



Draft Budget

2022



Directed to: Mayor Joe Preston and Members of City Council

Meeting Date:
12/06/21
Date Authored:
11/23/21

Department: Treasury

Attachment:

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

2022 Proposed Operating and Capital Budgets

Subject: Introduction of 2022 Proposed Operating and Capital Budgets

Property Tax Impact

I am pleased to present Council with the Proposed 2022 Operating and Capital Budget, following review by City Administration.

The proposed 2022 Adjusted Levy reflects a 2.35% increase. The following assumptions have been utilized to arrive at this percentage:

- 1) The 2022 Draft Budget Binder as presented requires a municipal tax levy increase of 3.78 percent. A one percent change in the municipal tax levy equals to \$596,377.
- 2) Each year when the Assessment Roll is returned in December it includes assessment growth for the current year. For 2022 there is an additional \$64 million in assessment growth, this equates to \$852,000 in additional property taxes. This number is lower than in previous years because of the large number assessment appeals that have been settled in 2021 because the assessment reductions offset growth.

The Levy increase in the attached 2022 Proposed Operating Budget is summarized as follows:

Description	Amount	%
2022 Proposed Levy	\$61,890,089	
2021 Actual Levy	59,637,698	
2022 Levy Increase	2,252,391	3.78
Less: Additional Growth-Related Tax	852,652	2.74
2022 Adjusted Levy Increase	\$ 1,399,739	2.35

On a four-year cycle MPAC reassesses every property in the City for assessment purposes. The last cycle started in 2017 and was to end in 2020. Due to the COVID-19 pandemic, the Ontario government has postponed the 2020 Assessment Update. Properties assessments for the 2022 property tax year will continue to be based on the fully phased-in January 1, 2016 current values.

Capital Budget Commentary

The binder includes a summary spreadsheet of the proposed capital projects and supporting detailed project sheets that total in proposed expenditures **(2022 - \$43,323,500)**.

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

Funding Source	\$
2022 Property Tax Levy	\$5,070,000
Water Reserve	1,800,000
Sanitary and Storm Sewer Reserve	6,303,750
Development Charges Reserve Fund	11,542,000
Canada Community Building Fund (Fed Gas Tax)	4,840,578
Ontario Community Infrastructure Fund (OCIF)	3,000,000
Estates and Donations	410,000
Provincial Funding	4,628,800
Reserves	5,728,372
Total Sources of Funding	\$43,323,500

The City continues to have an infrastructure deficit that must continue to be addressed. The Asset Management Plan has been developed to provide increases in property tax supported capital funding. The contribution to capital from the operating budget is proposed to increase by \$500,000 to a total of \$5,070,000. The Capital Forecast provided in the Budget Binder provides a reasonable plan for core infrastructure for the next ten years.

2022 Proposed Capital Budget Summary and Detail Sheets

The summary sheet outlines the 2022 Capital Projects submitted by City Departments:

1. The projects recommended are listed within the "Recommended for Approval in 2022" schedule.
2. Projects not recommended are listed within the "Not Recommended for Approval in 2022" schedule.
3. Writeups for most projects have been included in the budget to provide additional information for consideration.

Operating Budget Commentary

The 2021 year-end and audit processes are not yet complete. Therefore the 2021 Actual YTD column, in the Proposed 2022 Operating Budget, reflects the actual results to October 30, 2021. Due to the timing of these figures, there may be some variances which are not predictive of likely outcomes.

The following chart outlines some of the financial pressures on the 2022 Operating Budget:

	Description	Amount
1	Wages & Benefits	\$1,175,396
2	Contributions to Capital	500,000
3	Waste Collection & Disposal	200,700
4	Street Lighting	115,519
5	Insurance Premiums	116,800
6	Social Services	228,929
7	Election Expense	115,367
8	Other Inflationary and Contractual Costs	94,280
9	Reduction of Provincial Grant - OMPF	130,400
10	Interest on investments	125,000
11	Tax Write Off Reduction	-550,000
	Total	\$2,252,391

1. Wages and Benefits: \$1,175,396

This increase reflects the results of collective bargaining and the following additional positions:

Building Services 1 FTE (cost is fully offset by Building Permit Stabilization Reserve)
 Economic Development Corp 1 FTE (cost is partially offset by internal restructuring)
 Human Resources 1 FTE
 Information Technology 1 FTE
 Police Services 3 FTEs

2. Contributions to Capital: \$500,000

Annual tax contributions to the Capital Budget are recommended to increase by \$500,000 to move the City closer to its asset management target of \$10 million per year.

3. Waste Collection and Disposal: \$200,700

Escalating waste collection and disposal costs are mostly attributed to the City's growth.

4. Street Lighting: \$115,519

This increase relates to the cost of electricity and the maintenance contract.

5. Insurance Premiums: \$116,800

St. Thomas, like most municipalities across the Province, is facing escalating insurance costs due to unfavourable legislation that places disproportionate burden upon its taxpayers.

6. Social Services: \$228,929

These increases are a result of the cost sharing agreement with the County and the downloading of some administrative costs in Children's Services.

Election Expense: \$115,367

These expenses relate to the 2022 Municipal Election.

8. Other Inflationary and Contractual Costs: \$94,280

A number of contractual increases form the majority of additional costs to be levied through the 2022 Budget.

9. Reduction of Provincial Grant: \$130,400

The City's 2022 Ontario Municipal Partnership Fund grant has decreased by \$130,400 (\$3,577,500 in 2022, \$3,707,900 in 2021).

10. Interest on Investments: \$125,000

The low interest rates offered for cash and investments means less interest income for the City.

11. Tax Write Off Reduction: \$550,000

During 2021, MPAC settled a number of large assessment appeals within the City. As a result, the budget in the Tax Write Off account can be reduced because the amount of outstanding assessment appeals is much smaller.

2021 Assessment Appeals

As mentioned above, MPAC settled a number of large assessment appeals in 2021, some of these appeals dated back to 2009. These write offs cost the City about \$3.1 million in 2021, this is about \$2.3 million over the \$800,000 budget. The supplementary taxes are about \$500,000 over budget, this helps to offset the write offs. A reserve was setup to soften the impact of these appeals and staff is confident that a deficit can be avoided at yearend.

Grant to St. Thomas Elgin General Hospital

The 2022 Operating Budget provides \$350,000 for the last year of Council's ten-year commitment to the Hospital Foundation.

Respectfully submitted,



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



2022 Budget Highlights Index

Page	Department
1-4	Building Services
5-6	Clerks and Airport
7-10	Economic Development Corp. (EDC)
11-13	Human Resources
14-15	Library
16-17	Mayor and Council
18-19	Planning Services
20-21	Property Management Division
22-23	Recreation
24-25	Valleyview Home
26-28	Treasury and Corporate
29-31	Environmental Services
32-35	Social Services
36-39	Police Services



2022 Operating Budget Highlights

Department

Building Services

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	81,153
2021 Approved Budget	\$	83,425
Percentage Change		-2.72%

The Building & Plumbing Section is an enterprise operation that runs a balanced budget which has no implications on the Tax Levy. The construction sector is expected to continue strong well into 2022. Any year-to-year excesses or shortages are smoothed out by utilizing a reserve account. Building Services currently has sufficient funds in the reserve account to handle any variations encountered in permit activity.

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

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

2021 Budget Performance

Building and Plumbing

The Building and Plumbing revenue for 2021 are currently approximately 44% over budget predictions and expenses are approximately 16% under budget predictions. This should allow for a surplus to transfer to the reserve account.

Property Standards Enforcement

The Property Standards revenue is well below budget predictions as the ability to recover ticket revenue and bill for contract work is lagging. However, the expenses for 2021 are currently approximately 7% below budget predictions.

2022 Budget Comparison

Building and Plumbing

The Building and Plumbing revenues in 2022 are expected to keep pace with the strong levels experienced in 2021 and as such the revenue predictions have been increased to be more in line with 2021 actuals which were well above 2021 budget predictions

Account	2021 Budget	Proposed 2021	Variance
Total Revenue	878,000	1,091,000	24.3 %

The Building and Plumbing expenses in 2022 are expected to be higher than those budgeted for in 2021 due to the increase in staffing levels discussed below. This change will have an impact on salary related line items as well as on training, mileage, supplies and membership. In addition, the software budget has increased dramatically due to the implementation in 2021 of a new cloud-based permitting system.

Account	2021 Budget	Proposed 2022	Variance
Reg Full-time Wages	465,000	593,500	27.6 %
All Statutory Benefits	38,000	47,600	25.3 %
All Employer Benefits	63,000	66,900	6.2 %
OMERS	50,000	56,900	13.8 %
Course/Exam Fees	30,000	32,000	6.7 %
Membership Fees	4,200	4,500	7.1 %
Software Maintenance	18,000	90,000	400.0 %
Office / Field Supplies	3,000	3,500	16.7 %
Uniforms / Supplies	3,000	3,500	16.7 %
Internal Fleet Charges	2,000	4,000	100.0 %
Total Expense	877,678	1,090,600	24.3 %

The overall expenses of Building and Plumbing has increased by 24.3% with an off-setting increase in revenue providing for a balanced budget.

Property Standards Enforcement

The 2022 revenue predictions are in line with last year's predictions.

The salary related line items related to enforcement will each decrease in the order of 30% now that we have a full year with a dedicated Property Standards Officer to gauge by. The Legal Fees have been increased as we increase enforcement. As a result, the overall expenses of Property Standards Enforcement is only expected to increase by 2.2%.

Account	2021 Budget	Proposed 2022	Variance
All Statutory Benefits	6,300	4,192	-33.5 %
All Employer Benefits	10,400	6,587	-33.6 %
OMERS	8,300	5,988	-27.9 %
Legal Fees & Expenses	7,000	10,000	42.9 %
TOTAL EXPENSES	104,425	102,153	2.2 %

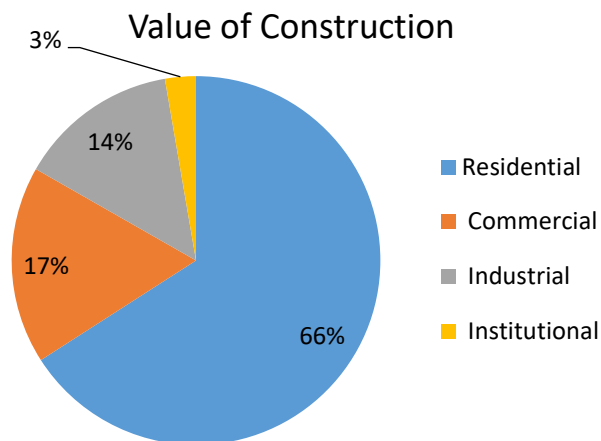
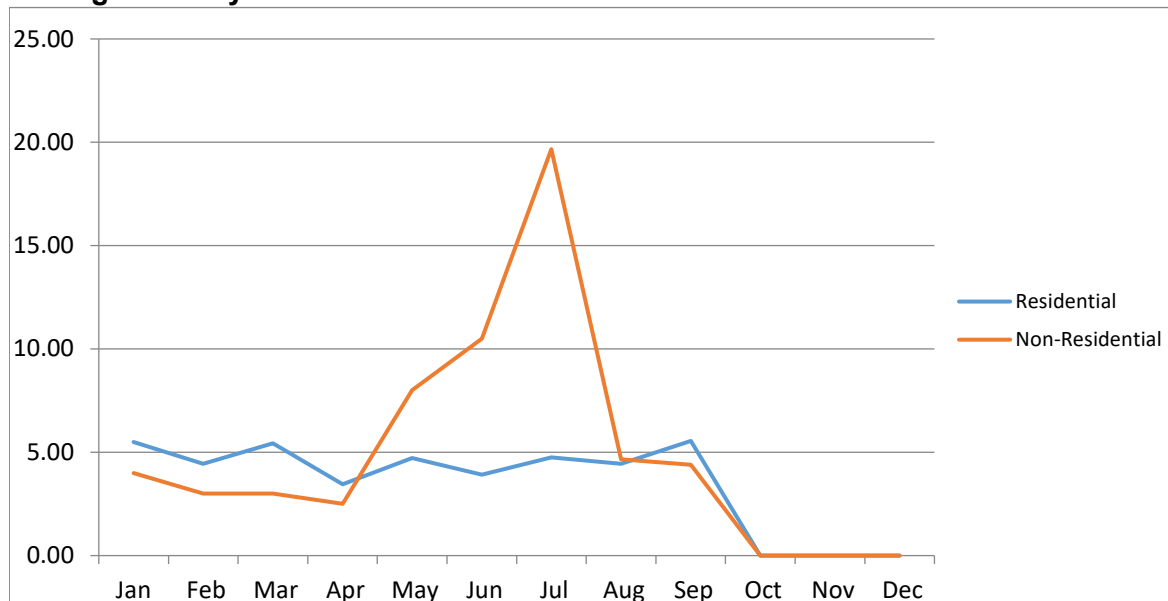
Service Level Commentary

Building and Plumbing

At the year-to-date third quarter (end of Sept) 2021 is slightly off the record-setting numbers of 2020, yet at the current rate will still post as the second highest year on record.

The number one metric of service level is the number of days to review an application for permit. For housing permits the standard is 10 days while non-housing can be anywhere from 15 to 30 days depending on the complexity of the project. The average time to review for housing has been consistently below 10 days. The construction value indicators show that this year has had a larger than normal proportion of commercial and industrial projects to go along with the hot residential market. To date, the service levels have not been impacted by the workforce challenges listed below through the use of overtime.

Average # of days to Review



Property Standards Enforcement

It was a busy year for Property Standards Enforcement. In the first three quarters of 2021 there were 207 new complaints (an increase of 22.5% over last year), of which 152 (73.4% - a 32.2% increase over last year) have been resolved. There were 68 Notices issued (65.8% increase over last year) and 11 Orders issued (same as last year). In most cases initial contact on these files has been made within the 48 hour customer service window.

The increase in complaints may be attributable to the compliance efficiency instilling in the City's constituents a higher level of confidence in the process.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	6.00	7.00	1.00
Part-time	0.30	0.30	0.00
Casual	0.00	0.00	0.00
Total	6.30	7.30	1.00

Explanation of FTE Changes

In 2021, Council provided for the addition of a full-time inspector to cover for the contract work that was being done. This position was filled, but shortly afterward another inspector left to work for an adjacent municipality. As well as this, another inspector has recently left for another municipality, thereby leaving two positions vacant. A contract inspector has been hired on a short-term basis while recruitment initiatives take place. The part-time position has been continued in order to provide for the opportunity to seek a college student for a work-term. The staffing levels are further impacted by the recent medical leave of the Chief Building Official.

Flow-Through Impact

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



2022 Operating Budget Highlights

Department **Clerks and Airport**

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$677,003
2021 Approved Budget	\$668,186
Percentage change	1.32%

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

2021 Budget Performance

Any revenue losses and expenses due to the pandemic were offset by increased revenue in marriage licence sales/death registrations, application fees, and ramp fees plus fuel sales at the Airport.

2022 Budget Comparison

Budget for 2022 Municipal Election has been included.

Service Level Commentary

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	6	6	0
Casual	1	1	0

Explanation of FTE Changes

No FTE changes requested

Flow-Through Impact

2021 to 2022. Remaining wages for Records and Information Management Coordinator and consultant fees.



2022 Operating Budget Highlights

Department

Economic Development

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	689,925
2021 Approved Budget	\$	658,673
Percentage Change		4.74%

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.

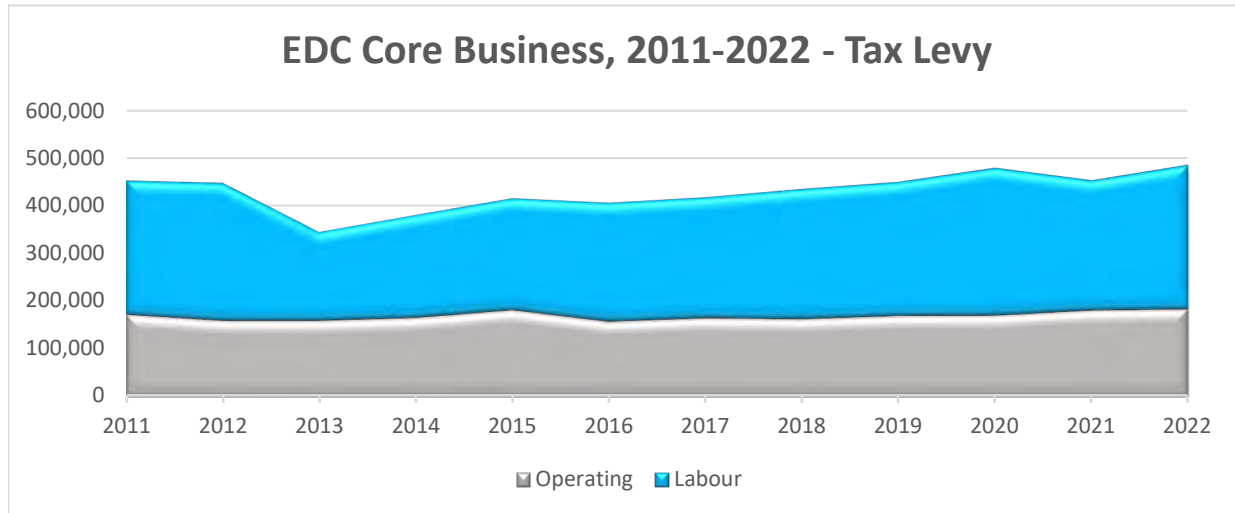
2021 Budget Performance

The effects of COVID-19 on the EDC budget can be seen in a number of areas, however it is anticipated that the year will end close to budget in most spots, given that labour makes up the majority of the budget and is not affected by the pandemic restrictions.

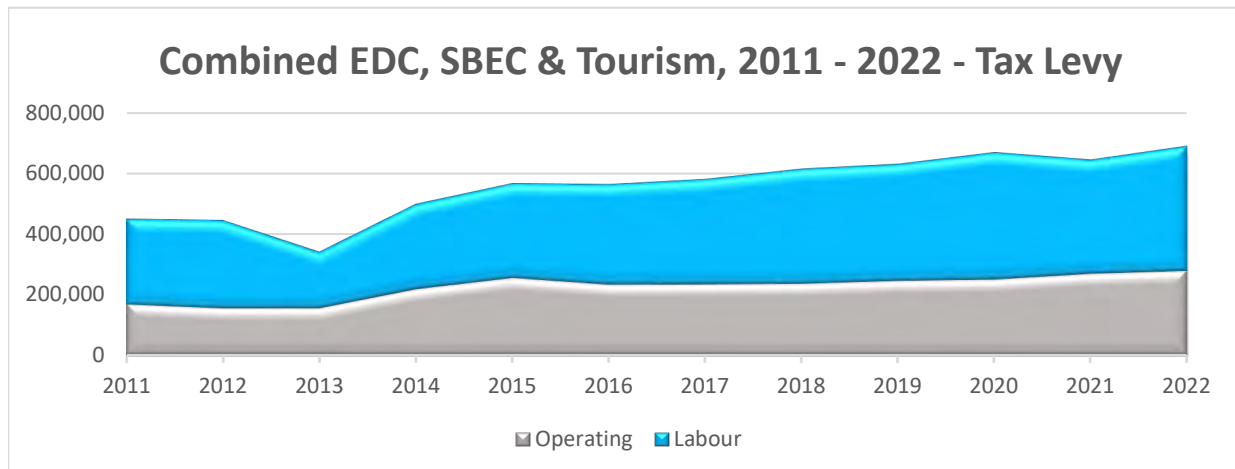
One notable exception will be Marketing & Promotion at both the Tourism and EDC level as many of our activities had to be cancelled or postponed over the last year. There were also some unforeseen costs related to technology purchases that will be offset by some of the savings realized in the Marketing budgets.

2022 Budget Comparison

In 2021, the Board approved a restructuring of several roles within the EDC organizational structure, which resulted in the addition of one employee. This resulted in an initial year over year cost savings of nearly 1.5% or about \$9,000. With pay increases owed to 4 of our 6 team members, that savings is now reversed as our costs have increased, both on the salary and benefit lines of the budget. Projected cost increases for 2022 come largely as a result of these increases, which totaled approximately \$14,000 and impacted benefits in the same manner, increasing significantly and making up a large portion of the 4.74% increase. Along with these added costs come an increase in the EDC insurance premiums and a projected full year of the Tourism Saturday Student.



Note that the EDC created Railway City Tourism in 2013, took on the contract for the SBEC shortly after and assumed the management of the Horton Market in 2020. Data provided shows what remains as a cost to the City, after all other funding is taken into account.



Service Level Commentary

In 2021, the EDC has worked with over 70 local companies and responded to over 200 investment leads, while continuing to maintain the relationships developed in previous years and working with numerous organizations on local community economic development (workforce, immigration, youth, Chamber of Commerce and more).

In Tourism, visitation to the office came to an abrupt halt as the pandemic necessitated a closure and then the Transit Office was moved into the Tourism space. This resulted in a service interruption and a number of unhappy visitors, however we are hopeful that this will all resolve itself once the office can once again be occupied by our welcoming staff. Web traffic, through both the website and social media, has increased significantly and the further integration of our marketing throughout the organization is having exceptionally positive effects. Although the current situation has impacted the ability to host larger scale events, Tourism staff worked hard to pull off an outstanding Railway City Scavenger Hunt throughout the summer, followed by an arts-focused hunt that is ongoing. The mural program has continued with the support of private funding and is anticipated to continue into 2022.

The Small Business Enterprise Centre remains one of the most effective and busiest in Southwestern Ontario, supporting local companies with significant grant funding and even more effective training opportunities. In addition to the grant programs, the SBEC provides advisory services to small businesses across St. Thomas and Elgin County and engaged in nearly 3,000 client enquiries, resulting in 54 new businesses started, 34 expansions and 85 new jobs (fiscal year 2020/2021). All of this while running one of the City's top events in Bridges to Better Business (in-person in 2021), running the Grow Pop Up Shop and hosting numerous virtual and in-person workshops among other key events and activities.

The EDC also undertook management of the Horton Farmers' Market this season and it has been a resounding success, with all vendors seeing significant increases in revenue and the guest experience improving to a level even higher than prior to the pandemic shutdowns.

The proposed budget allows the EDC to maintain this level of service, with some opportunities for increased engagement. If the level of business grows substantially in the future, the EDC will need to re-examine the viability of a part-time Business Advisor, but for the coming year the staff complement as described will be sufficient and will include the CEO, the Manager of Business Development and Entrepreneurship, the Manager of Marketing and Communications, the Manager of Railway City Tourism, two Business Advisors, a part-time Tourism employee (Saturdays only) and a Tourism Summer Student.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	5.00	6.00	1.00
Part-time	0.22	0.22	0.00
Casual	0.53	0.53	0.00
Total	5.75	6.75	1.00

Explanation of FTE Changes

The 2021 restructuring of the EDC saw a new employee hired full-time to take on the role of Business Advisor/Horton Market Manager, while two other positions were modified to better reflect what the roles actually consisted of.

Flow-Through Impact

None.



2022 Operating Budget Highlights

Department

Human Resources

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	2,363,266
2021 Approved Budget	\$	2,299,966
Percentage Change		2.75%

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.

2021 Budget Performance

Corporate WSIB expenses are forecasted to be 20,000 over budget by the end of the year. As a result, the 2022 budget has been increased by 25,000. Presumptive claims from the STPS members are resulting in higher expenses.

The current legal fee expenditures are tracking to be in line with the 2021 budget.

All other accounts are forecasted to be within the 2021 budget.

2022 Budget Comparison

The 2022 Operating Budget is being submitted with an overall increase of 2.75% when compared to the 2021 budget. The 2.75% increase equates to approximately \$63,300.

The increase is due to the following:

11-4-01-1-0000-3310 Workers Compensation – increase \$25,000 – WSIB claim costs are trending higher due to a number of presumptive claims (PTSD) for STPS members. STPS members are provided with an enhanced mental health benefit as a component of the benefits plan but no impact is realized yet on WSIB claims for current members.

11-4-01-1-0000-4020 Course/Exam Fees – increase \$3,000 - J. Brindley’s employment contract provides for payment of CPA courses (Payroll Compliance Practitioner (PCP) and Certified Payroll Manager (CPM) designations) to meet minimum qualifications of position.

11-4-01-1-0000-4023 – Association Membership Fees – increase \$300 – reflects actual costs for 2021.

11-4-01-1-0000-4030 – Corporate Training – increase \$15,000 – development of second phase of IGNITE program.

11-4-01-1-0000-4040 Legal Fees & Expenses – decrease \$20,000 – legal fees are tracking lower than in past years – reduction in referring matters to legal counsel? Many large outstanding files are now settled; therefore, \$20,000 being redeployed to contracted services for a compensation consultant to address outstanding non-union job evaluation and compensation project in 2022.

11-4-01-1-0000-4076 Contracted Services – increase \$40,000 – non-union job evaluation was terminated almost 2 years ago. A review of internal equity, pay equity plan and market (external equity) needs to occur to ensure non-union compensation program is maintained and review in accordance with the *Pay Equity Act*. Project work would be completed in 2022 and results implemented in 2023.

Service Level Commentary

There is no service level impact as a result of the 2022 Operating Budget.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	7.00	8.00	1.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
Total	7.00	8.00	1.00

Explanation of FTE Changes

1.0 FTE Human Resources Business Partner is proposed to support human resource matters at Valleyview and the position will provide compensation support to corporate HR. The current compensation responsibilities (job descriptions, job evaluation, market surveys and reviews, pay equity compliance reviews, etc.) is split amongst two other positions and does not get completed in a timely manner, or at all.

In addition, workload created by the ongoing pandemic has consumed 1.0 FTE in HR. The HR Assistant position has been assigned to monitoring legislation, drafting communications/policy and responding to questions. The incumbent in the HR Assistant position spends 90% of their time on COVID issues. As a result, numerous HR tasks have not been completed over the past couple of years.

Flow-Through Impact

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2022 Operating Budget Highlights

Department **Library**

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	2,545,974
2021 Approved Budget	\$	2,579,497
Percentage Change		-1.30%

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.

2021 Budget Performance

Salaries and Benefits will be underspent due to the effects of the pandemic on our staffing requirements.

2022 Budget Comparison

The 2022 budget shows a decrease of 1.3%.

Service Level Commentary

We are expecting some desk receipts and photocopier revenue as we are more fully open than last year. However, we are not yet able to offer room rentals.

The Wages and Benefits reflect agreements made in the 4 year ratified Collective Agreement (1.5% increase in 2021 and 1.6% increase in 2022)

Significant increases will be noted in Adult Books and eBooks and Children's and Teens' Books and eBooks. There is a greater demand for eBooks which cost 55-130% more than physical books. Other reductions in collection lines have been made to make up for this increase.

Library Technology has increased by 25% to cover upcoming contract renewals for a) Library ILS Software (2) external ILS hosting and (3) Catalogue/Discovery Layer for Library Collections.

An increase in Furniture and Equipment is required to purchase or recover existing furnishings to allow them to be easily and frequently cleaned.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	17.00	17.00	0.00
Part-time	7.50	7.50	0.00
Casual	1.00	0.00	-1.00
Total	25.50	24.50	-1.00

Explanation of FTE Changes

The Casual position has been eliminated due to changes in the organizational structure.

Flow-Through Impact

Incremental increases to support existing software and hardware.



2022 Operating Budget Highlights

Department **Mayor and Council**

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	440,861
2021 Approved Budget	\$	638,623
Percentage Change		-30.97%

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.

2021 Budget Performance

Due to the pandemic and provincial regulations, our budget will have many accounts with a surplus.

2022 Budget Comparison

In 2021, Council decided to move the grants for the Seniors' Centre, Art Centre, Ignite Teen Centre and the St. Thomas Cemetery to the operating budget as line items. As such the Council grant funds have been significantly reduced.

Service Level Commentary

No effect on service levels.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	0.00	0.00	0.00
Part-time	9.00	9.00	0.00
Casual	0.00	0.00	0.00
Total	9.00	9.00	0.00

Explanation of FTE Changes

N/A

Flow-Through Impact

N/A



2022 Operating Budget Highlights

Department

Planning

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	486,825
2021 Approved Budget	\$	465,681
Percentage Change		4.54%

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.

2021 Budget Performance

We currently estimate a budget surplus of \$5,000 in 2021, which in accordance with the CEPAC agreement, will be carried forward in the 2022 budget. The surplus is largely due to no staff training/courses this year.

2022 Budget Comparison

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

Service Level Commentary

Contracted Services

5-Year Official Plan Review/Update - \$70,000

-studies and consultation services needed to complete the OP Update throughout 2022

(Land Needs, Urban Design, Engagement, etc)

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	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 2021 to 2022.

Flow-Through Impact

We are not aware of any flow through impacts on the 2022 budget.



2022 Operating Budget Highlights

Department **Property Management**

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	957,080
2021 Approved Budget	\$	950,111
Percentage Change		0.73%

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.

2021 Budget Performance

Budget overages were mainly realized in the General Supplies budget line which was a result of additional supplies and personal protective equipment needed for the response to Covid-19.

2022 Budget Comparison

An overall 0.73% inflationary provision is included to account for increases to goods and contracted services.

Service Level Commentary

No additional services requested for 2022.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	7.00	7.00	0.00
Part-time	1.71	1.71	0.00
Casual	0.00	0.00	0.00
Total	8.71	8.71	0.00

Explanation of FTE Changes

No additional positions being requested in 2022.

Flow-Through Impact

No impact to 2022.



2022 Operating Budget Highlights

Department **Recreation**

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	1,322,243
2021 Approved Budget	\$	1,298,324
Percentage Change		1.84%

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.

2021 Budget Performance

2022 Budget Comparison

Service Level Commentary

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	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

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Flow-Through Impact

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2022 Operating Budget Highlights

Department

Valleyview

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	2,698,403
2021 Approved Budget	\$	2,599,423
Percentage Change		3.81%

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.

2021 Budget Performance

The 2021 budget is forecasted to meet budget expectations at year end. Of course, the uncertainty of covid and vaccination requirements could influence the performance.

2022 Budget Comparison

Proposed 2022 budget is very similar to 2021 budget. Some benefit increases. No wage increases have been included as negotiations with Unifor will take place in 2022.

Service Level Commentary

The 2022 budget will maintain the same service levels as the 2020 budget.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	80.00	80.00	0.00
Part-time	24.40	24.40	0.00
Casual	0.00	0.00	0.00
Total	104.40	104.40	0.00

Explanation of FTE Changes

No staffing changes are proposed.

Flow-Through Impact

No flow-through impacts to 2023



2022 Operating Budget Highlights

Department **Treasury and Corporate**

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$ 10,495,965
2021 Approved Budget	\$ 9,705,437
Percentage Change	8.15%

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.

2021 Budget Performance

Property tax write offs are about \$2.3 million over budget, this is a result of many large property tax appeals being settled this year, some dating back to 2009. We have reserve funds to offset this cost.

Supplemental property taxes are about \$500,000 over budget, this helps to offset some of the tax write offs.

2022 Budget Comparison

Corporate

The transfer to capital projects amount has been increased by \$500,000 for 2022. The write offs account has been reduced by \$550,000. Due to ongoing collective bargaining negotiations, the labour relations account has been increased by \$500,000 based on staff estimates. Our interest earned line has been reduced by \$125,000 due to lower interest rates and a reduction in investments. Our Ontario Municipal Partnership Fund as been reduced by \$130,400 for 2022. Our corporate insurance rates are increasing by about 10% for 2022.

Treasury

There are no significant changes in the Treasury budget.

Information Technology

The IT budget includes the funding for an additional technical support person. This would be a junior position that would focus on the workstation and end user support requirements and free up more senior staff focus on outstanding projects.

Service Level Commentary

No service level changes that require additional funds for 2022.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	14.00	15.00	1.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
Total	14.00	15.00	1.00

Explanation of FTE Changes

The addition of 1 FTE is for a junior support tech in IT, for a wage and benefit cost of about \$55,000 for 9 months. These costs are included in the draft budget.

Flow-Through Impact

The 2023 budget would include approximately an additional \$17,000 in wages and benefits for the full year.

2022 Operating Budget Highlights

Department

Environmental Services

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2022 Budget Request	\$	9,123,355
2021 Approved Budget	\$	8,727,251
Percentage Change		4.54%

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

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

Tax based	\$9.1 million
Water Rates	\$11.2 million
Secondary Water System	\$3.3 million
Sewer Rates	<u>\$10.0 million</u>
Total	\$33.6 million

2021 Budget Performance

Savings from proactive management of Service Areas include:

- Light 2020/2021 winter however Nov/Dec 2021 unknown as of writing.
- There were increased expenses for Downtown and Homelessness Clean-up, however this was offset by provincial funding.
- Large increased CRC use due to Covid from City and partners on fee based and free services.
- Increased utilization of internal resources; for example downtown accessible parking cuts, cleaning bridges, restoration of surface cuts, line painting at signalized intersections and airport.

2022 Budget Comparison Service Level Commentary

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

Electric fleet conversion and workplace charging stations were started in 2020 and ramping up in 2022. This will eventually lead to lower operating costs of the fleet with environmental benefit as an added bonus.

The Transit Strategic Plan will increase service to residents and therefore increase ridership without increasing budget. This will raise revenue through fares and provincial gas tax. Regional Transit discussions have occurred between municipal partners and province.

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.

The City added \$55,000 in operating costs in 2020 for needle bins on Talbot. The City spends an approximate annual total of \$100,000 including staff and collections for managing sharps. This cost would be more appropriately managed as a health cost in a balanced program of distribution and collection.

As requested by Council, the City is upgrading many of its pedestrian crossings for improved safety and visibility.

2022 Workforce Requirements

One crossing guard has become redundant with installation of the new PXO on Airey/Fairview. More locations may result in reduced workforce.

Full Time Equivalent Positions (FTEs):

FTE'S	2021	2022	Change
Permanent	71.00	70.00	-1.00
Part-time	8.70	8.70	0.00
Casual	4.30	4.30	0.00
Total	84.00	83.00	-1.00

Explanation of FTE Changes

Flow-Through Impact

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



2022 Operating Budget Highlights

Department **Social Services**

Tax Levy Implications

Comparison of net cost for department.

2022 Budget Request	\$	4,624,991
2021 Approved Budget	\$	4,396,062
Percentage Change		5.21%

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.

2021 Budget Performance

2021 Budget Comparison

Employment and Income Support (Ontario Works)

- The total net City cost Increased by 3.82% due to a decrease in cost sharing with the county as per the agreement.
- The Province has continued to cap administrative budgets at the level of 2018 actual spending. These funds are for the delivery of the Ontario Works program and are shared 50/50 between the Province and the City.
- Direct payments issued to OW recipients are fully funded by the Province.
- Caseloads dropped dramatically across the Province in 2021 due in large part to COVID Federal benefits. MCCSS has forecasted for 2022-23, the monthly caseload will increase by approximately 17.6%.

- The Province is moving forward with plans to consolidate employment services funding. One Service System Manager will be chosen for the region of St. Thomas, Elgin, London, Middlesex, and Oxford. CMSMs have been advised to anticipate a 22% budget reduction in 2023.
- In anticipation of Provincial cuts, 3 staff vacancies have not been filled.
- Social Assistance Recovery and Reform is underway and will roll out over the next 3 years. Under the new model, CMSMs will be responsible for assisting recipients with life stabilization. Financial services will be centralized with Provincial staff.
- June 2021, Centralized Intake was launched in St. Thomas. This modernization effort from the Province was intended to reduce local office administrative time. To date these savings have not been realized.
- The YWCA will receive \$40,000 to facilitate the Bridges Out of Poverty Programs.
- \$10,000 will be flowed to the Economic Development Corporation to provide services to social assistance recipients who are pursuing self-employment.

Children's Services

- Total net cost increased by 17.91% due to county cost sharing agreement and Provincial downloading. We did receive one time funding to offset the Provincial downloading and we are using half this year and half next year.
- As of this date we have not received our 2021 or 2022 allocations. We are using our 2020 allocation for planning purposes, and seeking ongoing direction from the Ministry to ensure that we are supporting providers in their efforts to resume pre-pandemic levels of child care in both centers and schools
- COVID-19 and the mandated Child Care center temporary closures resulted in lower expenses and lower utilization of childcare space.

Social Housing and Homelessness Services

- Total net City cost increased by 3.18% due to county cost sharing agreement and a reduction in the federal grant.
- Portable Housing Benefits (PHBs) expense will increase in 2022 by (\$218,000) bringing the total to \$458,000. This program will fund approximately 110 households. PHBs count towards St. Thomas-Elgin's Service level Standard which is set at 946 units of rent-geared-to-income (RGI) housing under the Housing Services Act. These costs are offset by the savings in RGI units that are not subsidized, for various reasons.

County cost-sharing

The County shares the cost of social Services in accordance with a City/County cost sharing agreement. The County share will decrease in 2022 as stated in the agreement.

Service Level Commentary

- The average monthly caseload to September 2021 was 1113 compared to 1395 in 2020 and 1501 in 2019. It is anticipated that those numbers will increase between 17% and 21% depending on the economic recovery in our area.
- COVID continues to impact Children’s Services. Child Care providers are currently running at about 79.2% capacity on average, which is up from 77% in 2020.
- Staffing within the centres continues to be a challenge and is impacting several centers, which have classrooms that are closed due to inability to find qualified staff. Families are now waiting longer for spaces to become available. This staffing challenge is also impacting our School Age programs, especially in rural areas.
- COVID and increased building costs have also impacted the proposed childcare centers in two schools, as we continue to wait for tender results and approvals from the Ministry. We are hopeful to see these projects move forward in 2022.
- In Housing Services, the number of households on the centralized waitlist for subsidized housing was 1014 at the end of September 2021. The increase is largely due to the growing demand for, and shortage of affordable housing.
- In 2021, the average number of households per month that moved from the waitlist to housing was 6, and the average number of new applications per month was 36.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

FTE’S	2021	2022	Change
Permanent	47.00	47.00	0.00
Part-time	0.00	0.00	0.00
Casual	0.00	0.00	0.00
Total	47.00	47.00	0.00

Explanation of FTE Changes

No change to FTE. There have been 3 vacancies that have not been in this year’s budget due to a lower caseload and COVID related efficiencies. It is anticipated with the forecasted increase in Social Assistance, those vacancies will need to be filled in 2022.

Flow-Through Impact

- A new 88 space childcare completed 2022.
- Administrative funding in the Ontario Works program area has remained the same since 2018.

- Children's Services will experience a 5% reduction in the Province share which will increase the municipal costs by 5%.
- In order for the City to achieve the legislated Service Level Standard of 946 units of RGI housing, the City will increase the Portable Housing Benefit by 50 households which equates to approximately \$218,000. These funds are offset by RGI subsidies that are unspent.



2022 Operating Budget Highlights

Department

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

Tax Levy Implications

Comparison of net cost for department.

Double click in table to edit.

2022 Budget Request Total	\$	14,012,700
2021 Approved Budget	\$	13,530,836
Percentage Change		3.56%

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.

2021 Budget Performance

Monthly budget update from the Treasury Department as of August 31, 2021:

Legal Fees & Expenses (\$10,000) – As of July 31, 2021 the legal line is showing a deficit of \$77,000 due to an ongoing internal discipline matter under appeal – awaiting decision (October).

Courthouse Recoveries (\$22,000) - We budgeted \$22,000 however only \$4,000+ has been received to date for Prisoner Escorts which have been reduced due to COVID-19 and remote off-site appearances.

Full-Time Wage surplus - \$204,538.

Part-Time Wages surplus - \$19,508.

Full-Time Wages (Courts) surplus - \$53,323.

Part-Time Wages (Courts) surplus - \$18,176.

CSPT Grant (Courts) - We initially budgeted \$740,000 for 2021 and will be receiving \$790,000.

2022 Budget Comparison

The St. Thomas **Police Service Operating budget** for 2022 reflects:

- Negotiated Collective Agreement salary increases for Uniform and Civilian members.
- All incremental pay increases including benefit enhancements.
- All promotions, retirements, and recruitment approved for 2022.
- Two additional Fourth Class Constables (salaries/benefits) = \$170,000.
- Two members who have been off indefinitely (have been replaced) and their combined salaries plus benefits equaling \$290,000, affecting the annual operating budget by approximately 2%.

Grant Funding Impact

- A loss of approximately \$440,000 through the Community Safety & Policing Grant (CSP-\$500,000) which is no longer available in 2022 affecting our 2022 budget by 3.1%.
- Victim Support Grant (\$121,000) over 2 fiscal years (21/22 and 22/23).
- The RIDE grant (\$15,841) will continue for 2022.
- Communications and IT services for Aylmer Police in 2022 = \$90,000.

Grant Application Submitted/Awaiting Decision:

1. Mobile Team Enhancement Grant (Ministry of Sol. Gen.) \$120,000 per year (22/23)

The Police Courthouse budget reflects the negotiated wage increases and associated statutory, employer and pension benefits. The Court Security and Prisoner Transportation (CSPT) grant formula is determined by the net operating costs two years previous, which was \$1,118,871 in 2020 for STPS. In 2021, we received 73.5% of our court operating costs or \$790,000. In 2022, we have anticipated a CSPT grant of \$822,000 based on 2020 operating costs and previous percentages received.

Service Level Commentary

In 2021, the St. Thomas Police Services Board approved an increase in staffing to replace two members attending OPC on secondment and increase the sworn uniform compliment by two members to address increasing service demands and indefinite medical leaves.

Since 2017, we have effectively and efficiently civilianized the following positions:

- Media Relations = \$36 - \$38,000 savings.
- Court Supervisor = \$47- \$50,000 savings.
- Crime Stoppers Officer = \$140 - \$148,000 savings.
- Digital Forensic Examiner = \$32 - \$34,000 savings.

Positive financial gain through workplace civilianization since 2017 is between \$255,000 and \$270,000, which has assisted in increasing uniform strength for other needed areas such as the Property Crime, Foot Patrol and Traffic Management Units.

In 2022, we will be civilianizing the Forensic Identification Services (FIS) position, moving the sworn officer to General Patrol to enhance community presence while saving another \$74,000 in 2022.

In 2022, there will be five STPS Senior Constables seconded to OPC generating approximately \$775,000 in cost recovery revenue while their replacements, five 4th Class Constables cost approximately \$475,000 in 2022.

2022 Workforce Requirements

Full Time Equivalent Positions (FTEs):

Double click in table to edit.

FTE'S	2021	2022	Change
Permanent	102.00	105.00	3.00
Part-time	13.00	13.00	0.00
Casual	0.00	0.00	0.00
Total	115.00	118.00	3.00

Explanation of FTE Changes

In 2021, the PSB approved:

- Hiring two additional officers (4th Class) to address staffing shortages for indefinite medical leaves (x6), accommodation (x1) and increased community demand on police resources (i.e. additional officers added to downtown Foot Patrol and Traffic Management Units **(2022 Budget Impact - \$170,000)**).
- Sending two Cadets to replace members commencing secondment at OPC in January and April 2022 resulting in a net gain between a new 4th Class Officer (\$85,000) and Senior Constable salary (\$149,000) of approximately \$65,000 **(full cost recovery from OPC for Seconded Officer's salaries/benefits)**.
- Hiring two Cadets to replace officers sent to OPC **(No Budget Impact-Cadet salaries already in the budget annually)**

Flow-Through Impact

The 2022 budget includes known staffing changes, experiential pay incremental increases, promotions, rank changes and new hires.

Page	DESCRIPTION	2021 ACTUAL YTD	2021 ANNUAL BUDGET	VAR %	2022 ANNUAL BUDGET	2021/2022 BUDGET CHANGE (\$)	(%)
2	MAYOR & COUNCIL	\$287,435	\$441,823	-35%	\$440,861	(\$962)	-0.22%
3	Corporate Administration	286,114	352,892	-19%	352,892	0	0.00%
	CITY MANAGER DEPARTMENT	286,114	352,892	-19%	352,892	0	0.00%
4	Clerk's Office	408,246	591,825	-31%	634,456	42,631	7.20%
6	Airport Operations	-42,221	56,081	-175%	37,045	-19,036	-33.94%
5	Municipal Heritage Committee	876	5,180	-83%	5,500	320	6.18%
	CITY CLERK'S DEPARTMENT	366,901	653,086	-43.82%	677,001	23,915	3.66%
9	Corporate Services	5,885,948	4,406,801	34%	5,142,683	735,882	16.70%
10	Municipal Tax Levy	0	-59,637,698	-100%	-61,890,089	-2,252,391	3.78%
10	Other Taxation	-62,755,482	-1,175,000	5241%	-1,175,000	0	0.00%
13	Treasury	604,702	723,100	-16%	723,100	0	0.00%
13	Information Technology	566,583	735,573	-23%	789,879	54,306	7.38%
14	County POA Services	0	-200,000	-100%	-200,000	0	0.00%
14	Health Services	3,941,009	3,839,963	3%	3,840,303	340	0.01%
14	Conservation	282,363	323,626	-13%	323,626	0	0.00%
14	Downtown Development Board	-31,168	0	0%	0	0	0.00%
14	St Thomas-Elgin Public Art Gallery	40,833	49,000	-17%	49,343	343	0.70%
14	Talbot Teen Centre	39,300	39,300	0%	39,575	275	0.70%
	TREASURY DEPARTMENT	-51,425,912	-50,895,335	1%	-52,356,580	-1,461,245	2.87%
15	Human Resources	1,563,867	1,891,555	-17%	1,954,855	63,300	3.35%
15	Retired Employees	215,392	408,411	-47%	408,411	0	0.00%
	HUMAN RESOURCES DEPARTMENT	1,779,259	2,299,966	-23%	2,363,266	63,300	2.75%
16	Police Services Board	13,506	21,742	-38%	21,742	0	0.00%
16	Police Services	10,553,051	12,939,803	-18%	13,243,798	303,995	2.35%
18	Police Station - Caso	231,526	267,500	-13%	303,500	36,000	13.46%
19	Police - Courthouse	153,532	301,791	-49%	181,352	-120,439	-39.91%
	POLICE DEPARTMENT	10,951,615	13,530,836	-19%	13,750,392	219,556	1.62%
20	FIRE DEPARTMENT	7,440,629	9,126,987	-18%	9,305,068	178,081	1.95%
22	Recreational Facilities	1,149,831	1,298,324	-11%	1,322,243	23,919	1.84%
26	Parks & Forestry	2,145,365	2,440,108	-12%	2,720,304	280,196	11.48%
29	Property Maintenance Division	1,141,137	950,111	20%	847,076	-103,035	-10.84%
	PARKS AND RECREATION DEPARTMENT	4,436,333	4,688,543	-5%	4,889,623	201,080	4.29%
31	LIBRARY	2,062,627	2,579,497	-20%	2,545,974	-33,523	-1.30%
33	Planning	428,584	465,681	-8%	486,825	21,144	4.54%
35	Community Improvement Program (CIP)	146,228	270,750	-46%	270,750	0	0.00%
36	Building Services	-413,476	84,925	-587%	81,153	-3,772	-4.44%
	PLANNING DEPARTMENT	161,336	821,356	-80%	838,728	17,372	2.12%
38	CORPORATION	533,722	643,573	-17%	674,925	31,352	4.87%
40	Horton Farmer's Market	-345	15,100	-102%	15,000	-100	-0.66%
41	Environmental Services Administration.	119,863	146,925	-18%	148,865	1,940	1.32%
41	Water and Sewer	1,024,162	0	0%	0	0	0.00%
43	Pollution Control	158,073	0	0%	0	0	0.00%
	Sewer and Water Service Area	1,182,235	0	0%	0	0	0.00%
44	Roads Operations	2,165,005	2,801,141	-23%	2,887,083	85,942	3.07%
45	Fleet Operation	34,177	0	0%	0	0	0.00%
46	Crossing Guards	35,899	73,940	-51%	56,100	-17,840	-24.13%
46	Railway Maintenance	45,956	71,850	-36%	71,850	0	0.00%
46	Transportation	113,795	146,060	-22%	139,360	-6,700	-4.59%
46	Traffic Signals	114,754	232,720	-51%	203,392	-29,328	-12.60%
47	Transit	407,445	1,108,790	-63%	1,159,702	50,912	4.59%
47	Street Lighting	503,514	665,190	-24%	780,709	115,519	17.37%
47	By-Law Enforcement	94,028	254,735	-63%	251,735	-3,000	-1.18%
48	Parking Enforcement	77,813	-78,930	-199%	-83,780	-4,850	6.14%
48	Animal Control	164,683	197,870	-17%	221,250	23,380	11.82%
	Roads and Transportation Services Area	3,757,069	5,473,366	-31%	5,687,401	214,035	3.91%
49	Capital Works Service Area	324,839	409,550	-21%	426,140	16,590	4.05%
50	Development and Compliance	-54,722	0	0%	0	0	0.00%
50	Waste Management	2,329,610	2,716,350	-14%	2,917,050	200,700	7.39%
	Development and Compliance Service Area	2,274,888	2,716,350	-16%	2,917,050	200,700	7.39%
	DEPARTMENT	7,658,894	8,746,191	-12%	9,179,456	433,265	4.95%
52	Administration	415,742	0	0%	0	0	0.00%
52	Employment and Income Support	1,256,931	1,220,266	3%	1,266,842	46,576	3.82%
53	Childcare	-529,605	434,417	-222%	512,230	77,813	17.91%
54	Social Housing	99,676	2,741,379	-96%	2,845,919	104,540	3.81%
55	Public Housing	536,547	0	0%	0	0	0.00%
	ONTARIO WORKS	1,779,291	4,396,062	-60%	4,624,991	228,929	5.21%
56	VALLEY VIEW	392,939	2,599,423	-85%	2,698,403	98,980	3.81%
		-13,289,162	0	0%	0	0	0.00%

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
MAYOR & COUNCIL							
COUNCILLORS							
EXPENSES							
11-2-01-1-0000-3011	Reg Part-time Wages	169,438	215,369	-21%	210,089	-5,280	-2.45%
11-2-01-1-0000-3120	All Statutory Benefits	10,818	19,659	-45%	20,070	411	2.09%
11-2-01-1-0000-3130	All Employer Benefits	11,510	12,544	-8%	14,912	2,368	18.88%
11-2-01-1-0000-3210	Car Allowance	11,460	13,000	-12%	13,000	0	0.00%
11-2-01-1-0000-3316	Board Recoveries	-1,808	-4,500	-60%	-4,500	0	0.00%
11-2-01-1-0000-4022	Conference Fees	183	11,000	-98%	11,000	0	0.00%
11-2-01-1-0000-4249	Telephone Services	1,628	1,800	-10%	1,800	0	0.00%
11-2-01-1-0000-4280	Mileage Expense	0	250	-100%	250	0	0.00%
TOTAL COUNCILLORS' EXPENSE		203,229	269,122	-24%	266,621	-2,501	-0.93%
MAYOR							
EXPENSES							
11-2-01-1-1000-3011	Reg Part-time Wages	56,269	65,681	-14%	65,681	0	0.00%
11-2-01-1-1000-3120	All Statutory Benefits	4,449	2,470	80%	2,509	39	1.58%
11-2-01-1-1000-3130	All Employer Benefits	35	0	0%	0	0	0.00%
11-2-01-1-1000-3210	Car Allowance	4,999	5,125	-2%	5,125	0	0.00%
11-2-01-1-1000-4022	Conference Fees	687	5,000	-86%	5,000	0	0.00%
11-2-01-1-1000-4249	Telephone Services	155	300	-48%	300	0	0.00%
11-2-01-1-1000-4280	Mileage Expense	0	250	-100%	250	0	0.00%
11-2-01-1-1000-3316	Board Recoveries	-2,300	0	0%	0	0	0.00%
11-2-01-1-1000-4005	Public Relations	150	0	0%	0	0	0.00%
TOTAL MAYOR'S EXPENSES		64,444	78,826	-18%	78,865	39	0.05%
CITY COUNCIL							
EXPENSES							
11-2-01-1-2000-4023	Association Membership Fees	14,612	15,000	-3%	15,000	0	0.00%
11-2-01-1-2000-4074	Integrity Commissioner/Investigator	2,544	3,500	-27%	3,500	0	0.00%
11-2-01-1-2000-4259	Courier	5	250	-98%	250	0	0.00%
11-2-01-1-2000-4261	Advertising	437	3,000	-85%	3,000	0	0.00%
11-2-01-1-2000-4272	External Printing	0	1,500	-100%	1,500	0	0.00%
11-2-01-1-2000-5010	Miscellaneous Expenses	100	500	-80%	500	0	0.00%
11-2-01-1-2000-5011	Office Supplies	325	1,750	-81%	1,750	0	0.00%
11-2-01-1-2000-5510	Publications and Subscriptions	0	400	-100%	400	0	0.00%
11-2-01-1-2000-4001	Meetings/Receptions	34	7,000	-100%	7,000	0	0.00%
11-2-01-1-2000-4076	Strategic Planning Expenses	0	750	-100%	750	0	0.00%
11-2-01-1-2000-4005	Public Relations	1,348	18,500	-93%	20,000	1,500	8.11%
11-2-01-1-2000-5200	Council Grants	282	14,125	-98%	14,125	0	0.00%
11-2-01-1-2000-7490	Service Charges	75	0	0%	0	0	0.00%
TOTAL CITY COUNCIL EXPENSES		19,762	66,275	-70%	67,775	1,500	2.26%
TOTAL MAYOR & COUNCILLORS		287,435	414,223	-31%	413,261	-962	-0.23%

HONOURS & AWARDS

REVENUE

EXPENSES

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
<u>CANADA DAY</u>							
REVENUE							
11-2-01-1-0769-9010	Federal Grant	0	2,500	-100%	2,500	0	0.00%
11-2-01-1-0769-9515	Miscellaneous Revenue	0	2,500	-100%	2,500	0	0.00%
	TOTAL REVENUE	0	5,000	-100%	5,000	0	0.00%
EXPENSES							
11-2-01-1-0769-4051	Promotion/Advertising	0	1,600	-100%	1,600	0	0.00%
11-2-01-1-0769-4073	Canada Day - Entertainment	0	3,500	-100%	3,500	0	0.00%
11-2-01-1-0769-4075	Miscellaneous Services	0	6,000	-100%	6,000	0	0.00%
11-2-01-1-0769-4171	Equipment Rental	0	6,000	-100%	6,000	0	0.00%
11-2-01-1-0769-5410	Hydro Expense	0	500	-100%	500	0	0.00%
11-2-01-1-0769-7063	Fireworks	0	15,000	-100%	15,000	0	0.00%
	TOTAL EXPENSES	0	32,600	-100%	32,600	0	0.00%
	TOTAL CANADA DAY	0	27,600	-100%	27,600	0	0.00%
	TOTAL MAYOR & COUNCIL	287,435	441,823	-35%	440,861	-962	-0.22%

CITY MANAGER

CORPORATE ADMINISTRATION

EXPENSES

11-2-01-2-0000-3010	Reg Full-time Wages	223,398	271,214	-18%	271,214	0	0.00%
11-2-01-2-0000-3120	All Statutory Benefits	13,292	14,283	-7%	14,283	0	0.00%
11-2-01-2-0000-3130	All Employer Benefits	20,994	25,088	-16%	25,088	0	0.00%
11-2-01-2-0000-3135	OMERS	26,650	32,307	-18%	32,307	0	0.00%
11-2-01-2-0000-4001	Public Relations	35	3,000	-99%	3,000	0	0.00%
11-2-01-2-0000-4002 +	Meetings/Receptions Expenses	181	1,200	-85%	1,200	0	0.00%
11-2-01-2-0000-4022 +	Associated Conferences	0	1,000	-100%	1,000	0	0.00%
11-2-01-2-0000-4020	Course & Exams	0	250	-100%	250	0	0.00%
11-2-01-2-0000-4023	Association Membership Fees	824	800	3%	800	0	0.00%
11-2-01-2-0000-4249 +	Telephone Expense	431	700	-38%	700	0	0.00%
11-2-01-2-0000-4280	Mileage Expense	180	950	-81%	950	0	0.00%
11-2-01-2-0000-5011	Office Supplies	54	2,000	-97%	2,000	0	0.00%
11-2-01-2-0000-5510	Books & Subscriptions	0	100	-100%	100	0	0.00%
11-2-01-2-0000-7490	Service Charges	75	0	0%	0	0	0.00%
	TOTAL EXPENSES	286,114	352,892	-19%	352,892	0	0.00%
	TOTAL CORPORATE ADMINISTRATION	286,114	352,892	-19%	352,892	0	0.00%

COMMUNITY IMPROVEMENT PROGRAM

EXPENSES

11-2-01-2-1000-4166	CIP Technical Resources	0	750	-100%	750	0	0.00%
11-2-01-2-1000-7090	CIP Program Funds - Grants	146,228	270,000	-46%	270,000	0	0.00%
	TOTAL EXPENSES	146,228	270,750	-46%	270,750	0	0.00%
	TOTAL COMMUNITY IMPROVEMENT PROGRAM	146,228	270,750	-46%	270,750	0	0.00%
	TOTAL CITY MANAGER	432,342	623,642	-31%	623,642	0	0.00%

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
CLERK'S DEPARTMENT							
REVENUE							
11-2-01-3-0000-9515	Misc. Sales	276	500	-45%	250	-250	-50.00%
11-2-01-3-0000-9760	In/Out of Town Death Recoveries	10,500	4,500	133%	5,000	500	11.11%
11-2-01-3-0000-9761	Marriage Licence Fee	35,970	28,000	28%	28,000	0	0.00%
11-2-01-3-0000-9765	Commissioners Fee	1,560	3,000	-48%	2,000	-1,000	-33.33%
11-2-01-3-0000-9775	Hertiage Committee Secretarial Recovery	750	1,000	-25%	1,000	0	0.00%
	TOTAL REVENUE	49,056	37,000	33%	36,250	-750	-2.03%
EXPENSES							
11-2-01-3-0000-3010	Reg Full-time Wages	284,996	447,040	-36%	383,542	-63,498	-14.20%
11-2-01-3-0000-3011	Reg Part-time Wages	42,845	0	0%	9,000	9,000	0.00%
11-2-01-3-0000-3090	All Overtime	1,529	4,500	-66%	4,500	0	0.00%
11-2-01-3-0000-3120	Statutory Benefits	27,224	34,892	-22%	31,709	-3,183	-9.12%
11-2-01-3-0000-3130	Employer Benefits	37,553	57,898	-35%	52,386	-5,512	-9.52%
11-2-01-3-0000-3135	OMERS	29,398	41,927	-30%	38,637	-3,290	-7.85%
11-2-01-3-0000-4020	Course/Exam Fees	1,562	2,100	-26%	2,100	0	0.00%
11-2-01-3-0000-4022	Associated Conferences	0	600	-100%	600	0	0.00%
11-2-01-3-0000-4023	Association Membership Fees	1,236	1,800	-31%	1,800	0	0.00%
11-2-01-3-0000-4059	Contracted Services	0	20,000	-100%	5,000	-15,000	-75.00%
11-2-01-3-0000-4067	Contracted Security	12,555	3,000	319%	3,000	0	0.00%
11-2-01-3-0000-4075	Records Storage/Document Mtg.	0	400	-100%	400	0	0.00%
11-2-01-3-0000-4249	Telephone Expense	236	300	-21%	300	0	0.00%
11-2-01-3-0000-4259	Courier	127	300	-58%	300	0	0.00%
11-2-01-3-0000-4272	External Printing	0	200	-100%	200	0	0.00%
11-2-01-3-0000-4280	Staff Mileage	0	200	-100%	200	0	0.00%
11-2-01-3-0000-5011	Office Supplies	531	2,000	-73%	2,000	0	0.00%
11-2-01-3-0000-5016	Marriage Licence Expense	14,400	9,600	50%	12,000	2,400	25.00%
11-2-01-3-0000-5510	Books & Subscriptions	218	300	-27%	300	0	0.00%
11-2-01-3-0000-6810	Equipment Purchases	0	1,000	-100%	1,000	0	0.00%
11-2-01-3-0000-4166	Software Expenses	5,597	0	0%	5,597	5,597	0.00%
	TOTAL EXPENSES	460,007	628,057	-27%	554,571	-73,486	-11.70%
	TOTAL CLERK'S ADMINISTRATION	410,951	591,057	-30%	518,321	-72,736	-12.31%
COMMITTEE OF ADJUSTMENT							
REVENUE							
11-2-01-3-0700-9194	Application Fees	12,950	5,200	149%	8,500	3,300	63.46%
11-2-01-3-0700-9198	Administrative Charges	1,000	800	25%	800	0	0.00%
	TOTAL REVENUE	13,950	6,000	133%	9,300	3,300	55.00%
EXPENSES							
11-2-01-3-0700-3011	Reg Part-time Wages	2,707	2,200	23%	2,400	200	9.09%
11-2-01-3-0700-3120	Stat Benefits	165	110	50%	120	10	9.09%
11-2-01-3-0700-4023	Membership Fees	150	0	0%	150	150	0.00%
11-2-01-3-0700-4040	Legal Fees	0	1,190	-100%	1,200	10	0.84%
11-2-01-3-0700-4051	Advertising	7,511	2,500	200%	5,430	2,930	117.20%
	TOTAL EXPENSES	10,533	6,000	76%	9,300	3,300	55.00%
	TOTAL COMMITTEE OF ADJUSTMENT	-3,417	0	0%	0	0	0.00%
ELECTIONS							
REVENUE							
EXPENSES							
11-2-01-3-3000-3011	Reg Part-time Salaries & Wages	0	0	0%	15,840	15,840	0.00%
11-2-01-3-3000-3090	All Overtime	0	0	0%	600	600	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
11-2-01-3-3000-3120	All Statutory Benefits	0	0	0%	1,945	1,945	0.00%
11-2-01-3-3000-4051	Advertising, Marketing & Prom.	0	0	0%	2,000	2,000	0.00%
11-2-01-3-3000-4069	Equipment Warranty	712	768	-7%	2,300	1,532	199.48%
11-2-01-3-3000-4171	Building Rent/Lease	0	0	0%	2,000	2,000	0.00%
11-2-01-3-3000-4249	Telephone Services	0	0	0%	450	450	0.00%
11-2-01-3-3000-4257	Regular Postage	0	0	0%	27,000	27,000	0.00%
11-2-01-3-3000-4270	Voters List, Ballots	0	0	0%	21,500	21,500	0.00%
11-2-01-3-3000-4272	Other External Printing	0	0	0%	2,500	2,500	0.00%
11-2-01-3-3000-5016	Special Departmental Supplies	0	0	0%	40,000	40,000	0.00%
TOTAL EXPENSES		712	768	-7%	116,135	115,367	#####
TOTAL ELECTIONS		712	768	-7%	116,135	115,367	#####
TOTAL CLERK'S ACTIVITIES		408,246	591,825	-31%	634,456	42,631	7.20%

MUNICIPAL HERITAGE COMMITTEE

REVENUE

31-5-01-1-0002-9080	National Trust for Canada funding	6,155	3,950	56%	5,500	1,550	39.24%
31-5-01-1-0002-9480	Book Sales	5	0	0%	0	0	0.00%
TOTAL REVENUE		6,160	3,950	56%	5,500	1,550	39.24%

EXPENSES

31-5-01-1-0002-3011	Reg Part-time Wages	5,735	6,115	-6%	7,750	1,635	26.74%
31-5-01-1-0002-3120	All Statutory Benefits	551	515	7%	750	235	45.63%
31-5-01-1-0002-4076	Secretarial Support	750	1,000	-25%	1,000	0	0.00%
31-5-01-1-0002-5019	Program Supplies	0	1,500	-100%	1,500	0	0.00%
TOTAL EXPENSES		7,036	9,130	-23%	11,000	1,870	20.48%
TOTAL MUNICIPAL HERITAGE COMMITTEE		876	5,180	-83%	5,500	320	6.18%

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
AIRPORT							
OPERATIONS							
FACILITIES/STRUCTURE REVENUE							
52-3-01-8-0010-9320	Large Hangar Office/Workshop Rental Income	25,889	30,959	-16%	32,042	1,083	3.50%
52-3-01-8-0015-9320	Small Hangar Monthly Rental Fee	13,000	33,238	-61%	34,568	1,330	4.00%
52-3-01-8-0025-9320	Airport Terminal Rental Income	20,148	18,837	7%	24,000	5,163	27.41%
52-3-01-8-0040-9320	Hanger Aircraft Storage - Corp Jet Hanger	55,420	67,000	-17%	79,000	12,000	17.91%
	TOTAL FACILITIES/STRUCTURE REVENUE	114,457	150,034	-24%	169,610	19,576	13.05%
AIRPORT LAND REVENUE							
52-3-01-1-0000-9300	Farm Land Rental	187,141	251,472	-26%	275,538	24,066	9.57%
52-3-01-1-0000-9301	Lot Lease Rental (Commercial)	17,409	18,600	-6%	19,344	744	4.00%
52-3-01-1-0000-9302	Small Lot Lease Rental (Private)	22,188	20,224	10%	21,032	808	4.00%
52-3-01-1-0000-9303	Tie-Down Revenue	59,025	5,000	1081%	6,000	1,000	20.00%
	TOTAL AIRPORT LAND REVENUE	285,763	295,296	-3%	321,914	26,618	9.01%
AIRPORT OPERATIONAL REVENUE							
52-3-01-1-0000-9515	Undefined Misc. Revenue	0	10,100	-100%	10,100	0	0.00%
52-3-01-1-0000-9360	De-Icing Revenue	0	1,000	-100%	1,000	0	0.00%
52-3-01-1-0000-9370	Ramp Fees	13,470	500	2594%	24,000	23,500	#####
52-3-01-1-0000-9380	Towing Charges	420	100	320%	1,000	900	900.00%
52-3-01-1-0000-9390	Aircraft Pre-Heat	0	100	-100%	100	0	0.00%
52-3-01-1-0000-9400	Ground Power Unit Fee	1,077	100	977%	500	400	400.00%
52-3-01-1-0000-9420	Snow Removal Revenue	0	0	0%	600	600	0.00%
52-3-01-1-0000-9430	Grass Cutting Revenue	797	2,606	-69%	2,606	0	0.00%
52-3-01-1-0000-9514	Catering Recoveries	0	500	-100%	500	0	0.00%
	TOTAL AIRPORT OPERATIONAL REVENUE	15,764	15,006	5%	40,406	25,400	169.27%
RECOVERIES							
52-3-01-1-0000-9516	Water Recovery- Lot Lease Rental (Commercial)	0	1,500	-100%	1,500	0	0.00%
52-3-01-1-0010-9515	Hydro Recovery- Large Hangar	2,547	7,000	-64%	7,000	0	0.00%
52-3-01-1-0010-9516	Water Recovery- Large Hangar	34	2,000	-98%	2,000	0	0.00%
52-3-01-1-0010-9517	Insurance Recovery- Large Hangar	133	1,300	-90%	1,300	0	0.00%
52-3-01-1-0010-9518	Gas Recovery- Large Hangar	4,237	5,500	-23%	5,500	0	0.00%
52-3-01-1-0015-9515	Hydro Recovery- Small Lot Hangar	0	7,000	-100%	7,000	0	0.00%
	TOTAL RECOVERIES	6,951	24,300	-71%	24,300	0	0.00%
	TOTAL REVENUE	422,935	484,636	-13%	556,230	71,594	14.77%
EXPENSES							
52-3-01-0-0000-3010	Reg Full-time Wages	108,570	130,686	-17%	130,868	182	0.14%
52-3-01-0-0000-3120	All Statutory Benefits	6,514	7,046	-8%	7,323	277	3.93%
52-3-01-0-0000-3130	All Employer Benefits	11,149	13,391	-17%	14,494	1,103	8.24%
52-3-01-0-0000-3135	OMERS	12,822	15,681	-18%	15,681	0	0.00%
52-3-01-0-0000-3211	Uniforms	300	0	0%	300	300	0.00%
52-3-01-1-0000-3011	Reg Part-time Wages	81,888	94,454	-13%	97,000	2,546	2.70%
52-3-01-1-0000-3090	All Overtime	2,231	1,000	123%	1,000	0	0.00%
52-3-01-1-0000-3120	All Statutory Benefits	4,826	7,844	-38%	7,844	0	0.00%
52-3-01-1-0000-4016	Catering Expenses	439	1,000	-56%	1,000	0	0.00%
52-3-01-1-0000-4022	Conference Fees	0	1,500	-100%	1,500	0	0.00%
52-3-01-1-0000-4023	Association Membership Fees	600	1,000	-40%	1,000	0	0.00%
52-3-01-1-0000-4051	Advertising, Marketing & Prom.	0	3,000	-100%	3,000	0	0.00%
52-3-01-1-0000-4067	Contracted Security	5,310	5,050	5%	6,300	1,250	24.75%
52-3-01-1-0000-4146	Contracted Equipment Repair	0	2,025	-100%	2,025	0	0.00%
52-3-01-1-0000-4150	Internet - Computer T/TV	778	800	-3%	1,000	200	25.00%
52-3-01-1-0000-4176	Operating Equipment Rent/Lease	475	1,000	-53%	1,000	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
52-3-01-1-0000-4226	Airport Insurance	15,833	16,000	-1%	18,200	2,200	13.75%
52-3-01-1-0000-4249	Telephone/Fax Services	1,911	2,530	-24%	2,530	0	0.00%
52-3-01-1-0000-4250	Cell Phone Expense	558	800	-30%	800	0	0.00%
52-3-01-1-0000-4280	Staff Mileage	85	500	-83%	500	0	0.00%
52-3-01-1-0000-5010	General Supplies/Licences	1,523	3,000	-49%	3,000	0	0.00%
52-3-01-1-0000-5011	Office Supplies	666	1,400	-52%	1,400	0	0.00%
52-3-01-1-0000-5440	Professional Fees	12,448	12,000	4%	12,000	0	0.00%
52-3-01-1-0000-6130	Equipment Purchases	4,811	7,000	-31%	7,000	0	0.00%
52-3-01-1-0000-7021	Transfer from Capital Account	56,250	75,000	-25%	75,000	0	0.00%
	TOTAL EXPENSES	329,987	403,707	-18%	411,765	8,058	2.00%
	TOTAL AIRPORT OPERATIONS	-92,948	-80,929	15%	-144,465	-63,536	78.51%

BUILDINGS

EXPENSES

52-3-01-8-0000-4192	Other Property Taxes	7,538	30,000	-75%	35,000	5,000	16.67%
	SUBTOTAL	7,538	30,000	-75%	35,000	5,000	16.67%

LARGE AIRPORT HANGAR

52-3-01-8-0010-4141	Contracted Maintenance Expense	825	1,012	-18%	1,012	0	0.00%
	Maintenance Materials and Supplies						
52-3-01-8-0010-5015	Expense	250	4,048	-94%	4,048	0	0.00%
52-3-01-8-0010-5410	Hydro Expense	2,203	4,040	-45%	4,040	0	0.00%
52-3-01-8-0010-5415	Water Expense	126	200	-37%	800	600	300.00%
52-3-01-8-0010-5421	Gas Expense	2,750	6,630	-59%	6,630	0	0.00%
	TOTAL LARGE AIRPORT HANGAR	6,154	15,930	-61%	16,530	600	3.77%

TERMINAL BUILDING

52-3-01-8-0025-4141	Contracted Maintenance Expense	0	2,000	-100%	2,000	0	0.00%
	Maintenance Materials and Supplies						
52-3-01-8-0025-5015	Expense	362	500	-28%	500	0	0.00%
52-3-01-8-0025-5410	Hydro Expense	5,825	8,000	-27%	8,000	0	0.00%
52-3-01-8-0025-5415	Water Expense	1,415	1,214	17%	1,214	0	0.00%
52-3-01-8-0025-5421	Gas Expense	1,631	2,061	-21%	2,061	0	0.00%
	TOTAL TERMINAL BUILDING	9,233	13,775	-33%	13,775	0	0.00%

MAINTENANCE GARAGE

52-3-01-8-0030-4141	Contracted Maintenance Expense	0	2,025	-100%	2,025	0	0.00%
	Maintenance Materials and Supplies						
52-3-01-8-0030-5015	Expense	131	2,025	-94%	2,025	0	0.00%
52-3-01-8-0030-5410	Hydro Expense	2,970	4,040	-26%	4,040	0	0.00%
52-3-01-8-0030-5421	Gas Expense	613	1,145	-46%	1,145	0	0.00%
	TOTAL MAINTENANCE GARAGE	3,714	9,235	-60%	9,235	0	0.00%

SMALL HANGARS

	Maintenance Materials and Supplies						
52-3-01-8-0015-5013	Expense	1	5,060	-100%	5,060	0	0.00%
52-3-01-8-0015-5410	Hydro Expense	3,087	7,000	-56%	7,000	0	0.00%
	TOTAL SMALL HANGARS	3,088	12,060	-74%	12,060	0	0.00%

PUMP-HOUSE

	Maintenance Materials and Supplies						
52-3-01-8-0020-5013	Expense	0	100	-100%	100	0	0.00%
	TOTAL PUMP-HOUSE	0	100	-100%	100	0	0.00%

CORPORATE JET HANGER

52-3-01-8-0040-4058	Janitorial Cleaning Expense	4,276	6,000	-29%	6,000	0	0.00%
52-3-01-8-0040-5013	Janitorial Supplies Expense	2,108	2,530	-17%	2,530	0	0.00%
52-3-01-8-0040-5410	Hydro Expense	4,559	5,050	-10%	5,050	0	0.00%
52-3-01-8-0040-5421	Gas Expense	2,862	4,580	-38%	4,580	0	0.00%
	TOTAL CORPORATE JET HANGER	13,805	18,160	-24%	18,160	0	0.00%

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
TOTAL AIRPORT BUILDINGS EXPENSES							
		43,532	99,260	-56%	104,860	5,600	5.64%
<u>VEHICLE MAINTENANCE EXPENSES</u>							
52-3-01-1-0000-5013	Vehicle Materials and Supplies	530	1,020	-48%	2,000	980	96.08%
52-3-01-1-0000-5436	Vehicle Fuel and Oil	7,567	9,180	-18%	11,000	1,820	19.83%
52-3-01-1-0000-7040	Internal Fleet Charges	27,222	24,000	13%	27,000	3,000	12.50%
TOTAL VEHICLE MAINTENANCE EXPENSES							
		35,319	34,200	3%	40,000	5,800	16.96%
<u>GROUNDS EXPENSES</u>							
52-3-01-1-0000-4063	Waste Removal Expense	2,508	2,000	25%	2,600	600	30.00%
52-3-01-1-0000-4065	Oil Removal Expense	0	500	-100%	500	0	0.00%
52-3-01-1-0000-4075	Asphalt Repairs Expense	0	10,000	-100%	10,000	0	0.00%
52-3-01-1-0000-4141	Landscaping/Grass Cutting Expenses	3,146	5,050	-38%	5,050	0	0.00%
52-3-01-1-0000-4147	Radio Repair Expenses	120	6,000	-98%	6,000	0	0.00%
52-3-01-1-0000-5012	Parking - Materials & Supplies	4,177	10,000	-58%	14,000	4,000	40.00%
52-3-01-1-0000-5410	Airfield Lighting Expense	3,341	5,000	-33%	5,000	0	0.00%
TOTAL GROUNDS EXPENSES							
		13,292	38,550	-66%	43,150	4,600	11.93%
TOTAL BUILDING, VEHICLE & GROUNDS EXPENSES							
		92,143	172,010	-46%	188,010	16,000	9.30%
<u>AIRPORT FUEL SALES</u>							
REVENUE							
52-3-01-1-0000-9356	100LL Fuel Sales Revenue	337,448	250,000	35%	410,000	160,000	64.00%
52-3-01-1-0000-9357	Aircraft Oil Sales Revenue	1,781	500	256%	500	0	0.00%
52-3-01-1-0000-9358	Jet A Fuel Sales Revenue	182,797	287,500	-36%	193,000	-94,500	-32.87%
TOTAL REVENUE							
		522,026	538,000	-3%	603,500	65,500	12.17%
EXPENSES							
52-3-01-1-0000-5430	Turbo Fuel Jet A	148,587	230,000	-35%	155,000	-75,000	-32.61%
52-3-01-1-0000-5435	AV Fuel 100II	279,681	200,000	40%	330,000	130,000	65.00%
52-3-01-1-0000-5437	Aviation Oil Purchases	0	1,000	-100%	1,000	0	0.00%
52-3-01-1-0000-7490	Processing Fee (Esso Credit Card)	8,580	7,000	23%	11,000	4,000	57.14%
TOTAL EXPENSES							
		436,848	438,000	0%	497,000	59,000	13.47%
TOTAL AIRPORT FUEL SALES							
		-85,178	-100,000	-15%	-106,500	-6,500	6.50%
<u>MAJOR MAINTENANCE</u>							
EXPENSES							
52-3-01-1-0010-4075	Contracted Services	43,762	65,000	-33%	100,000	35,000	53.85%
TOTAL MAJOR MAINTENANCE							
		43,762	65,000	-33%	100,000	35,000	53.85%
TOTAL AIRPORT							
		-42,221	56,081	-175%	37,045	-19,036	-33.94%
TOTAL CLERK'S AND AIRPORT							
		366,025	647,906	-44%	671,501	23,595	3.64%

		2021	2021		2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	VAR	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
CORPORATE SERVICES							
REVENUE							
11-1-01-2-5001-7330	Dividend Income	0	1,100,000	-100%	1,100,000	0	0.00%
11-1-01-2-5001-7410	A/R Interest Earned	3,872	4,000	-3%	4,000	0	0.00%
11-1-01-2-5001-7411	Interest Earned	218,613	375,000	-42%	250,000	-125,000	-33.33%
11-1-01-2-5001-9040	Ministry of Health -LTC Facility Funding	428,140	513,770	-17%	513,770	0	0.00%
11-1-01-2-5001-9051	Unconditional Grant - Provincial	3,718,897	3,707,900	0%	3,577,500	-130,400	-3.52%
11-1-01-2-5001-9112	NSF Charges	1,270	2,500	-49%	2,500	0	0.00%
11-1-01-2-5001-9390	Other Rental Income	1,638	415,000	-100%	415,000	0	0.00%
11-1-01-2-5001-9510	Bequests/Donations Received	52,168	0	0%	0	0	0.00%
11-1-01-2-5001-9515	Unallocated Revenues	62	0	0%	0	0	0.00%
11-1-01-2-5001-9610	Interest-Current Year	134,223	200,000	-33%	200,000	0	0.00%
11-1-01-2-5001-9620	Interest-1 yr. Arrears	131,754	175,000	-25%	175,000	0	0.00%
11-1-01-2-5001-9630	Interest - 2 yr. Arrears	24,882	60,000	-59%	60,000	0	0.00%
11-1-01-2-5001-9640	Interest - 3+ yrs. Arrears	27,407	25,000	10%	25,000	0	0.00%
11-1-01-2-5001-9920	Contribution from Development Charges	0	35,000	-100%	35,000	0	0.00%
	TOTAL REVENUE	4,742,926	6,613,170	-28%	6,357,770	-255,400	-3.86%
EXPENSES							
11-1-01-2-5001-4040	Legal and Consulting Fees	84,826	125,000	-32%	125,000	0	0.00%
11-1-01-2-5001-4075	Assessment Services	450,911	443,915	2%	440,000	-3,915	-0.88%
11-1-01-2-5001-4216	Other Ins. Premiums	433,282	429,700	1%	472,670	42,970	10.00%
11-1-01-2-5001-4220	Insurance Claims	138,717	100,000	39%	100,000	0	0.00%
11-1-01-2-5001-4249	Telephone/Fax Services	23,290	32,000	-27%	32,000	0	0.00%
11-1-01-2-5001-4257	Regular Postage	13,854	24,000	-42%	24,000	0	0.00%
11-1-01-2-5001-4259	Courier	7,873	0	0%	0	0	0.00%
11-1-01-2-5001-4275	Photocopying	6,192	12,000	-48%	12,000	0	0.00%
11-1-01-2-5001-4300	Other	1,876	0	0%	0	0	0.00%
11-1-01-2-5001-7000	Labour Relations Costs	0	600,000	-100%	1,100,000	500,000	83.33%
	Trfr to Capital Projects Res - Pre						
11-1-01-2-5001-7020	Approved	4,570,000	4,570,000	0%	5,070,000	500,000	10.94%
11-1-01-2-5001-7045	Overhead Allocation	-511,370	-681,827	-25%	-695,400	-13,573	1.99%
11-1-01-2-5001-7211	Tax Write-Offs	3,146,559	800,000	293%	250,000	-550,000	-68.75%
11-1-01-2-5001-7217	Rebate Programs-Charities	37,696	35,000	8%	40,000	5,000	14.29%
11-1-01-2-5001-7219	Rebate Programs-Affordable Housing	96,030	105,000	-9%	105,000	0	0.00%
11-1-01-2-5001-7220	School Board Write-Offs	0	410,000	-100%	410,000	0	0.00%
11-1-01-2-5001-7310	Debenture Principle Paid	1,488,451	4,006,183	-63%	4,006,183	0	0.00%
11-1-01-2-5001-7313	Debenture Interest - Police Building	170,476	0	0%	0	0	0.00%
11-1-01-2-5001-7312	Debenture Interest - Valleyview	139,089	0	0%	0	0	0.00%
11-1-01-2-5001-7311	Debenture Interest - 1Password Park	141,812	0	0%	0	0	0.00%
11-1-01-2-5001-7314	Debenutere Interest- 230 Talbot	184,855	0	0%	0	0	0.00%
11-1-01-2-5001-7490	Service Charges	4,455	6,000	-26%	6,000	0	0.00%
11-1-01-6-5001-4075	Municipal Accessibility Resources	0	3,000	-100%	3,000	0	0.00%
	TOTAL EXPENSES	10,628,874	11,019,971	-4%	11,500,453	480,482	4.36%
	TOTAL CORPORATE SERVICES	5,885,948	4,406,801	34%	5,142,683	735,882	16.70%

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
TAXATION							
<u>GENERAL LEVY</u>							
REVENUE							
11-1-01-2-5001-8000	Total Municipal Tax Levy	0	59,637,698	-100%	61,890,089	2,252,391	3.78%
11-1-01-2-5001-8010	Residential general Levy	42,611,974	0	0%	0	0	0.00%
11-1-01-2-5001-8011	Residential Supp Levy	783,103	790,000	-1%	790,000	0	0.00%
	Residential Awaiting Development						
11-1-01-2-5001-8015	General Levy	32,265	0	0%	0	0	0.00%
11-1-01-2-5001-8020	Multi-Res General Levy	4,076,405	0	0%	0	0	0.00%
11-1-01-2-5001-8021	Multit-Res Supp Levy	234,879	200,000	17%	200,000	0	0.00%
11-1-01-2-5001-8030	Commercial General Levy	6,656,473	0	0%	0	0	0.00%
11-1-01-2-5001-8031	Commercial Supp Levy	37,901	50,000	-24%	50,000	0	0.00%
11-1-01-2-5001-8040	Shopping Centre General Levy	1,433,405	0	0%	0	0	0.00%
11-1-01-2-5001-8050	Industrial General Levy	1,140,045	0	0%	0	0	0.00%
11-1-01-2-5001-8051	Industrial Supp Levy	262,098	0	0%	0	0	0.00%
	Industrial Awaiting Development General						
11-1-01-2-5001-8055	Levy	4,337	0	0%	0	0	0.00%
11-1-01-2-5001-8060	Large Industrial General Levy	2,424,679	0	0%	0	0	0.00%
11-1-01-2-5001-8061	Large Industrial Supp Levy	258,578	0	0%	0	0	0.00%
11-1-01-2-5001-8070	Pipelines General Levy	190,996	0	0%	0	0	0.00%
11-1-01-2-5001-8071	Pipelines Supp Levy	7,324	0	0%	0	0	0.00%
11-1-01-2-5001-8080	Farms General Levy	41,978	0	0%	0	0	0.00%
11-1-01-2-5001-8085	Managed Forest General Levy	1,516	0	0%	0	0	0.00%
11-1-01-2-5001-8151	Industrial PIL-No Support	17,256	0	0%	0	0	0.00%
11-1-01-2-5001-8191	Commercial PIL No Support	939,677	0	0%	0	0	0.00%
11-1-01-2-5001-8192	Commercial Vacant PIL No Support	1,074	0	0%	0	0	0.00%
11-1-01-2-5001-8510	Fanshawe H & B	16,875	22,000	-23%	22,000	0	0.00%
11-1-01-2-5001-8511	St. Thomas-Elgin General Hospital	29,625	30,000	-1%	30,000	0	0.00%
11-1-01-2-5001-8515	Hydro One Right of Way	3,010	3,000	0%	3,000	0	0.00%
11-1-01-2-5001-8518	PUC PIL	65,610	0	0%	0	0	0.00%
11-1-01-2-5001-8519	Provincial Railway Land	5,187	5,000	4%	5,000	0	0.00%
11-1-01-2-5001-9000	Non-Shared Education Revenue	79,726	75,000	6%	75,000	0	0.00%
	TOTAL GENERAL LEVY	61,355,996	60,812,698	1%	63,065,089	2,252,391	3.70%
<u>SCHOOL BOARD LEVY</u>							
REVENUE							
11-1-01-2-6010-8010	Residential School Board General Levy	4,120,696	10,000,000	-59%	10,000,000	0	0.00%
11-1-01-2-6010-8011	Residential School Board Supp Levy	82,742	0	0%	0	0	0.00%
11-1-01-2-6010-8020	Multi-Res School Board General Levy	206,595	0	0%	0	0	0.00%
11-1-01-2-6010-8021	Multi-Res School Board Supp Levy	23,541	0	0%	0	0	0.00%
	Commercial School Board Levy - Eng						
11-1-01-2-6010-8030	Pub	1,799,345	0	0%	0	0	0.00%
11-1-01-2-6010-8031	Commercial School Board Supp Levy	14,957	0	0%	0	0	0.00%
	Shopping Centre School Board Levy -						
11-1-01-2-6010-8040	Eng Pub	386,768	0	0%	0	0	0.00%
11-1-01-2-6010-8050	Industrial School Board Levy - Eng Pub	248,366	0	0%	0	0	0.00%
11-1-01-2-6010-8051	Industrial School Board Supp Levy	56,228	0	0%	0	0	0.00%
	Industrial Awaiting Development Sch Levy						
11-1-01-2-6010-8055	- Eng Pub	365	0	0%	0	0	0.00%
11-1-01-2-6010-8060	Large Industrial School Levy - Eng Pub	433,727	0	0%	0	0	0.00%
11-1-01-2-6010-8061	Large Industrial School Board Supp Levy	60,555	0	0%	0	0	0.00%
11-1-01-2-6010-8070	Pipelines School Levy - Eng Pub	75,290	0	0%	0	0	0.00%
11-1-01-2-6010-8071	Pipelines School Board Supp Levy	2,900	0	0%	0	0	0.00%
11-1-01-2-6010-8080	Farms School Board General Levy	4,522	0	0%	0	0	0.00%
	Managed Forest School Board General						
11-1-01-2-6010-8085	Levy	159	0	0%	0	0	0.00%
11-1-01-2-6011-8010	Residential School Board General Levy	523,377	0	0%	0	0	0.00%
11-1-01-2-6011-8011	Residential School Board Supp Levy	2,530	0	0%	0	0	0.00%
11-1-01-2-6011-8020	Multit-Res School Board General Levy	9,345	0	0%	0	0	0.00%
	Commercial School Board Levy - Eng						
11-1-01-2-6011-8030	Sep	479,763	0	0%	0	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
11-1-01-2-6011-8031	Commercial School Board Supp Levy	3,980	0	0%	0	0	0.00%
	Shopping Centre School Board Levy -						
11-1-01-2-6011-8040	Eng Sep	103,125	0	0%	0	0	0.00%
11-1-01-2-6011-8050	Industrial School Board Levy - Eng Sep	66,222	0	0%	0	0	0.00%
11-1-01-2-6011-8051	Industrial School Board Supp Levy	14,992	0	0%	0	0	0.00%
	Industrial Awaiting Development Levy -						
11-1-01-2-6011-8055	Eng Sep	97	0	0%	0	0	0.00%
11-1-01-2-6011-8060	Large Industrial School Levy - Eng Sep	115,645	0	0%	0	0	0.00%
11-1-01-2-6011-8061	Large Industrial School Board Supp Levy	15,757	0	0%	0	0	0.00%
11-1-01-2-6011-8070	Pipelines School Levy - Eng Sep	20,075	0	0%	0	0	0.00%
11-1-01-2-6011-8071	Pipelines School Board Supp Levy	768	0	0%	0	0	0.00%
11-1-01-2-6011-8080	Farms School Board General Levy	58	0	0%	0	0	0.00%
	Managed Forest School Board General						
11-1-01-2-6011-8085	Levy	6	0	0%	0	0	0.00%
11-1-01-2-6012-8010	Residential School Board General Levy	7,707	0	0%	0	0	0.00%
11-1-01-2-6012-8011	Residential School Board Supp Levy	321	0	0%	0	0	0.00%
11-1-01-2-6012-8020	Multi-Res School Board General Levy	95	0	0%	0	0	0.00%
11-1-01-2-6012-8030	Commercial School Board Levy - Fre Sep	37,642	0	0%	0	0	0.00%
11-1-01-2-6012-8031	Commercial School Board Supp Levy	313	0	0%	0	0	0.00%
	Shopping Centre School Board Levy - Fre						
11-1-01-2-6012-8040	Sep	8,091	0	0%	0	0	0.00%
11-1-01-2-6012-8050	Industrial School Board Levy - Fre Sep	5,196	0	0%	0	0	0.00%
11-1-01-2-6012-8051	Industrial School Board Supp Levy	1,176	0	0%	0	0	0.00%
	Industrial Awaiting Development Levy -						
11-1-01-2-6012-8055	Fre Sep	8	0	0%	0	0	0.00%
11-1-01-2-6012-8060	Large Industrial School Levy - Fre Sep	9,074	0	0%	0	0	0.00%
11-1-01-2-6012-8061	Large Industrial School Board Supp Levy	1,279	0	0%	0	0	0.00%
11-1-01-2-6012-8070	Pipelines School Levy - Fre Sep	1,575	0	0%	0	0	0.00%
11-1-01-2-6012-8071	Pipelines School Board Supp Levy	61	0	0%	0	0	0.00%
11-1-01-2-6012-8080	Farms School Board General Levy	5	0	0%	0	0	0.00%
11-1-01-2-6013-8010	Residential School Board General Levy	7,994	0	0%	0	0	0.00%
11-1-01-2-6013-8011	Residential School Board Supp Levy	6	0	0%	0	0	0.00%
11-1-01-2-6013-8020	Mult-Res School Board General Levy	140	0	0%	0	0	0.00%
11-1-01-2-6013-8030	Commercial School Board Levy - Fre Pub	21,276	0	0%	0	0	0.00%
11-1-01-2-6013-8031	Commercial School Board Supp Levy	177	0	0%	0	0	0.00%
	Shopping Centre School Board Levy - Fre						
11-1-01-2-6013-8040	Pub	4,573	0	0%	0	0	0.00%
11-1-01-2-6013-8050	Industrial School Board Levy - Fre Pub	2,937	0	0%	0	0	0.00%
11-1-01-2-6013-8051	Industrial School Board Supp Levy	665	0	0%	0	0	0.00%
	Industrial Awaiting Development Levy -						
11-1-01-2-6013-8055	Fre Pub	4	0	0%	0	0	0.00%
11-1-01-2-6013-8060	Large Industrial School Levy - Fre Pub	5,129	0	0%	0	0	0.00%
11-1-01-2-6013-8061	Large Industrial School Board Supp Levy	694	0	0%	0	0	0.00%
11-1-01-2-6013-8070	Pipelines School Levy - Fre Pub	890	0	0%	0	0	0.00%
11-1-01-2-6013-8071	Pipelines School Board Supp Levy	34	0	0%	0	0	0.00%
11-1-01-2-6013-8080	Farms School Board General Levy	3	0	0%	0	0	0.00%
	TOTAL REVENUE	8,989,561	10,000,000	-10%	10,000,000	0	0.00%
	EXPENSES						
11-1-01-2-6010-7070	English Public Transfer	5,397,966	10,000,000	-46%	10,000,000	0	0.00%
11-1-01-2-6010-7211	Public School Bd. Write Offs	6,528	0	0%	0	0	0.00%
11-1-01-2-6010-7212	Commercial School Write Off - Eng Pub	86,944	0	0%	0	0	0.00%
11-1-01-2-6010-7213	Industrial School Write Off - Eng Pub	530,914	0	0%	0	0	0.00%
	Shopping Centre School Write Off - Eng						
11-1-01-2-6010-7214	Pub	261,016	0	0%	0	0	0.00%
11-1-01-2-6011-7070	English Separate Transfer	964,699	0	0%	0	0	0.00%
11-1-01-2-6011-7211	Sep School Bd. Writeoffs	153	0	0%	0	0	0.00%
11-1-01-2-6011-7212	Commercial School Write Off - Eng Sep	22,956	0	0%	0	0	0.00%
11-1-01-2-6011-7213	Industrial School Write Off - Eng Sep	141,013	0	0%	0	0	0.00%
	Shopping Centre School Write Off - Eng						
11-1-01-2-6011-7214	Sep	67,659	0	0%	0	0	0.00%
11-1-01-2-6012-7070	French Separate Transfer	51,026	0	0%	0	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE
	YTD	BUDGET	%	BUDGET	(\$)	(%)
11-1-01-2-6012-7212 Commercial School Write Off - Fre Sep	1,821	0	0%	0	0	0.00%
11-1-01-2-6012-7213 Industrial School Write Off - Fre Sep	10,980	0	0%	0	0	0.00%
11-1-01-2-6012-7214 Shopping Centre School Write Off - Fre Sep	5,609	0	0%	0	0	0.00%
11-1-01-2-6013-7070 French Public Transfer	32,154	0	0%	0	0	0.00%
11-1-01-2-6013-7212 Commercial School Write Off - Fre Pub	929	0	0%	0	0	0.00%
11-1-01-2-6013-7213 Industrial School Write Off - Fre Pub	4,831	0	0%	0	0	0.00%
11-1-01-2-6013-7214 Shopping Centre School Write Off - Fre Pub	2,877	0	0%	0	0	0.00%
TOTAL EXPENSES	7,590,075	10,000,000	-24%	10,000,000	0	0.00%
TOTAL SCHOOL BOARD LEVY	-1,399,486	0	0%	0	0	0.00%
TOTAL TAXATION	-62,755,482	-60,812,698	3%	-63,065,089	-2,252,391	3.70%

		2021	2021	VAR	2022	2021/2022	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
TREASURY DEPARTMENT							
REVENUE							
11-3-01-1-0000-9730	Bingo Revenue	105,862	170,000	-38%	170,000	0	0.00%
11-3-01-1-0000-9732	BOT/Raffle Licensing Fees	3,992	4,200	-5%	4,200	0	0.00%
11-3-01-1-0000-9760	Tax Certificate Fees	69,975	60,000	17%	60,000	0	0.00%
11-3-01-1-0000-9763	Business Licences Fees	7,512	3,000	150%	3,000	0	0.00%
TOTAL REVENUE		187,341	237,200	-21%	237,200	0	0.00%
EXPENSES							
11-3-01-1-0000-3010	Reg Full-time Wages	663,090	799,700	-17%	799,700	0	0.00%
11-3-01-1-0000-3120	Statutory Benefits	53,107	58,200	-9%	58,200	0	0.00%
11-3-01-1-0000-3130	Employer Benefits	78,296	94,800	-17%	94,800	0	0.00%
11-3-01-1-0000-3135	OMERS	68,235	80,600	-15%	80,600	0	0.00%
11-3-01-1-0000-4022	Conference Fees	356	6,000	-94%	6,000	0	0.00%
11-3-01-1-0000-4023	Association Membership Fees	4,588	5,100	-10%	5,100	0	0.00%
11-3-01-1-0000-4028	Staff Training	371	6,700	-94%	6,700	0	0.00%
11-3-01-1-0000-4042	Auditing & Accounting	24,750	33,000	-25%	33,000	0	0.00%
11-3-01-1-0000-4051	Advertising, Marketing & Prom.	145	200	-28%	200	0	0.00%
11-3-01-1-0000-4075	Contracted Services	1,834	10,000	-82%	10,000	0	0.00%
11-3-01-1-0000-4257	Regular Postage	15,255	17,000	-10%	20,000	3,000	17.65%
11-3-01-1-0000-4259	Courier	1,986	4,000	-50%	4,000	0	0.00%
11-3-01-1-0000-4272	Other External Printing	8,277	10,000	-17%	10,000	0	0.00%
11-3-01-1-0000-4280	Staff Mileage	0	2,000	-100%	2,000	0	0.00%
11-3-01-1-0000-5011	Office Supplies	2,482	3,000	-17%	3,500	500	16.67%
11-3-01-1-0000-6810	Office Equipment	987	3,500	-72%	3,500	0	0.00%
11-3-01-1-0000-7045	Overhead Allocation	-130,479	-174,000	-25%	-177,500	-3,500	2.01%
11-3-01-1-0000-7930	Cashier Over/Under	-1,334	200	-767%	200	0	0.00%
11-3-01-1-0000-7490	Service Charges	97	300	-68%	300	0	0.00%
TOTAL EXPENSES		792,043	960,300	-18%	960,300	0	0.00%
TOTAL TREASURY DEPARTMENT		604,702	723,100	-16%	723,100	0	0.00%

INFORMATION TECHNOLOGY							
EXPENSES							
11-5-01-1-0000-3010	Reg Full-time Wages	232,667	280,300	-17%	322,300	42,000	14.98%
11-5-01-1-0000-3039	On Call Salary	12,945	16,200	-20%	16,200	0	0.00%
11-5-01-1-0000-3120	All Statutory Benefits	22,108	21,370	3%	24,970	3,600	16.85%
11-5-01-1-0000-3130	All Employer Benefits	33,353	29,095	15%	35,375	6,280	21.58%
11-5-01-1-0000-3135	OMERS	24,036	26,880	-11%	30,934	4,054	15.08%
11-5-01-1-0000-4028	Training & Development	843	15,000	-94%	15,000	0	0.00%
11-5-01-1-0000-4065	Program Mtce Contracts	196,185	300,000	-35%	300,000	0	0.00%
11-5-01-1-0000-4075	Contracted Services	18,807	30,000	-37%	30,000	0	0.00%
11-5-01-1-0000-4147	Operating Equip. Maint/Repair	18,847	10,000	88%	10,000	0	0.00%
11-5-01-1-0000-4150	Internet Services	63,375	80,000	-21%	80,000	0	0.00%
11-5-01-1-0000-4249	Telephone Services	1,360	2,000	-32%	2,000	0	0.00%
11-5-01-1-0000-4275	Photocopy Expenses	1,555	2,000	-22%	2,000	0	0.00%
11-5-01-1-0000-4280	Staff Mileage	388	1,000	-61%	1,000	0	0.00%
11-5-01-1-0000-5011	Office Supplies	168	2,000	-92%	2,000	0	0.00%
11-5-01-1-0000-5026	Clothing	900	1,000	-10%	1,000	0	0.00%
11-5-01-1-0000-7045	Overhead Allocation	-60,954	-81,272	-25%	-82,900	-1,628	2.00%
TOTAL INFORMATION TECHNOLOGY		566,583	735,573	-23%	789,879	54,306	7.38%

		2021	2021		2022	2021/2022	
DESCRIPTION		ACTUAL	ANNUAL	VAR	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
PROVINCIAL OFFENCES ACT							
<i>REVENUE</i>							
21-4-01-1-0000-9513	City Share - POA Revenues	0	200,000	-100%	200,000	0	0.00%
TOTAL PROVINCIAL OFFENCES ACT		0	200,000	-100%	200,000	0	0.00%
HEALTH SERVICES							
<i>REVENUE</i>							
<i>EXPENSES</i>							
62-1-01-0-0000-7063	Hospital Grant	350,000	350,000	0%	350,000	0	0.00%
62-2-01-1-0000-4059	Health Recruitment Partnership	150,763	38,000	297%	38,000	0	0.00%
62-2-01-1-0000-7065	Health Unit Operating Grant	1,437,829	791,079	82%	791,079	0	0.00%
62-3-01-1-0000-7065	Land Ambulance Services	1,962,000	2,612,384	-25%	2,612,384	0	0.00%
62-4-01-1-0000-7065	Cemetery Operating Grant	40,417	48,500	-17%	48,840	340	0.70%
TOTAL HEALTH SERVICES		3,941,009	3,839,963	3%	3,840,303	340	0.01%
TOTAL CORPORATE, TAXATION, TREASURY, I.T. SERVICES, P.O.A. & HEALTH SERVICES		-51,757,240	-50,907,261	2%	-52,369,124	-1,461,863	2.87%
DOWNTOWN DEVELOPMENT							
<i>EXPENSES</i>							
31-5-01-1-0001-7917	BIA Levy Pd.	94,500	126,000	-25%	126,000	0	0.00%
31-5-01-1-0001-8010	Downtown Improvement Area Levy	-125,668	-126,000	0%	-126,000	0	0.00%
TOTAL DOWNTOWN DEVELOPMENT EXPENSES		-31,168	0	0%	0	0	0.00%
ART GALLERY EXPENSES							
31-5-01-1-0004-7065	St. Thomas-Elgin Public Art Gallery Grant	40,833	49,000	-17%	49,343	343	0.70%
TOTAL ART GALLERY EXPENSES		40,833	49,000	-17%	49,343	343	0.70%
TALBOT TEEN CENTRE EXPENSES							
31-5-01-1-0009-7063	Talbot Teen Centre - Grant	39,300	39,300	0%	39,575	275	0.70%
TOTAL TALBOT TEEN CENTRE EXPENSES		39,300	39,300	0%	39,575	275	0.70%
CONSERVATION EXPENSES							
59-2-01-1-0000-7060	Kettle Creek Conservation Authority - Operating Le	260,983	301,790	-14%	301,790	0	0.00%
59-3-01-1-0000-7060	Catfish Creek Grant	21,380	21,836	-2%	21,836	0	0.00%
TOTAL CONSERVATION EXPENSES		282,363	323,626	-13%	323,626	0	0.00%

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
HUMAN RESOURCES							
REVENUE							
11-4-01-1-0000-9010	Dress Down Collections/Donations	140	0	0%	0	0	0.00%
	TOTAL REVENUE	140	0	0%	0	0	0.00%
EXPENSES							
11-4-01-1-0000-3010	Reg Full-time Wages	453,304	589,832	-23%	589,832	0	0.00%
11-4-01-1-0000-3011	Part Time Wages	14,849	0	0%	0	0	0.00%
11-4-01-1-0000-3035	Wellness Training	733	4,000	-82%	4,000	0	0.00%
11-4-01-1-0000-3090	All Overtime	749	5,000	-85%	5,000	0	0.00%
11-4-01-1-0000-3120	Statutory Benefits	40,535	42,805	-5%	42,805	0	0.00%
11-4-01-1-0000-3130	All Employer Benefits	55,426	77,408	-28%	77,408	0	0.00%
11-4-01-1-0000-3135	OMERS	49,295	66,360	-26%	66,360	0	0.00%
11-4-01-1-0000-3211	Clothing/Uniform/Car Allowance	500	650	-23%	650	0	0.00%
11-4-01-1-0000-3310	Workers Compensation	677,589	650,000	4%	675,000	25,000	3.85%
11-4-01-1-0000-3315	Negotiations	215	15,000	-99%	15,000	0	0.00%
11-4-01-1-0000-4001	Employee Recognition/Public Relations	13,190	20,000	-34%	20,000	0	0.00%
11-4-01-1-0000-4020	Course/Exam Fees	3,298	3,000	10%	6,000	3,000	100.00%
11-4-01-1-0000-4022	Conference Fees	723	5,000	-86%	5,000	0	0.00%
11-4-01-1-0000-4023	Association Membership Fees	1,988	1,700	17%	2,000	300	17.65%
11-4-01-1-0000-4024	Employee Assistance Program	13,251	25,000	-47%	25,000	0	0.00%
11-4-01-1-0000-4028	First Aid/CPR Training	255	5,000	-95%	5,000	0	0.00%
11-4-01-1-0000-4029	Health & Safety Certification	995	1,500	-34%	1,500	0	0.00%
11-4-01-1-0000-4030	Corporate Training	17,284	20,000	-14%	35,000	15,000	75.00%
11-4-01-1-0000-4040	Legal Fees & Expenses	99,553	150,000	-34%	130,000	-20,000	-13.33%
11-4-01-1-0000-4074	Contracted Payroll Service	83,776	120,000	-30%	120,000	0	0.00%
11-4-01-1-0000-4075	Records Storage	167	1,000	-83%	1,000	0	0.00%
11-4-01-1-0000-4076	Contracted Services	12,406	50,000	-75%	90,000	40,000	80.00%
11-4-01-1-0000-4147	Operating Equip. Maint/Repair	0	600	-100%	600	0	0.00%
11-4-01-1-0000-4173	Office Equipment Rent/Lease	2,526	4,000	-37%	4,000	0	0.00%
11-4-01-1-0000-4249	Telephone Services	267	1,000	-73%	1,000	0	0.00%
11-4-01-1-0000-4259	Courier	87	200	-57%	200	0	0.00%
11-4-01-1-0000-4261	Recruitment	18,377	25,000	-26%	25,000	0	0.00%
11-4-01-1-0000-4280	Staff Mileage	0	2,500	-100%	2,500	0	0.00%
11-4-01-1-0000-5011	Office Supplies	1,410	2,000	-30%	2,000	0	0.00%
11-4-01-1-0000-5021	Safety Supplies	608	1,500	-59%	1,500	0	0.00%
11-4-01-1-0000-7490	Service Charges	75	0	0%	0	0	0.00%
11-4-01-1-0000-5510	Books & Subscriptions	576	1,500	-62%	1,500	0	0.00%
	TOTAL EXPENSES	1,564,007	1,891,555	-17%	1,954,855	63,300	3.35%
	TOTAL HUMAN RESOURCES	1,563,867	1,891,555	-17%	1,954,855	63,300	3.35%
RETIRED EMPLOYEES							
EXPENSES							
11-1-01-2-0001-3130	Employer Benefits	0	9,733	-100%	9,733	0	0.00%
11-1-01-2-0002-3120	Statutory Benefits	-91	0	0%	0	0	0.00%
11-1-01-2-0002-3130	Employer Benefits	214,883	398,678	-46%	398,678	0	0.00%
11-1-01-2-0002-3135	OMERS	600	0	0%	0	0	0.00%
	TOTAL RETIRED EMPLOYEES	215,392	408,411	-47%	408,411	0	0.00%
	TOTAL HUMAN RESOURCES & RETIRED EMPLOYEES	1,779,259	2,299,966	-23%	2,363,266	63,300	2.75%

DESCRIPTION	2021	2021	VAR	2022	2021/2022	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
POLICE SERVICES BOARD						
EXPENSES						
11-2-01-4-0000-3011	Wages	7,485	9,152	-18%	9,152	0 0.00%
11-2-01-4-0000-3120	Statutory Benefits	793	590	34%	590	0 0.00%
11-2-01-4-0000-4040	Legal Fees & Expenses	2,393	10,000	-76%	10,000	0 0.00%
11-2-01-4-0001-4001	Receptions & Public Relations	2,835	2,000	42%	2,000	0 0.00%
TOTAL POLICE SERVICES BOARD						
EXPENSES						
		13,506	21,742	-38%	21,742	0 0.00%

POLICE SERVICES

<u>GENERAL OPERATIONS</u>						
REVENUE						
21-2-01-1-0000-9515	Police Recoveries	50,874	65,000	-22%	65,000	0 0.00%
21-2-01-1-0000-9516	OPC Recoveries	326,294	266,337	23%	789,121	522,784 196.29%
21-2-01-1-0000-9517	Paid Duty Recovery	22,242	10,000	122%	10,000	0 0.00%
21-2-01-1-0000-9518	RCMP Prity Recovery	3,475	2,500	39%	4,000	1,500 60.00%
21-2-01-1-0007-9040	RIDE Grant	15,593	15,841	-2%	15,562	-279 -1.76%
21-2-01-1-0008-9040	CSP Grant- Local Priorities	210,000	210,000	0%	262,308	52,308 24.91%
21-2-01-1-0009-9040	CSP Grant- Provincial Priorities	291,434	289,005	1%	61,000	-228,005 -78.89%
21-2-01-1-0010-9050	Aylmer Police Dispatching Revenue	57,276	76,494	-25%	90,000	13,506 17.66%
21-2-01-1-0011-9040	ICE Strategy Grant	50,867	54,500	-7%	0	-54,500 -100.00%
21-2-01-1-0014-9040	Project MOST Grant	32,157	26,643	21%	0	-26,643 -100.00%
21-2-01-1-0012-9040	Victim Support Grant	0	0	0%	60,000	60,000 0.00%
21-2-01-9-2052-4179	CCTV	-82,833	0	0%	8,705	8,705 0.00%
TOTAL REVENUE						
		977,379	1,016,320	-4%	1,365,696	349,376 34.38%

EXPENSES						
21-2-01-1-0000-3010	Full-time Wages	7,835,042	9,742,148	-20%	10,172,717	430,569 4.42%
21-2-01-1-0000-3011	Part-time Wages	239,236	309,048	-23%	298,682	-10,366 -3.35%
21-2-01-1-0000-3012	Paid Duty Wages	70,301	10,000	603%	10,000	0 0.00%
21-2-01-1-0000-3039	Premium O/T Pay	749	18,825	-96%	18,825	0 0.00%
21-2-01-1-0000-3090	Overtime Pay	59,984	130,000	-54%	130,000	0 0.00%
21-2-01-1-0000-3091	Statutory Holiday Pay	1,085	99,603	-99%	100,980	1,377 1.38%
21-2-01-1-0000-3120	All Statutory Benefits	589,646	601,488	-2%	707,203	105,715 17.58%
21-2-01-1-0000-3130	All Employer Benefits	955,096	1,051,373	-9%	1,059,600	8,227 0.78%
21-2-01-1-0000-3135	OMERS	887,318	1,101,438	-19%	1,154,787	53,349 4.84%
21-2-01-1-0000-3210	Car Allowance	11,000	11,000	0%	11,000	0 0.00%
21-2-01-1-0000-3211	Clothing Allowance	16,683	16,500	1%	16,500	0 0.00%
21-2-01-1-0000-3321	Dry Cleaning Allowance	0	1,200	-100%	1,200	0 0.00%
21-2-01-1-0000-4001	Public Relations	6,489	10,000	-35%	10,000	0 0.00%
21-2-01-1-0000-4020	Tuition Reimbursement	0	5,000	-100%	5,000	0 0.00%
21-2-01-1-0000-4023	Membership Fees	5,232	6,000	-13%	7,000	1,000 16.67%
21-2-01-1-0000-4024	Employee Assistance Program	2,865	4,000	-28%	4,000	0 0.00%
21-2-01-1-0000-4027	Training	48,224	70,000	-31%	80,000	10,000 14.29%
21-2-01-1-0000-4040	Legal Fees & Expenses	82,931	5,000	1559%	5,000	0 0.00%
21-2-01-1-0000-4051	Advertising, Marketing & Prom.	800	3,000	-73%	3,000	0 0.00%
21-2-01-1-0000-4060	Contracted Services- Temp Agency	2,879	0	0%	0	0 0.00%
21-2-01-1-0000-4147	Equipment Maintenance and Repair	819	10,000	-92%	5,000	-5,000 -50.00%
21-2-01-1-0000-4168	OPTIC	49,177	91,000	-46%	91,000	0 0.00%
21-2-01-1-0000-4176	Equipment Rent/Lease	8,920	10,000	-11%	10,000	0 0.00%
21-2-01-1-0000-4249	Communications	50,561	55,000	-8%	60,000	5,000 9.09%
21-2-01-1-0000-4257	Regular Postage	3,132	4,500	-30%	3,500	-1,000 -22.22%
21-2-01-1-0000-4259	Courier	709	1,500	-53%	1,000	-500 -33.33%
21-2-01-1-0000-4272	Printing	3,085	5,000	-38%	5,000	0 0.00%
21-2-01-1-0000-5010	General Supplies	88,242	20,000	341%	20,000	0 0.00%
21-2-01-1-0000-5011	Office Supplies	6,514	10,000	-35%	10,000	0 0.00%
21-2-01-1-0000-5017	Equipment	24,844	25,000	-1%	25,000	0 0.00%
21-2-01-1-0000-5018	Major Crime Expenses	9,945	20,000	-50%	13,000	-7,000 -35.00%
21-2-01-1-0000-5019	Forensic Identification Supplies	2,151	10,000	-78%	10,000	0 0.00%
21-2-01-1-0000-5020	Canine Unit	4,752	5,000	-5%	5,000	0 0.00%
21-2-01-1-0000-5021	Safety Supplies	6,915	3,000	131%	3,000	0 0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
21-2-01-1-0000-5026	Uniforms and Footwear	46,872	40,000	17%	45,000	5,000	12.50%
21-2-01-1-0000-5030	Body Armour	5,166	5,000	3%	5,000	0	0.00%
21-2-01-1-0000-5510	Books & Subscriptions	980	1,000	-2%	1,000	0	0.00%
21-2-01-1-0000-5650	RCMP Prints Expense	2,004	3,500	-43%	3,500	0	0.00%
21-2-01-1-0000-6110	Vehicle Purchases	75,565	140,000	-46%	140,000	0	0.00%
21-2-01-1-0000-6850	Office Furniture	6,725	5,000	35%	5,000	0	0.00%
21-2-01-1-0000-6910	Computer/IT Systems	78,311	80,000	-2%	95,000	15,000	18.75%
21-2-01-1-0009-4075	CSP Provincial Priorities Expenditures	103,433	0	0%	0	0	0.00%
21-2-01-1-0014-5010	Project MOST Expenditures	21,789	0	0%	0	0	0.00%
21-2-01-1-0012-4075	Forensic Analyst	7,343	16,000	-54%	8,000	-8,000	-50.00%
21-2-01-1-0000-7490	Service Charges	75	0	0%	0	0	0.00%
21-2-01-1-0000-7000	Transfer from Police Reserve	-67,281	0	0%	0	0	0.00%
21-2-01-1-0000-5651	Axon	0	0	0%	50,000	50,000	0.00%
	TOTAL EXPENSES	11,356,308	13,756,123	-17%	14,409,494	653,371	4.75%
	TOTAL GENERAL OPERATIONS	10,378,929	12,739,803	-19%	13,043,798	303,995	2.39%

FLEET OPERATIONS

REVENUE

21-2-01-4-0065-9040	CISO Grant - Unit 65	2,443	8,000	-69%	8,000	0	0.00%
	TOTAL REVENUE	2,443	8,000	-69%	8,000	0	0.00%

EXPENSES

21-2-01-4-0000-4145	Vehicle Repairs & Maintenance	14,089	208,000	-93%	208,000	0	0.00%
21-2-01-4-0001-4145	Vehicle Repairs & Maintenance	552	0	0%	0	0	0.00%
21-2-01-4-0011-4145	Vehicle Repairs & Maintenance	802	0	0%	0	0	0.00%
21-2-01-4-0002-4145	Vehicle Repairs & Maintenance	677	0	0%	0	0	0.00%
21-2-01-4-0003-4145	Vehicle Repairs & Maintenance	49	0	0%	0	0	0.00%
21-2-01-4-0045-4145	Vehicle Repairs & Maintenance	939	0	0%	0	0	0.00%
21-2-01-4-0004-4145	Vehicle Repairs & Maintenance	226	0	0%	0	0	0.00%
21-2-01-4-0051-4145	Vehicle Repairs & Maintenance	5,071	0	0%	0	0	0.00%
21-2-01-4-0032-4145	Vehicle Repairs & Maintenance	2,076	0	0%	0	0	0.00%
21-2-01-4-0036-4145	Vehicle Repairs & Maintenance	1,136	0	0%	0	0	0.00%
21-2-01-4-0054-4145	Vehicle Repairs & Maintenance	1,299	0	0%	0	0	0.00%
21-2-01-4-0065-4145	Vehicle Repairs & Maintenance	1,761	0	0%	0	0	0.00%
21-2-01-4-0049-4145	Vehicle Repairs & Maintenance	4,568	0	0%	0	0	0.00%
21-2-01-4-0057-4145	Vehicle Repairs & Maintenance	69	0	0%	0	0	0.00%
21-2-01-4-0056-4145	Vehicle Repairs & Maintenance	142	0	0%	0	0	0.00%
21-2-01-4-0058-4145	Vehicle Repairs & Maintenance	9,824	0	0%	0	0	0.00%
21-2-01-4-0059-4145	Vehicle Repairs & Maintenance	10,365	0	0%	0	0	0.00%
21-2-01-4-0055-4145	Vehicle Repairs & Maintenance	6,969	0	0%	0	0	0.00%
21-2-01-4-0067-4145	Vehicle Repairs & Maintenance	509	0	0%	0	0	0.00%
21-2-01-4-0066-4145	Vehicle Repairs & Maintenance	89	0	0%	0	0	0.00%
21-2-01-4-0064-4145	Vehicle Repairs & Maintenance	42	0	0%	0	0	0.00%
21-2-01-4-0063-4145	Vehicle Repairs & Maintenance	3,314	0	0%	0	0	0.00%
21-2-01-4-0062-4145	Vehicle Repairs & Maintenance	2,845	0	0%	0	0	0.00%
21-2-01-4-0061-4145	Vehicle Repairs & Maintenance	792	0	0%	0	0	0.00%
21-2-01-4-0000-4147	Operating Equip. Maint & Repair	9	0	0%	0	0	0.00%
21-2-01-4-0047-5435	Gasoline - Operating	184	0	0%	0	0	0.00%
21-2-01-4-0065-5435	Gasoline - Operating	1,113	0	0%	0	0	0.00%
21-2-01-4-0049-5435	Gasoline - Operating	6,034	0	0%	0	0	0.00%
21-2-01-4-0057-5435	Gasoline - Operating	143	0	0%	0	0	0.00%
21-2-01-4-0053-5435	Gasoline - Operating	59	0	0%	0	0	0.00%
21-2-01-4-0055-5435	Gasoline - Operating	10,367	0	0%	0	0	0.00%
21-2-01-4-0059-5435	Gasoline - Operating	13,333	0	0%	0	0	0.00%
21-2-01-4-0058-5435	Gasoline - Operating	14,406	0	0%	0	0	0.00%
21-2-01-4-0056-5435	Gasoline - Operating	1,017	0	0%	0	0	0.00%
21-2-01-4-0060-5435	Gasoline - Operating	931	0	0%	0	0	0.00%
21-2-01-4-0054-5435	Gasoline - Operating	5,342	0	0%	0	0	0.00%
21-2-01-4-0004-5435	Gasoline - Operating	1,612	0	0%	0	0	0.00%
21-2-01-4-0045-5435	Gasoline - Operating	438	0	0%	0	0	0.00%
21-2-01-4-0000-5435	Gasoline - Operating	250	0	0%	0	0	0.00%
21-2-01-4-0001-5435	Gasoline - Operating	5,042	0	0%	0	0	0.00%
21-2-01-4-0011-5435	Gasoline - Operating	290	0	0%	0	0	0.00%
21-2-01-4-0005-5435	Gasoline - Operating	871	0	0%	0	0	0.00%
21-2-01-4-0003-5435	Gasoline - Operating	1,138	0	0%	0	0	0.00%
21-2-01-4-0002-5435	Gasoline - Operating	5,647	0	0%	0	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
21-2-01-4-0042-5435	Gasoline - Operating	688	0	0%	0	0	0.00%
21-2-01-4-0041-5435	Gasoline - Operating	127	0	0%	0	0	0.00%
21-2-01-4-0036-5435	Gasoline - Operating	988	0	0%	0	0	0.00%
21-2-01-4-0032-5435	Gasoline - Operating	2,244	0	0%	0	0	0.00%
21-2-01-4-0052-5435	Gasoline - Operating	120	0	0%	0	0	0.00%
21-2-01-4-0067-5435	Gasoline - Operating	1,172	0	0%	0	0	0.00%
21-2-01-4-0066-5435	Gasoline - Operating	787	0	0%	0	0	0.00%
21-2-01-4-0064-5435	Gasoline - Operating	1,241	0	0%	0	0	0.00%
21-2-01-4-0063-5435	Gasoline - Operating	12,061	0	0%	0	0	0.00%
21-2-01-4-0062-5435	Gasoline - Operating	10,515	0	0%	0	0	0.00%
21-2-01-4-0061-5435	Gasoline - Operating	5,661	0	0%	0	0	0.00%
21-2-01-4-0051-5435	Gasoline - Operating	4,530	0	0%	0	0	0.00%
TOTAL EXPENSES		176,565	208,000	-15%	208,000	0	0.00%
TOTAL FLEET OPERATIONS		174,122	200,000	-13%	200,000	0	0.00%

POLICE STATION - CASO

EXPENSES

21-2-01-8-1000-4058	Contracted Janitorial Services	70,253	90,000	-22%	85,000	-5,000	-5.56%
21-2-01-8-1000-4063	Contracted Garbage Collection	4,850	3,500	39%	4,500	1,000	28.57%
21-2-01-8-1000-4075	Service Contracts	20,900	25,000	-16%	30,000	5,000	20.00%
21-2-01-8-1000-4141	Contracted Building Maintenance	30,849	30,000	3%	40,000	10,000	33.33%
21-2-01-8-1000-4147	Contracted Operating Equipment Repair	581	5,000	-88%	6,500	1,500	30.00%
21-2-01-8-1000-4179	Contracted Alarm Systems	0	1,000	-100%	0	-1,000	-100.00%
21-2-01-8-1000-4249	Telephone Services	297	1,000	-70%	500	-500	-50.00%
21-2-01-8-1000-5015	Building Maintenance Supplies	312	4,000	-92%	2,000	-2,000	-50.00%
21-2-01-8-1000-5410	Electricity (Hydro)	60,505	70,000	-14%	80,000	10,000	14.29%
21-2-01-8-1000-5415	Water	32,449	30,000	8%	45,000	15,000	50.00%
21-2-01-8-1000-5421	Natural gas - heating	10,530	8,000	32%	10,000	2,000	25.00%
TOTAL POLICE STATION - CASO		231,526	267,500	-13%	303,500	36,000	13.46%
TOTAL POLICE SERVICES		10,784,577	13,207,303	-18%	13,547,298	339,995	2.57%

		2021	2021		2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	VAR	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
COURTHOUSE							
<u>GENERAL OPERATIONS - C/H</u>							
REVENUE							
	(CSPT) Court Security Prisoner Transpo						
21-2-01-6-0000-9040	Grant	607,505	740,000	-18%	822,000	82,000	11.08%
21-2-01-6-0000-9515	Courthouse Recoveries	5,202	22,000	-76%	22,000	0	0.00%
	TOTAL REVENUE	612,707	762,000	-20%	844,000	82,000	10.76%
EXPENSES							
21-2-01-6-0000-3010	Full-time Wages	403,730	572,430	-29%	546,980	-25,450	-4.45%
21-2-01-6-0000-3011	Part-time Wages	172,655	240,683	-28%	245,521	4,838	2.01%
21-2-01-6-0000-3090	Overtime/StatPay	146	10,000	-99%	10,000	0	0.00%
21-2-01-6-0000-3120	Statutory Benefits	49,046	35,161	39%	37,360	2,199	6.25%
21-2-01-6-0000-3130	Employer Benefits	58,401	60,105	-3%	54,729	-5,376	-8.94%
21-2-01-6-0000-3135	OMERS	49,219	72,262	-32%	69,162	-3,100	-4.29%
21-2-01-6-0000-4023	Membership Fees	0	500	-100%	500	0	0.00%
21-2-01-6-0000-4024	Employee Assistance Program	752	600	25%	500	-100	-16.67%
21-2-01-6-0000-4027	Training	336	1,000	-66%	500	-500	-50.00%
21-2-01-6-0000-4168	OPTIC	0	10,000	-100%	10,000	0	0.00%
21-2-01-6-0000-4176	Equipment Rent/Lease	802	4,000	-80%	2,500	-1,500	-37.50%
21-2-01-6-0000-4247	Mobile Radio	0	2,500	-100%	500	-2,000	-80.00%
21-2-01-6-0000-4249	Communications	15,768	22,000	-28%	20,000	-2,000	-9.09%
21-2-01-6-0000-4272	Printing	0	1,000	-100%	500	-500	-50.00%
21-2-01-6-0000-5010	General Supplies	5,394	2,000	170%	2,000	0	0.00%
21-2-01-6-0000-5011	Office Supplies	2,482	2,500	-1%	2,500	0	0.00%
21-2-01-6-0000-5017	Equipment	0	5,000	-100%	5,000	0	0.00%
21-2-01-6-0000-5021	Safety Supplies	1,260	3,700	-66%	3,000	-700	-18.92%
21-2-01-6-0000-5026	Uniforms and Footwear	2,074	3,000	-31%	3,000	0	0.00%
21-2-01-6-0000-5510	Books & Subscriptions	90	100	-10%	100	0	0.00%
21-2-01-6-0000-6850	Office Furniture	0	2,250	-100%	1,000	-1,250	-55.56%
21-2-01-6-0000-6910	Computer/IT Systems	2,297	5,000	-54%	2,000	-3,000	-60.00%
	TOTAL EXPENSES	764,452	1,055,791	-28%	1,017,352	-38,439	-3.64%
	TOTAL GENERAL OPERATIONS - C/H	151,745	293,791	-48%	173,352	-120,439	-40.99%
<u>C/H FLEET OPERATIONS</u>							
EXPENSES							
21-2-01-7-0000-4145	Vehicle Repair & Maintenance	0	8,000	-100%	8,000	0	0.00%
21-2-01-7-0046-4145	Vehicle Repair & Maintenance	1,159	0	0%	0	0	0.00%
21-2-01-7-0046-5435	Gasoline - Operating	628	0	0%	0	0	0.00%
	TOTAL C/H FLEET OPERATIONS	1,787	8,000	-78%	8,000	0	0.00%
	TOTAL POLICE C/H	153,532	301,791	-49%	181,352	-120,439	-39.91%
	TOTAL POLICE SERVICES & COURTHOUSE	10,951,615	13,530,836	-19%	13,750,392	219,556	1.62%

DESCRIPTION	2021	2021	VAR	2022	2021/2022	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
FIRE DEPARTMENT						
<u>GENERAL OPERATIONS</u>						
REVENUE						
21-3-01-1-0000-9221	Fire Occurrence Reports Fees	3,960	5,500	-28%	4,000	-1,500 -27.27%
21-3-01-1-0000-9515	Air Tank Refills Revenue	768	2,000	-62%	500	-1,500 -75.00%
21-3-01-1-0000-9520	Fire Marque Revenue	2,056	16,000	-87%	7,500	-8,500 -53.13%
21-3-01-1-0000-9530	Motor Vehicle Collision Revenue	0	1,000	-100%	500	-500 -50.00%
21-3-01-1-0001-9510	Donations	5,129	0	0%	3,500	3,500 0.00%
	TOTAL REVENUE	11,913	24,500	-51%	16,000	-8,500 -34.69%
EXPENSES						
21-3-01-0-0000-3010	Reg Full-time Wages	319,916	350,373	-9%	349,506	-867 -0.25%
21-3-01-0-0000-3120	All Statutory Benefits	17,372	20,273	-14%	33,679	13,406 66.13%
21-3-01-0-0000-3130	All Employer Benefits	25,864	37,965	-32%	40,243	2,278 6.00%
21-3-01-0-0000-3135	O.M.E.R.S.	12,837	41,010	-69%	40,670	-340 -0.83%
21-3-01-1-0000-3010	Reg Full-time Wages	4,905,349	6,212,517	-21%	6,346,238	133,721 2.15%
21-3-01-1-0000-3039	Premium O/T	38,764	40,000	-3%	40,000	0 0.00%
21-3-01-1-0000-3090	All Overtime	326,240	420,000	-22%	420,000	0 0.00%
21-3-01-1-0000-3120	All Statutory Benefits	346,732	373,006	-7%	405,469	32,463 8.70%
21-3-01-1-0000-3130	All Employer Benefits	326,196	397,026	-18%	378,890	-18,136 -4.57%
21-3-01-1-0000-3135	OMERS	542,887	698,647	-22%	691,463	-7,184 -1.03%
21-3-01-1-0000-4001	Public Relations	106	700	-85%	700	0 0.00%
21-3-01-1-0000-4022	Conference Fees	300	3,500	-91%	3,500	0 0.00%
21-3-01-1-0000-4023	Membership Fees	1,542	1,500	3%	1,550	50 3.33%
21-3-01-1-0000-4025	Medical/Physical Fitness	3,601	2,500	44%	2,500	0 0.00%
21-3-01-1-0000-4051	Advertising, Marketing & Prom.	0	1,000	-100%	1,000	0 0.00%
21-3-01-1-0000-4075	Contracted Services	490	0	0%	0	0 0.00%
21-3-01-1-0000-4140	Furnishings Maint/Repair	0	200	-100%	200	0 0.00%
21-3-01-1-0000-4147	Radio Equipment Maintenance	15,397	3,100	397%	3,200	100 3.23%
21-3-01-1-0000-4249	Telephone Services/Pagers	7,161	10,000	-28%	10,000	0 0.00%
21-3-01-1-0000-4257	Regular Postage	3	70	-96%	60	-10 -14.29%
21-3-01-1-0000-4259	Courier	148	450	-67%	450	0 0.00%
21-3-01-1-0000-4272	Printing	122	1,000	-88%	1,000	0 0.00%
21-3-01-1-0000-4280	Mileage/College Courses	2,264	4,000	-43%	3,500	-500 -12.50%
21-3-01-1-0000-5011	Office Supplies	3,669	3,500	5%	3,500	0 0.00%
21-3-01-1-0000-5013	Janitorial Supplies	5,980	12,000	-50%	11,000	-1,000 -8.33%
21-3-01-1-0000-5015	Call Back Expenses	139	200	-31%	200	0 0.00%
21-3-01-1-0000-5016	Fire Extinguisher/SCBA Cylinder					
21-3-01-1-0000-5016	Maintenance	770	7,000	-89%	7,000	0 0.00%
21-3-01-1-0000-5017	Vehicle Repair/Maintenance	18,418	14,000	32%	15,000	1,000 7.14%
21-3-01-1-0000-5021	Safety Supplies	6,058	3,500	73%	3,500	0 0.00%
21-3-01-1-0000-5026	Uniforms/Supply	85,621	78,000	10%	80,000	2,000 2.56%
21-3-01-1-0000-5510	Books & Subscriptions	232	1,500	-85%	1,250	-250 -16.67%
21-3-01-1-0000-6130	Equipment Purchases	39,588	73,000	-46%	73,000	0 0.00%
21-3-01-1-0000-6140	Equipment Purchase - Other	1,462	0	0%	12,000	12,000 0.00%
21-3-01-1-0000-6810	Furniture - Office/Lounge	2,948	3,500	-16%	3,500	0 0.00%
21-3-01-1-0000-7040	Internal Fleet Charges	100,067	122,000	-18%	122,000	0 0.00%
21-3-01-1-0000-7064	Redman Scholarship	2,000	2,000	0%	2,000	0 0.00%
21-3-01-1-0000-7490	Service Charges	150	150	0%	150	0 0.00%
	TOTAL EXPENSES	7,160,393	8,939,187	-20%	9,107,918	168,731 1.89%
	TOTAL GENERAL OPERATIONS	7,148,480	8,914,687	-20%	9,091,918	177,231 1.99%
<u>TRAINING</u>						
EXPENSES						
21-3-01-1-0000-4020	Training	30,083	40,000	-25%	40,000	0 0.00%
21-3-01-1-0000-5010	Training Supplies	6,671	4,000	67%	4,000	0 0.00%
	TOTAL TRAINING EXPENSES	36,754	44,000	-16%	44,000	0 0.00%
<u>FIRE PREVENTION</u>						
EXPENSES						

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
21-3-01-2-0000-4020	Training/Supplies	931	3,800	-76%	3,800	0	0.00%
21-3-01-2-0000-4023	Membership Fees	523	800	-35%	800	0	0.00%
21-3-01-2-0000-4051	Advertising, Marketing & Prom.	1,528	3,600	-58%	3,600	0	0.00%
TOTAL FIRE PREVENTION EXPENSES		2,982	8,200	-64%	8,200	0	0.00%

DISPATCH CENTRE

REVENUE

EXPENSES

21-3-01-4-0000-4147	Dispatch Service Contracts	51,432	30,000	71%	30,500	500	1.67%
21-3-01-4-0000-4247	Mobile Radio Licences	2,246	2,500	-10%	2,500	0	0.00%
TOTAL EXPENSES		53,678	32,500	65%	33,000	500	1.54%
TOTAL DISPATCH CENTRE		53,678	32,500	65%	33,000	500	1.54%

911 EMERGENCY

EXPENSES

COMMUNITY EMERGENCY
MANAGEMENT

EXPENSES

21-3-01-6-0000-5016	CEMC Supplies	6,776	16,500	-59%	15,000	-1,500	-9.09%
TOTAL COMMUNITY EMERGENCY MANAGEMENT		6,776	16,500	-59%	15,000	-1,500	-9.09%

FIRE BUILDING EXPENSES

MAIN BUILDING

21-3-01-8-0000-4063	Contracted Garbage Collection	1,670	2,000	-17%	2,000	0	0.00%
21-3-01-8-0000-4075	Service Contracts	20,458	21,000	-3%	21,250	250	1.19%
21-3-01-8-0000-5012	Building Maint/Repair Supply	111,147	17,000	554%	17,000	0	0.00%
21-3-01-8-0000-5410	Electricity (Hydro)	14,739	18,000	-18%	18,000	0	0.00%
21-3-01-8-0000-5415	Water	3,843	5,500	-30%	5,500	0	0.00%
21-3-01-8-0000-5421	Natural gas - heating	3,259	7,500	-57%	7,500	0	0.00%
TOTAL MAIN BUILDING		155,116	71,000	118%	71,250	250	0.35%

SUB-STATION

21-3-01-8-1000-4063	Contracted Garbage Collection	840	900	-7%	900	0	0.00%
21-3-01-8-1000-4075	Service Contract	2,768	0	0%	1,000	1,000	0.00%
21-3-01-8-1000-4249	Telephone Services	4,285	4,200	2%	4,300	100	2.38%
21-3-01-8-1000-5012	Building Maintenance Materials & Supplies	8,324	9,000	-8%	9,500	500	5.56%
21-3-01-8-1000-5410	Hydro Expense	9,701	12,000	-19%	12,000	0	0.00%
21-3-01-8-1000-5415	Water Expense	4,957	5,000	-1%	5,000	0	0.00%
21-3-01-8-1000-5421	Gas Expense	5,968	9,000	-34%	9,000	0	0.00%
TOTAL SUB-STATION		36,843	40,100	-8%	41,700	1,600	3.99%
TOTAL FIRE BUILDINGS		191,959	111,100	73%	112,950	1,850	1.67%

MAJOR MAINTENANCE

EXPENSES

TOTAL FIRE DEPARTMENT		7,440,629	9,126,987	-18%	9,305,068	178,081	1.95%
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DESCRIPTION	2021	2021	VAR	2022	2021/2022	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
RECREATIONAL FACILITIES						
<u>RECREATION ADMINISTRATION</u>						
EXPENSES						
31-2-01-0-0000-3010	Full-time Wages	354,629	449,280	-21%	458,020	8,740 1.95%
31-2-01-0-0000-3011	Part-time Admin	101	31,721	-100%	31,721	0 0.00%
31-2-01-0-0000-3090	Overtime	1,515	4,060	-63%	4,060	0 0.00%
31-2-01-0-0000-3120	Statutory Benefits	27,923	35,144	-21%	33,760	-1,384 -3.94%
31-2-01-0-0000-3130	Employer Benefits	41,369	51,990	-20%	52,471	481 0.93%
31-2-01-0-0000-3135	OMERS	30,328	48,360	-37%	48,305	-55 -0.11%
31-2-01-0-0000-3211	Clothing Allowance	0	500	-100%	500	0 0.00%
31-2-01-0-0000-4001	Promotion/Advertising	3,684	3,000	23%	3,000	0 0.00%
31-2-01-0-0000-4020	Conference & Training	0	5,000	-100%	5,000	0 0.00%
31-2-01-0-0000-4023	Association Membership Fees	2,604	2,500	4%	2,500	0 0.00%
31-2-01-0-0000-4030	Consultant Expense	0	50,000	-100%	50,000	0 0.00%
31-2-01-0-0000-4249	Telephone	189	1,500	-87%	1,500	0 0.00%
31-2-01-0-0000-4272	Printing	0	500	-100%	500	0 0.00%
31-2-01-0-0000-4275	Equipment Rental	3,398	7,304	-53%	7,428	124 1.70%
31-2-01-0-0000-4280	Staff Mileage	625	2,200	-72%	2,200	0 0.00%
31-2-01-0-0000-5011	Office Supplies	3,180	5,105	-38%	5,192	87 1.70%
31-2-01-0-0000-5026	Dry Cleaning Allowance	500	150	233%	150	0 0.00%
31-2-01-0-0000-5510	Books & Subscriptions	184	500	-63%	500	0 0.00%
31-2-01-0-0000-7015	Transfer from Reserve	0	-50,000	-100%	-50,000	0 0.00%
31-2-01-0-0000-7490	Service Charges	2,876	8,096	-64%	8,096	0 0.00%
31-2-01-1-0000-7490	Service Charges	5,320	5,105	4%	5,105	0 0.00%
31-2-01-8-0000-4122	Brownsfield Properties	0	3,000	-100%	3,000	0 0.00%
TOTAL RECREATION ADMINISTRATION		478,425	665,015	-28%	673,008	7,993 1.20%
<u>PROGRAM - OUTDOOR POOLS</u>						
REVENUE						
31-2-01-1-0774-9133	Admissions	6,303	10,600	-41%	10,600	0 0.00%
31-2-01-1-0774-9400	Concession Revenue	0	200	-100%	200	0 0.00%
31-2-01-1-0774-9499	Staff Uniform Recovery	1,417	1,500	-6%	1,500	0 0.00%
31-2-01-1-0774-9514	Instructional Fees	22,811	22,728	0%	22,728	0 0.00%
31-2-01-1-0774-9515	Misc. Sales	0	2,000	-100%	2,000	0 0.00%
TOTAL REVENUE		30,531	37,028	-18%	37,028	0 0.00%
EXPENSES						
31-2-01-1-0774-3011	Part Time Salaries and Wages	57,011	66,043	-14%	66,043	0 0.00%
31-2-01-1-0774-3120	Benefits - Part Time	4,137	6,422	-36%	6,422	0 0.00%
31-2-01-1-0774-4023	Memberships & Assoc	1,061	600	77%	600	0 0.00%
31-2-01-1-0774-4051	Advertising	0	1,200	-100%	1,200	0 0.00%
31-2-01-1-0774-4249	Telephone	634	868	-27%	883	15 1.73%
31-2-01-1-0774-4280	Mileage & Car Allowance	0	100	-100%	100	0 0.00%
31-2-01-1-0774-5011	Stationary Supplies, etc.	2,794	2,087	34%	2,100	13 0.62%
31-2-01-1-0774-5026	Staff Uniforms	1,644	1,000	64%	1,000	0 0.00%
TOTAL EXPENSES		67,281	78,320	-14%	78,348	28 0.04%
TOTAL PROGRAM - OUTDOOR POOLS		36,750	41,292	-11%	41,320	28 0.07%
<u>BUILDING - OUTDOOR POOLS</u>						
EXPENSES						
31-2-01-8-0774-3010	Full Time Salaries	4,585	11,496	-60%	12,032	536 4.66%
31-2-01-8-0774-3090	O/T	48	0	0%	0	0 0.00%
31-2-01-8-0774-3120	Stat Benefits	0	1,040	-100%	1,143	103 9.90%
31-2-01-8-0774-3130	Employer Benefits	60	1,620	-96%	1,630	10 0.62%
31-2-01-8-0774-5438	Chemicals	3,100	4,488	-31%	4,564	76 1.69%
31-2-01-8-0774-4141	Building Maintenance	81	1,253	-94%	1,253	0 0.00%
31-2-01-8-0774-5015	Maintenance Supplies	1,915	2,610	-27%	2,610	0 0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
31-2-01-8-0774-5410	93 Inkerman St Jaycees Pool - Hydro	6,573	6,255	5%	6,255	0	0.00%
31-2-01-8-0774-5415	Water	3,840	5,358	-28%	5,358	0	0.00%
TOTAL BUILDING - OUTDOOR POOLS EXPENSES		20,202	34,120	-41%	34,845	725	2.12%
TOTAL OUTDOOR POOLS		56,952	75,412	-24%	76,165	753	1.00%

PROGRAM - MUSIC IN THE PARK

REVENUE

EXPENSES

31-2-01-1-0773-4051	Music in the Park Advertising	0	750	-100%	750	0	0.00%
31-2-01-1-0773-4075	Music in the Park Contracted Service	0	2,676	-100%	2,676	0	0.00%
TOTAL EXPENSES		0	3,426	-100%	3,426	0	0.00%
TOTAL PROGRAM - MUSIC IN THE PARK		0	3,426	-100%	3,426	0	0.00%

PROGRAM-MOVIES IN THE PARK

REVENUE

EXPENSES

31-2-01-1-0772-4051	Advertising-Movies in the Park	0	500	-100%	500	0	0.00%
31-2-01-1-0772-4076	Equipment Rental	0	3,745	-100%	3,745	0	0.00%
TOTAL EXPENSES		0	4,245	-100%	4,245	0	0.00%
TOTAL PROGRAM-MOVIES IN THE PARK		0	4,245	-100%	4,245	0	0.00%

PROGRAM - MEMORIAL ARENA

REVENUE

31-2-01-1-1025-9320	Room Rentals	65	14,832	-100%	14,832	0	0.00%
31-2-01-1-1040-9320	Storage & Office Rental	214	1,250	-83%	1,250	0	0.00%
31-2-01-1-1050-9402	Vending Revenue	0	1,824	-100%	1,824	0	0.00%
31-2-01-1-1050-9320	Off Season Floor Rental	121,701	8,000	1421%	8,000	0	0.00%
31-2-01-1-1100-9325	Ice Rentals	19,935	244,389	-92%	244,389	0	0.00%
TOTAL REVENUE		141,915	270,295	-47%	270,295	0	0.00%

EXPENSES

31-2-01-1-1000-7026	Transfer to Community Centres Cap Maint Reserve	0	13,514	-100%	13,514	0	0.00%
TOTAL EXPENSES		0	13,514	-100%	13,514	0	0.00%
TOTAL PROGRAM - MEMORIAL ARENA		-141,915	-256,781	-45%	-256,781	0	0.00%

BUILDING - MEMORIAL ARENA

REVENUE

EXPENSES

31-2-01-8-1000-3010	Full Time Salaries	65,756	121,057	-46%	121,057	0	0.00%
31-2-01-8-1000-3011	Part Time Salaries	42,312	27,673	53%	28,801	1,128	4.08%
31-2-01-8-1000-3039	Premium Shift	1,375	3,665	-62%	3,665	0	0.00%
31-2-01-8-1000-3090	O/T	2,106	5,086	-59%	5,086	0	0.00%
31-2-01-8-1000-3120	Stat Benefits	6,021	13,931	-57%	14,644	713	5.12%
31-2-01-8-1000-3130	Employer Benefits	8,436	18,555	-55%	18,555	0	0.00%
31-2-01-8-1000-3135	OMERS	5,531	10,863	-49%	11,142	279	2.57%
31-2-01-8-1000-4020	Training & Workshops	0	1,500	-100%	1,500	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
31-2-01-8-1000-4023	Membership Fees	0	500	-100%	500	0	0.00%
31-2-01-8-1000-4063	Contracted Garbage Collection	1,277	1,305	-2%	1,305	0	0.00%
31-2-01-8-1000-4141	Contracted Building Maintenance	20,034	33,081	-39%	33,643	562	1.70%
31-2-01-8-1000-4170	Land Rental	4,318	7,200	-40%	7,200	0	0.00%
31-2-01-8-1000-4249	Telephone	2,317	2,000	16%	2,000	0	0.00%
31-2-01-8-1000-5011	Stationary & Supplies	0	500	-100%	500	0	0.00%
31-2-01-8-1000-5013	Janitorial Supplies	6,269	5,500	14%	5,500	0	0.00%
31-2-01-8-1000-5015	Building Maint. Supplies	25,697	12,673	103%	12,888	215	1.70%
31-2-01-8-1000-5021	Safety Equipment	16	750	-98%	750	0	0.00%
31-2-01-8-1000-5026	Uniforms, Coveralls etc.	625	1,875	-67%	1,875	0	0.00%
31-2-01-8-1000-5410	Hydro	32,453	80,515	-60%	80,515	0	0.00%
31-2-01-8-1000-5415	Water	4,213	10,542	-60%	10,542	0	0.00%
31-2-01-8-1000-5421	Natural Gas	8,305	27,431	-70%	27,431	0	0.00%
31-2-01-8-1000-5435	Motor Fuel	0	200	-100%	200	0	0.00%
31-2-01-8-1000-5437	Propane	383	1,685	-77%	1,685	0	0.00%
31-2-01-8-1000-7042	City Equipment	5,700	8,320	-31%	8,320	0	0.00%
31-2-01-8-1990-4069	SOCAN/Licence Fees	-14	500	-103%	500	0	0.00%
	TOTAL EXPENSES	243,130	396,907	-39%	399,804	2,897	0.73%
TOTAL BUILDING - MEMORIAL ARENA							
		243,130	396,907	-39%	399,804	2,897	0.73%
TOTAL MEMORIAL ARENA							
		101,215	140,126	-28%	143,023	2,897	2.07%

PROGRAM - JOE THORNTON
COMMUNITY CENTRE

REVENUE

31-2-01-1-0000-9300	Program Revenues	16,341	98,000	-83%	98,000	0	0.00%
31-2-01-1-0010-9300	Day Camp Revenue	71,967	67,500	7%	67,500	0	0.00%
31-2-01-1-3015-9040	Walking Track Donations	0	100	-100%	100	0	0.00%
31-2-01-1-3025-9320	Room Rentals	12,981	30,000	-57%	30,000	0	0.00%
31-2-01-1-3040-9320	Storage & Office Rental	2,522	6,200	-59%	6,200	0	0.00%
31-2-01-1-3050-9320	Off-Season Floor Rentals	0	25,750	-100%	25,750	0	0.00%
31-2-01-1-3050-9340	Pro Shop Revenue	0	1,600	-100%	1,600	0	0.00%
31-2-01-1-3050-9400	Concession Revenue	0	15,600	-100%	15,600	0	0.00%
31-2-01-1-3050-9402	Vending Revenue	0	8,000	-100%	8,000	0	0.00%
31-2-01-1-3050-9405	ATM Revenue	0	800	-100%	800	0	0.00%
31-2-01-1-0000-9410	CC Advertising	0	6,180	-100%	6,180	0	0.00%
31-2-01-1-3100-9325	Ice Rental	214,756	575,000	-63%	575,000	0	0.00%
31-2-01-1-3135-9320	Jr. B Stars Room Rental	128	2,702	-95%	2,702	0	0.00%
31-2-01-1-3135-9325	Jr. B Stars Ice Rental	4,443	32,692	-86%	32,692	0	0.00%
31-2-01-1-3150-9410	Jr. B Advertising Revenue	0	3,500	-100%	3,500	0	0.00%
31-2-01-1-3205-9130	Leisure Drop-in Skates	1,596	4,120	-61%	4,120	0	0.00%
31-2-01-1-3210-9130	50+ Hockey Registration	39,404	34,000	16%	38,645	4,645	13.66%
31-2-01-1-3215-9130	Spring Hockey Registration	192	37,500	-99%	37,500	0	0.00%
31-2-01-1-3225-9133	Public Skate Admissions	91	4,500	-98%	4,500	0	0.00%
	TOTAL REVENUE	364,421	953,744	-62%	958,389	4,645	0.49%

EXPENSES

31-2-01-1-0000-3011	Program Salaries	14,257	63,967	-78%	63,967	0	0.00%
31-2-01-1-0000-3120	All Statutory Benefits	608	5,987	-90%	5,987	0	0.00%
31-2-01-1-0000-3135	OMERS	0	100	-100%	100	0	0.00%
31-2-01-1-0000-4020	Program Training & Workshops	2,127	4,000	-47%	4,000	0	0.00%
31-2-01-1-0000-4249	Telephone Services	633	1,000	-37%	1,000	0	0.00%
31-2-01-1-0000-5016	Misc. Program Supplies	227	5,110	-96%	5,110	0	0.00%
31-2-01-1-0010-3011	Summer Day Camp Staff	55,339	45,663	21%	45,663	0	0.00%
31-2-01-1-0010-3120	Stat Benefits - Summer Day Camp	3,940	4,159	-5%	4,159	0	0.00%
31-2-01-1-0010-3135	OMERS	0	100	-100%	100	0	0.00%
31-2-01-1-0010-4020	Conferences & Workshops	0	1,000	-100%	1,000	0	0.00%
31-2-01-1-0010-5016	Program Supplies	4,032	2,300	75%	2,300	0	0.00%
31-2-01-1-0020-5015	Skateboard Park Supplies	1,703	3,500	-51%	3,500	0	0.00%
31-2-01-1-3210-4075	50+ Officials	5,000	7,800	-36%	9,800	2,000	25.64%
31-2-01-1-3210-5016	50+ Hockey Program Supplies	285	500	-43%	600	100	20.00%
31-2-01-1-3215-4051	Promotion/Advertising	0	4,000	-100%	4,000	0	0.00%
31-2-01-1-3215-4075	Officials	0	5,000	-100%	5,000	0	0.00%
31-2-01-1-3215-5016	Program Supplies	0	2,500	-100%	2,500	0	0.00%
31-2-01-1-3225-3011	Public Skate Part-time Wages	35	4,368	-99%	4,368	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
31-2-01-1-3225-3120 Public Skate Employer Benefits	0	408	-100%	408	0	0.00%
TOTAL EXPENSES	88,186	161,462	-45%	163,562	2,100	1.30%
TOTAL PROGRAM - JOE THORNTON C.C.	-276,235	-792,282	-65%	-794,827	-2,545	0.32%

BUILDING - JOE THORNTON
COMMUNITY CENTRE

REVENUE

EXPENSES

31-2-01-8-3000-3010 Full Time Salaries	231,810	336,303	-31%	345,931	9,628	2.86%
31-2-01-8-3000-3011 Part Time Salaries	50,348	102,123	-51%	104,155	2,032	1.99%
31-2-01-8-3000-3039 Premium Overtime	11,316	20,655	-45%	20,965	310	1.50%
31-2-01-8-3000-3090 Overtime	9,087	30,983	-71%	30,983	0	0.00%
31-2-01-8-3000-3120 Statutory Benefits	31,489	40,961	-23%	43,237	2,276	5.56%
31-2-01-8-3000-3130 Employer Benefits	28,384	47,911	-41%	46,961	-950	-1.98%
31-2-01-8-3000-3135 OMERS	23,763	30,343	-22%	31,177	834	2.75%
31-2-01-8-3000-4020 Training & Workshops	755	4,500	-83%	4,500	0	0.00%
31-2-01-8-3000-4023 Membership Fees	336	1,000	-66%	1,000	0	0.00%
31-2-01-8-3000-4063 Contracted Garbage Collection	1,816	3,616	-50%	3,616	0	0.00%
31-2-01-8-3000-4141 Contracted Building Maintenance	30,866	63,359	-51%	63,359	0	0.00%
31-2-01-8-3000-4249 Community Centre Telephone	3,055	3,573	-14%	3,573	0	0.00%
31-2-01-8-3000-5013 Janitorial Supplies	3,433	19,700	-83%	19,995	295	1.50%
31-2-01-8-3000-5015 Building Maint. Supplies	51,401	26,400	95%	26,796	396	1.50%
31-2-01-8-3000-5021 Safety Equipment	487	3,000	-84%	3,000	0	0.00%
31-2-01-8-3000-5026 Uniforms, Coveralls etc.	3,750	4,115	-9%	4,115	0	0.00%
31-2-01-8-3000-5410 Hydro	152,178	240,501	-37%	240,501	0	0.00%
31-2-01-8-3000-5415 Water	38,587	22,833	69%	22,833	0	0.00%
31-2-01-8-3000-5421 Natural Gas	26,321	52,562	-50%	52,562	0	0.00%
31-2-01-8-3000-5435 Motor Fuel	0	1,500	-100%	1,500	0	0.00%
31-2-01-8-3000-5437 Propane	2,246	5,739	-61%	5,739	0	0.00%
31-2-01-8-3000-7042 City Equipment	4,978	8,320	-40%	8,320	0	0.00%
31-2-01-8-3990-4069 SOCAN/Licence Fees	535	2,000	-73%	2,000	0	0.00%
TOTAL EXPENSES	706,941	1,071,997	-34%	1,086,818	14,821	1.38%
TOTAL BUILDING - JOE THORNTON C.C.	706,941	1,071,997	-34%	1,086,818	14,821	1.38%
TOTAL JOE THORNTON C.C.	430,706	279,715	54%	291,991	12,276	4.39%

MAJOR MAINTENANCE

EXPENSES

31-2-01-1-3000-7026 Transfer from Community Centres Cap Maint Reserve	0	30,385	-100%	30,385	0	0.00%
31-2-01-8-0010-4075 Contracted Services	82,533	100,000	-17%	100,000	0	0.00%
TOTAL MAJOR MAINTENANCE	82,533	130,385	-37%	130,385	0	0.00%
TOTAL PROGRAMS	-381,400	-1,000,100	-62%	-1,002,617	-2,517	0.25%
TOTAL BUILDINGS	1,052,806	1,633,409	-36%	1,651,852	18,443	1.13%
NET PROGRAMS/BUILDINGS	671,406	633,309	6%	649,235	15,926	2.51%
TOTAL RECREATION	1,149,831	1,298,324	-11%	1,322,243	23,919	1.84%

DESCRIPTION	2021	2021	VAR	2022	2021/2022	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
PARKS & FORESTRY						
<u>PROGRAMS</u>						
<u>REVENUE</u>						
31-3-01-1-2726-9300	Athletic Park Field Rental	0	10,000	-100%	10,000	0 0.00%
31-3-01-1-2756-9300	Burwell Ball Park Field Rental	0	1,000	-100%	1,000	0 0.00%
31-3-01-1-2727-9300	Cowan Park Field Rental	0	5,500	-100%	5,500	0 0.00%
31-3-01-1-2753-9300	DJ Tarry Ball Complex Field Rental	33,579	56,650	-41%	56,650	0 0.00%
	DJ Tarry Ball Complex Concession					
31-3-01-1-2753-9400	Revenue	0	3,000	-100%	3,000	0 0.00%
31-3-01-1-2736-9300	Emslie Field Rental	3,720	7,210	-48%	7,210	0 0.00%
31-3-01-1-2734-9300	Gorman Rupp Field Rental	430	1,854	-77%	1,854	0 0.00%
31-3-01-1-2731-9300	Lions Park User Charges	1,768	400	342%	400	0 0.00%
31-3-01-1-2728-9300	New York Central Field Rental	2,551	3,090	-17%	3,090	0 0.00%
31-3-01-1-5700-9300	Pinafore Pavilion Rental	12,134	25,750	-53%	25,750	0 0.00%
31-3-01-1-2733-9300	Optimist Park Field Rental	0	200	-100%	200	0 0.00%
31-3-01-1-3738-9300	V.A. Barrie Park Rental	115	100	15%	100	0 0.00%
31-3-01-1-6700-9300	Waterworks Pavilion Rental	1,210	4,635	-74%	4,635	0 0.00%
31-3-01-1-2729-9300	Sauve Field Rental	3,681	7,725	-52%	7,725	0 0.00%
31-3-01-1-5710-9300	Pinafore Outdoor Courts Rental	0	150	-100%	150	0 0.00%
31-3-01-1-6750-9300	1 Password Park Rental	24,847	75,000	-67%	75,000	0 0.00%
<u>OPERATIONS</u>						
<u>REVENUE</u>						
31-3-01-1-0000-7018	Transfers from Reserves	9,939	0	0%	0	0 0.00%
31-3-01-1-0000-9515	Misc. Recoveries	17,250	0	0%	0	0 0.00%
31-3-01-1-0485-9514	Recoveries - Talbot St. Plant & Trees	0	10,000	-100%	10,000	0 0.00%
31-3-01-1-0000-9500	Permit Fees	15,424	0	0%	0	0 0.00%
	TOTAL REVENUE	126,648	212,264	-40%	212,264	0 0.00%
<u>EXPENSES</u>						
31-3-01-0-0000-3010	Reg Full-time Wages	676,624	675,313	0%	838,447	163,134 24.16%
31-3-01-0-0000-3011	Reg Part-time Wages	220,445	479,506	-54%	495,535	16,029 3.34%
31-3-01-0-0000-3039	Premium O/T	6,396	18,000	-64%	18,000	0 0.00%
31-3-01-0-0000-3090	Over Time	10,129	20,000	-49%	20,000	0 0.00%
31-3-01-0-0000-3120	All Statutory Benefits	83,717	94,749	-12%	121,093	26,344 27.80%
31-3-01-0-0000-3130	All Employer Benefits	93,274	86,361	8%	99,483	13,122 15.19%
31-3-01-0-0000-3135	OMERS	66,249	75,186	-12%	79,306	4,120 5.48%
31-3-01-1-0000-4022	Conference Fees	3,721	6,000	-38%	6,000	0 0.00%
31-3-01-1-0000-4023	Association Membership Fees	2,185	3,000	-27%	3,000	0 0.00%
31-3-01-1-0000-4040	Legal and Consulting Fees	24,710	18,000	37%	18,000	0 0.00%
31-3-01-1-0000-4192	Other Property Taxes	2,844	3,000	-5%	3,000	0 0.00%
31-3-01-1-0000-4275	Photocopying	1,805	3,500	-48%	3,500	0 0.00%
31-3-01-1-0000-5010	General Supplies	1,474	2,500	-41%	2,500	0 0.00%
31-3-01-1-0000-5021	Health and Safety Supplies	37,794	4,000	845%	6,000	2,000 50.00%
31-3-01-1-0000-5026	Uniforms/Supply	7,949	5,625	41%	5,625	0 0.00%
31-3-01-1-0000-6130	Small Tools & Equipment	6,336	10,000	-37%	10,000	0 0.00%
31-3-01-1-0000-7040	Internal Fleet Charges	63,956	78,500	-19%	78,500	0 0.00%
31-3-01-1-0001-4189	Job Costing Subcontractors	0	347,140	-100%	353,041	5,901 1.70%
31-3-01-1-5712-4189	Subcontractors	2,202	0	0%	0	0 0.00%
31-3-01-1-5713-4189	Subcontractors	8,545	0	0%	0	0 0.00%
31-3-01-1-5717-4189	Subcontractors	71,272	0	0%	0	0 0.00%
31-3-01-1-5719-4189	Subcontractors	8,214	0	0%	0	0 0.00%
31-3-01-1-5722-4189	Subcontractors	2,840	0	0%	0	0 0.00%
31-3-01-1-1745-4189	Subcontractors	44,932	0	0%	0	0 0.00%
31-3-01-1-1746-4189	Subcontractors	7,954	0	0%	0	0 0.00%
31-3-01-1-1749-4189	Subcontractors	1,130	0	0%	0	0 0.00%
31-3-01-1-2726-4189	Subcontractors	2,965	0	0%	0	0 0.00%
31-3-01-1-2727-4189	Subcontractors----Cowan Park-	4,115	0	0%	0	0 0.00%
31-3-01-1-2728-4189	Subcontractors	1,864	0	0%	0	0 0.00%
31-3-01-1-2729-4189	Subcontractors	673	0	0%	0	0 0.00%
31-3-01-1-2736-4189	Subcontractors	178	0	0%	0	0 0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
31-3-01-1-2753-4189	Subcontractors	7,000	0	0%	0	0	0.00%
31-3-01-1-3731-4189	Subcontractors	1,556	0	0%	0	0	0.00%
31-3-01-1-3737-4189	Subcontractors	44,444	0	0%	0	0	0.00%
31-3-01-1-3738-4189	Subcontractors	1,638	0	0%	0	0	0.00%
31-3-01-1-3743-4189	Subcontractors	9,288	0	0%	0	0	0.00%
31-3-01-1-3753-4189	Subcontractors	392	0	0%	0	0	0.00%
31-3-01-1-3757-4189	Subcontractors	1,998	0	0%	0	0	0.00%
31-3-01-1-3760-4189	Subcontractors	9,753	0	0%	0	0	0.00%
31-3-01-1-4746-4189	Subcontractors	52,493	0	0%	0	0	0.00%
31-3-01-1-4754-4189	Subcontractors	11,324	0	0%	0	0	0.00%
31-3-01-1-4757-4189	Subcontractors	7,099	0	0%	0	0	0.00%
31-3-01-1-4758-4189	Subcontractors	22,514	0	0%	0	0	0.00%
31-3-01-1-4759-4189	Subcontractors	11,319	0	0%	0	0	0.00%
31-3-01-1-4760-4189	Subcontractors	9,674	0	0%	0	0	0.00%
31-3-01-1-4763-4189	Subcontractors	7,093	0	0%	0	0	0.00%
31-3-01-1-4765-4189	Subcontractors	102	0	0%	0	0	0.00%
31-3-01-1-6717-4189	Subcontractors	3,844	0	0%	0	0	0.00%
31-3-01-1-3751-4189	Subcontractors	412	0	0%	0	0	0.00%
31-3-01-1-3763-4189	Subcontractors	846	0	0%	0	0	0.00%
31-3-01-1-4748-4189	Subcontractors	637	0	0%	0	0	0.00%
31-3-01-1-0001-5405	Job Costing Utilities	0	333,232	-100%	333,232	0	0.00%
31-3-01-1-5716-5410	Electricity	27,183	0	0%	0	0	0.00%
31-3-01-1-2726-5410	Electricity	2,052	0	0%	0	0	0.00%
31-3-01-1-2728-5410	Electricity	577	0	0%	0	0	0.00%
31-3-01-1-2729-5410	Electricity	1,709	0	0%	0	0	0.00%
31-3-01-1-2734-5410	Electricity	246	0	0%	0	0	0.00%
31-3-01-1-2736-5410	Electricity	1,086	0	0%	0	0	0.00%
31-3-01-1-2753-5410	Electricity	17,340	0	0%	0	0	0.00%
31-3-01-1-3733-5410	Electricity	315	0	0%	0	0	0.00%
31-3-01-1-3737-5410	Electricity	7,148	0	0%	0	0	0.00%
31-3-01-1-3741-5410	Electricity	4,731	0	0%	0	0	0.00%
31-3-01-1-3743-5410	Electricity	3,020	0	0%	0	0	0.00%
31-3-01-1-3757-5410	Electricity	239	0	0%	0	0	0.00%
31-3-01-1-3761-5410	Electricity	358	0	0%	0	0	0.00%
31-3-01-1-6716-5410	Electricity	1,783	0	0%	0	0	0.00%
31-3-01-1-6750-5410	Electricity	1,727	0	0%	0	0	0.00%
31-3-01-1-5716-5415	Water	40,695	0	0%	0	0	0.00%
31-3-01-1-2726-5415	Water	1,421	0	0%	0	0	0.00%
31-3-01-1-2727-5415	Water----Cowan Park-	1,481	0	0%	0	0	0.00%
31-3-01-1-2728-5415	Water	2,916	0	0%	0	0	0.00%
31-3-01-1-2729-5415	Water	12,764	0	0%	0	0	0.00%
31-3-01-1-2734-5415	Water	1,453	0	0%	0	0	0.00%
31-3-01-1-2753-5415	Water	41,009	0	0%	0	0	0.00%
31-3-01-1-3737-5415	Water	5,054	0	0%	0	0	0.00%
31-3-01-1-3743-5415	Water	5,712	0	0%	0	0	0.00%
31-3-01-1-6716-5415	Water	23,647	0	0%	0	0	0.00%
31-3-01-1-5716-5421	Natural Gas	8,841	0	0%	0	0	0.00%
31-3-01-1-2753-5421	Natural Gas	7	0	0%	0	0	0.00%
31-3-01-1-0001-5999	Job Costing Materials	0	138,000	-100%	150,346	12,346	8.95%
31-3-01-1-5712-5999	Materials	5,058	0	0%	0	0	0.00%
31-3-01-1-5713-5999	Materials	85	0	0%	0	0	0.00%
31-3-01-1-5714-5999	Materials	4,705	0	0%	0	0	0.00%
31-3-01-1-5717-5999	Materials	38,500	0	0%	0	0	0.00%
31-3-01-1-5719-5999	Materials	11,992	0	0%	0	0	0.00%
31-3-01-1-5722-5999	Materials	726	0	0%	0	0	0.00%
31-3-01-1-1745-5999	Materials	574	0	0%	0	0	0.00%
31-3-01-1-1746-5999	Materials	381	0	0%	0	0	0.00%
31-3-01-1-2726-5999	Materials	2,880	0	0%	0	0	0.00%
31-3-01-1-2727-5999	Materials----Cowan Park-	2,939	0	0%	0	0	0.00%
31-3-01-1-2728-5999	Materials	1,145	0	0%	0	0	0.00%
31-3-01-1-2729-5999	Materials	3,246	0	0%	0	0	0.00%
31-3-01-1-2734-5999	Materials	4,237	0	0%	0	0	0.00%
31-3-01-1-2736-5999	Materials	3,468	0	0%	0	0	0.00%
31-3-01-1-2753-5999	Materials	13,235	0	0%	0	0	0.00%
31-3-01-1-2756-5999	Materials	720	0	0%	0	0	0.00%
31-3-01-1-3737-5999	Materials	21,433	0	0%	0	0	0.00%
31-3-01-1-3738-5999	Materials	158	0	0%	0	0	0.00%
31-3-01-1-3743-5999	Materials	2,270	0	0%	0	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
31-3-01-1-3753-5999	Materials	439	0	0%	0	0	0.00%
31-3-01-1-3761-5999	Materials	358	0	0%	0	0	0.00%
31-3-01-1-4750-5999	Materials	6,238	0	0%	0	0	0.00%
31-3-01-1-4754-5999	Materials	17,112	0	0%	0	0	0.00%
31-3-01-1-4757-5999	Materials	4,870	0	0%	0	0	0.00%
31-3-01-1-4760-5999	Materials	1,623	0	0%	0	0	0.00%
31-3-01-1-5725-5999	Materials	731	0	0%	0	0	0.00%
31-3-01-1-6713-5999	Materials	346	0	0%	0	0	0.00%
31-3-01-1-6717-5999	Materials	1,324	0	0%	0	0	0.00%
	Park Vehicle/Equipment						
31-3-01-5-0000-4145	Maint./Purchases	32,335	65,760	-51%	102,960	37,200	56.57%
31-3-01-5-0000-4150	Vehicle Purchase	37,009	0	0%	0	0	0.00%
31-3-01-5-0000-5435	Park Fuel Used	47,580	45,000	6%	45,000	0	0.00%
	TOTAL EXPENSES	2,152,149	2,512,372	-14%	2,792,568	280,196	11.15%
	TOTAL PROGRAMS & OPERATIONS	2,025,501	2,300,108	-12%	2,580,304	280,196	12.18%

MAJOR MAINTENANCE

EXPENSES

	Contracted Services - Playground						
31-3-01-1-0010-4075	Upgrades	24,600	40,000	-39%	40,000	0	0.00%
31-3-01-8-0010-4075	Contracted Services	95,264	100,000	-5%	100,000	0	0.00%
	TOTAL MAJOR MAINTENANCE	119,864	140,000	-14%	140,000	0	0.00%
	TOTAL PARKS DEPARTMENT	2,145,365	2,440,108	-12%	2,720,304	280,196	11.48%

DESCRIPTION	2021 ACTUAL YTD	2021 ANNUAL BUDGET	VAR %	2022 ANNUAL BUDGET	2021/2022 BUDGET CHANGE (\$)	2021/2022 BUDGET CHANGE (%)
PROPERTY MAINTENANCE						
NON-RESIDENTIAL ADMIN						
EXPENSES						
31-1-01-8-0000-3010	Reg Full-time Wages	255,717	324,007	-21%	324,007	0 0.00%
31-1-01-8-0000-3039	Standby	6,591	8,900	-26%	8,900	0 0.00%
31-1-01-8-0000-3090	O/T	753	7,000	-89%	7,000	0 0.00%
31-1-01-8-0000-3120	Statutory Benefits	22,109	27,090	-18%	27,090	0 0.00%
31-1-01-8-0000-3130	Employer Benefits	28,315	30,500	-7%	30,500	0 0.00%
31-1-01-8-0000-3135	OMERS	26,686	27,782	-4%	27,782	0 0.00%
31-1-01-8-0000-4020	Training and Workshops	0	3,000	-100%	3,000	0 0.00%
31-1-01-8-0000-4023	Association Memberships	819	1,854	-56%	1,854	0 0.00%
31-1-01-8-0000-4065	CMMS Support Fee	7,759	34,000	-77%	34,000	0 0.00%
31-1-01-8-0000-4249	Telephone Services	1,144	600	91%	600	0 0.00%
31-1-01-8-0000-4280	Staff Mileage	210	1,000	-79%	1,000	0 0.00%
31-1-01-8-0000-5010	General Supplies	56,174	500	11135%	500	0 0.00%
31-1-01-8-0000-5011	Office Supplies	743	0	0%	0	0 0.00%
31-1-01-8-0000-5012	Flag Purchases	503	1,500	-66%	1,500	0 0.00%
31-1-01-8-0000-5026	Uniforms/Supply	2,100	2,000	5%	2,000	0 0.00%
31-1-01-8-0000-5510	Books & Subscriptions	0	1,000	-100%	1,000	0 0.00%
31-1-01-8-0000-6130	Tools and Equipment Replacement	261	2,500	-90%	2,500	0 0.00%
31-1-01-8-0000-7040	City Vehicles	9,100	18,280	-50%	18,280	0 0.00%
TOTAL NON-RESIDENTIAL ADMIN		418,984	491,513	-15%	491,513	0 0.00%
RESIDENTIAL ADMIN (HOUSING CORP)						
EXPENSES						
31-1-01-8-1000-3010	Reg Full-time Wages	192,761	243,966	-21%	243,966	0 0.00%
31-1-01-8-1000-3011	Reg Part-time Wages	20,485	53,074	-61%	53,074	0 0.00%
31-1-01-8-1000-3090	Overtime	97	0	0%	0	0 0.00%
31-1-01-8-1000-3120	Statutory Benefits	22,056	30,038	-27%	30,038	0 0.00%
31-1-01-8-1000-3130	Employer Benefits	30,592	29,500	4%	29,500	0 0.00%
31-1-01-8-1000-4020	Training & Workshops	132	4,000	-97%	4,000	0 0.00%
31-1-01-8-1000-4280	Staff Mileage	8,161	5,400	51%	5,400	0 0.00%
31-1-01-8-1000-5010	General Supplies	0	500	-100%	500	0 0.00%
31-1-01-8-1000-5026	Uniforms/Supply	500	1,500	-67%	1,500	0 0.00%
31-1-01-8-1000-4275	Photocopy expense	1,007	2,100	-52%	2,100	0 0.00%
31-1-01-8-1000-3039	Standby	4,679	6,500	-28%	6,500	0 0.00%
31-1-01-8-1000-3150	Payroll Clearing	0	-364,000	-100%	-364,000	0 0.00%
31-1-01-8-1000-3135	OMERS	20,017	25,113	-20%	25,113	0 0.00%
TOTAL RESIDENTIAL ADMIN		300,487	37,691	697%	37,691	0 0.00%
TOTAL PROPERTY ADMIN		719,471	529,204	36%	529,204	0 0.00%
CITY HALL - BUILDING						
EXPENSES						
11-1-01-8-0000-4020	Training and Workshops	463	0	0%	0	0 0.00%
11-1-01-8-0000-4058	Contracted Janitorial Services	46,535	62,736	-26%	63,803	1,067 1.70%
11-1-01-8-0000-4075	Service Contracts	17,476	15,000	17%	15,255	255 1.70%
11-1-01-8-0000-4141	Contracted Building Maintenance	47,621	38,000	25%	38,646	646 1.70%
11-1-01-8-0000-5015	Building Maintenance Supplies	757	9,000	-92%	9,153	153 1.70%
11-1-01-8-0000-5410	Electricity (Hydro)	53,731	72,000	-25%	73,224	1,224 1.70%
11-1-01-8-0000-5415	Water	7,212	6,200	16%	6,305	105 1.69%
11-1-01-8-0000-5421	Natural gas - heating	6,322	11,200	-44%	11,390	190 1.70%
11-1-01-8-0010-4075	Major Maintenance Contracted Services	28,595	65,000	-56%	66,105	1,105 1.70%
TOTAL CITY HALL - BUILDING		208,712	279,136	-25%	283,881	4,745 1.70%
CITY PROPERTY						
REVENUE						
11-2-01-8-0000-9301	CEPAC Office Rent	4,500	6,000	-25%	6,000	0 0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
11-2-01-8-0000-9320	Bell Tower Lease	10,000	9,000	11%	9,000	0	0.00%
11-2-01-8-0010-9300	Pinafore Park House Rent	5,175	6,600	-22%	6,600	0	0.00%
11-2-01-8-0015-9300	Queen Street Rental Units Rent	0	0	0%	30,000	30,000	0.00%
11-2-01-8-0025-9300	423 Talbot Rent	0	79,000	-100%	79,000	0	0.00%
11-2-01-8-0030-9300	Dennis Farm Rent	13,868	10,000	39%	10,000	0	0.00%
11-2-01-8-0060-9300	City Lands - Former MTO Spur	0	10,750	-100%	10,750	0	0.00%
	TOTAL REVENUE	33,543	121,350	-72%	151,350	30,000	24.72%

EXPENSES

	Contracted Repairs - Building						
11-2-01-8-0000-4141	Maintenance	8,051	17,000	-53%	17,289	289	1.70%
11-2-01-8-0000-4190	Property Taxes-Pinafore/Dennis	2,598	4,000	-35%	4,068	68	1.70%
11-2-01-8-0000-4249	Telephone Services	244	400	-39%	407	7	1.75%
	Horton Market Transfer - Off Season						
11-2-01-8-0010-7040	Utilities	1,108	1,350	-18%	1,373	23	1.70%
11-2-01-8-0020-5012	Building Maintenance	31,267	23,500	33%	23,899	399	1.70%
11-2-01-8-0020-5415	Rental Utilities	0	150	-100%	153	3	2.00%
11-2-01-8-0025-5415	Utilities - 423 Talbot	3,632	0	0%	0	0	0.00%
11-2-01-8-0025-7310	Debenture Payments - 423 Talbot	36,655	0	0%	0	0	0.00%
11-2-01-8-0025-7311	Debenture Interest - 423 Talbot	19,870	0	0%	0	0	0.00%
11-2-01-8-0025-4141	Building Repairs - 423 Talbot	5,675	0	0%	0	0	0.00%
11-2-01-8-0076-5415	BX Tower Water and Hydro	1,118	2,000	-44%	2,034	34	1.70%
11-2-01-8-0010-4075	Major Maintenance Contracted Services	26,952	45,000	-40%	45,000	0	0.00%
	TOTAL EXPENSES	137,170	93,400	47%	94,223	823	0.88%
	TOTAL CITY PROPERTY MAINTENANCE	103,627	-27,950	-471%	-57,127	-29,177	104.39%

WELLINGTON BLOCK

REVENUE

11-2-01-8-2000-9301	Rent	0	0	0%	80,004	80,004	0.00%
	TOTAL REVENUE	0	0	0%	80,004	80,004	0.00%

EXPENSES

11-2-01-8-2000-4040	Administration	4,460	5,831	-24%	5,831	0	0.00%
11-2-01-8-2000-4063	Contracted Garbage Collection	1,423	1,200	19%	1,220	20	1.67%
11-2-01-8-2000-4141	Contracted Building Maintenance	6,153	15,000	-59%	15,255	255	1.70%
11-2-01-8-2000-4216	Insurance	16,981	14,790	15%	15,041	251	1.70%
11-2-01-8-2000-4249	Telephone Services	1,007	1,200	-16%	1,220	20	1.67%
11-2-01-8-2000-5015	Building Maintenance Supplies	407	2,000	-80%	2,034	34	1.70%
11-2-01-8-2000-5410	Electricity (Hydro)	1,557	2,000	-22%	2,034	34	1.70%
11-2-01-8-2000-5415	Water/Sewer	2,086	2,200	-5%	2,237	37	1.68%
11-2-01-8-2000-5421	Natural gas - heating	9,031	9,000	0%	9,155	155	1.72%
	TOTAL EXPENSES	43,105	53,221	-19%	54,027	806	1.51%
	TOTAL WELLINGTON BLOCK	43,105	53,221	-19%	-25,977	-79,198	-148.81%

SENIOR'S CENTRE

EXPENSES

31-7-01-1-0000-3029	Distributed Wages	0	1,500	-100%	1,500	0	0.00%
31-7-01-1-0000-5015	Building Maintenance	8,952	20,000	-55%	20,000	0	0.00%
31-7-01-1-0000-7065	Senior's Centre	41,667	60,000	-31%	60,000	0	0.00%
31-7-01-8-0010-4075	Major Maintenance Contracted Services	15,603	35,000	-55%	35,595	595	1.70%
	TOTAL SENIOR'S CENTRE EXPENSES	66,222	116,500	-43%	117,095	595	0.51%
	TOTAL PROPERTY MAINTENANCE	1,141,137	950,111	20%	847,076	-103,035	-10.84%

		2021	2021	VAR	2022	2021/2022	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
LIBRARY							
<u>LIBRARY ADMINISTRATION</u>							
EXPENSES							
31-4-01-0-0000-3010	Reg Full-time Wages (Admin)	299,981	528,532	-43%	529,087	555	0.11%
31-4-01-0-0000-3011	Reg Part-time Wages (Admin)	0	4,076	-100%	0	-4,076	-100.00%
31-4-01-0-0000-3120	All Statutory Benefits (Admin)	25,235	46,765	-46%	36,522	-10,243	-21.90%
31-4-01-0-0000-3130	All Employer Benefits (Admin)	50,055	93,214	-46%	73,062	-20,152	-21.62%
31-4-01-0-0000-3135	OMERS	29,730	69,514	-57%	55,367	-14,147	-20.35%
TOTAL LIBRARY ADMINISTRATION		405,001	742,101	-45%	694,038	-48,063	-6.48%
<u>LIBRARY OPERATIONS</u>							
REVENUE							
31-4-01-1-0000-9010	Province of Ontario - Operating Grant	0	54,533	-100%	54,533	0	0.00%
31-4-01-1-0000-9015	Misc Grants	5,306	500	961%	1,300	800	160.00%
31-4-01-1-0000-9030	Provincial Pay Equity	0	4,457	-100%	4,457	0	0.00%
31-4-01-1-0000-9515	Photocopier Income	867	4,000	-78%	750	-3,250	-81.25%
31-4-01-1-0001-9920	Contribution From Development Charges	37,500	50,000	-25%	50,000	0	0.00%
31-4-01-2-0000-9320	Room Rentals	0	2,500	-100%	0	-2,500	-100.00%
31-4-01-2-0000-9515	Desk Receipts	385	0	0%	500	500	0.00%
TOTAL REVENUE		44,058	115,990	-62%	111,540	-4,450	-3.84%
EXPENSES							
31-4-01-1-0000-3010	Reg Full-time Wages (Service)	595,832	591,838	1%	580,458	-11,380	-1.92%
31-4-01-1-0000-3011	Reg Part-time Wages (Service)	274,902	390,046	-30%	408,551	18,505	4.74%
31-4-01-1-0000-3090	All Overtime (Service)	115	0	0%	0	0	0.00%
31-4-01-1-0000-3120	All Statutory Benefits (Service)	80,328	87,339	-8%	93,471	6,132	7.02%
31-4-01-1-0000-3130	All Employer Benefits (Service)	122,051	104,177	17%	104,566	389	0.37%
31-4-01-1-0000-3135	OMERS	70,941	84,849	-16%	67,176	-17,673	-20.83%
31-4-01-1-0000-3310	WSIB Premiums	3,581	5,500	-35%	4,317	-1,183	-21.51%
31-4-01-1-0000-4020	Training & Travel	22,951	23,000	0%	25,000	2,000	8.70%
31-4-01-1-0000-4023	Association Fees	951	5,000	-81%	5,000	0	0.00%
31-4-01-1-0000-4051	Promotion & Public Relations	14,872	25,800	-42%	25,800	0	0.00%
31-4-01-1-0000-4065	Other Professional Fees - ITC	19,516	10,000	95%	15,000	5,000	50.00%
31-4-01-1-0000-4249	Telephone Services	6,196	6,000	3%	5,500	-500	-8.33%
31-4-01-1-0000-4257	Postage & Postage Meter	1,451	3,341	-57%	1,500	-1,841	-55.10%
31-4-01-1-0000-4275	Photocopier Expense	11,670	18,000	-35%	15,000	-3,000	-16.67%
31-4-01-1-0000-5010	Goods & Services/Misc.	507	3,500	-86%	3,500	0	0.00%
31-4-01-1-0000-5011	Office Supplies	2,923	7,000	-58%	7,000	0	0.00%
31-4-01-1-0000-5017	Office Contracts/Repairs	0	1,600	-100%	1,600	0	0.00%
31-4-01-1-0000-5075	Technical Services	15,568	30,000	-48%	30,000	0	0.00%
31-4-01-1-0000-7490	Library Bank Charges	2,289	2,000	14%	2,500	500	25.00%
31-4-01-2-0000-4024	Employee Assistance Program	1,118	1,318	-15%	1,003	-315	-23.90%
31-4-01-2-0000-5552	AV - Videos/DVD's (Adults)	12,259	23,000	-47%	21,000	-2,000	-8.70%
31-4-01-2-0000-5553	AV - Audio Books (Adults)	4,459	4,300	4%	4,000	-300	-6.98%
31-4-01-2-0000-5555	AV - Video's/DVD's (Children & Teens)	1,002	5,000	-80%	3,000	-2,000	-40.00%
31-4-01-2-0000-5556	AV - Audio Books (Children & Teens)	4,532	1,300	249%	1,300	0	0.00%
31-4-01-2-0000-5700	Adult Books	74,435	79,500	-6%	96,000	16,500	20.75%
31-4-01-2-0000-5705	Books-Children	29,571	49,000	-40%	60,000	11,000	22.45%
31-4-01-2-0000-5715	Programs-Adult	2,564	3,000	-15%	3,000	0	0.00%
31-4-01-2-0000-5716	Programs-Children	3,123	6,000	-48%	6,000	0	0.00%
31-4-01-2-0000-5720	Machine Readable Media	40,851	39,500	3%	26,000	-13,500	-34.18%
31-4-01-2-0000-5725	Periodicals	3,035	7,000	-57%	5,000	-2,000	-28.57%
31-4-01-2-0000-6810	Furniture & Equipment	14,476	15,500	-7%	20,000	4,500	29.03%
31-4-01-2-0000-6910	Library Technology	70,343	64,000	10%	80,000	16,000	25.00%
TOTAL EXPENSES		1,508,412	1,697,408	-11%	1,722,242	24,834	1.46%
TOTAL LIBRARY OPERATIONS		1,464,354	1,581,418	-7%	1,610,702	29,284	1.85%

LIBRARY BUILDING

EXPENSES

		2021	2021		2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	VAR	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
31-4-01-8-0000-3010	Reg Full-time Wages(Maintenance)	35,831	56,421	-36%	41,399	-15,022	-26.62%
31-4-01-8-0000-3011	Reg Part-time Wages(Maintenance)	19,604	29,140	-33%	34,112	4,972	17.06%
31-4-01-8-0000-3090	All Overtime(Maintenance)	10	0	0%	0	0	0.00%
31-4-01-8-0000-3120	All Statutory Benefits(Maintenance)	5,264	7,600	-31%	6,799	-801	-10.54%
31-4-01-8-0000-3130	All Employer Benefits(Maintenance)	5,110	7,527	-32%	6,200	-1,327	-17.63%
31-4-01-8-0000-3135	OMERS	4,289	7,176	-40%	6,774	-402	-5.60%
31-4-01-8-0000-4065	Building Contracts	8,319	8,000	4%	8,000	0	0.00%
31-4-01-8-0000-4210	Insurance Premium	6,645	5,814	14%	7,600	1,786	30.72%
31-4-01-8-0000-5012	Building Maint/Repair	8,424	10,000	-16%	10,500	500	5.00%
31-4-01-8-0000-5013	Cleaning & Washroom Supplies	4,363	6,000	-27%	6,000	0	0.00%
31-4-01-8-0000-5026	Clothing/Uniforms	524	300	75%	350	50	16.67%
31-4-01-8-0000-5405	Utilities	36,771	55,000	-33%	50,000	-5,000	-9.09%
31-4-01-8-0000-6810	Equipment Purchases	1,797	3,000	-40%	3,500	500	16.67%
	TOTAL LIBRARY BUILDING EXPENSES	136,951	195,978	-30%	181,234	-14,744	-7.52%
	<u>MAJOR MAINTENANCE</u>						
	EXPENSES						
31-4-01-8-0010-4075	Contracted Services	56,321	60,000	-6%	60,000	0	0.00%
	TOTAL MAJOR MAINTENANCE	56,321	60,000	-6%	60,000	0	0.00%
	TOTAL LIBRARY	2,062,627	2,579,497	-20%	2,545,974	-33,523	-1.30%

		2021 ACTUAL YTD	2021 ANNUAL BUDGET	VAR %	2022 ANNUAL BUDGET	2021/2022 BUDGET CHANGE (\$)	(%)
PLANNING							
<u>PLANNING OPERATIONS</u>							
REVENUE							
41-2-01-1-0000-9194	Report Fees	4,500	3,000	50%	3,000	0	0.00%
41-2-01-1-0000-9499	Misc. Sales	0	50	-100%	50	0	0.00%
	TOTAL REVENUE	4,500	3,050	48%	3,050	0	0.00%
EXPENSES							
41-2-01-1-0000-3010	Full Time Salaries	491,249	545,504	-10%	556,741	11,237	2.06%
41-2-01-1-0000-3011	Part Time Salaries	0	7,840	-100%	14,920	7,080	90.31%
41-2-01-1-0000-3029	Salary Distribution	-22,878	-30,500	-25%	-30,500	0	0.00%
41-2-01-1-0000-3120	All Statutory Benefits	38,869	38,136	2%	39,506	1,370	3.59%
41-2-01-1-0000-3130	All Employer Benefits	60,476	61,572	-2%	61,505	-67	-0.11%
41-2-01-1-0000-3135	OMERS	51,956	62,496	-17%	59,298	-3,198	-5.12%
41-2-01-1-0000-3210	Car Allowance	221	600	-63%	600	0	0.00%
41-2-01-1-0000-4001	Receptions/P. Relations	0	150	-100%	150	0	0.00%
41-2-01-1-0000-4020	Staff Training	1,601	4,500	-64%	4,500	0	0.00%
41-2-01-1-0000-4023	Association/Membership Fees	2,708	3,000	-10%	3,000	0	0.00%
41-2-01-1-0000-4065	Software Licenses/Maintenance/Updates	4,363	3,500	25%	4,800	1,300	37.14%
41-2-01-1-0000-4171	Building Rent/Lease	4,500	6,144	-27%	6,144	0	0.00%
41-2-01-1-0000-4173	Equipment Rental Non-Owned	446	2,000	-78%	900	-1,100	-55.00%
41-2-01-1-0000-4257	Regular Postage	0	200	-100%	200	0	0.00%
41-2-01-1-0000-4259	Courier, Delivery, Freight	5	250	-98%	250	0	0.00%
41-2-01-1-0000-4272	Printing	1,578	1,800	-12%	1,800	0	0.00%
41-2-01-1-0000-4280	Staff Mileage	0	500	-100%	500	0	0.00%
41-2-01-1-0000-5010	Equipment Supplies	1,890	900	110%	900	0	0.00%
41-2-01-1-0000-5011	Stationery, Supplies	1,470	2,200	-33%	2,200	0	0.00%
41-2-01-1-0000-5510	Publications/Subscriptions	652	400	63%	400	0	0.00%
41-2-01-1-0001-7011	Transfer to Reserves	0	1,200	-100%	3,000	1,800	150.00%
41-2-01-1-0001-9499	Subdivision User Fee	0	-1,200	-100%	-3,000	-1,800	150.00%
41-2-01-1-0000-7039	Surplus/Deficit Forward	0	-4,000	-100%	-5,000	-1,000	25.00%
41-2-01-1-0000-7045	Overhead Allocation	33,539	44,719	-25%	45,600	881	1.97%
	TOTAL EXPENSES	672,645	751,911	-11%	768,414	16,503	2.19%
	TOTAL PLANNING OPERATIONS	668,145	748,861	-11%	765,364	16,503	2.20%
<u>MEMBERS</u>							
REVENUE							
41-2-01-1-0150-9513	CEPAC Membershare-Central Elgin	191,018	254,690	-25%	250,049	-4,641	-1.82%
	CEPAC CENTRAL ELGIN SHARE	-191,018	-254,690	-25%	-250,049	4,641	-1.82%
	CEPAC CITY SHARE	477,127	494,171	-3%	515,315	21,144	4.28%
<u>CITY ZONING AND PLANNING</u>							
<u>REMOVAL OF PART LOT CONTROL</u>							
REVENUE							
41-2-01-2-0150-9194	Application Processing Fee	3,060	1,100	178%	1,100	0	0.00%
41-2-01-2-0150-9203	Legal Fees Recovery	0	800	-100%	800	0	0.00%
	TOTAL REVENUE	3,060	1,900	61%	1,900	0	0.00%
EXPENSES							
41-2-01-2-0150-4040	Legal Fees Paid	0	800	-100%	800	0	0.00%
	TOTAL EXPENSES	0	800	-100%	800	0	0.00%
	TOTAL REMOVAL OF PART LOT CONTROL	-3,060	-1,100	178%	-1,100	0	0.00%
<u>OFFICIAL PLAN AND ZONING</u>							

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
REVENUE							
41-2-01-2-0300-9194	Zoning Application Fees	6,970	9,000	-23%	9,000	0	0.00%
41-2-01-2-0300-9204	Official Plan Application Fees	3,750	1,500	150%	1,500	0	0.00%
41-2-01-2-0300-9205	Zoning By-Law Legal Fee Recovery	0	2,000	-100%	2,000	0	0.00%
	TOTAL REVENUE	10,720	12,500	-14%	12,500	0	0.00%
EXPENSES							
41-2-01-2-0300-4051	Advertising	8,777	6,000	46%	6,000	0	0.00%
41-2-01-2-0300-4272	Printing	0	120	-100%	120	0	0.00%
41-2-01-2-0300-4141	Zoning By-Law Legal Fees Expense	1,460	2,000	-27%	2,000	0	0.00%
	TOTAL EXPENSES	10,237	8,120	26%	8,120	0	0.00%
	TOTAL OFFICIAL PLAN AND ZONING	-483	-4,380	-89%	-4,380	0	0.00%
SITE PLANS							
REVENUE							
41-2-01-1-0900-9203	Legal Fees	10,052	6,000	68%	6,000	0	0.00%
41-2-01-1-0900-9196	Review Fees	5,600	6,000	-7%	6,000	0	0.00%
41-2-01-2-0900-9194	Application Fees	3,300	1,800	83%	1,800	0	0.00%
	TOTAL REVENUE	18,952	13,800	37%	13,800	0	0.00%
EXPENSES							
41-2-01-1-0900-4040	Legal Fees	2,749	6,000	-54%	6,000	0	0.00%
41-2-01-2-0900-4259	Courier	9	80	-89%	80	0	0.00%
41-2-01-2-0900-4272	Printing	0	120	-100%	120	0	0.00%
	TOTAL EXPENSES	2,758	6,200	-56%	6,200	0	0.00%
	TOTAL SITE PLANS	-16,194	-7,600	113%	-7,600	0	0.00%
PLANS FOR SUBDIVISIONS							
REVENUE							
41-2-01-1-0010-9200	Subdivision Agreement Administration Fee	4,509	2,200	105%	2,200	0	0.00%
41-2-01-1-0010-9201	Subdivision Agreement Registration Fee	2,509	2,520	0%	2,520	0	0.00%
41-2-01-1-0010-9203	Subdivision Legal Fee	11,560	6,000	93%	6,000	0	0.00%
41-2-01-1-0010-9204	Agreement Compliance Fee	90	90	0%	90	0	0.00%
41-2-01-1-0000-9590	Net Recoveries (P/Subd)	0	5,500	-100%	5,500	0	0.00%
41-2-01-1-0010-9205	Application Fees	20,250	4,500	350%	4,500	0	0.00%
41-2-01-1-0010-9210	Phased Registration Application Fees	0	3,000	-100%	3,000	0	0.00%
	TOTAL REVENUE	38,918	23,810	63%	23,810	0	0.00%
EXPENSES							
41-2-01-1-0010-4040	Subdivision Legal Fees	0	6,000	-100%	6,000	0	0.00%
41-2-01-1-0010-4259	Plan of Sub - Courier	9	80	-89%	80	0	0.00%
41-2-01-1-0010-4261	Advertising	248	2,200	-89%	2,200	0	0.00%
41-2-01-1-0010-4272	Printing	0	120	-100%	120	0	0.00%
	TOTAL EXPENSES	257	8,400	-97%	8,400	0	0.00%
	TOTAL PLANS FOR SUBDIVISIONS	-38,661	-15,410	151%	-15,410	0	0.00%
TERANET							
REVENUE							
41-2-01-1-0301-9205	Teranet Fee Recovery	0	5,000	-100%	5,000	0	0.00%
	TOTAL REVENUE	0	5,000	-100%	5,000	0	0.00%
EXPENSES							
41-2-01-1-0301-4052	Teranet Expenses	5,700	5,000	14%	5,000	0	0.00%
	TOTAL EXPENSES	5,700	5,000	14%	5,000	0	0.00%
	TOTAL TERANET	5,700	0	0%	0	0	0.00%

DESCRIPTION		2021 ACTUAL YTD	2021 ANNUAL BUDGET	VAR %	2022 ANNUAL BUDGET	2021/2022 BUDGET CHANGE (\$) (%)	
<u>CONSENT APPLICATIONS</u>							
REVENUE							
41-2-01-2-0200-9203	Legal Fee Recovery	1,000	1,000	0%	1,000	0	0.00%
TOTAL REVENUE		1,000	1,000	0%	1,000	0	0.00%
EXPENSES							
41-2-01-2-0200-4040	Legal Fee Expense	5,155	1,000	416%	1,000	0	0.00%
TOTAL EXPENSES		5,155	1,000	416%	1,000	0	0.00%
TOTAL CONSENT APPLICATIONS		4,155	0	0%	0	0	0.00%
<u>PLANNING STUDIES</u>							
EXPENSES							
41-2-01-1-0020-4075	Contracted Services	18,189	43,000	-58%	70,000	27,000	62.79%
41-2-01-1-0020-7045	Transfer to/from reserves	-18,189	-43,000	-58%	-70,000	-27,000	62.79%
TOTAL CITY ZONING AND PLANNING		-48,543	-28,490	70%	-28,490	0	0.00%
TOTAL PLANNING		428,584	465,681	-8%	486,825	21,144	4.54%
<u>COMMUNITY IMPROVEMENT PROGRAM</u>							
EXPENSES							
11-2-01-2-1000-4166	CIP Technical Resources	0	750	-100%	750	0	0.00%
11-2-01-2-1000-7090	CIP Program Funds - Grants	146,228	270,000	-46%	270,000	0	0.00%
TOTAL EXPENSES		146,228	270,750	-46%	270,750	0	0.00%
TOTAL COMMUNITY IMPROVEMENT PROGRAM		146,228	270,750	-46%	270,750	0	0.00%

		2021	2021	VAR	2022	2021/2022	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
BUILDING SERVICES							
REVENUE							
21-9-01-4-0000-9190	Work Order / Permit Letter Fees	14,050	13,000	8%	13,000	0	0.00%
21-9-01-4-0000-9750	Building Permit Fees	882,667	720,000	23%	900,000	180,000	25.00%
21-9-01-4-0000-9760	Plumbing Permits Fees	115,552	105,000	10%	135,000	30,000	28.57%
21-9-01-4-0000-9770	Sewer and Water Permits	27,400	35,000	-22%	38,000	3,000	8.57%
21-9-01-4-0000-9780	Sign Permit Fees	1,550	5,000	-69%	5,000	0	0.00%
	Transfer from (to) Building Services						
21-9-01-4-0000-7000	Reserve	0	-322	-100%	30,520	30,842	#####
	TOTAL REVENUE	1,041,219	877,678	19%	1,121,520	243,842	27.78%
EXPENSES							
21-9-01-4-0000-3010	Reg Full-time Wages	336,316	465,000	-28%	593,500	128,500	27.63%
21-9-01-4-0000-3029	Salary Distributions	22,878	0	0%	0	0	0.00%
21-9-01-4-0000-3090	All Overtime	4,652	6,000	-22%	6,000	0	0.00%
21-9-01-4-0000-3120	All Statutory Benefits	29,983	38,000	-21%	47,600	9,600	25.26%
21-9-01-4-0000-3130	All Employer Benefits	39,875	63,000	-37%	66,900	3,900	6.19%
21-9-01-4-0000-3135	OMERS	34,688	50,000	-31%	56,900	6,900	13.80%
21-9-01-4-0000-7020	Salary Distribution	0	30,500	-100%	30,500	0	0.00%
21-9-01-4-0000-4020	Course/Exam Fees	3,716	30,000	-88%	32,000	2,000	6.67%
21-9-01-4-0000-4023	Association Membership Fees	3,129	4,200	-26%	4,500	300	7.14%
21-9-01-4-0000-4040	Legal Fees & Expenses	382	20,000	-98%	20,000	0	0.00%
21-9-01-4-0000-4051	Advertising	0	1,000	-100%	1,000	0	0.00%
21-9-01-4-0000-4060	Temporary Employees	0	4,000	-100%	14,920	10,920	273.00%
21-9-01-4-0000-4075	Contracted Services	0	45,000	-100%	45,000	0	0.00%
21-9-01-4-0000-4065	Software Maintenance	5,691	18,000	-68%	90,000	72,000	400.00%
21-9-01-4-0000-4176	Equipment Rental - Non-Owned	446	2,000	-78%	900	-1,100	-55.00%
21-9-01-4-0000-4216	Insurance Premiums	22,149	22,200	0%	25,500	3,300	14.86%
21-9-01-4-0000-4249	Telephone	3,772	2,000	89%	4,800	2,800	140.00%
21-9-01-4-0000-4272	Printing Costs	1,578	1,800	-12%	2,400	600	33.33%
21-9-01-4-0000-4280	Staff Mileage	6,167	10,000	-38%	10,000	0	0.00%
21-9-01-4-0000-5011	Office/Field Supplies	3,321	3,000	11%	3,500	500	16.67%
21-9-01-4-0000-5026	Uniforms/Supply	1,972	3,000	-34%	3,500	500	16.67%
21-9-01-4-0000-7040	Internal Fleet Charges	784	2,000	-61%	4,000	2,000	100.00%
	Overhead Allocation - Corporate Support						
21-9-01-4-0000-7045	Services	42,734	56,978	-25%	58,100	1,122	1.97%
	TOTAL EXPENSES	564,233	877,678	-36%	1,121,520	243,842	27.78%
	TOTAL BUILDING AND PLUMBING	-476,986	0	0%	0	0	0.00%

PROPERTY STANDARDS
ENFORCEMENT

REVENUE

41-5-01-3-0005-9480	Recovered Expenses	0	8,000	-100%	8,000	0	0.00%
41-5-01-3-0005-9490	Legal Fees Recovered	0	7,000	-100%	7,000	0	0.00%
41-5-01-3-0005-9499	Order Admin Fees	1,400	4,000	-65%	4,000	0	0.00%
41-5-01-3-0005-9500	Disbursement Admin Fees	0	2,000	-100%	2,000	0	0.00%
	TOTAL REVENUE	1,400	21,000	-93%	21,000	0	0.00%

EXPENSES

41-5-01-3-0005-3010	Reg Full-time Wages	47,291	56,925	-17%	59,886	2,961	5.20%
41-5-01-3-0005-3090	All Overtime	0	2,000	-100%	2,000	0	0.00%
41-5-01-3-0005-3120	All Statutory Benefits	4,525	6,300	-28%	4,192	-2,108	-33.46%
41-5-01-3-0005-3130	All Employer Benefits	4,652	10,400	-55%	6,587	-3,813	-36.66%
41-5-01-3-0005-3135	OMERS	4,193	8,300	-49%	5,988	-2,312	-27.86%
41-5-01-3-0005-3211	Clothing/Uniform Allowance	225	500	-55%	500	0	0.00%
41-5-01-3-0005-4040	Legal Fees & Expenses	0	7,000	-100%	10,000	3,000	42.86%
41-5-01-3-0005-4043	Consulting Fees	0	2,000	-100%	2,000	0	0.00%
41-5-01-3-0005-4180	Contractors Fees	3,305	9,500	-65%	9,500	0	0.00%
41-5-01-3-0005-4257	Postage/Courier	5	500	-99%	500	0	0.00%
41-5-01-3-0005-4280	Staff Mileage	714	1,000	-29%	1,000	0	0.00%
	TOTAL EXPENSES	64,910	104,425	-38%	102,153	-2,272	-2.18%

DESCRIPTION		2021 ACTUAL YTD	2021 ANNUAL BUDGET	VAR %	2022 ANNUAL BUDGET	2021/2022 BUDGET CHANGE (\$) (%)	
TOTAL PROP STDS ENFORCEMENT		63,510	83,425	-24%	81,153	-2,272	-2.72%
<u>BUILDING FILES - DIGITAL CONVERSION</u>							
EXPENSES							
21-9-01-4-0002-4173	Equipment/Supplies Expense	0	1,500	-100%	0	-1,500	-100.00%
TOTAL BUILDING FILES - DIGITAL CONVERSION		0	1,500	-100%	0	-1,500	-100.00%
TOTAL BLDG & PLBG AND PROP STDS		-413,476	84,925	-587%	81,153	-3,772	-4.44%

		2021	2021	VAR	2022	2021/2022	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
ECONOMIC DEVELOPMENT							
REVENUE							
41-3-01-1-0000-9041	ICCI Funding	0	35,000	-100%	35,000	0	0.00%
TOTAL REVENUE		0	35,000	-100%	35,000	0	0.00%
EXPENSES							
41-3-01-1-0000-3010	Reg Full-time Wages	176,562	210,450	-16%	212,523	2,073	0.99%
41-3-01-1-0000-3120	All Statutory Benefits	12,345	13,500	-9%	20,177	6,677	49.46%
41-3-01-1-0000-3130	All Employer Benefits	20,262	22,100	-8%	37,047	14,947	67.63%
41-3-01-1-0000-3135	OMERS	20,152	26,500	-24%	32,606	6,106	23.04%
41-3-01-1-0000-3210	Car Allowance	500	600	-17%	600	0	0.00%
41-3-01-1-0000-4020	Course/Exam Fees	4,852	4,000	21%	4,000	0	0.00%
41-3-01-1-0000-4022	Conference Fees	3,920	4,000	-2%	4,000	0	0.00%
41-3-01-1-0000-4023	Association Membership Fees	2,276	2,000	14%	2,500	500	25.00%
41-3-01-1-0000-4040	Legal Fees & Expenses	0	2,000	-100%	1,000	-1,000	-50.00%
41-3-01-1-0000-4042	External Audit Fees & Expenses	0	2,000	-100%	2,000	0	0.00%
41-3-01-1-0000-4048	Small Business Enterprise Centre	50,000	50,000	0%	50,000	0	0.00%
41-3-01-1-0000-4147	Operating Equip. Maint/Repair	0	250	-100%	250	0	0.00%
41-3-01-1-0000-4150	Web Site Maint. Contract	562	250	125%	250	0	0.00%
41-3-01-1-0000-4216	Other Ins Premiums	3,521	1,100	220%	3,800	2,700	245.45%
41-3-01-1-0000-4249	Telephone Services	1,940	3,000	-35%	2,500	-500	-16.67%
41-3-01-1-0000-4259	Courier	0	200	-100%	200	0	0.00%
41-3-01-1-0000-4271	Marketing and Promotion	36,205	70,000	-48%	70,000	0	0.00%
41-3-01-1-0000-4280	Staff Mileage	4,931	7,500	-34%	7,500	0	0.00%
41-3-01-1-0000-4285	Trade Shows	27,566	35,000	-21%	35,000	0	0.00%
41-3-01-1-0000-4290	Soma	30,000	30,000	0%	30,000	0	0.00%
41-3-01-1-0000-5011	Office Supplies	1,380	2,000	-31%	2,000	0	0.00%
41-3-01-1-0000-6130	Equipment Purchases	898	1,000	-10%	2,000	1,000	100.00%
TOTAL EXPENSES		397,872	487,450	-18%	519,953	32,503	6.67%
SUBTOTAL EDC		397,872	452,450	-12%	484,953	32,503	7.18%
TOURISM							
REVENUE							
41-3-01-1-0007-9010	Canada Summer Jobs Program	2,994	3,000	0%	3,500	500	16.67%
41-3-01-1-0007-9550	Tourism Revenue	3,250	0	0%	5,000	5,000	0.00%
41-3-01-1-0007-9560	Mural Project Revenue	50,251	0	0%	20,000	20,000	0.00%
41-3-01-1-0007-9570	Barista Competition Revenue	8,332	0	0%	7,500	7,500	0.00%
TOTAL REVENUE		64,827	3,000	2061%	36,000	33,000	#####
EXPENSES							
41-3-01-1-0007-3010	Full Time Salaries	55,521	68,000	-18%	68,165	165	0.24%
41-3-01-1-0007-3011	Summer Student	10,019	9,000	11%	14,080	5,080	56.44%
41-3-01-1-0007-3120	All Stat Benefits	6,381	7,231	-12%	7,489	258	3.57%
41-3-01-1-0007-3130	All ER Benefits	8,206	9,883	-17%	10,597	714	7.22%
41-3-01-1-0007-3135	OMERS	5,225	6,359	-18%	6,191	-168	-2.64%
41-3-01-1-0007-4020	Training & Seminars	1,604	2,000	-20%	2,000	0	0.00%
41-3-01-1-0007-4022	Conference Fees	3,566	3,000	19%	3,000	0	0.00%
41-3-01-1-0007-4023	Tourism Memberships	1,002	800	25%	800	0	0.00%
41-3-01-1-0007-4042	Audit Fees	0	850	-100%	850	0	0.00%
41-3-01-1-0007-4150	Web Site Maint. Contract	1,608	2,000	-20%	1,200	-800	-40.00%
41-3-01-1-0007-4249	Telephone Services	455	1,000	-55%	750	-250	-25.00%
41-3-01-1-0007-4271	Tourism Marketing & Promtion	31,480	60,000	-48%	60,000	0	0.00%
41-3-01-1-0007-4280	Tourism Mileage	154	700	-78%	700	0	0.00%
41-3-01-1-0007-4290	SBEC	15,000	15,000	0%	15,000	0	0.00%
41-3-01-1-0007-4560	Mural Project Expenses	39,065	0	0%	20,000	20,000	0.00%
41-3-01-1-0007-4570	Barista Competition Expenses	11,876	0	0%	7,500	7,500	0.00%
41-3-01-1-0007-5011	Tourism Office Supplies	70	1,500	-95%	1,500	0	0.00%
41-3-01-1-0007-5019	Station Expenses	4,220	6,500	-35%	6,000	-500	-7.69%
41-3-01-1-0007-5410	Tourism Hydro	363	750	-52%	600	-150	-20.00%
41-3-01-1-0007-6130	Equipment Purchases	3,680	750	391%	750	0	0.00%
41-3-01-1-0007-7490	Service Charges	75	0	0%	0	0	0.00%

		2021	2021		2022	2021/2022	
		ACTUAL	ANNUAL	VAR	ANNUAL	BUDGET CHANGE	
DESCRIPTION		YTD	BUDGET	%	BUDGET	(\$)	(%)
TOTAL EXPENSES		199,570	195,323	2%	227,172	31,849	16.31%
TOTAL TOURISM		134,743	192,323	-30%	191,172	-1,151	-0.60%
SMALL BUSINESS ENTERPRISE CENTRE							
<u>CORE</u>							
REVENUE							
41-3-01-4-0021-9010	Ontario Works Recovery	10,000	10,000	0%	10,000	0	0.00%
41-3-01-4-0021-9040	Provincial Funding- Core	82,440	93,525	-12%	93,525	0	0.00%
41-3-01-4-0021-9510	Sponsorship Revenue	8,500	7,500	13%	7,500	0	0.00%
41-3-01-4-0021-9516	Special Events Revenue	0	6,000	-100%	6,000	0	0.00%
41-3-01-4-0021-9517	Miscellaneous Revenue	22,533	0	0%	0	0	0.00%
41-3-01-4-0021-9520	Elgin County Funding- Core	0	35,000	-100%	50,000	15,000	42.86%
41-3-01-4-0021-9780	St Thomas EDC Funding- Core	65,000	65,000	0%	65,000	0	0.00%
TOTAL REVENUE		188,473	217,025	-13%	232,025	15,000	6.91%
EXPENSES							
41-3-01-4-0021-3010 +	Reg Full-time Wages	106,899	78,800	36%	117,488	38,688	49.10%
41-3-01-4-0021-3011	Reg Part-time Salaries & Wages	0	25,000	-100%	0	-25,000	-100.00%
41-3-01-4-0021-3120	All Statutory Benefits	11,839	7,630	55%	10,520	2,890	37.88%
41-3-01-4-0021-3130	All Employer Benefits	16,044	22,250	-28%	15,358	-6,892	-30.98%
41-3-01-4-0021-3135	OMERS	11,786	14,600	-19%	9,826	-4,774	-32.70%
41-3-01-4-0021-4022	Association Conferences	465	2,000	-77%	2,000	0	0.00%
41-3-01-4-0021-4023	Memberships	170	500	-66%	500	0	0.00%
41-3-01-4-0021-4028	Training & Seminars	2,438	3,000	-19%	5,000	2,000	66.67%
41-3-01-4-0021-4051	Marketing & Promotion	11,316	8,345	36%	10,000	1,655	19.83%
41-3-01-4-0021-4171	Office Rent	16,512	19,500	-15%	22,000	2,500	12.82%
41-3-01-4-0021-4249	IT - Telephone/Internet	444	3,400	-87%	1,500	-1,900	-55.88%
41-3-01-4-0021-4280	Mileage	1,332	1,000	33%	8,000	7,000	700.00%
41-3-01-4-0021-5010	Office Expenses	2,689	1,000	169%	1,500	500	50.00%
41-3-01-4-0021-5011	Special Events Expenses	17,146	30,000	-43%	28,333	-1,667	-5.56%
TOTAL EXPENSES		199,080	217,025	-8%	232,025	15,000	6.91%
TOTAL SBEC CORE		10,607	0	0%	0	0	0.00%
<u>STARTER</u>							
REVENUE							
41-3-01-5-0021-9040	Provincial Funding- Starter Co	83,564	112,000	-25%	112,000	0	0.00%
41-3-01-5-0021-9045	Business Development Funding	22,000	0	0%	0	0	0.00%
TOTAL REVENUE		105,564	112,000	-6%	112,000	0	0.00%
EXPENSES							
41-3-01-5-0021-3029	Distributed Wages	21,333	32,000	-33%	32,000	0	0.00%
41-3-01-5-0021-7065	Program Grants	62,444	80,000	-22%	80,000	0	0.00%
TOTAL EXPENSES		83,777	112,000	-25%	112,000	0	0.00%
TOTAL SBEC STARTER		-21,787	0	0%	0	0	0.00%
<u>SUMMER COMPANY</u>							
REVENUE							
41-3-01-6-0021-9040	Provincial Funding- Summer Co	34,806	50,000	-30%	50,000	0	0.00%
TOTAL REVENUE		34,806	50,000	-30%	50,000	0	0.00%
EXPENSES							
41-3-01-6-0021-3029	Distributed Wages	13,333	20,000	-33%	20,000	0	0.00%
41-3-01-6-0021-7065	Program Grants - Summer Comp	35,056	30,000	17%	30,000	0	0.00%
TOTAL EXPENSES		48,389	50,000	-3%	50,000	0	0.00%
TOTAL SBEC SUMMER CO.		13,583	0	0%	0	0	0.00%
TOTAL SMALL BUSINESS ENTERPRISE CENTRE		2,403	0	0%	0	0	0.00%

		2021	2021	VAR	2022	2021/2022	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
LAND OPERATIONS							
REVENUE							
41-3-01-1-0070-7411	Interest Earned	96	0	0%	0	0	0.00%
41-3-01-1-0070-9320	Land Lease Revenue	1,200	1,200	0%	1,200	0	0.00%
TOTAL REVENUE		1,296	1,200	8%	1,200	0	0.00%
EXPENSES							
TOTAL LAND OPERATIONS		-1,296	-1,200	8%	-1,200	0	0.00%
TOTAL ECONOMIC DEVELOPMENT		533,722	643,573	-17%	674,925	31,352	4.87%
HORTON FARMERS' MARKET							
REVENUE							
31-5-01-1-0008-7040	Transfer from City - Off Season Utilities	572	1,250	-54%	0	-1,250	-100.00%
31-5-01-1-0008-9515	Sales/Recoveries	35,215	43,700	-19%	35,050	-8,650	-19.79%
31-5-01-1-0008-9516	Sponsorship Revenue	0	0	0%	15,000	15,000	0.00%
TOTAL REVENUE		35,787	44,950	-20%	50,050	5,100	11.35%
EXPENSES							
31-5-01-1-0008-3029	Distributed Wages	11,413	0	0%	27,500	27,500	0.00%
31-5-01-1-0008-4023	Membership Expense	356	1,250	-72%	500	-750	-60.00%
31-5-01-1-0008-4051	Advertising	1,801	4,500	-60%	2,750	-1,750	-38.89%
31-5-01-1-0008-4058	Contracted Janitorial Services	6,099	3,500	74%	6,000	2,500	71.43%
31-5-01-1-0008-4075	Contracted Managerial Duties	0	27,500	-100%	0	-27,500	-100.00%
31-5-01-1-0008-4141	Building Maintenance/Repair	1,252	1,200	4%	1,350	150	12.50%
31-5-01-1-0008-4249	Telephone/Alarm Expense	1,940	1,300	49%	5,000	3,700	284.62%
31-5-01-1-0008-5016	Janitorial Supplies	675	1,000	-33%	1,000	0	0.00%
31-5-01-1-0008-5019	Program Supplies	9,050	1,500	503%	2,500	1,000	66.67%
31-5-01-1-0008-5410	Hydro Expense	1,171	1,600	-27%	1,400	-200	-12.50%
31-5-01-1-0008-5415	Water Expense	626	600	4%	800	200	33.33%
31-5-01-1-0008-5421	Gas Expense	858	1,100	-22%	1,250	150	13.64%
TOTAL EXPENSES		35,241	45,050	-22%	50,050	5,000	11.10%
TOTAL HORTON FARMERS' MARKET OPERATIONS		-546	100	-646%	0	-100	-100.00%
MAJOR MAINTENANCE							
EXPENSES							
31-5-01-8-0010-4075	Contracted Services	201	15,000	-99%	15,000	0	0.00%
TOTAL MAJOR MAINTENANCE		201	15,000	-99%	15,000	0	0.00%
TOTAL HORTON MARKET (OPS & M/M)		-345	15,100	-102%	15,000	-100	-0.66%

DESCRIPTION	2021	2021	VAR	2022	2021/2022	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
ENVIRONMENTAL SERVICES						
<u>ADMINISTRATION</u>						
EXPENSES						
41-5-01-0-0000-3010	Reg Full-time Wages	87,060	104,820	-17%	106,740	1,920 1.83%
41-5-01-0-0000-3120	All Statutory Benefits	5,839	6,320	-8%	6,620	300 4.75%
41-5-01-0-0000-3130	All Employer Benefits	9,991	11,490	-13%	11,190	-300 -2.61%
41-5-01-0-0000-3135	OMERS	9,961	12,070	-17%	12,190	120 0.99%
	WAGES & BENEFITS	112,851	134,700	-16%	136,740	2,040 1.51%
41-5-01-0-0000-4022	Conference Fees	2,513	2,500	1%	2,500	0 0.00%
41-5-01-0-0000-4023	Association Membership Fees	848	1,500	-43%	1,500	0 0.00%
41-5-01-0-0000-4147	Operating Equip. Maint/Repair	-30	0	0%	0	0 0.00%
41-5-01-0-0000-4249	Telephone Services	1,180	1,500	-21%	1,500	0 0.00%
41-5-01-0-0000-4259	Courier	18	200	-91%	200	0 0.00%
41-5-01-0-0000-4275	Photocopying	833	2,000	-58%	2,000	0 0.00%
41-5-01-0-0000-4280	Staff Mileage	0	450	-100%	350	-100 -22.22%
41-5-01-0-0000-5011	Office Supplies	1,575	3,500	-55%	3,500	0 0.00%
41-5-01-0-0000-6130	Equipment Purchases	0	500	-100%	500	0 0.00%
41-5-01-0-0000-7490	Service Charges	75	75	0%	75	0 0.00%
	TOTAL EXPENSES	119,863	146,925	-18%	148,865	1,940 1.32%
	TOTAL ADMINISTRATION	119,863	146,925	-18%	148,865	1,940 1.32%

WATER

ADMINISTRATION

REVENUE

56-3-01-1-0000-9410	Water Revenues	7,779,377	10,500,000	-26%	10,750,000	250,000 2.38%
56-3-01-1-0000-9411	Central Elgin Water Revenue	322,252	440,000	-27%	440,000	0 0.00%
56-3-01-1-0000-9412	Southwold Water Revenue	-8,800	-13,000	-32%	-13,000	0 0.00%
	TOTAL REVENUE	8,092,829	10,927,000	-26%	11,177,000	250,000 2.29%

EXPENSES

56-3-01-1-0000-3029	Distributed Wages	400,972	469,950	-15%	425,874	-44,076 -9.38%
56-3-01-1-0000-3120	All Statutory Benefits	0	34,140	-100%	0	-34,140 -100.00%
56-3-01-1-0000-3130	All Employer Benefits	0	54,370	-100%	0	-54,370 -100.00%
56-3-01-1-0000-3129	Distributed Benefits	96,676	0	0%	79,989	79,989 0.00%
56-3-01-1-0000-3135	OMERS	0	49,390	-100%	44,240	-5,150 -10.43%
	WAGES & BENEFITS	497,648	607,850	-18%	550,103	-57,747 -9.50%
56-3-01-0-0000-4020	Course/Exam Fees	10,039	0	0%	10,000	10,000 0.00%
56-3-01-0-0000-4023	Association Membership Fees	4,070	0	0%	5,000	5,000 0.00%
56-3-01-0-0000-4051	Advertising, Marketing & Prom.	0	2,600	-100%	2,600	0 0.00%
56-3-01-0-0000-4075	Billing Services	130,175	187,000	-30%	187,000	0 0.00%
56-3-01-0-0000-4216	Insurance Premiums	60,870	61,000	0%	70,000	9,000 14.75%
56-3-01-0-0000-4249	Communications SCADA	11,853	15,000	-21%	20,000	5,000 33.33%
56-3-01-0-0000-4275	Photocopying	381	700	-46%	700	0 0.00%
56-3-01-0-0000-4252	SCADA Maintenance	6,779	20,000	-66%	20,000	0 0.00%
56-3-01-0-0000-5010	General Supplies	221	2,000	-89%	10,200	8,200 410.00%
56-3-01-0-0000-5011 +	Office Supplies	7,774	0	0%	7,000	7,000 0.00%
56-3-01-1-0000-4065	CMMS/Water Trax Support Fee	26,799	31,000	-14%	31,000	0 0.00%
56-3-01-1-0000-4080	DWQMS Certification	7,888	10,000	-21%	5,000	-5,000 -50.00%
56-3-01-1-0000-4249	Telephone Services	4,124	4,500	-8%	5,000	500 11.11%
56-3-01-1-0000-4190	City Own Property Taxes	2,998	3,950	-24%	3,950	0 0.00%
56-3-01-1-0000-5010	Secondary Water Purchases	1,627,984	1,725,000	-6%	2,000,000	275,000 15.94%
56-3-01-1-0000-5016	Primary Water Purchases	1,745,446	2,500,000	-30%	2,500,000	0 0.00%
56-3-01-1-0000-5410	Electricity (Hydro)	8,222	9,500	-13%	9,660	160 1.68%
56-3-01-1-0000-5421	Natural gas - heating	2,078	3,200	-35%	3,250	50 1.56%
56-3-01-1-0000-7000	Transfer to Water Reserve Fund	2,884,619	3,735,645	-23%	3,664,717	-70,928 -1.90%
56-3-01-1-0000-7044	Public Works Building Overhead	71,069	75,000	-5%	75,000	0 0.00%
56-3-01-1-0000-7045	Overhead Allocation - Corporate Support Services	79,481	105,980	-25%	108,100	2,120 2.00%

		2021	2021		2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	VAR	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
TOTAL EXPENSES		7,190,518	9,099,925	-21%	9,288,280	188,355	2.07%
TOTAL WATER ADMIN.		-902,311	-1,827,075	-51%	-1,888,720	-61,645	3.37%
WATER OPERATIONS							
REVENUE							
56-3-01-5-0000-9515	Recoveries	48,008	45,000	7%	45,000	0	0.00%
TOTAL REVENUE		48,008	45,000	7%	45,000	0	0.00%
EXPENSES							
56-3-01-5-0000-3010	Regular Full Time Wages	531,535	687,560	-23%	675,870	-11,690	-1.70%
56-3-01-5-0000-3029	Distributed Wages	10,013	0	0%	72,910	72,910	0.00%
56-3-01-5-0000-3039	Standby	10,509	12,000	-12%	12,000	0	0.00%
56-3-01-5-0000-3090	All Overtime	16,244	30,000	-46%	20,000	-10,000	-33.33%
56-3-01-5-0000-3120	All Statutory Benefits	50,645	54,710	-7%	55,910	1,200	2.19%
56-3-01-5-0000-3130	All Employer Benefits	69,339	92,800	-25%	83,730	-9,070	-9.77%
56-3-01-5-0000-3129	Distributed Benefits	9,470	0	0%	15,970	15,970	0.00%
56-3-01-5-0000-3135	OMERS	49,868	63,380	-21%	67,830	4,450	7.02%
WAGES & BENEFITS		747,623	940,450	-21%	1,004,220	63,770	6.78%
56-3-01-5-0000-3100	Benefits Clearing	-472,370	-675,000	-30%	-675,000	0	0.00%
56-3-01-5-0000-3999	Job Costing Labour	626,769	790,000	-21%	790,000	0	0.00%
56-3-01-5-0000-4075	Contracted Services	41,798	1,500	2687%	1,500	0	0.00%
56-3-01-5-0000-4179	Job Costing Equipment	73,132	105,000	-30%	105,000	0	0.00%
56-3-01-5-0000-4189	Job Costing Subcontractors	221,369	310,000	-29%	310,000	0	0.00%
56-3-01-5-0000-4249	ARBS Communications	1,785	5,000	-64%	5,000	0	0.00%
56-3-01-5-0000-5026	Clothing Allowance	5,216	8,125	-36%	6,000	-2,125	-26.15%
56-3-01-5-0000-5410	Electricity (Hydro) Charges	55,358	87,000	-36%	87,000	0	0.00%
56-3-01-5-0000-5420	Water Meter Replacement Program	0	100,000	-100%	100,000	0	0.00%
56-3-01-5-0000-5999	Job Costing Materials	87,519	200,000	-56%	200,000	0	0.00%
TOTAL EXPENSES		1,388,199	1,872,075	-26%	1,933,720	61,645	3.29%
TOTAL WATER OPS.		1,340,191	1,827,075	-27%	1,888,720	61,645	3.37%
TOTAL WATER		437,880	0	0%	0	0	0.00%

SECONDARY WATER OPERATIONS

REVENUE

56-3-01-2-0002-9514	Recoveries - Southwold/Central Elgin	1,096,589	1,185,000	-7%	1,250,000	65,000	5.49%
56-3-01-2-0002-9515	Recoveries - St. Thomas	1,629,734	1,725,000	-6%	2,000,000	275,000	15.94%
TOTAL REVENUE		2,726,323	2,910,000	-6%	3,250,000	340,000	11.68%

EXPENSES

56-3-01-2-0002-3029	Distributed Wages	32,485	48,000	-32%	48,000	0	0.00%
56-3-01-2-0002-3129	Distributed Benefits	7,704	0	0%	0	0	0.00%
56-3-01-2-0002-3999	Job Costing Labour	38,118	48,000	-21%	48,000	0	0.00%
56-3-01-2-0002-4065	CMMS Support Fee	1,209	3,200	-62%	3,200	0	0.00%
56-3-01-2-0002-4075	Secondary Water System - Contractor	0	100,000	-100%	100,000	0	0.00%
56-3-01-2-0002-4141	Misc. Contracted Services	0	35,000	-100%	35,000	0	0.00%
56-3-01-2-0002-4179	Job Costing Equipment	3,932	8,500	-54%	8,500	0	0.00%
56-3-01-2-0002-4189	Job Costing Subcontractors	20,256	20,000	1%	20,000	0	0.00%
56-3-01-2-0002-4190	City Own Property Taxes	4,888	4,900	0%	4,900	0	0.00%
56-3-01-2-0002-4216	Insurance Expense	20,017	20,000	0%	23,000	3,000	15.00%
56-3-01-2-0002-4249	Communications	14,182	20,000	-29%	20,340	340	1.70%
56-3-01-2-0002-4252	SCADA Maintenance	11,006	10,000	10%	15,000	5,000	50.00%
56-3-01-2-0002-5016	Purchase of Water	1,915,372	1,628,430	18%	1,875,000	246,570	15.14%
56-3-01-2-0002-5410	Electricity (Hydro)	143,796	140,000	3%	215,000	75,000	53.57%
56-3-01-2-0002-5421	Natural Gas - Heating	0	5,000	-100%	0	-5,000	-100.00%
56-3-01-2-0002-5438	Chemicals	1,078	5,000	-78%	5,090	90	1.80%
56-3-01-2-0002-5999	Job Costing Materials	166	1,000	-83%	1,000	0	0.00%
56-3-01-2-0002-7000	Transfer to Secondary Water Reserve Fund	976,553	812,970	20%	824,470	11,500	1.41%
56-3-01-2-0002-4042	Audit Expense	0	0	0%	3,500	3,500	0.00%
TOTAL EXPENSES		3,190,762	2,910,000	10%	3,250,000	340,000	11.68%
TOTAL SECONDARY WATER		464,439	0	0%	0	0	0.00%

		2021	2021		2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	VAR	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
SEWAGE OPERATIONS							
REVENUE							
56-4-01-5-0000-9514	Misc. Recoveries (including rodding)	33,475	10,000	235%	10,000	0	0.00%
	TOTAL REVENUE	33,475	10,000	235%	10,000	0	0.00%
EXPENSES							
56-4-01-5-0000-3010	Reg Full Time Wages	509,871	655,830	-22%	621,130	-34,700	-5.29%
56-4-01-5-0000-3011	Reg Part Time Wages	23,939	29,330	-18%	26,770	-2,560	-8.73%
56-4-01-5-0000-3029	Distributed Wages	7,987	78,240	-90%	94,580	16,340	20.88%
56-4-01-5-0000-3039	Standby	12,020	10,000	20%	12,000	2,000	20.00%
56-4-01-5-0000-3090	All Overtime	15,533	30,000	-48%	20,000	-10,000	-33.33%
56-4-01-5-0000-3120	All Statutory Benefits	50,498	48,510	4%	59,930	11,420	23.54%
56-4-01-5-0000-3130	All Employer Benefits	65,825	80,150	-18%	87,600	7,450	9.30%
56-4-01-5-0000-3135	OMERS	48,162	60,900	-21%	65,290	4,390	7.21%
	WAGES & BENEFITS	733,835	992,960	-26%	987,300	-5,660	-0.57%
	Annual Erosion Control and Storm						
56-4-01-5-0000-4182	Structure Repair	0	150,000	-100%	110,000	-40,000	-26.67%
56-4-01-5-0000-3999	Job Costing Labour	199,788	450,000	-56%	450,000	0	0.00%
56-4-01-5-0000-5999	Job Costing Materials	35,489	85,000	-58%	85,000	0	0.00%
56-4-01-5-0000-4179	Job Costing Equipment	42,451	95,000	-55%	95,000	0	0.00%
56-4-01-5-0000-4189	Job Costing Subcontractors	172,224	195,000	-12%	150,000	-45,000	-23.08%
56-4-01-5-0000-3100	Benefits Clearing	-418,894	-585,000	-28%	-585,000	0	0.00%
56-4-01-5-0000-7010	Transfer to Sewer Reserve	-621,985	-1,422,960	-56%	-1,379,300	43,660	-3.07%
56-4-01-5-0000-4186	Annual Sewer Video Inspection	0	50,000	-100%	20,000	-30,000	-60.00%
56-4-01-5-0000-5011	Office Supplies	7,776	0	0%	7,000	7,000	0.00%
56-4-01-5-0000-5026	Uniforms/Supply	4,634	0	0%	5,000	5,000	0.00%
56-4-01-5-0000-4550	Basement Flooding Program	0	0	0%	65,000	65,000	0.00%
	TOTAL EXPENSES	155,318	10,000	1453%	10,000	0	0.00%
	TOTAL SEWAGE	121,843	0	0%	0	0	0.00%
	TOTAL WATER & SEWAGE	1,024,162	0	0%	0	0	0.00%

POLLUTION CONTROL

ADMINISTRATION

REVENUE

56-4-01-1-0000-9405	Sewer & Sewage Charges	7,425,488	9,588,000	-23%	10,000,000	412,000	4.30%
56-4-01-1-0000-9412	Southwold Sanitary Capital Charge	-6,658	-9,000	-26%	-9,000	0	0.00%
	TOTAL REVENUE	7,418,830	9,579,000	-23%	9,991,000	412,000	4.30%

EXPENSES

56-4-01-0-0000-4075	Contract Services	1,898	1,500	27%	1,500	0	0.00%
56-4-01-0-0000-4216	Other Ins Premiums	183,676	184,100	0%	211,200	27,100	14.72%
56-4-01-0-0000-4275	Photocopying	381	700	-46%	700	0	0.00%
56-4-01-1-0000-4040	Legal Fees	0	500	-100%	500	0	0.00%
56-4-01-1-0000-4059	Consulting Services (Eng & Fin)	0	30,000	-100%	10,000	-20,000	-66.67%
56-4-01-1-0000-4065	CMMS Support Fee	14,240	22,000	-35%	22,000	0	0.00%
56-4-01-1-0000-4075	Billing Services	128,613	187,000	-31%	187,000	0	0.00%
56-4-01-1-0000-4249	Communications SCADA	23,071	30,000	-23%	35,000	5,000	16.67%
56-4-01-1-0000-4252	SCADA Maintenance	4,546	10,000	-55%	10,000	0	0.00%
56-4-01-1-0000-5410	Electricity (Hydro)	8,222	9,500	-13%	10,700	1,200	12.63%
56-4-01-1-0000-5421	Natural gas - heating	2,078	3,200	-35%	3,250	50	1.56%
56-4-01-1-0000-7010	Transfer to Sewer Reserve	4,151,304	5,455,880	-24%	5,885,840	429,960	7.88%
56-4-01-1-0000-7044	Public Works Building Overhead	59,524	75,000	-21%	75,000	0	0.00%
	Overhead Allocation - Corporate Support						
56-4-01-1-0000-7045	Services	114,398	152,530	-25%	155,600	3,070	2.01%
	TOTAL EXPENSES	4,691,951	6,161,910	-24%	6,608,290	446,380	7.24%
	TOTAL POLLUTION ADMIN.	-2,726,879	-3,417,090	-20%	-3,382,710	34,380	-1.01%

SEWAGE TREATMENT PLANT

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
REVENUE							
56-4-01-2-0000-9910	Proceeds from Sale of Equipment	168	0	0%	0	0	0.00%
	TOTAL REVENUE	168	0	0%	0	0	0.00%
EXPENSES							
56-4-01-1-0000-3010	Reg Full-time Wages	651,836	661,480	-1%	692,310	30,830	4.66%
56-4-01-1-0000-3011	Reg Part-time Wages	9,824	11,320	-13%	12,730	1,410	12.46%
56-4-01-1-0000-3039	Standby	20,898	16,400	27%	16,400	0	0.00%
56-4-01-1-0000-3090	All Overtime	36,222	52,000	-30%	44,000	-8,000	-15.38%
56-4-01-1-0000-3129	Distributed Benefits	79,453	0	0%	91,460	91,460	0.00%
56-4-01-1-0000-3120	All Statutory Benefits	49,165	79,960	-39%	56,930	-23,030	-28.80%
56-4-01-1-0000-3130	All Employer Benefits	70,673	128,580	-45%	87,510	-41,070	-31.94%
56-4-01-1-0000-3135	OMERS	53,080	103,300	-49%	68,470	-34,830	-33.72%
	WAGES & BENEFITS	971,151	1,053,040	-8%	1,069,810	16,770	1.59%
56-4-01-1-0000-3029	Admin. Labour Allocation	314,236	360,290	-13%	318,290	-42,000	-11.66%
56-4-01-1-0000-4190	City Own Property Taxes	55,572	55,460	0%	55,580	120	0.22%
56-4-01-2-0000-4020	Course/Exam Fees	7,569	15,000	-50%	10,000	-5,000	-33.33%
56-4-01-2-0000-4023	Association Membership Fees	1,000	1,000	0%	1,100	100	10.00%
56-4-01-2-0000-4059	Contracted Services	147,418	132,000	12%	135,000	3,000	2.27%
56-4-01-2-0000-4063	Sludge Hauling	13,572	25,000	-46%	20,000	-5,000	-20.00%
56-4-01-2-0000-4064	Sludge Disposal Expense	76,419	142,000	-46%	120,000	-22,000	-15.49%
56-4-01-2-0000-4141	Contracted Building Maintenance	41,817	46,000	-9%	47,000	1,000	2.17%
56-4-01-2-0000-4249	Telephone Services	8,695	9,500	-8%	9,500	0	0.00%
56-4-01-2-0000-4259	Courier	207	1,200	-83%	1,220	20	1.67%
56-4-01-2-0000-4275	Photocopying	982	1,100	-11%	1,120	20	1.82%
56-4-01-2-0000-4280	Staff Mileage	319	3,500	-91%	500	-3,000	-85.71%
56-4-01-2-0000-5011	Office Supplies	271	2,000	-86%	1,000	-1,000	-50.00%
56-4-01-2-0000-5026	Uniforms/Supply	5,375	7,000	-23%	6,000	-1,000	-14.29%
56-4-01-2-0000-5438	Chemicals	378,871	430,000	-12%	430,000	0	0.00%
56-4-01-2-0000-6130	Equipment Purchases	63,467	81,000	-22%	102,000	21,000	25.93%
56-4-01-2-0000-7040	Sewage Treatment Plant City Vehicles	24,522	28,000	-12%	29,000	1,000	3.57%
56-4-01-8-0000-4130	Annual Equipment Replacements	224,056	305,000	-27%	310,185	5,185	1.70%
56-4-01-8-0000-5012	Building Maint/Repair Supply	7,983	15,000	-47%	15,255	255	1.70%
56-4-01-8-0000-5013	Janitorial Supplies	3,093	2,800	10%	2,848	48	1.71%
56-4-01-8-0000-5021	Health & Safety Supplies	3,854	6,000	-36%	6,102	102	1.70%
56-4-01-8-0000-5410	Electricity (Hydro)	292,546	350,000	-16%	350,000	0	0.00%
56-4-01-8-0000-5415	Water	31,060	30,000	4%	30,000	0	0.00%
56-4-01-8-0000-5421	Natural gas - heating	28,413	30,000	-5%	30,000	0	0.00%
	TOTAL EXPENSES	2,702,468	3,131,890	-14%	3,101,510	-30,380	-0.97%
	TOTAL SEWAGE TREATMENT PLANT	2,702,300	3,131,890	-14%	3,101,510	-30,380	-0.97%
PUMPING STATIONS							
EXPENSES							
56-4-01-4-0000-4249	SCADA Expense	30,900	20,000	55%	35,000	15,000	75.00%
56-4-01-4-0000-4252	SCADA Maintenance	2,969	10,000	-70%	15,000	5,000	50.00%
	Build Maint/Repair Supply - St Thomas						
56-4-01-4-0000-5012	PS	20,307	35,000	-42%	36,000	1,000	2.86%
56-4-01-4-0000-5017	Pumping Station Upgrades	53,022	125,000	-58%	100,000	-25,000	-20.00%
56-4-01-4-0000-5410	Electricity - St Thomas Pumpng Stations	52,649	61,000	-14%	61,000	0	0.00%
	Electricity - Central Elgin Pumpng						
56-4-01-4-0000-5411	Stations	7,399	11,000	-33%	11,000	0	0.00%
56-4-01-4-0000-5415	Water	15,021	20,000	-25%	20,000	0	0.00%
56-4-01-4-0000-5421	Natural gas - heating	385	3,200	-88%	3,200	0	0.00%
	TOTAL EXPENSES	182,652	285,200	-36%	281,200	-4,000	-1.40%
	TOTAL PUMPING STATION	182,652	285,200	-36%	281,200	-4,000	-1.40%
	TOTAL POLLUTION CONTROL	158,073	0	0%	0	0	0.00%
ROADS AND TRANSPORTATION							
ROADS & FLEET							
ROAD OPERATIONS							

		2021	2021	VAR	2022	2021/2022	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
REVENUE							
51-2-01-1-0000-9514	Recoveries/Sundry User Groups	129	2,000	-94%	2,000	0	0.00%
51-2-01-1-0000-9515	Wages Recoveries	0	250	-100%	250	0	0.00%
51-2-01-1-0000-9740	Road Occupancy Permit Fee	2,351	3,500	-33%	3,500	0	0.00%
TOTAL REVENUE		2,480	5,750	-57%	5,750	0	0.00%
EXPENSES							
51-2-01-1-0000-3010	Reg Full-time Wages	695,755	975,066	-29%	1,002,318	27,252	2.79%
51-2-01-1-0000-3011	Reg Part-time Wages	163,051	98,410	66%	110,640	12,230	12.43%
51-2-01-1-0000-3029	Salary Distributions	42,818	0	0%	0	0	0.00%
51-2-01-1-0000-3039	Premiums	18,618	23,000	-19%	23,000	0	0.00%
51-2-01-1-0000-3090	All Overtime	47,724	80,000	-40%	80,000	0	0.00%
51-2-01-1-0000-3120	All Statutory Benefits	89,500	93,960	-5%	106,300	12,340	13.13%
51-2-01-1-0000-3130	All Employer Benefits	110,325	147,410	-25%	137,440	-9,970	-6.76%
51-2-01-1-0000-3135	OMERS	68,775	88,920	-23%	94,510	5,590	6.29%
WAGES & BENEFITS		1,236,566	1,506,766	-18%	1,554,208	47,442	3.15%
51-2-01-1-0000-3100	Benefits Clearing	-899,379	-1,255,000	-28%	-1,255,000	0	0.00%
51-2-01-1-0000-4020	Training and Seminars	10,876	10,000	9%	10,000	0	0.00%
51-2-01-1-0000-4022	Conference Fees	311	3,000	-90%	3,000	0	0.00%
51-2-01-1-0000-4023	Association Membership Fees	2,719	2,700	1%	2,700	0	0.00%
51-2-01-1-0000-4040	Legal Fees & Expenses	60	500	-88%	500	0	0.00%
51-2-01-1-0000-4063	GPS Maintenance	22,722	25,000	-9%	29,000	4,000	16.00%
51-2-01-1-0000-4065	CMMS Support Fee	13,685	11,000	24%	11,000	0	0.00%
51-2-01-1-0000-4075	Contracted Services	5,156	1,500	244%	1,500	0	0.00%
51-2-01-1-0000-4249	Telephone/Fax Service	5,948	7,500	-21%	7,500	0	0.00%
51-2-01-1-0000-4275	Photocopying Expenses	441	700	-37%	700	0	0.00%
51-2-01-1-0000-4280	Staff Mileage	467	250	87%	250	0	0.00%
51-2-01-1-0000-5011	Office Supplies	7,774	0	0%	0	0	0.00%
51-2-01-1-0000-4025	Medical/Physical Fitness	205	0	0%	0	0	0.00%
51-2-01-1-0000-5021	Health & Safety Supplies	580	500	16%	500	0	0.00%
51-2-01-1-0000-5026	Uniforms/Supply	8,225	8,125	1%	8,125	0	0.00%
51-2-01-1-0000-5410	Electricity (Hydro)	8,224	8,700	-5%	8,700	0	0.00%
51-2-01-1-0000-5421	Natural gas - heating	2,079	3,000	-31%	3,000	0	0.00%
51-2-01-1-0000-5425	Equipment Purchases	27,454	35,000	-22%	35,000	0	0.00%
51-2-01-1-0001-3999	Job Costing Labour	870,895	1,234,300	-29%	1,234,300	0	0.00%
51-2-01-1-0001-4179	Job Costing Equipment	283,769	375,000	-24%	381,000	6,000	1.60%
51-2-01-1-0001-4189	Job Costing Subcontractors	355,992	450,000	-21%	424,000	-26,000	-5.78%
51-2-01-1-0001-5999	Job Costing Materials	201,865	370,000	-45%	424,500	54,500	14.73%
51-2-01-1-0002-3999	Job Costing Labour - Wk Others	42	200	-79%	200	0	0.00%
51-2-01-1-0002-4179	Job Costing Equipment - Wk Others	8	150	-95%	150	0	0.00%
51-2-01-1-0002-5999	Job Costing Materials - Wk Others	11	0	0%	0	0	0.00%
51-2-01-1-0910-3999	Job Costing Labour - Special Events	623	7,000	-91%	7,000	0	0.00%
51-2-01-1-0910-4179	Job Costing Equipment - Special Events	53	1,000	-95%	1,000	0	0.00%
51-2-01-1-0910-4189	Job Costing Subcontractors - Special Events	114	0	0%	0	0	0.00%
TOTAL EXPENSES		2,167,485	2,806,891	-23%	2,892,833	85,942	3.06%
TOTAL ROAD OPS.		2,165,005	2,801,141	-23%	2,887,083	85,942	3.07%

FLEET OPERATION

REVENUE

11-8-01-1-0000-9514	Recoveries/Sundry User Groups	795,376	1,067,335	-25%	1,078,500	11,165	1.05%
TOTAL REVENUE		795,376	1,067,335	-25%	1,078,500	11,165	1.05%

EXPENSES

11-8-01-1-0000-3010	Full Time Wages	163,126	194,450	-16%	200,850	6,400	3.29%
11-8-01-1-0000-3039	Standby	13,333	16,550	-19%	16,550	0	0.00%
11-8-01-1-0000-3090	Overtime	5,233	14,000	-63%	14,000	0	0.00%
11-8-01-1-0000-3100	Benefits Clearing	-210,118	-271,000	-22%	-271,000	0	0.00%
11-8-01-1-0000-3120	All Statutory Benefits	16,710	17,250	-3%	18,210	960	5.57%
11-8-01-1-0000-3130	All Employer Benefits	21,982	28,310	-22%	27,390	-920	-3.25%
11-8-01-1-0000-3135	OMERS	16,898	17,950	-6%	18,320	370	2.06%
WAGES & BENEFITS		27,164	17,510	55%	24,320	6,810	38.89%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
11-8-01-1-0000-3999	Job Costing Labour	196,358	230,000	-15%	230,000	0	0.00%
11-8-01-1-0000-4020	Course/Exam Fees	61	3,000	-98%	3,000	0	0.00%
11-8-01-1-0000-4075	Contracted Services	509	0	0%	0	0	0.00%
11-8-01-1-0000-4179	Job Costing Equipment	30	0	0%	0	0	0.00%
11-8-01-1-0000-4189	Vehicle Subcontractors	349,081	198,300	76%	487,655	289,355	145.92%
11-8-01-1-0000-4249	Telephone	613	0	0%	0	0	0.00%
11-8-01-1-0000-5010	MTO Reports	51	150	-66%	150	0	0.00%
11-8-01-1-0000-5026	Uniforms/Supply	3,311	3,375	-2%	3,375	0	0.00%
11-8-01-1-0000-5435	Gasoline - operating	252,372	330,000	-24%	330,000	0	0.00%
11-8-01-1-0000-5999	Job Costing Materials	3	285,000	-100%	0	-285,000	-100.00%
	TOTAL EXPENSES	829,553	1,067,335	-22%	1,078,500	11,165	1.05%
	TOTAL FLEET OPS.	34,177	0	0%	0	0	0.00%
	TOTAL ROADS & FLEET	2,199,182	2,801,141	-21%	2,887,083	85,942	3.07%

Transportation & Enforcement

CROSSING GUARDS

EXPENSES

21-9-01-1-0010-3011	Part-time Salaries	33,056	65,660	-50%	49,240	-16,420	-25.01%
21-9-01-1-0010-3120	Employer Benefits	2,211	6,130	-64%	4,710	-1,420	-23.16%
21-9-01-1-0010-5021	Safety Wear & Supplies	0	750	-100%	750	0	0.00%
21-9-01-1-0010-5026	Uniforms, Coveralls, etc.	128	1,400	-91%	1,400	0	0.00%
21-9-01-1-0010-5999	Materials	504	0	0%	0	0	0.00%
	TOTAL CROSSING GUARDS EXPENSES	35,899	73,940	-51%	56,100	-17,840	-24.13%

RAILWAY MAINTENANCE

EXPENSES

51-2-01-1-0020-4065	CNR Railway Crossing Maintenance	26,915	35,000	-23%	35,000	0	0.00%
51-2-01-1-0030-4065	Maintenance Contracts - CPR	0	250	-100%	250	0	0.00%
51-2-01-1-0040-4065	Railway Maintenance-OSR	14,411	17,600	-18%	17,600	0	0.00%
51-2-01-1-0050-4065	Railway Maintenance-PSTR	4,630	19,000	-76%	19,000	0	0.00%
	TOTAL RAILWAY MAINT. EXPENSES	45,956	71,850	-36%	71,850	0	0.00%

TRANSPORTATION

EXPENSES

51-2-01-1-0900-3010	Full Time Salaries	62,402	75,110	-17%	75,110	0	0.00%
51-2-01-1-0900-3029	Distributed Wages	29,304	27,340	7%	27,570	230	0.84%
51-2-01-1-0900-3090	Overtime	0	1,000	-100%	1,000	0	0.00%
51-2-01-1-0900-3120	All Statutory Benefits	5,563	7,620	-27%	7,970	350	4.59%
51-2-01-1-0900-3130	All Employer Benefits	5,501	9,530	-42%	9,380	-150	-1.57%
51-2-01-1-0900-3135	OMERS	6,176	10,710	-42%	10,530	-180	-1.68%
	WAGES & BENEFITS	108,946	131,310	-17%	131,560	250	0.19%
51-2-01-1-0900-4020	Training & Seminars	1,646	2,700	-39%	1,500	-1,200	-44.44%
51-2-01-1-0900-4022	Association Conferences	0	1,250	-100%	500	-750	-60.00%
51-2-01-1-0900-4023	Memberships & Associations	881	500	76%	500	0	0.00%
51-2-01-1-0900-4075	Traffic Counts- Contracted Services	2,072	10,000	-79%	5,000	-5,000	-50.00%
51-2-01-1-0900-4280	Mileage & Car Allowance	0	50	-100%	50	0	0.00%
51-2-01-1-0900-5026	Uniforms/Clothing	250	250	0%	250	0	0.00%
	TOTAL TRANSPORTATION EXPENSES	113,795	146,060	-22%	139,360	-6,700	-4.59%

TRAFFIC SIGNALS

EXPENSES

51-2-01-1-0905-3029	Distributed Wages	4,972	0	0%	5,410	5,410	0.00%
51-2-01-1-0905-3129	Distributed Benefits	464	0	0%	1,482	1,482	0.00%
	Underground Utility Locates - Wage						
51-2-01-1-0905-4020	Allocation	0	6,720	-100%	0	-6,720	-100.00%
51-2-01-1-0905-4065	Traffic Signals Maintenance Contract	85,495	200,000	-57%	170,000	-30,000	-15.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
51-2-01-1-0905-5410	Traffic Signals - Hydro	23,823	26,000	-8%	26,500	500	1.92%
TOTAL TRAFFIC SIGNALS EXPENSES		114,754	232,720	-51%	203,392	-29,328	-12.60%

TRANSIT

REVENUE

52-2-01-1-0000-9179	Paratransit Passenger Revenue	0	1,000	-100%	1,000	0	0.00%
52-2-01-1-0000-9180	Transit Passenger Revenue	38,516	120,000	-68%	120,000	0	0.00%
52-2-01-1-0000-9181	Bus Ticket Revenue	47,764	100,000	-52%	100,000	0	0.00%
52-2-01-1-0000-9182	Bus Pass Revenue	55,440	220,000	-75%	220,000	0	0.00%
52-2-01-1-0000-9183	On-line Bus Revenue	3,298	0	0%	0	0	0.00%
52-2-01-1-0000-9320	Facility Rental Income	11,843	14,000	-15%	14,000	0	0.00%
52-2-01-1-0000-9499	Other Sales	464,930	15,000	3000%	15,000	0	0.00%
TOTAL REVENUE		621,791	470,000	32%	470,000	0	0.00%

EXPENSES

52-2-01-1-0000-3029	Salary Distributions	35,242	37,490	-6%	27,565	-9,925	-26.47%
52-2-01-1-0000-3129	Distributed Benefits	1,938	0	0%	7,837	7,837	0.00%
WAGES & BENEFITS		37,180	37,490	-1%	35,402	-2,088	-5.57%
52-2-01-1-0000-3999	Job Costing Labour	20,132	25,000	-19%	25,000	0	0.00%
52-2-01-1-0000-4023	Association Membership Fees	1,119	1,200	-7%	1,200	0	0.00%
52-2-01-1-0000-4051	Advertising, Marketing & Prom.	0	3,000	-100%	3,000	0	0.00%
52-2-01-1-0000-4055	Conventional Bus Service	545,611	730,000	-25%	743,000	13,000	1.78%
52-2-01-1-0000-4056	Paratransit Service	367,524	620,000	-41%	631,000	11,000	1.77%
52-2-01-1-0000-4063	GPS Maintenance	6,724	35,000	-81%	35,000	0	0.00%
52-2-01-1-0000-4064	Fuel Surcharge	-2,859	-7,500	-62%	-7,500	0	0.00%
52-2-01-1-0000-4065	Ticket Sales Commission Fee	1,631	8,000	-80%	8,000	0	0.00%
52-2-01-1-0000-4075	Vehicle Repair	133,685	230,000	-42%	234,000	4,000	1.74%
52-2-01-1-0000-4141	Building Maintenance/Repair	155	7,000	-98%	7,000	0	0.00%
52-2-01-1-0000-4175	Replacement Vehicle Rent/Lease	113,768	150,000	-24%	175,000	25,000	16.67%
52-2-01-1-0000-4176	Operating Equipment Rent/Lease	2,179	1,000	118%	1,000	0	0.00%
52-2-01-1-0000-4179	Job Cost Equipment	2,868	5,500	-48%	5,500	0	0.00%
52-2-01-1-0000-4189	Job Cost Subcontractors	257	500	-49%	500	0	0.00%
52-2-01-1-0000-4259	Courier	765	1,000	-24%	1,000	0	0.00%
52-2-01-1-0000-4272	Other External Printing	1,747	2,600	-33%	2,600	0	0.00%
52-2-01-1-0000-7015	Transfer from Provincial Gas Tax	-203,250	-271,000	-25%	-271,000	0	0.00%
TOTAL EXPENSES		1,029,236	1,578,790	-35%	1,629,702	50,912	3.22%
TOTAL TRANSIT		407,445	1,108,790	-63%	1,159,702	50,912	4.59%

STREET LIGHTING

EXPENSES

51-2-01-1-0381-3029	Street Lighting Distributed Wages	15,042	0	0%	16,255	16,255	0.00%
51-2-01-1-0381-3129	Distributed Benefits	1,395	0	0%	4,454	4,454	0.00%
Underground Utility Locates - Wage							
51-2-01-1-0381-4020	Allocation	0	20,190	-100%	0	-20,190	-100.00%
51-2-01-1-0381-4065	Street Lighting Maint Contract	106,440	180,000	-41%	235,000	55,000	30.56%
51-2-01-1-0381-4066	Street Lighting - Hydro	379,650	450,000	-16%	510,000	60,000	13.33%
51-2-01-1-0381-4235	Special Projects	987	15,000	-93%	15,000	0	0.00%
TOTAL STREET LIGHTING EXPENSES		503,514	665,190	-24%	780,709	115,519	17.37%

BY-LAW ENFORCEMENT

REVENUE

21-9-01-2-0000-9515	By-Law Enforcement Labour Recovery	800	2,500	-68%	2,500	0	0.00%
21-9-01-2-0000-9713	Taxi & Drivers Licence Fee	3,917	3,000	31%	3,000	0	0.00%
TOTAL REVENUE		4,717	5,500	-14%	5,500	0	0.00%

EXPENSES

21-9-01-2-0000-3010	Reg Full-time Wages	51,910	173,850	-70%	176,390	2,540	1.46%
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DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
21-9-01-2-0000-3029	Salary Distributions	8,503	9,540	-11%	9,750	210	2.20%
21-9-01-2-0000-3090	Overtime	2,614	550	375%	550	0	0.00%
21-9-01-2-0000-3120	All Statutory Benefits	5,163	16,230	-68%	16,330	100	0.62%
21-9-01-2-0000-3130	All Employer Benefits	7,708	29,680	-74%	24,140	-5,540	-18.67%
21-9-01-2-0000-3129	Distributed Benefits	1,797	0	0%	1,600	1,600	0.00%
21-9-01-2-0000-3135	OMERS	4,843	16,710	-71%	16,700	-10	-0.06%
	WAGES & BENEFITS	82,538	246,560	-67%	245,460	-1,100	-0.45%
21-9-01-2-0000-4023	Association Membership Fees	309	350	-12%	350	0	0.00%
21-9-01-2-0000-4028	Staff Training	0	7,500	-100%	5,000	-2,500	-33.33%
21-9-01-2-0000-4249	Telephone Services	215	500	-57%	500	0	0.00%
21-9-01-2-0000-5011	Office/Field Supplies	1,764	1,500	18%	2,000	500	33.33%
21-9-01-2-0000-5026	Uniforms/Supplies	1,285	725	77%	725	0	0.00%
21-9-01-2-0000-7040	Internal Fleet Charges	12,634	3,100	308%	3,200	100	3.23%
	TOTAL EXPENSES	98,745	260,235	-62%	257,235	-3,000	-1.15%
	TOTAL BY-LAW ENFORCEMENT	94,028	254,735	-63%	251,735	-3,000	-1.18%

PARKING ENFORCEMENT

REVENUE

21-5-01-1-0000-9272	Parking Permits Fees	38,019	45,000	-16%	47,500	2,500	5.56%
21-5-01-1-0000-9273	Overnight Parking Permit Fees	711	6,000	-88%	6,000	0	0.00%
21-5-01-1-0000-9810	Parking Fines	9,825	75,000	-87%	75,000	0	0.00%
21-5-01-1-0000-9815	Ticket Cancellation Fee	30	400	-93%	400	0	0.00%
21-6-01-1-0002-9271	Crocker Ave Meter Fees	1,218	7,000	-83%	7,000	0	0.00%
21-6-01-1-0002-9272	Crocker Ave Permit Fees	1,409	3,500	-60%	3,500	0	0.00%
21-6-01-1-0003-9271	Gladstone at Metcalfe Meter Fees	0	7,500	-100%	7,500	0	0.00%
21-6-01-1-0004-9271	Wellington at Metcalfe Meter Fees	0	1,300	-100%	1,300	0	0.00%
	TOTAL REVENUE	51,212	145,700	-65%	148,200	2,500	1.72%

EXPENSES

21-5-01-1-0000-3010	Reg Full-time Wages	79,452	0	0%	0	0	0.00%
21-5-01-1-0000-3120	All Statutory Benefits	7,518	0	0%	0	0	0.00%
21-5-01-1-0000-3130	All Employer Benefits	11,552	0	0%	0	0	0.00%
21-5-01-1-0000-3135	OMERS	7,029	0	0%	0	0	0.00%
	WAGES & BENEFITS	105,551	0	0%	0	0	0.00%
21-6-01-1-0000-4065	APARC Hardware Support	0	25,000	-100%	25,000	0	0.00%
21-6-01-1-0000-4075	APARC Ticket Manager	7,076	25,000	-72%	25,000	0	0.00%
21-5-01-1-0000-4051	Advertising, Marketing & Prom.	0	150	-100%	150	0	0.00%
21-5-01-1-0000-4067	Security Contract	306	450	-32%	450	0	0.00%
21-5-01-1-0000-4190	City Own Property Taxes	1,764	1,870	-6%	1,770	-100	-5.35%
21-5-01-1-0000-4272	External Printing	0	4,500	-100%	2,250	-2,250	-50.00%
21-5-01-1-0000-4280	Staff Mileage	0	50	-100%	50	0	0.00%
21-5-01-1-0000-5010 +	General Supplies	0	3,000	-100%	3,000	0	0.00%
21-5-01-1-0000-5026	Uniforms/Supply	1,236	0	0%	0	0	0.00%
21-5-01-1-0000-5410 +	Electricity (Hydro)	2,394	2,650	-10%	2,650	0	0.00%
21-6-01-1-0000-7490	Service Charges	200	750	-73%	750	0	0.00%
21-5-01-1-0000-3999	Job Cost Labour	5,054	1,500	237%	1,500	0	0.00%
21-5-01-1-0000-4179	Job Cost Equipment	1,696	350	385%	350	0	0.00%
21-5-01-1-0000-4189	Job Cost Subcontractors	81	1,000	-92%	1,000	0	0.00%
21-5-01-1-0000-5999	Job Cost Materials	3,444	500	589%	500	0	0.00%
21-5-01-1-0000-7040 +	Internal Fleet Charges	223	0	0%	0	0	0.00%
	TOTAL EXPENSES	129,025	66,770	93%	64,420	-2,350	-3.52%
	TOTAL PARKING ENFORCEMENT	77,813	-78,930	-199%	-83,780	-4,850	6.14%

ANIMAL CONTROL

REVENUE

21-9-01-3-0000-9216	Animal Impound Fees	11,369	20,000	-43%	20,000	0	0.00%
21-9-01-3-0000-9217	Dog Tag Revenue	28,859	40,000	-28%	0	-40,000	-100.00%
21-9-01-3-0000-9218	Pet Store Admin Fees	-916	-1,500	-39%	0	1,500	-100.00%
21-9-01-3-0000-9220	Cat Tag Revenue	2,135	2,850	-25%	0	-2,850	-100.00%
21-9-01-3-0000-9510	Donations Received	3,000	1,000	200%	1,000	0	0.00%
21-9-01-3-0000-9515	Recoveries	25,734	65,000	-60%	65,000	0	0.00%
	TOTAL REVENUE	70,181	127,350	-45%	86,000	-41,350	-32.47%

		2021	2021	VAR	2022	2021/2022	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
EXPENSES							
21-9-01-3-0000-3010	Reg Full-time Wages	93,151	112,130	-17%	112,130	0	0.00%
21-9-01-3-0000-3011	Reg Part-time Wages	39,243	54,540	-28%	56,970	2,430	4.46%
21-9-01-3-0000-3039	Premium O/T	12,002	15,700	-24%	15,700	0	0.00%
21-9-01-3-0000-3090	All Overtime	719	2,000	-64%	2,000	0	0.00%
21-9-01-3-0000-3120	All Statutory Benefits	13,689	15,790	-13%	16,380	590	3.74%
21-9-01-3-0000-3130	All Employer Benefits	14,916	18,170	-18%	17,430	-740	-4.07%
21-9-01-3-0000-3135	OMERS	8,449	10,090	-16%	10,090	0	0.00%
WAGES & BENEFITS		182,169	228,420	-20%	230,700	2,280	1.00%
21-9-01-3-0000-4028	Staff Training	763	5,000	-85%	3,000	-2,000	-40.00%
21-9-01-3-0000-4040	Legal Fees and Expenses	0	500	-100%	500	0	0.00%
21-9-01-3-0000-4051	Advertising, Marketing & Prom.	0	400	-100%	400	0	0.00%
21-9-01-3-0000-4074	Community Cat Spay/Neuter	4,586	4,000	15%	4,000	0	0.00%
21-9-01-3-0000-4075	Service Agreements - Animal Welfare	8,957	22,000	-59%	22,000	0	0.00%
21-9-01-3-0000-4249	Telephone Services	1,825	600	204%	1,800	1,200	200.00%
21-9-01-3-0000-4320	Medical Services	9,632	20,000	-52%	15,000	-5,000	-25.00%
21-9-01-3-0000-4325	Medical Services - Wildlife	784	5,000	-84%	2,000	-3,000	-60.00%
21-9-01-3-0000-5015	Community Cat Shelter	301	600	-50%	600	0	0.00%
21-9-01-3-0000-5016	Program Supplies	4,835	15,000	-68%	7,000	-8,000	-53.33%
21-9-01-3-0000-5026	Uniforms/Supply	1,326	1,500	-12%	1,500	0	0.00%
21-9-01-3-0000-6130	Tools & Equipment Replacement	1,503	2,000	-25%	1,000	-1,000	-50.00%
21-9-01-3-0000-7040	Fleet Internal Charges	5,825	2,700	116%	2,800	100	3.70%
21-9-01-3-0000-7490	Service Fees	1,479	1,600	-8%	1,300	-300	-18.75%
21-9-01-8-0000-4141	Building Maintenance/Repair	2,241	3,000	-25%	3,000	0	0.00%
21-9-01-8-0000-4249	Telephone Services	2,793	3,000	-7%	3,000	0	0.00%
21-9-01-8-0000-5010	General Supplies	352	0	0%	0	0	0.00%
21-9-01-8-0000-5013	Janitorial Supplies	1,875	5,000	-63%	3,000	-2,000	-40.00%
21-9-01-8-0000-5410	Electricity (Hydro)	1,706	2,500	-32%	2,000	-500	-20.00%
21-9-01-8-0000-5415	Water	617	650	-5%	650	0	0.00%
21-9-01-8-0000-5421	Natural gas - heating	1,295	1,750	-26%	2,000	250	14.29%
TOTAL EXPENSES		234,864	325,220	-28%	307,250	-17,970	-5.53%
TOTAL ANIMAL CONTROL		164,683	197,870	-17%	221,250	23,380	11.82%
TOTAL TRANSPORTATION, ENFORCEMENT & ANIMAL CONTROL							
		1,557,887	2,672,225	-42%	2,800,318	128,093	4.79%
TOTAL ROADS & TRANSPORTATION		3,757,069	5,473,366	-31%	5,687,401	214,035	3.91%

CAPITAL WORKS

REVENUE

EXPENSES

41-5-01-3-0000-3010	Reg Full-time Wages	209,064	268,140	-22%	263,270	-4,870	-1.82%
41-5-01-3-0000-3011	Reg Part-time Wages	12,297	6,140	100%	6,230	90	1.47%
41-5-01-3-0000-3090	All Overtime	11,737	15,000	-22%	18,000	3,000	20.00%
41-5-01-3-0000-3120	All Statutory Benefits	19,708	20,570	-4%	21,320	750	3.65%
41-5-01-3-0000-3130	All Employer Benefits	24,588	31,940	-23%	31,450	-490	-1.53%
41-5-01-3-0000-3135	OMERS	21,220	27,960	-24%	26,520	-1,440	-5.15%
WAGES & BENEFITS		298,614	369,750	-19%	366,790	-2,960	-0.80%
41-5-01-3-0000-4020	Training/Course Work	3,710	12,000	-69%	10,000	-2,000	-16.67%
41-5-01-3-0000-4022	Conference/Seminar Costs	359	1,500	-76%	1,500	0	0.00%
41-5-01-3-0000-4023	Association Membership Fees	1,660	2,500	-34%	2,500	0	0.00%
41-5-01-3-0000-4175	Vehicle Rentals	4,219	5,500	-23%	4,000	-1,500	-27.27%
41-5-01-3-0000-4249	Telephone Services	2,682	3,000	-11%	3,000	0	0.00%
41-5-01-3-0000-4280	Staff Mileage	0	50	-100%	50	0	0.00%
41-5-01-3-0000-5011	Surveying Supplies/Repair	4,218	3,000	41%	13,000	10,000	333.33%
41-5-01-3-0000-5016	Multi-Funct Printer Supplies	579	3,000	-81%	3,000	0	0.00%
41-5-01-3-0000-5510	Books & Subscriptions	0	100	-100%	100	0	0.00%
41-5-01-3-0000-6130	Equipment & Supplies	45	1,500	-97%	1,500	0	0.00%
41-5-01-3-0000-7040	Fleet Charge	7,089	6,000	18%	9,000	3,000	50.00%
41-5-01-3-0480-5026	Coverall, Uniform Etc.	1,664	650	156%	1,700	1,050	161.54%
41-5-01-3-0000-4191	Bi-annual Bridge and Culvert Inspections	0	1,000	-100%	10,000	9,000	900.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
TOTAL EXPENSES	324,839	409,550	-21%	426,140	16,590	4.05%
TOTAL CAPITAL WORKS	324,839	409,550	-21%	426,140	16,590	4.05%

DEVELOPMENT AND COMPLIANCE

ADMINISTRATION

REVENUE

55-2-01-4-0000-9516	Internal Subdivision Recovery	177,701	145,240	22%	154,500	9,260	6.38%
55-2-01-4-0000-9209	Site Plan Review Fee	7,000	10,000	-30%	10,000	0	0.00%
55-2-01-4-0000-9520	ECA Transfer of Review	3,300	8,000	-59%	8,000	0	0.00%
	TOTAL REVENUE	188,001	163,240	15%	172,500	9,260	5.67%

EXPENSES

55-2-01-4-0000-3010	Full Time Salaries	91,707	111,190	-18%	110,390	-800	-0.72%
55-2-01-4-0000-3090	All Overtime	1,042	500	108%	500	0	0.00%
55-2-01-4-0000-3120	Statutory Benefits	7,014	7,820	-10%	8,050	230	2.94%
55-2-01-4-0000-3130	Employer Benefits	10,074	12,010	-16%	11,660	-350	-2.91%
55-2-01-4-0000-3135	OMERS	9,876	11,970	-17%	11,750	-220	-1.84%
	WAGES & BENEFITS	119,713	143,490	-17%	142,350	-1,140	-0.79%
55-2-01-4-0000-4020	Training/Course Work	44	2,000	-98%	2,000	0	0.00%
55-2-01-4-0000-4022	Conference/Seminar Costs	-771	2,000	-139%	2,000	0	0.00%
55-2-01-4-0000-4023	Associated Memberships & Training	1,642	2,000	-18%	2,000	0	0.00%
55-2-01-4-0000-4040	Legal Expenses	0	2,500	-100%	2,500	0	0.00%
55-2-01-4-0000-4051	Advertising	0	500	-100%	500	0	0.00%
55-2-01-4-0000-4280	Staff Mileage	863	250	245%	250	0	0.00%
55-2-01-4-0000-6130	Equipment Purchases	0	250	-100%	10,250	10,000	#####
55-2-01-4-0000-5017	Equipment Maintenance	0	250	-100%	250	0	0.00%
55-2-01-4-0000-5026	Overall, Uniform Etc.	1,000	1,000	0%	1,000	0	0.00%
55-2-01-4-0000-7040	Fleet Charge	6,600	3,600	83%	4,000	400	11.11%
55-2-01-4-0000-4175	Vehicle Rental	4,188	5,400	-22%	5,400	0	0.00%
	TOTAL EXPENSES	133,279	163,240	-18%	172,500	9,260	5.67%

TOTAL DEVELOPMENT & COMPLIANCE ADMIN.

	-54,722	0	0%	0	0	0.00%
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WASTE MANAGEMENT

REVENUE

55-2-01-1-0000-9514	WDO Recoveries	146,628	200,000	-27%	200,000	0	0.00%
55-2-01-1-0000-9515	Misc. Recoveries	28,083	30,000	-6%	30,000	0	0.00%
55-2-01-1-0000-9520	Revenue from Other Municipalities	73,809	98,000	-25%	98,000	0	0.00%
55-2-01-1-0003-9515	Recyclable Material Revenue	148,312	250,000	-41%	225,000	-25,000	-10.00%
55-2-01-1-0005-9515	Household Hazardous Waste Recovery	1,773	6,000	-70%	4,000	-2,000	-33.33%
55-2-01-2-0000-9515	CRC Revenue	281,916	360,000	-22%	525,000	165,000	45.83%
	TOTAL REVENUE	680,521	944,000	-28%	1,082,000	138,000	14.62%

EXPENSES

55-2-01-1-0000-3010	Full Time Salaries	85,985	104,200	-17%	103,600	-600	-0.58%
55-2-01-1-0000-3120	Statutory Benefits	6,055	6,500	-7%	6,800	300	4.62%
55-2-01-1-0000-3130	Employer Benefits	9,930	11,900	-17%	11,600	-300	-2.52%
55-2-01-1-0000-3135	OMERS	9,592	11,700	-18%	11,500	-200	-1.71%
	WAGES & BENEFITS	111,562	134,300	-17%	133,500	-800	-0.60%
55-2-01-1-0000-4023	Associated Memberships & Training	740	1,000	-26%	1,000	0	0.00%
55-2-01-1-0000-4040	Legal Expenses	0	1,000	-100%	1,000	0	0.00%
55-2-01-1-0000-4051	Advertising	12,077	25,000	-52%	20,000	-5,000	-20.00%
55-2-01-1-0000-4280	Staff Mileage	0	250	-100%	250	0	0.00%
55-2-01-1-0000-5026	Clothing Allowance	300	300	0%	300	0	0.00%
55-2-01-1-0001-4063	Leaf & Yard Waste Collection	35,567	70,000	-49%	74,000	4,000	5.71%
55-2-01-1-0001-4064	Organics Collection	272,534	409,000	-33%	415,000	6,000	1.47%
55-2-01-1-0001-4065	Recycling Collection	374,424	455,000	-18%	460,000	5,000	1.10%
55-2-01-1-0001-4066	Residual Waste Collection	709,835	843,000	-16%	875,000	32,000	3.80%
55-2-01-1-0002-4063	Organics Processing	263,415	240,000	10%	270,000	30,000	12.50%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
55-2-01-1-0003-4063	Recycling Processing	113,541	230,000	-51%	240,000	10,000	4.35%
55-2-01-1-0004-4063	Residual Waste Disposal	333,318	440,000	-24%	450,000	10,000	2.27%
55-2-01-1-0005-4063	Household Hazardous Waste	119,057	45,000	165%	45,000	0	0.00%
55-2-01-1-0005-4064	Hazardous Waste - Sharps Bin Collection	0	55,000	-100%	55,000	0	0.00%
55-2-01-2-0000-4062	Purchase of Recycling Boxes	18,775	15,000	25%	18,000	3,000	20.00%
55-2-01-2-0000-4063	Green Cart Replacement	27,510	50,000	-45%	60,000	10,000	20.00%
55-2-01-2-0000-4064	Public Space Recycling Replacement	0	5,000	-100%	5,000	0	0.00%
55-2-01-2-0000-4185	CRC Operation	307,347	450,000	-32%	475,000	25,000	5.56%
55-2-01-2-0000-4190	CRC Waste Disposal	257,543	190,000	36%	350,000	160,000	84.21%
55-2-01-2-0000-4192	CRC Supplies	10,778	7,500	44%	8,500	1,000	13.33%
55-2-01-2-0000-4194	CRC Scales	5,092	2,000	155%	3,500	1,500	75.00%
55-2-01-1-0000-7015	Transfer from Reserves	0	-55,000	-100%	0	55,000	-100.00%
	TOTAL EXPENSES	2,973,415	3,613,350	-18%	3,960,050	346,700	9.59%
	TOTAL WASTE MANAGEMENT	2,292,894	2,669,350	-14%	2,878,050	208,700	7.82%

CRC PROPERTY

EXPENSES

	Contracted Services - Grass						
55-2-01-8-3000-4072	Cutting/Snow Removal	16,412	15,000	9%	20,000	5,000	33.33%
55-2-01-8-3000-4141	Contracted Building Maintenance	9,351	15,000	-38%	2,000	-13,000	-86.67%
55-2-01-8-3000-5013	Contracted Janitorial Services	1,479	3,000	-51%	3,000	0	0.00%
55-2-01-8-3000-5015	Building Maintenance Supplies	0	1,000	-100%	1,000	0	0.00%
55-2-01-8-3000-5410	Electricity (Hydro)	6,562	9,000	-27%	9,000	0	0.00%
55-2-01-8-3000-5415	Water/Sewer	114	500	-77%	500	0	0.00%
55-2-01-8-3000-5421	Natural gas - heating	2,798	3,500	-20%	3,500	0	0.00%
	TOTAL CRC PROPERTY EXPENSES	36,716	47,000	-22%	39,000	-8,000	-17.02%
	TOTAL D&C ADMIN, WASTE MGMT & CRC	2,274,888	2,716,350	-16%	2,917,050	200,700	7.39%

		2021	2021	VAR	2022	2021/2022	
DESCRIPTION		ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
SOCIAL SERVICES							
<u>ADMINISTRATION</u>							
REVENUE							
EXPENSES							
61-1-01-0-0000-3010	Reg Full-time Wages	159,084	199,295	-20%	203,708	4,413	2.21%
61-1-01-0-0000-3120	All Statutory Benefits	11,416	12,881	-11%	13,471	590	4.58%
61-1-01-0-0000-3130	All Employer Benefits	16,412	18,792	-13%	21,079	2,287	12.17%
61-1-01-0-0000-3135	OMERS	17,363	22,100	-21%	22,288	188	0.85%
61-1-01-1-0000-4075	Contracted Services	0	10,000	-100%	10,000	0	0.00%
61-1-01-1-0000-4173	Office Equipment - Rental/Lease	9,234	15,000	-38%	15,000	0	0.00%
61-1-01-1-0000-4175	Office Equipment - Purchases	0	5,000	-100%	5,000	0	0.00%
61-1-01-1-0000-4249	Telephone Services	13,141	24,000	-45%	24,000	0	0.00%
61-1-01-1-0000-4257	Regular Postage/Courier	15,220	30,000	-49%	30,000	0	0.00%
61-1-01-1-0000-4275	Photocopying Expense	5,881	8,000	-26%	8,000	0	0.00%
Administrative and Accommodation							
61-1-01-1-0000-7046	Allocation	0	-867,568	-100%	-919,046	-51,478	5.93%
61-1-01-1-0001-4023	Association Membership Fees	9,331	10,000	-7%	10,000	0	0.00%
61-1-01-1-0001-4051	Advertising and Marketing	738	500	48%	500	0	0.00%
61-1-01-1-0001-4160	Office Equipment Maint/Repair	0	5,000	-100%	5,000	0	0.00%
61-1-01-1-0001-5010	General Supplies	2,159	5,000	-57%	5,000	0	0.00%
61-1-01-1-0001-5011	Office Supplies	22,420	45,000	-50%	45,000	0	0.00%
61-1-01-1-0001-5510	Books & Subscriptions	33	0	0%	0	0	0.00%
61-1-01-1-0004-4169	Information Systems/Technology	17,594	30,000	-41%	30,000	0	0.00%
61-1-01-1-0005-4280	Travel	0	2,000	-100%	2,000	0	0.00%
61-1-01-1-0005-4281	Training & Development	1,612	4,000	-60%	4,000	0	0.00%
61-1-01-1-0006-4040	Legal Fees - Administration	7,630	5,000	53%	5,000	0	0.00%
61-1-01-1-0006-4050	Professional Fees	0	2,000	-100%	2,000	0	0.00%
61-1-01-8-0000-4120	Janitorial Cleaning	25,151	40,000	-37%	40,000	0	0.00%
61-1-01-8-0000-4171	Building Rent/Lease	0	315,000	-100%	315,000	0	0.00%
61-1-01-8-0000-4177	Building Operating Costs	69,330	54,000	28%	88,000	34,000	62.96%
61-1-01-8-0000-5012	Building Maint/Repair Supply	11,918	5,000	138%	15,000	10,000	200.00%
61-1-01-1-0000-7490	Service Charges	75	0	0%	0	0	0.00%
TOTAL EXPENSES		415,742	0	0%	0	0	0.00%
TOTAL ADMINISTRATION		415,742	0	0%	0	0	0.00%

EMPLOYMENT AND INCOME
SUPPORT

REVENUE

61-2-01-0-0003-9040	MCSS - Administration/COA	1,083,719	1,444,955	-25%	1,445,000	45	0.00%
61-2-01-1-0001-9515	Wage Recovery	0	3,500	-100%	3,500	0	0.00%
61-2-01-2-0000-9040	MOH - Homemakers Funding	4,200	7,500	-44%	7,500	0	0.00%
61-2-01-4-0000-9040	MCSS - Assistance Subsidy (Form 3028)	6,830,403	13,285,000	-49%	13,285,000	0	0.00%
61-2-01-5-0000-9513	County of Elgin - Cost Share Subsidy	261,000	303,345	-14%	292,213	-11,132	-3.67%
61-2-01-5-0000-9520	County of Elgin - Admin Subsidy	106,000	132,085	-20%	63,643	-68,442	-51.82%
61-3-01-1-0000-9515	Misc. Recoveries	91	0	0%	0	0	0.00%
61-3-01-1-0003-9040	Outcome Based Funding	306,750	1,227,000	-75%	1,227,000	0	0.00%
61-3-01-1-0009-9040	MCSS - LEAP Incentives Subsidy	715,750	0	0%	0	0	0.00%
TOTAL REVENUE		9,307,913	16,403,385	-43%	16,323,856	-79,529	-0.48%

EXPENSES

61-2-01-0-0000-4035	Emergency Planning	0	7,500	-100%	0	-7,500	-100.00%
61-2-01-0-0000-5011	Office Supplies	8	0	0%	0	0	0.00%
61-2-01-0-0000-5510	Books & Subscriptions	4,325	0	0%	0	0	0.00%
Administrative and Accommodation							
61-2-01-0-0001-4169	Allocation	0	694,055	-100%	735,237	41,182	5.93%
61-2-01-1-0000-3010	Reg Full-time Wages	1,499,835	2,068,245	-27%	2,026,702	-41,543	-2.01%
61-2-01-1-0000-3011	Reg Part-time Wages	8,370	0	0%	0	0	0.00%
61-2-01-1-0000-3090	O/T	924	0	0%	0	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
61-2-01-1-0000-3120	All Statutory Benefits	137,125	183,001	-25%	175,632	-7,369	-4.03%
61-2-01-1-0000-3130	All Employer Benefits	208,095	310,512	-33%	299,311	-11,201	-3.61%
61-2-01-1-0000-3135	Omers	144,472	215,979	-33%	194,641	-21,338	-9.88%
61-2-01-1-0000-4059	Contracted Employee	0	20,000	-100%	20,000	0	0.00%
61-2-01-1-0000-4171	Office Rent	10,111	15,000	-33%	15,000	0	0.00%
61-2-01-1-0000-4280	Staff Mileage	30	4,000	-99%	4,000	0	0.00%
61-2-01-1-0000-4281	Staff Training & Development	10,064	15,000	-33%	10,000	-5,000	-33.33%
61-2-01-1-0003-4075	Contracted Services	1,112	3,000	-63%	3,000	0	0.00%
61-2-01-2-0000-4340	OW Income Mtce Homemakers (80% AND 100%)	6,621	9,375	-29%	9,375	0	0.00%
61-2-01-3-0003-4311	Refunds to Clients	2,311	0	0%	0	0	0.00%
61-2-01-4-0000-4311	O.W. Allowances	7,614,859	12,500,000	-39%	12,500,000	0	0.00%
61-2-01-4-0000-4312	Recoveries/Reimbursements Form V	-98,872	0	0%	0	0	0.00%
61-2-01-4-0000-4313	Reimbursements	-20,896	-100,000	-79%	-100,000	0	0.00%
61-2-01-4-0000-4314	Family Resp Centre Recoveries	-36,490	-120,000	-70%	-120,000	0	0.00%
61-2-01-4-0000-4380	Transitional Child Benefits	77,771	125,000	-38%	125,000	0	0.00%
61-2-01-4-0002-4336	Discretionary Benefits	340,635	520,000	-34%	520,000	0	0.00%
61-2-01-4-0002-4339	Funeral	33,557	100,000	-66%	100,000	0	0.00%
61-2-01-4-0003-4336	Dental Services for Dependent Children	137,491	360,000	-62%	360,000	0	0.00%
61-2-01-8-0000-7045	City O/H Allocation	366,738	488,984	-25%	498,800	9,816	2.01%
61-3-01-1-0006-4372	ERE - Supplies & Services	43,333	40,000	8%	50,000	10,000	25.00%
61-3-01-1-0007-4385	ERE - Employment Benefits	73,315	164,000	-55%	164,000	0	0.00%
	TOTAL EXPENSES	10,564,844	17,623,651	-40%	17,590,698	-32,953	-0.19%
	TOTAL EMPLOYMENT AND INCOME SUPPORT	1,256,931	1,220,266	3%	1,266,842	46,576	3.82%

CHILD CARE

REVENUE

61-4-01-1-0000-9040	MCYS - Childcare Administration	6,810,271	131,401	5083%	322,396	190,995	145.35%
61-4-01-1-0000-9515	Misc. Recoveries - Administration	0	101,450	-100%	0	-101,450	-100.00%
61-4-01-2-0002-9040	EDU 80/20 Funding	0	2,060,078	-100%	2,060,078	0	0.00%
61-4-01-2-0007-9040	ELCC Wage Subsidy- NP & Comm	0	612,468	-100%	612,468	0	0.00%
61-4-01-2-0013-9040	Ontario Early Years Child and Family Centres	0	1,108,570	-100%	1,108,570	0	0.00%
61-4-01-3-0001-9040	Expansion Plan	0	1,420,791	-100%	1,420,791	0	0.00%
61-4-01-3-0006-9040	Wage Enhancement	152,550	1,086,759	-86%	1,063,276	-23,483	-2.16%
61-4-01-4-0000-9040	EDU 100% Funding	0	3,774,900	-100%	3,472,388	-302,512	-8.01%
61-4-01-5-0000-9513	County of Elgin - Cost Share Subsidy	167,000	201,638	-17%	156,508	-45,130	-22.38%
61-4-01-5-0000-9520	County of Elgin - Admin Subsidy	70,000	63,746	10%	33,678	-30,068	-47.17%
61-4-01-6-0000-9040	Safe Restart Funding	571,610	0	0%	0	0	0.00%
	TOTAL REVENUE	7,771,431	10,561,801	-26%	10,250,153	-311,648	-2.95%

EXPENSES

61-4-01-0-0000-5016	Program Supplies	35	2,000	-98%	2,000	0	0.00%
61-4-01-0-0001-4051	Administrative and Accommodation Allocation	0	86,757	-100%	91,905	5,148	5.93%
61-4-01-0-0004-4169	Information Systems/Technology Allocation	7,985	15,500	-48%	15,500	0	0.00%
61-4-01-0-0006-4025	Professional Fees	0	20,000	-100%	20,000	0	0.00%
61-4-01-1-0000-3010	Reg Full-time Wages	410,686	527,641	-22%	535,592	7,951	1.51%
61-4-01-1-0000-3120	All Statutory Benefits	35,737	41,318	-14%	43,181	1,863	4.51%
61-4-01-1-0000-3130	All Employer Benefits	50,492	64,336	-22%	69,963	5,627	8.75%
61-4-01-1-0000-3135	Omers	41,516	46,525	-11%	53,805	7,280	15.65%
61-4-01-1-0000-4280	Staff Mileage	11	7,000	-100%	7,000	0	0.00%
61-4-01-1-0000-4281	Staff Training & Development	1,039	5,000	-79%	5,000	0	0.00%
61-4-01-1-0001-4040	Childcare Legal Fees	1,142	4,000	-71%	4,000	0	0.00%
61-4-01-2-0001-4340	Special Needs Costs	403,375	570,000	-29%	570,000	0	0.00%
61-4-01-2-0001-4341	General Operating Grant Costs	2,079,585	3,454,956	-40%	3,454,956	0	0.00%
61-4-01-2-0002-4340	Fee Subsidy	1,338,993	2,900,000	-54%	3,320,786	420,786	14.51%
61-4-01-2-0003-4344	Ontario Works Childcare Formal	182,459	400,000	-54%	400,000	0	0.00%
61-4-01-2-0003-4345	Ontario Works Childcare Informal	0	2,000	-100%	2,000	0	0.00%
61-4-01-3-0011-4340	Extended Day Fee Subsidy	30,753	150,000	-79%	150,000	0	0.00%
61-4-01-2-0006-4390	Family and Childrens Centres Expenses	738,156	0	0%	0	0	0.00%
61-4-01-2-0013-4390	Ontario Early Years Child and Family Centres	1,679	1,108,570	-100%	1,108,570	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
61-4-01-2-0007-4341	Capacity Building Expense	10,563	139,002	-92%	48,002	-91,000	-65.47%
61-4-01-2-0007-4390	ELCC Expenses	0	612,468	-100%	0	-612,468	-100.00%
61-4-01-2-0011-4390	Emergency Childcare Expense	262,671	0	0%	0	0	0.00%
	Childrens Services System Planning						
61-4-01-2-0012-4390	Expense	40,048	0	0%	0	0	0.00%
61-4-01-3-0006-4340	Wage Enhancement	717,434	1,039,792	-31%	1,039,792	0	0.00%
61-4-01-3-0006-4390	Wage Enhancement Admin	0	46,967	-100%	23,484	-23,483	-50.00%
61-4-01-3-0010-3029	Salary Distributions	0	-296,969	-100%	-253,453	43,516	-14.65%
61-4-01-6-0000-4075	Safe Restart Expenditures	476,451	0	0%	0	0	0.00%
61-4-01-7-0000-4075	Childcare Reinvestment Expenditures	374,000	0	0%	0	0	0.00%
61-4-01-8-0000-7045	City O/H Allocation	37,016	49,355	-25%	50,300	945	1.91%
	TOTAL EXPENSES	7,241,826	10,996,218	-34%	10,762,383	-233,835	-2.13%
	TOTAL CHILD CARE	-529,605	434,417	-222%	512,230	77,813	17.91%

SOCIAL HOUSING

REVENUE

61-5-01-0-0001-9040	AHP Admin Funding	35,400	21,400	65%	21,400	0	0.00%
61-5-01-0-0003-9040	Rent Bank Reserve Funding	120,412	0	0%	0	0	0.00%
61-5-01-0-0005-9515	AHP Home Ownership Recoveries	22,654	0	0%	0	0	0.00%
	Renovation and Retrofit Program						
61-5-01-0-0006-9040	Revenue	879,799	609,790	44%	664,395	54,605	8.95%
61-5-01-0-0015-9040	AHP Rental Unit Construction Funding	1,174,000	0	0%	0	0	0.00%
61-5-01-0-0020-9040	Provincial Affordability Payment funding	120,722	241,656	-50%	241,656	0	0.00%
61-5-01-0-0030-9040	Debenture Funding	0	326,370	-100%	326,370	0	0.00%
61-5-01-1-0001-9075	Federal Non-Specific Grant	851,872	974,902	-13%	918,681	-56,221	-5.77%
	SCRSP - Strong Communities Rent						
61-5-01-1-0003-9040	Supplement Program	212,873	203,734	4%	203,734	0	0.00%
61-5-01-1-0005-9040	Housing Allowance Subsidy	12,917	0	0%	0	0	0.00%
61-5-01-1-0009-9040	CHPI Funding	1,619,292	1,458,954	11%	1,458,954	0	0.00%
61-5-01-1-0010-9040	SSRF	1,417,632	0	0%	0	0	0.00%
61-5-01-1-0011-9040	COHB Funding	918	0	0%	0	0	0.00%
61-5-01-5-0000-9513	County of Elgin - Cost Share Subsidy	1,199,000	1,492,155	-20%	1,467,973	-24,182	-1.62%
61-5-01-5-0000-9520	County of Elgin - Admin Subsidy	67,000	62,347	7%	36,877	-25,470	-40.85%
	TOTAL REVENUE	7,734,491	5,391,308	43%	5,340,040	-51,268	-0.95%

EXPENSES

61-5-01-0-0000-3010	Reg Full-time Wages	449,042	587,013	-24%	575,925	-11,088	-1.89%
61-5-01-0-0000-3120	All Statutory Benefits	36,967	46,898	-21%	48,335	1,437	3.06%
61-5-01-0-0000-3130	All Employer Benefits	63,700	80,835	-21%	86,949	6,114	7.56%
61-5-01-0-0000-3135	Omers	41,571	58,058	-28%	56,352	-1,706	-2.94%
61-5-01-0-0000-4023	Association Membership Fees	847	5,150	-84%	5,150	0	0.00%
61-5-01-0-0000-4075	Development Consultant	15,353	20,400	-25%	20,400	0	0.00%
61-5-01-0-0000-4076	Contracted Employee	14,244	5,000	185%	5,000	0	0.00%
61-5-01-0-0000-4077	AHP Program Delivery Expenses	0	1,000	-100%	1,000	0	0.00%
61-5-01-0-0000-4179	Contracted Services	3,591	7,500	-52%	7,500	0	0.00%
61-5-01-0-0000-4280	Travel	0	1,600	-100%	1,600	0	0.00%
61-5-01-0-0000-4281	Staff Training & Development	4,382	6,600	-34%	6,600	0	0.00%
61-5-01-0-0000-5010	Goods & Services	794	4,650	-83%	4,650	0	0.00%
61-5-01-0-0000-5016	Tribunal Expense	5,030	11,300	-55%	11,300	0	0.00%
	Administrative and Accommodation						
61-5-01-0-0001-4051	Allocation	0	86,757	-100%	91,905	5,148	5.93%
61-5-01-0-0002-3029	Salary Distributions - Administration	-105,493	0	0%	0	0	0.00%
61-5-01-0-0005-4075	AHP Home Ownership Program	0	50,000	-100%	50,000	0	0.00%
61-5-01-0-0005-7015	AHP Home Ownership Trfr from Reserve	0	-50,000	-100%	-50,000	0	0.00%
	Renovation and Retrofit Contracted						
61-5-01-0-0006-4059	Services	2,912	609,790	-100%	0	-609,790	-100.00%
61-5-01-0-0010-4075	Home Repair Expenses	50,001	50,000	0%	50,000	0	0.00%
61-5-01-0-0015-4075	AHP Rental Unit Construction	1,215,000	0	0%	0	0	0.00%
61-5-01-0-0020-4075	Provincial Affordability Payment	140,961	241,656	-42%	241,656	0	0.00%
61-5-01-0-0030-4301	Debenture Expense	178,469	326,370	-45%	326,370	0	0.00%
	Service Manager Subsidy - Non Profit						
61-5-01-1-0000-4301	Providers	2,353,209	3,277,766	-28%	3,027,766	-250,000	-7.63%
61-5-01-1-0000-4303	Portable Housing Benefit	194,076	240,000	-19%	490,000	250,000	104.17%
61-5-01-1-0002-4301	ESHC Subsidy	0	843,821	-100%	896,965	53,144	6.30%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
61-5-01-1-0003-4301	OCHAP CHSP Rent Supplement	69,284	85,000	-18%	85,000	0	0.00%
61-5-01-1-0003-4303	Provincial Rent Supplement	179,930	217,250	-17%	217,250	0	0.00%
61-5-01-1-0004-4050	Help program expenses	204,591	340,873	-40%	340,873	0	0.00%
61-5-01-1-0005-4303	Housing Allowance Program Expenses	115,563	135,000	-14%	0	-135,000	-100.00%
61-5-01-1-0006-3025	COCHI & OPHI Program Administration	16,416	0	0%	664,395	664,395	0.00%
61-5-01-1-0009-3025	CHPI Admin Expenses	164,458	228,263	-28%	228,263	0	0.00%
61-5-01-1-0009-3029	Salary Distributions - CHPI	-164,458	-308,263	-47%	-228,263	80,000	-25.95%
61-5-01-1-0009-4311	CHPI Expenses	878,303	889,818	-1%	889,818	0	0.00%
61-5-01-1-0010-4075	SSRF	1,680,987	0	0%	0	0	0.00%
61-5-01-8-0000-7045	City O/H Allocation	24,437	32,582	-25%	33,200	618	1.90%
TOTAL EXPENSES		7,834,167	8,132,687	-4%	8,185,959	53,272	0.66%
TOTAL SOCIAL HOUSING		99,676	2,741,379	-96%	2,845,919	104,540	3.81%

PUBLIC HOUSING

REVENUE

61-6-01-0-0000-9010	ESHC Non-Specific Grant CMSM	0	873,821	-100%	896,965	23,144	2.65%
61-6-01-0-0000-9340	ESHC Rental Revenue	1,948,700	2,185,000	-11%	2,185,000	0	0.00%
61-6-01-0-0000-9400	ESHC - Online payments	11,701	0	0%	0	0	0.00%
61-6-01-0-0000-9514	Tenant Recoveries	1,969	6,000	-67%	6,000	0	0.00%
61-6-01-0-0000-9516	Sundry Revenue	30,408	50,000	-39%	38,000	-12,000	-24.00%
61-6-01-0-0000-7991	Bad Debts	0	-60,000	-100%	-21,000	39,000	-65.00%
61-6-01-0-0030-9010	Debenture	0	326,370	-100%	326,370	0	0.00%
TOTAL REVENUE		1,992,778	3,381,191	-41%	3,431,335	50,144	1.48%

EXPENSES

61-6-01-0-0000-4110	Housing Tenant Refunds	2,614	0	0%	0	0	0.00%
61-6-01-0-0001-4043	Consultants - Legal	0	5,000	-100%	5,000	0	0.00%
61-6-01-0-0001-4160	Equipment Rental - Non Owned	3,369	5,000	-33%	5,000	0	0.00%
61-6-01-0-0001-4249	Telephone	16,086	11,000	46%	17,500	6,500	59.09%
61-6-01-0-0001-7490	Bank Charges	75	0	0%	75	75	0.00%
61-6-01-0-0001-7910	Administration Expense	2,049	371,000	-99%	371,000	0	0.00%
61-6-01-0-0010-7310	Debenture Expense	0	424,460	-100%	424,460	0	0.00%
61-6-01-1-0000-4280	Staff Mileage	144	0	0%	0	0	0.00%
61-6-01-2-0010-4141	Building Maintenance/Repair	91,507	0	0%	0	0	0.00%
61-6-01-2-0010-4150	Building Maintenance - Work Manager	635,997	730,000	-13%	730,000	0	0.00%
61-6-01-2-0010-4190	City Own Property Taxes	871,132	851,231	2%	875,300	24,069	2.83%
61-6-01-2-0010-4212	Liability Ins Premiums	64,315	64,500	0%	74,000	9,500	14.73%
61-6-01-2-0010-5410	Electricity (Hydro)	229,566	360,000	-36%	360,000	0	0.00%
61-6-01-2-0010-5415	Water	98,880	100,000	-1%	110,000	10,000	10.00%
61-6-01-2-0010-5421	Natural gas - heating	62,721	79,000	-21%	79,000	0	0.00%
61-6-01-2-0010-6025	Capital Asset Repairs	450,870	380,000	19%	380,000	0	0.00%
TOTAL EXPENSES		2,529,325	3,381,191	-25%	3,431,335	50,144	1.48%
TOTAL PUBLIC HOUSING		536,547	0	0%	0	0	0.00%
TOTAL S.S. - ONTARIO WORKS		1,779,291	4,396,062	-60%	4,624,991	228,929	5.21%

		2021	2021		2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	VAR	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET	%	BUDGET	(\$)	(%)
VALLEYVIEW							
<u>ADMINISTRATION</u>							
REVENUE							
61-8-01-1-0000-9040	Ontario Specific Grant - Nursing & Personal Care	4,048,666	6,379,256	-37%	6,494,619	115,363	1.81%
61-8-01-1-0000-9041	Ontario Specific Grant - Program & Support Service	498,870	0	0%	0	0	0.00%
61-8-01-1-0000-9042	Ontario Specific Grant-Raw Foods	394,630	0	0%	0	0	0.00%
61-8-01-1-0000-9043	Ontario Specific Grant-Other Accomodation	420,728	0	0%	0	0	0.00%
61-8-01-1-0000-9045	Ontario Specific Grant - Equalization & Pay Equity	134,620	161,544	-17%	161,544	0	0.00%
61-8-01-1-0000-9046	Ontario Specific Grant - High Wage	21,375	85,500	-75%	0	-85,500	-100.00%
61-8-01-1-0000-9048	Ontario Specific Grant- Covid Funding	383,575	0	0%	0	0	0.00%
61-8-01-1-0000-9075	Previous Years Adjustments	15,004	0	0%	0	0	0.00%
61-8-01-1-0000-9514	Ward-Basic	1,264,448	1,404,252	-10%	1,404,252	0	0.00%
61-8-01-1-0000-9515	Miscellaneous Revenue	807,908	20,000	3940%	0	-20,000	-100.00%
61-8-01-1-0000-9516	Private Basic	409,922	560,000	-27%	560,000	0	0.00%
61-8-01-1-0000-9517	Respite Revenue	0	18,000	-100%	18,000	0	0.00%
61-8-01-1-0000-9518	Private-Preferred	169,896	220,000	-23%	220,000	0	0.00%
61-8-01-1-0000-9520	Semi Preferred	111,346	115,000	-3%	115,000	0	0.00%
61-8-01-1-0000-9521	Semi Basic	556,600	622,961	-11%	622,961	0	0.00%
61-8-01-1-0001-9499	Sales	0	500	-100%	500	0	0.00%
61-8-01-1-0001-9510	Donations	89	0	0%	0	0	0.00%
61-8-01-1-6000-9515	Pharmacy Sponsored Program	351,708	60,000	486%	60,000	0	0.00%
	TOTAL REVENUE	9,589,385	9,647,013	-1%	9,656,876	9,863	0.10%
EXPENSES							
61-8-01-1-0000-3010	Reg Full-time Wages	258,109	336,510	-23%	330,808	-5,702	-1.69%
61-8-01-1-0000-3011	Reg Part-time Wages	116,484	0	0%	0	0	0.00%
61-8-01-1-0000-3090	All Overtime	6,644	0	0%	0	0	0.00%
61-8-01-1-0000-3120	All Statutory Benefits	33,863	24,552	38%	25,012	460	1.87%
61-8-01-1-0000-3130	All Employer Benefits	34,235	39,686	-14%	37,841	-1,845	-4.65%
61-8-01-1-0000-3135	Omers	28,538	35,383	-19%	34,311	-1,072	-3.03%
61-8-01-1-0000-4022	Conference Fees	826	2,700	-69%	2,700	0	0.00%
61-8-01-1-0000-4023	Association Membership Fees	10,699	11,500	-7%	11,500	0	0.00%
61-8-01-1-0000-4040	Legal Fees & Expenses	0	4,000	-100%	4,000	0	0.00%
61-8-01-1-0000-4042	External Audit Fees & Expenses	0	2,500	-100%	2,500	0	0.00%
61-8-01-1-0000-4051	Advertising, Marketing & Prom.	806	2,450	-67%	2,450	0	0.00%
61-8-01-1-0000-4065	Computer Program Maint. Contract	56,628	9,200	516%	9,200	0	0.00%
61-8-01-1-0000-4075	Other Contracted Services	2,610	11,500	-77%	11,500	0	0.00%
61-8-01-1-0000-4145	Vehicle Maintenance/Repair	326	1,200	-73%	1,200	0	0.00%
61-8-01-1-0000-4249	Telephone Services	3,045	12,000	-75%	12,000	0	0.00%
61-8-01-1-0000-4257	Regular Postage	1,570	4,700	-67%	4,700	0	0.00%
61-8-01-1-0000-4275	Photocopying	1,008	1,100	-8%	1,100	0	0.00%
61-8-01-1-0000-4280	Staff Mileage	207	1,700	-88%	1,700	0	0.00%
61-8-01-1-0000-5010	Misc. Administrative Expenses	13,948	7,200	94%	7,200	0	0.00%
61-8-01-1-0000-5011	Office Supplies	9,570	10,500	-9%	10,500	0	0.00%
61-8-01-1-0000-5016	In-Service Coordinator	0	1,200	-100%	1,200	0	0.00%
61-8-01-1-0000-5017	Equipment Maint/Repair Supply	0	400	-100%	400	0	0.00%
61-8-01-1-0000-5018	Volunteer Expenses	0	2,200	-100%	2,200	0	0.00%
61-8-01-1-0000-5510	Books & Subscriptions	81	850	-90%	850	0	0.00%
61-8-01-1-0000-6130	Tools & Equipment Replacement	465	1,500	-69%	1,500	0	0.00%
61-8-01-1-0000-7040	Internal Fleet Charges	1,438	7,680	-81%	7,680	0	0.00%
61-8-01-1-0000-7490	Service Charges	75	0	0%	0	0	0.00%
61-8-01-1-6000-5010	Pharmacy Sponsored Expenditure	4,233	60,000	-93%	60,000	0	0.00%
	TOTAL EXPENSES	585,408	592,211	-1%	584,052	-8,159	-1.38%
	TOTAL ADMINISTRATION	-9,003,977	-9,054,802	-1%	-9,072,824	-18,022	0.20%

MDS

REVENUE

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE		
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
61-8-01-1-2000-9040	MDS Funding	53,235	75,204	-29%	75,204	0	0.00%
	TOTAL REVENUE	53,235	75,204	-29%	75,204	0	0.00%
EXPENSES							
61-8-01-1-2000-3010	Reg Full-time Wages	79,723	71,598	11%	71,598	0	0.00%
61-8-01-1-2000-3090	Overtime / Stat Pay	1,249	0	0%	0	0	0.00%
61-8-01-1-2000-3120	All Statutory Benefits	5,951	5,610	6%	5,610	0	0.00%
61-8-01-1-2000-3130	All ER Benefits	8,379	10,012	-16%	10,012	0	0.00%
61-8-01-1-2000-3135	OMERS	8,511	6,989	22%	6,989	0	0.00%
	TOTAL EXPENSES	103,813	94,209	10%	94,209	0	0.00%
	TOTAL MDS	50,578	19,005	166%	19,005	0	0.00%

HIGH INTENSITY NEEDS

REVENUE

61-8-01-1-5000-9040	Provincial Funding - High Intensity Needs	48,777	16,800	190%	16,800	0	0.00%
	TOTAL REVENUE	48,777	16,800	190%	16,800	0	0.00%

EXPENSES

61-8-01-1-5000-5010	General Supplies	0	5,000	-100%	5,000	0	0.00%
61-8-01-1-5000-5016	Medical Supplies	1,636	5,000	-67%	5,000	0	0.00%
61-8-01-1-5000-5017	Equipment Maint/Repair Supply	0	3,000	-100%	3,000	0	0.00%
61-8-01-1-5000-5510	Books & Subscriptions	0	500	-100%	500	0	0.00%
61-8-01-1-5000-6130	Tools & Equipment Replacement	0	3,300	-100%	3,300	0	0.00%
61-8-01-1-5000-4057	High Intensity Transportation	30,334	0	0%	0	0	0.00%
	TOTAL EXPENSES	31,970	16,800	90%	16,800	0	0.00%
	TOTAL HIGH INTENSITY NEEDS	-16,807	0	0%	0	0	0.00%

TOTAL ADMIN, MDS & HIGH INTENSITY

		-8,970,206	-9,035,797	-1%	-9,053,819	-18,022	0.20%
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ACTIVATION

REVENUE

61-8-01-2-0000-9510	Activation Donations	6,487	0	0%	0	0	0.00%
61-8-01-2-0010-9510	Gentle Care Donations	2,297	0	0%	0	0	0.00%
61-8-01-2-0020-9510	Family and Friends Council	2,120	0	0%	0	0	0.00%
61-8-01-2-0030-9510	The Whistle Stop	275	0	0%	0	0	0.00%
	TOTAL REVENUE	11,179	0	0%	0	0	0.00%

EXPENSES

61-8-01-2-0000-3010	Reg Full-time Wages	200,799	249,496	-20%	249,496	0	0.00%
61-8-01-2-0000-3011	Reg Part-time Wages	95,743	131,569	-27%	131,569	0	0.00%
61-8-01-2-0000-3039	Premium O/T	0	800	-100%	800	0	0.00%
61-8-01-2-0000-3090	All Overtime	5,084	400	1171%	400	0	0.00%
61-8-01-2-0000-3120	All Statutory Benefits	30,319	33,899	-11%	34,856	957	2.82%
61-8-01-2-0000-3130	All Employer Benefits	33,019	39,447	-16%	38,417	-1,030	-2.61%
61-8-01-2-0000-3135	Omers	19,886	29,211	-32%	26,923	-2,288	-7.83%
61-8-01-2-0000-4016	Food, Catering Costs	41,541	44,000	-6%	44,000	0	0.00%
61-8-01-2-0000-4022	Conference Fees	551	900	-39%	900	0	0.00%
61-8-01-2-0000-4023	Association Membership Fees	828	300	176%	300	0	0.00%
61-8-01-2-0000-4075	Social Work	8,880	15,000	-41%	15,500	500	3.33%
61-8-01-2-0000-4280	Staff Mileage	255	225	13%	225	0	0.00%
61-8-01-2-0000-5010	General Supplies	16,860	1,000	1586%	1,000	0	0.00%
61-8-01-2-0000-5011	Office Supplies	132	100	32%	100	0	0.00%
61-8-01-2-0000-5016	Resident Entertainment	14,275	23,000	-38%	23,000	0	0.00%
61-8-01-2-0000-5017	Equipment Maint/Repair Supply	0	900	-100%	900	0	0.00%
61-8-01-2-0000-5026	Uniforms/Supply	300	1,600	-81%	1,600	0	0.00%
61-8-01-2-0000-5510	Books & Subscriptions	960	1,200	-20%	1,200	0	0.00%
61-8-01-2-0000-6130	Tools & Equipment Replacement	1,054	600	76%	600	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022	
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)
61-8-01-2-0020-5016	68	0	0%	0	0	0.00%
61-8-01-2-0030-5016	5,830	0	0%	0	0	0.00%
61-8-01-2-1000-4330	59,998	12,000	400%	12,000	0	0.00%
61-8-01-2-1000-4336	45,204	112,608	-60%	112,608	0	0.00%
TOTAL EXPENSES	581,586	698,255	-17%	696,394	-1,861	-0.27%
TOTAL ACTIVATION	570,407	698,255	-18%	696,394	-1,861	-0.27%

NURSING DEPARTMENT

OPERATIONS

REVENUE

61-8-01-3-0000-9041	Fall Prevention Revenue	10,984	0	0%	10,000	10,000	0.00%
61-8-01-3-4000-9040	Provincial Funding Infection Prevention & Control	504,920	0	0%	0	0	0.00%
61-8-01-3-0000-9515	Recoveries	10,757	4,000	169%	4,000	0	0.00%
TOTAL REVENUE		526,661	4,000	13067%	14,000	10,000	250.00%

EXPENSES

61-8-01-3-0000-3010	Reg Full-time Wages	2,979,186	3,583,405	-17%	3,583,405	0	0.00%
61-8-01-3-0000-3011	Reg Part-time Wages	2,125,729	2,178,000	-2%	2,178,000	0	0.00%
61-8-01-3-0000-3039	Premiums	0	51,000	-100%	51,000	0	0.00%
61-8-01-3-0000-3090	All Overtime/Stat Pay	178,894	35,000	411%	37,500	2,500	7.14%
61-8-01-3-0000-3120	All Statutory Benefits	488,924	491,256	0%	569,458	78,202	15.92%
61-8-01-3-0000-3130	All Employer Benefits	518,855	529,125	-2%	555,000	25,875	4.89%
61-8-01-3-0000-3135	Omers	321,841	415,126	-22%	415,126	0	0.00%
61-8-01-3-0000-4022	Conference Fees	2,892	1,900	52%	1,900	0	0.00%
61-8-01-3-0000-4023	Association Membership Fees	0	200	-100%	200	0	0.00%
61-8-01-3-0000-4075	Medical Director	17,154	18,000	-5%	18,000	0	0.00%
61-8-01-3-0000-4076	Physician On Call	12,438	15,500	-20%	15,500	0	0.00%
61-8-01-3-0000-4080	Fall Prevention Expenses	5,679	0	0%	10,000	10,000	0.00%
61-8-01-3-0000-4280	Staff Mileage	998	250	299%	250	0	0.00%
61-8-01-3-0000-5010 +	General Supplies	37,870	1,500	2425%	1,500	0	0.00%
61-8-01-3-0000-5016	Medical Supplies	85,897	39,500	117%	41,000	1,500	3.80%
61-8-01-3-0000-5017	Equipment Maint/Repair Supply	35,487	30,152	18%	30,152	0	0.00%
61-8-01-3-0000-5026	Uniforms/Supply	900	24,000	-96%	25,000	1,000	4.17%
61-8-01-3-0000-5510	Books & Subscriptions	24	18,500	-100%	18,500	0	0.00%
61-8-01-3-0000-6130	Tools & Equipment Replacement	19,111	69,000	-72%	69,000	0	0.00%
TOTAL EXPENSES		6,831,879	7,501,414	-9%	7,620,491	119,077	1.59%
TOTAL OPERATIONS		6,305,218	7,497,414	-16%	7,606,491	109,077	1.45%

REGISTERED PRACTICAL NURSE - SPECIAL FUNDING

REVENUE

61-8-01-3-1000-9040	Direct Care Funding	88,340	0	0%	0	0	0.00%
TOTAL REVENUE		88,340	0	0%	0	0	0.00%

EXPENSES

TOTAL REGISTERED PRACTICAL NURSE

		-88,340	0	0%	0	0	0.00%
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BSO

REVENUE

61-8-01-3-2000-9040	Provincial Funding - BSO	-68,517	69,738	-198%	69,738	0	0.00%
TOTAL REVENUE		-68,517	69,738	-198%	69,738	0	0.00%

EXPENSES

	DESCRIPTION	2021 ACTUAL YTD	2021 ANNUAL BUDGET	VAR %	2022 ANNUAL BUDGET	2021/2022 BUDGET CHANGE (\$)	(%)
61-8-01-3-2000-3010	Reg Full-Time Wages - BSO	21,358	6,730	217%	6,730	0	0.00%
61-8-01-3-2000-3011	Reg Part-Time Wages - BSO	0	47,122	-100%	47,122	0	0.00%
61-8-01-3-2000-3130	All Employer Benefits - BSO	169	6,897	-98%	6,897	0	0.00%
61-8-01-3-2000-3135	Omers - BSO	0	6,589	-100%	6,589	0	0.00%
61-8-01-3-2000-5011	General Supplies - BSO	165	2,400	-93%	2,400	0	0.00%
	TOTAL EXPENSES	21,692	69,738	-69%	69,738	0	0.00%
	TOTAL BSO	90,209	0	0%	0	0	0.00%

INFECTION PREVENTION & CONTROL

REVENUE

61-8-01-3-4000-9040	Provincial Funding- Infection Prevention & Control	504,920	0	0%	0	0	0.00%
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EXPENSES

61-8-01-3-4000-5011	General Supplies	1,317	0	0%	0	0	0.00%
	TOTAL INFECTION PREVENTION & CONTROL	-503,603	0	0%	0	0	0.00%

MEDICAL SAFETY TECHNOLOGY

REVENUE

61-8-01-3-5000-9040	Provincial Funding- Medical Safety Technology	20,846	0	0%	12,000	12,000	0.00%
	TOTAL MEDICAL SAFETY TECHNOLOGY	20,846	0	0%	12,000	12,000	0.00%
	TOTAL NURSING DEPARTMENT	5,782,638	7,497,414	-23%	7,594,491	97,077	1.29%

DIETARY SERVICES

REVENUE

61-8-01-4-0000-9515	Recoveries	3	500	-99%	500	0	0.00%
	TOTAL REVENUE	3	500	-99%	500	0	0.00%

EXPENSES

61-8-01-4-0000-4016	Food, Catering Costs	1,223,895	1,383,007	-12%	1,399,851	16,844	1.22%
61-8-01-4-0000-5010	General Supplies	2,629	4,900	-46%	4,900	0	0.00%
61-8-01-4-0000-5016	Program Supplies	3,371	7,400	-54%	7,400	0	0.00%
61-8-01-4-0000-5017	Equipment Maint/Repair Supply	16,158	10,000	62%	10,000	0	0.00%
61-8-01-4-0000-6130	Tools & Equipment Replacement	29,406	7,000	320%	7,000	0	0.00%
	TOTAL EXPENSES	1,275,459	1,412,307	-10%	1,429,151	16,844	1.19%
	TOTAL DIETARY SERVICES	1,275,456	1,411,807	-10%	1,428,651	16,844	1.19%

HOUSEKEEPING/LAUNDRY

REVENUE

61-8-01-5-0000-9516	Laundry Service Recoveries	0	500	-100%	500	0	0.00%
	TOTAL REVENUE	0	500	-100%	500	0	0.00%

EXPENSES

61-8-01-5-0000-3010	Reg Full-time Wages	259,943	374,024	-31%	374,099	75	0.02%
61-8-01-5-0000-3011	Reg Part-time Wages	248,102	195,646	27%	195,646	0	0.00%
61-8-01-5-0000-3039	Premium - Part Time Workers	0	500	-100%	500	0	0.00%
61-8-01-5-0000-3090	All Overtime/Stat Pay	26,494	1,500	1666%	1,500	0	0.00%
61-8-01-5-0000-3120	All Statutory Benefits	47,754	54,429	-12%	54,763	334	0.61%
61-8-01-5-0000-3130	All Employer Benefits	54,332	65,317	-17%	65,357	40	0.06%
61-8-01-5-0000-3135	Omers	31,923	46,852	-32%	42,500	-4,352	-9.29%
61-8-01-5-0000-4058	Contracted Janitorial Services	185,915	251,489	-26%	251,489	0	0.00%
61-8-01-5-0000-5010	General Supplies	1,478	8,000	-82%	8,000	0	0.00%

DESCRIPTION	2021	2021	VAR	2022	2021/2022		
	ACTUAL	ANNUAL		ANNUAL	BUDGET CHANGE	BUDGET CHANGE	
	YTD	BUDGET	%	BUDGET	(\$)	(%)	
61-8-01-5-0000-5011	Incontinence Supplies	49,488	65,000	-24%	66,000	1,000	1.54%
61-8-01-5-0000-5013	Janitorial Supplies	43,869	49,500	-11%	51,000	1,500	3.03%
61-8-01-5-0000-5016	Program Supplies	8,845	9,600	-8%	10,000	400	4.17%
61-8-01-5-0000-5017	Equipment Maint/Repair Supply	1,449	3,000	-52%	3,300	300	10.00%
61-8-01-5-0000-5026	Uniforms/Supply	0	3,750	-100%	3,750	0	0.00%
61-8-01-5-0000-5027	Laundry Supplies	14,047	14,000	0%	14,500	500	3.57%
61-8-01-5-0000-6130	Tools & Equipment Replacement	87	1,000	-91%	1,000	0	0.00%
61-8-01-5-0000-6850	Furnishings	84	2,500	-97%	2,500	0	0.00%
	TOTAL EXPENSES	973,810	1,146,107	-15%	1,145,904	-203	-0.02%
	TOTAL HOUSEKEEPING/LAUNDRY	973,810	1,145,607	-15%	1,145,404	-203	-0.02%

ADULT DAY PROGRAM

REVENUE

61-8-01-6-0000-9040	Ontario Specific Grant	566,327	646,325	-12%	646,325	0	0.00%
61-8-01-6-0000-9041	One Time Funding	5,881	0	0%	0	0	0.00%
61-8-01-6-0000-9513	Recoveries/Other Municipality	0	0	0%	80,000	80,000	0.00%
61-8-01-6-0000-9514	Recoveries/Sundry User Groups	21,685	57,980	-63%	57,980	0	0.00%
61-8-01-6-0000-9515	Day Program Recoveries	0	8,000	-100%	8,000	0	0.00%
61-8-01-6-0001-9513	Recoveries/Other Municipality	101,350	80,000	27%	0	-80,000	-100.00%
61-8-01-6-0003-9514	Recoveries/Sundry User Groups	8,145	0	0%	0	0	0.00%
	TOTAL REVENUE	703,388	792,305	-11%	792,305	0	0.00%

EXPENSES

61-8-01-6-0000-7040	Internal Fleet Charges	15,117	26,000	-42%	26,000	0	0.00%
61-8-01-6-0000-7045	Building Occupancy	15,000	20,000	-25%	20,000	0	0.00%
61-8-01-6-0000-7910	Central Agency Costs	0	3,000	-100%	3,000	0	0.00%
61-8-01-6-0000-3010	Reg Full-time Salaries & Wages	61,229	96,000	-36%	176,568	80,568	83.93%
61-8-01-6-0001-3010	Reg Full-time Salaries & Wages	67,470	80,568	-16%	0	-80,568	-100.00%
61-8-01-6-0000-3011	Reg Part-time Salaries & Wages	248,703	362,725	-31%	362,725	0	0.00%
61-8-01-6-0000-3090	O/T	7,573	4,500	68%	4,500	0	0.00%
61-8-01-6-0000-3120	All Statutory Benefits	30,689	18,567	65%	24,821	6,254	33.68%
61-8-01-6-0001-3120	All Statutory Benefits	5,695	6,254	-9%	0	-6,254	-100.00%
61-8-01-6-0000-3130	All Employer Benefits	14,962	22,489	-33%	33,089	10,600	47.13%
61-8-01-6-0001-3130	All Employer Benefits	8,836	10,600	-17%	0	-10,600	-100.00%
61-8-01-6-0000-4020	Course/Exam Fees	0	2,000	-100%	2,000	0	0.00%
61-8-01-6-0000-4022	Professional Development	0	1,500	-100%	1,500	0	0.00%
61-8-01-6-0000-4023	Memberships	728	1,000	-27%	1,000	0	0.00%
61-8-01-6-0000-4040	Legal Fees	0	2,000	-100%	2,000	0	0.00%
61-8-01-6-0000-4042	Audit Fees & Expenses	0	600	-100%	600	0	0.00%
61-8-01-6-0000-4051	Advertising, Marketing & Prom.	0	5,000	-100%	5,000	0	0.00%
61-8-01-6-0000-4246	Adult Day Cable	1,141	4,000	-71%	4,000	0	0.00%
61-8-01-6-0000-4249	Telephone Services	858	1,000	-14%	1,000	0	0.00%
61-8-01-6-0000-4280	Staff Mileage	4,215	8,700	-52%	8,700	0	0.00%
61-8-01-6-0000-5010	Program Supplies	5,816	14,000	-58%	14,000	0	0.00%
61-8-01-6-0000-5011	Office Supplies	0	1,500	-100%	1,500	0	0.00%
61-8-01-6-0000-5016	Equipment Purchases and Maintenance	550	6,000	-91%	6,000	0	0.00%
61-8-01-6-0000-5026	Uniforms/Supply	0	1,900	-100%	1,900	0	0.00%
61-8-01-6-0000-6500	Vehicle Purchase	97,203	0	0%	0	0	0.00%
61-8-01-6-0000-4059	Allocated Administration	18,000	9,000	100%	9,000	0	0.00%
61-8-01-6-0000-4065	ADP Computer Fees	2,066	1,000	107%	1,000	0	0.00%
61-8-01-6-0000-4075	Contracted Services-Food	9,610	33,000	-71%	33,000	0	0.00%
61-8-01-6-0000-3039	Shift Premium	337	1,000	-66%	1,000	0	0.00%
61-8-01-6-0002-4061	Contracted Services - Wages	6,170	0	0%	0	0	0.00%
61-8-01-6-0000-4057	Transportation	4,664	6,000	-22%	6,000	0	0.00%
61-8-01-6-0000-3135	Omers	22,966	21,748	6%	31,902	10,154	46.69%
61-8-01-6-0001-3135	Omers	6,907	10,154	-32%	0	-10,154	-100.00%
61-8-01-6-0000-4076	Raw Food Costs	0	1,500	-100%	1,500	0	0.00%
61-8-01-6-0002-4062	Contracted Services - Benefits	1,543	0	0%	0	0	0.00%
61-8-01-6-0000-4077	Entertainment	1,423	9,000	-84%	9,000	0	0.00%
	TOTAL EXPENSES	659,471	792,305	-17%	792,305	0	0.00%
	TOTAL ADULT DAY PROGRAM	-43,917	0	0%	0	0	0.00%

ANCILLARY SERVICES

		2021	2021	VAR	2022	2021/2022	
	DESCRIPTION	ACTUAL	ANNUAL	%	ANNUAL	BUDGET CHANGE	
		YTD	BUDGET		BUDGET	(\$)	(%)
REVENUE							
61-8-01-7-0001-9515	Transportation	1,771	0	0%	0	0	0.00%
61-8-01-7-0003-9515	Hairdresser/Barber	17,906	0	0%	0	0	0.00%
	TOTAL REVENUE	19,677	0	0%	0	0	0.00%
EXPENSES							
61-8-01-7-0001-4057	Transportation	4,286	0	0%	0	0	0.00%
61-8-01-7-0003-6310	Hairdressing/Barber Service	19,160	0	0%	0	0	0.00%
61-8-01-7-0005-5016	High Intensity Supplies	3,305	0	0%	0	0	0.00%
	TOTAL EXPENSES	26,751	0	0%	0	0	0.00%
	TOTAL ANCILLARY SERVICES	7,074	0	0%	0	0	0.00%
BUILDING							
REVENUE							
61-8-01-8-0000-9516	Misc. Recoveries	1,608	1,000	61%	1,000	0	0.00%
	TOTAL REVENUE	1,608	1,000	61%	1,000	0	0.00%
EXPENSES							
61-8-01-8-0000-3010	Reg Full-time Wages	196,731	243,086	-19%	243,086	0	0.00%
61-8-01-8-0000-3011	Part Time Salaries	7,470	18,251	-59%	15,000	-3,251	-17.81%
61-8-01-8-0000-3039	Shift Premium	2,319	200	1060%	200	0	0.00%
61-8-01-8-0000-3090	All Overtime/Stat Pay	3,968	1,500	165%	1,500	0	0.00%
61-8-01-8-0000-3120	All Statutory Benefits	17,871	18,251	-2%	20,359	2,108	11.55%
61-8-01-8-0000-3130	All Employer Benefits	27,051	32,367	-16%	31,521	-846	-2.61%
61-8-01-8-0000-3135	Omers	20,825	25,257	-18%	25,891	634	2.51%
61-8-01-8-0000-4063	Contracted Garbage Collection	12,641	16,000	-21%	16,000	0	0.00%
61-8-01-8-0000-4075	Contracted Services	63,648	90,000	-29%	91,000	1,000	1.11%
61-8-01-8-0000-4141	Building Maintenance/Repair	73,846	20,500	260%	23,000	2,500	12.20%
61-8-01-8-0000-4246	Cable TV	5,175	6,000	-14%	6,000	0	0.00%
61-8-01-8-0000-4249	Telephone Expenses	9,853	750	1214%	750	0	0.00%
61-8-01-8-0000-4280	Staff Mileage	345	400	-14%	400	0	0.00%
61-8-01-8-0000-5015	Building Maint Supplies	38,451	19,100	101%	21,000	1,900	9.95%
61-8-01-8-0000-5017	Equipment Maint/Repair Supply	19,853	57,000	-65%	57,000	0	0.00%
61-8-01-8-0000-5026	Uniforms/Supply	300	925	-68%	925	0	0.00%
61-8-01-8-0000-5410	Electricity (Hydro)	158,604	174,000	-9%	174,000	0	0.00%
61-8-01-8-0000-5415	Water	48,357	44,900	8%	46,000	1,100	2.45%
61-8-01-8-0000-5421	Natural gas - heating	50,625	83,000	-39%	83,000	0	0.00%
61-8-01-8-0000-5510	Books & Subscriptions	150	150	0%	150	0	0.00%
61-8-01-8-0000-6130	Tools & Equipment Replacement	3,937	1,500	162%	1,500	0	0.00%
61-8-01-8-0000-7045	ADP Building Distribution	-15,000	-20,000	-25%	-20,000	0	0.00%
	TOTAL EXPENSES	747,020	833,137	-10%	838,282	5,145	0.62%
	TOTAL BUILDING	745,412	832,137	-10%	837,282	5,145	0.62%
MAJOR MAINTENANCE							
EXPENSES							
61-8-01-8-0010-4075	Contracted Services	52,265	50,000	5%	50,000	0	0.00%
	TOTAL MAJOR MAINTENANCE	52,265	50,000	5%	50,000	0	0.00%
	TOTAL BUILDING & MAJOR MAINTENANCE	797,677	882,137	-10%	887,282	5,145	0.58%
	TOTAL VALLEYVIEW	392,939	2,599,423	-85%	2,698,403	98,980	3.81%

2022 Reserve and Reserve Fund Forecast

RESERVES	Opening	Contributions	Draws	Closing
For Working Capital and Contingencies				
Working Reserve	3,800,000			3,800,000
Industrial Land Reserve	-	222,459	-	222,459
Industrial Land Servicing Reserve	-			-
Self Insurance Reserve	200,000			200,000
Airport Reserve	131,250	75,000		206,250
Community Centres Maintenance Reserve	-	52,168		15,171
Parks Bridge Estate	76,773			76,773
CEPAC	8,013			8,013
Subdivisions	1,162,517		250,000	912,517
Environmental Reserve	60,000			60,000
	5,179,097	127,168	250,000	5,056,265
For Human Resources				
Reserve for HR Issues	1,000,000			1,000,000
WSIB Excess Indemnity Reserve	1,000,000			1,000,000
	2,000,000	-	-	2,000,000
For Social and Family Services				
AHP Rental Unit Construction Reserve	8,171			8,171
One-time Federal	325,640			325,640
Best Start Unconditional Funding Reserve	215			215
Valleyview Donations	144,295			144,295
	478,321	-	-	478,321
For General Operations				
Infrastructure Renewal Reserve	4,298,633		3,500,000	798,633
Bus Replacement Reserve	80,000			80,000
	4,378,633	-	3,500,000	878,633
For Sewer Operations				
Sewer Connection Agreement	400,248			400,248
TOTAL RESERVES	12,436,299	127,168	3,750,000	8,813,467

RESERVE FUNDS	Opening	Contributions	Draws	Closing
For General Operations				
AHP Home Ownership Reserve Fund	193,043			193,043
VV Counsell Estate Reserve Fund	298,016			298,016
	491,059	-	-	491,059
For Water Operations				
Water Reserve Fund	9,615,610	3,113,038	1,800,000	10,928,648

Secondary Water Reserve Fund	3,506,794	677,475		4,184,269
	13,122,404	3,790,513	1,800,000	15,112,917
For Sewer Operations				
Sewer Reserve	223,307	6,706,540	6,303,750	626,097
Deferred Revenue:				
Development Charges	9,569,553	9,800,000	8,042,000	11,327,553
Parkland Reserve	79,818			79,818
Provincial Gas Tax Reserve	942,081			942,081
Canada Community Building Fund	2,479,873	2,360,705	4,840,578	-
Ontario Community Infrastructure Fund		3,000,000	3,000,000	-
Assessment Stabilization Reserve	500,000			500,000
Building Permit Fee Stabilization Reserve Fund	1,910,543		30,520	1,880,023
Grand Central Parking Garage Land Lease	-			-
Police Services Reserve	-			-
Safe Restart Funding Reserve Fund	-			-
	15,481,869	15,160,705	15,913,098	14,729,476
TOTAL RESERVE FUNDS	29,095,332	18,951,218	17,713,098	30,333,452
TOTAL RESERVES & RESERVE FUNDS	41,531,630	19,078,386	21,463,098	39,146,918

2022 Budget - Debt Analysis

Note:

The tables used for the debt analysis are from the 2020 BMA Study, the 2021 numbers are not available at this time.

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

The first indicator (Table 1) is Debt Principal and Interest Payments divided by Own Source Revenue, the lower the percentage, the better. This compares debt servicing costs to total revenue received by the municipality. The percentage for St Thomas is 4.7% and the average for all municipalities for this indicator is 4.3%. St. Thomas is a bit higher than average for this indicator meaning that the City's debt to revenue ratio is above average when compared to other Ontario municipalities.

The second indicator (Table 2) is Total Debt Outstanding divided by Population. This simply divides the total debt by the municipal population. The debt per person for St Thomas is \$861 and the average for all municipalities is \$732 per person. This indicator also shows that St Thomas has a higher debt per capita than the average for Ontario municipalities. While this is higher than average it's still reasonable when compared to municipalities in the high range.

Conclusion

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

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

2019 Total and Tax Debt Charges as a % of Own Source Revenues

Municipality	2019 Total Debt Charges as a % of Own Source Revenues	2019 Tax Debt Charges as a % of Own Source Revenues	Municipality	2019 Total Debt Charges as a % of Own Source Revenues	2019 Tax Debt Charges as a % of Own Source Revenues
East Gwillimbury	0.0%	0.0%	King	2.0%	2.4%
Georgian Bluffs	2.2%	0.0%	Lakeshore	6.5%	2.6%
Kenora	0.0%	0.0%	Fort Erie	2.4%	2.6%
Markham	0.3%	0.0%	Sarnia	2.0%	2.7%
North Perth	4.4%	0.0%	Brantford	3.4%	2.7%
Timmins	3.5%	0.0%	Cornwall	5.1%	2.7%
Wilmot	0.0%	0.0%	Halton Hills	6.6%	2.8%
Puslinch	0.0%	0.0%	Southgate	3.3%	2.8%
Espanola	2.5%	0.0%	Elliot Lake	2.2%	2.9%
Kingston	7.3%	0.0%	Orillia	2.4%	2.9%
West Grey	1.2%	0.0%	North Middlesex	3.0%	3.0%
Windsor	2.0%	0.5%	Thunder Bay	5.9%	3.1%
Clarington	3.2%	0.5%	Kincardine	3.1%	3.2%
Georgina	2.8%	0.6%	Mississauga	3.3%	3.3%
The Blue Mountains	3.3%	0.6%	Prince Edward County	7.1%	3.5%
Aurora	1.5%	0.6%	Guelph	4.5%	3.6%
Thorold	0.5%	0.7%	Kitchener	3.4%	4.0%
Brock	1.0%	1.0%	Middlesex Centre	7.3%	4.1%
Niagara-on-the-Lake	1.8%	1.1%	Kingsville	7.3%	4.3%
Chatsworth	1.1%	1.1%	Orangeville	3.3%	4.3%
Sault Ste. Marie	1.4%	1.1%	Cambridge	2.9%	4.5%
Innisfil	3.6%	1.2%	Ingersoll	4.6%	4.6%
Caledon	4.4%	1.3%	Huntsville	4.6%	4.6%
Brampton	1.4%	1.4%	Barrie	8.7%	4.7%
Strathroy-Caradoc	5.0%	1.4%	Brant County	6.5%	4.7%
Chatham-Kent	5.3%	1.5%	St. Thomas	5.4%	4.7%
Wellesley	1.7%	1.7%	Parry Sound	8.2%	4.8%
Meaford	3.3%	1.9%	Hamilton	4.6%	4.8%
Whitchurch - Stouffville	6.1%	2.0%	Erin	4.3%	4.9%
Woolwich	1.7%	2.1%	Waterloo	4.7%	4.9%
Centre Wellington	7.4%	2.1%	Owen Sound	8.5%	5.0%
Hanover	1.7%	2.3%	Bracebridge	5.1%	5.1%
Vaughan	1.6%	2.3%	Grey Highlands	4.6%	5.3%
Milton	6.3%	2.3%	Peterborough	8.4%	5.5%
Greater Sudbury	2.0%	2.4%	New Tecumseth	14.3%	5.6%
Oakville	4.2%	2.4%	Collingwood	9.4%	5.7%

2019 Total and Tax Debt Charges as a % of Own Source Revenues (cont'd)

Municipality	2019 Total Debt Charges as a % of Own Source Revenues	2019 Tax Debt Charges as a % of Own Source Revenues	Municipality	2019 Total Debt Charges as a % of Own Source Revenues	2019 Tax Debt Charges as a % of Own Source Revenues
Oshawa	5.8%	5.8%	Region York	7.8%	0.4%
Belleville	6.6%	5.9%	Region Peel	8.5%	0.5%
Hawkesbury	9.7%	5.9%	District Muskoka	8.3%	0.7%
Norfolk	5.8%	6.0%	Region Halton	3.9%	1.6%
Haldimand	5.5%	6.4%	Region Durham	2.4%	1.7%
London	7.0%	6.6%	Region Waterloo	10.5%	8.9%
North Bay	7.6%	6.7%	Region Niagara	7.8%	9.6%
Pelham	12.8%	6.8%	Average	7.0%	3.3%
Ottawa	8.3%	6.9%	Median	7.8%	1.6%
Burlington	7.1%	7.1%	Elgin County	0.1%	0.1%
Toronto	6.8%	7.8%	Grey County	0.9%	0.9%
Mapleton	9.9%	8.7%	Simcoe County	1.7%	1.7%
Tillsonburg	8.7%	8.7%	Wellington County	4.1%	3.3%
Guelph-Eramosa	7.1%	9.0%	Dufferin County	5.6%	5.6%
Lambton Shores	6.8%	9.4%	Bruce County	6.3%	6.3%
Port Colborne	7.3%	10.3%	Average	3.1%	3.0%
Quinte West	9.0%	11.1%	Median	2.9%	2.5%
St. Catharines	8.7%	11.6%			
Greenstone	9.8%	11.7%			
Welland	9.2%	13.4%			
Wellington North	9.4%	13.7%			
Minto	10.8%	14.5%			
Newmarket	10.9%	15.2%			
Gravenhurst	21.4%	21.4%			
Average	5.2%	4.3%			
Median	4.6%	3.2%			

2019 Total Debt Outstanding Per Capita

Municipality	Total Debt Outstanding Per Capita	Tax Debt Outstanding Per Capita
East Gwillimbury	\$ -	\$ -
Espanola	\$ 1,032	\$ -
Kenora	\$ -	\$ -
Puslinch	\$ -	\$ -
Wilmot	\$ -	\$ -
West Grey	\$ 39	\$ 1
Wellington North	\$ 191	\$ 26
Markham	\$ 31	\$ 31
Georgina	\$ 307	\$ 33
Thorold	\$ 44	\$ 44
Sault Ste. Marie	\$ 112	\$ 44
Chatsworth	\$ 72	\$ 72
Wellesley	\$ 75	\$ 75
Brock	\$ 80	\$ 80
North Middlesex	\$ 179	\$ 89
Fort Erie	\$ 193	\$ 101
Georgian Bluffs	\$ 132	\$ 103
Centre Wellington	\$ 665	\$ 104
Woolwich	\$ 114	\$ 107
Hanover	\$ 110	\$ 110
Strathroy-Caradoc	\$ 207	\$ 114
Clarington	\$ 116	\$ 116
Sarnia	\$ 163	\$ 135
Aurora	\$ 138	\$ 138
Brampton	\$ 155	\$ 155
Niagara-on-the-Lake	\$ 194	\$ 157
Greater Sudbury	\$ 414	\$ 171
Kincardine	\$ 181	\$ 181
Orillia	\$ 181	\$ 181
Elliot Lake	\$ 184	\$ 184
Vaughan	\$ 203	\$ 203
Cambridge	\$ 300	\$ 205
Guelph-Eramosa	\$ 432	\$ 207
Windsor	\$ 304	\$ 215
Caledon	\$ 220	\$ 220
Meaford	\$ 464	\$ 236

Municipality	Total Debt Outstanding Per Capita	Tax Debt Outstanding Per Capita
Kitchener	\$ 240	\$ 240
Ingersoll	\$ 248	\$ 248
Mississauga	\$ 263	\$ 263
Chatham-Kent	\$ 652	\$ 280
Owen Sound	\$ 1,051	\$ 287
Timmins	\$ 1,142	\$ 287
Southgate	\$ 671	\$ 292
Erin	\$ 294	\$ 294
Huntsville	\$ 308	\$ 308
Kingsville	\$ 553	\$ 326
The Blue Mountains	\$ 441	\$ 329
Lakeshore	\$ 745	\$ 334
Orangeville	\$ 372	\$ 335
Grey Highlands	\$ 435	\$ 340
Milton	\$ 345	\$ 345
Halton Hills	\$ 361	\$ 361
Oshawa	\$ 374	\$ 374
Prince Edward County	\$ 1,523	\$ 421
Burlington	\$ 458	\$ 458
Waterloo	\$ 498	\$ 459
Innisfil	\$ 477	\$ 477
Newmarket	\$ 494	\$ 485
Oakville	\$ 515	\$ 515
Hawkesbury	\$ 1,642	\$ 518
Hamilton	\$ 752	\$ 530
Bracebridge	\$ 540	\$ 540
Norfolk	\$ 1,105	\$ 541
London	\$ 714	\$ 547
Lambton Shores	\$ 828	\$ 579
Middlesex Centre	\$ 1,121	\$ 585
Minto	\$ 961	\$ 603
Brantford	\$ 817	\$ 607
New Tecumseth	\$ 1,665	\$ 607
Mapleton	\$ 747	\$ 627
Cornwall	\$ 844	\$ 638
Whitchurch - Stouffville	\$ 657	\$ 657

2019 Total Debt Outstanding Per Capita (cont'd)

Municipality	Total Debt Outstanding Per Capita	Tax Debt Outstanding Per Capita
North Bay	\$ 1,019	\$ 682
King	\$ 821	\$ 686
Welland	\$ 882	\$ 723
Barrie	\$ 2,153	\$ 739
St. Thomas	\$ 861	\$ 783
Guelph	\$ 800	\$ 800
Tillsonburg	\$ 812	\$ 812
St. Catharines	\$ 933	\$ 881
Collingwood	\$ 1,137	\$ 887
North Perth	\$ 996	\$ 926
Haldimand	\$ 1,393	\$ 964
Quinte West	\$ 1,989	\$ 988
Thunder Bay	\$ 1,888	\$ 1,029
Gravenhurst	\$ 1,113	\$ 1,113
Brant County	\$ 1,440	\$ 1,148
Peterborough	\$ 1,404	\$ 1,155
Port Colborne	\$ 1,440	\$ 1,286
Belleville	\$ 1,899	\$ 1,534
Parry Sound	\$ 2,647	\$ 1,678
Pelham	\$ 1,766	\$ 1,723
Kingston	\$ 2,619	\$ 1,793
Ottawa	\$ 2,831	\$ 2,179
Toronto	\$ 2,502	\$ 2,502
Greenstone	\$ 2,861	\$ 2,861
Average	\$ 732	\$ 514
Median	\$ 496	\$ 334

Municipality	Total Debt Outstanding Per Capita	Tax Debt Outstanding Per Capita
Region Durham	\$ 101	\$ 83
District Muskoka	\$ 825	\$ 108
Region Peel	\$ 827	\$ 137
Region Halton	\$ 463	\$ 178
Region Niagara	\$ 797	\$ 656
Region York	\$ 2,810	\$ 831
Region Waterloo	\$ 1,178	\$ 840
Average	\$ 1,000	\$ 405
Median	\$ 825	\$ 178
Elgin County	\$ 37	\$ 37
Grey County	\$ 38	\$ 38
Simcoe County	\$ 115	\$ 115
Dufferin County	\$ 202	\$ 202
Bruce County	\$ 251	\$ 251
Wellington County	\$ 391	\$ 391
Average	\$ 172	\$ 172
Median	\$ 159	\$ 159

2020 Net Municipal Levy Per Capita

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

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

2020 Net Municipal Levy Per Capita (cont'd)

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

2020 Estimated Average Household Income

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

Municipality	Municipality	Municipality
Hawkesbury \$ 61,715	Lambton Shores \$ 92,547	Ottawa \$ 115,951
Cornwall \$ 66,000	Greenstone \$ 92,729	Central Elgin \$ 116,615
Elliot Lake \$ 66,037	Southgate \$ 93,455	Brant \$ 117,701
Parry Sound \$ 71,288	Strathroy-Caradoc \$ 93,625	Waterloo \$ 118,604
Brockville \$ 74,093	Kitchener \$ 94,997	Lincoln \$ 120,162
Owen Sound \$ 74,774	North Perth \$ 95,127	Markham \$ 121,837
Hanover \$ 76,284	Ingersoll \$ 95,269	Clarington \$ 122,735
Windsor \$ 77,141	Oshawa \$ 95,562	Grimsby \$ 123,318
Welland \$ 77,897	Collingwood \$ 95,994	Niagara-on-the-Lake \$ 124,505
Orillia \$ 78,690	Kingston \$ 96,516	Richmond Hill \$ 126,179
St. Thomas \$ 78,964	Brock \$ 97,646	Wilmot \$ 126,588
Chatham-Kent \$ 80,595	Bracebridge \$ 98,067	Newmarket \$ 128,910
South Bruce Peninsula \$ 81,043	Prince Edward County \$ 98,071	Burlington \$ 130,320
Belleville \$ 81,215	North Middlesex \$ 98,093	Saugeen Shores \$ 130,992
Port Colborne \$ 81,223	Hamilton \$ 98,496	Kincardine \$ 131,495
Tillsonburg \$ 81,634	Kenora \$ 100,621	Lakeshore \$ 132,445
Niagara Falls \$ 83,246	Sarnia \$ 100,757	Whitby \$ 134,427
West Grey \$ 83,391	Huntsville \$ 100,843	Pelham \$ 134,479
Peterborough \$ 83,634	Barrie \$ 101,629	Wellesley \$ 135,264
St. Catharines \$ 84,015	Cambridge \$ 101,845	Milton \$ 135,698
Fort Erie \$ 85,036	Timmins \$ 102,617	Woolwich \$ 135,849
Wellington North \$ 85,663	Georgina \$ 102,652	North Dumfries \$ 137,602
Brantford \$ 85,722	Greater Sudbury \$ 103,783	The Blue Mountains \$ 140,714
North Bay \$ 86,492	Guelph \$ 104,900	East Gwillimbury \$ 141,801
Chatsworth \$ 87,323	Haldimand \$ 105,405	Halton Hills \$ 142,169
Quinte West \$ 87,859	Brampton \$ 105,781	Guelph-Eramosa \$ 143,251
Sault Ste. Marie \$ 87,926	Georgian Bluffs \$ 106,258	Vaughan \$ 145,013
Stratford \$ 87,983	Orangeville \$ 106,478	Middlesex Centre \$ 148,523
Thorold \$ 88,067	Kingsville \$ 106,885	Springwater \$ 150,122
Minto \$ 88,549	Wainfleet \$ 108,155	Erin \$ 150,148
Norfolk \$ 88,777	Grey Highlands \$ 108,454	Whitchurch-Stouffville \$ 150,340
Gravenhurst \$ 89,953	Mapleton \$ 110,505	Caledon \$ 153,032
London \$ 90,291	New Tecumseth \$ 111,336	Aurora \$ 160,621
Espanola \$ 90,463	Centre Wellington \$ 111,828	Oakville \$ 186,254
Thunder Bay \$ 91,670	Toronto \$ 112,674	Puslinch \$ 191,630
Meaford \$ 92,108	West Lincoln \$ 113,094	King \$ 197,141
	Innisfil \$ 113,372	
	Mississauga \$ 113,424	Average \$ 107,715
		Median \$ 101,737

Source—Manifold Data Mining

The Corporation of the City of St. Thomas
2022 Proposed Capital Budget
RECOMMENDED for Approval in 2022

Page No.	Department	Division	Project	Estimated Total Cost	Previously Approved	Reserves & Reserve Fund	Fund	Grants & Recoveries	Development Charges	Water Rates	Sewer Rates	Debt or Future Tax Levy	2022 Tax Levy
7	Clerks	Airport	Vehicle Replacement - AP00-100	300,000		113,372	Infrastructure Reserve						186,628
8	Environmental Services	Sewer	Aerated Tanks - Odour Control	4,000,000	1,250,000				1,492,000		1,258,000		-
9	Environmental Services	Sewer	Burwell Pumping Station – Generator and Electrical Tender and Construction	527,000							527,000		-
10	Environmental Services	Sewer	WPCP Master Plan Update	250,000							250,000		-
11	Environmental Services	Development	Northwest Area 1 Sanitary Servicing (Construction)	8,900,000					8,074,000		826,000		-
12	Environmental Services	Roads	Annual Road Rehabilitation	1,200,000		1,200,000	CCBC						-
13	Environmental Services	Roads	Complete Streets	11,000,000		5,700,000	CCBF and OCIF		400,000	1,700,000	3,200,000		-
14	Environmental Services	Roads	Bridge and Culvert Major Maintenance	150,000		150,000	CCBF						-
15	Environmental Services	Roads	10 Pedestrian Crossing Upgrades	400,000					276,000				124,000
16	Environmental Services	Fleet	Vehicles and Equipment Replacement	500,000						100,000	200,000		200,000
17	Fire	Fire	Lunar	45,000									45,000
18	Fire	Fire	Radio Replacement of XPR 6550	30,000									30,000
20	Library	Library	Library Courtyard	350,000		350,000	Trust Funds						-
21	Parks, Recreation and Property	Parks	Municipal Tree Inventory and Software	200,000									200,000
22	Parks, Recreation and Property	Parks	Waterworks Parks - Lily Pond Asphalt Pathway Overlay c/w Culbert Replacement and Sidewalk Repair	225,000							42,750		182,250
24	Parks, Recreation and Property	Parks	Pinafore Park - Additional Playground Parking Construction	120,000									120,000
25	Parks, Recreation and Property	Parks	Annual Athletic Field Maintenance - Pinafore Tennis and Pickleball Courts	200,000		90,578	CCBF						109,422
26	Parks, Recreation and Property	Parks	Annual Playground Replacement and Upgrades - Optimist Park	260,000		200,000	CCBF	60,000					-
27	Parks, Recreation and Property	Parks	Annual Trail Development - Phase 1 Shaw Valley Park Trail	200,000									200,000
28	Parks, Recreation and Property	Parks	Recreational Trail Solar Lighting Pilot Project	50,000									50,000
29	Parks, Recreation and Property	Property	230 Talbot Emergency Response Dispatch Room	170,000									170,000
30	Parks, Recreation and Property	Property	Police Station New Emergency Generator Replacement Project	225,000									225,000
31	Parks, Recreation and Property	Property	City Hall Window Replacement	150,000									150,000
32	Parks, Recreation and Property	Property	City Hall Window Wall Replacement	300,000									300,000
38	Parks, Recreation and Property	Recreation	Phase One: JTCC Copper Pipe Replacement	100,000									100,000
42	Police	Police	NG 911	130,000									130,000
43	Valleyview	Valleyview	Resident Lifting (Mechanical Lifts)	26,500									26,500
44	Valleyview	Valleyview	Rooftop Ductwork	65,000									65,000
45	Valleyview	Valleyview	Therapeutic Tub	30,000									30,000
46	Valleyview	Valleyview	Walkway Restoration	30,000									30,000
47	Valleyview	Valleyview	Nurse Call / Security System	295,000									295,000
48	City Manager	City Manager	Curtis Street Square	2,100,000				2,028,800					71,200
49	City Manager	City Manager	Edgeware Property Storm Sewer	250,000		250,000	Subdivision Reserve						-
50	City Manager	City Manager	Ross Street Property Cleanup	500,000		500,000	CCBC						-
51	Treasury	IT	Technology Upgrades and Projects	200,000									200,000
52	Parks, Recreation and Property	Child Care	Child Care Facility	3,890,000		615,000	Best Start Reserve	2,600,000					675,000
53	Parks, Recreation and Property	Housing	Queen Street Affordable Housing and Fire Hall (City portion)	4,800,000					1,300,000			3,500,000	-
54	Parks, Recreation and Property	Property	Wellington Block - HVAC	700,000									700,000
55	Parks, Recreation and Property	Property	Firehall brick repairs	200,000									200,000
56	Parks, Recreation and Property	Recreation	Expanded parking at 1Password Park	255,000									255,000
				\$ 43,323,500	\$ 1,250,000	\$ 9,168,950		\$ 4,688,800	\$ 11,542,000	\$ 1,800,000	\$ 6,303,750	\$ 3,500,000	\$ 5,070,000

The Corporation of the City of St. Thomas
2022 Proposed Capital Budget
NOT RECOMMENDED for Approval in 2022

Page No.	Department	Division	Project	Estimated Total Cost	Previously Approved	Reserves & Reserve Fund	Fund	Grants & Recoveries	Development Charges	Water Rates	Sewer Rates	Debt or Future Tax Levy	2022 Tax Levy
1	Clerks	Airport	Systematic Tiling - 75 Acres	142,500									142,500
2	Clerks	Airport	Taxiway Alpha and Apron One Resurfacing	675,643									675,643
3	Clerks	Airport	Runway 03-21 Rehabilitation and Textension with a hold bay	3,232,994									3,232,994
5	Clerks	Airport	Runway 15-33 Reconstruction	3,818,000	236,716				381,800				3,199,484
	Property	Airport	Infill Small Hangars	990,000									990,000
	Property	Airport	Maintenance Garage Expansion	400,000									400,000
	Property	Airport	Nested T Hangar	1,500,000									1,500,000
	Property	Airport	Small Lot Hangar Reconstruction	1,322,000									1,322,000
19	Fire	Fire	UTV Response Vehicle	40,000									40,000
23	Parks, Recreation and Property	Parks	Pinafore Park Street Railway	225,000									225,000
33	Parks, Recreation and Property	Property	City Hall Tower Brickwork	250,000									250,000
34	Parks, Recreation and Property	Recreation	Joe Thornton Community Centre Ball Hockey Rink	200,000									200,000
35	Parks, Recreation and Property	Recreation	Memorial Walking Track Installation	100,000									100,000
41	Police	Police	AXON Air Drone	35,000									35,000
36	Parks, Recreation and Property	Recreation	Jaycee Pool Parking Lot and Landscape Improvements Proposal	350,000	175,000								175,000
37	Parks, Recreation and Property	Recreation	Memorial Arena PJ Lynch Room and Washroom Upgrades	100,000									100,000
39	Police	Police	Automated License Plate Recognition	33,000									33,000
				13,414,137	411,716	-	-	-	381,800	-	-	-	12,620,621

CAPITAL PROJECT FOR 2022

Project Name:

Systematic Tiling – 75 Acres

Department:

Clerks - Airport

Estimated Gross Cost:

\$142,500

Estimated Project Timeline:

Tender/RFP release: *March 2022*

Project award: *May 2022*

Project completion: *August 2022*



Funding Sources:

SITE MAP IF REQUIRED

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

PROJECT DESCRIPTION:

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

Investment of systematic drainage of airport lands is preventative maintenance to runway substructures, reduces wildlife incursions and assures the airport of a sustainable revenue.

CAPITAL PROJECT FOR 2022

Project Name:

Taxiway Alpha and Apron one Resurfacing

Department:

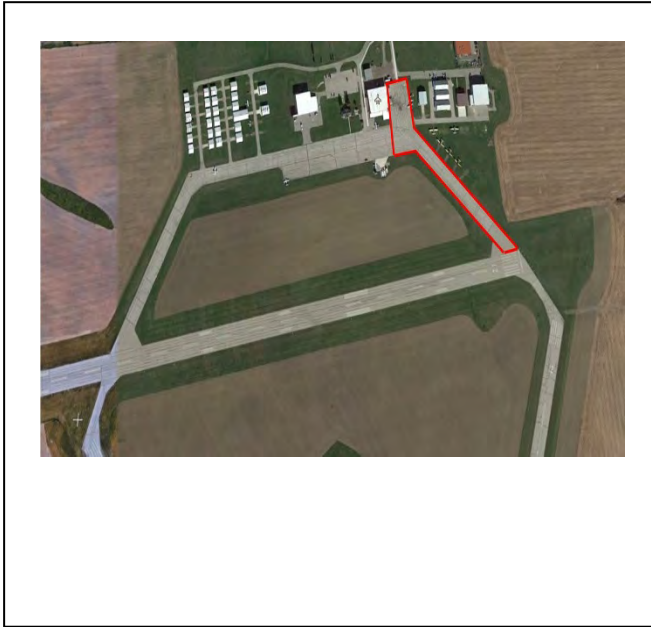
Clerks - Airport

Estimated Gross Cost:

\$675,643.

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*
 Project award: *Mar 2022*
 Project completion: *Aug 2022*



SITE MAP IF REQUIRED

Funding Sources:

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

This project was approved but funding was not allocated in 2020.

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.

Recommended in Future Growth Strategies Report for St. Thomas Airport during Phase 1 timeframe - 2017-2022.

CAPITAL PROJECT FOR 2022

Project Name:

Runway 03-21 Rehabilitation and Extension with a Hold Bay

Department:

Clerks - Airport

Estimated Gross Cost:

\$3,232,994.

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*
 Project award: *Feb 2022*
 Project completion: *September 2022*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

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

This project estimate is for a mill and pave of the current runway surface with an extension of Runway 03/21 by an additional 1,114 feet. In addition to the extension a holding bay would be created at the end of 03 to safely accommodate holding aircraft for landing aircraft on 03. It would be prudent to install Medium intensity LED lighting.

ALTERNATIVE PROJECT - Runway 03-21 Rehabilitation Milling/Pavement/Paint

Estimated Gross Cost: \$915,000

PROJECT DESCRIPTION:

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

This project would consist of the following:

General Construction Items:

- 1- Mobilization, demobilization, insurance and bonding
- 2- Utility Locate
- 3- Implementation of Construction Sequence
- 4- Construction layout and quality Assurance
- 5- Erosion and sediment control
- 6- Quality control Testing
- 7- As-built Survey and Closeout Documentation
- 8- Project soft costs, engineering and project management and project contingencies

Runway 03-21 rehabilitation:

1. Partial depth Milling (50mm)
2. Major Crack Repairs
3. Granular base (230mm)
4. HMAC (50mm HL4)
5. Pavement Line Markings



Recommended in Future Growth Strategies Report for St. Thomas Airport during Phase 1 timeframe - 2017-2022.

This is the remaining secondary runway, as Runway 15-33 is closed.

CAPITAL PROJECT FOR 2022

Project Name:

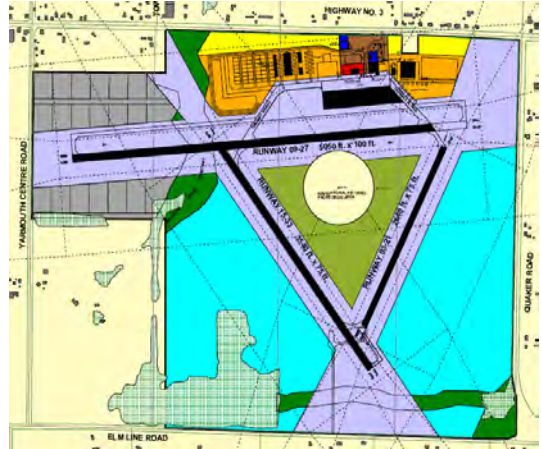
Runway 15-33 Reconstruction

Department:

Clerks - Airport

Estimated Gross Cost:

\$3,818,000



Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Mar 2022*

Project completion: *Aug 2022*

Funding Sources:

SITE MAP IF REQUIRED

Tax	Previously			Development		Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserve	Future tax	Total
			amount TBD	141,000	150,000		291,000

PROJECT DESCRIPTION:

This project was approved but funding was not allocated in 2020.

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 2022

Project Name:

Vehicle Replacement – AP00-100

Department:

Clerks - Airport

Estimated Gross Cost:

\$410,000

Estimated Project Timeline:

Tender/RFP release: Feb 2022
 Project award: Mar 2022
 Project completion: Oct 2022



Funding Sources:

Tax	Previously			Vehicle and	Equipment	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve		Future tax	Total
			eligible	eligible			0

PROJECT DESCRIPTION:

The asset management process to track, maintain, and assess replacement vehicles involves staff from mechanics, users, and 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 replacement. Many vehicle replacements are deferred during this assessment, including the Airport dump and plow truck in previous years.

The 2001 dump and plow truck had a life expectancy of 12 years. The box of the truck was replaced approximately 5 years ago to extend the life of this asset. Fleet Services is recommending the replacement of this 20-year-old vehicle.

Fleet Services and Airport staff have determined that the current single-axle truck is undersized and not purpose-built for snow removal at an airport.

The estimated lifespan of the vehicle is 30 years, with a transmission designed for the stop-start movement required at an airport. Its all-wheel drive, with tight turning radii, enables an operator to work faster and more safely, as the cab design provides better vision around airfield lighting systems. In addition, the ability to move snowbanks further away from the runway reduces the chance that snow will blow back onto the runway.

With the creation of 8,000 square metres of ramp space in 2021, this equipment will be a welcome addition to the airport fleet.

CAPITAL PROJECT FOR 2022

Project Name:

Aerated Tanks – Odour Control

Department:

Environmental Services

Estimated Gross Cost:

\$4,000,000 (to be adjusted)

Estimated Project Timeline:

Engineering Quotes: July 2021
 Design/Selection/MECP Approvals: Dec 2021
 Tender: Jan 2022
 Project award: Feb 2022
 Project completion: Oct 2022



Funding Sources:

SITE MAP IF REQUIRED

Tax	Previously				Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	DC 36%	Reserve	Future tax	Total
	900,000			1,116,000	1,984,000		4,000,000

PROJECT DESCRIPTION:

Construction of two aerated sludge storage tanks and associated equipment to replace the existing 60+ year old storage tanks. This presents an opportunity for enhanced odour control.

Council Report ES 03-21 recommended the design of two new aerated sludge storage tanks and the removal of the existing digesters. There is an existing \$900,000 approved for odour control measures after the design is complete for the aerated storage tanks. A further \$3,000,000 would be needed for construction costs. These capital costs are brought forward from about 2026 when the existing tanks needed to be replaced and can be accommodated by the sewage rates and a 36% DC component.

CAPITAL PROJECT FOR 2022

Project Name:

**Burwell Pumping Station –
Generator and Electrical Tender and
Construction**

Department:

Environmental Services

Estimated Gross Cost:

\$527,000

Estimated Project Timeline:

Tender: *Jan 2022*
 Tender award: *Feb 2022*
 Construction completion: *Jun 2022*



Funding Sources:

SITE MAP IF REQUIRED

Tax	Previously				Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
					527,000		527,000

PROJECT DESCRIPTION:

Construction of a new generator and surrounding infrastructure at Dalewood/Burwell Pumping Station. Design work for electrical and generator upgrades was previously awarded by Council and will be completed before the end of 2021.

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

This station services the Dalewood area, industrial area, and the new city industrial lands on Edgeware Line. The new design will accommodate planned growth in the area.

CAPITAL PROJECT FOR 2022

Project Name:

WPCP Master Plan Update

Department:

Environmental Services

Estimated Gross Cost:

\$250,000

Estimated Project Timeline:

Request for Proposal: Mar 2022
 Project award: *April 2022*
 Project completion: **2023**



Funding Sources:

SITE MAP IF REQUIRED

Tax	Previously				Sewer	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
					250,000		250,000

PROJECT DESCRIPTION:

The Water Pollution Control Plant (WPCP) long term plan was last conducted in 1996 with an update in 2003 and 2010. A Master Plan update is recommended to ensure effective operation of the existing WPCP and to identify the requirement for expansion to accommodate growth.

Future industrial and residential growth is dependent on increasing sewage capacity by one or more of the following:

1. Aggressively removing storm water inflow and infiltration.
2. Adding large storage tanks similar to the Mill Creek inline storage tank
3. Expanding the existing sewage treatment plant
4. Add 1 or more new sewage treatment plants.

A master plan looks at a quadruple bottom line analysis including technical, financial, environmental, and social impact.

There is a 5 to 10 year planning, design, and construction timeline for these projects which requires an immediate start to avoid delaying future growth.

CAPITAL PROJECT FOR 2022

Project Name:

**NW Area 1 Sanitary Servicing
(Construction)**

Department:

Environmental Services

Estimated Gross Cost:

\$7,900,000

Estimated Project Timeline:

Tender/RFP release: *January 2022*

Project award: *February 2022*

Project completion: *March 2023*

Funding Sources:



Tax	Previously			Development	Water	Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Reserve	Future tax	Total
				6,900,000	1,000,000		7,900,000

PROJECT DESCRIPTION:

Building from the Positioned for Growth Study and Class Environmental Assessment (Class EA) and Detailed Design from the 2021 Capital Project, the City will finalize design and tender the project that will bring sanitary services to NW Area 1. This project is critical to allow for sanitary servicing for NW Area 1 as well as Areas 2 and 3 in the future.

This project will include construction of 2 pump stations, additional sewage storage at each pump station, new sanitary forcemain along Wellington Road and Sunset Drive with 4 creek crossings, road reconstruction in affected areas, and potential extension of watermain from old Talbot Street/Sunset Drive intersection to the north for a future watermain loop to the new development area.

The servicing stubs for Area 2 and 3 will also be included to the west side of Sunset at Fingal Line.

CAPITAL PROJECT FOR 2022

Project Name:

Annual Road Rehabilitation

Department:

Environmental Services

Estimated Gross Cost:

\$1.2M

Estimated Project Timeline:

Tender/RFP release: Jan 2022
 Project Award: Feb - Mar 2022
 Project Completion: August 2022



Funding Sources:

Tax	Previously			Infrastructure	Storm	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
			1,200,000				1,200,000

PROJECT DESCRIPTION:

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

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

Road pavement conditions are reviewed annually to assess needs and monitor condition trends. Projects are generally prioritized based on Pavement Condition Index (PCI) while taking into account underground infrastructure condition, future development and utility needs within the corridor. Proposed road rehabilitation candidates for 2022 represent approximately 4.2 lane kilometers (1% of the total road network) and are as follows:

1. Sparta Street – Aldborough to Aldborough Ave
2. Applewood Crescent – Chant to Chant Street
3. Butler Drive – Lawrence to Lawrence Ave

Asset value for roads: \$303M
 Infrastructure Gap (backlog of needs): \$4.8M (Roads with PCI < 25).
 Sustainable Spending Rate: \$6.2 – 9.3M (7.6M average)
 2022 Budget Request: \$6.6M
 Annual funding deficit/surplus: \$1.0M Deficit

CAPITAL PROJECT FOR 2022

Project Name:

Complete Streets

Department:

Environmental Services

Estimated Gross Cost:

\$11M

Estimated Project Timeline:

Tender/RFP release: Jan 2022
 Project award: Feb - Mar 2022
 Project completion: Oct 2022



Funding Sources:

Tax	Previously	Gas Tax	Development	Water	Sanitary	Storm	
Funded	Approved		Charges	Reserve	Reserve	Reserve	Total
3,400,000		2,300,000	400,000	1,700,000	1,600,000	1,600,000	11,000,000

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 2022 include:

William (Stanley to Center) and St. Anne's (Stanley to Queen) - *Combined Sewer Project*

Forest Ave – Third to Daugherty Drive - *Combined Sewer Project*

Pullen Ave – Elm to Aldborough

Kains – Mondamin to Alma (Includes Bike Lanes, Roundabout at St. Catharines and PXO at Flora)

CAPITAL PROJECT FOR 2022

Project Name:

Bridge and Culvert Major Maintenance

Department:

Environmental Services

Estimated Gross Cost:

\$100,000

Estimated Project Timeline:

Tender/RFP release: *Feb 2022*
 Project award: *Mar 2022*
 Project completion: *September 2022*



Funding Sources:

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

PROJECT DESCRIPTION:

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

Fifth Avenue Culvert - Parging Recommended



Wellington Street – Concrete Invert Pavement Recommended



CAPITAL PROJECT FOR 2022

Project Name:

10 Pedestrian Crossing upgrades

Department:

Environmental Services

Estimated Gross Cost:

\$400,000



Estimated Project Timeline:

Tender/RFP release: 2022
 Project award: 2022
 Project completion: Aug 2022

Funding Sources:

Tax	Previously			W/S			
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Dev Charges.	Total
200,000						200,000	400,000

PROJECT DESCRIPTION:

Pedestrian crossing regulations and specification updates provide an opportunity to update a variety of old styles in St.Thomas. The new button activated flashing signs installed to date have been very highly rated in St.Thomas and around Ontario.

Council requested an updated strategy to upgrade pedestrian crossings partly due to interest from the DDB, partly to upgrade high-ranking warranted locations, and partly to update locations currently controlled by crossing guards.

The PXO's would consist of poles on either side of the crossing with signs, audible pedestrian push-buttons, rectangular rapid flashing LED beacons, and a sign mounted over the roadway. An advantage gained is that the PXO provides 24-hour, 7 day a week protection for students outside the hours that a crossing guard may be present. In those locations, there is no need to retain the two forms of traffic control so annual financial savings can be realized in addition to the increase in level of service.

CAPITAL PROJECT FOR 2022

Project Name:

Vehicles & Equipment Replacement

Department:

Environmental Services

Estimated Gross Cost:

\$500000

Estimated Project Timeline:

Tender/RFP release: Feb 2022
 Project award: Mar 2022
 Project completion: Oct 2022



Funding Sources:

Tax	Previously			Water	Sanitary	Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
200,000				100,000	200,000		500,000

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.

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

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

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

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

CAPITAL PROJECT FOR 2022

Project Name:

Lunar

Department:

Fire

Estimated Gross Cost:

\$45,000.00

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



Funding Sources:

SITE MAP IF REQUIRED

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

PROJECT DESCRIPTION:

The Lunar is an accompanying device to our MSA G1 air breathing packs (SCBA) that enhances firefighter safety by providing the following benefits:

- Acts as a thermo imaging device allowing each firefighter to see through the dark and smoke. In a fire environment this device enables personnel to be able to locate a hole in the floor (possibly avoiding a fall), more quickly locate the seat of the fire and for locating a trapped civilian or firefighter by their heat signature.
- Officers and dispatchers can remotely monitor breathing rates of fire personal while on air, as well as estimated time remaining to which the firefighter can competently operate while on air
- The device can automatically activate an alarm for a downed firefighter that may become incapacitated for one reason or another. If this occurs, all other Lunars on-site immediately notify all personal of a down firefighter while indicating with a directional compass as to where the down firefighter is located.
- In an imminent emergency of a possible building collapse, the Officer may trigger each Lunar device to initiate an evacuation alarm to each firefighter informing them to evacuate immediately.

CAPITAL PROJECT FOR 2022

Project Name:

Radio Replacement of XPR 6550

Department:

Fire

Estimated Gross Cost:

\$30,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



Funding Sources:

SITE MAP IF REQUIRED

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

PROJECT DESCRIPTION:

The department has an aging fleet of Motorola XPR 6550 portable radios (20) that have reached end of life and will no longer be serviceable once the parts supply chain is exhausted. The department also has a more modern fleet of Motorola XPR 7550 portable radios (22) which are still being manufactured and can be configured to work with our breathing apparatus, where the XPR 6550 will not. It is recommended that we replace all Motorola XPR 6550 radios (20 in total) and upgrade those with the current XPR 7550. This purchase will enhance firefighter safety as these radios can be configured so as to cut outside noises out, i.e. the operation of a chain saw, truck, or other loud equipment, allowing the operator to speak in a clear lower and understandable voice versus having to yell and overcome the outside environmental noises.

CAPITAL PROJECT FOR 2022

Project Name:

UTV Response Vehicle

Department:

Fire

Estimated Gross Cost:

\$40,000.00

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



Funding Sources:

SITE MAP IF REQUIRED

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

PROJECT DESCRIPTION:

As the City continues to experience exponential growth and with the addition of multiple walking and biking trails that are inaccessible by vehicle, the above is an ideal asset to respond to both a fire and medical emergency can may be located within the 30+ kms of trails currently within the City. The above vehicle could be stationed at the main fire hall to respond around the City as required. With an upward of 70km/per hour speed rating, as well as being outfitted with lights and siren, there would be no requirement for a trailer to tow the vehicle due to its timely response. The on-board fire suppression capability could extinguish or control a fire until other resources were able to walk in, and with the second capability of carrying a stokes basket, this facilities evacuation of someone experiencing a medical emergency along the trail path to an awaiting ambulance in a timely fashion.

CAPITAL PROJECT FOR 2022

Project Name:

Library Courtyard

Department:

St. Thomas Public Library

Estimated Gross Cost:

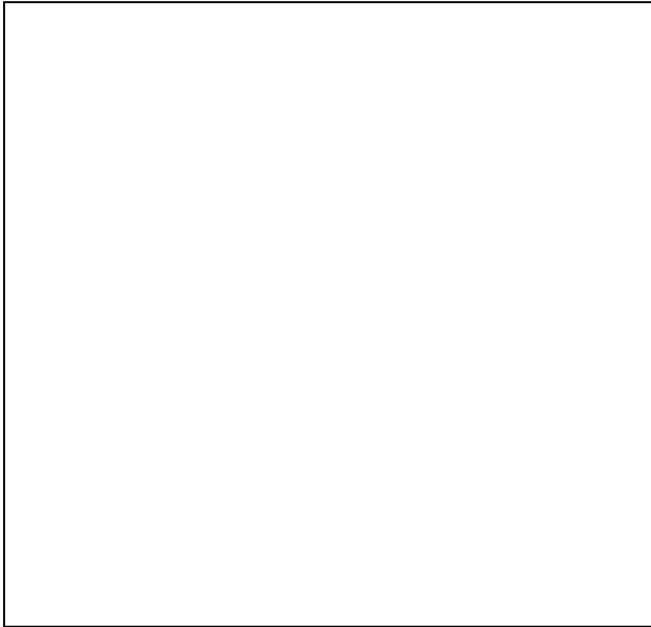
\$350,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Oct 2022*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

This project was approved in 2021 but was unable to be completed.

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

The Library's deferred designated funds and other donated funds will pay for this project.

CAPITAL PROJECT FOR 2022

Project Name:

Municipal Tree Inventory and Software

Department:

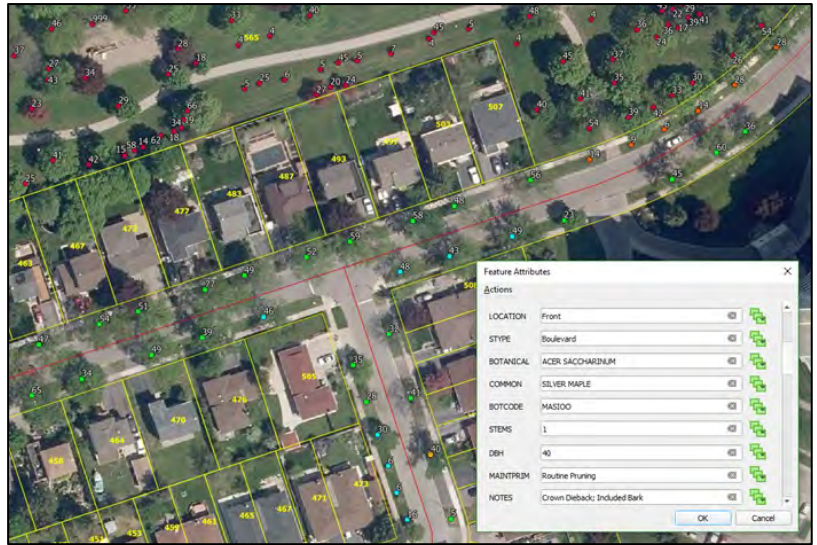
Parks, Recreation and Property Management ~ Parks Division

Estimated Gross Cost:

\$200,000

Estimated Project Timeline:

Tender: March 2022
 Project award: May 2022
 Project completion: Fall/Winter 2022



Funding Sources:

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

PROJECT DESCRIPTION

A tree inventory and software provides information such as tree health, species, size, and location. This information is used to generate reports that will assist the urban foresters and the Parks and Forestry Division in strategic planning, such as the development of maintenance and management plans. It will also provide information that can be used to help educate residents about the importance of their urban forest.

The City of St Thomas has never completed a municipal tree inventory. Staff estimates that there are over 25,000 trees in our parks, boulevards, and woodlots. This database would create a critical building block in the City of St Thomas' urban forest management program. Currently, the urban forestry staff maintain paper inventory files. This process makes it very inefficient for staff to plan and complete required maintenance. Presently, maintenance, i.e., pruning, tree replacement and planting is completed on a reactionary basis, based on citizen complaints. For staff to be effective in managing our urban forest, they require up-to-date information to determine what work needs to be done and when – in a proactive manner. As pruning mitigates disease and storm damage, having a pruning schedule based on tree location, age and species will save the City money in the long term.

This database will also help us prepare for the onset of Oak Wilt which is a lethal fungal disease that will threaten Oak trees in the area. Information will determine how much of the municipal urban forest could be affected, preventive measures that should be taken if the disease makes its way into the City, and subsequently the adjustment of replacement species to be planted to compensate for losses.

TOTAL: \$200,000

CAPITAL PROJECT FOR 2022

Project Name:

Waterworks Park – Lily Pond Asphalt Pathway Overlay c/w Culvert Replacement and Sidewalk Repair

Department:

Parks, Recreation and Property Management ~ Parks Division

Estimated Gross Cost:

\$225,000

Estimated Project Timeline:

Tender: March 2022
 Project award: May 2022
 Project construction: Summer 2022



Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Sewer Reserve
\$182,250						\$42,750

PROJECT DESCRIPTION

The increasing deterioration of the asphalt trails and culvert within the Lily Ponds area of Waterworks Park are creating public safety issues. To address this, staff recommend a full replacement of the culvert with a bridge that will match the other 3 bridges in the area. The image above illustrates the culvert deterioration. This item has been identified for replacement since 2016. The asphalt overlay of recreational trails and bridge installation will increase the lifespan and safety of this very attractive and popular destination within in our city. Armour stone will also be placed at critical locations to stabilize the banks and reduce erosion.

Along with the Lily Pond Area renovations, staff are proposing the replacement and raising of select sidewalk panels to reduce flooding on the pathways at the south end of Waterworks Park. As this area is subject to frequent standing water, these improvements will improve the use of the Hubert’s Grove Shelter and the viability of the sidewalk.

Additionally, the storm sewer that directs flow from Tecumseh Street has become completely full of debris. After a storm event, the increased flow breaches the ditch which results in the flooding of the Hubert’s Grove Shelter, making it unrentable.

Completing these upgrades to one of St. Thomas signature parks will ensure a safer, more user friendly and pleasant environment.

TOTAL: \$225,000

CAPITAL PROJECT FOR 2022

Project Name:

Pinafore Park Street Railway (South) Shelter Replacement

Department:

Parks, Recreation and Property Management ~ Parks Division



Estimated Gross Cost:

\$225,000

Estimated Project Timeline:

Tender: March 2022
 Project award: May 2022
 Project construction: September 2022

Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$225,000						

PROJECT DESCRIPTION

The Street Railway (South) Shelter is the last pavilion to be replaced in Pinafore Park. The Street Railway Shelter is Pinafore Park’s most popular pavilion due to its proximity to the playground and washrooms. However, because of its size, it cannot accommodate many current rental requests.

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 universal accessibility
- An increase in the pavilion’s size to increase rentals and revenue

Note: This item has been a Capital project request since 2019. At that time concerns were related to structural integrity of the pillars at the South Pavilion in 2019. Since that time the rot has increased.

TOTAL:

\$225,000

CAPITAL PROJECT FOR 2022

Project Name:

**Pinafore Park – Additional
Playground Parking Construction**

Department:

Parks, Recreation and Property
Management ~ Parks Division

Estimated Gross Cost:

\$120,000

Estimated Project Timeline:

Tender: March 2022
Project award: May 2022
Project construction: Summer 2022



Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Sewer Reserve
\$120,000						

PROJECT DESCRIPTION

Pinafore Park parking improvements have been requested since 2017. Due to the popularity of the new Pinafore Park playground installed this summer, the need for additional parking has further increased. A greater number of vehicles than before are parking on the grass in the playground area on a regular basis. Photos above show an average summer day/weekend use in this area.



If approved, this project would allow for the construction of an additional 32 spaces directly across from the current parking area. The proposed parking area (hatched area above) is the current green space that is already being used for this purpose. Additionally, this new parking area would also provide more formal parking for the Street Railway Shelter which is commonly used by playground users.

TOTAL:

\$120,000

CAPITAL PROJECT FOR 2022

Project Name:

Annual Athletic Field Maintenance – Pinafore Tennis and Pickleball Courts

Department:

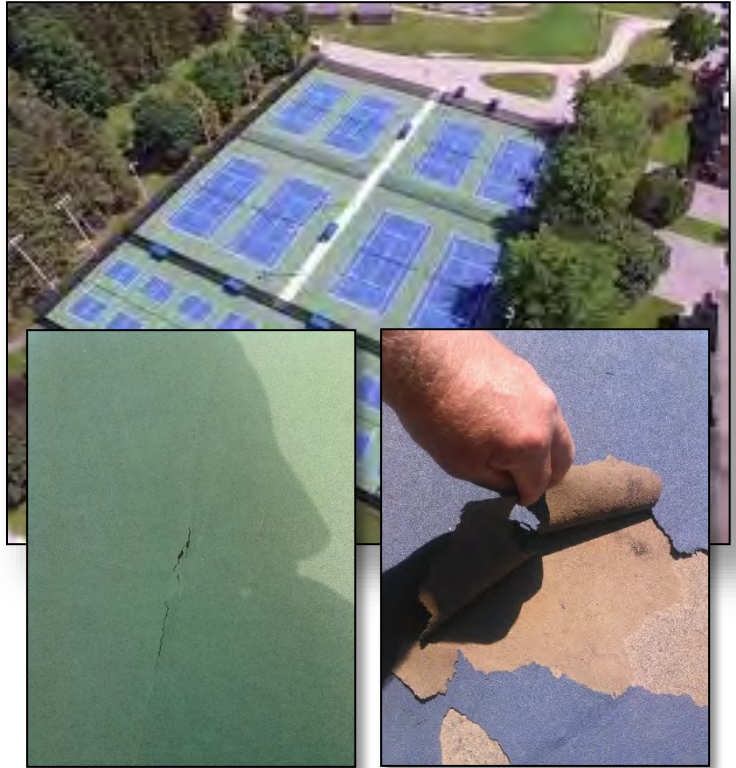
Parks, Recreation and Property Management Department ~ Parks Division

Estimated Gross Cost:

\$200,000

Estimated Project Timeline:

Tender: Jan 2022
 Project award: March 2022
 Project construction: April 2022



Funding Sources:

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

PROJECT DESCRIPTION:

Substantial Completion of the Pinafore Tennis and Pickleball Courts construction project was granted on June 20, 2017. Small surface cracks have developed throughout the facility's court areas. As the site conditions worsen, these cracks will present a safety concern for trip hazards and create unfavorable playing conditions by causing balls to bounce in an unpredictable manner.

Staff are currently working to have a technical review of the existing asphalt, base material and subsequent laboratory testing completed. This data will provide the technical information required to move forward with repairs in the summer of 2022.

Total: **\$200,000**

CAPITAL PROJECT FOR 2022

Project Name:

Annual Playground Replacement and Upgrades – Optimist Park

Department:

Parks, Recreation and Property Management ~ Parks Division

Estimated Gross Cost:

\$260,000



Estimated Project Timeline:

Project tendered and installed through our playground equipment contractor.
 Project construction: May/June 2022

Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Stm. Reserve
\$200,000		\$60,000				

PROJECT DESCRIPTION

The City of St. Thomas has 23 playgrounds and 3 splash pads with a gross value close to 4.2 million dollars.

The current playground components were installed in the late 1980's and 90's and do not meet the current CSA Z614-20 Standards. To address the aging structures, staff recommends the Capital expense of \$200,000 in 2022 for the replacement of the Optimist Park playground senior and junior structures. This expenditure will ensure public safety and universal accessibility requirements.

The project also includes the reconstruction of new basketball courts and net installations to replace the existing amenities that are over 30 years old.

Staff have met with the Optimist Club of St Thomas. The Club is in full support of this project and has received a grant of approximately \$60,000 that will be applied to Optimist Park upgrades.

TOTAL:

\$260,000

CAPITAL PROJECT FOR 2022

Project Name:

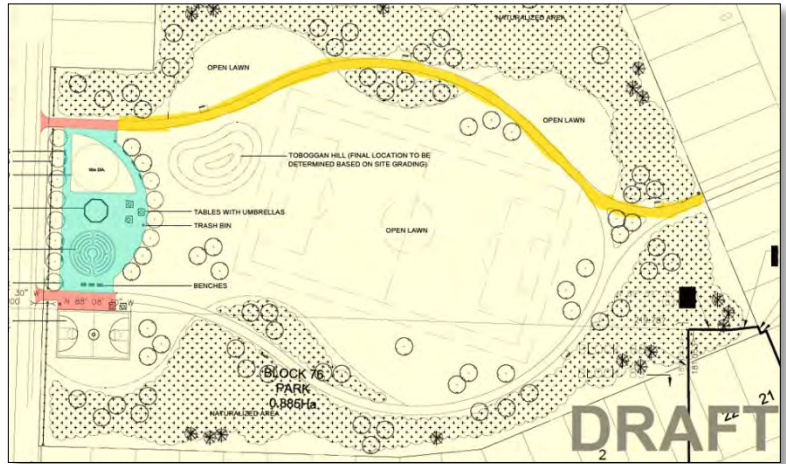
**Annual Trail Development – Phase 1
Shaw Valley Park Trail**

Department:

Parks, Recreation and Property Management – Parks Division

Estimated Gross Cost:

\$200,000



Estimated Project Timeline:

Tender: February 2022
Project award: April 2022
Project construction: June 2022

Funding Sources:

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

PROJECT DESCRIPTION:

Per the Parks and Recreation Master Plan, several kilometers of recreational trail development are planned for completion over the next 15 to 20 years in neighbourhood parks, and along major connecting links. These recreational trails benefit the community by providing recreational opportunities and Active Transportation alternatives.

The \$200,000 budget increases the City’s ‘walkability’ and enables staff to develop 1 kilometer of paved trails annually, meeting Council’s Strategic Priorities, Goals and Commitments – a Thriving Community. Phase 1 - Shaw Valley Park recreational trail is 250 metres in length (see yellow/pink trail sections in above image). The remaining trail will be constructed when the outstanding 3 acres of parkland is received from the developer.

POTENTIAL FUTURE TRAIL DEVELOPMENT LOCATIONS:	
	Waterworks Park – Top of Hill
	Burwell Park Hydro Corridor Recreational Trail Link
	Homedale Park
	Cowan Park
	Massey Park
	VA Barrie Park

TOTAL: \$200,000

CAPITAL PROJECT FOR 2022

Project Name:

Recreational Trail Solar Lighting Pilot Project

Department:

Parks, Recreation and Property Management ~ Parks Division

Estimated Gross Cost:

\$50,000

Estimated Project Timeline:

Tender: March 2022

Project award: May 2022

Project construction: Summer 2022



Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Sewer Reserve
\$50,000						

PROJECT DESCRIPTION

In June 2021 Council was presented with PR-12-21 Recreational Trail Lighting Policy - Review of L&PS Trail from Wellington to Elm Street. While Council decided not to proceed with the installation of lighting along the whole trail, staff were directed to initiate a trial of solar trail lighting to determine its efficacy with respect to public safety, reliability, and durability for potential full future installations along the City’s trails.

Staff recommend installing solar lights along a 450 metre section of the L&PS trail that runs behind Memorial Arena from Elm Street to Chester Street. Poles would be placed approximately 50 metres apart. Lighting this area would have no impact on nearby residents and would allow staff to observe the effectiveness of lighting recreational trails with this technology.

TOTAL: \$50,000

CAPITAL PROJECT FOR 2022

Project Name:

230 Talbot Emergency Response Dispatch Room

Department:

Parks, Recreation and Property Management ~ Property Management Division

Estimated Gross Cost:

\$170,000.00

Estimated Project Timeline:

Tender/RFP release: January 2022
 Project award: February 2022
 Project completion: September 2022



Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
170,000							170,000

PROJECT DESCRIPTION:

The provision of an Emergency Response Dispatch Room is provincially mandated. This renovation will support the City needs during a catastrophic state of emergency. Located in the basement of 230 Talbot Street, this room will provide a central command centre for personnel from the Fire, Police, Ontario Works and other City staff required to direct municipal efforts throughout a state of emergency.

TOTAL:

\$170,000

CAPITAL PROJECT FOR 2022

Project Name:

Police Station New Emergency Generator Replacement Project

Department:

Parks, Recreation and Property Management ~ Property Management Division

Estimated Gross Cost:

\$225,000

Estimated Project Timeline:

Tender/RFP release: January 2022
 Project award: February 2022
 Project completion: September 2022



Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
225,000							225,000

PROJECT DESCRIPTION:

Due to age and to ensure reliability, the 1999 Galpower diesel generator requires replacement. This is a high priority project that will provide emergency required backup power so the police station can continue to operate at full capacity during an emergency state.

The proposed 250 KW, 3 phase 208 volt generator will permit the police station to run continuously throughout a state of emergency or until the power grid is restored.

TOTAL:

\$225,000

CAPITAL PROJECT FOR 2022

Project Name:

City Hall Window Replacement

Department:

Parks, Recreation and Property Management ~ Property Management Division

Estimated Gross Cost:

\$200,000

Estimated Project Timeline:

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



Funding Sources:

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

PROJECT DESCRIPTION:

The City Hall windows were replaced 1991. Due to rot and deterioration, replacement is required with double pane thermal windows. This will increase the R value and the save the corporation on energy and annual maintenance costs.

As the City Hall has federal architectural designation, all work must adhere to applicable federal Standards and Guidelines for the Conservation of Historic Places in Canada. Due to the replacement criteria and associated costs staff are recommending that the City Hall window replacements are completed in 3 Phases - with this project being Phase 1.

TOTAL:

\$200,000

CAPITAL PROJECT FOR 2022

Project Name:

City Hall Glass Window Wall Replacement

Department:

Parks, Recreation and Property Management ~ Property Management Division

Estimated Gross Cost:

\$300,000

Estimated Project Timeline:

Tender/RFP release: January 2022
 Project award: March 2022
 Project completion: August 2022



Funding Sources:

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

PROJECT DESCRIPTION:

The glass window wall was installed 1991. Over the past years the rubber sealing membrane has failed resulting in sometimes substantial leakage after a storm event.

Due to the deterioration and its custom nature, the entire glass wall requires complete replacement. Replacement with increased R value windows will save on energy and damage repair costs.

TOTAL:

\$300,000

CAPITAL PROJECT FOR 2022

Project Name:

City Hall Tower Brickwork

Department:

Parks, Recreation and Property Management ~ Property Management Division



Estimated Gross Cost:

\$250,000

Estimated Project Timeline:

Tender/RFP release: January 2021
 Project award: February 2021
 Project completion: August 2021

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
250,000							250,000

PROJECT DESCRIPTION:

To mitigate water infiltration and associated water damage, complete brick and stone masonry repairs to City Hall tower are required. Scope of work includes infilling large holes and cracks with mortar. Additional maintenance will repair failing caulking, caulk any exposed joints, replace deteriorated metal work, repair all brickwork around the clock tower and clock face.

Due to the City Hall’s federal architectural designation, all work must adhere to applicable federal Standards and Guidelines for the Conservation of Historic Places in Canada.

TOTAL:

\$250,000

CAPITAL PROJECT FOR 2022

Project Name:

Joe Thornton CC Outdoor Ball Hockey Rink

Department:

Parks, Recreation and Property Management ~ Recreation Division

Estimated Gross Cost:

\$200,000

Estimated Project Timeline:

Tender: March 2022
 Project award: June 2022
 Project construction: September 2022



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 recreational activities features that services a variety of community needs and requests. Following the construction of the outdoor skate park in 2016, staff wish to expand recreation opportunities in the area for the community by constructing an outdoor ball hockey rink.

The outdoor ball hockey rink would be developed on the parcel of open land south of skate park and north of Joe Thornton Community Centre. The project would include partial boards, benches and protective netting surrounding the proposed 140' x 80' concrete playing surface. Budget allowing, 2 basketball nets on the perimeter of playing surface would be installed.

TOTAL: \$200,000

CAPITAL PROJECT FOR 2022

Project Name:

Memorial Walking Track Installation

Department:

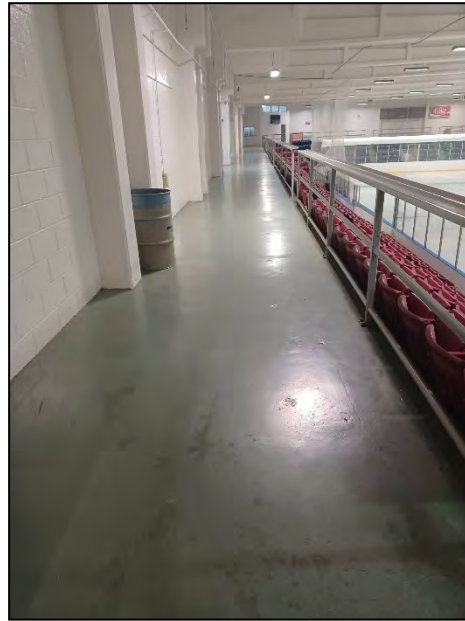
Parks, Recreation and Property Management ~ Recreation Division

Estimated Gross Cost:

\$100,000

Estimated Project Timeline:

Tender/RFP release: March 2022
 Project award: April 2022
 Project completion: August 2022



Funding Sources:

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

PROJECT DESCRIPTION:

Installation of new 8mm (minimum) thick rubber flooring for new 6' wide oval walking track around upper concourse at Memorial Arena. Approximately track dimensions: 225' long x 6' width.

As a similar amenity is not available within the Memorial Arena area, this project would address community needs in this part of the City.

TOTAL: \$100,000

CAPITAL PROJECT FOR 2022

Project Name:

Jaycee Pool Parking Lot and Landscape Improvements Proposal

Department:

Parks, Recreation and Property Management ~ Recreation Division

Estimated Gross Cost:

\$350,000

Estimated Project Timeline:

Tender: March 2022
 Project award: April 2022
 Project construction: early June 2022



Funding Sources:

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

PROJECT DESCRIPTION:

The existing parking lot surface is 30+ years old and is in severe disrepair.
 Note: This item has been on the capital budget project list for the past 6 years.

Parking Lot Improvements:

- Identify 4 designated accessible parking spaces close to the Jaycees Pool facility
- Improve vehicular traffic flow in and out of the parking lot
- Create 70 clearly marked parking spots for participants, residents and staff
- Include speed bumps for safety control along with guarded path from green space to aquatic facility.

Landscape Proposal: This initiative will also create a green space c/w shade protection within a comfortable seating area adjacent to the Jaycees Pool facility. This will increase patronage, public safety, and foster a sense of community pride.

TOTAL: **\$350,000**

CAPITAL PROJECT FOR 2022

Project Name:

Memorial Arena PJ Lynch Room and Washroom Upgrades

Department:

Parks, Recreation and Property Management ~ Recreation Division

Estimated Gross Cost:

\$100,000

Estimated Project Timeline:

Tender/RFP release: Feb 2022
 Project award: March 2022
 Project completion: August 2022

Funding Sources:

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



PROJECT DESCRIPTION:

The PJ Lynch Room and washrooms are original from 1993. Through the following upgrades universal accessibility, i.e., ensuring barrier free access in the washrooms will be addressed making the venue more appealing for potential renters – thus increasing revenue.

PJ Lynch Room upgrades:

- new flooring
- energy efficient LED lighting
- paint and drywall repairs
- stage removal
- refinish servery cupboards and replace counter tops
- minor electrical and plumbing upgrades

PJ Lynch Room washroom upgrades:

- new flooring
- energy efficient LED lighting
- paint
- replace partitions
- energy efficient new low flush toilets and urinal installations
- minor electrical and plumbing upgrades

TOTAL:

\$100,000

CAPITAL PROJECT FOR 2022

Project Name:

Phase One: JTCC Copper Pipe Replacement

Department:

Parks, Recreation and Property Management ~ Recreation Division

Estimated Gross Cost:

\$100,000

Estimated Project Timeline:

Tender/RFP release: March 2022
 Project award: April 2022
 Project completion: Sept 2022



Funding Sources:

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

PROJECT DESCRIPTION:

Replace remaining Type M thin wall copper pipe throughout the JTCC facility with superior Type L thicker copper pipe and fittings that are rated for the heavier pressure loads typically found in an arena.

The Complex has long been experiencing continuous leaks that result from the inferior Type M copper piping that was installed throughout the facility, including the boiler room and sprinkler room. Over the past 7 years some of the 1/2" diameter pipe for domestic cold, hot and recirculating lines have been replaced with 1" diameter pipe.

The remaining copper pipe that requires replacement ranges from 1 inch to 4 inch diameters. A budgetary estimate to complete the outstanding pipe replacements is approximately \$230,000 including material and labour (based on 2019 figures).

In an effort to minimize downtime at the JTCC complex during programming, the remaining replacements should occur over a 2-year period.

TOTAL:

\$100,000

CAPITAL PROJECT FOR 2022

Project Name:

Automated License Plate Recognition (ALPR)

Department:

St. Thomas Police Service

Estimated Gross Cost:

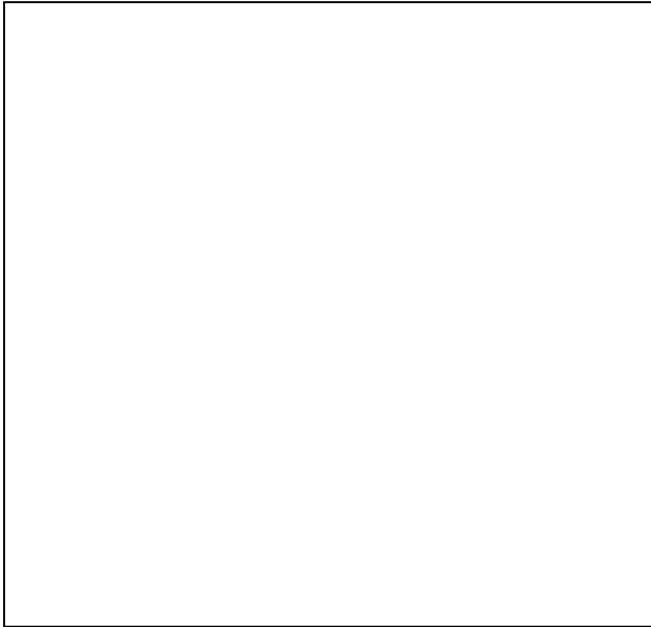
\$33,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

The Automated License Plate Reader is a high-speed computer-controlled camera that works to automatically locate license plates and read the plate characters. The cameras can quickly capture large volumes of license plate numbers and match them to those stored in a Ministry of Transportation database or the Canadian Police Information Centre.

The ALPR will alert police to stolen or expired license plates, suspended drivers, plates that are no longer attached to a vehicle or reported destroyed, license plates related to active Amber Alerts and plates that are registered to suspended drivers.

Each camera records two plates per second. The cameras can record license plates on vehicles travelling in multiple directions up to 200 km/hr. The cameras are designed to capture all provincial plates regardless of jurisdiction. Once the plate image is recorded, the characters are analyzed and compared to a database on the in-car computer. If an illegal plate is found in the database an alert will sound to advise the officer.

It is our request to obtain a second ALPR for our Traffic Management Unit. The gross cost includes purchasing the hardware, software, licensing and installation.



CAPITAL PROJECT FOR 2022

Project Name:

AXON Air Drone

Department:

St. Thomas Police Service

Estimated Gross Cost:

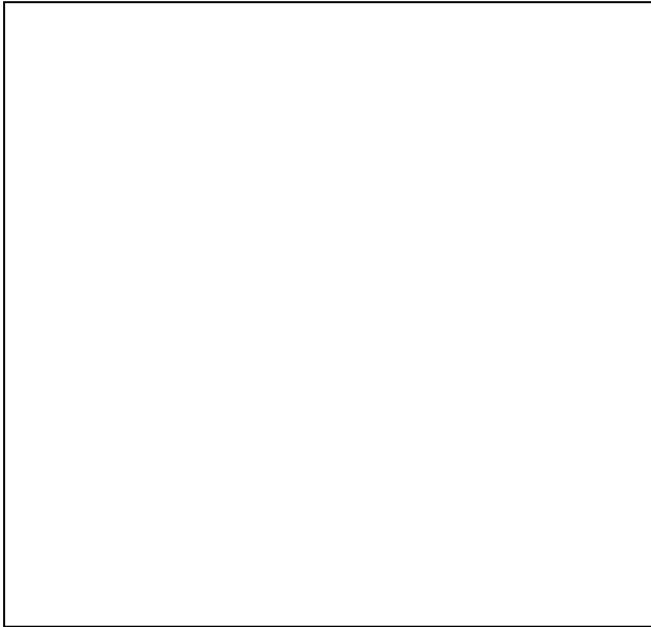
\$ 35,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

The primary purpose of the Air Drone resource is to assist our police service by effectively and efficiently enhancing police response through the use of technology and enhanced observational capabilities.

A breakdown of the operational deployments include:

- Motor Vehicle Collision Assistance
- Missing Person Investigations
- Community Service Initiatives
- Perimeter searches
- Criminal Investigations
- Suspect Searches in conjunction with uniform officers and K-9
- Crime Scene Mapping
- Covert Intelligence gathering/preparation for executing search warrants
- Identify and follow moving subjects like people and vehicles, with the auto-zoom function, while continuously acquiring the subject's location.

Deploying drones for operations has proved to be a perfect way to gather intelligence, map crime scenes, tracking suspect movements, while enhancing officer and public safety. Axon Air subscription includes Air software pilot application, support for live streaming and unlimited storage in Evidence.com, compatible with our current Axon Digital Evidence Management software.

CAPITAL PROJECT FOR 2022

Project Name:

NG 9-1-1

Department:

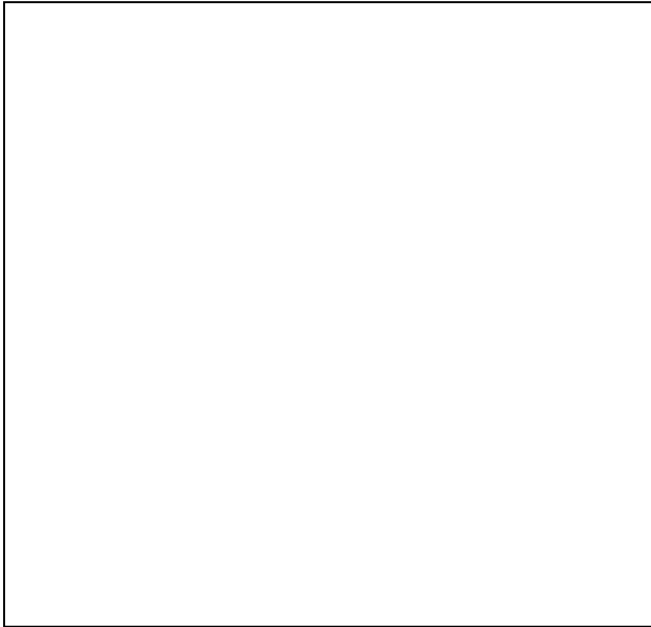
St. Thomas Police Service

Estimated Gross Cost:

\$130,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*
 Project award: *Feb 2022*
 Project completion: *Mar 2022*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

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

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

- 2021 Phase 1 & 2: \$135,000 Capital Request
- 2022 Phase 3: \$130,000**
- 2023 Go Live NG 9-1-1
- 2024 Deadline for go live March 30, 2024

CAPITAL PROJECT FOR 2022

Project Name:

Resident Lifting (Mechanical Lifts, Overhead lifts and Slings)

Department:

Valleyview

Estimated Gross Cost:

\$26,500

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*
 Project award: *Feb 2022*
 Project completion: *Mar 2022*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
26,500							26,500

PROJECT DESCRIPTION:

Mechanical lifts are used to transfer residents. In particular, the apparatus is used to transfer residents from bed to chair and to aid in the bathing program. Care requirements are such that a 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.

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

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

CAPITAL PROJECT FOR 2022

Project Name:

Rooftop Ductwork

Department:

Valleyview

Estimated Gross Cost:

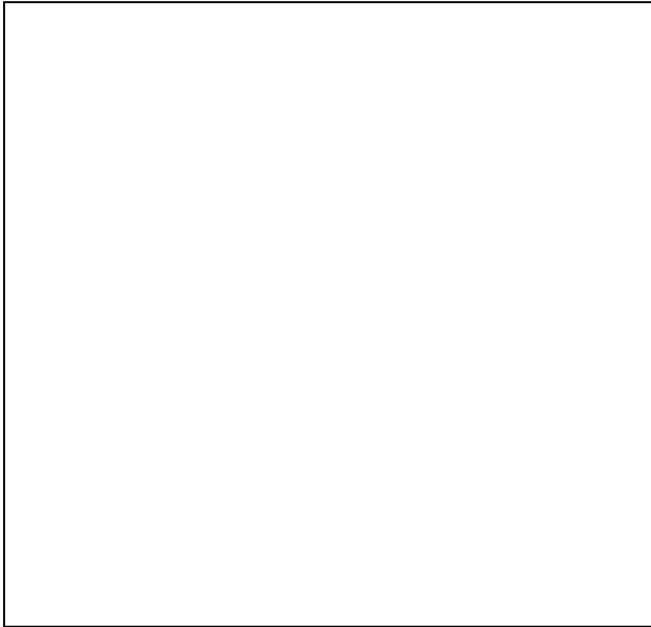
\$65000

Estimated Project Timeline:

Tender/RFP release: Feb 2022

Project award: March 2022

Project completion: April 2022



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
65,000							65,000

PROJECT DESCRIPTION:

The rooftop ductwork is exposed to the elements and animals. It is 16 years old and has degraded over the years.

Re-insulating the ductwork will help preserve the ductwork itself and increase energy efficiency. Currently in exposed areas heat and cold are being influence by the external temperature.

Proceeding with this project will also be in line with the replacement of many of our air handling units this fall.

CAPITAL PROJECT FOR 2022

Project Name:

Therapeutic Tub

Department:

Valleyview

Estimated Gross Cost:

\$30000

Estimated Project Timeline:

Tender/RFP release: Feb 2022

Project award: March 2022

Project completion: April 2022



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
30,000							30,000

PROJECT DESCRIPTION:

Valleyview has a therapeutic tub in each 27 bed Resident Home Area for a total of five tubs

The tubs are a specialized piece of equipment which has features to provide water temperature control, automatic filling, automatic disinfection, and Hyrdosound Therapy.

These tubs are standard in Long Term Care Homes to meet the care requirements of the residents. Depending on usage the average length of service is ten years.

CAPITAL PROJECT FOR 2022

Project Name:

Walkway Restoration

Department:

Valleyview

Estimated Gross Cost:

\$30000

Estimated Project Timeline:

Tender/RFP release: Feb 2022

Project award: March 2022

Project completion: May 2022



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
0				30,000			30,000

PROJECT DESCRIPTION:

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

This would be a continuation of our project from last year and would be the final phase of the walkway restoration.

CAPITAL PROJECT FOR 2022

Project Name:
Resident Protection, Calling and Security System.

Department:

Valleyview

Estimated Gross Cost:

\$295,000

Estimated Project Timeline:

Tender/RFP release: April 2022
 Project award: June 2022
 Project completion: Sept 2022

Funding Sources:



SITE MAP IF REQUIRED

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

PROJECT DESCRIPTION:

The system is original to the building. It is now a discontinued product which presents difficulty in securing replacement parts.

The Resident Protection, Calling and Security system is critical to the safety and security of our residents. It consists of three avenues of service. The first is the calling system which residents can use to alert staff that they require assistance. These units also have safety equipment such as fall monitors and floor mats attached. Staff can also use the system to talk with residents in their rooms.

The second component is the wander guard system. This system prevents residents who are exit seeking from leaving the building.

The third component consists of door security, door access and door apparatus which allow staff to move around the building.

All three components are controlled by software which allows us to control the system from a centralized location.

CAPITAL PROJECT FOR 2022

Project Name:

Curtis Street Square

Department:

City Manager

Estimated Gross Cost:

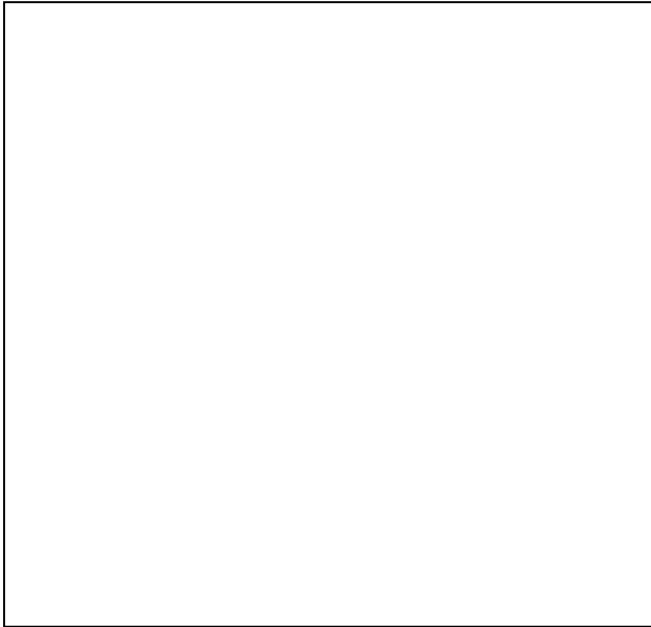
\$ 2,100,000

Estimated Project Timeline:

Tender/RFP release: Spring 2022

Project award: Summer 2022

Project completion: Spring 2023



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
71,200		2,028,800					2,100,000

PROJECT DESCRIPTION:

CAPITAL PROJECT FOR 2022

Project Name:

Edgware Property Storm Sewer

Department:

City Manager

Estimated Gross Cost:

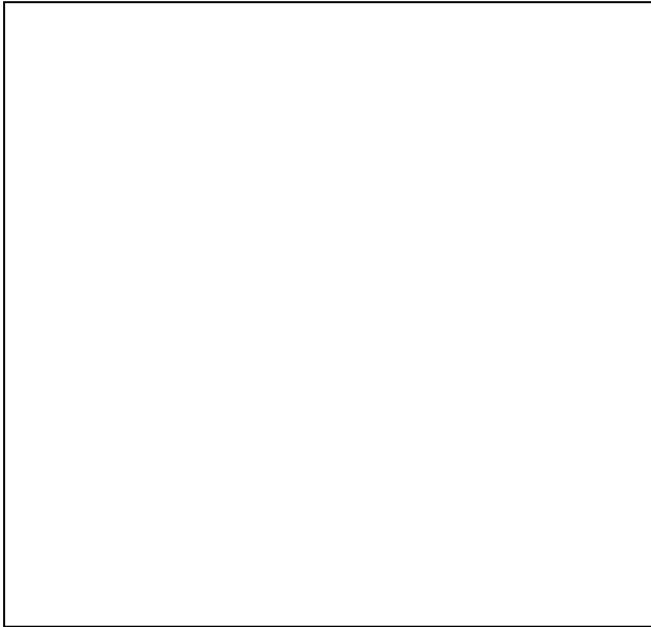
\$ 250,000

Estimated Project Timeline:

Tender/RFP release: Spring 2022

Project award: Summer 2022

Project completion: Fall 2022



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
250,000							250,000

PROJECT DESCRIPTION:

Install storm sewers for property on Edgware Drive.

CAPITAL PROJECT FOR 2022

Project Name:

Ross Street Property Cleanup

Department:

City Manager

Estimated Gross Cost:

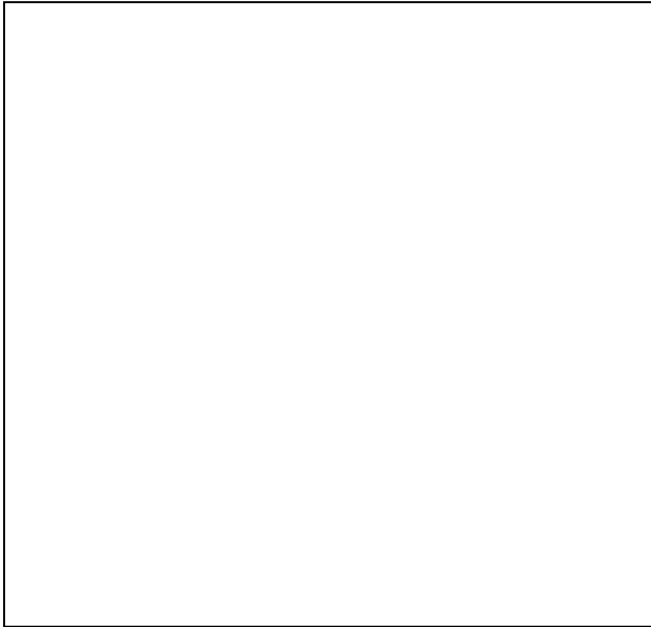
\$ 500,000

Estimated Project Timeline:

Tender/RFP release: Spring 2022

Project award: Summer 2022

Project completion: Spring 2023



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

Cleanup brownfield property on Ross Street.

CAPITAL PROJECT FOR 2022

Project Name:

2022 IT Projects

Department:

Treasury

Estimated Gross Cost:

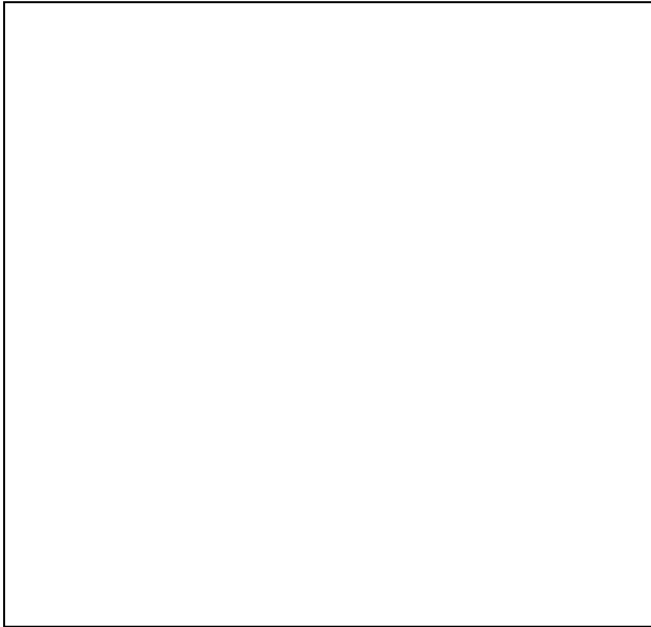
\$200,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

Various upgrades and repairs to the City computer network.

CAPITAL PROJECT FOR 2022

Project Name:

Childcare Facility

Department:

Children's Services

Estimated Gross Cost:

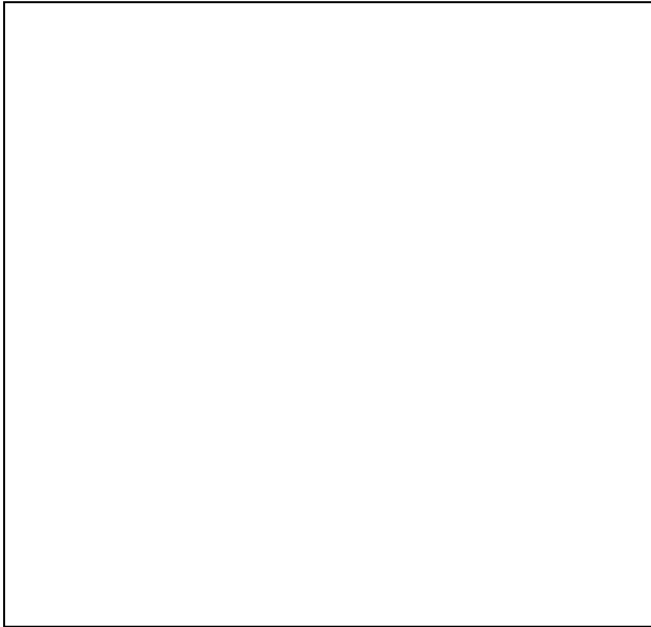
\$3,890,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously					Debt/	
Funded	Approved	Grant	Gas Tax	Reserve	Reserve	Future tax	Total
675,000				2,600,000	615,000		3,890,000

PROJECT DESCRIPTION:

New Childcare Facility

CAPITAL PROJECT FOR 2022

Project Name:

Queen Street Fire Hall and Affordable Housing

Department:

Property

Estimated Gross Cost:

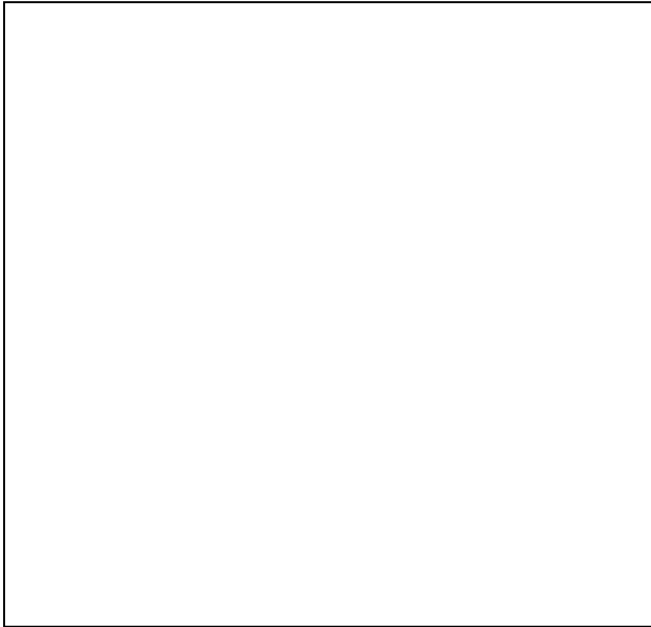
\$4,800,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously			Development	Property	Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Sales	Future tax	Total
				1,300,000	3,500,000		4,800,000

PROJECT DESCRIPTION:

These are the City's costs relating to the Indwell project on Queen Street.

CAPITAL PROJECT FOR 2022

Project Name:

Wellington Block - HVAC

Department:

Property

Estimated Gross Cost:

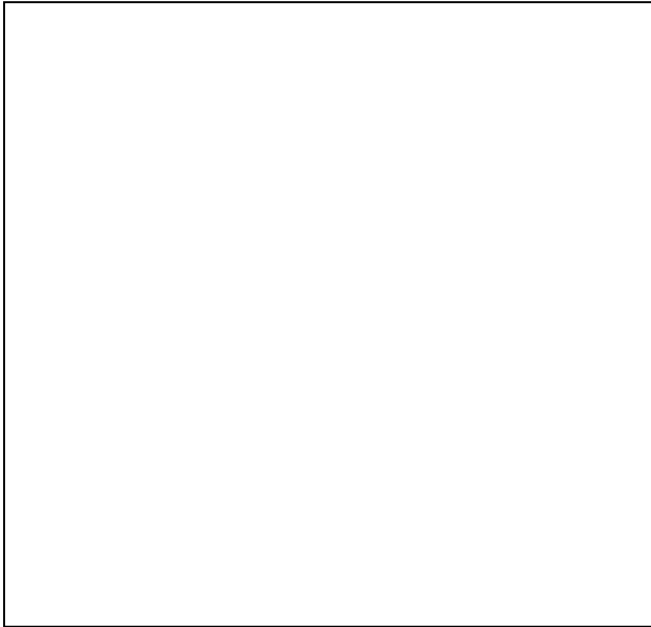
\$700,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



SITE MAP IF REQUIRED

Funding Sources:

Tax	Previously			Development	Property	Debt/	
Funded	Approved	Grant	Gas Tax	Charges	Sales	Future tax	Total
700,000							700,000

PROJECT DESCRIPTION:

The City needs to install an HVAC system in the Wellington Block building to make it suitable for renting.

CAPITAL PROJECT FOR 2022

Project Name:

Main Firehall Brick Repairs

Department:

Property

Estimated Gross Cost:

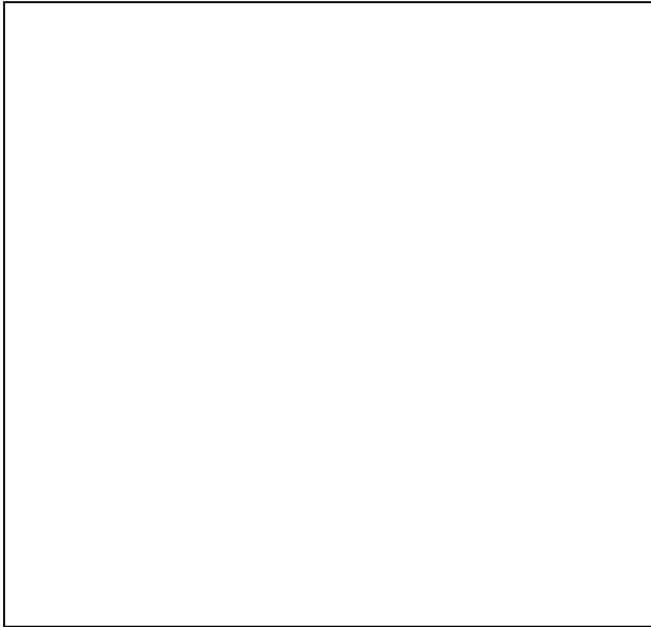
\$200,000

Estimated Project Timeline:

Tender/RFP release: *Jan 2022*

Project award: *Feb 2022*

Project completion: *Mar 2022*



SITE MAP IF REQUIRED

Funding Sources:

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

PROJECT DESCRIPTION:

The main firehall on Wellington Street requires some brick repairs in order to prevent further damage.

CAPITAL PROJECT FOR 2022

Project Name:

1Password Park – Parking Lot Expansions

Department:

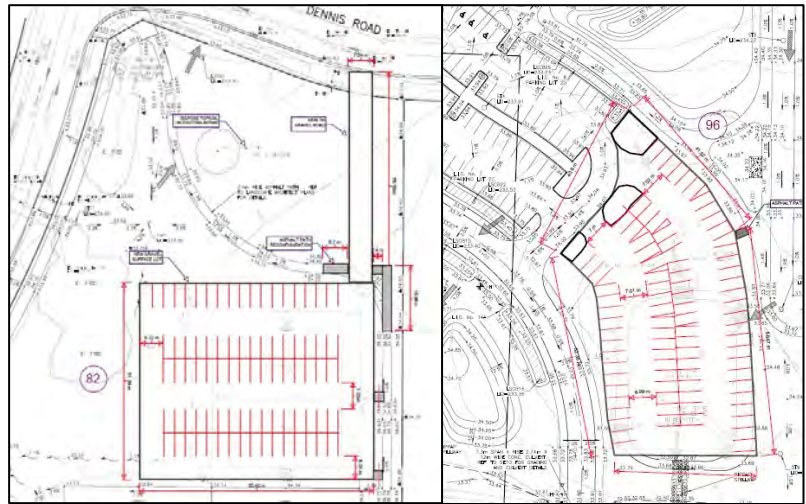
Parks, Recreation and Property Management ~ Parks Division

Estimated Gross Cost:

\$255,000

Estimated Project Timeline:

Tender: February 2022
 Project award: April 2022
 Project completion: May 2022



Proposed North Parking Lot

Proposed South Parking Lot

Funding Sources:

Tax Funded	Previously Approved	Grants	D.C. Reserve	Water Reserve	San. Reserve	Sewer Reserve
\$255,000						

PROJECT DESCRIPTION

In 2021, 1Password Park saw its first full season of use. It was immediately apparent that the existing parking areas required immediate expansion to address the high volume of daily users of the facility.

This project proposes the following parking expansions:

- North lot: (82 spots) - \$128,660
- South lot (96 spots) - \$74,180

Notes:

- The above estimates are 2021 dollars and exclude HST
- General construction items, construction cost escalation, and a project contingency are included in the total \$255,000 project estimate

The proposed parking lots would be gravel but constructed to asphalt parking lot base specifications. This will allow the future upgrading of the new lots to asphalt at less cost – as required.

TOTAL:

\$255,000

FIR2020: St Thomas C

Asmt Code: 3421
MAH Code: 44101

Schedule 80 STATISTICAL INFORMATION for the year ended December 31, 2020

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 2020 based on permits issued.

1	\$
156,482,532	

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
#
7

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

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

11

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

16

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.

20

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

Number of Complete Applications	Number of Incomplete Applications	Total Number of Complete and Incomplete Applications
1 #	2 #	3 #
440	195	635

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

22	10	32
----	----	----

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

22	17	39
----	----	----

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

7	1	8
---	---	---

1322 **Subtotal**

491	223	714
-----	-----	-----

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

10. Planning and Development

Land Use Planning (using building permit information)

1350 Number of residential units in new detached houses
1352 Number of residential units in new semi-detached houses
1354 Number of residential units in new row houses
1356 Number of residential units in new apartments/condo apartments
1358 **Subtotal**

Residential Units within Settlement Areas	Total Residential Units	Total Secondary Units
1 #	2 #	3 #
221	221	
50	50	
49	49	
365	365	
685	685	0

Land Designated for Agricultural Purposes
1370 Hectares of land designated for agricultural purposes in the Official Plan as of December 31, 2020.

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
#
498
396

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 2019

1730 **Roads : Total UnPaved Lane Km**

2

1740 **Winter Control : Total Lane Km maintained in winter**

498

FIR2020: St Thomas C

Asmt Code: 3421

MAH Code: 44101

Schedule 80 STATISTICAL INFORMATION for the year ended December 31, 2020

1750	Transit : Total Number of Regular Service Passenger Trips on Conventional Transit in Service Area	200,081
1755	Transit : Population of Service Area	40,000
1760	Bridges and Culverts : Total Square Metres of Surface Area on Bridges and Culverts	8,969

Number of structures where the condition of primary components is rated as good to very good, requiring only repair		Total Number
1	2	
#	#	
12	13	
8	11	
20	24	

Rating Of Bridges And Culverts

1765	Bridges	12	13
1766	Culverts	8	11
1767	Subtotal	20	24

Column 1	Column 2	Column 3	Description 4
#	#	#	LIST
			Y
			OSIM 2019

1768	Have all bridges and culverts in the municipal system been rated?				
1769	Indicate the rating system used and the year the rating was conducted.				

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	196
1820	Wastewater Treatment and Disposal : Total Megalitres of Wastewater Treated	6,229,357
1825	Wastewater Bypasses Treatment : Estimated megalitres of untreated wastewater	122,909
1835	Urban Storm Water Management : Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins)	181
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	4,050,391
1850	Water Main Breaks : Number of water main breaks in a year	21
1855	Water Distribution/Transmission : Total kilometres of Water Distribution / Transmission Pipe	229
1860	Solid Waste Collection : Total tonnes collected from all property classes	14,057
1865	Solid Waste Disposal : Total tonnes disposed of from all property classes	6,947
1870	Waste Diversion : Total tonnes diverted from all property classes	7,109

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	15,365
2320	Paved Roads : Other revenue	
2330	Solid Waste Disposal : Other revenue	26,660
2340	Waste Diversion : Other Revenue	272,125
2370	Assessment on Exempt Properties (Enter data from returned roll)	187,415,200

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

<p>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</p>
<p>3.3.3: Emphasize reducing and re-using in the City's waste management strategy, while furthering greater waste diversion</p>
<p>3.3.2: Plan for and promote energy efficient buildings, renewable energy, water conservation and low emission vehicles</p>
<p>3.3.7: Continue to create and promote waste diversion education programs</p>
<p>3.3.5: Develop a Green Purchasing Policy</p>
<p>3.3.1: Promote a green culture within the organization and look for opportunities to develop green infrastructure where appropriate</p>
<p>3.3.4: Consider the creation of an Office of Sustainability in order to drive and promote sustainability across the corporation</p>
<p>3.3.6: Explore the development of a Food Strategy that includes 'buy local and grow local' components</p>
<p>Objective 3.4: Planning and the development of infrastructure for the safety of the community</p>
<p>Action</p>
<p>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)</p>
<p>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</p>
<p>3.4.2: Implement actions that ensure the long term safety of the community through CPTED (Crime Prevention Through Environmental</p>
<p>3.4.4: Enforcement of by-laws to ensure safe streets and buildings</p>
<p>3.4.5: Maintain and expand infrastructure to support the forecasted population through technology, waste management, roads, emergency services and accessibility</p>
<p>Objective 3.5: Practicing and promoting sustainable land use planning and practices</p>
<p>Action</p>
<p>3.5.1: Promote community involvement in environmental initiatives</p>
<p>3.5.2: Support and enhance community planting programs in appropriate locations</p>
<p>3.5.3: Continue to encourage and support the efforts of businesses and volunteers by recognizing outstanding environmental contributions</p>
<p>3.5.5: Continue to ensure policies and by-laws for developments that are sensitive to the environment</p>
<p>3.5.4: Create an inventory of potential Brownfield Sites, and if applicable, develop a remediation plan</p>
<p>3.5.6: If applicable, work with local landowners to rehabilitate Brownfields</p>



ASSET MANAGEMENT PLAN 2022

Table of Contents

ENDORSEMENT	4
HOW THIS PLAN IS ORGANIZED	5
TOTAL MUNICIPAL ASSET VALUES	6
WATER AND SEWER	7
STREETSCAPES.....	8
FACILITIES	8
RISK MATRIX.....	10
SOURCES OF CAPITAL FUNDING.....	11
RECOMMENDATIONS.....	12
Watermain Asset Management Report Card.....	13
Watermain: Condition, Assessment & Levels of Service.....	14
Pumping Stations Asset Management Report Card.....	16
Pumping Stations: Condition, Assessment & Levels of Service.....	17
Storm Sewers Asset Management Report Card.....	19
Storm Sewers: Condition, Assessment & Levels of Service.....	20
Sanitary Sewers Asset Management Report Card	22
Sanitary Sewers: Condition, Assessment & Levels of Service	23
Storm Pond Management Asset Management Report Card	26
Storm Pond Management: Condition, Assessment & Levels of Service	27
Pollution Control Asset Management Report Card.....	28
Pollution Control: Condition, Assessment & Levels of Service	29
Bridges and Culverts Asset Management Report Card	31
Bridges and Culverts: Condition, Assessment & Levels of Service.....	32
Roads Asset Management Report Card	33
Roads: Condition, Assessment & Levels of Service	34
Traffic Signals Asset Management Report Card.....	37
Traffic Signals: Condition, Assessment & Levels of Service.....	38
Streetlights Asset Management Report Card.....	39
Streetlights: Condition, Assessment & Levels of Service	40
Fleet Asset Management Report Card	41
Fleet: Condition, Assessment & Levels of Service.....	42
Municipal & Facility Parking Lots, Paved Trails & Public.....	43
Municipal & Facility Parking Lots, Paved Trails & Public Lanes: Condition, Assessment & Levels of Service.....	44

City Owned Buildings Asset Management Report Card..... 46
 City Owned Buildings: Condition, Assessment & Levels of Service..... 47
Housing Corporation Properties Asset Management Report Card..... 49
 Housing Corporation Properties: Condition, Assessment & Levels of Service..... 50
Airport Asset Management Report Card..... 52
 Airport: Condition, Assessment & Levels of Service 53
Playgrounds Asset Management Report Card 55
 Playgrounds: Condition, Assessment & Levels of Service 56
Outdoor Recreation Facilities Asset Management Report Card 57
 Outdoor Recreations Facilities: Condition, Assessment & Levels of Service 58

ENDORSEMENT

We are pleased to update 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 **\$1.183B** that are looked after by the City of St. Thomas.

The following pages show summaries of the total assets owned by St. Thomas, the average condition, the annual funding deficit, and the back logged work (often called the infrastructure gap). While St. Thomas has some infrastructure deficit and gaps, it still compares well to most Canadian cities.

The municipal assets are portrayed in a series of infographics that conveying a snapshot of the current state of the City's infrastructure. There are infographics for the overall asset value and then each of the 3 main categories: Water and Sewer, Streetscapes, and Facilities.

A risk matrix portraying the relative order of the 17 asset classes in terms of likelihood and consequence is then shown to guide decisions.

A financial plan shows how much we have been spending and then illustrates how much we should be spending. The various sources of financing are discussed in terms of their sustainability and preferred use.

Next, each asset has its own detailed asset report card describing condition, Canadian average condition, condition trend, historical funding, infrastructure surplus/deficit, and infrastructure gap.

Finally, there are asset descriptions, age distributions, staff assigned to manage the asset, condition assessment methodology; process to develop capital plans, existing levels of service, lifecycle management activities, and finally the proposed levels of service.

This plan is developed in accordance with the requirements as set out in Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure under the *Infrastructure for Jobs and Prosperity Act, 2015*.

TOTAL MUNICIPAL ASSET VALUES

WATERMAINS
PUMPING STATIONS
STORM SEWERS
SANITARY SEWERS
STORM POND MANAGEMENT
POLLUTION CONTROL

WATER AND SEWER

SUMMARY ON PAGE 7

\$1.18 Billion

TOTAL VALUE

\$1.95M ANNUAL FUNDING SURPLUS

\$42.7M INFRASTRUCTURE GAP

\$68,213 is the
per household annual cost to
replace City infrastructure

FACILITIES

SUMMARY ON PAGE 8

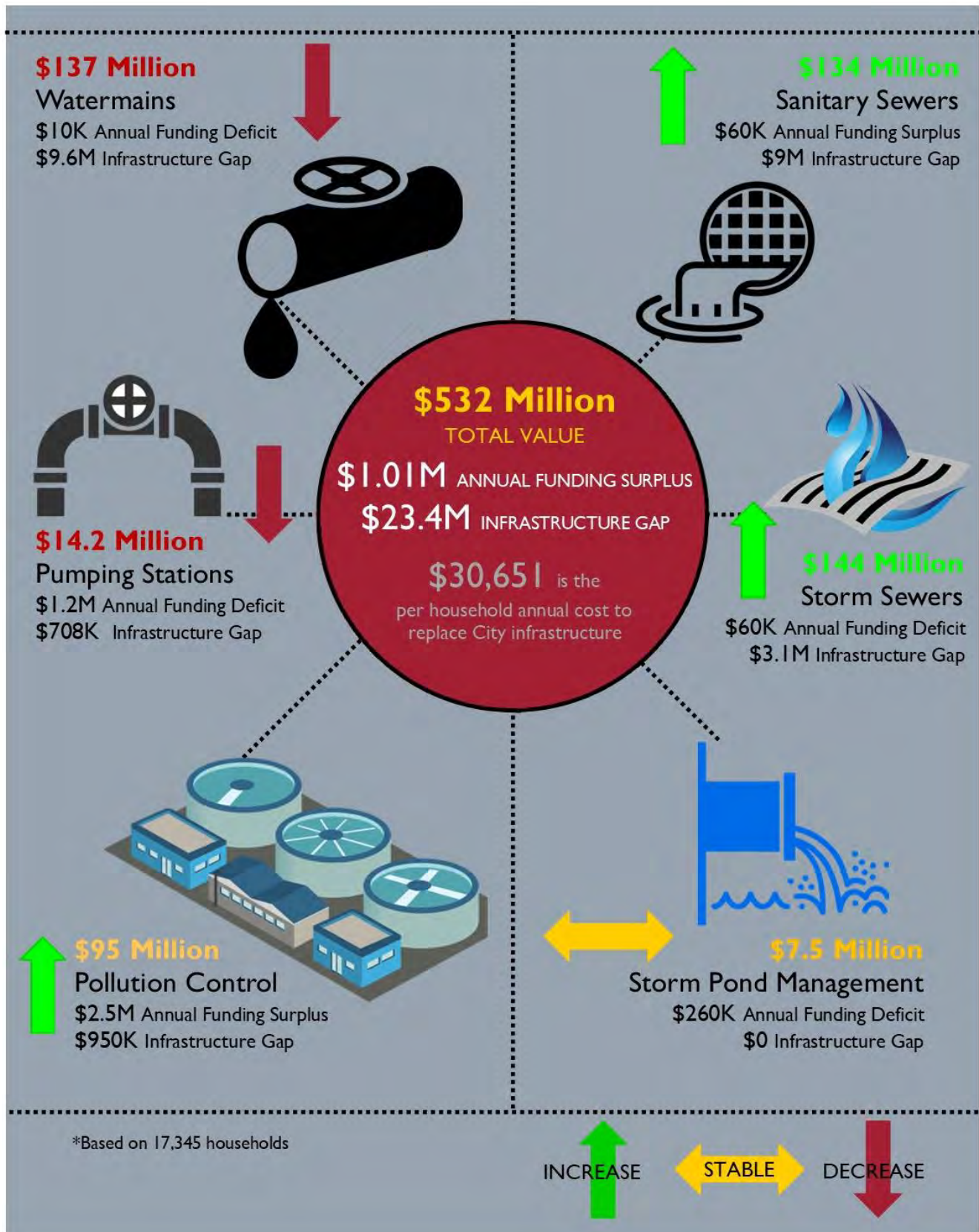
CITY OWNED BUILDINGS
HOUSING CORPORATION PROPERTIES
AIRPORT
PLAYGROUNDS
OUTDOOR RECREATION FACILITIES

STREETSCAPES

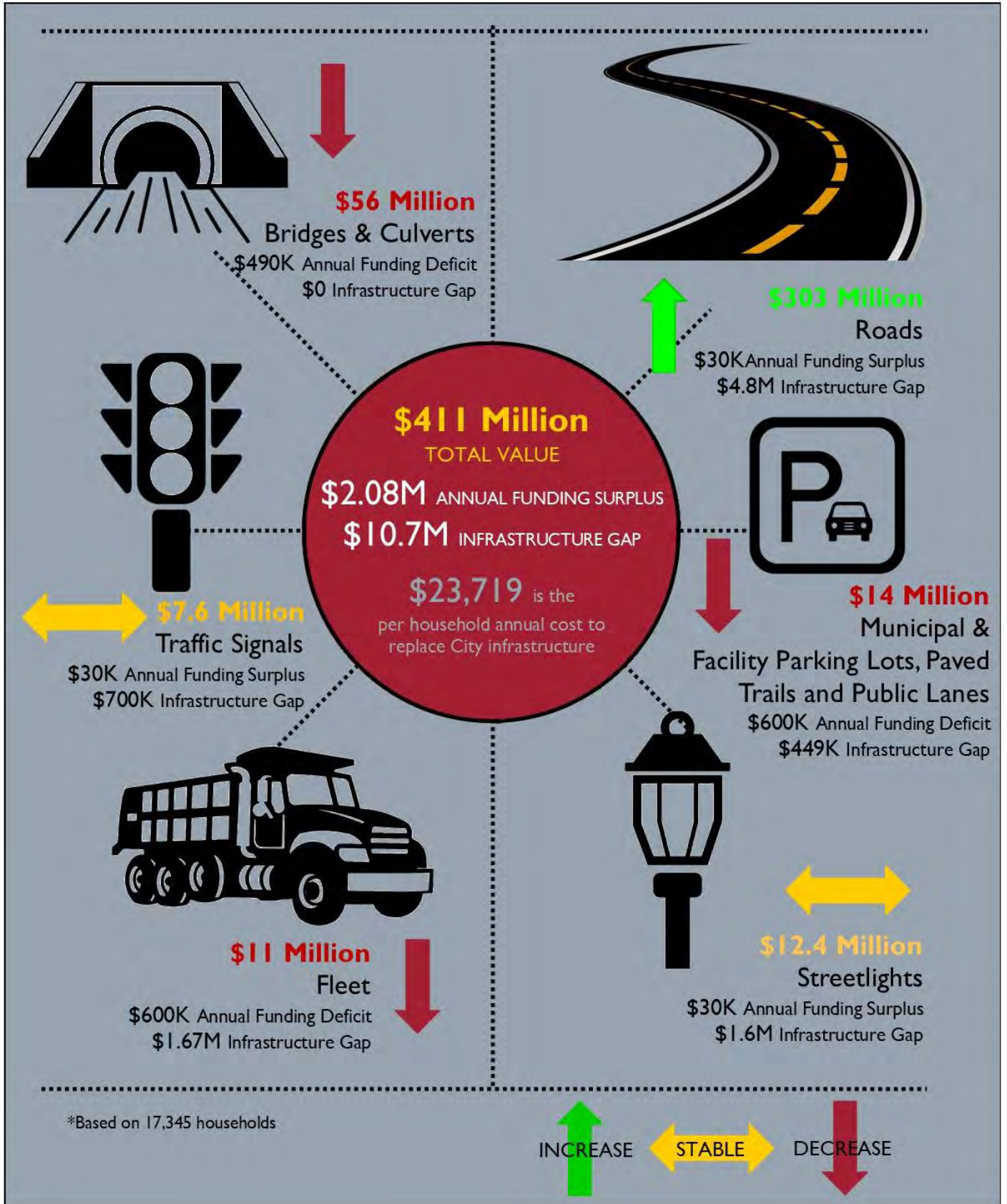
SUMMARY ON PAGE 9

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

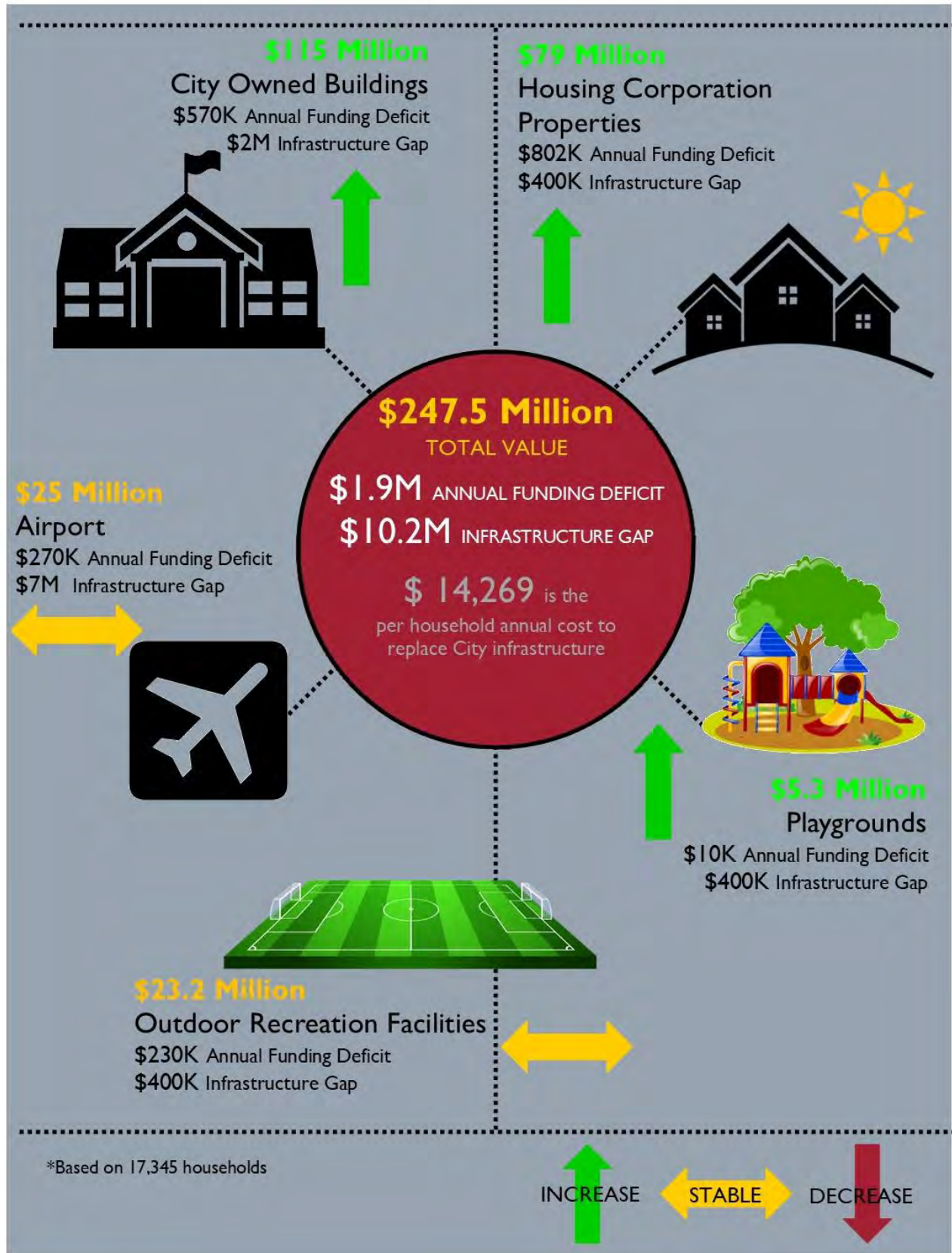
WATER AND SEWER



STREETSCAPES

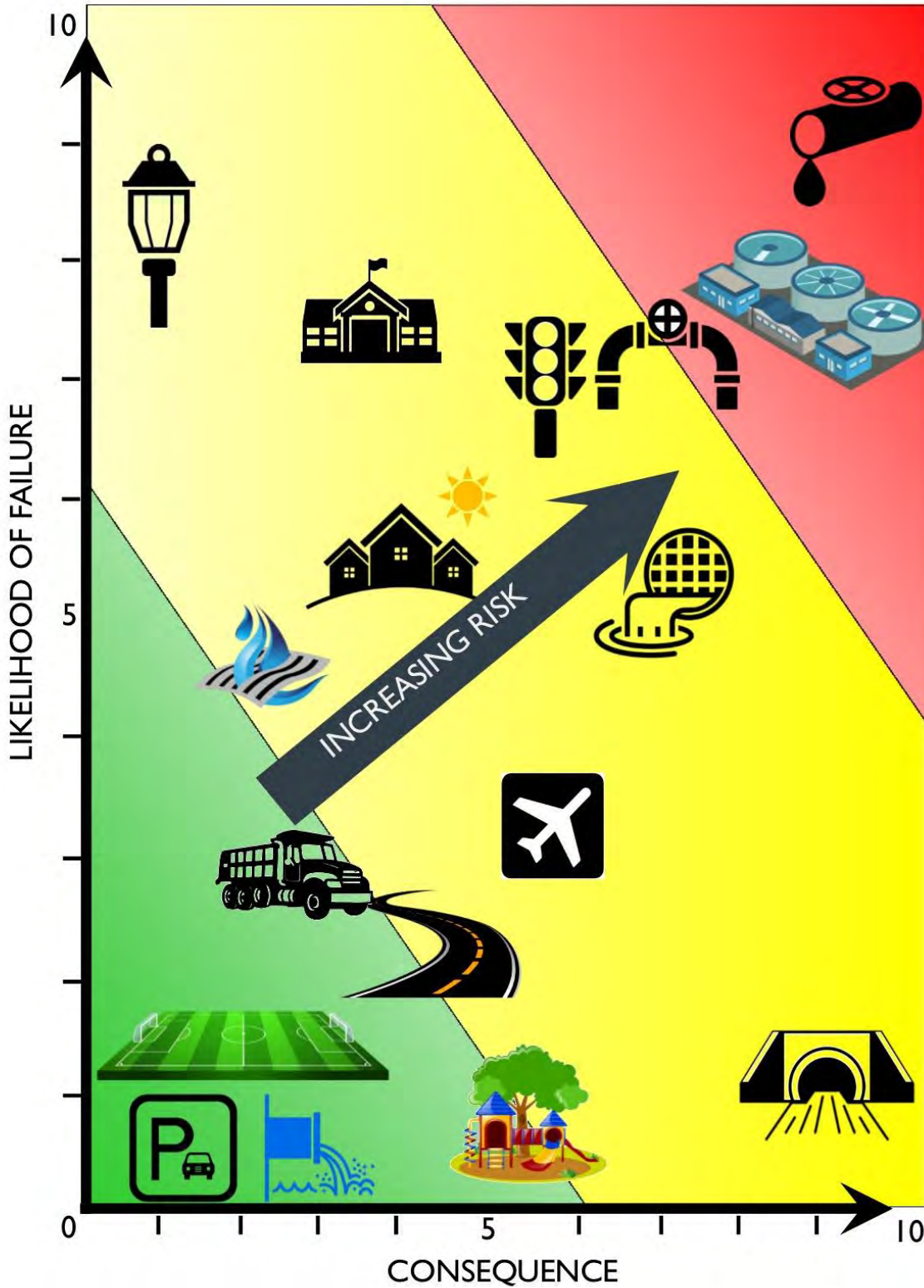


FACILITIES



RISK MATRIX

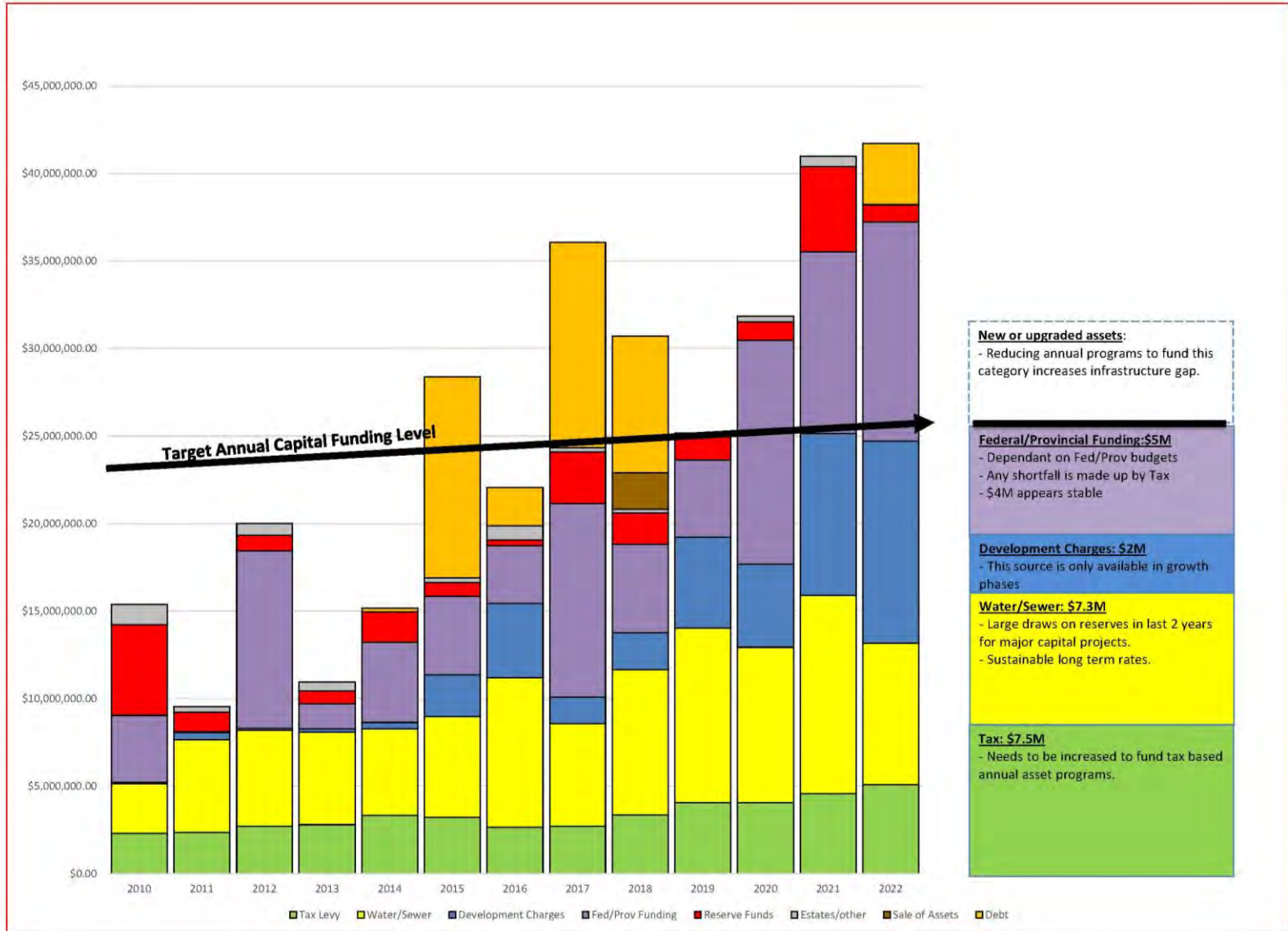
This Risk Matrix can be used to prioritize choices in capital budgeting and daily operations. It is not recommended to make large shifts as neglecting an asset can lead to a compounded financial risk.



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
FLEET	11
ROADS	10
STREETLIGHTS	9
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 2020 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 \$5.0M 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, City Housing Properties, 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 17 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.

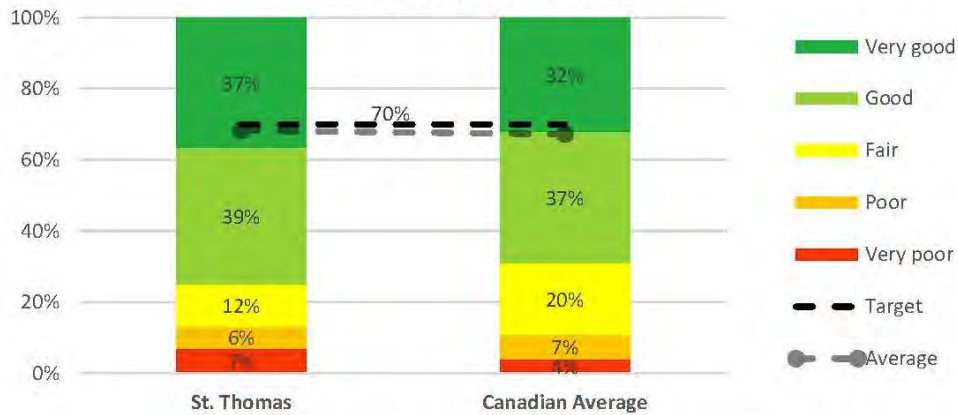
Future enhancements to Asset Management Plan:

- 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

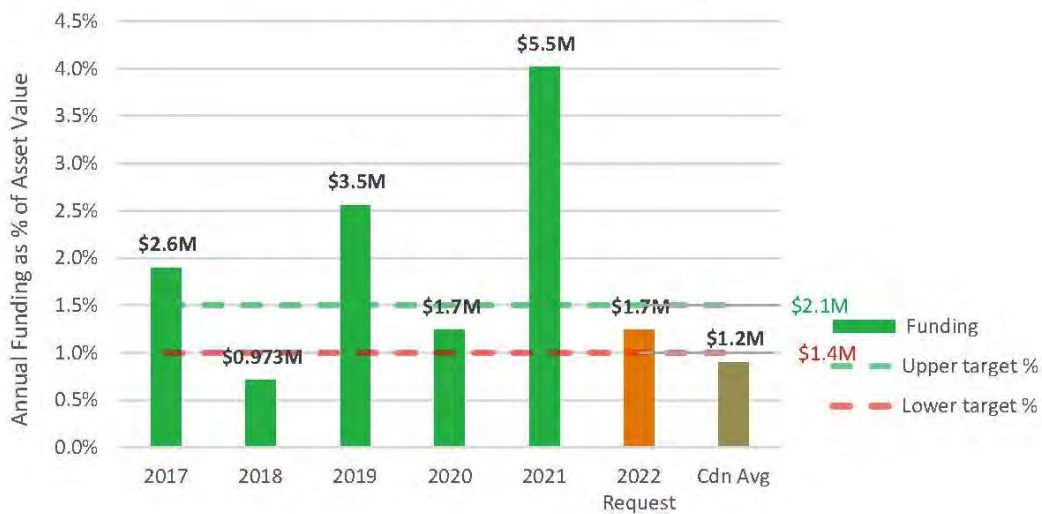
219 kilometres - \$137,000,000 (\$7900/household)

Asset Condition 0-100



Condition Trend				
2019	2020	2021	Target	Trend
71	70	68	70	↓

Funding (5 Year Historical)



Infrastructure Gap - \$9,600,000 (\$553/household)

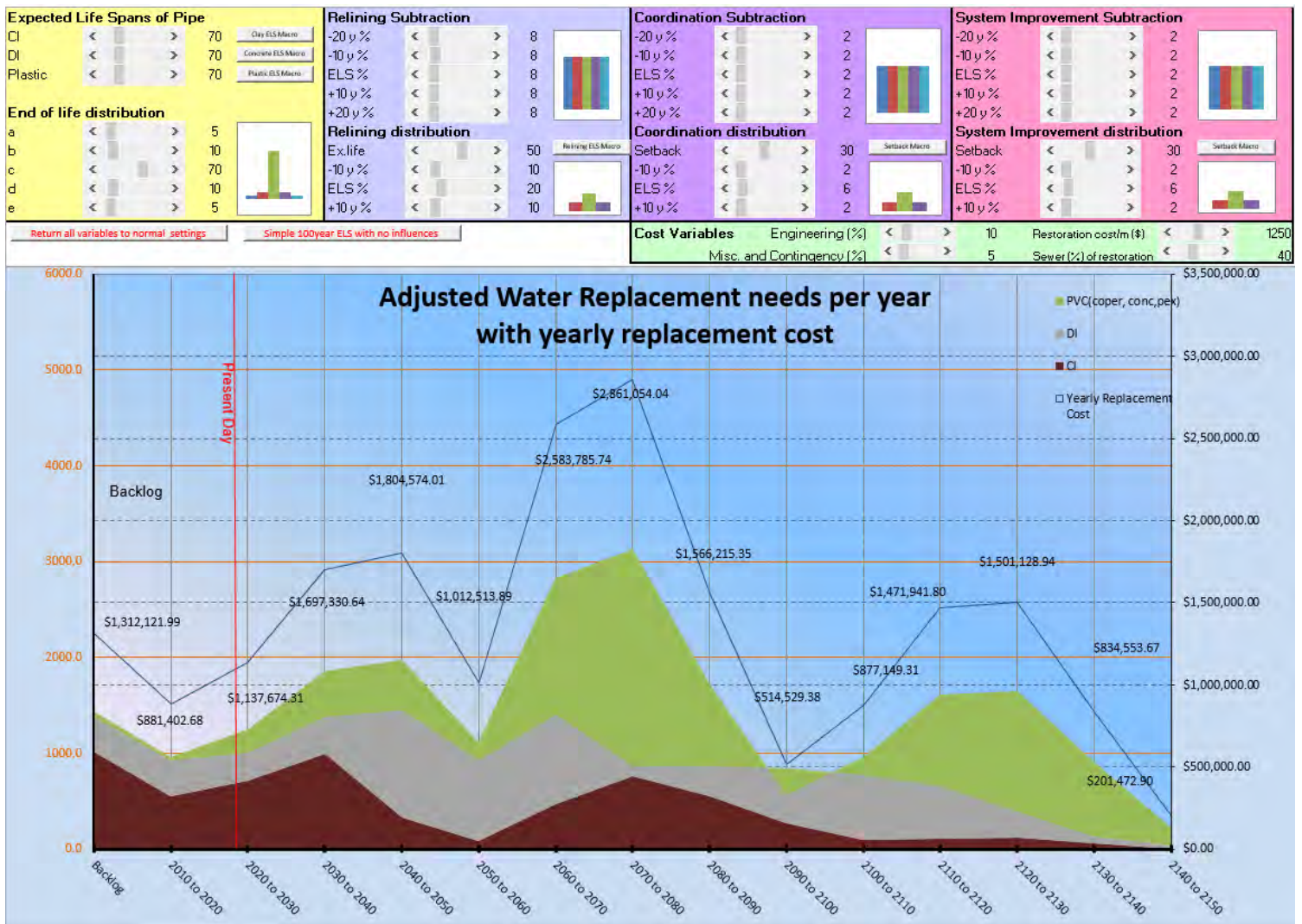
Annual Funding Deficit - -\$10,000 (\$-1/household)

Watermain: Condition, Assessment & Levels of Service

Asset description:

- Approximately 219km 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

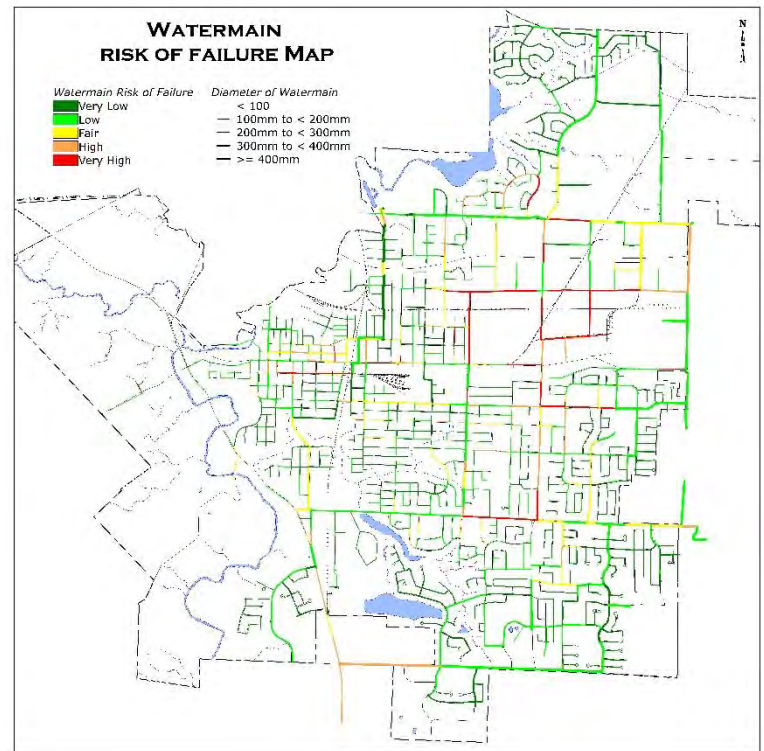
Age distribution: A full database of every watermain link is stored in our asset repository (Municipal Data Works). A separate customized replacement model is kept to estimate year and value of replacement needs. The figure below is an excerpt from that water model.



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:

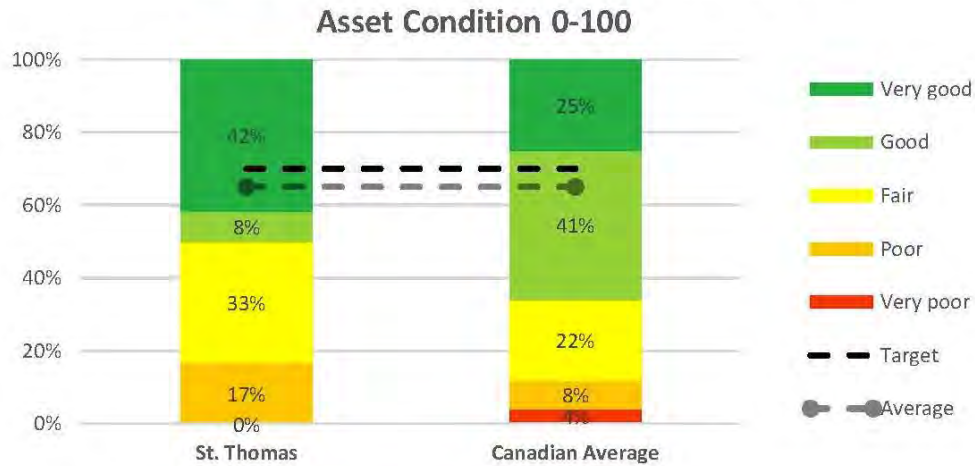
1. Flushing and testing as defined by DWQMS
2. Hydrant and valve maintenance
3. Supervisory Control and Data Acquisition (SCADA) system monitoring and work orders.
4. Watermain and service repairs.
5. Water pump maintenance and repairs at 1 water pumping station.
6. Relining.

Proposed Levels of Service (LOS):

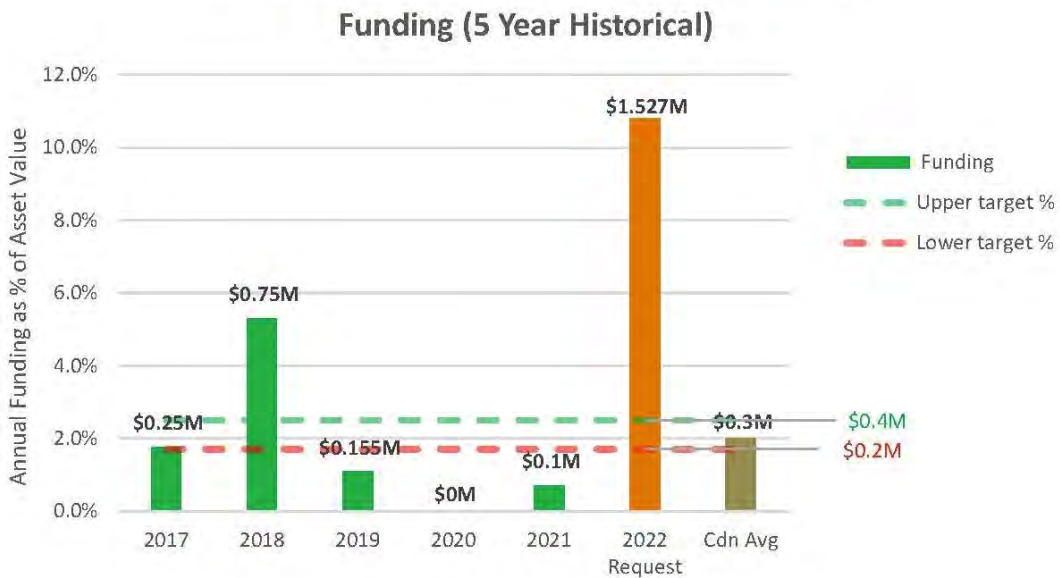
It is expected that all levels of service for watermain will remain as dictated by DWQMS. Funding of the system is required to be sustainable and is reviewed every 5 years as part of a rate study. Each year the rates are adjusted by City Council.

Pumping Stations Asset Management Report Card

12 pumping stations - \$14,150,000 (\$810/household)



Condition Trend				
2019	2020	2021	Target	Trend
62	75	65	70	↓



Infrastructure Gap - \$707,500 (\$40/household)

Annual Funding Deficit - -\$1,230,000 (\$-70/household)

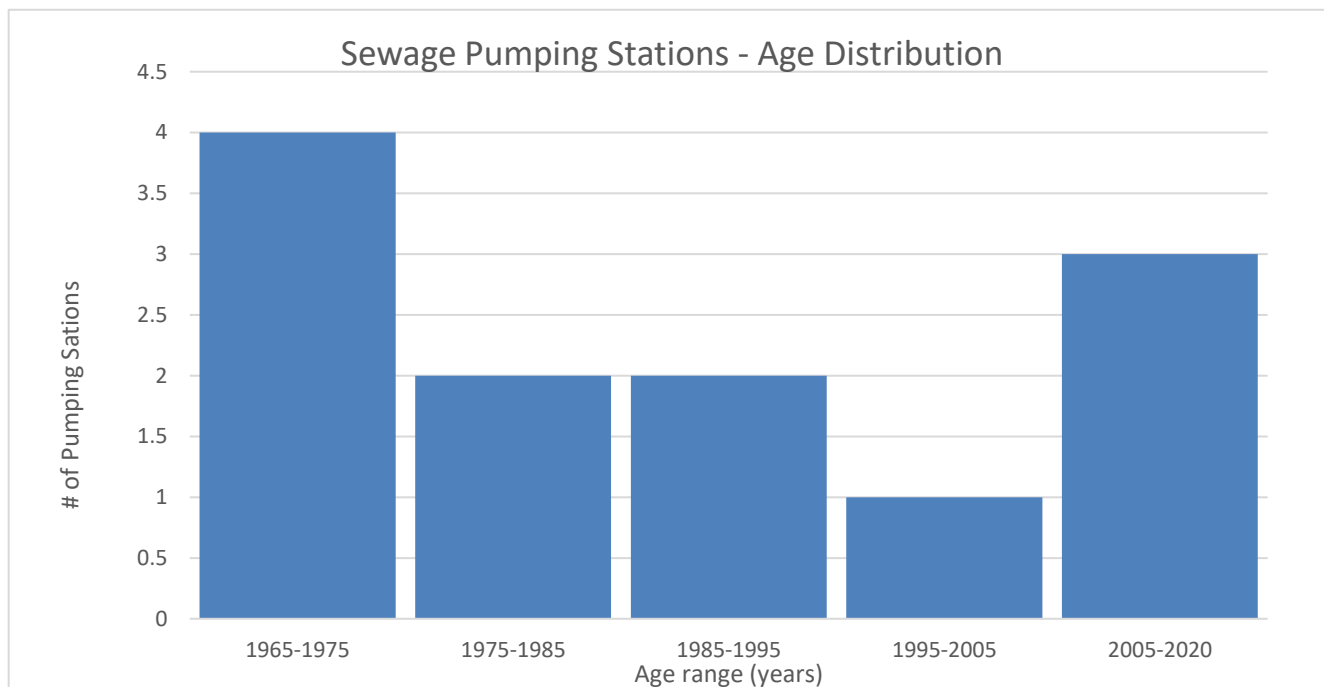
Pumping Stations: Condition, Assessment & Levels of Service

Asset description:

- 12 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.

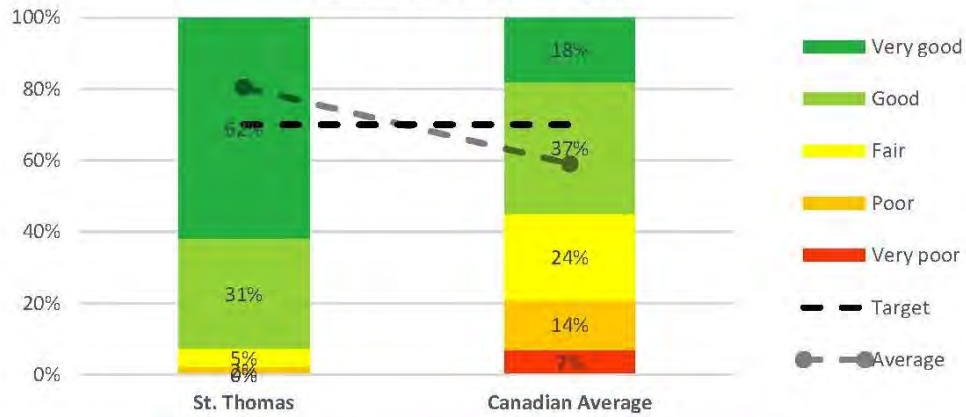
Proposed Levels of Service (LOS)

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

160 - \$144,000,000 (\$8300/household)

Asset Condition 0-100



Condition Trend				
2019	2020	2021	Target	Trend
79	79	80	70	↑

Funding (5 Year Historical)



Infrastructure Gap - \$3,100,000 (\$179/household)

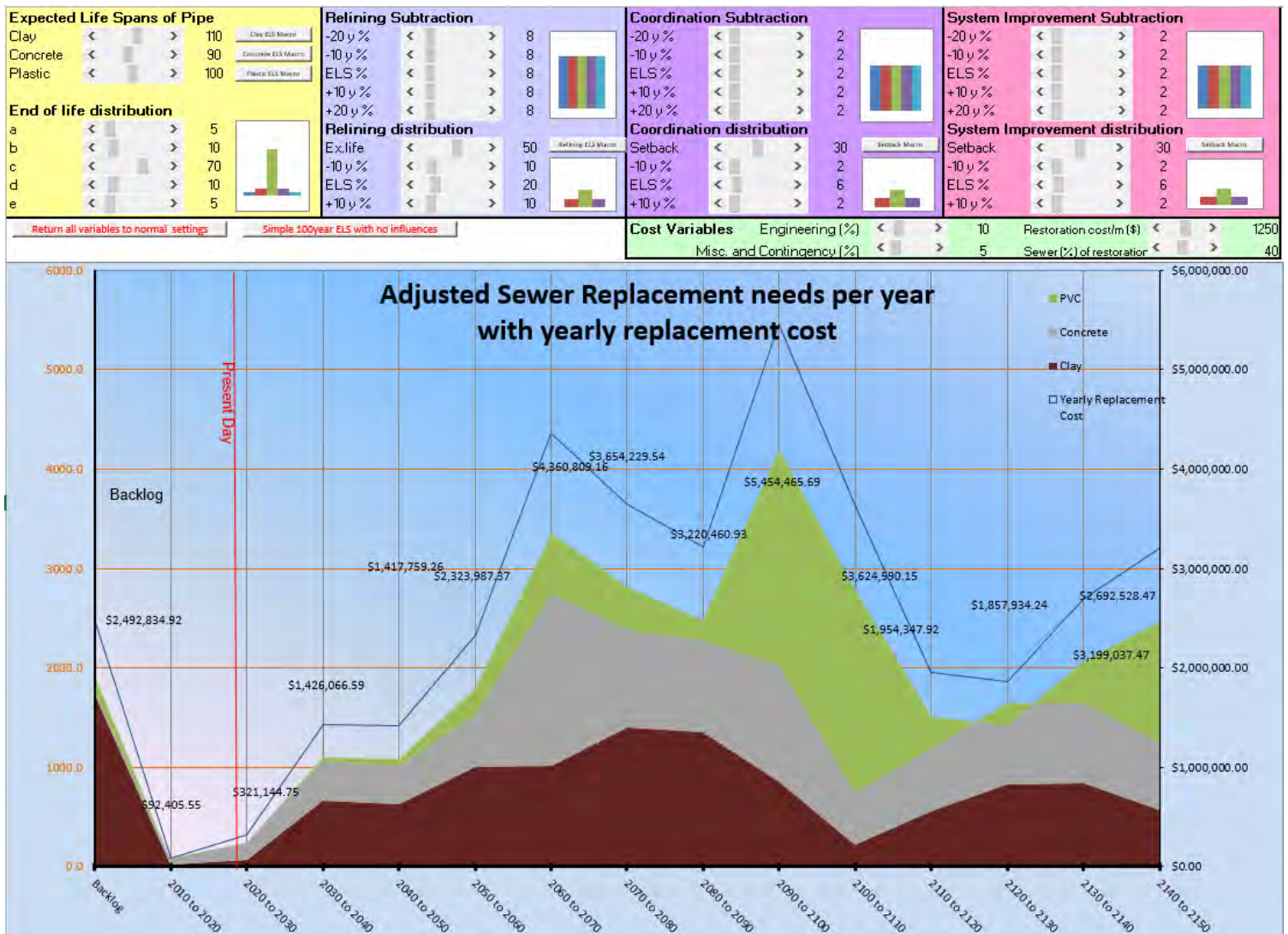
Annual Funding Deficit - -\$60,000 (\$-3/household)

Storm Sewers: Condition, Assessment & Levels of Service

Asset description:

- Approximately 160km of storm sewers
- Sizes between 10 mm and 3000 mm
- Materials include High-Density Polyethylene (HDPE), polyvinyl chloride (PVC), CSP, concrete.
- Storm manholes
- Ditch inlet grates
- Storm outlet structures
- Catch basins and leads

Age distribution: A full database of every storm sewer link is stored in the asset repository, MDW. A separate customized replacement model is kept to estimate year and value of replacement needs. The figure below is an excerpt from that storm and sanitary sewer model.



Staff assigned to manage asset: Manager of Water and Sewer in conjunction with Manager of Capital Works.

Condition assessment and methodology

1. The sewer model applies a customizable age-based deterioration using material, Weibull curves for end of life, and coordination adjustments for relining, capital projects, and system improvements.
2. The long-term capital plan combines watermains, storm sewers, sanitary sewers, and roads. Considerations include size, location, environmental impact, and social impact.
3. 10-year capital plan submitted into sewer rate study every 5 years.
4. 10-year capital plan submitted into 5-year update of asset management plan.

Existing Levels of Service (LOS)

1. The city is legislated to maintain the sewer system as per the Ontario Water Resources Act (OWRA) and various other Federal and Provincial legislation.
2. The following ministries and agencies are involved in approvals, monitoring, and reporting. MECP, Ministry of Natural Resources, Kettle Creek Conservation Authority, and the Department of Fisheries.
3. Number of breaks per year per km is modelled into the long-term capital plan.
4. The long-term capital plan combines risk, condition, and financial factors for water, storm, sanitary, and road systems.

Lifecycle Management Activities

The expected useful life of a storm sewer varies by material, size, depth, and location but is 75 years, on average. The city performs the following management activities via the CMMS:

1. Outlet cleaning
2. SCADA system monitoring.
3. Catch basin cleaning
4. Private drain service repairs.
5. Street sweeping (removal of debris on roadway prior to entry in storm sewer system).
6. Sewer break repairs.
7. Capital replacement can be interrupted and upsized due to new growth. New growth is typically then funded through Development Charges which are calculated at a 5-year frequency.
8. Relining.

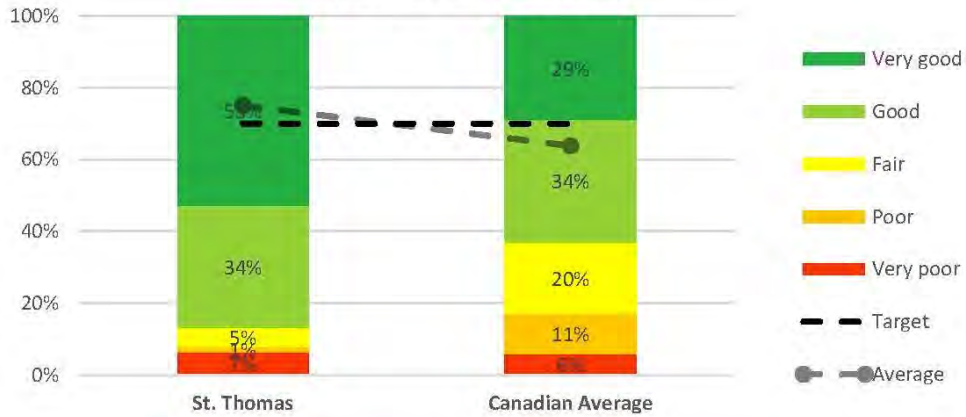
Proposed Levels of Service (LOS)

It is expected that all levels of service for storm sewers will remain as dictated by federal and provincial legislation. Funding of the system is required to be sustainable and is reviewed every 5 years as part of a rate study. Each year the rates are adjusted by City Council.

Sanitary Sewers Asset Management Report Card

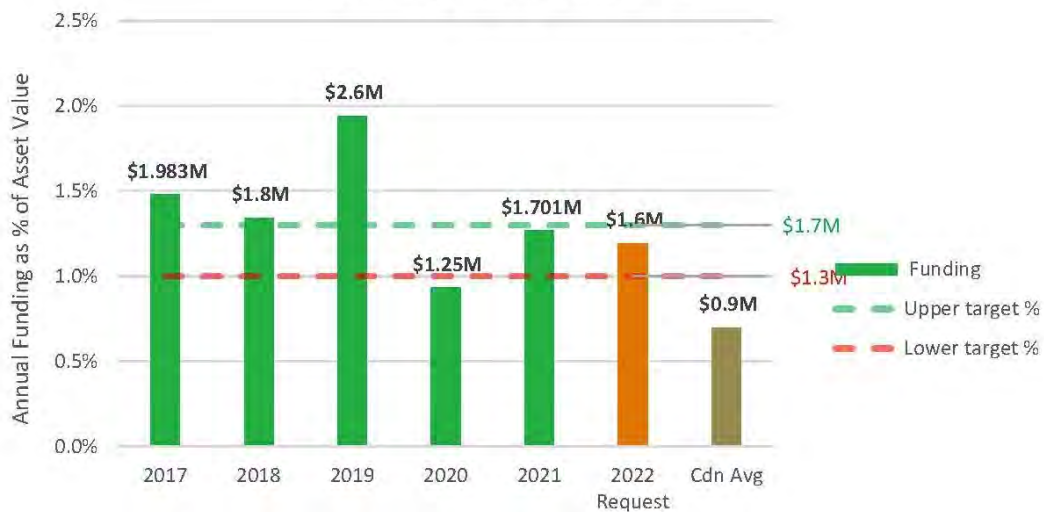
194 kilometres - \$134,000,000 (\$7730/household)

Asset Condition 0-100



Condition Trend				
2019	2020	2021	Target	Trend
69	73	75	70	↑

Funding (5 Year Historical)



Infrastructure Gap - \$8,720,000 (\$503/household)

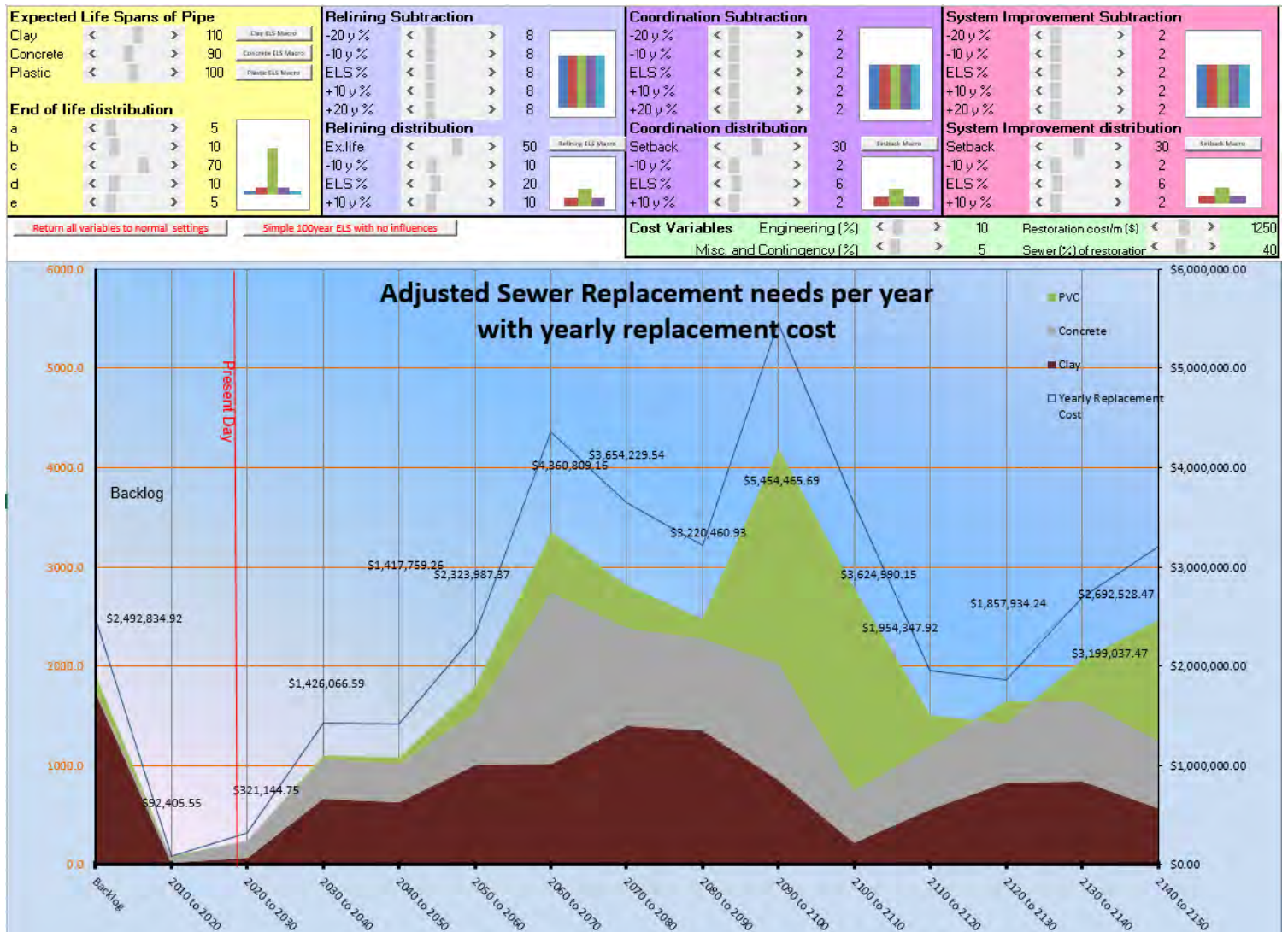
Annual Funding Surplus - \$60,000 (\$3/household)

Sanitary Sewers: Condition, Assessment & Levels of Service

Asset description:

- Approximately 194 km of sanitary sewers
- Sizes between 100 mm and 1350 mm
- Materials include HDPE, PVC, CSP, concrete.
- Sanitary manholes
- Private Drain connections to property line
- Overflow control structure in Mill Creek

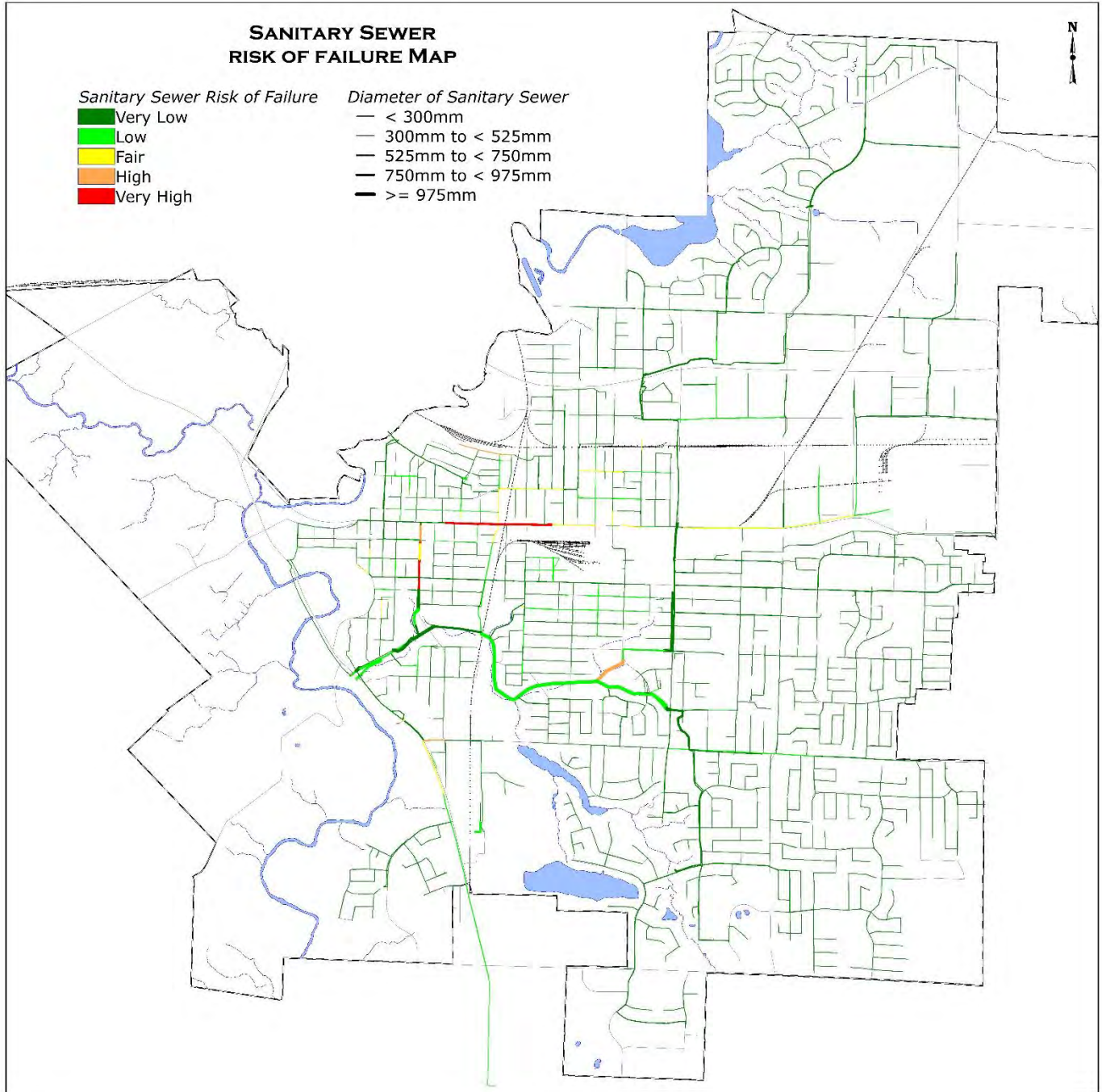
Age distribution: A full database of every sanitary sewer link is stored in Municipal Data Works. A separate customized replacement model is kept to estimate year and value of replacement needs. The figure below is an excerpt from that sewer model.



Staff assigned to manage asset: Manager of Water and Sewer in conjunction with Manager of Capital Works.

Condition assessment and methodology

1. The sewer model applies a customizable age-based deterioration using material, Weibull curves for end of life, and coordination adjustments for relining, capital projects, and system improvements.
2. A risk matrix is used in the creation of the long-term capital plan which combines watermains, storm sewers, sanitary sewers, and roads. The risk matrix includes factors for size, location, environmental impact, and social impact. The end product is shown in the map to the right.



Existing Levels of Service (LOS)

1. The city is legislated to maintain the sewer system as per the Ontario Water Resources Act (OWRA) and various other Federal and Provincial legislation.
2. The following ministries and agencies are involved in approvals, monitoring, and reporting. MECP, Ministry of Natural Resources, Kettle Creek Conservation Authority, and the Department of Fisheries.
3. Number of breaks per year per km is modelled into the long-term capital plan.
4. The long-term capital plan combines risk, condition, and financial factors for water, storm, sanitary, and road systems.
5. 10-year capital plan submitted into sewer rate study every 5 years.
6. 10-year capital plan submitted into 5-year update of asset management plan.

Lifecycle Management Activities

The expected useful life of a storm sewer varies by material, size, depth, and location but is 75 years, on average. The city performs the following management activities via the CMMS:

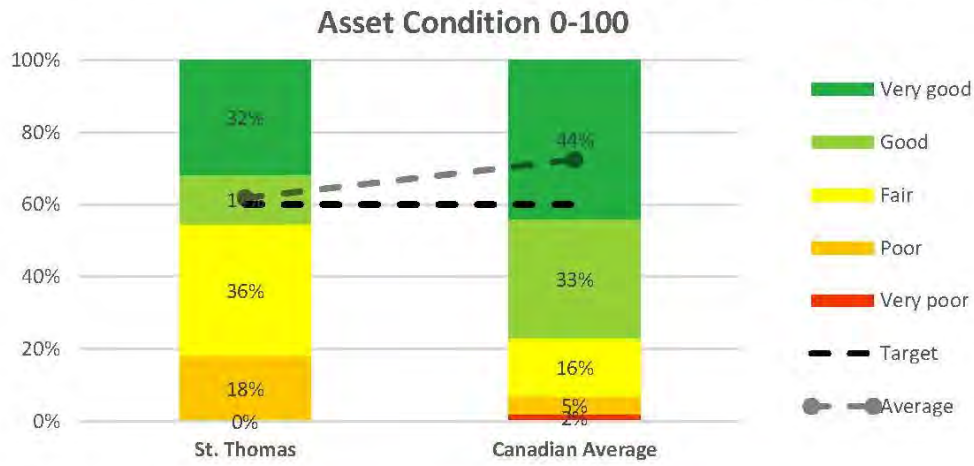
1. Sewer flushing
2. Rodding
3. Outlet cleaning
4. SCADA system monitoring and work orders.
5. Catch basin cleaning
6. Private drain service repairs.
7. Sewer break repairs.
8. Capital replacement can be interrupted and upsized due to new growth. New growth is typically then funded through Development Charges which are calculated at a 5-year frequency.
9. Relining.

Proposed Levels of Service (LOS)

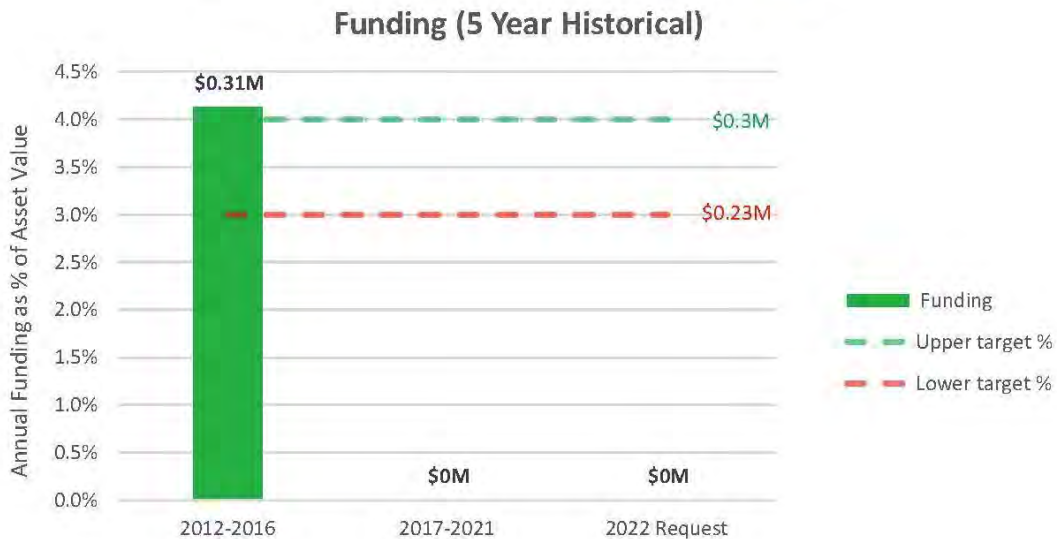
It is expected that all levels of service for storm sewers will remain as dictated by federal and provincial legislation. Funding of the system is required to be sustainable and is reviewed every 5 years as part of a rate study. Each year the rates are adjusted by City Council.

Storm Pond Management Asset Management Report Card

24 Stormwater Management Ponds - \$7,500,000 (\$430/household)



Condition Trend				
2019	2020	2021	Target	Trend
65	62	62	60	↔



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

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

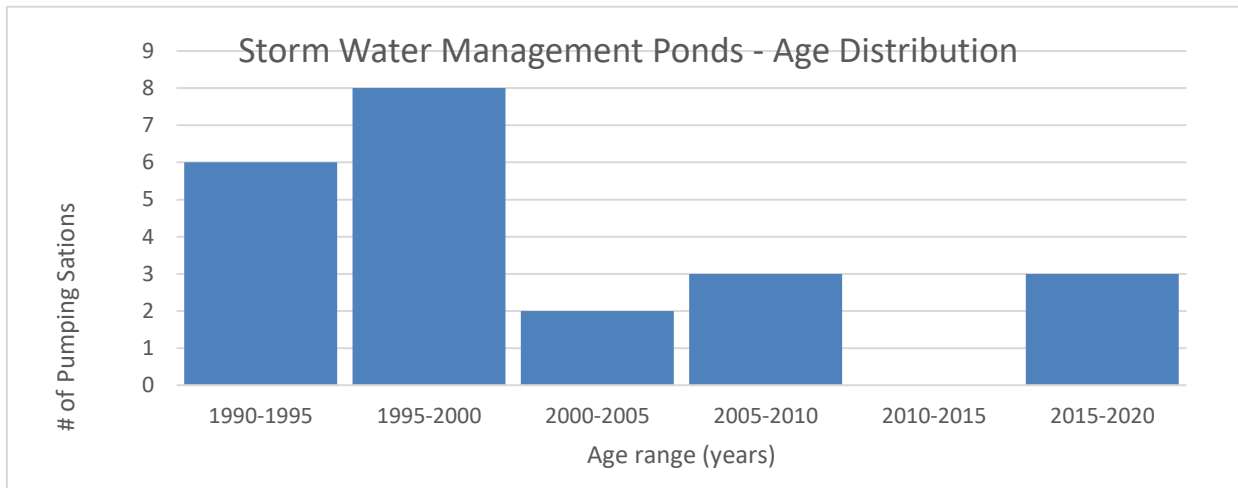
Storm Pond Management: Condition, Assessment & Levels of Service

Asset description:

- 24 Ponds ranging in size from 200 sq.m to 28,000 sq.m

Age distribution:

The majority of swm ponds were built within the 1990's and 2000's. There are several new ponds that will be assumed in 2020 to 2025 approximately.



Staff assigned to manage asset: Manager of Water and Sewer.

Condition assessment and methodology:

1. Existing ponds are monitored as part of the regular monthly activities dictated by the CMMS work order system. Ponds are regularly monitored for inlet flow, outlet flow, overflow, vegetation encroachment, and silt levels.
2. Cleanouts are completed as necessary. However, it is unclear if replacement will ever be needed. It is more likely that efficiencies in cleanouts will become an operating/maintenance function and seldom require capital clean outs.
3. 10-year capital plan submitted into sewer rate study every 5 years.
4. 10-year capital plan submitted into 5-year update of asset management plan.

Existing Levels of Service (LOS)

1. Ponds are required to function as defined in their original design briefs.
2. The funding for SWM pond maintenance and capital is included in the Sewer Rate Studies which occur on a 5-year cycle although rates are adjusted annually.

Lifecycle Management Activities

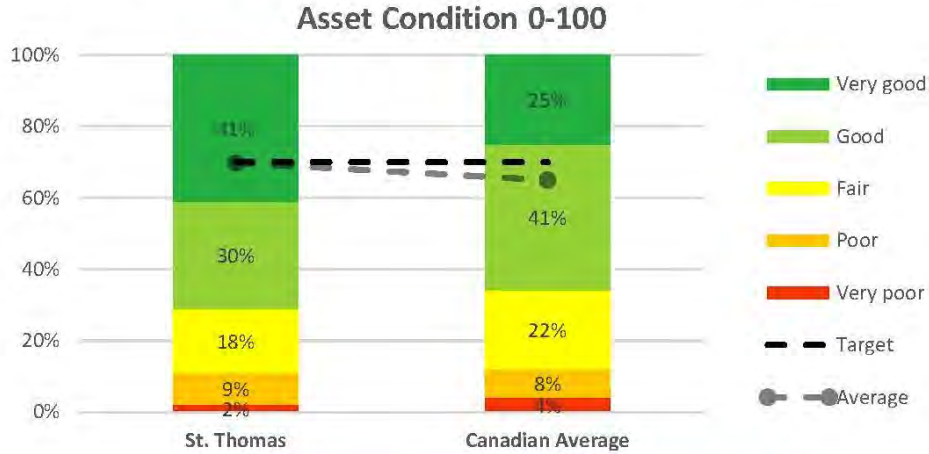
1. Outlet cleaning
2. Vegetation removal
3. Street sweeping
4. Cleanouts as required

Proposed Levels of Service (LOS)

There are no planned or forecasted changes in LOS.

Pollution Control Asset Management Report Card

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



Condition Trend				
2019	2020	2021	Target	Trend
69	69	70	70	↑

Funding (5 Year Historical)



Note: The 2021 request does not include the Green Stream funding (pending approval).

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

Annual Funding Surplus - \$2,510,000 (\$145/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.

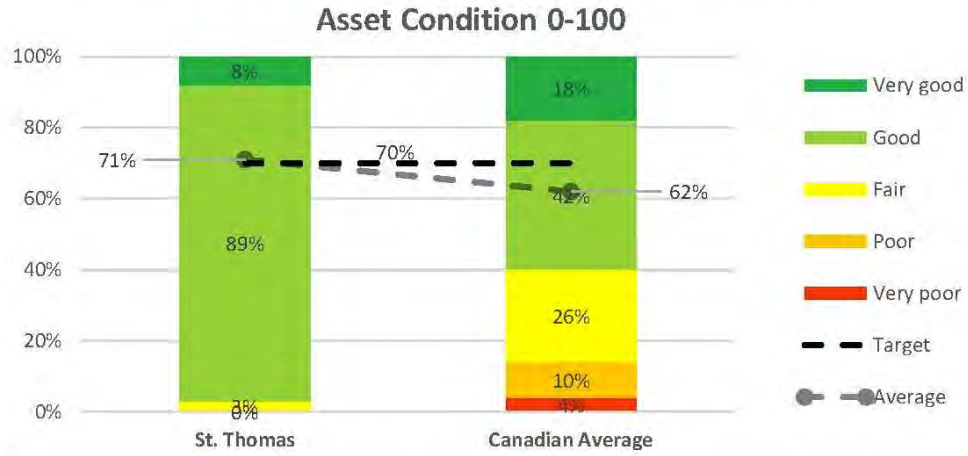
Storage and rapid treatment should be expanded within a 5 year timeline to improve environmental protection.

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.

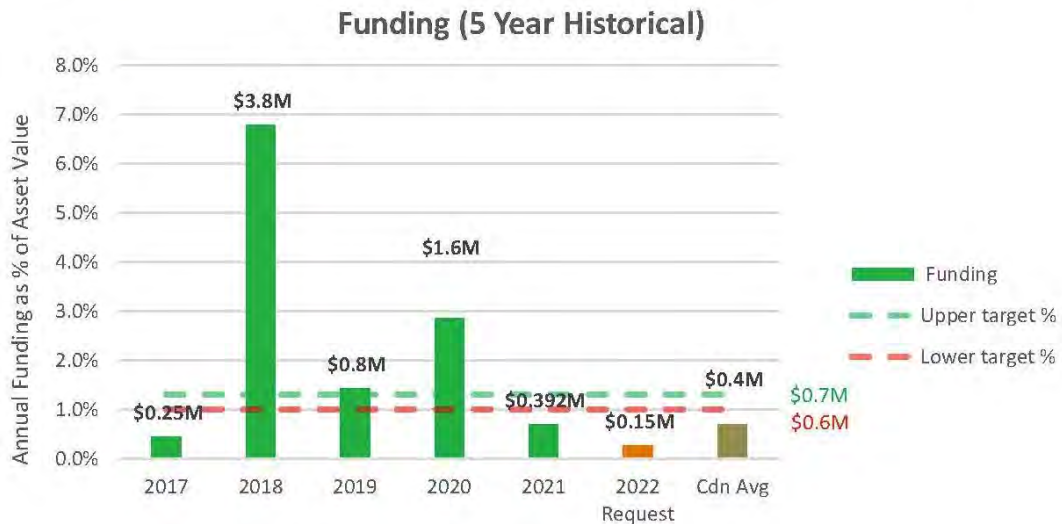
Funding of the system is required to be sustainable and is reviewed every 5 years as part of a rate study. Each year the rates are adjusted by City Council.

Bridges and Culverts Asset Management Report Card

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



Condition Trend						
2017	2018	2019	2020	2021	Target	Trend
61	65	71	72	71	70	↓



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

Annual Funding Deficit - -\$490,000 (\$-28/household)

Bridges and Culverts: Condition, Assessment & Levels of Service

Asset description:

- 13 Bridges
- 9 Large culverts

Age distribution:

See chart output from MDW database. They included a distributed asset age.

Staff assigned to manage asset:

Manager of Capital Works.

Condition assessment and methodology:

1. Bi-annual structural review by a P.Eng legislated in Ontario
2. Asset inspection typically conforms to OSIMS (Ontario Structures Inspection Manual) format or achieves the principles
3. Each asset is broken down into components for inspection, maintenance recommendations, and capital recommendations.
4. The results of the biannual inspection advise the Manager of Capital works who introduces capital projects for the following year. Note that capital projects may have a 5-year cycle from planning to design to construction.
5. The maintenance recommendations from the inspections are forwarded to the Manager of Roads and Transportation who may choose an in-house or outsourced solution.
6. 10-year capital plan submitted into 5-year update of asset management plan.

YearBuilt	YearLastRehab	SiteNumber	BridgeName	ReplacementCost	RehabilitationCost
1958	2006	B001	Talbot St. Over CASO	\$500,000	\$82,000
1975	1975	B002	Fairview Ave. Over CASO	\$500,000	\$2,953,000
1983	1983	B003	Dalewood Drive Over Reservoir	\$3,800,000	\$2,077,000
1958	1958	B004	Wellington Road Over Dodds Creek	\$2,469,000	\$1,213,000
1955	1997	B005	Talbot Hill Over Kettle Creek	\$10,112,000	\$4,959,000
1955	1997	B006	Talbot Hill Over Dodds Creek	\$2,204,000	\$1,416,000
1970	1970	B007	Kains	\$2,742,000	\$2,299,000
1997	1997	B008	Sunset Over Kettle Creek - South	\$3,595,000	\$128,000
1997	1997	B009	Sunset Dr. Over Kettle Creek Mid	\$3,580,000	\$132,000
1969	1969	B010	Sunset Drive Over Kettle Creek	\$2,549,000	\$6,000
1956	1956	B011	Fingal Line over Kettle Creek	\$3,366,000	\$1,896,000
1959	1997	B012	Sunset Drive Over Dodds Creek	\$3,652,000	\$1,138,000
1967	1967	B013	Saint George St. Over Kettle Creek	\$3,512,000	\$1,434,000
1965	1965	C002	First Avenue Over Creek	\$509,000	\$516,000
1965	1965	C003	Churchill Crescent Over Creek	\$589,000	\$693,000
1965	2014	C006	Elmina Street Over Creek	\$1,185,000	\$104,000
1998	1998	C007	Elgin Street Over Mill Pond Creek	\$6,759,000	\$0
1940	1997	C008	Sunset Drive Over Mill Pond Creek	\$1,203,000	\$33,000
1992	1992	C011	Major Line Over Auckland Drain	\$614,000	\$0
		C020	Southdale Line West of Bill Martyn	\$750,000	
		C021	Pine Valley Drive North of Greenway	\$750,000	
		C022	Burwell Road	\$750,000	
1950	1950	C005	Fifth Avenue	\$1,403,000	\$1,514,000
1925	1925	C009	Palm Street Over Mill Pond Creek	\$1,214,000	\$1,333,000
1950	1950	C010	Third Avenue Over Creek	\$618,000	\$808,000

Existing Levels of Service (LOS)

A structure is required to pass the biannual inspection. In the event the inspection, or an inter-period review, recommends the structure is unsuitable then 3 options exist:

1. Closure
2. Traffic load limit
3. Traffic limitation via signals or signs.

Lifecycle Management Activities

1. Bridge washing
2. Vegetation removal and trimming
3. Railing and end treatment repairs
4. Drainage system clearing and repair
5. Erosion protection monitoring and repair
6. Minor concrete repairs
7. Road surface paving
8. Joint monitoring and cleaning

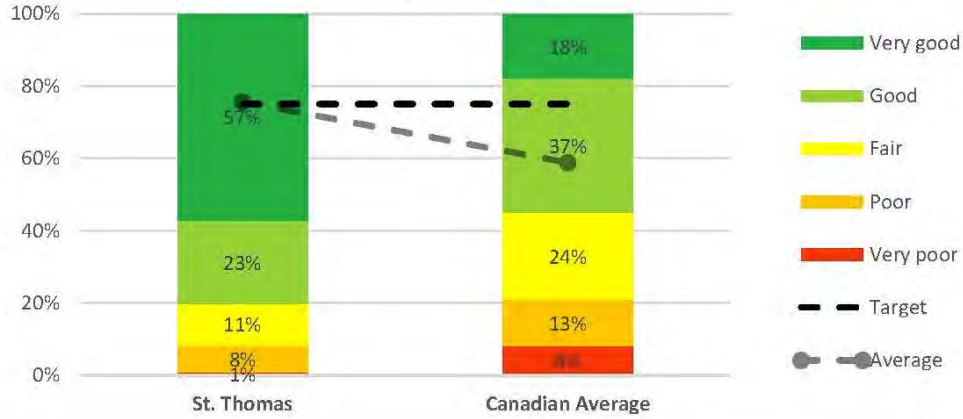
Proposed Levels of Service (LOS)

No changes are proposed.

Roads Asset Management Report Card

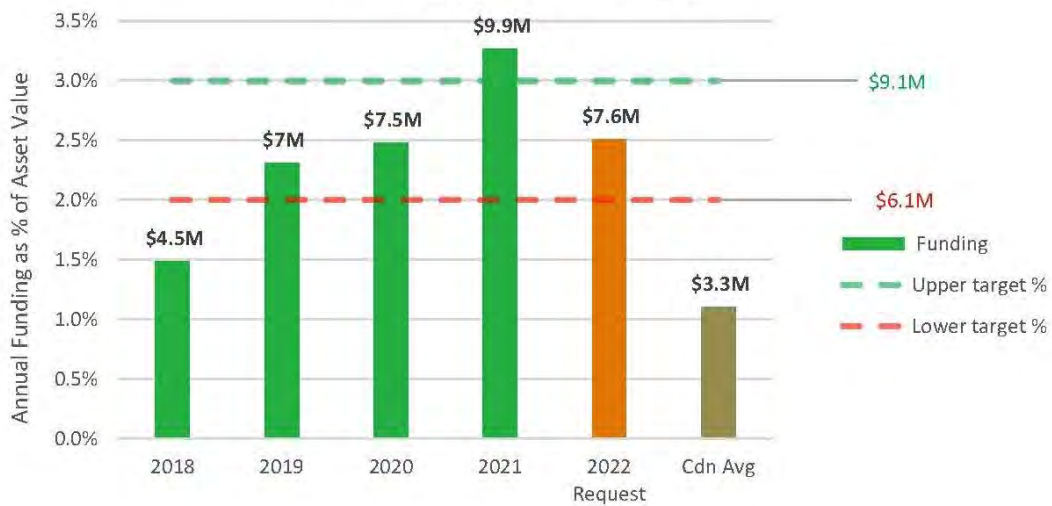
490 lane kilometres - \$303,000,000 (\$17470/household)

Asset Condition 0-100



Condition Trend						
2017	2018	2019	2020	2021	Target	Trend
75	75	75	75	76	75	↑

Funding (5 Year Historical)



Infrastructure Gap - \$4,800,000 (\$277/household)

Annual Funding Surplus - \$30,000 (\$2/household)

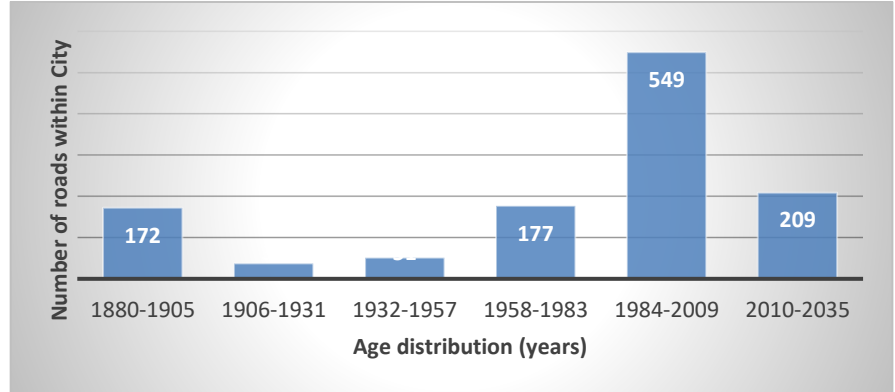
Roads: Condition, Assessment & Levels of Service

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.

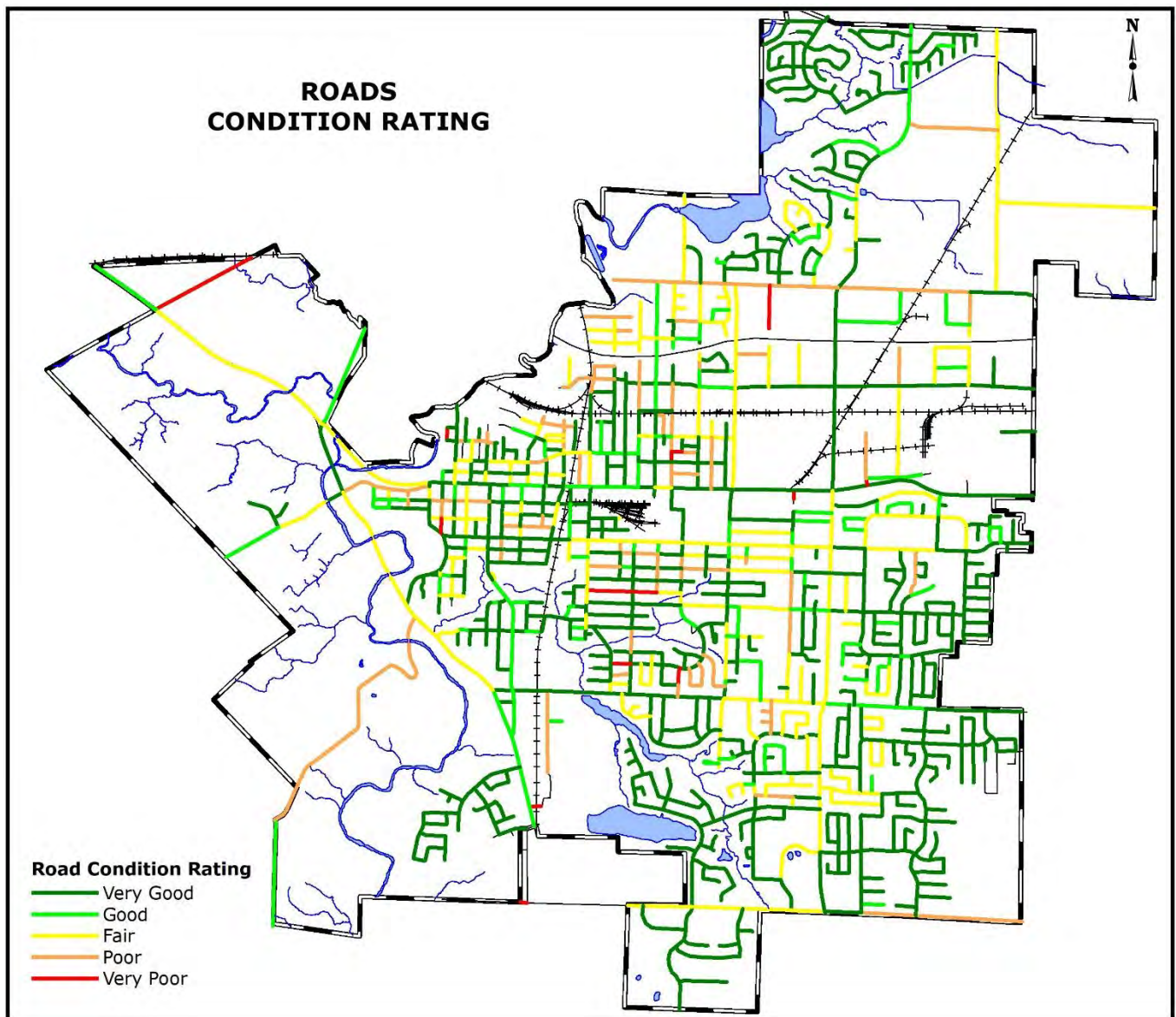
Ride Comfort Rating	Description
0 - 2	<i>Very Poor</i> – Uncomfortable with constant bumps or
2 - 4	<i>Poor</i> – Uncomfortable with frequent bumps or depressions
4 - 6	<i>Fair</i> - Comfortable with intermittent bumps or depressions
6 - 8	<i>Good</i> - Smooth with a few bumps or depressions
8 - 10	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

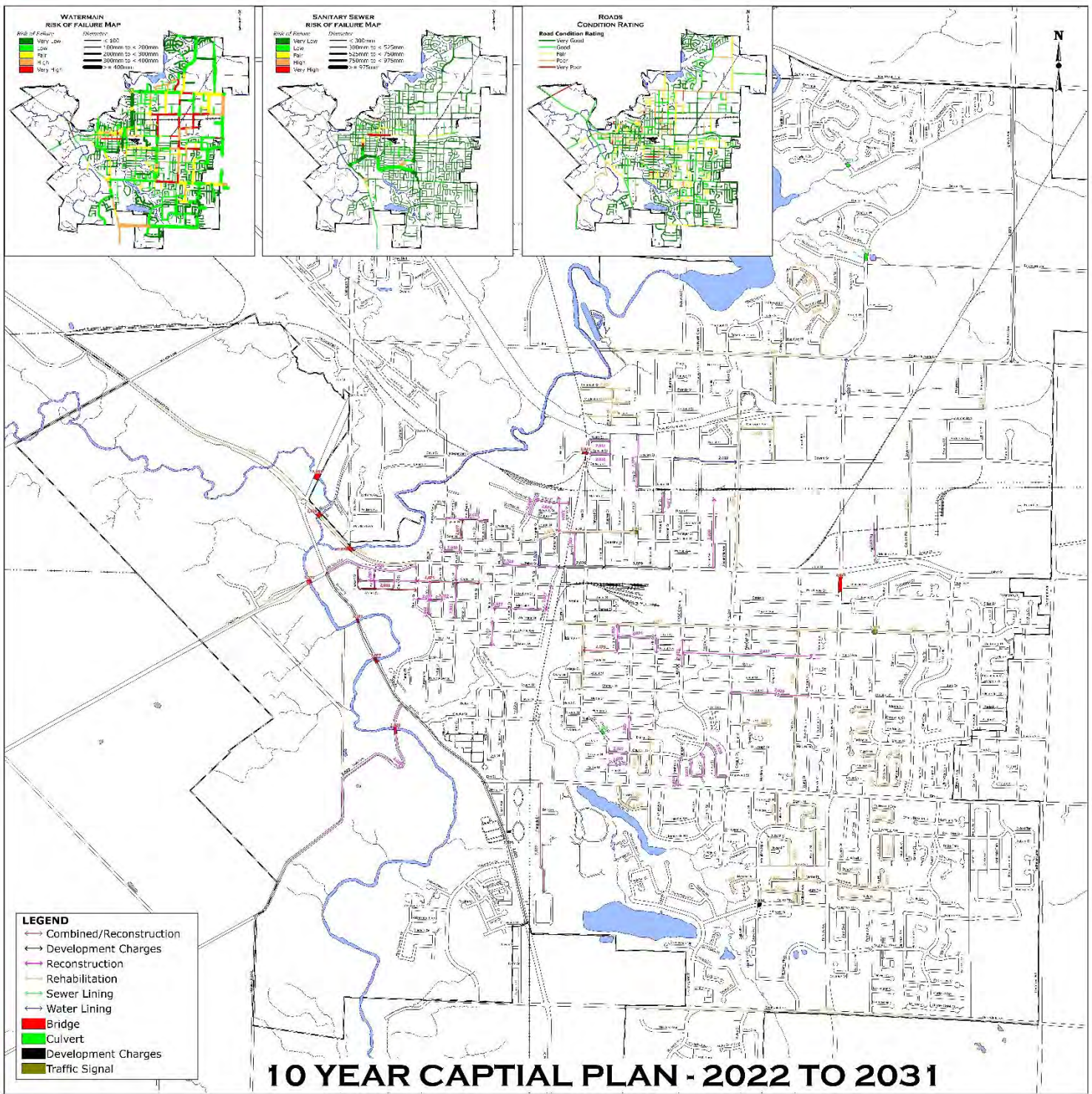
PCI Decision Matrix				
TIME OF IMPROVEMENT	FREEWAY	ARTERIAL	COLLECTOR	LOCAL
NOW Reconstruct	< 60	< 50	< 45	< 40
NOW Rehabilitate	60 to 65	50 to 55	45 to 50	40 to 45
1 to 5 years	66 to 75	56 to 75	51 to 70	46 to 65
6 to 10 years	76 to 85	76 to 85	71 to 80	66 to 80
Adequate	>85	>85	>80	>80

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:

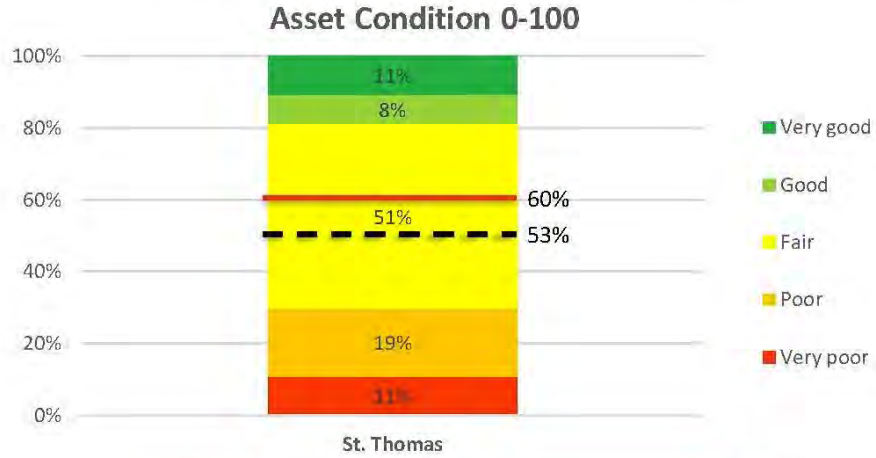
1. Road surface maintenance: road inspection, road patrol, asphalt repairs, shoulder maintenance, asphalt patching, bridge surface, street cleaning, litter on road surface, crack sealing capital
2. Roadside maintenance: sidewalk inspection, sidewalk/curb/gutter maintenance, roadside litter, Safety device 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				
2019	2020	2021	Target	Trend
50	48	48	60	↔



Note: 2020 Request from Federal/Provincial Transit Funding

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

Annual Funding Surplus - \$30,000 (\$2/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:

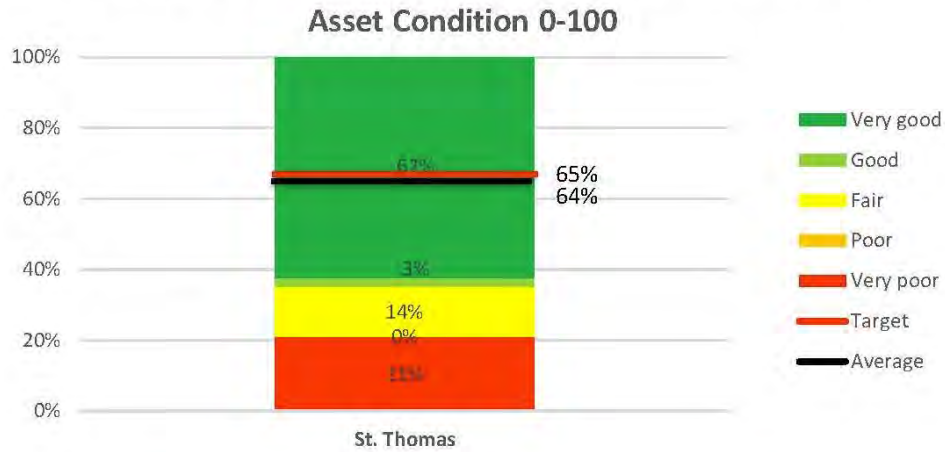
1. Ongoing work orders based on requests from City to outsourced maintenance contractor.
2. Bulb replacement, head adjustment, and electrical repairs via outsourced maintenance contractor.
3. Collision repair

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				
2019	2020	2021	Target	Trend
67	67	67	65	←→



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

Annual Funding Surplus - \$30,000 (\$2/household)

Streetlights: Condition, Assessment & Levels of Service

Asset description:

- 4830 Streetlights
- 2055 poles.

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 POLES	ALUMINUM POLES	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:

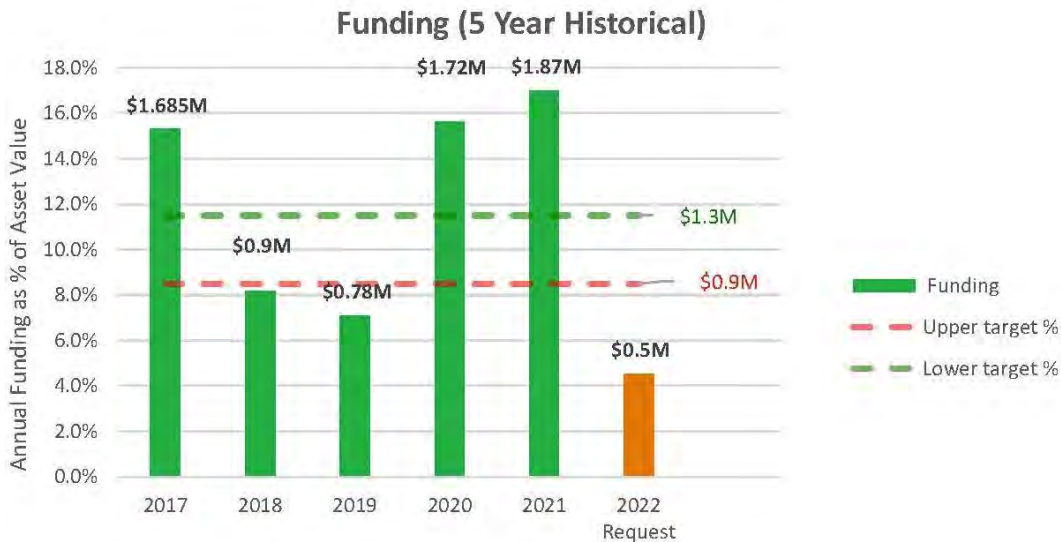
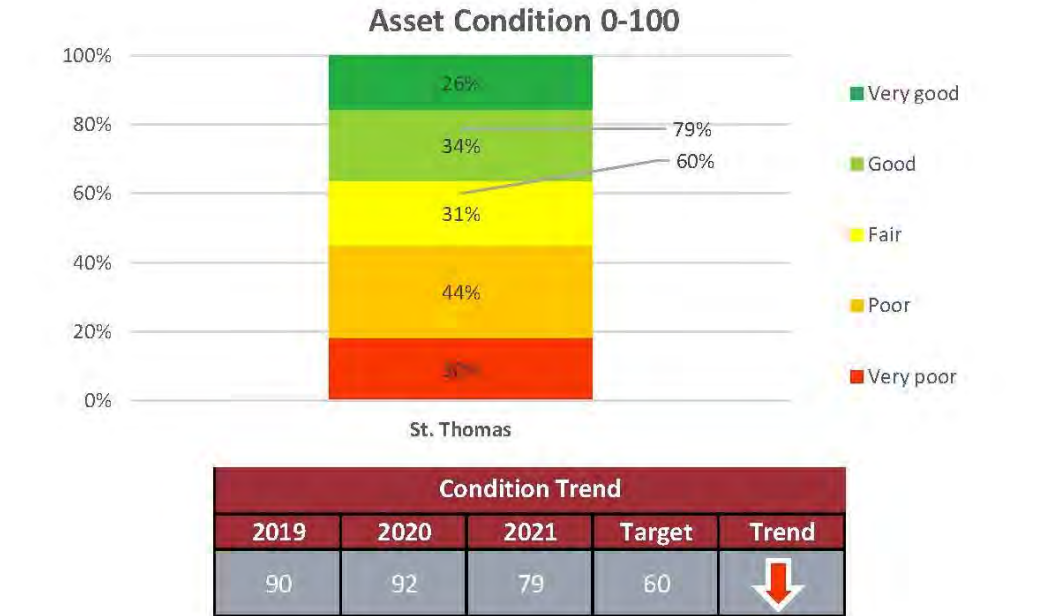
1. Ongoing work orders based on requests from City to outsourced maintenance contractor.
2. Bulb replacement, head adjustment, and electrical repairs via outsourced maintenance contractor.
3. Collision repair

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

78 Vehicles, 53 Pieces of Equipment & 11 Transit Vehicles - \$11,000,000 (\$630/household)



Infrastructure Gap - \$1,672,250 (\$96/household)

Annual Funding Deficit - -\$600,000 (\$-35/household)

Fleet: Condition, Assessment & Levels of Service

Asset description:

- 78 Vehicles
- 53 pieces of equipment worth \$25k or more.
- 11 Transit Buses
- Passenger vehicles, medium/large trucks, firetrucks, transit buses, street cleaning, water/sewer equipment vehicles.

Age distribution: Vary in age between 1980 and 2019. Vehicle and major equipment inventory housed in MDW.

Staff assigned to manage asset: Manager of Roads and Transportation

Condition assessment and methodology:

1. Annual inspections are done inhouse.
2. At expected year of replacement, each vehicle is assessed in terms of its expected operating costs vs the costs of ownership.
3. Decisions are made in conjunction with mechanics, departmental users, and Treasury whether to keep a vehicle past its expected lifecycle or dispose of the asset.
4. Level of service changes are addressed through adjustment in Fleet capabilities, size, and features during the replacement process
5. Replacement vehicles are procured in groups where possible or through regional procurement groups.
6. New growth impacts are forecast in development studies, forecasted for inclusion in the development charges, and then constructed as part of the annual capital budget process.
7. All replacement vehicles and capitalized equipment are reviewed in a 10 year plan and accommodated within a single annual program.
8. Any new vehicles or major equipment request are proposed as separate capital project submissions which require justification administratively and to council.

Existing Levels of Service (LOS)

1. Inspect and maintain assets as per Ontario Commercial Vehicle Operator's Registration (CVOR) regulations, other applicable legislation, and industry best practices.
2. Speciality vehicles like Fire apparatus and passenger buses have some unique inspections requirements.
3. Fueling systems have unique requirements
4. Licensing requirements dictated by province.
5. Infrastructure gap is due to exemplary asset maintenance which allows assets to function at an adequate level of service outside of it's expected lifecycle.

Lifecycle Management Activities:

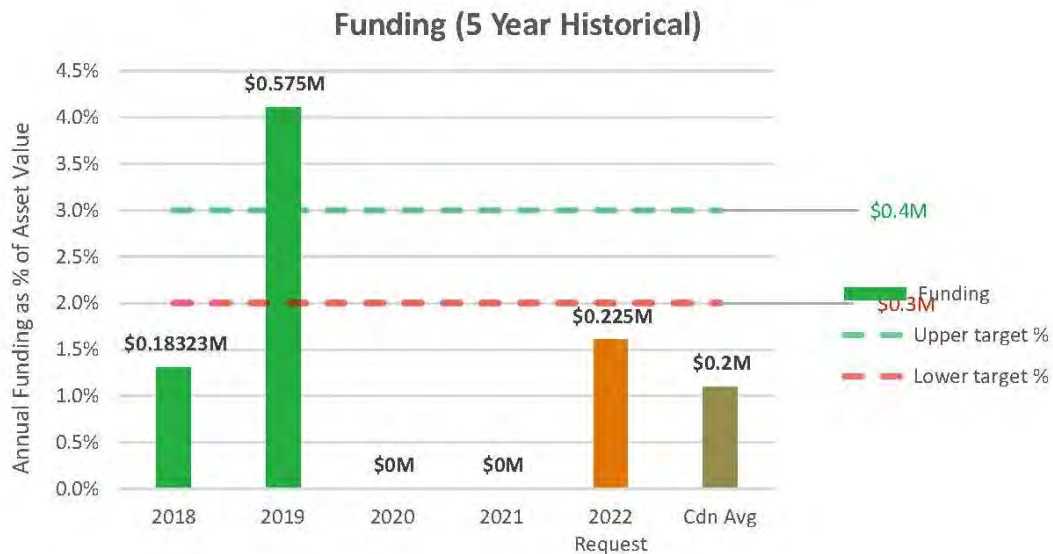
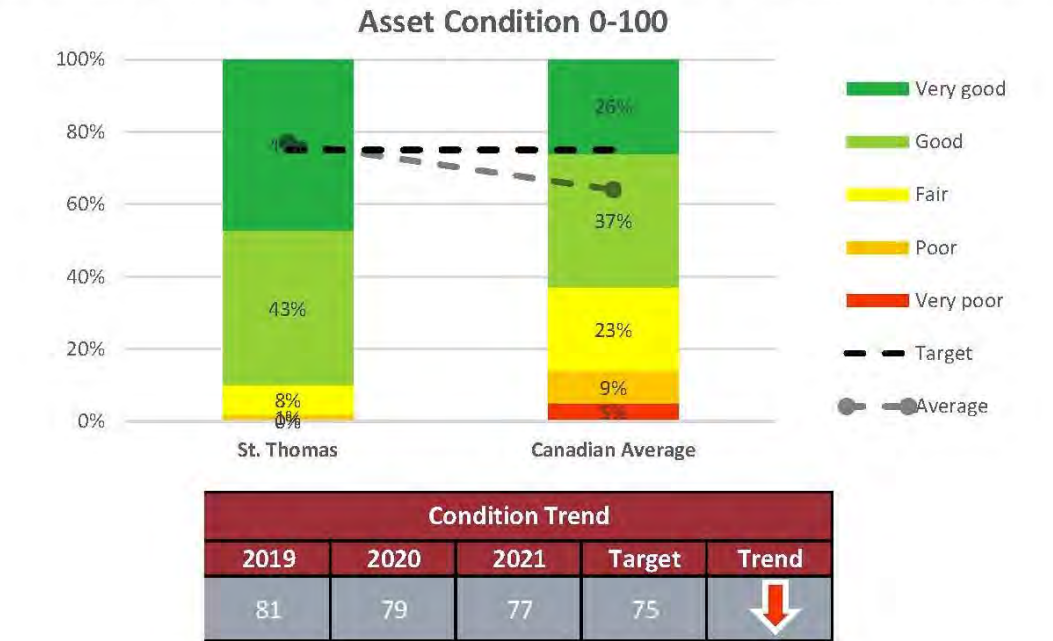
1. Vehicles and equipment are inspected and maintained per regulatory requirements and best practices. Details of the accomplishments and costs are recorded in the CMMS. Planned maintenance and inspection works orders are automatically generated by the work order software.
2. Very minor outsourcing due to speciality repairs
3. Having in-house mechanics with detailed knowledge of every piece of equipment and fleet allows more informed decisions.

Proposed Levels of Service (LOS)

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

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

21 Municipal Lots, 20 Facility Lots, 11 Paved Trails & 20 Public Lanes - \$14,000,000 (\$810/household)



Infrastructure Gap - \$449,315 (\$26/household)

4 year Average Annual Funding Deficit - -\$80,000 (\$-5/household)

Municipal & Facility Parking Lots, Paved Trails & Public Lanes: Condition, Assessment & Levels of Service

Asset description:

- 21 Municipally run parking lots
- 9 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:

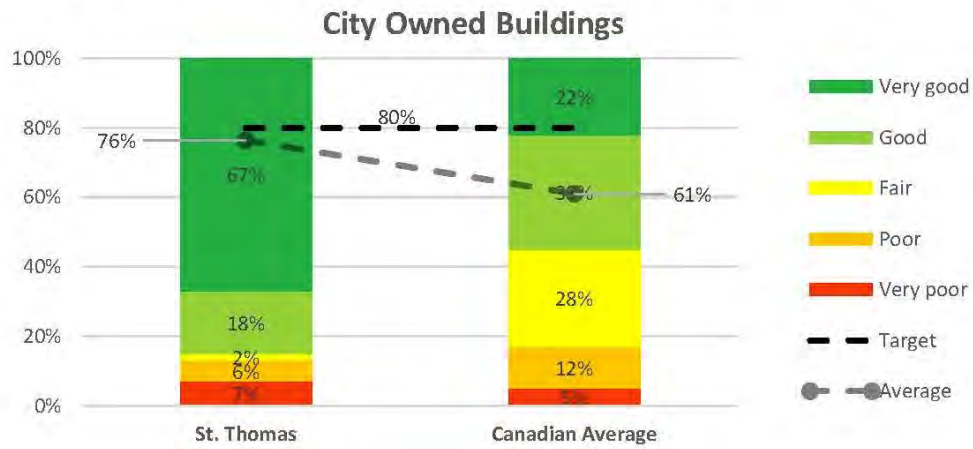
1. Surface maintenance: inspection, asphalt patching, crack sealing, pavement marking
2. Winter maintenance: snow plowing, snow removal, salting

Proposed Levels of Service (LOS)

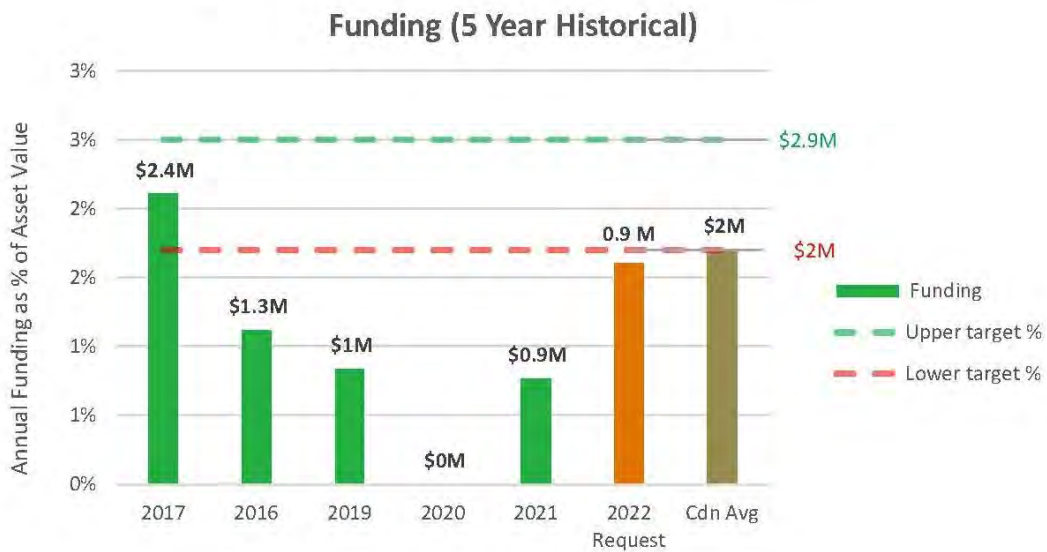
1. The Justice Building Parking Lot has recently become available for use by the Library, which is adjacent to the Parking Lot. The use of this parking lot will allow patrons to park next to the Library avoiding crossing the road and easily accessing the Library. This parking lot has a very low score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

66 Non- Residential Buildings - \$115,000,000 (\$6630/household)



Condition Trend				
2016	2020	2021	Target	Trend
70	70	76	80	↑



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

Annual Funding Deficit - -\$570,000 (\$-33/household)

City Owned Buildings: Condition, Assessment & Levels of Service

Asset description:

- Approximately 66 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:

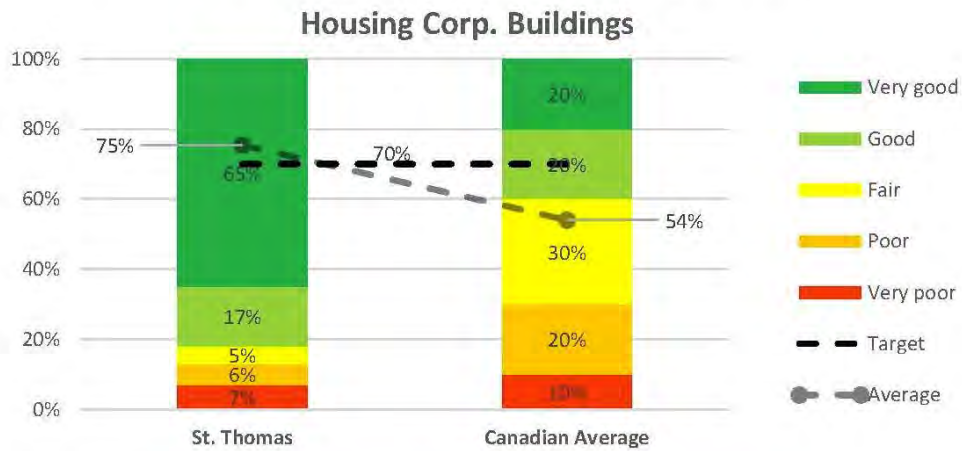
- Property Management will be using the CMMS Maintenance Module in the AssetPlanner software system starting in 2019. The Module will be used for accepting on-line customer service requests, creating work orders for reactive maintenance, scheduling preventative maintenance activities, and for reporting 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 - \$79,000,000 (\$4550/household)



Condition Trend				
2019	2020	2021	Target	Trend
61	61	74	70	↑



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

Annual Funding Deficit - -\$802,000 (\$-46/household)

Housing Corporation Properties: Condition, Assessment & Levels of Service

Asset description:

- 113 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:

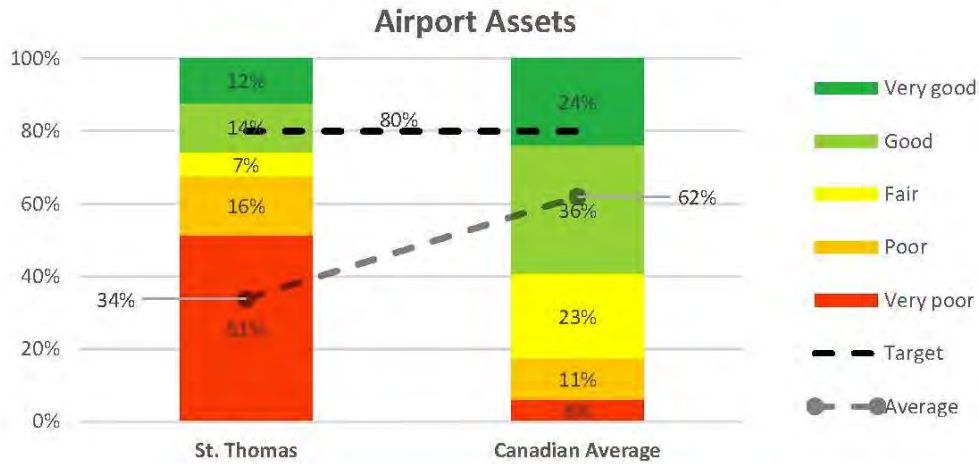
- Property Management will be using the CMMS Maintenance Module in the AssetPlanner software system starting in 2020. The Module will be used for accepting on-line customer service requests, creating work orders for reactive maintenance, scheduling preventative maintenance activities, and for reporting 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):

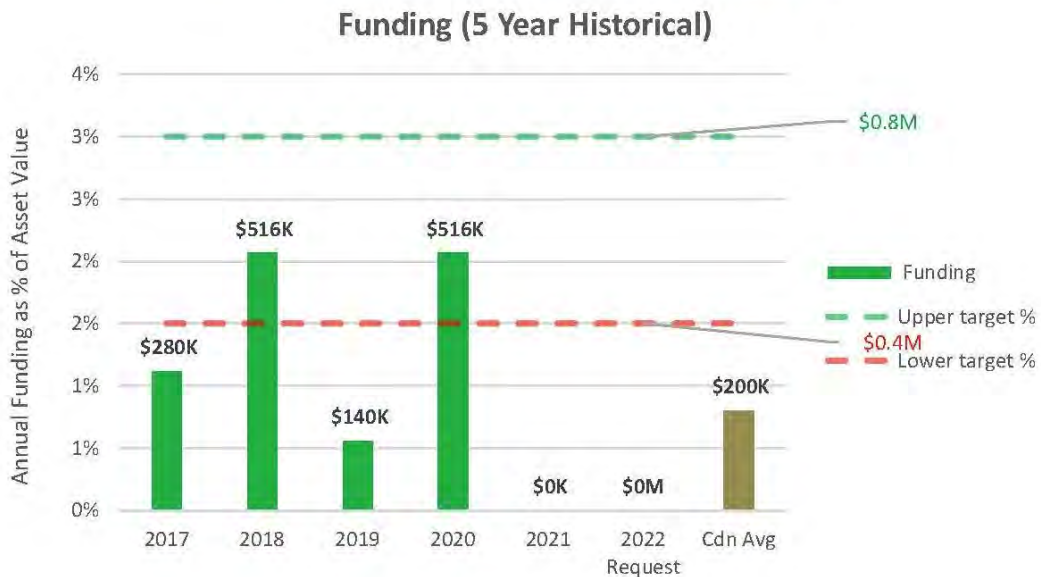
Housing - Building Services - Customer Level of Service (LOS)				
Service Attribute	Service Objective	Performance Measure Process	Current Performance	Expected position in 5 years
CLIENT LEVELS OF SERVICE				
Quality	Building facilities are clean and in good condition for users	Customer service requests 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				
2019	2020	2021	Target	Trend
35	34	34	80	↔



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

5 year Average Annual Funding Deficit - -\$270,000 (-\$16/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

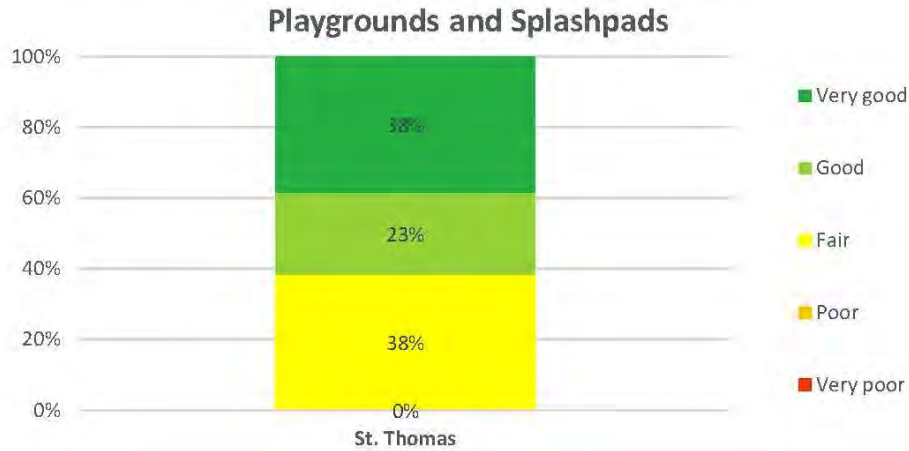
Proposed Levels of Service (LOS)

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

23 Playgrounds & 3 Splashpads - \$5,320,000 (\$310/household)



Condition Trend				
2019	2020	2021	Target	Trend
68	67	70	80	↑



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

Annual Deficit - -\$10,000 (\$-1/household)

Playgrounds: Condition, Assessment & Levels of Service

Asset description:

- There are 23 playgrounds ranging in size, location, and features.
- 3 splashpads

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

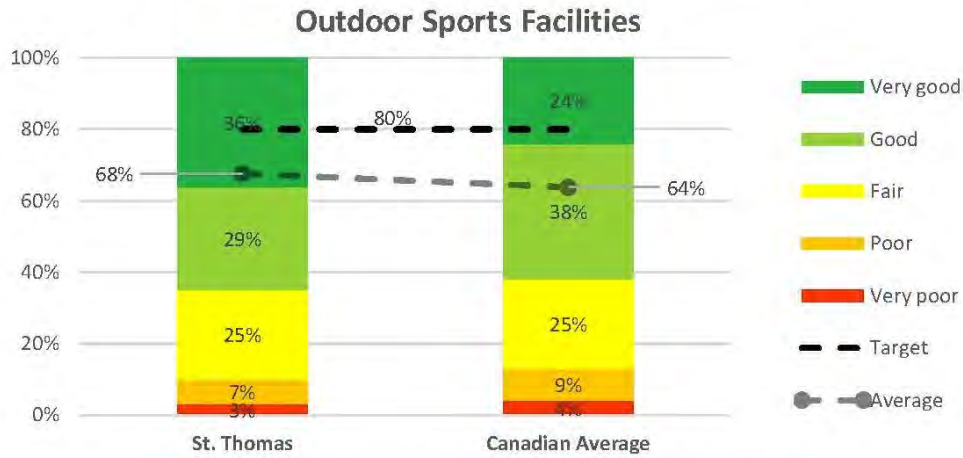
1. Daily, weekly, and monthly inspections depending on location, number of users, and features. Analyze for liability, risk, and general maintenance requirements.
2. Work orders for students to maintain fibar, weeding.
3. Garbage pickup weekly minimum.
4. Repairs and minor maintenance by playground practitioners or contracted out.

Proposed Levels of Service (LOS)

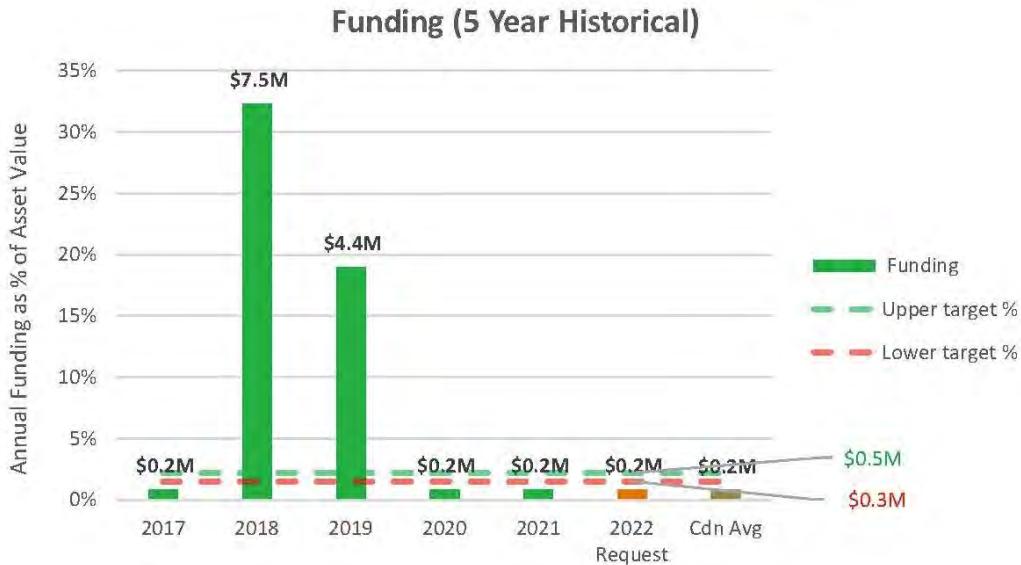
1. 2019 review of CSA Z614-14 however no changes anticipated.
2. AODA changes to Annex H have likely stabilized
3. New playgrounds are added as residential growth occurs. New playgrounds at Centennial ball complex and 1Password, as well as future playgrounds in Orchard Park, Shaw Valley, and Parish Park. These will impact operating and capital.

Outdoor Recreation Facilities Asset Management Report Card

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



Condition Trend				
2019	2020	2021	Target	Trend
66	68	68	80	↔



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

Annual Funding Deficit - -\$230,000 (\$-13/household)

Outdoor Recreations Facilities: Condition, Assessment & Levels of Service

Asset description:

- 1 outdoor pool
- 1PWD – Soccer, basketball, football,
- Athletic and Cowan - Soccer
- New York Central - Baseball
- Lions Park – Baseball, 3 on 3 basketball
- DTL – softball
- Cardinal field - Baseball
- Centennial Ball Complex - baseball
- Pinafore Park – Tennis and Pickleball
- Emslie - Baseball
- Burwell Park – Baseball and basketball
- Gorman Rup – Baseball
- Optimist – Soccer, basketball, baseball
- Applewood – Soccer
- Railway City Skatepark - skateboard
- VA Barrie – Disc Golf
- Water Parks – Disc Golf
- 1Password Park – Basketball, Soccer, multi-featured complex

Age distribution: Varies from 1 year to over 100 years.

Staff assigned to manage asset: Supervisor of Parks and Forestry

Condition assessment and methodology:

1. Annual update of rating.
2. Overall playground rating out of 10.
3. Sort annual needs into short, medium, and long term
4. Short term needs are referred to playground practitioners who may fix themselves or contract out.
5. Medium needs are referred into Major Maintenance program
6. Long term needs are sorted into a 10 year plan and then upcoming year are placed into the capital budget.

Existing Levels of Service (LOS)

1. Sports field monthly inspections for safety and playability
2. Daily and weekly inspections during active seasons.
3. Minimum playground rating of 2.
4. Offseason turf management.

Lifecycle Management Activities

1. Daily, weekly, and monthly inspections depending on location, number of users, and features. Analyze for liability, risk, and general maintenance requirements.
2. Work orders for students to maintain grass cutting, prepping diamonds, lining, trimming
3. Garbage pickup weekly minimum.
4. Repairs and minor maintenance by playground staff or contracted out.
5. VA Barrie – user group involvement for improvements
6. Cleaning system and disinfection of pool

Proposed Levels of Service (LOS)