

Operating Budget



BUDGET SUMMARY

Revenues

AREA	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Taxation	(\$16,177,221)	(\$16,857,411)	(\$16,819,914)	(\$17,020,563)	(\$17,706,919)
Council	\$0	\$0	\$0	\$0	\$0
Belmont Library	(\$62,463)	(\$55,528)	(\$70,607)	(\$71,399)	(\$77,326)
Cemeteries	\$0	\$0	\$0	\$0	\$0
Conservation Authority	\$0	\$0	\$0	\$0	\$0
General Government	(\$1,300,805)	(\$1,421,332)	(\$1,347,900)	(\$1,348,300)	(\$1,457,510)
JAAC	\$0	\$0	\$0	\$0	\$0
Medical Centre	(\$30,727)	(\$28,686)	(\$32,000)	(\$35,000)	(\$35,000)
Animal Control	(\$19,415)	(\$200)	\$0	\$0	\$0
Asset Management	\$0	\$0	\$0	\$0	\$0
Building Services	(\$639,574)	(\$585,088)	(\$500,185)	(\$525,404)	(\$536,652)
By-law Enforcement	(\$9,583)	(\$100)	(\$15,000)	(\$85,804)	(\$15,000)
Development Services	(\$25,117)	(\$146,980)	(\$210,726)	(\$141,373)	(\$183,339)
Parking	(\$458,336)	(\$620,101)	(\$340,000)	(\$645,000)	(\$645,000)
Emergency Services	\$0	\$0	\$0	\$0	\$0
Fire Department	(\$106,149)	(\$286,255)	(\$369,339)	(\$343,114)	(\$343,164)
Police Services	(\$62,854)	\$0	(\$30,000)	(\$45,000)	(\$45,000)
State of Emergency	(\$220,509)	N/A	N/A	N/A	N/A
Beach	(\$1,500)	(\$2,350)	\$0	(\$1,000)	(\$1,000)
Belmont Arena	(\$140,268)	(\$175,999)	(\$196,000)	(\$223,330)	(\$229,880)
County Lift Bridge	(\$9,282)	\$0	(\$9,931)	(\$10,000)	(\$157,325)
County Roads	(\$830,182)	(\$636,057)	(\$1,002,370)	(\$879,962)	(\$811,937)
Harbour	(\$280,589)	(\$104,260)	(\$64,765)	(\$177,295)	(\$129,108)
Municipal Drains	(\$22,973)	(\$21,125)	(\$14,000)	(\$14,420)	(\$14,853)
Parks	(\$8,760)	(\$351,414)	(\$441,172)	(\$329,132)	(\$435,945)
Port Stanley Arena	(\$155,381)	(\$196,847)	(\$225,200)	(\$230,350)	(\$235,505)
Roads	(\$270,483)	(\$344,834)	(\$244,736)	(\$164,967)	(\$206,727)
Recreation	(\$27,426)	N/A	N/A	N/A	N/A
Street Lighting	\$0	\$0	\$0	\$0	\$0
Waste Management	(\$925,152)	(\$964,256)	(\$757,493)	(\$816,981)	(\$703,610)
Total	(\$21,784,749)	(\$22,798,823)	(\$22,691,338)	(\$23,108,394)	(\$23,970,800)

BUDGET SUMMARY

Expenditures

AREA	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Taxation	\$0	\$0	\$0	\$0	\$0
Council	\$176,096	\$162,488	\$204,411	\$222,624	\$224,849
Belmont Library	\$62,461	\$55,528	\$63,862	\$71,399	\$77,326
Cemeteries	\$23,219	\$12,110	\$23,000	\$23,151	\$23,305
Conservation Authority	\$177,013	\$187,473	\$182,322	\$202,741	\$201,457
General Government	\$2,175,198	\$2,059,440	\$2,065,603	\$2,457,003	\$2,556,031
JAAC	\$473	\$945	\$2,000	\$1,417	\$1,417
Medical Centre	\$57,816	\$54,522	\$60,043	\$62,724	\$65,775
Animal Control	\$21,915	\$28,645	\$17,425	\$28,000	\$32,000
Asset Management	\$324,113	\$355,546	\$351,030	\$371,980	\$386,323
Building Services	\$639,569	\$585,088	\$500,185	\$525,404	\$536,652
By-law Enforcement	\$74,411	\$119,184	\$76,840	\$85,804	\$87,576
Development Services	\$546,082	\$509,087	\$524,640	\$682,473	\$663,909
Parking	\$458,335	\$620,101	\$340,000	\$645,000	\$645,000
Emergency Services	\$0	\$0	\$5,000	\$5,000	\$5,000
Fire Department	\$2,318,699	\$1,522,170	\$2,549,152	\$2,627,904	\$2,861,934
Police Services	\$2,090,477	\$1,635,681	\$2,250,885	\$2,130,051	\$2,183,302
State of Emergency	\$298,403	N/A	N/A	N/A	N/A
Beach	\$652,610	\$631,609	\$617,049	\$674,581	\$705,701
Belmont Arena	\$375,728	\$432,915	\$528,682	\$587,884	\$622,950
County Lift Bridge	\$77,604	\$141,388	\$106,165	\$141,168	\$157,325
County Roads	\$761,861	\$683,781	\$906,136	\$1,024,804	\$1,055,528
Harbour	\$280,589	\$104,260	\$64,765	\$177,295	\$129,108
Municipal Drains	\$34,710	\$96,526	\$60,814	\$68,751	\$72,492
Parks	\$713,147	\$1,145,382	\$1,159,876	\$1,191,250	\$1,332,775
Port Stanley Arena	\$425,000	\$479,940	\$567,966	\$608,875	\$644,523
Recreation	\$327,821	N/A	N/A	N/A	N/A
Roads	\$4,378,419	\$3,596,232	\$4,519,729	\$4,534,375	\$4,747,076
Street Lighting	\$99,356	\$82,140	\$113,300	\$115,566	\$119,033
Waste Management	\$1,656,332	\$1,176,576	\$1,315,310	\$1,092,080	\$859,934
Total	\$19,232,467	\$16,478,757	\$19,335,360	\$20,359,304	\$20,998,301

BUDGET SUMMARY

Net (Revenue) Expenditures

AREA	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Taxation	(\$16,177,222)	(\$16,857,411)	(\$16,819,914)	(\$17,020,563)	(\$17,706,919)
Council	\$176,096	\$162,488	\$204,411	\$222,624	\$224,849
Belmont Library	(\$2)	\$0	(\$6,475)	\$0	\$0
Cemeteries	\$23,219	\$12,110	\$23,000	\$23,151	\$23,305
Conservation Authority	\$177,013	\$187,473	\$182,322	\$202,741	\$201,457
General Government	\$874,393	\$638,108	\$717,703	\$1,108,703	\$1,098,521
JAAC	\$473	\$945	\$2,000	\$1,417	\$1,417
Medical Centre	\$27,089	\$25,836	\$28,043	\$27,724	\$30,775
Animal Control	\$2,500	\$28,445	\$17,425	\$28,000	\$32,000
Asset Management	\$324,113	\$355,546	\$351,030	\$371,980	\$386,323
Building Services	(\$5)	\$0	\$0	\$0	\$0
By-law Enforcement	\$64,828	\$119,084	\$61,840	\$0	\$72,576
Development Services	\$520,965	\$362,107	\$473,084	\$541,100	\$480,570
Parking	(\$1)	\$0	\$0	\$0	\$0
Emergency Services	\$0	\$0	\$5,000	\$5,000	\$5,000
Fire Department	\$2,212,550	\$1,235,915	\$2,179,813	\$2,284,790	\$2,518,770
Police Services	\$2,032,634	\$1,635,681	\$2,220,885	\$2,085,051	\$2,138,302
State of Emergency	\$77,894	N/A	N/A	N/A	N/A
Beach	\$651,110	\$629,259	\$617,049	\$673,581	\$704,701
Belmont Arena	\$235,460	\$256,916	\$332,682	\$364,554	\$393,070
County Lift Bridge	\$68,322	\$141,388	\$96,234	\$131,168	\$0
County Roads	(\$68,321)	\$47,724	(\$96,234)	\$144,842	\$243,591
Harbour	\$0	\$0	\$0	\$0	\$0
Municipal Drains	\$11,737	\$75,401	\$46,814	\$54,331	\$57,639
Parks	\$704,387	\$793,968	\$718,704	\$862,118	\$896,830
Port Stanley Arena	\$269,619	\$283,093	\$342,766	\$378,525	\$409,018
Recreation	\$300,395	N/A	N/A	N/A	N/A
Roads	\$4,107,936	\$3,251,398	\$4,274,993	\$4,369,408	\$4,540,349
Street Lighting	\$99,356	\$82,140	\$113,300	\$115,566	\$119,033
Waste Management	\$731,180	\$212,320	\$557,817	\$275,099	\$156,324
Capital	\$2,647,159	\$3,727,014	\$3,355,978	\$2,749,090	\$4,217,673
Total	\$94,877	(\$2,593,052)	\$0	\$0	\$1,245,174

BUDGET SUMMARY

Water & Wastewater

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Water	(\$3,901,133)	(\$3,608,644)	(\$4,335,722)	(\$5,139,071)	(\$7,052,259)
Wastewater	(\$3,905,753)	(\$3,689,730)	(\$4,463,264)	(\$8,966,462)	(\$5,476,467)
Totals	(\$7,806,886)	(\$7,298,374)	(\$8,798,986)	(\$14,105,533)	(\$12,528,726)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Water	\$3,901,133	\$3,608,644	\$4,335,722	\$5,139,071	\$7,052,259
Wastewater	\$3,905,753	\$3,689,730	\$4,463,264	\$8,966,462	\$5,476,467
Totals	\$7,806,886	\$7,298,374	\$8,798,986	\$14,105,533	\$12,528,726

NET (REVENUE)/EXPENDITURE	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Water	\$0	\$0	\$0	\$0	\$0
Wastewater	\$0	\$0	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$0	\$0

TAXATION Revenues

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Municipal					
Residential	(\$13,200,041)	(\$13,831,509)	(\$13,831,512)	(\$14,020,631)	(\$14,673,851)
Multi-Residential	(\$40,762)	(\$84,562)	(\$84,562)	(\$84,562)	(\$86,253)
Farmland	(\$951,749)	(\$960,265)	(\$960,265)	(\$975,073)	(\$985,100)
Managed Forests	(\$7,662)	(\$7,912)	(\$7,912)	(\$7,912)	(\$8,070)
Commercial Full	(\$692,362)	(\$680,819)	(\$680,819)	(\$682,806)	(\$692,189)
Commercial Vacant Unit	(\$14,152)	(\$11,944)	(\$11,944)	(\$11,944)	(\$12,183)
Commercial Excess Land	(\$3,140)	(\$5,431)	(\$5,431)	(\$5,431)	(\$5,540)
Commercial New Construction	(\$53,082)	(\$133,948)	(\$133,948)	(\$141,724)	(\$136,627)
Industrial Full	(\$81,183)	(\$80,714)	(\$80,714)	(\$80,714)	(\$82,328)
Industrial Excess Land	(\$6,510)	(\$6,622)	(\$6,622)	(\$6,622)	(\$6,754)
Large Industrial Full	(\$73,326)	(\$74,586)	(\$74,586)	(\$74,586)	(\$76,078)
Industrial New Construction	(\$64,474)	(\$65,582)	(\$65,582)	(\$65,582)	(\$66,894)
Pipelines	(\$67,560)	(\$69,812)	(\$69,812)	(\$70,845)	(\$72,262)
Farm Awaiting Development	(\$6,370)	(\$3,089)	(\$3,089)	\$0	\$0
New Industrial Excess	(\$2,383)	(\$2,424)	(\$2,424)	(\$2,424)	(\$2,472)
Commercial Small Scale On-Farm Business	(\$461)	(\$469)	(\$640)	(\$522)	(\$679)
Parking Lot	(\$2,428)	\$0	\$0	\$0	\$0
Industrial Small Scale On-Farm Business	(\$140)	(\$143)	(\$143)	(\$143)	(\$143)
New Commercial On-Farm Business	\$0	(\$171)	\$0	(\$171)	\$0
Supplementals	(\$416,218)	(\$351,003)	(\$300,000)	(\$300,000)	(\$300,000)
Municipal - Payment-In-Lieu					
Residential Full	(\$112)	(\$114)	(\$114)	(\$114)	(\$114)
Residential General	\$0	(\$1,293)	\$0	(\$652)	(\$652)
Farmland Full	(\$1,869)	(\$1,901)	(\$1,901)	(\$1,901)	(\$1,901)
Commercial Full	(\$173,960)	(\$178,209)	(\$178,209)	(\$178,209)	(\$178,209)
Commercial Vacant	(\$1,319)	\$776	(\$1,341)	(\$273)	(\$274)
Industrial Full	(\$12,435)	\$576	(\$12,649)	(\$2,027)	(\$12,649)
Railway Row/Acreage	(\$12,987)	(\$12,989)	(\$12,987)	(\$12,987)	(\$12,989)
Hydro Acreage	(\$1,249)	(\$1,793)	(\$1,249)	(\$1,249)	(\$1,249)
Heads and Beds	(\$3,792)	(\$3,792)	(\$3,792)	(\$3,792)	(\$3,792)
Commercial General	(\$147,211)	(\$148,481)	(\$148,481)	(\$148,481)	(\$148,481)
Municipal Share Education	(\$138,284)	(\$139,186)	(\$139,186)	(\$139,186)	(\$139,186)
Total	(\$16,177,221)	(\$16,857,411)	(\$16,819,914)	(\$17,020,563)	(\$17,706,919)

Property taxes provide the Municipality with the funds required to deliver many different day-to-day services and programs. Property taxes are determined by multiplying the 'Current Value' or 'Assessment' of your property by the annual Tax Rate for the property type or 'Property Class'. Property owners are encouraged to visit www.mpac.ca – MPAC's secure, online, easy-to-use self-serve website that allows property owners to learn more about how their property was assessed, see the information MPAC has on file, as well as compare it to others in their neighbourhood and/or area.

Council

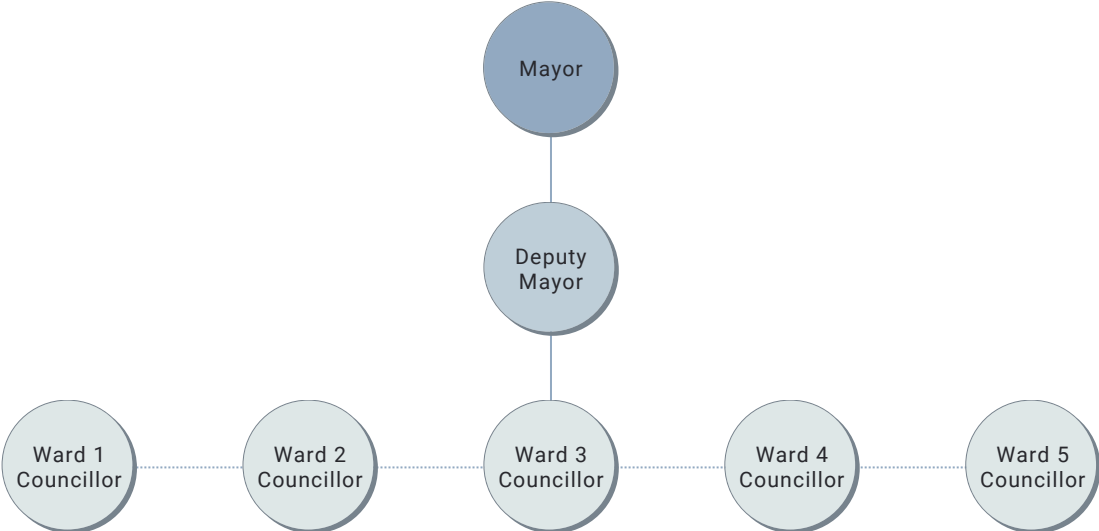


Council



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

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Salaries	\$151,698	\$122,508	\$154,666	\$150,888	\$155,294
CPP	\$4,191	\$4,083	\$5,000	\$5,022	\$7,782
EHT	\$2,726	\$2,620	\$3,000	\$2,969	\$3,028
Mileage	\$0	\$0	\$4,000	\$4,000	\$4,000
Travel & Conventions	\$3,163	\$1,626	\$5,000	\$10,000	\$10,000
Staff Awards & Recognition	\$1,655	\$0	\$0	\$0	\$0
Meeting Expenses	\$2,109	\$1,859	\$2,000	\$2,000	\$2,000
Training	\$304	\$0	\$0	\$0	\$0
Office Supplies	\$152	\$55	\$0	\$0	\$0
Phone	\$553	\$464	\$1,000	\$1,000	\$1,000
IT Equipment	\$0	\$0	\$5,000	\$5,000	\$5,000
Community Grants	\$0	\$0	\$500	\$500	\$500
Legal Services	\$0	\$18,377	\$1,000	\$10,000	\$10,000
Consulting	\$763	\$0	\$5,000	\$10,000	\$5,000
Celebrate Central Elgin Committee	\$0	\$90	\$3,000	\$3,000	\$3,000
Central Elgin Environmental Committee	\$0	\$3,557	\$6,000	\$6,000	\$6,000
Community Policing Committee	\$5,011	\$1,756	\$0	\$3,000	\$3,000
Heritage Central Elgin Committee	\$3,771	\$2,993	\$6,745	\$6,745	\$6,745
Total	\$176,096	\$159,988	\$201,911	\$220,124	\$222,349

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
TSF TO COUNCIL EQUIP RSV	\$0	\$2,500	\$2,500	\$2,500	\$2,500
Total	\$0	\$2,500	\$2,500	\$2,500	\$2,500

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$176,096	\$162,488	\$204,411	\$222,624	\$224,849

Council Net Budget	\$176,096	\$162,488	\$204,411	\$222,624	\$224,849
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Corporate Services



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 CAO/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 all Financial Services including Information Technology coordination. 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.

Major Drivers

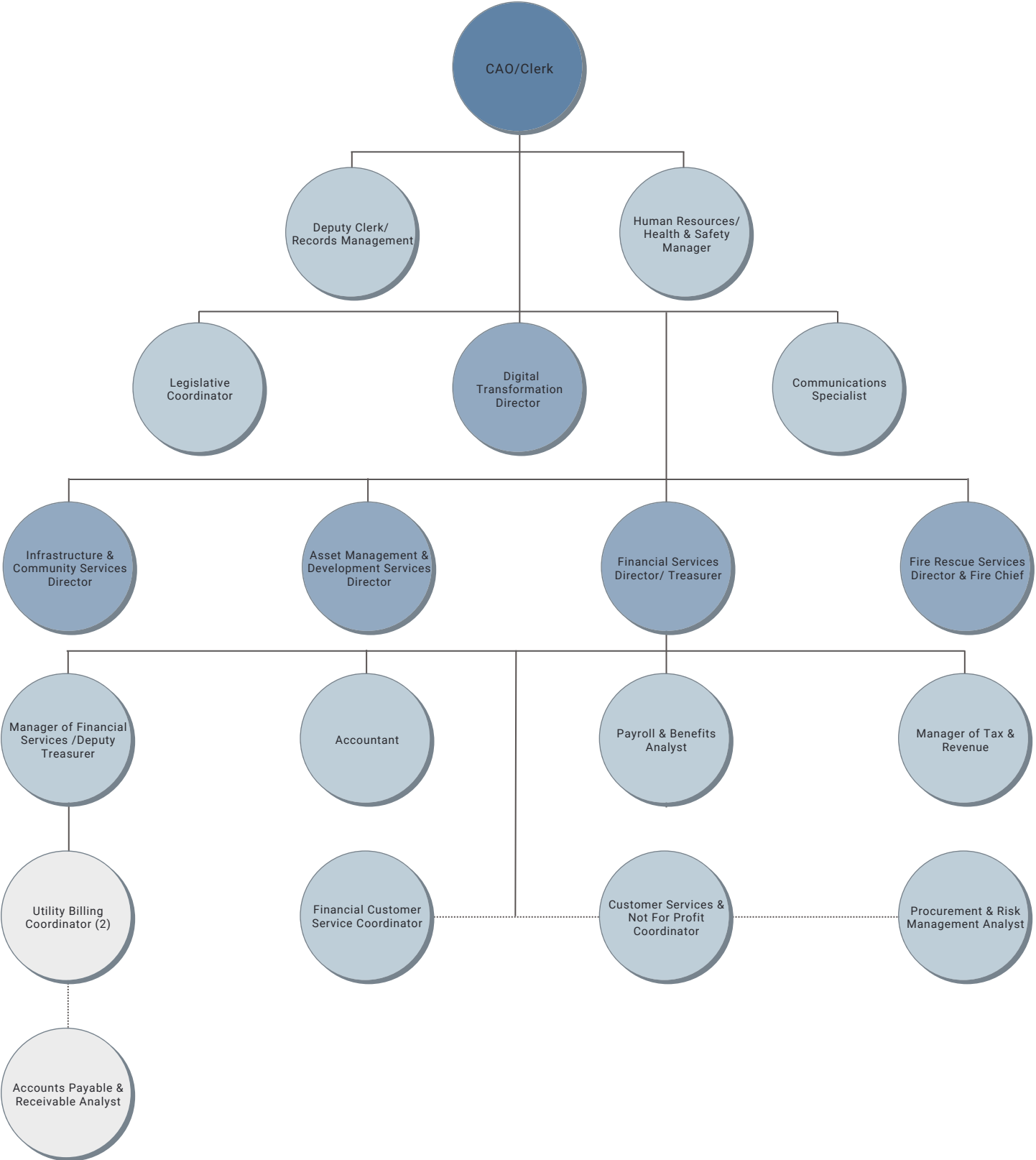
Renewal and Growth Related Pressures
Legislative Pressures
New Council Term

Major Initiatives Planned for 2023

Continuous Improvement Initiatives
Enhancing Online Services
Automating Processes with Built-In Controls



Corporate Services Organizational Chart



OPERATING BUDGET

Belmont Library

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Lease	(\$48,197)	(\$37,919)	(\$48,000)	(\$54,383)	(\$54,383)
Development Charges	\$0	(\$17,609)	(\$22,607)	(\$17,016)	(\$22,943)
Transfer from Library Reserve	(\$4,266)	\$0	\$0	\$0	\$0
Transfer from MCE Library	(\$10,000)	\$0	\$0	\$0	\$0
Total	(\$62,463)	(\$55,528)	(\$70,607)	(\$71,399)	(\$77,326)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$9,506	\$8,193	\$11,163	\$11,025	\$11,356
Union Salaries	\$813	\$585	\$0	\$0	\$0
Casual Salaries	\$0	\$144	\$0	\$0	\$0
CPP	\$463	\$442	\$493	\$552	\$572
EI	\$220	\$203	\$211	\$244	\$251
WSIB	\$307	\$276	\$288	\$332	\$342
OMERS	\$932	\$805	\$767	\$992	\$1,022
EHT	\$200	\$179	\$187	\$215	\$221
LTD/ADD/LIFE	\$148	\$40	\$120	\$20	\$20
Mileage	\$0	\$1,636	\$2,250	\$2,745	\$2,745
Insurance	\$3,495	\$3,659	\$4,600	\$4,575	\$5,719
Cleaning Supplies	\$76	\$313	\$335	\$345	\$355
Equipment Charges	\$82	\$0	\$0	\$0	\$0
Small Tools & Equipment	\$0	\$254	\$0	\$0	\$0
Parts & Supplies	\$261	\$6	\$0	\$0	\$0
Gas	\$826	\$666	\$824	\$840	\$865
Hydro	\$3,211	\$3,460	\$4,326	\$4,413	\$4,545
Water	\$744	\$855	\$773	\$788	\$812
Principal on LTD	\$10,000	\$0	\$10,000	\$10,000	\$10,000
Mat Rental	\$796	\$1,080	\$2,575	\$2,627	\$2,706
Contractor	\$7,778	\$2,531	\$2,575	\$2,652	\$2,732
Heating & Cooling	\$469	\$446	\$721	\$735	\$757
Snow Removal/Salt	\$2,249	\$1,577	\$3,090	\$3,152	\$3,247
Alarm Services	\$346	\$346	\$515	\$525	\$541
Extinguisher Inspection	\$768	\$623	\$0	\$0	\$0
Total	\$43,690	\$28,513	\$45,813	\$46,777	\$48,808

OPERATING BUDGET

Belmont Library

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Library Reserve	\$15,000	\$19,406	\$5,442	\$17,606	\$15,575
Transfer to Library DC Reserve	\$0	\$7,609	\$12,607	\$7,016	\$12,943
Total	\$15,000	\$27,015	\$18,049	\$24,622	\$28,518

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$62,461	\$55,528	\$63,862	\$71,399	\$77,326

Belmont Library Net Budget	(\$2)	\$0	(\$6,745)	\$0	\$0
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OPERATING BUDGET

Cemeteries

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Union Salaries	\$2,291	\$0	\$3,702	\$3,813	\$3,927
Casual Salaries	\$98	\$0	\$0	\$0	\$0
CPP	\$122	\$0	\$198	\$204	\$210
EI	\$53	\$0	\$85	\$88	\$91
WSIB	\$72	\$0	\$117	\$121	\$125
OMERS	\$208	\$0	\$336	\$346	\$356
EHT	\$47	\$0	\$76	\$78	\$80
LTD/ADD/LIFE	\$301	\$0	\$486	\$501	\$516
Equipment Charges	\$1,263	\$0	\$0	\$0	\$0
Contracted Services	\$18,764	\$12,110	\$18,000	\$18,000	\$18,000
Total	\$23,219	\$12,110	\$23,000	\$23,151	\$23,305
Cemeteries Net Budget	\$23,219	\$12,110	\$23,000	\$23,151	\$23,305

OPERATING BUDGET

Conservation Authorities

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Kettle Creek Conservation	\$80,460	\$83,985	\$82,872	\$88,140	\$91,666
Catfish Creek Conservation	\$96,553	\$103,488	\$99,450	\$114,601	\$109,791
Total	\$177,013	\$187,473	\$182,322	\$202,741	\$201,457
Conservation Authorities Net Budget	\$177,013	\$187,473	\$182,322	\$202,741	\$201,457

OPERATING BUDGET

General Government

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
OMPF Grant	(\$683,900)	(\$694,000)	(\$694,000)	(\$589,900)	(\$694,000)
MISC Federal Grant	(\$5,000)	\$0	\$0	\$0	\$0
Sale of Equipment	\$0	(\$10,975)	\$0	\$0	\$0
Property Sale Revenue	(\$14,267)	\$0	\$0	\$0	\$0
Tax Certificates	(\$20,860)	(\$23,315)	(\$15,000)	(\$17,500)	(\$18,000)
Addition to the Roll Fee	\$0	(\$3,586)	\$0	(\$4,000)	(\$4,000)
Mortgage Billing Fee	\$0	(\$18,079)	\$0	(\$17,000)	(\$17,000)
Past Due Notice Fee	\$0	(\$10,915)	\$0	(\$7,500)	(\$7,500)
New Account Fee	\$0	(\$7,500)	\$0	(\$6,000)	(\$6,000)
NSF Fee	\$0	(\$1,755)	\$0	(\$1,000)	(\$1,000)
Tax Sale Registration Process	\$0	(\$7,363)	\$0	(\$5,000)	(\$5,000)
Heritage Rebate Renewal App	\$0	(\$2,608)	\$0	(\$2,500)	(\$2,500)
Raffle/Nevada Licences	(\$904)	(\$2,536)	(\$500)	(\$500)	(\$500)
Burial Permits	\$0	\$0	(\$1,000)	(\$1,000)	(\$1,000)
Misc Lease Revenue	(\$49,020)	(\$56,162)	(\$50,000)	(\$50,000)	(\$50,000)
Taxes - Current Year Interest	(\$134,170)	(\$130,795)	(\$115,000)	(\$115,000)	(\$115,000)
Taxes - Prior Year Interest	(\$92,458)	(\$89,447)	(\$100,000)	(\$80,000)	(\$80,000)
Taxes - Two Years Prior Interest	(\$43,335)	(\$31,881)	(\$40,000)	(\$40,000)	(\$40,000)
Taxes - Three Years Prior Interest	(\$55,369)	(\$54,025)	(\$70,000)	(\$35,000)	(\$35,000)
Bank Interest	(\$63,395)	(\$95,962)	(\$50,000)	(\$50,000)	(\$50,000)
Erie Thames Interest	(\$78,083)	(\$128,612)	(\$90,000)	(\$100,000)	(\$100,000)
Reserve Fund Interest	(\$9,396)	(\$6,936)	(\$40,000)	(\$40,000)	(\$40,000)
Non Profit Housing - Administration Cost Recovery	(\$18,124)	\$0	(\$20,000)	(\$15,000)	(\$15,000)
Staff Cost Recovery	(\$5,100)	\$0	(\$4,400)	(\$4,400)	(\$4,000)
Sundry Income	\$1,752	(\$44,890)	\$0	\$0	\$0
Over/Short Account	(\$800)	\$10	\$0	\$0	\$0
Transfer from Election Reserve	\$0	\$0	(\$58,000)	\$0	\$0
Transfer from Modernization Grant	(\$28,376)	\$0	\$0	(\$167,000)	(\$172,010)
Total	(\$1,300,805)	(\$1,421,332)	(\$1,347,900)	(\$1,348,300)	(\$1,457,510)

OPERATING BUDGET

General Government

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$1,033,633	\$1,085,337	\$1,096,389	\$1,420,640	\$1,474,866
Casual Salaries	\$34,526	\$34,810	\$23,205	\$33,574	\$34,575
CPP	\$43,115	\$46,559	\$42,159	\$57,992	\$62,561
EI	\$17,623	\$18,334	\$16,822	\$20,955	\$21,094
WSIB	\$29,916	(\$32,208)	\$29,924	\$38,482	\$39,411
OMERS	\$108,259	\$109,235	\$112,911	\$149,361	\$155,135
EHT	\$20,782	\$21,718	\$21,832	\$28,357	\$29,434
LTD/ADD/LIFE	\$98,324	\$99,843	\$96,474	\$135,937	\$135,937
Employee Assistance	\$1,331	\$839	\$537	\$655	\$655
Wellness Benefit	\$4,576	\$3,315	\$4,000	\$4,000	\$4,000
Mileage	\$34	\$2,091	\$3,000	\$2,500	\$2,500
Travel & Conventions	\$1,777	\$4,479	\$10,000	\$10,000	\$10,000
Dues/Memberships	\$13,896	\$11,233	\$15,000	\$15,000	\$15,000
Subscriptions	\$1,923	\$388	\$2,000	\$2,000	\$2,000
Employee Recognition	\$274	\$225	\$1,000	\$1,000	\$1,000
Meeting Expenses	\$2,533	\$1,188	\$1,500	\$2,000	\$2,000
Flowers/Memorial	\$551	\$464	\$0	\$0	\$0
Recruitment Expenses	\$3,693	\$6,432	\$3,000	\$3,000	\$3,000
Training	\$11,861	\$12,109	\$10,000	\$10,000	\$10,300
Health & Safety Training	\$4,153	\$4,549	\$5,000	\$5,000	\$5,000
Advertising	\$23,845	\$13,536	\$25,000	\$25,000	\$30,000
Insurance	\$37,614	\$24,773	\$21,800	\$29,500	\$40,313
Insurance Claims Under Deduct	\$31,834	\$63,616	\$50,000	\$50,000	\$50,000
Office Supplies	\$7,511	\$6,701	\$6,000	\$6,000	\$6,000
Postage	\$28,117	\$29,402	\$25,000	\$25,000	\$25,000
Office Equipment	\$2,194	\$10,187	\$5,000	\$5,000	\$5,000
Office Furniture (Non-Cap)	\$29,953	\$9,946	\$5,000	\$5,000	\$5,000
Kitchen Supplies	\$3,486	\$1,567	\$3,000	\$3,000	\$3,000
Election Expenses	\$1,832	\$74,516	\$75,000	\$0	\$0
Health & Safety Supplies	\$172	\$1,128	\$500	\$500	\$500
Phone	\$11,127	\$10,078	\$11,000	\$12,000	\$12,000
IT Supplies	\$3,073	\$4,074	\$5,000	\$5,000	\$5,000
IT Equipment	\$9,613	\$29,847	\$10,000	\$10,000	\$10,000
Courier	\$46	\$67	\$0	\$0	\$0
Legal Services	\$47,800	\$27,771	\$20,000	\$20,000	\$25,000

OPERATING BUDGET

General Government

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Consulting	\$52,932	\$1,594	\$20,000	\$20,000	\$20,000
Audit Services	\$42,037	\$23,278	\$25,000	\$25,000	\$25,000
Answering Service	\$425	\$336	\$750	\$750	\$750
IT Services	\$86,708	\$38,572	\$60,000	\$60,000	\$60,000
Printing Services	\$5,201	\$1,976	\$8,000	\$8,000	\$8,000
Mat Rental	\$887	\$563	\$2,000	\$1,000	\$1,000
Shredding Service	\$1,504	\$1,022	\$1,300	\$1,300	\$1,500
Contractor	\$41,312	\$4,080	\$25,000	\$20,000	\$20,000
Water Bottle Services	\$1,180	\$1,215	\$1,500	\$1,500	\$1,500
Bank Charges	\$13,235	\$6,345	\$10,000	\$10,000	\$10,000
Write-Offs	\$141,936	\$96,108	\$50,000	\$50,000	\$50,000
Office Rent	\$97,267	\$93,610	\$100,000	\$90,000	\$100,000
Copier Lease	\$5,123	\$6,339	\$5,000	\$8,000	\$8,000
Total	\$2,160,744	\$2,013,187	\$2,065,603	\$2,432,003	\$2,531,031

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Council Equipment Reserve	\$2,100	\$0	\$0	\$0	\$0
Transfer to Election Reserve	\$20,000	\$0	\$0	\$25,000	\$25,000
Transfer to Working Capital Reserve	\$0	\$39,317	\$0	\$0	\$0
Transfer to Discretionary Reserve	\$9,396	\$6,936	\$0	\$0	\$0
Transfer to Obligatory Reserve	(\$17,042)	\$0	\$0	\$0	\$0
Total	\$14,454	\$46,253	\$0	\$25,000	\$25,000

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$2,175,198	\$2,059,440	\$2,065,603	\$2,457,003	\$2,556,031

General Government Net Budget	\$874,393	\$638,108	\$717,703	\$1,108,703	\$1,098,521
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OPERATING BUDGET

Joint Accessibility Advisory Committee

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$428	\$900	\$2,000	\$1,350	\$1,350
WSIB	\$27	\$27	\$0	\$41	\$41
EHT	\$18	\$18	\$0	\$26	\$26
Total	\$473	\$945	\$2,000	\$1,417	\$1,417
JAAC Net Budget	\$473	\$945	\$2,000	\$1,417	\$1,417

OPERATING BUDGET

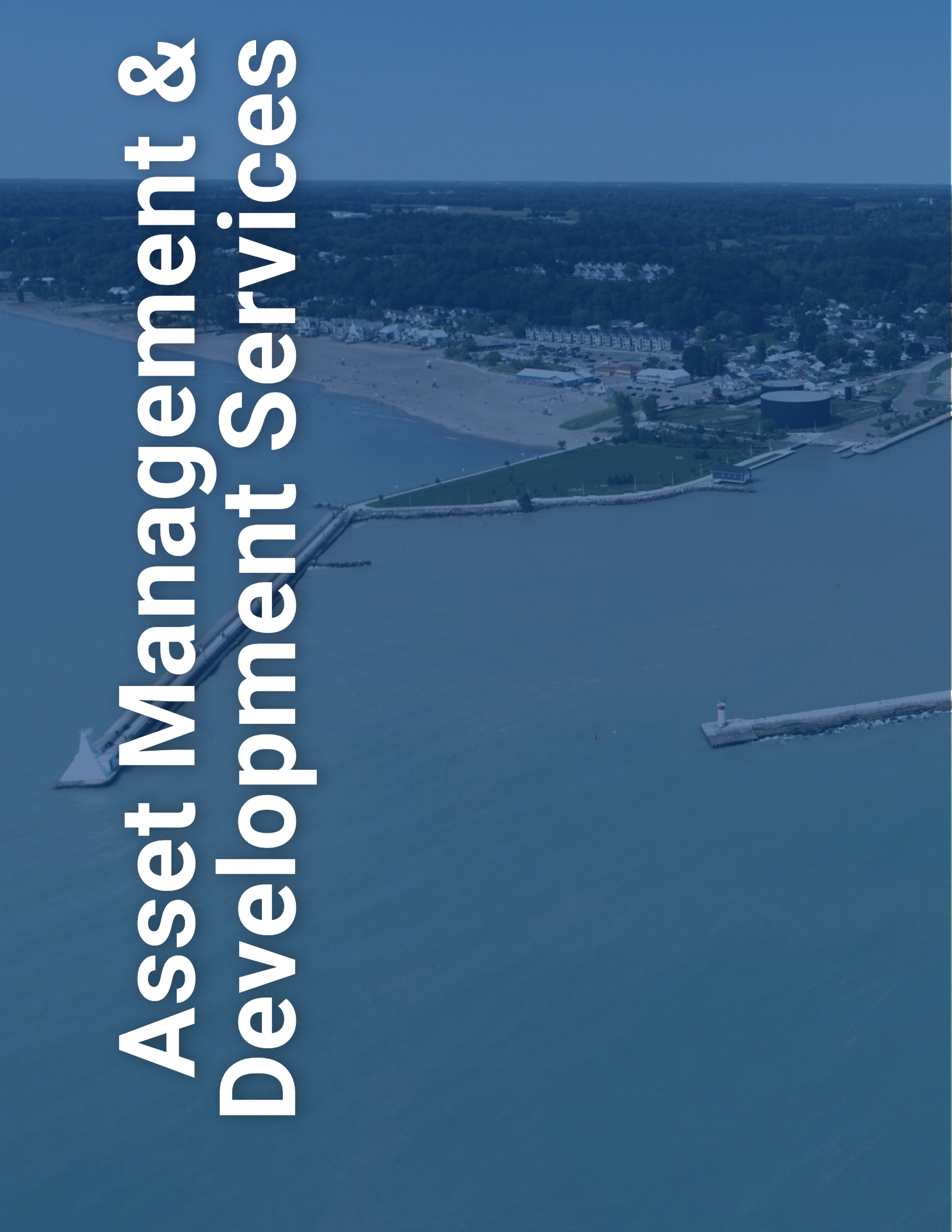
Medical Centre

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Rent	(\$30,727)	(\$28,686)	(\$32,000)	(\$35,000)	(\$35,000)
Total	(\$30,727)	(\$28,686)	(\$32,000)	(\$35,000)	(\$35,000)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$13,268	\$10,764	\$11,163	\$11,025	\$11,356
Union Salaries	\$96	\$535	\$0	\$0	\$0
Casual Salaries	\$0	\$51	\$0	\$0	\$0
CPP	\$619	\$577	\$493	\$552	\$572
EI	\$298	\$265	\$211	\$244	\$251
WSIB	\$404	\$361	\$288	\$332	\$342
OMERS	\$1,209	\$1,044	\$767	\$992	\$1,022
EHT	\$262	\$234	\$187	\$215	\$221
LTD/ADD/LIFE	\$14	\$75	\$120	\$20	\$20
Insurance	\$3,314	\$3,541	\$2,900	\$4,430	\$5,538
Mileage	\$0	\$1,623	\$2,250	\$2,000	\$2,250
Cleaning Supplies	\$1,931	\$0	\$2,060	\$2,122	\$2,186
Equipment Charges	\$19	\$38	\$0	\$0	\$0
Parts & Supplies	\$0	\$90	\$309	\$318	\$328
Gas	\$1,563	\$1,332	\$1,545	\$1,591	\$1,639
Hydro	\$2,863	\$2,449	\$4,326	\$4,456	\$4,590
Water	\$1,047	\$1,098	\$773	\$796	\$820
Mat Rental	\$1,508	\$1,111	\$3,605	\$3,713	\$3,824
Contracted Services	\$3,551	\$1,544	\$2,060	\$2,122	\$2,186
Heating & Cooling	\$978	\$576	\$515	\$530	\$546
Snow Removal/Salt Services	\$6,879	\$6,838	\$6,695	\$6,896	\$7,103
Alarm Services	\$0	\$846	\$618	\$637	\$656
Property Taxes	\$17,993	\$19,530	\$19,158	\$19,733	\$20,325
Total	\$57,816	\$54,522	\$60,043	\$62,724	\$65,775

Medical Centre Net Budget	\$27,089	\$25,836	\$28,043	\$27,724	\$30,775
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Asset Management & Development Services



Asset Management & Development Services



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 investing in assets through maintenance and replacement while keeping in mind Return on Investment principals 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 entire community, with a focus on return on investment.



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

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



The Development Services Division 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 works collaboratively with the Infrastructure and Community Services Department and 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 Division also works to guide and direct residents and builders through the building permit process. This includes pre-consulting for construction, renovating and demolition permit applications for projects including houses, agricultural, commercial and industrial buildings, pools and pool enclosures. It is also responsible for the administration and enforcement of the Council approved Building By-law, Zoning By-law and Pool Enclosure By-law.

By-law Enforcement

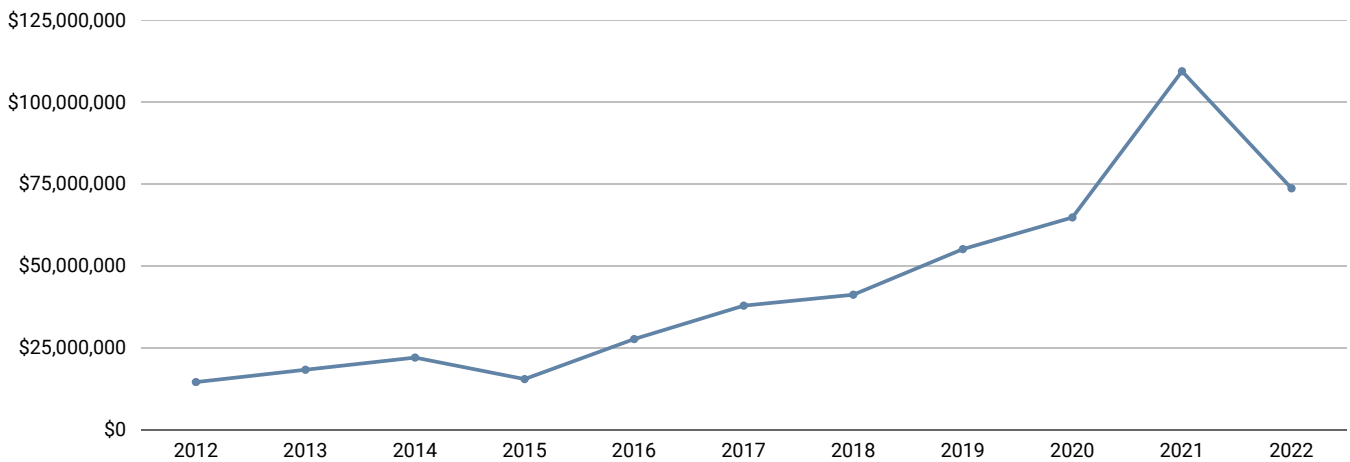
The By-law Enforcement Division is responsible for the enforcement of municipal regulatory bylaws including but not limited to, parking enforcement, property standards, lot maintenance, zoning, and vendor licensing.

2022 Accomplishments

In 2021, Municipal Council adopted the Detailed Asset Management Plans (DAMP) for Roads, Bridges, Storm Sewers, Drinking Water Systems, and Sanitary Sewer Systems. In 2022, the Municipality advanced the development of the Detailed Asset Management Plans for Fleet, Fire Apparatus, Buildings, Facilities, and Parks. These plans will be completed in 2023 for approval by Council.

The COVID-19 pandemic served as a catalyst for the implementation of business systems and processes that enabled the Asset Management and Development Services Department to operate more efficiently. Cloud Permit, the online building permitting portal, enables residents and builders to submit plans directly to the Municipality for review and issuance of building permits. In addition, the Municipality continues to use virtual meeting platforms for consultation meetings on planning and development applications. Both of these practices save stakeholders time and money by eliminating the need for them to visit the municipal office.

Construction Value



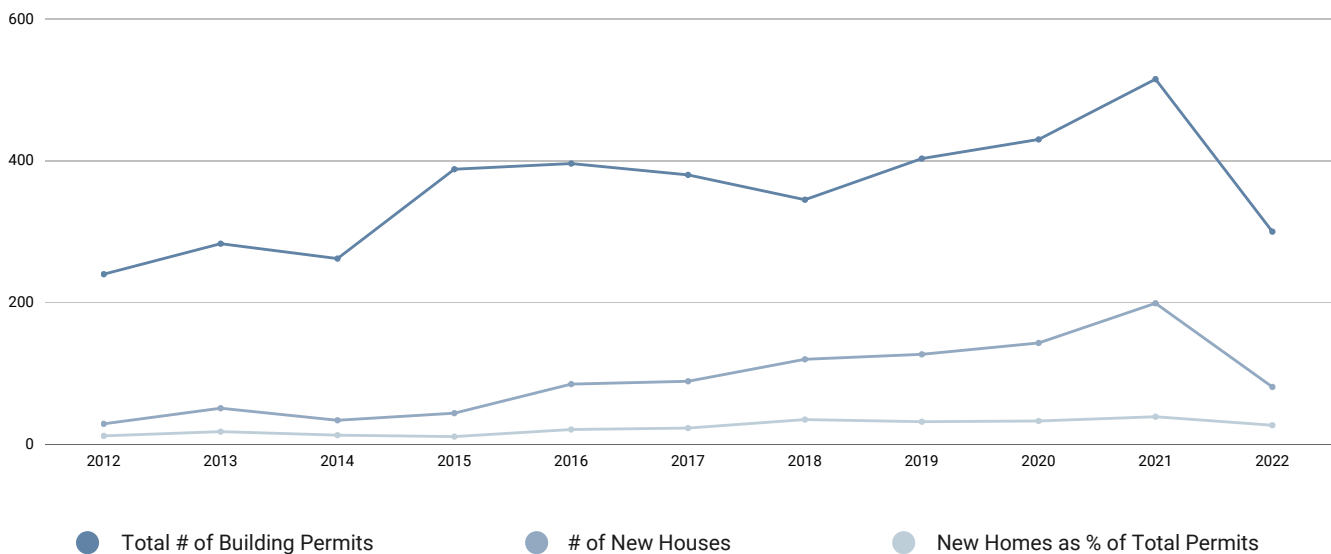
The historical trends for Land Use Planning Applications, Residential Units, Construction Value, and Building Permits issued are shown in the above and below charts. It should be noted that the data for 2022 is for the period from January 1 to August 30, 2022.



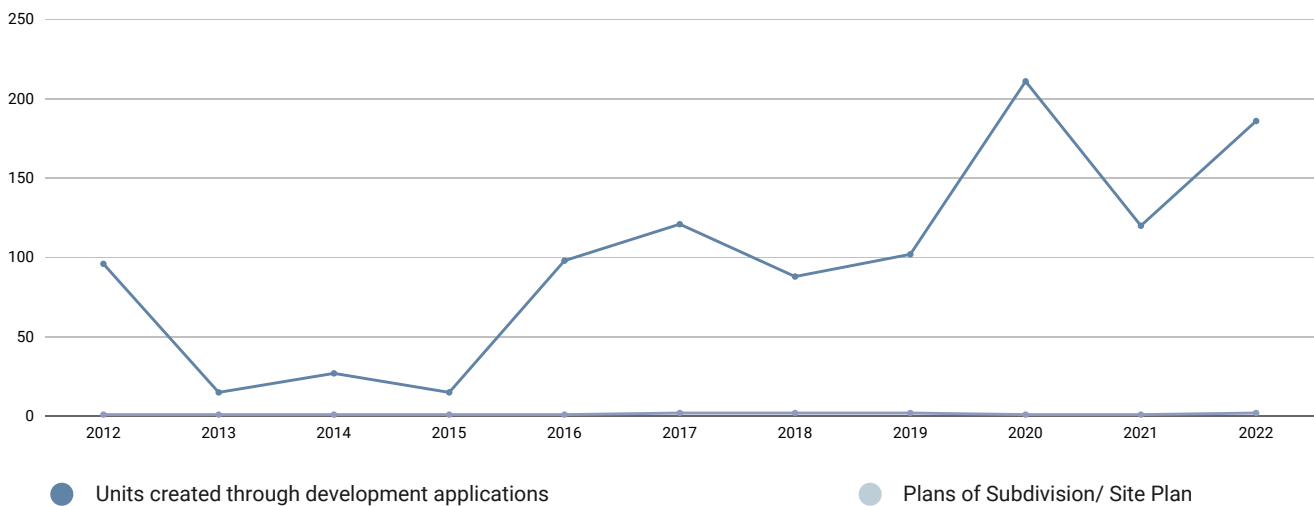
Central Elgin has realized rapid growth over the past 4 years. The Municipality saw a slight decrease in new housing units built in 2022 compared to 2021, but the number of units built in 2022 still exceeds the four-year average of units built per year.

The Municipality completed a comprehensive review and update of its Official Plan in 2022. This high-level strategic document aids in determining which areas will be developed for residential, commercial, and industrial land uses while preserving farmland, natural heritage (woodlots, wetlands), and ensuring development respects natural hazards such as floodplain or valley lands. The Official Plan process included extensive public consultation with the general public, developers, and stakeholders such as the Ontario Federation of Agriculture. The Official Plan was adopted by Council in August 2022, and it is expected to be approved by the County of Elgin as the Province of Ontario's designated 'Approval Authority' in late 2022 or early 2023.

Permit Quantity

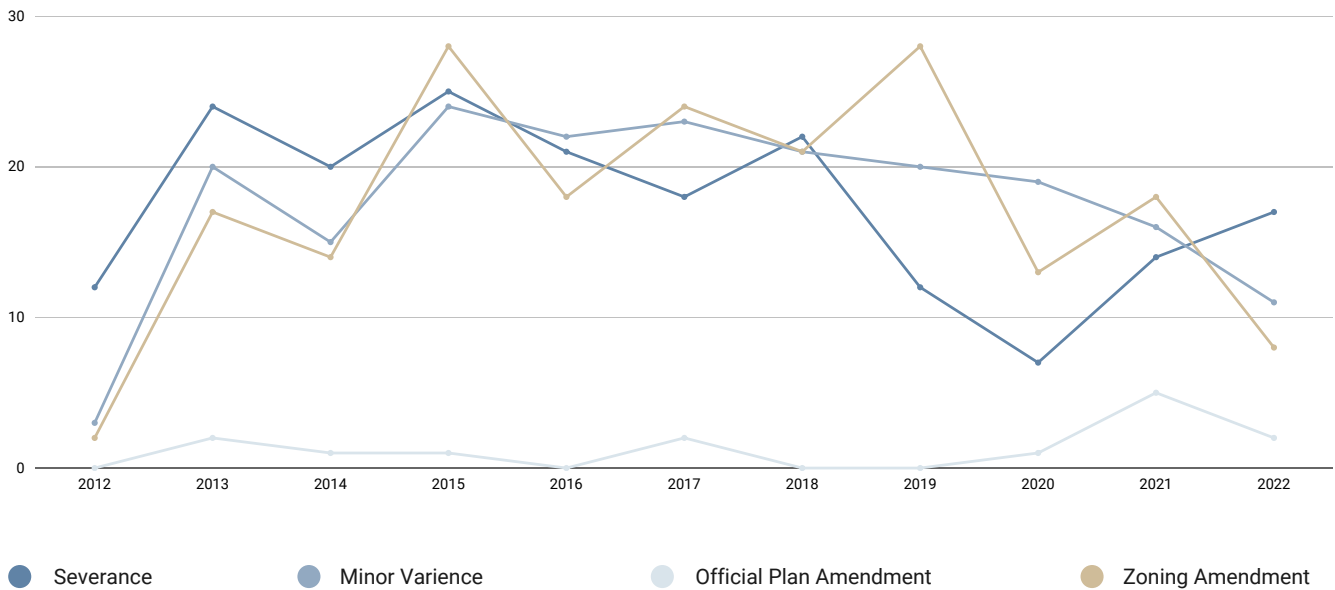


New Lots/Units Created By Subdivision or Site Plan



The Asset Management and Development Services Department is committed to improving efficiencies and utilizing technology to adapt to new ways of doing business with the introduction of online services and processes to improve service delivery. In addition, the Municipality is working with the Infrastructure and Community Services Department, the County of Elgin Economic Development, and private developers to service and bring on lands that have been designated for Industrial and Commercial Development for decades. This anticipated industrial development will help to provide local jobs while also shifting some of the tax burden from residential to industrial properties.

Planning Applications By Type



For by-law complaints, the Municipality utilizes a new public facing process that assists residents with reporting by-law complaints easily. The process assists in receiving, and investigation of by-law infractions with the goal of obtaining compliance with the applicable by-law.

In 2022, the Municipality implemented paid parking requirements in all municipally owned parking lots in Port Stanley. This project implemented new paid parking machines in all parking lots, as well as improved signage to provide options for patrons to utilize online applications for payment. It is projected that after funding all operating expenses for paid parking and implementation, the Municipality will realize approximately \$500,000 in net revenue. This revenue can be used to offset current tax funded projects or new capital projects such as the implementation of the Waterfront Master Plan.



Major Drivers

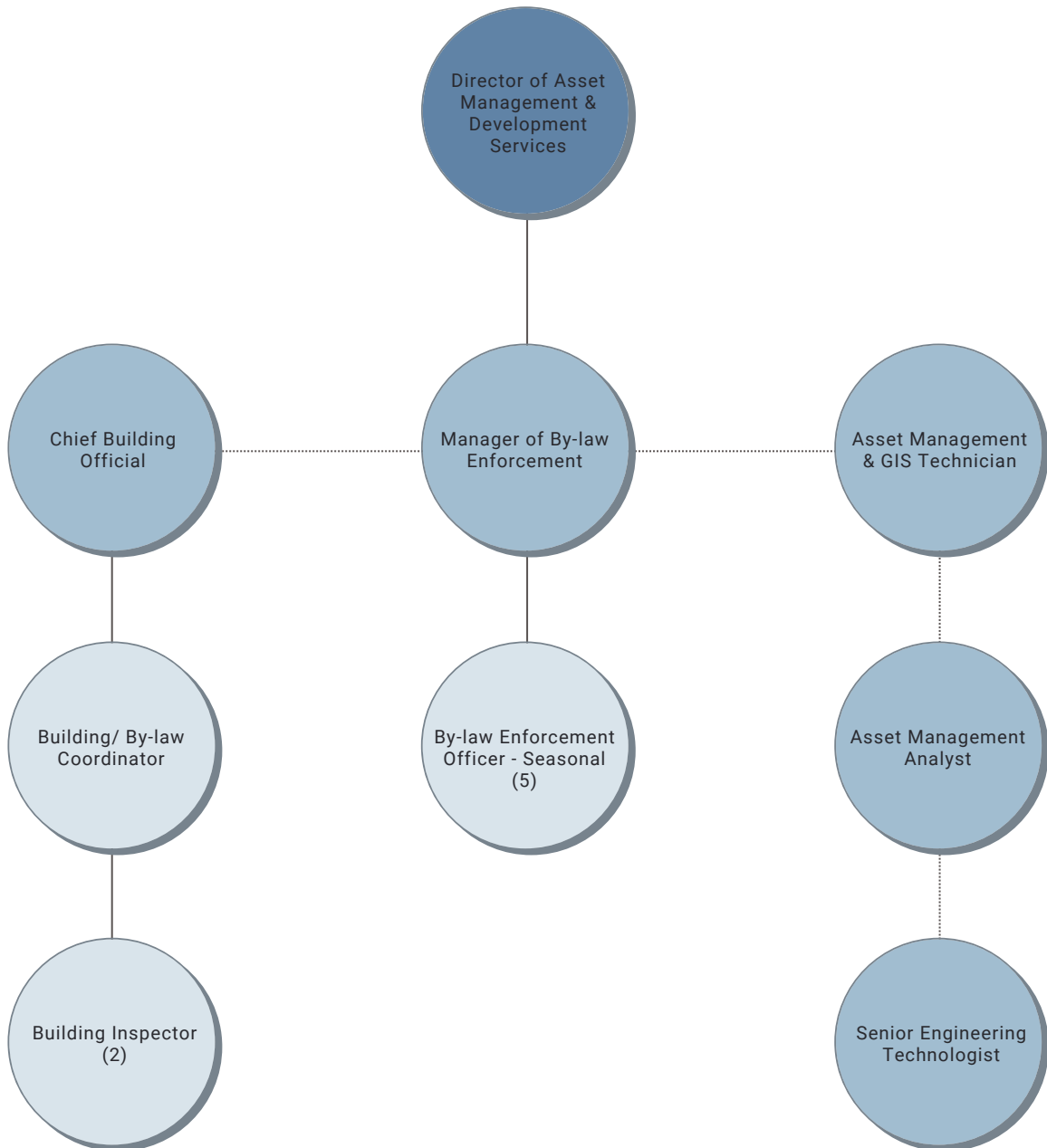
Continued compliance with all legislative requirements under the Ontario Building Code, Bill 108, the Planning Act, the Municipal Act, and other related regulations, by-laws and administrative policies.

Major Initiatives Planned for 2023

With the completion of the comprehensive review and update of the Municipality's Official Plan in 2022, the next initiative is to consolidate and update the zoning by-laws. Since amalgamation, the Municipality has used the zoning by-laws of the previous municipalities (Village of Belmont, Village of Port Stanley, and Township of Yarmouth). The Municipal Zoning By-law update will provide consistency in zoning across the Municipality and will be more in line with provincial direction and modern day land use criteria.

While development and building is projected to see a slight decline compared to 2021 and early 2022, it is anticipated that there will still be development and building rates that exceed the 4 year average. Central Elgin is still reviewing planning applications for new subdivisions and are committed to doing what is required to develop and construct a range of housing forms to satisfy the housing demand locally and provincially.

Asset Management & Development Services Organizational Chart



OPERATING BUDGET

Animal Control

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Dog Licenses	(\$19,415)	(\$200)	\$0	\$0	\$0
Total	(\$19,415)	(\$200)	\$0	\$0	\$0

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Office Supplies	\$3,914	\$0	\$425	\$0	\$0
Shelter Expenses	\$0	\$17,319	\$0	\$13,000	\$15,000
Animal Services	\$16,663	\$8,516	\$15,000	\$13,000	\$15,000
Vet Services	\$1,338	\$2,810	\$2,000	\$2,000	\$2,000
Total	\$21,915	\$28,645	\$17,425	\$28,000	\$32,000

Animal Services Net Budget	\$2,500	\$28,445	\$17,425	\$28,000	\$32,000
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OPERATING BUDGET

Asset Management

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$209,707	\$262,498	\$262,054	\$277,588	\$289,142
Union Salaries	\$9,441	\$0	\$0	\$0	\$0
Casual Salaries	\$32,411	\$298	\$0	\$0	\$0
CPP	\$9,780	\$10,655	\$9,897	\$11,335	\$12,268
EI	\$3,986	\$4,168	\$3,885	\$4,002	\$4,002
WSIB	\$7,048	\$7,074	\$7,237	\$7,611	\$7,891
OMERS	\$24,110	\$26,725	\$27,487	\$28,909	\$30,260
EHT	\$5,164	\$5,118	\$5,109	\$5,413	\$5,638
LTD/ADD/LIFE	\$20,532	\$26,462	\$25,243	\$27,001	\$27,001
Employee Assistance	\$0	\$0	\$118	\$121	\$121
Training	\$112	\$995	\$5,000	\$5,000	\$5,000
IT Equipment	\$0	\$4,310	\$0	\$0	\$0
IT Services	\$1,822	\$7,243	\$5,000	\$5,000	\$5,000
Total	\$324,113	\$355,546	\$351,030	\$371,980	\$386,323
Asset Management Net Budget	\$324,113	\$355,546	\$351,030	\$371,980	\$386,323

OPERATING BUDGET

Building Services

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Work Orders	(\$840)	(\$1,770)	(\$500)	(\$500)	(\$500)
Building Permits	(\$602,780)	(\$564,186)	(\$425,000)	(\$430,000)	(\$430,000)
Septic System Permits	(\$14,979)	(\$13,221)	(\$7,500)	(\$7,500)	(\$7,500)
Demolition Permits	(\$2,166)	(\$1,716)	(\$1,000)	(\$1,000)	(\$1,000)
Transfer from Building Reserve	\$0	\$0	(\$66,185)	(\$86,404)	(\$97,652)
Sundry Income	(\$18,809)	(\$4,195)	\$0	\$0	\$0
Total	(\$639,574)	(\$585,088)	(\$500,185)	(\$525,404)	(\$536,652)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$233,429	\$290,690	\$306,622	\$321,968	\$334,615
Casual Salaries	\$47,135	\$0	\$0	\$0	\$0
CPP	\$10,329	\$11,482	\$11,643	\$13,459	\$14,223
EI	\$4,271	\$4,501	\$4,892	\$4,883	\$4,913
WSIB	\$7,603	\$8,087	\$8,756	\$8,624	\$8,899
OMERS	\$21,769	\$27,924	\$28,744	\$30,099	\$31,559
EHT	\$5,423	\$6,138	\$5,329	\$6,278	\$6,525
LTD/ADD/LIFE	\$21,166	\$23,481	\$22,853	\$25,140	\$25,140
Employee Assistance	\$0	\$0	\$171	\$153	\$153
Mileage	\$9,723	\$7,852	\$5,000	\$5,000	\$5,000
Travel & Conventions	\$0	\$2,301	\$3,000	\$3,000	\$3,000
Clothing Allowances	\$374	\$523	\$500	\$500	\$3,000
Dues/Memberships	\$972	\$1,626	\$500	\$1,000	\$1,000
Employee Recognition	\$0	\$0	\$500	\$250	\$250
Meeting Expenses	\$0	\$54	\$225	\$0	\$0
Recruitment Expenses	\$0	\$0	\$500	\$500	\$500
Training	\$0	\$541	\$0	\$3,000	\$3,000
Insurance	\$6,606	\$8,518	\$8,600	\$11,300	\$14,125
Office Supplies	\$369	\$51	\$250	\$250	\$250
Equipment Charges	\$0	\$0	\$7,500	\$9,800	\$9,800
Equipment Rental	\$0	\$0	\$0	\$10,200	\$10,200
Phone	\$2,054	\$1,915	\$1,600	\$2,000	\$2,000
IT Equipment	\$0	\$0	\$2,500	\$2,500	\$3,000
Legal Services	\$0	\$0	\$5,000	\$5,000	\$5,000
Consulting	\$0	\$0	\$20,000	\$5,000	\$5,000
Answering Services	\$212	\$168	\$500	\$500	\$500
IT Services	\$37,238	\$47,132	\$35,000	\$35,000	\$35,000
Contracted Services	(\$4,256)	\$75	\$15,000	\$5,000	\$5,000
Engineering Services	\$0	\$0	\$5,000	\$5,000	\$5,000
Office Rent	\$0	\$0	\$0	\$10,000	\$0
Total	\$404,417	\$443,059	\$500,185	\$525,404	\$536,652

OPERATING BUDGET

Building Services

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Building Reserve	\$235,152	\$142,029	\$0	\$0	\$0
Total	\$235,152	\$142,029	\$0	\$0	\$0

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Total Expenditures	\$639,569	\$585,088	\$500,185	\$525,404	\$536,652

Building Services Net Budget	(\$5)	\$0	\$0	\$0	\$0
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OPERATING BUDGET

By-law Enforcement

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Permits - Parking/Public Works	(\$1,525)	(\$100)	\$0	\$0	\$0
POA	(\$8,058)	\$0	(\$15,000)	(\$15,000)	(\$15,000)
Transfer from Paid Parking Reserve	\$0	\$0	\$0	(\$70,804)	\$0
Total	(\$9,583)	(\$100)	(\$15,000)	(\$85,804)	(\$15,000)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$29,284	\$29,799	\$40,495	\$46,948	\$48,349
Casual Salaries	\$0	\$13,576	\$1,897	\$0	\$0
CPP	\$1,135	\$3,233	\$2,085	\$2,267	\$2,430
EI	\$489	\$965	\$766	\$800	\$800
WSIB	\$810	\$1,318	\$1,349	\$1,413	\$1,455
OMERS	\$2,817	\$3,648	\$3,848	\$4,583	\$4,721
EHT	\$580	\$853	\$876	\$915	\$943
LTD/ADD/INS	\$1,896	\$2,280	\$4,782	\$9,654	\$9,654
Employee Assistance	\$231	\$146	\$42	\$24	\$24
Mileage	\$10,278	\$13,460	\$4,000	\$4,000	\$4,000
Clothing Allowance	\$1,329	\$4,607	\$1,000	\$500	\$500
Recruitment Expenses	\$148	\$1,714	\$1,000	\$500	\$500
Training	\$0	\$155	\$500	\$1,000	\$1,000
Advertising	\$620	\$460	\$700	\$700	\$700
Radio Licenses	\$128	\$132	\$0	\$0	\$0
Office Supplies	\$278	\$5,485	\$200	\$200	\$200
Equipment Charges	\$821	\$0	\$0	\$0	\$0
Equipment Rental	\$0	\$0	\$0	\$6,000	\$6,000
Small Tools & Equipment	\$116	\$198	\$100	\$100	\$100
Fuel Expenses	\$0	\$1,494	\$0	\$500	\$500
Phone	\$1,710	\$3,784	\$3,200	\$700	\$700
IT Equipment	\$0	\$1,945	\$0	\$0	\$0
Legal Services	\$15,990	\$21,984	\$5,000	\$5,000	\$5,000
Contracted Services	\$5,751	\$7,948	\$5,000	\$0	\$0
Total	\$74,411	\$119,184	\$76,840	\$85,804	\$87,576

By-law Enforcement Net Budget	\$64,828	\$119,084	\$61,840	\$0	\$72,576
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OPERATING BUDGET

Development Services

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Minor Variance	(\$7,300)	(\$6,000)	(\$5,000)	(\$5,000)	(\$5,000)
Official Plan Amendments	\$0	(\$1,500)	\$0	\$0	\$0
Site Plan Application	(\$900)	(\$500)	(\$500)	(\$750)	(\$750)
Re-Zoning Charges	(\$11,250)	(\$6,750)	(\$9,750)	(\$9,750)	(\$9,750)
Development Agreement Fees	(\$5,667)	(\$5,810)	(\$4,000)	(\$6,000)	(\$6,000)
Development Charges	\$0	(\$126,420)	(\$191,476)	(\$119,873)	(\$161,839)
Total	(\$25,117)	(\$146,980)	(\$210,726)	(\$141,373)	(\$183,339)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$161,279	\$111,013	\$145,164	\$121,033	\$124,662
Casual Salaries	\$1,910	\$964	\$0	\$0	\$0
CPP	\$5,656	\$4,323	\$4,863	\$3,778	\$4,089
EI	\$2,309	\$1,691	\$1,978	\$1,334	\$1,334
WSIB	\$4,056	\$3,091	\$3,732	\$2,899	\$2,941
OMERS	\$15,523	\$11,938	\$15,884	\$13,915	\$14,332
EHT	\$2,964	\$2,254	\$23,832	\$2,360	\$2,431
LTD/ADD/Life	\$13,143	\$7,738	\$8,625	\$9,191	\$9,191
Employee Assitance	\$0	\$0	\$57	\$40	\$40
Travel & Convention	\$5,701	\$1,680	\$1,500	\$1,500	\$1,500
Dues/Memberships	\$559	\$223	\$0	\$0	\$0
Subscriptions	\$412	\$11	\$0	\$0	\$0
Recruitment Expense	\$293	\$931	\$0	\$0	\$0
Training	\$6,358	\$749	\$5,000	\$5,000	\$5,000
Advertising	\$8,950	\$2,991	\$5,000	\$5,000	\$5,000
Office Supplies	\$5,969	\$986	\$5,000	\$2,500	\$2,500
Postage	\$187	\$48	\$500	\$500	\$500
IT Supplies	\$1,141	\$1,049	\$2,000	\$2,000	\$2,000
Phone	\$3,962	\$5,919	\$4,000	\$1,500	\$1,500

OPERATING BUDGET

Development Services

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Courier Service	\$268	\$37	\$50	\$50	\$50
Legal Service	\$19,351	\$11,796	\$15,000	\$15,000	\$15,000
Consulting	\$38,995	\$79,792	\$75,000	\$120,000	\$25,000
Development Services	\$65	\$0	\$0	\$0	\$0
CEPAC Budget	\$247,031	\$208,443	\$250,049	\$295,000	\$285,000
Total	\$546,082	\$457,667	\$567,334	\$602,600	\$502,070

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Development Charges Reserve	\$0	\$51,420	\$116,476	\$79,873	\$161,839
Total	\$0	\$51,420	\$116,476	\$79,873	\$161,839

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$546,082	\$509,087	\$683,810	\$682,473	\$663,909

Development Services Net Budget	\$520,965	\$362,107	\$473,084	\$541,100	\$480,570
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OPERATING BUDGET

Parking

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Federal Student Grant	(\$2,994)	\$0	\$0	\$0	\$0
Paid Parking Fees	(\$418,253)	(\$555,792)	(\$320,000)	(\$600,000)	(\$600,000)
Season Pass Sales	(\$1,880)	(\$9,580)	(\$20,000)	(\$20,000)	(\$20,000)
EV Chargers	\$0	(\$66)	\$0	\$0	\$0
POA Fines	(\$35,209)	(\$54,663)	\$0	(\$25,000)	(\$25,000)
Total	(\$458,336)	(\$620,101)	(\$340,000)	(\$645,000)	(\$645,000)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$0	\$20,314	\$30,000	\$46,948	\$48,349
Casual Salaries	\$70,021	\$81,191	\$74,969	\$93,805	\$98,596
CPP	\$3,001	\$4,512	\$7,006	\$6,803	\$5,211
EI	\$1,313	\$2,253	\$2,991	\$2,875	\$2,314
WSIB	\$1,983	\$4,636	\$4,788	\$4,237	\$3,173
OMERS	\$1,380	\$1,983	\$4,643	\$4,583	\$591
EHT	\$1,362	\$238	\$3,112	\$2,745	\$2,055
LTD/ADD/Life	\$0	\$2,506	\$3,543	\$9,654	\$871
Employee Assistance	\$0	\$0	\$77	\$125	\$105
Mileage	\$471	\$4	\$4,000	\$4,000	\$4,000
Clothing Allowance	\$0	\$0	\$300	\$3,000	\$3,000
Advertising	\$0	\$0	\$200	\$200	\$200
Signage	\$152	\$0	\$2,500	\$3,000	\$3,000
Office Supplies	\$88	\$50	\$0	\$200	\$200
Equipment Rental	\$0	\$0	\$0	\$10,000	\$10,000
Small Tools & Equipment	\$0	\$0	\$0	\$6,000	\$1,000
Parts & Supplies	\$0	\$592	\$15,000	\$10,000	\$11,000
Lumber & Posts	\$0	\$0	\$0	\$1,000	\$1,000
Phone	\$2,063	\$1,901	\$2,274	\$5,300	\$5,300
Internet	\$5,241	\$4,552	\$5,000	\$0	\$0
Printing Services	\$0	\$0	\$400	\$400	\$400
Parking Services	\$6,587	\$3,226	\$6,000	\$9,400	\$9,400
Contracted Services	\$4,396	\$4,237	\$5,000	\$0	\$0
Bank Charges	\$5,971	\$8,283	\$9,000	\$9,000	\$9,000
Total	\$104,029	\$141,708	\$180,803	\$233,275	\$218,765

OPERATING BUDGET

Parking

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Paid Parking Reserve	\$354,306	\$478,393	\$159,197	\$411,725	\$426,235
Total	\$354,306	\$478,393	\$159,197	\$411,725	\$426,235

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Total Expenditures	\$458,335	\$620,101	\$340,000	\$645,000	\$645,000

Parking Net Budget	(\$1)	\$0	\$0	\$0	\$0
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Fire & Emergency Services



Fire & Emergency Services



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



Fire Station 1

Port Stanley
5120 Sunset Road, Port Stanley



Fire Station 2

Union
42702 Sparta Line, Union



Fire Station 3

Yarmouth Centre
9538 Yarmouth Centre Road, St. Thomas



Fire Station 4

Belmont
206 Caesar Road, Belmont

Central Elgin has four fire stations as well as a Marine Water Rescue Program. The department has 108 volunteer firefighters, 25 seasonal life guards, a fire coordinator, and a fire chief. A district fire chief, a district deputy chief, a captain, and the firefighters staff each station.

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.



Other services provided by Fire and Emergency Services includes:

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

2022 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. Major 2022 accomplishments include:

- Fire Prevention limited exposure to firefighting personal by performing requested inspections and provide public awareness initiatives through social media and radio ads
- The New Port Stanley Net Zero Fire Station officially opened
- With the addition of the Elgin/Middlesex Regional Training School, multiple firefighters were able to obtain additional NFPA certifications in preparation for the Provincial mandate occurring in 2026
- Fire Underwriters Survey for built up areas





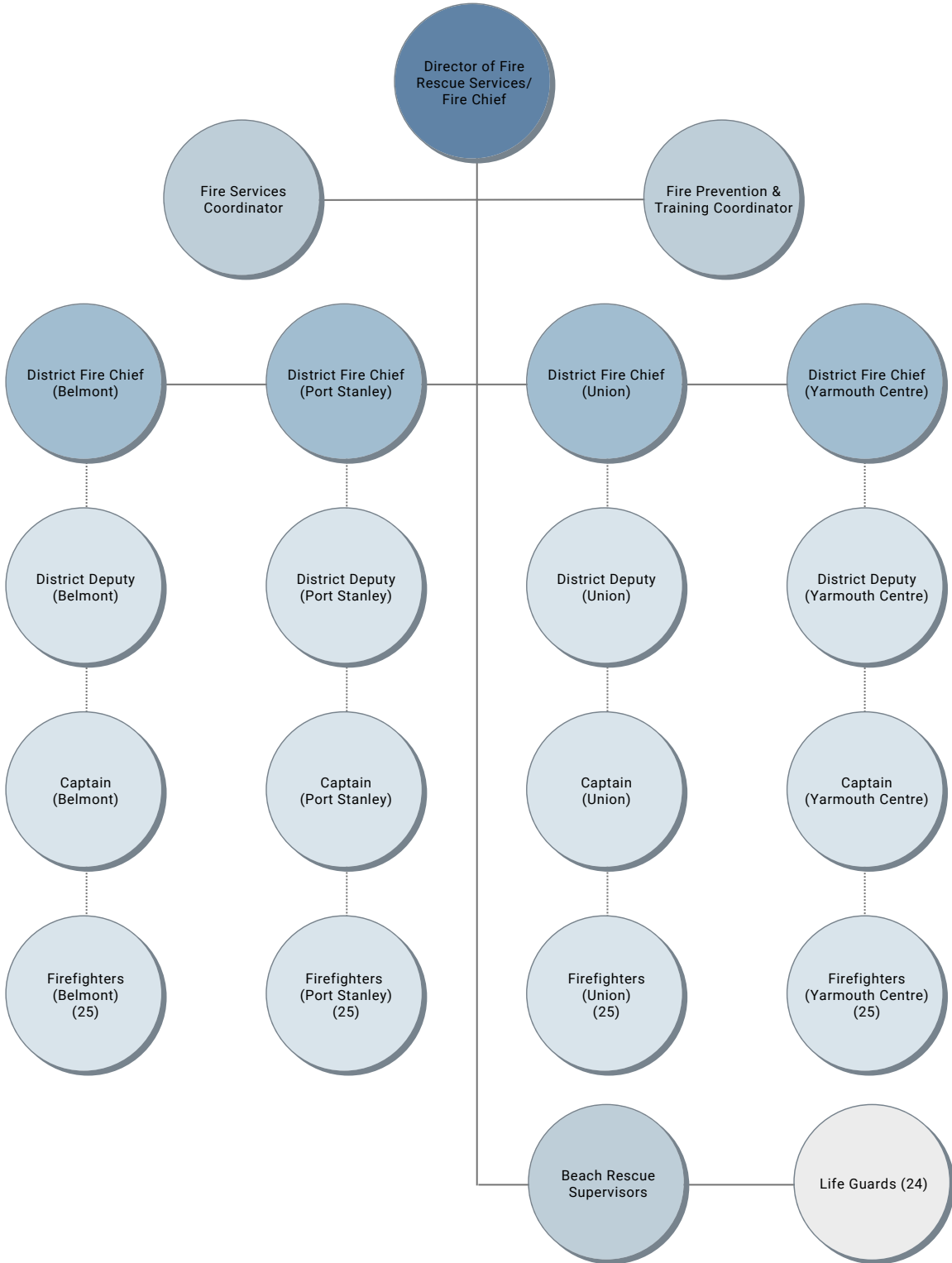
Major Drivers

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

Major Initiatives Planned for 2023

Continued certification of suppression and fire prevention staff
Finalization of the Community Risk Assessment Plan
Re-qualifications of both the high angle and confined space rescue

Fire Services Organizational Chart



OPERATING BUDGET

Emergency Planning

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$0	\$0	\$1,000	\$1,000	\$1,000
Advertising	\$0	\$0	\$3,000	\$3,000	\$3,000
Training	\$0	\$0	\$1,000	\$1,000	\$1,000
Total	\$0	\$0	\$5,000	\$5,000	\$5,000
Emergency Planning Net Budget	\$0	\$0	\$5,000	\$5,000	\$5,000

OPERATING BUDGET

Fire

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Ontario Fire Marshal Grant	(\$7,700)	\$0	\$0	\$0	\$0
Inspection Service Fee	(\$625)	(\$850)	(\$250)	(\$250)	(\$300)
Fines & Penalties	(\$1,455)	\$0	\$0	\$0	\$0
Development Charges	\$0	(\$267,989)	(\$338,089)	(\$254,570)	(\$343,256)
Sundry Income	(\$32,675)	(\$3,586)	\$0	\$0	\$0
Operations - Contracted Services	(\$28,638)	\$488	\$0	\$0	\$0
Operations - Recoverable Calls	(\$32,556)	\$0	(\$30,000)	(\$38,000)	(\$38,000)
Training Facility (YC) Donations	(\$2,500)	(\$3,300)	(\$1,000)	(\$1,000)	(\$1,000)
Transfer from MCE Fire DC	\$0	(\$11,018)	\$0	(\$125,294)	(\$36,608)
Totals	(\$106,149)	(\$286,255)	(\$369,339)	(\$343,114)	(\$343,164)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Administration					
Non-Union Salaries	\$318,510	\$183,087	\$200,000	\$211,931	\$293,975
CPP	\$12,038	\$6,628	\$6,040	\$7,237	\$11,874
EI	\$4,946	\$2,619	\$2,490	\$2,668	\$4,002
WSIB	\$7,332	\$4,783	\$4,605	\$4,878	\$7,212
OMERS	\$20,841	\$22,032	\$22,600	\$24,832	\$32,550
EHT	\$4,765	\$3,787	\$3,900	\$4,133	\$5,733
LTD/ADD/LIFE	\$49,595	\$16,101	\$16,021	\$17,956	\$27,192
Employee Assistance	\$700	\$3,113	\$75	\$81	\$121
Mileage	\$439	\$285	\$0	\$0	\$0
Travel & Conventions	\$0	\$1,061	\$5,000	\$5,000	\$5,000
Dues/Memberships	\$3,238	\$2,356	\$3,000	\$3,000	\$3,000
Subscriptions	\$0	\$2,340	\$600	\$500	\$1,000
Employee Recognition	\$178	\$1,915	\$1,000	\$1,500	\$1,500
Meeting Expenses	\$300	\$2,089	\$1,500	\$1,500	\$1,500
Flowers/Memorials	\$117	\$75	\$200	\$200	\$200
Recruitment Expenses	\$891	\$0	\$1,000	\$1,000	\$1,000
Training	\$445	\$0	\$2,500	\$2,500	\$2,500
Health & Safety Training	\$512	\$1,188	\$500	\$1,000	\$1,000
Advertising	\$834	\$2,507	\$1,500	\$2,000	\$2,250
Insurance	\$74,373	\$62,818	\$54,400	\$93,713	\$133,919
Office Supplies	\$345	\$80	\$500	\$500	\$500
Postage	\$0	\$0	\$100	\$125	\$100
Equipment Charges	\$0	\$0	\$500	\$500	\$500

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Small Tools & Equipment	\$9,860	\$3,807	\$2,500	\$3,000	\$3,000
Phone	\$2,756	\$2,512	\$4,000	\$4,250	\$4,400
IT Supplies	\$3,334	\$1,811	\$3,000	\$3,000	\$3,250
IT Equipment	(\$1,168)	\$0	\$0	\$0	\$0
Courier	\$155	\$423	\$500	\$500	\$500
Legal Services	\$31,834	\$839	\$1,000	\$1,000	\$1,250
IT Services	\$35,862	\$18,762	\$30,000	\$30,000	\$30,000
Contracted Services	\$950	\$0	\$0	\$0	\$0
Bank Charges	\$50	\$50	\$0	\$0	\$0
Total	\$584,032	\$347,068	\$369,031	\$428,504	\$579,028

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 1 - Port Stanley					
Union Salaries	\$0	\$816	\$0	\$0	\$0
CPP	\$0	\$45	\$0	\$0	\$0
EI	\$0	\$18	\$0	\$0	\$0
WSIB	\$0	\$25	\$0	\$0	\$0
OMERS	\$0	\$79	\$0	\$0	\$0
EHT	\$0	\$16	\$0	\$0	\$0
LTD/ADD/LIFE	\$0	\$91	\$0	\$0	\$0
Cleaning Supplies	\$0	\$0	\$500	\$525	\$550
Equipment Charges	\$142	\$270	\$0	\$0	\$0
Small Tools & Equipment	\$2,764	\$1,511	\$4,000	\$4,500	\$4,750
Building Maintenance	\$3,684	\$6,434	\$6,000	\$3,000	\$3,000
Health & Safety Supplies	\$0	\$0	\$1,500	\$1,250	\$1,250
Fuel	\$0	\$46	\$200	\$250	\$250
Gas	\$2,449	\$716	\$1,000	\$1,000	\$1,000
Hydro	\$2,388	\$4,801	\$1,000	\$0	\$0
Water	\$713	\$80	\$900	\$1,000	\$1,000
Water Heater Rental	\$3,353	\$138	\$500	\$500	\$500
Internet	\$865	\$768	\$850	\$900	\$950
Principal on LTD	\$0	\$228,508	\$306,858	\$302,503	\$310,474
Interest on LTD	\$0	\$50,499	\$44,558	\$77,361	\$69,390
Grounds Maintenance	\$0	\$141	\$2,500	\$2,500	\$2,500
Snow Removal/Salting	\$661	\$5,953	\$2,500	\$6,000	\$6,000
Total	\$17,019	\$301,843	\$372,866	\$401,289	\$401,614

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 1 - Pumper/Tanker 11					
Union Salaries	\$1,449	\$763	\$0	\$0	\$0
CPP	\$64	\$42	\$0	\$0	\$0
EI	\$15	\$15	\$0	\$0	\$0
WSIB	\$44	\$23	\$0	\$0	\$0
OMERS	\$134	\$77	\$0	\$0	\$0
EHT	\$28	\$15	\$0	\$0	\$0
LTD/ADD/LIFE	\$112	\$69	\$0	\$0	\$0
Parts & Supplies	\$3,290	\$158	\$2,000	\$2,000	\$3,250
Fuel	\$0	\$728	\$1,500	\$2,750	\$3,250
Repair Services	\$8,692	\$755	\$8,000	\$8,000	\$8,500
Total	\$13,828	\$2,645	\$11,500	\$12,750	\$15,000

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 1 - Pumper 12					
Union Salaries	\$408	\$291	\$0	\$0	\$0
CPP	\$0	\$32	\$0	\$0	\$0
EI	\$0	\$9	\$0	\$0	\$0
WSIB	\$0	\$21	\$0	\$0	\$0
OMERS	\$0	\$68	\$0	\$0	\$0
EHT	\$0	\$14	\$0	\$0	\$0
LTD/ADD/LIFE	\$0	\$34	\$0	\$0	\$0
Total	\$408	\$469	\$0	\$0	\$0

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 1 - Rescue 1					
Union Salaries	\$291	\$0	\$0	\$0	\$0
CPP	\$15	\$0	\$0	\$0	\$0
EI	\$6	\$0	\$0	\$0	\$0
WSIB	\$9	\$0	\$0	\$0	\$0
OMERS	\$27	\$0	\$0	\$0	\$0
EHT	\$6	\$0	\$0	\$0	\$0
LTD/ADD/LIFE	\$39	\$0	\$0	\$0	\$0
Parts & Supplies	\$0	\$0	\$500	\$500	\$500
Fuel	\$0	\$0	\$200	\$200	\$200
Repair Services	\$9,540	\$0	\$1,000	\$1,000	\$1,000
Total	\$9,933	\$0	\$1,700	\$1,700	\$1,700

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 1 - Rescue 14					
Union Salaries	\$408	\$1,308	\$0	\$0	\$0
CPP	\$21	\$48	\$0	\$0	\$0
EI	\$9	\$19	\$0	\$0	\$0
WSIB	\$12	\$40	\$0	\$0	\$0
OMERS	\$39	\$131	\$0	\$0	\$0
EHT	\$8	\$26	\$0	\$0	\$0
LTD/ADD/LIFE	\$39	\$141	\$0	\$0	\$0
Parts & Supplies	\$181	\$2,652	\$2,500	\$3,000	\$3,500
Fuel	\$0	\$598	\$2,000	\$2,750	\$3,250
Repair Services	\$0	\$0	\$5,000	\$5,000	\$6,000
Total	\$717	\$4,963	\$9,500	\$10,750	\$12,750

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 1 - Marine 1					
Union Salaries	\$0	\$145	\$0	\$0	\$0
CPP	\$0	\$8	\$0	\$0	\$0
EI	\$0	\$3	\$0	\$0	\$0
WSIB	\$0	\$4	\$0	\$0	\$0
OMERS	\$0	\$14	\$0	\$0	\$0
EHT	\$0	\$3	\$0	\$0	\$0
LTD/ADD/LIFE	\$0	\$18	\$0	\$0	\$0
Parts & Supplies	\$5,208	\$2,063	\$200	\$2,000	\$2,500
Fuel	\$0	\$555	\$0	\$2,000	\$2,500
Repair Services	\$35,257	\$468	\$8,000	\$8,000	\$8,000
Total	\$40,465	\$3,281	\$8,200	\$12,000	\$13,000

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 1 - Sea Doo					
Parts & Supplies	\$2,708	\$0	\$200	\$500	\$500
Fuel Expenses	\$0	\$173	\$0	\$1,000	\$1,250
Repair Services	\$1,797	\$0	\$1,000	\$1,500	\$1,500
Total	\$4,505	\$173	\$1,200	\$3,000	\$3,250

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 1 - Aerial 1					
Union Salaries	\$1,369	\$0	\$0	\$0	\$0
CPP	\$71	\$0	\$0	\$0	\$0
EI	\$30	\$0	\$0	\$0	\$0
WSIB	\$41	\$0	\$0	\$0	\$0
OMERS	\$126	\$0	\$0	\$0	\$0
EHT	\$27	\$0	\$0	\$0	\$0
LTD/ADD/LIFE	\$154	\$0	\$0	\$0	\$0
Equipment Charges	\$0	\$1,500	\$0	\$0	\$0
Parts & Supplies	\$282	\$0	\$2,500	\$2,500	\$3,000
Fuel	\$0	\$0	\$1,200	\$2,000	\$2,250
Repair Services	\$3,283	\$0	\$6,500	\$6,500	\$7,000
Total	\$5,383	\$1,500	\$10,200	\$11,000	\$12,250

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 2					
Cleaning Supplies	\$0	\$0	\$500	\$500	\$250
Small Tools & Equipment	\$82	\$162	\$4,000	\$4,500	\$4,750
Building Maintenance	\$8,059	\$5,308	\$2,500	\$3,000	\$3,250
Health & Safety Supplies	\$0	\$0	\$1,500	\$1,250	\$300
Fuel	\$0	\$49	\$200	\$250	\$250
Gas	\$1,707	\$1,536	\$2,500	\$3,000	\$3,250
Hydro	\$1,597	\$1,428	\$2,400	\$2,700	\$3,000
Water	\$993	\$920	\$1,200	\$1,400	\$1,400
Internet	\$1,221	\$764	\$1,300	\$1,350	\$1,500
Grounds Maintenance	\$2,250	\$1,920	\$1,500	\$1,700	\$2,500
Snow Removal/Salting	\$763	\$1,628	\$1,500	\$2,800	\$2,000
Total	\$16,672	\$13,715	\$19,100	\$22,450	\$22,450

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 2 - Pumper 21					
Union Salaries	\$844	\$1,649	\$0	\$0	\$0
CPP	\$44	\$83	\$0	\$0	\$0
EI	\$19	\$33	\$0	\$0	\$0
WSIB	\$26	\$50	\$0	\$0	\$0
OMERS	\$79	\$168	\$0	\$0	\$0
EHT	\$17	\$32	\$0	\$0	\$0
LTD/ADD/LIFE	\$91	\$139	\$0	\$0	\$0
Parts & Supplies	\$528	\$9,550	\$2,500	\$2,500	\$3,250
Fuel	\$0	\$611	\$2,250	\$2,750	\$3,250
Repair Services	\$2,100	\$0	\$5,000	\$5,000	\$5,500
Total	\$3,748	\$12,315	\$9,750	\$10,250	\$12,000

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 2 - Tanker 22					
Union Salaries	\$1,369	\$1,417	\$0	\$0	\$0
CPP	\$71	\$78	\$0	\$0	\$0
EI	\$30	\$31	\$0	\$0	\$0
WSIB	\$41	\$43	\$0	\$0	\$0
OMERS	\$127	\$143	\$0	\$0	\$0
EHT	\$27	\$28	\$0	\$0	\$0
LTD/ADD/LIFE	\$115	\$143	\$0	\$0	\$0
Parts & Supplies	\$93	\$1,390	\$2,500	\$2,500	\$2,500
Fuel	\$0	\$867	\$1,700	\$2,750	\$3,250
Repair Services	\$679	\$132	\$1,500	\$2,000	\$2,000
Total	\$2,552	\$4,272	\$5,700	\$7,250	\$7,750

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 2 - Rescue 23					
Union Salaries	\$699	\$509	\$0	\$0	\$0
CPP	\$33	\$28	\$0	\$0	\$0
EI	\$14	\$11	\$0	\$0	\$0
WSIB	\$21	\$15	\$0	\$0	\$0
OMERS	\$63	\$50	\$0	\$0	\$0
EHT	\$14	\$10	\$0	\$0	\$0
LTD/ADD/LIFE	\$13	\$63	\$0	\$0	\$0
Parts & Supplies	\$0	\$349	\$2,500	\$2,500	\$3,250
Fuel	\$0	\$855	\$1,700	\$2,750	\$3,250
Repair Services	\$923	\$0	\$5,000	\$5,000	\$5,000
Total	\$1,780	\$1,890	\$9,200	\$10,250	\$11,500

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 3 - Yarmouth					
Union Salaries	\$628	\$0	\$0	\$0	\$0
CPP	\$32	\$0	\$0	\$0	\$0
EI	\$14	\$0	\$0	\$0	\$0
WSIB	\$19	\$0	\$0	\$0	\$0
OMERS	\$57	\$0	\$0	\$0	\$0
EHT	\$12	\$0	\$0	\$0	\$0
LTD/ADD/LIFE	\$79	\$0	\$0	\$0	\$0
Cleaning Supplies	\$0	\$0	\$500	\$500	\$500
Equipment Charges (W/T Usage Only)	\$382	\$0	\$0	\$0	\$0
Small Tools & Equipment	\$1,170	(\$501)	\$4,000	\$4,500	\$4,500
Building Maintenance	\$15,822	\$926	\$4,500	\$5,000	\$6,000
Health & Safety Supplies	\$0	\$0	\$1,500	\$1,250	\$1,250
Fuel	\$0	\$80	\$200	\$200	\$200
Gas	\$2,208	\$1,798	\$2,500	\$2,750	\$3,000
Hydro	\$2,207	\$2,200	\$3,000	\$3,500	\$3,500
Water	\$546	\$652	\$500	\$500	\$500
Water Heater Rental	\$185	\$143	\$250	\$250	\$275
Internet	\$1,496	\$1,633	\$2,250	\$2,500	\$2,500
Grounds Maintenance	\$2,964	\$216	\$3,000	\$3,500	\$3,500
Snow Removal/Salting	\$814	\$1,984	\$2,500	\$2,750	\$2,750
Total	\$28,635	\$9,131	\$24,700	\$27,200	\$28,475

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 3 - Pumper 31					
Union Salaries	\$233	\$814	\$0	\$0	\$0
CPP	\$12	\$25	\$0	\$0	\$0
EI	\$5	\$10	\$0	\$0	\$0
WSIB	\$7	\$15	\$0	\$0	\$0
OMERS	\$22	\$49	\$0	\$0	\$0
EHT	\$5	\$10	\$0	\$0	\$0
LTD/ADD/LIFE	\$16	\$48	\$0	\$0	\$0
Parts & Supplies	\$47	\$3,118	\$2,500	\$2,500	\$3,250
Fuel	\$323	\$4,843	\$2,250	\$2,750	\$3,250
Repair Services	\$1,271	\$3,027	\$5,000	\$5,000	\$5,000
Total	\$1,941	\$11,959	\$9,750	\$10,250	\$11,500

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 3 - Tanker 32					
Union Salaries	\$1,136	\$2,289	\$0	\$0	\$0
CPP	\$59	\$96	\$0	\$0	\$0
EI	\$25	\$39	\$0	\$0	\$0
WSIB	\$34	\$70	\$0	\$0	\$0
OMERS	\$104	\$229	\$0	\$0	\$0
EHT	\$22	\$45	\$0	\$0	\$0
LTD/ADD/LIFE	\$122	\$272	\$0	\$0	\$0
Parts & Supplies	\$231	\$1,361	\$2,500	\$2,500	\$3,250
Fuel	\$130	\$3,134	\$1,700	\$2,750	\$3,250
Repair Services	\$1,155	\$11,037	\$5,000	\$5,000	\$5,000
Total	\$3,018	\$18,572	\$9,200	\$10,250	\$11,500

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 3 - Rescue 33					
Union Salaries	\$524	\$563	\$0	\$0	\$0
CPP	\$25	\$5	\$0	\$0	\$0
EI	\$4	\$2	\$0	\$0	\$0
WSIB	\$16	\$17	\$0	\$0	\$0
OMERS	\$50	\$56	\$0	\$0	\$0
EHT	\$10	\$11	\$0	\$0	\$0
LTD/ADD/LIFE	\$52	\$60	\$0	\$0	\$0
Parts & Supplies	\$587	\$866	\$2,500	\$2,500	\$3,000
Fuel	\$43	\$2,270	\$1,700	\$2,750	\$3,250
Repair Services	\$0	\$0	\$5,000	\$5,000	\$5,000
Total	\$1,311	\$3,850	\$9,200	\$10,250	\$11,250

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 4 - Belmont					
Cleaning Supplies	\$0	\$67	\$0	\$0	\$0
Small Tools & Equipment	\$1,277	\$1,524	\$4,000	\$4,000	\$4,750
Building Maintenance	\$17,009	\$10,372	\$2,500	\$2,500	\$3,000
Health & Safety Supplies	\$0	\$305	\$1,500	\$1,250	\$1,250
Fuel	\$0	\$736	\$200	\$200	\$200
Gas	\$2,821	\$2,514	\$3,500	\$3,750	\$3,750
Hydro	\$1,650	\$1,319	\$2,500	\$2,750	\$2,750
Water	\$719	\$758	\$500	\$800	\$800
Phone	\$131	\$0	\$0	\$0	\$0
Internet	\$594	\$590	\$1,000	\$1,000	\$1,250
Grounds Maintenance	\$0	\$567	\$500	\$500	\$500
Snow Removal/Salting	\$1,221	\$2,671	\$2,000	\$3,200	\$3,300
Total	\$25,422	\$21,423	\$18,200	\$19,950	\$21,550

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 4 - Pumper 41					
Union Salaries	\$2,592	\$872	\$0	\$0	\$0
CPP	\$134	\$42	\$0	\$0	\$0
EI	\$56	\$8	\$0	\$0	\$0
WSIB	\$78	\$26	\$0	\$0	\$0
OMERS	\$246	\$88	\$0	\$0	\$0
EHT	\$51	\$17	\$0	\$0	\$0
LTD/ADD/LIFE	\$263	\$70	\$0	\$0	\$0
Parts & Supplies	\$8,223	\$7,012	\$2,500	\$2,500	\$3,000
Fuel	\$0	\$0	\$1,700	\$2,750	\$3,250
Repair Services	\$5,109	\$579	\$5,000	\$5,000	\$5,000
Total	\$16,752	\$8,714	\$9,200	\$10,250	\$11,250

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 4 - Tanker 42					
Parts & Supplies	\$546	\$5,448	\$2,500	\$2,500	\$3,000
Fuel	\$0	\$804	\$1,700	\$2,750	\$3,250
Repair Services	\$3,419	\$577	\$5,000	\$5,000	\$5,000
Total	\$3,965	\$6,829	\$9,200	\$10,250	\$11,250

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Station 4 - Rescue 43					
Union Salaries	\$524	\$182	\$0	\$0	\$0
CPP	\$3	\$6	\$0	\$0	\$0
EI	\$1	\$2	\$0	\$0	\$0
WSIB	\$16	\$6	\$0	\$0	\$0
OMERS	\$48	\$18	\$0	\$0	\$0
EHT	\$10	\$4	\$0	\$0	\$0
LTD/ADD/LIFE	\$56	\$21	\$0	\$0	\$0
Parts & Supplies	\$1,474	\$188	\$2,500	\$2,500	\$3,000
Fuel	\$0	\$709	\$200	\$2,750	\$3,250
Repair Services	\$0	\$0	\$5,000	\$5,000	\$5,000
Total	\$2,132	\$1,136	\$7,700	\$10,250	\$11,250

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Operations					
Firefighters Pay	\$677,350	\$17,932	\$743,000	\$697,671	\$718,601
WSIB	\$29,192	\$27,708	\$22,076	\$29,182	\$29,182
EHT	\$11,243	\$50	\$14,488	\$13,605	\$14,013
Employee Assistance	\$0	\$0	\$0	\$3,312	\$3,312
Employee Records Request	\$0	\$0	\$4,191	\$0	\$0
Travel & Conventions	(\$185)	\$0	\$3,000	\$3,100	\$3,200
Meeting Expenses	\$122	\$251	\$800	\$800	\$800
Uniforms & ID	\$32,247	\$8,477	\$15,000	\$15,000	\$15,000
Radio Licensing	\$3,569	\$3,691	\$4,000	\$4,050	\$4,100
Permits/Licenses	\$90	\$2,549	\$0	\$0	\$0
Radio/Pagers	\$2,340	\$321	\$4,000	\$4,000	\$4,250
Parts & Supplies	\$20,932	\$25,183	\$15,000	\$15,000	\$15,000
Fuel	\$19,774	\$2,379	\$2,500	\$3,000	\$3,500
Dispatch	\$53,450	\$57,596	\$55,000	\$57,000	\$60,000
Grounds Maintenance	\$7,693	\$0	\$0	\$8,500	\$9,000
Radio Repairs	\$2,284	\$2,172	\$5,000	\$5,000	\$5,000
County Radio	\$17,140	\$26,059	\$20,000	\$22,000	\$30,000
Small Equipment Repair	\$410	\$2,073	\$5,000	\$5,000	\$5,000
Hose/Couplings Repair	\$0	\$0	\$500	\$500	\$500
Contracted Services	\$0	\$0	\$0	\$0	\$0
Bunker Gear	\$0	\$0	\$40,000	\$40,000	\$45,000
SCBA Maintenance	\$0	\$13,841	\$30,000	\$30,000	\$20,000
Total	\$877,651	\$190,282	\$983,555	\$956,720	\$985,458

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Boat House					
Building Maintenance	\$3	\$1,794	\$1,500	\$1,500	\$1,500
Contracted Services	\$539	\$11,194	\$500	\$500	\$500
Total	\$542	\$12,988	\$2,000	\$2,000	\$2,000

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Training					
Meeting Expenses	\$220	\$197	\$1,000	\$1,000	\$1,000
Training	\$43,961	\$39,826	\$20,000	\$25,000	\$27,500
Small Tools & Equipment	\$204	\$303	\$2,500	\$2,500	\$3,000
Health & Safety Supplies	\$9,939	\$1,615	\$20,000	\$10,000	\$10,000
Fuel	\$70	\$0	\$3,500	\$4,000	\$4,000
Cleaning Services	\$3,456	\$8,009	\$6,000	\$6,000	\$6,000
Spare Pumper - Parts & Supplies	\$149	\$66	\$1,500	\$2,500	\$3,500
Spare Pumper - Vehicle Repair	\$1,255	\$1,143	\$1,500	\$1,500	\$3,500
Building Maintenance	\$0	\$0	\$5,000	\$5,000	\$5,000
Total	\$59,254	\$51,159	\$61,000	\$57,500	\$63,500

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Miscellaneous					
Investigation Costs	\$75	\$0	\$5,000	\$4,000	\$2,500
Prevention/Education	\$2,230	\$5,037	\$5,000	\$5,500	\$5,500
Hydrant Maintenance	\$34,442	\$0	\$75,000	\$40,341	\$41,159
Total	\$36,747	\$5,037	\$85,000	\$49,841	\$49,159

OPERATING BUDGET

Fire

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
FPO Truck					
Parts & Supplies	\$1,212	\$1,643	\$2,500	\$2,500	\$3,000
Fuel	\$0	\$950	\$5,000	\$7,000	\$8,500
Cleaning Services	\$0	\$0	\$250	\$250	\$250
Repair Services	\$163	\$3,831	\$500	\$1,500	\$2,000
Total	\$1,375	\$6,424	\$8,250	\$11,250	\$13,750

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Chief's Charger					
Union Salaries	\$393	\$618	\$0	\$0	\$0
CPP	\$18	\$34	\$0	\$0	\$0
EI	\$8	\$10	\$0	\$0	\$0
WSIB	\$12	\$19	\$0	\$0	\$0
OMERS	\$37	\$62	\$0	\$0	\$0
EHT	\$8	\$12	\$0	\$0	\$0
LTD/ADD/LIFE	\$41	\$41	\$0	\$0	\$0
Parts & Supplies	\$1,247	\$1,783	\$2,500	\$1,500	\$1,500
Fuel	\$0	\$2,850	\$5,000	\$7,000	\$8,500
Cleaning Services	\$94	\$0	\$250	\$250	\$250
Vehicle Repair	\$542	\$103	\$1,500	\$2,000	\$2,500
Total	\$2,400	\$5,532	\$9,250	\$10,750	\$12,750

OPERATING BUDGET

Fire

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer To Working Capital Reserve	\$86,512	\$0	\$0	\$0	\$0
Transfer To Fire Vehicle & Equipment Reserve	\$470,000	\$475,000	\$475,000	\$500,000	\$525,000
Total	\$556,512	\$475,000	\$475,000	\$500,000	\$525,000

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$2,318,699	\$1,522,170	\$2,549,152	\$2,627,904	\$2,861,934

Fire Net Budget	\$2,212,550	\$1,235,915	\$2,179,813	\$2,284,790	\$2,518,770
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OPERATING BUDGET

Police Services

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Court Security Recovery	(\$62,854)	\$0	(\$30,000)	(\$45,000)	(\$45,000)
Total	(\$62,854)	\$0	(\$30,000)	(\$45,000)	(\$45,000)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Police Services	\$2,090,477	\$1,635,681	\$2,250,885	\$2,130,051	\$2,183,302
Total	\$2,090,477	\$1,635,681	\$2,250,885	\$2,130,051	\$2,183,302

Police Net Budget	\$2,032,634	\$1,635,681	\$2,220,885	\$2,085,051	\$2,138,302
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Infrastructure & Community Services



Infrastructure & Community Services



The Infrastructure and Community Services (ICS) Department provides a wide range of services to stakeholders. The department is in charge of operating, maintaining, and renewing municipal infrastructure such as 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.

Roads

The Roads Division provides the following services:

- Road operations and maintenance as per O. Reg. 239/02 Minimum Maintenance Standards. Operations include culvert and ditch maintenance, line painting, pot hole repairs, roadside grass cutting, street sweeping, traffic control and signs, as well as winter control.
- County road maintenance as per the Road Maintenance Agreement with the County of Elgin
- Storm and municipal drain maintenance
- Fleet management

Administration & Engineering provide the following services:

- Capital Project Management
- Engineering
- Topographical Surveying
- Permitting (Road Occupancy, Entrance, Municipal Consent, and Telecommunications)
- Development Review
- Municipal Drains
- Support for other departments

Parks & Recreation

Parks and Recreation is in charge of the day-to-day operation, maintenance, and renewal of parks, sports fields, facilities, arenas, beaches, trails, and the harbour. This includes 20 parks, 16 playgrounds, 5 multi-use courts, 3 skate parks, 4 beaches, 2 community centres with ice rinks, a splash pad, and a municipal boat launch. This Division also oversees the administration of memorial trees and benches, boat launch, as well as the installation and maintenance of seasonal hanging flower baskets and flower beds.

Waste Management

Central Elgin collects solid waste and recycling in-house, using its own resources of staff and equipment. On July 1, 2023, [Ontario Regulation 391/21 Blue Box](#) will come into effect, making Producers of recyclables fully responsible for the collection and expense of residential blue box materials. Residents will have their blue box materials picked up by a contracted service through the Producers since Central Elgin has opted out of providing the service for the Producers. Waste collection will continue to be the responsibility of Central Elgin.

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 Secondary System 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.



2022 Accomplishments

Parks & Recreation

- Redevelopment of Union Street Park, which includes public washrooms, pickleball courts, walking trails, playground and fitness equipment (To be completed spring of 2023).
- Ontario Trillium Funding Grant for the Belmont Arena Upgrades including new AODA (Accessibility for Ontarian's with Disabilities Act) accessible elevator, dehumidifier, evaporative condenser and LED lighting.
- New rooftop HVAC Units at the Port Stanley Arena.
- Top lift of asphalt at the Port Stanley Visitors Centre.
- Replaced fencing at Main Beach.

Water/Wastewater

- The Water/Wastewater Superintendent retired, and staff were promoted internally to fill the positions of Water/Wastewater Superintendent, and Assistant Water/Wastewater Superintendent.
- A Solid Waste Operator is currently transferring to become a licenced Water/Wastewater Operator.
- Completed Phase 1 and 2 of a 5 year CCTV sanitary sewer inspection and asset condition rating of the sanitary sewage collection system.
- Rehabilitated a section of sanitary sewer on Edith Cavell Blvd utilizing trenchless technologies.
- Started the engineering design of the booster station and relocation of pressure reducing valves for Port Stanley.

Solid Waste

- Introduced the Recycle Coach phone app to assist with waste diversion promotion, education and information updates.
- Monitored the implementation program of O.Reg 391/21 Blue Box to opt out of providing blue box collection, which will provide cost savings to the Municipality.

Roads

- Annual Road Resurfacing Program.
- 2.7 km of hot mix asphalt.
- 7 km of surface treated roads (i.e. tar and chip).
- 1.1 km of gravel road converted to surface treated.
- 9.7 km of gravel road resurfacing.
- Road surface repairs and maintenance (such as filling potholes, road shoulder grading, and gravel road grading)
- Routine maintenance of all County and Municipal roads within Central Elgin
- Roadside signage and safety device maintenance (i.e. signs, and guide rails).
- Road centerline painting and pavement marking.
- Negotiation of a new County Road Maintenance Agreement between the Municipality and the County of Elgin.
- Purchase of a tandem axle truck equipped for winter control operations (the delivery is expected to be in mid to late 2023)

- Routine repair and preventative maintenance of all municipal fleet assets.
- Roadside ditching and vegetation maintenance (i.e. tree trimming, removal, and roadside mowing)
- Winter maintenance of roads and sidewalks.
- Completion of the 2022 Roads State of the Infrastructure Report.
- Completion of the 2022 Bridge and Culvert Ontario Structure Inspection Manual (OSIM) Inspections.
- Completion of Southdale Line Bridge Rehabilitation Project which included painting of the superstructure.
- Storm Drain Maintenance and Repairs (such as catch basin cleaning, and culvert repair/replacement).
- Cleanout and Rehabilitation of the Little Creek Stormwater Management Pond (Port Stanley). As the Municipality inherits more storm water facilities as part of new developments, these types of cleanout projects will become more common.
- Development of an application for the Ministry of the Environment, Conservation and Parks (MECP) Consolidated Linear Infrastructure approval process for stormwater infrastructure.





Major Drivers

The Municipality strives to deliver excellent stakeholder service, maintain service level standards and ensure all regulatory requirements are met in an increasingly complex regulatory environment.

In 2023, the Municipality will see the full implementation of all, Ontario Regulation 406/19: On-site and Excess Soil Management as part of the Environmental Protection Act. As such, a drilling program has been implemented for Front Street via geotechnical consulting to ensure excess material leaving the site is clean and a resource for beneficial reuse. This new regulation continues to be fine tuned through its inception but will be a factor and added cost to all future projects generating excess soil material.

The Municipality continues to seek out and apply for funding from higher levels of government to fund infrastructure projects and initiatives.

Major Initiatives Planned for 2023

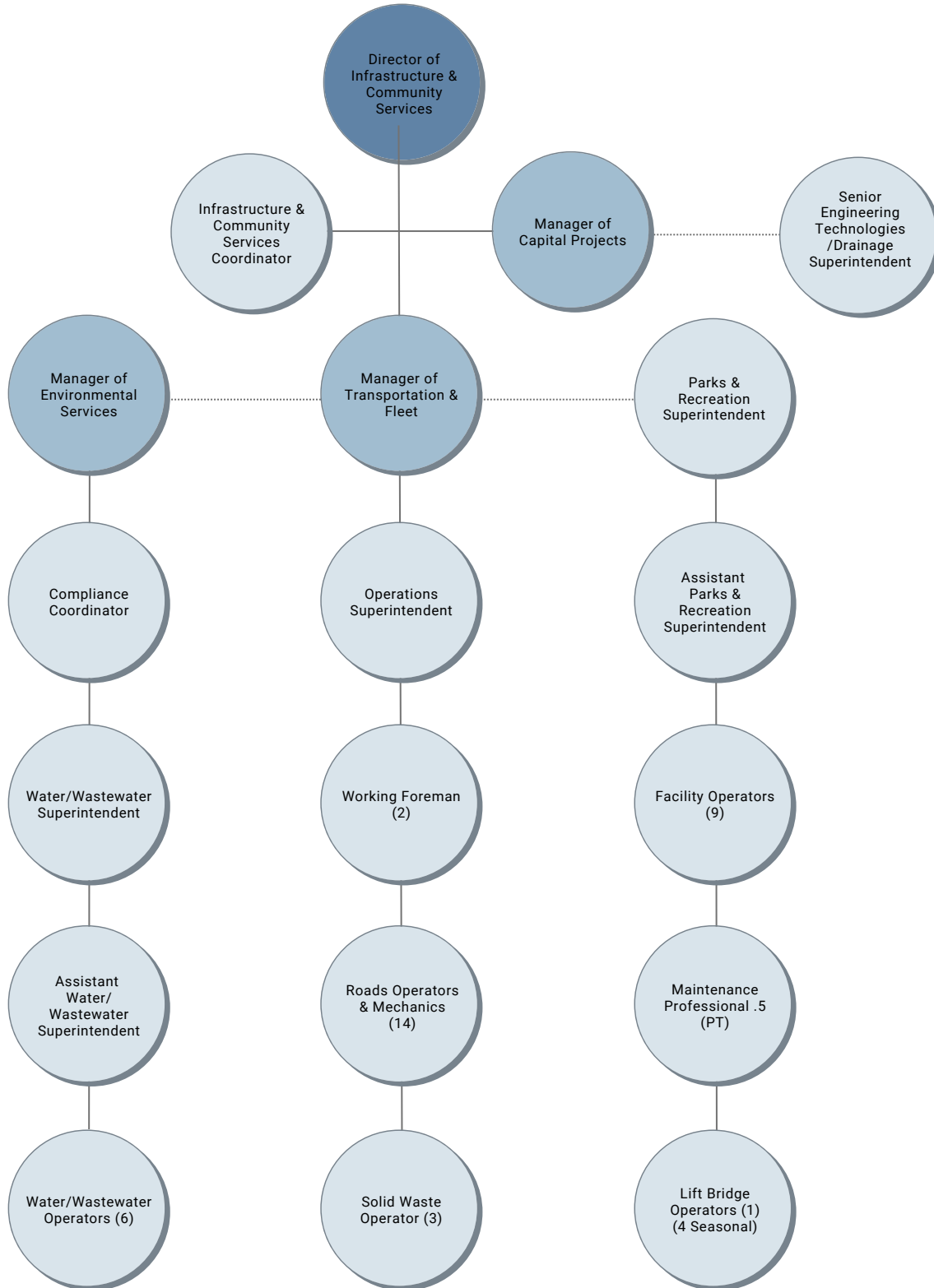
- Continued routine maintenance of all County and Municipal roads within Central Elgin
- Annual road resurfacing program – extent of work to be determined based on budgetary approvals and Roads State of the Infrastructure Report review
- Continued routine repair and preventative maintenance of all Central Elgin fleet assets, including purchase of replacement vehicles and equipment as per the Fleet Replacement Program, as well as the sale and disposal of surplus vehicles and equipment
- Increased utilization of internal staffing resources to provide improved services
- Purchase and utilization of new street sweeping unit
- Purchase and utilization of roadside vegetation brusher head
- Provide continued support in the development and implementation of the Roads, Bridges and Culverts, and Fleet Detailed Asset Management Plans
- Provide continued support for the implementation of the Ministry of Environment, Conservation & Parks Consolidated Linear Infrastructure approval process for infrastructure
- Ongoing review and optimization of Roads and Fleet operations
- Introduce new Design and Supplemental Specifications for Infrastructure
- Phase 1 of replacing aging residential water meters
- Replacement of the watermain crossing Kettle Creek in Belmont. The existing watermain failed in 2022 and requires replacement. The watermain provides redundancy in the system in the event the other crossing fails.



Major Initiatives Planned for 2023

- Sanitary Pumping Station 55 upgrades, includes electrical and mechanical upgrades.
- Port Stanley Lagoon Fencing will separate the newly created wetlands at the Port Stanley Wastewater Treatment Plant from the functional sewage lagoons.
- Union Area Sanitary Pumping Station and force main will be funded by developers and is required to service the Union area with new development.
- Continue with the CCTV inspection and condition assessment of the sanitary sewage collection system,
- Complete the engineering and design for the Port Stanley Area Water Booster Station and relocation of the pressure reducing valves in Port Stanley.
- Add a Drinking Water Quality Management Coordinator to assist with the regulatory compliance of the water and wastewater systems.
- Start to transition from paper forms to electronic record keeping for water and wastewater operations.
- Develop and implement a public awareness campaign to remove sump pump connections from the sanitary sewage collection system to reduce unwarranted conveyance and treatment costs of clean groundwater.
- Continue to promote and use Recycle Coach for waste management reduction initiatives.
- Transition from a Municipally provided curbside Blue Box collection program to a Producer Responsible Blue Box Collection program.
- Bring forward an updated Waste Management Bylaw to address the changes in responsibility for providing the Blue Box Collection program.
- Front Street Slope Stabilization project funding to be transferred to Reserve for future Reconstruction of Front Street.
- East Road Multi-use pathway from the water tower property south to Little Creek Park.
- Investment in the construction of Greg Tarry Park to be located within the Eagle Ridge Development. This will be cost shared with Doug Tarry Limited.
- Parks and Recreation Masterplan which will update and dovetail both plans into a single document to help guide investment.
- Main Beach Parking Lot Drainage, which will introduce infiltration gallery drainage system, to help eliminate flooding during minor rain events.

Infrastructure & Community Services Organizational Chart



OPERATING BUDGET

Beach

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Donation Revenue	(\$1,500)	(\$1,500)	\$0	\$0	\$0
Main Beach Pavilion	\$0	(\$350)	\$0	(\$500)	(\$500)
Main Beach Rental	\$0	(\$500)	\$0	(\$500)	(\$500)
Total	(\$1,500)	(\$2,350)	\$0	(\$1,000)	(\$1,000)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Beach Patrol					
Casual Salaries	\$295,814	\$277,245	\$253,292	\$287,829	\$295,910
CPP	\$13,992	\$13,929	\$10,526	\$11,711	\$14,901
EI	\$6,544	\$6,133	\$4,998	\$6,367	\$6,546
WSIB	\$8,874	\$8,345	\$6,778	\$8,664	\$8,907
EHT	\$5,768	\$5,406	\$4,406	\$5,613	\$5,770
Employee Assistance	\$0	\$0	\$0	\$524	\$524
Clothing Allowances	\$4,651	\$3,063	\$3,000	\$3,000	\$3,000
Recruitment Expenses	\$502	\$118	\$600	\$600	\$600
Training	\$11,328	\$9,748	\$9,500	\$9,500	\$9,500
Radio Licensing	\$341	\$353	\$350	\$350	\$350
Signage	\$0	\$0	\$500	\$500	\$500
Office Supplies	\$118	\$0	\$150	\$150	\$150
Small Tools & Equipment	\$3,252	\$483	\$2,500	\$2,500	\$2,500
Parts & Supplies	\$2,603	\$1,576	\$3,250	\$3,250	\$3,250
Building Maintenance	\$466	\$1,580	\$2,000	\$2,000	\$2,000
Health & Safety Expense	\$383	\$218	\$500	\$500	\$500
Fuel	\$0	\$0	\$1,000	\$1,000	\$1,000
Water	\$9,034	\$8,313	\$11,000	\$11,000	\$11,000
Phone	\$1,112	\$964	\$1,200	\$1,200	\$1,200
Health & Safety Equipment	\$0	\$0	\$0	\$5,000	\$5,000
Cleaning Services	\$0	\$0	\$500	\$500	\$500
Total	\$364,782	\$337,865	\$316,050	\$361,758	\$373,608

OPERATING BUDGET

Beach

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Maintenance					
Non-Union Salaries	\$227	\$25,829	\$51,162	\$43,403	\$48,719
Union Salaries	\$64,888	\$62,552	\$75,899	\$63,611	\$65,402
Casual Salaries	\$25,912	\$20,629	\$0	\$23,621	\$24,742
CPP	\$4,302	\$5,326	\$6,098	\$6,243	\$6,621
EI	\$1,913	\$2,171	\$2,610	\$2,410	\$2,468
WSIB	\$2,633	\$3,262	\$3,566	\$3,885	\$4,066
OMERS	\$4,408	\$7,969	\$9,496	\$10,102	\$10,895
EHT	\$1,711	\$2,114	\$2,318	\$2,546	\$2,708
LTD/ADD/LIFE	\$7,405	\$9,378	\$12,633	\$10,719	\$10,977
Employee Assistance	\$0	\$0	\$0	\$108	\$102
Insurance	\$0	\$17,412	\$14,850	\$21,000	\$27,344
Signage	\$1,539	\$3,798	\$2,575	\$2,627	\$2,680
Cleaning Supplies	\$13,479	\$17,273	\$10,300	\$10,506	\$10,716
Fencing	\$0	\$0	\$3,090	\$3,152	\$3,215
Equipment Charges	\$42,750	\$28,331	\$36,000	\$37,080	\$38,192
Small Tools & Equipment	\$250	\$0	\$3,090	\$3,152	\$3,215
Parts & Supplies	\$6,088	\$870	\$3,090	\$3,152	\$3,215
Blue Flag Program	\$1,250	\$1,962	\$1,288	\$1,314	\$1,340
Health & Safety Equipment	\$3,329	\$4,248	\$3,090	\$3,152	\$3,215
Consulting	\$10,089	\$0	\$0	\$0	\$0
Contractor	\$92,271	\$77,778	\$53,560	\$54,631	\$55,724
Extinguisher Inspection	\$87	\$63	\$103	\$105	\$107
Equipment Rental	\$87	\$1,646	\$3,090	\$3,152	\$3,215
Lab Sampling	\$1,710	\$1,133	\$3,090	\$3,152	\$3,215
Total	\$286,328	\$293,744	\$300,999	\$312,823	\$332,093

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Reserves	\$1,500	\$0	\$0	\$0	\$0
Total	\$1,500	\$0	\$0	\$0	\$0

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$652,610	\$631,609	\$617,049	\$674,581	\$705,701
Beach Net Budget	\$651,110	\$629,259	\$617,049	\$673,581	\$704,701

OPERATING BUDGET

Belmont Arena

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Ice Rentals	(\$135,711)	(\$151,044)	(\$180,000)	(\$200,000)	(\$206,000)
Vending Revenue	\$0	(\$72)	\$0	\$0	\$0
Sign Advertising	(\$280)	(\$2,200)	(\$2,000)	(\$2,040)	(\$2,101)
Hall Rentals	(\$1,876)	(\$6,163)	(\$7,000)	(\$7,140)	(\$7,354)
Public Skating	(\$836)	(\$1,483)	(\$1,500)	(\$3,000)	(\$3,090)
Floor Rental	\$0	(\$5,009)	\$0	(\$5,000)	(\$5,000)
Arena Storage Room Rentals	(\$1,565)	(\$1,706)	(\$500)	(\$1,000)	(\$1,030)
Capital Surcharge	\$0	(\$8,322)	(\$5,000)	(\$5,150)	(\$5,305)
Total	(\$140,268)	(\$175,999)	(\$196,000)	(\$223,330)	(\$229,880)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$42,027	\$45,472	\$51,162	\$60,507	\$63,006
Union Salaries	\$100,355	\$118,876	\$151,690	\$147,488	\$151,723
Casual Salaries	\$14,443	\$14,784	\$0	\$19,215	\$20,243
CPP	\$6,708	\$9,047	\$9,735	\$11,417	\$11,908
EI	\$2,892	\$3,590	\$4,167	\$4,309	\$4,335
WSIB	\$4,631	\$5,523	\$5,693	\$6,692	\$6,873
OMERS	\$13,286	\$16,281	\$15,160	\$19,364	\$20,042
EHT	\$3,010	\$3,633	\$3,700	\$4,424	\$4,582
LTD/ADD/LIFE	\$13,850	\$15,223	\$20,170	\$20,550	\$20,542
Employee Assistance	\$0	\$0	\$0	\$150	\$150
Insurance	\$0	\$51,419	\$43,150	\$61,750	\$81,038
Permits/Licenses	\$697	\$631	\$300	\$306	\$312
Office Supplies	\$2,188	\$887	\$1,000	\$1,000	\$1,000
Cleaning Supplies	\$3,719	\$4,007	\$5,000	\$5,000	\$5,000
Tables & Chairs	\$0	\$1,017	\$0	\$0	\$0
Equipment Charges	\$3,580	\$3,426	\$3,000	\$3,090	\$3,183
Small Tools & Equipment	\$2,302	\$264	\$1,000	\$1,020	\$1,040
Parts & Supplies	\$8,952	\$5,258	\$10,000	\$10,000	\$10,200
Building Maintenance	\$1,422	\$18,476	\$7,500	\$7,650	\$7,803
Ice Maintenance	\$403	\$0	\$0	\$0	\$0
Health & Safety Supplies	\$1,562	\$234	\$3,000	\$3,060	\$3,121
Gas	\$15,985	\$13,320	\$17,000	\$17,510	\$18,035
Hydro	\$62,283	\$30,084	\$90,000	\$92,700	\$95,481
Water	\$8,636	\$11,635	\$18,000	\$18,540	\$19,096
Phone	\$2,325	\$2,041	\$2,600	\$2,678	\$2,758

OPERATING BUDGET

Belmont Arena

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Internet	\$1,380	\$823	\$1,600	\$1,632	\$1,665
IT Supplies	\$0	\$0	\$1,000	\$1,000	\$1,020
IT Services	\$1,209	\$1,108	\$2,000	\$2,040	\$2,081
Mat Rental	\$491	\$496	\$1,300	\$1,326	\$1,353
Contracted Services	\$43,474	\$31,553	\$35,020	\$38,000	\$39,140
Heating & Cooling	\$7,676	\$7,913	\$4,000	\$4,120	\$4,244
Snow Removal/Salt	\$1,893	\$1,649	\$5,000	\$5,150	\$5,305
Alarm Services	\$3,347	\$2,913	\$5,610	\$5,778	\$5,951
Blade Sharpening	\$397	\$214	\$0	\$0	\$0
Extinguisher Inspection	\$349	\$577	\$1,000	\$1,020	\$1,040
Equipment Rental Services	\$256	\$1,840	\$4,000	\$4,120	\$4,244
SOCAN Fees	\$0	\$202	\$125	\$128	\$131
Total	\$375,728	\$424,593	\$523,682	\$582,734	\$617,645

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Reserves	\$0	\$8,322	\$5,000	\$5,150	\$5,305
Total	\$0	\$8,322	\$5,000	\$5,150	\$5,305

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$375,728	\$432,915	\$528,682	\$587,884	\$622,950

Belmont Arena Net Budget	\$235,460	\$256,916	\$332,682	\$364,554	\$393,070
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OPERATING BUDGET

County Lift Bridge

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
County Funding	(\$9,282)	\$0	(\$9,931)	(\$10,000)	(\$157,325)
Total	(\$9,282)	\$0	(\$9,931)	(\$10,000)	(\$157,325)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$1,035	\$36	\$0	\$9,952	\$10,250
Union Salaries	\$26,104	\$46,180	\$28,378	\$31,080	\$31,985
Casual Salaries	\$29,937	\$61,909	\$51,876	\$68,131	\$81,238
CPP	\$2,465	\$5,462	\$3,713	\$5,135	\$6,305
EI	\$1,162	\$2,326	\$1,740	\$2,307	\$2,371
WSIB	\$1,588	\$3,216	\$2,367	\$3,282	\$3,400
OMERS	\$1,769	\$3,532	\$2,442	\$3,785	\$3,898
EHT	\$1,032	\$2,082	\$1,539	\$2,129	\$2,207
LTD/ADD/LIFE	\$2,659	\$5,178	\$4,179	\$5,114	\$5,114
Employee Assistance	\$0	\$0	\$0	\$125	\$125
Clothing Allowance	\$1,319	\$645	\$1,000	\$1,020	\$1,051
Recruitment Expenses	\$203	\$118	\$0	\$0	\$0
Radio License	\$43	\$44	\$50	\$50	\$52
Equipment Charges	\$689	\$588	\$0	\$0	\$0
Parts & Supplies	\$452	\$66	\$600	\$612	\$630
Health & Safety Supplies	\$174	\$0	\$350	\$357	\$368
Gas	\$1,079	\$879	\$824	\$840	\$865
Hydro	\$2,491	\$3,064	\$4,120	\$4,202	\$4,328
Phone	\$1,467	\$1,266	\$1,442	\$1,471	\$1,515
Answering Service	\$319	\$252	0	0	\$0
Contractor	\$1,617	\$4,420	\$1,545	\$1,576	\$1,623
Extinguisher Inspection	\$0	\$125	\$0	\$0	\$0
Total	\$77,604	\$141,388	\$106,165	\$141,168	\$157,325
County Roads Lift Bridge Net Budget	\$68,322	\$141,388	\$96,234	\$131,168	\$0

OPERATING BUDGET

County Roads

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
County Funding	(\$713,348)	(\$636,057)	(\$736,450)	(\$773,273)	(\$811,937)
Transfer from County Rds Reserve	(\$116,834)	\$0	(\$265,920)	(\$106,689)	\$0
Total	(\$830,182)	(\$636,057)	(\$1,002,370)	(\$879,962)	(\$811,937)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Paved County Roads					
Non-Union Salaries	\$61	\$47,552	\$25,705	\$70,980	\$73,597
Union Salaries	\$14,768	\$20,648	\$23,945	\$28,738	\$29,600
Casual Salaries	\$196	\$1,801	\$0	\$0	\$0
CPP	\$753	\$2,724	\$2,609	\$3,859	\$3,975
EI	\$313	\$1,043	\$1,119	\$1,388	\$1,430
WSIB	\$449	\$2,043	\$1,527	\$2,689	\$2,770
OMERS	\$1,187	\$7,159	\$4,091	\$9,985	\$10,285
EHT	\$292	\$1,379	\$992	\$1,941	\$1,999
LTD/ADD/LIFE	\$1,511	\$6,217	\$5,265	\$9,151	\$9,426
Employee Assistance	\$0	\$0	\$0	\$45	\$45
Insurance	\$10,000	\$13,214	\$16,000	\$16,900	\$16,900
Equipment Charges	\$20,033	\$26,638	\$34,608	\$35,300	\$36,359
Asphalt	\$144	\$0	\$0	\$0	\$0
Gravel Supply	\$855	\$1,290	\$10,300	\$10,507	\$10,822
Contracted Services	\$2,101	\$7,928	\$0	\$0	\$0
Total	\$52,663	\$139,636	\$126,161	\$191,483	\$197,208

OPERATING BUDGET

County Roads

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
County Bridges & Culverts					
Union Salaries	\$5,446	\$13,214	\$8,085	\$13,543	\$13,949
Casual Salaries	\$0	\$1,421	\$0	\$0	\$0
CPP	\$264	\$780	\$415	\$699	\$720
EI	\$114	\$317	\$179	\$253	\$261
WSIB	\$155	\$453	\$244	\$408	\$420
OMERS	\$469	\$1,245	\$737	\$1,134	\$1,168
EHT	\$101	\$293	\$158	\$264	\$272
LTD/ADD/LIFE	\$455	\$1,616	\$672	\$1,517	\$1,563
Employee Assistance	\$0	\$0	\$0	\$9	\$9
Equipment Charges	\$3,780	\$4,629	\$7,571	\$7,722	\$7,954
Parts & Supplies	\$8,007	\$0	\$0	\$0	\$0
Water	\$1,195	\$758	\$0	\$0	\$0
Gravel Supply	\$0	\$0	\$2,060	\$2,101	\$2,164
Total	\$19,986	\$24,726	\$20,121	\$27,650	\$28,480

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
County Roadside					
Non-Union Salaries	\$137	\$0	\$0	\$0	\$0
Union Salaries	\$27,052	\$12,960	\$18,674	\$28,183	\$29,028
Casual Salaries	\$651	\$762	\$0	\$0	\$0
CPP	\$1,361	\$756	\$995	\$1,454	\$1,498
EI	\$493	\$306	\$424	\$526	\$542
WSIB	\$835	\$423	\$583	\$848	\$873
OMERS	\$2,449	\$1,176	\$1,689	\$2,360	\$2,431
EHT	\$543	\$274	\$379	\$550	\$567
LTD/ADD/LIFE	\$3,401	\$1,759	\$2,433	\$3,156	\$3,251
Employee Assistance	\$0	\$0	\$0	\$18	\$18
Equipment Charges	\$22,465	\$7,052	\$10,814	\$11,032	\$11,363
Parts & Supplies	\$25,128	\$7,141	\$0	\$0	\$0
Gravel Supply	\$4,671	\$0	\$0	\$0	\$0
Contractor	\$51,372	\$20,165	\$12,000	\$12,000	\$12,360
Equipment Rental	\$10,648	\$3,430	\$6,000	\$6,000	\$6,180
Total	\$151,206	\$56,204	\$53,991	\$66,127	\$68,111

OPERATING BUDGET

County Roads

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
County Road Operations					
Non-Union Salaries	\$137	\$0	\$0	\$0	\$0
Union Salaries	\$34,774	\$26,434	\$28,952	\$37,456	\$38,580
Casual Salaries	\$728	\$1,278	\$0	\$0	\$0
CPP	\$1,819	\$1,571	\$1,572	\$1,932	\$1,990
EI	\$763	\$638	\$673	\$699	\$720
WSIB	\$1,073	\$883	\$919	\$1,127	\$1,161
OMERS	\$3,179	\$2,540	\$2,785	\$3,137	\$3,231
EHT	\$700	\$571	\$597	\$730	\$752
LTD/ADD/LIFE	\$4,429	\$2,863	\$3,839	\$4,195	\$4,321
Employee Assistance	\$0	\$0	\$0	\$24	\$24
Equipment Charges	\$35,602	\$18,005	\$16,223	\$16,547	\$17,043
Parts & Supplies	\$620	\$1,753	\$0	\$0	\$0
Lumber & POs	\$2,005	\$4,896	\$1,000	\$1,020	\$1,051
Contracted Services	\$39,688	\$21,130	\$30,000	\$30,600	\$31,518
Total	\$125,517	\$82,562	\$86,560	\$97,467	\$100,391

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
County Traffic Management					
Non-Union Salaries	\$144	\$0	\$0	\$0	\$0
Union Salaries	\$13,834	\$15,173	\$13,508	\$19,565	\$20,152
Casual Salaries	\$1,295	\$1,380	\$0	\$0	\$0
CPP	\$701	\$905	\$782	\$1,009	\$1,039
EI	\$284	\$364	\$337	\$365	\$376
WSIB	\$424	\$529	\$460	\$589	\$607
OMERS	\$1,013	\$1,152	\$1,086	\$1,639	\$1,688
EHT	\$276	\$342	\$299	\$382	\$393
LTD/ADD/LIFE	\$1,340	\$1,422	\$1,467	\$2,192	\$2,258
Employee Assistance	\$0	\$0	\$0	\$13	\$13
Signage	\$328	\$2,059	\$0	\$0	\$0
Lumber & POs	\$2,074	\$0	\$0	\$0	\$0
Equipment Charges	\$3,329	\$3,796	\$2,163	\$2,206	\$2,272
Contracted Services	\$10,199	\$0	\$0	\$0	\$0
Pavement Marking	\$85,731	\$121,489	\$137,000	\$147,000	\$151,410
Total	\$120,972	\$148,611	\$157,102	\$174,960	\$180,208

OPERATING BUDGET

County Roads

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
County Winter Control					
Non-Union Salaries	\$7,938	\$5,053	\$26,151	\$0	\$0
Union Salaries	\$61,201	\$57,552	\$86,073	\$101,364	\$104,405
Casual Salaries	\$508	\$732	\$0	\$5,229	\$5,386
CPP	\$2,573	\$2,667	\$5,689	\$5,229	\$5,386
EI	\$1,016	\$1,067	\$2,304	\$1,891	\$1,948
WSIB	\$1,544	\$1,479	\$3,439	\$3,051	\$3,143
OMERS	\$2,594	\$2,363	\$8,217	\$8,489	\$8,744
EHT	\$1,013	\$954	\$2,235	\$1,977	\$2,036
LTD/ADD/LIFE	\$3,914	\$3,352	\$10,868	\$11,352	\$11,693
Employee Assistance	\$0	\$0	\$0	\$65	\$65
Sand	\$4,076	\$3,917	\$0	\$0	\$0
Salt	\$86,262	\$52,236	\$150,000	\$153,000	\$157,590
Calcium	\$4,160	\$3,128	\$0	\$0	\$0
Equipment Charges	\$96,661	\$85,319	\$162,225	\$165,470	\$170,434
IT Services	\$18,057	\$12,223	\$5,000	\$10,000	\$10,300
Total	\$291,517	\$232,042	\$462,201	\$467,117	\$481,130

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Total Expenditures	\$761,861	\$683,781	\$906,136	\$1,024,804	\$1,055,528

County Roads Net Budget	(\$68,321)	\$47,724	(\$96,234)	\$144,842	\$243,591
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OPERATING BUDGET

Harbour

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer from Harbour Investment	(\$245,327)	\$0	\$0	\$0	
Boat Dock Rental	\$0	(\$8,100)	\$0	(\$8,300)	(\$8,300)
DOC Building Rental	\$0	(\$75,000)	\$0	(\$100,000)	(\$100,000)
Berthage/Dockage	(\$16,270)	(\$21,160)	(\$20,000)	(\$20,400)	(\$20,808)
Investment Income	(\$18,992)	\$0	(\$39,765)	(\$43,595)	\$0
Dividend Income	\$0	\$0	(\$5,000)	(\$5,000)	\$0
Total	(\$280,589)	(\$104,260)	(\$64,765)	(\$177,295)	(\$129,108)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$125	\$3,555	\$0	\$4,976	\$5,125
Union Salaries	\$5,193	\$3,496	\$8,545	\$5,783	\$5,946
Casual Salaries	\$340	\$805	\$0	\$0	\$0
CPP	\$285	\$350	\$410	\$517	\$539
EI	\$124	\$140	\$176	\$187	\$187
WSIB	\$170	\$221	\$240	\$322	\$329
OMERS	\$441	\$677	\$639	\$1,026	\$1,057
EHT	\$110	\$143	\$155	\$210	\$216
LTD/ADD/LIFE	\$718	\$693	\$850	\$1,079	\$1,079
Employee Assistance	\$0	\$0	\$0	\$6	\$5
Advertising	\$2,982	\$0	\$0	\$0	\$0
Insurance	\$8,830	\$8,604	\$11,500	\$10,800	\$13,500
Signage	\$0	\$0	\$3,500	\$3,500	\$3,500
Equipment Charges	\$3,062	\$1,805	\$3,000	\$3,090	\$3,183
Parts & Supplies	\$9,792	\$5,094	\$5,000	\$5,100	\$5,202
Health & Safety Supplies	\$0	\$0	\$500	\$510	\$520
Hydro	\$4,566	\$4,661	\$4,000	\$4,120	\$4,244
Phone	\$2,000	\$1,720	\$1,750	\$1,803	\$1,857
Gravel Supply	\$0	\$6,178	\$0	\$0	\$0
Legal Services	\$10,167	\$3,963	\$0	\$0	\$0
Consulting	\$175,614	\$2,572	\$10,000	\$10,200	\$10,404
Audit Services	\$5,800	\$1,272	\$4,500	\$4,500	\$4,500
Contractor	\$21,942	\$27,480	\$0	\$0	\$0
Investment Management Services	\$16,653	\$9,336	\$10,000	\$10,000	\$0
Total	\$268,914	\$82,765	\$64,765	\$67,729	\$61,393

OPERATING BUDGET

Harbour

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Harbour Investment	\$11,675	\$21,495	\$0	\$109,566	\$67,715
Total	\$11,675	\$21,495	\$0	\$109,566	\$67,715

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Total Expenditures	\$280,589	\$104,260	\$64,765	\$177,295	\$129,108

Harbour Net Budget	\$0	\$0	\$0	\$0	\$0
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OPERATING BUDGET

Municipal Drains

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
OMAFRA Grant	(\$11,384)	(\$21,125)	(\$14,000)	(\$14,420)	(\$14,853)
Drainage Reassessment	(\$500)	\$0	\$0	\$0	\$0
Landowner Recovery	(\$11,089)	\$0	\$0	\$0	\$0
Total	(\$22,973)	(\$21,125)	(\$14,000)	(\$14,420)	(\$14,853)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Administration					
Non-Union Salaries	\$18,593	\$35,273	\$46,015	\$51,773	\$54,895
Union Salaries	\$2,272	\$1,927	\$0	\$0	\$0
Casual Salaries	\$425	\$0	\$0	\$0	\$0
CPP	\$755	\$1,357	\$2,208	\$2,039	\$2,171
EI	\$300	\$520	\$945	\$734	\$734
WSIB	\$614	\$1,027	\$1,292	\$1,428	\$1,453
OMERS	\$1,957	\$3,930	\$3,439	\$5,306	\$5,701
EHT	\$399	\$725	\$839	\$1,003	\$1,070
LTD/ADD/LIFE	\$2,306	\$3,456	\$4,576	\$4,946	\$4,946
Employee Assistance	\$0	\$0	\$0	\$22	\$22
Advertising	\$0	\$161	\$0	\$0	\$0
Postage	\$87	\$0	\$0	\$0	\$0
Equipment Charges	\$1,875	\$948	\$1,500	\$1,500	\$1,500
Courier Service	\$5	\$206	\$0	\$0	\$0
Legal Services	\$488	\$0	\$0	\$0	\$0
Total	\$30,076	\$49,530	\$60,814	\$68,751	\$72,492

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Repairs/Maintenance - Contractor	\$4,634	\$46,996	\$0	\$0	\$0
Total	\$4,634	\$46,996	\$0	\$0	\$0

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$34,710	\$96,526	\$60,814	\$68,751	\$72,492

Municipal Drains Net Budget	\$11,737	\$75,401	\$46,814	\$54,331	\$57,639
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OPERATING BUDGET

Parks

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Student Grant	\$0	\$0	(\$4,000)	\$0	\$0
Rental	\$0	(\$2,025)	(\$8,500)	\$0	\$0
Revenue Hydro Charges	\$0	(\$1,186)	\$0	\$0	\$0
Capital Surcharge	\$0	(\$1,188)	\$0	\$0	\$0
Development Charges	\$0	(\$315,708)	(\$406,172)	(\$305,882)	(\$412,445)
(Gain)/Loss Disposal TCA	\$0	(\$6,681)	\$0	\$0	\$0
Work Recovery	(\$3,035)	(\$650)	\$0	\$0	\$0
Selbourne Park - Baseball Rental	(\$755)	(\$3,020)	(\$3,000)	(\$3,000)	(\$3,000)
Don Yeck Park - Baseball Rental	(\$3,580)	(\$9,912)	(\$12,000)	(\$12,500)	(\$12,750)
Don Yeck Park - Pavillion Rental	\$0	(\$3,392)	\$0	\$0	\$0
Don Yeck Park - Soccer Rental	(\$315)	(\$4,895)	(\$5,000)	(\$5,000)	(\$5,000)
Union Park - Baseball Rental	(\$1,075)	(\$2,757)	(\$2,500)	(\$2,750)	(\$2,750)
Total	(\$8,760)	(\$351,414)	(\$441,172)	(\$329,132)	(\$435,945)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Administration					
Non-Union Salaries	\$20,975	\$62,597	\$80,384	\$71,797	\$74,700
Union Salaries	\$8,359	\$81,285	\$34,028	\$65,000	\$66,950
Casual Salaries	\$1,018	\$3,273	\$0	\$5,000	\$5,150
CPP	\$1,526	\$6,810	\$5,491	\$7,232	\$7,449
EI	\$617	\$2,698	\$2,350	\$2,775	\$2,858
WSIB	\$889	\$4,507	\$3,211	\$4,213	\$4,339
OMERS	\$2,811	\$13,757	\$8,550	\$12,697	\$13,078
EHT	\$578	\$2,990	\$2,087	\$2,762	\$2,845
LTD/ADD/LIFE	\$2,472	\$15,016	\$11,378	\$11,901	\$12,258
Employee Assistance	\$116	\$440	\$100	\$327	\$307
Training, Travel & Conventions	\$0	\$7,895	\$10,500	\$10,710	\$10,924
Clothing Allowance	\$11,967	\$6,440	\$12,000	\$12,000	\$12,000
Dues/Memberships	\$0	\$1,018	\$1,000	\$1,020	\$1,040
Employee Recognition	\$104	\$0	\$1,300	\$1,326	\$1,353
Meeting Expenses	\$0	\$56	\$500	\$510	\$520
Recruitment Expenses	\$89	\$59	\$0	\$0	\$0
Health & Safety Supplies	\$3,190	\$3,921	\$4,000	\$4,080	\$4,162
Insurance	\$0	\$20,851	\$18,150	\$25,250	\$33,638
Office Supplies	\$197	\$511	\$400	\$400	\$408
Equipment Charges (W/T)	\$2,598	\$3,184	\$2,100	\$2,163	\$2,228
Health & Safety Supplies	\$1,187	\$1,677	\$1,000	\$1,000	\$1,020
Phone	\$1,532	\$1,346	\$2,500	\$2,500	\$2,550
IT Services	\$0	\$21,657	\$30,000	\$30,600	\$31,212
Payment in Lieu of Taxes	\$653	\$663	\$0	\$0	\$0
Total	\$60,878	\$262,651	\$231,029	\$275,263	\$290,989

OPERATING BUDGET

Parks

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Operations					
Non-Union Salaries	\$51,568	\$20,055	\$0	\$0	\$0
Union Salaries	\$134,628	\$149,126	\$191,023	\$177,878	\$183,214
Casual Salaries	\$52,426	\$51,792	\$0	\$69,062	\$71,134
CPP	\$10,752	\$11,366	\$9,167	\$12,594	\$12,972
EI	\$4,774	\$4,718	\$3,924	\$4,832	\$4,977
WSIB	\$7,038	\$6,669	\$5,361	\$7,337	\$7,557
OMERS	\$16,165	\$15,932	\$14,276	\$15,661	\$16,131
EHT	\$4,574	\$4,320	\$3,485	\$4,811	\$4,955
LTD/ADD/LIFE	\$17,458	\$17,998	\$18,994	\$20,725	\$21,347
Employee Assistance	\$579	\$365	\$0	\$207	\$0
Signage	\$4,717	\$7,273	\$5,150	\$5,253	\$7,000
Plants & Forestry	\$15,869	\$19,294	\$16,480	\$24,000	\$24,720
Soil	\$0	\$0	\$1,030	\$1,051	\$1,072
Cleaning Supplies	\$1,164	\$431	\$5,150	\$5,253	\$5,358
Tables & Chairs	\$4,241	\$1,981	\$5,150	\$5,253	\$5,358
Equipment Charges	\$55,015	\$37,536	\$30,000	\$30,900	\$31,827
Small Tools & Equipment	\$9,362	\$1,852	\$4,120	\$4,202	\$4,286
Parts & Supplies	\$35,689	\$14,686	\$25,750	\$26,265	\$26,790
Paint & Paint Supplies	\$719	\$2,123	\$2,060	\$2,101	\$2,143
Fuel Expense	\$3,306	\$3,491	\$3,605	\$3,713	\$3,824
Hydro	\$3,770	\$3,963	\$5,665	\$5,835	\$6,010
Water	\$6,651	\$7,100	\$8,000	\$8,240	\$8,487
Gravel Supply	\$1,017	\$46	\$3,605	\$3,713	\$3,824
Grounds Maintenance	\$9,458	\$12,949	\$15,450	\$15,914	\$16,391
Contracted Services	\$194,439	\$166,754	\$140,080	\$150,000	\$154,500
Equipment Rental Services	\$6,890	\$5,203	\$5,150	\$5,305	\$5,464
Total	\$652,269	\$567,023	\$522,675	\$610,105	\$629,341

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Parks DC Reserve	\$0	\$315,708	\$406,172	\$305,882	\$412,445
Total	\$0	\$315,708	\$406,172	\$305,882	\$412,445

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$713,147	\$1,145,382	\$1,159,876	\$1,191,250	\$1,332,775

Parks Net Budget	\$704,387	\$793,968	\$718,704	\$862,118	\$896,830
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OPERATING BUDGET

Port Stanley Arena

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Miscellaneous Ice Rentals	(\$149,607)	(\$174,915)	(\$205,000)	(\$210,000)	(\$215,000)
Vending Revenue	(\$145)	(\$1,192)	(\$1,200)	(\$1,200)	(\$1,200)
Sign Advertising	(\$376)	(\$1,600)	(\$1,500)	(\$1,500)	(\$1,500)
Hall Rentals	(\$1,345)	(\$5,935)	(\$7,500)	(\$7,500)	(\$7,500)
Public Skating	(\$1,016)	(\$1,180)	(\$3,000)	(\$3,000)	(\$3,000)
Floor Rental	\$0	(\$70)	\$0	\$0	\$0
Storage Room Rental	(\$2,526)	(\$2,526)	(\$2,000)	(\$2,000)	(\$2,000)
Figure Skating Coaches	(\$366)	(\$360)	\$0	\$0	\$0
Capital Surcharge	\$0	(\$9,069)	(\$5,000)	(\$5,150)	(\$5,305)
Total	(\$155,381)	(\$196,847)	(\$225,200)	(\$230,350)	(\$235,505)

EXPENSES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Non-Union Salaries	\$38,370	\$49,115	\$51,162	\$60,507	\$63,006
Union Salaries	\$101,565	\$124,747	\$169,832	\$149,600	\$153,762
Casual Salaries	\$20,340	\$18,287	\$0	\$19,215	\$20,243
CPP	\$7,074	\$10,818	\$10,606	\$11,670	\$12,029
EI	\$3,087	\$4,332	\$4,540	\$4,256	\$4,281
WSIB	\$4,579	\$6,598	\$6,203	\$6,756	\$6,935
OMERS	\$10,962	\$18,522	\$16,515	\$19,147	\$19,819
EHT	\$2,976	\$4,345	\$4,031	\$4,465	\$4,622
LTD/ADD/LIFE	\$14,034	\$19,239	\$21,972	\$22,897	\$22,888
Employee Assistance	\$0	\$0	\$0	\$148	\$148
Insurance	\$0	\$53,283	\$44,750	\$64,000	\$83,950
Permits/Licenses	\$701	\$440	\$300	\$306	\$312
Office Supplies	\$1,400	\$739	\$1,000	\$1,020	\$1,040
Cleaning Supplies	\$4,718	\$2,707	\$10,000	\$10,200	\$10,404
Tables & Chairs	\$0	\$1,017	\$1,030	\$1,051	\$1,072
Equipment Charges	\$5,094	\$3,881	\$6,000	\$6,000	\$6,120
Small Tools & Equipment	\$578	\$328	\$3,000	\$3,000	\$3,000
Parts & Supplies	\$7,468	\$3,380	\$8,000	\$8,000	\$8,000
Building Maintenance	\$1,204	\$1,857	\$5,500	\$5,000	\$5,000
Health & Safety Supplies	\$1,282	\$1,458	\$1,000	\$1,020	\$1,040
Gas	\$10,067	\$9,072	\$12,000	\$12,360	\$12,731
Hydro	\$61,194	\$41,270	\$105,000	\$108,150	\$111,395
Water	\$25,507	\$15,643	\$23,000	\$23,690	\$24,401

OPERATING BUDGET

Port Stanley Arena

EXPENSES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Phone	\$2,968	\$2,421	\$3,500	\$3,605	\$3,713
Water Heater Rental	\$6,045	\$5,778	\$6,200	\$6,386	\$6,578
Internet	\$1,380	\$698	\$1,400	\$1,442	\$1,485
IT Supplies	\$0	\$434	\$0	\$0	\$0
IT Services	\$1,209	\$1,108	\$2,000	\$2,040	\$2,081
Mat Rental	\$699	\$1,897	\$3,000	\$3,060	\$3,121
Contracted Services	\$84,472	\$60,017	\$30,000	\$33,000	\$33,990
Heating & Cooling	\$1,650	\$1,503	\$0	\$0	\$0
Snow Removal/Salt	\$977	\$1,526	\$5,000	\$5,150	\$5,305
Alarm Services	\$964	\$2,636	\$2,000	\$2,040	\$2,081
Blade Sharpening	\$122	\$183	\$300	\$306	\$312
Extinguisher Inspection	\$510	\$442	\$1,000	\$1,020	\$1,040
Equipment Rental Service	\$1,804	\$948	\$3,000	\$3,090	\$3,183
SOCAN Fees	\$0	\$202	\$125	\$128	\$131
Total	\$425,000	\$470,871	\$562,966	\$603,725	\$639,218

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Capital Reserve	\$0	\$9,069	\$5,000	\$5,150	\$5,305
Total	\$0	\$9,069	\$5,000	\$5,150	\$5,305

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$425,000	\$479,940	\$567,966	\$608,875	\$644,523

Port Stanley Arena Net Budget	\$269,619	\$283,093	\$342,766	\$378,525	\$409,018
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OPERATING BUDGET

Roads

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Sale of Equipment	\$0	(\$44,175)	\$0	\$0	\$0
Entrance/Public Works Permits	(\$350)	(\$1,500)	(\$500)	(\$2,000)	(\$2,000)
Development Charges	\$0	(\$130,844)	(\$192,236)	(\$122,167)	(\$164,727)
Cost Recovery	(\$90,905)	(\$105,706)	\$0	\$0	\$0
Fuel Recovery	(\$1,459)	\$0	(\$12,000)	\$0	\$0
Sundry Income	(\$29,851)	(\$62,609)	(\$40,000)	(\$40,800)	(\$40,000)
(Gain)/Loss Disposal TCA	(\$147,918)	\$0	\$0	\$0	\$0
Total	(\$270,483)	(\$344,834)	(\$244,736)	(\$164,967)	(\$206,727)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Paved Roads					
Non-Union Salaries	\$614	\$5,852	\$0	\$0	\$0
Union Salaries	\$40,624	\$41,267	\$32,023	\$54,215	\$55,841
Casual Salaries	\$5,951	\$11,185	\$0	\$0	\$0
CPP	\$2,333	\$2,955	\$1,780	\$2,797	\$2,881
EI	\$970	\$1,210	\$765	\$1,011	\$1,041
WSIB	\$1,390	\$1,801	\$1,045	\$1,632	\$1,681
OMERS	\$3,669	\$4,616	\$2,971	\$4,540	\$4,676
EHT	\$903	\$1,173	\$679	\$1,057	\$1,089
LTD/ADD/LIFE	\$5,041	\$5,442	\$4,180	\$6,072	\$6,254
Equipment Charges	\$41,842	\$34,530	\$32,000	\$20,000	\$20,600
Parts & Supplies	\$44	\$0	\$0	\$0	\$0
Asphalt	\$49,451	\$23,167	\$41,200	\$42,024	\$43,285
Stock Expense	\$392	\$0	\$0	\$0	\$0
Gravel Supply	\$3,544	\$5,238	\$12,359	\$12,607	\$12,985
Contracted Services	\$160,168	\$28,630	\$136,050	\$128,000	\$131,840
Equipment Rental Service	\$3,600	\$0	\$8,240	\$8,405	\$8,657
Total	\$320,536	\$167,066	\$273,292	\$282,360	\$290,830

OPERATING BUDGET

Roads

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Unpaved Roads					
Union Salaries	\$18,271	\$14,361	\$32,809	\$28,538	\$29,394
Casual Salaries	\$1,135	\$0	\$0	\$0	\$0
CPP	\$968	\$811	\$1,784	\$1,472	\$1,516
EI	\$364	\$320	\$766	\$532	\$548
WSIB	\$581	\$453	\$1,046	\$859	\$885
OMERS	\$1,634	\$1,365	\$3,129	\$2,390	\$2,462
EHT	\$378	\$293	\$680	\$556	\$573
LTD/ADD/LIFE	\$2,305	\$1,905	\$4,932	\$3,196	\$3,292
Equipment Charges	\$29,589	\$21,812	\$30,000	\$30,000	\$30,900
Gravel Supply	\$154,207	\$2,401	\$0	\$5,000	\$5,150
Contracted Services	\$3,014	\$0	\$0	\$0	\$0
Dust Control Services	\$58,877	\$69,247	\$70,000	\$80,000	\$82,400
Total	\$271,323	\$112,968	\$145,146	\$152,543	\$157,120

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Bridges & Culverts					
Non-Union Salaries	\$121	\$0	\$0	\$0	\$0
Union Salaries	\$6,342	\$4,132	\$7,234	\$6,854	\$7,060
Casual Salaries	\$189	\$518	\$0	\$0	\$0
CPP	\$351	\$245	\$398	\$354	\$365
EI	\$151	\$98	\$171	\$128	\$132
WSIB	\$209	\$141	\$233	\$206	\$212
OMERS	\$590	\$383	\$711	\$574	\$591
EHT	\$136	\$91	\$151	\$134	\$138
LTD/ADD/LIFE	\$297	\$546	\$472	\$768	\$791
Equipment Charges	\$5,933	\$781	\$3,200	\$3,200	\$3,296
Parts & Supplies	\$1,080	\$0	\$0	\$0	\$0
Contracted Services	\$0	\$895	\$20,000	\$5,000	\$30,000
Total	\$15,399	\$7,830	\$32,570	\$17,218	\$42,585

OPERATING BUDGET

Roads

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Roadside Drainage					
Non-Union Salaries	\$8,672	\$0	\$0	\$0	\$0
Union Salaries	\$48,936	\$19,856	\$0	\$55,157	\$56,812
Casual Salaries	\$3,107	\$659	\$0	\$0	\$0
CPP	\$3,022	\$1,116	\$0	\$2,845	\$2,930
EI	\$1,256	\$439	\$0	\$1,029	\$1,060
WSIB	\$1,842	\$632	\$0	\$1,660	\$1,710
OMERS	\$5,092	\$1,870	\$0	\$4,619	\$4,758
EHT	\$1,199	\$409	\$0	\$1,076	\$1,108
LTD/ADD/LIFE	\$6,256	\$2,438	\$0	\$6,177	\$6,362
Equipment Charges	\$33,851	\$9,034	\$38,145	\$32,324	\$33,294
Parts & Supplies	\$3,775	\$1,375	\$0	\$0	\$0
Municipal Drains	\$0	\$0	\$160,000	\$80,000	\$82,400
Drainage Supplies	\$33,004	\$4,137	\$60,000	\$61,400	\$63,242
Contracted Services	\$70,376	\$32,227	\$25,750	\$26,265	\$27,053
Equipment Rental Service	\$15,119	\$10,036	\$15,450	\$15,759	\$16,232
Total	\$235,507	\$84,228	\$299,345	\$288,311	\$296,961

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Roadside Operations					
Non-Union Salaries	\$303	\$0	\$0	\$0	\$0
Union Salaries	\$63,040	\$47,426	\$53,015	\$60,803	\$62,627
Casual Salaries	\$1,860	\$3,009	\$0	\$0	\$0
CPP	\$3,296	\$2,741	\$2,795	\$3,137	\$3,231
EI	\$1,400	\$1,058	\$1,197	\$1,134	\$1,168
WSIB	\$1,945	\$1,567	\$1,635	\$1,830	\$1,885
OMERS	\$5,575	\$4,474	\$4,890	\$5,092	\$5,245
EHT	\$1,264	\$1,014	\$1,063	\$1,186	\$1,222
LTD/ADD/LIFE	\$7,899	\$5,941	\$6,955	\$6,809	\$7,013
Equipment Charges	\$60,372	\$36,178	\$36,000	\$36,000	\$37,080
Parts & Supplies	\$2,895	\$49	\$1,031	\$1,051	\$1,083
Vegetation	\$1,098	\$9,726	\$5,150	\$5,253	\$5,411
Lumber & Posts	\$542	\$1,148	\$5,000	\$5,100	\$5,253
Contracted Services	\$27,683	\$62,611	\$30,000	\$50,000	\$51,500
Equipment Rental Service	\$3,239	\$4,039	\$0	\$0	\$0
Total	\$182,411	\$181,617	\$148,731	\$177,395	\$182,718

OPERATING BUDGET

Roads

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Traffic Management					
Non-Union Salaries	\$694	\$0	\$0	\$0	\$0
Union Salaries	\$24,679	\$44,994	\$19,943	\$35,869	\$36,945
Casual Salaries	\$2,762	\$5,366	\$0	\$0	\$0
CPP	\$1,402	\$2,714	\$1,217	\$1,850	\$1,906
EI	\$581	\$1,096	\$523	\$669	\$689
WSIB	\$858	\$1,536	\$714	\$1,080	\$1,112
OMERS	\$2,197	\$4,196	\$1,881	\$3,004	\$3,094
EHT	\$557	\$995	\$464	\$699	\$720
LTD/ADD/LIFE	\$2,363	\$5,124	\$2,515	\$4,017	\$4,138
Signage	\$25,625	\$30,888	\$33,475	\$34,145	\$35,169
Equipment Charges	\$8,751	\$13,665	\$8,000	\$8,000	\$8,240
Small Tools & Equipment	\$3,985	\$0	\$0	\$0	\$0
Hydro	\$0	\$585	\$0	\$0	\$0
Contracted Services	\$19,796	\$30,372	\$36,050	\$41,000	\$42,230
Pavement Marking	\$0	\$0	\$4,500	\$0	\$0
Total	\$94,250	\$141,531	\$109,282	\$130,333	\$134,243

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Winter Control					
Non-Union Salaries	\$8,284	\$4,735	\$0	\$0	\$0
Union Salaries	\$84,292	\$73,002	\$108,146	\$135,714	\$139,785
Casual Salaries	\$873	\$2,611	\$0	\$0	\$0
CPP	\$3,602	\$3,500	\$5,225	\$7,001	\$7,211
EI	\$1,405	\$1,410	\$2,210	\$2,532	\$2,608
WSIB	\$2,206	\$1,939	\$3,016	\$4,085	\$4,208
OMERS	\$4,344	\$3,979	\$6,028	\$11,366	\$11,707
EHT	\$1,443	\$1,252	\$1,960	\$2,646	\$2,725
LTD/ADD/LIFE	\$6,596	\$5,298	\$8,851	\$15,199	\$15,655
Sand	\$3,141	\$4,354	\$6,695	\$6,829	\$7,034
Salt	\$84,626	\$79,842	\$125,000	\$127,000	\$130,810
Calcium	\$3,733	\$4,456	\$6,180	\$6,304	\$6,493
Soil	\$491	\$192	\$0	\$1,500	\$1,545
Equipment Charges	\$116,139	\$110,729	\$140,000	\$140,000	\$144,200
Lumber & Posts	\$459	\$122	\$515	\$525	\$541
IT Supplies	\$92	\$0	\$1,030	\$1,051	\$1,083
IT Services	\$18,212	\$8,887	\$30,900	\$31,518	\$32,464
Contracted Services	\$0	\$3,336	\$0	\$0	\$0
Total	\$339,938	\$310,012	\$445,756	\$493,270	\$508,069

OPERATING BUDGET

Roads

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Winter Control - Sidewalks					
Union Salaries	\$7,765	\$12,324	\$8,914	\$16,726	\$17,228
Casual Salaries	\$0	\$1,723	\$0	\$0	\$0
CPP	\$374	\$616	\$429	\$863	\$889
EI	\$155	\$251	\$178	\$312	\$321
WSIB	\$219	\$343	\$251	\$503	\$518
OMERS	\$586	\$797	\$672	\$1,401	\$1,443
EHT	\$142	\$222	\$163	\$326	\$336
LTD/ADD/LIFE	\$776	\$1,003	\$891	\$1,873	\$1,929
Ice Removal Supplies	\$0	\$0	\$0	\$0	\$0
Equipment Charges	\$11,526	\$11,387	\$17,000	\$17,000	\$17,510
Contracted Services	\$323	\$0	\$0	\$0	\$0
Snow Removal/Salt	\$0	\$0	\$2,266	\$2,309	\$2,378
Total	\$21,866	\$28,666	\$30,764	\$41,313	\$42,552

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Roads Administration					
Non-Union Salaries	\$542,839	\$386,078	\$465,013	\$429,830	\$440,691
Union Salaries	\$344,169	\$390,813	\$524,604	\$486,412	\$501,004
Casual Salaries	\$3,807	\$19,540	\$0	\$0	\$0
CPP	\$37,538	\$39,234	\$47,648	\$40,518	\$41,734
EI	\$14,867	\$15,229	\$19,809	\$14,693	\$15,134
WSIB	\$26,936	\$26,213	\$27,891	\$26,349	\$27,139
OMERS	\$91,004	\$84,727	\$74,627	\$85,841	\$88,416
EHT	\$18,332	\$17,235	\$18,128	\$17,849	\$18,384
LTD/ADD/LIFE	\$106,043	\$89,035	\$98,927	\$90,786	\$93,510
Employee Assistance	\$1,909	\$1,204	\$1,100	\$729	\$751
Employee Records Requests	\$0	\$180	\$0	\$0	\$0
Mileage	\$1,560	\$1,247	\$2,060	\$2,101	\$2,164
Travel & Conventions	\$45	\$8,050	\$2,575	\$8,000	\$8,240
Clothing Allowance	\$10,873	\$9,634	\$17,510	\$17,860	\$18,396
Dues/Memberships	\$3,223	\$1,513	\$2,575	\$2,627	\$2,706
Subscriptions	\$1,309	\$173	\$1,030	\$1,051	\$1,083
Employee Recognition	\$274	\$682	\$2,060	\$2,101	\$2,164
Meeting Expenses	\$559	\$0	\$1,030	\$1,051	\$1,083
Recruitment Expenses	\$5,038	\$252	\$1,030	\$1,051	\$1,083
Training	\$9,911	\$10,979	\$12,360	\$12,607	\$12,985
Health & Safety Training	\$2,636	\$8,416	\$12,360	\$12,607	\$12,985

OPERATING BUDGET

Roads

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Roads Administration					
Advertising	\$355	\$0	\$2,060	\$2,101	\$2,164
Insurance	\$109,953	\$79,426	\$68,750	\$96,000	\$126,125
Radio Licensing	\$1,702	\$1,759	\$1,546	\$2,000	\$2,060
Vehicle Licensing	\$26,180	\$0	\$30,000	\$30,600	\$31,518
Permits/Licences	\$519	\$685	\$1,030	\$1,051	\$1,083
Office Supplies	\$2,636	\$1,383	\$3,090	\$3,152	\$3,247
Postage	\$2,270	\$95	\$0	\$0	\$0
Office Equipment	\$758	\$0	\$2,060	\$2,101	\$2,164
Cleaning Supplies	\$0	\$0	\$5,150	\$5,253	\$5,411
Furniture (Non-Cap)	\$3,495	\$493	\$10,300	\$5,000	\$5,150
Equipment Charges	\$27,451	\$33,098	\$25,000	\$25,000	\$25,750
Small Tools & Equipment	\$14,044	\$4,033	\$15,450	\$15,759	\$16,232
Large Tools & Equipment	\$763	\$0	\$0	\$0	\$0
Parts & Supplies	\$271,165	\$228,365	\$309,000	\$330,000	\$339,900
White Station Building Maintenance	\$24,826	\$12,171	\$30,000	\$30,600	\$31,518
Health & Safety Supplies	\$6,628	\$4,141	\$7,500	\$7,650	\$7,880
Fuel Expenses	\$333,406	\$290,605	\$280,000	\$290,000	\$298,700
Gas	\$7,117	\$8,328	\$11,330	\$11,557	\$11,904
Hydro	\$24,278	\$20,896	\$27,810	\$28,366	\$29,217
Water	\$2,151	\$0	\$1,545	\$1,576	\$1,623
Phone	\$8,300	\$6,463	\$10,300	\$10,506	\$10,821
IT Supplies	\$3,535	\$8,013	\$1,030	\$1,051	\$1,083
IT Equipment	\$1,550	\$4,073	\$2,500	\$2,500	\$2,575
Principal on LTD	\$356,461	\$360,845	\$365,176	\$374,103	\$383,249
Interest on LTD	\$43,328	\$38,944	\$34,613	\$25,685	\$16,539
Courier	\$58	\$256	\$0	\$0	\$0
Legal Services	\$18,141	\$1,192	\$10,000	\$10,000	\$10,300
Consulting	\$382	\$22,509	\$10,000	\$10,000	\$10,000
Answering Service	\$531	\$420	\$1,000	\$1,000	\$1,030
IT Service	\$52,211	\$23,972	\$50,000	\$51,000	\$52,530
Mat Rental	\$11,844	\$10,961	\$13,390	\$13,658	\$14,068
Shredding Services	\$994	\$1,032	\$0	\$0	\$0
Contracted Services	\$45,834	\$34,561	\$40,000	\$40,800	\$42,024
Cleaning Service	\$6,630	\$6,270	\$10,300	\$10,506	\$10,821
Water Bottle Service	\$746	\$589	\$1,030	\$1,051	\$1,083
Engineering Services	\$5,398	\$1,515	\$5,150	\$5,253	\$5,411
Equipment Rental Service	\$0	\$0	\$2,060	\$2,101	\$2,164
Surveying Services	\$1,568	\$51	\$10,000	\$10,200	\$10,506
Locates	\$1,789	\$713	\$0	\$0	\$0

OPERATING BUDGET

Roads

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Roads Administration					
Bank Charges	\$696	\$150	\$0	\$0	\$0
Payments in Lieu	\$5,555	\$6,020	\$5,600	\$5,712	\$5,883
Office Rental	\$67,593	\$65,051	\$66,000	\$71,200	\$73,336
White Station Lease	\$29,274	\$32,350	\$32,500	\$33,150	\$34,145
Copier Lease	\$4,284	\$3,660	\$8,000	\$8,160	\$8,405
Total	\$2,749,271	\$2,431,470	\$2,842,607	\$2,829,465	\$2,927,271

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Roads Equipment Reserve	\$1,167,726	\$859,250	\$0	\$0	\$0
Transfer to DC Reserve	\$0	\$130,844	\$192,236	\$122,167	\$164,727
Fleet - Transfer to Roads Equip Reserve	(\$1,019,808)	(\$859,250)	\$0	\$0	\$0
Total	\$147,918	\$130,844	\$192,236	\$122,167	\$164,727

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$4,378,419	\$3,596,232	\$4,519,729	\$4,534,375	\$4,747,076

Roads Net Budget	\$4,107,936	\$3,251,398	\$4,274,993	\$4,369,408	\$4,540,349
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OPERATING BUDGET

Street Lighting

EXPENSES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Hydro	\$80,453	\$68,051	\$92,700	\$94,554	\$97,391
Contracted Services	\$18,903	\$14,089	\$20,600	\$21,012	\$21,642
Total	\$99,356	\$82,140	\$113,300	\$115,566	\$119,033
Street Lighting Net Budget	\$99,356	\$82,140	\$113,300	\$115,566	\$119,033

OPERATING BUDGET

Waste Management

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Garbage Bag Tags	(\$7,119)	(\$2,175)	(\$2,000)	(\$2,000)	(\$2,000)
User Fees	(\$689,359)	(\$613,849)	(\$573,993)	(\$665,981)	(\$691,410)
Composter/Recycle Grant	(\$174,174)	(\$141,119)	(\$110,000)	(\$55,000)	\$0
Waste Diversion - Recycling - Blue Box Sales	(\$504)	(\$572)	(\$500)	(\$500)	\$0
Waste Diversion - Composter Sales	(\$1,120)	(\$1,160)	(\$1,000)	(\$1,000)	(\$200)
Garbage Bin Exchange Fee	\$0	\$0	\$0	(\$10,000)	(\$10,000)
London MRF Recycling Revenues	(\$52,876)	(\$205,381)	(\$70,000)	(\$82,500)	\$0
Total	(\$925,152)	(\$964,256)	(\$757,493)	(\$816,981)	(\$703,610)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Solid Waste					
Non-Union Salaries	\$10,436	\$39,658	\$44,083	\$33,045	\$34,585
Union Salaries	\$116,355	\$100,479	\$92,056	\$127,950	\$133,606
Casual Salaries	\$11,049	\$10,333	\$0	\$0	\$0
CPP	\$7,301	\$7,665	\$6,577	\$8,266	\$8,763
EI	\$3,186	\$3,088	\$2,782	\$3,070	\$3,102
WSIB	\$4,266	\$4,670	\$3,796	\$4,693	\$4,876
OMERS	\$10,577	\$13,376	\$7,588	\$14,259	\$14,924
EHT	\$2,773	\$3,081	\$2,468	\$3,136	\$3,280
LTD/ADD/LIFE	\$15,062	\$13,909	\$11,142	\$18,635	\$19,660
Employee Assistance	\$0	\$0	\$0	\$102	\$94
Clothing Allowance	\$2,688	\$1,810	\$1,275	\$1,275	\$1,730
Training	\$0	\$830	\$0	0	1000
Advertising	\$2,554	\$0	\$0	0	0
Insurance	\$0	\$6,313	\$5,525	\$8,000	\$10,125
Permits/Licences	\$582	\$229	\$750	\$3,750	\$3,750
Equipment Charges	\$86,652	\$78,298	\$19,350	\$124,800	\$194,670
Cart Parts & Supplies	\$332,778	\$44,497	\$25,000	\$7,500	\$7,500
Health & Safety Supplies	\$1,138	\$3,059	\$900	900	900
Phone	\$589	\$523	\$500	500	500
Printing Services	\$15,224	\$0	\$1,000	\$1,000	\$100
Contractor	\$41,740	\$3,075	\$0	0	0
Equipment Rental	\$103,769	\$90,465	\$110,000	\$60,600	0
Contract	\$213,216	\$187,144	\$210,000	\$228,000	\$232,000
Total	\$981,935	\$612,502	\$544,792	\$649,481	\$675,165

OPERATING BUDGET

Waste Management

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Leaf & Yard Waste Collection					
Non-Union Salaries	\$0	\$0	\$0	\$5,855	\$6,031
Union Salaries	\$3,499	\$13,957	\$13,242	\$9,635	\$9,924
CPP	\$191	\$601	\$640	\$725	\$747
EI	\$77	\$255	\$271	\$269	\$277
WSIB	\$105	\$347	\$369	\$441	\$454
OMERS	\$315	\$693	\$738	\$1,476	\$1,520
EHT	\$68	\$225	\$240	\$302	\$311
LTD/ADD/LIFE	\$0	\$1,018	\$1,084	\$1,600	\$1,648
Employee Assistance	\$0	\$0	\$0	\$9	\$9
Equipment Charges	\$3,549	\$13,463	\$8,000	\$8,250	\$8,500
Insurance	\$0	\$2,502	\$2,225	\$3,250	\$4,063
Contract	\$4,342	\$5,190	\$13,295	\$8,000	\$8,000
Total	\$12,146	\$38,251	\$40,104	\$39,812	\$41,484

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Recycling Collection					
Non-Union Salaries	\$629	\$40,270	\$64,936	\$29,448	\$26,868
Union Salaries	\$121,777	\$97,046	\$106,633	\$41,016	\$9,236
Salaries Casual	\$509	\$5,721	\$0	\$0	\$0
CPP	\$5,976	\$6,832	\$8,289	\$3,274	\$1,550
EI	\$2,506	\$2,752	\$3,506	\$1,238	\$528
WSIB	\$3,593	\$4,188	\$4,784	\$2,000	\$981
OMERS	\$10,297	\$12,275	\$9,562	\$6,519	\$3,506
EHT	\$2,335	\$2,764	\$3,110	\$1,372	\$704
LTD/ADD/LIFE	\$13,642	\$13,001	\$14,044	\$7,023	\$3,501
Employee Assistance	\$0	\$0	\$0	\$47	\$16
Clothing Allowance	\$0	\$487	\$1,300	\$1,300	\$1,300
Training	\$0	\$494	\$0	\$0	\$0
Parts & Supplies	\$0	\$34,946	\$70,000	\$35,000	\$500
Insurance	\$0	\$14,760	\$13,100	\$18,000	\$5,000
Permits/License	\$0	\$229	\$2,000	\$2,000	\$200
Health & Safety Supplies	\$0	\$184	\$750	\$400	\$400
Phone	\$0	\$0	\$500	\$250	\$250
Garbage & Recycling Bins	\$7,156	\$8,596	\$12,000	\$7,000	\$500
Equipment Charges	\$189,066	\$181,424	\$210,000	\$105,000	\$10,000
ST. Thomas Recycling Centre	\$43,399	\$41,465	\$45,000	\$45,000	\$45,000
Contractor	\$234,896	\$32,489	\$135,000	\$70,000	\$5,000
Total	\$635,781	\$499,923	\$704,514	\$375,887	\$115,040

OPERATING BUDGET

Waste Management

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Cart Replacement Reserve Transfer	\$26,470	\$25,900	\$25,900	\$26,900	\$28,245
Total	\$26,470	\$25,900	\$25,900	\$26,900	\$28,245

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$1,656,332	\$1,176,576	\$1,315,310	\$1,092,080	\$859,934

Waste Management Net Budget	\$731,180	\$212,320	\$557,817	\$275,099	\$156,324
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OPERATING BUDGET

Water

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Wastewater Service Recovery	(\$168,500)	\$0	\$0	\$0	\$0
Development Charges	(\$100,967)	(\$110,988)	(\$153,452)	(\$111,805)	(\$151,761)
Sundry Income	(\$5,196)	(\$2,214)	(\$1,000)	(\$1,000)	(\$1,000)
CE Water Consumption Billed	(\$2,040,965)	(\$1,838,838)	(\$2,099,520)	(\$1,977,791)	(\$1,940,592)
CE Flat Rate Water Billed	(\$1,390,760)	(\$1,496,066)	(\$1,799,250)	(\$1,977,134)	(\$2,174,899)
Bulk Fill Station Revenue	(\$5,420)	(\$4,177)	(\$3,000)	(\$3,000)	(\$3,000)
Water Reconnect Charge	\$0	\$0	(\$2,000)	(\$2,000)	(\$2,000)
New Account Setup Fee	(\$11,600)	(\$11,075)	(\$2,000)	(\$2,000)	(\$2,000)
Paper Bill Fee	\$0	(\$31,941)	\$0	(\$36,000)	(\$36,000)
Water/Wastewater Surcharge Arrears Added to Tax	\$0	(\$7,296)	\$0	\$0	\$0
Water Penalty	(\$24,098)	(\$20,996)	(\$15,000)	(\$15,000)	(\$15,000)
Water Rent	(\$3,000)	(\$2,750)	(\$3,000)	(\$3,000)	(\$3,000)
Water New Service Hookup	(\$16,200)	(\$13,600)	(\$20,000)	(\$20,000)	(\$20,000)
Water Meter Sales	(\$99,985)	(\$68,703)	(\$50,000)	(\$50,000)	(\$50,000)
OCIF Grant	\$0	\$0	\$0	(\$900,000)	(\$900,000)
Fire Hydrants - Maintenance Recovery	(\$34,442)	\$0	(\$75,000)	(\$40,341)	(\$41,159)
Transfer from Water DC Reserve	\$0	\$0	\$0	\$0	(\$1,200,000)
Transfer from Water Reserve	\$0	\$0	(\$112,500)	\$0	(\$511,848)
Total	(\$3,901,133)	(\$3,608,644)	(\$4,335,722)	(\$5,139,071)	(\$7,052,259)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Administration					
Non-Union Salaries	\$156,173	\$153,071	\$146,135	\$191,649	\$197,398
Union Salaries	\$110,003	\$75,209	\$32,552	\$60,646	\$98,070
Casual Salaries	\$1,378	\$494	\$0	\$0	\$0
CPP	\$10,173	\$11,208	\$8,575	\$11,992	\$14,346
EI	\$4,032	\$4,331	\$3,671	\$4,342	\$5,260
WSIB	\$7,887	\$7,793	\$5,015	\$7,509	\$8,806
OMERS	\$28,214	\$25,934	\$13,354	\$24,244	\$28,175

OPERATING BUDGET

Water

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Administration					
EHT	\$5,421	\$5,205	\$3,260	\$5,016	\$5,860
LTD/ADD/LIFE	\$25,986	\$28,748	\$17,767	\$28,241	\$34,310
Employee Assistance	\$376	\$237	\$280	\$242	\$266
Employee Records Requests	\$25	\$60	\$0	\$0	0
Travel & Conventions	\$175	\$2,067	\$3,000	\$3,100	\$3,100
Clothing Allowances	\$3,036	\$2,457	\$3,500	\$3,500	\$3,500
Dues/Memberships	\$1,618	\$116	\$1,000	\$1,000	\$1,000
Subscriptions	\$0	\$0	\$200	\$200	\$200
Employee Recognition	\$205	\$1,178	\$500	\$500	\$500
Meeting Expenses	\$46	\$207	\$0	\$0	0
Recruitment Expenses	\$28	\$38	\$0	\$0	0
Training Professional Development	\$605	\$145	\$0	\$0	0
Advertising	\$0	\$5,122	\$300	\$300	\$300
Insurance	\$31,572	\$28,181	\$33,600	\$36,100	\$45,125
Radio Licensing	\$851	\$880	\$1,000	\$1,000	\$1,000
Licences/Permits/Certificates	\$1,354	\$527	\$1,200	\$1,200	\$1,200
Office Supplies	\$1,221	\$632	\$1,000	\$1,000	\$1,000
Office Equipment	\$159	\$0	\$500	\$500	\$500
Equipment Charges	\$15,102	\$8,562	\$15,000	\$15,500	\$15,500
Small Tools & Equipment	\$10,901	\$3,173	\$10,000	\$10,000	\$10,000
Parts & Supplies	\$861	\$604	\$0	\$0	0
Water	\$225	\$0	\$0	\$0	0
Phone	\$3,572	\$4,076	\$4,300	\$4,300	\$4,300
IT Supplies	\$385	\$663	\$0	\$0	0
IT Equipment	\$51	\$0	\$2,000	\$2,000	\$2,000
Principal on LTD	\$1,048,548	\$1,023,241	\$1,077,587	\$1,108,075	\$1,139,624
Interest on LTD	\$306,551	\$274,858	\$273,303	\$238,680	\$202,765

OPERATING BUDGET

Water

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Courier	\$317	\$10	\$0	\$0	0
Answering Service	\$297	\$234	\$600	\$600	\$600
IT Services	\$37,674	\$19,111	\$30,000	\$30,000	\$30,000
Contracted Services	\$12,815	\$12,851	\$0	\$0	0
SCADA Services	\$25,227	\$20,992	\$30,000	\$30,000	\$30,000
Bank Charges	\$25	\$25	\$0	\$0	0
Payments in Lieu	\$5,141	\$5,203	\$17,500	\$17,500	\$17,500
White Station Lease	\$10,246	\$7,180	\$11,500	\$11,730	\$11,730
Crossing Agreements	\$658	\$658	\$500	\$500	\$500
Copier Lease	\$728	\$621	\$1,000	\$1,000	\$1,000
Training	\$8,176	\$15,826	\$13,500	\$13,500	\$13,500
Health & Safety Training	\$1,049	\$2,445	\$3,000	\$3,000	\$3,000
Health & Safety Supplies	\$681	\$718	\$1,000	\$1,000	\$1,000
Shop Equipment & Truck Maintenance Parts & Supplies	\$969	\$1,502	\$500	\$500	\$500
Lab Sampling	\$2,812	\$0	\$1,800	\$1,800	\$1,800
Audit Services - DWQMS	\$5,180	\$0	\$2,500	\$2,500	\$5,500
Total	\$1,888,729	\$1,756,393	\$1,771,999	\$1,874,466	\$1,940,735

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Billing & Collection					
Non-Union Salaries	\$74,588	\$43,593	\$43,924	\$40,746	\$41,968
Union Salaries	\$21,660	\$13,917	\$12,207	\$9,098	\$9,371
Casual Salaries	\$18,276	\$6,624	\$0	\$0	\$0
CPP	\$5,511	\$3,415	\$2,694	\$2,379	\$2,450
EI	\$2,287	\$1,410	\$1,153	\$861	\$887
WSIB	\$3,353	\$1,957	\$1,575	\$1,490	\$1,535
OMERS	\$8,923	\$5,293	\$4,195	\$4,809	\$4,953
EHT	\$2,179	\$1,266	\$1,024	\$995	\$1,025
LTD/ADD/LIFE	\$9,394	\$6,234	\$5,582	\$5,643	\$5,812
Office Supplies	\$10	\$0	\$0	\$0	0
Postage	\$10,354	\$8,807	\$0	\$15,000	15000
Billing Costs	\$11,477	\$3,120	\$20,000	\$20,000	\$20,000
Elec Water Bill Credit	\$8,550	\$276	\$0	\$0	
Equipment Charges	\$5,964	\$3,891	\$10,500	\$10,500	\$10,500
Small Tools & Equipment	\$6,543	\$0	\$1,500	\$1,000	\$1,000
Meter Reading	\$24,868	\$10,285	\$23,000	\$23,500	\$23,500
Contractor	\$0	\$198	\$0	\$0	0
Total	\$213,937	\$110,286	\$127,354	\$136,021	\$138,001

OPERATING BUDGET

Water

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Water Purchases					
Elgin Primary	\$281,931	\$262,234	\$312,322	\$316,152	\$335,353
Malahide Secondary	\$30,673	\$20,890	\$35,000	\$38,000	\$40,000
Aylmer Secondary	\$41,044	\$26,171	\$46,000	\$49,000	\$51,000
St. Thomas Secondary	\$207,887	\$82,198	\$110,158	\$101,862	\$107,648
St. Thomas Suburban Area	\$348,010	\$325,478	\$432,810	\$442,052	\$457,209
Total	\$909,545	\$716,971	\$936,290	\$947,066	\$991,210

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Belmont Water Treatment					
Non-Union Salaries	\$465	\$1,895	\$0	\$0	0
Union Salaries	\$33,143	\$28,862	\$35,694	\$26,772	\$27,575
CPP	\$1,074	\$1,183	\$1,713	\$1,205	\$1,241
EI	\$411	\$454	\$733	\$436	\$449
WSIB	\$767	\$721	\$1,002	\$754	\$777
OMERS	\$1,934	\$1,688	\$2,667	\$2,436	\$2,509
EHT	\$499	\$468	\$651	\$504	\$519
LTD/ADD/Life	\$2,406	\$2,303	\$3,549	\$2,858	\$2,944
Chemicals	\$5,723	\$7,351	\$6,500	\$6,500	\$6,500
Equipment Charges	\$4,097	\$4,095	\$5,500	\$5,500	\$5,500
Small Tools & Equipment	\$4,986	\$0	\$0	\$0	0
Parts & Supplies	\$8,969	\$6,063	\$10,000	\$10,000	\$10,000
Hydro	\$7,933	\$7,429	\$10,000	\$10,000	\$10,000
Phone	\$846	\$758	\$1,000	\$1,000	\$1,000
Contracted Services	\$19,568	\$11,117	\$13,000	\$43,000	\$13,000
Total	\$92,821	\$74,387	\$92,009	\$110,965	\$82,014

OPERATING BUDGET

Water

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Port Stanley Water Tower Operations					
Non-Union Salaries	\$0	\$177	\$0	\$0	0
Union Salaries	\$5,627	\$4,797	\$8,301	\$6,187	\$6,373
Casual Salaries	\$47	\$0	\$0	\$0	0
CPP	\$230	\$266	\$398	\$278	\$286
EI	\$90	\$105	\$171	\$101	\$104
WSIB	\$165	\$156	\$233	\$174	\$179
OMERS	\$497	\$466	\$620	\$563	\$580
EHT	\$108	\$101	\$151	\$116	\$119
LTD/ADD/Life	\$575	\$582	\$826	\$661	\$681
Chemicals	\$2,151	\$2,601	\$2,000	\$2,100	\$2,100
Equipment Charges	\$1,440	\$1,341	\$1,750	\$1,750	\$1,750
Parts & Supplies	\$2,629	\$2,043	\$2,500	\$2,500	\$2,500
Hydro	\$6,955	\$7,476	\$8,000	\$8,000	\$8,000
Phone	\$549	\$503	\$500	\$500	\$500
Contracted Services	\$22,849	\$1,577	\$15,000	\$15,000	\$15,000
Total	\$43,912	\$22,191	\$40,450	\$37,930	\$38,172

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Belmont Water Tower - Operations					
Non-Union Salaries	\$0	\$177	\$0	\$0	0
Union Salaries	\$4,701	\$4,096	\$4,980	\$3,763	\$3,876
CPP	\$196	\$219	\$239	\$169	\$174
EI	\$77	\$86	\$102	\$61	\$63
WSIB	\$134	\$130	\$140	\$106	\$109
OMERS	\$425	\$385	\$372	\$342	\$352
EHT	\$87	\$84	\$91	\$71	\$73
LTD/ADD/Life	\$477	\$472	\$496	\$402	\$414
Equipment Charges	\$1,114	\$1,145	\$250	\$250	\$250
Parts & Supplies	\$1,024	\$849	\$1,000	\$1,000	\$1,000
Hydro	\$2,502	\$2,516	\$3,500	\$3,500	\$3,500
Contracted Services	\$11,696	\$2,279	\$13,000	\$13,000	\$13,000
Total	\$22,433	\$12,438	\$24,170	\$22,664	\$22,811

OPERATING BUDGET

Water

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Bulk Fill Station					
Non-Union Salaries	\$0	\$0	\$830	\$0	\$0
Union Salaries	\$156	\$0	\$0	\$619	\$638
CPP	\$8	\$0	\$40	\$28	\$29
EI	\$3	\$0	\$17	\$10	\$10
WSIB	\$5	\$0	\$23	\$17	\$18
OMERS	\$15	\$0	\$62	\$56	\$58
EHT	\$3	\$0	\$15	\$12	\$12
LTD/ADD/Life	\$20	\$0	\$83	\$66	\$68
Equipment Charges	\$73	\$0	\$100	\$100	\$100
Contracted Services	\$2,677	\$0	\$2,500	\$2,500	\$2,500
Total	\$2,960	\$0	\$3,670	\$3,408	\$3,433

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fruit Ridge Booster					
Union Salaries	\$2,712	\$2,077	\$2,905	\$2,171	\$2,236
CPP	\$109	\$107	\$139	\$98	\$101
EI	\$42	\$42	\$60	\$35	\$36
WSIB	\$79	\$63	\$82	\$61	\$63
OMERS	\$229	\$202	\$217	\$197	\$203
EHT	\$52	\$41	\$53	\$41	\$42
LTD/ADD/Life	\$249	\$241	\$289	\$232	\$239
Equipment Charges	\$722	\$616	\$500	\$500	\$500
Hydro	\$2,379	\$1,925	\$2,100	\$2,100	\$2,100
Contracted Services	\$970	\$36	\$1,000	\$1,000	\$1,000
Total	\$7,543	\$5,391	\$7,345	\$6,435	\$6,520

OPERATING BUDGET

Water

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Water Chambers					
Union Salaries	\$244	\$159	\$4,150	\$3,111	\$3,204
CPP	\$2	\$9	\$199	\$142	\$146
EI	\$0	\$4	\$85	\$51	\$53
WSIB	\$6	\$5	\$116	\$88	\$91
OMERS	\$13	\$6	\$310	\$283	\$291
EHT	\$4	\$3	\$76	\$59	\$61
LTD/ADD/Life	\$23	\$22	\$413	\$332	\$342
Equipment Charges	\$19	\$33	\$1,000	\$1,000	\$1,000
Parts & Supplies	\$0	\$2,495	\$500	\$500	\$500
Hydro	\$807	\$728	\$1,000	\$1,000	\$1,000
Contracted Services	\$1,330	\$0	\$1,000	\$1,000	\$1,000
Total	\$2,448	\$3,464	\$8,849	\$7,566	\$7,688

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Water Mains					
Non-Union Salaries	\$900	\$516	\$0	\$0	0
Union Salaries	\$64,015	\$48,604	\$80,518	\$60,780	\$62,603
Casual Salaries	\$964	\$1,189	\$0	\$0	\$0
CPP	\$3,040	\$2,609	\$3,864	\$2,735	\$2,817
EI	\$1,217	\$1,053	\$1,654	\$990	\$1,020
WSIB	\$1,958	\$1,563	\$2,260	\$1,713	\$1,764
OMERS	\$6,126	\$4,804	\$6,017	\$5,530	\$5,696
EHT	\$1,273	\$1,013	\$1,469	\$1,144	\$1,178
LTD/ADD/Life	\$7,163	\$5,928	\$8,006	\$6,489	\$6,684
Equipment Charges	\$20,020	\$12,498	\$18,500	\$18,500	\$18,500
Parts & Supplies	\$2,868	\$1,699	\$10,000	\$10,000	\$10,000
Contracted Services	\$26,070	\$9,208	\$15,000	\$15,000	\$15,000
Lab Sampling Services	\$20,972	\$17,506	\$18,000	\$18,000	\$18,000
Locating Services	\$1,521	\$1,673	\$1,000	\$1,000	\$1,000
Total	\$158,107	\$109,863	\$166,288	\$141,881	\$144,262

OPERATING BUDGET

Water

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Water Services					
Non-Union Salaries	\$527	\$343	\$0	\$0	0
Union Salaries	\$56,770	\$41,077	\$72,138	\$60,780	\$62,603
Casual Salaries	\$780	\$282	\$0	\$0	\$0
CPP	\$2,593	\$2,164	\$3,462	\$1,045	\$1,076
EI	\$1,020	\$854	\$1,482	\$378	\$389
WSIB	\$1,738	\$1,270	\$2,025	\$654	\$674
OMERS	\$5,478	\$3,899	\$5,391	\$2,112	\$2,175
EHT	\$1,130	\$823	\$1,316	\$437	\$450
LTD/ADD/Life	\$5,945	\$4,512	\$7,173	\$2,479	\$2,553
Equipment Charges	\$13,040	\$10,108	\$15,000	\$15,000	\$15,000
Parts & Supplies	\$115,470	\$75,201	\$70,000	\$75,000	\$75,000
Contracted Services	\$10,142	\$7,515	\$20,000	\$20,000	\$20,000
Total	\$214,633	\$148,048	\$197,987	\$177,885	\$179,920

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Fire Hydrants					
Union Salaries	\$17,813	\$7,912	\$29,468	\$23,218	\$23,915
Casual Salaries	\$4,954	\$2,855	\$0	\$0	\$0
CPP	\$990	\$423	\$1,414	\$1,045	\$1,076
EI	\$392	\$218	\$605	\$378	\$389
WSIB	\$687	\$325	\$827	\$654	\$674
OMERS	\$1,733	\$751	\$2,202	\$2,112	\$2,175
EHT	\$446	\$211	\$538	\$437	\$450
LTD/ADD/Life	\$2,088	\$992	\$2,930	\$2,479	\$2,553
Equipment Charges	\$7,120	\$3,025	\$8,000	\$8,000	\$8,000
Parts & Supplies	\$1,804	\$6,797	\$6,000	\$6,000	\$6,000
Contracted Services	\$242	\$193	\$500	\$500	\$500
Total	\$38,269	\$23,702	\$52,484	\$44,823	\$45,732

OPERATING BUDGET

Water

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfers					
Transfer to Water Rate Reserves	\$40,796	\$329,522	\$681,827	\$526,156	\$0
Transfer to Water DC Reserve	\$0	\$70,988	\$0	\$71,805	\$111,761
Total	\$40,796	\$400,510	\$681,827	\$597,961	\$111,761

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Water Capital Budget	\$265,000	\$225,000	\$225,000	\$1,030,000	\$3,340,000

	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Total Expenditures	\$3,901,133	\$3,608,644	\$4,335,722	\$5,139,071	\$7,052,259

Water Net Budget	\$0	\$0	\$0	\$0	\$0
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OPERATING BUDGET

Wastewater

REVENUES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Consumption	(\$1,353,546)	(\$1,256,166)	(\$1,546,931)	(\$1,342,822)	(\$1,342,822)
Surcharge	(\$1,287,316)	(\$1,344,083)	(\$1,573,232)	(\$2,173,995)	(\$2,282,588)
Port Stanley Land Lease	(\$28,849)	(\$28,944)	(\$28,795)	(\$28,795)	(\$28,795)
Penalty	(\$17,739)	(\$15,260)	(\$5,000)	(\$5,000)	(\$5,000)
Connection Charges	(\$174,458)	(\$161,671)	(\$134,521)	(\$156,610)	(\$156,610)
Developer Contributions	(\$869,097)	(\$883,606)	(\$1,174,785)	(\$659,240)	(\$891,920)
Front Ending Agreement	\$0	\$0	\$0	(\$4,500,000)	\$0
Transfer from Wastewater Reserve Fund	(\$174,748)	\$0	\$0	(\$100,000)	(\$768,732)
Total	(\$3,905,753)	(\$3,689,730)	(\$4,463,264)	(\$8,966,462)	(\$5,476,467)

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Wastewater Administration					
St. Thomas Connection Charges	\$174,458	\$0	\$0	\$0	\$0
Wastewater Service Recovery	\$168,500	\$0	\$0	\$0	\$0
Non-Union Salaries	\$53,916	\$163,309	\$196,008	\$250,571	\$256,353
Union Salaries	\$10,099	\$50,353	\$0	\$24,430	\$48,900
Casual Salaries	\$361	\$0	\$0	\$0	\$2,873
CPP	\$2,270	\$8,653	\$9,407	\$12,556	\$14,262
EI	\$892	\$3,328	\$4,026	\$4,542	\$5,203
WSIB	\$1,846		\$5,501	\$7,981	\$8,934
OMERS	\$6,940	\$21,376	\$14,648	\$26,399	\$29,327
EHT	\$1,260	\$4,198	\$3,576	\$5,358	\$5,982
LTD/ADD/LIFE	\$5,709	\$20,940	\$19,489	\$30,010	\$34,391
Employee Assistance	\$378	\$239	\$280	\$219	\$235
Employee Records Requests	\$25	\$110	\$0	\$0	\$0
Travel & Conventions	\$0	\$3,400	\$3,000	\$3,000	\$3,000
Clothing Allowance	\$3,036	\$2,193	\$3,500	\$3,500	\$3,500
Recruitment Expense	\$28	\$38	\$0	\$0	\$0
Advertising	\$508	\$6,013	\$0	\$0	\$0
Insurance	\$24,869	\$42,240	\$51,100	\$53,800	\$67,250
Radio License	\$851	\$880	\$1,000	\$1,000	\$1,000
Licences/Permits/Certificates	\$1,095	\$672	\$1,500	\$1,500	\$1,500
Office Supplies	\$1,942	\$563	\$1,000	\$1,000	\$1,000
Postage	\$8,363	\$8,807	\$20,000	\$20,000	\$20,000
Equipment Charges	\$6,655	\$8,074	\$6,500	\$6,500	\$6,500
Maintenance	\$2,413	\$132	\$500	\$500	\$500
Meter Reading	\$18,864	\$10,285	\$23,500	\$23,500	\$23,500

OPERATING BUDGET

Wastewater

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Wastewater Administration					
Parts & Supplies	\$696	\$681	\$200	\$200	\$200
Water	\$135	\$0	\$0	\$0	0
Phone	\$714	\$2,139	\$1,200	\$1,200	\$1,200
IT Supplies	\$385	\$663	\$0	\$0	0
IT Equipment	(\$1,117)	\$0	\$2,000	\$2,000	\$2,000
ST. Thomas Sewer Operations	\$376,031	\$305,903	\$410,000	\$418,000	\$430,000
Principal on LTD	\$1,295,765	\$899,264	\$1,397,298	\$1,446,113	\$1,496,758
Interest on LTD	\$773,838	\$377,751	\$672,306	\$623,491	\$572,845
Legal Services	\$2,241	\$0	\$0	\$0	0
Answering Services	\$297	\$234	\$600	\$600	\$600
IT Services	\$36,408	\$19,096	\$28,500	\$28,500	\$28,500
Contracted Services	\$22,099	\$16,522	\$1,500	\$1,500	\$1,500
SCADA Services	\$26,074	\$18,430	\$38,500	\$38,500	\$38,500
Locates	\$1,041	\$951	\$1,000	\$1,000	\$1,000
Rate Consult Service	\$0	\$0	\$0	\$0	\$15,000
Bank Charges	\$25	\$75	\$0	\$0	0
Payments In Lieu	\$80,351	\$81,985	\$75,000	\$75,000	\$75,000
White Station Lease	\$5,517	\$3,866	\$6,000	\$6,120	\$6,120
Copier Lease	\$728	\$621	\$900	\$900	\$900
Meeting Expenses	\$46	\$0	\$0	\$0	0
Training	\$856	\$0	\$11,000	\$11,000	\$11,000
Health & Safety Training	\$1,049	\$773	\$2,500	\$2,500	\$2,500
Health/Safety	\$499	\$579	\$1,000	\$1,000	\$1,000
Health & Safety Services	\$0	\$0	\$300	\$300	\$300
Total	\$3,118,956	\$2,085,336	\$3,013,839	\$3,134,290	\$3,219,133

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Pumping Stations					
Non-Union Salaries	\$889	\$632	\$0	\$0	\$0
Union Salaries	\$22,049	\$15,682	\$33,203	\$22,000	\$22,660
CPP	\$804	\$826	\$1,593	\$1,004	\$1,034
EI	\$310	\$310	\$682	\$363	\$374
WSIB	\$615	\$485	\$932	\$638	\$657
OMERS	\$1,802	\$1,383	\$2,481	\$2,112	\$2,175
EHT	\$400	\$314	\$606	\$429	\$442
LTD/ADD/LIFE	\$2,046	\$1,553	\$3,302	\$2,401	\$2,473
Equipment Charges	\$4,487	\$3,215	\$7,000	\$7,000	\$7,000
Small Tools & Equipment	\$0	\$7,746	\$2,000	\$2,000	\$2,000
Parts & Supplies	\$11,259	\$1,165	\$5,000	\$5,000	\$5,000
Hydro	\$44,593	\$39,424	\$55,000	\$55,000	\$55,000
Water	\$499	\$548	\$400	\$400	\$400

OPERATING BUDGET

Wastewater

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Pumping Stations					
Phone	\$3,490	\$1,813	\$3,500	\$3,500	\$3,500
Contracted Services	\$42,946	\$10,160	\$35,000	\$45,000	\$45,000
Lab Sampling Services	\$1,730	\$0	\$0	\$0	0
Total	\$137,919	\$85,256	\$150,699	\$146,847	\$147,715

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Collection System					
Union Salaries	\$14,180	\$9,422	\$24,414	\$18,000	\$18,540
CPP	\$719	\$506	\$1,172	\$822	\$847
EI	\$301	\$205	\$502	\$297	\$306
WSIB	\$421	\$293	\$685	\$522	\$538
OMERS	\$1,292	\$876	\$1,825	\$1,728	\$1,780
EHT	\$274	\$189	\$445	\$351	\$362
LTD/ADD/LIFE	\$1,617	\$1,207	\$2,427	\$1,964	\$2,023
Equipment Charges	\$3,826	\$2,701	\$7,500	\$7,500	\$7,500
Parts & Supplies	\$0	\$0	\$5,000	\$5,000	\$5,000
Contracted Services	\$3,181	\$47,852	\$50,000	\$50,000	\$50,000
Station 52 - Union Salaries	\$1,011	\$105	\$0	\$0	\$0
Station 52 - Casual Salaries	\$0	\$17	\$0	\$0	\$0
Station 52 - CPP	\$52	\$7	\$0	\$0	\$0
Station 52 - EI	\$22	\$3	\$0	\$0	\$0
Station 52 - WSIB	\$31	\$4	\$0	\$0	\$0
Station 52 - OMERS	\$93	\$10	\$0	\$0	\$0
Station 52 - EHT	\$20	\$2	\$0	\$0	\$0
Station 52 - LTD/ADD/LIFE	\$142	\$11	\$0	\$0	\$0
Station 52 - Equipment Charges	\$1,715	\$0	\$0	\$0	\$0
Total	\$28,897	\$63,410	\$93,970	\$86,184	\$86,896

OPERATING BUDGET

Wastewater

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Belmont Treatment Plant					
Non-Union Salaries	\$570	\$204	\$0	\$0	\$0
Union Salaries	\$24,957	\$20,752	\$32,552	\$32,000	\$32,960
Casual Salaries	\$63	\$63	\$0	\$0	\$0
CPP	\$1,110	\$1,047	\$1,562	\$1,461	\$1,505
EI	\$417	\$417	\$669	\$529	\$545
WSIB	\$749	\$602	\$914	\$929	\$957
OMERS	\$2,373	\$1,871	\$2,433	\$3,072	\$3,164
EHT	\$487	\$390	\$594	\$623	\$642
LTD/ADD/LIFE	\$2,630	\$1,995	\$3,236	\$3,492	\$3,597
Chemicals	\$7,142	\$10,280	\$9,000	\$9,000	\$9,000
Equipment Charges	\$4,010	\$3,429	\$5,000	\$5,000	\$5,000
Parts & Supplies	\$2,569	\$5,151	\$3,000	\$3,000	\$3,000
Hydro	\$60,506	\$58,578	\$80,000	\$80,000	\$80,000
Water	\$1,358	\$1,573	\$600	\$600	\$600
Phone	\$1,308	\$1,179	\$1,500	\$1,500	\$1,500
Contracted Services	\$42,972	\$9,261	\$35,000	\$35,000	\$35,000
Lab Sampling Services	\$3,791	\$3,759	\$3,600	\$3,600	\$3,600
Total	\$157,012	\$120,551	\$179,660	\$179,806	\$181,070

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Port Stanley Treatment Plant					
Non-Union Salaries	\$1,875	\$408	\$0	\$0	\$0
Union Salaries	\$69,281	\$58,246	\$97,662	\$75,000	\$77,250
Casual Salaries	\$0	\$172	\$0	\$0	\$0
CPP	\$2,932	\$3,111	\$4,687	\$3,424	\$3,527
EI	\$1,179	\$1,184	\$2,006	\$1,239	\$1,276
WSIB	\$2,085	\$1,813	\$2,741	\$2,177	\$2,242
OMERS	\$6,613	\$5,756	\$7,299	\$7,200	\$7,416
EHT	\$1,361	\$1,175	\$1,782	\$1,461	\$1,505
LTD/ADD/LIFE	\$7,318	\$6,410	\$9,710	\$8,185	\$8,431
Cleaning Supplies	\$791	\$0	\$500	\$500	\$500
Chemicals	\$21,089	\$17,287	\$20,000	\$20,000	\$20,000
Equipment Charges	\$703	\$2,622	\$8,000	\$8,000	\$8,000
Small Tools & Equipment	\$2,791	\$2,067	\$5,000	\$5,000	\$5,000
Parts & Supplies	\$26,799	\$21,170	\$20,000	\$20,000	\$20,000
Health & Safety Supplies	\$0	\$0	\$500	\$500	\$500

OPERATING BUDGET

Wastewater

EXPENDITURES	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Port Stanley Treatment Plant					
Gas	\$8,534	\$9,313	\$7,000	\$7,000	\$7,000
Hydro	\$67,983	\$57,124	\$75,000	\$75,000	\$75,000
Water	\$3,948	\$2,946	\$4,000	\$4,000	\$4,000
Phone	\$1,903	\$1,682	\$1,900	\$1,900	\$1,900
Contracted Services	\$23,144	\$18,328	\$30,000	\$30,000	\$30,000
Snow Removals/Salt Services	\$3,394	\$5,149	\$3,500	\$3,500	\$3,500
Equipment Rental Service	\$0	\$16	\$0	\$0	\$0
Lab Sampling Services	\$9,246	\$7,742	\$9,000	\$9,000	\$9,000
Total	\$262,969	\$223,721	\$310,287	\$283,086	\$286,047

TRANSFERS	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Transfer to Reserves	\$0	\$404,164	\$264,809	\$423,323	\$0
Transfer to DC Reserves	\$0	\$257,292	\$0	\$32,926	\$265,606
Total	\$0	\$661,456	\$264,809	\$456,249	\$265,606

CAPITAL BUDGET	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
Wastewater Capital Budget	\$200,000	\$450,000	\$450,000	\$4,680,000	\$1,290,000

Total Expenditures	ACTUALS		BUDGET		
	2021	2022	2022	2023	2024
	\$3,905,753	\$3,689,730	\$4,463,264	\$8,966,462	\$5,476,467

Wastewater Net Budget	\$0	\$0	\$0	\$0	\$0
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