



# **Draft Budget**

## **2021**

---

---



Corporation of the  
**City of St. Thomas**

**Report No.**

TR-32-20

**File No.**

**Directed to:** Mayor Joe Preston and Members of City Council

Meeting Date:  
12/07/20  
Date Authored:  
11/23/20

**Department:** Treasury

**Attachment:**

**Prepared By:** Dan Sheridan, Director of Finance and City Treasurer

2021 Proposed Operating and Capital Budgets

**Subject: Introduction of 2021 Proposed Operating and Capital Budgets**

### **Property Tax Impact**

I am pleased to present Council with the Proposed 2021 Operating and Capital Budget, following review by City Administration.

The proposed 2021 Adjusted Levy reflects a 2.48% increase. The following assumptions have been utilized to arrive at this percentage:

- 1) The 2021 Draft Budget Binder as presented requires a municipal tax levy increase of 5.22 percent. A one percent change in the municipal tax levy equals to \$572,150.
- 2) Each year when the Assessment Roll is returned in December it includes assessment growth for the current year. For 2021 there is an additional \$118 million in assessment growth. Of this total, \$107.6 million is from the residential category which makes up 91% of the growth. This additional assessment equates to an additional \$1.56 million in property taxes in 2021 using the 2020 tax rates.

The Levy increase in the attached 2021 Proposed Operating Budget is summarized as follows:

Description	Amount	%
2021 Proposed Levy	\$60,200,453	
2020 Actual Levy	57,216,241	
2021 Levy Increase	2,984,212	5.22
Less: 2020 Additional Growth-Related Tax	1,565,000	2.74
<b>2021 Adjusted Levy Increase</b>	<b>\$ 1,419,212</b>	<b>2.48</b>

On a four-year cycle MPAC reassesses every property in the City for assessment purposes. The last cycle started in 2017 and ends in 2020. Due to the COVID-19 pandemic, the Ontario government has postponed the 2020 Assessment Update. Properties assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016 current values.

## **Capital Budget Commentary**

The binder includes a summary spreadsheet of the proposed capital projects and supporting detailed project sheets that total in proposed expenditures **(2021 - \$40,949,621)**.

The proposed sources of funding to support such capital expenditures as follows:

<b>Funding Source</b>	<b>\$</b>
2021 Property Tax Levy	\$4,570,000
Water Reserve	6,186,550
Sanitary and Storm Sewer Reserve	5,136,094
Development Charges Reserve Fund	9,250,000
Federal Gas Tax Reserve	2,846,705
Ontario Community Infrastructure Fund (OCIF)	1,903,295
Estates and Donations	1,097,000
Investing in Canada Infrastructure Prog. (ICIP)	4,184,247
Modernization Fund	358,000
Reserves	5,417,730
<b>Total Sources of Funding</b>	<b>\$40,949,621</b>

It is important to note that we have not received official confirmation from the Province regarding the City's \$1.9 million annual grant from the Ontario Community Infrastructure Fund (OCIF), nor have we received confirmation that we are successful in our various Investing in Canada Infrastructure Program (ICIP) applications. In the event this funding does not materialize, a modified capital plan will be brought back to Council for consideration.

If passed, this would mark the largest capital budget passed by the City where debt was not drawn. This has been accomplished through strategic allocation of resources, generation of prior year surpluses, ramping up of tax contributions to capital, and alignment with the objectives of the upper levels of government for grant opportunities. If grant funding begins to dry up or growth begins to slow, the City will not be in a position to pursue capital budgets near this magnitude without hindering its ability to charge competitive rates.

The City continues to have an infrastructure deficit that must continue to be addressed. The Asset Management Plan has been developed to provide increases in property tax supported capital funding. The contribution to capital from the operating budget is proposed to increase by \$500,000 to a total of \$4,570,000. The Capital Forecast provided in the Budget Binder provides a reasonable plan for core infrastructure for the next ten years.

### **2021 Proposed Capital Budget Summary and Detail Sheets**

The summary sheet outlines the 2021 Capital Projects submitted by City Departments:

1. The projects recommended are listed within the "Recommended for Approval in 2021" schedule.
2. Projects not recommended are listed within the "Not Recommended for Approval in 2021" schedule.

3. Writeups for each project have been included in the budget to provide additional information for consideration.

### **Operating Budget Commentary**

The 2020 year-end and audit processes are not yet complete. Therefore the 2020 Actual YTD column, in the Proposed 2021 Operating Budget, reflects the actual results to October 30, 2020. Due to the timing of these figures, there may be some variances which are not predictive of likely outcomes.

The following chart outlines some of the financial pressures on the 2021 Operating Budget:

	<b>Description</b>	<b>Amount</b>
1	Wages & Benefits	\$1,322,406
2	Contributions to Capital	500,000
3	Tax Incentives	410,000
4	Land Ambulance and Health Services	392,095
5	Waste Collection & Disposal	206,500
6	Workers' Compensation	200,000
7	Debenture Costs For 230 Talbot	211,874
8	Insurance Premiums	102,944
9	Provincial Downloading – Child Care	101,018
10	Council Grants	45,000
11	Other Inflationary and Contractual Costs	74,954
12	423 Talbot Drop-in Recovery - Safe Restart Fund	(79,000)
13	Supplementary Tax Revenue	(150,000)
14	Operating Grant Revenue	(353,579)
	<b>Total</b>	<b>\$2,984,212</b>

#### **1. Wages and Benefits: \$1,322,406**

Approximately \$575,000 of this amount reflects wage and benefit costs associated with Police Services. A total of \$85,000 has been budgeted for both a new parks landscape technician and a new junior IT technician. The merits of these additions are discussed within their respective budget highlights documents. The overall budget recognizes that the City will be negotiating collective agreements in 2021.

#### **2. Contributions to Capital: \$500,000**

Annual tax contributions to the Capital Budget are recommended to increase by \$500,000 to move the City closer to its asset management target of \$10 million per year. Even with this increase, there is still a large disparity between the City's annual capital funding and its prospective uses which include replacement and rehabilitation of roads, bridges, parks, facilities, fleet and operating equipment. Continuation of phased-in increases of \$500,000 helps to address a significant bottleneck in the capital program and is paramount to the long-term success of the City.

#### **3. Tax Incentives: \$410,000**

In 2015, Council approved a Community Improvement Project which included development charge and property tax rebates for Seasons Retirement Communities to



build in our community thereby addressing latent demand for more diverse housing options. With MPAC now finalizing their assessment, it has been determined the annual cost of this rebate is \$410,000 which will expire in 5 years in accordance with our agreement. The net effect is that the tax rebate is offset by the property taxes paid by Seasons.

4. Land Ambulance and Health Services: \$392,095

Land ambulance service improvements translate to approximately a 16% increase in cost (\$368,384) for St. Thomas in 2021. This is an abnormal cost for the City to absorb in its budget as typical annual increases hover around inflation each year. Transfer payments to Southwestern Public Health also are expected to increase by 3% (\$23,711).

5. Waste Collection and Disposal: \$206,500

Escalating waste collection and disposal costs are mostly attributed to the City's growth and contract renewal that took place earlier in the year. An additional service is being offered for Sharps Bin collection at a cost of \$55,000.

6. Workers' Compensation: \$200,000

A key contributing factor in workers' compensation accident costs is the Loss of Earnings benefits paid to an injured worker while they are unable to return to work. The number of staff receiving these benefits has increased over the last few years which is greatly driving up annual premiums. Without intervention, this trend will continue according to the City's 2020 WSIB liability valuation report. Ongoing reviews are being conducted to determine the best approach mitigate these increases.

7. Debenture Costs: \$211,874

The additional debenture cost is a result of two factors. The first item is the adjustment to actuals for the debenture for 230 Talbot Street. The second item is the debenture costs for the acquisition of 423 Talbot Street. Since 423 Talbot Street is currently empty, the debenture costs (\$120,998) are now being paid out of the tax levy. When we have a tenant in this property, the rent costs will offset the debenture costs.

423 Talbot is temporarily being used to provide a daytime shelter program for the City's homeless, during this time, some of the debenture cost will be offset by COVID funding, this has been factored in the overall budget.

8. Insurance Premiums: \$102,944

St. Thomas, like most municipalities across the Province, is facing escalating insurance costs due to unfavourable legislation that places disproportionate burden upon its taxpayers. Under current legislation, a plaintiff is able to recover the entire claim for damages from at least one of the several negligent defendants. Often referred to as the "one percent rule", this system can leave defendants who are found to be as little as 1% at fault required to pay 100% of the damages and be "jointly" liable to the plaintiff. Most claims involve facility rentals, roads, traffic accidents, planning, and building inspections. The City's insurance premiums are expected to increase by 15% in 2021 (17% in 2020).

9. Provincial Downloading – Child Care: \$101,018

Changes made to the cost sharing formulas presented by the Province in its "Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline" have resulted in a higher minimum contribution required by the City to fund existing service levels.

10. Council Grants: \$45,000

The City's 2015 "Policy on Granting Funds to Community Organizations" provides a guideline that 1/2 of the City's current year levy to be budgeted for grants to community organizations. An adjustment of \$45,000 is budgeted in 2021 to reach this mark. If approved, the City's annual community grant funding would increase to \$285,925.

11. Other Inflationary and Contractual Costs: \$73,460

A number of contractual increases form the majority of additional costs to be levied through the 2021 Budget. These costs are varied but some of the major sources include software maintenance fees, dispatch contract costs and conservation authority payments.

12. 423 Talbot Drop-in Recovery – Safe Restart Fund: (\$79,000)

It is recommended the City budget for a recovery of \$79,000 from the Safe Restart Fund to retain the use of 423 Talbot as a temporary day-time drop-in centre. Budgeting for this recovery shelters taxpayers from bearing the financial burden of this service.

13. Supplementary Tax Revenue: (\$150,000)

Tax revenue generated throughout the year from new properties added to the City's tax roll is referred to as supplementary tax revenue. Each year Treasury makes an estimate of supplementary taxes based on trends in assessment growth and building permit activity. Using a conservative estimate for supplementary tax revenue is traditionally considered a prudent approach for a number of reasons, but the City has been outpacing this estimate to such a degree that it is recommended an adjustment of \$150,000 be recognized to help reduce tax burden for 2021.

14. Operating Grant Revenue: (\$352,085)

Operating grants provided by the upper levels of government have increased by a combined \$352,085. This benefitting areas of these grants include Valleyview, Social Housing and Police.

Grant to St. Thomas Elgin General Hospital

The 2021 Operating Budget provides \$350,000 for the ninth year of Council's ten-year commitment to the Hospital Foundation.

Respectfully submitted,



Dan Sheridan, CPA, CGA  
Director of Finance and City Treasurer



## 2021 Budget Highlights Index

Page	Department
1-2	Mayor & Council
3-4	Clerks
5-7	Treasury
8-9	Human Resources
10-11	Fire Department
12-14	Police Services
15-16	Recreation Division
17-18	Parks Division
19-20	Property Management Division
21-23	Environmental Services
24-25	Planning Services
26-29	Building Services
30-32	Social Services
33-34	Valleyview
35-36	Library
37-39	Economic Development Corp. (EDC)

## **2021 Operating Budget Highlights**

Department

**Mayor & Council**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$ 720,123
2020 Approved Budget	\$ 704,535
Percentage Change	2.21%

### **2020 Budget Performance**

All accounts are on target to come in on or below budget for 2020. During 2020 we were faced with extraordinary circumstances. We have been vigilant in our spending due to the unknown financial situation.

### **2021 Budget Comparison**

We took a close look at the budget and adjusted some accounts that were not being used as we expected. Public Relations and Meetings & Receptions have been lumped together in the City Council accounts rather than separated for the Mayor and Councillors. As a result, our proposed budget comes in at 4.17% lower than our 2020 budget.

The Council Grants program is proposed to increase from \$240,925 to \$285,925, a \$45,000 change to move the total program cost to 0.5% of 2020's tax levy.

### **Service Level Commentary**

No change in service levels

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	0.00	0.00	0.00
Part-time	9.00	9.00	0.00
Casual	0.00	0.00	0.00

## **Explanation of FTE Changes**

No changes

## **Flow-Through Impact**

None.

## **2021 Operating Budget Highlights**

Department

**City Clerks**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$	668,186
2020 Approved Budget	\$	658,671
Percentage Change		1.44%

### **2020 Budget Performance**

Due to the pandemic, fuel sales, airport service fees, and corporate hangar storage revenue is less than expected at the Airport. Clerk's division experienced higher revenue from marriage licence sales.

### **2021 Budget Comparison**

Corporate hangar storage revenue not expected to return to normal in 2021.

### **Service Level Commentary**

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	6.00	6.00	0.00
Part-time	0.00	0.00	0.00
Casual	1.00	1.00	0.00

## **Explanation of FTE Changes**

No FTE changes requested

## **Flow-Through Impact**

2020 to 2021, Records and Information Management wages and remaining consultant fees

## **2021 Operating Budget Highlights**

Department

**Treasury & Corporate**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$ 8,716,818
2020 Approved Budget	\$ 7,521,669
Percentage Change	15.89%

### **2020 Budget Performance**

The department anticipates an overall surplus for 2020 due to additional revenue from gaming events and tax certificate revenues.

### **2021 Budget Comparison**

#### **Corporate**

It is recommended the City continues to ramp up its commitment to funding infrastructure projects. In alignment with the City's Asset Management Plan, a \$500,000 increase in capital funding allocation is being recommended again for 2021. This would bring the City's total tax contributions for infrastructure projects to \$4.57 million per year as we continue to work towards our annual target of \$10 million.

Due to ongoing collective bargaining negotiations and other labour relations issues, a lump sum provision was provided through the 2020 Budget for \$906,158. While many of these issues were resolved during 2020, the City will face similar issues going into 2021. It is recommended this lump sum allowance be reduced to \$600,000 based on staff estimates of likely outcomes.



### Corporate (continued)

A 2021 budget increase of \$211,871 is required by the City to pay its annual debenture costs. With project financing for 230 Talbot still being wrapped up at the time of budget preparation last year, estimates were made as to what our annual costs may be based on the best information available at the time.

Additional annual costs estimated at \$368,384 are expected in relation to increased levels of service for ambulance coordinated through the County of Elgin.

A \$410,000 provision has been made to fund an annual tax exemption provided to Seasons Retirement Communities in accordance with the City's 2015 grant acknowledgement and agreement. This provision will last 5 years.

### Treasury

There are no significant changes being recommended to Treasury for 2021.

### Information Technology

Based on the complexity and size of the City's IT infrastructure, there is simply not enough support staff to cover service requests in a reasonable timeframe. The City should consider hiring a junior technical support person to focus on the workstation and end user support requirements. This would free up more senior staff to focus on outstanding projects and act as an escalation point for the junior person. In addition, the entire department would have cycles for more formal skills development. The staffing of the IT department should be reviewed on an annual basis to ensure that there is enough skilled resource to support the IT infrastructure and complete projects in a reasonable timeframe.

## **Service Level Commentary**

No service level changes requiring additional funding is required for 2021.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	14.00	15.00	1.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

## **Explanation of FTE Changes**

A full-time IT junior technician is recommended to be hired at a cost of \$37,000, inclusive of benefits, for the second half of 2021.

## **Flow-Through Impact**

Half of the junior technician's annual wages would be added to the 2022 Budget in the amount of \$37,000.

## **2021 Operating Budget Highlights**

Department

**Human Resources**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$	2,299,966
2020 Approved Budget	\$	2,061,027
Percentage Change		11.59%

### **2020 Budget Performance**

It is anticipated that the Human Resources 2020 Operating Budget will be in a deficit of approximately \$200,000 – \$250,000 at year end. This is due mainly to the following line items; Legal Fees & Expenses and Workers Compensation.

11-4-01-1-0000-3310 Workers Compensation – it is projected that this item will be in a deficit in excess of approximately \$200,000. This is due to the high volume and complexity of claims.

11-4-01-1-0000-4040 Legal Fees & Expenses – it is projected that this item will be in a deficit of approximately \$75,000. This is due to the high volume of grievances, Interest and Rights Arbitration and issues requiring legal advice.

## **2021 Budget Comparison**

The 2021 Operating Budget is being submitted with an overall increase of 11.59% when compared to the 2020 Budget.

This increase is due to the aforementioned issues identified during 2020 including: Legal Fees & Expenses, Payroll related costs, worker compensation costs, and the increase in the number of Retirees receiving benefits.

The 3.5% increase equates to approximately \$72,000 increase.

Legal Fees & Expenses – Increased due to known Grievance Arbitrations in 2021 and the increase in Labour Issues requiring legal advice.

Retiree Benefits – Costs are due to the increase in the number of retirees covered plus the renewal cost increase for 2021.

## **Service Level Commentary**

There is no Service Level impact as a result of the 2021 Operating Budget.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	7.00	7.00	0.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

## **Explanation of FTE Changes**

No new positions being requested

## **Flow-Through Impact**

No flow-through impacts

## **2021 Operating Budget Highlights**

Department

**Fire Department**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$	9,126,987
2020 Approved Budget	\$	9,106,509
Percentage Change		0.22%

### **2020 Budget Performance**

In 2020 the Fire Department was required to overspend in those budget areas related to COVID-19. These areas included: overtime, safety supplies, janitorial supplies and personal protective equipment. For those items that are not under fire administration's control, for example: salary, benefits, OMERS and internal fleet charges, it is expected that the fire department will also be over budget.

### **2021 Budget Comparison**

Salary and benefits represent approximately 94% of the Fire Department's annual operating budget. The proposed 2021 Operating Budget projects an overall increase of 0.22% in 2021, which is significantly below inflation. However, anticipated salary and benefit increases have not been included. For those operating budget items not related to salary and benefits, Fire Administration has increased some budget lines and decreased others based on operational needs. The Dispatch Service Contract Line has been increased to reflect an additional service contract and other anticipated increases. Budget lines related to COVID-19 have been significantly increased as has the department's training line.

## **Service Level Commentary**

The Fire Department has not increased its service levels in 2020 and these levels are expected to be maintained in 2021. Due to COVID-19, Fire Prevention/Public Safety Education service levels have decreased.

It should be noted that by 2024, the Dispatch Centre will have had to have been upgraded to meet new NG911 standards. The expected costs to transition have been included as a Capital Budget request.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	59.00	59.00	0.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
<b>Total</b>	<b>59.00</b>	<b>59.00</b>	<b>0.00</b>

## **Explanation of FTE Changes**

The Department has obtained the requisite approvals to continue overstaff by one FTE in 2021 to replace a staff member who has been off on WSIB since the summer of 2018 and is not expected to return.

## **Flow-Through Impact**

The savings in expenditures that were the result of overstaffing in 2020 is expected to cover any additional expenses incurred by continuing to overstaff until 2022.



## 2021 Operating Budget Highlights

Department

**St. Thomas Police Services Board Budget; Police Operating Budget, Court Services Budget and Building Maintenance Budgets**

### **Tax Levy Implications**

Comparison of net cost for department.

*Double click in table to edit.*

2021 Budget Request Total	\$ 13,485,836
2020 Approved Budget	\$ 13,292,067
Percentage Change	1.46%

Long term financial planning requires an examination of current budget performance and analysis of future needs, in terms of service levels and financial impacts. Through the budget process, we can quantify these issues using the following guidelines.

### **2020 Budget Performance**

The Police Services Board account and Operating account for legal fees, specifically lines 11 201 40000 4040 (\$10,000) and 21-2-01-1-0000-4040 (\$5,000) – will both exceed the budgeted amount due to ongoing Special Investigations Unit (SIU), Office of Independent Review Directorate (OIPRD), internal complaint investigations and the associated legal expenses for the involved STPS officers, paid in accordance with the Uniform Collective agreement.

As of July 31, 2020, Contracted Building Maintenance (21-2-01-8-1000-4141) is at \$30,000, which is \$10,000 over the annual budgeted amount of \$20,000.

Overall, we do not anticipate a deficit in the combined Police budgets for 2020.

## **2021 Budget Comparison**

The St. Thomas **Police Service Operating budget** for 2021 reflects a few changes including the negotiated and approved Collective Agreements for 2020-2023 specifically salary increases of 2.65% for Uniform members and 2% for Civilian members as well as all incremental pay increases plus benefit enhancements. This budget reflects all promotions and retirements anticipated and approved for 2021. This budget also includes two part-time civilian contract hires for the Communications Centre funded entirely by provincial monies for the next two years, the creation of a Foot Patrol Unit and the replacement of one Constable (indefinite medical leave). Included in our budget are two officers that we anticipate will never return to duty but their combined salaries and benefits equal \$288,992 affecting the budget by approximately 2.1%.

This budget also addresses the restructuring of several accounts in goods and services to more accurately reflect our changing needs. We have included a comparison between 2010 and 2021.

As for the estimated revenues for 2021, we have utilized the current amounts for grants such as Community Safety & Policing Grant (CSP-\$499,000), RIDE program (\$15,841), MOST funding (\$26,643), Internet Child Exploitation (ICE) funding (\$54,000), Court Security and Prisoner Transportation Program (CSPT-\$740,000) and APS Dispatch revenue (\$76,494).

2021 General Operations	= \$13,711,123.38
2021 Court Operations	= \$ 1,055,791.06
2021 Build Maintenance	= \$ 267,500.00
2021 Fleet Maintenance	= \$ 208,000.00
2021 Police Services Board	= \$ 21,742.00
2021 Total Revenue	= \$ 1,786,320.35

The overall increases of the combine budgets is a direct result of the negotiated and approved salary increases and the subsequent impact on all statutory benefits, employer benefits and OMERS – all of which are salary driven.

**The Police Courthouse** budget reflects the negotiated wage increases and associated statutory, employer and pension benefits. The CSPT Revenue formula is based on the net operating costs two years previous, which was \$1,062,450 in 2019. In 2019, we received 74% of our court operating costs and in 2020, we received 70%. In 2021, we have anticipated a CSPT grant of \$740,000 or 70% to be conservative. All other accounts have been reviewed in detail and each account reflects the costs for 2021.



## **Service Level Commentary**

In 2020, the St. Thomas Police Services Board approved an increase in staffing to replace a member of on indefinite medical leave, replace a member attending OPC on secondment, create a downtown Foot Patrol Unit and hire two PTE Communicators.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

*Double click in table to edit.*

FTE'S	2020	2021	Change
Permanent	99.00	102.00	3.00
Part-time	11.00	13.00	2.00
Casual	0.00	0.00	0.00
<b>Total</b>	<b>110.00</b>	<b>115.00</b>	<b>5.00</b>

## **Explanation of FTE Changes**

In 2020, the PSB approved hiring;

- One additional officer to replace a member who has been off indefinitely since 2017 with no anticipated time of return. (2021 Budget Impact - \$78,813)
- Two PTE Communicators on contract whose salary is covered by provincial funding for two years. **(No Budget Impact)**
- One additional officer to replace a member commencing secondment at OPC in September 2020. The new member's salary is covered by OPC recoveries. **(No Budget Impact)**
- One additional Special Constable as we move towards civilianizing our elementary School Resource Officer position and creating a permanent Foot Patrol Unit.(Budget Impact - \$90,803.96)

## **Flow-Through Impact**

The 2020 – 2023 Uniform and Civilian Collective Agreements have been ratified and provide for a 2.65% split increase on January 1<sup>st</sup> and July 1<sup>st</sup> of each year for Uniform members and a 2% split for civilian members. The 2021 budget has been calculated accordingly and includes known staffing changes, experiential pay incremental increases, rank changes and attrition. The difference in salaries from 2020 to 2021 is \$571,949. A decrease of \$263,972.16 has been realized in overall benefits.

## **2021 Operating Budget Highlights**

Department **Recreation Division**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$ 1,298,324
2020 Approved Budget	\$ 1,320,142
Percentage Change	-1.65%

### **2020 Budget Performance**

The Recreation Division is predicting a slight overrun variance due to unexpected COVID-19 expenditures and loss of revenue.

### **2021 Budget Comparison**

Budget projections for 2021 are reflected in rental rates remaining the same in 2021 until a comprehensive rate / fees / policy review is completed.

### **Service Level Commentary**

Our objective is to maintain and continued enhancement of service levels as they were pre-pandemic impact on facilities and programming.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	13.00	13.00	0.00
Part-time	7.90	7.90	0.00
Casual	2.00	2.00	0.00

## **Explanation of FTE Changes**

No position changes requested

## **Flow-Through Impact**

No flow-through impacts

## **2021 Operating Budget Highlights**

Department

**Parks Division**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$ 2,440,108
2020 Approved Budget	\$ 2,392,654
Percentage Change	1.98%

### **2020 Budget Performance**

The Parks Division is on track for a balanced budget

### **2021 Budget Comparison**

In 2021, The Parks Division has an increased budget of \$48,255.30 made up of the following items:

- Additional Staff wages and benefits – Landscape Tech

### **Service Level Commentary**

The addition of a Landscape Technician would greatly improve our service level for trails, landscape maintenance, and the cleanup of the downtown core.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	10.00	11.00	1.00
Part-time	21.00	21.00	0.00
Casual	11.00	11.00	0.00

## **Explanation of FTE Changes**

The addition of a Landscape Technician to our full-time compliment is in response to the increased work responsibilities with the expansion of residential areas and the commitment to enhance our landscapes, trails and general appearance throughout the city.

## **Flow-Through Impact**

The flow through to 2022 would be the additional five months required for the position at a cost of \$35,089.66

## **2021 Operating Budget Highlights**

Department **Property Management Division**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$ 890,111
2020 Approved Budget	\$ 918,772
Percentage Change	-3.12%

### **2020 Budget Performance**

On track for a balanced budget.

### **2021 Budget Comparison**

Increases in the 2021 Budget pertain to incremental wage increases and the flow-through impact of hiring a Project Coordinator through approval in the 2020 Budget.

Debenture payments for 423 Talbot have been moved to the corporate division and grouped with all other debenture payments. A recovery of \$79,000 from the Safe Restart Fund is budgeted to retain the space at 423 Talbot for use as a drop-in centre.

### **Service Level Commentary**

Additional resource to provide project management services.

### **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	7.00	7.00	0.00
Part-time	1.71	1.71	0.00
Casual	0.00	0.00	0.00

### **Explanation of FTE Changes**

No additional positions being requested in 2021.

### **Flow-Through Impact**

No impact to 2022.

## **2021 Operating Budget Highlights**

Department

**Environmental Services**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$ 8,846,191
2020 Approved Budget	\$ 8,483,775
Percentage Change	4.27%

This increase is primarily due to a contractual increase in waste management collection from rapid City growth and inflation.

In addition to these net costs the following departmental expenditures are covered by rates: Water Distribution, Secondary Water System, and sewer systems.

Tax based	\$8.9 million
Water Rates	\$10.9 million
Secondary Water System	\$2.9 million
Sewer Rates	<u>\$9.6 million</u>
Total	\$32.3 million

### **2020 Budget Performance**

Savings from proactive management of Service Areas include:

- Light 2019/2020 winter however Nov/Dec 2020 unknown as of writing.
- Deferred fleet and equipment purchases where economically beneficial.  
Replacement of \$80k specialized equipment purchase with \$5k truck mounted version
- Large increased CRC use due to COVID from City and partners on fee based and free services.
- Increased utilization of internal resources; for example, downtown accessible parking cuts, cleaning bridges, restoration of surface cuts, line painting at signalized intersections and airport.



## **2021 Budget Comparison Service Level Commentary**

In the previous 5 years, numerous operational efficiencies have been implemented to maintain a growing City without increasing FTEs in Environmental Services. A significant capital program is also being managed with internal staff. Sharing new resources between multiple budget areas will allow the City to realize a tax funded savings by reducing costs for streetlighting and traffic signal operations.

Electric fleet conversion has been started in 2020 and ramping up in 2021. This will eventually lead to lower operating costs of the fleet with environmental benefit as an added bonus.

The Transit Strategic Plan will increase service to residents and therefore increase ridership without increasing budget. This will raise revenue through fares and provincial gas tax.

There have been large investments made to increase active transportation opportunities by adding trails and sidewalks. This improves transportation options and supports a healthier community.

It is possible to save \$27,600 by eliminating the Christmas Tree collection program. It is possible for residents to return their trees to the CRC or other depots using the same vehicle that they used to purchase the tree. Ideally, trees would not be cut down at all for this purpose.

The City added \$55,000 in operating costs in 2020 for needle bins on Talbot. The City spends an approximate annual total of \$100,000 including staff and collections for managing sharps. This cost would be more appropriately managed as a health cost in a balanced program of distribution and collection. A recovery from Safe Restart is being budgeted to offset this cost for 2021.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	71.00	71.00	0.00
Part-time	8.70	8.70	0.00
Casual	4.30	4.30	0.00
<b>Total</b>	<b>84.00</b>	<b>84.00</b>	<b>0.00</b>

## **Explanation of FTE Changes**

No new FTE's are being requested.

## **Flow-Through Impact**

Savings/operational efficiencies from utilizing internal resources will continue into future years.

## **2021 Operating Budget Highlights**

Department

**Planning Services**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request Total	\$	465,681
2020 Approved Budget	\$	483,369
Percentage Change		-3.66%

Long term financial planning requires an examination of current budget performance and analysis of future needs, in terms of service levels and financial impacts. Through the budget process, we can quantify these issues using the following guidelines.

### **2020 Budget Performance**

We currently estimate a budget surplus of \$4,000 in 2020, which in accordance with the CEPAC agreement, will be carried forward in the 2021 budget. The surplus is largely due to no staff training/courses this year.

### **2021 Budget Comparison**

The only changes from our 2020 to 2021 budget are attributable to increases in salaries and benefits.

## **Service Level Commentary**

### **Contracted Services**

The two studies noted below (official plan and zoning by-law) are ongoing and will be completed in 2021.

The Southwestern Ontario Orthophotography Project is a collaborative effort organized by MNR to acquire aerial imagery of Southwestern Ontario on five year intervals. The City's current air photography is from 2015. This was due to be completed in 2020 but was delayed due to COVID.

- Official Plan – 5-year review and update - **\$20,000**
- Zoning By-law Consolidation and Update - **\$20,000**
- 2020 Ortho Photography Acquisition - **\$3,000**

Transfers from reserves are being used to offset these one-time costs.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	6.00	6.00	0.00
Part-time	1.00	1.00	0.00
Casual	0.00	0.00	0.00
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>0.00</b>

## **Explanation of FTE Changes**

There are no proposed changes in staff compliment from 2020 to 2021.

## **Flow-Through Impact**

We are not aware of any flow through impacts on the 2021 budget.



## **2021 Operating Budget Highlights**

Department

**Building Services**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$	84,925
2020 Approved Budget	\$	90,428
Percentage Change		-6.09%

The Building & Plumbing Section is an enterprise operation that runs a balanced budget which has no implications on the Tax Levy. The construction sector is expected to continue strong well into 2021. Any year to year excesses or shortages are smoothed out by utilizing a reserve account. Building Services currently has sufficient funds in the reserve account to handle any variations encountered in permit activity.

The Property Standards Section implemented a ticketing system in 2020 to assist with offsetting the costs of enforcement services. This should see an uptick in revenues moving forward. However, the section operates at a deficit.

Long term financial planning requires an examination of current budget performance and analysis of future needs, in terms of service levels and financial impacts. Through the budget process, we can quantify these issues using the following guidelines.

### **2020 Budget Performance**

#### **Building and Plumbing**

The Building and Plumbing revenue for 2020 are expected to be up approximately 50% over budget predictions and expenses are expected to be approximately 20% over budget predictions. This should allow for a surplus to transfer to the reserve account.

#### **Property Standards Enforcement**

The Property Standards revenue is well below budget predictions as the ability to ticket was implemented later than predicted in 2020. However, the expenses for 2020 are expected to be approximately 25% below budget for the year. This was the first full year with a dedicated Property Standards Officer in place which made budget predictions difficult.

## **2021 Budget Comparison**

### **Building and Plumbing**

The Building and Plumbing revenues in 2021 are expected to keep pace with the strong levels experienced in 2020 as the 2020 year was well above budget predictions.

Account	2020 Budget	Proposed 2021	Variance
Total Revenue	757,000	878,000	16.0 %

The Building and Plumbing expenses in 2021 are expected to be higher than those budgeted for in 2020 due to the increase in staffing levels discussed below. This change will have an impact on salary related line items as well as on training, mileage, supplies and membership.

Account	2020 Budget	Proposed 2021	Variance
Reg Full-time Wages	383,879	465,000	21.1 %
All Statutory Benefits	33,096	38,000	14.8 %
All Employer Benefits	53,148	63,000	18.5 %
OMERS	45,290	50,000	10.4 %
Course/Exam Fees	24,000	30,000	25.0 %
Membership Fees	3,500	4,200	20.0 %
Temporary Employees	8,000	4,000	-50.0 %
Contracted Services	10,000	45,000	350.0 %
Staff Mileage	8,000	10,000	25.0 %
Office / Field Supplies	2,600	3,000	15.4 %
Uniforms / Supplies	2,000	3,000	50.0 %

The overall expenses of Building and Plumbing has increased by 21.4%. Coupled with an increase of 16.0% in revenue provides for a balanced budget.

### **Property Standards Enforcement**

The 2020 year was the first year with a full-time Property Standards Officer in place. This has provided an opportunity to normalize expectations and better align the budget process with the actual service levels encountered. The overall revenue is an estimated 16.0% decrease over 2020.

Account	2020 Budget	Proposed 2021	Variance
Order Admin Fees	3,000	4,000	33.3 %
Disbursement Admin Fees	7,000	2,000	-71.4 %

The salary related line items related to enforcement will be transferred out of Building and Plumbing and be reflected appropriately. The overall expenses of Property Standards Enforcement is expected to decrease by 8.3%.

Account	2020 Budget	Proposed 2021	Variance
All overtime	0	2,000	
All Statutory Benefits	0	6,300	
All Employer Benefits	0	10,400	
OMERS	0	8,300	
Legal Fees & Expenses	47,000	7,000	-85.1 %
Consulting Fees	4,000	2,000	-50.0 %
Contractors Fees	8,000	9,500	18.8 %

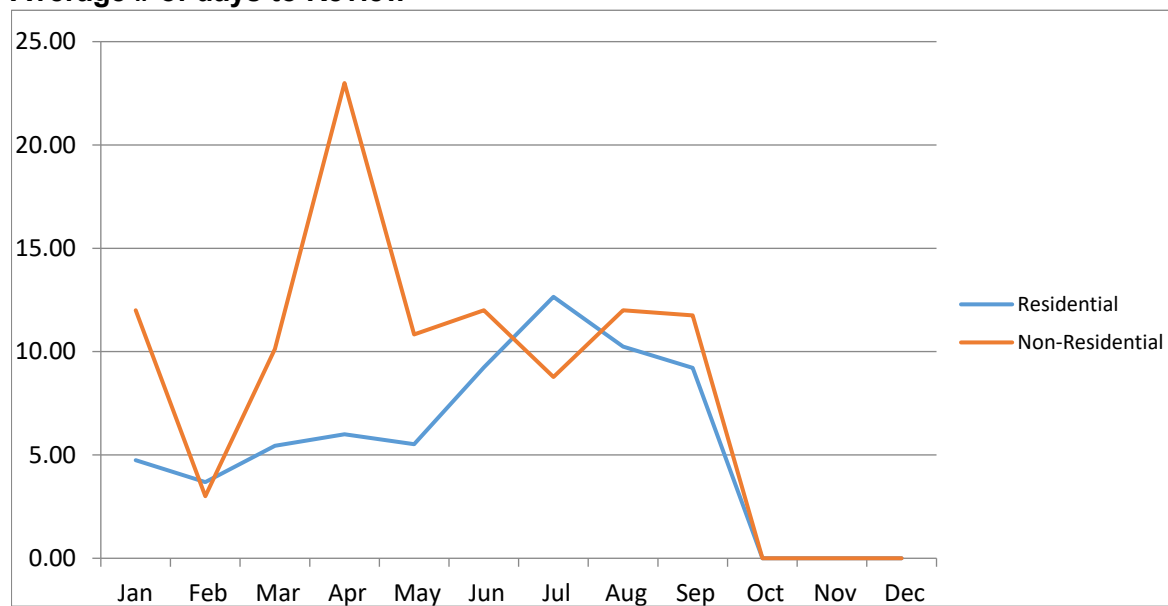
## **Service Level Commentary**

### **Building and Plumbing**

The permit activity experienced by Building and Plumbing was not adversely affected by the Covid19 pandemic. In fact, the opposite may be true. In 2019 a record was set for the number of permits issued (639) and came very close to the record number of dwelling units created (486) and also came close to the maximum construction value (\$140.95M). At the year-to-date third quarter (end of Sept) 2020 exceeds last year for the same period (540 vs 505), the number of dwelling units exceeds last year (612 vs 278) and the construction value exceeds last year (\$118.67M vs \$79.26M).

This hyper-activity level has made maintaining service delivery levels difficult and has prompted the hiring of contract inspectors in the short term and the hiring of a Building Inspector for the longer term as discussed below. The number one metric of service level is the number of days to review an application for permit. For housing permits the standard is 10 days while non-housing can be anywhere from 15 to 30 days depending on the complexity of the project. The average time to review for housing was at or above the 10 days for June, July and August. The implementation of contract staff brought that metric into compliance for September.

#### **Average # of days to Review**



### **Property Standards Enforcement**

It was also a busy year for Property Standards Enforcement. In the first three quarters of 2020 there were 169 new complaints, of which 115 (68%) have been resolved. There were 41 Notices and 11 Orders issued. In most cases initial contact on these files has been made within the 48-hour customer service window.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	5.00	6.00	1.00
Part-time	0.70	0.30	-0.40
Casual	0.00	0.00	0.00
<b>Total</b>	<b>5.70</b>	<b>6.30</b>	<b>0.60</b>

## **Explanation of FTE Changes**

In the second half of 2020 two part-time contract inspectors were hired to assist in the delivery of inspection services due to the increase in permit activity. Building Services is in the process of searching for an additional inspector to start late in 2020 which may require the continuance of a part-time contract inspector early in 2021 to cover the transitional period.

## **Flow-Through Impact**

Building Services does not deal with any flow-through accounts.



## **2021 Operating Budget Highlights**

Department

**Social Services**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$ 4,466,062
2020 Approved Budget	\$ 4,236,562
Percentage Change	5.42%

### **2020 Budget Performance**

It is estimated that Social Services will a surplus of approximately \$350,000, this mainly due to savings in wages from employees taking voluntary leave of absences for COVID.

### **2021 Budget Comparison**

Overall, the Social Services Department's operating budget has increased by 5.42% for all three programs including Ontario Works, children's services, and housing and homelessness services.

#### **Administration**

- Administration expenses include general and non-program operating costs such as janitorial services, office rent, equipment rentals, telephone, and office supplies. Administration expenses are charged to the three divisions (Ontario Works, children's services, and housing services) through a costing allocation model.
- Overall, the administration budget has decreased by 3%, this is due to small savings in many areas.

#### **Employment and Income Support (Ontario Works)**

- Total net City cost decreased by 0.50%.
- The Ontario Works workforce has been reduced by two FTEs.
- The province has capped 2021 administrative funding at the level of 2018 actual Ontario Works expenditures. This 50/50 funding is for delivery of the Ontario Works

program. Direct benefits paid to OW recipients remain 100% funded by the province.

- Steps have been taken to reduce administrative expenditures, for example, the funding for Bridges out of Poverty has been reduced by \$30,000. Any costs above the 2018 ceiling are funded 100% by the municipalities.

#### Children's Services

- Total net City cost increased by 25.04%.
- As of this date, we have not received our 2021 financial allocation. We are working from the 2020 allocation and making the changes that have been previously announced.
- The Province is phasing in cost-sharing and administrative funding changes to Early Years funding. In 2021, the provincial share of administrative funding has been reduced from 100% to 50%. Municipalities are expected to contribute 50% of the cost of children's services delivery.
- In the year 2022, the allowable threshold for provincial admin cost-sharing will be reduced from 10% of the total funding allocation to 5% of the total funding allocation.
- These changes in administrative cost sharing has resulted in the large increase for Children's Services.

#### Social Housing and Homelessness Services

- Total net City cost increased by 5.17%.
- In order to respond to growing concerns around homelessness and housing, Housing Services underwent restructuring in 2020 which resulted in the addition of one FTE for 2021.
- Portable Housing Benefits (PHBs) expense has been increased by \$10,000 bringing the total to \$240,000. This program will continue to fund approximately 60 households. PHBs count toward the required 946 units of rent-geared-to-income (RGI) housing required in St. Thomas/Elgin under the Housing Services Act.
- \$5,000 has again been included under "Contracted Employee" to hire two summer students.

#### County cost-sharing

The County shares the cost of social services in accordance with a City/County cost sharing agreement.

#### **Service Level Commentary**

- In the Ontario Works division, the average 2020 monthly caseload to September 2020 was 1,395 cases per month (1,501 in 2019). Staff continue to work closely with Fanshawe College and Employment Services Elgin to help recipients find employment. Province-wide changes to the employment services system in Ontario are expected to take effect in 2021. At this time, potential impacts of these changes on local service delivery are not known.

- COVID has had an impact on Childcare Services, providers are running at about 77% capacity on average. There are waiting lists at some childcare facilities as providers are having trouble finding staffing. It is expected that two new child care centres will be built by our school board partners in 2021.
- In Social Housing and homelessness services, the number of households on the centralized waiting list for subsidized housing was 804 at the end of Oct 2020. In 2020, the average was 500 per month. The increase is largely due to an internal change in procedure to ease administrative workload; since most applicants wait for four years or more to be housed, eligibility verification documentation is no longer required at time of application but is requested when the applicant nears the top of the chronological wait list.

## **2020 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	48.00	47.00	-1.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00

## **Explanation of FTE Changes**

Two positions are not being filled in Ontario Works and one position has been added in Housing Services.

## **Flow-Through Impact**

- As mentioned, with plans for two new childcare centres in 2021, there may be a need for the City to provide all or part of the 20% municipal share of Expansion Plan funding for operations going forward.
- Changes to the Ontario Works program administrative funding model in 2022 is expected to result in less provincial funding for service delivery costs. The actual financial impact is not known at this time, but it will likely result in increased costs for the municipality.
- Similarly, in children's services, the Province plans to reduce its share of administrative funding in 2022. Again, this change will impact the municipal cost for service delivery.
- In order for the City to achieve the required 946 units of RGI per legislated Service Level Standards, the City will need to increase the number of Portable Housing Benefits (PHB) from the current 60 to approximately 100 going forward. At an average monthly cost of \$300 per PHB, the increased cost is estimated at \$144,000 per year.
- The addition of one FTE in housing services will cost approximately \$125,000 per year, the reduction of two FTEs in Ontario Works will save approximately the same amount.

## **2021 Operating Budget Highlights**

Department

**Valleyview Home**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$	2,599,423
2020 Approved Budget	\$	2,478,736
Percentage Change		4.87%

### **2020 Budget Performance**

The 2020 budget is forecasted to meet budget expectations at year end. However, the uncertainty of COVID could have an impact.

### **2021 Budget Comparison**

The 2021 budget is similar to the 2020 budget with the following factors causing our municipal request to increase: Negotiated wage increases, benefit increases, contract increases.

### **Service Level Commentary**

The 2021 budget maintains the same service levels as the 2020 budget.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

<b>FTE'S</b>	<b>2020</b>	<b>2021</b>	<b>Change</b>
Permanent	80.00	80.00	0.00
Part-time	24.40	24.40	0.00
Casual	0.00	0.00	0.00

## **Explanation of FTE Changes**

No staffing changes are proposed.

## **Flow-Through Impact**

No flow-through impacts to 2022.

## **2021 Operating Budget Highlights**

Department

**Library**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$ 2,579,497
2020 Approved Budget	\$ 2,477,875
Percentage Change	4.10%

### **2020 Budget Performance**

Salaries and Benefits will be underspent by approximately \$270,000 because we laid off 19 employees for a portion of the year.

### **2021 Budget Comparison**

The 2021 budget shows an increase of 4.10%.

We are now a fine free library so this will affect revenue in desk receipts. Additionally, we have been unable to rent rooms and may continue to be unable to do so in 2021 due to the pandemic restrictions.

Increases in salaries and benefits account for 74.1% of the increase.

## **Service Level Commentary**

Gaming software and compact discs are no longer being purchased by the library so they will no longer require any funding

Adult Books and Children's and Teens' Books now include eBooks. There has been a marked increase in the usage of eBooks over the last year so the increase would be used to support this.

Impact: \$4000

Adult Audiobooks and Children's and Teens' Audiobooks now include eAudiobooks. There has been a marked increase in the usage of eAudiobooks over the past year so the increase would be used to support this.

Impact: \$2000

The increase in library technology is requested to support incremental increases in the maintenance of software and hardware currently being used.

Impact: \$4000

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

FTE'S	2020	2021	Change
Permanent	16.00	17.00	1.00
Part-time	7.50	7.50	0.00
Casual	1.00	5.00	4.00

## **Explanation of FTE Changes**

Part-time Administrative Clerk became full-time Administrative Clerk/Safety and Wellness Coordinator. Hiring of 4 new casuals to fill shifts due to absence.

## **Flow-Through Impact**

Incremental increases to support existing software and hardware.

## **2021 Operating Budget Highlights**

Department

**St. Thomas Economic Development Corporation**

### **Tax Levy Implications**

Comparison of net cost for department.

2021 Budget Request	\$	643,573
2020 Approved Budget	\$	652,195
Percentage Change		-1.32%

Long term financial planning requires an examination of current budget performance and analysis of future needs, in terms of service levels and financial impacts. Through the budget process, we can quantify these issues using the following guidelines.

### **2020 Budget Performance**

The effects of COVID-19 on the EDC budget can be seen in a number of areas, however it is anticipated that the year will end close to budget in the majority of areas. One notable exception may be that of ICCI Funding and Marketing & Promotion as the federal government funding is tied to activities that involve travel and, although the travel was paid for, the funding cannot be achieved unless the activities take place.

### **2021 Budget Comparison**

For 2021, the EDC Board has approved a minor restructuring of the Corporation which will result in a slight reduction in the budget requested for 2021. As there are many unknowns for the coming year, the Board recognizes that the next year will be fluid and new demands on EDC services may arise in unexpected places. In 2020, that need materialized in grants provided to small businesses in the early stages of the pandemic. Over the next year, the EDC plans to continue with virtual lead generation, which is more complex and more costly than a typical trade show event, given the difficulty in sourcing those leads, both domestically and internationally.

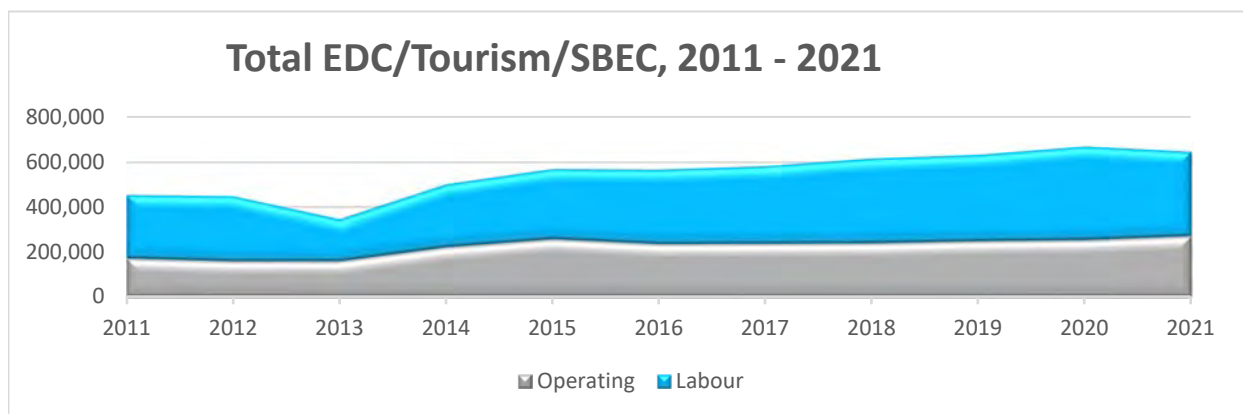
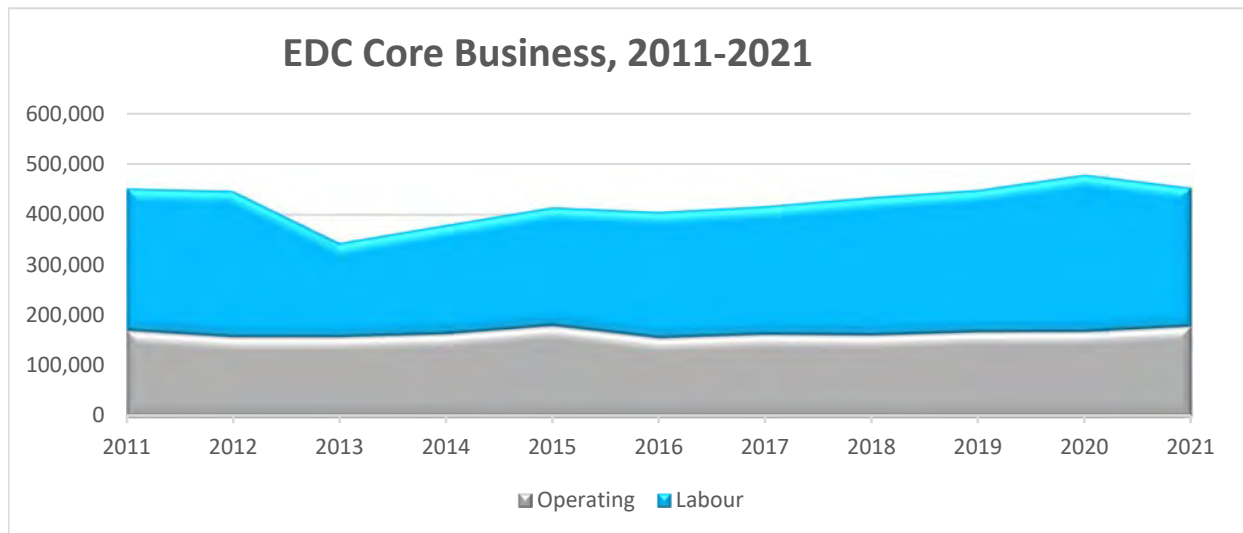


## **2021 Budget Comparison**

Changes in the Small Business Enterprise Centre budget reflect the restructuring plan while also demonstrating the challenges of not being able to generate as much revenue through events as in previous years. The needs of the small business community remain high throughout these challenging times and all members of our EDC team will be working with clients to ensure that they receive the best possible level of service.

The Railway City Tourism budget is largely unchanged as the strategy going forward will be to aim to capitalize on the demand from those looking to stay in-province and explore areas closer to home for the near future. Once it is clear exactly how much mural funding remains from the Estate of Donna Vera Bushell, a revenue line with a matching expense line will be inserted to reflect work planned on mural art in 2021.

With the upcoming changes, the EDC Board has ensured that the Corporation remains cognizant of the challenges being faced throughout the pandemic and respects that the end is not yet in sight. As demonstrated in the charts below, the EDC's Core Business budget is in fact only \$1,000 higher than it was a decade ago, even though the EDC now oversees Railway City Tourism and the Small Business Enterprise Centre, which has increased the scope of work for the Corporation substantially.



The addition of Railway City Tourism to the chart completes the budget picture for the EDC and, as is demonstrated above, has remained relatively consistent for the last 5 years, with moderate increases and the planned decrease in budget for 2021.

## **Service Level Commentary**

In 2020, the EDC has worked with over 90 local companies and responded to over 250 investment leads, while continuing to maintain the relationships developed in previous years and working with numerous local organizations on local community economic development (workforce, immigration, youth, Chamber of Commerce and more).

In Tourism, visitation to the office continued to grow in 2020 and web traffic, through both the website and social media, also increased significantly. Although the current situation has impacted the ability to host larger scale events, Tourism staff worked hard to pull off an outstanding Railway City Arts Crawl in February and continues to work with other local organizations on events that work in this new environment. The government funding received at the end of 2019 and the estate funding in 2020 has allowed the team to further develop the mural program as there are now 25 works of art on walls in the City. Work on that will continue into 2021 with hopes of increasing traffic to the downtown core.

The Small Business Enterprise Centre remains one of the most effective and busiest in Southwestern Ontario, supporting local companies with over \$100,000 in grants from January to July alone and over \$350,000 more in the last two years, along with a partnership with Elgin County and the Downtown Development Board that saw an additional \$50,000 in grants go out to 33 businesses in response to the COVID-19 crisis.

In addition to the grant programs, the SBEC provides advisory services to small businesses across St. Thomas and Elgin County and engaged in over 3,500 client enquiries, resulting in 68 new businesses started, 18 expansions and 118 new jobs (fiscal year 2019/2020). All of this while running one of the City's top events in Bridges to Better Business, opening the Grow Pop Up Shop and hosting 47 workshops with over 500 attendees, among other key events and activities. The proposed budget allows the EDC to maintain this level of service, with some opportunities for increased engagement.

## **2021 Workforce Requirements**

Full Time Equivalent Positions (FTEs):

FTE'S	2020	2021	Change
Permanent	6.00	5.00	-1.00
Part-time	0.22	0.50	0.28
Casual	0.53	0.53	0.00

## **Explanation of FTE Changes**

The budget allows for the modification of two existing roles and reduces one of the Small Business Advisor roles to a part time position, which will be filled if needed in 2021. It remains unknown if the Tourism Office will open on Saturdays with a part-time employee, however the budget assumes that it will not at this time.

## **Flow-Through Impact**

None.

	DESCRIPTION	2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 (\$)	CHANGE (%)
	<b>Departmental Summary</b>						
2	<b>MAYOR &amp; COUNCIL</b>	<b>\$505,363</b>	<b>\$704,535</b>	<b>-28%</b>	<b>\$720,123</b>	<b>\$15,588</b>	<b>2.21%</b>
4	Corporate Administration	320,352	371,112	-14%	352,892	-18,220	-4.91%
4	Community Improvement Program (CIP)	41,782	470,750	-91%	470,750	0	0.00%
	<b>CITY MANAGER DEPARTMENT</b>	<b>362,134</b>	<b>841,862</b>	<b>-57%</b>	<b>823,642</b>	<b>-18,220</b>	<b>-2.16%</b>
5	Clerk's Office	323,227	591,057	-45%	591,057	0	0.00%
5	Committee of Adjustment	-3,779	0	0%	0	0	0.00%
5	Elections	692	0	0%	768	768	100.00%
6	Municipal Heritage Committee	4,388	5,180	-15%	5,180	0	0.00%
6	Horton Farmers' Market	16,870	15,100	12%	15,100	0	0.00%
7	Airport Operations	31,151	47,334	-34%	56,081	8,747	18.48%
	<b>CITY CLERK'S DEPARTMENT</b>	<b>372,549</b>	<b>658,671</b>	<b>-43%</b>	<b>668,186</b>	<b>9,515</b>	<b>1.44%</b>
10	Corporate Services	312,206	3,533,001	-91%	4,406,801	873,800	24.73%
10	Municipal Tax Levy	-57,252,117	-57,216,241	0%	-60,200,453	-2,984,212	5.22%
10	Other Taxation	-4,112,206	-985,000	317%	-1,135,000	-150,000	15.23%
11	Treasury	496,186	723,100	-31%	723,100	0	0.00%
11	Information Technology	533,094	714,000	-25%	783,828	69,828	9.78%
12	County POA Services	-32,472	-200,000	-84%	-200,000	0	0.00%
12	Conservation	259,096	314,200	-18%	323,626	9,426	3.00%
12	Health Services	2,628,479	3,422,368	-23%	3,814,463	392,095	11.46%
	<b>TREASURY DEPARTMENT</b>	<b>-57,167,734</b>	<b>-49,694,572</b>	<b>15%</b>	<b>-51,483,635</b>	<b>-1,789,063</b>	<b>3.60%</b>
13	Human Resources	1,467,470	1,694,238	-13%	1,891,555	197,317	11.65%
13	Retired Employees	311,499	366,789	-15%	408,411	41,622	11.35%
	<b>HUMAN RESOURCES DEPARTMENT</b>	<b>1,778,969</b>	<b>2,061,027</b>	<b>-14%</b>	<b>2,299,966</b>	<b>238,939</b>	<b>11.59%</b>
17	<b>FIRE DEPARTMENT</b>	<b>7,360,455</b>	<b>9,106,509</b>	<b>-19%</b>	<b>9,126,987</b>	<b>20,478</b>	<b>0.22%</b>
14	Police Services Board	9,411	21,742	-57%	21,742	0	0.00%
14	Police Services	10,166,851	12,258,345	-17%	12,939,803	681,458	5.56%
15	Police - Courthouse	303,528	247,871	22%	301,791	53,920	21.75%
16	Police Station - Caso	245,789	259,500	-5%	267,500	8,000	3.08%
	<b>POLICE DEPARTMENT</b>	<b>10,725,579</b>	<b>12,787,458</b>	<b>-16%</b>	<b>13,530,836</b>	<b>743,378</b>	<b>5.81%</b>
19	Recreational Facilities	1,100,541	1,320,142	-17%	1,298,324	-21,818	-1.65%
23	Parks & Forestry	1,797,851	2,392,654	-25%	2,440,108	47,454	1.98%
24	Property Maintenance Division	1,069,331	918,772	16%	890,111	-28,661	-3.12%
	<b>PARKS AND RECREATION DEPARTMENT</b>	<b>3,967,723</b>	<b>4,631,568</b>	<b>-14%</b>	<b>4,628,543</b>	<b>-3,025</b>	<b>-0.07%</b>
36	<b>Environmental Services Administration</b>	<b>114,117</b>	<b>143,095</b>	<b>-20%</b>	<b>146,925</b>	<b>3,830</b>	<b>2.68%</b>
47	Development and Compliance	54,543	0	0%	0	0	0.00%
48	Waste Management	2,448,660	2,554,150	-4%	2,716,350	162,200	6.35%
	<b>Development and Compliance</b>	<b>2,503,203</b>	<b>2,554,150</b>	<b>-2%</b>	<b>2,716,350</b>	<b>162,200</b>	<b>6.35%</b>
47	<b>Capital Works Service Area</b>	<b>322,179</b>	<b>418,565</b>	<b>-23%</b>	<b>409,550</b>	<b>-9,015</b>	<b>-2.15%</b>
37	Water and Sewer	-65,971	-29,510	124%	0	29,510	-100.00%
39	Pollution Control	204,985	0	0%	0	0	0.00%
	<b>Sewer and Water Service Area</b>	<b>139,014</b>	<b>-29,510</b>	<b>-571%</b>	<b>0</b>	<b>29,510</b>	<b>-100.00%</b>
41	Roads Operations	2,034,179	2,821,740	-28%	2,901,141	79,401	2.81%
42	Fleet Operation	-13,756	0	0%	0	0	0.00%
43	Crossing Guards	35,656	71,270	-50%	73,940	2,670	3.75%
43	Railway Maintenance	44,094	71,850	-39%	71,850	0	0.00%
43	Transportation	116,282	141,100	-18%	146,060	4,960	3.52%
43	Traffic Signals	57,991	223,750	-74%	232,720	8,970	4.01%
44	Transit	459,964	1,114,400	-59%	1,108,790	-5,610	-0.50%
43	Street Lighting	408,193	633,750	-36%	665,190	31,440	4.96%
45	Bylaw & Parking Enforcement	120,892	127,185	-5%	175,805	48,620	38.23%
46	Animal Control	151,410	192,430	-21%	197,870	5,440	2.83%
	<b>Roads and Transportation Services Area</b>	<b>3,414,905</b>	<b>5,397,475</b>	<b>-37%</b>	<b>5,573,366</b>	<b>175,891</b>	<b>3.26%</b>
	<b>ENVIRONMENTAL SERVICES DEPT.</b>	<b>6,493,418</b>	<b>8,483,775</b>	<b>-23%</b>	<b>8,846,191</b>	<b>362,416</b>	<b>4.27%</b>
29	Planning	451,479	483,369	-7%	465,681	-17,688	-3.66%
32	Building Services	-457,436	90,428	-606%	84,925	-5,503	-6.09%
	<b>PLANNING DEPARTMENT</b>	<b>-5,957</b>	<b>573,797</b>	<b>-101%</b>	<b>550,606</b>	<b>-23,191</b>	<b>-4.04%</b>
49	Administration	405,194	0	0%	0	0	0.00%
50	Employment and Income Support	-619,287	1,226,446	-150%	1,220,266	-6,180	-0.50%
51	Childcare	-2,284,394	403,399	-666%	504,417	101,018	25.04%
52	Social Housing	-122,514	2,606,717	-105%	2,741,379	134,662	5.17%
53	Public Housing	551,825	0	0%	0	0	0.00%
	<b>ONTARIO WORKS</b>	<b>-2,069,176</b>	<b>4,236,562</b>	<b>-149%</b>	<b>4,466,062</b>	<b>229,500</b>	<b>5.42%</b>
54	<b>VALLEY VIEW</b>	<b>1,412,521</b>	<b>2,478,737</b>	<b>-43%</b>	<b>2,599,423</b>	<b>120,686</b>	<b>4.87%</b>
28	<b>DOWNTOWN DEVELOPMENT BOARD</b>	<b>-13,585</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
26	<b>LIBRARY</b>	<b>1,821,436</b>	<b>2,477,876</b>	<b>-26%</b>	<b>2,579,497</b>	<b>101,621</b>	<b>4.10%</b>
33	<b>ECONOMIC DEVELOPMENT CORP.</b>	<b>722,760</b>	<b>652,195</b>	<b>11%</b>	<b>643,573</b>	<b>-8,622</b>	<b>-1.32%</b>
		<b>-23,733,545</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>MAYOR &amp; COUNCIL</b>						
<b>COUNCILLORS</b>						
<b>EXPENSES</b>						
11-2-01-1-0000-3011	Reg Part-time Wages	169,951	232,402	-27%	215,369	-17,033 -7.33%
11-2-01-1-0000-3120	All Statutory Benefits	9,722	18,057	-46%	19,659	1,602 8.87%
11-2-01-1-0000-3130	All Employer Benefits	13,362	18,309	-27%	12,544	-5,765 -31.49%
11-2-01-1-0000-3210	Car Allowance	11,391	16,800	-32%	13,000	-3,800 -22.62%
11-2-01-1-0000-3316	Board Recoveries	-1,060	-4,500	-76%	-4,500	0 0.00%
11-2-01-1-0000-4001	Meetings/Receptions	229	1,750	-87%	0	-1,750 -100.00%
11-2-01-1-0000-4005	Public Relations	400	1,750	-77%	0	-1,750 -100.00%
11-2-01-1-0000-4022	Conference Fees	2,593	11,000	-76%	11,000	0 0.00%
11-2-01-1-0000-4249	Telephone Services	1,453	1,750	-17%	1,800	50 2.86%
11-2-01-1-0000-4280	Mileage Expense	31	850	-96%	250	-600 -70.59%
11-2-01-1-0000-5010	Miscellaneous Expenses	30	0	0%	0	0 0.00%
<b>TOTAL COUNCILLORS' EXPENSE</b>		<b>208,102</b>	<b>298,168</b>	<b>-30%</b>	<b>269,122</b>	<b>-29,046 -9.74%</b>

<b>MAYOR</b>						
<b>EXPENSES</b>						
11-2-01-1-1000-3011	Reg Part-time Wages	56,790	64,710	-12%	65,681	971 1.50%
11-2-01-1-1000-3120	All Statutory Benefits	4,002	2,257	77%	2,470	213 9.44%
11-2-01-1-1000-3130	All Employer Benefits	32	0	0%	0	0 0.00%
11-2-01-1-1000-3210	Car Allowance	4,985	7,125	-30%	5,125	-2,000 -28.07%
11-2-01-1-1000-4022	Conference Fees	992	5,000	-80%	5,000	0 0.00%
11-2-01-1-1000-4249	Telephone Services	155	600	-74%	300	-300 -50.00%
11-2-01-1-1000-4280	Mileage Expense	0	750	-100%	250	-500 -66.67%
11-2-01-1-1000-4001	Meetings/Receptions	799	1,500	-47%	0	-1,500 -100.00%
11-2-01-1-1000-3316	Board Recoveries	-1,500	0	0%	0	0 0.00%
11-2-01-1-1000-4005	Public Relations	249	3,000	-92%	0	-3,000 -100.00%
<b>TOTAL MAYOR'S EXPENSES</b>		<b>66,504</b>	<b>84,942</b>	<b>-22%</b>	<b>78,826</b>	<b>-6,116 -7.20%</b>

<b>CITY COUNCIL</b>						
<b>EXPENSES</b>						
11-2-01-1-2000-4023	Association Membership Fees	14,395	12,500	15%	15,000	2,500 20.00%
11-2-01-1-2000-4259	Courier	0	250	-100%	250	0 0.00%
11-2-01-1-2000-4261	Advertising	1,468	4,000	-63%	3,000	-1,000 -25.00%
11-2-01-1-2000-4272	External Printing	31	1,500	-98%	1,500	0 0.00%
11-2-01-1-2000-5010	Miscellaneous Expenses	0	500	-100%	500	0 0.00%
11-2-01-1-2000-5011	Office Supplies	631	1,750	-64%	1,750	0 0.00%
11-2-01-1-2000-5510	Publications and Subscriptions	793	500	59%	400	-100 -20.00%
11-2-01-1-2000-4001	Meetings/Receptions	884	7,000	-87%	7,000	0 0.00%
11-2-01-1-2000-4074	Integrity Commissioner / Investigator	2,544	3,500	-27%	3,500	0 0.00%
11-2-01-1-2000-4076	Strategic Planning Expenses	733	750	-2%	750	0 0.00%
11-2-01-1-2000-4005	Public Relations	1,524	15,500	-90%	18,500	3,000 19.35%
11-2-01-1-2000-5200	Council Grants	210,650	240,925	-13%	285,925	45,000 18.68%
<b>TOTAL CITY COUNCIL EXPENSES</b>		<b>233,653</b>	<b>288,675</b>	<b>-19%</b>	<b>338,075</b>	<b>49,400 17.11%</b>
<b>TOTAL MAYOR AND COUNCILLORS</b>		<b>508,259</b>	<b>671,785</b>	<b>-24%</b>	<b>686,023</b>	<b>14,238 2.12%</b>

<b>HONOURS &amp; AWARDS</b>						
<b>REVENUE</b>						
11-2-01-1-0010-9515	Unallocated Revenue	0	1,350	-100%	0	-1,350 -100.00%
<b>TOTAL REVENUE</b>		<b>0</b>	<b>1,350</b>	<b>-100%</b>	<b>0</b>	<b>-1,350 -100.00%</b>
<b>EXPENSES</b>						
11-2-01-1-0010-4016	Banquet Expenses	0	6,500	-100%	6,500	0 0.00%
<b>TOTAL EXPENSES</b>		<b>0</b>	<b>6,500</b>	<b>-100%</b>	<b>6,500</b>	<b>0 0.00%</b>
<b>TOTAL HONOURS &amp; AWARDS</b>		<b>0</b>	<b>5,150</b>	<b>-100%</b>	<b>6,500</b>	<b>1,350 26.21%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
CANADA DAY							
REVENUE							
11-2-01-1-0769-9010	Federal Grant	4,000	2,500	60%	2,500	0	0.00%
11-2-01-1-0769-9515	Miscellaneous Revenue	0	2,500	-100%	2,500	0	0.00%
TOTAL REVENUE		4,000	5,000	-20%	5,000	0	0.00%
EXPENSES							
11-2-01-1-0769-4051	Promotion/Advertising	1,104	1,600	-31%	1,600	0	0.00%
11-2-01-1-0769-4073	Canada Day - Entertainment	0	3,500	-100%	3,500	0	0.00%
11-2-01-1-0769-4075	Miscellaneous Services	0	6,000	-100%	6,000	0	0.00%
11-2-01-1-0769-4171	Equipment Rental	0	6,000	-100%	6,000	0	0.00%
11-2-01-1-0769-5410	Hydro Expense	0	500	-100%	500	0	0.00%
11-2-01-1-0769-7063	Fireworks	0	15,000	-100%	15,000	0	0.00%
TOTAL EXPENSES		1,104	32,600	-97%	32,600	0	0.00%
TOTAL CANADA DAY		-2,896	27,600	-110%	27,600	0	0.00%
TOTAL MAYOR & COUNCIL		505,363	704,535	-28%	720,123	15,588	2.21%

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>CORPORATE ADMINISTRATION</b>						
<b>EXPENSES</b>						
11-2-01-2-0000-3010	Reg Full-time Wages	224,529	268,581	-16%	271,214	2,633 0.98%
11-2-01-2-0000-3120	All Statutory Benefits	11,661	13,896	-16%	14,283	387 2.78%
11-2-01-2-0000-3130	All Employer Benefits	16,354	23,688	-31%	25,088	1,400 5.91%
11-2-01-2-0000-3135	OMERS	27,983	31,947	-12%	32,307	360 1.13%
11-2-01-2-0000-4001	Public Relations	29	3,000	-99%	3,000	0 0.00%
11-2-01-2-0000-4002	Meetings/Receptions Expenses	395	1,200	-67%	1,200	0 0.00%
11-2-01-2-0000-4010	Management Consultants	16,548	15,000	10%	0	-15,000 -100.00%
11-2-01-2-0000-4011	Strategic Planning	19,658	8,000	146%	0	-8,000 -100.00%
11-2-01-2-0000-4022	Associated Conferences	0	1,000	-100%	1,000	0 0.00%
11-2-01-2-0000-4020	Course & Exams	0	250	-100%	250	0 0.00%
11-2-01-2-0000-4023	Association Membership Fees	1,089	800	36%	800	0 0.00%
11-2-01-2-0000-4249	Telephone Expense	307	700	-56%	700	0 0.00%
11-2-01-2-0000-4280	Mileage Expense	0	950	-100%	950	0 0.00%
11-2-01-2-0000-5011	Office Supplies	1,724	2,000	-14%	2,000	0 0.00%
11-2-01-2-0000-5510	Books & Subscriptions	0	100	-100%	100	0 0.00%
11-2-01-2-0000-7490	Service Charges	75	0	0%	0	0 0.00%
<b>TOTAL EXPENSES</b>		<b>320,352</b>	<b>371,112</b>	<b>-14%</b>	<b>352,892</b>	<b>-18,220 -4.91%</b>
<b>TOTAL CORPORATE ADMINISTRATION</b>		<b>320,352</b>	<b>371,112</b>	<b>-14%</b>	<b>352,892</b>	<b>-18,220 -4.91%</b>

## COMMUNITY IMPROVEMENT PROGRAM

### EXPENSES

11-2-01-2-1000-4166	CIP Technical Resources	0	750	-100%	750	0 0.00%
11-2-01-2-1000-7090	CIP Program Funds - Grants	41,782	470,000	-91%	470,000	0 0.00%
<b>TOTAL COMMUNITY IMPROVEMENT PROGRAM</b>		<b>41,782</b>	<b>470,750</b>	<b>-91%</b>	<b>470,750</b>	<b>0 0.00%</b>
<b>TOTAL CITY MANAGER</b>		<b>362,134</b>	<b>841,862</b>	<b>-57%</b>	<b>823,642</b>	<b>-18,220 -2.16%</b>

DESCRIPTION	2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	(%)
-------------	------------------	----------------	----------	----------------	--------------------------	-----

## CLERK'S DEPARTMENT

### REVENUE

11-2-01-3-0000-9515	Misc. Sales	289	500	-42%	500	0	0.00%
11-2-01-3-0000-9760	In/Out of Town Death Recoveries	6,140	4,500	36%	4,500	0	0.00%
11-2-01-3-0000-9761	Marriage Licence Fee	67,340	28,000	141%	28,000	0	0.00%
11-2-01-3-0000-9765	Commissioners Fee	1,260	3,000	-58%	3,000	0	0.00%
11-2-01-3-0000-9775	Heritage Committee Secretarial Recovery	750	1,000	-25%	1,000	0	0.00%
<b>TOTAL REVENUE</b>		<b>75,779</b>	<b>37,000</b>	<b>105%</b>	<b>37,000</b>	<b>0</b>	<b>0.00%</b>

### EXPENSES

11-2-01-3-0000-3010	Reg Full-time Wages	250,373	439,333	-43%	447,040	7,707	1.75%
11-2-01-3-0000-3011	Reg Part-time Wages	27,309	0	0%	0	0	0.00%
11-2-01-3-0000-3090	All Overtime	2,689	4,500	-40%	4,500	0	0.00%
11-2-01-3-0000-3120	Statutory Benefits	20,599	33,680	-39%	34,892	1,212	3.60%
11-2-01-3-0000-3130	Employer Benefits	32,957	50,212	-34%	57,898	7,686	15.31%
11-2-01-3-0000-3135	OMERS	27,608	44,532	-38%	41,927	-2,605	-5.85%
11-2-01-3-0000-4020	Course/Exam Fees	-694	1,400	-150%	2,100	700	50.00%
11-2-01-3-0000-4022	Associated Conferences	0	500	-100%	600	100	20.00%
11-2-01-3-0000-4023	Association Membership Fees	1,455	1,500	-3%	1,800	300	20.00%
11-2-01-3-0000-4059	Contracted Services	0	36,000	-100%	20,000	-16,000	-44.44%
11-2-01-3-0000-4067	Contracted Security	10,325	2,200	369%	3,000	800	36.36%
11-2-01-3-0000-4075	Records Storage/Document Mtg.	0	400	-100%	400	0	0.00%
11-2-01-3-0000-4249	Telephone Expense	236	300	-21%	300	0	0.00%
11-2-01-3-0000-4259	Courier	167	200	-17%	300	100	50.00%
11-2-01-3-0000-4272	External Printing	76	200	-62%	200	0	0.00%
11-2-01-3-0000-4280	Staff Mileage	0	200	-100%	200	0	0.00%
11-2-01-3-0000-5011	Office Supplies	639	2,000	-68%	2,000	0	0.00%
11-2-01-3-0000-5016	Marriage Licence Expense	28,800	9,600	200%	9,600	0	0.00%
11-2-01-3-0000-5510	Books & Subscriptions	218	300	-27%	300	0	0.00%
11-2-01-3-0000-6810	Equipment Purchases	28	1,000	-97%	1,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>402,785</b>	<b>628,057</b>	<b>-36%</b>	<b>628,057</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL CLERK'S ADMIN</b>		<b>327,006</b>	<b>591,057</b>	<b>-45%</b>	<b>591,057</b>	<b>0</b>	<b>0.00%</b>

## COMMITTEE OF ADJUSTMENT

### REVENUE

11-2-01-3-0700-9194	Application Fees	7,000	5,200	35%	5,200	0	0.00%
11-2-01-3-0700-9198	Administrative Charges	0	800	-100%	800	0	0.00%
<b>TOTAL REVENUE</b>		<b>7,000</b>	<b>6,000</b>	<b>17%</b>	<b>6,000</b>	<b>0</b>	<b>0.00%</b>

### EXPENSES

11-2-01-3-0700-3011	Part-time Salaries	1,194	2,200	-46%	2,200	0	0.00%
11-2-01-3-0700-3120	Stat Benefits	53	110	-52%	110	0	0.00%
11-2-01-3-0700-4040	Legal Fees	0	1,190	-100%	1,190	0	0.00%
11-2-01-3-0700-4051	Advertising	1,974	2,500	-21%	2,500	0	0.00%
<b>TOTAL EXPENSES</b>		<b>3,221</b>	<b>6,000</b>	<b>-46%</b>	<b>6,000</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL COMMITTEE OF ADJUSTMENT</b>		<b>-3,779</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

## ELECTIONS

### EXPENSES

11-2-01-3-3000-4069	Equipment Warranty	692	0	0%	768	768	100.00%
<b>TOTAL ELECTIONS EXPENSES</b>		<b>692</b>	<b>0</b>	<b>0%</b>	<b>768</b>	<b>768</b>	<b>100.00%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>MUNICIPAL HERITAGE COMMITTEE</b>						
<b>REVENUE</b>						
31-5-01-1-0002-9080 National Trust for Canada funding	0	3,950	-100%	3,950	0	0.00%
<b>TOTAL REVENUE</b>	<b>0</b>	<b>3,950</b>	<b>-100%</b>	<b>3,950</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSES</b>						
31-5-01-1-0002-3011 Reg Part-time Wages	3,370	6,115	-45%	6,115	0	0.00%
31-5-01-1-0002-3120 All Statutory Benefits	268	515	-48%	515	0	0.00%
31-5-01-1-0002-4076 Secretarial Support	750	1,000	-25%	1,000	0	0.00%
31-5-01-1-0002-5019 Program Supplies	0	1,500	-100%	1,500	0	0.00%
<b>TOTAL EXPENSES</b>	<b>4,388</b>	<b>9,130</b>	<b>-52%</b>	<b>9,130</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL MUNICIPAL HERITAGE COMMITTEE</b>	<b>4,388</b>	<b>5,180</b>	<b>-15%</b>	<b>5,180</b>	<b>0</b>	<b>0.00%</b>

<b>HORTON FARMERS' MARKET</b>						
<b>REVENUE</b>						
31-5-01-1-0008-7040 Transfer from City - Off Season Utilities	408	1,250	-67%	1,250	0	0.00%
31-5-01-1-0008-9515 Sales/Recoveries	3,894	43,700	-91%	43,700	0	0.00%
<b>TOTAL REVENUE</b>	<b>4,302</b>	<b>44,950</b>	<b>-90%</b>	<b>44,950</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSES</b>						
31-5-01-1-0008-4023 Membership Expense	356	1,250	-72%	1,250	0	0.00%
31-5-01-1-0008-4051 Advertising	366	4,500	-92%	4,500	0	0.00%
31-5-01-1-0008-4058 Contracted Janitorial Services	1,730	3,500	-51%	3,500	0	0.00%
31-5-01-1-0008-4075 Contracted Employee	14,400	27,500	-48%	27,500	0	0.00%
31-5-01-1-0008-4141 Building Maintenance/Repair	102	1,200	-92%	1,200	0	0.00%
31-5-01-1-0008-4249 Telephone/Alarm Expense	997	1,300	-23%	1,300	0	0.00%
31-5-01-1-0008-5016 Janitorial Supplies	107	1,000	-89%	1,000	0	0.00%
31-5-01-1-0008-5019 Program Supplies	0	1,500	-100%	1,500	0	0.00%
31-5-01-1-0008-5410 Hydro Expense	839	1,600	-48%	1,600	0	0.00%
31-5-01-1-0008-5415 Water Expense	534	600	-11%	600	0	0.00%
31-5-01-1-0008-5421 Gas Expense	684	1,100	-38%	1,100	0	0.00%
<b>TOTAL EXPENSES</b>	<b>20,115</b>	<b>45,050</b>	<b>-55%</b>	<b>45,050</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL HORTON FARMERS' MARKET</b>	<b>15,813</b>	<b>100</b>	<b>15713%</b>	<b>100</b>	<b>0</b>	<b>0.00%</b>

#### HORTON MARKET - MAJOR MAINTENANCE

<b>EXPENSES</b>						
31-5-01-8-0010-4075 Contracted Services	1,057	15,000	-93%	15,000	0	0.00%
<b>TOTAL MAJOR MAINTENANCE</b>	<b>1,057</b>	<b>15,000</b>	<b>-93%</b>	<b>15,000</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL HORTON MARKET (OPS &amp; M/M)</b>	<b>16,870</b>	<b>15,100</b>	<b>12%</b>	<b>15,100</b>	<b>0</b>	<b>0.00%</b>



DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
<b>AIRPORT</b>							
AIRPORT OPERATIONS							
<b>REVENUE</b>							
52-3-01-1-0000-9515	Undefined Misc. Revenue	3,500	10,100	-65%	10,100	0	0.00%
<b>SUBTOTAL</b>		<b>3,500</b>	<b>10,100</b>	<b>-65%</b>	<b>10,100</b>	<b>0</b>	<b>0.00%</b>
FACILITIES/STRUCTURE REVENUE							
52-3-01-8-0010-9320	Large Hangar Office/Workshop Rental Income	22,719	30,144	-25%	30,959	815	2.70%
52-3-01-8-0015-9320	Small Hangar Monthly Rental Fee	13,250	27,516	-52%	33,238	5,722	20.80%
52-3-01-8-0025-9320	Airport Terminal Rental Income	13,832	18,837	-27%	18,837	0	0.00%
52-3-01-8-0040-9320	Hanger Aircraft Storage - Corp Jet Hanger	37,461	79,200	-53%	67,000	-12,200	-15.40%
<b>TOTAL FACILITIES REVENUE</b>		<b>87,262</b>	<b>155,697</b>	<b>-44%</b>	<b>150,034</b>	<b>-5,663</b>	<b>-3.64%</b>
AIRPORT LAND REVENUE							
52-3-01-1-0000-9300	Farm Land Rental	239,106	251,472	-5%	251,472	0	0.00%
52-3-01-1-0000-9301	Lot Lease Rental (Commercial)	11,308	18,214	-38%	18,600	386	2.12%
52-3-01-1-0000-9302	Small Lot Lease Rental (Private)	19,088	22,235	-14%	20,224	-2,011	-9.04%
52-3-01-1-0000-9303	Tie-Down Revenue	6,363	4,500	41%	5,000	500	11.11%
<b>TOTAL AIRPORT LAND REVENUE</b>		<b>275,865</b>	<b>296,421</b>	<b>-7%</b>	<b>295,296</b>	<b>-1,125</b>	<b>-0.38%</b>
AIRPORT OPERATIONAL REVENUE							
52-3-01-1-0000-9360	De-Icing Revenue	0	1,000	-100%	1,000	0	0.00%
52-3-01-1-0000-9370	Ramp Fees	648	500	30%	500	0	0.00%
52-3-01-1-0000-9380	Towing Charges	0	100	-100%	100	0	0.00%
52-3-01-1-0000-9390	Aircraft Pre-Heat	80	100	-20%	100	0	0.00%
52-3-01-1-0000-9400	Ground Power Unit Fee	0	100	-100%	100	0	0.00%
52-3-01-1-0000-9430	Grass Cutting Revenue	797	2,606	-69%	2,606	0	0.00%
52-3-01-1-0000-9514	Catering Recoveries	0	500	-100%	500	0	0.00%
<b>TOTAL OPERATIONAL REVENUE</b>		<b>1,525</b>	<b>4,906</b>	<b>-69%</b>	<b>4,906</b>	<b>0</b>	<b>0.00%</b>
RECOVERIES							
Lot Lease Rental (Commercial) - Water							
52-3-01-1-0000-9516	Recovery	0	1,500	-100%	1,500	0	0.00%
52-3-01-1-0010-9515	Hydro - Large Hangar Recovery	1,973	7,000	-72%	7,000	0	0.00%
52-3-01-1-0010-9516	Water - Large Hangar Recovery	861	2,000	-57%	2,000	0	0.00%
52-3-01-1-0010-9517	Hangar Insurance Recovery	133	1,300	-90%	1,300	0	0.00%
52-3-01-1-0010-9518	Gas - Large Hangar Recovery	2,487	5,500	-55%	5,500	0	0.00%
52-3-01-1-0015-9515	Hydro - Small Lot Hangar	400	7,000	-94%	7,000	0	0.00%
<b>TOTAL RECOVERIES</b>		<b>5,854</b>	<b>24,300</b>	<b>-76%</b>	<b>24,300</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL REVENUE</b>		<b>374,006</b>	<b>491,424</b>	<b>-24%</b>	<b>484,636</b>	<b>-6,788</b>	<b>-1.38%</b>
<b>EXPENSES</b>							
52-3-01-0-0000-3010	Reg Full-time Wages	109,576	130,191	-16%	130,686	495	0.38%
52-3-01-0-0000-3120	All Statutory Benefits	5,870	6,870	-15%	7,046	176	2.56%
52-3-01-0-0000-3130	All Employer Benefits	10,666	12,611	-15%	13,391	780	6.19%
52-3-01-0-0000-3135	OMERS	13,523	15,432	-12%	15,681	249	1.61%
52-3-01-0-0000-3211	Uniforms	300	0	0%	0	0	0.00%
52-3-01-1-0000-3011	Reg Part-time Wages	77,781	94,454	-18%	94,454	0	0.00%
52-3-01-1-0000-3090	All Overtime	2,248	1,000	125%	1,000	0	0.00%
52-3-01-1-0000-3120	All Statutory Benefits	3,882	7,579	-49%	7,844	265	3.50%
52-3-01-1-0000-4016	Catering Expenses	556	1,000	-44%	1,000	0	0.00%
52-3-01-1-0000-4022	Conference Fees	0	1,500	-100%	1,500	0	0.00%
52-3-01-1-0000-4023	Association Membership Fees	600	1,000	-40%	1,000	0	0.00%
52-3-01-1-0000-4051	Advertising, Marketing & Prom.	2,800	3,000	-7%	3,000	0	0.00%
52-3-01-1-0000-4067	Contracted Security	5,056	5,050	0%	5,050	0	0.00%
52-3-01-1-0000-4146	Contracted Equipment Repair	0	2,025	-100%	2,025	0	0.00%
52-3-01-1-0000-4150	Internet - Computer T/TV	1,200	800	50%	800	0	0.00%
52-3-01-1-0000-4176	Operating Equipment Rent/Lease	974	1,000	-3%	1,000	0	0.00%
52-3-01-1-0000-4226	Airport Insurance	13,770	16,000	-14%	16,000	0	0.00%
52-3-01-1-0000-4249	Telephone/Fax Services	1,918	2,530	-24%	2,530	0	0.00%

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
52-3-01-1-0000-4250	Cell Phone Expense	621	800	-22%	800	0	0.00%
52-3-01-1-0000-4280	Staff Mileage	0	506	-100%	500	-6	-1.19%
52-3-01-1-0000-5010	General Supplies/Licences	331	3,000	-89%	3,000	0	0.00%
52-3-01-1-0000-5011	Office Supplies	828	1,400	-41%	1,400	0	0.00%
52-3-01-1-0000-5440	Professional Fees	4,630	12,000	-61%	12,000	0	0.00%
52-3-01-1-0000-6130	Equipment Purchases	4,477	7,000	-36%	7,000	0	0.00%
52-3-01-1-0000-7021	Transfer from Capital Account	56,250	75,000	-25%	75,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>317,857</b>	<b>401,748</b>	<b>-21%</b>	<b>403,707</b>	<b>1,959</b>	<b>0.49%</b>
<b>TOTAL AIRPORT OPERATIONS</b>		<b>-56,149</b>	<b>-89,676</b>	<b>-37%</b>	<b>-80,929</b>	<b>8,747</b>	<b>-9.75%</b>
AIRPORT BUILDINGS							
EXPENSES							
52-3-01-8-0000-4192	Other Property Taxes	7,483	30,000	-75%	30,000	0	0.00%
<b>SUBTOTAL</b>		<b>7,483</b>	<b>30,000</b>	<b>-75%</b>	<b>30,000</b>	<b>0</b>	<b>0.00%</b>
LARGE AIRPORT HANGAR							
52-3-01-8-0010-4141	Contracted Maintenance Expense	100	1,012	-90%	1,012	0	0.00%
52-3-01-8-0010-5015	Maintenance Materials and Supplies Expense	991	4,048	-76%	4,048	0	0.00%
52-3-01-8-0010-5410	Hydro Expense	2,134	4,040	-47%	4,040	0	0.00%
52-3-01-8-0010-5415	Water Expense	859	200	330%	200	0	0.00%
52-3-01-8-0010-5421	Gas Expense	2,925	6,630	-56%	6,630	0	0.00%
<b>TOTAL LARGE AIRPORT HANGAR</b>		<b>7,009</b>	<b>15,930</b>	<b>-56%</b>	<b>15,930</b>	<b>0</b>	<b>0.00%</b>
TERMINAL BUILDING							
52-3-01-8-0025-4141	Contracted Maintenance Expense	0	2,000	-100%	2,000	0	0.00%
52-3-01-8-0025-5015	Maintenance Materials and Supplies Expense	144	500	-71%	500	0	0.00%
52-3-01-8-0025-5410	Hydro Expense	6,139	8,000	-23%	8,000	0	0.00%
52-3-01-8-0025-5415	Water Expense	943	1,214	-22%	1,214	0	0.00%
52-3-01-8-0025-5421	Gas Expense	1,786	2,061	-13%	2,061	0	0.00%
<b>TOTAL TERMINAL BUILDING</b>		<b>9,012</b>	<b>13,775</b>	<b>-35%</b>	<b>13,775</b>	<b>0</b>	<b>0.00%</b>
MAINTENANCE GARAGE							
52-3-01-8-0030-4141	Contracted Maintenance Expense	0	2,025	-100%	2,025	0	0.00%
52-3-01-8-0030-5015	Maintenance Materials and Supplies Expense	973	2,025	-52%	2,025	0	0.00%
52-3-01-8-0030-5410	Hydro Expense	3,276	4,040	-19%	4,040	0	0.00%
52-3-01-8-0030-5421	Gas Expense	633	1,145	-45%	1,145	0	0.00%
<b>TOTAL MAINTENANCE GARAGE</b>		<b>4,882</b>	<b>9,235</b>	<b>-47%</b>	<b>9,235</b>	<b>0</b>	<b>0.00%</b>
SMALL HANGARS							
52-3-01-8-0015-5013	Maintenance Materials and Supplies Expense	2,717	5,060	-46%	5,060	0	0.00%
52-3-01-8-0015-5410	Hydro Expense	2,854	7,000	-59%	7,000	0	0.00%
<b>TOTAL SMALL HANGARS</b>		<b>5,571</b>	<b>12,060</b>	<b>-54%</b>	<b>12,060</b>	<b>0</b>	<b>0.00%</b>
PUMP-HOUSE							
52-3-01-8-0020-5013	Maintenance Materials and Supplies Expense	0	100	-100%	100	0	0.00%
<b>TOTAL PUMP-HOUSE</b>		<b>0</b>	<b>100</b>	<b>-100%</b>	<b>100</b>	<b>0</b>	<b>0.00%</b>
CORPORATE JET HANGER							
52-3-01-8-0040-4058	Janitorial Cleaning Expense	4,276	6,000	-29%	6,000	0	0.00%
52-3-01-8-0040-5013	Janitorial Supplies Expense	813	2,530	-68%	2,530	0	0.00%
52-3-01-8-0040-5410	Hydro Expense	4,560	5,050	-10%	5,050	0	0.00%
52-3-01-8-0040-5421	Gas Expense	3,784	4,580	-17%	4,580	0	0.00%
<b>TOTAL CORPORATE JET HANGER</b>		<b>13,433</b>	<b>18,160</b>	<b>-26%</b>	<b>18,160</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL AIRPORT BUILDINGS</b>		<b>47,390</b>	<b>99,260</b>	<b>-52%</b>	<b>99,260</b>	<b>0</b>	<b>0.00%</b>
VEHICLE MAINTENANCE EXPENSES							
52-3-01-1-0000-5013	Vehicle Materials and Supplies	912	1,020	-11%	1,020	0	0.00%
52-3-01-1-0000-5436	Vehicle Fuel and Oil	4,118	9,180	-55%	9,180	0	0.00%
52-3-01-1-0000-7040	Internal Fleet Charges	25,509	24,000	6%	24,000	0	0.00%
<b>TOTAL VEHICLE EXPENSES</b>		<b>30,539</b>	<b>34,200</b>	<b>-11%</b>	<b>34,200</b>	<b>0</b>	<b>0.00%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 (\$)	CHANGE (%)
GROUNDS EXPENSES							
52-3-01-1-0000-4063	Waste Removal Expense	2,757	2,000	38%	2,000	0	0.00%
52-3-01-1-0000-4065	Oil Removal Expense	0	500	-100%	500	0	0.00%
52-3-01-1-0000-4075	Asphalt Repairs Expense	10,000	10,000	0%	10,000	0	0.00%
52-3-01-1-0000-4141	Landscaping/Grass Cutting Expenses	2,667	5,050	-47%	5,050	0	0.00%
52-3-01-1-0000-4147	Radio Repair Expenses	2,454	6,000	-59%	6,000	0	0.00%
52-3-01-1-0000-5012	Parking - Materials & Supplies	3,877	10,000	-61%	10,000	0	0.00%
52-3-01-1-0000-5410	Airfield Lighting Expense	2,733	5,000	-45%	5,000	0	0.00%
TOTAL GROUNDS EXPENSES		24,488	38,550	-36%	38,550	0	0.00%
TOTAL EXPENSES		102,417	172,010	-40%	172,010	0	0.00%
AIRPORT FUEL SALES							
REVENUE							
52-3-01-1-0000-9356	100LL Fuel Sales Revenue	243,573	250,000	-3%	250,000	0	0.00%
52-3-01-1-0000-9357	Aircraft Oil Sales Revenue	757	500	51%	500	0	0.00%
52-3-01-1-0000-9358	Jet A Fuel Sales Revenue	130,456	287,500	-55%	287,500	0	0.00%
TOTAL REVENUE		374,786	538,000	-30%	538,000	0	0.00%
EXPENSES							
52-3-01-1-0000-5430	Turbo Fuel Jet A	101,406	230,000	-56%	230,000	0	0.00%
52-3-01-1-0000-5435	AV Fuel 100II	224,797	200,000	12%	200,000	0	0.00%
52-3-01-1-0000-5437	Aviation Oil Purchases	0	1,000	-100%	1,000	0	0.00%
52-3-01-1-0000-7490	Processing Fee (Esso Credit Card)	7,892	7,000	13%	7,000	0	0.00%
TOTAL EXPENSES		334,095	438,000	-24%	438,000	0	0.00%
TOTAL AIRPORT FUEL SALES		-40,691	-100,000	-59%	-100,000	0	0.00%
MAJOR MAINTENANCE							
EXPENSES							
52-3-01-1-0010-4075	Contracted Services	25,574	65,000	-61%	65,000	0	0.00%
TOTAL EXPENSES		25,574	65,000	-61%	65,000	0	0.00%
TOTAL MAJOR MAINTENANCE		25,574	65,000	-61%	65,000	0	0.00%
TOTAL AIRPORT		31,151	47,334	-34%	56,081	8,747	18.48%
TOTAL CLERK'S ACTIVITIES		375,636	658,671	-43%	667,418	8,747	1.33%

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>CORPORATE SERVICES</b>						
<b>REVENUE</b>						
11-1-01-2-5001-7330	Integrus Dividend Income	0	1,100,000	-100%	1,100,000	0 0.00%
11-1-01-2-5001-7410	A/R Interest Earned	-17,951	4,000	-549%	4,000	0 0.00%
11-1-01-2-5001-7411	Interest Earned	232,329	375,000	-38%	375,000	0 0.00%
11-1-01-2-5001-9040	Ministry of Health -LTC Facility Funding	429,547	513,770	-16%	513,770	0 0.00%
11-1-01-2-5001-9051	Unconditional Grant - Provincial	5,807,000	3,665,200	58%	3,707,900	42,700 1.17%
11-1-01-2-5001-9112	NSF Charges	1,760	2,500	-30%	2,500	0 0.00%
11-1-01-2-5001-9390	Other Rental Income	1,658	426,170	-100%	415,000	-11,170 -2.62%
11-1-01-2-5001-9515	Unallocated Revenues	511	0	0%	0	0 0.00%
11-1-01-2-5001-9610	Interest-Current Year	158,301	200,000	-21%	200,000	0 0.00%
11-1-01-2-5001-9620	Interest-1 yr. Arrears	158,734	175,000	-9%	175,000	0 0.00%
11-1-01-2-5001-9630	Interest - 2 yr. Arrears	53,965	60,000	-10%	60,000	0 0.00%
11-1-01-2-5001-9640	Interest - 3+ yrs. Arrears	31,180	25,000	25%	25,000	0 0.00%
11-1-01-2-5001-9910	Proceeds on Sale of Capital Asset	17,775	0	0%	0	0 0.00%
11-1-01-2-5001-9920	Contribution from Development Charges	0	35,000	-100%	35,000	0 0.00%
<b>TOTAL REVENUE</b>		<b>6,874,809</b>	<b>6,581,640</b>	<b>4%</b>	<b>6,613,170</b>	<b>31,530 0.48%</b>
<b>EXPENSES</b>						
11-1-01-2-5001-4040	Legal and Consulting Fees	24,034	125,000	-81%	125,000	0 0.00%
11-1-01-2-5001-4075	Assessment Services	421,131	443,915	-5%	443,915	0 0.00%
11-1-01-2-5001-4216	Insurance Premiums	373,677	326,756	14%	429,700	102,944 31.50%
11-1-01-2-5001-4220	Insurance Claims	133,912	100,000	34%	100,000	0 0.00%
11-1-01-2-5001-4249	Telephone/Fax Services	22,523	32,000	-30%	32,000	0 0.00%
11-1-01-2-5001-4257	Regular Postage	20,381	24,000	-15%	24,000	0 0.00%
11-1-01-2-5001-4259	Courier	981	0	0%	0	0 0.00%
11-1-01-2-5001-4275	Photocopying	6,513	12,000	-46%	12,000	0 0.00%
11-1-01-2-5001-7000	Labour Relations Costs	0	906,158	-100%	600,000	-306,158 -33.79%
11-1-01-2-5001-7020	Trfr to Capital Projects Res - Pre Approved	4,070,000	4,070,000	0%	4,570,000	500,000 12.29%
11-1-01-2-5001-7045	Overhead Allocation	-501,301	-668,500	-25%	-681,827	-13,327 1.99%
11-1-01-2-5001-7211	Tax Write-Offs	560,967	800,000	-30%	800,000	0 0.00%
11-1-01-2-5001-7217	Rebate Programs-Charities	46,791	35,000	34%	35,000	0 0.00%
11-1-01-2-5001-7219	Rebate Programs-Affordable Housing	90,353	105,000	-14%	105,000	0 0.00%
	Rebate Programs - Tax Incentives	0	0	0%	410,000	410,000 100.00%
11-1-01-2-5001-7310	Debenture Payments	1,914,347	3,794,312	-50%	4,006,183	211,871 5.58%
11-1-01-2-5001-7490	Service Charges	2,248	6,000	-63%	6,000	0 0.00%
11-1-01-6-5001-4075	Municipal Accessibility Resources	458	3,000	-85%	3,000	0 0.00%
<b>TOTAL EXPENSES</b>		<b>7,187,015</b>	<b>10,114,641</b>	<b>-29%</b>	<b>11,019,971</b>	<b>905,330 8.95%</b>
<b>TOTAL CORPORATE SERVICES</b>		<b>312,206</b>	<b>3,533,001</b>	<b>-91%</b>	<b>4,406,801</b>	<b>873,800 24.73%</b>

## TAXATION

### GENERAL LEVY

#### REVENUE

	Municipal Tax Levy	57,252,117	57,216,241	0%	60,200,453	2,984,212 5.22%
	Supplementary Tax Revenue	1,398,600	850,000	65%	1,000,000	150,000 17.65%
11-1-01-2-5001-8510	Fanshawe H & B	21,975	22,000	0%	22,000	0 0.00%
11-1-01-2-5001-8511	St. Thomas-Elgin General Hospital	29,625	30,000	-1%	30,000	0 0.00%
11-1-01-2-5001-8515	Hydro One Right of Way	3,019	3,000	1%	3,000	0 0.00%
11-1-01-2-5001-8519	Provincial Railway Land	5,187	5,000	4%	5,000	0 0.00%
11-1-01-2-5001-9000	Non-Shared Education Revenue	91,103	75,000	21%	75,000	0 0.00%
<b>TOTAL GENERAL LEVY</b>		<b>58,801,626</b>	<b>58,201,241</b>	<b>1%</b>	<b>61,335,453</b>	<b>3,134,212 5.39%</b>

### SCHOOL BOARD LEVY

#### REVENUE

	Education Levy Collection	10,002,138	10,000,000	0%	10,000,000	0 0.00%
<b>TOTAL REVENUE</b>		<b>10,002,138</b>	<b>10,000,000</b>	<b>0%</b>	<b>10,000,000</b>	<b>0 0.00%</b>

#### EXPENSES

	Education Levy Remittance	7,439,441	10,000,000	-26%	10,000,000	0 0.00%
<b>TOTAL EXPENSES</b>		<b>7,439,441</b>	<b>10,000,000</b>	<b>-26%</b>	<b>10,000,000</b>	<b>0 0.00%</b>
<b>TOTAL SCHOOL BOARD LEVY</b>		<b>-2,562,697</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0 0.00%</b>
<b>TOTAL TAXATION</b>		<b>-61,364,323</b>	<b>-58,201,241</b>	<b>5%</b>	<b>-61,335,453</b>	<b>-3,134,212 5.39%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)

## TREASURY DEPARTMENT

### REVENUE

11-3-01-1-0000-9730	Bingo Revenue	146,683	170,000	-14%	170,000	0	0.00%
11-3-01-1-0000-9732	BOT/Raffle Licensing Fees	4,579	12,000	-62%	4,200	-7,800	-65.00%
11-3-01-1-0000-9760	Tax Certificate Fees	58,430	60,000	-3%	60,000	0	0.00%
11-3-01-1-0000-9763	Business Licences Fees	3,931	3,000	31%	3,000	0	0.00%
<b>TOTAL REVENUE</b>		<b>213,623</b>	<b>245,000</b>	<b>-13%</b>	<b>237,200</b>	<b>-7,800</b>	<b>-3.18%</b>

### EXPENSES

11-3-01-1-0000-3010	Reg Full-time Wages	599,163	797,100	-25%	799,700	2,600	0.33%
11-3-01-1-0000-3120	Statutory Benefits	46,951	58,600	-20%	58,200	-400	-0.68%
11-3-01-1-0000-3130	Employer Benefits	68,181	93,800	-27%	94,800	1,000	1.07%
11-3-01-1-0000-3135	OMERS	64,985	85,900	-24%	80,600	-5,300	-6.17%
11-3-01-1-0000-4022	Conference Fees	450	7,000	-94%	6,000	-1,000	-14.29%
11-3-01-1-0000-4023	Association Membership Fees	4,062	5,100	-20%	5,100	0	0.00%
11-3-01-1-0000-4028	Staff Training	95	8,000	-99%	6,700	-1,300	-16.25%
11-3-01-1-0000-4042	Auditing & Accounting	25,369	33,000	-23%	33,000	0	0.00%
11-3-01-1-0000-4051	Advertising, Marketing & Prom.	211	200	6%	200	0	0.00%
11-3-01-1-0000-4075	Contracted Services	1,385	10,000	-86%	10,000	0	0.00%
11-3-01-1-0000-4257	Regular Postage	14,246	17,000	-16%	17,000	0	0.00%
11-3-01-1-0000-4259	Courier	2,012	4,000	-50%	4,000	0	0.00%
11-3-01-1-0000-4272	Other External Printing	8,877	10,000	-11%	10,000	0	0.00%
11-3-01-1-0000-4280	Staff Mileage	0	2,000	-100%	2,000	0	0.00%
11-3-01-1-0000-5011	Office Supplies	1,725	3,000	-43%	3,000	0	0.00%
11-3-01-1-0000-6810	Equipment Purchases	0	3,500	-100%	3,500	0	0.00%
11-3-01-1-0000-7045	Overhead Allocation	-127,950	-170,600	-25%	-174,000	-3,400	1.99%
11-3-01-1-0000-7930	Cashier Over/Under	-28	200	-114%	200	0	0.00%
11-3-01-1-0000-7490	Service Charges	75	300	-75%	300	0	0.00%
<b>TOTAL EXPENSES</b>		<b>709,809</b>	<b>968,100</b>	<b>-27%</b>	<b>960,300</b>	<b>-7,800</b>	<b>-0.81%</b>
<b>TOTAL TREASURY DEPARTMENT</b>		<b>496,186</b>	<b>723,100</b>	<b>-31%</b>	<b>723,100</b>	<b>0</b>	<b>0.00%</b>

## INFORMATION TECHNOLOGY

### EXPENSES

11-5-01-1-0000-3010	Reg Full-time Wages	230,836	280,300	-18%	308,500	28,200	10.06%
11-5-01-1-0000-3039	On Call Salary	13,058	16,200	-19%	16,200	0	0.00%
11-5-01-1-0000-3120	All Statutory Benefits	20,172	21,370	-6%	24,900	3,530	16.52%
11-5-01-1-0000-3130	All Employer Benefits	32,741	28,340	16%	44,000	15,660	55.26%
11-5-01-1-0000-3135	OMERS	25,277	26,880	-6%	28,500	1,620	6.03%
11-5-01-1-0000-4028	Training & Development	866	15,000	-94%	15,000	0	0.00%
11-5-01-1-0000-4065	Program Mtce Contracts	182,751	272,610	-33%	300,000	27,390	10.05%
11-5-01-1-0000-4075	Contracted Services	867	40,000	-98%	30,000	-10,000	-25.00%
11-5-01-1-0000-4147	Operating Equip. Maint/Repair	14,691	10,000	47%	10,000	0	0.00%
11-5-01-1-0000-4150	Internet Services	67,197	75,000	-10%	80,000	5,000	6.67%
11-5-01-1-0000-4249	Telephone Services	1,302	2,000	-35%	2,000	0	0.00%
11-5-01-1-0000-4275	Photocopy Expenses	1,968	2,000	-2%	2,000	0	0.00%
11-5-01-1-0000-4280	Staff Mileage	218	1,000	-78%	1,000	0	0.00%
11-5-01-1-0000-5011	Office Supplies	110	2,000	-95%	2,000	0	0.00%
11-5-01-1-0000-5026	Clothing	815	1,000	-19%	1,000	0	0.00%
11-5-01-1-0000-7045	Overhead Allocation	-59,775	-79,700	-25%	-81,272	-1,572	1.97%
<b>TOTAL EXPENSES</b>		<b>533,094</b>	<b>714,000</b>	<b>-25%</b>	<b>783,828</b>	<b>69,828</b>	<b>9.78%</b>
<b>TOTAL INFORMATION TECHNOLOGY</b>		<b>533,094</b>	<b>714,000</b>	<b>-25%</b>	<b>783,828</b>	<b>69,828</b>	<b>9.78%</b>

DESCRIPTION	2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE	
					(\$)	(%)

## PROVINCIAL OFFENCES ACT

### REVENUE

21-4-01-1-0000-9513	City Share - POA Revenues	32,472	200,000	-84%	200,000	0	0.00%
<b>TOTAL PROVINCIAL OFFENCES ACT</b>		<b>-32,472</b>	<b>-200,000</b>	<b>-84%</b>	<b>-200,000</b>	<b>0</b>	<b>0.00%</b>

## CONSERVATION

### EXPENSES

	Kettle Creek Conservation Authority - Operating						
59-2-01-1-0000-7060	Le	259,096	293,000	-12%	301,790	8,790	3.00%
59-3-01-1-0000-7060	Catfish Creek Grant	0	21,200	-100%	21,836	636	3.00%
<b>TOTAL EXPENSES</b>		<b>259,096</b>	<b>314,200</b>	<b>-18%</b>	<b>323,626</b>	<b>9,426</b>	<b>3.00%</b>
<b>TOTAL CONSERVATION</b>		<b>259,096</b>	<b>314,200</b>	<b>-18%</b>	<b>323,626</b>	<b>9,426</b>	<b>3.00%</b>

## HEALTH SERVICES

### EXPENSES

62-1-01-0-0000-7063	Hospital Grant	350,000	350,000	0%	350,000	0	0.00%
62-2-01-1-0000-4059	Health Recruitment Partnership	26,555	38,000	-30%	38,000	0	0.00%
62-2-01-1-0000-7065	City Operating Grant - Health Unit	658,640	790,368	-17%	814,079	23,711	3.00%
62-3-01-1-0000-7065	Land Ambulance Services	1,593,284	2,244,000	-29%	2,612,384	368,384	16.42%
<b>TOTAL HEALTH SERVICES EXPENSES</b>		<b>2,628,479</b>	<b>3,422,368</b>	<b>-23%</b>	<b>3,814,463</b>	<b>392,095</b>	<b>11.46%</b>
<b>TOTAL CORPORATE AND TREASURY</b>		<b>-57,167,734</b>	<b>-49,694,572</b>	<b>15%</b>	<b>-51,483,635</b>	<b>-1,789,063</b>	<b>3.60%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)

## HUMAN RESOURCES

### REVENUE

11-4-01-1-0000-9010	Dress Down Collections/Donations	688	0	0%	0	0	0.00%
	<b>TOTAL REVENUE</b>	<b>688</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

### EXPENSES

11-4-01-1-0000-3010	Reg Full-time Wages	539,554	624,002	-14%	589,832	-34,170	-5.48%
11-4-01-1-0000-3011	Part Time Wages	1,106	0	0%	0	0	0.00%
11-4-01-1-0000-3035	Wellness Training	-3,134	4,000	-178%	4,000	0	0.00%
11-4-01-1-0000-3090	All Overtime	10,829	5,000	117%	5,000	0	0.00%
11-4-01-1-0000-3120	Statutory Benefits	36,735	42,094	-13%	42,805	711	1.69%
11-4-01-1-0000-3130	All Employer Benefits	59,847	80,216	-25%	77,408	-2,808	-3.50%
11-4-01-1-0000-3135	OMERS	52,056	57,976	-10%	66,360	8,384	14.46%
11-4-01-1-0000-3211	Clothing/Uniform/Car Allowance	500	650	-23%	650	0	0.00%
11-4-01-1-0000-3310	Workers Compensation	513,472	450,000	14%	650,000	200,000	44.44%
11-4-01-1-0000-3315	Negotiations	1,782	15,000	-88%	15,000	0	0.00%
11-4-01-1-0000-4001	Employee Recognition/Public Relations	6,123	20,000	-69%	20,000	0	0.00%
11-4-01-1-0000-4020	Course/Exam Fees	0	3,000	-100%	3,000	0	0.00%
11-4-01-1-0000-4022	Conference Fees	521	5,000	-90%	5,000	0	0.00%
11-4-01-1-0000-4023	Association Membership Fees	1,540	1,500	3%	1,700	200	13.33%
11-4-01-1-0000-4024	Employee Assistance Program	13,320	25,000	-47%	25,000	0	0.00%
11-4-01-1-0000-4028	First Aid/CPR Training	1,185	5,000	-76%	5,000	0	0.00%
11-4-01-1-0000-4029	Health & Safety Certification	712	1,500	-53%	1,500	0	0.00%
11-4-01-1-0000-4030	Corporate Training	11,702	20,000	-41%	20,000	0	0.00%
11-4-01-1-0000-4040	Legal Fees & Expenses	113,928	125,000	-9%	150,000	25,000	20.00%
11-4-01-1-0000-4074	Contracted Payroll Service	80,509	120,000	-33%	120,000	0	0.00%
11-4-01-1-0000-4075	Records Storage	180	1,000	-82%	1,000	0	0.00%
11-4-01-1-0000-4076	Contracted Services	2,109	50,000	-96%	50,000	0	0.00%
11-4-01-1-0000-4147	Operating Equip. Maint/Repair	0	600	-100%	600	0	0.00%
11-4-01-1-0000-4173	Office Equipment Rent/Lease	2,382	4,000	-40%	4,000	0	0.00%
11-4-01-1-0000-4249	Telephone Services	223	1,000	-78%	1,000	0	0.00%
11-4-01-1-0000-4259	Courier	73	200	-64%	200	0	0.00%
11-4-01-1-0000-4261	Discretionary Advertising	16,980	25,000	-32%	25,000	0	0.00%
11-4-01-1-0000-4280	Staff Mileage	560	2,500	-78%	2,500	0	0.00%
11-4-01-1-0000-5011	Office Supplies	1,813	2,000	-9%	2,000	0	0.00%
11-4-01-1-0000-5021	Safety Supplies	898	1,500	-40%	1,500	0	0.00%
11-4-01-1-0000-5510	Books & Subscriptions	653	1,500	-56%	1,500	0	0.00%
	<b>TOTAL EXPENSES</b>	<b>1,468,158</b>	<b>1,694,238</b>	<b>-13%</b>	<b>1,891,555</b>	<b>197,317</b>	<b>11.65%</b>
	<b>TOTAL HUMAN RESOURCES</b>	<b>1,467,470</b>	<b>1,694,238</b>	<b>-13%</b>	<b>1,891,555</b>	<b>197,317</b>	<b>11.65%</b>

## RETIRED EMPLOYEES

### EXPENSES

11-1-01-2-0001-3130	Employer Benefits	0	8,567	-100%	9,733	1,166	13.61%
11-1-01-2-0002-3120	Statutory Benefits	785	0	0%	0	0	0.00%
11-1-01-2-0002-3130	Employer Benefits	310,475	358,222	-13%	398,678	40,456	11.29%
11-1-01-2-0002-3135	OMERS	239	0	0%	0	0	0.00%
	<b>TOTAL EXPENSES</b>	<b>311,499</b>	<b>366,789</b>	<b>-15%</b>	<b>408,411</b>	<b>41,622</b>	<b>11.35%</b>
	<b>TOTAL RETIRED EMPLOYEES</b>	<b>311,499</b>	<b>366,789</b>	<b>-15%</b>	<b>408,411</b>	<b>41,622</b>	<b>11.35%</b>
	<b>TOTAL HUMAN RESOURCES</b>	<b>1,778,969</b>	<b>2,061,027</b>	<b>-14%</b>	<b>2,299,966</b>	<b>238,939</b>	<b>11.59%</b>

DESCRIPTION	2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
<b>POLICE SERVICES BOARD</b>						
<b>EXPENSES</b>						
11-2-01-4-0000-3011 Wages	6,967	9,152	-24%	9,152	0	0.00%
11-2-01-4-0000-3120 Statutory Benefits	588	590	0%	590	0	0.00%
11-2-01-4-0000-4040 Legal Fees & Expenses	914	10,000	-91%	10,000	0	0.00%
11-2-01-4-0001-4001 Receptions & Public Relations	942	2,000	-53%	2,000	0	0.00%
<b>TOTAL EXPENSES</b>	<b>9,411</b>	<b>21,742</b>	<b>-57%</b>	<b>21,742</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL POLICE SERVICES BOARD</b>	<b>9,411</b>	<b>21,742</b>	<b>-57%</b>	<b>21,742</b>	<b>0</b>	<b>0.00%</b>

## POLICE SERVICES

### GENERAL OPERATIONS

#### REVENUE

21-2-01-1-0000-9515 Police Recoveries	54,818	65,000	-16%	65,000	0	0.00%
21-2-01-1-0000-9516 OPC Recoveries	132,231	152,852	-13%	266,337	113,485	74.25%
21-2-01-1-0000-9517 Paid Duty Recovery	7,056	10,000	-29%	10,000	0	0.00%
21-2-01-1-0000-9518 RCMP Prints Recovery	3,655	3,500	4%	2,500	-1,000	-28.57%
21-2-01-1-0007-9040 RIDE Grant	15,841	15,841	0%	15,841	0	0.00%
21-2-01-1-0008-9040 CSP Grant (Local Priorities)	0	210,000	-100%	210,000	0	0.00%
21-2-01-1-0009-9040 CSP Grant (Provincial Priorities)	332,094	289,005	15%	289,005	0	0.00%
21-2-01-1-0010-9050 Aylmer Police - Dispatching	56,148	75,000	-25%	76,494	1,494	1.99%
21-2-01-1-0011-9040 CASE Grant	0	0	0%	54,500	54,500	0.00%
21-2-01-1-0014-9040 Project Most Grant	79,929	0	0%	26,643	26,643	0.00%
<b>TOTAL REVENUE</b>	<b>681,772</b>	<b>821,198</b>	<b>-17%</b>	<b>1,016,320</b>	<b>195,122</b>	<b>23.76%</b>

#### EXPENSES

21-2-01-1-0000-3010 Full-time Wages	7,516,125	9,018,468	-17%	9,742,148	723,680	8.02%
21-2-01-1-0000-3011 Part-time Wages	163,680	174,443	-6%	309,048	134,605	77.16%
21-2-01-1-0000-3012 Paid Duty Wages	11,355	10,000	14%	10,000	0	0.00%
21-2-01-1-0000-3029 Labour Allocation	0	0	0%	99,603	99,603	100.00%
21-2-01-1-0000-3039 Premium	1,094	12,900	-92%	18,825	5,925	45.93%
21-2-01-1-0000-3090 Overtime/Stat Pay	105,141	171,000	-39%	130,000	-41,000	-23.98%
21-2-01-1-0000-3120 All Statutory Benefits	503,743	612,168	-18%	601,488	-10,680	-1.74%
21-2-01-1-0000-3130 All Employer Benefits	881,849	1,099,959	-20%	1,051,373	-48,586	-4.42%
21-2-01-1-0000-3135 OMERS	892,595	1,117,655	-20%	1,101,438	-16,217	-1.45%
21-2-01-1-0000-3210 Car Allowance	12,000	8,000	50%	11,000	3,000	37.50%
21-2-01-1-0000-3211 Clothing Allowance	12,976	17,400	-25%	16,500	-900	-5.17%
21-2-01-1-0000-3321 Dry Cleaning Allowance	0	1,200	-100%	1,200	0	0.00%
21-2-01-1-0000-4001 Public Relations	7,884	10,000	-21%	10,000	0	0.00%
21-2-01-1-0000-4020 Tuition Reimbursement	0	5,000	-100%	5,000	0	0.00%
21-2-01-1-0000-4023 Membership Fees	6,993	6,000	17%	6,000	0	0.00%
21-2-01-1-0000-4024 Employee Assistance Program	3,049	4,000	-24%	4,000	0	0.00%
21-2-01-1-0000-4027 Training	56,289	70,000	-20%	70,000	0	0.00%
21-2-01-1-0000-4040 Legal Fees & Expenses	19,892	5,000	298%	5,000	0	0.00%
21-2-01-1-0000-4051 Advertising, Marketing & Prom.	1,402	3,000	-53%	3,000	0	0.00%
21-2-01-1-0000-4147 Equipment Maintenance and Repair	2,833	13,000	-78%	10,000	-3,000	-23.08%
21-2-01-1-0000-4168 OPTIC	63,763	91,000	-30%	91,000	0	0.00%
21-2-01-1-0000-4176 Equipment Rent/Lease	8,888	12,000	-26%	10,000	-2,000	-16.67%
21-2-01-1-0000-4249 Communications	45,688	55,000	-17%	55,000	0	0.00%
21-2-01-1-0000-4257 Regular Postage	1,545	4,000	-61%	4,500	500	12.50%
21-2-01-1-0000-4259 Courier	1,043	1,650	-37%	1,500	-150	-9.09%
21-2-01-1-0000-4272 Printing	6,063	4,000	52%	5,000	1,000	25.00%
21-2-01-1-0000-5010 General Supplies	17,771	15,000	18%	20,000	5,000	33.33%
21-2-01-1-0000-5011 Office Supplies	9,222	8,200	12%	10,000	1,800	21.95%
21-2-01-1-0000-5017 Equipment	33,029	25,000	32%	25,000	0	0.00%
21-2-01-1-0000-5018 Major Crime Expenses	8,401	10,000	-16%	20,000	10,000	100.00%
21-2-01-1-0000-5019 Forensic Identification Supplies	6,072	10,000	-39%	10,000	0	0.00%
21-2-01-1-0000-5020 Canine Unit	3,743	6,000	-38%	5,000	-1,000	-16.67%
21-2-01-1-0000-5021 Safety Supplies	2,266	3,000	-24%	3,000	0	0.00%
21-2-01-1-0000-5026 Uniforms and Footwear	32,405	30,000	8%	40,000	10,000	33.33%
21-2-01-1-0000-5030 Body Armour	6,499	5,000	30%	5,000	0	0.00%



DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
21-2-01-1-0000-5510 Books & Subscriptions	846	2,000	-58%	1,000	-1,000	-50.00%
21-2-01-1-0000-5650 RCMP Prints Expense	655	3,500	-81%	3,500	0	0.00%
21-2-01-1-0000-6110 Vehicle Purchases	142,429	140,000	2%	140,000	0	0.00%
21-2-01-1-0000-6850 Office Furniture	7,251	5,000	45%	5,000	0	0.00%
21-2-01-1-0000-6910 Computer/IT Systems	63,332	65,000	-3%	80,000	15,000	23.08%
21-2-01-1-0014-5010 Project Most Expenses	37,524	0	0%	0	0	0.00%
21-2-01-1-0012-4075 Forensic Analyst	6,932	15,000	-54%	16,000	1,000	6.67%
21-2-01-1-0000-7490 Service Charges	150	0	0%	0	0	0.00%
<b>TOTAL EXPENSES</b>	<b>10,704,417</b>	<b>12,869,543</b>	<b>-17%</b>	<b>13,756,123</b>	<b>886,580</b>	<b>6.89%</b>
<b>TOTAL GENERAL OPERATIONS</b>	<b>10,022,645</b>	<b>12,048,345</b>	<b>-17%</b>	<b>12,739,803</b>	<b>691,458</b>	<b>5.74%</b>

### FLEET OPERATIONS

#### REVENUE

21-2-01-4-0065-9040 CISO Grant - Unit 65	8,000	8,000	0%	8,000	0	0.00%
<b>TOTAL REVENUE</b>	<b>8,000</b>	<b>8,000</b>	<b>0%</b>	<b>8,000</b>	<b>0</b>	<b>0.00%</b>

#### EXPENSES

21-2-01-4-0065-4176 Vehicle Repairs & Maintenance	62,307	218,000	-71%	208,000	-10,000	-4.59%
Vehicle Lease Payment	6,363	0	0%	0	0	0.00%
Gasoline	83,536	0	100%	0	0	0.00%
<b>TOTAL EXPENSES</b>	<b>152,206</b>	<b>218,000</b>	<b>-30%</b>	<b>208,000</b>	<b>-10,000</b>	<b>-4.59%</b>
<b>TOTAL FLEET OPERATIONS</b>	<b>144,206</b>	<b>210,000</b>	<b>-31%</b>	<b>200,000</b>	<b>-10,000</b>	<b>-4.76%</b>
<b>TOTAL POLICE SERVICES</b>	<b>10,166,851</b>	<b>12,258,345</b>	<b>-17%</b>	<b>12,939,803</b>	<b>636,458</b>	<b>5.19%</b>

## COURTHOUSE

### GENERAL OPERATIONS - C/H

#### REVENUE

21-2-01-6-0000-9040 (CSPT) Court Security Prisoner Transpo Grant	535,045	780,000	-31%	740,000	-40,000	-5.13%
21-2-01-6-0000-9515 Courthouse Recoveries	-8,738	22,000	-140%	22,000	0	0.00%
<b>TOTAL REVENUE</b>	<b>526,307</b>	<b>802,000</b>	<b>-34%</b>	<b>762,000</b>	<b>-40,000</b>	<b>-4.99%</b>

#### EXPENSES

21-2-01-6-0000-3010 Full-time Wages	452,417	548,486	-18%	572,430	23,944	4.37%
21-2-01-6-0000-3011 Part-time Wages	163,573	252,318	-35%	240,683	-11,635	-4.61%
21-2-01-6-0000-3039 Premium	10	0	0%	0	0	0.00%
21-2-01-6-0000-3090 Overtime/StatPay	1,856	10,000	-81%	10,000	0	0.00%
21-2-01-6-0000-3120 Statutory Benefits	45,504	44,905	1%	35,161	-9,744	-21.70%
21-2-01-6-0000-3130 Employer Benefits	55,791	52,422	6%	60,105	7,683	14.66%
21-2-01-6-0000-3135 OMERS	57,032	63,415	-10%	72,262	8,847	13.95%
21-2-01-6-0000-4023 Membership Fees	0	675	-100%	500	-175	-25.93%
21-2-01-6-0000-4024 Employee Assistance Program	376	600	-37%	600	0	0.00%
21-2-01-6-0000-4027 Training	125	1,000	-88%	1,000	0	0.00%
21-2-01-6-0000-4168 OPTIC	8,304	10,000	-17%	10,000	0	0.00%
21-2-01-6-0000-4176 Equipment Rent/Lease	2,231	4,000	-44%	4,000	0	0.00%
21-2-01-6-0000-4247 Mobile Radio	0	2,500	-100%	2,500	0	0.00%
21-2-01-6-0000-4249 Communications	16,279	22,000	-26%	22,000	0	0.00%
21-2-01-6-0000-4272 Printing	403	1,000	-60%	1,000	0	0.00%
21-2-01-6-0000-5010 General Supplies	3,501	2,000	75%	2,000	0	0.00%
21-2-01-6-0000-5011 Office Supplies	2,874	2,500	15%	2,500	0	0.00%
21-2-01-6-0000-5017 Equipment	2,708	5,000	-46%	5,000	0	0.00%
21-2-01-6-0000-5021 Safety Supplies	1,900	3,700	-49%	3,700	0	0.00%
21-2-01-6-0000-5026 Uniforms and Footwear	9,265	8,000	16%	3,000	-5,000	-62.50%
21-2-01-6-0000-5510 Books & Subscriptions	0	100	-100%	100	0	0.00%
21-2-01-6-0000-6850 Office Furniture	0	2,250	-100%	2,250	0	0.00%
21-2-01-6-0000-6910 Computer/IT Systems	914	5,000	-82%	5,000	0	0.00%
<b>TOTAL EXPENSES</b>	<b>825,063</b>	<b>1,041,871</b>	<b>-21%</b>	<b>1,055,791</b>	<b>13,920</b>	<b>1.34%</b>
<b>TOTAL GENERAL OPERATIONS - C/H</b>	<b>298,756</b>	<b>239,871</b>	<b>25%</b>	<b>293,791</b>	<b>53,920</b>	<b>22.48%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)(%)	
C/H FLEET OPERATIONS							
EXPENSES							
21-2-01-7-0000-4145	Vehicle Repair & Maintenance	0	8,000	-100%	8,000	0	0.00%
21-2-01-7-0046-4145	Vehicle Repair & Maintenance	3,764	0	0%	0	0	0.00%
21-2-01-7-0046-5435	Gasoline - Operating	636	0	0%	0	0	0.00%
21-2-01-7-0039-5435	Gasoline - Operating	372	0	0%	0	0	0.00%
TOTAL EXPENSES		4,772	8,000	-40%	8,000	0	0.00%
TOTAL C/H FLEET OPERATIONS		4,772	8,000	-40%	8,000	0	0.00%
TOTAL COURTHOUSE		303,528	247,871	22%	301,791	53,920	21.75%

## POLICE STATION - CASO

<b>EXPENSES</b>							
21-2-01-8-1000-4058	Contracted Janitorial Services	69,919	90,000	-22%	90,000	0	0.00%
21-2-01-8-1000-4063	Contracted Garbage Collection	3,414	3,500	-2%	3,500	0	0.00%
21-2-01-8-1000-4075	Service Contracts	22,725	25,000	-9%	25,000	0	0.00%
21-2-01-8-1000-4141	Contracted Building Maintenance	39,285	20,000	96%	30,000	10,000	50.00%
21-2-01-8-1000-4147	Contracted Operating Equipment Repair	6,173	10,000	-38%	5,000	-5,000	-50.00%
21-2-01-8-1000-4179	Contracted Alarm Systems	0	3,000	-100%	1,000	-2,000	-66.67%
21-2-01-8-1000-4249	Telephone Services	345	1,000	-66%	1,000	0	0.00%
21-2-01-8-1000-5015	Building Maintenance Supplies	2,228	4,000	-44%	4,000	0	0.00%
21-2-01-8-1000-5410	Electricity (Hydro)	54,930	70,000	-22%	70,000	0	0.00%
21-2-01-8-1000-5415	Water	41,612	25,000	66%	30,000	5,000	20.00%
21-2-01-8-1000-5421	Natural gas - heating	5,158	8,000	-36%	8,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>245,789</b>	<b>259,500</b>	<b>-5%</b>	<b>267,500</b>	<b>8,000</b>	<b>3.08%</b>
<b>TOTAL POLICE STATION - CASO</b>		<b>245,789</b>	<b>259,500</b>	<b>-5%</b>	<b>267,500</b>	<b>8,000</b>	<b>3.08%</b>
<b>TOTAL POLICE</b>		<b>10,725,579</b>	<b>12,787,458</b>	<b>-16%</b>	<b>13,530,836</b>	<b>698,378</b>	<b>5.46%</b>

	DESCRIPTION	2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 (\$)	CHANGE (%)
FIRE DEPARTMENT							
GENERAL OPERATIONS							
REVENUE							
21-3-01-1-0000-9221	Fire Occurrence Reports Fees	3,600	5,500	-35%	5,500	0	0.00%
21-3-01-1-0000-9515	Air Tank Refills Revenue	595	2,000	-70%	2,000	0	0.00%
21-3-01-1-0000-9520	Fire Marque Revenue	8,720	16,000	-46%	16,000	0	0.00%
21-3-01-1-0000-9530	Motor Vehicle Collision Revenue	0	1,000	-100%	1,000	0	0.00%
21-3-01-1-0001-9510	Donations	8,000	0	0%	0	0	0.00%
TOTAL REVENUE		20,915	24,500	-15%	24,500	0	0.00%
EXPENSES							
21-3-01-0-0000-3010	Reg Full-time Wages	291,775	345,452	-16%	350,373	4,921	1.42%
21-3-01-0-0000-3120	All Statutory Benefits	16,498	19,101	-14%	20,273	1,172	6.14%
21-3-01-0-0000-3130	All Employer Benefits	22,602	35,494	-36%	37,965	2,471	6.96%
21-3-01-0-0000-3135	O.M.E.R.S.	18,981	40,538	-53%	41,010	472	1.16%
21-3-01-1-0000-3010	Reg Full-time Wages	4,840,662	6,266,025	-23%	6,212,517	-53,508	-0.85%
21-3-01-1-0000-3039	Premium O/T	34,356	40,000	-14%	40,000	0	0.00%
21-3-01-1-0000-3090	All Overtime	577,123	400,000	44%	420,000	20,000	5.00%
21-3-01-1-0000-3120	All Statutory Benefits	309,678	352,092	-12%	373,006	20,914	5.94%
21-3-01-1-0000-3130	All Employer Benefits	319,065	388,492	-18%	397,026	8,534	2.20%
21-3-01-1-0000-3135	OMERS	568,280	709,797	-20%	698,647	-11,150	-1.57%
21-3-01-1-0000-4001	Public Relations	0	700	-100%	700	0	0.00%
21-3-01-1-0000-4022	Conference Fees	966	4,000	-76%	3,500	-500	-12.50%
21-3-01-1-0000-4023	Membership Fees	1,822	1,400	30%	1,500	100	7.14%
21-3-01-1-0000-4025	Medical/Physical Fitness	1,905	2,000	-5%	2,500	500	25.00%
21-3-01-1-0000-4051	Advertising, Marketing & Prom.	159	1,200	-87%	1,000	-200	-16.67%
21-3-01-1-0000-4140	Furnishings Maint/Repair	20	0	0%	200	200	0.00%
21-3-01-1-0000-4147	Radio Equipment Maintenance	2,378	3,100	-23%	3,100	0	0.00%
21-3-01-1-0000-4249	Telephone Services/Pagers	6,646	10,000	-34%	10,000	0	0.00%
21-3-01-1-0000-4257	Regular Postage	0	82	-100%	70	-12	-14.63%
21-3-01-1-0000-4259	Courier	313	500	-37%	450	-50	-10.00%
21-3-01-1-0000-4272	Printing	0	1,000	-100%	1,000	0	0.00%
21-3-01-1-0000-4280	Mileage/College Courses	706	4,000	-82%	4,000	0	0.00%
21-3-01-1-0000-5011	Office Supplies	2,097	3,500	-40%	3,500	0	0.00%
21-3-01-1-0000-5013	Janitorial Supplies	8,159	10,500	-22%	12,000	1,500	14.29%
21-3-01-1-0000-5015	Call Back Expenses	145	200	-28%	200	0	0.00%
21-3-01-1-0000-5016	Fire Extinguisher/SCBA Cylinder Maintenance	2,357	6,500	-64%	7,000	500	7.69%
21-3-01-1-0000-5017	Vehicle Repair/Maintenance	15,697	14,000	12%	14,000	0	0.00%
21-3-01-1-0000-5021	Safety Supplies	25,828	3,500	638%	3,500	0	0.00%
21-3-01-1-0000-5026	Uniforms/Supply	15,463	78,000	-80%	78,000	0	0.00%
21-3-01-1-0000-5510	Books & Subscriptions	312	1,000	-69%	1,500	500	50.00%
21-3-01-1-0000-6130	Equipment Purchases	61,280	75,000	-18%	73,000	-2,000	-2.67%
21-3-01-1-0000-6140	Equipment Purchase - Other	6,558	0	0%	0	0	0.00%
21-3-01-1-0000-6810	Furniture - Office/Lounge	3,462	3,500	-1%	3,500	0	0.00%
21-3-01-1-0000-7040	Internal Fleet Charges	84,031	120,000	-30%	122,000	2,000	1.67%
21-3-01-1-0000-7064	Redman Scholarship	2,000	2,000	0%	2,000	0	0.00%
21-3-01-1-0000-7490	Service Charge	150	0	0%	150	150	0.00%
TOTAL EXPENSES		7,241,474	8,942,673	-19%	8,939,187	-3,486	-0.04%
TOTAL GENERAL OPERATIONS		7,220,559	8,918,173	-19%	8,914,687	-3,486	-0.04%

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
TRAINING							
EXPENSES							
21-3-01-1-0000-4020	Training	24,977	30,000	-17%	40,000	10,000	33.33%
21-3-01-1-0000-5010	Training Supplies	1,875	4,000	-53%	4,000	0	0.00%
	<b>TOTAL EXPENSES</b>	<b>26,852</b>	<b>34,000</b>	<b>-21%</b>	<b>44,000</b>	<b>10,000</b>	<b>29.41%</b>
	<b>TOTAL TRAINING</b>	<b>26,852</b>	<b>34,000</b>	<b>-21%</b>	<b>44,000</b>	<b>10,000</b>	<b>29.41%</b>
FIRE PREVENTION							
EXPENSES							
21-3-01-2-0000-4020	Training/Supplies	579	4,000	-86%	3,800	-200	-5.00%
21-3-01-2-0000-4023	Membership Fees	378	1,100	-66%	800	-300	-27.27%
21-3-01-2-0000-4051	Advertising, Marketing & Prom.	2,857	3,200	-11%	3,600	400	12.50%
	<b>TOTAL EXPENSES</b>	<b>3,814</b>	<b>8,300</b>	<b>-54%</b>	<b>8,200</b>	<b>-100</b>	<b>-1.20%</b>
	<b>TOTAL FIRE PREVENTION</b>	<b>3,814</b>	<b>8,300</b>	<b>-54%</b>	<b>8,200</b>	<b>-100</b>	<b>-1.20%</b>
DISPATCH CENTRE							
EXPENSES							
21-3-01-4-0000-4147	Dispatch Service Contracts	7,352	18,000	-59%	30,000	12,000	66.67%
21-3-01-4-0000-4247	Mobile Radio Licences	2,206	2,200	0%	2,500	300	13.64%
	<b>TOTAL DISPATCH CENTRE</b>	<b>9,558</b>	<b>20,200</b>	<b>-53%</b>	<b>32,500</b>	<b>12,300</b>	<b>60.89%</b>
911 EMERGENCY							
EXPENSES							
21-3-01-6-0000-4075	Bell Neutral Answering Service	1,584	0	0%	0	0	0.00%
	<b>TOTAL 911 EMERGENCY</b>	<b>1,584</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
COMMUNITY EMERGENCY MANAGEMENT							
EXPENSES							
21-3-01-6-0000-5016	CEMC Supplies	11,816	18,000	-34%	16,500	-1,500	-8.33%
	<b>TOTAL COMMUNITY EMERGENCY MANAGEMENT</b>	<b>11,816</b>	<b>18,000</b>	<b>-34%</b>	<b>16,500</b>	<b>-1,500</b>	<b>-8.33%</b>
FIRE BUILDINGS							
EXPENSES							
MAIN BUILDING							
21-3-01-8-0000-4063	Contracted Garbage Collection	1,279	1,173	9%	2,000	827	70.50%
21-3-01-8-0000-4075	Service Contracts	18,444	20,000	-8%	21,000	1,000	5.00%
21-3-01-8-0000-5012	Building Maint/Repair Supply	13,764	16,000	-14%	17,000	1,000	6.25%
21-3-01-8-0000-5410	Electricity (Hydro)	12,290	18,000	-32%	18,000	0	0.00%
21-3-01-8-0000-5415	Hydro - Water	3,401	5,500	-38%	5,500	0	0.00%
21-3-01-8-0000-5421	Natural gas - heating	3,003	8,500	-65%	7,500	-1,000	-11.76%
	<b>TOTAL MAIN BUILDING</b>	<b>52,181</b>	<b>69,173</b>	<b>-25%</b>	<b>71,000</b>	<b>1,827</b>	<b>2.64%</b>
SUB-STATION							
21-3-01-8-1000-4063	Contracted Garbage Collection	633	663	-5%	900	237	35.75%
21-3-01-8-1000-4249	Telephone Services	3,827	4,000	-4%	4,200	200	5.00%
21-3-01-8-1000-5012	Building Maintenance Materials & Supplies	9,488	9,000	5%	9,000	0	0.00%
21-3-01-8-1000-5410	Hydro Expense	9,166	12,000	-24%	12,000	0	0.00%
21-3-01-8-1000-5415	Water Expense	4,619	4,000	15%	5,000	1,000	25.00%
21-3-01-8-1000-5421	Gas Expense	6,358	9,000	-29%	9,000	0	0.00%
	<b>TOTAL SUB-STATION</b>	<b>34,091</b>	<b>38,663</b>	<b>-12%</b>	<b>40,100</b>	<b>1,437</b>	<b>3.72%</b>
	<b>TOTAL FIRE BUILDINGS</b>	<b>86,272</b>	<b>107,836</b>	<b>-20%</b>	<b>111,100</b>	<b>3,264</b>	<b>3.03%</b>
	<b>TOTAL FIRE DEPARTMENT</b>	<b>7,360,455</b>	<b>9,106,509</b>	<b>-19%</b>	<b>9,126,987</b>	<b>20,478</b>	<b>0.22%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>RECREATIONAL FACILITIES</b>						
RECREATION ADMINISTRATION						
<b>EXPENSES</b>						
31-2-01-0-0000-3010	Full-time Wages	381,610	442,640	-14%	449,280	6,640 1.50%
31-2-01-0-0000-3011	Part-time Admin	21,956	31,721	-31%	31,721	0 0.00%
31-2-01-0-0000-3090	Overtime	771	4,060	-81%	4,060	0 0.00%
31-2-01-0-0000-3120	Statutory Benefits	27,833	33,117	-16%	35,144	2,027 6.12%
31-2-01-0-0000-3130	Employer Benefits	37,412	51,492	-27%	51,990	498 0.97%
31-2-01-0-0000-3135	OMERS	27,245	49,609	-45%	48,360	-1,249 -2.52%
31-2-01-0-0000-3211	Clothing Allowance	0	500	-100%	500	0 0.00%
31-2-01-0-0000-4001	Promotion/Advertising	116	3,000	-96%	3,000	0 0.00%
31-2-01-0-0000-4020	Conference and Training	2,868	5,000	-43%	5,000	0 0.00%
31-2-01-0-0000-4023	Association Membership Fees	2,227	2,500	-11%	2,500	0 0.00%
31-2-01-0-0000-4030	Consultant Expense	0	35,000	-100%	50,000	15,000 42.86%
31-2-01-0-0000-4040	Legal and Consulting Fees	162	0	0%	0	0 0.00%
31-2-01-0-0000-4249	Telephone	275	1,500	-82%	1,500	0 0.00%
31-2-01-0-0000-4272	Printing	0	500	-100%	500	0 0.00%
31-2-01-0-0000-4275	Equipment Rental	2,737	7,304	-63%	7,304	0 0.00%
31-2-01-0-0000-4280	Staff Mileage	957	2,200	-57%	2,200	0 0.00%
31-2-01-0-0000-5011	Office Supplies	4,418	5,105	-13%	5,105	0 0.00%
31-2-01-0-0000-5026	Dry Cleaning Allowance	500	150	233%	150	0 0.00%
31-2-01-0-0000-5510	Books & Subscriptions	98	500	-80%	500	0 0.00%
31-2-01-0-0000-7015	Transfer from Reserve	0	0	0%	-50,000	-50,000 0.00%
31-2-01-0-0000-7490	Service Charges	2,960	8,096	-63%	8,096	0 0.00%
31-2-01-1-0000-7490	Service Charges	1,916	5,105	-62%	5,105	0 0.00%
31-2-01-8-0000-4122	Brownfield Properties	0	3,000	-100%	3,000	0 0.00%
<b>TOTAL EXPENSES</b>		<b>516,061</b>	<b>692,099</b>	<b>-25%</b>	<b>665,015</b>	<b>-27,084 -3.91%</b>
<b>TOTAL RECREATION ADMINISTRATION</b>		<b>516,061</b>	<b>692,099</b>	<b>-25%</b>	<b>665,015</b>	<b>-27,084 -3.91%</b>
PROGRAM - OUTDOOR POOLS						
<b>REVENUE</b>						
31-2-01-1-0774-9133	Admissions	3,517	10,600	-67%	10,600	0 0.00%
31-2-01-1-0774-9400	Concession Revenue	0	0	0%	200	200 0.00%
31-2-01-1-0774-9499	Staff Uniform Recovery	0	1,500	-100%	1,500	0 0.00%
31-2-01-1-0774-9514	Instructional Fees	-1,398	22,728	-106%	22,728	0 0.00%
31-2-01-1-0774-9515	Misc. Sales	0	2,000	-100%	2,000	0 0.00%
<b>TOTAL REVENUE</b>		<b>2,119</b>	<b>36,828</b>	<b>-94%</b>	<b>37,028</b>	<b>200 0.54%</b>
<b>EXPENSES</b>						
31-2-01-1-0774-3011	Part Time Salaries and Wages	0	66,043	-100%	66,043	0 0.00%
31-2-01-1-0774-3120	Benefits - Part Time	0	6,178	-100%	6,422	244 3.95%
31-2-01-1-0774-4023	Memberships & Assoc	246	600	-59%	600	0 0.00%
31-2-01-1-0774-4051	Advertising	267	1,200	-78%	1,200	0 0.00%
31-2-01-1-0774-4249	Telephone	619	868	-29%	868	0 0.00%
31-2-01-1-0774-4280	Mileage & Car Allowance	0	100	-100%	100	0 0.00%
31-2-01-1-0774-5011	Stationary Supplies, etc.	0	2,087	-100%	2,087	0 0.00%
31-2-01-1-0774-5026	Staff Uniforms	0	1,000	-100%	1,000	0 0.00%
<b>TOTAL EXPENSES</b>		<b>1,132</b>	<b>78,076</b>	<b>-99%</b>	<b>78,320</b>	<b>244 0.31%</b>
<b>TOTAL PROGRAM - OUTDOOR POOLS</b>		<b>-987</b>	<b>41,248</b>	<b>-102%</b>	<b>41,292</b>	<b>44 0.11%</b>
BUILDING - OUTDOOR POOLS						
<b>EXPENSES</b>						
31-2-01-8-0774-3010	Full Time Salaries	4,140	11,496	-64%	11,496	0 0.00%
31-2-01-8-0774-3090	O/T	151	0	0%	0	0 0.00%
31-2-01-8-0774-3120	Stat Benefits	0	1,040	-100%	1,040	0 0.00%
31-2-01-8-0774-3130	Employer Benefits	34	1,620	-98%	1,620	0 0.00%
31-2-01-8-0774-5438	Chemicals	2,563	4,488	-43%	4,488	0 0.00%
31-2-01-8-0774-4141	Building Maintenance	346	1,253	-72%	1,253	0 0.00%
31-2-01-8-0774-5015	Maintenance Supplies	465	2,610	-82%	2,610	0 0.00%
31-2-01-8-0774-5410	93 Inkerman St Jaycees Pool - Hydro	2,799	6,255	-55%	6,255	0 0.00%
31-2-01-8-0774-5415	Water	3,785	5,358	-29%	5,358	0 0.00%
<b>TOTAL EXPENSES</b>		<b>14,283</b>	<b>34,120</b>	<b>-58%</b>	<b>34,120</b>	<b>0 0.00%</b>
<b>TOTAL BUILDING - OUTDOOR POOLS</b>		<b>14,283</b>	<b>34,120</b>	<b>-58%</b>	<b>34,120</b>	<b>0 0.00%</b>
<b>TOTAL OUTDOOR POOLS</b>		<b>13,296</b>	<b>75,368</b>	<b>-82%</b>	<b>75,412</b>	<b>44 0.06%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
PROGRAM - MUSIC IN THE PARK							
EXPENSES							
31-2-01-1-0773-4051	Music in the Park Advertising	0	750	-100%	750	0	0.00%
31-2-01-1-0773-4075	Music in the Park Contracted Service	0	2,676	-100%	2,676	0	0.00%
<b>TOTAL PROGRAM - MUSIC IN THE</b>		<b>0</b>	<b>3,426</b>	<b>-100%</b>	<b>3,426</b>	<b>0</b>	<b>0.00%</b>
PROGRAM-MOVIES IN THE PARK							
EXPENSES							
31-2-01-1-0772-4051	Advertising-Movies in the Park	0	500	-100%	500	0	0.00%
31-2-01-1-0772-4076	Equipment Rental	0	3,745	-100%	3,745	0	0.00%
<b>TOTAL PROGRAM-MOVIES IN THE</b>		<b>0</b>	<b>4,245</b>	<b>-100%</b>	<b>4,245</b>	<b>0</b>	<b>0.00%</b>
PROGRAM - MEMORIAL ARENA							
REVENUE							
31-2-01-1-1025-9320	Meeting Room Rental	2,084	14,832	-86%	14,832	0	0.00%
31-2-01-1-1040-9320	Storage Space Rental	299	1,250	-76%	1,250	0	0.00%
31-2-01-1-1050-9402	Vending Revenue	0	1,824	-100%	1,824	0	0.00%
31-2-01-1-1050-9320	Off Season Floor Rental	0	8,000	-100%	8,000	0	0.00%
31-2-01-1-1100-9325	Ice Rental Memorial	95,465	244,389	-61%	244,389	0	0.00%
<b>TOTAL REVENUE</b>		<b>97,848</b>	<b>270,295</b>	<b>-64%</b>	<b>270,295</b>	<b>0</b>	<b>0.00%</b>
EXPENSES							
31-2-01-1-1000-7026	Transfer to Community Centres Cap Maint Reserve	0	13,514	-100%	13,514	0	0.00%
<b>TOTAL EXPENSES</b>		<b>0</b>	<b>13,514</b>	<b>-100%</b>	<b>13,514</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL PROGRAM - MEMORIAL ARENA</b>		<b>-97,848</b>	<b>-256,781</b>	<b>-62%</b>	<b>-256,781</b>	<b>0</b>	<b>0.00%</b>
BUILDING - MEMORIAL ARENA							
EXPENSES							
31-2-01-8-1000-3010	Full Time Salaries	58,592	118,914	-51%	121,057	2,143	1.80%
31-2-01-8-1000-3011	Part Time Salaries	1,367	27,335	-95%	27,673	338	1.24%
31-2-01-8-1000-3039	Premium Overtime	1,244	3,600	-65%	3,665	65	1.81%
31-2-01-8-1000-3090	O/T	238	5,000	-95%	5,086	86	1.72%
31-2-01-8-1000-3120	Stat Benefits	5,275	13,457	-61%	13,931	474	3.52%
31-2-01-8-1000-3130	Employer Benefits	8,176	17,731	-54%	18,555	824	4.65%
31-2-01-8-1000-3135	OMERS	5,887	11,168	-47%	10,863	-305	-2.73%
31-2-01-8-1000-4020	Training & Workshops	0	1,500	-100%	1,500	0	0.00%
31-2-01-8-1000-4023	Membership Fees	334	500	-33%	500	0	0.00%
31-2-01-8-1000-4063	Contracted Garbage Collection	355	1,305	-73%	1,305	0	0.00%
31-2-01-8-1000-4141	Contracted Building Maintenance	30,213	33,081	-9%	33,081	0	0.00%
31-2-01-8-1000-4170	Land Rental	4,305	7,200	-40%	7,200	0	0.00%
31-2-01-8-1000-4249	Memorial Telephone	2,003	2,000	0%	2,000	0	0.00%
31-2-01-8-1000-5011	Stationary & Supplies	0	500	-100%	500	0	0.00%
31-2-01-8-1000-5013	Janitorial Supplies	3,373	5,025	-33%	5,500	475	9.45%
31-2-01-8-1000-5015	Building Maint. Supplies	55,359	12,673	337%	12,673	0	0.00%
31-2-01-8-1000-5021	Safety Equipment	442	500	-12%	750	250	50.00%
31-2-01-8-1000-5026	Uniforms, Coveralls etc.	1,875	1,875	0%	1,875	0	0.00%
31-2-01-8-1000-5410	Memorial Arena - Hydro	30,335	80,515	-62%	80,515	0	0.00%
31-2-01-8-1000-5415	Memorial Arena - Water	5,459	10,542	-48%	10,542	0	0.00%
31-2-01-8-1000-5421	Memorial Arena Natural Gas	17,794	27,431	-35%	27,431	0	0.00%
31-2-01-8-1000-5435	Motor Fuel	0	200	-100%	200	0	0.00%
31-2-01-8-1000-5437	Propane	719	1,685	-57%	1,685	0	0.00%
31-2-01-8-1000-7042	City Equipment	5,543	8,320	-33%	8,320	0	0.00%
31-2-01-8-1990-4069	SOCAN/Licence Fees - Auditorium	100	500	-80%	500	0	0.00%
<b>TOTAL BUILDING - MEMORIAL ARENA</b>		<b>238,988</b>	<b>392,557</b>	<b>-39%</b>	<b>396,907</b>	<b>4,350</b>	<b>1.11%</b>
<b>TOTAL MEMORIAL ARENA</b>		<b>141,140</b>	<b>135,776</b>	<b>4%</b>	<b>140,126</b>	<b>4,350</b>	<b>3.20%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	CHANGE (%)
PROGRAM - JOE THORNTON COMMUNITY CENTRE							
<b>REVENUE</b>							
31-2-01-1-0000-9300	Program Revenues	4,762	98,000	-95%	98,000	0	0.00%
31-2-01-1-0010-9300	Day Camp Revenue	2,466	67,500	-96%	67,500	0	0.00%
31-2-01-1-3015-9040	Walking Track Donations	0	100	-100%	100	0	0.00%
31-2-01-1-3025-9320	JTCC Room Rental	10,432	30,000	-65%	30,000	0	0.00%
31-2-01-1-3040-9320	Storage Facilities Rental	2,285	6,200	-63%	6,200	0	0.00%
31-2-01-1-3050-9320	Off-Season Floor Rentals	0	25,750	-100%	25,750	0	0.00%
31-2-01-1-3050-9340	Pro Shop Revenue	0	1,600	-100%	1,600	0	0.00%
31-2-01-1-3050-9400	Concession Revenue	3,900	15,600	-75%	15,600	0	0.00%
31-2-01-1-3050-9402	Vending Revenue	4,501	8,000	-44%	8,000	0	0.00%
31-2-01-1-3050-9405	ATM Revenue	160	800	-80%	800	0	0.00%
31-2-01-1-0000-9410	CC Advertising	2,825	6,180	-54%	6,180	0	0.00%
31-2-01-1-3100-9325	Ice Rental JTCC	273,147	575,000	-52%	575,000	0	0.00%
31-2-01-1-3135-9320	Jr. B Stars Room Rental	86	2,702	-97%	2,702	0	0.00%
31-2-01-1-3135-9325	Jr. B Stars Ice Rental	9,679	32,692	-70%	32,692	0	0.00%
31-2-01-1-3150-9410	Jr. B Advertising Revenue	3,553	3,500	2%	3,500	0	0.00%
31-2-01-1-3205-9130	Leisure Skate Registration	1,207	4,120	-71%	4,120	0	0.00%
31-2-01-1-3210-9130	50+ Hockey Registration	-632	34,000	-102%	34,000	0	0.00%
31-2-01-1-3215-9130	Spring Hockey Registration	482	37,500	-99%	37,500	0	0.00%
31-2-01-1-3225-9133	Public Skate Admissions	3,488	4,500	-22%	4,500	0	0.00%
<b>TOTAL REVENUE</b>		<b>322,341</b>	<b>953,744</b>	<b>-66%</b>	<b>953,744</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSES</b>							
31-2-01-1-0000-3011	Program Labour	10,508	63,967	-84%	63,967	0	0.00%
31-2-01-1-0000-3120	All Statutory Benefits	543	5,987	-91%	5,987	0	0.00%
31-2-01-1-0000-3135	OMERS	0	100	-100%	100	0	0.00%
31-2-01-1-0000-4020	Program Training & Workshops	0	4,000	-100%	4,000	0	0.00%
31-2-01-1-0000-4249	Telephone Services	463	1,000	-54%	1,000	0	0.00%
31-2-01-1-0000-5016	Misc. Program Supplies	1,577	5,110	-69%	5,110	0	0.00%
31-2-01-1-0010-3011	Summer Day Camp Staff	1,245	45,663	-97%	45,663	0	0.00%
31-2-01-1-0010-3120	Stat Benefits - Summer Day Camp	22	4,159	-99%	4,159	0	0.00%
31-2-01-1-0010-3135	OMERS	0	100	-100%	100	0	0.00%
31-2-01-1-0010-4020	Conferences & Workshops	0	1,000	-100%	1,000	0	0.00%
31-2-01-1-0010-5016	Program Supplies	909	2,300	-60%	2,300	0	0.00%
31-2-01-1-0020-5015	Skateboard Park Supplies	1,902	3,500	-46%	3,500	0	0.00%
31-2-01-1-3210-4075	50+ Officials	1,265	7,800	-84%	7,800	0	0.00%
31-2-01-1-3210-5016	50+ Hockey Program Supplies	350	500	-30%	500	0	0.00%
31-2-01-1-3215-4051	Promotion/Advertising	356	4,000	-91%	4,000	0	0.00%
31-2-01-1-3215-4075	Officials	0	5,000	-100%	5,000	0	0.00%
31-2-01-1-3215-5016	Program Supplies	0	2,500	-100%	2,500	0	0.00%
31-2-01-1-3225-3011	Public Skate Part-time Wages	876	4,368	-80%	4,368	0	0.00%
31-2-01-1-3225-3120	Public Skate Employer Benefits	0	408	-100%	408	0	0.00%
<b>TOTAL EXPENSES</b>		<b>20,016</b>	<b>161,462</b>	<b>-88%</b>	<b>161,462</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL PROGRAM - JOE THORNTON</b>		<b>-302,325</b>	<b>-792,282</b>	<b>-62%</b>	<b>-792,282</b>	<b>0</b>	<b>0.00%</b>

BUILDING - JOE THORNTON COMMUNITY CENTRE

**EXPENSES**

31-2-01-8-3000-3010	Full Time Salaries	207,470	336,303	-38%	336,303	0	0.00%
31-2-01-8-3000-3011	Part Time Salaries	45,638	102,123	-55%	102,123	0	0.00%
31-2-01-8-3000-3039	Premium Overtime	6,117	20,300	-70%	20,655	355	1.75%
31-2-01-8-3000-3090	Overtime	5,389	30,450	-82%	30,983	533	1.75%
31-2-01-8-3000-3120	Statutory Benefits	23,582	39,924	-41%	40,961	1,037	2.60%
31-2-01-8-3000-3130	Employer Benefits	25,057	48,015	-48%	47,911	-104	-0.22%
31-2-01-8-3000-3135	OMERS	22,210	32,740	-32%	30,343	-2,397	-7.32%
31-2-01-8-3000-4020	Training & Workshops	940	4,500	-79%	4,500	0	0.00%
31-2-01-8-3000-4023	Membership Fees	320	1,000	-68%	1,000	0	0.00%
31-2-01-8-3000-4063	Contracted Garbage Collection	2,368	3,616	-35%	3,616	0	0.00%
31-2-01-8-3000-4141	Contracted Building Maintenance	39,194	63,359	-38%	63,359	0	0.00%
31-2-01-8-3000-4249	Community Centre Telephone	3,055	3,573	-14%	3,573	0	0.00%
31-2-01-8-3000-5013	Janitorial Supplies	34,168	18,752	82%	19,700	948	5.06%
31-2-01-8-3000-5015	Building Maint. Supplies	62,755	26,400	138%	26,400	0	0.00%

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
31-2-01-8-3000-5021 Safety Equipment	727	2,500	-71%	3,000	500	20.00%
31-2-01-8-3000-5026 Uniforms, Coveralls etc.	3,911	4,115	-5%	4,115	0	0.00%
31-2-01-8-3000-5410 Community Centre - Hydro	116,126	240,501	-52%	240,501	0	0.00%
31-2-01-8-3000-5415 Community Centre - Water	16,477	22,833	-28%	22,833	0	0.00%
31-2-01-8-3000-5421 Community Centre Natural Gas	25,253	52,562	-52%	52,562	0	0.00%
31-2-01-8-3000-5435 Motor Fuel	0	1,500	-100%	1,500	0	0.00%
31-2-01-8-3000-5437 Propane	3,001	5,739	-48%	5,739	0	0.00%
31-2-01-8-3000-7042 City Equipment	5,543	8,320	-33%	8,320	0	0.00%
31-2-01-8-3990-4069 SOCAN/Licence Fees	100	2,000	-95%	2,000	0	0.00%
<b>TOTAL BUILDING - JOE THORNTON</b>	<b>649,401</b>	<b>1,071,125</b>	<b>-39%</b>	<b>1,071,997</b>	<b>872</b>	<b>0.08%</b>
<b>TOTAL JOE THORNTON C.C.</b>	<b>347,076</b>	<b>278,843</b>	<b>24%</b>	<b>279,715</b>	<b>872</b>	<b>0.31%</b>
MAJOR MAINTENANCE						
EXPENSES						
Transfer from Community Centres Cap Maint						
31-2-01-1-3000-7026 Reserve	0	30,385	-100%	30,385	0	0.00%
31-2-01-8-0010-4075 Contracted Services	82,968	100,000	-17%	100,000	0	0.00%
<b>TOTAL MAJOR MAINTENANCE</b>	<b>82,968</b>	<b>130,385</b>	<b>-36%</b>	<b>130,385</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL PROGRAMS</b>	<b>-401,160</b>	<b>-1,000,144</b>	<b>-60%</b>	<b>-1,000,100</b>	<b>44</b>	<b>0.00%</b>
<b>TOTAL BUILDINGS</b>	<b>985,640</b>	<b>1,628,187</b>	<b>-39%</b>	<b>1,633,409</b>	<b>5,222</b>	<b>0.32%</b>
<b>NET PROGRAMS/BUILDINGS</b>	<b>584,480</b>	<b>628,043</b>	<b>-7%</b>	<b>633,309</b>	<b>5,266</b>	<b>0.84%</b>
<b>TOTAL RECREATION</b>	<b>1,100,541</b>	<b>1,320,142</b>	<b>-17%</b>	<b>1,298,324</b>	<b>-21,818</b>	<b>-1.65%</b>



DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)

## PARKS & FORESTRY

### REVENUE

#### PROGRAMS

31-3-01-1-2726-9300	Athletic Park Field Rental	0	10,000	-100%	10,000	0	0.00%
31-3-01-1-2756-9300	Burwell Ball Park Field Rental	0	1,000	-100%	1,000	0	0.00%
31-3-01-1-2727-9300	Cowan Park Field Rental	0	5,500	-100%	5,500	0	0.00%
31-3-01-1-2753-9300	DJ Tarry Ball Complex Field Rental	14,385	56,650	-75%	56,650	0	0.00%
31-3-01-1-2753-9400	DJ Tarry Ball Complex Concession Revenue	0	3,000	-100%	3,000	0	0.00%
31-3-01-1-2736-9300	Emslie Field Rental	0	7,210	-100%	7,210	0	0.00%
31-3-01-1-2734-9300	Gorman Rupp Field Rental	512	1,854	-72%	1,854	0	0.00%
31-3-01-1-2731-9300	User Charges - Lions Park	0	400	-100%	400	0	0.00%
31-3-01-1-2728-9300	New York Central Field Rental	0	3,090	-100%	3,090	0	0.00%
31-3-01-1-5700-9300	Pinafore Pavilion Rental	773	25,750	-97%	25,750	0	0.00%
31-3-01-1-2733-9300	Optimist Park Field Rental	0	200	-100%	200	0	0.00%
31-3-01-1-3738-9300	V.A. Barrie Park Rental	0	100	-100%	100	0	0.00%
31-3-01-1-6700-9300	Waterworks Pavilion Rental	0	4,635	-100%	4,635	0	0.00%
31-3-01-1-2729-9300	Sauve Field Rental	533	7,725	-93%	7,725	0	0.00%
31-3-01-1-5710-9300	Pinafore Outdoor Courts Rental	0	150	-100%	150	0	0.00%
31-3-01-1-6750-9300	1 Password Park Rental	407	75,000	-99%	75,000	0	0.00%

#### OPERATIONS

31-3-01-1-0000-9515	Misc. Recoveries	16,141	0	0%	0	0	0.00%
31-3-01-1-0485-9514	Recoveries - Talbot St. Plant & Trees	0	10,000	-100%	10,000	0	0.00%
31-3-01-1-0000-9500	Permit Fees	13,510	0	0%	0	0	0.00%

#### TOTAL REVENUE

<b>46,261</b>	<b>212,264</b>	<b>-78%</b>	<b>212,264</b>	<b>0</b>	<b>0.00%</b>
---------------	----------------	-------------	----------------	----------	--------------

#### EXPENSES

31-3-01-0-0000-3010	Reg Full-time Wages	674,098	639,029	5%	675,313	36,284	5.68%
31-3-01-0-0000-3011	Reg Part-time Wages	94,585	479,506	-80%	479,506	0	0.00%
31-3-01-0-0000-3039	Premium O/T	9,809	18,000	-46%	18,000	0	0.00%
31-3-01-0-0000-3090	Over Time	9,421	20,000	-53%	20,000	0	0.00%
31-3-01-0-0000-3120	All Statutory Benefits	67,343	91,658	-27%	94,749	3,091	3.37%
31-3-01-0-0000-3130	All Employer Benefits	91,122	81,601	12%	86,361	4,760	5.83%
31-3-01-0-0000-3135	OMERS	68,764	71,692	-4%	75,186	3,494	4.87%
31-3-01-1-0000-4022	Conference Fees	5,521	6,000	-8%	6,000	0	0.00%
31-3-01-1-0000-4023	Association Membership Fees	310	3,000	-90%	3,000	0	0.00%
31-3-01-1-0000-4040	Legal and Consulting Fees	7,198	18,000	-60%	18,000	0	0.00%
31-3-01-1-0000-4192	Other Property Taxes	3,148	3,000	5%	3,000	0	0.00%
31-3-01-1-0000-4275	Photocopying	1,984	3,500	-43%	3,500	0	0.00%
31-3-01-1-0000-5010	General Supplies	1,536	2,500	-39%	2,500	0	0.00%
31-3-01-1-0000-5021	Health and Safety Supplies	12,832	4,000	221%	4,000	0	0.00%
31-3-01-1-0000-5026	Uniforms/Supply	5,946	5,000	19%	5,625	625	12.50%
31-3-01-1-0000-6130	Small Tools & Equipment	5,663	10,000	-43%	10,000	0	0.00%
31-3-01-1-0000-7040	Internal Fleet Charges	62,244	78,500	-21%	78,500	0	0.00%
	Subcontractors	274,616	347,140	-21%	347,140	0	0.00%
	Electricity	42,188	333,232	-87%	333,232	0	0.00%
	Water	113,707	0	100%	0	0	0.00%
	Natural Gas	8,841	0	100%	0	0	0.00%
	Materials	102,207	138,800	-26%	138,000	-800	-0.58%
31-3-01-5-0000-4145	Park Vehicle/Equipment Maint./Purchases	44,841	65,760	-32%	65,760	0	0.00%
31-3-01-5-0000-5435	Park Fuel Used	30,092	45,000	-33%	45,000	0	0.00%

#### TOTAL EXPENSES

<b>1,738,016</b>	<b>2,464,918</b>	<b>-29%</b>	<b>2,512,372</b>	<b>47,454</b>	<b>1.93%</b>
------------------	------------------	-------------	------------------	---------------	--------------

#### TOTAL PROGRAMS/OPERATIONS

<b>1,691,755</b>	<b>2,252,654</b>	<b>-25%</b>	<b>2,300,108</b>	<b>47,454</b>	<b>2.11%</b>
------------------	------------------	-------------	------------------	---------------	--------------

### MAJOR MAINTENANCE

#### EXPENSES

31-3-01-1-0010-4075	Contracted Services - Playground Upgrades	38,473	40,000	-4%	40,000	0	0.00%
31-3-01-8-0010-4075	Contracted Services	67,623	100,000	-32%	100,000	0	0.00%

#### TOTAL MAJOR MAINTENANCE

<b>106,096</b>	<b>140,000</b>	<b>-24%</b>	<b>140,000</b>	<b>0</b>	<b>0.00%</b>
----------------	----------------	-------------	----------------	----------	--------------

#### TOTAL PARKS DEPARTMENT

<b>1,797,851</b>	<b>2,392,654</b>	<b>-25%</b>	<b>2,440,108</b>	<b>47,454</b>	<b>1.98%</b>
------------------	------------------	-------------	------------------	---------------	--------------

DESCRIPTION	2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
-------------	------------------	----------------	----------	----------------	--------------------------	-------------------------

## PROPERTY MAINTENANCE

### NON-RESIDENTIAL ADMIN

#### EXPENSES

31-1-01-8-0000-3010	Reg Full-time Salaries & Wages	204,041	273,671	-25%	324,007	50,336	18.39%
31-1-01-8-0000-3039	Standby	8,557	8,900	-4%	8,900	0	0.00%
31-1-01-8-0000-3090	Overtime	2,481	7,000	-65%	7,000	0	0.00%
31-1-01-8-0000-3120	All Statutory Benefits	15,612	27,090	-42%	27,090	0	0.00%
31-1-01-8-0000-3130	All Employer Benefits	23,378	30,500	-23%	30,500	0	0.00%
31-1-01-8-0000-3135	OMERS	23,329	27,782	-16%	27,782	0	0.00%
31-1-01-8-0000-4020	Training, Workshops, Exam Fees	873	3,000	-71%	3,000	0	0.00%
31-1-01-8-0000-4023	Association Membership Fees	1,184	1,854	-36%	1,854	0	0.00%
31-1-01-8-0000-4065	CMMS Support Fee	3,565	34,000	-90%	34,000	0	0.00%
31-1-01-8-0000-4249	Telephone Services	729	600	22%	600	0	0.00%
31-1-01-8-0000-4280	Staff Mileage	0	1,000	-100%	1,000	0	0.00%
31-1-01-8-0000-5010	General Supplies	142,450	500	28390%	500	0	0.00%
31-1-01-8-0000-5011	Office Supplies	3,429	0	0%	0	0	0.00%
31-1-01-8-0000-5012	Flag Purchases	1,620	1,500	8%	1,500	0	0.00%
31-1-01-8-0000-5026	Uniforms/Supply	1,200	2,000	-40%	2,000	0	0.00%
31-1-01-8-0000-5510	Books & Subscriptions	65	1,000	-94%	1,000	0	0.00%
31-1-01-8-0000-6130	Tools and Equipment Replacement	364	2,500	-85%	2,500	0	0.00%
31-1-01-8-0000-7040	City Vehicles	9,811	18,280	-46%	18,280	0	0.00%
<b>TOTAL NON-RESIDENTIAL ADMIN</b>		<b>442,688</b>	<b>441,177</b>	<b>0%</b>	<b>491,513</b>	<b>50,336</b>	<b>11.41%</b>

### RESIDENTIAL ADMIN (HOUSING CORP)

#### EXPENSES

31-1-01-8-1000-3010	Reg Full-time Salaries & Wages	166,184	243,966	-32%	243,966	0	0.00%
31-1-01-8-1000-3011	Reg Part-time Salaries & Wages	18,513	53,074	-65%	53,074	0	0.00%
31-1-01-8-1000-3120	All Statutory Benefits	15,248	30,038	-49%	30,038	0	0.00%
31-1-01-8-1000-3130	All Employer Benefits	57,584	29,500	95%	29,500	0	0.00%
31-1-01-8-1000-4020	Training, Workshops, Exam Fees	1,203	4,000	-70%	4,000	0	0.00%
31-1-01-8-1000-4280	Staff Mileage	2,315	5,400	-57%	5,400	0	0.00%
31-1-01-8-1000-5010	General Supplies	0	500	-100%	500	0	0.00%
31-1-01-8-1000-5026	Uniforms/Supply	472	1,500	-69%	1,500	0	0.00%
31-1-01-8-1000-4275	Photocopy expense	1,011	2,100	-52%	2,100	0	0.00%
31-1-01-8-1000-3039	Standby	3,692	6,500	-43%	6,500	0	0.00%
31-1-01-8-1000-3150	Payroll Clearing	0	-364,000	-100%	-364,000	0	0.00%
31-1-01-8-1000-3135	OMERS	18,093	25,113	-28%	25,113	0	0.00%
<b>TOTAL RESIDENTIAL ADMIN</b>		<b>284,315</b>	<b>37,691</b>	<b>654%</b>	<b>37,691</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL PROPERTY ADMIN</b>		<b>727,003</b>	<b>478,868</b>	<b>52%</b>	<b>529,204</b>	<b>50,336</b>	<b>10.51%</b>

### CITY HALL - BUILDING

#### EXPENSES

11-1-01-8-0000-4020	Training and Workshops	493	0	0%	0	0	0.00%
11-1-01-8-0000-4058	Contracted Janitorial Services	39,759	62,736	-37%	62,736	0	0.00%
11-1-01-8-0000-4075	Service Contracts	9,381	15,000	-37%	15,000	0	0.00%
11-1-01-8-0000-4141	Contracted Building Maintenance	17,281	38,000	-55%	38,000	0	0.00%
11-1-01-8-0000-5015	Building Maintenance Supplies	1,267	9,000	-86%	9,000	0	0.00%
11-1-01-8-0000-5410	Electricity (Hydro)	46,955	72,000	-35%	72,000	0	0.00%
11-1-01-8-0000-5415	Water	4,476	6,200	-28%	6,200	0	0.00%
11-1-01-8-0000-5421	Natural gas - heating	6,443	11,200	-42%	11,200	0	0.00%
<b>TOTAL CITY HALL BUILDING</b>		<b>126,055</b>	<b>214,136</b>	<b>-41%</b>	<b>214,136</b>	<b>0</b>	<b>0.00%</b>

### MAJOR MAINTENANCE

#### EXPENSES

11-1-01-8-0010-4075	Contracted Services	64,011	65,000	-2%	65,000	0	0.00%
<b>TOTAL MAJOR MAINTENANCE</b>		<b>64,011</b>	<b>65,000</b>	<b>-2%</b>	<b>65,000</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL CITY HALL</b>		<b>190,066</b>	<b>279,136</b>	<b>-32%</b>	<b>279,136</b>	<b>0</b>	<b>0.00%</b>

		2020	2020	VAR	2021	2020/2021 CHANGE	
DESCRIPTION		Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
CITY PROPERTY							
REVENUE							
11-2-01-8-0000-9301	CEPAC Office Rent	4,608	6,000	-23%	6,000	0	0.00%
11-2-01-8-0000-9320	Bell Tower Lease	10,000	9,000	11%	9,000	0	0.00%
11-2-01-8-0010-9300	Pinafore Park House Rent	6,325	6,600	-4%	6,600	0	0.00%
11-2-01-8-0025-9300	Rent Revenue - 423 Talbot	0	158,000	-100%	79,000	-79,000	-50.00%
11-2-01-8-0030-9300	Dennis Farm Rent	12,481	10,000	25%	10,000	0	0.00%
11-2-01-8-0060-9300	City Lands - Former MTO Spur	6,622	10,750	-38%	10,750	0	0.00%
TOTAL REVENUE		40,036	200,350	-80%	121,350	-79,000	-39.43%
EXPENSES							
11-2-01-8-0000-4141	Contracted Repairs - Building Maintenance	757	17,000	-96%	17,000	0	0.00%
11-2-01-8-0000-4190	Property Taxes-Pinafore/Dennis	6,315	4,000	58%	4,000	0	0.00%
11-2-01-8-0000-4249	Telephone Services	293	400	-27%	400	0	0.00%
11-2-01-8-0010-7040	Horton Market Transfer - Off Season Utilities	1,054	1,350	-22%	1,350	0	0.00%
11-2-01-8-0020-5012	Building Maintenance	4,589	23,500	-80%	23,500	0	0.00%
11-2-01-8-0020-5415	Rental Utilities	0	150	-100%	150	0	0.00%
11-2-01-8-0025-7310	Debenture Payments - 423 Talbot	56,342	120,997	-53%	0	-120,997	-100.00%
11-2-01-8-0025-4141	Building Repairs - 423 Talbot	5,767	37,000	-84%	0	-37,000	-100.00%
11-2-01-8-0076-5415	BX Tower Water and Hydro	883	2,000	-56%	2,000	0	0.00%
TOTAL EXPENSES		76,000	206,397	-63%	48,400	-157,997	-76.55%
MAJOR MAINTENANCE							
EXPENSES							
11-2-01-8-0010-4075	Contracted Services	10,163	45,000	-77%	45,000	0	0.00%
TOTAL CITY PROPERTY MAINTENANCE		46,127	51,047	-10%	-27,950	-78,997	-154.75%
WELLINGTON BLOCK							
EXPENSES							
11-2-01-8-2000-4040	Administration	19,719	5,831	238%	5,831	0	0.00%
11-2-01-8-2000-4063	Contracted Garbage Collection	1,088	1,200	-9%	1,200	0	0.00%
11-2-01-8-2000-4141	Contracted Building Maintenance	8,346	15,000	-44%	15,000	0	0.00%
11-2-01-8-2000-4216	Insurance	14,790	14,790	0%	14,790	0	0.00%
11-2-01-8-2000-4249	Telephone Services	1,063	1,200	-11%	1,200	0	0.00%
11-2-01-8-2000-5015	Building Maintenance Supplies	4,151	2,000	108%	2,000	0	0.00%
11-2-01-8-2000-5410	Electricity (Hydro)	1,490	2,000	-26%	2,000	0	0.00%
11-2-01-8-2000-5415	Water/Sewer	1,781	2,200	-19%	2,200	0	0.00%
11-2-01-8-2000-5421	Natural gas - heating	7,654	9,000	-15%	9,000	0	0.00%
TOTAL WELLINGTON BLOCK		60,082	53,221	13%	53,221	0	0.00%
SENIOR'S CENTRE							
PROPERTY MAINTENANCE							
EXPENSES							
31-7-01-1-0000-3029	Distributed Wages	0	1,500	-100%	1,500	0	0.00%
31-7-01-1-0000-5015	Building Maintenance	12,828	20,000	-36%	20,000	0	0.00%
TOTAL EXPENSES		12,828	21,500	-40%	21,500	0	0.00%
MAJOR MAINTENANCE							
EXPENSES							
31-7-01-8-0010-4075	Contracted Services	33,225	35,000	-5%	35,000	0	0.00%
TOTAL EXPENSES		33,225	35,000	-5%	35,000	0	0.00%
TOTAL SENIOR'S CENTRE		46,053	56,500	-18%	56,500	0	0.00%
TOTAL PROPERTY MAINTENANCE		1,069,331	918,772	16%	890,111	-28,661	-3.12%

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
<b>LIBRARY</b>							
LIBRARY ADMINISTRATION							
<b>EXPENSES</b>							
31-4-01-0-0000-3010	Reg Full-time Wages (Admin)	260,552	437,528	-40%	528,532	91,004	20.80%
31-4-01-0-0000-3011	Reg Part-time Wages (Admin)	5,144	28,172	-82%	4,076	-24,096	-85.53%
31-4-01-0-0000-3120	All Statutory Benefits (Admin)	20,347	45,694	-55%	46,765	1,071	2.34%
31-4-01-0-0000-3130	All Employer Benefits (Admin)	35,281	107,359	-67%	93,214	-14,145	-13.18%
31-4-01-0-0000-3135	OMERS	27,806	64,129	-57%	69,514	5,385	8.40%
<b>TOTAL EXPENSES</b>		<b>349,130</b>	<b>682,882</b>	<b>-49%</b>	<b>742,101</b>	<b>59,219</b>	<b>8.67%</b>
<b>TOTAL LIBRARY ADMINISTRATION</b>		<b>349,130</b>	<b>682,882</b>	<b>-49%</b>	<b>742,101</b>	<b>59,219</b>	<b>8.67%</b>
LIBRARY OPERATIONS							
<b>REVENUE</b>							
31-4-01-1-0000-9010	Province of Ontario - Operating Grant	0	54,533	-100%	54,533	0	0.00%
31-4-01-1-0000-9015	Misc Grants	1,283	500	157%	500	0	0.00%
31-4-01-1-0000-9030	Provincial Pay Equity	0	4,457	-100%	4,457	0	0.00%
31-4-01-1-0000-9515	Photocopier Income	1,398	6,000	-77%	4,000	-2,000	-33.33%
31-4-01-1-0001-9920	Contribution From Development Charges	37,500	50,000	-25%	50,000	0	0.00%
31-4-01-2-0000-9320	Room Rentals	681	2,500	-73%	2,500	0	0.00%
31-4-01-2-0000-9515	Desk Receipts	1,579	15,000	-89%	0	-15,000	-100.00%
<b>TOTAL REVENUE</b>		<b>42,441</b>	<b>132,990</b>	<b>-68%</b>	<b>115,990</b>	<b>-17,000</b>	<b>-12.78%</b>
<b>EXPENSES</b>							
31-4-01-1-0000-3010	Reg Full-time Wages (Service)	543,326	533,915	2%	591,838	57,923	10.85%
31-4-01-1-0000-3011	Reg Part-time Wages (Service)	222,371	379,167	-41%	390,046	10,879	2.87%
31-4-01-1-0000-3090	All Overtime (Service)	278	0	0%	0	0	0.00%
31-4-01-1-0000-3120	All Statutory Benefits (Service)	66,246	89,592	-26%	87,339	-2,253	-2.51%
31-4-01-1-0000-3130	All Employer Benefits (Service)	94,486	172,777	-45%	104,177	-68,600	-39.70%
31-4-01-1-0000-3135	OMERS	66,388	59,425	12%	84,849	25,424	42.78%
31-4-01-1-0000-3310	WSIB Premiums	2,941	5,500	-47%	5,500	0	0.00%
31-4-01-1-0000-4020	Training & Travel	18,044	23,000	-22%	23,000	0	0.00%
31-4-01-1-0000-4023	Association Fees	4,171	5,000	-17%	5,000	0	0.00%
31-4-01-1-0000-4051	Promotion & Public Relations	12,165	25,800	-53%	25,800	0	0.00%
31-4-01-1-0000-4065	Other Professional Fees - ITC	33,123	10,000	231%	10,000	0	0.00%
31-4-01-1-0000-4249	Telephone Services	5,763	6,000	-4%	6,000	0	0.00%
31-4-01-1-0000-4257	Postage & Postage Meter	604	3,341	-82%	3,341	0	0.00%
31-4-01-1-0000-4275	Photocopier Expense	10,812	18,000	-40%	18,000	0	0.00%
31-4-01-1-0000-5010	Goods & Services/Misc.	948	3,500	-73%	3,500	0	0.00%
31-4-01-1-0000-5011	Office Supplies	3,453	7,000	-51%	7,000	0	0.00%
31-4-01-1-0000-5017	Office Contracts/Repairs	0	1,600	-100%	1,600	0	0.00%
31-4-01-1-0000-5075	Technical Services	23,656	30,000	-21%	30,000	0	0.00%
31-4-01-1-0000-7490	Library Bank Charges	2,514	1,800	40%	2,000	200	11.11%
31-4-01-2-0000-4024	Employee Assistance Program	3,819	1,318	190%	1,318	0	0.00%
31-4-01-2-0000-5550	Gaming Software	0	700	-100%	0	-700	-100.00%
31-4-01-2-0000-5551	AV-CD'S (Adults)	0	500	-100%	0	-500	-100.00%
31-4-01-2-0000-5552	AV - Videos/DVD's (Adults)	12,507	23,000	-46%	23,000	0	0.00%
31-4-01-2-0000-5553	AV - Audio Books (Adults)	1,138	2,800	-59%	4,300	1,500	53.57%
31-4-01-2-0000-5554	AV - CD's (Children & Teens)	13	500	-97%	0	-500	-100.00%
31-4-01-2-0000-5555	AV - Video's/DVD's (Children & Teens)	1,587	5,000	-68%	5,000	0	0.00%
31-4-01-2-0000-5556	AV - Audio Books (Children & Teens)	30	800	-96%	1,300	500	62.50%
31-4-01-2-0000-5700	Adult Books	54,384	76,500	-29%	79,500	3,000	3.92%
31-4-01-2-0000-5705	Books-Children	18,600	48,000	-61%	49,000	1,000	2.08%
31-4-01-2-0000-5715	Programs-Adult	2,671	3,000	-11%	3,000	0	0.00%
31-4-01-2-0000-5716	Programs-Children	1,055	6,000	-82%	6,000	0	0.00%
31-4-01-2-0000-5720	Machine Readable Media	39,664	39,500	0%	39,500	0	0.00%
31-4-01-2-0000-5725	Periodicals	3,291	7,000	-53%	7,000	0	0.00%
31-4-01-2-0000-6810	Furniture & Equipment	37,198	15,500	140%	15,500	0	0.00%
31-4-01-2-0000-6910	Library Technology	64,976	64,000	2%	64,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>1,352,222</b>	<b>1,669,535</b>	<b>-19%</b>	<b>1,697,408</b>	<b>27,873</b>	<b>1.67%</b>
<b>TOTAL LIBRARY OPERATIONS</b>		<b>1,309,781</b>	<b>1,536,545</b>	<b>-15%</b>	<b>1,581,418</b>	<b>44,873</b>	<b>2.92%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
LIBRARY BUILDING							
<b>EXPENSES</b>							
31-4-01-8-0000-3010	Reg Full-time Wages(Maintenance)	0	51,470	-100%	56,421	4,951	9.62%
31-4-01-8-0000-3011	Reg Part-time Wages(Maintenance)	22,507	27,074	-17%	29,140	2,066	7.63%
31-4-01-8-0000-3090	All Overtime(Maintenance)	36	0	0%	0	0	0.00%
31-4-01-8-0000-3120	All Statutory Benefits(Maintenance)	1,992	7,707	-74%	7,600	-107	-1.39%
31-4-01-8-0000-3130	All Employer Benefits(Maintenance)	7,186	17,015	-58%	7,527	-9,488	-55.76%
31-4-01-8-0000-3135	OMERS	2,069	7,069	-71%	7,176	107	1.51%
31-4-01-8-0000-4065	Building Contracts	10,708	8,000	34%	8,000	0	0.00%
31-4-01-8-0000-4210	Insurance Premium	5,814	5,814	0%	5,814	0	0.00%
31-4-01-8-0000-5012	Building Maint/Repair	13,879	10,000	39%	10,000	0	0.00%
31-4-01-8-0000-5013	Cleaning & Washroom Supplies	5,960	6,000	-1%	6,000	0	0.00%
31-4-01-8-0000-5026	Clothing/Uniforms	300	300	0%	300	0	0.00%
31-4-01-8-0000-5405	Utilities	30,971	55,000	-44%	55,000	0	0.00%
31-4-01-8-0000-6810	Equipment Purchases	5,567	3,000	86%	3,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>106,989</b>	<b>198,449</b>	<b>-46%</b>	<b>195,978</b>	<b>-2,471</b>	<b>-1.25%</b>
<b>TOTAL LIBRARY BUILDING</b>		<b>106,989</b>	<b>198,449</b>	<b>-46%</b>	<b>195,978</b>	<b>-2,471</b>	<b>-1.25%</b>
MAJOR MAINTENANCE							
<b>EXPENSES</b>							
31-4-01-8-0010-4075	Contracted Services	55,536	60,000	-7%	60,000	0	0.00%
<b>TOTAL MAJOR MAINTENANCE</b>		<b>55,536</b>	<b>60,000</b>	<b>-7%</b>	<b>60,000</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL LIBRARY</b>		<b>1,821,436</b>	<b>2,477,876</b>	<b>-26%</b>	<b>2,579,497</b>	<b>101,621</b>	<b>4.10%</b>

DESCRIPTION	2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE	
					(\$)	(%)

## CULTURE

### DOWNTOWN DEVELOPMENT

#### EXPENSES

31-5-01-1-0001-7917	BIA Levy Pd.	112,000	126,000	-11%	126,000	0	0.00%
31-5-01-1-0001-8010	Downtown Improvement Area Levy	-125,585	-126,000	0%	-126,000	0	0.00%
<b>TOTAL CULTURE</b>		<b>-13,585</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
<b>DESCRIPTION</b>							
<b>PLANNING</b>							
PLANNING OPERATIONS							
<b>REVENUE</b>							
41-2-01-1-0000-9194	Report Fees	2,850	4,500	-37%	3,000	-1,500	-33.33%
41-2-01-1-0000-9499	Misc. Sales	0	50	-100%	50	0	0.00%
<b>TOTAL REVENUE</b>		<b>2,850</b>	<b>4,550</b>	<b>-37%</b>	<b>3,050</b>	<b>-1,500</b>	<b>-32.97%</b>
<b>EXPENSES</b>							
41-2-01-1-0000-3010	Full Time Salaries	513,070	559,964	-8%	545,504	-14,460	-2.58%
41-2-01-1-0000-3011	Part Time Salaries	0	8,154	-100%	7,840	-314	-3.85%
41-2-01-1-0000-3029	Salary Distribution	-22,878	-30,500	-25%	-30,500	0	0.00%
41-2-01-1-0000-3120	All Statutory Benefits	32,635	36,909	-12%	38,136	1,227	3.32%
41-2-01-1-0000-3130	All Employer Benefits	54,577	55,999	-3%	61,572	5,573	9.95%
41-2-01-1-0000-3135	OMERS	41,020	43,032	-5%	62,496	19,464	45.23%
41-2-01-1-0000-3210	Car Allowance	415	600	-31%	600	0	0.00%
41-2-01-1-0000-4001	Receptions/P. Relations	147	150	-2%	150	0	0.00%
41-2-01-1-0000-4020	Staff Training	137	4,500	-97%	4,500	0	0.00%
41-2-01-1-0000-4023	Association/Membership Fees	1,915	3,000	-36%	3,000	0	0.00%
41-2-01-1-0000-4065	Software Licenses/Maintenance/Updates	4,363	3,500	25%	3,500	0	0.00%
41-2-01-1-0000-4171	Building Rent/Lease	4,608	6,144	-25%	6,144	0	0.00%
41-2-01-1-0000-4173	Equipment Rental Non-Owned	669	2,000	-67%	2,000	0	0.00%
41-2-01-1-0000-4257	Regular Postage	0	200	-100%	200	0	0.00%
41-2-01-1-0000-4259	Courier, Delivery, Freight	0	250	-100%	250	0	0.00%
41-2-01-1-0000-4272	Printing	1,602	1,800	-11%	1,800	0	0.00%
41-2-01-1-0000-4280	Staff Mileage	0	500	-100%	500	0	0.00%
41-2-01-1-0000-5010	Equipment Supplies	0	900	-100%	900	0	0.00%
41-2-01-1-0000-5011	Stationery, Supplies	1,482	2,200	-33%	2,200	0	0.00%
41-2-01-1-0000-5510	Publications/Subscriptions	0	400	-100%	400	0	0.00%
41-2-01-1-0001-7011	Transfer to Reserves	0	1,200	-100%	1,200	0	0.00%
41-2-01-1-0001-9499	Sales	0	-1,200	-100%	-1,200	0	0.00%
41-2-01-1-0000-7039	Surplus/Deficit Forward	0	2,166	-100%	-4,000	-6,166	-284.67%
41-2-01-1-0000-7045	Overhead Allocation	32,882	43,842	-25%	44,719	877	2.00%
<b>TOTAL EXPENSES</b>		<b>666,644</b>	<b>745,710</b>	<b>-11%</b>	<b>751,911</b>	<b>6,201</b>	<b>0.83%</b>
<b>TOTAL PLANNING OPERATIONS</b>		<b>663,794</b>	<b>741,160</b>	<b>-10%</b>	<b>748,861</b>	<b>7,701</b>	<b>1.04%</b>
MEMBERS							
<b>REVENUE</b>							
41-2-01-1-0150-9513	CEPAC Membershare-Central Elgin	181,666	242,221	-25%	254,690	12,469	5.15%
<b>TOTAL REVENUE</b>		<b>181,666</b>	<b>242,221</b>	<b>-25%</b>	<b>254,690</b>	<b>12,469</b>	<b>5.15%</b>
<b>EXPENSES</b>							
<b>TOTAL EXPENSES</b>							
<b>CEPAC CENTRAL ELGIN SHARE</b>		<b>-181,666</b>	<b>-242,221</b>	<b>-25%</b>	<b>-254,690</b>	<b>-12,469</b>	<b>5.15%</b>
<b>CEPAC CITY SHARE</b>		<b>482,128</b>	<b>498,939</b>	<b>-3%</b>	<b>494,171</b>	<b>-4,768</b>	<b>-0.96%</b>
CITY ZONING AND PLANNING							
<b>REMOVAL OF PART LOT CONTROL</b>							
<b>REVENUE</b>							
41-2-01-2-0150-9194	Application Processing Fee	3,400	1,100	209%	1,100	0	0.00%
41-2-01-2-0150-9203	Part Lot Control Legal Fees Recovery	0	800	-100%	800	0	0.00%
<b>TOTAL REVENUE</b>		<b>3,400</b>	<b>1,900</b>	<b>79%</b>	<b>1,900</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSES</b>							
41-2-01-2-0150-4040	Part Lot Control Legal Fees Paid	0	800	-100%	800	0	0.00%
<b>TOTAL EXPENSES</b>		<b>0</b>	<b>800</b>	<b>-100%</b>	<b>800</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL REMOVAL OF PART LOT CONTROL</b>		<b>-3,400</b>	<b>-1,100</b>	<b>209%</b>	<b>-1,100</b>	<b>0</b>	<b>0.00%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
OFFICIAL PLAN AND ZONING							
REVENUE							
41-2-01-2-0300-9194	Zoning Application Fees	7,950	9,000	-12%	9,000	0	0.00%
41-2-01-2-0300-9204	Official Plan Application Fees	0	1,500	-100%	1,500	0	0.00%
41-2-01-2-0300-9205	Zoning By-Law Legal Fee Recovery	0	2,000	-100%	2,000	0	0.00%
TOTAL REVENUE		7,950	12,500	-36%	12,500	0	0.00%
EXPENSES							
41-2-01-2-0300-4051	Advertising	7,752	6,000	29%	6,000	0	0.00%
41-2-01-2-0300-4272	Printing	0	120	-100%	120	0	0.00%
41-2-01-2-0300-4141	Zoning By-Law Legal Fees Expense	0	2,000	-100%	2,000	0	0.00%
TOTAL EXPENSES		7,752	8,120	-5%	8,120	0	0.00%
TOTAL OFFICIAL PLAN AND ZONING		-198	-4,380	-95%	-4,380	0	0.00%
SITE PLANS							
REVENUE							
41-2-01-1-0900-9203	Site Plan Legal Fees	15,552	6,000	159%	6,000	0	0.00%
41-2-01-1-0900-9196	Site Plan Review Fees	5,600	6,000	-7%	6,000	0	0.00%
41-2-01-2-0900-9194	Site Plan Application Fees	1,650	1,800	-8%	1,800	0	0.00%
TOTAL REVENUE		22,802	13,800	65%	13,800	0	0.00%
EXPENSES							
41-2-01-1-0900-4040	Site Plan Legal Fees Paid	9,240	6,000	54%	6,000	0	0.00%
41-2-01-2-0900-4259	Site Plan - Courier	69	80	-14%	80	0	0.00%
41-2-01-2-0900-4272	Printing	0	120	-100%	120	0	0.00%
TOTAL EXPENSES		9,309	6,200	50%	6,200	0	0.00%
TOTAL SITE PLANS		-13,493	-7,600	78%	-7,600	0	0.00%
PLANS FOR SUBDIVISIONS							
REVENUE							
41-2-01-1-0010-9200	Subdivision Agreement Administration Fee	3,321	2,200	51%	2,200	0	0.00%
41-2-01-1-0010-9201	Subdivision Agreement Registration Fee	1,921	2,520	-24%	2,520	0	0.00%
41-2-01-1-0010-9203	Subdivision Legal Fee	9,515	6,000	59%	6,000	0	0.00%
41-2-01-1-0010-9204	Subdivision Compliance Letters	120	90	33%	90	0	0.00%
41-2-01-1-0000-9590	Net Recoveries (P/Subd)	0	5,500	-100%	5,500	0	0.00%
41-2-01-1-0010-9205	Application Fees	9,000	4,500	100%	4,500	0	0.00%
41-2-01-1-0010-9210	Phased Registration Application Fees	1,000	3,000	-67%	3,000	0	0.00%
TOTAL REVENUE		24,877	23,810	4%	23,810	0	0.00%
EXPENSES							
41-2-01-1-0010-4040	Subdivision Legal Fees Paid	10,344	6,000	72%	6,000	0	0.00%
41-2-01-1-0010-4259	Plan of Sub - Courier	33	0	0%	80	80	0.00%
41-2-01-1-0010-4261	Advertising	1,267	2,200	-42%	2,200	0	0.00%
41-2-01-1-0010-4272	Printing	0	120	-100%	120	0	0.00%
TOTAL EXPENSES		11,644	8,320	40%	8,400	80	0.96%
TOTAL PLANS FOR SUBDIVISIONS		-13,233	-15,490	-15%	-15,410	80	-0.52%



DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)(%)	
CONSENT APPLICATIONS							
REVENUE							
41-2-01-2-0200-9203	Legal Fee Recovery	6,000	1,000	500%	1,000	0	0.00%
TOTAL REVENUE		6,000	1,000	500%	1,000	0	0.00%
EXPENSES							
41-2-01-2-0200-4040	Legal Fee Expense	5,450	1,000	445%	1,000	0	0.00%
TOTAL EXPENSES		5,450	1,000	445%	1,000	0	0.00%
TOTAL CONSENT APPLICATIONS		-550	0	0%	0	0	0.00%
TERANET							
REVENUE							
41-2-01-1-0301-9205	Teranet Fee Recovery	4,475	4,000	12%	5,000	1,000	25.00%
TOTAL REVENUE		4,475	4,000	12%	5,000	1,000	25.00%
EXPENSES							
41-2-01-1-0301-4052	Teranet Expenses	4,700	4,000	18%	5,000	1,000	25.00%
TOTAL EXPENSES		4,700	4,000	18%	5,000	1,000	25.00%
TOTAL TERANET		225	0	0%	0	0	0.00%
PLANNING STUDIES							
EXPENSES							
41-2-01-1-0020-4075	Contracted Services	23,532	58,000	-59%	43,000	-15,000	-25.86%
41-2-01-1-0020-7045	Transfer to/from reserves	-23,532	-45,000	-48%	-43,000	2,000	-4.44%
TOTAL PLANNING STUDIES		0	13,000	-100%	0	-13,000	-100.00%
TOTAL CITY ZONING AND PLANNING		-30,649	-15,570	97%	-28,490	-12,920	82.98%
TOTAL PLANNING		451,479	483,369	-7%	465,681	-17,688	-3.66%

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)

## BUILDING AND PLUMBING

### REVENUE

21-9-01-4-0000-9190	Work Order / Permit Letter Fees	8,319	13,000	-36%	13,000	0	0.00%
21-9-01-4-0000-9750	Building Permit Fees	1,010,579	640,000	58%	720,000	80,000	12.50%
21-9-01-4-0000-9760	Plumbing Permits Fees	154,088	75,000	105%	105,000	30,000	40.00%
21-9-01-4-0000-9770	Sewer and Water Permits	30,900	25,000	24%	35,000	10,000	40.00%
21-9-01-4-0000-9780	Sign Permit Fees	2,350	4,000	-41%	5,000	1,000	25.00%
21-9-01-4-0000-7000	Transfer from (to) Building Services Reserve	0	-34,243	-100%	-322	33,921	-99.06%
<b>TOTAL REVENUE</b>		<b>1,206,236</b>	<b>722,757</b>	<b>67%</b>	<b>877,678</b>	<b>154,921</b>	<b>21.43%</b>

### EXPENSES

21-9-01-4-0000-3010	Reg Full-time Wages	251,830	383,879	-34%	465,000	81,121	21.13%
21-9-01-4-0000-3029	Salary Distributions	37,528	0	0%	0	0	0.00%
21-9-01-4-0000-3090	All Overtime	7,526	5,500	37%	6,000	500	9.09%
21-9-01-4-0000-3120	All Statutory Benefits	19,435	33,096	-41%	38,000	4,904	14.82%
21-9-01-4-0000-3130	All Employer Benefits	29,989	53,148	-44%	63,000	9,852	18.54%
21-9-01-4-0000-3135	OMERS	27,504	45,290	-39%	50,000	4,710	10.40%
21-9-01-4-0000-7020	Salary Distribution	0	30,500	-100%	30,500	0	0.00%
21-9-01-4-0000-4020	Course/Exam Fees	14,306	24,000	-40%	30,000	6,000	25.00%
21-9-01-4-0000-4023	Association Membership Fees	3,059	3,500	-13%	4,200	700	20.00%
21-9-01-4-0000-4040	Legal Fees & Expenses	776	20,000	-96%	20,000	0	0.00%
21-9-01-4-0000-4051	Advertising	0	1,000	-100%	1,000	0	0.00%
21-9-01-4-0000-4060	Temporary Employees	4,592	0	0%	4,000	4,000	0.00%
21-9-01-4-0000-4075	Contracted Services	187,365	10,000	1774%	45,000	35,000	350.00%
21-9-01-4-0000-4065	Software Maintenance	20,647	17,500	18%	18,000	500	2.86%
21-9-01-4-0000-4176	Equipment Rental - Non-Owned	669	2,000	-67%	2,000	0	0.00%
21-9-01-4-0000-4216	Insurance Premiums	19,278	19,278	0%	22,200	2,922	15.16%
21-9-01-4-0000-4249	Telephone	2,055	2,000	3%	2,000	0	0.00%
21-9-01-4-0000-4272	Printing Costs	1,602	1,800	-11%	1,800	0	0.00%
21-9-01-4-0000-4280	Staff Mileage	4,075	8,000	-49%	10,000	2,000	25.00%
21-9-01-4-0000-5011	Office/Field Supplie	3,609	2,600	39%	3,000	400	15.38%
21-9-01-4-0000-5026	Uniforms/Supply	1,563	2,000	-22%	3,000	1,000	50.00%
21-9-01-4-0000-7040	Internal Fleet Charges	1,900	1,804	5%	2,000	196	10.86%
21-9-01-4-0000-7045	Overhead Allocation - Corporate Support Services	41,896	55,861	-25%	56,978	1,117	2.00%
<b>TOTAL EXPENSES</b>		<b>681,204</b>	<b>722,756</b>	<b>-6%</b>	<b>877,678</b>	<b>154,922</b>	<b>21.43%</b>
<b>TOTAL BUILDING AND PLUMBING</b>		<b>-525,032</b>	<b>-1</b>	<b>100%</b>	<b>0</b>	<b>1</b>	<b>-100.00%</b>

### PROPERTY STANDARDS ENFORCEMENT

#### REVENUE

41-5-01-3-0005-9480	Contractors Fees	0	8,000	-100%	8,000	0	0.00%
41-5-01-3-0005-9490	Legal Fees	0	7,000	-100%	7,000	0	0.00%
41-5-01-3-0005-9499	Order Admin Fees	1,400	3,000	-53%	4,000	1,000	33.33%
41-5-01-3-0005-9500	Disbursement Admin Fees	0	7,000	-100%	2,000	-5,000	-71.43%
<b>TOTAL REVENUE</b>		<b>1,400</b>	<b>25,000</b>	<b>-94%</b>	<b>21,000</b>	<b>-4,000</b>	<b>-16.00%</b>

#### EXPENSES

41-5-01-3-0005-3010	Reg Full-time Wages	43,095	52,929	-19%	56,925	3,996	7.55%
41-5-01-3-0005-3029	Distributed Wages	2,571	0	0%	0	0	0.00%
41-5-01-3-0005-3090	All Overtime	0	0	0%	2,000	2,000	0.00%
41-5-01-3-0005-3120	All Statutory Benefits	3,841	0	0%	6,300	6,300	0.00%
41-5-01-3-0005-3130	All Employer Benefits	3,878	0	0%	10,400	10,400	0.00%
41-5-01-3-0005-3135	OMERS	3,960	0	0%	8,300	8,300	0.00%
41-5-01-3-0005-3211	Uniform/Supply	108	500	-78%	500	0	0.00%
41-5-01-3-0005-4040	Legal Fees & Expenses	1,300	47,000	-97%	7,000	-40,000	-85.11%
41-5-01-3-0005-4043	Consulting Fees	0	4,000	-100%	2,000	-2,000	-50.00%
41-5-01-3-0005-4180	Contractors Fees	9,254	8,000	16%	9,500	1,500	18.75%
41-5-01-3-0005-4257	Postage/Courier	0	500	-100%	500	0	0.00%
41-5-01-3-0005-4280	Staff Mileage	966	1,000	-3%	1,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>68,973</b>	<b>113,929</b>	<b>-39%</b>	<b>104,425</b>	<b>-9,504</b>	<b>-8.34%</b>
<b>TOTAL PROP STDS ENFORCEMENT</b>		<b>67,573</b>	<b>88,929</b>	<b>-24%</b>	<b>83,425</b>	<b>-5,504</b>	<b>-6.19%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 (\$)	CHANGE (%)
BUILDING FILES - DIGITAL CONVERSION							
EXPENSES							
21-9-01-4-0002-4173	Equipment/Supplies Expense	23	1,500	-98%	1,500	0	0.00%
TOTAL EXPENSES		23	1,500	-98%	1,500	0	0.00%
TOTAL BUILDING FILES - DIGITAL CONVERSION		23	1,500	-98%	1,500	0	0.00%
TOTAL BLDG & PLBG AND PROP STDS		-457,436	90,428	-606%	84,925	-5,503	-6.09%

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>ECONOMIC DEVELOPMENT</b>						
<b>REVENUE</b>						
41-3-01-1-0000-9041 ICCI Funding	0	35,000	-100%	35,000	0	0.00%
41-3-01-1-0000-9550 Special Events Revenue	0	50,000	-100%	0	-50,000	-100.00%
41-3-01-1-0000-9551 Special Events Sponsorship	0	15,000	-100%	0	-15,000	-100.00%
<b>TOTAL REVENUE</b>	<b>0</b>	<b>100,000</b>	<b>-100%</b>	<b>35,000</b>	<b>-65,000</b>	<b>-65.00%</b>
<b>EXPENSES</b>						
41-3-01-1-0000-3010 Reg Full-time Wages	203,827	243,573	-16%	210,450	-33,123	-13.60%
41-3-01-1-0000-3120 All Statutory Benefits	11,634	13,413	-13%	13,500	87	0.65%
41-3-01-1-0000-3130 All Employer Benefits	17,578	24,304	-28%	22,100	-2,204	-9.07%
41-3-01-1-0000-3135 OMERS	24,813	28,302	-12%	26,500	-1,802	-6.37%
41-3-01-1-0000-3210 Car Allowance	465	600	-23%	600	0	0.00%
41-3-01-1-0000-4020 Course/Exam Fees	2,612	4,000	-35%	4,000	0	0.00%
41-3-01-1-0000-4022 Conference Fees	5,361	5,000	7%	4,000	-1,000	-20.00%
41-3-01-1-0000-4023 Association Membership Fees	1,722	1,800	-4%	2,000	200	11.11%
41-3-01-1-0000-4040 Legal Fees & Expenses	0	2,000	-100%	2,000	0	0.00%
41-3-01-1-0000-4042 External Audit Fees & Expenses	0	2,000	-100%	2,000	0	0.00%
41-3-01-1-0000-4048 Small Business Enterprise Centre	50,000	50,000	0%	50,000	0	0.00%
41-3-01-1-0000-4067 Contracted Security	0	100	-100%	0	-100	-100.00%
41-3-01-1-0000-4147 Operating Equip. Maint/Repair	470	250	88%	250	0	0.00%
41-3-01-1-0000-4150 Web Site Maint. Contract	-1,233	250	-593%	250	0	0.00%
41-3-01-1-0000-4216 Insurance Premiums	1,020	1,020	0%	1,100	80	7.84%
41-3-01-1-0000-4249 Telephone Services	1,768	3,000	-41%	3,000	0	0.00%
41-3-01-1-0000-4259 Courier	0	200	-100%	200	0	0.00%
41-3-01-1-0000-4270 Brochure	483	0	0%	0	0	0.00%
41-3-01-1-0000-4271 Marketing and Promotion	59,933	65,000	-8%	70,000	5,000	7.69%
41-3-01-1-0000-4280 Staff Mileage	4,946	8,500	-42%	7,500	-1,000	-11.76%
41-3-01-1-0000-4285 Trade Shows	28,960	37,500	-23%	35,000	-2,500	-6.67%
41-3-01-1-0000-4290 Soma	30,000	30,000	0%	30,000	0	0.00%
41-3-01-1-0000-5011 Office Supplies	1,640	2,000	-18%	2,000	0	0.00%
41-3-01-1-0000-6130 Equipment Purchases	0	1,000	-100%	1,000	0	0.00%
41-3-01-1-0000-4273 Special Events Expense	14	50,000	-100%	0	-50,000	-100.00%
<b>TOTAL EXPENSES</b>	<b>446,013</b>	<b>573,812</b>	<b>-22%</b>	<b>487,450</b>	<b>-86,362</b>	<b>-15.05%</b>
<b>TOTAL EDC ADMIN</b>	<b>446,013</b>	<b>473,812</b>	<b>-6%</b>	<b>452,450</b>	<b>-21,362</b>	<b>-4.51%</b>
<b>TOURISM</b>						
<b>REVENUE</b>						
41-3-01-1-0007-9010 Canada Summer Jobs Program	0	2,500	-100%	3,000	500	20.00%
41-3-01-1-0007-9516 Special Events Revenue	0	7,500	-100%	0	-7,500	-100.00%
41-3-01-1-0007-9550 Tourism Revenue	3,414	0	0%	0	0	0.00%
41-3-01-1-0007-9560 Mural Project Revenue	263,761	35,000	654%	0	-35,000	-100.00%
<b>TOTAL REVENUE</b>	<b>267,175</b>	<b>45,000</b>	<b>494%</b>	<b>3,000</b>	<b>-42,000</b>	<b>-93.33%</b>
<b>EXPENSES</b>						
41-3-01-1-0007-3010 Full Time Salaries	56,132	66,952	-16%	68,000	1,048	1.57%
41-3-01-1-0007-3011 Summer Student	1,013	15,908	-94%	9,000	-6,908	-43.42%
41-3-01-1-0007-3120 All Stat Benefits	5,146	7,096	-27%	7,231	135	1.90%
41-3-01-1-0007-3130 All ER Benefits	8,136	9,429	-14%	9,883	454	4.81%
41-3-01-1-0007-3135 OMERS	5,575	6,248	-11%	6,359	111	1.78%
41-3-01-1-0007-4020 Training & Seminars	988	2,000	-51%	2,000	0	0.00%
41-3-01-1-0007-4022 Conference Fees	661	3,500	-81%	3,000	-500	-14.29%
41-3-01-1-0007-4023 Tourism Memberships	0	800	-100%	800	0	0.00%
41-3-01-1-0007-4042 Audit Fees	0	800	-100%	850	50	6.25%
41-3-01-1-0007-4150 Web Site Maint. Contract	1,997	1,000	100%	2,000	1,000	100.00%
41-3-01-1-0007-4249 Telephone Services	906	800	13%	1,000	200	25.00%
41-3-01-1-0007-4271 Tourism Marketing & Promtion	50,409	60,000	-16%	60,000	0	0.00%
41-3-01-1-0007-4280 Tourism Mileage	46	700	-93%	700	0	0.00%
41-3-01-1-0007-4290 SBEC	15,000	15,000	0%	15,000	0	0.00%
41-3-01-1-0007-4560 Mural Project Expenses	291,937	35,000	734%	0	-35,000	-100.00%
41-3-01-1-0007-5011 Tourism Office Supplies	57	1,000	-94%	1,500	500	50.00%
41-3-01-1-0007-5019 Station Expenses	4,397	7,000	-37%	6,500	-500	-7.14%
41-3-01-1-0007-5410 Tourism Hydro	466	600	-22%	750	150	25.00%
41-3-01-1-0007-6130 Equipment Purchases	0	750	-100%	750	0	0.00%
41-3-01-1-0007-7490 Service Charges	75	0	0%	0	0	0.00%
<b>TOTAL EXPENSES</b>	<b>442,941</b>	<b>234,583</b>	<b>89%</b>	<b>195,323</b>	<b>-39,260</b>	<b>-16.74%</b>
<b>TOTAL TOURISM</b>	<b>175,766</b>	<b>189,583</b>	<b>-7%</b>	<b>192,323</b>	<b>2,740</b>	<b>1.45%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
SMALL BUSINESS ENTERPRISE CENTRE							
<b>REVENUE</b>							
41-3-01-4-0021-9010	Ontario Works Recovery	10,000	10,000	0%	10,000	0	0.00%
41-3-01-4-0021-9040	Provincial Core Funding	63,327	93,525	-32%	93,525	0	0.00%
41-3-01-4-0021-9510	Sponsorship Revenue	10,000	20,000	-50%	7,500	-12,500	-62.50%
41-3-01-4-0021-9516	Special Events Revenue	952	15,000	-94%	6,000	-9,000	-60.00%
41-3-01-4-0021-9520	Elgin County Recovery	0	50,000	-100%	35,000	-15,000	-30.00%
41-3-01-4-0021-9780	St Thomas EDC Recovery	60,590	75,000	-19%	65,000	-10,000	-13.33%
<b>TOTAL REVENUE</b>		<b>144,869</b>	<b>263,525</b>	<b>-45%</b>	<b>217,025</b>	<b>-46,500</b>	<b>-17.65%</b>
<b>EXPENSES</b>							
41-3-01-4-0021-3010	Reg Full-time Wages	107,175	131,332	-18%	78,800	-52,532	-40.00%
41-3-01-4-0021-3011	Reg Part-time Salaries & Wages	0	0	0%	25,000	25,000	0.00%
41-3-01-4-0021-3120	All Statutory Benefits	9,805	15,636	-37%	7,630	-8,006	-51.20%
41-3-01-4-0021-3130	All Employer Benefits	16,008	27,588	-42%	22,250	-5,338	-19.35%
41-3-01-4-0021-3135	OMERS	11,784	15,078	-22%	14,600	-478	-3.17%
41-3-01-4-0021-4022	Association Conferences	0	2,000	-100%	2,000	0	0.00%
41-3-01-4-0021-4023	Memberships	0	500	-100%	500	0	0.00%
41-3-01-4-0021-4028	Training & Seminars	2,340	3,000	-22%	3,000	0	0.00%
41-3-01-4-0021-4051	Marketing & Promotion	9,891	6,491	52%	8,345	1,854	28.56%
41-3-01-4-0021-4171	Office Rent	18,436	19,500	-5%	19,500	0	0.00%
41-3-01-4-0021-4249	IT - Telephone/Internet	887	3,400	-74%	3,400	0	0.00%
41-3-01-4-0021-4280	Mileage	906	1,000	-9%	1,000	0	0.00%
41-3-01-4-0021-5010	Office Expenses	2,189	1,000	119%	1,000	0	0.00%
41-3-01-4-0021-5011	Special Events Expenses	11,810	27,000	-56%	30,000	3,000	11.11%
<b>TOTAL EXPENSES</b>		<b>191,231</b>	<b>253,525</b>	<b>-25%</b>	<b>217,025</b>	<b>-36,500</b>	<b>-14.40%</b>
<b>SMALL BUSINESS ENTERPRISE</b>		<b>46,362</b>	<b>-10,000</b>	<b>-564%</b>	<b>0</b>	<b>10,000</b>	<b>-100.00%</b>
<b>STARTER COMPANY</b>							
<b>REVENUE</b>							
41-3-01-5-0021-9040	Provincial Funding	56,115	112,000	-50%	112,000	0	0.00%
41-3-01-5-0021-9044	St. Thomas Funding	4,410	0	0%	0	0	0.00%
<b>TOTAL REVENUE</b>		<b>60,525</b>	<b>112,000</b>	<b>-46%</b>	<b>112,000</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSES</b>							
41-3-01-5-0021-3029	Program Staff (Salary Distributions)	24,000	32,000	-25%	32,000	0	0.00%
41-3-01-5-0021-4280	Travel Expense	21	0	0%	0	0	0.00%
41-3-01-5-0021-7065	Program Grants	76,725	80,000	-4%	80,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>100,746</b>	<b>112,000</b>	<b>-10%</b>	<b>112,000</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL STARTER COMPANY</b>		<b>40,221</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>SUMMER COMPANY</b>							
<b>REVENUE</b>							
41-3-01-6-0021-9040	Summer Company Provincial Funding	30,000	50,000	-40%	50,000	0	0.00%
<b>TOTAL REVENUE</b>		<b>30,000</b>	<b>50,000</b>	<b>-40%</b>	<b>50,000</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSES</b>							
41-3-01-6-0021-3029	Salary & Benefits	15,000	20,000	-25%	20,000	0	0.00%
41-3-01-6-0021-7065	Program Grants - Summer Comp	30,694	30,000	2%	30,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>45,694</b>	<b>50,000</b>	<b>-9%</b>	<b>50,000</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL SUMMER COMPANY</b>		<b>15,694</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>LAND OPERATIONS</b>							
<b>REVENUE</b>							
41-3-01-1-0070-7411	Interest Earned	96	0	0%	0	0	0.00%
41-3-01-1-0070-9320	Land Lease Revenue	1,200	1,200	0%	1,200	0	0.00%
<b>TOTAL REVENUE</b>		<b>1,296</b>	<b>1,200</b>	<b>8%</b>	<b>1,200</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL LAND OPERATIONS</b>		<b>-1,296</b>	<b>-1,200</b>	<b>8%</b>	<b>-1,200</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL ECONOMIC DEVELOPMENT</b>		<b>722,760</b>	<b>652,195</b>	<b>11%</b>	<b>643,573</b>	<b>-8,622</b>	<b>-1.32%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>ENVIRONMENTAL SERVICES</b>						
ADMINISTRATION						
<b>EXPENSES</b>						
41-5-01-0-0000-3010	Reg Full-time Wages	86,235	101,410	-15%	104,820	3,410 3.36%
41-5-01-0-0000-3120	All Statutory Benefits	5,252	6,080	-14%	6,320	240 3.95%
41-5-01-0-0000-3130	All Employer Benefits	7,533	10,770	-30%	11,490	720 6.69%
41-5-01-0-0000-3135	OMERS	10,203	11,610	-12%	12,070	460 3.96%
	<b>WAGES &amp; BENEFITS</b>	<b>109,223</b>	<b>129,870</b>	<b>-16%</b>	<b>134,700</b>	<b>4,830 3.72%</b>
41-5-01-0-0000-4020	Course/Exam Fees	229	0	0%	0	0 0.00%
41-5-01-0-0000-4022	Conference Fees	36	2,500	-99%	2,500	0 0.00%
41-5-01-0-0000-4023	Association Membership Fees	798	1,500	-47%	1,500	0 0.00%
41-5-01-0-0000-4060	Temporary Employees	651	0	0%	0	0 0.00%
41-5-01-0-0000-4147	Operating Equip. Maint/Repair	-30	0	0%	0	0 0.00%
41-5-01-0-0000-4249	Telephone Services	1,282	1,500	-15%	1,500	0 0.00%
41-5-01-0-0000-4259	Courier	12	200	-94%	200	0 0.00%
41-5-01-0-0000-4275	Photocopying	1,036	2,000	-48%	2,000	0 0.00%
41-5-01-0-0000-4280	Staff Mileage	20	450	-96%	450	0 0.00%
41-5-01-0-0000-5011	Office Supplies	785	4,500	-83%	3,500	-1,000 -22.22%
41-5-01-0-0000-6130	Equipment Purchases	0	500	-100%	500	0 0.00%
41-5-01-0-0000-7490	Service Charges	75	75	0%	75	0 0.00%
	<b>TOTAL EXPENSES</b>	<b>114,117</b>	<b>143,095</b>	<b>-20%</b>	<b>146,925</b>	<b>3,830 2.68%</b>
	<b>TOTAL ADMINISTRATION</b>	<b>114,117</b>	<b>143,095</b>	<b>-20%</b>	<b>146,925</b>	<b>3,830 2.68%</b>

		2020	2020	VAR	2021	2020/2021	CHANGE
		Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
DESCRIPTION							
WATER							
ADMINISTRATION							
REVENUE							
56-3-01-1-0000-9410	Water Revenues	6,981,292	10,000,000	-30%	10,500,000	500,000	5.00%
56-3-01-1-0000-9411	Central Elgin Water Revenue	651,609	440,000	48%	440,000	0	0.00%
56-3-01-1-0000-9412	Southwold Water Revenue	-8,790	-12,000	-27%	-13,000	-1,000	8.33%
TOTAL REVENUE		7,624,111	10,428,000	-27%	10,927,000	499,000	4.79%
EXPENSES							
56-3-01-1-0000-3010	Reg Full-time Wages	4,809	346,420	-99%	0	-346,420	-100.00%
56-3-01-1-0000-3029	Admin. Labour Allocation	146,508	0	0%	469,950	469,950	0.00%
56-3-01-1-0000-3120	All Statutory Benefits	-408	24,930	-102%	34,140	9,210	36.94%
56-3-01-1-0000-3130	All Employer Benefits	0	38,770	-100%	54,370	15,600	40.24%
56-3-01-1-0000-3135	OMERS	0	36,130	-100%	49,390	13,260	36.70%
WAGES & BENEFITS		150,909	446,250	-66%	607,850	161,600	36.21%
56-3-01-0-0000-4020	Course/Exam Fees	950	0	0%	0	0	0.00%
56-3-01-0-0000-4023	Association Membership Fees	3,899	0	0%	0	0	0.00%
56-3-01-0-0000-4051	Advertising, Marketing & Prom.	1,533	2,500	-39%	2,600	100	4.00%
56-3-01-0-0000-4075	Billing Services	184,284	163,270	13%	187,000	23,730	14.53%
56-3-01-0-0000-4216	Insurance Premiums	53,071	53,070	0%	61,000	7,930	14.94%
56-3-01-0-0000-4249	Communications SCADA	13,019	15,000	-13%	15,000	0	0.00%
56-3-01-0-0000-4275	Photocopying	368	750	-51%	700	-50	-6.67%
56-3-01-0-0000-4252	SCADA Maintenance	3,464	20,000	-83%	20,000	0	0.00%
56-3-01-0-0000-5010	General Supplies	1,050	2,000	-48%	2,000	0	0.00%
56-3-01-1-0000-4065	CMMS/Water Trax Support Fee	29,867	30,000	0%	31,000	1,000	3.33%
56-3-01-1-0000-4080	DWQMS Certification	3,205	10,000	-68%	10,000	0	0.00%
56-3-01-1-0000-4249	Telephone Services	3,891	4,300	-10%	4,500	200	4.65%
56-3-01-1-0000-4190	City Own Property Taxes	2,977	5,100	-42%	3,950	-1,150	-22.55%
56-3-01-1-0000-5010	Secondary Water Purchases	1,946,387	1,675,000	16%	1,725,000	50,000	2.99%
56-3-01-1-0000-5016	Primary Water Purchases	1,612,023	2,437,000	-34%	2,500,000	63,000	2.59%
56-3-01-1-0000-5410	Electricity (Hydro)	7,213	9,500	-24%	9,500	0	0.00%
56-3-01-1-0000-5421	Natural gas - heating	2,161	3,200	-32%	3,200	0	0.00%
56-3-01-1-0000-7000	Transfer to Water Reserve Fund	2,533,949	3,588,905	-29%	3,735,645	146,740	4.09%
56-3-01-1-0000-7044	Public Works Building Overhead	45,316	75,000	-40%	75,000	0	0.00%
56-3-01-1-0000-7045	Overhead Allocation - Corporate Support Services	77,925	103,900	-25%	105,980	2,080	2.00%
TOTAL EXPENSES		6,677,461	8,644,745	-23%	9,099,925	455,180	5.27%
TOTAL ADMINISTRATION		-946,650	-1,783,255	-47%	-1,827,075	-43,820	2.46%
WATER OPERATIONS							
REVENUE							
56-3-01-5-0000-9515	Recoveries	42,337	45,000	-6%	45,000	0	0.00%
TOTAL REVENUE		42,337	45,000	-6%	45,000	0	0.00%
EXPENSES							
56-3-01-5-0000-3010	Regular Full Time Wages	484,598	682,600	-29%	687,560	4,960	0.73%
56-3-01-5-0000-3011	Regular Part Time Wages	-464	0	0%	0	0	0.00%
56-3-01-5-0000-3029	Distributed Wages	200,790	0	0%	0	0	0.00%
56-3-01-5-0000-3039	Standby	6,351	12,000	-47%	12,000	0	0.00%
56-3-01-5-0000-3090	All Overtime	14,020	30,000	-53%	30,000	0	0.00%
56-3-01-5-0000-3120	All Statutory Benefits	41,011	54,550	-25%	54,710	160	0.29%
56-3-01-5-0000-3130	All Employer Benefits	66,217	82,380	-20%	92,800	10,420	12.65%
56-3-01-5-0000-3135	OMERS	50,839	59,300	-14%	63,380	4,080	6.88%
WAGES & BENEFITS		863,362	920,830	-6%	940,450	19,620	2.13%
56-3-01-5-0000-3150	Payroll Clearing	-86,283	-475,000	-82%	0	475,000	-100.00%
56-3-01-5-0000-3100	Benefits Clearing	-593,853	-200,000	197%	-675,000	-475,000	237.50%
56-3-01-5-0000-3999	Job Costing Labour	505,390	790,000	-36%	790,000	0	0.00%
56-3-01-5-0000-4075	Contracted Services	51,069	2,300	2120%	1,500	-800	-34.78%
56-3-01-5-0000-4179	Job Costing Equipment	67,518	105,000	-36%	105,000	0	0.00%
56-3-01-5-0000-4189	Job Costing Subcontractors	93,141	220,000	-58%	310,000	90,000	40.91%
56-3-01-5-0000-4249	ARBS Communications	1,974	5,000	-61%	5,000	0	0.00%
56-3-01-5-0000-5026	Clothing Allowance	75	8,125	-99%	8,125	0	0.00%
56-3-01-5-0000-5410	Electricity (Hydro) Charges	56,281	87,000	-35%	87,000	0	0.00%
56-3-01-5-0000-5420	Water Meter Replacement Program	0	165,000	-100%	100,000	-65,000	-39.39%
56-3-01-5-0000-5999	Job Costing Materials	148,617	200,000	-26%	200,000	0	0.00%
TOTAL EXPENSES		1,107,291	1,828,255	-39%	1,872,075	43,820	2.40%
TOTAL WATER OPERATIONS		1,064,954	1,783,255	-40%	1,827,075	43,820	2.46%
TOTAL WATER		118,304	0	0%	0	0	0.00%

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
<b>SECONDARY WATER</b>							
OPERATIONS							
<b>REVENUE</b>							
56-3-01-2-0002-9514	Recoveries - Southwold/Central Elgin	675,413	936,000	-28%	1,185,000	249,000	26.60%
56-3-01-2-0002-9515	Recoveries - St. Thomas	1,947,137	1,675,000	16%	1,725,000	50,000	2.99%
<b>TOTAL REVENUE</b>		<b>2,622,550</b>	<b>2,611,000</b>	<b>0%</b>	<b>2,910,000</b>	<b>299,000</b>	<b>11.45%</b>
<b>EXPENSES</b>							
56-3-01-2-0002-3029	E/S Wage Allocation	27,754	46,270	-40%	48,000	1,730	3.74%
56-3-01-2-0002-3999	Job Costing Labour	29,392	48,000	-39%	48,000	0	0.00%
56-3-01-2-0002-4065	CMMS Support Fee	2,657	2,950	-10%	3,200	250	8.47%
56-3-01-2-0002-4075	Secondary Water System - Contractor	6,184	100,000	-94%	100,000	0	0.00%
56-3-01-2-0002-4141	Misc. Contracted Services	13,519	35,000	-61%	35,000	0	0.00%
56-3-01-2-0002-4179	Job Costing Equipment	3,236	8,500	-62%	8,500	0	0.00%
56-3-01-2-0002-4189	Job Costing Subcontractors	5,086	20,000	-75%	20,000	0	0.00%
56-3-01-2-0002-4190	City Own Property Taxes	4,877	4,900	0%	4,900	0	0.00%
56-3-01-2-0002-4216	Insurance Expense	17,422	17,420	0%	20,000	2,580	14.81%
56-3-01-2-0002-4249	Communications	15,088	20,000	-25%	20,000	0	0.00%
56-3-01-2-0002-4252	SCADA Maintenance	2,921	10,000	-71%	10,000	0	0.00%
56-3-01-2-0002-5016	Purchase of Water	1,864,390	1,581,000	18%	1,628,430	47,430	3.00%
56-3-01-2-0002-5410	Electricity (Hydro)	125,916	135,000	-7%	140,000	5,000	3.70%
56-3-01-2-0002-5421	Natural Gas - Heating	601	5,000	-88%	5,000	0	0.00%
56-3-01-2-0002-5438	Chemicals	562	5,000	-89%	5,000	0	0.00%
56-3-01-2-0002-5999	Job Costing Materials	0	1,000	-100%	1,000	0	0.00%
56-3-01-2-0002-7000	Transfer to Secondary Water Reserve Fund	244,602	570,960	-57%	812,970	242,010	42.39%
<b>TOTAL EXPENSES</b>		<b>2,364,207</b>	<b>2,611,000</b>	<b>-9%</b>	<b>2,910,000</b>	<b>299,000</b>	<b>11.45%</b>
<b>TOTAL SECONDARY WATER</b>		<b>-258,343</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

## SEWAGE OPERATIONS

### REVENUE

56-4-01-1-0000-9514	Misc. Recoveries (including rodding)	-2,173	10,000	-122%	10,000	0	0.00%
<b>TOTAL REVENUE</b>		<b>-2,173</b>	<b>10,000</b>	<b>-122%</b>	<b>10,000</b>	<b>0</b>	<b>0.00%</b>

### EXPENSES

56-4-01-5-0000-7010	Transfer to Sewer Reserve	-733,314	-1,361,640	-46%	-1,422,960	-61,320	4.50%
56-4-01-5-0000-3010	Reg Full-time Salaries & Wages	352,768	655,790	-46%	655,830	40	0.01%
56-4-01-5-0000-3011	Reg Part-time Salaries & Wages	0	28,830	-100%	29,330	500	1.73%
56-4-01-5-0000-3029	Supervisor Labour Distribution	54,111	0	0%	78,240	78,240	0.00%
56-4-01-5-0000-3090	All Overtime	12,338	30,000	-59%	30,000	0	0.00%
56-4-01-5-0000-3120	All Statutory Benefits	30,143	47,090	-36%	48,510	1,420	3.02%
56-4-01-5-0000-3130	All Employer Benefits	50,329	75,390	-33%	80,150	4,760	6.31%
Annual Erosion Control - Storm Structure							
56-4-01-5-0000-4182	Repair	0	150,000	-100%	150,000	0	0.00%
56-4-01-5-0000-3999	Job Costing Labour	230,359	450,000	-49%	450,000	0	0.00%
56-4-01-5-0000-5999	Job Costing Materials	18,056	85,000	-79%	85,000	0	0.00%
56-4-01-5-0000-4179	Job Costing Equipment	31,728	95,000	-67%	95,000	0	0.00%
56-4-01-5-0000-4189	Job Costing Subcontractors	79,875	195,000	-59%	195,000	0	0.00%
56-4-01-5-0000-3100	Benefits Clearing	-32,297	-160,000	-80%	-585,000	-425,000	265.63%
56-4-01-5-0000-3039	Standby	5,632	10,000	-44%	10,000	0	0.00%
56-4-01-5-0000-4186	Annual Sewer Video Inspection	10,540	50,000	-79%	50,000	0	0.00%
56-4-01-5-0000-3150	Payroll Clearing	-76,515	-425,000	-82%	0	425,000	-100.00%
56-4-01-5-0000-3135	OMERS	38,142	55,030	-31%	60,900	5,870	10.67%
<b>TOTAL EXPENSES</b>		<b>71,895</b>	<b>-19,510</b>	<b>-469%</b>	<b>10,000</b>	<b>29,510</b>	<b>-151.26%</b>
<b>TOTAL SEWER OPERATIONS</b>		<b>74,068</b>	<b>-29,510</b>	<b>-351%</b>	<b>0</b>	<b>29,510</b>	<b>-100.00%</b>
<b>TOTAL WATER &amp; SEWER</b>		<b>-65,971</b>	<b>-29,510</b>	<b>124%</b>	<b>0</b>	<b>29,510</b>	<b>-100.00%</b>



DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
<b>POLLUTION CONTROL</b>							
ADMINISTRATION							
<b>REVENUE</b>							
56-4-01-1-0000-9405	Sewer & Sewage Charges	7,172,933	8,742,000	-18%	9,588,000	846,000	9.68%
56-4-01-1-0000-9412	Southwold Sanitary Capital Charge	-6,430	-8,800	-27%	-9,000	-200	2.27%
<b>TOTAL REVENUE</b>		<b>7,166,503</b>	<b>8,733,200</b>	<b>-18%</b>	<b>9,579,000</b>	<b>845,800</b>	<b>9.68%</b>
<b>EXPENSES</b>							
56-4-01-0-0000-4023	Association Membership Fees	224	0	0%	0	0	0.00%
56-4-01-0-0000-4075	Contract Services	3,144	2,300	37%	1,500	-800	-34.78%
56-4-01-0-0000-4216	Insurance Premiums	160,058	160,060	0%	184,100	24,040	15.02%
56-4-01-0-0000-4275	Photocopying	720	750	-4%	700	-50	-6.67%
56-4-01-0-0000-5011	Office Supplies	703	0	0%	0	0	0.00%
56-4-01-1-0000-4040	Legal Fees	0	500	-100%	500	0	0.00%
56-4-01-1-0000-4059	Consulting Services (Eng & Fin)	5,643	30,000	-81%	30,000	0	0.00%
56-4-01-1-0000-4065	CMMS Support Fee	18,988	20,000	-5%	22,000	2,000	10.00%
56-4-01-1-0000-4075	Billing Services	99,749	163,270	-39%	187,000	23,730	14.53%
56-4-01-1-0000-4249	Communications SCADA	26,015	20,000	30%	30,000	10,000	50.00%
56-4-01-1-0000-4252	SCADA Maintenance	4,557	10,000	-54%	10,000	0	0.00%
56-4-01-1-0000-5410	Electricity (Hydro)	7,213	9,500	-24%	9,500	0	0.00%
56-4-01-1-0000-5421	Natural gas - heating	2,161	3,200	-32%	3,200	0	0.00%
56-4-01-1-0000-7010	Sewer System Reserve Fund	4,263,416	4,690,370	-9%	5,455,880	765,510	16.32%
56-4-01-1-0000-7044	Public Works Building Overhead	45,084	75,000	-40%	75,000	0	0.00%
56-4-01-1-0000-7045	Overhead Allocation - Corporate Support Services	112,155	149,540	-25%	152,530	2,990	2.00%
<b>TOTAL EXPENSES</b>		<b>4,749,830</b>	<b>5,334,490</b>	<b>-11%</b>	<b>6,161,910</b>	<b>827,420</b>	<b>15.51%</b>
<b>TOTAL ADMINISTRATION</b>		<b>-2,416,673</b>	<b>-3,398,710</b>	<b>-29%</b>	<b>-3,417,090</b>	<b>-18,380</b>	<b>0.54%</b>

#### SEWAGE TREATMENT PLANT

##### REVENUE

56-4-01-2-0000-9113	Property Search Fees	200	300	-33%	0	-300	-100.00%
<b>TOTAL REVENUE</b>		<b>200</b>	<b>300</b>	<b>-33%</b>	<b>0</b>	<b>-300</b>	<b>-100.00%</b>

##### EXPENSES

56-4-01-1-0000-3010	Reg Full-time Wages	562,081	1,120,960	-50%	661,480	-459,480	-40.99%
56-4-01-1-0000-3011	Reg Part-time Wages	65,665	11,110	491%	11,320	210	1.89%
56-4-01-1-0000-3039	Standby	13,234	16,400	-19%	16,400	0	0.00%
56-4-01-1-0000-3090	All Overtime	35,701	50,000	-29%	52,000	2,000	4.00%
56-4-01-1-0000-3120	All Statutory Benefits	49,447	86,040	-43%	79,960	-6,080	-7.07%
56-4-01-1-0000-3130	All Employer Benefits	75,364	126,690	-41%	128,580	1,890	1.49%
56-4-01-1-0000-3135	OMERS	59,747	110,060	-46%	103,300	-6,760	-6.14%
<b>WAGES &amp; BENEFITS</b>		<b>861,239</b>	<b>1,521,260</b>	<b>-43%</b>	<b>1,053,040</b>	<b>-468,220</b>	<b>-30.78%</b>
56-4-01-1-0000-3029	Admin. Labour Allocation	398,595	0	0%	360,290	360,290	0.00%
56-4-01-1-0000-4190	City Own Property Taxes	91,926	49,000	88%	55,460	6,460	13.18%
56-4-01-2-0000-4020	Course/Exam Fees	3,014	15,000	-80%	15,000	0	0.00%
56-4-01-2-0000-4023	Association Membership Fees	157	1,000	-84%	1,000	0	0.00%
56-4-01-2-0000-4059	Contracted Services	111,329	130,000	-14%	132,000	2,000	1.54%
56-4-01-2-0000-4063	Sludge Hauling	1,324	25,000	-95%	25,000	0	0.00%
56-4-01-2-0000-4064	Sludge Disposal Expense	55,780	140,000	-60%	142,000	2,000	1.43%
56-4-01-2-0000-4141	Contracted Building Maintenance	24,317	45,000	-46%	46,000	1,000	2.22%
56-4-01-2-0000-4249	Telephone Services	8,508	9,500	-10%	9,500	0	0.00%
56-4-01-2-0000-4259	Courier	433	750	-42%	1,200	450	60.00%
56-4-01-2-0000-4275	Photocopying	992	1,100	-10%	1,100	0	0.00%
56-4-01-2-0000-4280	Staff Mileage	459	3,500	-87%	3,500	0	0.00%
56-4-01-2-0000-5011	Office Supplies	520	2,000	-74%	2,000	0	0.00%
56-4-01-2-0000-5026	Uniforms/Supply	12,481	7,000	78%	7,000	0	0.00%
56-4-01-2-0000-5438	Chemicals	313,912	350,000	-10%	430,000	80,000	22.86%
56-4-01-2-0000-6130	Equipment Purchases	60,621	80,000	-24%	81,000	1,000	1.25%
56-4-01-2-0000-7040	Sewage Treatment Plant City Vehicles	17,162	28,000	-39%	28,000	0	0.00%
56-4-01-8-0000-4130	Annual Minor Replacements	166,138	300,000	-45%	305,000	5,000	1.67%
56-4-01-8-0000-5012	Building Maint/Repair Supply	12,309	15,000	-18%	15,000	0	0.00%
56-4-01-8-0000-5013	Janitorial Supplies	1,827	2,800	-35%	2,800	0	0.00%

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)(%)	
56-4-01-8-0000-5021	Health & Safety Supplies	1,899	6,000	-68%	6,000	0	0.00%
56-4-01-8-0000-5410	Electricity (Hydro)	219,317	330,000	-34%	350,000	20,000	6.06%
56-4-01-8-0000-5415	Water	24,410	30,000	-19%	30,000	0	0.00%
56-4-01-8-0000-5421	Natural gas - heating	25,186	30,000	-16%	30,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>2,413,855</b>	<b>3,121,910</b>	<b>-23%</b>	<b>3,131,890</b>	<b>9,980</b>	<b>0.32%</b>
<b>TOTAL SEWAGE TREATMENT PLANT</b>		<b>2,413,655</b>	<b>3,121,610</b>	<b>-23%</b>	<b>3,131,890</b>	<b>10,280</b>	<b>0.33%</b>
PUMPING STATIONS							
<b>EXPENSES</b>							
56-4-01-4-0000-4249	SCADA Expense	33,360	20,000	67%	20,000	0	0.00%
56-4-01-4-0000-4252	SCADA Maintenance	1,748	10,000	-83%	10,000	0	0.00%
56-4-01-4-0000-5012	Build Maint/Repair Supply - St Thomas PS	28,560	35,000	-18%	35,000	0	0.00%
56-4-01-4-0000-5017	Pumping Station Upgrades	67,011	125,000	-46%	125,000	0	0.00%
56-4-01-4-0000-5410	Electricity - St Thomas Pumpng Stations	48,111	59,000	-18%	61,000	2,000	3.39%
56-4-01-4-0000-5411	Electricity - Central Elgin Pumpng Stations	8,221	11,000	-25%	11,000	0	0.00%
56-4-01-4-0000-5415	Water	17,754	15,000	18%	20,000	5,000	33.33%
56-4-01-4-0000-5421	Natural gas - heating	3,238	2,100	54%	3,200	1,100	52.38%
<b>TOTAL EXPENSES</b>		<b>208,003</b>	<b>277,100</b>	<b>-25%</b>	<b>285,200</b>	<b>8,100</b>	<b>2.92%</b>
<b>TOTAL PUMPING STATION</b>		<b>208,003</b>	<b>277,100</b>	<b>-25%</b>	<b>285,200</b>	<b>8,100</b>	<b>2.92%</b>
<b>TOTAL POLLUTION CONTROL</b>		<b>204,985</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>ROADS AND TRANSPORTATION</b>						
<b>ROADS &amp; FLEET</b>						
<b>ROAD OPERATIONS</b>						
<b>REVENUE</b>						
51-2-01-1-0000-9514	Recoveries/Sundry User Groups	-9,248	2,000	-562%	2,000	0 0.00%
51-2-01-1-0000-9515	Recoveries-Internal	0	250	-100%	250	0 0.00%
51-2-01-1-0000-9740	Road Occupancy Permit Fee	1,913	3,500	-45%	3,500	0 0.00%
<b>TOTAL REVENUE</b>		<b>-7,335</b>	<b>5,750</b>	<b>-228%</b>	<b>5,750</b>	<b>0 0.00%</b>
<b>EXPENSES</b>						
51-2-01-1-0000-3010	Reg Full-time Salaries & Wages	709,708	951,640	-25%	975,066	23,426 2.46%
51-2-01-1-0000-3011	Reg Part-time Salaries & Wages	85,743	107,730	-20%	98,410	-9,320 -8.65%
51-2-01-1-0000-3039	Premiums	17,781	23,000	-23%	23,000	0 0.00%
51-2-01-1-0000-3090	All Overtime	45,892	75,000	-39%	80,000	5,000 6.67%
51-2-01-1-0000-3120	Stat Benefits	72,825	90,000	-19%	93,960	3,960 4.40%
51-2-01-1-0000-3130	All Employer Benefits	104,875	127,670	-18%	147,410	19,740 15.46%
51-2-01-1-0000-3135	OMERS	71,053	84,790	-16%	88,920	4,130 4.87%
<b>WAGES &amp; BENEFITS</b>		<b>1,107,877</b>	<b>1,459,830</b>	<b>-24%</b>	<b>1,506,766</b>	<b>46,936 3.22%</b>
51-2-01-1-0000-3150	Payroll Clearing	-233,069	-900,000	-74%	0	900,000 -100.00%
51-2-01-1-0000-3100	Benefits Clearing	-537,197	-355,000	51%	-1,255,000	-900,000 253.52%
51-2-01-1-0000-4020	Training and Seminars	4,074	9,500	-57%	10,000	500 5.26%
51-2-01-1-0000-4022	Conference Fees	1,907	2,500	-24%	3,000	500 20.00%
51-2-01-1-0000-4023	Association Membership Fees	2,964	2,700	10%	2,700	0 0.00%
51-2-01-1-0000-4040	Legal Fees & Expenses	0	500	-100%	500	0 0.00%
51-2-01-1-0000-4063	GPS Maintenance	25,770	22,000	17%	25,000	3,000 13.64%
51-2-01-1-0000-4065	CMMS Support Fee	9,456	10,500	-10%	11,000	500 4.76%
51-2-01-1-0000-4075	Contracted Services	1,107	2,300	-52%	1,500	-800 -34.78%
51-2-01-1-0000-4249	Telephone	5,880	7,500	-22%	7,500	0 0.00%
51-2-01-1-0000-4275	Photocopying Expenses	594	750	-21%	700	-50 -6.67%
51-2-01-1-0000-4280	Staff Mileage	0	250	-100%	250	0 0.00%
51-2-01-1-0000-5021	Health & Safety Supplies	1,398	500	180%	500	0 0.00%
51-2-01-1-0000-5026	Uniforms/Supply	6,770	8,125	-17%	8,125	0 0.00%
51-2-01-1-0000-5410	Electricity (Hydro)	7,215	8,700	-17%	8,700	0 0.00%
51-2-01-1-0000-5421	Natural gas - heating	2,162	3,000	-28%	3,000	0 0.00%
51-2-01-1-0000-5425	Equipment Purchases	28,524	35,000	-19%	35,000	0 0.00%
51-2-01-1-0001-3999	Job Costing Labour	755,159	1,234,300	-39%	1,234,300	0 0.00%
51-2-01-1-0001-4179	Job Costing Equipment	279,263	375,000	-26%	375,000	0 0.00%
51-2-01-1-0001-4189	Job Costing Subcontractors	332,761	461,235	-28%	470,000	8,765 1.90%
51-2-01-1-0001-5999	Job Costing Materials	223,631	430,000	-48%	450,000	20,000 4.65%
51-2-01-1-0002-3999	Job Costing Labour - Wk Others	313	200	57%	200	0 0.00%
51-2-01-1-0002-4179	Job Costing Equipment - Wk Others	0	100	-100%	150	50 50.00%
51-2-01-1-0910-3999	Job Costing Labour - Special Events	190	7,000	-97%	7,000	0 0.00%
51-2-01-1-0910-4179	Job Costing Equipment - Special Events	95	1,000	-91%	1,000	0 0.00%
<b>TOTAL EXPENSES</b>		<b>2,026,844</b>	<b>2,827,490</b>	<b>-28%</b>	<b>2,906,891</b>	<b>79,401 2.81%</b>
<b>TOTAL ROAD OPERATIONS</b>		<b>2,034,179</b>	<b>2,821,740</b>	<b>-28%</b>	<b>2,901,141</b>	<b>79,401 2.81%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
FLEET OPERATION							
REVENUE							
11-8-01-1-0000-9514	Recoveries/Sundry User Groups	719,643	1,060,040	-32%	1,067,335	7,295	0.69%
TOTAL REVENUE		719,643	1,060,040	-32%	1,067,335	7,295	0.69%
EXPENSES							
11-8-01-1-0000-3010	Full Time Wages	117,171	191,690	-39%	194,450	2,760	1.44%
11-8-01-1-0000-3039	Standby	13,367	16,550	-19%	16,550	0	0.00%
11-8-01-1-0000-3090	Overtime	18,135	14,000	30%	14,000	0	0.00%
11-8-01-1-0000-3100	Benefits Clearing	-48,705	-75,000	-35%	-271,000	-196,000	261.33%
11-8-01-1-0000-3120	All Statutory Benefits	11,243	16,660	-33%	17,250	590	3.54%
11-8-01-1-0000-3130	All Employer Benefits	16,017	25,100	-36%	28,310	3,210	12.79%
11-8-01-1-0000-3135	OMERS	13,430	17,630	-24%	17,950	320	1.82%
WAGES & BENEFITS		140,658	206,630	-32%	17,510	-189,120	-91.53%
11-8-01-1-0000-3150	Payroll Clearing	-115,436	-196,000	-41%	0	196,000	-100.00%
11-8-01-1-0000-3999	Job Costing Labour	155,564	230,000	-32%	230,000	0	0.00%
11-8-01-1-0000-4020	Course/Exam Fees	161	2,500	-94%	3,000	500	20.00%
11-8-01-1-0000-4075	Contracted Services	347	0	0%	0	0	0.00%
11-8-01-1-0000-4189	Vehicle Subcontractors	103,291	193,385	-47%	198,300	4,915	2.54%
11-8-01-1-0000-4249	Telephone	377	0	0%	0	0	0.00%
11-8-01-1-0000-5010	MTO Reports	301	150	101%	150	0	0.00%
11-8-01-1-0000-5026	Uniforms/Supply	4,242	3,375	26%	3,375	0	0.00%
11-8-01-1-0000-5435	Gasoline - operating	203,027	335,000	-39%	330,000	-5,000	-1.49%
11-8-01-1-0000-5999	Job Costing Materials	213,355	285,000	-25%	285,000	0	0.00%
TOTAL EXPENSES		705,887	1,060,040	-33%	1,067,335	7,295	0.69%
TOTAL FLEET OPERATION		-13,756	0	0%	0	0	0.00%
TOTAL ROADS & FLEET		2,020,423	2,821,740	-28%	2,901,141	79,401	2.81%

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	CHANGE (%)
<b>Transportation &amp; Enforcement</b>							
<b>CROSSING GUARDS</b>							
<b>EXPENSES</b>							
21-9-01-1-0010-3011	Part-time Salaries	32,024	63,220	-49%	65,660	2,440	3.86%
21-9-01-1-0010-3120	Employer Benefits	1,919	5,900	-67%	6,130	230	3.90%
21-9-01-1-0010-5021	Safety Wear & Supplies	905	750	21%	750	0	0.00%
21-9-01-1-0010-5026	Uniforms, Coveralls, etc.	0	1,400	-100%	1,400	0	0.00%
21-9-01-1-0010-5999	Materials	808	0	0%	0	0	0.00%
<b>TOTAL EXPENSES</b>		<b>35,656</b>	<b>71,270</b>	<b>-50%</b>	<b>73,940</b>	<b>2,670</b>	<b>3.75%</b>
<b>TOTAL CROSSING GUARDS</b>		<b>35,656</b>	<b>71,270</b>	<b>-50%</b>	<b>73,940</b>	<b>2,670</b>	<b>3.75%</b>
<b>RAILWAY MAINTENANCE</b>							
<b>EXPENSES</b>							
51-2-01-1-0020-4065	CNR Railway Crossing Maintenance	26,915	35,000	-23%	35,000	0	0.00%
51-2-01-1-0030-4065	Maintenance Contracts - CPR	243	250	-3%	250	0	0.00%
51-2-01-1-0040-4065	Railway Maintenance-OSR	11,440	17,600	-35%	17,600	0	0.00%
51-2-01-1-0050-4065	Railway Maintenance-PSTR	5,496	19,000	-71%	19,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>44,094</b>	<b>71,850</b>	<b>-39%</b>	<b>71,850</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL RAILWAY MAINTENANCE</b>		<b>44,094</b>	<b>71,850</b>	<b>-39%</b>	<b>71,850</b>	<b>0</b>	<b>0.00%</b>
<b>TRANSPORTATION</b>							
<b>EXPENSES</b>							
51-2-01-1-0900-3010	Full Time Salaries	62,321	100,760	-38%	75,110	-25,650	-25.46%
51-2-01-1-0900-3029	Distributed Wages	28,704	0	0%	27,340	27,340	0.00%
51-2-01-1-0900-3090	Overtime	289	1,000	-71%	1,000	0	0.00%
51-2-01-1-0900-3120	All Statutory Benefits	5,021	7,360	-32%	7,620	260	3.53%
51-2-01-1-0900-3130	All Employer Benefits	5,234	8,850	-41%	9,530	680	7.68%
51-2-01-1-0900-3135	OMERS	6,564	10,330	-36%	10,710	380	3.68%
<b>WAGES &amp; BENEFITS</b>		<b>108,133</b>	<b>128,300</b>	<b>-16%</b>	<b>131,310</b>	<b>3,010</b>	<b>2.35%</b>
51-2-01-1-0900-4020	Training & Seminars	956	2,700	-65%	2,700	0	0.00%
51-2-01-1-0900-4022	Association Conferences	405	1,250	-68%	1,250	0	0.00%
51-2-01-1-0900-4023	Memberships & Associations	1,132	1,500	-25%	500	-1,000	-66.67%
51-2-01-1-0900-4051	Publications	0	50	-100%	0	-50	-100.00%
51-2-01-1-0900-4075	Traffic Equipment	5,406	7,000	-23%	10,000	3,000	42.86%
51-2-01-1-0900-4280	Mileage & Car Allowance	0	50	-100%	50	0	0.00%
51-2-01-1-0900-5026	Uniforms/Clothing	250	250	0%	250	0	0.00%
<b>TOTAL EXPENSES</b>		<b>116,282</b>	<b>141,100</b>	<b>-18%</b>	<b>146,060</b>	<b>4,960</b>	<b>3.52%</b>
<b>TOTAL TRANSPORTATION</b>		<b>116,282</b>	<b>141,100</b>	<b>-18%</b>	<b>146,060</b>	<b>4,960</b>	<b>3.52%</b>
<b>TRAFFIC SIGNALS</b>							
<b>EXPENSES</b>							
51-2-01-1-0905-4020	Underground Utility Locates - Wage Allocation	0	6,250	-100%	6,720	470	7.52%
51-2-01-1-0905-4065	Traffic Signals Maintenance Contract	40,082	190,000	-79%	200,000	10,000	5.26%
51-2-01-1-0905-5410	Traffic Signals - Hydro	17,909	27,500	-35%	26,000	-1,500	-5.45%
<b>TOTAL TRAFFIC SIGNALS</b>		<b>57,991</b>	<b>223,750</b>	<b>-74%</b>	<b>232,720</b>	<b>8,970</b>	<b>4.01%</b>
<b>STREET LIGHTING</b>							
<b>EXPENSES</b>							
51-2-01-1-0381-4020	Underground Utility Locates - Wage Allocation	0	18,750	-100%	20,190	1,440	7.68%
51-2-01-1-0381-4065	Street Lighting Maint Contract	95,237	150,000	-37%	180,000	30,000	20.00%
51-2-01-1-0381-4066	Street Lighting - Hydro	312,956	450,000	-30%	450,000	0	0.00%
51-2-01-1-0381-4235	Special Projects	0	15,000	-100%	15,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>408,193</b>	<b>633,750</b>	<b>-36%</b>	<b>665,190</b>	<b>31,440</b>	<b>4.96%</b>
<b>TOTAL STREET LIGHTING</b>		<b>408,193</b>	<b>633,750</b>	<b>-36%</b>	<b>665,190</b>	<b>31,440</b>	<b>4.96%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>TRANSIT</b>						
<b>REVENUE</b>						
52-2-01-1-0000-9179	Paratransit Passenger Revenue	0	1,000	-100%	1,000	0 0.00%
52-2-01-1-0000-9180	Transit Passenger Fees	52,858	120,000	-56%	120,000	0 0.00%
52-2-01-1-0000-9181	Ticket/Token/Pass Fees	49,709	100,000	-50%	100,000	0 0.00%
52-2-01-1-0000-9182	Contracted Passenger Fees	82,990	220,000	-62%	220,000	0 0.00%
52-2-01-1-0000-9320	Facility Rental Income	11,726	14,000	-16%	14,000	0 0.00%
52-2-01-1-0000-9499	Other Sales	291,973	15,000	1846%	15,000	0 0.00%
<b>TOTAL REVENUE</b>		<b>489,256</b>	<b>470,000</b>	<b>4%</b>	<b>470,000</b>	<b>0 0.00%</b>
<b>EXPENSES</b>						
52-2-01-1-0000-3010	Reg Full-time Wages	-831	31,320	-103%	0	-31,320 -100.00%
52-2-01-1-0000-3029	Salary Distributions	34,937	0	0%	37,490	37,490 0.00%
52-2-01-1-0000-3120	All Statutory Benefits	-75	2,080	-104%	0	-2,080 -100.00%
52-2-01-1-0000-3130	All Employer Benefits	0	3,570	-100%	0	-3,570 -100.00%
52-2-01-1-0000-3135	OMERS	0	3,430	-100%	0	-3,430 -100.00%
<b>WAGES &amp; BENEFITS</b>		<b>34,031</b>	<b>40,400</b>	<b>-16%</b>	<b>37,490</b>	<b>-2,910 -7.20%</b>
52-2-01-1-0000-3999	Job Costing Labour	20,636	25,000	-17%	25,000	0 0.00%
52-2-01-1-0000-4023	Association Membership Fees	1,119	1,200	-7%	1,200	0 0.00%
52-2-01-1-0000-4051	Advertising, Marketing & Prom.	305	3,000	-90%	3,000	0 0.00%
52-2-01-1-0000-4055	Conventional Bus Service	388,733	970,000	-60%	730,000	-240,000 -24.74%
52-2-01-1-0000-4056	Paratransit Service	486,695	432,000	13%	620,000	188,000 43.52%
52-2-01-1-0000-4063	GPS Maintenance	6,268	15,000	-58%	35,000	20,000 133.33%
52-2-01-1-0000-4064	Fuel Surcharge	-20,399	-5,000	308%	-7,500	-2,500 50.00%
52-2-01-1-0000-4065	Ticket Sales Commission Fee	2,868	8,000	-64%	8,000	0 0.00%
52-2-01-1-0000-4075	Vehicle Repair	148,219	255,000	-42%	230,000	-25,000 -9.80%
52-2-01-1-0000-4141	Building Maintenance/Repair	9,586	7,000	37%	7,000	0 0.00%
52-2-01-1-0000-4175	Vehicle Rent/Lease	65,600	90,000	-27%	150,000	60,000 66.67%
52-2-01-1-0000-4176	Operating Equipment Rent/Lease	717	1,000	-28%	1,000	0 0.00%
52-2-01-1-0000-4179	Job Cost Equipment	4,662	5,500	-15%	5,500	0 0.00%
52-2-01-1-0000-4189	Job Cost Subcontractors	389	500	-22%	500	0 0.00%
52-2-01-1-0000-4259	Courier	770	1,200	-36%	1,000	-200 -16.67%
52-2-01-1-0000-4272	Other External Printing	2,229	2,600	-14%	2,600	0 0.00%
52-2-01-1-0000-5999	Job Cost Materials	42	3,000	-99%	0	-3,000 -100.00%
52-2-01-1-0000-7015	Transfer from Provincial Gas Tax	-203,250	-271,000	-25%	-271,000	0 0.00%
<b>TOTAL EXPENSES</b>		<b>949,220</b>	<b>1,584,400</b>	<b>-40%</b>	<b>1,578,790</b>	<b>-5,610 -0.35%</b>
<b>TOTAL TRANSIT</b>		<b>459,964</b>	<b>1,114,400</b>	<b>-59%</b>	<b>1,108,790</b>	<b>-5,610 -0.50%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	CHANGE (%)
<b>BY-LAW ENFORCEMENT</b>							
REVENUE							
21-9-01-2-0000-9515	By-Law Labour Recovery	500	2,000	-75%	2,500	500	25.00%
21-9-01-2-0000-9713	Taxi & Drivers Licence Fee	4,195	3,000	40%	3,000	0	0.00%
<b>TOTAL REVENUE</b>		<b>4,695</b>	<b>5,000</b>	<b>-6%</b>	<b>5,500</b>	<b>500</b>	<b>10.00%</b>
EXPENSES							
21-9-01-2-0000-3010	Reg Full-time Wages	47,768	94,250	-49%	173,850	79,600	84.46%
21-9-01-2-0000-3011	Reg Part-time Wages	-230	4,600	-105%	0	-4,600	-100.00%
21-9-01-2-0000-3029	Salary Distributions	15,050	0	0%	9,540	9,540	0.00%
21-9-01-2-0000-3039	Premium Overtime	-38	0	0%	0	0	0.00%
21-9-01-2-0000-3090	Overtime	122	550	-78%	550	0	0.00%
21-9-01-2-0000-3120	All Statutory Benefits	4,181	6,070	-31%	16,230	10,160	167.38%
21-9-01-2-0000-3130	All Employer Benefits	6,698	9,000	-26%	29,680	20,680	229.78%
21-9-01-2-0000-3135	OMERS	4,827	6,390	-24%	16,710	10,320	161.50%
<b>WAGES &amp; BENEFITS</b>		<b>78,378</b>	<b>120,860</b>	<b>-35%</b>	<b>246,560</b>	<b>125,700</b>	<b>104.00%</b>
21-9-01-2-0000-4023	Association Membership Fees	309	350	-12%	350	0	0.00%
21-9-01-2-0000-4028	Staff Training	0	2,500	-100%	7,500	5,000	200.00%
21-9-01-2-0000-4249	Telephone Services	301	500	-40%	500	0	0.00%
21-9-01-2-0000-5011	Office/Field Supplies	2,193	500	339%	1,500	1,000	200.00%
21-9-01-2-0000-5026	Uniforms/Supplies	1,467	225	552%	725	500	222.22%
21-9-01-2-0000-7040	Internal Fleet Charges	2,037	1,550	31%	3,100	1,550	100.00%
<b>TOTAL EXPENSES</b>		<b>84,685</b>	<b>126,485</b>	<b>-33%</b>	<b>260,235</b>	<b>133,750</b>	<b>105.74%</b>
<b>TOTAL BY-LAW ENFORCEMENT</b>		<b>79,990</b>	<b>121,485</b>	<b>-34%</b>	<b>254,735</b>	<b>133,250</b>	<b>109.68%</b>

## PARKING ENFORCEMENT

REVENUE							
21-5-01-1-0000-9272	Parking Permits Fees	42,848	40,000	7%	45,000	5,000	12.50%
21-5-01-1-0000-9273	Overnight Parking Permit Fees	1,980	5,500	-64%	6,000	500	9.09%
21-5-01-1-0000-9810	Parking - Initial Stage/Fine	24,895	75,000	-67%	75,000	0	0.00%
21-5-01-1-0000-9815	Ticket Cancellation Fee	30	400	-93%	400	0	0.00%
21-6-01-1-0002-9271	Crocker Ave Meter Fees	4,937	5,000	-1%	7,000	2,000	40.00%
21-6-01-1-0002-9272	Crocker Ave Permit Fees	2,519	1,250	102%	3,500	2,250	180.00%
21-6-01-1-0003-9271	Gladstone at Metcalfe Meter Fees	0	7,500	-100%	7,500	0	0.00%
21-6-01-1-0004-9271	Wellington at Metcalfe Meter Fees	0	1,300	-100%	1,300	0	0.00%
<b>TOTAL REVENUE</b>		<b>77,209</b>	<b>135,950</b>	<b>-43%</b>	<b>145,700</b>	<b>9,750</b>	<b>7.17%</b>
EXPENSES							
21-5-01-1-0000-3010	Reg Full-time Wages	76,654	84,290	-9%	0	-84,290	-100.00%
21-5-01-1-0000-3029	Salary Distributions	5,289	0	0%	0	0	0.00%
21-5-01-1-0000-3090	All Overtime	115	0	0%	0	0	0.00%
21-5-01-1-0000-3120	All Statutory Benefits	4,110	5,250	-22%	0	-5,250	-100.00%
21-5-01-1-0000-3130	All Employer Benefits	4,772	8,530	-44%	0	-8,530	-100.00%
21-5-01-1-0000-3135	OMERS	4,142	5,160	-20%	0	-5,160	-100.00%
<b>WAGES &amp; BENEFITS</b>		<b>95,082</b>	<b>103,230</b>	<b>-8%</b>	<b>0</b>	<b>-103,230</b>	<b>-100.00%</b>
21-5-01-1-0000-4028	Staff Training	1,018	2,000	-49%	0	-2,000	-100.00%
21-6-01-1-0000-4065	Parking Systems Hardware Support	0	8,000	-100%	25,000	17,000	212.50%
21-6-01-1-0000-4075	Parking Systems Ticket Manager	6,198	11,500	-46%	25,000	13,500	117.39%
21-5-01-1-0000-4051	Advertising, Marketing & Prom.	0	150	-100%	150	0	0.00%
21-5-01-1-0000-4067	Security Contract	308	500	-38%	450	-50	-10.00%
21-5-01-1-0000-4190	City Own Property Taxes	1,937	1,870	4%	1,870	0	0.00%
21-5-01-1-0000-4272	External Printing	1,028	4,500	-77%	4,500	0	0.00%
21-5-01-1-0000-4280	Staff Mileage	0	50	-100%	50	0	0.00%
21-5-01-1-0000-5010	General Supplies	196	500	-61%	3,000	2,500	500.00%
21-5-01-1-0000-5026	Uniforms/Supply	1,324	500	165%	0	-500	-100.00%
21-5-01-1-0000-5410	Electricity (Hydro)	1,861	3,200	-42%	2,650	-550	-17.19%
21-6-01-1-0000-7490	Service Charges	332	750	-56%	750	0	0.00%
21-5-01-1-0000-3999	Job Cost Labour	3,733	1,500	149%	1,500	0	0.00%
21-5-01-1-0000-4179	Job Cost Equipment	1,657	350	373%	350	0	0.00%
21-5-01-1-0000-4189	Job Cost Subcontractors	0	1,000	-100%	1,000	0	0.00%
21-5-01-1-0000-5999	Job Cost Materials	0	500	-100%	500	0	0.00%
21-5-01-1-0000-7040	Internal Fleet Charges	3,437	1,550	122%	0	-1,550	-100.00%
<b>TOTAL EXPENSES</b>		<b>118,111</b>	<b>141,650</b>	<b>-17%</b>	<b>66,770</b>	<b>-74,880</b>	<b>-52.86%</b>
<b>TOTAL PARKING ENFORCEMENT</b>		<b>40,902</b>	<b>5,700</b>	<b>618%</b>	<b>-78,930</b>	<b>-84,630</b>	<b>#####</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>ANIMAL CONTROL</b>						
<b>REVENUE</b>						
21-9-01-3-0000-9216	Animal Impound Fees	10,557	17,000	-38%	20,000	3,000 17.65%
21-9-01-3-0000-9217	Dog Tag Revenue	33,538	40,000	-16%	40,000	0 0.00%
21-9-01-3-0000-9218	Pet Store Admin Fees	-1,191	-1,700	-30%	-1,500	200 -11.76%
21-9-01-3-0000-9220	Cat Tag Revenue	2,281	2,850	-20%	2,850	0 0.00%
21-9-01-3-0000-9510	Donations Received	1,202	500	140%	1,000	500 100.00%
21-9-01-3-0000-9515	Recoveries	22,375	55,000	-59%	65,000	10,000 18.18%
<b>TOTAL REVENUE</b>		<b>68,762</b>	<b>113,650</b>	<b>-39%</b>	<b>127,350</b>	<b>13,700 12.05%</b>
<b>EXPENSES</b>						
21-9-01-3-0000-3010	Reg Full-time Wages	90,301	104,060	-13%	112,130	8,070 7.76%
21-9-01-3-0000-3011	Reg Part-time Wages	27,638	52,930	-48%	54,540	1,610 3.04%
21-9-01-3-0000-3029	Salary Distributions	12,651	0	0%	0	0 0.00%
21-9-01-3-0000-3039	Premium O/T	11,039	15,700	-30%	15,700	0 0.00%
21-9-01-3-0000-3090	All Overtime	1,064	2,000	-47%	2,000	0 0.00%
21-9-01-3-0000-3120	All Statutory Benefits	11,374	14,550	-22%	15,790	1,240 8.52%
21-9-01-3-0000-3130	All Employer Benefits	13,730	15,730	-13%	18,170	2,440 15.51%
21-9-01-3-0000-3135	OMERS	8,480	9,370	-9%	10,090	720 7.68%
<b>WAGES &amp; BENEFITS</b>		<b>176,277</b>	<b>214,340</b>	<b>-18%</b>	<b>228,420</b>	<b>14,080 6.57%</b>
21-9-01-3-0000-4028	Staff Training	0	5,000	-100%	5,000	0 0.00%
21-9-01-3-0000-4040	Legal Fees and Expenses	0	500	-100%	500	0 0.00%
21-9-01-3-0000-4051	Advertising, Marketing & Prom.	0	400	-100%	400	0 0.00%
21-9-01-3-0000-4074	Community Cat Spay/Neuter	357	4,000	-91%	4,000	0 0.00%
21-9-01-3-0000-4075	Service Agreements - Animal Welfare	7,630	22,000	-65%	22,000	0 0.00%
21-9-01-3-0000-4249	Telephone Services	643	1,500	-57%	600	-900 -60.00%
21-9-01-3-0000-4320	Medical Services	9,357	20,000	-53%	20,000	0 0.00%
21-9-01-3-0000-4325	Medical Services - Wildlife	1,984	1,500	32%	5,000	3,500 233.33%
21-9-01-3-0000-5015	Community Cat Shelter	515	600	-14%	600	0 0.00%
21-9-01-3-0000-5016	Program Supplies	3,141	15,000	-79%	15,000	0 0.00%
21-9-01-3-0000-5026	Uniforms/Supply	1,746	1,500	16%	1,500	0 0.00%
21-9-01-3-0000-6130	Tools & Equipment Replacement	255	615	-59%	2,000	1,385 225.20%
21-9-01-3-0000-7040	Fleet Internal Charges	2,989	2,700	11%	2,700	0 0.00%
21-9-01-3-0000-7490	Service Fees	1,143	1,625	-30%	1,600	-25 -1.54%
21-9-01-8-0000-4141	Building Maintenance/Repair	3,290	1,000	229%	3,000	2,000 200.00%
21-9-01-8-0000-4249	Telephone Services	2,717	3,300	-18%	3,000	-300 -9.09%
21-9-01-8-0000-5010	General Supplies	874	0	0%	0	0 0.00%
21-9-01-8-0000-5013	Janitorial Supplies	3,864	5,000	-23%	5,000	0 0.00%
21-9-01-8-0000-5410	Electricity (Hydro)	1,588	2,850	-44%	2,500	-350 -12.28%
21-9-01-8-0000-5415	Hydro - Water	556	650	-14%	650	0 0.00%
21-9-01-8-0000-5421	Natural gas - heating	1,246	2,000	-38%	1,750	-250 -12.50%
<b>TOTAL EXPENSES</b>		<b>220,172</b>	<b>306,080</b>	<b>-28%</b>	<b>325,220</b>	<b>19,140 6.25%</b>
<b>TOTAL ANIMAL CONTROL</b>		<b>151,410</b>	<b>192,430</b>	<b>-21%</b>	<b>197,870</b>	<b>5,440 2.83%</b>
<b>TOTAL TRANSPORTATION &amp; ENFORCEMENT</b>		<b>1,394,482</b>	<b>2,575,735</b>	<b>-46%</b>	<b>2,672,225</b>	<b>96,490 3.75%</b>
<b>TOTAL ROADS &amp; TRANSPORTATION</b>		<b>3,414,905</b>	<b>5,397,475</b>	<b>-37%</b>	<b>5,573,366</b>	<b>175,891 3.26%</b>



		2020	2020	VAR	2021	2020/2021 CHANGE	
DESCRIPTION		Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
CAPITAL WORKS							
EXPENSES							
41-5-01-3-0000-3010	Reg Full-time Wages	204,337	269,000	-24%	268,140	-860	-0.32%
41-5-01-3-0000-3011	Reg Part-time Wages	6,458	6,140	5%	6,140	0	0.00%
41-5-01-3-0000-3090	All Overtime	10,971	15,000	-27%	15,000	0	0.00%
41-5-01-3-0000-3120	All Statutory Benefits	16,848	20,000	-16%	20,570	570	2.85%
41-5-01-3-0000-3130	All Employer Benefits	25,384	31,040	-18%	31,940	900	2.90%
41-5-01-3-0000-3135	OMERS	22,672	28,160	-19%	27,960	-200	-0.71%
	WAGES & BENEFITS	286,670	369,340	-22%	369,750	410	0.11%
41-5-01-3-0000-4020	Training/Course Work	12,924	12,000	8%	12,000	0	0.00%
41-5-01-3-0000-4022	Conference/Seminar Costs	683	1,500	-54%	1,500	0	0.00%
41-5-01-3-0000-4023	Association Membership Fees	2,343	2,500	-6%	2,500	0	0.00%
41-5-01-3-0000-4175	Vehicle Rentals	4,372	5,500	-21%	5,500	0	0.00%
41-5-01-3-0000-4249	Telephone Services	2,521	2,500	1%	3,000	500	20.00%
41-5-01-3-0000-4280	Staff Mileage	0	50	-100%	50	0	0.00%
41-5-01-3-0000-5011	Surveying Supplies/Repair	2,486	3,000	-17%	3,000	0	0.00%
41-5-01-3-0000-5016	Multi-Funct Printer Supplies	1,992	3,000	-34%	3,000	0	0.00%
41-5-01-3-0000-5510	Books & Subscriptions	11	100	-89%	100	0	0.00%
41-5-01-3-0000-6130	Equipment Purchases	212	1,500	-86%	1,500	0	0.00%
41-5-01-3-0000-7040	Fleet Charge	5,725	6,000	-5%	6,000	0	0.00%
41-5-01-3-0480-5026	Coverall, Uniform Etc.	613	1,575	-61%	650	-925	-58.73%
41-5-01-3-0000-4191	Bi-annual Bridge and Culvert Inspections	1,627	10,000	-84%	1,000	-9,000	-90.00%
TOTAL CAPITAL WORKS		322,179	418,565	-23%	409,550	-9,015	-2.15%
DEVELOPMENT AND COMPLIANCE							
REVENUE							
55-2-01-4-0000-9516	Internal Subdivision Recovery	65,471	144,600	-55%	145,240	640	0.44%
55-2-01-4-0000-9209	Site Plan Review Fee	7,000	10,000	-30%	10,000	0	0.00%
55-2-01-4-0000-9520	ECA Transfer of Review	4,200	8,000	-48%	8,000	0	0.00%
TOTAL REVENUE		76,671	162,600	-53%	163,240	640	0.39%
EXPENSES							
55-2-01-4-0000-3010	Full Time Salaries	89,022	109,560	-19%	111,190	1,630	1.49%
55-2-01-4-0000-3029	Salary Distributions	5,062	0	0%	0	0	0.00%
55-2-01-4-0000-3090	All Overtime	169	1,000	-83%	500	-500	-50.00%
55-2-01-4-0000-3120	Statutory Benefits	5,593	8,050	-31%	7,820	-230	-2.86%
55-2-01-4-0000-3130	Employer Benefits	8,935	11,330	-21%	12,010	680	6.00%
55-2-01-4-0000-3135	OMERS	9,414	11,410	-17%	11,970	560	4.91%
	WAGES & BENEFITS	118,195	141,350	-16%	143,490	2,140	1.51%
55-2-01-4-0000-4020	Training/Course Work	488	3,000	-84%	2,000	-1,000	-33.33%
55-2-01-4-0000-4022	Conference/Seminar Costs	426	3,000	-86%	2,000	-1,000	-33.33%
55-2-01-4-0000-4023	Associated Memberships & Training	1,165	1,500	-22%	2,000	500	33.33%
55-2-01-4-0000-4040	Legal Expenses	1,979	2,500	-21%	2,500	0	0.00%
55-2-01-4-0000-4051	Advertising	0	500	-100%	500	0	0.00%
55-2-01-4-0000-4280	Staff Mileage	907	250	263%	250	0	0.00%
55-2-01-4-0000-6130	Equipment Purchases	224	250	-10%	250	0	0.00%
55-2-01-4-0000-5017	Equipment Maintenance	0	250	-100%	250	0	0.00%
55-2-01-4-0000-5026	Coverall, Uniform Etc.	472	1,000	-53%	1,000	0	0.00%
55-2-01-4-0000-7040	Fleet Charge	2,907	3,600	-19%	3,600	0	0.00%
55-2-01-4-0000-4175	Vehicle Rental	4,451	5,400	-18%	5,400	0	0.00%
TOTAL EXPENSES		131,214	162,600	-19%	163,240	640	0.39%
TOTAL DEVELOPMENT AND COMPLIANCE		54,543	0	0%	0	0	0.00%

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
WASTE MANAGEMENT							
REVENUE							
55-2-01-1-0000-9514	WDO Recoveries	118,222	200,000	-41%	200,000	0	0.00%
55-2-01-1-0000-9515	Misc. Recoveries	18,758	30,000	-37%	30,000	0	0.00%
55-2-01-1-0000-9520	CRC Revenue from Partner Municipalities	73,078	94,000	-22%	98,000	4,000	4.26%
55-2-01-1-0003-9515	Recyclable Material Revenue	84,807	275,000	-69%	250,000	-25,000	-9.09%
55-2-01-1-0005-9515	Household Hazardous Waste Recovery	0	6,000	-100%	6,000	0	0.00%
55-2-01-2-0000-9515	CRC Revenue	319,799	360,000	-11%	360,000	0	0.00%
<b>TOTAL REVENUE</b>		<b>614,664</b>	<b>965,000</b>	<b>-36%</b>	<b>944,000</b>	<b>-21,000</b>	<b>-2.18%</b>
EXPENSES							
55-2-01-1-0000-3010	Full Time Salaries	86,976	102,000	-15%	104,200	2,200	2.16%
55-2-01-1-0000-3120	Statutory Benefits	5,447	6,300	-14%	6,500	200	3.17%
55-2-01-1-0000-3130	Employer Benefits	9,627	11,300	-15%	11,900	600	5.31%
55-2-01-1-0000-3135	OMERS	10,161	11,500	-12%	11,700	200	1.74%
<b>WAGES &amp; BENEFITS</b>		<b>112,211</b>	<b>131,100</b>	<b>-14%</b>	<b>134,300</b>	<b>3,200</b>	<b>2.44%</b>
55-2-01-1-0000-4023	Associated Memberships & Training	0	1,000	-100%	1,000	0	0.00%
55-2-01-1-0000-4040	Legal Expenses	1,340	0	0%	1,000	1,000	0.00%
55-2-01-1-0000-4051	Advertising	26,717	25,000	7%	25,000	0	0.00%
55-2-01-1-0000-4280	Staff Mileage	0	250	-100%	250	0	0.00%
55-2-01-1-0000-5026	Clothing Allowance	300	300	0%	300	0	0.00%
55-2-01-1-0001-4063	Leaf & Yard Waste Collection	33,754	66,000	-49%	70,000	4,000	6.06%
55-2-01-1-0001-4064	Organics Collection	299,111	380,000	-21%	409,000	29,000	7.63%
55-2-01-1-0001-4065	Recycling Collection	333,483	420,000	-21%	455,000	35,000	8.33%
55-2-01-1-0001-4066	Residual Waste Collection	620,468	775,000	-20%	843,000	68,000	8.77%
55-2-01-1-0002-4063	Organics Processing	226,470	240,000	-6%	240,000	0	0.00%
55-2-01-1-0003-4063	Recycling Processing	130,600	230,000	-43%	230,000	0	0.00%
55-2-01-1-0004-4063	Residual Waste Disposal	366,371	440,000	-17%	440,000	0	0.00%
55-2-01-1-0005-4063	Household Hazardous Waste	103,203	50,000	106%	45,000	-5,000	-10.00%
55-2-01-1-0005-4064	Hazardous Waste - Sharps Bin Collection	0	0	0%	55,000	55,000	0.00%
55-2-01-2-0000-4062	Purchase of Recycling Boxes	15,010	15,000	0%	15,000	0	0.00%
55-2-01-2-0000-4063	Green Cart Replacement	44,779	50,000	-10%	50,000	0	0.00%
55-2-01-2-0000-4064	Public Space Recycling Replacement	0	5,000	-100%	5,000	0	0.00%
55-2-01-2-0000-4185	CRC Contracted Operation	424,153	440,000	-4%	450,000	10,000	2.27%
55-2-01-2-0000-4190	CRC Waste Disposal	277,162	180,000	54%	190,000	10,000	5.56%
55-2-01-2-0000-4192	CRC Supplies	11,490	7,500	53%	7,500	0	0.00%
55-2-01-2-0000-4194	CRC Scales	5,069	1,500	238%	2,000	500	33.33%
55-2-01-1-0000-7015	Transfer from Reserves	0	0	0%	-55,000	-55,000	0.00%
<b>TOTAL EXPENSES</b>		<b>3,031,691</b>	<b>3,457,650</b>	<b>-12%</b>	<b>3,613,350</b>	<b>155,700</b>	<b>4.50%</b>
<b>TOTAL WASTE MANAGEMENT</b>		<b>2,417,027</b>	<b>2,492,650</b>	<b>-3%</b>	<b>2,669,350</b>	<b>176,700</b>	<b>7.09%</b>
CRC PROPERTY							
EXPENSES							
55-2-01-8-3000-4072	Contracted Services - Grass Cutting/Snow Removal	11,268	20,000	-44%	15,000	-5,000	-25.00%
55-2-01-8-3000-4141	Contracted Building Maintenance	9,329	15,000	-38%	15,000	0	0.00%
55-2-01-8-3000-5013	Contracted Janitorial Services	1,479	5,000	-70%	3,000	-2,000	-40.00%
55-2-01-8-3000-5015	Building Maintenance Supplies	0	3,000	-100%	1,000	-2,000	-66.67%
55-2-01-8-3000-5410	Electricity (Hydro)	7,192	10,000	-28%	9,000	-1,000	-10.00%
55-2-01-8-3000-5415	Water/Sewer	109	1,000	-89%	500	-500	-50.00%
55-2-01-8-3000-5421	Natural gas - heating	2,256	7,500	-70%	3,500	-4,000	-53.33%
<b>TOTAL EXPENSES</b>		<b>31,633</b>	<b>61,500</b>	<b>-49%</b>	<b>47,000</b>	<b>-14,500</b>	<b>-23.58%</b>
<b>TOTAL CRC PROPERTY</b>		<b>31,633</b>	<b>61,500</b>	<b>-49%</b>	<b>47,000</b>	<b>-14,500</b>	<b>-23.58%</b>
<b>TOTAL DEV &amp; COMPLIANCE</b>		<b>2,503,203</b>	<b>2,554,150</b>	<b>-2%</b>	<b>2,716,350</b>	<b>162,200</b>	<b>6.35%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
<b>SOCIAL SERVICES - ONTARIO WORKS</b>						
ADMINISTRATION						
<b>EXPENSES</b>						
61-1-01-0-0000-3010	Reg Full-time Wages	151,498	210,870	-28%	199,295	-11,575 -5.49%
61-1-01-0-0000-3120	All Statutory Benefits	10,578	12,502	-15%	12,881	379 3.03%
61-1-01-0-0000-3130	All Employer Benefits	14,700	14,148	4%	18,792	4,644 32.82%
61-1-01-0-0000-3135	OMERS	17,059	24,089	-29%	22,100	-1,989 -8.26%
61-1-01-1-0000-4075	Contracted Services	727	50,000	-99%	10,000	-40,000 -80.00%
61-1-01-1-0000-4173	Office Equipment - Rental/Lease	9,706	15,000	-35%	15,000	0 0.00%
61-1-01-1-0000-4175	Office Equipment - Purchases	325	10,000	-97%	5,000	-5,000 -50.00%
61-1-01-1-0000-4249	Telephone Services	14,238	32,000	-56%	24,000	-8,000 -25.00%
61-1-01-1-0000-4257	Regular Postage/Courier	27,933	25,000	12%	30,000	5,000 20.00%
61-1-01-1-0000-4275	Photocopying Expense	5,407	8,000	-32%	8,000	0 0.00%
61-1-01-1-0000-7046	Administrative and Accommodation Allocation	0	-895,428	-100%	-867,568	27,860 -3.11%
61-1-01-1-0001-4023	Association Membership Fees	9,560	10,000	-4%	10,000	0 0.00%
61-1-01-1-0001-4051	Advertising and Marketing	0	500	-100%	500	0 0.00%
61-1-01-1-0001-4160	Office Equipment Maint/Repair	4,695	1,000	370%	5,000	4,000 400.00%
61-1-01-1-0001-5010	General Supplies	4,496	5,000	-10%	5,000	0 0.00%
61-1-01-1-0001-5011	Office Supplies	19,621	56,000	-65%	45,000	-11,000 -19.64%
61-1-01-1-0001-5510	Books & Subscriptions	30	0	0%	0	0 0.00%
61-1-01-1-0004-4169	Information Systems/Technology	18,121	30,000	-40%	30,000	0 0.00%
61-1-01-1-0005-4280	Travel	422	2,000	-79%	2,000	0 0.00%
61-1-01-1-0005-4281	Training & Development	1,963	4,000	-51%	4,000	0 0.00%
61-1-01-1-0006-4040	Legal Fees - Administration	0	5,000	-100%	5,000	0 0.00%
61-1-01-1-0006-4050	Professional Fees	0	2,000	-100%	2,000	0 0.00%
61-1-01-8-0000-4120	Janitorial Cleaning	25,002	40,000	-37%	40,000	0 0.00%
61-1-01-8-0000-4171	Building Rent/Lease	0	298,319	-100%	315,000	16,681 5.59%
61-1-01-8-0000-4177	Building Operating Costs	59,535	35,000	70%	54,000	19,000 54.29%
61-1-01-8-0000-5012	Building Maint/Repair Supply	9,503	5,000	90%	5,000	0 0.00%
61-1-01-1-0000-7490	Bank Service Charges	75	0	0%	0	0 0.00%
<b>TOTAL ADMINISTRATION</b>		<b>405,194</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0 0.00%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE		
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)	
EMPLOYMENT AND INCOME SUPPORT							
REVENUE							
61-2-01-0-0003-9040	MCSS - Administration/COA	1,076,707	1,459,382	-26%	1,444,955	-14,427	-0.99%
61-2-01-1-0001-9515	Wage Recovery	0	3,500	-100%	3,500	0	0.00%
61-2-01-2-0000-9040	MOH - Homemakers Funding	3,350	7,500	-55%	7,500	0	0.00%
61-2-01-4-0000-9040	MCSS - Assistance Subsidy (Form 3028)	10,822,084	13,285,000	-19%	13,285,000	0	0.00%
61-2-01-5-0000-9513	County of Elgin - Cost Share Subsidy	234,900	325,267	-28%	303,345	-21,922	-6.74%
61-2-01-5-0000-9520	County of Elgin - Admin Subsidy	95,400	132,377	-28%	132,085	-292	-0.22%
61-3-01-1-0000-9515	Misc. Recoveries	89	0	0%	0	0	0.00%
61-3-01-1-0003-9040	Outcome Based Funding	216,814	1,198,800	-82%	1,227,000	28,200	2.35%
61-3-01-1-0009-9040	MCSS - LEAP Incentives Subsidy	915,566	0	0%	0	0	0.00%
TOTAL REVENUE		13,364,910	16,411,826	-19%	16,403,385	-8,441	-0.05%
EXPENSES							
61-2-01-0-0000-4035	Emergency Planning	0	7,500	-100%	7,500	0	0.00%
61-2-01-0-0000-5011	Office Supplies	77	0	0%	0	0	0.00%
61-2-01-0-0001-4169	Administrative and Accommodation Allocation	825	698,434	-100%	694,055	-4,379	-0.63%
61-2-01-1-0000-3010	Reg Full-time Wages	1,450,916	2,089,037	-31%	2,068,245	-20,792	-1.00%
61-2-01-1-0000-3011	Reg Part-time Wages	28,965	0	0%	0	0	0.00%
61-2-01-1-0000-3120	All Statutory Benefits	125,947	176,572	-29%	183,001	6,429	3.64%
61-2-01-1-0000-3130	All Employer Benefits	220,198	295,476	-25%	310,512	15,036	5.09%
61-2-01-1-0000-3135	Omers	145,584	211,982	-31%	215,979	3,997	1.89%
61-2-01-1-0000-4059	Contracted Employee	52	20,000	-100%	20,000	0	0.00%
61-2-01-1-0000-4171	Office Rent	7,313	9,500	-23%	15,000	5,500	57.89%
61-2-01-1-0000-4280	Staff Mileage	83	4,000	-98%	4,000	0	0.00%
61-2-01-1-0000-4281	Staff Training & Development	6,301	15,000	-58%	15,000	0	0.00%
61-2-01-1-0003-4075	Contracted Services	2,685	3,000	-11%	3,000	0	0.00%
61-2-01-2-0000-4340	OW Income Mtce Homemakers (80% AND 100%)	5,304	9,375	-43%	9,375	0	0.00%
61-2-01-3-0003-4311	Refunds to Clients	9,204	0	0%	0	0	0.00%
61-2-01-4-0000-4311	O.W. Allowances	9,762,458	12,500,000	-22%	12,500,000	0	0.00%
61-2-01-4-0000-4312	Recoveries/Reimbursements Form V	-112,139	0	0%	0	0	0.00%
61-2-01-4-0000-4313	Reimbursements	-55,950	-100,000	-44%	-100,000	0	0.00%
61-2-01-4-0000-4314	Family Resp Centre Recoveries	-79,741	-120,000	-34%	-120,000	0	0.00%
61-2-01-4-0000-4380	Transition Child Benefits	33,427	125,000	-73%	125,000	0	0.00%
61-2-01-4-0002-4336	Discretionary Benefits	454,892	520,000	-13%	520,000	0	0.00%
61-2-01-4-0002-4339	Funeral	68,421	100,000	-32%	100,000	0	0.00%
61-2-01-4-0002-4370	Discretionary Benefits	675	0	0%	0	0	0.00%
61-2-01-4-0003-4336	Mandatory Benefits	163,315	360,000	-55%	360,000	0	0.00%
61-2-01-8-0000-7045	City O/H Allocation	359,547	479,396	-25%	488,984	9,588	2.00%
61-3-01-1-0006-4372	ERE - Supplies & Services	43,822	70,000	-37%	40,000	-30,000	-42.86%
61-3-01-1-0007-4385	ERE - Employment Benefits	103,442	164,000	-37%	164,000	0	0.00%
TOTAL EXPENSES		12,745,623	17,638,272	-28%	17,623,651	-14,621	-0.08%
TOTAL EMPLOYMENT AND INCOME SUPPORT		-619,287	1,226,446	-150%	1,220,266	-6,180	-0.50%

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
CHILD CARE						
<b>REVENUE</b>						
61-4-01-1-0000-9040	MCYS - Childcare Administration	7,747,619	131,401	5796%	131,401	0 0.00%
61-4-01-2-0002-9040	EDU 80/20 Funding	0	2,060,078	-100%	2,060,078	0 0.00%
61-4-01-2-0007-9040	ELCC Funding	0	612,468	-100%	612,468	0 0.00%
61-4-01-2-0013-9040	Ontario Early Years Child and Family Centres	0	1,108,570	-100%	1,108,570	0 0.00%
61-4-01-3-0001-9040	Expansion Funding	0	1,420,791	-100%	1,420,791	0 0.00%
61-4-01-3-0006-9040	Wage Enhancement	0	1,086,759	-100%	1,086,759	0 0.00%
61-4-01-4-0000-9040	EDU 100% Funding	0	3,774,900	-100%	3,774,900	0 0.00%
61-4-01-5-0000-9513	County of Elgin - Cost Share Subsidy	150,300	207,975	-28%	233,088	25,113 12.08%
61-4-01-5-0000-9520	County of Elgin - Admin Subsidy	63,000	86,937	-28%	63,746	-23,191 -26.68%
<b>TOTAL REVENUE</b>		<b>7,960,919</b>	<b>10,489,879</b>	<b>-24%</b>	<b>10,491,801</b>	<b>1,922 0.02%</b>
<b>EXPENSES</b>						
61-4-01-0-0000-5016	Program Supplies	41	2,000	-98%	2,000	0 0.00%
61-4-01-0-0001-4051	Administrative and Accommodation Allocation	0	107,451	-100%	86,757	-20,694 -19.26%
61-4-01-0-0004-4169	Childcare Software Costs	15,743	14,000	12%	15,500	1,500 10.71%
61-4-01-0-0006-4025	Professional Fees	0	20,000	-100%	20,000	0 0.00%
61-4-01-1-0000-3010	Reg Full-time Wages	427,501	509,984	-16%	527,641	17,657 3.46%
61-4-01-1-0000-3120	All Statutory Benefits	34,579	40,247	-14%	41,318	1,071 2.66%
61-4-01-1-0000-3130	All Employer Benefits	56,765	70,511	-19%	64,336	-6,175 -8.76%
61-4-01-1-0000-3135	Omers	47,208	51,034	-7%	46,525	-4,509 -8.84%
61-4-01-1-0000-4280	Staff Mileage	991	7,000	-86%	7,000	0 0.00%
61-4-01-1-0000-4281	Staff Training & Development	662	5,000	-87%	5,000	0 0.00%
61-4-01-1-0001-4040	Childcare Legal Fees	1,772	4,000	-56%	4,000	0 0.00%
61-4-01-2-0001-4340	Special Needs Costs	292,897	570,000	-49%	570,000	0 0.00%
61-4-01-2-0001-4341	General Operating Grant Costs	2,102,339	3,350,000	-37%	3,454,956	104,956 3.13%
61-4-01-2-0002-4340	DNA Fee Subsidy	922,793	2,900,000	-68%	2,900,000	0 0.00%
61-4-01-2-0003-4344	Ontario Works Childcare Formal	222,932	400,000	-44%	400,000	0 0.00%
61-4-01-2-0003-4345	Ontario Works Childcare Informal	0	2,000	-100%	2,000	0 0.00%
61-4-01-3-0011-4340	Extended Day Fee Subsidy	33,582	150,000	-78%	150,000	0 0.00%
61-4-01-2-0006-4390	Family and Childrens Centres Expenses	628,248	0	0%	0	0 0.00%
61-4-01-2-0013-4390	Ontario Early Years Child and Family Centres	0	1,108,570	-100%	1,108,570	0 0.00%
61-4-01-2-0007-4341	Capacity Building Expense	24,362	174,602	-86%	139,002	-35,600 -20.39%
61-4-01-2-0007-4390	ELCC Expenses	0	612,468	-100%	612,468	0 0.00%
61-4-01-2-0009-4390	Expansion Funding Expense	315	0	0%	0	0 0.00%
61-4-01-2-0011-4390	Emergency Childcare Expense	124,265	0	0%	0	0 0.00%
61-4-01-2-0012-4390	Childrens Services System Planning Expense	49,139	0	0%	0	0 0.00%
61-4-01-3-0006-4340	Wage Enhancement	653,919	1,039,792	-37%	1,039,792	0 0.00%
61-4-01-3-0006-4390	Wage Enhancement Admin	0	46,967	-100%	46,967	0 0.00%
61-4-01-3-0010-3029	Salary Distributions	0	-340,736	-100%	-296,969	43,767 -12.84%
61-4-01-3-0010-4340	Best Start - Planning Implementation Expenses	181	0	0%	0	0 0.00%
61-4-01-8-0000-7045	City O/H Allocation	36,291	48,388	-25%	49,355	967 2.00%
<b>TOTAL EXPENSES</b>		<b>5,676,525</b>	<b>10,893,278</b>	<b>-48%</b>	<b>10,996,218</b>	<b>102,940 0.94%</b>
<b>TOTAL CHILD CARE</b>		<b>-2,284,394</b>	<b>403,399</b>	<b>-666%</b>	<b>504,417</b>	<b>101,018 25.04%</b>

DESCRIPTION	2020	2020	VAR	2021	2020/2021 CHANGE	
	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
SOCIAL HOUSING						
REVENUE						
61-5-01-0-0001-9040	AHP Admin Funding	117,318	21,400	448%	21,400	0 0.00%
61-5-01-0-0005-9515	AHP Home Ownership Recoveries	91,573	0	0%	0	0 0.00%
61-5-01-0-0006-9040	COCHI Funding	115,745	153,000	-24%	609,790	456,790 298.56%
61-5-01-0-0015-9040	AHP Rental Unit Construction Funding	44,441	2,438,515	-98%	0	-2,438,515 -100.00%
61-5-01-0-0020-9040	Provincial Affordability Payment funding	180,000	241,656	-26%	241,656	0 0.00%
61-5-01-0-0030-9040	Debenture Funding	0	326,038	-100%	326,370	332 0.10%
61-5-01-1-0001-9075	Federal Non-Specific Grant SCRSP - Strong Communities Rent	918,680	877,013	5%	974,902	97,889 11.16%
61-5-01-1-0003-9040	Supplement Program	152,801	203,734	-25%	203,734	0 0.00%
61-5-01-1-0005-9040	Housing Allowance Subsidy	23,718	135,000	-82%	0	-135,000 -100.00%
61-5-01-1-0006-9040	Affordable Housing Program Subsidy	0	50,000	-100%	0	-50,000 -100.00%
61-5-01-1-0009-9040	CHPI Funding	1,099,002	1,458,954	-25%	1,458,954	0 0.00%
61-5-01-1-0010-9040	SSRF	1,775,600	0	0%	0	0 0.00%
61-5-01-5-0000-9513	County of Elgin - Cost Share Subsidy	1,079,100	1,439,640	-25%	1,492,155	52,515 3.65%
61-5-01-5-0000-9520	County of Elgin - Admin Subsidy	60,300	98,844	-39%	62,347	-36,497 -36.92%
<b>TOTAL REVENUE</b>		<b>5,658,278</b>	<b>7,443,794</b>	<b>-24%</b>	<b>5,391,308</b>	<b>-2,052,486 -27.57%</b>
EXPENSES						
61-5-01-0-0000-3010	Reg Full-time Wages	372,342	438,478	-15%	587,013	148,535 33.88%
61-5-01-0-0000-3120	All Statutory Benefits	27,691	35,176	-21%	46,898	11,722 33.32%
61-5-01-0-0000-3130	All Employer Benefits	45,321	52,412	-14%	80,835	28,423 54.23%
61-5-01-0-0000-3135	Omors	38,379	43,905	-13%	58,058	14,153 32.24%
61-5-01-0-0000-4023	Association Membership Fees	4,860	5,150	-6%	5,150	0 0.00%
61-5-01-0-0000-4075	Development Consultant	6,055	20,400	-70%	20,400	0 0.00%
61-5-01-0-0000-4076	Contracted Employee	0	5,000	-100%	5,000	0 0.00%
61-5-01-0-0000-4077	AHP Program Delivery Expenses	0	1,000	-100%	1,000	0 0.00%
61-5-01-0-0000-4179	Contracted Services	7,415	30,000	-75%	7,500	-22,500 -75.00%
61-5-01-0-0000-4280	Travel	303	1,600	-81%	1,600	0 0.00%
61-5-01-0-0000-4281	Staff Training & Development	812	6,600	-88%	6,600	0 0.00%
61-5-01-0-0000-5010	Goods & Services	1,144	4,650	-75%	4,650	0 0.00%
61-5-01-0-0000-5016	Eviction Expense	2,899	11,300	-74%	11,300	0 0.00%
61-5-01-0-0001-4051	Administrative and Accommodation Allocation	0	89,543	-100%	86,757	-2,786 -3.11%
61-5-01-0-0001-5016	Community Development Expense	943	0	0%	0	0 0.00%
61-5-01-0-0005-4075	AHP Home Ownership Program	0	50,000	-100%	50,000	0 0.00%
61-5-01-0-0005-7015	AHP Home Ownership Trfr from Reserve	0	-50,000	-100%	-50,000	0 0.00%
61-5-01-0-0006-4059	COCHI Expenses	0	153,000	-100%	609,790	456,790 298.56%
61-5-01-0-0010-4075	Home Repair Expenses	26,280	50,000	-47%	50,000	0 0.00%
61-5-01-0-0015-4075	AHP Rental Unit Construction	0	2,438,515	-100%	0	-2,438,515 -100.00%
61-5-01-0-0020-4075	Provincial Affordability Payment	201,119	241,656	-17%	241,656	0 0.00%
61-5-01-0-0030-4301	Debenture Expense	0	326,038	-100%	326,370	332 0.10%
61-5-01-1-0000-4301	Service Manager Subsidy - Non Profit Providers	2,324,364	3,277,766	-29%	3,277,766	0 0.00%
61-5-01-1-0000-4303	Portable Housing Benefit	197,468	230,000	-14%	240,000	10,000 4.35%
61-5-01-1-0002-4301	ESHC Subsidy	0	891,703	-100%	843,821	-47,882 -5.37%
61-5-01-1-0003-4301	OCHAP CHSP Rent Supplement	67,146	85,000	-21%	85,000	0 0.00%
61-5-01-1-0003-4303	Provincial Rent Supplement	160,422	217,250	-26%	217,250	0 0.00%
61-5-01-1-0004-4050	Help program expenses	230,229	340,873	-32%	340,873	0 0.00%
61-5-01-1-0005-4303	Housing Allowance Program Expenses	141,474	135,000	5%	135,000	0 0.00%
61-5-01-1-0008-4340	Temporary Pandemic Pay	1,372	0	0%	0	0 0.00%
61-5-01-1-0009-3025	CHPI Admin Expenses	0	228,263	-100%	228,263	0 0.00%
61-5-01-1-0009-3029	Salary Distributions - CHPI	0	-231,528	-100%	-308,263	-76,735 33.14%
61-5-01-1-0009-4311	CHPI Expenses	855,737	889,818	-4%	889,818	0 0.00%
61-5-01-1-0010-4075	SSRF	798,032	0	0%	0	0 0.00%
61-5-01-8-0000-7045	City O/H Allocation	23,957	31,943	-25%	32,582	639 2.00%
<b>TOTAL EXPENSES</b>		<b>5,535,764</b>	<b>10,050,511</b>	<b>-45%</b>	<b>8,132,687</b>	<b>-1,917,824 -19.08%</b>
<b>TOTAL SOCIAL HOUSING</b>		<b>-122,514</b>	<b>2,606,717</b>	<b>-105%</b>	<b>2,741,379</b>	<b>134,662 5.17%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
PUBLIC HOUSING							
REVENUE							
61-6-01-0-0000-9010	ESHC Non-Specific Grant CSM	0	891,703	-100%	873,821	-17,882	-2.01%
61-6-01-0-0000-9340	ESHC Rental Revenue	1,566,414	2,185,000	-28%	2,185,000	0	0.00%
61-6-01-0-0000-9400	ESHC - Online payments	64,858	0	0%	0	0	0.00%
61-6-01-0-0000-9514	Tenant Recoveries	2,818	6,000	-53%	6,000	0	0.00%
61-6-01-0-0000-9516	Sundry Revenue	37,667	50,000	-25%	50,000	0	0.00%
61-6-01-0-0000-7991	Bad Debts	0	-30,000	-100%	-60,000	-30,000	100.00%
61-6-01-0-0001-9515	Other revenue	-40,598	0	0%	0	0	0.00%
61-6-01-0-0030-9010	Debenture	0	326,038	-100%	326,370	332	0.10%
<b>TOTAL REVENUE</b>		<b>1,631,159</b>	<b>3,428,741</b>	<b>-52%</b>	<b>3,381,191</b>	<b>-47,550</b>	<b>-1.39%</b>
EXPENSES							
61-6-01-0-0000-4110	Housing Tenant Refunds	2,635	0	0%	0	0	0.00%
61-6-01-0-0001-4043	Consultants - Legal	1,140	10,000	-89%	5,000	-5,000	-50.00%
61-6-01-0-0001-4160	Equipment Rental - Non Owned	2,979	7,500	-60%	5,000	-2,500	-33.33%
61-6-01-0-0001-4249	Telephone	9,750	11,000	-11%	11,000	0	0.00%
61-6-01-0-0001-5011	Office Supplies	51	0	0%	0	0	0.00%
61-6-01-0-0001-7910	Administration Expense	6,789	364,000	-98%	371,000	7,000	1.92%
61-6-01-0-0010-7310	Debenture Expense	0	453,889	-100%	424,460	-29,429	-6.48%
61-6-01-1-0000-4280	Staff Mileage	232	0	0%	0	0	0.00%
61-6-01-2-0010-4141	Building Maintenance/Repair	89,443	0	0%	0	0	0.00%
61-6-01-2-0010-4150	Building Maintenance - Work Manager	531,257	730,000	-27%	730,000	0	0.00%
61-6-01-2-0010-4190	City Own Property Taxes	839,965	840,000	0%	851,231	11,231	1.34%
61-6-01-2-0010-4212	Insurance Premiums	56,100	93,352	-40%	64,500	-28,852	-30.91%
61-6-01-2-0010-5410	Electricity (Hydro)	232,436	360,000	-35%	360,000	0	0.00%
61-6-01-2-0010-5415	Water	87,222	100,000	-13%	100,000	0	0.00%
61-6-01-2-0010-5421	Natural gas - heating	53,668	79,000	-32%	79,000	0	0.00%
61-6-01-2-0010-6025	Capital Asset Repairs	269,317	380,000	-29%	380,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>2,182,984</b>	<b>3,428,741</b>	<b>-36%</b>	<b>3,381,191</b>	<b>-47,550</b>	<b>-1.39%</b>
<b>TOTAL PUBLIC HOUSING</b>		<b>551,825</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL S.S. - ONTARIO WORKS</b>		<b>-2,069,176</b>	<b>4,236,562</b>	<b>-149%</b>	<b>4,466,062</b>	<b>229,500</b>	<b>5.42%</b>

	2020	2020	VAR	2021	2020/2021 CHANGE	
DESCRIPTION	Oct. YTD	BUDGET	%	BUDGET	(\$)	(%)
SOCIAL SERVICES - VALLEYVIEW						
ADMINISTRATION						
REVENUE						
Ontario Specific Grant - Nursing & Personal Care	4,080,194	6,208,903	-34%	6,379,256	170,353	2.74%
Ontario Specific Grant - Program & Support Service	506,175	0	0%	0	0	0.00%
Ontario Specific Grant-Raw Foods	395,927	0	0%	0	0	0.00%
Ontario Specific Grant-Other Accomodation	240,811	0	0%	0	0	0.00%
Ontario Specific Grant - Equalization & Pay Equity	134,916	161,544	-16%	161,544	0	0.00%
Ontario Specific Grant - High Wage	71,250	85,500	-17%	85,500	0	0.00%
Ward-Basic	1,237,709	1,404,252	-12%	1,404,252	0	0.00%
Miscellaneous Revenue	788,194	20,000	3841%	20,000	0	0.00%
Private Basic	466,501	560,000	-17%	560,000	0	0.00%
Respite Revenue	4,064	18,000	-77%	18,000	0	0.00%
Private-Preferred	192,432	220,000	-13%	220,000	0	0.00%
Semi Preferred	108,101	115,000	-6%	115,000	0	0.00%
Semi Basic	550,014	622,961	-12%	622,961	0	0.00%
Sales	0	500	-100%	500	0	0.00%
Donations	5,165	0	0%	0	0	0.00%
Pharmacy Sponsored Program	287,961	110,000	162%	60,000	-50,000	-45.45%
TOTAL REVENUE	9,069,414	9,526,660	-5%	9,647,013	120,353	1.26%
EXPENSES						
Reg Full-time Wages	290,139	331,481	-12%	336,510	5,029	1.52%
Reg Part-time Wages	44,967	0	0%	0	0	0.00%
All Overtime	3,688	0	0%	0	0	0.00%
All Statutory Benefits	25,256	23,790	6%	24,552	762	3.20%
All Employer Benefits	28,243	37,563	-25%	39,686	2,123	5.65%
Omers	30,731	34,789	-12%	35,383	594	1.71%
Conference Fees	299	2,700	-89%	2,700	0	0.00%
Association Membership Fees	11,833	11,500	3%	11,500	0	0.00%
Legal Fees & Expenses	0	4,000	-100%	4,000	0	0.00%
External Audit Fees & Expenses	0	2,500	-100%	2,500	0	0.00%
Advertising, Marketing & Prom.	505	2,450	-79%	2,450	0	0.00%
Computer Program Maint. Contract	62,121	8,800	606%	9,200	400	4.55%
Other Contracted Services	5,785	11,500	-50%	11,500	0	0.00%
Vehicle Maintenance/Repair	285	1,200	-76%	1,200	0	0.00%
Telephone Services	3,967	12,000	-67%	12,000	0	0.00%
Regular Postage	2,643	4,700	-44%	4,700	0	0.00%
Photocopying	774	1,100	-30%	1,100	0	0.00%
Staff Mileage	0	1,700	-100%	1,700	0	0.00%
Misc. Administrative Expenses	9,174	7,200	27%	7,200	0	0.00%
Office Supplies	6,916	10,500	-34%	10,500	0	0.00%
In-Service Coordinator	0	1,200	-100%	1,200	0	0.00%
Equipment Maint/Repair Supply	0	400	-100%	400	0	0.00%
Volunteer Co-ordinator	1,318	2,200	-40%	2,200	0	0.00%
Books & Subscriptions	253	850	-70%	850	0	0.00%
Tools & Equipment Replacement	265	1,500	-82%	1,500	0	0.00%
Internal Fleet Charges	3,553	7,680	-54%	7,680	0	0.00%
Bad Debts	677	0	0%	0	0	0.00%
Pharmacy Sponsored Expenditure	4,155	110,000	-96%	60,000	-50,000	-45.45%
TOTAL EXPENSES	537,547	633,303	-15%	592,211	-41,092	-6.49%
TOTAL ADMINISTRATION	-8,531,867	-8,893,357	-4%	-9,054,802	-161,445	1.82%



DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)(%)	
MDS							
REVENUE							
61-8-01-1-2000-9040	MDS Funding	59,345	75,204	-21%	75,204	0	0.00%
	<b>TOTAL REVENUE</b>	<b>59,345</b>	<b>75,204</b>	<b>-21%</b>	<b>75,204</b>	<b>0</b>	<b>0.00%</b>
EXPENSES							
61-8-01-1-2000-3010	Reg Full-time Wages	63,711	70,543	-10%	71,598	1,055	1.50%
61-8-01-1-2000-3090	Overtime / Stat Pay	4,610	0	0%	0	0	0.00%
61-8-01-1-2000-3120	All Statutory Benefits	5,134	5,502	-7%	5,610	108	1.96%
61-8-01-1-2000-3130	All ER Benefits	8,062	9,960	-19%	10,012	52	0.52%
61-8-01-1-2000-3135	OMERS	6,129	6,920	-11%	6,989	69	1.00%
	<b>TOTAL EXPENSES</b>	<b>87,646</b>	<b>92,925</b>	<b>-6%</b>	<b>94,209</b>	<b>1,284</b>	<b>1.38%</b>
	<b>TOTAL MDS</b>	<b>28,301</b>	<b>17,721</b>	<b>60%</b>	<b>19,005</b>	<b>1,284</b>	<b>7.25%</b>
HIGH INTENSITY NEEDS							
REVENUE							
61-8-01-1-5000-9040	Provincial Funding - High Intensity Needs	47,855	16,800	185%	16,800	0	0.00%
	<b>TOTAL REVENUE</b>	<b>47,855</b>	<b>16,800</b>	<b>185%</b>	<b>16,800</b>	<b>0</b>	<b>0.00%</b>
EXPENSES							
61-8-01-1-5000-5010	General Supplies	0	5,000	-100%	5,000	0	0.00%
61-8-01-1-5000-5016	Medical Supplies	0	5,000	-100%	5,000	0	0.00%
61-8-01-1-5000-5017	Equipment Maint/Repair Supply	0	3,000	-100%	3,000	0	0.00%
61-8-01-1-5000-5510	Books & Subscriptions	0	500	-100%	500	0	0.00%
61-8-01-1-5000-6130	Tools & Equipment Replacement	0	3,300	-100%	3,300	0	0.00%
61-8-01-1-5000-4057	High Intensity Transportation	31,837	0	0%	0	0	0.00%
	<b>TOTAL EXPENSES</b>	<b>31,837</b>	<b>16,800</b>	<b>90%</b>	<b>16,800</b>	<b>0</b>	<b>0.00%</b>
	<b>TOTAL HIGH INTENSITY NEEDS</b>	<b>-16,018</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
	<b>TOTAL ADMINISTRATION</b>	<b>-8,519,584</b>	<b>-8,875,636</b>	<b>-4%</b>	<b>-9,035,797</b>	<b>-160,161</b>	<b>1.80%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
ACTIVATION							
REVENUE							
61-8-01-2-0000-9510	Activation Donations	1,865	0	0%	0	0	0.00%
61-8-01-2-0000-9515	Miscellaneous Revenue	140	0	0%	0	0	0.00%
61-8-01-2-0010-9510	Gentle Care Donations	2,297	0	0%	0	0	0.00%
61-8-01-2-0020-9510	Family and Friends Council	2,520	0	0%	0	0	0.00%
61-8-01-2-0030-9510	The Whistle Stop	525	0	0%	0	0	0.00%
<b>TOTAL REVENUE</b>		<b>7,347</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
EXPENSES							
61-8-01-2-0000-3010	Reg Full-time Wages	205,305	245,419	-16%	249,496	4,077	1.66%
61-8-01-2-0000-3011	Reg Part-time Wages	123,788	129,152	-4%	131,569	2,417	1.87%
61-8-01-2-0000-3039	Premium O/T	0	800	-100%	800	0	0.00%
61-8-01-2-0000-3090	All Overtime	5,612	400	1303%	400	0	0.00%
61-8-01-2-0000-3120	All Statutory Benefits	29,855	33,379	-11%	33,899	520	1.56%
61-8-01-2-0000-3130	All Employer Benefits	31,463	37,152	-15%	39,447	2,295	6.18%
61-8-01-2-0000-3135	Omers	27,340	29,081	-6%	29,211	130	0.45%
61-8-01-2-0000-4016	Food, Catering Costs	34,932	42,000	-17%	44,000	2,000	4.76%
61-8-01-2-0000-4022	Conference Fees	540	900	-40%	900	0	0.00%
61-8-01-2-0000-4023	Association Membership Fees	0	300	-100%	300	0	0.00%
61-8-01-2-0000-4075	Social Work	12,396	15,000	-17%	15,000	0	0.00%
61-8-01-2-0000-4280	Staff Mileage	37	225	-84%	225	0	0.00%
61-8-01-2-0000-5010	General Supplies	8,099	1,000	710%	1,000	0	0.00%
61-8-01-2-0000-5011	Office Supplies	0	100	-100%	100	0	0.00%
61-8-01-2-0000-5016	Resident Entertainment	11,183	23,000	-51%	23,000	0	0.00%
61-8-01-2-0000-5017	Equipment Maint/Repair Supply	440	900	-51%	900	0	0.00%
61-8-01-2-0000-5026	Uniforms/Supply	300	1,600	-81%	1,600	0	0.00%
61-8-01-2-0000-5510	Books & Subscriptions	624	1,200	-48%	1,200	0	0.00%
61-8-01-2-0000-6130	Tools & Equipment Replacement	449	600	-25%	600	0	0.00%
61-8-01-2-0020-5016	Family and Friends Council Expenditures	400	0	0%	0	0	0.00%
61-8-01-2-0030-5016	The Whistle Stop Expenditures	6,251	0	0%	0	0	0.00%
61-8-01-2-1000-4330	Exercise Expenses	72,973	12,000	508%	12,000	0	0.00%
61-8-01-2-1000-4336	Physiotherapy Expense	40,727	112,608	-64%	112,608	0	0.00%
<b>TOTAL EXPENSES</b>		<b>612,714</b>	<b>686,816</b>	<b>-11%</b>	<b>698,255</b>	<b>11,439</b>	<b>1.67%</b>
<b>TOTAL ACTIVATION</b>		<b>605,367</b>	<b>686,816</b>	<b>-12%</b>	<b>698,255</b>	<b>11,439</b>	<b>1.67%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	CHANGE (%)
NURSING DEPARTMENT							
<b>OPERATIONS</b>							
<b>REVENUE</b>							
61-8-01-3-0000-9515	Recoveries	20,785	4,000	420%	4,000	0	0.00%
	<b>TOTAL REVENUE</b>	<b>20,785</b>	<b>4,000</b>	<b>420%</b>	<b>4,000</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSES</b>							
61-8-01-3-0000-3010	Reg Full-time Wages	2,635,486	3,513,143	-25%	3,583,405	70,262	2.00%
61-8-01-3-0000-3011	Reg Part-time Wages	2,096,820	2,055,486	2%	2,178,000	122,514	5.96%
61-8-01-3-0000-3039	Premiums	0	51,000	-100%	51,000	0	0.00%
61-8-01-3-0000-3090	All Overtime/Stat Pay	152,833	35,000	337%	35,000	0	0.00%
61-8-01-3-0000-3120	All Statutory Benefits	413,686	483,125	-14%	491,256	8,131	1.68%
61-8-01-3-0000-3130	All Employer Benefits	479,381	516,025	-7%	529,125	13,100	2.54%
61-8-01-3-0000-3135	Omers	323,500	415,126	-22%	415,126	0	0.00%
61-8-01-3-0000-4022	Conference Fees	1,110	1,900	-42%	1,900	0	0.00%
61-8-01-3-0000-4023	Association Membership Fees	0	200	-100%	200	0	0.00%
61-8-01-3-0000-4075	Medical Director	14,892	18,000	-17%	18,000	0	0.00%
61-8-01-3-0000-4076	Physician On Call	12,438	15,500	-20%	15,500	0	0.00%
61-8-01-3-0000-4280	Staff Mileage	81	250	-68%	250	0	0.00%
61-8-01-3-0000-5010	General Supplies	79,256	1,500	5184%	1,500	0	0.00%
61-8-01-3-0000-5016	Medical Supplies	47,096	39,500	19%	39,500	0	0.00%
61-8-01-3-0000-5017	Equipment Maint/Repair Supply	31,040	30,152	3%	30,152	0	0.00%
61-8-01-3-0000-5026	Uniforms/Supply	600	24,000	-98%	24,000	0	0.00%
61-8-01-3-0000-5510	Books & Subscriptions	36	18,500	-100%	18,500	0	0.00%
61-8-01-3-0000-6130	Tools & Equipment Replacement	65,213	69,000	-5%	69,000	0	0.00%
	<b>TOTAL EXPENSES</b>	<b>6,353,468</b>	<b>7,287,407</b>	<b>-13%</b>	<b>7,501,414</b>	<b>214,007</b>	<b>2.94%</b>
	<b>TOTAL OPERATIONS</b>	<b>6,332,683</b>	<b>7,283,407</b>	<b>-13%</b>	<b>7,497,414</b>	<b>214,007</b>	<b>2.94%</b>
REGISTERED PRACTICAL NURSE - SPECIAL FUNDING							
<b>REVENUE</b>							
61-8-01-3-1000-9040	Provincial Funding - Registered Practical Nurse	88,340	0	0%	0	0	0.00%
	<b>TOTAL REVENUE</b>	<b>88,340</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSES</b>							
61-8-01-3-1000-3010	Reg Full-Time Wages	1,324	0	0%	0	0	0.00%
61-8-01-3-1000-3011	Reg Part-Time Wages	493	0	0%	0	0	0.00%
61-8-01-3-1000-3090	All Overtime/Stat Pay	138	0	0%	0	0	0.00%
61-8-01-3-1000-3120	All Statutory Benefits	84	0	0%	0	0	0.00%
61-8-01-3-1000-3130	All Employer Benefits	7	0	0%	0	0	0.00%
61-8-01-3-1000-3135	Omers	253	0	0%	0	0	0.00%
	<b>TOTAL EXPENSES</b>	<b>2,299</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
	<b>TOTAL REGISTERED PRACTICAL</b>	<b>-86,041</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
BSO							
<b>REVENUE</b>							
61-8-01-3-2000-9040	Provincial Funding - BSO	58,120	69,738	-17%	69,738	0	0.00%
	<b>TOTAL REVENUE</b>	<b>58,120</b>	<b>69,738</b>	<b>-17%</b>	<b>69,738</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENSES</b>							
61-8-01-3-2000-3010	Reg Full-Time Wages - BSO	31,802	6,730	373%	6,730	0	0.00%
61-8-01-3-2000-3011	Reg Part-Time Wages - BSO	0	47,122	-100%	47,122	0	0.00%
61-8-01-3-2000-3130	All Employer Benefits - BSO	283	6,897	-96%	6,897	0	0.00%
61-8-01-3-2000-3135	Omers - BSO	0	6,589	-100%	6,589	0	0.00%
61-8-01-3-2000-5011	General Supplies - BSO	380	2,400	-84%	2,400	0	0.00%
	<b>TOTAL EXPENSES</b>	<b>32,465</b>	<b>69,738</b>	<b>-53%</b>	<b>69,738</b>	<b>0</b>	<b>0.00%</b>
	<b>TOTAL BSO</b>	<b>-25,655</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
	<b>TOTAL NURSING DEPARTMENT</b>	<b>6,220,987</b>	<b>7,283,407</b>	<b>-15%</b>	<b>7,497,414</b>	<b>214,007</b>	<b>2.94%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
DIETARY SERVICES							
REVENUE							
61-8-01-4-0000-9515	Recoveries	5	500	-99%	500	0	0.00%
	<b>TOTAL REVENUE</b>	<b>5</b>	<b>500</b>	<b>-99%</b>	<b>500</b>	<b>0</b>	<b>0.00%</b>
EXPENSES							
61-8-01-4-0000-4016	Food, Catering Costs	1,258,456	1,355,890	-7%	1,383,007	27,117	2.00%
61-8-01-4-0000-5010	General Supplies	517	4,900	-89%	4,900	0	0.00%
61-8-01-4-0000-5016	Program Supplies	4,999	7,400	-32%	7,400	0	0.00%
61-8-01-4-0000-5017	Equipment Maint/Repair Supply	22,883	9,500	141%	10,000	500	5.26%
61-8-01-4-0000-6130	Tools & Equipment Replacement	3,414	7,000	-51%	7,000	0	0.00%
	<b>TOTAL EXPENSES</b>	<b>1,290,269</b>	<b>1,384,690</b>	<b>-7%</b>	<b>1,412,307</b>	<b>27,617</b>	<b>1.99%</b>
	<b>TOTAL DIETARY SERVICES</b>	<b>1,290,264</b>	<b>1,384,190</b>	<b>-7%</b>	<b>1,411,807</b>	<b>27,617</b>	<b>2.00%</b>
HOUSEKEEPING/LAUNDRY							
REVENUE							
61-8-01-5-0000-9516	Laundry Service Recoveries	0	500	-100%	500	0	0.00%
	<b>TOTAL REVENUE</b>	<b>0</b>	<b>500</b>	<b>-100%</b>	<b>500</b>	<b>0</b>	<b>0.00%</b>
EXPENSES							
61-8-01-5-0000-3010	Reg Full-time Wages	317,903	367,618	-14%	374,024	6,406	1.74%
61-8-01-5-0000-3011	Reg Part-time Wages	203,011	194,490	4%	195,646	1,156	0.59%
61-8-01-5-0000-3039	Premium - Part Time Workers	0	500	-100%	500	0	0.00%
61-8-01-5-0000-3090	All Overtime/Stat Pay	15,216	1,500	914%	1,500	0	0.00%
61-8-01-5-0000-3120	All Statutory Benefits	48,565	52,582	-8%	54,429	1,847	3.51%
61-8-01-5-0000-3130	All Employer Benefits	46,110	60,346	-24%	65,317	4,971	8.24%
61-8-01-5-0000-3135	Omers	30,243	46,353	-35%	46,852	499	1.08%
61-8-01-5-0000-4058	Contracted Janitorial Services	205,428	247,485	-17%	251,489	4,004	1.62%
61-8-01-5-0000-5010	General Supplies	3,620	8,000	-55%	8,000	0	0.00%
61-8-01-5-0000-5011	Incontinence Supplies	59,559	64,000	-7%	65,000	1,000	1.56%
61-8-01-5-0000-5013	Janitorial Supplies	94,812	49,000	93%	49,500	500	1.02%
61-8-01-5-0000-5016	Program Supplies	20,613	9,600	115%	9,600	0	0.00%
61-8-01-5-0000-5017	Equipment Maint/Repair Supply	5,517	3,000	84%	3,000	0	0.00%
61-8-01-5-0000-5026	Uniforms/Supply	0	3,750	-100%	3,750	0	0.00%
61-8-01-5-0000-5027	Laundry Supplies	14,729	14,000	5%	14,000	0	0.00%
61-8-01-5-0000-6130	Tools & Equipment Replacement	0	1,000	-100%	1,000	0	0.00%
61-8-01-5-0000-6850	Furnishings	6,953	2,500	178%	2,500	0	0.00%
	<b>TOTAL EXPENSES</b>	<b>1,072,279</b>	<b>1,125,724</b>	<b>-5%</b>	<b>1,146,107</b>	<b>20,383</b>	<b>1.81%</b>
	<b>TOTAL HOUSEKEEPING/LAUNDRY</b>	<b>1,072,279</b>	<b>1,125,224</b>	<b>-5%</b>	<b>1,145,607</b>	<b>20,383</b>	<b>1.81%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	2020/2021 CHANGE (%)
ADULT DAY PROGRAM							
REVENUE							
61-8-01-6-0000-9040	Ontario Specific Grant	472,549	646,325	-27%	646,325	0	0.00%
61-8-01-6-0000-9041	One Time Funding	58,860	0	0%	0	0	0.00%
61-8-01-6-0000-9510	Donations	108	0	0%	0	0	0.00%
61-8-01-6-0000-9513	Recoveries/Other Municipality	0	80,000	-100%	80,000	0	0.00%
61-8-01-6-0000-9514	Recoveries/Sundry User Groups	14,993	57,980	-74%	57,980	0	0.00%
61-8-01-6-0000-9515	Day Program Recoveries	0	8,000	-100%	8,000	0	0.00%
61-8-01-6-0003-9513	Recoveries/Other Municipality	12,000	0	0%	0	0	0.00%
61-8-01-6-0003-9514	Recoveries/Sundry User Groups	6,667	0	0%	0	0	0.00%
<b>TOTAL REVENUE</b>		<b>565,177</b>	<b>792,305</b>	<b>-29%</b>	<b>792,305</b>	<b>0</b>	<b>0.00%</b>
EXPENSES							
61-8-01-6-0000-7040	Internal Fleet Charges	13,383	26,000	-49%	26,000	0	0.00%
61-8-01-6-0000-7045	Building Occupancy	15,000	20,000	-25%	20,000	0	0.00%
61-8-01-6-0000-7910	Central Agency Costs	0	3,000	-100%	3,000	0	0.00%
61-8-01-6-0000-3010	Reg Full-time Salaries & Wages	83,737	96,000	-13%	96,000	0	0.00%
61-8-01-6-0001-3010	Reg Full-time Salaries & Wages	69,426	80,568	-14%	80,568	0	0.00%
61-8-01-6-0000-3011	Reg Part-time Salaries & Wages	246,370	362,725	-32%	362,725	0	0.00%
61-8-01-6-0000-3090	O/T	4,230	4,500	-6%	4,500	0	0.00%
61-8-01-6-0000-3120	All Statutory Benefits	29,787	18,567	60%	18,567	0	0.00%
61-8-01-6-0001-3120	All Statutory Benefits	5,189	6,254	-17%	6,254	0	0.00%
61-8-01-6-0000-3130	All Employer Benefits	19,504	22,489	-13%	22,489	0	0.00%
61-8-01-6-0001-3130	All Employer Benefits	8,491	10,600	-20%	10,600	0	0.00%
61-8-01-6-0000-4020	Training, Workshops, Exam Fees	0	2,000	-100%	2,000	0	0.00%
61-8-01-6-0000-4022	Professional Development	1,350	1,500	-10%	1,500	0	0.00%
61-8-01-6-0000-4023	Memberships	198	1,000	-80%	1,000	0	0.00%
61-8-01-6-0000-4040	Legal Fees	0	2,000	-100%	2,000	0	0.00%
61-8-01-6-0000-4042	Audit Fees & Expenses	0	600	-100%	600	0	0.00%
61-8-01-6-0000-4051	Advertising, Marketing & Prom.	0	5,000	-100%	5,000	0	0.00%
61-8-01-6-0000-4246	Adult Day Cable	2,450	4,000	-39%	4,000	0	0.00%
61-8-01-6-0000-4249	Telephone Services	730	1,000	-27%	1,000	0	0.00%
61-8-01-6-0000-4280	Staff Mileage	3,921	8,700	-55%	8,700	0	0.00%
61-8-01-6-0000-5010	Program Supplies	23,416	14,000	67%	14,000	0	0.00%
61-8-01-6-0000-5011	Office Supplies	0	1,500	-100%	1,500	0	0.00%
61-8-01-6-0000-5016	Equipment Purchases and Maintenance	3,764	6,000	-37%	6,000	0	0.00%
61-8-01-6-0000-5026	Uniforms/Supply	0	1,900	-100%	1,900	0	0.00%
61-8-01-6-0000-4059	Allocated Administration	0	9,000	-100%	9,000	0	0.00%
61-8-01-6-0000-4065	ADP Computer Fees	1,009	1,000	1%	1,000	0	0.00%
61-8-01-6-0000-4075	Contracted Services-Food	6,641	33,000	-80%	33,000	0	0.00%
61-8-01-6-0000-3039	Shift Premium	0	1,000	-100%	1,000	0	0.00%
61-8-01-6-0002-4061	Contracted Services - Wages	14,900	0	0%	0	0	0.00%
61-8-01-6-0000-4057	Transportation	1,075	6,000	-82%	6,000	0	0.00%
61-8-01-6-0003-4057	Transportation	1,994	0	0%	0	0	0.00%
61-8-01-6-0000-3135	Omers	17,498	21,748	-20%	21,748	0	0.00%
61-8-01-6-0001-3135	Omers	7,316	10,154	-28%	10,154	0	0.00%
61-8-01-6-0000-4076	Raw Food Costs	929	1,500	-38%	1,500	0	0.00%
61-8-01-6-0002-4062	Contracted Services - Benefits	4,153	0	0%	0	0	0.00%
61-8-01-6-0000-4077	Entertainment	2,478	9,000	-72%	9,000	0	0.00%
<b>TOTAL EXPENSES</b>		<b>588,939</b>	<b>792,305</b>	<b>-26%</b>	<b>792,305</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL ADULT DAY PROGRAM</b>		<b>23,762</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

DESCRIPTION		2020 Oct. YTD	2020 BUDGET	VAR %	2021 BUDGET	2020/2021 CHANGE (\$)	CHANGE (%)
ANCILLARY SERVICES							
REVENUE							
61-8-01-7-0001-9515	Transportation	509	0	0%	0	0	0.00%
61-8-01-7-0003-9515	Hairdresser/Barber	15,878	0	0%	0	0	0.00%
TOTAL REVENUE		16,387	0	0%	0	0	0.00%
EXPENSES							
61-8-01-7-0003-6310	Hairdressing/Barber Service	19,393	0	0%	0	0	0.00%
61-8-01-7-0005-5016	High Intensity Supplies	4,107	0	0%	0	0	0.00%
TOTAL EXPENSES		23,500	0	0%	0	0	0.00%
TOTAL ANCILLARY SERVICES		7,113	0	0%	0	0	0.00%
BUILDING							
REVENUE							
61-8-01-8-0000-9516	Misc. Recoveries	25,902	1,000	2490%	1,000	0	0.00%
TOTAL REVENUE		25,902	1,000	2490%	1,000	0	0.00%
EXPENSES							
61-8-01-8-0000-3010	Reg Full-time Wages	208,442	239,708	-13%	243,086	3,378	1.41%
61-8-01-8-0000-3011	Part Time Salaries	16,074	15,504	4%	18,251	2,747	17.72%
61-8-01-8-0000-3039	Shift Premium	1,826	200	813%	200	0	0.00%
61-8-01-8-0000-3090	All Overtime/Stat Pay	1,479	1,500	-1%	1,500	0	0.00%
61-8-01-8-0000-3120	All Statutory Benefits	17,041	19,262	-12%	18,251	-1,011	-5.25%
61-8-01-8-0000-3130	All Employer Benefits	25,787	30,531	-16%	32,367	1,836	6.01%
61-8-01-8-0000-3135	Omers	21,861	26,206	-17%	25,257	-949	-3.62%
61-8-01-8-0000-4063	Contracted Garbage Collection	10,960	15,500	-29%	16,000	500	3.23%
61-8-01-8-0000-4075	Contracted Services	135,862	90,000	51%	90,000	0	0.00%
61-8-01-8-0000-4141	Building Maintenance/Repair	19,091	20,500	-7%	20,500	0	0.00%
61-8-01-8-0000-4246	Cable TV	4,239	6,000	-29%	6,000	0	0.00%
61-8-01-8-0000-4249	Telephone Expenses	4,967	750	562%	750	0	0.00%
61-8-01-8-0000-4280	Staff Mileage	0	400	-100%	400	0	0.00%
61-8-01-8-0000-5010	Donation Purchases	130	0	0%	0	0	0.00%
61-8-01-8-0000-5015	Building Maint Supplies	19,913	18,700	6%	19,100	400	2.14%
61-8-01-8-0000-5017	Equipment Maint/Repair Supply	28,492	56,500	-50%	57,000	500	0.88%
61-8-01-8-0000-5026	Uniforms/Supply	300	925	-68%	925	0	0.00%
61-8-01-8-0000-5410	Electricity (Hydro)	118,438	174,000	-32%	174,000	0	0.00%
61-8-01-8-0000-5415	Water	44,464	44,900	-1%	44,900	0	0.00%
61-8-01-8-0000-5421	Natural gas - heating	51,565	83,000	-38%	83,000	0	0.00%
61-8-01-8-0000-5510	Books & Subscriptions	150	150	0%	150	0	0.00%
61-8-01-8-0000-6130	Tools & Equipment Replacement	1,836	1,500	22%	1,500	0	0.00%
61-8-01-8-0000-7045	ADP Building Distribution	-15,000	-20,000	-25%	-20,000	0	0.00%
TOTAL EXPENSES		717,917	825,736	-13%	833,137	7,401	0.90%
TOTAL BUILDING		692,015	824,736	-16%	832,137	7,401	0.90%
MAJOR MAINTENANCE							
EXPENSES							
61-8-01-8-0010-4075	Contracted Services	20,318	50,000	-59%	50,000	0	0.00%
TOTAL MAJOR MAINTENANCE		20,318	50,000	-59%	50,000	0	0.00%
TOTAL BUILDING/MAJOR		712,333	874,736	-19%	882,137	7,401	0.85%
TOTAL S.S. - VALLEYVIEW		1,412,521	2,478,737	-43%	2,599,423	120,686	4.87%

## 2021 Reserve and Reserve Fund Forecasts

RESERVES	Forerforecasted Opening Balance	Contributions	Draws	Forerforecasted Closing Balance
<b><u>For Working Capital and Contingencies</u></b>				
Working Reserve	3,800,000	-	-	3,800,000
Industrial Land Reserve	3,347,265	-	3,723,600 -	376,335
Industrial Land Servicing Reserve	476,400	-	476,400	-
Self Insurance Reserve	200,000	-	-	200,000
Airport Reserve	56,250	75,000	-	131,250
Community Centres Maintenance Reserve	- 62,817	-	- -	62,817
Parks Bridge Estate	76,773	-	-	76,773
CEPAC	5,613	-	-	5,613
Subdivisions	744,279	-	-	744,279
Environmental Reserve	60,000	-	-	60,000
	8,703,763	75,000	4,200,000	4,578,763
<b><u>For Human Resources</u></b>				
Reserve for HR Issues	1,000,000	-	-	1,000,000
WSIB Excess Indemnity Reserve	1,000,000	-	-	1,000,000
	2,000,000	-	-	2,000,000
<b><u>For Social and Family Services</u></b>				
AHP Rental Unit Construction Reserve	8,171	-	-	8,171
One-time Federal	325,640	-	-	325,640
Best Start Unconditional Funding Reserve	215	-	-	215
Valleyview Donations	134,130	-	-	134,130
	468,156	-	-	468,156
<b><u>For General Operations</u></b>				
Infrastructure Renewal Reserve	1,740,225	1,157,370	674,100	2,223,495
Vehicle and Equipment Reserve	80,000	-	-	80,000
	1,820,225	1,157,370	674,100	2,303,495
<b><u>For Sewer Operations</u></b>				
Sewer Connection Agreement	311,278	-	-	311,278
<b>TOTAL RESERVES</b>	<b>13,303,422</b>	<b>1,232,370</b>	<b>4,874,100</b>	<b>9,661,692</b>
<b>RESERVE FUNDS</b>				
	Opening	Contributions	Draws	Closing
<b><u>For General Operations</u></b>				
AHP Home Ownership Reserve Fund	98,642	-	-	98,642
VV Counsell Estate Reserve Fund	297,907	-	247,000	50,907
	396,549	-	247,000	149,549
<b><u>For Water Operations</u></b>				
Water Reserve Fund	7,809,338	3,735,645	6,186,550	5,358,433
Secondary Water Reserve Fund	2,213,960	812,970	-	3,026,930
	10,023,298	4,548,615	6,186,550	8,385,363
<b><u>For Sewer Operations</u></b>				
Sewer Reserve	1,648,807	4,032,920	5,136,094	545,633
<b><u>Deferred Revenue</u></b>				
Development Charges	13,719,553	5,100,000	9,250,000	9,569,553
Parkland Reserve	79,487	-	-	79,487
Provincial Gas Tax Reserve	1,005,037	402,730	271,000	1,136,767
Federal Gas Tax Reserve	486,000	2,360,705	2,846,705	-
Building Permit Fee Stabilization Reserve Fund	1,371,210	322	-	1,371,532
	16,661,287	7,863,757	12,367,705	12,157,339
<b>TOTAL RESERVE FUNDS</b>	<b>28,729,941</b>	<b>16,445,292</b>	<b>23,937,349</b>	<b>21,237,884</b>
<b>TOTAL RESERVES &amp; RESERVE FUNDS</b>	<b>42,033,363</b>	<b>17,677,662</b>	<b>28,811,449</b>	<b>30,899,576</b>

## Projected Property Tax Supported Debt Servicing Charges

					<u>Repayments</u>		
	<b>Maturity Date</b>	<b>Opening Debt Balance 2021</b>	<b>Budget 2021</b>	<b>Budget 2022</b>	<b>Budget 2023</b>	<b>Budget 2024</b>	<b>Budget 2025</b>
Valleyview Home	2026	6,356,382	1,327,203	1,327,203	1,327,203	1,327,203	1,327,203
423 Talbot	2037	1,558,425	120,998	120,998	120,998	120,998	120,998
Police Services	2037	12,435,953	960,917	960,917	960,917	960,917	960,917
St Thomas Outdoor RC	2038	8,726,945	658,652	658,652	658,652	658,652	658,652
Social Services - 230 Talbot	2050	8,162,667	413,090	413,090	413,090	413,090	413,090
Entegrus Investment Loan	2033	<u>7,890,469</u>	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>
Total Debt		<b>45,130,842</b>					
Annual Debt Charges			<b>4,030,860</b>	<b>4,030,860</b>	<b>4,030,860</b>	<b>4,030,860</b>	<b>4,030,860</b>
Valleyview-MOH Subsidy			<u>(513,768)</u>	<u>(513,768)</u>	<u>(513,768)</u>	<u>(513,768)</u>	<u>(513,768)</u>
Net Annual Debt Charges			<b><u>3,517,092</u></b>	<b><u>3,517,092</u></b>	<b><u>3,517,092</u></b>	<b><u>3,517,092</u></b>	<b><u>3,517,092</u></b>

### Commitment to STEGH

The City committed to donating \$3,500,000 to the St Thomas Elgin General Hospital.

The payment terms are \$350,000 per year for ten years, the last payment is in 2022.

### Notes:

The Valleyview Debenture was issued in 2006 for \$17 million at 4.76% interest for 20 years.

The debenture to purchase 423 Talbot was issued in 2017 for \$1.8 million at 3.06% interest for 20 years.

The Police Building debenture was issued in 2017 for \$14 million at 3.29% interest for 20 years.

The St. Thomas Outdoor Recreation Centre Debenture was issued in 2018 for 9.4 million at 3.52% interest for 20 years.

The debenture for 230 Talbot was issued in 2020 for 8.25 million at 2.89% for 30 years.

The Entegrus Investment Loan is a 9 million internal borrowing from the City's Reserve Funds over an estimated 15 year period.

The payment amount of \$550,000 is the excess annual dividends received from Entegrus above a predetermined threshold.



## 2021 Budget - Debt Analysis

### **Note:**

*The tables used for the debt analysis are from the 2019 report, and don't include all the City's current debt, the 2020 numbers are not available yet, staff can do a report to Council when the current statistics become available.*

Two debt indicators have been included from the BMA study. Data is collected from many Ontario municipalities of all different sizes and combined to provide a comparison.

The first indicator (Table 1) is Debt Principal and Interest Payments divided by Own Source Revenue, the lower the percentage, the better. This compares debt servicing costs to total revenue received by the municipality. The percentage for St Thomas is 3.8% and the average for all municipalities for this indicator is 4.3%.

St. Thomas is a bit below average for this indicator meaning that the City is in a good position to service its debt as compared to other Ontario municipalities.

The second indicator (Table 2) is Total Debt Outstanding divided by Population. This simply divides the total debt by the municipal population. The debt per person for St Thomas is \$839 and the average for all municipalities is \$509 per person.

This indicator shows that St Thomas has a higher debt per capita than the average for Ontario municipalities. While this is higher than average it's still reasonable when compared to municipalities in the high range.

### **Conclusion**

While our debt is relatively high, servicing this debt isn't putting a large strain on the City's budget as our Levy per capita (Table 3) is at \$1,377, which is well below the average municipal levy at \$1,661.

It's important that Council be aware of City residents' ability to pay, when contemplating new debt, as Table 4 shows the City's Average Household Income is \$78,964, which is well below the provincial average of \$107,715.

**2018 Total and Tax Debt Charges as a % of Own Source Revenues**

Municipality	2018 Total Debt Charges as a % of Own Source Revenues	2018 Tax Debt Charges as a % of Own Source Revenues	Municipality	2018 Total Debt Charges as a % of Own Source Revenues	2018 Tax Debt Charges as a % of Own Source Revenues
Brampton	0.2%	0.0%	Halton Hills	7.1%	2.7%
East Gwillimbury	0.0%	0.0%	Elliot Lake	2.1%	2.7%
Georgian Bluffs	2.4%	0.0%	Sarnia	2.0%	2.7%
Kenora	0.0%	0.0%	Brantford	3.5%	2.7%
Markham	0.3%	0.0%	Fort Erie	2.5%	2.8%
North Perth	4.6%	0.0%	Greater Sudbury	2.3%	2.8%
St. Marys	6.4%	0.0%	Mississauga	3.0%	3.0%
Timmins	3.4%	0.0%	Thunder Bay	5.6%	3.0%
Whitby	0.0%	0.0%	Southgate	4.6%	3.1%
Wilmot	0.0%	0.0%	Lincoln	2.6%	3.1%
North Dumfries	2.9%	0.1%	Orillia	2.6%	3.2%
West Grey	1.8%	0.2%	Kincardine	2.8%	3.2%
Windsor	2.1%	0.5%	Lakeshore	7.6%	3.2%
Caledon	3.9%	0.7%	Erin	2.8%	3.2%
Niagara-on-the-Lake	2.3%	0.7%	Milton	7.4%	3.3%
West Lincoln	5.3%	0.8%	Springwater	2.7%	3.4%
Thorold	0.6%	0.8%	North Middlesex	3.3%	3.6%
Clarington	4.0%	0.9%	Espanola	2.9%	3.6%
Georgina	3.1%	1.0%	Prince Edward County	7.3%	3.6%
Brock	1.0%	1.0%	Middlesex Centre	7.5%	3.6%
Sault Ste. Marie	1.4%	1.1%	St. Thomas	4.0%	3.8%
Aurora	1.2%	1.2%	Parry Sound	7.8%	3.8%
Innisfil	3.8%	1.3%	Kitchener	3.5%	4.1%
Strathroy-Caradoc	4.9%	1.5%	Guelph	4.9%	4.2%
Chatham-Kent	5.5%	1.6%	Hamilton	4.2%	4.3%
Centre Wellington	7.1%	1.7%	Brant County	6.4%	4.6%
Wellesley	1.7%	1.7%	Oshawa	4.7%	4.7%
Whitchurch - Stouffville	5.9%	1.9%	Barrie	8.8%	4.7%
Puslinch	2.2%	2.2%	Kingsville	8.1%	4.7%
South Bruce Peninsula	1.9%	2.3%	Cambridge	3.1%	4.7%
Meaford	3.9%	2.3%	Newmarket	4.3%	4.8%
Oakville	4.2%	2.4%	King	4.0%	4.8%
Vaughan	3.2%	2.4%	Hawkesbury	9.0%	4.9%
Woolwich	2.0%	2.5%	Collingwood	8.0%	5.0%
Cornwall	4.9%	2.5%	Waterloo	4.8%	5.0%
Central Elgin	19.9%	2.6%	Huntsville	5.0%	5.0%

**2018 Total and Tax Debt Charges as a % of Own Source Revenues (cont'd)**

Municipality	2018 Total Debt Charges as a % of Own Source Revenues	2018 Tax Debt Charges as a % of Own Source Revenues
Owen Sound	8.1%	5.1%
Grey Highlands	4.6%	5.3%
Ingersoll	5.3%	5.3%
Bracebridge	5.4%	5.4%
Peterborough	8.4%	5.7%
Belleville	6.7%	5.9%
Stratford	8.5%	6.0%
Saugeen Shores	4.7%	6.1%
Kingston	7.4%	6.2%
Ottawa	8.2%	6.2%
Norfolk	6.1%	6.4%
New Tecumseth	14.7%	6.5%
London	7.0%	6.7%
Burlington	6.8%	6.8%
Pickering	6.8%	6.8%
Pelham	13.3%	6.9%
Brockton	6.1%	7.2%
Brockville	6.1%	7.4%
North Bay	8.7%	7.5%
Tillsonburg	7.6%	7.6%
Haldimand	6.5%	7.7%
Toronto	6.9%	7.8%
Mapleton	10.4%	8.5%
Orangeville	6.6%	8.6%
Greenstone	8.7%	9.5%
Gravenhurst	9.6%	9.6%
St. Catharines	7.4%	9.9%
Guelph-Eramosa	7.8%	10.0%
Lambton Shores	7.4%	10.3%
Quinte West	9.6%	11.8%
Welland	8.2%	11.8%
Port Colborne	8.6%	12.0%
Wellington North	11.2%	16.2%
Minto	12.0%	17.3%
<b>Average</b>	<b>5.3%</b>	<b>4.3%</b>
<b>Median</b>	<b>4.9%</b>	<b>3.6%</b>

Municipality	2018 Total Debt Charges as a % of Own Source Revenues	2018 Tax Debt Charges as a % of Own Source Revenues
Region Peel	8.9%	0.5%
Region York	8.7%	0.6%
District Muskoka	5.9%	0.7%
Region Halton	4.4%	1.8%
Region Durham	2.5%	1.8%
Region Niagara	6.7%	8.2%
Region Waterloo	10.9%	9.4%
<b>Average</b>	<b>6.9%</b>	<b>3.3%</b>
<b>Median</b>	<b>6.7%</b>	<b>1.8%</b>
Elgin County	0.2%	0.2%
Grey County	0.6%	0.6%
Simcoe County	1.7%	1.7%
Wellington County	3.9%	3.3%
Dufferin County	6.0%	6.0%
Bruce County	6.6%	6.6%
<b>Average</b>	<b>3.2%</b>	<b>3.1%</b>
<b>Median</b>	<b>2.8%</b>	<b>2.5%</b>

**2018 Total Debt Outstanding Per Capita**

Municipality	Total Debt Outstanding Per Capita	Tax Debt Outstanding Per Capita
East Gwillimbury	\$ -	\$ -
Espanola	\$ 1,089	\$ -
Kenora	\$ -	\$ -
Puslinch	\$ -	\$ -
South Bruce Peninsula	\$ 94	\$ -
Whitby	\$ 29	\$ -
Wilmot	\$ -	\$ -
West Grey	\$ 53	\$ 1
Markham	\$ 32	\$ 32
Georgina	\$ 206	\$ 37
Wellesley	\$ 51	\$ 51
Thorold	\$ 53	\$ 53
Sault Ste. Marie	\$ 143	\$ 65
Niagara-on-the-Lake	\$ 123	\$ 70
Saugeen Shores	\$ 630	\$ 80
Brock	\$ 88	\$ 88
Wellington North	\$ 288	\$ 100
Sarnia	\$ 158	\$ 109
Woolwich	\$ 124	\$ 115
North Dumfries	\$ 119	\$ 116
Fort Erie	\$ 228	\$ 127
Georgian Bluffs	\$ 164	\$ 128
Centre Wellington	\$ 745	\$ 129
Brampton	\$ 130	\$ 130
North Middlesex	\$ 234	\$ 137
Clarington	\$ 142	\$ 142
Strathroy-Caradoc	\$ 283	\$ 158
Aurora	\$ 164	\$ 164
Lincoln	\$ 175	\$ 175
Vaughan	\$ 189	\$ 188
Greater Sudbury	\$ 453	\$ 197
Central Elgin	\$ 2,912	\$ 201
Springwater	\$ 215	\$ 215
Cambridge	\$ 258	\$ 218
Elliot Lake	\$ 220	\$ 220
Caledon	\$ 228	\$ 228

Municipality	Total Debt Outstanding Per Capita	Tax Debt Outstanding Per Capita
Mississauga	\$ 234	\$ 234
Windsor	\$ 340	\$ 241
Orillia	\$ 244	\$ 244
Kincardine	\$ 252	\$ 252
Guelph-Eramosa	\$ 506	\$ 255
Southgate	\$ 259	\$ 259
Meaford	\$ 522	\$ 262
Grey Highlands	\$ 391	\$ 277
Kitchener	\$ 282	\$ 282
Ingersoll	\$ 299	\$ 299
Pickering	\$ 302	\$ 302
Timmins	\$ 1,191	\$ 306
Erin	\$ 318	\$ 318
Chatham-Kent	\$ 753	\$ 332
King	\$ 480	\$ 332
Owen Sound	\$ 1,156	\$ 334
Huntsville	\$ 345	\$ 345
Milton	\$ 354	\$ 354
Lakeshore	\$ 817	\$ 358
Kingsville	\$ 623	\$ 365
Halton Hills	\$ 367	\$ 367
Orangeville	\$ 422	\$ 379
Oshawa	\$ 424	\$ 424
Norfolk	\$ 809	\$ 427
Barrie	\$ 1,925	\$ 454
Prince Edward County	\$ 1,506	\$ 472
Burlington	\$ 489	\$ 489
Waterloo	\$ 537	\$ 499
Newmarket	\$ 625	\$ 525
Innisfil	\$ 535	\$ 535
Oakville	\$ 563	\$ 563
New Tecumseth	\$ 1,798	\$ 569
Hawkesbury	\$ 1,761	\$ 580
Brockton	\$ 672	\$ 588
London	\$ 765	\$ 589
Minto	\$ 1,092	\$ 593

**2018 Total Debt Outstanding Per Capita (cont'd)**

Municipality	Total Debt Outstanding Per Capita	Tax Debt Outstanding Per Capita
Haldimand	\$ 888	\$ 593
Bracebridge	\$ 595	\$ 595
Hamilton	\$ 851	\$ 606
Brantford	\$ 837	\$ 610
Lambton Shores	\$ 948	\$ 628
Middlesex Centre	\$ 1,212	\$ 628
North Bay	\$ 929	\$ 656
Guelph	\$ 670	\$ 660
Cornwall	\$ 886	\$ 669
Whitchurch - Stouffville	\$ 673	\$ 673
Mapleton	\$ 823	\$ 689
Brockville	\$ 1,084	\$ 705
Welland	\$ 905	\$ 751
Tillsonburg	\$ 793	\$ 793
Parry Sound	\$ 1,913	\$ 837
St. Thomas	\$ 946	\$ 839
St. Catharines	\$ 920	\$ 872
Thunder Bay	\$ 1,839	\$ 949
St. Marys	\$ 1,096	\$ 959
West Lincoln	\$ 982	\$ 982
Brant County	\$ 1,280	\$ 1,000
Collingwood	\$ 1,326	\$ 1,012
North Perth	\$ 1,106	\$ 1,024
Quinte West	\$ 2,131	\$ 1,072
Stratford	\$ 2,078	\$ 1,283
Peterborough	\$ 1,594	\$ 1,316
Port Colborne	\$ 1,522	\$ 1,369
Gravenhurst	\$ 1,391	\$ 1,391
Ottawa	\$ 2,262	\$ 1,595
Pelham	\$ 1,660	\$ 1,606
Belleville	\$ 2,033	\$ 1,631
Kingston	\$ 2,841	\$ 1,930
Toronto	\$ 2,328	\$ 2,328
Greenstone	\$ 3,038	\$ 3,038
<b>Average</b>	<b>\$ 758</b>	<b>\$ 509</b>
<b>Median</b>	<b>\$ 550</b>	<b>\$ 350</b>

Municipality	Total Debt Outstanding Per Capita	Tax Debt Outstanding Per Capita
Region Durham	\$ 134	\$ 107
District Muskoka	\$ 977	\$ 133
Region Peel	\$ 909	\$ 157
Region Halton	\$ 506	\$ 189
Region Niagara	\$ 748	\$ 608
Region York	\$ 2,849	\$ 739
Region Waterloo	\$ 1,200	\$ 834
<b>Average</b>	<b>\$ 1,046</b>	<b>\$ 395</b>
<b>Median</b>	<b>\$ 909</b>	<b>\$ 189</b>
Elgin County	\$ 46	\$ 46
Grey County	\$ 46	\$ 46
Simcoe County	\$ 46	\$ 46
Dufferin County	\$ 235	\$ 235
Bruce County	\$ 262	\$ 262
Wellington County	\$ 338	\$ 338
<b>Average</b>	<b>\$ 162</b>	<b>\$ 162</b>
<b>Median</b>	<b>\$ 141</b>	<b>\$ 141</b>

**2020 Net Municipal Levy Per Capita**

Municipality	2020 Levy per Capita	2020 Levy RankingPer Capita
Elliot Lake	\$ 1,077	low
Quinte West	\$ 1,114	low
Milton	\$ 1,162	low
Wilmot	\$ 1,194	low
Wellesley	\$ 1,197	low
Hanover	\$ 1,213	low
West Grey	\$ 1,220	low
Springwater	\$ 1,237	low
Chatsworth	\$ 1,248	low
Minto	\$ 1,273	low
Strathroy-Caradoc	\$ 1,274	low
Brampton	\$ 1,284	low
Kitchener	\$ 1,317	low
West Lincoln	\$ 1,336	low
New Tecumseth	\$ 1,350	low
Woolwich	\$ 1,350	low
Kingsville	\$ 1,360	low
St. Thomas	\$ 1,377	low
North Perth	\$ 1,383	low
Southgate	\$ 1,384	low
Haldimand	\$ 1,391	low
Tillsonburg	\$ 1,415	low
Wellington North	\$ 1,418	low
Markham	\$ 1,439	low
Halton Hills	\$ 1,442	low
Brant	\$ 1,442	low
Hawkesbury	\$ 1,445	low
Welland	\$ 1,453	low
Newmarket	\$ 1,453	low
Georgian Bluffs	\$ 1,462	low
Norfolk	\$ 1,467	low
Centre Wellington	\$ 1,480	low
Toronto	\$ 1,497	low
Lakeshore	\$ 1,499	low
Georgina	\$ 1,506	low
Espanola	\$ 1,509	low
London	\$ 1,510	low

Municipality	2020 Levy per Capita	2020 Levy RankingPer Capita
Clarington	\$ 1,525	mid
Brantford	\$ 1,527	mid
Whitchurch-Stouffville	\$ 1,529	mid
Chatham-Kent	\$ 1,531	mid
Cornwall	\$ 1,543	mid
Ingersoll	\$ 1,551	mid
Mississauga	\$ 1,554	mid
Thorold	\$ 1,555	mid
Windsor	\$ 1,567	mid
Niagara Falls	\$ 1,584	mid
St. Catharines	\$ 1,585	mid
Brock	\$ 1,585	mid
Prince Edward County	\$ 1,585	mid
Sault Ste. Marie	\$ 1,586	mid
Peterborough	\$ 1,589	mid
East Gwillimbury	\$ 1,593	mid
North Dumfries	\$ 1,594	mid
Hamilton	\$ 1,607	mid
Sarnia	\$ 1,611	mid
Burlington	\$ 1,611	mid
Caledon	\$ 1,612	mid
Richmond Hill	\$ 1,634	mid
Cambridge	\$ 1,638	mid
Barrie	\$ 1,647	mid
Parry Sound	\$ 1,661	mid
Huntsville	\$ 1,666	mid
Brockville	\$ 1,670	mid
Oshawa	\$ 1,679	mid
Guelph-Eramosa	\$ 1,683	mid
Fort Erie	\$ 1,699	mid
Mapleton	\$ 1,702	mid
Ottawa	\$ 1,706	mid
Greater Sudbury	\$ 1,707	mid
Orangeville	\$ 1,717	mid
Aurora	\$ 1,719	mid
Timmins	\$ 1,726	mid
Innisfil	\$ 1,727	mid

**2020 Net Municipal Levy Per Capita (cont'd)**

Municipality	2020 Levy per Capita	2020 Levy Ranking Per Capita
Middlesex Centre	\$ 1,729	high
Lincoln	\$ 1,731	high
Kenora	\$ 1,734	high
Vaughan	\$ 1,743	high
Grimsby	\$ 1,746	high
Orillia	\$ 1,749	high
Owen Sound	\$ 1,754	high
Guelph	\$ 1,756	high
North Bay	\$ 1,765	high
Port Colborne	\$ 1,766	high
Whitby	\$ 1,781	high
Thunder Bay	\$ 1,783	high
Kingston	\$ 1,788	high
Pelham	\$ 1,789	high
Grey Highlands	\$ 1,793	high
Bracebridge	\$ 1,793	high
Oakville	\$ 1,850	high
Meaford	\$ 1,854	high
Saugeen Shores	\$ 1,861	high
Erin	\$ 1,874	high
Waterloo	\$ 1,875	high
Collingwood	\$ 1,898	high
Stratford	\$ 1,936	high
Belleville	\$ 1,938	high
North Middlesex	\$ 1,952	high
Wainfleet	\$ 1,959	high
Central Elgin	\$ 1,972	high
Kincardine	\$ 2,055	high
South Bruce Peninsula	\$ 2,084	high
Lambton Shores	\$ 2,161	high
King	\$ 2,372	high
Gravenhurst	\$ 2,395	high
Niagara-on-the-Lake	\$ 2,531	high
Puslinch	\$ 2,590	high
Greenstone	\$ 3,368	high
The Blue Mountains	\$ 3,820	high
Average	\$ 1,661	
Median	\$ 1,609	

**2020 Estimated Average Household Income**

Household income is one measure of a community's ability to pay for services. While a higher relative household income is a positive indicator of the overall local economy, it may lead to a greater expectation for quality programs and additional challenges in balancing desired levels of service with a willingness to pay for programs and services.

Municipality	
Hawkesbury	\$ 61,715
Cornwall	\$ 66,000
Elliot Lake	\$ 66,037
Parry Sound	\$ 71,288
Brockville	\$ 74,093
Owen Sound	\$ 74,774
Hanover	\$ 76,284
Windsor	\$ 77,141
Welland	\$ 77,897
Orillia	\$ 78,690
St. Thomas	\$ 78,964
Chatham-Kent	\$ 80,595
South Bruce Peninsula	\$ 81,043
Belleville	\$ 81,215
Port Colborne	\$ 81,223
Tillsonburg	\$ 81,634
Niagara Falls	\$ 83,246
West Grey	\$ 83,391
Peterborough	\$ 83,634
St. Catharines	\$ 84,015
Fort Erie	\$ 85,036
Wellington North	\$ 85,663
Brantford	\$ 85,722
North Bay	\$ 86,492
Chatsworth	\$ 87,323
Quinte West	\$ 87,859
Sault Ste. Marie	\$ 87,926
Stratford	\$ 87,983
Thorold	\$ 88,067
Minto	\$ 88,549
Norfolk	\$ 88,777
Gravenhurst	\$ 89,953
London	\$ 90,291
Espanola	\$ 90,463
Thunder Bay	\$ 91,670
Meaford	\$ 92,108

Municipality	
Lambton Shores	\$ 92,547
Greenstone	\$ 92,729
Southgate	\$ 93,455
Strathroy-Caradoc	\$ 93,625
Kitchener	\$ 94,997
North Perth	\$ 95,127
Ingersoll	\$ 95,269
Oshawa	\$ 95,562
Collingwood	\$ 95,994
Kingston	\$ 96,516
Brock	\$ 97,646
Bracebridge	\$ 98,067
Prince Edward County	\$ 98,071
North Middlesex	\$ 98,093
Hamilton	\$ 98,496
Kenora	\$ 100,621
Sarnia	\$ 100,757
Huntsville	\$ 100,843
Barrie	\$ 101,629
Cambridge	\$ 101,845
Timmins	\$ 102,617
Georgina	\$ 102,652
Greater Sudbury	\$ 103,783
Guelph	\$ 104,900
Halldimand	\$ 105,405
Brampton	\$ 105,781
Georgian Bluffs	\$ 106,258
Orangeville	\$ 106,478
Kingsville	\$ 106,885
Wainfleet	\$ 108,155
Grey Highlands	\$ 108,454
Mapleton	\$ 110,505
New Tecumseth	\$ 111,336
Centre Wellington	\$ 111,828
Toronto	\$ 112,674
West Lincoln	\$ 113,094
Innisfil	\$ 113,372
Mississauga	\$ 113,424

Municipality	
Ottawa	\$ 115,951
Central Elgin	\$ 116,615
Brant	\$ 117,701
Waterloo	\$ 118,604
Lincoln	\$ 120,162
Markham	\$ 121,837
Clarington	\$ 122,735
Grimsby	\$ 123,318
Niagara-on-the-Lake	\$ 124,505
Richmond Hill	\$ 126,179
Wilmot	\$ 126,588
Newmarket	\$ 128,910
Burlington	\$ 130,320
Saugeen Shores	\$ 130,992
Kincardine	\$ 131,495
Lakeshore	\$ 132,445
Whitby	\$ 134,427
Pelham	\$ 134,479
Wellesley	\$ 135,264
Milton	\$ 135,698
Woolwich	\$ 135,849
North Dumfries	\$ 137,602
The Blue Mountains	\$ 140,714
East Gwillimbury	\$ 141,801
Halton Hills	\$ 142,169
Guelph-Eramosa	\$ 143,251
Vaughan	\$ 145,013
Middlesex Centre	\$ 148,523
Springwater	\$ 150,122
Erin	\$ 150,148
Whitchurch-Stouffville	\$ 150,340
Caledon	\$ 153,032
Aurora	\$ 160,621
Oakville	\$ 186,254
Puslinch	\$ 191,630
King	\$ 197,141
Average	\$ 107,715
Median	\$ 101,737

Source—Manifold Data Mining



### Changes in Assessment and Taxation

Property Classification	2020 Budget		2020 Year to Date		Impact on 2021 Budget	
	Assessment	Revenue	Assessment	Revenue	Assessment	Revenue
Residential	2,903,528,464	40,492,629	3,011,216,827	41,857,416	107,688,363	1,364,787
Multi-Residential	142,745,720	4,151,387	139,944,520	4,036,883	- 2,801,200	- 114,504
Commercial	351,806,428	8,789,033	363,512,328	9,082,487	11,705,900	293,454
Industrial	101,784,788	3,548,267	102,220,888	3,561,989	436,100	13,722
Pipelines	10,888,000	186,457	11,117,000	190,379	229,000	3,922
Farms & Managed Forests	13,890,800	48,468	15,188,200	52,994	1,297,400	4,526
	<b>3,524,644,200</b>	<b>57,216,241</b>	<b>3,643,199,763</b>	<b>58,782,148</b>	<b>118,555,563</b>	<b>1,565,907</b>

Source: Ontario Property Tax Association

### Core Services Capital Budget Forecast

[illegible]

**The Corporation of the City of St. Thomas**  
**2021 Proposed Capital Budget**  
**RECOMMENDED** for Approval in 2021

Page No.	Department	Division	Project	Estimated Total Cost	Previously Approved	Reserves & Reserve Fund	Fund	Grants & Recoveries	Development Charges	Water Rates	Sewer Rates	Debt or Future Tax Levy	2021 Tax Levy
1	Environmental Services	Fleet	Vehicle & Equipment Replacement	\$ 750,000						\$ 136,550	\$ 136,550		\$ 476,900
2	Environmental Services	Fleet	Electric Light Duty SUV's	120,000						50,000	50,000		20,000
3	Environmental Services	Fleet	Electric Light Duty Vehicle	50,000									50,000
4	Environmental Services	Roads	Annual Road Rehabilitation	2,000,000		2,000,000	Federal Gas Tax						
5	Environmental Services	Roads	Complete Streets	6,800,000		2,750,000	Federal Gas Tax & OCIF		450,000	1,400,000	2,200,000		-
6	Environmental Services	Roads	Fairview Ave- Elm St to Southdale Line	10,800,000	300,000				7,500,000	1,700,000	800,000		500,000
7	Parks Rec & Prop Maint	Property	City Hall- Slate Roof Repairs	677,000	61,630			615,370					-
8	Police	Police	Next Generaltion 9-1-1 System	135,000									135,000
9	Police	Police	Service Pistols	80,000									80,000
10-13	Fire Services	Fire	30m Ladder Truck with Rescue Platform	1,800,000		474,900	Infrastructure Renewal						1,325,100
14-19	Fire Services	Fire	NG 911 Migration	270,000									270,000
20	Parks Rec & Prop Maint	Parks	Athletic and Cowan Park Soccer Fields Renovations	200,000									200,000
21	Parks Rec & Prop Maint	Parks	Annual Playground Replacement- Pinafore Pk	400,000	200,000								200,000
22	Parks Rec & Prop Maint	Parks	Annual Trail Dev- Applewood & Greeway Pk Connect to Residential Path	200,000									200,000
23	Parks Rec & Prop Maint	Parks	Pinafore Pk- South Pavilion Replacement	175,000									175,000
24	Parks Rec & Prop Maint	Property	Seniors Centre- Replace 3 HVAC Units	130,000									130,000
25	Parks Rec & Prop Maint	Recreation	JTCC- Evaporative Condenser Replacement	175,000									175,000
26-27	Parks Rec & Prop Maint	Property	Council Chamber Renovations	358,000				358,000					
28	Environmental Services	Fleet	Street Sweeper	400,000					400,000				
29	Environmental Services	Pollution	Biosolids Rooftop Odour Control Unit	750,000							750,000		
30	Environmental Services	Pollution	Evaluation & Expansion of Wastewater Storage Facilities	2,989,621				2,040,077			949,544		
31	Environmental Services	Wastewater	Burwell Pumping Station- Generator & Electrical Design RFP	100,000							100,000		
32	Environmental Services	Wastewater	Northwest Area 1- Sanitary Servicing- Class EA & Detailed Design	600,000					600,000				
33	Environmental Services	Development	Edgware Line Employment Lands Servicing- Phase 1	4,500,000		4,200,000	Industrial Land Servicing Reserves		300,000				
34	Environmental Services	Water	Annual Watermain Trenchless Rehab Program	2,900,000						2,900,000			
35	Library	Library	Library Courtyard	350,000		350,000	Trust Funds						
36	Parks Rec & Prop Maint	Property	425-483 Elm St- New Backyard Stormwater Drain System	150,000							150,000		
37	Valleyview	Valleyview	Resident Lift System	165,000									165,000
38	Valleyview	Valleyview	Courtyard Expansion- CP Place	175,000		175,000	Counsel Estate						
39	Valleyview	Valleyview	Walkway Restoration	72,000		72,000	Counsel Estate						
40	Corporate	Corporate	Curtis Street Square	2,100,000		71,200	Infrastructure Renewal	2,028,800					
41	Fire Services	Fire	Fire Station 1 Renovations	50,000		50,000	Infrastructure Renewal						
42	Valleyview	Valleyview	Painting & Restoration	60,000		60,000	Infrastructure Renewal						
	Treasury	IT	Information Technology upgrades and projects	173,000									173,000
			2020 Tax Deferral - SCBA	295,000									295,000
				<b>\$ 40,949,621</b>	<b>\$ 561,630</b>	<b>\$ 10,203,100</b>		<b>\$ 5,042,247</b>	<b>\$ 9,250,000</b>	<b>\$ 6,186,550</b>	<b>\$ 5,136,094</b>	<b>\$ -</b>	<b>\$ 4,570,000</b>

**The Corporation of the City of St. Thomas**  
**2021 Proposed Capital Budget**  
**NOT RECOMMENDED** for Approval in 2021

Page No.	Department	Division	Project	Estimated Total Cost	Previously Approved	Reserves & Reserve Fund	Fund	Grants & Recoveries	Development Charges	Water Rates	Sewer Rates	Debt or Future Tax Levy	2021 Tax Levy
<b>43-44</b>	Fire Services	Fire	New Combined Fire & EMS Station	\$ 3,500,000								\$ 3,500,000	
<b>45</b>	Fire Services	Fire	Additional Light Response Vehicle	165,000									165,000
<b>46</b>	Parks Rec & Prop Maint	Recreation	JTCC- Outdoor Ball Hockey Rink	200,000									200,000
<b>47</b>	Parks Rec & Prop Maint	Recreation	JTCC- Replace Copper Piping (type M to type L) Yr 1 of 2	100,000									100,000
<b>48</b>	Parks Rec & Prop Maint	Recreation	Jaycee Pool- Parking Lot & Landscape Improvements	250,000									250,000
<b>49</b>	Environmental Services	Roads	Pedestrian Crossing Upgrades	100,000					42,000				58,000
<b>50</b>	Environmental Services	Animal Control	Animal Control Shelter & Off-leash Dog Park	1,500,000	300,000			650,000	100,000				450,000
<b>51</b>	Parks Rec & Prop Maint	Parks	Pinafore Pk- Roadway Improvements	430,000									430,000
<b>52</b>	Parks Rec & Prop Maint	Parks	1Password Park- Additional Bleachers	140,000									140,000
<b>53</b>	Parks Rec & Prop Maint	Parks	Waterworks Park- North Island Access Bridge Replacement	150,000									150,000
<b>54</b>	Parks Rec & Prop Maint	Parks	Burwell Pk- Ball Diamond Lighting	325,000									325,000
<b>55</b>	Environmental Services	Roads	Annual Sidewalk Program	200,000									200,000
<b>56</b>	Environmental Services	Roads	Bridge & Culvert Major Maintenance	200,000									200,000
<b>57</b>	Environmental Services	Wastewater	Annual Sewer Trenchless Rehab Program	1,000,000							1,000,000		
<b>58</b>	Environmental Services	Fleet	Electric Charging Infrastructure	500,000				250,000	100,000				150,000
<b>59</b>	Clerks	Airport	Runway 03-21 Rehab & Extension with Holding Bay	3,078,994									3,078,994
<b>60-61</b>	Clerks	Airport	Runway 03-21 Rehabilitation-Milling/Pavement/Paint	854,000									854,000
<b>62</b>	Clerks	Airport	Systematic Tiling- 75 Acres	138,500									138,500
<b>63-64</b>	Clerks	Airport	Runway 15-33 Reconstruction	3,635,485									3,635,485
<b>65</b>	Clerks	Airport	Taxiway Alpha & Apron 2 Resurfacing	643,470									643,470
<b>66</b>	Parks Rec & Prop Maint	Airport	Airport Small Lot Hangars- New	850,963									850,963
<b>67</b>	Parks Rec & Prop Maint	Airport	Airport Maintenance Garage Expansion	265,200									265,200
<b>68</b>	Parks Rec & Prop Maint	Airport	Airport Small Lot Hangars- Reconstruction	1,258,884									1,258,884
<b>69</b>	Parks Rec & Prop Maint	Airport	Airport T-Hangars- New	1,258,884									1,258,884
<b>70-71</b>	Fire Services	Fire	Training Complex	600,000									600,000
				<b>\$ 21,344,380</b>	<b>\$ 300,000</b>	<b>\$ -</b>		<b>\$ 900,000</b>	<b>\$ 242,000</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 3,500,000</b>	<b>\$ 15,402,380</b>

**Notes:**

**Animal Control Shelter & Off-leash Dog Park:**

It is recognized that this project may be considered during 2021 should the fund raising goals be achieved.

**Pathway Lighting**

It is recognized that this project may be considered during 2021 following the receipt of the technical studies. At that time, Council could consider funding this project from reserves.

# CAPITAL PROJECT FOR 2021

## Project Name:

Vehicles & Equipment Replacement

## Department:

Environmental Services

## Estimated Gross Cost:

\$750,000

## Estimated Project Timeline:

Tender/RFP release: Feb 2021  
Project award: Mar 2021  
Project completion: Oct 2021



## Funding Sources:

Tax	Previously			Water	Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Rates	Rates	Future tax	Total
476,900				136,550	136,550		750,000

## PROJECT DESCRIPTION:

The asset management process to track, maintain, and assess vehicles to be replaced involves staff from mechanics, to users, to asset managers. The process outputs the most economically and functionally viable years for replacements.

At the end of expected lifecycles, every vehicle is assessed in terms of its ongoing maintenance cost vs replacement cost. Many vehicle replacements are deferred during this assessment.

- 2 gasoline light duty vehicles are being replaced with 2 electric vehicles with the possibility of a third electric vehicle

This budget includes funding for replacements only. New fleet assets are budgeted separately.

Asset value for fleet: \$18,300,000  
Infrastructure gap (backlog of needs): \$0  
Annual funding deficit/surplus: Sustainable funding if approved as recommended

An \$80,000 piece of equipment and trailer which was due for replacement was instead eliminated from the Environmental Services Department in Roads and Transportation by sharing different equipment and altering a work process for sign installation and removal. Removing assets to replace and maintain creates ongoing financial savings.

# CAPITAL PROJECT FOR 2021

**Project Name:**

2 Electric Light Duty SUV 's

**Department:**

Environmental Services

**Estimated Gross Cost:**

\$120,000

**Estimated Project Timeline:**

Tender/RFP release: 2021

Project award: 2021

Project completion: 2021

**Funding Sources:**

Tax	Previously			Water	Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Rates	Rates	Future tax	Total
20,000				50,000	50,000		120,000

**PROJECT DESCRIPTION:**

Two Vehicles will be required to support the 2 new in-house locator staff positions. As the majority of the work takes place in the field throughout various locations, this vehicle will also act as their field-based workstation.

This is a great opportunity to expand on our electric vehicle fleet and achieve one of Councils strategic objectives.

Lifecycle cost analysis for an electric light duty fleet has been shown to have financial cost savings as well as providing positive environmental and social benefits. More models are entering the Canadian market every year.



# CAPITAL PROJECT FOR 2021

## Project Name:

Electric Light Duty Vehicle

## Department:

Environmental Services

## Estimated Gross Cost:

\$50,000

## Estimated Project Timeline:

Tender/RFP release: Jan 2021

Project award: Feb 2021

Project completion: Mar 2021



## Funding Sources:

Tax	Previously			Water	Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
50,000							50,000

## PROJECT DESCRIPTION:

A new vehicle is needed to support the Bylaw Departments transition from office-based workstations, to field based workstations. This will continue to support the initiative to find further efficiencies within the department, while reducing office space requirements and lowering the City's greenhouse gas emissions.

The first electrical vehicle in the St Thomas fleet was received in mid-2020 and is operating perfectly.

This is a great opportunity to expand on our electric vehicle fleet and achieve Councils strategic objectives.

Lifecycle cost analysis for an electric light duty fleet has been shown to have financial cost savings as well as providing positive environmental and social benefits. More models are entering the Canadian market every year.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Annual Road Rehabilitation

**Department:**

Environmental Services

**Estimated Gross Cost:**

\$2.0M

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021  
Project Award: Feb - Mar 2021  
Project Completion: Aug 2021

**Funding Sources:**

Tax	Previously		Gas Tax	Infrastructure	Sewer	Debt/	
Funded	Approved	Grant	Reserves	Reserve	Reserve	Future tax	Total
			2,000,000				2,000,000

**PROJECT DESCRIPTION:**

Annual Road Rehabilitation includes; resurfacing, pavement structure reconstruction, maintenance hole raising and curb & sidewalk replacements.

A complete streets approach is undertaken during the design process. Projects are considered opportunities to make improvements to sidewalks, cycle paths, road geometrics, streetscape, integration with schools/parks/private land use, bus stops & shelters, etc.

Road pavement conditions are reviewed annually to assess needs and monitor condition trends. Projects are generally prioritized based on Pavement Condition Index (PCI) while taking into account, underground infrastructure condition, future development and utility needs within the corridor. Proposed road rehabilitation candidates for 2021 represent approximately 7.3 lane kilometers (1.5% of total road network) and are as follows:

1. Inkerman– Talbot St to dead end (Jaycee's Pool)
2. Francis Street South and North
3. Sparta Street
4. Applewood Crescent
5. Butler Drive
6. Dennis Road– Burwell Rd to Highbury Ave
7. Wellington Road- Roundabout North to City Limit (In coordination with County of Elgin)

Asset value for roads: \$311M

Infrastructure Gap (backlog of needs): \$6.8M (Roads with PCI < 25).

Sustainable Spending Rate: \$6.2 – 9.3M (Gap remains but hold ground)

2021 Budget Request: \$10.9M

Annual funding deficit/surplus: \$1.6M Surplus (Subject to all roads projects being approved.)



# CAPITAL PROJECT FOR 2021

## Project Name:

Complete Streets

## Department:

Environmental Services

## Estimated Gross Cost:

\$6,800,000

## Estimated Project Timeline:

Tender/RFP release: Jan 2021  
Project award: Feb - Mar 2021  
Project completion: Oct 2021



## Funding Sources:

Tax	OCIF	Gas Tax	Development	Water	Sewer	Debt/	
Funded	Reserves	Reserves	Charges	Rates	Rates	Future Tax	Total
	1,903,295	846,705	450,000	1,400,000	2,200,000	0	6,800,000

## PROJECT DESCRIPTION:

This project includes; road, water, and sewer reconstruction projects within the right of way. Complete Streets is a shift in mindset from the historical car centric streets to modern multi-purpose streets that appropriately support all modes of transportation. City Staff have developed a [Complete Streets Guideline](#) customized to St. Thomas that outlines the philosophy and concisely highlights a number of tools that can be utilized to create a “Complete Street”. The intent is not to create strict rules but to emphasize the concept, provide high level ideas, and then allow each individual project to apply the most appropriate tools for the local context. Projects planned for 2021 include:

**Locust Street** – Ross to Third (Watermain, sanitary, storm, road and new sidewalk)

**Fourth Avenue** – Locust to Forest (Watermain, sanitary, storm, road and new sidewalk)

**Weldon Avenue** – Inkerman to Woodworth (Watermain, sanitary, storm, road and new sidewalk)

\*Combined Sewers\*

**Pine Street** – Elmina to Fifth (Watermain, sanitary, storm, road and new sidewalk)

# CAPITAL PROJECT FOR 2021

## Project Name:

Fairview – Elm to Southdale

## Department:

Environmental Services

## Estimated Gross Cost:

\$10,800,000

## Estimated Project Timeline:

Tender/RFP release: Jan 2021  
Project award: Feb - Mar 2021  
Project completion: Nov 2021



## Funding Sources:

Tax	Previously		Development	Water	Sewer	Debt/	
Funded	Approved	Grants	Charges	Rates	Rates	Future Tax	Total
500,000	300,000		7,500,000	1,700,000	800,000		10,800,000

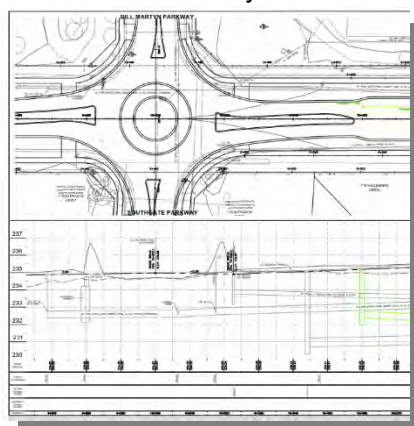
## PROJECT DESCRIPTION:

Fairview Avenue between Elm Street and Southdale Line is a major arterial road that requires upgrades to accommodate existing and future traffic volumes. The existing cross section is generally rural with ditches and culverts and would be transitioned to urban with curbs and gutters. The asphalt surface is in poor condition and select underground infrastructure has completed its life cycle and should be replaced. Report No. 75-17 can be found [here](#) and provides details with respect to a completed environmental assessment. The report recommended a three (3) lane cross section similar to the recently completed sections of Elm Street, a traffic signal at Axford Parkway and roundabouts at Bill Martyn Parkway and Southdale Line. In coordination with parks, a multiuse path is planned for the west side of Fairview from the existing PXO at the south end adjacent to the Doug Tarry Complex (DTC) to Bill Martyn Parkway. This will create a trail loop through DTC. Design is underway for this project with utility relocations planned for 2020 Q4. Surrounding municipalities have been made aware of intended detour routes. The County of Elgin is in general agreement with the proposed roundabout at Fairview and Southdale. The project will be phased to minimize social impact. The below shows intersection improvements at Elm, Bill Martyn and Southdale.

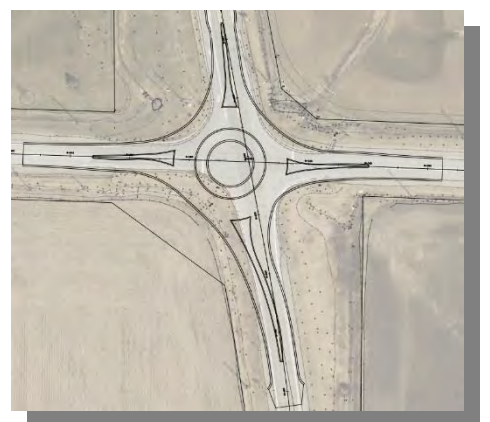
Elm



Bill Martyn



Southdale



# CAPITAL PROJECT FOR 2021

## Project Name:

**CITY HALL Slate Roof – Building Envelope Repairs**

## Department:

**PARKS, REC. AND PROPERTY MANAGEMENT DEPARTMENT**

## Estimated Gross Cost:

**\$677,000**

## Estimated Project Timeline:

Tender/RFP release: Jan. 2021

Project award: Feb. 2021

Project completion: Fall 2021



## Funding Sources:

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
	61,630	615,370					677,000

## PROJECT DESCRIPTION:

Property Management had a building condition assessment done on the City Hall roof by Fishburn Building Sciences Consulting Group that identified various areas where loose slates have shed off the roof representing a risk to pedestrian and motor vehicle traffic. Flashings, sealants, vents, soffits, painting cornices, ice guards and gutters also require maintenance or replacement as they are degraded causing water ingress into the building façade.

Read Jones Christoffersen (RJC) has been recently retained as the Project Design & Construction Consultant. RJC has identified additional ice damming roof leak repairs required for the Annex and structural repairs in the Annex roof attic from sagging beams.

RJC is forecasting roof/building envelope construction budget estimates of **\$350,000** for City Hall and **\$250,000** for the Annex in addition to the commitments below to date:

Consultant for Project Design & Construction Contract Administration: **\$25,706.50**

## **Annex structural attic repairs - unexpected separate scope of work:**

Structural Engineering Consulting Assessment Report of Annex roof Attic: **\$2,750**

Structural Engineering Consulting Services to repair Annex roof Attic: **\$7,765**

General Contractor Structural Repairs to beams in Annex roof Attic: **Estimated \$35-40K**

# CAPITAL PROJECT FOR 2021

**Project Name:**

NG 9-1-1

**Department:**

St. Thomas Police Service

**Estimated Gross Cost:**

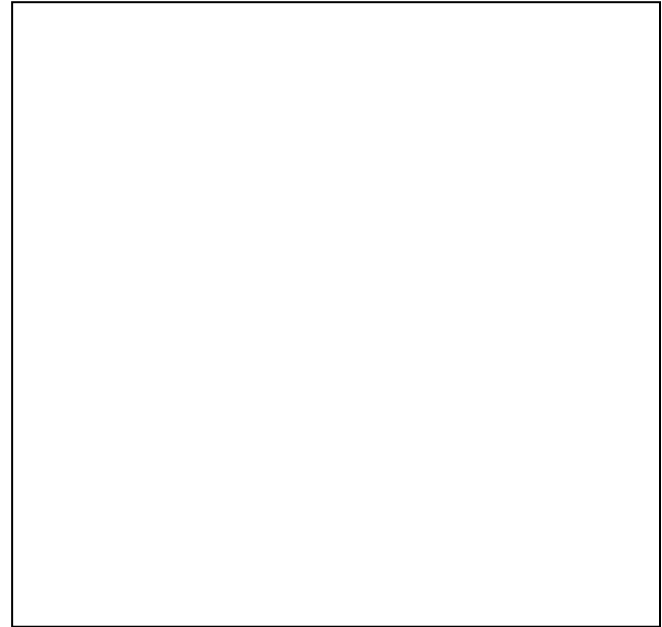
\$135,000

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021

Project award: Feb 2021

Project completion: Dec 2021

**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
135,000							135,000

**PROJECT DESCRIPTION:**

On June 1, 2017, the Canadian Radio-television and Telecommunications Commission (CRTC) issued Telecom Regulatory Policy 2017-182, which directed all telecommunications service providers across Canada to make the necessary changes to support a transition to the new NG 9-1-1 system. Once fully transitioned, the legacy 9-1-1 systems will cease to function, and emergency service providers will need to migrate onto the new system in order to be able to continue providing and managing 9-1-1 calls for service.

Next Generation 9-1-1 (NG 9-1-1), mandated by the Canadian Radio-television and Telecommunications Commission refers to an initiative aimed at updating the 9-1-1 service infrastructure in Canada to improve public emergency communications services in a growingly wireless mobile society. In addition to calling 9-1-1 from a phone, it intends to enable the public to transmit text images, video and data to the 9-1-1 center referred to as a Public Safety Answering Point, or PSAP.

See the attached All Chief's memo for additional information on implementation timelines.

Annual anticipated expenses.

2021 Phase 1 & 2: \$135,000

2022 Phase 3: \$120,000

2023 Go Live NG 9-1-1

2024 Deadline for go live March 30, 2024

# CAPITAL PROJECT FOR 2021

**Project Name:**

Service Pistols

**Department:**

St. Thomas Police Service

**Estimated Gross Cost:**

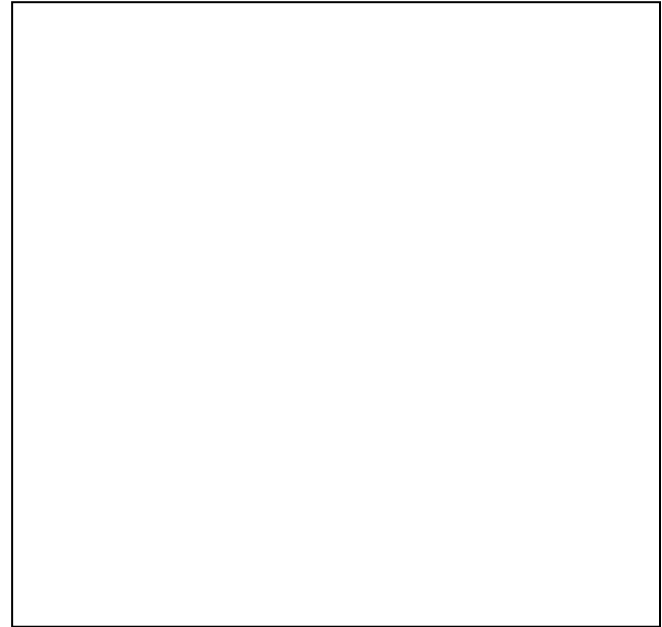
\$80,000

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021

Project award: Feb 2021

Project completion: May 2021



**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
80,000							80,000

## PROJECT DESCRIPTION:

Our current pistols were purchased in 2008 and most are nearly 13 years old.

Many Ontario police services are replacing their aging pistols and moving from the 40 caliber model to the 9mm Glock 45 model. The new pistol is lighter and preferred due to much lower recoil. This improves the user's ability to steady the handgun, reduces shooter fatigue and increases accuracy and the officer's confidence. Officers need to have access to new technology to ensure that all duty handguns are in a constant state of readiness — an organizational requirement.

Replacing aging handguns will enhance both officer safety and public safety, solidifying our commitment to keeping the community safe. The new handguns will lower operating costs by reducing the inventory of spare parts and the cost of maintaining older handguns, especially the night sights which have a lifespan of ten years and cost \$200 per firearm.



# CAPITAL PROJECT FOR 2021

## Project Name: Ladder 5 Replacement

Replace Fire Vehicle FIL5 (Ladder 5) with a minimum 30m mid-mounted Quint equipped with a rescue platform.



## Department:

Fire

## Estimated Gross Cost:

\$1.8 million

## Estimated Project Timeline:

Tender/RFP release: April 2021

Project award: June/July 2021

Project completion: October 2022

## Funding Sources:

Tax	Previously				Infrastructure	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
1,325,100					474,900		1,800,000

## PROJECT DESCRIPTION:

### Replace Fire Vehicle FIL5 (Ladder 5)

In 2021 this vehicle (known as Ladder 5) will be twenty (20) years old (purchased in 2001) and according to; best practices and applicable standards; Fire Underwriter's recommendations; the recommendation of a fleet expert; and the City's Fleet Asset Management Replacement Schedule, is scheduled to be replaced.

Estimated delivery time for a custom-built fire truck is about 12 to 18 months from the date of order.

## Reasons for the Replacement

### A) Fire Underwriters Survey

Fire Underwriters Survey (FUS) is a national organization that represents more than 90 percent of the casualty insurers in Canada. The organization establishes fire insurance classifications that are used in the development of property insurance base rates for all subscribing members.

Fire Underwriters Survey's lengthy experience in evaluating fire apparatus indicates that apparatus should be designed to an acceptable standard. According to this agency, the standard for fire apparatus that is accepted throughout Canada is the Underwriters' Laboratories of Canada (ULC) Standard S515 (most updated version) titled, "Standard for Automobile Fire Fighting Apparatus," which was adopted as a National Standards of Canada (Standards Council of Canada) in September 2004. Alternatively, NFPA 1901, the "Standard for Automotive Fire Apparatus" (most updated version) is also accepted by Fire Underwriters Survey.

According to Fire Underwriters and based on the aforementioned standards, fire apparatus should respond as frontline vehicles to first alarm assignments for the first fifteen (15) years of service life. During this period, it has reasonably been shown that fire apparatus effectively respond and perform as designed without failure, at least 95% of the time.

For the next five (5) years, (service years 15 to 20), these vehicles should be held in reserve status for use at major fires, used as a temporary replacement for out-of-service front line apparatus or used as a conveyance for additional personnel that are responding to major emergency events. Fire apparatus should be retired from service at twenty (20) years of age/service life.

**Table 1 - Service Schedule for Fire Apparatus for Fire Insurance Grading Purposes**

Apparatus Age	Major Cities <sup>3</sup>	Medium Sized Cities <sup>4</sup>	Small Communities <sup>5</sup> and Rural Centres
0 – 15 Years	First Line Duty	First Line Duty	First Line Duty
16 – 20 Years	Reserve	2 <sup>nd</sup> Line Duty	First Line Duty
20 – 25 Years <sup>1</sup>	No Credit in Grading	No Credit in Grading or Reserve <sup>2</sup>	No Credit in Grading or 2 <sup>nd</sup> Line Duty <sup>2</sup>
26 – 29 Years <sup>1</sup>	No Credit in Grading	No Credit in Grading or Reserve <sup>2</sup>	No Credit in Grading or Reserve <sup>2</sup>
30 Years +	No Credit in Grading	No Credit in Grading	No Credit in Grading

<sup>1</sup> All listed fire apparatus 20 years of age and older are required to be service tested by recognized testing agency on an annual basis to be eligible for grading recognition. (NFPA 1071)

<sup>2</sup> Exceptions to age status may be considered in a small to medium sized communities and rural centres conditionally, when apparatus condition is acceptable and apparatus successfully passes required testing.

<sup>3</sup> Major Cities are defined as an incorporated or unincorporated community that has:

- a populated area (or multiple areas) with a density of at least 400 people per square kilometer; AND
- a total population of 100,000 or greater.

<sup>4</sup> Medium Communities are defined as an incorporated or unincorporated community that has:

- a populated area (or multiple areas) with a density of at least 200 people per square kilometer; AND/OR
- a total population of 1,000 or greater.

<sup>5</sup> Small Communities are defined as an incorporated or unincorporated community that has:

- no populated areas with densities that exceed 200 people per square kilometer; AND
- does not have a total population in excess of 1,000.

The NFPA Handbook, 20<sup>th</sup> Edition, also provides best practices recommendations on when and where aerial/ladder trucks are required. These recommendations include the following:

**HIGH-HAZARD OCCUPANCIES** (schools, hospitals, nursing homes, explosive plants, refineries, high-rise buildings, and other high-risk or large fire potential occupancies):

At least four pumpers, **two ladder trucks** (or combination apparatus with equivalent capabilities), two chief officers, and other specialized apparatus as may be needed to cope with the combustible involved; not fewer than 24 firefighters and two chief officers.

**MEDIUM-HAZARD OCCUPANCIES** (apartments, offices, mercantile and industrial occupancies not normally requiring extensive rescue or firefighting forces):

At least three pumpers, **one ladder truck** (or combination apparatus with equivalent capabilities), one chief officer, and other specialized apparatus as may be needed or available; not fewer than 16 firefighters and one chief officer.

**LOW-HAZARD OCCUPANCIES** (one-, two-, or three-family dwellings and scattered small businesses and industrial occupancies):

At least two pumpers, **one ladder truck** (or combination apparatus with equivalent capabilities), one chief officer, and other specialized apparatus as may be needed or available; not fewer than 12 firefighters and one chief officer.

### **(C) Characteristics of the Current Vehicle**

According to an expert in the field (Robert Kay, former fleet manager for Hamilton Fire and EMS and a consultant for the province and other fire departments) the STFD Ladder 5 truck is twenty years old, manufactured by E-One and has an aluminum 6061 T6 alloy aerial ladder with **a suggested life cycle of twelve (12) years**. This short lifecycle is due to the following factors: aluminum is not as strong as steel, the adverse effects of UV rays, water, road salt and temperature on the aluminum.

### **(D) The Purpose of an Aerial Fire Apparatus**

Aerial fire apparatus are usually purchased as a "Quints." This means that they are equipped with five (5) key elements: 1) a pump, 2) an aerial ladder, 3) ground ladders, 4) fire hose and 5) a water tank. The purposes for aerial fire apparatus are to:

- 1) Rescue those occupants trapped above or below ground;
- 2) Protect nearby buildings exposed to the radiant heat, flames and burning embers from a fire;
- 3) Act as a water tower, placing large volumes of water on a fire from height and dissipating toxic smoke or chemical plumes before they can travel downwind to exposed areas;
- 4) Act as a vantage point for firefighters and other agencies (for example police) to size-up/evaluate the



extent of the fire and to assist in fire and police investigations;

5) Act as a tool to assist firefighters with ventilation and as an anchor point for firefighters operating on a roof;

7) Act as a conveyance for firefighters, hose, ladders and other equipment to the emergency.

### **(E) Other Factors**

#### (i) Building Inventory in the City:

The City has a growing list of high-risk occupancies that already includes: the hospital, long term care facilities, group and retirement homes, large industries, and an increasing number of multi-story/multi-residential occupancies. It also has a high hazard rail storage yard. These occupancies require a higher level of aerial/ladder truck response capability.

#### (ii) Residents that are unable to climb down a Ladder:

The City has a significant number of residents that would be unable to climb down a ladder, in the event of a fire that blocks all other means of egress, including: the disabled or physically challenged, children, the elderly and those persons with a fear of heights.

It is very difficult, to try to convince untrained persons who are trapped above ground (as high as 7 stories up) to climb on to and then travel down an aerial ladder, without the benefit of an enclosed platform, and then climb off the ladder and on to the top of a fire truck, and then climb down to the ground. That is assuming they are physically capable of climbing at all.

Generally, in the event of a significant fire in a high-rise occupancy, STFD starts their operations short-staffed, with 10 to 12 firefighters on a fire scene where applicable standards suggest that over 40 may be required. Taking firefighting staff away to assist or carry trapped persons down ladders is not the best use of resources when an enclosed platform would provide a much more efficient and safer solution.

Using a ladder as a means of egress without a platform would also be a slow, staff intensive process. A platform speeds up the rescue, increases the safety and security of both trapped persons and the attending firefighters. It also allows for the rescue of those with mobility challenges.

The City has a growing number of high, multi-residential occupancies. The Fire Department currently does not have a vehicle with an enclosed platform for performing above ground rescues and to house firefighters during long duration fire events.

#### (iii) Firefighter Safety

The aerial/platform provides firefighters and personnel from other agencies who are stationed at the top of the aerial with a greater degree of safety and comfort. It also allows for other agencies to use it as a vantage point without requiring specialized training (for example: providing police with a vantage point for investigations).

# CAPITAL PROJECT FOR 2021

**Project Name:**

NG 911 Internal Infrastructure

**Department:**

Fire

**Estimated Gross Cost:**

\$270,000

**Estimated Project Timeline:**

Tender/RFP Consultant: *April 2021*

Consultant award: *May 2021*

Tender/RFP Vendor *August 2021*

Project award: *October 2021*

Project completion: *June 2022*

**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
270,000							270,000

**PROJECT BACKGROUND:**

Migrating to Next Generation (NG) 911 infrastructure is a significant project.

The current 9-1-1 system has reached its end of life. It cannot keep up with evolving technologies and current Canadian expectations of a modern 9-1-1 system.

NG 9-1-1 is a mandatory replacement of the current 9-1-1 infrastructure, systems, processes, and procedures across Canada. The change will significantly enhance public safety communications services in an increasingly wireless mobile society with new broadband network capabilities.

It will be a national network designed to facilitate emergency communications between citizens and emergency services and it will be on a secure platform specifically designed for 9-1-1 emergency communications across Canada.

It's intended that NG 911, in addition to providing enhanced service features for the public, will also enhance situational awareness, inter-agency interoperability, operational effectiveness, system security and performance. It will impact all aspects of emergency communications and service delivery.

The existing 9-1-1 system is mandated to be decommissioned on March 30, 2024 and current Public Safety Answering Points (PSAPs) (St. Thomas Fire and Police) must transition to continue taking emergency and other 9-1-1 calls from the public.

This migration will also require the execution of a new NG 9-1-1 Service Agreement with Bell Canada.

The STFD call handling solution must be NG 9-1-1 compliant and it must move from the current hardware (copper wire) phones to computer-based phones.

The NG 9-1-1 compliant call handling solution is required for all PSAPs in Canada (Primary, Secondary, and Backup sites).

These enhancements will allow residents who are hearing, or speech impaired to get improved services through texting. The system will recognize the disability and operators at PSAPs can initiate SMS Text message conversations to provide assistance. Also, caller location identification will be enhanced, and callers will be able to provide multi-media streaming information to the PSAP.

Historically, the City received transferred 911 calls from an external Primary Public Safety Answering Point (PPSAP) over a single connection. This information is currently used by our dispatch system to automatically input address and property information for fire crews to quickly respond to the emergency location. (ANI/ALI - Automatic Number Identification/Automatic Line Identification).

The external service was contracted to Northern 911 until last year when the City transitioned to its own PPSAP at the St. Thomas Police Service.

In the current system, police operate the Primary Public Safety Answering Point (PPSAP) and STFD operates a Secondary Public Safety Answering Point (SPSAP). The 9-1-1 call comes in to Police and is then transferred to the primary agency.

Under NG 911, all emergency communication centres will be considered and designated as PSAPs (removing the primary and secondary designations) and will be required to receive, transfer and process NG 9-1-1 calls.

All PSAPs will now have to change in order to receive, aggregate, and send multiple forms of data. This will replace the basic "call answer and transfer" role regardless of primary or secondary status.

STFD currently has a single exterior Bell connection into its dispatch centre. This is a weak point in our system as any disruption/problem poses a significant risk to the effective delivery of emergency services.

In 2019 STFD had its line cut and lost the ability to properly operate. Following this incident, Council had asked Fire Administration to explore potential solutions. Fortunately, new NG 911 criteria requires that at least two separate lines now feed a PSAP for purposes of redundancy and continuity of operations, providing a solution for STFD at no cost to the City. When building the new Police Headquarters, Bell built multi-line redundancy into their system.

Bell will be responsible for all connections and infrastructure that is exterior to the station. If the City wants exterior connection diversity (significant separation of the two incoming lines), there would be an extra cost to facilitate this construction.

The CRTC has determined that support and maintenance of PSAP connectivity to the NG 9-1-1 network remains the responsibility of the 9-1-1 service provider (Bell in Ontario).

Internally, STFD will have to install an NG 911 compatible phone system and many technology-based upgrades to its existing infrastructure. For example, the IP/LAN infrastructure for the STFD Dispatch will have to be rebuilt and new software installed.

It is also mandatory that both Police and Fire have a back-up dispatch centre. It is recommended that this be installed in a new fire station to be located at the 230 Talbot Street Complex.

### Timelines for Mandatory Migration to NG 911



### Estimated Total Costs

**Consulting Fees - \$30,000**

**Phone System - \$40,000 accrued from previous budget years.** The STFD PSAP currently receives voice on a regular telephone set with data delivered to CAD. It will need to replace this equipment with a new NG9-1-1 i3 compliant IP-based call handling solution (on-site, hosted, or hybrid). \$40,000 previously accrued for this purpose.

### Estimated Capital Costs

Estimated One Time Capital Cost Per Seat (+/- 25%)							
Extra Small (2-5)		Small (6-14)		Medium (15 – 30)		Large (31 – 100)	
Min Cost Per Seat	Max Cost Per Seat	Min Cost Per Seat	Max Cost Per Seat	Min Cost Per Seat	Max Cost Per Seat	Min Cost Per Seat	Max Cost Per Seat
\$ 80K	\$ 80K	\$ 70 K	\$ 80 K	\$ 25 K	\$ 50 K	\$ 10 K	\$ 33 K

*STFD has two (2) seats and will need two more seats for the mandatory back-up PSAP. The cost of the back-up seats can be split with police. Therefore, STFD will need to pay for three (3) seats.*

Capital Costs  $\approx$  \$80,000 x 3  $\approx$  \$240,000

Total New Costs  $\approx$  \$240,000 + \$30,000 (Consulting) + \$40,000 – (\$40,000 accrued)  $\approx$  \$270,000

Estimated Annual Operating Cost Per Seat		
Small (4-14)	Medium (15 – 30)	Large (31 – 100)
Cost Per Seat	Cost Per Seat	Cost Per Seat
25% of cap cost	25% of cap cost	25% of cap cost

**Annual Operating Costs  $\approx$  \$240,000 x 0.25  $\approx$  \$60,000**

## **Appendix Additional Information**

### **A. PSAP Responsibilities for Readiness**

PSAPs must:

1. Engage with the NG9-1-1 Network Service Provider immediately.

**STFD has been engaging with Bell.**

2. Assess the compatibility of existing 9-1-1 technology, conduct a gap analysis and proceed to procure and update technology as required (using the PSAP Readiness Checklist or similar tools).

**STFD recommends developing an RFP for consultant services to develop an NG 911 readiness strategy.**

3. Acquire additional funding to keep pace with the technology and operational changes required to meet critical call processing requirements and caller expectations.

#### **This Capital Budget Submission**

4. Review existing operating procedures, training materials, data sharing agreements, data retention policies, cybersecurity needs, etc.

**We will require assistance from the Consultant.**

5. Review human resources policies and procedures for a digital public safety world.

**We will work with all departments to develop a strategy for data protection/cyber security etc.**

### **B. Some Q & A, Retrieved From the Municipal 9-1-1 Flex Portal**

<https://911flex.bell.ca/Login.html>;

#### **1) Why does STFD have to transition to NG 911?**

- The existing 9-1-1 system has been operating for more than 30 years and it has reached the end of its life cycle. It cannot keep up with evolving technologies, nor meet public expectations of a modern 9-1-1 system.
- The current 9-1-1 networks is mandated to be decommissioned on March 30, 2024, requiring all PSAPs to transition to the new platform before that date.
- PSAPs will no longer be able to receive and manage 9-1-1 calls after March 30, 2024 without the required NG9-1-1 technology and updated call handling processes to deal with 9-1-1 calls in the new format.

## **2) Why submit this budget request now?**

- Most municipalities will wait until the last minute to implement a transition. This will create a significantly high demand for vendor services. The result may be that STFD will not be able to secure the vendor services needed if it waits until the last minute and it is not be ready at the deadline.

## **3) What happens if the STFD PSAP is not ready?**

- If not transitioned to NG9-1-1 by 30 March 2024, it will not be able to process 9-1-1 calls.

## **4) What does the City need from Bell?**

- The User-to-Network Interface (UNI) specification is now available and will be used by the consultant to identify PSAP technical, functional, and operational requirements for connection to and interface with the NG9-1-1 network.
- Bell will also develop an onboarding process to assess PSAP readiness to connect to the NG9-1-1 network.

## **5) What will the City's two PSAPs (Police/Fire, if separated) need in order to receive NG9-1-1 calls.**

- PSAPs must use the User-to-Network Interface (UNI) as well as the NG9-1-1 network provider Onboarding document to prepare for NG9-1-1 implementation.
- PSAPs must be NG 9-1-1 enabled; this includes connectivity to the Emergency Services IP network (ESInet) and have an NG 9-1-1 call handling solution capable of receiving and processing NG 9-1-1 calls e.g. this will include firewalls, session border controllers, managing/monitoring tools, software phone, NG 9-1-1 text messaging call handling capability, logging, voice and data recording, etc.

## **6) Technical Impacts on the Police/Fire PSAPs?**

- In NG 9-1-1, voice, data, and text are all considered a type of media and are delivered on the same IP circuit connection. Isolating issues based on separate legacy 9-1-1 telephone and data connections will no longer be possible.
- NG 9-1-1 technologies will impact the integration with CAD/RMS systems (CrySis at Fire, Intergraph at Police) and will create new options for integration with PSAP administrative systems e.g. non-emergency call handling, logging, recording, coordinated time, business intelligence, etc.
- Configurations for hardware and software will be increasingly complex to manage the multiple methods for receipt, processing, and handling of emergency requests for assistance.
- Configuring software and services will require new expertise (local or contracted) and training in order to implement and support NG9-1-1 functions.
- Hardware, software, and vendor agreements must change to reflect the new environment and support requirements; this will likely involve significantly more solution providers than in the past.

- Cybersecurity programs and policies will require advanced technical skillsets in-house or contracting a managed service for real-time managing and monitoring.
- T 9-1-1 (text) is the current subscription-based service for the hearing and speech-impaired (DHHSI) community. It is being replaced by NG9-1-1 Text Messaging using RTT (aka Real-time Text) for use by all 9-1-1 callers. However, T9-1-1 might be used by PSAPs for a period after NG9-1-1 implementation occurs to address some very specific operational scenarios.
- During the transition period, PSAPs should plan for use of T9-1-1 in parallel with NG9-1-1 text messaging (RTT).

## **7) Timelines:**

- Bell In Ontario has been directed by the CRTC to have its network ready to support NG9-1-1 voice by March 30, 2021 and NG9-1-1 text messaging (based on Real-time Text (RTT)) by March 30, 2022.
- Some early adopter PSAPs are targeting onboarding of NG9-1-1 voice starting in April 2021. The expectation is that the first PSAP will go live with NG9-1-1 voice, in each NG9-1-1 network provider area, by June 30, 2021.
- It is anticipated that a coordinated implementation strategy will be developed and ready for NG9-1-1 text by mid-2021. NG9-1-1 text messaging (aka RTT) implementation will start as soon as April 2022 and needs to be completed in advance of the mandated March 30, 2024 decommissioning of the current E9-1-1 networks.
- Access to scarce specialized PSAP NG9-1-1 resources will be key to a successful implementation. Waiting will likely mean many are trying to access the same resource in the same timeframe, so don't wait.
- PSAPs who are not ready will not be able to receive and process 9-1-1 calls after the March 30, 2024 decommissioning of the current 9-1-1 network.

# CAPITAL PROJECT FOR 2021

## Project Name:

**Athletic and Cowan Park Soccer Fields Renovations**

## Department:

Parks Recreation and Property  
Management Department ~ Parks Division

## Estimated Gross Cost:

**\$200,000**

## Estimated Project Timeline:

Tender: Jan 2021

Project award: March 2021

Project construction: April 2021



## Funding Sources:

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
200,000							200,000

## PROJECT DESCRIPTION:

The Premier Fields at Athletic Park have been heavily used over the past 15 years as the main playing surfaces for Men's Soccer leagues. Some upgrades have been done to the fields to raise the fields status including; irrigation, new fencing and gates on Premier field #1. We would like to take this opportunity with the opening of 1Password to regrade both Premier fields and fence field #2.

Along with the renovations at Athletic Park, the soccer club has expressed an interest for the layout at Cowan Park to change now that additional programs will be run out of 1Password Park. This would allow them to expand the use of the fields at Cowan by redesigning the current layout and removing a field that is currently unplayable.



# CAPITAL PROJECT FOR 2021

## Project Name:

**Annual Playground Replacement and Upgrades – Pinafore Park in the Spring of 2021**

## Department:

Parks Recreation & Property Management ~ Parks Division

## Estimated Gross Cost:

**\$400,000**



## Estimated Project Timeline:

Project tendered and installed through our playground equipment contractor

Project construction: May/June 2021

## Funding Sources:

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
200,000	200,000						400,000

## PROJECT DESCRIPTION

The City of St. Thomas has 22 playgrounds and 3 splash pads with a gross value close to 4.2 million dollars.

Applewood Park	Homedale Park	Pinafore Splash Pad
Athletic park	Jonas Park	Rosethorn Park
Burwell park	Kin Park	Waterworks Park
Cowan Park	Lions Park	Waterworks Splash Pad
Donker park	Oldewood Park	Wellington Block Park
Douglas J Tarry Complex	Optimist Park	Woodhaven Park
Gorman-Rupp Ball Diamond	Peter Laing Park	Centennial Sports Complex
Greenway Park	<b>Pinafore Park</b>	1Password Park/ Splashpad

Staff recommends the Capital expense of \$200,000 in 2021 (which combined with the approved funds of \$200,000 in 2020) to contribute to the overall cost of replacement of Pinafore Park's playground that is over 20 years old, during the spring of 2021. The highlighted playground was installed in the late 1990's and requires a complete upgrade to meet the current CSA Z614-19 Standards which includes current accessibility requirements. The splashpad structure will remain.

# CAPITAL PROJECT FOR 2021

## Project Name:

**Annual Trail Development –  
Applewood Park and Greenway Park  
connecting link to residential  
pathway**

## Department:

**Parks Recreation & Property  
Management – Parks Division**

## Estimated Gross Cost:

**\$200,000**



## Estimated Project Timeline:

Tender: February 2021

Project award: April 2021

Project construction: June 2021

## Funding Sources:

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
200,000							200,000

## PROJECT DESCRIPTION:

Several kilometers of linear recreational trail development is planned for completion over the next 15 to 20 years in neighbourhood parks and along major connecting links. This will be a benefit to the community and increase additional recreational trails in St Thomas as per the Parks and Recreation Master Plan.

A budget of \$200,000 per year contributes to better 'Walkability' in the City. This enables staff to develop 1 km of paved trail per year.

Applewood Park to Butler Drive and Greenway connecting recreational trail link is planned for 2021

	<b>POTENTIAL FUTURE TRAIL DEVELOPMENT LOCATIONS:</b>
	Athletic Park
	Burwell Park Hydro Corridor Recreational Trail Link
	Homedale Park
	Cowan Park
	Shaw Valley Park
	VA Barrie Park

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Pinafore Park Street Railway  
(South) Shelter Replacement**

**Department:**

Parks Recreation & Property  
Management ~ Parks Division

**Estimated Gross Cost:**

**\$175,000**

**Estimated Project Timeline:**

Tender: March 2021

Project award: May 2021

Project construction: September 2021

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
175,000							175,000

**PROJECT DESCRIPTION**

The Street Railway (South) Shelter is the last pavilion to be replaced in Pinafore Park. A new pavilion will provide the opportunity to improve service in the park and would include:

- Realignment to improve access from the street and improve accessibility
- Increase the size to accommodate increased use due to the popular location near the playground/splash pad

This pavilion is our most popular due to its proximity to the playground and washrooms and cannot accommodate current demands.

# CAPITAL PROJECT FOR 2021

## Project Name:

**SENIORS CENTRE –  
CAPITAL REPLACEMENT OF 3  
HVAC ROOFTOP UNITS**

## Department:

**PARKS & REC. AND PROPERTY  
MANAGEMENT DEPT.**

## Estimated Gross Cost:

**\$130,000**

## Estimated Project Timeline:

Tender/RFP release: *Feb. 2021*

Project award: *Mar. 2021*

Project completion: *Jun. 2021*



## Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
130,000							130,000

## PROJECT DESCRIPTION:

Property Management is requesting 2021 capital funding of \$130,000 to replace the remaining 3 of 8 HVAC rooftop units. The units have exceeded their lifecycle and are no longer reliable with risk of failure at any time. They will be replaced with high efficiency HVAC units resulting in energy savings.



# CAPITAL PROJECT FOR 2021

**Project Name:**

**JTCC, Evaporative Condenser Replacement**

**Department:**

**Parks, Recreation & Property**

**Estimated Gross Cost:**

**\$175,000**

**Estimated Project Timeline:**

Tender/RFP release: March 2021

Project award: May 2021

Project completion: August 2021



SITE MAP IF REQUIRED

**Funding Sources:**

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
175,000							175,000

## **PROJECT DESCRIPTION:**

Replace the evaporative condenser at JTCC which is approaching the estimated life span of 15 to 18 years.

The current unit would require an estimated \$40,000 to \$50,000 in repairs. Numerous seals and replacement of other mechanical components are showing signs of excessive wear from year-round use, such as water leaks, wearing of pump motor, shaft seals and worn sealed bearings on motors & cooling fans along with increased scaling even with an improved contract water treatment program.

The Evaporative Condenser is an essential component of ice making equipment for the refrigeration ice plant operation and ice making procedure. A new replacement unit will also reduce water and energy consumption.

# CAPITAL PROJECT FOR 2020

**Project Name:**

**Council Chamber Renovations**

**Department:**

Parks Recreation & Property  
Management ~ Parks Division

**Estimated Gross Cost:**

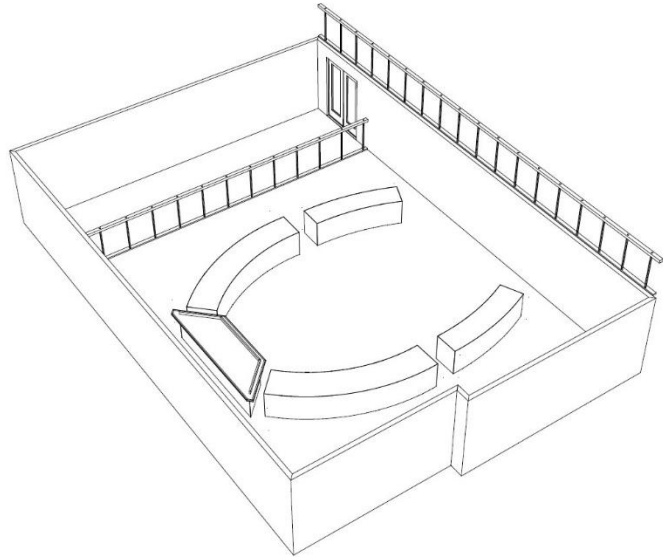
\$358,000

**Estimated Project Timeline:**

Tender: Feb 2020

Project award: May 2020

Project construction: July/August 2020



**Funding Sources:**

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
		\$358,000				

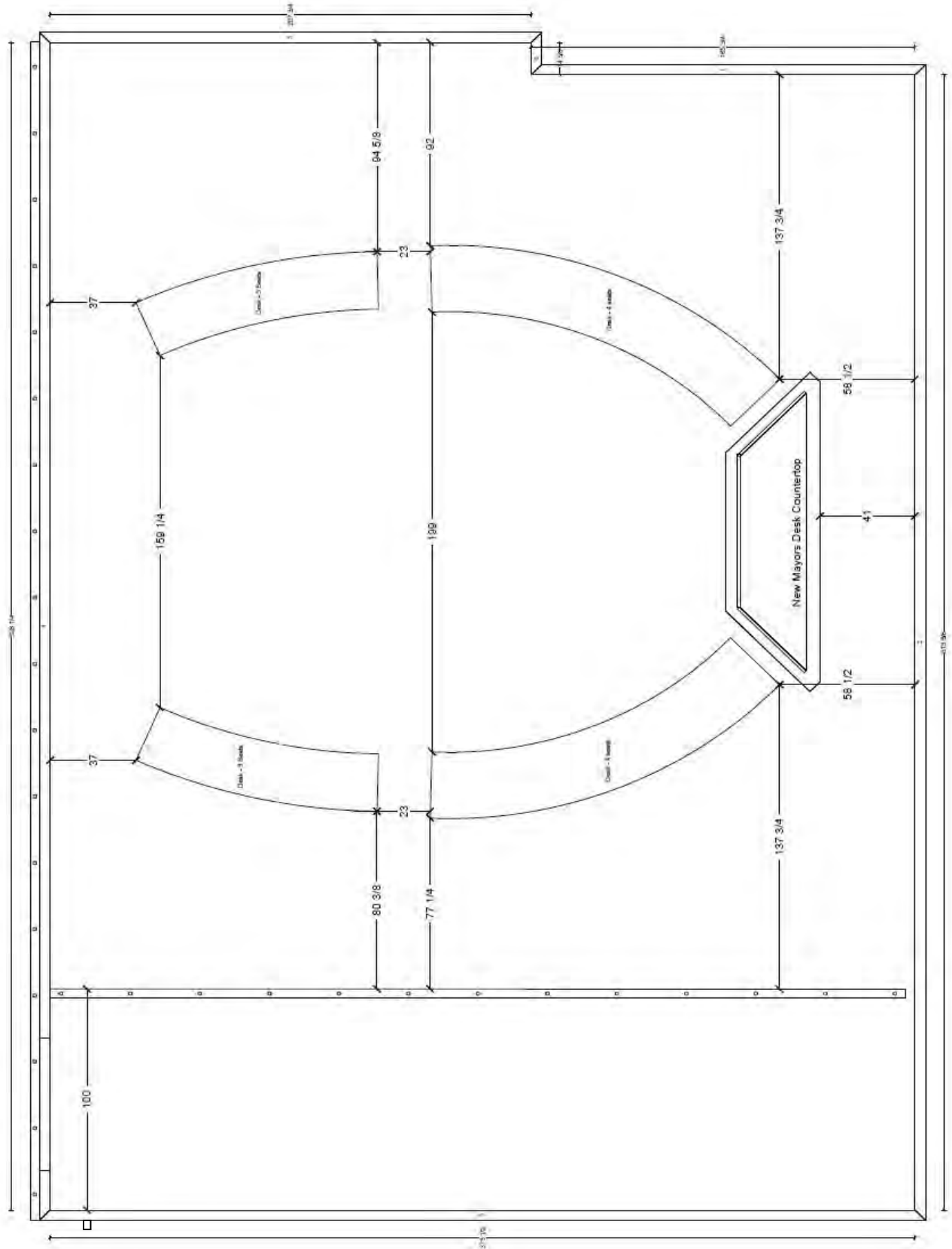
**PROJECT DESCRIPTION**

This project is being proposed to ensure proper social distancing is achievable in Council Chambers. In the attached picture the Council Chambers will be reconfigured to run east /west with the Mayor desk and platform occupying the east wall. The existing desks can be reused and positioned in an east to west configuration.

Electrical work will be needed to accommodate the moving of desks. Carpet will be replaced. The platform along the south wall will be removed and the existing railing will need to be relocated a few feet to the south. This area will be used for public deputations. The upper railing will be reconfigured to ensure building code compliance as the public will be using the gallery. New seating will need to be created in the gallery for public use.

This project includes the installation of a new audio/visual system featuring an enhanced projector along with a tv monitor. An upgraded chairman/delegate microphone system will also be installed with the ability to access video conferencing.

# PLAN VIEW LAYOUT – COUNCIL CHAMBERS RENOVATIONS



# CAPITAL PROJECT FOR 2021

**Project Name:**

Street Sweeper

**Department:**

Environmental Services

**Estimated Gross Cost:**

400,000

**Estimated Project Timeline:**

Tender/RFP release: 2021  
Project award: 2021  
Project completion: 2021

**Funding Sources:**

Tax	Previously			Water	Sanitary	Development	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Charges	Total
						400,000	400,000

**PROJECT DESCRIPTION:**

With the increasing growth of the City, an additional new sweeper is needed to maintain our level of service with our sweeping program. The current single small sweeper is only sufficient to provide 2 passes per year on every street and not cover any new subdivision or capital projects.

This additional sweeper can also be charged out to developers to address street sweeping in new developments to ensure a timely cleanup. Developers have requested the City offer this service and are willing to pay for the service in new subdivisions as dust control is their responsibility. Lack of such service can have a significant social impact and create complaints.

Approximately \$30,000 per year can be received from new developments and \$15,000 can be deferred from capital projects per year. This \$45,000 projected annual revenue will allow us to recover more than the entire tax funded contribution within 2 years and recover the entire vehicle's value within 9 years.

The new vehicle will have a service life of approximately 12 years.



# CAPITAL PROJECT FOR 2021

**Project Name:**

**Biosolids Rooftop Odour Control Unit**

**Department:**

**Environmental Services**

**Estimated Gross Cost:**

**\$750,000**

**Estimated Project Timeline:**

Engineering Quotes:	Jan 2021
Design/Selection/MECP Approvals:	Aug 2021
Tender:	Aug 2021
Construction award:	Sep 2021
Project completion:	Dec 2021

**Funding Sources:**

Tax	Previously			Water	Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Rates	Future tax	Total
					750,000		750,000

**PROJECT DESCRIPTION:**

Council Report ES 37-19 detailed odour control measures that have been taken as well as construction of an additional odour control system at a raw sludge storage tank and pump area at the back of the Water Pollution Control Plant. This previous system is still waiting for MECP approval and will be re-tendered when approved.

Fans from the main biosolids processing building roof have been identified as an additional odour source at the St. Thomas Water Pollution Control Plant. It is recommended that a rooftop odour control unit be installed at the Lystek building to provide an additional level of odour control. This project will require the hiring of a specialist engineering company to; review needs and available technologies, seek MECP approval and then tender for supply and installation.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Evaluation and Expansion of  
Wastewater Storage Facilities  
(Green Stream Grant)

**Department:**

Environmental Services

**Estimated Gross Cost:**

**\$2,989,621**  
**(\$500,000.00 if grant not successful)**

**Estimated Project Timeline:**

Tenders/RFP release: 2021  
Project awards: 2021  
Project completion: Dec 2022

**Funding Sources:**

Tax	Federal	Provincial		Sewer	Water	Debt/	
Funded	Grant	Grant	Gas Tax	Rates	Reserve	Future Tax	Total
	1,112,820	927,257		949,544			2,989,621

**PROJECT DESCRIPTION:**

In November 2019, Council approved the application for ICIP Green Stream Funding through the Federal/Provincial governments in report ES65-19. The application was submitted at that time and is still under review.

If the funding is approved, the grant can be used to increase the volume of wet weather sewage flow that can be treated while reducing sewage overflows into basements and creeks. If the funding is not approved, it is recommended that \$500,000 from the sewer reserve be used for the most critical portion of this work.

The full project includes, improving the overall treatment rate by removing bottlenecks at the plant as well as adding storage tanks at strategic locations that will hold sewage until the plant has the ability to treat it.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Burwell Pumping Station –  
Generator and Electrical Design RFP**

**Department:**

**Environmental Services**

**Estimated Gross Cost:**

**\$100,000**

**Estimated Project Timeline:**

Tender/RFP release: Feb 2021

Project award: Mar 2021

Project design completion: Jun 2021

**Funding Sources:**

Tax	Previously			Water	Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Rates	Future tax	Total
					100,000		100,000

**PROJECT DESCRIPTION:**

The Burwell pumping station generator and surrounding infrastructure is 27 years old and is in need of replacement. The concrete pad has sunk and is at risk of breaking the main electrical service conduits. Recently the generator failed the annual electrical load test.

This station is located adjacent to 1Password Park and services the Dalewood area, industrial area and the new city industrial lands on Edgeware Line. Without this station running, no new development can proceed and existing lands will have no sewer outlet.

It is recommended that a Request for Proposal be prepared for the design of a new generator and surrounding electrical infrastructure. The reconstruction of the station could be budgeted and built in 2022 and will be sized for future development

# CAPITAL PROJECT FOR 2021

**Project Name:**

**NW Area 1 – Sanitary Servicing  
(Class EA and Detailed Design)**

**Department:**

**Environmental Services**

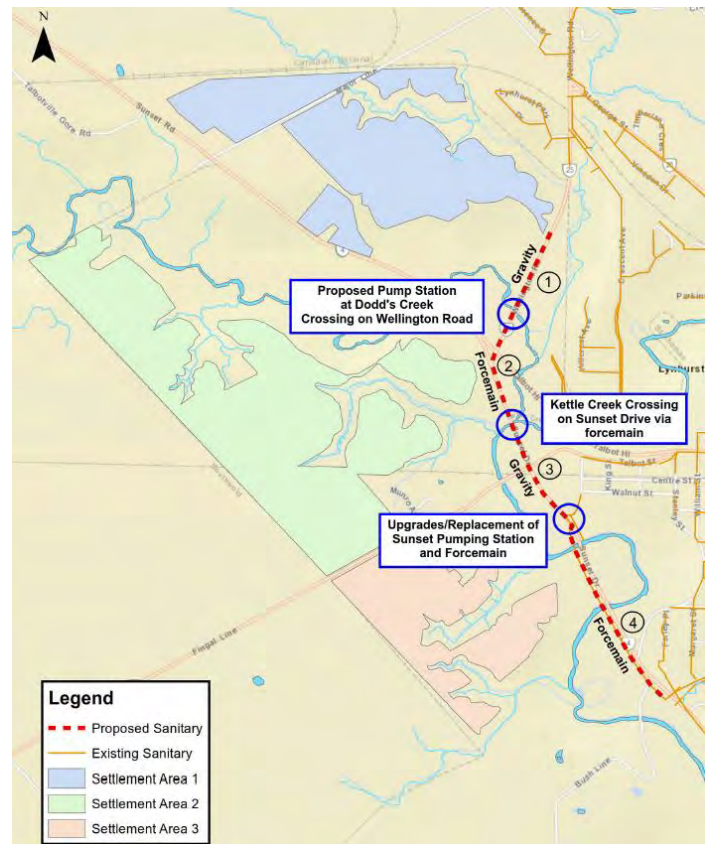
**Estimated Gross Cost:**

**\$600,000**

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021  
Project award: Feb 2021  
Project completion: Jan 2022  
Construction: 2022

**Funding Sources:**



Tax	Previously			Development	Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserve	Future tax	Total
				600,000			600,000

## PROJECT DESCRIPTION:

As part of the Positioned for Growth Study, the City will lead the Class Environmental Assessment (EA) for the new sanitary sewage pumping stations in partnership with the developers in the NW Area 1 which will allow them to move forward with their subdivision developments which are in the Draft Plan approval process. This project is critical to allow for sanitary servicing for NW Area 1 as well as Areas 2 and 3 in the future.

This project will consider the completion of a Schedule B Class EA process, which will determine the preferred servicing option of the sanitary sewer pumping stations and forcemain along with the detailed design of the preferred option.

The sanitary sewer outlet is on the critical path to service this development. Watermain and road connections will be designed later as part of the subdivision process. The upgrading and servicing of the Colonel Talbot Road section will also be a separate project in the future.

Planning and design activities will occur starting immediately and continue throughout 2021. Detailed construction estimates, budgeting for construction and the construction itself can occur in 2022.



# CAPITAL PROJECT FOR 2021

## Project Name:

**Edgware Line Employment Lands  
Servicing – Phase 1**

## Department:

**Environmental Services &  
Economic Development Corp.**

## Estimated Gross Cost:

**\$4,500,000**

## Estimated Project Timeline:

Tender release: Apr 2021  
Project construction award: May 2021  
Project completion: Nov 2021

## Funding Sources:



Tax	Previously	Ind. Land	Development	Water	Sewer	Debt/	
Funded	Approved	Serv. Reserve	Charges	Rates	Rates	Future tax	Total
		4,200,000	300,000				4,500,000

## PROJECT DESCRIPTION:

In order to strategically position the City's interests in fostering employment and growth, the lands on north and south side of Edgware Line have been recently rezoned as Employment Lands. Municipal services will be extended to the City-owned lands on the southeast area of Edgware Line, as well as providing services for adjacent south lands and lands to the north.

Phase 1 will include the following municipal services for the Employment Lands:

- Installation of sanitary sewer from Dennis Rd to Edgware Line.
- Installation of watermain and sanitary sewer from Highbury Ave to 500 meters east on Edgware Line.
- Stormwater management improvements to existing municipal drain, with the potential inclusion of a stormwater management pond.
- Intersection improvements at Highbury Ave and Edgware Line.

Project risks include proximity to the London water pipeline and CP rail approvals to bore sewer under rail line.

This project is being designed with in-house staff which creates a 15% savings on the entire project.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Annual Watermain Trenchless  
Rehabilitation Program**

**Department:**

**Environmental Services**

**Estimated Gross Cost:**

**\$2,900,000**

**Estimated Project Timeline:**

Tender/RFP release: Jan – Mar 2021

Project award: Mar – May 2021

Project completion: May – Dec 2021

**Funding Sources:**

Tax	Previously	CWWF		Water	Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Rates	Reserve	Future tax	Total
				2,900,000			2,900,000

**PROJECT DESCRIPTION:**

The watermain lining program using trenchless technology to maintain the water system, extend the life of existing water infrastructure, and address water quality concerns (dis-coloured water). It is proposed to structurally line the existing cast iron piping in some areas to improve the water quality, reduce flushing and minimize water loss due to main breaks. Structural relining will be used to avoid the need to replace certain watermains. This trenchless technology will reduce roadway disruption and repair.

Trenchless water technologies create large future capital cost avoidance by reducing open cut water construction. The return on investment is in the range of \$3 to \$4 for every dollar invested. However, there are diminishing rates of return if we use trenchless technologies where they are unwarranted.

Asset value for water system:	\$134,000,000
Infrastructure gap (backlog of needs):	\$ 2,500,000
Suggested annual funding to have sustainable level of service:	\$ 2,000,000
2021 Funding Request:	\$ 5,500,000
Annual funding (deficit)/surplus:	\$ 3,500,000

This program works in conjunction with the complete streets program where watermains are reconstructed. The most effective range of investment for this project is \$500k to \$1M per year.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Library Courtyard

**Department:**

St. Thomas Public Library

**Estimated Gross Cost:**

\$350,000

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021

Project award: Feb 2021

Project completion: Oct 2021



**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously			Development	Trust Funds	Debt/	
Funded	Approved	Grant	Gas Tax	Charges	& Donations	Future tax	Total
					350,000		350,000

## PROJECT DESCRIPTION:

St. Thomas Public Library would like to transform the lower courtyard into a more vibrant and usable space. The plan includes a small stage, outdoor seating with shade, an activity centre for children which would be designed to encourage learning through play, and pollinator gardens that will integrate with our Seed Library program. Additionally, a new ramp will be built with accessibility from the front main door of the building rather than from the sidewalk on Mondamin St.

Library Trust Funds and other donated funds will pay for this project.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**425 – 483 NEW BACKYARD  
STORMWATER DRAINAGE SYSTEM**

**Department:**

**PARKS, REC. AND PROPERTY  
MANAGEMENT DEPT.**

**Estimated Gross Cost:**

**\$150,000**

**Estimated Project Timeline:**

Tender/RFP release: *Mar. 2021*

Project award: *Apr. 2021*

Project completion: *Jun. 2021*

**Funding Sources:**

Tax	Previously			Development	Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Rates	Future tax	Total
					150,000		150,000

**PROJECT DESCRIPTION:**

The Property Management Division would like to submit a 2021 Capital request for the sum of \$150,000 to address backyard storm water drainage problems flooding basements in these units. Flooding complaints by tenants is a regular occurrence. In consultation with the Environmental Services department, a new design solution was discussed that requires the installation of proper drainage piping and catch basins through the length of the property along with proper grading. Over the past year, Property Management installed sump pumps in many of the units under a Basement Flooding Grant Program to alleviate some of the water pressure; however, the new design will bring the storm water management system up to modern standards to address the capacity issue.



# CAPITAL PROJECT FOR 2021

**Project Name:**

**Resident Lifting (Mechanical Lifts,  
Overhead lifts and Slings)**

**Department:**

**Valleyview**

**Estimated Gross Cost:**

**\$165,00**

**Estimated Project Timeline:**

Tender/RFP release: *Jan 2021*

Project award: *Feb 2021*

Project completion: *Mar 2021*



SITE MAP IF REQUIRED

**Funding Sources:**

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
165,000							165,000

**PROJECT DESCRIPTION:**

Mechanical lifts are used to transfer residents. In particular, the apparatus is used to transfer residents from bed to chair and to aid in the bathing program. Care requirements are such that many of our residents now require a two person staff transfer. The use of mechanical lifts reduces the risk of staff injury and provides a secure transfer for the resident.

Some of our lifts and slings are at the end of their life cycle. Due to the potential for serious injury to a resident if an apparatus fails, the Ministry of Health and Long-Term Care recommends that the lifts be replaced on an ongoing basis. All our lifts receive regular inspections.

Recent warnings from health Canada stress the need to reduce the years of service for sling use. Slings are used to hold the resident while being lifted and are attached to the lift.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Courtyard Expansion- CP Place

**Department:**

Valleyview

**Estimated Gross Cost:**

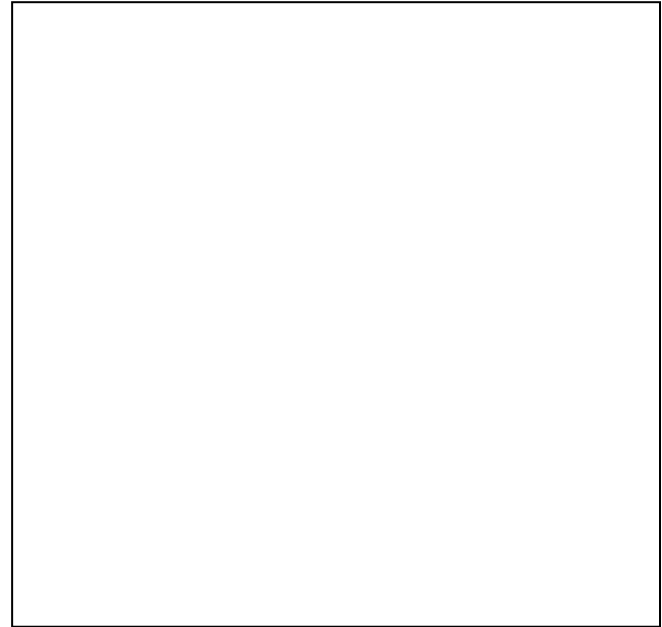
\$175,000

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021

Project award: Feb 2021

Project completion: May2021



**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously				Counsel	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Estate	Future tax	Total
					175,000		175,000

## **PROJECT DESCRIPTION:**

This project would see the complete reconstruction of our courtyard in CP Place. The original courtyard was constructed in 2006 and has served the residents well. However, after 15 years it needs to undergo a transformation. The new design will see walking trails, raised flower beds, stimulation devices, a county shed and other enhancements. It will also see the construction of a small outside pavilion which will give the area some much needed protection from the afternoon sun.

The project would be financed from the Ralph and Noreen Counsel reserve.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Walkway Restoration**

**Department:**

**Valleyview**

**Estimated Gross Cost:**

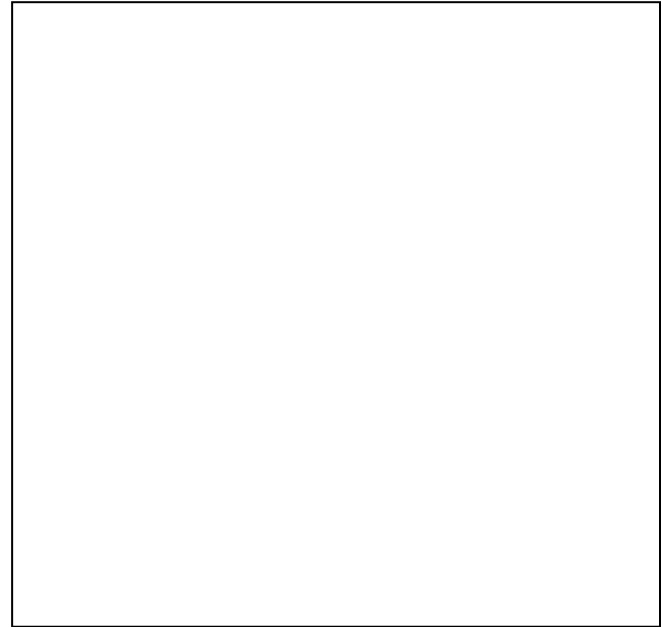
**\$72,000**

**Estimated Project Timeline:**

Tender/RFP release: *Jan 2021*

Project award: *Feb 2021*

Project completion: *Mar 2021*



**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously				Counsel	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Estate	Future tax	Total
0					72,000		72,000

## **PROJECT DESCRIPTION:**

This project would see the removal of the crumbling asphalt and replacing it with a new six-foot concrete walkway. It will also see the addition of a new turn around loop with additional landscaping and benches for residents and family members to enjoy the outdoors.

An additional walkway will be put at the north end of the building to redirect residents away from using the sidewalk on Burwell road.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Curtis Street Civic Square**

**Department:**

**Corporate**

**Estimated Gross Cost:**

**\$2,100,000**

**Estimated Project Timeline:**

Tender/RFP release: *May 2021*

Project award: *Jul 2021*

Project completion: *Dec 2021*

**Funding Sources:**

SITE MAP IF REQUIRED



Tax	Previously			Infrastructure		Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Donation	Future tax	Total
		1,528,800		71,200	500,000		2,100,000

## PROJECT DESCRIPTION:

This project will convert the vacant land of the former Police headquarters to an outdoor space where organized cultural events could be held and individuals could spend time outdoors.

If the Federal/Provincial funding is not approved, the \$500,000 donation will still be used to enhance the property.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Station 1 Renovations**

**Department:**

**Fire**

**Estimated Gross Cost:**

**\$50,000**

**Estimated Project Timeline:**

Tender/RFP release: *February 2021*

Project award: *May 2021*

Project completion: *October 2021*

**Funding Sources:**

SITE MAP IF REQUIRED



Tax	Previously			Infrastructure		Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
				50,000			50,000

## PROJECT DESCRIPTION:

### **Provide Needed Renovations for Fire Station, 305 Wellington Street (Station 1)**

Fire Station # 1 was built in 1972 and is still in need of additional renovations.

This is a continuation of the Fire Station Renovation Project started last year (2020).

In 2020, \$85,000 was allocated for fire station renovations. The following are estimated expenditures as of the date of this submission:

Engineering - \$6,000

Apparatus Bay Floor - \$45,000

Modify dormitory for COVID 19 - \$27,000

With money left over from 2020 we will renovate Office Administrator Office - \$6000

In 2021 we would like to finish this project by completing further renovations in the kitchen, originally planned for and approved in 2020, but circumvented by the need to build individual dormitory rooms due to COVID-19.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Painting and Restoration

**Department:**

Valleyview

**Estimated Gross Cost:**

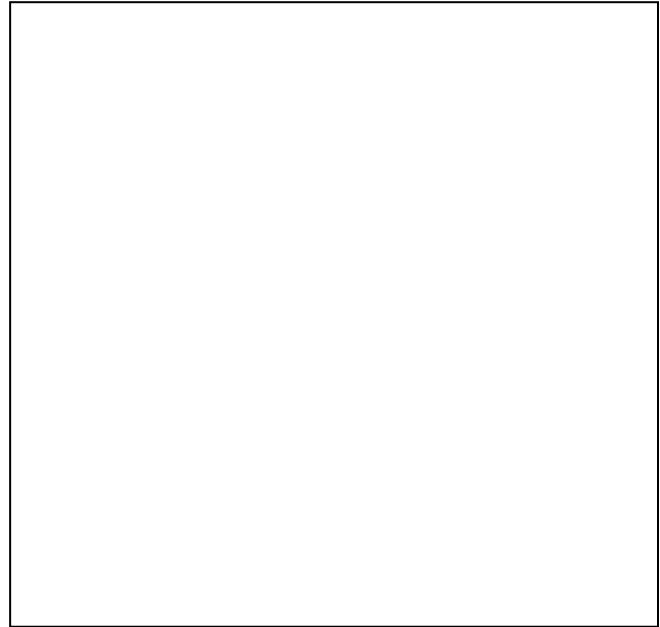
\$60,000

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021

Project award: Feb 2021

Project completion: April 2021



SITE MAP IF REQUIRED

**Funding Sources:**

Tax	Previously			Infrastructure		Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
				60,000			60,000

## PROJECT DESCRIPTION:

Valleyview will soon enter its fifteenth year of operation. The condition of the building is such that it is recommended that the painting program continue. The painting program involves completely repainting the remaining three resident home areas. Two were completed several years ago.

All resident rooms, work areas, tub rooms, dining rooms, etc. will be done on the Resident Home area.

The building, especially the resident home areas are subject to heavy wear and tear, mainly from electric wheelchairs. It is important that the Home presents well to the residents and family members.

# CAPITAL PROJECT FOR 2021

## Project Name:

**New Combined Fire & EMS Station as part of a multi-use housing project**

## Department:

**Fire and EMS (Cost sharing)**

## Estimated Gross Cost:

\$3.25 million (\$500/sq. ft x 6500 sq. ft - 2 bays) + 8% Consulting **or** (\$500 x 5000 sq. ft.,) \$2.5 million+ 8% if standalone Fire - single bay)



## Estimated Project Timeline:

Tender/RFP release Consulting: *February 2021*  
Tender/RFP Consulting Award: *April 2021*  
Project award: *July 2021*  
Project completion: *September 2022*

## Funding Sources:

SITE MAP IF REQUIRED

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
						3,500,000	3,500,000

## PROJECT DESCRIPTION:

**Build a new multi-use combined Fire and EMS Station as part of the 230 Talbot Street, Phase # 2 housing project.**

- This could be a shared cost initiative with the County, or the City may wish to move its EMS service provider in-house under the Fire Administrative umbrella and realize some administrative cost savings.
- Costs are based on a stand-a-lone fire station. Incorporating the design into a multi-use residential occupancy (apartment building) footprint **may dramatically reduce costs**.
- Southwold is considering a new fire station in Talbotville. This station could provide coverage, either initially or as back-up to this area.

- This station would service the new expansion areas to the northwest and west sides of the City and provide a quicker response to the downtown core. It would be the second in vehicle to the hospital and first in vehicle to the courthouse.
- The location of the station would enhance needed Fire and EMS coverage in currently underserved areas.
- This station could house the mandatory back-up PSAP for Police and Fire.
- This station could be the location for a back-up Emergency Operations Centre.
- It could be the first step in a combined Fire/EMS service.
- It could provide other uses to the City until it is staffed.
- It would be part of a multi-use complex that would include low-income apartments above and/or adjacent to the ground floor station.

The purpose of building this station now is to take advantage of an ideal property location that the City now owns and to build it at a lower cost than a build at some time in the future would cost.

It also allows for a more complete use of the available land by building the station together with a multi-residential low-income apartment complex.

The 2020 Fire Station Location Study identified this area as the ideal location for an additional fire station.

A 2020 Fire Underwriters assessment scored the City lower in its distribution of resources and available fire service staffing.



# CAPITAL PROJECT FOR 2021

**Project Name: Light Response Vehicle**

**Purchase an Additional Light Response Vehicle**



**Department:**

**Fire**

**Estimated Gross Cost:**

**\$165,000**

**Estimated Project Timeline:**

Tender/RFP release: *April 2021*

Project award: *June/July 2021*

Project completion: *October 2021*

**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
165,000							165,000

## PROJECT DESCRIPTION:

### Purchase an Additional Light Response Unit

The purpose of this unit would be to respond as a light rescue truck, respond to medical calls with a lower profile and to act as an initial command unit for the platoon chief.

This would reduce wear and tear on the larger vehicles that currently respond to these types of calls, provide a back-up should the new Heavy Rescue be temporarily taken out of service and allow for better access to tight locations, the City's trail system and narrow streets.

This vehicle would be a better fit should Council wish to proceed with expanded duties for STFD.

This would be an addition to the current fleet.

STFD had a similar vehicle until mechanical/structural failure required its retirement in 2019.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Joe Thornton CC Outdoor Ball Hockey Rink

**Department:**

Parks, Recreation & Property Management ~ Recreation Division

**Estimated Gross Cost:**

\$200,000

**Estimated Project Timeline:**

Tender: Mar 2021

Project award: June 2021

Project construction: September 2021

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
200,000							200,000

**PROJECT DESCRIPTION:**

The Joe Thornton Community Centre is a multi-purpose recreational facility that continues to add features for recreational activities that services a variety of community needs and requests. With the addition of the outdoor skate park in 2016 we wish to expand further on recreational opportunities in the area using the parcel of open land to the south of the new skate park and north of the Joe Thornton Community Centre. The development would include an outdoor ball hockey rink concrete surface with partial boards, benches & protective netting surrounding the playing surface (proposed 140' x 80'). The project may also include a couple of basketball nets situated on the perimeter of the playing surface and can be used when the facility is not in use for ball hockey.

# CAPITAL PROJECT FOR 2021

**Project Name:**

JTCC, Copper Pipe Replacement  
Year 1 of 2

**Department:**

Parks, Recreation & Property

**Estimated Gross Cost:**

\$100,000

**Estimated Project Timeline:**

Tender/RFP release: March 2021

Project award: April 2021

Project completion: Sept 2021



SITE MAP IF REQUIRED

**Funding Sources:**

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
100,000							100,000

**PROJECT DESCRIPTION:**

Replace Type M thin wall copper pipe throughout the JTCC facility with superior Type L thicker copper pipe and fittings rated for heavy loads.

The Complex has long been experiencing continuous leaks from the Type M copper piping throughout the facility including the boiler room and sprinkler room. Over the past 7 years certain phases of the ½" to 1" pipe for domestic cold, hot and recirculating lines have been replaced.

Remaining copper pipe comes in various sizes ranging from 1 inch to 4 inches. A budgetary estimate for replacement is approximately \$230,000 including material and labor (based on 2019 figures).

To minimize downtime with JTCC complex operations, the replacement should likely occur over a 2-year period.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Jaycee Pool Parking Lot  
Improvements and Landscape  
Proposal

**Department:**

Parks, Recreation & Property  
Management ~ Recreation Division

**Estimated Gross Cost:**

\$250,000

**Estimated Project Timeline:**

Tender: Jan 2021

Project award: May 2021

Project construction: June 2021

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
250,000							250,000

**PROJECT DESCRIPTION:**

The Capital Works Service Area Team has been retained for this project. Completing this project internally will result in a projected 15 to 20% overall savings compared to using a consultant. In addition, the work would be tendered (if approved) with planned roadwork on Inkerman, resulting in additional savings due to economies of scale.

**Parking Lot Improvements:** Identify 4 designated accessible parking spaces, improved vehicular traffic flow in and out of the lot. 70 clearly marked parking spots for participants and staff, including speed bumps & signage for safety control, as well as a guarded pedestrian foot path from the green space to the aquatic facility.

**Landscape Proposal:** This initiative is to create a green space for spectators, offer some sunshade protection and benches in a comfortable seating arrangement which should increase and encourage patronage while fostering a sense of community pride and participation.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Pedestrian Crossing upgrades

**Department:**

Environmental Services

**Estimated Gross Cost:**

\$100,000

**Estimated Project Timeline:**

Tender/RFP release: 2021

Project award: 2021

Project completion: 2021

**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously			Water	Sewer	Development	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Charges	Total
58,000						42,000	100,000

**PROJECT DESCRIPTION:**

In order to improve the level of service for pedestrians, this project proposes to Install (PXO) Pedestrian Crossovers at various crossing guard locations. This program also includes installing a PXO crossing at a high use trail location on Wellington St. between Princess St. and Moore St.

The PXO's would consist of poles on either side of the crossing with signs, audible pedestrian pushbuttons, rectangular rapid flashing LED beacons, and a sign mounted over the roadway. An advantage gained is that the PXO provides 24-hour, 7 day a week protection for students or any pedestrians outside the hours that a crossing guard would be present.

There is no need to retain the two forms of traffic control at one location, and financial savings can be realized in the future by reducing the Adult Crossing Guard Program.



# CAPITAL PROJECT FOR 2021

## Project Name:

**Animal Control Shelter & Off-Leash Dog Park**

## Department:

Environmental Services – Animal Control

## Estimated Gross Cost:

**\$1,500,000**

## Estimated Project Timeline:

Design Feb to June 2021  
Tender: Aug 2021  
Project award: Oct 2021  
Project construction: Flexible Completion Date 2022

## Funding Sources:

Tax	Private	Other	Development		Previous	Debt/	
Funded	Funding	Municipalities	Charges	Grants	Funding	Future Tax	Total
450,000	500,000	150,000	100,000		300,000		1,500,000



## PROJECT DESCRIPTION:

Since 2015, Councils have been reviewing the most efficient way to repair or rebuild the existing aged animal shelter. Council received Report ES 68-17 in August of 2017 which recommended looking at a new building instead of renovating the existing shelter due to high renovation costs and the poor existing location. In 2019, Council reviewed and approved a location south of the DTL baseball complex.

The purpose of the project is to:

- Provide a safe workplace and efficient floor plan for animals and employees
- Foster a positive environment to promote animal adoption
- Create an energy efficient, sustainable building with lower operating costs.
- Create a dog park and overflow parking for DTL

There will be a 3,000 Sq ft energy efficient building designed to generate more energy than it consumes. Energy efficient strategies could include solar electrical generation, water conservation, and geothermal heat pump with in-floor heating system.

Employee and/or public electric vehicle charging stations could be included in the project.

# CAPITAL PROJECT FOR 2021

## Project Name:

**Pinafore Park Roadway  
Improvements/Barrier Curbs**

## Department:

**Parks, Recreation & Property  
Management ~ Roadwork**

## Estimated Gross Cost:

**\$430,000**

## Estimated Project Timeline:

Tender/RFP release: *Jan 2021*

Project award: *Feb 2021*

Project completion: *Oct 2021*

## Funding Sources:

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
430,000							430,000

## PROJECT DESCRIPTION:

The 'Big Circle' in Pinafore Park remains the only section of the park without barrier curbs and node parking. High vehicular traffic has broken down the edges in this area and caused damage to the turf, along with a risk to the trees with increased compaction and some vehicles ending up in a space where the public cannot predict, looking to park in the shade.

The Capital Works Service Area team has been retained for this project. Completing the project internally will result in an estimated 15 - 20% overall savings compared to a consultant. In addition, the work would be tendered with the City's road rehabilitation project (similar work) resulting in further savings due to economies of scale.

Staff recommends curbs and additional parking nodes to control traffic, improve circulation and protect pedestrians and green space from cars. The rest of Pinafore has been very successful with the addition of node parking and concrete barrier curbs.

This project could be broken up into 2 phases at \$330,000 for the large circle in 2021 and \$140,000 in 2022 for the smaller circle where the public bathrooms are located although the increase in cost of \$40,000 would be a factor due to inflation and costs associated with mobilization.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Additional Bleachers for  
1Password Park**

**Department:**

Parks Recreation & Property  
Management ~ Parks Division

**Estimated Gross Cost:**

**\$140,000**

**Estimated Project Timeline:**

Tender: January 2021

Project award: March 2021

Project construction: Apr/May 2021

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
140,000							140,000

**PROJECT DESCRIPTION**

The construction of 1Password Park was completed this past spring. In the design of the park, 2 sets of bleachers were specified for each field, for a total of 28 sets.

During the construction of this project it was decided to only purchase half of the bleachers at the time due to costs.

In a time where social distancing is required, the need for additional seating is important to allow as many spectators as we can to safely watch the games that are being played.

Approval of this project would permit us to purchase the remaining 14 bleachers to allow for maximum spectators while still following social distance protocols and outdoor gathering limits.



# CAPITAL PROJECT FOR 2021

## Project Name:

**Waterworks Park North Island  
Access Bridge Replacement**

## Department:

Parks Recreation & Property  
Management ~ Parks Division

## Estimated Gross Cost:

**\$150,000**

## Estimated Project Timeline:

Tender: Feb 2021

Project award: May 2021

Project construction: July/August 2021



## Funding Sources:

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
150,000							150,000

## PROJECT DESCRIPTION:

The original south access bridge constructed in the 1930's at Waterworks Park is in declining condition. In 1990, all bridges were replaced with accessible steel bridges, except for this area. The asphalt is deteriorating and sinking away which is causing large holes and depressions that require constant repair.

The access is part of a popular pedestrian trail and poses a hazard for walkers.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Burwell Park Ball Diamond  
Lighting**

**Department:**

**Parks Recreation & Property  
Management ~ Parks Division**

**Estimated Gross Cost:**

**\$325,000**

**Estimated Project Timeline:**

Tender: Feb 2020

Project award: Mar. 2020

Project construction: May 2020

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
325,000							325,000

**PROJECT DESCRIPTION**

This infrastructure project would be an improvement to our current facility and would allow for longer playing time by our user groups.

Interest has been expressed to install the lighting at a diamond that is already heavily used with minimal disruption to the surrounding residential area.

# CAPITAL PROJECT FOR 2021

## Project Name:

Annual Sidewalk Program

## Department:

Environmental Services

## Estimated Gross Cost:

\$200,000

## Estimated Project Timeline:

Tender: Jan 2021  
Project Award: Feb - Mar 2021  
Project Completion: Aug 2021



## Funding Sources:

Tax	Previously			Water	Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
200,000							200,000

## PROJECT DESCRIPTION:

This annual program includes sidewalk construction to maintain and upgrade the sidewalk infrastructure where the need is determined based on priorities.

The City conducts evaluations on the sidewalk infrastructure in the previous year and implements subsequent replacements/upgrades the following year. In 2016 an updated warrant system was created in partnership with the, "Creating Connections" partnership. This new rating system was applied to all the existing needs and to all the new needs identified through the partnership.

The total replacement asset value for sidewalks is \$34.7M. To maintain the existing sidewalk system in a sustainable state, we should be allocating a range of \$350k to \$700k per year. It should be noted that sidewalks are reconstructed as part of the Complete Streets and Road Rehabilitation Programs. If approved as is, total sidewalk spending is projected to be \$550,000.

The improvement and expansion of the sidewalk network, in conjunction with off road trails and on road cycle paths, contributes to an overall walking and cycling network. This network supports the City strategic objective of complete streets which improve safety and support healthy lifestyles.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Bridge and Culvert Major  
Maintenance**

**Department:**

**Environmental Services**

**Estimated Gross Cost:**

**\$200,000**

**Estimated Project Timeline:**

Tender/RFP release: Mar 2021  
Project award: May 2021  
Project completion: Sept 2021



## **Funding Sources:**

Tax	Previously	CWWF		Water		Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
200,000							200,000

## **PROJECT DESCRIPTION:**

Bridges and culverts are inspected on a bi-annual basis. During the 2020 inspection, staff identified key work for a number of structures that will extend asset life. The work includes removing brush and debris at culvert inlets and outlets, rehabilitation of culvert inverts via concrete pavement, grouting of minor voids and minor parging as shown in the photos below.

Fifth Avenue Culvert - Parging Recommended



Wellington Street – Concrete Invert  
Pavement Recommended





# CAPITAL PROJECT FOR 2021

## Project Name:

**Annual Sewer Trenchless Rehabilitation Program**

## Department:

**Environmental Services**

## Estimated Gross Cost:

**\$1,000,000**

## Estimated Project Timeline:

Tender/RFP release: Jan-Feb 2021  
Project award: Mar –Apr 2021  
Project completion: May– Dec 2021

## Funding Sources:



Tax	Previously	Development		Water	Sewer	Debt/	
Funded	Approved	Charges	Gas Tax	Reserve	Rates	Future tax	Total
					1,000,000		1,000,000

## PROJECT DESCRIPTION:

Full length sewer lining and private drain connection lining, using trenchless technology is an annual program to maintain and extend the life of an aged sewer system. This technology avoids the social impact of full reconstruction and saves on restoration costs.

Trenchless sewer technologies create large future capital cost avoidance by reducing open cut sewer construction. The return on investment is in the range of \$4 to \$6 for every dollar invested. However, there are diminishing rates of return if we use trenchless technologies where they are unwarranted.

Asset value for sanitary and storm sewers:	\$276,000,000
Infrastructure gap (backlog of needs):	\$ 15,000,000
Suggested annual funding to have sustainable level of service:	\$ 3,600,000
2020 Funding Request:	\$ 3,600,000
Annual funding (deficit)/surplus (includes all sewer programs):	\$ 0

This program works in conjunction with the complete streets program where sewers are reconstructed. The most effective range of investment for this project is \$600k to \$1M per year.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Electric Charging Infrastructure**

**Department:**

**Environmental Services**

**Estimated Gross Cost:**

**\$500,000**

**Estimated Project Timeline:**

Tender/RFP release: Apr 2021  
Project award: May 2021  
Project completion: Aug 2021



**Funding Sources:**

Tax	Previously			Water	Sewer		
Funded	Approved	Gov. Funding	Gas Tax	Reserve	Reserve	Dev. charges	Total
150,000		250,000				100,000	500,000

## **PROJECT DESCRIPTION:**

A new round of Electric Vehicle and Alternative Fuel Infrastructure Deployment Initiative or funding has been made available in the Fall of 2020.

The Zero Emission Vehicle Infrastructure Program targets electric vehicle charging station installations in public places, on-street and in workplaces.

The program will pay 50% of each Level 2 or higher electric charger to a maximum amount ranging from \$5,000 to \$50,000 depending on charger output.

***\*Minimum 20 chargers required for funding***

As we are progressing with expanding the City electric vehicle fleet, we will need to ensure sufficient charging capabilities for these vehicles. Currently we have 1 electric vehicle and charging station which will expand to upwards of 6 electric vehicles in 2021 due to replacement/new vehicle purchase.

The move to electric vehicles will continue to reduce emissions across the city and be supported by lower fuel composition/cost.

Staff is recommending installing electric chargers for staff at 100 Burwell, Pinafore park, 1 Password park and the Parkette near the library.

Staff is also recommending installing electric chargers for the public at City Hall, Pinafore Park, 1 Password park, Joe Thornton arena and the Parkette near the library.

## CAPITAL PROJECT FOR 2021

**Project Name:**

## Runway 03-21 Rehabilitation and Extension with a Hold Bay

**Department:**

## Clerk's - Airport

**Estimated Gross Cost:**

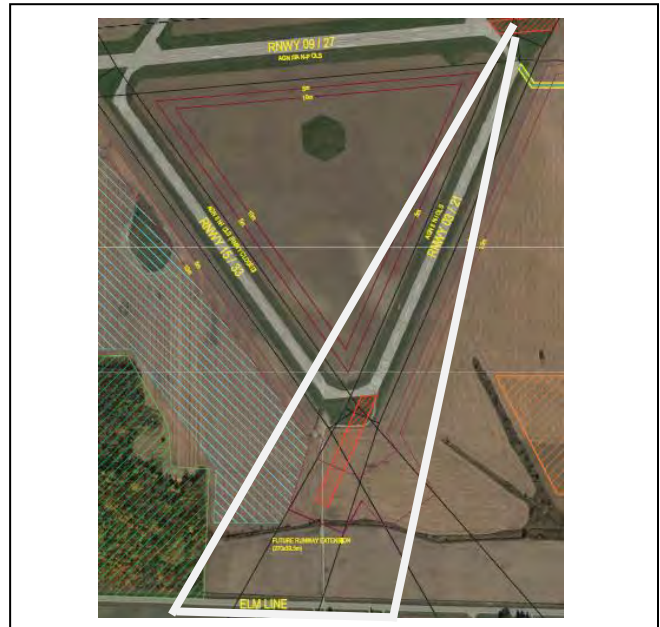
**\$3,078,994**

### Estimated Project Timeline:

Tender/RFP release: Jan 2021

Project award: *Feb 2021*

Project completion: September 2021



SITE MAP IF REQUIRED

### **Funding Sources:**

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
3,078,994							3,078,994

### PROJECT DESCRIPTION:

Runway 03/21 was reconstructed in 1991 and the asphalt is showing extensive cracking. A rehabilitation of the current pavement is highly recommended at this time before significant damage is done to the base of this runway structure.

This project estimate is for milling and paving of the current runway surface with an extension of Runway 03/21 by an additional 1,114 feet. In addition to the extension, a holding bay would be created at the end of 03 to safely accommodate aircraft in a holding pattern waiting for aircraft to land on 03. It would also be prudent to install medium intensity LED lighting.

If this project is completed to the extent recommended it would not be necessary to further consider 15/33 as the airport's primary choice as a secondary runway.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Runway 03-21 Rehabilitation  
Milling /Pavement/Paint**

**Department:**

**Clerk's - Airport**

**Estimated Gross Cost:**

**\$854,000**

**Estimated Project Timeline:**

Tender/RFP release: *Jan 2021*

Project award: *Feb 2021*

Project completion: *September 2021*

**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
854,000							854,000

**PROJECT DESCRIPTION:**

Runway 03/21 was reconstructed to a PLR rating of 9 in 1991. The runway pavement is in fair to poor condition and requires milling and repaving in order to provide a smooth, even surface and to improve directional control and braking performance of aircraft. It will also safeguard the substructure of the runway for an additional 30 years.

This project would consist of the following:

**General Construction Items:**

1. Mobilization, demobilization, insurance and bonding
2. Utility locates
3. Implementation of construction sequence
4. Construction layout and quality assurance
5. Erosion and sediment control
6. Quality control testing
7. As-built survey and closeout documentation
8. Project soft costs, engineering and project management, and project contingencies



### Runway 03-21 rehabilitation:

1. Partial depth milling (50mm)
2. Major crack repairs
3. Granular base (230mm)
4. HMAC (50mm HL4)
5. Pavement line markings



# CAPITAL PROJECT FOR 2021

**Project Name:**

**Systematic Tiling – 75 Acres  
St. Thomas Municipal Airport**

**Department:**

**Clerk's - Airport**

**Estimated Gross Cost:**

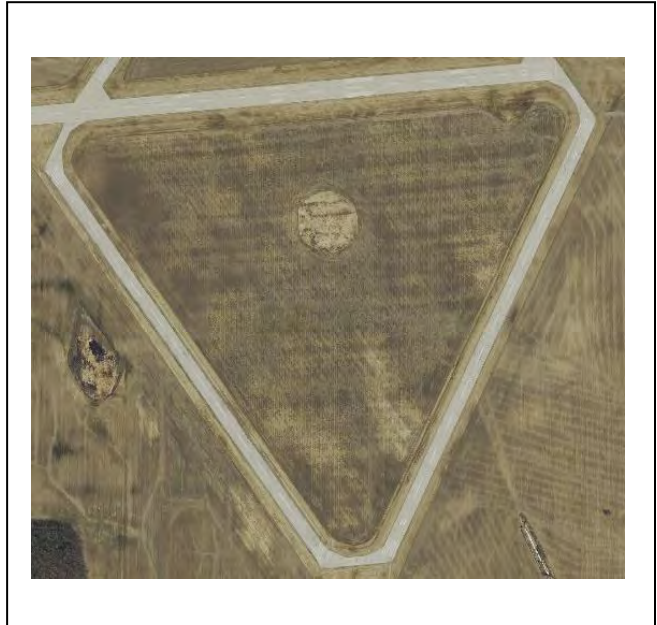
**\$138,500**

**Estimated Project Timeline:**

Tender/RFP release: *March 2021*

Project award: *May 2021*

Project completion: *July 2021*



SITE MAP IF REQUIRED

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
138,500							138,500

**PROJECT DESCRIPTION:**

The field tile currently in place servicing a 75-acre parcel of land in the middle of the airport runways is no longer providing adequate drainage. Large tracts of surface washout are evident, depositing silty soil that plugs drainage and sub-drainage of runways. Ponding of water is evident and is creating a habitat for waterfowl that is hazardous to aircraft and passengers. This also affects serviceable land for farming which is essential to airport revenues.

Investment in systematic drainage of airport lands is essential as it will reduce maintenance to runway substructures, eliminate wildlife incursions, and ensure serviceable lands for farming.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Runway 15-33 Reconstruction**

**Department:**

**Clerk's - Airport**

**Estimated Gross Cost:**

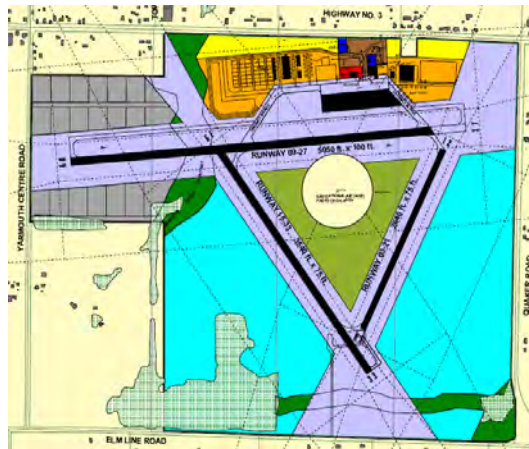
**\$3,635,485.**

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021

Project award: Mar 2021

Project completion: Aug 2021



**Funding Sources:**

**SITE MAP IF REQUIRED**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
3,635,485							3,635,485

## **PROJECT DESCRIPTION:**

### **Runway 15/33 Reconstruction with Extension**

Runway 15/33 is currently closed due to safety concerns.

Since construction in 1941, Runway 15/33 was milled and paved at 60mm depth in 1991. No further rehabilitation work has taken place.

Design and engineering plans for the reconstruction of Runway 15/33 were completed in 2015.

The runway is in extremely poor condition. Primary pavement distress manifestations include, extensive and severe longitudinal and transverse cracking as well as rutting up to 25mm depth and alligator cracking. Significant material loss has occurred, constituting a foreign object debris (FOD) hazard. Asphalt conditions of Runway 15/33 will continue to propagate and deteriorate causing increased foreign object damage (FOD) hazards.

The existing condition of the airfield pavements presents the following aviation safety risks:

1. Subjecting aircraft to excessive pitch and roll motions that interfere with aircraft operational performance and control;
2. Causing aircraft structural damage and component fatigue;



3. Reducing aircraft tire to pavement contact which can affect feedback from aircraft anti-skid braking systems and degrade aircraft stopping performance;
4. Causing vibration problems that make on-board instruments difficult for pilots to read;
5. Causing discomfort and alarm for passengers.



Runway 15/33 rehabilitation project will involve the following:

1. Full depth reconstruction of runway pavements including pulverization and re-use of pulverized materials in the sub-base so that the pavement structure is homogeneous with balance of the airport;
2. Installation of new sub drain system;
3. Installation of runway paint markings.
4. Installation of medium intensity LED edge lights complete with a lit windsock and runway end threshold lights and lit signage as required.

# CAPITAL PROJECT FOR 2021

**Project Name:**

**Taxiway Alpha and Apron Two  
Resurfacing**

**Department:**

**Clerk's - Airport**

**Estimated Gross Cost:**

**\$643,470.**

**Estimated Project Timeline:**

Tender/RFP release: *Jan 2021*

Project award: *Mar 2021*

Project completion: *Aug 2021*



SITE MAP IF REQUIRED

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
643,470							643,470

**PROJECT DESCRIPTION:**

This project is for the repaving of the main taxiway A on the north side of runway 27-09 and the East taxiway Apron 2, adjacent to the large orange hangar.

This taxiway was last resurfaced in 1983.

Crack filling has been ongoing on this taxiway. The repave would add strength and smoothness and reduce annual maintenance costs.

As recommended in the Future Growth Strategies for St. Thomas Airport – Table 18, Phase 1. Time Frame 2017-2022.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Infill - Small Lot Hangars

**Department:**

Parks, Recreation and Property  
Management - Airport

**Estimated Gross Cost:**

\$ 850,963.

**Estimated Project Timeline:**

Tender/RFP release: *Jan 2021*

Project award: *Feb 2021*

Project completion: *March 2021*

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
850,963							850,963

**PROJECT DESCRIPTION:**

Construction of 4 new hangars for the purpose of renting aircraft storage space on a monthly basis. These lots are adjacent to hydro and taxiway infrastructure.

individual hangar rental rate - \$350 per month, \$4,200 per year

total annual revenue - \$63,000

cost recovery period - approximately 18 years at 3.5% interest

# CAPITAL PROJECT FOR 2021

**Project Name:**

Expansion of Maintenance Garage

**Department:**

Parks, Recreation and Property  
Management - Airport

**Estimated Gross Cost:**

\$265,200.

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021

Project award: Feb 2021

Project completion: July 2021

**Funding Sources:**

SITE MAP IF REQUIRED

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
265,200							265,200

**PROJECT DESCRIPTION:**

This expansion calls for a 30 ft by 48 ft addition to our existing maintenance garage. The surrounding gravel parking area of approximately 20,000 square feet will be paved. This will add additional parking and support to our maintenance activity as well as for the large orange hangar.

Currently Airport support equipment is being stored in the corporate hangar. The addition will free up space that has a higher retail value and could otherwise be used to generate revenue.

# CAPITAL PROJECT FOR 2021

**Project Name:**

Small Lot Hangar Reconstruction

**Department:**

Parks Recreation and Property  
Management - Airport

**Estimated Gross Cost:**

\$1,258,884.

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021

Project award: Feb 2021

Project completion: Fall 2021

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
1,258,884							1,258,884

**PROJECT DESCRIPTION:**

Replacement of 11 out of 12 small lot hangars

Hangar replacement                \$1,167,329

Electrical upgrades                \$ 91,555

Total                                \$1,258,884

Individual hangar rental rate - \$700 per month, \$8,400 per year

12 hangars total revenue - \$100,800 per year

Cost recovery period - approximately 16 years at 3.5% interest



# CAPITAL PROJECT FOR 2021

**Project Name:**

T- Hangars

**Department:**

Parks Recreation and Property  
Management - Airport

**Estimated Gross Cost:**

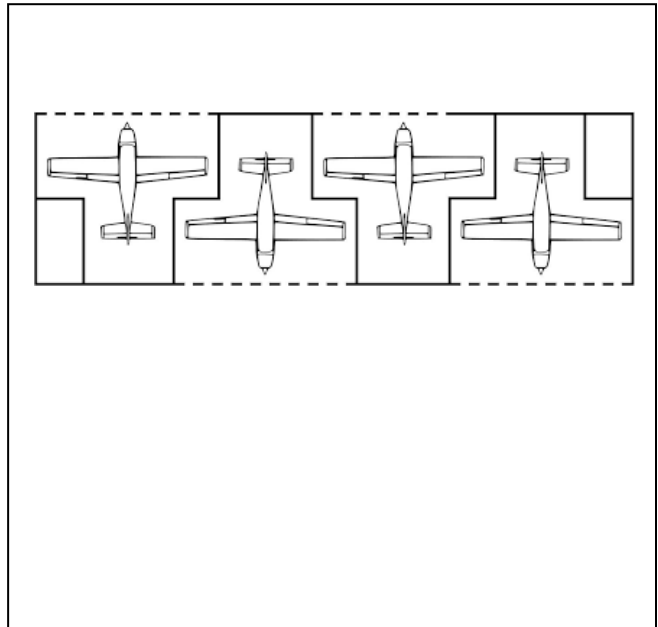
\$1,258,884.

**Estimated Project Timeline:**

Tender/RFP release: Jan 2021

Project award: Feb 2021

Project completion: Fall 2021

**Funding Sources:**

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserves	Future tax	Total
1,258,884							1,258,884

**PROJECT DESCRIPTION:**

New site development and aircraft Hangar construction to accommodate 14 aircraft in an enclosed Standard T-Hangar configuration.

The project would consist of approx. 49,000 sq feet of taxiway and apron space and road access to accommodate a hangar complex 400 feet in length by 40 feet in width an area covering 16,000 sq feet.

Method of construction would consist of steel frame and metal cladding concrete floors individual doors. Electrical to be supplied will be adequate to support: power doors, LED lighting and the ability to preheat aircraft.

hangar rental rate - \$700 per month, \$8,400 per year

14 hangars total revenue - \$117,600 per year

cost recovery period - approximately 13 years at 3.5% interest

# CAPITAL PROJECT FOR 2021

**Project Name:**

Fire Department Training Complex

**Department:**

Fire

**Estimated Gross Cost:**

\$600,000

**Estimated Project Timeline:**

Tender/RFP release: *April 2021*

Project award: *June/July 2021*

Project completion: *November 2021*

**Funding Sources:**

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
600,000							600,000

**PROJECT DESCRIPTION:**

The 2016 Master Fire Plan recommended that STFD develop more comprehensive training facilities that better affords the opportunity to train and practice all the skills needed for the range of services provided by the department. This should be coordinated, where practicable, with other County fire departments, particularly Central Elgin. It was suggested that the project be implemented within a 4 to 6 year period or between the years 2020 and 2022.

Two nearby fire departments that have recently built firefighter training facilities, Central Elgin (see picture above) and Woodstock (see picture above).

Both training facilities use shipping containers as the basis for the complex. It is recommended be built on the Station # 2 property at 235 Burwell Road. Smoke produced would be minimal and any actual burning would only occur when wind conditions allowed. Propane props and artificial smoke are viable substitutes although not as effective as a training tool.

## Health and Safety

Ontario Section 21 Guidance Notes are referred to by the Ministry of Labour when dealing with health and safety matters related to the Fire Service.

Guidance Note 7-1 “Safe Training” states:

Firefighter training includes simulations of dangerous scenarios — rope rescue, live fire and ice rescue are a few examples.

*In order for firefighters to learn how to do their jobs effectively, training must resemble real conditions.*

## Uses

The Training Centre would allow STFD to conduct:

- Live Burn Training (simulate structure fires and basement fires)
- Search and Rescue Training
- Rapid Intervention Training
- High Angle Rescue Training
- Fire Investigation Training
- Motor Vehicle Rescue Training
- Forcible Entry Training and Breaching Techniques
- Ladder Rescue and Ventilation Training
- Incident Command Training
- Confined Space Rescue Training (All City Departments)
- Fire and Life Safety Education Events for the Public
- Police Tactical Training

## Cost to Use the Central Elgin Facility

The cost to rent the Central Elgin Training Facility per day is between \$650 and \$1900, depending on the type of training and the resources used. Sending a platoon to train outside of the City would also require calling back firefighters to standby on overtime. The cost to bring in a replacement platoon on overtime is estimated to cost between \$70 and \$85 per firefighter per hour.

For example, a four hour training session is estimated to cost:

Facility - \$1200

Overtime – Partial Callback – Estimate 8 firefighters x (\$75 x 4) = 8 x \$300 = \$2400

Estimated Cost per session = \$3600 x minimum 4 sessions = \$14,000

**FIR2019: St Thomas C****Asmt Code: 3421****MAH Code: 44101****Schedule 80**  
**STATISTICAL INFORMATION**  
for the year ended December 31, 2019**9. Building Permit Information (Performance Measures)**

- 1300 What method does your municipality use to determine total construction value? . . . . .
- 1302 If "Other Method" is selected in line 1300, please describe the method used to determine total construction value . . . . .

Column 1 #	Column 2 #	Column 3 #	Description 4 LIST
			Other Method (Please describe below)
			Declared Value

- Total Value of Construction Activity**
- 1304 Total Value of Construction Activity for 2019 based on permits issued. . . . .

1 \$
122,417,443

- Review of Complete Building Permit Applications:** Median number of working days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal (by Category):

Median Number of Working Days 1 #
19

- 1306 **Category 1 : Houses (houses not exceeding 3 storeys/600 square metres)** . . . . .
- Reference : provincial standard is 10 working days

15
----

- 1308 **Category 2 : Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)** . . . . .
- Reference : provincial standard is 15 working days

16
----

- 1310 **Category 3 : Large Buildings (large residential/commercial/industrial/institutional)** . . . . .
- Reference : provincial standard is 20 working days

15
----

- 1312 **Category 4 : Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications** . . . . .
- Note : If no complete applications were submitted and accepted for a Category on lines 1306 to 1312, please leave the cell blank and do not enter zero.

Number of Complete Applications 1 #	Number of Incomplete Applications 2 #	Total Number of Complete and Incomplete Applications 3 #
344	300	644
27	21	48
20	21	41
4	1	5
395	343	738

- Number Of Building Permit Applications**
- 1314 **Category 1 : Houses (houses not exceeding 3 storeys/600 square metres)** . . . . .

- 1316 **Category 2 : Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)** . . . . .

- 1318 **Category 3 : Large Buildings (large residential/ commercial/ industrial/ institutional)** . . . . .

- 1320 **Category 4 : Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications** . . . . .

- 1322 **Subtotal**

Note: Zero should be entered on lines 1314 to 1320 in column 1 if no complete applications were submitted and accepted for a category.  
Zero should be entered in column 2 if no incomplete applications were submitted and accepted for a category.

**10. Planning and Development**

- Land Use Planning (using building permit information)**
- 1350 Number of residential units in new detached houses . . . . .
- 1352 Number of residential units in new semi-detached houses . . . . .
- 1354 Number of residential units in new row houses . . . . .
- 1356 Number of residential units in new apartments/condo apartments . . . . .
- 1358 **Subtotal**

Residential Units within Settlement Areas 1 #	Total Residential Units 2 #	Total Secondary Units 3 #
185	185	
32	32	
148	148	
16	16	
381	381	0

- Land Designated for Agricultural Purposes**
- 1370 Hectares of land designated for agricultural purposes in the Official Plan as of December 31, 2019. . . . .

Hectares 1 #
289

**11. Transportation Services**

- 1710 Roads : Total Paved Lane Km . . . . .

1 #
498

- 1720 Condition of Roads : Number of paved lane kilometres where the condition is rated as good to very good. . . . .

309
-----

- 1722 Has the entire municipal road system been rated? . . . . .

Column 1 #	Column 2 #	Column 3 #	Description 4 LIST
			Y

## Schedule 80

### STATISTICAL INFORMATION

for the year ended December 31, 2019

MAH Code: 44101

	Indicate the rating system used and the year the rating was conducted .			Pavement Condition Index 2019
1730	Roads : Total UnPaved Lane Km .	2		
1740	Winter Control : Total Lane Km maintained in winter .	498		
1750	Transit : Total Number of Regular Service Passenger Trips on Conventional Transit in Service Area.	200,081		
1755	Transit : Population of Service Area.	38,909		
1760	Bridges and Culverts : Total Square Metres of Surface Area on Bridges and Culverts .	8,969		
	Rating Of Bridges And Culverts			
1765	Bridges .	7	13	
1766	Culverts .	4	11	
1767	<b>Subtotal</b>	<b>11</b>	<b>24</b>	
		Column 1 #	Column 2 #	Description 4 LIST
1768	Have all bridges and culverts in the municipal system been rated? .			Y
1769	Indicate the rating system used and the year the rating was conducted .			OSIM 2019
12. Environmental Services		1 #		
1810	Wastewater Main Backups : Total number of backed up wastewater mains .	3		
1815	Wastewater Collection/Conveyance : Total KM of Wastewater Mains.	229		
1820	Wastewater Treatment and Disposal : Total Megalitres of Wastewater Treated.	6,699,726		
1825	Wastewater Bypasses Treatment : Estimated megalitres of untreated wastewater.	426,317		
1835	Urban Storm Water Management : Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins) .	176		
1840	Rural Storm Water Management : Total KM of Rural Drainage System plus (0.005 KM times No. of Catch basins).	20		
1845	Water Treatment : Total Megalitres of Drinking Water Treated.	3,732,000		
1850	Water Main Breaks : Number of water main breaks in a year.	26		
1855	Water Distribution/Transmission : Total kilometres of Water Distribution / Transmission Pipe.	269		
1860	Solid Waste Collection : Total tonnes collected from all property classes.	13,192		
1865	Solid Waste Disposal : Total tonnes disposed of from all property classes.	6,578		
1870	Waste Diversion : Total tonnes diverted from all property classes.	6,614		
13. Recreation Services		1 #		
1910	Trails : Total kilometres of trails (owned by municipality and third parties).	77		
1920	Indoor recreation facility space : Square metres of indoor recreation facilities (municipally owned).	12,820		
1930	Outdoor recreation facility space : Square metres of outdoor recreation facility space (municipally owned).	59,720		
14. Other Revenue (Used for the calculation of Operating Cost)		1 \$		
2310	Fire Services: Other revenue.	22,707		
2320	Paved Roads : Other revenue.			
2330	Solid Waste Disposal : Other revenue.	22,149		
2340	Waste Diversion : Other Revenue.	264,605		
2370	Assessment on Exempt Properties (Enter data from returned roll)	177,834,132		



## Goal 1: Providing a Safe, Healthy and Vibrant Community

**Objective 1.1: Develop, support and promote recreational and leisure programs and infrastructure to meet the needs of the community**

### Action

1.1.1: Continue to promote recreational and leisure programs and services available

1.1.2: Work with partners to identify if there are gaps or overlaps in programs and services currently being delivered or future plans for delivery

1.1.4: Explore funding opportunities, recreational grants and public/private partnerships for the development and maintenance of recreation infrastructure

1.1.5: Update the outdoor pool to reflect current needs and safety requirements

1.1.6: Create a new skateboard park to reflect current needs, safety requirements and visitor opportunities

1.1.3: Conduct a feasibility study and develop a plan to identify and implement the multi-use potential for Timken Centre

**Objective 1.2: Develop and promote healthy options to get around the City**

### Action

1.2.8: Continue to develop safe bike routes – sharing the road initiatives supported by required infrastructure improvements

1.2.7: Ensure the integration of walkable communities in new residential developments

1.2.1: Evaluate current sidewalks to improve safety, connectivity, and accessibility around the City

1.2.2: Evaluate the road network to determine road improvement requirements

1.2.3: Evaluate and improve the availability of public transit

1.2.4: Continue to implement the recommendations of the Urban Area Expansion Transportation Master Plan

1.2.5: Update and implement the Trails Master Plan to promote expansion and connectivity of the trail systems

**Objective 1.3: Continue to support and encourage active volunteers**

### Action

1.3.2: Develop and promote key messages to share with newcomers to integrate them into the volunteer community

1.3.1: Continue to promote and acknowledge strong and supportive volunteers through an annual event

1.3.3: Establish and promote volunteer opportunities focused on youth and young unemployed adults

1.3.4: Develop a Volunteer Engagement Strategy



<b>Objective 1.4: Continue to support the provision of health and social services for the residents of St. Thomas when financially feasible</b>	
<b>Action</b>	
1.4.1: Continue to work with partners, developers and other stakeholders in efforts to nurture and encourage safe and affordable housing alternatives	
1.4.2: Investigate ways to integrate health and social services to improve linkages and collaborative efforts	
1.4.3: Plan for a range of housing that provides options for people at all stages of life	
1.4.4: Develop a seniors' strategy	
1.4.5: Conduct a 'value for money' assessment of emergency services through an analysis of effectiveness, efficiency and economy of each service (police, fire and land ambulance)	
<b>Objective 1.5: Promoting arts and culture programs and services</b>	
<b>Action</b>	
1.5.1: Identify opportunities to develop and blend cultural services, programs, initiatives and projects that link St. Thomas as it continues to grow and develop	
1.5.5: Continue to leverage and identify opportunities to establish a year-round farmer's market/artisan fair	
1.5.4: Create a Public Art and Public Space Policy that recognizes, promotes and facilitates the development of a vibrant city	
1.5.2: Continue to develop and implement the Cultural Plan	
1.5.3: Encourage the development of more arts and cultural programs by exploring opportunities for funding, including grants, sponsoring of programs, and resources available	
<b>Objective 1.6: Creating pride and promoting the history and heritage of the City</b>	
<b>Action</b>	
1.6.1: Assess the merits of developing a heritage strategy that examines both built heritage and cultural heritage	
1.6.3: Explore opportunities to enhance and promote local events that engage residents and contribute to the sense of community in the City of St. Thomas	
1.6.4: Continue to explore opportunities to establish partnerships that contribute to the celebration of culture in the community	
1.6.2: Develop a Cultural Master Plan	
<b>Objective 1.7: Ensuring the delivery of municipal services to meet the needs of the residents</b>	
<b>Action</b>	
1.7.1: Foster open and transparent municipal operations and governance by developing and implementing new communications strategy	
1.7.2: Develop a Corporate Strategic Plan inclusive of an Organizational review	
1.7.3: Continue to promote a progressive Council and Staff by providing a training budget for education and opportunities investment	



1.7.4: Monitor and update the Accessibility Plan to ensure compliance with Accessibility for Ontarians with Disabilities Act (AODA)

## **Goal 2: Developing and Retaining a Diverse and Thriving Economy**

**Objective 2.1: Promoting and showcasing St. Thomas as a City to live, work, play and invest**

### **Action**

2.1.5: Review the Community Improvement Plans for areas requiring updating and renewal

2.1.3: Continue to work with local community organizations/groups and identify collaborative opportunities to showcase St. Thomas as a city to live, work, play and invest

2.1.6: Develop and implement an Information Technology Plan to improve the City's efficiency in service provision

2.1.1: Review and update a Branding Strategy that identifies how you want to be seen by others

2.1.2: Continue to strengthen the relationship with the County of Elgin to collaborate on shared initiatives

2.1.4: Advocate for other levels of government and agencies to meet the Community's needs

**Objective 2.2: Continuing to provide support to local businesses to strengthen the economy of St. Thomas**

### **Action**

2.2.3: Continue to promote the Elgin Business Resource Centre – promoting the services available and the establishment of new

2.2.1: Conduct a needs assessment to better understand and support the requirements of local businesses and ensure that they have the resources required to remain successful and sustainable

2.2.2: Continue to support local businesses, restaurants, stores, through a shop local initiative - promote and encourage a buy-local culture

**Objective 2.3: Attracting new businesses to grow and diversify the economy of St. Thomas**

### **Action**

2.3.1: Continue to review the current initiatives underway for attraction of new businesses by the EDC

2.3.2: Continue to review and regularly update the Economic Development Strategy (2009) for the City of St. Thomas

2.3.3: Continue to update the community profile (2012) to showcase the benefits of locating in St. Thomas

2.3.4: Undertake a city-wide review of surplus lands and structures to facilitate growth and revitalization in the Community

2.3.6: Identify/confirm industrial and commercial land availability, and develop an industrial and commercial land strategy to utilize the available land

2.3.9: Partner with others and let them promote the City internationally through their mandates

2.3.10: Research and develop a Tourism Profile that would be used as an attraction and marketing tool for increasing tourism sector



2.3.7: Develop an inventory of vacant space downtown and establish a strategy to utilize the space
2.3.8: Give consideration to the implementation of Brownfield Policies that will provide for the redevelopment/intensification of underutilized lands and buildings
<b>Objective 2.4: Revitalizing the downtown core</b>
<b>Action</b>
2.4.3: Create and enforce a property standards by-law to aid in improving structures, facade improvements making store owners more accountable for a new, revised and updated look
2.4.1: Create a strategy for revitalizing the downtown core that is financially feasible
2.4.2: Researching and promoting the grants available to revitalize the downtown core
2.4.4: Assess the feasibility of establishing a community square/gathering area/piazza in the Downtown area
<b>Goal 3: Creating and Maintaining Sustainable Infrastructure and Natural Spaces</b>
<b>Objective 3.1: Promoting and conserving natural spaces</b>
<b>Action</b>
3.1.1: Advocate and promote the protection and enhancement of green spaces
3.1.7: Identify, document and evaluate the City's natural capital assets
3.1.3: Continue to support Lake Erie Protection and promotion initiatives
3.1.4: Continue to support Source Water Protection and promotion initiatives
3.1.2: Create an Environmental Advisory Committee of Council
3.1.5: Evaluate and monitor opportunities to participate in Watershed/Sub-Watershed Protection Plans
3.1.6: Consider developing and implementing an Environmental Action Plan/Environmental Strategy
<b>Objective 3.2: Ensuring clean air and reducing our greenhouse gas emissions</b>
<b>Action</b>
3.2.1: Increase natural landscaping and the urban tree canopy across the City
3.2.2: Develop a city tree by-law aimed at protecting urban forests/trees
3.2.5: Promote and encourage naturalization initiatives across the City
3.2.3: Promote renewable energies, and explore the use of solar energy on municipal properties
3.2.4: Explore opportunities with energy providers to reduce energy consumption and investigate alternative forms of energy where
<b>Objective 3.3: Striving for excellence in sustainability practices</b>
<b>Action</b>



3.3.8: Promote practices and projects that will contribute to the reduction of carbon emission in the environment and the creation of a climate neutral community
3.3.3: Emphasize reducing and re-using in the City's waste management strategy, while furthering greater waste diversion
3.3.2: Plan for and promote energy efficient buildings, renewable energy, water conservation and low emission vehicles
3.3.7: Continue to create and promote waste diversion education programs
3.3.5: Develop a Green Purchasing Policy
3.3.1: Promote a green culture within the organization and look for opportunities to develop green infrastructure where appropriate
3.3.4: Consider the creation of an Office of Sustainability in order to drive and promote sustainability across the corporation
3.3.6: Explore the development of a Food Strategy that includes 'buy local and grow local' components
<b>Objective 3.4: Planning and the development of infrastructure for the safety of the community</b>
<b>Action</b>
3.4.3: Establish policies and programs that enhance the accessibility and safety of new and existing facilities and infrastructure in compliance with Accessibility for Ontarians with Disabilities Act (AODA)
3.4.1: Development of a Financial Plan that explores opportunities to increase and sustain Capital Funding to address the City's deteriorating municipal infrastructure
3.4.2: Implement actions that ensure the long term safety of the community through CPTED (Crime Prevention Through Environmental
3.4.4: Enforcement of by-laws to ensure safe streets and buildings
3.4.5: Maintain and expand infrastructure to support the forecasted population through technology, waste management, roads, emergency services and accessibility
<b>Objective 3.5: Practicing and promoting sustainable land use planning and practices</b>
<b>Action</b>
3.5.1: Promote community involvement in environmental initiatives
3.5.2: Support and enhance community planting programs in appropriate locations
3.5.3: Continue to encourage and support the efforts of businesses and volunteers by recognizing outstanding environmental contributions
3.5.5: Continue to ensure policies and by-laws for developments that are sensitive to the environment
3.5.4: Create an inventory of potential Brownfield Sites, and if applicable, develop a remediation plan
3.5.6: If applicable, work with local landowners to rehabilitate Brownfields

# **ASSET MANAGEMENT PLAN 2020**

# Table of Contents

ENDORSEMENT .....	4
HOW THIS PLAN IS ORGANIZED .....	5
TOTAL MUNICIPAL ASSET VALUES .....	6
WATER AND SEWER .....	7
STREETSCAPES.....	7
FACILITIES .....	9
RISK MATRIX.....	10
SOURCES OF CAPITAL FUNDING.....	11
RECOMMENDATIONS.....	12
Watermain Asset Management Report Card.....	13
Watermain: Condition, Assessment & Levels of Service.....	14
Pumping Stations Asset Management Report Card.....	16
Pumping Stations: Condition, Assessment & Levels of Service.....	17
Storm Sewers Asset Management Report Card.....	18
Storm Sewers: Condition, Assessment & Levels of Service.....	19
Sanitary Sewers Asset Management Report Card .....	21
Sanitary Sewers: Condition, Assessment & Levels of Service .....	22
Storm Pond Management Asset Management Report Card .....	25
Storm Pond Management: Condition, Assessment & Levels of Service .....	26
Pollution Control Asset Management Report Card.....	27
Pollution Control: Condition, Assessment & Levels of Service .....	28
Bridges and Culverts Asset Management Report Card .....	30
Bridges and Culverts: Condition, Assessment & Levels of Service.....	31
Roads Asset Management Report Card .....	32
Roads: Condition, Assessment & Levels of Service .....	33
Traffic Signals Asset Management Report Card.....	36
Traffic Signals: Condition, Assessment & Levels of Service.....	37
Streetlights Asset Management Report Card.....	38
Streetlights: Condition, Assessment & Levels of Service .....	39
Fleet Asset Management Report Card .....	40
Fleet: Condition, Assessment & Levels of Service.....	41
Municipal & Facility Parking Lots, Paved Trails & Public Lanes Asset Management Report Card .....	42
Municipal & Facility Parking Lots, Paved Trails & Public Lanes: Condition, Assessment & Levels of Service .....	43

City Owned Buildings Asset Management Report Card..... 45

    City Owned Buildings: Condition, Assessment & Levels of Service..... 46

Housing Corporation Properties Asset Management Report Card..... 48

    Housing Corporation Properties: Condition, Assessment & Levels of Service..... 49

Airport Asset Management Report Card..... 51

    Airport: Condition, Assessment & Levels of Service ..... 52

Playgrounds Asset Management Report Card ..... 54

    Playgrounds: Condition, Assessment & Levels of Service ..... 55

Outdoor Recreation Facilities Asset Management Report Card..... 56

    Outdoor Recreations Facilities: Condition, Assessment & Levels of Service ..... 57

# ENDORSEMENT

We are pleased to introduce the Asset Management Plan for the City of St. Thomas. This plan serves as a strategic, tactical, and financial document, ensuring the management of the municipal infrastructure follows sound asset management practices and principles, while optimizing available resources and establishing desired levels of service.

The performance of our community's infrastructure provides the foundation for its economic development, competitiveness, prosperity, reputation, and the overall quality of life for its residents. I believe that this asset management strategy will elevate *Our Community, Our Future, Our St. Thomas*.

Sincerely,

Wendell Graves, City Manager



# HOW THIS PLAN IS ORGANIZED

There are **17 major asset classes** that in total are worth **\$1.18B** that are looked after by the City of St. Thomas.

The following pages show summaries of the total assets owned by St. Thomas, the average condition, the annual funding deficit, and the back logged work (often called the infrastructure gap). While St. Thomas has some infrastructure deficit and gaps, it still compares well to most Canadian cities.

The municipal assets are portrayed in a series of infographics that conveying a snapshot of the current state of the City's infrastructure. There are infographics for the overall asset value and then each of the 3 main categories: Water and Sewer, Streetscapes, and Facilities.

A risk matrix portraying the relative order of the 17 asset classes in terms of likelihood and consequence is then shown to guide decisions.

A financial plan shows how much we have been spending and then illustrates how much we should be spending. The various sources of financing are discussed in terms of their sustainability and preferred use.

Next, each asset has its own detailed asset report card describing condition, Canadian average condition, condition trend, historical funding, infrastructure surplus/deficit, and infrastructure gap.

Finally, there are asset descriptions, age distributions, staff assigned to manage the asset, condition assessment methodology; process to develop capital plans, existing levels of service, lifecycle management activities, and finally the proposed levels of service.

This plan is developed in accordance with the requirements as set out in Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure under the *Infrastructure for Jobs and Prosperity Act, 2015*.

# TOTAL MUNICIPAL ASSET VALUES

WATERMAINS  
PUMPING STATIONS  
STORM SEWERS  
SANITARY SEWERS  
STORM POND MANAGEMENT  
POLLUTION CONTROL

## WATER AND SEWER

SUMMARY ON PAGE 7

**\$1.18 Billion**

TOTAL VALUE

**\$1.8M** ANNUAL FUNDING SURPLUS

**\$39.3M** INFRASTRUCTURE GAP

**\$68,179** is the  
per household annual cost to  
replace City infrastructure

## FACILITIES

SUMMARY ON PAGE 8

CITY OWNED BUILDINGS  
HOUSING CORPORATION PROPERTIES  
AIRPORT  
PLAYGROUNDS  
OUTDOOR RECREATION FACILITIES

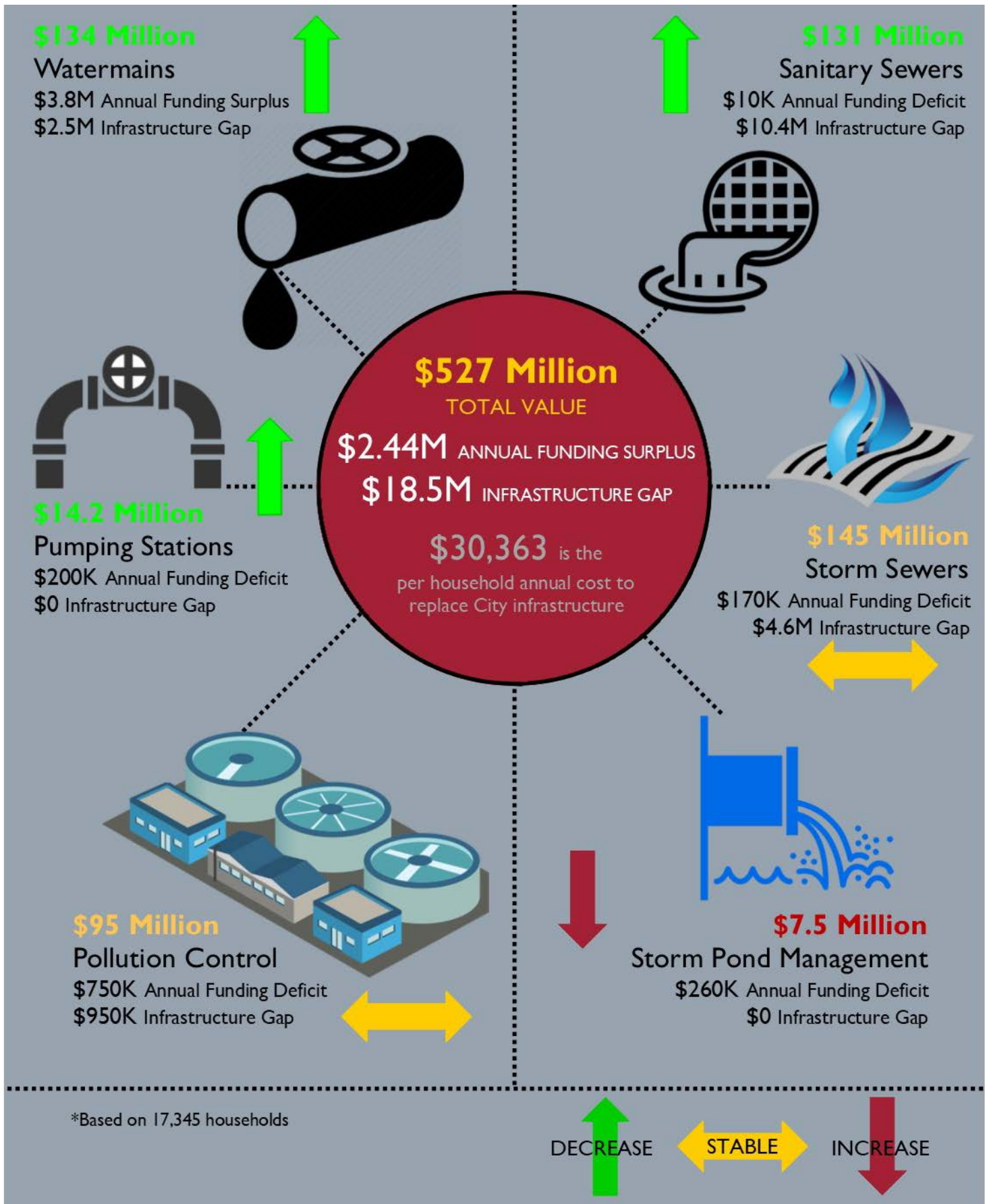
## STREETSCAPES

SUMMARY ON PAGE 9

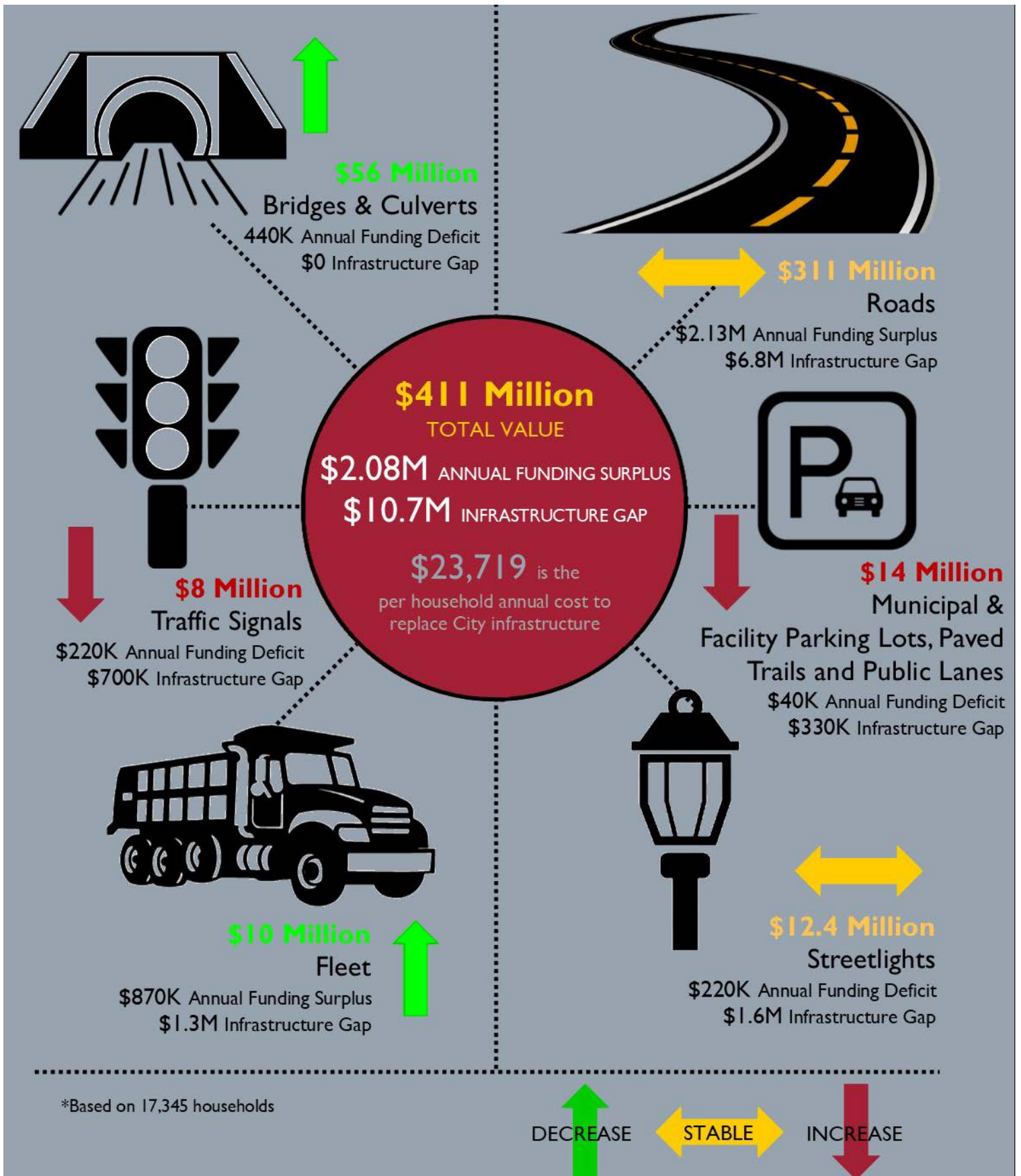
BRIDGES AND CULVERTS  
ROADS  
TRAFFIC SIGNALS  
STREETLIGHTS  
FLEET  
MUNICIPAL & FACILITY PARKING LOTS & PAVED TRAILS



# WATER AND SEWER

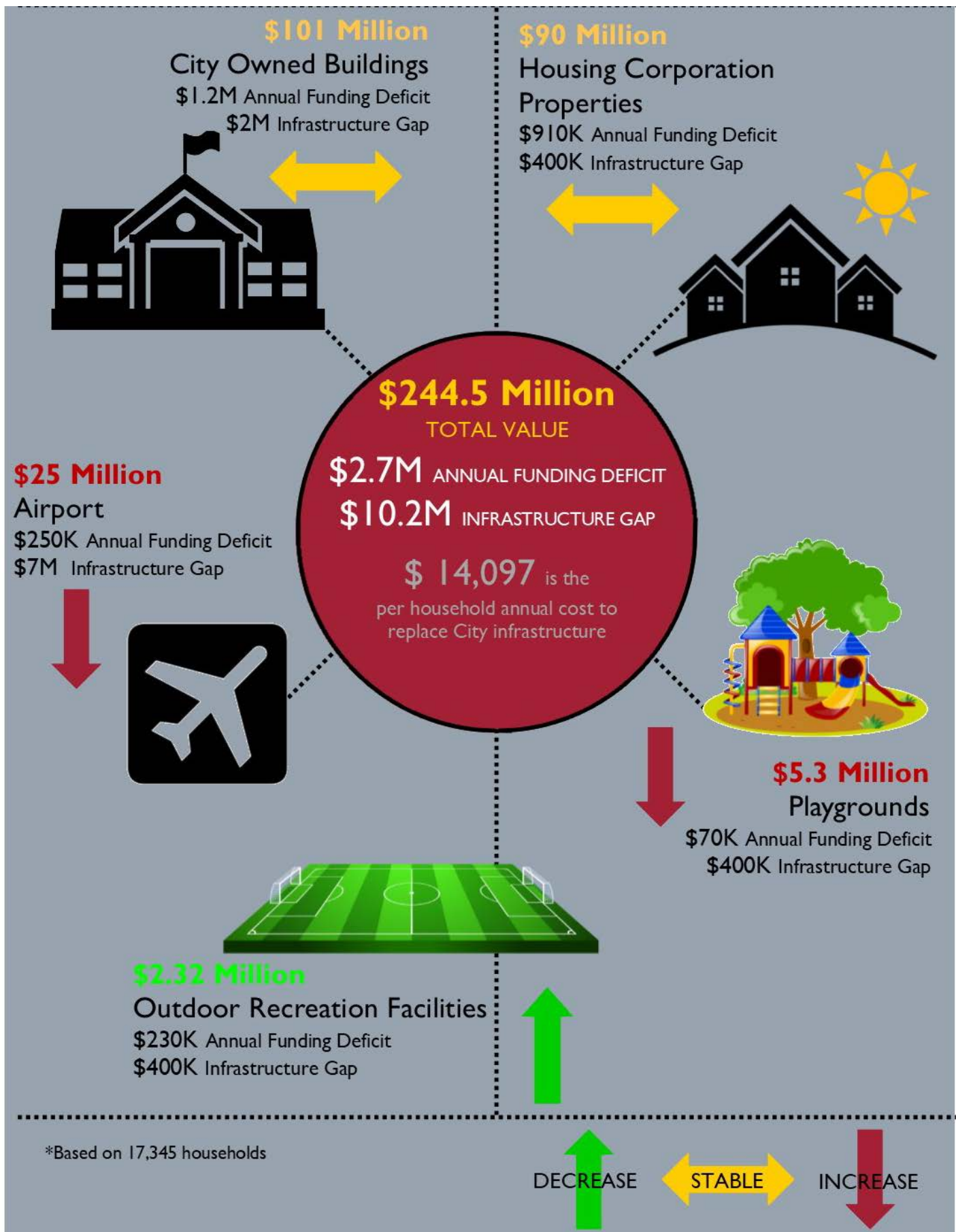


# STREETSCAPES



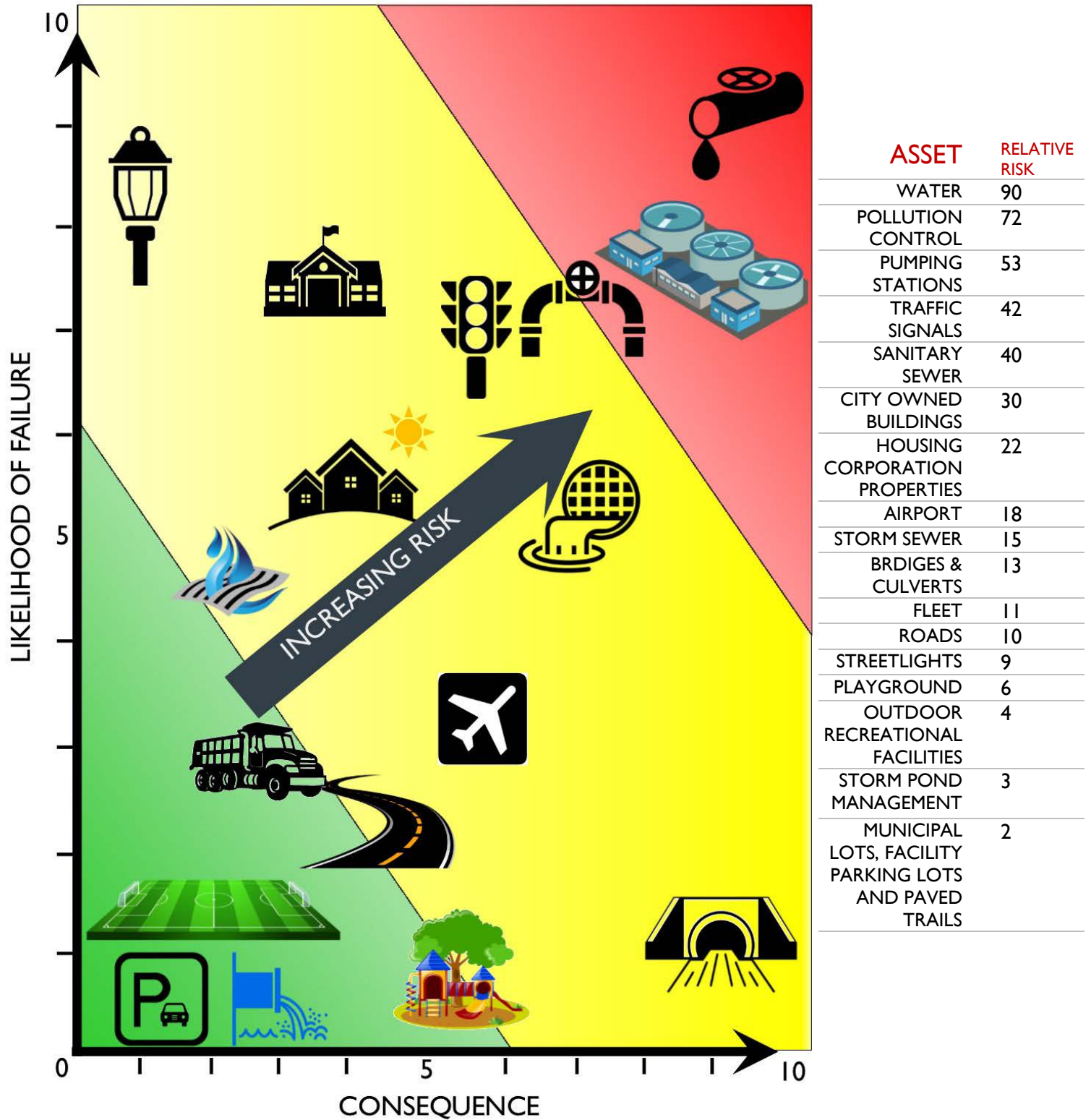


# FACILITIES



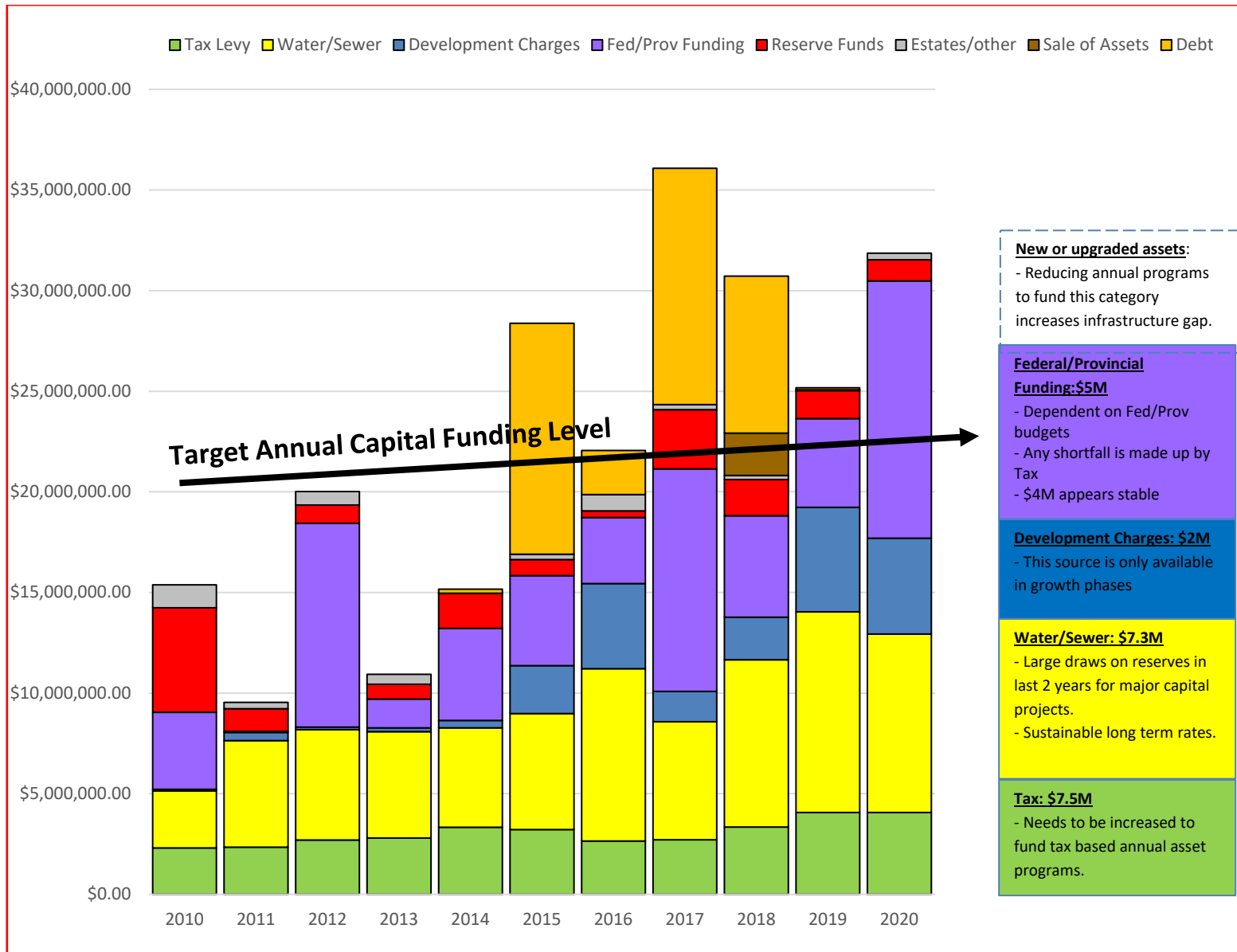
# RISK MATRIX

This Risk Matrix can be used to prioritize choices in capital budgeting and daily operations. It is not recommended to make large shifts as neglecting an asset can lead to a compounded financial risk.



# SOURCES OF CAPITAL FUNDING

The chart below illustrates approved capital budgets from 2010 to 2019 broken down into the sources of financing. The target annual capital funding was calculated using each detailed asset report card and shown in a gradually increasing slope due to population growth. The wide column on the right illustrates the ideal sustainable funding from each source.



# RECOMMENDATIONS

## Financial:

- Increase tax based capital from current \$4M to \$10M over next decade
- Monitor and prepare for reduced provincial and federal funding
- Reduce number and value of assets where possible
- Ensure development charges fully fund growth
- Don't expand levels of service until we understand and accept the long term operating cost
- Continue sustainably funding Sewer and Water assets through planned rate increases
- Do not rely on Estates, Selling of Assets, or Reserves as sustainable sources

## Council and Community:

- Prioritize annual funding increases to assets with the largest 5-year average infrastructure deficits including Roads, Airport and City Owned Buildings.
- City programs and decisions should focus on the lowest net societal cost which includes capital, operating, user fees, and private costs.
- Don't build new facilities until we understand and accept the long term operating costs
- Consider operating costs when increasing levels of service.
- Improve accessibility to the Library by investing in the Justice Parking Lot adjacent to the Library.

## Administrative:

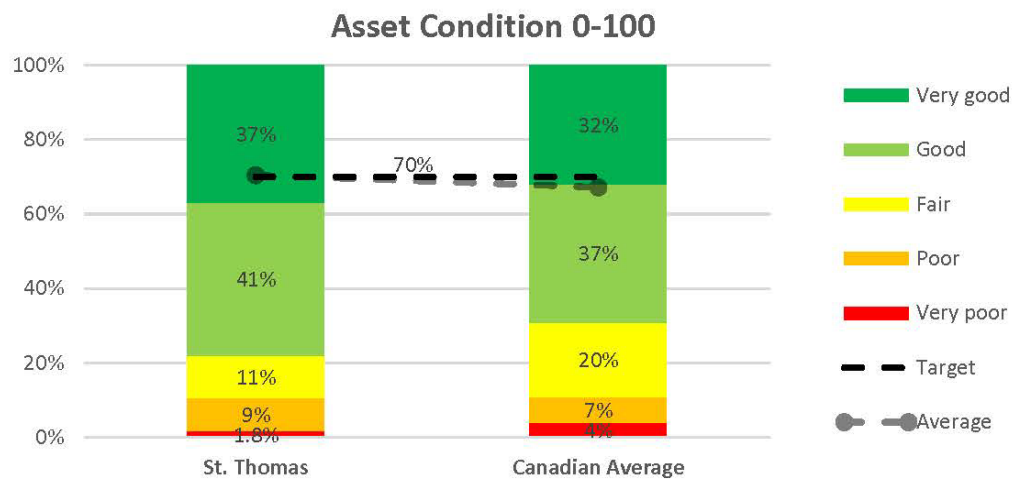
- Publish asset management plan annually to aide staff, council and the community in financial decisions.
- Create individual Annual Asset Projects for each of the 16 assets.
- Staff asset owners should only request the minimum funding required to achieve levels of service.
- Every asset needs a 10 year plan that is updated annually to minimize unplanned projects.
- Use risk matrix, which includes likelihood and consequence of asset failure, to prioritize spending choices.

## Future enhancements to Asset Management Plan:

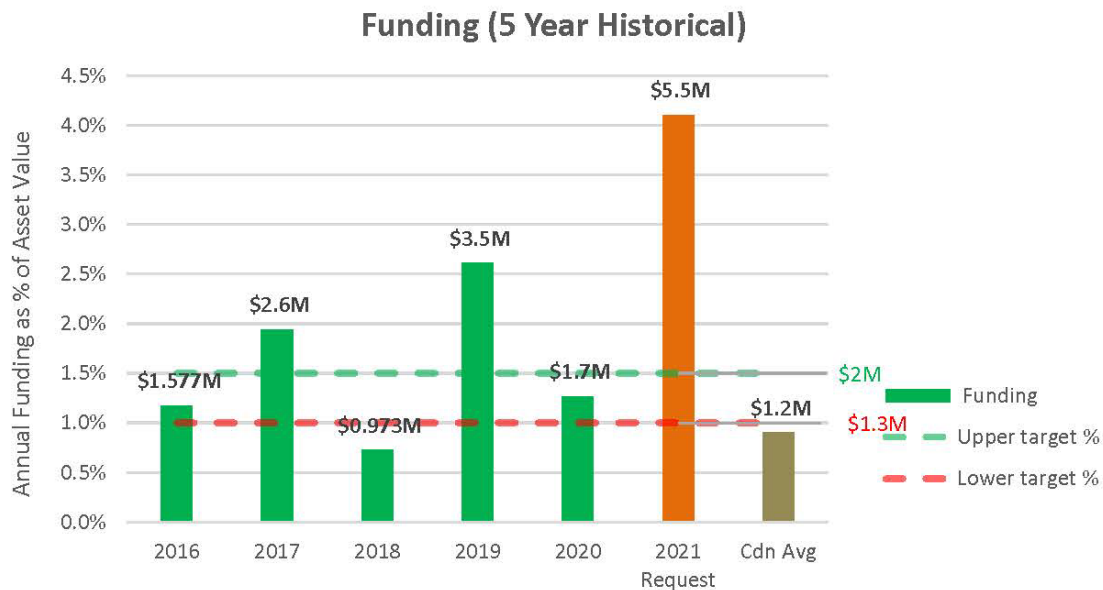
- Create and share 10 year plans for those assets that aren't currently included in this plan.
- Continue to perfect condition assessments and databases.
- Use 5 year averages to calculate funding as individual years move up and down with large projects.

# Watermain Asset Management Report Card

256 kilometres - \$134,000,000 (\$7730/household)



Condition Trend				
2017	2019	2020	Target	Trend
68	70	71	70	↑



Infrastructure Gap - \$2,500,000 (\$144/household)

Annual Funding Surplus - \$3,830,000 (\$221/household)

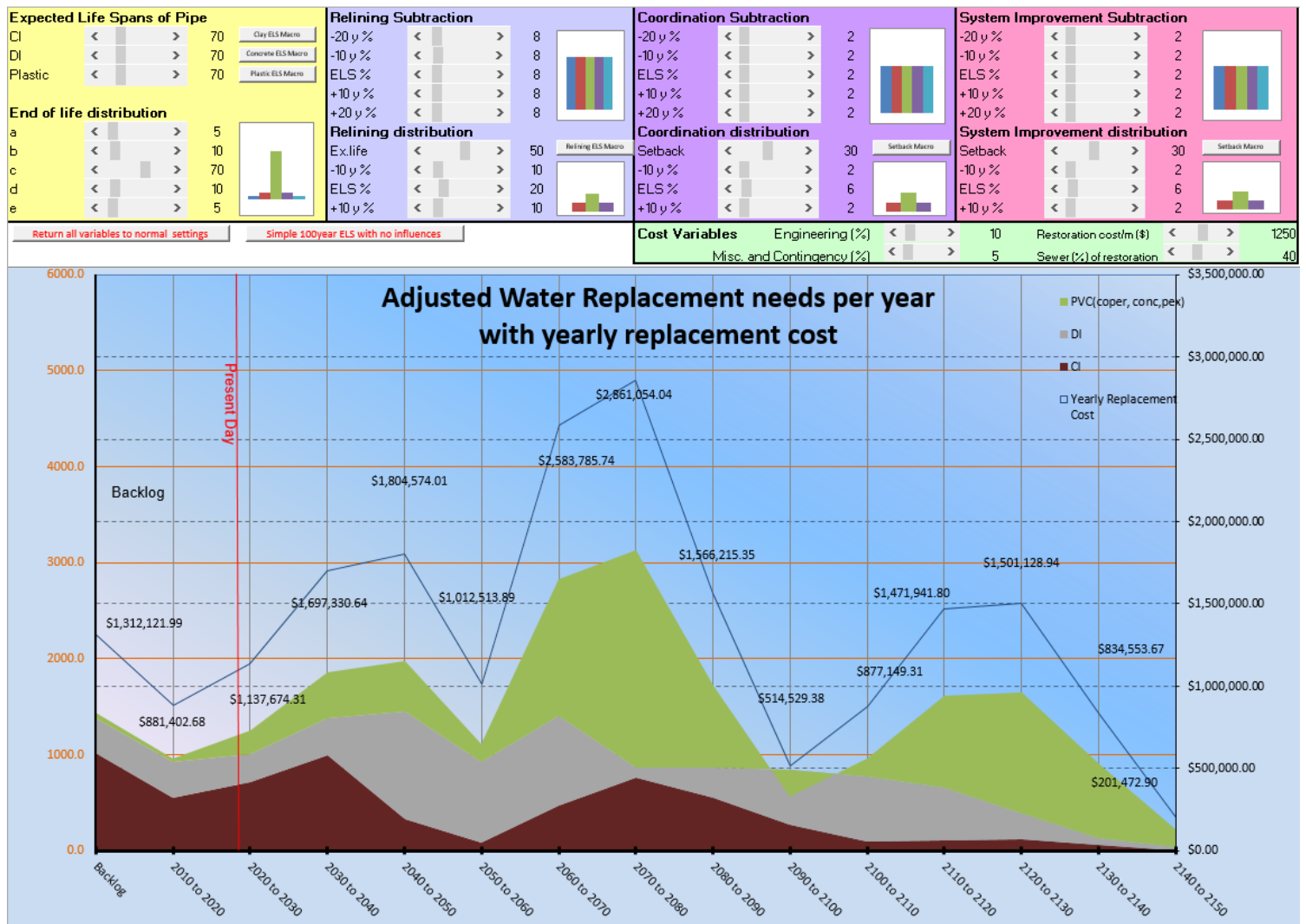


# Watermain: Condition, Assessment & Levels of Service

## Asset description:

- Approximately 221km of watermain
- Sizes between 25mm and 900mm
- Materials include ductile iron, cast iron, polyvinyl chloride (PVC), copper, concrete.
- 2 water pumping stations
- Water services to property line for approximately 15,000 properties
- Water sample stations
- Water valves
- Pressure reducing chambers and valves
- Fire Hydrants

**Age distribution:** A full database of every watermain link is stored in our asset repository (Municipal Data Works). A separate customized replacement model is kept to estimate year and value of replacement needs. The figure below is an excerpt from that water model.

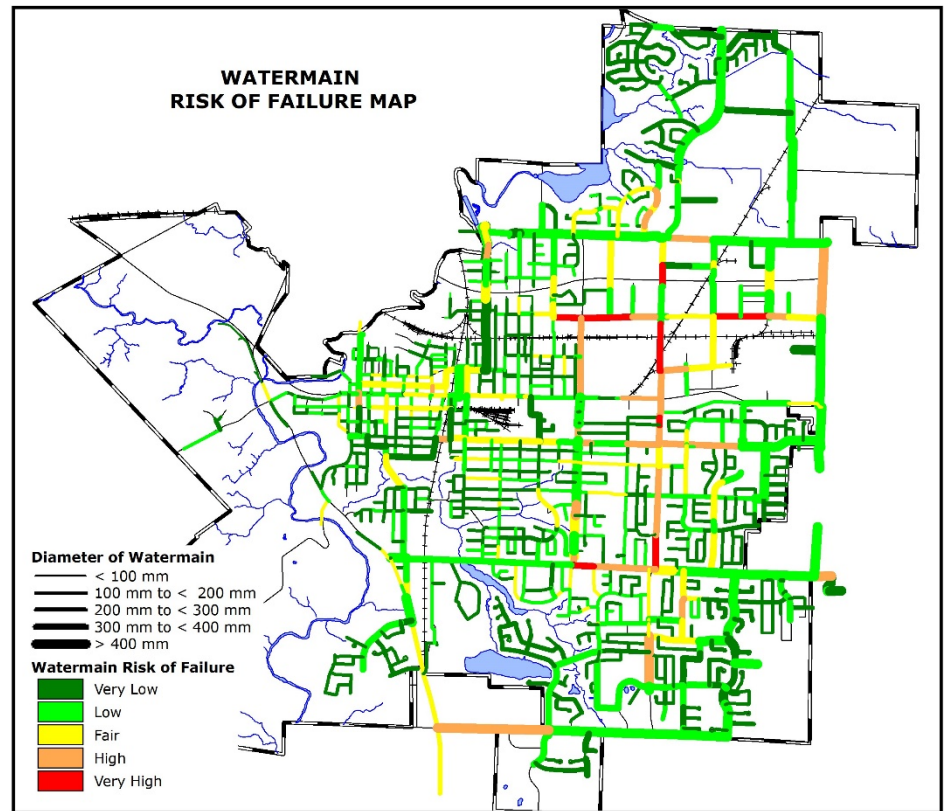


**Staff assigned to manage asset:** Manager of Water and Sewer in conjunction with Manager of Capital Works.



## Condition assessment and methodology

1. The water model applies a customizable age-based deterioration using material, Weibull curves for end of life, and coordination adjustments for relining, capital projects, and system improvements.
2. A risk matrix is used in the creation of the long-term capital plan which combines watermain, storm sewers, sanitary sewers, and roads. The risk matrix includes factors for size, location, environmental impact, and social impact. The end product is shown in the figure to the right.
3. The maintenance of watermain comply with the Ontario Safe Drinking Water Act (SDWA) and associated Drinking Water Quality Management System (DWQMS) policies and procedures.
4. 10-year capital plan submitted into sewer rate study every 5 years.
5. 10-year capital plan submitted into 5-year update of asset management plan.



## Existing Levels of Service (LOS)

1. The city is legislated to maintain the water system as per detailed procedures and levels of service defined in the SDWA.
2. Number of breaks per year per km is modelled into the long-term capital plan.
3. The long-term capital plan combines risk, condition, and financial factors for water, storm, sanitary, and road systems.

## Lifecycle Management Activities

The expected useful life of a watermain is 75 years, on average. The city performs a multitude of lifecycle activities depending on the condition rating of the water and risk associated with its failure. These include:

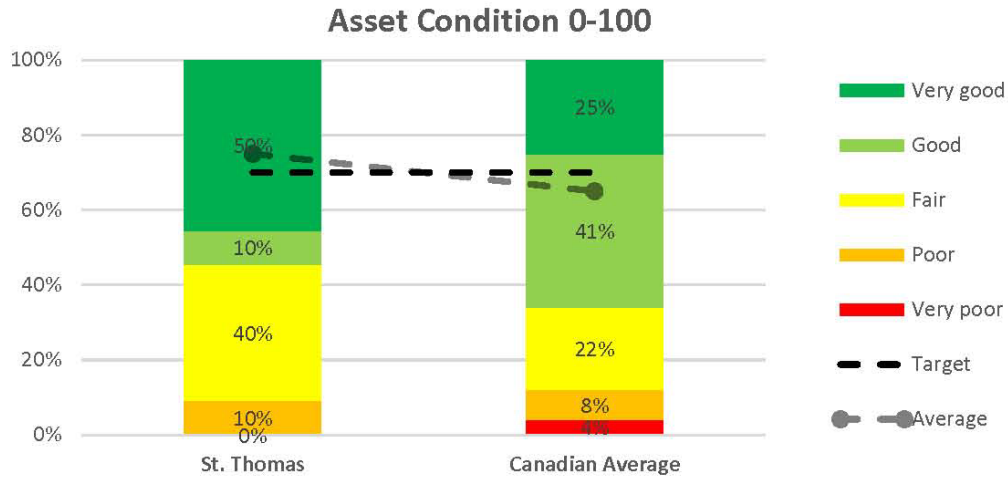
1. Flushing and testing as defined by DWQMS
2. Hydrant and valve maintenance
3. Supervisory Control and Data Acquisition (SCADA) system monitoring and work orders.
4. Watermain and service repairs.
5. Water pump maintenance and repairs at 1 water pumping station.
6. Relining.

## Proposed Levels of Service (LOS):

It is expected that all levels of service for watermain will remain as dictated by DWQMS. Funding of the system is required to be sustainable and is reviewed every 5 years as part of a rate study. Each year the rates are adjusted by City Council.

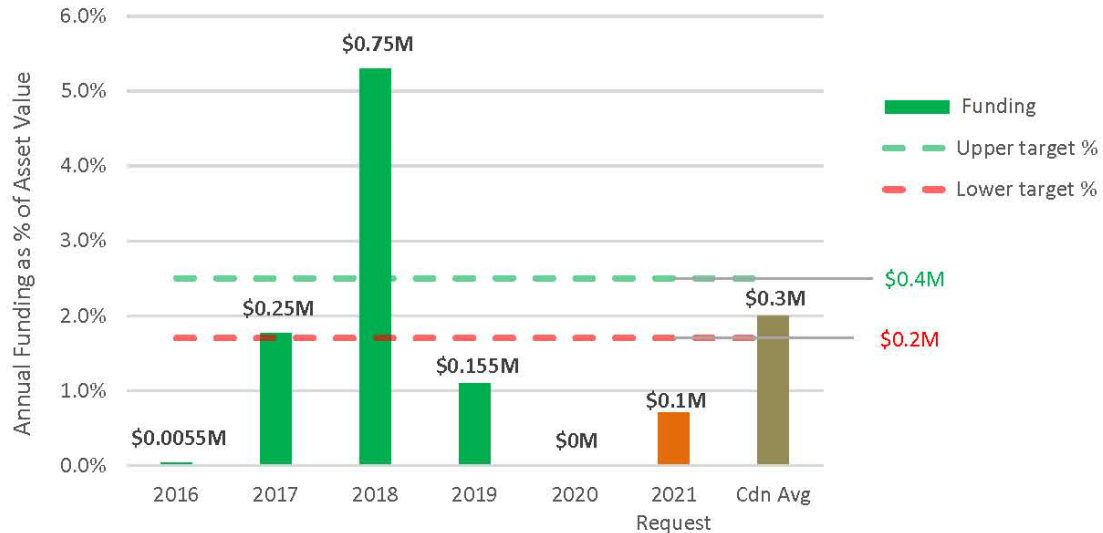
# Pumping Stations Asset Management Report Card

12 pumping stations - \$14,150,000 (\$810/household)



Condition Trend				
2018	2019	2020	Target	Trend
62	62	75	70	↑

## Funding (5 Year Historical)



Infrastructure Gap - \$ (\$0/household)

Annual Funding Deficit - \$200,000 (\$11/household)

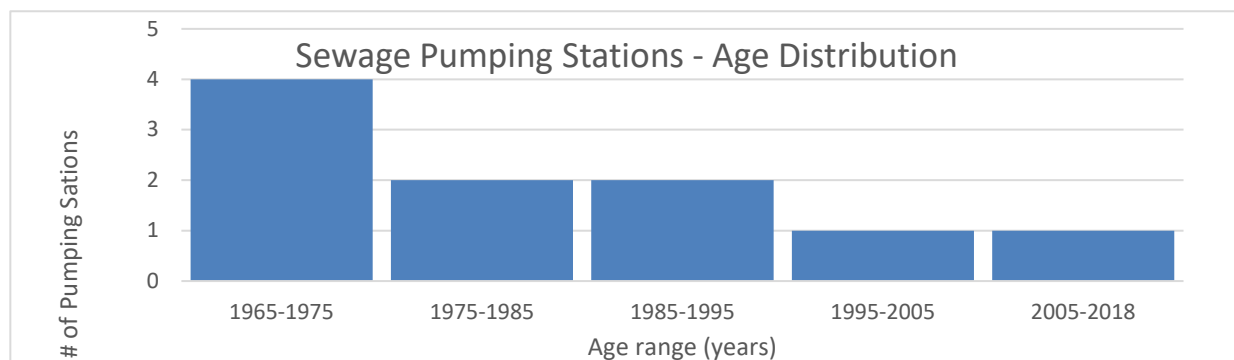
# Pumping Stations: Condition, Assessment & Levels of Service

## Asset description:

- 11 pumping stations
- Capacities between 600 cubic meters/day and 11700 cubic meters/day.
- Backup power systems
- Scada systems
- The newest station was added in 2019 on Elm Street east of Peach Tree Blvd
- Note there are 5 stations owned by Central Elgin that are maintained by St. Thomas that are not part of the asset management system

## Age distribution:

Each station is broken down into components that vary in age.



**Staff assigned to manage asset:** Manager of Pollution Control.

## Condition assessment and methodology:

1. Each station has a projected long-term capital replacement program that is included as part of the Sewer Rate studies. These studies are required to be completed every 5 years and are target a fully sustainable funding level.
2. 10-year capital plan submitted into sewer rate study every 5 years.
3. 10-year capital plan submitted into 5-year update of asset management plan.

## Existing Levels of Service (LOS):

The Ministry of the Environment, Conservation and Parks (MECP) has strict guidelines for certificates of approval, inspections, testing, reporting, and operating. These standards for the absolute bottom limit for level of service. Some output parameters

## Lifecycle Management Activities

1. Staff perform numerous maintenance, repair, testing and reporting activities. A Computerized Maintenance Management System (CMMS) is used to generate planned work orders and record ad hoc repairs.
2. Capital replacement can be interrupted and upsized due to new growth. New growth is typically then funded through Development Charges which are calculated at a 5-year frequency.
3. Any overflows are reported under a strict process to the MECP.

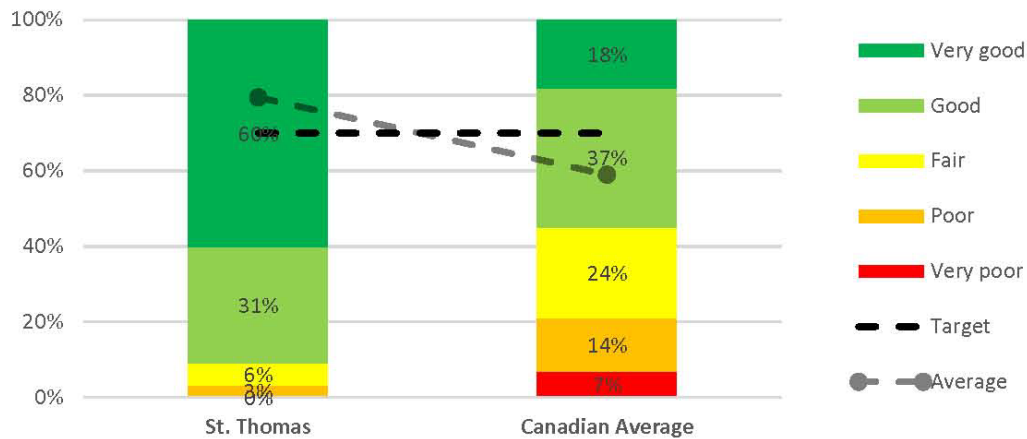
## Proposed Levels of Service (LOS)

No change is predicted to provincial regulations which dictate level of service. If the MECP does rerate a station, or redefine capacity per person, or demand new controls on overflows then the resulting funding would need to be added to the City Financial Plan and future Sewer Wastewater Rate Studies.

# Storm Sewers Asset Management Report Card

161 km - \$145,000,000 (\$8360/household)

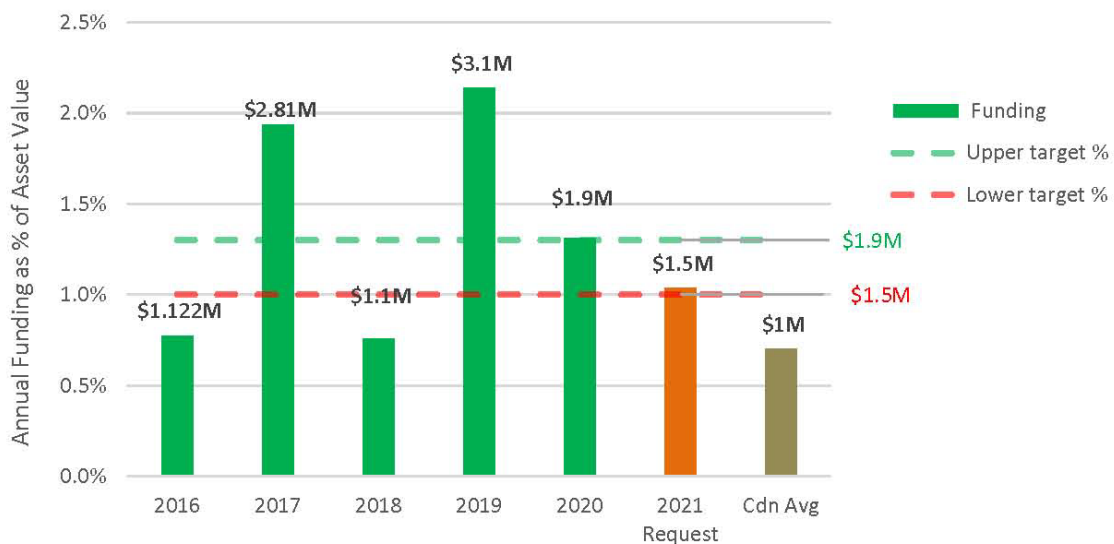
## Asset Condition 0-100



## Condition Trend

2018	2019	2020	Target	Trend
78	79	79	70	↔

## Funding (5 Year Historical)



Infrastructure Gap - \$4,560,000 (\$263/household)

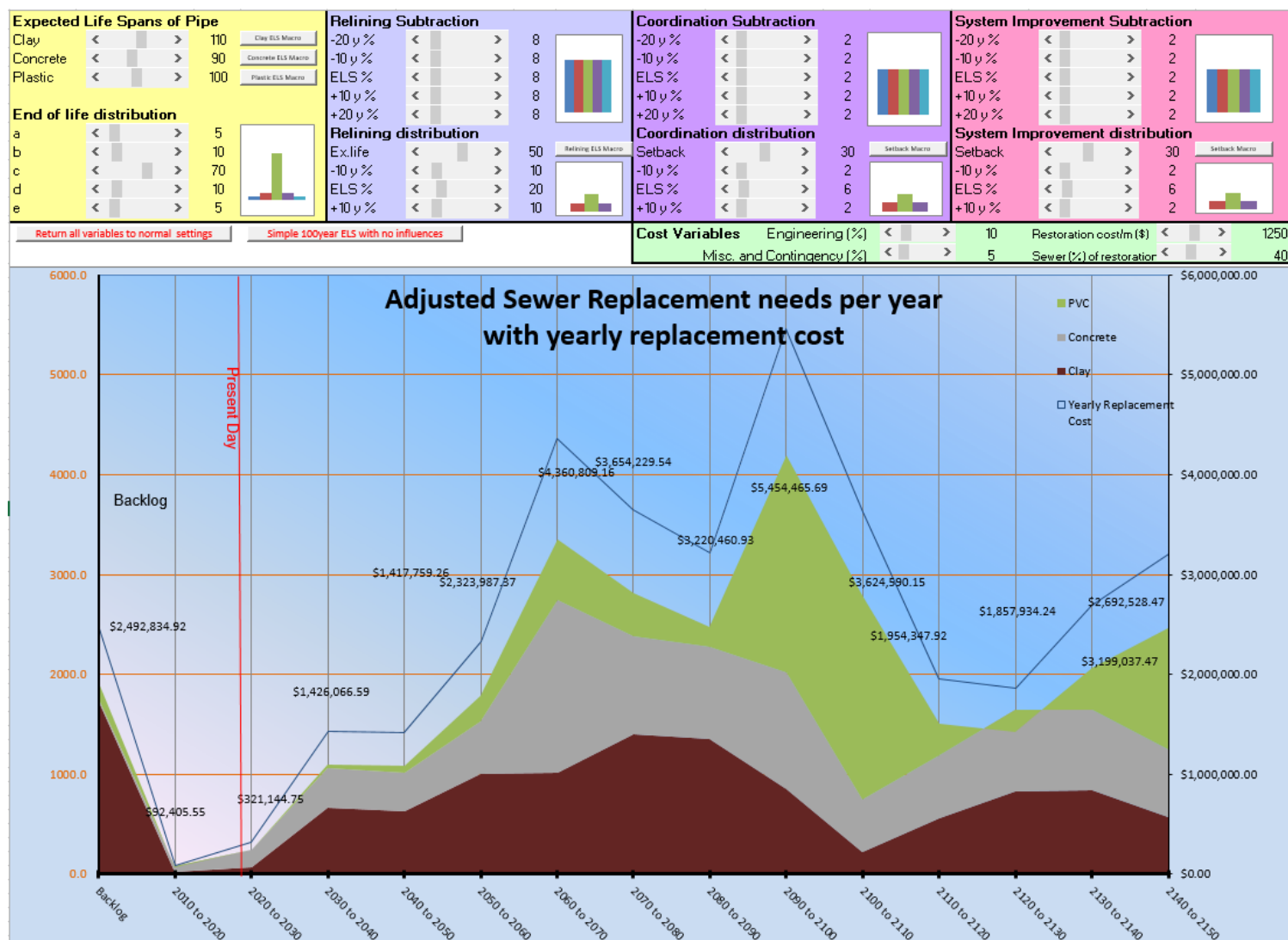
Annual Funding Deficit - -\$170,000 (\$-10/household)

# Storm Sewers: Condition, Assessment & Levels of Service

## Asset description:

- Approximately 153km of storm sewers
- Sizes between 10 mm and 3000 mm
- Materials include High-Density Polyethylene (HDPE), polyvinyl chloride (PVC), CSP, concrete.
- Storm manholes
- Ditch inlet grates
- Storm outlet structures
- Catch basins and leads

**Age distribution:** A full database of every storm sewer link is stored in the asset repository, MDW. A separate customized replacement model is kept to estimate year and value of replacement needs. The figure below is an excerpt from that storm and sanitary sewer model.



**Staff assigned to manage asset:** Manager of Water and Sewer in conjunction with Manager of Capital Works.

### **Condition assessment and methodology**

1. The sewer model applies a customizable age-based deterioration using material, Weibull curves for end of life, and coordination adjustments for relining, capital projects, and system improvements.
2. The long-term capital plan combines watermains, storm sewers, sanitary sewers, and roads. Considerations include size, location, environmental impact, and social impact.
3. 10-year capital plan submitted into sewer rate study every 5 years.
4. 10-year capital plan submitted into 5-year update of asset management plan.

### **Existing Levels of Service (LOS)**

1. The city is legislated to maintain the sewer system as per the Ontario Water Resources Act (OWRA) and various other Federal and Provincial legislation.
2. The following ministries and agencies are involved in approvals, monitoring, and reporting. MECP, Ministry of Natural Resources, Kettle Creek Conservation Authority, and the Department of Fisheries.
3. Number of breaks per year per km is modelled into the long-term capital plan.
4. The long-term capital plan combines risk, condition, and financial factors for water, storm, sanitary, and road systems.

### **Lifecycle Management Activities**

The expected useful life of a storm sewer varies by material, size, depth, and location but is 75 years, on average. The city performs the following management activities via the CMMS:

1. Outlet cleaning
2. SCADA system monitoring.
3. Catch basin cleaning
4. Private drain service repairs.
5. Street sweeping (removal of debris on roadway prior to entry in storm sewer system).
6. Sewer break repairs.
7. Capital replacement can be interrupted and upsized due to new growth. New growth is typically then funded through Development Charges which are calculated at a 5-year frequency.
8. Relining.

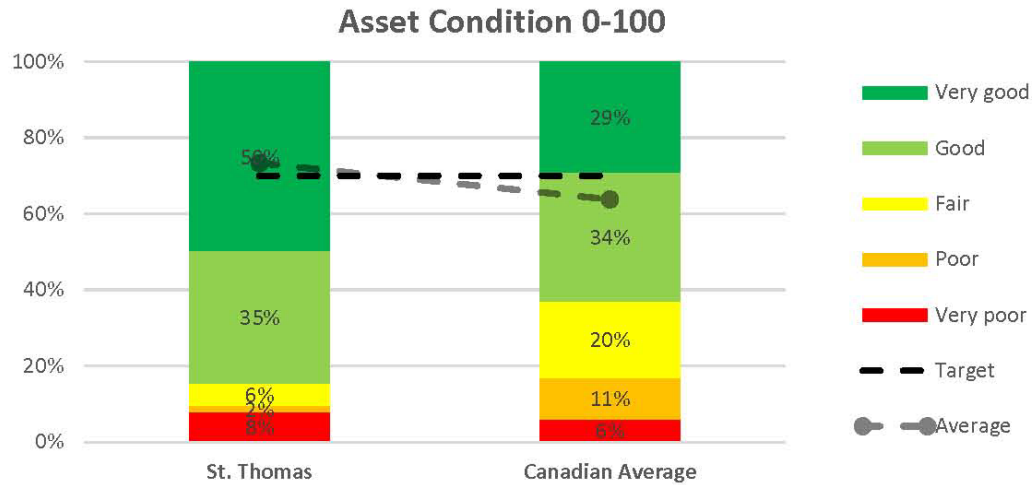
### **Proposed Levels of Service (LOS)**

It is expected that all levels of service for storm sewers will remain as dictated by federal and provincial legislation. Funding of the system is required to be sustainable and is reviewed every 5 years as part of a rate study. Each year the rates are adjusted by City Council.

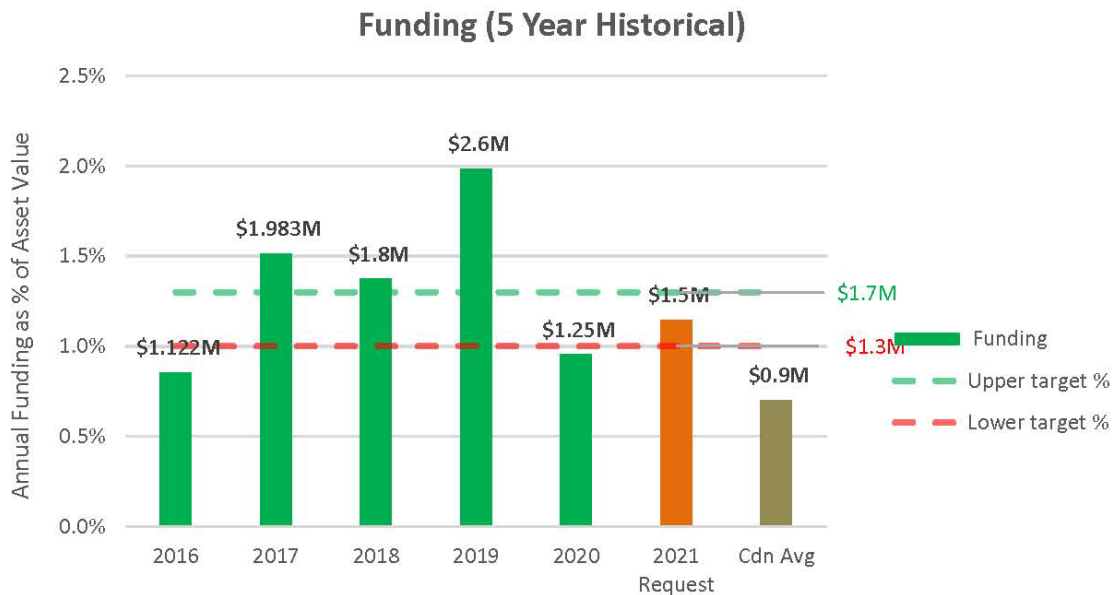


# Sanitary Sewers Asset Management Report Card

194 kilometres - \$131,000,000 (\$7550/household)



Condition Trend				
2018	2019	2020	Target	Trend
69	70	73	70	↑



Infrastructure Gap - \$10,440,000 (\$602/household)

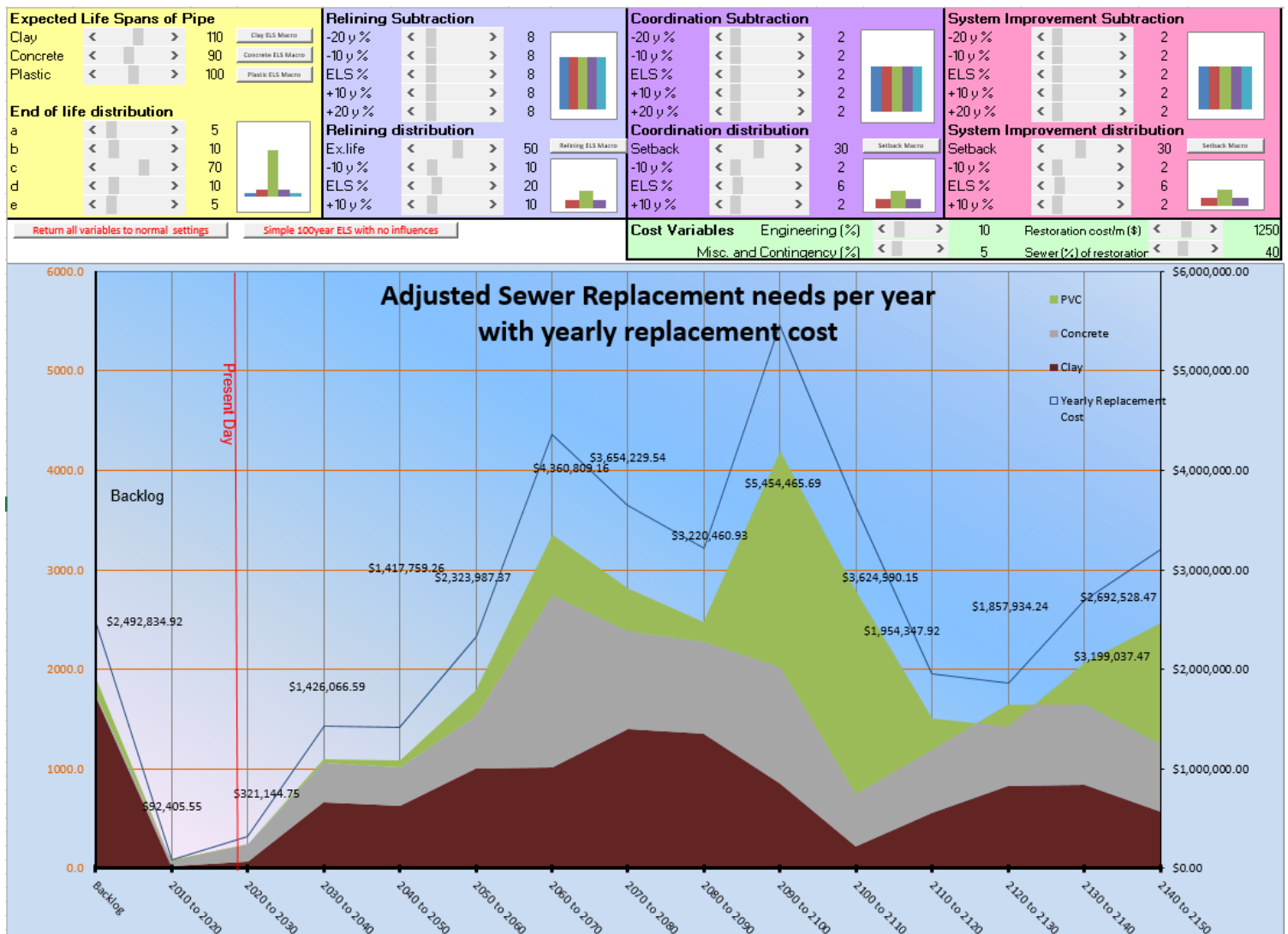
Annual Funding Deficit - -\$10,000 (\$-1/household)

# Sanitary Sewers: Condition, Assessment & Levels of Service

## Asset description:

- Approximately 220 km of sanitary sewers
- Sizes between 100 mm and 1350 mm
- Materials include HDPE, PVC, CSP, concrete.
- Sanitary manholes
- Private Drain connections to property line
- Overflow control structure in Mill Creek

**Age distribution:** A full database of every sanitary sewer link is stored in Municipal Data Works. A separate customized replacement model is kept to estimate year and value of replacement needs. The figure below is an excerpt from that sewer model.

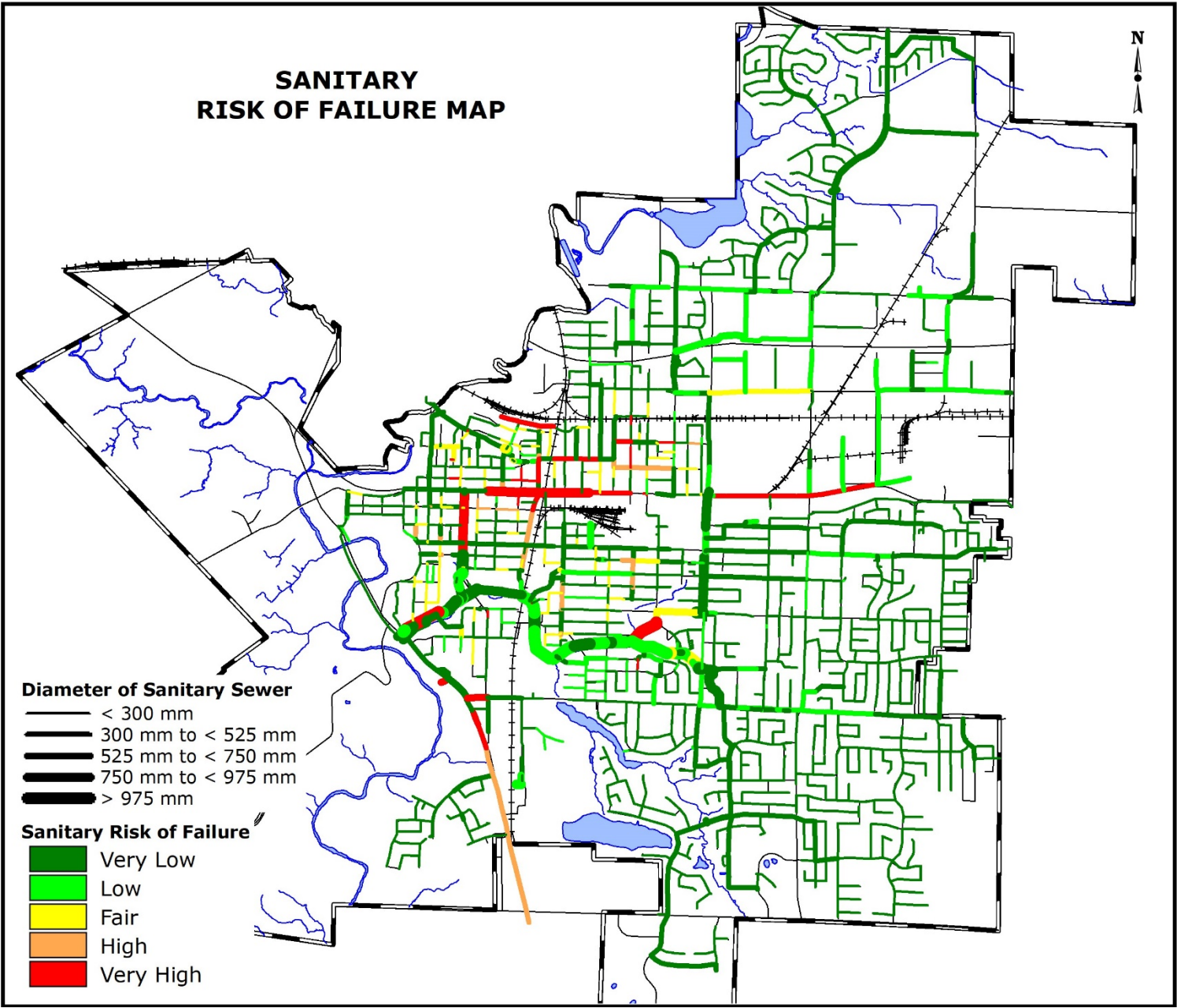




**Staff assigned to manage asset:** Manager of Water and Sewer in conjunction with Manager of Capital Works.

**Condition assessment and methodology**

- 1. The sewer model applies a customizable age-based deterioration using material, Weibull curves for end of life, and coordination adjustments for relining, capital projects, and system improvements.
- 2. A risk matrix is used in the creation of the long-term capital plan which combines watermains, storm sewers, sanitary sewers, and roads. The risk matrix includes factors for size, location, environmental impact, and social impact. The end product is shown in the map to the right.



## Existing Levels of Service (LOS)

1. The city is legislated to maintain the sewer system as per the Ontario Water Resources Act (OWRA) and various other Federal and Provincial legislation.
2. The following ministries and agencies are involved in approvals, monitoring, and reporting. MECP, Ministry of Natural Resources, Kettle Creek Conservation Authority, and the Department of Fisheries.
3. Number of breaks per year per km is modelled into the long-term capital plan.
4. The long-term capital plan combines risk, condition, and financial factors for water, storm, sanitary, and road systems.
5. 10-year capital plan submitted into sewer rate study every 5 years.
6. 10-year capital plan submitted into 5-year update of asset management plan.

## Lifecycle Management Activities

The expected useful life of a storm sewer varies by material, size, depth, and location but is 75 years, on average. The city performs the following management activities via the CMMS:

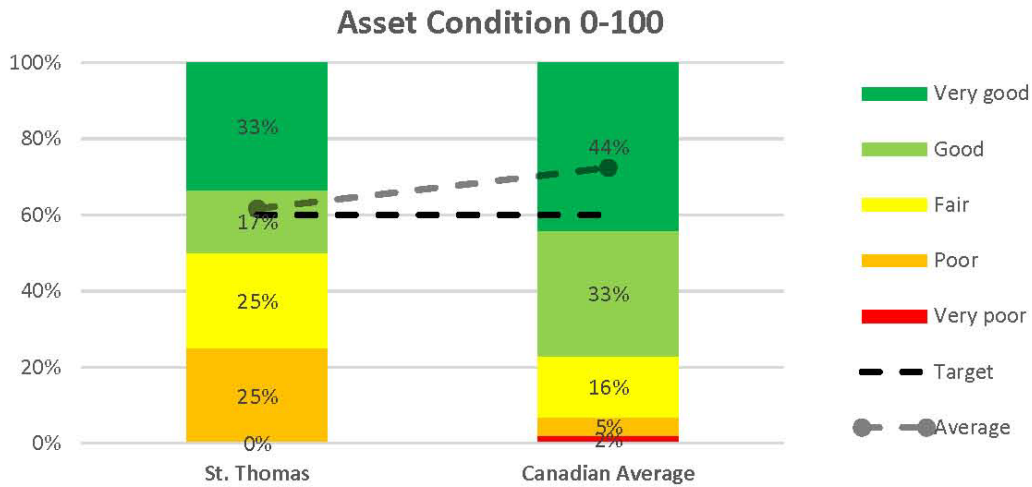
1. Sewer flushing
2. Rodding
3. Outlet cleaning
4. SCADA system monitoring and work orders.
5. Catch basin cleaning
6. Private drain service repairs.
7. Sewer break repairs.
8. Capital replacement can be interrupted and upsized due to new growth. New growth is typically then funded through Development Charges which are calculated at a 5-year frequency.
9. Relining.

## Proposed Levels of Service (LOS)

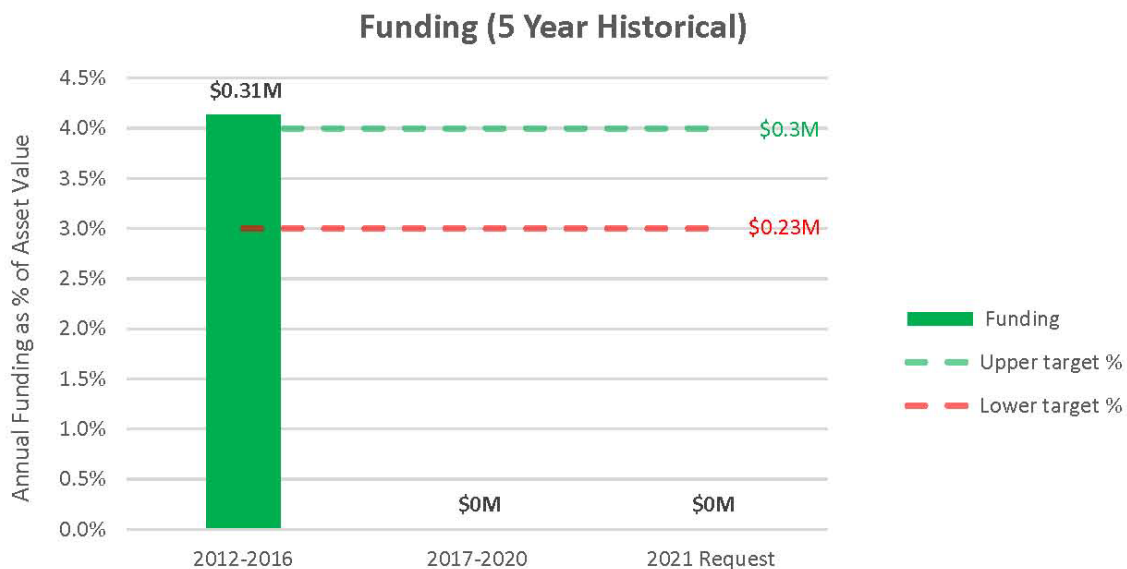
It is expected that all levels of service for storm sewers will remain as dictated by federal and provincial legislation. Funding of the system is required to be sustainable and is reviewed every 5 years as part of a rate study. Each year the rates are adjusted by City Council.

# Storm Pond Management Asset Management Report Card

24 Stormwater Management Ponds - \$7,500,000 (\$430/household)



Condition Trend				
2018	2019	2020	Target	Trend
60	65	62	60	↓



Infrastructure Gap - \$ (\$0/household)

Annual Funding Deficit - -\$260,000 (\$-15/household)

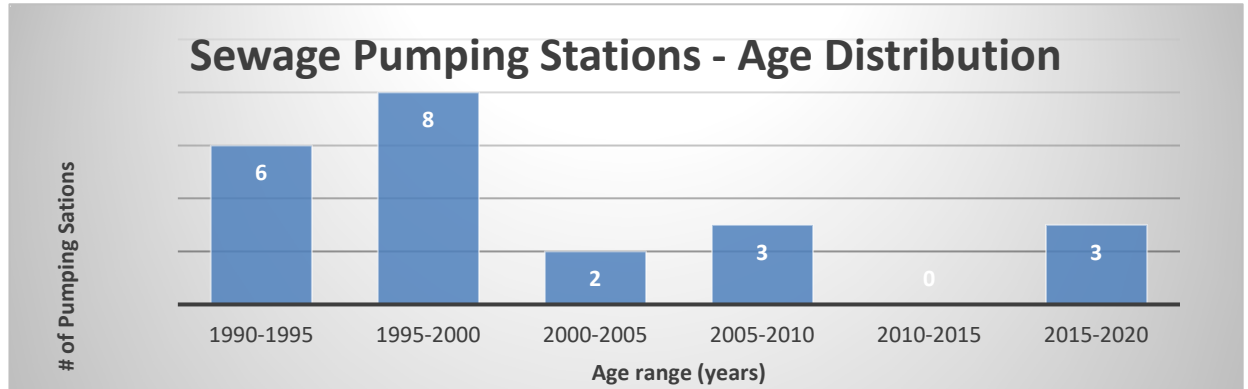
# Storm Pond Management: Condition, Assessment & Levels of Service

## Asset description:

- 24 Ponds ranging in size from 200 sq.m to 28,000 sq.m

## Age distribution:

The majority of swm ponds were built within the 1990's and 2000's. There are several new ponds that will be assumed in 2020 to 2025 approximately.



**Staff assigned to manage asset:** Manager of Water and Sewer.

## Condition assessment and methodology:

1. Existing ponds are monitored as part of the regular monthly activities dictated by the CMMS work order system. Ponds are regularly monitored for inlet flow, outlet flow, overflow, vegetation encroachment, and silt levels.
2. Cleanouts are completed as necessary. However, it is unclear if replacement will ever be needed. It is more likely that efficiencies in cleanouts will become an operating/maintenance function and seldom require capital clean outs.
3. 10-year capital plan submitted into sewer rate study every 5 years.
4. 10-year capital plan submitted into 5-year update of asset management plan.

## Existing Levels of Service (LOS)

1. Ponds are required to function as defined in their original design briefs.
2. The funding for SWM pond maintenance and capital is included in the Sewer Rate Studies which occur on a 5-year cycle although rates are adjusted annually.

## Lifecycle Management Activities

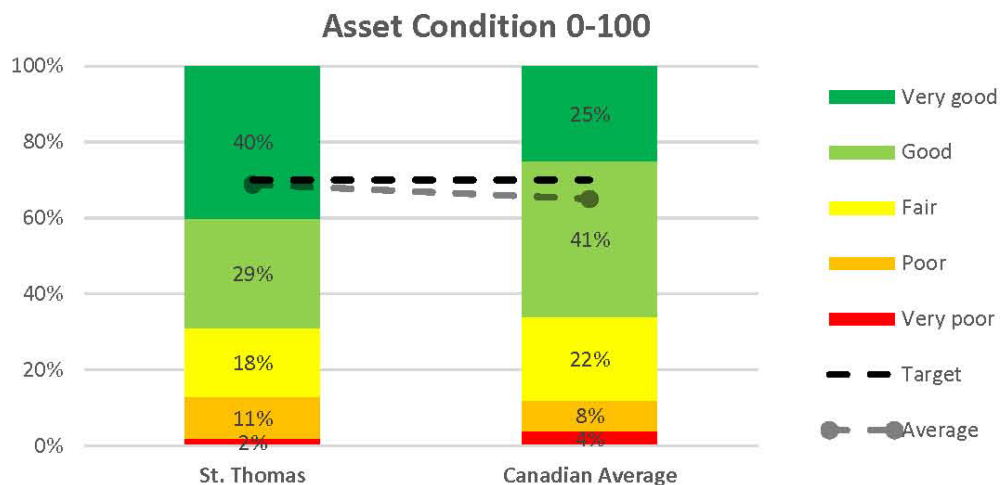
1. Outlet cleaning
2. Vegetation removal
3. Street sweeping
4. Cleanouts as required

## Proposed Levels of Service (LOS)

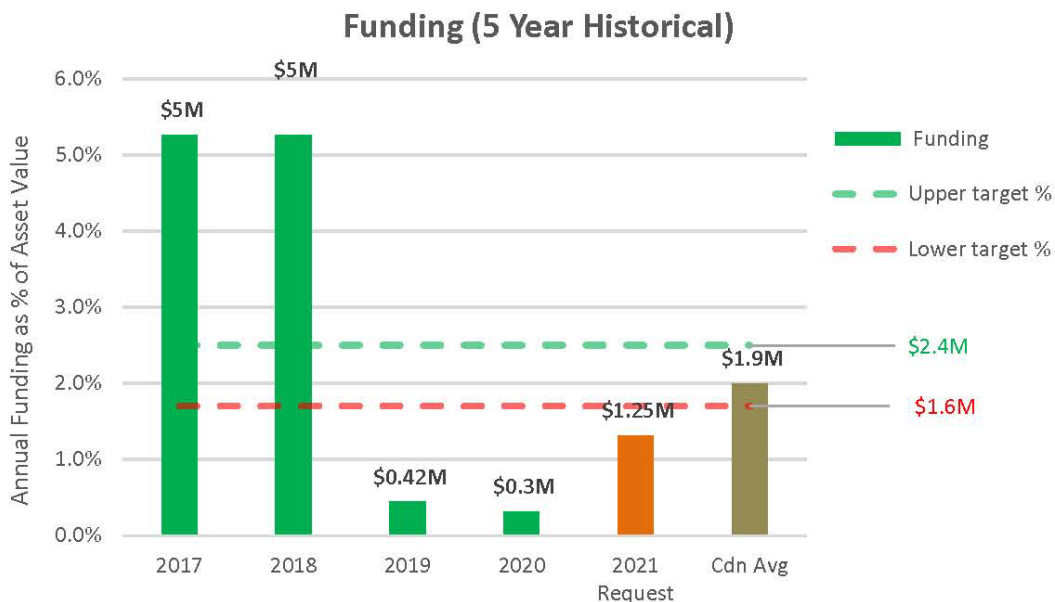
There are no planned or forecasted changes in LOS.

# Pollution Control Asset Management Report Card

## Pollution Control Plant - \$95,000,000 (\$5480/household)



Condition Trend				
2018	2019	2020	Target	Trend
69	69	69	70	↔



Note: The 2021 request does not include the Green Stream funding (pending approval).

## Infrastructure Gap - \$950,000 (\$55/household)

## Annual Funding Deficit - -\$750,000 (\$-43/household)

# Pollution Control: Condition, Assessment & Levels of Service

## Asset description:

- Inlet pipes and screen room
- Grit chamber
- 3 plants each containing tank systems
- Aeration system including blowers, distribution piping, and diffusers
- Full plant back up power system
- Administration building
- Electrical system and controls
- SCADA
- Lab and testing equipment
- Biosolids system (Lystek) including holding tanks, building, process, odour control, and storage)
- Pumps and forcemains between processes
- UV disinfection
- Final pumping station and outlet
- Trailers with portable power and portable pumping capability
- The Mill creek storage system is included in the sanitary sewer system

## Age distribution:

The original plant was built in the early 1900's (Plant 1). There have been 3 plants added since and Plant 1 has been decommissioned. The biosolids system was built in 2017/2018. The backup power was built in 2017. The administration and some outbuildings were built in the 1960's. Each individual asset component above the financial thresholds are listed in MDW

**Staff assigned to manage asset:** Manager of Pollution Control.

## Condition assessment and methodology

1. Staff and the manager keep a prioritized live list of short, medium, and long-term priorities that are not included as regular work orders. These lists are reviewed and adjusted weekly.
2. Each component is kept based on remaining functional ability except when repair time exceeds the cost of replacement.
3. Redundant parts and supplies are kept for most components in the plant
4. 10-year capital plan submitted into sewer rate study every 5 years.
5. 10-year capital plan submitted into 5-year update of asset management plan.

## Existing Levels of Service (LOS)

1. The MECP defines strict operating parameters, testing, and reporting limits. Each altered functional component in the plant requires approval of the MECP.
2. Operating parameters are defined with targets and limits which are reported to the province and federal governments through online portals.
3. Inflow and Infiltration objectives are tracked via a KPI of Treated Flow Percentage. There are collaborative activities including each ESD service area and the Building/Planning department to decrease I/I. To mitigate I/I, storage and rapid treatment should be expanded within a 5 year timeline.
4. A Pollution Prevention Control Plan (PPCP) is being developed to compile all the ongoing operating and capital activities that contribute to improvements in operating parameters.

## Lifecycle Management Activities

1. CMMS is used to plan a very large program of maintenance activities for 5 daily shifts.
2. Outsourced repairs and maintenance as necessary.

### **Proposed Levels of Service (LOS)**

It is expected that all levels of service for pollution control will remain as dictated by federal and provincial legislation.

Storage and rapid treatment should be expanded within a 5 year timeline to improve environmental protection.

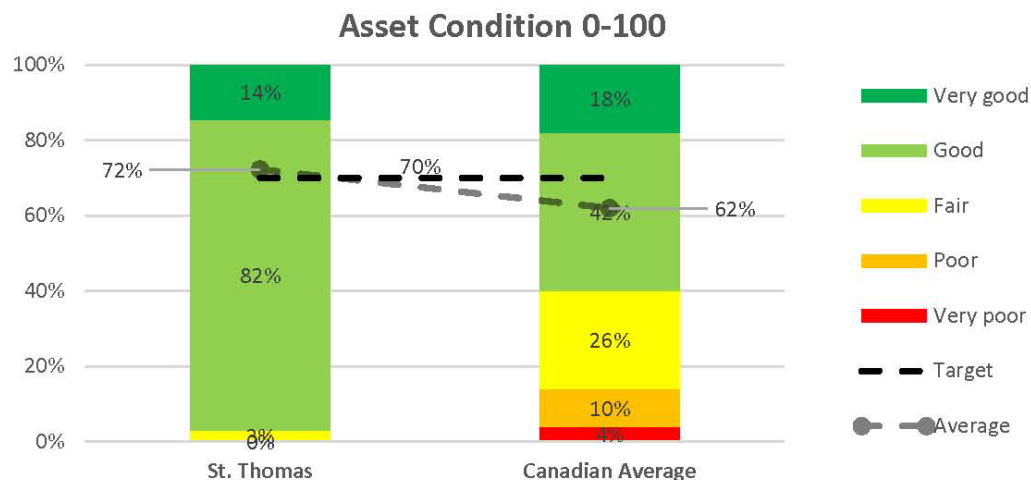
There has some indication that the MECP may lower allowable overflows as dictated by Provincial Guideline F5-5. In the event this occurs, a significant increase in funding will be required.

Funding of the system is required to be sustainable and is reviewed every 5 years as part of a rate study. Each year the rates are adjusted by City Council.

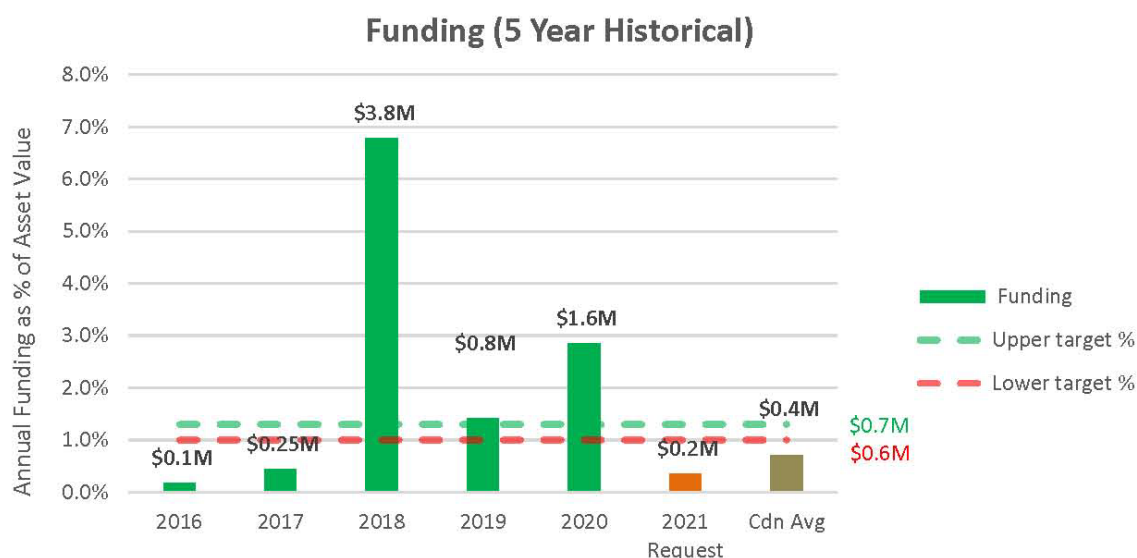


# Bridges and Culverts Asset Management Report Card

13 Bridges & 9 Large Culverts - \$56,000,000 (\$3230/household)



Condition Trend						
2016	2017	2018	2019	2020	Target	Trend
61	61	65	71	72	70	↑



Infrastructure Gap - \$ (\$0/household)

Annual Funding Deficit - -\$440,000 (\$-25/household)



# Bridges and Culverts: Condition, Assessment & Levels of Service

## Asset description:

- 13 Bridges
- 9 Large culverts

## Age distribution:

See chart output from MDW database. They included a distributed asset age.

## Staff assigned to manage

**asset:** Manager of Capital Works.

## Condition assessment and methodology:

1. Bi-annual structural review by a P.Eng legislated in Ontario
2. Asset inspection typically conforms to OSIMS (Ontario Structures Inspection Manual) format or achieves the principles
3. Each asset is broken down into components for inspection, maintenance recommendations, and capital recommendations.
4. The results of the biannual inspection advise the Manager of Capital works who introduces capital projects for the following year. Note that capital projects may have a 5-year cycle from planning to design to construction.
5. The maintenance recommendations from the inspections are forwarded to the Manager of Roads and Transportation who may choose an in-house or outsourced solution.
6. 10-year capital plan submitted into 5-year update of asset management plan.

YearBuilt	YearLastRehab	SiteNumber	BridgeName	ReplacementCost	RehabilitationCost
1958	2006	B001	Talbot St. Over CASO	\$500,000	\$82,000
1975	1975	B002	Fairview Ave. Over CASO	\$500,000	\$2,953,000
1983	1983	B003	Dalewood Drive Over Reservoir	\$3,800,000	\$2,077,000
1958	1958	B004	Wellington Road Over Dodds Creek	\$2,469,000	\$1,213,000
1955	1997	B005	Talbot Hill Over Kettle Creek	\$10,112,000	\$4,959,000
1955	1997	B006	Talbot Hill Over Dodds Creek	\$2,204,000	\$1,416,000
1970	1970	B007	Kains	\$2,742,000	\$2,299,000
1997	1997	B008	Sunset Over Kettle Creek - South	\$3,595,000	\$128,000
1997	1997	B009	Sunset Dr. Over Kettle Creek Mid	\$3,580,000	\$132,000
1969	1969	B010	Sunset Drive Over Kettle Creek	\$2,549,000	\$6,000
1956	1956	B011	Fingal Line over Kettle Creek	\$3,366,000	\$1,896,000
1959	1997	B012	Sunset Drive Over Dodds Creek	\$3,652,000	\$1,138,000
1967	1967	B013	Saint George St. Over Kettle Creek	\$3,512,000	\$1,434,000
1965	1965	C002	First Avenue Over Creek	\$509,000	\$516,000
1965	1965	C003	Churchill Crescent Over Creek	\$589,000	\$693,000
1965	2014	C006	Elmina Street Over Creek	\$1,185,000	\$104,000
1998	1998	C007	Elgin Street Over Mill Pond Creek	\$6,759,000	\$0
1940	1997	C008	Sunset Drive Over Mill Pond Creek	\$1,203,000	\$33,000
1992	1992	C011	Major Line Over Auckland Drain	\$614,000	\$0
		C020	Southdale Line West of Bill Martyn	\$750,000	
		C021	Pine Valley Drive North of Greenway	\$750,000	
		C022	Burwell Road	\$750,000	
1950	1950	C005	Fifth Avenue	\$1,403,000	\$1,514,000
1925	1925	C009	Palm Street Over Mill Pond Creek	\$1,214,000	\$1,333,000
1950	1950	C010	Third Avenue Over Creek	\$618,000	\$808,000

## Existing Levels of Service (LOS)

A structure is required to pass the biannual inspection. In the event the inspection, or an inter-period review, recommends the structure is unsuitable then 3 options exist:

1. Closure
2. Traffic load limit
3. Traffic limitation via signals or signs.

## Lifecycle Management Activities

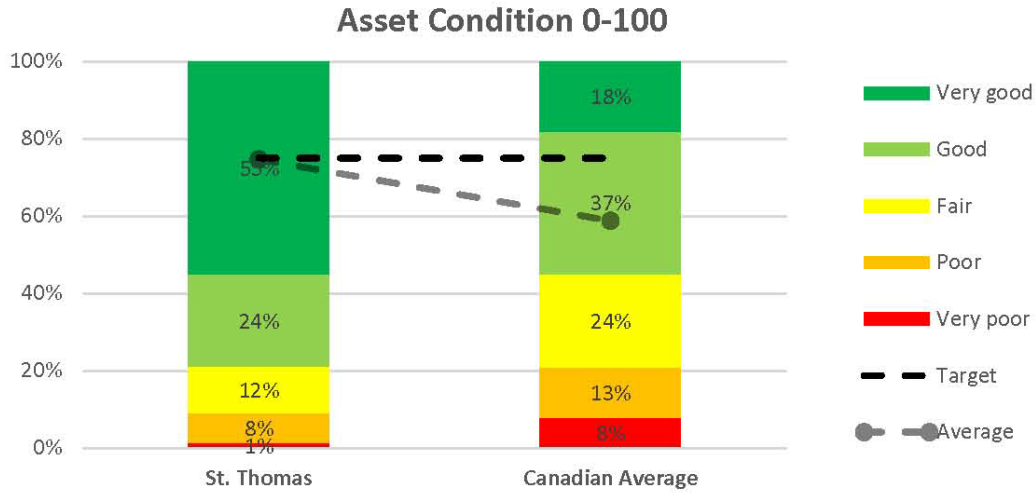
1. Bridge washing
2. Vegetation removal and trimming
3. Railing and end treatment repairs
4. Drainage system clearing and repair
5. Erosion protection monitoring and repair
6. Minor concrete repairs
7. Road surface paving
8. Joint monitoring and cleaning

## Proposed Levels of Service (LOS)

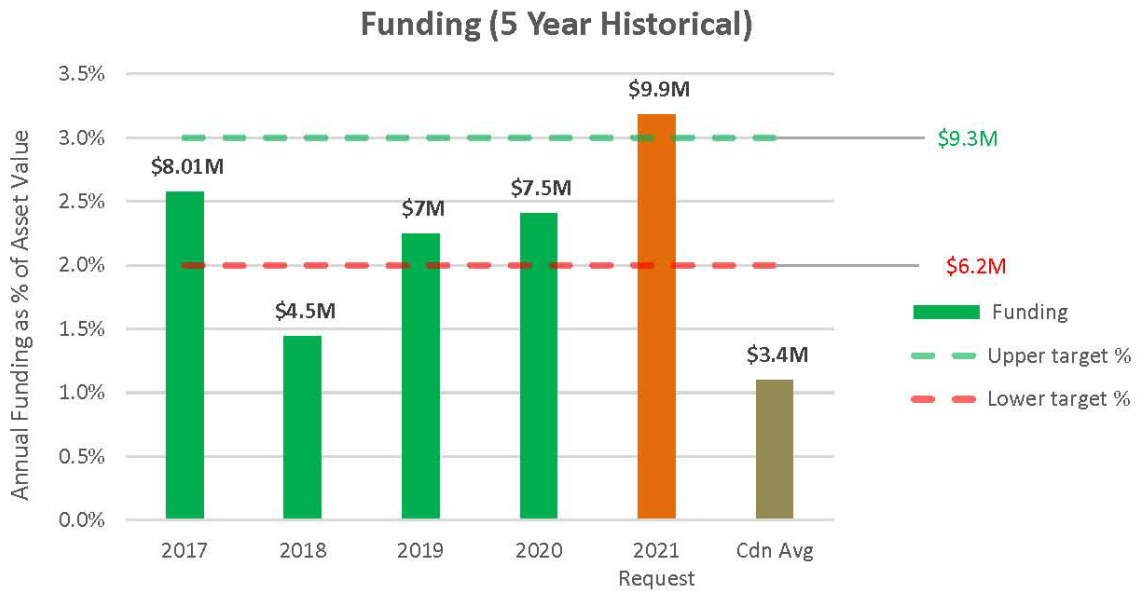
No changes are proposed.

# Roads Asset Management Report Card

500 lane kilometres - \$311,000,000 (\$17930/household)



Condition Trend						
2016	2017	2018	2019	2020	Target	Trend
76	75	75	75	75	75	↔



Infrastructure Gap - \$6,800,000 (\$392/household)

Annual Funding Surplus - \$2,130,000 (\$123/household)

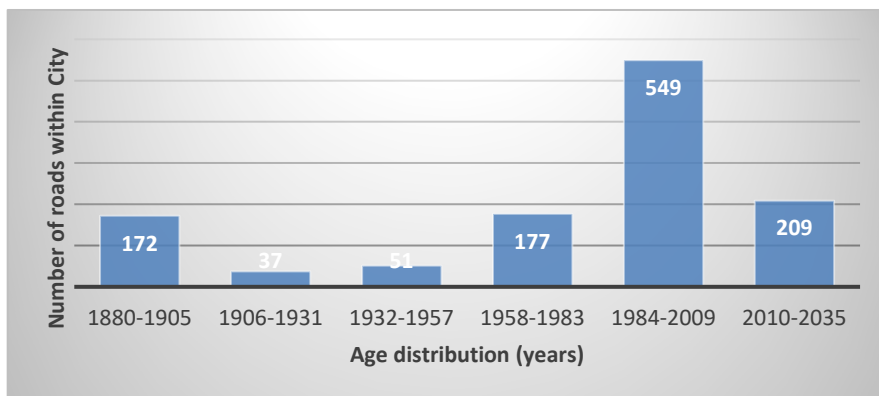
# Roads: Condition, Assessment & Levels of Service

## Asset description:

105 km of Local roads  
52 km of Arterial roads  
35 km of Collector roads

**Age distribution:** The majority of roads were either built or rebuilt between 1984 and 2009, as shown in Figure 1.

**Staff assigned to manage asset:** Manager of Roads and Transportation.



## Condition assessment and methodology

- Road inspections are carried out by senior Roads and Traffic technologist (experienced) and the Asset Management Coordinator. PCI training and detailed knowledge is required to maintain consistent and accurate ratings.
- The City of St. Thomas's road network is broken up into block sections, each with a unique ID. Each section will be rated separately and should reference the unique ID to correspond with the Asset Management System.
- An industry standard rating system, Pavement Condition Index (PCI), is used to rank these roads based on condition and produce an equivalent number that corresponds to a plan of action to replace or reconstruct road.
- The PCI combines two sets of criteria to come up with one rating number. The first is the Ride Comfort Rating.

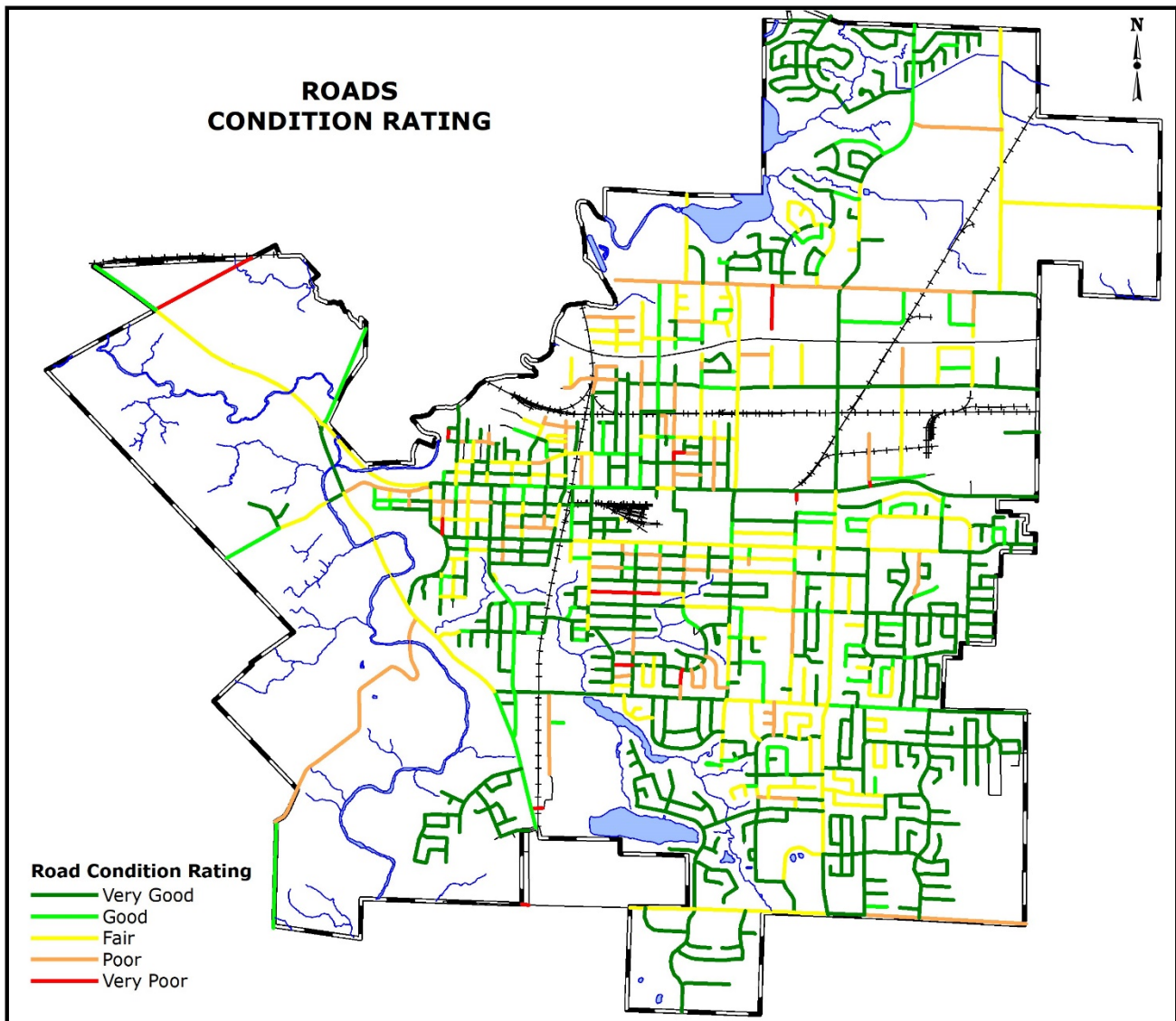
Ride Comfort Rating	Description
0 - 2	<i>Very Poor</i> – Uncomfortable with constant bumps or
2 - 4	<i>Poor</i> – Uncomfortable with frequent bumps or depressions
4 - 6	<i>Fair</i> - Comfortable with intermittent bumps or depressions
6 - 8	<i>Good</i> - Smooth with a few bumps or depressions
8 - 10	<i>Excellent</i> - Very smooth

- The second set of criteria of the PCI focuses on the physical state of the road including: Surface Defects, Surface Deformations and Cracking.
  - The Surface Defects include: Ravelling & loss of surface aggregate and Flushing.
  - The Surface Deformations include: Rippling and Shoving, Wheel Track Rutting and Distortion.
  - Cracking is broken into Longitudinal Wheel Track, Centerline, Pavement Edge, Transverse, and Longitudinal – meander or mid-lane and Random. The first 4 cracking categories are further broken down into Single and Multiple or Alligator forms of cracking.
- Each Pavement defect, deformation or cracking is given a severity of distress rating of either Very Slight, Slight, Moderate, Severe or Very Severe as well as a Density of Distress of either Few (<10% of area) Intermittent (10-20% of area), Frequent (20-40%), Extensive (40-80%) or Throughout (>80%). Explanations of how the Severity of Distress is determined can be found in the [Manual for condition rating of flexible pavement SP-024](#) by the MTO.
- The scores are entered into the program and a calculation produces the PCI. The PCI Decision Matrix is used to determine the remaining useful life of a road asset. This is only a guideline and will need to be used in conjunction with the personal observations of the road inspectors.

PCI Decision Matrix				
TIME OF IMPROVEMENT	FREEWAY	ARTERIAL	COLLECTOR	LOCAL
NOW Reconstruct	< 60	< 50	< 45	< 40
NOW Rehabilitate	60 to 65	50 to 55	45 to 50	40 to 45
1 to 5 years	66 to 75	56 to 75	51 to 70	46 to 65
6 to 10 years	76 to 85	76 to 85	71 to 80	66 to 80
Adequate	>85	>85	>80	>80

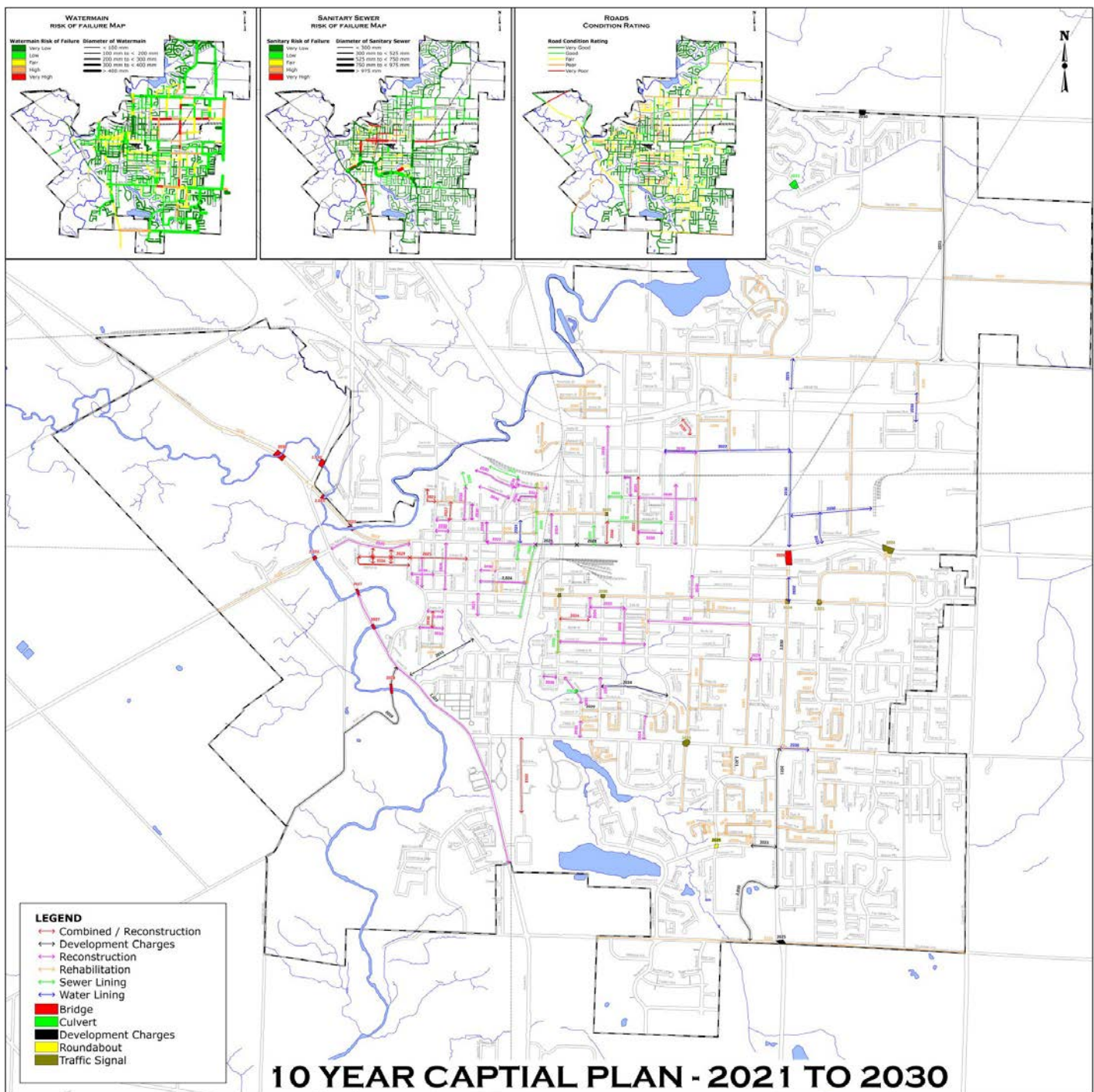
## Existing Levels of Service (LOS)

1. As shown in Figure 3, the city maintains around 192 km of paved roads; 55% of which are local roads, 27% are arterial roads, and 18% are collector roads. These roads are marked based on the optimal condition rating and lifecycle options.
2. The average PCI for paved roads within the city is 75 (as of 2018). There is about 800 metres of unpaved road that is in the Good-Fair category for surface condition.
3. The performance of the roads assets is based solely on the road inspection performed annually.
4. All inspections are done in compliance with Ontario's minimum maintenance standards (MMS) for municipal highways (O. Reg. 366/18).
5. The maintenance of roads complies with the Ontario Highway Traffic Act and applicable sections of Ontario Traffic Manual (OTM)
6. The figure below shows the end results of the condition rating process.



7. The full City map figure on the following page is the compilation of the sewer, water, and road condition ratings. It also factors in new development work, system upsizing, traffic network disruption, business impact, and social impact. Each year this long term capital plan is adjusted based on predicted asset funding.





### Lifecycle Management Activities

The expected useful life of a road asset is 25 years, on average. The city performs a multitude of lifecycle activities depending on the condition rating of the road and risk associated with its failure. These include:

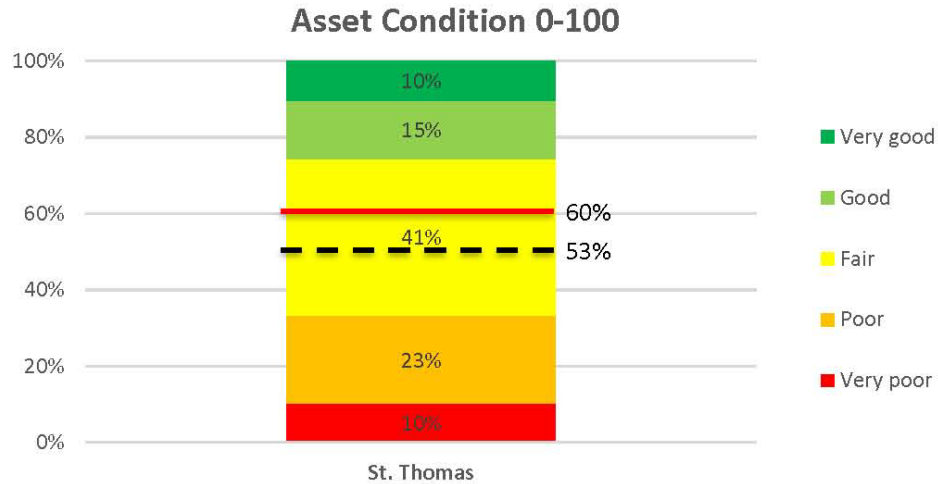
1. Road surface maintenance: road inspection, road patrol, asphalt repairs, shoulder maintenance, asphalt patching, bridge surface, street cleaning, litter on road surface, crack sealing capital
2. Roadside maintenance: sidewalk inspection, sidewalk/curb/gutter maintenance, roadside litter, Safety device maintenance, pavement marking, street and traffic control signs, guidepost and guiderail maintenance, Winter maintenance
3. Winter maintenance: winter patrol, snow plowing, snow removal, sidewalk plowing and bus stop clearing, manual sidewalk, sanding/salting streets, sanding sidewalks, spring cleanup, snow fencing

### Proposed Levels of Service (LOS)

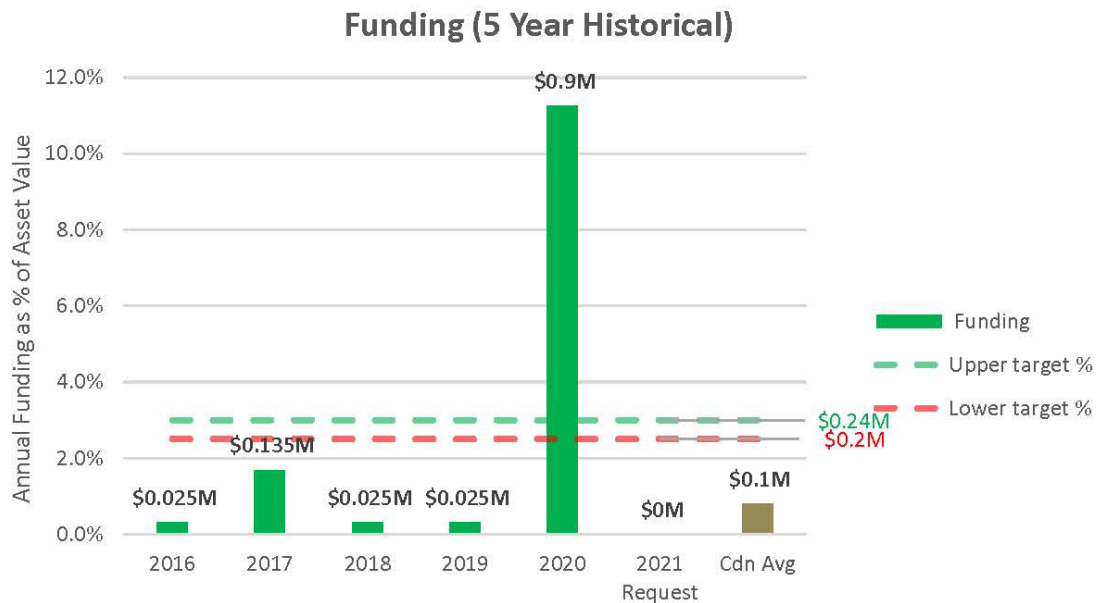
No changes are proposed

# Traffic Signals Asset Management Report Card

40 Traffic Signals - \$8,000,000 (\$460/household)



Condition Trend				
2018	2019	2020	Target	Trend
53	50	48	60	↓



Infrastructure Gap - \$700,000 (\$40/household)

Annual Funding Deficit - -\$220,000 (\$-13/household)

# Traffic Signals: Condition, Assessment & Levels of Service

## Asset description:

- 40 Traffic signals predominantly with 4 legs and pedestrian signals
- 40 Traffic controllers and 1 spare.
- Each signal location includes a power source, poles, arms, heads, electrical wiring, conduits and junction boxes
- 12 Pedestrian crossings (mix of powered, solar, and signs/lines)

**Age distribution:** Vary in age between 1984 and 2019.

**Staff assigned to manage asset:** Manager of Roads and Transportation

## Condition assessment and methodology:

1. Annual inspections are done in compliance with Ontario's minimum maintenance standards (MMS) for municipal highways (O. Reg. 366/18).
2. Each traffic signal is also considered as part of the capital work plan as the street or intersection is reconstructed.
3. New or replacement signals are included as part of the capital budget process.
4. New growth impacts are forecast in development studies, forecasted for inclusion in the development charges, and then constructed as part of the annual capital budget process.

## Existing Levels of Service (LOS)

1. All inspections are done in compliance with Ontario's minimum maintenance standards (MMS) for municipal highways (O. Reg. 366/18).
2. The maintenance of traffic signals complies with the Ontario Highway Traffic Act and applicable sections of Ontario Traffic Manual (OTM)

## Lifecycle Management Activities:

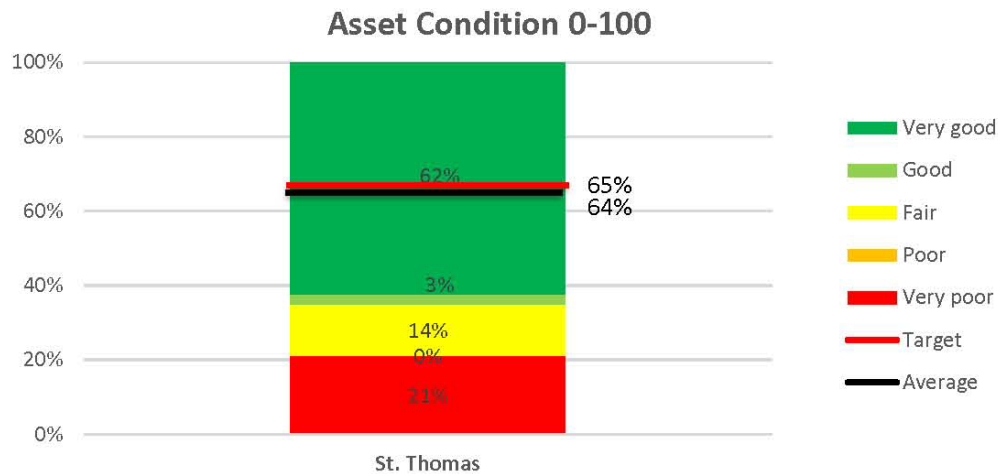
1. Ongoing work orders based on requests from City to outsourced maintenance contractor.
2. Bulb replacement, head adjustment, and electrical repairs via outsourced maintenance contractor.
3. Collision repair

## Proposed Levels of Service (LOS)

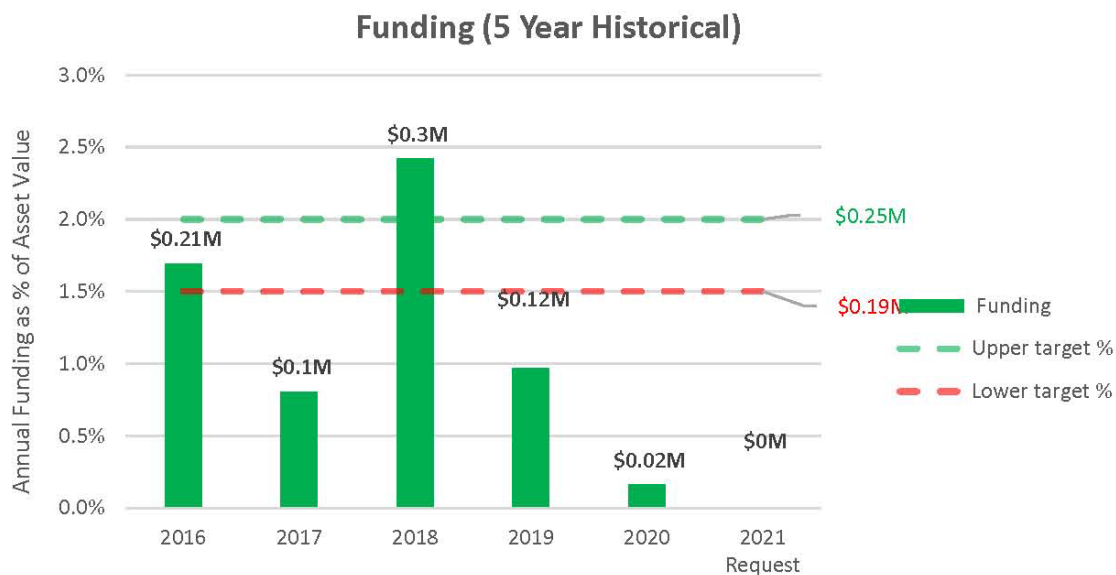
No changes are forecasted for this asset. New growth can increase the demand for a traffic signal as traffic volumes rise however those costs are captured in the DC fund process.

# Streetlights Asset Management Report Card

4830 Streetlights & 2055 Poles - \$12,400,000 (\$710/household)



Condition Trend				
2018	2019	2020	Target	Trend
67	67	67	65	↔



Infrastructure Gap - \$1,550,000 (\$89/household)

Annual Funding Deficit - -\$220,000 (\$-13/household)



# Streetlights: Condition, Assessment & Levels of Service

## Asset description:

- 38 Traffic signals predominantly with 4 legs and pedestrian signals
- 38 Traffic controllers and 1 spare.
- Each signal location includes a power source, poles, arms, heads, electrical wiring, conduits and junction boxes
- 12 Pedestrian crossings (mix of powered, solar, and signs/lines)

**Age distribution:** Poles and arms vary in age between 1920 and present. A mass relamping occurred in 2015/2016 to upgrade to LED. The figure to the right shows a variety of poles types and ages. Note that a large portion of street lights are located on Entegrus poles.

**Staff assigned to manage asset:** Manager of Roads and Transportation.

ASSET ID	ASSET NAME	MATERIAL	COUNT	INSTALLATION DATE	Replacement year
ALUMINUM POLI	ALUMINUM PC	ALUMINUM	52	2018	2088
ALUMINUM POLES	ALUMINUM POLES	ALUMINUM	1080	1990	2060
WOOD POLES	WOOD POLES	WOOD	53	2015	2045
STEEL POLES	STEEL POLES	STEEL	69	1990	2060
CONCRETE POLES	CONCRETE POLES	CONCRETE	76	1990	2040
WOOD POLES	WOOD POLES	WOOD	515	1990	2020
DECORATIVE CONCRETE POLE	DECORATIVE CONCRETE POLE	CONCRETE	210	1990	2040
Sum			2055	2016	2041
Lights on STEI Poles			2775		

## Condition assessment and methodology:

1. Ongoing maintenance is done in compliance with Ontario's minimum maintenance standards (MMS) for municipal highways (O. Reg. 366/18).
2. Each street light section is also considered as part of the capital work plan as the street or intersection is reconstructed.
3. New growth impacts are forecasted in development studies, forecasted for inclusion in the development charges, and then constructed as part of the annual capital budget process.

## Existing Levels of Service (LOS)

1. Having street lights or not is a subjective choice based on perception of walking safety.
2. Lit intersections can reduce accidents. Particular focus should be directed to consistent light levels.
3. All inspections are done in compliance with Ontario's minimum maintenance standards (MMS) for municipal highways (O. Reg. 366/18).
4. The maintenance of traffic signals complies with the Ontario Highway Traffic Act and applicable sections of Ontario Traffic Manual (OTM)

## Lifecycle Management Activities:

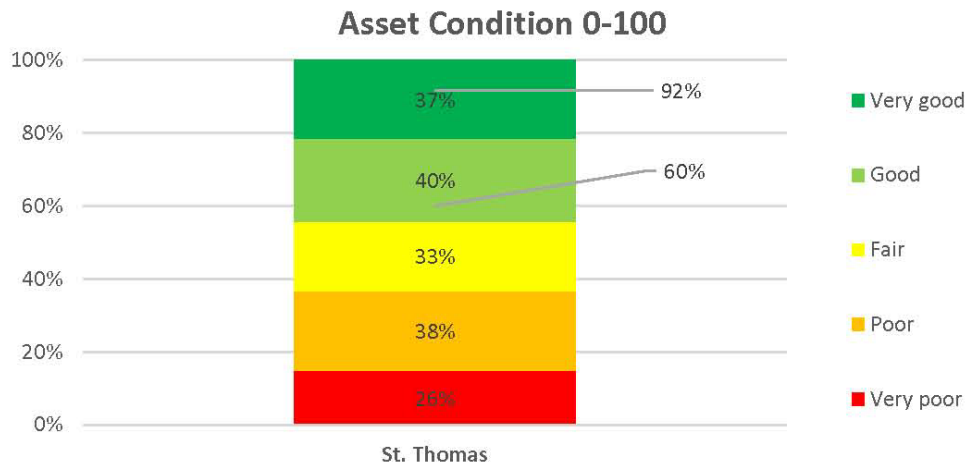
1. Ongoing work orders based on requests from City to outsourced maintenance contractor.
2. Bulb replacement, head adjustment, and electrical repairs via outsourced maintenance contractor.
3. Collision repair

## Proposed Levels of Service (LOS)

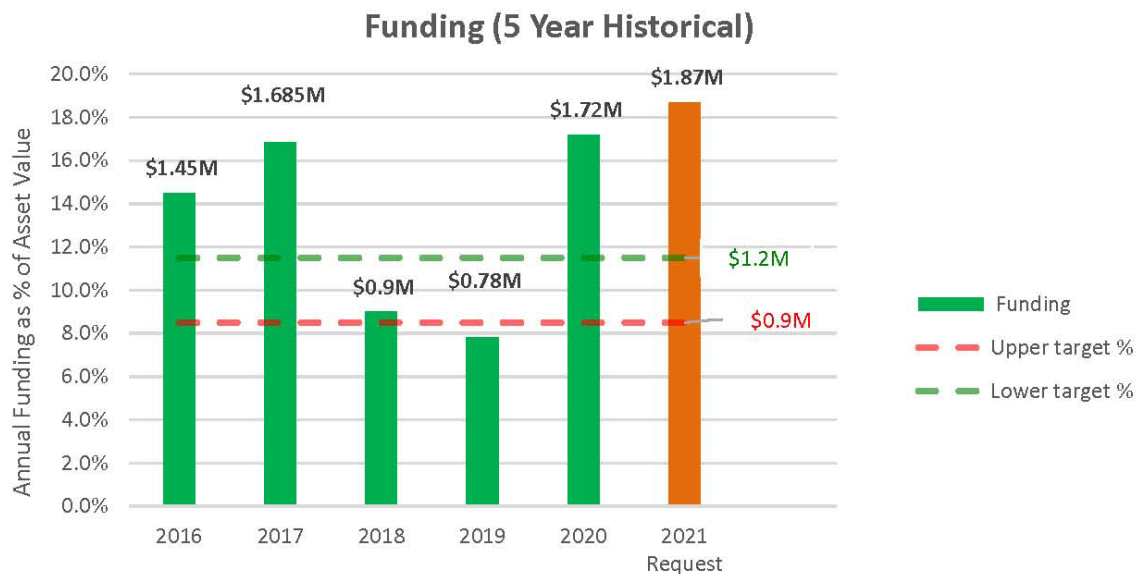
No changes are forecasted for this asset. New growth can increase the demand for a street lights in semi-urban areas which become urban. Ideally, each new subdivision covers that cost or DC funds are used.

# Fleet Asset Management Report Card

69 Vehicles, 49 Pieces of Equipment & 11 Transit Vehicles - \$10,000,000 (\$580/household)



Condition Trend				
2018	2019	2020	Target	Trend
52	90	92	60	↑



Note: 2021 Request does not include Federal/Provincial Transit Funding ≈ 2.65M

**Infrastructure Gap - \$1,286,250 (\$74/household)**

**Annual Funding Surplus - \$870,000 (\$50/household)**

# Fleet: Condition, Assessment & Levels of Service

## Asset description:

- 80 Vehicles
- 63 pieces of equipment worth \$25k or more.
- 10 Transit Buses
- Passenger vehicles, medium/large trucks, firetrucks, transit buses, street cleaning, water/sewer equipment vehicles.

**Age distribution:** Vary in age between 1980 and 2019. Vehicle and major equipment inventory housed in MDW.

**Staff assigned to manage asset:** Manager of Roads and Transportation

## Condition assessment and methodology:

1. Annual inspections are done inhouse.
2. At expected year of replacement, each vehicle is assessed in terms of its expected operating costs vs the costs of ownership.
3. Decisions are made in conjunction with mechanics, departmental users, and Treasury whether to keep a vehicle past its expected lifecycle or dispose of the asset.
4. Level of service changes are addressed through adjustment in Fleet capabilities, size, and features during the replacement process
5. Replacement vehicles are procured in groups where possible or through regional procurement groups.
6. New growth impacts are forecast in development studies, forecasted for inclusion in the development charges, and then constructed as part of the annual capital budget process.
7. All replacement vehicles and capitalized equipment are reviewed in a 10 year plan and accommodated within a single annual program.
8. Any new vehicles or major equipment request are proposed as separate capital project submissions which require justification administratively and to council.

## Existing Levels of Service (LOS)

1. Inspect and maintain assets as per Ontario Commercial Vehicle Operator's Registration (CVOR) regulations, other applicable legislation, and industry best practices.
2. Speciality vehicles like Fire apparatus and passenger buses have some unique inspections requirements.
3. Fueling systems have unique requirements
4. Licensing requirements dictated by province.
5. Infrastructure gap is due to exemplary asset maintenance which allows assets to function at an adequate level of service outside of it's expected lifecycle.

## Lifecycle Management Activities:

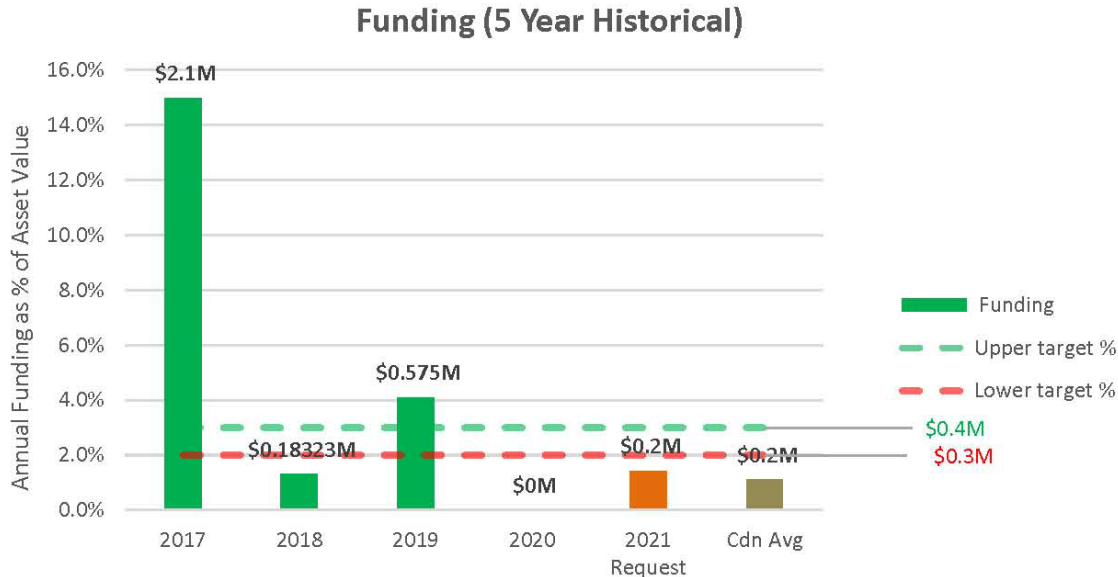
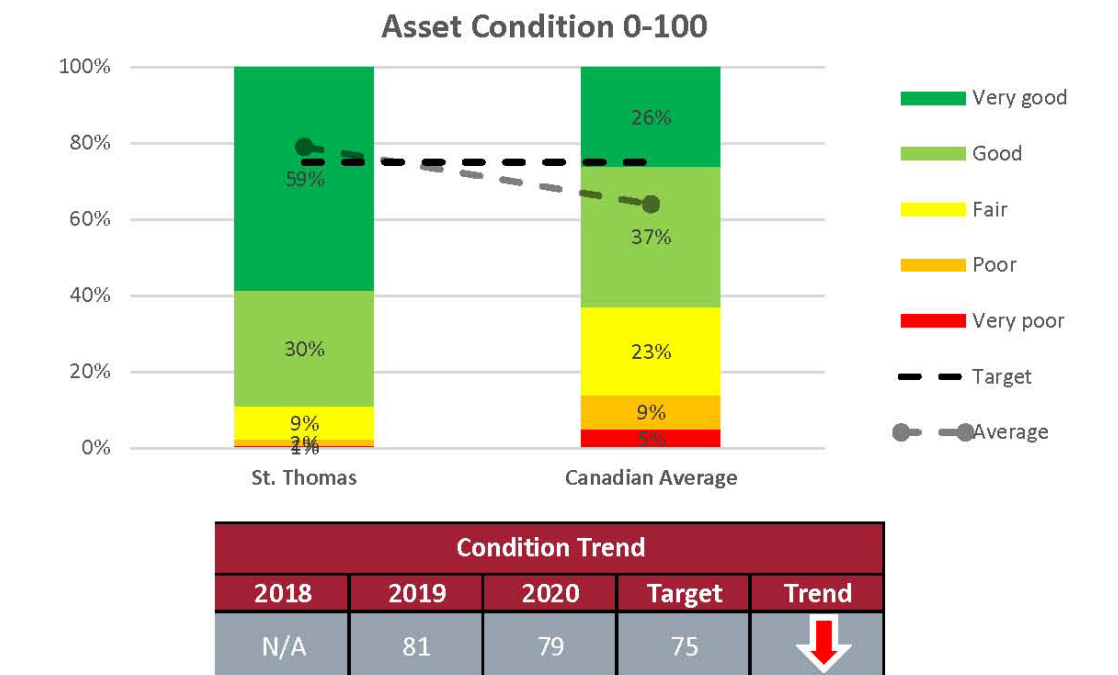
1. Vehicles and equipment are inspected and maintained per regulatory requirements and best practices. Details of the accomplishments and costs are recorded in the CMMS. Planned maintenance and inspection works orders are automatically generated by the work order software.
2. Very minor outsourcing due to speciality repairs
3. Having in-house mechanics with detailed knowledge of every piece of equipment and fleet allows more informed decisions.

## Proposed Levels of Service (LOS)

No changes are forecasted for this asset. New growth can increase the demand for new vehicles based on a larger population and area however those costs are captured in the DC fund process. New facilities can create the need for new vehicles and equipment.

# Municipal & Facility Parking Lots, Paved Trails & Public Lanes Asset Management Report Card

21 Municipal Lots, 20 Facility Lots, 11 Paved Trails & 20 Public Lanes - \$14,000,000 (\$810/household)



**Infrastructure Gap - \$330,000 (\$19/household)**

**4 year Average Annual Funding Deficit - -\$40,000 (\$-2/household)**

# Municipal & Facility Parking Lots, Paved Trails & Public Lanes: Condition, Assessment & Levels of Service

## Asset description:

- 21 Municipally run parking lots
- 19 Municipally owned facility paved parking lots
- 6 Municipally owned facility unpaved parking lots
- 20 Open, Public Lanes
- 11.2 km of paved trails

**Age distribution:** Varies from 1 year to 70 years.

## Staff assigned to manage asset:

- Municipal Parking Lots: Manager of Roads and Transportation
- Facility Parking Lots: Supervisor of Property Management
- Paved Trails: Supervisor of Parks and Forestry

## Condition assessment and methodology:

1. Municipal and Facility Parking Lots and Paved Trails are carried out by senior Roads and Traffic technologist (experienced) and the Asset Management Coordinator. Condition Assessment training and detailed knowledge is required to maintain consistent and accurate ratings.
2. Each Parking Lot and Trail will be rated separately and should reference the unique ID to correspond with the Asset Management System.
3. The industry standard rating system for Roads, Pavement Condition Index (PCI), has been modified and used to rank parking lots and paved trails on condition and produce an equivalent number that corresponds to a plan of action to replace or reconstruct road.
4. Condition Assessment for Parking Lots and Trails is based on an Industry standard Rating system that is used for Roads, Pavement Condition Index (PCI) and is modified to rank the Parking Lots and Trails based on condition and produce an equivalent number that corresponds to a plan of action to replace or reconstruct the Parking Lot or Trail.
5. The PCI combines two sets of criteria to come up with one rating number. The first is the Ride Comfort Rating. The Ride Comfort Rating will take into consideration many modes of transportation including automobile, bicycle, wheelchair, etc.

Ride Comfort Rating	Description
0 - 2	<i>Very Poor</i> – Uncomfortable with constant bumps or
2 - 4	<i>Poor</i> – Uncomfortable with frequent bumps or depressions
4 - 6	<i>Fair</i> - Comfortable with intermittent bumps or depressions
6 - 8	<i>Good</i> - Smooth with a few bumps or depressions
8 - 10	<i>Excellent</i> - Very smooth

6. The second set of criteria of the PCI focuses on the physical state of the Parking Lot or Trail including: Surface Defects, Surface Deformations and Cracking.
  - iv. The Surface Defects include: Ravelling & loss of surface aggregate and Flushing.
  - v. The Surface Deformations include: Rippling and Shoving, Wheel Track Rutting and Distortion.
  - vi. Cracking is broken into Longitudinal Wheel Track, Centerline, Pavement Edge, Transverse, and Longitudinal – meander or mid-lane and Random. The first 4 cracking categories are further broken down into Single and Multiple or Alligator forms of cracking.
7. The scores are entered into the program and a calculation produces the PCI. The PCI Decision Matrix is used to determine the remaining useful life of a Parking Lot or Trail asset. This is only a guideline and will need to be used in conjunction with the personal observations of the road inspectors.

TIME OF IMPROVEMENT	PARKING LOT/TRAIL
NOW Reconstruct	< 40
NOW Rehabilitate	40 to 45
1 to 5 years	46 to 65
6 to 10 years	67 to 80
Adequate	>80

### **Existing Levels of Service (LOS)**

1. The city maintains around 230 000 m<sup>2</sup> of parking lots and 11.2 km of paved trails and 695 640 m<sup>2</sup> of Public Lanes. These assets are marked based on the optimal condition rating and lifecycle options.
2. The average modified PCI for parking lots and paved trails is 80 (as of 2019).
3. The performance of the parking lots and trails based solely on the parking lot and trails inspection performed annually.
4. There are 6 gravel parking lots maintained by the City. These 6 have a level of service adequate to it's function.

### **Lifecycle Management Activities**

The expected useful life of a parking lot or pave trail is 25 years, on average. The city performs a multitude of lifecycle activities depending on the condition rating of the asset and risk associated with its failure. These include:

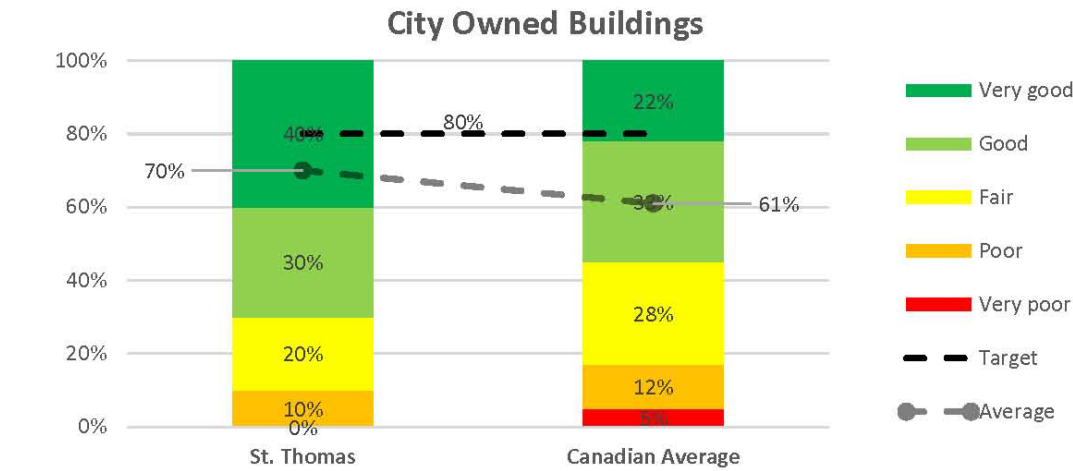
1. Surface maintenance: inspection, asphalt patching, crack sealing, pavement marking
2. Winter maintenance: snow plowing, snow removal, salting

### **Proposed Levels of Service (LOS)**

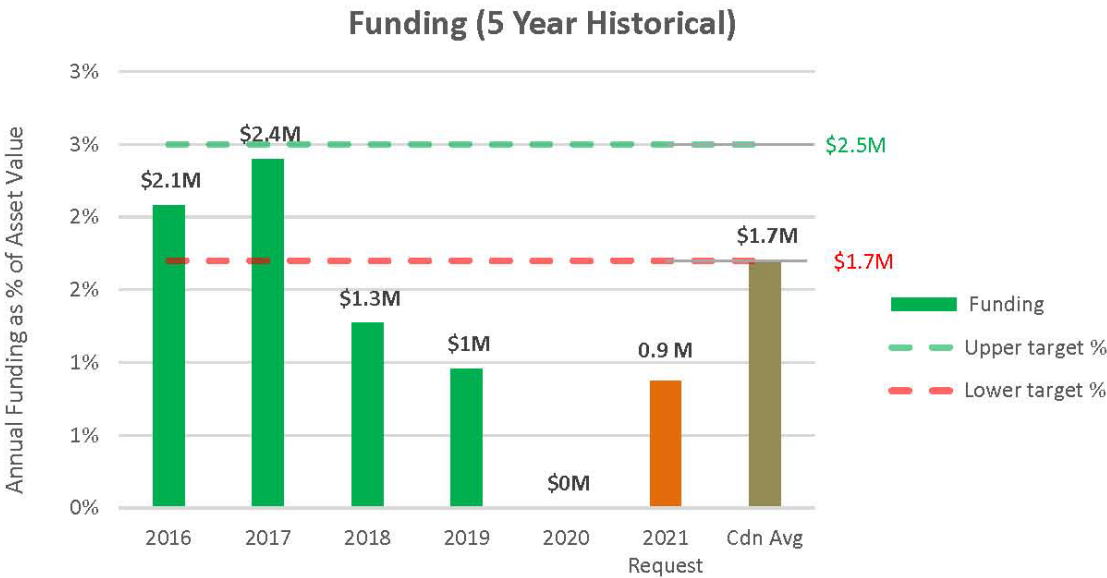
1. The Justice Building Parking Lot has recently become available for use by the Library, which is adjacent to the Parking Lot. The use of this parking lot will allow patrons to park next to the Library avoiding crossing the road and easily accessing the Library. This parking lot has a very low score of 44.9 and needs to be rehabilitated to accommodate the Level of Service needed to function as a parking lot with multiple accessibility needs.

# City Owned Buildings Asset Management Report Card

76 Non- Residential Buildings - \$101,000,000 (\$5820/household)



Condition Trend				
2016	2019	2020	Target	Trend
70	70	70	80	↔



Infrastructure Gap - \$2,000,000 (\$115/household)

Annual Funding Deficit - -\$1,239,000 (\$-71/household)



# City Owned Buildings: Condition, Assessment & Levels of Service

## Asset description:

- Approximately 75 assets
- Asset types include: Arenas, Fire Stations, Police Station, City Hall, Library, Social Services (Ontario Works), Senior Citizens, Long term Care, Community Recycling, Public Works, Markets, Tourism Office, Animal Shelter, Transit Terminal, Monuments, Park Shelters/Pavilions, Signs, Sculptures
- A new Social Services (Ontario Works) facility with 28 affordable housing units is being built with an expected completion date of September 2019
- A new Outdoor Recreation Complex is also scheduled for completion in 2019
- A new Child Care facility is scheduled for 2020

**Age Distribution:** Assets range from Heritage 1898 to present.

**Staff assigned to manage asset:** Supervisor of Property Management.

## Condition Assessment and methodology:

- Currently, no condition assessments exist.
- Property Management will conduct building condition assessments (BCA's) on all City Buildings in 2019/2020.
- The information will be stored in a new condition assessment database software system called AssetPlanner, which contains a condition assessment Module called Asset Planning.
- 20% of the building portfolio will then be reassessed annually and the database updated.
- Any new major building system replacements will be uploaded into the database.
- The Asset Planning Module will be used to create 5-10 year Capital Plans with funding requirements.

## Lifecycle Management Activities:

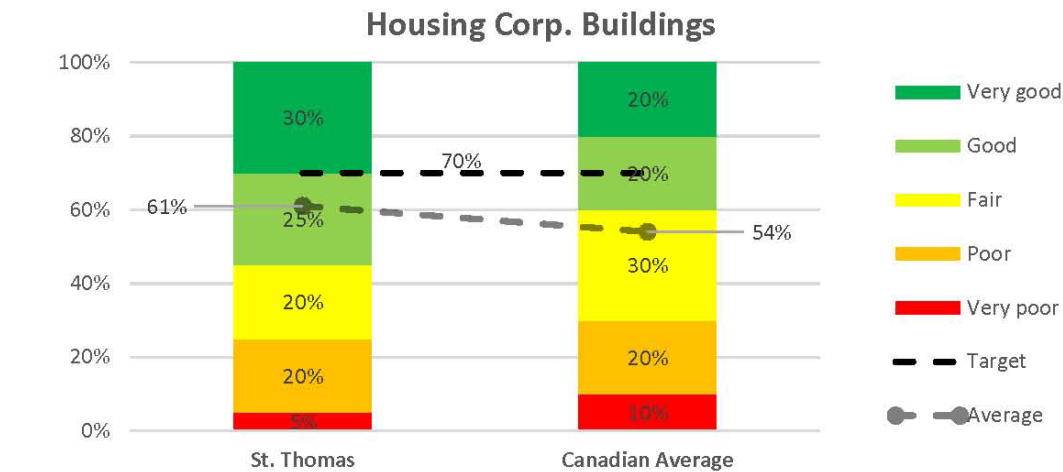
- Property Management will be using the CMMS Maintenance Module in the AssetPlanner software system starting in 2019. The Module will be used for accepting on-line customer service requests, creating work orders for reactive maintenance, scheduling preventative maintenance activities, and for reporting performance indicators.
- AssetPlanner also contains a Project Module that will be used to develop major maintenance and capital projects for building system replacements identified in the Capital Plans above.

## Levels of Service (LOS):

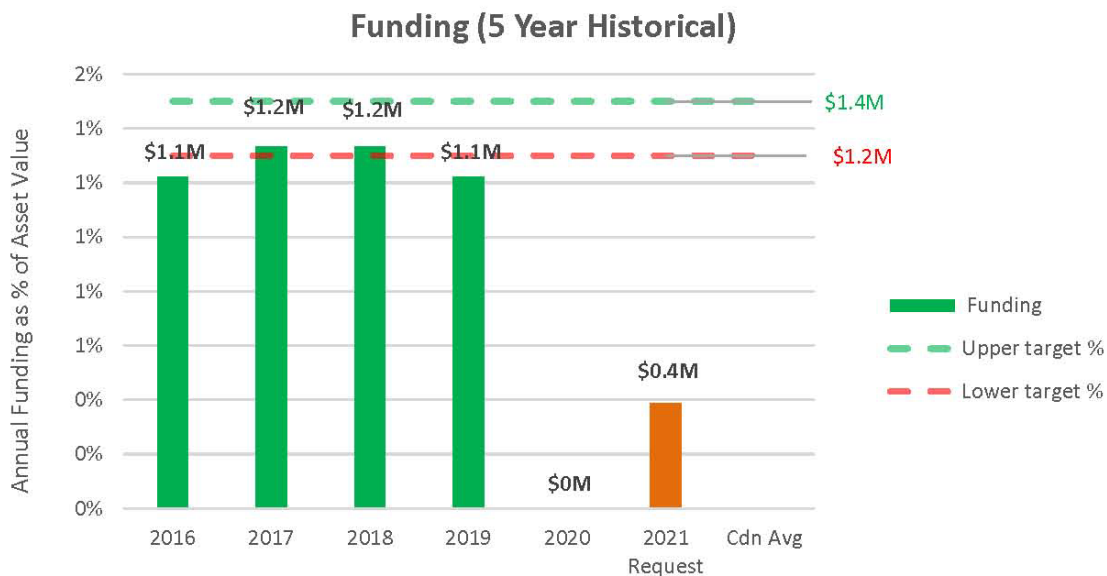
City Building Services - Customer Level of Service (LOS)				
Service Attribute	Service Objective	Performance Measure Process	Current Performance	Expected position in 5 years
<b>CLIENT LEVELS OF SERVICE</b>				
<b>Quality</b>	Building facilities are clean and in good condition for users	Customer service requests relating to service quality	50-75 / month average	Likely to increase
	Organizational measure	% of buildings in very good/good and poor/very poor condition	- 70 % of buildings in very good/good condition - 30% of buildings in poor condition	- 50 % of buildings in very good/good condition - 50% of buildings in poor condition - Condition is likely to reduce as renewal requirements are not being fully funded
	Confidence level Low/Medium/High		Low-Medium (not data based - professional judgement)	Low-Medium (not data based - professional judgement)
<b>Function</b>	Facilities meet users' and program delivery needs	Customer service requests relating to usage and availability	2-3 / average - Just completed Environmental Services Area	same
	Organizational measure.	% of buildings with very good/good and poor/very poor functionality	- 90 % of buildings with very good/good functionality - 10% of buildings with poor functionality	- 90 % of buildings with very good/good functionality - 10% of buildings with poor functionality - Functionality should remain stable as space is renovated to meet new programming needs
	Confidence level Low/Medium/High		Low-Medium (Professional Judgement)	Low-Medium (Professional Judgement)
<b>Capacity/ Utilization</b>	Building facilities have sufficient capacity to meet program delivery needs	Customer service requests relating to usage and availability	2 -3 / year average	same
	Organizational measure.	% of buildings with very good/good and poor/very poor capacity/utilization	- 90 % of buildings with very good/good capacity/utilization - 10% of buildings with poor capacity/utilization	- 90 % of buildings with very good/good capacity/utilization - 10% of buildings with poor capacity/utilization - Capacity/utilization should remain stable as space is renovated and new buildings are introduced
	Confidence level Low/Medium/High		Low-Medium (Professional Judgement)	Low-Medium (Professional Judgement)
<b>City Building Services - Technical Level of Service (LOS)</b>				
Service Attribute	Service Objective	Activity Measure Process	Current Performance	Desired for optimum life cycle cost
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Operation</b>	Building facilities meet user's needs	- 20% of buildings/year will have condition assessments	- currently no condition assessments exist - Plan to do all City Buildings in 2019/2020 to establish baseline - New condition assessment software system	Condition – 5 year rolling program
	Buildings are clean	Cleaning scheduled tasks & frequency	- Cleaning Contract in place - task frequencies vary by daily/weekly/monthly/annually	- Continue with same
		Budget	- Condition Assessments - no budget allocation currently - Cleaning \$ 97.37k	- Condition Assessments - \$ 20-30k/yr - Cleaning \$ 120k/yr
<b>Maintenance</b>	Buildings are suitable for purpose	Reactive service requests completed within adopted time frames	- work order cycle time averages 10-15 working days - new Maintenance Management (CMMS) system starting in 2019	Not anticipated to change significantly
		Planned maintenance activities completed to schedule	- 100% of planned maintenance activities required can be completed to agreed schedule - many more PM schedule will be added	Not anticipated to change significantly
		Budget	- under budget - significant backlog in deferred maintenance - Reactive & PM's Maintenance \$ 810k	- Reactive maintenance = 1% of CRV - Planned maintenance = 0.5% of CRV
<b>Renewal</b>	Building facilities meet user's needs	- Most building system renewals required are funded in the Major Maintenance budget - Significant system replacements require Capital funding	Major Maintenance \$525k	- 1.5% of Current Replacement Value (CRV)

# Housing Corporation Properties Asset Management Report Card

113 Residential Buildings - \$90,000,000 (\$5190/household)



Condition Trend				
2018	2019	2020	Target	Trend
61	61	61	70	↔



Infrastructure Gap - \$400,000 (\$23/household)

Annual Funding Deficit - -\$910,000 (\$-52/household)

# Housing Corporation Properties: Condition, Assessment & Levels of Service

## Asset description:

- 112 Assets
- Total area: approximately 409,010 ft<sup>2</sup>
- Current Replacement Value (CRV): \$73,606,242
- Building types include: Single Storey Duplexes, 2 Storey Duplexes, Single Family Homes, 2 Storey Townhouses, 2-4 Storey Apartment Buildings
- A new Social Services (Ontario Works) facility with 28 affordable housing units is being built with an expected completion date of September 2019

**Age Distribution:** Assets range from 1952 - 1979

**Staff assigned to manage asset:** Supervisor of Property Management.

## Condition Assessment and methodology:

- Condition assessments on all assets were conducted in 2015.
- No assessments have been done since; however, they will all be updated in 2020.
- The information is stored in a condition assessment database software system called AssetPlanner, which contains a condition assessment Module called Asset Planning.
- 20% of the building portfolio will be reassessed annually and the database updated.
- Any new major building system replacements will be uploaded into the database.
- The Asset Planning Module will be used to create 5-10 year Capital Plans with funding requirements.

## Lifecycle Management Activities:

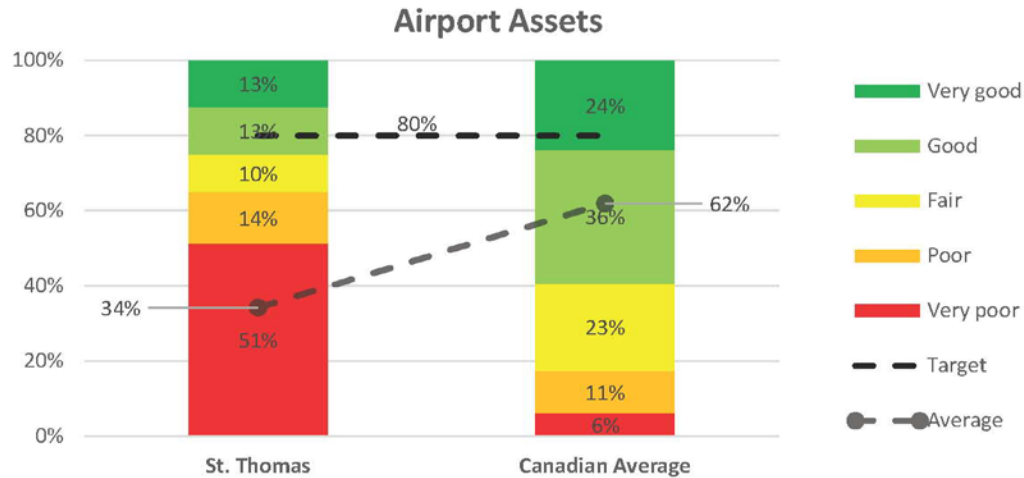
- Property Management will be using the CMMS Maintenance Module in the AssetPlanner software system starting in 2020. The Module will be used for accepting on-line customer service requests, creating work orders for reactive maintenance, scheduling preventative maintenance activities, and for reporting performance indicators.
- AssetPlanner also contains a Project Module that will be used to develop major maintenance and capital projects for building system replacements identified in the Capital Plans above.

## Levels of Service (LOS):

Housing - Building Services - Customer Level of Service (LOS)				
Service Attribute	Service Objective	Performance Measure Process	Current Performance	Expected position in 5 years
<b>CLIENT LEVELS OF SERVICE</b>				
<b>Quality</b>	Building facilities are clean and in good condition for users	Customer service requests relating to service quality	250-300 / month average	- will likely remain the same
	Organizational measure	% of buildings in very good/good and poor/very poor condition	- 90 % of buildings in good condition - 10% of buildings in poor condition	- 80 % of buildings in good condition - 20% of buildings in poor condition - Condition is likely to reduce as renewal requirements increase and buildings age
	Confidence level Low/Medium/High		Low-Medium (not data based - professional judgement)	Low-Medium (not data based - professional judgement)
<b>Housing Building Services - Technical Level of Service (LOS)</b>				
Service Attribute	Service Objective	Activity Measure Process	Current Performance	Desired for optimum life cycle cost
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Operation</b>	Building facilities meet user's needs	- 20% of buildings/year will have condition assessments	- condition assessments completed in 2015 - Plan to start new assessments in 2020	Condition – 5 year rolling program
	Buildings are clean	Cleaning scheduled tasks & frequency	- Cleaning Contract in place - task frequencies vary by daily/weekly/monthly/annually	- Continue with same
		Budget	- Condition Assessments - no budget allocation currently - Cleaning \$ 59k	- Condition Assessments - \$ 20-30k/yr - Cleaning \$ 80k/yr
<b>Maintenance</b>	Buildings are suitable for purpose	Reactive service requests completed within adopted time frames	- work order cycle time averages 10-15 working days	Not anticipated to change significantly
		Planned maintenance activities completed to schedule	- 100% of planned maintenance activities required can be completed to agreed schedule	Not anticipated to change significantly
		Budget	- under budget - significant backlog in deferred maintenance - Reactive & PM's \$ 714k	- Reactive maintenance = 1% of CRV - Planned maintenance = 0.5% of CRV
<b>Renewal</b>	Building facilities meet user's needs	- Most building system renewals required are funded in the Major Maintenance budget - Significant system replacements require Capital funding	- Major Maintenance \$372k	- 1.5% of Current Replacement Value (CRV)

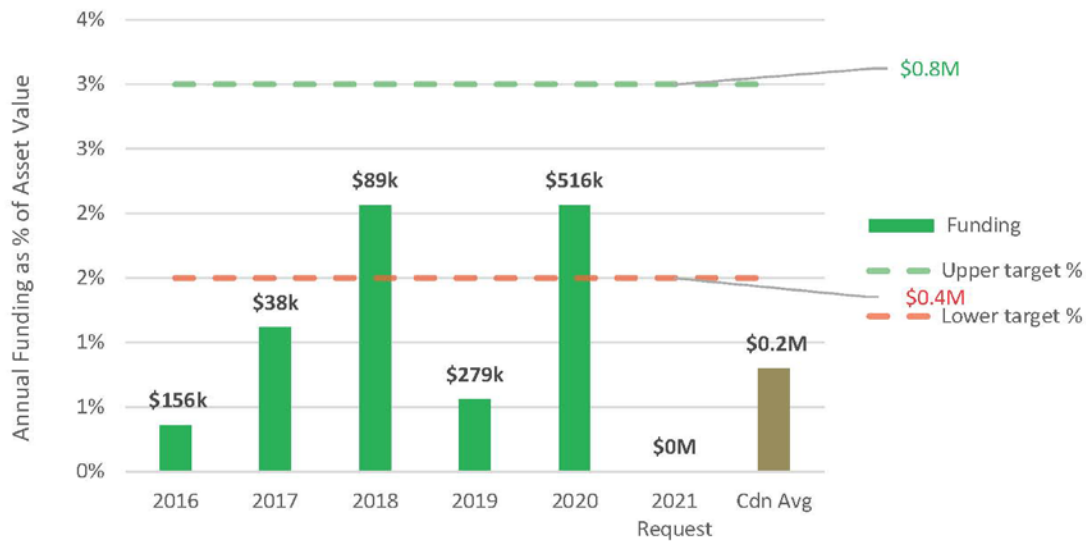
# Airport Asset Management Report Card

Airport Assets - \$25,000,000 (\$1440/household)



Condition Trend				
2018	2019	2020	Target	Trend
35	35	34	80	↓

## Funding (5 Year Historical)



Infrastructure Gap - \$7,000,000 (\$404/household)

5 year Average Annual Funding Deficit - -\$250,000 (\$-14/household)

# Airport: Condition, Assessment & Levels of Service

## Asset description:

A detailed asset database is kept in Municipal Data Works (MDW) including age, initial value, location, replacement value, quantity, asset condition. These assets can be generally categorized as follows:

- Runways
- Taxiways
- Internal roadways and parking lots
- Large Hangers
- Small Hangers
- Sewage treatment
- Water distribution
- Administration buildings
- Maintenance garage
- Fueling equipment
- Fleet
- Airport lighting systems

**Age distribution:** The airport assets vary in age. Although original construction was in the 1940's however most assets have been upgraded to some degree since then. The average age of the runways has been a noted concern for the last decade as dedicated funding has not been available. Consequently, 1 of 3 runways has been closed due to safety concerns. This closure greatly impacts the safety of landing planes in various wind conditions.

**Staff assigned to manage asset:** Airport Superintendent

## Condition assessment and methodology:

1. Runways are inspected in a bi-annual process that rates based on pavement condition index similar to roads. These inspections have been completed by City staff and by outsourced consultants.
2. Building condition assessments (BCA's) are to be conducted every 5 years either in-house or via consultant.
3. Building components are budgeted for in short, medium, and long term methods.
4. Immediate priorities from BCA's or other inspections are completed in house or via contract
5. Medium and long priorities are sorted based on risk, consequence of failure, best value return on investment, maintaining service levels expectations of users, and coordination with long term airport strategy.

## Existing Levels of Service (LOS)

1. BCA's are set based on maintaining occupancy and usage.
2. National Building Code requirements
3. Water and sewer legislation.
4. Runway capacity and usability.
5. Snow clearing as per Transport Canada(TC) regulations.
6. Airport lighting as per TC regulations.
7. Fuel equipment availability key performance indicators (KPI).
8. Fleet equipment availability KPI.
9. Available hangar space for commercial need.



## **Lifecycle Management Activities**

1. Survey and identify obstacles for conflict with airspace.
2. Crack sealing runways
3. Vegetation trimming and removal to maintain clear zones and site lines.
4. Watermain check valve and hydrant checking.
5. Fleet preventative maintenance.
6. Fix immediate needs from BCA's and plan for long term needs.
7. Relining runway pavement markings
8. Check and replace airport lighting

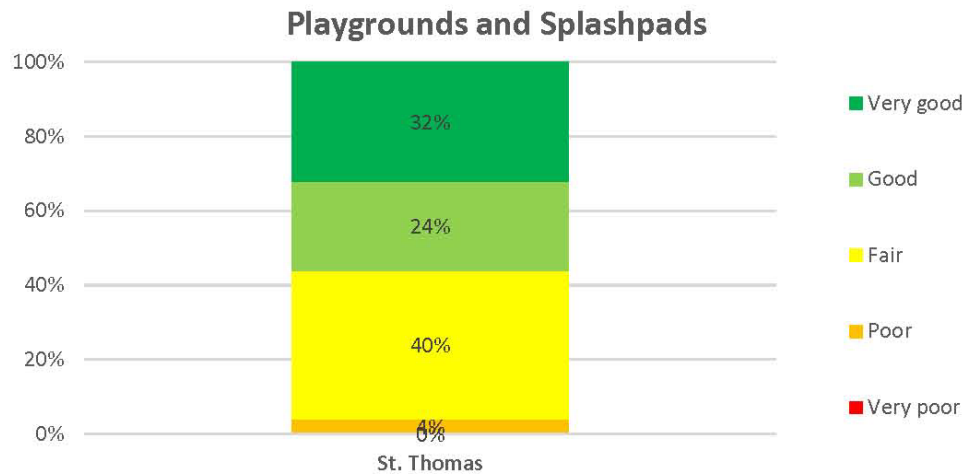
## **Proposed Levels of Service (LOS)**

There are no proposed LOS however it is a key priority to re-open all runways to meet a fundamental safety need and enhance air traffic as a transportation mode.

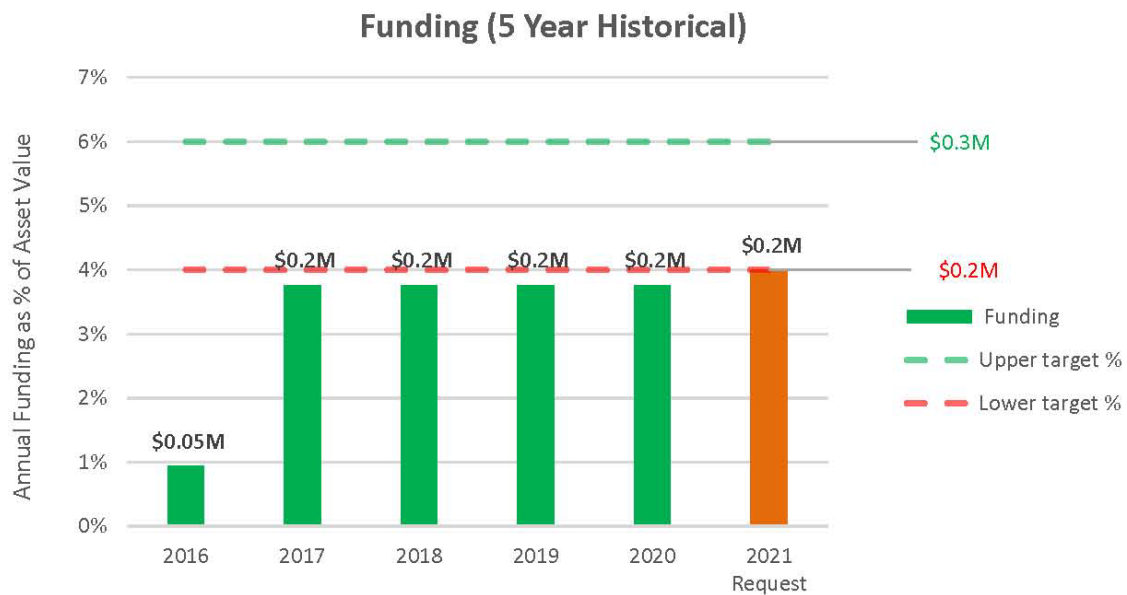
1 of 3 runways is currently closed. As a result, airport usability is negatively impacted which restricts commercial and private air traffic to the City of St.Thomas and surrounding region.

# Playgrounds Asset Management Report Card

22 Playgrounds & 3 Splashpads - \$5,320,000 (\$310/household)



Condition Trend				
2018	2019	2020	Target	Trend
72	68	67	80	↓



Infrastructure Gap - \$400,000 (\$23/household)

Annual Deficit - -\$70,000 (\$-4/household)

# Playgrounds: Condition, Assessment & Levels of Service

## Asset description:

- There are 22 playgrounds ranging in size, location, and features.
- 2 splashpads + 1 under construction at 1PWD

**Age distribution:** They vary between 1 year old and 20 years since the last major renovation.

## Staff assigned to manage

**asset:** Supervisor of Parks and Forestry

Applicable CSA section		Compliant with CSA-Z614-14 ?	
Items checked relative to the protective surfacing element		YES	NO
14.0 inclusive	Performance requirements for PLAYSPACE LAYOUT	Y	
10.2 specifically	All equipment with an elevated fall height shall be located on protective surfacing.	Y	
10.3 inclusive	Acceptability of various surfacing materials.	Y	
10.4.2 specifically	A method of containment for loose-fill materials shall be provided.	Y	
10.4.3 specifically	Protective surfacing shall be free from materials that could cause injury.	Y	
10.4.4 specifically	Displacement of loose-fill materials (heavy use areas) shall be monitored, maintained.		N
10.4.5 specifically	Loose-fill materials to be loose, attention shall be paid to maintain consistency.		N
10.4.8 specifically	Standing or ponding water is not acceptable, drainage is essential.	Y	
10.1 specifically	The surfacing material in the protective surfacing zone shall have a Gmax not exceeding 200 and a HIC not exceeding 1000 when tested to the defined fall height. <i>Note: see attached ASTM F1292-99 field test data report</i>		N
<i>Note: items that are shown as "N" (Non Compliant) will be described in full detail later in report</i>			

## Condition assessment and methodology:

1. Annual update of rating.
2. Overall playground rating out of 10.
3. Sort annual needs into short, medium, and long term
4. Short term needs are referred to playground practitioners who may fix themselves or contract out.
5. Medium needs are referred into Major Maintenance program
6. Long term needs are sorted into a 10 year plan and then upcoming year are placed into the capital budget.
7. There is currently \$200k in the annual capital budget that is allotted to 1 or 2 replacements or new builds.

## Existing Levels of Service (LOS):

1. CSA standard Z614-14 is the chosen LOS.
2. Annex H is also met in terms of AODA requirements
3. Minimum playground rating of 2.

## Lifecycle Management Activities

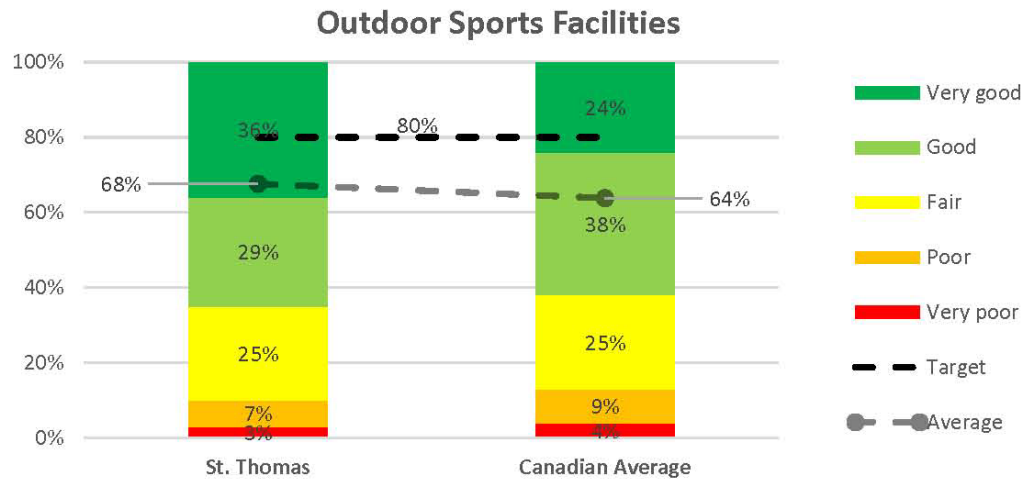
1. Daily, weekly, and monthly inspections depending on location, number of users, and features. Analyze for liability, risk, and general maintenance requirements.
2. Work orders for students to maintain fibar, weeding.
3. Garbage pickup weekly minimum.
4. Repairs and minor maintenance by playground practitioners or contracted out.

## Proposed Levels of Service (LOS)

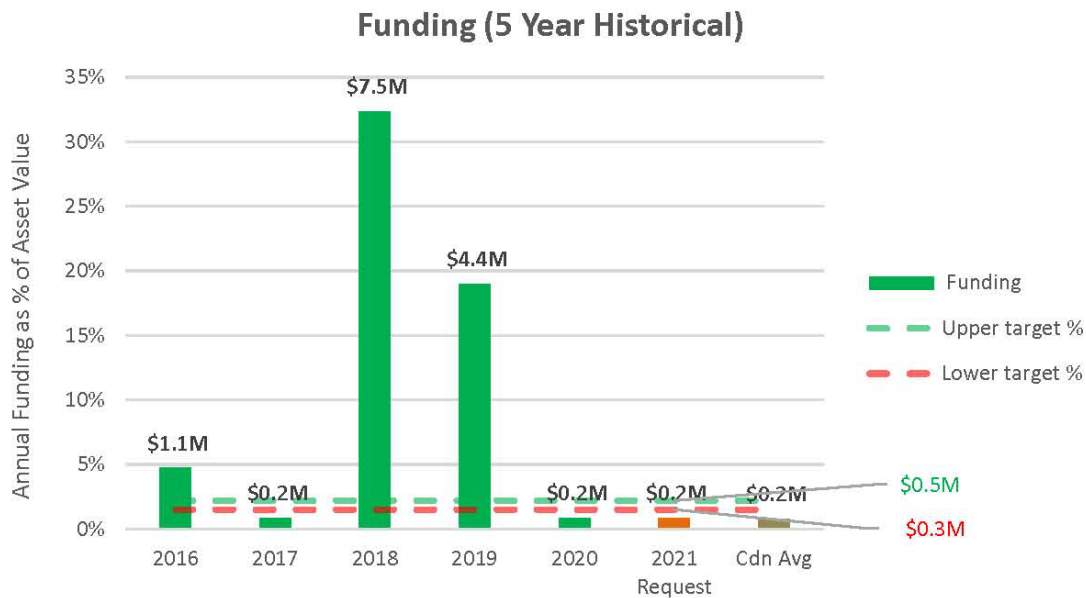
1. 2019 review of CSA Z614-14 however no changes anticipated.
2. AODA changes to Annex H have likely stabilized
3. New playgrounds are added as residential growth occurs. New playgrounds at Centennial ball complex and 1Password, as well as future playgrounds in Orchard Park, Shaw Valley, and Parish Park. These will impact operating and capital.

# Outdoor Recreation Facilities Asset Management Report Card

25 Outdoor Facilities - \$23,200,000 (\$1340/household)



Condition Trend				
2018	2019	2020	Target	Trend
69	66	68	80	↑



Infrastructure Gap - \$400,000 (\$23/household)

Annual Funding Deficit - -\$230,000 (\$-13/household)

# Outdoor Recreations Facilities: Condition, Assessment & Levels of Service

## Asset description:

- 1 outdoor pool
- 1PWD – Soccer, basketball, football,
- Athletic and Cowan - Soccer
- New York Central - Baseball
- Lions Park – Baseball, 3 on 3 basketball
- DTL – softball
- Cardinal field - Baseball
- Centennial Ball Complex - baseball
- Pinafore Park – Tennis and Pickleball
- Emslie - Baseball
- Burwell Park – Baseball and basketball
- Gorman Rup – Baseball
- Optimist – Soccer, basketball, baseball
- Applewood – Soccer
- Railway City Skatepark - skateboard
- VA Barrie – Disc Golf
- Water Parks – Disc Golf
- 1Password Park – Basketball, Soccer, multi-featured complex

**Age distribution:** Varies from 1 year to over 100 years.

**Staff assigned to manage asset:** Supervisor of Parks and Forestry

## Condition assessment and methodology:

1. Annual update of rating.
2. Overall playground rating out of 10.
3. Sort annual needs into short, medium, and long term
4. Short term needs are referred to playground practitioners who may fix themselves or contract out.
5. Medium needs are referred into Major Maintenance program
6. Long term needs are sorted into a 10 year plan and then upcoming year are placed into the capital budget.

## Existing Levels of Service (LOS)

1. Sports field monthly inspections for safety and playability
2. Daily and weekly inspections during active seasons.
3. Minimum playground rating of 2.
4. Offseason turf management.

## Lifecycle Management Activities

1. Daily, weekly, and monthly inspections depending on location, number of users, and features. Analyze for liability, risk, and general maintenance requirements.
2. Work orders for students to maintain grass cutting, prepping diamonds, lining, trimming
3. Garbage pickup weekly minimum.
4. Repairs and minor maintenance by playground staff or contracted out.
5. VA Barrie – user group involvement for improvements
6. Cleaning system and disinfection of pool

## Proposed Levels of Service (LOS)