

2022-2023

# BUDGET

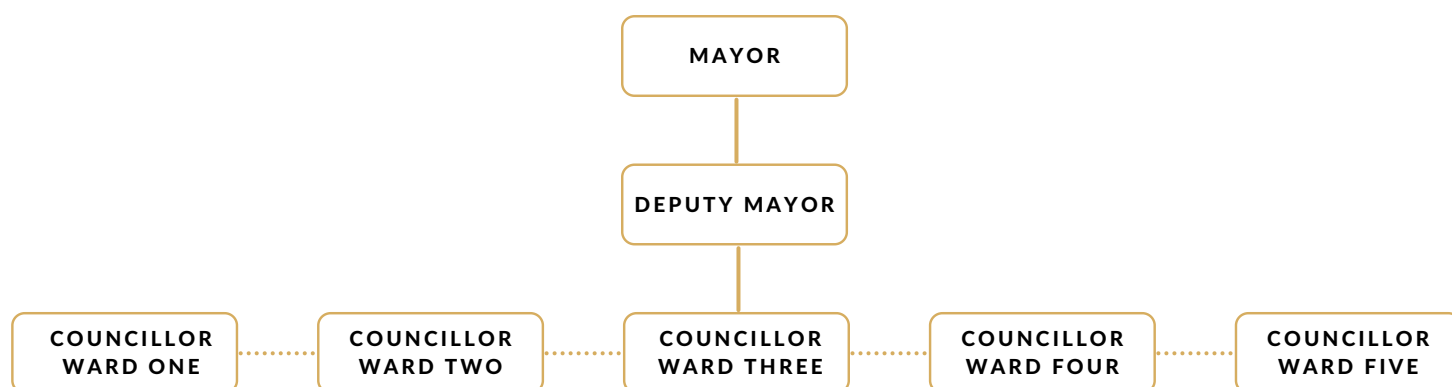


THE MUNICIPALITY OF CENTRAL ELGIN

# OPERATING BUDGET



# COUNCIL



The Municipality of Central Elgin is governed by a seven-member elected Council. Council is comprised of a Mayor, Deputy Mayor and five Ward Councillors.

The role of Council is to represent the public and to consider the well-being and interests of the Municipality. Council is responsible for developing and evaluating policies and programs for the Municipality, evaluating the services that the Municipality provides and maintaining the financial integrity of the Municipality. Council's role is to ensure that administrative policies, practices and procedures are in place to implement the decisions of Council, and to ensure the accountability and transparency of the operations of the Municipality.



# OPERATING BUDGET

## Council

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>EXPENDITURES</b>					
Salaries	\$140,418	\$104,762	\$150,600	\$154,666	\$159,306
Non-Union Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$4,084	\$3,140	\$0	\$5,000	\$5,150
EHT	\$2,816	\$2,043	\$0	\$3,000	\$3,090
ABC - CEEC	\$0	\$0	\$0	\$6,000	\$6,000
Mileage	\$0	\$0	\$4,000	\$4,000	\$4,000
Travel & Conventions	\$4,454	\$2,349	\$10,000	\$5,000	\$10,000
Clothing Allowances	\$0	\$0	\$0	\$0	\$0
Staff Awards/Recognition	\$107	\$1,655	\$0	\$0	\$0
Meeting Expenses	\$1,552	\$2,109	\$2,000	\$2,000	\$2,000
Training	(\$210)	\$304	\$0	\$0	\$0
Advertising	\$0	\$0	\$0	\$0	\$0
Office Supplies	\$132	\$152	\$0	\$0	\$0
Office Equipment	\$0	\$0	\$0	\$0	\$0
Office Furniture (Non-Cap)	\$0	\$0	\$0	\$0	\$0
Telephone	\$947	\$415	\$1,000	\$1,000	\$1,000
IT Equipment	\$2,132	\$0	\$5,000	\$5,000	\$5,000
Community Grants	\$0	\$0	\$500	\$500	\$500
Economic Development	\$21,063	\$0	\$0	\$0	\$0
Miscellaneous	\$0	\$0	\$0		\$0
Legal Services	\$753	\$0	\$1,000	\$1,000	\$1,000
Consulting	\$8,848	\$763	\$5,000	\$5,000	\$15,000
<b>Subtotal</b>	<b>\$187,096</b>	<b>\$117,692</b>	<b>\$179,100</b>	<b>\$192,166</b>	<b>\$212,046</b>
<b>TRANSFERS</b>					
TSF to Council Equip Reserve	\$0	\$0	\$0	\$2,500	\$2,500
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500</b>	<b>\$2,500</b>
<b>TOTAL</b>	<b>\$187,096</b>	<b>\$117,692</b>	<b>\$179,100</b>	<b>\$194,666</b>	<b>\$214,546</b>





# CORPORATE SERVICES

Corporate Services consists of administrative, corporate and financial services. This includes the development, coordination, implementation and maintenance of broad and complex organization-wide services, projects, policies and procedures to ensure all legislative requirements are met at the highest standard.

## CAO'S OFFICE

The Chief Administrative Officer/Clerk is the most senior non-elected position at the Municipality and reports to Council. The CAO is responsible for exercising general management of the affairs of the municipality and has supervisory function over all the departments' activities through the Directors.

The CAO's Office includes the office of the Deputy Clerk, Communications, Cemeteries and Human Resources/Health and Safety, and is responsible for:

- Council Support - Agenda Preparation, Minutes, Correspondence
- Human Resources/Health and Safety
- Strategic Planning
- Communications

## FINANCIAL SERVICES

Financial Services is responsible for corporate customer service and coordination of information technology. The Director of Financial Services is the appointed Treasurer and has a number of statutory responsibilities in accordance with the Municipal Act. The department is responsible for creating, implementing, and enforcing internal controls and policies that will safeguard the Municipality's financial assets. In addition, Financial Services coordinates the annual budget process, the annual audit engagement, and provides support to all departments in regards to financial analysis. Financial Services also creates the year-end financial statements in accordance with Canadian Public Sector Accounting Board standards.

The COVID-19 pandemic has brought significant operational challenges for all departments across the organization. In response to these challenges, the Corporate Services department quickly leveraged technology to ensure critical processes within departments continued to operate in an efficient and effective manner. A new collaboration tool has augmented the department to be more prudent in the way staff do work to ensure staff are providing excellent and reliable services online.

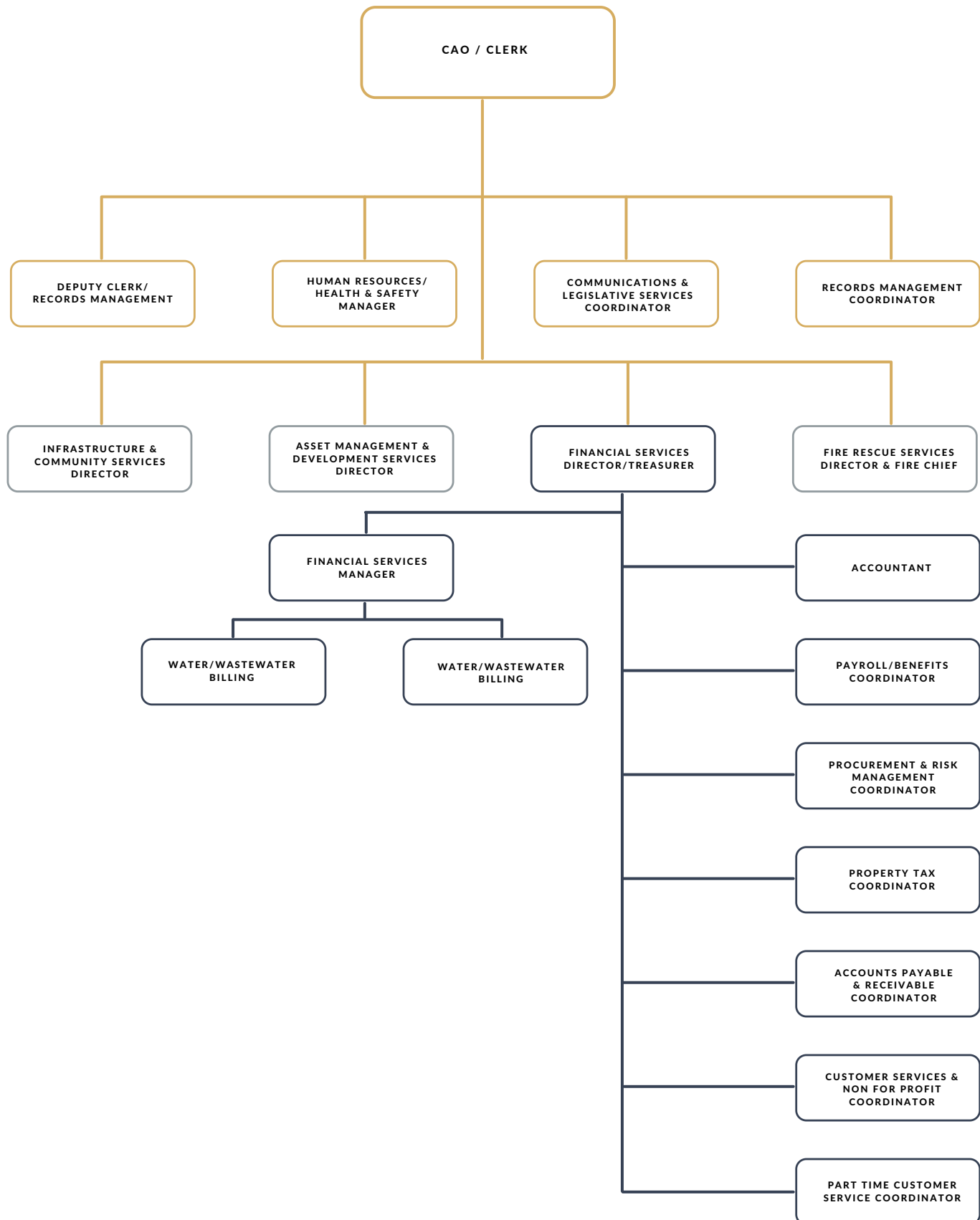
## MAJOR DRIVERS

- The Impact of COVID-19
- Growth Related Pressures
- Legislative Pressures

## MAJOR INITIATIVES PLANNED FOR 2022

- Continuous Improvement Initiatives
- Continuation of the Long-term Financial Strategy
- Electronic Content Management Solution
- 2022 Municipal Election

# CORPORATE SERVICES





# OPERATING BUDGET

## Belmont Library

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Lease	(\$47,862)	(\$36,064)	(\$46,000)	(\$48,000)	(\$48,000)
Developer Contribution	\$0	\$0	\$0	(\$22,607)	(\$27,838)
<b>TOTAL</b>	<b>(\$47,862)</b>	<b>(\$36,064)</b>	<b>(\$46,000)</b>	<b>(\$70,607)</b>	<b>(\$75,838)</b>
<b>EXPENDITURES</b>					
Non-Union Salaries	\$6,978	\$6,414	\$11,320	\$0	\$0
Union Salaries	\$253	\$525	\$0	\$11,163	\$11,498
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$307	\$336	\$0	\$493	\$507
EI	\$158	\$159	\$0	\$211	\$217
WSIB	\$215	\$216	\$0	\$288	\$297
OMERS	\$644	\$652	\$0	\$767	\$790
EHT	\$140	\$140	\$0	\$187	\$193
LTD/ADD/LIFE	\$32	\$88	\$0	\$120	\$124
Mileage	\$0	\$0	\$0	\$2,250	\$2,250
Insurance	\$2,638	\$3,495	\$3,298	\$4,600	\$6,000
Cleaning Supplies	\$289	\$74	\$325	\$335	\$342
Equipment Charges	\$0	\$46	\$0	\$0	\$0
Small Tools & Equipment	\$0	\$0	\$0	\$0	\$0
Parts & Supplies	\$0	\$103	\$0	\$0	\$0
Building Maintenance	\$41	\$0	\$0	\$0	\$0
Gas	\$760	\$611	\$800	\$824	\$840
Hydro	\$2,337	\$2,260	\$4,200	\$4,326	\$4,413
Water	\$824	\$487	\$750	\$773	\$788
Principal on LTD	\$10,000	\$0	\$10,000	\$10,000	\$10,000
Mats Rental	\$540	\$546	\$2,500	\$2,575	\$2,627
Contractor	\$7,822	\$879	\$2,500	\$2,575	\$2,627
Heating & Cooling	\$155	\$0	\$700	\$721	\$735
Snow Removal/Salt	\$2,223	\$1,537	\$3,000	\$3,090	\$3,152
Alarm Services	\$331	\$346	\$500	\$515	\$525
Extinguisher Insp.	\$0	\$768	\$0	\$0	\$0
Cultural Services Heritage	\$1,695	\$2,768	\$6,745	\$6,745	\$6,947
<b>Subtotal</b>	<b>\$38,382</b>	<b>\$22,450</b>	<b>\$46,638</b>	<b>\$52,558</b>	<b>\$54,872</b>
<b>TRANSFERS</b>					
From MCE Library	\$0	(\$10,000)	\$0	\$0	\$0
To Library Reserve	\$15,000	\$23,615	\$15,000	\$5,442	\$3,128
To Library DC Reserve	\$0	\$0	\$0	\$12,607	\$17,838
<b>Subtotal</b>	<b>\$15,000</b>	<b>\$13,615</b>	<b>\$15,000</b>	<b>\$18,049</b>	<b>\$20,966</b>
<b>TOTAL</b>	<b>\$53,382</b>	<b>\$36,065</b>	<b>\$61,638</b>	<b>\$70,607</b>	<b>\$75,838</b>

# OPERATING BUDGET

## Conservation Authorities

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>					
Kettle Creek Conservation	\$79,685	\$80,460	\$80,459	\$82,872	\$85,359
Catfish Creek Conservation	\$95,382	\$96,553	\$96,553	\$99,450	\$102,433
<b>TOTAL</b>	<b>\$175,067</b>	<b>\$177,013</b>	<b>\$177,012</b>	<b>\$182,322</b>	<b>\$187,792</b>



# OPERATING BUDGET

## Cemeteries

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>					
Non Union Salaries	\$0	\$0	\$0	\$0	\$0
Union Salaries	\$0	\$2,291	\$5,000	\$3,702	\$3,813
Casual	\$0	\$98	\$0	\$0	\$0
CPP	\$0	\$122	\$0	\$198	\$204
EI	\$0	\$53	\$0	\$85	\$88
WSIB	\$0	\$72	\$0	\$117	\$120
OMERS	\$0	\$208	\$0	\$336	\$346
EHT	\$0	\$47	\$0	\$76	\$78
LTD/ADD/LIFE	\$0	\$301	\$0	\$486	\$501
Equipment Charges	\$0	\$1,264	\$0	\$0	\$0
Contracted Services	\$16,932	\$11,926	\$18,000	\$18,000	\$18,000
<b>TOTAL</b>	<b>\$16,932</b>	<b>\$16,382</b>	<b>\$23,000</b>	<b>\$23,000</b>	<b>\$23,150</b>

# OPERATING BUDGET

## General Government

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
OMPF Grant	(\$651,600)	(\$512,925)	(\$683,900)	(\$694,000)	(\$704,250)
Misc Federal Grant	\$344,700	(\$5,000)	\$0	\$0	\$0
Misc Provincial Grant	(\$344,700)	\$0	\$0	\$0	\$0
Sale of Equipment	\$0	\$0	\$0	\$0	\$0
Property Sale Revenue	(\$503)	\$0	\$0	\$0	\$0
Tax Certificates	(\$17,250)	(\$15,815)	(\$15,000)	(\$15,000)	(\$15,000)
Special Events Vendor Permits	\$0	\$0	\$0	\$0	\$0
Raffle/Nevada	(\$1,610)	(\$904)	(\$500)	(\$500)	(\$500)
Burial Permits	(\$1,455)	\$0	(\$1,000)	(\$1,000)	(\$1,000)
Misc Lease Revenue	(\$41,257)	(\$42,369)	(\$60,000)	(\$50,000)	(\$50,000)
Current Year Interest - Taxes	(\$114,841)	(\$83,486)	(\$110,000)	(\$115,000)	(\$115,000)
Prior Year Interest - Taxes	(\$92,209)	(\$78,393)	(\$100,000)	(\$100,000)	(\$100,000)
2 Yrs Prior Interest - Taxes	(\$51,585)	(\$42,589)	(\$40,000)	(\$40,000)	(\$40,000)
3 Yrs+ Prior Interest - Taxes	(\$93,598)	(\$40,609)	(\$70,000)	(\$70,000)	(\$60,000)
Bank Interest	(\$66,507)	(\$54,034)	(\$50,000)	(\$50,000)	(\$50,000)
Erie Thames Interest	(\$78,082)	(\$113,359)	(\$80,000)	(\$90,000)	(\$90,000)
Reserve Fund Interest	(\$41,631)	(\$6,934)	(\$20,000)	(\$40,000)	(\$40,000)
Developer Contributions	\$0	\$0	\$0	\$0	\$0
NPH Admin Cost Recovery	(\$33,686)	\$1,686	(\$30,000)	(\$20,000)	(\$20,000)
Staff Cost Recovery	(\$4,434)	\$0	(\$4,400)	(\$4,400)	(\$4,400)
Sundry Income	\$14,899	\$6,013	(\$10,000)	\$0	\$0
Over/Short Account	\$11	(\$800)	\$0	\$0	\$0
TSF From Election Rsv	\$0	\$0	\$0	(\$58,000)	\$0
TSF From OMPF Rsv	(\$345,392)	\$0	\$0	\$0	\$0
TSF From Rate Stabilization Rsv	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>(\$1,620,730)</b>	<b>(\$989,518)</b>	<b>(\$1,274,800)</b>	<b>(\$1,347,900)</b>	<b>(\$1,290,150)</b>



# OPERATING BUDGET

## General Government

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>EXPENDITURES</b>					
Non-Union Salaries	\$795,140	\$761,628	\$1,170,000	\$1,096,389	\$1,129,281
Union Salaries	\$305	\$0	\$0	\$0	\$0
Casual Salaries	\$46,868	\$16,680	\$0	\$23,205	\$23,901
CPP	\$30,718	\$35,687	\$0	\$42,159	\$43,424
EI	\$13,114	\$14,790	\$0	\$16,822	\$17,327
WSIB	\$22,458	\$23,167	\$0	\$29,924	\$30,822
OMERS	\$80,849	\$79,747	\$0	\$112,911	\$116,298
EHT	\$16,563	\$15,248	\$0	\$21,832	\$22,487
LTD/ADD/LIFE	\$90,680	\$75,254	\$0	\$96,474	\$99,368
Employee Assistance	\$676	\$731	\$0	\$537	\$553
Wellness Benefit	\$3,998	\$1,267	\$4,000	\$4,000	\$4,000
Mileage	\$45	\$0	\$3,000	\$3,000	\$3,000
Travel & Conventions	\$1,944	\$1,079	\$13,000	\$10,000	\$10,000
Clothing Allowances	\$0	\$0	\$0	\$0	\$0
Dues/Memberships	\$13,207	\$11,730	\$15,000	\$15,000	\$15,000
Subscriptions	\$2,665	\$1,655	\$1,200	\$2,000	\$2,000
Employee Recognition	\$512	\$0	\$1,000	\$1,000	\$1,000
Meeting Expenses	\$2,348	\$0	\$1,000	\$1,500	\$2,000
Flowers/Memorial	\$150	\$284	\$0	\$0	\$0
Recruitment Expenses	\$6,067	\$3,634	\$3,000	\$3,000	\$3,000
Training	\$3,050	\$9,334	\$10,000	\$10,000	\$10,000
Health & Safety Training	\$3,954	\$4,153	\$5,000	\$5,000	\$5,000
Advertising	\$22,696	\$20,622	\$20,000	\$25,000	\$25,000
Insurance	\$52,397	\$37,614	\$65,496	\$21,800	\$63,700
Insurance Claims Under Deduct	\$41,612	\$30,845	\$50,000	\$50,000	\$50,000
Office Supplies	\$4,724	\$5,016	\$6,000	\$6,000	\$6,000
Postage	\$25,219	\$20,890	\$25,000	\$25,000	\$25,000
Office Equipment	\$3,498	\$2,194	\$5,000	\$5,000	\$5,000
Office Furniture (Non-Cap)	\$1,386	\$1,948	\$5,000	\$5,000	\$5,000
Kitchen Supplies	\$1,351	\$2,378	\$3,000	\$3,000	\$3,000
Election Expenses	\$1,832	\$1,832	\$20,000	\$75,000	\$0
Equipment Charges	\$293	\$0	\$0	\$0	\$0
Health & Safety Supplies	\$540	\$172	\$0	\$500	\$500
Telephone	\$10,680	\$9,195	\$10,000	\$11,000	\$12,000
IT Supplies	\$2,441	\$2,150	\$5,000	\$5,000	\$5,000
IT Equipment	\$13,864	\$1,783	\$5,000	\$10,000	\$10,000
Cash Over/Short	\$0	\$0	\$0	\$0	\$0
Courier	\$10	\$27	\$0	\$0	\$0
Legal Services	\$16,622	\$41,012	\$12,000	\$20,000	\$25,000
Consulting	\$34,255	\$16,404	\$40,000	\$20,000	\$20,000
Audit Services	\$16,841	\$37,967	\$26,000	\$25,000	\$25,000
Answering Service	\$543	\$309	\$750	\$750	\$750
IT Services	\$52,020	\$38,028	\$60,000	\$60,000	\$60,000
Small Equipment Repair	\$0	\$0	\$0	\$0	\$0
Printing Services	\$6,636	\$5,201	\$8,000	\$8,000	\$8,000
Mats Rental	\$620	\$650	\$2,000	\$2,000	\$2,000
Shredding Service	\$1,290	\$656	\$1,200	\$1,300	\$1,300
Contractor	\$3,758	\$11,107	\$75,000	\$25,000	\$25,000
Water Bottle Services	\$888	\$780	\$1,000	\$1,500	\$1,500
Interest on Ltd	\$0	\$0	\$0	\$0	\$0
Bank Charges	\$7,586	\$4,710	\$2,000	\$10,000	\$10,000
Bad Debts	(\$225)	\$0	\$0	\$0	\$0
Write-Offs	\$174,258	\$115,124	\$50,000	\$50,000	\$50,000
Office Rent	\$101,897	\$72,930	\$96,000	\$100,000	\$107,000
Copier Lease	\$4,673	\$3,566	\$5,000	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$1,739,516</b>	<b>\$1,541,178</b>	<b>\$1,824,646</b>	<b>\$2,065,603</b>	<b>\$2,089,211</b>

# OPERATING BUDGET

## General Government

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>TRANSFERS</b>					
Council Equipment Reserve	\$2,100	\$0	\$2,100	\$0	\$0
WSIB NEER Reserve	\$0	\$0	\$0	\$0	\$0
Property A/D Reserve	\$0	\$0	\$0	\$0	\$0
Election Reserve	\$20,000	\$0	\$20,000	\$0	\$30,000
Office Equipment Reserve	\$0	\$0	\$0	\$0	\$0
Rate Stabilization	\$0	\$0	\$325,000	\$0	\$0
Disc. Reserve	\$41,631	\$6,934	\$0	\$0	\$0
Capital Fund	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$63,731</b>	<b>\$6,934</b>	<b>\$347,100</b>	<b>\$0</b>	<b>\$30,000</b>
<b>TOTAL</b>	<b>\$1,803,247</b>	<b>\$1,548,112</b>	<b>\$2,171,746</b>	<b>\$2,065,603</b>	<b>\$2,119,211</b>

# OPERATING BUDGET

## Joint Accessibility Advisory Committee

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>					
Non Union Salaries	\$285	\$450	\$2,000	\$2,000	\$2,000
WSIB	\$18	\$13	\$0	\$0	\$0
EHT	\$12	\$9	\$0	\$0	\$0
Mileage	\$106	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$421</b>	<b>\$472</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

# OPERATING BUDGET

## Medical Centre

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Rent	(\$35,128)	(\$22,968)	(\$30,000)	(\$32,000)	(\$32,000)
<b>TOTAL</b>	<b>(\$35,128)</b>	<b>(\$22,968)</b>	<b>(\$30,000)</b>	<b>(\$32,000)</b>	<b>(\$32,000)</b>
<b>EXPENDITURES</b>					
Non-Union Salaries	\$10,931	\$9,372	\$20,000	\$0	\$0
Union Salaries	\$527	\$96	\$0	\$11,163	\$11,498
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$465	\$472	\$0	\$493	\$507
EI	\$246	\$226	\$0	\$211	\$217
WSIB	\$333	\$306	\$0	\$288	\$297
OMERS	\$1,000	\$917	\$0	\$767	\$790
EHT	\$217	\$199	\$0	\$187	\$193
LTD/ADD/LIFE	\$56	\$14	\$0	\$120	\$124
Insurance	\$2,550	\$3,314	\$3,188	\$2,900	\$5,800
Mileage	\$0	\$0	\$0	\$2,250	\$2,250
Lighting	\$0	\$0	\$0	\$0	\$0
Cleaning Supplies	\$590	\$1,930	\$2,000	\$2,060	\$2,103
Equip Charges	\$174	\$19	\$0	\$0	\$0
Parts & Supplies	\$138	\$0	\$300	\$309	\$315
Gas	\$1,568	\$1,178	\$1,500	\$1,545	\$1,576
Hydro	\$2,821	\$2,145	\$4,200	\$4,326	\$4,413
Water	\$812	\$666	\$750	\$773	\$788
Mats Rental	\$2,366	\$1,222	\$3,500	\$3,605	\$3,677
Contracted Services	\$2,329	\$1,714	\$2,000	\$2,060	\$2,101
Heating & Cooling	\$337	\$0	\$500	\$515	\$525
Snow Removal/Salt Services	\$5,180	\$4,315	\$6,500	\$6,695	\$6,829
Alarm Services	\$1,210	\$0	\$600	\$618	\$630
Property Taxes	\$17,026	\$17,993	\$18,600	\$19,158	\$19,541
<b>Subtotal</b>	<b>\$50,876</b>	<b>\$46,098</b>	<b>\$63,638</b>	<b>\$60,043</b>	<b>\$64,174</b>
<b>TRANSFERS</b>					
To Medical Centre Reserve	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$50,876</b>	<b>\$46,098</b>	<b>\$63,638</b>	<b>\$60,043</b>	<b>\$64,174</b>









# ASSET MANAGEMENT & DEVELOPMENT SERVICES

The Asset Management and Development Services (AMDS) department is responsible for the oversight of:

- Asset Management
- Development Services (including Land Use Planning, Development Control, Building Permitting and Inspection)
- By-law Control and Enforcement

Asset Management helps protect and enhance the quality of life in the Municipality by making the best possible decisions about assets - pipes, buildings, roads and parks - in a way that provides targeted levels of service and manages risk in a cost-effective manner.

Good asset management means making decisions based on the lowest long-term cost over the entire lifecycle of the asset, rather than short term savings, and managing assets in a way that balances services levels, risk and cost.

An asset's lifecycle begins when a need is identified. From there the asset is planned, created or acquired, operated and maintained, monitored, and replaced or upgraded when it reaches the end of its life.

The Municipality's Asset Management Plan gives a clear, detailed picture of assets, needs and priorities. This asset management plan is the roadmap to getting the best value and addressing the highest-priority needs with available revenue sources. Asset management is how the Municipality plans for and prioritizes infrastructure needs to achieve the greatest benefit to the community, with a focus on return on investment.



# DEVELOPMENT SERVICES

The Development Services Section of the AMDS Department promotes well-managed growth and economic development and tourism through strategic land-use planning activities and marketing efforts. Development Services processes various land use planning (Official Plan, Minor Variance and Zoning amendments) and development applications; and reviews and approves the design and construction of required infrastructure to support new growth and development. The department is also responsible for the administration and enforcement of the Ontario Building Code as it relates to the construction or demolition of buildings and structures, and the installation and maintenance of on-site private sewage systems.

Development Services is responsible for assisting Council and members of the public in matters related to land use planning, which affects almost every aspect of life in the Municipality. It assists Council in determining how the community is shaped, where homes and businesses should be built, where parks and schools should be located, and where and how other essential services should be provided.

Development Services is responsible for the review and approval of engineering and infrastructure design and construction related to new development, as well as the administration of the Municipality's Site Plan Control By-law.

It provides technical expertise for the review and approval of municipal infrastructure required to facilitate, roads, street lighting and utilities. The division provides services to members of the public, consultants, developers and makes recommendations to Council and committees of Council.

This area also works to guide and direct residents and builders through the building permit process. This includes preconsulting for construction, renovating and demolition permit applications for projects including houses, commercial and industrial buildings, pools and pool enclosures. It is also responsible for the enforcement of the Ontario Building Code and the administration and enforcement of the Council approved Building By-law, Zoning By-law and Pool Enclosure By-law.

# BY-LAW ENFORCEMENT

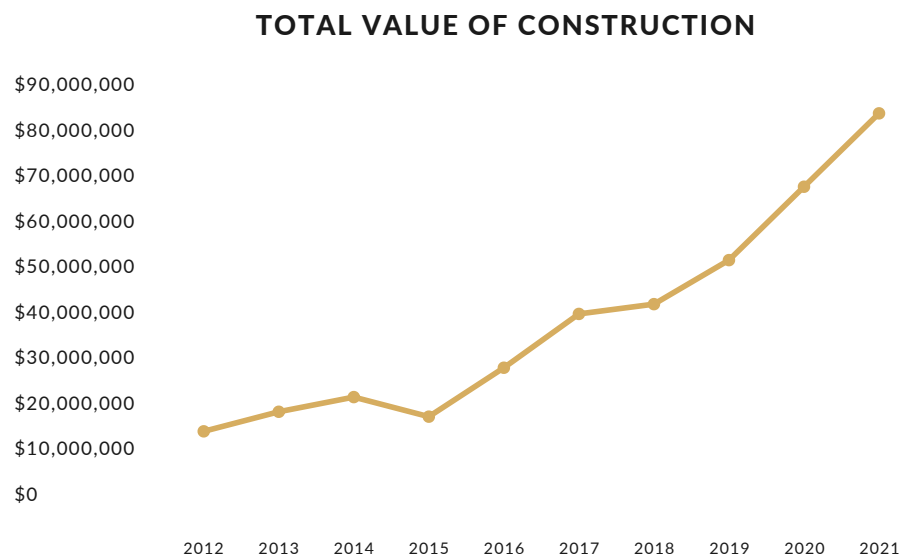
The By-law Enforcement Division is responsible for the enforcement of municipal regulatory bylaws including but not limited to, parking enforcement, property standards, lot maintenance, zoning, and vendor licensing.

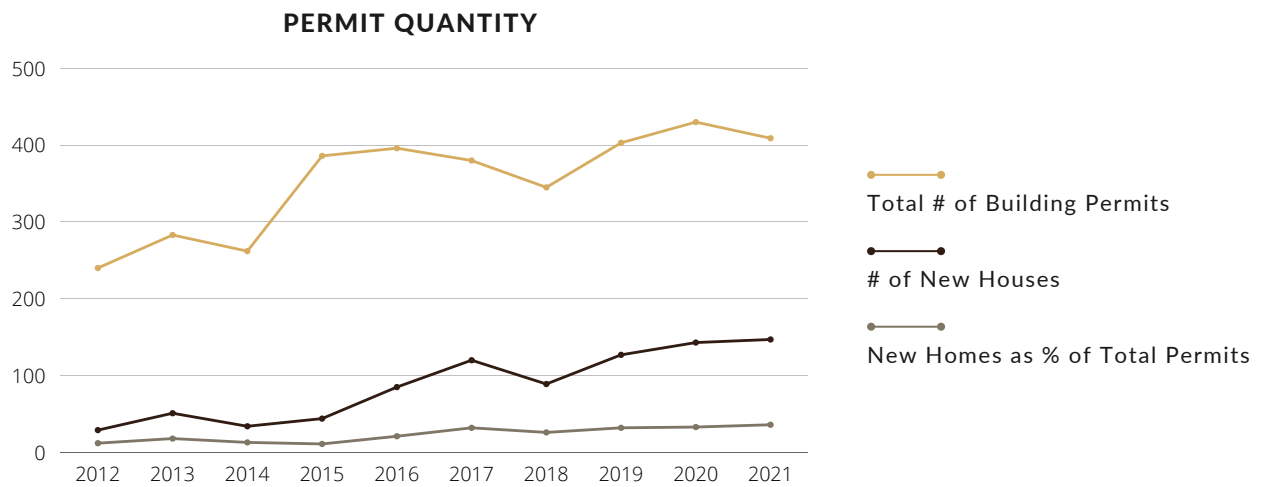
# Accomplishments

In 2021, the Council adopted Detailed Asset Management Plans for Roads, Bridges, Storm Sewers, Drinking Water Systems, and Sanitary Sewer Systems. For 2022, the Municipality will continue to complete and develop Detailed Asset Management Plans for Fleet, Fire Apparatus, Buildings, Facilities, and Parks.

Since the COVID-19 pandemic in the spring of 2020, there emerged a need to act swiftly to prioritize economic stabilization and recovery. Over the past year, and particularly in response to COVID-19 service delivery challenges, the Building Division has implemented online building permit applications and e-permits. Development Services continues to explore options to improve efficiency and customer service through online solutions and utilizing virtual meeting platforms for pre-consultation meetings with landowners and developers.

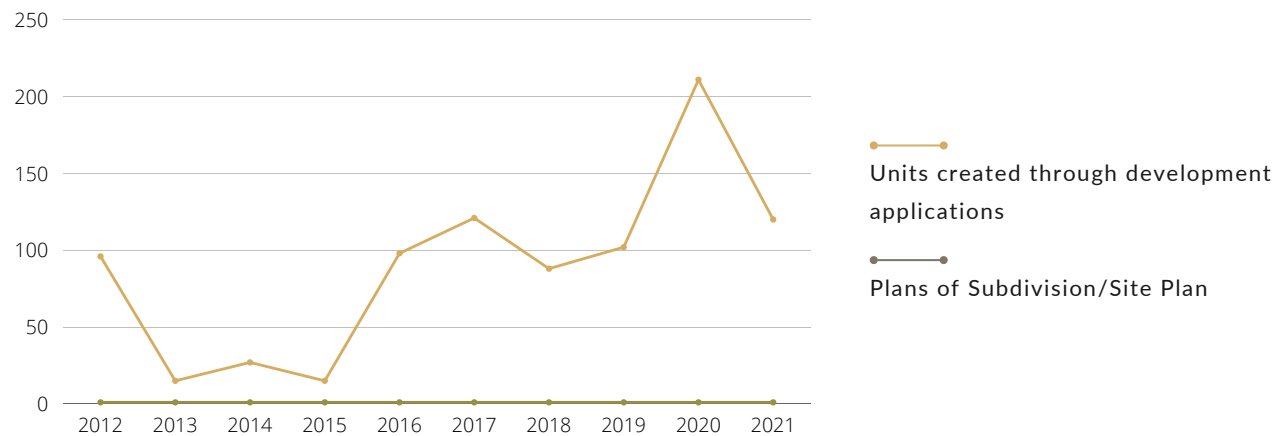
Central Elgin has realized rapid growth over the past 4 years and the trend is expected to continue to satisfy the pent up demand within the Province of Ontario for housing. Historical trends for Land Use Planning Applications, Number of Residential Units, Construction Value, and Number of Building Permits issued are displayed below. Note that the data identified for 2021 is for the period of January 1 to September 30, 2021.





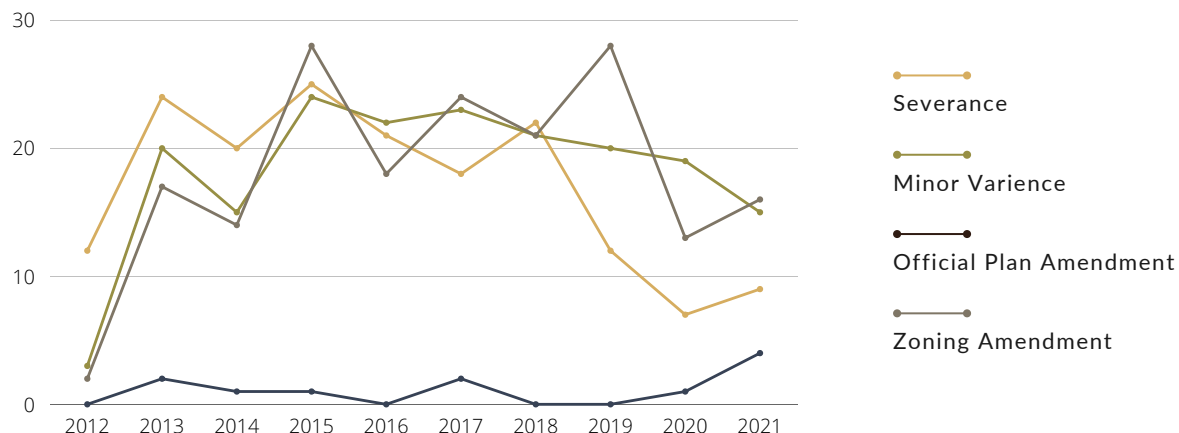
The introduction of online building permit applications have also helped to ensure the health and safety of the community during the COVID-19 Pandemic.

### NEW LOTS/UNITS CREATED BY SUBDIVISION OR SITE PLAN



The Municipality completed the Port Stanley Harbour Secondary Plan, which will assist in guiding the Municipality in the future uses and development of the lands in and around the Port Stanley Harbour. This redevelopment will result in the creation of a people place that promotes, commercial, residential, and parkland uses while embracing the historical commercial uses of the harbour including the commercial fishing industry and recreational boating.

### PLANNING APPLICATIONS BY TYPE







With the introduction of online services and processes to improve service delivery, the department is committed to improving efficiencies and utilizing technology to adapt to the new ways of doing business during these uncertain times.

For By-law Complaints, the municipality has implemented a new public facing process that assists residents with reporting by-law complaints easily. This process will assist in receiving, and investigation of bylaw infractions with the goal of obtaining compliance with the applicable by-law. Work has also commenced on consolidation of existing regulatory by-laws.

## **MAJOR OPERATING DRIVERS**

Continued compliance with all legislative requirements under the Ontario Building Code, Bill 108, the Planning Act, the Municipal Act, and other related regulations, by-laws and administrative policies

Building the awareness of Central Elgin as a place to invest

## **MAJOR INITIATIVES PLANNED FOR 2022**

For 2022, the Municipality intends on completing the update to the Official Plan. The Official Plan is the policy document that guides land use within the municipality. This update will assist in guiding where and how development will occur in Central Elgin while following Provincial Policy, the County of Elgin's Official Plan and being respectful and sympathetic to the rural areas of the Municipality. The Municipality with the assistance of a consultant will develop the Waterfront Master Plan for the municipally owned lands around the Port Stanley Harbour. This plan will provide an implementable vision for the public realm areas of the Port Stanley Harbour Area.

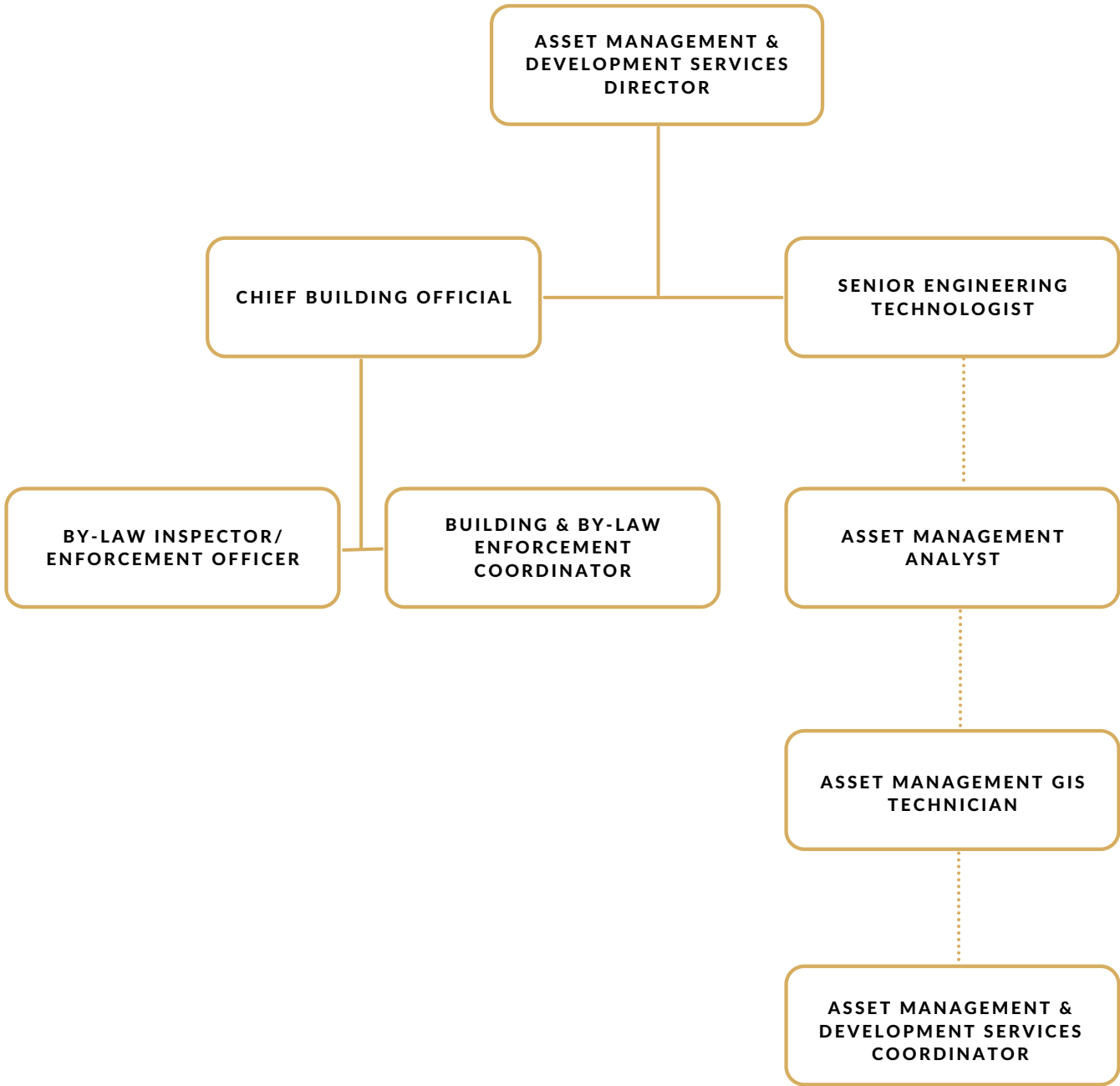
Development and building is projected to remain strong in 2022 to satisfy the provincial housing demands. Private developers in anticipation of development application submissions in 2022 are currently completing a number of new developments and the supporting studies necessary to support those applications.

Regulatory by-laws will be reviewed for accuracy and compliance with provincial legislation. As well, this budget contemplates a dedicated full time permanent position for by-law control and enforcement, rather than the service being provided by Building department staff.





# ASSET MANAGEMENT & DEVELOPMENT SERVICES



# OPERATING BUDGET

## Asset Management

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>					
Non Union Salaries	(\$1,048)	\$288,325	\$317,000	\$262,054	\$269,916
Union	\$0	\$9,441	\$0	\$0	\$0
Casual Salaries	\$0	\$21,272	\$0	\$0	\$0
CPP	\$0	\$13,510	\$0	\$9,897	\$10,194
EI	\$0	\$5,609	\$0	\$3,885	\$4,002
WSIB	\$2	\$8,942	\$0	\$7,237	\$7,454
OMERS	\$0	\$29,399	\$0	\$27,487	\$28,312
EHT	\$0	\$5,859	\$0	\$5,109	\$5,262
LTD/ADD/LIFE	\$0	\$25,847	\$0	\$25,243	\$26,000
Employee Assistance	\$0	\$0	\$0	\$118	\$118
Training	\$0	\$112	\$0	\$5,000	\$5,000
IT Services	\$0	\$0	\$0	\$5,000	\$5,000
<b>TOTAL</b>	<b>(\$1,046)</b>	<b>\$408,316</b>	<b>\$317,000</b>	<b>\$351,030</b>	<b>\$361,261</b>

# OPERATING BUDGET

## Animal Control

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Dog Licences	(\$9,430)	(\$7,335)	(\$11,000)	\$0	\$0
Fines	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>(\$9,430)</b>	<b>(\$7,335)</b>	<b>(\$11,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>					
Non Union Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$0	\$0	\$0	\$0	\$0
EI	\$0	\$0	\$0	\$0	\$0
WSIB	\$0	\$0	\$0	\$0	\$0
OMERS	\$0	\$0	\$0	\$0	\$0
EHT	\$0	\$0	\$0	\$0	\$0
LTD/ADD/LIFE	\$0	\$0	\$0	\$0	\$0
Office Supplies	\$245	\$0	\$425	\$425	\$425
Postage	\$0	\$0	\$500	\$0	\$0
Shelter Expenses	\$0	\$0	\$10,000	\$0	\$0
Legal Services	\$0	\$0	\$0	\$0	\$0
Animal Services	\$24,762	\$13,060	\$0	\$15,000	\$15,000
Vet Services	\$3,138	\$504	\$3,500	\$2,000	\$2,000
Contracted Services	\$0	\$0	\$14,900	\$0	\$0
Livestock Replacement	\$0	\$0	\$0	\$0	\$0
Livestock Evaluator	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$28,145</b>	<b>\$13,564</b>	<b>\$29,325</b>	<b>\$17,425</b>	<b>\$17,425</b>

# OPERATING BUDGET

## Building Services

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Work Orders	(\$760)	(\$720)	(\$1,000)	(\$500)	(\$500)
Building Permits	(\$538,823)	(\$579,325)	(\$375,000)	(\$425,000)	(\$430,000)
Septic System Permits	(\$14,375)	(\$12,335)	(\$7,500)	(\$7,500)	(\$7,500)
Demolition Permits	(\$2,250)	(\$1,854)	(\$1,000)	(\$1,000)	(\$1,000)
Transfer Fr Building Reserve	\$0	\$0	\$0	(\$66,185)	(\$75,456)
Developer Contributions	(\$45,100)	\$0	\$0	\$0	\$0
Sundry Income	\$0	(\$11,344)	\$0	\$0	\$0
<b>TOTAL</b>	<b>(\$601,308)</b>	<b>(\$605,578)</b>	<b>(\$384,500)</b>	<b>(\$500,185)</b>	<b>(\$514,456)</b>
<b>EXPENDITURES</b>					
Non Union	\$186,340	\$150,066	\$320,100	\$306,622	\$315,821
Casual	\$28,130	\$35,282	\$0	\$0	\$0
CPP	\$7,482	\$8,640	\$0	\$11,643	\$11,992
EI	\$3,178	\$3,538	\$0	\$4,892	\$5,039
WSIB	\$6,185	\$5,827	\$0	\$8,756	\$9,019
OMERS	\$20,407	\$15,107	\$0	\$28,744	\$29,606
EHT	\$4,330	\$3,791	\$0	\$5,329	\$5,489
LTD/ADD/LIFE	\$21,802	\$15,342	\$0	\$22,853	\$23,539
Employee Assistance	\$0	\$0	\$0	\$171	\$176
Mileage	\$3,409	\$5,480	\$0	\$5,000	\$5,000
Travel and Conventions	\$483	\$0	\$0	\$3,000	\$3,000
Clothing Allowance	\$45	\$163	\$500	\$500	\$500
Dues/Memberships	\$980	\$568	\$500	\$500	\$500
Employee Recognition	\$150	\$0	\$1,250	\$500	\$500
Meeting Expenses	\$0	\$0	\$225	\$225	\$225
Recruitment Expenses	\$0	\$0	\$0	\$500	\$500
Training	\$1,476	\$0	\$800	\$0	\$0
Insurance	\$5,284	\$6,606	\$6,605	\$8,600	\$11,200
Office Supplies	\$64	\$173	\$250	\$250	\$250
Postage	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$0	\$0	\$7,500	\$7,500	\$7,500
Telephone	\$2,768	\$1,499	\$1,400	\$1,600	\$1,600
IT Equipment	\$0	\$0	\$400	\$2,500	\$2,500
Courier Services	\$18	\$0	\$0	\$0	\$0
Legal Services	\$5,718	\$0	\$5,000	\$5,000	\$5,000
Consulting	\$55,143	\$5,028	\$19,800	\$20,000	\$20,000
Answering Service	\$272	\$154	\$500	\$500	\$500
IT Services	\$27,557	\$23,971	\$31,000	\$35,000	\$35,000
Contracted Services	\$14,103	(\$14,305)	\$12,000	\$15,000	\$15,000
Engineering Services	\$4,980	\$0	\$5,000	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$400,304</b>	<b>\$266,930</b>	<b>\$412,830</b>	<b>\$500,185</b>	<b>\$514,456</b>
<b>TRANSFERS</b>					
Building Reserve	\$201,004	\$338,648	(\$28,330)	\$0	\$0
<b>Subtotal</b>	<b>\$201,004</b>	<b>\$338,648</b>	<b>(\$28,330)</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$601,308</b>	<b>\$605,578</b>	<b>\$384,500</b>	<b>\$500,185</b>	<b>\$514,456</b>

# OPERATING BUDGET

## By-law Enforcement

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Permits – Parking/Public Works	(\$75)	(\$425)	\$0	\$0	\$0
POA	\$0	(\$8,058)	(\$15,000)	(\$15,000)	(\$15,000)
<b>TOTAL</b>	<b>(\$75)</b>	<b>(\$8,483)</b>	<b>(\$15,000)</b>	<b>(\$15,000)</b>	<b>(\$15,000)</b>
<b>EXPENDITURES</b>					
Non Union Salaries	\$23,208	\$21,147	\$16,800	\$40,495	\$42,610
Casual	\$40,099	\$35,806	\$0	\$1,897	\$1,954
CPP	\$2,915	\$2,437	\$0	\$2,085	\$2,194
EI	\$1,414	\$1,045	\$0	\$766	\$806
WSIB	\$1,974	\$1,738	\$0	\$1,349	\$1,419
OMERS	\$2,044	\$2,018	\$0	\$3,848	\$4,049
EHT	\$1,320	\$1,130	\$0	\$876	\$922
LTD/ADD/INS	\$1,305	\$1,396	\$0	\$4,782	\$5,032
Employee Assistance	\$62	\$127	\$0	\$42	\$43
Mileage	\$1,389	\$4,952	\$4,000	\$4,000	\$4,000
Clothing Allowance	\$0	\$1,329	\$500	\$1,000	\$1,000
Recruitment Expenses	\$148	\$148	\$100	\$1,000	\$1,000
Training	\$0	\$0	\$500	\$500	\$500
Advertising	\$221	\$620	\$500	\$700	\$700
Radio Licences	\$0	\$128	\$0	\$0	\$0
Office Supplies	\$209	\$279	\$200	\$200	\$200
Equipment Charges	\$0	\$821	\$0	\$0	\$0
Small Tools and Equipment	\$37	\$116	\$0	\$100	\$100
Telephone	\$1,877	\$1,283	\$3,200	\$3,200	\$3,200
Courier	\$0	\$0	\$0	\$0	\$0
Legal Services	\$2,206	\$3,939	\$3,000	\$5,000	\$5,000
Radio Repairs	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$1,302	\$5,344	\$0	\$5,000	\$5,000
Engineering Services	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$81,730</b>	<b>\$85,803</b>	<b>\$28,800</b>	<b>\$76,840</b>	<b>\$79,729</b>

# OPERATING BUDGET

## Development Services

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Minor Variance	(\$7,600)	(\$6,400)	(\$5,000)	(\$5,000)	(\$5,000)
Site Plan Application	(\$300)	(\$600)	(\$300)	(\$500)	(\$500)
Re-Zoning Charges	(\$9,350)	(\$11,250)	(\$9,750)	(\$9,750)	(\$9,750)
Development Agreement Fees	(\$4,987)	(\$3,946)	(\$1,000)	(\$4,000)	(\$4,000)
Developer Contributions	\$0	\$0	\$0	(\$191,476)	(\$235,759)
<b>TOTAL</b>	<b>(\$22,237)</b>	<b>(\$22,196)</b>	<b>(\$16,050)</b>	<b>(\$210,726)</b>	<b>(\$255,009)</b>
<b>EXPENDITURES</b>					
Non Union Salaries	\$305,671	(\$12,508)	\$147,000	\$145,264	\$149,622
Casual	\$6,145	\$1,910	\$0	\$0	\$0
CPP	\$9,144	\$141	\$0	\$4,863	\$5,009
EI	\$3,836	\$61	\$0	\$1,978	\$2,037
WSIB	\$7,135	\$83	\$0	\$3,732	\$3,844
OMERS	\$28,850	\$85	\$0	\$15,884	\$16,361
EHT	\$5,474	\$54	\$0	\$23,832	\$24,547
LTD/ADD/LIFE	\$22,169	\$0	\$0	\$8,625	\$8,884
Employee Assistance	\$0	\$0	\$0	\$57	\$59
Travel and Convention	\$2,866	\$1,345	\$0	\$1,500	\$1,500
Dues/Memberships	\$1,494	\$335	\$0	\$0	\$0
Subscriptions	\$357	\$412	\$0	\$0	\$0
Recruitment Expense	\$369	\$59	\$0	\$0	\$0
Training	\$1,688	\$6,358	\$0	\$5,000	\$5,000
Advertising	\$2,588	\$2,589	\$5,000	\$5,000	\$5,000
Office Supplies	\$861	\$5,973	\$1,000	\$5,000	\$5,000
Postage	\$0	\$156	\$500	\$500	\$500
IT Supplies	\$1,951	\$851	\$1,200	\$2,000	\$2,000
Telephone	\$279	\$3,962	\$0	\$4,000	\$4,000
Courier Service	\$4	\$11	\$0	\$50	\$50
Legal Services	\$18,319	\$14,298	\$10,000	\$15,000	\$15,000
Consulting	\$0	\$0	\$105,250	\$75,000	\$25,000
Development Services	\$743	\$65	\$0	\$0	\$0
Prof Services	\$17	\$0	\$0	\$0	\$0
CEPAC Budget	\$242,220	\$185,273	\$254,690	\$250,049	\$288,564
<b>Subtotal</b>	<b>\$662,180</b>	<b>\$211,513</b>	<b>\$524,640</b>	<b>\$567,334</b>	<b>\$561,977</b>
<b>TRANSFERS</b>					
Development DC Reserve	\$0	\$0	\$0	\$116,476	\$235,759
<b>SubTotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$116,476</b>	<b>\$235,759</b>
<b>TOTAL</b>	<b>\$662,180</b>	<b>\$211,513</b>	<b>\$524,640</b>	<b>\$683,810</b>	<b>\$797,736</b>



# OPERATING BUDGET

## Parking

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Federal Student Grant	\$0	(\$2,994)	\$0	\$0	\$0
Port Stanley Fees	(\$347,045)	(\$412,347)	(\$280,000)	(\$320,000)	(\$320,000)
Season Pass Sales	(\$2,840)	(\$1,880)	(\$20,000)	(\$20,000)	(\$20,000)
Fines – POA	(\$16,821)	\$0	(\$25,000)	\$0	\$0
<b>TOTAL</b>	<b>(\$366,706)</b>	<b>(\$417,221)</b>	<b>(\$325,000)</b>	<b>(\$340,000)</b>	<b>(\$340,000)</b>
<b>EXPENDITURES</b>					
Non Union Salaries	\$0	\$0	\$0	\$30,000	\$30,000
Union Salaries	\$0	\$0	\$0	\$0	\$0
Casual Salaries	\$15,788	\$28,658	\$82,500	\$74,969	\$77,218
CPP	\$761	\$1,426	\$0	\$7,006	\$7,170
EI	\$349	\$634	\$0	\$2,991	\$3,064
WSIB	\$474	\$860	\$0	\$4,788	\$4,902
OMERS	\$1,339	\$1,380	\$0	\$4,643	\$4,697
EHT	\$308	\$559	\$0	\$3,112	\$3,186
LTD/ADD/LIFE	\$0	\$0	\$0	\$3,543	\$3,543
Employee Assistance	\$0	\$0	\$0	\$77	\$79
Mileage	\$0	\$471	\$4,000	\$4,000	\$4,000
Clothing Allowance	\$0	\$0	\$0	\$300	\$300
Advertising	\$0	\$0	\$400	\$200	\$200
Signage	\$2,320	\$152	\$2,500	\$2,500	\$2,500
Office Supplies	\$41	\$87	\$0	\$0	\$0
Equipment Charges	\$0	\$0	\$0	\$0	\$0
Parts and Supplies	\$783	\$0	\$15,000	\$15,000	\$15,000
Lumber and Posts	\$0	\$0	\$0	\$0	\$0
Hydro	\$0	\$0	\$0	\$0	\$0
Telephone	\$2,033	\$1,522	\$2,274	\$2,274	\$2,274
Internet	\$5,198	\$3,916	\$5,000	\$5,000	\$5,000
Software Purchases	\$0	\$0	\$0	\$0	\$0
Gravel Supply	\$0	\$0	\$5,000	\$0	\$0
Cash Over/Short	\$0	\$0	\$0	\$0	\$0
Printing Services	\$434	\$0	\$400	\$400	\$400
Paid Parking Services	\$1,943	\$6,350	\$2,500	\$6,000	\$6,000
Contracted Services	\$6,609	\$4,396	\$5,000	\$5,000	\$5,000
Bank Charges	\$6,006	\$5,782	\$9,500	\$9,000	\$9,000
<b>Subtotal</b>	<b>\$44,386</b>	<b>\$56,193</b>	<b>\$134,074</b>	<b>\$180,803</b>	<b>\$183,533</b>
<b>TRANSFERS</b>					
Paid Parking Reserve	\$0	\$361,028	\$264,148	\$159,197	\$156,467
<b>Subtotal</b>	<b>\$0</b>	<b>\$361,028</b>	<b>\$264,148</b>	<b>\$159,197</b>	<b>\$156,467</b>
<b>TOTAL</b>	<b>\$44,386</b>	<b>\$417,221</b>	<b>\$402,222</b>	<b>\$340,000</b>	<b>\$340,000</b>

# FIRE & EMERGENCY SERVICES

The Fire and Emergency Services Department manages Fire and Rescue, Police Services and Emergency Management.

Central Elgin has four fire stations and a Water Rescue Marine Program. The stations are supported by approximately 108 volunteer firefighters, 25 life guards, and a Fire Chief.

The four stations are:

Fire Station 1 - Port Stanley (218 Joseph St., Port Stanley)

Fire Station 2 - Union (42702 Sparta Line, Union)

Fire Station 3 - Yarmouth (9538 Yarmouth Centre Rd.)

Fire Station 4 - Belmont (206 Caesar Rd., Belmont)

Fire and Rescue Services is based on three lines of defense:

- Public Education
- Fire Inspections and Code Enforcement
- Emergency Response

The Central Elgin Emergency Control Group and the Emergency Program Committee meet regularly to review the Emergency Plan, which includes identifying hazards and critical infrastructures within the Municipality.

Central Elgin continues to operate under a state of emergency following both the Provincial and Public Health guidelines for the safety of citizens and employees. The Emergency Control Group for the Municipality continues to meet on a regular basis to ensure the Municipality of Central Elgin is operating in compliance with provincial regulations and public health guidelines.





Other services provided by Fire and Emergency Services includes:

- Emergency Management Programing
- Emergency Management Education and Training
- Fire Suppression
- Fire Investigation
- Gas Leak and Spill Responses
- Hazardous Material Responses
- Public Hazard Responses
- Fire Alarm Responses
- Ice/Water Rescue Responses
- Medical Aid Responses
- Motor Vehicle Accident Responses
- Mutual Aid Responses
- Fire Education, Inspections and Code Enforcement
- Public Service Responses
- Beach Patrol (During Summer Months)
- Technical Rescue

## ACCOMPLISHMENTS

The COVID-19 pandemic presented Central Elgin Fire and Rescue Services with many challenges and in return, provided an opportunity to think outside the box. Fire Prevention rose to the challenge by introducing a number of online and innovative ways to stay connected to the community via social media.

- The New Port Stanley Net Zero Fire Station
- 57 firefighters achieved NFPA certification in 37 different course modules as at September 30, 2021

### MAJOR OPERATING DRIVERS

- Master Fire Plan recommendations and Fire Underwriters Survey
- COVID-19 Medical Emergency Pandemic

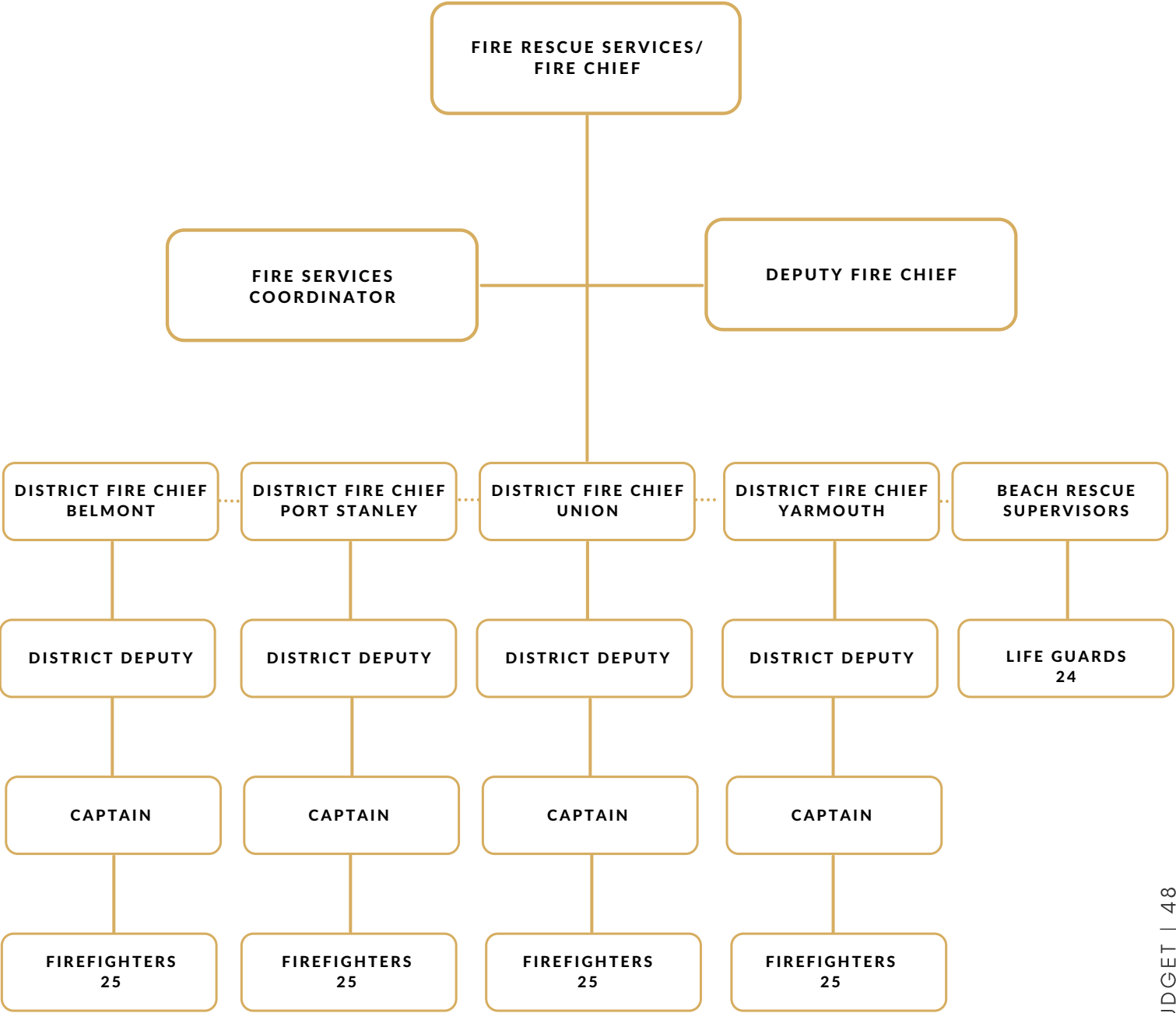
### MAJOR INITIATIVES PLANNED FOR 2022

- Continued certification of suppression and fire prevention staff
- Development of Community Risk Assessment Plan





# FIRE SERVICES



# OPERATING BUDGET

## Emergency Planning

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>					
NON-UNION SALARIES	\$672	\$0	\$1,000	\$1,000	\$1,000
CPP	\$34	\$0	\$0	\$0	\$0
EI	\$15	\$0	\$0	\$0	\$0
WSIB	\$20	\$0	\$0	\$0	\$0
OMERS	\$63	\$0	\$0	\$0	\$0
EHT	\$13	\$0	\$0	\$0	\$0
LTD/ADD/LIFE	\$95	\$0	\$0	\$0	\$0
MILEAGE	\$1,535	\$0	\$0	\$0	\$0
ADVERTISING	\$0	\$0	\$0	\$3,000	\$3,000
MEETING EXPENSES	\$0	\$0	\$0	\$0	\$0
TRAINING	\$0	\$0	\$0	\$1,000	\$1,000
EQUIPMENT CHARGES	\$6,896	\$0	\$0	\$0	\$0
EQUIPMENT RENTALS	\$3,256	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$12,599</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$5,000</b>	<b>\$5,000</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Federal Grants	(\$18,640)	\$0	\$0	\$0	\$0
Ontario Fire Marshal Grant	\$0	(\$7,700)	\$0	\$0	\$0
Inspection Service Fee	(\$1,531)	(\$550)	\$0	(\$250)	(\$250)
Fines and Penalties	\$1,432	(\$1,455)	\$0	\$0	\$0
Developer Contributions	\$0	\$0	\$0	(\$338,089)	(\$416,310)
Chiefs Meetings Recovery	\$0	\$0	\$0	\$0	\$0
Sundry Income	\$0	\$0	\$0	\$0	\$0
Donation Revenue	(\$500)	\$0	\$0	\$0	\$0
(Gain)/Loss Disposal TCA	\$0	\$0	\$0	\$0	\$0
Contracted Services (Operations)	(\$31,824)	\$0	(\$1,000)	\$0	\$0
Recoverable Calls (Operations)	(\$31,283)	(\$23,765)	(\$35,000)	(\$30,000)	(\$30,000)
Expense Recovery (Training)	\$0	\$0	\$0	\$0	\$0
FAC (YC) - Donations (Training)	(\$6,500)	(\$2,500)	\$0	(\$1,000)	(\$1,000)
FPO Recovery (Fire Prevention)	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>(\$88,846)</b>	<b>(\$35,970)</b>	<b>(\$36,000)</b>	<b>(\$369,339)</b>	<b>(\$447,560)</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>EXPENDITURES</b>					
<b>ADMINISTRATION</b>					
Non-Union Salaries	\$260,108	\$242,375	\$380,000	\$200,000	\$206,000
Union Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$8,255	\$9,007	\$0	\$6,040	\$6,221
EI	\$3,504	\$3,730	\$0	\$2,490	\$2,565
WSIB	\$33,120	\$26,699	\$0	\$4,605	\$4,743
OMERS	\$28,831	\$14,531	\$0	\$22,600	\$23,278
EHT	\$5,027	\$3,447	\$0	\$3,900	\$4,017
LTD/ADD/LIFE	\$19,289	\$12,323	\$0	\$16,021	\$16,502
Employee Assistance	\$4,424	\$4,350	\$0	\$75	\$77
Mileage	\$0	\$0	\$0	\$0	\$0
Travel and Conventions	\$0	\$0	\$2,500	\$5,000	\$5,000
Dues/Memberships	\$3,025	\$1,236	\$25,000	\$3,000	\$3,000
Subscriptions	\$1,918	\$0	\$2,000	\$600	\$600
Employee Recognition	\$564	\$0	\$2,000	\$1,000	\$1,250
Meeting Expenses	\$1,478	\$300	\$1,500	\$1,500	\$1,500
Flowers/Memorials	\$0	\$0	\$200	\$200	\$200
Recruitment Expenses	\$0	\$891	\$1,000	\$1,000	\$1,000
Training	\$18,148	\$445	\$2,500	\$2,500	\$2,500
Health and Safety Training	\$145	\$112	\$1,000	\$500	\$500
Advertising	\$732	\$834	\$1,500	\$1,500	\$1,500
Insurance	\$25,879	\$90,991	\$54,054	\$54,400	\$100,100
Office Supplies	\$690	\$237	\$200	\$500	\$500
Postage	\$81	\$0	\$0	\$100	\$125
Office Equipment	\$590	\$0	\$0	\$0	\$0
Equipment Charges	\$0	\$0	\$1,000	\$500	\$500
Small Tools and Equipment	\$37,295	\$9,860	\$10,000	\$2,500	\$2,500
Telephone	\$4,049	\$2,060	\$4,000	\$4,000	\$4,250
IT Supplies	\$21,686	\$3,333	\$25,000	\$3,000	\$3,250
IT Equipment	\$2,542	(\$1,168)	\$0	\$0	\$0
Associations	\$0	\$0	\$0	\$0	\$0
Courier	\$945	\$121	\$500	\$500	\$500
Legal Services	\$340	\$29,642	\$1,000	\$1,000	\$1,000
IT Services	\$27,064	\$22,593	\$25,000	\$30,000	\$32,000
Contracted Services	\$800	\$0	\$0	\$0	\$0
Bank Charges	\$50	\$50	\$0	\$0	\$0
Bad Debts	\$74,296	\$0	\$0	\$0	\$0
Copier Lease	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$584,875</b>	<b>\$477,999</b>	<b>\$539,954</b>	<b>\$369,031</b>	<b>\$425,178</b>



# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>FIRE STATION 1</b>					
Non-Union Salaries	\$0	\$0	\$0	\$0	\$0
Union Salaries	\$0	\$0	\$0	\$0	\$0
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$0	\$0	\$0	\$0	\$0
EI	\$0	\$0	\$0	\$0	\$0
WSIB	\$0	\$0	\$0	\$0	\$0
OMERS	\$0	\$0	\$0	\$0	\$0
EHT	\$0	\$0	\$0	\$0	\$0
LTD/ADD/LIFE	\$0	\$0	\$0	\$0	\$0
Meeting Expenses	\$0	\$0	\$0	\$0	\$0
Cleaning Supplies	\$0	\$0	\$0	\$500	\$525
Equipment Charges	\$0	\$142	\$0	\$0	\$0
Small Tools and Equipment	\$5,896	\$347	\$2,000	\$4,000	\$4,250
Building Maintenance	\$2,456	\$3,465	\$1,000	\$6,000	\$6,250
Health and Safety Supplies	\$0	\$0	\$0	\$1,500	\$1,250
Fuel	\$0	\$0	\$0	\$200	\$250
Gas	\$2,784	\$1,883	\$2,500	\$1,000	\$1,000
Hydro	\$2,074	\$1,483	\$2,500	\$1,000	\$1,000
Water	\$883	\$455	\$0	\$900	\$1,000
Telephone	\$0	\$0	\$0	\$0	\$0
Water Heater Rental	\$3,342	\$3,305	\$4,000	\$500	\$500
Internet	\$752	\$563	\$800	\$850	\$900
Principal on Ltd	\$0	\$0	\$0	\$306,858	\$311,385
Interest on Ltd	\$0	\$0	\$0	\$44,558	\$39,991
IT Service	\$0	\$0	\$0	\$0	\$0
Grounds Maintenance	\$0	\$0	\$0	\$2,500	\$2,500
Contracted Services	\$0	\$0	\$0	\$0	\$0
Snow Removal/Salting	\$951	\$0	\$1,000	\$2,500	\$2,500
<b>Subtotal</b>	<b>\$19,138</b>	<b>\$11,643</b>	<b>\$13,800</b>	<b>\$372,866</b>	<b>\$373,301</b>
<b>PUMPER/TANKER 11</b>					
Union Salaries	\$1,132	\$670	\$0	\$0	\$0
CPP	\$35	\$35	\$0	\$0	\$0
EI	\$15	\$15	\$0	\$0	\$0
WSIB	\$34	\$20	\$0	\$0	\$0
OMERS	\$105	\$61	\$0	\$0	\$0
EHT	\$22	\$13	\$0	\$0	\$0
LTD/ADD/LIFE	\$115	\$22	\$0	\$0	\$0
Parts and Supplies	\$2,977	\$493	\$2,000	\$2,000	\$2,500
Fuel	\$0	\$0	\$0	\$1,500	\$1,600
Repair Services	\$7,942	\$8,692	\$2,500	\$8,000	\$8,500
<b>Subtotal</b>	<b>\$12,377</b>	<b>\$10,021</b>	<b>\$4,500</b>	<b>\$11,500</b>	<b>\$12,600</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>RESCUE 1</b>					
Union Salaries	\$83	\$291	\$0	\$0	\$0
CPP	\$4	\$15	\$0	\$0	\$0
EI	\$2	\$6	\$0	\$0	\$0
WSIB	\$2	\$9	\$0	\$0	\$0
OMERS	\$7	\$27	\$0	\$0	\$0
EHT	\$2	\$6	\$0	\$0	\$0
LTD/ADD/LIFE	\$2	\$39	\$0	\$0	\$0
Parts and Supplies	\$143	\$0	\$500	\$500	\$500
Fuel	\$0	\$0	\$0	\$200	\$200
Repair Services	\$0	\$9,540	\$0	\$1,000	\$1,000
<b>Subtotal</b>	<b>\$245</b>	<b>\$9,933</b>	<b>\$500</b>	<b>\$1,700</b>	<b>\$1,700</b>
<b>RESCUE 14</b>					
Union Salaries	\$552	\$0	\$0	\$0	\$0
CPP	\$27	\$0	\$0	\$0	\$0
EI	\$12	\$0	\$0	\$0	\$0
WSIB	\$17	\$0	\$0	\$0	\$0
OMERS	\$50	\$0	\$0	\$0	\$0
EHT	\$11	\$0	\$0	\$0	\$0
LTD/ADD/LIFE	\$66	\$0	\$0	\$0	\$0
License and Permits	\$0	\$0	\$0	\$0	\$0
Parts and Supplies	\$1,502	\$0	\$0	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$2,000	\$2,150
Repair Services	\$1,427	\$0	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$3,664</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,500</b>	<b>\$9,650</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>MARINE 1</b>					
Parts and Supplies	\$2,551	\$4,717	\$1,500	\$200	\$200
Fuel	\$0	\$0	\$0	\$0	\$0
Repair Services	\$4,284	\$35,257	\$2,000	\$8,000	\$8,000
<b>Subtotal</b>	<b>\$6,835</b>	<b>\$39,974</b>	<b>\$3,500</b>	<b>\$8,200</b>	<b>\$8,200</b>
<b>SEA DOO</b>					
Parts and Supplies	\$752	\$2,708	\$2,500	\$200	\$200
Fuel	\$0	\$0	\$0	\$0	\$0
Repair Services	\$0	\$1,798	\$0	\$1,000	\$1,000
<b>Subtotal</b>	<b>\$752</b>	<b>\$4,506</b>	<b>\$2,500</b>	<b>\$1,200</b>	<b>\$1,200</b>
<b>AERIAL 1</b>					
Union Salaries	\$829	\$1,369	\$0	\$0	\$0
CPP	\$41	\$71	\$0	\$0	\$0
EI	\$18	\$30	\$0	\$0	\$0
WSIB	\$25	\$41	\$0	\$0	\$0
OMERS	\$75	\$126	\$0	\$0	\$0
EHT	\$16	\$27	\$0	\$0	\$0
LTD/ADD/LIFE	\$100	\$154	\$0	\$0	\$0
Equipment Charges	\$1,500	\$0	\$0	\$0	\$0
Parts and Supplies	\$2,933	\$283	\$2,500	\$2,500	\$3,000
Fuel	\$0	\$0	\$0	\$1,200	\$1,300
Repair Services	\$5,813	\$3,283	\$1,500	\$6,500	\$7,000
<b>Subtotal</b>	<b>\$11,350</b>	<b>\$5,384</b>	<b>\$4,000</b>	<b>\$10,200</b>	<b>\$11,300</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>FIRE STATION 2</b>					
Union Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$0	\$0	\$0	\$0	\$0
EI	\$0	\$0	\$0	\$0	\$0
WSIB	\$0	\$0	\$0	\$0	\$0
OMERS	\$0	\$0	\$0	\$0	\$0
EHT	\$0	\$0	\$0	\$0	\$0
LTD/ADD/LIFE	\$0	\$0	\$0	\$0	\$0
Meeting Expenses	\$0	\$0	\$0	\$0	\$0
Cleaning Supplies	\$0	\$0	\$0	\$500	\$500
Small Tools and Equipment	\$313	\$83	\$2,500	\$4,000	\$4,250
Building Maintenance	\$2,113	\$9,557	\$0	\$2,500	\$3,000
Health and Safety Supplies	\$490	\$0	\$0	\$1,500	\$1,250
Fuel	\$0	\$0	\$0	\$200	\$250
Gas	\$1,752	\$1,284	\$1,500	\$2,500	\$2,750
Hydro	\$2,087	\$1,025	\$2,000	\$2,400	\$2,700
Water	\$1,095	\$740	\$1,000	\$1,200	\$1,400
Telephone	\$0	\$0	\$0	\$0	\$0
Internet	\$1,256	\$915	\$1,200	\$1,300	\$1,350
Grounds Maintenance	\$2,941	\$1,575	\$1,500	\$1,500	\$1,700
Snow Removal/Salting	\$1,740	\$0	\$1,500	\$1,500	\$1,700
<b>Subtotal</b>	<b>\$13,787</b>	<b>\$15,179</b>	<b>\$11,200</b>	<b>\$19,100</b>	<b>\$20,850</b>
<b>PUMPER 21</b>					
Union Salaries	\$289	\$844	\$0	\$0	\$0
CPP	\$14	\$44	\$0	\$0	\$0
EI	\$6	\$19	\$0	\$0	\$0
WSIB	\$9	\$26	\$0	\$0	\$0
OMERS	\$26	\$79	\$0	\$0	\$0
EHT	\$6	\$17	\$0	\$0	\$0
LTD/ADD/LIFE	\$44	\$91	\$0	\$0	\$0
Parts and Supplies	\$659	\$527	\$1,500	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$2,250	\$2,300
Repair Services	\$2,105	\$2,100	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$3,158</b>	<b>\$3,747</b>	<b>\$1,500</b>	<b>\$9,750</b>	<b>\$9,800</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>TANKER 22</b>					
Union Salaries	\$970	\$1,369	\$0	\$0	\$0
CPP	\$48	\$71	\$0	\$0	\$0
EI	\$21	\$30	\$0	\$0	\$0
WSIB	\$29	\$41	\$0	\$0	\$0
OMERS	\$88	\$127	\$0	\$0	\$0
EHT	\$19	\$27	\$0	\$0	\$0
LTD/ADD/LIFE	\$109	\$115	\$0	\$0	\$0
Parts and Supplies	\$213	\$94	\$1,500	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$1,700	\$1,775
Repair Services	\$1,032	\$679	\$0	\$1,500	\$2,000
<b>Subtotal</b>	<b>\$2,526</b>	<b>\$2,553</b>	<b>\$1,500</b>	<b>\$5,700</b>	<b>\$6,275</b>
<b>RESCUE 23</b>					
Union Salaries	\$442	\$641	\$0	\$0	\$0
CPP	\$22	\$33	\$0	\$0	\$0
EI	\$10	\$14	\$0	\$0	\$0
WSIB	\$13	\$19	\$0	\$0	\$0
OMERS	\$40	\$58	\$0	\$0	\$0
EHT	\$9	\$13	\$0	\$0	\$0
LTD/ADD/LIFE	\$49	\$9	\$0	\$0	\$0
Parts and Supplies	\$0	\$0	\$1,500	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$1,700	\$1,775
Repair Services	\$0	\$923	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$585</b>	<b>\$1,710</b>	<b>\$1,500</b>	<b>\$9,200</b>	<b>\$9,275</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>FIRE STATION 3</b>					
Non-Union Salaries	\$0	\$0	\$0	\$0	\$0
Union Salaries	\$0	\$628	\$0	\$0	\$0
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$0	\$32	\$0	\$0	\$0
EI	\$0	\$14	\$0	\$0	\$0
WSIB	\$0	\$19	\$0	\$0	\$0
OMERS	\$0	\$57	\$0	\$0	\$0
EHT	\$0	\$12	\$0	\$0	\$0
LTD/ADD/LIFE	\$0	\$79	\$0	\$0	\$0
Meeting Expenses	\$0	\$0	\$0	\$0	\$0
Cleaning Supplies	\$0	\$0	\$0	\$500	\$500
Equipment Charges (W/T Usage Only)	\$0	\$382	\$0	\$0	\$0
Small Tools and Equipment	\$273	\$1,809	\$0	\$4,000	\$4,500
Building Maintenance	\$3,541	\$17,446	\$10,000	\$4,500	\$5,000
Health and Safety Supplies	\$0	\$0	\$0	\$1,500	\$1,250
Fuel	\$0	\$0	\$0	\$200	\$200
Gas	\$2,005	\$1,360	\$2,200	\$2,500	\$2,750
Hydro	\$2,159	\$1,709	\$2,800	\$3,000	\$3,500
Water	\$300	\$336	\$0	\$500	\$500
Telephone	\$0	\$0	\$0	\$0	\$0
Water Heater Rental	\$179	\$139	\$0	\$250	\$250
Internet	\$1,794	\$1,045	\$1,800	\$2,250	\$2,500
IT Service	\$0	\$0	\$0	\$0	\$0
Grounds Maintenance	\$0	\$2,964	\$1,500	\$3,000	\$3,500
Snow Removal/Salting	\$1,923	\$0	\$1,500	\$2,500	\$2,750
<b>Subtotal</b>	<b>\$12,174</b>	<b>\$28,031</b>	<b>\$19,800</b>	<b>\$24,700</b>	<b>\$27,200</b>
<b>PUMPER 31</b>					
Union Salaries	\$883	\$233	\$0	\$0	\$0
CPP	\$24	\$12	\$0	\$0	\$0
EI	\$9	\$5	\$0	\$0	\$0
WSIB	\$27	\$7	\$0	\$0	\$0
OMERS	\$82	\$22	\$0	\$0	\$0
EHT	\$17	\$5	\$0	\$0	\$0
LTD/ADD/LIFE	\$114	\$16	\$0	\$0	\$0
Parts and Supplies	\$274	\$48	\$1,500	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$2,250	\$2,300
Repair Services	\$926	\$1,271	\$1,500	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$2,356</b>	<b>\$1,619</b>	<b>\$3,000</b>	<b>\$9,750</b>	<b>\$9,800</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>TANKER 32</b>					
Union Salaries	\$994	\$844	\$0	\$0	\$0
CPP	\$50	\$44	\$0	\$0	\$0
EI	\$22	\$19	\$0	\$0	\$0
WSIB	\$30	\$26	\$0	\$0	\$0
OMERS	\$90	\$77	\$0	\$0	\$0
EHT	\$20	\$17	\$0	\$0	\$0
LTD/ADD/LIFE	\$142	\$85	\$0	\$0	\$0
Parts and Supplies	\$1,003	\$230	\$1,500	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$1,700	\$1,800
Repair Services	\$3,827	\$1,155	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$6,178</b>	<b>\$2,497</b>	<b>\$1,500</b>	<b>\$9,200</b>	<b>\$9,300</b>
<b>RESCUE 33</b>					
Union Salaries	\$359	\$0	\$0	\$0	\$0
CPP	\$18	\$0	\$0	\$0	\$0
EI	\$3	\$0	\$0	\$0	\$0
WSIB	\$11	\$0	\$0	\$0	\$0
OMERS	\$33	\$0	\$0	\$0	\$0
EHT	\$7	\$0	\$0	\$0	\$0
LTD/ADD/LIFE	\$38	\$0	\$0	\$0	\$0
Parts and Supplies	\$1,060	\$157	\$1,500	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$1,700	\$1,800
Repair Services	\$0	\$0	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$1,529</b>	<b>\$157</b>	<b>\$1,500</b>	<b>\$9,200</b>	<b>\$9,300</b>



# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>FIRE STATION 4</b>					
Meeting Expenses	\$0	\$0	\$0	\$0	\$0
Cleaning Supplies	\$0	\$0	\$0	\$0	\$0
Small Tools and Equipment	\$3,292	\$216	\$0	\$4,000	\$4,250
Building Maintenance	\$6,942	\$14,502	\$1,500	\$2,500	\$2,500
Health and Safety Supplies	\$0	\$0	\$0	\$1,500	\$1,250
Fuel	\$0	\$0	\$0	\$200	\$200
Gas	\$2,709	\$2,108	\$2,500	\$3,500	\$3,750
Hydro	\$2,235	\$1,275	\$2,500	\$2,500	\$2,750
Water	\$514	\$474	\$0	\$500	\$500
Telephone	\$0	\$131	\$0	\$0	\$0
Internet	\$752	\$541	\$1,000	\$1,000	\$1,000
IT Service	\$0	\$0	\$1,500	\$500	\$500
Grounds Maintenance	\$2,605	\$0	\$1,500	\$2,000	\$2,250
Snow Removal/Salting					
<b>Subtotal</b>	<b>\$19,049</b>	<b>\$19,247</b>	<b>\$10,500</b>	<b>\$18,200</b>	<b>\$18,950</b>
<b>PUMPER 41</b>					
Union Salaries	\$276	\$2,533	\$0	\$0	\$0
CPP	\$14	\$132	\$0	\$0	\$0
EI	\$6	\$56	\$0	\$0	\$0
WSIB	\$8	\$77	\$0	\$0	\$0
OMERS	\$25	\$240	\$0	\$0	\$0
EHT	\$5	\$50	\$0	\$0	\$0
LTD/ADD/LIFE	\$39	\$257	\$0	\$0	\$0
Parts and Supplies	\$70	\$6,368	\$1,500	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$1,700	\$1,800
Repair Services	\$707	\$5,109	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$1,150</b>	<b>\$14,822</b>	<b>\$1,500</b>	<b>\$9,200</b>	<b>\$9,300</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>TANKER 42</b>					
Parts and Supplies	\$726	\$421	\$1,500	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$1,700	\$1,800
Repair Services	\$2,476	\$3,419	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$3,202</b>	<b>\$3,840</b>	<b>\$1,500</b>	<b>\$9,200</b>	<b>\$9,300</b>
<b>RESCUE 43</b>					
Union Salaries	\$497	\$59	\$0	\$0	\$0
CPP	\$0	\$3	\$0	\$0	\$0
EI	\$0	\$1	\$0	\$0	\$0
WSIB	\$15	\$2	\$0	\$0	\$0
OMERS	\$47	\$5	\$0	\$0	\$0
EHT	\$10	\$1	\$0	\$0	\$0
LTD/ADD/LIFE	\$47	\$8	\$0	\$0	\$0
Parts and Supplies	\$539	\$0	\$1,500	\$2,500	\$2,500
Fuel	\$0	\$0	\$0	\$200	\$2,250
Repair Services	\$622	\$0	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$1,777</b>	<b>\$79</b>	<b>\$1,500</b>	<b>\$7,700</b>	<b>\$9,750</b>

# OPERATING BUDGET

## Fire

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>OPERATIONS</b>					
Non-Union Salaries	\$0	\$0	\$0	\$0	\$0
Firefighter Pay	\$742,997	\$0	\$750,000	\$743,000	\$765,290
EI	\$0	\$0	\$0	\$0	\$0
WSIB	\$0	\$0	\$28,000	\$22,076	\$22,738
EHT	\$12,469	\$0	\$16,000	\$14,488	\$14,923
Employee Records Request	\$0	\$0	\$0	\$4,191	\$4,317
Travel and Conventions	\$1,180	\$527	\$0	\$3,000	\$3,000
Meeting Expenses	\$122	\$59	\$0	\$800	\$800
Uniforms and ID	\$10,851	\$30,126	\$10,000	\$15,000	\$15,000
Radio Licensing	\$461	\$3,569	\$3,500	\$4,000	\$4,000
Permits/Licenses	\$24	\$90	\$0	\$0	\$0
Radios and Pagers	\$0	\$2,340	\$4,000	\$4,000	\$4,000
Parts and Supplies	\$27,043	\$14,165	\$10,000	\$15,000	\$15,000
Fuel	\$16,883	\$7,869	\$20,000	\$2,500	\$2,500
Dispatch	\$52,921	\$26,592	\$30,000	\$55,000	\$57,000
Grounds Maintenance	\$4,335	\$7,693	\$0	\$0	\$0
Radio Repairs	\$3,493	\$1,739	\$2,500	\$5,000	\$5,000
County Radio	\$17,621	\$14,258	\$15,000	\$20,000	\$22,000
Small Equipment Repair	\$2,812	\$45	\$2,500	\$5,000	\$5,000
Hose/Couplings Repair	\$0	\$0	\$0	\$500	\$500
Bunker Gear	\$0	\$0	\$0	\$40,000	\$40,000
SCBA Maintenance	\$0	\$0	\$0	\$30,000	\$30,000
<b>Subtotal</b>	<b>\$893,212</b>	<b>\$109,072</b>	<b>\$891,500</b>	<b>\$983,555</b>	<b>\$1,011,068</b>
<b>FIRE BOAT HOUSE</b>					
Building Maintenance	\$6,149	\$3	\$1,500	\$1,500	\$1,500
Contracted Services	\$300	\$539	\$0	\$500	\$500
<b>Subtotal</b>	<b>\$6,449</b>	<b>\$542</b>	<b>\$1,500</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>FIRE TRAINING</b>					
Meeting Expenses	\$0	\$0	\$1,000	\$1,000	\$1,000
Training	\$32,010	\$33,137	\$60,000	\$20,000	\$20,000
Small Tools and Equipment	\$7,072	\$0	\$5,000	\$2,500	\$2,500
Health and Safety Supplies	\$20,392	\$6,417	\$50,000	\$20,000	\$20,000
Fuel	\$0	\$70	\$0	\$3,500	\$4,000
Cleaning Services	\$6,469	\$2,863	\$6,000	\$6,000	\$6,000
Spare Pumper Parts and Supplies	\$1,784	\$149	\$0	\$1,500	\$1,500
Spare Pumper Vehicle Repair	\$10,363	\$1,255	\$1,500	\$1,500	\$1,500
FAC (YC) Building Maintenance	\$0	\$0	\$0	\$5,000	\$5,000
FAC (YC) Contracted Services	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$78,090</b>	<b>\$43,891</b>	<b>\$123,500</b>	<b>\$61,000</b>	<b>\$61,500</b>

# OPERATING BUDGET

## Fire

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>FIRE MISCELLANEOUS</b>					
Investigation Costs	\$0	\$0	\$0	\$5,000	\$5,250
Prevention and Education	\$8,995	\$2,230	\$6,000	\$5,000	\$5,500
Hydrant Maintenance	\$73,741	\$0	\$0	\$75,000	\$75,000
<b>Subtotal</b>	<b>\$82,736</b>	<b>\$2,230</b>	<b>\$6,000</b>	<b>\$85,000</b>	<b>\$85,750</b>
<b>FPO TRUCK</b>					
Parts and Supplies	\$1,445	\$822	\$0	\$2,500	\$2,500
Fuel	\$0	\$0	\$5,000	\$5,000	\$5,000
Cleaning Services	\$113	\$0	\$500	\$250	\$250
Repair Services	\$58	\$0	\$500	\$500	\$1,500
<b>Subtotal</b>	<b>\$1,616</b>	<b>\$822</b>	<b>\$6,000</b>	<b>\$8,250</b>	<b>\$9,250</b>
<b>FIRE CHIEF'S CHARGER</b>					
Union Salaries	\$55	\$116	\$0	\$0	\$0
CPP	\$3	\$6	\$0	\$0	\$0
EI	\$1	\$3	\$0	\$0	\$0
WSIB	\$2	\$4	\$0	\$0	\$0
OMERS	\$5	\$11	\$0	\$0	\$0
EHT	\$1	\$2	\$0	\$0	\$0
LTD/ADD/LIFE	\$8	\$7	\$0	\$0	\$0
Permits and Licenses	\$0	\$0	\$0	\$0	\$0
Parts and Supplies	\$945	\$1,246	\$0	\$2,500	\$2,500
Fuel	\$2,134	\$0	\$5,000	\$5,000	\$5,000
Cleaning Services	\$401	\$94	\$0	\$250	\$250
Vehicle Repair	\$909	\$385	\$500	\$1,500	\$2,000
<b>Subtotal</b>	<b>\$4,464</b>	<b>\$1,874</b>	<b>\$5,500</b>	<b>\$9,250</b>	<b>\$9,750</b>
<b>TRANSFERS</b>					
Fire Defibrillator Reserve	\$0	\$0	\$0	\$0	\$0
Working Capital Reserve	\$0	\$86,512	\$0	\$0	\$0
Port Stanley Station Reserve	\$0	\$0	\$0	\$0	\$0
Disc. RF Fire Vehicle and Equipment	\$459,000	\$0	\$470,000	\$475,000	\$475,000
Capital	\$20,677	\$0	\$0	\$0	\$0
Fire DC Reserve	\$0	\$0	\$0	\$0	\$64,934
<b>Subtotal</b>	<b>\$479,677</b>	<b>\$86,512</b>	<b>\$470,000</b>	<b>\$475,000</b>	<b>\$539,934</b>
<b>TOTAL</b>	<b>\$2,252,951</b>	<b>\$897,883</b>	<b>\$2,129,254</b>	<b>\$2,549,152</b>	<b>\$2,711,481</b>

# OPERATING BUDGET

## Police Services

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Court Security Recovery	(\$29,598)	\$0	\$0	(\$30,000)	(\$35,000)
Transfer From Policing Services	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>(\$29,598)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$30,000)</b>	<b>(\$35,000)</b>
<b>EXPENDITURES</b>					
Comm Policing Telephone	\$1,207	\$903	\$0	\$0	\$0
Comm Policing IT Services	\$793	\$595	\$0	\$0	\$0
Police Services	\$1,948,046	\$1,221,748	\$2,195,985	\$2,250,885	\$2,307,157
County Police Service BD	\$0	\$0	\$7,000	\$0	\$0
Community Policing Grant	\$3,000	\$0	\$3,000	\$0	\$0
<b>TOTAL</b>	<b>\$1,953,046</b>	<b>\$1,223,246</b>	<b>\$2,205,985</b>	<b>\$2,250,885</b>	<b>\$2,307,157</b>



# INFRASTRUCTURE & COMMUNITY SERVICES

The Infrastructure and Community Services (ICS) Department provides a wide range of services that residents of the Municipality of Central Elgin receive day to day. The department is responsible for the operation, maintenance and renewal of municipal infrastructure including roads, bridges, drinking water supply and distribution, wastewater collection and treatment, storm drainage, solid waste collection, recycling, parks, arenas, beaches, trails, sports fields and the harbour.

## PUBLIC WORKS

The Roads Department provides maintenance on all roads and associated infrastructure including bridges, ditches, culverts, streetlights, sidewalks, and traffic control signage. Services provided by the Roads Department includes:

- County Road Maintenance (as per the Road Maintenance Agreement)
- Road operations, maintenance and repairs (street sweeping, ditch maintenance, culvert installation, pothole repairs, catch basin cleaning, line painting, street and traffic sign installation/maintenance, road side grass cutting, brush removal, traffic control)
- Winter Maintenance
- Streetlight Management
- Fleet Maintenance
- Municipal Drains

In 2022, the department will be restructuring the roads division of the department. Currently the supervision team includes the Operations Superintendent, Assistant Operations Superintendent and a Roads Foreperson.

This will be restructured in 2022 to Manager of Transportation and Fleet Services, Operations Superintendent and two Roads Forepersons. The Assistant Superintendent position will be retired. The Manager of Transportation and Fleet Services will work from the Administration office to provide improved customer service.

In 2021, ICS achieved the following:

- 1.87km of roads resurfaced with Hot Mix Asphalt
- 9.57km of road resurfaced with Surface Treatment
- 1.3km of road improved with double surface treatment & microsurfacing



## **PARKS AND RECREATION**

The Parks and Recreation department is responsible for everyday operation, maintenance and renewal of parks, sports fields, facilities, arenas, beaches, trails and the harbour. This includes 20 parks, 16 playgrounds, 3 multi-use courts, 3 skate parks, 4 beaches, 2 community centres with ice pads and a municipal boat ramp. Administration of Memorial Trees and Benches, tending to flower beds, installing and maintaining seasonal hanging flower baskets are also among the activities undertaken. In addition, the division maintains the Port Stanley Visitors Centre, the Belmont Library and the Port Stanley Medical Centre.

## **WATER & WASTEWATER**

The Water and Wastewater Division of the ICS Department is responsible for Central Elgin's drinking water and wastewater systems. The drinking water system is supplied through six different sources including the Elgin Area Primary Water Supply System, the St. Thomas Suburban System, the St. Thomas Secondary System, the Port Burwell Secondary System, the Aylmer Area Secondary System, the City of London and Central Elgin's own well supply in Belmont. All of the water sources with the exception of Belmont originate from the Elgin Area Primary Water Supply System. The wastewater system includes the Port Stanley System with capacity to service Union and a portion of Southwold. This wastewater is treated at the new extended aeration plant in Port Stanley. The Belmont Wastewater system provides sewage capacity for Belmont and is treated at the Belmont Lagoon Facility. The other wastewater systems in the Eastwood, Lynhurst and Lyndale are conveyed to the St. Thomas Pollution Control Plant.

## **WASTE MANAGEMENT**

The solid waste division will continue with the new cart system and look to continually improve upon the service. Recycling is scheduled to be fully funded by the producers of packaging and other materials that land in the blue boxes. This transition is scheduled to take place in June of 2023 and it is still not clear how the service will be delivered beyond that date. Once recycling is no longer partially funded through Central Elgin tax rates, an opportunity may exist for Council to consider the addition of an organics collection program.



# Accomplishments

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The Municipality of Central Elgin, similar to all the other municipalities with extensive waterfront park amenities, faced challenges over the summer of 2020 and 2021 in managing visitor access to the parks and beaches. ICS developed an operational plan that allowed visitors to use the parks and beaches complying with the provincial reopening stages protocols and controls.

Despite these restrictions, the Parks and Recreation department still managed the following:

- Operating Belmont Splash Pad under COVID-19 restrictions and Health Guidelines
- Operating baseball facilities under COVID-19 restrictions and Health Guidelines
- Beach operations under CCOVID-19 restrictions and Health Guidelines
- Two ice pad removals and re-installments
- Watering and keeping 210 hanging baskets alive, plus planters
- Operating arena facilities under COVID-19 restrictions and Health Guidelines

Other accomplishments included:

- Repointing and painting of the exterior of the Port Stanley Arena
- Repointing of masonry block at the Belmont Arena
- New Olympia ice re-surfacer delivered
- 5 furnaces replaced at the arenas
- Installation of new fire suppression piping above the ice surface at the Belmont arena
- Hotmix Paving and Surface Treatment Programs
- Old Lyndhurst Phase 3 Construction
- Harrison Place Culvert Re-lining
- Construction of Eastwood Park
- Two Municipal Drain Capital Construction Projects
- Six Municipal Drain Report in Progress
- Garbage Cart Implementation



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## MAJOR OPERATING DRIVERS

Striving to deliver excellent customer service and maintain service level standards.

Ensuring all regulatory requirements are met in an increasingly complex regulatory environment

## MAJOR INITIATIVES PLANNED FOR 2022

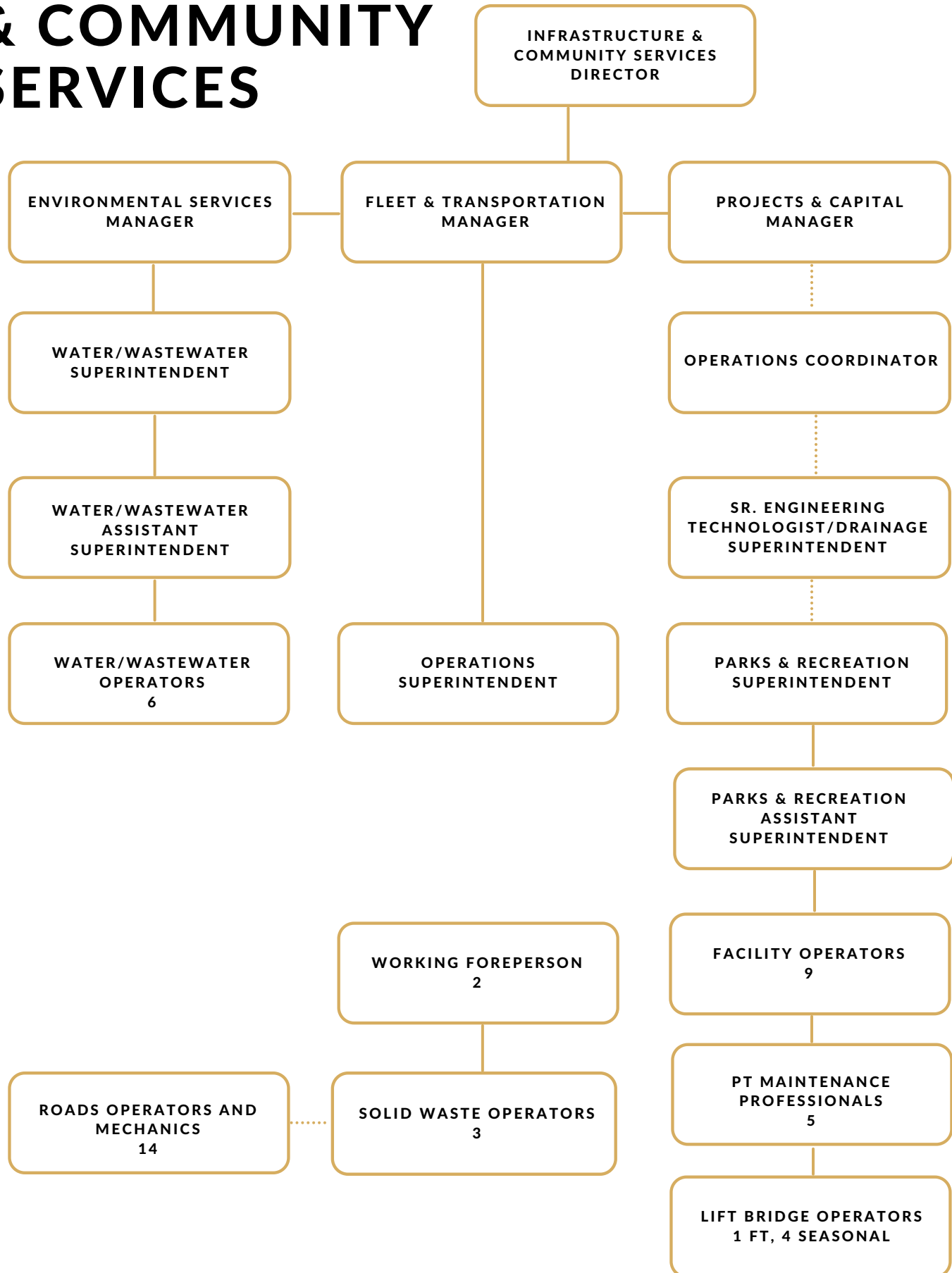
Central Elgin Parks and Recreation Department will continue to maintain recreational needs as development and growth continue, by maintaining assets and adding new assets to daily operations. 2022 capital projects are being planned, some of those items include, work to meet structural inspection findings at the two arenas, playground upgrades, park development, and the creation of pathways and trails.

The 2022 and 2023 Capital Budgets propose engineering and construction of a Booster Pump on the Primary Supply Line and relocation of Pressure Reducing Valve to ensure reliable supply of drinking water to the Central Elgin system. The department will also focus efforts on reducing water losses over the next couple of years with the replacement of end of life water meters. In addition to this, efforts will be made to reduce infiltration into the sanitary sewer system by lining sewers in the low lying beach areas of Port Stanley.

The Public Works Division will continue to provide operations and maintenance to the required service levels. In 2022, a consultant will be hired to complete a full inspection of the municipality's bridge and large culvert inventory. These inspections are required every two years. Another state of the infrastructure report will also be completed in 2022 updating the condition and overall system adequacy of the Central Elgin road network. The Little Creek Storm Water Management Pond will also be cleaned as sediments have built up over time and have caused odour problems. Resurfacing projects (hot mix paving and surface treatment) are scheduled for 2022, including the top lift of asphalt in the Old Lynhurst Area to finish off phases 1 through 3 of the reconstruction program.



# INFRASTRUCTURE & COMMUNITY SERVICES



# OPERATING BUDGET

## Beach

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Vending Machine Sales	\$0	\$0	\$0	\$0	\$0
Vendor Space Rental	\$0	\$0	\$0	\$0	\$0
Vendor Business Licence	\$0	\$0	\$0	\$0	\$0
Donation Revenue	\$0	\$0	\$0	\$0	\$0
Little Beach Rental	\$0	\$0	\$0	\$0	\$0
Main Beach Pavilion	\$0	\$0	\$0	\$0	\$0
Main Beach Rental	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>					
<b>BEACH PATROL</b>					
Casual Salaries	\$270,210	\$286,082	\$270,000	\$253,292	\$260,891
CPP	\$14,396	\$13,546	\$0	\$10,526	\$10,842
EI	\$6,645	\$6,328	\$0	\$4,998	\$5,148
WSIB	\$9,012	\$8,583	\$0	\$6,778	\$6,982
EHT	\$5,858	\$5,579	\$0	\$4,406	\$4,537
Clothing Allowances	\$2,867	\$0	\$2,000	\$3,000	\$3,000
Dues/Memberships	\$0	\$0	\$0	\$0	\$0
Meeting Expenses	\$0	\$0	\$0	\$0	\$0
Recruitment Expenses	\$499	\$502	\$500	\$600	\$600
Training	\$8,304	\$11,328	\$8,500	\$9,500	\$9,500
Radio Licensing	\$0	\$341	\$350	\$350	\$350
Vehicle Licences	\$0	\$0	\$0	\$0	\$0
Signage	\$187	\$0	\$250	\$500	\$500
Office Supplies	\$0	\$117	\$0	\$150	\$150
Small Tools and Equip	\$10,067	\$3,252	\$1,000	\$2,500	\$2,500
Parts and Supplies	\$4,835	\$2,588	\$2,500	\$3,250	\$3,250
Building Maintenance	\$1,546	\$616	\$1,000	\$2,000	\$2,000
Health and Safety Expense	\$0	\$383	\$500	\$500	\$500
Fuel	\$0	\$0	\$0	\$1,000	\$1,000
Water	\$7,630	\$5,731	\$10,000	\$11,000	\$11,550
Telephone	\$1,103	\$828	\$1,200	\$1,200	\$1,200
Health and Safety Equipment	\$382	\$0	\$0	\$0	\$0
Cleaning Services	\$0	\$0	\$0	\$500	\$500
<b>Subtotal</b>	<b>\$343,541</b>	<b>\$345,804</b>	<b>\$297,800</b>	<b>\$316,050</b>	<b>\$325,000</b>



# OPERATING BUDGET

## Beach

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>BEACH MAINTENANCE</b>					
Non-Union Salaries	\$32	\$227	\$0	\$51,162	\$52,696
Union Salaries	\$71,070	\$53,369	\$102,000	\$75,899	\$78,176
Casual Salaries	\$17,779	\$23,892	\$0	\$0	\$0
CPP	\$4,262	\$3,631	\$0	\$6,098	\$6,281
EI	\$1,928	\$1,638	\$0	\$2,610	\$2,688
WSIB	\$2,633	\$2,233	\$0	\$3,566	\$3,673
OMERS	\$5,636	\$3,647	\$0	\$9,496	\$9,780
EHT	\$1,711	\$1,451	\$0	\$2,318	\$2,387
LTD/ADD/LIFE	\$8,126	\$6,030	\$0	\$12,633	\$13,013
Advertising	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$14,850	\$25,610
Signage	\$512	\$1,539	\$2,500	\$2,575	\$2,627
Cleaning Supplies	\$6,468	\$13,479	\$10,000	\$10,300	\$10,506
Fencing	\$0	\$0	\$3,000	\$3,090	\$3,152
Operating Supplies	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$43,262	\$35,631	\$35,700	\$36,000	\$36,000
Small Tools and Equipment	\$0	\$250	\$3,000	\$3,090	\$3,152
Parts and Supplies	\$4,666	\$6,044	\$3,000	\$3,090	\$3,152
Health and Safety Supplies	\$0	\$0	\$0	\$0	\$0
Fuel	\$0	\$0	\$0	\$0	\$0
Blue Flag Program	\$1,126	\$1,250	\$1,250	\$1,288	\$1,314
Health and Safety Equipment	\$3,637	\$3,329	\$3,000	\$3,090	\$3,152
Legal	\$224	\$0	\$0	\$0	\$0
Grounds Maintenance	\$0	\$0	\$0	\$0	\$0
Contractor	\$36,491	\$62,005	\$52,000	\$53,560	\$54,631
Extinguisher Insp	\$85	\$87	\$100	\$103	\$105
Equipment Rental	\$6,232	\$0	\$3,000	\$3,090	\$3,152
Lab Sampling	\$3,150	\$1,710	\$3,000	\$3,090	\$3,152
<b>Subtotal</b>	<b>\$219,030</b>	<b>\$221,442</b>	<b>\$221,550</b>	<b>\$300,998</b>	<b>\$318,399</b>
<b>TOTAL</b>	<b>\$562,571</b>	<b>\$567,246</b>	<b>\$519,350</b>	<b>\$617,048</b>	<b>\$643,399</b>

# OPERATING BUDGET

## Belmont Arena

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Miscellaneous Ice Rentals	(\$163,063)	(\$44,434)	(\$180,000)	(\$180,000)	(\$200,000)
Vending Revenue	(\$238)	\$0	\$0	\$0	\$0
Sign Advertising	(\$2,200)	(\$280)	(\$2,000)	(\$2,000)	(\$2,040)
Hall Rentals	(\$2,803)	(\$1,072)	(\$3,500)	(\$7,000)	(\$7,140)
Public Skating	(\$1,796)	\$0	(\$1,000)	(\$1,500)	(\$3,000)
Floor Rentals	\$0	\$0	\$0	\$0	\$0
Concession Rental	(\$200)	\$0	\$0	\$0	\$0
Kitchen Rental	(\$20)	\$0	\$0	\$0	\$0
Arena Storage Room Rentals	\$0	(\$1,565)	(\$500)	(\$500)	(\$1,000)
Capital Surcharge	\$0	\$0	\$0	(\$5,000)	(\$5,000)
Sundry Income	\$0	\$0	\$0	\$0	\$0
Sponsorship	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>(\$170,320)</b>	<b>(\$47,351)</b>	<b>(\$187,000)</b>	<b>(\$196,000)</b>	<b>(\$218,180)</b>

# OPERATING BUDGET

## Belmont Arena

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>EXPENDITURES</b>					
Non Union Salaries	\$34,713	\$19,569	\$58,750	\$51,162	\$52,696
Union Salaries	\$114,928	\$40,577	\$190,900	\$151,690	\$156,241
Casual Salaries	\$12,438	\$2,722	\$0	\$0	\$0
CPP	\$6,787	\$3,571	\$0	\$9,735	\$10,027
EI	\$3,073	\$1,508	\$0	\$4,167	\$4,292
WSIB	\$4,781	\$2,149	\$0	\$5,693	\$5,864
OMERS	\$13,603	\$6,395	\$0	\$15,160	\$15,615
EHT	\$3,108	\$1,397	\$0	\$3,700	\$3,812
LTD/ADD/LIFE	\$16,479	\$7,282	\$0	\$20,170	\$20,774
Employee Assistance	\$0	\$0	\$0	\$0	\$0
Advertising	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$43,150	\$78,910
Permits/Licences	\$105	\$72	\$0	\$300	\$306
Office Supplies	\$162	\$1,633	\$2,500	\$1,000	\$1,000
Postage	\$0	\$0	\$0	\$0	\$0
Office Equipment	\$0	\$0	\$500	\$0	\$0
Cleaning Supplies	\$3,137	\$1,975	\$10,000	\$5,000	\$5,000
Tables and Chairs	\$0	\$0	\$1,000	\$0	\$0
Equipment Charges	\$2,728	\$2,784	\$4,200	\$3,000	\$3,000
Sm Tools and Equipment	\$1,043	\$172	\$1,000	\$1,000	\$1,020
Parts and Supplies	\$3,841	\$2,718	\$11,500	\$10,000	\$10,200
Building Maintenance	\$3,316	\$1,422	\$7,500	\$7,500	\$7,650
Ice Maintenance	\$2,972	\$403	\$0	\$0	\$0
Health and Safety Supplies	\$3,864	\$152	\$4,000	\$3,000	\$3,060
Gas	\$16,018	\$11,205	\$16,000	\$17,000	\$17,340
Hydro	\$71,728	\$30,468	\$90,000	\$90,000	\$91,800
Water	\$20,548	\$2,678	\$20,500	\$18,000	\$19,440
Telephone	\$2,436	\$1,744	\$3,000	\$2,600	\$2,652
Water Heater Rental	\$0	\$0	\$0	\$0	\$0
Internet	\$1,415	\$1,035	\$1,800	\$1,600	\$1,632
IT Supplies	\$0	\$0	\$1,000	\$1,000	\$1,000
Cash Over/Short	\$0	\$0	\$0	\$0	\$0
IT Services	\$1,209	\$907	\$2,000	\$2,000	\$2,040
Mats Rental	\$920	\$214	\$1,300	\$1,300	\$1,326
Contracted Services	\$53,573	\$19,826	\$34,000	\$35,020	\$35,720
Heating and Cooling	\$4,224	\$1,800	\$7,500	\$4,000	\$4,080
Cleaning Services	\$0	\$0	\$600	\$0	\$0
Snow Removal/Salt	\$2,249	\$1,303	\$8,000	\$5,000	\$5,100
Alarm Services	\$1,771	\$3,043	\$5,500	\$5,610	\$5,722
Blade Sharpening	\$336	\$183	\$0	\$0	\$0
Water Bottle Services	(\$59)	\$0	\$0	\$0	\$0
Extinguisher Insp.	\$1,212	\$349	\$1,000	\$1,000	\$1,020
Equipment Rental Service	\$4,188	\$256	\$4,000	\$4,000	\$4,080
Socan Fees	\$202	\$0	\$0	\$125	\$128
<b>Subtotal</b>	<b>\$413,048</b>	<b>\$171,512</b>	<b>\$488,050</b>	<b>\$523,682</b>	<b>\$572,547</b>
<b>TRANSFERS</b>					
To Capital	\$0	\$0	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>TOTAL</b>	<b>\$413,048</b>	<b>\$171,512</b>	<b>\$488,050</b>	<b>\$528,682</b>	<b>\$577,547</b>

# OPERATING BUDGET

## County Roads

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Lift Bridge Funding	(\$8,742)	\$0	\$0	(\$9,931)	(\$10,128)
Funding	(\$708,389)	(\$463,676)	(\$715,000)	(\$736,450)	(\$751,179)
Transfer Fr County Roads Reserve	(\$35,261)	\$0	\$0	(\$265,920)	(\$286,612)
<b>TOTAL</b>	<b>(\$752,392)</b>	<b>(\$463,676)</b>	<b>(\$715,000)</b>	<b>(\$1,012,301)</b>	<b>(\$1,047,919)</b>
<b>EXPENDITURES</b>					
<b>PAVED ROADS</b>					
Non-Union Salaries	\$43	\$0	\$0	\$25,705	\$26,476
Union Salaries	\$16,442	\$11,260	\$44,000	\$23,945	\$24,663
Casual Salaries	\$0	\$66	\$0	\$0	\$0
CPP	\$764	\$592	\$0	\$2,609	\$2,687
EI	\$323	\$255	\$0	\$1,119	\$1,152
WSIB	\$474	\$347	\$0	\$1,527	\$1,573
OMERS	\$1,269	\$944	\$0	\$4,091	\$4,214
EHT	\$308	\$226	\$0	\$992	\$1,022
LTD/ADD/LIFE	\$1,584	\$1,263	\$0	\$5,265	\$5,423
Insurance	\$0	\$0	\$0	\$16,000	\$20,800
Equipment Charges	\$21,837	\$15,806	\$33,600	\$34,608	\$35,300
Parts and Supplies	\$366	\$0	\$0	\$0	\$0
Asphalt	\$827	\$0	\$0	\$0	\$0
Gravel Supply	\$0	\$0	\$10,000	\$10,300	\$10,507
Contracted Services	\$0	\$0	\$0	\$0	\$0
Equipment Rental Service	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$44,237</b>	<b>\$30,759</b>	<b>\$87,600</b>	<b>\$126,161</b>	<b>\$133,817</b>
<b>BRIDGES AND CULVERTS</b>					
Non-Union Salaries	\$182	\$0	\$0	\$0	\$0
Union Salaries	\$3,981	\$4,742	\$16,900	\$8,085	\$8,328
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$197	\$244	\$0	\$415	\$428
EI	\$84	\$105	\$0	\$179	\$184
WSIB	\$126	\$143	\$0	\$244	\$251
OMERS	\$362	\$432	\$0	\$737	\$759
EHT	\$82	\$93	\$0	\$158	\$163
LTD/ADD/LIFE	\$345	\$394	\$0	\$672	\$692
Equipment Charges	\$2,416	\$3,722	\$7,350	\$7,571	\$7,722
Parts and Supplies	\$284	\$8,007	\$0	\$0	\$0
Water	\$637	\$962	\$0	\$0	\$0
Gravel Supply	\$0	\$0	\$2,000	\$2,060	\$2,101
Answering Services	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$8,696</b>	<b>\$18,844</b>	<b>\$26,250</b>	<b>\$20,121</b>	<b>\$20,628</b>

# OPERATING BUDGET

## County Roads

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>LIFT BRIDGE</b>					
Non-Union Salaries	\$0	\$623	\$0	\$0	\$0
Union Salaries	\$6,693	\$10,881	\$0	\$28,378	\$29,230
Casual Salaries	\$0	\$18,475	\$40,000	\$51,876	\$53,433
CPP	\$297	\$1,352	\$0	\$3,713	\$3,824
EI	\$133	\$636	\$0	\$1,740	\$1,792
WSIB	\$182	\$865	\$0	\$2,367	\$2,438
OMERS	\$509	\$934	\$0	\$2,442	\$2,516
EHT	\$118	\$562	\$0	\$1,539	\$1,585
LTD/ADD/LIFE	\$724	\$1,582	\$0	\$4,179	\$4,304
Employee Assistance	\$0	\$0	\$0	\$0	\$0
Mileage	\$0	\$0	\$0	\$0	\$0
Clothing Allowance	\$0	\$1,319	\$0	\$1,000	\$1,020
Recruitment Expense	\$0	\$203	\$0	\$0	\$0
Radio Licence	\$42	\$43	\$0	\$50	\$50
Equipment Charges	\$548	\$28	\$0	\$0	\$0
Small Tool and Equipment	\$0	\$0	\$0	\$0	\$0
Parts and Supplies	\$0	\$350	\$1,000	\$600	\$611
Building Maintenance	\$0	\$0	\$0	\$0	\$0
Health and Safety Supplies	\$0	\$60	\$350	\$350	\$357
Gas	\$798	\$158	\$800	\$824	\$840
Hydro	\$3,388	\$1,659	\$4,000	\$4,120	\$4,202
Telephone	\$1,402	\$1,090	\$1,400	\$1,442	\$1,471
Answering Service	\$407	\$232	\$0		
Contractor	\$2,158	\$1,617	\$1,500	\$1,545	\$1,576
Extinguisher Inspection	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$17,399</b>	<b>\$42,669</b>	<b>\$49,050</b>	<b>\$106,165</b>	<b>\$109,249</b>
<b>ROADSIDE DRAINS</b>					
Non Union Salaries	\$0	\$137	\$0	\$0	\$0
Union Salaries	\$22,870	\$15,498	\$24,000	\$18,674	\$19,234
Casual Salaries	\$0	\$368	\$0	\$0	\$0
CPP	\$1,107	\$823	\$0	\$995	\$1,025
EI	\$467	\$351	\$0	\$424	\$436
WSIB	\$693	\$483	\$0	\$583	\$601
OMERS	\$2,084	\$1,403	\$0	\$1,689	\$1,739
EHT	\$450	\$314	\$0	\$379	\$391
LTD/ADD/LIFE	\$3,030	\$2,028	\$0	\$2,433	\$2,505
Soil	\$0	\$0	\$0	\$0	\$0
Pipe Supplies	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$10,391	\$10,755	\$10,500	\$10,814	\$11,032
Parts and Supplies	\$5,813	\$21,644	\$0	\$0	\$0
Gravel Supply	\$602	\$3,800	\$0	\$0	\$0
Contractor	\$23,967	\$13,966	\$0	\$12,000	\$12,000
Equipment Rental	\$5,962	\$10,648	\$0	\$6,000	\$6,000
<b>Subtotal</b>	<b>\$77,436</b>	<b>\$82,218</b>	<b>\$34,500</b>	<b>\$53,991</b>	<b>\$54,963</b>



# OPERATING BUDGET

## County Roads

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>ROADS OPERATIONS</b>					
Non-Union Salaries	\$354	\$0	\$0	\$0	\$0
Union Salaries	\$16,443	\$31,338	\$37,500	\$28,952	\$29,821
Casual Salaries	\$0	\$114	\$0	\$0	\$0
CPP	\$749	\$1,697	\$0	\$1,572	\$1,619
EI	\$298	\$727	\$0	\$673	\$693
WSIB	\$489	\$993	\$0	\$919	\$947
OMERS	\$1,439	\$2,997	\$0	\$2,785	\$2,869
EHT	\$320	\$645	\$0	\$597	\$615
LTD/ADD/LIFE	\$2,188	\$4,186	\$0	\$3,839	\$3,954
Soil	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$14,302	\$26,540	\$15,750	\$16,223	\$16,547
Parts and Supplies	\$2,405	\$620	\$0	\$0	\$0
Lumbers and Posts	\$1,541	\$591	\$0	\$1,000	\$1,020
Contracted Services	\$32,672	\$3,560	\$0	\$30,000	\$30,600
<b>Subtotal</b>	<b>\$73,200</b>	<b>\$74,008</b>	<b>\$53,250</b>	<b>\$86,560</b>	<b>\$88,685</b>
<b>TRAFFIC MANAGEMENT</b>					
Non Union Salaries	\$0	\$0	\$0	\$0	\$0
Union Salaries	\$17,235	\$8,426	\$17,100	\$13,508	\$13,913
Casual Salaries	\$0	\$1,035	\$0	\$0	\$0
CPP	\$796	\$487	\$0	\$782	\$805
EI	\$316	\$210	\$0	\$337	\$347
WSIB	\$514	\$286	\$0	\$460	\$473
OMERS	\$1,399	\$684	\$0	\$1,086	\$1,118
EHT	\$334	\$186	\$0	\$299	\$308
LTD/ADD/LIFE	\$1,898	\$919	\$0	\$1,467	\$1,511
Signage	\$6,061	\$125	\$0	\$0	\$0
Equipment Charges	\$6,324	\$2,473	\$2,100	\$2,162	\$2,206
Contracted Services	\$6,142	\$0	\$0	\$0	\$0
Pavement Marking	\$65,102	\$93,178	\$30,000	\$137,000	\$147,000
<b>Subtotal</b>	<b>\$106,121</b>	<b>\$108,009</b>	<b>\$49,200</b>	<b>\$157,101</b>	<b>\$167,681</b>
<b>WINTER CONTROL</b>					
Non Union Salaries	\$11,250	\$6,310	\$0	\$25,422	\$26,185
Union Salaries	\$59,085	\$44,791	\$106,000	\$83,675	\$86,186
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$2,136	\$2,162	\$0	\$6,302	\$6,491
EI	\$870	\$913	\$0	\$2,714	\$2,795
WSIB	\$1,411	\$1,245	\$0	\$3,703	\$3,814
OMERS	\$2,212	\$2,262	\$0	\$8,854	\$9,120
EHT	\$925	\$809	\$0	\$2,407	\$2,479
LTD/ADD/LIFE	\$4,229	\$3,154	\$0	\$11,900	\$12,256
Sand	\$4,753	\$0	\$0	\$0	\$0
Salt	\$97,545	\$0	\$165,000	\$150,000	\$153,000
Calcium	\$4,945	\$0	\$0	\$0	\$0
Equipment Charge	\$92,540	\$73,972	\$157,500	\$162,225	\$165,470
Lumber and Posts	\$2,867	\$0	\$0	\$0	\$0
IT Services	\$2,430	\$15,412	\$0	\$5,000	\$5,100
<b>Subtotal</b>	<b>\$287,198</b>	<b>\$151,030</b>	<b>\$428,500</b>	<b>\$462,202</b>	<b>\$472,896</b>
<b>TRANSFERS</b>					
County Roads Reserve	\$138,105	\$0	\$35,700	\$0	\$0
<b>Subtotal</b>	<b>\$138,105</b>	<b>\$0</b>	<b>\$35,700</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$752,392</b>	<b>\$507,537</b>	<b>\$764,050</b>	<b>\$1,012,301</b>	<b>\$1,047,919</b>

# OPERATING BUDGET

## Harbour

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
TSF Fr Harbour Investment	(\$57,282)	\$0	\$0	\$0	\$0
Doc Building Rental	\$0	\$0	\$0	\$0	\$0
Lease Revenue	\$0	\$0	\$0	\$0	\$0
Berthage/Dockage	(\$19,460)	(\$16,270)	(\$20,000)	(\$20,000)	(\$20,000)
Investment Income	(\$58,825)	\$0	(\$40,000)	(\$39,765)	(\$43,595)
Dividend Income	\$0	\$0	(\$5,000)	(\$5,000)	(\$5,000)
Sundry Income	(\$148)	\$0	\$0	\$0	\$0
Gain/Loss on Investment	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>(\$135,715)</b>	<b>(\$16,270)</b>	<b>(\$65,000)</b>	<b>(\$64,765)</b>	<b>(\$68,595)</b>
<b>EXPENDITURES</b>					
Non Union Salaries	\$0	\$125	\$0	\$0	\$0
Union Salaries	\$13,569	\$4,977	\$10,200	\$8,545	\$8,801
Casual Salaries	\$809	\$340	\$0	\$0	\$0
CPP	\$709	\$273	\$0	\$410	\$422
EI	\$318	\$119	\$0	\$176	\$181
WSIB	\$434	\$163	\$0	\$240	\$247
OMERS	\$1,111	\$421	\$0	\$639	\$658
EHT	\$282	\$106	\$0	\$155	\$161
LTD/ADD/LIFE	\$1,258	\$708	\$0	\$850	\$875
Employee Assistance	\$0	\$0	\$0	\$0	\$0
Meeting Expenses	\$0	\$0	\$0	\$0	\$0
Advertising	\$68	\$2,086	\$0	\$0	\$0
Insurance	\$2,178	\$8,830	\$2,500	\$11,500	\$15,000
Signage	\$0	\$0	\$2,500	\$3,500	\$3,500
Equipment Charges	\$14,886	\$3,062	\$3,100	\$3,000	\$3,000
Parts and Supplies	\$14,830	\$9,712	\$7,500	\$5,000	\$5,000
Health and Safety Supplies	\$0	\$0	\$500	\$500	\$500
Hydro	\$4,691	\$3,471	\$4,000	\$4,000	\$4,000
Water	\$0	\$0	\$0	\$0	\$0
Telephone	\$1,971	\$1,494	\$1,750	\$1,750	\$1,750
Courier	\$0	\$0	\$0	\$0	\$0
Legal Services	\$2,473	\$8,374	\$0	\$0	\$0
Consulting	\$64,664	\$6,375	\$18,950	\$10,000	\$10,000
Audit Services	\$0	\$5,800	\$4,000	\$4,500	\$4,500
Grounds Maintenance	\$0	\$0	\$0	\$0	\$0
Harbourmaster Fees	\$0	\$0	\$0	\$0	\$0
Contractor	\$119,829	\$11,456	\$0	\$0	\$0
Equip Rental Service	\$846	\$0	\$0	\$0	\$0
Investment Mgmt Services	\$7,755	\$0	\$10,000	\$10,000	\$10,000
<b>Subtotal</b>	<b>\$252,681</b>	<b>\$67,892</b>	<b>\$65,000</b>	<b>\$64,765</b>	<b>\$68,595</b>
<b>TRANSFERS</b>					
Harbour Investment	\$58,825	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$58,825</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$311,506</b>	<b>\$67,892</b>	<b>\$65,000</b>	<b>\$64,765</b>	<b>\$68,595</b>

# OPERATING BUDGET

## Municipal Drains

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
OMAFRA Grant	(\$637)	(\$11,235)	\$0	(\$14,000)	(\$14,420)
Drainage Reassessment	(\$250)	(\$250)	\$0	\$0	\$0
Landowner Rec	(\$16,650)	(\$38,101)	\$0	\$0	\$0
Sundry Income	\$0	\$0	\$0	\$0	\$0
Norman (Landowner Recovery)	\$0	\$0	\$0	\$0	\$0
Evely (Landowner Recovery)	\$0	\$0	\$0	\$0	\$0
Bailey (OMAFRA Grant)	\$0	\$0	\$0	\$0	\$0
Reid (Landowner Recovery)	\$0	\$0	\$0	\$0	\$0
Orwell (Landowner Recovery)	\$0	\$0	\$0	\$0	\$0
Prohl-Stover (Landowner Recovery)	\$0	\$0	\$0	\$0	\$0
Bruce Griffin (OMAFRA Grant)	\$0	\$0	\$0	\$0	\$0
Marr (OMAFRA Grant)	\$0	\$0	\$0	\$0	\$0
Blewitt (OMAFRA Grant)	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>(\$17,537)</b>	<b>(\$49,586)</b>	<b>\$0</b>	<b>(\$14,000)</b>	<b>(\$14,420)</b>
<b>EXPENDITURES</b>					
Non Union Salaries	\$4,247	\$13,002	\$15,000	\$46,015	\$47,395
Union Salaries	\$1,187	\$1,122	\$0	\$0	\$0
Casual Salaries	\$156	\$212	\$0	\$0	\$0
CPP	\$172	\$699	\$0	\$2,208	\$2,275
EI	\$53	\$287	\$0	\$945	\$974
WSIB	\$156	\$411	\$0	\$1,292	\$1,330
OMERS	\$495	\$1,293	\$0	\$3,439	\$3,542
EHT	\$106	\$267	\$0	\$839	\$865
LTD/ADD/LIFE	\$656	\$1,689	\$0	\$4,576	\$4,712
Employee Assistance	\$0	\$0	\$0	\$0	\$0
Travel and Conventions	\$193	\$0	\$0	\$0	\$0
Dues/Memberships	\$200	\$0	\$0	\$0	\$0
Postage	\$0	\$87	\$0	\$0	\$0
Equipment Charges	\$1,482	\$1,019	\$0	\$1,500	\$1,500
Drainage Supplies	\$0	\$0	\$0	\$0	\$0
Principal on Ltd	\$18,502	\$0	\$0	\$0	\$0
Interest on Ltd	\$1,148	\$0	\$0	\$0	\$0
Courier Service	\$36	\$0	\$0	\$0	\$0
Legal Services	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$28,789</b>	<b>\$20,088</b>	<b>\$15,000</b>	<b>\$60,814</b>	<b>\$62,593</b>

# OPERATING BUDGET

## Parks

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Federal Student Grant	\$0	\$0	\$0	(\$4,000)	(\$4,000)
Boat Dock Rental	\$0	\$0	\$0	(\$8,500)	(\$8,670)
Revenue Hydro Charges	\$0	\$0	\$0	\$0	\$0
Developer Contributions	\$0	\$0	\$0	(\$406,172)	(\$500,167)
Sundry Income	\$0	\$0	\$0	\$0	\$0
Work Recovery	\$0	(\$6,070)	\$0	\$0	\$0
Selbourne Park - Baseball Rental	\$0	(\$755)	(\$1,500)	(\$3,000)	(\$3,060)
Don Yeck Park - Baseball Rental	\$0	(\$3,580)	(\$12,000)	(\$12,000)	(\$12,240)
Don Yeck Park - Pavillion Rental	\$0	\$0	\$0	\$0	\$0
Don Yeck Park - Soccer Rental	\$0	(\$315)	(\$6,000)	(\$5,000)	(\$5,100)
St. Thomas Psych - Soccer Rental	\$0	\$0	\$0	\$0	\$0
Union Park - Baseball Rental	\$0	(\$1,075)	(\$2,000)	(\$2,500)	(\$2,550)
Union St Park - Pavillion Rental	\$0	\$0	\$0	\$0	\$0
Celebrate CE - Sundry Revenue	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>(\$11,795)</b>	<b>(\$21,500)</b>	<b>(\$441,172)</b>	<b>(\$535,787)</b>
<b>EXPENDITURES</b>					
<b>PARKS ADMINISTRATION</b>					
Non-Union Salaries	\$24,098	\$20,984	\$0	\$80,384	\$82,796
Union Salaries	\$3,857	\$6,682	\$45,900	\$34,028	\$35,049
Casual Salaries	\$0	\$656	\$0	\$0	\$0
CPP	\$1,303	\$1,461	\$0	\$5,491	\$5,656
EI	\$514	\$588	\$0	\$2,350	\$2,421
WSIB	\$819	\$850	\$0	\$3,211	\$3,308
OMERS	\$2,773	\$2,760	\$0	\$8,550	\$8,807
EHT	\$533	\$553	\$0	\$2,087	\$2,150
LTD/ADD/LIFE	\$2,543	\$2,427	\$0	\$11,378	\$11,717
Employee Assistance	\$98	\$64	\$0	\$100	\$100
Training, Travel & Conventions	\$0	\$0	\$0	\$10,500	\$10,710
Clothing Allowance	\$8,544	\$7,295	\$12,000	\$12,000	\$12,000
Dues / Memberships	\$0	\$0	\$0	\$1,000	\$1,020
Employee Recognition	\$1,129	\$0	\$1,000	\$1,300	\$1,326
Meeting Expenses	\$0	\$0	\$0	\$500	\$510
Recruitment Expenses	\$0	\$89	\$0	\$0	\$0
Health and Safety Training	\$624	\$3,190	\$3,000	\$4,000	\$4,080
Advertising	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$18,150	\$31,980
Office Supplies	\$688	\$0	\$400	\$400	\$400
Equipment Charges (W/T Only)	\$1,798	\$2,598	\$2,100	\$2,100	\$2,100
Health and Safety Supplies	\$902	\$1,186	\$1,000	\$1,000	\$1,000
Telephone	\$2,130	\$1,200	\$2,500	\$2,500	\$2,500
IT Services	\$0	\$0	\$0	\$30,000	\$30,600
Payment In Lieu Of Taxes	\$639	\$653	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$52,992</b>	<b>\$53,236</b>	<b>\$67,900</b>	<b>\$231,029</b>	<b>\$250,230</b>

# OPERATING BUDGET

## Parks

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>PARKS OPERATIONS</b>					
Non-Union Salaries	\$43,801	\$44,228	\$117,500	\$0	\$0
Union Salaries	\$128,764	\$112,002	\$201,100	\$191,023	\$196,754
Casual Salaries	\$29,848	\$48,480	\$0	\$0	\$0
CPP	\$9,385	\$9,450	\$0	\$9,167	\$9,442
EI	\$4,194	\$4,223	\$0	\$3,924	\$4,042
WSIB	\$6,014	\$6,048	\$0	\$5,361	\$5,522
OMERS	\$16,014	\$13,682	\$0	\$14,276	\$14,704
EHT	\$3,909	\$3,931	\$0	\$3,485	\$3,589
LTD/ADD/LIFE	\$18,037	\$14,988	\$0	\$18,994	\$19,563
Employee Assistance	\$313	\$318	\$0	\$0	\$0
Signage	\$0	\$4,717	\$5,000	\$5,150	\$5,253
Plants and Forestry	\$14,358	\$16,269	\$16,000	\$16,480	\$16,810
Soil	\$1,029	\$0	\$1,000	\$1,030	\$1,051
Cleaning Supplies	\$2,187	\$1,164	\$5,000	\$5,150	\$5,253
Tables and Chairs	\$0	\$0	\$5,000	\$5,150	\$5,253
Equipment Charges	\$40,996	\$45,751	\$30,000	\$30,000	\$30,000
Small Tools and Equipment	\$13,872	\$9,362	\$4,000	\$4,120	\$4,202
Parts and Supplies	\$13,016	\$29,079	\$25,000	\$25,750	\$26,265
Paint and Paint Supplies	\$0	\$719	\$2,000	\$2,060	\$2,101
Fuel Expense	\$1,950	\$3,306	\$3,500	\$3,605	\$3,677
Hydro	\$3,472	\$2,769	\$5,500	\$5,665	\$5,778
Water	\$2,494	\$4,542	\$3,000	\$8,000	\$8,160
Gravel Supply	\$366	\$0	\$3,500	\$3,605	\$3,677
Grounds Maintenance	\$11,962	\$3,864	\$15,000	\$15,450	\$15,759
Contracted Services	\$154,478	\$153,010	\$136,000	\$140,080	\$142,882
Equip Rental Services	\$1,446	\$4,866	\$5,000	\$5,150	\$5,253
Soccer Field Lease	\$0	\$0	\$0	\$0	\$0
Crossing Agreements	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$521,905</b>	<b>\$536,768</b>	<b>\$583,100</b>	<b>\$522,675</b>	<b>\$534,990</b>
<b>CELEBRATE CENTRAL ELGIN</b>					
Meeting Expenses	\$0	\$0	\$0	\$0	\$0
Advertising	\$0	\$0	\$0	\$0	\$0
Plants and Forestry	\$0	\$0	\$0	\$0	\$0
Parts and Supplies	\$17	\$0	\$0	\$0	\$0
Citizen Recognition	\$0	\$0	\$1,500	\$1,500	\$1,500
Contractor	\$0	\$0	\$0	\$0	\$0
Catering	\$0	\$0	\$1,500	\$1,500	\$1,500
<b>Subtotal</b>	<b>\$17</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>
<b>TRANSFERS</b>					
Capital	\$33,021	\$0	\$0	\$0	\$0
Parks DC Reserve	\$0	\$0	\$0	\$406,172	\$500,167
<b>Subtotal</b>	<b>\$33,021</b>	<b>\$0</b>	<b>\$0</b>	<b>\$406,172</b>	<b>\$500,167</b>
<b>TOTAL</b>	<b>\$607,935</b>	<b>\$590,004</b>	<b>\$654,000</b>	<b>\$1,162,876</b>	<b>\$1,288,387</b>

# OPERATING BUDGET

## Port Stanley Arena

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Miscellaneous Ice Rentals	(\$169,434)	(\$50,754)	(\$205,000)	(\$205,000)	(\$209,100)
Vending Revenue	(\$1,018)	(\$145)	(\$1,500)	(\$1,200)	(\$1,224)
Sign Advertising	(\$1,400)	(\$376)	(\$750)	(\$1,500)	(\$1,530)
Hall Rentals	(\$1,728)	(\$235)	(\$1,500)	(\$7,500)	(\$7,650)
Public Skating	(\$2,650)	\$0	\$0	(\$3,000)	(\$3,060)
Main Floor Rentals	\$0	\$0	\$0	\$0	\$0
Concession Rental	(\$400)	\$0	\$0	\$0	\$0
Kitchen Rental	\$0	\$0	\$0	\$0	\$0
Meeting Room Rental	\$0	\$0	\$0	\$0	\$0
Arena Storage Room Rentals	\$0	(\$2,526)	\$0	(\$2,000)	(\$2,040)
Figure Skating Coaches	(\$288)	\$0	(\$200)	\$0	\$0
Sponsorship	\$0	\$0	\$0	\$0	\$0
Capital Surcharge	\$0	\$0	\$0	(\$5,000)	(\$5,000)
<b>TOTAL</b>	<b>(\$176,918)</b>	<b>(\$54,036)</b>	<b>(\$208,950)</b>	<b>(\$225,200)</b>	<b>(\$229,604)</b>



# OPERATING BUDGET

## Port Stanley Arena

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>EXPENDITURES</b>					
Non Union Salaries	\$38,579	\$24,219	\$58,750	\$51,162	\$52,696
Union Salaries	\$124,116	\$45,300	\$231,700	\$169,832	\$174,926
Casual Salaries	\$15,112	\$5,010	\$0	\$0	\$0
CPP	\$7,673	\$4,096	\$0	\$10,606	\$10,924
EI	\$3,469	\$1,782	\$0	\$4,540	\$4,676
WSIB	\$5,244	\$2,445	\$0	\$6,203	\$6,389
OMERS	\$13,013	\$6,153	\$0	\$16,515	\$17,011
EHT	\$3,409	\$1,589	\$0	\$4,031	\$4,152
LTD/ADD/LIFE	\$19,834	\$8,431	\$0	\$21,972	\$22,632
Employee Assistance	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$44,750	\$81,640
Permits/Licences	\$1,133	\$326	\$600	\$300	\$306
Office Supplies	\$268	\$525	\$2,000	\$1,000	\$1,020
Postage	\$0	\$0	\$0	\$0	\$0
Office Equipment	\$0	\$0	\$0	\$0	\$0
Cleaning Supplies	\$8,014	\$2,317	\$10,000	\$10,000	\$10,200
Tables and Chairs	\$0	\$0	\$1,000	\$1,030	\$1,051
Equipment Charges	\$5,963	\$3,834	\$5,000	\$6,000	\$6,000
Sm Tools and Equipment	\$396	\$578	\$3,000	\$3,000	\$3,060
Parts and Supplies	\$3,614	\$1,226	\$10,000	\$8,000	\$8,160
Building Maintenance	\$2,254	\$1,204	\$5,500	\$5,500	\$5,610
Hall Maintenance	\$0	\$0	\$0	\$0	\$0
Ice Maintenance	\$619	\$0	\$0	\$0	\$0
Health and Safety Supplies	\$405	\$692	\$1,500	\$1,000	\$1,020
Gas	\$10,197	\$7,282	\$12,000	\$12,000	\$12,240
Hydro	\$78,286	\$32,015	\$105,000	\$105,000	\$107,100
Water	\$26,899	\$3,967	\$25,000	\$23,000	\$23,460
Telephone	\$3,063	\$2,206	\$4,000	\$3,500	\$3,570
Water Heater Rental	\$6,045	\$4,533	\$6,000	\$6,200	\$6,324
Internet	\$1,380	\$1,035	\$1,200	\$1,400	\$1,428
IT Supplies	\$0	\$0	\$0	\$0	\$0
Vending Machine Stock	\$0	\$0	\$0	\$0	\$0
Cash Over/Short	\$0	\$0	\$0	\$0	\$0
IT Services	\$1,209	\$907	\$2,000	\$2,000	\$2,040
Mats Rental	\$1,900	\$285	\$3,000	\$3,000	\$3,060
Contracted Services	\$22,651	\$16,263	\$38,000	\$30,000	\$30,600
Heating and Cooling	\$337	\$672	\$2,000	\$0	\$0
Restroom Services	\$0	\$0	\$0	\$0	\$0
Snow Removal/Salt	\$1,587	\$672	\$5,000	\$5,000	\$5,100
Alarm Services	\$858	\$964	\$2,000	\$2,000	\$2,040
Blade Sharpening	\$305	\$31	\$300	\$300	\$306
Water Bottle Services	\$0	\$0	\$0	\$0	\$0
Extinguisher Insp.	\$839	\$510	\$1,000	\$1,000	\$1,020
Equipment Rental Service	\$1,057	\$1,804	\$3,500	\$3,000	\$3,060
Plumbing Services	\$3,064	\$0	\$0	\$0	\$0
Socan Fees	\$202	\$0	\$250	\$125	\$128
<b>Subtotal</b>	<b>\$412,994</b>	<b>\$182,873</b>	<b>\$539,300</b>	<b>\$562,966</b>	<b>\$612,949</b>
<b>TRANSFERS</b>					
Capital	\$0	\$0	\$0	\$5,000	\$5,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>TOTAL</b>	<b>\$412,994</b>	<b>\$182,873</b>	<b>\$539,300</b>	<b>\$567,966</b>	<b>\$617,949</b>

# OPERATING BUDGET

## Roads

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Sale of Equipment	(\$10,266)	(\$22,936)	(\$15,000)	\$0	\$0
Entrance/Public Works Permits	(\$50)	(\$2,550)	\$0	(\$500)	(\$510)
Developer Contribution	\$0	\$0	\$0	(\$192,236)	(\$232,772)
Cost Recovery	(\$2,986)	(\$1,839)	\$0	\$0	\$0
Fuel Recovery	(\$8,388)	\$0	(\$10,000)	(\$12,000)	(\$12,240)
Sundry Income	(\$37,358)	(\$27,851)	(\$60,000)	(\$40,000)	(\$40,800)
(Gain)/Loss Disposal TCA	(\$31,753)	\$0	\$0	\$0	\$0
TSF Fr Roads Equip Reserve	\$0	\$0	\$0	\$0	\$0
Roads Fleet TSF Fr Rds Equip Reserve	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>(\$90,801)</b>	<b>(\$55,176)</b>	<b>(\$85,000)</b>	<b>(\$244,736)</b>	<b>(\$286,322)</b>
<b>EXPENDITURES</b>					
<b>PAVED ROADS</b>					
Non-Union Salaries	\$80	\$0	\$0	\$0	\$0
Union Salaries	\$33,999	\$32,391	\$51,000	\$32,023	\$32,984
Casual Salaries	\$0	\$2,823	\$0	\$0	\$0
CPP	\$1,652	\$1,835	\$0	\$1,780	\$1,833
EI	\$732	\$790	\$0	\$765	\$788
WSIB	\$1,013	\$1,079	\$0	\$1,045	\$1,076
OMERS	\$3,011	\$2,985	\$0	\$2,971	\$3,060
EHT	\$658	\$701	\$0	\$679	\$699
LTD/ADD/LIFE	\$4,756	\$4,257	\$0	\$4,180	\$4,306
Miscellaneous Expenses	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$28,488	\$33,643	\$31,500	\$32,000	\$32,000
Parts and Supplies	\$1,709	\$44	\$0	\$0	\$0
Asphalt	\$30,750	\$40,540	\$40,000	\$41,200	\$42,024
Stock Expense	\$10,075	\$392	\$0	\$0	\$0
Gravel Supply	\$0	\$3,206	\$12,000	\$12,359	\$12,607
Contracted Services	\$1,821	\$13,788	\$35,000	\$136,050	\$138,771
Equipment Rental Service	\$0	\$3,600	\$8,000	\$8,240	\$8,405
<b>Subtotal</b>	<b>\$118,744</b>	<b>\$142,074</b>	<b>\$177,500</b>	<b>\$273,292</b>	<b>\$278,553</b>
<b>UNPAVED ROADS</b>					
Union Salaries	\$24,174	\$11,638	\$53,000	\$32,809	\$33,793
Casual Salaries	\$0	\$804	\$0	\$0	\$0
CPP	\$1,185	\$660	\$0	\$1,784	\$1,836
EI	\$508	\$283	\$0	\$766	\$789
WSIB	\$727	\$387	\$0	\$1,046	\$1,078
OMERS	\$2,169	\$1,087	\$0	\$3,129	\$3,223
EHT	\$472	\$251	\$0	\$680	\$701
LTD/ADD/LIFE	\$3,327	\$1,622	\$0	\$4,932	\$5,080
Dust Control Products	\$731	\$0	\$0	\$0	\$0
Equipment Charges	\$35,550	\$20,698	\$44,100	\$30,000	\$30,000
Gravel Supply	\$137,534	\$136,089	\$140,000	\$0	\$0
Land Acquisition	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$1,221	\$0	\$0	\$0	\$0
Equipment Rental Service	\$0	\$0	\$0	\$0	\$0
Dust Control Services	\$66,573	\$58,877	\$65,000	\$70,000	\$71,400
<b>Subtotal</b>	<b>\$274,171</b>	<b>\$232,396</b>	<b>\$302,100</b>	<b>\$145,146</b>	<b>\$147,900</b>

# OPERATING BUDGET

## Roads

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
BRIDGES AND CULVERTS					
Union Salaries	\$3,627	\$4,519	\$11,000	\$7,234	\$7,451
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$164	\$248	\$0	\$398	\$410
EI	\$73	\$107	\$0	\$171	\$176
WSIB	\$100	\$145	\$0	\$233	\$240
OMERS	\$292	\$444	\$0	\$711	\$733
EHT	\$65	\$95	\$0	\$151	\$156
LTD/ADD/LIFE	\$291	\$295	\$0	\$472	\$485
Equipment Charges	\$2,653	\$3,765	\$3,150	\$3,200	\$3,200
Gravel Supply	\$0	\$0	\$0	\$0	\$0
Contractor	\$12,097	\$0	\$0	\$20,000	\$0
Subtotal	\$19,362	\$9,618	\$14,150	\$32,570	\$12,851
ROADSIDE DRAINAGE					
Non-Union Salaries	\$448	\$7,076	\$0	\$0	\$0
Union Salaries	\$36,734	\$36,538	\$106,000	\$0	\$0
Casual Salaries	\$1,268	\$2,210	\$0	\$0	\$0
CPP	\$1,756	\$2,413	\$0	\$0	\$0
EI	\$694	\$1,027	\$0	\$0	\$0
WSIB	\$1,145	\$1,411	\$0	\$0	\$0
OMERS	\$3,267	\$4,067	\$0	\$0	\$0
EHT	\$744	\$917	\$0	\$0	\$0
LTD/ADD/LIFE	\$4,661	\$5,036	\$0	\$0	\$0
Equipment Charges	\$21,232	\$26,834	\$78,750	\$38,145	\$32,324
Parts and Supplies	\$58,483	\$2,562	\$0	\$0	\$0
Municipal Drains	\$0	\$0	\$0	\$160,000	\$100,000
Vegetation	\$16	\$0	\$0	\$0	\$0
Drainage Supplies	\$0	\$10,822	\$60,000	\$60,000	\$61,400
Contracted Services	\$95,258	\$29,490	\$25,000	\$25,750	\$26,265
Equipment Rental Service	\$10,019	\$14,913	\$15,000	\$15,450	\$15,759
Subtotal	\$235,725	\$145,316	\$284,750	\$299,345	\$235,748

# OPERATING BUDGET

## Roads

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>ROADSIDE OPERATIONS</b>					
Non-Union Salaries	\$474	\$60	\$0	\$0	\$0
Union Salaries	\$30,592	\$42,026	\$84,000	\$53,015	\$54,606
Casual Salaries	\$0	\$349	\$0	\$0	\$0
CPP	\$1,536	\$2,212	\$0	\$2,795	\$2,879
EI	\$674	\$948	\$0	\$1,197	\$1,233
WSIB	\$954	\$1,294	\$0	\$1,635	\$1,684
OMERS	\$2,772	\$3,873	\$0	\$4,890	\$5,037
EHT	\$620	\$841	\$0	\$1,063	\$1,095
LTD/ADD/LIFE	\$4,415	\$5,548	\$0	\$6,955	\$7,164
Equipment Charges	\$20,989	\$50,411	\$35,700	\$36,000	\$36,000
Small Tools and Equipment	\$0	\$0	\$0	\$0	\$0
Parts and Supplies	\$331	\$2,895	\$1,000	\$1,031	\$1,051
Vegetation	\$1,360	\$928	\$5,000	\$5,150	\$5,253
Lumber and Posts	\$261	\$0	\$3,000	\$5,000	\$5,100
Contracted Services	\$37,752	\$13,200	\$35,000	\$30,000	\$30,000
Equipment Rental Services	\$222	\$3,239	\$0	\$0	\$0
Tree Trim Contractor	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$102,952</b>	<b>\$127,824</b>	<b>\$163,700</b>	<b>\$148,731</b>	<b>\$151,102</b>
<b>TRAFFIC MANAGEMENT</b>					
Non-Union Salaries	\$876	\$316	\$0	\$0	\$0
Union Salaries	\$15,452	\$16,004	\$32,000	\$19,943	\$20,542
Casual Salaries	\$843	\$2,278	\$0	\$0	\$0
CPP	\$796	\$990	\$0	\$1,217	\$1,253
EI	\$339	\$427	\$0	\$523	\$539
WSIB	\$510	\$583	\$0	\$714	\$736
OMERS	\$1,382	\$1,481	\$0	\$1,881	\$1,937
EHT	\$331	\$379	\$0	\$464	\$478
LTD/ADD/LIFE	\$1,950	\$2,007	\$0	\$2,515	\$2,590
Signage	\$21,875	\$8,916	\$32,500	\$33,475	\$34,145
Equipment Charges	\$7,053	\$6,808	\$8,400	\$8,000	\$8,000
Small Tools and Equipment	\$0	\$3,983	\$0	\$0	\$0
Courier Services	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$5,328	\$15,425	\$35,000	\$36,050	\$36,771
Pavement Marking	\$27,901	\$0	\$0	\$4,500	\$4,500
<b>Subtotal</b>	<b>\$84,636</b>	<b>\$59,597</b>	<b>\$107,900</b>	<b>\$109,282</b>	<b>\$111,491</b>

# OPERATING BUDGET

## Roads

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>WINTER CONTROL</b>					
Non-Union Salaries	\$13,538	\$6,135	\$0	\$0	\$0
Union Salaries	\$82,061	\$60,090	\$159,000	\$108,146	\$111,391
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$2,897	\$2,903	\$0	\$5,225	\$5,381
EI	\$1,196	\$1,228	\$0	\$2,210	\$2,276
WSIB	\$1,922	\$1,676	\$0	\$3,016	\$3,106
OMERS	\$3,507	\$3,349	\$0	\$6,028	\$6,208
EHT	\$1,262	\$1,089	\$0	\$1,960	\$2,019
LTD/ADD/LIFE	\$6,641	\$4,918	\$0	\$8,851	\$9,118
Sand	\$0	\$0	\$6,500	\$6,695	\$6,829
Salt	\$78,085	\$0	\$165,000	\$125,000	\$127,000
Calcium	\$0	\$0	\$6,000	\$6,180	\$6,304
Soil	\$65	\$491	\$0	\$0	\$0
Ice Removal Supplies	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$123,493	\$89,888	\$183,750	\$140,000	\$140,000
Lumber and Posts	\$131	\$31	\$500	\$515	\$525
Stock Expense	\$5,424	\$0	\$0	\$0	\$0
IT Supplies	\$0	\$92	\$1,000	\$1,030	\$1,051
IT Service	\$8,002	\$15,566	\$30,000	\$30,900	\$31,518
Contracted Services	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$328,224</b>	<b>\$187,456</b>	<b>\$551,750</b>	<b>\$445,756</b>	<b>\$452,726</b>
<b>WINTER CONTROL - SIDEWALKS</b>					
Non-Union Salary	\$148	\$0	\$0	\$0	\$0
Union Salaries	\$8,880	\$7,349	\$13,500	\$8,921	\$9,189
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$291	\$353	\$0	\$428	\$441
EI	\$128	\$151	\$0	\$183	\$189
WSIB	\$195	\$206	\$0	\$250	\$258
OMERS	\$510	\$549	\$0	\$667	\$687
EHT	\$127	\$134	\$0	\$163	\$168
LTD/ADD/LIFE	\$856	\$731	\$0	\$887	\$914
Ice Removal Supplies	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$16,755	\$10,408	\$20,000	\$17,000	\$17,000
Contracted Services	\$0	\$322	\$0	\$0	\$0
Snow Removal/Salt	\$259	\$0	\$2,200	\$2,266	\$2,309
<b>Subtotal</b>	<b>\$28,149</b>	<b>\$20,203</b>	<b>\$35,700</b>	<b>\$30,765</b>	<b>\$31,155</b>

# OPERATING BUDGET

## Roads

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>ADMINISTRATION</b>					
Non-Union Salaries	\$422,740	\$373,702	\$652,000	\$465,387	\$479,349
Union Salaries	\$309,150	\$246,542	\$460,000	\$525,026	\$40,777
Casual Salaries	\$0	\$1,533	\$0	\$0	\$0
CPP	\$33,162	\$31,684	\$0	\$47,531	\$48,957
EI	\$13,910	\$13,104	\$0	\$20,345	\$20,955
WSIB	\$25,161	\$20,217	\$0	\$27,798	\$28,632
OMERS	\$79,515	\$66,131	\$0	\$74,017	\$76,237
EHT	\$17,136	\$13,150	\$0	\$18,067	\$18,609
LTD/ADD/LIFE	\$97,134	\$79,897	\$0	\$98,476	\$101,431
Employee Assistance	\$895	\$1,049	\$0	\$1,100	\$1,100
Employee Records Requests	\$160	\$0	\$0	\$0	\$0
Mileage	\$2,178	\$950	\$2,000	\$2,060	\$2,101
Travel and Conventions	\$2,261	\$16	\$2,500	\$2,575	\$2,627
Clothing Allowance	\$12,416	\$8,913	\$17,000	\$17,510	\$17,860
Dues/Memberships	\$3,517	\$2,796	\$2,500	\$2,575	\$2,627
Subscriptions	\$448	\$883	\$1,000	\$1,030	\$1,051
Employee Recognition	\$1,500	\$0	\$2,000	\$2,060	\$2,101
Meeting Expenses	\$548	\$54	\$1,000	\$1,030	\$1,051
Recruitment Expenses	\$30	\$1,040	\$1,000	\$1,030	\$1,051
Training	\$5,921	\$5,938	\$12,000	\$12,360	\$12,607
Health and Safety Training	\$1,831	\$2,636	\$12,000	\$12,360	\$12,607
Advertising	\$355	\$355	\$2,000	\$2,060	\$2,101
Insurance	\$92,255	\$109,953	\$100,000	\$68,750	\$123,240
Radio Licensing	\$3,011	\$1,702	\$1,500	\$1,546	\$1,575
Vehicle Licenses	\$27,311	\$26,180	\$23,500	\$30,000	\$30,600
Permits/Licenses	\$676	\$280	\$1,000	\$1,030	\$1,051
Office Supplies	\$2,634	\$811	\$3,000	\$3,090	\$3,152
Postage	\$0	\$0	\$0	\$0	\$0
Office Equipment	\$5,846	\$758	\$2,000	\$2,060	\$2,101
Cleaning Supplies	\$212	\$0	\$5,000	\$5,150	\$5,253
Office Furniture – Non Capital	\$1,637	\$3,495	\$10,000	\$10,300	\$10,506
Maintenance Supplies	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$26,757	\$20,051	\$27,300	\$25,000	\$25,000
Small Tools and Equipment	\$24,786	\$8,329	\$15,000	\$15,450	\$15,759
Large Tools and Equipment	\$1,435	\$763	\$0	\$0	\$0
Parts and Supplies	\$301,075	\$190,548	\$300,000	\$309,000	\$315,180
White Station Building Mtce	\$10,191	\$23,497	\$20,000	\$30,000	\$30,600
Health and Safety Supplies	\$5,638	\$5,861	\$5,000	\$7,500	\$7,650
Fuel Expense	\$262,627	\$80,231	\$275,000	\$280,000	\$290,000
Gas	\$9,270	\$5,250	\$11,000	\$11,330	\$11,557
Hydro	\$23,632	\$16,866	\$27,000	\$27,810	\$28,366
Water	\$0	\$0	\$1,500	\$1,545	\$1,576
Telephone	\$10,668	\$6,278	\$10,000	\$10,300	\$10,506
IT Supplies	\$1,766	\$6,719	\$1,000	\$1,030	\$1,051
IT Equipment	\$2,353	\$1,026	\$0	\$2,500	\$2,500
Principal on LTD	\$347,954	\$177,154	\$356,461	\$365,176	\$374,103
Interest on LTD	\$51,834	\$22,740	\$43,328	\$34,613	\$25,685
Courier	\$68	\$53	\$0	\$0	\$0
Legal Services	\$1,113	\$2,717	\$10,000	\$10,000	\$10,000



# OPERATING BUDGET

## Roads

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
Consulting	\$0	\$53,706	\$10,000	\$10,000	\$10,000
Answering Service	\$679	\$386	\$1,000	\$1,000	\$1,000
IT Services	\$41,287	\$31,346	\$40,000	\$50,000	\$51,000
Grounds Maintenance	\$0	\$0	\$0	\$0	\$0
Small Equipment Repair	\$207	\$0	\$0	\$0	\$0
Mats Rental	\$15,599	\$9,028	\$13,000	\$13,390	\$13,658
Shredding Service	\$534	\$547	\$0	\$0	\$0
Contracted Services	\$119,831	\$31,494	\$35,000	\$40,000	\$40,800
Cleaning Service	\$3,870	\$4,960	\$10,000	\$10,300	\$10,506
Water Bottle Service	\$1,239	\$559	\$1,000	\$1,030	\$1,051
Engineering Services	\$2,458	\$3,790	\$5,000	\$5,150	\$5,253
Equipment Rental Service	\$0	\$0	\$2,000	\$2,060	\$2,101
Surveying Services	\$2,601	\$1,525	\$15,000	\$10,000	\$10,200
Health and Safety Services	\$50	\$0	\$0	\$0	\$0
Locates	\$1,255	\$1,232	\$0	\$0	\$0
Bank Charges	\$150	\$646	\$0	\$0	\$0
Payments-In-Lieu	\$5,217	\$5,555	\$0	\$5,600	\$5,712
Office Rent	\$61,356	\$50,680	\$52,000	\$66,000	\$71,200
White Station Lease	\$29,024	\$21,940	\$30,000	\$32,500	\$33,150
Copier Lease	\$4,365	\$3,063	\$8,000	\$8,000	\$8,160
Fleet - Parts and Supplies	\$143	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$2,534,582</b>	<b>\$1,802,309</b>	<b>\$2,637,589</b>	<b>\$2,842,607</b>	<b>\$2,964,633</b>
<b>TRANSFERS</b>					
Construction Reserve	\$0	\$0	\$0	\$0	\$0
Roads Equipment Reserve	\$1,127,080	\$0	\$0	\$0	\$0
Roads Construct. Reserve	\$0	\$0	\$0	\$0	\$0
DC RF Roads Vehicle and Equip	\$0	\$0	\$0	\$192,236	\$232,772
Capital Fund	\$2,646	\$0	\$0	\$0	\$0
Roads Fleet To Roads Equip Reserve	(\$1,127,080)	(\$775,776)	\$200,000	\$0	\$0
<b>Subtotal</b>	<b>\$2,646</b>	<b>(\$775,776)</b>	<b>\$200,000</b>	<b>\$192,236</b>	<b>\$232,772</b>
<b>TOTAL</b>	<b>\$3,729,190</b>	<b>\$1,951,017</b>	<b>\$4,475,139</b>	<b>\$4,519,730</b>	<b>\$4,618,931</b>

# OPERATING BUDGET

## Street Lighting

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Expense Recovery	\$0	\$0	\$0	\$0	\$0
Transfer From Streetlight Reserve	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>					
Hydro	\$77,902	\$55,899	\$90,000	\$92,700	\$94,554
Contracted Services	\$10,229	\$13,453	\$20,000	\$20,600	\$21,012
<b>Subtotal</b>	<b>\$88,131</b>	<b>\$69,352</b>	<b>\$110,000</b>	<b>\$113,300</b>	<b>\$115,566</b>
<b>TRANSFERS</b>					
Streetlight Reserve	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL</b>	<b>\$88,131</b>	<b>\$69,352</b>	<b>\$110,000</b>	<b>\$113,300</b>	<b>\$115,566</b>

# OPERATING BUDGET

## Waste Management

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Garbage Tag Sales	(\$20,582)	(\$5,427)	(\$2,000)	(\$2,000)	(\$2,000)
User Fees	\$0	\$0	(\$625,250)	(\$573,993)	(\$674,425)
Composter/Recycle Grant	(\$137,480)	(\$125,276)	(\$120,000)	(\$110,000)	(\$110,000)
Blue Box Sales	(\$177)	(\$279)	(\$500)	(\$500)	(\$50)
Composter Sales	(\$1,120)	(\$1,015)	(\$1,000)	(\$1,000)	(\$1,000)
Garbage Bin and Collection Fee	\$0	(\$648,045)	\$0	\$0	\$0
London MRF Recycling Revenues	(\$54,472)	(\$52,876)	(\$70,000)	(\$70,000)	(\$35,000)
<b>TOTAL</b>	<b>(\$213,831)</b>	<b>(\$832,918)</b>	<b>(\$818,750)</b>	<b>(\$757,493)</b>	<b>(\$822,475)</b>
<b>EXPENDITURES</b>					
Non Union Salaries	\$5,658	\$9,402	\$72,500	\$44,083	\$45,405
Union Salaries	\$195,425	\$104,178	\$117,600	\$92,056	\$94,817
Casual Salaries	\$846	\$6,117	\$0	\$0	\$0
CPP	\$9,425	\$6,417	\$0	\$6,577	\$6,774
EI	\$4,177	\$2,780	\$0	\$2,782	\$2,865
WSIB	\$5,937	\$3,796	\$0	\$3,796	\$3,910
OMERS	\$15,558	\$10,023	\$0	\$7,588	\$7,815
EHT	\$3,859	\$2,467	\$0	\$2,468	\$2,542
LTD/ADD/LIFE	\$22,616	\$14,435	\$0	\$11,142	\$11,479
Clothing Allowance	\$2,469	\$2,493	\$1,400	\$1,275	\$1,275
Recruitment	\$0	\$0	\$0	\$0	\$0
Advertising	\$814	\$2,554	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$5,525	\$9,490
Permits/Licences	\$240	\$582	\$2,100	\$750	\$750
Equipment Charges	\$191,161	\$54,741	\$30,000	\$19,350	\$20,000
Parts and Supplies	\$5,119	\$322,606	\$311,000	\$25,000	\$25,000
Health and Safety Supplies	\$695	\$855	\$900	\$900	\$900
Telephone	\$566	\$435	\$500	\$500	\$500
Printing Services	\$12,893	\$2,672	\$1,000	\$1,000	\$1,000
Collection Service	\$94	\$0	\$0	\$0	\$0
Contractor	\$611	\$41,135	\$0	\$0	\$0
Equipment Rental	\$83,036	\$70,839	\$100,500	\$110,000	\$110,000
Contract	\$260,059	\$137,984	\$240,000	\$210,000	\$220,000
Cart Replacement Reserve Transfer	\$0	\$0	\$0	\$25,900	\$25,900
<b>Subtotal</b>	<b>\$821,258</b>	<b>\$796,511</b>	<b>\$877,500</b>	<b>\$570,692</b>	<b>\$590,422</b>

# OPERATING BUDGET

## Waste Management

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>LEAF AND YARD WASTE</b>					
Non Union Salaries	\$0	\$0	\$0	\$0	\$0
Union Salaries	\$0	\$3,499	\$0	\$13,242	\$13,639
CPP	\$0	\$191	\$0	\$640	\$659
EI	\$0	\$77	\$0	\$271	\$279
ESIB	\$0	\$105	\$0	\$369	\$380
OMERS	\$0	\$315	\$0	\$738	\$760
EHT	\$0	\$68	\$0	\$240	\$247
LTD/ADD/LIFE	\$0	\$0	\$0	\$1,084	\$1,117
Clothing Allowance	\$0	\$0	\$0	\$0	\$0
Advertising	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$0	\$3,549	\$0	\$8,000	\$8,000
Parts and Supplies	\$0	\$0	\$0	\$0	\$0
Equipment Rental	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$2,225	\$3,770
Contract	\$0	\$0	\$0	\$13,295	\$10,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$7,804</b>	<b>\$0</b>	<b>\$40,104</b>	<b>\$38,851</b>
<b>RECYCLING</b>					
Salaries Non-Union	\$217	\$121	\$37,500	\$64,936	\$66,885
Salaries Union	\$89,912	\$67,577	\$170,000	\$106,633	\$109,832
Salaries Casual	\$0	\$455	\$0	\$0	\$0
CPP	\$4,247	\$3,564	\$0	\$8,289	\$8,537
EI	\$1,905	\$1,537	\$0	\$3,506	\$3,611
WSIB	\$2,605	\$2,101	\$0	\$4,784	\$4,928
OMERS	\$7,407	\$5,838	\$0	\$9,562	\$9,849
EHT	\$1,693	\$1,365	\$0	\$3,110	\$3,203
LTD/ADD/LIFE	\$10,861	\$8,324	\$0	\$14,044	\$14,464
Clothing Allowance	\$0	\$0	\$2,150	\$1,300	\$1,300
Parts and Supplies	\$0	\$0	\$70,000	\$70,000	\$70,000
Insurance	\$0	\$0	\$0	\$13,100	\$22,230
Permits/Licences	\$0	\$0	\$2,000	\$2,000	\$2,000
H&S Supplies	\$0	\$0	\$750	\$750	\$750
Telephone	\$0	\$0	\$500	\$500	\$500
Recruitment	\$0	\$0	\$0	\$0	\$0
Garbage and Recycle Bins	\$6,665	\$7,155	\$15,000	\$12,000	\$12,000
Equipment Charges (W/T)	\$207,148	\$139,880	\$270,000	\$210,000	\$210,000
St. Thomas Services	\$42,969	\$21,699	\$45,000	\$45,000	\$45,000
Contractor	\$95,413	\$95,786	\$135,000	\$135,000	\$135,000
<b>Subtotal</b>	<b>\$471,042</b>	<b>\$355,402</b>	<b>\$747,900</b>	<b>\$704,514</b>	<b>\$720,089</b>
<b>TOTAL</b>	<b>\$1,292,300</b>	<b>\$1,159,716</b>	<b>\$1,625,400</b>	<b>\$1,315,309</b>	<b>\$1,349,362</b>

# OPERATING BUDGET

## Water

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Service Recovery	(\$125,000)	\$0	(\$168,500)	\$0	\$0
Developer Contributions	(\$73,509)	\$0	(\$112,500)	(\$153,452)	(\$188,955)
Landowner Recovery	\$0	\$0	\$0	\$0	\$0
Sundry Income	(\$3,808)	(\$4,343)	(\$1,000)	(\$1,000)	(\$1,000)
Water Consumption Billed - City	\$0	\$0	\$0	\$0	\$0
Water Consumption Billed - CE	(\$2,155,369)	(\$1,561,740)	(\$2,144,000)	(\$2,099,520)	(\$2,095,530)
CE Flat Rate Water Billed	(\$936,564)	(\$1,017,607)	(\$1,445,000)	(\$1,799,250)	(\$2,053,495)
Bulk Fill Station Revenue	(\$4,381)	(\$3,376)	(\$3,000)	(\$3,000)	(\$3,000)
Reconnect Charge	(\$3,600)	\$0	(\$2,000)	(\$2,000)	(\$2,000)
New Account Setup Fee	\$25	(\$9,075)	(\$2,000)	(\$2,000)	(\$2,000)
Water Penalty	(\$9,388)	(\$18,934)	(\$15,000)	(\$15,000)	(\$15,000)
Billing and Collect - Service Recovery	(\$32,000)	\$0	\$0	\$0	\$0
Water Rent	(\$3,000)	(\$2,250)	(\$3,000)	(\$3,000)	(\$3,000)
New Service Hookup	(\$30,234)	(\$13,800)	(\$20,000)	(\$20,000)	(\$20,000)
Meter Sales	(\$35,109)	(\$89,793)	(\$50,000)	(\$50,000)	(\$50,000)
Fire Hydrants - Maintenance Recovery	(\$73,741)	\$0	(\$45,000)	(\$75,000)	(\$75,000)
TSF Fr Water DC Reserve	\$0	\$0	\$0	\$0	(\$600,000)
Financing	\$0	\$0	\$0	\$0	(\$1,450,000)
TSF Fr Water Reserve	\$0	\$0	\$0	(\$112,500)	\$0
<b>TOTAL</b>	<b>(\$3,485,678)</b>	<b>(\$2,720,918)</b>	<b>(\$4,011,000)</b>	<b>(\$4,335,722)</b>	<b>(\$6,558,980)</b>

# OPERATING BUDGET

## Water

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>EXPENDITURES</b>					
<b>WATER ADMINISTRATION</b>					
Non Union Salaries	\$141,980	\$98,710	\$0	\$146,135	\$150,519
Union Salaries	\$88,565	\$76,227	\$346,000	\$32,552	\$33,529
Casual Salaries	\$380	\$1,265	\$0	\$0	\$0
CPP	\$8,330	\$9,370	\$0	\$8,575	\$8,833
EI	\$3,450	\$3,843	\$0	\$3,671	\$3,781
WSIB	\$7,145	\$5,941	\$0	\$5,015	\$5,166
OMERS	\$25,785	\$20,446	\$0	\$13,354	\$13,754
EHT	\$4,838	\$3,861	\$0	\$3,260	\$3,357
LTD/ADD/LIFE	\$24,812	\$19,234	\$0	\$17,767	\$18,300
Employee Assistance	\$187	\$207	\$0	\$280	\$288
Employee Records Requests	\$0	\$25	\$0	\$0	\$0
Mileage	\$0	\$0	\$0	\$0	\$0
Travel and Conventions	\$0	\$0	\$3,000	\$3,000	\$3,100
Clothing Allowances	\$2,925	\$1,318	\$3,500	\$3,500	\$3,500
Dues/Memberships	\$893	\$1,180	\$1,000	\$1,000	\$1,000
Subscriptions	\$0	\$0	\$200	\$200	\$200
Employee Recognition	\$450	\$0	\$500	\$500	\$500
Meeting Expenses	\$53	\$0	\$0	\$0	\$0
Flowers/Memorials	\$0	\$0	\$0	\$0	\$0
Recruitment Expenses	\$0	\$28	\$0	\$0	\$0
Training Prof Development	\$438	\$605	\$0	\$0	\$0
Advertising	\$0	\$0	\$300	\$300	\$300
Insurance	\$31,279	\$41,572	\$39,099	\$33,600	\$43,680
Radio Licensing	\$1,708	\$851	\$1,000	\$1,000	\$1,000
Licences/Permits/Certs	\$630	\$1,129	\$1,200	\$1,200	\$1,200
Office Supplies	\$1,209	\$679	\$1,000	\$1,000	\$1,000
Office Equipment	\$519	\$159	\$500	\$500	\$500
Equipment Charges	\$13,885	\$11,007	\$14,700	\$15,000	\$15,500
Small Tools/Equip	\$1,217	\$2,804	\$10,000	\$10,000	\$10,000
Parts and Supplies	\$1,474	\$728	\$0	\$0	\$0
Water	\$0	\$225	\$0	\$0	\$0
Telephone	\$3,698	\$2,539	\$4,300	\$4,300	\$4,300
IT Supplies	\$413	\$385	\$0	\$0	\$0
IT Equipment	\$1,212	\$0	\$2,000	\$2,000	\$2,000
Principal on Ltd	\$1,028,023	\$647,419	\$1,048,119	\$1,077,587	\$1,108,075
Interest on Ltd	\$341,194	\$247,275	\$306,980	\$273,303	\$238,680
Courier	\$14	\$317	\$0	\$0	\$0
Legal Services	\$18	\$0	\$0	\$0	\$0
Answering Service	\$362	\$215	\$600	\$600	\$600
IT Services	\$27,064	\$24,408	\$30,000	\$30,000	\$30,000
Contracted Services	\$1,182	\$8,581	\$0	\$0	\$0
SCADA Services	\$22,048	\$21,068	\$29,000	\$30,000	\$30,000
Rate Study Consult Service	\$13,704	\$1,938	\$0	\$0	\$0
Bank Charges	\$25	\$25	\$100	\$0	\$0
Payments in Lieu	\$6,032	\$5,141	\$17,500	\$17,500	\$17,500
White Station Lease	\$10,158	\$7,679	\$10,000	\$11,500	\$11,730
Crossing Agreements	\$913	\$658	\$500	\$500	\$500
Copier Lease	\$638	\$564	\$1,000	\$1,000	\$1,000
Operator Training	\$2,442	\$5,691	\$13,500	\$13,500	\$13,500
Health and Safety Training	\$0	\$1,049	\$3,000	\$3,000	\$3,000
Health and Safety Supplies	\$978	\$680	\$1,000	\$1,000	\$1,000
Health and Safety Services	\$0	\$0	\$0	\$0	\$0
Shp Eq and Truck Mtce - Parts & Sup	\$1,047	\$500	\$500	\$500	\$500
Shp Eq and Truck Mtce - Lab Samp	\$1,770	\$2,472	\$1,800	\$1,800	\$1,800
DWQMS - Audit Services	\$1,984	\$0	\$4,500	\$2,500	\$2,500
<b>Subtotal</b>	<b>\$1,827,071</b>	<b>\$1,280,018</b>	<b>\$1,896,398</b>	<b>\$1,771,999</b>	<b>\$1,785,692</b>



# OPERATING BUDGET

## Water

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>BILLING AND COLLECTION</b>					
Non Union Salaries	\$49,508	\$49,293	\$0	\$43,924	\$45,242
Union Salaries	\$12,452	\$14,845	\$120,000	\$12,207	\$12,573
Casual Salaries	\$0	\$12,796	\$0	\$0	\$0
CPP	\$2,798	\$3,990	\$0	\$2,694	\$2,775
EI	\$1,217	\$1,720	\$0	\$1,153	\$1,188
WSIB	\$1,792	\$2,346	\$0	\$1,575	\$1,623
OMERS	\$5,372	\$6,000	\$0	\$4,195	\$4,321
EHT	\$1,165	\$1,525	\$0	\$1,024	\$1,055
LTD/ADD/LIFE	\$7,453	\$6,570	\$0	\$5,582	\$5,747
Office Supplies	\$43	\$10	\$0	\$0	\$0
Postage	\$0	\$5,942	\$0	\$0	\$0
Billing Costs	\$25,316	\$9,386	\$27,500	\$20,000	\$20,000
Elec Water Bill Credit	\$0	\$7,578	\$0	\$0	\$0
Equipment Charges	\$3,048	\$4,147	\$10,500	\$10,500	\$10,500
Small Tools and Equip	\$4,550	\$6,540	\$6,000	\$1,500	\$1,000
Meter Reading	\$22,422	\$15,493	\$22,500	\$23,000	\$23,500
Contractor	\$117	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$137,253</b>	<b>\$148,181</b>	<b>\$186,500</b>	<b>\$127,354</b>	<b>\$129,524</b>
<b>WATER PURCHASES</b>					
Elgin Primary	\$321,682	\$189,497	\$345,000	\$312,322	\$331,326
Malahide Secondary	\$31,136	\$22,468	\$32,000	\$35,000	\$38,000
Aylmer Secondary	\$42,030	\$30,048	\$43,000	\$46,000	\$49,000
St. Thomas Secondary	\$364,378	\$180,552	\$141,000	\$110,158	\$117,510
St. Thomas Suburban Area	\$0	\$215,816	\$410,000	\$432,810	\$448,040
<b>Subtotal</b>	<b>\$759,226</b>	<b>\$638,381</b>	<b>\$971,000</b>	<b>\$936,290</b>	<b>\$983,876</b>
<b>BELMONT WATER TREATMENT</b>					
Non Union Salaries	\$2,298	\$465	\$0	\$0	\$0
Union Salaries	\$32,353	\$22,651	\$43,000	\$35,694	\$36,764
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$1,150	\$919	\$0	\$1,713	\$1,764
EI	\$451	\$388	\$0	\$733	\$755
WSIB	\$848	\$530	\$0	\$1,002	\$1,032
OMERS	\$2,035	\$1,401	\$0	\$2,667	\$2,748
EHT	\$551	\$344	\$0	\$651	\$671
LTD/ADD/LIFE	\$2,880	\$1,729	\$0	\$3,549	\$3,655
Chemicals	\$4,024	\$5,026	\$6,500	\$6,500	\$6,500
Equipment Charges	\$5,466	\$3,011	\$5,500	\$5,500	\$5,500
Small Tools/Equipment	\$9,652	\$0	\$0	\$0	\$0
Parts and Supplies	\$8,078	\$6,496	\$10,000	\$10,000	\$10,000
Hydro	\$8,431	\$5,910	\$10,000	\$10,000	\$10,000
Telephone	\$836	\$633	\$1,000	\$1,000	\$1,000
Contracted Services	\$59,376	\$13,888	\$22,000	\$13,000	\$13,000
Lab Sampling Services	\$1,355	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$139,784</b>	<b>\$63,391</b>	<b>\$98,000</b>	<b>\$92,009</b>	<b>\$93,389</b>

# OPERATING BUDGET

## Water

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>PORT STANLEY WATER TOWER</b>					
<b>OPERATIONS</b>					
Non Union Salaries	\$31	\$0	\$0	\$0	\$0
Union Salaries	\$5,622	\$3,482	\$9,000	\$8,301	\$8,550
Casual Salaries	\$0	\$47	\$0	\$0	\$0
CPP	\$228	\$192	\$0	\$398	\$410
EI	\$93	\$81	\$0	\$171	\$176
WSIB	\$163	\$111	\$0	\$233	\$240
OMERS	\$521	\$350	\$0	\$620	\$639
EHT	\$106	\$72	\$0	\$151	\$156
LTD/ADD/LIFE	\$639	\$400	\$0	\$826	\$850
Chemicals	\$2,198	\$1,642	\$2,000	\$2,000	\$2,100
Equipment Charges	\$1,477	\$958	\$1,500	\$1,750	\$1,750
Parts and Supplies	\$641	\$1,792	\$1,500	\$2,500	\$2,500
Hydro	\$0	\$0	\$0	\$8,000	\$8,000
Telephone	\$0	\$0	\$0	\$500	\$500
Contracted Services	\$0	\$0	\$2,000	\$15,000	\$15,000
<b>Subtotal</b>	<b>\$11,719</b>	<b>\$9,127</b>	<b>\$16,000</b>	<b>\$40,450</b>	<b>\$40,871</b>

<b>PORT STANLEY WATER TOWER</b>					
Non Union Salaries	\$287	\$0	\$0	\$0	\$0
Union Salaries	\$1,904	\$143	\$1,000	\$0	\$0
CPP	\$92	\$7	\$0	\$0	\$0
EI	\$40	\$3	\$0	\$0	\$0
WSIB	\$58	\$4	\$0	\$0	\$0
OMERS	\$168	\$8	\$0	\$0	\$0
EHT	\$37	\$3	\$0	\$0	\$0
LTD/ADD/LIFE	\$219	\$16	\$0	\$0	\$0
Equipment Charges	\$938	\$76	\$250	\$0	\$0
Parts and Supplies	\$193	\$0	\$1,000	\$0	\$0
Hydro	\$7,976	\$5,326	\$8,000	\$0	\$0
Telephone	\$497	\$407	\$500	\$0	\$0
Contracted Services	\$15,940	\$171	\$23,000	\$0	\$0
<b>Subtotal</b>	<b>\$28,349</b>	<b>\$6,164</b>	<b>\$33,750</b>	<b>\$0</b>	<b>\$0</b>

<b>BELMONT WATER TOWER</b>					
Non Union Salaries	\$113	\$0	\$0	\$0	\$0
Union Salaries	\$4,484	\$3,232	\$6,000	\$4,980	\$5,130
CPP	\$180	\$171	\$0	\$239	\$246
EI	\$75	\$72	\$0	\$102	\$105
WSIB	\$131	\$99	\$0	\$140	\$144
OMERS	\$392	\$308	\$0	\$372	\$383
EHT	\$85	\$64	\$0	\$91	\$94
LTD/ADD/LIFE	\$496	\$355	\$0	\$496	\$510
Equipment Charges	\$286	\$854	\$250	\$250	\$250
Parts and Supplies	\$0	\$1,023	\$1,000	\$1,000	\$1,000
Hydro	\$2,665	\$2,031	\$3,500	\$3,500	\$3,500
Contracted Service	\$15,596	\$0	\$14,300	\$13,000	\$13,000
<b>Subtotal</b>	<b>\$24,503</b>	<b>\$8,209</b>	<b>\$25,050</b>	<b>\$24,170</b>	<b>\$24,362</b>

# OPERATING BUDGET

## Water

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>BULK FILL STATION</b>					
Non Union Salaries	\$0	\$0	\$1,000	\$830	\$855
Union Salaries	\$0	\$156	\$0	\$0	\$0
CPP	\$0	\$8	\$0	\$40	\$41
EI	\$0	\$3	\$0	\$17	\$18
WSIB	\$0	\$5	\$0	\$23	\$24
OMERS	\$0	\$15	\$0	\$62	\$64
EHT	\$0	\$3	\$0	\$15	\$16
LTD/ADD/LIFE	\$0	\$20	\$0	\$83	\$85
Equipment Charges	\$0	\$73	\$100	\$100	\$100
Parts and Supplies	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$0	\$2,678	\$5,000	\$2,500	\$2,500
<b>Subtotal</b>	<b>\$0</b>	<b>\$2,961</b>	<b>\$6,100</b>	<b>\$3,670</b>	<b>\$3,703</b>
<b>FRUIT RIDGE BOOSTER</b>					
Non Union Salaries	\$341	\$0	\$0	\$0	\$0
Union Salaries	\$2,127	\$1,794	\$3,500	\$2,905	\$2,992
CPP	\$99	\$93	\$0	\$139	\$144
EI	\$41	\$39	\$0	\$60	\$61
WSIB	\$72	\$54	\$0	\$82	\$84
OMERS	\$197	\$176	\$0	\$217	\$224
EHT	\$47	\$35	\$0	\$53	\$55
LTD/ADD/LIFE	\$241	\$194	\$0	\$289	\$298
Equipment Charges	\$590	\$543	\$500	\$500	\$500
Hydro	\$2,061	\$1,839	\$2,100	\$2,100	\$2,100
Telephone	\$0	\$0	\$0	\$0	\$0
Contracted Service	\$1,011	\$491	\$1,000	\$1,000	\$1,000
<b>Subtotal</b>	<b>\$6,827</b>	<b>\$5,258</b>	<b>\$7,100</b>	<b>\$7,345</b>	<b>\$7,458</b>
<b>WATER CHAMBERS</b>					
Non Union Salaries	\$0	\$0	\$0	\$0	\$0
Union Salaries	\$1,922	\$47	\$5,000	\$4,150	\$4,275
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$15	\$0	\$0	\$199	\$205
EI	\$4	\$0	\$0	\$85	\$88
WSIB	\$58	\$0	\$0	\$116	\$120
OMERS	\$168	\$0	\$0	\$310	\$319
EHT	\$38	\$0	\$0	\$76	\$78
LTD/ADD/LIFE	\$181	\$0	\$0	\$413	\$425
Equipment Charges	\$913	\$0	\$1,000	\$1,000	\$1,000
Parts and Supplies	\$0	\$0	\$500	\$500	\$500
Hydro	\$744	\$527	\$1,000	\$1,000	\$1,000
Contracted Services	\$1,354	\$0	\$1,000	\$1,000	\$1,000
<b>Subtotal</b>	<b>\$5,397</b>	<b>\$574</b>	<b>\$8,500</b>	<b>\$8,849</b>	<b>\$9,010</b>

# OPERATING BUDGET

## Water

	2020	ACTUALS 2021	2021	BUDGET 2022	2023
<b>WATER MAINS</b>					
Non Union Salaries	\$2,525	\$900	\$0	\$0	\$0
Union Salaries	\$64,347	\$47,397	\$97,000	\$80,518	\$82,933
Casual Salaries	\$0	\$964	\$0	\$0	\$0
CPP	\$2,677	\$2,586	\$0	\$3,864	\$3,980
EI	\$1,104	\$1,094	\$0	\$1,654	\$1,704
WSIB	\$1,937	\$1,511	\$0	\$2,260	\$2,328
OMERS	\$6,045	\$4,716	\$0	\$6,017	\$6,198
EHT	\$1,259	\$982	\$0	\$1,469	\$1,513
LTD/ADD/LIFE	\$7,516	\$5,574	\$0	\$8,006	\$8,246
Equipment Charges	\$18,070	\$17,316	\$18,500	\$18,500	\$18,500
Parts and Supplies	\$14,250	\$2,220	\$10,000	\$10,000	\$10,000
Contracted Services	\$28,860	\$23,804	\$15,000	\$15,000	\$15,000
Sampling - Lab Sampling Services	\$17,629	\$16,246	\$18,000	\$18,000	\$18,000
Locates - Locating Services	\$752	\$964	\$1,000	\$1,000	\$1,000
<b>Subtotal</b>	<b>\$166,971</b>	<b>\$126,274</b>	<b>\$159,500</b>	<b>\$166,288</b>	<b>\$169,402</b>
<b>WATER SERVICES</b>					
Non Union Salaries	\$1,229	\$334	\$0	\$0	\$0
Union Salaries	\$39,098	\$39,713	\$87,000	\$72,138	\$74,302
Casual Salaries	\$0	\$780	\$0	\$0	\$0
CPP	\$1,288	\$2,187	\$0	\$3,462	\$3,566
EI	\$553	\$928	\$0	\$1,482	\$1,526
WSIB	\$1,152	\$1,268	\$0	\$2,025	\$2,085
OMERS	\$3,624	\$3,997	\$0	\$5,391	\$5,553
EHT	\$748	\$824	\$0	\$1,316	\$1,355
LTD/ADD/LIFE	\$4,333	\$4,524	\$0	\$7,173	\$7,389
Equipment Charges	\$12,994	\$10,260	\$15,000	\$15,000	\$15,000
Parts and Supplies	\$61,490	\$105,342	\$70,000	\$70,000	\$75,000
Contracted Services	\$43,883	\$2,657	\$20,000	\$20,000	\$20,000
<b>Subtotal</b>	<b>\$170,392</b>	<b>\$172,814</b>	<b>\$192,000</b>	<b>\$197,987</b>	<b>\$205,776</b>
<b>FIRE HYDRANTS</b>					
Non Union Salaries	\$0	\$0	\$0	\$0	\$0
Union Salaries	\$19,469	\$12,007	\$35,500	\$29,468	\$30,352
Casual Salaries	\$0	\$4,954	\$0	\$0	\$0
CPP	\$821	\$866	\$0	\$1,414	\$1,457
EI	\$354	\$375	\$0	\$605	\$623
WSIB	\$613	\$512	\$0	\$827	\$852
OMERS	\$1,983	\$1,169	\$0	\$2,202	\$2,268
EHT	\$399	\$333	\$0	\$538	\$554
LTD/ADD/LIFE	\$2,339	\$1,461	\$0	\$2,930	\$3,018
Equipment Charges	\$6,592	\$4,902	\$8,000	\$8,000	\$8,000
Parts and Supplies	\$4,022	\$172	\$6,000	\$6,000	\$6,000
Contracted Services	\$2,346	\$242	\$500	\$500	\$500
<b>Subtotal</b>	<b>\$38,938</b>	<b>\$26,993</b>	<b>\$50,000</b>	<b>\$52,484</b>	<b>\$53,624</b>
<b>TRANSFERS</b>					
Water Rate Reserve	\$52,999	\$232,573	\$96,102	\$681,827	\$853,338
Water DC Reserve	\$0	\$0	\$0	\$0	\$148,955
<b>Subtotal</b>	<b>\$52,999</b>	<b>\$232,573</b>	<b>\$96,102</b>	<b>\$681,827</b>	<b>\$1,002,293</b>
<b>CAPITAL BUDGET</b>	<b>\$117,875</b>	<b>\$0</b>	<b>\$265,000</b>	<b>\$225,000</b>	<b>\$2,050,000</b>
<b>WATER NET BUDGET</b>	<b>\$1,626</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# OPERATING BUDGET

## Wastewater

	ACTUALS		BUDGET		
	2020	2021	2021	2022	2023
<b>REVENUES</b>					
Consumption	(\$1,410,548)	(\$1,021,225)	(\$1,432,000)	(\$1,546,931)	(\$1,577,263)
Surcharge	(\$929,303)	(\$944,320)	(\$1,336,000)	(\$1,573,232)	(\$1,809,572)
St Thomas Energy	\$0	\$0	\$0	\$0	\$0
Port Stanley Land Lease	(\$28,795)	(\$3,949)	(\$32,600)	(\$28,795)	(\$28,795)
Penalty	(\$6,132)	(\$13,979)	(\$5,000)	(\$5,000)	(\$5,000)
Connection Charges	(\$160,606)	(\$174,458)	(\$145,000)	(\$134,521)	(\$134,521)
Developer Contributions	\$0	\$0	(\$1,400,000)	(\$1,174,785)	(\$1,446,594)
Front Ending Agreement	\$0	\$0	\$0	\$0	(\$3,500,000)
TSF FR Wastewater Reserve Fund	(\$854,916)	\$0	\$0	\$0	(\$500,000)
<b>TOTAL</b>	<b>(\$3,390,300)</b>	<b>(\$2,157,931)</b>	<b>(\$4,350,600)</b>	<b>(\$4,463,264)</b>	<b>(\$9,001,745)</b>

# OPERATING BUDGET

## Wastewater

	2020	ACTUALS 2021	2021	BUDGET 2022	2023
<b>EXPENDITURES</b>					
<b>ADMINISTRATION</b>					
St Thomas Connection Charges	\$88,970	\$0	\$0	\$0	\$0
Service Recovery	\$161,434	\$0	\$168,500	\$0	\$0
Non Union Salaries	\$50,100	\$36,835	\$0	\$196,008	\$201,888
Union Salaries	\$11,193	\$7,174	\$107,500	\$0	\$0
Casual Salaries	\$0	\$361	\$0	\$0	\$0
CPP	\$1,846	\$2,104	\$0	\$9,407	\$9,689
EI	\$772	\$845	\$0	\$4,026	\$4,147
WSIB	\$1,729	\$1,384	\$0	\$5,501	\$5,666
OMERS	\$6,698	\$4,944	\$0	\$14,648	\$15,088
EHT	\$1,193	\$900	\$0	\$3,576	\$3,683
LTD/ADD/LIFE	\$5,774	\$4,185	\$0	\$19,489	\$20,073
Employee Assistance	\$189	\$207	\$0	\$280	\$280
Employee Records Requests	\$0	\$25	\$0	\$0	\$0
Travel and Conventions	\$547	\$0	\$3,000	\$3,000	\$3,000
Clothing Allowance	\$2,925	\$1,318	\$3,500	\$3,500	\$3,500
Recruitment Expense	\$0	\$28	\$0	\$0	\$0
Advertising	\$0	\$508	\$0	\$0	\$0
Insurance	\$18,715	\$24,869	\$23,394	\$51,100	\$66,430
Radio Licensing	\$1,708	\$851	\$1,000	\$1,000	\$1,000
Licences/Permits/Certs	\$1,375	\$1,015	\$1,500	\$1,500	\$1,500
Office Supplies	\$695	\$1,424	\$1,000	\$1,000	\$1,000
Postage	\$0	\$3,951	\$27,500	\$20,000	\$20,000
Office Equipment	\$387	\$0	\$0	\$0	\$0
Equipment Charges	\$5,552	\$4,974	\$6,500	\$6,500	\$6,500
Maintenance	\$5,207	\$1,143	\$500	\$500	\$500
Sampling	\$0	\$0	\$0	\$0	\$0
Meter Reading	\$0	\$11,688	\$22,500	\$23,000	\$23,500
Truck Maintenance	\$22	\$0	\$0	\$0	\$0
Parts and Supplies	\$1,187	\$479	\$200	\$200	\$200
Water	\$0	\$135	\$0	\$0	\$0
Telephone	\$834	\$549	\$1,200	\$1,200	\$1,200
IT Supplies	\$378	\$385	\$0	\$0	\$0
IT Equipment	\$3,784	(\$1,168)	\$2,000	\$2,000	\$2,000
St. Thomas Sewer Ops	\$334,854	\$270,316	\$408,000	\$410,000	\$430,000
Principal on Ltd	\$1,370,585	\$614,869	\$1,350,243	\$1,397,298	\$1,446,113
Interest on Ltd	\$711,512	\$419,932	\$719,360	\$672,306	\$623,491
Legal Services	\$512	\$135	\$0	\$0	\$0
Consulting	\$0	\$0	\$2,000	\$0	\$0
Answering Service	\$362	\$215	\$600	\$600	\$600
IT Services	\$27,064	\$23,141	\$28,500	\$28,500	\$28,500
Contracted Services	\$4,526	\$15,775	\$1,500	\$1,500	\$1,500
SCADA Services	\$22,048	\$21,915	\$38,500	\$38,500	\$38,500
Locates	\$937	\$484	\$1,000	\$1,000	\$1,000
Rate Study Consult Service	\$13,644	\$1,938	\$0	\$0	\$0
Bank Charges	\$25	\$25	\$0	\$0	\$0
Payments In Lieu	\$102,158	\$80,351	\$75,000	\$75,000	\$75,000
White Station Lease	\$5,470	\$4,135	\$6,000	\$6,000	\$6,120
Copier Lease	\$638	\$564	\$900	\$900	\$900
Meeting Expenses	\$0	\$0	\$0	\$0	\$0
Training	\$3,266	\$856	\$11,000	\$11,000	\$11,000
Health and Safety Training	\$0	\$1,049	\$2,500	\$2,500	\$2,500
Health and Safety	\$1,081	\$500	\$1,000	\$1,000	\$1,000
Health and Safety Services	\$75	\$0	\$300	\$300	\$300
<b>Subtotal</b>	<b>\$2,971,971</b>	<b>\$1,567,313</b>	<b>\$3,016,197</b>	<b>\$3,013,839</b>	<b>\$3,057,368</b>



# OPERATING BUDGET

## Wastewater

	ACTUALS			BUDGET	
	2020	2021	2021	2022	2023
<b>PUMPING STATIONS</b>					
Non Union Salaries	\$2,802	\$826	\$0	\$0	\$0
Union Salaries	\$23,166	\$14,073	\$40,000	\$33,203	\$34,199
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$1,001	\$669	\$0	\$1,593	\$1,641
EI	\$400	\$279	\$0	\$682	\$703
WSIB	\$725	\$400	\$0	\$932	\$960
OMERS	\$2,118	\$1,179	\$0	\$2,481	\$2,556
EHT	\$480	\$260	\$0	\$606	\$624
LTD/ADD/LIFE	\$2,451	\$1,350	\$0	\$3,302	\$3,400
Equipment Charges	\$5,906	\$2,869	\$7,000	\$7,000	\$7,000
Small Tools and Equip	\$14,047	\$0	\$2,000	\$2,000	\$2,000
Parts and Supplies	\$72	\$11,259	\$5,000	\$5,000	\$5,000
Hydro	\$47,108	\$30,656	\$55,000	\$55,000	\$55,000
Water	\$506	\$316	\$400	\$400	\$400
Telephone	\$3,451	\$2,594	\$3,500	\$3,500	\$3,500
Contracted Service	\$25,951	\$10,903	\$35,000	\$35,000	\$35,000
Equipment Rental	\$0	\$0	\$0	\$0	\$0
Lab Sampling Service	\$0	\$1,730	\$0	\$0	\$0
PS Lease	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$130,184</b>	<b>\$79,363</b>	<b>\$147,900</b>	<b>\$150,699</b>	<b>\$151,983</b>
<b>COLLECTION SYSTEM</b>					
Non Union Salaries	\$209	\$0	\$0	\$0	\$0
Union Salaries	\$16,925	\$11,833	\$36,000	\$24,414	\$25,147
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$831	\$615	\$0	\$1,172	\$1,207
EI	\$356	\$263	\$0	\$502	\$517
WSIB	\$513	\$359	\$0	\$685	\$706
OMERS	\$1,595	\$1,110	\$0	\$1,825	\$1,879
EHT	\$334	\$233	\$0	\$445	\$458
LTD/ADD/LIFE	\$2,298	\$1,396	\$0	\$2,427	\$2,500
Equipment Charges	\$4,804	\$3,208	\$7,500	\$7,500	\$7,500
Parts and Supplies	\$0	\$0	\$5,000	\$5,000	\$5,000
Contracted Services	\$4,287	\$2,164	\$50,000	\$50,000	\$50,000
Equipment Rental	\$0	\$0	\$0	\$0	\$0
STN 52 - Non Union Salaries	\$0	\$0	\$0	\$0	\$0
STN 52 - Union Salaries	\$0	\$1,011	\$0	\$0	\$0
STN 52 - CPP	\$0	\$52	\$0	\$0	\$0
STN 52 - EI	\$0	\$22	\$0	\$0	\$0
STN 52 - WSIB	\$0	\$31	\$0	\$0	\$0
STN 52 - OMERS	\$0	\$93	\$0	\$0	\$0
STN 52 - EHT	\$0	\$20	\$0	\$0	\$0
STN 52 - LTD/ADD/LIFE	\$0	\$142	\$0	\$0	\$0
STN 52 - Meeting Expense	\$0	\$0	\$0	\$0	\$0
STN 52 - Equip Charges	\$0	\$1,716	\$0	\$0	\$0
STN 52 - Parts and Supplies	\$0	\$0	\$0	\$0	\$0
<b>Subtotal</b>	<b>\$32,152</b>	<b>\$24,268</b>	<b>\$98,500</b>	<b>\$93,970</b>	<b>\$94,914</b>

# OPERATING BUDGET

## Wastewater

	2020	ACTUALS 2021	2021	BUDGET 2022	2023
<b>BELMONT TREATMENT PLANT</b>					
Non Union Salaries	\$1,659	\$570	\$0	\$0	\$0
Union Salaries	\$22,547	\$17,496	\$41,200	\$32,552	\$33,529
Casual Salaries	\$0	\$63	\$0	\$0	\$0
CPP	\$984	\$910	\$0	\$1,562	\$1,609
EI	\$384	\$385	\$0	\$669	\$689
WSIB	\$690	\$544	\$0	\$914	\$941
OMERS	\$2,181	\$1,755	\$0	\$2,433	\$2,506
EHT	\$449	\$353	\$0	\$594	\$612
LTD/ADD/LIFE	\$2,488	\$2,013	\$0	\$3,236	\$3,333
Chemicals	\$9,342	\$4,758	\$9,000	\$9,000	\$9,000
Equipment Charges	\$5,515	\$2,995	\$5,000	\$5,000	\$5,000
Parts and Supplies	\$2,868	\$1,607	\$3,000	\$3,000	\$3,000
Hydro	\$83,336	\$39,017	\$80,000	\$80,000	\$80,000
Water	\$612	\$861	\$600	\$600	\$600
Telephone	\$1,301	\$977	\$1,500	\$1,500	\$1,500
Gravel Supply	\$0	\$0	\$0	\$0	\$0
Contracted Services	\$6,938	\$40,468	\$45,000	\$35,000	\$35,000
Lab Sampling Services	\$3,599	\$2,668	\$3,600	\$3,600	\$3,600
<b>Subtotal</b>	<b>\$144,893</b>	<b>\$117,440</b>	<b>\$188,900</b>	<b>\$179,660</b>	<b>\$180,919</b>
<b>PORT STANLEY TREATMENT PLANT</b>					
Non Union Salaries	\$2,959	\$543	\$0	\$0	\$0
Union Salaries	\$73,985	\$48,136	\$130,000	\$97,662	\$100,592
Casual Salaries	\$0	\$0	\$0	\$0	\$0
CPP	\$3,162	\$2,590	\$0	\$4,687	\$4,828
EI	\$1,301	\$1,091	\$0	\$2,006	\$2,066
WSIB	\$2,246	\$1,501	\$0	\$2,741	\$2,823
OMERS	\$7,170	\$4,777	\$0	\$7,299	\$7,518
EHT	\$1,465	\$976	\$0	\$1,782	\$1,835
LTD/ADD/LIFE	\$8,570	\$5,476	\$0	\$9,710	\$10,002
Cleaning Supplies	\$24	\$791	\$500	\$500	\$500
Chemicals	\$19,791	\$16,377	\$20,000	\$20,000	\$20,000
Equipment Charges	\$4,376	\$595	\$8,000	\$8,000	\$8,000
Small Tools and Equipment	\$0	\$178	\$5,000	\$5,000	\$5,000
Large Tools and Equipment	\$0	\$0	\$0	\$0	\$0
Parts and Supplies	\$31,909	\$19,994	\$20,000	\$20,000	\$20,000
Health and Safety Supplies	\$0	\$0	\$500	\$500	\$500
Gas	\$6,986	\$6,100	\$7,000	\$7,000	\$7,000
Hydro	\$73,304	\$47,574	\$75,000	\$75,000	\$75,000
Water	\$8,793	\$1,850	\$4,000	\$4,000	\$4,000
Telephone	\$1,876	\$1,406	\$1,900	\$1,900	\$1,900
Contracted Services	\$33,110	\$12,844	\$30,000	\$30,000	\$30,000
Snow Removal/Salt Services	\$2,997	\$3,109	\$3,500	\$3,500	\$3,500
Equipment Rental Service	\$0	\$0	\$0	\$0	\$0
Lab Sampling Services	\$9,470	\$6,755	\$9,000	\$9,000	\$9,000
<b>Subtotal</b>	<b>\$293,494</b>	<b>\$182,663</b>	<b>\$314,400</b>	<b>\$310,287</b>	<b>\$314,064</b>
<b>TRANSFERS</b>					
Reserves	\$0	\$186,884	\$384,703	\$264,809	\$402,497
DC Reserves	\$0	\$0	\$0	\$0	\$800,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$186,884</b>	<b>\$384,703</b>	<b>\$264,809</b>	<b>\$1,202,497</b>
<b>CAPITAL BUDGET</b>	<b>\$346,295</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$450,000</b>	<b>\$4,000,000</b>
<b>WASTEWATER NET BUDGET</b>	<b>\$528,689</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>