



STAFF REPORT

DEPARTMENT: Treasury

CHAIR: Councillor G. Canning

DATE: April 23, 2018

Report No.: TR-2018-13, Budget 2018 Approval

RECOMMENDATION:

That Report TR-2018-13, Budget 2018 Approval dated April 23, 2018 be received; and

That Council approve the 2018 Municipal Operating Budget in the gross amount of \$27,006,677 requiring a net amount of \$19,678,664 to be raised through property taxation; and

That Council approve the 2018 Municipal Capital Budget representing a gross expenditure of \$9,447,428; and

That the Director of Finance/Treasurer be directed to present the 2018 Tax Rate By-law for all classes of property assessment for consideration by Council at the May 28, 2018 Council Meeting; and

That the 2018 Water and Wastewater Operating Budget in the gross amount of \$7,712,138 be approved; and

That the 2018 Water and Wastewater Capital Budget representing a gross expenditure of \$6,459,030 be approved; and

That the Director of Engineering, Water and Wastewater Services be directed to present an updated Water and Wastewater Rate By-Law to establish the 2018 Water and Wastewater rates for both the monthly fixed fee and the variable charge per cubic metre of consumption reflecting an average increase of ____; and

That in accordance with s.s.5(1) of the Development Charges Act, 1997 and s.5 of Ontario Regulation 82/98, it is Council's clear intention that any excess capacity provided by any of the above-referenced capital works will be paid for by future development charges.

ANALYSIS:

Budget 2018 Commentary

Budget 2018 reflects a further evolution of Midland's budget process under the current administration. Despite ongoing staffing changes at the senior (budget development) level, your Administration was able to advance the municipal budget process by three weeks ahead of last year's exercise.

Changes that impacted Budget Content and External Presentation

Council and the public will also note that there have been a number of enhancements introduced into Budget 2018 Draft #1 including:

- Change in the Corporate policy on the utilization of internal loans;
- Strategic approach respecting the allocation and funding of costs as a direct change in the provision of municipal policing;
- Introduction of Capital Project Summaries for all of the proposed rate-supported capital projects (Water and Waste Water), which will be expanded upon in future budget cycles for all capital projects;
- Improving transparency by:
 - Further rigour in separating tax-supported and rate-supported services in both operating and capital budgets;
 - Greater disclosure of the use of reserve funds for capital projects.

As an adjunct to the budget documentation and to continue our effort to provide Council and the public with a more fulsome picture and greater transparency of Town operations for 2018, a breakdown of staffing including the historic changes in the number of Full Time Equivalents (FTEs) from 2012 to 2017 is included as Attachment #1.

Budget 2018 highlights with a Monetary Impact

Revenues:

- MPUC dividend replaced by draw on eventual proceeds of sale of \$500,000, \$100,000 less than in Budget 2018 and in a declining balance over the next five years as approved per Report TR-2017-22;
- Inclusion of a \$800,000 draw on future savings related to Police Services per Report TR-2018-07;
- At Council's request the revenues were disclosed by category, a feature that will be added to future budgets.

For tax-supported operating revenues the breakdown is as follows:

Property Taxation	75.45%
Government Grants	5.05%
User Fees & Charges	12.51%
Reserve & Reserve Funds	6.99%

Expenditures:

- Moving forward with service delivery enhancements
- Ensuring compliance with new regulatory requirements
- Increasing the provision for staff training to help manage change and upgrade skills related to technology with the goal of improving overall effectiveness
- Addition of new and temporary staff positions:
 - Two contact positions in IT – advancing Service Delivery opportunities
 - Part-time building inspector
 - Procurement coordinator – identified through Service Delivery to provide improved controls, enhance transparency, improve separation of duties, address compliance requirements
- Additions to the Town's event calendar:
 - Contribution to the Feast Festival
 - Initial contribution to Tall Ships scheduled for 2019

Operating Budget Definitions

The operating budget has been presented in three columns as per established practice in the Town of Midland. The definition of these columns remains the same:

- Base – indicates the estimate of the required expenditures necessary to continue the existing service levels provided in 2017 into 2018
- One-Time – indicates those requests that are considered one-time items that should not automatically get included in the base budget in future years
- Service Level – are changes that increase or decrease the service levels and would be added or subtracted from the base in future years

Budget 2018 Proposal

This budget process commenced with the consideration of a budget guideline report which established a target tax levy increase as indicated by the following resolution:

That Report TR-2017-25 respecting the Budget 2018 Guideline be received, and

That Council endorses the Budget 2018 meeting schedule as noted in Report TR-2017-25; and

That Council directs the Director of Finance to present the 2018 Operating and Capital Budgets that reflect a net increase of 2.5 %.

Budget Schedule

Your Administration was engaged in the actual budget process over the preceding months developing the estimates in accordance with Council instructions. Our efforts were in large part focussed on compiling, reviewing, deliberating and rethinking the allocation of both expenses and revenues impacting the wide range of municipal operations provided by the Town of Midland. The Chief Administrative Officer and the Director of Finance/Treasurer met with each Department Head as well as the CEO of the Midland Public Library, and several external organizations funded through the tax base. Following these discussions, which were more granular than last year, the first draft budget submission was prepared for Council's consideration and formed the basis for the public's feedback and of Council's decision making.

Budget deliberations occurred over several Special Council Meetings:

- February 22, 2018 – External Agencies, Boards and Committees along with the Municipal Department/Service Areas and Water/Waste Water Operating Budget;
- March 1, 2018 – continuation of February 22, 2018 agenda;
- March 22, 2018 – the Municipal Department/Service Areas and Water/Waste Water Capital Budget;
- March 28, 2018 – Public Meeting to receive comments from the Residents, Taxpayers and other Stakeholders;
- April 9, 2018 – recap budget amendments considered by Council during previous budget meetings and receive final direction on Budget 2018 in preparation for approval at the regular Council Meeting on April 23, 2018.

Budget 2018 Draft #1 Operating and Capital was released on February 20, 2018 with a proposed year over year increase of \$453,101, or 2.37%, all within the original direction provided by Council. Council was further informed that a number of staff corrections had been made to the draft budget, and these were presented at the opening of budget deliberations on February 22, 2018. These staff corrections resulted in a further net reduction of \$43,000 in the base tax levy requirement to an adjusted overall increase to the budget of 2.15%:

Additional Trillium Grant Revenue (Culture)	(37,000)
Funding PT Building Inspector from Reserves	(26,000)
Correction of Harbour Hydro expense	20,000

The tax levy impact at which Council began its deliberations is summarized as follows (reference Attachment #3):

2018 Base	(81,169)	-0.42%
One Time	200,445	1.05%
Service Level	290,825	1.52%
Budget for Consideration	410,101	2.15%

Continuing the process established last year, Budget 2018 was an iterative exercise with Council considering various inputs and making changes through the course of each meeting. Budget 2018 was somewhat different given the blending of a budget discussion within the context of the General Committee on April 9, 2018. However, the Tax-Supported budget was wrapped up at that time with the understanding that Council will consider an alternate option for new rates for Water and Wastewater at its meeting on April 23, 2018.

Assessment Increase

Additions to the Town’s assessment base resulted in an increase in assessment value of \$27,444,272 (\$4,988,805 in 2017). This change positively impacted the 2018 municipal portion of the property taxes by \$294,492 or 1.6% (as compared to \$27,169 or 0.1% in 2017) based upon the 2017 tax rates. This increase in revenue has been included in the 2018 Base Budget.

Table 1 indicates the total net assessed property values by assessment class:

TABLE 1 - Assessment Value				
	\$ Dec 31/17 Assessment	\$ Jan 1/18 Assessment	\$ Increase in Assessment	% Increase in Assessment
Residential	1,438,069,250	1,454,106,848	16,037,598	0.9
Multi-Residential	67,520,100	75,788,255	8,268,155	0.4
Commercial	313,419,470	318,664,878	5,245,408	0.3
Industrial	61,405,710	59,298,821	(2,106,889)	(0.1)
TOTAL	1,880,414,530	1,907,858,802	27,444,272	1.5

Table 2 indicates the dollar value of the property taxes (Town Levy) by class of assessment at 2017 tax rates:

TABLE 2 - Town Tax Levy				
	\$ Dec 31/17 Town Levy	\$ Jan 1/18 Town Levy	\$ Town Levy Change	% Town Levy Change
Residential	13,553,731	13,666,936	113,205	0.6
Multi-Residential	895,045	1,019,871	124,826	0.7
Commercial	3,669,799	3,742,080	72,281	0.4
Industrial	835,296	819,476	(15,820)	(0.1)
TOTAL	18,953,871	19,248,363	294,492	1.6

Distribution of Prior Year Surplus/Deficit

The Town's current practice respecting the distribution of any surplus/deficit of the previous year is confirmed upon the completion of the annual financial audit. Since the timing of the audit occurs after the budget is released, the 2016 surplus/deficit, confirmed by the auditors in the summer of 2017 was distributed to/withdrawn from reserves.

Tax-Supported:

Operations in 2016 resulted in a surplus of \$366,015. The following reserves and reserve funds benefited from the surplus as follows:

Fire Equipment/Vehicle Reserve	44,780
Tax Rate Stabilization Reserve	162,594
Police Services Reserve	32,776
Building Department Reserve Fund	125,865

The positive variance (actual to budget) for Fire and Police have been directed to future costs related to those specific service areas – Fire to that department's existing capital reserve and Police to the reserve established via Report TR-2018-06, to be used to provide for the cost of transitioning to OPP. The contribution to the Building Department Reserve Fund was approved by Council through Report TR-2017-16. The balance of the surplus will be added to the existing Tax Rate Stabilization Reserve to provide Council with some flexibility, should in future an unexpected operating cost/emergency occur.

Rate-Supported:

2016 Wastewater operations resulted in a surplus of \$477,537 which is transferred to the reserve in Budget 2018. The 2016 Water operations resulted in a deficit of \$135,665 which has been drawn from the reserve in Budget 2018.

Budget Disclosure

Operating Budgets:

No changes were made in disclosure in the operating budget allowing Council this year to make comparisons between the 2017 year-to-date costs and budget with the proposed 2018 budget in all departments/service areas (Attachment #2 –Budget 2018 Draft #1 Operating & Capital, as published). The tax-based operating budget summary indicating each of Council's amendments made to the Draft #1 budget is included as Attachment #3.

The significant change was the improvement in the circulation of the digital budget document. The format used this year displayed each department or service area on one page and included digital bookmarks to enable users to access the applicable budget sheets for the service area of interest. This change allowed for greater ease in navigation and enhanced access to the information.

Capital Budgets:

The capital disclosure was introduced last year and is an asset-based approach instead of a department-based approach. Further, there was separate identification of expenditures based upon two key funding sources: the tax-supported vs. rate-based supported capital expenditures. A new section was added, called Community Revitalization (possibly to be renamed in future), which included major infrastructure projects that include both tax-

supported and rate-supported funding sources (Attachment #2 – Budget 2018 Draft #1 Operating & Capital, as published – no changes).

The capital format has been expanded in regards to reserve and reserve fund disclosure from one column last year to eight this year, improving transparency and providing greater detail in funding sources. This asset-based approach to capital disclosure clearly displays the total gross investment in a wide range of infrastructure projects totaling \$15,916,458 as follows:

Tax-Supported Capital	\$9,447,428
Rate-Supported Capital	\$6,469,030

This year all rate-supported capital (water and wastewater projects) are supported by a capital project summary. This increase in disclosure will enhance public awareness and creates improved transparency. Council and the public should note that this approach will be expanded upon in future budget cycles to tax-supported capital projects.

On April 19, 2018 Infrastructure Ontario notified the Town that it approved the transfer of the Clean Water and Wastewater grant of \$750,000 from the West Booster Station project to the repair of the Highway 12 chlorine contact water main. Given the timing of this notice staff will report fully to Council in May with any budget implications on the 2018 Capital Budget.

The Cost of Policing for 2018

Budget 2018 reflects a year of transition for local policing. Council's decision made in September, 2017 to disband the Midland Police Service (MPS) took effect on February 8, 2018 at 1800 hours, with the Town transitioning to the Ontario Provincial Police, South Georgian Bay Detachment (OPP).

The operating budget presented to Council (and shared with the Midland Police Services Board) was developed by the Director of Finance in consultation with the CAO. In regards to operating costs it includes the estimated MPS costs to February 8, 2018 based on the former Police Chief's preliminary 2018 budget numbers considered during the OPP Costing Committee's review. The budget also includes the estimated OPP contract costs for the balance of the current year.

The Police Services Board budget was also created by the Director of Finance/Treasurer. It is based on a review of historical trends and includes additional costs this year to provide for adequate support to the Board as it transitions to a Section 10 Board.

All capital requirements outlined by the OPP in their proposal from small dollar expenditures such as handcuffs to the new fleet of vehicles, along with the leasehold improvements to the building have been incorporated into Budget 2018. Note that the proposed operating and capital budget aligns with the forecasts upon which Council based its decision in September 2017.

The 2018 police budget includes a draw of \$476,730 from the Police Services Reserve to cover one time start-up cost of transitioning to the OPP. Council's approval of Report

TR-2018-07 allowed future police savings to be used commencing in 2018. The initial \$800,000 draw (increased to \$930,000 during council budget deliberations – see Attachment #4) is included in the General Revenue category. The amount will be reduced on an annual basis and re-examined regularly until the OPP billing model is in full force and effect in 2022.

Administration has committed to providing a full report on the associated MPS disbandment and OPP transition costs later this year once all of the associated transitional matters have been completed and actual costs are known.

Providing funding to Support Information Technology

The IT charge-back method for distributing the cost of IT support across all departments/service areas (with the exception of Police and Library) was continued in Budget 2018. This charge is anticipated to cover the cost of all items related to information technology and office automation in all department/service areas. The only exceptions are SCADA hardware and software used exclusively by Water and Waste Water and Election hardware and software.

For Budget 2018, the cost per computer is \$6,422 (\$4,067 in 2017). This level of funding distributes the cost of 2018 IT operating expenditures (exclusive of payroll) and proposed IT-related capital expenditures of \$372,550 (\$275,160 in 2017), many of which are proposed as a result of the Service Delivery Review, across all departments/service areas in proportion to the number of users in each area.

This unit cost will continue to be monitored closely with the goal of providing an appropriate stable funding source for future technology operating and capital expenditures. Undertaking this approach will ensure future IT related initiatives will be identified and a path to success more certain.

New Rates to Support Water and Wastewater Infrastructure

The Director of Engineering initially proposed a rate increase in both areas of 6% based on the current Water Rate Study and a detailed review of expected future asset replacements over the long term. Council has requested another scenario at an average increase of 3.5% which will be considered on April 23, 2018. When Council finalizes the new rate, public notice and a separate by-law will be brought forward to establish rates for both the monthly fixed fee and the variable charge per cubic metre of consumption with an anticipated effective date of July 1, 2018.

Reserves and Reserve Funds

The Reserves and Reserve Funds portfolio is a vital source of funding for future capital initiatives and assists in stabilizing the both the property tax rate and water and wastewater rates. In Budget 2018 contributions to reserves have increased. These contributions are disclosed in the Operating Budget in “Section 9990 Transfers to Reserves”.

Tax-Supported:

Table 3 below provides the detail for the tax-supported contributions. The contribution to the Police Operations Reserve has been shown separately because in this year of transition, the

contributions are extraordinarily high to outfit the OPP, as their contract requires. For the remainder of the tax-supported budget, the contribution to reserves totals \$2,166,395, an increase of \$551,506 (34.15% over last year). In other words, included in the Town's overall proposed 2.25% tax levy increase is an actual Capital Levy component of 11.34%. By comparison, in 2017 the reserve contributions amounted to 8.78% of the total levy. This change is a clear indication that we are turning our efforts toward improving the long term financial sustainability of the community and the Town's infrastructure/capital requirements.

TABLE 3				
	2017	2018	Variance	% Change
I.T. Reserve	390,389	622,895	232,506	59.56%
Fire Capital Reserve	160,000	305,000	145,000	90.63%
Facility Replacement Reserve	0	115,000	115,000	
NSSRC Equipment Reserve	70,000	102,000	32,000	45.71%
Library Capital Reserve Fund	31,000	61,000	30,000	96.77%
Parks Facility Reserve	100,000	127,000	27,000	27.00%
Community Improvement Program Reserve	35,000	50,000	15,000	42.86%
Engineering Capital Reserve	20,000	0	-20,000	- 100.00%
Office Equipment Reserve	25,000	0	-25,000	- 100.00%
Remaining Contributions (no changes for 2018)	783,500	783,500	0	0.00%
	1,614,889	2,166,395	551,506	34.15%

Police Services Reserve	156,300	476,730	320,430	205.01%
-------------------------	---------	---------	---------	---------

Rate-Supported: Table 4 shows the detail for the rate-supported contributions. Efficiencies in the operations accomplished during 2017 have allowed this increase to occur since there was no increase in water or wastewater rates in 2017. The contribution to reserves for the rate-supported budgets totals \$2,939,260, an increase of \$303,677 (11.52% over last year).

TABLE 4				
	2017	2018	Variance	% Change
Wastewater Reserve	1,402,548	1,470,481	67,933	4.84%
Water Reserve	1,233,035	1,468,779	235,744	19.12%
	2,635,583	2,939,260	303,677	11.52%

It is important to note that in the reserve contributions, in the case of both the tax-supported and rate base supported reserves, we are not supporting any staffing or operating expenditure increases, but are channeling these contributions directly for future asset replacement through the capital budget.

CONCLUSIONS:

Tax-Supported Budget:

As previously noted, Council began its deliberations on Budget 2018 with a staff proposal for a tax increase of 2.15%, and concluded their work with an increase of 2.25% (compared to 3.10% in 2017). The additions have addressed some new community initiatives along with some pressing operational issues. Council has achieved a tax levy increase below the original target set at budget guideline time.

Staff recommends approval of the 2018 Municipal Operating Budget in the gross amount of \$27,006,677 (\$24,707,522 in 2017) requiring a net amount of \$19,678,664 (\$19,953,871 in 2017) to be raised through property taxation and approval of the 2018 Municipal Capital Budget with a gross expenditure of \$9,447,428 (\$6,121,530 in 2017). The 2018 Tax Rate By-law for all classes of property assessment will be presented for consideration by Council at the May 28, 2018 meeting.

Rate- Supported Budget:

Water and Wastewater rates are currently frozen at 2016 rates; and at writing this report are anticipated to increase effective July 1, 2018 to ensure future infrastructure replacements can be constructed when needed. Council will consider an average increase of 3.5% on April 23rd. Should Council approve an increase in rates, two lines in for each service will change – the amount of the revenue and the contribution to the appropriate reserve.

Staff recommends approval of the 2018 Water and Wastewater Operating Budget in the gross amount of \$7,712,138 (\$6,977,468 in 2017) and the approval of the 2018 Water and Wastewater Capital Budget representing a gross expenditure of \$6,459,030 (\$1,999,200). The required public meeting and an updated Water and Wastewater Rate By-Law to establish the 2018 rates will also be presented for consideration by Council at a future meeting.

Conclusion:

Council and Administration have made significant efforts to provide greater disclosure and transparency, along with more flexibility in the budget document presentation. The public will note that a higher level of disclosure has been provided for reserves and reserve funds than in the previous year, and improvements to identification of various capital projects through the rate-based capital budget presentation has occurred over the past year. Your Administration's objective continues to be the ongoing improvement of our discipline regarding the creation and use of reserves and reserve funds so that the municipality's financial sustainability is enhanced.

Prepared by: M.S. Turnbull, BSc, CPA, CGA
Director of Finance/Treasurer

Approved by: J. Skorobohacz
Chief Administrative Officer

Attachments:

1. Full Time Equivalents by Department and Service Areas (2012 to 2018)
2. Link to [Budget 2018 Draft #1 Operating and Capital](#) – (changes recorded in Att. #3)
3. Record of Council's Approved Changes to Budget 2018 Draft #1 (at the conclusion of General Committee meeting on April 9, 2018)
4. Summary of 2018 Draw on Future Police Savings



Departmental FTE Breakdown 2012 to 2018

Department	2012	2013	2014	2015	2016	2017	2018
CAO & EA	1.00	1.00	1.00	1.00	1.15	1.37	1.60
Human Resources / Health & Safety	1.50	1.50	1.50	2.00	2.00	2.00	2.35
Corporate Services	6.00	6.00	5.00	4.00	7.35	7.88	7.93
Clerks	4.00	4.00	3.00	3.00	3.35	2.78	3.5 ¹
Communications						1.00	1.00
Culture and Tourism					2.20	2.10	2.93
IT	2.00	2.00	2.00	1.00	1.80	2.00	4.00
Engineering	20.23	20.62	18.62	18.62	21.95	20.95	21.95
Administration					4.33	3.83	4.03
Water/Waste Water Treatment Ctr (Billing Clerk)	20.23	20.62	18.62	18.62	17.62	17.12	17.92
Finance	9.00	9.00	8.50	9.00	8.00	8.32	8.75
Fire	17.00	17.42	16.00	14.05	14.00	14.00	14.00
Operations	68.12	68.53	65.81	66.06	54.29	53.42	53.60
Bylaw (Parking and Crossing Guard)	2.21	2.21	2.21	2.21	2.21	2.21	2.21
Custodian			1.00	1.00	1.00	1.00	1.00
Transit	2.09	2.09	2.10	2.10	1.94/3.88 ²	1.94/3.88 ²	1.94/3.88 ²
Maintenance	26.42	26.56	26.35	27.35	25.02	24.51	25.01
Facilities (NSSRC, Harbour, Parks)	37.4	37.67	34.15	33.40	26.06	25.70	25.38
Planning and Building Services	6.35	6.35	6.56	6.35	6.35/7.35 ²	6.35/7.35 ²	6.35/7.35 ²
Library	13.81	13.79	13.38	13.38	12.04	12.98	13.28
Police	43.50	40.63	41.58	41.73	34.72	35.76	0 ³
Totals	188.01	185.35	177.95	176.18	163.78/166.76²	164.97/167.91²	135.25/138.19²
Totals (excl. Police and Library)	130.70	130.93	122.99	121.07	117.02/120.00²	116.23/119.17²	121.97/124.91²

¹Partial resource for Council (Mayor's) support

²Includes shared resources with the Town of Penetanguishene

³Midland Police Service Disbandment 8-Feb-2018



Town of Midland
Budget 2018
DRAFT 1
Operating & Capital

February 22, 2018

**TOWN OF MIDLAND
BUDGET 2018**

Record of Council's Approved Changes to Budget 2018 Draft #1

	Base		One Time		Service Level		TOTAL	
Budget 2018 as published	-\$38,169	-0.20%	\$200,445	1.05%	\$290,825	1.52%	\$453,101	2.37%
Staff Corrections to published document:								
Balance of Trillium Grant - Culture	(37,000)	-0.19%		0.00%		0.00%	(37,000)	-0.19%
PT Building Inspector - Reserves	(26,000)	-0.14%		0.00%		0.00%	(26,000)	-0.14%
Harbour - correct Hydro expense	20,000	0.10%		0.00%		0.00%	20,000	0.10%
Status at start of Council Deliberations	(81,169)	-0.42%	200,445	1.05%	290,825	1.52%	410,101	2.15%
Council amendments:								
Active Transportation Committee continued	1,500	0.01%		0.00%		0.00%	1,500	0.01%
Yonge St Bike Lanes (8th St. to Highway 93)		0.00%	20,000	0.10%		0.00%	20,000	0.10%
Fund from Traffic Calming in Capital		0.00%	(20,000)	-0.10%		0.00%	(20,000)	-0.10%
Community Justice & Safety initiatives	50,000	0.26%		0.00%		0.00%	50,000	0.26%
Fund from Future Police Savings	(50,000)	-0.26%		0.00%		0.00%	(50,000)	-0.26%
Huronian Transition Homes - Refridgerator		0.00%	12,000	0.06%		0.00%	12,000	0.06%
Fund from Council Initiative Reserve		0.00%	(12,000)	-0.06%		0.00%	(12,000)	-0.06%
AODA Requirements - Accessible Transit		0.00%		0.00%	22,000	0.12%	22,000	0.12%
Contribution to Reserve for New Sidewalks		0.00%	50,000	0.26%		0.00%	50,000	0.26%
Library - Security on One-Time Basis		0.00%	90,000	0.47%		0.00%	90,000	0.47%
Library - reduction of collections/to security		0.00%	(10,000)	-0.05%		0.00%	(10,000)	-0.05%
Fund balance security from future police savings		0.00%	(80,000)	-0.42%		0.00%	(80,000)	-0.42%
New positions (3) per Service Delivery Review		0.00%		0.00%	(63,300)	-0.33%	(63,300)	-0.33%
Hospice Huronia Grant		0.00%	10,000	0.05%		0.00%	10,000	0.05%
Status at conclusion of March 28, 2018	-\$79,669	-0.42%	\$260,445	1.36%	\$249,525	1.31%	\$430,301	2.25%

TOWN OF MIDLAND

BUDGET 2018

Status of General Revenue - draw from Police Services Reserve

1-15-070-0510-0941 (page 8 of operating budget per Attachment #2)	\$800,000
Fund Community Justice & Safety initiatives (specifically Community Safety Plan in 2018)	50,000
Fund balance of Midland Public Library 2018 security costs	<u>80,000</u>
TOTAL draw from FUTURE POLICE SAVINGS	<u><u>\$930,000</u></u>