



Directed to: Mayor Joe Preston and Members of City Council

Meeting Date: 12/02/19
Date
Authored: 11/25/18

Department:

Attachment:

Prepared By: David G. Aristone, Director of Finance and City Treasurer

2020 Proposed Operating and Capital Budgets

Subject: Introduction of 2020 Proposed Operating and Capital Budgets

Property Tax Impact

I am pleased to present Council with the Proposed 2020 Operating and Capital Budget, following review by City Administration.

The proposed 2020 Adjusted Levy reflects a 2.34% increase. The following assumptions have been utilized to arrive at this percentage:

- 1) The 2020 Draft Budget Binder as presented requires a municipal tax levy increase of 4.35 percent. A one percent change in the municipal tax levy equals to \$547,850.
- 2) Each year when the Assessment Roll is returned in December it includes assessment growth for the current year. For 2020 there is an additional 76.9 million in assessment growth. Of this total 70.8 million is from the residential category which makes up 92% of the growth. This additional assessment equates to an additional \$1.1 million in property taxes in 2020 using the 2019 tax rates.

The Levy increase in the attached 2020 Proposed Operating Budget is summarized as follows:

Description	Amount	%
2020 Proposed Levy	\$57,170,573	
2019 Actual Levy	54,784,991	
2020 Levy Increase	2,385,582	4.35
Less: 2019 Additional Growth-Related Taxes	1,100,000	2.01
2020 Adjusted Levy Increase	\$ 1,285,582	2.34

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. During the four-year cycle assessment increases are implemented by 25% each year, and assessment decreases are implemented immediately. During the four-1year phase-in property taxes can shift between property classes due to differing assessment increases. Generally, for the 2017 to 2020 assessment cycle there will be a shift of property taxes from the commercial and industrial classes to the residential classes. This occurs approximately by 1.7% per year.

The past years there has also been Education Tax Room created whereby the City could increase the tax levy by this amount and not impact the overall amount raised from taxpayers. The Provincial Government has not determined a policy on education tax rates, therefore we do not know if there will be Education Tax Room for 2020 at this time. For reference the 2019 Education Tax Room equated to \$176,256.

Capital Budget Commentary

The binder includes a summary spreadsheet of the proposed capital projects and supporting detailed project sheets that total **\$39,992,038** in proposed expenditures **(Actual 2019 - \$24,033,000)**.

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

Funding Source	\$
2020 Property Tax Levy	4,070,000
Water Reserve	3,331,666
Sanitary and Storm Sewer Reserve	5,536,668
Development Charges Reserve Fund	4,754,500
Debt Financing	8,131,054
Federal Gas Tax Reserve	4,420,000
Investing in Canada Infrastructure Fund -Transit	4,060,150
Provincial Grants (CBCP & ELCC Programs)	3,000,000
Ontario Community Infrastructure Fund	380,000
Other Reserves and Trust Funds	1,049,000
Provincial Gas Tax	924,000
Other	335,000
Total Sources of Funding	39,992,038

The City continues to have an infrastructure deficit that must be addressed. Our Asset Management Plan has been developed to provide increases in property tax supported capital funding. The Capital Forecast provided in the Budget Binder provides a reasonable plan for the next ten years.

2020 Proposed Capital Budget Summary and Detail Sheets

The summary sheet outlines the 2020 Capital Projects submitted by City Departments:

1. The projects recommended are distinguished within the top portion.
2. Projects not recommended are noted in the lower portion.
3. If the project has a reference number in the Strategic Plan Goal column then refer to the Strategic Plan tab for specific information on that objective.

Detailed capital project data sheets are provided for all capital projects outlined on the 2020 Proposed Capital Budget Summary.

Operating Budget Commentary

The 2019 year-end and audit process is not yet complete. Therefore the 2019 Actual YTD column, in the Proposed 2020 Operating Budget, reflects the actual results to November 20, 2019.

The following chart outlines some of the financial pressures on the 2020 Operating Budget:

Description	Amount	Comments
Mayor and Council	12,125	Council grants
Corporate Administration	235,250	Tax Write-offs & insurance
Human Resources	171,000	WSIB, Legal & retirement benefit costs
Treasury	85,000	IT program maintenance contracts
Fire	93,900	One additional FTE
Environmental Services	65,000	One additional FTE by-law enforcement
Police Services	112,000	3 additional FTE's
Property Management	67,000	Building maintenance software & janitorial
EDC	15,000	SBEC funding
Health & Conservation	120,000	Outside agency requisitions
Corporate wide payroll	1,289,100	Corporate wide payroll cost increases
Corporate wide general costs	120,207	Ne increased costs due to inflation
Total	\$2,385,582	Equates to a 4.35% increase

Grant to St. Thomas Elgin General Hospital

The 2020 Operating Budget provides \$350,000 for the eighth year of Council's ten-year commitment to the Hospital Foundation.

Grants and Financial Contributions to Community Organizations

Council has directed that ½ of one percent of the 2019 Levy or \$273,925 be include in the draft 2020 budget for grants to outside community groups.

Other Considerations

The 2020 Proposed Operating Budget provides a 3.2% increase to the funding support, for the St. Thomas-Elgin Health Unit. The 2020 Budget for the Health Unit is not available as of this date.

The amounts for Conservation Authority levies for 2020 are estimates based upon discussions with Authority staff.

The CIP program has been expanded by \$200,000 to include commitments for multi-residential developments in the downtown that start in 2020 and subsequent years. This increase will be offset by increases in supplementary taxes.

In conclusion, the budget generally preserves existing service levels to the public.

Respectfully submitted,



David G. Aristone, CPA, CA
 Director of Finance and City Treasurer



ASSET MANAGEMENT PLAN 2019

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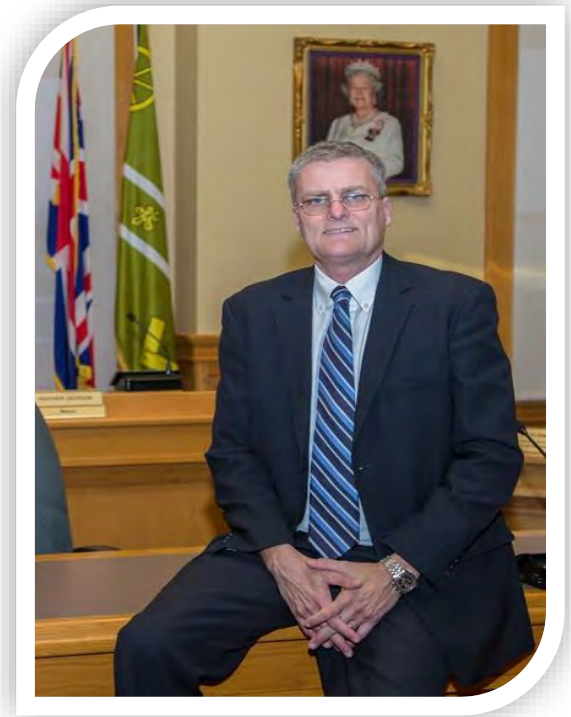
ENDORSEMENT

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 **\$1.16B** 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 snap shot 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

\$1.2 Billion

TOTAL VALUE

\$1.1 M ANNUAL FUNDING SURPLUS

\$40 M INFRASTRUCTURE GAP

\$69,340 is the
per household annual cost to
replace City infrastructure

FACILITIES

SUMMARY ON PAGE 8

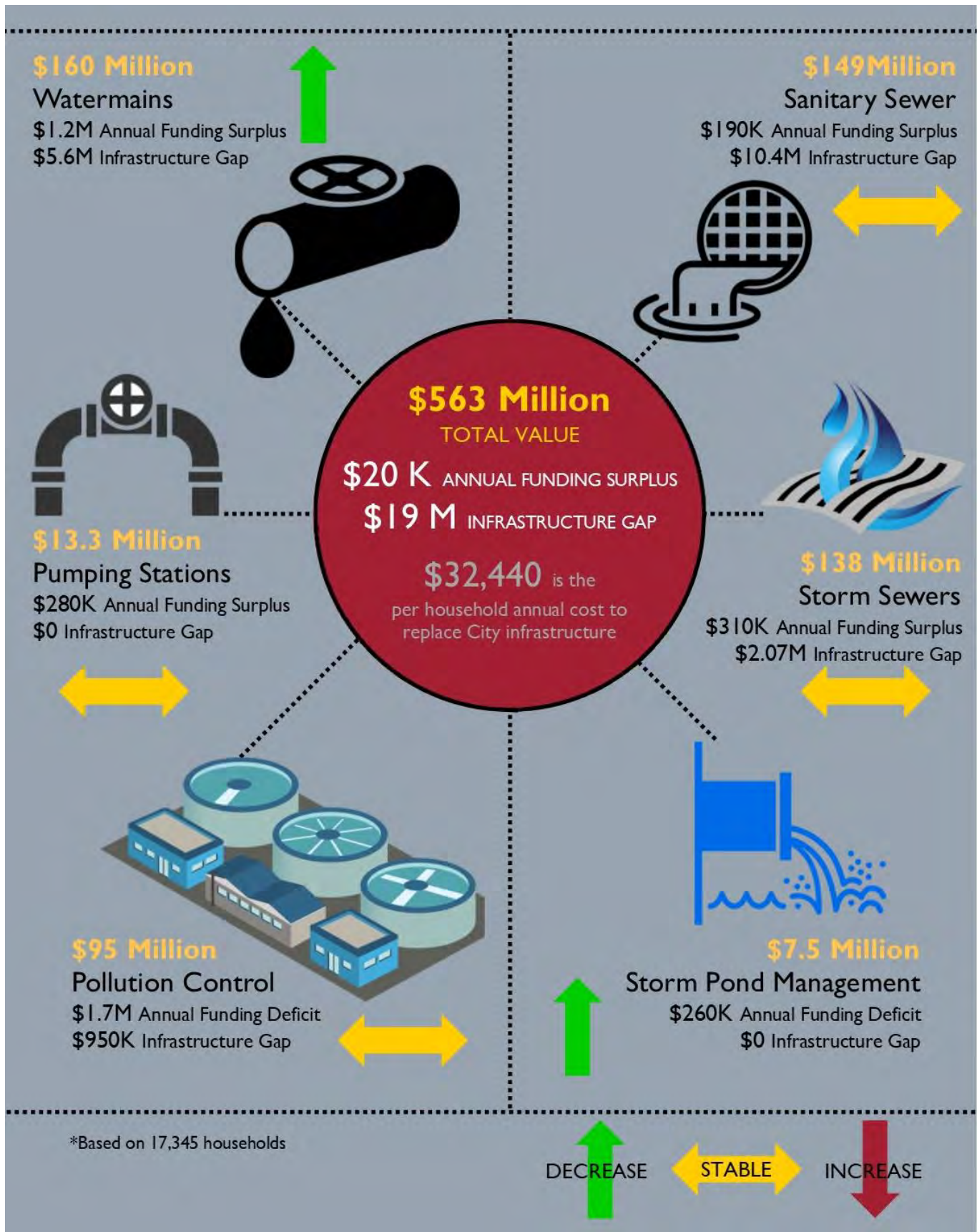
CITY OWNED BUILDINGS
HOUSING CORPORATION PROPERTIES
AIRPORT
PLAYGROUNDS
OUTDOOR RECREATION FACILITIES

STREETSCAPES

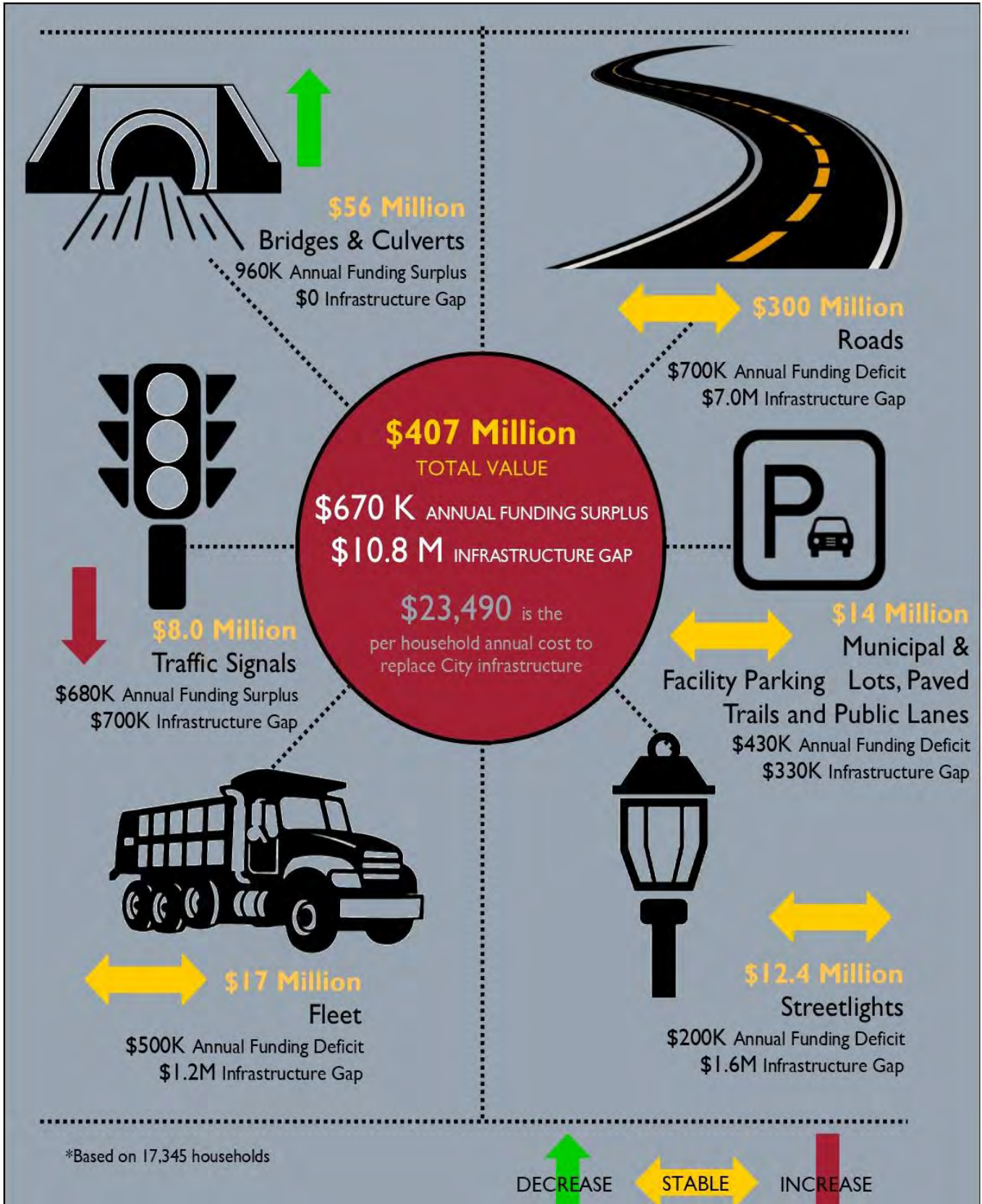
SUMMARY ON PAGE 9

BRIDGES AND CULVERTS
ROADS
TRAFFIC SIGNALS
STREETLIGHTS
FLEET
MUNICIPAL & FACILITY PARKING LOTS & PAVED TRAILS

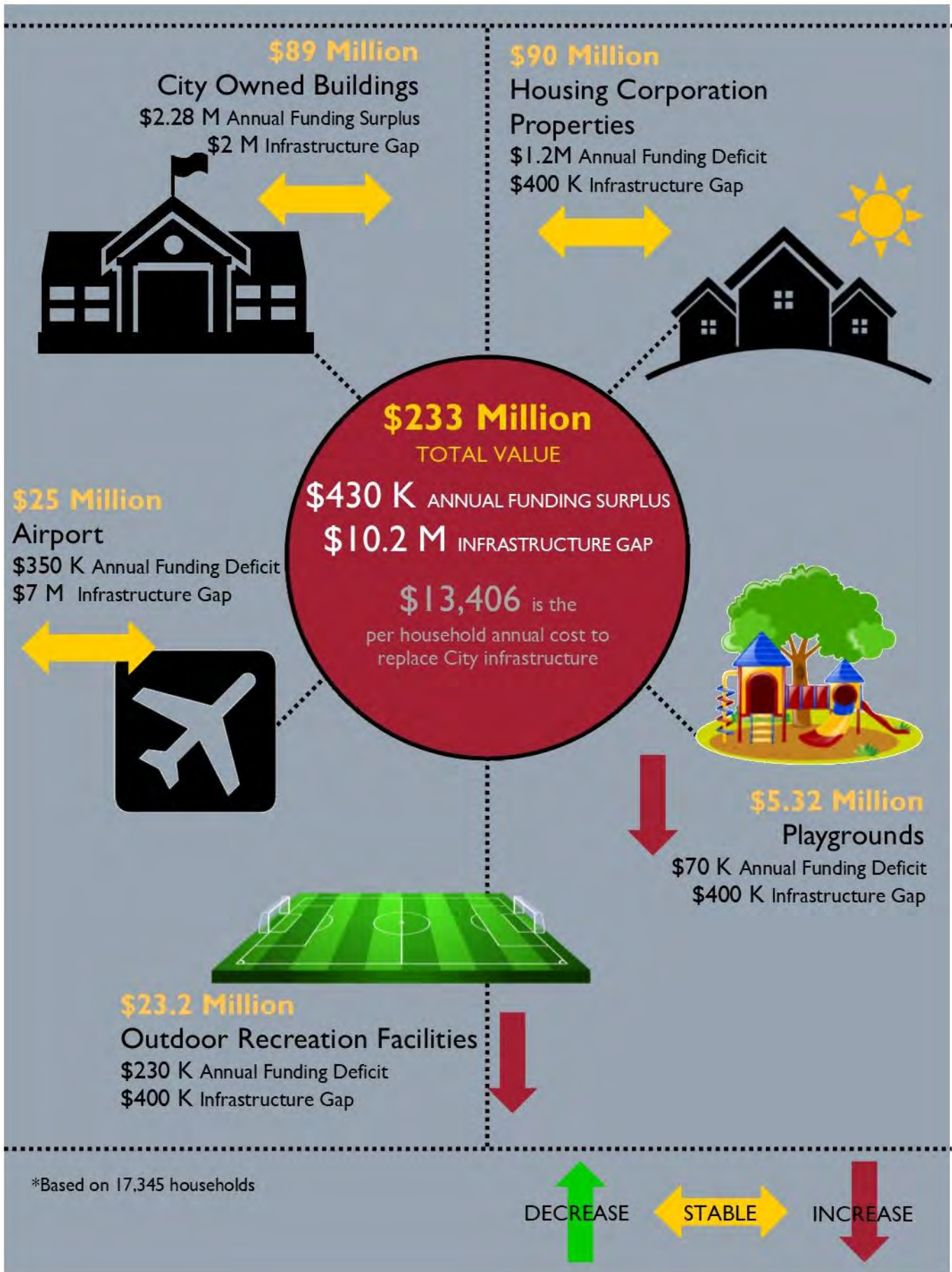
WATER AND SEWER



STREETSCAPES

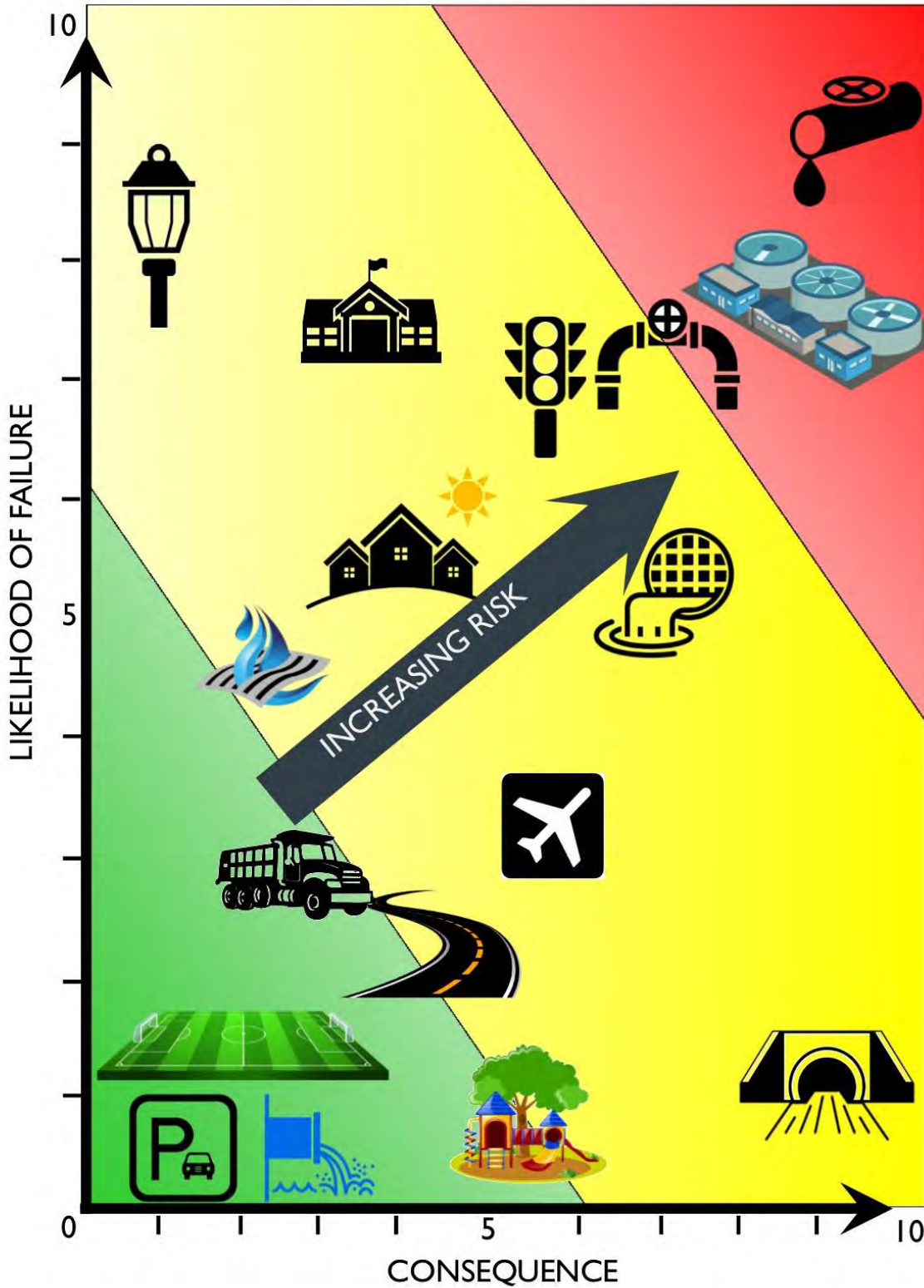


FACILITIES



RISK MATRIX

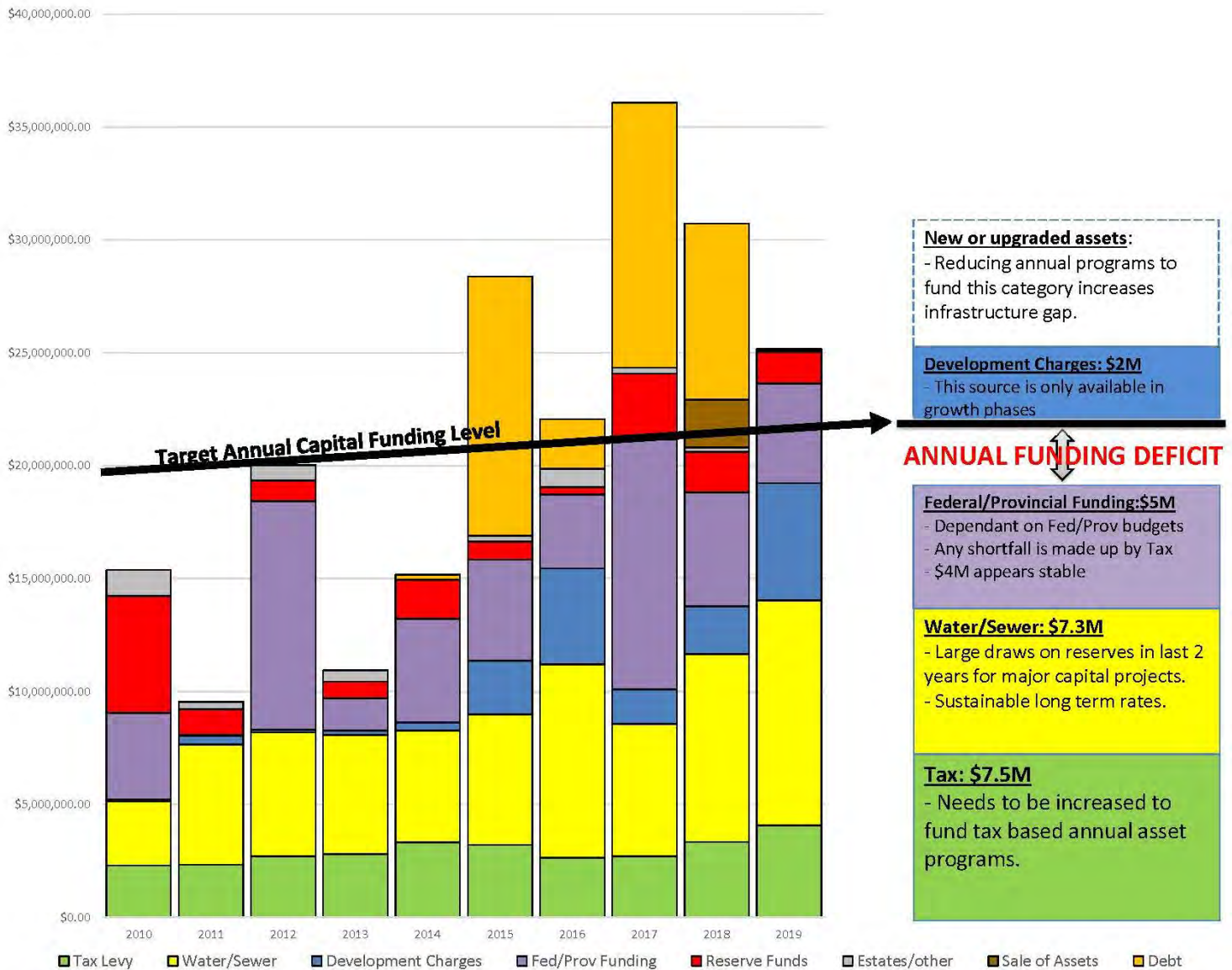
This Risk Matrix can be used to prioritize choices in capital budgeting and daily operations. It is not recommended to make large shifts as neglecting an asset can lead to a compounded financial risk.



ASSET	RELATIVE RISK
WATER	90
POLLUTION CONTROL	72
PUMPING STATIONS	53
TRAFFIC SIGNALS	42
SANITARY SEWER	40
CITY OWNED BUILDINGS	30
HOUSING CORPORATION PROPERTIES	22
AIRPORT	18
STORM SEWER	15
BRDIGES & CULVERTS	13
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PLAYGROUND	6
OUTDOOR RECREATIONAL FACILITIES	4
STORM POND MANAGEMENT	3
MUNICIPAL LOTS, FACILITY PARKING LOTS AND PAVED TRAILS	2

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.

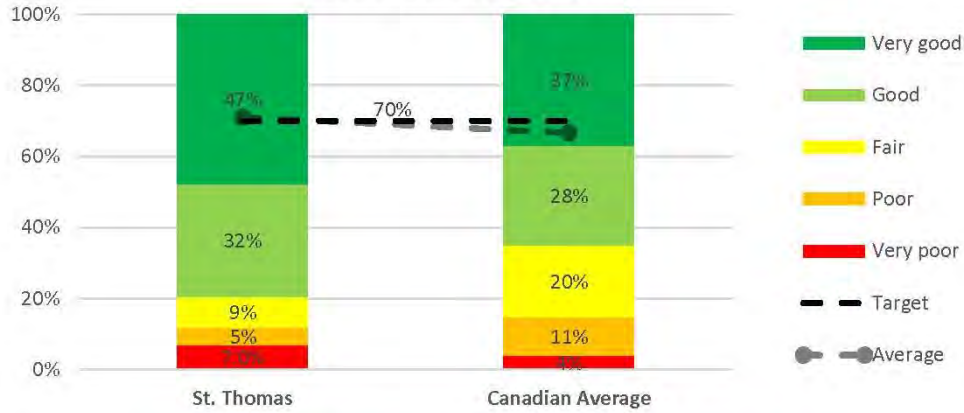
Future enhancements to Asset Management Plan:

- 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 - \$160,000,000 (\$9220/household)

Asset Condition 0-100



Condition Trend				
2017	2018	2019	Target	Trend
68	62	71	70	↑

Funding (5 Year Historical)



Infrastructure Gap - \$5,600,000 (\$323/household)

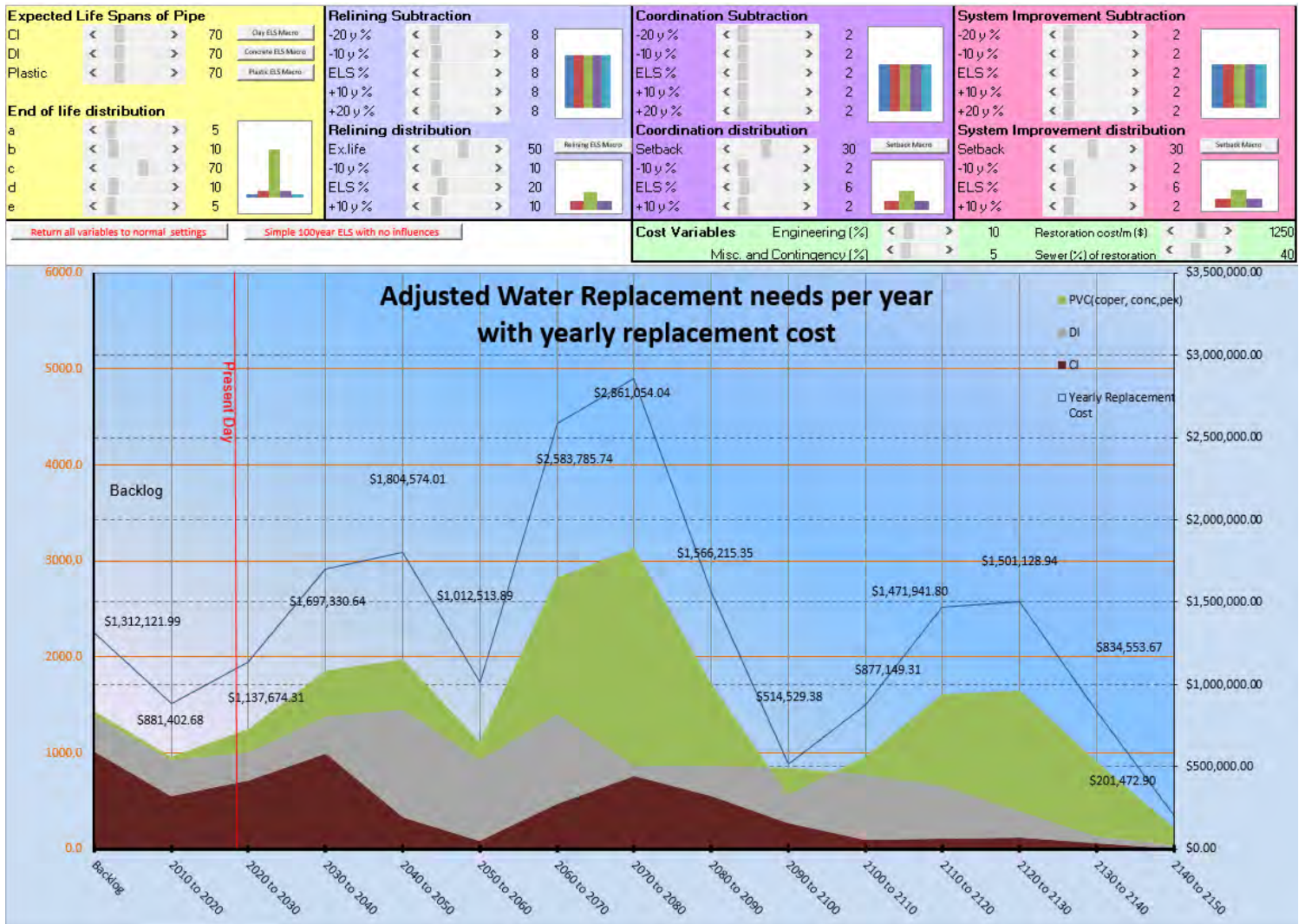
Annual Funding Surplus - \$1,200,000 (\$69/household)

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

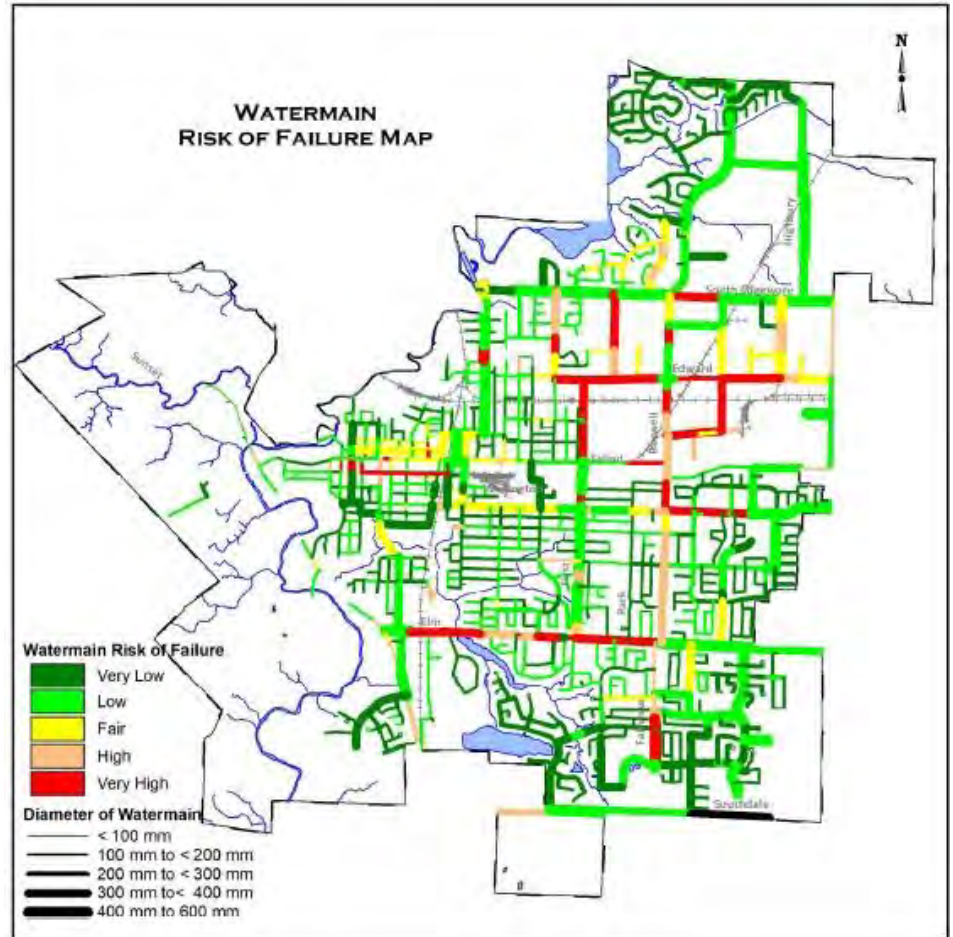
Age distribution: A full database of every watermain link is stored in our asset repository (Municipal Data Works). A separate customized replacement model is kept to estimate year and value of replacement needs. The figure below is an excerpt from that water model.



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 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 figure to the right.
3. The maintenance of watermains 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.

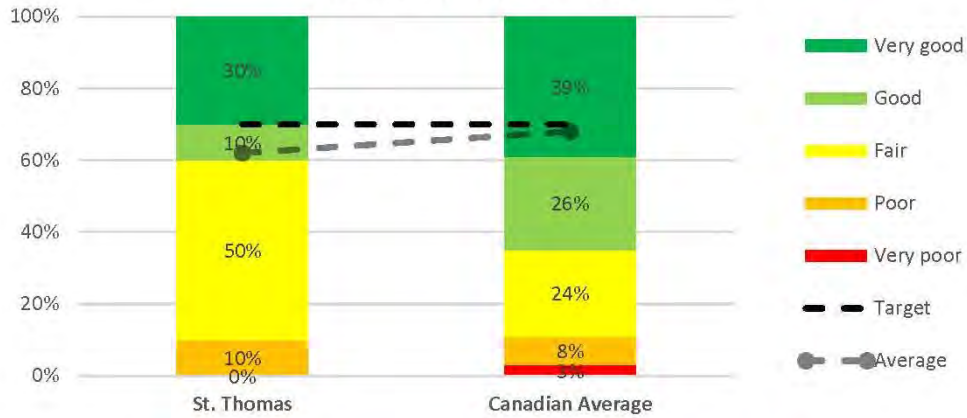
Proposed Levels of Service (LOS):

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

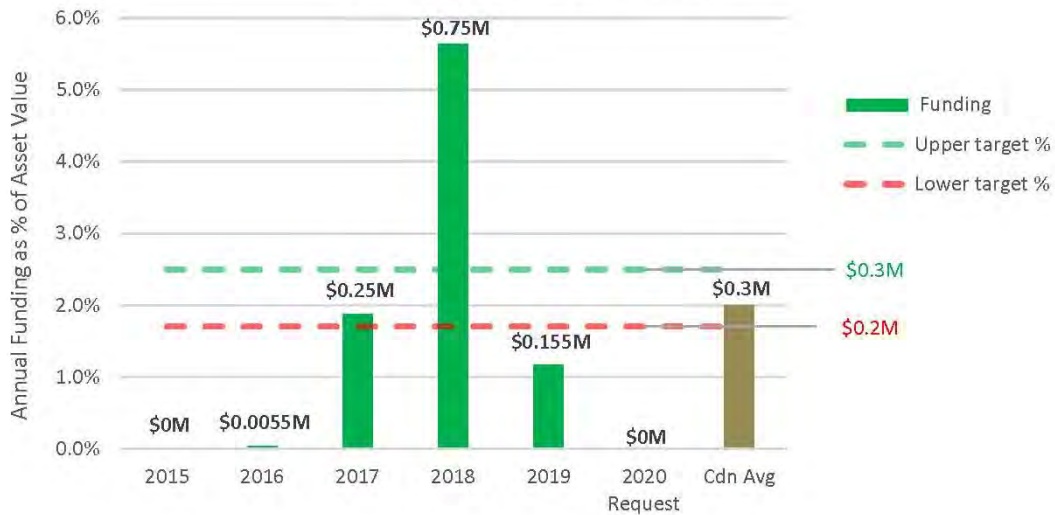
11 pumping stations - \$13,300,000 (\$760/household)

Asset Condition 0-100



Condition Trend				
2016	2017	2019	Target	Trend
54	62	62	70	↔

Funding (5 Year Historical)



Infrastructure Gap - \$ (\$0/household)

Annual Funding Surplus - \$280,000 (\$16/household)

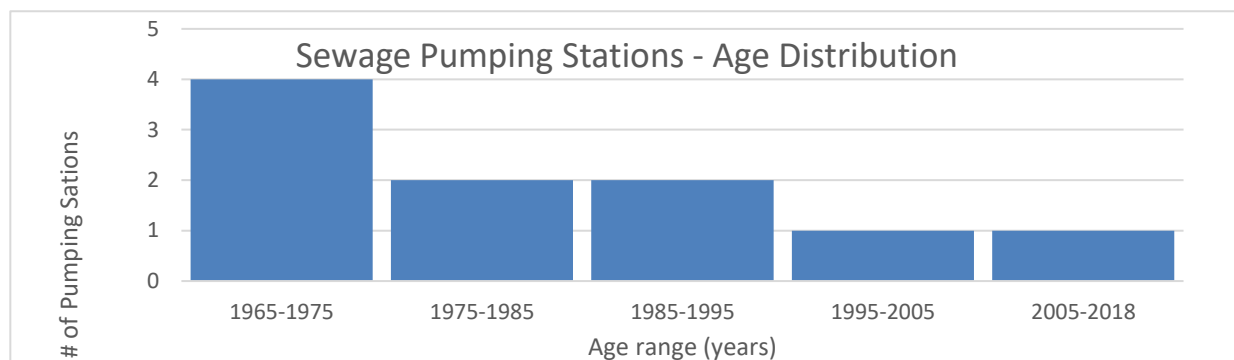
Pumping Stations: Condition, Assessment & Levels of Service

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.

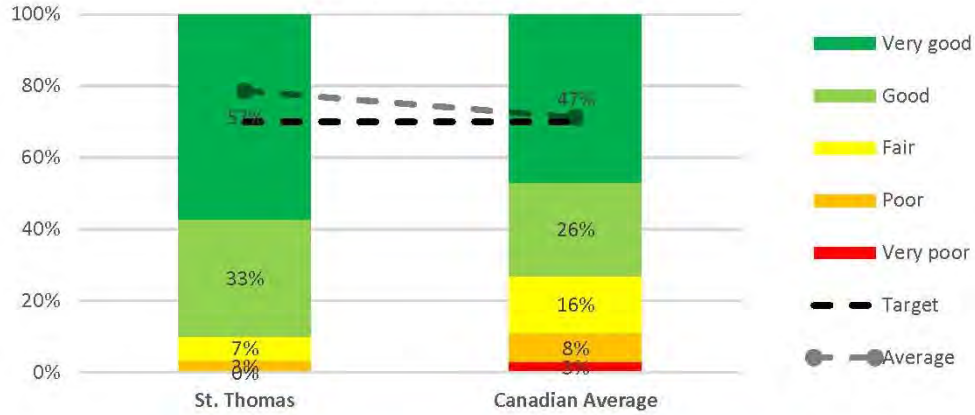
Proposed Levels of Service (LOS)

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

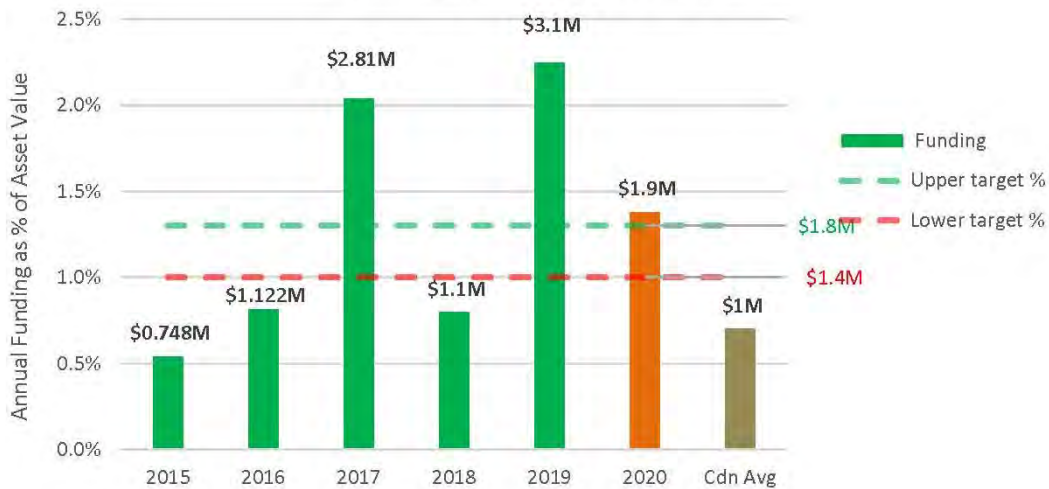
153 kilometres - \$138,000,000 (\$7960/household)

Asset Condition 0-100



Condition Trend				
2017	2018	2019	Target	Trend
78	78	79	70	↑

Funding (5 Year Historical)



Infrastructure Gap - \$2,070,000 (\$119/household)

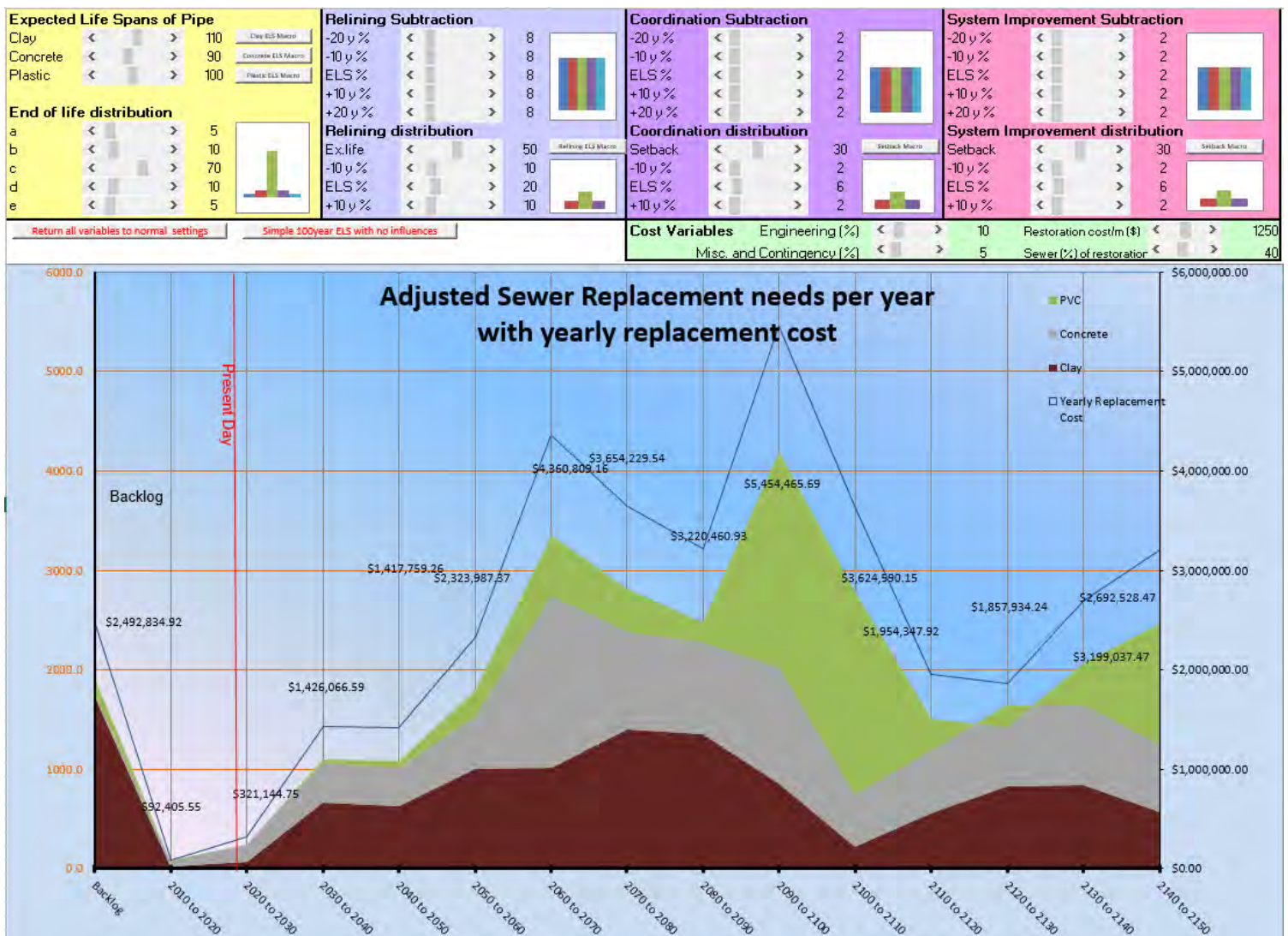
Annual Funding Surplus - \$310,000 (\$18/household)

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.

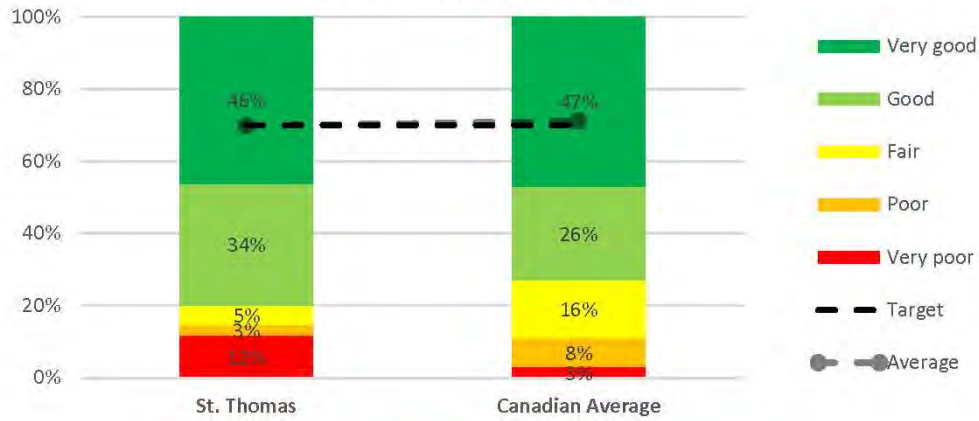
Proposed Levels of Service (LOS)

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

220 kilometres - \$149,000,000 (\$8590/household)

Asset Condition 0-100



Condition Trend				
2017	2018	2019	Target	Trend
69	70	70	70	↔

Funding (5 Year Historical)



Infrastructure Gap - \$10,430,000 (\$601/household)

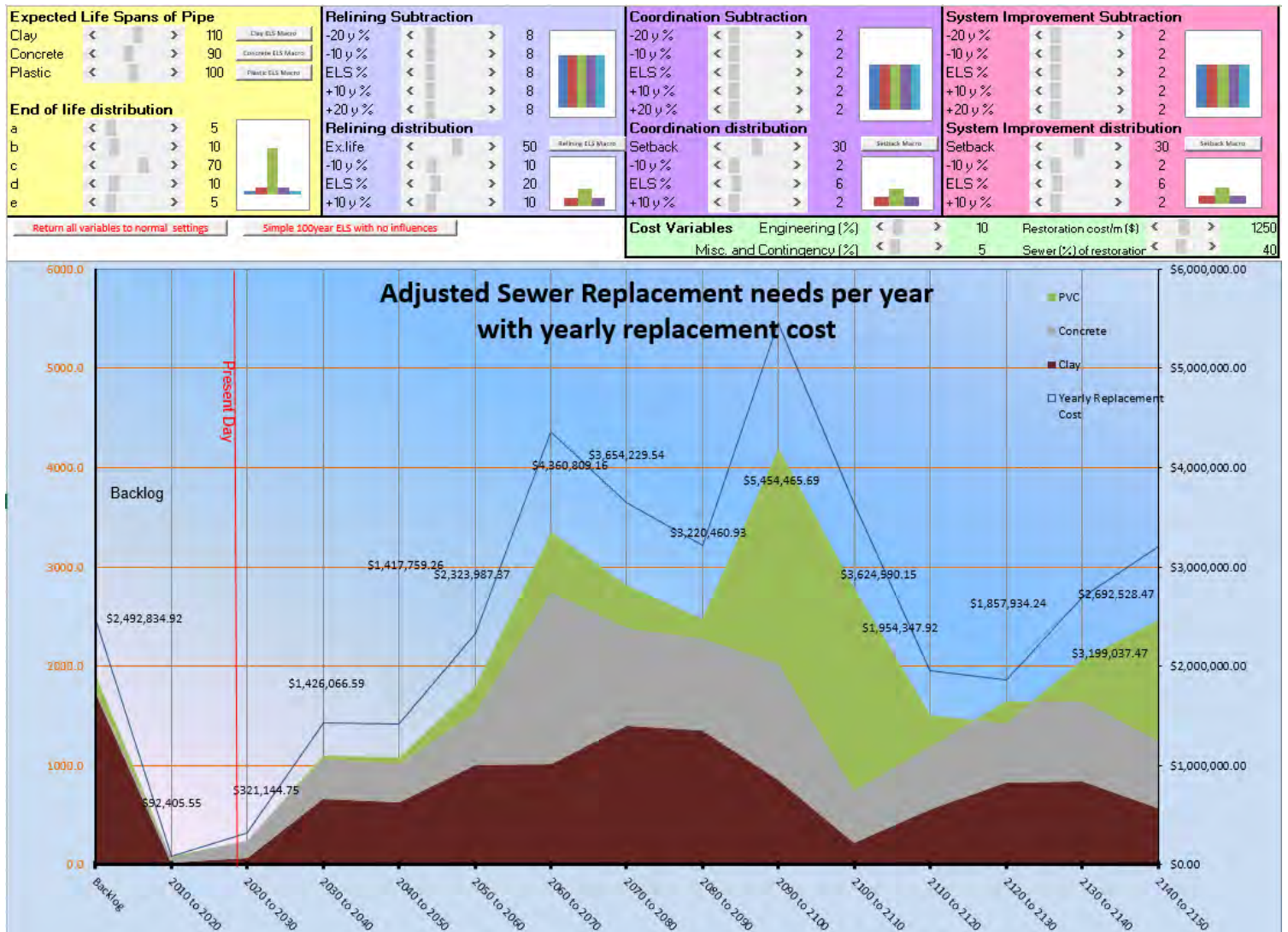
Annual Funding Surplus - \$190,000 (\$11/household)

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

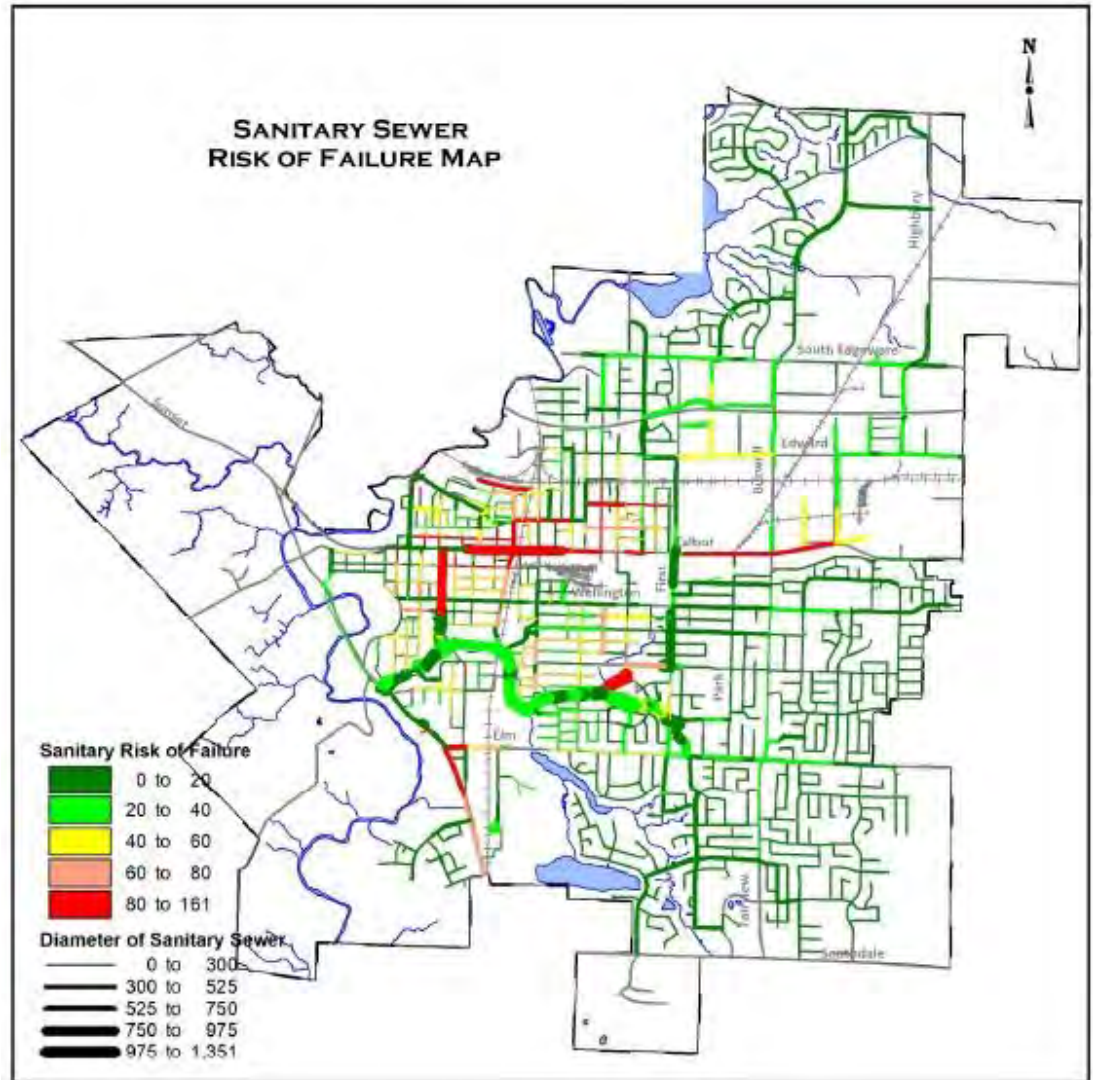
Age distribution: A full database of every sanitary sewer link is stored in Municipal Data Works. A separate customized replacement model is kept to estimate year and value of replacement needs. The figure below is an excerpt from that sewer model.



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.

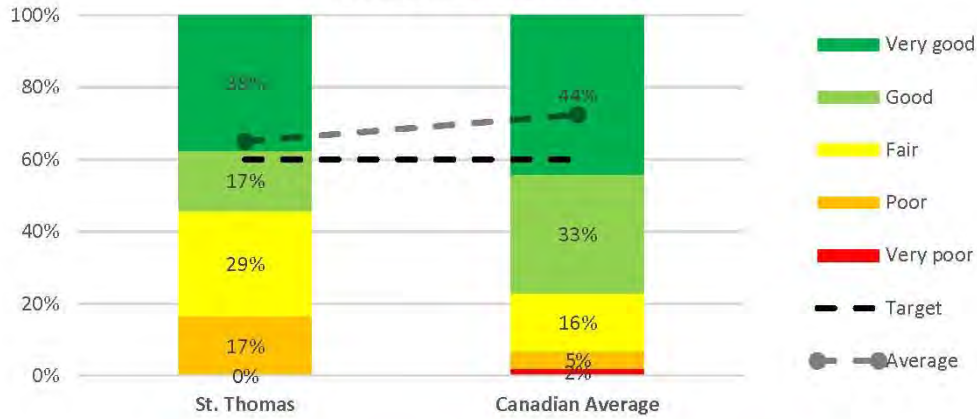
Proposed Levels of Service (LOS)

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)

Asset Condition 0-100



Condition Trend				
2017	2018	2019	Target	Trend
61	60	65	60	↑

Funding (5 Year Historical)



Infrastructure Gap - \$ (\$0/household)

Annual Funding Deficit - -\$260,000 (\$-15/household)

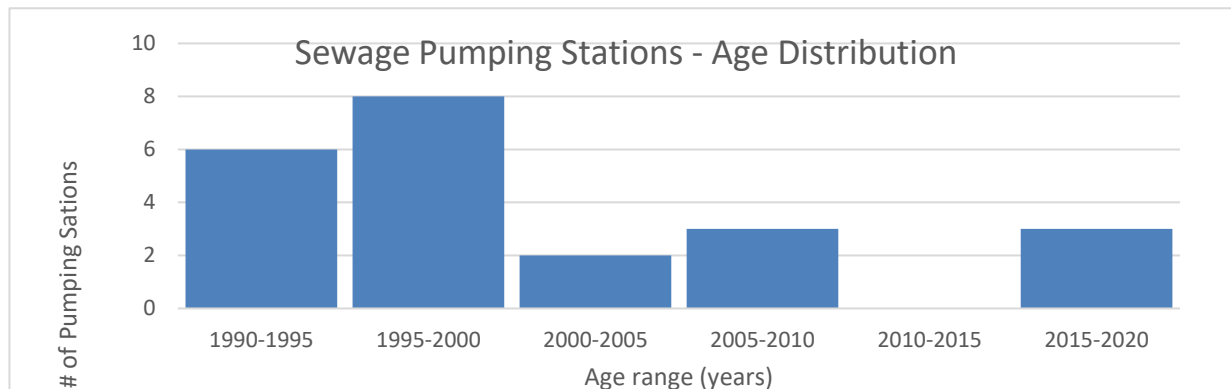
Storm Pond Management: Condition, Assessment & Levels of Service

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

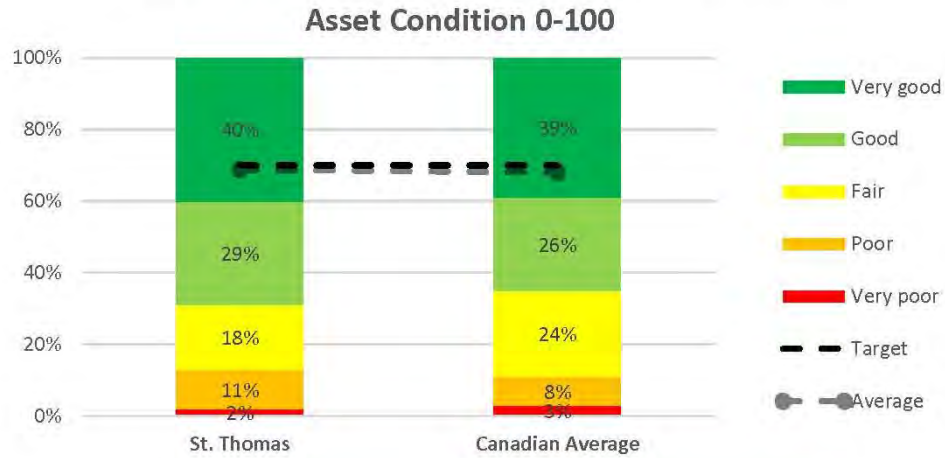
1. Outlet cleaning
2. Vegetation removal
3. Street sweeping
4. Cleanouts as required

Proposed Levels of Service (LOS)

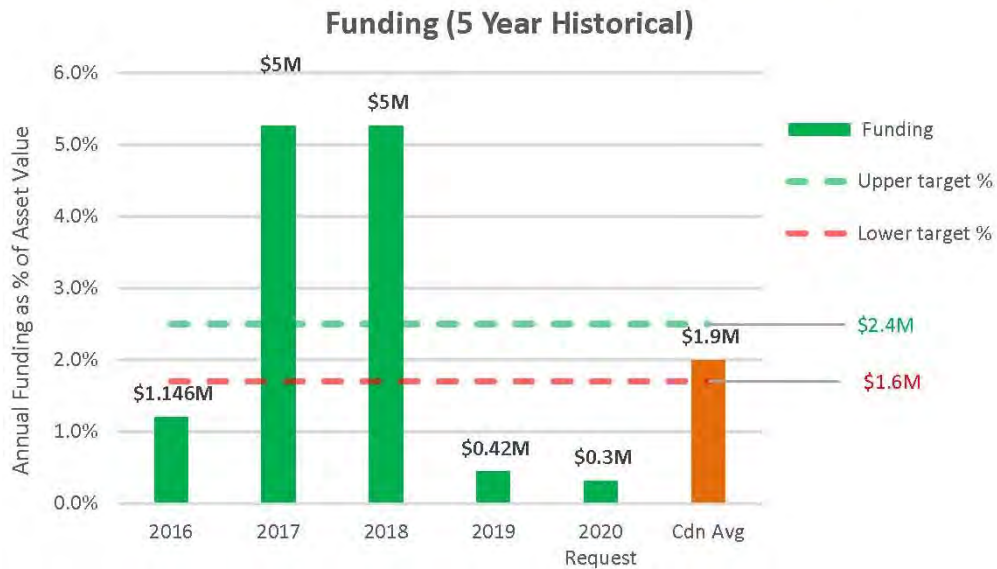
There are no planned or forecasted changes in LOS.

Pollution Control Asset Management Report Card

Pollution Control Plant - \$95,000,000 (\$5480/household)



Condition Trend				
2017	2018	2019	Target	Trend
69	69	69	70	↔



Infrastructure Gap - \$950,000 (\$55/household)

Annual Funding Deficit - -\$1,700,000 (\$-98/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.

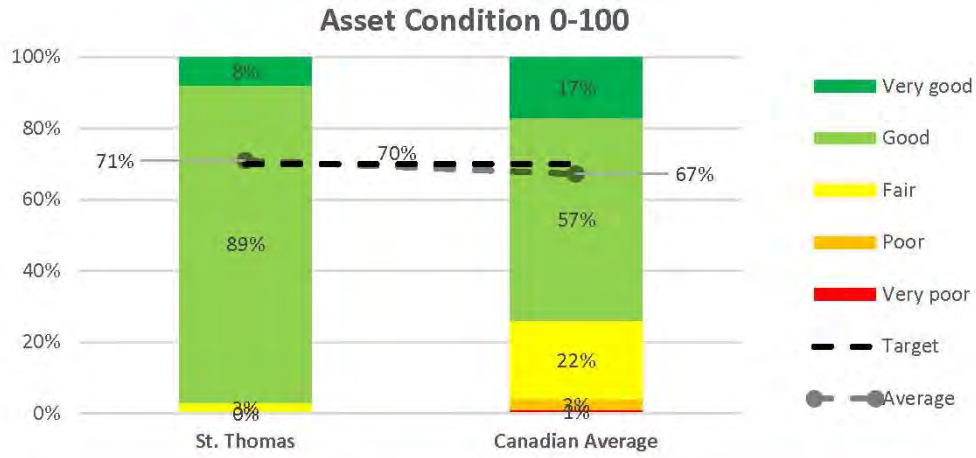
Storage and rapid treatment should be expanded within a 5 year timeline to improve environmental protection.

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.

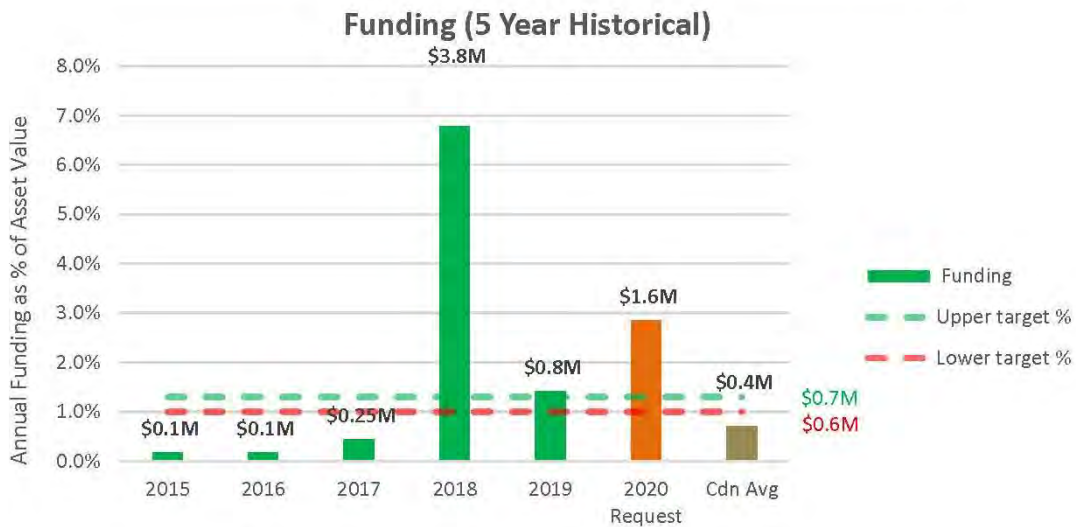
Funding of the system is required to be sustainable and is reviewed every 5 years as part of a rate study. Each year the rates are adjusted by City Council.

Bridges and Culverts Asset Management Report Card

13 Bridges & 9 Large Culverts - \$56,000,000 (\$3230/household)



Condition Trend						
2015	2016	2017	2018	2019	Target	Trend
61	61	61	65	71	70	↑



Infrastructure Gap - \$ (\$0/household)

Annual Funding Surplus - \$960,000 (\$55/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.

AssetYearBuilt	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

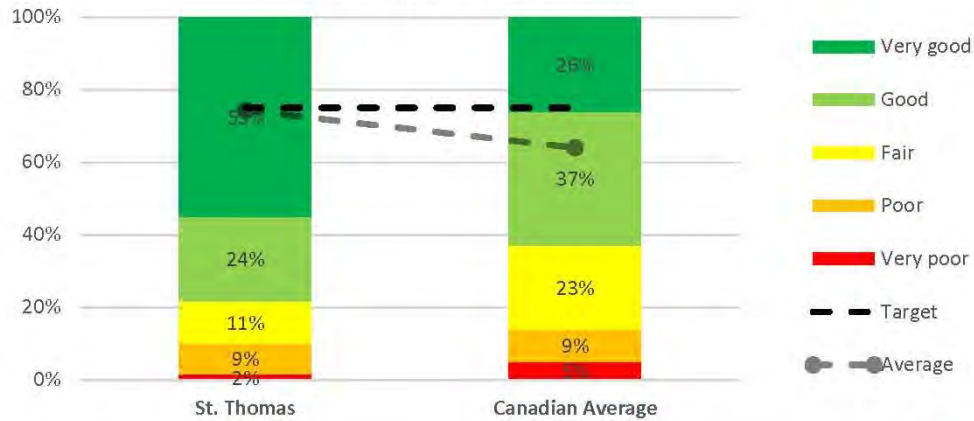
Proposed Levels of Service (LOS)

No changes are proposed.

Roads Asset Management Report Card

480 lane kilometres - \$300,000,000 (\$17300/household)

Asset Condition 0-100



Condition Trend						
2015	2016	2017	2018	2019	Target	Trend
78	76	75	75	75	75	↔

Funding (5 Year Historical)



Infrastructure Gap - \$7,000,000 (\$404/household)

Annual Funding Deficit - -\$700,000 (\$-40/household)

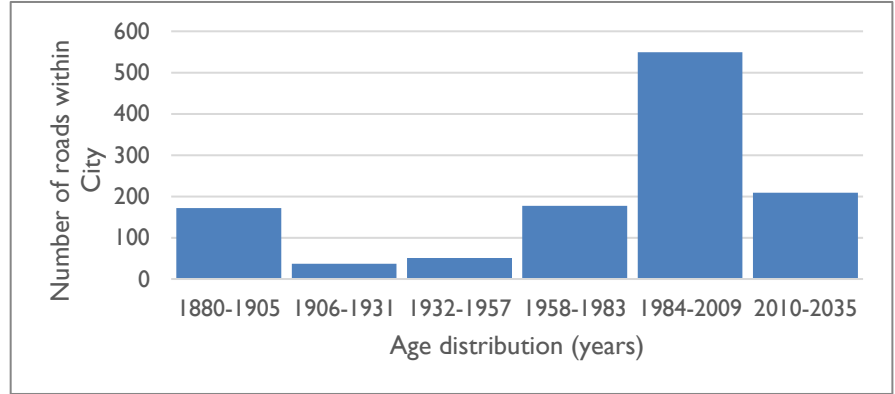
Roads: Condition, Assessment & Levels of Service

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.

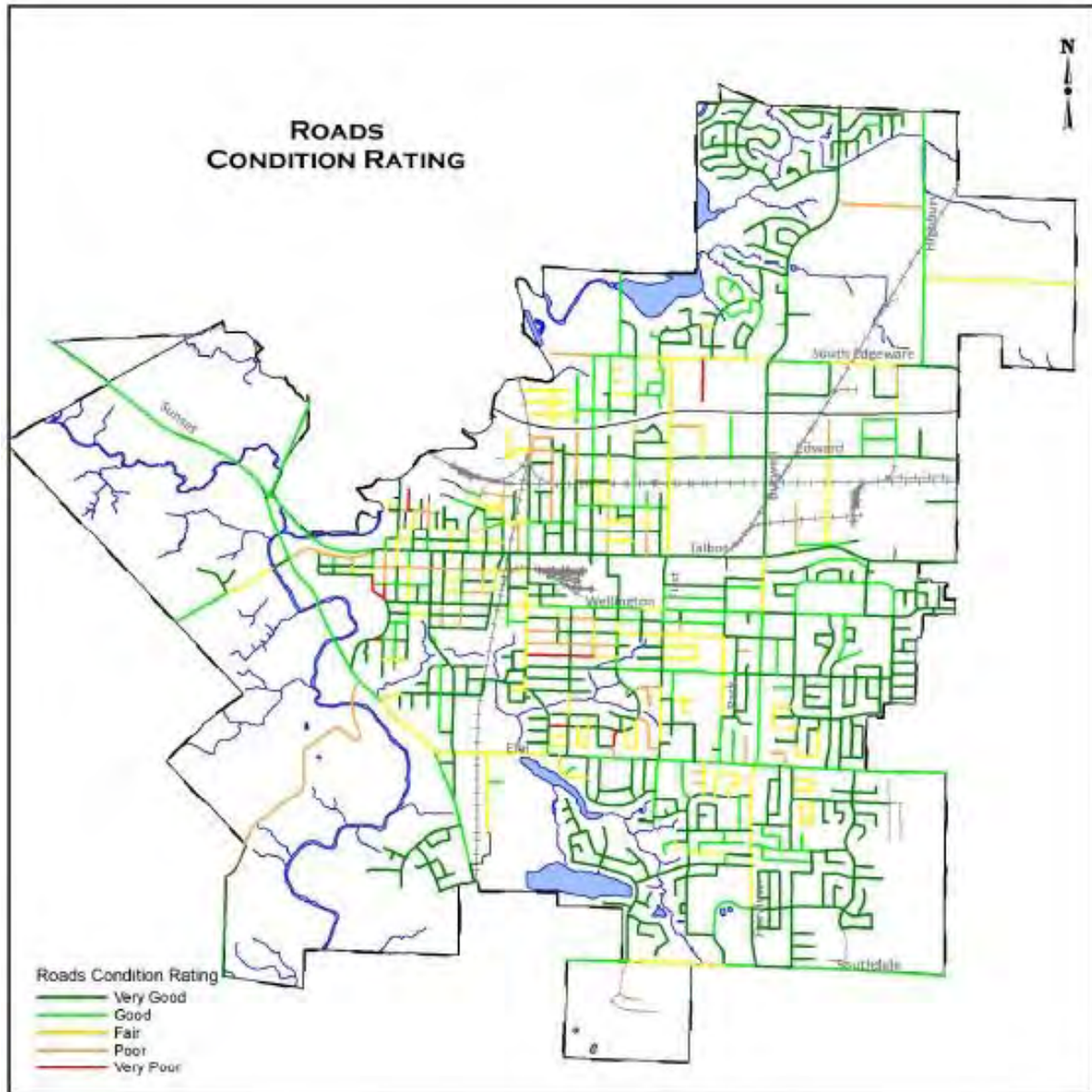
Ride Comfort Rating	Description
0 - 2	<i>Very Poor</i> – Uncomfortable with constant bumps or
2 - 4	<i>Poor</i> – Uncomfortable with frequent bumps or depressions
4 - 6	<i>Fair</i> - Comfortable with intermittent bumps or depressions
6 - 8	<i>Good</i> - Smooth with a few bumps or depressions
8 - 10	<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.

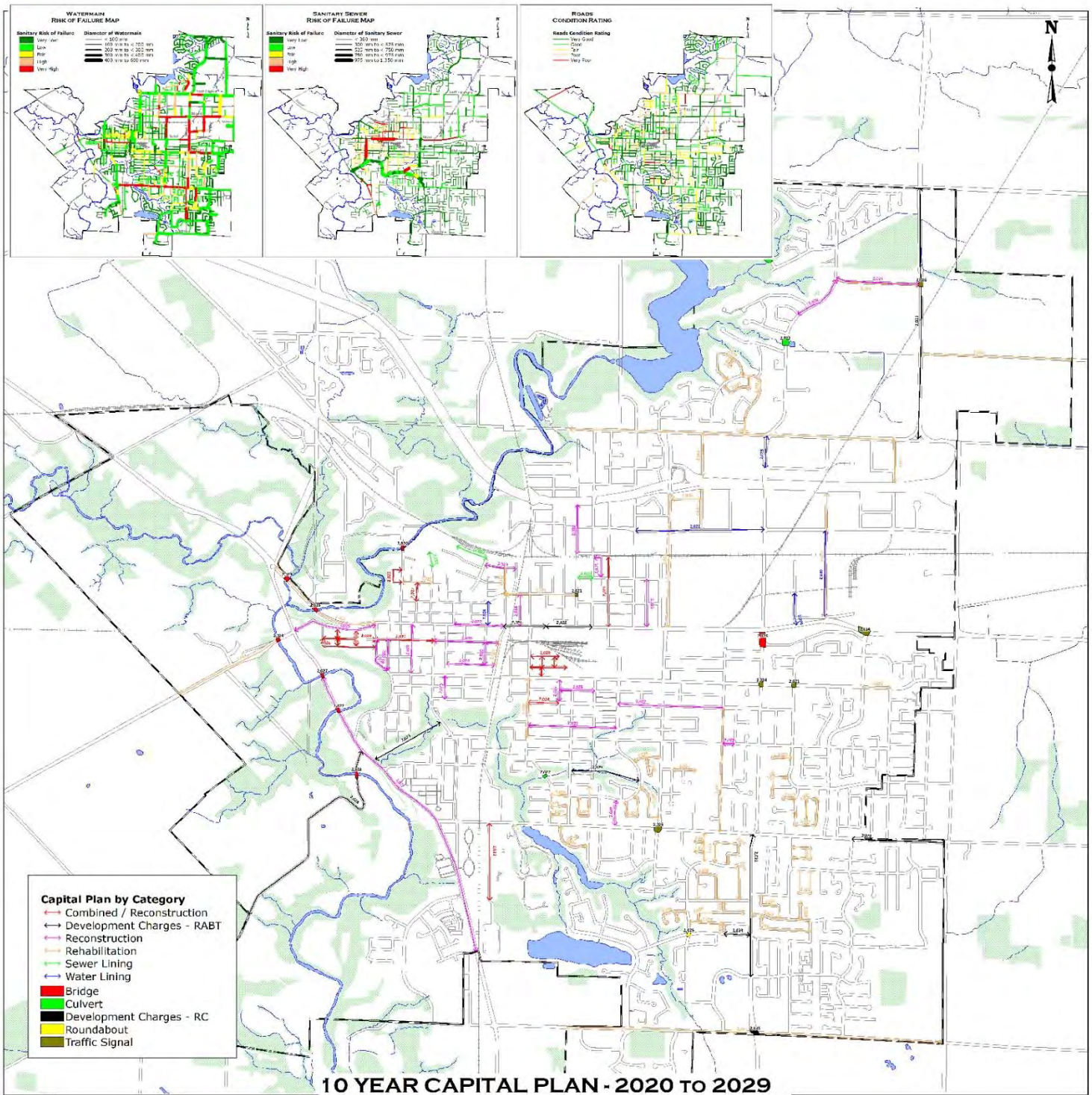
PCI Decision Matrix				
TIME OF IMPROVEMENT	FREEWAY	ARTERIAL	COLLECTOR	LOCAL
NOW Reconstruct	< 60	< 50	< 45	< 40
NOW Rehabilitate	60 to 65	50 to 55	45 to 50	40 to 45
1 to 5 years	66 to 75	56 to 75	51 to 70	46 to 65
6 to 10 years	76 to 85	76 to 85	71 to 80	66 to 80
Adequate	>85	>85	>80	>80

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:

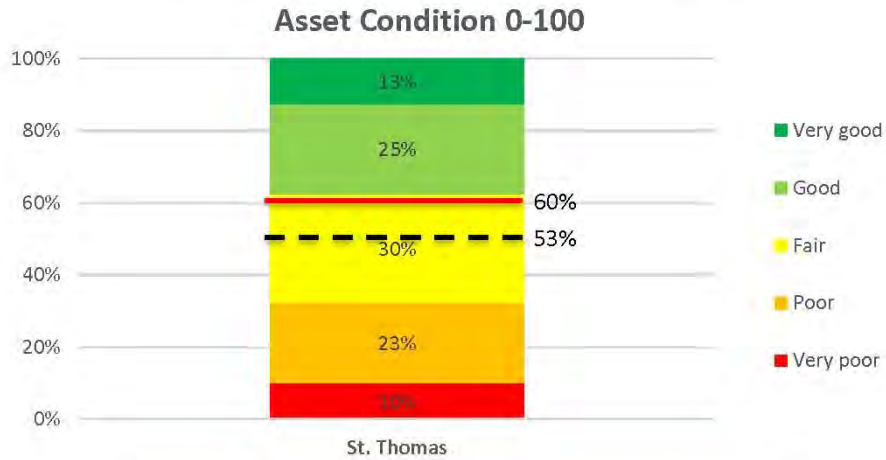
1. Road surface maintenance: road inspection, road patrol, asphalt repairs, shoulder maintenance, asphalt patching, bridge surface, street cleaning, litter on road surface, crack sealing capital
2. Roadside maintenance: sidewalk inspection, sidewalk/curb/gutter maintenance, roadside litter, Safety device 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)

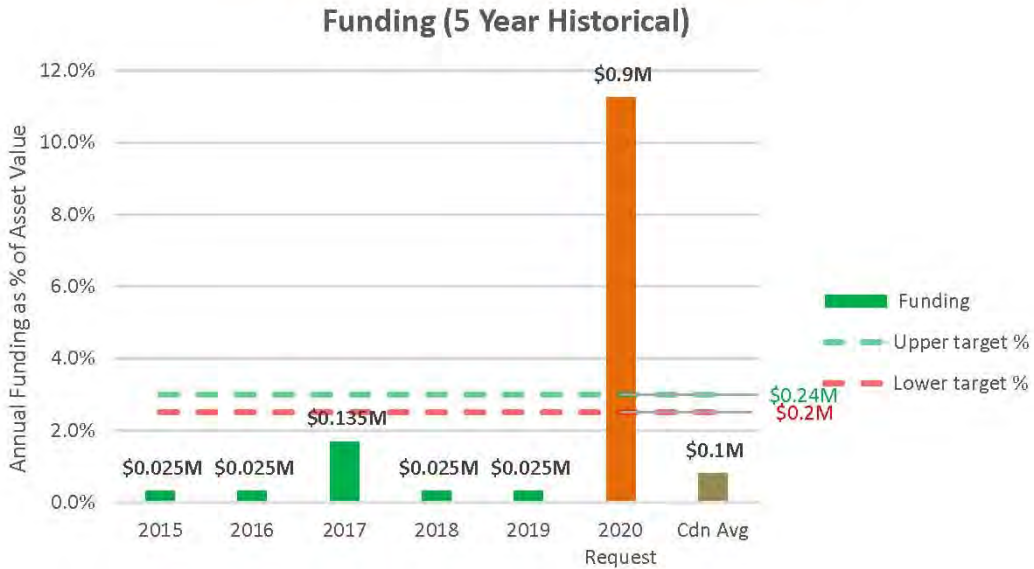
No changes are proposed

Traffic Signals Asset Management Report Card

40 Traffic Signals - \$8,000,000 (\$460/household)



Condition Trend				
2017	2018	2019	Target	Trend
52	53	52	60	↓



Note: 2020 Request from Federal/Provincial Transit Funding

Infrastructure Gap - \$700,000 (\$40/household)

Annual Funding Surplus - \$680,000 (\$39/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:

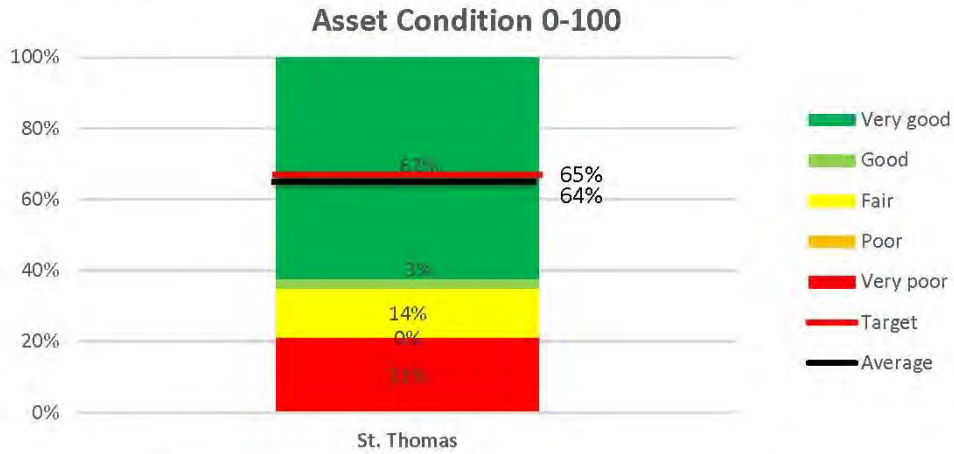
1. Ongoing work orders based on requests from City to outsourced maintenance contractor.
2. Bulb replacement, head adjustment, and electrical repairs via outsourced maintenance contractor.
3. Collision repair

Proposed Levels of Service (LOS)

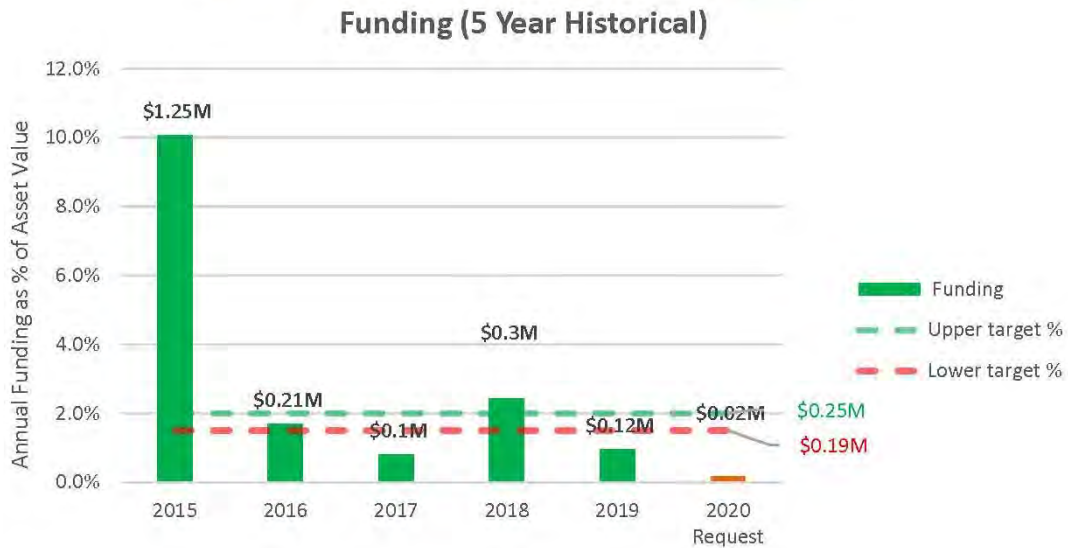
No changes are forecasted for this asset. New growth can increase the demand for a traffic signal as traffic volumes rise however those costs are captured in the DC fund process.

Streetlights Asset Management Report Card

4830 Streetlights & 2055 Poles - \$12,400,000 (\$710/household)



Condition Trend				
2017	2018	2019	Target	Trend
64	67	67	65	↔



Infrastructure Gap - \$1,550,000 (\$89/household)

Annual Funding Deficit - -\$200,000 (\$-12/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 2015	WOOD POLES 2015	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:

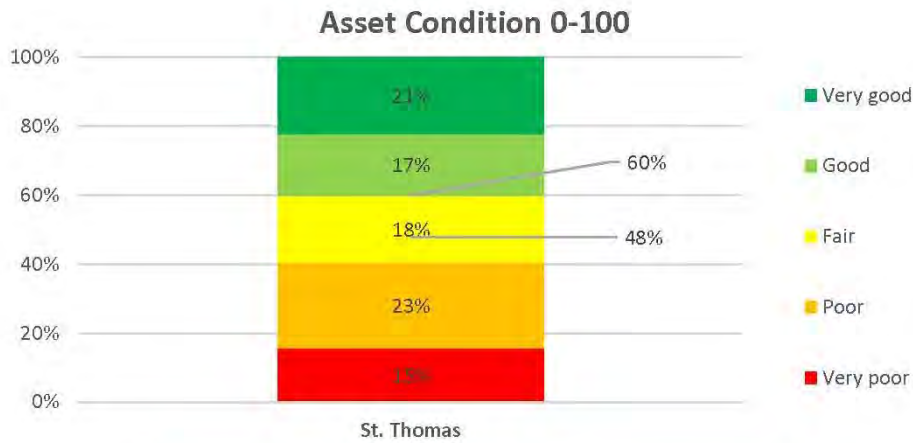
1. Ongoing work orders based on requests from City to outsourced maintenance contractor.
2. Bulb replacement, head adjustment, and electrical repairs via outsourced maintenance contractor.
3. Collision repair

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

80 Vehicles, 63 Pieces of Equipment & 10 Transit Vehicles - \$17,000,000 (\$980/household)



Condition Trend				
2017	2018	2019	Target	Trend
49	50	48	60	↔



Note: 2020 Request does not include Federal/Provincial Transit Funding ≈ 2.65M

Infrastructure Gap - \$1,241,250 (\$72/household)

Annual Funding Deficit - -\$500,000 (\$-29/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:

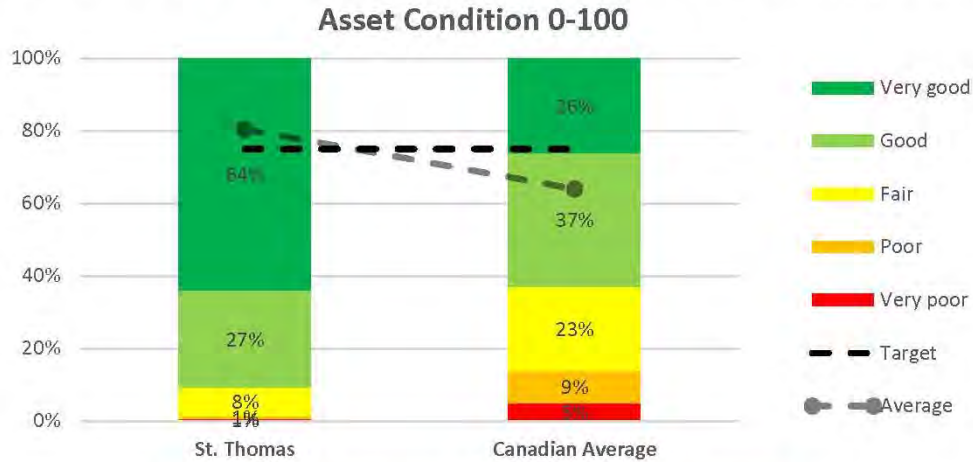
1. Vehicles and equipment are inspected and maintained per regulatory requirements and best practices. Details of the accomplishments and costs are recorded in the CMMS. Planned maintenance and inspection works orders are automatically generated by the work order software.
2. Very minor outsourcing due 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)

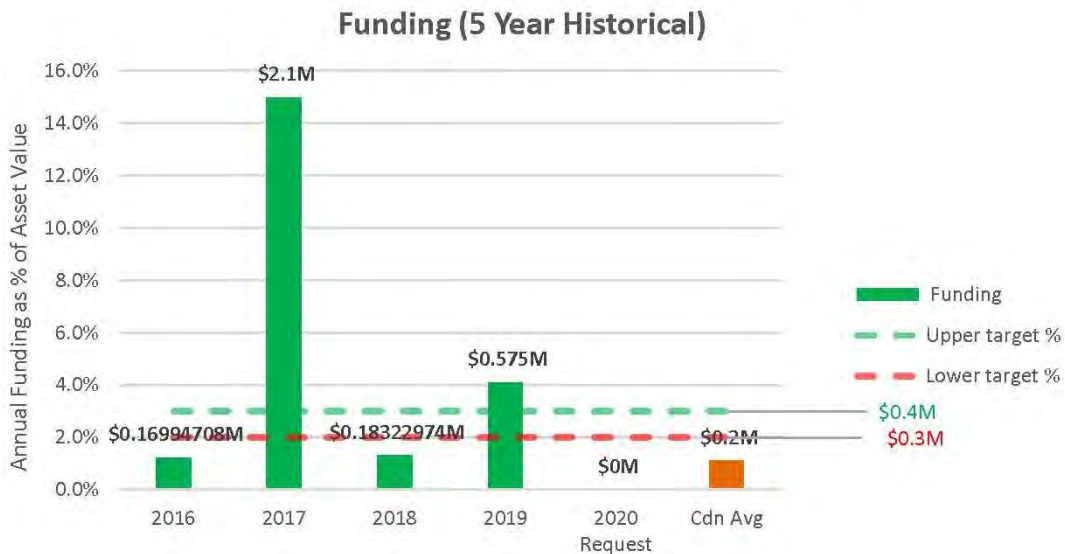
No changes are forecasted for this asset. New growth can increase the demand for new vehicles based on a larger population and area however those costs are captured in the DC fund process. New facilities can create the need for new vehicles and equipment.

Municipal & Facility Parking Lots, Paved Trails & Public Lanes Asset Management Report Card

21 Municipal Lots, 19 Facility Lots, 10 Paved Trails & 20 Public Lanes - \$14,000,000 (\$810/household)



Condition Trend				
2017	2018	2019	Target	Trend
N/A	N/A	81	75	↔



Infrastructure Gap - \$330,000 (\$19/household)

4 year Average Annual Funding Surplus - \$430,000 (\$25/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 o 80
Adequate	>80

Existing Levels of Service (LOS)

1. The city maintains around 230 000 m² of parking lots and 11.2 km of paved trails and 695 640 m² 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:

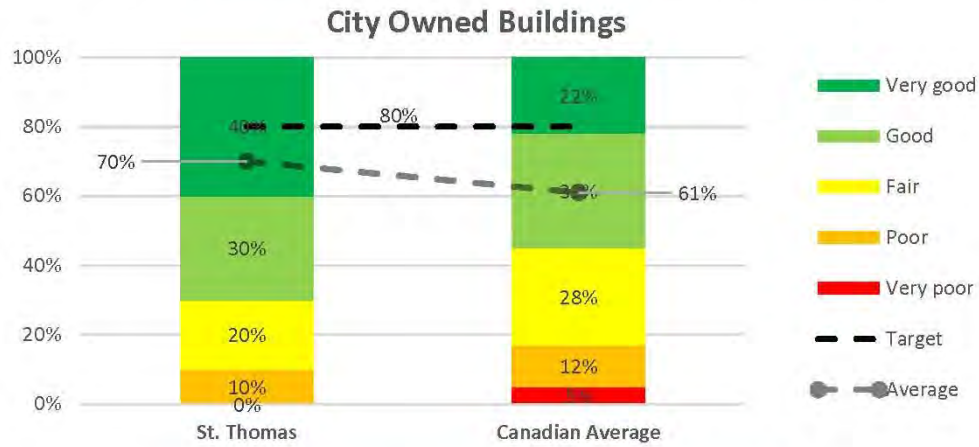
1. Surface maintenance: inspection, asphalt patching, crack sealing, pavement marking
2. Winter maintenance: snow plowing, snow removal, salting

Proposed Levels of Service (LOS)

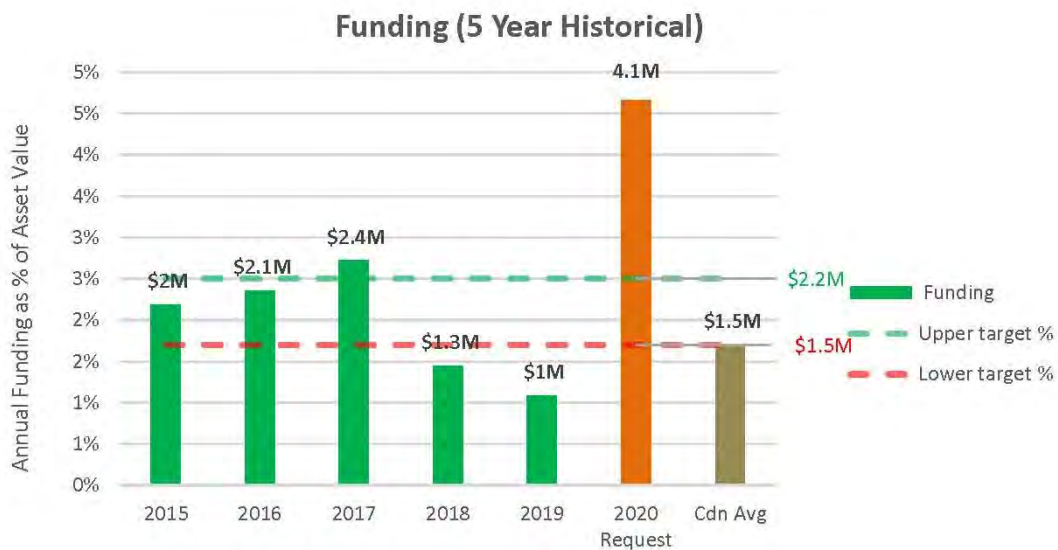
1. The Justice Building Parking Lot has recently become available for use by the Library, which is adjacent to the Parking Lot. The use of this parking lot will allow patrons to park next to the Library avoiding crossing the road and easily accessing the Library. This parking lot has a very low score 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

75 Non- Residential Buildings - \$89,000,000 (\$5130/household)



Condition Trend				
2016	2018	2019	Target	Trend
70	70	70	80	↔



Infrastructure Gap - \$2,000,000 (\$115/household)

Annual Funding Surplus - \$2,278,000 (\$131/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:

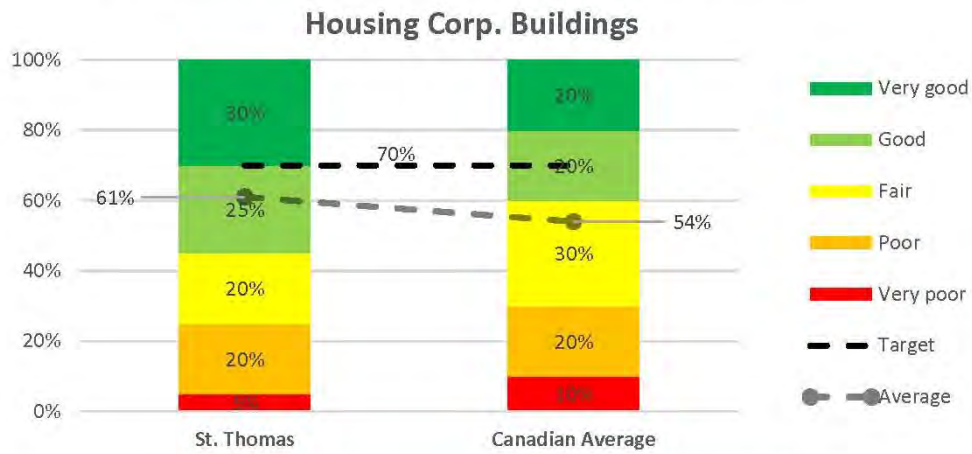
- Property Management will be using the CMMS Maintenance Module in the AssetPlanner software system starting in 2019. The Module will be used for accepting on-line customer service requests, creating work orders for reactive maintenance, scheduling preventative maintenance activities, and for reporting 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):

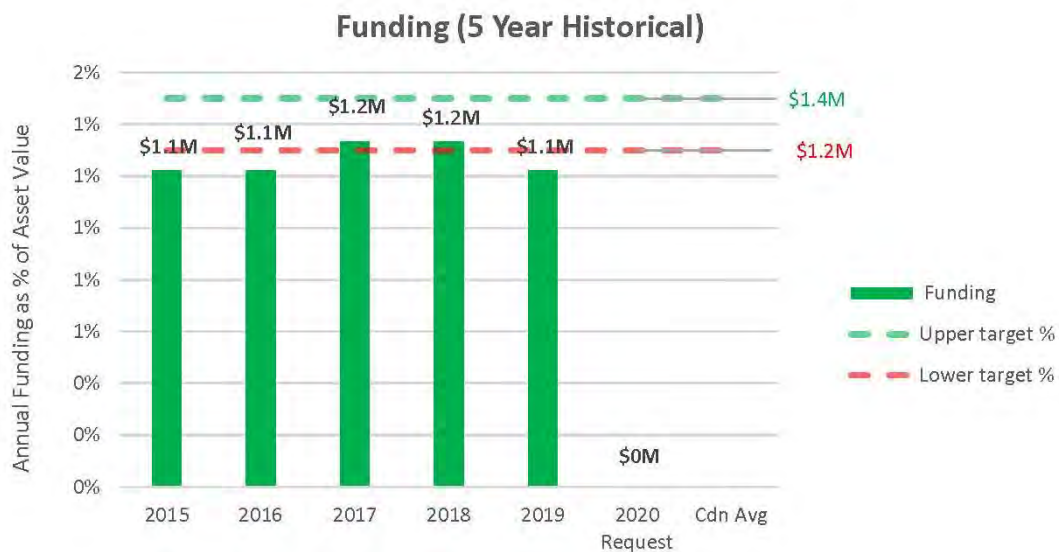
City Building Services - Customer Level of Service (LOS)				
Service Attribute	Service Objective	Performance Measure Process	Current Performance	Expected position in 5 years
CLIENT LEVELS OF SERVICE				
Quality	Building facilities are clean and in good condition for users	Customer service requests relating 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)
Function	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)
Capacity/ Utilization	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)
City Building Services - Technical Level of Service (LOS)				
Service Attribute	Service Objective	Activity Measure Process	Current Performance	Desired for optimum life cycle cost
TECHNICAL LEVELS OF SERVICE				
Operation	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
Maintenance	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
Renewal	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				
2017	2018	2019	Target	Trend
54	61	61	70	↔



Infrastructure Gap - \$400,000 (\$23/household)

Annual Funding Deficit - -\$1,260,000 (\$-73/household)

Housing Corporation Properties: Condition, Assessment & Levels of Service

Asset description:

- 112 Assets
- Total area: approximately 409,010 ft²
- 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:

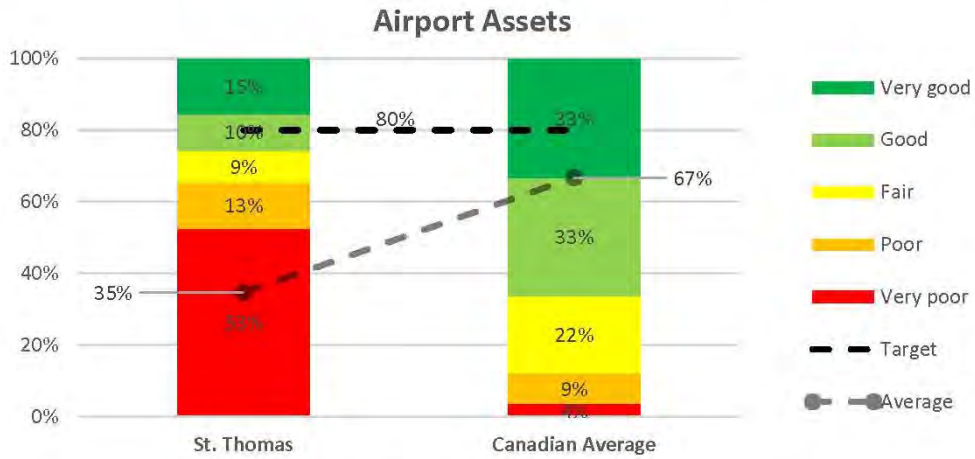
- Property Management will be using the CMMS Maintenance Module in the AssetPlanner software system starting in 2020. The Module will be used for accepting on-line customer service requests, creating work orders for reactive maintenance, scheduling preventative maintenance activities, and for reporting 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
CLIENT LEVELS OF SERVICE				
Quality	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)
Housing Building Services - Technical Level of Service (LOS)				
Service Attribute	Service Objective	Activity Measure Process	Current Performance	Desired for optimum life cycle cost
TECHNICAL LEVELS OF SERVICE				
Operation	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
Maintenance	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
Renewal	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				
2017	2018	2019	Target	Trend
N.A.	62	62	80	↔

Funding (5 Year Historical)



Infrastructure Gap - \$7,000,000 (\$404/household)

5 year Average Annual Funding Deficit - -\$350,000 (\$-20/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

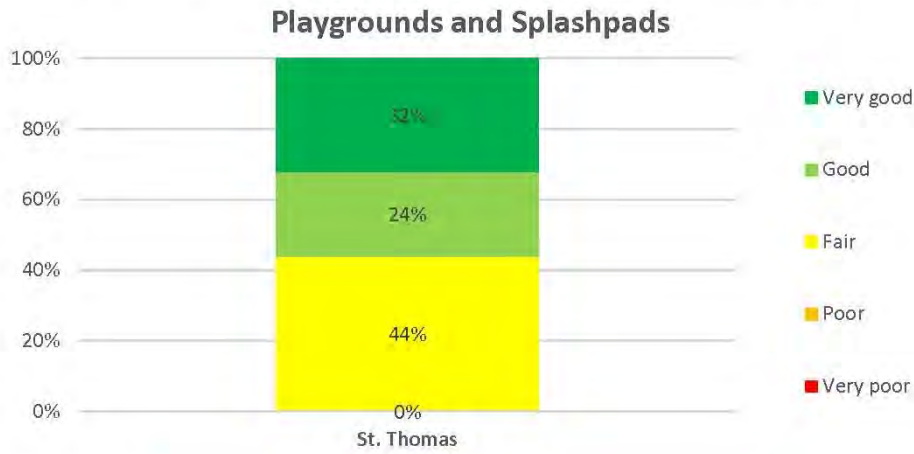
Proposed Levels of Service (LOS)

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				
2016	2017	2019	Target	Trend
66	72	68	80	↓

Funding (5 Year Historical)



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	Items checked relative to the protective surfacing element	Compliant with CSA-Z614-14 ?	
		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

Note: items that are shown as "N" (Non Compliant) will be described in full detail later in report

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.

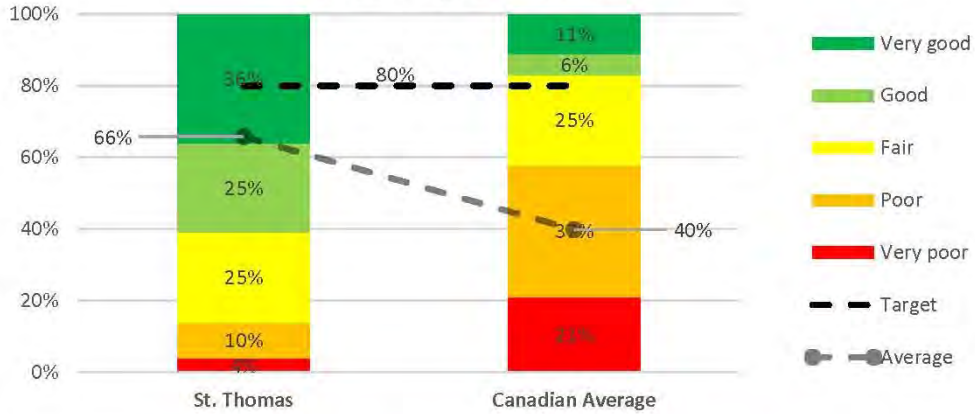
Proposed Levels of Service (LOS)

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

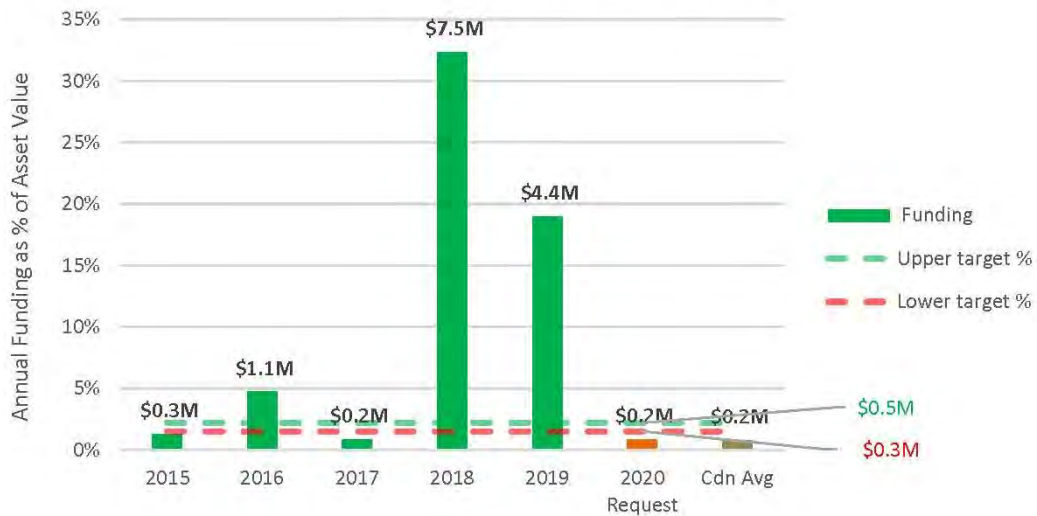
25 Outdoor Facilities - \$23,200,000 (\$1340/household)

Outdoor Sports Facilities



Condition Trend				
2017	2018	2019	Target	Trend
62	69	66	80	↓

Funding (5 Year Historical)



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

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)

1. 3 new parks may include basketball, soccer, etc.
2. 2019 Master Plan may reprioritize community interests.
3. 1PWD as shown below is an extensive multi featured complex and will impact operating and capital in staff and the community adjust to the desired level of service

St. Thomas Outdoor Recreation Complex Preliminary Recreation Complex Master Plan



Sports Complex Facilities

- Active Play Zone with Fieldhouse Building, Playground, Splash Pad, Sport Court & Pond Lookout Area;
- Park Maintenance Yard;
- CFL Football Field;
- 2 – 11 v 11 soccer fields;
- 4 – 9 v 9 soccer fields;
- 6 – 7 v 7 soccer fields;
- 12 – 5 v 5 soccer fields;
- 15 – 3 v 3 soccer fields;
- Shade Pavillion;
- 5 – Parking Lots;
- SWM Pond;
- Enhancement of Existing Watercourse;
- Entry Features (electronic signage);
- Accessible Walkways;
- Preservation of Existing Vegetation;
- Earth Berms;
- Tree Planting / Sodding.

CITY OF ST. THOMAS
RESERVES AND RESERVE FUNDS

	Estimated \$ 31-Dec-19	2020 Projected Contributions	2020 Projected Drawdowns	Projected \$ 31-Dec-20
RESERVES				
Infrastructure Renewal Reserve	314,768	250,000	(158,000)	406,768
Working Reserve	3,800,000	-	-	3,800,000
Human Resource Issues	1,000,000	-	-	1,000,000
WSIB Excess Indemnity Reserve	1,000,000	-	-	1,000,000
Self Insurance Reserve	200,000	-	-	200,000
Community Centres Maintenance	76,101	43,899	(120,000)	-
Valleyview	415,176	-	-	415,176
Transit Vehicle	80,000	-	(80,000)	-
Water	6,180,239	3,588,905	(3,331,666)	6,437,478
Industrial Land Servicing	476,400	-	-	476,400
Industrial Land	3,347,265	-	-	3,347,265
Sewer	2,712,085	4,690,370	(5,536,668)	1,865,787
Other Special Purposes				
Ontario Works (AHP Rental/Best Start)	1,159,737	-	(617,215)	542,522
Environmental Committee	60,000	-	-	60,000
Parks Bridge Estate	76,773	175,000	-	251,773
CEPAC	7,101	-	(7,101)	-
Library	22,224	-	-	22,224
Total Other Special Purposes	1,325,835	175,000	(624,316)	876,519
TOTAL RESERVES	20,927,869	8,748,174	(9,850,650)	19,825,393
RESERVE FUNDS				
Development Charges	10,702,803	3,300,000	(4,804,500)	9,198,303
Subdivisions	1,094,394	-	(144,600)	949,794
Parkland	56,538	-	(5,000)	51,538
Provincial Gas Tax	798,381	396,619	(1,195,000)	-
Federal Gas Tax	2,059,592	2,360,705	(4,420,000)	297
Building Permit Fee Stabilization	1,011,807	34,243	-	1,046,050
TOTAL RESERVE FUNDS	15,723,515	6,091,567	(10,569,100)	11,245,982
TOTAL RESERVES/RESERVE FUNDS	36,651,384	14,839,741	(20,419,750)	31,071,375



2020 Budget Highlights Index

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14	Human Resources
17	Library
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23	Planning Services
25	Police Services
29	Property Management Division
31	Recreation Division
33	Social Services
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40	Valleyview Home



2020 Operating Budget Highlights

Department

Building Services

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	90,428
2019 Approved Budget	\$	92,021
Percentage Change		-1.73%

Building Services 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 2020. 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.

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.

2019 Budget Performance

Building and Plumbing

The Building and Plumbing revenue for 2019 are expected to be up approximately 30% over budget predictions due to the increase in construction activity. The construction value to date is up more than 50% above the same period last year. This increased activity will allow for a surplus to transfer to the reserve account.

Property Standards Enforcement

The Property Standards revenue is well below budget predictions due largely to the inability to recover legal costs. The expenses for 2019 are slightly below budget predictions due largely to the new full-time position not being implemented until the middle of the year. The result is a net loss of approximately 30% more than what was budgeted for.

2020 Budget Comparison

Building and Plumbing

The Building and Plumbing revenues in 2020 are expected to keep pace with the strong levels experienced in 2019.

Revenue Account	2019 Budget	Proposed 2020	Variance
Total Revenue	727,000	757,000	4.0 %

The Building and Plumbing expenses in 2020 will be approximately 15% higher than those in 2019 related to the addition of a new building inspector and a new by-law enforcement officer introduced in 2019. These positions are detailed in the FTE section. This change will have an impact on salary related line items as well as on a number of line items impacted by the increased staff complement.

Expense Account	2019 Budget	Proposed 2020	Variance
TOTAL EXPENSES	626,054	722,757	15.5 %
Course / Exam Fees	18,000	24,000	33.3 %
Membership Fees	3,000	3,500	16.7 %
Advertising	500	1,000	100.0 %
Contracted Services	5,000	10,000	100.0 %
Office / Field Supplies	2,200	2,600	17.6 %
Uniforms / Supply	1,700	2,000	17.6 %

The "Contracted Services" was budgeted at \$5,000 whereas the actual expenditure for 2019 was closer to \$50,000 since a contract inspector was brought in with Council approval to mitigate the impacts created by the large construction activity experienced. It is expected that the contract services may be utilized to assist in plan review and hence issuance of large projects in 2020.

Property Standards Enforcement

A new property standards by-law was implemented in 2019 and its associated Part 1 Provincial Offences enforcement (POA) is expected to be in place on or about the end of 2019. This is expected to increase both the revenue and expense sides of the ledger.

Revenue Account	2019 Budget	Proposed 2020	Variance
Legal Fees	15,000	7,000	-53.3 %
Order Admin Fees	2,200	3,000	36.4 %

Wages and Consulting and Legal expenses have been increased to support the anticipated increase in enforcement enabled by the new position.

Account	2019 Budget	Proposed 2020	Variance
Wages	41,721	52,930	26.9 %
Consulting Fees	4,000	5,000	25.0 %

The overall expenses of Property Standards Enforcement have increased by 11.8%.

Service Level Commentary

In 2019 the service levels have fallen off the desired timelines due to the volume of work experienced. The timelines have begun to normalize in the fourth quarter with the summer assistance of RSM Consulting and with the additional FTE noted below. It is expected that these timelines will continue to return to previous levels in 2020.

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	6.00	6.00	0.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
Total	6.00	6.00	0.00

Explanation of FTE Changes

The hiring of a full-time Property Standards Officer took place approximately half-way through 2019. Council also approved the part-time contracting of a Building Inspector to deal with the volumes being experienced while a search was undertaken for a full-time inspector. An inspector was hired in the fourth quarter of 2019. These two positions are now in place moving into 2020.

There are no FTE changes contemplated for 2020.

The 2019 increase in FTE will enable Building Services to continue to service the development and construction sectors, keeping service levels at favourable levels while also increasing the attention to by-law enforcement.

Flow-Through Impact

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

2020 Operating Budget Highlights

Department City Clerks

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	658,671
2019 Approved Budget	\$	695,336
Percentage Change		-5.27%

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.

2019 Budget Performance

no significant variances are expected from the budget

2020 Budget Comparison

Records and Information Management : wages and remaining consultant fees

Service Level Commentary

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	6.00	6.00	0.00
Part-time	0.00	0.00	0.00
Casual	1.00	1.00	0.00
Total	7.00	7.00	0.00

Explanation of FTE Changes

Records and Information Management contract position from 2019 to 2020

Flow-Through Impact

2019 to 2020, Records and Information Management wages and remaining consultant fees

2020 Operating Budget Highlights

Department

St. Thomas Economic Development Corporation

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	652,195
2019 Approved Budget	\$	629,640
Percentage Change		3.58%

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.

2019 Budget Performance

Largely as a result of significant pay equity increases confirmed after budget development in late 2018 and legal and unbudgeted administrative costs associated with changes to the EDC Board structure, it is expected that the EDC will end up over budget at year-end 2019. The unbudgeted year over year salary increase from 2018 to 2019 was over \$23,000 plus any increase in benefit costs associated with that. The remainder of the budget should finish relatively close to targets, barring any unforeseen expenditures in the final months of the year.

2020 Budget Comparison

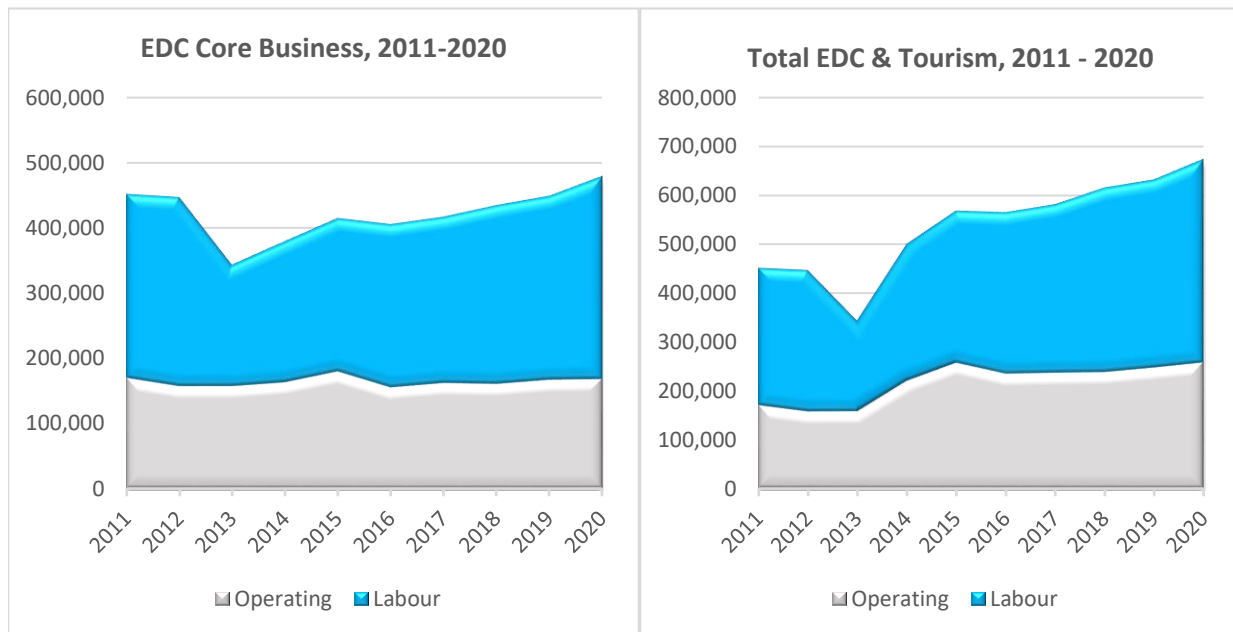
In 2020, the EDC Board is requesting a budget increase over 2019, however the percentage increase is not as high as it appears. Because of the salary increase at the end of 2018 that was not reflected in the 2019 budget, it appears as though the request is for an increase of over 5%, when in reality the actual proposed increase year over year is much lower as the actual labour costs in 2019 were higher than budgeted. The cause for the increase is primarily as a result of reduced provincial funding for the Small Business Enterprise Centre (SBEC), resulting in an increased contribution from the County and the EDC.

2020 Budget Comparison

Although there is now a contract in place for three years, the Ministry reduced the funding for grant programs, which in turn resulted in less funding to cover the cost of administering the overall operations of the SBEC, even though the volume of traffic from small business continues to increase. The EDC will be making an ask to the County of Elgin for increased funding for the SBEC, however it is premature to budget for an increase there when it has not been confirmed. If the ask is successful, the amount required from the City to fund the SBEC will be reduced as warranted.

From a Tourism perspective, the added cost comes largely from the increase in the contribution to the SBEC (described above). In 2019, the EDC noted some significant synergies in the clients being serviced and events being run and therefore assigned an SBEC Business Advisor to a joint role between the SBEC and Tourism. That role was more involved than expected and is noted in the budget with the increase to the Tourism funding for that position. The EDC Board has also decided that the EDC should lead by example and become a Living Wage Employer in 2020. This affects the Tourism budget in that there are two positions that were previously not at the Living Wage level (Summer Student and Saturday Part-Time Student).

At the EDC's core level, the increase comes as a result of wages (as described earlier). In fact, the operations budget of the EDC office is still below that experienced as far back as 2011, even with the increased funding for the SBEC.



As is very clear in the charts above, it is increases in Labour costs that have resulted in the overall increases to the EDC's budget over the last decade (the bump in 2014 represents the addition of Tourism to the EDC portfolio). With labour costs expected to level off, the expectation for the foreseeable future is for the EDC budget to remain relatively flat on a going forward basis.

Service Level Commentary

Over the last year, the EDC has represented the City in land sales totalling over \$1.5 million and have worked with City Administration to secure an additional 56 acres of industrial land for future growth. The attraction of Element5 and the planned development by Vicano in the Highbury Industrial Park will likely eventually generate over \$750,000 in new tax revenue on an annual basis for the City and the new acreage acquired opens up the opportunity for further revenue on a longer-term basis.

In 2019, the EDC worked with over 75 local companies and responded to over 500 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 2019 and web traffic, through both the website and social media, also increased significantly. Tourism staff also worked on numerous events, including the Railway City Arts Crawl, Doors Open, the After Dark Music Series, Relish and the Barista Competition. Work has also begun on mural development to enhance tourism 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 \$107,000 in grants from January to July alone and over \$250,000 more in the last two years. In addition to the grant programs, the SBEC provides advisory services to small businesses across St. Thomas and Elgin County and engaged in over 4,000 client enquiries, resulting in 96 new businesses started, 31 expansions and 157 new jobs (fiscal year 2018/2019). All of this while running one of the City's top events in Bridges to Better Business, opening the Grow Pop Up Shop, hosting 57 workshops with nearly 700 attendees and creating a music event to fundraise for Inn Out of the Cold, among other key events and activities. The proposed budget allows the EDC to maintain this level of service, with some opportunities for increased engagement.

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2019	2020	Change
Permanent	6.00	6.00	0.00
Part-time	0.22	0.22	0.00
Casual	0.53	0.53	0.00
Total	6.75	6.75	0.00

Explanation of FTE Changes

No change in level of staffing.

Flow-Through Impact

None.

2020 Operating Budget Highlights

Department **Environmental Services**

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	8,513,885
2019 Approved Budget	\$	8,299,705
Percentage Change		2.58%

Not including the addition of one bylaw control officer, the increase to the ES budget is 2.27%

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

Tax based	\$8.6 million
Water Rates	\$10.4 million
Secondary Water System	\$2.6 million
Sewer Rates	<u>\$8.7 million</u>
Total	\$30.3 million

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.

2019 Budget Performance

- Savings from proactive management of Service Areas include:
- Deferred fleet and equipment purchases when economically beneficial
 - Reduction in scope and complexity of capital projects where possible.
 - Increased partner revenue from the CRC.
 - Increased utilization of internal resources; for example restoration of surface cuts, line painting at signalized intersections and airport,

2020 Budget Comparison Service Level Commentary 2020 Workforce

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 \$13,000 eliminating the Christmas Tree collection program. It is possible for residents to return their trees to the CRC or other depot using the same vehicle that they used to purchase the tree. Ideally, trees would not be cut down at all for this purpose.

Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2019	2020	Change
Permanent	70.00	71.00	1.00
Part-time	8.70	8.70	0.00
Casual	4.30	4.30	0.00
Total	83.00	84.00	1.00

Explanation of FTE Changes

In the previous 5 years, numerous operational efficiencies have been implemented to maintain a growing City without increasing FTEs. 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.

Council previously accepted a business case to unify underground locates as opposed to partially outsourcing. The associated changes result in a net positive budget impact.

An added bylaw enforcement adds the largest tax increase. This position is needed to answer the requests from Council and the community in a prioritized order to enforce the various bylaws including Tidy Lot, Animal Control, Parking, etc.

Flow-Through Impact

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

2020 Operating Budget Highlights

Department **Fire Department**

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	9,106,509
2019 Approved Budget	\$	8,724,214
Percentage Change		4.38%

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.

2019 Budget Performance

In 2019 the Fire Department was unique in that it had reduced its overall operating budget requests by approximately 0.34%. For those items that fall under the control of fire administration, it is expected that in 2019 the department’s budget will be very close to what was budgeted at year’s end. For those items that are not under fire administration’s control, for example: salary, benefits, overtime, OMERS and internal fleet charges, it is expected that the fire department will be over budget.

2020 Budget Comparison

Salary and benefits represent 94.4% of the Fire Department’s operating budget. Despite an expected overall budgeted increase in salary and benefits of approximately 4.73% in 2020, the Fire Department is requesting an overall operating budget increase of approximately 4.38%. For those operating budget items not related to salary and benefits, the Fire Department has again reduced its overall budget requests by approximately 1%. Expired hardware in the Dispatch Centre requires a one-time increase in the Equipment Purchase Line (6130) of about 15.5%. This will be more than offset by the elimination of Bell Neutral Answering Service fees and a small decrease in the Dispatch Service Contract Line. The department continues to transition its budget requests to those line items where funding is most needed.

Service Level Commentary

The Fire Department has maintained its Council approved service levels in 2019.

It should be noted that in the next twenty-four 24 months, the Dispatch Centre will have to upgrade its hardware and software to meet new NG911 standards. During the transition year this will result in approximately \$55,000 in hardware/software upgrade costs and about \$10,000 in increased operating costs for transition support.

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	58.00	58.00	0.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
Total	58.00	58.00	0.00

Explanation of FTE Changes

No changes.

Flow-Through Impact

No impact.



2020 Operating Budget Highlights

Department **Human Resources**

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	2,061,027
2019 Approved Budget	\$	1,870,114
Percentage Change		10.21%

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.

2019 Budget Performance

AS reported in the June 2019 Budget Performance submission it is anticipated that the Human Resources 2019 Operating Budget will be in a deficit of approximately \$150,000 at year end. This is due mainly to two 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 of approximately \$80,000. 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.

2020 Budget Comparison

The 2020 Operating Budget is being submitted with an overall increase of 7% when compared to the 2019 Budget.

This increase is due to Negotiations, Legal Fees & Expenses, Discretionary Advertising and the increase in Retirees.

The 7% increase equates to approximately \$131,000 increase.

Negotiations – There are a total of five (5) collective agreements that will be negotiated in 2020: Fire, CUPE Inside, CUPE Outside, CUPE Crossing Guards and CUPE Library.

The increase is as a result of anticipated in the number on meetings required and the potential for third party involvement and off-site meetings.

Discretionary Advertising - Increase due to the anticipated increase in the number or retirements and the extensive recruitment advertising required.

Legal Fees & Expenses – Increased due to known Grievance Arbitrations in 2020 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 2020.

2019 – 42 2020 – 57

Service Level Commentary

There is no Service Level impact as a result of the 2020 Operating Budget.

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	7.00	7.00	0.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
Total	7.00	7.00	0.00

Explanation of FTE Changes

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Flow-Through Impact

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2020 Operating Budget Highlights

Department **Library**

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	2,477,875
2019 Approved Budget	\$	2,381,024
Percentage Change		4.07%

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.

2019 Budget Performance

We do not anticipate any significant over-expenditures or under-expenditures in the 2019 budget.

2020 Budget Comparison

The 2020 budget shows an increase of 4.07%. Increases in salaries and benefits account for 3.49% of the increase.

Service Level Commentary

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

Impact: \$6000

Technical Services includes processing of all physical materials that are purchased. This is done by outside agencies as this is the most economic method. With an increase in the purchase of materials including the Mall kiosk, this budget has been overspent the last two years and needs to be increased.

Impact: \$5000

In 2019, we will be launching a capital fundraising campaign for the Courtyard Project. An increase is requested in Promotions and Public Relations as a result.

Impact: \$2500

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	16.00	16.00	0.00
Part-time	7.50	7.50	0.00
Casual	1.00	1.00	0.00
Total	24.50	24.50	0.00

Explanation of FTE Changes

No changes.

Flow-Through Impact

Incremental increases to support existing software and hardware.

2020 Operating Budget Highlights

Department

Mayor & Council

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	737,535
2019 Approved Budget	\$	691,332
Percentage Change		6.68%

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.

2019 Budget Performance

All accounts are on target to come in on or below budget for 2019.

2020 Budget Comparison

An increase of 4.93% is as a result of the council remuneration changes approved in 2018.

Service Level Commentary

Service level will remain the same as last year with one additional Councillor

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	0.00	0.00	0.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
Total	0.00	0.00	0.00

Explanation of FTE Changes

No changes

Flow-Through Impact

None.

2020 Operating Budget Highlights

Department **Parks Division**

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	2,392,655
2019 Approved Budget	\$	2,367,388
Percentage Change		1.07%

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.

2019 Budget Performance

The Parks Division is on track for a balanced budget

2020 Budget Comparison

In 2020, The Parks Division has an increased budget of \$25,267.08 made up of the following items:

- Additional Staff benefits – Arborist - \$14,448.87
- Additional Rental Trucks until Oct 31 – (5 @ \$576/mos. x 2 mos.) \$5760
- Additional Cost for Trial Feminine products in Public washroom - \$800

Service Level Commentary

Converting our current Contract Arborist to a Full Time member is required for the continued arboriculture maintenance within our growing city and to ensure prompt customer service.

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	9.00	10.00	1.00
Part-time	22.00	21.00	-1.00
Casual	11.00	11.00	0.00
Total	42.00	42.00	0.00

Explanation of FTE Changes

Converting the Contract Arborist to full time position is in response to the increased work responsibilities with the expansion of residential areas and the commitment to enhance our urban tree canopy throughout the city.

Flow-Through Impact

None

2020 Operating Budget Highlights

Department

Planning Services

Tax Levy Implications

Comparison of net cost for department.

2020 Budget Request Total	\$	483,370.09
2019 Approved Budget	\$	536,564.40
Percentage Change		-9.91%

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.

2019 Budget Performance

We currently estimate a budget deficit of \$2,166.00 in 2019, which in accordance with the CEPAC agreement, will be carried forward in the 2020 budget. The deficit flows from salary and benefit increases.

2019 Budget Comparison

Changes from our 2019 to 2020 budget are largely attributable to increases in salaries and benefits.

Other changes are increases to salary distribution, staff training, association/membership fees and printing.

Account	2019	Proposed 2020	Variance %
Salary Distribution	\$20,500	\$30,500	48.78%
Staff Training	\$5,300	\$4,500	-15.09%
Association/Membership Fees	\$2,000	\$3,000	50%
Printing	\$1,600	\$1,800	12.5%

Service Level Commentary

Contracted Services

The two studies noted below (official plan and zoning by-law) are ongoing and will be completed in 2020.

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.

- Official Plan – 5 year review and update – DC growth related study - **\$30,000**
- Zoning By-law Consolidation and Update – DC growth related study - **\$20,000**
- 2020 Ortho Photography Acquisition - **\$3,000**

2019 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2018	2019	Change
Permanent	6.00	6.00	0.00
Part-time	1.00	1.00	0.00
Casual	0.00	0.00	0.00
Total	7.00	7.00	0.00

Explanation of FTE Changes

There are no proposed changes in staff compliment from 2019 to 2020.

Flow-Through Impact

We are not aware of any flow through impacts on the 2020 budget.

2020 Operating Budget Highlights

Department **St. Thomas Police Services Board Budget; Police Operating Budget; Court Budget; Building Maintenance Budget**

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$ 12,787,458
2019 Approved Budget	\$ 12,545,176
Percentage Change	1.93%

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.

2019 Budget Performance

At this time, we anticipate exceeding our budgeted amount in full as a result of staffing supplements for property crime enforcement initiatives and shortages in the Communications Center.

Service contracts will exceed our budgeted amounts as a result of new maintenance agreements and there has been a number of unexpected building costs. There was also a number of unexpected building and generator repairs required in 2019.

It should be noted that \$25,000 was deducted from Building Maintenance Budget and \$25,000 was deducted from the Full Time Wage Line in our 2019 Budget to assist the City with keeping municipal taxes below 2%.

Overtime for Court Security is over \$16,000 due to more trials and court remaining open later as a result of increased criminal charges in 2018 and 2019. We did have a \$24,000 shortfall in the Court Security and Prisoner Transportation (CSPT) for 2019.

Water costs were not added to the Building Maintenance budget which have a \$30,000+ impact to the budget.

We just received confirmation for the Community Safety and Policing – Provincial Priorities Grant- \$289,005.00.

2020 Budget Comparison

The St. Thomas Police Service Operating Budget for 2020 **DOES NOT** reflect any **WAGE INCREASE** for 2020 due to the current Collective Agreement expiring at the end of 2019. The budget does include all incremental rank classification (4th to 1st Class) increases, experiential pay (3/6/9%) levels for 2020 and all known staffing changes due to attrition. This budget reflects all promotions, retirements and anticipated staffing changes in 2020. In 2018, the Board increased our authorized sworn strength to 73 and the process is still ongoing to reach that goal. We are at 71 officers and actually policing with 69 officers due to two members being off since 2017 with no anticipated date of return to full duties. As a result, two Cadets will attend the Ontario Police College in 2020 to increase staffing levels to a manageable levels, however still lower than the provincial average of 17.7 officers for every 10,000 residents.

In 2020, two (2) part-time Communicators will be hired to assist in Communications with increased calls for service, dispatching Aylmer Police Service and becoming a primary 911 call centre. The salary cost for two PT Communicators (\$60,000) is recovered by the Dispatch Agreement (\$75,000) with the Aylmer Police and the City no longer paying \$18,000 annually for 911 services.

An Executive Administrator (EA) has been hired to replace Lynn Coates (retirement April 2020) saving \$37,700 annually due to salary restructuring of this position. There is a \$52,000 impact to the 2020 Budget until Lynn retires in April after a training period with the new EA. Moving forward in 2021 the full salary savings will be realized annually.

A Business Office Manager (BOM) position has been created as a result of the EA position evolving over 34 years and civilian personnel expanding. The BOM position is partially covered by the new EA salary savings which will be fully experienced in 2021.

The Computer Forensic Analyst position will be civilianized (currently filled by a 1st Class Constable earning \$130,000 salary and benefits) saving approximately \$30,000 in 2020. Again, additional savings will be realized moving forward in subsequent years.

This budget also addresses the restructuring of several accounts in Goods and Services to more accurately reflect our changing needs, resulting in a net gain of nearly \$6,000.

Increased staffing levels has realized some savings in our Overtime Budget and \$10,000 will be deducted for 2020.

As for the 2020 estimated revenues, we utilized the current amounts for grants including RIDE program, Court Security Prisoner Transportation grant program, and the new Community Safety and Policing grant (CSP) that will replace the previous CPP and 1,000 Officers grants.

Court security is a mandated responsibility dictated by the Police Services Act and will cost \$298,000 (2.3%) in 2020 after anticipated grant deductions. Building Maintenance costs are 2% (\$259,500) of our 2020 budget request. Now that we have been in the building for two years, we have a more accurate estimate of actual costs to run the new facility.

It should also be noted that the St. Thomas Police Service did not make any 2020 Capital requests knowing staffing resources is a priority for 2020 as we continue to position ourselves for growth to address the increasing demands of a growing City.

Service Level Commentary

The St. Thomas Police Services Board unanimously approved these budgets to position the St. Thomas Police Service for continued growth in our community. In 2018, the Board approved an increase in the authorized sworn strength to 73 members and in 2019, Cadets attended Basic Constable training and were promoted to Constables while experienced officers were hired to fill vacancies created by resignations and retirements. This budget includes a replacement for our Executive Administrator, Lynn Coates who retires at the end of April 2020; it also includes a new position, Business Officer Manager. The Budget also includes two (2) part time Communicators covered by the additional revenue from the new Agreement for the STPS to dispatch Aylmer Police Service effective January 2020.

* Building Maintenance annually has a 1.5% - 2% impact on our budget equating to nearly \$260,000 which prior to 2018, was a significant savings.

** Providing Court Security is beyond our control. If this wasn't a requirement as dictated by the Province, our budget would be decreased by approximately 1%.

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2019	2020	Change
Permanent	98.00	99.00	1.00
Part-time	9.00	11.00	2.00
Casual	0.00	0.00	0.00
Total	107.00	110.00	3.00

NOTE: The 2 PTE's are covered by the Dispatch Agreement with APS.

Explanation of FTE Changes

- Two part time Communicators will be hired in 2020. (\$60,000 Salary/Benefits)
 - Full wage recovery through Dispatch Agreement with Aylmer Police Service.
- Replacement for Executive Administrator position and creation of Office Manager Position.
- Uniform position to Civilian position – Forensic Computer Analyst.

Flow-Through Impact

The Uniform and Civilian Collective agreements expire at the end of December 2019. The Operational budget also included the known staffing changes in 2020, experiential pay incremental increases and attrition in 2020. It assumes the 2019 rates for benefits (employer and stat) and OMERS. It also assumes the grant contribution to be the same as 2019. Negotiations for the Uniform and Civilian Collective Agreements for 2020 and beyond commenced in late October 2019. Completion date and ratification expected in early 2020.

2020 Operating Budget Highlights

Department **Property Management Division**

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	918,772
2019 Approved Budget	\$	810,202
Percentage Change		13.40%

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.

2019 Budget Performance

On track for a balanced budget.

2020 Budget Comparison

The 2020 budget will have a 28.33% or \$229,570.11 increase due to the following:

- No rent revenue for 423 Talbot - \$163,488
- New 230 Talbot Building Repairs account created for preventative maintenance – Industry standard formula 0.5% of Construction Value - \$22,500
- Reconciled Salaries & Benefits for Non-Residential and Residential staff – increase \$32,271
- Major upgrade to web-based Asset/Maintenance Management Software AssetPlanner requires an additional annual subscription software fee - \$32,400

Service Level Commentary

The department is primarily in constant reactive mode with no ability to plan, track or manage resources, workloads and building assets.

The new AssetPlanner software upgrade will provide the necessary database and service tools to inventory building condition assessments for long term capital planning. It will also provide a maintenance management system to assign work orders, track financials and service contracts, intake customer service requests, manage resources, assess workloads, inventory building equipment, track preventative maintenance schedules, utilize performance metrics, house our health & safety program, house building system/equipment drawings, and provide key reporting features to manage all of our building assets.

The new system is vital to managing the lifecycle of our building assets and having the ability to provide accurate reporting to Senior Management, Council and the provincial government under the new Asset Management reporting regulations for municipalities.

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2019	2020	Change
Permanent	6.00	6.50	0.50
Part-time	1.65	1.71	0.06
Casual	0.00	0.00	0.00
Total	7.65	8.21	0.56

Explanation of FTE Changes

- New part-time building attendant required for the Residences in new Social Services building
- Budget was provided for a new facilities FTE in 2019. A significant shift in departmental need for Project Management services, and therefore resources, concluded that a Project Coordinator is required to fill this position. The position is expected to be filled by June 2020.

Flow-Through Impact

As the budget accounts for salary/wages/benefits is only accounting for 0.5 FTE for the facilities FTE position in 2020, the remainder will need to be added to the 2021 budget.

2020 Operating Budget Highlights

Department **Recreation Division**

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	1,285,142
2019 Approved Budget	\$	1,262,531
Percentage Change		1.79%

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.

2019 Budget Performance

A slight overrun is expected do to unexpected mechanical failure issues in building/facilities operation (Memorial boiler & storage tank failure, JC pool pumps and 2011 HVAC unit JTCC),

2020 Budget Comparison

Changes in the 2020 Budget are reflective of rise in costs from the 2019 budget.

Service Level Commentary

Enhanced delivery of services and improved facilities.

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	13.00	13.00	0.00
Part-time	7.90	7.90	0.00
Casual	2.00	2.00	0.00
Total	22.90	22.90	0.00

Explanation of FTE Changes

None

Flow-Through Impact

None

2020 Operating Budget Highlights

Department

Social Services

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	4,236,562
2019 Approved Budget	\$	4,206,619
Percentage Change		0.71%

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.

2019 Budget Performance

Social Services is expecting a small deficit at the 2019 year-end, probably in the range of \$50,000 due to provincial cost downloading. The final amount depends on the County cost-sharing ratios which are calculated following the year end.

2020 Budget Comparison

Overall, the Social Services Department's operating budget has increased by 0.71% 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.
- The single biggest increase in administrative costs is for office rent the City charges Social Services for the Department's new office space at 230 Talbot. The province cost-shares the rent expense for the Ontario Works program (50%) and for

children's services (100%) but not for housing services. 2020 rent has been expensed at approximately \$20 per square foot for the 15,000 square foot facility.

Employment and Income Support (Ontario Works)

- Total net City cost increased by 6.32%.
- The province has capped 2020 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 terminating the LEADS employment contract earlier this year, however with CPI increases and wage increases per Collective Agreements, it is difficult to maintain administrative costs at 2018 levels. The operating budget presented here includes administrative costs which are about \$300,000 higher than the provincial funding cap. This amount represents a new downloaded cost to the municipality. The biggest administrative cost - wages and benefits - is determined by either the Collective Agreement or the non-union by-law, however actual costs generally come in lower than budgeted amounts due to staff absences during the year.
- Funding for the Bridges Out Of Poverty program has been reduced from \$80,000 to \$40,000.
- The Province is currently developing a new funding model for municipal administrative cost of delivery funding which is expected to be in place for the 2021 budget year. The new funding model will almost certainly reduce the amount of administrative funding provided by the Province.

Children's Services

- Total net City cost decreased by 18.94%.
- The Province is phasing in cost-sharing and administrative funding changes to child care funding.
- Beginning in 2020, municipalities are asked to cost-share Expansion Plan operating funding at a rate of 80/20 provincial/municipal. The Province has committed to provide 80% regardless of the municipal contribution. This Children's Services operating budget includes only the 80% provincial share of the Expansion Plan program, or \$1,420,791. The municipal share of \$319,678 is not included. Going forward, however, with three new child care centres expected to open (the City's St. Catharine Street centre, Aldborough School centre in Rodney, and Assumption School centre in Aylmer), there may be a need for the City to top up funding for child care centre operations in 2021.
- As of 2021, the provincial share of administrative funding will be reduced from 100% to 50%. Municipalities will be expected to pick up 50% of the cost of children's services delivery. In the following 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.
- For the 2020 fiscal year, the Province has reduced the total amount of administrative funding by \$142,907. To offset the impact, staff have recategorized certain costs which are more appropriately defined as program costs (for example, child care quality assurance initiatives and on-line child care waiting list services).

Social Housing and Homelessness Services

- Total net City cost increased by 2.01%.
- The budget again includes \$20,000 for third-party operational reviews of social housing providers.
- Portable Housing Benefits (PHBs) expense has been increased by \$10,000 to \$230,000 to continue to fund approximately 60 households. PHBs count toward the required 946 units of rent-gear-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 for programming activities at Focus Fairview and Connect Confed.

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 2019 monthly caseload to September 2019 was 1,501 cases per month (1,504 in 2018). Average caseload numbers appear to have levelled off after a steady decline since 2014. 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 2020. At this time, potential impacts of these changes on local service delivery are not known.
- In the Children's Services division, demand for child care spaces continues to increase. As mentioned, it is expected that work on three new child care centres will be underway in 2020. Staff will be reviewing the service agreement with Community Living Elgin which operates the EarlyON program in St. Thomas and Elgin County.
- In Social Housing and homelessness services, the number of households on the centralized waiting list for subsidized housing averaged 472 per month as of September 2019. In 2018, the average was 350 per month. The increase is largely due to the additional option of Portable Housing Benefits and 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):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	49.00	48.00	-1.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
Total	49.00	48.00	-1.00

Explanation of FTE Changes

No new staffing positions are included in the 2020 operating budget.

Flow-Through Impact

- Modernization of the social services system by the Province continues and is expected to create efficiencies in program administration going forward. Locally, the Ontario Works division plans to introduce Reloadable Payment Cards (RPCs) in early 2020 which will eliminate the need to issue about 300 cheques each month. As well, it is hoped the Province will be ready to roll out an electronic documents management system for Ontario Works in 2020. An estimated amount of \$50,000 has again been included in the budget to buy into this service.
- As mentioned, with plans for three new child care centres underway, 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 2021 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 from 100% to 50% in 2021. 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.

2020 Operating Budget Highlights

Department Treasury

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	1,437,100
2019 Approved Budget	\$	1,337,000
Percentage Change		7.49%

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.

2019 Budget Performance

The department anticipates an overall surplus for 2019 due to additional revenue from gaming events and tax certificate revenues.

2020 Budget Comparison

Included in the IT budget is an additional \$85,000 for program maintenance contracts and internet services. This makes up 6.4% of the overall increase of 7.49%.

Service Level Commentary

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	14.00	14.00	0.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
Total	14.00	14.00	0.00

Explanation of FTE Changes

Flow-Through Impact

There are no impacts for the 2021 Treasury budget due to any service level changes in 2020.

2020 Operating Budget Highlights

Department **Valleyview Home**

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2020 Budget Request	\$	2,478,736
2019 Approved Budget	\$	2,352,877
Percentage Change		5.35%

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.

2019 Budget Performance

The 2019 budget is forecasted to meet budget expectations at year end.

2020 Budget Comparison

The 2020 budget is similar to the 2019 budget with the following factors causing our municipal request to increase: Negotiated wage increases, benefit increases, contract increases; several major maintenance project increases.

Service Level Commentary

The 2020 budget maintains the same service levels as the 2019 budget except as outlined below.

2020 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2019	2020	Change
Permanent	79.00	81.00	2.00
Part-time	23.20	23.80	0.60
Casual	0.00	0.00	0.00
Total	102.20	104.80	2.60

Explanation of FTE Changes

The Adult Day Program has received additional funding of \$84,221 to increase the number of hours it offers evening and overnight programming. This will require the addition of two part time staff. This program is fully funded by operating grants from the LHIN.

The Ministry of Health and Long-Term Care has provided a special operating envelope to increase direct care staffing. Valleyview will receive an annualized funding of 106,000 to support the addition of 8 hours of Nursing services per day.

Flow-Through Impact

Both programs are fully funded.

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	2019/2020 BUDGET CHANGE (%)
Departmental Summary						
3	MAYOR & COUNCIL	565,995	691,333	-18%	737,535	46,202 6.68%
	Corporate Administration	284,879	404,883	-30%	371,112	-33,771 -8.34%
	Community Improvement Program (CIP)	134,216	270,750	-50%	470,750	200,000 73.87%
5	CITY MANAGER DEPARTMENT	419,095	675,633	-38%	841,862	166,229 24.60%
6	Clerk's Office	412,805	560,568	-26%	591,057	30,489 5.44%
8	Airport Operations	125,200	101,680	23%	47,334	-54,346 -53.45%
7	Municipal Heritage Committee	3,914	5,500	-29%	5,180	-320 -5.82%
7	Horton Farmers' Market	10,499	27,588	-62%	15,100	-12,488 -45.27%
	CITY CLERK'S DEPARTMENT	552,418	695,336	-21%	658,671	-36,665 -5.27%
11	Corporate Services	130,594	2,586,107	-95%	3,524,701	938,594 36.29%
12	Municipal Tax Levy		-54,784,991	-100%	-57,170,573	-2,385,582 4.35%
12	Other Taxation	-58,287,631	-680,000	8472%	-985,000	-305,000 44.85%
14	Treasury	546,006	736,101	-26%	723,100	-13,001 -1.77%
14	Information Technology	500,927	620,905	-19%	714,000	93,095 14.99%
15	County POA Services	-90,266	-200,000	-55%	-200,000	0.00%
15	Conservation	256,526	273,500	-6%	314,200	40,700 14.88%
15	Health Services	2,699,629	3,308,000	-18%	3,387,000	79,000 2.39%
	TREASURY DEPARTMENT	-54,244,215	-48,140,378	13%	-49,692,572	-1,552,194 3.22%
16	Human Resources	1,324,886	1,589,216	-17%	1,694,238	105,022 6.61%
16	Retired Employees	277,473	280,898	-1%	366,789	85,891 30.58%
	HUMAN RESOURCES DEPARTMENT	1,602,359	1,870,114	-14%	2,061,027	190,913 10.21%
21	FIRE DEPARTMENT	7,459,977	8,724,215	-14%	9,106,509	382,294 4.38%
17	Police Services Board	12,715	26,742	-52%	21,742	-5,000 -18.70%
17	Police Services	9,761,896	12,047,697	-19%	12,258,345	210,648 1.75%
19	Police - Courthouse	301,760	239,138	26%	247,871	8,733 3.65%
19	Police Station - Caso	244,577	231,600	6%	259,500	27,900 12.05%
	POLICE DEPARTMENT	10,320,948	12,545,177	-18%	12,787,458	242,281 1.93%
23	Recreational Facilities	1,103,594	1,262,531	-13%	1,285,142	22,611 1.79%
27	Parks & Forestry	1,926,341	2,367,387	-19%	2,392,654	25,267 1.07%
30	Property Maintenance Division	973,066	810,202	20%	918,772	108,570 13.40%
	PARKS AND RECREATION DEPARTMENT	4,003,001	4,440,120	-10%	4,596,568	156,448 3.52%
44	Environmental Services Administration.	118,933	148,675	-20%	143,095	-5,580 -3.75%
55	Development and Compliance	-183,053	40,660	-550%		-40,660 -100.00%
55	Waste Management	2,116,086	2,488,000	-15%	2,554,150	66,150 2.66%
	Development and Compliance Service Area	1,933,033	2,528,660	-24%	2,554,150	25,490 1.01%
54	Capital Works Service Area	330,312	419,235	-21%	418,565	-670 -0.16%
44	Water and Sewer			0%	-29,510	-29,510 0.00%
46	Pollution Control	1,339		0%		0.00%
	Sewer and Water Service Area	1,339		0%	-29,510	-29,510 0.00%
48	Roads Operations	2,154,909	2,745,845	-22%	2,821,740	75,895 2.76%
48	Fleet Operation	24,725		0%		0.00%
		2,179,634	2,745,845	-21%	2,821,740	75,895 2.76%
50	Crossing Guards	54,780	75,800	-28%	71,270	-4,530 -5.98%
50	Railway Maintenance	55,912	79,550	-30%	71,850	-7,700 -9.68%
50	Transportation	113,897	123,675	-8%	141,100	17,425 14.09%
50	Traffic Signals	141,069	205,600	-31%	223,750	18,150 8.83%
51	Transit	643,198	1,085,885	-41%	1,114,400	28,515 2.63%
51	Street Lighting	465,810	598,600	-22%	633,750	35,150 5.87%
51	By-Law Enforcement	73,171	92,425	-21%	121,485	29,060 31.44%
52	Parking Enforcement	-58,901	13,040	-552%	5,700	-7,340 -56.29%
52	Animal Control	150,653	182,715	-18%	192,430	9,715 5.32%
		1,639,589	2,457,290	-33%	2,575,735	118,445 4.82%
	Roads and Transportation Services Area	3,819,223	5,203,135	-27%	5,397,475	194,340 3.74%
	ENVIRONMENTAL SERVICES	6,202,840	8,299,705	-25%	8,483,775	184,070 2.22%
39	Building Services	-292,610	92,021	-418%	90,428	-1,593 -1.73%
36	Planning	402,659	536,564	-25%	483,369	-53,195 -9.91%
	PLANNING DEPARTMENT	110,049	628,585	-82%	573,797	-54,788 -8.72%
57	Administration	382,038		-1 #####		1 -100.00%
57	Employment and Income Support	-120,868	1,153,508	-110%	1,226,446	72,938 6.32%
58	Childcare	-1,860,359	497,638	-474%	403,399	-94,239 -18.94%
59	Social Housing	1,127,567	2,555,473	-56%	2,606,717	51,244 2.01%
59	Public Housing	401,228		0%		0.00%
	ONTARIO WORKS	-70,394	4,206,618	-102%	4,236,562	29,944 0.71%
	VALLEY VIEW	1,644,768	2,352,877	-30%	2,478,737	125,860 5.35%
35	Downtown Development Board	-18,939		0%		0.00%
	CULTURE	-18,939		0%		0.00%

October-31-19

	DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
33	LIBRARY	2,108,653	2,381,025	-11%	2,477,876	96,851	4.07%
41	ECONOMIC DEVELOPMENT	667,288	629,641	6%	652,195	22,554	3.58%
		-18,676,157		1 #####		-1	-100.00%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
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MAYOR & COUNCIL

COUNCILLORS

EXPENSES

11-2-01-1-0000-3011	Reg Part-time Wages	171,481	207,848	-17%	232,402	24,554	11.81%
11-2-01-1-0000-3120	All Statutory Benefits	9,784	17,318	-44%	18,057	739	4.27%
11-2-01-1-0000-3130	All Employer Benefits	14,900	6,362	134%	18,309	11,947	187.79%
11-2-01-1-0000-3210	Car Allowance	11,992	16,000	-25%	16,800	800	5.00%
11-2-01-1-0000-3316	Board Recoveries	-950	-4,500	-79%	-4,500		0.00%
11-2-01-1-0000-4001	Meetings/Receptions	1,133	1,750	-35%	1,750		0.00%
11-2-01-1-0000-4005	Public Relations		1,750	-100%	1,750		0.00%
11-2-01-1-0000-4022	Conference Fees	6,370	11,000	-42%	11,000		0.00%
11-2-01-1-0000-4249	Telephone Services	1,725	1,750	-1%	1,750		0.00%
11-2-01-1-0000-4280	Mileage Expense	88	850	-90%	850		0.00%
11-2-01-1-0000-5010	Miscellaneous Expenses	24		0%			0.00%
TOTAL COUNCILLORS' EXPENSE		216,547	260,128	-17%	298,168	38,040	14.62%

MAYOR

EXPENSES

11-2-01-1-1000-3011	Reg Part-time Wages	55,868	63,640	-12%	64,710	1,070	1.68%
11-2-01-1-1000-3120	All Statutory Benefits	3,861	2,165	78%	2,257	92	4.25%
11-2-01-1-1000-3130	All Employer Benefits	3	2,500	-100%		-2,500	-100.00%
11-2-01-1-1000-3210	Car Allowance	5,031	7,000	-28%	7,125	125	1.79%
11-2-01-1-1000-4022	Conference Fees	4,028	5,000	-19%	5,000		0.00%
11-2-01-1-1000-4249	Telephone Services	173	600	-71%	600		0.00%
11-2-01-1-1000-4280	Mileage Expense		750	-100%	750		0.00%
11-2-01-1-1000-4001	Meetings/Receptions	111	1,500	-93%	1,500		0.00%
11-2-01-1-1000-3316	Board Recoveries	-1,450		0%			0.00%
11-2-01-1-1000-4005	Public Relations	20	3,000	-99%	3,000		0.00%
TOTAL MAYOR'S EXPENSES		67,645	86,155	-21%	84,942	-1,213	-1.41%

CITY COUNCIL

REVENUE

EXPENSES

11-2-01-1-2000-4022	Conference Fees	159		0%			0.00%
11-2-01-1-2000-4023	Association Membership Fees	11,501	12,500	-8%	12,500		0.00%
11-2-01-1-2000-4259	Courier		1,000	-100%	250	-750	-75.00%
11-2-01-1-2000-4261	Advertising	3,921	6,000	-35%	4,000	-2,000	-33.33%
11-2-01-1-2000-4272	External Printing	122	1,500	-92%	1,500		0.00%
11-2-01-1-2000-5010	Miscellaneous Expenses	151	500	-70%	500		0.00%
11-2-01-1-2000-5011	Office Supplies	1,329	1,750	-24%	1,750		0.00%
11-2-01-1-2000-5510	Publications and Subscriptions	492	500	-2%	500		0.00%
11-2-01-1-2000-4001	Meetings/Receptions	1,862	7,000	-73%	7,000		0.00%
11-2-01-1-2000-4074	Integrity Commissioner / Investigator	5,215	3,500	49%	3,500		0.00%
11-2-01-1-2000-4076	Strategic Planning Expenses		750	-100%	750		0.00%
11-2-01-1-2000-4005	Public Relations	7,933	15,500	-49%	15,500		0.00%
11-2-01-1-2000-5200	Council Grants	222,391	261,800	-15%	273,925	12,125	4.63%
11-2-01-1-2000-7490	Service Charges	75		0%			0.00%
TOTAL EXPENSES		255,151	312,300	-18%	321,675	9,375	3.00%
TOTAL CITY COUNCIL		255,151	312,300	-18%	321,675	9,375	3.00%
TOTAL MAYOR AND COUNCILLORS		539,343	658,583	-18%	704,785	46,202	7.02%

HONOURS & AWARDS

REVENUE

11-2-01-1-0010-9515	Unallocated Revenue		1,350	-100%	1,350		0.00%
TOTAL REVENUE			1,350	-100%	1,350		0.00%

EXPENSES

11-2-01-1-0010-4016	Banquet Expenses	814	6,500	-87%	6,500		0.00%
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October-31-19

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	2019/2020 BUDGET CHANGE (%)
TOTAL EXPENSES	814	6,500	-87%	6,500		0.00%
TOTAL HONOURS & AWARDS	814	5,150	-84%	5,150		0.00%
DOORS OPEN						
EXPENSES						
CANADA DAY						
REVENUE						
11-2-01-1-0769-9010	Federal Grant	4,000	2,500	60%	2,500	0.00%
11-2-01-1-0769-9515	Miscellaneous Revenue	6,079	2,500	143%	2,500	0.00%
	TOTAL REVENUE	10,079	5,000	102%	5,000	0.00%
EXPENSES						
11-2-01-1-0769-4051	Promotion/Advertising	1,811	1,600	13%	1,600	0.00%
11-2-01-1-0769-4073	Canada Day - Entertainment	7,170	3,500	105%	3,500	0.00%
11-2-01-1-0769-4075	Miscellaneous Services	5,229	6,000	-13%	6,000	0.00%
11-2-01-1-0769-4171	Equipment Rental	6,014	6,000	0%	6,000	0.00%
11-2-01-1-0769-5410	Hydro Expense	429	500	-14%	500	0.00%
11-2-01-1-0769-7063	Fireworks	15,264	15,000	2%	15,000	0.00%
	TOTAL EXPENSES	35,917	32,600	10%	32,600	0.00%
	TOTAL CANADA DAY	25,838	27,600	-6%	27,600	0.00%
	TOTAL MAYOR & COUNCIL	565,995	691,333	-18%	737,535	46,202 6.68%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		(%)
CORPORATE ADMINISTRATION							
EXPENSES							
11-2-01-2-0000-3010	Reg Full-time Wages	222,104	268,768	-17%	268,581	-187	-0.07%
11-2-01-2-0000-3120	All Statutory Benefits	11,503	14,357	-20%	13,896	-461	-3.21%
11-2-01-2-0000-3130	All Employer Benefits	17,151	14,589	18%	23,688	9,099	62.37%
11-2-01-2-0000-3135	OMERS	26,873	24,419	10%	31,947	7,528	30.83%
11-2-01-2-0000-4001	Public Relations	127	5,000	-97%	3,000	-2,000	-40.00%
11-2-01-2-0000-4002 +	Meetings/Receptions Expenses	754	1,200	-37%	1,200		0.00%
11-2-01-2-0000-4010	Management Consultants	244	30,000	-99%	15,000	-15,000	-50.00%
11-2-01-2-0000-4011	Strategic Planning	3,560	40,000	-91%	8,000	-32,000	-80.00%
11-2-01-2-0000-4022 +	Associated Conferences	252	1,000	-75%	1,000		0.00%
11-2-01-2-0000-4020	Course & Exams		500	-100%	250	-250	-50.00%
11-2-01-2-0000-4023	Association Membership Fees	806	800	1%	800		0.00%
11-2-01-2-0000-4249 +	Telephone Expense	370	700	-47%	700		0.00%
11-2-01-2-0000-4280	Mileage Expense	5	950	-99%	950		0.00%
11-2-01-2-0000-5011	Office Supplies	1,075	2,500	-57%	2,000	-500	-20.00%
11-2-01-2-0000-5510	Books & Subscriptions	55	100	-45%	100		0.00%
TOTAL EXPENSES		284,879	404,883	-30%	371,112	-33,771	-8.34%
TOTAL CORPORATE ADMINISTRATION		284,879	404,883	-30%	371,112	-33,771	-8.34%

COMMUNITY IMPROVEMENT PROGRAM

REVENUE

EXPENSES

11-2-01-3-0000-4060	Temporary Personnel Services	6,232		0%			0.00%
11-2-01-2-1000-4166	CIP Technical Resources		750	-100%	750		0.00%
11-2-01-2-1000-7090	CIP Program Funds - Grants	127,984	270,000	-53%	470,000	200,000	74.07%
TOTAL EXPENSES		134,216	270,750	-50%	470,750	200,000	73.87%
TOTAL COMMUNITY IMPROVEMENT PROGRAM		134,216	270,750	-50%	470,750	200,000	73.87%
		419,095	675,633	-38%	841,862	166,229	24.60%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		(%)
CLERK'S DEPARTMENT							
REVENUE							
11-2-01-3-0000-9515	Misc. Sales	141	500	-72%	500		0.00%
11-2-01-3-0000-9760	In/Out of Town Death Recoveries	3,840	4,500	-15%	4,500		0.00%
11-2-01-3-0000-9761	Marriage Licence Fee	24,970	28,000	-11%	28,000		0.00%
11-2-01-3-0000-9765	Commissioners Fee	2,660	3,000	-11%	3,000		0.00%
11-2-01-3-0000-9775	Heritage Committee Secretarial Recovery	833	1,000	-17%	1,000		0.00%
	TOTAL REVENUE	32,444	37,000	-12%	37,000		0.00%
EXPENSES							
11-2-01-3-0000-3010	Reg Full-time Wages	301,837	434,994	-31%	439,333	4,339	1.00%
11-2-01-3-0000-3011	Reg Part-time Wages	22,287		0%			0.00%
11-2-01-3-0000-3090	All Overtime	2,212	4,500	-51%	4,500		0.00%
11-2-01-3-0000-3120	Statutory Benefits	24,735	25,809	-4%	33,680	7,871	30.50%
11-2-01-3-0000-3130	Employer Benefits	39,076	46,633	-16%	50,212	3,579	7.67%
11-2-01-3-0000-3135	OMERS	32,339	37,510	-14%	44,532	7,022	18.72%
11-2-01-3-0000-4020	Course/Exam Fees	529	1,400	-62%	1,400		0.00%
11-2-01-3-0000-4022	Associated Conferences	165	500	-67%	500		0.00%
11-2-01-3-0000-4023	Association Membership Fees	1,424	1,500	-5%	1,500		0.00%
11-2-01-3-0000-4059	Contracted Services	5,790	27,000	-79%	36,000	9,000	33.33%
11-2-01-3-0000-4067	Contracted Security	1,874	2,000	-6%	2,200	200	10.00%
11-2-01-3-0000-4075	Records Storage/Document Mtg.		4,200	-100%	400	-3,800	-90.48%
11-2-01-3-0000-4249	Telephone Expense	185	300	-38%	300		0.00%
11-2-01-3-0000-4259	Courier	139	200	-31%	200		0.00%
11-2-01-3-0000-4272	External Printing	137	200	-32%	200		0.00%
11-2-01-3-0000-4280	Staff Mileage	107	200	-47%	200		0.00%
11-2-01-3-0000-5011	Office Supplies	715	2,000	-64%	2,000		0.00%
11-2-01-3-0000-5016	Marriage Licence Expense	12,000	9,600	25%	9,600		0.00%
11-2-01-3-0000-5510	Books & Subscriptions	218	300	-27%	300		0.00%
11-2-01-3-0000-6810	Equipment Purchases		1,000	-100%	1,000		0.00%
	TOTAL EXPENSES	445,769	599,846	-26%	628,057	28,211	4.70%
	TOTAL CLERK'S ADMIN	413,325	562,846	-27%	591,057	28,211	5.01%

COMMITTEE OF ADJUSTMENT

REVENUE

11-2-01-3-0700-9194	Application Fees	4,800	8,000	-40%	5,200	-2,800	-35.00%
11-2-01-3-0700-9198	Administrative Charges	600	800	-25%	800		0.00%
	TOTAL REVENUE	5,400	8,800	-39%	6,000	-2,800	-31.82%

EXPENSES

11-2-01-3-0700-3011	Part-time Salaries	1,610	1,725	-7%	2,200	475	27.54%
11-2-01-3-0700-3120	Stat Benefits	83	167	-50%	110	-57	-34.13%
11-2-01-3-0700-4023	Membership Fees		130	-100%		-130	-100.00%
11-2-01-3-0700-4040	Legal Fees		1,500	-100%	1,190	-310	-20.67%
11-2-01-3-0700-4051	Advertising	2,492	3,000	-17%	2,500	-500	-16.67%
	TOTAL EXPENSES	4,185	6,522	-36%	6,000	-522	-8.00%
	TOTAL COMMITTEE OF ADJUSTMENT	-1,215	-2,278	-47%		2,278	#####

ELECTIONS

REVENUE

EXPENSES

11-2-01-3-3000-4069	Equipment Warranty	692		0%			0.00%
11-2-01-3-3000-4249	Telephone Services	3		0%			0.00%
	TOTAL EXPENSES	695		0%			0.00%

DESCRIPTION		2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	2019/2020 BUDGET CHANGE (%)
TOTAL ELECTIONS		695		0%			0.00%
MUNICIPAL HERITAGE COMMITTEE							
REVENUE							
31-5-01-1-0002-9080	National Trust for Canada funding	2,963		0%	3,950	3,950	0.00%
31-5-01-1-0002-9480	Book Sales	586		0%			0.00%
TOTAL REVENUE		3,549		0%	3,950	3,950	0.00%
EXPENSES							
31-5-01-1-0002-3011	Reg Part-time Wages	6,115		0%	6,115	6,115	0.00%
31-5-01-1-0002-3120	All Statutory Benefits	515		0%	515	515	0.00%
31-5-01-1-0002-4076	Secretarial Support	833	1,000	-17%	1,000		0.00%
31-5-01-1-0002-5019	Program Supplies		4,500	-100%	1,500	-3,000	-66.67%
TOTAL EXPENSES		7,463	5,500	36%	9,130	3,630	66.00%
TOTAL MUNICIPAL HERITAGE COMMITTEE		3,914	5,500	-29%	5,180	-320	-5.82%
HORTON FARMERS' MARKET							
REVENUE							
31-5-01-1-0008-7040	Transfer from City - Off Season Utilities	435	1,250	-65%	1,250		0.00%
31-5-01-1-0008-9515	Sales/Recoveries	36,268	38,000	-5%	43,700	5,700	15.00%
TOTAL REVENUE		36,703	39,250	-6%	44,950	5,700	14.52%
EXPENSES							
31-5-01-1-0008-4023	Membership Expense	883	1,250	-29%	1,250		0.00%
31-5-01-1-0008-4051	Advertising	2,027	3,500	-42%	4,500	1,000	28.57%
31-5-01-1-0008-4058	Contracted Janitorial Services	3,703	3,000	23%	3,500	500	16.67%
31-5-01-1-0008-4075	Contracted Employee	20,102	24,888	-19%	27,500	2,612	10.50%
31-5-01-1-0008-4141	Building Maintenance/Repair	10,427	11,200	-7%	1,200	-10,000	-89.29%
31-5-01-1-0008-4249	Telephone/Alarm Expense	977	1,200	-19%	1,300	100	8.33%
31-5-01-1-0008-5016	Janitorial Supplies	441	1,000	-56%	1,000		0.00%
31-5-01-1-0008-5019	Program Supplies	470	2,500	-81%	1,500	-1,000	-40.00%
31-5-01-1-0008-5410	Hydro Expense	1,056	1,900	-44%	1,600	-300	-15.79%
31-5-01-1-0008-5415	Water Expense	665	300	122%	600	300	100.00%
31-5-01-1-0008-5421	Gas Expense	666	1,100	-39%	1,100		0.00%
TOTAL EXPENSES		41,417	51,838	-20%	45,050	-6,788	-13.09%
TOTAL HORTON FARMERS' MARKET		4,714	12,588	-63%	100	-12,488	-99.21%
HORTON MARKET - MAJOR MAINTENANCE							
EXPENSES							
31-5-01-8-0010-4075	Contracted Services	5,785	15,000	-61%	15,000		0.00%
TOTAL MAJOR MAINTENANCE		5,785	15,000	-61%	15,000		0.00%
TOTAL HORTON MARKET (OPS & M/M)		10,499	27,588	-62%	15,100	-12,488	-45.27%

		2019	2019	VAR	2020	2019/2020	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
AIRPORT							
AIRPORT OPERATIONS							
REVENUE							
52-3-01-1-0000-9499	Other Sales	126		0%			0.00%
52-3-01-1-0000-9515	Undefined Misc. Revenue	7,550	5,000	51%	10,000	5,000	100.00%
SUBTOTAL		7,676	5,000	54%	10,000	5,000	100.00%
FACILITIES/STRUCTURE REVENUE							
52-3-01-8-0010-9320	Large Hangar Office/Workshop Rental Income	24,749	29,698	-17%	30,144	446	1.50%
52-3-01-8-0015-9320	Small Hangar Monthly Rental Fee	12,550	23,000	-45%	27,516	4,516	19.63%
52-3-01-8-0025-9320	Airport Terminal Rental Income	13,832	18,837	-27%	18,837		0.00%
52-3-01-8-0040-9320	Hangar Aircraft Storage - Corp Jet Hanger	65,070	79,200	-18%	79,200		0.00%
TOTAL FACILITIES/STRUCTURE REVENUE		116,201	150,735	-23%	155,697	4,962	3.29%
AIRPORT LAND REVENUE							
52-3-01-1-0000-9300	Farm Land Rental	141,852	126,472	12%	176,472	50,000	39.53%
52-3-01-1-0000-9301	Lot Lease Rental (Commercial)	11,659	17,945	-35%	18,214	269	1.50%
52-3-01-1-0000-9302	Small Lot Lease Rental (Private)	18,206	22,991	-21%	22,235	-756	-3.29%
52-3-01-1-0000-9303	Tie-Down Revenue	8,540	4,500	90%	4,500		0.00%
TOTAL AIRPORT LAND REVENUE		180,257	171,908	5%	221,421	49,513	28.80%
AIRPORT OPERATIONAL REVENUE							
52-3-01-1-0000-9360	De-Icing Revenue		1,000	-100%	1,000		0.00%
52-3-01-1-0000-9370	Ramp Fees	896	500	79%	500		0.00%
52-3-01-1-0000-9380	Towing Charges		100	-100%	100		0.00%
52-3-01-1-0000-9390	Aircraft Pre-Heat		100	-100%	100		0.00%
52-3-01-1-0000-9400	Ground Power Unit Fee	1,084	100	984%	100		0.00%
52-3-01-1-0000-9430	Grass Cutting Revenue	1,329	2,606	-49%	2,606		0.00%
52-3-01-1-0000-9500	Merchandise Sales Revenue		100	-100%	100		0.00%
52-3-01-1-0000-9514	Catering Recoveries	273	500	-45%	500		0.00%
TOTAL AIRPORT OPERATIONAL REVENUE		3,582	5,006	-28%	5,006		0.00%
RECOVERIES							
Lot Lease Rental (Commercial) - Water Recovery							
52-3-01-1-0000-9516	Recovery	662	1,500	-56%	1,500		0.00%
52-3-01-1-0010-9515	Hydro - Large Hangar Recovery	2,580	7,000	-63%	7,000		0.00%
52-3-01-1-0010-9516	Water - Large Hangar Recovery	836	2,000	-58%	2,000		0.00%
52-3-01-1-0010-9517	Hangar Insurance Recovery	399	1,300	-69%	1,300		0.00%
52-3-01-1-0010-9518	Gas - Large Hangar Recovery	4,690	5,500	-15%	5,500		0.00%
52-3-01-1-0015-9515	Hydro - Small Lot Hangar	-10	7,000	-100%	7,000		0.00%
TOTAL RECOVERIES		9,157	24,300	-62%	24,300		0.00%
TOTAL REVENUE		316,873	356,949	-11%	416,424	59,475	16.66%
EXPENSES							
52-3-01-0-0000-3010	Reg Full-time Wages	107,920	129,951	-17%	130,191	240	0.18%
52-3-01-0-0000-3120	All Statutory Benefits	5,696	6,552	-13%	6,870	318	4.85%
52-3-01-0-0000-3130	All Employer Benefits	10,258	10,867	-6%	12,611	1,744	16.05%
52-3-01-0-0000-3135	OMERS	12,933	15,606	-17%	15,432	-174	-1.11%
52-3-01-0-0000-3211	Uniforms	300		0%			0.00%
52-3-01-1-0000-3011	Reg Part-time Wages	87,362	94,454	-8%	94,454		0.00%
52-3-01-1-0000-3090	All Overtime	2,988	1,000	199%	1,000		0.00%
52-3-01-1-0000-3120	All Statutory Benefits	5,103	8,661	-41%	7,579	-1,082	-12.49%
52-3-01-1-0000-4016	Catering Expenses	1,260	1,000	26%	1,000		0.00%
52-3-01-1-0000-4022	Conference Fees	1,203	1,500	-20%	1,500		0.00%
52-3-01-1-0000-4023	Association Membership Fees	585	1,000	-42%	1,000		0.00%
52-3-01-1-0000-4051	Advertising, Marketing & Prom.	2,285	3,000	-24%	3,000		0.00%
52-3-01-1-0000-4067	Contracted Security	4,567	5,050	-10%	5,050		0.00%
52-3-01-1-0000-4146	Contracted Equipment Repair	507	2,025	-75%	2,025		0.00%
52-3-01-1-0000-4150	Internet - Computer T/TV	1,054	700	51%	800	100	14.29%

DESCRIPTION	2019	2019	VAR	2020	2019/2020	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
52-3-01-1-0000-4176	Operating Equipment Rent/Lease	1,051	1,000	5%	1,000	0.00%
52-3-01-1-0000-4226	Airport Insurance	15,525	13,500	15%	16,000	2,500 18.52%
52-3-01-1-0000-4249	Telephone/Fax Services	1,893	2,530	-25%	2,530	0.00%
52-3-01-1-0000-4250	Cell Phone Expense	500	800	-38%	800	0.00%
52-3-01-1-0000-4280	Staff Mileage	261	506	-48%	506	0.00%
52-3-01-1-0000-5010	General Supplies/Licences	4,439	1,000	344%	3,000	2,000 200.00%
52-3-01-1-0000-5011	Office Supplies	1,175	1,400	-16%	1,400	0.00%
52-3-01-1-0000-5440	Professional Fees	6,708	12,000	-44%	12,000	0.00%
52-3-01-1-0000-6130	Equipment Purchases	1,801	7,000	-74%	7,000	0.00%
TOTAL EXPENSES		277,374	321,102	-14%	326,748	5,646 1.76%
TOTAL AIRPORT OPERATIONS		-39,499	-35,847	10%	-89,676	-53,829 150.16%

AIRPORT BUILDINGS

EXPENSES

52-3-01-8-0000-4192	Other Property Taxes	48,154	30,000	61%	30,000	0.00%
SUBTOTAL		48,154	30,000	61%	30,000	0.00%

LARGE AIRPORT HANGAR

52-3-01-8-0010-4141	Contracted Maintenance Expense	23	1,012	-98%	1,012	0.00%
52-3-01-8-0010-5015	Maintenance Materials and Supplies Expense	9,238	4,048	128%	4,048	0.00%
52-3-01-8-0010-5410	Hydro Expense	2,287	4,040	-43%	4,040	0.00%
52-3-01-8-0010-5415	Water Expense	1,228	200	514%	200	0.00%
52-3-01-8-0010-5421	Gas Expense	4,033	6,500	-38%	6,630	130 2.00%
TOTAL LARGE AIRPORT HANGAR		16,809	15,800	6%	15,930	130 0.82%

TERMINAL BUILDING

52-3-01-8-0025-4141	Contracted Maintenance Expense	28	2,000	-99%	2,000	0.00%
52-3-01-8-0025-5015	Maintenance Materials and Supplies Expense	146	500	-71%	500	0.00%
52-3-01-8-0025-5410	Hydro Expense	7,148	8,000	-11%	8,000	0.00%
52-3-01-8-0025-5415	Water Expense	1,421	1,214	17%	1,214	0.00%
52-3-01-8-0025-5421	Gas Expense	1,987	2,020	-2%	2,061	41 2.03%
TOTAL TERMINAL BUILDING		10,730	13,734	-22%	13,775	41 0.30%

MAINTENANCE GARAGE

52-3-01-8-0030-4141	Contracted Maintenance Expense	357	2,025	-82%	2,025	0.00%
52-3-01-8-0030-5015	Maintenance Materials and Supplies Expense	150	2,025	-93%	2,025	0.00%
52-3-01-8-0030-5410	Hydro Expense	3,107	4,040	-23%	4,040	0.00%
52-3-01-8-0030-5421	Gas Expense	616	1,123	-45%	1,145	22 1.96%
TOTAL MAINTENANCE GARAGE		4,230	9,213	-54%	9,235	22 0.24%

SMALL HANGARS

52-3-01-8-0015-5013	Maintenance Materials and Supplies Expense	3,950	5,060	-22%	5,060	0.00%
52-3-01-8-0015-5410	Hydro Expense	3,119	7,000	-55%	7,000	0.00%
TOTAL SMALL HANGARS		7,069	12,060	-41%	12,060	0.00%

PUMP-HOUSE

52-3-01-8-0020-5013	Maintenance Materials and Supplies Expense		100	-100%	100	0.00%
TOTAL PUMP-HOUSE			100	-100%	100	0.00%

CORPORATE JET HANGER

52-3-01-8-0040-4058	Janitorial Cleaning Expense	3,270	9,000	-64%	6,000	-3,000 -33.33%
52-3-01-8-0040-5013	Janitorial Supplies Expense	2,121	2,530	-16%	2,530	0.00%
52-3-01-8-0040-5410	Hydro Expense	5,127	5,050	2%	5,050	0.00%
52-3-01-8-0040-5421	Gas Expense	4,478	4,490	0%	4,580	90 2.00%
TOTAL CORPORATE JET HANGER		14,996	21,070	-29%	18,160	-2,910 -13.81%
TOTAL AIRPORT BUILDINGS		101,988	101,977	0%	99,260	-2,717 -2.66%

VEHICLE MAINTENANCE EXPENSES

52-3-01-1-0000-5013	Vehicle Materials and Supplies	136	1,020	-87%	1,020	0.00%
52-3-01-1-0000-5436	Vehicle Fuel and Oil	6,253	9,180	-32%	9,180	0.00%

		2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	
	DESCRIPTION						(%)
52-3-01-1-0000-7040	Internal Fleet Charges	25,846	24,000	8%	24,000		0.00%
	TOTAL VEHICLE MAINTENANCE EXPENSES	32,235	34,200	-6%	34,200		0.00%
	GROUNDS EXPENSES						
52-3-01-1-0000-4063	Waste Removal Expense	1,790	1,500	19%	2,000	500	33.33%
52-3-01-1-0000-4065	Oil Removal Expense	408	500	-18%	500		0.00%
52-3-01-1-0000-4075	Asphalt Repairs Expense	6,800	10,000	-32%	10,000		0.00%
52-3-01-1-0000-4141	Landscaping/Grass Cutting Expenses	1,634	5,050	-68%	5,050		0.00%
52-3-01-1-0000-4147	Radio Repair Expenses	5,641	5,000	13%	6,000	1,000	20.00%
52-3-01-1-0000-5012	Parking - Materials & Supplies	5,704	10,000	-43%	10,000		0.00%
52-3-01-1-0000-5410	Airfield Lighting Expense	3,938	5,000	-21%	5,000		0.00%
	TOTAL GROUNDS EXPENSES	25,915	37,050	-30%	38,550	1,500	4.05%
	TOTAL EXPENSES	160,138	173,227	-8%	172,010	-1,217	-0.70%
	AIRPORT FUEL SALES						
	REVENUE						
52-3-01-1-0000-9356	100LL Fuel Sales Revenue	275,725	250,000	10%	250,000		0.00%
52-3-01-1-0000-9357	Aircraft Oil Sales Revenue	343	1,200	-71%	500	-700	-58.33%
52-3-01-1-0000-9358	Jet A Fuel Sales Revenue	255,607	287,500	-11%	287,500		0.00%
	TOTAL REVENUE	531,675	538,700	-1%	538,000	-700	-0.13%
	EXPENSES						
52-3-01-1-0000-5430	Turbo Fuel Jet A	207,986	230,000	-10%	230,000		0.00%
52-3-01-1-0000-5435	AV Fuel 100ll	262,171	200,000	31%	200,000		0.00%
52-3-01-1-0000-5437	Aviation Oil Purchases	177	1,000	-82%	1,000		0.00%
52-3-01-1-0000-7490	Processing Fee (Esso Credit Card)	8,207	7,000	17%	7,000		0.00%
	TOTAL EXPENSES	478,541	438,000	9%	438,000		0.00%
	TOTAL AIRPORT FUEL SALES	-53,134	-100,700	-47%	-100,000	700	-0.70%
	MAJOR MAINTENANCE						
	EXPENSES						
52-3-01-1-0010-4075	Contracted Services	57,695	65,000	-11%	65,000		0.00%
	TOTAL EXPENSES	57,695	65,000	-11%	65,000		0.00%
	TOTAL MAJOR MAINTENANCE	57,695	65,000	-11%	65,000		0.00%
	TOTAL AIRPORT	125,200	101,680	23%	47,334	-54,346	-53.45%
	TOTAL CLERK'S ACTIVITIES	551,723	695,336	-21%	658,671	-36,665	-5.27%

		2019	2019	VAR	2020	2019/2020	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
CORPORATE							
REVENUE							
11-1-01-2-5001-7330	Entegrus Dividend Income		1,100,000	-100%	1,100,000		0.00%
11-1-01-2-5001-7410	A/R Interest Earned	16,510	4,000	313%	4,000		0.00%
11-1-01-2-5001-7411	Interest Earned	374,390	375,000	0%	375,000		0.00%
11-1-01-2-5001-9040	Ministry of Health -LTC Facility Funding	428,140	513,770	-17%	513,770		0.00%
11-1-01-2-5001-9051	Unconditional Grant - Provincial	3,837,792	3,380,700	14%	3,665,200	284,500	8.42%
11-1-01-2-5001-9112	NSF Charges	2,775	2,500	11%	2,500		0.00%
11-1-01-2-5001-9182	Tax Sale Recovery	-4,266		0%			0.00%
11-1-01-2-5001-9390	Other Rental Income	1,622		0%	426,170	426,170	0.00%
11-1-01-2-5001-9510	Donations Received	76,773		0%			0.00%
11-1-01-2-5001-9515	Unallocated Revenues	108		0%			0.00%
11-1-01-2-5001-9610	Interest-Current Year	136,251	200,000	-32%	200,000		0.00%
11-1-01-2-5001-9620	Interest-1 yr. Arrears	153,269	200,000	-23%	175,000	-25,000	-12.50%
11-1-01-2-5001-9630	Interest - 2 yr. Arrears	42,912	95,000	-55%	60,000	-35,000	-36.84%
11-1-01-2-5001-9640	Interest - 3+ yrs. Arrears	17,590	50,000	-65%	25,000	-25,000	-50.00%
11-1-01-2-5001-9910	Proceeds on Sale of Capital Asset	2,132,284		0%			0.00%
11-1-01-2-5001-9920	Contribution from Development Charges	36,406	70,000	-48%	35,000	-35,000	-50.00%
	TOTAL REVENUE	7,252,556	5,990,970	21%	6,581,640	590,670	9.86%
EXPENSES							
11-1-01-2-5001-4040	Legal and Consulting Fees	80,659	160,000	-50%	125,000	-35,000	-21.88%
11-1-01-2-5001-4075	Assessment Services	435,614	435,615	0%	435,615		0.00%
11-1-01-2-5001-4216	Insurance Premiums	301,037	291,500	3%	326,756	35,256	12.09%
11-1-01-2-5001-4220	Insurance Claims	74,788	100,000	-25%	100,000		0.00%
11-1-01-2-5001-4249	Telephone/Fax Services	22,430	32,000	-30%	32,000		0.00%
11-1-01-2-5001-4257	Regular Postage	22,580	18,000	25%	24,000	6,000	33.33%
11-1-01-2-5001-4275	Photocopying	8,739	12,000	-27%	12,000		0.00%
11-1-01-2-5001-7000	Labour Relations Costs			0%	906,158	906,158	0.00%
11-1-01-2-5001-7020	Trfr to Capital Projects Res - Pre Approved	4,070,000	4,070,000	0%	4,070,000		0.00%
	Transfer to Vehicle & Equipment Replacement						
11-1-01-2-5001-7024	Reserv	9,273		0%			0.00%
11-1-01-2-5001-7045	Overhead Allocation	-546,126	-655,350	-17%	-668,500	-13,150	2.01%
11-1-01-2-5001-7211	Tax Write-Offs	931,735	500,000	86%	800,000	300,000	60.00%
11-1-01-2-5001-7213	Rebate Program-Vacancy	-53,421		0%			0.00%
11-1-01-2-5001-7217	Rebate Programs-Charities	31,865	40,000	-20%	35,000	-5,000	-12.50%
11-1-01-2-5001-7219	Rebate Programs-Affordable Housing	104,016	90,000	16%	105,000	15,000	16.67%
11-1-01-2-5001-7310	Debenture Payments	1,890,011	3,474,312	-46%	3,794,312	320,000	9.21%
11-1-01-2-5001-7490	Service Charges	1,555	6,000	-74%	6,000		0.00%
11-1-01-2-5001-7505	Bill 140 Industrial Capping Adjustments	-2,016		0%			0.00%
	Municipal Accessibility						
11-1-01-6-5001-4075	Municipal Accessibility Resources	411	3,000	-86%	3,000		0.00%
	TOTAL EXPENSES	7,383,150	8,577,077	-14%	10,106,341	1,529,264	17.83%
	TOTAL CORPORATE SERVICES	130,594	2,586,107	-95%	3,524,701	938,594	36.29%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
TAXATION						
GENERAL LEVY						
REVENUE						
11-1-01-2-5001-8000	Total Municipal Tax Levy		54,784,991	-100%	57,170,573	2,385,582 4.35%
11-1-01-2-5001-8010	Residential general Levy	38,510,382		0%		0.00%
11-1-01-2-5001-8011	Residential Supp Levy	687,729	500,000	38%	600,000	100,000 20.00%
11-1-01-2-5001-8015	Residential Awaiting Development General Levy	18,416		0%		0.00%
11-1-01-2-5001-8020	Multi-Res General Levy	4,038,578		0%		0.00%
11-1-01-2-5001-8021	Multit-Res Supp Levy	289,972		0%	200,000	200,000 0.00%
11-1-01-2-5001-8030	Commercial General Levy	6,171,356		0%		0.00%
11-1-01-2-5001-8031	Commercial Supp Levy	89,186	50,000	78%	50,000	0.00%
11-1-01-2-5001-8040	Shopping Centre General Levy	1,385,010		0%		0.00%
11-1-01-2-5001-8050	Industrial General Levy	1,186,247		0%		0.00%
11-1-01-2-5001-8055	Industrial Awaiting Development General Levy	4,276		0%		0.00%
11-1-01-2-5001-8060	Large Industrial General Levy	2,346,874		0%		0.00%
11-1-01-2-5001-8070	Pipelines General Levy	178,700		0%		0.00%
11-1-01-2-5001-8071	Pipelines Supp Levy	3,979		0%		0.00%
11-1-01-2-5001-8080	Farms General Levy	46,742		0%		0.00%
11-1-01-2-5001-8085	Managed Forest General Levy	1,436		0%		0.00%
11-1-01-2-5001-8151	Industrial PIL-No Support	17,282		0%		0.00%
11-1-01-2-5001-8191	Commercial PIL No Support	802,500		0%		0.00%
11-1-01-2-5001-8192	Commercial Vacant PIL No Support	2,580		0%		0.00%
11-1-01-2-5001-8510	Fanshawe H & B	22,050	24,000	-8%	22,000	-2,000 -8.33%
11-1-01-2-5001-8511	St. Thomas-Elgin General Hospital	29,625	30,000	-1%	30,000	0.00%
11-1-01-2-5001-8515	Hydro One Right of Way	3,019	3,000	1%	3,000	0.00%
11-1-01-2-5001-8518	PUC PIL	74,602		0%		0.00%
11-1-01-2-5001-8519	Provincial Railway Land	5,187	5,000	4%	5,000	0.00%
11-1-01-2-5001-9000	Non-Shared Education Revenue	74,672	68,000	10%	75,000	7,000 10.29%
	TOTAL REVENUE	55,990,400	55,464,991	1%	58,155,573	2,690,582 4.85%
EXPENSES						
	TOTAL EXPENSES					
	TOTAL GENERAL LEVY	55,990,400	55,464,991	1%	58,155,573	2,690,582 4.85%

SCHOOL BOARD LEVY

REVENUE

11-1-01-2-6010-8010	Residential School Board General Levy	3,931,261		0%		0.00%
11-1-01-2-6010-8011	Residential School Board Supp Levy	77,773		0%		0.00%
11-1-01-2-6010-8020	Multi-Res School Board General Levy	207,110		0%		0.00%
11-1-01-2-6010-8021	Multi-Res School Board Supp Levy	16,333		0%		0.00%
11-1-01-2-6010-8030	Commercial School Board Levy - Eng Pub	2,368,230		0%		0.00%
11-1-01-2-6010-8031	Commercial School Board Supp Levy	33,170		0%		0.00%
11-1-01-2-6010-8040	Shopping Centre School Board Levy - Eng Pub	538,185		0%		0.00%
11-1-01-2-6010-8050	Industrial School Board Levy - Eng Pub	359,843		0%		0.00%
11-1-01-2-6010-8055	Industrial Awaiting Development Sch Levy - Eng Pub	387		0%		0.00%
11-1-01-2-6010-8060	Large Industrial School Levy - Eng Pub	631,164		0%		0.00%
11-1-01-2-6010-8070	Pipelines School Levy - Eng Pub	73,576		0%		0.00%
11-1-01-2-6010-8071	Pipelines School Board Supp Levy	1,648		0%		0.00%
11-1-01-2-6010-8080	Farms School Board General Levy	5,447		0%		0.00%
11-1-01-2-6010-8085	Managed Forest School Board General Levy	160		0%		0.00%
11-1-01-2-6011-8010	Residential School Board General Levy	542,423		0%		0.00%
11-1-01-2-6011-8011	Residential School Board Supp Levy	3,209		0%		0.00%
11-1-01-2-6011-8020	Multit-Res School Board General Levy	8,453		0%		0.00%
11-1-01-2-6011-8030	Commercial School Board Levy - Eng Sep	607,090		0%		0.00%
11-1-01-2-6011-8031	Commercial School Board Supp Levy	8,496		0%		0.00%
11-1-01-2-6011-8040	Shopping Centre School Board Levy - Eng Sep	137,962		0%		0.00%
11-1-01-2-6011-8050	Industrial School Board Levy - Eng Sep	92,245		0%		0.00%
11-1-01-2-6011-8055	Industrial Awaiting Development Levy - Eng Sep	99		0%		0.00%
11-1-01-2-6011-8060	Large Industrial School Levy - Eng Sep	161,797		0%		0.00%

		2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	
	DESCRIPTION						(%)
11-1-01-2-6011-8070	Pipelines School Levy - Eng Sep	18,861		0%			0.00%
11-1-01-2-6011-8071	Pipelines School Board Supp Levy	422		0%			0.00%
11-1-01-2-6011-8085	Managed Forest School Board General Levy	6		0%			0.00%
11-1-01-2-6012-8010	Residential School Board General Levy	8,638		0%			0.00%
11-1-01-2-6012-8020	Multi-Res School Board General Levy	4		0%			0.00%
11-1-01-2-6012-8030	Commercial School Board Levy - Fre Sep	50,362		0%			0.00%
11-1-01-2-6012-8031	Commercial School Board Supp Levy	712		0%			0.00%
11-1-01-2-6012-8040	Shopping Centre School Board Levy - Fre Sep	11,445		0%			0.00%
11-1-01-2-6012-8050	Industrial School Board Levy - Fre Sep	7,652		0%			0.00%
11-1-01-2-6012-8055	Industrial Awaiting Development Levy - Fre	8		0%			0.00%
11-1-01-2-6012-8060	Large Industrial School Levy - Fre Sep	13,422		0%			0.00%
11-1-01-2-6012-8070	Pipelines School Levy - Fre Sep	1,565		0%			0.00%
11-1-01-2-6012-8071	Pipelines School Board Supp Levy	36		0%			0.00%
11-1-01-2-6012-8085	Managed Forest School Board General Levy	1		0%			0.00%
11-1-01-2-6013-8010	Residential School Board General Levy	7,693		0%			0.00%
11-1-01-2-6013-8020	Multit-Res School Board General Levy	87		0%			0.00%
11-1-01-2-6013-8030	Commercial School Board Levy - Fre Pub	26,554		0%			0.00%
11-1-01-2-6013-8031	Commercial School Board Supp Levy	367		0%			0.00%
11-1-01-2-6013-8040	Shopping Centre School Board Levy - Fre Pub	6,035		0%			0.00%
11-1-01-2-6013-8050	Industrial School Board Levy - Fre Pub	4,035		0%			0.00%
11-1-01-2-6013-8055	Industrial Awaiting Development Levy - Fre	4		0%			0.00%
11-1-01-2-6013-8060	Large Industrial School Levy - Fre Pub	7,077		0%			0.00%
11-1-01-2-6013-8070	Pipelines School Levy - Fre Pub	825		0%			0.00%
11-1-01-2-6013-8071	Pipelines School Board Supp Levy	18		0%			0.00%
	TOTAL REVENUE	9,971,890		0%			0.00%
	EXPENSES						
11-1-01-2-6010-7070	English Public Transfer	6,085,177		0%			0.00%
11-1-01-2-6010-7211	Public School Bd. Write Offs	46,622		0%			0.00%
11-1-01-2-6010-7212	Commercial School Write Off - Eng Pub	14,090		0%			0.00%
11-1-01-2-6010-7213	Industrial School Write Off - Eng Pub	180,865		0%			0.00%
11-1-01-2-6010-7214	Shopping Centre School Write Off - Eng Pub	2,803		0%			0.00%
11-1-01-2-6011-7070	English Separate Transfer	1,160,563		0%			0.00%
11-1-01-2-6011-7211	Sep School Bd. Writeoffs	8,363		0%			0.00%
11-1-01-2-6011-7212	Commercial School Write Off - Eng Sep	12,203		0%			0.00%
11-1-01-2-6011-7213	Industrial School Write Off - Eng Sep	48,870		0%			0.00%
11-1-01-2-6011-7214	Shopping Centre School Write Off - Eng Sep	717		0%			0.00%
11-1-01-2-6012-7070	French Separate Transfer	69,752		0%			0.00%
11-1-01-2-6012-7072	French Separate Write Offs	15		0%			0.00%
11-1-01-2-6012-7212	Commercial School Write Off - Fre Sep	1,626		0%			0.00%
11-1-01-2-6012-7213	Industrial School Write Off - Fre Sep	3,629		0%			0.00%
11-1-01-2-6012-7214	Shopping Centre School Write Off - Fre Sep	62		0%			0.00%
11-1-01-2-6013-7070	French Public Transfer	37,143		0%			0.00%
11-1-01-2-6013-7072	French Public Write Offs	5		0%			0.00%
11-1-01-2-6013-7212	Commercial School Write Off - Fre Pub	736		0%			0.00%
11-1-01-2-6013-7213	Industrial School Write Off - Fre Pub	1,389		0%			0.00%
11-1-01-2-6013-7214	Shopping Centre School Write Off - Fre Pub	29		0%			0.00%
	TOTAL EXPENSES	7,674,659		0%			0.00%
	TOTAL SCHOOL BOARD LEVY	-2,297,231		0%			0.00%
	TOTAL TAXATION	-58,287,631	-55,464,991	5%	-58,155,573	-2,690,582	4.85%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
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TREASURY DEPARTMENT

REVENUE

11-3-01-1-0000-9730	Bingo Revenue	165,816	150,000	11%	170,000	20,000	13.33%
11-3-01-1-0000-9732	BOT/Raffle Licensing Fees	15,437	12,000	29%	12,000		0.00%
11-3-01-1-0000-9760	Tax Certificate Fees	59,259	56,000	6%	60,000	4,000	7.14%
11-3-01-1-0000-9763	Business Licences Fees	3,329	6,000	-45%	3,000	-3,000	-50.00%
TOTAL REVENUE		243,841	224,000	9%	245,000	21,000	9.38%

EXPENSES

11-3-01-1-0000-3010	Reg Full-time Wages	660,190	797,051	-17%	797,100	49	0.01%
11-3-01-1-0000-3120	Statutory Benefits	47,949	55,300	-13%	58,600	3,300	5.97%
11-3-01-1-0000-3130	Employer Benefits	76,691	90,700	-15%	93,800	3,100	3.42%
11-3-01-1-0000-3135	OMERS	69,560	83,970	-17%	85,900	1,930	2.30%
11-3-01-1-0000-4022	Conference Fees	4,064	7,000	-42%	7,000		0.00%
11-3-01-1-0000-4023	Association Membership Fees	4,915	4,600	7%	5,100	500	10.87%
11-3-01-1-0000-4028	Staff Training	991	8,000	-88%	8,000		0.00%
11-3-01-1-0000-4042	Auditing & Accounting	27,500	33,000	-17%	33,000		0.00%
11-3-01-1-0000-4051	Advertising, Marketing & Prom.	37	200	-82%	200		0.00%
11-3-01-1-0000-4075	Contracted Services	9,844	10,000	-2%	10,000		0.00%
11-3-01-1-0000-4257	Regular Postage	13,312	16,000	-17%	17,000	1,000	6.25%
11-3-01-1-0000-4259	Courier	2,267	5,000	-55%	4,000	-1,000	-20.00%
11-3-01-1-0000-4272	Other External Printing	7,423	9,000	-18%	10,000	1,000	11.11%
11-3-01-1-0000-4280	Staff Mileage	1,534	1,500	2%	2,000	500	33.33%
11-3-01-1-0000-5011	Office Supplies	1,913	3,500	-45%	3,000	-500	-14.29%
11-3-01-1-0000-5510	Books & Subscriptions	55		0%			0.00%
11-3-01-1-0000-6810	Equipment Purchases	1,842	2,000	-8%	3,500	1,500	75.00%
11-3-01-1-0000-7045	Overhead Allocation	-139,347	-167,220	-17%	-170,600	-3,380	2.02%
11-3-01-1-0000-7930	Cashier Over/Under	-1,025	200	-613%	200		0.00%
11-3-01-1-0000-7490	Service Charges	132	300	-56%	300		0.00%
TOTAL EXPENSES		789,847	960,101	-18%	968,100	7,999	0.83%
TOTAL TREASURY DEPARTMENT		546,006	736,101	-26%	723,100	-13,001	-1.77%

INFORMATION TECHNOLOGY

EXPENSES

11-5-01-1-0000-3010	Reg Full-time Wages	203,994	271,535	-25%	280,300	8,765	3.23%
11-5-01-1-0000-3039	On Call Salary	12,713	16,200	-22%	16,200		0.00%
11-5-01-1-0000-3120	All Statutory Benefits	17,347	21,370	-19%	21,370		0.00%
11-5-01-1-0000-3130	All Employer Benefits	24,940	28,340	-12%	28,340		0.00%
11-5-01-1-0000-3135	OMERS	21,887	26,880	-19%	26,880		0.00%
11-5-01-1-0000-4028	Training & Development	4,359	15,000	-71%	15,000		0.00%
11-5-01-1-0000-4065	Program Mtce Contracts	192,998	192,000	1%	272,610	80,610	41.98%
11-5-01-1-0000-4075	Contracted Services	13,819	40,000	-65%	40,000		0.00%
11-5-01-1-0000-4147	Operating Equip. Maint/Repair	9,364	10,000	-6%	10,000		0.00%
11-5-01-1-0000-4150	Internet Services	60,572	70,000	-13%	75,000	5,000	7.14%
11-5-01-1-0000-4249	Telephone Services	863	2,000	-57%	2,000		0.00%
11-5-01-1-0000-4275	Photocopy Expenses	1,223	2,000	-39%	2,000		0.00%
11-5-01-1-0000-4280	Staff Mileage	642	1,000	-36%	1,000		0.00%
11-5-01-1-0000-5011	Office Supplies	357	2,000	-82%	2,000		0.00%
11-5-01-1-0000-5026	Clothing	946	700	35%	1,000	300	42.86%
11-5-01-1-0000-7045	Overhead Allocation	-65,097	-78,120	-17%	-79,700	-1,580	2.02%
TOTAL EXPENSES		500,927	620,905	-19%	714,000	93,095	14.99%
TOTAL INFORMATION TECHNOLOGY		500,927	620,905	-19%	714,000	93,095	14.99%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$) (%)	
PROVINCIAL OFFENCES ACT						
REVENUE						
21-4-01-1-0000-9513	City Share - POA Revenues	90,266	200,000	-55%	200,000	0.00%
TOTAL REVENUE		90,266	200,000	-55%	200,000	0.00%
EXPENSES						
TOTAL EXPENSES						
TOTAL PROVINCIAL OFFENCES ACT		-90,266	-200,000	-55%	-200,000	0.00%

CONSERVATION						
EXPENSES						
59-2-01-1-0000-7060	Kettle Creek Conservation Authority - Operating Le	237,030	254,000	-7%	293,000	39,000 15.35%
59-3-01-1-0000-7060	Catfish Creek Grant	19,496	19,500	0%	21,200	1,700 8.72%
TOTAL EXPENSES		256,526	273,500	-6%	314,200	40,700 14.88%
TOTAL CONSERVATION		256,526	273,500	-6%	314,200	40,700 14.88%

HEALTH SERVICES						
REVENUE						
EXPENSES						
62-1-01-0-0000-7063	Hospital Grant	350,000	350,000	0%	350,000	0.00%
62-2-01-1-0000-4059	Health Recruitment Partnership	10,016	38,000	-74%	38,000	0.00%
62-2-01-1-0000-7065	City Operating Grant - Health Unit	609,423	720,000	-15%	755,000	35,000 4.86%
62-3-01-1-0000-7065	Land Ambulance Services	1,730,190	2,200,000	-21%	2,244,000	44,000 2.00%
TOTAL EXPENSES		2,699,629	3,308,000	-18%	3,387,000	79,000 2.39%
TOTAL HEALTH SERVICES		2,699,629	3,308,000	-18%	3,387,000	79,000 2.39%
TOTAL CORPORATE AND TREASURY		-54,500,741	-48,413,878	13%	-50,006,772	-1,592,894 3.29%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		(%)
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HUMAN RESOURCES

REVENUE

11-4-01-1-0000-9010	Dress Down Collections/Donations	1,938		0%			0.00%
	TOTAL REVENUE	1,938		0%			0.00%

EXPENSES

11-4-01-1-0000-3010	Reg Full-time Wages	468,982	623,269	-25%	624,002	733	0.12%
11-4-01-1-0000-3011	Part Time Wages	33,016		0%			0.00%
11-4-01-1-0000-3035	Wellness Training	-415	4,000	-110%	4,000		0.00%
11-4-01-1-0000-3090	All Overtime	516	5,000	-90%	5,000		0.00%
11-4-01-1-0000-3120	Statutory Benefits	34,927	39,689	-12%	42,094	2,405	6.06%
11-4-01-1-0000-3130	All Employer Benefits	59,687	72,308	-17%	80,216	7,908	10.94%
11-4-01-1-0000-3135	OMERS	46,375	59,000	-21%	57,976	-1,024	-1.74%
11-4-01-1-0000-3211	Clothing/Uniform/Car Allowance	500	650	-23%	650		0.00%
11-4-01-1-0000-3310	Workers Compensation	405,428	415,000	-2%	450,000	35,000	8.43%
11-4-01-1-0000-3315	Negotiations	1,909	10,000	-81%	15,000	5,000	50.00%
11-4-01-1-0000-4001	Employee Recognition/Public Relations	14,149	20,000	-29%	20,000		0.00%
11-4-01-1-0000-4020	Course/Exam Fees		3,000	-100%	3,000		0.00%
11-4-01-1-0000-4022	Conference Fees	4,292	5,000	-14%	5,000		0.00%
11-4-01-1-0000-4023	Association Membership Fees	932	1,500	-38%	1,500		0.00%
11-4-01-1-0000-4024	Employee Assistance Program	15,135	25,000	-39%	25,000		0.00%
11-4-01-1-0000-4028	First Aid/CPR Training	3,253	5,000	-35%	5,000		0.00%
11-4-01-1-0000-4029	Health & Safety Certification	501	1,500	-67%	1,500		0.00%
11-4-01-1-0000-4030	Corporate Training	2,787	20,000	-86%	20,000		0.00%
11-4-01-1-0000-4040	Legal Fees & Expenses	118,369	75,000	58%	125,000	50,000	66.67%
11-4-01-1-0000-4074	Contracted Payroll Service	87,228	120,000	-27%	120,000		0.00%
11-4-01-1-0000-4075	Records Storage	151	1,000	-85%	1,000		0.00%
11-4-01-1-0000-4076	Contracted Services	4,500	50,000	-91%	50,000		0.00%
11-4-01-1-0000-4147	Operating Equip. Maint/Repair		600	-100%	600		0.00%
11-4-01-1-0000-4173	Office Equipment Rent/Lease	3,150	4,000	-21%	4,000		0.00%
11-4-01-1-0000-4249	Telephone Services	202	1,000	-80%	1,000		0.00%
11-4-01-1-0000-4259	Courier	16	200	-92%	200		0.00%
11-4-01-1-0000-4261	Discretionary Advertising	19,564	20,000	-2%	25,000	5,000	25.00%
11-4-01-1-0000-4280	Staff Mileage	77	2,500	-97%	2,500		0.00%
11-4-01-1-0000-5011	Office Supplies	493	2,000	-75%	2,000		0.00%
11-4-01-1-0000-5021	Safety Supplies	646	1,500	-57%	1,500		0.00%
11-4-01-1-0000-5510	Books & Subscriptions	454	1,500	-70%	1,500		0.00%
	TOTAL EXPENSES	1,326,824	1,589,216	-17%	1,694,238	105,022	6.61%
	TOTAL HUMAN RESOURCES	1,324,886	1,589,216	-17%	1,694,238	105,022	6.61%

RETIRED EMPLOYEES

EXPENSES

11-1-01-2-0001-3130	Employer Benefits		9,062	-100%	8,567	-495	-5.46%
11-1-01-2-0002-3120	Statutory Benefits	464		0%			0.00%
11-1-01-2-0002-3130	Employer Benefits	276,682	271,836	2%	358,222	86,386	31.78%
11-1-01-2-0002-3135	OMERS	327		0%			0.00%
	TOTAL EXPENSES	277,473	280,898	-1%	366,789	85,891	30.58%
	TOTAL RETIRED EMPLOYEES	277,473	280,898	-1%	366,789	85,891	30.58%
	TOTAL HUMAN RESOURCES	1,602,359	1,870,114	-14%	2,061,027	190,913	10.21%

DESCRIPTION	2019	2019	VAR	2020	2019/2020	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
POLICE SERVICES BOARD						
EXPENSES						
11-2-01-4-0000-3011	Wages	6,159	9,152	-33%	9,152	0.00%
11-2-01-4-0000-3120	Statutory Benefits	519	590	-12%	590	0.00%
11-2-01-4-0000-4040	Legal Fees & Expenses		15,000	-100%	10,000	-5,000 -33.33%
11-2-01-4-0001-4001	Receptions & Public Relations	6,037	2,000	202%	2,000	0.00%
	TOTAL EXPENSES	12,715	26,742	-52%	21,742	-5,000 -18.70%
	TOTAL POLICE SERVICES BOARD	12,715	26,742	-52%	21,742	-5,000 -18.70%

POLICE SERVICES

GENERAL OPERATIONS

REVENUE

21-2-01-1-0000-9515	Police Recoveries	118,039	53,600	120%	65,000	11,400 21.27%
21-2-01-1-0000-9516	OPC Recoveries	119,599	152,852	-22%	152,852	0.00%
21-2-01-1-0000-9517	Paid Duty Recovery	13,070	20,000	-35%	10,000	-10,000 -50.00%
21-2-01-1-0000-9518	RCMP Prints Recovery	2,900	5,000	-42%	3,500	-1,500 -30.00%
21-2-01-1-0007-9040	RIDE Grant	15,471	16,994	-9%	15,841	-1,153 -6.78%
21-2-01-1-0008-9040	Community Policing Partnership Program (CPP) Grant		210,000	-100%	210,000	0.00%
21-2-01-1-0009-9040	1,000 Officers Safer Communities Program Grant	3,552	70,000	-95%	289,005	219,005 312.86%
21-2-01-1-0010-9050	Aylmer Police - Dispatching			0%	75,000	75,000 0.00%
	TOTAL REVENUE	272,631	528,446	-48%	821,198	292,752 55.40%

EXPENSES

21-2-01-1-0000-3010	Full-time Wages	7,085,324	8,652,891	-18%	9,018,468	365,577 4.22%
21-2-01-1-0000-3011	Part-time Wages	95,513	105,016	-9%	174,443	69,427 66.11%
21-2-01-1-0000-3012	Paid Duty Wages		20,000	-100%	10,000	-10,000 -50.00%
21-2-01-1-0000-3039	Premium	1,542	12,900	-88%	12,900	0.00%
21-2-01-1-0000-3090	Overtime/Stat Pay	65,915	201,895	-67%	171,000	-30,895 -15.30%
21-2-01-1-0000-3120	All Statutory Benefits	469,071	583,189	-20%	612,168	28,979 4.97%
21-2-01-1-0000-3130	All Employer Benefits	833,772	1,067,824	-22%	1,099,959	32,135 3.01%
21-2-01-1-0000-3135	OMERS	807,365	1,085,003	-26%	1,117,655	32,652 3.01%
21-2-01-1-0000-3210	Car Allowance	6,500	7,000	-7%	8,000	1,000 14.29%
21-2-01-1-0000-3211	Clothing Allowance	18,700	16,400	14%	17,400	1,000 6.10%
21-2-01-1-0000-3321	Dry Cleaning Allowance		1,000	-100%	1,200	200 20.00%
21-2-01-1-0000-4001	Public Relations	5,511	10,000	-45%	10,000	0.00%
21-2-01-1-0000-4020	Tuition Reimbursement		5,000	-100%	5,000	0.00%
21-2-01-1-0000-4023	Membership Fees	5,782	6,000	-4%	6,000	0.00%
21-2-01-1-0000-4024	Employee Assistance Program	3,053	3,775	-19%	4,000	225 5.96%
21-2-01-1-0000-4027	Training	51,184	60,000	-15%	70,000	10,000 16.67%
21-2-01-1-0000-4040	Legal Fees & Expenses	1,542	10,000	-85%	5,000	-5,000 -50.00%
21-2-01-1-0000-4051	Advertising, Marketing & Prom.	1,814	4,400	-59%	3,000	-1,400 -31.82%
21-2-01-1-0000-4147	Equipment Maintenance and Repair	12,885	13,000	-1%	13,000	0.00%
21-2-01-1-0000-4168	OPTIC	36,749	91,000	-60%	91,000	0.00%
21-2-01-1-0000-4176	Equipment Rent/Lease	9,991	12,000	-17%	12,000	0.00%
21-2-01-1-0000-4249	Communications	38,539	60,000	-36%	55,000	-5,000 -8.33%
21-2-01-1-0000-4257	Regular Postage	4,436	4,000	11%	4,000	0.00%
21-2-01-1-0000-4259	Courier	1,916	1,650	16%	1,650	0.00%
21-2-01-1-0000-4272	Printing	3,745	4,000	-6%	4,000	0.00%
21-2-01-1-0000-5010	General Supplies	18,637	14,000	33%	15,000	1,000 7.14%
21-2-01-1-0000-5011	Office Supplies	6,359	8,200	-22%	8,200	0.00%
21-2-01-1-0000-5017	Equipment	28,182	25,000	13%	25,000	0.00%
21-2-01-1-0000-5018	Major Crime Expenses	5,077	10,000	-49%	10,000	0.00%
21-2-01-1-0000-5019	Forensic Identification Supplies	3,816	10,000	-62%	10,000	0.00%
21-2-01-1-0000-5020	Canine Unit	3,035	8,000	-62%	6,000	-2,000 -25.00%
21-2-01-1-0000-5021	Safety Supplies	1,623	4,000	-59%	3,000	-1,000 -25.00%
21-2-01-1-0000-5026	Uniforms and Footwear	26,097	35,000	-25%	30,000	-5,000 -14.29%
21-2-01-1-0000-5030	Body Armour	770	5,000	-85%	5,000	0.00%

DESCRIPTION	2019	2019	VAR	2020	2019/2020		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
21-2-01-1-0000-5510	Books & Subscriptions	374	2,000	-81%	2,000		0.00%
21-2-01-1-0000-5650	RCMP Prints Expense	2,100	5,000	-58%	3,500	-1,500	-30.00%
21-2-01-1-0000-6110	Vehicle Purchases	124,201	125,000	-1%	140,000	15,000	12.00%
21-2-01-1-0000-6850	Office Furniture	4,759	8,000	-41%	5,000	-3,000	-37.50%
21-2-01-1-0000-6910	Computer/IT Systems	54,914	63,000	-13%	65,000	2,000	3.17%
21-2-01-1-0014-5010	Proceeds of Crime - Project TRAP CMHA	12,000		0%			0.00%
21-2-01-1-0012-4075	Forensic Analyst	17,662	16,000	10%	15,000	-1,000	-6.25%
21-2-01-1-0000-7490	Service Charges	150		0%			0.00%
TOTAL EXPENSES		9,870,605	12,376,143	-20%	12,869,543	493,400	3.99%
TOTAL GENERAL OPERATIONS		9,597,974	11,847,697	-19%	12,048,345	200,648	1.69%

FLEET OPERATIONS

REVENUE

21-2-01-4-0035-9040	CISO Grant - Unit 35		8,000	-100%	8,000		0.00%
TOTAL REVENUE			8,000	-100%	8,000		0.00%

EXPENSES

21-2-01-4-0000-4145	Vehicle Repairs & Maintenance	14,774	208,000	-93%	218,000	10,000	4.81%
21-2-01-4-0011-4145	Vehicle Repairs & Maintenance	3,017		0%			0.00%
21-2-01-4-0057-4145	Vehicle Repairs & Maintenance	1,950		0%			0.00%
21-2-01-4-0056-4145	Vehicle Repairs & Maintenance	354		0%			0.00%
21-2-01-4-0055-4145	Vehicle Repairs & Maintenance	4,539		0%			0.00%
21-2-01-4-0047-4145	Vehicle Repairs & Maintenance	145		0%			0.00%
21-2-01-4-0049-4145	Vehicle Repairs & Maintenance	7,368		0%			0.00%
21-2-01-4-0053-4145	Vehicle Repairs & Maintenance	1,433		0%			0.00%
21-2-01-4-0009-4145	Vehicle Repairs & Maintenance	1,009		0%			0.00%
21-2-01-4-0019-4145	Vehicle Repair & Maintenance	1,254		0%			0.00%
21-2-01-4-0054-4145	Vehicle Repairs & Maintenance	6,768		0%			0.00%
21-2-01-4-0044-4145	Vehicle Repairs & Maintenance	9,120		0%			0.00%
21-2-01-4-0042-4145	Vehicle Repairs & Maintenance	2,260		0%			0.00%
21-2-01-4-0036-4145	Vehicle Repairs & Maintenance	735		0%			0.00%
21-2-01-4-0038-4145	Vehicle Repairs & Maintenance	198		0%			0.00%
21-2-01-4-0039-4145	Vehicle Repairs & Maintenance	605		0%			0.00%
21-2-01-4-0041-4145	Vehicle Repairs & Maintenance	2,496		0%			0.00%
21-2-01-4-0043-4145	Vehicle Repairs & Maintenance	1,268		0%			0.00%
21-2-01-4-0032-4145	Vehicle Repairs & Maintenance	1,967		0%			0.00%
21-2-01-4-0033-4145	Vehicle Repairs & Maintenance	549		0%			0.00%
21-2-01-4-0045-4145	Vehicle Repairs & Maintenance	6,342		0%			0.00%
21-2-01-4-0050-4145	Vehicle Repairs & Maintenance	5,214		0%			0.00%
21-2-01-4-0051-4145	Vehicle Repairs & Maintenance	3,740		0%			0.00%
21-2-01-4-0052-4145	Vehicle Repair & Maintenance	275		0%			0.00%
21-2-01-4-0035-4145	Vehicle Repairs & Maintenance	65		0%			0.00%
21-2-01-4-0048-4176	Vehicle Lease Payment	443		0%			0.00%
21-2-01-4-0001-5435	Gasoline - Operating	92		0%			0.00%
21-2-01-4-0011-5435	Gasoline - Operating	984		0%			0.00%
21-2-01-4-0055-5435	Gasoline - Operating	10,717		0%			0.00%
21-2-01-4-0048-5435	Gasoline - Operating	133		0%			0.00%
21-2-01-4-0049-5435	Gasoline - Operating	11,366		0%			0.00%
21-2-01-4-0053-5435	Gasoline - Operating	1,422		0%			0.00%
21-2-01-4-0057-5435	Gasoline - Operating	1,505		0%			0.00%
21-2-01-4-0056-5435	Gasoline - Operating	1,255		0%			0.00%
21-2-01-4-0047-5435	Gasoline - Operating	634		0%			0.00%
21-2-01-4-0054-5435	Gasoline - Operating	11,962		0%			0.00%
21-2-01-4-0009-5435	Gasoline - Operating	1,255		0%			0.00%
21-2-01-4-0042-5435	Gasoline - Operating	535		0%			0.00%
21-2-01-4-0019-5435	Gasoline - Operating	1,337		0%			0.00%
21-2-01-4-0041-5435	Gasoline - Operating	1,484		0%			0.00%
21-2-01-4-0043-5435	Gasoline - Operating	1,959		0%			0.00%
21-2-01-4-0044-5435	Gasoline - Operating	10,521		0%			0.00%
21-2-01-4-0032-5435	Gasoline - Operating	2,834		0%			0.00%
21-2-01-4-0033-5435	Gasoline - Operating	1,617		0%			0.00%
21-2-01-4-0036-5435	Gasoline - Operating	1,083		0%			0.00%
21-2-01-4-0045-5435	Gasoline - Operating	6,354		0%			0.00%
21-2-01-4-0050-5435	Gasoline - Operating	10,943		0%			0.00%
21-2-01-4-0051-5435	Gasoline - Operating	5,680		0%			0.00%
21-2-01-4-0052-5435	Gasoline - Operating	209		0%			0.00%
21-2-01-4-0035-5435	Gasoline - Operating	153		0%			0.00%

DESCRIPTION	2019	2019	VAR	2020	2019/2020	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
TOTAL EXPENSES	163,922	208,000	-21%	218,000	10,000	4.81%
TOTAL FLEET OPERATIONS	163,922	200,000	-18%	210,000	10,000	5.00%

POLICE SPECIAL SERVICES**REVENUE****EXPENSES**

TOTAL POLICE SERVICES	9,761,896	12,047,697	-19%	12,258,345	210,648	1.75%
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POLICE -**GENERAL OPERATIONS****REVENUE**

21-2-01-6-0000-9040	(CSPT) Court Security Prisoner Transpo Grant	571,708	781,512	-27%	780,000	-1,512	-0.19%
21-2-01-6-0000-9515	Courthouse Recoveries	10,098	18,000	-44%	22,000	4,000	22.22%
TOTAL REVENUE		581,806	799,512	-27%	802,000	2,488	0.31%

EXPENSES

21-2-01-6-0000-3010	Full-time Wages	429,883	548,486	-22%	548,486		0.00%
21-2-01-6-0000-3011	Part-time Wages	214,159	252,318	-15%	252,318		0.00%
21-2-01-6-0000-3090	Overtime/StatPay	19,216		0%	10,000	10,000	0.00%
21-2-01-6-0000-3120	Statutory Benefits	48,157	44,905	7%	44,905		0.00%
21-2-01-6-0000-3130	Employer Benefits	53,652	52,422	2%	52,422		0.00%
21-2-01-6-0000-3135	OMERS	60,184	63,415	-5%	63,415		0.00%
21-2-01-6-0000-4023	Membership Fees		675	-100%	675		0.00%
21-2-01-6-0000-4024	Employee Assistance Program	338		0%	600	600	0.00%
21-2-01-6-0000-4027	Training	2,086	1,140	83%	1,000	-140	-12.28%
21-2-01-6-0000-4168	OPTIC	8,131	9,643	-16%	10,000	357	3.70%
21-2-01-6-0000-4176	Equipment Rent/Lease	2,323	4,746	-51%	4,000	-746	-15.72%
21-2-01-6-0000-4247	Mobile Radio		2,500	-100%	2,500		0.00%
21-2-01-6-0000-4249	Communications	16,524	22,000	-25%	22,000		0.00%
21-2-01-6-0000-4272	Printing	448	900	-50%	1,000	100	11.11%
21-2-01-6-0000-5010	General Supplies	1,694	2,000	-15%	2,000		0.00%
21-2-01-6-0000-5011	Office Supplies	2,284	1,850	23%	2,500	650	35.14%
21-2-01-6-0000-5017	Equipment	4,767	4,600	4%	5,000	400	8.70%
21-2-01-6-0000-5021	Safety Supplies	2,841	3,700	-23%	3,700		0.00%
21-2-01-6-0000-5026	Uniforms and Footwear	8,676	8,000	8%	8,000		0.00%
21-2-01-6-0000-5510	Books & Subscriptions		100	-100%	100		0.00%
21-2-01-6-0000-6850	Office Furniture	1,883	2,250	-16%	2,250		0.00%
21-2-01-6-0000-6910	Computer/IT Systems	3,478	5,000	-30%	5,000		0.00%
TOTAL EXPENSES		880,724	1,030,650	-15%	1,041,871	11,221	1.09%
TOTAL GENERAL OPERATIONS		298,918	231,138	29%	239,871	8,733	3.78%

FLEET OPERATIONS**EXPENSES**

21-2-01-7-0000-4145	Vehicle Repair & Maintenance		8,000	-100%	8,000		0.00%
21-2-01-7-0046-4145	Vehicle Repair & Maintenance	634		0%			0.00%
21-2-01-7-0046-5435	Gasoline - Operating	1,648		0%			0.00%
21-2-01-7-0039-4145	Vehicle Repair & Maintenance	292		0%			0.00%
21-2-01-7-0039-5435	Gasoline - Operating	268		0%			0.00%
TOTAL EXPENSES		2,842	8,000	-64%	8,000		0.00%
TOTAL FLEET OPERATIONS		2,842	8,000	-64%	8,000		0.00%
TOTAL POLICE - COURTHOUSE		301,760	239,138	26%	247,871	8,733	3.65%

POLICE STATION - CASO**EXPENSES**

October-31-19

		2019	2019	VAR	2020	2019/2020	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
21-2-01-8-1000-4058	Contracted Janitorial Services	76,676	90,000	-15%	90,000		0.00%
21-2-01-8-1000-4063	Contracted Garbage Collection	3,184	2,400	33%	3,500	1,100	45.83%
21-2-01-8-1000-4075	Service Contracts	29,484	16,500	79%	25,000	8,500	51.52%
21-2-01-8-1000-4141	Contracted Building Maintenance	30,410	20,000	52%	20,000		0.00%
21-2-01-8-1000-4147	Contracted Operating Equipment Repair	6,973	15,000	-54%	10,000	-5,000	-33.33%
21-2-01-8-1000-4179	Contracted Alarm Systems		3,600	-100%	3,000	-600	-16.67%
21-2-01-8-1000-4249	Telephone Services	208	1,100	-81%	1,000	-100	-9.09%
21-2-01-8-1000-5015	Building Maintenance Supplies	208	4,000	-95%	4,000		0.00%
21-2-01-8-1000-5410	Electricity (Hydro)	60,526	70,000	-14%	70,000		0.00%
21-2-01-8-1000-5415	Water	31,315		0%	25,000	25,000	0.00%
21-2-01-8-1000-5421	Natural gas - heating	5,593	9,000	-38%	8,000	-1,000	-11.11%
	TOTAL EXPENSES	244,577	231,600	6%	259,500	27,900	12.05%
	TOTAL POLICE STATION - CASO	244,577	231,600	6%	259,500	27,900	12.05%
	TOTAL POLICE	10,320,948	12,545,177	-18%	12,787,458	242,281	1.93%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)(%)	
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FIRE DEPARTMENT

GENERAL OPERATIONS

REVENUE

21-3-01-1-0000-9221	Fire Occurrence Reports Fees	3,600	7,000	-49%	5,500	-1,500	-21.43%
21-3-01-1-0000-9515	Air Tank Refills Revenue	2,210	1,000	121%	2,000	1,000	100.00%
21-3-01-1-0000-9520	Fire Marque Revenue	14,947	16,000	-7%	16,000		0.00%
21-3-01-1-0000-9530	Motor Vehicle Collision Revenue		4,000	-100%	1,000	-3,000	-75.00%
TOTAL REVENUE		20,757	28,000	-26%	24,500	-3,500	-12.50%

EXPENSES

21-3-01-0-0000-3010	Reg Full-time Wages	285,401	343,467	-17%	345,452	1,985	0.58%
21-3-01-0-0000-3120	All Statutory Benefits	14,309	18,751	-24%	19,101	350	1.87%
21-3-01-0-0000-3130	All Employer Benefits	21,433	29,031	-26%	35,494	6,463	22.26%
21-3-01-0-0000-3135	O.M.E.R.S.	17,792	40,570	-56%	40,538	-32	-0.08%
21-3-01-1-0000-3010	Reg Full-time Wages	5,077,211	5,910,253	-14%	6,266,025	355,772	6.02%
21-3-01-1-0000-3039	Premium O/T	35,607	40,000	-11%	40,000		0.00%
21-3-01-1-0000-3090	All Overtime	353,441	410,000	-14%	400,000	-10,000	-2.44%
21-3-01-1-0000-3120	All Statutory Benefits	308,927	330,686	-7%	352,092	21,406	6.47%
21-3-01-1-0000-3130	All Employer Benefits	303,836	409,374	-26%	388,492	-20,882	-5.10%
21-3-01-1-0000-3135	OMERS	592,676	676,608	-12%	709,797	33,189	4.91%
21-3-01-1-0000-4001	Public Relations	301	700	-57%	700		0.00%
21-3-01-1-0000-4022	Conference Fees	2,094	4,000	-48%	4,000		0.00%
21-3-01-1-0000-4023	Membership Fees	1,338	1,300	3%	1,400	100	7.69%
21-3-01-1-0000-4025	Medical/Physical Fitness	650	2,000	-68%	2,000		0.00%
21-3-01-1-0000-4051	Advertising, Marketing & Prom.	1,159	1,000	16%	1,200	200	20.00%
21-3-01-1-0000-4140	Furnishings Maint/Repair	148	400	-63%		-400	-100.00%
21-3-01-1-0000-4147	Radio Equipment Maintenance	3,040	1,500	103%	3,100	1,600	106.67%
21-3-01-1-0000-4249	Telephone Services/Pagers	5,489	15,000	-63%	10,000	-5,000	-33.33%
21-3-01-1-0000-4257	Regular Postage	48	80	-40%	82	2	2.50%
21-3-01-1-0000-4259	Courier	104	500	-79%	500		0.00%
21-3-01-1-0000-4272	Printing	700	700	0%	1,000	300	42.86%
21-3-01-1-0000-4280	Mileage/College Courses	4,945	3,500	41%	4,000	500	14.29%
21-3-01-1-0000-5011	Office Supplies	3,182	3,500	-9%	3,500		0.00%
21-3-01-1-0000-5013	Janitorial Supplies	10,047	10,500	-4%	10,500		0.00%
21-3-01-1-0000-5015	Call Back Expenses	79	500	-84%	200	-300	-60.00%
21-3-01-1-0000-5016	Fire Extinguisher/SCBA Cylinder Maintenance	6,295	5,000	26%	6,500	1,500	30.00%
21-3-01-1-0000-5017	Vehicle Repair/Maintenance	7,612	20,000	-62%	14,000	-6,000	-30.00%
21-3-01-1-0000-5021	Safety Supplies	2,968	3,500	-15%	3,500		0.00%
21-3-01-1-0000-5026	Uniforms/Supply	69,457	78,000	-11%	78,000		0.00%
21-3-01-1-0000-5510	Books & Subscriptions	1,075	200	438%	1,000	800	400.00%
21-3-01-1-0000-6130	Equipment Purchases	47,512	65,000	-27%	75,000	10,000	15.38%
21-3-01-1-0000-6810	Furniture - Office/Lounge	80	3,500	-98%	3,500		0.00%
21-3-01-1-0000-7040	Internal Fleet Charges	123,483	116,508	6%	120,000	3,492	3.00%
21-3-01-1-0000-7064	Redman Scholarship	2,000	2,000	0%	2,000		0.00%
TOTAL EXPENSES		7,304,439	8,547,628	-15%	8,942,673	395,045	4.62%
TOTAL GENERAL OPERATIONS		7,283,682	8,519,628	-15%	8,918,173	398,545	4.68%

TRAINING

EXPENSES

21-3-01-1-0000-4020	Training	24,390	23,000	6%	30,000	7,000	30.43%
21-3-01-1-0000-5010	Training Supplies	6,304	6,000	5%	4,000	-2,000	-33.33%
TOTAL EXPENSES		30,694	29,000	6%	34,000	5,000	17.24%
TOTAL TRAINING		30,694	29,000	6%	34,000	5,000	17.24%

FIRE PREVENTION

EXPENSES

21-3-01-2-0000-4020	Training/Supplies	4,844	3,500	38%	4,000	500	14.29%
21-3-01-2-0000-4023	Membership Fees	510	1,100	-54%	1,100		0.00%
21-3-01-2-0000-4051	Advertising, Marketing & Prom.	2,474	2,600	-5%	3,200	600	23.08%
TOTAL EXPENSES		7,828	7,200	9%	8,300	1,100	15.28%

DESCRIPTION		2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$) (%)	
TOTAL FIRE PREVENTION		7,828	7,200	9%	8,300	1,100	15.28%
DISPATCH CENTRE							
REVENUE							
EXPENSES							
21-3-01-4-0000-4147	Dispatch Service Contracts	23,806	22,236	7%	18,000	-4,236	-19.05%
21-3-01-4-0000-4247	Mobile Radio Licences	2,251	2,200	2%	2,200		0.00%
TOTAL EXPENSES		26,057	24,436	7%	20,200	-4,236	-17.34%
TOTAL DISPATCH CENTRE		26,057	24,436	7%	20,200	-4,236	-17.34%
911 EMERGENCY							
EXPENSES							
21-3-01-6-0000-4075	Bell Neutral Answering Service	17,726	18,500	-4%		-18,500	-100.00%
TOTAL EXPENSES		17,726	18,500	-4%		-18,500	#####
TOTAL 911 EMERGENCY		17,726	18,500	-4%		-18,500	#####
COMMUNITY EMERGENCY MANAGEMENT							
EXPENSES							
21-3-01-6-0000-5016	CEMC Supplies	14,265	18,000	-21%	18,000		0.00%
TOTAL EXPENSES		14,265	18,000	-21%	18,000		0.00%
TOTAL COMMUNITY EMERGENCY MANAGEMENT		14,265	18,000	-21%	18,000		0.00%
FIRE BUILDINGS							
EXPENSES							
MAIN BUILDING							
21-3-01-8-0000-4063	Contracted Garbage Collection	1,195	1,150	4%	1,173	23	2.00%
21-3-01-8-0000-4075	Service Contracts	16,561	20,000	-17%	20,000		0.00%
21-3-01-8-0000-5012	Building Maint/Repair Supply	11,144	16,000	-30%	16,000		0.00%
21-3-01-8-0000-5410	Electricity (Hydro)	11,579	18,000	-36%	18,000		0.00%
21-3-01-8-0000-5415	Hydro - Water	2,915	5,700	-49%	5,500	-200	-3.51%
21-3-01-8-0000-5421	Natural gas - heating	3,447	8,976	-62%	8,500	-476	-5.30%
21-3-01-8-0000-6130	Tools & Equipment Replacement	3,947		0%			0.00%
TOTAL MAIN BUILDING		50,788	69,826	-27%	69,173	-653	-0.94%
SUB-STATION							
21-3-01-8-1000-4063	Contracted Garbage Collection	618	650	-5%	663	13	2.00%
21-3-01-8-1000-4249	Telephone Services	3,747	4,000	-6%	4,000		0.00%
21-3-01-8-1000-5012	Building Maintenance Materials & Supplies	6,439	9,000	-28%	9,000		0.00%
21-3-01-8-1000-5410	Hydro Expense	8,213	12,000	-32%	12,000		0.00%
21-3-01-8-1000-5415	Water Expense	3,746	3,000	25%	4,000	1,000	33.33%
21-3-01-8-1000-5421	Gas Expense	6,174	8,975	-31%	9,000	25	0.28%
TOTAL SUB-STATION		28,937	37,625	-23%	38,663	1,038	2.76%
TOTAL FIRE BUILDINGS		79,725	107,451	-26%	107,836	385	0.36%
MAJOR MAINTENANCE							
EXPENSES							
TOTAL FIRE DEPARTMENT		7,459,977	8,724,215	-14%	9,106,509	382,294	4.38%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	
						(%)

RECREATIONAL FACILITIES

RECREATION ADMINISTRATION

EXPENSES

31-2-01-0-0000-3010	Full-time Wages	365,196	442,179	-17%	442,640	461	0.10%
31-2-01-0-0000-3011	Part-time Admin	27,577	29,917	-8%	31,721	1,804	6.03%
31-2-01-0-0000-3090	Overtime	1,733	4,060	-57%	4,060		0.00%
31-2-01-0-0000-3120	Statutory Benefits	26,929	31,569	-15%	33,117	1,548	4.90%
31-2-01-0-0000-3130	Employer Benefits	39,115	49,684	-21%	51,492	1,808	3.64%
31-2-01-0-0000-3135	OMERS	29,524	51,086	-42%	49,609	-1,477	-2.89%
31-2-01-0-0000-3211	Clothing Allowance	500	500	0%	500		0.00%
31-2-01-0-0000-4001	Promotion/Advertising	3,200	3,000	7%	3,000		0.00%
31-2-01-0-0000-4020	Conference and Training	1,107	5,000	-78%	5,000		0.00%
31-2-01-0-0000-4023	Association Membership Fees	2,371	2,500	-5%	2,500		0.00%
31-2-01-0-0000-4249	Telephone	389	1,500	-74%	1,500		0.00%
31-2-01-0-0000-4272	Printing		500	-100%	500		0.00%
31-2-01-0-0000-4275	Equipment Rental	5,610	7,154	-22%	7,304	150	2.10%
31-2-01-0-0000-4280	Staff Mileage	1,040	2,200	-53%	2,200		0.00%
31-2-01-0-0000-5011	Office Supplies	2,301	5,000	-54%	5,105	105	2.10%
31-2-01-0-0000-5026	Dry Cleaning Allowance		150	-100%	150		0.00%
31-2-01-0-0000-5510	Books & Subscriptions	251	500	-50%	500		0.00%
31-2-01-0-0000-7490	Service Charges	5,034	8,096	-38%	8,096		0.00%
31-2-01-1-0000-7490	Service Charges	4,580	5,000	-8%	5,105	105	2.10%
31-2-01-8-0000-4122	Brownfield Properties	12,364	3,000	312%	3,000		0.00%
	TOTAL EXPENSES	528,821	652,595	-19%	657,099	4,504	0.69%
	TOTAL RECREATION ADMINISTRATION	528,821	652,595	-19%	657,099	4,504	0.69%

PROGRAM - OUTDOOR POOLS

REVENUE

31-2-01-1-0774-9133	Admissions	27,898	10,300	171%	10,600	300	2.91%
31-2-01-1-0774-9499	Staff Uniform Recovery	1,606	1,500	7%	1,500		0.00%
31-2-01-1-0774-9514	Instructional Fees	2,444	22,067	-89%	22,728	661	3.00%
31-2-01-1-0774-9515	Misc. Sales	363	2,000	-82%	2,000		0.00%
	TOTAL REVENUE	32,311	35,867	-10%	36,828	961	2.68%

EXPENSES

31-2-01-1-0774-3011	Part Time Salaries and Wages	67,558	66,588	1%	66,043	-545	-0.82%
31-2-01-1-0774-3090	Overtime	44		0%			0.00%
31-2-01-1-0774-3120	Benefits - Part Time	4,528	6,103	-26%	6,178	75	1.23%
31-2-01-1-0774-4023	Memberships & Assoc	246	600	-59%	600		0.00%
31-2-01-1-0774-4051	Advertising	1,147	1,000	15%	1,200	200	20.00%
31-2-01-1-0774-4249	Telephone	771	850	-9%	868	18	2.12%
31-2-01-1-0774-4280	Mileage & Car Allowance		100	-100%	100		0.00%
31-2-01-1-0774-5011	Stationary Supplies, etc.	2,379	2,044	16%	2,087	43	2.10%
31-2-01-1-0774-5026	Staff Uniforms	2,030	1,000	103%	1,000		0.00%
	TOTAL EXPENSES	78,703	78,285	1%	78,076	-209	-0.27%
	TOTAL PROGRAM - OUTDOOR POOLS	46,392	42,418	9%	41,248	-1,170	-2.76%

BUILDING - OUTDOOR POOLS

EXPENSES

31-2-01-8-0774-3010	Full Time Salaries	6,152	11,496	-46%	11,496		0.00%
31-2-01-8-0774-3090	O/T	203		0%			0.00%
31-2-01-8-0774-3120	Stat Benefits		979	-100%	1,040	61	6.23%
31-2-01-8-0774-3130	Employer Benefits	19	1,638	-99%	1,620	-18	-1.10%
31-2-01-8-0774-5438	Chemicals	4,791	4,395	9%	4,488	93	2.12%
31-2-01-8-0774-4141	Building Maintenance	2,053	1,227	67%	1,253	26	2.12%
31-2-01-8-0774-5015	Maintenance Supplies	7,856	2,555	207%	2,610	55	2.15%
31-2-01-8-0774-5410	93 Inkerman St Jaycees Pool - Hydro	5,560	6,255	-11%	6,255		0.00%
31-2-01-8-0774-5415	Water	1,325	5,358	-75%	5,358		0.00%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		2019/2020 BUDGET CHANGE (%)
TOTAL EXPENSES	27,959	33,903	-18%	34,120	217		0.64%
TOTAL BUILDING - OUTDOOR POOLS	27,959	33,903	-18%	34,120	217		0.64%
TOTAL OUTDOOR POOLS	74,351	76,321	-3%	75,368	-953		-1.25%

PROGRAM - MUSIC IN THE PARK

REVENUE

EXPENSES

31-2-01-1-0773-4051	Music in the Park Advertising	399	750	-47%	750		0.00%
31-2-01-1-0773-4075	Music in the Park Contracted Service	2,500	2,621	-5%	2,676	55	2.10%
	TOTAL EXPENSES	2,899	3,371	-14%	3,426	55	1.63%
	TOTAL PROGRAM - MUSIC IN THE	2,899	3,371	-14%	3,426	55	1.63%

PROGRAM-MOVIES IN THE PARK

REVENUE

EXPENSES

31-2-01-1-0772-4051	Advertising-Movies in the Park	1,396	500	179%	500		0.00%
31-2-01-1-0772-4076	Equipment Rental	2,779	3,668	-24%	3,745	77	2.10%
	TOTAL EXPENSES	4,175	4,168	0%	4,245	77	1.85%
	TOTAL PROGRAM-MOVIES IN THE	4,175	4,168	0%	4,245	77	1.85%

PROGRAM - MEMORIAL ARENA

REVENUE

31-2-01-1-1025-9320	Meeting Room Rental	10,831	32,400	-67%	14,832	-17,568	-54.22%
31-2-01-1-1040-9320	Storage Space Rental	973	1,200	-19%	1,250	50	4.17%
31-2-01-1-1050-9402	Vending Revenue	1,287	1,000	29%	1,824	824	82.40%
31-2-01-1-1050-9320	Off Season Floor Rental	5,728	8,000	-28%	8,000		0.00%
31-2-01-1-1100-9325	Ice Rental Memorial	154,254	237,271	-35%	244,389	7,118	3.00%
	TOTAL REVENUE	173,073	279,871	-38%	270,295	-9,576	-3.42%

EXPENSES

31-2-01-1-1000-7026	Transfer to Community Centres Cap Maint Reserve		14,000	-100%	13,514	-486	-3.47%
	TOTAL EXPENSES		14,000	-100%	13,514	-486	-3.47%
	TOTAL PROGRAM - MEMORIAL ARENA	-173,073	-265,871	-35%	-256,781	9,090	-3.42%

BUILDING - MEMORIAL ARENA

REVENUE

EXPENSES

31-2-01-8-1000-3010	Full Time Salaries	105,726	119,768	-12%	118,914	-854	-0.71%
31-2-01-8-1000-3011	Part Time Salaries	6,050	28,314	-79%	27,335	-979	-3.46%
31-2-01-8-1000-3039	Premium Overtime	2,679	3,600	-26%	3,600		0.00%
31-2-01-8-1000-3090	O/T	2,564	5,000	-49%	5,000		0.00%
31-2-01-8-1000-3120	Stat Benefits	9,631	12,967	-26%	13,457	490	3.78%
31-2-01-8-1000-3130	Employer Benefits	15,233	17,360	-12%	17,731	371	2.14%
31-2-01-8-1000-3135	OMERS	9,960	11,072	-10%	11,168	96	0.87%
31-2-01-8-1000-4020	Training & Workshops	114	1,500	-92%	1,500		0.00%
31-2-01-8-1000-4023	Membership Fees	1,375	500	175%	500		0.00%
31-2-01-8-1000-4063	Contracted Garbage Collection	792	1,278	-38%	1,305	27	2.11%
31-2-01-8-1000-4141	Contracted Building Maintenance	46,376	32,400	43%	33,081	681	2.10%
31-2-01-8-1000-4170	Land Rental	4,281	7,200	-41%	7,200		0.00%
31-2-01-8-1000-4249	Memorial Telephone	2,159	2,000	8%	2,000		0.00%
31-2-01-8-1000-5011	Stationary & Supplies		500	-100%	500		0.00%

DESCRIPTION	2019	2019	VAR	2020	2019/2020		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
31-2-01-8-1000-5013	Janitorial Supplies	5,452	4,138	32%	5,025	887	21.44%
31-2-01-8-1000-5015	Building Maint. Supplies	31,540	12,412	154%	12,673	261	2.10%
31-2-01-8-1000-5021	Safety Equipment	485	500	-3%	500		0.00%
31-2-01-8-1000-5026	Uniforms, Coveralls etc.	1,250	1,875	-33%	1,875		0.00%
31-2-01-8-1000-5410	Memorial Arena - Hydro	42,854	80,515	-47%	80,515		0.00%
31-2-01-8-1000-5415	Memorial Arena - Water	7,061	10,542	-33%	10,542		0.00%
31-2-01-8-1000-5421	Memorial Arena Natural Gas	16,441	26,894	-39%	27,431	537	2.00%
31-2-01-8-1000-5435	Motor Fuel		250	-100%	200	-50	-20.00%
31-2-01-8-1000-5437	Propane	1,321	1,650	-20%	1,685	35	2.12%
31-2-01-8-1000-7042	City Equipment	9,180	8,149	13%	8,320	171	2.10%
31-2-01-8-1990-4069	SOCAN/Licence Fees - Auditorium	-95	500	-119%	500		0.00%
TOTAL EXPENSES		322,429	390,884	-18%	392,557	1,673	0.43%
TOTAL BUILDING - MEMORIAL ARENA		322,429	390,884	-18%	392,557	1,673	0.43%
TOTAL MEMORIAL ARENA		149,356	125,013	19%	135,776	10,763	8.61%

PROGRAM - JOE THORNTON COMMUNITY
CENTRE

REVENUE

31-2-01-1-0000-9300	Program Revenues	57,779	98,000	-41%	98,000		0.00%
31-2-01-1-0010-9300	Day Camp Revenue	70,181	60,000	17%	67,500	7,500	12.50%
31-2-01-1-3015-9040	Walking Track Donations	113		0%	100	100	0.00%
31-2-01-1-3025-9320	JTCC Room Rental	26,214	26,225	0%	30,000	3,775	14.39%
31-2-01-1-3040-9320	Storage Facilities Rental	7,946	5,500	44%	6,200	700	12.73%
31-2-01-1-3050-9320	Off-Season Floor Rentals	19,193	25,750	-25%	25,750		0.00%
31-2-01-1-3050-9340	Pro Shop Revenue		1,000	-100%	1,600	600	60.00%
31-2-01-1-3050-9400	Concession Revenue	9,547	15,000	-36%	15,600	600	4.00%
31-2-01-1-3050-9402	Vending Revenue	6,196	11,500	-46%	8,000	-3,500	-30.43%
31-2-01-1-3050-9405	ATM Revenue	328	800	-59%	800		0.00%
31-2-01-1-0000-9410	CC Advertising	3,377	6,000	-44%	6,180	180	3.00%
31-2-01-1-3100-9325	Ice Rental JTCC	406,251	588,933	-31%	575,000	-13,933	-2.37%
31-2-01-1-3135-9320	Jr. B Stars Room Rental	424	2,623	-84%	2,702	79	3.01%
31-2-01-1-3135-9325	Jr. B Stars Ice Rental	18,088	31,740	-43%	32,692	952	3.00%
31-2-01-1-3150-9410	Jr. B Advertising Revenue	3,449	3,278	5%	3,500	222	6.77%
31-2-01-1-3205-9130	Leisure Skate Registration	3,175	4,000	-21%	4,120	120	3.00%
31-2-01-1-3210-9130	50+ Hockey Registration	34,872	32,000	9%	34,000	2,000	6.25%
31-2-01-1-3215-9130	Spring Hockey Registration	35,520	37,131	-4%	37,500	369	0.99%
31-2-01-1-3225-9133	Public Skate Admissions	3,318	4,200	-21%	4,500	300	7.14%
TOTAL REVENUE		705,971	953,680	-26%	953,744	64	0.01%

EXPENSES

31-2-01-1-0000-3011	Program Labour	32,675	63,929	-49%	63,967	38	0.06%
31-2-01-1-0000-3120	All Statutory Benefits	2,612	5,862	-55%	5,987	125	2.13%
31-2-01-1-0000-3135	OMERS		100	-100%	100		0.00%
31-2-01-1-0000-4020	Program Training & Workshops	383	4,000	-90%	4,000		0.00%
31-2-01-1-0000-4249	Telephone Services	414	1,000	-59%	1,000		0.00%
31-2-01-1-0000-5016	Misc. Program Supplies	2,347	5,110	-54%	5,110		0.00%
31-2-01-1-0010-3011	Summer Day Camp Staff	49,416	45,350	9%	45,663	313	0.69%
31-2-01-1-0010-3090	Overtime	133		0%			0.00%
31-2-01-1-0010-3120	Stat Benefits - Summer Day Camp	2,236	4,159	-46%	4,159		0.00%
31-2-01-1-0010-3135	OMERS		100	-100%	100		0.00%
31-2-01-1-0010-4020	Conferences & Workshops		1,000	-100%	1,000		0.00%
31-2-01-1-0010-5016	Program Supplies	4,980	2,100	137%	2,300	200	9.52%
31-2-01-1-0020-5015	Skateboard Park Supplies	2,650	3,500	-24%	3,500		0.00%
31-2-01-1-3210-4075	50+ Officials	6,505	7,800	-17%	7,800		0.00%
31-2-01-1-3210-5016	50+ Hockey Program Supplies	374	500	-25%	500		0.00%
31-2-01-1-3215-4051	Promotion/Advertising	3,687	4,000	-8%	4,000		0.00%
31-2-01-1-3215-4075	Officials	4,185	5,000	-16%	5,000		0.00%
31-2-01-1-3215-5016	Program Supplies		2,500	-100%	2,500		0.00%
31-2-01-1-3225-3011	Public Skate Part-time Wages	1,839	4,368	-58%	4,368		0.00%
31-2-01-1-3225-3120	Public Skate Employer Benefits		247	-100%	408	161	65.18%
TOTAL EXPENSES		114,436	160,625	-29%	161,462	837	0.52%
TOTAL PROGRAM - JOE THORNTON COMMUNITY CENTRE		-591,535	-793,055	-25%	-792,282	773	-0.10%

BUILDING - JOE THORNTON COMMUNITY
CENTRE

		2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	
	DESCRIPTION						(%)
REVENUE							
EXPENSES							
31-2-01-8-3000-3010	Full Time Salaries	279,394	336,303	-17%	336,303		0.00%
31-2-01-8-3000-3011	Part Time Salaries	63,225	102,123	-38%	102,123		0.00%
31-2-01-8-3000-3039	Premium Overtime	9,481	20,300	-53%	20,300		0.00%
31-2-01-8-3000-3090	Overtime	8,773	30,450	-71%	30,450		0.00%
31-2-01-8-3000-3120	Statutory Benefits	31,970	38,034	-16%	39,924	1,890	4.97%
31-2-01-8-3000-3130	Employer Benefits	38,540	47,921	-20%	48,015	94	0.20%
31-2-01-8-3000-3135	OMERS	30,854	31,530	-2%	32,740	1,210	3.84%
31-2-01-8-3000-4020	Training & Workshops	1,548	4,500	-66%	4,500		0.00%
31-2-01-8-3000-4023	Membership Fees	72	1,000	-93%	1,000		0.00%
31-2-01-8-3000-4063	Contracted Garbage Collection	3,878	3,542	9%	3,616	74	2.09%
31-2-01-8-3000-4141	Contracted Building Maintenance	75,802	62,056	22%	63,359	1,303	2.10%
31-2-01-8-3000-4249	Community Centre Telephone	3,008	3,500	-14%	3,573	73	2.09%
31-2-01-8-3000-5013	Janitorial Supplies	13,465	17,583	-23%	18,752	1,169	6.65%
31-2-01-8-3000-5015	Building Maint. Supplies	19,447	25,857	-25%	26,400	543	2.10%
31-2-01-8-3000-5021	Safety Equipment	1,539	2,500	-38%	2,500		0.00%
31-2-01-8-3000-5026	Uniforms, Coveralls etc.	4,375	3,750	17%	4,115	365	9.73%
31-2-01-8-3000-5410	Community Centre - Hydro	203,176	240,501	-16%	240,501		0.00%
31-2-01-8-3000-5415	Community Centre - Water	31,336	22,833	37%	22,833		0.00%
31-2-01-8-3000-5421	Community Centre Natural Gas	28,271	51,531	-45%	52,562	1,031	2.00%
31-2-01-8-3000-5435	Motor Fuel		1,500	-100%	1,500		0.00%
31-2-01-8-3000-5437	Propane	3,810	5,621	-32%	5,739	118	2.10%
31-2-01-8-3000-7042	City Equipment	9,180	8,149	13%	8,320	171	2.10%
31-2-01-8-3990-4069	SOCAN/Licence Fees	114	2,000	-94%	2,000		0.00%
	TOTAL EXPENSES	861,258	1,063,084	-19%	1,071,125	8,041	0.76%
	TOTAL BUILDING - JOE THORNTON COMMUNITY CENTRE	861,258	1,063,084	-19%	1,071,125	8,041	0.76%
	TOTAL JOE THORNTON COMMUNITY CENTRE	269,723	270,029	0%	278,843	8,814	3.26%
MAJOR MAINTENANCE							
EXPENSES							
31-2-01-1-3000-7026	Transfer from Community Centres Cap Maint Reserve		31,034	-100%	30,385	-649	-2.09%
31-2-01-8-0010-4075	Contracted Services	74,269	100,000	-26%	100,000		0.00%
	TOTAL MAJOR MAINTENANCE	74,269	131,034	-43%	130,385	-649	-0.50%
	TOTAL PROGRAMS	-711,142	-1,008,969	-30%	-1,000,144	8,825	-0.87%
	TOTAL BUILDINGS	1,285,915	1,618,905	-21%	1,628,187	9,282	0.57%
	NET PROGRAMS/BUILDINGS	574,773	609,936	-6%	628,043	18,107	2.97%
	TOTAL RECREATION	1,103,594	1,262,531	-13%	1,285,142	22,611	1.79%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		(%)
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PARKS & FORESTRY

REVENUE

PROGRAMS

31-3-01-1-2726-9300	Athletic Park Field Rental	10,315	10,000	3%	10,000		0.00%
31-3-01-1-2756-9300	Burwell Ball Park Field Rental	1,490	1,000	49%	1,000		0.00%
31-3-01-1-2727-9300	Cowan Park Field Rental	6,654	5,500	21%	5,500		0.00%
31-3-01-1-2753-9300	DJ Tarry Ball Complex Field Rental	62,072	55,000	13%	56,650	1,650	3.00%
31-3-01-1-2753-9400	DJ Tarry Ball Complex Concession Revenue	4,235	3,000	41%	3,000		0.00%
31-3-01-1-2736-9300	Emslie Field Rental	6,918	7,000	-1%	7,210	210	3.00%
31-3-01-1-2734-9300	Gorman Rupp Field Rental	3,112	1,800	73%	1,854	54	3.00%
31-3-01-1-2731-9300	User Charges - Lions Park	321	400	-20%	400		0.00%
31-3-01-1-2728-9300	New York Central Field Rental	3,979	3,000	33%	3,090	90	3.00%
31-3-01-1-5700-9300	Pinafore Pavilion Rental	20,411	25,000	-18%	25,750	750	3.00%
31-3-01-1-2733-9300	Optimist Park Field Rental	291	200	46%	200		0.00%
31-3-01-1-3738-9300	V.A. Barrie Park Rental	145	100	45%	100		0.00%
31-3-01-1-6700-9300	Waterworks Pavilion Rental	6,061	4,500	35%	4,635	135	3.00%
31-3-01-1-2729-9300	Sauve Field Rental	6,201	7,500	-17%	7,725	225	3.00%
31-3-01-1-5722-9510	Wildlife Donations	500		0%			0.00%
31-3-01-1-5710-9300	Pinafore Outdoor Courts Rental	564	150	276%	150		0.00%
31-3-01-1-6750-9300	1 Password Park Rental		75,000	-100%	75,000		0.00%

OPERATIONS

31-3-01-1-0000-9515	Misc. Recoveries	20,616	10,000	106%		-10,000	-100.00%
31-3-01-1-0485-9514	Recoveries - Talbot St. Plant & Trees			0%	10,000	10,000	0.00%
31-3-01-1-0000-9500	Permit Fees	9,922		0%			0.00%

TOTAL REVENUE		163,807	209,150	-22%	212,264	3,114	1.49%
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EXPENSES

PROGRAMS

OPERATIONS

31-3-01-0-0000-3010	Reg Full-time Wages	462,395	639,029	-28%	639,029		0.00%
31-3-01-0-0000-3011	Reg Part-time Wages	437,009	479,506	-9%	479,506		0.00%
31-3-01-0-0000-3039	Premium O/T	9,963	18,000	-45%	18,000		0.00%
31-3-01-0-0000-3090	Over Time	14,537	20,000	-27%	20,000		0.00%
31-3-01-0-0000-3120	All Statutory Benefits	78,995	91,658	-14%	91,658		0.00%
31-3-01-0-0000-3130	All Employer Benefits	61,885	73,486	-16%	81,601	8,115	11.04%
31-3-01-0-0000-3135	OMERS	47,777	65,858	-27%	71,692	5,834	8.86%
31-3-01-1-0000-4022	Conference Fees	11,540	6,000	92%	6,000		0.00%
31-3-01-1-0000-4023	Association Membership Fees	2,373	3,000	-21%	3,000		0.00%
31-3-01-1-0000-4040	Legal and Consulting Fees	11,800	18,000	-34%	18,000		0.00%
31-3-01-1-0000-4192	Other Property Taxes	3,235	3,000	8%	3,000		0.00%
31-3-01-1-0000-4275	Photocopying	2,681	3,500	-23%	3,500		0.00%
31-3-01-1-0000-5010	General Supplies	1,951	2,500	-22%	2,500		0.00%
31-3-01-1-0000-5021	Health and Safety Supplies	9,331	4,000	133%	4,000		0.00%
31-3-01-1-0000-5026	Uniforms/Supply	4,522	4,500	0%	5,000	500	11.11%
31-3-01-1-0000-6130	Small Tools & Equipment	5,854	10,000	-41%	10,000		0.00%
31-3-01-1-0000-7040	Internal Fleet Charges	68,411	78,500	-13%	78,500		0.00%
31-3-01-1-0001-4189	Job Costing Subcontractors		340,000	-100%	347,140	7,140	2.10%
31-3-01-1-5712-4189	Subcontractors	6,207		0%			0.00%
31-3-01-1-5713-4189	Subcontractors	665		0%			0.00%
31-3-01-1-5717-4189	Subcontractors	61,907		0%			0.00%
31-3-01-1-5722-4189	Subcontractors	10,979		0%			0.00%
31-3-01-1-1746-4189	Subcontractors	10,724		0%			0.00%
31-3-01-1-1749-4189	Subcontractors	3,928		0%			0.00%
31-3-01-1-2726-4189	Subcontractors	13,247		0%			0.00%
31-3-01-1-2727-4189	Subcontractors----Cowan Park-	4,950		0%			0.00%
31-3-01-1-2728-4189	Subcontractors	684		0%			0.00%
31-3-01-1-2729-4189	Subcontractors	1,714		0%			0.00%
31-3-01-1-2736-4189	Subcontractors	8,817		0%			0.00%
31-3-01-1-2753-4189	Subcontractors	15,240		0%			0.00%

DESCRIPTION	2019	2019	VAR	2020	2019/2020			
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE			
	YTD	BUDGET	%	BUDGET	(\$)	(%)		
31-3-01-1-3731-4189	Subcontractors	2,492	0%			0.00%		
31-3-01-1-3737-4189	Subcontractors	453	0%			0.00%		
31-3-01-1-3738-4189	Subcontractors	5,230	0%			0.00%		
31-3-01-1-3743-4189	Subcontractors	4,816	0%			0.00%		
31-3-01-1-3752-4189	Subcontractors	936	0%			0.00%		
31-3-01-1-3753-4189	Subcontractors	9,042	0%			0.00%		
31-3-01-1-3757-4189	Subcontractors	1,847	0%			0.00%		
31-3-01-1-3761-4189	Subcontractors	326	0%			0.00%		
31-3-01-1-4746-4189	Subcontractors	25,378	0%			0.00%		
31-3-01-1-4754-4189	Subcontractors	5,007	0%			0.00%		
31-3-01-1-4757-4189	Subcontractors	12,866	0%			0.00%		
31-3-01-1-4758-4189	Subcontractors	43,132	0%			0.00%		
31-3-01-1-4759-4189	Subcontractors	43,478	0%			0.00%		
31-3-01-1-4760-4189	Subcontractors	4,908	0%			0.00%		
31-3-01-1-4763-4189	Subcontractors	7,291	0%			0.00%		
31-3-01-1-5725-4189	Subcontractors	386	0%			0.00%		
31-3-01-1-6713-4189	Subcontractors	794	0%			0.00%		
31-3-01-1-6717-4189	Subcontractors	16,353	0%			0.00%		
31-3-01-1-4756-4189	Subcontractors	1,004	0%			0.00%		
31-3-01-1-3751-4189	Subcontractors	5,509	0%			0.00%		
31-3-01-1-4751-4189	Subcontractors	351	0%			0.00%		
31-3-01-1-4755-4189	Subcontractors	195	0%			0.00%		
31-3-01-1-3763-4189	Subcontractors	254	0%			0.00%		
31-3-01-1-4748-4189	Subcontractors	7,833	0%			0.00%		
31-3-01-1-0001-5405	Job Costing Utilities			333,000	-100%	333,232	232	0.07%
31-3-01-1-5716-5410	Electricity	20,065	0%					0.00%
31-3-01-1-2726-5410	Electricity	2,836	0%					0.00%
31-3-01-1-2728-5410	Electricity	860	0%					0.00%
31-3-01-1-2729-5410	Electricity	1,628	0%					0.00%
31-3-01-1-2734-5410	Electricity	342	0%					0.00%
31-3-01-1-2736-5410	Electricity	2,018	0%					0.00%
31-3-01-1-2753-5410	Electricity	27,648	0%					0.00%
31-3-01-1-3733-5410	Electricity	416	0%					0.00%
31-3-01-1-3741-5410	Electricity	4,913	0%					0.00%
31-3-01-1-3743-5410	Electricity	3,631	0%					0.00%
31-3-01-1-3757-5410	Electricity	244	0%					0.00%
31-3-01-1-3761-5410	Electricity	257	0%					0.00%
31-3-01-1-6716-5410	Electricity	1,554	0%					0.00%
31-3-01-1-5716-5415	Water	57,755	0%					0.00%
31-3-01-1-2726-5415	Water	1,642	0%					0.00%
31-3-01-1-2727-5415	Water----Cowan Park-	529	0%					0.00%
31-3-01-1-2728-5415	Water	4,021	0%					0.00%
31-3-01-1-2729-5415	Water	9,302	0%					0.00%
31-3-01-1-2734-5415	Water	486	0%					0.00%
31-3-01-1-2753-5415	Water	34,288	0%					0.00%
31-3-01-1-3743-5415	Water	3,908	0%					0.00%
31-3-01-1-6716-5415	Water	24,729	0%					0.00%
31-3-01-1-5716-5421	Natural Gas	7,307	0%					0.00%
31-3-01-1-2753-5421	Natural Gas	629	0%					0.00%
31-3-01-1-0001-5999	Job Costing Materials			138,000	-100%	138,000		0.00%
31-3-01-1-5712-5999	Materials	10,495	0%					0.00%
31-3-01-1-5713-5999	Materials	1,654	0%					0.00%
31-3-01-1-5714-5999	Materials	4,086	0%					0.00%
31-3-01-1-5717-5999	Materials	19,556	0%			800	800	0.00%
31-3-01-1-5719-5999	Materials	8,898	0%					0.00%
31-3-01-1-5722-5999	Materials	253	0%					0.00%
31-3-01-1-1745-5999	Materials	125	0%					0.00%
31-3-01-1-1746-5999	Materials	137	0%					0.00%
31-3-01-1-1749-5999	Materials	927	0%					0.00%
31-3-01-1-2726-5999	Materials	5,487	0%					0.00%
31-3-01-1-2727-5999	Materials----Cowan Park-	6,832	0%					0.00%
31-3-01-1-2728-5999	Materials	746	0%					0.00%
31-3-01-1-2729-5999	Materials	3,602	0%					0.00%
31-3-01-1-2731-5999	Materials	306	0%					0.00%
31-3-01-1-2734-5999	Materials	255	0%					0.00%
31-3-01-1-2736-5999	Materials	5,184	0%					0.00%
31-3-01-1-2753-5999	Materials	14,398	0%					0.00%
31-3-01-1-2756-5999	Materials	338	0%					0.00%
31-3-01-1-3738-5999	Materials	1,382	0%					0.00%
31-3-01-1-3743-5999	Materials	860	0%					0.00%

October-31-19

		2019	2019	VAR	2020	2019/2020	
	DESCRIPTION	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
31-3-01-1-4746-5999	Materials	61		0%			0.00%
31-3-01-1-4750-5999	Materials	356		0%			0.00%
31-3-01-1-4754-5999	Materials	7,446		0%			0.00%
31-3-01-1-4757-5999	Materials	5,909		0%			0.00%
31-3-01-1-4760-5999	Materials	1,510		0%			0.00%
31-3-01-1-5725-5999	Materials	2,232		0%			0.00%
31-3-01-1-6713-5999	Materials	484		0%			0.00%
31-3-01-1-6717-5999	Materials	2,063		0%			0.00%
31-3-01-1-4756-5999	Materials	86		0%			0.00%
31-3-01-1-4748-5999	Materials	6,353		0%			0.00%
31-3-01-5-0000-4145	Park Vehicle/Equipment Maint./Purchases	28,929	60,000	-52%	65,760	5,760	9.60%
31-3-01-5-0000-5435	Park Fuel Used	48,838	45,000	9%	45,000		0.00%
	TOTAL EXPENSES	1,973,998	2,436,537	-19%	2,464,918	28,381	1.16%
	TOTAL PROGRAMS/OPERATIONS	1,810,191	2,227,387	-19%	2,252,654	25,267	1.13%

TREE WORK (WORKS DEPARTMENT)

EXPENSES

MAJOR MAINTENANCE

EXPENSES

31-3-01-1-0010-4075	Contracted Services - Playground Upgrades	30,432	40,000	-24%	40,000		0.00%
31-3-01-8-0010-4075	Contracted Services	85,718	100,000	-14%	100,000		0.00%
	TOTAL MAJOR MAINTENANCE	116,150	140,000	-17%	140,000		0.00%
	TOTAL PARKS DEPARTMENT	1,926,341	2,367,387	-19%	2,392,654	25,267	1.07%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		(%)
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**PROPERTY
MAINTENANCE**

NON-RESIDENTIAL ADMIN

EXPENSES

31-1-01-8-0000-3010	Reg Full-time Salaries & Wages	196,505	264,857	-26%	273,671	8,814	3.33%
31-1-01-8-0000-3039	Standby	7,645	8,900	-14%	8,900		0.00%
31-1-01-8-0000-3090	Overtime	2,659	10,000	-73%	7,000	-3,000	-30.00%
31-1-01-8-0000-3120	All Statutory Benefits	15,191	25,083	-39%	27,090	2,007	8.00%
31-1-01-8-0000-3130	All Employer Benefits	22,216	22,753	-2%	30,500	7,747	34.05%
31-1-01-8-0000-3135	OMERS	21,881	23,647	-7%	27,782	4,135	17.49%
31-1-01-8-0000-4020	Training, Workshops, Exam Fees	469		0%	3,000	3,000	0.00%
31-1-01-8-0000-4023	Association Membership Fees			0%	1,854	1,854	0.00%
31-1-01-8-0000-4065	CMMS Support Fee	1,585	1,600	-1%	34,000	32,400	#####
31-1-01-8-0000-4249	Telephone Services	477	5,000	-90%	600	-4,400	-88.00%
31-1-01-8-0000-4280	Staff Mileage			0%	1,000	1,000	0.00%
31-1-01-8-0000-5010	General Supplies	129	1,000	-87%	500	-500	-50.00%
31-1-01-8-0000-5011	Office Supplies		500	-100%		-500	-100.00%
31-1-01-8-0000-5012	Flag Purchases	1,242	1,500	-17%	1,500		0.00%
31-1-01-8-0000-5026	Uniforms/Supply	1,200	2,450	-51%	2,000	-450	-18.37%
31-1-01-8-0000-5510	Books & Subscriptions			0%	1,000	1,000	0.00%
31-1-01-8-0000-6130	Tools and Equipment Replacement	598	2,500	-76%	2,500		0.00%
31-1-01-8-0000-7040	City Vehicles	7,702	18,280	-58%	18,280		0.00%
TOTAL NON-RESIDENTIAL ADMIN		279,499	388,070	-28%	441,177	53,107	13.68%

**RESIDENTIAL ADMIN
(HOUSING CORP)**

EXPENSES

31-1-01-8-1000-3010	Reg Full-time Salaries & Wages	194,460	248,805	-22%	243,966	-4,839	-1.94%
31-1-01-8-1000-3011	Reg Part-time Salaries & Wages	41,819	45,895	-9%	53,074	7,179	15.64%
31-1-01-8-1000-3120	All Statutory Benefits	20,628	23,089	-11%	30,038	6,949	30.10%
31-1-01-8-1000-3130	All Employer Benefits	53,760	22,193	142%	29,500	7,307	32.92%
31-1-01-8-1000-4020	Training, Workshops, Exam Fees	1,306	4,000	-67%	4,000		0.00%
31-1-01-8-1000-4280	Staff Mileage	4,974	5,400	-8%	5,400		0.00%
31-1-01-8-1000-5010	General Supplies		500	-100%	500		0.00%
31-1-01-8-1000-5026	Uniforms/Supply	360		0%	1,500	1,500	0.00%
31-1-01-8-1000-4275	Photocopy expense	1,522	2,100	-28%	2,100		0.00%
31-1-01-8-1000-3039	Standby	4,878	6,500	-25%	6,500		0.00%
31-1-01-8-1000-3150	Payroll Clearing		-357,351	-100%	-364,000	-6,649	1.86%
31-1-01-8-1000-3135	OMERS	20,720	22,492	-8%	25,113	2,621	11.65%
TOTAL RESIDENTIAL ADMIN		344,427	23,623	1358%	37,691	14,068	59.55%

TOTAL PROPERTY ADMIN		623,926	411,693	52%	478,868	67,175	16.32%
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CITY HALL - BUILDING

EXPENSES

11-1-01-8-0000-4020	Training and Workshops	298		0%			0.00%
11-1-01-8-0000-4058	Contracted Janitorial Services	40,142	50,000	-20%	62,736	12,736	25.47%
11-1-01-8-0000-4063	Contracted Garbage Collection		1,000	-100%		-1,000	-100.00%
11-1-01-8-0000-4075	Service Contracts	10,551	15,000	-30%	15,000		0.00%
11-1-01-8-0000-4141	Contracted Building Maintenance	28,769	38,000	-24%	38,000		0.00%
11-1-01-8-0000-5015	Building Maintenance Supplies	4,109	9,000	-54%	9,000		0.00%
11-1-01-8-0000-5410	Electricity (Hydro)	50,216	72,000	-30%	72,000		0.00%
11-1-01-8-0000-5415	Water	5,870	6,200	-5%	6,200		0.00%
11-1-01-8-0000-5421	Natural gas - heating	6,186	11,200	-45%	11,200		0.00%
TOTAL EXPENSES		146,141	202,400	-28%	214,136	11,736	5.80%

DESCRIPTION	2019	2019	VAR	2020	2019/2020	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
TOTAL CITY HALL - BUILDING	146,141	202,400	-28%	214,136	11,736	5.80%
MAJOR MAINTENANCE						
EXPENSES						
11-1-01-8-0010-4075	Contracted Services	48,605	65,000	-25%	65,000	0.00%
TOTAL MAJOR MAINTENANCE		48,605	65,000	-25%	65,000	0.00%
ENABLING ACCESSIBILITY FUND						
REVENUE						
EXPENSES						
TOTAL CITY HALL		194,746	267,400	-27%	279,136	11,736 4.39%

CITY PROPERTY

REVENUE

11-2-01-8-0000-9301	CEPAC Office Rent	5,120	6,000	-15%	6,000	0.00%
11-2-01-8-0000-9320	Bell Tower Lease	9,000	9,000	0%	9,000	0.00%
11-2-01-8-0010-9300	Pinafore Park House Rent	5,740	6,600	-13%	6,600	0.00%
11-2-01-8-0025-9300	Rent Revenue - 423 Talbot		163,488	-100%	158,000	-5,488 -3.36%
11-2-01-8-0030-9300	Dennis Farm Rent	12,481	10,000	25%	10,000	0.00%
11-2-01-8-0060-9300	City Lands - Former MTO Spur	11,247	10,750	5%	10,750	0.00%
TOTAL REVENUE		43,588	205,838	-79%	200,350	-5,488 -2.67%

EXPENSES

11-2-01-8-0000-4075	Major Maintenance	13,159		0%		0.00%
11-2-01-8-0000-4141	Contracted Repairs - Building Maintenance	1,072	8,000	-87%	17,000	9,000 112.50%
11-2-01-8-0000-4190	Property Taxes-Pinafore/Dennis	2,946	8,700	-66%	4,000	-4,700 -54.02%
11-2-01-8-0000-4249	Telephone Services	206	400	-49%	400	0.00%
11-2-01-8-0010-7040	Horton Market Transfer - Off Season Utilities	629	900	-30%	1,350	450 50.00%
11-2-01-8-0020-5012	Building Maintenance	302	1,000	-70%	23,500	22,500 #####
11-2-01-8-0020-5415	Rental Utilities		150	-100%	150	0.00%
11-2-01-8-0025-7310	Debenture Payments - 423 Talbot	56,165	120,997	-54%	120,997	0.00%
11-2-01-8-0025-4141	Building Repairs - 423 Talbot	20,673	20,000	3%	37,000	17,000 85.00%
11-2-01-8-0076-5415	BX Tower Water and Hydro	1,304	1,500	-13%	2,000	500 33.33%
TOTAL EXPENSES		96,456	161,647	-40%	206,397	44,750 27.68%

MAJOR MAINTENANCE

EXPENSES

11-2-01-8-0010-4075	Contracted Services	22,609	45,000	-50%	45,000	0.00%
TOTAL CITY PROPERTY		75,477	809 #####		51,047	50,238 #####

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$) (%)	
WELLINGTON BLOCK						
REVENUE						
EXPENSES						
11-2-01-8-2000-4040	Administration	4,764	5,500	-13%	5,831	331 6.02%
11-2-01-8-2000-4058	Contracted Janitorial Services		4,000	-100%		-4,000 -100.00%
11-2-01-8-2000-4063	Contracted Garbage Collection	1,011	2,300	-56%	1,200	-1,100 -47.83%
11-2-01-8-2000-4141	Contracted Building Maintenance	9,521	20,000	-52%	15,000	-5,000 -25.00%
11-2-01-8-2000-4216	Insurance	4,922	14,500	-66%	14,790	290 2.00%
11-2-01-8-2000-4249	Telephone Services	956	2,000	-52%	1,200	-800 -40.00%
11-2-01-8-2000-5015	Building Maintenance Supplies	306	4,000	-92%	2,000	-2,000 -50.00%
11-2-01-8-2000-5410	Electricity (Hydro)	1,456	7,500	-81%	2,000	-5,500 -73.33%
11-2-01-8-2000-5415	Water/Sewer	1,608	2,000	-20%	2,200	200 10.00%
11-2-01-8-2000-5421	Natural gas - heating	5,003	12,000	-58%	9,000	-3,000 -25.00%
	TOTAL EXPENSES	29,547	73,800	-60%	53,221	-20,579 -27.88%
	TOTAL WELLINGTON BLOCK	29,547	73,800	-60%	53,221	-20,579 -27.88%
SENIOR'S CENTRE						
PROPERTY MAINTENANCE						
EXPENSES						
31-7-01-1-0000-3029	Distributed Wages		1,500	-100%	1,500	0.00%
31-7-01-1-0000-5015	Building Maintenance	15,637	20,000	-22%	20,000	0.00%
	TOTAL EXPENSES	15,637	21,500	-27%	21,500	0.00%
MAJOR MAINTENANCE						
EXPENSES						
31-7-01-8-0010-4075	Contracted Services	33,733	35,000	-4%	35,000	0.00%
	TOTAL MAJOR MAINTENANCE	33,733	35,000	-4%	35,000	0.00%
PARKS GROUND MAINTENANCE						
EXPENSES						
	TOTAL SENIOR'S CENTRE	49,370	56,500	-13%	56,500	0.00%
	TOTAL PROPERTY MAINTENANCE	973,066	810,202	20%	918,772	108,570 13.40%

DESCRIPTION	2019	2019	VAR	2020	2019/2020	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
LIBRARY						
LIBRARY ADMINISTRATION						
EXPENSES						
31-4-01-0-0000-3010	Reg Full-time Wages (Admin)	278,418	411,247	-32%	437,528	6.39%
31-4-01-0-0000-3011	Reg Part-time Wages (Admin)	20,072	26,810	-25%	28,172	5.08%
31-4-01-0-0000-3120	All Statutory Benefits (Admin)	23,117	41,858	-45%	45,694	9.16%
31-4-01-0-0000-3130	All Employer Benefits (Admin)	37,030	56,614	-35%	107,359	89.63%
31-4-01-0-0000-3135	OMERS	30,472	45,842	-34%	64,129	39.89%
	TOTAL EXPENSES	389,109	582,371	-33%	682,882	17.26%
	TOTAL LIBRARY ADMINISTRATION	389,109	582,371	-33%	682,882	17.26%

LIBRARY OPERATIONS

REVENUE

31-4-01-1-0000-9010	Province of Ontario - Operating Grant		54,533	-100%	54,533	0.00%
31-4-01-1-0000-9015	Misc Grants			0%	500	0.00%
31-4-01-1-0000-9030	Provincial Pay Equity		4,457	-100%	4,457	0.00%
31-4-01-1-0000-9515	Photocopier Income	5,643	6,000	-6%	6,000	0.00%
31-4-01-1-0001-9920	Contribution From Development Charges	41,667	50,000	-17%	50,000	0.00%
31-4-01-2-0000-9320	Room Rentals	1,368	2,500	-45%	2,500	0.00%
31-4-01-2-0000-9515	Desk Receipts	9,452	23,000	-59%	15,000	-34.78%
	TOTAL REVENUE	58,130	140,490	-59%	132,990	-5.34%

EXPENSES

31-4-01-1-0000-3010	Reg Full-time Wages (Service)	519,777	526,763	-1%	533,915	1.36%
31-4-01-1-0000-3011	Reg Part-time Wages (Service)	384,876	456,095	-16%	379,167	-16.87%
31-4-01-1-0000-3090	All Overtime (Service)	315		0%		0.00%
31-4-01-1-0000-3120	All Statutory Benefits (Service)	77,756	92,756	-16%	89,592	-3.41%
31-4-01-1-0000-3130	All Employer Benefits (Service)	91,206	124,212	-27%	172,777	39.10%
31-4-01-1-0000-3135	OMERS	65,457	54,216	21%	59,425	9.61%
31-4-01-1-0000-3310	WSIB Premiums	3,697	5,500	-33%	5,500	0.00%
31-4-01-1-0000-4020	Training & Travel	17,548	22,000	-20%	23,000	4.55%
31-4-01-1-0000-4023	Association Fees	2,547	5,000	-49%	5,000	0.00%
31-4-01-1-0000-4051	Promotion & Public Relations	23,279	23,000	1%	25,800	12.17%
31-4-01-1-0000-4065	Other Professional Fees - ITC	5,243	10,000	-48%	10,000	0.00%
31-4-01-1-0000-4249	Telephone Services	5,688	6,000	-5%	6,000	0.00%
31-4-01-1-0000-4257	Postage & Postage Meter	1,655	3,275	-49%	3,341	2.02%
31-4-01-1-0000-4275	Photocopier Expense	12,006	20,000	-40%	18,000	-10.00%
31-4-01-1-0000-5010	Goods & Services/Misc.	2,794	3,500	-20%	3,500	0.00%
31-4-01-1-0000-5011	Office Supplies	6,516	7,000	-7%	7,000	0.00%
31-4-01-1-0000-5017	Office Contracts/Repairs	335	600	-44%	1,600	166.67%
31-4-01-1-0000-5075	Technical Services	26,177	25,000	5%	30,000	20.00%
31-4-01-1-0000-7490	Library Bank Charges	2,398	1,800	33%	1,800	0.00%
31-4-01-2-0000-4024	Employee Assistance Program	1,068	1,258	-15%	1,318	4.77%
31-4-01-2-0000-5011	Office - Reader Printer		4,000	-100%		-100.00%
31-4-01-2-0000-5550	Gaming Software	534	1,200	-56%	700	-41.67%
31-4-01-2-0000-5551	AV-CD'S (Adults)	135	1,000	-87%	500	-50.00%
31-4-01-2-0000-5552	AV - Videos/DVD's (Adults)	17,894	23,000	-22%	23,000	0.00%
31-4-01-2-0000-5553	AV - Audio Books (Adults)	2,544	2,600	-2%	2,800	7.69%
31-4-01-2-0000-5554	AV - CD's (Children & Teens)	124	500	-75%	500	0.00%
31-4-01-2-0000-5555	AV - Video's/DVD's (Children & Teens)	2,895	5,000	-42%	5,000	0.00%
31-4-01-2-0000-5556	AV - Audio Books (Children & Teens)	442	500	-12%	800	60.00%
31-4-01-2-0000-5700	Adult Books	85,200	78,000	9%	76,500	-1.92%
31-4-01-2-0000-5705	Books-Children	34,290	50,000	-31%	48,000	-4.00%
31-4-01-2-0000-5715	Programs-Adult	4,608	4,000	15%	3,000	-25.00%
31-4-01-2-0000-5716	Programs-Children	4,083	6,000	-32%	6,000	0.00%
31-4-01-2-0000-5720	Machine Readable Media	38,531	39,000	-1%	39,500	1.28%
31-4-01-2-0000-5725	Periodicals	4,544	7,000	-35%	7,000	0.00%
31-4-01-2-0000-6810	Furniture & Equipment	19,804	15,000	32%	15,500	3.33%
31-4-01-2-0000-6910	Library Technology	123,908	58,000	114%	64,000	10.34%
	TOTAL EXPENSES	1,589,874	1,682,775	-6%	1,669,535	-0.79%
	TOTAL LIBRARY OPERATIONS	1,531,744	1,542,285	-1%	1,536,545	-0.37%

LIBRARY BUILDING

EXPENSES

		2019	2019	VAR	2020	2019/2020	
	DESCRIPTION	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
31-4-01-8-0000-3010	Reg Full-time Wages(Maintenance)	43,149	48,612	-11%	51,470	2,858	5.88%
31-4-01-8-0000-3011	Reg Part-time Wages(Maintenance)	22,164	33,439	-34%	27,074	-6,365	-19.03%
31-4-01-8-0000-3090	All Overtime(Maintenance)	389		0%			0.00%
31-4-01-8-0000-3120	All Statutory Benefits(Maintenance)	5,866	7,380	-21%	7,707	327	4.43%
31-4-01-8-0000-3130	All Employer Benefits(Maintenance)	8,659	12,417	-30%	17,015	4,598	37.03%
31-4-01-8-0000-3135	OMERS	5,819	6,821	-15%	7,069	248	3.64%
31-4-01-8-0000-4065	Building Contracts	7,895	8,000	-1%	8,000		0.00%
31-4-01-8-0000-4210	Insurance Premium	4,317	5,700	-24%	5,814	114	2.00%
31-4-01-8-0000-5012	Building Maint/Repair	6,634	10,000	-34%	10,000		0.00%
31-4-01-8-0000-5013	Cleaning & Washroom Supplies	5,145	6,000	-14%	6,000		0.00%
31-4-01-8-0000-5026	Clothing/Uniforms	300		0%	300	300	0.00%
31-4-01-8-0000-5405	Utilities	36,345	55,000	-34%	55,000		0.00%
31-4-01-8-0000-6810	Equipment Purchases	3,321	3,000	11%	3,000		0.00%
	TOTAL EXPENSES	150,003	196,369	-24%	198,449	2,080	1.06%
	TOTAL LIBRARY BUILDING	150,003	196,369	-24%	198,449	2,080	1.06%

MAJOR MAINTENANCE

EXPENSES

31-4-01-8-0010-4075	Contracted Services	37,797	60,000	-37%	60,000		0.00%
	TOTAL MAJOR MAINTENANCE	37,797	60,000	-37%	60,000		0.00%
	TOTAL LIBRARY	2,108,653	2,381,025	-11%	2,477,876	96,851	4.07%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$) (%)	
CULTURE						
DOWNTOWN DEVELOPMENT						
EXPENSES						
31-5-01-1-0001-7917	BIA Levy Pd.	96,667	116,000	-17%	126,000	10,000 8.62%
31-5-01-1-0001-8010	Downtown Improvement Area Levy	-115,606	-116,000	0%	-126,000	-10,000 8.62%
TOTAL EXPENSES		-18,939		0%		0.00%
TOTAL DOWNTOWN DEVELOPMENT		-18,939		0%		0.00%
FANTASY OF LIGHTS						
REVENUE						
EXPENSES						
ART GALLERY						
EXPENSES						
TALBOT TEEN CENTRE						
EXPENSES						
TOTAL CULTURE		-18,939		0%		0.00%

		2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
PLANNING							
PLANNING OPERATIONS							
REVENUE							
41-2-01-1-0000-9194	Report Fees	4,420	4,500	-2%	4,500		0.00%
41-2-01-1-0000-9499	Misc. Sales	20	50	-60%	50		0.00%
TOTAL REVENUE		4,440	4,550	-2%	4,550		0.00%
EXPENSES							
41-2-01-1-0000-3010	Full Time Salaries	505,249	558,168	-9%	559,964	1,796	0.32%
41-2-01-1-0000-3011	Part Time Salaries	8,190	9,610	-15%	8,154	-1,456	-15.15%
41-2-01-1-0000-3029	Salary Distribution	-17,083	-20,500	-17%	-30,500	-10,000	48.78%
41-2-01-1-0000-3120	All Statutory Benefits	34,193	34,990	-2%	36,909	1,919	5.48%
41-2-01-1-0000-3130	All Employer Benefits	54,288	55,846	-3%	55,999	153	0.27%
41-2-01-1-0000-3135	OMERS	39,149	42,945	-9%	43,032	87	0.20%
41-2-01-1-0000-3210	Car Allowance	500	600	-17%	600		0.00%
41-2-01-1-0000-4001	Receptions/P. Relations	66	150	-56%	150		0.00%
41-2-01-1-0000-4020	Staff Training	671	5,300	-87%	4,500	-800	-15.09%
41-2-01-1-0000-4023	Association/Membership Fees	1,884	2,000	-6%	3,000	1,000	50.00%
41-2-01-1-0000-4065	Software Licenses/Maintenance/Updates	3,711	3,500	6%	3,500		0.00%
41-2-01-1-0000-4171	Building Rent/Lease	5,120	6,144	-17%	6,144		0.00%
41-2-01-1-0000-4173	Equipment Rental Non-Owned	669	2,000	-67%	2,000		0.00%
41-2-01-1-0000-4257	Regular Postage		500	-100%	200	-300	-60.00%
41-2-01-1-0000-4259	Courier, Delivery, Freight	23	250	-91%	250		0.00%
41-2-01-1-0000-4272	Printing	2,079	1,600	30%	1,800	200	12.50%
41-2-01-1-0000-4280	Staff Mileage		500	-100%	500		0.00%
41-2-01-1-0000-5010	Equipment Supplies	832	900	-8%	900		0.00%
41-2-01-1-0000-5011	Stationery, Supplies	1,102	2,200	-50%	2,200		0.00%
41-2-01-1-0000-5510	Publications/Subscriptions		400	-100%	400		0.00%
41-2-01-1-0001-9499	Sales		-1,800	-100%	-1,200	600	-33.33%
41-2-01-1-0000-7011	Transfer to/from Reserves		1,800	-100%	1,200	-600	-33.33%
41-2-01-1-0000-7039	Surplus/Deficit Forward		5,445	-100%	2,166	-3,279	-60.22%
41-2-01-1-0000-7045	Overhead Allocation	35,819	42,982	-17%	43,842	860	2.00%
TOTAL EXPENSES		676,462	755,530	-10%	745,710	-9,820	-1.30%
TOTAL PLANNING OPERATIONS		672,022	750,980	-11%	741,160	-9,820	-1.31%

MEMBERS

REVENUE

41-2-01-1-0150-9513	CEPAC Membershare-Central Elgin	203,380	244,056	-17%	242,221	-1,835	-0.75%
TOTAL REVENUE		203,380	244,056	-17%	242,221	-1,835	-0.75%

EXPENSES

TOTAL EXPENSES

CEPAC CENTRAL ELGIN SHARE		-203,380	-244,056	-17%	-242,221	1,835	-0.75%
CEPAC CITY SHARE		468,642	506,924	-8%	498,939	-7,985	-1.58%

CITY ZONING AND PLANNING

REMOVAL OF PART LOT CONTROL

REVENUE

41-2-01-2-0150-9194	Application Processing Fee	2,180	1,100	98%	1,100		0.00%
41-2-01-2-0150-9203	Part Lot Control Legal Fees Recovery	592	800	-26%	800		0.00%
TOTAL REVENUE		2,772	1,900	46%	1,900		0.00%

EXPENSES

41-2-01-2-0150-4040	Part Lot Control Legal Fees Paid		800	-100%	800		0.00%
TOTAL EXPENSES			800	-100%	800		0.00%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
TOTAL REMOVAL OF PART LOT CONTROL	-2,772	-1,100	152%	-1,100		0.00%
OFFICIAL PLAN AND ZONING						
REVENUE						
41-2-01-2-0300-9194 Zoning Application Fees	6,750	9,000	-25%	9,000		0.00%
41-2-01-2-0300-9204 Official Plan Application Fees	2,250	1,500	50%	1,500		0.00%
41-2-01-2-0300-9205 Zoning By-Law Legal Fee Recovery	4,528	2,000	126%	2,000		0.00%
TOTAL REVENUE	13,528	12,500	8%	12,500		0.00%
EXPENSES						
41-2-01-2-0300-4051 Advertising	11,864	6,000	98%	6,000		0.00%
41-2-01-2-0300-4257 Postage	41	1,000	-96%		-1,000	-100.00%
41-2-01-2-0300-4272 Printing		120	-100%	120		0.00%
41-2-01-2-0300-4141 Zoning By-Law Legal Fees Expense	7,352	2,000	268%	2,000		0.00%
TOTAL EXPENSES	19,257	9,120	111%	8,120	-1,000	-10.96%
TOTAL OFFICIAL PLAN AND ZONING	5,729	-3,380	-269%	-4,380	-1,000	29.59%

SITE PLANS						
REVENUE						
41-2-01-1-0900-9203 Site Plan Legal Fees	20,083	6,000	235%	6,000		0.00%
41-2-01-1-0900-9196 Site Plan Review Fees	9,600	6,000	60%	6,000		0.00%
41-2-01-2-0900-9194 Site Plan Application Fees	4,200	1,800	133%	1,800		0.00%
TOTAL REVENUE	33,883	13,800	146%	13,800		0.00%
EXPENSES						
41-2-01-1-0900-4040 Site Plan Legal Fees Paid	-15,260	6,000	-354%	6,000		0.00%
41-2-01-2-0900-4257 Postage		400	-100%		-400	-100.00%
41-2-01-2-0900-4259 Site Plan - Courier	68	80	-15%	80		0.00%
41-2-01-2-0900-4272 Printing		120	-100%	120		0.00%
TOTAL EXPENSES	-15,192	6,600	-330%	6,200	-400	-6.06%
TOTAL SITE PLANS	-49,075	-7,200	582%	-7,600	-400	5.56%

PLANS FOR SUBDIVISIONS						
REVENUE						
41-2-01-1-0010-9200 Subdivision Agreement Administration Fee	5,184	2,200	136%	2,200		0.00%
41-2-01-1-0010-9201 Subdivision Agreement Registration Fee	5,221	2,520	107%	2,520		0.00%
41-2-01-1-0010-9203 Subdivision Legal Fee	13,537	6,000	126%	6,000		0.00%
41-2-01-1-0010-9204 Subdivision Compliance Letters		90	-100%	90		0.00%
41-2-01-1-0000-9590 Net Recoveries (P/Subd)		6,170	-100%	5,500	-670	-10.86%
41-2-01-1-0010-9205 Application Fees	6,750	4,500	50%	4,500		0.00%
41-2-01-1-0010-9210 Phased Registration Application Fees	3,000	2,000	50%	3,000	1,000	50.00%
TOTAL REVENUE	33,692	23,480	43%	23,810	330	1.41%
EXPENSES						
41-2-01-1-0010-4040 Subdivision Legal Fees Paid	1,037	6,000	-83%	6,000		0.00%
41-2-01-1-0010-4257 Postage		600	-100%		-600	-100.00%
41-2-01-1-0010-4259 Plan of Sub - Courier	35	80	-56%		-80	-100.00%
41-2-01-1-0010-4261 Advertising	1,472	2,200	-33%	2,200		0.00%
41-2-01-1-0010-4272 Printing		120	-100%	120		0.00%
TOTAL EXPENSES	2,544	9,000	-72%	8,320	-680	-7.56%
TOTAL PLANS FOR SUBDIVISIONS	-31,148	-14,480	115%	-15,490	-1,010	6.98%

CONSENT APPLICATIONS						
REVENUE						
41-2-01-2-0200-9203 Legal Fee Recovery	10,111	1,000	911%	1,000		0.00%
TOTAL REVENUE	10,111	1,000	911%	1,000		0.00%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$) (%)	
EXPENSES						
41-2-01-2-0200-4040	Legal Fee Expense	15,994	1,000	1499%	1,000	0.00%
	TOTAL EXPENSES	15,994	1,000	####	1,000	0.00%
	TOTAL CONSENT APPLICATIONS	5,883		0%		0.00%
TERANET						
REVENUE						
41-2-01-1-0301-9205	Teranet Fee Recovery		4,000	-100%	4,000	0.00%
	TOTAL REVENUE		4,000	-100%	4,000	0.00%
EXPENSES						
41-2-01-1-0301-4052	Teranet Expenses	5,400	4,000	35%	4,000	0.00%
	TOTAL EXPENSES	5,400	4,000	35%	4,000	0.00%
	TOTAL TERANET	5,400		0%		0.00%
PLANNING STUDIES						
EXPENSES						
41-2-01-1-0020-4075	Contracted Services	6,400	100,800	-94%	58,000	-42,800 -42.46%
41-2-01-1-0020-7045	Transfer to/from reserves	-6,400	-45,000	-86%	-45,000	0.00%
	TOTAL PLANNING STUDIES		55,800	-100%	13,000	-42,800 -76.70%
	TOTAL CITY ZONING AND PLANNING	-65,983	29,640	-323%	-15,570	-45,210 #####
	TOTAL PLANNING	402,659	536,564	-25%	483,369	-53,195 -9.91%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$) (%)	
BUILDING AND PLUMBING						
REVENUE						
21-9-01-4-0000-9190	Work Order / Permit Letter Fees	11,881	13,000	-9%	13,000	0.00%
21-9-01-4-0000-9750	Building Permit Fees	659,121	640,000	3%	640,000	0.00%
21-9-01-4-0000-9760	Plumbing Permits Fees	92,527	52,000	78%	75,000	23,000 44.23%
21-9-01-4-0000-9770	Sewer and Water Permits	32,050	20,000	60%	25,000	5,000 25.00%
21-9-01-4-0000-9780	Sign Permit Fees	1,850	3,000	-38%	4,000	1,000 33.33%
21-9-01-4-0000-7000	Transfer from (to) Building Services Reserve		-101,946	-100%	-34,243	67,703 -66.41%
	TOTAL REVENUE	797,429	626,054	27%	722,757	96,703 15.45%
EXPENSES						
21-9-01-4-0000-3010	Reg Full-time Wages	196,437	388,534	-49%	383,879	-4,655 -1.20%
21-9-01-4-0000-3011	Part Time Salaries	2,964		0%		0.00%
21-9-01-4-0000-3029	Salary Distributions	17,083	-41,721	-141%		41,721 -100.00%
21-9-01-4-0000-3090	All Overtime	5,056	5,500	-8%	5,500	0.00%
21-9-01-4-0000-3120	All Statutory Benefits	13,172	22,378	-41%	33,096	10,718 47.90%
21-9-01-4-0000-3130	All Employer Benefits	21,265	40,655	-48%	53,148	12,493 30.73%
21-9-01-4-0000-3135	OMERS	21,917	33,838	-35%	45,290	11,452 33.84%
21-9-01-4-0000-7020	Salary Distribution		20,500	-100%	30,500	10,000 48.78%
21-9-01-4-0000-4020	Course/Exam Fees	8,490	18,000	-53%	24,000	6,000 33.33%
21-9-01-4-0000-4023	Association Membership Fees	1,815	3,000	-40%	3,500	500 16.67%
21-9-01-4-0000-4040	Legal Fees & Expenses	1,643	20,000	-92%	20,000	0.00%
21-9-01-4-0000-4051	Advertising		500	-100%	1,000	500 100.00%
21-9-01-4-0000-4075	Contracted Services	57,049	5,000	1041%	10,000	5,000 100.00%
21-9-01-4-0000-4065	Software Maintenance	8,336	17,500	-52%	17,500	0.00%
21-9-01-4-0000-4176	Equipment Rental - Non-Owned	669	2,000	-67%	2,000	0.00%
21-9-01-4-0000-4216	Insurance Premiums	14,313	18,900	-24%	19,278	378 2.00%
21-9-01-4-0000-4249	Telephone	1,108	1,900	-42%	2,000	100 5.26%
21-9-01-4-0000-4272	Printing Costs	2,079	1,600	30%	1,800	200 12.50%
21-9-01-4-0000-4280	Staff Mileage	4,756	7,500	-37%	8,000	500 6.67%
21-9-01-4-0000-5011	Office/Field Supplie	2,276	2,200	3%	2,600	400 18.18%
21-9-01-4-0000-5026	Uniforms/Supply	1,056	1,700	-38%	2,000	300 17.65%
21-9-01-4-0000-7040	Internal Fleet Charges	1,045	1,804	-42%	1,804	0.00%
21-9-01-4-0000-7045	Overhead Allocation - Corporate Support Services	45,638	54,766	-17%	55,861	1,095 2.00%
	TOTAL EXPENSES	428,167	626,054	-32%	722,756	96,702 15.45%
	TOTAL BUILDING AND PLUMBING	-369,262		0%	-1	-1 0.00%

PROPERTY STANDARDS ENFORCEMENT

REVENUE

41-5-01-3-0005-9480	Contractors Fees	1,879	8,000	-77%	8,000	0.00%
41-5-01-3-0005-9490	Legal Fees		15,000	-100%	7,000	-8,000 -53.33%
41-5-01-3-0005-9499	Order Admin Fees	2,900	2,200	32%	3,000	800 36.36%
41-5-01-3-0005-9500	Disbursement Admin Fees	188	7,000	-97%	7,000	0.00%
	TOTAL REVENUE	4,967	32,200	-85%	25,000	-7,200 -22.36%

EXPENSES

41-5-01-3-0005-3010	Reg Full-time Wages	55,286		0%	52,929	52,929 0.00%
41-5-01-3-0005-3029	Distributed Wages		41,721	-100%		-41,721 -100.00%
41-5-01-3-0005-3211	Uniform/Supply	491	500	-2%	500	0.00%
41-5-01-3-0005-4040	Legal Fees & Expenses	7,073	47,000	-85%	47,000	0.00%
41-5-01-3-0005-4043	Consulting Fees		4,000	-100%	4,000	0.00%
41-5-01-3-0005-4180	Contractors Fees	1,879	8,000	-77%	8,000	0.00%
41-5-01-3-0005-4257	Postage/Courier	4	500	-99%	500	0.00%
41-5-01-3-0005-4280	Staff Mileage		1,000	-100%	1,000	0.00%
	TOTAL EXPENSES	64,733	102,721	-37%	113,929	11,208 10.91%
	TOTAL PROP STDS ENFORCEMENT	59,766	70,521	-15%	88,929	18,408 26.10%

BUILDING FILES - DIGITAL CONVERSION

October-31-19

		2019	2019	VAR	2020	2019/2020	
	DESCRIPTION	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
EXPENSES							
21-9-01-4-0002-3011	Part Time Salaries	14,560	20,000	-27%		-20,000	-100.00%
21-9-01-4-0002-3120	All Statutory Benefits	1,298		0%			0.00%
21-9-01-4-0002-3130	All Employer Benefits	141		0%			0.00%
21-9-01-4-0002-4173	Equipment/Supplies Expense	887	1,500	-41%	1,500		0.00%
	TOTAL EXPENSES	16,886	21,500	-21%	1,500	-20,000	-93.02%
	TOTAL BUILDING FILES - DIGITAL						
	CONVERSION	16,886	21,500	-21%	1,500	-20,000	-93.02%
	TOTAL BLDG & PLBG AND PROP STDS	-292,610	92,021	-418%	90,428	-1,593	-1.73%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$) (%)	
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ECONOMIC DEVELOPMENT

REVENUE

41-3-01-1-0000-9041	ICCI Funding	32,107	35,000	-8%	35,000		0.00%
41-3-01-1-0000-9515	Recoveries	27	3,600	-99%		-3,600	-100.00%
41-3-01-1-0000-9550	Special Events Revenue			0%	50,000	50,000	0.00%
41-3-01-1-0000-9551	Special Events Sponsorship			0%	15,000	15,000	0.00%
TOTAL REVENUE		32,134	38,600	-17%	100,000	61,400	159.07%

EXPENSES

41-3-01-1-0000-3010	Reg Full-time Wages	198,748	220,120	-10%	243,573	23,453	10.65%
41-3-01-1-0000-3120	All Statutory Benefits	11,367	12,330	-8%	13,413	1,083	8.78%
41-3-01-1-0000-3130	All Employer Benefits	20,287	22,280	-9%	24,304	2,024	9.08%
41-3-01-1-0000-3135	OMERS	23,890	25,225	-5%	28,302	3,077	12.20%
41-3-01-1-0000-3210	Car Allowance	500	600	-17%	600		0.00%
41-3-01-1-0000-4020	Course/Exam Fees	4,127	4,000	3%	4,000		0.00%
41-3-01-1-0000-4022	Conference Fees	4,827	5,000	-3%	5,000		0.00%
41-3-01-1-0000-4023	Association Membership Fees	1,356	1,500	-10%	1,800	300	20.00%
41-3-01-1-0000-4040	Legal Fees & Expenses	10,395	2,000	420%	2,000		0.00%
41-3-01-1-0000-4042	External Audit Fees & Expenses	1,730	2,000	-14%	2,000		0.00%
41-3-01-1-0000-4048	Small Business Enterprise Centre	40,000	40,000	0%	50,000	10,000	25.00%
41-3-01-1-0000-4067	Contracted Security		200	-100%	100	-100	-50.00%
41-3-01-1-0000-4147	Operating Equip. Maint/Repair		300	-100%	250	-50	-16.67%
41-3-01-1-0000-4150	Web Site Maint. Contract	77	250	-69%	250		0.00%
41-3-01-1-0000-4216	Insurance Premiums	909	1,000	-9%	1,020	20	2.00%
41-3-01-1-0000-4249	Telephone Services	2,274	3,000	-24%	3,000		0.00%
41-3-01-1-0000-4259	Courier	19	300	-94%	200	-100	-33.33%
41-3-01-1-0000-4271	Marketing and Promotion	67,587	65,000	4%	65,000		0.00%
41-3-01-1-0000-4280	Staff Mileage	8,873	8,500	4%	8,500		0.00%
41-3-01-1-0000-4285	Trade Shows	39,925	40,000	0%	37,500	-2,500	-6.25%
41-3-01-1-0000-4290	Soma	30,000	30,000	0%	30,000		0.00%
41-3-01-1-0000-5011	Office Supplies	2,381	2,500	-5%	2,000	-500	-20.00%
41-3-01-1-0000-6130	Equipment Purchases		1,000	-100%	1,000		0.00%
41-3-01-1-0000-4273	Special Events Expense			0%	50,000	50,000	0.00%
TOTAL EXPENSES		469,272	487,105	-4%	573,812	86,707	17.80%
TOTAL EDC ADMIN		437,138	448,505	-3%	473,812	25,307	5.64%

TOURISM

REVENUE

41-3-01-1-0007-9010	Canada Summer Jobs Program		2,000	-100%	2,500	500	25.00%
41-3-01-1-0007-9516	Special Events Revenue	7,163	7,500	-4%	7,500		0.00%
41-3-01-1-0007-9550	Tourism Revenue	2,353		0%			0.00%
41-3-01-1-0007-9560	Mural Project Revenue	12,500		0%	35,000	35,000	0.00%
TOTAL REVENUE		22,016	9,500	132%	45,000	35,500	373.68%

EXPENSES

41-3-01-1-0007-3010	Full Time Salaries	57,409	66,829	-14%	66,952	123	0.18%
41-3-01-1-0007-3011	Summer Student	14,339	13,728	4%	15,908	2,180	15.88%
41-3-01-1-0007-3120	All Stat Benefits	5,872	6,541	-10%	7,096	555	8.48%
41-3-01-1-0007-3130	All ER Benefits	7,919	9,166	-14%	9,429	263	2.87%
41-3-01-1-0007-3135	OMERS	5,362	6,422	-17%	6,248	-174	-2.71%
41-3-01-1-0007-4020	Training & Seminars	1,235	2,000	-38%	2,000		0.00%
41-3-01-1-0007-4022	Conference Fees	1,240	4,000	-69%	3,500	-500	-12.50%
41-3-01-1-0007-4023	Tourism Memberships	479	800	-40%	800		0.00%
41-3-01-1-0007-4042	Audit Fees	814	800	2%	800		0.00%
41-3-01-1-0007-4150	Web Site Maint. Contract	314	1,000	-69%	1,000		0.00%
41-3-01-1-0007-4249	Telephone Services	837	750	12%	800	50	6.67%
41-3-01-1-0007-4271	Tourism Marketing & Promtion	61,354	60,000	2%	60,000		0.00%
41-3-01-1-0007-4280	Tourism Mileage	559	700	-20%	700		0.00%
41-3-01-1-0007-4290	SBEC	10,000	10,000	0%	15,000	5,000	50.00%
41-3-01-1-0007-4560	Mural Project Expenses	13,342		0%	35,000	35,000	0.00%

		2019	2019	VAR	2020	2019/2020	
	DESCRIPTION	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
41-3-01-1-0007-5011	Tourism Office Supplies	409	1,500	-73%	1,000	-500	-33.33%
41-3-01-1-0007-5019	Station Expenses	5,742	6,000	-4%	7,000	1,000	16.67%
41-3-01-1-0007-5410	Tourism Hydro	412	600	-31%	600		0.00%
41-3-01-1-0007-6130	Equipment Purchases		1,000	-100%	750	-250	-25.00%
	TOTAL EXPENSES	187,638	191,836	-2%	234,583	42,747	22.28%
	TOTAL TOURISM	165,622	182,336	-9%	189,583	7,247	3.97%

SMALL BUSINESS ENTERPRISE CENTRE

REVENUE

41-3-01-4-0021-9010	Ontario Works Recovery	10,000	10,000	0%	10,000		0.00%
41-3-01-4-0021-9040	Provincial Core Funding	72,861	93,525	-22%	93,525		0.00%
41-3-01-4-0021-9510	Sponsorship Revenue	16,924	10,000	69%	20,000	10,000	100.00%
41-3-01-4-0021-9516	Special Events Revenue	7,755	15,000	-48%	15,000		0.00%
41-3-01-4-0021-9520	Elgin County Recovery	35,000	35,000	0%	50,000	15,000	42.86%
41-3-01-4-0021-9780	St Thomas EDC Recovery	40,221	50,000	-20%	75,000	25,000	50.00%
41-3-01-4-0021-9800			15,000	-100%		-15,000	-100.00%
	TOTAL REVENUE	182,761	228,525	-20%	263,525	35,000	15.32%

EXPENSES

41-3-01-4-0021-3010 +	Reg Full-time Wages	103,754	126,736	-18%	131,332	4,596	3.63%
41-3-01-4-0021-3011	Reg Part-time Salaries & Wages	20,103		0%			0.00%
41-3-01-4-0021-3120	All Statutory Benefits	10,577	15,318	-31%	15,636	318	2.08%
41-3-01-4-0021-3130	All Employer Benefits	14,504	18,499	-22%	27,588	9,089	49.13%
41-3-01-4-0021-3135	OMERS	9,810	10,202	-4%	15,078	4,876	47.79%
41-3-01-4-0021-4022	Association Conferences	1,591	2,000	-20%	2,000		0.00%
41-3-01-4-0021-4023	Memberships	340	500	-32%	500		0.00%
41-3-01-4-0021-4028	Training & Seminars	4,371	3,000	46%	3,000		0.00%
41-3-01-4-0021-4042	Audit Expense	-2,043		0%			0.00%
41-3-01-4-0021-4051	Marketing & Promotion	10,965	3,000	266%	6,491	3,491	116.37%
41-3-01-4-0021-4171	Office Rent	7,003	14,400	-51%	19,500	5,100	35.42%
41-3-01-4-0021-4249	IT - Telephone/Internet	825	3,400	-76%	3,400		0.00%
41-3-01-4-0021-4280	Mileage	1,970	1,200	64%	1,000	-200	-16.67%
41-3-01-4-0021-5010	Office Expenses	3,712	1,000	271%	1,000		0.00%
41-3-01-4-0021-5011	Special Events Expenses	44,122	29,270	51%	27,000	-2,270	-7.76%
41-3-01-4-0021-5910	Client Training	-283		0%			0.00%
	TOTAL EXPENSES	231,321	228,525	1%	253,525	25,000	10.94%
	SMALL BUSINESS ENTERPRISE	48,560		0%	-10,000	-10,000	0.00%

STARTER COMPANY

REVENUE

41-3-01-5-0021-9040	Provincial Funding	94,914	138,571	-32%	112,000	-26,571	-19.18%
41-3-01-5-0021-9044	St. Thomas Funding	9,779		0%			0.00%
	TOTAL REVENUE	104,693	138,571	-24%	112,000	-26,571	-19.18%

EXPENSES

41-3-01-5-0021-3029	Program Staff (Salary Distributions)	24,911	46,471	-46%	32,000	-14,471	-31.14%
41-3-01-5-0021-4051	Marketing & Promotion	199	500	-60%		-500	-100.00%
41-3-01-5-0021-4280	Travel Expense	546	1,000	-45%		-1,000	-100.00%
41-3-01-5-0021-5010	Office Expense		500	-100%		-500	-100.00%
41-3-01-5-0021-5011	Mentoring Expenses	392	1,000	-61%		-1,000	-100.00%
41-3-01-5-0021-5910	Client Training		1,000	-100%		-1,000	-100.00%
41-3-01-5-0021-4249	Telephone Expense	191	600	-68%		-600	-100.00%
41-3-01-5-0021-7065	Program Grants	85,507	87,500	-2%	80,000	-7,500	-8.57%
	TOTAL EXPENSES	111,746	138,571	-19%	112,000	-26,571	-19.18%
	TOTAL STARTER COMPANY	7,053		0%			0.00%

SUMMER COMPANY

REVENUE

41-3-01-6-0021-9040	Summer Company Provincial Funding	30,000	72,500	-59%	50,000	-22,500	-31.03%
	TOTAL REVENUE	30,000	72,500	-59%	50,000	-22,500	-31.03%

EXPENSES

October-31-19

		2019	2019	VAR	2020	2019/2020	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
41-3-01-6-0021-3029	Salary & Benefits	11,667	25,000	-53%	20,000	-5,000	-20.00%
41-3-01-6-0021-4051	Marketing & Promotion		1,000	-100%		-1,000	-100.00%
41-3-01-6-0021-5010	Office Expense		100	-100%		-100	-100.00%
41-3-01-6-0021-5011	Mentoring Expenses		1,000	-100%		-1,000	-100.00%
41-3-01-6-0021-5910	Client Training		400	-100%		-400	-100.00%
41-3-01-6-0021-7065	Program Grants - Summer Comp	28,500	45,000	-37%	30,000	-15,000	-33.33%
	TOTAL EXPENSES	40,167	72,500	-45%	50,000	-22,500	-31.03%
	TOTAL SUMMER COMPANY	10,167		0%			0.00%
LAND OPERATIONS							
REVENUE							
41-3-01-1-0070-7411	Interest Earned	52		0%			0.00%
41-3-01-1-0070-9320	Land Lease Revenue	1,200	1,200	0%	1,200		0.00%
	TOTAL REVENUE	1,252	1,200	4%	1,200		0.00%
EXPENSES							
	TOTAL LAND OPERATIONS	-1,252	-1,200	4%	-1,200		0.00%
	TOTAL ECONOMIC DEVELOPMENT	667,288	629,641	6%	652,195	22,554	3.58%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
ENVIRONMENTAL SERVICES						
ADMINISTRATION						
EXPENSES						
41-5-01-0-0000-3010	Reg Full-time Wages	84,911	104,020	-18%	101,410	-2,610 -2.51%
41-5-01-0-0000-3120	All Statutory Benefits	5,137	5,930	-13%	6,080	150 2.53%
41-5-01-0-0000-3130	All Employer Benefits	7,807	11,020	-29%	10,770	-250 -2.27%
41-5-01-0-0000-3135	OMERS	9,602	12,880	-25%	11,610	-1,270 -9.86%
	WAGES & BENEFITS	107,457	133,850	-20%	129,870	-3,980 -2.97%
41-5-01-0-0000-4020	Course/Exam Fees	125		0%		0.00%
41-5-01-0-0000-4022	Conference Fees	1,359	3,000	-55%	2,500	-500 -16.67%
41-5-01-0-0000-4023	Association Membership Fees	1,245	1,500	-17%	1,500	0.00%
41-5-01-0-0000-4060	Temporary Employees	2,746		0%		0.00%
41-5-01-0-0000-4147	Operating Equip. Maint/Repair	-30		0%		0.00%
41-5-01-0-0000-4249	Telephone Services	698	2,000	-65%	1,500	-500 -25.00%
41-5-01-0-0000-4259	Courier	92	250	-63%	200	-50 -20.00%
41-5-01-0-0000-4275	Photocopying	1,595	2,000	-20%	2,000	0.00%
41-5-01-0-0000-4280	Staff Mileage	308	500	-38%	450	-50 -10.00%
41-5-01-0-0000-5011	Office Supplies	3,263	5,000	-35%	4,500	-500 -10.00%
41-5-01-0-0000-6130	Equipment Purchases		500	-100%	500	0.00%
41-5-01-0-0000-7490	Service Charges	75	75	0%	75	0.00%
	TOTAL EXPENSES	118,933	148,675	-20%	143,095	-5,580 -3.75%
	TOTAL ADMINISTRATION	118,933	148,675	-20%	143,095	-5,580 -3.75%

WATER

ADMINISTRATION

REVENUE

56-3-01-1-0000-9410	Water Revenues	7,694,875	10,121,000	-24%	10,000,000	-121,000 -1.20%
56-3-01-1-0000-9411	Central Elgin Water Revenue		-328,000	-100%	440,000	768,000 -234.15%
56-3-01-1-0000-9412	Southwold Water Revenue	-7,505	-12,000	-37%	-12,000	0.00%
	TOTAL REVENUE	7,687,370	9,781,000	-21%	10,428,000	647,000 6.61%

EXPENSES

56-3-01-1-0000-3010	Reg Full-time Wages	137,128	356,040	-61%	346,420	-9,620 -2.70%
56-3-01-1-0000-3120	All Statutory Benefits	9,145	19,880	-54%	24,930	5,050 25.40%
56-3-01-1-0000-3130	All Employer Benefits	14,549	35,060	-59%	38,770	3,710 10.58%
56-3-01-1-0000-3135	OMERS	15,132	31,730	-52%	36,130	4,400 13.87%
	WAGES & BENEFITS	175,954	442,710	-60%	446,250	3,540 0.80%
56-3-01-0-0000-4020	Course/Exam Fees	2,661		0%		0.00%
56-3-01-0-0000-4023	Association Membership Fees	2,704		0%		0.00%
56-3-01-0-0000-4051	Advertising, Marketing & Prom.	1,394	2,500	-44%	2,500	0.00%
56-3-01-0-0000-4075	Billing Services	109,920	163,270	-33%	163,270	0.00%
56-3-01-0-0000-4216	Insurance Premiums	48,216	52,030	-7%	53,070	1,040 2.00%
56-3-01-0-0000-4249	Communications SCADA	12,333	15,000	-18%	15,000	0.00%
56-3-01-0-0000-4275	Photocopying	564	750	-25%	750	0.00%
56-3-01-0-0000-4252	SCADA Maintenance		20,000	-100%	20,000	0.00%
56-3-01-0-0000-5010	General Supplies		2,000	-100%	2,000	0.00%
56-3-01-1-0000-4065	CMMS/Water Trax Support Fee	20,505	23,180	-12%	30,000	6,820 29.42%
56-3-01-1-0000-4080	DWQMS Certification	3,205	10,000	-68%	10,000	0.00%
56-3-01-1-0000-4249	Telephone Services	3,136	4,300	-27%	4,300	0.00%
56-3-01-1-0000-4190	City Own Property Taxes	2,949	5,100	-42%	5,100	0.00%
56-3-01-1-0000-5010	Secondary Water Purchases	1,866,438	1,707,000	9%	1,675,000	-32,000 -1.87%
56-3-01-1-0000-5016	Primary Water Purchases	1,312,227	2,724,000	-52%	2,437,000	-287,000 -10.54%
56-3-01-1-0000-5410	Electricity (Hydro)	6,546	9,500	-31%	9,500	0.00%
56-3-01-1-0000-5421	Natural gas - heating	2,311	3,200	-28%	3,200	0.00%
56-3-01-1-0000-7000	Transfer to Water Reserve Fund	2,718,639	2,762,685	-2%	3,588,905	826,220 29.91%
56-3-01-1-0000-7044	Public Works Building Overhead	81,452	75,000	9%	75,000	0.00%
56-3-01-1-0000-7045	Overhead Allocation - Corporate Support Services	84,883	101,860	-17%	103,900	2,040 2.00%

DESCRIPTION	2019	2019	VAR	2020	2019/2020	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
TOTAL EXPENSES	6,456,037	8,124,085	-21%	8,644,745	520,660	6.41%
TOTAL ADMINISTRATION	-1,231,333	-1,656,915	-26%	-1,783,255	-126,340	7.63%
WATER OPERATIONS						
REVENUE						
56-3-01-5-0000-9515 Recoveries	46,204	45,000	3%	45,000		0.00%
TOTAL REVENUE	46,204	45,000	3%	45,000		0.00%
EXPENSES						
56-3-01-5-0000-3010 Regular Full Time Wages	654,693	644,320	2%	682,600	38,280	5.94%
56-3-01-5-0000-3011 Regular Part Time Wages	4,648	35,060	-87%		-35,060	-100.00%
56-3-01-5-0000-3039 Standby	7,029	13,420	-48%	12,000	-1,420	-10.58%
56-3-01-5-0000-3090 All Overtime	21,099	30,000	-30%	30,000		0.00%
56-3-01-5-0000-3120 All Statutory Benefits	55,839	54,770	2%	54,550	-220	-0.40%
56-3-01-5-0000-3130 All Employer Benefits	80,365	80,270	0%	82,380	2,110	2.63%
56-3-01-5-0000-3135 OMERS	65,524	63,850	3%	59,300	-4,550	-7.13%
WAGES & BENEFITS	889,197	921,690	-4%	920,830	-860	-0.09%
56-3-01-5-0000-3150 Payroll Clearing	-382,205	-475,000	-20%	-475,000		0.00%
56-3-01-5-0000-3100 Benefits Clearing	-175,087	-200,000	-12%	-200,000		0.00%
56-3-01-5-0000-3999 Job Costing Labour	554,467	790,000	-30%	790,000		0.00%
56-3-01-5-0000-4075 Contracted Services	1,759	2,000	-12%	2,300	300	15.00%
56-3-01-5-0000-4179 Job Costing Equipment	69,923	105,000	-33%	105,000		0.00%
56-3-01-5-0000-4189 Job Costing Subcontractors	104,478	260,000	-60%	220,000	-40,000	-15.38%
56-3-01-5-0000-4249 ARBS Communications	2,376	3,000	-21%	5,000	2,000	66.67%
56-3-01-5-0000-5026 Clothing Allowance	5,811	8,125	-28%	8,125		0.00%
56-3-01-5-0000-5410 Electricity (Hydro) Charges	46,201	87,000	-47%	87,000		0.00%
56-3-01-5-0000-5420 Water Meter Replacement Program		100	-100%	165,000	164,900	#####
56-3-01-5-0000-5999 Job Costing Materials	160,617	200,000	-20%	200,000		0.00%
TOTAL EXPENSES	1,277,537	1,701,915	-25%	1,828,255	126,340	7.42%
TOTAL WATER OPERATIONS	1,231,333	1,656,915	-26%	1,783,255	126,340	7.63%

SECONDARY WATER

OPERATIONS

REVENUE

56-3-01-2-0002-9514 Recoveries - Southwold/Central Elgin	820,868	900,000	-9%	936,000	36,000	4.00%
56-3-01-2-0002-9515 Recoveries - St. Thomas	1,691,898	1,707,000	-1%	1,675,000	-32,000	-1.87%
TOTAL REVENUE	2,512,766	2,607,000	-4%	2,611,000	4,000	0.15%

EXPENSES

56-3-01-2-0002-3029 E/S Wage Allocation	33,574	45,600	-26%	46,270	670	1.47%
56-3-01-2-0002-3999 Job Costing Labour	42,745	48,000	-11%	48,000		0.00%
56-3-01-2-0002-4065 CMMS Support Fee	2,849	2,880	-1%	2,950	70	2.43%
56-3-01-2-0002-4075 Secondary Water System - Contractor	54,860	90,000	-39%	100,000	10,000	11.11%
56-3-01-2-0002-4141 Misc. Contracted Services	42,877	30,000	43%	35,000	5,000	16.67%
56-3-01-2-0002-4179 Job Costing Equipment	7,995	7,500	7%	8,500	1,000	13.33%
56-3-01-2-0002-4189 Job Costing Subcontractors	13,182	20,000	-34%	20,000		0.00%
56-3-01-2-0002-4190 City Own Property Taxes	4,745	4,710	1%	4,900	190	4.03%
56-3-01-2-0002-4216 Insurance Expense	15,827	17,080	-7%	17,420	340	1.99%
56-3-01-2-0002-4249 Communications	14,715	15,000	-2%	20,000	5,000	33.33%
56-3-01-2-0002-4252 SCADA Maintenance		10,000	-100%	10,000		0.00%
56-3-01-2-0002-5016 Purchase of Water	1,560,828	1,453,000	7%	1,581,000	128,000	8.81%
56-3-01-2-0002-5410 Electricity (Hydro)	123,404	120,000	3%	135,000	15,000	12.50%
56-3-01-2-0002-5421 Natural Gas - Heating	485	4,400	-89%	5,000	600	13.64%
56-3-01-2-0002-5438 Chemicals	1,910	6,000	-68%	5,000	-1,000	-16.67%
56-3-01-2-0002-5999 Job Costing Materials	194	2,200	-91%	1,000	-1,200	-54.55%
56-3-01-2-0002-7000 Transfer to Secondary Water Reserve Fund	592,576	730,630	-19%	570,960	-159,670	-21.85%
TOTAL EXPENSES	2,512,766	2,607,000	-4%	2,611,000	4,000	0.15%

		2019	2019	VAR	2020	2019/2020	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
SEWAGE OPERATIONS							
REVENUE							
56-4-01-1-0000-9514	Misc. Recoveries (including rodding)	4,514	12,000	-62%	10,000	-2,000	-16.67%
56-4-01-1-0000-9515	Recoveries	300		0%			0.00%
TOTAL REVENUE		4,814	12,000	-60%	10,000	-2,000	-16.67%
EXPENSES							
56-4-01-5-0000-7010	Transfer to Sewer Reserve	-848,245	-1,322,670	-36%	-1,361,640	-38,970	2.95%
56-4-01-5-0000-3010	Reg Full-time Salaries & Wages	404,427	592,760	-32%	655,790	63,030	10.63%
56-4-01-5-0000-3011	Reg Part-time Salaries & Wages	49,295	30,260	63%	28,830	-1,430	-4.73%
56-4-01-5-0000-3090	All Overtime	26,896	30,000	-10%	30,000		0.00%
56-4-01-5-0000-3120	All Statutory Benefits	38,737	47,220	-18%	47,090	-130	-0.28%
56-4-01-5-0000-3130	All Employer Benefits	50,271	73,430	-32%	75,390	1,960	2.67%
Annual Erosion Control - Storm Structure							
56-4-01-5-0000-4182	Repair		200,000	-100%	150,000	-50,000	-25.00%
56-4-01-5-0000-3999	Job Costing Labour	387,182	450,000	-14%	450,000		0.00%
56-4-01-5-0000-5999	Job Costing Materials	84,487	85,000	-1%	85,000		0.00%
56-4-01-5-0000-4179	Job Costing Equipment	67,650	95,000	-29%	95,000		0.00%
56-4-01-5-0000-4189	Job Costing Subcontractors	191,317	195,000	-2%	195,000		0.00%
56-4-01-5-0000-3100	Benefits Clearing	-155,266	-160,000	-3%	-160,000		0.00%
56-4-01-5-0000-3039	Standby	6,233	11,900	-48%	10,000	-1,900	-15.97%
56-4-01-5-0000-4186	Annual Sewer Video Inspection		50,000	-100%	50,000		0.00%
56-4-01-5-0000-3150	Payroll Clearing	-338,937	-425,000	-20%	-425,000		0.00%
56-4-01-5-0000-3135	OMERS	40,767	59,100	-31%	55,030	-4,070	-6.89%
TOTAL EXPENSES		4,814	12,000	-60%	-19,510	-31,510	#####
TOTAL SEWER OPERATIONS				0%	-29,510	-29,510	0.00%
TOTAL WATER & SEWER				0%	-29,510	-29,510	0.00%

POLLUTION CONTROL

ADMINISTRATION

REVENUE

56-4-01-1-0000-9405	Sewer & Sewage Charges	6,754,825	8,020,000	-16%	8,742,000	722,000	9.00%
56-4-01-1-0000-9412	Southwold Sanitary Capital Charge	-6,185	-8,790	-30%	-8,800	-10	0.11%
TOTAL REVENUE		6,748,640	8,011,210	-16%	8,733,200	721,990	9.01%

EXPENSES

56-4-01-0-0000-4023	Association Membership Fees	249		0%			0.00%
56-4-01-0-0000-4051	Advertising, Marketing & Prom.		300	-100%		-300	-100.00%
56-4-01-0-0000-4075	Contract Services	1,813	2,000	-9%	2,300	300	15.00%
56-4-01-0-0000-4216	Insurance Premiums	145,413	156,920	-7%	160,060	3,140	2.00%
56-4-01-0-0000-4275	Photocopying	701	700	0%	750	50	7.14%
56-4-01-0-0000-5011	Office Supplies	187		0%			0.00%
56-4-01-1-0000-4040	Legal Fees	-137	500	-127%	500		0.00%
56-4-01-1-0000-4059	Consulting Services (Eng & Fin)	53,019	30,000	77%	30,000		0.00%
56-4-01-1-0000-4065	CMMS Support Fee	14,857	15,500	-4%	20,000	4,500	29.03%
56-4-01-1-0000-4075	Billing Services	109,920	163,270	-33%	163,270		0.00%
56-4-01-1-0000-4249	Communications SCADA	22,945	15,000	53%	20,000	5,000	33.33%
56-4-01-1-0000-4252	SCADA Maintenance	3,986	10,000	-60%	10,000		0.00%
56-4-01-1-0000-5410	Electricity (Hydro)	6,546	9,500	-31%	9,500		0.00%
56-4-01-1-0000-5421	Natural gas - heating	2,311	3,200	-28%	3,200		0.00%
56-4-01-1-0000-7010	Sewer System Reserve Fund	3,145,737	4,152,250	-24%	4,690,370	538,120	12.96%
56-4-01-1-0000-7044	Public Works Building Overhead	81,452	75,000	9%	75,000		0.00%
Overhead Allocation - Corporate Support							
56-4-01-1-0000-7045	Services	122,173	146,610	-17%	149,540	2,930	2.00%
TOTAL EXPENSES		3,711,172	4,780,750	-22%	5,334,490	553,740	11.58%
TOTAL ADMINISTRATION		-3,037,468	-3,230,460	-6%	-3,398,710	-168,250	5.21%

SEWAGE TREATMENT PLANT

		2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	
	DESCRIPTION						(%)
REVENUE							
56-4-01-2-0000-9113	Property Search Fees	100	300	-67%	300		0.00%
	TOTAL REVENUE	100	300	-67%	300		0.00%
EXPENSES							
56-4-01-1-0000-3010	Reg Full-time Wages	918,881	1,052,460	-13%	1,120,960	68,500	6.51%
56-4-01-1-0000-3011	Reg Part-time Wages	19,308	11,110	74%	11,110		0.00%
56-4-01-1-0000-3039	Standby	12,857	32,800	-61%	16,400	-16,400	-50.00%
56-4-01-1-0000-3090	All Overtime	97,618	70,000	39%	50,000	-20,000	-28.57%
56-4-01-1-0000-3120	All Statutory Benefits	72,209	68,170	6%	86,040	17,870	26.21%
56-4-01-1-0000-3130	All Employer Benefits	106,669	122,470	-13%	126,690	4,220	3.45%
56-4-01-1-0000-3135	OMERS	95,763	96,350	-1%	110,060	13,710	14.23%
	WAGES & BENEFITS	1,323,305	1,453,360	-9%	1,521,260	67,900	4.67%
56-4-01-1-0000-3210	Car Allowance		600	-100%		-600	-100.00%
56-4-01-1-0000-4190	City Own Property Taxes	39,200	47,940	-18%	49,000	1,060	2.21%
56-4-01-2-0000-4020	Course/Exam Fees	10,627	11,000	-3%	15,000	4,000	36.36%
56-4-01-2-0000-4023	Association Membership Fees	1,357	1,000	36%	1,000		0.00%
56-4-01-2-0000-4059	Contracted Services	173,829	125,000	39%	130,000	5,000	4.00%
56-4-01-2-0000-4063	Sludge Hauling	18,178	13,500	35%	25,000	11,500	85.19%
56-4-01-2-0000-4064	Sludge Disposal Expense	114,698	50,000	129%	140,000	90,000	180.00%
56-4-01-2-0000-4141	Contracted Building Maintenance	30,280	45,000	-33%	45,000		0.00%
56-4-01-2-0000-4249	Telephone Services	8,369	9,300	-10%	9,500	200	2.15%
56-4-01-2-0000-4259	Courier	1,188	750	58%	750		0.00%
56-4-01-2-0000-4275	Photocopying	2,357	1,000	136%	1,100	100	10.00%
56-4-01-2-0000-4280	Staff Mileage	2,845	3,000	-5%	3,500	500	16.67%
56-4-01-2-0000-5011	Office Supplies	4,285	4,500	-5%	2,000	-2,500	-55.56%
56-4-01-2-0000-5026	Uniforms/Supply	12,031	6,750	78%	7,000	250	3.70%
56-4-01-2-0000-5438	Chemicals	332,784	275,000	21%	350,000	75,000	27.27%
56-4-01-2-0000-6130	Equipment Purchases	73,763	100,000	-26%	80,000	-20,000	-20.00%
56-4-01-2-0000-7040	Sewage Treatment Plant City Vehicles	20,407	28,000	-27%	28,000		0.00%
56-4-01-8-0000-3999	Job Costing Labour - PWSC Outside Workers		2,000	-100%		-2,000	-100.00%
56-4-01-8-0000-4130	Annual Minor Replacements	318,145	350,000	-9%	300,000	-50,000	-14.29%
56-4-01-8-0000-5012	Building Maint/Repair Supply	19,057	35,000	-46%	15,000	-20,000	-57.14%
56-4-01-8-0000-5013	Janitorial Supplies	3,485	2,700	29%	2,800	100	3.70%
56-4-01-8-0000-5021	Health & Safety Supplies	4,527	5,000	-9%	6,000	1,000	20.00%
56-4-01-8-0000-5410	Electricity (Hydro)	240,107	340,000	-29%	330,000	-10,000	-2.94%
56-4-01-8-0000-5415	Water	25,487	16,150	58%	30,000	13,850	85.76%
56-4-01-8-0000-5421	Natural gas - heating	19,550	42,410	-54%	30,000	-12,410	-29.26%
	TOTAL EXPENSES	2,799,861	2,968,960	-6%	3,121,910	152,950	5.15%
	TOTAL SEWAGE TREATMENT PLANT	2,799,761	2,968,660	-6%	3,121,610	152,950	5.15%
PUMPING STATIONS							
EXPENSES							
56-4-01-4-0000-4249	SCADA Expense	30,675	15,000	105%	20,000	5,000	33.33%
56-4-01-4-0000-4252	SCADA Maintenance	2,084	10,000	-79%	10,000		0.00%
56-4-01-4-0000-5012	Build Maint/Repair Supply - St Thomas PS	32,680	30,000	9%	35,000	5,000	16.67%
56-4-01-4-0000-5017	Pumping Station Upgrades	106,277	125,000	-15%	125,000		0.00%
56-4-01-4-0000-5410	Electricity - St Thomas Pumpng Stations	46,663	55,000	-15%	59,000	4,000	7.27%
56-4-01-4-0000-5411	Electricity - Central Elgin Pumpng Stations	8,443	11,000	-23%	11,000		0.00%
56-4-01-4-0000-5415	Water	10,572	13,800	-23%	15,000	1,200	8.70%
56-4-01-4-0000-5421	Natural gas - heating	1,652	2,000	-17%	2,100	100	5.00%
	TOTAL EXPENSES	239,046	261,800	-9%	277,100	15,300	5.84%
	TOTAL PUMPING STATION	239,046	261,800	-9%	277,100	15,300	5.84%
	TOTAL POLLUTION CONTROL	1,339		0%			0.00%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		(%)
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ROADS AND TRANSPORTATION

ROADS & FLEET

ROAD OPERATIONS

REVENUE

51-2-01-1-0000-9514	Recoveries/Sundry User Groups	7,248	2,000	262%	2,000		0.00%
51-2-01-1-0000-9515	Recoveries-Internal	1,256	250	402%	250		0.00%
51-2-01-1-0000-9740	Road Occupancy Permit Fee	2,170	3,500	-38%	3,500		0.00%
TOTAL REVENUE		10,674	5,750	86%	5,750		0.00%

EXPENSES

51-2-01-1-0000-3010	Reg Full-time Salaries & Wages	713,221	966,800	-26%	951,640	-15,160	-1.57%
51-2-01-1-0000-3011	Reg Part-time Salaries & Wages	100,019	107,730	-7%	107,730		0.00%
51-2-01-1-0000-3039	Premiums	16,369	13,160	24%	23,000	9,840	74.77%
51-2-01-1-0000-3090	All Overtime	65,215	66,300	-2%	75,000	8,700	13.12%
51-2-01-1-0000-3120	Stat Benefits	75,289	85,740	-12%	90,000	4,260	4.97%
51-2-01-1-0000-3130	All Employer Benefits	107,102	125,830	-15%	127,670	1,840	1.46%
51-2-01-1-0000-3135	OMERS	68,994	84,470	-18%	84,790	320	0.38%
WAGES & BENEFITS		1,146,209	1,450,030	-21%	1,459,830	9,800	0.68%
51-2-01-1-0000-3150	Payroll Clearing	-692,560	-1,100,000	-37%	-900,000	200,000	-18.18%
51-2-01-1-0000-3100	Benefits Clearing	-294,298	-375,000	-22%	-355,000	20,000	-5.33%
51-2-01-1-0000-4020	Training and Seminars	15,001	9,000	67%	9,500	500	5.56%
51-2-01-1-0000-4022	Conference Fees	3,078	1,500	105%	2,500	1,000	66.67%
51-2-01-1-0000-4023	Association Membership Fees	2,041	2,750	-26%	2,700	-50	-1.82%
51-2-01-1-0000-4040	Legal Fees & Expenses		500	-100%	500		0.00%
51-2-01-1-0000-4063	GPS Maintenance	20,148	12,720	58%	22,000	9,280	72.96%
51-2-01-1-0000-4065	CMMS Support Fee	10,278	10,300	0%	10,500	200	1.94%
51-2-01-1-0000-4075	Contracted Services	1,784	4,000	-55%	2,300	-1,700	-42.50%
51-2-01-1-0000-4249	Telephone	5,605	6,000	-7%	7,500	1,500	25.00%
51-2-01-1-0000-4275	Photocopying Expenses	564	750	-25%	750		0.00%
51-2-01-1-0000-4280	Staff Mileage	531	250	112%	250		0.00%
51-2-01-1-0000-5021	Health & Safety Supplies	772	500	54%	500		0.00%
51-2-01-1-0000-5026	Uniforms/Supply	9,449	8,125	16%	8,125		0.00%
51-2-01-1-0000-5410	Electricity (Hydro)	6,547	9,200	-29%	8,700	-500	-5.43%
51-2-01-1-0000-5421	Natural gas - heating	2,311	3,200	-28%	3,000	-200	-6.25%
51-2-01-1-0000-5425	Equipment Purchases	29,200	25,000	17%	35,000	10,000	40.00%
51-2-01-1-0001-3999	Job Costing Labour	953,750	1,448,720	-34%	1,234,300	-214,420	-14.80%
51-2-01-1-0001-4179	Job Costing Equipment	304,830	352,200	-13%	375,000	22,800	6.47%
51-2-01-1-0001-4189	Job Costing Subcontractors	248,856	455,500	-45%	461,235	5,735	1.26%
51-2-01-1-0001-5999	Job Costing Materials	380,714	418,000	-9%	430,000	12,000	2.87%
51-2-01-1-0002-3999	Job Costing Labour - Wk Others	3,937	200	1869%	200		0.00%
51-2-01-1-0002-4179	Job Costing Equipment - Wk Others	2,366	150	1477%	100	-50	-33.33%
51-2-01-1-0910-3999	Job Costing Labour - Special Events	4,132	7,000	-41%	7,000		0.00%
51-2-01-1-0910-4179	Job Costing Equipment - Special Events	338	1,000	-66%	1,000		0.00%
TOTAL EXPENSES		2,165,583	2,751,595	-21%	2,827,490	75,895	2.76%
TOTAL ROAD OPERATIONS		2,154,909	2,745,845	-22%	2,821,740	75,895	2.76%

FLEET OPERATION

REVENUE

11-8-01-1-0000-9514	Recoveries/Sundry User Groups	897,149	1,036,190	-13%	1,060,040	23,850	2.30%
TOTAL REVENUE		897,149	1,036,190	-13%	1,060,040	23,850	2.30%

EXPENSES

11-8-01-1-0000-3010	Full Time Wages	165,840	191,580	-13%	191,690	110	0.06%
11-8-01-1-0000-3039	Standby	13,084	15,650	-16%	16,550	900	5.75%
11-8-01-1-0000-3090	Overtime	3,267	15,000	-78%	14,000	-1,000	-6.67%
11-8-01-1-0000-3100	Benefits Clearing	-66,971	-75,000	-11%	-75,000		0.00%

DESCRIPTION	2019	2019	VAR	2020	2019/2020		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
11-8-01-1-0000-3120	All Statutory Benefits	14,781	15,720	-6%	16,660	940	5.98%
11-8-01-1-0000-3130	All Employer Benefits	21,726	26,580	-18%	25,100	-1,480	-5.57%
11-8-01-1-0000-3135	OMERS	17,339	18,150	-4%	17,630	-520	-2.87%
	WAGES & BENEFITS	169,066	207,680	-19%	206,630	-1,050	-0.51%
11-8-01-1-0000-3150	Payroll Clearing	-154,758	-196,000	-21%	-196,000		0.00%
11-8-01-1-0000-3999	Job Costing Labour	211,451	230,000	-8%	230,000		0.00%
11-8-01-1-0000-4020	Course/Exam Fees	994	2,500	-60%	2,500		0.00%
11-8-01-1-0000-4075	Contracted Services	586		0%			0.00%
11-8-01-1-0000-4189	Vehicle Subcontractors	178,328	148,000	20%	193,385	45,385	30.67%
11-8-01-1-0000-4249	Telephone	332		0%			0.00%
11-8-01-1-0000-4275	Photocopying	60		0%			0.00%
11-8-01-1-0000-5010	MTO Reports	50	150	-67%	150		0.00%
11-8-01-1-0000-5026	Uniforms/Supply	1,875	3,375	-44%	3,375		0.00%
11-8-01-1-0000-5410	Electricity (Hydro)	528		0%			0.00%
11-8-01-1-0000-5421	Natural gas - heating	360		0%			0.00%
11-8-01-1-0000-5435	Gasoline - operating	278,278	355,000	-22%	335,000	-20,000	-5.63%
11-8-01-1-0000-5999	Job Costing Materials	234,724	285,485	-18%	285,000	-485	-0.17%
	TOTAL EXPENSES	921,874	1,036,190	-11%	1,060,040	23,850	2.30%
	TOTAL FLEET OPERATION	24,725		0%			0.00%
	TOTAL ROADS & FLEET	2,179,634	2,745,845	-21%	2,821,740	75,895	2.76%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	
						(%)

Transportation & Enforcement

CROSSING GUARDS

EXPENSES

21-9-01-1-0010-3011	Part-time Salaries	49,023	63,220	-22%	63,220		0.00%
21-9-01-1-0010-3120	Employer Benefits	2,871	5,780	-50%	5,900	120	2.08%
21-9-01-1-0010-3999	Job Costing Labour	1,036	4,300	-76%		-4,300	-100.00%
21-9-01-1-0010-4179	City Equipment	254	750	-66%		-750	-100.00%
21-9-01-1-0010-5021	Safety Wear & Supplies	334	50	568%	750	700	#####
21-9-01-1-0010-5026	Uniforms, Coveralls, etc.	128	700	-82%	1,400	700	100.00%
21-9-01-1-0010-5999	Materials	1,134	1,000	13%		-1,000	-100.00%
	TOTAL EXPENSES	54,780	75,800	-28%	71,270	-4,530	-5.98%
	TOTAL CROSSING GUARDS	54,780	75,800	-28%	71,270	-4,530	-5.98%

RAILWAY MAINTENANCE

EXPENSES

51-2-01-1-0020-4065	CNR Railway Crossing Maintenance	22,797	45,000	-49%	35,000	-10,000	-22.22%
51-2-01-1-0030-4065	Maintenance Contracts - CPR	243	250	-3%	250		0.00%
51-2-01-1-0040-4065	Railway Maintenance-OSR	14,707	14,000	5%	17,600	3,600	25.71%
51-2-01-1-0050-4065	Railway Maintenance-PSTR	18,165	20,300	-11%	19,000	-1,300	-6.40%
	TOTAL EXPENSES	55,912	79,550	-30%	71,850	-7,700	-9.68%
	TOTAL RAILWAY MAINTENANCE	55,912	79,550	-30%	71,850	-7,700	-9.68%

TRANSPORTATION

EXPENSES

51-2-01-1-0900-3010	Full Time Salaries	83,235	94,380	-12%	100,760	6,380	6.76%
51-2-01-1-0900-3090	Overtime	498	1,000	-50%	1,000		0.00%
51-2-01-1-0900-3120	All Statutory Benefits	6,273	6,600	-5%	7,360	760	11.52%
51-2-01-1-0900-3130	All Employer Benefits	7,052	6,620	7%	8,850	2,230	33.69%
51-2-01-1-0900-3135	OMERS	8,144	8,350	-2%	10,330	1,980	23.71%
	WAGES & BENEFITS	105,202	116,950	-10%	128,300	11,350	9.71%
51-2-01-1-0900-4020	Training & Seminars	3,588	2,600	38%	2,700	100	3.85%
51-2-01-1-0900-4022	Association Conferences	386	1,250	-69%	1,250		0.00%
51-2-01-1-0900-4023	Memberships & Associations	898	1,500	-40%	1,500		0.00%
51-2-01-1-0900-4051	Publications	170	50	240%	50		0.00%
51-2-01-1-0900-4075	Traffic Equipment	3,403	1,000	240%	7,000	6,000	600.00%
51-2-01-1-0900-4280	Mileage & Car Allowance		100	-100%	50	-50	-50.00%
51-2-01-1-0900-5026	Uniforms/Clothing	250	225	11%	250	25	11.11%
	TOTAL EXPENSES	113,897	123,675	-8%	141,100	17,425	14.09%
	TOTAL TRANSPORTATION	113,897	123,675	-8%	141,100	17,425	14.09%

TRAFFIC SIGNALS

EXPENSES

51-2-01-1-0905-4020	Underground Utility Locates - Wage Allocation			0%	6,250	6,250	0.00%
51-2-01-1-0905-4065	Traffic Signals Maintenance Contract	120,830	175,000	-31%	190,000	15,000	8.57%
51-2-01-1-0905-5410	Traffic Signals - Hydro	20,239	30,600	-34%	27,500	-3,100	-10.13%
	TOTAL TRAFFIC SIGNALS	141,069	205,600	-31%	223,750	18,150	8.83%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
TRANSIT						
REVENUE						
52-2-01-1-0000-9179	Paratransit Passenger Revenue	44	22,660	-100%	1,000	-21,660 -95.59%
52-2-01-1-0000-9180	Transit Passenger Fees	95,824	152,955	-37%	120,000	-32,955 -21.55%
52-2-01-1-0000-9181	Ticket/Token/Pass Fees	91,148	73,645	24%	100,000	26,355 35.79%
52-2-01-1-0000-9182	Contracted Passenger Fees	198,820	147,290	35%	220,000	72,710 49.37%
52-2-01-1-0000-9320	Facility Rental Income	11,473	14,000	-18%	14,000	0.00%
52-2-01-1-0000-9499	Other Sales		9,000	-100%	15,000	6,000 66.67%
	TOTAL REVENUE	397,309	419,550	-5%	470,000	50,450 12.02%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
EXPENSES						
52-2-01-1-0000-3010	Reg Full-time Wages	24,979	32,840	-24%	31,320	-1,520 -4.63%
52-2-01-1-0000-3090	All Overtime	9		0%		0.00%
52-2-01-1-0000-3120	All Statutory Benefits	1,732	1,960	-12%	2,080	120 6.12%
52-2-01-1-0000-3130	All Employer Benefits	2,587	2,190	18%	3,570	1,380 63.01%
52-2-01-1-0000-3135	OMERS	2,191	2,130	3%	3,430	1,300 61.03%
	WAGES & BENEFITS	31,498	39,120	-19%	40,400	1,280 3.27%
52-2-01-1-0000-3999	Job Costing Labour	28,059	25,000	12%	25,000	0.00%
52-2-01-1-0000-4023	Association Membership Fees	1,119	1,300	-14%	1,200	-100 -7.69%
52-2-01-1-0000-4051	Advertising, Marketing & Prom.		3,000	-100%	3,000	0.00%
52-2-01-1-0000-4055	Conventional Bus Service	608,903	950,520	-36%	970,000	19,480 2.05%
52-2-01-1-0000-4056	Paratransit Service	272,048	423,180	-36%	432,000	8,820 2.08%
52-2-01-1-0000-4063	GPS Maintenance	15,844	12,225	30%	15,000	2,775 22.70%
52-2-01-1-0000-4064	Fuel Surcharge	-8,582	-5,000	72%	-5,000	0.00%
52-2-01-1-0000-4065	Ticket Sales Commission Fee	7,000	7,000	0%	8,000	1,000 14.29%
52-2-01-1-0000-4075	Vehicle Repair	145,559	249,780	-42%	255,000	5,220 2.09%
52-2-01-1-0000-4141	Building Maintenance/Repair	9,027	5,000	81%	7,000	2,000 40.00%
52-2-01-1-0000-4175	Vehicle Rent/Lease	141,144	51,000	177%	90,000	39,000 76.47%
52-2-01-1-0000-4176	Operating Equipment Rent/Lease	1,089	1,000	9%	1,000	0.00%
52-2-01-1-0000-4179	Job Cost Equipment	5,963	5,000	19%	5,500	500 10.00%
52-2-01-1-0000-4189	Job Cost Subcontractors	382	500	-24%	500	0.00%
52-2-01-1-0000-4259	Courier	821	2,000	-59%	1,200	-800 -40.00%
52-2-01-1-0000-4272	Other External Printing	2,954	1,000	195%	2,600	1,600 160.00%
52-2-01-1-0000-5010	General Supplies	1,719	500	244%		-500 -100.00%
52-2-01-1-0000-5011	Office Supplies	65	100	-35%		-100 -100.00%
52-2-01-1-0000-5999	Job Cost Materials	720	3,000	-76%	3,000	0.00%
52-2-01-1-0000-7015	Transfer from Provincial Gas Tax	-224,825	-269,790	-17%	-271,000	-1,210 0.45%
	TOTAL EXPENSES	1,040,507	1,505,435	-31%	1,584,400	78,965 5.25%
	TOTAL TRANSIT	643,198	1,085,885	-41%	1,114,400	28,515 2.63%

STREET LIGHTING

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
EXPENSES						
51-2-01-1-0381-3999	Job Costing Labour	860		0%		0.00%
51-2-01-1-0381-4020	Underground Utility Locates - Wage Allocation			0%	18,750	18,750 0.00%
51-2-01-1-0381-4065	Street Lighting Maint Contract	135,025	145,000	-7%	150,000	5,000 3.45%
51-2-01-1-0381-4066	Street Lighting - Hydro	329,818	438,600	-25%	450,000	11,400 2.60%
51-2-01-1-0381-4179	Job Costing Equipment	107		0%		0.00%
51-2-01-1-0381-4235	Special Projects		15,000	-100%	15,000	0.00%
	TOTAL EXPENSES	465,810	598,600	-22%	633,750	35,150 5.87%
	TOTAL STREET LIGHTING	465,810	598,600	-22%	633,750	35,150 5.87%

BY-LAW ENFORCEMENT

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)
REVENUE						
21-9-01-2-0000-9515	By-Law Labour Recovery	262		0%	2,000	2,000 0.00%
21-9-01-2-0000-9713	Taxi & Drivers Licence Fee	4,515	2,500	81%	3,000	500 20.00%
	TOTAL REVENUE	4,777	2,500	91%	5,000	2,500 100.00%

EXPENSES

DESCRIPTION	2019	2019	VAR	2020	2019/2020		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
21-9-01-2-0000-3010	Reg Full-time Wages	50,859	66,220	-23%	94,250	28,030	42.33%
21-9-01-2-0000-3011	Reg Part-time Wages	3,527	4,600	-23%	4,600		0.00%
21-9-01-2-0000-3039	Premium Overtime	1,008	500	102%		-500	-100.00%
21-9-01-2-0000-3090	Overtime	321	50	542%	550	500	#####
21-9-01-2-0000-3120	All Statutory Benefits	4,795	5,730	-16%	6,070	340	5.93%
21-9-01-2-0000-3130	All Employer Benefits	4,851	8,790	-45%	9,000	210	2.39%
21-9-01-2-0000-3135	OMERS	4,221	6,410	-34%	6,390	-20	-0.31%
	WAGES & BENEFITS	69,582	92,300	-25%	120,860	28,560	30.94%
21-9-01-2-0000-4023	Association Membership Fees	309	400	-23%	350	-50	-12.50%
21-9-01-2-0000-4028	Staff Training			0%	2,500	2,500	0.00%
21-9-01-2-0000-4249	Telephone Services	293	400	-27%	500	100	25.00%
21-9-01-2-0000-5011	Office/Field Supplies	41	100	-59%	500	400	400.00%
21-9-01-2-0000-5026	Uniforms/Supplies	589	225	162%	225		0.00%
21-9-01-2-0000-7040	Internal Fleet Charges	7,134	1,500	376%	1,550	50	3.33%
	TOTAL EXPENSES	77,948	94,925	-18%	126,485	31,560	33.25%
	TOTAL BY-LAW ENFORCEMENT	73,171	92,425	-21%	121,485	29,060	31.44%

PARKING ENFORCEMENT

REVENUE

21-5-01-1-0000-9272	Parking Permits Fees	37,409	35,000	7%	40,000	5,000	14.29%
21-5-01-1-0000-9273	Overnight Parking Permit Fees	1,605	4,500	-64%	5,500	1,000	22.22%
21-5-01-1-0000-9810	Parking - Initial Stage/Fine	55,211	42,000	31%	75,000	33,000	78.57%
21-5-01-1-0000-9815	Ticket Cancellation Fee	230		0%	400	400	0.00%
21-6-01-1-0002-9271	Crocker Ave Meter Fees	41,150	14,000	194%	5,000	-9,000	-64.29%
21-6-01-1-0002-9272	Crocker Ave Permit Fees	3,391	1,000	239%	1,250	250	25.00%
21-6-01-1-0003-9271	Gladstone at Metcalfe Meter Fees			0%	7,500	7,500	0.00%
21-6-01-1-0004-9271	Wellington at Metcalfe Meter Fees			0%	1,300	1,300	0.00%
	TOTAL REVENUE	138,996	96,500	44%	135,950	39,450	40.88%

EXPENSES

21-5-01-1-0000-3010	Reg Full-time Wages	39,958	56,440	-29%	84,290	27,850	49.34%
21-5-01-1-0000-3120	All Statutory Benefits	3,578	4,990	-28%	5,250	260	5.21%
21-5-01-1-0000-3130	All Employer Benefits	8,730	9,070	-4%	8,530	-540	-5.95%
21-5-01-1-0000-3135	OMERS	3,530	5,140	-31%	5,160	20	0.39%
	WAGES & BENEFITS	55,796	75,640	-26%	103,230	27,590	36.48%
21-5-01-1-0000-4028	Staff Training		500	-100%	2,000	1,500	300.00%
21-6-01-1-0000-4065	Parking Systems Hardware Support		8,000	-100%	8,000		0.00%
21-6-01-1-0000-4075	Parking Systems Ticket Manager	7,073	9,300	-24%	11,500	2,200	23.66%
21-5-01-1-0000-4051	Advertising, Marketing & Prom.	392	250	57%	150	-100	-40.00%
21-5-01-1-0000-4067	Security Contract	328	980	-67%	500	-480	-48.98%
21-5-01-1-0000-4190	City Own Property Taxes	1,778	1,520	17%	1,870	350	23.03%
21-5-01-1-0000-4272	External Printing	3,358	3,000	12%	4,500	1,500	50.00%
21-5-01-1-0000-4280	Staff Mileage		100	-100%	50	-50	-50.00%
21-5-01-1-0000-5010 +	General Supplies	1,070	500	114%	500		0.00%
21-5-01-1-0000-5026	Uniforms/Supply	2,190	500	338%	500		0.00%
21-5-01-1-0000-5410 +	Electricity (Hydro)	2,196	3,700	-41%	3,200	-500	-13.51%
21-6-01-1-0000-7490	Service Charges	528	750	-30%	750		0.00%
21-5-01-1-0000-3999	Job Cost Labour	2,717	1,500	81%	1,500		0.00%
21-5-01-1-0000-4179	Job Cost Equipment	437	300	46%	350	50	16.67%
21-5-01-1-0000-4189	Job Cost Subcontractors		1,000	-100%	1,000		0.00%
21-5-01-1-0000-5999	Job Cost Materials	1,673	500	235%	500		0.00%
21-5-01-1-0000-7040 +	Internal Fleet Charges	559	1,500	-63%	1,550	50	3.33%
	TOTAL EXPENSES	80,095	109,540	-27%	141,650	32,110	29.31%
	TOTAL PARKING ENFORCEMENT	-58,901	13,040	-552%	5,700	-7,340	-56.29%

ANIMAL CONTROL

REVENUE

21-9-01-3-0000-9216	Animal Impound Fees	26,644	9,500	180%	17,000	7,500	78.95%
21-9-01-3-0000-9217	Dog Tag Revenue	37,023	40,000	-7%	40,000		0.00%
21-9-01-3-0000-9218	Pet Store Admin Fees	-1,322	-2,000	-34%	-1,700	300	-15.00%
21-9-01-3-0000-9220	Cat Tag Revenue	2,266	2,850	-20%	2,850		0.00%
21-9-01-3-0000-9510	Donations Received	955	300	218%	500	200	66.67%

		2019	2019	VAR	2020	2019/2020	
	DESCRIPTION	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
21-9-01-3-0000-9515		YTD	BUDGET	%	BUDGET	(\$)	(%)
	Recoveries	24,337	57,800	-58%	55,000	-2,800	-4.84%
	TOTAL REVENUE	89,903	108,450	-17%	113,650	5,200	4.79%
	EXPENSES						
21-9-01-3-0000-3010	Reg Full-time Wages	48,987	101,390	-52%	104,060	2,670	2.63%
21-9-01-3-0000-3011	Reg Part-time Wages	72,926	52,930	38%	52,930		0.00%
21-9-01-3-0000-3039	Premium O/T	11,591	15,700	-26%	15,700		0.00%
21-9-01-3-0000-3090	All Overtime	2,141	1,800	19%	2,000	200	11.11%
21-9-01-3-0000-3120	All Statutory Benefits	11,938	14,120	-15%	14,550	430	3.05%
21-9-01-3-0000-3130	All Employer Benefits	15,941	15,510	3%	15,730	220	1.42%
21-9-01-3-0000-3135	OMERS	4,613	9,130	-49%	9,370	240	2.63%
	WAGES & BENEFITS	168,137	210,580	-20%	214,340	3,760	1.79%
21-9-01-3-0000-4028	Staff Training		1,000	-100%	5,000	4,000	400.00%
21-9-01-3-0000-4040	Legal Fees and Expenses	2,919	500	484%	500		0.00%
21-9-01-3-0000-4051	Advertising, Marketing & Prom.	822	400	106%	400		0.00%
21-9-01-3-0000-4074	Community Cat Spay/Neuter	835	4,000	-79%	4,000		0.00%
21-9-01-3-0000-4075	Service Agreements - Animal Welfare	4,505	23,000	-80%	22,000	-1,000	-4.35%
21-9-01-3-0000-4249	Telephone Services	636	1,500	-58%	1,500		0.00%
21-9-01-3-0000-4270	Spay/Neuter Rebate Cats	224	2,500	-91%		-2,500	-100.00%
21-9-01-3-0000-4275	Spay/Neuter Rebate Dogs	163	2,500	-93%		-2,500	-100.00%
21-9-01-3-0000-4320	Medical Services	26,504	15,300	73%	20,000	4,700	30.72%
21-9-01-3-0000-4325	Medical Services - Wildlife	6,483	1,020	536%	1,500	480	47.06%
21-9-01-3-0000-5015	Community Cat Shelter		600	-100%	600		0.00%
21-9-01-3-0000-5016	Program Supplies	10,821	8,160	33%	15,000	6,840	83.82%
21-9-01-3-0000-5026	Uniforms/Supply	1,066	1,500	-29%	1,500		0.00%
21-9-01-3-0000-6130	Tools & Equipment Replacement	624	600	4%	615	15	2.50%
21-9-01-3-0000-7040	Fleet Internal Charges	3,209	2,600	23%	2,700	100	3.85%
21-9-01-3-0000-7490	Service Fees	1,138	1,625	-30%	1,625		0.00%
21-9-01-8-0000-4141	Building Maintenance/Repair	2,400	1,000	140%	1,000		0.00%
21-9-01-8-0000-4249	Telephone Services	2,685	3,300	-19%	3,300		0.00%
21-9-01-8-0000-5010	General Supplies	168	300	-44%		-300	-100.00%
21-9-01-8-0000-5013	Janitorial Supplies	3,300	3,060	8%	5,000	1,940	63.40%
21-9-01-8-0000-5016	Program Supplies	51		0%			0.00%
21-9-01-8-0000-5410	Electricity (Hydro)	2,064	3,000	-31%	2,850	-150	-5.00%
21-9-01-8-0000-5415	Hydro - Water	557	550	1%	650	100	18.18%
21-9-01-8-0000-5421	Natural gas - heating	1,245	2,570	-52%	2,000	-570	-22.18%
	TOTAL EXPENSES	240,556	291,165	-17%	306,080	14,915	5.12%
	TOTAL ANIMAL CONTROL	150,653	182,715	-18%	192,430	9,715	5.32%
	TOTAL TRANSPORTATION & ENFORCEMENT	1,639,589	2,457,290	-33%	2,575,735	118,445	4.82%
	TOTAL ROADS & TRANSPORTATION	3,819,223	5,203,135	-27%	5,397,475	194,340	3.74%

DESCRIPTION	2019	2019	VAR	2020	2019/2020	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
CAPITAL WORKS						
REVENUE						
EXPENSES						
41-5-01-3-0000-3010	Reg Full-time Wages	190,068	276,400	-31%	269,000	-7,400 -2.68%
41-5-01-3-0000-3011	Reg Part-time Wages	32,814	6,140	434%	6,140	0.00%
41-5-01-3-0000-3090	All Overtime	12,458	20,000	-38%	15,000	-5,000 -25.00%
41-5-01-3-0000-3120	All Statutory Benefits	19,332	18,460	5%	20,000	1,540 8.34%
41-5-01-3-0000-3130	All Employer Benefits	26,025	32,230	-19%	31,040	-1,190 -3.69%
41-5-01-3-0000-3135	OMERS	20,120	26,080	-23%	28,160	2,080 7.98%
	WAGES & BENEFITS	300,817	379,310	-21%	369,340	-9,970 -2.63%
41-5-01-3-0000-4020	Training/Course Work	1,912	12,000	-84%	12,000	0.00%
41-5-01-3-0000-4022	Conference/Seminar Costs		3,000	-100%	1,500	-1,500 -50.00%
41-5-01-3-0000-4023	Association Membership Fees	1,262	2,500	-50%	2,500	0.00%
41-5-01-3-0000-4175	Vehicle Rentals	4,188	5,000	-16%	5,500	500 10.00%
41-5-01-3-0000-4249	Telephone Services	2,533	2,400	6%	2,500	100 4.17%
41-5-01-3-0000-4259	Courier		100	-100%		-100 -100.00%
41-5-01-3-0000-4280	Staff Mileage	59	250	-76%	50	-200 -80.00%
41-5-01-3-0000-5011	Surveying Supplies/Repair	4,215	3,000	41%	3,000	0.00%
41-5-01-3-0000-5016	Multi-Funct Printer Supplies	1,855	3,000	-38%	3,000	0.00%
41-5-01-3-0000-5510	Books & Subscriptions		100	-100%	100	0.00%
41-5-01-3-0000-6130	Equipment Purchases	368		0%	1,500	1,500 0.00%
41-5-01-3-0000-7040	Fleet Charge	12,481	6,000	108%	6,000	0.00%
41-5-01-3-0480-5026	Coverall, Uniform Etc.	622	1,575	-61%	1,575	0.00%
41-5-01-3-0000-4191	Bi-annual Bridge and Culvert Inspections		1,000	-100%	10,000	9,000 900.00%
	TOTAL EXPENSES	330,312	419,235	-21%	418,565	-670 -0.16%
	TOTAL CAPITAL WORKS	330,312	419,235	-21%	418,565	-670 -0.16%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		(%)
DEVELOPMENT AND COMPLIANCE							
REVENUE							
55-2-01-4-0000-9516	Internal Subdivision Recovery	277,796	100,000	178%	144,600	44,600	44.60%
55-2-01-4-0000-9209	Site Plan Review Fee	11,000	10,000	10%	10,000		0.00%
55-2-01-4-0000-9520	ECA Transfer of Review	18,800	8,000	135%	8,000		0.00%
	TOTAL REVENUE	307,596	118,000	161%	162,600	44,600	37.80%
EXPENSES							
55-2-01-4-0000-3010	Full Time Salaries	89,979	104,550	-14%	109,560	5,010	4.79%
55-2-01-4-0000-3090	All Overtime	64	1,000	-94%	1,000		0.00%
55-2-01-4-0000-3120	Statutory Benefits	6,203	7,370	-16%	8,050	680	9.23%
55-2-01-4-0000-3130	Employer Benefits	9,471	10,710	-12%	11,330	620	5.79%
55-2-01-4-0000-3135	OMERS	9,856	11,030	-11%	11,410	380	3.45%
	WAGES & BENEFITS	115,573	134,660	-14%	141,350	6,690	4.97%
55-2-01-4-0000-4020	Training/Course Work	463	4,000	-88%	3,000	-1,000	-25.00%
55-2-01-4-0000-4022	Conference/Seminar Costs	326	4,000	-92%	3,000	-1,000	-25.00%
55-2-01-4-0000-4023	Associated Memberships & Training	397	4,000	-90%	1,500	-2,500	-62.50%
55-2-01-4-0000-4040	Legal Expenses		2,500	-100%	2,500		0.00%
55-2-01-4-0000-4051	Advertising		500	-100%	500		0.00%
55-2-01-4-0000-4280	Staff Mileage	104	500	-79%	250	-250	-50.00%
55-2-01-4-0000-6130	Equipment Purchases	70	500	-86%	250	-250	-50.00%
55-2-01-4-0000-5017	Equipment Maintenance		500	-100%	250	-250	-50.00%
55-2-01-4-0000-5026	Coverall, Uniform Etc.	265	1,500	-82%	1,000	-500	-33.33%
55-2-01-4-0000-7040	Fleet Charge	3,157	3,500	-10%	3,600	100	2.86%
55-2-01-4-0000-4175	Vehicle Rental	4,188	2,500	68%	5,400	2,900	116.00%
	TOTAL EXPENSES	124,543	158,660	-22%	162,600	3,940	2.48%
TOTAL DEVELOPMENT AND COMPLIANCE		-183,053	40,660	-550%		-40,660	#####

WASTE MANAGEMENT

REVENUE

55-2-01-1-0000-9514	WDO Recoveries	102,380	200,000	-49%	200,000		0.00%
55-2-01-1-0000-9515	Misc. Recoveries	18,744	30,000	-38%	30,000		0.00%
55-2-01-1-0000-9520	CRC Revenue from Partner Municipalities	71,505	92,000	-22%	94,000	2,000	2.17%
55-2-01-1-0003-9515	Recyclable Material Revenue	64,200	275,000	-77%	275,000		0.00%
55-2-01-1-0005-9515	Household Hazardous Waste Recovery	2,686	5,000	-46%	6,000	1,000	20.00%
55-2-01-2-0000-9515	CRC Revenue	273,435		0%	360,000	360,000	0.00%
	TOTAL REVENUE	532,950	602,000	-11%	965,000	363,000	60.30%

EXPENSES

55-2-01-1-0000-3010	Full Time Salaries	85,477	102,000	-16%	102,000		0.00%
55-2-01-1-0000-3120	Statutory Benefits	5,353	6,000	-11%	6,300	300	5.00%
55-2-01-1-0000-3130	Employer Benefits	9,422	10,100	-7%	11,300	1,200	11.88%
55-2-01-1-0000-3135	OMERS	9,732	11,700	-17%	11,500	-200	-1.71%
	WAGES & BENEFITS	109,984	129,800	-15%	131,100	1,300	1.00%
55-2-01-1-0000-4023	Associated Memberships & Training	728	2,500	-71%	1,000	-1,500	-60.00%
55-2-01-1-0000-4051	Advertising	15,633	25,000	-37%	25,000		0.00%
55-2-01-1-0000-4280	Staff Mileage		400	-100%	250	-150	-37.50%
55-2-01-1-0000-5026	Clothing Allowance	300	300	0%	300		0.00%
55-2-01-1-0001-4063	Leaf & Yard Waste Collection	32,424	65,500	-50%	66,000	500	0.76%
55-2-01-1-0001-4064	Organics Collection	282,850	370,000	-24%	380,000	10,000	2.70%
55-2-01-1-0001-4065	Recycling Collection	316,499	410,000	-23%	420,000	10,000	2.44%
55-2-01-1-0001-4066	Residual Waste Collection	627,798	760,000	-17%	775,000	15,000	1.97%
55-2-01-1-0002-4063	Organics Processing	186,362	235,000	-21%	240,000	5,000	2.13%
55-2-01-1-0003-4063	Recycling Processing	58,535	230,000	-75%	230,000		0.00%
55-2-01-1-0004-4063	Residual Waste Disposal	308,662	440,000	-30%	440,000		0.00%
55-2-01-1-0005-4063	Household Hazardous Waste	55,566	50,000	11%	50,000		0.00%
55-2-01-2-0000-4062	Purchase of Recycling Boxes		15,000	-100%	15,000		0.00%

October-31-19

		2019	2019	VAR	2020	2019/2020	
	DESCRIPTION	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
55-2-01-2-0000-4063	Green Cart Replacement	8,385	50,000	-83%	50,000		0.00%
55-2-01-2-0000-4064	Public Space Recycling Replacement		1,000	-100%	5,000	4,000	400.00%
55-2-01-2-0000-4185	CRC Contracted Operation	417,883	45,000	829%	440,000	395,000	877.78%
55-2-01-2-0000-4190	CRC Waste Disposal	183,131	175,000	5%	180,000	5,000	2.86%
55-2-01-2-0000-4192	CRC Supplies	4,000	15,000	-73%	7,500	-7,500	-50.00%
55-2-01-2-0000-4194	CRC Scales	661	5,000	-87%	1,500	-3,500	-70.00%
	TOTAL EXPENSES	2,609,401	3,024,500	-14%	3,457,650	433,150	14.32%
	TOTAL WASTE MANAGEMENT	2,076,451	2,422,500	-14%	2,492,650	70,150	2.90%

CRC PROPERTY

EXPENSES

	Contracted Services - Grass Cutting/Snow						
55-2-01-8-3000-4072	Removal	15,328	20,000	-23%	20,000		0.00%
55-2-01-8-3000-4141	Contracted Building Maintenance	12,059	15,000	-20%	15,000		0.00%
55-2-01-8-3000-5013	Contracted Janitorial Services	1,479	5,000	-70%	5,000		0.00%
55-2-01-8-3000-5015	Building Maintenance Supplies	61	3,000	-98%	3,000		0.00%
55-2-01-8-3000-5410	Electricity (Hydro)	7,480	10,000	-25%	10,000		0.00%
55-2-01-8-3000-5415	Water/Sewer	91	2,500	-96%	1,000	-1,500	-60.00%
55-2-01-8-3000-5421	Natural gas - heating	3,137	10,000	-69%	7,500	-2,500	-25.00%
	TOTAL EXPENSES	39,635	65,500	-39%	61,500	-4,000	-6.11%
	TOTAL CRC PROPERTY	39,635	65,500	-39%	61,500	-4,000	-6.11%
	TOTAL DEV & COMPLIANCE	1,933,033	2,528,660	-24%	2,554,150	25,490	1.01%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		(%)
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**SOCIAL SERVICES -
ONTARIO WORKS**

ADMINISTRATION

REVENUE

EXPENSES

61-1-01-0-0000-3010	Reg Full-time Wages	144,780	210,870	-31%	210,870		0.00%
61-1-01-0-0000-3029	Salary Distributions		-265,572	-100%		265,572	-100.00%
61-1-01-0-0000-3120	All Statutory Benefits	10,224	12,147	-16%	12,502	355	2.92%
61-1-01-0-0000-3130	All Employer Benefits	12,283	18,330	-33%	14,148	-4,182	-22.82%
61-1-01-0-0000-3135	OMERS	26,702	24,224	10%	24,089	-135	-0.56%
61-1-01-1-0000-4075	Contracted Services		50,000	-100%	50,000		0.00%
61-1-01-1-0000-4173	Office Equipment - Rental/Lease	8,866	15,000	-41%	15,000		0.00%
61-1-01-1-0000-4175	Office Equipment - Purchases	5,258	10,000	-47%	10,000		0.00%
61-1-01-1-0000-4249	Telephone Services	26,701	28,000	-5%	32,000	4,000	14.29%
61-1-01-1-0000-4257	Regular Postage/Courier	14,610	50,000	-71%	25,000	-25,000	-50.00%
61-1-01-1-0000-4275	Photocopying Expense	5,840	8,000	-27%	8,000		0.00%
61-1-01-1-0000-7046	Administrative and Accommodation Allocation		-572,988	-100%	-895,428	-322,440	56.27%
61-1-01-1-0001-4023	Association Membership Fees	9,331	10,000	-7%	10,000		0.00%
61-1-01-1-0001-4051	Advertising and Marketing		500	-100%	500		0.00%
61-1-01-1-0001-4160	Office Equipment Maint/Repair	161	1,000	-84%	1,000		0.00%
61-1-01-1-0001-5010	General Supplies	1,790	5,000	-64%	5,000		0.00%
61-1-01-1-0001-5011	Office Supplies	30,344	56,000	-46%	56,000		0.00%
61-1-01-1-0004-4169	Information Systems/Technology	26,859	30,000	-10%	30,000		0.00%
61-1-01-1-0005-4280	Travel	1,287	2,000	-36%	2,000		0.00%
61-1-01-1-0005-4281	Training & Development	2,422	4,000	-39%	4,000		0.00%
61-1-01-1-0006-4040	Legal Fees - Administration		10,000	-100%	5,000	-5,000	-50.00%
61-1-01-1-0006-4050	Professional Fees	4,258	10,000	-57%	2,000	-8,000	-80.00%
61-1-01-8-0000-4120	Janitorial Cleaning	22,240	50,000	-56%	40,000	-10,000	-20.00%
61-1-01-8-0000-4171	Building Rent/Lease		163,488	-100%	298,319	134,831	82.47%
61-1-01-8-0000-4177	Building Operating Costs	27,645	60,000	-54%	35,000	-25,000	-41.67%
61-1-01-8-0000-5012	Building Maint/Repair Supply	437	10,000	-96%	5,000	-5,000	-50.00%
	TOTAL EXPENSES	382,038	-1	#####	1	#####	#####
	TOTAL ADMINISTRATION	382,038	-1	#####	1	#####	#####

EMPLOYMENT AND INCOME SUPPORT

REVENUE

61-2-01-0-0003-9040	MCSS - Administration/COA	1,662,821	1,585,811	5%	1,459,382	-126,429	-7.97%
61-2-01-1-0001-9515	Wage Recovery	5,297	3,500	51%	3,500		0.00%
61-2-01-2-0000-9040	MOH - Homemakers Funding	4,300	7,500	-43%	7,500		0.00%
61-2-01-4-0000-9040	MCSS - Assistance Subsidy (Form 3028)	10,890,129	14,715,000	-26%	13,285,000	-1,430,000	-9.72%
61-2-01-5-0000-9513	County of Elgin - Cost Share Subsidy	271,000	339,973	-20%	325,267	-14,706	-4.33%
61-2-01-5-0000-9520	County of Elgin - Admin Subsidy	153,000	190,704	-20%	132,377	-58,327	-30.59%
61-3-01-1-0000-9515	Misc. Recoveries	57		0%			0.00%
61-3-01-1-0003-9040	Outcome Based Funding	1,006,619	1,311,200	-23%	1,198,800	-112,400	-8.57%
61-3-01-1-0009-9040	MCSS - LEAP Incentives Subsidy	117,492		0%			0.00%
	TOTAL REVENUE	14,110,715	18,153,688	-22%	16,411,826	-1,741,862	-9.60%

EXPENSES

61-2-01-0-0000-4035	Emergency Planning	7,500	7,500	0%	7,500		0.00%
61-2-01-0-0000-5011	Office Supplies	1,719		0%			0.00%
61-2-01-0-0001-4169	Administrative and Accommodation Allocation		492,770	-100%	698,434	205,664	41.74%
61-2-01-1-0000-3010	Reg Full-time Wages	1,678,351	2,210,824	-24%	2,089,037	-121,787	-5.51%
61-2-01-1-0000-3011	Reg Part-time Wages	89,366		0%			0.00%
61-2-01-1-0000-3120	All Statutory Benefits	146,306	173,892	-16%	176,572	2,680	1.54%
61-2-01-1-0000-3130	All Employer Benefits	247,962	304,387	-19%	295,476	-8,911	-2.93%
61-2-01-1-0000-3135	Omers	175,052	219,131	-20%	211,982	-7,149	-3.26%
61-2-01-1-0000-4059	Contracted Employee	20,260	20,000	1%	20,000		0.00%
61-2-01-1-0000-4171	Office Rent	7,450	8,700	-14%	9,500	800	9.20%
61-2-01-1-0000-4280	Staff Mileage	1,168	4,000	-71%	4,000		0.00%

	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	(%)	
61-2-01-1-0000-4281	Staff Training & Development	8,604	20,000	-57%	15,000	-5,000	-25.00%
61-2-01-1-0001-4040	EIS Legal Expenses	25		0%			0.00%
61-2-01-1-0002-3029	Salary Distributions - Administration		228,391	-100%		-228,391	-100.00%
61-2-01-1-0003-4075	Contracted Services	1,350	3,000	-55%	3,000		0.00%
61-2-01-2-0000-4340	OW Income Mtce Homemakers (80% AND 100%)	6,341	9,375	-32%	9,375		0.00%
61-2-01-3-0003-4311	Refunds to Clients	39,273		0%			0.00%
61-2-01-4-0000-4311	O.W. Allowances	10,350,220	14,000,000	-26%	12,500,000	-1,500,000	-10.71%
61-2-01-4-0000-4312	Recoveries/Reimbursements Form V	-98,921		0%			0.00%
61-2-01-4-0000-4313	Reimbursements	-36,508	-175,000	-79%	-100,000	75,000	-42.86%
61-2-01-4-0000-4314	Family Resp Centre Recoveries	-196,739	-120,000	64%	-120,000		0.00%
61-2-01-4-0000-4380	Transition Child Benefits	87,105	125,000	-30%	125,000		0.00%
61-2-01-4-0002-4336	Discretionary Benefits	436,149	520,000	-16%	520,000		0.00%
61-2-01-4-0002-4339	Funeral	73,028	100,000	-27%	100,000		0.00%
61-2-01-4-0002-4370	Discretionary Benefits	15,450	5,000	209%		-5,000	-100.00%
61-2-01-4-0003-4336	Mandatory Benefits	264,589	360,000	-27%	360,000		0.00%
61-2-01-8-0000-7045	City O/H Allocation	391,663	469,996	-17%	479,396	9,400	2.00%
61-3-01-1-0006-4372	ERE - Supplies & Services	101,667	170,230	-40%	70,000	-100,230	-58.88%
61-3-01-1-0007-4385	ERE - Employment Benefits	171,417	150,000	14%	164,000	14,000	9.33%
TOTAL EXPENSES		13,989,847	19,307,196	-28%	17,638,272	-1,668,924	-8.64%
TOTAL EMPLOYMENT AND INCOME SUPPORT							
		-120,868	1,153,508	-110%	1,226,446	72,938	6.32%

CHILD CARE

REVENUE

61-4-01-1-0000-9040	MCYS - Childcare Administration	9,044,638	131,401	6783%	131,401		0.00%
61-4-01-2-0002-9040	EDU 80/20 Funding		2,296,988	-100%	2,060,078	-236,910	-10.31%
61-4-01-2-0007-9040	ELCC Funding			0%	612,468	612,468	0.00%
61-4-01-2-0013-9040	Ontario Early Years Child and Family Centres		1,131,194	-100%	1,108,570	-22,624	-2.00%
61-4-01-3-0001-9040	Expansion Funding		363,673	-100%	1,420,791	1,057,118	290.68%
61-4-01-3-0006-9040	Wage Enhancement		1,075,116	-100%	1,086,759	11,643	1.08%
61-4-01-4-0000-9040	EDU 100% Funding		4,015,046	-100%	3,774,900	-240,146	-5.98%
61-4-01-5-0000-9513	County of Elgin - Cost Share Subsidy	175,000	144,806	21%	207,975	63,169	43.62%
61-4-01-5-0000-9520	County of Elgin - Admin Subsidy	75,000	63,204	19%	86,937	23,733	37.55%
TOTAL REVENUE		9,294,638	9,221,428	1%	10,489,879	1,268,451	13.76%

EXPENSES

61-4-01-0-0000-5016	Program Supplies	16,356	2,000	718%	2,000		0.00%
61-4-01-0-0001-4051	Administrative and Accommodation Allocation		51,569	-100%	107,451	55,882	108.36%
61-4-01-0-0004-4169	Childcare Software Costs	40,018	54,000	-26%	14,000	-40,000	-74.07%
61-4-01-0-0006-4025	Professional Fees	3,714	20,000	-81%	20,000		0.00%
61-4-01-1-0000-3010	Reg Full-time Wages	401,174	493,512	-19%	509,984	16,472	3.34%
61-4-01-1-0000-3120	All Statutory Benefits	32,484	37,511	-13%	40,247	2,736	7.29%
61-4-01-1-0000-3130	All Employer Benefits	44,222	62,043	-29%	70,511	8,468	13.65%
61-4-01-1-0000-3135	Omers	40,034	49,928	-20%	51,034	1,106	2.22%
61-4-01-1-0000-4280	Staff Mileage	4,972	10,000	-50%	7,000	-3,000	-30.00%
61-4-01-1-0000-4281	Staff Training & Development	983	6,000	-84%	5,000	-1,000	-16.67%
61-4-01-1-0001-4040	Childcare Legal Fees	4,151	4,000	4%	4,000		0.00%
61-4-01-1-0002-3029	Salary Distributions - Administration		23,901	-100%		-23,901	-100.00%
61-4-01-2-0001-4340	Special Needs Costs	383,150	470,000	-18%	570,000	100,000	21.28%
61-4-01-2-0001-4341	General Operating Grant Costs	2,063,507	2,710,580	-24%	3,350,000	639,420	23.59%
61-4-01-2-0002-4340	DNA Fee Subsidy	2,357,804	2,372,766	-1%	2,900,000	527,234	22.22%
61-4-01-2-0003-4344	Ontario Works Childcare Formal	352,776	525,000	-33%	400,000	-125,000	-23.81%
61-4-01-2-0003-4345	Ontario Works Childcare Informal		2,000	-100%	2,000		0.00%
61-4-01-3-0011-4340	Extended Day Fee Subsidy	105,663	250,000	-58%	150,000	-100,000	-40.00%
61-4-01-2-0006-4390	Family and Childrens Centres Expenses	712,076		0%			0.00%
61-4-01-2-0013-4390	Ontario Early Years Child and Family Centres		1,131,194	-100%	1,108,570	-22,624	-2.00%
61-4-01-2-0007-4341	Capacity Building Expense	867	53,887	-98%	174,602	120,715	224.02%
61-4-01-2-0007-4390	ELCC Expenses	25,000		0%	612,468	612,468	0.00%
61-4-01-2-0009-4390	Expansion Funding Expense	24,157	363,673	-93%		-363,673	-100.00%
61-4-01-2-0012-4390	Childrens Services System Planning Expense	9,333		0%			0.00%
61-4-01-3-0006-4340	Wage Enhancement	772,306	1,028,149	-25%	1,039,792	11,643	1.13%
61-4-01-3-0006-4390	Wage Enhancement Admin		46,967	-100%	46,967		0.00%
61-4-01-3-0010-3029	Salary Distributions		-97,053	-100%	-340,736	-243,683	251.08%
61-4-01-8-0000-7045	City O/H Allocation	39,532	47,439	-17%	48,388	949	2.00%
TOTAL EXPENSES		7,434,279	9,719,066	-24%	10,893,278	1,174,212	12.08%

		2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$) (%)	
TOTAL CHILD CARE		-1,860,359	497,638	-474%	403,399	-94,239	-18.94%
SOCIAL HOUSING							
REVENUE							
61-5-01-0-0001-9040	AHP Admin Funding	33,632	31,600	6%	21,400	-10,200	-32.28%
61-5-01-0-0005-9040	AHP Home Ownership Reserve Funding	17,881		0%			0.00%
61-5-01-0-0005-9515	AHP Home Ownership Recoveries	35,992		0%			0.00%
61-5-01-0-0006-9040	COCHI Funding			0%	153,000	153,000	0.00%
61-5-01-0-0015-9040	AHP Rental Unit Construction Funding	119,354	1,143,515	-90%	2,438,515	1,295,000	113.25%
61-5-01-0-0020-9040	Provincial Affordability Payment funding	181,007	241,656	-25%	241,656		0.00%
61-5-01-0-0030-9040	Debenture Funding		402,834	-100%	326,038	-76,796	-19.06%
61-5-01-1-0001-9075	Federal Non-Specific Grant	657,762	877,013	-25%	877,013		0.00%
61-5-01-1-0002-9515	ESHC Recoveries	-300		0%			0.00%
SCRSP - Strong Communities Rent							
61-5-01-1-0003-9040	Supplement Program	422,988	203,734	108%	203,734		0.00%
61-5-01-1-0005-9040	Housing Allowance Subsidy	78,548	143,250	-45%	135,000	-8,250	-5.76%
61-5-01-1-0006-9040	Affordable Housing Program Subsidy		50,000	-100%	50,000		0.00%
61-5-01-1-0009-9040	CHPI Funding	1,016,933	1,360,343	-25%	1,458,954	98,611	7.25%
61-5-01-5-0000-9513	County of Elgin - Cost Share Subsidy	1,197,000	1,478,626	-19%	1,439,640	-38,986	-2.64%
61-5-01-5-0000-9520	County of Elgin - Admin Subsidy	84,000	104,514	-20%	98,844	-5,670	-5.43%
TOTAL REVENUE		3,844,797	6,037,085	-36%	7,443,794	1,406,709	23.30%
EXPENSES							
61-5-01-0-0000-3010	Reg Full-time Wages	358,022	435,523	-18%	438,478	2,955	0.68%
61-5-01-0-0000-3120	All Statutory Benefits	28,812	32,504	-11%	35,176	2,672	8.22%
61-5-01-0-0000-3130	All Employer Benefits	41,345	50,297	-18%	52,412	2,115	4.21%
61-5-01-0-0000-3135	Omers	36,518	44,158	-17%	43,905	-253	-0.57%
61-5-01-0-0000-4023	Association Membership Fees	5,052	6,000	-16%	5,150	-850	-14.17%
61-5-01-0-0000-4075	Development Consultant	12,109	30,600	-60%	20,400	-10,200	-33.33%
61-5-01-0-0000-4076	Contracted Employee		5,000	-100%	5,000		0.00%
61-5-01-0-0000-4077	AHP Program Delivery Expenses		1,000	-100%	1,000		0.00%
61-5-01-0-0000-4179	Contracted Services	40,089	30,000	34%	30,000		0.00%
61-5-01-0-0000-4280	Travel	570	1,600	-64%	1,600		0.00%
61-5-01-0-0000-4281	Staff Training & Development	1,776	9,600	-82%	6,600	-3,000	-31.25%
61-5-01-0-0000-5010	Goods & Services	650	8,000	-92%	4,650	-3,350	-41.88%
61-5-01-0-0000-5016	Eviction Expense	4,345		0%	11,300	11,300	0.00%
61-5-01-0-0001-4051	Administrative and Accommodation Allocation		28,649	-100%	89,543	60,894	212.55%
61-5-01-0-0001-5016	Community Development Expense	5,398		0%			0.00%
61-5-01-0-0002-3029	Salary Distributions - Administration		13,279	-100%		-13,279	-100.00%
61-5-01-0-0005-4075	AHP Home Ownership Program		40,000	-100%	50,000	10,000	25.00%
61-5-01-0-0005-7015	AHP Home Ownership Trfr from Reserve		-40,000	-100%	-50,000	-10,000	25.00%
61-5-01-0-0006-4059	COCHI Expenses			0%	153,000	153,000	0.00%
61-5-01-0-0010-4075	Home Repair Expenses	41,709	50,000	-17%	50,000		0.00%
61-5-01-0-0015-4075	AHP Rental Unit Construction	98,810	1,143,515	-91%	2,438,515	1,295,000	113.25%
61-5-01-0-0020-4075	Provincial Affordability Payment	201,119	241,656	-17%	241,656		0.00%
61-5-01-0-0030-4301	Debenture Expense		402,834	-100%	326,038	-76,796	-19.06%
61-5-01-1-0000-4301	Service Manager Subsidy - Non Profit	2,639,469	3,308,489	-20%	3,277,766	-30,723	-0.93%
61-5-01-1-0000-4303	Portable Housing Benefit	143,029	220,000	-35%	230,000	10,000	4.55%
61-5-01-1-0002-4301	ESHC Subsidy		849,300	-100%	891,703	42,403	4.99%
61-5-01-1-0003-4301	OCHAP CHSP Rent Supplement	64,159	80,000	-20%	85,000	5,000	6.25%
61-5-01-1-0003-4303	Provincial Rent Supplement	188,972	217,250	-13%	217,250		0.00%
61-5-01-1-0004-4050	Help program expenses	339,774	425,000	-20%	340,873	-84,127	-19.79%
61-5-01-1-0005-4303	Housing Allowance Program Expenses	108,619	143,250	-24%	135,000	-8,250	-5.76%
61-5-01-1-0007-4303	SHIP/SHEEP - Program Expenses	18,865		0%			0.00%
61-5-01-1-0007-7011	SHIP/SHEEP transfer to reserve	8,983		0%			0.00%
61-5-01-1-0007-7015	SHIP/SHEEP transfer from reserve	-8,983		0%			0.00%
61-5-01-1-0009-3025	CHPI Admin Expenses		151,606	-100%	228,263	76,657	50.56%
61-5-01-1-0009-3029	Salary Distributions - CHPI		-151,606	-100%	-231,528	-79,922	52.72%
61-5-01-1-0009-4311	CHPI Expenses	567,055	783,737	-28%	889,818	106,081	13.54%
61-5-01-8-0000-7045	City O/H Allocation	26,098	31,317	-17%	31,943	626	2.00%
TOTAL EXPENSES		4,972,364	8,592,558	-42%	10,050,511	1,457,953	16.97%
TOTAL SOCIAL HOUSING		1,127,567	2,555,473	-56%	2,606,717	51,244	2.01%

PUBLIC HOUSING

REVENUE

DESCRIPTION	2019	2019	VAR	2020	2019/2020	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE
	YTD	BUDGET	%	BUDGET	(\$)	(%)
61-6-01-0-0000-9010	ESHC Non-Specific Grant CMSM	849,300	-100%	891,703	42,403	4.99%
61-6-01-0-0000-9340	ESHC Rental Revenue	1,702,074	-14%	2,185,000	205,000	10.35%
61-6-01-0-0000-9400	ESHC - Online payments	119,279	0%			0.00%
61-6-01-0-0000-9514	Tenant Recoveries	4,305	-57%	6,000	-4,000	-40.00%
61-6-01-0-0000-9516	Sundry Revenue	38,079	-31%	50,000	-5,000	-9.09%
61-6-01-0-0000-7991	Bad Debts		-100%	-30,000	-10,700	55.44%
61-6-01-0-0001-9515	Other revenue	343	0%			0.00%
61-6-01-0-0001-9050	Capital Repairs Grants	18,865	0%			0.00%
61-6-01-0-0030-9010	Debenture		-100%	326,038	-76,796	-19.06%
	TOTAL REVENUE	1,882,945	-43%	3,428,741	150,907	4.60%
EXPENSES						
61-6-01-0-0000-4110	Housing Tenant Refunds	4,045	0%			0.00%
61-6-01-0-0001-4043	Consultants - Legal		-100%	10,000		0.00%
61-6-01-0-0001-4160	Equipment Rental - Non Owned	6,850	0%	7,500	7,500	0.00%
61-6-01-0-0001-4249	Telephone	8,559	-22%	11,000		0.00%
61-6-01-0-0001-5011	Office Supplies	2,654	0%			0.00%
61-6-01-0-0001-7490	Bank Charges	75	0%			0.00%
61-6-01-0-0001-7910	Administration Expense	4,228	-99%	364,000	22,000	6.43%
61-6-01-0-0010-7310	Debenture Expense		-100%	453,889	51,055	12.67%
61-6-01-1-0000-4280	Staff Mileage	478	0%			0.00%
61-6-01-1-0000-4281	Staff Training & Development	2,808	0%			0.00%
61-6-01-2-0010-4141	Building Maintenance/Repair	48,309	0%			0.00%
61-6-01-2-0010-4150	Building Maintenance - Work Manager	649,443	-9%	730,000	16,000	2.24%
61-6-01-2-0010-4190	City Own Property Taxes	821,627	0%	840,000	15,000	1.82%
61-6-01-2-0010-4212	Insurance Premiums	53,010	-4%	93,352	38,352	69.73%
61-6-01-2-0010-4216	Director's & Officers Insurance	1,591	0%			0.00%
61-6-01-2-0010-5410	Electricity (Hydro)	220,193	-53%	360,000	-107,000	-22.91%
61-6-01-2-0010-5415	Water	81,524	0%	100,000	100,000	0.00%
61-6-01-2-0010-5421	Natural gas - heating	53,603	-32%	79,000		0.00%
61-6-01-2-0010-6025	Capital Asset Repairs	325,176	-13%	380,000	8,000	2.15%
	TOTAL EXPENSES	2,284,173	-30%	3,428,741	150,907	4.60%
	TOTAL PUBLIC HOUSING	401,228	0%			0.00%
	TOTAL S.S. - ONTARIO WORKS	-70,394	-102%	4,236,562	29,944	0.71%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)		
						(%)	
SOCIAL SERVICES - VALLEYVIEW							
ADMINISTRATION							
REVENUE							
61-8-01-1-0000-9040	Ontario Specific Grant - Nursing & Personal Care	4,045,062	5,923,910	-32%	6,208,903	284,993	4.81%
61-8-01-1-0000-9041	Ontario Specific Grant - Program & Support Service	442,888		0%			0.00%
61-8-01-1-0000-9042	Ontario Specific Grant-Raw Foods	394,630		0%			0.00%
61-8-01-1-0000-9043	Ontario Specific Grant-Other Accomodation	86,824		0%			0.00%
61-8-01-1-0000-9045	Ontario Specific Grant - Equalization & Pay Equity	134,620	161,544	-17%	161,544		0.00%
61-8-01-1-0000-9046	Ontario Specific Grant - High Wage	71,250	85,500	-17%	85,500		0.00%
61-8-01-1-0000-9075	Previous Years Adjustments	-30,550		0%			0.00%
61-8-01-1-0000-9513	Resident Refund	296		0%			0.00%
61-8-01-1-0000-9514	Ward-Basic	1,260,569	1,404,252	-10%	1,404,252		0.00%
61-8-01-1-0000-9515	Miscellaneous Revenue	32,420	20,000	62%	20,000		0.00%
61-8-01-1-0000-9516	Private Basic	484,237	560,000	-14%	560,000		0.00%
61-8-01-1-0000-9517	Respite Revenue	16,973	18,000	-6%	18,000		0.00%
61-8-01-1-0000-9518	Private-Preferred	199,197	210,000	-5%	220,000	10,000	4.76%
61-8-01-1-0000-9520	Semi Preferred	108,952	95,000	15%	115,000	20,000	21.05%
61-8-01-1-0000-9521	Semi Basic	556,777	622,961	-11%	622,961		0.00%
61-8-01-1-0001-9499	Sales		500	-100%	500		0.00%
61-8-01-1-0001-9510	Donations	456		0%			0.00%
61-8-01-1-6000-9515	Pharmacy Sponsored Program	269,632	110,000	145%	110,000		0.00%
	TOTAL REVENUE	8,074,233	9,211,667	-12%	9,526,660	314,993	3.42%
EXPENSES							
61-8-01-1-0000-3010	Reg Full-time Wages	256,249	330,830	-23%	331,481	651	0.20%
61-8-01-1-0000-3011	Reg Part-time Wages	837		0%			0.00%
61-8-01-1-0000-3120	All Statutory Benefits	19,046	22,522	-15%	23,790	1,268	5.63%
61-8-01-1-0000-3130	All Employer Benefits	31,250	36,315	-14%	37,563	1,248	3.44%
61-8-01-1-0000-3135	Omers	29,439	35,484	-17%	34,789	-695	-1.96%
61-8-01-1-0000-4022	Conference Fees	5,144	2,700	91%	2,700		0.00%
61-8-01-1-0000-4023	Association Membership Fees	11,503	11,100	4%	11,500	400	3.60%
61-8-01-1-0000-4040	Legal Fees & Expenses	362	4,000	-91%	4,000		0.00%
61-8-01-1-0000-4042	External Audit Fees & Expenses		2,500	-100%	2,500		0.00%
61-8-01-1-0000-4051	Advertising, Marketing & Prom.	304	2,450	-88%	2,450		0.00%
61-8-01-1-0000-4065	Computer Program Maint. Contract	38,466	8,800	337%	8,800		0.00%
61-8-01-1-0000-4075	Other Contracted Services	3,006	11,500	-74%	11,500		0.00%
61-8-01-1-0000-4145	Vehicle Maintenance/Repair	81	1,200	-93%	1,200		0.00%
61-8-01-1-0000-4249	Telephone Services	5,434	12,000	-55%	12,000		0.00%
61-8-01-1-0000-4257	Regular Postage	2,689	4,600	-42%	4,700	100	2.17%
61-8-01-1-0000-4275	Photocopying	837	1,100	-24%	1,100		0.00%
61-8-01-1-0000-4280	Staff Mileage	666	1,700	-61%	1,700		0.00%
61-8-01-1-0000-5010	Misc. Administrative Expenses	9,983	7,100	41%	7,200	100	1.41%
61-8-01-1-0000-5011	Office Supplies	6,947	10,500	-34%	10,500		0.00%
61-8-01-1-0000-5016	In-Service Coordinator	780	1,200	-35%	1,200		0.00%
61-8-01-1-0000-5017	Equipment Maint/Repair Supply		300	-100%	400	100	33.33%
61-8-01-1-0000-5018	Volunteer Co-ordinator	4,048	2,200	84%	2,200		0.00%
61-8-01-1-0000-5510	Books & Subscriptions	68	850	-92%	850		0.00%
61-8-01-1-0000-6130	Tools & Equipment Replacement	1,734	1,500	16%	1,500		0.00%
61-8-01-1-0000-7040	Internal Fleet Charges	5,279	7,680	-31%	7,680		0.00%
61-8-01-1-0000-7490	Service Charges	75		0%			0.00%
61-8-01-1-6000-5010	Pharmacy Sponsored Expenditure	10,576	110,000	-90%	110,000		0.00%
	TOTAL EXPENSES	444,803	630,131	-29%	633,303	3,172	0.50%
	TOTAL ADMINISTRATION	-7,629,430	-8,581,536	-11%	-8,893,357	-311,821	3.63%
MDS							
REVENUE							
61-8-01-1-2000-9040	MDS Funding	61,614	75,204	-18%	75,204		0.00%

		2019	2019	VAR	2020	2019/2020
DESCRIPTION		ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE
		YTD	BUDGET	%	BUDGET	(\$)
						(%)
TOTAL REVENUE		61,614	75,204	-18%	75,204	0.00%
EXPENSES						
61-8-01-1-2000-3010	Reg Full-time Wages	59,559	70,543	-16%	70,543	0.00%
61-8-01-1-2000-3120	All Statutory Benefits	4,856	5,502	-12%	5,502	0.00%
61-8-01-1-2000-3130	All ER Benefits	7,849	9,960	-21%	9,960	0.00%
61-8-01-1-2000-3135	OMERS	5,891	6,920	-15%	6,920	0.00%
TOTAL EXPENSES		78,155	92,925	-16%	92,925	0.00%
TOTAL MDS		16,541	17,721	-7%	17,721	0.00%
LONG TERM CARE HOME SAFETY PROGRAM (LTC)						
REVENUE						
EXPENSES						
HIGH INTENSITY NEEDS						
REVENUE						
61-8-01-1-5000-9040	Provincial Funding - High Intensity Needs	44,962	16,800	168%	16,800	0.00%
TOTAL REVENUE		44,962	16,800	168%	16,800	0.00%
EXPENSES						
61-8-01-1-5000-5010	General Supplies		5,000	-100%	5,000	0.00%
61-8-01-1-5000-5016	Medical Supplies		5,000	-100%	5,000	0.00%
61-8-01-1-5000-5017	Equipment Maint/Repair Supply		3,000	-100%	3,000	0.00%
61-8-01-1-5000-5510	Books & Subscriptions		500	-100%	500	0.00%
61-8-01-1-5000-6130	Tools & Equipment Replacement		3,300	-100%	3,300	0.00%
61-8-01-1-5000-4057	High Intensity Transportation	25,095		0%		0.00%
TOTAL EXPENSES		25,095	16,800	49%	16,800	0.00%
TOTAL HIGH INTENSITY NEEDS		-19,867		0%		0.00%
TOTAL ADMINISTRATION		-7,632,756	-8,563,815	-11%	-8,875,636	-311,821 3.64%

DESCRIPTION	2019	2019	VAR	2020	2019/2020	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE
	YTD	BUDGET	%	BUDGET	(\$)	(%)
ACTIVATION						
REVENUE						
61-8-01-2-1000-9040	Physiotherapy Prov. Funding	56,304	112,608	-50%	-112,608	-100.00%
61-8-01-2-0010-9510	Gentle Care Donations	2,297		0%		0.00%
61-8-01-2-0020-9510	Family and Friends Council	3,555		0%		0.00%
61-8-01-2-0030-9510	The Whistle Stop	3,258		0%		0.00%
	TOTAL REVENUE	65,414	112,608	-42%	-112,608	#####
EXPENSES						
61-8-01-2-0000-3010	Reg Full-time Wages	189,809	242,081	-22%	245,419	3,338 1.38%
61-8-01-2-0000-3011	Reg Part-time Wages	92,421	129,228	-28%	129,152	-76 -0.06%
61-8-01-2-0000-3039	Premium O/T		800	-100%	800	0.00%
61-8-01-2-0000-3090	All Overtime	5,069	400	1167%	400	0.00%
61-8-01-2-0000-3120	All Statutory Benefits	25,694	32,412	-21%	33,379	967 2.98%
61-8-01-2-0000-3130	All Employer Benefits	31,496	38,837	-19%	37,152	-1,685 -4.34%
61-8-01-2-0000-3135	Omers	29,044	23,057	26%	29,081	6,024 26.13%
61-8-01-2-0000-4016	Food, Catering Costs	41,261	41,000	1%	42,000	1,000 2.44%
61-8-01-2-0000-4022	Conference Fees	5,502	750	634%	900	150 20.00%
61-8-01-2-0000-4023	Association Membership Fees	61	300	-80%	300	0.00%
61-8-01-2-0000-4075	Social Work	12,940	15,000	-14%	15,000	0.00%
61-8-01-2-0000-4280	Staff Mileage	323	225	44%	225	0.00%
61-8-01-2-0000-5010	General Supplies	11,072	1,000	1007%	1,000	0.00%
61-8-01-2-0000-5011	Office Supplies	24	100	-76%	100	0.00%
61-8-01-2-0000-5016	Resident Entertainment	31,820	22,000	45%	23,000	1,000 4.55%
61-8-01-2-0000-5017	Equipment Maint/Repair Supply	1,561	800	95%	900	100 12.50%
61-8-01-2-0000-5026	Uniforms/Supply	900	1,375	-35%	1,600	225 16.36%
61-8-01-2-0000-5510	Books & Subscriptions	507	1,200	-58%	1,200	0.00%
61-8-01-2-0000-6130	Tools & Equipment Replacement	997	600	66%	600	0.00%
61-8-01-2-0020-5016	Family and Friends Council Expenditures	1,035		0%		0.00%
61-8-01-2-0030-5016	The Whistle Stop Expenditures	5,580		0%		0.00%
61-8-01-2-1000-4330	Exercise Expenses	55,486	12,000	362%	12,000	0.00%
61-8-01-2-0000-7045	Transfer from Counsell Reserve	-15,470		0%		0.00%
61-8-01-2-1000-4336	Physiotherapy Expense	52,749	112,608	-53%	112,608	0.00%
	TOTAL EXPENSES	579,881	675,773	-14%	686,816	11,043 1.63%
	TOTAL ACTIVATION	514,467	563,165	-9%	686,816	123,651 21.96%

DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	2019/2020 BUDGET CHANGE (%)
NURSING DEPARTMENT						
OPERATIONS						
REVENUE						
61-8-01-3-0000-9040	Provincial Funding - Registered Nurses	88,355				0.00%
61-8-01-3-0000-9515	Recoveries	10,367	4,000	159%	4,000	0.00%
	TOTAL REVENUE	98,722	4,000	####	4,000	0.00%
EXPENSES						
61-8-01-3-0000-3010	Reg Full-time Wages	2,647,634	3,444,258	-23%	3,513,143	68,885 2.00%
61-8-01-3-0000-3011	Reg Part-time Wages	1,846,570	1,901,568	-3%	2,055,486	153,918 8.09%
61-8-01-3-0000-3039	Premiums		49,000	-100%	51,000	2,000 4.08%
61-8-01-3-0000-3090	All Overtime/Stat Pay	152,388	33,000	362%	35,000	2,000 6.06%
61-8-01-3-0000-3120	All Statutory Benefits	404,025	480,000	-16%	483,125	3,125 0.65%
61-8-01-3-0000-3130	All Employer Benefits	443,696	510,000	-13%	516,025	6,025 1.18%
61-8-01-3-0000-3135	Omers	324,796	408,236	-20%	415,126	6,890 1.69%
61-8-01-3-0000-4022	Conference Fees	2,822	1,800	57%	1,900	100 5.56%
61-8-01-3-0000-4023	Association Membership Fees		200	-100%	200	
61-8-01-3-0000-4065	Computer Program Maint. Contract	5,983		0%		
61-8-01-3-0000-4075	Medical Director	14,744	18,000	-18%	18,000	
61-8-01-3-0000-4076	Physician On Call	12,438	15,500	-20%	15,500	
61-8-01-3-0000-4280	Staff Mileage	175	250	-30%	250	
61-8-01-3-0000-5010	General Supplies	45,146	1,500	2910%	1,500	
61-8-01-3-0000-5016	Medical Supplies	12,119	38,500	-69%	39,500	1,000 2.60%
61-8-01-3-0000-5017	Equipment Maint/Repair Supply	42,391	28,500	49%	30,152	1,652 5.80%
61-8-01-3-0000-5026	Uniforms/Supply		22,800	-100%	24,000	1,200 5.26%
61-8-01-3-0000-5510	Books & Subscriptions	22	18,000	-100%	18,500	500 2.78%
61-8-01-3-0000-6130	Tools & Equipment Replacement	77,640	66,000	18%	69,000	3,000 4.55%
	TOTAL EXPENSES	6,032,589	7,037,112	-14%	7,287,407	250,295 3.56%
	TOTAL OPERATIONS	5,933,867	7,033,112	-16%	7,283,407	250,295 3.56%

REGISTERED PRACTICAL NURSE -
SPECIAL FUNDING

REVENUE

EXPENSES

61-8-01-3-1000-3010	Reg Full-Time Wages - Registered Practical Nurse	66,227		0%		0.00%
61-8-01-3-1000-3011	Reg Part-Time Wages - Registered Practical Nurse	22,551		0%		0.00%
61-8-01-3-1000-3090	All Overtime/Stat Pay - Registered Practical Nurse	1,420		0%		0.00%
61-8-01-3-1000-3120	All Statutory Benefits - Registered Practical Nurs	4,917		0%		0.00%
61-8-01-3-1000-3130	All Employer Benefits - Registered Practical Nurse	9,274		0%		0.00%
61-8-01-3-1000-3135	Omers - Registered Practical Nurse	5,871		0%		0.00%
	TOTAL EXPENSES	110,260		0%		0.00%
	TOTAL REGISTERED PRACTICAL	110,260		0%		0.00%

BSO

REVENUE

61-8-01-3-2000-9040	Provincial Funding - BSO	57,437	60,732	-5%	69,738	9,006 14.83%
	TOTAL REVENUE	57,437	60,732	-5%	69,738	9,006 14.83%

EXPENSES

61-8-01-3-2000-3010	Reg Full-Time Wages - BSO	32,555	5,698	471%	6,730	1,032 18.11%
61-8-01-3-2000-3011	Reg Part-Time Wages - BSO	2,889	41,258	-93%	47,122	5,864 14.21%
61-8-01-3-2000-3130	All Employer Benefits - BSO	177	6,227	-97%	6,897	670 10.76%

	DESCRIPTION	2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$)	2019/2020 BUDGET CHANGE (%)
61-8-01-3-2000-3135	Omers - BSO		5,749	-100%	6,589	840	14.61%
61-8-01-3-2000-5011	General Supplies - BSO	9,120	1,800	407%	2,400	600	33.33%
	TOTAL EXPENSES	44,741	60,732	-26%	69,738	9,006	14.83%
	TOTAL BSO	-12,696		0%			0.00%

NURSING GRADUATE

REVENUE

EXPENSES

TOTAL NURSING DEPARTMENT

6,031,431	7,033,112	-14%	7,283,407	250,295	3.56%
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DIETARY SERVICES

REVENUE

61-8-01-4-0000-9515	Recoveries	73	500	-85%	500		0.00%
	TOTAL REVENUE	73	500	-85%	500		0.00%

EXPENSES

61-8-01-4-0000-4016	Food, Catering Costs	1,161,996	1,332,000	-13%	1,355,890	23,890	1.79%
61-8-01-4-0000-5010	General Supplies	1,717	4,900	-65%	4,900		0.00%
61-8-01-4-0000-5016	Program Supplies	4,930	7,400	-33%	7,400		0.00%
61-8-01-4-0000-5017	Equipment Maint/Repair Supply	12,174	9,300	31%	9,500	200	2.15%
61-8-01-4-0000-6130	Tools & Equipment Replacement	3,789	7,000	-46%	7,000		0.00%
	TOTAL EXPENSES	1,184,606	1,360,600	-13%	1,384,690	24,090	1.77%
	TOTAL DIETARY SERVICES	1,184,533	1,360,100	-13%	1,384,190	24,090	1.77%

HOUSEKEEPING/LAUNDRY

REVENUE

61-8-01-5-0000-9516	Laundry Service Recoveries		500	-100%	500		0.00%
	TOTAL REVENUE		500	-100%	500		0.00%

EXPENSES

61-8-01-5-0000-3010	Reg Full-time Wages	252,808	359,510	-30%	367,618	8,108	2.26%
61-8-01-5-0000-3011	Reg Part-time Wages	205,842	174,387	18%	194,490	20,103	11.53%
61-8-01-5-0000-3039	Premium - Part Time Workers		500	-100%	500		0.00%
61-8-01-5-0000-3090	All Overtime/Stat Pay	15,600	1,500	940%	1,500		0.00%
61-8-01-5-0000-3120	All Statutory Benefits	41,069	48,934	-16%	52,582	3,648	7.45%
61-8-01-5-0000-3130	All Employer Benefits	51,344	64,757	-21%	60,346	-4,411	-6.81%
61-8-01-5-0000-3135	Omers	31,183	45,560	-32%	46,353	793	1.74%
61-8-01-5-0000-4058	Contracted Janitorial Services	185,619	247,485	-25%	247,485		0.00%
61-8-01-5-0000-5010	General Supplies	3,740	8,000	-53%	8,000		0.00%
61-8-01-5-0000-5011	Incontinence Supplies	51,517	64,000	-20%	64,000		0.00%
61-8-01-5-0000-5013	Janitorial Supplies	54,935	48,000	14%	49,000	1,000	2.08%
61-8-01-5-0000-5016	Program Supplies	11,647	9,000	29%	9,600	600	6.67%
61-8-01-5-0000-5017	Equipment Maint/Repair Supply	457	3,000	-85%	3,000		0.00%
61-8-01-5-0000-5026	Uniforms/Supply		3,500	-100%	3,750	250	7.14%
61-8-01-5-0000-5027	Laundry Supplies	14,569	13,500	8%	14,000	500	3.70%
61-8-01-5-0000-6130	Tools & Equipment Replacement		1,000	-100%	1,000		0.00%
61-8-01-5-0000-6850	Furnishings	2,848	2,200	29%	2,500	300	13.64%
	TOTAL EXPENSES	923,178	1,094,833	-16%	1,125,724	30,891	2.82%
	TOTAL HOUSEKEEPING/LAUNDRY	923,178	1,094,333	-16%	1,125,224	30,891	2.82%

ADULT DAY PROGRAM

REVENUE

61-8-01-6-0000-9040	Ontario Specific Grant	578,310	596,854	-3%	646,325	49,471	8.29%
61-8-01-6-0000-9041	One Time Funding	-30,943		0%			0.00%
61-8-01-6-0000-9510	Donations	20		0%			0.00%

		2019	2019	VAR	2020	2019/2020	
	DESCRIPTION	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
61-8-01-6-0000-9513	Recoveries/Other Municipality		80,000	-100%	80,000		0.00%
61-8-01-6-0000-9514	Recoveries/Sundry User Groups	45,203	46,000	-2%	57,980	11,980	26.04%
61-8-01-6-0000-9515	Day Program Recoveries	12,271	500	2354%	8,000	7,500	#####
61-8-01-6-0001-9513	Recoveries/Other Municipality	41,350		0%			0.00%
61-8-01-6-0003-9513	Recoveries/Other Municipality	30,000		0%			0.00%
61-8-01-6-0003-9514	Recoveries/Sundry User Groups	23,209		0%			0.00%
	TOTAL REVENUE	699,420	723,354	-3%	792,305	68,951	9.53%

EXPENSES

61-8-01-6-0000-7040	Internal Fleet Charges	30,301	24,625	23%	26,000	1,375	5.58%
61-8-01-6-0000-7045	Building Occupancy	16,667	20,000	-17%	20,000		0.00%
61-8-01-6-0000-7910	Central Agency Costs	3,000	3,000	0%	3,000		0.00%
61-8-01-6-0000-3010	Reg Full-time Salaries & Wages	69,288	59,155	17%	96,000	36,845	62.29%
61-8-01-6-0001-3010	Reg Full-time Salaries & Wages	67,541	79,990	-16%	80,568	578	0.72%
61-8-01-6-0000-3011	Reg Part-time Salaries & Wages	256,410	320,044	-20%	362,725	42,681	13.34%
61-8-01-6-0000-3090	O/T	16,809	3,000	460%	4,500	1,500	50.00%
61-8-01-6-0000-3120	All Statutory Benefits	25,644	10,868	136%	18,567	7,699	70.84%
61-8-01-6-0001-3120	All Statutory Benefits	4,985	16,429	-70%	6,254	-10,175	-61.93%
61-8-01-6-0000-3130	All Employer Benefits	20,392	19,439	5%	22,489	3,050	15.69%
61-8-01-6-0001-3130	All Employer Benefits	8,240		0%	10,600	10,600	0.00%
61-8-01-6-0000-4020	Training, Workshops, Exam Fees	10	19,439	-100%	2,000	-17,439	-89.71%
61-8-01-6-0000-4022	Professional Development	1,310	2,000	-35%	1,500	-500	-25.00%
61-8-01-6-0000-4023	Memberships	597	1,000	-40%	1,000		0.00%
61-8-01-6-0000-4040	Legal Fees		2,000	-100%	2,000		0.00%
61-8-01-6-0000-4042	Audit Fees & Expenses		600	-100%	600		0.00%
61-8-01-6-0000-4051	Advertising, Marketing & Prom.		5,000	-100%	5,000		0.00%
61-8-01-6-0000-4246	Adult Day Cable	4,076	2,900	41%	4,000	1,100	37.93%
61-8-01-6-0000-4249	Telephone Services	537	1,000	-46%	1,000		0.00%
61-8-01-6-0000-4280	Staff Mileage	5,633	8,500	-34%	8,700	200	2.35%
61-8-01-6-0000-5010	Program Supplies	29,071	12,600	131%	14,000	1,400	11.11%
61-8-01-6-0000-5011	Office Supplies	337	1,500	-78%	1,500		0.00%
61-8-01-6-0000-5016	Equipment Purchases and Maintenance	1,499	8,178	-82%	6,000	-2,178	-26.63%
61-8-01-6-0003-5016	Equipment Purchases and Maintenance	256		0%			0.00%
61-8-01-6-0000-5026	Uniforms/Supply		1,510	-100%	1,900	390	25.83%
61-8-01-6-0000-4059	Allocated Administration	9,000	9,000	0%	9,000		0.00%
61-8-01-6-0000-4065	ADP Computer Fees	1,007		0%	1,000	1,000	0.00%
61-8-01-6-0000-4075	Contracted Services-Food	31,716	21,000	51%	33,000	12,000	57.14%
61-8-01-6-0000-3039	Shift Premium		1,000	-100%	1,000		0.00%
61-8-01-6-0000-4061	Contracted Services - Wages		6,000	-100%		-6,000	-100.00%
61-8-01-6-0002-4061	Contracted Services - Wages	21,190		0%			0.00%
61-8-01-6-0000-4057	Transportation	2,287	6,000	-62%	6,000		0.00%
61-8-01-6-0003-4057	Transportation	1,822		0%			0.00%
61-8-01-6-0000-3135	Omers	18,078	13,925	30%	21,748	7,823	56.18%
61-8-01-6-0001-3135	Omers	7,027	28,652	-75%	10,154	-18,498	-64.56%
61-8-01-6-0000-4076	Raw Food Costs	28	1,500	-98%	1,500		0.00%
61-8-01-6-0000-4062	Contracted Services - Benefits		1,500	-100%		-1,500	-100.00%
61-8-01-6-0002-4062	Contracted Services - Benefits	5,691		0%			0.00%
61-8-01-6-0000-4077	Entertainment	8,440	12,000	-30%	9,000	-3,000	-25.00%
	TOTAL EXPENSES	668,889	723,354	-8%	792,305	68,951	9.53%
	TOTAL ADULT DAY PROGRAM	-30,531		0%			0.00%

ANCILLARY SERVICES

REVENUE

61-8-01-7-0001-9515	Transportation	1,586		0%			0.00%
61-8-01-7-0003-9515	Hairdresser/Barber	29,687		0%			0.00%
61-8-01-7-0004-9514	Foot Care	5,080		0%			0.00%
	TOTAL REVENUE	36,353		0%			0.00%

EXPENSES

61-8-01-7-0003-6310	Hairdressing/Barber Service	29,611		0%			0.00%
61-8-01-7-0004-5755	Foot Care	1,880		0%			0.00%
61-8-01-7-0005-5016	High Intensity Supplies	4,435		0%			0.00%
	TOTAL EXPENSES	35,926		0%			0.00%
	TOTAL ANCILLARY SERVICES	-427		0%			0.00%

		2019 ACTUAL YTD	2019 ANNUAL BUDGET	VAR %	2020 ANNUAL BUDGET	2019/2020 BUDGET CHANGE (\$) (%)	
BUILDING							
REVENUE							
61-8-01-8-0000-9516	Misc. Recoveries	173	1,000	-83%	1,000		0.00%
	TOTAL REVENUE	173	1,000	-83%	1,000		0.00%
EXPENSES							
61-8-01-8-0000-3010	Reg Full-time Wages	198,775	238,628	-17%	239,708	1,080	0.45%
61-8-01-8-0000-3011	Part Time Salaries	15,728	15,504	1%	15,504		0.00%
61-8-01-8-0000-3039	Shift Premium	592	200	196%	200		0.00%
61-8-01-8-0000-3090	All Overtime/Stat Pay	2,186	1,500	46%	1,500		0.00%
61-8-01-8-0000-3120	All Statutory Benefits	16,508	18,206	-9%	19,262	1,056	5.80%
61-8-01-8-0000-3130	All Employer Benefits	24,706	27,856	-11%	30,531	2,675	9.60%
61-8-01-8-0000-3135	Omers	20,741	25,263	-18%	26,206	943	3.73%
61-8-01-8-0000-4063	Contracted Garbage Collection	10,831	15,500	-30%	15,500		0.00%
61-8-01-8-0000-4075	Contracted Services	69,665	90,000	-23%	90,000		0.00%
61-8-01-8-0000-4141	Building Maintenance/Repair	12,082	19,500	-38%	20,500	1,000	5.13%
61-8-01-8-0000-4246	Cable TV	5,667	5,500	3%	6,000	500	9.09%
61-8-01-8-0000-4249	Telephone Expenses	2,080	500	316%	750	250	50.00%
61-8-01-8-0000-4280	Staff Mileage		300	-100%	400	100	33.33%
61-8-01-8-0000-5015	Building Maint Supplies	15,312	18,500	-17%	18,700	200	1.08%
61-8-01-8-0000-5017	Equipment Maint/Repair Supply	26,480	56,000	-53%	56,500	500	0.89%
61-8-01-8-0000-5026	Uniforms/Supply	300	875	-66%	925	50	5.71%
61-8-01-8-0000-5410	Electricity (Hydro)	123,412	175,000	-29%	174,000	-1,000	-0.57%
61-8-01-8-0000-5415	Water	39,187	43,500	-10%	44,900	1,400	3.22%
61-8-01-8-0000-5421	Natural gas - heating	54,347	83,000	-35%	83,000		0.00%
61-8-01-8-0000-5510	Books & Subscriptions	150	150	0%	150		0.00%
61-8-01-8-0000-6130	Tools & Equipment Replacement	838	1,500	-44%	1,500		0.00%
61-8-01-8-0000-7045	ADP Building Distribution	-21,667	-20,000	8%	-20,000		0.00%
	TOTAL EXPENSES	617,920	816,982	-24%	825,736	8,754	1.07%
	TOTAL BUILDING	617,747	815,982	-24%	824,736	8,754	1.07%
MAJOR MAINTENANCE							
EXPENSES							
61-8-01-8-0010-4075	Contracted Services	37,126	50,000	-26%	50,000		0.00%
	TOTAL MAJOR MAINTENANCE	37,126	50,000	-26%	50,000		0.00%
	TOTAL BUILDING/MAJOR	654,873	865,982	-24%	874,736	8,754	1.01%
	TOTAL S.S. - VALLEYVIEW	1,644,768	2,352,877	-30%	2,478,737	125,860	5.35%

**Projected Property Tax Supported Debt Servicing Charges
2020 - 2024**

	Maturity Date	Budget 2020	Budget 2021	Budget 2022	Budget 2023	Budget 2024
Valleyview Home	2026	1,303,660	1,302,526	1,301,338	1,300,092	1,298,071
Medical Building - 423 Talbo	2037	120,998	120,998	120,998	120,998	120,998
Police Services	2037	960,917	960,917	960,917	960,917	960,917
St Thomas Outdoor RC	2038	658,652	658,652	658,652	658,652	658,652
OW/Housing - 230 Talbot	2039	320,000	427,000	427,000	427,000	427,000
Entegrus Investment Loan	2033	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>	<u>550,000</u>
Annual Debt Charges		3,914,227	4,020,093	4,018,905	4,017,659	4,015,638
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		<u>3,400,459</u>	<u>3,506,325</u>	<u>3,505,137</u>	<u>3,503,891</u>	<u>3,501,870</u>

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 OW/Housing debenture has not been issued and this is the estimated annual costs per year.

The Entegrus Investment Loan is a 9 million internal borrowing from the City's Reserve Funds over an estimated 15 year
The payment amount of \$550,000 is the excess annual dividends received from Entegrus above a predetermined threshc

FIR2018: St Thomas C **Schedule 81**
Asmt Code: 3421 **ANNUAL DEBT REPAYMENT LIMIT**
MAH Code: 44101 **based on the information reported for the year ended December 31, 2018**

NOTE: THE ESTIMATED ANNUAL REPAYMENT LIMIT IS EFFECTIVE JANUARY 01, 2020
Please note that fees and revenues for Homes for the Aged are not reflected in this estimate.

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT		1
Debt Charges for the Current Year		\$
0210	Principal (SLC 74 3099 01)	2,453,357
0220	Interest (SLC 74 3099 02)	1,116,709
0299	Subtotal	3,570,066
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	0
9910	Total Debt Charges	3,570,066

Excluded Debt Charges		1
		\$
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099	Subtotal	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02)	513,768
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02)	0
1420	Total Debt Charges to be Excluded	513,768
9920	Net Debt Charges	3,056,298

Excluded Revenue Amounts		1
		\$
1610	Total Revenues (* Sale of Hydro Utilities Removed) (SLC 10 9910 01)	185,811,836
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01)	50,579,808
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	2,728,489
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 0830 01)	264,500
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 0831 01)	3,027,687
2230	Revenue from other municipalities, including Revenue for Tangible Capital Assets (SLC 10 1099 01 + SLC 10 1098 01)	4,023,282
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	21,987,358
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	2,986,252
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	0
2253	Other Deferred revenue earned (SLC 10 1814 01)	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	11,060,638
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	0
2299	Subtotal	96,658,014
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	89,153,822
2620	25% of Net Revenues	22,288,456
9930	ESTIMATED ANNUAL REPAYMENT LIMIT	19,232,158

For Illustration Purposes Only

Annual Interest Rate	@	Term	years =	
0.06		20		220,591,331

CAPITAL PROJECT FOR 2020

Project Name:

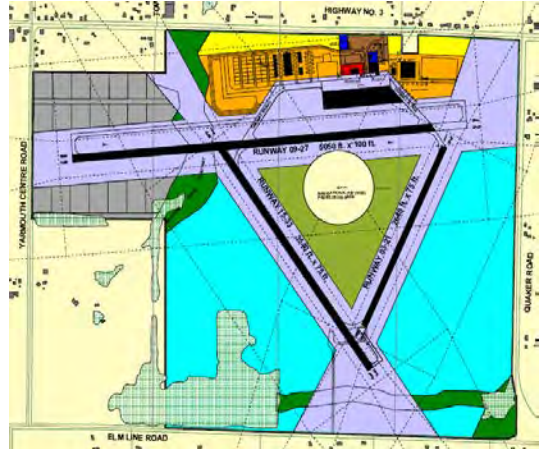
Runway 15-33 Reconstruction

Department:

Clerks - Airport

Estimated Gross Cost:

\$3,564,201.



Estimated Project Timeline:

Tender/RFP release: *Jan 2020*
 Project award: *Mar 2020*
 Project completion: *Aug 2020*

Funding Sources:

SITE MAP IF REQUIRED

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserve	Future tax	Total
				138,000		3,426,201	3,564,201

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/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 sub-base such that pavement structure is homogeneous with balance of 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 and threshold lights and lit signage as required.

CAPITAL PROJECT FOR 2020

Project Name:

Taxiway Alpha and Apron Two Resurfacing

Department:

Clerk's - Airport

Estimated Gross Cost:

\$630,853

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*
 Project award: *Mar 2020*
 Project completion: *Aug 2020*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
						630,853	630,853

PROJECT DESCRIPTION:

This project is the repaving of the main taxiway A on the north side of runway 27-09 East taxiway Apron 2 adjacent to 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 Future Growth Strategies for St. Thomas Airport – Table 18 Phase 1 Time Frame 2017-2022.

CAPITAL PROJECT FOR 2020

Project Name:

Runway 27 Threshold Correction

Department:

Clerks - Airport

Estimated Gross Cost:

\$82,950.

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*
 Project award: *Feb 2020*
 Project completion: *Mar 2020*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
82,950							82,950

PROJECT DESCRIPTION:

This work would correct two non-compliance issues under TP312 Visual Aids for Navigation. Quality Assurance Audit 18-11 and 18-12:

QA18-11 - TP312 5.3.9.3 “Runway Identification Lights shall be located at a longitudinal distance no greater than 30 m in front of the runway threshold.” The lights were measured 55 m. in front of the threshold.

QA18-12 – TP312 5.3.12.3 “Runway end lights not at right angles to axis of runway”

SCOPE OF WORK

Threshold lights require repositioning.

Approximately 3,750 square feet of asphalt runway needs to be added to the end of Runway 27, built to PLR 9 Standard.

LED threshold lights, electrical conduit, cabling, pull pits, runway markings, labour and design would be included as part of this project.

CAPITAL PROJECT FOR 2020

Project Name:

Tiedown Improvements

Department:

Clerks - Airport

Estimated Gross Cost:

\$85,000.

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*
 Project award: *Feb 2020*
 Project completion: *Mar 2020*



Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
						85,000	85,000

PROJECT DESCRIPTION:

The Airport is running out of suitable tiedowns for aircraft.

At this time, some tiedowns are located in the infill small lot hangar area. Once this area is developed, the aircraft currently occupying the tiedowns will require outside storage elsewhere.

The tiedown area that has been accommodating the M-18 Aircraft needs to be upgraded and paved to suit smaller aircraft e.g. Cessna 172, Piper 140 etc.

Tiedowns have been a steady source of income for the airport. Current revenue per tiedown ranges from \$50.00 to \$150.00 per month.

The upgraded tiedown area would be able to accommodate 10 aircraft positions at \$100.00 each per month or \$12,000 in annual revenue.

SCOPE OF WORK:

The area consists of a small paved serviced taxiway 200 feet in length and 30 feet in width with 10 paved tiedown positions, retro-reflective taxiway markers, tiedown anchors, and painted taxiway lines.

CAPITAL PROJECT FOR 2020

Project Name:

Vehicles & Equipment Replacement

Department:

Environmental Services

Estimated Gross Cost:

\$1,311,884



Estimated Project Timeline:

Tender/RFP release: *February 2020*

Project award: *March 2020*

Project completion: *October 2020*

Funding Sources:

Tax	Previously			Water	Sanitary	Comm Cen	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Reserve	Total
258,550				116,666	816,668	120,000	1,311,884

PROJECT DESCRIPTION:

The asset management process to track, maintain, and assess replacement vehicles 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 costs versus replacements. Many vehicle replacements are deferred during this assessment.

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

Asset value for fleet:	\$14,000,000
Infrastructure gap (backlog of needs):	\$0
Annual funding deficit/surplus:	Sustainable funding if approved as recommended

CAPITAL PROJECT FOR 2020

Project Name:

Sidewalk Plow & Attachments

Department:

Environmental Services

Estimated Gross Cost:

\$140,000

Estimated Project Timeline:

Tender/RFP release: *February 2020*

Project award: *March 2020*

Project completion: *October 2020*



Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Dev. Charge	Future tax	Total
14,000					126,000		140,000

PROJECT DESCRIPTION:

With the number of new sidewalks from developments and the annual sidewalk program an additional sidewalk plow is required to meet the new sidewalk minimum maintenance standards.

The addition of this vehicle would help shorten the winter storm response time and allow for school routes to be clear more efficiently.

The new vehicle will have a service life of 10 years.

CAPITAL PROJECT FOR 2020

Project Name:

Cab and Chassis with Plow, Wing, Combination Spreader & Dump Body



Department:

Environmental Services

Estimated Gross Cost:

\$270,000

Estimated Project Timeline:

Tender/RFP release: *January 2020*
 Project award: *February 2020*
 Project completion: *December 2020/Early 2021*

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Dev. Charge	Future tax	Total
27,000					243,000		270,000

PROJECT DESCRIPTION:

With the number of new developments an additional snowplow is required to continue to meet the minimum maintenance standards.

The procurement, ordering, and delivery of this type of vehicle takes approximately 12 to 14 months.

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

CAPITAL PROJECT FOR 2020

Project Name:

Pollution Prevention and Control Plan

Department:

Environmental Services

Estimated Gross Cost:

\$400,000

Estimated Project Timeline:

Tender/RFP release: *April 2020*

Project award: *May 2020*

Project completion: *May 2021*



Funding Sources:

Tax	Previously	Dev.		Sanitary	Development	Debt/	
Funded	Approved	Charges	Gas Tax	Reserve	Charges	Future tax	Total
				200,000	200,000		400,000

PROJECT DESCRIPTION:

This project includes the development of a pollution prevention and control plan (PPCP) as required by the Ministry of Environment Conservation and Parks (MECP) through a system wide flow study of the sewage treatment plant, sewage pumping stations, sanitary collection system and storm sewer system.

Flow monitoring, modelling and water quality analysis shall be used to characterize sewage and storm systems to satisfy MECP F-5-1 and F-5-5.

The study will analyze treatment plant and pumping station flow restrictions and make recommends on maximizing the capture of wet weather flows.

Some of the tasks associated with the PPCP:

- Stress test of the Pollution Control Plant to understand any restrictions and plan for improvements
- Modelling of the City’s sewer system
- Implementation of flow monitors in the sewer collection system to the City’s water/sewer monitoring system which allows more understanding or real time flows to make decisions
- Development of the PPCP.

CAPITAL PROJECT FOR 2020

Project Name:

Annual Road Rehabilitation

Department:

Environmental Services

Estimated Gross Cost:

\$300,000

Estimated Project Timeline:

Tender/RFP release: *February 2020*
 Project Award: *March - April 2020*
 Project Completion: *August 2020*



Funding Sources:

Tax	Previously			Water	Sanitary	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
300,000							

PROJECT DESCRIPTION:

Annual Road Rehabilitation includes crack sealing, patching, pavement structure rebuild, curb replacement, and asphalt rehabilitation.

All capital projects, whether they use sewer, water, or road funding, should consider a complete streets approach. This strategy considers all capital projects to be an opportunity to make improvements to sidewalks, cycle paths, road geometry, streetscapes, integration with schools/parks/private land use, bus shelters, etc.

The pavement conditions of all roads are established in a bi-annual repeating pattern to assess needs and deterioration rates.

Asset value for roads: \$301,000,000
 Infrastructure gap (backlog of needs): \$7,000,000
 Suggested annual funding to have a sustainable level of service: \$7,500,000
 2020 Funding Request: 6,800,000*
 Annual funding deficit/surplus: \$700,000 Deficit

*The 2020 Funding Request considers all Road Capital Project components such as Complete Streets.

CAPITAL PROJECT FOR 2020

Project Name:

Annual Sidewalk Program

Department:

Environmental Services

Estimated Gross Cost:

\$200,000

Estimated Project Timeline:

Tender: *February 2020*
 Project Award: *March - April 2020*
 Project Completion: *August 2020*



Funding Sources:

Tax	Previously	Development		Water	Sewer	Debt/	
Funded	Approved	Charges	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 next 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 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.

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 have improved safety and support healthy lifestyles.

CAPITAL PROJECT FOR 2020

Project Name:

Complete Streets

Department:

Environmental Services

Estimated Gross Cost:

\$10,500,000

Estimated Project Timeline:

Tender/RFP release: *February 2020*
 Project award: *March – April 2020*
 Project completion: *August 2020*



Funding Sources:

Tax	Previously	Development		Water	Sewer	Debt/	
Funded	Approved	Charges	Gas Tax	Reserve	Reserve	Future tax	Total
2,000,000		700,000	2,800,000	2,200,000	2,800,000		10,500,000

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 2020 include:

Barnes Street Area – Barnes / Lydia and Jonas Streets (Watermain, sanitary, storm and road)

Stanley Street – William to Centre (Watermain, sanitary, storm and road)

Centre Street – Princess to Elgin (Watermain, sanitary, storm, road and Trans Canada multi-use path)

White Street – Centre to Mitchell (Watermain, sanitary, storm and road)

CAPITAL PROJECT FOR 2020

Project Name:

Fairview Ave - Utility Relocations and project design

Department:

Environmental Services

Estimated Gross Cost:

\$300,000



Estimated Project Timeline:

Tender/RFP release: *April 2020*
 Project award: *May 2020*
 Project completion: *August 2020*

Funding Sources:

Tax	Previously	Development		Water	Sewer	Debt/	
Funded	Approved	Charges	Gas Tax	Reserve	Reserve	Future tax	Total
40,000		225,000		15,000	20,000		300,000

PROJECT DESCRIPTION:

Fairview Ave. from Elm Street southerly to the Doug Tarry sports complex is currently scheduled for 2021. It is anticipated that select utilities will be required to be relocated to facilitate construction. In addition, geotechnical work will be required to complete the road base and water/sewer design. In an effort to compress construction schedule and minimize social impact it is intended relocate utilities a year in advance. Design will be initiated in the fall of 2019. Tendering will occur in Dec 2020, and construction from March to Oct 2021.

The cross section is proposed to include 3 lanes, cycle paths, and 2 sidewalks, similar to the new 2019 Elm Street cross section. A traffic signal is planned for Axford Parkway and a roundabout at Southgate/Bill Martyn Parkway.

CAPITAL PROJECT FOR 2020

Project Name:

Elm Street Construction – Peach Tree Blvd. to Centennial Ave.

Department:

Environmental Services

Estimated Gross Cost:

\$1,700,000

Estimated Project Timeline:

Tender/RFP release: *January 2020*
 Project award: *February 2020*
 Project completion: *End of June 2020*



Funding Sources:

Tax	Previously	Central		DC	Sewer	Debt/	
Funded	Approved	Elgin	Gas Tax	Reserve	Reserve	Future tax	Total
327,000		100,000		1,073,000	200,000		1,700,000

PROJECT DESCRIPTION:

Project scope includes conversion of this portion of Elm Street from a rural cross section to an urban cross section, including new curb and gutter and sidewalk. Cross section will include 1 through lane in either direction and left turn lanes. Bike lanes and sidewalks on both sides of the street will be incorporated in alignment with the Complete Streets guideline. A pedestrian crossover is planned at the trail west of the Harvest Run Subdivision. A new intersection at Elm Street and Renaissance Drive (part of the Harvest Run Subdivision) is also planned.

Preliminary discussions have occurred with key stakeholders. Project limits can be seen in the figure below. Staff have discussed work at the Centennial/Elm intersection with Elgin County to see if there could be a partnership with this project. Elgin County staff are evaluating options at that intersection and will advise once a decision has been made.



CAPITAL PROJECT FOR 2020

Project Name:

Transportation Master Plan Update

Department:

Environmental Services

Estimated Gross Cost:

\$150,000

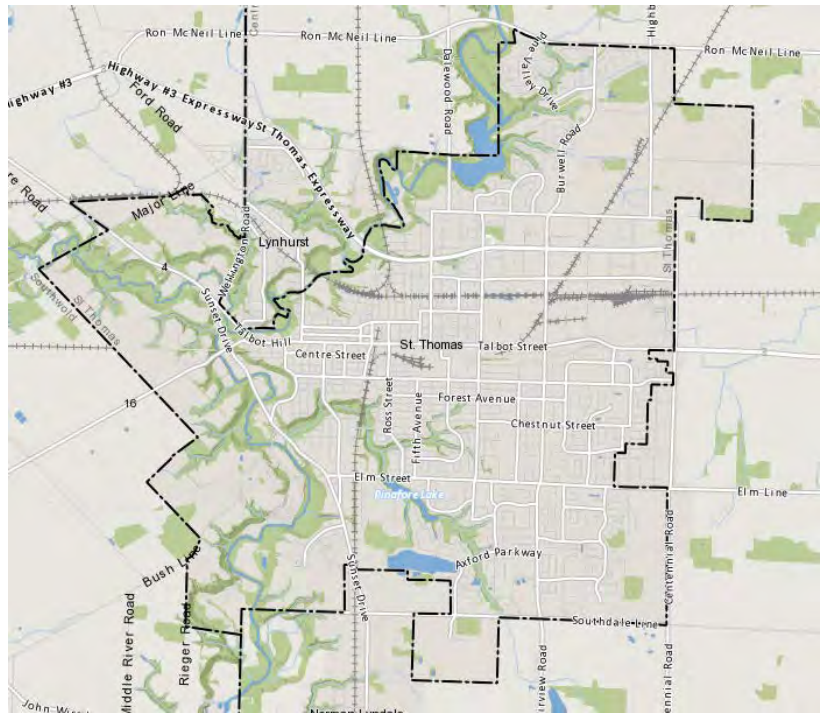
Estimated Project Timeline:

Tender/RFP release: *January 2020*

Project award: *February 2020*

Project completion: *January 2021*

Funding Sources:



Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserve	Future tax	Total
15,000				135,000			150,000

PROJECT DESCRIPTION:

In order to position the transportation network within the City in line with the needs of the residents, an update is needed to the City's Transportation Master Plan (TMP), which was last completed in 2010. The TMP will look at the City's road network, identify constraints in the current system (i.e. lane configurations, traffic signals), analyze how the transportation network will handle new growth, evaluate potential road right-of-way widenings, and make recommendations to improve the network (i.e. roundabouts, new signals, additional lanes).

CAPITAL PROJECT FOR 2020

Project Name:

Dennis and Highbury Signalization

Department:

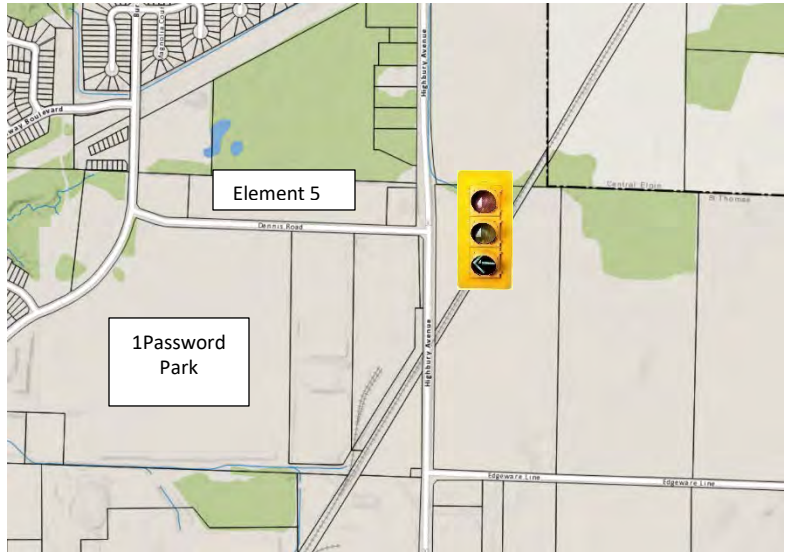
Environmental Services

Estimated Gross Cost:

\$250,000

Estimated Project Timeline:

Tender/RFP release: *April 2020*
 Project award: *May 2020*
 Project completion: *August 2020*



Funding Sources:

Tax	Previously	Development		Water	Sewer	Debt/	
Funded	Approved	Charges	Gas Tax	Reserve	Reserve	Future tax	Total
62,500		187,500					250,000

PROJECT DESCRIPTION:

Staff have determined the need for traffic signals at the intersection of Highbury Ave and Dennis Road. The primary catalyst for the signals is the increased traffic loading from development of the industrial lands along Dennis road (Element5). The signals will also facilitate access to 1Password Park.

CAPITAL PROJECT FOR 2020

Project Name:

Burwell/1PWD Roundabout and PXO

Department:

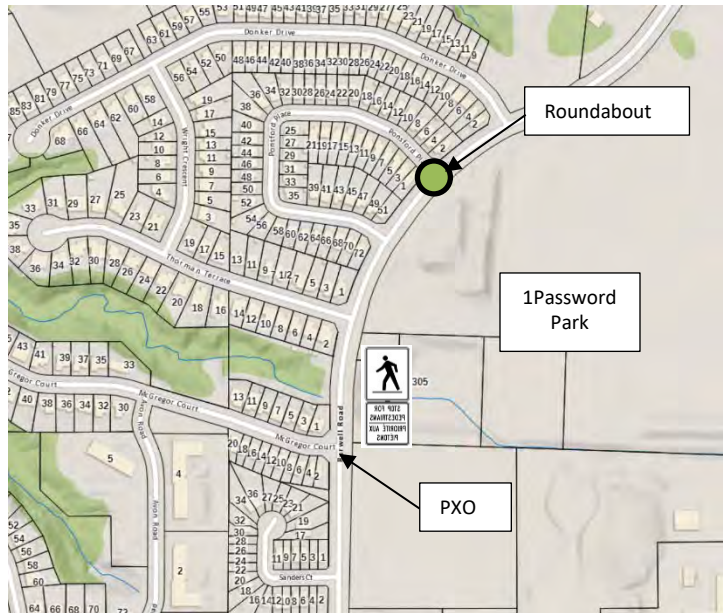
Environmental Services

Estimated Gross Cost:

\$300,000

Estimated Project Timeline:

Tender/RFP release: *April 2020*
 Project award: *May 2020*
 Project completion: *August 2020*



Funding Sources:

Tax	Previously	Development		Water	Sewer	Debt/	
Funded	Approved	Charges	Gas Tax	Reserve	Reserve	Future tax	Total
30,000		270,000					300,000

PROJECT DESCRIPTION:

In an effort to manage anticipated traffic at the entrance to 1Password Park and growth in the area, it is intended to construct a roundabout on Burwell Road at the entrance to the park (Ponsford Place North). Further to this, a pedestrian crossing is proposed at McGregor Court which will connect the large population from the southwest to the new community complex. The roundabout will also serve to reduce vehicle speed on Burwell. Traffic movements at a sports complex tend to have very large peaks as game time/starts can converge. A roundabout is very efficient in this scenario.

CAPITAL PROJECT FOR 2020

Project Name:

St. George St. Bridge Rehabilitation

Department:

Environmental Services

Estimated Gross Cost:

\$400,000



Estimated Project Timeline:

Tender/RFP release: *April 2020*
 Project award: *May 2020*
 Project completion: *August 2020*

Funding Sources:

Tax	County of	Development		Water	Sewer	Debt/	
Funded	Elgin	Charges	Gas Tax	Reserve	Reserve	Future tax	Total
200,000	200,000						400,000

PROJECT DESCRIPTION:

In December 2018 the deck of the St. George Street bridge delaminated causing structural steel reinforcement to become exposed. A temporary repair was made.

This project has been anticipated in the bridge asset management plan for 4 years. It is a common project at the mid-life cycle of all bridges.

An attempt will be made to improve the appearance of the deck railings, without any incremental cost, to allow pedestrians and vehicles to have a visual connection with nature.

The purpose of this project is to rehabilitate the bridge deck. It should be noted that this is a shared bridge with the County of Elgin. Costs will be shared based on a 50/50 split. The total project is estimated at \$1.6 million.

CAPITAL PROJECT FOR 2020

Project Name:

**Edgware Line
Employment Lands –
Servicing Studies**

Department:

Environmental Services

Estimated Gross Cost:

\$150,000

Estimated Project Timeline:

Tender/RFP release: *January 2020*
 Project award: *February 2020*
 Project completion: *Summer 2020*



Funding Sources:

Tax	Previously			DC	Future	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Recovery	Future tax	Total
15,000				100,000	35,000		150,000

PROJECT DESCRIPTION:

In order to strategically position the City’s interests in fostering employment and growth, the lands on north and south of Edgware Line have been recently rezoned as Employment Lands. The City-owned lands to the south have various holding provisions that require several engineering studies to show that there is municipal services and proper road access/traffic signals to these employment lands.

ES staff will issue an RFP in January 2020 to retain a consultant to complete the following studies:

- Traffic Impact Study
- Stormwater Management Study
- Function Servicing Report

These engineering reports will satisfy zoning by-law requirements and provide insight on how to service these employment lands for future industrial development.

CAPITAL PROJECT FOR 2020

Project Name:

Study and Removal of Combined Sewer Cross Connections

Department:

Environmental Services

Estimated Gross Cost:

\$300,000

Estimated Project Timeline:

Tender/RFP release: *May 2020*
 Project award: *June 2020*
 Project completion: *October 2020*

Funding Sources:



Tax	Previously			Sewer		Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
				300,000			300,000

PROJECT DESCRIPTION:

Over the past years, City staff have worked to remove stormwater flows from residential properties through the City’s Basement Flooding Program. However, there are still connections from catchbasins in the street to the sanitary sewer in older parts of the City.

Some of these connections are not well documented and could be a large private parking lot that drains towards a combined sewer catch basin. A single parking lot can provide the impact of 25 to 100 houses worth of combined sewer flows.

An investigation to potential stormwater cross connections from catch basins to the City’s sanitary sewer will be undertaken by staff. Once these connections have been properly identified, staff will prepare a tender document and arrange for the removal of the stormwater cross connections from the sanitary sewer.

Reduction of combined sewer flows minimizes the potential for overflows and reduces the need for future capacity upgrades of our pollution control plant.

CAPITAL PROJECT FOR 2020

Project Name:

Annual Sewer Trenchless Rehabilitation Program

Department:

Environmental Services

Estimated Gross Cost:

\$1,000,000

Estimated Project Timeline:

Tender/RFP release: *January-February 2020*
 Project award: *March –April 2020*
 Project completion: *May– December 2020*



Funding Sources:

Tax	Previously	Development		Water	Sewer	Debt/	
Funded	Approved	Charges	Gas Tax	Reserve	Reserve	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 per 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:	\$287,000,000
Infrastructure gap (backlog of needs):	\$12,500,000
Suggested annual funding to have sustainable level of service:	\$3,300,000
2020 Funding Request:	\$3,800,000
Annual funding (deficit)/surplus (includes all sewer programs):	\$500,000

This program works in conjunction 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 2020

Project Name:

Annual Watermain Trenchless Rehabilitation Program

Department:

Environmental Services

Estimated Gross Cost:

\$1,000,000

Estimated Project Timeline:

Tender/RFP release: *January – March 2020*

Project award: *March – May 2020*

Project completion: *May – December 2020*



Funding Sources:

Tax	Previously	CWWF		Water		Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
				1,000,000			1,000,000

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 (discoloured water). It is proposed to structural line the existing cast iron piping in some areas to improve the water quality, reduce flushing and 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 per dollar invested. However, there are diminishing rates of return if we use trenchless technologies where they are unwarranted.

Asset value for water system:	\$160,000,000
Infrastructure gap (backlog of needs):	\$5,600,000
Suggested annual funding to have sustainable level of service:	\$2,000,000
2020 Funding Request:	\$3,200,000
Annual funding (deficit)/surplus:	\$1,200,000

This program works in conjunction 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 2020

Project Name:

Self-Contained Breathing Apparatus Purchase

Department:

Fire

Estimated Gross Cost:

\$590,000



Estimated Project Timeline:

Tender/RFP release: *April 2020*

Project award: *June 2020*

Project completion: *December 2021*

Funding Sources:

SITE MAP IF REQUIRED

Tax	Previously						
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
295,000						295,000	590,000

PROJECT DESCRIPTION:

Increase Available Air Supply and Safety for Firefighters with the purchase of new Self-Contained Breathing Apparatus

Issue # 1 – Available Air Supply

Firefighters do not currently carry enough air to effectively fight a fire in a large building and may not have enough air should they become lost or trapped.

Fire administration seeks to extend firefighter air capacity.

Due to changes in standards, the current self-contained breathing apparatus (SCBA) model being used by the St. Thomas Fire Department (STFD) is no longer produced and sold by manufacturers.

The STFD currently utilizes Self-Contained Breathing Apparatus (SCBA) that have a rated service time of thirty (30) minutes and have been designed to the 2007 Edition of NFPA Standard # 1981, "Standard for Open Circuit Self-contained Breathing Apparatus for Emergency Services."

The thirty (30) minute rated service time for STFD SCBA cylinders is not derived from firefighters using them to fight fires. Rather, the rating is based on an average adult male working moderately.

Firefighters during the course of their duties will often exceed moderate workload activities, will work in IDLH (immediately dangerous to life and health) environments including toxic atmospheres, extreme (oven temperature) heat and will work under conditions of extreme physical and mental stress.

It is estimated that the total breathing air available to firefighters in St. Thomas utilizing the current thirty (30) minute rated SCBA is between sixteen (16) and twenty-two (22) minutes, depending on such factors as: operating atmosphere and temperature, firefighter physical fitness, exertion (workload), emotional state and years of experience.

According to NFPA standards, firefighters must leave a contaminated atmosphere with more than 33% left in their air cylinder to allow enough time to get out. If the firefighter gets twenty-two (22) minutes of total air, the estimated working time is reduced by at least seven (7) minutes thirty (30) seconds.

With less than ten (10) to fifteen (15) minutes of available working time for a firefighter on air, consider the following circumstances:

1. A fire in a large smoke filled building such as Formet Industries, Walmart, STEGH etc. with the potential for trapped or injured occupants.
2. A fire requiring one or more search and rescue operations within a multi-residential occupancy.
3. A firefighter in a protective suit trying to address a hazardous materials situation.
4. A firefighter that becomes trapped or lost and is relying on her/his air supply until rescued.

The St. Thomas Fire Department is one of a very few (if any) full-time fire departments in Ontario that have not upgraded their SCBA inventory to extend rated service time. The following are examples of other nearby full-time fire departments and the rated time of their air cylinders:

Brantford – 45 minutes	Cambridge – 60 minutes	Chatham-Kent – 60 minutes
Guelph – 45 minutes	Kitchener – 45 minutes	London – 60 minutes
Sarnia – 45 minutes	Stratford – 45 minutes	Waterloo – 60 minutes
Windsor – 45 minutes	Woodstock – 45 minutes	Vaughan – 60 minutes

St. Thomas – 30 minutes

Other Elgin County Fire Departments that have already upgraded: Central Elgin, Malahide and Southwold (all 45 minutes).

Issue # 2 – St. Thomas Fire Department (STFD) SCBA is now two (2) NFPA # 1981 Standard Revisions Behind

The National Fire Protection Association (NFPA) upgrades their standards every five (5) years in order to minimize the potential dangers to firefighters and other users. NFPA Standards are considered as fire service best practices across North America. Whenever an NFPA Standard is upgraded, the manufacturers design their new equipment to meet these standards.

The STFD purchased their current thirty (30) minute SCBA in 2011 and 2012. The applicable NFPA # 1981 Standard at that time was the 2007 Edition. In 2013, this standard was revised to include the following enhanced firefighter safety features:

- More rigorous heat testing for the face piece lens integrity,
- New “through the face piece” voice communications intelligibility requirements,
- Changes to the end of service time indicator (low air PASS alarm) from 25% to 33%,
- A Heads-Up-Display indicating when cylinder reaches 75%, 50% and 25% of air capacity.

In 2018, the NFPA 1981 standard was further revised to include:

- The requirement for two distinct actions and 250 N of effort before a regulator can be disconnected and removed,
- Data logging of the following SCBA parameters: initial cylinder pressure when activated; cylinder pressure during use (every 30 seconds); data retention for 36 hours; SCBA wearer’s breathing rate (every 30 seconds);
- Upgraded PASS alarm sounds,
- Universal air connection so that firefighters can share their air, regardless of the manufacturer,
- Telemetry upgrades and other upgrades.

Issue # 3 – Repair Costs

Costs for the repair and maintenance of the existing inventory of SCBA will rise significantly beginning in either 2021 or 2022 when current warranties expire.

Options for Council:

Option # 1

The STFD continues to use its inventory of rated service time thirty (30) minute SCBA until the end of its service life (estimated to be 2026 and 2027). Estimated Capital Costs in 2020 = **\$0**

This is not a recommended option.

Option # 2

The STFD upgrades its existing inventory of rated service time thirty (30) minute SCBA through a retro-fit program to an extended rated service time forty-five (45) minutes.

This equipment would still only be compliant with the 2007 NFPA 1981 Standard, would be absent the built-in firefighter safety features required for new SCBA and would be considered obsolete, even after the upgrade. There would be no extended warranty offered. Estimated Capital Costs in 2020 = **\$130,000**

This is not a recommended option.

Option # 3

The STFD upgrades its existing inventory of rated service time thirty (30) minute SCBA through a retro-fit program to rated service time forty-five (45) minutes and to a newer 2013 (but not newest) NFPA 1981 Standard.

This would allow for an extended rated service time (45 minutes) and the installation of new parts. The current warranty would remain unchanged and expire in 2021/22 and the equipment would still be considered obsolete. It would accommodate some additional firefighter safety features but not the most advanced. Estimated Capital Costs in 2020 = **\$280,000**

This is not a recommended option.

Option # 4

The STFD would replace all of its existing inventory of rated service time thirty (30) minute SCBA (50 in total) with new forty-five (45) minute SCBA platforms (plus two sixty (60) minute SCBA platforms) for specialized response and firefighter rescue.

This would provide for an increased air supply, provide a new “bumper to bumper” fifteen (15) year warranty on all components, incorporate the latest technology, improve firefighter safety with the latest features and enhance firefighter “through-the-mask” communications (identified as a significant problem for current STFD SCBA users). STFD would be set up with a full parts and service warranty and in-station servicing coverage until 2035. Estimated Capital Costs in 2020 = **\$530,000 to \$590,000**

This is not a recommended option.

Option # 5

The STFD would, over a two (2) year period, replace its existing inventory of rated service time thirty (30) minute SCBA with new forty-five (45) minute SCBA platforms (plus two sixty (60) minute SCBA platforms) for specialized response and firefighter rescue.

This would provide for an increased air supply, provide a new “bumper to bumper” fifteen (15) year warranty on all components, incorporate the latest technology, improve firefighter safety with the latest features and enhance firefighter “through-the-mask” communications (identified as a significant problem for current STFD SCBA users). STFD would be set up with a full parts and service warranty and in-station servicing coverage until 2035. Estimated Capital Costs in 2020 = **\$300,000**. Estimated Capital Costs in 2021 = **\$230,000 to \$290,000**

This is a recommended option.

CAPITAL PROJECT FOR 2020

Project Name:

Station 1 Renovations

Department:

Fire

Estimated Gross Cost:

\$85,000

Estimated Project Timeline:

Tender/RFP release: *February 2020*

Project award: *April 2020*

Project completion: *December 2020*

Funding Sources:

SITE MAP IF REQUIRED



Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
85,000							85,000

PROJECT DESCRIPTION:

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

Fire Station # 1 was built in 1972 and is in need of renovations in some areas. In particular the kitchen and day room and the apparatus floor hole (mechanic’s pit, temporarily covered by a steel ramp).

The aforementioned estimated gross cost (\$85,000) will not cover the costs of all needed renovations but will provide STFD with a good start.

CAPITAL PROJECT FOR 2020

Project Name:

Library Master Plan

Department:

St. Thomas Public Library

Estimated Gross Cost:

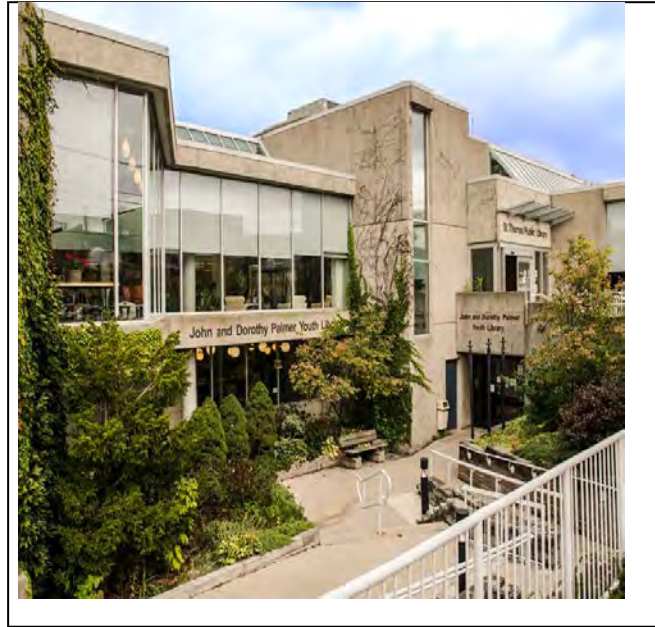
\$ 50,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*

Project award: *Feb 2020*

Project completion: *December 2020*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

The Library would like to hire a consultant to develop a master plan. This plan would be used to guide the Library in achieving optimal space and service levels for our growing community over the next few years and to identify gaps in collections, facilities, staffing, governance, training and resource allocations. The Library would be using Trust Funds to pay for this study and would explore the possibility of using Development Charges, if possible, to offset some of the cost.

CAPITAL PROJECT FOR 2020

Project Name:

Customer-Experience –Related Changes

Department:

St. Thomas Public Library

Estimated Gross Cost:

\$ 200,000

Estimated Project Timeline:

Tender/RFP release:

Project award:

Project completion: *December 2020*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

In 2019 we worked towards having a single service point on the main floor of the library. We will be doing the same for the lower level in 2020. We also have been analyzing the spaces in the library. Some are underutilized and some functions do not have enough space so we plan to make changes in order to maximize space. This may include moving collections and, in the process, updating shelving which was purchased when the building opened. We plan to use Library Trust Funds for this project.

CAPITAL PROJECT FOR 2020

Project Name:

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

Department:

Parks Recreation & Property Management ~ Parks Division

Estimated Gross Cost:

\$200,000



Estimated Project Timeline:

Project tendered and installed through our playground equipment contractor
 Project construction: May/June 2021

Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$200,000						

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	Pinafore Park	1Password Park/ Splashpad

Staff recommends the Capital expense 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.

TOTAL:

\$200,000

CAPITAL PROJECT FOR 2020

Project Name:

Annual Trail Development – Kin Park to Stirling Walkway, Sutherland Court Recreational Trail Link

Department:

Parks Recreation & Property Management – Parks Division

Estimated Gross Cost:

\$200,000

Estimated Project Timeline:

Tender: February 2020
 Project award: April 2020
 Project construction: June 2020



Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$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, to benefit to the community and increase additional recreational trails in St Thomas.

A budget of \$200,000 per year contributes to better ‘Walkability’ in the City. This enables staff to develop 1 kilometer of paved trails per year.

Kin Park to Stirling Walkway and Sutherland Court Recreational Trail Link is planned for 2020

TRAIL DEVELOPMENT LOCATIONS:		
Athletic Park Connection to Hiawatha Street		200,000
Burwell Park Hydro Corridor Recreational Trail Link		200,000
Applewood Park		250,000
Kin Park to Stirling Walkway		200,000
Shaw Valley Park		200,000
Sutherland Court		200,000

TOTAL: \$200,000

CAPITAL PROJECT FOR 2020

Project Name:

Park Development – Shaw Valley Park, Parish Park and Orchard Park

Department:

Parks Recreation & Property Management ~ Parks Division

Estimated Gross Cost:

\$1,215,000



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
			\$1,215,000			

PROJECT DESCRIPTION

Three new Community Parks came on stream for 2019, these parks include:

- Shaw Valley Park – 10 acres
- Parish Park – 7 acres
- Orchard Park – 10 acres

These parks will need to be developed to include recreational trails, playgrounds and naturalized areas constructed within the accessible requirements. A consultants report has been prepared to design the features of these three parks.

TOTAL: **\$1,215,000**

CAPITAL PROJECT FOR 2020

Project Name:

**Annual Athletic Field Maintenance –
DJ Tarry Complex Ball Diamond
Scoreboards and Fencing Replacement**

Department:

Parks Recreation and Property
Management Department ~ Parks Division

Estimated Gross Cost:

\$200,000

Estimated Project Timeline:

Tender: Jan 2020
Project award: March 2020
Project construction: April 2020



Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$200,000						

PROJECT DESCRIPTION:

The existing scoreboards and fencing were installed during the 1993 construction. Many signs of wear on the fencing is creating an unsafe play area for users. The scoreboards have been expressed as a useful resource to the user groups, during tournaments and currently none are functioning.

Scoreboards - \$80,000.00

Fencing – \$120,000.00

Total:

\$200,000

CAPITAL PROJECT FOR 2020

Project Name:

**CAPITAL IMPROVEMENTS -
CONDUCT BUILDING CONDITION
ASSESSMENTS ON ALL BUILDINGS
AND UPDATE DATABASE**

Department:

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

Estimated Gross Cost:

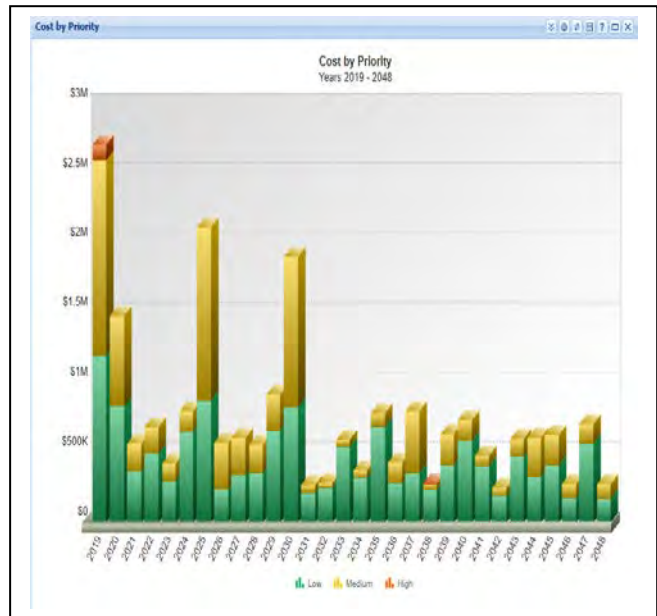
\$180,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*

Project award: *Feb 2020*

Project completion: *Aug 2020*



Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
180,000							180,000

PROJECT DESCRIPTION:

To have a 3rd Party Consultant conduct building condition assessments on Buildings (Municipal & Housing) and have the data entered into our existing AssetPlanner (web based Software as a Service - SAAS) building asset management registry system. The data entered will comply with the requirements of O.Reg 588/17 with respect to building asset inventories. The assessment is required to be conducted every 5 years and the data updated accordingly. The Housing portfolio was done in 2015 and is scheduled for 2020 as the database is now outdated.

The project cost includes condition assessments on Municipal and Housing buildings, database upgrades, and the addition of a maintenance management module. This new module will position AssetPlanner to be an integrated and centralized source of information on our buildings. AssetPlanner can then be used in creating long term capital plans, budget forecasting, making investments decisions, developing/tracking operational performance metrics for work orders, enhancing our health and safety program, and quickly generating reports. Reports will demonstrate operational performance, building asset inventories, and ranked 5-20 year capital plans automatically generated from criteria-based risk assessments.

CAPITAL PROJECT FOR 2020

Project Name:

CITY HALL SLATE ROOF CAPITAL PROJECT

Department:

PARKS, REC. AND PROPERTY MANAGEMENT DEPARTMENT

Estimated Gross Cost:

\$450,000

Estimated Project Timeline:

Tender/RFP release: *Mar. 2020*
 Project award: *May. 2020*
 Project completion: To be determined



Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
450,000							450,000

PROJECT DESCRIPTION:

Property Management recently had a building condition assessment done on the City Hall roof by Fishburn Building Sciences Consulting Group. Fishburn identified various areas of the roof that have experienced loose slates which have shed off the roof representing a risk to pedestrian and motor vehicle traffic. Various roof areas contain broken shingles and shingles that have been laid unevenly or mis-sized leaving gaps for water penetration. Flashings, sealants, vents, soffits, ice guards and gutters all require maintenance or replacement as they are degraded and also causing water ingress into the building façade.

A budgetary estimate will repair the following: a) Repair missing, broken or dislodged slates b) Install tie-offs c) Repair or replace copper gutters where damaged d) Repair or replace copper snow fences e) Repair damaged soffits, masonry and louvers - is approximately **\$450,000**.

Property Management has requested the Consultant provide a “repair vs replace” Lifecycle Costing Analysis to determine whether it makes sense to invest in a full replacement of all the deficiencies identified in the assessment rather than a “repair” only scenario where more leaks and loose slates will follow. As City Hall has been designated as Heritage, Federal Heritage classification requires that the roof material remain as slate. Staff will provide a full report to Council once all information is received.

CAPITAL PROJECT FOR 2020

Project Name:

Childcare Facility

Department:

Social Services

Estimated Gross Cost:

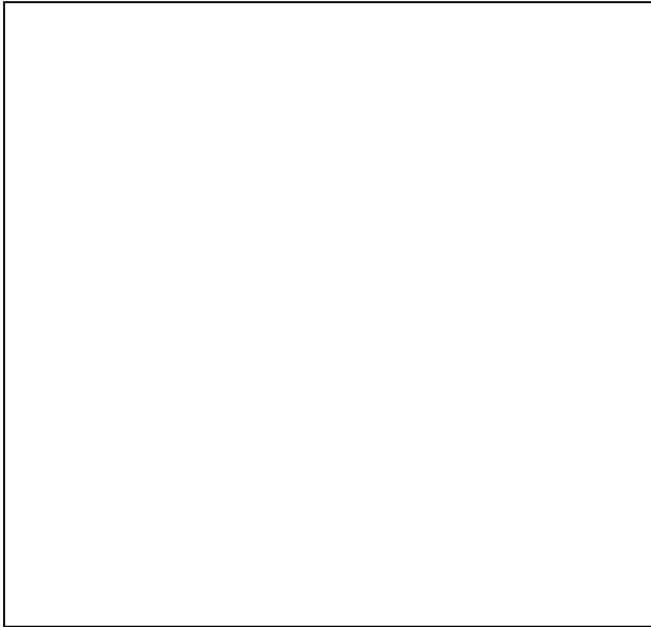
\$3,617,000

Estimated Project Timeline:

Tender/RFP release: *Dec 2019*

Project award: *Feb 2020*

Project completion: *Dec 2020*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
		2,600,000		400,000	617,000		3,617,000

PROJECT DESCRIPTION:

CAPITAL PROJECT FOR 2019

Project Name:

Expansion of Maintenance Garage

Department:

Clerks

Estimated Gross Cost:

\$189,000



Estimated Project Timeline:

Tender/RFP release: *Jan 2019*
 Project award: *Feb 2019*
 Project completion: *Mar 2019*

Funding Sources:

Tax Funded	Previously Approved	Fed. Gas Tax	D.C. Reserve	Grants	San. Reserve	Stm. Reserve
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\$189,000						
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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.

TOTAL:

\$189,000

2nd Hangar

- 80 ft by 48 ft – 3840 square feet
- Cost estimate - \$231,000
- Annual Revenue Opportunity - \$18,000
- Investment recovered – 13 years

3rd Hangar

- 42 ft by 48 ft – 2016 square feet
- Cost estimate - \$121,500
- Annual Revenue Opportunity - \$9,000
- Investment recovered – 13 years

4th Hangar

- 42 ft by 48 ft – 2016 square feet
- Cost estimate - \$121,500
- Annual Revenue Opportunity - \$9,000
- Investment recovered – 13 years

Combined Annual Revenue for entire first phase - \$63,000.

Total

\$820,000

CAPITAL PROJECT FOR 2019

Project Name:

Small Lot Hangar Reconstruction

Department:

Parks Recreation and Property Management - Airport

Estimated Gross Cost:

\$1,210,000.



Estimated Project Timeline:

Tender/RFP release: *Jan 2019*
 Project award: *Feb 2019*
 Project completion: *Fall 2019*

Funding Sources:

Tax Funded	Previously Approved	Parkland Reserve Fund	D.C. Reserve	Grants	San. Reserve	Stm. Reserve
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PROJECT DESCRIPTION:

Replacement of 11 out of 12 small lot hangars

hangar replacement \$1,122,000
 electrical upgrades \$ 88,000

Total \$1,210,000

individual hangar rental rate - \$700 per month, \$6,000 per year
 12 hangars total revenue - \$100,000 per year
 cost recovery period - approximately 16 years at 3.5% interest

TOTAL: \$1,210,000

CAPITAL PROJECT FOR 2019

Project Name:

T- Hangars

Department:

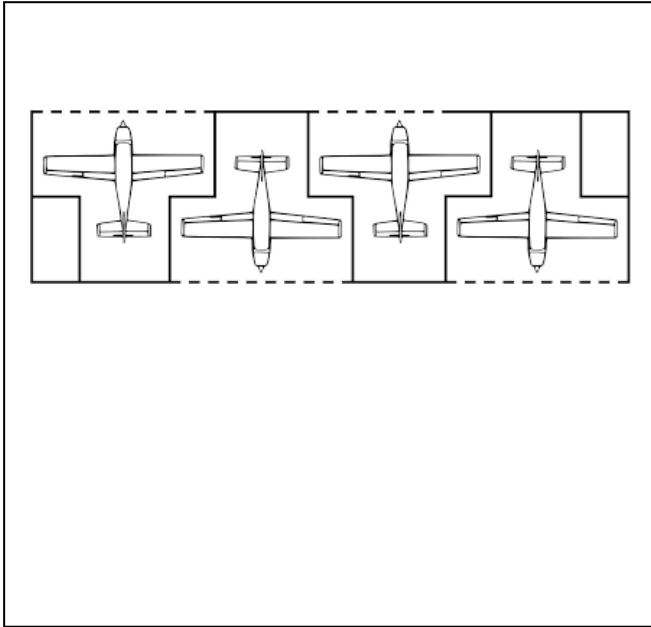
Parks Recreation and Property Management - Airport

Estimated Gross Cost:

\$1,210,000

Estimated Project Timeline:

Tender/RFP release: Jan 2019
 Project award: Feb 2019
 Project completion: Fall 2019



Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
							0

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 2019

Project Name:

Airport Multi Hangar Complex – Phase 1

Department:

Parks Recreation & Property Management ~ Property Division

Estimated Gross Cost:

\$820,000



Estimated Project Timeline:

Tender: January 2019
 Project award: February 2019
 Project construction: March 2019

Funding Sources:

Tax Funded	Previously Approved	Parkland Reserve Fund	D.C. Reserve	Grants	San. Reserve	Stm. Reserve
\$820,000						

PROJECT DESCRIPTION:

Phase 1 of the Airport Multi Hangar Complex is the last of the small lot hangar development available. These lots are convenient to the hydro and taxiway infrastructure previously established.

The proposal is to construct 4 new hangars for the purpose of renting aircraft storage space on a monthly basis.

1st Hangar

- 120 ft by 48 ft – 5760 square feet
- Cost estimate - \$346,000
- Annual Revenue Opportunity - \$27,000
- Investment recovered – 13 years

CAPITAL PROJECT FOR 2020

Project Name:

Joe Thornton Community Centre
Doug Tarry modernization and upgrades

Department:

Parks, Recreation & Property Management ~ Recreation Division

Estimated Gross Cost:

\$185,000.

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*
Project award: *March 2020*
Project completion: *July 2020*



Funding Sources:

SITE MAP IF REQUIRED

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
185,000							185,000

PROJECT DESCRIPTION:

Modernization and upgrades to include:

- 1- Replace all existing VCT tile flooring with a seamless multi-purpose sports flooring, safe and comfortable for all sports play, activities and usage. Includes open gym area, foyer's, washrooms, changerooms, community spaces and coat room.
- 2- All new court markings and additional sleeve installation a variety of sports and activities.
- 3- Convert all current gym area T-8 fluorescent lighting to LED lighting, improving foot candles and energy consumption
- 4- Complete painting of gym area walls, beams and fixtures
- 5- Replacement of all washroom partitions, counters and sinks
- 6- Miscellaneous fixture replacement and upgrades

CAPITAL PROJECT FOR 2020

Project Name:

Joe Thornton Community Centre
 Skate Tile Floor Replacement (phase 2
 of dressing rooms and hallways)

Department:

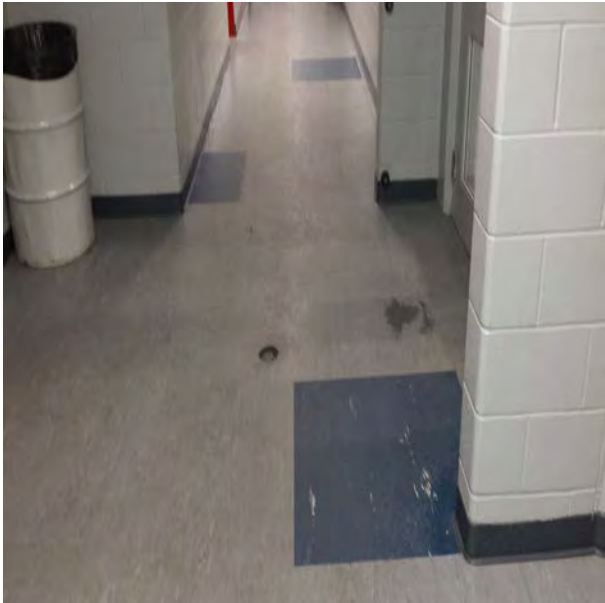
Parks, Recreation & Property
 Management ~ Recreation Division

Estimated Gross Cost:

\$125,000

Estimated Project Timeline:

Tender:
 Project award:
 Project construction:



Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$125,000						

PROJECT DESCRIPTION:

Phase 2 of 5:
 Lifecycle of rubber flooring is estimated to be 15 years depending on wear and usage patterns, the facility opened in September of 2005 and is showing signs of heavy wear patterns in some areas. The importance for preventive maintenance and commencement of replacement and upgrades of the rubber skate tile flooring throughout the facility.

Total: \$125,000

CAPITAL PROJECT FOR 2020

Project Name:

IT Services

Department:

Treasury

Estimated Gross Cost:

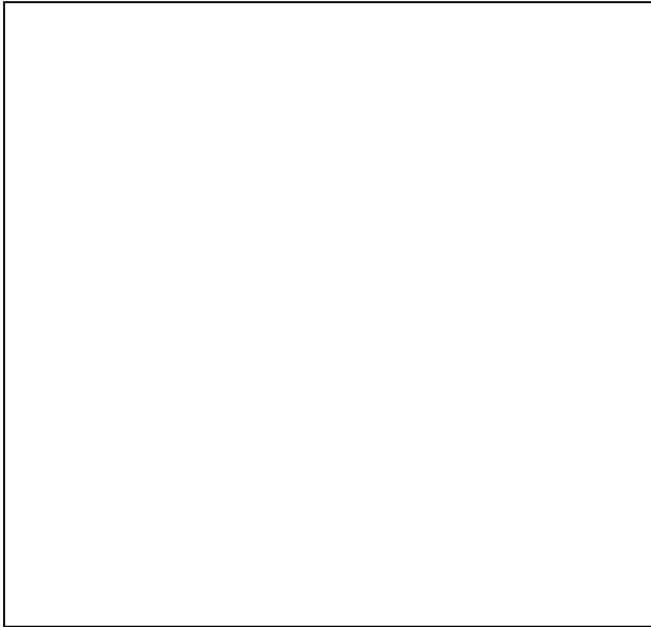
\$275,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*

Project award: *Feb 2020*

Project completion: *Dec 2020*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
275,000							275,000

PROJECT DESCRIPTION:

This amount covers various IT projects throughout the City.

2020 CAPITAL IT BUDGET REQUESTS			
IT Project Name	Department	Description	Capital Expense
Annual Computer Refresh	City		\$60,000.00
City Shared Laptops	City	3 laptops for use by all City staff - signout	\$0.00
Business Continuity - Phase 2 - Corporate Switch Upgrades	City	Switch Upgrades	\$13,000.00
Business Continuity - Phase 2 - Corporate Firewall Upgrades	City	Firewall Upgrades	\$12,000.00
Business Continuity - Phase 1 - Corporate UPS Upgrades	City	UPS Replacements	\$3,700.00
Mobile Device Upgrades	City	Annual Upgrades, as per hardware eligibility	\$5,000.00
Photocopier Refresh	City	IT Resources - Operating Expense	n/a
Joe Thorton Arena	City	Network Infrastructure - review and make changes	n/a
IT Help Desk - Phase 2	City	Rollout Help Desk application use to City staff	n/a
Backup Storage Expansion	City	Expansion Backup Nas to extend the retention period	\$1,600.00
Disaster Recovery	City	Disaster recovery strategy should something happen to CityHall	\$0.00
Automated Fuel Sales Computer System	Clerks - Airport	Computer based fuel sales payment and inventory tracking system. Current system is no obsolete and no longer supported by Canadian banking institutions.	\$0.00
Electronic Document Records Management System (EDRMS) Software	Clerks	TOMRMS and RIM software implementation	N/A
Animal Shelter Operation Software	Animal Shelter	Animal Services operation has grown and would like to abandon their cumbersome spreadsheet and pen and paper databases for and animal services Software. Price will vary depending on software selected (Shelter Buddy, Petpoint, etc)	\$15,000.00
4 10" Tablets with cellular connectivity, camera with compatibility with SRM and work order system	Roads and Transportation	Tablets are for Roads department to integrate with SRM and Work orders as well as Road Patrol software	\$5,500.00
3 7" Tablets with cellular connectivity, and camera with compatibility with SRM and Work Order System	Roads and Transportation	Tablets are required for By-law enforcement	\$2,000.00
1 Desktop Computer or Surface with keyboard	Roads and Transportation	For use by by-law officers and animal control personnel	\$0.00
1 Laptop	Roads and Transportation	1 new Laptop for the Mechanics is required (rugged laptop and docking station similar to what the fire department uses)	\$0.00
2 Dell Precision Laptops (Replacement)	Water	2 Dell precision 15 inch LTE capable laptops are required for Locates. They need to be set up for City Network Access	\$0.00
1 Dell Precision Laptop (New)	Water	1 Dell precision 15 inch LTE capable Laptop is required to access SCADA. Currently they are using the spare IT laptop.	\$2,000.00
5 Field Tablets	Capital Works	To improve efficiencies, tablets are requested for recording data on construction sites, so that it can easily be updated when in the office, rather than using pen and paper.	\$5,000.00
SCADA Tablets, with Cellular	Pollution control	Two tablets requested, for shift positions	\$2,000.00
Additional Phone Lines - Phone Upgrade to forward extensions	Pollution control	Need additional lines into building and ability to use 4-digit dialing	TBD
Tablets with Cellular for Work Order system	Pollution control	4 Tablets with handstraps to interact with Lucity Work Order system	\$4,000.00
Internet reliability and speed improvements for Public Works	Public Works	Need to determine the cause of internet dropping and replace components	\$0.00
Station Pre-Alerting	Fire	Pre-alerting systems connected to dispatch software to be located in truck bays	\$3,000.00
Laptops/Tablets/lpad	Human Resources	we are looking at using laptops for interviews instead of printing all the resumes we would upload them in pdf so the interview team could review the resumes. Each member of the interview team would have a laptop	\$0.00
Computer Refresh	LIBRARY	Annual refresh of pcs	\$4,000.00
Public Computer Moves	LIBRARY	shelving being moved/PUBLIC computers moving	n/a
Field Tablet – Data Entry & Inspections	Parks, Rec, Property	To conduct building condition assessments and inspections	\$0.00
Networking/Centralizing the Building Automation System to City Hall	Parks, Rec, Property	Network the HVAC building automation system to monitor and report performance	\$5,000.00
Conference phone - Meeting Room 129	Parks, Rec, Property	Install a conference phone in meeting room 129 - City Hall	\$0.00
Migration of Door Keypad locks to Wireless	Parks, Rec, Property	Network all existing keypad locks to a centralized system located at City Hall	\$5,000.00
AssetPlanner - Building Condition Assessments & Maintenance Management	Parks, Rec, Property	Updates to web based AssetPlanner to add City Buildings and a Maintenance Module	\$60,000.00
Mobile Application Development	Planning and Building Services	Improve current Building Permit, and Property Standards applications for use on iPad devices	\$10,000.00
Microsoft Dynamics GP Upgrades	Treasury	Upgrade to GP2020, add Integration Suite and eSend	\$15,000.00
Replace WIFI	Valleyview	Require a system to meet our needs and allow for expansion of future needs	\$15,000.00
Replace old Avaya Phones	Valleyview	Replace the 23 old Avaya phones which were not replaced when the phones system was updated in 2018	\$5,750.00
Replace Small Monitors	Valleyview	Replace the 14 small computer monitors	\$3,000.00
Replace Dietary Computers	Valleyview	The 5 Dietary Computers were purchased in April 2014	\$3,000.00
Remove old CAT 5 and 5e Cabling	Valleyview	Current conduit tubes are filled to capacity	\$0.00
	Police		\$30,000.00
		Subtotal:	\$277,550

CAPITAL PROJECT FOR 2020

Project Name:

**Pollution Plant Blower Building
HVAC**

Department:

Property Maintenance

Estimated Gross Cost:

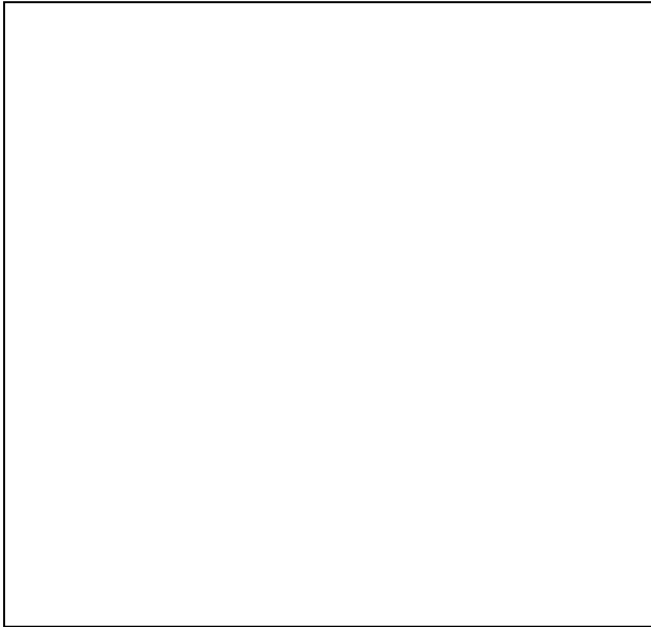
\$200,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*

Project award: *Feb 2020*

Project completion: *Mar 2020*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

Replace HVAC components at the Pollution Plant.

CAPITAL PROJECT FOR 2020

Project Name:

Bathing Systems (2)

Department:

Valleyview

Estimated Gross Cost:

\$70, 000

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*

Project award: *Feb 2020*

Project completion: *Apr 2020*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
70, 000							0

PROJECT DESCRIPTION:

Each Resident Home Area at Valleyview is required to have an independent bathing room with appropriate equipment. Currently two of our systems are 15 years old and in need of replacement. They were transferred from the old home on Elysian Street.

Replacing the bathing system involves replacing the actual two tubs as well as the two chair lifts, which allow residents to be transferred into the tub. The tub unit expense is \$22, 500 and the chair lift is \$12, 500.

The tubs are specialized pieces of equipment which have features to provide water temperature controls, automatic filling, automatic disinfection and hydro sound therapy.

CAPITAL PROJECT FOR 2020

Project Name:

Disinfectors (4)

Department:

Valleyview

Estimated Gross Cost:

\$51,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*

Project award: *Feb 2020*

Project completion: *Apr 2020*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
51,000							0

PROJECT DESCRIPTION:

The Disinfectors (one per Resident Home Area) are used to empty, clean and disinfect receptacles such as bed pans, urine bottles and commode buckets.

The current units are at the end of their life cycle. The machines are used on every shift.

From the description above, the vital role they play in our Infection Control Program can be seen.

CAPITAL PROJECT FOR 2020

Project Name:

Resident Transfer Systems

Department:

Valleyview

Estimated Gross Cost:

\$97,000

Estimated Project Timeline:

Tender/RFP release: *Feb 2020*

Project award: *Mar 2020*

Project completion: *Apr 2020*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
97,000							0

PROJECT DESCRIPTION:

Mechanical Lifts are used to transfer residents from bed to chair and to aid in the bathing program. Care requirements are such that the majority 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.

The slings required to be used to hold the resident cannot be used beyond a certain time period. Health Canada requires us to follow manufacturers suggestions for replacement.

CAPITAL PROJECT FOR 2020

Project Name: Ladder 5 Replacement

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



Department:

Fire

Estimated Gross Cost:

\$1.52 million

Estimated Project Timeline:

Tender/RFP release: *April 2020*
 Project award: *June/July 2020*
 Project completion: *October 2021*

Funding Sources:

SITE MAP IF REQUIRED

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
1,520,000							1,520,000

PROJECT DESCRIPTION:

Replace Fire Vehicle FIL5 (Ladder 5)

In 2021 this vehicle (known as Ladder 5) will be 20 years old (purchased in 2001) and according to the Fleet Asset Management Replacement Schedule, is scheduled to be replaced. Estimated delivery time for a custom built fire truck is about one (1) year from the date of order, and therefore it should be ordered in 2020 for delivery in 2021.

Reasons for the Replacement

A) Best Practice Standards

i) National Fire Protection Association Standards

The National Fire Protection Association (NFPA) Standards are considered as a best practice for North American Fire Services. The applicable NFPA Standards for fire apparatus are:

1. NFPA 1901: Standard for Automotive Fire Apparatus
2. NFPA 1911: Standard for Inspection, Maintenance, Testing and Retirement of In-Service Emergency Vehicles

3. NFPA 1912: Standard for Fire Apparatus Refurbishing

In order to “maximize firefighting capabilities and to minimize the risk of injuries” all of the aforementioned NFPA standards recommend that fire apparatus be removed from frontline service after fifteen (15) years.

Once removed from frontline service and if they are to remain in reserve service, these standards further suggest that the fire apparatus should be refurbished as required up to the NFPA 1912 standard. Most fire departments do not engage in expensive refurbishing.

The NFPA Standards also recommend that all fire apparatus be completely removed from service after twenty-five (25) years.

ii) Fire Underwriters Survey

Fire Underwriters Survey (FUS), on behalf of some insurance providers, evaluates fire departments in a number of different categories. As part of a broader category, fire apparatus are evaluated on their compliance with ULC (Underwriters Laboratories of Canada) standards, their age appropriateness and compliance with the NFPA 1901 Standard.

FUS generally suggests a fifteen (15) year fire apparatus replacement schedule but extends it to twenty (20) years to make vehicle replacement more affordable for municipalities. After twenty years of age fire apparatus are down-graded.

FUS may reduce a fire apparatus rating by up to 20% for each year that it is older than 20 years, depending on a number of other factors. For example: a fire apparatus that is twenty-one (21) years of age may be considered as eighty percent (80%) of a fire apparatus for insurance evaluation and grading purposes. After twenty-five (25) years of age a fire apparatus is not considered in the evaluation/grading process.

The Fire Underwriter Survey’s “Public Fire Protection Classification” grades communities on a score from one (1) to ten (10) for their protection of: institutional, commercial, industrial, and multi-residential occupancies. A grade of one (1) means exemplary fire protection services, a grade of ten (10) means the community does not meet minimum fire protection standards. Areas of a fire department that are reviewed under this classification include:

- Type and number of apparatus
- The condition and age of fire apparatus and fire suppression equipment
- Pumping capacity
- The type of staffing (i.e. career Firefighters vs. paid-on-call)
- The distribution of companies relative to fire risk
- Response to alarm protocols (time)
- Management of emergency services
- The quality of training programs for the fire fighter including specialized training
- Pre-incident planning

According to FUS, a community’s requirement for elevating devices (aerials/ladders) is based on the following factors: required fire flow (over 3300 imperial gallons per minute), the size of the community, hazards, exposures, types of occupancies, response time and building construction types.

B) Standard Practice across the Province

In order to ensure emergency response reliability, firefighter safety and the availability of parts, it is normative across the province for fire apparatus operating in full-time fire departments to be moved to reserve status after fifteen (15) years of full-time service and to be retired after twenty (20) years of full-time service.

As stated, most fire departments do not go through a very expensive refurbishing and testing process that would only extend the service life a fire apparatus by a limited amount of years.

Aerial fire apparatus are usually purchased as a "Quint." This means that they are equipped with five 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 and dissipating toxic smoke before it can travel downwind;
- 4) Act as a vantage point for firefighters 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;
- 6) Act 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.

C) Characteristics of the Truck

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 St. Thomas Ladder 5 truck is almost twenty years old, is 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) Other Factors

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

The City also has a significant number of residents that would be unable to climb down a ladder including: the disabled or physically challenged, the elderly and those with a fear of heights.

Options:

The Fire Protection and Prevention Act (2)(1)(b) states “every municipality shall provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.” The options for Council to consider are listed below.

Note - The Fleet Asset Management Schedule has \$1.4 million earmarked for this purchase in 2020.

- 1) Do not replace Ladder 5 in 2021 as scheduled. **This is not the recommended option.**
- 2) Replace Ladder 5 with a new version of the same truck (less than 30 m/100 ft. Aerial Quint, single axle with a ladder only and no platform). Estimated Gross Cost = \$1.1 million. **This is not the recommended option.**
- 3) Replace Ladder 5 with not-less-than a 30 m (100 ft.) Aerial Quint, tandem axle with a ladder only and no platform. Estimated Gross Cost = \$1.32 million. **This is not the recommended option.**
- 4) Replace Ladder 5 with not-less-than a 30 m (100 ft.) Aerial Quint, tandem axle combination ladder/platform truck. Estimated Gross Cost = \$1.52 million. **This is the recommended option.**

Rationale for the Recommendation:

1. The City has a growing number of high, multi-residential occupancies. The Fire Department currently does not have a vehicle with a platform for above ground rescues and long duration fire events.
2. Length: An elevating device that is less than 30m in length dramatically decreases the effectiveness of the apparatus for both rescue and as a water tower. Consider one story as approximately three (3) metres in height. The maximum reach for a thirty (30) metre (100 foot) aerial device, when considering climbing angle, road access and building overhangs is probably about seven (7) storeys. It would be much less for an aerial with a shorter ladder.
3. Platform:
 - 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 an aerial ladder, without an enclosed platform, and then climb down to the ground. That is assuming they are physically capable of climbing.
 - This would also be a slow, staff intensive process. A platform speeds up the rescue, increases the safety and security of both the victim(s) and the attending firefighters. It also allows for the rescue of those with mobility challenges.
 - The Platform also provides firefighters who are stationed at the top of the aerial for long duration fires with a greater degree of safety and comfort and it allows for other agencies to use it as a vantage point without requiring specialized training (for example: police for an overview of a motor vehicle accident scene or a fire investigator requiring an overview of a fire/explosion scene).

CAPITAL PROJECT FOR 2019

Project Name:

**Pinafore Park Lake Margaret
Shoreline Viewing Platform**

Department:

Parks Recreation & Property
Management ~ Parks Division

Estimated Gross Cost:

\$250,000



Estimated Project Timeline:

Tender: March 2019
Project award: May 2019
Project construction: July/August 2019

Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$250,000						

PROJECT DESCRIPTION

This infrastructure project would be a shoreline viewing platform for the purpose of environmental appreciation, improved accessibility and enjoyment for all.

Interest has been expressed to develop two shoreline viewing platforms at Lake Margaret. The first platform will be constructed at the east limit of the lake (Jim Waite Park) and the second at the south side of the lake.

TOTAL:

\$250,000

CAPITAL PROJECT FOR 2019

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 2019
 Project award: May 2019
 Project construction: July/August 2019



Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$150,000						

PROJECT DESCRIPTION:

The original south access bridge from the 1930's at Waterworks Park is in a declining condition. In 1990, all bridges were replaced with accessible steel bridges, except this area was not refurbished and is in its original state. The asphalt is deteriorating and sinking away causing large holes and depressions that require constant repair.

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

TOTAL: \$150,000

CAPITAL PROJECT FOR 2019

Project Name:

Jumbo Monument Parkette & Accessible Parking Lot Development

Department:

Parks Recreation & Property Management – Parks Division

Estimated Gross Cost:

\$200,000



Estimated Project Timeline:

Tender: February 2019
 Project award: June 2019
 Project construction: August 2019

Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$200,000						

PROJECT DESCRIPTION:

Staff proposes to develop a park-like setting around the Jumbo Monument that would provide accessibility and a high profile show piece for this focal point of St. Thomas. Plans include:

- Realigning the Jumbo parking lot to provide organized parking and include accessible parking spaces and an accessible path to Jumbo
- Creating additional green space in front of the caboose including grassed areas, annual shows and shade trees.
- a fully accessible ramp system to the caboose
- restore the cairn
- improved site furnishings
- 2018 improvements:
 - Interlock surface replaced with concrete
 - Lighting improved
 - Fence replaced

TOTAL:

\$200,000

CAPITAL PROJECT FOR 2020

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 2020
Project award: May 2020
Project construction: September 2020

Funding Sources:

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

TOTAL: \$175,000

CAPITAL PROJECT FOR 2020

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 Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$325,000						

PROJECT DESCRIPTION

This infrastructure project would be an improvement to our current facility and would allow for longer play time through 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.

TOTAL:

\$325,000

CAPITAL PROJECT FOR 2019

Project Name:

Dance (West) Pavilion Restoration – Phase 3 Interior Accessibility (Elevator)

Department:

Parks Recreation & Property Management ~ Property Division

Estimated Gross Cost:

\$1,100,000



Estimated Project Timeline:

Tender: February 2019
 Project award: March 2019
 Project construction: April 2019

Funding Sources:

Tax Funded	Previously Approved	Parkland Reserve Fund	D.C. Reserve	Grants	San. Reserve	Stm. Reserve
\$250,000	\$500,000					

PROJECT DESCRIPTION:

Historical Architect, Ed Vandermaarel, from a + Link architecture inc, has prepared a design concept for the second and third phases of the restoration of the Dance (West) Pavilion. In 2018 painting was completed, a new roof was installed, the new eaves troughs installed and the interior stairs were finished. Planned for 2019 is the installation of the elevator. This work is contributing to the accessibility of the pavilion and the eventual use of the upstairs.

Milestones: *Items completed to date include:*

- North-west column replacement
- Ticket booth structural upgrades
- Concrete pier repair with tie downs
- Downspouts replaced and water directed away from pavilion
- All concrete replaced, east concrete apron extended
- The removal of the exterior stairs and replaced with an interior set of stairs
- Animal control in place
- 2017- Cladding replaced

TOTAL:

\$250,000

CAPITAL PROJECT FOR 2020

Project Name:

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

Department:

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

Estimated Gross Cost:

\$150,000

Estimated Project Timeline:

Tender/RFP release: *Mar. 2020*

Project award: *Apr. 2020*

Project completion: *Jun. 2020*



Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
150,000							150,000

PROJECT DESCRIPTION:

The Property Management Division would like to submit a 2020 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.

Total:

\$150,000

CAPITAL PROJECT FOR 2020

Project Name:

CAPITAL REPLACEMENT – WINDOWS AT DUNKIRK RESIDENCES

Department:

PARKS, REC. AND PROPERTY MANAGEMENT DEPARTMENT

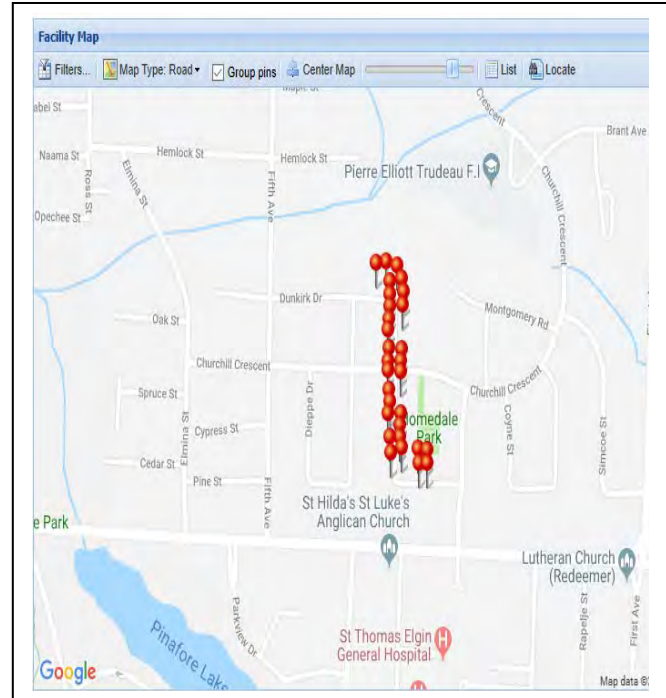
Estimated Gross Cost:

\$ 260,334

Estimated Project Timeline:

Tender/RFP release: *Jan 2020*
 Project award: *Feb 2020*
 Project completion: *Aug 2020*

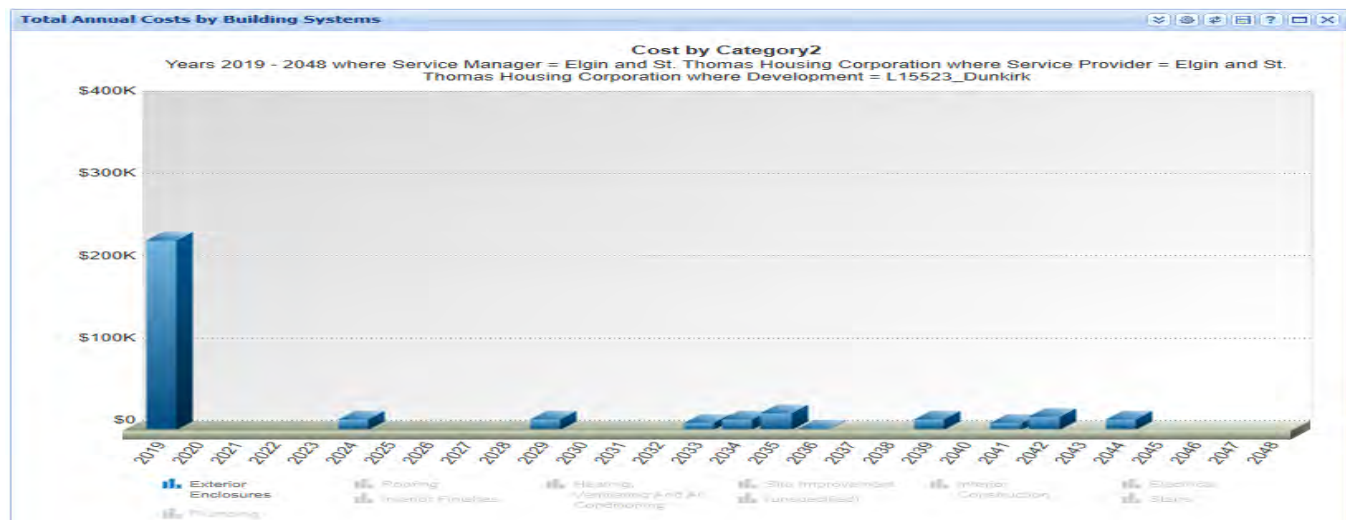
Funding Sources:



Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
260,334							260,334

PROJECT DESCRIPTION:

Capital project request to replace windows at 30 Dunkirk residences at a cost of \$260,334. Based on a 2015 building condition assessment (BCA) and maintenance staff verification, these windows have reached the end of their lifecycle and are due for replacement. The BCA has given this replacement a high risk assessment priority score.



CAPITAL PROJECT FOR 2020

Project Name:

JTCC, Copper pipe replacement

Department:

Parks, Recreation & Property

Estimated Gross Cost:

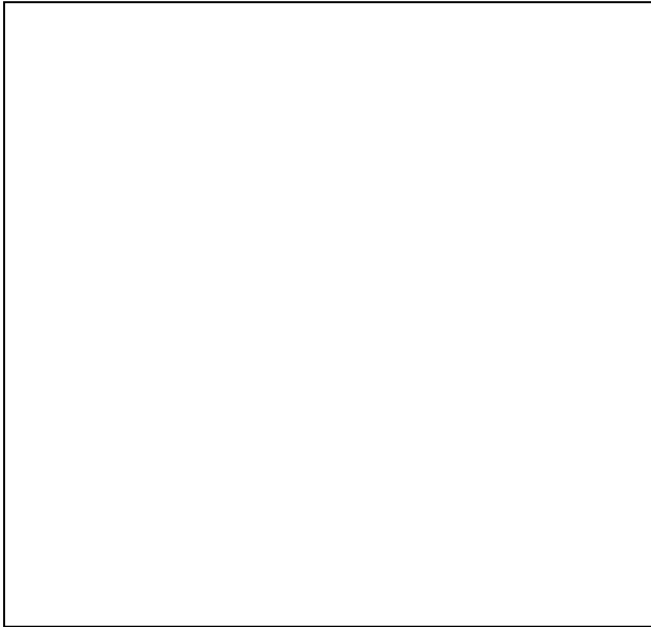
\$75,000

Estimated Project Timeline:

Tender/RFP release: *Feb 2020*

Project award: *March 2020*

Project completion: *July 2020*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
					75,000		75,000

PROJECT DESCRIPTION:

Continue to replace substandard and deficient Type M copper pipe throughout JTCC facilities with proper Type L copper pipe.

CAPITAL PROJECT FOR 2020

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 2020
 Project award: June 2020
 Project construction: September 2020



Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$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 addition of the outdoor skate park in 2016 we wish to expand further on recreation opportunities in the area using the parcel of open land to the south of new skate park and north of Joe Thornton Community Centre. The development would include an outdoor ball hockey rink concrete surface with partial boards, benches & protective netting surrounding playing surface (proposed 140' x 80'), may also include a couple of basketball nets on perimeter of playing surface.

TOTAL: \$200,000

CAPITAL PROJECT FOR 2020

Project Name:

Jaycee Pool Parking Lot Improvements and Landscape Proposal



Department:

Parks, Recreation & Property Management ~ Parks Division

Estimated Gross Cost:

\$350,000

Estimated Project Timeline:

Tender: March 2020
 Project award: June 2020
 Project construction: September 2020

Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Federal Gas Tax	San. Reserve	Stm. Reserve
				\$350,000		

PROJECT DESCRIPTION:

Parking Lot Improvements: Identify 4 designated accessible parking spaces close to the facility. Improved flow of vehicular traffic in and out of the parking lot. Present 70 clearly marked parking spots for participants, staff and residents, to include speed bumps for safety control along with guarded path from green space to aquatic facility.

Landscape Proposal: This initiative is to create a green space for spectators and offer some sun shade protection in a comfortable seating area at Jaycees Pool outdoor facility to increase patronage and help foster a sense of community pride.

TOTAL: **\$350,000**

2019 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	Municipality	Municipality
Hawkesbury \$ 60,838	Lambton Shores \$ 91,339	Ottawa \$ 114,460
Elliot Lake \$ 64,739	St. Marys \$ 91,426	Central Elgin \$ 114,682
Cornwall \$ 64,787	Strathroy-Caradoc \$ 91,954	Brant \$ 115,707
Parry Sound \$ 69,997	Oshawa \$ 93,015	Waterloo \$ 117,592
Brockville \$ 73,061	North Perth \$ 93,361	Lincoln \$ 117,972
Owen Sound \$ 73,557	Kitchener \$ 93,523	Markham \$ 120,621
Windsor \$ 76,339	Ingersoll \$ 93,590	Clarington \$ 120,703
Welland \$ 76,440	Collingwood \$ 93,610	Grimsby \$ 121,188
St. Thomas \$ 77,231	Kingston \$ 94,838	Niagara-on-the-Lake \$ 122,234
Orillia \$ 77,420	Brock \$ 95,842	Wilmot \$ 124,311
Chatham-Kent \$ 79,302	Brockton \$ 95,933	Richmond Hill \$ 124,910
South Bruce Peninsula \$ 79,532	Bracebridge \$ 96,098	Pickering \$ 127,224
Port Colborne \$ 79,703	Prince Edward County \$ 96,186	Saugeen Shores \$ 127,398
Tillsonburg \$ 79,904	North Middlesex \$ 96,495	Newmarket \$ 127,430
Belleville \$ 80,004	Hamilton \$ 96,677	Kincardine \$ 128,444
West Grey \$ 80,032	Georgian Bluffs \$ 98,528	Burlington \$ 128,863
Southgate \$ 81,498	Sarnia \$ 98,536	Lakeshore \$ 130,418
Niagara Falls \$ 82,186	Huntsville \$ 98,583	Pelham \$ 131,817
Peterborough \$ 82,247	Kenora \$ 99,111	Whitby \$ 132,491
St. Catharines \$ 82,730	Barrie \$ 100,178	Wellesley \$ 132,604
Fort Erie \$ 83,676	Haldimand \$ 100,384	Woolwich \$ 133,307
Brantford \$ 83,802	Timmins \$ 100,467	Milton \$ 133,325
Wellington North \$ 84,002	Cambridge \$ 100,582	North Dumfries \$ 136,064
North Bay \$ 85,048	Georgina \$ 101,200	Halton Hills \$ 140,114
Quinte West \$ 86,056	Greater Sudbury \$ 101,733	East Gwillimbury \$ 140,694
Sault Ste. Marie \$ 86,286	Guelph \$ 103,289	Guelph-Eramosa \$ 141,060
Stratford \$ 86,570	Brampton \$ 104,652	Vaughan \$ 143,086
Thorold \$ 86,782	Orangeville \$ 104,724	Middlesex Centre \$ 146,025
Minto \$ 86,929	Kingsville \$ 105,298	Springwater \$ 146,565
Norfolk \$ 87,399	Wainfleet \$ 106,235	Whitchurch-Stouffville \$ 147,435
Gravenhurst \$ 87,516	Grey Highlands \$ 106,519	Erin \$ 147,506
Espanola \$ 87,679	New Tecumseth \$ 109,381	Caledon \$ 150,106
London \$ 88,713	Mapleton \$ 109,390	Aurora \$ 159,773
Thunder Bay \$ 90,125	Centre Wellington \$ 110,275	Oakville \$ 184,178
Meaford \$ 90,429	Toronto \$ 111,127	Puslinch \$ 187,317
Greenstone \$ 90,466	Innisfil \$ 111,204	King \$ 193,715
	West Lincoln \$ 111,397	Average \$ 105,849
	Mississauga \$ 112,392	Median \$ 99,645

Source—Manifold Data Mining

Assessment Per Capita (Sorted by Unweighted Assessment)

Property assessment is the basis upon which municipalities raise taxes. A strong assessment base is critical to a municipality’s ability to generate revenues. Assessment per capita statistics have been compared to provide an indication of the “richness” of the assessment base in each municipality.

Unweighted assessment provides the actual current value assessment of the properties.

Weighted assessment reflects the basis upon which property taxes are levied after applying the tax ratios to the various property classes to the unweighted assessment.

Municipality	2019 Unweighted Assessment per Capita	2019 Weighted Assessment per Capita	Unweighted Ranking	Weighted Ranking
Elliot Lake	\$ 51,516	\$ 57,776	low	low
Windsor	\$ 74,419	\$ 91,734	low	low
Espanola	\$ 77,477	\$ 99,474	low	low
Cornwall	\$ 79,185	\$ 103,812	low	low
Hawkesbury	\$ 80,527	\$ 95,615	low	low
Timmins	\$ 83,302	\$ 100,272	low	low
St. Thomas	\$ 83,322	\$ 97,800	low	low
Welland	\$ 85,314	\$ 95,537	low	low
Sault Ste. Marie	\$ 91,563	\$ 118,708	low	low
Owen Sound	\$ 92,606	\$ 111,229	low	low
Ingersoll	\$ 94,335	\$ 114,821	low	low
Thunder Bay	\$ 97,351	\$ 120,764	low	low
Port Colborne	\$ 99,962	\$ 112,076	low	low
Sarnia	\$ 101,051	\$ 115,878	low	low
Tillsonburg	\$ 101,528	\$ 119,609	low	low
Brockville	\$ 101,582	\$ 125,071	low	low
Quinte West	\$ 103,210	\$ 112,798	low	low
Belleville	\$ 105,474	\$ 133,344	low	mid
North Bay	\$ 106,674	\$ 127,297	low	low
Greater Sudbury	\$ 107,011	\$ 132,528	low	mid
Parry Sound	\$ 107,077	\$ 124,215	low	low
St. Catharines	\$ 107,115	\$ 124,025	low	low
Brantford	\$ 107,403	\$ 129,103	low	low
St. Marys	\$ 108,345	\$ 122,829	low	low
London	\$ 109,619	\$ 126,025	low	low
Peterborough	\$ 110,458	\$ 125,717	low	low
Thorold	\$ 116,540	\$ 129,078	low	low
Fort Erie	\$ 116,999	\$ 125,397	low	low
Kenora	\$ 117,518	\$ 139,157	low	mid
Kitchener	\$ 121,060	\$ 142,696	low	mid
Stratford	\$ 122,800	\$ 149,025	low	mid
Niagara Falls	\$ 124,593	\$ 151,037	low	mid
Orillia	\$ 124,949	\$ 147,013	low	mid
Minto	\$ 124,999	\$ 105,009	low	low
Oshawa	\$ 125,370	\$ 140,282	low	mid
Cambridge	\$ 127,350	\$ 154,787	low	mid

Assessment Per Capita (Sorted by Unweighted Assessment) (cont'd)

Municipality	2019 Unweighted Assessment per Capita	2019 Weighted Assessment per Capita	Unweighted Ranking	Weighted Ranking
Kingsville	\$ 127,438	\$ 108,625	mid	low
Chatham-Kent	\$ 128,504	\$ 101,731	mid	low
Strathroy-Caradoc	\$ 128,746	\$ 119,218	mid	low
Hamilton	\$ 131,785	\$ 155,620	mid	mid
Orangeville	\$ 133,773	\$ 142,345	mid	mid
Greenstone	\$ 134,754	\$ 136,583	mid	mid
Lakeshore	\$ 135,348	\$ 127,725	mid	low
Barrie	\$ 138,630	\$ 149,092	mid	mid
Haldimand	\$ 141,063	\$ 133,182	mid	mid
West Lincoln	\$ 141,282	\$ 129,736	mid	low
Clarington	\$ 142,413	\$ 146,364	mid	mid
Kingston	\$ 142,793	\$ 172,470	mid	mid
Guelph	\$ 146,202	\$ 173,210	mid	mid
Brampton	\$ 148,516	\$ 157,615	mid	mid
Norfolk	\$ 148,715	\$ 131,021	mid	mid
Pelham	\$ 148,980	\$ 147,955	mid	mid
Lincoln	\$ 149,127	\$ 148,902	mid	mid
Brockton	\$ 151,578	\$ 111,120	mid	low
Grimsby	\$ 154,570	\$ 164,748	mid	mid
Wellington North	\$ 158,516	\$ 121,570	mid	low
Central Elgin	\$ 159,540	\$ 137,174	mid	mid
Whitby	\$ 161,579	\$ 173,186	mid	mid
Centre Wellington	\$ 163,198	\$ 154,914	mid	mid
Wainfleet	\$ 163,820	\$ 146,925	mid	mid
West Grey	\$ 166,254	\$ 126,474	mid	low
Wilmot	\$ 166,571	\$ 155,427	mid	mid
Georgina	\$ 167,038	\$ 166,112	mid	mid
Brock	\$ 167,115	\$ 148,109	mid	mid
Ottawa	\$ 167,733	\$ 196,463	mid	high
Waterloo	\$ 171,007	\$ 203,468	mid	high
Brant	\$ 172,480	\$ 165,703	mid	mid
Southgate	\$ 173,742	\$ 122,663	mid	low
Meaford	\$ 173,922	\$ 159,281	mid	mid
Woolwich	\$ 175,142	\$ 175,514	mid	high
Georgian Bluffs	\$ 175,654	\$ 163,608	mid	mid
Collingwood	\$ 178,738	\$ 184,583	mid	high
Wellesley	\$ 178,771	\$ 142,995	mid	mid
New Tecumseth	\$ 179,607	\$ 177,105	mid	high

Assessment Per Capita (Sorted by Unweighted Assessment) (cont'd)

Municipality	2019 Unweighted Assessment per Capita	2019 Weighted Assessment per Capita	Unweighted Ranking	Weighted Ranking
Prince Edward County	\$ 179,665	\$ 169,565	high	mid
Saugeen Shores	\$ 183,126	\$ 179,519	high	high
Huntsville	\$ 189,547	\$ 190,002	high	high
Pickering	\$ 190,652	\$ 203,655	high	high
Bracebridge	\$ 191,426	\$ 191,796	high	high
Springwater	\$ 191,543	\$ 178,420	high	high
Innisfil	\$ 194,754	\$ 190,247	high	high
North Dumfries	\$ 198,072	\$ 207,932	high	high
Milton	\$ 198,465	\$ 214,179	high	high
Kincardine	\$ 205,963	\$ 181,812	high	high
Newmarket	\$ 206,234	\$ 214,968	high	high
Halton Hills	\$ 206,543	\$ 218,548	high	high
Mississauga	\$ 207,168	\$ 233,726	high	high
North Perth	\$ 207,307	\$ 135,685	high	mid
Erin	\$ 211,391	\$ 193,671	high	high
Guelph-Eramosa	\$ 213,556	\$ 191,392	high	high
Burlington	\$ 219,852	\$ 248,500	high	high
Middlesex Centre	\$ 221,797	\$ 164,969	high	mid
Grey Highlands	\$ 221,947	\$ 182,511	high	high
South Bruce Peninsula	\$ 223,430	\$ 214,705	high	high
Mapleton	\$ 232,858	\$ 146,383	high	mid
Whitchurch-Stouffville	\$ 234,365	\$ 235,050	high	high
Toronto	\$ 240,787	\$ 341,842	high	high
Caledon	\$ 247,045	\$ 248,549	high	high
Markham	\$ 261,214	\$ 270,461	high	high
Lambton Shores	\$ 263,951	\$ 228,915	high	high
Gravenhurst	\$ 266,409	\$ 266,950	high	high
Aurora	\$ 269,679	\$ 277,350	high	high
Niagara-on-the-Lake	\$ 271,000	\$ 285,604	high	high
Richmond Hill	\$ 290,017	\$ 297,134	high	high
East Gwillimbury	\$ 290,651	\$ 287,429	high	high
Puslinch	\$ 291,303	\$ 303,650	high	high
Oakville	\$ 291,445	\$ 316,835	high	high
North Middlesex	\$ 294,896	\$ 147,141	high	mid
Vaughan	\$ 298,400	\$ 317,148	high	high
King	\$ 328,235	\$ 316,088	high	high
Average	\$ 163,809	\$ 165,386		
Median	\$ 156,543	\$ 148,506		

Taxable Assessment Per Capita (cont'd) (Grouped by Location, sorted by unweighted assessment)
Southwest Municipalities

Municipality	2019 Unweighted Assessment per Capita	2019 Weighted Assessment per Capita	Unweighted Ranking	Weighted Ranking
Windsor	\$ 74,419	\$ 91,734	low	low
St. Thomas	\$ 83,322	\$ 97,800	low	low
Owen Sound	\$ 92,606	\$ 111,229	low	low
Ingersoll	\$ 94,335	\$ 114,821	low	low
Sarnia	\$ 101,051	\$ 115,878	low	low
Tillsonburg	\$ 101,528	\$ 119,609	low	low
Brantford	\$ 107,403	\$ 129,103	low	low
St. Marys	\$ 108,345	\$ 122,829	low	low
London	\$ 109,619	\$ 126,025	low	low
Kitchener	\$ 121,060	\$ 142,696	low	mid
Stratford	\$ 122,800	\$ 149,025	low	mid
Minto	\$ 124,999	\$ 105,009	low	low
Cambridge	\$ 127,350	\$ 154,787	low	mid
Kingsville	\$ 127,438	\$ 108,625	mid	low
Chatham-Kent	\$ 128,504	\$ 101,731	mid	low
Strathroy-Caradoc	\$ 128,746	\$ 119,218	mid	low
Lakeshore	\$ 135,348	\$ 127,725	mid	low
Haldimand	\$ 141,063	\$ 133,182	mid	mid
Guelph	\$ 146,202	\$ 173,210	mid	mid
Norfolk	\$ 148,715	\$ 131,021	mid	mid
Brockton	\$ 151,578	\$ 111,120	mid	low
Wellington North	\$ 158,516	\$ 121,570	mid	low
Central Elgin	\$ 159,540	\$ 137,174	mid	mid
Centre Wellington	\$ 163,198	\$ 154,914	mid	mid
West Grey	\$ 166,254	\$ 126,474	mid	low
Wilmot	\$ 166,571	\$ 155,427	mid	mid
Waterloo	\$ 171,007	\$ 203,468	mid	high
Brant	\$ 172,480	\$ 165,703	mid	mid
Southgate	\$ 173,742	\$ 122,663	mid	low
Meaford	\$ 173,922	\$ 159,281	mid	mid
Woolwich	\$ 175,142	\$ 175,514	mid	high
Georgian Bluffs	\$ 175,654	\$ 163,608	mid	mid
Wellesley	\$ 178,771	\$ 142,995	mid	mid
Saugeen Shores	\$ 183,126	\$ 179,519	high	high
North Dumfries	\$ 198,072	\$ 207,932	high	high
Kincardine	\$ 205,963	\$ 181,812	high	high
North Perth	\$ 207,307	\$ 135,685	high	mid
Erin	\$ 211,391	\$ 193,671	high	high
Guelph-Eramosa	\$ 213,556	\$ 191,392	high	high
Middlesex Centre	\$ 221,797	\$ 164,969	high	mid
Grey Highlands	\$ 221,947	\$ 182,511	high	high
South Bruce Peninsula	\$ 223,430	\$ 214,705	high	high
Mapleton	\$ 232,858	\$ 146,383	high	mid
Lambton Shores	\$ 263,951	\$ 228,915	high	high
Puslinch	\$ 291,303	\$ 303,650	high	high
North Middlesex	\$ 294,896	\$ 147,141	high	mid
Southwest Avg	\$ 162,627	\$ 149,858		
Median	\$ 161,369	\$ 142,846		

Estimated Growth by Property Code - Summary

Property Code Category	2018 Roll for Tax Year 2019		During Tax Year 2019		Growth Estimate	Growth %
	Property Count	2016 CVA	Property Count	2016 CVA Estimate		
Commercial	553	388,608,900	550	391,564,300	2,955,400	0.76
Farm	39	21,919,700	38	21,855,700	-64,000	-0.29
Industrial	238	189,593,800	236	187,068,300	-2,525,500	-1.33
Multi-Residential	76	136,952,000	79	142,328,000	5,376,000	3.93
Residential	14,143	2,860,525,200	14,458	2,925,930,500	65,405,300	2.29
Special/Exempt	29	37,508,000	27	43,671,000	6,163,000	16.43
Total	15,078	3,635,107,600	15,388	3,712,417,800	77,310,200	2.13



FIR2018: St Thomas C

Asmt Code: 3421
MAH Code: 44101

Schedule 80
STATISTICAL INFORMATION
for the year ended December 31, 2018

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 2018 based on permits issued.

1 \$
81,038,887

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 #
4

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

9

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

13

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

10

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	Number of Incomplete Applications	Total Number of Complete and Incomplete Applications
1 #	2 #	3 #
357	125	482
18	11	29
34	9	43
1	0	1
Subtotal	410	555

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 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

Residential Units within Settlement Areas	Total Residential Units	Total Secondary Units
1 #	2 #	3 #
176	176	9
20	20	
17	17	
4	4	
Subtotal	217	9

Land Designated for Agricultural Purposes
1370 Hectares of land designated for agricultural purposes in the Official Plan as of December 31, 2018.

Hectares 1 #
289

11. Transportation Services

1710 Roads : Total Paved Lane Km
1720 Condition of Roads : Number of paved lane kilometres where the condition is rated as good to very good.

1 #
485
322

1722 Has the entire municipal road system been rated?
1725 Indicate the rating system used and the year the rating was conducted

Column 1 #	Column 2 #	Column 3 #	Description 4 LIST
			Y
			Pavement Condition Index 2018

FIR2018: St Thomas C

Asmt Code: 3421

MAH Code: 44101

Schedule 80

STATISTICAL INFORMATION

for the year ended December 31, 2018

1730	Roads : Total UnPaved Lane Km	2
1740	Winter Control : Total Lane Km maintained in winter	485
1750	Transit : Total Number of Regular Service Passenger Trips on Conventional Transit in Service Area	182,399
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		Number of structures where the condition of primary components is rated as good to very good, requiring only repair	Total Number
		1	2
		#	#
1765	Bridges	6	13
1766	Culverts	4	11
1767	Subtotal	10	24

	Column 1	Column 2	Column 3	Description
	#	#	#	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 2018

12. Environmental Services		1
		#
1810	Wastewater Main Backups : Total number of backed up wastewater mains	2
1815	Wastewater Collection/Conveyance : Total KM of Wastewater Mains	201
1820	Wastewater Treatment and Disposal : Total Megalitres of Wastewater Treated	6,339,662
1825	Wastewater Bypasses Treatment : Estimated megalitres of untreated wastewater	377,000
1835	Urban Storm Water Management : Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins)	174
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	4,226,000
1850	Water Main Breaks : Number of water main breaks in a year	30
1855	Water Distribution/Transmission : Total kilometres of Water Distribution / Transmission Pipe	251
1860	Solid Waste Collection : Total tonnes collected from all property classes	13,385
1865	Solid Waste Disposal : Total tonnes disposed of from all property classes	6,498
1870	Waste Diversion : Total tonnes diverted from all property classes	6,888

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	32,602
2320	Paved Roads : Other revenue	
2330	Solid Waste Disposal : Other revenue	22,411
2340	Waste Diversion : Other Revenue	353,429
2370	Assessment on Exempt Properties (Enter data from returned roll)	151,800,094

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

Objective 1.4: Continue to support the provision of health and social services for the residents of St. Thomas when financially feasible

Action

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)

Objective 1.5: Promoting arts and culture programs and services

Action

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

Objective 1.6: Creating pride and promoting the history and heritage of the City

Action

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

Objective 1.7: Ensuring the delivery of municipal services to meet the needs of the residents

Action

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

Objective 2.4: Revitalizing the downtown core

Action

- 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

Goal 3: Creating and Maintaining Sustainable Infrastructure and Natural Spaces

Objective 3.1: Promoting and conserving natural spaces

Action

- 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

Objective 3.2: Ensuring clean air and reducing our greenhouse gas emissions

Action

- 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

Objective 3.3: Striving for excellence in sustainability practices

Action

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

Objective 3.4: Planning and the development of infrastructure for the safety of the community

Action

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

Objective 3.5: Practicing and promoting sustainable land use planning and practices

Action

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