>					
1-150-57-785061 Christmas Craft Show	350.00	302.00	0.00	0.00	0.00%
1-150-57-785070 Raffle	1,700.00	0.00	0.00	0.00	0.00%
1-150-57-785078 Horton Festival	7,000.00	93,638.78	0.00	13,760.24	0.00%
1-150-57-785117 Kids Night Out	200.00	0.00	0.00	0.00	0.00%
1-150-57-785118 Family Night Out	300.00	125.05	0.00	0.00	0.00%
1-150-57-785119 Amazing Race	200.00	378.93	0.00	0.00	0.00%
1-150-57-785120 Glow Run	200.00	0.00	0.00	0.00	0.00%
1-150-57-789000 Transfer to Reserves			0.00	1,678.95	0.00%
1-150-57-789070 Transfer Profit to Capital Loans	4,750.00	847.02	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(14,700.00)</b>	<b>(95,291.78)</b>	<b>0.00</b>	<b>(15,439.19)</b>	<b>0.00%</b>
<b>Total PARKS &amp; REC HORTON HOEDOWN</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(12,424.40)</b>	<b>0.00%</b>
<b>Total Parks &amp; Recreation</b>	<b>(161,584.00)</b>	<b>(130,902.38)</b>	<b>0.00</b>	<b>(40,308.11)</b>	<b>0.00%</b>
<b>Health Services</b>					
<b>Default</b>					
<b>Revenues</b>					
1-160-00-440300 Doctor Recruitment - Fees & Ch	0.00	35.40	0.00	0.00	0.00%
1-160-00-440391 Martin Cemetery Donation	0.00	300.00	0.00	0.00	0.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>335.40</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>

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**TOWNSHIP OF HORTON**  
**Statement of Revenue and Expenditures**  
*Revised Budget*

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For the Fiscal Period 2019-12 Ending December 31, 2019

Account Number	Previous YTD Budget	Previous YTD Actual	Annual Budget	YTD Actual	Remaining Budget %
<b>Expenditures</b>					
1-160-00-700010 Salaries	290.00	353.70	0.00	0.00	0.00%
1-160-00-700140 Employee Benefits	55.00	75.03	0.00	0.00	0.00%
1-160-00-700221 Cemetery Maintenance - Martin	0.00	300.00	0.00	0.00	0.00%
1-160-00-700222 Cemetery Maintenance - McLare	200.00	0.00	0.00	0.00	0.00%
1-160-00-750010 Golden Age Activity Centre	1,000.00	1,000.00	0.00	0.00	0.00%
1-160-00-750020 Soc Serv Home Supp Grant	1,230.00	1,230.00	0.00	0.00	0.00%
1-160-00-750030 Renfrew Sunshine Coach	1,050.00	1,050.00	0.00	0.00	0.00%
1-160-00-750040 Doctor Recruitment	29,291.00	29,381.06	0.00	0.00	0.00%
1-160-00-750050 Hospice Renfrew	250.00	250.00	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(33,366.00)</b>	<b>(33,639.79)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Default</b>	<b>(33,366.00)</b>	<b>(33,304.39)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Health Services</b>	<b>(33,366.00)</b>	<b>(33,304.39)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Planning</b>					
<b>Default</b>					
<b>Revenues</b>					
1-170-00-440330 Fees & Charges Planning	5,200.00	(400.00)	0.00	1,000.00	0.00%
1-170-00-440355 Fees & Charges Zoning Compl.	400.00	520.00	0.00	0.00	0.00%
1-170-00-440466 Transfer from Lot Dev Fund	14,500.00	9,810.38	0.00	0.00	0.00%
<b>Total Revenues</b>	<b>20,100.00</b>	<b>9,930.38</b>	<b>0.00</b>	<b>1,000.00</b>	<b>0.00%</b>
<b>Expenditures</b>					
1-170-00-700060 Com. Member Fees	2,000.00	1,375.00	0.00	0.00	0.00%
1-170-00-700090 Materials & Supplies	100.00	154.89	0.00	0.00	0.00%
1-170-00-780010 Contracted Services	17,000.00	12,768.30	0.00	0.00	0.00%
1-170-00-780100 Economic Development	2,000.00	203.52	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(21,100.00)</b>	<b>(14,501.71)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Default</b>	<b>(1,000.00)</b>	<b>(4,571.33)</b>	<b>0.00</b>	<b>1,000.00</b>	<b>0.00%</b>
<b>Total Planning</b>	<b>(1,000.00)</b>	<b>(4,571.33)</b>	<b>0.00</b>	<b>1,000.00</b>	<b>0.00%</b>
<b>Fire</b>					
<b>Default</b>					
<b>Revenues</b>					
1-180-00-440110 Provincial Fees and Charges	2,000.00	0.00	0.00	0.00	0.00%
1-180-00-440310 Fees & Charges Fire	4,000.00	60.00	0.00	0.00	0.00%
1-180-00-440461 Transfer from Reserve	370,014.00	580.64	0.00	0.00	0.00%
1-180-00-440466 Transfer from Lot Dev Fund	41,506.00	4,922.00	0.00	0.00	0.00%
<b>Total Revenues</b>	<b>417,520.00</b>	<b>5,562.64</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Expenditures</b>					
1-180-00-700010 Salaries	30,000.00	31,883.25	0.00	1,721.92	0.00%
1-180-00-700035 Conference/Travel Expenses	1,000.00	0.00	0.00	0.00	0.00%
1-180-00-700060 Misc. Expenses	1,000.00	934.16	0.00	359.49	0.00%

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**TOWNSHIP OF HORTON**  
**Statement of Revenue and Expenditures**  
*Revised Budget*

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For the Fiscal Period 2019-12 Ending December 31, 2019

Account Number		Previous YTD Budget	Previous YTD Actual	Annual Budget	YTD Actual	Remaining Budget %
1-180-00-700070	Insurance	14,750.00	14,181.67	0.00	14,726.73	0.00%
1-180-00-700080	Office Supplies	1,000.00	305.13	0.00	172.96	0.00%
1-180-00-700090	Clothing Expense	1,000.00	0.00	0.00	0.00	0.00%
1-180-00-700100	Telephone	1,250.00	1,512.30	0.00	255.42	0.00%
1-180-00-700110	Utilities	6,250.00	7,511.82	0.00	2,462.37	0.00%
1-180-00-700140	Employee Benefits	4,200.00	4,508.15	0.00	61.90	0.00%
1-180-00-700180	Office Equip. & Maint.	800.00	1,591.81	0.00	346.24	0.00%
1-180-00-700190	Building Maintenance	1,500.00	494.32	0.00	0.00	0.00%
1-180-00-700191	Building Cleaning	1,000.00	876.86	0.00	145.31	0.00%
1-180-00-700200	Fire Equipment Maintenance	18,000.00	11,925.86	0.00	2,674.22	0.00%
1-180-00-700210	Fleet Maintenance	8,000.00	6,256.30	0.00	3,632.01	0.00%
1-180-00-700230	Fuel & Oil	750.00	1,377.24	0.00	0.00	0.00%
1-180-00-700240	Radio/Communications	2,600.00	1,313.08	0.00	0.00	0.00%
1-180-00-700250	Transfer to Capital	411,520.00	0.00	0.00	0.00	0.00%
1-180-00-700260	Extrication Agreement	3,500.00	6,006.25	0.00	1,500.00	0.00%
1-180-00-715015	Computer/Program Maintenance	2,500.00	1,773.66	0.00	61.12	0.00%
1-180-00-721045	Admin Mutual Aid	250.00	0.00	0.00	0.00	0.00%
1-180-00-721060	Training	2,500.00	951.54	0.00	100.00	0.00%
1-180-00-721070	Compressed Air	250.00	0.00	0.00	0.00	0.00%
1-180-00-721080	Extinguisher Recharges	300.00	0.00	0.00	0.00	0.00%
1-180-00-721210	Communications - County	4,000.00	4,000.00	0.00	0.00	0.00%
1-180-00-721230	Fire Prevention	2,000.00	1,795.76	0.00	0.00	0.00%
1-180-00-721240	Hydrant/Water Supply	300.00	386.68	0.00	0.00	0.00%
1-180-00-789005	Transfer to Reserves Fire Equip	32,640.00	32,640.00	0.00	0.00	0.00%
1-180-00-789038	Transfer to Reserves - Building	1,500.00	1,500.00	0.00	0.00	0.00%
1-180-00-900100	Amortization Expense	0.00	19,706.00	0.00	0.00	0.00%
<b>Total Expenditures</b>		<b>(554,360.00)</b>	<b>(153,431.84)</b>	<b>0.00</b>	<b>(28,219.69)</b>	<b>0.00%</b>
<b>Total Default</b>		<b>(136,840.00)</b>	<b>(147,869.20)</b>	<b>0.00</b>	<b>(28,219.69)</b>	<b>0.00%</b>
<b>Total Fire</b>		<b>(136,840.00)</b>	<b>(147,869.20)</b>	<b>0.00</b>	<b>(28,219.69)</b>	<b>0.00%</b>
<b>Building Department</b>						
<b>Default</b>						
<b>Revenues</b>						
1-190-00-440385	Septic Permits	8,000.00	9,060.00	0.00	0.00	0.00%
1-190-00-440410	Building Permits	45,000.00	45,576.00	0.00	1,227.00	0.00%
1-190-00-440431	Misc. Revenue	5,000.00	2,700.00	0.00	600.00	0.00%
1-190-00-440605	Transfer from Reserves	24,225.00	13,465.69	0.00	0.00	0.00%
<b>Total Revenues</b>		<b>82,225.00</b>	<b>70,801.69</b>	<b>0.00</b>	<b>1,827.00</b>	<b>0.00%</b>
<b>Expenditures</b>						
1-190-00-700010	Salaries	49,500.00	49,500.00	0.00	7,500.00	0.00%
1-190-00-700035	Conference/Travel Expenses	350.00	274.78	0.00	0.00	0.00%
1-190-00-700060	Misc. Expenses	100.00	0.00	0.00	0.00	0.00%
1-190-00-700080	Office Supplies	6,200.00	121.64	0.00	0.00	0.00%
1-190-00-700100	Telephone	300.00	424.31	0.00	0.00	0.00%
1-190-00-700140	Employee Benefits	6,250.00	7,955.96	0.00	564.62	0.00%
1-190-00-700190	Building Maintenance - Partial S	2,825.00	2,825.00	0.00	0.00	0.00%

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**TOWNSHIP OF HORTON**  
**Statement of Revenue and Expenditures**  
*Revised Budget*

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*For the Fiscal Period 2019-12 Ending December 31, 2019*

Account Number	Previous YTD Budget	Previous YTD Actual	Annual Budget	YTD Actual	Remaining Budget %
1-190-00-700250 Transfer to Capital	5,000.00	0.00	0.00	0.00	0.00%
1-190-00-718040 Contracted Services	2,000.00	0.00	0.00	0.00	0.00%
1-190-00-785066 Office Administration	9,700.00	9,700.00	0.00	0.00	0.00%
<b>Total Expenditures</b>	<b>(82,225.00)</b>	<b>(70,801.69)</b>	<b>0.00</b>	<b>(8,064.62)</b>	<b>0.00%</b>
<b>Total Default</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(6,237.62)</b>	<b>0.00%</b>
<b>Total Building Department</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(6,237.62)</b>	<b>0.00%</b>
<b>Total General Fund</b>	<b>0.00</b>	<b>1,113,194.22</b>	<b>0.00</b>	<b>1,443,014.22</b>	<b>0.00%</b>

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**TOWNSHIP OF HORTON**  
**Consolidated Statement Of Financial Position**  
*for Period Ending March 31, 2019*

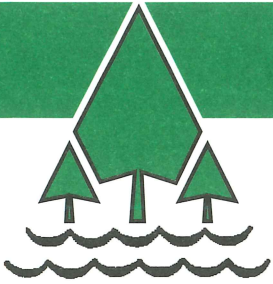
	2019	2018
<b><u>Financial Assets</u></b>		
Cash In Bank	1,750,946.70	2,264,000.03
Petty Cash	2,325.00	2,275.00
Accts. Receivable	56,420.14	117,387.07
Prepaid Expenses	1,598.61	1,322.78
Due To Other Funds	0.00	0.00
Property Taxes	1,308,129.98	1,205,022.70
HST	13,802.01	22,816.98
Tangible Capital Assets	9,486,468.86	9,486,468.86
Inventory	15,651.72	21,555.31
<b>Financial Assets</b>	<b>\$ 12,635,343.02</b>	<b>\$ 13,120,848.74</b>
<b><u>Liabilities</u></b>		
	0.00	0.00
Due To Canada	8,409.15	0.00
Due to Canada - HST	386.76	0.00
Due To Ontario	226.92	349.04
Accounts Payable - Other	20,334.85	71,214.03
Other Current Liabilities	720,015.74	445,698.22
Deferred Revenue	5,348.34	316,649.19
Tax Overpayment	12,460.39	15,517.04
Reserves	1,588,576.18	2,171,431.49
Surplus	9,081,570.47	8,991,832.68
<b>Liabilities</b>	<b>\$ 11,437,328.80</b>	<b>\$ 12,012,691.69</b>
<b><u>Net Financial Assets/(Net Debt)</u></b>	<b>\$ 1,198,014.22</b>	<b>\$ 1,108,157.05</b>
<b><u>Accumulated Surplus</u></b>	<b>\$ 1,198,014.22</b>	<b>\$ 1,108,157.05</b>

RETURN TO AGENDA

Township of Horton

Financial Statements

For the year ended 31 December 2018



# HORTON

2253 Johnston Road, R.R. 5, Renfrew, Ontario K7V 3Z8

[reception@hortontownship.ca](mailto:reception@hortontownship.ca)

Phone 613-432-6271

Fax 613-432-7298

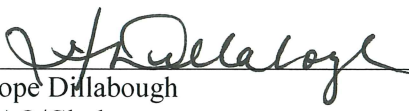
## Management's Responsibility for the Financial Statements

The accompanying financial statements of the Corporation of the Township of Horton (the "Township") are the responsibility of the Township's management and have been prepared in compliance with legislation, and in accordance with Canadian Public Sector Accounting Standards. A summary of the significant accounting policies is contained in Note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Township's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Council meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by MacKillican & Associates, independent external auditors appointed by the Township. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion of the Township's financial statements.

  
Hope Dillabough  
CAO/Clerk

  
Jennifer Barr  
Treasurer/Tax Collector



Township of Horton  
Financial Statements Index  
For the year ended 31 December 2018

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# MACKILLICAN & ASSOCIATES

CHARTERED PROFESSIONAL  
ACCOUNTANTS

## INDEPENDENT AUDITOR'S REPORT

To the Members of Council,  
Inhabitants and Ratepayers of the  
Corporation of the Township of Horton.

### Opinion

We have audited the financial statements of the Township of Horton (the Township), which comprise the statement of financial position as at 31 December 2018, and the statement of operations and accumulated surplus, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Township as at 31 December 2018, and its financial performance and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards (PSAB).

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Township in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAB, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Township's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Township or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Township's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of the auditor's responsibilities for the audit of the financial statements is located at MacKillican's website at: [http://mackillicans.com/PDF/Auditors\\_Responsibilities.pdf](http://mackillicans.com/PDF/Auditors_Responsibilities.pdf). This description forms part of our auditor's report.

*MacKillican & Associates*

RENFREW, Ontario.

19 March 2019.

Chartered Professional Accountants,

Licensed Public Accountants.

620 Barnet Blvd.  
Renfrew ON, K7V 0A8  
T: 613.432.3664 | F: 613.432.8424

Email: [info@mackillicans.com](mailto:info@mackillicans.com) | Website: [www.mackillicans.com](http://www.mackillicans.com)

14 Madawaska Street – P.O. Box 94  
Arnprior ON, K7S 3H2  
T: 613.623.7926 | F: 613.623.7927

Township of Horton  
Statement of Financial Position  
As at 31 December 2018  
(with 2017 figures for comparison)

	<u>2018</u>	<u>2017</u>
Financial assets:		
Cash and cash equivalents	\$ 1,244,109	\$ 1,593,809
Taxes receivable	328,484	388,868
Accounts receivable	<u>228,133</u>	<u>464,381</u>
	\$ <u>1,800,726</u>	\$ <u>2,447,058</u>
Liabilities:		
Accounts payable and accrued liabilities	\$ 161,893	\$ 140,733
Deferred revenue - obligatory reserve funds (Note 5)	93,534	202,674
- other	46,422	319,074
Net long term liabilities (Note 10)	548,691	397,603
Landfill closure and post closure costs (Note 6)	<u>120,000</u>	<u>120,000</u>
	\$ <u>970,540</u>	\$ <u>1,180,084</u>
Net financial assets	\$ <u>830,186</u>	\$ <u>1,266,974</u>
Non-financial assets:		
Tangible capital assets (net)	\$ 10,708,132	\$ 9,486,468
Inventories of supplies	15,652	21,555
Prepaid expenses	<u>55,000</u>	<u>9,999</u>
	\$ <u>10,778,784</u>	\$ <u>9,518,022</u>
Accumulated surplus	\$ <u>11,608,970</u>	\$ <u>10,784,996</u>
Accumulated surplus comprised of:		
Equity in tangible capital assets (Note 12)	\$ 10,152,148	\$ 8,991,832
Reserves and reserve funds	1,576,822	1,913,164
Unfunded - landfill closure and post closure costs (Note 2)	<u>(120,000)</u>	<u>(120,000)</u>
Total accumulated surplus	\$ <u>11,608,970</u>	\$ <u>10,784,996</u>

(See accompanying notes)

Township of Horton  
Statement of Operations and Accumulated Surplus  
For the year ended 31 December 2018  
(with 2018 budget and 2017 actual figures for comparison)

	<u>2018</u> <u>Budget</u>	<u>2018</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>
Revenue:			
Net municipal taxation	\$ 2,319,822	\$ 2,304,685	\$ 2,203,510
Government transfers:			
Ontario	1,351,736	966,503	504,359
Canada	197,351	190,615	164,075
Other municipalities	11,055	19,057	191,232
Other	<u>468,627</u>	<u>719,023</u>	<u>472,764</u>
	<u>\$ 4,348,591</u>	<u>\$ 4,199,883</u>	<u>\$ 3,535,940</u>
Expenses:			
General government	\$ 684,659	\$ 606,039	\$ 669,984
Protection to persons and property	705,105	683,174	768,937
Transportation services	1,429,362	1,414,390	1,349,458
Environmental services	279,094	241,805	257,357
Health services	33,366	33,640	32,758
Recreation and cultural services	304,059	382,360	288,535
Planning and development	<u>23,100</u>	<u>14,501</u>	<u>4,888</u>
	<u>\$ 3,458,745</u>	<u>\$ 3,375,909</u>	<u>\$ 3,371,917</u>
Excess of revenue over expenses	\$ 889,846	\$ 823,974	\$ 164,023
Accumulated surplus at the beginning of the year	<u>10,784,996</u>	<u>10,784,996</u>	<u>10,620,973</u>
Accumulated surplus at the end of the year	<u>\$ 11,674,842</u>	<u>\$ 11,608,970</u>	<u>\$ 10,784,996</u>

(See accompanying notes)

Township of Horton  
Statement of Changes in Net Financial Assets  
For the year ended 31 December 2018  
(with 2017 figures for comparison)

	<u>2018</u> <u>Budget</u>	<u>2018</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>
Excess of revenue over expenses	\$ 889,846	\$ 823,974	\$ 164,023
Amortization of tangible capital assets	821,041	821,041	807,505
Acquisition of tangible capital assets	(2,035,321)	(2,043,335)	(886,883)
Gain on disposal of tangible capital assets		(191,915)	
Proceeds on sale of tangible capital assets		192,545	
Consumption (acquisition) of inventory		5,903	(5,188)
Consumption (acquisition) of prepaid expenses	<u>                    </u>	<u>(45,001)</u>	<u>44,709</u>
Increase (decrease) in net financial assets	\$ (324,434)	\$ (436,788)	\$ 124,166
Net financial assets at the beginning of the year	<u>1,266,974</u>	<u>1,266,974</u>	<u>1,142,808</u>
Net financial assets at the end of the year	<u>\$ 942,540</u>	<u>\$ 830,186</u>	<u>\$ 1,266,974</u>

(See accompanying notes)

Township of HortonStatement of Cash Flows

For the year ended 31 December 2018  
(with 2017 figures for comparison)

	<u>2018</u>	<u>2017</u>
Cash flows from operating activities:		
Excess of revenue over expenses	\$ 823,974	\$ 164,023
Add amortization which does not involve cash	821,041	807,505
Gain on disposal of tangible capital assets	<u>(191,915)</u>	<u>                    </u>
	<u>\$ 1,453,100</u>	<u>\$ 971,528</u>
Net change in non cash working capital balances related to operations:		
Decrease (increase) in taxes receivable	\$ 60,384	\$ 151,276
Decrease (increase) in accounts receivable	236,248	(410,317)
Increase (decrease) in accounts payable and accrued liabilities	21,160	(56,757)
Increase (decrease) in deferred revenue	(381,792)	281,084
Decrease (increase) in inventories of supplies	5,903	(5,188)
Decrease (increase) in prepaid expenses	<u>(45,001)</u>	<u>44,709</u>
	<u>\$ (103,098)</u>	<u>\$ 4,807</u>
Cash flows from operating activities	<u>\$ 1,350,002</u>	<u>\$ 976,335</u>
Cash flows from (used for) financing activities:		
Repayment of long term debt	\$ (93,912)	\$ (93,912)
Proceeds from long term debt issues	<u>245,000</u>	<u>                    </u>
Cash flows from (used for) financing activities	<u>\$ 151,088</u>	<u>\$ (93,912)</u>
Cash flows used for capital activities:		
Additions to tangible capital assets:		
General government	\$ (70,980)	
Transportation services	(1,934,291)	\$ (839,184)
Recreation services	(38,064)	(47,699)
Proceeds on sale of tangible capital assets	<u>192,545</u>	<u>                    </u>
Cash flows used for capital activities	<u>\$ (1,850,790)</u>	<u>\$ (886,883)</u>
Decrease in cash and cash equivalents during the year	\$ (349,700)	\$ (4,460)
Cash and cash equivalents at the beginning of the year	<u>1,593,809</u>	<u>1,598,269</u>
Cash and cash equivalents at the end of the year	<u><u>\$ 1,244,109</u></u>	<u><u>\$ 1,593,809</u></u>

(See accompanying notes)

Township of Horton  
Notes to the Financial Statements  
For the year ended 31 December 2018

1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Corporation of the Township of Horton are the representation of management prepared in accordance with generally accepted accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

The focus of PSAB financial statements is on the financial position of the Township and changes thereto. The Statement of Financial Position reports financial assets and liabilities. Financial assets are available to provide resources to discharge existing liabilities or finance future operations. Municipal position represents the financial position of the Township and is the difference between financial assets and liabilities. This information explains the Township's overall future revenue requirements and its ability to finance activities and meet its obligations.

(a) Reporting Entity

- (i) The financial statements reflect financial assets, liabilities, operating revenues and expenditures, reserves, reserve funds, and changes in investment in tangible capital assets of the Township. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the Township and which are owned or controlled by the Township. Interdepartmental and organizational transactions and balances between these organizations are eliminated.

- (ii) Accounting for County and School Board Transactions

The taxation, other revenues, expenditures, assets and liabilities with respect to the operations of the county and school boards are not reflected in the municipal fund balances of these financial statements.

(b) Basis of Accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which transactions or events occurred that gave rise to the revenue; expenses are recognized in the period goods or services are acquired and a liability is incurred or transfers are due.

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed.

(c) Non-financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenue over expenses, provides the change in net financial assets for the year.



Township of HortonNotes to the Financial StatementsFor the year ended 31 December 2018

## (d) Tangible Capital Assets

- (i) Tangible capital assets (TCAs) are recorded at cost, which include all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Where the cost was not readily determinable, the assets were valued at their current fair market value and then discounted back to their in-service date using the Consumer Price Index (CPI). Land for road segments is valued at \$ 1.00 per segment. All other land is valued at cost. Where cost was not readily determinable, the land was given a value of \$ 1.00 per segment. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Land improvements	20 - 25 years
Buildings	25 - 50 years
Machinery and equipment	5 - 40 years
Vehicles	7 - 25 years
Linear assets	10 - 50 years

Amortization is calculated commencing the first month of the year following acquisition using the above rates. In the year of disposal, a full year of amortization will be charged against the asset. Capital work in progress is not amortized until it is put into service.

The Township has a capitalization threshold of \$ 5,000, so that individual TCAs of lesser value are expensed, unless they are pooled because, collectively, they have significant value, or for operational reasons.

## (ii) Contribution of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt, and that fair value is also recorded as revenue. Similarly, transfers of assets to third parties are recorded as an expenditure equal to the net book value of the assets as of the date of transfer.

## (iii) Inventories

Inventories held for consumption are recorded at the lower of cost or replacement cost.

## (iv) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

## (e) Investment Income

Investment income earned on current funds (other than obligatory reserve funds) is reported as revenue in the period earned. Investment income earned on externally restricted funds is added to the fund balance and forms part of the respective deferred revenue balance.

## (f) Government Transfers

Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or are the result of a direct financial return.

Government transfers are recognized in the financial statements in the period in which the events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met and reasonable estimates of the amounts can be made.



Township of HortonNotes to the Financial StatementsFor the year ended 31 December 2018

## (g) Deferred Revenue

Certain amounts are received pursuant to regulations or agreement and may only be used in the conduct of certain programs or in the delivery of specific services and transactions. These amounts are recognized as revenue in the fiscal year the related expenditures are incurred or services performed.

## (h) Deferred Revenue - Obligatory Reserve Funds

The Township receives restricted contributions under the authority of provincial and federal legislation and Township by-laws. These funds by their nature are restricted in their use and, until applied to applicable costs, are recorded as deferred revenue. Amounts applied to qualifying expenditures are recorded as revenue in the fiscal period they are expended.

## (i) Use of Estimates

The preparation of financial statements in conformity with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the year. Actual results could differ from these estimates. Significant estimates include the allowance for doubtful taxes, landfill closure and post closure costs and amortization.

## (j) Cash and Cash Equivalents

Cash and cash equivalents are comprised of cash on hand and in bank and investments due no greater than three months from the date of acquisition or that are cashable on demand.

## (k) Revenue Recognition

Taxation revenue consists of non-exchange transactions. It is recognized in the period to which the assessment relates and reasonable estimates of amounts can be made. Annual revenue also includes adjustments related to reassessments or appeals related to prior years. Other revenue relates to licensing fees, fees for use of various programming, and fees imposed based on specific activities. Revenue is recognized when the activity is performed or when the services are rendered.

## (l) Financial Instruments

Financial instruments include cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities and net long term liabilities. Unless otherwise noted, it is management's opinion that the Municipality is not exposed to significant interest, currency or credit risks arising from these financial instruments.

The carrying amounts reported on the statement of financial position for cash and cash equivalents, accounts receivable and accounts payable and accrued liabilities, approximates their fair values, due to the immediate and short term maturities of these financial instruments.

The fair value of net long term liabilities, including the current portion, is based on rates currently available to the Municipality with similar terms and maturities and approximates its carrying amounts as disclosed on the statement of financial position.

**2. AMOUNTS TO BE RECOVERED**

Amounts to be recovered represent the requirement of the Township to raise funds in subsequent periods to finance unfunded liabilities, comprised of the landfill closure and post closure liabilities.

Township of Horton  
Notes to the Financial Statements  
For the year ended 31 December 2018

### 3. TRUST FUND

Trust fund administered by the Township, totaling \$ 3,827 (2017 - \$ 3,776) is presented in a separate financial statement of trust fund financial position and operations. As such, balances held in trust by the Township for the benefit of others have not been included in the Statement of Financial Position nor have their operations been included in the Statement of Operations.

### 4. OPERATIONS OF SCHOOL BOARDS AND COUNTY OF RENFREW

Requisitions were made by the School Boards and County of Renfrew requiring the Township to collect property taxes and payments in lieu of property taxes on their behalf. The amounts collected and remitted are as follows:

	<u>School Boards</u>	<u>County</u>
Property taxes	\$ 1,090,063	\$ 1,521,661
Payments in lieu	<u>                    </u>	<u>1,431</u>
	<u>\$ 1,090,063</u>	<u>\$ 1,523,092</u>

### 5. DEFERRED REVENUE - OBLIGATORY RESERVE FUNDS

A requirement of the public sector accounting standards of the Chartered Professional Accountants of Canada is that obligatory reserve funds be reported as deferred revenue. This requirement is in place because federal, provincial and municipal legislation restricts how these funds may be used. The balances in the obligatory reserve funds of the Township are summarized below:

- (a) The balance of deferred revenue - obligatory reserve funds on the "Statement of Financial Position" at the end of the year is comprised of the following externally restricted reserve funds:

	<u>2018</u>	<u>2017</u>
Gas tax revenue	\$ 76	\$ 49,699
Lot development charges	<u>93,458</u>	<u>152,975</u>
	<u>\$ 93,534</u>	<u>\$ 202,674</u>

- (b) Transactions during the year in the deferred revenue - obligatory reserve funds are as follows:

	<u>2018</u>	<u>2017</u>
Balance at the beginning of the year	\$ 202,674	\$ 219,700
Gas tax revenue received	86,603	84,130
Development charges and lot fees	100,455	52,400
Interest earned	<u>3,699</u>	<u>2,319</u>
	\$ 393,431	\$ 358,549
Utilized during the year	<u>299,897</u>	<u>155,875</u>
Balance at the end of the year	<u>\$ 93,534</u>	<u>\$ 202,674</u>

Township of Horton  
Notes to the Financial Statements  
For the year ended 31 December 2018

6. LANDFILL CLOSURE AND POST CLOSURE LIABILITY

The Environmental Protection Act sets out the regulatory requirements to properly close and maintain all active and inactive landfill sites. Under environmental law, there is a requirement for closure and post closure care of solid waste landfill sites. This requirement is to be provided for over the estimated remaining life of the landfill site based on usage.

Landfill closure and post closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping ground water and leachates from the site, and ongoing environmental monitoring, site inspection and maintenance. Some closure costs are incurred on an ongoing basis and are included in the yearly fiscal operating budget. All remaining expected closure and post closure costs have been discounted at the Township's average long term borrowing rate, net of estimated inflation. The Township has set aside reserves of \$ 304,284 (2017 - \$ 222,371) for either closure or post closure activities.

The reported liability is based on estimates and assumptions with respect to events extending over the useful life and estimated post closure care period using the best information available to management. Future events may result in significant changes to the estimated total expenditures, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

Landfill sites' estimated remaining capacity in cubic metres	28,725
Landfill sites' remaining useful life in years	14
Expected years of post closure care	10

The estimated total undiscounted expenses over the 10 year post closure period amount to approximately \$ 120,000.

7. CONTINGENT LIABILITIES

The nature of municipal activities is such that there may be litigation pending or in prospect at any time. With respect to claims as at 31 December 2018, management believes that the Township has valid defences and appropriate insurance coverages in place. In the event any claims are successful, management believes that such claims are not expected to have a material effect on the Township's financial position.

8. BUDGET FIGURES

The operating budget approved by the Township of Horton for 2018 is reflected on the Statement of Operations. The budget established for capital investment in tangible capital assets is on a project-oriented basis, the costs of which may be carried out over one or more years and, therefore, may not be comparable with current year's actual expenditure amounts. As well, the Township does not budget activity within reserves and reserve funds, with the exception being those transactions which affect either operations or capital investments. Budget figures have been reclassified for the purpose of these financial statements to comply with PSAB reporting requirements. Budget figures have not been audited.

9. TANGIBLE CAPITAL ASSETS

The Schedule of Tangible Capital Assets provides information on the tangible capital assets of the Township by major asset class and by function, as well as for accumulated amortization of the assets controlled. The reader should be aware of the following information relating to tangible capital assets:

Township of HortonNotes to the Financial StatementsFor the year ended 31 December 2018

## 9. TANGIBLE CAPITAL ASSETS (Continued)

## (i) Contributed Tangible Capital Assets

The Township records all tangible capital assets contributed by an external party at fair value on the earlier of the date received or of the transfer of risk and responsibility. Typical examples are roadways, water and sewer lines installed by a developer as part of a subdivision agreement. There were no transfers during the year.

## (ii) Tangible Capital Assets Recognized at Nominal Value

Certain assets have been assigned a nominal value of one dollar, because of the difficulty of determining a tenable valuation. The most significant such assets are the Township's road allowances. The 2018 road network had segments, each of which has been assigned a value of one dollar for the road allowance itself.

## 10. NET LONG TERM LIABILITIES

	<u>2018</u>	<u>2017</u>
(a) Ontario Infrastructure and Lands Corporation (OILC) loan payable, 2.50% interest, \$ 43,912 principal only payment, payable semi-annually, maturing January 2022	\$ 153,691	\$ 197,603
Ontario Infrastructure and Lands Corporation (OILC) loan payable, 1.60% interest, \$ 50,000 principal only payment, payable semi-annually, maturing July 2021	150,000	200,000
Ontario Infrastructure and Lands Corporation (OILC) loan payable, 3.05% interest, \$ 45,000 principal only payment, payable semi-annually, maturing August 2028	<u>245,000</u>	<u>          </u>
Net long term liabilities at the end of the year	\$ <u><u>548,691</u></u>	\$ <u><u>397,603</u></u>

## (b) Principal and interest payments required on the net long term liabilities are as follows:

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	\$ 118,412	\$ 13,059	\$ 131,471
2020	118,412	10,441	128,853
2021	118,412	7,769	126,181
2022	46,455	5,322	51,777
2023	24,500	4,298	28,798
2024 to 2028	<u>122,500</u>	<u>10,293</u>	<u>132,793</u>
	\$ <u><u>548,691</u></u>	\$ <u><u>51,182</u></u>	\$ <u><u>599,873</u></u>

- (c) The Municipality is contingently liable for debt with respect to tile drainage loans made by landowners with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). The Municipality collects the loan repayments from the owners and remits them to OMAFRA. The Municipality does not have any history of default payments on the loans. The total amount outstanding as at 31 December 2018 is \$ 24,616 (2017 - \$ 36,194) and is not recorded on the statement of financial position.

Township of Horton  
Notes to the Financial Statements  
For the year ended 31 December 2018

11. CHARGES FOR NET LONG TERM LIABILITIES

(a) Total charges for the year for net long term liabilities are as follows:

	<u>2018</u>	<u>2017</u>
Principal	\$ 93,912	\$ 93,912
Interest	<u>7,116</u>	<u>8,998</u>
	<u>\$ 101,028</u>	<u>\$ 102,910</u>

These payments are within the annual debt repayment limit as prescribed by the Ministry of Municipal Affairs and Housing under Ontario Regulation 403/02.

(b) The interest charges shown in (a) above are reported on the Statement of Operations under the appropriate functional expenditure heading.

12. EQUITY IN TANGIBLE CAPITAL ASSETS

	<u>2018</u>	<u>2017</u>
Tangible capital assets - net	\$ 10,708,132	\$ 9,486,468
Net long term liabilities (Note 10)	(548,691)	(397,603)
Amounts to be funded in future years	<u>(7,293)</u>	<u>(97,033)</u>
Equity in tangible capital assets	<u>\$ 10,152,148</u>	<u>\$ 8,991,832</u>

13. PENSION CONTRIBUTIONS

The Municipality makes contributions to the Ontario Municipal Employees Retirement System (OMERS), a multi-employer pension plan. The plan provides defined pension benefits to employees based on their length of service and rates of pay. During the year ended 31 December 2018, the Municipality contributed \$ 53,959 (2017 - \$ 57,136) to the plan and is included as an expense in the statement of operations. The Township does not recognize in its financial statements any share of the pension plan deficit as this is a joint responsibility of all Ontario municipalities and their employees. The pension plan surplus for 2017 is \$ 605,000,000 (deficit for 2016 - \$ 2,341,000,000) based on the fair market value of the Plan's assets.

14. SEGMENTED INFORMATION

(a) The Township is responsible for providing a wide range of services to its citizens. The Township reports on functional areas and programs in its financial statements. A brief description of each segment follows:

- i) General government is comprised of Council and administration and is responsible for the overall governance and management of the Municipality.
- ii) Protection is comprised of police, fire, and other protective services.
- iii) Transportation is comprised of roads including parking, signs and signals, streetlights and the maintenance of roads of the Township.
- iv) Environmental services include solid waste and recycling services.

Township of Horton  
Notes to the Financial Statements  
For the year ended 31 December 2018

14. SEGMENTED INFORMATION (Continued)

- v) Health services include expenditures related to the doctor recruitment.
- vi) Recreation and cultural services include parks and recreation.
- vii) Planning and development services are comprised of managing development for residential and business interests, as well as infrastructure and parks.

(b) For each functional area, expenditures represent both amounts that are directly attributable to the functional area and amounts that are allocated on a reasonable basis. The expenditures for 31 December 2018 are as follows:

	Salaries and <u>benefits</u>	Interest on long term <u>debt</u>	Materials and contracted <u>services</u>	Rent and external <u>transfers</u>	<u>Amortization</u>	<u>Total</u>
General government	\$ 435,841	\$ 1,515	\$ 158,484		\$ 10,199	\$ 606,039
Protection services	100,018		563,450		19,706	683,174
Transportation services	340,151	5,601	330,393		738,245	1,414,390
Environmental services	43,831		194,453		3,521	241,805
Health services	429		300	\$ 32,911		33,640
Recreation services	67,351		218,639	47,000	49,370	382,360
Planning and development	<u>1,375</u>	<u>          </u>	<u>13,126</u>	<u>          </u>	<u>          </u>	<u>14,501</u>
	<u>\$ 988,996</u>	<u>\$ 7,116</u>	<u>\$ 1,478,845</u>	<u>\$ 79,911</u>	<u>\$ 821,041</u>	<u>\$ 3,375,909</u>

(c) The expenditures for 31 December 2017 are as follows:

	Salaries and <u>benefits</u>	Interest on long term <u>debt</u>	Materials and contracted <u>services</u>	Rent and external <u>transfers</u>	<u>Amortization</u>	<u>Total</u>
General government	\$ 434,418	\$ 1,898	\$ 222,084	\$ 275	\$ 11,309	\$ 669,984
Protection services	88,545		660,918		19,474	768,937
Transportation services	309,539	7,100	308,423		724,396	1,349,458
Environmental services	44,431		209,405		3,521	257,357
Health services	411		100	32,247		32,758
Recreation services	94,134		124,096	21,500	48,805	288,535
Planning and development	<u>1,390</u>	<u>          </u>	<u>3,498</u>	<u>          </u>	<u>          </u>	<u>4,888</u>
	<u>\$ 972,868</u>	<u>\$ 8,998</u>	<u>\$ 1,528,524</u>	<u>\$ 54,022</u>	<u>\$ 807,505</u>	<u>\$ 3,371,917</u>



Township of HortonNotes to the Financial StatementsFor the year ended 31 December 2018

## 15. MUNICIPALITIES BENEFIT COMMITTEE

The Township of Horton is a member of the Municipalities Benefit Committee (MBC) which is an employee group benefits plan arranged through Manulife to share in the financial risk of extended health and dental benefits. In the event that a deficit position is incurred, the Township must repay their pro-rata share of the deficit through a lump sum deposit or an increase in future annual premiums collected through the monthly billed rates. In the case of a surplus position, upon full funding of the claims fluctuation reserve (CFR), the surplus is transferred into a deposit account held by Manulife on the MBC's behalf. The surplus funds in the deposit account are to be used to fund premium requirements, enhancements to the benefit plan or fund future deficits. If the Township of Horton leaves the MBC, the Township forfeits its right to any surplus.

## 16. CONTRACTUAL OBLIGATIONS

In 2015, the Township entered into a recreation agreement with the Town of Renfrew. The annual cost of this contract was \$ 22,000 (2017 - \$ 21,500).

The Township has not negotiated a contract with the Ontario Provincial Police for the provision of policing services, however the Ontario Provincial Police provide policing services on an annual basis. Annual charges are determined based on the level of service and are reconciled to actual costs in the following year. The contract for 2018 was \$ 466,224 (2017 - \$ 462,132).

The Township has negotiated an annual contract with Beaumen Waste Management for the collection and disposal of recycled materials. Annual costs of this contract for 2018 were \$ 71,755 plus fuel surcharge.

The Township has negotiated an annual contract with Canadian Waste for the collection and disposal of waste. Annual costs of this contract for 2018 were \$ 40,861 plus fuel surcharge.

The Township has negotiated an annual contract with Brian Dedo for the compaction and covering of household waste at the Horton landfill site. Annual charges of this contract for 2018 were \$ 39,788 (2017 - \$ 39,796).

The Township has entered into a financing agreement with three other Municipalities and the Renfrew & Area Health Services Village. This agreement provides annual funding to the Renfrew & Area Health Services Village the program to recruit doctors for the Renfrew Area. Each Municipality is responsible for an equal share of the funding. As at 31 December 2018 the Township had 6 years remaining on the current agreement with a total outstanding balance of \$ 188,469.



Township of Horton  
Schedule of General Operations  
For the year ended 31 December 2018  
 (with 2018 budget and 2017 actual figures for comparison)

	2018 <u>Budget</u>	2018 <u>Actual</u>	2017 <u>Actual</u>
Revenue:			
Net municipal taxation	\$ 2,319,822	\$ 2,304,685	\$ 2,203,510
Government transfers:			
Ontario	1,351,736	966,503	504,359
Canada	197,351	190,615	164,075
Other municipalities	11,055	19,057	191,232
Other	<u>468,627</u>	<u>719,023</u>	<u>472,764</u>
	<u>\$ 4,348,591</u>	<u>\$ 4,199,883</u>	<u>\$ 3,535,940</u>
Expenses:			
General government	\$ 684,659	\$ 606,039	\$ 669,984
Protection to persons and property	705,105	683,174	768,937
Transportation services	1,429,362	1,414,390	1,349,458
Environmental services	279,094	241,805	257,357
Health services	33,366	33,640	32,758
Recreation and cultural services	304,059	382,360	288,535
Planning and development	<u>23,100</u>	<u>14,501</u>	<u>4,888</u>
	<u>\$ 3,458,745</u>	<u>\$ 3,375,909</u>	<u>\$ 3,371,917</u>
Excess of revenue over expenses	<u>\$ 889,846</u>	<u>\$ 823,974</u>	<u>\$ 164,023</u>
Transfers:			
Transfer from reserves	\$ 898,075	\$ 336,342	\$ 60,444
Transfer to equity in tangible capital assets	<u>(1,787,921)</u>	<u>(1,160,316)</u>	<u>(224,467)</u>
Net transfers	<u>\$ (889,846)</u>	<u>\$ (823,974)</u>	<u>\$ (164,023)</u>
Change in general surplus for the year	\$ -	\$ -	\$ -
General surplus at the beginning of the year	<u>-</u>	<u>-</u>	<u>-</u>
General surplus at the end of the year	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

(See accompanying notes)

Township of Horton  
Schedule of Reserves and Reserve Funds  
For the year ended 31 December 2018  
(with 2017 figures for comparison)

	<u>2018</u>	<u>2017</u>
Contributions:		
From operations	\$ 510,801	\$ 276,290
Transfers:		
To operations	<u>847,143</u>	<u>336,734</u>
Change in reserves and reserve funds balance	\$ (336,342)	\$ (60,444)
Reserves and reserve funds at the beginning of the year	<u>1,913,164</u>	<u>1,973,608</u>
Reserves and reserve funds at the end of the year	<u>\$ 1,576,822</u>	<u>\$ 1,913,164</u>
Reserves:		
Working funds	\$ 320,872	\$ 357,163
Fire equipment replacement	404,607	371,048
Landfill site	310,284	233,465
Transportation	213,560	761,858
Planning	10,995	10,995
Future equipment	114,106	84,223
Recreation	160,642	36,691
Election expense	514	8,514
Protection	<u>41,242</u>	<u>49,207</u>
Total reserves	<u>\$ 1,576,822</u>	<u>\$ 1,913,164</u>

(See accompanying notes)

Township of Horton  
Schedule of Tangible Capital Assets  
For the year ended 31 December 2018  
(with 2017 figures for comparison)

Segmented by asset class:	Balance at 31 December 2017	Additions	Disposals, write-offs and adjustments	Balance at 31 December 2018
<u>Cost</u>				
Land and land improvements	\$ 152,447		\$ (630)	\$ 151,817
Buildings	2,048,680	\$ 4,919	2,266	2,055,865
Machinery and equipment	780,777	26,068		806,845
Vehicles	1,049,887	237,519	(272,022)	1,015,384
Linear assets	22,615,466	1,713,892	65,875	24,395,233
Capital work in progress	<u>135,340</u>	<u>60,937</u>	<u>(68,141)</u>	<u>128,136</u>
Total	<u>\$ 26,782,597</u>	<u>\$ 2,043,335</u>	<u>\$ (272,652)</u>	<u>\$ 28,553,280</u>

Accumulated <u>amortization</u>	Balance at 31 December 2017	Amortization	Disposals, write-offs and adjustments	Balance at 31 December 2018
Land and land improvements	\$ 1,876	\$ 268		\$ 2,144
Buildings	554,356	51,967	\$ 363	606,686
Machinery and equipment	451,391	34,312		485,703
Vehicles	700,827	49,554	(272,022)	478,359
Linear assets	<u>15,587,679</u>	<u>684,940</u>	<u>(363)</u>	<u>16,272,256</u>
Total	<u>\$ 17,296,129</u>	<u>\$ 821,041</u>	<u>\$ (272,022)</u>	<u>\$ 17,845,148</u>

<u>Net book value</u>	Balance at 31 December 2017	Balance at 31 December 2018
Land and land improvements	\$ 150,571	\$ 149,673
Buildings	1,494,324	1,449,179
Machinery and equipment	329,386	321,142
Vehicles	349,060	537,025
Linear assets	7,027,787	8,122,977
Capital work in progress	<u>135,340</u>	<u>128,136</u>
Total	<u>\$ 9,486,468</u>	<u>\$ 10,708,132</u>

(See accompanying notes)

Township of Horton  
Schedule of Tangible Capital Assets  
For the year ended 31 December 2018  
(with 2017 figures for comparison)

Segmented by function: <u>Cost</u>	Balance at 31 December <u>2017</u>	<u>Additions</u>	Disposals, write-offs and adjustments	Balance at 31 December <u>2018</u>
General government	\$ 381,865	\$ 70,980	\$ (630)	\$ 452,215
Protection services	880,706			880,706
Transportation services	23,365,000	1,934,291	(269,756)	25,029,535
Environmental services	227,083		(2,266)	224,817
Recreation services	<u>1,927,943</u>	<u>38,064</u>		<u>1,966,007</u>
Total	<u>\$ 26,782,597</u>	<u>\$ 2,043,335</u>	<u>\$ (272,652)</u>	<u>\$ 28,553,280</u>

<u>Accumulated amortization</u>	Balance at 31 December <u>2017</u>	<u>Amortization</u>	Disposals, write-offs and adjustments	Balance at 31 December <u>2018</u>
General government	\$ 156,675	\$ 10,199		\$ 166,874
Protection services	531,084	19,706		550,790
Transportation services	15,953,739	738,245	\$ (271,659)	16,420,325
Environmental services	22,093	3,521	(363)	25,251
Recreation services	<u>632,538</u>	<u>49,370</u>		<u>681,908</u>
Total	<u>\$ 17,296,129</u>	<u>\$ 821,041</u>	<u>\$ (272,022)</u>	<u>\$ 17,845,148</u>

<u>Net book value</u>	Balance at 31 December <u>2017</u>	Balance at 31 December <u>2018</u>
General government	\$ 225,190	\$ 285,341
Protection services	349,622	329,916
Transportation services	7,411,261	8,609,210
Environmental services	204,990	199,566
Recreation services	<u>1,295,405</u>	<u>1,284,099</u>
Total	<u>\$ 9,486,468</u>	<u>\$ 10,708,132</u>

(See accompanying notes)



**MACKILLICAN  
& ASSOCIATES**  
CHARTERED PROFESSIONAL  
ACCOUNTANTS

### INDEPENDENT AUDITOR'S REPORT

To the Members of Council,  
Inhabitants and Ratepayers of the  
Corporation of the Township of Horton.

#### **Opinion**

We have audited the financial statements of the Township of Horton McLaren Cemetery Trust Fund (the Trust), which comprise the statement of financial position as at 31 December 2018, and the statement of operations and change in fund balance for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Trust as at 31 December 2018, and its financial performance and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards (PSAB).

#### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAB, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Trust or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Trust's financial reporting process.

#### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of the auditor's responsibilities for the audit of the financial statements is located at MacKillican's website at: [http://mackillicans.com/PDF/Auditors\\_Responsibilities.pdf](http://mackillicans.com/PDF/Auditors_Responsibilities.pdf). This description forms part of our auditor's report.

*Mackillican & Associates*

RENFREW, Ontario.

19 March 2019.

**Chartered Professional Accountants,**

**Licensed Public Accountants.**

620 Barnet Blvd.  
Renfrew ON. K7V 0A8  
T: 613.432.3664 | F: 613.432.8424

Email: [info@mackillicans.com](mailto:info@mackillicans.com) | Website: [www.mackillicans.com](http://www.mackillicans.com)

14 Madawaska Street – P.O. Box 94  
Amprior ON. K7S 3H2  
T: 613.623.7926 | F: 613.623.7927

Township of Horton  
McLaren Cemetery Trust Fund  
Statement of Financial Position  
As at 31 December 2018  
(with 2017 figures for comparison)

	<u>2018</u>	<u>2017</u>
<u>ASSETS</u>		
Investments	\$ <u>3,827</u>	\$ <u>3,776</u>
<u>FUND BALANCE</u>		
Fund balance	\$ <u>3,827</u>	\$ <u>3,776</u>

Township of Horton  
McLaren Cemetery Trust Fund  
Statement of Operations and Change in Fund Balance  
For the year ended 31 December 2018  
(with 2017 figures for comparison)

	<u>2018</u>	<u>2017</u>
Balance at the beginning of the year	\$ <u>3,776</u>	\$ <u>3,726</u>
Revenue:		
Interest earned - bank	\$ <u>51</u>	\$ <u>50</u>
Expenses	\$ <u>-</u>	\$ <u>-</u>
Balance at the end of the year	\$ <u>3,827</u>	\$ <u>3,776</u>

(See accompanying notes)

Township of Horton  
McLaren Cemetery Trust Fund  
Notes to the Financial Statements  
For the year ended 31 December 2018

1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the McLaren Cemetery trust fund are the representation of management prepared in accordance with generally accepted accounting standards for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations. These have been made using careful judgments.

**Basis of Accounting:**

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which transactions or events occurred that gave rise to the revenue; expenses are recognized in the period goods or services are acquired and a liability is incurred or transfers are due.

**Cash and Cash Equivalents:**

Cash and cash equivalents are comprised of cash on hand and in bank and investments due no greater than three months from the date of acquisition or that are cashable on demand.

**Revenue Recognition:**

Revenue is recognized when the activity is performed or when the services are rendered.

2. CEMETERY TRUST

The Municipality has assumed the responsibility of maintaining the McLaren Cemetery.





## Township of Horton COUNCIL / COMMITTEE REPORT

Title:  Council-Staff Training	Date:	March 19 <sup>th</sup> , 2019
	Council/Committee:	Council
	Author:	Hope Dillabough, CAO/Clerk
	Department:	General Government

### RECOMMENDATIONS:

Information Purposes.

### BACKGROUND:

Council and Staff require training and education on the Township of Horton's Emergency Management Plan as well as the newly adopted Council-Staff Relations Policy.

Tony Fleming, Integrity Commissioner and Closed Meeting Investigator, has some time in late May that he could come down and spend a half day session training Council and Staff as it pertains specifically to the Council-Staff Relations Policy and Codes of Conduct.

The other half of the day would be spent in training by Steve Osipenko, Horton's Community Emergency Management Coordinator. This training is required for the purpose of obtaining our annual compliance through Emergency Management Ontario.

Training has been scheduled for Monday May 27<sup>th</sup>, 2019 at the Township Office.

**ALTERNATIVES:** N/A

**FINANCIAL IMPLICATIONS:** Training Costs as per Integrity Commissioner RFP Submission and Agreement.

**CONSULTATIONS:** Tony Fleming, Cunningham Swan, Steve Osipenko, CEMC

Author:

  
signature

Other:

\_\_\_\_\_  
signature

Treasurer:

  
signature

C.A.O.

  
signature

RETURN TO AGENDA



## Township of Horton COUNCIL / COMMITTEE REPORT

Title:  2019 TARIFF OF FEES BY-LAW	Date:	March 11, 2019
	Council/Committee:	General Government
	Author:	Jennifer M. Barr
	Department:	Finance

### RECOMMENDATIONS:

THAT the General Government Committee recommend adopting the 2019 Tariff of Fees by-law.

### BACKGROUND:

Annually each committee reviews their fees and charges and makes recommendations for amendments to the bylaw. The amendments to the by law are noted in red font in the attached appendix "A".

### ALTERNATIVES:

#### *Alternative #1: Status Quo*

Status Quo will see no changes to the current tariff of fees bylaw.

### FINANCIAL IMPLICATIONS:

There will be little impact to the annual budget due to the minimal fee changes proposed.

### CONSULTATIONS:

All Managers and Committees have had an opportunity to review their respective fees.

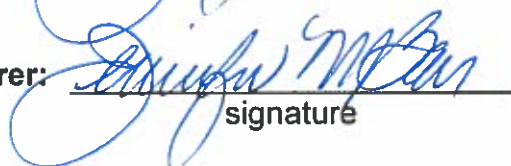
Author:

  
signature

Other:

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signature

Treasurer:

  
signature

C.A.O.

  
signature

RETURN TO AGENDA

**TOWNSHIP OF HORTON**  
**2019 PROPOSED FEES AND CHARGES WORKSHEET (CURRENT BYLAW 2018-49)**

Appendix "A" 58

DEPARTMENT & TYPE	RATE	PROPOSED RATE CHANGE
<b>SCHEDULE A - BUILDING AND SEPTIC FEES</b>		
<b>(All permits must be paid for and in the owners possession within 30 days of being notified by the municipality or the permit may be revoked.)</b>		
Minimum Fee	\$100.00	
Residential Building	.55/sq.ft.	
Farm Building	.20/sq ft min \$100.00	
Decks	\$100.00	
Accessory Bldg/Garages	.40/sq.ft.	
Additions to Residential Buildings	.55/sq.ft.	
Mobile Home	.25/sq.ft.	
Alterations & Renovations	.55/sq.ft.	
Swimming Pool	\$100.00	
Commercial/Industrial Buildings/Additions	.40/sq. ft.	
Demolition	\$100.00	
Transmitter Tower - 30 feet and under and include Windmill	\$2,000 and include Windmill	
Transmitter Tower - over 30 feet and include Windmill	\$5,000 and include Windmill	
Solar Panel (With Council's Approval)	Per Property Class	
Commencing Construction without a Permit	Twice bldg fee	
Outdoor Wood Burning Appliance	\$100.00	
Additional inspection	\$100.00	
Additional inspection after 4 Years of Permit Issued	\$400.00	
Occupancy Permit or Final Inspection	\$100.00	
Change of Use	Applicable Rate plus \$200	
Plumbing and Repair	Included in fees above	
Consent Application Fees (septic comments)	\$100.00/application	
Revision or Renewal of Permit	\$100.00	
Cancellation of Permit	issued	
Compliance Letter	\$100.00	
Class 2 (grey water)	\$300.00	
Class 3 (cess pool)	\$300.00	
Class 4 (leaching or filter bed)	\$400.00	
Class 5 (holding tank)	\$350.00	
Engineered System	\$350.00	
<b>SCHEDULE B - WASTE SITE FEES</b>		
<b>(Vehicles are to be assessed by the Attendants at the Landfill Site, and tipping fees must be paid prior to dumping load.)</b>		
Special Opening of Site (accompanied by an attendant - minimum 1 hour charge)	\$40.00	
Garbage Tags (sold at office)	\$2.00	
Garbage Bags taken to Landfill Site	\$2.00 per bag or Tag Attached	
Metal - white goods (Freon must be removed and fridge tagged)	No Charge	

Prepared by Jennifer M. Barr 3/11/2019  
**RETURN TO AGENDA**

**TOWNSHIP OF HORTON**  
**2019 PROPOSED FEES AND CHARGES WORKSHEET (CURRENT BYLAW 2018-49)**

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DEPARTMENT & TYPE	RATE	PROPOSED RATE CHANGE
Half-ton vehicle, or Half-ton trailer, or Passenger Van	\$20.00	
Half-ton vehicle or Passenger with Half-ton trailer	\$40.00	
One-Ton Vehicle	\$40.00	
Tandem axle dump trucks	\$14.00/cubic yard	\$14.00 / cubic meter
Tri-axle dump trucks	\$14.00/cubic yard	\$14.00 / cubic meter
Tractor trailer trucks	\$14.00/cubic yard	\$14.00 / cubic meter
Roll-off bins	\$14.00/cubic yard	\$14.00 / cubic meter
Garbage packer load - half load or more	\$300.00	
Garbage packer load - half load or less	\$150.00	
Contaminated Soil - as per Sec. 5 of O. Reg 153/04	\$50.00/cubic yard	\$50.00 / cubic meter
<del>Soil Contaminated with fuel oil</del>	<del>\$50.00/cubic yard</del>	
Construction/Demolition/Fire Clean Up - Unsorted	\$300.00 plus \$15.00/cubic yard	\$300 plus \$15.00 / cubic meter
Construction and demolition - separated	\$14.00/cubic yard	\$14.00/cubic meter
Construction and demolition - mechanically ground	\$12.00/cubic yard	\$12.00/cubic meter
Passenger Tire up to 16"	Free or \$3.00 with attached rim	
Tires 17" to 24.5"	Free or \$9.00 with attached rim	
All Tires over 24.5"	Free or \$25.00 with attached rim	
Over 6'	Free or \$25.00 with attached rim	
Blue Box (Mini)	\$3.00	Eliminate or restock?
Blue Box	\$6.00	
Restocking Fee (Purchased of more than 5)	\$0.15	
<b>SCHEDULE "C" PLANNING</b>		
Zoning Amendment Application	\$200.00 plus County of Renfrew Application Fee	
Official Plan Amendment Application	\$200.00 plus County of Renfrew Application Fee	
Minor Variance	\$350.00	\$450.00
Site Plan Control Application	\$500.00	
Site Plan Control Offences	\$ 1,000.00 per incident	
Subdivision Development application	\$1,000.00 Admin Fee with a \$5,000.00 Deposit for Professional Cost Recovery (up to the agreement stage)	
Planner - Hourly Rate	Cost Recovery	
Lawyer - Hourly Rate	Cost Recovery	
Engineer - Hourly Rate	Cost Recovery	
Engineering Technician - Hourly Rate	Cost Recovery	
Planning Technician - Hourly Rate	Cost Recovery	
Secretary - Hourly Rate	Cost Recovery	
Special Council Meeting	\$350.00	
Zoning Compliance	\$60.00	

Prepared by Jennifer M. Barr 3/11/2019  
RETURN TO AGENDA

**TOWNSHIP OF HORTON**  
**2019 PROPOSED FEES AND CHARGES WORKSHEET (CURRENT BYLAW 2018-49)**

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DEPARTMENT & TYPE	RATE	PROPOSED RATE CHANGE
Planning Comment - Hourly Rate	\$50.00	
Subdivision Compliance Report	\$50.00	
Zoning By-law Text and Schedules	\$50.00	
Sale of Land	Appraisal plus costs.	
Severance Application	\$200.00	
<b>SCHEDULE "E" - ADMINISTRATION FEES</b>		
Septic Search	\$50.00	
Photocopy	\$0.25/copy	
Tax Certificates	\$35.00	
Duplicate Tax Receipt or Tax Bill	\$5.00	
Maps	County - \$5.00 each (plus HST) Township - \$10.00 each (plus HST)	
Request for Information:		
Application Fee	\$5 (plus HST)	
Search Time	\$15.00 per 1/4 hour (plus HST)	
Record Preparation	\$15.00 per 1/4 hour (plus HST)	
Integrity Commissioner Review		\$150 per grievance, 50% returned if successful, Staff no charge
Certification of Document by Clerk	\$5/page	
Lottery License (Valley Heritage Radio fees waived in lieu of free Horton Corner Advertising)	3% of prize value	
Facsimile - Transmit	\$2 (plus HST)	
Facsimile - Receive	\$2 (plus HST)	
Admin Fee under Line Fences Act	\$200 (plus HST) plus \$300 deposit	
Return Payment Charge	\$25 (plus HST)	
Township Flag	\$45 (plus HST)	
Township Golf Shirt	\$25 (plus HST)	
Township Coffee Mug		\$6 each or 2 for \$10 (plus HST)
Tax Sale Tender Package	\$25 (plus HST)	
Tax Sale Process	\$150.00 (plus HST) plus costs	
CAO/Clerk	Cost Recovery (plus HST)	
Clerk Receptionist	Cost Recovery (plus HST)	
Custodial	Cost Recovery (plus HST)	
Treasurer/Tax Collector	Cost Recovery (plus HST)	
Administrative Assistant	Cost Recovery (plus HST)	
<b>PROTECTION - PART OF SCHEDULE "E"</b>		
Dog Licenses	Before March 31: First Dog - \$20.00, Second Dog \$25.00 After March 31: First Dog - \$25.00, Second Dog \$30.00	
Replacement Dog Tag	\$5.00	

RETURN TO AGENDA

Prepared by Jennifer M. Barr 7/11/2019

**TOWNSHIP OF HORTON**  
**2019 PROPOSED FEES AND CHARGES WORKSHEET (CURRENT BYLAW 2018-49)**

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DEPARTMENT & TYPE	RATE	PROPOSED RATE CHANGE
Kennel License	\$60.00 plus \$5.00 tag per dog	
Civic Address Number Fee	\$75.00	
<b>SCHEDULE "F" RECREATION</b>		
<b>Community Centre Rental</b>		
Hourly	\$25.00 per hour (plus HST)	
Half Day (2 to 4 hours; ends by 5 pm)	\$100 (plus HST)	
Half Day Conference Room (2 to 4 hours; ends by 5 p.m.)	75 (plus HST)	
Full Day (5 to 8 hours; ends by 5pm)	\$150 (plus HST)	
Full Day Conference Room (5 to 8 hours; ends by 5 pm)	\$125 (plus HST)	
Funeral Reception	\$100 (plus HST)	
Fundraising - Township	No Charge	
Evening (after 6 p.m.; with bar & kitchen)	\$225 (plus HST)	
Castleford Womens Inst., Balsalm Hill Womens Inst., Lochwinnoch Women's Inst.	\$100 (plus HST)	
Township of Horton Church Group	One free rental per year	
Decoration rental (evening prior to rental)	\$100 (plus HST)	\$40.00 (plus HST)
<b>Community Hall Fees</b>		
Use of Kitchen includes Stove - Not the dishwasher	\$100 (plus HST)	
Dish Rental	\$2.50 per place setting (plus HST)	
Corkage Fee	\$4.00 per bottle (plus HST)	
Alcohol (There has been a decrease in profits of 7% on straight liquor and beer not including cups pop etc.)	Beer/ Liquor - \$4.50 Cooler/Wine - \$5.50 (plus HST) Other \$6.00 (plus HST)	
Pop/Water	\$2 (plus HST)	\$1.00 (Includes HST)
Damage/Cleaning Deposit	\$500.00 (Prepaid VISA)	
Event Advertising - Community Board <del>(excluding Castleford Charity Fishing Derby)</del>	25 (plus HST)	
<b>Ice Rental</b>		
Adult Shinny Seasons Pass or Season Pass	\$25 (plus HST)	
Shinny Hockey	\$2/person (includes HST)	
Hourly Ice Rentals	\$100 (plus HST)	\$65.00 (plus HST)
Family Skate Time	Donation	
Broomball	\$35 (plus HST)	
Recreational Ice Hockey	\$100.00/person/season (Adult plus HST)	
Rink Board Advertising (sign owner provides)	\$500 setup/\$250 annual after (plus HST)	
<b>Other Recreation</b>		
Boat Launch Season Pass - Resident	\$35.00 per season (plus HST). Residents are allowed two free launches per season in order to drop at the beginning of the season and pick up at the end of the season.	
Boat Launch Season Pass - Non Resident	\$45 (plus HST)	
Boat Launch Day Pass	\$8 (plus HST)	
Boat Launch - Fine if No Pass	\$30.00	

Prepared by Jennifer M. Barr 3/11/2019  
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**TOWNSHIP OF HORTON**  
**2019 PROPOSED FEES AND CHARGES WORKSHEET (CURRENT BYLAW 2018-49)**

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DEPARTMENT & TYPE	RATE	PROPOSED RATE CHANGE
Euchre	\$4.00/evening (includes HST)	
Dance Admission	10 (includes HST)	
Volley Ball	\$30.00/person (plus HST)	
Aerobics/Zumba/Fitness/Individual Sport Registration	\$5.00/class (plus HST)	
Pickle Ball	\$3/Class \$20/Season (Punch Card System) (plus HST)	
Flag Football	\$30	
Advertising in Horton Corner (Private Events Only)	Cost Recovery (plus HST)	
Dance Lessons	Rate as per annual agreement.	
Soccer Registration	\$60 per person	
Catering Fees	Established by Committee - Varied (plus HST)	
Fundraising Events	Established by Committee - Varied (meals plus HST)	
Horton Hoedown	Established by Committee - (plus HST)	
<b>SCHEDULE "G" FIRE</b>		
Set, Maintain or allow an Open Air Fire during Fire Season - 2.1 (a)	\$450.00	
Set, Maintain or allow an Open Air Fire without a Permit - 2.1 (b)	\$450.00	
Burn Prohibited Materials - 2.1 ©	\$250.00	
Impede visibility public thoroughfare 2.1 (d)	\$250.00	
Set or maintain Open Air Fire R1 Zone - 2.1 (e)(i)	\$250.00	
Set or maintain Open Air Fire MHP Zone - 2.1(e)(i)	\$250.00	
Set or maintain Open Air Fire LSR Zone - 2.1 (e)(i)	\$250.00	
Set or maintain an oversize Open Air Fire - 2.1 (e)ii)	\$250.00	
Set or maintain an Open Air Fire within 10 meters of a building or wooded area - 2.1 (e)(iii)	\$250.00	
Set or maintain an Open Air Fire within 5 meters of flammable material - 2.1(e)(iv)	\$250.00	
Burn restricted materials, no special permission - 2.1 (f)	\$450.00	
Burn grass or leaf litter - 2.2	\$250.00	
Burn Household Waste or Prohibited Materials in a Burn Barrel or Incinerator - 2.3	\$250.00	
Burn materials in a Burn Barrel or Incinerator in Fire Season - 2.3 (a)	\$250.00	
Burn Household Waste or Prohibited Materials in an Outdoor Furnace - 2.4 (a)	\$450.00	
Set or maintain Open Air Fire underage supervision - 3.1 (a)	\$250.00	
Set or maintain Open Air Fire no fire control measures on site - 3.1 (b)	\$250.00	
Set or maintain Open Air Fire non approved times - 3.1 (c )	\$250.00	
Set or maintain Open Air Fire adverse burning conditions - 3.1 (d)	\$250.00	
Campfire not set or maintained in an Approved Pit - 3.2	\$250.00	
Set or maintain an Open Air Fire during a level 1 (yellow rating) fire ban - 4.2	\$450.00	
Set or maintain an Open Air Fire during a level 2 (red rating) fire ban - 4.3 (a)	\$450.00	
Set, maintain or allow any Campfires during a level 2 (red rating) fire ban - 4.3 (b)	\$450.00	
Set, maintain or allow any fire in any Burn Barrel or Incinerator during a level 2 (red rating) fire ban. - 4.3 (c)	\$450.00	

Prepared by Jennifer M. Barr 7/11/2019  
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DEPARTMENT & TYPE	RATE	PROPOSED RATE CHANGE
Fees to respond to and investigate a complaint in regards to a possible violation under Section 2.0 about Open Air Fire/Bonfire	a. Fee of \$75.00 per response payable by the permit holder or person setting, maintaining or allowing such fire to be lit if the complaint is substantiated	
	b. Fee of \$75.00 per response payable by the complainant if the complaint is not substantiated (i) Fee may be waived at the discretion of the investigator if in their opinion the complaint was reasonable and made in good faith but investigation showed no violation under any section of this by-law had occurred.	
Cost Recovery Fees	a. Dispatch of Fire-fighters - (to be calculated at \$25 per hour for a minimum of 2 hours per fire fighter responding to the scene and calculated on one half hour increments thereafter).	
	b. Dispatch of Fire Response vehicles actively involved in an emergency response. - First hour (or part thereof) \$450.00 per vehicle, each additional half hour \$225.00 per vehicle	
	c. Actual costs incurred by the Township for additional firefighting support from other outside agencies	
	d. Actual costs incurred by the Township to replace consumables.	
	e. A 15% Administration charge shall be added to the Cost Recovery Fees calculated in clauses 2 a., 2 b., 2 c. and 2 d. set out above.	
<b>SCHEDULE "H" TRANSPORTATION</b>		
All operator and cost recovery rates are subject to the following:	1. "Regular Hours of Work" shall mean Monday to Friday 7:00 am to 3:30 pm excluding Statutory Holidays as stated in Township Policy. Summer hours may apply.	
	2. "Outside Regular Hours" of work shall mean any hours worked beyond those hours defined as Regular Hours of Work.	
	3. "Emergency" means a serious, unexpected, or unforeseen combination of circumstances and often dangerous situation requiring immediate action, need for assistance or relief. Emergency rates is three time the regular rate.	

**TOWNSHIP OF HORTON**  
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DEPARTMENT & TYPE	RATE	PROPOSED RATE CHANGE
Entrance Permits (One Time Inspection) \$350.00 deposit refunded after final inspection	\$150.00	increase deposit to \$750 if a culvert is required
Additional Inspections for Entrance Permits	\$100.00	
Tile Drain and Utility Road Crossing Permit	\$500 deposit plus Fees to Reover Reasonable Costs of the Municipality for works.	
Sale of Used Culverts/Work Requests etc.	Cost Recovery	Eliminate
Private Road & Driveway Grading (Policy T-01)	\$120/hr incl. operator (plus HST)	
<b>All municipal equipment shall be operated by municipal employees at the unit rate + cost recovery for the operator</b>		
Excavator (Township-use-only)	\$82.00/hr plus operator	
Grader	\$87.00/hr plus operator	
Half Ton (Township-use-only)	\$28.00/hr plus operator	
Loader/Backhoe (Township-use-only)	\$50.00/hr plus operator	
Tandem Axle Dump Truck (Township-use-only)	\$80.00/hr plus operator	
Water Truck (Township-use-only)	\$80.00/hr plus operator	
Public Works Manager	Cost Recovery	
Public Works Superintendent	Cost Recovery	
Machine Operator	Cost Recovery	
Labourer	Cost Recovery	
Chipper Rental (Township use only)	\$45.50/hr plus operator	



## Township of Horton

### COUNCIL / COMMITTEE REPORT

<b>Title:</b>  <b>STRATEGIC ASSESSMENT MANAGEMENT POLICY</b>	<b>Date:</b> March 11, 2019
	<b>Council/Committee:</b> General Government
	<b>Author:</b> Jennifer M. Barr, Treasurer
	<b>Department:</b> All

### RECOMMENDATIONS:

THAT Council adopt the Strategic Assessment Management Policy as presented;

AND FURTHER THAT this policy be adopted by by-law and incorporated into the Township Corporate Policies.

### BACKGROUND:

Asset management requires a policy (attached as Appendix "A") to align and integrate the planning process that governs township wide practices for all of Horton's infrastructure in accordance with Ontario regulation 588/17 (attached as Appendix "B"). This policy needs to withstand changes in Council and staff to ensure investment in our infrastructure remains affordable to the ratepayers of Horton. It is important this is not done by one person or group.

The policy is a tool to mitigate financial risk while engaging stakeholders and being transparent and accountable. This policy puts theory in to practice. Some of which we already do, just not written into policy. It reaffirms our asset management practices, budget practices and strategic planning by integrating plans and policy into one governing document. It also defines roles and responsibilities for Council and staff as well as accountability. In essence, it will form a culture of managing our assets while being cost effective and compliant with legislation.

There are further regulation timelines that Council and staff must also consider; as follows:

1. July 1, 2023 – All municipalities are required to expand/enhance their asset management plans to cover all infrastructure assets. Horton currently has all assets incorporated but stormwater management, this is partially complete.
2. July 1, 2024 – All municipalities must expand their plan to include qualitative and technical metrics including lifecycle activities that would be undertaken to maintain the current level of service and how to measure them. Must also be accompanied by a financial strategy.

### ALTERNATIVES:

None

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**FINANCIAL IMPLICATIONS:**

No cost to developing this policy, however they will be future ongoing costs in maintain the Asset Management Plan and reporting as required by the Province. Majority of the costs will be engaging the services of our engineers to enhance the level of service metrics that are partially incorporated into the current Asset Management Plan.

**CONSULTATIONS:**

CAO/Clerk Hope Dillabough, Public Works Manager Charles McDonald, Deputy Clerk Treasurer Nathalie Moore and several MFOA workshops, AMO Ontario workshops.

Author:

  
signature

Other:

  
signature

Treasurer:

  
signature

C.A.O.

  
signature

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#### **POLICY STATEMENT:**

The Township of Horton is committed to providing services to residents, businesses and visitors in a fiscally responsible manner that support a healthy and vibrant community. This policy outlines Councils expectations on the principles for a consistent and coordinated approach for the management of assets to ensure long-term strategies are sustainable so that Horton can provide services now and into the future. The Township will adopt a sustainable approach to asset management that ensures consideration will be taken on the impact on future maintenance and rehabilitation.

#### **SCOPE:**

This policy applies to all assets as identified in the Asset Management Plan. The Asset Management Plan is intended to serve as a comprehensive reference guide for council, managers and staff when making infrastructure asset investment decisions. The Township is responsible for providing essential services including transportation networks, stormwater management, fire services, public facilities, recreation and more. All of the services are supported by general and human resource administration. Physical assets are heavily relied upon to provide effect services such as roads, bridges, culverts, vehicles, equipment and machinery and facilities. The wellbeing of the Township depends on the reliable performance of these municipal infrastructure assets for today and in to the future as the Township grows.

The Asset Management Plan identifies funding gaps (if any) and serves as a guide for Council and staff to develop financial strategies to reduce and possibly eliminate the gap over a period of time.

The objective of an Asset Management Plan is for the Township to make informed decisions regarding the planning, building, operation, maintenance, renewing, replacing and eventually disposal of municipal assets through a wide range of lifecycle activities. These lifecycle activities are a coordinated approach across all departments and service areas. It is a coordinated, long-term activity to realize value from Infrastructure assets. Infrastructure assets must be built on the foundation of sustainability, risk management and life cycle costs. Asset management will ensure the Township adheres to federal and provincial standards and regulations such as the *Infrastructure for Jobs and Prosperity Act, 2015* and Ontario Regulation 588/17; while maximizing the benefits received from each asset at the lowest cost to the taxpayer. Being aligned allows the Township to take full advantage of available funding opportunities.

This policy will provide program principles and guidelines for asset management practices that enable a coordinated and cost-effective approach for all departments, Council, Staff, Volunteers and ratepayers of the Township as follows:

- Optimizing maintenance costs of assets to maximize life cycles at acceptable levels of service;

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- Link investment income, when possible, to decisions on service delivery;
- Improve accountability and transparency;
- Demonstrate considerations taken when making long-term decisions;
- Defining new levels of service when required;
- Improve customer service.

The Township is committed to reviewing this policy at a minimum every 5 years and use this document as part of Long-Term Financial Strategies and annual budget deliberations.

#### OBJECTIVES:

The objectives of this policy are:

- To provide leadership and commitment to the development and implementation of the Township's asset management program.
- To guide the Township by using a consistent framework across the organization, to facilitate logical and evidence-based decision-making for the management of assets and to support the delivery of services now and in the future.
- To demonstrate to all stakeholder's transparency and accountability of the decision-making processes of strategic plans, budget, service levels and risks.
- To meet legislative requirements
- To endeavour to align with the Township's Strategic Policy.

#### DEFINITIONS:

Unless otherwise noted, all definitions provided in this policy align with those outlined in Ontario Regulation 588/17 (O. Reg 588/17), Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act, 2015*.

1. **Asset Management (AM)** –the coordinated activity of an organization to realize value from its assets. It considers all asset types, and includes all activities involved in the asset's life cycle from planning and acquisition/creation; to operational and maintenance activities, rehabilitation, and renewal; to replacement or disposal and any remaining liabilities.
2. **Asset management plan (AMP)** – A strategic document that specifies the activities, resources, and timescales required for an asset, to ensure the need and use of the asset meets the Township's service objectives over a specified period of time.
3. **Capitalization threshold** – the value of a municipal infrastructure asset at or above which a municipality will capitalize the value of it and below which it will expense the value of it.

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4. **Disposal** – means the removal of goods and equipment owned by the Township which are deemed surplus, by sale, trade-in, auction, alternative use, gift or destruction.
5. **Green infrastructure asset** – an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces and green roofs.
6. **Level of service** – parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers.
7. **Lifecycle activities** – activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities.
8. **Municipal infrastructure asset** – an infrastructure asset, including a green infrastructure asset, directly owned by a municipality or included on the consolidated financial statements of a municipality, but does not include an infrastructure asset that is managed by a joint municipal board.
9. **Replacement Cost** – total cost of replacing the asset in today's dollar. Not the same valuation method used for accounting practices which uses the historic cost or acquired cost.

#### PROCEDURE:

1. The Township will implement an organization-wide asset management program through all departments. This program will promote lifecycle and risk management of all municipal infrastructure assets, with the goal of achieving the lowest total cost of ownership while meeting the Township's desired levels of service.
2. The Township will implement these goals and adopt best practices including the following:
  - a. Complete and Accurate Inventory of Asset Data
  - b. Condition Assessment Protocols
  - c. Risk and Criticality Models
  - d. Lifecycle Management
  - e. Financial Strategy Development
  - f. Level of Service Framework (define what end-users get from assets)
    - i. Community – expectations for service delivery and willingness to fund
    - ii. Strategic – Council sets policy regarding the service level

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- g. Tactical – Staff implement the policy including operational and capital budget planning. Any new services regardless of acquiring an infrastructure asset or not, require the approval of Council by way of completing a Business Plan. The Business Plan will include the following:
    - i. Project Title
    - ii. Scope of Work
    - iii. Need/Problems
    - iv. Goals/Objectives
    - v. Timetable
    - vi. Budget
    - vii. Key Personnel
    - viii. Operating Annual Maintenance Costs
    - ix. Plan Requirements
  - h. Operational – Staff consume the assets as the service is delivered to the community
3. The Township (in consultation with the Township's engineers and auditors) will develop and maintain an asset inventory of all municipal infrastructure assets including the following information:
    - a. Asset ID
    - b. Description
    - c. Location
    - d. Historical Value
    - e. Condition
    - f. Life Remaining
  4. The Township will develop and maintain a disposal policy for all Infrastructure Assets.
  5. The Township will develop and maintain an Asset Management Plan that incorporates all infrastructure assets that meet the capitalization threshold as defined in the Tangible Capital Asset Policy.
  6. The Asset Management Plan will be updated at least every five years in accordance with O. Reg 588/17.
  7. Revisions to the Asset Management Plan will be made under the direction of the Treasurer and Public Works Manager. Revisions to the Asset Management Plan will include consultation with the community by way of hosting a public meeting prior to presenting a draft plan to Council for adoption. Staff and Council may wish to further consult the community using surveys or other tools available within budget constraints.

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8. A review of the Asset Management Plan should be undertaken on an annual basis prior to annual budget deliberations and prior to July 1 each year. The review must incorporate the following:
  - a. Township's progress on implementation of the Plan
  - b. All factors impeding the Township to implement the Plan
  - c. A strategy to address those factors identified in (b)
9. The Treasurer and Public Works Manager will ensure that the engineer's and auditors will receive updated information on capital projects annually upon completion of the year end audit files.
10. The Treasurer and Public Works Manager will ensure the asset management plan and practices are integrated with long term financial and budget strategies.
11. The Treasurer and Public Works Manager will ensure capital projects proposed in the annual budget meet the Capitalization threshold as defined in the Tangible Capital Asset policy.
12. The Township, through annual budget deliberations, will explore innovative funding and service delivery opportunities including but not limited to grant programs, public-private partnership (P3), alternative financing and procurement approaches, and shared provision of services, as deemed appropriate.
13. The Township will develop performance metrics and reporting tools to transparently communicate and display the current state of asset management practice to Council and the community. The metrics must be defined, measurable and comparable where appropriate. While developing same metrics, consideration should be made of the risks and vulnerable municipal infrastructure assets with regards to climate change and actions that may be required including costs that could arise from these impacts, adaptation opportunities, mitigation approaches, disaster planning and contingency funding. Any and all impacts may include matters relating to operations, levels of service and lifecycle management. Lifecycle management is as defined in the Tangible Capital Asset Policy. The Community Emergency Management Coordinator and Alternate shall be included as it relates to the Emergency Operations Plan.
14. The Township will develop best practices through documentation and in the field to ensure the full benefit of assets owned and operated for the delivery of services. The Township will review the service levels on at least an annual basis as part of the annual budget process. This review shall be undertaken through public engagement and Council workshops.

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15. Upon completion of the service levels, the Township will build a risk management plan using probability and consequences of failure.
16. The Township will align all asset management planning with the Province of Ontario's land-use planning framework, including any relevant policy statements issued under section 3(1) of the Planning Act; shall conform with the provincial plans that are in effect on that date; and, shall be consistent with the County Official Plan. The Township will consider growth opportunities as part of land-use planning for all current services provided by the Township, as well as possible future changes in service.
17. The Township will coordinate planning for interrelated municipal infrastructure assets with separate ownership structures by pursuing collaborative opportunities with neighbouring municipalities and jointly-owned municipal bodies wherever viable and beneficial.
18. Upon Council adopting this policy, it shall be posted to the Township's website.

#### **RELATED DOCUMENTS:**

The Asset Management System will incorporate the development and implementation of several documents as well as existing documents including this policy. The relationship with these documents shall form the basis for infrastructure-related long-term financial plans; such as:

1. Municipal Act
2. Strategic Plan
3. Asset Management Plan
4. Tangible Capital Asset Policy
5. Development Charges Bylaw
6. Annual Capital and 10 Year Capital Budgets
7. 10 Year Reserve Plan
8. Annual Operating and 10 Year Operating Budgets (10 year is theory only, Council adopts budget annually)
9. All Corporate Policies -- (i.e. Financial Control Policies)
10. Public Notice and Transparency and Accountability Bylaw
11. Procurement Bylaw
12. Sale of Land Bylaw
13. Zoning Bylaw
14. Official Plan
15. Emergency Plan
16. Recreation Master Plan
17. All Business Plans

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All these documents will be reviewed regularly by the CAO/Clerk and Managers will ensure annual spending requirements in support of these documents will be incorporated into the annual budget process.

#### **ROLES AND RESPONSIBILITIES:**

The development and continuous support of the Township's asset management program requires a wide range of duties and responsibilities. The following outlines the persons responsible for these tasks:

##### **1. Council**

- i. Approve the AM policy and direction of the AM program
- ii. Maintain adequate organizational capacity to support the core practices of the AM program
- iii. Prioritize effective stewardship of assets in adoption and ongoing review of policy and budgets
- iv. Establish and monitor levels of service

##### **2. Senior Management Team**

- i. Development of policy and policy updates
- ii. Provide corporate oversight to goals and directions and ensure the AM program aligns with the Township's strategic plan
- iii. Ensure that adequate resources are available to implement and maintain core AM practices
- iv. Provide departmental staff coordination
- v. Develop and monitor levels of service and make recommendations to Council. The CAO/Clerk should ensure compliance at all levels.
- vi. Track, analyze and report on AM program progress and results

##### **3. Executive Leads (Treasurer and Public Works Manager)**

- i. Manage policy and policy updates
- ii. Provide organization-wide leadership in AM practices and concepts
- iii. Provide departmental staff coordination
- iv. Monitor levels of service
- v. Coordinate and track AM program implementation and progress

##### **4. Departmental Staff**

- i. Utilize the new business processes and technology tools developed as part of the AM program
- ii. Participate in implementation task teams to carry-out AM activities

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- iii. Implement and maintain levels of service
- iv. Provide support and direction for AM practices within their department
- v. Track and analyze AM program progress and results

#### KEY PRINCIPLES:

The Township shall consider the following principles as outlined in section 3 of the *Infrastructure for Jobs and Prosperity Act, 2015*, when making decisions regarding asset management:

##### 1. Forward-looking

- a. Infrastructure planning and investment should take a long-term view, and decision-makers should take into account the needs of citizens by being mindful of, among other things, demographic and economic trends.

##### 2. Fiscally Sustainable

- a. Infrastructure planning and investment should take into account any applicable budgets or fiscal plans.

##### 3. Evidence-Based

- a. Infrastructure planning and investment should be evidence based and transparent, and, subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information,
  - i. investment decisions respecting infrastructure should be made on the basis of information that is either publicly available or is made available to the public, and
  - ii. information with implications for infrastructure planning should be shared between the Township and broader public sector entities and should factor into investment decisions respecting infrastructure.
- b. Infrastructure priorities should be clearly identified in order to better inform investment decisions respecting infrastructure.

##### 4. Reliable

- a. Infrastructure planning and investment should ensure the continued provision of core public services.

##### 5. Accessible

- a. Infrastructure planning and investment should promote accessibility for persons with disabilities.

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#### 6. Innovative

- a. Infrastructure planning and investment should foster innovation by creating opportunities to make use of innovative technologies, services and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.
- b. Infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities.

#### 7. Health and Safety

- a. Infrastructure planning and investment should ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.

#### 8. Strategically Aligned

- a. Where provincial or municipal plans or strategies have been established in Ontario, under an Act or otherwise, but do not bind or apply to the Township, as the case may be, the Township should nevertheless be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extent that they are relevant.

#### 9. Environmentally Conscious

- a. Infrastructure planning and investment should minimize the impact of infrastructure on the environment and respect and help maintain ecological and biological diversity, and infrastructure should be designed to be resilient to the effects of climate change.
- b. Infrastructure planning and investment should endeavour to make use of acceptable recycled aggregates.

#### 10. Service-focused

- a. Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities, improvement of public space within the community, and any specific benefits identified by the community.





## Township of Horton COUNCIL / COMMITTEE REPORT

Title:  FCC Agrifund Funding Opportunity	Date:	March 19 <sup>th</sup> , 2019
	Council/Committee:	Council
	Author:	Hope Dillabough, CAO/Clerk
	Department:	General Government

### RECOMMENDATIONS:

THAT Council direct staff to make an application through the FCC Agrispirit Fund for upgrades to the heating/cooling system at the Municipal Office.

### BACKGROUND:

Staff was provided information pertaining to a funding opportunity called the FCC Agrispirit Fund. The purpose of this fund is to enhance lives or contribute to sustainability in rural communities. The funding ranges between \$5,000.00 to \$25,000.00 for projects that qualify in municipalities with less than 150,000 people.

An email was sent out to Staff and to Council, early March, asking for ideas or suggestions for which to apply for. Two suggestions received were for upgrades to the heating and cooling system to the Municipal Office. It has been noted multiple times through the Health and Safety Inspections that the individual units in the 'new' part of the office don't work properly. Over the last year, several calls have been placed to have them fixed and more often than not parts have to be ordered and we are without regular heat.

The deadline to apply for this funding is March 29<sup>th</sup>, 2019. A decision must be made as soon as possible so there is enough time to apply.

At the last AD Hoc TES meeting, as per the minutes, upgrades to the heating/cooling system at the municipal office was discussed and direction was given to the Public Works Manager to look into.

**ALTERNATIVES:** Email is attached that was sent to Council and Staff.

**FINANCIAL IMPLICATIONS:** N/A

**CONSULTATIONS:** None

Author:

  
signature

Other:

\_\_\_\_\_  
signature

Treasurer:

  
signature

C.A.O.

  
signature

**RETURN TO AGENDA**



## Hope Dillabough

---

**From:** David Wybou <DWybou@countyofrenfrew.on.ca>  
**Sent:** Friday, March 1, 2019 5:03 PM  
**To:** Hope Dillabough  
**Subject:** FCC AgriSpirit Fund

Ms. Dillabough,

Do you have a project that will enhance lives or contribute to sustainability in your rural community? The FCC AgriSpirit Fund may provide between \$5,000 to \$25,000 for projects that qualify in a community with less than 150,000 people.

Types of projects considered:

- **Capital projects** – construction or upgrades to a hospital, medical centre, childcare facility, rink, sportsplex or the purchase of fire and rescue equipment
- **Sustainability projects** - upgrades to heating and cooling systems in a community building, installing new windows in a recreation centre or purchasing capital items for a recycling facility

**Applications are open March 1 to 29, 2019**

This is a great opportunity for any of our local communities to get access to additional funding to complete a community project in 2019. Last year Arnprior received \$10,000 for LED lighting upgrades at the Nick Smith Recreation Centre and in 2017 the Renfrew Victoria Hospital received \$25,000 to complete their Healing Garden. Which communities will benefit in 2019?

For Details, follow this link:

<https://www.fcc-fac.ca/en/in-your-community/giving-back/fcc-agrispirit-fund/agrispirit-fund-past-projects.html>

Have a great day.

*David*

David Wybou  
 Business Development Officer

[www.OttawaValleyEconomicDevelopment.com](http://www.OttawaValleyEconomicDevelopment.com)



9 International Drive  
 Pembroke, ON K8A 6W5

P: 613.735.0091, ext. 432  
 TF: 800.273.0183  
 C: 613.633.1731  
 F: 613.735.2081



## Township of Horton COUNCIL / COMMITTEE REPORT

<b>Title:</b>  <p style="text-align: center;">2019 Township of Horton Corporate Policy Review</p>	<b>Date:</b>	March 11, 2019
	<b>Council/Committee:</b>	Council
	<b>Author:</b>	Hope Dillabough, CAO/Clerk
	<b>Department:</b>	General Government

### RECOMMENDATIONS:

THAT Council accept Corporate Policies – Section B as reviewed and updated by Staff;

AND FURTHER THAT this section be brought forward by By-Law to be adopted into the Township of Horton's Corporate Policies.

### BACKGROUND:

Section B – Human Resources

Attached in this report:

- Policy B-01 – Performance Management Program
- Policy B-02 – Promotion
- Policy B-03 – Establishment of New Positions
- Policy B-04 – Classification and Review System
- Policy B-05 – Revisions of Employment By-laws
- Policy B-06 – Part-time Wages
- Policy B-07 – Payroll Cycle
- Policy B-08 – Uniform and Safety Footwear Allowance
- Policy B-09 – Mileage Allowance
- Policy B-10 – Acting Pay
- Policy B-11 – Salary/Employment Verification.

Highlighted areas are additions to the policies. A strike-out represents removal.

**ALTERNATIVES:** N/A

**FINANCIAL IMPLICATIONS:** N/A

**CONSULTATIONS:** Jennifer Barr, Treasurer and the County of Renfrew's Corporate Policies

**Author:**

  
signature

**Other:**

\_\_\_\_\_  
signature

**Treasurer:**

  
signature

**C.A.O.**

  
signature

RETURN TO AGENDA

The Township of Horton Policy and Procedure			
SECTION: <del>WAGE AND SALARY ADMINISTRATION</del> HUMAN RESOURCES			POLICY #: B-01
POLICY: Performance Management Program (PMP)			
DATE: April 07/03	REV. DATE: <del>April 03/12</del> March 2019	COVERAGE: All Full-time Employees and Permanent Part-time Employees	PAGE #: 1 of 4

### POLICY STATEMENT:

The Township of Horton conducts annual performance appraisals to evaluate the employee's performance relative to the duties and responsibilities of the position he/she was occupying during the past year, and to outline any areas requiring improvement or development. Performance appraisals also assess the suitability of the employee for additional responsibilities or promotion and determine the employee's eligibility for the purpose of merit increment progression.

### PROCEDURE:

1. The following apply to performance appraisal dates:
  - (a) for ~~salaried~~ **all** employees (see Appendix A):
    - (i) ~~performance appraisals are conducted annually, approximately one (1) month prior to an employee's anniversary date, which is either January 1<sup>st</sup> or July 1<sup>st</sup>; and in the month of January and~~
    - (ii) ~~an employee's anniversary date, is either January or July, whichever is the closest to the employee's date of hire, promotion, or reclassification; new employees as stated within their contract then annually the year following the hiring year~~
  - (b) ~~for hourly rated employees (see Appendix A):~~
    - (i) ~~performance appraisals are conducted annually; and~~
    - (ii) ~~a more condensed Performance Appraisal form is used.~~
  - (c) ~~for contracted employees~~
    - (i) ~~performance appraisals are conducted annually; and~~
    - (ii) ~~a more condensed Performance Appraisal form is used.~~
2. The following apply to the Performance Appraisal Report:
  - (a) ~~the "Performance Appraisal" form, for salaried staff, is Step 5 of the Performance Management Program (PMP) template. The CAO/Clerk's Department advises Managers of the employees whose performance appraisals are due, two (2) month prior to an employee's anniversary date;~~

The Township of Horton Policy and Procedure			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> <b>HUMAN RESOURCES</b>			<b>POLICY #:</b> B-01
<b>POLICY:</b> Performance Management Program (PMP)			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> <b>March 2019</b>	<b>COVERAGE:</b> All Full-time Employees and Permanent Part-time Employees	<b>PAGE #:</b> 2 of 4

- (b) the "Performance Appraisal Form" is completed by the employee's Supervisor;
  - (c) the completed form, including the Manager's comments and signature, are presented to the employee for his/her comments and signature; a copy of the signed appraisal is given to the employee;
  - ~~(d) all completed forms, where classifications involving merit increment salary ranges are involved, are returned to the CAO/Clerk's Department for processing no later than three (3) weeks prior to January 1<sup>st</sup> or July 1<sup>st</sup>; no merit increment is allowed until the performance appraisal is completed and the new performance standards are set;~~
  - (e) a form is completed by the Department and submitted to the HR Committee for recommendation which is forwarded to Council for approval. The CAO/Clerk's Department informs the Payroll Office Treasurer of the approved merit increments for payroll processing by forwarding a copy of the last page of the performance appraisal; and**
  - (f) the completed Performance Appraisal Form ~~and new performance standards~~ **is** placed on the employee's personnel file that is maintained by the CAO/Clerk's Department.
3. Performance factors provide the employee with the Supervisor's evaluation of how he/she is assessed in terms of meeting the job requirements and expectations including position responsibilities and performance standards from the previous performance appraisal.
  4. Position responsibilities and standards of performance play an important role in an employee's development:
    - (a) position responsibilities are established as "an improved end result toward which efforts are directed"; and
    - (b) standards of performance are specific efforts that will create a measurable result in a specific period of time.
  5. The following apply to the progressive steps (1-5) in the wage grid:
    - (a) if the employee is eligible, a merit increment is recommended only when it is evident that the employee has improved or added to the skills and knowledge

The Township of Horton Policy and Procedure			
SECTION: <del>WAGE AND SALARY ADMINISTRATION</del> HUMAN RESOURCES			POLICY #: B-01
POLICY: Performance Management Program (PMP)			
DATE: April 07/03	REV. DATE: <del>April 03/12</del> March 2019	COVERAGE: All Full-time Employees and Permanent Part-time Employees	PAGE #: 3 of 4

required for the performance of his/her duties, and has performed his/her duties to the satisfaction of the Manager;

- (b) The following four (4) point rating system is used:
    - 1. exceeds performance standards
    - 2. meets performance standards
    - 3. needs improvement to meet performance standards
    - 4. not relevant
  - (c) Recommendations for merit increments must be approved by the Manager and by the CAO/Clerk;
  - (c) performance appraisals are completed whether or not an employee has reached the maximum of the wage range;
  - (d) when an employee is at the maximum of the range, it is important that discussions relevant to the employee's special strengths or specific weaknesses are conducted to ensure that both the Supervisor and employee have an understanding of potential for future advancement;
  - (e) it is equally important that the employee is not given a false impression for advancement when an employee is properly classified, regardless of special attributes beneficial to other classifications; and
  - (f) if an increment is withheld, the employee is given the reasons and advised that his/her performance shall be reviewed again in six (6) months; if at that time the employee qualifies for a merit increment, his/her anniversary date will become the date of the re-qualification.
6. Performance appraisals for Managers are completed by the CAO/Clerk and the CAO/Clerk's is completed by the ~~Human Resources Committee~~ Mayor and any recommendation is approved by Council.

The Township of Horton Policy and Procedure			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> <b>HUMAN RESOURCES</b>			<b>POLICY #:</b> B-01
<b>POLICY:</b> Performance Management Program (PMP)			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> <b>March 2019</b>	<b>COVERAGE:</b> All Full-time Employees and Permanent Part-time Employees	<b>PAGE #:</b> 4 of 4

## APPENDIX A:

[Performance Management Program](#) – B-01



# THE CORPORATION OF THE TOWNSHIP OF HORTON

## PERFORMANCE APPRAISAL – PERMANENT

### FORM B-01

EMPLOYEE NAME: _____ JOB TITLE: _____ DEPARTMENT: _____ DIVISION: _____ REPORTS TO: _____ FOR THE PERIOD OF: _____ To: _____	Exceeds Standards ↓	Competent Satisfactory ↓	Needs Improvement ↓	Not Relevant ↓
<b>1. ATTENDANCE/ PUNCTUALITY:</b>	1	2	3	4
Reports to work as scheduled in a timely fashion.				
Accepts overtime according to availability.				
<b>2. SAFETY:</b>	1	2	3	4
Works in accordance with the <i>Occupational Health &amp; Safety Act</i> and other relevant legislation.				
<b>3. DEPENDABILITY/ACCOUNTABILITY:</b>	1	2	3	4
Performs the responsibilities of the position consistent with the operational policies of the municipality				
Tasks are completed within the allotted timeframe given				
Dedication to professionalism and standards of service delivery				
Establishes efficiencies within the requirements of the position				
<b>4. DAILY WORK PRACTICE:</b>	1	2	3	4
<b>5. INTERPERSONAL SKILLS:</b>	1	2	3	4
Communicates with co-workers effectively.				
Communicates well and has an appropriate relationship with the public.				
Communicates with Council and Committee Members effectively.				
Is a team player-assists and supports co-workers when necessary.				

**RETURN TO AGENDA**



<b>6. PROBLEM SOLVING/ USE OF INITIATIVE:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
As per their role/department, identifies problem(s) and suggests solution(s) –best practices, efficiencies,etc.				
<b>PLEASE FILL IN FOR NEXT PERFORMANCE REVIEW DISCUSSION</b>				
<b>DESCRIPTION OF GOAL OR GOALS</b>				
1. _____ _____				
2. _____ _____				
3. _____ _____				

<b>COMPLETION DATE</b>	<b>ACHIEVED</b>	<b>NOT ACHIEVED</b>	<b>WHY WAS IT NOT ACHIEVED? REQUIREMENT TO ACHIEVE?</b>
1. _____ _____			
2. _____ _____			
3. _____ _____			
4. _____ _____			

<b>TO BE COMPLETED BY SUPERVISOR:</b>
<b>EMPLOYEE ACCOMPLISHMENTS:</b>
<b>OVERALL RATING:</b> <input type="checkbox"/> Satisfactory <input type="checkbox"/> Improvement Required <input type="checkbox"/> Unsatisfactory
<b>RECOMMENDATIONS TO EMPLOYEE AND/OR REQUESTS FROM SUPERVISOR BY EMPLOYEE:</b>
<b>SUCCESSION PLANNING DECLARATION SUBMITTED?</b> <input type="checkbox"/> YES <input type="checkbox"/> NO

**RETURN TO AGENDA**

**COMMENTS/RECOMMENDATIONS (IF APPLICABLE):**

**EMPLOYEE COMMENTS:**

**MERIT INCREMENT RECOMMENDED:** ☐ Yes ☐ No ☐ Not Applicable

**PROBATION:** ☐ 3 mos ☐ 6 mos ☐ Continue for \_\_\_\_\_ mths ☐ Probation Completed ☐ Terminate

**FOLLOW-UP / ACTION PLAN (e.g. training, etc.)**

**THIS PERFORMANCE APPRAISAL HAS BEEN DISCUSSED WITH ME BY THE RATING SUPERVISOR**

**EMPLOYEE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**SUPERVISOR:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**DIVISION MANAGER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**DEPARTMENT HEAD:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> <b>HUMAN RESOURCES</b>			<b>POLICY #:</b> B-02
<b>POLICY:</b> Promotion			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> ? March 2019	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 2

### **POLICY STATEMENT:**

The Township of Horton recognizes the desirability, where possible, of promotion within the service of the employer and encourages promotion through the process of succession planning where an employee has indicated a desire to advance within the Corporation.

### **PROCEDURE:**

1. Employees may apply for any posted position within the Township for which they are qualified.
2. All qualified internal applicants are given consideration for an interview.
3. Consideration for promotion is based upon knowledge, skills, abilities, formal qualifications, experience, prior work record/performance, and service with the Township.
4. The following apply to promotion:
  - (a) any employee who changes his/her job classification by promotion is placed on a formal trial period that may last from two (2) months up to one (1) year;
  - (b) the Manager determines the length of the trial period based on the nature of the job involved;
  - (c) the promotion becomes permanent upon satisfactory completion of the trial period;
  - (d) the trial period may be extended if deemed desirable by the Manager provided that the duration of the trial period does not exceed one (1) year in total; and
  - (e) in the event the employee proves unsatisfactory in the position during the trial period, or if the employee finds that he/she is unable to perform the duties of the new job classification, he/she is returned to his/her former position only if the position is vacant; in the event the former position has been filled, the Township shall attempt to find alternate employment for the employee although such employment cannot be guaranteed.
5. An employee promoted to a higher-level classification is placed in the salary range applicable to the new position at a step that gives the employee a minimum

The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> <b>HUMAN RESOURCES</b>			<b>POLICY #:</b> B-02
<b>POLICY:</b> Promotion			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April-03/12-?</del> <b>March 2019</b>	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 2 of 2

5% increase (provided that the new salary does not exceed the maximum of the salary range).

6. The employee's anniversary date for increment purposes is subject to change as a result of promotion.
7. The CAO/Clerk is to issue Succession forms to all staff in December of each year for the ~~Human Resources Committee~~ review in January. The ~~Human Resources Committee~~ and CAO/Clerk will review, interview and decide on ongoing training plan designs with a review taking place during the annual performance review as outlined in Policy B-01.

#### APPENDIX A:

Succession Form – B-02

Horton Township



**Township of Horton**  
**Succession Planning Process – Declaration of Interest**  
**FORM B-02**

**Job Title:****Department:****Reports to:****Employee Name:****Signature:****Date:****Township of Horton Career Goals:***Provide job classification or position title, if desired.***Training and Development Requests:****Comments/Observations:**[RETURN TO AGENDA](#)

The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> <b>HUMAN RESOURCES</b>			<b>POLICY #:</b> B-03
<b>POLICY:</b> Establishment of New Positions			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> <b>March 2019</b>	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 1

### POLICY STATEMENT:

The Township of Horton follows a practice of human resources planning to facilitate greater co-ordination of staffing amongst Departments and to ensure that the total number of employees is effectively controlled. Council must approve all new positions.

### PROCEDURE:

1. The following apply to the budget preparation process:
  - (a) each Manager forecasts his/her Department's full-time, part-time, and student human resource requirements for the upcoming year;
  - (b) at this time, the Manager may also recommend funds for reclassifications, changes in the existing distribution of human resources, and any additions or reductions in the staff complement authorized for his/her Department;
  - (c) budget provisions for new positions submitted to Council during the budget process must include information supporting the request(s) including a proposed Job Description and the recommended compensation ~~from Human Resources Committee~~ **based on the current salary grid**; and
  - (d) upon ~~Committee~~ and Council approval of the budget, the Manager, when he/she deems appropriate, submits a written request to the CAO/Clerk to initiate evaluation and recruitment procedures for any new positions approved.
  
2. The following apply to new or altered positions within the approved complement:
  - (a) the Manager prepares a draft Job Description and discusses his/her request with the CAO/Clerk;
  - (b) the Manager then prepares a Job Fact Sheet and forwards the proposed Job Description and Job Fact Sheet to the CAO/Clerk for consideration by **the Ad Hoc** Human Resources Committee;
  - (c) subject to the approval of the **Ad Hoc** Human Resources Committee, the CAO/Clerk evaluates the position utilizing a job evaluation system; and prepares a preliminary compensation report and recommendation for Council;
  - (d) Council considers the Committee recommendation.

The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> HUMAN RESOURCES			<b>POLICY #:</b> B-04
<b>POLICY:</b> Classification Review System			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> March 2019	<b>COVERAGE:</b> All Full-time Salaried Employees	<b>PAGE #:</b> 1 of 2

### POLICY STATEMENT:

The Township of Horton utilizes a Job Evaluation System to determine the relative ranking of positions within the Corporation by means of a systematic and detailed analysis of job content.

### PROCEDURE:

1. Requests for a Job Classification Review may be initiated by an incumbent, Supervisor, or Manager; however, the CAO/Clerk is responsible for recommending or denying the referral of the review to the Ad Hoc Human Resources Committee.
2. The Township conducts a full classification position review a minimum of once every five (5) years.
3. The CAO/Clerk, together with the respective Manager and the Ad Hoc Human Resources Committee, are appointed to review the Job Evaluation System.
4. The Manager and CAO/Clerk submits a written request for a classification review of position(s) to the Ad Hoc Human Resources Committee. The information supporting this request must include the following:
  - (a) a revised Job Fact Sheet signed by the employee (unless the position is vacant), the Supervisor, and the Manager;
  - (b) a revised Job Description;
  - (c) supporting documentation outlining any changes in job duties, responsibilities, etc.; and
  - (d) a requested title change, if applicable.
5. The Ad Hoc Human Resources Committee reviews the revised responsibilities, processes all requests utilizing the Township's adopted Job Evaluation System, and prepares a preliminary salary recommendation for Council approval.
6. An employee reclassified to a higher level is normally placed in the new salary range at a step that gives the employee a minimum 5% increase (provided that the new salary does not exceed the maximum of the salary range).



The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> <b>HUMAN RESOURCES</b>			<b>POLICY #:</b> B-04
<b>POLICY:</b> Classification Review System			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> <b>March 2019</b>	<b>COVERAGE:</b> All Full-time Salaried Employees	<b>PAGE #:</b> 2 of 2

7. When the employer conducts a full classification, position review every five (5) years, any position that is re-evaluated at the time is only moved to the next incremental step on the grid level that the position was reassigned to and not the five percent (5%) increase.
8. An incumbent, who so desires, may make a personal presentation to the **Ad Hoc** Human Resources Committee. The decision of the **Ad Hoc** Human Resources Committee is referred to Council for final consideration and approval.
9. Council's decision is confirmed in writing to the incumbent by the Manager and to the ~~Finance Office~~ **Treasurer** (if applicable) by the CAO/Clerk's ~~Department~~.
10. Reclassification is normally effective in January of each year unless otherwise requested by the Manager; this date becomes the employee's anniversary date for the purposes of ~~Performance Appraisals and~~ Merit Increments.

The Township of Horton Policy and Procedures			
<b>SECTION:</b> WAGE AND SALARY ADMINISTRATION HUMAN RESOURCES			<b>POLICY #:</b> B-05
<b>POLICY:</b> Revisions of Employment By-laws			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> April 03/12 March 2019	<b>COVERAGE:</b> All Non-Union Employees	<b>PAGE #:</b> 1 of 1

### POLICY STATEMENT:

The Township of Horton will establish fair and equitable remuneration for employees based on work performed and any or all other factors considered relevant to the establishment of proper compensation levels.

### PROCEDURE:

1. The various Employment By-laws in effect will establish and set out the provisions for the optional establishment of employee's committees who provide recommendations on compensation. The Employment By-law is adopted annually by Council. Such recommendations are reviewed by the CAO/Clerk and referred to the Human Resources Committee.
2. On recommendation of the Human Resources Committee, Council approves any change in salary schedules and benefits.
3. Changes to compensation are generally established during budget deliberations and made effective January 1<sup>st</sup> of each year. There is an annual adjustment to the salary grid to increase the grid by the Cost of Living Allowance as published by Statistics Canada effective January 1<sup>st</sup>. Changes may be made effective in whole or in part at any time during the year as approved by Council.
4. When Employment By-laws are altered, consideration is given to adjustments for comparable positions outside the organization, economic indicators, and budget. The Employment By-law may be altered by Council upon completion of a salary grid review inclusive of all position and in comparison, to outside the Township and/or upon an organizational restructuring. The salary grid must be Pay Equity compliant. All employers are required to maintain pay equity for employees in female dominated job classes. In order to maintain pay equity, valuation must be completed when any action is taken which modifies the salary grid. The Ad Hoc Pay Equity Committee shall be struck by Council as required under the Pay Equity Act.
5. Adjustments to remuneration are communicated to staff by the CAO/Clerk.

The Township of Horton Policy and Procedures			
<b>SECTION:</b> WAGE AND SALARY ADMINISTRATION HUMAN RESOURCES			<b>POLICY #:</b> B-06
<b>POLICY:</b> Part-time Wages			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> April 03/12 March 2019	<b>COVERAGE:</b> Permanent Part-time, Part-time and Student Employees	<b>PAGE #:</b> 1 of 1

### POLICY STATEMENT:

The Township of Horton ensures that part-time wage rates are established by determination and evaluation of job responsibilities either independently or based on comparable full-time classifications.

### PROCEDURE:

1. The hourly rates for part-time positions are equivalent to the rates of comparable full-time positions. Where no comparable full-time position exists, the Ad Hoc Human Resources Committee will evaluate the position and recommend the part-time rate to Council.
2. In establishing the wage of a part-time employee, the hourly rate equivalents of the full-time salary range apply. The appropriate step in the range is selected on hire, transfer, or promotion and the employee may then progress through the range based on annual hours worked and satisfactory performance appraisals.
3. General salary adjustments are applied to part-time rates. There is no allowance in lieu of benefits.
4. ~~The Human Resources Committee recommends to Council the establishment of a student pay scale on an annual basis.~~ The rates established for students will be in accordance with the minimum wage rate set by the Province and will not exceed the rates established for part-time employees, will exclude the allowance in lieu of benefits, and will continue for the duration of the term of the student's employment. A student rate higher than the minimum wage rate may be established by Council when the job requires a higher skill level for duties to be performed.

The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> HUMAN RESOURCES			<b>POLICY #:</b> B-07
<b>POLICY:</b> Payroll Cycle			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>Jan 6/2015</del> March 2019	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 1

**POLICY STATEMENT:**

The Township of Horton ensures that pay is issued to employees on a bi-weekly basis every Wednesday.

**PROCEDURE:**

1. Time sheets are supplied to each Department by the Finance Department.
2. Time sheets are completed weekly and authorized by the Manager or designate(s).
3. The deadline for submitting time sheets to Payroll are 10:00 am on the Monday following the previous work week.
4. Pay is issued on Wednesdays every second week and pay is remitted by direct deposit only.
5. Each bi-weekly pay period starts on a Sunday and ends the following 2<sup>nd</sup> Saturday after. (26 pay periods per year)
6. Every 10 years there is an additional pay period. This additional pay period is paid on the hourly rate, not the salary rate.

The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> <b>HUMAN RESOURCES</b>			<b>POLICY #:</b> B-08
<b>POLICY:</b> Uniform and Safety Footwear Allowance			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> March 2019	<b>COVERAGE:</b> All Full- and Part-time Employees	<b>PAGE #:</b> 1 of 1

### **POLICY STATEMENT:**

The Township of Horton provides an allowance to full-time and part-time employees who are required to wear safety footwear in the performance of their duties.

### **PROCEDURE:**

1. See the appropriate Employment By-law for allowance amounts.
2. Employees required to wear uniforms and/or safety footwear on a regular daily basis receive an annual allowance based on a January 1<sup>st</sup> to December 31<sup>st</sup> year. The allowance is granted on the following basis:
  - (a) full allowance for those who are actively at work for more than one-half of a year;
  - (b) one-half allowance for those who are actively at work for one-half of the year or less; and
  - (c) no allowance for those who are not actively at work for the whole year.
3. Employees who are required to wear uniforms and/or safety footwear on an occasional basis receive the allowance once every three (3) years.
4. The Annual allowance is based on reimbursement of the cost for safety footwear up to the maximum stated in the appropriate Employment By-law.

The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> HUMAN RESOURCES			<b>POLICY #:</b> B-09
<b>POLICY:</b> Mileage Allowance			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> March 2019	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 1 of 1

**POLICY STATEMENT:**

The Township of Horton pays a specified rate per kilometre, as determined by the Employment By-law, for the routine or occasional use of a personal vehicle on Township business.

**PROCEDURE:**

1. The per kilometre rate is established by the Employment By-law.
2. Employees who use their vehicles on Township business are eligible for reimbursement at the established per kilometre rate if the usage was pre-authorized by their supervisor.

The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> HUMAN RESOURCES			<b>POLICY #:</b> B-10
<b>POLICY:</b> Acting Pay			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> March 2019	<b>COVERAGE:</b> All Salaried Employees	<b>PAGE #:</b> 1 of 1

**POLICY STATEMENT:**

The Township of Horton provides acting pay to salaried employees who are temporarily designated to perform the majority of responsibilities, including the essential elements, of a higher paying position for a minimum of ten (10) working days.

**PROCEDURE:**

1. The designated employee is paid at Step "A" in the salary range of the higher paying position, thus giving the employee a minimum of a five percent (5%) increase for the duration of the acting assignment.
2. The acting pay is paid after the elapse of the ten (10) working days requirement but is retroactive to the date the employee first assumed the duties of the higher paying position.
3. Acting Pay Policy is not activated when an employee is replacing someone on vacation.



The Township of Horton Policy and Procedures			
SECTION: <del>WAGE AND SALARY ADMINISTRATION</del> HUMAN RESOURCES			POLICY #: B-11
POLICY: Salary/Employment Verification			
DATE: April 07/03	REV. DATE: <del>April 03/12</del> March 2019	COVERAGE: All Employees	PAGE #: 1 of 2

**POLICY STATEMENT:**

Consistent with the *Freedom of Information and Protection of Privacy Act*, the Township of Horton will not disclose salary or employment information to a third party.

**PROCEDURES:**

1. Requests for verification of salary and employment must be made by the employee in writing to the ~~Deputy Clerk-Treasurer~~. The request must be signed and dated.
2. Upon receipt of the request, the ~~Deputy Clerk-Treasurer~~ will prepare written confirmation of salary and employment addressed to the employee for his/her release to the third party. (See Appendix A.)
3. Requests for salary and employment verification will be fulfilled within two (2) business days.

The Township of Horton Policy and Procedures			
<b>SECTION:</b> <del>WAGE AND SALARY ADMINISTRATION</del> HUMAN RESOURCES			<b>POLICY #:</b> B-11
<b>POLICY:</b> Salary/Employment Verification			
<b>DATE:</b> April 07/03	<b>REV. DATE:</b> <del>April 03/12</del> March 2019	<b>COVERAGE:</b> All Employees	<b>PAGE #:</b> 2 of 2

## APPENDIX A:

[Employment/Salary Verification](#)

**Horton Township****Form B-11****TO:****FROM: TREASURER****DATE:****RE: EMPLOYMENT / SALARY VERIFICATION**

---

Details below will confirm your employment for the Township of Horton:

- Department:
- Position:
- Employment Status:
- Date of Hire:
- Hourly Rate:
- Regularly Scheduled Hours:

If you require further information, please do not hesitate to contact me at \_\_\_\_\_.

Sincerely,

**RETURN TO AGENDA**

**DATE:** March 14, 2019  
**LOCATION:** Municipal Office

**PERSON INSPECTING:** Nathalie Moore  
**WEATHER:** 2°C

### 1. WALKING SURFACES

	YES	NO	ACTION
WALKWAYS FREE OF OBSTRUCTION	✓		
SURFACES IN GOOD CONDITION	✓		
TRIP/SLIP HAZARDS	✓		Torn flooring still an issue

### 2. ENVIRONMENT

	YES	NO	ACTION
LIGHTING ADEQUATE	✓		
NOISE LEVELS	✓		
AIR QUALITY	✓		
TEMPERATURE & HUMIDITY	✓		
CLEANLINESS / HOUSEKEEPING	✓		
HAZARDS PRESENT?		✓	
CLEANING COMPOUNDS PRESENT?	✓		
CLEANING COMPOUNDS LABELLED	✓		
MSDS BOOK AVAILABLE & CURRENT	✓		
SAFETY SIGNAGE	✓		

### 3. OFFICE EQUIPMENT

	YES	NO	ACTION
GOOD MECHANICAL CONDITION	✓		
SECURE FROM TIPPING	✓		
FREE OF SHARPE EDGES	✓		
PROPER ASSEMBLY / ADJUSTMENT	✓		
EMERGENCY DEVICES ACCESSIBLE	✓		
SAFE HANDLING PROCEDURES	✓		
ELECTRICAL CORDS SECURED	✓		
PREVENTATIVE MAINTENANCE	✓		

### 4. BOOKCASES/CABINETS

	YES	NO	ACTION
GOOD CONDITION	✓		
SECURED	✓		
DRAWERS CLOSED WHEN NOT IN USE	✓		
SAFE STORAGE / STACKING / PILING	✓		
STEP STOOLS / LADDERS AVAILABLE	✓		
HEAVY ITEMS LOCATION			STORAGE ROOMS

### 5. FIRST AID

	YES	NO	ACTION
AVAILABILITY OF FIRST AID KIT	✓		
REGULATION 1101	✓		
CERTIFICATES POSTED	✓		
INSPECTION CHECKLIST	✓		
LOG BOOK AVAILABLE	✓		

**RETURN TO AGENDA**

**6. FIRE PROTECTION**

	YES	NO	ACTION
FIRE EXTINGUISHERS AVAILABLE	✓		
ACCESSIBILITY	✓		
MONTHLY / YEARLY INSPECTIONS	✓		
FIRE EXITS SIGNED / LIGHTED	✓		
FIRE EXITS CLEAR	✓		

**7. HEALTH & SAFETY BOARD**

	YES	NO	ACTION
WSIB FORM 82	✓		
ESA POSTER VERSION 3.0	✓		
OH&S ACT AND REGULATIONS	✓		
WSIB "WHAT'S IN IT FOR YOU" FORM	✓		
POLICY STATEMENT	✓		
NAMES OF TRAINED FIRST AIDERS	✓		

**8. TRAINING**

	YES	NO	ACTION
WHMIS / FIRST AID	✓		
EMERGENCY PROCEDURES	✓		
SECURITY PROCEDURES	✓		
TRAINING RECORDS	✓		

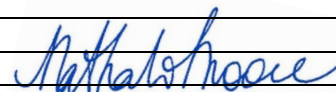
**9. EMPLOYEE CONTACT/OTHER**

	YES	NO	ACTION
KNOWLEDGE OF H&S POLICY	✓		
KNOWLEDGE OF H&S BOARD	✓		
KNOWLEDGE OF MSDS	✓		
KNOWLEDGE OF/USE OF EQUIPMENT	✓		
KNOWLEDGE OF SECURITY POLICY	✓		
KNOWLEDGE OF REPORTING DUTIES	✓		

**NOTES / OBSERVATIONS:**

- Layman Fire Services were in to inspect all extinguishers, and everything was said to be in working order.
- A flooring quote has been requested to redo 3 offices with carpet tiles.

**FOLLOW UP:**

**RETURN TO AGENDA**

MONTH

2019 MARCH

98

DATE OF INSPECTION

MAR. 15 / 19

PERSON INSPECTING (please print)

PETER STORIK

SIGNATURE

Peter Storik

TOWNSHIP OF HORTON  
PUBLIC WORKS

A.	GARAGE OFFICE - Downstairs	Yes	No	n/a	PROBLEM	ACTION TAKEN	Corrected By
1	CLEANLINESS / HOUSEKEEPING	✓					
2	TEMPERATURE AND HUMIDITY	✓					
3	EQUIPMENT IN GOOD WORKING CONDITION	✓					
4	CABINETS SECURED, as required	✓					
5	SAFE STORAGE / STACKING / PILING	✓					
6	DRAWERS CLOSED WHEN NOT IN USE	✓					
7	TRIPPING HAZARDS (cords, etc.)		✓				
8	OTHER (specify)						
B.	GARAGE OFFICE - Upstairs	Yes	No	n/a	PROBLEM	ACTION TAKEN	Corrected By
9	CLEANLINESS / HOUSEKEEPING	✓					
10	TEMPERATURE AND HUMIDITY	✓					
11	EQUIPMENT IN GOOD WORKING CONDITION	✓					
12	CABINETS SECURED, as required	✓					
13	SAFE STORAGE / STACKING / PILING	✓					
14	DRAWERS CLOSED WHEN NOT IN USE	✓					
15	TRIPPING HAZARDS (cords, etc.)		✓				
16	STAIRS & LANDING	✓					
17	OTHER (specify)						
C.	BATHROOM	Yes	No	n/a	PROBLEM	ACTION TAKEN	Corrected By
18	CLEANLINESS / HOUSEKEEPING	✓					
19	HAZARDS PRESENT		✓				
20	FIXTURES IN GOOD WORKING CONDITION	✓					
21	FAN IN GOOD WORKING CONDITION	✓					
22	CLEANING COMPOUNDS LABELLED	✓					
23	OTHER (specify)						

RETURN TO AGENDA

D.	GARAGE - Main Space	Yes	No	n/a	PROBLEM	ACTION TAKEN	Corrected By
	<b>GENERAL</b>						
24	CLEANLINESS / HOUSEKEEPING	✓					
25	LIGHTING ADEQUATE	✓					
26	NOISE LEVELS	✓					
27	AIR QUALITY	✓					
28	TRIPPING HAZARDS (cords, etc.)		✓				
29	DOORS & WALKWAYS CLEAR (inside & outside)	✓					
30	MATERIALS SECURED	✓					
31	CHEMICALS LABELLED AND STORED	✓					
32	WORK SURFACES, BENCHES CLEAN	✓					
	<b>POWER TOOLS &amp; CORDS</b>						
33	CONDITION OF TOOLS	✓					
34	GUARDS IN PLACE	✓					
35	EXTENSION CORDS – RATED OVER 300V	✓					
36	STATE OF PLUGS AND CORDS	✓					
37	CONNECTIONS / OVERLOADS	✓					
	<b>Personal Protective Equipment (PPE)</b>						
38	FOOT PROTECTION	✓					
39	HEAD PROTECTION	✓					
40	EYE PROTECTION	✓					
41	HEARING PROTECTION	✓					
42	BREATHING PROTECTION	✓					
43	FALL PROTECTION / HARNESS	✓					
44	'ORANGE' CLOTHING	✓					
45	KNOWLEDGE OF / USE OF EQUIPMENT						
	<b>Building Condition</b>	✓					
46	DOORS OPERABLE	✓					
47	WINDOWS IN GOOD CONDITION	✓					
48	BROKEN OR DAMAGED FLOORS		✓				
49	BROKEN OR DAMAGED WALLS		✓				
50	BROKEN OR DAMAGED CEILING		✓				
51	EXTERIOR WALLS IN GOOD CONDITION	✓					

RETURN TO AGENDA



52	ROOF IN GOOD CONDITION	✓					
53	PROBLEMS WITH DRAINAGE		✓				
54	WATER SOURCE ACCEPTABLE	✓					
	Other						
55	OTHER (specify)						
56	OTHER (specify)						
57	OTHER (specify)						
<b>E.</b>	<b>SAND DOME</b>	<b>Yes</b>	<b>No</b>	<b>n/a</b>	<b>PROBLEM</b>	<b>ACTION TAKEN</b>	<b>Corrected By</b>
58	CLEAR OF DEBRIS AROUND EXTERIOR	✓					
59	SHINGLES IN GOOD REPAIR	✓					
60	DRAINAGE CONCERNS AROUND EXTERIOR		✓				
	LEAKING		✓				
62	SAND / SALT PILE STABLE	✓					
63	MEZZANINE SECURED	✓					
64	ACCESS INTO DOME CLEAR	✓					
65	ACCESS INTO STORAGE SHED CLEAR	✓					
66	SHED IN CLEAN / ORGANIZED CONDITION	✓					
67	OTHER (specify)						
<b>F.</b>	<b>OPEN SHED</b>	<b>Yes</b>	<b>No</b>	<b>n/a</b>	<b>PROBLEM</b>	<b>ACTION TAKEN</b>	<b>Corrected By</b>
68	CLEAR OF DEBRIS AROUND EXTERIOR	✓					
69	DRAINAGE CONCERNS AROUND EXTERIOR		✓				
70	WALKWAYS CLEAR OF DEBRIS AND MATERIALS	✓					
71	MATERIALS SECURED	✓					
	CHEMICALS LABELLED AND STORED	✓					
73	OTHER (specify)						
<b>G.</b>	<b>YARD</b>	<b>Yes</b>	<b>No</b>	<b>n/a</b>	<b>PROBLEM</b>	<b>ACTION TAKEN</b>	<b>Corrected By</b>
74	GENERALLY ORGANIZED	✓					
75	GENERALLY FREE OF DEBRIS	✓					
76	EQUIPMENT STORED APPROPRIATELY	✓					
77	VEHICLES SUFFICIENT SPACE TO MANOUVER	✓					
78	GRADING / DRAINAGE CONCERNS		✓				
79	OTHER (specify)						

RETURN TO AGENDA

H.	HEALTH & SAFETY	Yes	No	n/a	PROBLEM	ACTION TAKEN	Corrected By
	<b>HEALTH &amp; SAFETY BOARD</b>						
80	WSIB FORM 82	✓					
81	ESA POSTER VERSION 3.0	✓					
82	OH&S ACT AND REGULATIONS	✓					
83	WSIB "WHAT'S IN IT FOR YOU" FORM	✓					
84	H&S MEMBERS NAMES	✓					
85	POLICY STATEMENT	✓					
86	NAMES OF FIRST AIDERS (Certificates Posted)	✓					
	MONTHLY H&S INSPECTION FORMS POSTED	✓					
	<b>FIRST AID EQUIPMENT</b>						
88	FIRST AID KIT	✓					
89	REGULATION 1101	✓					
90	INSPECTION CHECKLIST	✓					
91	LOG BOOK AVAILABLE	✓					
	<b>FIRE EQUIPMENT</b>						
92	EXTINGUISHERS AVAILABLE & ACCESSIBLE	✓					
93	EXTINGUISHERS MTHLY/YRLY INSPECTIONS	✓					
94	EMERGENCY PLAN IN PLACE	✓					
95	FIRE EXITS SIGNED / LIGHTED	✓					
	<b>TRAINING</b>						
96	RECOMMENDED (specify)						
97	RECOMMENDED (specify)						
	<b>EMPLOYEE KNOWLEDGE</b>						
98	KNOWLEDGE OF H&S POLICY	✓					
99	KNOWLEDGE OF H&S BOARD	✓					
100	KNOWLEDGE OF MSDS BINDER	✓					
101	KNOWLEDGE OF SECURITY POLICY	✓					
102	KNOWLEDGE OF REPORTING DUTIES	✓					
	<b>Other</b>						
103	MSDS BOOK AVAILABLE (CURRENT)	✓					

RETURN TO AGENDA

104	SAFETY SIGNAGE	✓				
105	LOCKOUT / TAGOUT READY	✓				
106	EYEWASH STATION	✓				
107	OTHER (specify)					

**I. NOTES**[RETURN TO AGENDA](#)

## The Township of Horton Inspection Checklist Community Centre

Date: March 12, 2019 Person Inspection: Shane Lambert.

Location Community Centre Weather \_\_\_\_\_

### Front Entrance Exterior/Interior Foyer

1.Walking Surfaces	Yes	No	Action
Walkways free of obstruction			Water still pooling at front entrance and cement pad when it rains.
Surfaces in good condition	x		
Trip/slip hazards		x	
Warnings near hazards	x		
Extension cords/ Rocks	x		

2. Environment	Yes	No	Action
Lighting adequate	x		
Noise levels	x		
Air quality	x		
Temperature and Humidity	x		
Cleanliness/Housekeeping Mats	x		
Exterior Doors			
Hazards present?		x	

3. Fire Protection	Yes	No	Action
Fire extinguishers available	x		
Accessibility	x		
Monthly/Yearly inspections	x		
Fire exits signed/lighted	x		
Fire exits clear	x		
Fire doors?	x		

### Upper Storage Room above front Foyer

1.Walking Surfaces	Yes	No	Action
Walkways free of obstruction	x		
Surfaces in good condition	x		
Trip/slip hazards		x	
Warnings near hazards			

2. Environment Yes No Action

RETURN TO AGENDA

Lighting adequate	x		
Noise levels	x		
Air quality	x		
Temperature and Humidity	x		
Cleanliness/Housekeeping	x		
Hazards present?		x	

3. Equipment	Yes	No	Action
Good mechanical condition	X		
Secure from tipping	X		
Free of sharp edges	X		
Proper assembly/adjustment	X		
Emergency devices accessible	X		

4. Fire Protection	Yes	No	Action
Fire extinguishers available	x		
Accessibility	x		
Monthly/Yearly inspections	x		
Fire exits signed/lighted	x		
Fire exits clear	x		
Fire doors?	x		

4. Bookcases/Cabinets	Yes	No	Action
Good condition	x		
Secured	x		
Safe storage/Stacking/Piling	x		
Step stools/ladders available	x		
Heavy items location?		x	

### Community Centre Hall

1. Walking Surfaces	Yes	No	Action
Walkways free of obstruction	x		
Surfaces in good condition	x		
Trip/slip hazards		x	
Warnings near hazards			

2. Environment	Yes	No	Action
Lighting adequate	x		1 ceiling light out near stairs Will wait to replace.
Noise levels	x		
Air quality	x		
Temperature and Humidity	x		
Cleanliness/Housekeeping	x		
Hazards present?		x	
Safety signage	x		

3. Office Equipment	Yes	No	Action
---------------------	-----	----	--------

RETURN TO AGENDA

<b>Tables - 31 total</b>			
Good mechanical condition	x		
Secure from tipping	x		
Free of sharp edges	x		7 tables have some damage to corners/sharpness
<b>Chairs</b>			
Good mechanical condition	x		Chairs Need new rubber feet. On order as of March 12, 2019
Secure from tipping	x		
Free of sharp edges	x		
Proper assembly/adjustment	x		
<b>STAGE</b>			
Good mechanical condition	x		
Free of sharp edges	x		.
Proper assembly/adjustment	x		
Preventative maintenance			
<b>Stage drapes new June 15, 2016</b>	x		
<b>Doors</b>			
Seal tight and lock secure	x		
<b>Chair Lift</b>			
In good operating condition	x		
Up to date inspection	x		
Defective parts or Hazards			

5. First Aid	Yes	No	Action
AED – External defibrillator	x		Inspected Jan 13 <sup>th</sup> Battery to be replaced. On order
AED – active light blinking	x		
Availability of first aid kit Posted	x		
Regulation 1101	x		
Certificates posted	x		
Log book available	x		

6. Fire Protection	Yes	No	Action
Fire extinguishers available	<b>x</b>		
Accessibility	<b>x</b>		
Monthly/Yearly inspections	<b>x</b>		
Fire exits signed/lighted	<b>x</b>		
Fire exits clear	<b>x</b>		
Fire doors?	<b>x</b>		

7. Health and Safety Board	Yes	No	Action
WSIB Form 82	x		
ESA poster version 3.0	x		
OH&S Act and Regulations	x		
WSIB “What’s in it for you” form	x		

Names of trained First Aiders	x		
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8. Training	Yes	No	Action
WHMIS/First aid	x		
Emergency Procedures			
Security Procedures			
Special training			

### Kitchen

1. Walking Surfaces	Yes	No	Action
Walkways free of obstruction	X		
Surfaces in good condition	X		
Trip/slip hazards		X	
Warnings near hazards			

2. Environment	Yes	No	Action
Lighting adequate	X		
Noise levels	X		
Air quality	X		
Temperature and Humidity	X		
Cleanliness/Housekeeping	X		
Hazards present?		x	
Cleaning compounds present?	X		
Cleaning compounds labelled	X		
Safety signage	X		

3. Equipment	Yes	No	Action
<b>Counters</b>			
Good mechanical condition	X		
Secure from tipping	X		
Free of sharp edges	X		
Proper assembly/adjustment	X		
<b>Cupboards</b>			
Good mechanical condition	X		
Clear of Clutter above	X		
Free of sharp edges	X		
Proper assembly/adjustment	X		
<b>Fridge/Freezers</b>			
Good mechanical condition	X		
Secure from tipping	X		
Free of sharp edges	X		
Thermometers present	X		
Preventative maintenance	X		
Defective parts identified			
<b>STOVE/ /HOOD</b>			
In good operating condition	X		
Up to date inspection	X		Inspected March 8 <sup>th</sup> 2019



Defective parts or Hazards identified			
---------------------------------------	--	--	--

**Notes:** outside - Have Maintenance check the Kitchen Hood Ventilation System foil between the Duct work, it appears faded from the sun and small pin holes appearing. May need replacing.

5. First Aid	Yes	No	Action
Availability of first aid kit	X		In Kitchen Cupboard above hand washing sink.
Regulation 1101	X		
Inspection checklist	X		
Log book available	X		

6. Fire Protection	Yes	No	Action
Fire extinguishers available	X		
Accessibility	X		
Monthly/Yearly inspections	X		
Fire exits signed/lighted	X		
Fire exits clear	X		
Fire doors?	X		

### Utility Room

1. Walking Surfaces	Yes	No	Action
Walkways free of obstruction	X		
Surfaces in good condition	X		
Trip/slip hazards		X	
Warnings near hazards			
Extension cords/ Rocks			

2. Environment	Yes	No	Action
Lighting adequate	X		
Noise levels	X		
Air quality	X		
Temperature and Humidity	X		
Cleanliness/Housekeeping	X		
Hazards present?		x	
Cleaning compounds present?	X		
Cleaning compounds labelled	X		
Safety signage	X		

Equipment	Yes	No	Action
<b>Water heater</b>			<b>New Sept 2016</b>
Good mechanical condition	X		Water Filter was changed Feb 15, 2018
Secure from tipping	X		
Proper assembly/adjustment			
<b>FLOOR CLEANER</b>		x	

**RETURN TO AGENDA**

Good mechanical condition	x		
<b>Furnace</b>	x		Filter changed Dec 2018
Good mechanical condition	x		
Clear of Clutter above	X		
Free of sharp edges	X		
Proper assembly/adjustment	X		
Preventative maintenance	X		
Defective parts identified			
<b>Furnace vent</b>			
In good operating condition	X		
Up to date inspection	X		
Defective parts or Hazards identified			

**Men's Room**

1.Walking Surfaces	Yes	No	Action
Walkways free of obstruction	X		
Surfaces in good condition	X		
Trip/slip hazards		x	
Warnings near hazards			

2. Environment	Yes	No	Action
Lighting adequate	X		
Noise levels	X		
Air quality	X		
Temperature and Humidity	X		
Cleanliness/Housekeeping	X		
Hazards present?	X		
Cleaning compounds present?		X	
Safety signage	X		

3. Equipment	Yes	No	Action
<b>Toilets/Urinals</b>			
Good mechanical condition	x		
Secure from tipping	X		
<b>Sinks</b>			
Good mechanical condition	X		
Secure from tipping	X		
<b>Doors</b>			
Good mechanical condition	X		
Emergency devices accessible	X		

Notes:

**Ladies Room**

1.Walking Surfaces	Yes	No	Action
Walkways free of obstruction	X		
Surfaces in good condition	X		
Trip/slip hazards		x	

RETURN TO AGENDA

2. Environment	Yes	No	Action
Lighting adequate	X		
Noise levels	X		
Air quality	X		
Temperature and Humidity	X		
Cleanliness/Housekeeping	X		
Hazards present?		X	
Cleaning compounds present?		X	
Safety signage	X		

3. Equipment	Yes	No	Action
<b>Toilets</b>			
Good mechanical condition	X		
Secure from tipping	X		
Defective parts identified			
Proper assembly/adjustment			
<b>Sinks</b>			
Good mechanical condition	X		
Secure from tipping	X		
Defective parts identified			
Proper assembly/adjustment			
<b>Doors</b>			
Good mechanical condition	X		
Emergency devices accessible	X		
Defective parts identified			
Proper assembly/adjustment			

**BAR –**

1.Walking Surfaces	Yes	No	Action
Walkways free of obstruction	X		
Surfaces in good condition	X		
Trip/slip hazards		x	
Warnings near hazards	x		

2. Environment	Yes	No	Action
Lighting adequate	x		
Noise levels	x		
Air quality		x	
Temperature and Humidity	x		
Cleanliness/Housekeeping	x		
Hazards present?	x		
Cleaning compounds present?		x	
Cleaning compounds labelled		x	
Safety signage	x		
Liquor licence visible & up to date	x		

**RETURN TO AGENDA**

3. Equipment	Yes	No	Action
<b>Sink</b>			
Good mechanical condition	x		
Defective parts identified			
<b>Fridges/Freezer</b>			
Good mechanical condition	x		
Secure from tipping	x		
Defective parts identified			
Thermometers present	x		

Notes:

### Upper Meeting Room

1.Walking Surfaces	Yes	No	Action
Walkways free of obstruction	X		
Surfaces in good condition	X		
Trip/slip hazards			
Warnings near hazards			

2. Environment	Yes	No	Action
Lighting adequate	x		
Noise levels	X		
Air quality	X		
Temperature and Humidity	X		
Cleanliness/Housekeeping	X		
Hazards present?	x		
Cleaning compounds present?		X	
Safety signage	x		

3. Equipment	Yes	No	Action
<b>Tables</b>			
Good mechanical condition	X		
Defective parts identified			
<b>Chairs</b>			
Good mechanical condition	X		
Secure from tipping	X		
Defective parts identified			
<b>Games</b>			
Good mechanical condition	X		
Secure from tipping	X		Bruce Golden Inspected games, and made a few adjustments.
<b>DOORS/ Accessibility</b>			
Good mechanical condition	X		
Defective parts identified			
<b>Windows</b>			
Good mechanical condition	X		

RETURN TO AGENDA

4. Fire Protection	Yes	No	Action
Fire extinguishers available	<b>X</b>		
Accessibility	<b>X</b>		
Monthly/Yearly inspections	<b>X</b>		
Fire exits signed/lighted	<b>x</b>		
Fire exits clear	<b>X</b>		
Fire doors?	<b>X</b>		

**Completed by: Shane Lambert Community Liaison Officer**

**Date: March 12<sup>th</sup> 2019**

**Submitted: - CAO/Clerk Hope Dillabough**

THE CORPORATION OF THE TOWNSHIP OF HORTON  
**Ad-Hoc Human Resources Committee**  
February 25<sup>th</sup>, 2019

There was a Meeting of the Ad Hoc Human Resources Committee held in the Municipal Council Chamber on Monday February 25<sup>th</sup>, 2019 for the purpose of discussing Office structure. Present was Chair Glen Campbell, Mayor David Bennett, Public Advisory Member Human Resources Susan Humphries. Staff present was CAO/Clerk Hope Dillabough

1. CALL TO ORDER

Chair Campbell called the meeting to order at 9:00 a.m.

2. DECLARATION OF PECUNIARY INTEREST

None declared

3. OFFICE STRUCTURE

CAO/Clerk Hope Dillabough reviewed her report for the Committee. The Committee reviewed and discussed the Office structure due to the impending retirement of the Treasurer/Tax Collector. It was determined that the CAO/Clerk will provide a report to Council at the March 5<sup>th</sup> Council meeting for information. Subsequently, an internal posting of the Receptionist/Clerk position be posted and depending on receipt of applications, it be externally posted.

4. NEXT MEETING

None Scheduled.

5. ADJOURNMENT

Chair Campbell adjourned the meeting at 10:30 a.m.

---

Chairperson Glen Campbell

---

Hope Dillabough, CAO/Clerk



## THE CORPORATION OF THE TOWNSHIP OF HORTON

### Memo from the CAO/Clerk as of Friday March 15, 2019

INFORMATION provided **NOT** included in the  
Regular Council meeting package of March 19, 2019

### **INFORMATION EMAILED**

1. Health Unit Media Release
2. Algonquin Park Work Schedule Inspection
3. Renfrew Foodbank Thank-You Letter
4. Family and Children's Service Board of Directors
5. Renfrew County Farm News
6. OPP Weekly News
7. County of Renfrew Load Restrictions
8. AMO Policy Update – Rural & Northern Infrastructure Projects
9. Invitation to Essentials Course
10. OGRA Connect
11. Community Economic Development 101
12. Calendars

**RETURN TO AGENDA**



RECEIVED

MAR 11 2019

March-06-19

Terry Verhelle

Horton Township Council

attn: Mayor Bennett

I am appalled at the rate increase for the use of the Renfrew Library. A rate increase of over 22% is unacceptable. I do remember your pre election campaign saying that you wanted to keep taxes and expenditures down. What happened to those promises?

Once again I could understand a rate increase if Horton had a library but It doesn't, forcing Horton tax payers to use the one in Renfrew. What Horton Township should realize, is that the library is an education tool NOT a luxury. I don't remember receiving notification that this was going to be discussed at a monthly meeting, otherwise I would have definitely voiced my opinion with an explanation why.

I do think that our children need to have the right to a free library. If one can't be financially viable in Horton Township then why charge your tax payers to use the Renfrew Library. I do have grand children in Millbrook On. Recently I use their Library and was told that there is no charge to use the library and I was given a card to use any time I wanted. This is the type of policy that should exist in Horton. A chance at a good education is what our children need. Don't hinder them, because they will be running our country in the future.

Please find included a receipt for the \$55. I think a full refund would be a wise political move.

Sincerely Yours



Terry Verhelle

RETURN TO AGENDA

**RENFREW PUBLIC LIBRARY** № 0041613 Railway Ave. E., Renfrew, Ontario K7V 3A9  
613-432-8151RECEIVED FROM Terry Verhelle DATE February 15, 2019— fifty — five — DOLLARS (\$ 55.00 )FOR library membership fee - February 15, 2019 - February 15, 2020

Business Number (BN) 88879 5747 RR0001

HOW PAID		
CASH	<input checked="" type="checkbox"/>	
CHEQUE	<input type="checkbox"/>	
DEBIT	<input type="checkbox"/>	

CUST.  
ACCT. No.DIST.  
ACCT. No.**RETURN TO AGENDA**



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ONTARIO PROVINCIAL POLICE

---

# Introduction to Renfrew Detachment

[RETURN TO AGENDA](#)

# Objectives

- Renfrew Detachment - Area & Structure
- OPP Strategic Plan & Detachment Action Plan
- OPP Billing Model
- Community Safety & Wellbeing Planning

[RETURN TO AGENDA](#)





# Detachment Area & Structure

**Renfrew Detachment  
410 O'Brien Road,  
Renfrew, ON K7V 3Z2  
613-432-3211**

**Insp Colin Slight  
Detachment Commander**

**S/Sgt MaryAnn MacNeil  
Operations Manager**

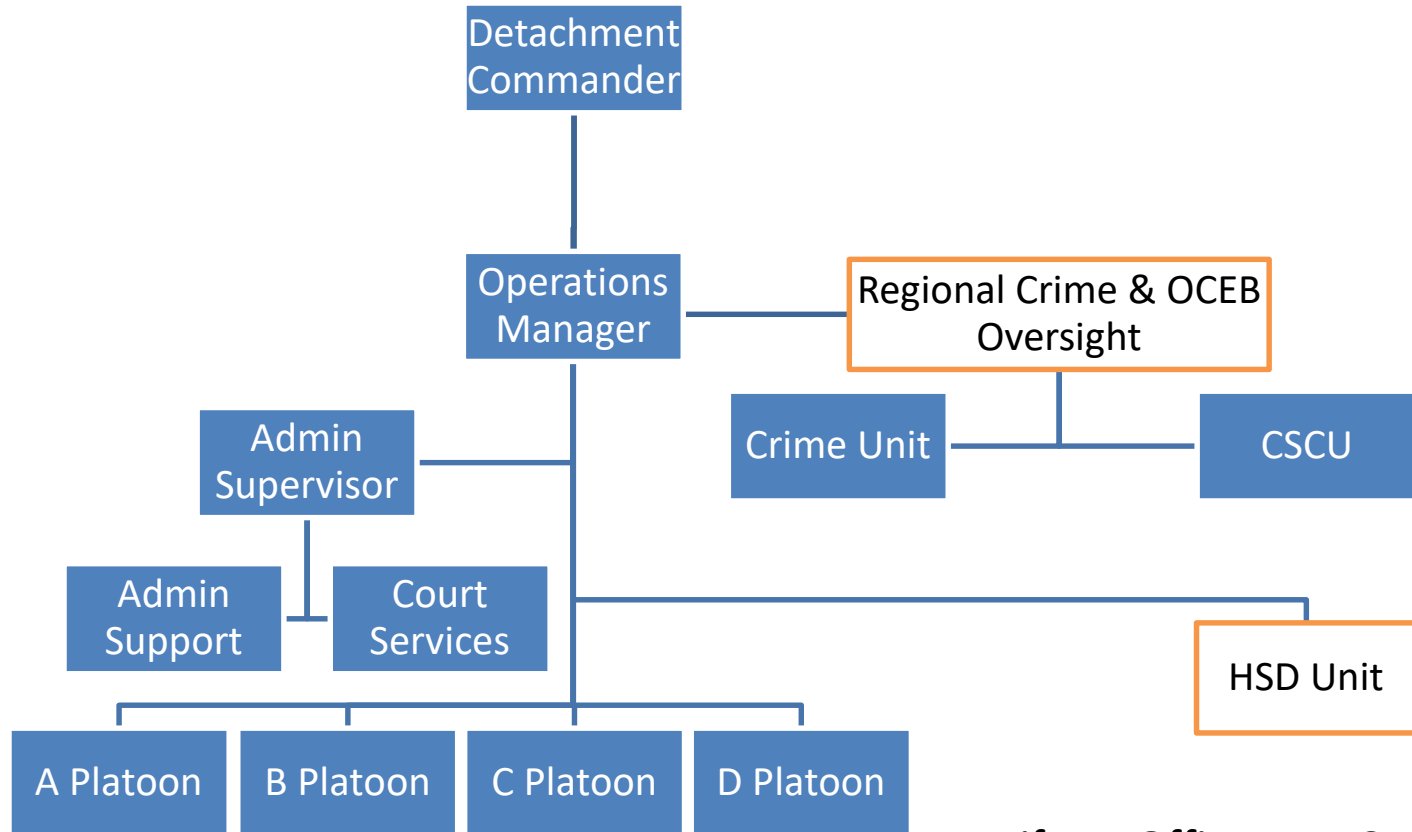
To report a life threatening emergency or to report a crime in progress call 911.  
For non-emergency calls for service, contact the OPP at 1-888-310-1122

**RETURN TO AGENDA**





# Detachment Area & Structure



Uniform Officers – 56  
Special Constable – 1  
Auxiliary Unit - 12  
Civilian Staff – 5  
Guard/Matrons - 6

[RETURN TO AGENDA](#)





# OPP Strategic Plan



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# OPP Strategic Plan

## **Leadership**

*Building trust and confidence through our actions and words*

## **Healthy Workforce**

*Cultivating and sustaining a supportive work culture*

## **Technology**

*Integrating service delivery opportunities to enhance productivity*

## **Analytical**

*Maximize data to deploy resources*

## **Reinvestment**

*Increase capacity in growing service areas*

**RETURN TO AGENDA**



# Renfrew Detachment Action Plan

CRIME	TRAFFIC	OTHER POLICING PRIORITIES
<i>Reduce Harms and Victimization</i>  <i>Violent Crime</i> <ul style="list-style-type: none"> <li>o <i>Domestic Violence</i></li> </ul> <i>Property Crime</i> <ul style="list-style-type: none"> <li>o <i>Break and Enter</i></li> <li>o <i>Mischief</i></li> <li>o <i>Fraud</i></li> </ul> <i>Illicit Drugs (including Opioids)</i>  <i>Cyber Crime</i>	<i>Change driver behaviours responsible for injuries and deaths on roadways, waterways and trails</i>	<i>Continue collaborating for an enhanced police response to persons experiencing a mental health crisis</i>  <i>Partner to reduce the impact/risk/frequency of false alarms and 911 pocket dials</i>

**Engagement** – who can we engage to assist with the identified concern

**Education** – what can we do to educate the public on the issue

**Enforcement** – What role does enforcement play as part of the solution

- Focused Patrols
- CSCU
- Big Four Focus
- Collaborative Response to Mental Health

**RETURN TO AGENDA**



# Renfrew Detachment Action Plan

RENFREW DETACHMENT			
CHARGES			
	2018	2017	% Change
Seatbelt	182	77	136.4%
Speeding	2001	851	135.1%
Distracted Driving HTA78, 78.1	76	38	100.0%
Impaired	137	92	48.9%
<b>Total Big 4 Charges</b>	<b>2396</b>	<b>1058</b>	<b>126.5%</b>
Other HTA	1305	745	75.2%
Other CC	1038	1432	-27.5%
Other (i.e. CDSA, CAIA, etc.)	688	510	34.9%
<b>Total Violations</b>	<b>5427</b>	<b>3745</b>	<b>44.9%</b>
	2018	2017	% Change
Arrests	566	531	6.6%
Warn Range Suspensions	93	42	121.4%
Traffic Stops	5790	2635	119.7%
Patrol Hours	5335.75	8516.5	-37.3%
Court Hours	2551.25	3548.25	-28.1%

2018 Year-end Statistics  
**RETURN TO AGENDA**



# Questions?

[RETURN TO AGENDA](#)

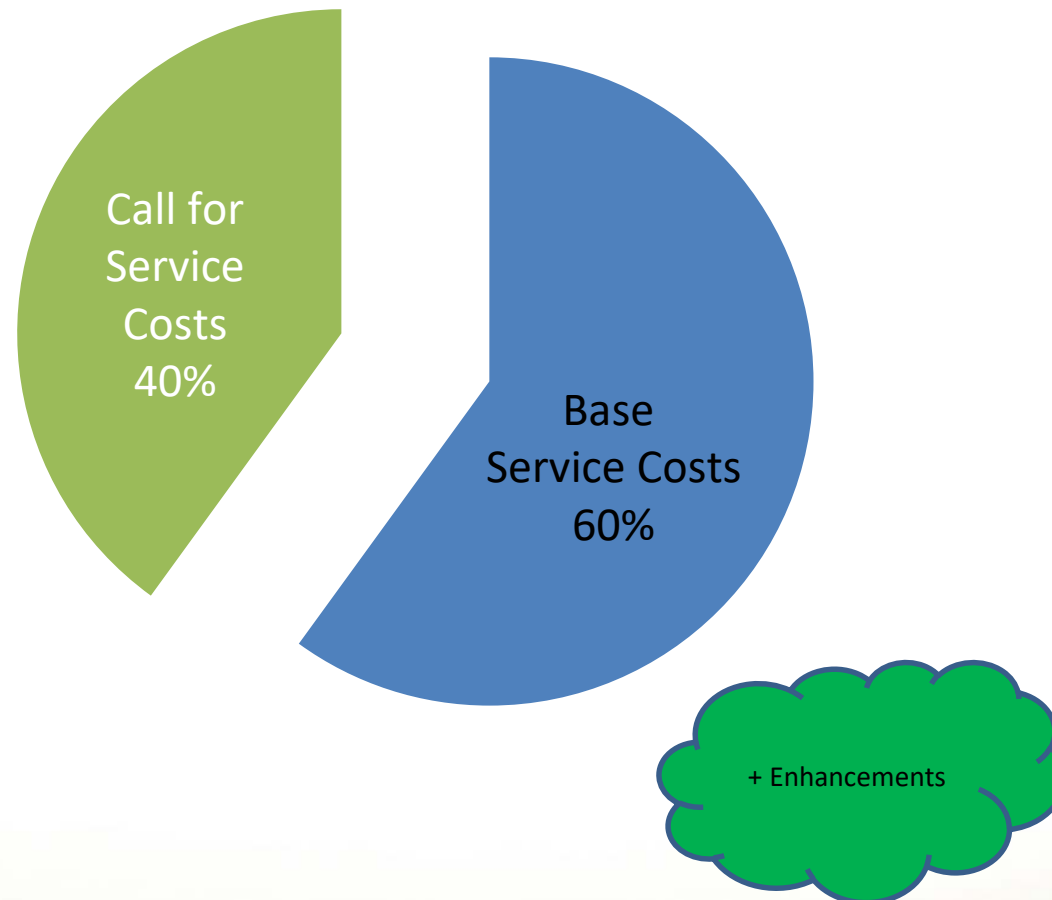


# OPP Billing Model

- In response to the Auditor General's recommendations and based on feedback obtained from municipalities during the municipal engagement, MCSCS and OPP introduced a new OPP billing model in 2015.
- The new model is based on the principle that, in addition to responding to reactive calls for service, all police services require a base level of infrastructure, supervision, administration and sufficient front-line policing to provide adequate proactive policing. As such, the OPP billing model calculates municipal police costs based on three categories:



# OPP Billing Model



[RETURN TO AGENDA](#)



# OPP Billing Model

- **Base Level Services:** estimate annually the total cost of basic policing services provided to municipalities, and allocate among municipalities on an equal per property basis. Base Level Services include:
  - Supervisor positions – Inspector, Staff Sergeant, Sergeant.
  - Administrative positions – detachment administration, clerks, caretaker, etc.
  - Constables – portion for time spent performing training, administration and proactive activities, such as patrol, RIDE, crime prevention, etc.
  - Support and ODOE – a portion of vehicles, communications, uniform, equipment, etc.

[RETURN TO AGENDA](#)





# OPP Billing Model

- **Calls for Service:** estimate annually the cost of reacting to calls for service and allocate the costs to municipalities based on their individual usage level. Examples of calls for service include:
  - Crime calls (assaults, break & enter, mischief, drug offences, etc.)
  - Provincial Statutes (*Mental Health Act*, *Trespass to Property Act*, landlord/tenant disputes, etc.)
  - Motor vehicle collisions (property damage, personal injury, fatal, etc.)
  - General calls for service (false alarms, lost property, missing person, etc.)



# OPP Billing Model

- **Contract Enhancements:** In addition to base and calls for service costs, contract municipalities have the option to request additional, dedicated FTEs above the OPP “minimum standard”. These are billed directly to the municipality requesting them.

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# OPP Billing Model

## OPP 2019 Annual Billing Statement

Horton Tp

Estimated cost for the period January 1 to December 31, 2019

Please refer to [www.opp.ca](http://www.opp.ca) for 2019 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
Base Service	Property Counts			
	Household	1,475		
	Commercial and Industrial	69		
	Total Properties	1,544	189.54	292,650
Calls for Service	(see summaries)			
	Total all municipalities	156,778,914		
	Municipal portion	0.0947%	96.18	148,497
Overtime	(see notes)		10.56	16,306
Prisoner Transportation	(per property cost)		2.27	3,505
Accommodation/Cleaning Services	(per property cost)		4.90	7,566
Total 2019 Estimated Cost			303.45	468,523
Year Over Year Variance (estimate for the year is not subject to phase-in adjustment)				
2018 Estimated Cost per Property			304.88	
2019 Estimated Cost per Property (see above)			303.45	
Cost per Property Variance			(Decrease) 1.43	
2017 Year-End Adjustment	(see summary)			7,973
Grand Total Billing for 2019				476,496
2019 Monthly Billing Amount				39,708

**RETURN TO AGENDA**



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# OPP Billing Model

## OPP 2019 Calls for Service Billing Summary

Horton Tp

Estimated cost for the period January 1 to December 31, 2019

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average	2019 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2019 Estimated Calls for Service Cost
	2014	2015	2016	2017					
	A				B	C = A * B			
	(Note 1)						(Note 2)		(Note 3)
Drug Possession	4	5	4	3	4	6.4	26	0.0016%	2,501
Drugs	1	3	1	2	2	37.0	65	0.0040%	6,327
Operational	138	124	128	145	134	3.6	482	0.0300%	47,047
Operational 2	155	90	69	78	98	1.3	127	0.0079%	12,448
Other Criminal Code Violations	6	10	9	9	9	7.9	67	0.0042%	6,561
Property Crime Violations	56	38	27	27	37	6.8	252	0.0157%	24,584
Statutes & Acts	29	23	30	30	28	3.3	92	0.0058%	9,028
Traffic	47	45	45	50	47	3.4	159	0.0099%	15,531
Violent Criminal Code	11	22	15	15	16	15.9	250	0.0156%	24,469
<b>Total</b>	<b>447</b>	<b>360</b>	<b>328</b>	<b>359</b>	<b>374</b>		<b>1,520</b>	<b>0.0947%</b>	<b>148,497</b>
<b>Provincial Totals</b>	(Note 4)	<b>381,258</b>	<b>363,779</b>	<b>364,615</b>	<b>368,194</b>	<b>369,462</b>	<b>1,604,533</b>	<b>100.0%</b>	<b>156,778,914</b>

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Total Weighted Time X actual hourly wage/benefits = CFS Cost

**RETURN TO AGENDA**



# OPP Billing Model

- **Billing is based on a cost recovery basis**
- Reconciliation is completed for the previous year by September 30<sup>th</sup> .
- Costing estimate for the following year is issues at the same time as well.

This year's billing package includes a statement for the 2017 year-end reconciliation. The final cost adjustment calculated as a result of the 2017 annual reconciliation has been included as an adjustment to the amount being billed to the municipality during the 2019 calendar year.

[RETURN TO AGENDA](#)



# Questions?

[RETURN TO AGENDA](#)



# Community Policing

Up to this point in history, community policing has been about things police can, or should, do differently in order to achieve the goals of community safety.

In recent years, community policing has shifted its focus to what the rest of the community can do to achieve these goals – this is, *community policing*.<sup>1</sup>



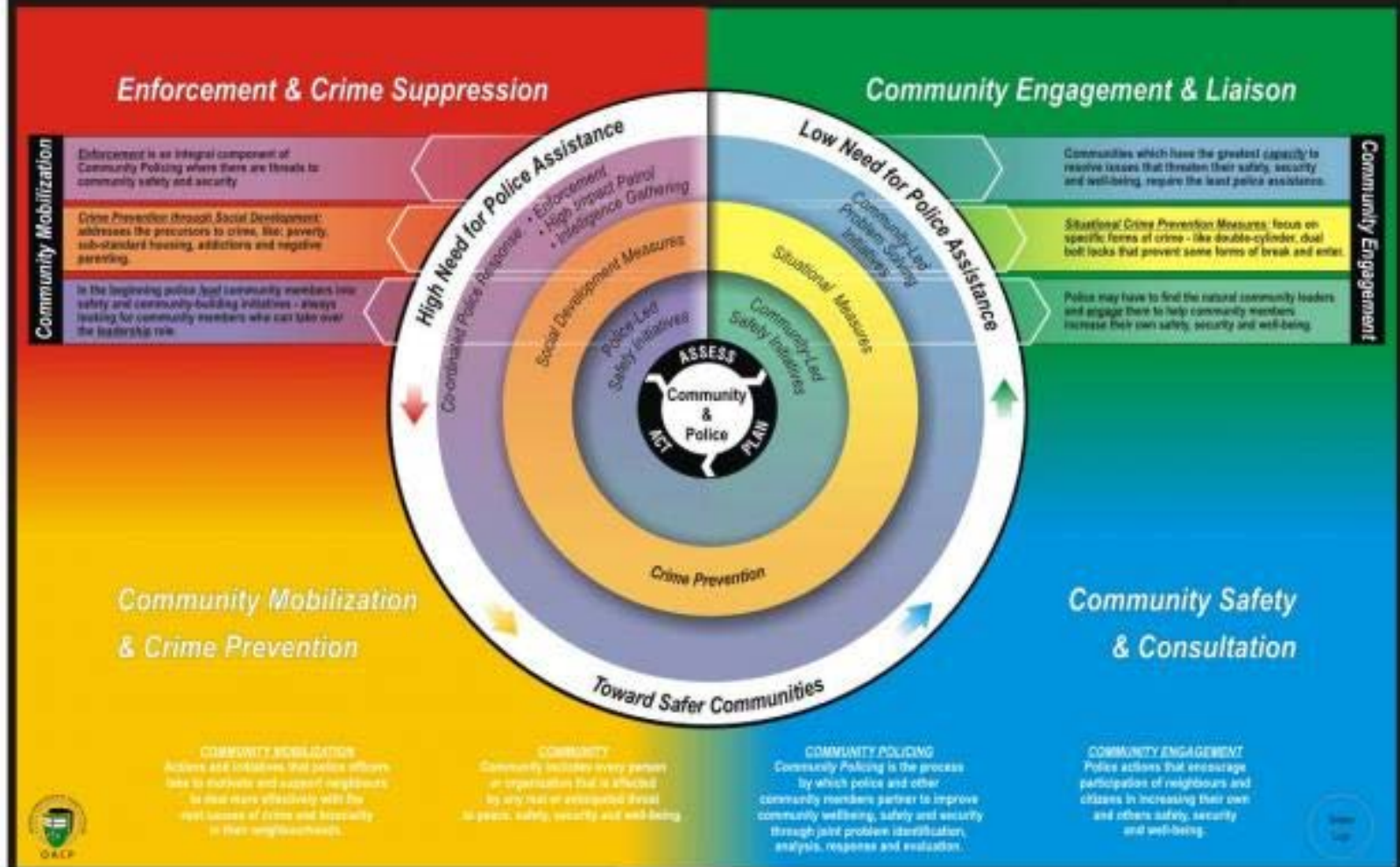
# Community Policing

Traditional Policing	Community Policing
Police solely responsible	Collaborative
Incident-driven	Risk-driven
Reactive	Proactive
Speedy response	Timeliness of intervention
Investigative	Supportive
Minimizing harms	Preventing harms
Arrests and prosecutions	Problem-solving

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# Ontario's Mobilization & Engagement Model of Community Policing



1972

2012

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# Community Policing

Cost of  
Policing



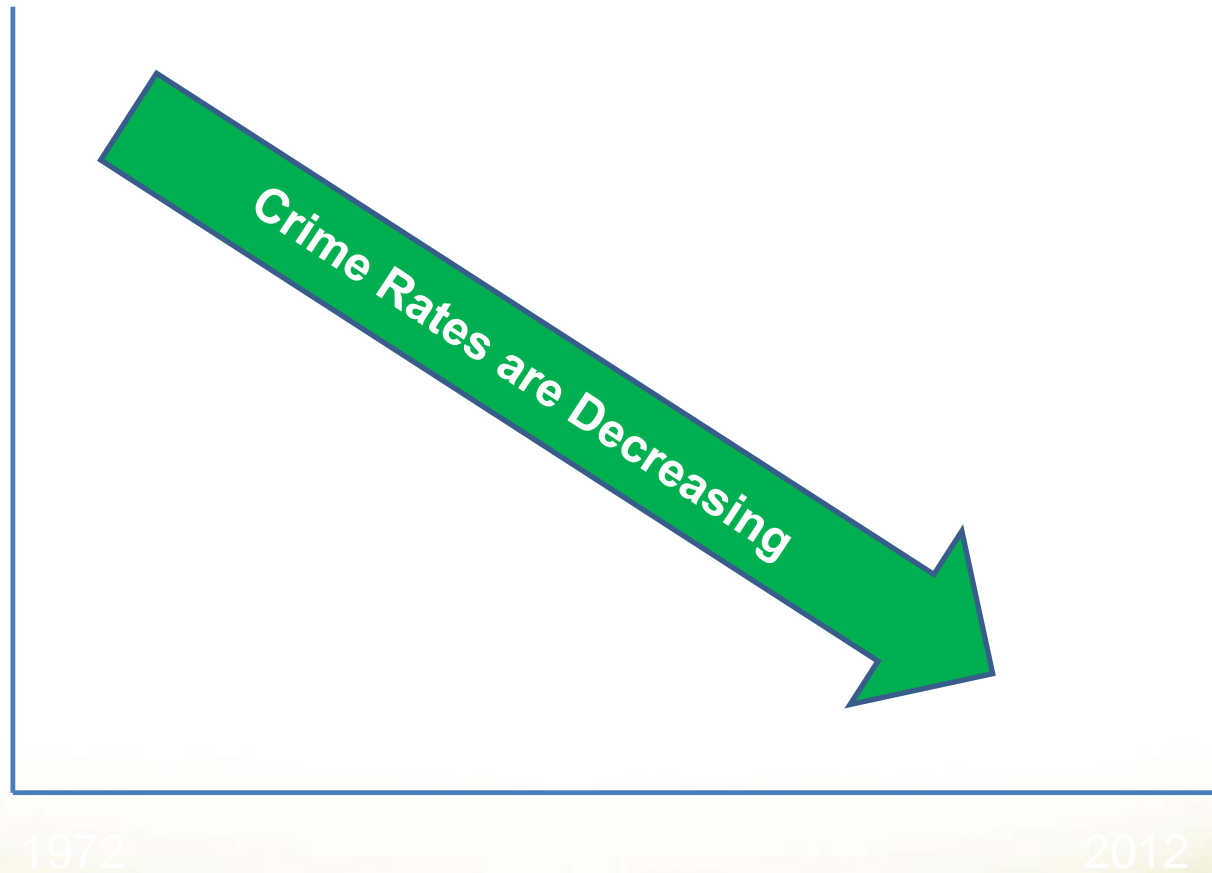
Cost of  
Community  
Safety and  
Well-being

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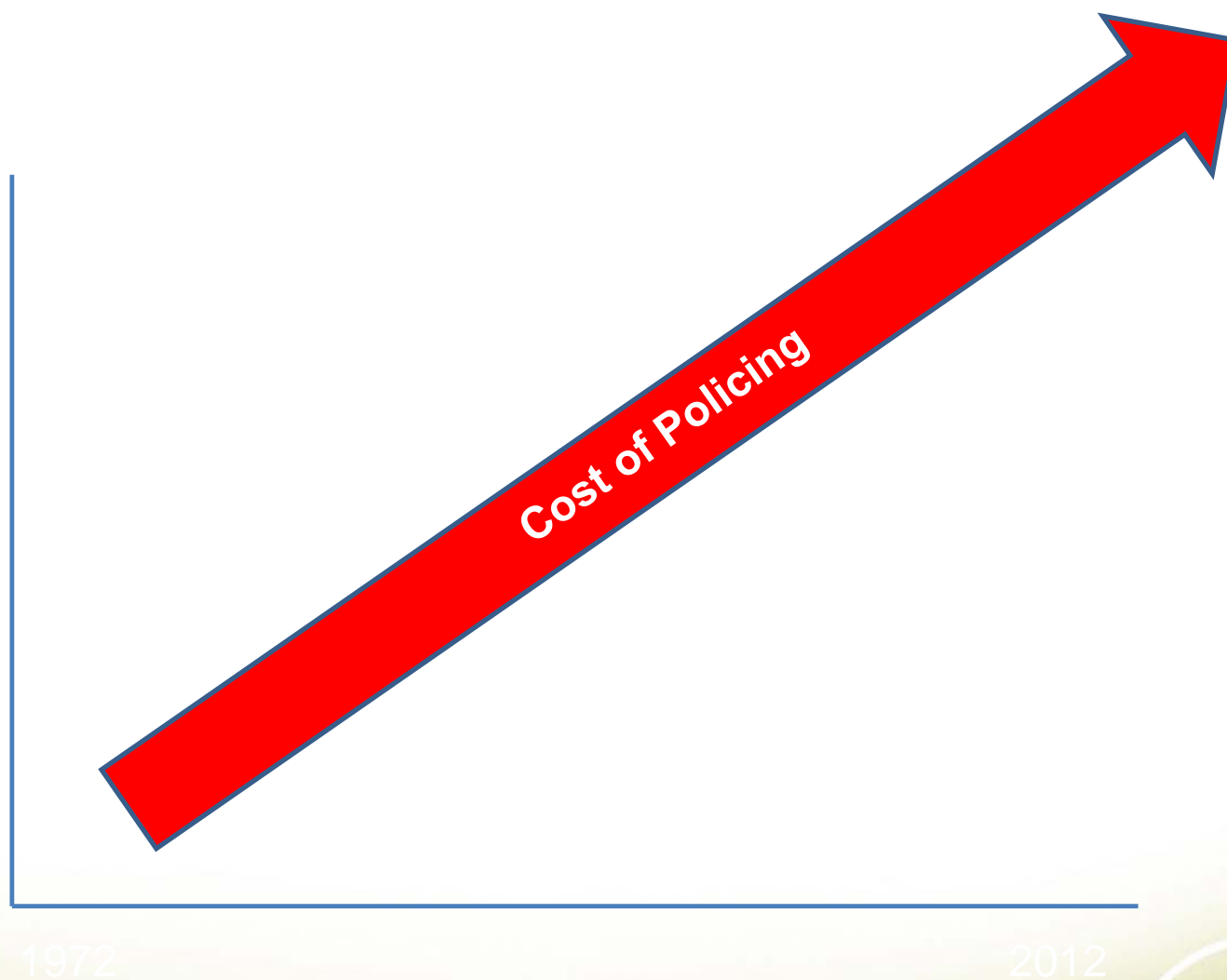
# Community Policing



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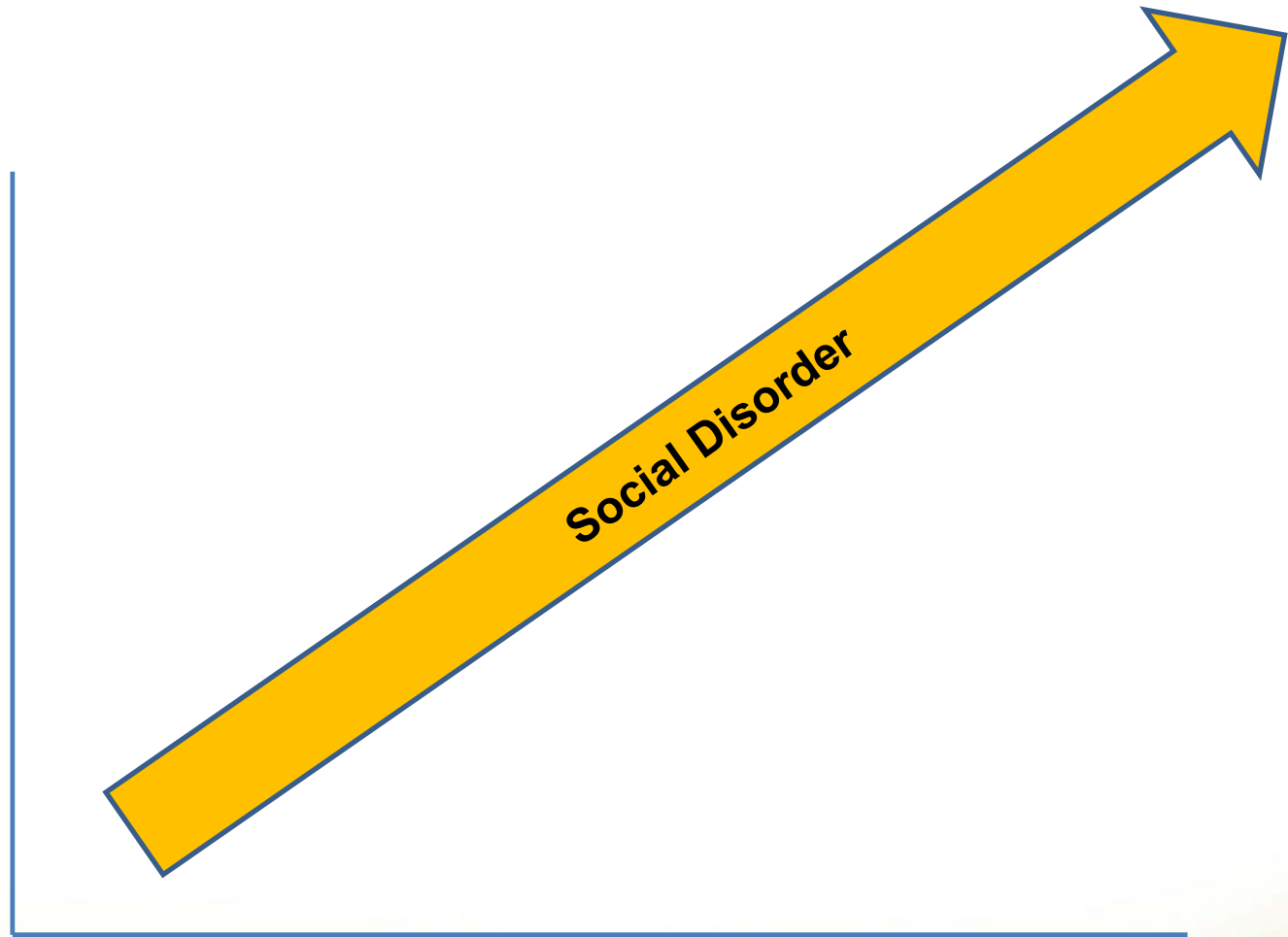
# Community Policing



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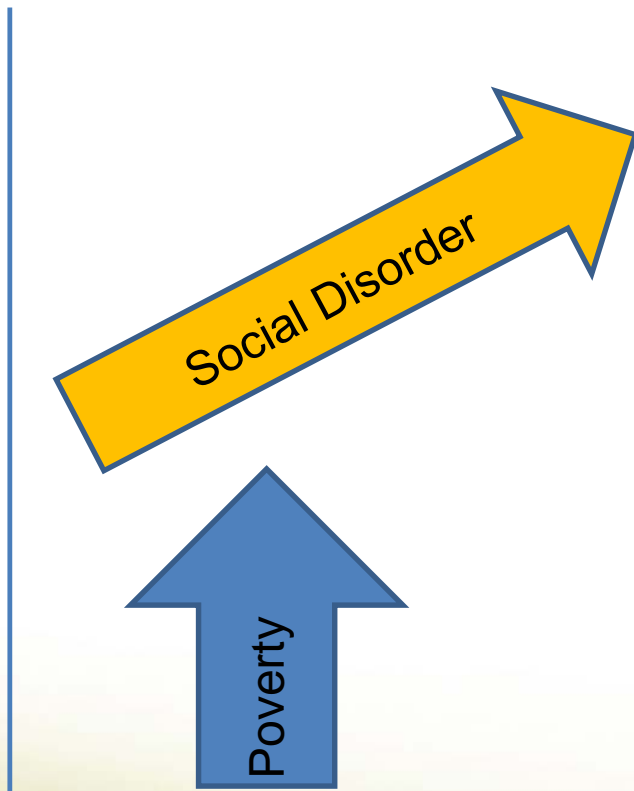
# Community Policing



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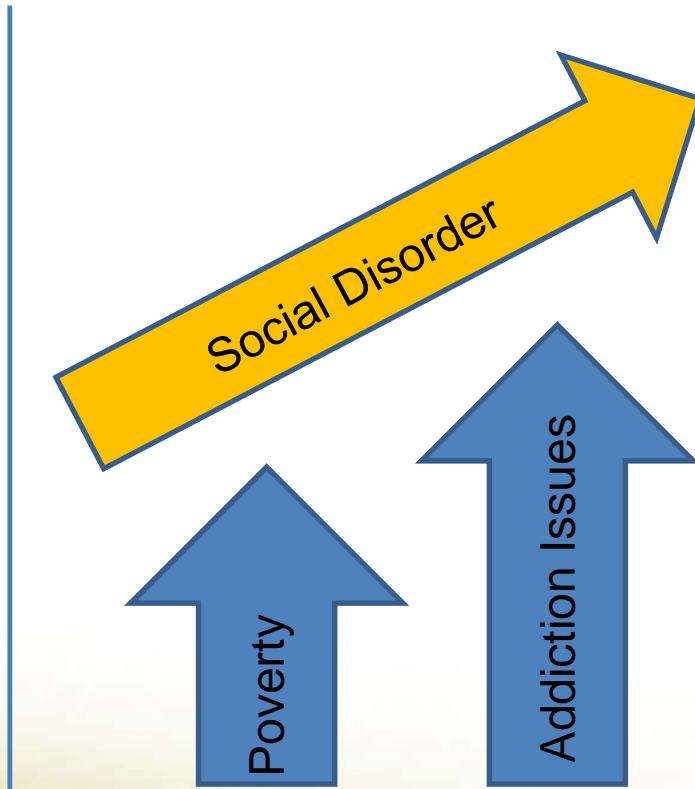
# Community Policing



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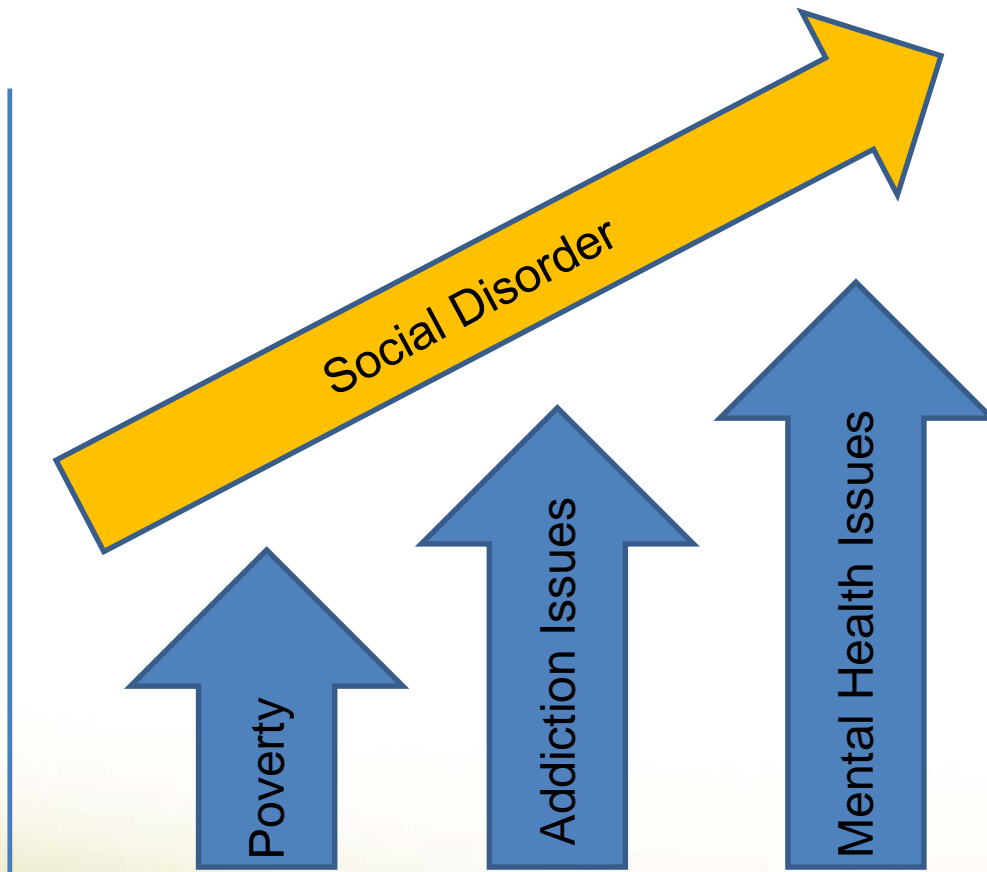
# Community Policing



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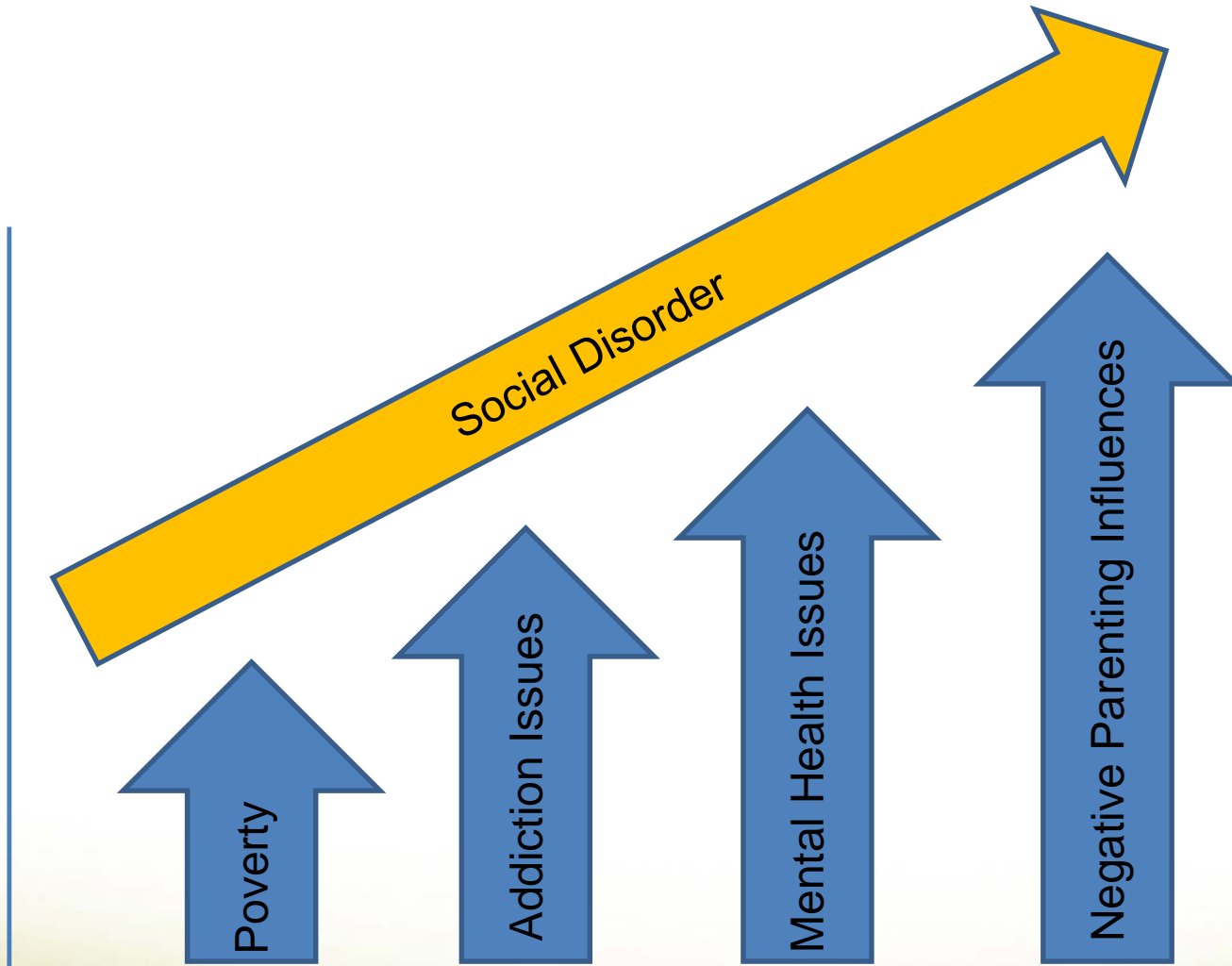
# Community Policing



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# Community Policing



RETURN TO AGENDA



# Community Policing

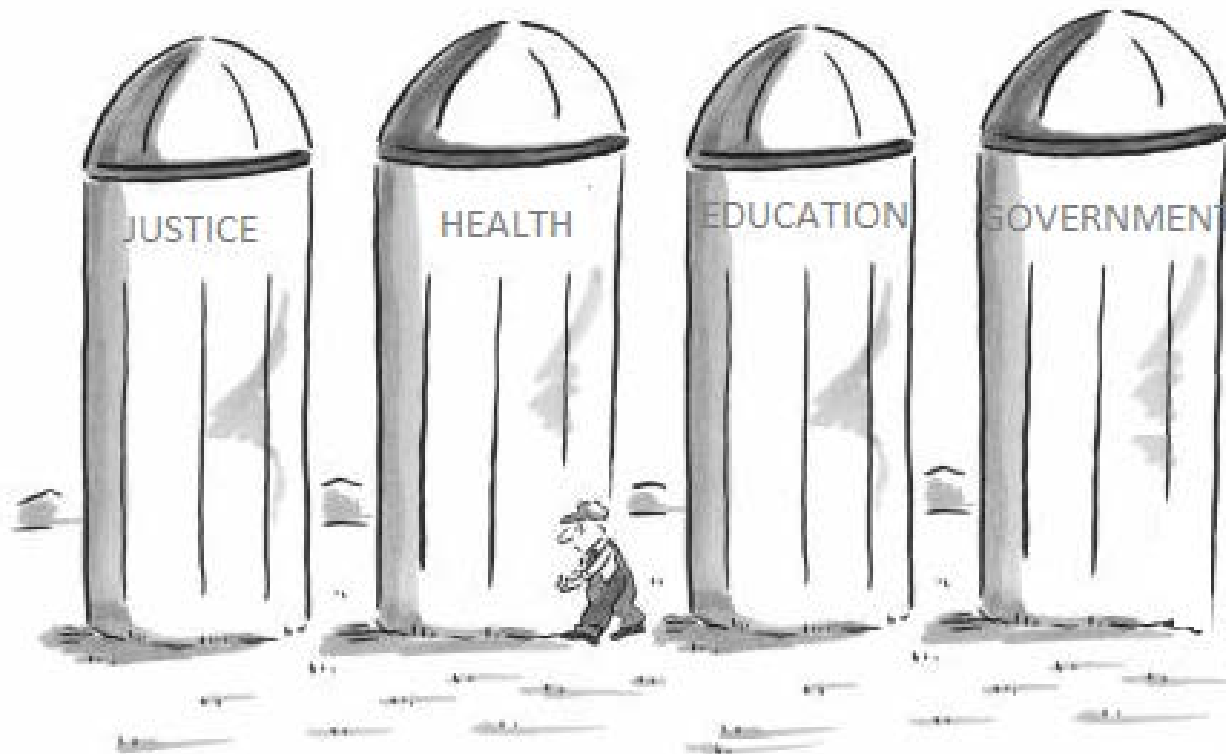


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## Community Safety & Well-being Planning



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# Police Services Act

## **Municipal community safety and well-being plan**

- **143** (1) Every municipal council shall prepare and, by resolution, adopt a community safety and well-being plan.

## **May be prepared individually or jointly**

- (2) The community safety and well-being plan may be prepared by the municipal council individually or jointly in consultation with other municipal councils or band councils.

Municipalities have two years from the date of enactment to complete

**RETURN TO AGENDA**



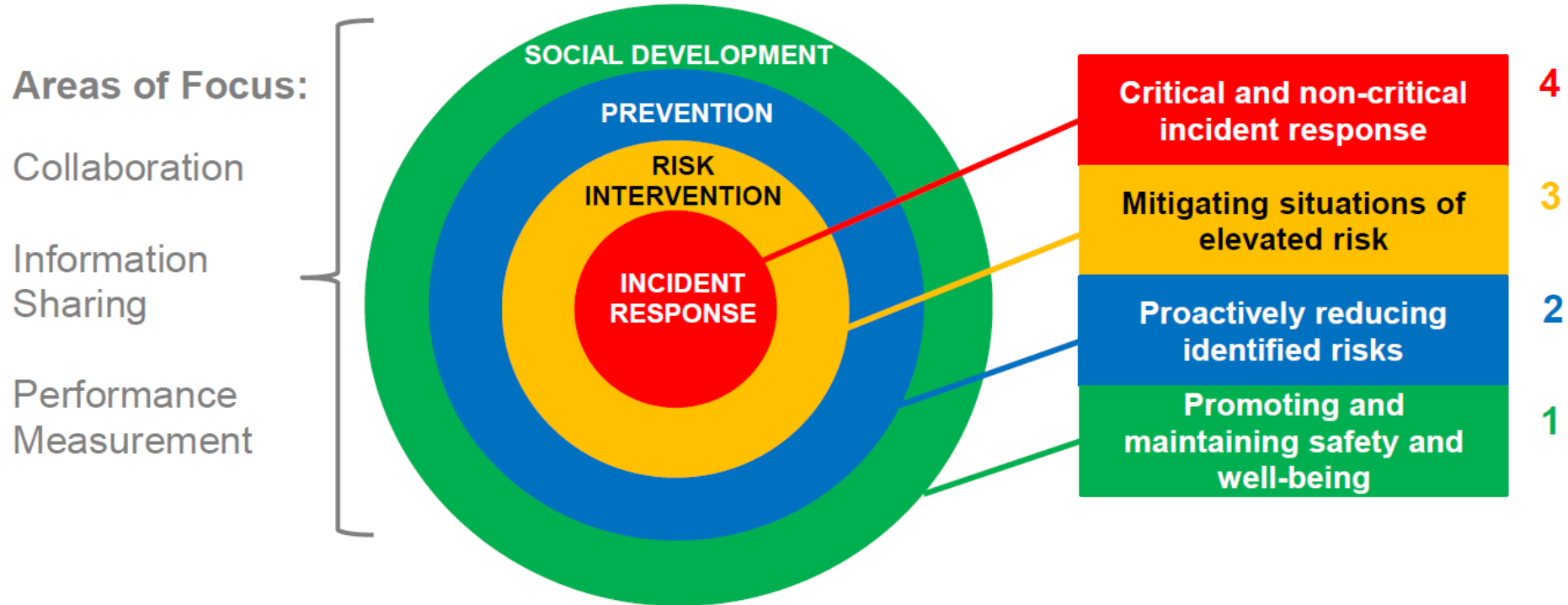
# Safety & Well-Being Framework

- Emergency Response
- Social Development
- Prevention Programming
- Risk Mitigation

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# Safety & Well-Being Framework

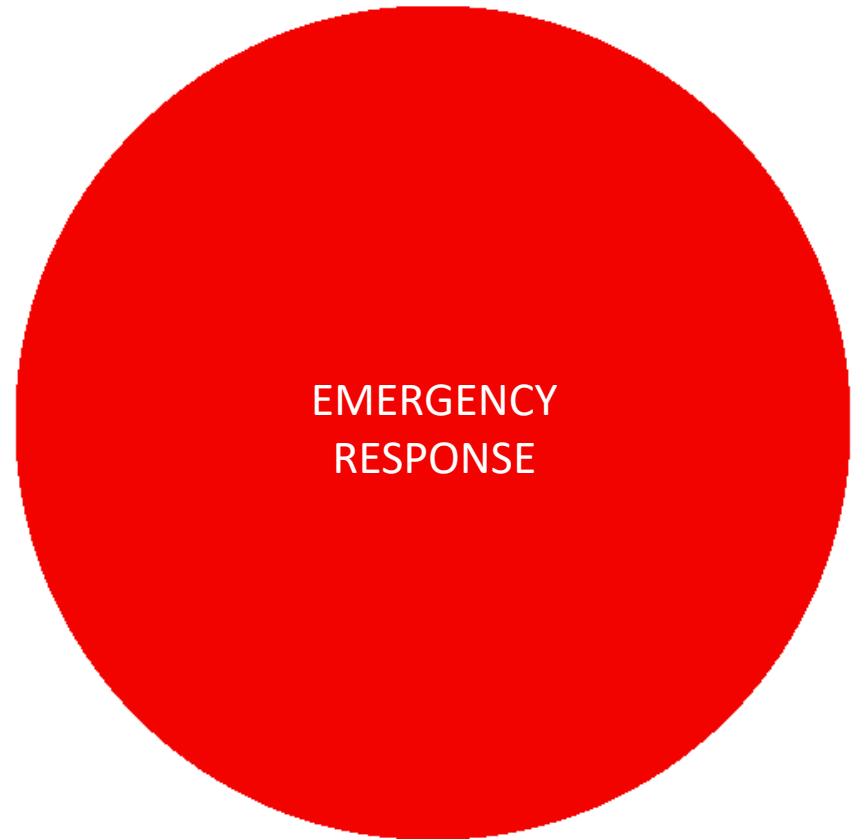


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# Safety & Well-Being Framework

**Emergency or incident response** is the centre of the safety & well-being framework.

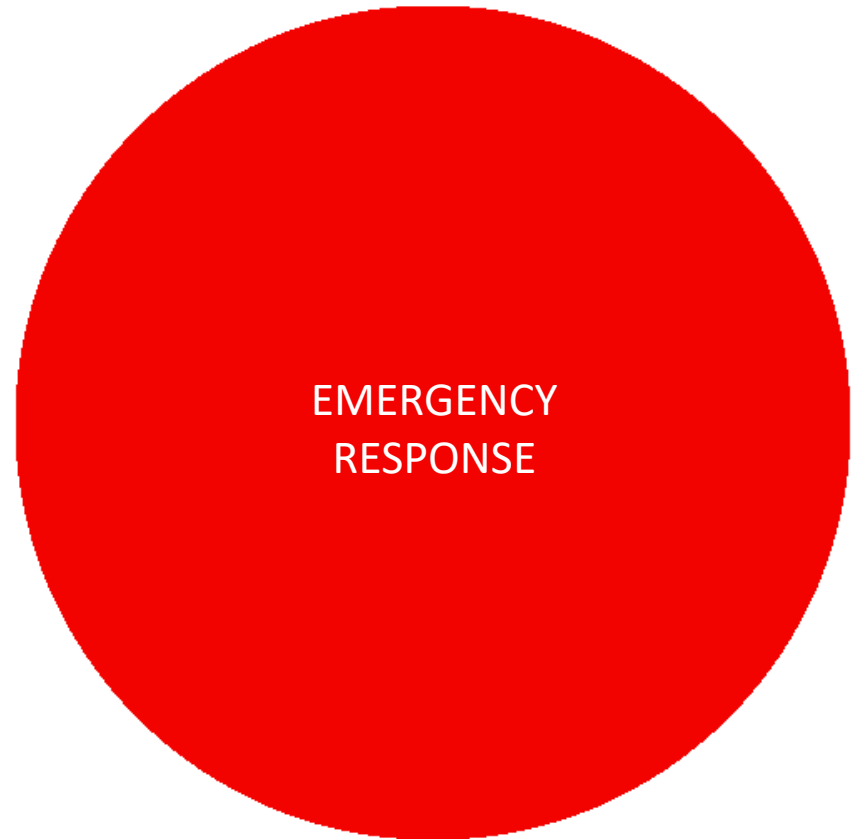


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# Safety & Well-Being Framework

- Police
- Fire
- Paramedics
- Mental Health
- Family and Children Services
- Etc.

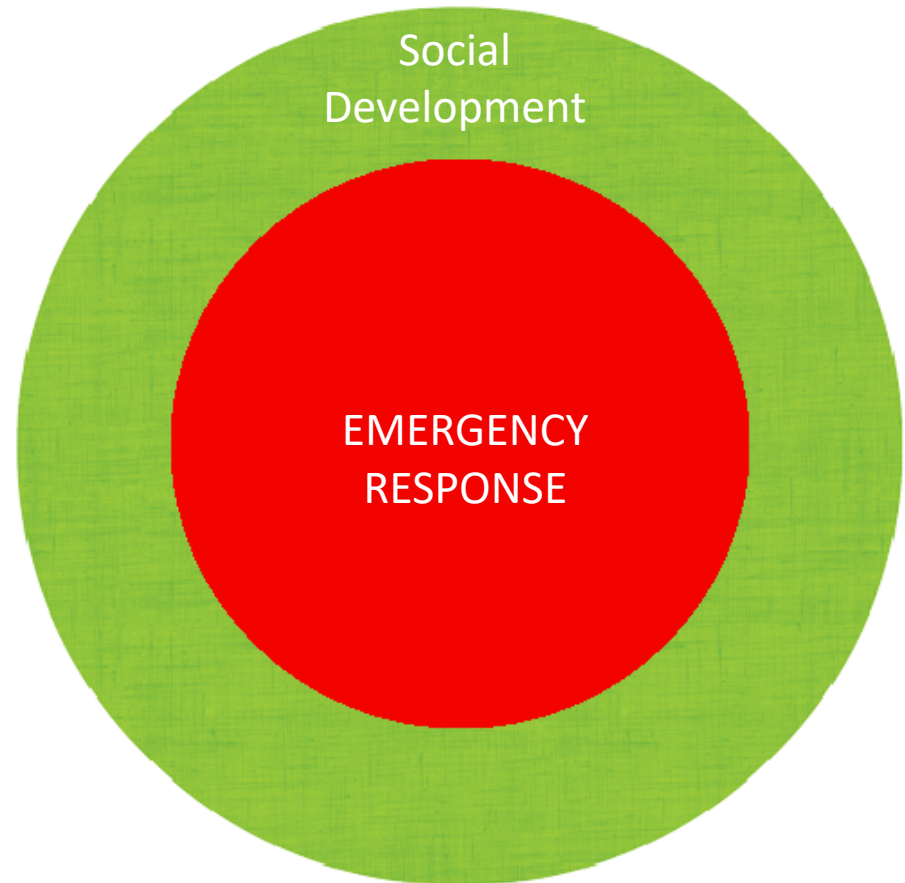


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# Safety & Well-Being Framework

By introducing **social development** programs, a municipality reduces the need for emergency response to crime and social disorder.

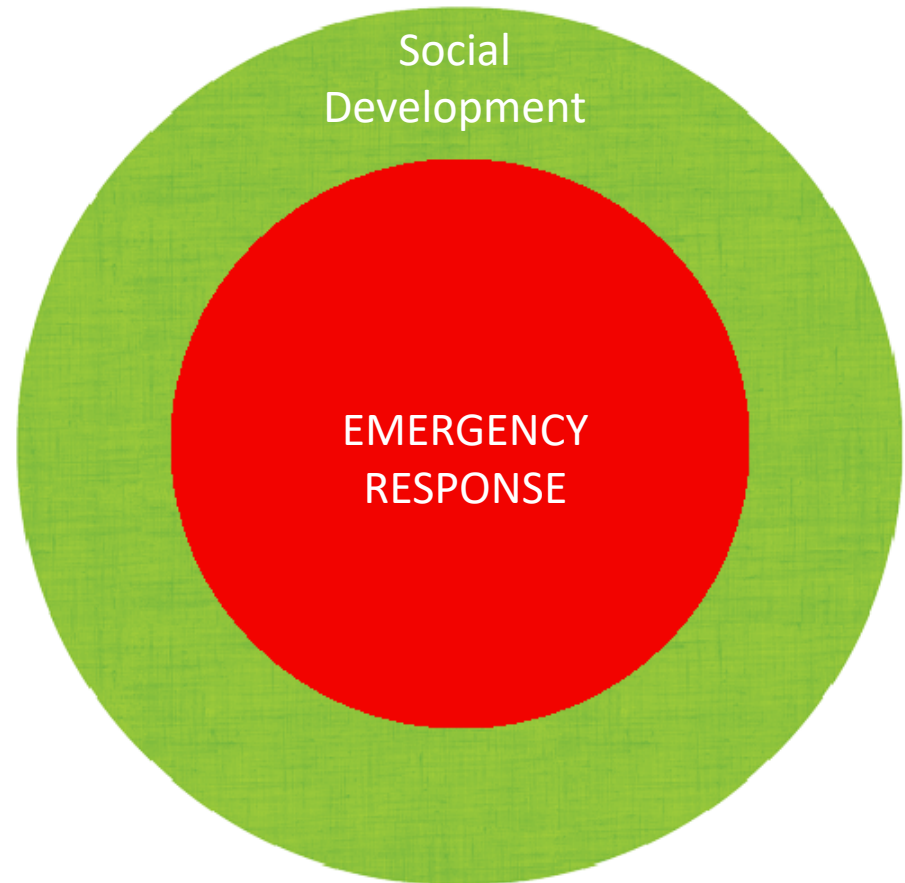


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# Safety & Well-Being Framework

- Access to employment opportunities
- Employment and job security
- Access to higher education
- Access to quality health care



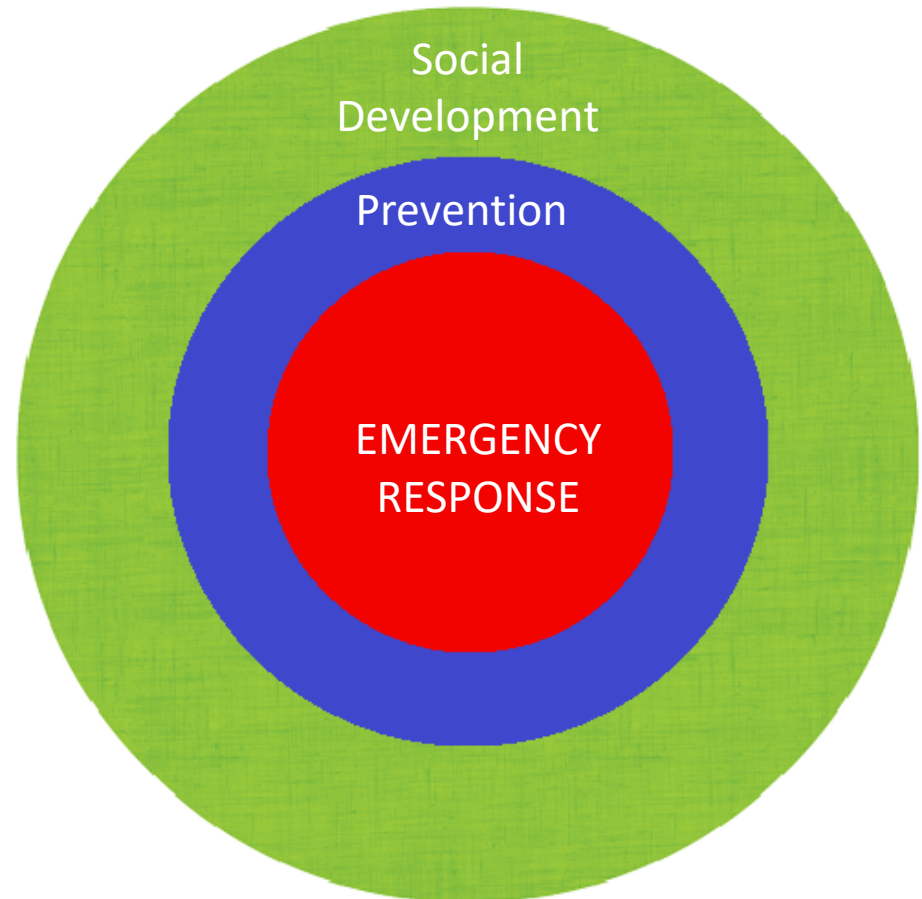
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# Safety & Well-Being Framework

By further, introducing **preventative programming** the need for incident response is reduced yet again.

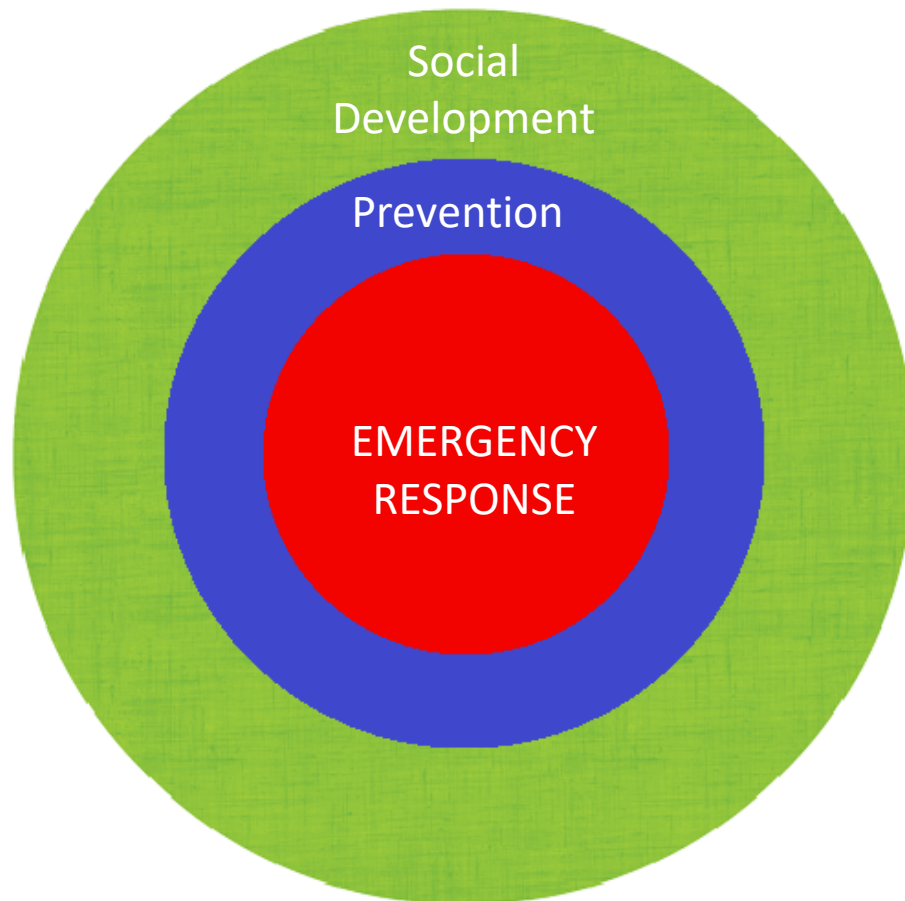


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# Safety & Well-Being Framework

- What are the known risk factors?
- Who in the community is vulnerable to them?
- What protective factors can we install to protect those who are at risk?

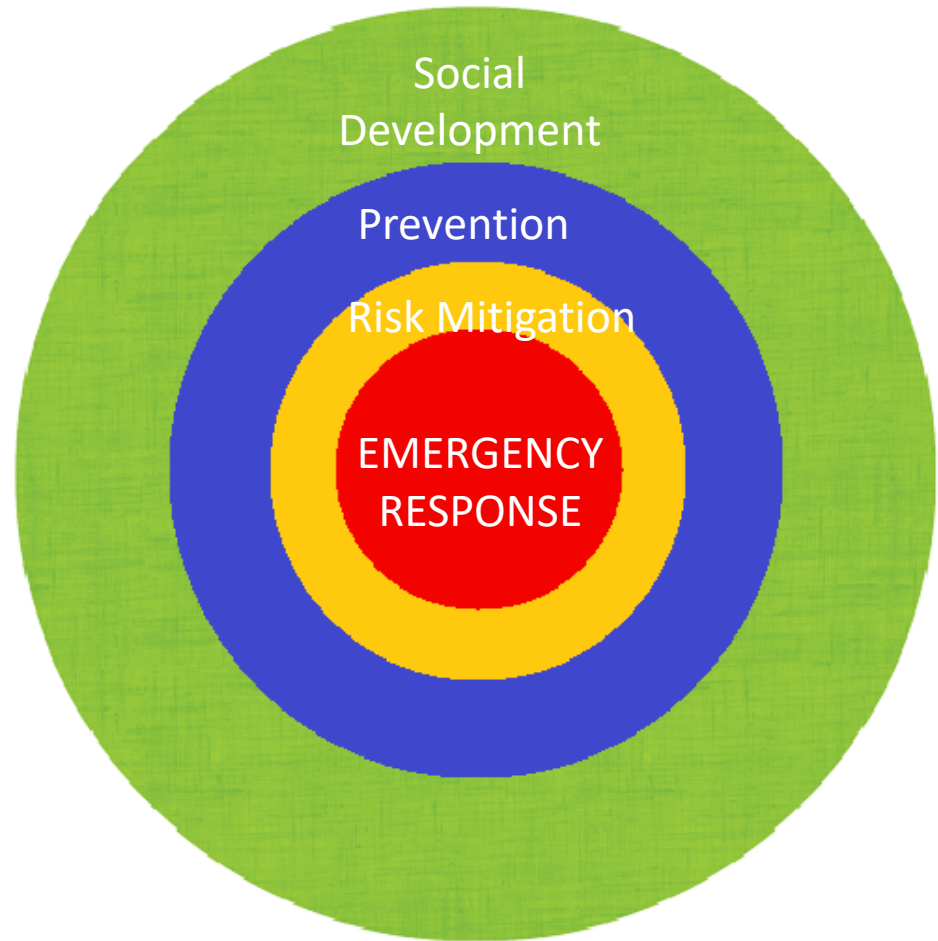


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# Safety & Well-Being Framework

**Risk mitigation** speaks to the systems and resources in place to address situations of acutely elevated risk to prevent anticipated harms

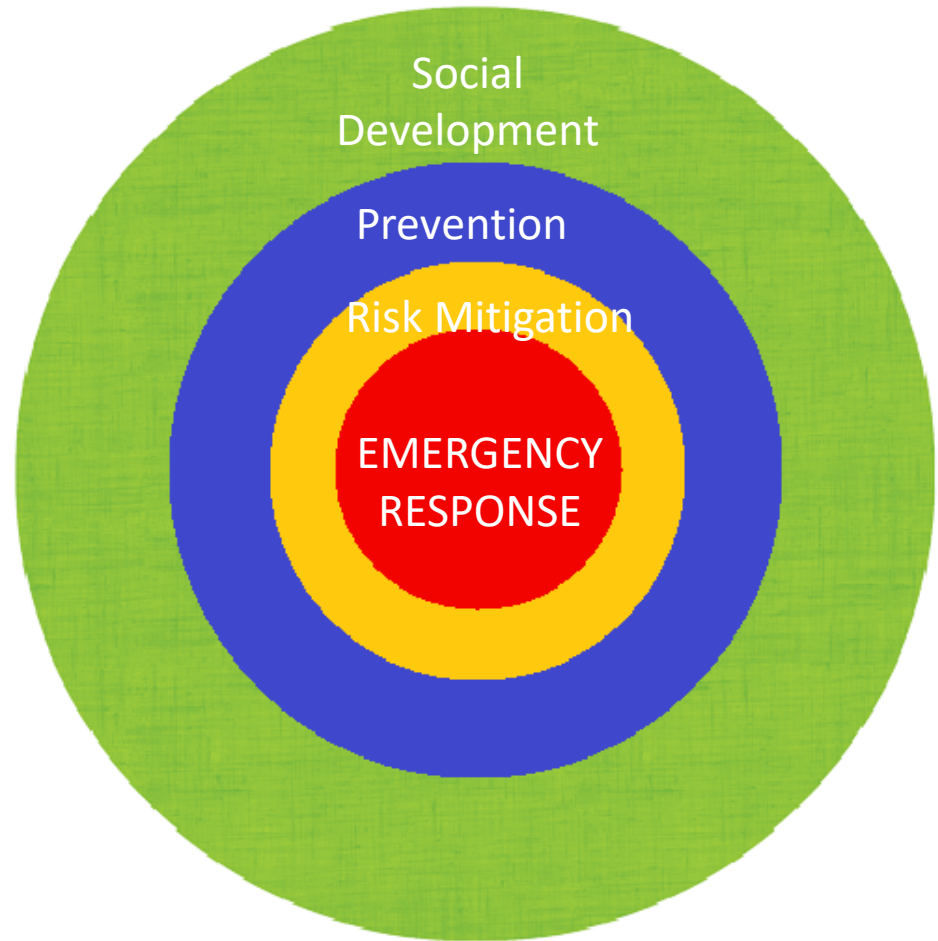


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# Safety & Well-Being Framework

- Renfrew County Situational Table



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# Safety & Well-Being Framework

- Initial meeting April 2017 – monthly meetings since.
- Currently 14 partner agencies



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# Safety & Well-Being Framework

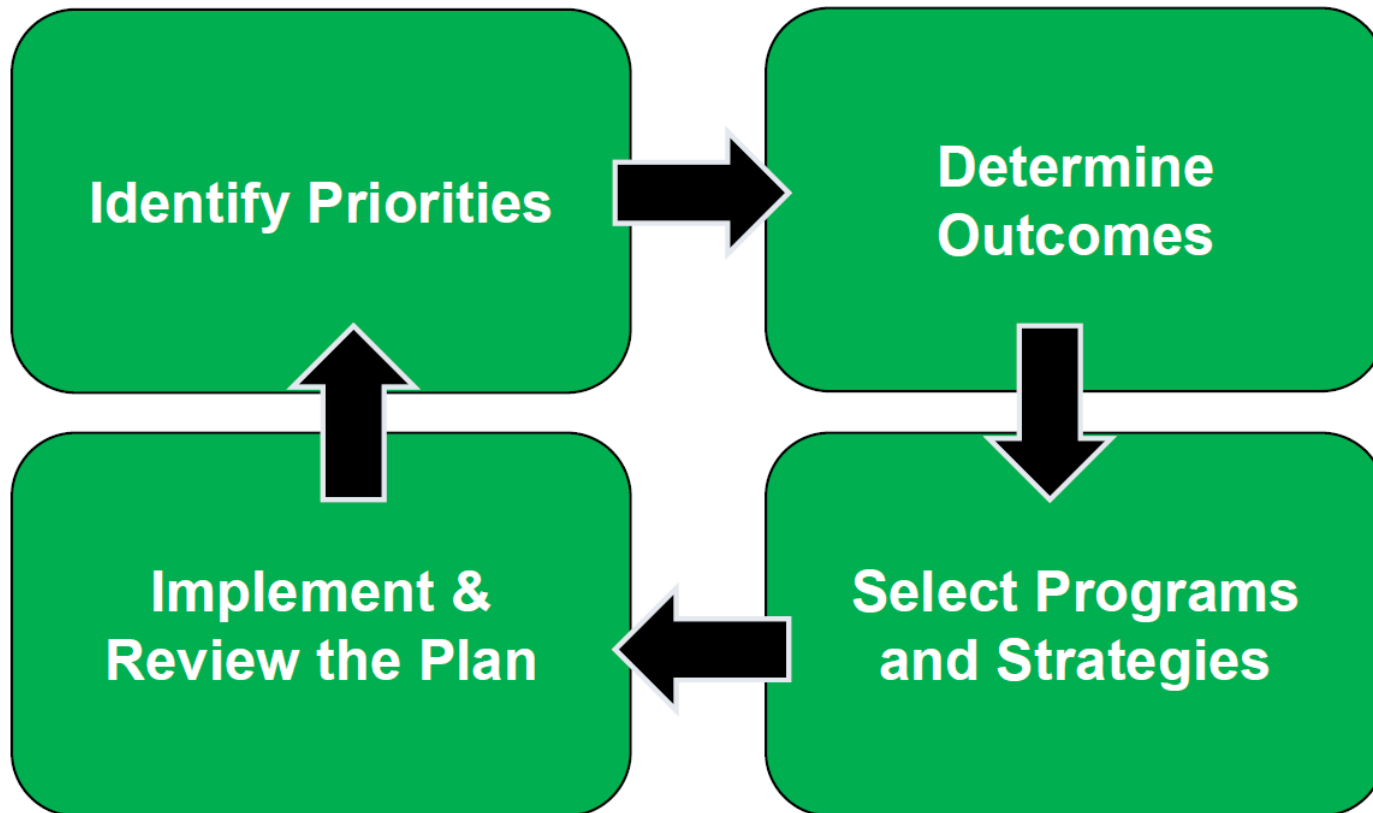
	Life Skills Training	Multi-Dimensional Training Foster Care	Multisystemic Therapy	Functional Family Therapy	Nurse-Family Partnerships	Strengthening Families Program 10-14
Per Dollar Return on Investment	\$25.72	\$11.14	\$3.61	\$14.56	\$3.59	\$7.82

Evidence shows that social development approaches are cost effective and are effective at reducing crime and victimization. Research and current practices internationally, nationally and locally indicate that social development activities that target the risk factors of crime are the best way to address crime.

It is important to know what risk factors exist within a community and implement the appropriate protective factors to mitigate harm.



# Safety & Well-Being Framework



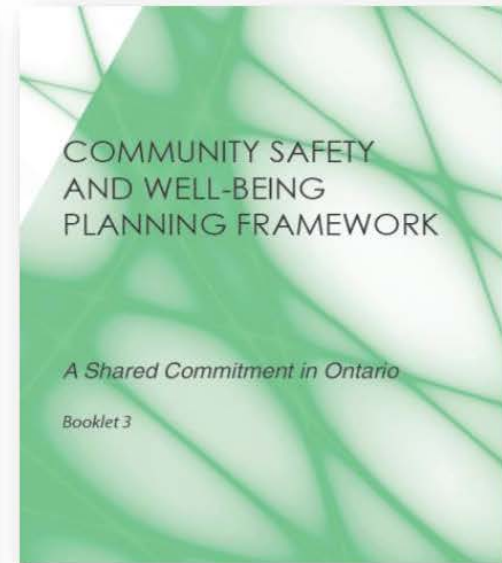
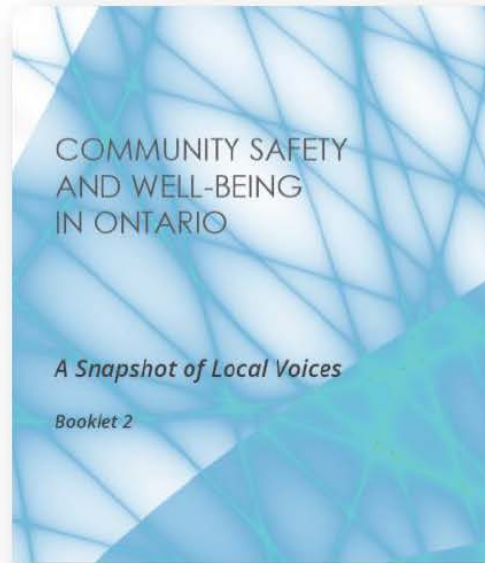
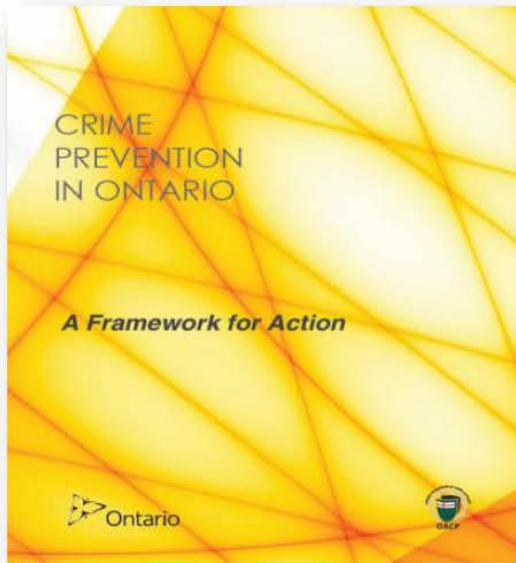
Planning Process

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# Safety & Well-Being Framework Resources



2012

2014

2017

Available through the MCSCS website under publications

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# Path to Future

**Champions** – public figures who express their commitment to public safety and well-being planning and rally support from the public and community agencies/organizations.

**Coordinator(s)** – Should be someone from an area that has knowledge of or authority over Community safety and well-being planning, such as social services – with the key task of recruiting the appropriate agencies/organizations and individuals to become members of the advisory committee.

**Advisory Body Members** – should be reflective of the diverse make-up of the community and be the decision makers for their respective agency/organization.

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# Path to Future

## Proposal

Completion of a county-wide action plan outlining specific strategies; risk-focused mitigation, crime prevention and social development, in support of community safety and well-being.

Tailored to reflect local anomalies and adopted by municipalities

**RETURN TO AGENDA**



# Questions?

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# Contacts

**Inspector Colin Slight**

[colin.slight@opp.ca](mailto:colin.slight@opp.ca)

**Staff Sergeant MaryAnn MacNeil**

[maryann.macneil@opp.ca](mailto:maryann.macneil@opp.ca)

**Renfrew Detachment  
Detachment Commander  
410 O'Brien Road,  
Renfrew, ON, K7V 3Z2**

**613-432-3211**

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Township Of HortonFEBRUARY 2019 BUILDING REPORT

Month	No. of Permits	2019 Value of Permits	2018 Value of Permits	2017 Value of Permits	Renos/Add Comm/Res	Garages/Storage Bldg Comm/Res	New Res	New Comm	Total SQ. FT	Stop Work Orders Issued
January			\$57,500	\$0						0
February	4	\$604,000	\$0	\$0	4				5,542	0
March			\$1,108,000	\$394,500						0
April			\$288,000	\$945,000						0
May			\$824,000	\$125,000						0
June			\$1,977,000	\$657,000						0
July			\$595,000	\$447,000						0
August			\$690,800	\$385,000						0
September			\$1,141,000	\$1,782,000						0
October			\$330,300	\$453,250						0
November			\$1,000	\$387,000						0
December			\$45,000	\$0						0
<b>TOTALS</b>	<b>4</b>	<b>\$604,000</b>	<b>\$7,057,600</b>	<b>\$5,575,750</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,542</b>	<b>0</b>

[RETURN TO AGENDA](#)

# THE CORPORATION OF THE TOWNSHIP OF HORTON

## BY-LAW NO. 2019-21

### A BY-LAW TO AUTHORIZE THE AMMENDMENT OF THE AGREEMENT BETWEEN

BEAUMEN WASTE MANAGEMENT SYSTEMS LTD.

*Hereinafter called the 'Contractor'*

AND

THE CORPORATION OF THE TOWNSHIP OF HORTON

*Hereinafter called the 'Municipality'*

**WHEREAS** Council of the Township of Horton passed Resolution #2018-205 to amend the existing Recycling Agreement, specifically Section 8.3 – Schedule of Prices Item 1 d) Recyclable Material Processing to reflect the increase to \$0.26 price/unit/week effective June 1<sup>st</sup>, 2018 to December 31<sup>st</sup>, 2018;

**AND WHEREAS** at the Regular Council Meeting on March 5<sup>th</sup>, 2019, Council agreed to continue the amended agreement for the 2019 year;

**NOW THEREFORE** the Council of the Corporation of the Township of Horton **ENACTS AS FOLLOWS:**

1. That the Mayor and CAO/Clerk be authorized to execute the Amended portion of the agreement attached hereto as Schedule "A" and forming a part of this by-law with Beaumen Waste Management Systems Ltd.
2. That this by-law shall come into effect upon the passing thereof.

Read a First and Second Time this 19<sup>th</sup> day of March, 2019.

Read a Third Time and Passed this 19<sup>th</sup> day of March, 2019.

---

MAYOR David M. Bennett

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CAO/CLERK Hope Dillabough

**RETURN TO AGENDA**

**SCHEDULE ‘A’**

**SECTION 8.0 – RECYCLING COLLECTION – FORM TENDER  
SCHEDULE OF PRICES – TOWNSHIP OF HORTON**

**PART A**

**8.3 SCHEDULE OF PRICES – TOWNSHIP OF HORTON**

**TABLE 8.3.1 – HORTON – MANDATORY CURBSIDE COLLECTION, PROCESSING AND MARKETING SERVICES**

Item #	Item Description	Unit C	Est. Quantity	#Weeks/ Year	Times/ Week	Price/Unit /Week	Annual Amount
1. d)	Recyclable Material Processing	Total Stops	1354	26	1	\$0.26	\$9,153.04

**THE CORPORATION OF THE  
TOWNSHIP OF HORTON**

**BY-LAW NO 2019-22**

**BEING A BY-LAW TO ESTABLISH TARIFF OF  
FEES FOR THE TOWNSHIP OF HORTON FOR  
SERVICES.**

**WHEREAS** Councils of local municipalities are empowered by Section 391 of the Municipal Act, R.S.O. 2001 to establish by-laws. Without limiting sections 9, 10 and 11, those sections authorize a municipality to impose fees or charges on persons,

- (a) for services or activities provided or done by or on behalf of it;
- (b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- (c) for the use of its property including property under its control. 2006, c. 32, Sched. A, s. 163 (1).

**AND WHEREAS** Section 69 of the Planning Act, R.S.O. 1990, as amended, provides that the Council of a Municipality may by by-law prescribe a tariff of fees for planning matters;

**AND WHEREAS** Section 35 of the Municipal Act, R.S.O. 2001 permits a municipality to pass by-laws removing or restricting the common law right of passage by the public over a highway and the common law right of access to the highway by an owner of land abutting a highway;

**AND WHEREAS** the Corporation of the Township of Horton deems it necessary and desirable to regulate the construction and alteration of entranceways, private roads, or other facilities that permit access to Township Roads and to provide for the issuing of permit related thereto;

**AND WHEREAS** Part X, Section 100(4) of the Ontario Environmental Protection Act provides that a municipality designated by regulations has the right to compensation from the owner of a pollutant and the person having control of the pollutant for all reasonable cost and expense incurred in acting under subsection (1);

**AND WHEREAS** the Corporation of the Township of Horton deems it desirable to adopt a schedule of Fees for inspections and other services provided by the Fire Department of the Municipality;

**NOW THEREFORE** the Council of the Corporation of the Township of Horton deems it expedient to enact a by-law to establish a tariff of fees as follows:

- 1) The fees and charges set out on the attached Schedules are hereby imposed and ratified. Set out as follows:

Building and Septic Fees	Schedule "A"
Waste Site Fees	Schedule "B"
Planning Fees	Schedule "C"
Draft Agreement for Planning	Schedule "D"
Administration/Miscellaneous Fees	Schedule "E"
Recreation Fees	Schedule "F"
Fire Department Fees	Schedule "G"
Transportation Fees	Schedule "H"

- 2) All fees and charges set out in this by-law shall be payable prior to the provision of the service unless an agreement in writing is made to the contrary and approved by a municipal official.

**RETURN TO AGENDA**



- 3) In the event any fee or charge imposed herein remains unpaid after provision of the service or is otherwise in arrears, such fees or charges may be added to the Tax Roll for any real property in the municipality, the owner of which is responsible for paying the fee or charge and shall be collected in like manner as municipal taxes.
- 4) Council does hereby delegate to the CAO/Clerk and/or the Finance Manager of The Township of Horton, the authority to administer such fees and charges and approve such forms and procedures as may be required for the efficient administration of the fees and charges.
- 5) This By-law shall come into force and effective upon passing.

**THAT** upon recommendation of the Treasurer and approval of Council, all Fees and Charges established in this By-law may be adjusted annually on the 31st of December in each year commencing on the 31st of December 2019, in accordance with Statistics Canada Consumer Price Index and rounded up to the nearest dollar in Schedules A, B, C, D, E, F, G and H and/or cents in Schedule A;

**BE IT FURTHER ENACTED**, that all By-Laws or parts thereof, and all or any Resolutions of Council contrary thereto, or inconsistent herewith, be and the same are hereby repealed.

**AND BE IT FURTHER ENACTED**, that this by-law comes into effect April 1, 2019 unless otherwise stated.

**AND BE IT FURTHER ENACTED**, that by-law 2018-49 be repealed.

Read a First and Second Time this 19<sup>th</sup> day of March, 2019.

Read a Third Time and Passed this 19<sup>th</sup> day of March, 2019.

---

MAYOR David M. Bennett

---

CAO/Clerk Hope Dillabough

**CORPORATION OF THE TOWNSHIP OF HORTON**  
**Schedule “A” to By-Law 2019-22**

**BUILDING AND SEPTIC FEES**

(All permits must be paid for and in the owner’s possession within 30 days of being notified by the municipality or the permit may be revoked.)

<b><u>Type</u></b>	<b><u>Fee</u></b>
Minimum Fee	\$ 100.00
Residential Building	.55/sq.ft.
Farm Building	.20/sq. ft. min \$100.00
Decks	\$ 100.00
Accessory Bldg/Garages	.40/sq.ft.
Additions to Residential Buildings	.55/sq.ft.
Mobile Home	.25/sq. ft.
Alterations & Renovations	.55/sq. ft.
Swimming Pool	\$ 100.00
Commercial/Industrial Buildings/Additions	.40/sq.ft.
Demolition	\$ 100.00
Transmitter Tower – 30 feet and under and include Windmill	\$ 2,000.00
Transmitter Tower – over 30 feet and include Windmill	\$ 5,000.00
Solar Panel (With Council’s Approval)	Per Property Class
Commencing Construction without a Permit	Twice Building Fee
Outdoor Wood Burning Appliance	\$ 100.00
Additional Inspection	\$ 100.00
Additional Inspection after 4 Years of Permit Issued	\$ 400.00
Occupancy Permit or Final Inspection	\$ 100.00
Change of Use	Applicable Rate plus \$200.00
Plumbing & Repair	Included in fees above
Consent Application Fees (septic comments)	\$ 100.00/application
Revision or Renewal of Permit	\$ 100.00
Cancellation of Permit	80% Refund at application stage 60% Refund if Permit Issued
Compliance Letter	\$ 100.00
Class 2 (grey water)	\$ 300.00
Class 3 (cess pool)	\$ 300.00
Class 4 (leaching or filter bed)	\$ 400.00
Class 5 (holding tank)	\$ 350.00
Engineered System	\$ 350.00

**RETURN TO AGENDA**

**CORPORATION OF THE TOWNSHIP OF HORTON**  
**Schedule “B” to By-Law 2019-22**

**WASTE SITE FEES**

(Vehicles are to be assessed by the Attendants at the Landfill Site,  
and tipping fees must be paid prior to dumping load.)

<b><u>Type</u></b>	<b><u>Fee</u></b>
Special Opening of Site	\$ 40.00
(Accompanied by an attendant – minimum 1-hour charge)	
Garbage Tags (sold at office)	\$ 2.00
Garbage Bags taken to Landfill Site	\$ 2.00/bag or attach Garbage Tag purchased at office
Metal – White Goods (Freon must be removed and Fridge must be tagged)	No charge
Half-Ton Vehicle, or Half-Ton Trailer or Passenger Van	\$ 20.00
Half-Ton Vehicle or Passenger Van with Half-Ton Trailer	\$ 40.00
One-Ton Vehicle	\$ 40.00
Tandem Axle Dump Trucks	\$ 14.00/cubic meter
Tri-Axle Dump Trucks	\$ 14.00/cubic meter
Tractor Trailer Trucks	\$ 14.00/cubic meter
Roll-Off Bins	\$ 14.00/cubic meter
Garbage Packer Load – (half load or more)	\$ 300.00
Garbage Packer Load – (half load or less)	\$ 150.00
Soil Contaminated with Fuel Oil	\$ 50.00/cubic meter
Construction/Demolition/Fire Clean Up - Unsorted	\$ 300.00 per load plus \$15.00/cubic meter
Construction and Demolition - Separated	\$ 14.00/cubic meter
Construction and Demolition – Mechanically Ground	\$ 12.00/cubic meter
Passenger Tire up to 16”	Free or \$3.00 with attached rim
Tires 17” to 24.5”	Free or \$9.00 with attached rim
Tires Over 24.5”	Free or \$25.00 with attached rim
Over 6’	Free or \$25.00 with attached rim
Blue Box - Large	\$ 6.00
Restocking Fee (Purchases of more than 5 items)	15%

**RETURN TO AGENDA**

**CORPORATION OF THE TOWNSHIP OF HORTON**  
**Schedule “C” to By-Law 2019-22**

**PLANNING FEES**

<b><u>Type</u></b>	<b><u>Fee</u></b>
Zoning Amendment Application	\$ 200.00 plus County of Renfrew Application fee
Official Plan Amendment Application	\$ 200.00 plus County of Renfrew Application fee
Minor Variance Application	\$ 450.00
Site Plan Control Application	\$ 500.00
Site Plan Control Offences	\$ 1,000.00 per incident
Subdivision Development Application	\$1,000.00 with a \$5,000.00 deposit for Professional Cost Recovery (up to the agreement stage)
Planner – Hourly Rate	Cost Recovery
Lawyer – Hourly Rate	Cost Recovery
Engineer – Hourly Rate	Cost Recovery
Engineering Technician – Hourly Rate	Cost Recovery
Planning Technician – Hourly Rate	Cost Recovery
Secretary – Hourly Rate	Cost Recovery
Special Council Meeting	\$ 350.00
Zoning Compliance	\$ 60.00
Planning Comment – Hourly Rate	\$ 50.00
Subdivision Compliance Report	\$ 50.00
Zoning By-law Text and Schedules	\$ 50.00
Sale of Land	Appraisal plus costs.
Severance Application	\$ 200.00

**Agreement for Draft Plan of Subdivision, Certain Severance Applications, Zoning By-law Amendments on Specific Questions or Concerns raised by the Owners is Schedule “D” to By-law 2019-22.**

**RETURN TO AGENDA**

**CORPORATION OF THE TOWNSHIP OF HORTON**  
**Schedule "D" to By-Law 2019-22**

AGREEMENT FOR DRAFT PLAN OF SUBDIVISION/CERTAIN SEVERANCE  
 APPLICATIONS/ZONING BY-LAW AMENDMENTS/CERTAIN OMB HEARINGS  
 AND ON SPECIFIC QUESTIONS OR CONCERNS RAISED BY THE OWNERS

**THIS AGREEMENT MADE** in duplicate this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

**B E T W E E N:**

\_\_\_\_\_  
 Hereinafter called the "OWNERS"

OF THE FIRST PART

**A N D:**

THE CORPORATION OF THE TOWNSHIP OF HORTON

Hereinafter called the "CORPORATION"

OF THE SECOND PART

**WHEREAS** the Owners are seeking to obtain approval for a \_\_\_\_\_

\_\_\_\_\_ with the Corporation:

**AND WHEREAS** in order to undertake such review it will be necessary for the Corporation to employ the services of its Lawyer, Planner, Engineer, and Township personnel, and the Owners have agreed to reimburse the Corporation for the fees incurred for retaining such professional advice whether or not such proposal is proceeded with.

**NOW THIS INDENTURE WITNESSETH** that in consideration of the premises and the sum of ONE (\$1.00) DOLLAR now paid by the Corporation to the Owners, the Owners hereby covenant and agree with the Corporation that notwithstanding whether the above noted proposal receives approval and is proceeded with, the Owners shall pay to the Corporation an amount equal to all Planning, Engineering and Legal Fees, and all administrative costs and disbursements incurred by the Corporation for reviewing the proposal, for advice with regard to the proposal, for the preparation of any agreements in connection therewith and for the supervision of any part of the site to which to proposal relates: and the Owners shall deposit with the Corporation the sum of \_\_\_\_\_ prior to the signing of this Agreement on account of such fees and disbursements. Copies of the account of such fees and disbursement shall be delivered to the Owners forthwith upon receipt of such accounts from the Corporation's Planners, Engineers and Solicitors. Said amount will be deducted from the deposit. The Owners agree that there will be no interest paid on account of any deposit held by the Corporation under this agreement.

When the total professional fees and disbursements equal the deposit, all work of the Township shall stop on the project until the Owner deposits a further \_\_\_\_\_ to cover additional fees and disbursements. The deposit shall thereafter be increased in increments of \_\_\_\_\_ until the decision is final or the work is completed as the case may be. The Owner agrees to have on deposit upon registration of any Plan of Subdivision, Five Thousand Dollars (\$5,000.00) to cover engineering, legal and planning fees which may accrue after such registration.

**RETURN TO AGENDA**

RETURN TO AGENDA

**CORPORATION OF THE TOWNSHIP OF HORTON**  
**Schedule "E" to By-Law 2019-22**

**ADMINISTRATION FEES**

<b><u>Type</u></b>	<b><u>Fee</u></b>
Septic Search	\$ 50.00
Photocopy	\$ .25/copy
Tax Certificate	\$ 35.00
Duplicate Tax Receipt or Tax Bill	\$ 5.00
Map - County	\$ 5.00 (plus HST)
Map - Township	\$ 10.00 (plus HST)
Request for Information - Application	\$ 5.00 (plus HST)
Request for Information – Search Time	\$ 15.00/¼ hour (plus HST)
Request for Information – Record Preparation	\$ 15.00/¼ hour (plus HST)
Integrity Commissioner Review (Staff No Charge)	\$ 150 per grievance, 50%, returned if successful
Lottery License (Valley Heritage Radio fees waived in lieu of free Horton Corner Advertising)	3% of prize value
Facsimile – Transmit	\$ 2.00 (plus HST)
Facsimile – Receive	\$ 2.00 (plus HST)
Admin Fee under Line Fences Act	\$ 200.00 (plus HST) plus a \$ 300.00 deposit
Returned Payment Charge	\$ 25.00 (plus HST)
Township Flag	\$ 45.00 (plus HST)
Township Golf Shirt	\$ 25.00 (plus HST)
Township Coffee Mug	\$ 6 each of 2 for \$10 (plus HST)
Tax Sale Tender Package	\$ 25.00 (plus HST)
Tax Sale Process	\$ 150.00 (plus HST) plus costs
CAO/Clerk	Cost Recovery (plus HST)
Treasurer/Tax Collector	Cost Recovery (plus HST)
Deputy Clerk	Cost Recovery (plus HST)
Clerk Receptionist	Cost Recovery (plus HST)
Custodial	Cost Recovery (plus HST)
Dog Licenses – Before March 31 <sup>st</sup>	\$ 20.00 first dog \$ 25.00 second dog
Dog Licenses – After March 31 <sup>st</sup>	\$ 25.00 first dog \$ 30.00 second dog
Replacement Tag	\$ 5.00
Kennel License	\$ 60.00 plus \$5.00 tag per dog
Civic Address Number Fee	\$ 75.00

**RETURN TO AGENDA**

**CORPORATION OF THE TOWNSHIP OF HORTON**  
**Schedule “F” to By-Law 2019-22**  
**RECREATION FEES**

<b><u>Community Hall Rental</u></b>	<b><u>Fee</u></b>
Hourly Rental	\$ 25.00 (plus HST)
Half Day (2 to 4 hours; ends by 5 pm)	\$ 100.00 (plus HST)
Half Day Conference Room (2 to 4 hours; ends by 5 pm)	\$ 75.00 (plus HST)
Full Day (5 to 8 hours; ends by 5 pm)	\$ 150.00 (plus HST)
Full Day Conference Room (5 to 8 hours; ends by 5 pm)	\$ 125.00 (plus HST)
Funeral Reception	\$ 100.00 (plus HST)
Fundraising - Township	No Charge
Evening (after 6 pm)	\$ 225.00 (plus HST)
Castleford/Balsam Hill/Lochwinnoch Women's Inst's.	\$ 100.00 (plus HST)
Township of Horton Church Group	One free rental per year
Decoration Rental (evening prior to rental, booked after Jan 1 2018)	\$ 40.00 (plus HST)
<b><u>Community Hall Fees</u></b>	<b><u>Fee</u></b>
Use of Kitchen (Includes Stove but Not Dishwasher)	\$ 100.00 (plus HST)
Dish Rental	\$ 2.50 per place setting (plus HST)
Corkage Fee	\$ 4.00/bottle (plus HST)
Alcohol – (Beer/Liquor per unit)	\$ 4.50 (includes HST)
Alcohol – (Cooler/Wine/Craft Beer per unit)	\$ 5.50 (includes HST)
Alcohol – (Other Specialty Drinks)	\$ 6.00 (includes HST)
Pop/Water (per unit)	\$ 1.00 (includes HST)
Damage/Cleaning Deposit (returned if hall is OK after)	\$ 500.00 (Prepaid VISA)
Event Advertising – Community Board	\$ 25.00 (plus HST)
<b><u>Ice Rental</u></b>	<b><u>Fee</u></b>
Adult Shinny Season Pass or Season Pass	\$ 25.00/person (plus HST)
Shinny Hockey	\$ 2.00/person (includes HST)
Hourly Ice Rental	\$ 65.00 (plus HST)
Family Skate/Public Skating	Donation
Broomball	\$ 35.00/person (plus HST)
Recreational Ice Hockey (per person/per season)	\$100.00 Adult is plus HST
Rink Board Advertising (sign owner provides)	\$500.00 setup (plus HST) \$250.00 annual after (plus HST)
<b><u>Other Recreation Fees</u></b>	<b><u>Fee</u></b>
Boat Launch (Season Pass)	\$ 45.00 Non Resident
<i>(Residents are allowed two free launches per season in order to launch and pick up at beginning and end of season.)</i>	\$ 35.00 Resident
Boat Launch (Day Pass)	\$ 8.00
<b><i>(All boat launch passes will be plus HST effective January 1, 2019)</i></b>	
Boat Launch – Fine If No Pass	\$ 30.00
Euchre (per person/per evening)	\$ 4.00 (includes HST)
Dance Admission	\$ 10.00 (includes HST)
Volleyball (per person)	\$ 30.00 (plus HST)
Aerobics/Zumba/Fitness/Shuffle Board/Individual Sports (per person/class)	\$ 5.00 (plus HST)
Pickle Ball	\$3.00/Class \$20.00/Season (Punch Card System) (plus HST)
Flag Football	\$ 30.00
Advertising in Horton Corner (Private Events Only)	Cost Recovery (plus HST)
Dance Lessons	Rate as per annual agreement
Soccer Registration	\$60.00/person
Catering Fees	Established by Committee - Varied (plus HST)
Fundraising Events	Established by Committee – Varied (meals plus HST)
Horton Hoedown	Established by Committee (plus HST)

**RETURN TO AGENDA**



CORPORATION OF THE TOWNSHIP OF HORTON  
Schedule “G” to By-Law 2019-22  
FIRE DEPARTMENT FEES

Item	Column 1  Short Form Wording	Column 2  Provision creating or defining offence	Column 3  Set fine
1	Set, Maintain or allow an Open Air Fire during Fire Season	2.1 (a)	\$450.00
2	Set, Maintain or allow an Open Air Fire without a Permit	2.1 (b)	\$450.00
3	Burn Prohibited Materials	2.1 (c)	\$250.00
4	Impede visibility public thoroughfare	2.1 (d)	\$250.00
5	Set or maintain Open Air Fire R1 Zone	2.1 (e) (i)	\$250.00
6	Set or maintain Open Air Fire MHP Zone	2.1 (e) (i)	\$250.00
7	Set or maintain Open Air Fire LSR Zone	2.1 (e) (i)	\$250.00
8	Set or maintain an oversize Open Air Fire	2.1 (e) (ii)	\$250.00
9	Set or maintain an Open Air Fire within 10 meters of a building or wooded area	2.1 (e)(iii)	\$250.00
10	Set or maintain an Open Air Fire within 5 meters of flammable material	2.1 (e)(iv)	\$250.00
11	Burn restricted materials, no special permission	2.1 (f)	\$450.00
12	Burn grass or leaf litter	2.2	\$250.00
13	Burn Household Waste or Prohibited Materials in a Burn Barrel or Incinerator	2.3	\$250.00
14	Burn materials in a Burn Barrel or Incinerator in Fire Season	2.3 (a)	\$250.00
15	Burn Household Waste or Prohibited Materials in an Outdoor Furnace	2.4 (a)	\$450.00
16	Set or maintain Open Air Fire underage supervision	3.1 (a)	\$250.00
17	Set or maintain Open Air Fire no fire control measures on site	3.1 (b)	\$250.00
18	Set or maintain Open Air Fire non approved times	3.1 (c)	\$250.00
19	Set or maintain Open Air Fire adverse burning conditions	3.1 (d)	\$250.00
20	Campfire not set or maintained in an Approved Pit	3.2	\$250.00
21	Set or maintain an Open Air Fire during a level 1 (yellow rating) fire ban	4.2	\$450.00
22	Set or maintain an Open Air Fire during a level 2 (red rating) fire ban	4.3 (a)	\$450.00
23	Set, maintain or allow any Campfires during a level 2 (red rating) fire ban	4.3 (b)	\$450.00
24	Set, maintain or allow any fire in any Burn Barrel or Incinerator during a level 2 (red rating) fire ban.	4.3 (c)	\$450.00

### **Schedule of Fees**

1. Fees to respond to and investigate a complaint in regard to a possible violation under Section 2.0 about Open Air Fire/Bonfire
  - a. Fee of \$75.00 per response payable by the permit holder or person setting, maintaining or allowing such fire to be lit if the complaint is substantiated
  - b. Fee of \$75.00 per response payable by the complainant if the complaint is not substantiated
    - (i) Fee may be waived at the discretion of the investigator if in their opinion the complaint was reasonable and made in good faith but investigation showed no violation under any section of this by-law had occurred.
2. Cost Recovery Fees:
  - a. Dispatch of Fire-fighters - (to be calculated at \$25 per hour for a minimum of 2 hours per fire fighter responding to the scene and calculated on one half hour increments thereafter).
  - b. Dispatch of Fire Response vehicles actively involved in an emergency response. - First hour (or part thereof) \$450.00 per vehicle, each additional half hour \$225.00 per vehicle.
  - c. Actual costs incurred by the Township for additional firefighting support from other outside agencies.
  - d. Actual costs incurred by the Township to replace consumables.
  - e. A 15% Administration charge shall be added to the Cost Recovery Fees calculated in clauses 2 a., 2 b., 2 c. and 2 d. set out above.

**CORPORATION OF THE TOWNSHIP OF HORTON**  
**Schedule "H" to By-Law 2019-22**

**TRANSPORTATION FEES**

All operator and cost recovery rates are subject to the following:

1. "Regular Hours of Work" – "Regular Hours of Work" shall mean Monday to Friday 7:00 am to 3:30 pm excluding Statutory Holidays as stated in Township Policy. Summer hours may apply.
2. "Outside Regular Hours" – "Outside Regular Hours" of work shall mean any hours worked beyond those hours defined as Regular Hours of Work. Regular Hours of Works rate is one and half times the regular rate.
3. "Emergency Rate" – "Emergency" means a serious, unexpected, or unforeseen combination of circumstances and often dangerous situation requiring immediate action, need for assistance or relief. Emergency rate is three times the regular rate.

**Note: All cost recovery rates below are deemed to be at the regular hours of work rate unless outside regular hours or emergency rates apply.**

<b><u>Type</u></b>	<b><u>Fee</u></b>
Entrance Permits (One Time Inspection) (Security Deposit of \$350, Increase to \$750.00 If a Culvert is Required, Deposit Returned After Final Inspection)	\$ 150.00
Additional Inspections for Entrance Permits	\$ 100.00
Tile Drain and Utility Road Crossing Permit	\$ 500.00 deposit plus Fees to Recover Reasonable Costs of the Municipality for works.
Sale of Used Culverts/Work Requests etc.	Cost Recovery
Private Road & Driveway Grading	As Per Policy T-01

**Note: All municipal equipment shall be operated by municipal employees at the unit rate plus cost recovery rates stated below.**

Excavator	\$ 82.00/hr plus operator
Grader	\$ 87.00/hr plus operator
Half Ton	\$ 28.00/hr plus operator
Loader/Backhoe	\$ 50.00/hr plus operator
Tandem Axle Dump Truck	\$ 80.00/hr plus operator
Water Truck	\$ 80.00/hr plus operator
Public Works Manager	Cost Recovery
Public Works Superintendent	Cost Recovery
Machine Operator	Cost Recovery
Labourer	Cost Recovery
Chipper Rental	\$ 45.50/hr plus operator

**CORPORATION OF THE TOWNSHIP OF HORTON****BY-LAW NO. 2019-23****A BY-LAW TO CONFIRM PROCEEDINGS OF  
THE COUNCIL OF THE TOWNSHIP OF HORTON  
AT THE REGULAR COUNCIL MEETING HELD MARCH 19<sup>TH</sup>, 2019**

**WHEREAS** Subsection 5(1) of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, provides that the powers of a municipal corporation are to be exercised by its Council;

**AND WHEREAS** Subsection 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law;

**AND WHEREAS** it is deemed expedient and desirable that the proceedings of the Council of the Corporation of the Horton at this meeting be confirmed and adopted by by-law;

**THEREFORE** the Council of the Township of Horton enacts as follows:

1. That the actions of the Council at the meeting held on the 19<sup>th</sup> day of March, 2019 and in respect of each motion, resolution and other action passed and taken by the Council at its said meetings, is, except where the prior approval of the Ontario Municipal Board or other body is required, hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this by-law.
2. That the Head of Council and proper officers of the Corporation of the Township of Horton are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain appropriate approvals where required, except where otherwise provided, and to affix the Corporate Seal of the Corporation of the Township of Horton to all such documents.
3. That this By-Law shall come into force and take effect upon the passing thereof.

READ a first and second time this 19<sup>th</sup> day of March, 2019.

READ a third time and passed this 19<sup>th</sup> day of March, 2019.

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MAYOR David M. Bennett

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CAO/CLERK Hope Dillabough